



PROPOSED FISCAL YEAR 2017

BUDGET MESSAGE *and* SUMMARIES

BUDGET PREPARATION TEAM

Richard J. Manfredi, Borough Manager
Stephanie L. Cecco, Assistant to the Manager
Angela Orr, Accountant

Paul W. Hughes, Director, Engineering, Licenses and Inspections
Kate Kosmin, Manager, Recreation Services
Michael Orlor, Chief of Police
Z. Raymond Sokolowski, Director, Public Services

INTRODUCTION

The Borough Council has made both continuing to refine a vision for immediately investing in Borough parks, facilities, paving streets, planning for the future through updating the Borough Comprehensive Plan, and revising zoning, subdivision and land development ordinances that reflect plans for growth their priorities. The Administration, consistent with the plan, will be developing a comprehensive infrastructure and pavement management plan for consideration in the fiscal year 2018 budget. The Borough fiscal plan presented herein, proposes in fiscal year 2017 to once again hold all taxes at 2015 rates, and once again establishes the property tax levy for all property owners at 3.50 total mills; including a general fund levy of 2.9984 mills.

The financial projections for fiscal year 2017 reflect a conservative, but, realistic approach for all sources of income and a zero based and planned programming projected expenditures, and continue to baseline an established level of essential service as a basis for making sound fiscal planning decisions. The spending plan for fiscal year 2017 has as its core, the recognition that planning for the future is critical. The Borough Council, in March 2016, began evaluating 2016 goals, and worked throughout 2016 to establish 2017 goals, objectives and priorities for 2017 and beyond. The Borough Council has held three special meetings in March, July and August of 2016 and discussed current and future projects, goals and priorities at 4 other public meetings in September, October and November 2016 to date. The following funding priorities have thus far been identified:

-
- *Improve recreation services and their facilities*
 - *Install state-of-the-art playground equipment at Sutcliffe Park and Haines Salvatti Park;*
 - *Construct a walking and running track at the A-Field with accessory lighting and security;*
 - *Replace the existing border wall at the A Field, and improve the pedestrian walkways, and;*
 - *Plan for continued investment in infrastructure, and*
 - *Invest tax dollars in improvements and purchases to the benefit of as many taxpayers and residents as possible.*
-

Projects that were began in 2015 and 2016 to provide traffic mitigation, timing and signalization review and development of a synchronized traffic timing system on the Fayette Street, Elm and nearby corridors is in process, and will continue as a priority with the Congestion Mitigation Air Quality (CMAQ) grant, as a priority into 2017 by providing matching funds to achieve the grant objectives.

The Borough will not only invest in, but also continue to consider alternatives for expanding programming and recreation services, and provide funding for the Borough to survey residents, and property owners to learn what is important to them, so that Council can consider their views in shaping Conshohocken's future. Additionally, the Borough will continue to evolve and develop efficiencies in increased communications and outreach to the public and community, and this proposed budget includes a mobile device application for users to receive content, important notifications, sign up for recreation programs and other useful information and activities.

PRIMARY REVENUE SOURCES

REAL ESTATE AND TAXATION

Real estate and business taxes are the primary source of revenue for the Borough. This dependence on real estate and business-based taxes continues to be the primary reason Borough residents and taxpayers have enjoyed low real property taxes. The strong commercial real estate continues to result in higher than normal real estate transfer, earned income and business privilege/ mercantile tax income. As the charts below depict real estate and taxes on income and business account for 83 % (eighty-three percent) of operating revenues, with fees for services and operating grants as the remaining sources of operating revenues to fund operating expenditures.

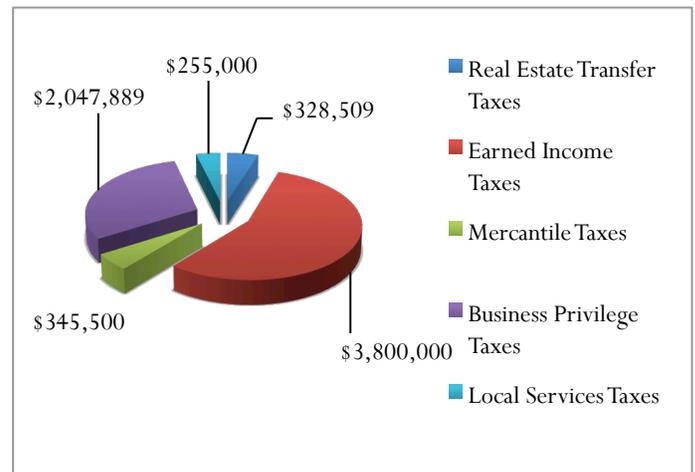
REAL PROPERTY

Real Estate Taxes- Current	\$1,813,791
Real Estate Taxes- Prior	\$11,000
Real Estate Taxes- Delinquent	\$35,000
Real Estate Taxes- Interim	\$15,000
	<hr/>
	\$1,874,791



LOCAL TAX ENABLING ACT (511)

Real Estate Transfer Taxes	\$328,509
Earned Income Taxes	\$3,800,000
Mercantile Taxes	\$345,500
Business Privilege Taxes	\$2,047,889
Local Services Taxes	\$255,000
	<hr/>
	\$6,776,898



GENERAL FUND REVENUES

REAL ESTATE TAX

THE VALUE OF ONE MILL

TABLE 1

<u>FORMULA</u>	<u>2016</u>	<u>2017</u>	<u>VARIANCE</u>
TOTAL ASSESSED VALUE	\$626,340,079	\$636,757,479	\$10,417,400
DIVIDED BY 1000	\$626,340	\$636,757	\$10,417
X COLLECTION RATE OF 95%	\$595,023	\$604,920	\$9,897

The Collection rate is projected at 95% for 2017.

A property owner will pay \$1.00 in property tax for every \$1,000 of the taxable appraised value of the property.

If the Montgomery County Assessed value for a Conshohocken homeowner's property were set at \$108,000, then one mill of taxes would equal \$108.00. At the present Borough tax rate of 3.50, the average Borough taxpayer will pay \$378.00 in Borough property taxes.

TABLE 2

MILLAGE TAX RATE AND REVENUES BY FUND

	<u>FY 2017 LEVY</u>	<u>TAX REVENUE</u>
GENERAL	2.9984	\$1,813,791
FIRE	0.1254	\$75,857
LIBRARY	0.0836	\$50,571
STREET LIGHTING	0.2926	\$176,999
	<u>3.50</u>	<u>\$2,117,219</u>

MILLAGE TAX RATE AND REVENUES BY FUND FY 2016 V. FY 2017

TABLE 3

	<u>FY 2016 LEVY</u>	<u>TAX REVENUE</u>	<u>FY 2017 LEVY</u>	<u>TAX REVENUE</u>	<u>VARIANCE</u>
GENERAL	2.9984	\$1,784,117	2.9984	\$1,813,791	\$29,674
FIRE	0.1254	\$74,616	0.1254	\$75,857	\$1,241
LIBRARY	0.0836	\$49,744	0.0836	\$50,571	\$827
STREET LIGHTING	0.2926	\$174,104	0.2926	\$176,999	\$2,896
	<u>3.50</u>	<u>\$2,082,581</u>	<u>3.50</u>	<u>\$2,117,219</u>	<u>\$34,638</u>

REVENUE RECAPITULATION

OPERATING REVENUES

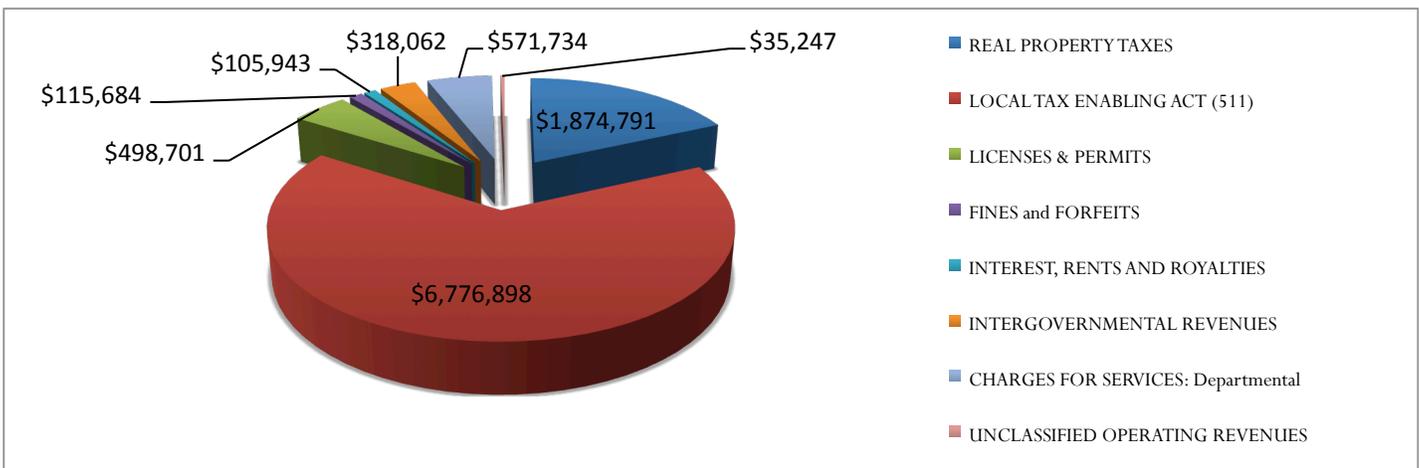
REAL PROPERTY TAXES	\$1,874,791
LOCAL TAX ENABLING ACT (511)	\$6,776,898
LICENSES & PERMITS	\$498,701
FINES and FORFEITS	\$115,684
INTEREST, RENTS AND ROYALTIES	\$105,943
INTERGOVERNMENTAL REVENUES	\$318,062
CHARGES FOR SERVICES: Departmental	\$571,734
UNCLASSIFIED OPERATING REVENUES	\$35,247

TOTAL OPERATING REVENUE \$10,297,060

FUND EQUITY - (Non - Operating Revenue) \$2,925,323.

