

*'The World in One Place'*



# Upper Darby Township

## 2025 Preliminary Budget Presentation (Part 1)



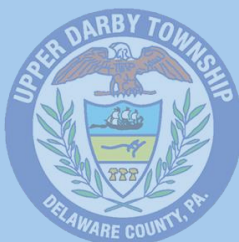
# Tonight's Schedule

- Tonight, you will hear from the following departments:
  1. Community and Economic Development (20 minutes)
  2. Police (30 minutes)
  3. Leisure Services (20 minutes)
  4. Licenses and Inspections (20 minutes)
  5. Finance (10 minutes)
- The time frames given to each department **includes** questions from Council
- Tomorrow night, you will hear from the remaining departments:
  1. Admin Services (20 minutes)
  2. HR (10 minutes)
  3. Fire (20 minutes)
  4. Public Works (30 minutes)
  5. CAO, Council, Mayor, Legal, Special Events, Library, Civil Service Commission (30 minutes)
  6. General Government and Sinking Fund (15 minutes)



# 2025 Preliminary Budget Discussion

- Agenda for Discussion over the next two nights:
  - Strategic Discussion with Council to Pursue Alignment of Mayor's Proposed Budget Priorities with those of Council
  - Not seeking a line-by-line micro-discussion of budget
    - CAO, Finance & HR teams have done that with all department heads in multiple sessions from July to date;
- Mayor Brown wants to shift the UDT budget paradigm from the recent Council vs Mayor approach to one that considers strategic priorities to ensure effective resource allocation and community well-being



# Collaboration in Budget Development

## **Key Benefits of Mayor and Council Collaboration:**

- 1. Transparency and Effectiveness:** Joint efforts foster a governance structure that serves the entire community.
- 2. Diverse Perspectives:** Ensures that community needs are considered, leading to a budget that reflects residents' priorities.
- 3. Enhanced Accountability**
- 4. Shared Responsibility:** Promotes trust and engagement among constituents through collaborative fiscal decision-making.
- 5. Innovative Solutions**
- 6. Strategic Resource Allocation:** Joint efforts allow for creative approaches to pressing issues, driving sustainable growth and improved public services.



Aspect	Line-Item Review	Strategic Review
<b>Focus</b>	Detailed examination of specific expenditures.	Broad assessment of overall goals and priorities.
<b>Flexibility</b>	Inflexible; funds are tied to specific items.	More adaptable; allows for reallocation based on changing needs.
<b>Efficiency</b>	Time-consuming; can lead to decision fatigue.	Streamlined process; focuses on high-level decisions.
<b>Collaboration</b>	May create an adversarial atmosphere among members.	Encourages teamwork and consensus-building.
<b>Community Engagement</b>	Limited involvement; focuses on specific items.	More opportunities for community input on outcomes and priorities.
<b>Alignment with Goals</b>	May misalign with strategic objectives.	Directly aligns budget with the city's vision and goals.
<b>Impact Assessment</b>	Often overlooks broader implications of spending.	Emphasizes the impact of funding on community outcomes.
<b>Resource Allocation</b>	Can lead to inefficient resource use; rigid structure.	Promotes strategic allocation based on priorities and needs.



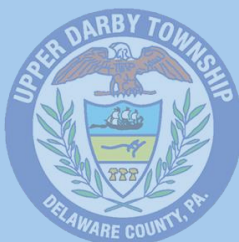
# Goals for Preliminary Budget Meetings

## Tonight's Objectives:

- Overview of where we are in 2024 and a **first look** at 2025 fiscal projections
- Get Mayor and Council input and guidance on the strategic approach staff should take in moving the budget toward adoption
- Introduce the Council to strategic priorities to consider in adopting the 2025 and beyond budget
- Presentations by department heads on challenges and opportunities for 2024 and 2025 and submitted 2025 budget request

## 2024 Budget Status:

- Some operating costs are up due to inflation (e.g., Gas / Vehicle Maintenance)
- Public Safety Overtime is up due to staffing shortages & a decline in available volunteer firefighters
- Act 511 Taxes (BPT, LST) – are doing better than expected and will help offset some areas where we aren't doing as well.
- As budgeted, \$3.3M of ARPA funds will close the 2024 gap





