

FY24 State of the Township

August 26, 2024



Agenda

1. Overview of 2018 Comprehensive Plan & FY25 Strategic Priorities

2. Strategic Priorities

1. Strong Financial Management
2. Economic Development
3. Infrastructure
4. Public Safety Services
5. Organizational Excellence
6. Community Services
7. Open Space
8. New Garden Flying Field
9. Energy Efficiency

3. FY25-29 Fiscal Strategy Update

1. SWOT Analysis
2. Recommendation



Comp Plan vs Strategic Priorities



NGT Comprehensive Plan

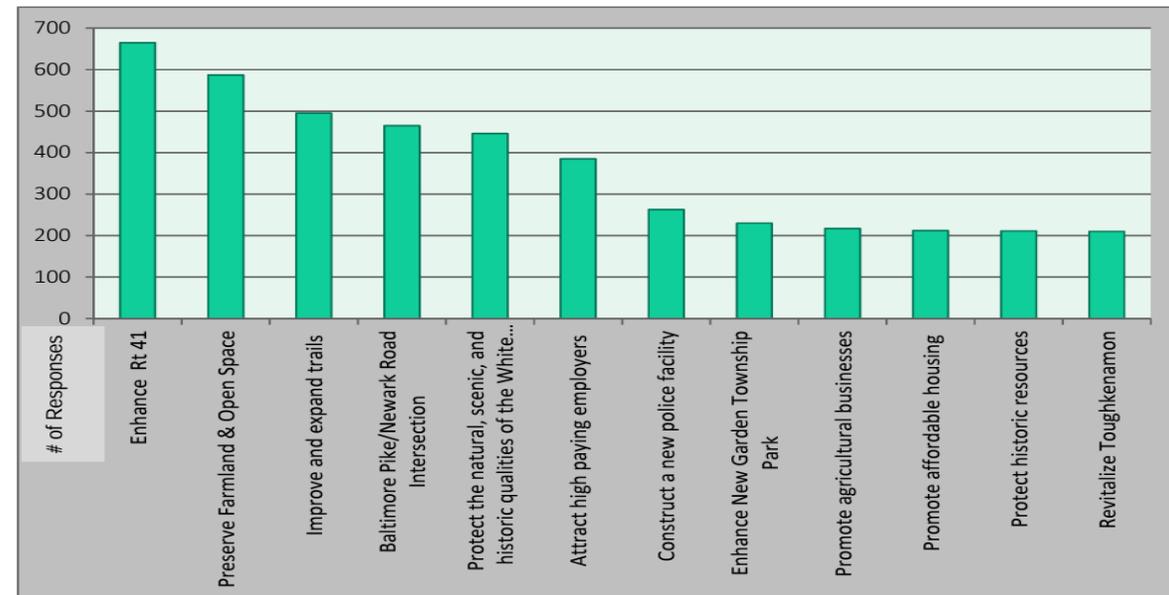
Overview

Currently, the 2018 Comprehensive Plan serves as the framework for how staff guidance and public funding are associated with priority projects, policies, and initiatives, including the following identified focus areas:

2018 Comp Plan Priorities

- Route 41 Enhancements
- Open Space & Natural Resources
- Greenways and Trails
- Land Use and Housing
- Transportation
- Economic Development
- Community Facilities
- Historic Resources
- Toughkenamon
- Energy Conservation

Resident Survey Inputs



Project planning requires continuous re-prioritization as projects are completed and conditions change over time to align public funding with the feasibility of implementation.

FY25 Strategic Priorities Update

As part of the FY25 budget process, the recommendation to the Board was to evaluate and prioritize areas of need that align with the Comprehensive Plan objectives, but with updated context on current Township issues to ensure all critical needs are prioritized accordingly.

FY25 Identified Priorities

The following areas of attention have been highlighted as priority areas, based on current funding, pending issues, Comp Plan priorities, etc.:

Priority Area	Avg Score (1-9)
1. Strong Financial Management	1.8
2. Economic Development	2.6
3. Infrastructure Investments	2.8
4. Address Rising Cost of Public Safety Services	4.0
5. Organizational Excellence	4.8
6. Enhance Community Services	6.0
7. Maintain a Robust Open Space Program	6.8
8. Grow and Expand New Garden Flying Field	7.4
9. Improve Energy Efficiency	8.8



Strategic Priorities Update

FY25 Strategic Priorities – Tiers

Tier 1

1. Strong Financial Management
 - a. Ex: Establish policies, a balanced budget, analysis of revenues vs. expenditures, create cost reductions or efficiencies where feasible
2. Economic Development
 - a. Ex: Analysis of zoning, marketing & branding, industry studies, business recruitment, development of growth areas
3. Infrastructure Investments
 - a. Ex: Roads, stormwater, equipment, transportation initiatives, public facilities
4. Address the Rising Cost of Public Safety Services
 - a. Ex: Regionalization of SCCRPD / AFC where feasible

Tier 2

1. Organizational Excellence
 - a. Ex: Sustain market competitive employee wages (salaries & benefits), proactively identify staffing gaps, expand the use of technology
2. Enhance Community Services
 - a. Ex: Explore opportunities to enhance shared community services (Emergency Management, public events, etc.)

Tier 3

1. Maintain a Robust Open Space Program
 - a. Ex: Conservation, parks implementation (Smedley & NG Hills), open space trails & greenways, historic resources
2. Grow and Expand New Garden Flying Field
 - a. Ex: Expansion of NGFF (commercial transportation) or ADZ (commercial & industrial development)

Tier 4

1. Improve Energy Efficiency
 - a. Ex: Reduction of carbon footprint, transition public facilities to green energies, expand public access to alternative energies



Comp vs Strategic Priorities

<u>Strategic w/ Comp Priorities</u>	<u>Tier(s)</u>
1. Strong Financial Management <ul style="list-style-type: none"> • All inclusive 	1
2. Economic Development <ul style="list-style-type: none"> • Route 41 Enhancements • Land Use and Housing • Transportation • Toughkenamon 	1
3. Infrastructure Investments <ul style="list-style-type: none"> • Route 41 Enhancements • Transportation • Toughkenamon 	1
4. Address Rising Cost of Public Safety Services	1
5. Organizational Excellence <ul style="list-style-type: none"> • Community Facilities 	2
6. Enhance Community Services <ul style="list-style-type: none"> • Community Facilities 	2
7. Maintain a Robust Open Space Program <ul style="list-style-type: none"> • Open Space & Natural Resources • Greenways and Trails • Historic Resources 	3
8. Grow and Expand New Garden Flying Field <ul style="list-style-type: none"> • Transportation • Economic Development 	3
9. Improve Energy Efficiency <ul style="list-style-type: none"> • Energy Conservation 	4

Leverage ADZ for industry recruitment as a strategy for Economic Development to assess opportunities for the expansion of Airport facilities



Strategic Priorities:

1. Strong Financial Management



Financial Management: Policy

The Government Finance Officers Association (GFOA), through its officially adopted Best Practices endorsement of National Advisory Council on State and Local Budgeting (NACSLB) budget practices and the GFOA Distinguished Budget Presentation Award Program, has recognized financial policies as an essential part of public financial management.

Financial Management Policy Focus Areas

• FY23

- Completed forensic Audit with a focus on increasing internal controls
- Implementation of Staff Recommendation reports for all BOS financial transaction approvals
- Leveraged Act 32 “25% Rule” for using in-year levy EIT Revenue toward park maintenance expenditures in the Open Space Fund

• FY24

- Adoption of Township Fiscal Policy
- Integration of Interest Income investment strategy
- Implemented Purchase Card program – Automate purchasing procedures w/ ERP; Rebate revenue
- Increase modular capacity in ERP
- Consolidated Park and NG Hills Funds into General Fund
- Consolidated Utilities, Technology services, Workers Compensation, Pension line items within General Fund

• FY25+

- Pursuit of Township credit rating (Moody / S&P)
- ClearGov budget integration with ERP (increase transparency and operational capacity)
- Leverage Act 32 “25% Rule” for using EIT Revenue OS Fund Balance to offset cost for Parks and Open Space

Review: FY 2024 Financial Goals

Priority #1 – Balance the Budget

- Blended use of Real Estate tax increase & Sewer Investment Fund interest income to preserve GF fund balance
- The Final Adopted FY24 Budget still has a structural deficit (~\$1M) due to the use of non-sustainable revenue

Priority #2 – Leverage Fiscal Strengths

- Continue to harness the Sewer Sale fund (\$22M) for interest income to fund general fund and capital
 - Priority is to move interest to the CIP to fund projects and grow the fund's principal balance

Priority #3 – Fund critical Capital Projects

- Paving Program – Starr, Hillendale, Pemberton
- Public Facilities – Roof replacement, Fuel Farm
- Stormwater – Mercer Mill, Wilkinson

Priority #4 – Address Organizational Staffing Issues (FTE & Compensation)

- Community Development – Lack of sufficient staffing
- Public Works – Lack of sufficient compensation to incentivize filling vacancies

Priority #4 – Achieve ROI for Capital Projects

- Invest in Grant Coordinator function
- Strategize to achieve as many Comprehensive Plan long-term outcomes per capital project
 - Zoning Map and Ordinance Update
 - Act 209

Priority #5 – Address Budgeting Inefficiencies

- Consolidate line items and non-utilized Funds, technology enhancements, staff training

Review: Priority Considerations

Priority #1 – Sustainable Revenue Growth

- Key focus on activating backlogged developments with approved plans
 - Thompson – 51 Single Family units
 - Bancroft – 98 Townhomes units
- Complete zoning map and ordinance update
 - Flexible land use for designated growth areas (i.e. commercial corridors, Toughkenamon) to incentivize new growth
- Activate White Clay Point
 - Work with developers and utilities to submit an updated land development plan
- Increase Community Development capacity to source added revenues
 - Building permits
 - Rental registrations
 - Commercial fire code inspection fees

~\$225-250K increase in RE & EIT revenue, likely realized in FY26



Priority #2 – Wholesale Regional Public Safety Services

- Continue to work with SCCRPD and AFC to seek stronger/sustainable relationships with larger-scale municipalities

Priority #3 – Re-assess Capital Priorities and ROI of Open Space Land Acquisitions

- Emphasize public infrastructure (streets, sidewalks, intersections, and stormwater – to include MS4, culverts, and drainage infrastructure)
- Adopt and implement the Smedley Preserve Master Plan
 - Financial strategy of leveraging grants and Open Space revenue
- Finalize master plans for NG Hills and assess the ROI of implementation vs site use alternatives
- Assess future Open Space land acquisitions based on land use value (trails/land) **AND** capital improvement needs (i.e. houses, site improvements, etc.)

Priority #4 – Invest in Economic Development initiatives to better market the Township for future growth

- Invest in “selling” the Township to interested business industries within designated growth areas

Priority #5 – Implement missing asset management plans to better understand additional future Capital liabilities

- Finalize the Transportation (Act 209) and Stormwater master plans

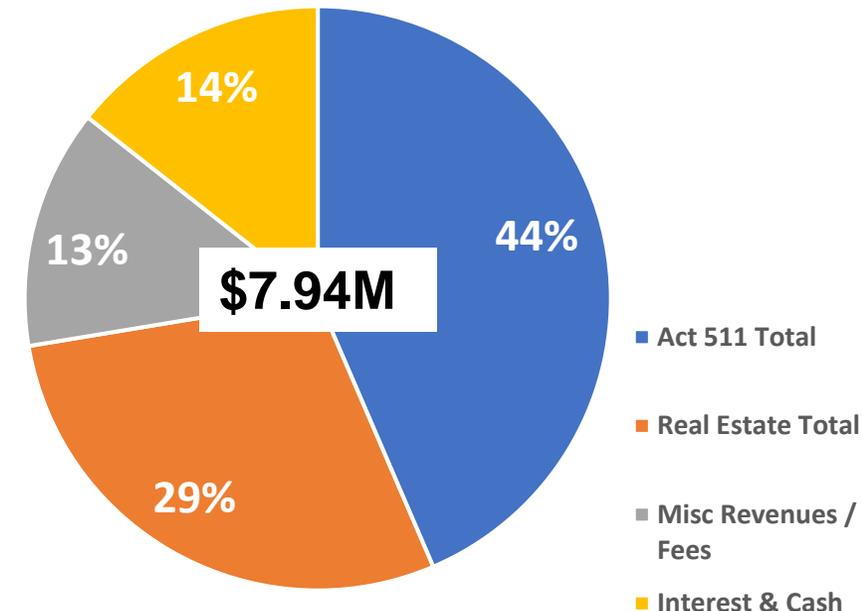
FY24 Revenues – General Fund

NGT has four revenue categories that support the General Fund, which can be split into the following categories:

- **Sustainable – 86%**
 - Act 511 Tax (EIT, Transfer, Local Services)
 - Real Estate Tax
 - Misc Revenues (Fees, Permits, etc.)
- **Non-Sustainable – 14%**
 - Interest Income & Cash (Fund Balance)

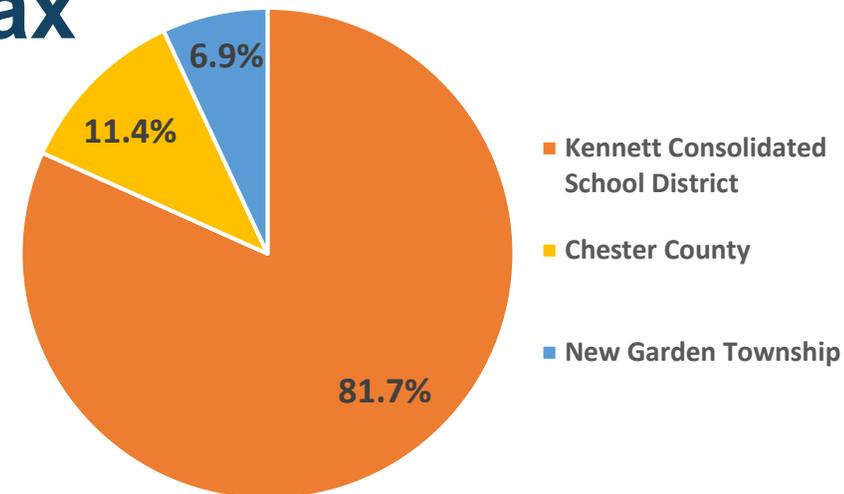
NGT – FY 2024 Budgeted		
Economic Revenues	Amount	% of Total
Act 511 Total	\$ 3,459,138.93	43.6%
<i>EIT</i>	\$ 2,783,072.36	
<i>TT</i>	\$ 420,901.00	
<i>Local Service Tax</i>	\$ 240,415.29	
Real Estate Revenues		
Real Estate Total	\$ 2,289,438.06	28.8%
<i>R/E Tax - Current Year</i>	\$ 1,130,424.61	
<i>R/E Tax - Current Year Fire</i>	\$ 343,000.00	
<i>R/E Tax - Current Yr Fire W/C</i>	\$ 26,200.00	
<i>R/E Tax - Current Yr Ambulance</i>	\$ 560,000.00	
<i>R/E Tax - Current Yr EMS</i>	\$ 90,750.00	
<i>R/E Tax- Curent Year Library</i>	\$ 82,600.00	
<i>Real Estate Tax - Prior Years</i>	\$ 56,463.45	
Misc Revenues / Fees	\$ 1,052,635.22	13.3%
Interest & Cash	\$ 1,140,421.94	14.4%
Total	\$ 7,941,634.15	100.0%

FY24 Revenues



Revenues – RE Tax

% of Total Real Estate Tax



Revenues – Real Estate Tax

- The primary influences on real estate taxes for residents and businesses are:
 - Kennett Consolidated School District = ~82% of all local property tax
 - KCSD’s average Debt Millage rate (~3.9 mills) is higher than New Garden Township’s (2.77)
 - The infrequency of Chester County property tax assessments (last updated in 1998) impacts Township’s ability to align revenue needs with support needs (ex: Fire services)

Year	Total Assessment	New Garden Township		Chester County		KCSD		
		Millage Rate	Revenue	Millage Rate	Revenue	Millage Rate	Revenue	
2014	\$ 809,226,590.00	1.62	\$ 1,310,947.08	4.16	\$ 3,366,382.61	27.45	\$ 22,213,269.90	
2015	\$ 806,699,380.00	1.62	\$ 1,306,853.00	4.16	\$ 3,355,869.42	27.94	\$ 22,539,180.68	
2016	\$ 806,324,560.00	1.62	\$ 1,306,245.79	4.16	\$ 3,354,310.17	28.60	\$ 23,060,882.42	
2017	\$ 803,582,483.00	1.62	\$ 1,301,803.62	4.36	\$ 3,503,619.63	29.24	\$ 23,496,751.80	
2018	\$ 804,757,593.00	1.72	\$ 1,384,183.06	4.36	\$ 3,508,743.11	29.87	\$ 24,038,109.30	
2019	\$ 805,616,843.00	1.72	\$ 1,385,660.97	4.36	\$ 3,512,489.44	30.44	\$ 24,522,976.70	
2020	\$ 810,472,733.00	1.72	\$ 1,394,013.10	4.36	\$ 3,533,661.12	30.94	\$ 25,076,026.36	
2021	\$ 812,459,783.00	1.72	\$ 1,397,430.83	4.36	\$ 3,542,324.65	31.48	\$ 25,576,233.97	
2022	\$ 823,499,496.00	1.72	\$ 1,416,419.13	4.36	\$ 3,590,457.80	31.87	\$ 26,244,928.94	
2023	\$ 826,511,936.00	1.72	\$ 1,421,600.53	4.36	\$ 3,603,592.04	32.43	\$ 26,803,782.08	
2024	\$ 830,685,600.00	2.77	\$ 2,289,438.06	4.55	\$ 3,780,450.17	32.73	\$ 27,188,339.70	
% Growth		2.7%		74.6%		12.3%		22.4%
Revenue Growth	\$ 21,459,010.00		\$ 978,490.98		\$ 414,068.09		\$ 4,975,070.70	

