TOWNSHIP OF UPPER ST. CLAIR
2020 BUDGET

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Township of
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Upper St. Clair

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Associated Programs	**Revenue**	**Major Other Funds**
General Government	Real Estate Tax	Capital Projects Fund
Public Safety	Earned Income Tax	Sanitary Sewer Fund
Community Development	Other Taxes	Community & Recreation Center Fund
Public Works	Other Revenue	
Recreation		
Library		

BUDGET STAFF

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Marlene Flatz, *Accounting Manager*
Bonnie Antonelli, *Payroll & Finance Accountant*
Kristen Burch, *Financial Support Specialist*
Mark S. Mansfield, *Assistant Township Manager*
Debi Bakowski, *Administrative Assistant*
Prudence Cooper, *Administrative Assistant*

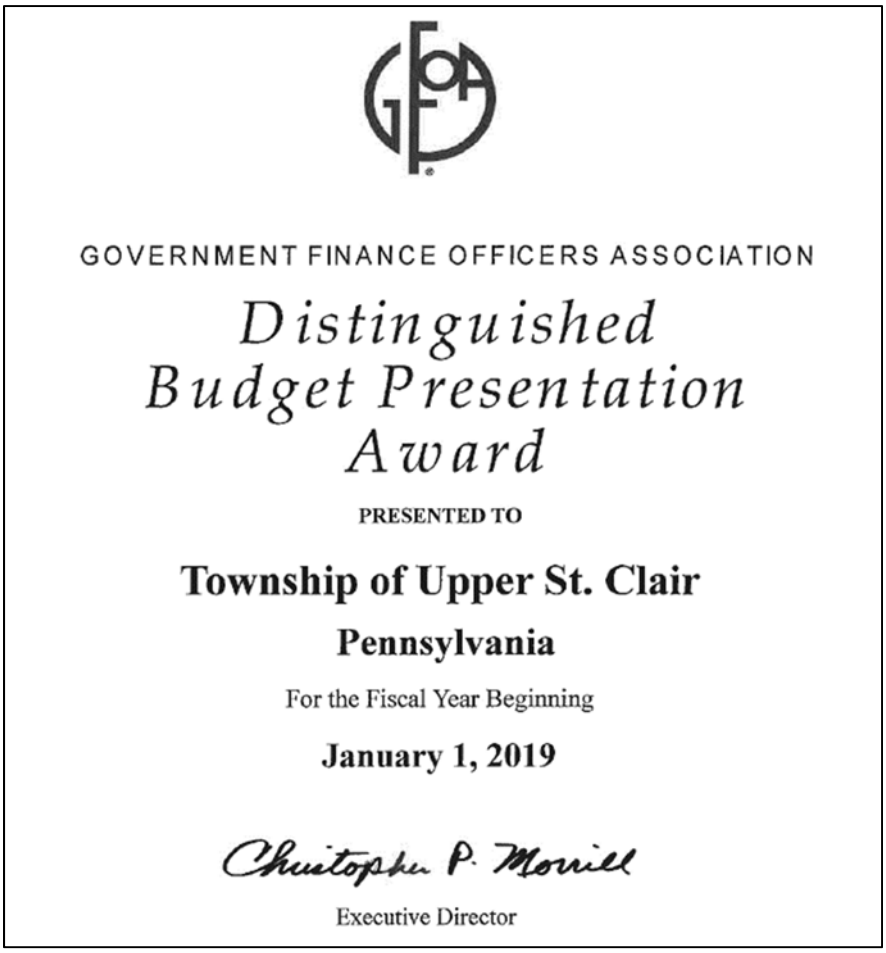
GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Township of Upper St. Clair the GFOA's Distinguished Budget Presentation Award for the 2019 Budget. This was the tenth consecutive year that the Township received the award.

The award represents a significant achievement by the Township. It reflects the commitment of the Board of Commissioners and Staff to meeting the highest principles of government budgeting. In order to receive the budget award, the Township had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well a Township's budget serves as:

- A policy document
- A financial plan
- An operations guide
- A communications device

Staff will submit the Township of Upper St. Clair's 2020 Adopted Budget for consideration of the GFOA's Distinguished Budget Presentation Award.


GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Township of Upper St. Clair

Pennsylvania

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morrill

Executive Director

The Township of Upper St. Clair

OFFICE OF THE MANAGER

December 2, 2019

Board of Commissioners
Township of Upper St. Clair
1820 McLaughlin Run Road
Upper St. Clair, PA 15241

2020 BUDGET MESSAGE

Dear Members of the Board:

I am pleased to present the 2020 Budget for the Township of Upper St. Clair, which is submitted in accordance with Article IX, Section 902 of the Home Rule Charter. The purpose of this Budget Message is to highlight important aspects of the Budget. A more detailed presentation of each Budget account can be found in the accompanying worksheets.

The 2020 budget process began this past May with a focus on setting the stage for **projects that will take the Township through the next decade and beyond**. These projects will touch some highly visible items like our roads, buildings, and parks, as well as items that are less noticeable, such as our sanitary sewers. As we take the next steps towards improving these public facilities, we must continue to do so in a **fiscally responsible manner**, employing the same **disciplined approach to budgeting** to which the Board has become accustomed.

In addition to setting the foundation for these projects, Staff continued its focus on considering innovative ways to **provide the level of services and programs that residents have come to expect** in the most cost-effective manner. In an effort to do this, the budget process over the past 6 months has included multiple internal Staff meetings and collaborative discussions, communications with external parties, the Capital Improvements Program review and public hearing, and meetings of the Budget & Finance Committee. Incorporating input from this process, trend analysis, and economic forecasts has resulted in an **increase in the 2020 Budget Operating Expenditures for the General Fund of 4.93% from the 2019 Budget**. Two substantial items that forced this increase are the pension MMO and the higher cost of rock salt. The impact of these can be seen in the Police and Public Works departments' budgets. The General Fund operating expenditure increases for all other departments were held below 3%.

This Budget recognizes **a continued commitment to strategic planning** in order to offer a long-term perspective for service delivery and budgeting. This approach promotes responsible budgeting by linking spending requests to broad organizational goals. This Budget also recognizes the need for **long-term financial sustainability**, which positions us to properly respond to emergencies like we have experienced in the past, and economic pressures we may face in the future.

The 2020 Proposed Budget was presented on October 22, 2019. The Board conducted a Public Hearing on November 4, 2019. Modifications resulting from the Board's review and the public hearing are incorporated into the Final Budget.

BUDGET HIGHLIGHTS

Accomplished in 2019

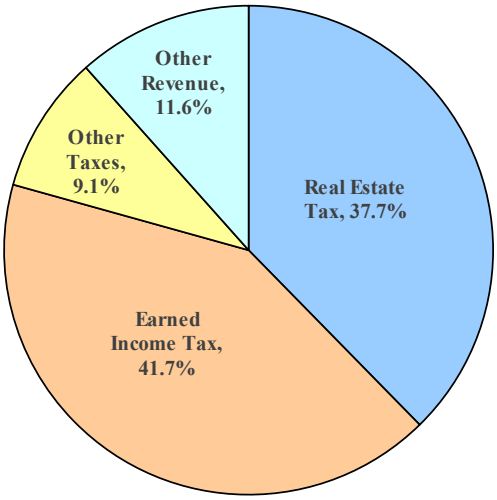
- **The newly renovated McLaughlin Run Activity Center** re-opened to guests in early 2019, and received many compliments throughout the year. This successful renovation project included upgrading of interior finishes, bathroom upgrades, construction of a handicapped accessible restroom, kitchen cabinet upgrades, a covered patio in the rear of the building, and a new front façade.
- Staff began the process of **developing a new website** that is expected to be launched in early 2020. The redesigned website will include a fresh, modern appearance, more intuitive navigation, mobile responsiveness, and accessibility improvements, making it easier for everyone to use and interact with the Township's website.
- In August, the Township played host to the **Pirates Charities Miracle League All-Star Weekend in Boyce Mayview Park**. The weekend focused on 80 children and young adult athletes from 10 different Miracle Leagues across the country who participated in a home run derby, all-star games, and other activities. The Township's IT Staff helped coordinate a live broadcast of the WDVE morning show at the Miracle League field to kick off the weekend.
- Public Works crews constructed a new **208 linear foot sidewalk along Morrow Road** that continues to receive compliments. The sidewalk extends from Southampton Drive to Morton Road. The project included excavation, grading, subbase installation, forming, pouring and finishing concrete.
- After several years of planning, the **Municipal Building's windows replacement project** took place in 2019. The project included the replacement of more than 100 windows that were over 30 years old.
- The Board-appointed **Community & Recreation Center Facilities Implementation Team (FIT) Committee launched in early 2019**, kicking off its first year of the multi-year process to prioritize and implement the recommendations of the 2018 C&RC facility assessment report. The committee held four public meetings, and began work with consultants on a variety of recommendations made in the report.
- The installation of **new traffic signal equipment along McMurray Road** was completed. The upgraded intersections along McMurray Road are at Johnston Road and McLaughlin Run Road / Panther Pass.
- The Township was recognized by Allegheny County as a **Live Well Allegheny Community** for the second time in 2019. Among other qualities, the County recognized the Township's wellness trails, parks, and recreational opportunities. The Township also maintained its **Banner Community** status from the County and its **Sustainable Community Certification** from the Pennsylvania Municipal League in 2019.
- The Township again received two recognitions from the Government Finance Officers Association of the US & Canada (GFOA) during the year. The GFOA Certificate of Achievement for Excellence in Financial Reporting was received for the 31st time. The Township also received its 11th consecutive GFOA Distinguished Budget Presentation Award. The Township is **one of only 5 municipalities in the entire Commonwealth of Pennsylvania** (out of 2,500+) to receive both awards.
- Despite the continued state of regional uncertainty with regards to sanitary sewers that exists under the expired Administrative Consent Order (ACO), the Township continued to **make improvements to the sanitary sewer system** in 2019. Efforts included source reduction, maintenance and repairs, and flow metering. Township Staff continued to serve a lead role in ongoing negotiations with the regulators on the next ACO.

New for 2020

- In 2020, the Township will take a significant step towards determining the future use of the Township's Municipal Building. Staff will review options for the facility, taking particular advantage of the space vacated by the Upper St. Clair School District who moved its administrative offices to a newly constructed facility in late 2019. The Township will conduct a thorough review of the various opportunities that the vacated space may provide, with a focus on improving the layout, providing operational efficiencies, and enhancing the experience of residents and the public engaging with the Township. It is anticipated that a recommended plan will be finalized in 2020 for consideration by the Board of Commissioners. The project is likely to require bond financing.
- Staff will continue to explore opportunities for sidewalk construction and rehabilitation in 2020, focusing on areas where current segments can be connected, and neighborhoods can be linked to civic amenities. Due to feedback received during the budget process, funding has been increased to $250,000 for the sidewalk program in 2020. Staff will also seek grants, contributions, and partnership opportunities to provide further resources for this initiative.
- The next phase of the perimeter trail is anticipated to commence in 2020. The project, budgeted at $1.3 million, will extend from its current end near Rostron Drive towards the Morton Fields Complex. A total of $500,000 in grant funding has been secured for this phase. The final trail segment to connect to the Morton Fields Complex is planned for 2021.
- The C&RC FIT Committee will continue to meet throughout 2020 on the multi-year process of prioritizing and implementing the recommendations of the 2018 C&RC facility assessment. As previously noted, we will be challenged to implement all of the recommendations due to funding requirements, staffing limitations, and other time & resource constraints. It is expected that the FIT Committee will make several major recommendations to the Board of Commissioners in 2020 related to capital improvements and C&RC rates.
- In addition to the potential recommendations mentioned above, several capital projects are planned for the C&RC in 2020. The most significant is the $1,000,000 replacement of the HVAC unit that serves the indoor pool area. This is an item that has been considered for several years, but is fully expected to take place in the fall. Additionally, the routine annual replacement of fitness and aquatics equipment will continue in 2020.
- The Township's partnership with PennDOT on a two-year plan to improve the traffic signals along Rt. 19 throughout Upper St. Clair will continue with four more intersections slated for 2020. Township Staff will also work with PennDOT to coordinate their project at the intersection of McLaughlin Run, McMillan, and Lesnett roads. This project will introduce the first roundabout in the Township. Staff is currently working with PennDOT on sewer improvements in the project area in advance of initiating the roundabout project.
- The sewer rate multiplier is planned to remain at 2.00, while ALCOSAN is scheduled to increase its billing rate for wastewater treatment by 7% in 2020. Although municipal regulatory requirements for sanitary sewers remain uncertain, it is still likely that the Township will have to undertake major sanitary sewer construction in the near-term. As such, the Township will need to adjust the multiplier in a future year as the timing and scope of construction deem necessary. A mid-year multiplier adjustment is not anticipated for 2020.
- The Township continues to dedicate funding to stormwater management efforts, as it has done strongly since 2014. This budget appropriates another $500,000 to the Storm Sewer Fund for projects dedicated to improve stormwater management systems and comply with the unfunded Federal mandates tied to Municipal Separate Storm Sewer System (MS4) regulations being faced by all municipalities throughout the United States.

GENERAL FUND REVENUES

Where the Money Comes From



The Township's major operating revenues are real estate tax and earned income tax. The balance of operating revenue is comprised of other taxes and other revenue. Other taxes include real estate transfer, public utilities, sales & use, and local services taxes. Other revenue consists of licenses and permits, fines, fees, rental & service agreements, investment earnings, recreation fees and other non-tax revenue.

General Fund revenues are projected to go from $22,014,855 in the 2019 Budget to $22,492,486 in 2020 – an increase of 2.17%. The Township's real estate tax rate will remain at 3.83 mills and the earned income tax rate will remain at 0.80%. The General Fund is projected to end the year with an Unassigned Fund Balance of $4,037,184, or 17.9% of estimated 2020 General Fund revenues, which is in line with the Government Finance Officers Association's recommended fund balance levels of no less than 2 months of General Fund revenues, as well as the Township's target range of 8-20%. For more information on major funding sources, please refer to the section entitled *"Major Revenue Sources."*

	2019 Budget	2019 Estimate	2020 Budget
Real Estate Tax	$ 8,453,648	$ 8,466,300	$ 8,478,300
Earned Income Tax	8,981,900	9,200,000	9,370,000
Local Services Tax	290,000	290,000	290,000
Real Estate Transfer Tax	1,180,000	1,250,000	1,180,000
Public Utilities Tax	19,000	18,523	18,100
Local Option Sales & Use Tax	522,250	539,000	548,000
Licenses and Permits	163,150	148,825	137,700
Fees and Fines	510,650	535,650	517,050
Rental Income	45,748	67,782	2,865
Investment Earnings	65,000	95,000	40,000
Service Agreements	238,000	243,512	243,812
Other Non-Tax Revenue	1,188,159	1,364,678	1,317,159
Recreation Fees	357,350	335,130	349,500
Total Revenues	**$ 22,014,855**	**$ 22,554,400**	**$ 22,492,486**
Fund Balance	-	-	-
Total Major Revenues	**$ 22,014,855**	**$ 22,554,400**	**$ 22,492,486**

Major Revenue Sources

Revenue Source	Percentage 2020 Budget	Dollar Value Change from 2019 Budget	Percentage Change from 2019 Budget
Real Estate Tax	**37.7%**	**$24,652**	**0.3%**

- The 2020 Real Estate Tax rate is budgeted to remain at 3.83 mills. The 2019 certified taxable assessment base from Allegheny County is $2,270,288,341. The 2020 Budget projects a 0.3% increase based on modest growth in the assessment base.

Earned Income Tax	**41.7%**	**$388,100**	**4.3%**

- Total Earned Income Tax collections are budgeted to increase 4.3% over the 2019 budgeted amount. Current collections are budgeted to increase 2.00% over the 2019 projected actuals, while delinquent collections should decline due to a drop in the amount of past due balances necessary to collect.

Real Estate Transfer Tax	**5.2%**	**$0**	**0.0%**

- Real Estate Transfer Tax is budgeted to remain level with the 2019 budget. No significant commercial sales activity is assumed in the budgeted amount.

Local Services Tax	**1.3%**	**$0**	**0.0%**

- Local Services Tax is expected to remain level with the 2019 budget, which is a slight increase from the 2019 projected actual results. No material changes in employment numbers within Upper St. Clair are anticipated during 2020.

Local Option Sales & Use Tax	**2.4%**	**$25,750**	**4.9%**

- Local Option Sales Tax revenues are generated by an additional 1% sales tax levied within Allegheny County. Twenty-five percent of this revenue goes directly to Allegheny County, another 25% goes to the county's municipalities (including the Township), and the remaining half goes to the Allegheny Regional Asset District (ARAD). The Township's direct share of this revenue is budgeted to grow 4.9% higher than the 2019 budget. After disappointing performance in 2017 and most of 2018, this revenue became healthier in late-2018, remaining strong through 2019. The Township also benefits from the portion of this tax that goes to ARAD via separate funding for the Township's Library and Boyce Mayview Park. The 2020 budget includes $225,988 (a 3.4% increase) and $380,000 (a 4.5% operating increase plus $150,000 capital grant) for those items, respectively. Those items can be viewed on the Library RAD Fund and the Boyce Mayview Park RAD Fund pages of the Budget document.

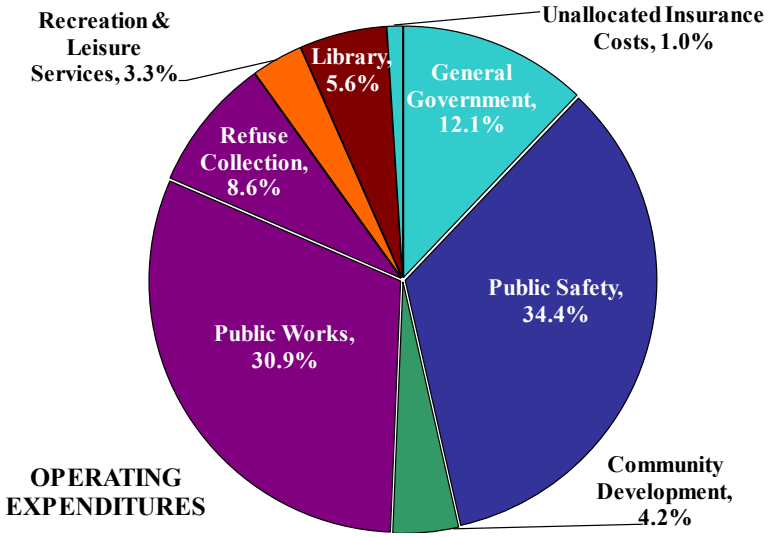
Other Revenue	**11.7%**	**$40,029**	**1.6%**

- There is a 1.6% projected increase in other revenue. Some notable changes include a $43,000 decrease in rental income, and a $70,000 increase in state pension aid.

GENERAL FUND EXPENDITURES

Where the Money Goes by Program

The 2020 projected operating expenditures are budgeted to increase from $16,377,465 in the 2019 budget to $17,184,100. The increase of 4.93% is due to a variety of reasons. The two most significant reasons are a $100,000 increase in the rock salt budget due to higher materials costs, and a $131,000 increase in the required Minimum Municipal Obligation payments for the Police and Public Works defined benefit pension plans. Without those items, the increase in operating expenditures for 2020 is 3.51%.



The largest functional areas of the Township by expenditure continue to be Public Safety (which includes the Police, Volunteer Fire Department and Animal Control) and Public Works. These two areas represent 65.3% of the Operating Budget. Each functional area other than Public Safety and Public Works is budgeted at a 2020 operating increase of less than 3%.

The remaining difference of projected revenues over operating expenses of $5,308,386 will be used to fund the 2020 debt service costs of $1,809,040, and transfers of $3,499,346.

	2019 Budget	2019 Estimate	2020 Budget
General Government	$ 2,027,121	$ 2,041,871	$ 2,082,834
Public Safety	5,547,141	5,593,972	5,905,995
Community Development	697,499	696,499	716,348
Public Works	4,972,033	5,018,941	5,304,065
Refuse Collection	1,439,500	1,439,500	1,474,500
Recreation & Leisure Services	579,026	586,375	558,769
Library	956,659	958,129	970,790
Unallocated Insurance Costs	158,486	158,486	170,799
Operating Expenditures	$ 16,377,465	$ 16,493,773	$ 17,184,100

Major Program Operating Expenditures

Major Program	Percentage 2020 Budget	Dollar Value Change from 2019 Budget	Percentage Change from 2019 Budget
General Government	**9.3%**	**$55,713**	**2.8%**

- General Government appropriations are budgeted at a 2.8% increase from 2019. Factors contributing to the increase include personal services costs, software licensing, and professional services.

Public Safety	**26.3%**	**$358,854**	**6.5%**

- Public Safety appropriations are projected to increase by 6.5%. The most significant item is the increased pension cost, which is up roughly $98,000 from 2019. Contractual wage increases and software licensing also contribute to this increase.

Community Development	**3.2%**	**$18,849**	**2.7%**

- Community Development appropriations are budgeted at a 2.7% increase from 2019 due almost entirely to increases in personal services costs.

Public Works	**23.6%**	**$332,032**	**6.7%**

- Public Works appropriations are projected to increase 6.7%. Significant contributing factors include higher pension costs, rock salt pricing, and engineering costs.

Refuse Collection	**6.6%**	**$35,000**	**2.4%**

- The Refuse Collection budget reflects costs associated with the 5-year contract with Waste Management that runs through 2023. The $35,000 reflects a 1.5% fee increase, and a slight increase in the projected number of units billed.

Recreation & Leisure Services	**2.5%**	**($20,257)**	**(3.5%)**

- Recreation & Leisure Services appropriations are budgeted to decrease 3.5% from 2019. The drop is due to a reduction in IT costs related to a major software upgrade that took place in 2019 which will not be repeated in 2020. Eliminating that variance, Recreation costs are budgeted about 0.7% higher in 2020.

Library	**4.3%**	**$14,131**	**1.5%**

- Library appropriations are projected to grow 1.5% from 2019. Increases in personal and contractual services costs are partially offset by reductions in commodities. The budget continues to reflect some shifting away from print materials towards more e-resources.

General Fund Operating Expenditures Summarization

As stated earlier in this Budget Message, overall General Fund operating expenditures are budgeted to increase by 4.93% over the 2019 Budget amounts. Some of the factors lending to this change in operating expenditures include the following:

- The Minimum Municipal Obligation (MMO) for the Police defined benefit pension plan increased by roughly $98,000, to $386,944.
- The MMO for the Public Works defined benefit pension plan increased by roughly $34,000, to $189,463.
- Rock salt costs increased roughly 16%, resulting in a $100,000 increase to the budget.
- Health insurance costs are budgeted to increase 7%, or roughly $86,000.
- Hourly wage increases for police employees are budgeted at 3.00%.
- Full-time non-contractual personnel wage increases are projected at 2.75%.
- Hourly wage increases in the public works contract are 2.25%.

The 2020 Budget will keep the General Fund's unassigned fund balance at a level which is in line with the Government Finance Officers Association's recommendation as well as the Township's target range of 8-20%, both of which are necessary to support the goal of maintaining the Township's AA+ bond rating.