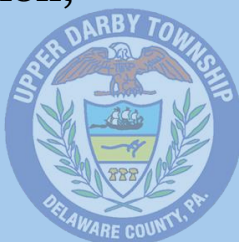
# Considerations for 2025 Budget Year

1. Does Upper Darby Township aim to maintain/reduce/ current service levels?
2. UDT is limited by contractual obligations:
  - i. Police, TWU, and OPIEU contract negotiations underway
3. UDT health and pension benefits are Cadillac level
4. Sewer operations are not self-supporting:
  - i. Philadelphia sewer treatment exceedance penalties are expensive and rising—this can be offset by more investment in our conveyance system;
  - ii. Sewer fees not structured to cover operations or capital maintenance of the system
  - iii. Remedy by fee increase/reduction in other capital spent (rate study recommended)
5. No scheduled capital improvement/capital maintenance plan for Township facilities—buildings, furniture/furnishings, technology, mechanical systems, etc.)
6. Most Township fees are not current related to the cost to deliver services—are the Mayor and Council ready to update them to contemporary levels?
7. What are the Mayor and Council’s priorities related to the Library system?



# Considerations, Continued

8. What the Mayor and Council priorities related to funding the volunteer fire houses?
9. What are Mayor and Council's priorities related to establishing an appropriate fund balance of at least 20% of general fund?
10. There is a need to more clearly define/delineate Leisure Services:
  - i. Currently no strong focus on sports and recreation in UDT—is that what the Mayor and Council want?
  - ii. Should Senior services be a 1 or 2 site operation in UDT—consider both need and M/O costs beyond ARPA/capital seed money and how that also would impact EIT/millage options going forward
  - iii. Is there an untapped tourism/redevelopment opportunity related to historic sites? (Swedish Cabin, Sellers Estate, Garrett House, etc.)
11. There is a need for adoption of a 5-year capital budget – current 5-year capital funding requests total \$41,096,893.00 and that does not include needed facilities and technology and sewer infrastructure needs.
12. EIT
  1. Will certainly allow for stabilization and possible reduction of the millage rate;
  2. Be prudent in considering any approach for millage reduction—we should not pretend that the government is now currently funded at the level at which it should to deliver services
- 13. The Mayor and Council should consider having annual facilitated retreats to establish a formal Township vision, mission and 5-year goals**



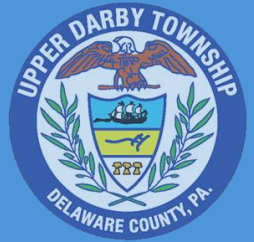


# 2025 REVENUE SUMMARY

DESCRIPTION	ACTUAL 2023	BUDGET 2024	PROPOSED 2025
Real Estate Taxes	55,878,750	58,106,503	56,020,043
Local Enabling Taxes	6,007,869	5,821,345	19,326,845
Licenses & Permits	2,663,559	2,560,063	3,224,500
Fines & Forfeits	776,474	797,510	1,240,010
Interest & Rent	1,379,984	1,181,478	1,415,160
Intergovernmental Revenue	8,893,427	8,930,113	6,256,880
Charge for Services	9,868,439	10,039,395	10,139,990
Miscellaneous	436,033	360,000	420,000
Interfund Operating Transfer	710,017	700,000	700,000
<b>Total Revenue</b>	<b>86,614,552</b>	<b>88,496,407</b>	<b>98,743,428</b>



# COMMUNITY AND ECONOMIC DEVELOPMENT



	FY23 ACTUAL	FY24 BUDGET	FY25 PROPOSED BUDGET	% CHANGE
Personnel Expenditures	-9,052	77,615	273,583	252%
General Expenditures	451	4,500	-90,611	-2,114%
Total Expenditures	-8,601	82,115	182,972	123%

# PLANNING AND ZONING (CED)



	FY23 ACTUAL	FY24 BUDGET	FY25 PROPOSED BUDGET	% CHANGE
Revenue	0	0	112,060	100%
Personnel Expenditures	6,737	6,997	193,503	2,666%
General Expenditures	131,262	142,700	162,152	13%
Total Expenditures	137,999	149,697	355,655	138%

# HOUSING AND URBAN DEVELOPMENT (CED)



	FY23 ACTUAL	FY24 BUDGET	FY25 PROPOSED BUDGET	% CHANGE
Revenue	2,344,235	1,580,000	1,699,247	8%
Expenditures	2,210,967	1,500,000	1,699,247	13%

# COMMUNITY AND ECONOMIC DEVELOPMENT



## Mission Statement:

Upper Darby Community & Economic Development guides sustainable business district and neighborhood development that results in a higher standard of living, enjoyment, and quality of life in Upper Darby Township.

