

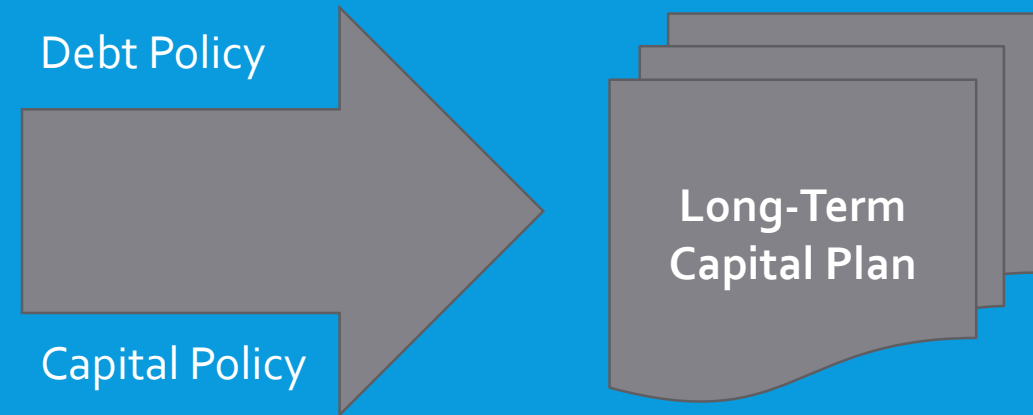
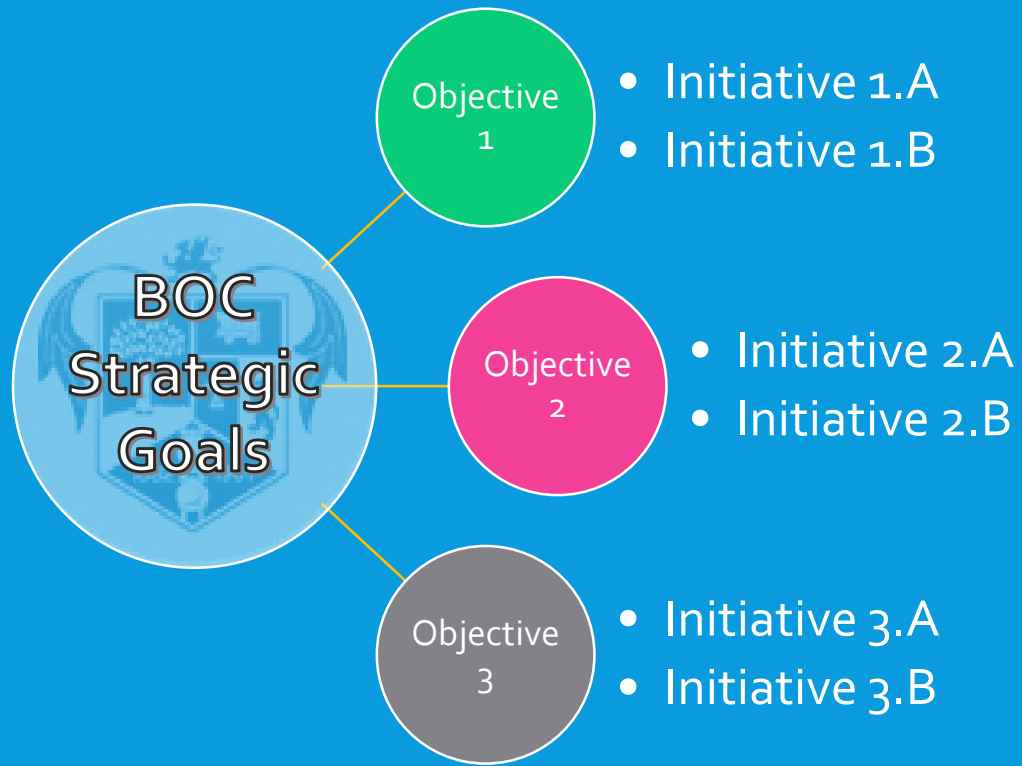
# SPECIAL BOARD MEETING

