



**721 Unionville Road  
Kennett Square, PA 19348**

December 4, 2023

The Honorable Board of Supervisors  
East Marlborough Township  
721 Unionville Road  
Kennett Square, PA 19348

**RE: 2024 BUDGET MESSAGE**

Board of Supervisors,

On behalf of the employees of East Marlborough Township (the "Township"), I am pleased to submit the balanced 2024 Budget with no tax rate increase(s). This budget message sets forth the financial plan for the calendar year 2024, and calls attention to opportunities, trends and challenges we are likely to face in the coming years.

The FY2024 Budget has been thoroughly crafted with the intention of maintaining quality services and amenities to all communities while continuing to be fiscally responsible. Decisions regarding the budget are centered on being socially equitable, fiscally responsible, and environmentally sound.

Township staff have made strides in ensuring that this budget is transparent and accessible to all Township taxpayers. The township encourages its residents to explore and engage with its budgeting process, as the Township continues to plan and manage its collective resources.

The Budget process consciously focuses on 1) Respecting past initiatives, including repaying any accrued debt to implement those initiatives, 2) Serving the present needs, while balancing the use of funds to not increase existing debt, and 3) Preparing for all future taxpayers' expectations by factoring ways to build reserves.

## TABLE OF CONTENTS

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<u>TOPIC</u>	<u>PAGE</u>
Budget Process.....	3
Schedule.....	3
Funds.....	3
Closure.....	9
Appendix A – Township Taxes.....	10
Appendix B – 2023 vs 2024 BUDGETS.....	12
Appendix C – Demographics.....	14
Appendix D – Capital Improvement Plan.....	17

## BUDGET PROCESS

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Under the PA Second Class Township Code, Section 3202, the Township budget must be balanced, and it must be approved by the Board of Supervisors no later than December 31<sup>st</sup>. The code also requires that the budget be advertised and available for public inspection for at least twenty (20) days in advance of the adoption of the budget.

A balanced budget is defined as one in which the projected revenues equal or exceed the projected expenses for the calendar year. The monies in the Township's accounts at the end of this year are carried forward into the new year and are considered as "revenue" in determining whether the budget is balanced.

## SCHEDULE

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The scheduling for the 2024 Budget started in August, when Township staff began formalizing budget requests. Departmental budget requests were prepared and reviewed individually by the Township Manager with each respective department head. After thorough evaluation and revision, draft budgets were presented to the Board of Supervisors during a publicly advertised meeting on October 2, 2023.

### 2024 Budget Schedule:

**October 2, 2023** – Draft 2024 Budget given to the Board of Supervisors

**October 2023** – Budget Workshops with Supervisor Advisory Committees and Dept. Heads

**November 6, 2023** – Authorization to advertise the Preliminary 2024 Budget

**November 2023** – Public inspection of the Preliminary 2024 Budget

**December 4, 2023** – Adoption of the Final 2024 Budget

## FUNDS

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*What is a fund?* By definition, a fund is a set of interrelated accounts which record assets and liabilities related to a specific Township purpose. Funds allow for the monitoring of and accounting for revenues dedicated to a specific purpose and the sums of money that are available, budgeted and expended for a specific purpose.

### *What types of funds does East Marlborough Township use?*

Over the years, the Township has established several types of funds that include operational funds, reserve funds, capital funds and an enterprise fund.

Operational funds distinguish revenue sources and expenditures for a specific operational purpose. Currently, the only true "operational" fund is the **General Fund**. The Township's General Fund is the largest and most complex operating fund as it provides for the day-to-day services that the taxpayers expect as carried out by the 3 departments: Administration, Police, and Public Works.

The Township's **Liquid Fuels Fund** (established per the requirements of the Commonwealth of PA) may also be used for operational and capital costs.

The Township has one **Operating Reserve Fund** to support the General Fund should the Township experience revenue shortfalls or unexpected expenditures.

The Township has a **Capital Reserve Fund** that is designated exclusively for the purchasing of capital assets and/or for infrastructure expenditures. This Capital Reserve Fund is used for large capital items and projects. The purposes for which capital reserve funds can be used are subject to restrictions imposed by state law and/or Township ordinance.

The Township has one enterprise fund, the **Sewer Fund**, that provides for the operation and maintenance of our public sanitary sewer system, paid for by users through rates and fees. An enterprise fund accounts for operations that are financed and operated in a manner like a private business. The full costs of providing the service are financed primarily through charges and fees versus a tax subsidy, thus removing these expenses from the Township General Fund and the general tax rate.

As of 2023, the Township has also created specialized capital and operational type funds to monitor revenue and expenses for designated public services: **Parks, Open Space, Library, and Fire & Emergency Services**. Furthermore, the Township established a fund to capture reimbursable expenses, the **Rebill Fund**, and a fund for **American Rescue Plan Act** deposits and expenditures.

As of the second and third quarters of 2022, all the funds were linked to bank accounts that include direct (electronic) deposits of tax revenue and user fees where appropriate. Every fund has its own bank account, checks, and 'Company' within QuickBooks to accurately track revenues and expenditures.