Major Program Non-Operating Expenditures

Major Program	Percentage 2020 Budget	Dollar Value Change from 2019 Budget	Percentage Change from 2019 Budget
Debt Service Payments	**8.0%**	**$465,476**	**34.6%**

- The Debt Service payment schedules for all existing debt remain fairly level in 2020, decreasing by roughly $7,800. That covers the known payments for the 2016 Series A General Obligation Bonds, the 2017 Series A&B General Obligation Bonds, and the 2015 General Obligation Note. However, also included in this budget is a potential increase in debt service of roughly $473,400 annually. This represents a new $10 million, 30-year bond issue that could be considered if the Board of Commissioners wishes to pursue funding during the year for major projects listed in the Capital Improvements Program, most notably the Municipal Building renovation project. It is important to note that this is merely a rough representation of the debt service that could be incurred. Any new bond issue would have to be structured and aligned with the Township's overall debt service profile before finalizing a debt service payment schedule.

Operating Transfers	**15.6%**	**($794,480)**	**(18.5%)**

- The 2020 General Fund Budget allocates a $1,250,565 transfer to the Capital Projects Fund to help finance major capital items, a transfer of $500,000 to the Boyce Mayview Park RAD Fund to fund park activities not covered by the RAD Grant, and a transfer of $1,748,781 to the Boyce Mayview C&RC Fund for payment of the debt service originally incurred through the 2008 General Obligation Bonds issued to finance the construction of the C&RC as well as an appropriation for C&RC common area operations. The 2008 bonds have since been replaced with the 2016 Series A bonds.

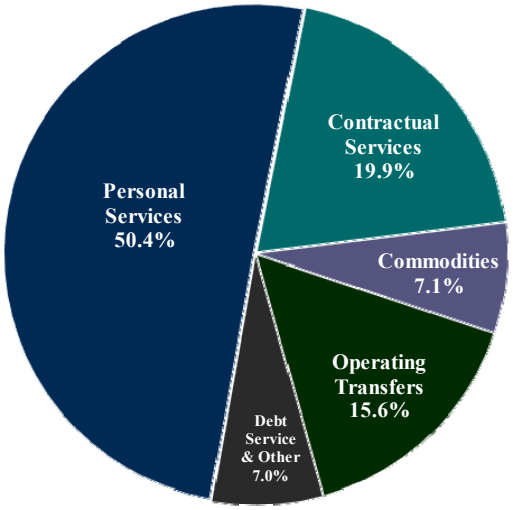
Where the Money Goes by Core Service Type

Core Service	Percentage 2020 Budget	Dollar Value Change from 2019 Budget	Percentage Change from 2019 Budget
Personal Services	**50.4%**	**$539,831**	**5.0%**

The Township has always prided itself with the core services it provides to the residents. The Township's employees are the foundation for the high quality of services the Township provides.

The Personal Services category contains the expenses associated with maintaining a high-quality staff. As is always the case, this category is the largest in the 2020 General Fund Budget, making up 50.4%, or $11,327,987, roughly 60% of which is obligated contractually. This is a $539,831, or 5.0%, increase from the 2019 budgeted amounts. About $132,000 of that is from required contributions to the Police and Public Works defined benefit pension plans, and $86,000 is from rising health insurance premiums (as mentioned on the previous page). All other items in this category combine for an increase of 2.9%

2020 GENERAL FUND EXPENDITURES BY TYPE



Contractual Services	**19.9%**	**$203,508**	**4.8%**

The contractual services increase is $203,508, or 4.8% over the 2019 budget. The main contributors to the increase in this category are professional services costs, and software licensing.

Commodities	**7.1%**	**$78,900**	**5.2%**

The Township's commodities expenses are budgeted to increase $78,000 over the 2019 budgeted amounts. A rock salt increase of 16% is partially offset by decreases in several other commodities, most notably fuel.

Operating Transfers	**15.6%**	**($794,480)**	**(18.5%)**

Operating Transfers account for 15.6%, or $3,499,346 of the 2020 General Fund Budget. This is a decrease of $794,480, or 18.5%, from the 2019 budgeted amounts. These transfers represent contributions from the General Fund to the Capital Projects Fund ($1,250,565), Boyce Mayview RAD Fund ($500,000), and C&RC Fund ($555,435 operating, and $1,193,346 debt).

Debt Service & Other	**7.1%**	**$449,872**	**39.2%**

The change in "Debt Service & Other" includes distributed costs to and from other departments, as well as the General Fund portion of the debt repayment schedules that are currently in effect for the 2016 General Obligation Bonds, the 2017 Series A&B General Obligation Bonds, and the 2015 General Obligation Note. The 39.2% increase is explained in detail on the previous page under "Debt Service Payments".

Other Expenditure Considerations

- **Staffing Levels and Compensation** – The overall staffing level and salary ranges are reflected in each department's budget, and detailed in the Appendix section of the budget document. Compensation levels for the operating budget reflect rates set either by contract, arbitration, or ranges established by the Board of Commissioners and verified by an external party via a labor and economic analysis.

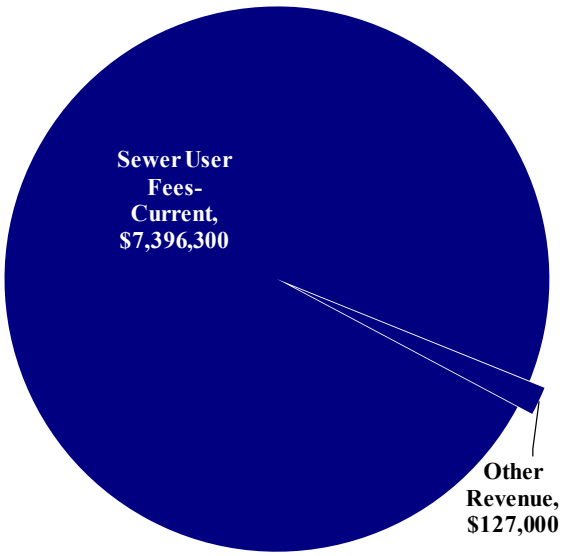
- **Fringe Benefits** – Fringe Benefits have been budgeted at contractually or actuarially established rates in all categories. Medical insurance is budgeted to increase by 7% over 2019. All Township employees are required to contribute to their health insurance premiums in order to help offset the Township's cost.

MAJOR ENTERPRISE FUNDS

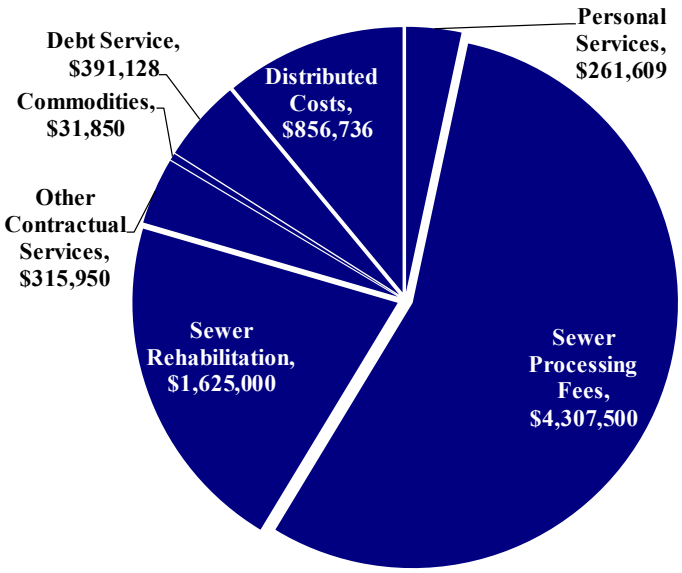
Sanitary Sewer Fund

The sewer user fee multiplier is budgeted to remain at 2.00 for 2020. ALCOSAN is expected to increase its rate for wastewater treatment in 2020 by 7%. The Township's costs for wastewater treatment in 2020 are projected at $4,307,500, representing 58% of the fund's operating expenses. Major sewer rehabilitation and source reduction costs are budgeted at $1,625,000. Net assets at the end of 2020 are estimated to be roughly $3,200,000.

Projected Revenues

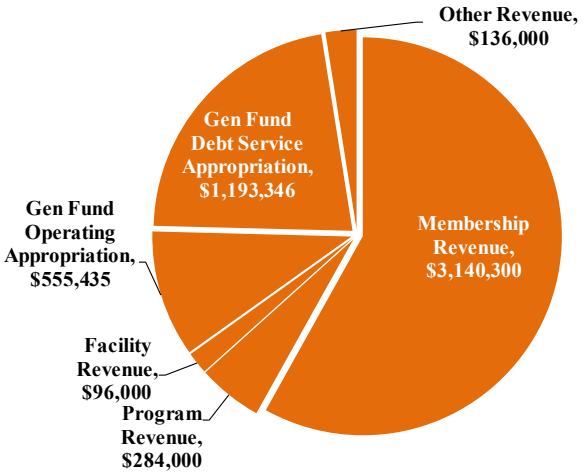


Projected Expenses



Boyce Mayview Community & Recreation Center (C&RC) Fund

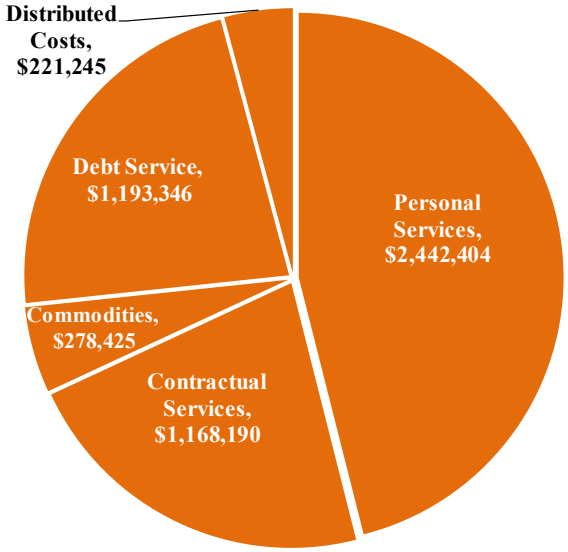
Projected Revenues



- **Membership Revenue:** Current demographics show the C&RC membership is made up of 62% residents and 38% non-residents. As mentioned earlier in this document, recommendations of the 2018 C&RC facility assessment study will continue to be prioritized and implemented during 2020. That may result in changes to the revenue structure. But because those changes are not yet known, this Budget assumes membership revenue will remain in line with actual 2019 projections.
- **Appropriations from the General Fund:** For 2020, the General Fund will appropriate $1,193,346 for debt service costs associated with the construction of the C&RC building. The General Fund is also budgeted to contribute $555,435 to support the common area operations of the C&RC.
- **Other Revenue:** Facility Rental revenue is budgeted to increase slightly from 2019 results, while the program revenue budgets reflect recent trends that have produced lower fitness and aquatics income.
- **Total Memberships:** In October 2019, the C&RC had approximately 9,100 total members, including 3,200 annual memberships.

Projected Expenses

- **Personal Services:** Personal services have increased $64,416, or 2.7% from 2019. This is mostly due to full-time wage increases, which includes additional resources dedicated to the marketing effort.



- **Contractual Services:** Contractual services expenses are budgeted to increase by $29,985, or 2.6% from 2019. Increases in marketing and credit card processing fees make up the majority of this variance.
- **Commodities:** Commodities are projected to remain fairly level with the 2019 budgeted amounts.
- **Distributed Costs:** Distributed costs include Information Technology costs and depreciation costs on all equipment.
- **Capital Items**: In addition to routine equipment replacement, several major capital projects may take place in 2020. The HVAC unit in the indoor aquatics area is scheduled for replacement. Additional projects may take place depending on the prioritization of recommendations from the facility assessment.

CAPITAL PROJECTS FUND

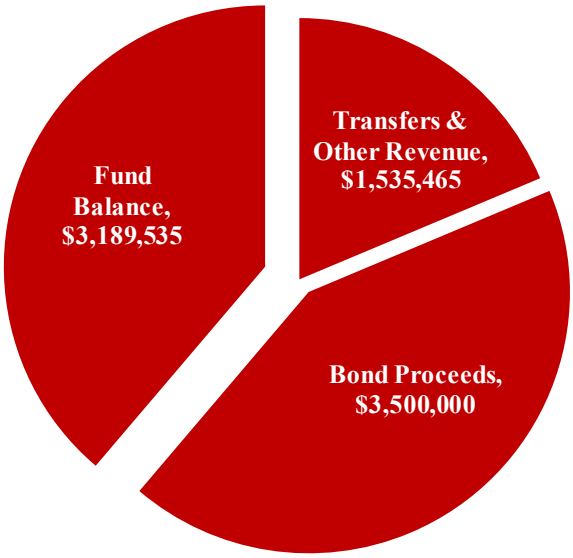
Annual Street Improvement Program

Funding Source	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
State Liquid Fuels Tax Fund	$ 650,000	$ 700,000	$ 650,000	$ 650,000
General/Capital Project Funds	848,431	971,868	1,228,100	1,150,000
TOTAL	**$ 1,498,431**	**$ 1,671,868**	**$ 1,878,100**	**$ 1,800,000**

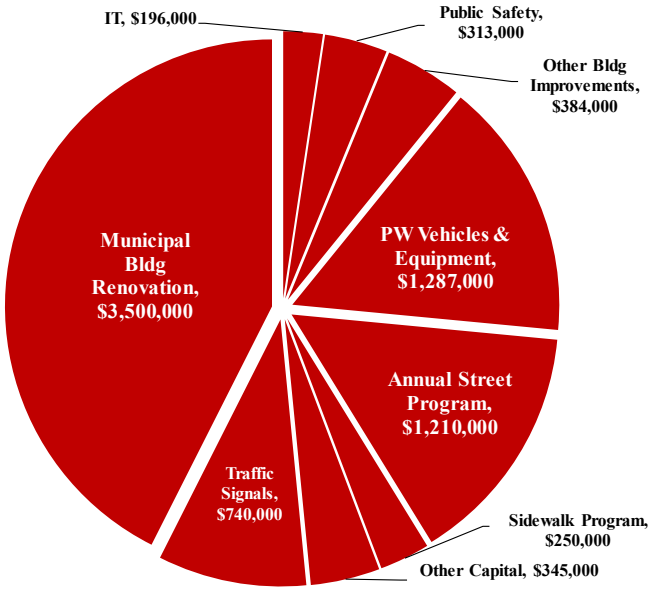
The Township recognizes the benefits of well-maintained streets and is committed to a regular schedule of street improvements. Approximately $13,500,000 has been spent on this program during the past ten years. The Township receives many favorable comments regarding the condition of Township streets and roadways, and the 2020 Budget provides for maintaining a high level of service in this program area. The funding amount of $1,800,000 for 2020 is a $100,000 increase from the 2019 allocation.

Capital Projects Fund

Projected Revenues



Projected Expenditures



For the last eight years, Staff has predicated the annual 5-Year Capital Improvement Program on a priority funding basis. The majority of the Capital Projects Fund will be funded by an operating transfer from the General Fund and the assigned Capital Reserve fund balance as usual. The charts above also show a $3,500,000 expenditure for a potential municipal building renovation project which would be funded by a matching amount of bond proceeds.

MAJOR SPECIAL REVENUE FUNDS

Boyce Mayview Park RAD Fund

Funding Source	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
RAD Funding	$ 331,000	$ 310,500	$ 365,000	$ 380,000
General Fund Appropriation	$ 1,034,242	$ 860,890	$ 1,326,801	$ 500,000

At the recommendation of the Allegheny Regional Asset District (ARAD), Staff shows the RAD grant revenues and matching expenditures in this separate, special revenue fund called the Boyce Mayview Park RAD Fund. An appropriation from the General Fund supplements the operating and capital expenditures that are not covered by RAD or other grants within the fund. The General Fund appropriation for 2020 is projected at $500,000.

For 2020, RAD funding is estimated at a level of $380,000. This covers a portion of the Fund's operating expenditures ($230,000) such as personnel costs from the Public Works, Recreation and Police departments, and utility, maintenance, and other operational costs for Boyce Mayview Park. Another $150,000 from RAD is anticipated for capital improvements. The most significant capital expenditure in this fund for 2020 is the Perimeter Trail project.

LOOKING FORWARD

This 2020 Budget has been prepared with the continued underlying purpose of managing any future economic situations with a solid and stable financial foundation. In January 2018, the Board of Commissioners met to set the priorities of the Board for the subsequent 2 years. The next such planning session will take place in early 2020. Township staff is committed to continuing the momentum built in recent years towards the Board's planning priorities. This Budget provides the foundation for the continued implementation of those past priorities while laying the groundwork for future goals and objectives.

- For the eleventh straight year, this budget keeps tax rates level. The real estate tax millage rate, currently 3.83, has remained flat since 2010. The Township's Earned Income Tax rate, currently 0.80%, has not changed since 2007. This continues to satisfy the Board's top budgetary priority of holding the line on taxes. Economic pressures have the potential to make this goal more challenging in the near future.

- The Township has successfully renovated many areas of the Municipal Building in recent years, incorporating functional efficiencies, cosmetic enhancements, upgraded equipment, and other improvements. This was accomplished without the need to issue debt to finance the costs. The last major physical reconfiguration to the Municipal Building was done as part of "Project 2000", a label coined in the early 1980s when the next several decades of the building's use was being planned. Nearly 40 years later, we are on the cusp of the next major renovation – an opportunity to plan the use of the building for decades to come. Staff began a comprehensive review of the building's space allocation during 2019, with a focus on improving the layout, providing operational efficiencies, and enhancing the experience of interacting with the Township. It is anticipated that Staff will develop a conceptual design and proposed timeline for project financing and construction that will be presented to the Board in 2020 for consideration. The project would very likely require bond financing, and would stretch into 2021.

- The multi-year process of implementing recommendations from the 2018 C&RC facility assessment report continues. Some of the major recommendations expected to be considered in 2020 are physical enhancements to the facility (both internal and external), and fee increases. The FIT Committee has made progress on its duty to prioritize and implement the recommendations of the report, and is expected to make recommendations to the Board of Commissioners in 2020 that will set forth the major capital enhancements to take place in the coming years.

- Planned traffic signal improvements continue in 2020. The Township's partnership with PennDOT on a two-year plan to improve the traffic signals along Rt. 19 throughout Upper St. Clair has four intersections slated for next year. Those Rt. 19 intersections are Brookside Blvd. / Devonwood Dr., Fieldgate Dr. / Village Dr., Concourse Dr. / Siena Dr., and at Fort Couch Rd. Staff will also work with PennDOT to coordinate their project at the intersection of McLaughlin Run, McMillan, and Lesnett roads. This project will introduce the first roundabout in the Township. Construction is scheduled to take place in 2020. More information about the roundabout project can be found on the Township's website.

The 2020 Budget reflects the commitment of the Board of Commissioners and Staff to provide stability with the known factors affecting the upcoming budget. As we have realized in previous years, particularly during 2018, future budget environments are never certain. However, the Board and Staff continuously monitor situations and factors that could have significant impacts on the Township's financial status. Some of these factors are highlighted below. For updated long-term projections, please refer to the five-year budget projections within the budget document.

- Due to sound planning and strong financial performance, the Township has been successful over the past few years with aggressively investing in the upgrading and renovating of its facilities without the need to issue debt. Continued reinvestment in facilities will be challenging in the future, and will likely require long-term financing.

- The Governmental Accounting Standards Board (GASB) Statements No. 74 & 75, require the Township to recognize its legal liability for other post-employment benefits (OPEB), such as the healthcare benefits for retired police officers that were granted through arbitration. This liability will remain a consideration not only in future budgets and bond ratings, but will also continue to be something Staff focuses on reducing in future labor negotiations.

- The Township and many other municipalities in the region previously entered into an Administrative Consent Order (ACO) with the Allegheny County Health Department, the Pennsylvania Department of Environmental Protection, and the United States Environmental Protection Agency related to stormwater inflow in the Township's sanitary sewer system. The initial ACO expired in mid-2015. Subsequent to that expiration, the Township and other municipalities operated under an interim ACO. The interim ACO expired at the end of 2017, and a new order is being negotiated, leaving municipalities in this region to continue guessing what regulatory requirements will be faced in the future. Despite the lack of an official order, it remains likely that the Township will have to undertake major sanitary sewer source reduction projects in the near-term. As such, the Township will need to adjust the multiplier in a future year as the timing and scope of construction deem necessary. The announcement in September 2019 of ALCOSAN's $2 billion Modified Consent Order and Clean Water Plan could also have an impact on rates in the short and long-term. However, since we have been planning for this eventuality in recent years, a mid-year multiplier adjustment is not anticipated for 2020. Township Staff continue to serve a lead role in ongoing negotiations with the regulators on the next ACO.

- Municipalities throughout the United States, including Upper St. Clair Township, remain under a Federal mandate requiring a stormwater management program for reducing pollution impacts from stormwater runoff. This mandate is tied to Municipal Separate Storm Sewer System (MS4) regulations enforced by the Pennsylvania Department of Environmental Protection (PADEP) and the Environmental Protection Agency (EPA). The 2020 Budget once again appropriates $500,000 to the Township's Storm Sewer Fund for projects dedicated to improve stormwater management systems and comply with the unfunded mandate. This is the 7th consecutive year that the Township has appropriated a significant contribution to the Storm Sewer Fund. Although the Township's 2020-2024 Capital Improvements Program *estimates* $2.5 million in related expenses over the next 5 years, there is still uncertainty related to the true cost of MS4 compliance. If the costs of such compliance exceed the amount that the Storm Sewer Fund can handle, other funding mechanisms may need to be considered. The potential for this occurring in 2020 is unlikely, but it is a possibility in future years.

CONCLUSION

As has been the case in previous years, this 2020 Budget provides a financially sustainable spending plan that enables the Township to be prepared to respond to uncertainty and economic pressures in the short and long-term. The 2020 Budget allows the Township to continue providing high quality services in the coming year while keeping an eye on the future. Staff continues to monitor economic conditions so that high quality service levels can be preserved while keeping within the financial means of our tax base.

Although our tax base has shown moderate growth in recent years, it remains challenging to meet the high service expectations our residents deserve and expect. The Township is regularly confronted with the need to minimize expenditures while managing expressed community needs and desires. Staff looks forward to continuing to meet this challenge by addressing the needs and desires identified in the Board of Commissioners' Planning Priorities, the 2015-2025 Comprehensive Plan, and annual departmental goals. We urge the community to continue to convey their desires with a consideration of the costs necessary to fund them. Staff remains committed to vigorously scrutinizing spending with the objective of remaining financially prepared for the short and long term.

This message is intended only to provide a general overview of the Budget and its progression over the next several years. Additional detail on planned expenditures is provided on the following pages of this budget document. Special appreciation is extended to the Department of Finance and all department directors for their roles in developing this Budget.

Respectfully submitted,

Matthew R. Serakowski
Township Manager

BUDGET OVERVIEW

The Township of Upper St. Clair is a municipal government located in Allegheny County in Western Pennsylvania. Upper St. Clair students attend schools in the Upper St. Clair School District. The Township, the School District, the County and the State of Pennsylvania are separate entities with separate taxing authority. Each governmental unit is responsible for specific service provisions and law enforcement to Upper St. Clair residents.

The 2020 Budget for the Township of Upper St. Clair encompasses thirteen separate funds. Using the principles of fund accounting, funds are created by state constitution, state statute, Home Rule charter or local ordinance and are a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts, which include its assets, liabilities, fund equity, revenues and expenditures. This compartmentalization of resources, transactions, and statements is necessary to ensure that specific revenue sources are used to finance the specific activities for which they are intended. Funds can have transactions with other funds within the governmental unit. Funds can be continuous or can be closed out after their special purpose has been served. For a detailed listing of all Township funds, please refer to the following page.