TOTAL ALL REVENUE SOURCES \$13,222,383

NET FUND SURPLUS \$683,844



KEY COST CENTERS

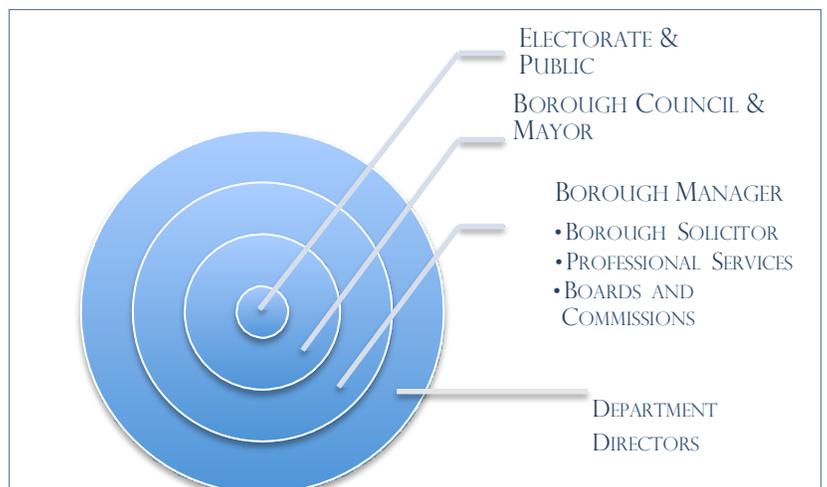
DETAILS AND SUMMARIES

ORGANIZATIONAL STRUCTURE

The Borough of Conshohocken organizational structure has evolved to deliver services through a lean management structure. It is an alignment that achieves the Borough Council role of policy makers who assure a focus on a professional administration to execute their polices, communicate effectively and provide quality customer and constituent service, while maintaining fiscal responsibility. The established Borough's structure and complement, is critical to the Borough's financial position that personal service costs drive cost of services provided.

The strategic organizational structure is attaining the broader goal of fiscal predictability through realignment of positions and cost effectiveness. We continue to utilize expert independent professionals to avoid increasing full time complement and related costs, these changes build upon the continued strategic use of consulting services to improve financial systems, traffic control systems, storm water and, land use and planning.

The Borough hierarchy has at its core the Electorate who elects representatives from each of the seven Borough Wards, and a mayor elected at large. At the core of public service and the essential services of protecting the health, safety and welfare are people. The public policy process, management structure and service delivery systems are designed to effectively deliver those essential services.

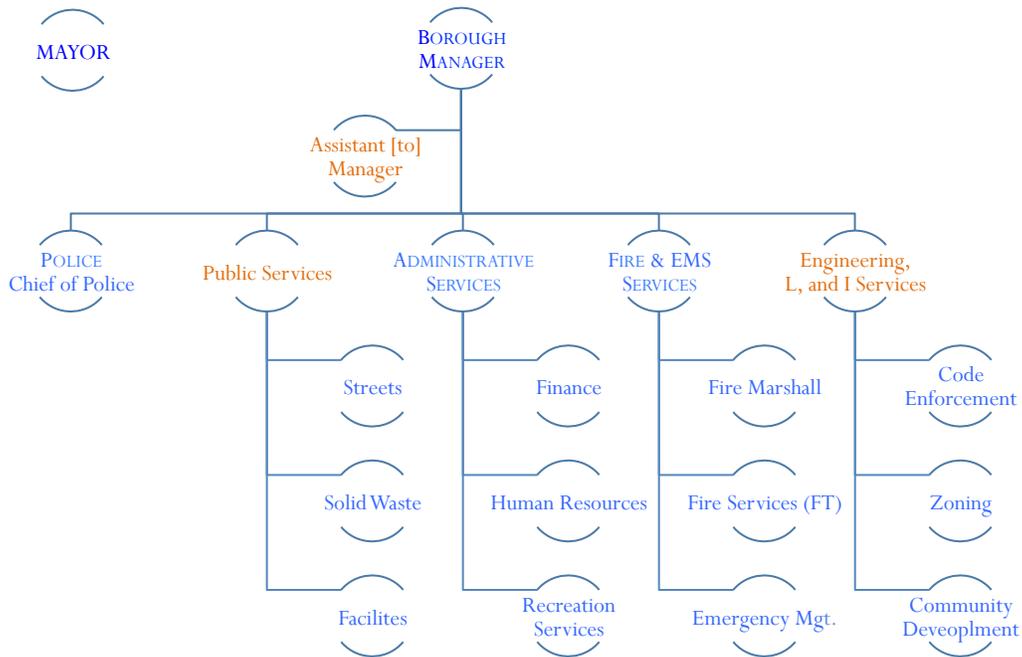


The Mayor has full charge and control of the police force; and directs the time during which, the place where, and the manner in which the chief of police and the police force perform the duties of their rank.

The Borough operates in a Council Manager form of Government where Borough Council exercises its Corporate Powers and is the legislative governing body and the Borough Manager is the Chief Administrative Officer of the Borough and is responsible to the Council as a whole for the proper and efficient administration of the affairs of the Borough. The powers and duties of administration of all Borough business are vested in the Borough Manager.

The organizational structure has evolved to include an Assistant to the Manager, who is on track in the immediate future to serve in the vacant Assistant Borough Manager position. The Assistant to the Manager has as core responsibilities working with the Borough Manager to provide oversight of fire and emergency services, recreation services, insurance and risk management, and serves as administrative services and human resources director. A Director of Public Services position will replace the public works superintendent position, and be responsible for managing buildings, parks and grounds facilities, in addition to being responsible for managing the streets and solid waste functions. A Director of Engineering, Licenses and Inspections, position was added in July 2016, whose education background and experience affords the Borough the opportunity to reduce future engineering and project management costs, in addition to developing cost effective service delivery systems for code enforcement, and issuance of licenses and permits.

ORGANIZATIONAL STRUCTURE



COMPLEMENT

The Borough complement includes uniformed sworn officers who are members of a police collective bargaining unit, Public Works employees who are members of the American Federation of State County and Municipal Employees (AFSCME) Union, and non-union administrative employees who are governed by a non-uniformed policy that is scheduled to be revised in early 2017. The two union collective bargaining agreements expire in December 2017.

Table 1 and Table 2 on page 10 illustrate the number of full time employees (FTE) and part time employees (PTE) by department. Fiscal Year 2017 does not propose any increase in complement, and in fact, it is intended to further reduce personal service costs in future years by utilizing current employees to perform other duties as employees retire further reducing complement and cost.

The Borough full time complement for 2017 is 55 and the part time complement is 26. Public Works added 2 full time laborer positions in Q4 2016, Recreation services reduced 2 full time employees as the Director was promoted to Assistant to the Manager and the recreation service manager who presently also servers as communications manager, while continuing to program recreation activities.

COMPLEMENT SUMMARY

TABLE 1

This is a summary of positions authorized as full time equivalent (FTE) for the proposed 2017 budget year.

DEPARTMENT	FTE FUNCTIONAL COMPLEMENT	COMPLEMENT INCREASE or DECREASE
OBM, Admin and Finance	8	-1
Police & Fire	25	0
Engineering, License and Inspections	5	0
Public Works	16	0
Recreation Services	1	0
Total	55	-1*
		<i>* 2 Positions were realigned and position filled within</i>

TABLE 2

This is a summary of positions authorized as part time equivalent (PTE) for the proposed 2017 budget year.

