2015 BUDGET
DEPARTMENTAL BUDGETS

Purpose

The purpose of the Department Budget presentation section is to provide information of each Department and how it fits into the organization and community.

Mission

Each Department section contains a mission statement of the Department's purpose and focus.

Responsibilities

A listing of the main responsibilities of each Department is shown to present the types of duties, activities and tasks undertaken.

Goals

One of the most important aspects of the Budget is the presentation of Department goals. These goals highlight key policy/activity priorities for the upcoming year.

Performance Measures

Each Department has outlined performance targets for selected services. In future years, this section will be enhanced and compared to the Department's previous performance.

Personnel Information - Organization Chart

A departmental organization chart is included to show the allocation of positions among the various functions performed.

Detailed Expenditure Information

Information on the categories of expenditures made by the Department is shown to provide further information on the financial resources needed to operate. Significant increases or decreases in funding levels (generally variances of 10% or more) are explained.

10- Board of Commissioners

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT: BOARD OF COMMISSIONERS NO. 10

MISSION

Establish and legislate policies and laws for the Township of Lower Merion.

RESPONSIBILITIES

- Performing legislative functions.
- Establishing policy.
- Representing and meeting with the citizenry.
- Maintaining records of all Board and Committee meetings.
- Preserving and indexing all Township ordinances.
- Scheduling of all Board and Committee meetings.
- Preparing all legal advertising.
- Encouraging citizen participation in the legislative process.
- Coordinating with the Public Information Office on special events occurring during the year.
- Assisting in the coordinating of community / business meetings and events for members of the Board of Commissioners.
- Coordinating with staff to manage the monthly public meeting schedule.

GOALS

- Complete the implementation of agenda management software (April).
- Conduct a review of the Township Code, Chapter 5: Administrative Code and Chapter 7: Board of Commissioners Procedural Code, and provide an analysis of necessary revisions (July).
- Create an electronic index of Township ordinances (September).
- Work with various departments to create a central repository for archival documents such as Master Plans, Comprehensive Plans, and Annual Reports (December).
- Facilitate meetings between the Board of Commissioners and the Township's advisory boards and commissions as a means of increasing direct communication and providing direction (December).
- Continue to pursue Certified Municipal Clerk designation (Ongoing).

DEPARTMENT: BOARD OF COMMISSIONERS NO. 10

2014 ACCOMPLISHMENTS

- The Township Secretary worked with the Information Services Department to research and select agenda management software and began the implementation process.
- A system was implemented to enable more efficient storage and retrieval of permanent records maintained by the Township Secretary's Office.
- The Township Secretary facilitated for the Ad Hoc Nominations Committee more than twenty interviews of applicants for vacancies on various boards and commissions.
- An online system was implemented which allows the minutes of Board of Commissioners meetings to be searchable on the Township's website.
- The Township Secretary continued the multi-year educational process to achieve Certified Municipal Clerk designation.
- The Township Secretary worked with the Public Information Office to inform residents of vacancies on the Township's Boards and Commissions.

2015 Budget
Departmental Allocation Summary
Dept: 10
Board Of Commissioners

Fund	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
General Fund	$ 241,346	$ 223,871	$ 217,039	$ 230,481
Dept 10 Total:	$ 241,346	$ 223,871	$ 217,039	$ 230,481

2015 Budget
Departmental Major Account Summary
Dept: 10
Board Of Commissioners

Major Account	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
Salaries	$ 146,770	$ 134,000	$ 136,340	$ 136,340
Other Compensation	9,010	6,318	6,508	6,508
Employee Benefits	47,534	51,043	43,675	48,383
Other Personal Services	130	5,000	1,500	4,250
Materials & Operating Supplies	242	-	-	-
Subscriptions, Periodicals, Et	98	100	100	100
Advertising And Printing	3,724	4,000	4,000	4,300
General Business/operating Exp	15,523	10,750	12,250	17,300
Communication Expenses	53	-	-	-
Dues	3,699	3,660	3,666	3,800
Professional Technical Service	7,666	9,000	9,000	9,500
Township Equipment Rental	6,897	-	-	-
Dept 10 Total:	$ 241,346	$ 223,871	$ 217,039	$ 230,481

TOWNSHIP OF LOWER MERION
2015 BUDGET

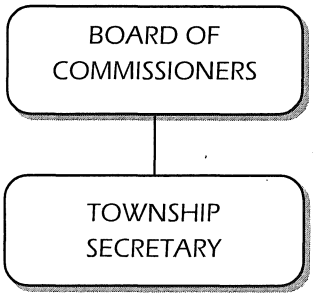
DEPARTMENT 10: BOARD OF COMMISSIONERS

Job Classification	Budget 2014 # of Employees	Budget 2015 # of Employees	Weekly Hours Per Year	Average Annual Salary	Total Base Compensation
Full-time Personnel					
Township Secretary	1	1	40	$80,340	$80,340
Total Full-time Personnel	1	1			80,340
Part-time Personnel					
Board of Commissioners	14	14		4,000	56,000
Total Part-time Personnel	14 PT	14 PT			56,000
Total Board of Commissioners Personnel (Total FTE)	1+14 PT (1.00)	1+14 PT (1.00)			$136,340
Other Compensation[1]:				Average Cost Per FTE	
Longevity				$6,508	$6,508
Total Other Compensation				6,508	6,508
Employee Benefits[1]:					
Healthcare and Retirement				35,657	35,657
Statutory Costs[2]				7,040	12,726
Total Employee Benefits				42,697	48,383
Grand Total Other Compensation and Employee Benefits				$49,205	$54,891

[1] See the Supplemental Information Section (pages 317 - 321) for more personnel cost information.

[2] Social Security Taxes, Workers Compensation and Unemployment Compensation (Total includes Board of Commissioners Social Security Taxes).

BOARD OF COMMISSIONERS



TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT 10: BOARD OF COMMISSIONERS

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
Other Compensation	$6,508	$+ 190
Longevity.		
Other Personal Services	4,250	-750
Educational costs related to obtaining Certified Municipal Clerk designation. Decrease due to experience.		
Subscriptions, Periodicals, Etc.	100	0
Professional journals.		
Advertising and Printing	4,300	+ 300
Placement of legal advertising for ordinances, public hearings, special meetings, etc.		
General Business and Operating Expense	17,300	+ 6,550
Commissioner expenses; attendance at local meetings, ordinance filings, various awards and memorials. Increase due to experience and biennial recognition reception for advisory boards and commissions members.		
Dues	3,800	+ 140
Membership in Pennsylvania Association of First Class Township Commissioners, Pennsylvania Association of Municipal Administrators, Montgomery County Association of First Class Township Officers and International Institute of Municipal Clerks.		
Professional Technical Services	9,500	+ 500
General Code Publishers Corporation fees.		

11 - Township
Manager's Office

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT: TOWNSHIP MANAGER'S OFFICE NO. 11

MISSION

Manage the affairs of the Township in an efficient and effective manner, consistent with the policies of the Board of Commissioners.

RESPONSIBILITIES

- Serving as policy advisor to the Board of Commissioners, communicating management's professional recommendations on issues.
- Maintaining an organization that guarantees day-to-day recognition of and response to the needs of the community.
- Ensuring that all citizens are provided sensitive, responsive service in a cost effective manner.
- Leading and supervising all departments and reporting necessary information to the Board and public.
- Serving as liaison with other agencies and governmental units.
- Representing the Township at civic and community functions.
- Maintaining and enhancing a positive relationship between the Township and its employees.
- Conducting labor / management relations meetings and labor union negotiations.
- Nurturing the development of leadership skills and targeting training needs in a broad cross-section of employees so as to promote the Township's Mission, Vision and Values.
- Reviewing Township policies and operating procedures, updating existing ones when appropriate, and developing new policies and procedures when necessary in order to improve overall management capability.
- Directing the preparation of the annual Township Budget and Capital Improvement Program, and monitoring both throughout the year.
- Monitoring and controlling Township legal and engineering costs.

GOALS

- Evaluate the Township's budget review and approval process to determine whether any adjustments are needed (June).
- Explore options for linking employee compensation with performance (September).
- Negotiate with the Workers Association to develop a new labor contract for 2016 to replace the current agreement expiring December 31, 2015 (September).
- Work with the Special Events Committee in an effort to improve the special events permitting process (Ongoing).

DEPARTMENT: TOWNSHIP MANAGER'S OFFICE NO. 11

GOALS (continued)

The following goal supports the Township's Community Services Initiatives:

- Continue to work with the Lower Merion Library System and Lower Merion Library Foundation to implement improvements to the library facilities (Ongoing).

The following goal supports the Township's Economic Development Initiatives:

- Provide leadership in ongoing negotiations for transit and developer agreements and planning for the Ardmore Transit Center and Business District Revitalization project and preparation for preconstruction activities including short term parking for Township and local business employees during construction (January).

The following goals support the Township's Transportation and Infrastructure Initiatives:

- Work with the Public Works Department to conduct a review of each project within the six-year Capital Improvement Program (June).

- Continue to seek early funding through the PennDOT / DVRPC Transportation Improvement Plan and the federal Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grants Program for transportation improvements to the Rock Hill Road / Belmont Avenue corridor (December).

The following goal supports the Township's Public Safety Initiatives:

- Work with the Fire Department and local fire companies to develop a program to improve emergency fire response times (December).

The following goals support the Township's Land Planning Initiatives:

- Continue to facilitate the Comprehensive Plan update, including beginning the implementation phase of the updated Plan (April).

- Provide leadership to appropriately address the many land use and planning issues identified by the Township (Ongoing).

- Continue to facilitate the implementation of the Bryn Mawr Master Plan (Ongoing).

The following goal supports the Township's Environmental Stewardship Initiatives:

- Facilitate the environmental initiatives of the Board of Commissioners and Environmental Advisory Council (Ongoing).