## Capital Planning

April 29, 2019

# BUILDING A SUSTAINABLE CAPITAL PLAN

GFOA BEST PRACTICE



# HOW WE GOT HERE

- 1990 – 2008 | Township utilized periodic debt financing to fund capital plan
- 2008 | Everything stopped for many reasons, a few highlights include:
  - Borrowed \$30M in new money from 2004-2007
  - Economic downturn hit revenues hard
  - No pay-as-you-go capital set-asides
- 2008-2011 | No capital investments
- 2012-2016 | Significant business tax growth funded all capital expenses on a pay-as-you-go approach
  - Exception: 2015 borrowing for Library, Parks, Trails with dedicated millage to pay debt service
- 2017 – 2019 | Static revenue growth eliminated long-term capital investments, Township only afforded the pay-as-you-go for fleet and departmental equipment

# WHAT IS WORKING

- **Road Resurfacing Program: \$200,000 per year (except 2019)**
  - Allows for investment of \$1,000,000 per year into Township owned roads (with \$800K from State Liquid Fuels funds)
- **Pay-as-you-Go ("PAYGo") Program: \$1,500,000 per year**
  - Transferred from General Fund annually
  - Departmental Equipment
  - Fleet replacement

# WHAT'S MISSING FROM OUR APPROACH

- No Board level Strategic Goals, objectives, or initiatives
- No formal debt or capital policy to keep decision making within limits of financial sustainability
- Results:
  - Complete depletion of capital reserves
  - Ad-hoc project development guided by “squeaky wheel” or immediate environment
  - No project evaluation, prioritization
  - Emergency basis repair borrowing (Sanitary Sewer)
  - 2019: No capital funding and no plan to follow

# WHAT'S MISSING FROM OUR APPROACH

(CONTINUED)

- **No Dedicated Funding Source (millage, debt plan, etc.)**
  - How much PAYGo are we willing to fund annually?
  - How much debt is the BOC willing to issue? How will it be paid down?
  - Put's dollars for capital in competition for operations: What do we fund first? Operations will win out every time, leaving Capital underfunded
- **No commitment to prioritize timely replacement of existing Township Assets**
  - Township reports \$75,000,000 in existing assets
  - Regularly, we are considering NEW projects ahead of replacement of existing assets
- **No program for adding / evaluating new projects**
  - Put's Administration in an difficult position of trying to prioritize competing BOC sponsored projects
  - Projects often are left out of discussions due to lack of formal approval / recognition

# MOVING FORWARD

- **Adopt Strategic Goals → Objectives → Initiatives**
- **Adopt a Debt Policy (we don't have to invent this!)**
  - GFOA has excellent Best Practice examples
  - Moody's has a framework to follow for financial sustainability
- **Adopt a Capital Policy**
  - Prioritize replacement of existing assets
  - Formal new project recognition (not necessarily funding or approval)
  - Formal project prioritization / scoring (based on project's alignment with Goals)
- **Adopt a Capital Plan that marries these three elements together**
  - Incorporates sustainable revenues and debt issuance to fund the plan
  - Reviewed and approved annually – always a fluid situation

SWITCH TO SPREADSHEET



**Radnor Township, PA**  
**General Capital Forecast**  
Updated with the April 29, 2019 Special Board Meeting

New / Replacement	(All)
Funding Recommendation	(All)
Work Level	(All)