### **General Fund**

Revenue for the General Fund is derived primarily from the township Real Estate Tax at a rate of 1.05 mills on each dollar of assessed valuation as assigned by the Chester County Assessment Office. In other words, the sum of 10.5 cents on each hundred dollars of assessed valuation.

As of October 31, 2022, the Chester County Assessment Office calculated the Township's Real Estate Valuation to be \$779,566,230.00. This equates to real estate tax revenue of approximately \$818,000.00.

As of October 31, 2023, the Chester County Assessment Office calculated the Township's Real Estate Valuation to be \$793,759,250.00. This equates to real estate tax revenue of approximately \$833,447.00. **From 2022 to 2023, the valuation increased by \$14,193,020 or 1.82% increase.**

The 2024 Budget assumes that the real estate market will remain steady in 2024 for resales, however the sale of new homes under construction and approved for construction will be flat due to no new communities slated for build. In addition, in my discussions with real estate professionals, it is expected that commercial property sales will remain strong despite higher interest rates.

Other sources of revenue for the General Fund include revenue from business licenses and permits, rents and royalties, grants, and fees.

The 2024 budget projects a steady trend in building permits and inspections as more property owners look to improve existing dwellings.

Revenue projections for 'Business Licenses & Permits' from Cable/Internet Franchise fees remain steady despite the legal matters between the cable providers (e.g., Comcast) and the internet service-only providers (e.g., Netflix).

Revenue projections for 'Rents & Royalties' are based on lease agreements the Township has with the United States Postal Service for the Unionville Post Office and 2 cell tower sites. Projections include any annual escalations for the cell tower sites that range from 3.5% to 4%, as well as shared revenues from cellular tenants residing on these cell towers.

Revenue from grants and fees are projected to remain steady with the County Vision Partnership Grant in the amount of \$39,000.00 for the Unionville Regional Comprehensive Plan Update (every 10 yrs.) and the West Marlborough Township agreement for 12 hours of monthly law enforcement presence.

With respect to expenses, an Increase in fuel (i.e., Gasoline and Diesel) for municipal vehicles and equipment, including for the Po Mar Lin Fire Company (reimbursable), is anticipated. Insurance coverage continues to increase, but at lower rates than the financial markets. Non-Uniformed Pension Plan and Uniformed Pension Plan costs remain consistent with prior years as there are no anticipated retirements in 2024, nor any additional employees to be added to either plan.

### **Sewer Fund**

The Public Works Department diligently maintains the sewer system to maximize the useful life of the various components that makeup the 440,000 Gallons Per Day (GPD) system: over 600 grinder pumps, several miles of conveyance lines, 10 pump stations, 1 wastewater treatment plant with 3 lagoons, and 7 spray irrigation fields.

The Township-owned sanitary sewer system is aging and is enduring higher maintenance and repair expenses since going live in 1988. Aging grinder pumps from initial installations are breaking down more frequently and parts are less available. A new version of grinder pumps is being installed rather than incurring the continued expense of repairing the older versions. As was prepared in 2023, the 2024 Budget reflects this change over of equipment. In addition, while continuing to manage the overall health of our spray fields, in 2023, the Board of Supervisors purchased 365 West Street Road (21 acres) that is adjacent to the existing spray fields on Byrd Road, at a cost of \$1.3 Million in anticipation of having to improve the overall functionality of the sewer system.

Sewer User Fees remain unchanged per Equivalent Dwelling Unit (EDU) for the two categories: \$460.00/per EDU per Year, and \$840/per EDU per Year. These rates were established on December 8, 1997, and were reasserted during a public meeting on February 7, 2022. This equates to managing the sewer system at rates that were set 25 years ago, when the system was first brought online. While these assessed rates have facilitated healthy reserves, for the second year in a row the 2024 Budget is allocating approximately 20% of these reserves for capital expenses to contend with the aging system.

Sewer Tap Fees are projected to flatten due to the decrease in new housing stock. Debt Service for 2019 General Obligations Bond continues with \$455,809.00 of principle being owed and \$103,727.50 due in interest for 2024. Final Payment of the bond will be made on December 1, 2032.

In 2022, the transfer of sewer user fee collection to the appointed Tax Collector, Berkheimer Tax Innovations, Inc., resulted in a significant monetary savings for the Township's Sewer Fund (e.g., minimizing staff time, postage, and office supplies) at the same time ensuring an accurate representation of sewer revenues. Since 2023, administrative staff have been able to redirect their focus from daily sewer fee

collection, to methodically ensuring that every existing and new sewer user account is accurate and adhering to Township policies. During 2023, administrative staff were able to recoup thousands of dollars of back sewer fees owed that were unaccounted for based on a thorough examination of the active accounts.

### **Liquid Fuels Fund**

As provided by Pennsylvania law, the Township's Highway Aid Fund has been in place for many years as part of the State's local state highway aid assistance program. This fund was created to account for the receipt and use of Liquid Fuels disbursements provided by the Commonwealth of Pennsylvania and the PA Department of Transportation. Liquid Fuels dollars are collected from the sale of vehicle fuel in Pennsylvania, a portion of which is earmarked for local government road maintenance assistance. Traditionally, this fund has been used to complete annual roadway improvements. The use of these payments is strictly monitored, and all liquid fuels disbursements are subject to regular audit by a state auditor and the regulations of the PA Department of Transportation.