2015 Budget
Departmental Allocation Summary
Dept: 11
Township Manager's Office

Fund	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
General Fund	$ 563,035	$ 642,596	$ 416,456	$ 564,550
Dept 11 Total:	$ 563,035	$ 642,596	$ 416,456	$ 564,550

2015 Budget
Departmental Major Account Summary
Dept: 11
Township Manager's Office

Major Account	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
Salaries	$ 383,554	$ 449,146	$ 259,717	$ 427,611
Other Compensation	30,734	19,142	22,124	7,700
Employee Benefits	120,893	140,242	101,378	103,599
Other Personal Services	8,536	13,140	11,196	13,140
Subscriptions, Periodicals, Et	421	500	250	500
General Business/operating Exp	5,969	5,000	6,800	5,000
Communication Expenses	662	1,500	1,065	1,500
Dues	2,545	3,650	3,650	5,500
Township Equipment Rental	10,117	10,276	10,276	-
Other Charges And Transfers	(396)	-	-	-
Dept 11 Total:	$ 563,035	$ 642,596	$ 416,456	$ 564,550

TOWNSHIP OF LOWER MERION
2015 BUDGET

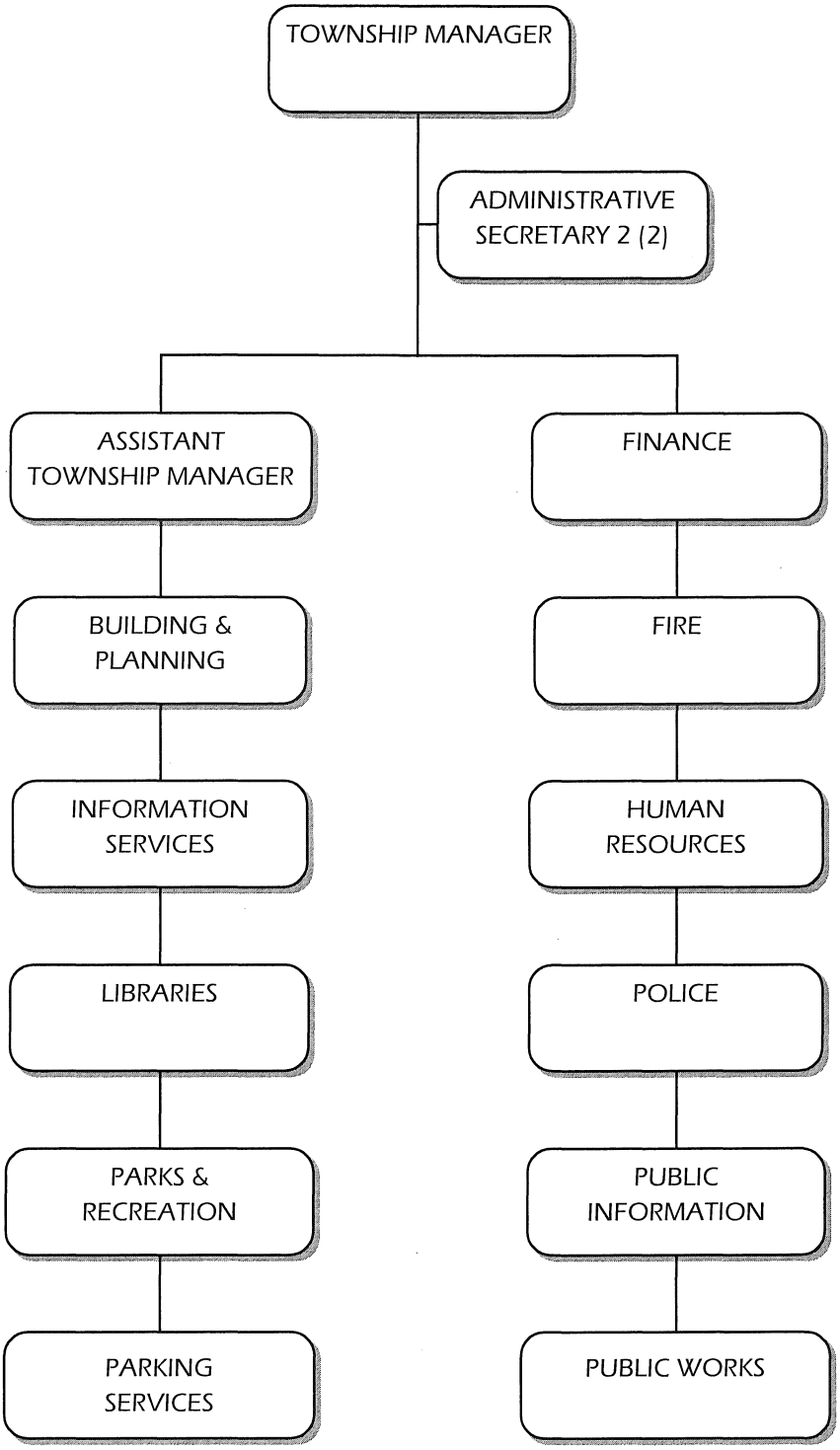
DEPARTMENT 11: TOWNSHIP MANAGER'S OFFICE

Job Classification	Budget 2014 # of Employees	Budget 2015 # of Employees	Weekly Hours Per Year	Average Annual Salary	Total Base Compensation
Full-time Personnel					
Township Manager	1	1	40	$175,674	$175,674
Assistant Township Manager	1	1	40	135,636	135,636
Administrative Secretary 2	1	1	40	59,184	59,184
Administrative Secretary 2	1	1	37.5	57,117	57,117
Total Full-time Personnel	4	4			427,611
Total Township Manager's Office Personnel	4	4			$427,611
Other Compensation[1]:				Average Cost Per FTE	
Longevity				$725	$2,900
Auto Allowance				1,200	4,800
Total Other Compensation				1,925	7,700
Employee Benefits[1]:					
Healthcare and Retirement				16,366	65,463
Statutory Costs[2]				9,534	38,136
Total Employee Benefits				25,900	103,599
Grand Total Other Compensation and Employee Benefits				$27,825	$111,299

[1]See the Supplemental Information Section (pages 317 - 321) for more personnel cost information.

[2] Social Security Taxes, Workers Compensation and Unemployment Compensation.

TOWNSHIP MANAGER'S OFFICE



TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT 11: TOWNSHIP MANAGER'S OFFICE

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
Other Compensation	$7,700	-$-11,442
Longevity. Decrease to staffing changes and program structure.		
Other Personal Services	13,140	0
Training, attendance at seminars and reimbursement for healthcare benefit waivers.		
Subscriptions, Periodicals, Etc.	500	0
Professional journals for use by management team and for distribution to other departments.		
General Business and Operating Expense	5,000	0
Miscellaneous business expenses and supplies for Township meetings. Increase based on experience.		
Communication Expenses	1,500	0
Telecommunication expense.		
Dues	5,500	+ 1,850
Memberships in professional associations. Increase due to new memberships.		
Township Equipment Expense		
Decrease due to elimination of assigned Township vehicles.	0	-10,276

13- Office of
Public Information

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT: OFFICE OF PUBLIC INFORMATION NO. 13

MISSION

Provide an effective public information and communications link between the Township government and its citizens through publications, social media, news releases, oral and written presentations, photography, cable television, and other mass media. Coordinate activities related to the cable television franchises.

RESPONSIBILITIES

- Formulating promotional and educational strategies to stimulate interest in Township activities and events.
- Preparing news releases, articles, photo essays, newsletters, brochures, reports and scripts for audio / visual presentations which highlight Township operations, objectives, issues and accomplishments.
- Serving as liaison between the media and the Township.
- Serving as depository for Township public information records; staff liaison for Open Records requests.
- Publishing and distributing the Township's Annual Report, resident and employee newsletters and special brochures and publications.
- Providing photographic services to all departments for public information purposes.
- Representing the Township at local events and functions.
- Televising of Township meetings, activities and information for the Government Access Cable Channel (LMTV).
- Planning and recording original programming for LMTV.
- Coordinating activities related to the cable television franchises; staff liaison to the Cable Television Advisory Committee.
- Coordinating application and permitting system for all film / TV productions or special events in the Township.
- Increasing publicity through effective distribution / promotion of stories to the local print and Internet media and the Philadelphia television market.
- Identifying and developing additional information for inclusion on the Township's website.
- Overseeing the print shop and mail room operations.
- Serving as staff liaison to the Health Advisory Council.
- Serving as a member of the Township's Emergency Management Team.

GOALS

- Improve process of recruitment and evaluation of the existing LMTV internship for credit program (April).

DEPARTMENT: OFFICE OF PUBLIC INFORMATION NO. 13

GOALS (continued)

- Implement improved systems for making video copies of meetings and programs (June).
- Research and identify costs for LMTV's needed conversion of equipment, programming and broadcasting to industry standard "high definition" (HD) format (September).
- Continue to increase the Township's e-subscription subscriber base (Ongoing).

The following goals support the Township's Community Services Initiatives:

- Increase the Township's presence on new social media platforms, while establishing a comprehensive policy (June).
- Collaborate with the Volunteer Medical Service Corps of Lower Merion and Narberth to produce a new TV series focusing on programs and services as well as risk prevention, CPR and other safety tips (June).
- Work with the Public Works Department – Refuse Division to update the Refuse and Recycling informational video (July).
- Work with the Parking Services Department to continue promoting parking initiatives (August).
- Partner with the Building & Planning Department to create more regular and relevant programming (September).