Row Labels	2019	2020	2021	2022	2023	2024
Administrative	\$ 650,000	\$ 200,000				
Township Building	\$ 300,000					
Scanning of Comm Dev / Engineering Documents	\$ 300,000					
PLANNING	\$ 350,000	\$ 200,000				
Update Comprehensive Plan	\$ 150,000					
Update SALDO Ordinance	\$ 100,000					
Update SWM Ordinance	\$ 100,000					
Update Zoning Code		\$ 200,000				
Facilities	\$ 500,000	\$ 395,058	\$ 1,043,780	\$ 3,500,000	\$ 50,000	
Public Works Garage		\$ 245,000	\$ 236,000	\$ 50,000	\$ 50,000	
LED Lighting			\$ 50,000			
Modernize Facility Gate		\$ 75,000				
Parking Lot Resurfacing		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Rebuild Lifts		\$ 120,000				
Roof Repairs / Replacement			\$ 136,000			
RAC at Sulpizio Gym			\$ 322,500	\$ 3,225,000		
Brick Repointing				\$ 100,000		
Elevator and Accessibility ??? (20% of total Reno Cost)				\$ 800,000		
Entrance Refurbish (Doors, Flooring, Lighting) ???				\$ 150,000		
HVAC Replacement				\$ 150,000		
Lighting / Ballast Replacement				\$ 25,000		
Roof Repairs / Replacement (both structures)			\$ 322,500	\$ 1,500,000		
Subfloor Replacement ???				\$ 100,000		
Waterline Replacement				\$ 50,000		
Waterproofing / Diversion ???				\$ 200,000		
Window Replacement				\$ 150,000		
Radnor Fire Company		\$ 52,458				
RFC Preemption Device		\$ 52,458				
Township Building		\$ 90,000	\$ 433,600	\$ 225,000		
Carpet, ceiling tiles		\$ 10,000				
Curbing and Concrete Repointing		\$ 50,000				
HVAC Replacement				\$ 225,000		
LED Lighting			\$ 50,000			
Roof Repairs / Replacement		\$ 30,000	\$ 200,000			
Twp. Building Pedestrian Improvements			\$ 183,600			
Willows	\$ 500,000					
Public Safety Communications Antenna	\$ 500,000					
Library		\$ 7,600	\$ 51,680			
Replace Patio, Point Masonry, Sidewalk		\$ 7,600	\$ 51,680			
Infrastructure	\$ 631,300	\$ 1,138,900	\$ 200,000	\$ 270,495	\$ 440,000	\$ 2,143,500
Askin Road				\$ 70,495		
Askin Road Turnback				\$ 70,495		
Briarwood Road					\$ 240,000	\$ 1,943,500
Bridge per PennDOT Inspection Reports (one of many)					\$ 240,000	\$ 1,943,500
Conestoga Road Tunnel		\$ 223,900				
Conestoga Road Tunnel Lighting		\$ 223,900				
Matsonford Bridge	\$ 329,300					
Matsonford Pedestrian Bridge	\$ 329,300					
Morris Road	\$ 110,000	\$ 715,000				
Morris Road Streetscape Project	\$ 110,000	\$ 715,000				
Road Resurfacing	\$ 192,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Annual Road Resurfacing Program	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Annual Road Resurfacing Program - Liquid Fuels Port	\$ (808,000)	\$ (800,000)	\$ (800,000)	\$ (800,000)	\$ (800,000)	\$ (800,000)

**Radnor Township, PA**  
**General Capital Forecast**  
Updated with the April 29, 2019 Special Board Meeting

Row Labels	2019	2020	2021	2022	2023	2024
Parks	\$ 58,000	\$ 1,288,000	\$ 770,000	\$ 46,000	\$ 70,000	\$ 219,000
AEDs		\$ 30,000				
Install AEDs in various Township Parks		\$ 30,000				
Bishop Richard Allen Park				\$ 16,000	\$ 10,000	
Replace park sign					\$ 10,000	
Resurface basketball court				\$ 16,000		
Bo Connor Park		\$ 50,000	\$ 450,000			
Basketball court resurfacing/equipment		\$ 50,000				
Playground replacement			\$ 450,000			
Cappelli Golf Range			\$ 10,000			
Signage replacement			\$ 10,000			
Clem Macrone Park					\$ 60,000	
playground sun shade					\$ 60,000	
Cowan Park		\$ 110,000	\$ 50,000			
Basketball court resurfacing/equipment		\$ 50,000				
Parking lot repairs/fencing		\$ 60,000				
Playground equipment replacement			\$ 50,000			
Dittmar Park		\$ 20,000				
Walking path repairs		\$ 20,000				
Emlen Tunnell Park		\$ 50,000	\$ 60,000			
Parking lot repairs			\$ 60,000			
Walking path resurfacing/repairs		\$ 50,000				
Encke Park			\$ 45,000			
playground sun shade			\$ 45,000			
Harford Park			\$ 80,000	\$ 10,000		
Parking lot repairs			\$ 80,000			
Signage replacement				\$ 10,000		
Nature Park				\$ 20,000		
Resurface walking path				\$ 20,000		
Odorisio Park		\$ 970,000				
Basketball court resurfacing/equipment		\$ 50,000				
Comfort station replacement		\$ 200,000				
Parking lot repairs/drainage corrections		\$ 320,000				
Playground replacement		\$ 400,000				
Radnor Trail			\$ 60,000			\$ 219,000