Revenues – Earned Income Tax

Revenues – Earned Income Tax (EIT)

- In FY23, Keystone Collections processed monthly Township EIT payments that averaged roughly ~\$704.2K p/ quarter, split between 95% Employer Withholdings (~\$669.1K) and 5% Direct Taxpayer Payments (~\$28.4K)
- These payments represent combined EIT payments from two categories:
 - Businesses with reported Employer Withholdings (790)
 - Of the 790 businesses, 449 (56.8%) were single-employee counts (657 or 83% were employee counts of <10)
 - Of the 790 businesses, there is a listed employee workforce of 6,758
 - Resident workforce (5,514)
 - This means that ~80% of all Township EIT comes from Residents
 - Other ~20% from the workforce residing outside of the Township from other localities that do not have Act 511

Township EIT Base

- Of the Top 25 businesses by employee count, ranging from 50+ to 300, 16 were Agricultural or “Ag Related” Industries
- Of the Top 25 businesses by net EIT amount, ranging from \$8.9K to \$49.7K, 12 were Agricultural or “Ag Related” Industries
- Of the Top 25 businesses by average EIT p/ employee, ranging from \$1.9K to \$7.8K, none were Agricultural or Agriculture Supply Chain
 - The highest ranked EIT p/ employee amount for any Agricultural businesses was 353rd of 790

Township Net w/ KCSD

- In all, the Township produces \$5.1M in Total Earned Income Tax, with the following breakdown:
 - New Garden - \$2.8M
 - Resident - \$2.3M
 - Non-resident - \$563K
 - Kennett Consolidated School District – \$2.3M (50% New Garden Resident share)

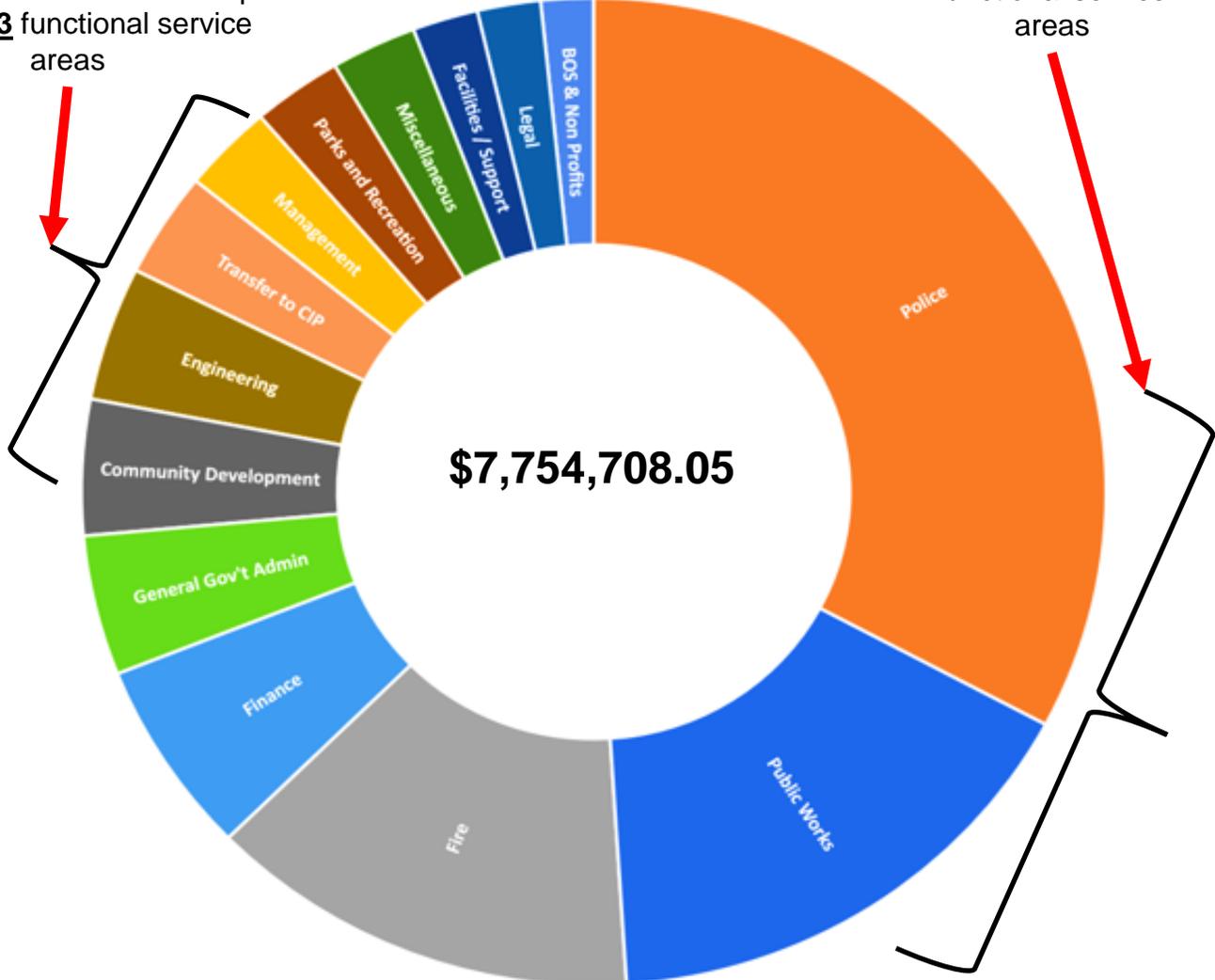


FY24 Expenditures – General Fund

Expenditures	FY 2024 Adopted
Elected Officials / Tax Collection	\$ 102,400.00
Management	\$ 192,769.00
Administration	\$ 218,800.33
Finance	\$ 424,852.00
Legal Services	\$ 130,000.00
Engineering Services	\$ 300,000.00
Technology	\$ 110,800.00
General Services - Fleet & Facilities	\$ 158,559.00
Public Safety - SCCRPD	\$ 2,442,624.46
Public Safety - AFC (Fire / EMS)	\$ 1,019,950.00
Community Development & Safety	\$ 531,205.62
Public Works - Hwys And Streets	\$ 1,076,016.64
Public Works - Storm Water	\$ 125,500.00
Parks and Recreation	\$ 311,731.00
Misc Expenditures (incl. Library)	\$ 174,700.00
Insurance & Liabilities	\$ 191,700.00
Transfers Out	\$ 243,100.00
Total Expenditures	\$ 7,754,708.05

39.9% of the General Fund split across **13** functional service areas

60.1% of the General Fund split across **3** functional service areas



5-Year Expenditure Strategy

- General Fund vs Capital Fund Prioritization
 - The largest planned impact on the General Fund over the next five years comes from the need to fund capital
 - FY25 Interest Income reduction – \$910K decrease in General Fund Revenue
 - FY27 Transfer to Capital increase – \$500K increase in General Fund Expenditure
 - 5-year total estimated Expenditure growth with the Transfer to Capital increase – 10.0%
 - 5-year total estimated Expenditure growth without the Transfer to Capital increase – 1.7%
- Tax base growth from forecast development (to include WCP) is ~\$833K and doesn't include increases in Transfer Tax, Local Service Tax, and Miscellaneous Revenues such as Permit fees
 - Full maturity of added tax revenues from new development likely to be FY27-28
 - From FY25-26, to cover the loss of Interest Income Revenue in the General Fund and sustain a low tax rate while awaiting Revenue increases from new development, Township staff recommends:
 1. Increasing the use of the Open Space Fund to offset the cost of operations and capital related to Open Space properties
 2. Leverage rollover of surplus cash from General Fund reserves as structural use of cash
 3. Leverage “retired” surplus Fund Balance cash from former Recreation and NG Hills Fund (~\$190K)
 4. Increase fees for service (Permits and Inspections)
 5. Increase investment strategy thresholds of available Fund Balance cash
- If planned Revenue growth from new development is unsuccessful, the Township will have to:
 1. Re-implement the use of Interest Income in the General Fund
 - Non-sustainable over the long run due to forecast Federal Reserve interest rate decreases
 2. Reduce Capital expenditures to avoid depletion of the Capital reserve fund balance
 - 80% of planned FY25-29 CIP Expenditures directly support Roads & Stormwater projects (\$8.1M)
 3. Increase taxes
 4. Cut services

FY25-29 Proposed CIP

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Revenue					
Interest Income	\$ 884,000.00	\$ 663,000.00	\$ 552,500.00	\$ 552,500.00	\$ 552,500.00
Transfer from CIP Fund	\$ 243,100.00	\$ 243,100.00	\$ 750,000.00	\$ 750,000.00	\$ 750,000.00
Grants	\$ 25,000.00	\$ -	\$ -	\$ -	\$ -
ARPA	\$ -	\$ -	\$ -	\$ -	\$ -
Liquid Fuels	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00
Budgeted Use of Beginning Cash	\$ 285,761.58	\$ 866,816.71	\$ 771,012.19	\$ -	\$ -
Total Revenue	\$ 1,834,461.58	\$ 2,169,516.71	\$ 2,470,112.19	\$ 1,699,100.00	\$ 1,699,100.00

						TOTAL
Expenditures						
Administration	\$ 98,500.00	\$ 50,000.00	\$ -	\$ 100,000.00	\$ -	\$ 248,500.00
Technology	\$ 61,600.00	\$ 32,600.00	\$ 222,600.00	\$ 2,600.00	\$ 2,600.00	\$ 322,000.00
General Services - Fleet & Facilities	\$ 181,030.44	\$ 50,530.44	\$ 190,530.44	\$ 50,530.44	\$ 58,110.00	\$ 530,731.76
Public Works Hwys And Streets (Paving)	\$ 1,211,092.13	\$ 1,904,147.27	\$ 1,528,242.75	\$ 1,183,341.24	\$ 1,100,000.00	\$ 6,926,823.39
Public Works Hwys And Streets (Other)	\$ 104,503.00	\$ 104,503.00	\$ 104,503.00	\$ 104,503.00	\$ 104,503.00	\$ 522,515.00
Storm Water Management	\$ -	\$ -	\$ 396,500.00	\$ -	\$ -	\$ 396,500.00
Parks and Recreation	\$ 76,136.00	\$ 26,136.00	\$ 26,136.00	\$ 26,136.00	\$ 26,136.00	\$ 180,680.02
Kennett Library	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00
Transfers	\$ -	\$ -	\$ -	\$ 230,389.31	\$ 406,151.00	\$ 636,540.31
Total Expenditures	\$ 1,832,861.58	\$ 2,167,916.71	\$ 2,468,512.19	\$ 1,697,500.00	\$ 1,697,500.00	\$ 9,864,290.48

79.5% of Total 5-Year CIP funding is for Roads & Stormwater projects



FY25-29 Proposed CIP Cash Plan

	FY25	FY26	FY27	FY28	FY28
Total CIP Expense	\$ 1,832,861.58	\$ 2,167,916.71	\$ 2,468,512.19	\$ 1,697,500.00	\$ 1,697,500.00
Replenishable Revenue					
Interest Income	\$ 884,000.00	\$ 663,000.00	\$ 552,500.00	\$ 552,500.00	\$ 552,500.00
Grants	\$ 25,000.00	\$ -	\$ -	\$ -	\$ -
ARPA	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from CIP Fund	\$ 243,100.00	\$ 243,100.00	\$ 750,000.00	\$ 750,000.00	\$ 750,000.00
Budgeted Use of Beginning Cash	\$ 285,761.58	\$ 866,816.71	\$ 771,012.19	\$ -	\$ -
Subtotal	\$ 1,437,861.58	\$ 1,772,916.71	\$ 2,073,512.19	\$ 1,302,500.00	\$ 1,302,500.00
Liquid Fuels	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00
Total	\$ 1,834,461.58	\$ 2,169,516.71	\$ 2,470,112.19	\$ 1,699,100.00	\$ 1,699,100.00
CIP Beginning Fund Balance	\$ 2,349,162.78	\$ 2,040,001.20	\$ 1,174,784.49	\$ 405,372.30	\$ 406,972.30
Transfer Cash Added	\$ 243,100.00	\$ 243,100.00	\$ 750,000.00	\$ 750,000.00	\$ 750,000.00
Interest Income	\$ 884,000.00	\$ 663,000.00	\$ 552,500.00	\$ 552,500.00	\$ 552,500.00
Liquid Fuels	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00
Total Cash	\$ 3,872,862.78	\$ 3,342,701.20	\$ 2,873,884.49	\$ 2,104,472.30	\$ 2,106,072.30
Cash Reduced	\$ 1,832,861.58	\$ 2,167,916.71	\$ 2,468,512.19	\$ 1,697,500.00	\$ 1,697,500.00
Capital Cash Remaining	\$ 2,040,001.20	\$ 1,174,784.49	\$ 405,372.30	\$ 406,972.30	\$ 408,572.30

Net Cash Position – As of FY23

Cash Fund Account	Year End Cash Position (FY21-23)			
	12/31/2021	12/31/2022	12/31/2023	2 Year Net Change
General Fund	\$ 3,847,431.80	\$ 3,511,949.92	\$ 2,586,094.38	\$ (1,261,337.42)
Capital Improvement	\$ 5,290,985.79	\$ 4,475,601.52	\$ 2,647,635.30	\$ (2,643,350.49)
Capital Reserve	\$ 40,259.21	\$ 228,590.53	\$ 472,804.80	\$ 432,545.59
Enterprise Funds (Restricted)				
Airport Fund	\$ 156,998.78	\$ 106,378.71	\$ 376,078.63	\$ 219,079.85
Airport Capital	\$ 37,078.09	\$ 15,529.68	\$ 19,863.67	\$ (17,214.42)
Open Space Fund	\$ 433,871.58	\$ 845,766.85	\$ 1,699,268.87	\$ 1,265,397.29
Hydrant Fund	\$ 362,843.42	\$ 340,477.36	\$ 391,845.72	\$ 29,002.30
Misc Restricted Funds				
State Checking - Liquid Fuels	\$ 139,164.78	\$ 103,103.24	\$ 104,977.18	\$ (34,187.60)
ARPA Funds	\$ 515,146.83	\$ 696,525.09	\$ 495,648.12	\$ (19,498.71)
Misc Restricted Funds (Closed)				
Recreation Fund	\$ 50,901.62	\$ 35,288.06	\$ 98,830.31	\$ 47,928.69
Phase 2 Park Expansion Grant	\$ 110,500.52	\$ 110,701.32	Account Closed	\$ -
New Garden Hills	\$ 138,150.65	\$ 52,214.40	\$ 93,280.40	\$ (44,870.25)
Sewer Fund	\$ 449,438.94	\$ 652,047.73	\$ 618,297.22	\$ 168,858.28
Investment Funds				
PLGIT - Term (Sewer Sale Fund)	\$ 22,011,412.65	\$ 22,000,000.00	\$ 22,854,742.70	\$ 843,330.05
PLGIT - Class	\$ 105,445.04	\$ 106,966.67	\$ 112,270.08	\$ 6,825.04
PLGIT - Reserve	\$ 106,185.86	\$ 107,813.36	\$ 113,284.46	\$ 7,098.60
PLGIT - Class	\$ -	\$ 12.26	\$ 20,883.92	\$ 20,883.92
PLGIT - Prime	\$ -	\$ 66,639.19	\$ 77,910.06	\$ 77,910.06
PLGIT - CD Program	\$ -	\$ -	\$ 236,000.00	\$ 236,000.00
Total	\$ 33,795,815.56	\$ 33,455,605.89	\$ 33,019,715.82	\$ (776,099.74)
Total (less Sewer Sale Fund)	\$ 11,784,402.91	\$ 11,455,605.89	\$ 10,164,973.12	\$ (1,619,429.79)
Total Liquid Funds (less Sewer Sale Fund)	\$ 9,178,676.80	\$ 8,216,141.97	\$ 5,706,534.48	\$ (3,472,142.32)



Strategic Priorities:

2. Economic Development



Economic Development Overview

What is Economic Development and why is it critical to the Township's goals?

Improve the Township's economic base with sustained revenue growth over time to support community services and projects by encouraging new businesses and development to locate within New Garden, retain existing businesses, and encourage existing businesses to expand.

How is Economic Development achieved in Chester County?

Utilize state (PA DCED) and regional programs (CCEDC) and leverage Township assets (land use flexibility & municipally owned property – Airport Development Zone) to attract modern industries that create high-quality and sustainable job opportunities.

Examples of DCED & CCEDC Incentives

- Financing Solutions – grants and tax incentives
- Site Selection assistance
- Workforce Development assistance
- Business Development planning assistance (Entrepreneurial services)

Examples of Township opportunities

- Zoning
 - Flexible use development districts
- Grant partnerships
- Airport Development Zone – Performance development agreements
- Marketing and Branding – Continuous amplification of Township opportunities

Economic Development Overview

What spurs Economic Development interest?

- Regional location
 - Transportation
 - Workforce
 - Supply chains & logistics
- Local demographics
 - Population & Housing (density and attainability)
 - Incomes – Higher impact on retail-based development
- Available Sites – Dependent on industry
 - Land Use & Zoning
 - Development opportunities (includes governmental incentives)
 - Low cost of ownership (i.e. performance lease or acquisition)
 - Low cost of construction (i.e. “pad-ready sites”)

Based on the above, is New Garden a viable location for high-level economic development?