2014 ACCOMPLISHMENTS

- Successfully negotiated, finalized and signed a 12-year franchise agreement with Comcast Corporation, resulting in a renewed 5% annual franchise fee for the Township's General Fund, in addition to a grant of $366,310 for the Township's government-access television station (LMTV), along with other benefits to the Township.
- Successfully negotiated, finalized and signed, on behalf of the Township's public-access (PATV of Lower Merion & Narberth) and educational-access (Lower Merion School District) TV stations, grants from Comcast totaling $50,000 and $43,690, respectively, over the term of the franchise agreement.
- Successfully drafted and implemented an open-ended, conditional $1 per year lease with the Township's public-access TV station (PATV of Lower Merion & Narberth) to move into the lower level of the Township's flagship library, Ludington Library in Bryn Mawr.
- Grew the Township's social media presence by expanding the use of Twitter throughout the year, steadily gaining followers; introduced a Township Facebook page in February 2014, getting to 1,200 followers by July; and introduced a written Township social media policy.
- The Public Information Officer improved the process of recruitment and evaluation for existing LMTV internship-for-credit program.
- The Public Information Officer established a new intern program, and recruited a highly qualified intern to work directly with the Public Information Officer.
- The Public Information Office planned topics and recording sessions for new installments of *The Library Show, Living History, Health Matters, Now You Know* and *Behind the Gavel.*

DEPARTMENT: OFFICE OF PUBLIC INFORMATION NO. 13

2014 ACCOMPLISHMENTS (continued)

- The Public Information Office planned and executed Parks & Recreation productions to include *Out & About* as an on-location program and short videos promoting Township parks.

- The Public Information Office again served as the Township's liaison to the Bryn Mawr Day Committee, formed to recognize the institutions in Bryn Mawr that have been in continuous operation in the village for over 100 years. The culminating event – a community celebration on September 6, 2014 – was organized and publicized to "Honor the Past and Embrace the Future."

- The Public Information Officer attended and took part in the national 3CMA (City-County Communications & Marketing Association) annual conference in September 2014, and briefed senior management and PIO staff on lessons learned and trending subject matter.

- At the encouragement of the Board of Commissioners, planned and researched the development of a sponsorship program for LMTV in partnership with Township businesses, set for implementation in early 2015.

- A new season of *Behind the Gavel* with Board President Elizabeth Rogan was produced and hosted by the Public Information Officer. This monthly, half-hour interview provided viewers with insight into Township initiatives.

- The cornerstone of LMTV programming – the live and replayed Board of Commissioners and Committee meetings – provided over 140 hours of original programming to Verizon and Comcast subscribers.

- The Public Information Office assisted the Township Secretary in publicizing and creating collateral materials to promote special events, such as the ribbon-cuttings for the re-opened Bala Cynwyd Train Station and the Ashbridge Park improvements, as well as other Township-sponsored events.

- All Lower Merion residents received the quarterly Lower Merion Messenger newsletter, which was completely underwritten by advertisers from the business community and mailed to all homeowners at no cost to the General Fund.

- The Public Information Officer planned, photographed and wrote the 2013 Annual Report which was distributed to every Lower Merion residence in July 2014.

- Over 200 press releases were issued to the news media, posted on the Township's website and "e-distributed" to more than 2,600 subscribers.

- The Public Information Office, in partnership with the Township Manager's Office, the Township Solicitor and various other departments, processed approximately 100 Open Records requests.

- As liaison to the Township's Cable TV Advisory Committee, the Office mediated over 60 complaints from Verizon and Comcast subscribers.

- Nine students successfully completed LMTV production internships for credit.

DEPARTMENT: OFFICE OF PUBLIC INFORMATION NO. 13

PERFORMANCE MEASURES

Lower Merion Government Access Channel - LMTV

Television productions providing ongoing Township information to the public.

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
BOC, Committees and Other Meetings Cablecast*	39	45	38	39
Meeting Hours	141	190	110	120
Bulletin Board Messages Posted	579	700	600	600
Hours of Original Programming	72	75	75	75
Community Organizations Featured	22	30	20	20
Emergency Messages Posted	30	25	115	50
Public Service Announcements Produced	9	25	18	20

* Combined with BOC Meetings to reflect new meeting schedule.
** New category

Office of Public Information

Output of various publications produced by the Office of Public Information, responses to Open Records Policy requests and mediation of Comcast and Verizon customer complaints.

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Press Releases	95	210	120	120
Newsletters to Residents	4	4	4	4
Twitter followers	850	1,100	1,300	1,450
Facebook followers	0	1,000	1,400	2,000
Employee Newsletters	12	12	9	4
Brochures & Flyers	10	10	15	20
Open Records Requests	50	75	80	80
Cable TV Complaints Mediated	30	40	50	50

2015 Budget
Departmental Allocation Summary
Dept: 13
Public Information Office

Fund	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
General Fund	$ 500,040	$ 534,645	$ 537,768	$ 628,313
Solid Waste Fund	-	500	-	-
Dept 13 Total:	$ 500,040	$ 535,145	$ 537,768	$ 628,313

2015 Budget
Departmental Major Account Summary
Dept: 13
Public Information Office

Major Account	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
Salaries	$ 258,264	$ 266,667	$ 266,668	$ 278,253
Other Compensation	7,892	8,000	7,750	7,700
Employee Benefits	112,315	125,328	121,538	134,152
Other Personal Services	25	3,000	1,410	5,000
Materials & Operating Supplies	20,162	25,500	21,000	25,000
Subscriptions, Periodicals, Et	346	250	552	400
Office Supplies	7,572	11,500	8,000	8,000
Advertising And Printing	11,930	13,200	13,050	14,000
General Business/operating Exp	52	-	728	658
Communication Expenses	68,926	65,300	70,200	72,200
Contracted Services	845	1,400	1,000	1,100
Dues	-	500	390	450
Machine/equipment Maintenance	11,851	15,000	14,106	9,800
Machinery And Equipment	5,031	14,996	61,301	300,000
Other Charges And Transfers	(5,170)	(15,496)	(49,925)	(228,400)
Dept 13 Total:	$ 500,040	$ 535,145	$ 537,768	$ 628,313

TOWNSHIP OF LOWER MERION
2015 BUDGET

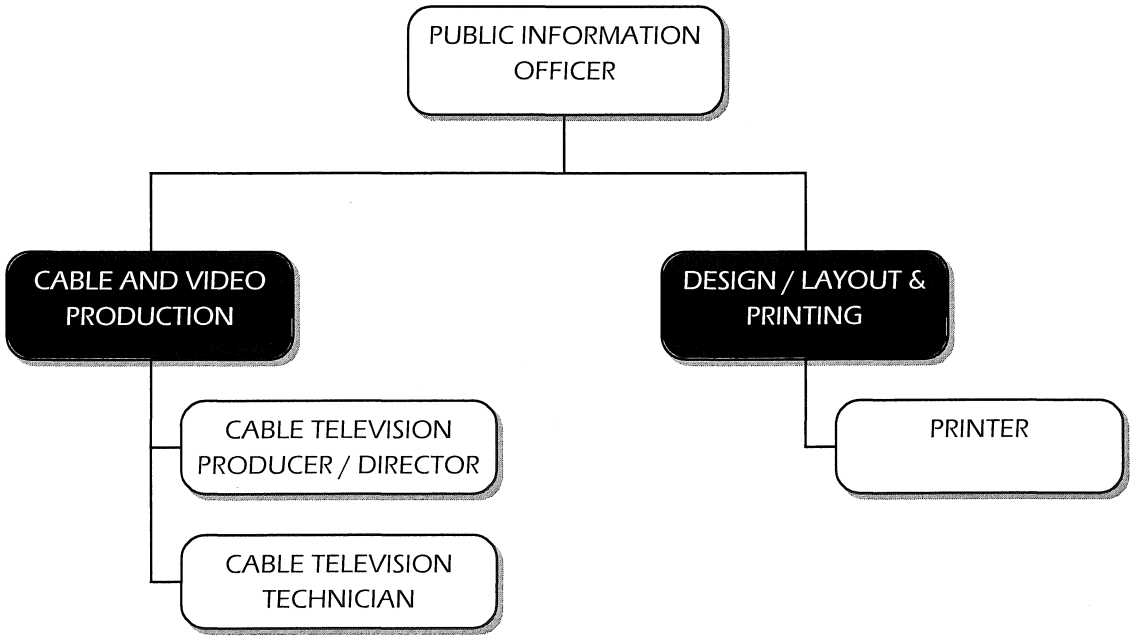
DEPARTMENT 13: PUBLIC INFORMATION OFFICE

Job Classification	Budget 2014 # of Employees	Budget 2015 # of Employees	Weekly Hours Per Year	Average Annual Salary	Total Base Compensation
Full-time Personnel					
Public Information Officer	1	1	40	$87,207	$87,207
Cable Television Producer/Director	1	1	40	73,616	73,616
Printer	1	1	37.5	64,444	64,444
Cable Television Technician	1	1	40	52,986	52,986
Total Full-time Personnel	4	4			278,253
Total Public Information Office Personnel	4	4			$278,253
Other Compensation[1]:				Average Cost Per FTE	
Longevity				$1,863	$7,450
Shift Differential				63	250
Total Other Compensation				1,925	7,700
Employee Benefits[1]:					
Healthcare and Retirement				26,234	104,936
Statutory Costs[2]				7,304	29,216
Total Employee Benefits				33,538	134,152
Grand Total Other Compensation and Employee Benefits				$35,463	$141,852

[1] See the Supplemental Information Section (pages 317 - 321) for more personnel cost information.

[2] Social Security Taxes, Workers Compensation and Unemployment Compensation.