The Township's primary sources of recurring revenue are **Real Estate Tax (16.41%)**, **Earned Income and Net Profits Tax (18.13%)**, **Sewer User Fees (14.38%)** and **C&RC Memberships & Recreation Program Fees (7.57%)**, which combine to account for **56.49%** of the Township's revenues. Additional revenue is derived from other taxes, licenses, permits, fees, fines, rental income, interest, service agreements, grants and other non-tax revenue.

The Township's major program expenditures include **Public Works Functions (17.17%)**, **Public Safety (12.03%)**, **Recreation & Leisure Services, including the C&RC operating and capital costs, (22.21%)**, and **Sanitary Sewer Processing (ALCOSAN Payments) (8.34%)**, which combine to account for **59.75%** of the Township's expenditures. Other major programs include General Government, Community Development, Refuse Collection, Annual Street Improvement Program, and Library. For more information concerning each program, please refer to the corresponding sections of this document.

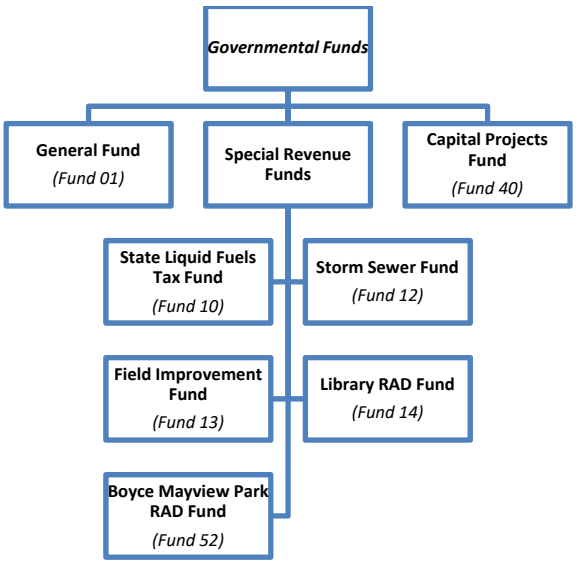
The Township of Upper St. Clair provides its residents with a full range of services. Following is a list of some of those services:

- Police and Fire protection
- Emergency Medical Services through Tri-Community South EMS
- Maintenance and repair of streets, sanitary sewers and storm sewers
- Maintenance of Boyce Mayview Park and other neighborhood parks
- Winter snow and ice removal on state and local roads
- Refuse and recycling collection services
- Enforcement of building codes and zoning ordinances
- A wide variety of recreation and leisure offerings for all age groups
- Full-service adult and children's library
- Public access television

BUDGETARY BASIS

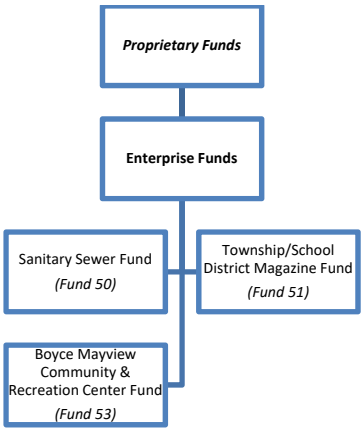
Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget. There are three (3) primary bases for budgeting: Cash Basis, Modified Accrual Basis and Accrual Basis. The Township does not use the Cash Basis for any funds within the Budget.

Modified Accrual Basis of Budgeting



Modified Accrual Basis is the basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

Accrual Basis of Budgeting



Accrual Basis is the basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.

GENERAL FUND

Fund 01 - The General Fund is the primary operating fund for the Township. The fund is supported by taxes, fees, and other revenues that may be used for any lawful purpose. This is the principal fund of the Township and includes all operations not required by law or policy to be recorded in other funds.

SPECIAL REVENUE FUNDS

Special revenue funds are established to account for revenues that are legally restricted to expenditures for specific purposes.

Fund 10 – State Liquid Fuels Tax Fund
State law requires a separate fund for the accounting of Liquid Fuels Tax monies. Revenues for this fund are derived from the State gasoline tax. This fund provides additional resources to finance the annual street program.

Fund 12 – Storm Sewer Improvement Fund
This fund is used to account for storm sewer improvement fees paid by developers and monies expended for storm water management projects. This fund is required by local ordinance.

Fund 13 – Field Improvement Fund
This fund is used to account for the user fees and donations from the Upper St. Clair Athletic Association and the Township appropriations made for the renovation of existing ball fields and building of new ones. This fund is required by local ordinance.

Fund 14 – Library Regional Asset District (RAD) Fund
This fund is used to account for all revenues received from the Regional Asset District that have been allocated to the Township to maintain and improve the Municipal Library. This fund is required by local ordinance.

Fund 52 – Boyce Mayview Park RAD Fund
This fund is used to account for all revenues received from the Regional Asset District that have been allocated to the Township to maintain and improve Boyce Mayview Regional Park. This fund is required by local ordinance.

CAPITAL PROJECTS FUNDS

Capital project funds provide for capital outlays other than those from special assessment and proprietary funds, i.e., Enterprise Funds.

Fund 40 – Capital Projects Fund
This fund is used to account for the acquisition or construction of capital equipment and other projects. The primary funding source for these projects is an annual operating transfer from the General Fund. This fund is required by local ordinance.

ENTERPRISE FUNDS

Enterprise funds account for operations financed and operated in the government in a manner similar to private business. The cost of providing the goods or services in an enterprise fund is financed primarily through user charges.

Fund 50 – Sanitary Sewer Fund
This enterprise fund is used to account for all revenues and expenditures associated with operation of the Township's sanitary sewer system. Both routine Sewer Maintenance and Corrective Action Plan expenses are accounted for in this fund. This fund is required by local ordinance.

Fund 51 – Township/School District Magazine Fund
This enterprise fund is used to account for all revenues and expenditures associated with operation of the Township's Magazine publication. The magazine is published four times a year, and the revenues generated from advertising fees cover all costs of publication. This fund is required by local ordinance.

Fund 53 – Boyce Mayview Community & Recreation Center Fund
This enterprise fund is used to account for all revenues and expenditures for the operation of the Township's Community Recreation Center (C&RC) located in Boyce Mayview Regional Park. Debt service payments for the construction of the C&RC are accounted for in this fund. This fund is required by local ordinance.

TRI-COMMUNITY SOUTH EMERGENCY MEDICAL SERVICES FUNDS

Fund 90 – Tri-Community South Emergency Medical Services Fund
This fund is jointly operated by the Township of Upper St. Clair, the Township of South Park and the Municipality of Bethel Park. Over 85% of the fund's operating revenues are derived from annual subscriptions and payments for medical services. This fund is required by local ordinance.

Fund 91 – Tri-Community South EMS Capital Reserve Fund
This fund was established in 1987 to account for the acquisition of major capital purchases including ambulances, radios and other equipment. It is funded by an annual allocation from the Tri-Community South Emergency Medical Services Fund. This fund is required by local ordinance.

SINKING FUND

State law requires sinking funds for the repayment of principal and interest of local debt. Funds must be transferred from the General Fund to the Sinking Fund, which makes the payments to the debt holder. Presently, the Township operates sinking funds for the following five debt obligations: the 2015 General Obligation Note, the 2016 General Obligation Bonds, the 2017 General Obligation Bonds Series A, and the 2017 General Obligation Bonds Series B.

DEPARTMENT / FUND RELATIONSHIPS

The following matrix illustrates the relationships between the Township's functional units and each fund:

		General Government	Public Safety	Community Development	Public Works	Recreation	Library	Tri-Community South EMS
Fund 01	**General Fund**	X	X	X	X	X	X	
Fund 10	**State Liquid Fuels Tax Fund**				X			
Fund 12	**Storm Sewer Improvement Fund**				X			
Fund 13	**Field Improvement Fund**				X	X		
Fund 14	**Library RAD Fund**						X	
Fund 52	**Boyce Mayview Park RAD Fund**	X	X		X	X		
Fund 40	**Capital Projects Fund**	X	X	X	X	X	X	
Fund 50	**Sanitary Sewer Fund**	X			X			
Fund 51	**Township/School District Magazine Fund**	X						
Fund 53	**Boyce Mayview Community & Recreation**					X		
Fund 90	**Tri-Community South EMS Fund**							X
Fund 91	**Tri-Community South EMS Capital Reserve Fund**							X

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2020 OVERALL BUDGET SUMMARY
REVENUES BY FUND

Revenue Category	General Fund	Liquid Fuels	Storm Sewer	Field Improv.	Library RAD	Boyce Mayview RAD	Capital Projects	Sanitary Sewer	Twp/SD Magazine	Comm & Rec Center	C&RC Capital	Total	% of Total
Real Estate Taxes	$ 8,478,300	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 8,478,300**	**16.41%**
Earned Income Taxes	9,370,000	-	-	-	-	-	-	-	-	-	-	**9,370,000**	**18.13%**
Other Taxes	2,036,100	-	-	-	-	-	-	-	-	-	-	**2,036,100**	**3.94%**
Sewer User Fees	-	-	-	-	-	-	-	7,433,300	-	-	-	**7,433,300**	**14.38%**
Licenses & Permits	137,700	-	-	-	-	-	-	-	-	-	-	**137,700**	**0.27%**
Fees & Fines	517,050	-	-	28,000	-	-	-	15,000	156,000	-	-	**716,050**	**1.39%**
Interest & Rent	42,865	6,000	-	1,200	-	-	55,000	75,000	-	95,000	-	**275,065**	**0.53%**
Service Agreements	243,812	-	-	-	-	-	4,900	-	-	-	-	**248,712**	**0.48%**
Recreation Fees	349,500	-	-	-	-	-	-	-	-	3,561,300	-	**3,910,800**	**7.57%**
Grant Revenue	872,959	639,570	-	-	225,988	530,000	-	-	-	-	-	**2,268,517**	**4.39%**
Non-Tax Revenue	444,200	-	-	-	-	-	3,725,000	-	-	-	155,000	**4,324,200**	**8.37%**
Fund Balance	-	4,430	-	-	-	1,172,901	3,189,535	266,473	18,150	-	3,696,779	**8,348,268**	**16.15%**
Operating Transfers	-	-	500,000	30,000	-	500,000	1,250,565	-	-	555,435	101,471	**2,937,471**	**5.68%**
Non-Operating Transfers	-	-	-	-	-	-	-	-	-	1,193,346	-	**1,193,346**	**2.31%**
Totals	**$ 22,492,486**	**$ 650,000**	**$ 500,000**	**$ 59,200**	**$ 225,988**	**$ 2,202,901**	**$ 8,225,000**	**$ 7,789,773**	**$ 174,150**	**$ 5,405,081**	**$ 3,953,250**	**$ 51,677,829**	**100.00%**

2020 OVERALL BUDGET SUMMARY
EXPENDITURES/EXPENSES BY FUND

Expenditure Category	General Fund	Liquid Fuels	Storm Sewer	Field Improv.	Library RAD	Boyce Mayview RAD	Capital Projects	Sanitary Sewer	Twp/SD Magazine	Comm & Rec Center	C&RC Capital	Total	% of Total
General Government	$ 2,253,633	$ -	$ -	$ -	$ -	$ -	$ 3,916,000	$ -	$ 174,150	$ -	$ -	**$ 6,343,783**	**12.28%**
Public Safety	5,905,995	-	-	-	-	-	313,000	-	-	-	-	**6,218,995**	**12.03%**
Comm. Development	716,348	-	-	-	-	-	15,000	-	-	-	-	**731,348**	**1.42%**
Public Works	5,304,065	-	500,000	30,000	-	-	1,572,000	1,466,145	-	-	-	**8,872,210**	**17.17%**
ALCOSAN Payments	-	-	-	-	-	-	-	4,307,500	-	-	-	**4,307,500**	**8.34%**
Corrective Action	-	-	-	-	-	-	-	1,625,000	-	-	-	**1,625,000**	**3.14%**
Refuse Collection	1,474,500	-	-	-	-	-	-	-	-	-	-	**1,474,500**	**2.85%**
Annual Street Program	-	650,000	-	-	-	-	1,210,000	-	-	-	-	**1,860,000**	**3.60%**
Recreation	558,769	-	-	-	-	2,202,901	650,000	-	-	4,110,264	3,953,250	**11,475,184**	**22.21%**
Library	970,790	-	-	-	225,988	-	19,000	-	-	-	-	**1,215,778**	**2.35%**
Debt Service	1,809,040	-	-	-	-	-	-	391,128	-	642,806	-	**2,842,974**	**5.50%**
Operating Transfers	3,499,346	-	-	-	-	-	530,000	-	-	-	-	**4,029,346**	**7.80%**
Fund Balance	-	-	-	29,200	-	-	-	-	-	652,011	-	**681,211**	**1.32%**
Totals	**$ 22,492,486**	**$ 650,000**	**$ 500,000**	**$ 59,200**	**$ 225,988**	**$ 2,202,901**	**$ 8,225,000**	**$ 7,789,773**	**$ 174,150**	**$ 5,405,081**	**$ 3,953,250**	**$ 51,677,829**	**100.00%**

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Township Taxes					
Real Estate Taxes	$ 8,263,249	$ 8,490,013	$ 8,453,648	$ 8,466,300	$ 8,478,300
Earned Income Taxes	8,869,902	8,934,154	8,981,900	9,200,000	9,370,000
Other Taxes	2,156,041	2,801,246	2,011,250	2,097,523	2,036,100
Total Township Taxes	**19,289,192**	**20,225,413**	**19,446,798**	**19,763,823**	**19,884,400**
Township Fees					
Sewer User Fees	6,820,885	7,041,304	7,158,053	7,153,053	7,433,300
Recreation Fees	4,290,822	4,035,101	4,036,650	3,866,030	3,910,800
Magazine Advertising Fees	162,131	157,676	166,250	155,850	156,000
Licenses & Permits	254,663	182,398	163,150	148,825	137,700
Fees & Fines	712,319	768,241	611,150	574,150	560,050
Total Township Fees	**12,240,820**	**12,184,720**	**12,135,253**	**11,897,908**	**12,197,850**
Township Grant Revenue					
State Pension Grant	633,674	660,311	641,700	713,819	712,000
Library State Grant	64,059	64,059	64,059	64,059	64,059
State Liquid Fuels Tax Allocation	624,936	653,563	652,380	669,365	639,570
Library RAD Grant	224,779	221,586	218,484	231,426	225,988
Boyce Mayview Park RAD Grant	331,000	310,500	365,000	365,000	380,000
Other Grants	675,939	241,739	633,788	764,788	216,900
Total Township Grant Revenue	**2,554,387**	**2,151,758**	**2,575,411**	**2,808,457**	**2,238,517**
Township Non-Tax Revenue					
Interest & Rent	200,186	465,734	316,748	511,782	275,065
Service Agreements	258,909	312,440	243,000	248,412	248,712
Other Revenue	1,046,946	847,965	644,900	809,300	854,200
Total Township Non-Tax Revenue	**1,506,041**	**1,626,139**	**1,204,648**	**1,569,494**	**1,377,977**
Township Transfers					
Transfers from Bond Proceeds	-	-	-	-	3,500,000
Transfers from Other Funds	8,207,160	7,137,226	5,113,603	5,309,094	4,130,817
Total Township Transfers	**8,207,160**	**7,137,226**	**5,113,603**	**5,309,094**	**7,630,817**
Township Fund Balance					
Transfers from Fund Balance	286,795	807,653	6,849,209	2,857,736	8,348,268
Total Township Fund Balance	**286,795**	**807,653**	**6,849,209**	**2,857,736**	**8,348,268**
Total Township Revenue	**$ 44,084,395**	**$ 44,132,909**	**$ 47,324,922**	**$ 44,206,512**	**$ 51,677,829**

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
General Government Expenditures					
Personal Services	$ 1,596,625	$ 1,607,410	$ 1,693,670	$ 1,696,370	$ 1,717,055
Contractual Services	836,751	842,697	1,163,800	1,170,400	1,196,725
Commodities	42,242	43,228	53,500	54,700	52,200
Distributed Costs	(331,845)	(337,161)	(544,213)	(544,263)	(538,197)
Capital Projects	567,987	678,862	751,000	751,000	3,916,000
Total General Government Expenditures	**$ 2,711,760**	**$ 2,835,036**	**$ 3,117,757**	**$ 3,128,207**	**$ 6,343,783**

Fund(s): General Fund, Capital Projects Fund, Township/School District Magazine Fund

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Public Safety Expenditures					
Personal Services	$ 4,362,857	$ 4,657,657	$ 4,825,760	$ 4,883,891	$ 5,123,419
Contractual Services	379,445	458,327	484,917	473,617	531,763
Commodities	72,490	83,282	77,050	77,050	89,450
Distributed Costs	104,109	147,868	159,414	159,414	161,363
Capital Projects	943,437	218,968	340,000	340,000	313,000
Total Public Safety Expenditures	**$ 5,862,338**	**$ 5,566,102**	**$ 5,887,141**	**$ 5,933,972**	**$ 6,218,995**

Fund(s): General Fund, Capital Projects Fund

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Comm. Development Expenditures					
Personal Services	$ 523,490	$ 519,858	$ 551,669	$ 551,669	$ 568,610
Contractual Services	44,155	53,722	63,986	63,986	65,175
Commodities	8,691	10,462	11,500	10,500	10,500
Distributed Costs	55,901	60,782	70,344	70,344	72,063
Capital Projects	18,068	28,494	9,000	14,000	15,000
Total Comm. Development Expenditures	**$ 650,305**	**$ 673,318**	**$ 706,499**	**$ 710,499**	**$ 731,348**

Fund(s): General Fund, Capital Projects Fund

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Public Works Expenditures					
Personal Services	$ 2,666,652	$ 2,877,028	$ 3,079,455	$ 3,079,563	$ 3,275,493
Contractual Services	1,366,911	1,271,679	1,476,739	1,541,639	1,633,548
Commodities	920,895	1,047,828	1,224,550	1,212,050	1,293,350
Distributed Costs	726,589	725,639	794,596	805,832	817,819
Refuse Collection	1,238,842	1,221,921	1,439,500	1,439,500	1,474,500
ALCOSAN Payments	3,563,573	3,735,849	4,021,700	4,034,750	4,307,500
Capital Projects	3,109,905	4,409,565	5,200,000	5,578,761	5,337,000
Total Public Works Expenditures	**$ 13,593,367**	**$ 15,289,509**	**$ 17,236,540**	**$ 17,692,095**	**$ 18,139,210**

Fund(s): General Fund, State Liquid Fuels Tax Fund, Storm Sewer Improvement Fund, Field Improvement Fund, Capital Projects Fund, Sanitary Sewer Fund

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Recreation Expenditures					
Personal Services	$ 2,721,101	$ 2,789,285	$ 3,045,646	$ 3,065,828	$ 3,078,336
Contractual Services	1,231,918	1,347,806	1,478,644	1,507,844	1,542,118
Commodities	330,829	350,292	431,950	437,775	418,325
Distributed Costs	283,261	312,832	416,575	416,575	423,155
Capital Projects	1,589,224	708,286	5,685,000	928,307	6,013,250
Total Recreation Expenditures	**$ 6,156,333**	**$ 5,508,501**	**$ 11,057,815**	**$ 6,356,329**	**$ 11,475,184**

Fund(s): General Fund, Boyce Mayview Park RAD Fund, Capital Projects Fund, Boyce Mayview C&RC Fund

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Library Expenditures					
Personal Services	$ 910,701	$ 946,222	$ 953,359	$ 966,301	$ 976,031
Contractual Services	20,108	18,470	24,500	25,700	24,800
Commodities	139,509	140,026	158,500	158,770	156,200
Distributed Costs	22,930	22,996	38,784	38,784	39,747
Capital Projects	112,050	26,092	40,000	40,000	19,000
Total Library Expenditures	**$ 1,205,298**	**$ 1,153,806**	**$ 1,215,143**	**$ 1,229,555**	**$ 1,215,778**

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Debt Service Expenditures					
Contractual Services	$ 2,372,505	$ 2,468,363	$ 2,413,102	$ 2,413,102	$ 2,842,974
Total Debt Service Expenditures	**$ 2,372,505**	**$ 2,468,363**	**$ 2,413,102**	**$ 2,413,102**	**$ 2,842,974**

Fund(s): General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Operating Transfers Expenditures					
Contractual Services	$ 6,954,977	$ 6,497,253	$ 4,823,826	$ 5,147,063	$ 4,029,346
Transfers to Fund Balance	4,586,477	4,140,477	867,099	1,595,690	681,211
Total Operating Transfers Expenditures	**$ 11,541,454**	**$ 10,637,730**	**$ 5,690,925**	**$ 6,742,753**	**$ 4,710,557**

Fund(s): All Township Funds

Total Township Expenditures	**$ 44,093,360**	**$ 44,132,365**	**$ 47,324,922**	**$ 44,206,512**	**$ 51,677,829**

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TOWNSHIP MAJOR FUNDS – CHANGES IN FUND BALANCE OR NET ASSETS

GENERAL FUND	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Fund Balance	$ 3,540,365	$ 3,700,233	$ 4,108,800	$ 4,108,800	$ 4,208,800
Total Revenues	22,139,768	23,092,701	22,014,855	22,554,400	22,492,486
Total Expenditures & Non-Spendables	(21,979,900)	(22,684,134)	(22,014,855)	(22,454,400)	(22,492,486)
Ending Fund Balance	**$ 3,700,233**	**$ 4,108,800**	**$ 4,108,800**	**$ 4,208,800**	**$ 4,208,800**

Analysis: Fund Balance is projected to remain level with the 2019 estimate.
Discussion: The Township expects to maintain an unassigned fund balance above 17% of budgeted General Fund revenues.

CAPITAL PROJECTS FUND	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Fund Balance	$ 7,546,173	$ 8,451,939	$ 7,690,882	$ 7,690,882	$ 4,925,992
Total Revenues	4,839,033	3,967,798	1,810,424	2,509,561	5,035,465
Total Expenditures	(3,933,267)	(4,728,855)	(4,820,000)	(5,274,451)	(8,225,000)
Ending Fund Balance	**$ 8,451,939**	**$ 7,690,882**	**$ 4,681,306**	**$ 4,925,992**	**$ 1,736,457**

Analysis: Fund Balance is projected to decrease $3,189,535 million from the 2019 estimate.
Discussion: This use of the Capital Projects fund balance has been planned in recent years in order to assist with required matches resulting from grant funding for major projects and to fund projects using existing resources to minimize any need for debt. This use of fund balance will support significant projects in the following areas: the annual street program ($1,150,000), storm sewer funding ($500,000) and parks/property maintenance ($680,000).