(Please note that the 9 elected Borough Officials including the tax collector are not included in the total employee complement.)

DEPARTMENT	PTE FUNCTIONAL COMPLEMENT	COMPLEMENT INCREASE or DECREASE
Admin and Finance	1	0
Police	11	0
License and Inspections	0	0
Public Works	6	0
Recreation Services	8	+3
Total	26	+3

Administrative services are delivered and directed from the Office of the Borough Manager. The Assistant to the Borough Manager position within the Office of the Borough Manager was created to satisfy certain management responsibilities. This management function consists of directing administrative services in the current operational configuration. Administrative services include: human resources, insurance and risk management, information technology, finance, special projects, and oversight of assigned departments or divisions within the Borough operation. Each function plays a critical role in service delivery to the community.

Department FY 2017 Goals

Multiple strategic goals are planned for the Department of Administrative Services for the 2017 fiscal year. All goals are geared towards streamlining overall Borough operations leading to increased efficiency.

Health Care

Borough health care plans offered through Delaware Valley Health Trust, DVHT, will be re-evaluated and reviewed to ensure the Borough is providing quality health care at the best fiscally responsible price.

Municipal

In the first quarter of 2017, the Borough will finalize the implementation of Municipal that will serve as the payment gateway for electronic payment processing for recreation services, licenses, permits, trash bills, parking tickets, etc. Once finalized, the Borough will be able to provide over-the-counter, phone and ecommerce payment options to its constituents.

Information Technology

In an effort to continue to decrease operational costs, the Department will enter into an information technology service contract to decrease overall rates for service charges related to technology.

Payroll and Human Resource Management System

One of the most important conversions that are scheduled to take place in 2017 is the transition to Paychex for payroll services with the addition of a human resource management system. This will allow all HR activities and processes to occur electronically. Functions will include: HR Administration, payroll administration, employee self-portal access online, employer shared responsibility provisions for the Affordable Care Act, benefits administration, personal time off management, custom pay policies, e-timesheets, and real-time status reporting. Building a solid HR infrastructure is paramount. The ultimate goal is to utilize this tool to develop and provide comprehensive and compliant employee human resource services.

National Citizen Survey

The Borough Manager asked the Department to compile options for a broad citizen survey. The National Citizen Survey, NCS, would provide the opportunity for the Borough to send out a citizen survey to gather resident opinion across a range of community issues resulting in the culmination of data which would be available to make strategic planning decisions; provide a snapshot of community needs; measure service performance; demonstrate transparency of government operations; and help develop policies based on community characteristics. The National Citizen Survey is a service to administer, analyze and report results from a customizable citizen survey that is offered both online and/or administered by mail. The NCS is tailored specifically to measure public opinions in eight key areas of livability: safety, mobility, natural environment, built environment, economy, recreation and wellness, education and enrichment, and community engagement. The NCS, if utilized, provides an option to capture public opinion specific to our local government on broad-spectrum operations.

Finance

The Department, in conjunction with our Actuary, Beyer Barber and Co., is currently working on the GASB Statement No. 45 to satisfy the summary of findings in the audit. Additionally, the Department will be working closely with our Finance consultant to develop a comprehensive capitalization policy and capital asset listing.

Risk Management

The Department will continue to work with our current insurance carriers and consultants from DVIT to develop recommendations that will address the Borough's unfavorable loss experience and financial impact of its high experience modifications and surcharges. Risk management strengths, challenges and opportunities will be evaluated to develop recommendations for future Borough operations.

As one reviews this Annual Budget of the Conshohocken Borough Police Department, you will see the highlighted activities of our department throughout 2016 and proposed in 2017. Our police department is composed of talented, dedicated and loyal Individuals who will never shy away from the oath they have taken to protect and serve. Our core values are duty, honor and providing the finest police services to our residents in Conshohocken Borough.

Every member of the Conshohocken Police Department endeavors to insure that our budget is fiscally sound, comprised of wise choices and decisions that best provide police services to the Conshohocken Community. We strive to make our partnership with the Conshohocken Borough Community stronger and will never take for granted the support we receive from our community.

The Conshohocken Borough Police Department's mission, through a community partnership, is to improve the quality of life and to provide a sense of safety and security for our residents and borough guests. We promote respect and professionalism by recognizing our duty and obligation to maintain order enforce the laws and to protect individual rights without impunity on a fair and equal basis.

Our commitment to excellence not only extends to the community, but to the officers and employees of this department who have dedicated themselves to the profession of policing.

Formatting for this budget document was created so that it will better serve as a policy document, as an operations guide, as a financial plan for the department and as a communication medium. I believe one of the greatest benefits to our citizens is that this format presents a clear picture of the operations and plan for this 2017 police budget.

The police department's highest priority is providing excellent service to the public. The public expects the police to respond in an expeditious manner and services in general to be delivered efficiently and effectively.

The police department's strategy focuses on three main areas; police service, public safety and training. There are several goals the department is working towards.

- To reduce (part 1 and part 2 offenses)
- To enhance the sense of safety and security in public places
- To use authority judiciously, fairly and ethically
- To improve police and community relations

In 2015, part 1 offenses totaled 85- (136-in calendar 2014) and part 2 offenses totaled 383, (421-in calendar 2014) both

were significant decreases from prior year. Examples of part 1 offenses are: Robbery, Aggravated Assault, Sex crimes, larceny-theft, motor vehicle theft, arson and homicide. The majority of part 1 offenses are Larceny-theft. Examples of part 2 offenses are: forgery, fraud, vandalism, drugs, DUI, drunkenness, disorderly conduct and liquor law. Majority of part 2 offenses are disorderly conduct, drunkenness and vandalism.

As of October 2016, part 1 offense total 76; (70-same period 2015) and part 2 offenses total 196; (269-same period 2015), a decrease from this time last year. Most often occurring part 1 offenses is larceny-theft. The data collected and reports indicate times of day, areas of town, and types of property that were inclusive in larceny-theft. We were able to focus on this and apprehend and prosecute many of these larceny-theft cases.

For 2017, the police department anticipates operating with relatively the same resources as 2016. However, approximately 17 new line items appear in 2016 and 2017 budgets, to include-prescriptions, Medicare, FICA, unemployment compensation, Livescan maintenance/fees, etc. This budget proposes to proceed forward with a full complement of officers to include 21 fulltime and 1 part time.

Salaries for 2017 were figured on 3.5% increase across the board for officers and administrative staff. A salary increase for parking enforcement and school crossing guards for 2017 is also inclusive.

Line item 1410.180, Overtime. Stays same for 2017 at \$130,000. Please keep in mind unexpected cost associated with overtime assignments, such as football game security, Rugby game security, replacing officers that may be injured, DNC, etc. The police department is reimbursed for some overtime expenditures.

Line item 1410.188, Education Allowance. \$30,000 allow for continued education for officer as stated in Collective Bargaining Agreement. Each officer is permitted to take four (4) college or university courses with approved curriculum from borough. 5 officers have indicated they are interested in continuing their education. Historical data shows not all officers who indicated their intention of attending accredited colleges/universities actually did attend.

Line item 1410.460. Meetings, Training. Sergeant(s) to attend Northwestern School of Command Staff. One per year. Community based outreach with organizations, churches, GNPAL. (Greater Norristown Pal)

Capital Expense Sheet: Indicates Expenditures (\$22,000) for Computer Software (active shooter) training that benefit officers, citizens and local businesses. New Uniform purchase (\$25,000) for all officers. New computer server (\$10,000). The Capital Expenses listed above are in LIEU of purchasing a new, fully equipped police vehicle for 2017.

Training planned for 2016:

Command School for Executive Staff , cost is \$3,900 per candidate and held at Philadelphia Police Academy, Act 180, CPR, First Aid, AED, Preliminary Hearings, Tactical, Livescan operations, District Attorney's Officer role call training,

MIRT, NTOA, Street Survival, Infant seat installation updates, PECO, Inter-county detective school, crime prevention, computer crime seminars, domestic violence, Autism and Down syndrome Intellectual disabilities.

Most training is free or at minimal cost and are provided by Pennsylvania State Police, DVIC, MAGLOCLIN, Districts Attorney's Officer, in house instruction, Pennsylvania Commission on Crime and Delinquency.

We are proudly participating in the GNPAL and have an office assigned to this Police Athletic League.

Divisions and units that make up the Conshohocken Police Department

Administrative Division

The Administrative Division is supervised by Chief Michael Orlor and Lieutenant George Metz:.

Detective Division

The Detective Division are assigned all types of criminal cases such as; Fraud, Theft, Juvenile, Burglaries, Robberies, Missing Persons, Sexual Assaults, Assaults, Suspicious Death, Homicide, Forgery, Bad Checks, Drug Cases. For example, a detective may have several victims in a case with one perpetrator; the detective may spend over 300 hours of investigative time until an arrest is made (Dr. Orié Oren). In some instances, a patrol officer must be reassigned to detective division to assist for these large scale cases. Detectives also conduct preliminary hearings at the local District Justice Office.