OFFICE OF PUBLIC INFORMATION



TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT 13: OFFICE OF PUBLIC INFORMATION

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
Other Compensation	$7,700	$ -300
Longevity; overtime.		
Other Personal Services	5,000	+ 2,000
Training and attendance at conferences. Increase due to attendance at national conference included in departmental budget.		
Materials and Operating Supplies	25,000	-500
Paper and printing supplies.		
Subscriptions, Periodicals, Etc.	400	+ 150
Professional publications. Increase due to higher subscription prices for newspapers.		
Office Supplies	8,000	-3,500
Audio visual supplies; DVDs; miscellaneous connectors and cables; digital video tape; digital cards; promo materials for LMTV; storage for filing. Decrease based on experience.		
Advertising and Printing	14,000	+ 800
Printing of annual report; business cards; miscellaneous materials.		
General Business and Operating Expense	658	+ 658
Licensing Fee for American Society of Composers. Increase due to this new license.		
Communication Expenses	72,200	+ 6,900
Postage costs. Increase due to higher costs for mailings.		

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT 13: OFFICE OF PUBLIC INFORMATION

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
Contracted Services	1,100	-300
Mailing service for Township publications including drop shipping to Township post offices in order to avoid delays in bulk mailing. Decrease based on experience.		
Dues	450	-50
Membership in professional organization (3CMA). Decrease based on actual cost.		
Machine and Equipment Maintenance/Repair	9,800	-5,200
Costs of maintenance agreement for studio and control room equipment. Decrease due to purchase of newer equipment.		
Major Machinery and Equipment	300,000	+ 285,004
Hardware and software equipment for production of LMTV programs. Increase due to purchase of new HD and internet-compatible equipment.		
Other Charges and Transfers	-228,400	-212,904
Reimbursements from Comcast and Verizon government access franchise grants for capital equipment purchases. Change due to purchase of replacement equipment.		

14- Legal Office

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT: LEGAL OFFICE NO. 14

MISSION

Provide prompt and accurate legal counsel to the Board of Commissioners, its committees and staff on all questions of law.

RESPONSIBILITIES

Township Solicitor:

- Preparing Township ordinances, bonds, contracts, obligations, conveyances, leases and assurances.
- Prosecuting all actions brought by the Township.
- Defending all actions against the Township.
- Performing all legal actions which the Board authorizes.
- Providing counsel as requested in the collection of Mercantile, Business Privilege and Occupational Privilege taxes.
- Providing counsel for all official Open Records requests.
- Meeting with staff as needed to provide legal advice on Township related matters.

Labor Counsel:

- Assisting in negotiations with the Fraternal Order of Police and the Workers Association.
- Providing counsel at grievance and unemployment compensation hearings.
- Providing counsel / advice in matters of labor law and union contract interpretation.

Other Specialized Legal Counsel:

- Providing counsel as requested in legal matters requiring the services of a specialist, e.g., environmental protection, investigations, etc.
- Serving as Hearing Officer for business tax appeals.

2015 Budget
Departmental Allocation Summary
Dept: 14
Legal Office

Fund	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
General Fund	$ 376,543	$ 513,100	$ 376,510	$ 481,510
Sanitary Sewer Fund	21,328	20,300	20,300	21,500
Solid Waste Fund	5,723	7,000	7,000	7,000
Dept 14 Total:	$ 403,594	$ 540,400	$ 403,810	$ 510,010

2015 Budget
Departmental Major Account Summary
Dept: 14
Legal Office

Major Account	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
Materials & Operating Supplies	$ 53	$ -	$ -	$ -
Subscriptions, Periodicals, Et	4,318	2,400	4,810	4,810
Contracted Services	119	-	-	-
Professional Technical Service	404,209	541,300	402,300	508,500
Other Charges And Transfers	(5,105)	(3,300)	(3,300)	(3,300)
Dept 14 Total:	$ 403,594	$ 540,400	$ 403,810	$ 510,010

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT 14: LEGAL OFFICE

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
Subscriptions, Periodicals, Etc.	$4,810	$+ 2,410
Annual update to Purdon's statutes. Increase due to higher costs.		
Professional Technical Services	508,500	-32,800
General counsel ($110,400), litigation counsel services and special projects ($258,000 at $200/hr); various labor counsel services ($111,600 at $300/hr); miscellaneous costs, filing fees, liens, etc. ($28,500).		
Other Charges and Transfers	-3,300	0
Reimbursements for legal fees associated with development projects.		

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT: TREASURER'S OFFICE NO. 15

MISSION

Accept and deposit all funds received by the Township, as well as collect, receive and account for sanitary sewer rents, solid waste fees, real estate taxes and interim real estate taxes.

RESPONSIBILITIES

Receiving, receipting, accounting for and depositing all Township departmental funds and the following:

- Township Real Estate Taxes
- Interim Real Estate Taxes
- Sanitary Sewer Rents
- Solid Waste Fees

Note: In addition to the above responsibilities, the Treasurer collects taxes for the Lower Merion School District and Montgomery County. This office is also authorized to provide and charge a fee for real estate tax certifications in the Township and duplicate tax bills.

2015 Budget
Departmental Allocation Summary
Dept: 15
Treasurer's Office

Fund	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
General Fund	$ 40,198	$ 42,950	$ 45,076	$ 45,093
Sanitary Sewer Fund	18,977	20,062	20,048	20,055
Solid Waste Fund	14,989	1,000	1,000	1,000
Dept 15 Total:	$ 74,165	$ 64,012	$ 66,124	$ 66,148

2015 Budget
Departmental Major Account Summary
Dept: 15
Treasurer's Office

Major Account	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
Salaries	$ 5,910	$ 6,000	$ 6,000	$ 6,000
Employee Benefits	452	480	434	458
Advertising And Printing	6,673	7,787	7,787	7,787
Insurance And Bonding	-	3,436	5,594	5,594
Professional Technical Service	46,309	46,309	46,309	46,309
Other	14,821	-	-	-
Dept 15 Total:	$ 74,165	$ 64,012	$ 66,124	$ 66,148

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT 15: TREASURER'S OFFICE

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
Advertising and Printing	$7,787	$0
Tax bill forms.		
Insurance and Bonding	5,594	+ 2,158
Annual bonding premium for Treasurer. Increase based on experience.		
Professional Technical Services	46,309	0
Partial reimbursement to Treasurer for salaries and benefits of office personnel.		

16 - Finance

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT: FINANCE NO. 16

MISSION

Conduct all Township financial activities accurately, timely and effectively in conformance with generally accepted accounting principles and sound business practices for municipal entities. Maintain controls to protect Township assets.

RESPONSIBILITIES

- Maintaining the general ledger, subsidiary ledgers and all other financial records of the Township.
- Overseeing cash management, debt management and investment of Township funds.
- Processing and payment of all bills.
- Developing the annual Operating Budget and the Comprehensive Annual Financial Report.
- Monitoring revenue and expenditures throughout the year and preparing monthly financial reports.
- Administering the sanitary sewer rent and solid waste fee billings.
- Administering the collection of Local Services, Mercantile and Business Privilege taxes.
- Preparing and administering payroll.
- Maintaining and reviewing internal, financial and payroll controls.
- Billing and collecting miscellaneous receipts and maximizing the collection of delinquent taxes.
- Serving as liaison to the Trustees for the Municipal Police Pension Plan and Township Employees Pension Plan.
- Preparing various reports for submission to the State and Federal governments as required by law, or in order to receive grant funds.
- Managing the Township's cash and investments according to investment policies, emphasizing safety of principal, liquidity and yield, while preserving invested principal and achieving average yield on investments at or above the three month Treasury bill rate.
- Preparing financial models including the Township's Five Year General Fund Forecast.
- Procuring quotations and / or proposals on all applicable purchases through solicitation or advertising.
- Purchasing, or contracting to purchase, all Township supplies, materials, services and equipment in a timely manner at competitive prices.
- Preparing contract documents and monitoring contract compliance with all purchasing terms.
- Overseeing a comprehensive risk management, insurance and safety programs.

DEPARTMENT: FINANCE NO. 16

RESPONSIBILITIES (continued)

- Maintaining proper insurance coverage and reporting and coordinating with all Township Departments, the Delaware Valley Insurance Trust (DVIT) and Delaware Valley Workers' Compensation Trust Funds and various insurance companies all claims for the following: General Liability, Fleet, Public and Fiduciary Liability, Personal Injury, Property Fire, Workers' Compensation, Employment Practices Liability and related coverage.

- Conducting semi-annual safety inspections of Township facilities with the assistance of DVIT's Insurance Loss Control Specialist.

GOALS

The following goals support the Township's Financial Sustainability Initiatives:

- Complete planning and implementation for a new money and refinancing bond issue anticipated in 2015 to finance the 2015 - 2016 Capital Improvement Program (January).

- Coordinate with the Information Services Department to implement the use of credit / debit cards for the organization (July).

- Implement GASB Statement No. 67, Financial Reporting for Pension Plans. The objective of this Statement is to improve financial reporting by state and local governmental pension plans. This Statement results from a comprehensive review of the effectiveness of existing standards of accounting and financial reporting for pensions with regard to providing decision-useful information, supporting assessments of accountability and interperiod equity, and creating additional transparency (August).

- Evaluate GASB Statement No. 68, Accounting and Financial Reporting for Pension Plans. This Statement is to improve accounting and financial reporting by state and local governments for pensions. It also improves information provided by state and local governmental employers about financial support for pensions that is provided by other entities (August).

- Evaluate options to update the Fees and Rates study designed to bring various Township user-fees to full cost recovery (August).

- Achieve the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the 2014 CAFR (December).

- Achieve the Government Finance Officers Association's "Distinguished Budget Presentation Award" for the Adopted 2015 Budget document (December).

- Implement automation of bid solicitation, from document distribution and vendor communication to bid (Ongoing).

- Develop a Township revenue manual consistent with public budgeting principles recommended by the National Advisory Council on State and Local Budgeting (NACSLB) (Ongoing).

- Work with the Information Services Department and Township Treasurer's Office to implement upgrades to all tax and billing systems (Ongoing).

- Coordinate with the Public Information Office to evaluate the Government Finance Officers Association's Popular Annual Financial Reporting (PAFR) award program requirements (Ongoing).