**Radnor Township, PA**  
**General Capital Forecast**  
As Amended with the April 29, 2019 Special Board Meeting

Dept.	Type	Location	Description	Work Level	2019	2020	2021	2022	2023	2024
Administration	Facilities	Township Building	Curbing and Concrete Repointing	3Construction		50,000				
Administration	Facilities	Township Building	Roof Repairs / Replacement	3Construction		30,000	200,000			
Administration	Facilities	Township Building	HVAC Replacement	3Construction				225,000		
Administration	Facilities	Township Building	LED Lighting	3Construction			50,000			
Administration	Facilities	Township Building	Carpet, ceiling tiles	3Construction		10,000				
Administration	Facilities	Township Building	Twp. Building Pedestrian Improvements	2Design / Engineering			30,000			
Administration	Facilities	Township Building	Twp. Building Pedestrian Improvements	3Construction			120,000			
Administration	Facilities	Township Building	Twp. Building Pedestrian Improvements	4Inspection				9,600		
Administration	Facilities	Township Building	Twp. Building Pedestrian Improvements	5Contingency				24,000		
Administration	Administrative	PLANNING	Update Comprehensive Plan	2Design / Engineering	150,000					
Administration	Administrative	PLANNING	Update Zoning Code	2Design / Engineering		200,000				
Administration	Administrative	PLANNING	Update SALDO Ordinance	2Design / Engineering	100,000					
Administration	Administrative	PLANNING	Update SWM Ordinance	2Design / Engineering	100,000					
Administration	Administrative	Township Building	Scanning of Comm Dev / Engineering Documents	2Design / Engineering	300,000					
Engineering	Trails	Darby Paoli Road	Darby Paoli [Ardrossan] Multituse Trail	1Proceeds	(260,000)	(260,000)				
Engineering	Trails	Darby Paoli Road	Darby Paoli [Ardrossan] Multituse Trail	2Design / Engineering	260,000	260,000				
Engineering	Trails	Darby Paoli Road	Darby Paoli [Ardrossan] Multituse Trail	3Construction						4,000,000
Engineering	Trails	Darby Paoli Road	Darby Paoli [Ardrossan] Multituse Trail	4Inspection						96,000
Engineering	Trails	Darby Paoli Road	Darby Paoli [Ardrossan] Multituse Trail	5Contingency						614,400
Engineering	Sidewalk	S. Ithan Avenue	S. Ithan Avenue Sidewalk	2Design / Engineering					30,000	
Engineering	Sidewalk	S. Ithan Avenue	S. Ithan Avenue Sidewalk	3Construction					274,000	
Engineering	Sidewalk	S. Ithan Avenue	S. Ithan Avenue Sidewalk	4Inspection					21,600	
Engineering	Sidewalk	S. Ithan Avenue	S. Ithan Avenue Sidewalk	5Contingency					44,340	
Engineering	Sidewalk	Roberts Road	Roberts Road (feasibility study only)	2Design / Engineering	7,500					
Engineering	Sidewalk	Roberts Road	Roberts Road	3Construction						
Engineering	Sidewalk	Roberts Road	Roberts Road	4Inspection						
Engineering	Sidewalk	Roberts Road	Roberts Road	5Contingency						
Engineering	Infrastructure	Askin Road	Askin Road Turnback	2Design / Engineering				20,000		
Engineering	Infrastructure	Askin Road	Askin Road Turnback	3Construction				40,000		
Engineering	Infrastructure	Askin Road	Askin Road Turnback	4Inspection				1,300		
Engineering	Infrastructure	Askin Road	Askin Road Turnback	5Contingency				9,195		