In addition to the Liquid Fuels Tax (Act 665) revenue, the Township also receives state aid in the form of Turnback (Act 32) dividends for maintaining state roads that have a local benefit for the municipality to retain oversight (e.g., Unionville Road to lower the speed limit). The township receives \$4,000.00 per mile to maintain the state-owned roadways.

**In 2023, the Township implemented a 20-year Road Improvements Program.** This program is designed to maximize the useful life of infrastructure through proactive maintenance efforts and best management practices. The goal of this program is to re-pave every road in the Township, every twenty years, to match the average life expectancy of pavement (i.e., 20 years). This is a proactive approach, as opposed to reactive, that addresses underlying subsurface structure integrity. This best practice will lead to funds being allocated to maintenance applications, rather than a comprehensive reconstruction of roads. This 20-year projection does not factor in the pavement needed for intersections, cul-de-sacs, driveways, deceleration lanes and the like.

Continuation of the road program is critical to ensure that future generations are not burdened with a disproportionate amount of costly road reconstructions. The Public Works Department will prepare a list of roads to be resurfaced in early 2024 and will re-evaluate this list at winter's end.

Our focus is to continue to maximize the benefit of each dollar spent on roadway maintenance. The incremental increase of State aid falls short of the necessary funding to meet our roadway maintenance demands. Therefore, in the 2024 Budget allocates \$250,000 from the Capital Improvement Fund to offset the shortfall needed to successfully execute the road program. Staff are closely monitoring the rising costs of oil and how it will drive the scope of what we can accomplish in 2024.

### **Parks Fund**

As of 2022, the Parks Fund obtains revenue from recreational fees paid to the Township in lieu of public park land required to be dedicated under the Township Ordinance NO. 99-13.

Proceeds from this Fee-In-Lieu-Of fund are received from private developers and allocated to recreational improvements. The current recreational fee is based on a calculation of not less than \$1,000 per proposed residential unit.

In 2022, the Township took an initiative to ensure that these funds are allocated in the budget process to guarantee that the fees are used within three (3) years of receipt, otherwise the developer can request a refund of paid fees.

In addition, approximately 25% of the Open Space Tax levied against property owners is transferred to the Park Fund as revenue. These generated revenues enable the Park Fund to remain in a healthy fiscal state for continued maintenance of the Unionville Community Park and future parks, including the one across from the Unionville Walk community on Route 82 (Unionville Road) to be dedicated by early Spring 2024. This supplement commenced in 2022 and remains true for the 2024 Budget.

Expenditures from the Park Fund include supplies, lawn and landscape equipment, path/trail and facilities maintenance, utilities, and an estimated 10% of Public Works Department's salaries to manage and maintain the parklands.

### **Library Fund**

This fund is exclusively for the operations and maintenance of the Kennett Public Library. The tax is assessed at a rate of .183 mills on each dollar of assessed valuation, or the sum of 1.83 cents on each hundred dollars of assessed valuation. Of the 8 municipalities that are considered in the Kennett Public Library's service area, Kennett Township is the only other municipality to levy a similar municipal tax.

### **Fire & Emergency Services Fund**

This fund was established for the purpose of supporting the Kennett Fire and Emergency Services Regional Commission (KFERC) for the purchase and maintenance of emergency services apparatus and/or appropriations to fire companies located inside and outside the Township. The KFERC was established on September 20, 2017, through an inter-municipal cooperation agreement, with each municipality being a voting member for commission business. Presently, the KFERC is comprised of 5 townships and 1 borough: Kennett Township, Newlin Township, Pennsbury Township, Pocopson Township, East Marlborough Township, and Kennett Square Borough.

Revenue for this fund comes from the Fire Protection Tax, to support the fire companies that service the Township, Po Mar Lin, Longwood, and Kennett Fire Companies, for the purchase and maintenance of fire apparatus, assessed at a rate of .675 mills on each dollar of assessed valuation, or the sum of 6.75 cents on each hundred dollars of assessed valuation.