Strengths

- Regional location
- Average Median Incomes (AMIs)
- Available sites – ADZ

Weaknesses

- High cost of development
 - Infrastructure (i.e. sewer & stormwater)
- Low housing density (high cost of attainability) – Workforce issues

Economic Development: Location

New Garden is described as two types of communities:

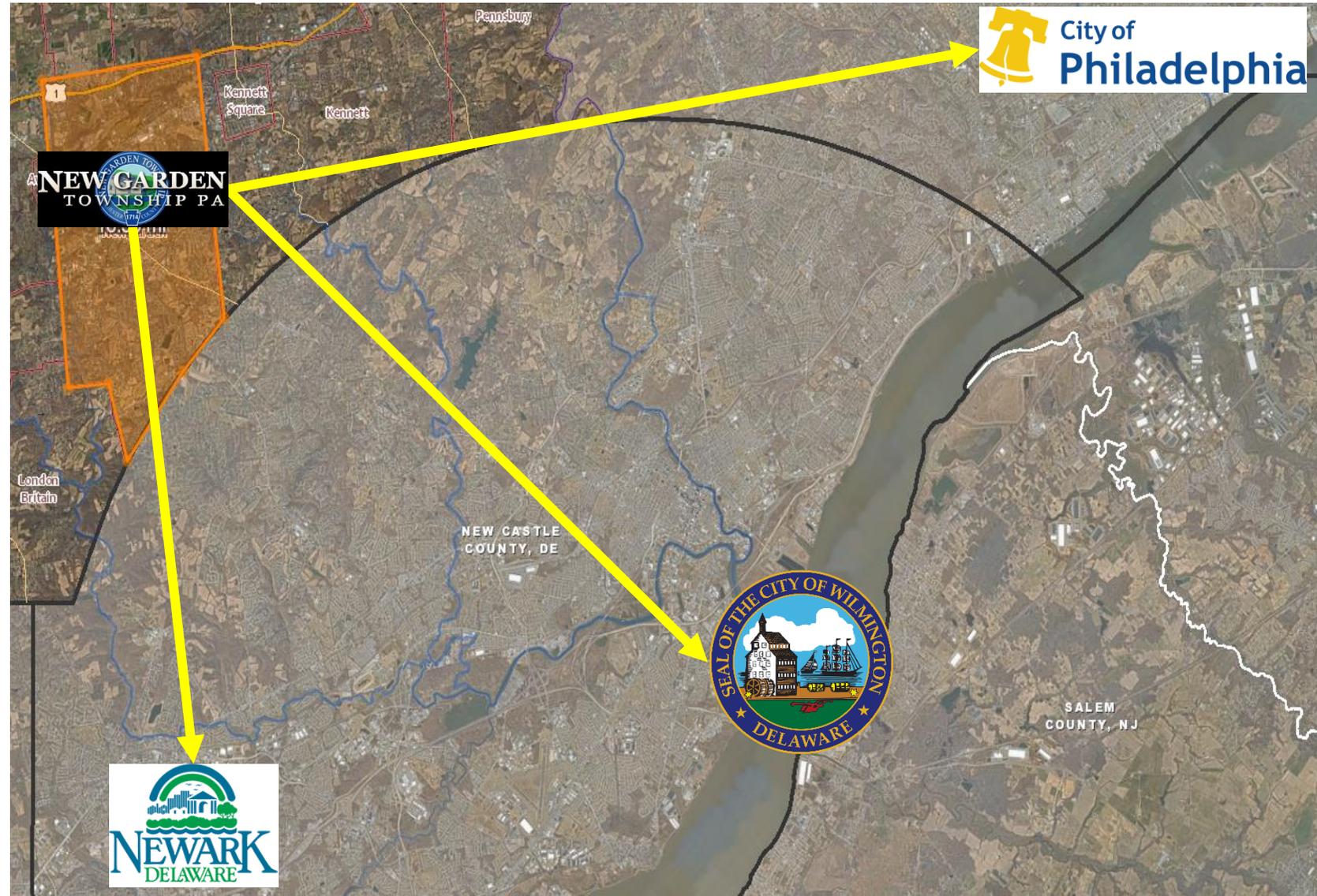
1. Residential “bedroom” community of northern DE metro areas (primarily Wilmington)
2. Mushroom growing agricultural industry, to include the “ag-related” supply chain industries

Commuter distances

- 15 miles to Wilmington, DE
- 13 miles to Newark, DE
- 40 miles to Philadelphia, PA

Located between the I-95 mid-Atlantic corridor and US Rt. 1.

Proximity to Philadelphia Intl and New Castle for commercial aviation transportation requirements



Demographics: Population & Housing

Population Growth – Historical vs Forecast

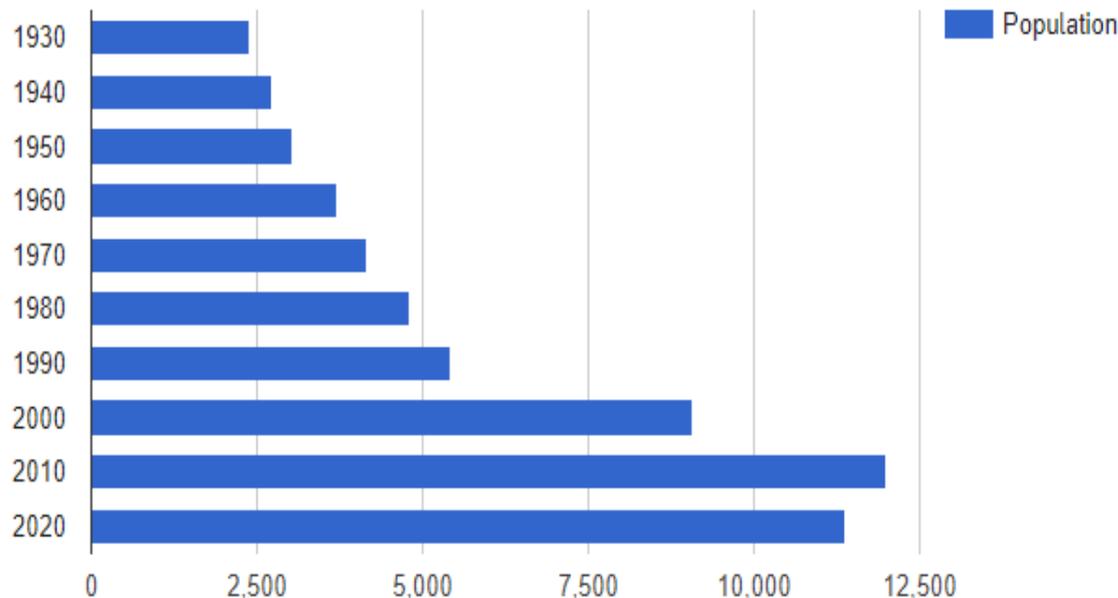
New Garden Township experienced the highest percentage increase in population over the last 30 years (52.2% increase since 1990). This growth spurt was realized with an associated lack of housing density, with the Township currently having 0.33 houses and 1.13 residents p/ acre.

Since 2010, growth stagnated and the population decreased as of the 2020 census.

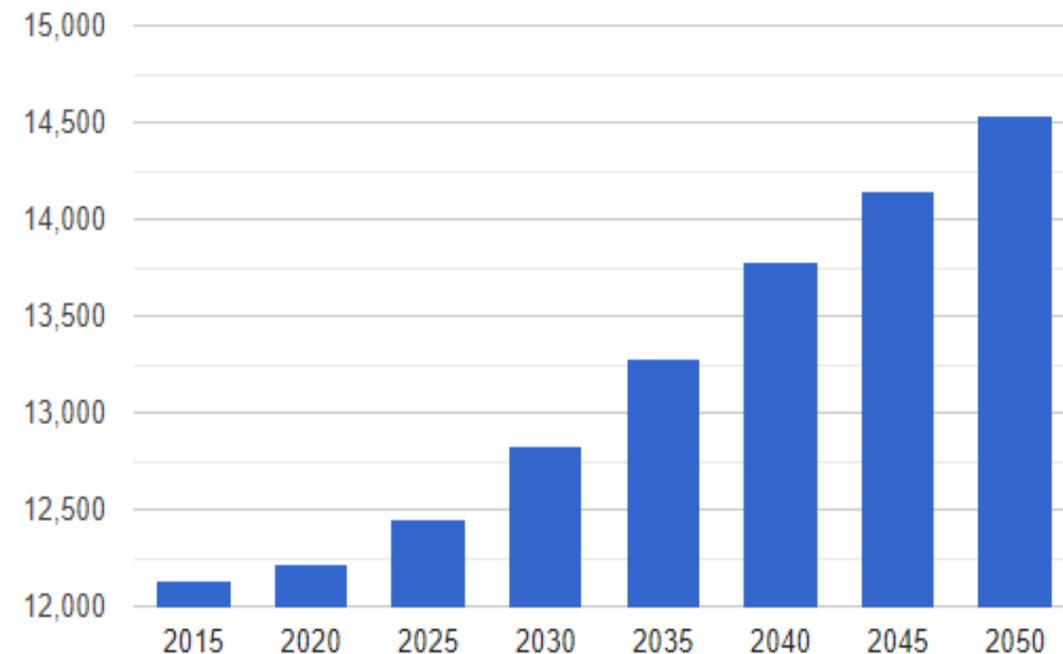
The DVRPC 2050 forecast still estimates a Township population of 14,500.

Recommend anchoring estimated new growth (~3,100) along the Rt. 41, Newark Rd, and Baltimore Pike growth corridors to increase density that supports PennDOT enhancements based on final Act 209 report, where developments also expand inventory of viable pad sites for larger commercial/industry anchors.

New Garden Township 1930 - 2020 Population



New Garden Township 2050 Population Forecasts



Demographics: Housing and Income

Average Median Household Income (AMI)

- New Garden Township has a relatively strong median household income of \$129,292.00
 - However, the DVRPC 5-yr moving average from 2017-2021, reflects that this is more of a product of a significant high and low end of household incomes within the Township

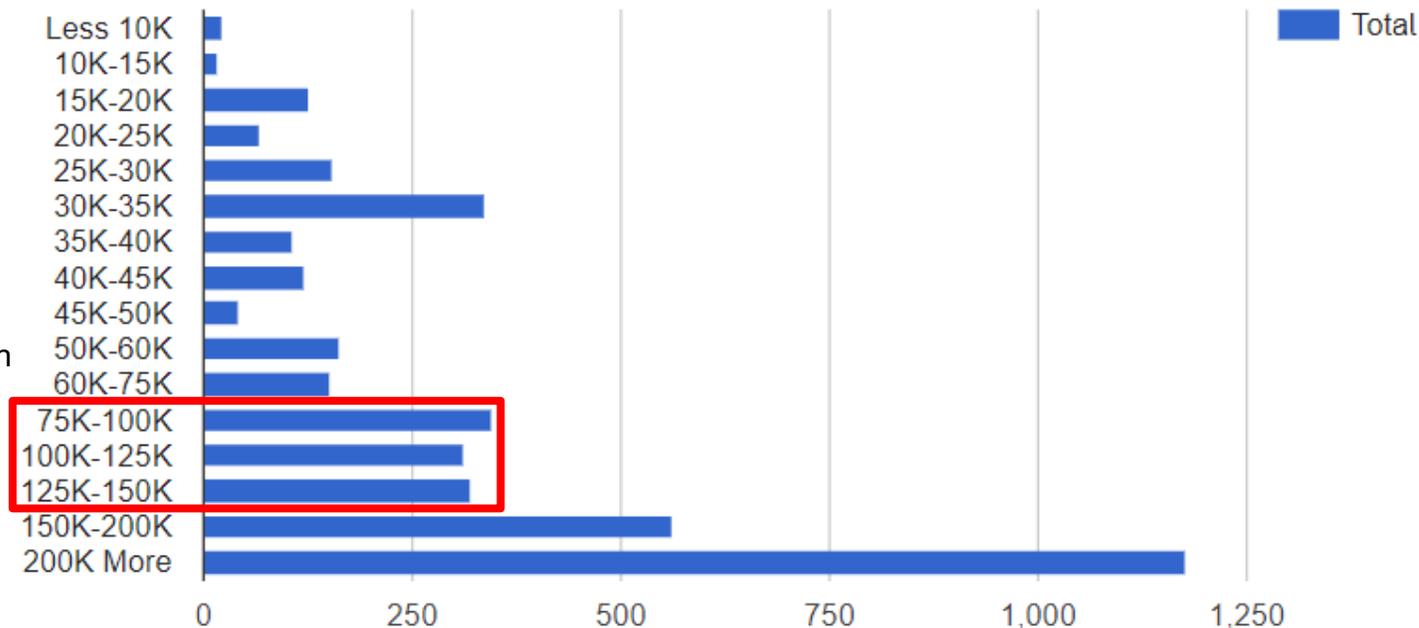
AMI Breakdown

- 29.2% of all NGT households earn \$200,000 or more
- 58.9% of all NGT households earn \$100,000 or more
- 24.7% of all NGT households earn \$50,000 or less
- 17.9% of all NGT households earn \$35,000 or less

Housing Attainability

- In 2021, the median home market value was \$425,600
- In 2023, that same median home is ~\$528K
- Assume high density = lower cost
- Denser plans likely to build single, townhome, multifamily with p/ unit price ranges between \$350-\$600K
- AMIs to consider this housing “affordable” would be between \$85-\$150K (30% of gross monthly income)
- Doesn't improve housing affordability for the ~35.9% of all NGT households earning \$85K or less

New Garden township 2017-2021 Household Income



Economic Development: ADZ

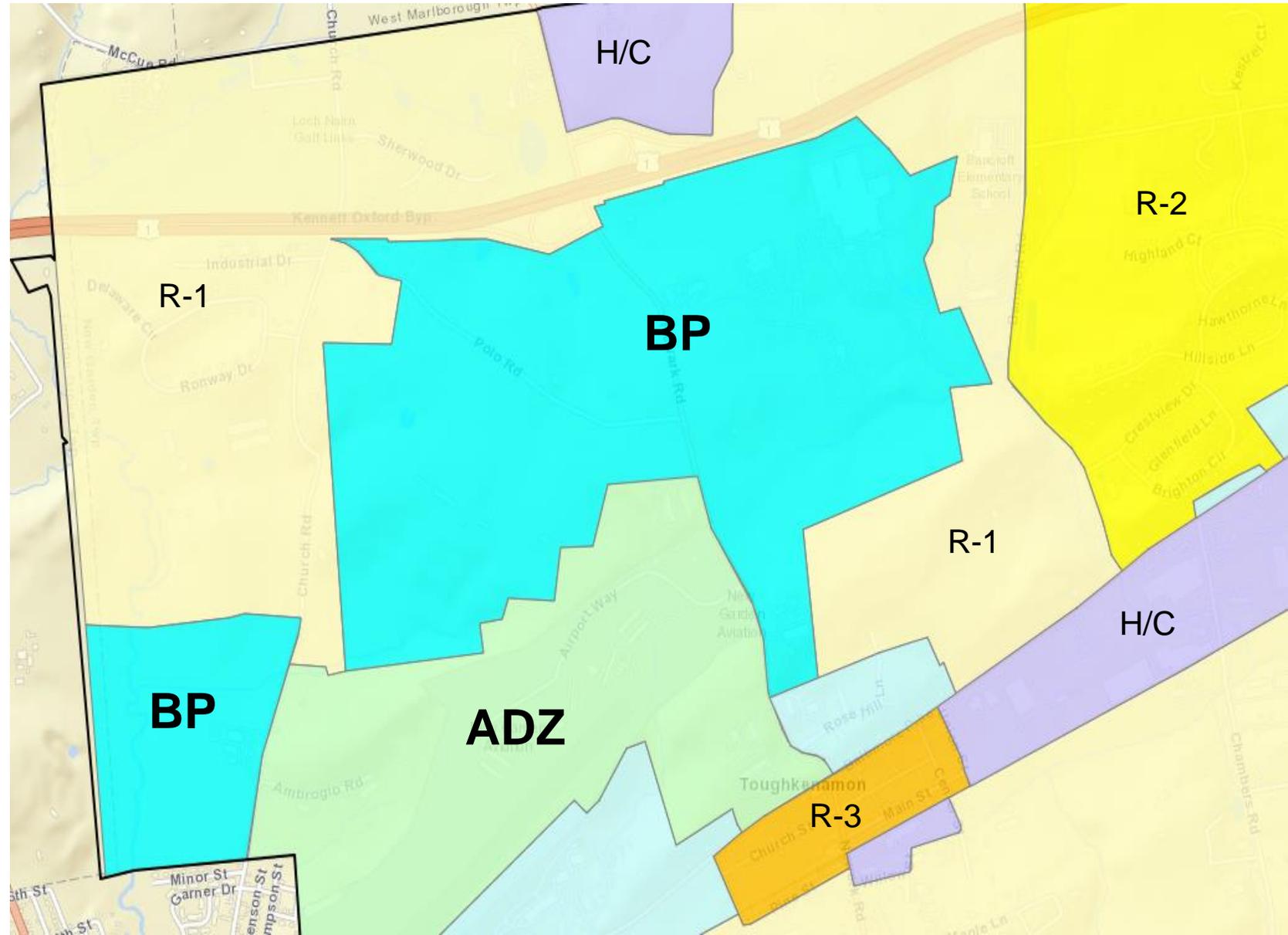
Airport Development Zone (ADZ) District was established to:

- Encourage the development of employment centers in proximity to US Rt 1 and provide a gateway into the Township
 - Accessory land use designation to support Business Park and Airport

Business Park (BP) District was established to:

- Provide the opportunity to develop campus-like business centers and corporate HQ sites
 - Professional admin & business office
 - R&D Sites
 - Light industrial
 - Complimentary airport uses (ex. Manufacturing)

Leverage the Township-owned ADZ (~100 acres) to activate the Business Park area, which is designated as a growth corridor



Economic Development: ADZ

ADZ Permitted Uses (last updated 2017)