- Update semi-annually the Township's five-year financial forecast (Ongoing).

DEPARTMENT: FINANCE NO. 16

GOALS (continued)

- Coordinate with the Information Services Department to implement a substantial upgrade of the Financial and Human Resources Management information systems aimed at improving operating efficiency (Ongoing).
- Achieve a rate of return on Township cash flows that meets or exceeds the federal funds rate (Ongoing).
- Enhance the Township's Business Tax Collection Program and research technology that will assist with the collection process (Ongoing).
- Assist in the coordination of organizational safety training needs (Ongoing).

2014 ACCOMPLISHMENTS

- The Department of Finance received special recognition awards for the Township's financial publications, including: The Government Finance Officer Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting (twenty consecutive years), GFOA Distinguished Budget Presentation Award (twenty-five consecutive years).
- The Department of Finance prepared the Township's Comprehensive Annual Financial Report (CAFR) for the fiscal year ending December 31, 2013.
- The Township maintained the highest investment grade credit rating for its general obligation bonds and the Township's general obligation bonds were reaffirmed "AAA" by Standard and Poor and Aaa by Moody's Investor Service.
- The Department of Finance, working with Bond Counsel and the Township's Financial Advisor, completed a $9.5 million new money bond issue (General Obligation Bond Series A of 2014). This bond refunding resulted in $0.9 million of future debt savings in 2015 and beyond.
- The Department of Finance, working with Bond Counsel and the Township's Financial Advisor, completed a $10 million new money bond issue (General Obligation Bond Series B of 2013) to fund the 2014 Capital Improvement Plan.
- The Department of Finance successfully outperformed the Township's investment benchmark (three month U.S. Treasury bill rate) on short-term liquid investments.
- The Department of Finance implemented Governmental Accounting Standards Board 65. *Items Previously Reported as Assets and Liabilities.* This Statement establishes accounting and financial reporting standards that reclassify, as deferred outflows of resources or deferred inflows of resources, certain items that were previously reported as assets and liabilities and recognizes, as outflows of resources or inflows of resources, certain items that were previously reported as assets and liabilities.
- The Department of Finance coordinated with the Township Actuary and completed a required actuarial study of the Township's Municipal Police Retirement Plan and Township Employees' Retirement Plan as of January 1, 2013.
- Coordinated with Parking Services and Information Services Departments to implement online and in-person ticket payments using credit / debit cards.
- Coordinated with the Township Manager's Office and Public Works Department to issue a Request for Bids for refuse waste hauling and disposal and contract operations of the Township's transfer station.

DEPARTMENT: FINANCE NO. 16

2014 ACCOMPLISHMENTS (continued)

- In conjunction with the Department of Public Works and Township Engineer, the Department of Finance completed a two-year financial cash-flow forecast for the 2014 and 2015 Capital Improvement Program and future new money bond issue planning.

- The Department of Finance business tax collection program initiated over 40 business tax compliance audits, completing 30 in 2014. In addition, the Department's summer intern program completed a physical survey of the Township's business districts, identifying new business tax accounts, which were not in the Township's database.

- The Department of Finance updated the General Fund Five Year Financial Forecast and completed long-range financial forecasts for the Township's Equipment, Sanitary Sewer and Solid Waste Funds.

DEPARTMENT: FINANCE NO. 16

PERFORMANCE MEASURES

Cash Management, Debt Management, and Investments

The investment interest rate earned as a percentage of the three month U.S. Treasury Bill.

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Interest rate earned as a percentage of the three month U.S. Treasury Bill.	485%	413%	450%	450%

Collection Rate: Occupational Privilege, Mercantile, and Business Privilege Taxes

Recovery of unpaid taxes identified in audits.

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Collection rate	136%	80%	100%	90%

* These numbers reflect collections to date and do not include any provisions for audit assessments that are presently on appeal or in litigation.

Financial Reporting: Awards

Consecutive years receiving the Government Finance Officers Association (GFOA) award for Excellence in Budget Presentation and award for Excellence in Financial Reporting.

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Budget Award	23	24	24	25
Financial Reporting Award	19	20	20	21

Debt Management: Bond Issuance Costs

Bond issuance costs as a percentage of par amount of bonds issued.

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Bond issuance costs	0.72%	0.88%	0.72%	0.75%

Risk Management: Workers' Compensation

Medical and indemnity cost for each workers' compensation claim

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Cost of medical and indemnity for each claim per $100 Payroll	$2.15	$2.18	$2.05	$2.05

DEPARTMENT: FINANCE NO. 16

PERFORMANCE MEASURES (continued)

Risk Management: Liability Claims

Expenditures for General, Auto and Public Entity Liability Claims

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Expenditures for Liability Claims per Capita (Commercial, General, Auto and Public Entity)	$3.75	$5.00	$4.50	$5.00

2015 Budget
Departmental Allocation Summary
Dept: 16
Finance

Fund	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
General Fund	$ 1,947,435	$ 1,995,983	$ 2,025,390	$ 2,061,226
Sanitary Sewer Fund	59,624	63,971	63,036	62,771
Solid Waste Fund	24,057	60,229	69,246	62,723
Equipment Fund	138,678	135,117	157,664	127,160
Dept 16 Total:	$ 2,169,794	$ 2,255,300	$ 2,315,336	$ 2,313,880

2015 Budget
Departmental Major Account Summary
Dept: 16
Finance

Major Account	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
Salaries	$ 805,366	$ 869,143	$ 831,311	$ 898,545
Other Compensation	31,270	31,842	33,628	37,556
Employee Benefits	260,262	293,687	273,719	298,309
Other Personal Services	35,476	31,287	32,982	34,292
Subscriptions, Periodicals, Et	720	1,150	1,150	1,150
Office Supplies	-	25	25	25
Advertising And Printing	44,134	33,585	44,850	45,600
Insurance And Bonding	642,652	734,656	801,981	705,822
General Business/operating Exp	30,973	24,350	37,380	38,081
Communication Expenses	10	2,400	325	25
Dues	975	975	975	975
Professional Technical Service	325,972	267,100	284,890	273,700
Other Charges And Transfers	(12,889)	(34,900)	(27,880)	(20,200)
Judgements And Losses	4,874	-	-	-
Dept 16 Total:	$ 2,169,794	$ 2,255,300	$ 2,315,336	$ 2,313,880