Engineering	Signals	Traffic Signals	Traffic Adaptive System	2Design / Engineering	90,000	-				
Engineering	Signals	Traffic Signals	Traffic Adaptive System	3Construction		660,000				
Engineering	Signals	Traffic Signals	Traffic Adaptive System	4Inspection		36,000				
Engineering	Signals	Traffic Signals	Traffic Adaptive System	5Contingency		118,000				
Engineering	Sidewalk	Lancaster Ave	Lancaster [Barleycone to Garrett] Sidewalk	2Design / Engineering	54,000					
Engineering	Sidewalk	Lancaster Ave	Lancaster [Barleycone to Garrett] Sidewalk	3Construction		345,000				
Engineering	Sidewalk	Lancaster Ave	Lancaster [Barleycone to Garrett] Sidewalk	4Inspection		40,000				
Engineering	Sidewalk	Lancaster Ave	Lancaster [Barleycone to Garrett] Sidewalk	5Contingency		34,500				
Engineering	Sidewalk	Lancaster Ave	Lancaster [Barleycone to Garrett] Sidewalk	1Proceeds		-				
Engineering	Infrastructure	Morris Road	Morris Road Streetscape Project	2Design / Engineering	110,000					
Engineering	Infrastructure	Morris Road	Morris Road Streetscape Project	3Construction		550,000				
Engineering	Infrastructure	Morris Road	Morris Road Streetscape Project	4Inspection		82,500				
Engineering	Infrastructure	Morris Road	Morris Road Streetscape Project	5Contingency		82,500				
Engineering	Signals	Traffic Signals	King of Prussia / Pine Tree / Eagle Road	2Design / Engineering	125,000					
Engineering	Signals	Traffic Signals	King of Prussia / Pine Tree / Eagle Road	4Inspection		60,000				
Engineering	Signals	Traffic Signals	King of Prussia / Pine Tree / Eagle Road	3Construction		1,675,259				
Engineering	Signals	Traffic Signals	King of Prussia / Pine Tree / Eagle Road	5Contingency		260,300				
Engineering	Signals	Traffic Signals	King of Prussia / Pine Tree / Eagle Road	1Proceeds		(1,302,979)				
Engineering	Signals	Traffic Signals	King of Prussia / Pine Tree / Eagle Road	1Proceeds		(231,140)				
Engineering	Signals	Traffic Signals	King of Prussia / Pine Tree / Eagle Road	1Proceeds		(231,140)				
Engineering	Sidewalk	North Wayne	North Wayne [Poplar to North Wayne]	3Construction		332,212				
Engineering	Sidewalk	North Wayne	North Wayne [Poplar to North Wayne]	4Inspection		10,000				
Engineering	Sidewalk	North Wayne	North Wayne [Poplar to North Wayne]	1Proceeds		(178,400)				
Engineering	Signals	Traffic Signals	Lancaster / Wayne	2Design / Engineering	150,000					
Engineering	Signals	Traffic Signals	Lancaster / Wayne	4Inspection		28,000				
Engineering	Signals	Traffic Signals	Lancaster / Wayne	3Construction		280,000				
Engineering	Signals	Traffic Signals	Lancaster / Wayne	5Contingency		46,200				
Engineering	Sidewalk	North Wayne	North Wayne [Woodsworth to Eagle]	4Inspection		10,000				
Engineering	Sidewalk	North Wayne	North Wayne [Woodsworth to Eagle]	3Construction		520,000				
Engineering	Sidewalk	North Wayne	North Wayne [Woodsworth to Eagle]	5Contingency		52,000				
Engineering	Sidewalk	North Wayne	North Wayne [Woodsworth to Eagle]	1Proceeds		(250,000)				
Engineering	Signals	Traffic Signals	Roberts Road / County Line	2Design / Engineering						80,000
Engineering	Signals	Traffic Signals	Roberts Road / County Line	4Inspection						10,000