By Right

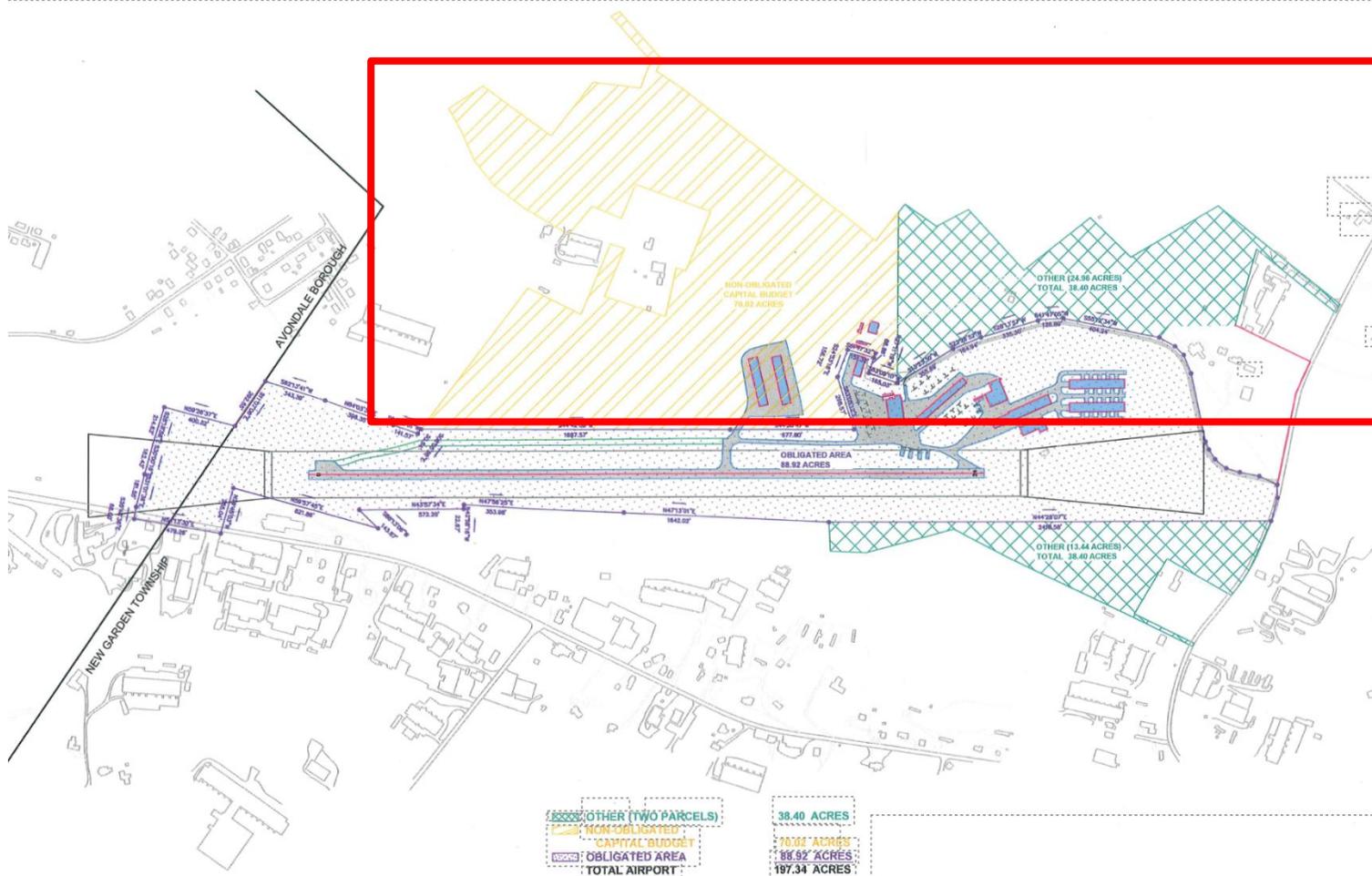
- Airport transport package handling facility
- Aircraft sales
- Aircraft supply chain
- Package handling/distribution facility
- Hotel
- Museum

Special Exception

- Radio towers
- Antennas
- Weather stations
- Storage facility
- Solar energy

Conditional uses

- Cultural facility
- Public / Private recreation
- Auto sales and service
- Residential (TTF)
- Light industrial



Economic Development: Land Use

Land Use

The Land Use Plan (Zoning Map) is the culmination of the Township's intended approach toward housing, open space, and economic development that seeks to enhance the traditional character of New Garden Township, accommodate protected natural resources and open space, and enrich the quality of life within the community.

- Chester County includes F-40 (Mushroom Production) as a Commercial Use ("C") instead of Farm/Agriculture ("F")
 - F-40, designated as mushroom / horticultural, is a form of ACRE-protected farming industry
 - F-40 properties in NGT represent **HALF** of all Commercial designated land use
 - F-40 properties in NGT represent **ONE-THIRD** of all Commercial designated property value
 - F-40 Value/Acre differential is **-7.8%**

Township Total Land Use

- A – Apartment
- C – Commercial
- E – Public Facilities
- F – Farm/Agriculture
- I – Industrial
- R – Residential
- U – Utilities

Row Labels	Sum of TOT_ASMT	Sum of ACRES	Total Value %	Total Acre %	Value Diff
A	\$ 7,858,390.00	71.51	0.89%	0.71%	0.2%
C	\$ 143,867,295.00	2,690.33	16.28%	26.88%	-10.6%
E	\$ 55,966,750.00	726.59	6.33%	7.26%	-0.9%
F	\$ 5,306,310.00	632.06	0.60%	6.31%	-5.7%
I	\$ 20,233,110.00	230.41	2.29%	0.71%	1.6%
R	\$ 650,287,911.00	5,656.28	73.58%	56.51%	17.1%
U	\$ 222,530.00	2.54	0.03%	0.03%	0.0%
Grand Total	\$ 883,742,296.00	10,009.72	1.00	0.98	



Economic Development: Land Use

Land Use and Real Estate Tax

Over 83% of the Township's land use, which impacts net assessable property, is taxed at 2.77 mills as of FY 2024:

Residential

- Total Assessments – \$650,287,911.00
- Total Revenue – **\$1,801,297.51** (22.7% of Total GF Revenue)

Commercial

- Total Assessments – \$143,867,295.00
 - Traditional Commercial – \$92,707,135.00
 - F-40 (Mushroom Ag) – \$51,160,160.00
- Total Revenue – **\$398,512.41** (5.0% of Total GF Revenue)
 - Traditional Commercial – \$256,798.76
 - F-40 (Mushroom Ag) – \$141,713.64

Takeaways

Residential

- Since 1990, the primary type of residential development has been low-density single-family unit housing
 - 35 years later, the net impact has been a flat to declining population base with an increased aging demographic
 - The growing amount of “retiring in place” residents represents a future negative impact to the Township's EIT tax base as PA doesn't permit taxation on retirement income

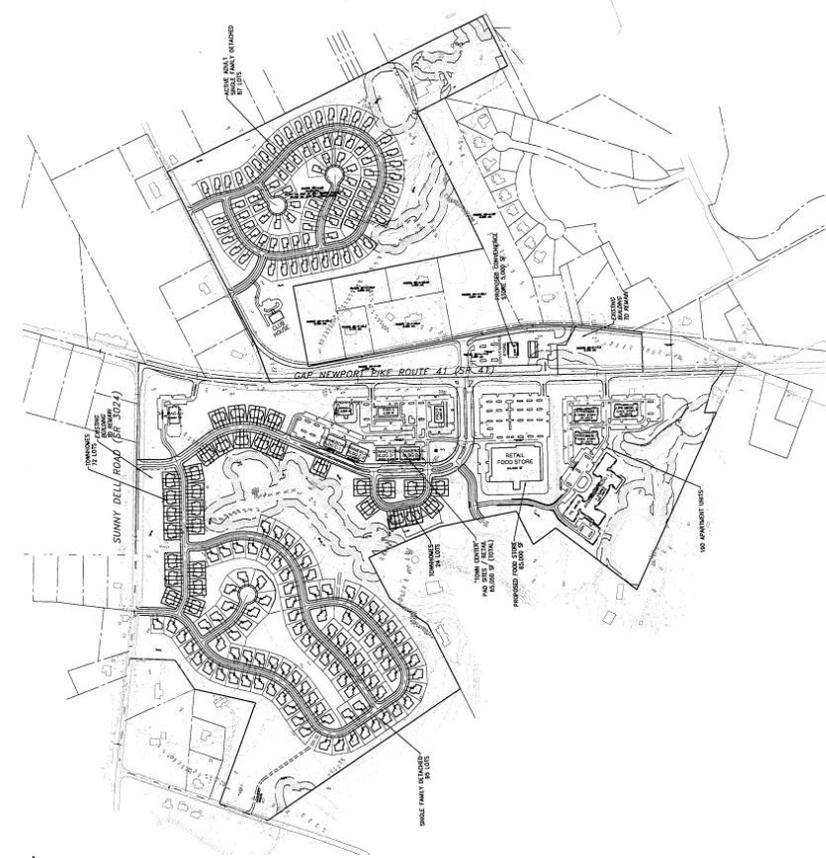
Commercial

- Consists of tax-abated agricultural properties, which currently represent a net -7.8% assessment value differential

Additionally, since 2005, the Open Space program has preserved roughly 15% of all Township land yielding zero tax revenue

Economic Development – White Clay Point

- JP Morgan owned since 2018 (formerly PREIT)
- The mixed-use development has three major components:
 - Residential on the southern end of Route 41, bounded by Sunny Dell Rd and Reynolds Rd
 - Residential on the northern end of Route 41, bounded by Sharp Rd and Sheehan Rd
 - Town center along Route 41 corridor
- To date, only preliminary sketch plans have been delivered to the Township
 - Most recent version was as of September 30, 2022
 - Residential breakdown – 468 total units
 - Single Family – 95 units
 - Townhome – 96 units
 - Apartment – 190 units
 - Age restricted (55+) – 87 units
 - Commercial breakdown
 - Retail Pads, Food Store, Convenience – 135,000 gross square footage
 - **Risk – Lack of market viable commercial anchor**
- Primary constraint is the cost of infrastructure improvements
 - Sewer – Insufficient existing capacity
 - Requires a significant increase in current WWTP capacity to absorb WCP required EDUs
 - Stormwater
 - Transportation
- Economic benefit of WCP (does not include Transfer, Local Services, Amusement Tax, Permits, Fees, etc.)
 - Residential (estimated)
 - Total value (All units) - \$181,210,440.00
 - Assessed value (All units) - \$181,210,440 x 0.47 (Chester County assessment) = \$85,168,906.80 X 0.00277 (NGT Tax) - **\$235,917.87**
 - Commercial (estimated)
 - Assessed value (All units) - \$24,219,000.00 x 0.47 (Chester County assessment) = \$11,382,930 X 0.00277 (NGT Tax) - **\$31,530.72**
 - Net Earned Income Tax – All Residential & Commercial - **\$340,717.00**
 - Total added revenue per year (estimated) – **+\$608,165.59**



Economic Development: Goals

What are New Garden Township's desired outcomes from economic development?

- Increase tax base to support local services
 - ~\$1M+ structural deficit as of FY2024 (leveraging interest income and limited cash to balance the budget)
 - Desire for increased funding levels for Capital projects
 - Ability to diversify revenues to abate future increases in property tax rates
- Leverage local growth to incentivize PennDOT enhancements along state-owned transportation corridors within the Township (Rt 41, Baltimore Pike, Newark)
 - Limited population density (AADT) to justify PennDOT investment to enhance corridors
- Diversify commercial land use that spurs modern economic prosperity that creates local job opportunities
- Housing shortage issues in Southern Chester County
 - Availability – Overall lack of housing inventory and diversity
 - Attainability – Average single-family unit market price in NGT as of Fall 2023 - ~\$530K
 - Attract new families
 - Waning Kennett Consolidated School District populations



Economic Development: Strategy

Final Takeaways for Township Economic Development Opportunities

- Facilitate the development of the Township-owned ADZ area (~100 acres) to activate the surrounding developable area within the currently zoned Business Park
 - Land use analysis – Industry viability & ROI
 - Brand & market the Township
 - Leverage PA DCED & CCEDC services for site selection, project financing, and incentive programs
- Activate White Clay Point to maximize higher-density outcomes that support missing middle housing, transportation improvements, and economic revenue
 - Leverage WCP to spur additional mixed-use development concepts (commercial/residential) along the primary growth corridors, specifically Route 41, to leverage future transportation enhancements by PennDOT as recommended by the Act 209 plan
- Explore adaptive reuse of vacant Agricultural properties for future infill due to consolidation occurring within the mushroom-growing industry
- While Ag-related industries are important to the Township and represent a sizable core of the Township's tax base, the ROI in terms of expanding agricultural use is low
 - As part of the future development strategy, prioritization has been and will continue to be, attracting industries with higher wages per employee that do not require scaled land use
 - Ex: technology, pharmaceutical, health services, modern R & D (engineering and manufacturing)

Strategic Priorities:

3. Infrastructure



Infrastructure: Budget Impact

For the FY24 Adopted Budget

- Property tax revenue (~\$2.3M) represents 28.8% of Total Revenue (~\$7.9M)
 - Property tax and Earned Income tax revenue represents 63.9% of Total Revenue
- The primary purpose of tax revenue is to fund General Fund operations, the majority (60%) of which supports:
 - Southern Chester County Regional Police – 31.4% (~\$2.4M)
 - Avondale Fire Company & Southern Chester County EMS – 13.1% (~\$1M)
 - Public Works operations (not inclusive of Capital projects) – 15.4% (~\$1.2M)
 - The remaining 40% (~\$3M) is distributed across 13 General Fund service areas (i.e. Community Development, Parks, Finance, IT, Admin, General Services, Legal, Engineering)
- Capital Transfers (\$243K) represent 3.1% of the Township’s total expenditures
 - For the average assessed household of \$174K, that equates to **\$14.94 p/ year** of property tax revenue that is allocated toward capital transfers for projects such as paving and stormwater

Property Tax Millage p/ Avg Household

Average Residential Assessment	\$174,000.00				
	Tax Rate	% of Total Tax	Annual Cost	Cost p/ Mo.	
Kennett Consolidated School	32.73	81.7%	\$5,695.02	\$474.59	
Chester County	4.551	11.4%	\$791.87	\$65.99	
New Garden Township	2.77	6.9%	\$481.98	\$40.17	
Total	40.051	100%	\$6,968.87	\$580.74	

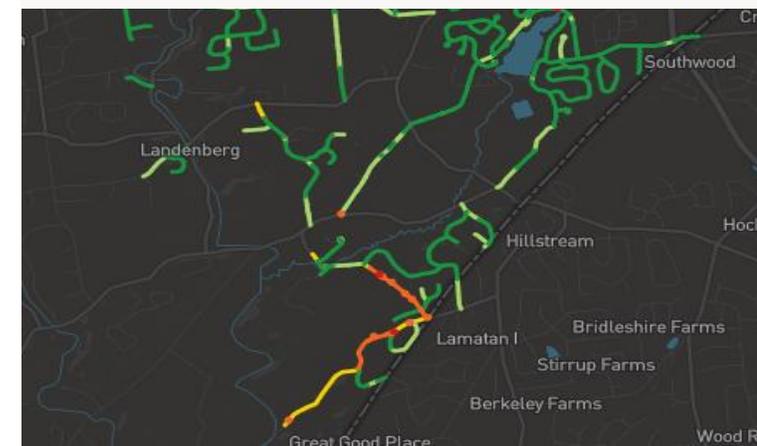
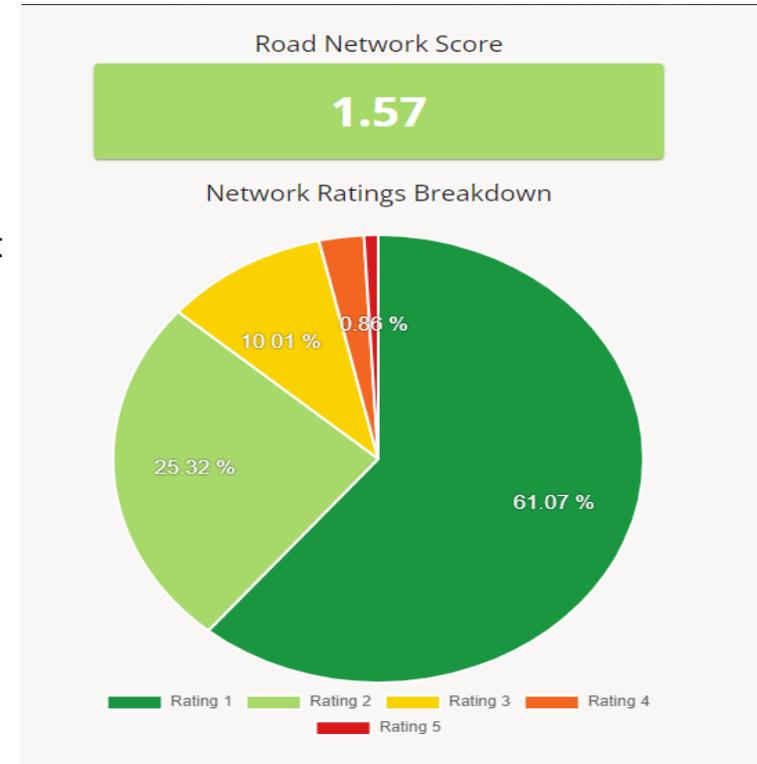