SANITARY SEWER FUND	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Net Position	$ 3,537,945	$ 4,374,909	$ 5,652,223	$ 5,652,223	$ 5,610,331
Operating Revenue	6,926,885	7,229,804	7,228,053	7,163,053	7,448,300
Operating Expenses	(5,630,290)	(5,607,075)	(6,875,007)	(6,904,893)	(7,398,645)
Operating Income (Loss)	**1,296,595**	**1,622,729**	**353,046**	**258,160**	**49,655**
Non-Operating Revenue	32,065	89,734	45,000	105,000	75,000
Non-Operating Expenses	(491,696)	(435,149)	(405,052)	(405,052)	(391,128)
Total Non-Operating Revenues (Expenses)	**(459,631)**	**(345,415)**	**(360,052)**	**(300,052)**	**(316,128)**
Change in Net Position	**836,964**	**1,277,314**	**(7,006)**	**(41,892)**	**(266,473)**
Ending Net Position	**4,374,909**	**5,652,223**	**5,645,217**	**5,610,331**	**5,343,858**
Less: Net Investment in Capital Assets	(195,980)	(898,597)	(2,070,000)	(2,070,000)	(2,150,000)
Ending Unrestricted Net Position	**$ 4,178,929**	**$ 4,753,626**	**$ 3,575,217**	**$ 3,540,331**	**$ 3,193,858**

Analysis: Net Position is projected to decrease $266,473 from the 2019 estimate.
Discussion: The reduction in Net Position helps limit the increase in sanitary sewer fees charged in 2020. Costs beyond next year may result in a larger decrease in Net Position as regulatory requirements continue to burden this fund.

TOWNSHIP MAJOR FUNDS – CHANGES IN FUND BALANCE OR NET ASSETS (continued)

C&RC FUND	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Net Position	$ 8,550,153	$ 9,439,923	$ 9,948,976	$ 9,948,976	$ 9,991,863
Operating Revenue	4,389,288	4,172,500	4,224,261	4,080,229	4,116,735
Operating Expenses	(3,430,067)	(3,625,673)	(4,014,484)	(4,047,566)	(4,110,264)
Operating Income (Loss)	**959,221**	**546,827**	**209,777**	**32,663**	**6,471**
Non-Operating Revenue	1,229,523	1,294,779	1,277,928	1,322,928	1,288,346
Non-Operating Expenses	(650,756)	(684,335)	(664,486)	(664,486)	(642,806)
Total Non-Operating Revenues (Expenses)	**578,767**	**610,444**	**613,442**	**658,442**	**645,540**
Change in Net Position	**1,537,988**	**1,157,271**	**823,219**	**691,105**	**652,011**
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Position	9,439,923	9,948,976	10,123,977	9,991,863	9,995,656
Less: Net Investment in Capital Assets	(2,504,365)	(2,403,001)	(6,153,001)	(2,590,618)	(6,388,868)
Ending Unrestricted Net Position	**$ 6,935,558**	**$ 7,545,975**	**$ 3,970,976**	**$ 7,401,245**	**$ 3,606,788**

Analysis: Ending Net Position is projected to increase $3,793 from the 2019 estimate while Unrestricted Net Position is projected to decrease by $3,794,457.

Discussion: The Township expects to draw upon the Net Position in 2020 to fund capital improvements without issuing debt, reducing the Unrestricted Net Position to approximately $3.6 million.

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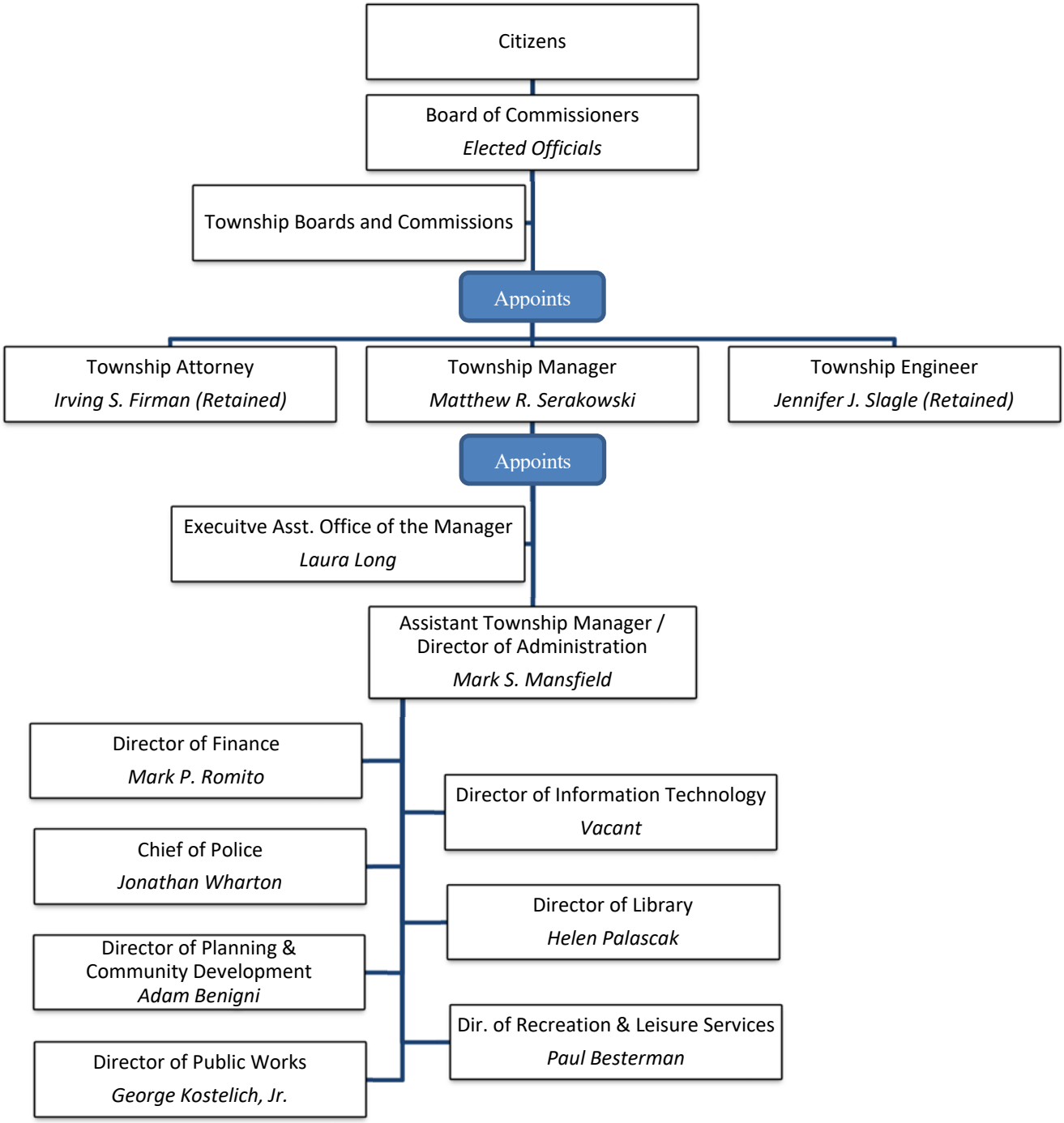
TOWNSHIP ORGANIZATIONAL STRUCTURE

The authorized personnel responsible for programs and services for the Township of Upper St. Clair for 2020 are as follows:



Note: Fire protection services are provided by the Upper St. Clair Volunteer Fire Department.

BOARD OF COMMISSIONERS PLANNING PRIORITIES HIGHLIGHTS 2018-2019

In early 2018, the Board of Commissioners met to plan their priorities for 2018 and 2019. The top priorities and related status updates are below. The next such planning session will take place in early 2020. Staff is committed to continuing the momentum built in recent years towards these priorities. The 2020 Budget provides the foundation for continued implementation of past priorities while laying the groundwork for future goals and objectives.

BOARD PRIORITY	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
Budgetary Items ** Hold the line on taxes* ** Maintain AA+ bond rating* ** Grant funding for sidewalks/trails* ** Explore HRMS software* ** Perform compensation study* ** Focus on regulatory mandates and requisite funding* ** Review debt structure with eye on future potential needs*	The 2020 Budget was adopted with no tax increase. General Fund reserve levels remain stable, and the long-term financial plan supports the current bond rating. All departments continued to successfully pursue grant funding in 2019. BambooHR was selected in 2019 for the HRMS software. USC partnered with Mt. Lebanon and Cranberry to perform a compensation study, but a final report is not expected in 2019. Funding for regulatory mandates will be reviewed as more information becomes available in 2020. Debt planning continued in the CIP process.	All Township Departments, Board of Commissioners
Buildings/Facility Improvements ** Municipal Bldg – PD & SD wings* ** Municipal Bldg power supply* ** Municipal Bldg fire alarm upgrade* ** Municipal Bldg other items* ** Tennis/Golf Admin Bldg project* ** MAC renovation* ** PW facilities review & upgrades* ** Review salt storage facility*	Replacement of the Municipal Building's emergency generator & fire alarm system upgrades were completed in 2018, while windows and air handlers were replaced in 2019. Staff and the Board reviewed the building's space allocation throughout 2019 and will consider major renovations in 2020. The MAC was renovated in 2018. A new Tennis/Golf Administration building was constructed in 2018. Review of PW facility needs, including salt storage, is planned for 2020.	All Township Departments, Board of Commissioners
C&RC Items / Recreation ** Initiate C&RC facility assessment and long-term planning study* ** Review C&RC rate structure* ** Develop C&RC enhancement implementation plan*	The C&RC facility assessment and long-term planning study was completed and a report was published in 2018. The Board created a C&RC Facility Implementation Team (FIT) to review the report, prioritize the plan, and make recommendations back to the Board. Several public meetings of the committee took place in 2019. Recommendations are expected to made by the committee to the Board in 2020.	Recreation, Administration, Finance, Board of Commissioners
Information Technology ** Network Security* ** Timeclock management solution* ** Website improvements* ** Remote location connectivity* ** Door security & cameras* ** Paperless BOC solution*	Major progress on network security was made in 2018 with a combination of new technology and education which continued in 2019. BambooHR will help address timeclocks. A full website redesign is on target to launch in early 2020. Remote location connectivity was accomplished in 2018. A camera replacement project for the C&RC was approved in 2019. A new paperless BOC solution has not yet been selected.	All Township Departments, Board of Commissioners
Community Development ** Comp Plan coordination* ** Intersection improvements* ** Coordinate w/ PennDOT projects* ** Explore sidewalk opportunities* ** Explore trail connections (Boyce/Mayview and Montour)* ** Code enforcement emphasis*	Comp Plan items continue to be coordinated (updates can be found throughout this document). Multiple intersection projects took place in 2018/19 and will continue in 2020. Several sidewalk construction projects were completed in 2019, and the sidewalk budget was increased by 150% for 2020. An ad-hoc committee is exploring the potential for connection with the Montour Trail.	Community Development, Administration, Public Works, Board of Commissioners

COMPREHENSIVE PLAN HIGHLIGHTS 2015-2025

The Township's Comprehensive Plan, which is updated every ten years, consists of goals and objectives for the community over the next decade. The current plan is for years 2015 through 2025. Listed below are the four central areas of the Action Plan which is incorporated into the 2015-2025 Comprehensive Plan. These central areas each have key aims from which more specific goals are derived. Each goal is assigned to a potential lead and possible partners, which include Township departments.

A full list of goals can be found in the "Budget Overview" section of this document. Goals and related status updates are reported by department, and can be found in the applicable department's General Fund Budget section within this document.

Land Use, Housing and Development

Aim 1: Align infill opportunities and population needs within context of the Township's Development Priorities Plan.

Aim 2: Strategically reinforce the community's high quality of development standards.

Aim 3: Utilize existing zoning and subdivision ordinances in order to encourage greater development synergies, understanding and compliance.

Infrastructure and Transportation

Aim 4: Develop a long-term plan for the safe and effective management of stormwater runoff while improving the ecosystem health and ecological sustainability of the Township's landscape .

Aim 5: Enhance the transportation infrastructure to promote improved vehicular connectivity within the community as well as safety for non-vehicular traffic/pedestrians.

Civic Space

Aim 6: Prioritize and pursue public amenity enhancements.

Local Government and Services

Aim 7: Further the effectiveness of municipal communications.

Aim 8: Continue to establish priorities and sequencing to ensure resource spending is balanced with the benefit of servicing the Township's overall population

The general accomplishments and goals listed below are intended to highlight the outstanding work done by Staff in 2019 and the intended goals of 2020. Other accomplishments and goals of the Township can be seen in the *"Board of Commissioners Planning Priorities Highlights"* and the *"Comprehensive Plan Highlights"* directly preceding the general accomplishments and goals.

2019 GENERAL TOWNSHIP ACCOMPLISHMENTS

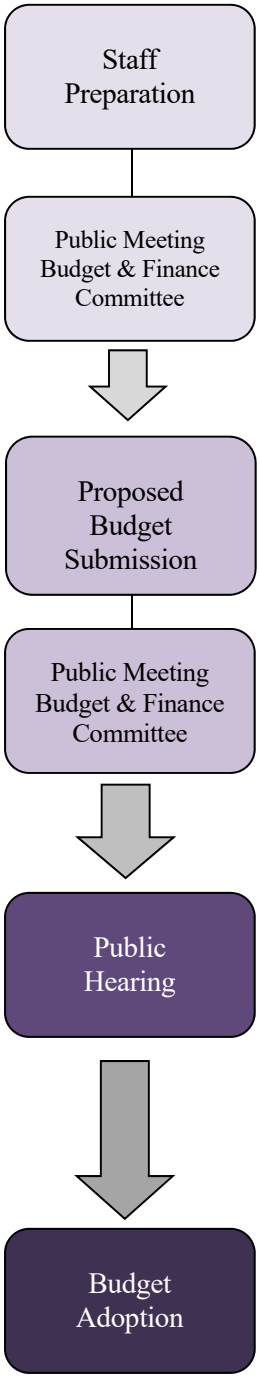
- The Board-appointed Community & Recreation Center Facilities Implementation Team (FIT) Committee launched in early 2019, kicking off its first year of the multi-year process to prioritize and implement the recommendations of the 2018 C&RC facility assessment report. The committee held four public meetings, and began working with consultants on a variety of the report's recommendations. These efforts will ultimately help the Committee deliver recommendations to the Board of Commissioners that will set the stage for future significant capital improvements.
- In August, the Township played host to the Pirates Charities Miracle League All-Star Weekend in Boyce Mayview Park. The weekend focused on 80 children and young adult athletes from 10 different Miracle Leagues across the country who participated in a home run derby, all-star games, and other activities. The Township's IT Staff helped coordinate a live broadcast of the WDVE morning show at the Miracle League field to kick off the weekend.
- Public Works crews constructed a new 208 linear foot sidewalk along Morrow Road that continues to receive compliments. The sidewalk extends from Southampton Drive to Morton Road. The project included excavation, grading, subbase installation, forming, pouring and finishing concrete.
- After several years of planning, the Municipal Building's windows replacement project took place in 2019. The project included the replacement of more than 100 windows that were over 30 years old.
- Staff began the process of developing a new website that is expected to be launched in early 2020. The redesigned website will include a fresh, modern appearance, more intuitive navigation, mobile responsiveness, and accessibility improvements, making it easier for everyone to use and interact with the Township's website.
- The installation of new traffic signal equipment along McMurray Road was completed. The upgraded intersections along McMurray Road are at Johnston Road and McLaughlin Run Road / Panther Pass.
- The Township continued to be recognized by Allegheny County as a Live Well Allegheny Community in 2019. Among other qualities, the County has recognized the Township's wellness trails, parks, and recreational opportunities. The Township also maintained its Banner Community status from the County and its Sustainable Community Certification from the Pennsylvania Municipal League in 2019.
- The Township again received two recognitions from the Government Finance Officers Association of the US & Canada (GFOA) during the year. The GFOA Certificate of Achievement for Excellence in Financial Reporting was received for the 31st time. The Township also received its 11th consecutive GFOA Distinguished Budget Presentation Award. The Township is one of only 5 municipalities in the entire Commonwealth of Pennsylvania (out of 2,500+) to receive both awards.
- Despite the continued state of regional uncertainty with regards to sanitary sewers that exists under the expired Administrative Consent Order (ACO), the Township continued to make improvements to the sanitary sewer system in 2019. Efforts included source reduction, maintenance and repairs, and flow metering. Township Staff continued to serve a lead role in ongoing negotiations with the regulators on the next ACO.

2020 GENERAL TOWNSHIP GOALS

- In 2020, the Township will take a significant step towards determining the future use of the Township's Municipal Building. Staff will review options for the facility, taking particular advantage of the space vacated by the Upper St. Clair School District who moved its administrative offices to a newly constructed facility in late 2019. The Township will conduct a thorough review of the various opportunities that the vacated space may provide, with a focus on improving the layout, providing operational efficiencies, and enhancing the experience of residents and the public engaging with the Township. It is anticipated that a recommended plan will be finalized in 2020 for consideration by the Board of Commissioners. The project is likely to require bond financing.
- Staff will continue to explore opportunities for sidewalk construction and rehabilitation in 2020, focusing on areas where current segments can be connected, and neighborhoods can be linked to civic amenities. Due to feedback received during the budget process, funding has been increased to $250,000 for the sidewalk program in 2020. Staff will also seek grants, contributions, and partnership opportunities to provide further resources for this initiative.
- The next phase of the perimeter trail is anticipated to commence in 2020. The project, budgeted at $1.3 million, will extend from its current end near Rostron Drive towards the Morton Fields Complex. A total of $500,000 in grant funding has been secured for this phase. The final trail segment to connect to the Morton Fields Complex is planned for 2021.
- The C&RC FIT Committee will continue to meet throughout 2020 on the multi-year process of prioritizing and implementing the recommendations of the 2018 C&RC facility assessment. As previously noted, we will be challenged to implement all of the recommendations due to funding requirements, staffing limitations, and other time & resource constraints. It is expected that the FIT Committee will make several major recommendations to the Board of Commissioners in 2020 related to capital improvements and C&RC rates.
- In addition to the potential recommendations mentioned above, several capital projects are planned for the C&RC in 2020. The most significant is the $1,000,000 replacement of the HVAC unit that serves the indoor pool area. This is an item that has been considered for several years, but is fully expected to take place in the fall. Additionally, the routine annual replacement of fitness and aquatics equipment will continue in 2020.
- The Township's partnership with PennDOT on a two-year plan to improve the traffic signals along Rt. 19 throughout Upper St. Clair will continue with four more intersections slated for 2020. Township Staff will also work with PennDOT to coordinate their project at the intersection of McLaughlin Run, McMillan, and Lesnett roads. This project will introduce the first roundabout in the Township. Staff is currently working with PennDOT on sewer improvements in the project area in advance of initiating the roundabout project.
- The sewer rate multiplier is planned to remain at 2.00, while ALCOSAN is scheduled to increase its billing rate for wastewater treatment by 7% in 2020. Although municipal regulatory requirements for sanitary sewers remain uncertain, it is still likely that the Township will have to undertake major sanitary sewer construction in the near-term. As such, the Township will need to adjust the multiplier in a future year as the timing and scope of construction deem necessary. A mid-year multiplier adjustment is not anticipated for 2020.
- The Township continues to dedicate funding to stormwater management efforts, as it has done strongly since 2014. This budget appropriates another $500,000 to the Storm Sewer Fund for projects dedicated to improve stormwater management systems and comply with the unfunded Federal mandates tied to Municipal Separate Storm Sewer System (MS4) regulations being faced by all municipalities throughout the United States.

The Township of Upper St. Clair establishes an Annual Budget according to Article IX of the Township's Home Rule Charter. The Budget process is summarized below, along with the 2019 Budget Schedule and budget amendment provisions. For the complete charter provisions concerning the Annual Budget, please go to the section titled "*Budgetary Policies.*"

BUDGET PREPARATION AND ADOPTION



Annual Budget Preparation

1. Department Directors and the Board of Commissioners are given departmental budget worksheets and information gathering requests.
2. After the departmental budget worksheets and other information are received, the Township Manager and the Finance Department begin preparing the Budget.
3. Near the end of September, the Budget and Finance Committee of the Board of Commissioners* convenes a public meeting(s) to discuss the preliminary figures of the Budget. The meeting(s) provide direction for Staff to finalize the Proposed Budget.
   **The Budget and Finance Committee is comprised of three (3) members of the Board of Commissioners, although all Commissioners are encouraged to attend meetings held by this Committee.*

Proposed Budget

1. The Board of Commissioners establishes a public hearing date for the Proposed Budget.
2. The Township Manager and the Finance Department complete the Proposed Budget and submit the document to the Board of Commissioners.
3. In accordance with the Home Rule Charter, Staff makes the Proposed Budget available for inspection by the public, not less than two (2) weeks before a public hearing on the Budget.
4. The Budget and Finance Committee convenes a public meeting to discuss the Proposed Budget submission.

Public Hearing

1. Typically at the Board of Commissioners Regular Meeting in November, a public hearing is held to discuss the Proposed Annual Budget.
2. The Township Manager and the Director of Finance make a presentation on the Proposed Budget to the Board of Commissioners.
3. After public input and direction from the Board regarding that input, Staff prepares the Annual Budget for adoption.

Adoption of the Annual Budget

1. The Board of Commissioners shall adopt the Budget by ordinance on or before the last day of the last month of the fiscal year currently ending.
2. If it fails to adopt the Budget by this date, the amounts appropriated for current operation of the current fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis, with all items in it prorated accordingly, until such time as the Board of Commissioners adopts a Budget for the ensuing year.

2020 BUDGET DEVELOPMENT SCHEDULE

DATE	ACTION	RESPONSIBILITY
July 22, 2019	Budget worksheets sent to Department Directors along with reminder to align requests with Township goals	Director of Finance
August 5, 2019	Department Directors submit budget Worksheets to Finance Department	Department Directors
September 30, 2019 (6:30 PM)	Review budget assumptions and goals with Budget & Finance Committee	Budget & Finance Committee Township Manager Director of Finance
September 30, 2019	Establish Public Hearing date	Board of Commissioners
October 4, 2019	Submit Manager's Proposed Budget to Board of Commissioners	Township Manager Director of Finance
October 7, 2019	Submit advertisement of Public Hearing to newspaper	Director of Finance
October 11, 2019	Advertisement of availability of 2020 Proposed Budget for Public inspection (copies to be displayed in Reception Area, Library and Township website)	Director of Finance
October 22, 2019 (8:00 AM)	Review Manager's Proposed Budget with the Budget & Finance Committee	Budget & Finance Committee Township Manager Director of Finance
November 1, 2019	Budget narratives and statistics sent to Department Directors for updating	Director of Finance
November 4, 2019	Public Hearing	Board of Commissioners
November 20, 2019	Return of budget narratives and statistics to Finance Department	Department Directors
November 25, 2019 (if necessary)	Review Public comments, if necessary	Budget & Finance Committee Township Manager Director of Finance
December 2, 2019	Adopt Budget (by Ordinance)	Board of Commissioners
December 3, 2019	Advertise adopted Ordinance	Township Manager

BUDGET AMENDMENT

After the Budget is adopted, Staff and the Board of Commissioners may amend the Budget under certain circumstances as listed below.

1. **Supplemental appropriations:** If during the fiscal year there are available for appropriation revenues in excess of those estimated in the budget, the Board of Commissioners by ordinance may make supplemental appropriations for the year up to the amount of such excess.

2. **Emergency appropriations:** To meet a public emergency affecting life, health, property or the public peace, the Board of Commissioners may make emergency appropriations. Such appropriations must be made by emergency ordinance by an affirmative vote of at least five (5) members. To the extent that there are no available unappropriated revenues to meet such appropriations, the Board of Commissioners may by such emergency ordinance authorize the issuance of emergency notes, which may be renewed from time to time; but the emergency notes and renewals of any fiscal year next succeeding that in which the emergency appropriation was made.