TOWNSHIP OF LOWER MERION
2015 BUDGET

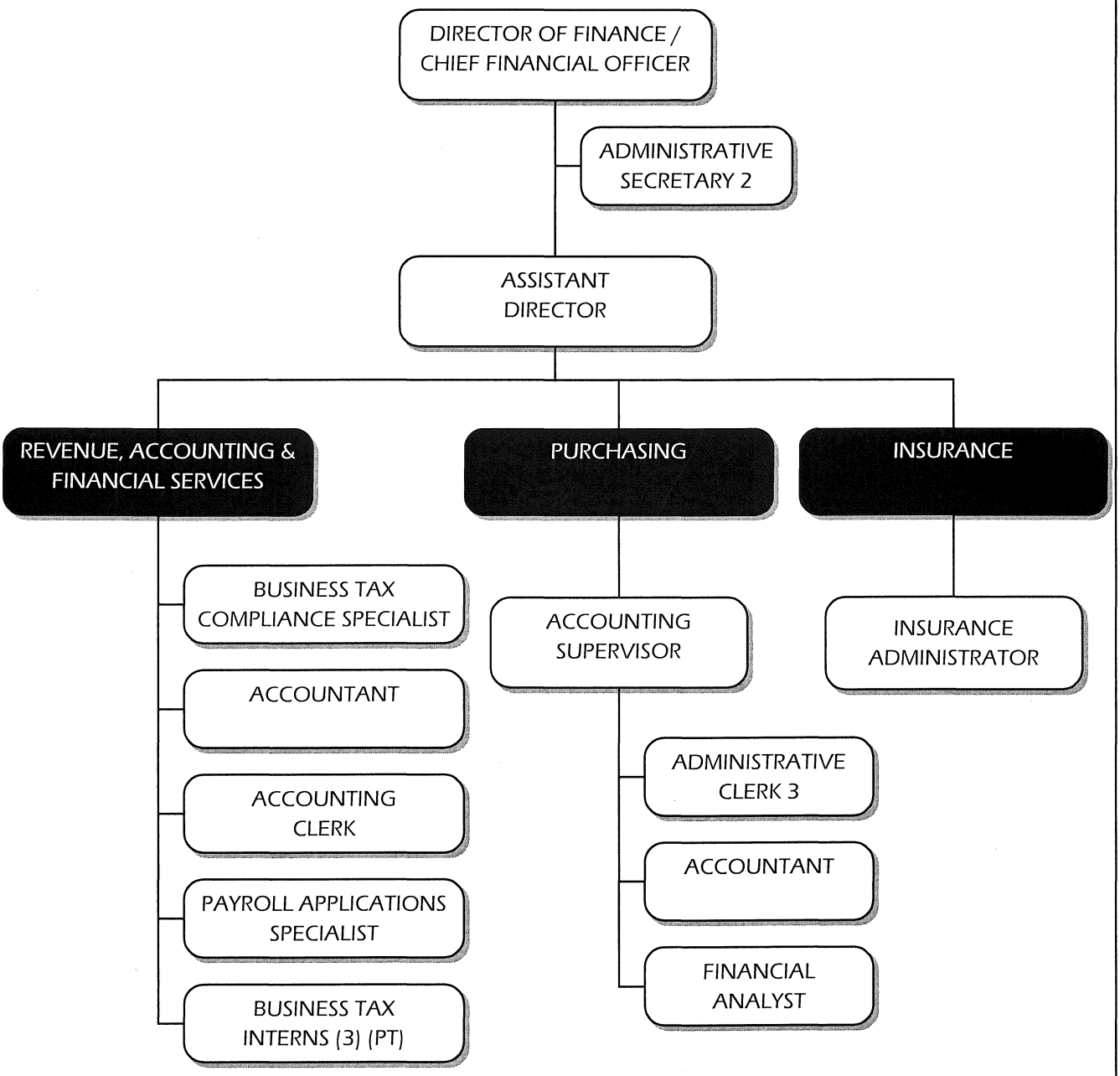
DEPARTMENT 16: FINANCE

Job Classification	Budget 2014 # of Employees	Budget 2015 # of Employees	Weekly Hours Per Year	Average Annual Salary	Total Base Compensation
Full-time Personnel					
Director of Finance/Chief Financial Officer	1	1	40	$120,499	$120,499
Assistant Director	1	1	40	95,902	95,902
Business Tax Compliance Specialist	1	1	40	82,730	82,730
Accounting Supervisor	1	1	40	78,470	78,470
Insurance Administrator	1	1	40	76,305	76,305
Financial Analyst	1	1	40	69,530	69,530
Payroll Applications Specialist	1	1	40	67,143	67,143
Administrative Clerk 3	1	1	37.5	61,674	61,674
Accountant	2	2	37.5	58,222	116,445
Administrative Secretary 2	1	1	37.5	54,948	54,948
Accounting Clerk	1	1	37.5	54,170	54,170
Total Full-time Personnel	12	12			877,816
Part-time Personnel					
Business Tax Intern	3	3	26	6,910	20,729
Total Part-Time Personnel	3 PT	3 PT			20,729
Total Finance Personnel (Total FTE)	12+3 PT (13.00)	12+3 PT (12.65)			$898,545
Other Compensation[1]:				Average Cost Per FTE	
Longevity				$2,882	$36,456
Overtime				87	1,100
Total Other Compensation				2,969	37,556
Employee Benefits[1]:					
Healthcare and Retirement				16,131	204,056
Statutory Costs[2]				7,451	94,253
Total Employee Benefits				23,582	298,309
Grand Total Other Compensation and Employee Benefits				$26,551	$335,865

[1] See the Supplemental Information Section (pages 317 - 321) for more personnel cost information.

[2] Social Security Taxes, Workers Compensation and Unemployment Compensation.

FINANCE DEPARTMENT



TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT 16: FINANCE

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
Other Compensation	$37,556	$+ 5,714
Longevity; overtime. Increase due to longevity.		
Other Personal Services	34,292	+ 3,005
Attendance at seminars and technical training covering automation, financial reporting, accounting and contract management; reimbursements for healthcare benefit waivers.		
Subscriptions, Periodicals, Etc.	1,150	0
Cole's Directory, risk management, purchasing and financial publications, GASB subscription.		
Office Supplies	25	0
Miscellaneous supplies for Finance Office.		
Advertising and Printing	45,600	+ 12,105
Bid advertisement costs; W-2 and 1099 forms; Sanitary Sewer rent bills and duplicate bills; Solid Waste subscription mailing; printing of the annual operating and capital budget documents; printing of business tax forms and licenses; printing of alarm registration bills. Increase due to higher fees for postage and mailings for Solid Waste subscription cards and Sanitary Sewer rent bills.		
Insurance and Bonding	705,822	-28,834
The Township is a member of the Delaware Valley Insurance Trust (DVIT), a regional municipal risk sharing pool providing property and liability coverage to its participating members. Insurance premiums are billed annually and allocated by broad line of insurance coverage.		
The Township maintains the following insurance coverage:		
Insurance Bonding	1,200	0
Cost of bond required by the DEP for the operation of the Transfer Station.		

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT 16: FINANCE (CONTINUED)

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
The Township maintains the following insurance coverage (continued):		
Automobile Insurance	$123,907	$ -10,212
Covers all Township-owned vehicles plus non-owned and hired vehicles, excluding fire apparatus and ambulance-type vehicles. Decrease due to change in composition of fleet.		
Crime, Public Officials and Law Enforcement Liability	164,410	-8,291
Covers forgery or alteration, theft disappearance and destruction		
Claims and Settlements Includes insurance claims and settlements previously paid from the Insurance Trust Fund.	160,000	+ 10,000
General Liability and Property Damage	256,305	-20,331
Covers all Township-owned property (buildings and contents), on and off premises, all off-road Township equipment, EDP, glass replacement, valuable papers and records. Indemnifies the Township against liability arising out of errors or omissions of police officers while performing their duties and dishonest acts of employees causing financial loss to the Township. Provides excess insurance coverage limits over the general liability, automobile liability, public officials liability, law enforcement liability, employment practices liability and employer's liability under Workers' Compensation coverage. Also, includes coverage for pressure vessels and boilers, as well as indemnifies the Township against claims arising out of wrongful employment actions and other unanticipated insurance claims and costs. Decrease based on experience.		
General Business/Operating Expense	38,081	+ 13,731
Bank charges for checking and investment accounts and outstanding bond issues; civil complaint filing fees. Increase due to change in fee structure.		

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT 16: FINANCE (CONTINUED)

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
Communication Expense	$25	$ -2,375
Postage for mailings related to the Local Services Tax, Mercantile and Business Privilege Tax, Sanitary Sewer Rentals and Solid Waste Fees . Decrease due to costs of mailing included in printing services.		
Dues	975	0
Membership dues for Government Finance Officers Association, both regional and national, National Institute of Government Purchasing (NIGP) and Pennsylvania Business Tax Association.		
Professional Technical Services	273,700	+ 6,600
Township audit fee; Special Business Tax Counsel (at $150/hr); Mercantile and Business Privilege Tax audits (at $110/hr); water consumption readings for Sanitary Sewer Rental billings; worker's compensation reserve evaluation; actuarial consulting for pension reporting. Increase due to consulting fees associated with pension reporting.		
Other Charges and Transfers	-20,200	+ 14,700
Miscellaneous reimbursed expenses including insurance reimbursements and refunds of prior year taxes and fees. Change based on anticipated refunds.		

17 - Information Services

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT: INFORMATION SERVICES NO. 17

MISSION

Improve the quality and cost-effectiveness of Township services and operations through the use of information technology. In fulfilling this mission, the department cultivates intellectual curiosity, innovative leadership, critical thinking and ethical behavior.

RESPONSIBILITIES

- Providing strategic planning and technical direction in the integration of new and existing technologies within the Township.
- Enhancing the communications processes within the Township.
- Providing leadership in the efficient and effective use of technology.
- Updating and implementing the Information Services Master Plan annually.
- Recording, processing and reporting of automated information related to Administrative (financial, human resources, Treasurer's functions, permitting, licensing and inspecting functions) and Public Safety Systems.
- Training Township departments to use available technology to its fullest potential.
- Maintaining network, operating and software systems to minimize downtime and assure recoverability.
- Maintaining telecommunications systems.
- Maintaining, scheduling and disposing of automated Township records.
- Overseeing and maintaining the Township's web site: www.lowermerion.org.

GOALS

- Work with the Township Secretary to complete the implementation of agenda management software (April).

The following goals support the Township's Financial Sustainability Initiatives:

- Complete a substantial upgrade of the Financial and Human Resources Management information system to provide increased automation and efficiency of administrative tasks (May).
- Reduce the cost of printing for the Township by moving towards centralized, lower cost, high volume printers (December).
- Reduce ongoing telecommunications cost for the Township Administration and Public Safety by replacing aging phone systems with VoIP (Voice-over-Internet-Protocol) (December).

The following goals support the Township's Community Service Initiatives:

- Initiate the upgrade or re-design of the Township website to provide citizens with user-friendly access to important Township information (June).

DEPARTMENT: INFORMATION SERVICES NO. 17

GOALS (continued)

- Work with the Public Works Department to enhance and improve upon the Public Works Management Information System to better track service requests, costs, scheduling and budget projects (June).
- Work with the Building & Planning Department to investigate and recommend an upgrade / replacement for the permitting system (June).
- Work with the Township Treasurer's Office to implement upgrades to all tax and billing systems (Ongoing).

The following goals support the Township's Land Planning Initiatives:

- Upgrade Township-owned GIS hand-held mapping devices to streamline mapping activities (June).
- Choose and begin implementation of a comprehensive Public Works Management System that will integrate with the existing GIS system (September).

The following goal supports the Township's Environmental Stewardship Initiatives:

- Work with the Building & Planning Department to implement a Document Imaging System (December).

The following goals support the Township's Transportation and Infrastructure Initiatives:

- Ensure bandwidth use efficiency by implementing group policy based web filtering (January).
- Increase bandwidth at both the Township Administration Building and Koegel Complex (February).
- Finalize a comprehensive set of Information Services policies and procedures (February).
- Investigate, analyze, and provide recommendations regarding cloud hosting key organizational processes such as email and file storage (August).
- Work with the Human Resources Department to implement employee access to human resources forms and pertinent documents via employee online through the Financial and Human Resources Management information system (December).
- Work with the Public Works Department – Highway Division to provide additional computer training for division crew leaders (Ongoing).
- Increase involvement with the Information Systems Steering Committee to prioritize initiatives that align with overall Township needs (Ongoing).
- Continue to work with the Public Works Department – Highway Division to incorporate various infrastructure maintenance, repairs and installations and street and traffic signals into the Geographic Information System (Ongoing).
- Continue to upgrade the Information Services infrastructure to provide increased security and efficiency of operations (Ongoing).