Infrastructure: Paving Program

- Second-class Townships are responsible for the maintenance of Township-owned equipment and facilities which includes the purchasing of materials, equipment, machinery, and the construction, repair, and maintenance of roads.
- Best management practices dictate a ~20-year replacement cycle for all linear mileage of roadway, which to date translates to roughly 3 miles p/ year for the Township at an estimated cost of ~\$1.5M to \$1.7M annually.
 - Currently, the Township leverages three sources of revenue to fund all Capital projects, including the annual Paving Program
 - **Interest Income** – sourced from Township fund balance and sewer sale investment fund
 - Equates to ~\$1.2M as of FY24 projections
 - Allocated to support all CIP projects, not just paving (equipment replacements, stormwater projects, etc.)
 - Forecast to decrease due to Federal Reserve rate outlook
 - **Capital Fund Balance** – End-of-year Capital Fund balance forecast at ~\$2.4M
 - Budgeted annual transfers to Capital Reserves is \$243K (insufficient)
 - The township goal is to grow transfers to reserves through additional revenue from development
 - **Liquid Fuels Tax (Paving only)** – sourced from PA gas tax and distributed to municipalities
 - Equates to ~\$400K annually (forecast to decrease due to public EV adoption)
 - Decreased 11% since 2019
 - All three primary Capital Revenue sources are non-sustainable (if Capital Transfers are not sufficient)
- For PA Second Class Townships – The primary methods to increase revenue to allocate additional funding to support a robust annual paving program are to:
 - Expand the tax base through development
 - Increase the millage rate

Infrastructure: Paving Program

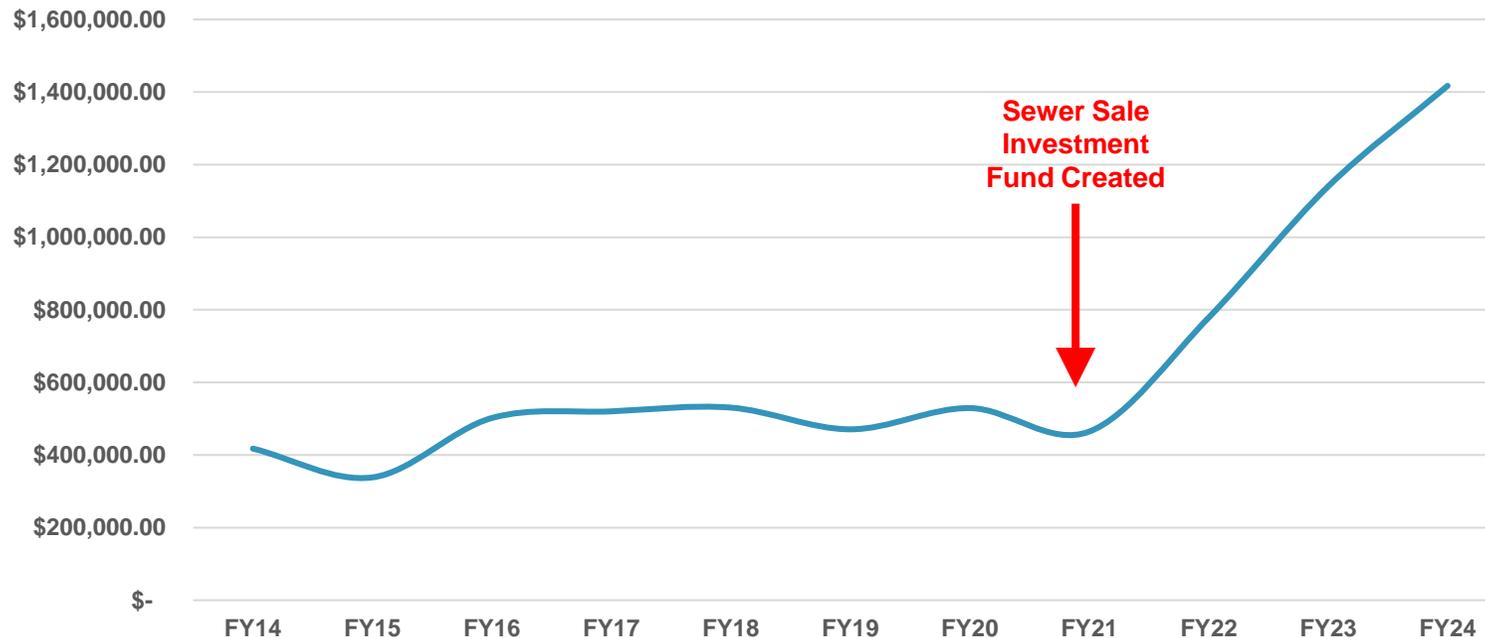
- In all, New Garden Township has 60+ miles of Township-managed roadways which are divided into 167 different segments.
- Bi-annually, the Township uses RoadBotics which is a road condition analysis program that leverages an aggregated database of all roads within their system (not just New Garden or other municipalities within PA, but their total nationwide database) and provides a score p/ segment based on a 1-5 scale (5 being worst)
- Township leverages this data to formulate a 5-year capital paving strategy to address the most critical needs for the entire Township
- The last RoadBotics assessment was in 2022, an update is planned for late summer 2024
- The score is for the entire segment, not just the “hot spots”
- The Township does not chase “hot spots” as determination to pave an entire segment
 - Example – Hartefeld Dr has a total score of 1.71 (47th of 167)
 - Since the last assessment, 11 higher-priority segments have been paved (FY23-24), this would move Hartefeld Dr to 36th, subject to the updated FY24 road assessment
- Resident requests are appreciated but do not determine final decision-making



Infrastructure: Paving Program

- The Township's ability to pave roads is dependent on the ability to source sufficient revenues to fund both General Fund operations and Capital expenditure priorities
- Historically, with limited tax revenues, the Township leveraged primarily the state-allocated Liquid Fuels Tax revenue to fund paving operations
- With the added interest income generated by the invested fund balance of the remaining proceeds from the sale of the sewer system, the Township was able to increase paving expenditures by 70.5% since 2014, mostly within the last two fiscal years
 - This increase still requires the use of the Capital fund balance, which is unsustainable given the Township's total revenues, meaning there will be a required reduction in paving expenditures to preserve and rebuild the Capital fund balance
 - The goal of the Township was to get through the most critical projects (i.e. Starr Rd, Pemberton Rd, & Hillendale Rd)

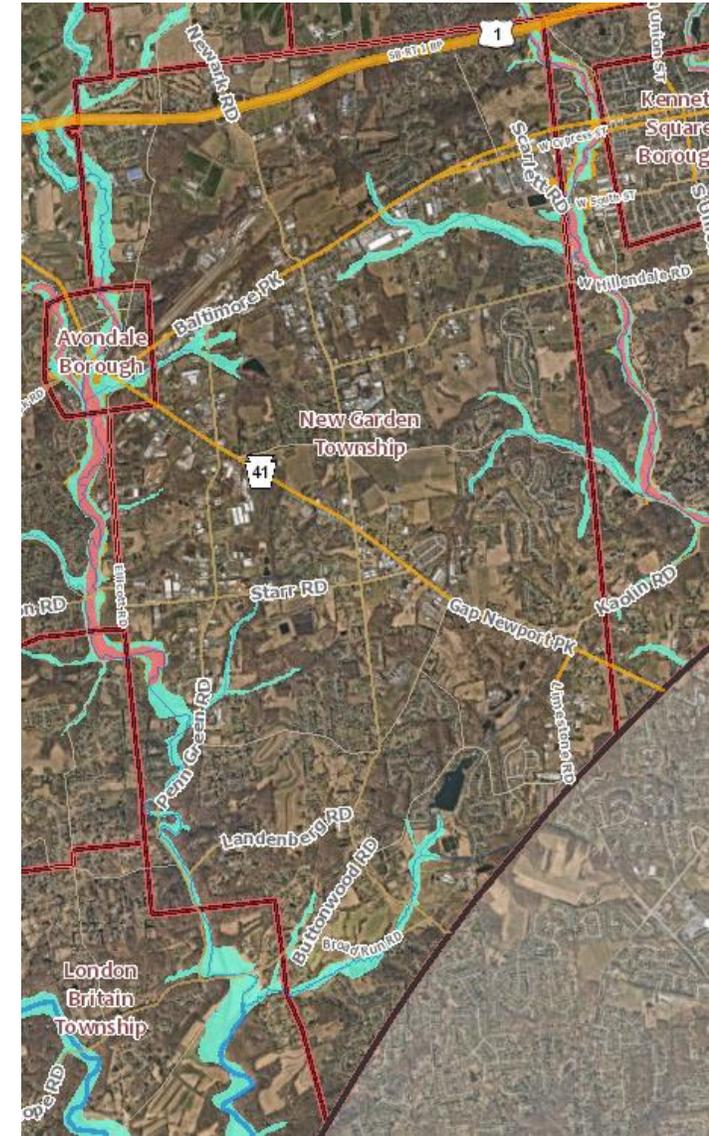
NGT Annual Paving Program - Total Expenditures



Infrastructure: Stormwater

A Stormwater Management program permits the Township to holistically address issues that pertain to:

- PA DEP mandate (unfunded) to implement BMPs that reduce net stormwater impacts
 - Current BMP is for sediment reduction
 - Township committed to two (2) BMP capital projects to meet DEP's net sediment reduction requirements
 - Smedley Preserve – \$415K in ARPA funds
 - New Garden Hills – \$390K in CIP funds (proposed)
- Infrastructure management program split into two categories:
 - Asset management
 - Master replacement plan for all stormwater infrastructure assets within the Township
 - Culverts, Pipes, Drains, Inlets, Ponds, etc.
 - The Township does not have a comprehensive stormwater master plan based on assessed in-line depreciation and material condition for all stormwater infrastructure assets
 - Operational management
 - Ongoing daily maintenance cost to fund labor toward stormwater preventative maintenance actions such as streambank mowing, inlet inspections, small repairs, etc.
 - Cost of labor
 - Cost of commodities
- The Township's stormwater program is primarily funded through the General Fund, which provides limited funding intended to reactively address critical stormwater issues
- Nationally, most local governments have adopted a stormwater management fee ("rain tax") which established a separate Stormwater Management Fund with earmarked revenue that is leveraged as the primary resource to address the rising cost and criticality of stormwater management issues



Infrastructure: Stormwater



New Garden Township stormwater risk exposure:

- Bounded by two major watersheds:
 - EB White Clay Creek
 - WB Red Clay Creek
- Raised elevation in the middle along Rt. 41
 - “Sheeting” impact of heavy saturation and drainage accelerating, with water flowing from higher to lower elevation points
- Trough area along Baltimore Pike
 - Significant impact on Toughkenamon
- Compounded by the lack of consistent infrastructure funding to replace depreciated assets means that NGT has a high-risk exposure to the impacts of future significant stormwater events

Infrastructure: Stormwater

The Township currently has two Stormwater projects identified as capital priorities over the next year, mostly for small basin repair in the vicinity of a culvert, to mitigate issues such as flooding in those areas:

Stormwater Projects

- Mercer Mill Rd Culvert – \$245,000.00 – FY24-25
- Wilkinson Dr Culvert – \$396,500.00 – FY27

Other scaled stormwater issues, such as the general deterioration of infrastructure within Toughkenamon, have a larger scale of cost:

Toughkenamon

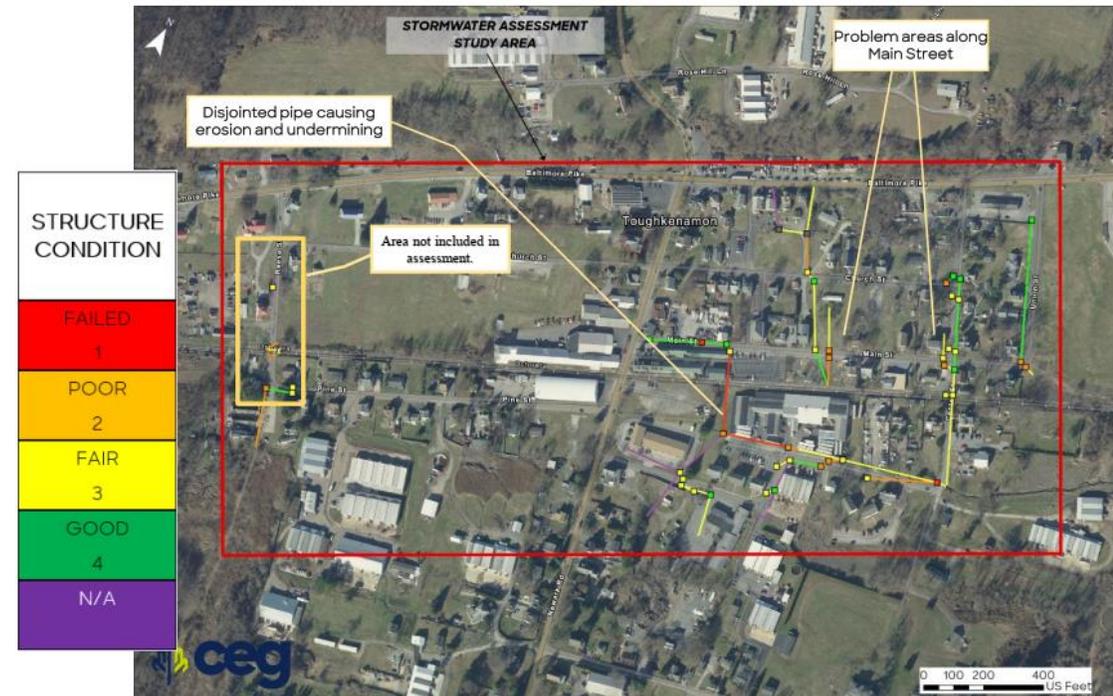
- Low-end option - \$790K
- High-end option - \$4.1M

However, until the Township has finalized its Stormwater Master Plan, which is an engineering inventory analysis of all stormwater-related infrastructure (ponds, culverts, inlets, pipes, etc.), the true scale of Capital risk is unknown, but estimated to be non-cost feasible given the limited funds available for current projects.

Stormwater Fee

Explore the impact of a new source of revenue to pay for their growing stormwater management costs, utilizing an impervious surface metric (ERU) as a levy on the assessed value of the property, which would establish a Stormwater Utility Fund as a restricted use of revenue for stormwater expenditures.

There is still a pending PA Supreme Court case involving West Chester and WCU that will dictate the future of stormwater fees enacted by local governments.

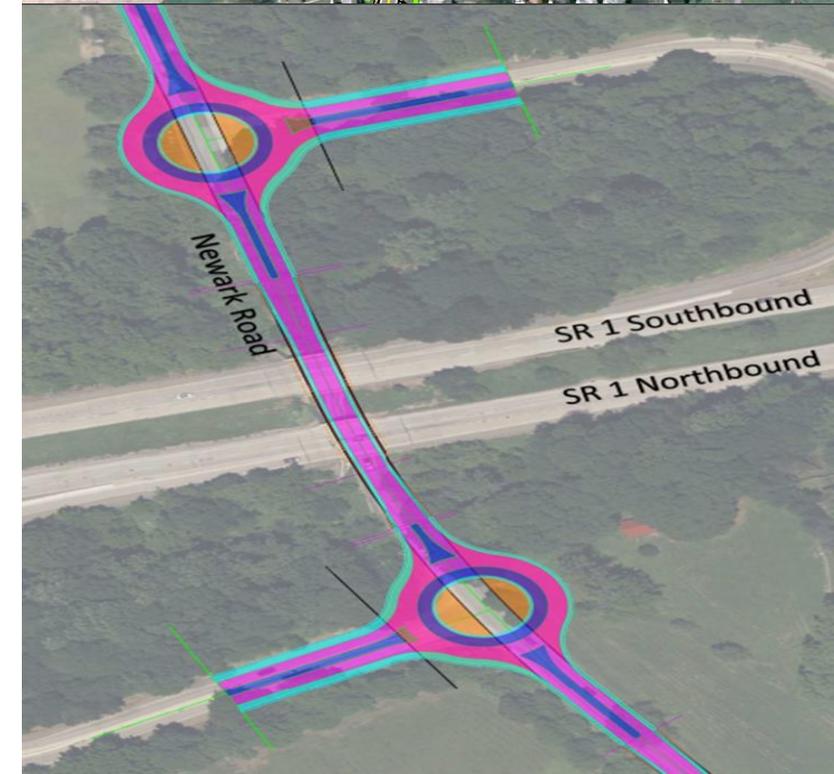


Infrastructure: Transportation

There are significant PennDOT-funded transportation projects currently in the design and engineering phases that involve enhancements to the following intersections:

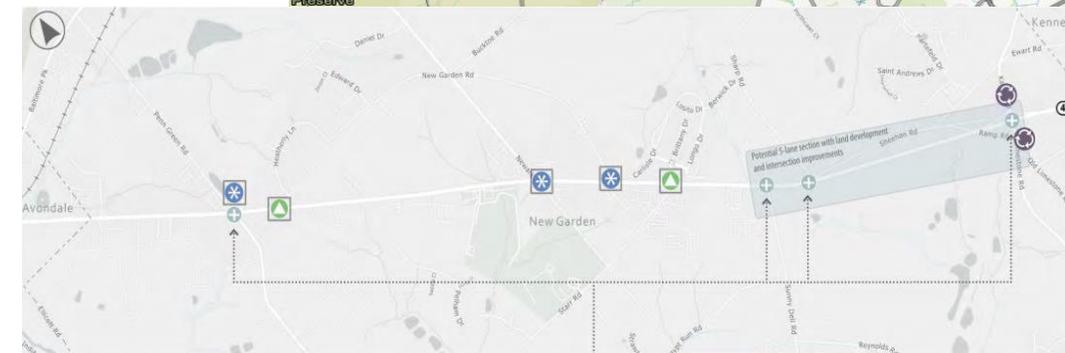
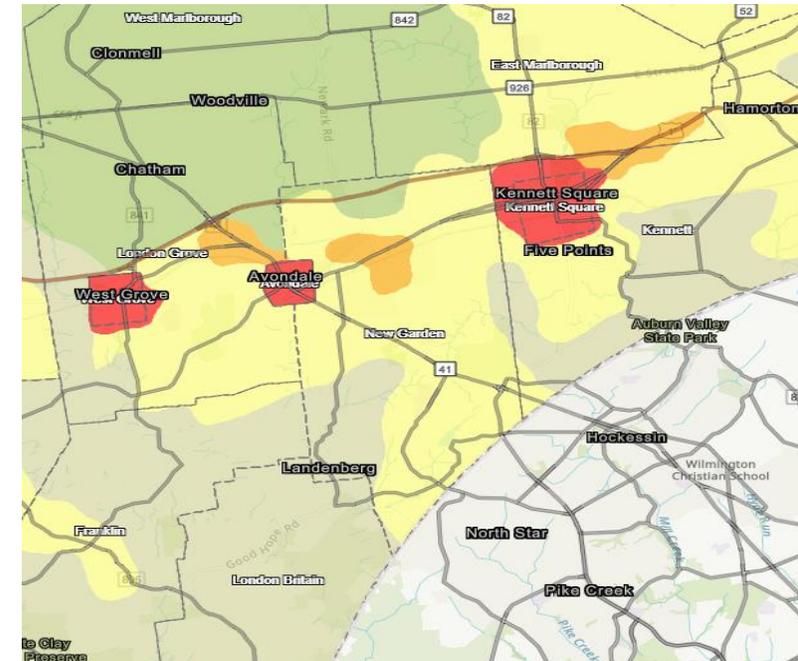
- Baltimore Pike / Newark Rd Intersection – PennDOT
 - Township MEF grant with DCED funded \$600K in preliminary design with Bowman
 - Final design started in November 2023 between PennDOT & Bowman
 - Re-alignment, added capacity and turn lanes, pedestrian improvements, stormwater, traffic signal updates, and lighting
 - Advertise for construction in FY27 – 2-year construction timeline
 - Estimated completion – FY29
- US Rt 1/Newark Interchange
 - Part of US Rt. 1 Reconstruction initiative
 - Pavement reconstruction
 - Address substandard bridge under-clearances, ramps, shoulders, & culverts
 - Still in the preliminary design phase, limited Township involvement
 - Estimated completion – FY29

There is also a minor non-PennDOT project utilizing ~\$1M in federal funding through DVRPC for a sidewalk expansion project in Toughkenamon along Main St. The Township is still in progress with capturing right-of-way access easements and coordinating with DVRPC in grant funding administrative documentation, while final engineering is completed. The estimated implementation timeline is FY25.