3. **Reduction of appropriations:** If at any time during the fiscal year it appears probable to the Manager that the revenues available will be insufficient to meet the amount appropriated, he shall report to the Board of Commissioners without delay, indicate the estimated amount of the deficit, any remedial action taken by him and his recommendations as to any other steps to be taken. The Board of Commissioners shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one (1) or more appropriations.

4. **Transfer of appropriations:** At any time during the fiscal year, the Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency; and, upon written request by the Manager, the Board of Commissioners may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office or agency to another.

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FIVE YEAR

BUDGET PROJECTIONS

FIVE YEAR PROJECTION OVERVIEW

The Five Year Projection for all Township Funds is a tool in which the Board of Commissioners and Township Staff can monitor potential funding impacts in future years. The assumptions used for 2020-2024 are separated by Governmental Funds, the Sanitary Sewer Fund and the Community & Recreation Center (C&RC) Fund.

Five Year Operating and Capital Budget Projections
All Township Funds

Governmental Funds	2020	2021	2022	2023	2024
Governmental Funds Revenues					
Real Estate Tax - 1.0% growth	$ 8,478,300	$ 8,563,083	$ 8,648,714	$ 8,735,201	$ 8,822,553
Earned Income Tax - 2.5% growth	9,370,000	9,604,250	9,844,356	10,090,465	10,342,727
Real Estate Transfer Tax - 1.25% growth	1,180,000	1,197,700	1,215,666	1,233,900	1,252,409
Local Option Sales Tax - 2.5% growth	548,000	561,700	575,743	590,136	604,889
Local Services Tax - Estimate # employees	290,000	293,500	296,500	297,000	297,500
Other Revenue - 3.0% growth on recurring items	4,312,644	3,978,523	4,097,879	4,220,815	4,347,440
Bond Proceeds	3,500,000	3,500,000	-	-	-
Fund Balance - Governmental funds used	4,366,866	1,656,901	2,140,539	1,612,705	1,699,462
Total Governmental Fund Revenues	**$ 32,045,810**	**$ 29,355,658**	**$ 26,819,396**	**$ 26,780,223**	**$ 27,366,980**
Governmental Funds Expenditures					
General Government - 2.5% growth	$ 2,253,633	$ 2,309,974	$ 2,367,723	$ 2,426,916	$ 2,487,589
Public Safety - 2.75% growth	5,905,995	6,068,410	6,235,291	6,406,762	6,582,948
Community Development - 2.5% growth	716,348	734,257	752,613	771,428	790,714
Public Works - 2.75% growth	5,304,065	5,449,927	5,599,800	5,753,794	5,912,024
Refuse Collection - 2% growth	1,474,500	1,503,990	1,534,070	1,564,751	1,596,046
Annual Street Program-estimate	1,860,000	1,860,000	1,960,000	1,970,000	2,070,000
Other Capital Improvements-estimate	8,315,000	5,052,000	1,924,000	1,334,500	1,308,500
Recreation - 2.5% growth on recurring items	1,461,670	1,498,212	1,535,667	1,574,059	1,613,410
Library - 2.25% growth	1,196,778	1,223,706	1,251,239	1,279,392	1,308,178
C&RC Transfer	1,748,781	1,758,303	1,769,953	1,782,541	1,788,993
OPEB Allocation	-	80,000	80,000	80,000	80,000
Debt Service - General Fund	1,809,040	1,816,880	1,809,040	1,836,080	1,828,578
Total Governmental Fund Expenditures	**$ 32,045,810**	**$ 29,355,658**	**$ 26,819,396**	**$ 26,780,223**	**$ 27,366,980**

Sanitary Sewer Fund	2020	2021	2022	2023	2024
Sanitary Sewer Revenues					
Sewer User Fees - 7% growth	$ 7,396,300	$ 7,914,041	$ 8,468,024	$ 9,060,786	$ 9,695,041
Other Revenue	127,000	100,000	100,000	100,000	100,000
Use of Net Assets	266,473	798,511	379,099	197,571	861
Total Sanitary Sewer Fund Revenues	**$ 7,789,773**	**$ 8,812,552**	**$ 8,947,123**	**$ 9,358,357**	**$ 9,795,901**
Sanitary Sewer Expenses					
ALCOSAN Payments - 7% growth	$ 4,307,500	$ 4,609,025	$ 4,931,657	$ 5,276,873	$ 5,646,254
Township Sewer Costs - 5% growth	1,466,145	1,539,452	1,616,425	1,697,246	1,782,108
Sanitary Sewer Major Projects - estimate	1,625,000	1,775,000	1,525,000	1,525,000	1,525,000
Debt Service - actual + proj. new debt in 2021	391,128	889,075	874,041	859,238	842,539
Total Sanitary Sewer Fund Expenses	**$ 7,789,773**	**$ 8,812,552**	**$ 8,947,123**	**$ 9,358,357**	**$ 9,795,901**

C&RC Fund	2020	2021	2022	2023	2024
C&RC Fund Revenues					
C&RC Revenue - 1.0% growth	$ 3,656,300	$ 3,842,863	$ 3,881,292	$ 3,920,105	$ 3,959,306
Operating Transfer - C&RC	1,748,781	1,758,303	1,769,953	1,782,541	1,788,993
Total C&RC Fund Revenues	**$ 5,405,081**	**$ 5,601,166**	**$ 5,651,244**	**$ 5,702,645**	**$ 5,748,298**
C&RC Fund Expenses					
C&RC 85% Operation Costs - 2.25% growth	$ 3,554,829	$ 3,634,813	$ 3,716,596	$ 3,800,219	$ 3,885,724
C&RC 15% Operation Costs - 2.25% growth	555,435	567,932	580,711	593,777	607,137
C&RC - Debt Service	1,193,346	1,190,371	1,189,242	1,188,764	1,181,856
C&RC - Capital Transfer	101,471	208,050	164,696	119,885	73,581
Total C&RC Fund Expenses	**$ 5,405,081**	**$ 5,601,166**	**$ 5,651,244**	**$ 5,702,645**	**$ 5,748,298**

FIVE YEAR PROJECTION ASSUMPTIONS

C&RC FUND

- Membership, program, and other revenues are projected to increase 1.0% annually, with an additional boost included in 2021 resulting from a potential fee increase.
- The Operating Transfer for the C&RC comes from the General Fund and covers 15% of the annual indoor operating costs as well as the debt service costs for the C&RC.
- The operating costs of the C&RC are projected to grow at 2.25% based on historical trends.
- Debt Service is based on the portion of the debt service schedule for the 2016 General Obligation Bonds that is related to the 2008 construction of the C&RC. Potential enhancements that would be considered resulting from the 2019 facility assessment would not incur new debt. Those expenses would be funded from existing C&RC Fund reserve.
- A Capital Transfer is based on the difference between revenues and all other projected expenses.

GOVERNMENTAL FUNDS REVENUES

- The current real estate tax rate is assumed to remain at 3.83 mills with future collection growth at 1.0% annually. The rate of increase is based upon the Township's assessment growth in recent years as well as projected build out.
- Earned income taxes are projected at a 2.5% growth rate based on economic and labor market forecasts.
- Real estate transfer taxes are projected at a 1.25% growth rate based on historical trends, the local real estate market condition, and near-term property sales projections.
- Local option sales taxes (RAD) are projected at a 2.5% growth rate over the next 5 years.
- Local services taxes are projected to increase modestly each year based on historical growth patterns and anticipated jobs growth.
- Other revenue is projected to grow at 3.0% based on historical trends. One-time revenues included in the first year of the projection have been removed from the model for years 2 through 5.
- Fund Balance projections are based on anticipated needs. The 2020 Budget projects $4,366,866 to be spent from fund balances in the governmental funds. The majority of the fund balance projected to be used in 2020 comes from the Capital Projects Fund with the remainder coming from the Boyce Mayview RAD Fund. Both uses were planned. Future use of fund balance would be dependent upon the amount of capital projects approved. The non-capital expenditures over the 5-year period are projected to be entirely supported by recurring revenues. The General Fund is projected to maintain a fund balance that will sustain its favorable AA+ bond rating.

FIVE YEAR PROJECTION ASSUMPTIONS (Continued)

GOVERNMENTAL FUNDS EXPENDITURES

- General Government expenditures are projected to grow 2.5% annually based on historical data and projected increases.
- Public Safety expenditures are projected to grow 2.75% annually based on future anticipated costs within the department.
- Community Development expenditures are projected to grow 2.5% annually based on historical data.
- Public Works expenditures are projected to grow 2.75% annually based on historical data and projected demand.
- Refuse collection expenditures are projected to grow 2% annually based upon the current contract that runs through 2023. That trend is assumed to continue into 2024.
- Annual Street Program expenditures are projected in line with the Township's 2020-2024 Capital Improvements Plan (CIP).
- Other Capital Improvements expenditures include all other items identified in the CIP as being priority items that are not funded through enterprise funds or debt issuance.
- Recreation expenditures are projected to grow 2.5% annually based on historical data.
- Library expenditures are projected to grow 2.25% annually based on historical data.
- Debt Service includes the scheduled payments of the General Fund portions of the 2015 General Obligation Note, the 2016 General Obligation Bonds, the 2017 A&B General Obligation Bonds, and a potential 2020 General Obligation Bond issue. The potential 2020 issue is presented for planning purposes only. The Township has neither incurred nor committed to a 2020 bond issuance. Please refer to page viii of the Budget Message for additional information on this item.

SANITARY SEWER FUND

- ALCOSAN has announced that it will increase their billing rates by 7% each year through 2021. The enclosed 5-year projection assumes that 7% increase will extend through 2024. It is possible that rates changes in 2022-2024 will be different.
- The Sanitary Sewer User Fees are projected to produce a 7% increase in revenue each year, in line with the ALCOSAN increase.
- The use of net assets would be necessary in all years to balance the fund's budget based on the assumptions presented. This could change if expenses are less than projected, or the user fees are increased more than 7%.
- Major sanitary sewer project cost projections are based on a continued high level of source reduction efforts as outlined in the CIP.
- Debt Service for 2020 includes the scheduled payments of the Sanitary Sewer portions of the 2015 General Obligation Note, the 2016 General Obligation Bonds, and the 2017 A&B General Obligation Bonds. For 2021-2024, the same debt service schedules are used for the existing debt, and an additional debt service amount of $500,000 is assumed for new debt. The new debt in those years is presented for planning purposes only. The Township has neither incurred nor committed to a new bond issuance. As we get closer to learning what regulatory requirements will be imposed in the region related to sanitary sewers, it appears likely that new debt will be necessary to finance related construction. More clarity is expected in 2020 on what future debt service costs the Township might face in those future years.
- Other Township sewer costs are projected to grow at 5% based on recent trends.

COMPREHENSIVE PLAN

TOWNSHIP OF UPPER ST. CLAIR
COMPREHENSIVE PLAN FOR 2015-2025

The Township's Comprehensive Plan, which is updated every ten years, consists of goals and objectives for the community over the next decade.

Public input is a large and critical part of the comprehensive planning process. Public input allows community members to provide insight and legitimacy to the final recommendations made within the plan. As part of the 2015 Comprehensive Plan update the Township developed and distributed a Quality of Life survey to all residents within the Township both in hard copy and electronic formats. The Quality of Life survey focused on six (6) main topics including municipal services, transportation, recreation and leisure, the Community & Recreation Center, library, and land use. Survey respondents answered a variety of specific questions ranging from their current level of satisfaction with municipal services to suggested improvements to the Community & Recreation Center.

At the conclusion of the survey feedback period the Township had received over 1,800 responses. Of those responding, more than 90 percent expressed satisfaction with Upper St. Clair as a place to live moving here primarily for the Township's schools, variety of housing styles, and location to employment. The continued implementation of sidewalks, bikeways, and trails was identified as a high priority for respondents placing significant emphasis on the ability to navigate to neighborhood schools, shopping destinations, and public transportation.

On November 2, 2015, the Board of Commissioners took action to adopt the 2015-2025 Comprehensive Plan, which is available online at http://www.twpusc.org/comm-dev/comprehensive_plan. Copies of the Plan are also available in the Township's Community Development Office, Administrative Office and Library for viewing.

Although some long-term goals are shared among Township departments, a summary of these goals has been created and linked to the most appropriate Township departments. Status updates are provided in the *"Budget Overview"* section of this document as well as within certain department's General Fund Budget sections.

The following pages summarize the 2015-2025 Comprehensive Plan by breaking it down into 8 key areas, or "aims". The following legend should be used to understand the following summary:

Potential Partners		Timeframes	
BC	Board of Commissioners	S	Short Term (1-3 years)
PC	Planning Commission	M	Medium Term (4-7 years)
PD	Community Development Dept.	L	Long Term (7+ years)
PW	Public Works Department	O	Ongoing
PR	Parks & Rec Advisory Board		
RD	Recreation Department	Cost	
IT	Technology Department	$	Up to $5,000 (organizing events, staff sessions, etc.)
USCD	Upper St. Clair School Dist.	$$	$5,000-$20,000 (community outreach, etc.)
NM	Neighboring Municipalities	$$$	$20,000-$100,000 (rewrite ordinances, consultants, etc.)
INF	Infrastructure Stakeholder	$$$$	$100,000+ (construction, acquisition, development, etc.)
AC	Allegheny County		

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

	Key Recommendations	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Land Use, Housing and Development						
Aim 1: Align infill opportunities and population needs within context of the Township's Development Priorities Plan						
A.	Assess the fiscal, physical, social and environmental impacts of infill development prior to executing infill development strategies	M	PC	PC, PD	$	Grants, General Fund, Staff Time
B.	Assess zoning ordinance provisions to identify the feasibility and opportunities for locations, standards and development incentives associated with potential additional neighborhood cafes, up-scale restaurants, neighborhood-scale office and medical services development within the Township.	S	PD	BC, PC	$	Staff Time
C.	Update the Township's development strategies as necessary to reflect long-term impacts resulting from shifts in real estate dynamics and/or housing product trends.	L	PD	BC, PC	$-$$	Grants, County Partnership, Volunteer, Staff Time, General Fund
D.	Continue partnering with real estate and other regional entities to advertise and promote available housing programs that attract young adults to begin investing in housing within the Township.	S-M	PD	PC, NM, AC	$	Grants, County Partnership, Volunteers, Staff Time, Local Business Partnerships
E.	Align policies and encourage quality, coordinated development for priority development/redevelopment parcels along the Boyce and Painters Run Corridors.	S-M	PD	PC	$	Staff Time
F.	Continue to monitor the patterns of resident moves within and from the Township, especially as tied to population age, to determine the applicability of any land use policies tied to permissible housing types, intensities, parking, vehicular access, pedestrian connectivity and natural resource sensitivities.	O	PD	PC	$	Staff Time

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

	Key Recommendations	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Aim 2: Strategically reinforce the community's high quality of development standards.						
A.	Complete strategic ordinance updates to align sidewalks, bikeway, lighting, signage and stormwater management improvements with priority areas for development and connectivity.	M	PC	BC, PD	$$-$$$	Grants, General Fund, Staff Time
B.	Evaluate the applicability and feasibility of design guidelines for non-residential development such as stormwater management, lighting and landscape.	S-O	PD	PC	$-$$	Staff Time

	Key Recommendations	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Aim 3: Utilize existing zoning and subdivision ordinances in order to encourage greater development synergies, understanding and compliance.						
A.	Create an online system for development application submission and Township Commission access/review.	S	PD	Township Departments	$$$	General Fund
B.	Continue to support zoning provisions as applicable that concentrate commercial and residential development in the areas where they already exist and in those areas where the land meets these specific uses.	O	PD	PC	$	Staff Time
C.	Consider adopting innovative construction requirements or incentives (based on sustinable sites, best management practices or other related standards) for major new/redeveloped buildings to promote practical, responsible resource management and consumption.	M	PD	BC, PC	$-$$$	Grants, Local Business Partnerships General Fund, Staff Time
D.	Focus on compatibility and public spaces in residential areas and emphasize the importance of transitions between existing and redeveloping areas.	S-O	PC	RB, PD, RD	$$	Staff Time, Developer Partnerships

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

	Key Recommendations	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Infrastructure and Transportation						
Aim 4: Develop a long-term plan for the safe and effective management of stormwater runoff while improving the ecosystem health and ecological sustainability of the Township's landscape						
A.	Develop webinars/portable "anytime" sessions as related to regional stormwater; distribute links to Township residents. Schedule in-person public outreach as applicable to promote discussion and understanding.	S-O	BC	IT, PW	$-$$	Grants, Township Funds
B.	Prepare re-occurring on-line and USC Today highlights regarding completed public and private stormwater management infrastructure improvements within the community along with tally of associated benefits/cost savings.	S-O	PW	IT, PC, PD	$	Staff Time, Volunteers
C.	Periodically share the Township's results and lessons learned of susatainable practices/efficiencies resulting from municipal innovations and investments in public facilities; distribute information to residents and collaborate with other vested communities as applicable.	S-O	BC	PW	$$	Grants, Township Funds

	Key Recommendations	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Aim 5: Enhance the transportation infrastructure to promote improveed vehicular connectivity within the community as well as safety for non-vehicular traffic/pedestrians.						
A.	Continue to prioritize and allocate associated dollars with recommended roadway and key intersection improvements in the context of regional transportation efforts and PennDOT's Twelve Year Program.	S-O	BC	PennDOT, NM	$-$$$$	Grants, Township Funds, Developer Partnerships
B.	Continue to pursue sidewalk and bikeway improvements with priority toward extension of existing constructed segments as well as to connections that link neighborhoods to civic amenities; update the Township's online GIS mapping files to illustrate current and completed construction/planning progress.	S-O	PD	IT, PC	$	Staff Time, Volunteers
C.	Promote pedestrian and bicycle safety within the Township	S-O	BC	Police, RD, IT	$	Volunteers, Staff Time
D.	Coordinate with community and regional organizations as applicable regarding the extent of service and pursuit of potential funding avenues for identified multi-modal improvements.	O	BC	Township Departments, NM, AC	$$-$$$$	Grants, Local Business Partnerships General Fund

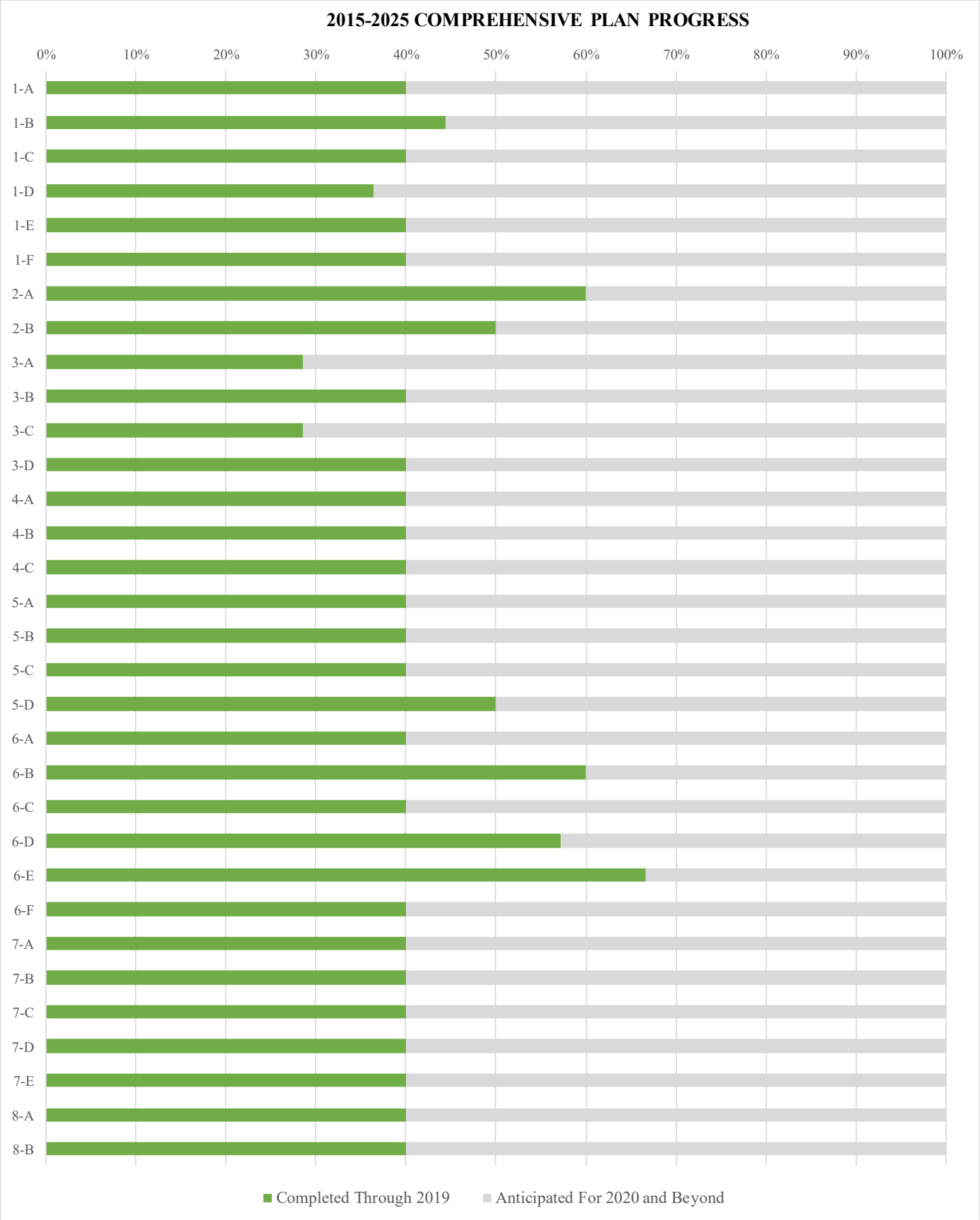
COMPREHENSIVE PLAN FOR 2015-2025 (continued)

	Key Recommendations	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Civic Space						
Aim 6: Prioritize and pursue public amenity enhancements.						
A.	Work with community groups and other applicable private entities to address Township-prioritized improvements for public spaces, pedestrian linkages and the community's natural heritage system.	O	BC	PD, RD, PC, RB, PW	$-$$$$	Grants, General Fund
B.	Empower our community to learn and create by providing library spaces, programs and services which are relevant for people of all ages and backgrounds, and by anticipating the changing needs of our community and adapting to provide the best service possible.	S-M	Library	IT, RD, USCD	$-$$	Staff Time
C.	Maintain a healthy tree canopy and understory landscape within the public realm. Formulate, implement and monitor actions to promote coordinated conservation of the Township's established landscape.	S-M	PW	PD, INF	$$-$$$	Staff Time
D.	Continue to implement updated stormwater management and floodplain management initiatives to protect public safety, public health, local streams and water quality.	O	PW	PD	$$$$	Staff Time, General Fund
E.	Continue to evaluate the feasibility of and prioritize identified facility update needs for public space, department space and maintenance space improvements including the Township's Municipal Building Office and Meeting Space, Public Safety Building, McLaughlin Run Recreation Center Renovation, Tennis Administration Building, Public Works Building and C&RC expansion	O	PW	All Departments	$$ feasibility $$$$ construction	Staff Time, General Fund,
F.	Consider opportunities of land acquisition in "core areas" of the Twp. to expand recreational and public spaces.	O	BC	PW, PD, RD	$ feasibility	Grants, General Fund

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

	Key Recommendations	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Local Government and Services						
Aim 7: Further the effectiveness of municipal communications						
A.	Develop a framework for tracking Township service excellence inclusive of a vision, mission, strategic focus areas and strategic directions.	S	BC	Township Departments	$-$$	Staff Time, General Fund
B.	Outline and implement a coordinated communications strategy that convenes and publishes up-to-date opportunities for involvement in public and quasi-public groups' activities; provide Township Staff the opportunity to develop and maintain a variety of purpose-specific electronic and print media sources that raise resident awareness of programs and policies. Determine the media type (e.g. Facebook, Township blog, enhanced website, magazine) based on Township Staff capacity and realistic goals for ongoing maintenance and production.	S-O	BC	IT, Township Departments	$	Staff Time, General Fund, Volunteers
C.	Organize and expand opportunities for collaboration with Upper St. Clair School District to energize the community's youth in becoming and staying involved in municipally sponsored/offered activities.	O	BC	USCD, RD, RB	$	Staff Time, General Fund, Volunteers
D.	Conduct on-line and/or in-person get-togethers with representatives in real estate, Upper St. Clair School District, and entrepreneurs to discuss factors and amenities that contribute to the affordability and current offerings of community life.	O	BC	IT, Township Departments	$	Staff Time
E.	Create a biannual Progress Report to self-evaluate implementation progress and recommended action steps.	M	PD	BC, PC	$	Volunteers

	Key Recommendations	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Aim 8: Continue to establish priorities and sequencing to ensure resource spending is balanced with the benefit of servicing the Township's overall population						
A.	Evaluate each Township Department's annual needs and identify short and long-term budgeting.	O	BC	Township Departments	$	Staff Time
B.	Continue to align technological needs with services as needed to promote excellence among internal Township communication and as part of Township-wide communication to residents/businesses.	O	BC	IT, Township Departments	$$	Staff Time


2015-2025 COMPREHENSIVE PLAN PROGRESS
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
1-A
1-B
1-C
1-D
1-E
1-F
2-A
2-B
3-A
3-B
3-C
3-D
4-A
4-B
4-C
5-A
5-B
5-C
5-D
6-A
6-B
6-C
6-D
6-E
6-F
7-A
7-B
7-C
7-D
7-E
8-A
8-B
Completed Through 2019
Anticipated For 2020 and Beyond

CAPITAL PLANNING

CAPITAL PLANNING OVERVIEW

In accordance with the Township of Upper St. Clair Code, Staff creates a Five-Year Capital Improvement Program (CIP) outlining anticipated capital assets and capital projects for a five-year period. A capital asset is considered an asset of considerable value that has a useful life of several years. A capital project is considered to be a project of considerable cost that will benefit the Township for future years. Upon approving the CIP, the Board of Commissioners passes a Resolution to update the Township's Capital Improvement Plan. After the CIP is completed for the current year, the Board of Commissioners and Staff use it as a tool to evaluate and decide what capital items will be funded for the current year. For budgetary purposes, recurring and non-recurring items are separated.