CED was reorganized into its current configuration in April 2024. There are five (5) team members: the CED Program Manager and Planning & Zoning Manager report to the Director of Community and Economic Development. The CED Program Manager supervises a Secretary and the Planning & Zoning Manager supervises an Assistant Planner

## Major Responsibilities:

- Incentivize and attract new businesses and jobs that create ecosystems for building wealth and improving well-being for Upper Darby residents
- Develop a variety of resources that are key to helping local businesses grow from start-up to thriving enterprise
- Manage all aspects of the UDT zoning code, ensuring it is crafted to promote the development of properly regulated residential, commercial and industrial uses
- Current and long range planning functions, including land use development, floodplain and stormwater management, historic preservation and geographic information systems
- US Department of Housing and Urban Development Programs, including Community Development Block Grant, First Time Homebuyer Program and Home Improvement Code Compliance Program
- Expand programs to increase access to affordable housing and homeownership and address rental housing issues

# COMMUNITY AND ECONOMIC DEVELOPMENT



## 2025 Strategic Goals

- Work with Township businesses and community groups to understand the most pressing needs and wants
- Encourage and support the development of Neighborhood and Business Associations
- Develop a new LERTA
- Partner with an organization to provide comprehensive small business resources
- Promote Upper Darby Township as a desirable location for investment
- Prepare to develop the 2028 Comprehensive Plan
- Prepare to update the Upper Darby Zoning Code

## Major Challenges:

- Limited department personnel and resources for a municipality of Upper Darby's size and complexity
- Professional staff is often enmeshed in daily responsibilities and situations which require immediate attention, limiting the time and consideration that can be committed to strategic and longer-term projects.
- A lack of reliable data and records

# COMMUNITY AND ECONOMIC DEVELOPMENT



## New Position Request: Planning and Zoning Technician

- Provides technical assistance and information to staff and the public in the administration of zoning-related programs and ordinances (submitting the new zoning permit, permit application, etc.)
- Performs routine office tasks such as data entry, file management (including hard copies), processing applications and subsequently issuing or denying after review.

### **Justification:**

- The new work is associated with the department's new zoning permit; there needs to be a faster turnaround in the processing of the zoning permits to avoid delays as L&I processes permits. Without this position, the Township risks being out of compliance with respect to required permit processing timelines.

**Estimated Cost:** \$50,160-\$60,231.60 (Salary & Benefits)



# POLICE



	FY23 ACTUAL	FY24 BUDGET	FY25 PROPOSED BUDGET	% CHANGE
Revenue	1,054,494	693,218	693,218	0%
Personnel Expenditures	18,871,977	19,075,229	20,274,242	6%
General Expenditures	12,642,488	14,160,396	15,041,211	6%
Total Expenditures	31,514,465	33,235,625	35,315,453	6%

# POLICE



## Mission Statement:

- To partner with community members to increase the quality of life for all citizens in the Township. Through law enforcement, we will increase public safety thereby reducing the fear and incidence of crime. We will commit to providing high quality services with honor and integrity.

## 2025 Strategic Goals:

- Enhance public safety by building a robust criminal intelligence unit, maintaining accreditation status, and strengthening the community affairs division.
- Staying ahead of the latest law enforcement trends, providing officers with cutting-edge training and tools to ensure their effectiveness and safety, while also striving to reflect and represent the diverse community of Upper Darby Township.