The detective division is also responsible for the annual Thanksgiving Turkey Dinner Drive which assists the less fortunate. In 2015 we assisted in feeding 60 families for Thanksgiving! During Christmas, the division assists the Colonial Neighborhood Council with the collection and distribution of gifts for families in the Borough of Conshohocken who cannot afford gifts for their children.

Patrol Division

The Patrol Division is supervised by the Police Lieutenant: This division is comprised of 16 sworn officers who are divided into four, four officer squads. Each squad is under the direction of a Sergeant.

The Patrol Division's primary purpose is to respond to all emergency and non-emergency calls for service within Conshohocken Borough. Officers assigned to patrol, utilize proactive policing activities that include criminal and vehicle statute enforcement, as well as crime prevention through high visibility patrol that includes foot and bike patrol, in order to protect life and property. Patrol Officers also conduct preliminary hearings at the local District Justice Office.

In addition, patrol officers respond to mutual aid requests for assistance from other police agencies. The Conshohocken Police Department has an outstanding working relationship with other law enforcement agencies and is committed to assisting all public service professionals in the performance of their duty. The patrol division seeks to

provide the most professional and ethical law enforcement services to the Borough of Conshohocken community, thereby ensuring the preservation of peace and the highest quality of life in our community. As always, officer safety is paramount.

Traffic Safety Unit

The Traffic Safety Unit was developed in late-2011 and is under the supervision of Sergeant David Lennon. The unit consists of one officer, (Matthew Foster) and assisted by Officer Sean Gregory on a part time basis. Officer's Gregory and Foster conduct Commercial Motor Vehicle Inspections (i.e. Trucks). A total of 86 Truck inspections in first 9 months of 2016. The primary responsibility of this unit is to address all traffic complaints, conduct directed patrols of those locations in which traffic violations and crashes are common, deploying speed trailer, assist the MCSAP truck inspector with commercial vehicle inspections that travel the roadways of the borough and conduct Driving under the Influence Enforcement details with other (mutual aid) departments.

Bicycle Patrol Unit

The Conshohocken Police Bicycle Unit was created in 1998 under the direction of then, Sergeant Michael Orlor, as a way for officers to reconnect with the community. Currently, the bicycle unit is under the direction of Sergeant David Lennon, who is an IPMBA Instructor (International Police Mountain Bike Association), and certified bicycle mechanic. Sergeant Lennon has trained officers from our department as well as officers from surrounding police department including the State Police. Sergeant Lennon held an IPMBA Instruction School in the month of September 2016 for area officers.

All officers assigned to the Bicycle Patrol Unit must remain current on all bicycle patrol skills through annual in-service training.

The current department bicycle unit has five officers and one sergeant assigned. The department has three TREK and one CANNONDALE police specific bicycles. Each bicycle is equipped with headlights, taillights, emergency red and blue lights, siren and equipment bag. The unit is assigned to cover special community events such as the Fourth of July Soapbox Derby, Fireworks, Saint Patrick's Parade, Fun Festival and general patrol details. The unit purchased bicycle helmets with help from local businesses and police association to give to children, free of charge when they are riding on the street and do not have a helmet. This unit has also partnered with the Montgomery County Health Department to promote bicycle safety among children.

CMSAWT

CMSWAT is a "SWAT" team, made up of many Eastern Montgomery County Police Department Officers.

Conshohocken Police Department is one of those departments. CMSWAT Officers are highly trained and motivated both mentally and physically to handle life threatening critical incidents. Sergeant Michael Conner, Officer's Eric Hall, Christopher Kammerer and Caleb Smith are assigned to CMSWAT. Sergeant Michael Conner will retire from the SWAT Team at the end of 2016.

Sergeant Michael Conner's portfolio of training is, but not limited to: Entry Team Operator since 1999; Element

Leader in chemical dispersion team; Firearms instructor, pistol, rifle, sub-machine gun; Instructor with Chemical Agents, Distraction Devices, and Impact Munitions. In 2012 Sergeant Michael Conner was awarded CMSWAT Officer of the Year.

Field Training

The field training team is made up of two sergeants and three officers: Sergeant David Lennon, Sergeant Michael Conner and Officer's Shawn Malloy, David Phillips and Christopher McGuire. All members of the FTO Team completed a 6 day FTO training program.

This unit is intended to assist a "new" police officer with their transition from the academic setting to the performance of general law enforcement duties. While on probationary status, newly hired Conshohocken Borough Police Officers must successfully complete the field training and evaluation program in order to attain Patrol Officer Status. This program requires officers to become familiar with personnel and equipment of the department as well as the department's policies and procedures. The field training program also provides the initial formal and informal training specific to the day to day duties of an officer. It is the responsibility of the FTO's who have been specifically selected and trained to conduct this type of training, to thoroughly review field training materials with the new officer and to demonstrate proper police procedures. This type of one-on-one training with the fact that the FTO must guide the training in real law enforcement situations set it apart from any prior academy trainings.

Montgomery County Major Incident Response Team (MIRT)

The Major Incident Response Team consists of police officers from multiple jurisdictions throughout Montgomery County. The members of the MIRT Team respond as needed to any natural disaster, riot, major event (i.e.) presidential visit, protest, sporting event, etc. and terrorist attacks that may occur within Pennsylvania. There are two officers from Conshohocken Police Department who are voluntarily assigned to MIRT. Those officers assigned to this unit are, Shawn Malloy and David Phillips.

Montgomery County Drug Task Force

The Montgomery County Drug Task Force consists of police officers from multiple jurisdictions throughout Montgomery County. Conshohocken Police Department has officers who are voluntarily assigned to this unit. These officers are highly trained and responsible for the investigation and apprehension of those people that engage in the trafficking of controlled substances.

ICAC Unit

One CPD detective is assigned to this special investigative county unit. This unit investigates computer crimes associated with child pornography. This unit has been very successful since its inception.

Personnel Assignments

Command Staff

Chief of Police	1
Lieutenant	1

Administrative Division

Administrative Assistants	2
Clerk (Part-Time)	1
Crossing Guards (Part-Time)	6
Parking Enforcement (Part-Time)	3
Fire Police Officers and Captain	12

Patrol Division

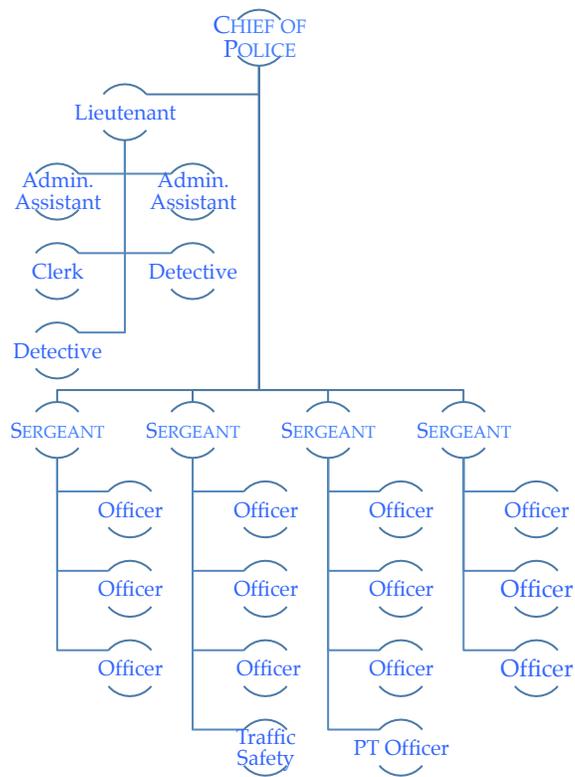
Sergeants	4
Patrol Officers	12
Traffic Safety	1
Part Time Patrol Officer	1
Detectives	2

Conshohocken Borough Police Department Sworn Police Personnel- 22

Conshohocken Borough Police Department Non-Sworn Personnel- 24

Conshohocken Borough Police Department Sworn, Non-Sworn- 4

DEPARTMENT ORGANIZATIONAL STRUCTURE



Summary

The Department of Engineering, Licenses & Inspections (ELI) was established in July of 2016. ELI was created to provide greater connectivity and efficiency throughout many Borough operations. The driving force behind these operational improvements starts with the introduction of an in-house Borough Engineer carrying the title and responsibility of Director of Engineering, Licenses & Inspections. Internally, the Director of ELI provides oversight of the department functions formerly referred to simply as Code Enforcement, which is now considered part of the Licenses and Inspections division of ELI. Also, the Director also serves as the Borough's Engineer of Record for in-house capital projects and as it relates to plan review and construction management of residential and commercial land developments within the Borough.