Infrastructure: Transportation

- Rt 41 Corridor Study completed as part of a larger regional Vision Partnership Program grant through Chester County Planning to include Londonderry, London Grove, Avondale, New Garden, and Kennett
- New Garden's assessed portion of Rt. 41 is still in flux due to the ongoing Act 209 and Zoning process as well as the WCP pending development.
 - Current county Land Use Assumption for New Garden identifies the Township as a mostly light-dense Suburban and Rural area, which dictates recommended corridor treatments with PennDOT.
 - Influenced by the current built environment, zoning, etc.
 - PennDOT assessment for Rt 41 is to mitigate congestion from trucking more than improve for multi-modal uses.
- Act 209 & Zoning
 - The goal is to establish Rt. 41 in the Township as more of a mixed-use growth corridor than a commercial trucking thoroughfare
 - Address the need for center lanes, roundabouts, sidewalks, bike lanes, pedestrian crossings, traffic calming
 - Leverage zoning density for the implementation of new development
 - Lobby state elected officials for project funding
 - Use Act 209 "Traffic Impact Fee" revenue from development along with grants to fund PennDOT enhancement projects



GRAPHIC LEGEND		
Planned Improvements	Recommended Improvements	
Intersection Improvement	Bicycle Improvement	Low Cost Safety Improvements (Unsignalized)
Gateway Treatment	Turn Lane Improvement	Monitor for Capacity Improvements and Traffic Control
Roundabout	Crossing Enhancement	
Sidewalk/Sidepath	Streetcape Improvement	

Gateway Treatment
Intersection Improvement
Turn Lane Improvement
Streetcape Improvement

- Consistent three-lane cross-section with a center turn lane throughout the corridor in the township
- General goals and objectives to improve the "appearance, function, and safety" of the corridor
- Township gateways and consistent streetcapes for different areas of corridor

New Garden Comprehensive Plan (2018)

Strategic Priorities:

4. Public Safety Services



Public Safety: Overview

Overview

- As a Second-Class Township that is authorized to provide Police and Fire/EMS services, there are significant funding obligations required to provide strong public safety services.
- New Garden's General Fund is the only source of funding for annual contributions toward each organization (Police – SCCRPD; Fire/EMS – Avondale Fire Company & Southern Chester County EMS)
 - For each organization, the Township is the primary revenue source
- Southern Chester County Regional Police
 - Accredited governmental policing organization with an appointed Full-time Chief Executive (Police Chief)
 - 80/20 fund distribution between New Garden Township (\$2.4M) and West Grove Borough (\$610K) to fund SCCRPD's total budget of \$3.5M
 - Ratified by an Intermunicipal Agreement (IMA)
 - Established Public Safety Commission with three (3) voting members, with a 2:1 alternating majority between New Garden and West Grove
- Avondale Fire Company
 - Non-profit organization, operating with a Board that appoints a Fire Chief
 - No Full-time Chief Executive
 - No codified agreement with the Township
 - No governing Commission
 - Township contributes \$984,750 as of FY24 (includes SCCEMS) as a municipal donation for Fire/EMS services
 - Township contribution represents ~80% of all AFC municipal revenue for a total budget of ~\$1.8M

Public Safety: SCCRPD

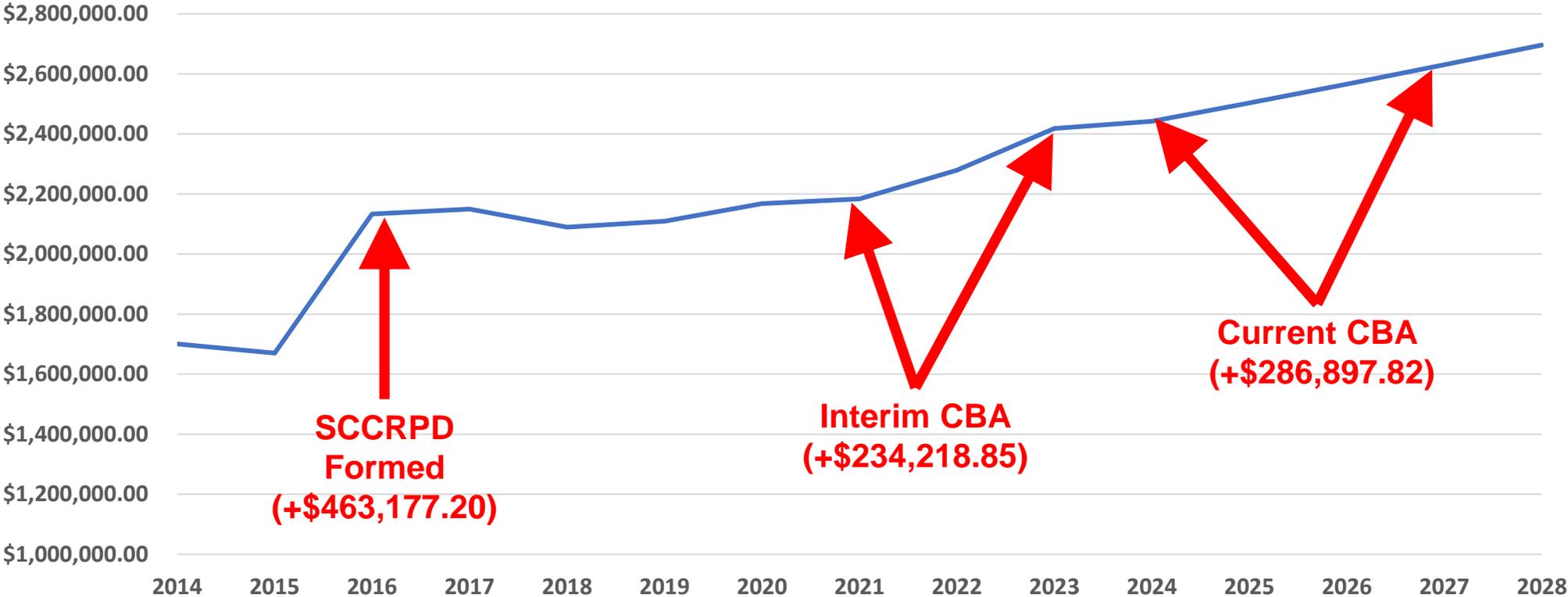
Overview

- Township regionalized policing services in 2016, leading to a separate facility on Rt. 41
 - Township used a portion of \$29M in Sewer Sale proceeds from Aqua PA to pay off building debt for SCCRPD
- From FY21 to FY23 – Increase of \$234,218.85
 - Expired CBA in FY22
 - Interim CBA in FY23
- Of SCCRPD's \$3,554,933.57 budget in FY24, over 85% is for the salaries and benefits of personnel (22 FTE) - \$3,031,973.57
 - 68.7% is from the Township (\$2,442,624.46)
- 80% of all total Public Safety Commission municipal member contributions
 - West Grove provides the additional 20% (\$610,656.11)
- Avondale Borough provides the remaining \$134K as a “non-member”
 - FY24 is the final year of the service contract, with a recommendation to increase
 - NGT/WG pay an average of \$210-\$230 for policing services per resident
 - Avondale pays an average of \$92 for policing services per resident
- Finalized a new 4-year CBA (FY24-27), with an average cost increase of \$71,724.46 per year to the Township
 - Year 1 increase of \$80,379.42
 - \$286,897.84 total increase over 4 years through FY27
 - No definitive outlook for the CBA renewal for FY28 and beyond



Public Safety: SCCRPD

Township Expenditures - SCCRPD (FY14-28)



Public Safety: SCCRPD

- Geographically, SCCRPD is situated in an area with some established Full-Time policing agencies and mostly state-policed municipalities, providing little opportunity for regionalization given the gap for municipal police funding and no-cost state-policing agreements

SCCRPD - \$3.2M

NGT - \$2.4M

WG - \$610K

AB - \$134K

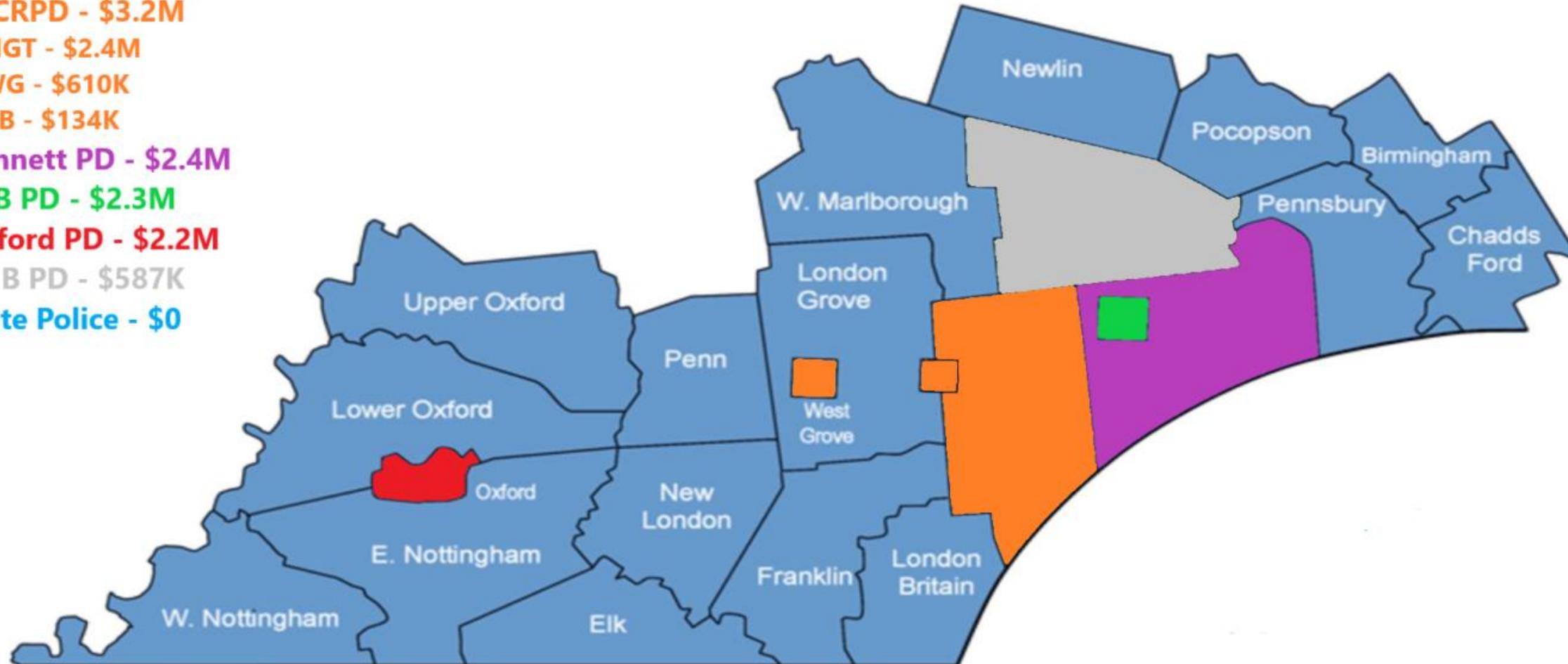
Kennett PD - \$2.4M

KSB PD - \$2.3M

Oxford PD - \$2.2M

EMB PD - \$587K

State Police - \$0



Public Safety: SCCRPD

SCC Municipalities w/ Police	Millage Rate	Population	EIT?	SCC Municipalities w/o Police	Millage Rate	Population	EIT?
New Garden	2.77	11,363	Yes	London Grove	1.25	8,797	Yes
Kennett	3.50	8,289	Yes	Penn	0.53	5,644	Yes
East Marlborough	2.183	7,306	Yes	Upper Oxford	0.50	2,560	Yes
Kennett Square	11.45	5,936	Yes	Lower Oxford	0.25	5,420	Yes
Oxford	13.53	5,736	Yes	East Nottingham	0.00	8,982	Yes
West Grove	5.50	2,770	Yes	West Nottingham	1.32	2,764	Yes
Avondale	5.00	1,274	Yes	New London	1.00	5,810	Yes
Average	6.28			Elk	0.257	1,698	Yes

- In Southern Chester County, the primary impact on the municipal millage rate is whether or not that locality has a Police Department.
 - Average Property Tax With PD – 6.28
 - Without PD – 1.43
- Of those municipalities without Police, that are more populated (>5K) and have Act 511 (EIT) to lessen the burden on property tax, the average EIT is 0.20.
 - As a comparison, the largest Township w/o municipal Police, London Grove, has a GF budget of \$6.2M, compared to New Garden with \$7.7M
 - Without local Police, the NG General Fund would be \$5.3M
- With growth along Rt. 1 expected to increase in the next few decades, the disparity of localities supporting the cost of Police vs those not supporting the cost of Police is likely to increase

Franklin	2.495	4,433	Yes
London Britain	5.80	3,179	No
West Marlborough	2.00	819	Yes
Newlin	0.75	1,358	Yes
Pocopson	2.20	4,455	Yes
Pennsbury	1.49	3,876	Yes
Birmingham	1.60	4,082	No
Average	1.43		

SCC Municipalities w/o Police	Millage Rate	Population	EIT?
London Grove	1.25	8,797	Yes
Penn	0.53	5,644	Yes
Lower Oxford	0.25	5,420	Yes
East Nottingham	0.00	8,982	Yes
New London	1.00	5,810	Yes
Average	0.20		

Public Safety: AFC & SCCEMS

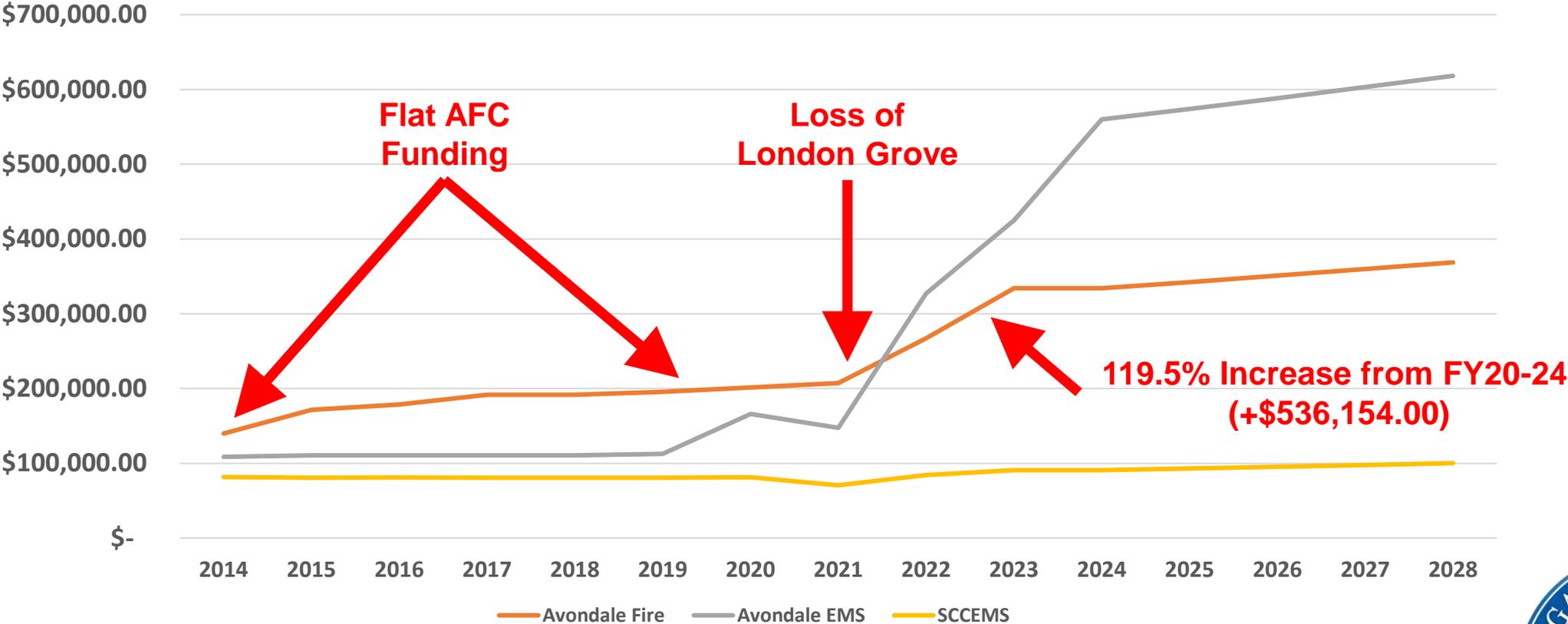
Overview

- AFC and SCCEMS combined represent the Township's primary service providers for Fire and EMS
- Township historically underfunded Avondale Fire Company requests
 - AFC sourced revenue from other municipal partners or grants, donations, and fundraisers
 - No ratified agreement for municipal funding
- The loss of London Grove in 2021 as a scaled regional partner (at the time, an estimated revenue loss of ~\$300K annually), significantly pushed the cost of Fire & EMS service to New Garden, which was compounded by:
 - EMS billing revenue recovery performance
 - Single station capacity with limited personnel, BLS & ALS required response posture, and over-extended coverage area = net decreased cost efficiency and operational inefficiency
 - EMS Billing improved with a change in provider in mid-FY23, but the larger issue of decreased insurance-covered reimbursements remains
 - Continued increase of regional salaries/benefits for Fire / EMS personnel (with loss of volunteers)
 - Competition with the Kennett Fire Commission and West Grove Fire
 - Rising cost of capital for apparatus
 - Planning shortfalls for required revenue increase to sustain SAFER grant-funded personnel
- Over the last 5 years, all these factors impacted the Township as the primary contributor to Avondale Fire Company, leading to a 119.5% cost increase for Total Fire/EMS services