## Major Responsibilities

- Maintaining public safety
- Enforcing laws
- Preventing and investigating crime
- Engaging in community policing efforts
- Conducting traffic control and accident response
- Supporting various public safety initiatives

# POLICE



## Major Challenges:

### Externally:

- Must maintain public trust amidst increased scrutiny
- Addressing evolving threats like cybercrime and school violence

### Internally:

- Working in an environment committed to best practices and continuous improvement, supporting their effectiveness

## Opportunities for Improvement:

### Maintaining PLEAC Law Enforcement Accreditation

- Ensures adherence to high standards of professionalism and accountability, fostering public trust and enhancing the department's credibility.
- For officers, it means working in an environment committed to best practices and continuous improvement, which supports their effectiveness.

# POLICE



## New Position Request: 5 New Police Officers

The Police Department handles over 60,000 calls annually with 133 officers, straining resources. High call volume affects response times and officer availability.

Modern policing requires data-driven responses and strategic manpower allocation to areas such as criminal intelligence and detectives. Additional officers will allow for better resource allocation based on crime data and community needs.

Adding 5 officers will improve coverage, response times, and enable more effective, data-driven operations. This increase is essential to meet modern policing demands and ensure public safety.

**Estimated Cost:** Salaries and benefits(\$471,913); New vehicles (\$275,000); Uniforms and Gear(\$32,900); Clothing allowance(\$7,500); Police Academy(\$30,000) **Total: \$817,313**

# POLICE



## New Position Request: Evidence Custodian

An evidence custodian is essential for maintaining investigation integrity and the department's reputation. Their role is critical from crime scenes to courtrooms. Here's why:

- **Evidence Integrity:** Ensures accurate collection and documentation, preserving the chain of custody.
- **Investigation Support:** Links evidence to suspects and events, affecting case outcomes.
- **Courtroom Preparation:** Presents evidence effectively in court, supporting the prosecution's case.
- **Experience Required:** Requires knowledge of patrol and investigative procedures to manage evidence properly.
- **Department Credibility:** Proper evidence handling enhances the department's professionalism and trustworthiness.

**Estimated Cost:** \$72,600 (salary & benefits)

# PARKING (POLICE)



	FY23 ACTUAL	FY24 BUDGET	FY25 PROPOSED BUDGET	% CHANGE
Revenue	1,404,885	1,245,000	1,475,000	18%
Personnel Expenditures	613,132	707,517	703,315	-.60%
General Expenditures	291,137	217,868	113,218	-48%
Total Expenditures	904,269	925,385	816,533	-12%

# PARKING (POLICE)



## Mission Statement:

- The Parking Enforcement Department, now united with our accredited Police Department, is dedicated to enhancing community life through safety, order, and efficiency. We strive to provide high-quality services with honor and integrity, working together to ensure a safe and secure environment for all

## 2025 Strategic Goal:

- To promote fair and safe parking practices

## Major Responsibilities:

- Monitoring and patrolling parking areas for violations
- Recording vehicle information and location details
- Maintaining self-service parking kiosks
- Issuing tickets with violation information



# PARKING (POLICE)



## New Position Requests: Full-Time Ticket Writer (Parking Enforcement Officer)

A Parking Enforcement Officer monitors parking areas and issues tickets for parking violations. Duties include patrolling and monitoring parking areas for violation, recording vehicle and location details, and issuing tickets with specific violation information

### **Justification:**

- Helps allocate resources more effectively, allowing better coverage of large patrol areas
- Generates additional revenue and provides more consistent scheduling and coverage, reducing workload on current employees
- The department could conduct more frequent checks of high-violation areas, ensuring all parking areas are regularly monitored.

**Estimated Cost:** \$54,052.28 (salary & benefits)

# LEISURE SERVICES



	FY23 ACTUAL	FY24 BUDGET	FY25 PROPOSED BUDGET	% CHANGE
Revenue - Recreation	44,081	38,592	17,000	-55%
Revenue – Senior Services	394,136	339,716	344,716	1%
Personnel Expenditures	666,001	831,138	864,778	4%
General Expenditures	480,933	594,907	492,301	-17%
Recreation Services	588,956	770,314	787,454	2%
Senior Services	557,978	655,731	569,625	-13%
Total Expenditures	1,146,934	1,426,045	1,357,079	-5%