This role, as an in-house function, serves to enhance coordination between Borough staff members across departments between planning (the front end of the land development process) and inspections (the back end of the land development process). The ELI Director also provides, as a function of department oversight, a direct link between internal administrative and finance staff and external operations such as code enforcement, capital project management, land development site-inspections, and residential and commercial building inspections. All of these functions are joined at the hip with administrative functions related to permitting, land development escrow management, capital project payments and change orders, and code related citations and liens. The Director of ELI provides first-hand knowledge of specific projects and general processes to keep both the office-based and field-based staff informed, up-to-date and working together in concert.

The ELI Department is also the new home of the Zoning Officer and all Zoning and Community Development related operations. Zoning, as it is essentially a code enforcement operation, fits right into the new department and allows for consistent oversight and enforcement of all Borough Ordinances. The Community Development aspects of the department's operation includes all grant related services such as HOME, CDBG, and general tracking and management of all grant opportunities pursued and awarded to the Borough.

Finally, the Engineering component of the new ELI Department comes along with an in-house Engineer. Capital project design, public bid administration, construction management, and contract administration are all now in-house functions performed by the Borough through ELI. These services, along with management

of those which will still be performed by outside consultants, provide the Borough with direct control of capital project planning, scheduling, design, inspections and payment recommendations. Another in-house role of the ELI Director is management of outside consultants when they are required for surveying, special technical design services, on-site inspections, or any other function deemed best suited for an outside consultant rather than in-house staff.

2017 Goals and 2016 Accomplishments are detailed herein.

Department Goals

Engineering – The following goals are set forth for the Engineering Division of the ELI Department:

1. *Develop front-end contract documents for use in all public bid capital project contracts. Currently contract documents are produced by outside consultants at cost to the Borough. The goal for 2017 is to develop and implement contract documents for public capital project contracts to be administered in-house. These contract documents will allow for greater control of contract language and specific provisions for each project, regardless of whether the engineering design was completed in-house or by an outside consultant. Also, in-house contract administration will cut down on outside expenses for producing basic paperwork required to process payments and change orders.*
2. *Develop technical specifications for use in capital project contracts generated in-house. The technical specifications library will be a work in progress with specific technical sections being added as needed for active projects.*
3. *Develop construction details for use in capital project contracts generated in-house. The construction detail booklet currently used by the Borough will serve as the base for construction details which will be supplemented as new details are required for active projects.*
4. *Design and/or oversee through construction the following capital projects, if approved by Council for 2017:*
 - a. *Infrastructure Program – Harry Street Curb Ramp and Storm Sewer Improvements*
 - b. *Infrastructure Program – Harry Street Resurfacing*
 - c. *Infrastructure Program – Stoddard Avenue Storm Sewer Improvements*
 - d. *Liquid Fuels Program – West 5th Avenue Resurfacing*
 - e. *Facilities Capital Improvements Program – Community Center Air Conditioning Project*
 - f. *Facilities Capital Improvements Program – “A” Field Fencing and Screening Project*
 - g. *Facilities Capital Improvements Program – Sutcliffe Park Path Widening*
 - h. *Facilities Capital Improvements Program – “A” Field Track Project*

5. Attend engineering seminars and/or webinars relevant to civil engineering as necessary to obtain at least twenty-four (24) professional development hours (PDHs) in 2017. The current credit accumulation period ends 9/30/2016.

Licensing & Inspections - The following goals are set forth for the L&I Division of the ELI Department:

1. Record and track data for the following activities:
 - a. Turn-around time for issuance of permits starting from the date of application.
 - b. Compliance time for code violations starting from the date of initial Courtesy Notice.
 - c. Compliance milestone for code violations (i.e. Courtesy Notice; Courtesy Letter; Violation Notice; Citation).
 - d. Percentage of compliance with either Courtesy Notice or Letter, thereby avoiding certified mailing costs.
 - e. Percentage of compliance by Violation Notice, thereby avoiding the need to issue citations.
 - f. Percentage of compliance by issuance of citation, thereby avoiding staff court appearances.
2. Continue Borough-wide Sidewalk and Sign Clearing Program which commenced in 2016, and Implement new program for property maintenance targeting property rear yards along alleys.
3. Obtain additional certifications and continuing education credits, as appropriate, for in-house code enforcement staff.

Zoning - The following goals are set forth for the Zoning Division of the ELI Department:

1. Establish written Zoning procedures based on the Zoning Ordinance. The current Zoning procedures are executed by the Zoning Officer, and while this is appropriate, by and large, other department staff and Borough administrative personnel are not familiar with these procedures. Establishing written procedures for Zoning related operations will help create awareness and understanding amongst ELI department staff and Borough administrative staff for a level of redundancy in capabilities related to Zoning procedures.
2. Designate an Assistant to the Zoning Officer, in function if not in title, to provide the Zoning Officer with assistance in performing Zoning related duties. The assistant would be available to perform Zoning related inspections and site visits, as well as property posting and help out with reviews and Zoning determinations. The designated assistant would also function as an understudy or "Zoning Officer in Training" to learn municipal zoning from the Zoning Officer, the Borough Solicitor and the Borough Manager.

Community Development – The following goals are set forth for the Community Development Division of the ELI Department:

1. *The Community Development and Zoning Officer manages grants such as HOME and Community Development Block Grants (CDBG) which provide the Borough funding for residential home rehabilitation and public ADA accessibility programs. The goal for 2017 is to continue successful management of these programs.*
2. *Similar to Zoning, Community Development is managed almost solely by the Community Development and Zoning Officer. A second goal for 2017 is to engage select Borough personnel to assist and be made generally aware of the programs managed by the Community Development and Zoning Officer as an effort to provide redundancy to this operation.*

Grants – The following goals are set forth for the Grants Division of the ELI Department:

1. *The Department of Engineering, Licenses & Inspections maintains a database of available grants which is frequently updated and reviewed to ensure the Borough is able pursue viable grant opportunities for everything from projects and studies to products and equipment. It is an ongoing objective of this Department to continue to monitor the landscape of County, State and Federal grant opportunities and present recommendations to Borough Council for those which the Borough is well positioned to pursue.*
2. *Montco2040 Implementation Grant – Sutcliffe Park Parking Lot Project: The construction project is scheduled for completion in December 2016. Assuming the schedule does not change, the goal for 2017 is successful closeout of the grant, including all paperwork and successful completion of the project audit.*
3. *Congestion Mitigation and Air Quality (CMAQ): PennDOT has recommended that CMAQ Phase 1 and Phase 2 be combined into one project for management by Pennoni Associates. The ELI Department will continue to provide general oversight of for the project, and the goal for 2017 is to complete the design, publicly bid the project, and begin construction.*
4. *The Montco2040 Implementation Grant is a rolling grant program. Having already had success with the Borough's first application, a goal in 2017 is to prepare and submit another application for the same program. A project recommendation will be made after the grant administrators have identified the 2017 focus categories.*

Department FY 2016 Achievements

1. **Commenced in-house engineering design operation**
 - a. Purchased equipment and software necessary to perform engineering design
 - b. Designed Borough design drawing title blocks and drawing format

- c. Completed construction on first in-house design project (9th and Wood storm sewer)
- 2. Developed in-house capital contract administration system**
 - a. Allows for more efficient processing of payments and change orders
 - b. Eliminates the use of outside consultants for contract administration
 - 3. Developed in-house land development escrow management system**
 - a. Allows for more efficient processing of escrow release requests
 - b. Eliminates the use of outside consultants to manage escrows
 - 4. Developed administrative checklist governing the release of building permits**
 - a. Checklist designed for use by administrative staff and BCO to confirm compliance
 - b. Increases coordination for planning personnel, ELI staff and finance
 - c. Provides written record for applicants as to what is required before permit issuance
 - 5. Developed and implemented "Courtesy Notice" door hangers**
 - a. "Warning Notice" door hangers replaced with "Courtesy Notice"
 - b. Courtesy Notices are intended to be a friendly reminder to keep up with property maintenance
 - c. Delivery of a Courtesy Notice is entered into the system to start tracking enforcement
 - 6. Developed and implemented "Courtesy Notice" first class mail letters**
 - a. "Courtesy Notice" letters were developed as the 2nd form of friendly reminder enforcement
 - b. Courtesy Notices are sent first class mail rather than certified
 - c. Courtesy Notice letters are automatically generated by the Edmunds system
 - 7. Eliminated of unnecessary certified mailings of first enforcement notices sent**
 - a. All letters had been sent certified mail costing over \$6.00 per mailing
 - b. Many issues were resolved with a single letter, and thus certified mailing is unnecessary
 - c. Courtesy Notices are sent first class mail to save on those postage costs
 - d. Failure to comply will result in a traditional Notice of Violation sent via certified mail
 - 8. Established in-house Violation Notification Process for Borough staff**
 - a. The various members of Borough staff each have a different way of notifying ELI of issues
 - b. A directive was sent requiring that all Borough staff follow the same notification process
 - c. All enforcement issues and investigations are now handled through a consistent procedure
 - 9. Increased enforcement volume on basic property maintenance such as grass and weeds**
 - a. Grass and weed issues were brought to the attention of the ELI Department