Recurring Capital Items are capital projects or assets that are replaced routinely. These capital items do not reflect a material operational impact after their purchase.

Non-recurring Capital Items are capital projects or assets that will have an operational effect on the current budget and future budgets. The Township estimates the impacts of these projects in order to analyze the feasibility of each project.

Listed below is a schedule of recurring and non-recurring capital items for 2020. On the following page is a breakdown of the operational impacts of the 2020 non-recurring capital items.

2020 Budgeted Capital Assets & Capital Projects
Summary By Funding Source

	Capital Projects Fund	Liquid Fuels Fund	Storm Sewer Fund	Field Improvement Fund	BM Park RAD Fund	Sanitary Sewer Fund	C&RC Fund	Total Capital Items
Capital Assets								
Recurring Items								
Public Works Vehicles	$ 387,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 387,000
Public Works Equipment	50,000	-	-	-	-	-	-	50,000
Public Safety Vehicles	143,000	-	-	-	-	-	-	143,000
Public Safety Equipment	125,000	-	-	-	-	-	-	125,000
General Government Equipment	171,000	-	-	-	-	-	-	171,000
Recreation Equipment	125,000	-	-	-	-	-	1,453,250	1,578,250
Non-recurring Items								
Field & Park Improvements	175,000	-	-	30,000	1,310,000	-	-	1,515,000
Capital Projects								
Recurring Items								
Annual Street Program	1,210,000	650,000	-	-	-	-	-	1,860,000
General Building Improvements	384,000	-	-	-	-	-	-	384,000
Sanitary Sewer Projects	-	-	-	-	-	1,475,000	-	1,475,000
Storm Sewer Projects	-	-	500,000	-	-	-	-	500,000
Sidewalk Projects	250,000	-	-	-	-	-	-	250,000
Non-recurring Items								
Municipal Building Projects	3,500,000	-	-	-	-	-	-	3,500,000
Traffic Signals & Related Improv.	740,000	-	-	-	-	-	-	740,000
Truxton Slope Repair	350,000	-	-	-	-	-	-	350,000
Information Technology Projects	40,000	-	-	-	-	-	-	40,000
Total Capital Items	**$ 7,650,000**	**$ 650,000**	**$ 500,000**	**$ 30,000**	**$ 1,310,000**	**$ 1,475,000**	**$ 1,453,250**	**$ 13,068,250**

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT

Information Technology Projects

Several IT projects included in the 2020 budget could be designed to include an annual technology licensing cost. Although a final solution has yet to be designed or selected, it is anticipated that the potential added cost would range from $3,000 to $6,000 annually. An additional $1,500 annually is possible for equipment replacement needs, although the solution will be designed to minimize the need for this.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	$40,000	$0	General Fund Building Maint.	$7,500	7

Municipal Building Renovations

The Township's 2020-2024 Capital Improvements Plan includes a $7,000,000 cost estimate for the future renovation of the Municipal Building. The 2020 Budget includes the first half of that project. During the year, staff will review options for the facility, taking particular advantage of the space vacated by the Upper St. Clair School District who moved its administrative offices to a newly constructed facility in late 2019. The Township will conduct a thorough review of the various opportunities that the vacated space may provide, with a focus on improving the layout, providing operational efficiencies, and enhancing the experience of residents and the public engaging with the Township. It is anticipated that a recommended plan will be finalized in 2020 for consideration by the Board of Commissioners. The project will likely provide more usable building space for Township operations which could result in increased utility costs. The project could also yield savings opportunities, but in order to acknowledge the possibility of increased recurring costs, an additional $5,000/year is reflected below.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Annual Savings or (Expense)	Useful Life
Capital Projects Fund	$3,500,000	$ 3,500,000	General Fund Building Maint.	$5,000	40

Traffic Signals and Related Improvements

The Township is planning several traffic signal improvements which will have a mixed operational impact. Old equipment will be replaced with new, energy efficient equipment which is expected to provide some savings. It is difficult to predict the savings, but it is estimated to be minimal, approximately $1,000 annually.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	$740,000	$ -	General Fund Traffic Services	($1,000)	30

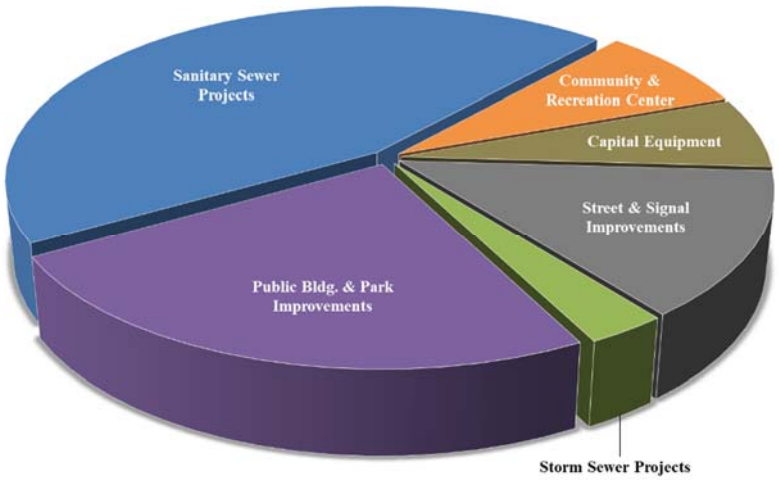
CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) includes color-coding to break items into two categories: those that are a priority (black font), and those that are subject to priority review and funding availability (orange font). The most recent 2020-2024 CIP is presented on the following pages. Schedules included in the CIP are:

- Summary by Major Category & Accompanying Chart
- Summary by Funding Source & Accompanying Chart
- Comparison of Current Plan to Previous 5 Year Plan
- Schedule No. 1 – Capital Equipment
- Schedule No. 1A – Police Vehicle Replacement Schedule
- Schedule No. 2 – Street & Signal Improvements
- Schedule No. 3 – Storm Sewer Projects
- Schedule No. 4 – Public Building & Park Improvements
- Schedule No. 5 – Sanitary Sewer Projects
- Schedule No. 6 – Community & Recreation Center (C&RC)
- Schedule No. 7 – Other Funding Sources Detail

Proposed Capital Improvement Program 2020-2024
Summary By Major Category

Major Category	2020	2021	2022	2023	2024	Totals
Capital Equipment						
Priority Funding	$ 769,000	$ 547,000	$ 909,000	$ 769,500	$ 733,500	$ 3,728,000
Under Review for Priority & Funding	223,600	435,000	189,000	255,500	575,000	1,678,100
Street & Signal Improvements						
Priority Funding	2,600,000	1,920,000	1,960,000	1,970,000	2,070,000	10,520,000
Under Review for Priority & Funding	100,000	100,000	330,000	100,000	100,000	730,000
Storm Sewer Projects						
Priority Funding	500,000	650,000	750,000	300,000	300,000	2,500,000
Under Review for Priority & Funding	-	-	-	-	-	-
Public Bldg. & Park Improvements						
Priority Funding	835,000	295,000	265,000	265,000	275,000	1,935,000
Under Review for Priority & Funding	5,340,000	10,850,000	735,000	810,000	570,000	18,305,000
Sanitary Sewer Projects						
Priority Funding	1,475,000	1,625,000	1,375,000	1,375,000	1,375,000	7,225,000
Under Review for Priority & Funding	-	10,000,000	10,000,000	10,260,000	-	30,260,000
Community & Recreation Center						
Priority Funding	254,250	206,550	144,200	96,450	211,650	913,100
Under Review for Priority & Funding	3,699,000	1,566,500	75,000	25,000	231,000	5,596,500
Subtotal for Priority Funding	6,433,250	5,243,550	5,403,200	4,775,950	4,965,150	26,821,100
Subtotal for Under Review Items	9,362,600	22,951,500	11,329,000	11,450,500	1,476,000	56,569,600
Total Current 5 Year Plan	**$ 15,795,850**	**$ 28,195,050**	**$ 16,732,200**	**$ 16,226,450**	**$ 6,441,150**	**$ 83,390,700**
Previous 5 Year Plan	$ 11,150,000	$ 26,354,200	$ 19,134,000	$ 15,548,000	$ 5,639,500	$ 77,825,700
Difference in 5 Year Plans	$ 4,645,850	$ 1,840,850	$ (2,401,800)	$ 678,450	$ 801,650	$ 5,565,000

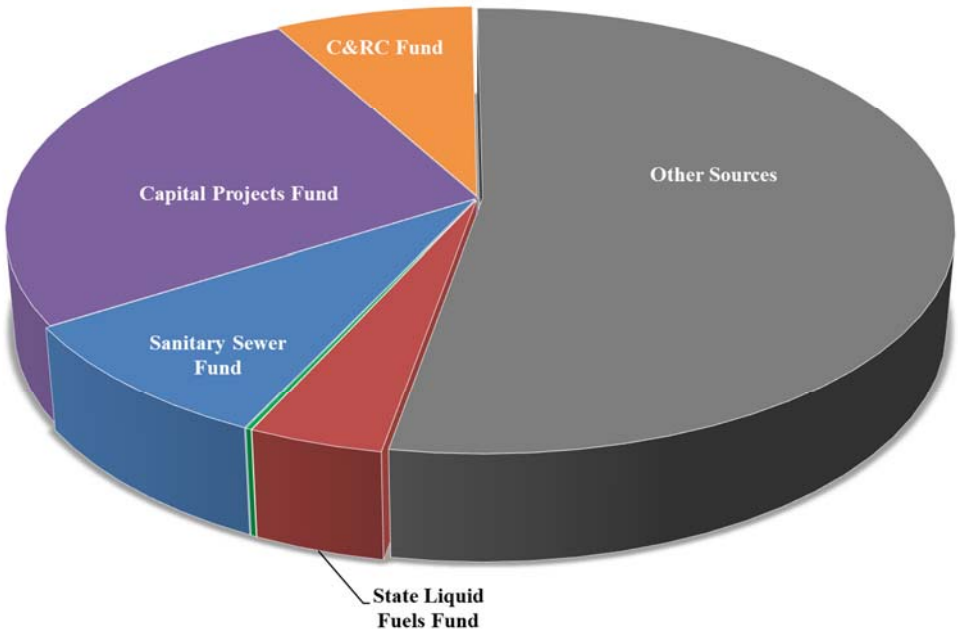


Figures in orange are subject to priority review and funding availability.

Proposed Capital Improvement Program 2020-2024
Summary By Funding Source

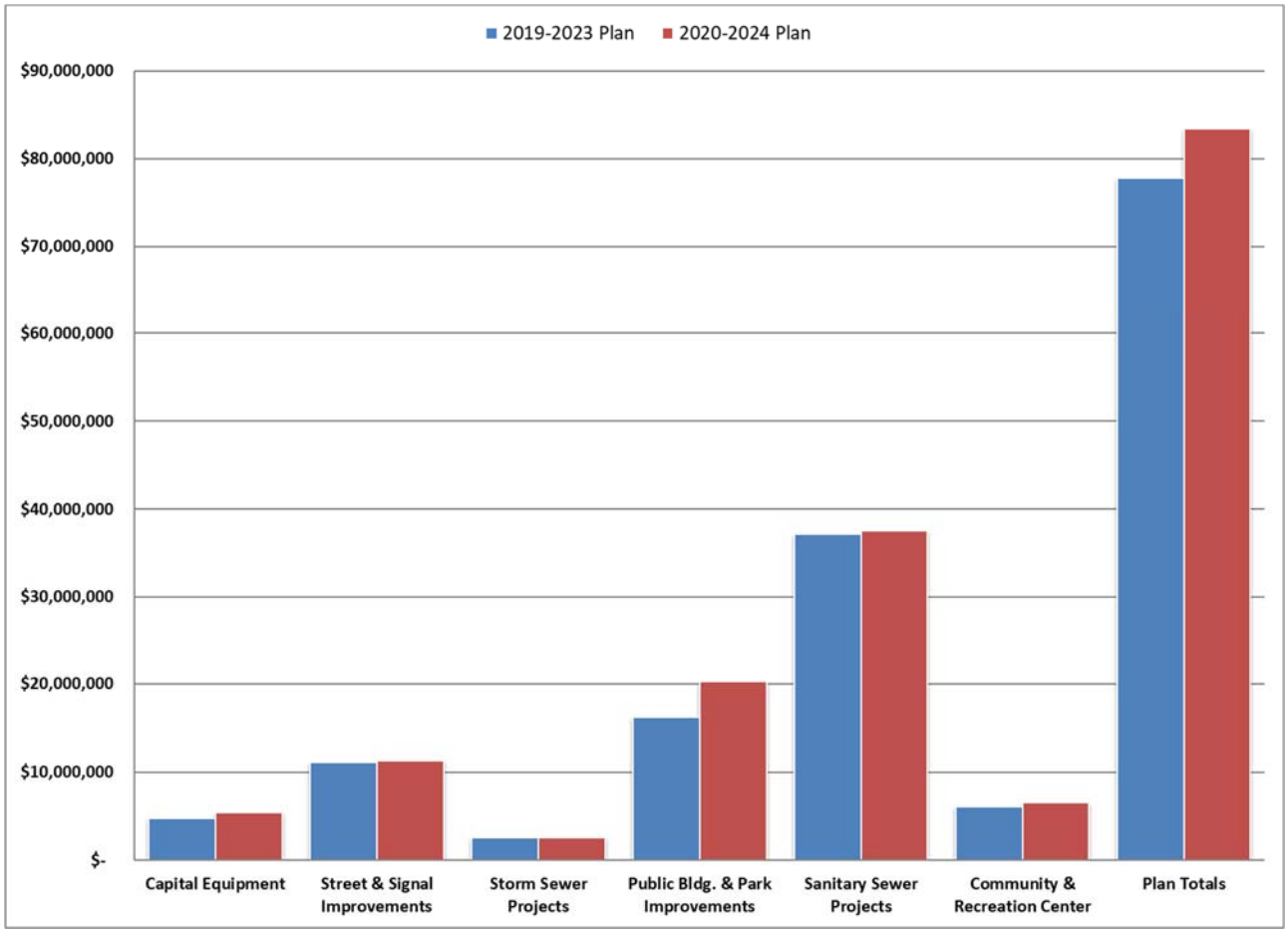
Major Category	Totals	State Liquid Fuels Fund	Field Improvement Fund	Sanitary Sewer Fund	Community & Recreation Center Fund	Capital Projects Fund	Other Sources [1]
Capital Equipment	$ 5,406,100	$ -	$ -	$ -	$ -	$ 5,406,100	$ -
Street & Signal Improvements	11,250,000	3,375,000	-	-	-	7,760,000	115,000
Storm Sewer Projects	2,500,000	-	-	-	-	2,500,000	-
Public Bldg. & Park Improvements	20,240,000	-	150,000	-	-	6,040,000	14,050,000
Sanitary Sewer Projects	37,485,000	-	-	7,485,000	-	-	30,000,000
Community & Recreation Center	6,509,600	-	-	-	6,509,600	-	-
Total Current 5 Year Plan	$ 83,390,700	$ 3,375,000	$ 150,000	$ 7,485,000	$ 6,509,600	$ 21,706,100	$ 44,165,000

[1] *The "Other Sources" column includes debt as well as external funding that has been confirmed, such as grant awards and contribution agreements. This does not include grants being sought by the Township that have not yet been awarded. Future grant awards would be added to this column, reducing the amounts in the other columns.*



Proposed Capital Improvement Program 2020-2024
Expenditure By Major Category
Comparison of Current Plan to Previous 5 Year Plan

Major Category	2019-2023 Plan	% of Total	2020-2024 Plan	% of Total	Difference of Plans
Capital Equipment	$ 4,712,100	6.05%	$ 5,406,100	6.48%	$ 694,000
Street & Signal Improvements	11,140,000	14.31%	11,250,000	13.49%	110,000
Storm Sewer Projects	2,500,000	3.21%	2,500,000	3.00%	-
Public Bldg. & Park Improvements	16,285,000	20.92%	20,240,000	24.27%	3,955,000
Sanitary Sewer Projects	37,161,500	47.75%	37,485,000	44.95%	323,500
Community & Recreation Center	6,027,100	7.74%	6,509,600	7.81%	482,500
Plan Totals	$ 77,825,700	100.00%	$ 83,390,700	100.00%	$ 5,565,000



Proposed Capital Improvement Program 2020-2024
Detail of Capital Equipment Purchases by Department
Schedule No. 1

		2020	2021	2022	2023	2024	Totals
PUBLIC WORKS							
Utility Trucks							
# 929 Ford Bucket/Boom Truck	2002	$ 150,000	$ -	$ -	$ -	$ -	$ 150,000
# 925 Ford Pickup Utility	2013	60,000	-	-	-	-	60,000
# 912 Ford Pickup Utility	2014	-	47,000	-	-	-	47,000
# 918 Ford F-550	2015	-	-	90,000	-	-	90,000
# 934 Ford E-350	2006	-	-	60,000	-	-	60,000
# 902 Ford F-550	2016	-	-	-	90,000	-	90,000
# 926 Ford F-550	2016	-	-	-	90,000	-	90,000
# 900 Dodge Mechanic Svc Vehicle	2008	-	-	-	75,000	-	75,000
# 916 Ford F-550	2017	-	-	-	-	92,000	92,000
# 908 Ford F-550	2017	-	-	-	-	92,000	92,000
# 931 Ford F-550	2017	-	-	-	-	92,000	92,000
Dump Trucks							
# 909 Int'l Dump	2010	177,000	-	-	-	-	177,000
# 904 Int'l Dump	2011	-	177,000	-	-	-	177,000
# 901 Int'l Dump	2012	-	-	180,000	-	-	180,000
# 907 Int'l Dump	2013	-	-	-	180,000	-	180,000
# 910 Int'l Dump	2014	-	-	-	-	183,000	183,000
Subtotal: Trucks		$ 387,000	$ 224,000	$ 330,000	$ 435,000	$ 459,000	$ 1,835,000
Other Vehicles							
# 927 CAT Excavator Backhoe	2008	$ -	$ 120,000	$ -	$ -	$ -	$ 120,000
# 920 JCB Backhoe	2012	-	-	100,000	-	-	100,000
# 923 CAT Loader	2003	-	-	-	160,000	-	160,000
Vermeer Tub Grinder	2004	-	-	-	-	350,000	350,000
Harbeen Jet	2009	-	-	-	-	65,000	65,000
Subtotal: Other Vehicles		$ -	$ 120,000	$ 100,000	$ 160,000	$ 415,000	$ 795,000
Staff Vehicles							
# 801 Ford Escape	2014	$ -	$ 30,000	$ -	$ -	$ -	$ 30,000
# 804 Chevy Colorado Pickup	2015	-	-	37,000	-	-	37,000
# 807 Chevy Colorado Pickup	2015	-	-	37,000	-	-	37,000
# 810 Ford C-Max Hybrid	2014	-	-	32,000	-	-	32,000
# 806 Chevy Colorado Pickup	2016	-	-	-	38,000	-	38,000
Subtotal: Staff Vehicles		$ -	$ 30,000	$ 106,000	$ 38,000	$ -	$ 174,000
New & Replacement Equipment							
Toro Groundsmaster 7210	2013	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000
Automated External Defibrillators	2006	20,000	-	-	-	-	20,000
Toro 3500D Sidewinder	2007	37,000	-	-	-	-	37,000
Club Car Utility Vehicle	2009	13,500	-	-	-	-	13,500
Toro Groundsmaster 3280-D	2009	-	30,000	-	-	-	30,000
Toro 3100D Reelmower	2013	-	40,000	-	-	-	40,000
Hoffman Tire Changer & Balancer	2008	-	16,000	-	-	-	16,000
Ryan Turf Aerator	2003	-	15,000	-	-	-	15,000
Toro Greensmaster 1600	2007	-	14,000	-	-	-	14,000
Toro Groundsmaster 5910-D	2010	-	-	115,000	-	-	115,000
Toro 50/40 Infield Groomer	2012	-	-	30,000	-	-	30,000
Asphalt Roller	2008	-	-	20,000	-	-	20,000
Ryan Sod Cutter	2011	-	-	7,000	-	-	7,000
Kubota Tractor 5240	2012	-	-	-	42,000	-	42,000
Bannerman Diamond Master	2016	-	-	-	12,000	-	12,000
Toro 50/40 Infield Groomer	2018	-	-	-	-	32,000	32,000
Toro Pro Core	2008	-	-	-	-	28,000	28,000
Subtotal: Equipment		$ 100,500	$ 115,000	$ 172,000	$ 54,000	$ 60,000	$ 501,500
TOTAL PUBLIC WORKS		$ 487,500	$ 489,000	$ 708,000	$ 687,000	$ 934,000	$ 3,305,500