# RECREATION (LEISURE SERVICES)



## Key Responsibilities:

- Manage Rec SPECS
- Manage Watkins Complex reservations
- Manage trail development
- Manage Township owned historic property
- Manage Township library services in partnership with library board

## Program Description:

- Rec SPECS (80% goal)
  - Sports Clinics, Park Permits, Events, Camps
- Upper Darby Trail Development (10%)
- Upper Darby Township & Sellers Memorial Library (5% Goal)
- Upper Darby Historic Sites (5% goal)

# RECREATION (LEISURE SERVICES)



## 2025 Strategic Goals:

- Develop and distribute Rec SPECS calendar for 2025
- Develop sports clinics (Field hockey, lacrosse, soccer, cricket, tennis, etc.)
- Increase adult focused Township-wide events
- Build database of coaches and facilitators
- Partner with Tiger Woods Foundation STEM camp at the Cobbs Creek Golf Course
- Draft 5 year trail development plans and conduct a trail needs assessment
- Draft working MOAs between the boards of the library and historic sites

## Major Challenges:

- Building partnership with UDSD for outreach to children
- Identifying and recruiting young people for programs
- Standard operating procedure for park permits needs to be developed and implemented
- Coordination with Parks Maintenance (Public Works) in the operation of fields, playground equipment, etc.
- The management and organization of Township-wide events
- Inefficient special permit processes
- Building team culture and leadership throughout the department

# SENIOR SERVICES (LEISURE SERVICES)



## The Senior Center:

Upper Darby Senior Center is dedicated to improving the quality of life for senior adults through community resources and social, recreational, educational, physical, and nutritional programs.

## Three Pillars of Senior Services:

### 1. **Socialization**

Providing seniors with a place to socialize as a healthy way to counter the effects of social isolation and depression.

### 2. **Nutrition**

Addressing food insecurity, hunger, and malnutrition across the Township. Promoting the health and well-being of older adults.

### 3. **Education**

Engaging and informing seniors about a variety of topics that affect their overall quality of life.

# SENIOR SERVICES (LEISURE SERVICES)



## 2025 Strategic Goals:

- Grow the Home Bound Meals Program
- Increase number of congregate meals (lunches) daily at the center and provide more culturally relevant foods
- Recruit more seniors from the Township and surrounding neighborhoods
- Upgrade and purchase Fitness Room equipment
- Upgrade and purchase Pool Room tables and furniture

## Major Challenges:

- COVID government shutdown and restarting center's programs and activities
- Reengaging seniors across a range of abilities
- Recruiting and hiring home bound meal drivers
- Increasing participation of seniors in surrounding neighborhoods
- Expanding the number and variety of social activities, field trips, etc.

# LICENSES AND INSPECTIONS



	FY23 ACTUAL	FY24 BUDGET	FY25 PROPOSED BUDGET	% CHANGE
Revenue	2,047,549	1,853,063	2,704,500	46%
Personnel Expenditures	1,483,311	1,656,131	1,745,060	5%
General Expenditures	138,664	215,100	514,193	139%
Total Expenditures	1,621,975	1,871,231	2,259,253	21%



# LICENSES AND INSPECTIONS



## Mission Statement:

The Mission of the Department of Licenses & Inspections is to serve all constituents (Property Owners, Business Owners, and Residents) of Upper Darby Township by ensuring compliance with all State and Township Laws and Codes through providing:

- Professional Public Contact
- Education of Laws, Codes, & Ordinances
- Building Cooperative Partnerships Throughout Our Community
- Enforcing the Law in a Uniform, Fair, Consistent, and Impartial Manner.

## 2025 Strategic Goals:

- Promote public health, safety, and welfare
- Enhance the quality of life in our neighborhoods
- Protect investments by eliminating blight
- Educate property owners, business owners, and residents
- Eliminate the perception about Code Enforcement “red-tape”
- Produce quality customer service

# LICENSES AND INSPECTIONS



## Customer Service

It is the goal of the Department to provide responsive and expedient service, present a professional attitude and image at all times, and provide accurate and clear information.