DEPARTMENT: INFORMATION SERVICES NO. 17

2014 ACCOMPLISHMENTS

- Billing systems for Township property taxes were enhanced to provide billing capability for collection of taxes. This was a shared effort between the Township and the Lower Merion School District.
- The Geographic Information System (GIS), which is integral to most Township departments, continued to be developed and enhanced, providing analytical support to the Building & Planning Department and the land development process. New enhancements have been made supporting the Public Works Department.
- Significantly improved internal control systems within the Information Systems Department to meet audit requirements.
- The Fleet Management software was upgraded and physical improvements to the infrastructure at the Fleet Division office were made at the same time.
- The Public Works Department implemented an automated service request tracking system.
- The Information Services Department implemented an Email Archiving System.
- Online and over the counter payments was implemented for the Parking Services and Parks & Recreation Departments.
- A new hosted Parks & Recreation Management System was created by the Information Services Department.
- The Township's Bring Your Own Device (BYOD) Policy was drafted by the Information Services Department.
- A hosted Voice over IP as a Pilot Project was implemented in the Public Safety Communications Center.
- Fire Department Office improved inspection efficiency by implementing the use of tablet devices for all Inspectors.
- The Information Services Department implemented the use of Google Apps for Business to enable collaboration with Township staff and the Township Engineer on MS4 required tasks.
- Information Services Department staff replaced approximately 60 aging PCs with smaller, more energy efficient and secure models.
- The Information Services Department implemented an Information Systems Support Ticketing System on a hosted platform.
- The movement towards virtualization of internal servers to enhance disaster recovery and consolidate hardware resources was initiated by Information Services Department.
- An option for hosted mass communication services for the Township was recommended by Information Services Department.

DEPARTMENT: INFORMATION SERVICES NO. 17

Systems Availability

The number of incidents of unplanned downtime of critical systems by severity

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Severity 1 (less than 1 hour)	N/A	4	5	4
Severity 2 (1 – 4 hours)	N/A	3	2	3
Severity 3 (> 4 hours)	N/A	1	2	1

Quality of Service

The percentage of user reported issues resolved by 1st level support, escalated to 2nd level support, and escalated to 3rd level support.

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Total # of user reported issues	N/A	1300	900	1300
Percent of issues resolved by 1st Level Support	N/A	35%	65%	70%
Percent of issues escalated and resolved by 2nd level support	N/A	80%	85%	90%
Percentage of issues escalated and resolved by 3rd level support.	N/A	99%	99%	99%

Planning and Change Control

Systems and Network changes require extensive planning and change control. This measure reflects the effectiveness of IS internal change control and planning by measuring the percentage of approved changes resulting in no unplanned disruption to users.

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Number of Change Control Requests Approved	N/A	125	50	75
Percentage of Approved Requests Implemented	N/A	95%	90%	95%
Percentage of "Emergency" Approved Changes *	N/A	N/A	N/A	30%
Percentage of implemented changes with no unplanned disruption (non-emergency changes)	N/A	75%	80%	85%

* New for 2015

2015 Budget
Departmental Allocation Summary
Dept: 17
Information Services

Fund	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
General Fund	$ 1,129,015	$ 1,308,716	$ 1,243,134	$ 1,319,659
Sanitary Sewer Fund	13,567	18,084	16,747	17,312
Solid Waste Fund	3,063	4,900	4,900	4,900
Equipment Fund	3,359	4,557	4,557	4,557
Dept 17 Total:	$ 1,149,004	$ 1,336,257	$ 1,269,338	$ 1,346,428

2015 Budget
Departmental Major Account Summary
Dept: 17
Information Services

Major Account	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
Salaries	$ 461,318	$ 547,417	$ 522,318	$ 562,394
Other Compensation	13,065	13,529	13,529	14,028
Employee Benefits	150,760	173,491	157,789	172,517
Other Personal Services	21,583	21,812	19,212	20,212
Materials & Operating Supplies	34,285	41,198	40,828	34,068
Rentals	30,223	42,045	38,322	38,322
General Business/operating Exp	-	-	100	-
Communication Expenses	99,842	117,123	107,374	135,781
Dues	195	210	195	210
Professional Technical Service	2,290	3,500	2,480	3,000
Machine/equipment Maintenance	463	800	500	800
Communication Equipment Repair	10,100	11,750	9,850	10,750
Office Furniture/equipment Rep	222,921	222,982	227,782	200,446
Machinery And Equipment	1,824	4,400	3,800	6,600
Office Furniture And Equipment	100,443	136,800	126,058	148,100
Other Charges And Transfers	(308)	(800)	(800)	(800)
Dept 17 Total:	$ 1,149,004	$ 1,336,257	$ 1,269,338	$ 1,346,428

TOWNSHIP OF LOWER MERION
2015 BUDGET

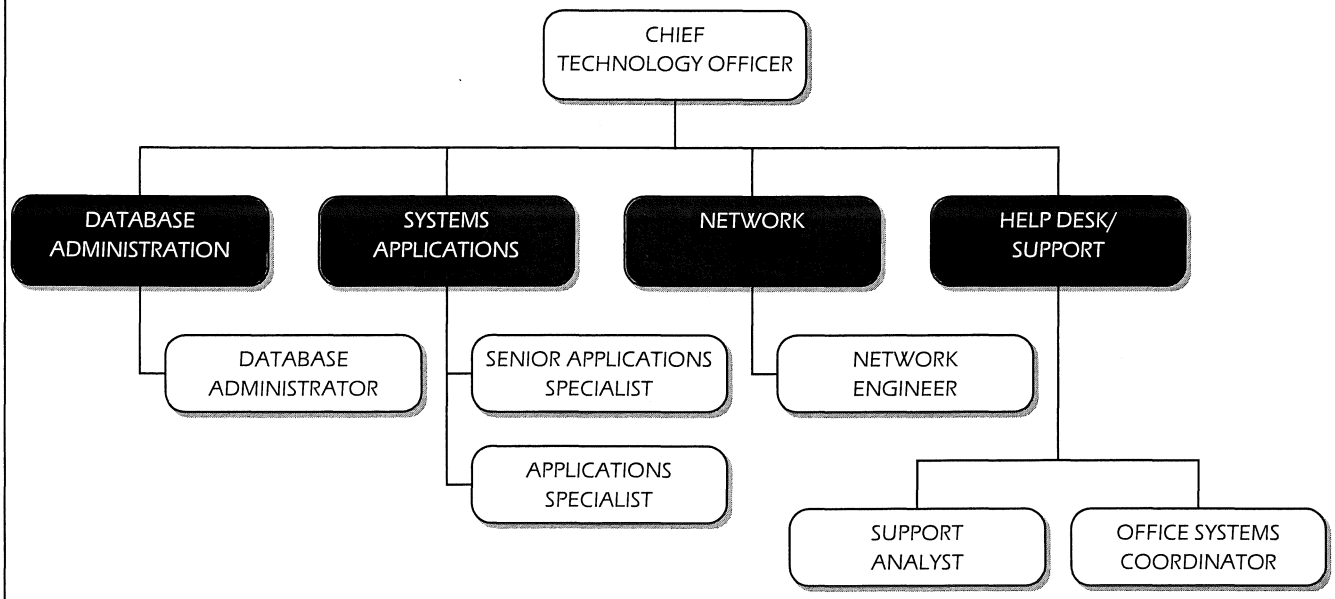
DEPARTMENT 17: INFORMATION SERVICES

Job Classification	Budget 2014 # of Employees	Budget 2015 # of Employees	Weekly Hours Per Year	Average Annual Salary	Total Base Compensation
Full-time Personnel					
Chief Technology Officer	1	1	40	$103,557	$103,557
Database Administrator	1	1	40	82,368	82,368
Senior Applications Specialist	1	1	40	82,368	82,368
Support Analyst	1	1	40	78,128	78,128
Applications Specialist	1	1	40	75,930	75,930
Network Engineer	1	1	40	74,258	74,258
Office Systems Coordinator	1	1	40	65,785	65,785
Total Full-time Personnel	7	7			562,394
Total Information Services Personnel	7	7			$562,394
Other Compensation[1]:				Average Cost Per FTE	
Longevity				$2,004	$14,028
Total Other Compensation				2,004	14,028
Employee Benefits[1]:					
Healthcare and Retirement				16,381	114,664
Statutory Costs[2]				8,265	57,853
Total Employee Benefits				24,645	172,517
Grand Total Other Compensation and Employee Benefits				$26,649	$186,545

[1] See the Supplemental Information Section (pages 317 - 321) for more personnel cost information.

[2] Social Security Taxes, Workers Compensation and Unemployment Compensation.

INFORMATION SERVICES DEPARTMENT



TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT 17: INFORMATION SERVICES

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
Other Compensation	$14,028	$+ 499
Longevity.		
Other Personal Services	20,212	-1,600
Organizational training and attendance at seminars; reimbursement for healthcare benefit waivers.		
Materials and Operating Supplies	34,068	-7,130
Computer paper; backup tapes; copier/fax; toner, batteries and chargers for laptops. Decrease based on experience.		
Rentals	38,322	-3,723
Rental of copier equipment.		
Communication Expense	135,781	+ 18,658
Telecommunication expense. Increase due to an upgrade in bandwidth required for VOIP.		
Dues	210	0
Membership in SunGard Public Sector User Group.		
Professional Technical Services	3,000	-500
Consultants for network assistance. Decrease due to transition of work to in-house staff.		
Machinery/Equipment Maintenance and Repair	800	0
Repair of office equipment.		
Communications Equipment Maintenance and Repairs	10,750	-1,000
Maintenance agreement for telephone systems.		

DEPARTMENT 17: INFORMATION SERVICES (CONTINUED)

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
Office Furniture and Equipment Maintenance and Repairs	$200,446	$ -22,536
Maintenance agreements; repairs to computers; printers; office equipment; software packages. Decrease due to removal of old equipment from the maintenance agreement.		
Machinery and Equipment	6,600	+ 2,200
Purchase and installation of networking equipment; replacement purchases of office equipment. Increase due to purchase of high capacity shredder for Police.		
Office Furniture and Equipment	148,100	+ 11,300
Hardware and software equipment for various departments.		
Other Charges and Transfers	-800	0
Miscellaneous reimbursed expenses.		