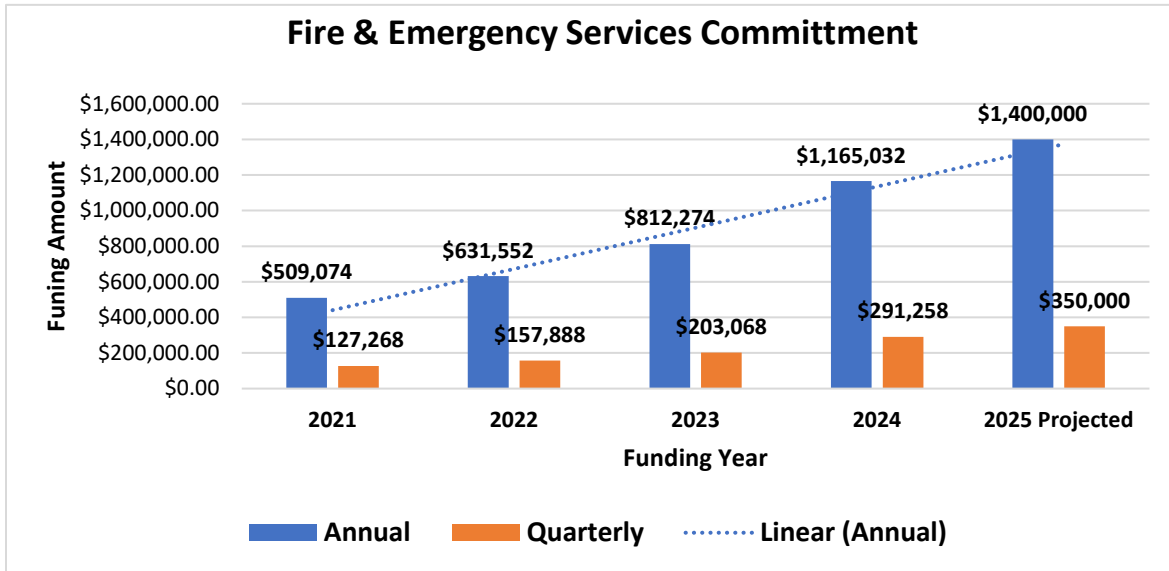
In addition to the Fire Protection Tax, the Township fixed a tax rate for the support of Ambulance, Rescue and Other Emergency Services at a rate of .075 mills on each dollar of assessed valuation, or the sum of .75 cents on each hundred dollars of assessed valuation for the purchase and maintenance of ambulance, rescue, and other emergency services and/or appropriations to ambulance, rescue and other emergency services located inside and outside the Township. The total of these two taxes is 7.5 cents on each hundred dollars of assessed valuation.

This fund also includes the Fire Hydrant Tax revenue to account for the expenditures incurred for the rental of the hydrants from the water companies. The Fire Hydrant tax rate is assessed in the amount of \$26.73 to each property located within 780 feet of a fire hydrant. The 2023 budget projects that over 1,600 customers will reside within 780 feet of a fire hydrant for 2024.

Lastly, the Fire & EMS Impact Fees, instituted by Ordinance NO. 86-1, effective on April 14, 1986, are included in calculating this Fund's revenues. Fire & EMS Impact Fees for new residential development

are \$100.00 per lot or dwelling unit, and for non-residential development \$100.00 for each 1,000 sq. ft. of aggregate floor area of all stories.

For the Township to sustain its rising contributions to the KFERC, an increase in the Fire Protection Tax (.675 mills) and/or the Ambulance, Rescue and Other Emergency Services (.075 mills) must be considered by the Board of Supervisors for the 2025 Budget. In addition, the KFERC may consider a ceiling date and/or monetary amount that would be sufficient to sustain services for an extended period (5-10 yrs.) to aid municipalities in fixing justifiable tax rates.



*129% funding increase from 2021 to 2024.*



## CLOSURE

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I sincerely appreciate being able to work with each of the township staff, who are dedicated, diligent, and continuously contributing to the betterment of our Township. Each individual employee strives to better themselves through professional enrichment and to contribute to the success of the Township.

These unique individuals come together to form a very proficient, flexible, and efficient team. As a team, we would like to thank the Board of Supervisors for their continued guidance, leadership, and commitment to the goals of our Township and the betterment of the community.

With this year's ongoing work to continue to control costs and contain spending, Township staff have exhibited their dedication to serving the residents of East Marlborough and are to be commended for their efforts for this year and past years.

Special recognition should be given to Jeff Simpson, Public Works Director, and Robert 'Clarkie' Clarke, Police Chief, for their time and assistance in crafting the 2024 Budget.

The Board of Supervisors should also be recognized for the many hours that they have dedicated to the budget process, gathering input, and carefully reviewing each line item. The 2024 Budget will be a valuable tool in making the important decisions that will impact East Marlborough citizens and Township government in the coming year.

I remain grateful for the opportunity to serve the Board of Supervisors and citizens of the East Marlborough community.

Respectfully Submitted,

Neil Lovekin  
Township Manager

## APPENDIX A TOWNSHIP TAXES

The Township levies five taxes against all properties that equate to a total of **2.183 mills**. To put this in perspective, the 2023 **Chester County Tax Rate is 4.551 Mills**, the **Unionville-Chadds Ford School District 2023-2024 Tax Rate is 31.95 mills**, and the **Kennett Consolidate School District 2023-2024 Tax Rate is 32.7275 mills**.