	FY2020	FY2021	FY2022	FY2023	FY2024	% Increase
Avondale Fire	\$ 201,262.00	\$ 207,300.00	\$ 267,000.00	\$ 334,000.00	\$ 334,000.00	66.0%
Avondale EMS	\$ 166,081.00	\$ 147,500.00	\$ 327,000.00	\$ 425,000.00	\$ 560,000.00	237.2%
SCCEMS	\$ 81,253.00	\$ 70,560.00	\$ 84,243.00	\$ 90,750.00	\$ 90,750.00	11.7%
Total	\$ 448,596.00	\$ 425,360.00	\$ 678,243.00	\$ 849,750.00	\$ 984,750.00	119.5%



Public Safety: AFC



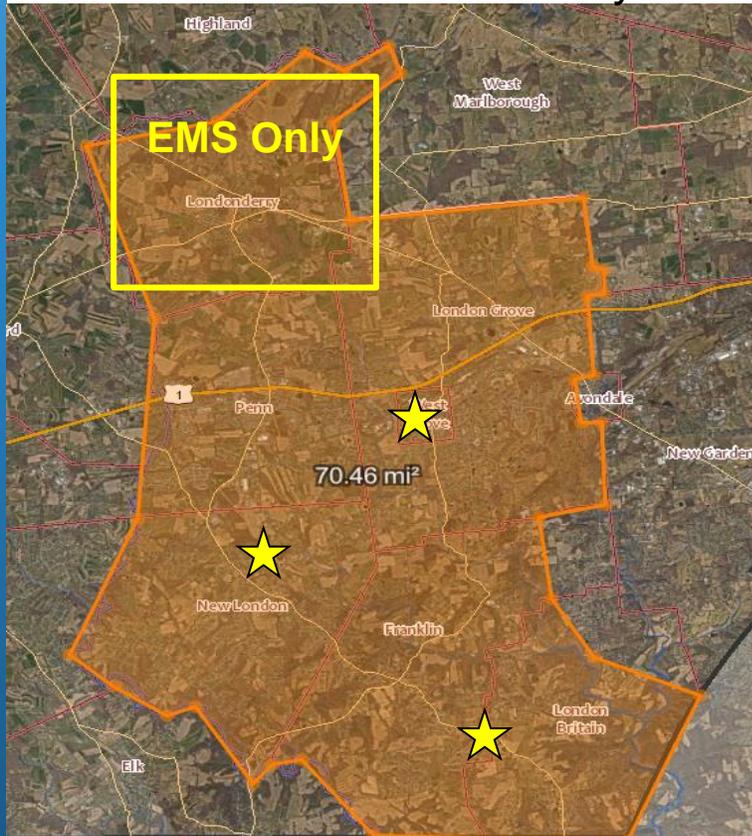
- Township contribution to SCCEMS has increased 9% since 2007 (+\$7,600.00)
- SCCEMS is comprised of 17 regional municipalities, making it the largest wholesale public safety service provider in Chester County



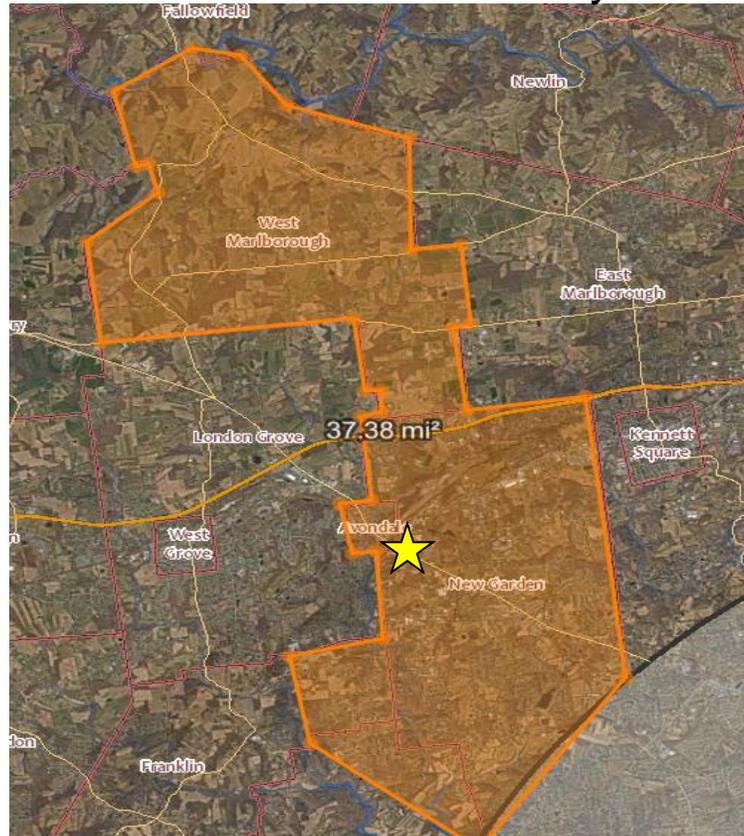
Public Safety: AFC & SCCEMS

- Geographically, AFC is situated between two larger Fire commissions (Kennett and West Grove)
- Limits regionalization effort as the other participating municipalities would have to leave existing commissions to partner with AFC, which is less likely without an existing municipal agreement

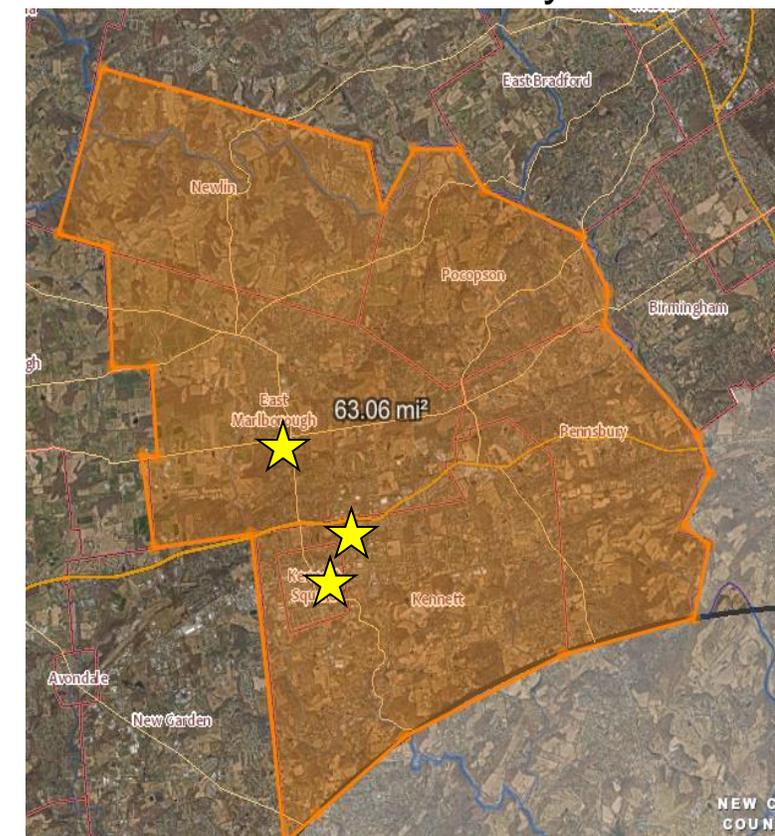
West Grove FC Territory



Avondale FC Territory



KFERC Territory



Public Safety: Regionalization

- Southern Chester County Regional Police
 - Primary constraint to further regionalization is that any joining municipality has a perceived loss of local control or a significant cost increase from a state policing contract
 - Example of surrounding municipalities with state police:
 - London Grove
 - Penn
 - West Marlborough
 - Franklin
 - London Britain
 - Consolidation requires the disestablishment of joining police unions and CBAs
 - Consolidation requires a reduction in personnel of joining agencies
- Avondale Fire Company
 - Primary constraint to further regionalization is the ability of the Township to enact control over Avondale Fire Company, even if authorized by the Second-Class Township Code
 - Partial control (Ordinance and Fire Services Agreement) reduces AFC control as an independent public safety provider
 - Full control requires absorption of Capital assets (building, apparatus, etc.)
 - Larger Commissions established to the east and west of AFC reduce opportunities for regionalization due to needing consent from participating municipalities

Strategic Priorities:

5. Organizational Excellence



Organizational Excellence

Historic

Agri-Industrial

Safe

Rural

Natural

Family-oriented

Active

Scenic

Suburban



Organizational Excellence

Safe

- SCCRPD
- Avondale Fire & EMS
 - SCCEMS
- Public Works & Emergency Management
 - Streets / Signs / Signals / Stormwater
- Community Development & Safety
 - Code Enforcement, Rental Inspections, Fire Marshal, Emergency Management

Agri-Industrial / Suburban / Rural / Historic

- Community Development & Safety
 - Land use, Planning/Zoning, Building Permits

Natural / Scenic / Family-Oriented / Active

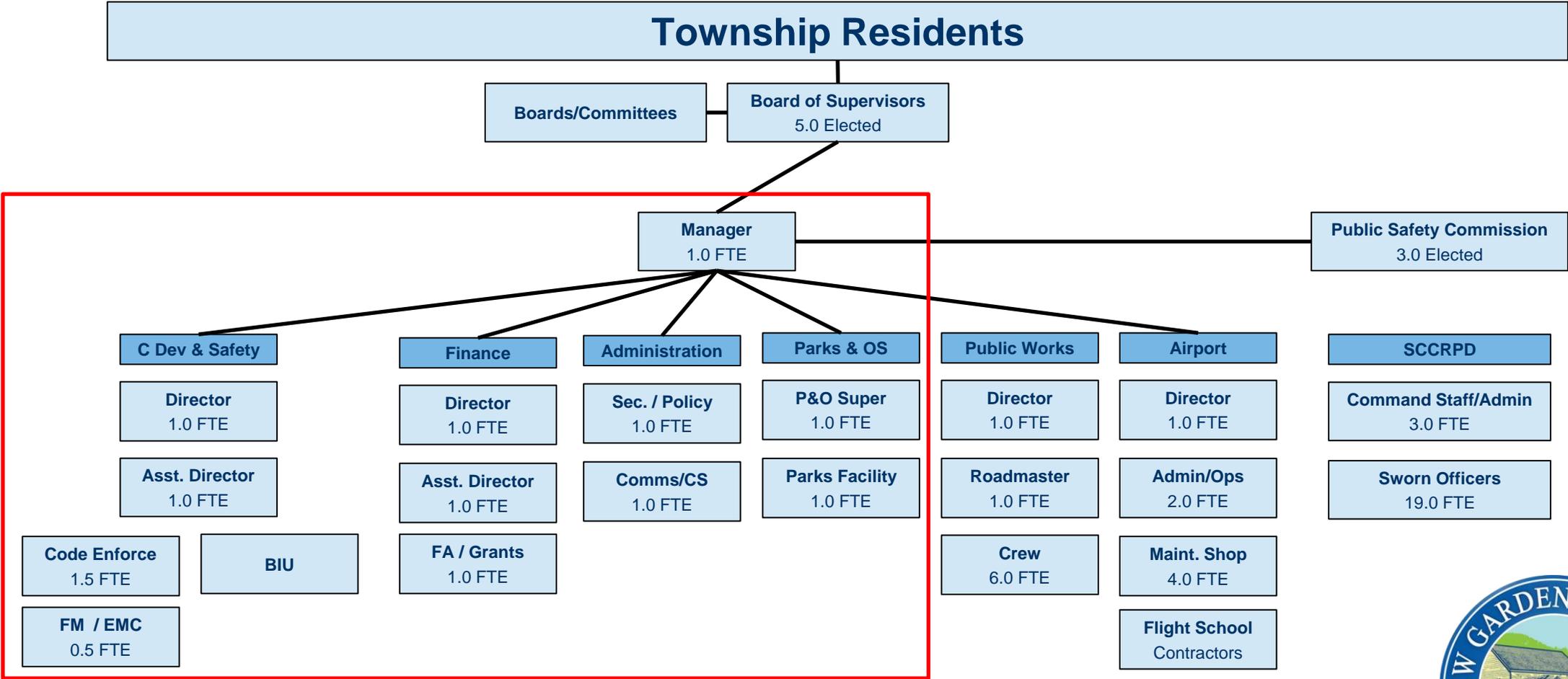
- Parks and Recreation
- Open Space
 - Trails
- Airport

Terms not included, but required for oversight and compliance:

- Administration – Management, Policy (internal/external), Human Resources
- Financial Management – Finance, Budget, Grants, Payroll, Benefits
- Communication – Customer Service, Feedback, Announcements
- Compliance – Solicitor / Engineering



Organizational Excellence



Organizational Excellence

Overview

Historically, the Township has been prone to high turnover rates among a core budgeted Town Hall FTE headcount of 5 personnel, specifically in the Manager (5 different personnel) and Codes positions (4 different personnel), since 2005.

Department	Net FTE Budgeted Increases			FY 24 Payroll (w/ Benefits)	% of Payroll	% of Expenses	Description of Duties
	FY 2020	FY 2024	FTE Increase				
Management / Administration	3.0	3.0	0.0	\$383,307.33	17.67%	4.94%	Exec Mgmt, Secretary, Right to Know, Office Mgmt, Marketing & Comms, Customer Service
Finance	1.0	3.0	2.0	\$379,325.34	17.49%	4.89%	AP/AR, Investments, Budget, Grants, Audit, HR, Benefits, Insurance
Community Development & Safety	1.0	4.0	3.0	\$434,147.14	20.02%	5.60%	Zoning & Building Reviews (Comm/Res), Permits, Fire & Property Code, Rental Inspections, Emerg Mgmt
Parks & Recreation	0.0	2.0	2.0	\$188,565.16	8.69%	2.43%	Community Events, Facility Mgmt, Capital Projects, Open Space
<i>Sub-Total (TH Only)</i>	<i>5.0</i>	<i>12.0</i>	<i>7.0</i>	<i>\$1,385,344.96</i>	<i>63.88%</i>	<i>17.86%</i>	
Public Works	7.0	8.0	1.0	\$783,370.63	36.12%	10.10%	Streets, Signs, Signals, Bridges, Stormwater (64+ road miles / 16+ Sq. miles) - Incl Emerg Mgmt
Total	12.0	20.0	8.0	\$2,168,715.59	100.00%	27.97%	
Total FY24 Budget				\$7,754,708.05			

From the end of FY20 through the end of FY23 (three full years), the Township added 8.0 total FTE (7.0 for Town Hall and 1.0 for Public Works)

- The Township converted one PW staff towards Parks and Recreation in FY21



Organizational Excellence

Cost of Competitive Increases

- Going forward, the Township was able to address significant issues with market competitive salaries as part of the FY24 Adopted Budget, with a strategy of continual COLA / CPI index (2.5%) increases based on the total amount of GF payroll expenditures (\$2,168,715.59).
 - An average estimated 2.5% growth in wages is ~\$55K per year.
- As development and revenue growth occurs, the Township can assess total payroll expenditure growth as a percentage of the total budget (currently at 28%), as well as the impact of promotions and new hires, which factor heavily into the Township's personnel strategy for retention and future recruitment.

	FY2024	FY2025	FY2026	FY2027	FY2028	% Increase
Total Payroll	\$ 2,168,715.59	\$ 2,222,933.48	\$ 2,278,506.82	\$ 2,335,469.49	\$ 2,393,856.22	9.4%
Total Expenditures	\$ 7,742,508.05	\$ 7,899,183.98	\$ 8,533,317.17	\$ 8,696,096.06	\$ 8,844,880.37	12.5%
Payroll % of Expenditures	28.0%	28.1%	26.7%	26.9%	27.1%	

- A personnel retention strategy also helps in maintaining continuity of service, which is critical in any small organization with multiple “single points of failure” in terms of Departmental staffing.
- As a supplement to Township staffing, address technology shortages to improve workplace efficiency with a focus on:
 - Resilient infrastructure – Cybersecurity, remote operations, system integrations
 - Modern infrastructure – Full cloud SaaS (continuous enhancements)
 - Customer service – Resident and business interactive (processing and customer feedback)
 - Governmental transparency – Financial, performance, projects, etc.