Proposed Capital Improvement Program 2020-2024
Detail of Capital Equipment Purchases by Department
Schedule No. 1

	2020	2021	2022	2023	2024	Totals
PUBLIC SAFETY						
Police Vehicles (Schedule No. 1A)	$ 143,000	$ 129,000	$ 149,500	$ 104,500	$ 148,500	$ 674,500
Mobile Data Terminal (Laptop) Replacement	20,000	15,000	15,000	15,000	10,000	75,000
eTicketing Equipment	15,000	-	-	-	-	15,000
Bulletproof Vests	10,000	10,000	10,000	10,000	10,000	50,000
Emergency Vehicle Equipment Replacement	7,500	7,500	7,500	7,500	7,500	37,500
In-Car Video Cameras	6,000	12,000	6,000	12,000	6,000	42,000
Mobile Radios	4,000	15,000	15,000	4,000	4,000	42,000
Taser Equipment	2,500	2,500	10,000	2,500	2,500	20,000
SR19 Corridor Cameras	25,000	25,000	10,000	10,000	10,000	80,000
LPR for Vehicles	20,000	20,000	20,000	20,000	20,000	100,000
CODY Modules	10,000	-	10,000	-	10,000	30,000
Office Furniture	5,000	-	-	-	-	5,000
Dispatch Center Maintenance	-	5,000	-	5,000	-	10,000
PBC System	-	-	-	-	30,000	30,000
TOTAL PUBLIC SAFETY	$ 268,000	$ 241,000	$ 253,000	$ 190,500	$ 258,500	$ 1,211,000
COMMUNITY DEVELOPMENT						
Geographic Information System	$ 15,000	$ 15,000	$ 15,000	$ 16,000	$ 16,000	$ 77,000
TOTAL COMMUNITY DEVELOPMENT	$ 15,000	$ 15,000	$ 15,000	$ 16,000	$ 16,000	$ 77,000
LIBRARY						
Wireless Upgrade (eiNetwork-Managed)	$ 4,000	$ -	$ -	$ -	$ -	$ 4,000
Self Checkout Station Replacements (2)	15,000	-	-	-	-	15,000
Window Shades - Juvenile Floor	4,100	-	-	-	-	4,100
People Counting System	3,000	-	-	-	-	3,000
Study Room Renovations	-	30,000	-	-	-	30,000
Electronic Book Locker System	-	-	10,000	-	-	10,000
TOTAL LIBRARY	$ 26,100	$ 30,000	$ 10,000	$ -	$ -	$ 66,100
RECREATION						
Township Recreation Mini Van	$ -	$ 35,000	$ -	$ -	$ -	$ 35,000
TOTAL RECREATION	$ -	$ 35,000	$ -	$ -	$ -	$ 35,000
ADMINISTRATION & FINANCE						
Township Manager Ford Explorer 2018	$ -	$ -	$ -	$ 36,500	$ -	$ 36,500
TOTAL ADMINISTRATION & FINANCE	$ -	$ -	$ -	$ 36,500	$ -	$ 36,500
PUBLIC ACCESS TELEVISION						
Video and Audio Equipment	$ 20,000	$ 27,000	$ 12,000	$ -	$ -	$ 59,000
TOTAL PUBLIC ACCESS TELEVISION	$ 20,000	$ 27,000	$ 12,000	$ -	$ -	$ 59,000
INFORMATION TECHNOLOGY						
PC & Laptop Replacement Program	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 100,000
Server Replacement Program	25,000	60,000	5,000	5,000	25,000	120,000
Network Equipment Replacement Program	20,000	10,000	10,000	5,000	10,000	55,000
Server Operating System Upgrade	10,000	10,000	5,000	5,000	5,000	35,000
Internet Hardware & Software Replacement	10,000	5,000	10,000	5,000	10,000	40,000
Printer/Copier Replacement	31,000	25,000	15,000	-	-	71,000
Network and Phone Wiring Upgrades	20,000	10,000	10,000	10,000	10,000	60,000
Paperless BOC Solution	20,000	-	-	-	10,000	30,000
Office Furniture	15,000	-	-	-	5,000	20,000
Wireless Upgrade	5,000	5,000	25,000	5,000	5,000	45,000
Website Improvements	-	-	-	40,000	-	40,000
TOTAL INFORMATION TECHNOLOGY	$ 176,000	$ 145,000	$ 100,000	$ 95,000	$ 100,000	$ 616,000
Total Current 5 Year Plan	$ 992,600	$ 982,000	$ 1,098,000	$ 1,025,000	$ 1,308,500	$ 5,406,100
Previous 5 Year Plan	$ 1,060,000	$ 866,100	$ 937,000	$ 936,500	$ 912,500	$ 4,712,100
Difference in 5 Year Plans	$ (67,400)	$ 115,900	$ 161,000	$ 88,500	$ 396,000	$ 694,000

Proposed Capital Improvement Program 2020-2024
Police Vehicle Replacement Schedule
Schedule No. 1A

			2020	2021	2022	2023	2024	Totals
PUBLIC SAFETY								
Primary Vehicles	**Year**	**ID**						
Chevy Tahoe	2018	2701	$ 43,000	$ -	$ 44,000	$ -	$ 45,000	$ 132,000
Ford Interceptor SUV	2016	2702	32,500	-	-	-	34,500	67,000
Ford Interceptor Sedan	2016	2707	32,500	-	-	-	34,500	67,000
Ford Interceptor SUV	2017	2705	32,500	-	-	-	34,500	67,000
Ford Interceptor Sedan	2015	2704	-	33,000	-	-	-	33,000
Ford Interceptor SUV	2017	2709	-	33,000	-	-	-	33,000
Ford Interceptor SUV	2016	2711	-	33,000	-	-	-	33,000
Ford Interceptor SUV	2018	2703	-	-	33,500	-	-	33,500
Ford Interceptor SUV	2018	2708	-	-	33,500	-	-	33,500
Ford Interceptor SUV	2017	2-7-1	-	-	33,500	-	-	33,500
Ford Interceptor SUV	2019	2706	-	-	-	34,000	-	34,000
Ford Interceptor Sedan	2019	2710	-	-	-	34,000	-	34,000
Ford Interceptor Sedan	2014	2712	-	-	-	34,000	-	34,000
Other Vehicles								
eBikes			2,500	-	5,000	2,500	-	10,000
Polaris Quad #1			-	10,000	-	-	-	10,000
Polaris Quad #2			-	10,000	-	-	-	10,000
Polaris Quad #3			-	10,000	-	-	-	10,000
Total Current 5 Year Plan			**$ 143,000**	**$ 129,000**	**$ 149,500**	**$ 104,500**	**$ 148,500**	**$ 674,500**
Previous 5 Year Plan			$ 97,000	$ 140,500	$ 100,000	$ 144,500	$ 103,000	$ 585,000
Difference in 5 Year Plans			$ 46,000	$ (11,500)	$ 49,500	$ (40,000)	$ 45,500	$ 89,500

Figures in orange are subject to priority review and funding availability.

Proposed Capital Improvement Program 2020-2024
Street & Signal Improvements
Schedule No. 2

	2020	2021	2022	2023	2024	Totals
PUBLIC WORKS						
Annual Street Improvements	$ 1,800,000	$ 1,800,000	$ 1,900,000	$ 1,900,000	$ 2,000,000	$ 9,400,000
Crack Sealing Program	60,000	60,000	60,000	70,000	70,000	320,000
Township Sidewalk & Bikeway Plan	100,000	100,000	100,000	100,000	100,000	500,000
Signal Improvements						
Washington @ Brookside/Devonwood [1]	150,000	-	-	-	-	150,000
Washington @ Fieldgate/Village [1]	150,000	-	-	-	-	150,000
Washington @ Concourse/Consol [1]	150,000	-	-	-	-	150,000
Washington @ Fort Couch [1]	150,000	-	-	-	-	150,000
McLaughlin Run Corridor	140,000	-	-	-	-	140,000
Painters Run @ McMillan	-	60,000	-	-	-	60,000
School Zone & Warning Device Upgrades	-	-	230,000	-	-	230,000
Total Current 5 Year Plan	**$ 2,700,000**	**$ 2,020,000**	**$ 2,290,000**	**$ 2,070,000**	**$ 2,170,000**	**$ 11,250,000**
Previous 5 Year Plan	$ 2,160,000	$ 2,700,000	$ 2,250,000	$ 1,960,000	$ 2,070,000	$ 11,140,000
Difference in 5 Year Plans	$ 540,000	$ (680,000)	$ 40,000	$ 110,000	$ 100,000	$ 110,000

[1] *The Township is partnering with PennDOT for completion of these projects. The amounts shown here are the Township's contribution to the projects which are roughly 30% of the total cost.*

Figures in orange are subject to priority review and funding availability.

Proposed Capital Improvement Program 2020-2024
Storm Sewer Projects
Schedule No. 3

	2020	2021	2022	2023	2024	Totals
PUBLIC WORKS						
Storm Sewer Improvement & Restoration Plan	**$ 500,000**	**$ 650,000**	**$ 750,000**	**$ 300,000**	**$ 300,000**	**$ 2,500,000**
Total Current 5 Year Plan	**$ 500,000**	**$ 650,000**	**$ 750,000**	**$ 300,000**	**$ 300,000**	**$ 2,500,000**
Previous 5 Year Plan	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,500,000
Difference in 5 Year Plans	$ -	$ 150,000	$ 250,000	$ (200,000)	$ (200,000)	$ -

Figures in orange are subject to priority review and funding availability.

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Proposed Capital Improvement Program 2020-2024
Public Building and Park Improvements
Schedule No. 4

	2020	2021	2022	2023	2024	Totals
PUBLIC WORKS						
Municipal Building Improvements						
Exterior/Interior Restoration & Renovations	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 120,000	$ 560,000
Heating & Cooling System Replacements	40,000	40,000	40,000	40,000	40,000	200,000
Building Elevator Maintenance	70,000	-	-	-	-	70,000
Space Renovation Project	3,500,000	3,500,000	-	-	-	7,000,000
Other Building Improvements						
PW Building Renovations	175,000	75,000	75,000	-	-	325,000
Log House Maintenance	75,000	-	-	-	-	75,000
Rt. 19 Fire Hall Maintenance	40,000	80,000	-	20,000	30,000	170,000
Morton Fire Station Maintenance	-	80,000	-	-	-	80,000
Salt Storage Facility	-	1,400,000	-	-	-	1,400,000
PW Annex Video & Door Security	-	65,000	-	-	-	65,000
Boyce Mayview Improvements						
Perimeter Trail	1,400,000	1,500,000	-	-	-	2,900,000
Video Security	-	150,000	-	-	-	150,000
Rental Shelters	-	80,000	-	-	-	80,000
Park Playground	-	-	-	250,000	-	250,000
Multipurpose Outdoor Programming Facility	-	-	-	-	500,000	500,000
Park, Field, and Other Improvements						
Field Facilities/Park Renovations	30,000	30,000	30,000	30,000	30,000	150,000
Neighborhood Park Equipment Replacement	65,000	65,000	65,000	65,000	65,000	325,000
Parks Resurfacing Program	60,000	60,000	60,000	60,000	60,000	300,000
Truxton Slope Repair	300,000	-	-	-	-	300,000
Miracle League Playground Maintenance	100,000	-	-	-	-	100,000
Caste Barn Maintenance	35,000	30,000	-	-	-	65,000
Paddle Tennis Courts Maint & Improvements	25,000	-	-	-	-	25,000
Gilfillan Trail Surface Improvements	150,000	150,000	-	-	-	300,000
Cook School Field Improvements	-	200,000	-	-	-	200,000
Multi-Purpose Field Artificial Turf	-	2,000,000	-	-	-	2,000,000
Tennis Bubble Replacement	-	700,000	-	-	-	700,000
Morton Complex Slope Repair	-	500,000	-	-	-	500,000
Parks & Playing Fields Lighting Upgrades	-	330,000	320,000	500,000	-	1,150,000
Beadling Field Improvements	-	-	200,000	-	-	200,000
Wiltshire Playground Surface Replacement	-	-	100,000	-	-	100,000
Total Current 5 Year Plan	**$ 6,175,000**	**$ 11,145,000**	**$ 1,000,000**	**$ 1,075,000**	**$ 845,000**	**$ 20,240,000**
Previous 5 Year Plan	$ 2,540,000	$ 8,630,000	$ 4,020,000	$ 630,000	$ 465,000	$ 16,285,000
Difference in 5 Year Plans	$ 3,635,000	$ 2,515,000	$ (3,020,000)	$ 445,000	$ 380,000	$ 3,955,000

Figures in orange are subject to priority review and funding availability.

Proposed Capital Improvement Program 2020-2024
Sanitary Sewer Projects
Schedule No. 5

	2020	2021	2022	2023	2024	Totals
PUBLIC WORKS						
Operations & Maintenance						
Maintenance & Repairs	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,500,000
Flow Metering Program	125,000	125,000	125,000	125,000	125,000	625,000
Source Reduction Projects	850,000	1,000,000	750,000	750,000	750,000	4,100,000
Feasibility Study Projects [1]	-	10,000,000	10,000,000	10,000,000	-	30,000,000
Subtotal: Operations & Maint.	$ 1,475,000	$ 11,625,000	$ 11,375,000	$ 11,375,000	$ 1,375,000	$ 37,225,000
Equipment						
#922 International Sewer Jet	$ -	$ -	$ -	$ 260,000	$ -	$ 260,000
	$ -	$ -	$ -	$ 260,000	$ -	$ 260,000
Total Current 5 Year Plan	$ 1,475,000	$ 11,625,000	$ 11,375,000	$ 11,635,000	$ 1,375,000	$ 37,485,000
Previous 5 Year Plan	$ 1,500,000	$ 11,350,000	$ 11,350,000	$ 11,351,500	$ 1,610,000	$ 37,161,500
Difference in 5 Year Plans	$ (25,000)	$ 275,000	$ 25,000	$ 283,500	$ (235,000)	$ 323,500

[1] *We anticipate the focus of the "feasibility study projects" will shift towards source reduction. However, we still expect that a significant financial commitment will be necessary to complete future sanitary sewer projects, so we continue to reflect that in this CIP.*

Figures in orange are subject to priority review and funding availability.

Proposed Capital Improvement Program 2020-2024
Community & Recreation Center
Schedule No. 6

	2020	2021	2022	2023	2024	Totals
RECREATION						
Administration & Building						
Lobby / Community Room Furniture	$ 5,000	$ 5,000	$ 15,000	$ 5,000	$ 5,000	$ 35,000
General Equipment	15,000	-	15,000	-	15,000	45,000
Sidewalk Repair & Replacement	20,000	20,000	20,000	-	-	60,000
HVAC Unit Replacement - Aquatics	1,000,000	-	-	-	-	1,000,000
Facility Enhancements	2,500,000	1,500,000	-	-	-	4,000,000
Indoor Track Resurfacing	-	-	-	-	80,000	80,000
Subtotal: Administration & Building	$ 3,540,000	$ 1,525,000	$ 50,000	$ 5,000	$ 100,000	$ 5,220,000
Aquatics						
Chaise Lounge Chairs	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 25,000
Pool Vacuums	2,800	-	2,800	-	3,000	8,600
Lap Lanes	-	-	-	3,500	-	3,500
Subtotal: Aquatics	$ 7,800	$ 5,000	$ 7,800	$ 8,500	$ 8,000	$ 37,100
Fitness						
Treadmills	$ 40,800	$ 40,800	$ 20,400	$ 20,400	$ 26,900	$ 149,300
Ellipticals	28,900	38,500	38,000	21,800	-	127,200
Fitness Bikes	24,250	21,250	-	6,250	24,250	76,000
Other Aerobic Equipment	10,500	9,000	21,000	17,500	115,500	173,500
Subtotal: Fitness	$ 104,450	$ 109,550	$ 79,400	$ 65,950	$ 166,650	$ 526,000
Maintenance & Equipment						
Pool Lighting Upgrade	$ 40,000	$ -	$ -	$ -	$ -	$ 40,000
Pool Controllers	25,000	-	-	-	-	25,000
Community Room Projectors/Screens/Sound	20,000	-	-	-	-	20,000
Flooring Replacements	20,000	20,000	20,000	-	-	60,000
Pool Deck Resurfacing	15,000	-	15,000	-	15,000	45,000
LED Lighting Upgrades	20,000	20,000	20,000	20,000	20,000	100,000
Automated External Defibrillators	3,000	1,500	-	-	-	4,500
Gym Floor Restoration	-	50,000	-	-	-	50,000
Subtotal: Maintenance & Equipment	$ 143,000	$ 91,500	$ 55,000	$ 20,000	$ 35,000	$ 344,500
Recreation Information Technology						
PC & Laptop Replacement Program	$ 10,000	$ 10,000	$ 15,000	$ 10,000	$ 10,000	$ 55,000
Network Equipment Replacement Program	5,000	5,000	5,000	5,000	5,000	25,000
Internet Hardware/Software Replacement	2,000	2,000	2,000	2,000	2,000	10,000
Security Camera Upgrade	5,000	5,000	5,000	5,000	100,000	120,000
Printer/Copier Replacement	16,000	-	-	-	16,000	32,000
Door Security/Access Control	120,000	20,000	-	-	-	140,000
Subtotal: Recreation IT	$ 158,000	$ 42,000	$ 27,000	$ 22,000	$ 133,000	$ 382,000
Total Current 5 Year Plan	$ 3,953,250	$ 1,773,050	$ 219,200	$ 121,450	$ 442,650	$ 6,509,600
Previous 5 Year Plan	$ 3,390,000	$ 2,308,100	$ 77,000	$ 170,000	$ 82,000	$ 6,027,100
Difference in 5 Year Plans	$ 563,250	$ (535,050)	$ 142,200	$ (48,550)	$ 360,650	$ 482,500

Figures in orange are subject to priority review and funding availability.

Proposed Capital Improvement Program 2020-2024
Other Funding Sources Detail
Schedule No. 7

PROJECT DESCRIPTION	Total Project Cost	Funding from Grants, Partnerships and Contributions	Funding from Borrowing	Funding from Governmental/ Enterprise Funds
Street & Signal Improvements				
School Zone & Warning Device Upgrades	$ 230,000	$ 115,000	$ -	$ 115,000
Subtotal: Street & Signal Improvements	$ 230,000	$ 115,000	$ -	$ 115,000
Public Bldgs. & Park Improvements				
Municipal Building Space Renovation Project	$ 7,000,000	$ -	$ 7,000,000	$ -
Perimeter Trail	2,900,000	500,000	-	2,400,000
Multi-Purpose Field Artificial Turf	2,000,000	-	2,000,000	-
Salt Storage Facility	1,400,000	-	1,400,000	-
Parks & Playing Fields Lighting Upgrades	1,150,000	-	1,150,000	-
Tennis Bubble Replacement	700,000	-	700,000	-
Morton Complex Slope Repair	700,000	-	500,000	200,000
Multipurpose Outdoor Programming Facility	500,000	-	500,000	-
Gilfillan Trail Surface Improvements	300,000	300,000	-	-
Subtotal: Bldgs. & Park Improvements	$ 16,650,000	$ 800,000	$ 13,250,000	$ 2,600,000
Sanitary Sewer Projects				
Feasibility Study Projects	$ 30,000,000	$ -	$ 30,000,000	$ -
Subtotal: Sanitary Sewer Projects	$ 30,000,000	$ -	$ 30,000,000	$ -
Total Funding Sources	$ 46,880,000	$ 915,000	$ 43,250,000	$ 2,715,000

Note: Funding for the Township's portion of items not listed above is assumed to come entirely from the Township's governmental or enterprise funds.

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PUBLIC BUDGET

PRESENTATION

Township of USC Upper St. Clair

2020 PROPOSED BUDGET

Submitted October 22, 2019

Township of Upper St. Clair

2020 Budget Highlights

- Real Estate Tax remains at 3.83 mills.
- Earned Income Tax rate remains at 0.80%.
- Sewer usage multiplier remains at 2.00.

- General Fund balanced at $22,492,486.
- All other funds balanced at $28,732,093.

2020 Budget Revenue Summary

General Fund:
RET & EIT continue to the be the major revenue sources in the General Fund.

Other:
Sewer fees and Recreation fees are the primary recurring revenues in other funds.

Major Revenue Source	General Fund	Other	Percentage
Real Estate Taxes	$ 8,478,300	$ -	16.55%
Earned Income Taxes	9,370,000	-	18.29%
Other Taxes	2,036,100	-	3.97%
Sewer User Fees	-	7,433,300	14.51%
Licenses & Permits	137,700	-	0.27%
Fees & Fines	517,050	199,000	1.40%
Interest & Rent	42,865	232,200	0.54%
Service Agreements	243,812	4,900	0.49%
Recreation Fees	349,500	3,561,300	7.63%
Grant Revenue	872,959	1,395,558	4.43%
Non-Tax Revenue	444,200	380,000	1.61%
Bond Proceeds	-	3,500,000	6.83%
Fund Balance / Carryover	-	7,895,018	15.41%
Operating Transfers	-	2,937,471	5.73%
Non-Operating Transfers	-	1,193,346	2.33%
Totals	**$ 22,492,486**	**$ 28,732,093**	**100.00%**

2020 Budget Expenditure Summary

Largest programs in terms of expenditures:

Public Safety
(includes police)

Public Works
(includes garbage, roads, snow/ice)

Recreation
(includes C&RC)

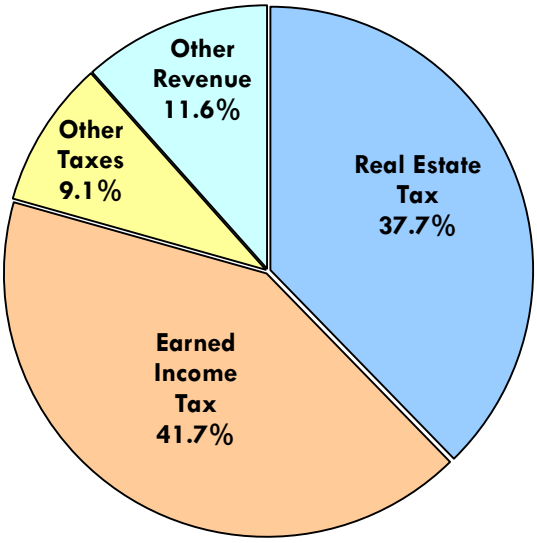
Sanitary Sewer
(includes Alcosan)

Major Programs	General Fund	Other	Percentage
General Government	$ 2,253,633	$ 590,150	5.55%
Public Safety	5,905,995	313,000	12.14%
Community Development	716,348	15,000	1.43%
Public Works	6,778,565	5,428,145	23.82%
Sanitary Sewer	-	5,932,500	11.58%
Recreation	558,769	10,463,165	21.52%
Library	970,790	244,988	2.37%
Municipal Building Project	-	3,500,000	6.83%
Debt Service	1,809,040	1,033,934	5.55%
Operating Transfers	3,499,346	530,000	7.87%
Fund Balance	-	681,211	1.33%
Totals	**$ 22,492,486**	**$ 28,732,093**	**100.00%**

2020 Proposed Budget

- GENERAL FUND

Where the money comes from.