### 2018 – 2022 TAX REVENUE

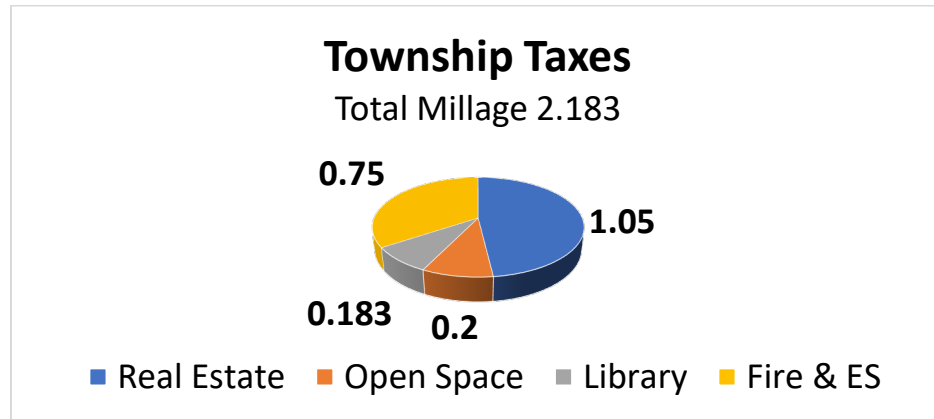
Taxes	2018	2019	2020	2021	2022	(As of 11/16) 2023	Total
Real Estate	\$719,766.88	\$736,037.44	\$738,585.62	\$753,156.83	\$807,825.73	<i>\$797,188.20</i>	\$4,552,560.70
Streetlight	\$4,052.99	\$4,121.98	\$3,962.60	\$4,046.30	\$3,987.00	<i>\$3,942.36</i>	\$24,113.23
Library	\$125,358.87	\$128,184.02	\$128,659.34	\$131,279.08	\$140,800.27	<i>\$138,341.33</i>	\$792,622.91
*Fire	\$506,380.20	\$516,623.95	\$517,743.77	\$528,034.80	\$563,068.73	<i>\$555,398.28</i>	\$3,187,249.73
Open Space	\$137,025.06	\$140,133.06	\$140,583.98	\$143,461.47	\$153,834.13	<i>\$151,215.09</i>	\$866,252.79
Emergency Services	\$51,285.26	\$52,510.25	\$52,700.08	\$53,809.17	\$57,702.31	<i>\$56,720.87</i>	\$324,727.94
<b>Total</b>	<b>\$1,543,869.26</b>	<b>\$1,577,610.70</b>	<b>\$1,582,235.39</b>	<b>\$1,613,787.65</b>	<b>\$1,727,218.17</b>	<b><i>\$1,702,806.13</i></b>	<b>\$9,747,527.30</b>

\*Includes Fire Hydrant Tax

#### LEVIED TAXES

- 1) **General Purposes Tax (Real Estate)**, the sum of 1.05 mills on each dollar of assessed valuation, or the sum of 10.5 cents on each hundred dollars of assessed valuation. Used to carry-out the day-to-day activities of the Township's services through its three departments: Administration, Police, and Public Works.
- 2) **Open Space Preservation Tax**, the sum of 0.20 mills on each dollar of assessed valuation, or the sum of 2.0 cents on each hundred dollars of assessed valuation. Used to purchase, protect, and maintain open space throughout the Township.
- 3) **Kennett Public Library Tax**, the sum of 0.183 mills on each dollar of assessed valuation, or the sum of 1.83 cents on each hundred dollars of assessed valuation. Direct pass-thru to the Kennett Public Library for its operations.
- 4) **Fire Protection Tax**, the sum of 0.675 mills on each dollar of assessed valuation, or the sum of 6.75 cents on each hundred dollars of assessed valuation. Provided to the Kennett Fire and Emergency Services Regional Commission for the purchase and maintenance of fire apparatus and/or appropriations to fire companies located inside and outside the Township (i.e., Po Mar Lin, Longwood, and Kennett Fire Companies).
- 5) **Ambulance, Rescue and Other Emergency Services Tax**, the sum of .075 mills on each dollar of assessed valuation, or the sum of 0.75 cents on each hundred dollars of assessed valuation. Provided to the Kennett Fire and Emergency Services Regional Commission for the purchase and maintenance of ambulance, rescue, and other emergency services and/or appropriations to

ambulance, rescue and other emergency services located inside and outside the Township that service the Township (i.e., Po Mar Lin, Longwood, and Kennett Fire Companies).



**There are two taxes assessed against certain properties given their criteria:**

- 1) **Fire Hydrants Tax** of an equal assessment in the amount of \$26.73 shall be assessed, on properties within 780 feet of a hydrant. Used to pay Aqua PA for the monthly water utility rates that includes a flat rate per hydrant, plus water consumption.
- 2) **Unionville Village Street Lights Tax** assessed at the rate of 50 cents per lineal foot of measurable and applicable property frontage against all benefitted properties. Used to pay PECO for the monthly energy consumption, and maintenance of the streetlights.

The Township has the **Local Services Tax** in the amount of \$52 per person to be paid by all employees and self-employed people working within East Marlborough Township. Used to cover the costs of 1) Emergency services, including emergency medical services, police services and/or fire services; and 2) Road construction and/or maintenance.