Strategic Priorities:

6. Community Services



Community Services: Enhancing Programs

Community Service Enhancements are categorized as:

1. Implementing programs and events that enhance the sense of community – Festivals, events, community programming
 - Township Parks and Recreation Board exploring opportunities for scaled events (4th of July, Beer/Wine, etc.)
 - Primary constraint is parking at NG Park, Smedley, & NG Hills (including capital investment) - Airport as primary option
2. Implementing new governmental functions to bolster the level of service provided to Township residents
 - Common functions of local government not generally associated with PA Second Class Townships include:
 - Judicial – State & County
 - Social services – State, County, & Non-profit
 - Housing – State, County, & Non-profit
 - Health – State, County, & Non-profit
 - Library – County & Non-profit

A Township governmental function of concern is Emergency Management (owned regionally by the County) which is underperforming due to a lack of capacity, prioritization, and funding

- Identified in FY23 as a Township operational weakness requiring immediate attention
- In FY24, the Township created the Fire Marshal / Emergency Management Coordinator function
 - Currently one (1) Part-time position, the plan is to transition to either a one (1) or two (2) Full-time position(s) model
 - Fire Marshal – Commercial building fire code inspections & permits, post-event investigations, building reviews, community outreach
 - Emergency Management – Two functions: Proactive & Reactive Readiness
 - Proactive: Establishes COOP, implements FEMA NIMS training program, PEMA Certification, schedules routine training events (Police, Fire, Schools, Township), builds EOC capacity, community outreach
 - Reactive: Emergency On-Scene Commander, executes FEMA response with County, State, and Federal governments, coordinates FEMA reimbursements, mass communications, etc.

Community Services: Enhancing Programs

In the past 12 months, the Township has experienced several significant weather events:

- August 2023 – In-line weather event caused mass structural damage to properties in the southern portion of the Township
 - Significant tree cleanup, prolonged power outages
- Winter 23-24 – Significant snow & rain events
 - Significant snow & tree removal, prolonged power outages
- July 2024 – In-line weather event (possible EF-0), caused mass “tree on wire” damage
 - Significant tree cleanup, prolonged power outages
 - Storm cost to Township (staff labor, overtime, use of equipment, private contracts) estimated at ~\$29,500.00
 - Doesn’t include the total cost to private property (businesses and residents)
- Issues with emergency response mostly due to several fractured organizations (PennDOT, PECO, Verizon, Comcast, County, Township, SCCRPD, AFC) operating simultaneously without a delineated chain of command
 - Township, SCCRPD, AFC reactive response is strong – albeit limited in capacity
 - Good communication, organizational relationships, familiarity with operating area, knowledge of assets
 - State, County, and Utility organization response is too decentralized to affect the on-scene situation
- A highlighted issue was a lack of a sophisticated local response center (i.e. community resource center)
 - No scaled regional “heating or cooling centers” that operate beyond local government business hours during a prolonged event
 - Coordinate with Schools, SCCRPD, and AFC as possible locations (KACS with new facility)
 - Recommendation to explore the feasibility of outfitting the Town Hall basement (prior purpose was for a police facility) to serve as an EOC and Response center for the Township (added meeting spaces which increases upstairs staff capacity)
 - Lack of Town Hall facility resiliency – Without power for ~3 days due to a known generator issue that is under-capacity to power the building and at its end-of-life and needs to be replaced

Strategic Priorities:

7. Open Space



Open Space: Overview

Overview

Types of Acquisitions

The following options proposed to the landowner are a Conservation/Agricultural Easement, a Fee Simple Purchase, or a combination of both.

- Conservation easement
 - For financial payment, the landowner agrees to a set of protocols established by a Land Trust or County to limit development. Future maintenance costs are borne by the landowner. The Land Trust or County periodically assesses the landowner's compliance with the protocols. The easement exists in perpetuity and remains in effect when the property is sold.
- Agricultural easement
 - Ensures that the land perpetuity remains in agricultural production by removing most or all of its non-agricultural development potential.
- Fee simple purchase
 - The Township owns and maintains the property and can develop it as it sees fit
 - Fee simple purchases, **when paired with more restrictive regional grants**, do not permit the Township with the autonomy to develop the property (i.e. New Garden Hills and Smedley Preserve)

Open Space Maintenance vs Implementation

The FY24 Budget includes two separate funds for ongoing maintenance costs for the three primary park locations

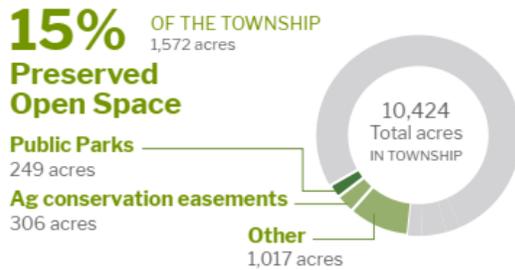
- Open Space Fund - \$125,000.00 – Used for subsidy of Park staff wages and contract costs for service (mowing)
- General Fund (Parks and Rec) - \$100,000.00 – Used to stratify out remaining costs for contract services to support:
 - New Garden Park
 - New Garden Hills
 - Smedley Preserve

Open Space: Land Use

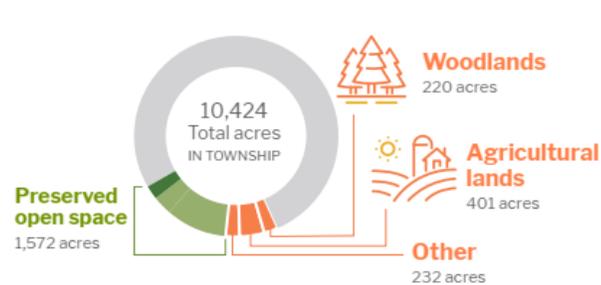
Land Use and Open Space

- In 2005, the Township adopted an Open Space Referendum to tax an additional 0.125% on top of the 1% Township Earned Income Tax (EIT), equating to roughly 0.55 mills in FY24 (\$500K), to create an open space fund for future land preservation to maintain the Township's rural character and lower costs for community services (i.e., public safety & schools) stemming from residential growth
- To date, the Township has a combined network of over 1,500 acres (~15% of the Township) of open space in the form of parks, conservation easements, and agriculture, with an opportunity to secure ~8% more in additional Township land

Inventory



Opportunities



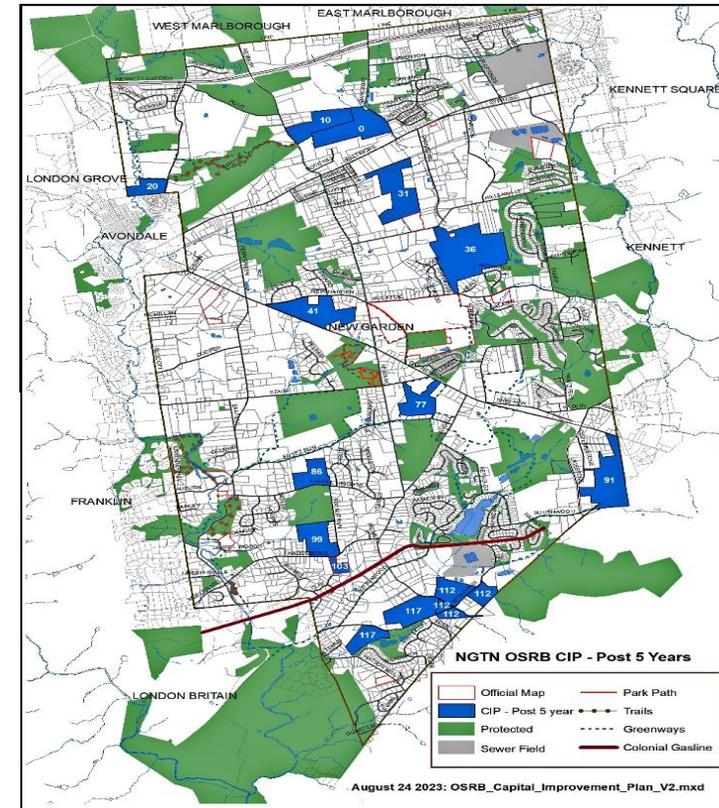
8% OF THE TOWNSHIP
853 acres

Suitable for Future Preservation

31 parcels over ten acres totaling 853 acres remain in areas of the township outside planned growth areas, indicating significant potential preservation opportunities.

Future of Open Space Program

- Over the next decade, the OSRB has identified 1,027.3 acres of property within the Township as viable for preservation to establish trails and greenways, and for general protection, at a cost of ~\$18.1M in OS Fund revenue and grants.
- This means the Township will have ~49% of all Land Use either in a net negative value differential (Agricultural/Commercial – 26%) or net neutral (Open Space – 23%), which does not factor in the cost of implementation of public amenities such as recreational spaces and trails on open space properties.



Open Space: Revenue

Use of Open Space Revenue for Maintenance & Implementation

- In FY23, the Township amended the budget to leverage the Act 32 “25% Rule” to utilize Open Space EIT revenue (\$125K), which offset the General Fund Parks Department expenditures, which also supports Open Space maintenance operations.
- Open Space EIT – Act 32 Section 4
 - “(i) annually, up to 25% of **any accumulated balance of the fund** from the levy authorized by referendum, to develop, improve, design, engineer and maintain property acquired for an open space benefit or benefits; **OR**
 - Open Space fund balance is at \$1.8M and projected to increase to ~\$2.3M by year-end FY24
 - 25% of the fund balance is ~\$450-\$575K over the next two years
 - (ii) alternatively, for purposes of allocation, the local government unit may create a maintenance fund into which the local government unit may **deposit in an amount up to 25% of the annual revenue** from the levy authorized by referendum, to develop, improve, design, engineer and maintain property acquired for an open space benefit or benefits.”
 - The FY23-24 budget strategy was to reduce the impact on the General Fund (preserve cash) by allocating a portion of the operational costs for maintaining open space by using 25% of in-year Open Space EIT revenue (~\$125K)
- Act 32 does not permit Open Space revenue to be utilized more than 25% to implement parks, meaning the Township would have to shift operational salaries that support Open Space maintenance back to the General Fund to free up revenue to use those funds towards future park improvements such as Smedley Preserve and New Garden Hills
- To preserve the use of the Capital fund balance for critical infrastructure projects, the Township recommendation is to alternate the use of the “25%” rule in Act 32 to the **accumulated balance of the fund**, which will increase GF expenses by ~\$125K but allows the Township to implement park project using Open Space revenue.
- This will decelerate future Open Space land acquisitions, considering the use of OS Fund cash along with the in-year revenue simultaneously lowers the available balance, meaning the following FY will have a lower threshold of the accumulated fund balance.

Strategic Priorities:

8. New Garden Flying Field



NGFF: Overview

Overview

- Purchased in 2007 to provide premier customer service for the general aviation and business community
 - State Grant - \$2.2M
 - Township Funds - \$731K
- Adopted Airport Master Plan in 2010 to address capital improvement projects to enhance the airport operating environment
- Use of Federal Aviation Administration (FAA) and PA Bureau of Aviation (BOA) grant funding to fund capital projects with a 90/10 or 75/25 local match obligation to the Township
 - Airport Fund serves as the mechanism for local match grant obligations, sustained by investment income and budgeted surplus to maintain sufficient fund balance to continue capital expansion efforts
- Major Federal/State vs. Township funded capital improvement projects
 - FY09-10 – Parallel taxiway (\$2.9M / \$72K)
 - FY13 – West Hangar (\$271.4K / \$90.5K)
 - FY14 – Runway reconstruction (\$7.1M / \$372.6K)
 - FY22 – Reconstruct and widen runway (\$680K / \$34K)
 - FY23 – Terminal improvement (\$881.2K / \$147K)
 - FY24 – Reconstruct East parallel taxiway (\$1.6M / \$83K)
 - To date – the Township has received **~\$13.4M** in Federal/State funding while spending **~\$799.1K** in Airport funds
 - Doesn't include minor enhancement projects (terminal, fuel pumps, etc.)
- While building capacity, Township also implemented the following customer service enhancements to establish a reputation as a premier fixed-base operator (FBO) hub for aviation commuters and home-based customers:
 - Established flight school – NGFC – bought by Township in FY23
 - Aviation Maintenance & Restoration – added Garmin avionics in FY23
 - Scaled annual events – Air Show & Future Aviators Camp
 - Several additional programs

NGFF: Airport Master Plan

Implementation of Master Plan

- Explore ADZ opportunities that align with larger Township and Airport growth goals
 - If associated with the Aviation industry, seek opportunities for businesses that increase the usage of the runway environment
 - Align potential added Aviation industry requirements with future Airport enhancements
 - Runway extension – Increase to +4K feet
 - Aviation fuel upgrade (Jet A 1) – Supports larger commercial and military-grade aircraft
 - Larger hangars
 - Terminal expansion
 - Commercial buildings
- Non-aviation-specific industries
 - Focus on uses that address Township goals
 - Create jobs – Increase EIT
 - Create housing – Increase RE Tax
 - Focus on uses that expand and diversify Township GF revenue
 - Amusement tax
 - Hotel tax



Strategic Priorities:

9. Energy Efficiency



Energy Efficiency: Overview

Value of Sustainability

- In 2018, New Garden received a Silver Level certification from the Sustainable PA program, which is an extension of the PA Municipal League (PML) and Sustainable Pittsburgh.
 - As of 2016, DCED uses this designation to assess for grant funding viability
 - The Township is 1 of only 6 localities in Chester County listed as a Sustainable Community
 - The Sustainable PA designation is a tiered certification (Committed, Bronze, Silver, Gold, Platinum) based on performance criteria set by the program's 131 policies and practices that define a sustainable community.
 - Township to assess areas of improvement as part of an effort to increase its level of certification

Opportunity for EV Stations

- The growing adoption of electric vehicles nationally, from 4% in 2020 to 18% as of 2023 (and rising), also places an expectation of future EV infrastructure being implemented within local communities, both at private businesses as well as public facilities.
- The cost of EV infrastructure implementation can be offset by state grants; however, there is still an associated charging cost for the stations, which are either publicly subsidized or a “pass-through” expense for the end user.
- Before implementation, staff would recommend a public sentiment analysis be performed before the pursuit of grant funding to implement the charging stations, as well as where (i.e. Town Hall, New Garden Park, New Garden Flying Field, etc.)

CHESTER

-  [East Goshen Township](#)
-  [West Whiteland Township](#)
-  [Caln Township](#)
-  [New Garden Township](#)
-  [West Bradford Township](#)
-  [West Chester Borough](#)



FY25-29 Fiscal Strategy Update



Fiscal Strategy FY25-29

<p>Strengths</p> <ul style="list-style-type: none">• Community Planning – Identify improvements and liabilities<ul style="list-style-type: none">• Zoning, Act 209, Master Plans (Stormwater)• Cash assets<ul style="list-style-type: none">• General & Capital, Restricted Funds, OS Fund• Sewer Investment Fund• Core services<ul style="list-style-type: none">• Public Safety, Schools, Township• New Garden Flying Field	<p>Weaknesses</p> <ul style="list-style-type: none">• Second-Class Township tax code• No foreseeable Chester County reassessment• Low Residential/Commercial density within growth areas<ul style="list-style-type: none">• Residential as the primary tax base• Large presence of heavily abated agricultural tax base• Scaled need to replace existing infrastructure<ul style="list-style-type: none">• Roads, stormwater, public facilities• Structurally Unbalanced budget<ul style="list-style-type: none">• Use of non-sustainable interest income (~\$911K)• Existing utility infrastructure – Cost development
<p>Opportunities</p> <ul style="list-style-type: none">• Township-owned land – ADZ (~100 acres)• Toughkenamon Village• Natural growth corridors<ul style="list-style-type: none">• US Rt 1 / Rt. 41 / Baltimore Pike / Newark Rd.• OS Fund to implement Park initiatives• WCP and NG Hills	<p>Threats</p> <ul style="list-style-type: none">• Development NIMBY-ism• Loss of planned developments• Other service cost impacts – Utilities, School District, County• Macro-economic impacts<ul style="list-style-type: none">• Inflation, rates, political uncertainty (rates, wages, development interest)• Impact on Township costs for services• Extreme weather impact on infrastructure

Fiscal Strategy Priorities FY25-29

1. Activate Development

- White Clay Point
- Airport Development Zone
- Zoning Project
- Additional activities:
 - Marketing (site selection)
 - Branding

2. Address Capital Infrastructure

- Road paving
- Stormwater improvements (TBD)
- Transportation improvements (post-Act 209)
 - Priority for Rt. 41, Baltimore Pike, Newark Rd

3. Regionalize Public Services

- Pursue viable opportunities where feasible
- Address reasons for cost-of-service increases

4. Address Organizational & Community Services Weaknesses

- Improve Emergency Management services
- Staffing analysis & Town Hall capacity
- Continue modernizing technology



Future Township Key Risks

1. Macro-Economic Conditions

- Interest rates
- Recession
- Stagflation vs Inflation – Cost of community service impacts

2. Inability to Activate Growth

- Impact of **existing** infrastructure conditions on viability for future development
 - Sewer, Stormwater, Transportation
- Impact of **future** infrastructure conditions

3. Unsuccessful Public Safety Regionalization

- Barrier to entry challenges
- Pensions
- CBA Issues
- Local partisanship

4. Emergency Infrastructure Expenditures

- Increase in frequency and severity of extreme weather events
- Impact on weak existing infrastructure



Questions?