**Radnor Township, PA**  
**General Capital Forecast**  
As Amended with the April 29, 2019 Special Board Meeting

Dept.	Type	Location	Description	Work Level	2019	2020	2021	2022	2023	2024
Engineering	Signals	Traffic Signals	Roberts Road / County Line	3Construction						350,000
Engineering	Signals	Traffic Signals	Roberts Road / County Line	5Contingency						35,000
Engineering	Signals	Traffic Signals	Roberts Road / County Line	1Proceeds						(197,500)
Engineering	Sidewalk	County Line Road	County Line Road [Arthur to Montrose]	2Design / Engineering				30,000		
Engineering	Sidewalk	County Line Road	County Line Road [Arthur to Montrose]	4Inspection						10,000
Engineering	Sidewalk	County Line Road	County Line Road [Arthur to Montrose]	3Construction						130,000
Engineering	Sidewalk	County Line Road	County Line Road [Arthur to Montrose]	5Contingency						13,000
Engineering	Sidewalk	County Line Road	County Line Road [Arthur to Montrose]	1Proceeds						(91,500)
Engineering	Infrastructure	Conestoga Road Tunn	Conestoga Road Tunnel Lighting	4Inspection		20,000				
Engineering	Infrastructure	Conestoga Road Tunn	Conestoga Road Tunnel Lighting	3Construction		176,000				
Engineering	Infrastructure	Conestoga Road Tunn	Conestoga Road Tunnel Lighting	5Contingency		27,900				
Engineering	Traffic	Montrose	Montrose Traffic Island	2Design / Engineering				12,000		
Engineering	Traffic	Montrose	Montrose Traffic Island	4Inspection				6,000		
Engineering	Traffic	Montrose	Montrose Traffic Island	3Construction				66,000		
Engineering	Traffic	Montrose	Montrose Traffic Island	5Contingency				6,600		
Engineering	Infrastructure	Matsonford Bridge	Matsonford Pedestrian Bridge	4Inspection	36,000					
Engineering	Infrastructure	Matsonford Bridge	Matsonford Pedestrian Bridge	3Construction	566,000					
Engineering	Infrastructure	Matsonford Bridge	Matsonford Pedestrian Bridge	5Contingency	56,600					
Engineering	Infrastructure	Matsonford Bridge	Matsonford Pedestrian Bridge	1Proceeds	(329,300)					
Engineering	Infrastructure	Briarwood Road	Bridge per PennDOT Inspection Reports (one of many)	2Design / Engineering					240,000	
Engineering	Infrastructure	Briarwood Road	Bridge per PennDOT Inspection Reports (one of many)	4Inspection						90,000
Engineering	Infrastructure	Briarwood Road	Bridge per PennDOT Inspection Reports (one of many)	3Construction						1,600,000
Engineering	Infrastructure	Briarwood Road	Bridge per PennDOT Inspection Reports (one of many)	5Contingency						253,500
Engineering	Infrastructure	Road Resurfacing	Annual Road Resurfacing Program	3Construction	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Engineering	Infrastructure	Road Resurfacing	Annual Road Resurfacing Program - Liquid Fuels Portion	3Construction	(808,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)
Engineering	Sidewalk	KOP / Glenmary	King of Prussia / Glenmary Crosswalk	2Design / Engineering	35,000					
Engineering	Sidewalk	KOP / Glenmary	King of Prussia / Glenmary Crosswalk	3Construction		160,000				
Engineering	Sidewalk	KOP / Glenmary	King of Prussia / Glenmary Crosswalk	4Inspection		19,200				
Engineering	Sidewalk	KOP / Glenmary	King of Prussia / Glenmary Crosswalk	5Contingency		27,000				
Engineering	WBA	WBOD	WBOD Streetscape Master Plan & Construction	2Design / Engineering			250,000	250,000		