## APPENDIX B

### 2023 VS 2024 BUDGETS – FUND COMPARISONS

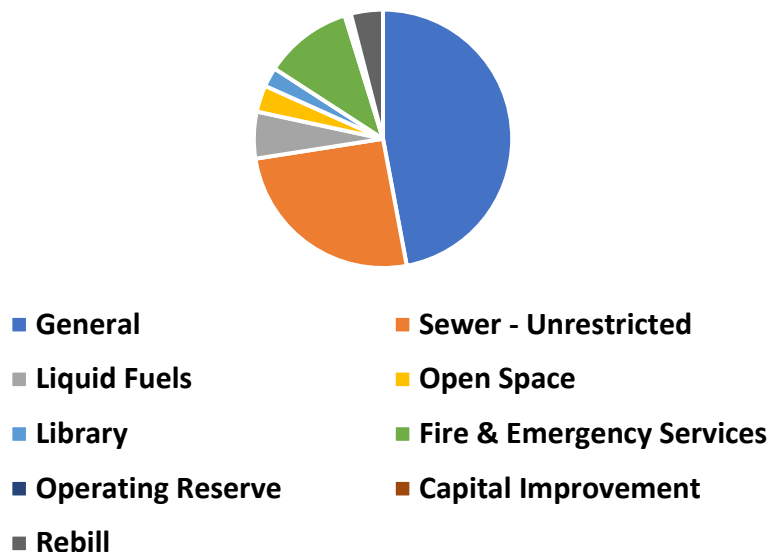
PROJECTED REVENUE				
Funds	2023 Adopted	2024 Projected	Amount Change	Percent Change
General	\$2,573,900	\$2,686,790	\$112,890	4%
Sewer Unrestricted	\$1,487,000	\$1,455,000	(\$32,000)	-2%
Liquid Fuels	\$332,860	\$334,368	\$1,508	0%
Parks	\$500	\$2,000	\$1,500	300%
Open Space	\$147,500	\$190,000	\$42,500	29%
Library	\$139,600	\$139,000	(\$600)	0%
Fire & Emergency Services+	\$655,700	\$631,000	(\$24,700)	-4%
Operating Reserve	\$5,000	\$20,000	\$15,000	300%
Capital Improvement*	\$821,000	\$25,000	(\$796,000)	-97%
Rebill^	\$288,000	\$229,000	(\$59,000)	-20%
	\$6,453,560	\$5,722,158	(\$731,402)	

\*Based on a DVRPC grant award for the E. Locust LA Bridge Replacement

^Based on recouping prior years monies owed when fund was created for 2023.

+Based on 1x supplement of 25% of Local Services Tax to aid in underfunded Fire & ES Fund.

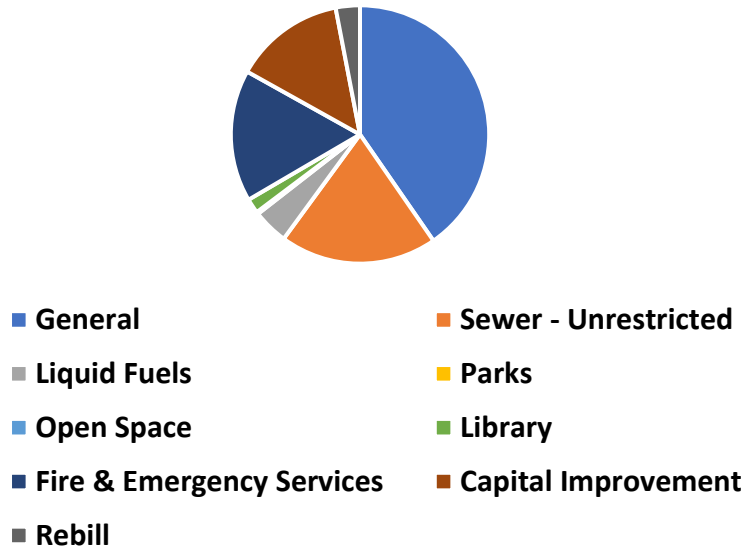
#### 2024 Projected Revenue



## PROJECTED EXPENSE

Funds	2023 Adopted	2024 Projected	Amount Change	Percent Change
General	\$2,855,761	\$3,036,656	\$180,895	6%
Sewer Unrestricted	\$1,624,193	\$1,480,081	(\$144,112)	-9%
Liquid Fuels	\$332,860	\$332,368	(\$492)	0%
Parks	\$23,500	\$17,500	(\$6,000)	-26%
Open Space	\$92,500	\$2,500	(\$90,000)	-97%
Library	\$138,000	\$138,000	\$ -	0%
Fire & Emergency Services	\$846,774	\$1,242,500	\$395,726	47%
Operating Reserve	\$795,000	\$ -	(\$795,000)	-100%
Capital Improvement	\$1,420,575	\$1,043,575	(\$377,000)	-27%
Rebill	\$238,000	\$228,000	(\$10,000)	-4%
	\$8,367,163	\$7,521,180	(\$845,983)	

### 2024 Projected Expenses



## APPENDIX C DEMOGRAPHICS

*To plan and determine the level of investment necessary to meet present and future needs, the Township must look at its demographics and other relevant data.*

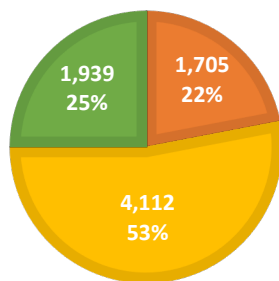
As of July 1, 2022, the U.S. Census Bureau estimates that the **Township population was 7,756**, which is a 6% (405 people) increase from April 1, 2020 (7,306 people). Of the 7,756 residents that call East Marlborough Township home, 22% are under the age of 18 yrs. old., 25% are over the age of 65 yrs. old with the remainder 53% are between the ages of 18 – 65 years old. The township population is spread out at a ratio of 474 people per square mile (4% increase from 2010) that is based on 15.5 square miles of land area.