- b. Within two months the volume of enforcement doubled
- c. Basic property maintenance will continue to be a focus of ELI
- 10. Increased enforcement on contractors working without a permit**
 - a. Code staff reported issues with unpermitted work and open permits
 - b. Contractors reported historical leniency in this area of enforcement
 - c. ELI took steps to close open permits and ensure that all work is permitted
- 11. Established permit fee collection and return policy**
 - a. Permit applications submitted with fees in excess of what was required had been rejected
 - b. The new policy allows for overpayment simply to be refunded without holding up the permit
- 12. Developed and implemented Sidewalk and Sign Clearing Program**
 - a. ELI developed a program to target clearing public sidewalk and street signs
 - b. An informational flier is attached to Courtesy Notices for targeted enforcement items
 - c. Items include tree and hedge trimming, grass and weed maintenance, and sidewalk repair
- 13. Established policy for enforcement procedure and notifications**
 - a. Code officers had each been following their own process for enforcement and documentation
 - b. ELI now has a written, standardized procedure for enforcement, notification and documentation
 - c. The initial steps are always courtesy notices with verbal communication to promote compliance
 - d. Formal violation notices and citations are utilized only after courtesy notifications go unheeded
- 14. Revised and updated construction standards issued to permittees**
 - a. The construction standards sheet issued to permittees was outdated and poorly formatted
 - b. Format and content has been updated and those standards are issued to all permittees
- 15. Established escrow closeout tracking form**
 - a. ELI developed a form for tracking and closing escrows
 - b. Provides for sign-off related to transition between project phases
 - c. Phases include: pre-application; planning; demolition; construction; and maintenance
- 16. Established consultant escrow closeout acknowledgement form**
 - a. ELI developed a form for consultants to confirm invoicing related to escrows
 - b. Form requires indication of whether invoices are up-to-date or more are pending
 - c. The escrow release tracking form requires confirmation that consultants are paid
- 17. Established in-house request for quotations form for no-bid projects**

- a. Quote solicitation is used for public projects below the bidding threshold
 - b. ELI developed an RFQ form to eliminate the need for outside consultants to solicit quotes
- 18. Established progress review form for outside consultant design projects**
- a. ELI developed a formal project design review form to provide feedback to consultants
 - b. This form provides a formal record of feedback provided to consultants
- 19. Established Engineer-on-Site duplicate inspection form**
- a. ELI developed an inspection form to document site visits by the Borough Engineer
 - b. The intent of the form is to document findings and correction action, if applicable
 - c. Another intent of the form is to issue a disclaimer that the Engineer's presence does to create deemed approval of any element of the construction or site conditions that is not specifically noted on the report for that visit
 - d. Contractors are required to sign-off on the form before the Engineer leaves the site
- 20. Projects Completed (or projected for completion) in 2016:**
- a. **2016 Liquid Fuels Program Paving Project**
 - b. **2016 Infrastructure Program Storm Sewer Rehabilitation Project**
 - c. **Montco2040 Implementation Grant Sutcliffe Park Parking Lot Retrofit Project**
 - d. **West 5th Avenue Sinkhole Repair**
 - e. **9th Avenue and Wood Street Storm Sewer Improvements**
 - f. **New curb ramp crossing of Wood Street to Sutcliffe Park at 9th Avenue**

Department Programs and Activities by Function

- *Infrastructure Program*
 - *Harry Street Storm Sewer and Curb Ramp Improvements*
 - *Harry Street Resurfacing*
 - *Stoddard Avenue Storm Sewer Improvements*
 - *2016 Storm Sewer Rehab Project (scheduled for 2016 completion)*
 - *9th and Wood Storm Sewer and Curb Ramp Improvements (completed 2016)*
- *Liquid Fuels Program*
 - *West 5th Avenue Resurfacing*
 - *2016 Paving Project (completed 2016)*

- *Facilities Capital Improvements Program*
 - *“A” Field Fencing and Screening Project (Formerly the Wall Replacement Project)*
 - *“A” Field Track Project*
 - *Sutcliffe Park Path Widening Project*
 - *Community Center Air Conditioning Project*

- *Montco2040 Implementation Grant – Sutcliffe Park Parking Lot Retrofit (scheduled for 2016 completion)*

- *Storm Water Management*
 - *Private Stormwater BMP Inventory and Maintenance Enforcement*

- *Traffic Control and Management*
 - *CMAQ Project: Interconnection and upgrade of Borough signals and installation of adaptive system*
 - *Green Light-Go Grant Application*

The Borough of Conshohocken Public Services Department consists of delivering services that include Sanitation, streets, Parks, Buildings, grounds and public works fleet maintenance. The Borough employs within the Public Services Department a Director, 14 AFSCME union members, 5 in Sanitation, 7 in Highway and a mechanic, all of which have a PA Commercial Driver's License or CDL. The Borough employs six part time employees during summer months.

Department Goals

Buildings –

- 1) Complete all unfinished interior and exterior work at the Administration Building
- 2) Developed comprehensive maintenance programs for each facility.
- 3) Audit all utility bills and look for efficient alternatives such as LED lighting to reduce costs.
- 4) Improve overall exterior appearance of facilities.

Solid Waste

- 1) Continue to provide consistent collection service for trash and recycling.
- 2) Work towards improving customer service for solid waste collection.
- 3) Look for new methods or programs that would reduce costs and make solid waste collection more efficient.
- 4) Improve safety methods and reduce employee injuries.
- 5) Review current solid waste collection ordinances and recommend changes.

Streets

- 1) Develop a comprehensive road maintenance program in conjunction with the Engineering Department for the Boroughs 31.06 lane miles of roadway.
- 2) Work with Police Department to improve methods of roadway safety including signage, road surface markings and street lighting.
- 3) Proactively identify roadway hazards and address accordingly.
- 4) Improve safety methods and reduce employee injuries.

Parks

- 1) Oversee the completion of upgrades of equipment and safety services to all the parks.
- 2) Develop a comprehensive park maintenance and equipment replacement program.

- 3) Complete an assessment of all park trees with an arborist to come up with a tree maintenance and replacement program.
- 4) Improve overall condition and appearance of parks. Improvements such as a ball field fertilizer program for all the parks. The removal, repair or replacement of concrete and asphalt. The repair and replacement of benches and bleachers.
- 5) Improve overall appearance of parks by painting existing structures, adding planting repairing and replacing fencing.
- 6) Access all park lighting and improve and or change to LED for better efficacy and better overall lighting.

Recreation Services are delivered from the Administrative Services division to provide diverse year-round leisure opportunities through park settings, recreational facilities and programs for the citizens of Conshohocken. The ultimate goal is to create a vibrant Borough where individuals can “Live, Work and Play” by providing opportunities for quality recreation and leisure experiences that enhance the quality of life for youth, teens, adults and seniors. Over the course of 2016, the Department underwent some leadership changes, which resulted in opportunities to refine objectives.

Department Function and Description

Recreation Services offers activities to area residents and visitors along with special events. Recreation programming includes: youth and adult athletics; summer camp; before and after school programs; group exercise; fitness training; senior bingo; learn-to-row camps; and a host of other activities for citizens of all ages. The Department is involved in many one-time special events, as well as events initiated by outside groups. Borough Parks and the Community Center at the Fel provide meeting and activity spaces for the community. Recreation Services continues to offer a number of programs that focus on athletics, drama, dance, and arts and crafts, which are ran and taught by contractual instructors. Program providers include: Drama Kids, Jump Start Sports, Obvious Choice Sports, Soccer Shots, Young Rembrandts, LeRoux Dance, and the Academy of Hoops. Our more successful programs include: Soccer Shots, Jump Star Sports, Academy of Hoops and Obvious Choice Sports. In addition, we will once again host both a Fall/Winter and Spring/Summer Men’s Adult Basketball League. This league is coordinated in-house by Borough employees and is very popular. Our Department has also been in contact with Philly Sport and Social to potentially collaborate on developing additional adult athletic leagues.