Engineering	WBA	WBOD	WBOD Streetscape Master Plan & Construction	3Construction					4,000,000	
Engineering	WBA	WBOD	WBOD Streetscape Master Plan & Construction	4Inspection					160,000	
Engineering	WBA	WBOD	WBOD Streetscape Master Plan & Construction	5Contingency					624,000	
Engineering	WBA	WBOD	WBOD Street Adjacent Parking	2Design / Engineering		30,000				
Engineering	WBA	WBOD	WBOD Street Adjacent Parking	3Construction		218,000				
Engineering	WBA	WBOD	WBOD Street Adjacent Parking	4Inspection		6,400				
Engineering	WBA	WBOD	WBOD Street Adjacent Parking	5Contingency		33,660				
Engineering	WBA	WBOD	WBOD Street Tree Planting Program	2Design / Engineering		70,000				
Engineering	WBA	WBOD	WBOD Street Tree Planting Program	3Construction		182,000				
Engineering	WBA	WBOD	WBOD Street Tree Planting Program	4Inspection		7,600				
Engineering	WBA	WBOD	WBOD Street Tree Planting Program	5Contingency		28,350				
Fire	Facilities	Radnor Fire Company	RFC Preemption Device	2Design / Engineering		14,000				
Fire	Facilities	Radnor Fire Company	RFC Preemption Device	3Construction		30,000				
Fire	Facilities	Radnor Fire Company	RFC Preemption Device	4Inspection		2,920				
Fire	Facilities	Radnor Fire Company	RFC Preemption Device	5Contingency		5,538				
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Roof Repairs / Replacement (both structures)	2Design / Engineering			322,500			
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Roof Repairs / Replacement (both structures)	3Construction				1,500,000		
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Lighting / Ballast Replacement	3Construction				25,000		
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Waterline Replacement	3Construction				50,000		
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Window Replacement	3Construction				150,000		
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Brick Repointing	3Construction				100,000		
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Subfloor Replacement ???	3Construction				100,000		
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Elevator and Accessibility ??? (20% of total Reno Cost)	3Construction				800,000		
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Waterproofing / Diversion ???	3Construction				200,000		
Parks and Recreation	Facilities	RAC at Sulpizio Gym	Entrance Refurbish (Doors, Flooring, Lighting) ???	3Construction				150,000		
Parks and Recreation	Facilities	RAC at Sulpizio Gym	HVAC Replacement	3Construction				150,000		
Parks and Recreation	Parks	Odorisio Park	Comfort station replacement	3Construction		200,000				
Parks and Recreation	Parks	Odorisio Park	Playground replacement	3Construction		400,000				
Parks and Recreation	Parks	Odorisio Park	Basketball court resurfacing/equipment	3Construction		50,000				
Parks and Recreation	Parks	Odorisio Park	Parking lot repairs/drainage corrections	3Construction		320,000				
Parks and Recreation	Parks	Bo Connor Park	Playground replacement	3Construction			450,000			
Parks and Recreation	Parks	Bo Connor Park	Basketball court resurfacing/equipment	3Construction		50,000				
Parks and Recreation	Parks	Cowan Park	Basketball court resurfacing/equipment	3Construction		50,000				
Parks and Recreation	Parks	Cowan Park	Parking lot repairs/fencing	3Construction		60,000				