The median age of residents in the Township is 49 years old, which is about 20 percent higher than Chester County and the State of Pennsylvania (i.e., 40 yrs. old).

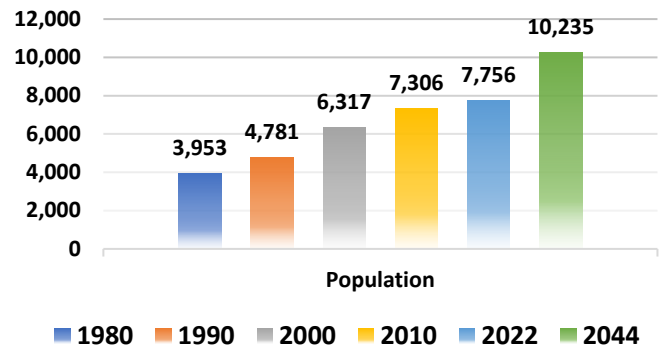
- ✓ 35% percentage of the population is at retirement age.
- ✓ 48% of the population is over 50 yrs. old.

### PRESENT AGE DEMOGRAPHIC

■ Under 18 yrs. old     ■ Between 18-65 yrs. old  
■ Over 65 yrs. old



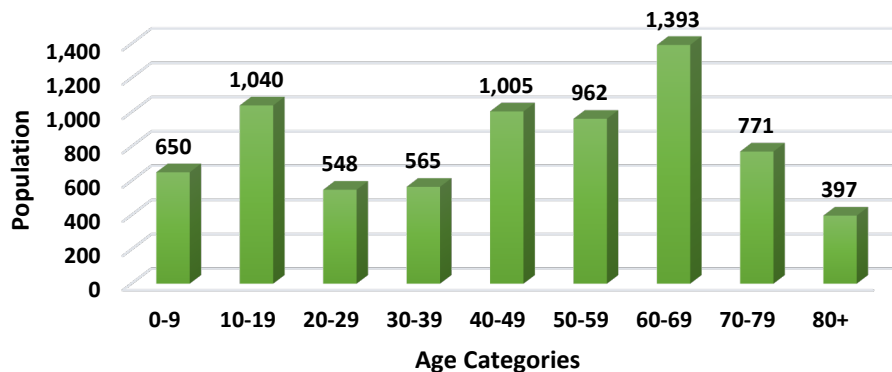
### POPULATION GROWTH 1980 - 2044



### 20-YR FORECAST: 2024 to 2044 Population Projections

10,235 residents ➡ 32% Increase ➡ 2,479 new residents

### AGE DEMOGRAPHICS



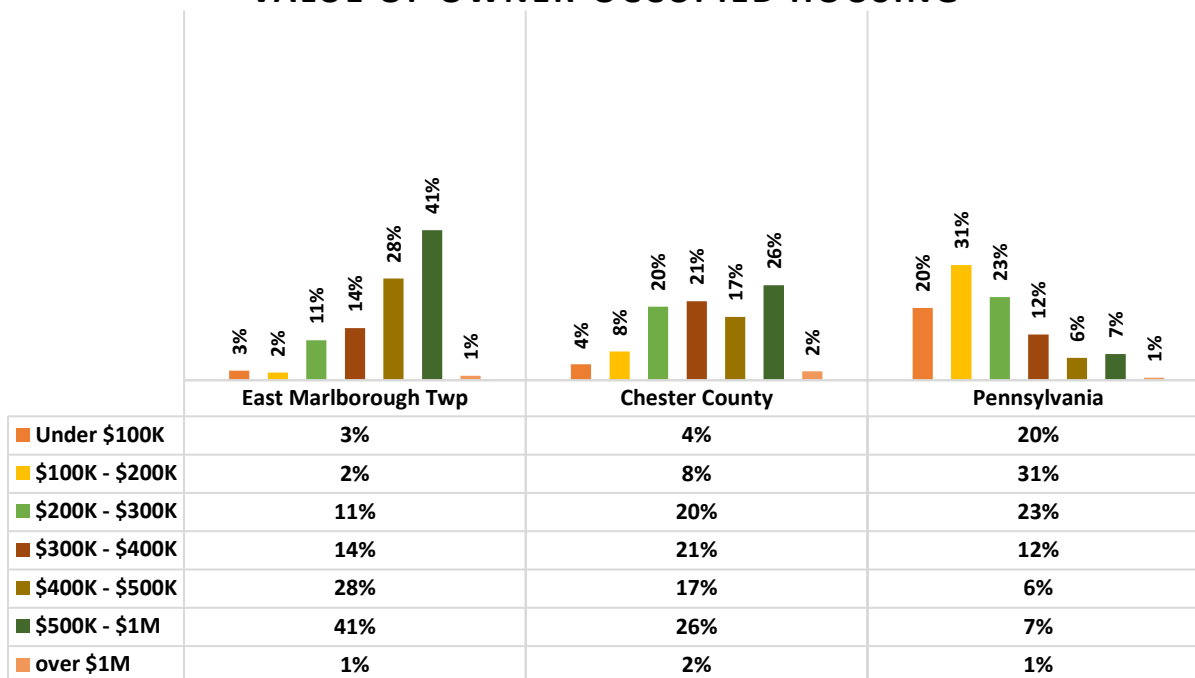
## HOUSEHOLDS

The Township has a healthy housing stock in which 90% is owner-occupied and the median home value is \$474,100.00 (above the national average of \$346,653 – Zillow.com)

The U.S. Census Bureau calculated in its 2020 Census that there are 2,787 families with a household size of 2.56 people.