Recreation Services operates and programs:

- One (1) Community Center.
- One (1) Rowing Center in conjunction with the Conshohocken Rowing Center Board and Directors to cross advertise programming opportunities available to Conshohocken residents.
- Provides out-of-school and summer camp activities.
- Provides Fitness and Group Exercise programs.
- Organizes youth and adult athletic programs.
- Facilitates use/rental of parks and centers for special events and outside organizations.
- Schedules football, baseball and softball fields utilized throughout the year for leagues and rentals.
- Schedules leagues, tournaments and rentals on basketball courts both inside the Community Center and outside at various Conshohocken Parks.
- Works closely with the Public Works Division regarding park use.
- Plans and coordinates special events at the Community Center throughout the year.

Recreation Services has built a strong relationship with the Colonial School District through a joint usage facility agreement. We have made efforts to schedule special events in conjunction with the Conshohocken Elementary Parent Teacher Organization such as a Parent's Night Out. In addition, the Department works closely with neighboring municipalities to collaborate on trip offerings and cross marketing of special events. The Department also provides inclusive recreational initiatives through our relationship with Special Olympics and Conshohocken AMBUCS. Finally, the Division has strong community ties with youth organizations such as: Conshohocken Little League and Conshohocken Bears Youth Football and Cheerleading.

Department FY 2016 Achievements

Objectives for 2016 revolved around: Developing a department operations manual, continued community outreach, refining programs and events, assigning staff responsibilities and duties, refining department advertising through social media, the Borough website, and through bi-annual activity guides, attending weekly and monthly operational and administrative meetings, and creating an overall annual operations calendar.

Achievements of note include:

- Completion of the facility checklist procedure, which all staff follows daily
- Completion of the operational manual for daily and long-term use
- Development and implementation of Department master contact list, including all Borough staff, vendor, contractors, program providers and community group contacts
- Development of an activity guide (recreational bi-annual newsletter) template and release schedule
- Redefined structured staff schedule
- Redefined delegation of employee responsibilities and duties
- Maintained the order and cleanliness of the Community Center
- Implemented a rental scheduling procedure
- Refined training of staff to use the cloud-based Recreation Software, an online community portal for promotion, registrations, and information, as well as, an administrator portal consisting of point-of-sale procedures, master calendar for facilities, registration management, program administration, and reporting.
- Continued daily and weekly petty cash procedures to maintain accurate ledger reports
- Continued partnerships with revenue producing state licensed before and after care program in conjunction with A Child's Place
- Continued partnerships with revenue producing group exercise and personal training in conjunction with MIXX Fitness
- Completed a Youth and Legacy Group Policy and implementation (Little League, Conshy Bears Football/Cheerleading/Senior Bingo/Special Olympics)
- Implemented an A-field staff schedule and A-field event management for Recreation staff.
- Implemented use of Facility Management through a cloud based work order system
- Continued evaluation and consolidation of vendors and contracts for professional services
- Licensed Senior Bingo program in conjunction with St. Matthews' Parrish and St. Mary's Golden Age Club

- Community Outreach specifically with Conshohocken Elementary, Conshohocken Elementary Parent Teacher Organization, Conshohocken Catholic Early Childhood Center, Colonial School District, Community Organizations and Associations
- Founded a partnership with the Academy of Hoops with Alvin Williams to offer youth basketball leagues and skill training.
- Founded a partnership with the community organization, Obvious Choice Sports to offer school day off programs, school half- day programs, and after school programs
- Developed party packages for Community Center rentals and partnered with Beanie Bounce Rentals and Obvious Choice Sports to help better serve residents and non-residents.
- Recreation Service and Parks special events:
 - Donofrio Classic
 - Easter Egg Hunt
 - Summer Carnival
 - Halloween Pumpkin Painting
 - Senior Thanksgiving Luncheon
 - Winter Wonderland Event
 - Senior Holiday Luncheon
- Implementation of the Day Pass at the Community Center, efficiently processing point-of-sale Day Pass transactions through Recreational software.

PROGRAMS

Over the course of fiscal year 2016, the Department of Recreation Services offered the following programs:

- Senior Bingo
- Before and After School Care
- Group Exercise and Personal Training
- Corporate Lunchtime Basketball
- Open Gym
- Mommy & Me Play Time
- Winter, Spring/Summer and Fall Adult Men's Basketball League
- Sunday Morning Adult Basketball
- Young Rembrandts
- Obvious Choice Sports
- Summer Camp through Jumpstart Sports
- Soccer Shots
- Jumpstart Sports Little Hoop Stars
- Jumpstart Sports T-ball
- Academy of Hoops year-long youth basketball leagues and skill training

All 2016 program revenues, attendance, schedule and enrollments are monitored through the Recreation Software, RecDesk.

Department FY 2017 Goals

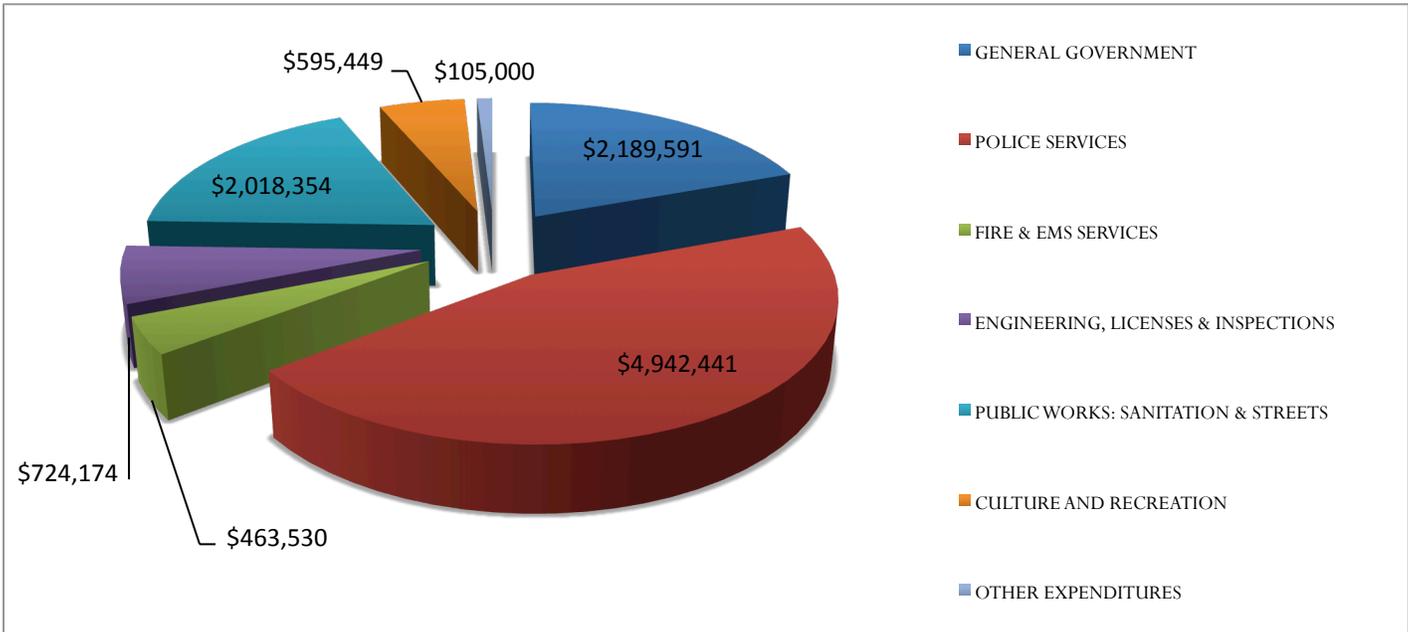
The following strategic goals are planned for the Department of Recreation Services for the 2017 fiscal year in an effort to build community through people, parks and programs:

- Replace old recreation equipment and purchase the following items

- New round and long tables for rentals, programs and events
- New athletic equipment needed for expanding program offerings
- New standard sized volleyball nets
- Develop Efficient Employee Time Tracking System in conjunction with Assistant to the Borough Manager
- Recreation Programs, Events and Trips
 - Programs for youth, teens, families, seniors and other citizens
 - Expand athletic programs for adults
- Develop a Relationship with Surrounding Townships and Boroughs
 - Cross advertise material through social media and at the Community Center
 - Develop trips and events in conjunction with surrounding townships (Whitemarsh & Plymouth)
- Refine Policies and Procedures
 - Keep an ongoing operational calendar to track purchases, inspections, events, invoices procedures, portable restroom drop off and pick up, park lighting schedule, and program start dates.
 - Update all polices in handbook throughout the year if needed.
- Resources
 - Increased marketing of revenue producing programs

SUPPORTING DOCUMENTS AND DETAILS

EXPENDITURE RECAPITULATION	
OPERATING EXPENDITURES	
GENERAL GOVERNMENT	\$2,189,591
POLICE SERVICES	\$4,942,441
FIRE & EMS SERVICES	\$463,530
ENGINEERING, LICENSES & INSPECTIONS	\$724,174
PUBLIC WORKS: SANITATION & STREETS	\$2,018,354
CULTURE AND RECREATION	\$595,449
OTHER EXPENDITURES	\$105,000
TOTAL OPERATING EXPENDITURES	\$11,038,539
INTERFUND TRANSFERS - (Non-Operating)	\$1,500,000
TOTAL OPERATING & NON-OPERATING EXP	\$12,538,539