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT: HUMAN RESOURCES NO. 18

MISSION

Partner with all Township departments in a proactive, strategic manner to maximize the potential, importance and value of the Township's employees. Continue to be the catalyst to promote a safe work environment, fairness, open communications, compassion and accountability as well as mutual trust and respect. Provide leadership and guidance for creativity and innovation through programs, policies and practices to facilitate the Township's commitment to excellence, quality performance and legal compliance.

RESPONSIBILITIES

- Recruiting, selecting and training Township employees.
- Conducting labor contract negotiations, interpreting contract provisions and coordinating grievance processing.
- Administering employee benefit programs and classification pay plans.
- Examining feasible healthcare and other personnel-related cost containment programs and recommending alternatives.
- Administering Township and other legally-mandated personnel policies and practices.
- Maintaining employee, personnel and medical records.
- Advising the Township Manager on the current state of employer-employee relations.
- Informing employees of their benefit provisions, rights, expectations and obligations in accordance with Federal and State laws and Township policies.
- Developing and carrying out a variety of organizational training and safety programs and workshops designed to upgrade the job skills, knowledge and performance of Township employees.
- Administering the Substance Abuse, Employee Assistance, Workplace Violence, Exit Interview and Family Medical Leave Programs.
- Administering the Municipal Police Pension Plan, Township Employee Pension Plan and the Deferred Compensation Plan.
- Coordinating organizational training needs through the development of targeted programs.
- Assisting the Township Safety Committee with updating and implementing all aspects of the Township's Safety Manual and programs.
- Providing the array of compensation, healthcare, pension and other programs, policies, fringe benefits, etc. to active and retired employees.

DEPARTMENT: HUMAN RESOURCES NO. 18

GOALS

- Update the Human Resources Policy and Procedure Manual (June).
- Assist the Township Manager's Office in finalizing terms of a new labor agreement with the Workers Association to replace the current agreement expiring December 31, 2015 (December).
- Work with the Information Services Department to implement employee access to human resources forms and pertinent documents via employee online through the Financial and Human Resources Management information system (December).
- Continue with the Wellness Program initiative to offer resources to employees that lead to healthier lifestyle choices for improved employee well-being (Ongoing).
- Coordinate with the Information Services and Finance Departments to implement a substantial upgrade of the Financial and Human Resources Management information systems aimed at improving operating efficiency (Ongoing).

2014 ACCOMPLISHMENTS

- The Human Resources Department assisted the Township Manager's Office in finalizing terms of a one year labor agreement extension with the Workers Association to replace the current agreement expiring December 31, 2014 (now expiring December 31, 2015).
- The Patient Protection and Affordable Care Act ("PPACA") was implemented, which required changes to existing law governing employer-sponsored group health plans.
- The impact of the Affordable Care Act (ACA) to Township benefits plans and the Township budget continue to be monitored.
- The Township provided a variety of training opportunities and resources utilizing the Township's current training providers, Delaware Valley Insurance Trust (DVIT) and Human Management Services (HMS). In addition, one non-management / supervisory employee successfully completed the Penn State Municipal Leadership Certificate Program. Participation enhanced knowledge, skills, abilities and competencies for workforce succession planning.
- The Human Resources Department assisted in coordination to acknowledge 34 employees for years of service and retirements during the Employee Picnic and Service Awards.
- The Human Resources Department provided services to approximately 500 active Township employees and their dependents, approximately 191 retirees and 282 pensioners. Services include the administration of compensation, payroll, health care and fringe benefits.
- The Human Resources Department facilitated approximately 33 non-seasonal internal and external recruitments and approximately 12 retirements.
- The Director of Human Resources continued to work with the Human Relations Commission (HRC), to adopt and implement rules and regulations to facilitate the mediation, adjudication and investigation of discrimination in the areas of employment, housing and public accommodation.
- The Human Resources Department continued to work with Information Services on the implementation of an upgrade to the Financial / HR System.

TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT: HUMAN RESOURCES NO. 18

PERFORMANCE MEASURES

Employee Turnover
The percentage of the Township's full time employees (FTEs) who left Township employment (not including part-time or seasonal employees) during the calendar year.

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
Public Safety Turnover	6.62%	6.62%	7.35%	7.35%
Non-Public Safety Turnover	4.66%	4.68%	5.40%	5.40%
IT Turnover	0%	0%	14.29%	14.29%
Total Turnover	5.23%	5.23%	6.18%	6.18%

External Recruitments
The number of business days from posting of a position to the conclusion of the recruitment process (not including uniformed Police).

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
With testing or special assessment	61	53	88	53
With no testing or special assessment*	43	39	43	39

* Most of these positions follow the provisions of the Collective Bargaining Agreement requiring internal postings first.

Internal Recruitments
The number of business days from posting of a position to the conclusion of the recruitment process.

Lower Merion	2013 Actual	2014 Budget	2014 Projected	2015 Budget
With testing or special assessment	42	42	207	42
With no testing or special assessment	39	39	56	39

2015 Budget
Departmental Allocation Summary
Dept: 18
Human Resources

Fund	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
General Fund	$ 354,743	$ 413,523	$ 429,423	$ 452,362
Dept 18 Total:	$ 354,743	$ 413,523	$ 429,423	$ 452,362

2015 Budget
Departmental Major Account Summary
Dept: 18
Human Resources

Major Account	2013 Actual	2014 Budget	2014 Est Actual	2015 Budget
Salaries	$ 228,760	$ 280,892	$ 280,147	$ 295,666
Other Compensation	7,012	7,840	7,540	8,910
Employee Benefits	70,656	77,189	79,644	86,253
Other Personal Services	17,963	27,576	24,059	38,416
Advertising And Printing	1,427	1,000	752	6,000
General Business/operating Exp	65	65	70	70
Communication Expenses	409	840	-	-
Contracted Services	21,963	16,812	21,090	15,722
Dues	1,309	1,309	1,325	1,325
Professional Technical Service	5,179	-	14,796	-
Dept 18 Total:	$ 354,743	$ 413,523	$ 429,423	$ 452,362

TOWNSHIP OF LOWER MERION
2015 BUDGET

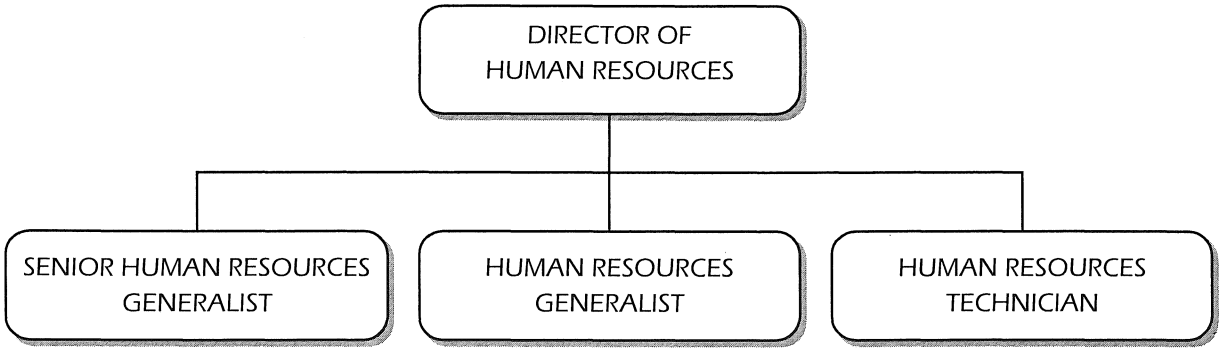
DEPARTMENT 18: HUMAN RESOURCES

Job Classification	Budget 2014 # of Employees	Budget 2015 # of Employees	Weekly Hours Per Year	Average Annual Salary	Total Base Compensation
Full-time Personnel					
Director of Human Resources	1	1	40	$106,473	$106,473
Senior Human Resources Generalist	1	1	40	75,696	75,696
Human Resources Generalist	1	1	40	61,212	61,212
Human Resources Technician	1	1	40	52,285	52,285
Total Full-time Personnel	4	4			295,666
Total Human Resources Personnel	4	4			$295,666
Other Compensation[1]:				Average Cost Per FTE	
Longevity				$2,153	$8,610
Overtime				75	300
Total Other Compensation				2,228	8,910
Employee Benefits[1]:					
Healthcare and Retirement				13,731	54,923
Statutory Costs[2]				7,833	31,330
Total Employee Benefits				21,563	86,253
Grand Total Other Compensation and Employee Benefits				$23,791	$95,163

[1]See the Supplemental Information Section (pages 317 - 321) for more personnel cost information.

[2] Social Security Taxes, Workers Compensation and Unemployment Compensation.

HUMAN RESOURCES DEPARTMENT



TOWNSHIP OF LOWER MERION
2015 BUDGET

DEPARTMENT 18: HUMAN RESOURCES

EXPENDITURE DESCRIPTION & DETAIL	2015 BUDGET	CHANGE FROM PRIOR YEAR BUDGET
Other Compensation	$8,910	$+ 1,070
Longevity; overtime; . Increase due to longevity.		
Other Personal Services	38,416	+ 10,840
Township-wide training; educational assistance/ tuition reimbursement; employee and incentive awards; physical examinations; CDL reimbursements; training and attendance at seminars; reimbursement for healthcare benefit waivers. Increase due to higher participation in the employee healthcare benefit waiver program and travel and moving expense.		
Advertising and Printing	6,000	+ 5,000
Employment ads. Increase due to printing of revised policies and procedures.		
General Business/Operating Expense	70	+ 5
Expenses Associated with professional meetings.		
Communication Expenses	0	-840
Telecommunication expense. Decrease due to use of personal phone.		
Contracted Services	15,722	-1,090
Recruitment programs; Substance Abuse Program; Transit Check Administration; Flexible Benefits Program.		
Dues	1,325	+ 16
Memberships in professional organizations.		