## Core Values

- Accountability
- Customer Focused
- Efficiency
- Integrity
- Professional Culture
- Results Driven

## Community Impact

- Enhancing Public Safety
- Boosting Property Values
- Improving Quality of Life
- Delivering Efficient Services
- Ensuring Safe Living Conditions

# LICENSES AND INSPECTIONS



## Major Challenges and Risks:

- Department Technology, Systems, Record Keeping, & Tracking
- Ineffective Administration, Enforcement & Compliance
  - No Department Manual / Written Policies and Procedures
  - Lack of Role / Position Clarity
- Outdated Department Applications, Forms, and Documents
- Outdated Ordinances & Codes
- Untrained and Uncertified Staff

## Opportunities for Improvement:

- Implement new technology solution
  - Improves Department efficiency, effectiveness, responsiveness, and increases revenue collection, solution will essentially pay for itself.
- Properly Train Staff, Professional Development, Certifications
- Create Department Manual / Written SOPs for operations
- Update all Department Apps, Forms, Docs
- Work with CAO, Mayor, and Solicitor to Review all UDT Laws related to L&I responsibilities and provide recommendations for updates, additions, amendments
- Provide proper training for staff related to specific duties and require certifications

# LICENSES AND INSPECTIONS



## New Position Request: Right of Way Inspector

The Right of Way Inspector is responsible for enforcing all Upper Darby Township laws related to streets, sidewalks, trees, MS4 (Municipal Separate Storm Sewer System), and other right-of-way matters. This role involves conducting inspections to ensure compliance with Township ordinances and state laws related to public infrastructure and environmental safety.

### **Justification:**

The demand for a Right of Way Inspector has increased due to the growing need for focused enforcement of Township laws related to streets, sidewalks, trees, MS4. and right-of-way areas.

If this position is not filled, there will likely be a continued deterioration in public infrastructure, non-compliance with MS4 regulations, and increasing safety hazards in public spaces

**Estimated Cost:** \$85,800 (salary & benefits)

# FINANCE



	<b>FY23 ACTUAL</b>	<b>FY24 BUDGET</b>	<b>FY25 PROPOSED BUDGET</b>	<b>% CHANGE</b>
Personnel Expenditures	831,834	875,637	1,001,587	14%
General Expenditures	517,135	455,310	419,290	-8%
Total Expenditures	1,348,969	1,330,947	1,420,877	7%

# FINANCE



## Mission Statement:

Upper Darby Township's Finance Department is a professional, ethical and effective steward of the township's financial resources.

Customer service is a priority as we provide knowledgeable, consistent, fair and accurate financial services and information to our community of taxpayers, residents, employees and external entities.

We are committed to maximizing the potential of each staff member as we perform and perfect our responsibilities.

## Key Responsibilities

- Administering all activities pertaining to the receipt, expenditure, accounting, investment, custody, and control of all Township funds and assets in accordance with generally accepted accounting principles
- Overseeing the township's financial statements, balance sheets, budget, tax collection, accounts payable/receivable, payroll, grant accounting, cash and assets
- Essential participant in all audits, annual budget preparation, bond acquisition and financial reporting

# FINANCE



## 2025 Strategic Goals:

1. Implementation of an integrated HR/PR System with position control
2. Development of financial reports for strategic planning and decision making
3. Implementation of a new provider for the purchase card program with electronic reconciliations and approvals
4. Address audit issues concerning internal controls and interfund balances
5. Implementation of additional capabilities of our tax software to further streamline Tax Office based tasks

## Major Challenges

- Limited professional accounting staff to manage the Township's complex financial matters
- The need for analyses of data for financial planning and the management of financial risks and the development of financial reporting for strategic decision making
- The need for a payroll system that is integrated with human resources and more compatible with the needs of our multi-union workforce
- Integration of finance's accounting system with the finance aspects of the various systems used across the township's departments
- The management of limited resources with ever expanding needs



# FINANCE



## New Position Request: Finance Director

The Director of Finance will be responsible for overseeing the financial operations of the Township. This role involves managing budgeting, financial reporting, accounting, and compliance to ensure the efficient allocation of resources and the fiscal health of the Township

The Director of Finance will have ultimate authority over the finance department and will report directly to the CAO.

**Estimated Cost:** \$211,200 (salary & benefits)

*'The World in One Place'*



THANK YOU