CAPITAL FUND (A Capital Reserve Fund)

Account Number	Account Description	FY 2017 Proposed	FY 2016 Budget	Change From 2016 to 2017	
				increases or (decreases)	
				\$	%
FUND BALANCE					
18.279.000	Fund Balance Forward	\$ 408,190	\$ 1,700,000	-\$ 1,291,810	-75.99%
REVENUES					
INTEREST EARNINGS					
18.341.100	Interest on Investments	\$ -	\$ 5,000	-\$ 5,000	-100.00%
TOTAL		\$ -	\$ 5,000	-\$ 5,000	-100.00%
CONTRIBUTIONS FROM PRIVATE SOURCES					
18.387.018	Impact Fee & RACP	\$ 2,610,000	\$ 2,680,000	-\$ 70,000	-2.61%
TOTAL		\$ 2,610,000	\$ 2,680,000	-\$ 70,000	-2.61%
INTERFUND TRANSFERS					
18.392.001	From General Fund	\$ -	\$ 500,000	-\$ 500,000	-100.00%
TOTAL		\$ -	\$ 500,000	-\$ 500,000	-100.00%
TOTAL CURRENT REVENUES		\$ 2,610,000	\$ 3,185,000	-\$ 575,000	-18.05%
TOTAL AVAILABLE BALANCE		\$ 3,018,190	\$ 4,885,000	-\$ 1,866,810	-38.22%
EXPENDITURES					
CAPITAL PROJECTS AND EQUIPMENT					
18.401.760	OBM: Borough App	\$ 7,000	\$ 32,255	-\$ 25,255	-78.30%
18.409.700	Leeland Structure & HVAC	\$ -	\$ 23,000	-\$ 23,000	-100.00%
18.410.700	PD Uniforms and Software	\$ 47,000	\$ 100,000	-\$ 53,000	-53.00%
18.411.760	Fire Service Radios	\$ -	\$ 46,516	-\$ 46,516	-100.00%
18.411.760	Narberth Ambulance	\$ 31,920	\$ 30,255	\$ 1,665	5.50%
18.427.720	CRC Rowing Equipment Lease	\$ 19,750	\$ 19,750	\$ -	0.00%
18.403.313	Eng: Infrastructure & Stormwater	\$ -	\$ 126,000	-\$ 126,000	-100.00%
18.430.740	Public Services: Equipment & Facilities	\$ 65,800	\$ 253,500	-\$ 187,700	-74.04%
18.433.313	Engineering Traffic Control	\$ -	\$ 105,980	-\$ 105,980	-100.00%
18.454.371	Parks and Recreation	\$ 751,258	\$ 917,744	-\$ 166,486	-18.14%
18.458.700	Capital Improvements: CMAQ and Hector	\$ 140,000	\$ 1,880,000	-\$ 1,740,000	-92.55%
TOTAL		\$ 1,062,728	\$ 3,535,000	-\$ 2,472,272	-69.94%
INTERFUND TRANSFERS					
18.492.019	Transfer to Debt Service	\$ 719,767	\$ 1,250,000	-\$ 530,233	-42.42%
TOTAL		\$ 719,767	\$ 1,250,000	-\$ 530,233	-42.42%
TOTAL EXPENDITURES with Transfers		\$ 1,782,495	\$ 4,785,000	-\$ 3,002,505	-62.75%
NET FUND SURPLUS/(DEFICIT)		\$ 1,235,695	\$ 100,000	\$ 1,135,695	1135.70%

Conshohocken Insurance
2017-2018 Estimate per 5% Increase

Insurer & Broker	2016 -2017			2017 -2018 (5% increase)		
	Travelers Coverage Premiums	Broker's Commission	Total	Travelers Coverage Premiums	Broker's Commission	Total
Policy Type						
Property/Inland Marine/Crime Crime	\$ 28,103.40	\$ 3,122.60	\$ 31,226.00	\$ 29,508.57	\$ 3,278.73	\$ 32,787.30
Commerical Auto Auto Physical Damage	\$ 41,237.10	\$ 4,581.90	\$ 45,819.00	\$ 43,298.96	\$ 4,811.00	\$ 48,109.95
Umbrella Liability	\$ 4,407.30	\$ 489.70	\$ 4,897.00	\$ 4,627.67	\$ 514.19	\$ 5,141.85
General Liability/Law Enforcement and Public Officials/EPLI	\$ 41,058.90	\$ 4,562.10	\$ 45,621.00	\$ 43,111.85	\$ 4,790.21	\$ 47,902.05
Cyber Liability	\$ 3,091.50	\$ 343.50	\$ 3,435.00	\$ 3,246.08	\$ 360.68	\$ 3,606.75
Property and Liability Subtotals	\$ 117,898.20	\$ 13,099.80	\$ 130,998.00	\$ 123,793.11	\$ 13,754.79	\$ 137,547.90
Workers Compensation - Non-Fire	\$ 447,155.72	\$ 18,307.28	\$ 465,463.00	\$ 469,513.51	\$ 19,222.64	\$ 488,736.15
Workers Compensation - Fire	\$ 35,829.00	\$ -	\$ 35,829.00	\$ 37,620.45	\$ -	\$ 37,620.45
Workers Compensation Subtotals	\$ 482,984.72	\$ 18,307.28	\$ 501,292.00	\$ 507,133.96	\$ 19,222.64	\$ 526,356.60
<i>Workers Compensation Audit Contingency</i>	\$ -	\$ -	\$ -	\$ 35,000.00	\$ -	\$ 35,000.00
Totals	\$ 600,882.92	\$ 31,407.08	\$ 632,290.00	\$ 665,927.07	\$ 32,977.43	\$ 698,904.50

BOROUGH OF CONSHOHOCKEN

FISCAL YEAR 2017 Final Proposed Budget

SUMMARY OF OPERATING, CAPITAL & OTHER FUNDS

	Projected Fund Equity with All Sources January 1, 2017	Projected Revenues Only FY 2017	Available for Appropriation: Fund Equity + Revenues	Appropriations with Transfers	Unappropriated 2017 Year End Fund Balance
<i>OPERATING FUNDS</i>					
General	\$2,925,323	\$10,297,060	\$13,222,383	\$12,538,539	\$683,844
Street Lighting	\$44,732	\$176,999	\$221,731	\$221,731	\$0
Fire	\$5,517	\$159,857	\$165,374	\$165,374	\$0
Library	\$0	\$50,571	\$50,571	\$50,571	\$0
Highway Aid	\$33,430	\$192,791	\$226,221	\$226,221	\$0
TOTAL	\$3,009,002	\$10,877,278	\$13,886,280	\$13,202,436	\$683,844
<i>CAPITAL RESERVE FUNDS</i>					
Capital	\$408,190	\$2,610,000	\$3,018,190	\$1,782,495	\$1,235,695
Capital Reserve	\$1,760,817	\$500,000	\$2,260,817	\$0	\$2,260,817
Operating Reserve	\$611,784	\$500,000	\$1,111,784	\$0	\$1,111,784
TOTAL	\$2,780,791	\$3,610,000	\$6,390,791	\$1,782,495	\$4,608,296
<i>OTHER FUNDS</i>					
OPEB Fund	\$750,000	\$500,000	\$1,250,000	\$0	\$1,250,000
Home Program	\$27	\$50,560	\$50,587	\$50,587	\$0
Community Development	\$4	\$112,000	\$112,004	\$112,004	\$0
Debt Service	\$0	\$719,767	\$719,767	\$719,767	\$0
TOTAL	\$750,031	\$1,382,327	\$2,132,358	\$882,358	\$1,250,000
TOTAL	\$6,539,824	\$15,869,605	\$22,409,429	\$15,867,289	\$6,542,140

BUDGET CALENDAR FOR THE FISCAL YEAR 2018 BUDGET

DATE	RESPONSIBILITY	ACTION REQUIRED
April 2017 - June 2017	Borough Council	Council goal setting
July 30, 2016	Borough Manager	1. Develop Objectives from Council Goals 2. Department heads develop budget requests
August 30, 2017	Finance Department Heads	Completed Budget requests and needs assessments submitted To Assistant Manager
September 30, 2017	Borough Manager Finance Department Heads	Cross functional Budget review begins
November 1, 2017	Borough Manager	Borough Manager submits FY 2018 Proposed Budget to Council
December 20, 2017	Borough Council	Consider FY 2018 Budget for Adoption and Tax Levy Ordinance