**Radnor Township, PA**  
**General Capital Forecast**  
As Amended with the April 29, 2019 Special Board Meeting

Dept.	Type	Location	Description	Work Level	2019	2020	2021	2022	2023	2024
Parks and Recreation	Parks	Cowan Park	Playground equipment replacement	3Construction			50,000			
Parks and Recreation	Parks	Dittmar Park	Walking path repairs	3Construction		20,000				
Parks and Recreation	Parks	Emlen Tunnell Park	Walking path resurfacing/repairs	3Construction		50,000				
Parks and Recreation	Parks	Emlen Tunnell Park	Parking lot repairs	3Construction			60,000			
Parks and Recreation	Parks	Harford Park	Parking lot repairs	3Construction			80,000			
Parks and Recreation	Parks	Radnor Trail	Brookside parking lot resurfacing	3Construction			60,000			
Parks and Recreation	Parks	AEDs	Install AEDs in various Township Parks	3Construction		30,000				
Parks and Recreation	Parks	Veterans Park	Benches/tables	3Construction			15,000			
Parks and Recreation	Parks	Veterans Park	Park Improvement	3Construction						
Parks and Recreation	Parks	Cappelli Golf Range	Signage replacement	3Construction			10,000			
Parks and Recreation	Parks	Encke Park	playground sun shade	3Construction			45,000			
Parks and Recreation	Parks	Bishop Richard Allen F	Resurface basketball court	3Construction				16,000		
Parks and Recreation	Parks	Bishop Richard Allen F	Replace park sign	3Construction					10,000	
Parks and Recreation	Parks	Clem Macrone Park	Playground Sun shade	3Construction					60,000	
Parks and Recreation	Parks	Harford Park	Signage replacement	3Construction				10,000		
Parks and Recreation	Parks	Nature Park	Resurface walking path	3Construction				20,000		
Parks and Recreation	Parks	Radnor Trail	Resurface paved and stone trail surface	3Construction						219,000
Parks and Recreation	Parks	Warren Fillipone	Hazardous Tree and Invasive Species Removal	3Construction	58,000	58,000				
Parks and Recreation	Trails	Harford Trail	Harford Trail (partially funded with '15 bonds)	2Design / Engineering	22,120					
Parks and Recreation	Trails	Harford Trail	Harford Trail (partially funded with '15 bonds)	4Inspection	43,200					
Parks and Recreation	Trails	Harford Trail	Harford Trail (partially funded with '15 bonds)	3Construction	280,000					
Parks and Recreation	Trails	Harford Trail	Harford Trail (partially funded with '15 bonds)	1Proceeds	(125,000)					
Public Safety	Facilities	Willows	Public Safety Communications Antenna	3Construction	500,000					
Public Works	Facilities	Public Works Garage	Rebuild Lifts	3Construction		120,000				
Public Works	Facilities	Public Works Garage	Parking Lot Resurfacing	3Construction		50,000	50,000	50,000	50,000	
Public Works	Facilities	Public Works Garage	LED Lighting	3Construction			50,000			
Public Works	Facilities	Public Works Garage	Roof Repairs / Replacement	3Construction			136,000			
Public Works	Facilities	Public Works Garage	Modernize Facility Gate	3Construction		75,000				
Parks and Recreation	Trails	Radnor Trail Extensior	Radnor Trail Extension	1Proceeds		(50,000)				
Parks and Recreation	Trails	Radnor Trail Extensior	Radnor Trail Extension	2Design / Engineering						
Parks and Recreation	Trails	Radnor Trail Extensior	Radnor Trail Extension	3Construction		463,405				
Parks and Recreation	Trails	Radnor Trail Extensior	Radnor Trail Extension	4Inspection		115,000				
Parks and Recreation	Trails	Radnor Trail Extensior	Radnor Trail Extension	5Contingency		86,760				
Parks and Recreation	Trails	TAP Trail	Radnor TAP Trail	1Proceeds	(1,750,000)					
Parks and Recreation	Trails	TAP Trail	Radnor TAP Trail	2Design / Engineering	447,984					
Parks and Recreation	Trails	TAP Trail	Radnor TAP Trail	3Construction		1,350,000				
Parks and Recreation	Trails	TAP Trail	Radnor TAP Trail	4Inspection		219,348				
Parks and Recreation	Trails	TAP Trail	Radnor TAP Trail	5Contingency		112,320				
Library	Facilities	Library	Replace Patio, Point Masonry, Sidewalk	2Design / Engineering		7,600				
Library	Facilities	Library	Replace Patio, Point Masonry, Sidewalk	3Construction			38,000			
Library	Facilities	Library	Replace Patio, Point Masonry, Sidewalk	4Inspection			6,840			
Library	Facilities	Library	Replace Patio, Point Masonry, Sidewalk	5Contingency			6,840			
<b>Total</b>					<b>1,219,104</b>	<b>8,414,813</b>	<b>2,263,780</b>	<b>4,187,095</b>	<b>5,775,440</b>	<b>7,350,400</b>