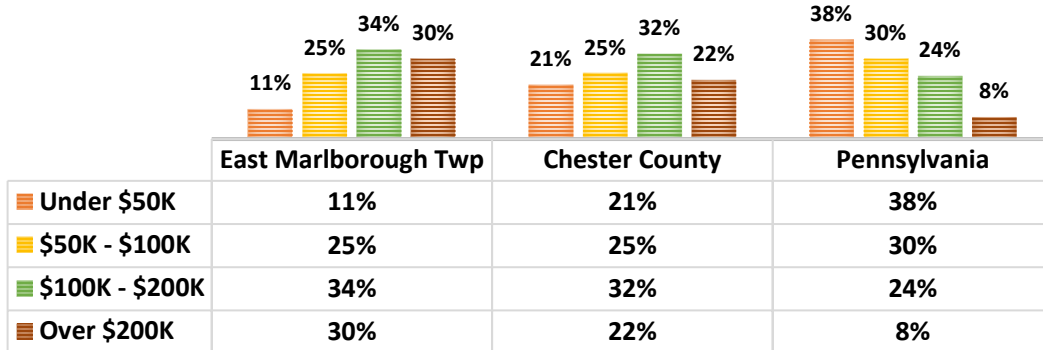
About 76% of residents drive alone to work, with 20% teleworking from home, and the remaining 4% either carpooling, using public transit or walking to work.

### VALUE OF OWNER-OCCUPIED HOUSING



**\$474,100 Median value of  
owner-occupied homes  
about 25 percent higher  
than the amount in Chester County: \$384,100  
MORE THAN DOUBLE the amount in Pennsylvania:  
\$197,300**

## PER CAPITA INCOME



**\$70,545 per capita income**  
**about 25 percent higher** than the  
 amount in Chester County: \$55,702  
**nearly double** the amount  
 in Pennsylvania: \$37,725

**\$135,625 Median Household Income**  
**about 25 percent higher** than the  
 amount in Chester County: \$109,969  
**about double** the amount  
 in Pennsylvania: \$67,587

**Citation:** U.S. Census Bureau (2021). *American Community Survey 5-year estimates*. Retrieved from *Census Reporter Profile page for East Marlborough township, Chester County, PA*



## APPENDIX D

### CAPITAL IMPROVEMENT PLAN

TOTALS	2023	2024	2025	2026	2027	TOTAL
Wastewater	\$1,490,000	\$358,000	\$27,000	\$25,000	\$ -	\$1,900,000
Fleet Management	\$172,300	\$390,000	\$217,000	\$290,000	\$300,000	\$1,369,300
Buildings & Properties	\$1,405,575	\$146,575	\$105,575	\$ -	\$ -	\$1,657,725
Roads & Bridges	\$1,600,000	\$440,000	\$360,000	\$360,000	\$360,000	\$3,120,000
Parks & Recreation	\$ -	\$ -	\$12,000	\$12,000	\$ -	\$24,000
Stormwater	\$140,000	\$131,000	\$ -	\$ -	\$ -	\$271,000
Technology & Innovation	\$ 5,000	\$10,000	\$ -	\$ -	\$ -	\$15,000
CIP Budget 2023-2027	\$ 4,812,875	\$ 1,475,575	\$ 721,575	\$ 687,000	\$ 660,000	\$ 8,357,025.00

### 2023 – 2027 Planned Capital Improvements

WASTEWATER	FLEET MANAGEMENT	BUILDINGS & PROPERTIES
Act 537 Plan Update	1-ton Dump truck	Library Capital Building Campaign
Utility Truck	Rear-Flair Mower	Purchase 717 Unionville RD
BioFilter Replacement	Large Dump truck (Replace 2005 Sterling)	Police Dept. Generator
Bar Screen Replacement	Police Cruiser	New Vinyl Flooring in Admin. Office
Baffle Replacement	Police Command Vehicle (Chief)	Speed Trailer
Pump Station Upgrades	Retrofit 1995 Dump truck	Metro RMS & Licenses/JTAC/Vascar Calibration
Effluent Pump Station Upgrades	2012 GMC 2500	Act 2 Remediation for 717 Unionville RD
Purchase 367/367 W. Street RD	2015 Ford F550 Dump	
2012 JD Z960A mower	2016 GMC 3500	
2003 JD Gator 6x4	2006 JD 544 Loader	
2009 JD Gator 6x4	2013 JCB Backhoe	
2009 JD 2520 Tractor	2013 JD 5100E Tractor	
2014 Kubota mower B	2014 Kubota mower A	
PARKS & RECREATION	STORMWATER	TECHNOLOGY & INNOVATION
2018 JD Z960M 60" mower	MS4 Plan & TMDLs	Electronic Codification
2019 JD Z960M 72" mower	Annual Inflow & Infiltration Maintenance	