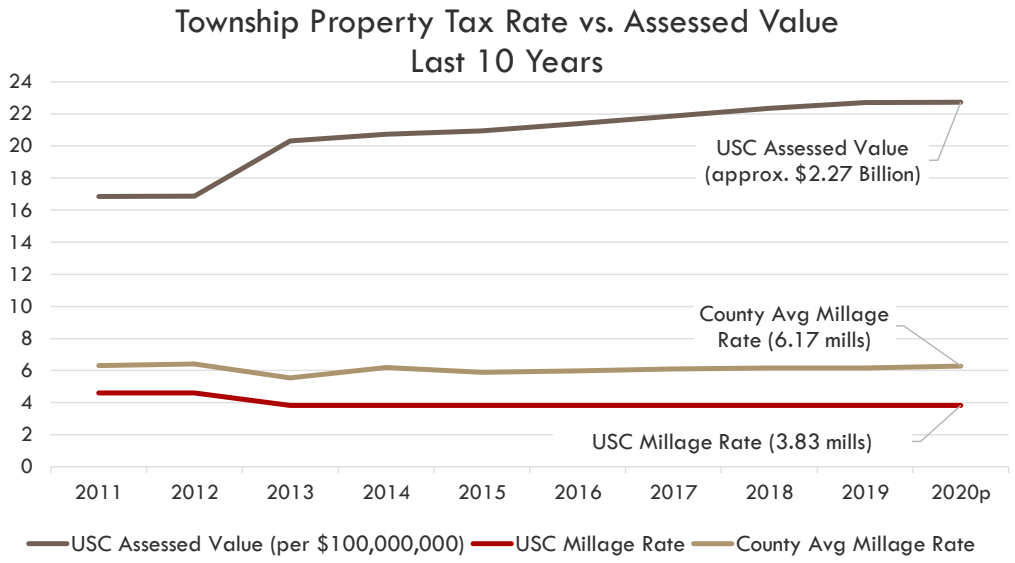
- RET and EIT combine to be almost 80% of the total General Fund revenues.
- Other taxes include:
  - Local Services Tax
  - Realty Transfer Tax
  - RAD Sales Tax
    - Portion of the 1% Allegheny Co levy
- Operating revenue up 2.17% from 2019 budget.

2020 General Fund: Real Estate Tax

USC millage rate to remain at 3.83.

Of the County's 130 municipalities, 98 have a higher millage rate.

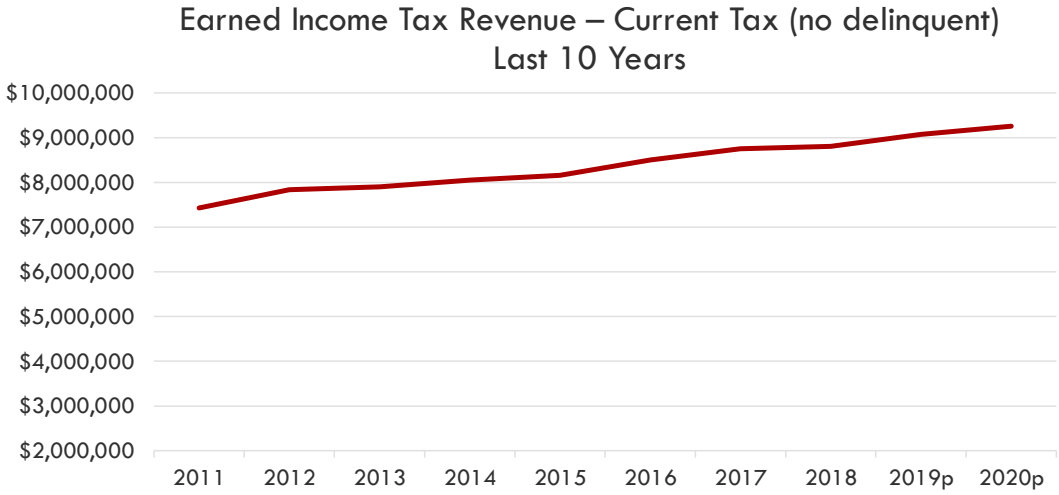
Median residential assessed value is $226,500, which is up 0.8% from last year.



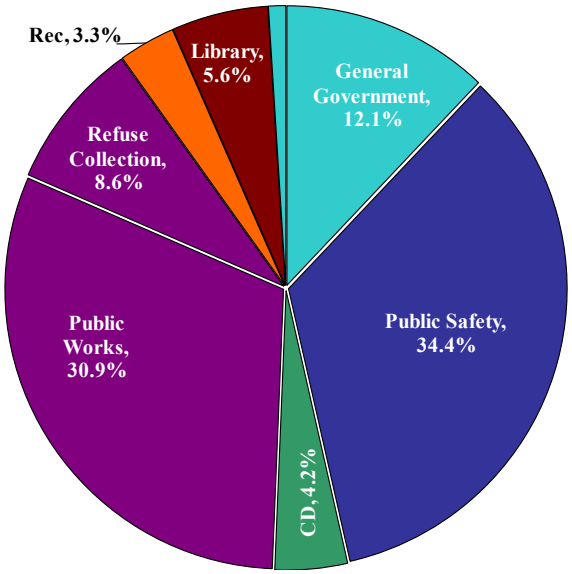
2020 General Fund: Earned Income Tax

Averaged 2.5% annual increase over last 9 years.

Estimating 2.0% growth in 2020.



2020 General Fund: Expenditures



- All expenditures up 2.17% from 2019 Budget.
- Operating expenditures up 4.93%
- Public Works and Public Safety remain the top programs at 65.3%.

2020 General Fund: Notable Items

- **Police MMO** increased by $98,000, to $386,944.
- **Public Works MMO** increased by $34,000, to $189,463.
- **Rock salt** increased roughly $100,000, or 16%.

2020 Proposed Budget

- COMMUNITY & RECREATION CENTER FUND
- SANITARY SEWER FUND
- CAPITAL PROJECTS

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2020 Enterprise Funds: C&RC

Community & Recreation Center Fund

- **Membership revenue**
  - 2020 is budgeted to remain in line with projected 2019 revenue.
- **Operating expenses**
  - Very little overall change.
- **Capital expenses**
  - Indoor aquatics HVAC replacement in 2020.
  - FIT Committee recommendations.
  - Annual routine equipment replacement program.

2020 Enterprise Funds: Sanitary Sewer

Administrative Consent Order

Interim ACO expired at the end of 2017. A new order has not yet been negotiated.

Municipalities in the region remain unclear as to what regulatory requirements will be mandated in the future.

- **Sanitary sewer user fee multiplier rate:**
  - ALCOSAN to increase rates again. Will go up 7% in 2020.
  - Township multiplier proposed to remain at 2.00.
- **Sanitary sewer expenditures:**
  - Wastewater treatment budgeted at $4.3M (58% of op. costs).
  - Continued source reduction work budgeted at $1.65M.
- **Looking ahead:**
  - Continued focus on source reduction
  - Still uncertain about future requirements, but anticipating that we will be mandated to undertake major sanitary sewer construction.

2020 Capital Projects

- **Road program** increased to $1.8M.
- Funding for **storm sewer projects** at $500,000.
- **Traffic signal improvements** with PennDOT at 4 more intersections along Rt. 19.
- Budget for **Perimeter Trail** project carried over from 2019 is $1.3M.
- **Municipal Building** renovation project budgeted at $3.5M for 2020, with another $3.5M anticipated in 2021.

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2020 Proposed Budget

- FUND BALANCE

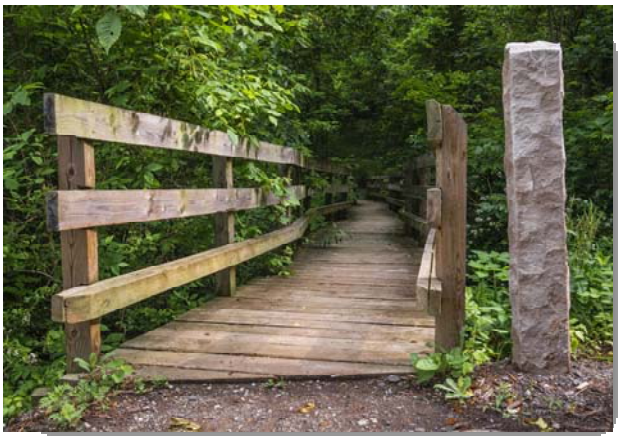
2020 Fund Balance Projections

- The General Fund's estimated **Unassigned Fund Balance** is projected at **$4,037,184, or ~18%** of estimated revenues.
- GFOA recommends at least 2 months of revenues.
- This is sufficient to demonstrate the budgetary flexibility needed for the Township to maintain its **AA+ Bond Rating**.

Questions/Comments

- Proposed budget on display at:
  - Township Office
  - Library
  - Online (www.twpusc.org)

- Questions/Comments?



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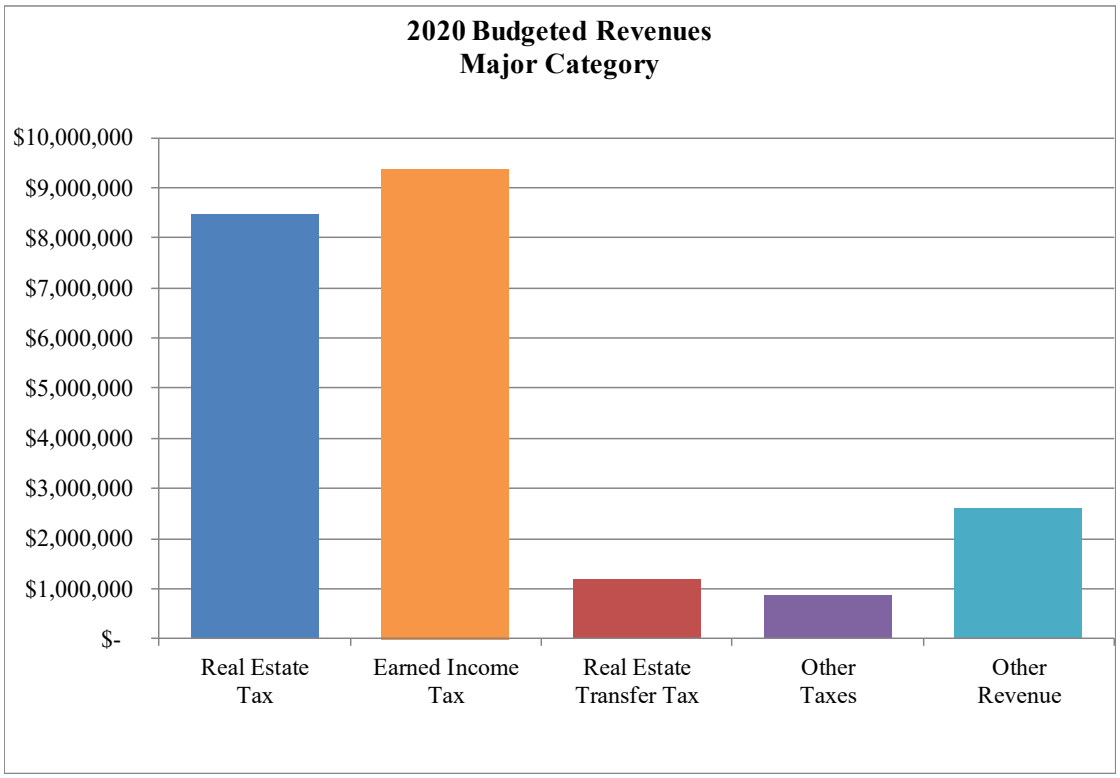
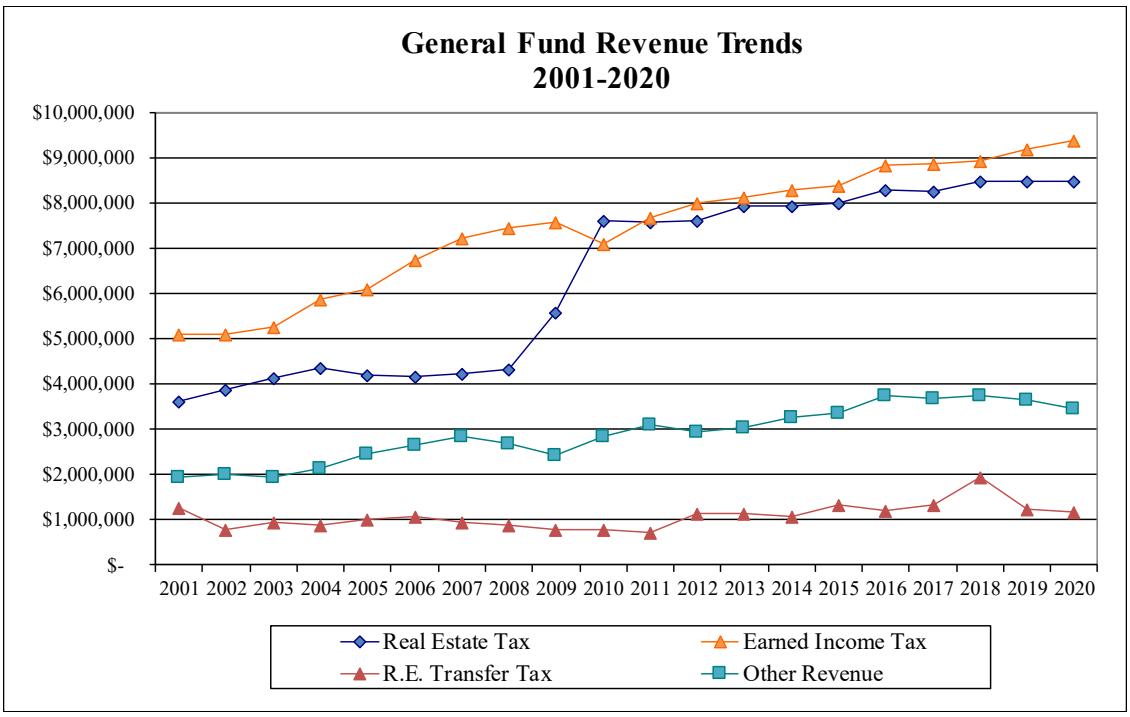
GENERAL FUND

MAJOR REVENUES

	2019 Budget	2020 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
Real Estate Tax	$ 8,453,648	$ 8,478,300	$ 24,652	0.29%
Earned Income Tax	8,981,900	9,370,000	388,100	4.32%
Local Services Tax	290,000	290,000	-	0.00%
Real Estate Transfer Tax	1,180,000	1,180,000	-	0.00%
Public Utilities Tax	19,000	18,100	(900)	(4.74%)
Local Option Sales & Use Tax	522,250	548,000	25,750	4.93%
Licenses and Permits	163,150	137,700	(25,450)	(15.60%)
Fees and Fines	510,650	517,050	6,400	1.25%
Rental Income	45,748	2,865	(42,883)	(93.74%)
Investment Earnings	65,000	40,000	(25,000)	(38.46%)
Service Agreements	238,000	243,812	5,812	2.44%
Other Non-Tax Revenue	1,188,159	1,317,159	129,000	10.86%
Recreation Fees	357,350	349,500	(7,850)	(2.20%)
Total Revenues	**$ 22,014,855**	**$ 22,492,486**	**$ 477,631**	**2.17%**
Fund Balance	-	-	-	0.00%
Total Major Revenues	**$ 22,014,855**	**$ 22,492,486**	**$ 477,631**	**2.17%**



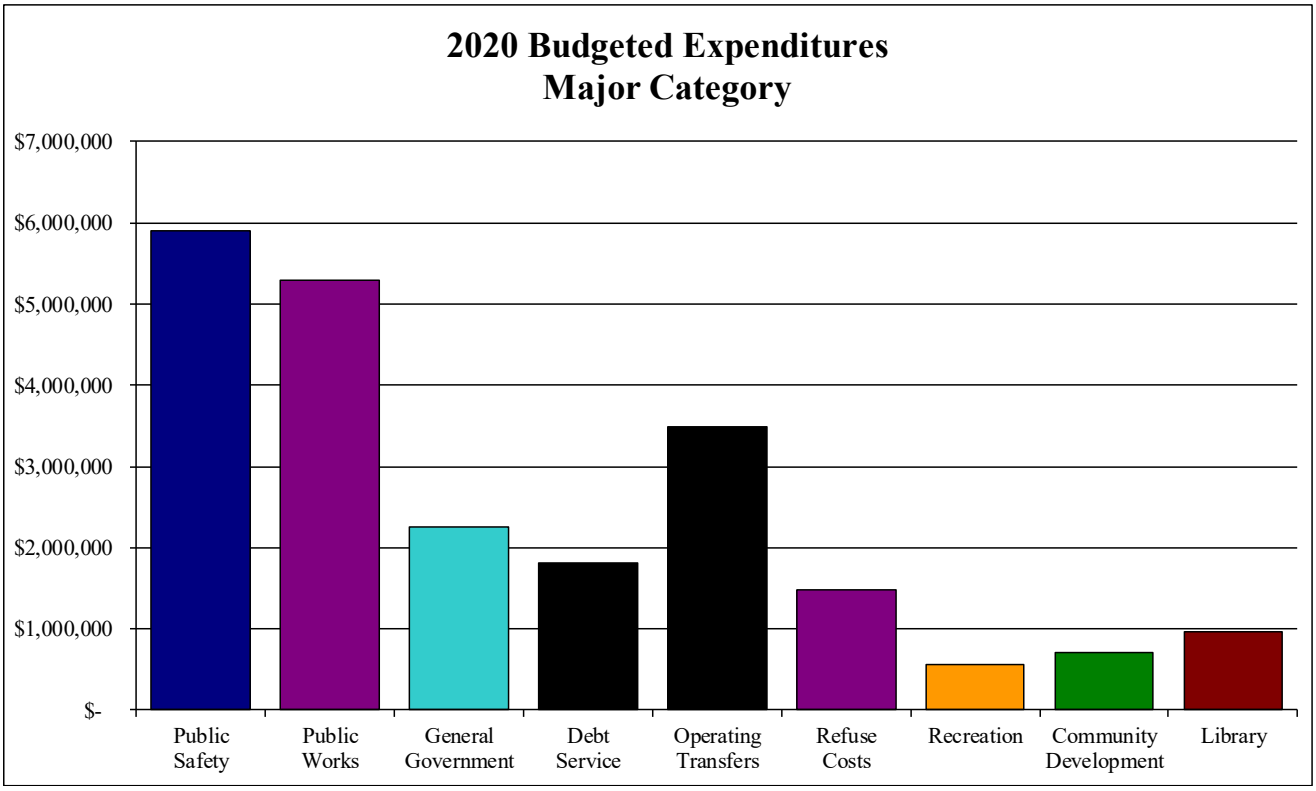
	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Real Estate Tax	$ 8,263,249	$ 8,490,013	$ 8,453,648	$ 8,466,300	$ 8,478,300
Earned Income Tax	8,869,902	8,934,154	8,981,900	9,200,000	9,370,000
Local Services Tax	293,106	314,436	290,000	290,000	290,000
Real Estate Transfer Tax	1,324,561	1,933,891	1,180,000	1,250,000	1,180,000
Public Utilities Tax	19,159	19,880	19,000	18,523	18,100
Local Option Sales & Use Tax	519,215	533,039	522,250	539,000	548,000
Tax Revenues	$ 19,289,192	$ 20,225,413	$ 19,446,798	$ 19,763,823	$ 19,884,400
Licenses and Permits	254,663	182,398	163,150	148,825	137,700
Fees and Fines	570,142	550,407	510,650	535,650	517,050
Rental Income	90,167	86,371	45,748	67,782	2,865
Investment Earnings	20,560	90,324	65,000	95,000	40,000
Service Agreements	249,909	307,340	238,000	243,512	243,812
Other Non-Tax Revenue	1,296,478	1,292,396	1,188,159	1,364,678	1,317,159
Recreation Fees	368,657	358,052	357,350	335,130	349,500
Non-Tax Revenues	$ 2,850,576	$ 2,867,288	$ 2,568,057	$ 2,790,577	$ 2,608,086
Total Revenues	**$ 22,139,768**	**$ 23,092,701**	**$ 22,014,855**	**$ 22,554,400**	**$ 22,492,486**
Fund Balance	-	-	-	-	-
Total Major Revenues	**$ 22,139,768**	**$ 23,092,701**	**$ 22,014,855**	**$ 22,554,400**	**$ 22,492,486**



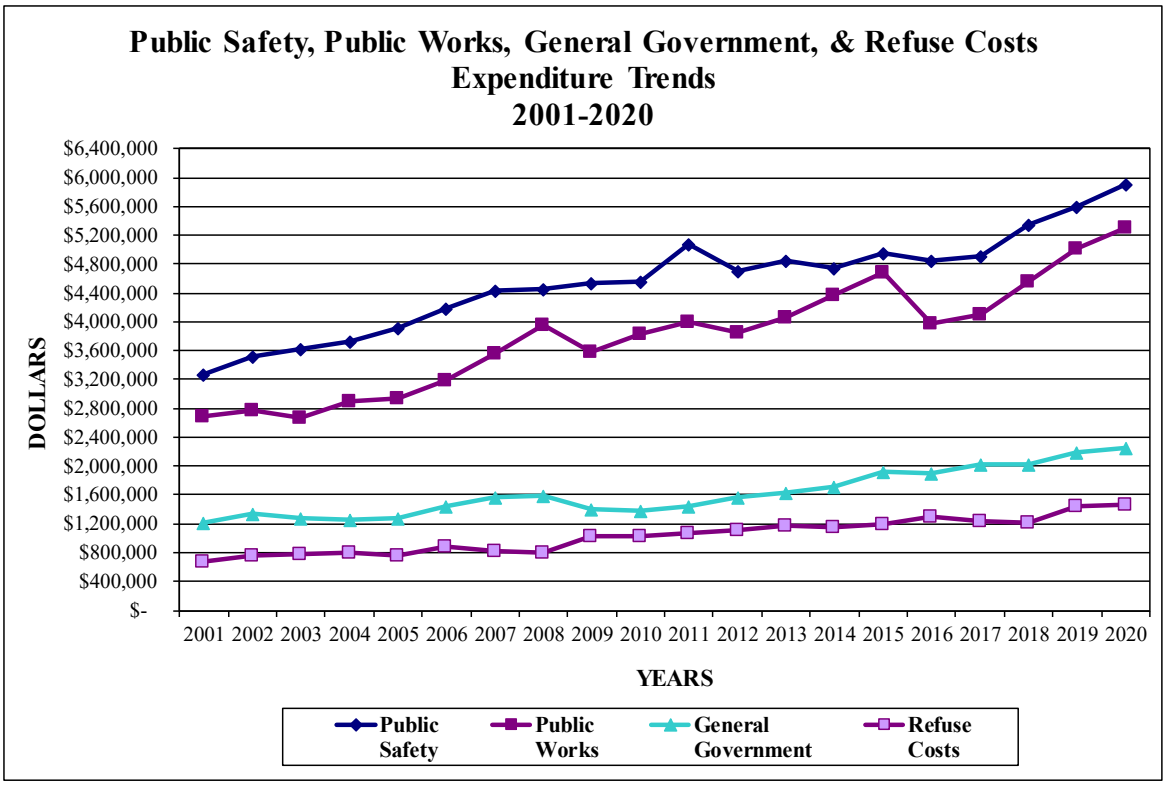
GENERAL FUND

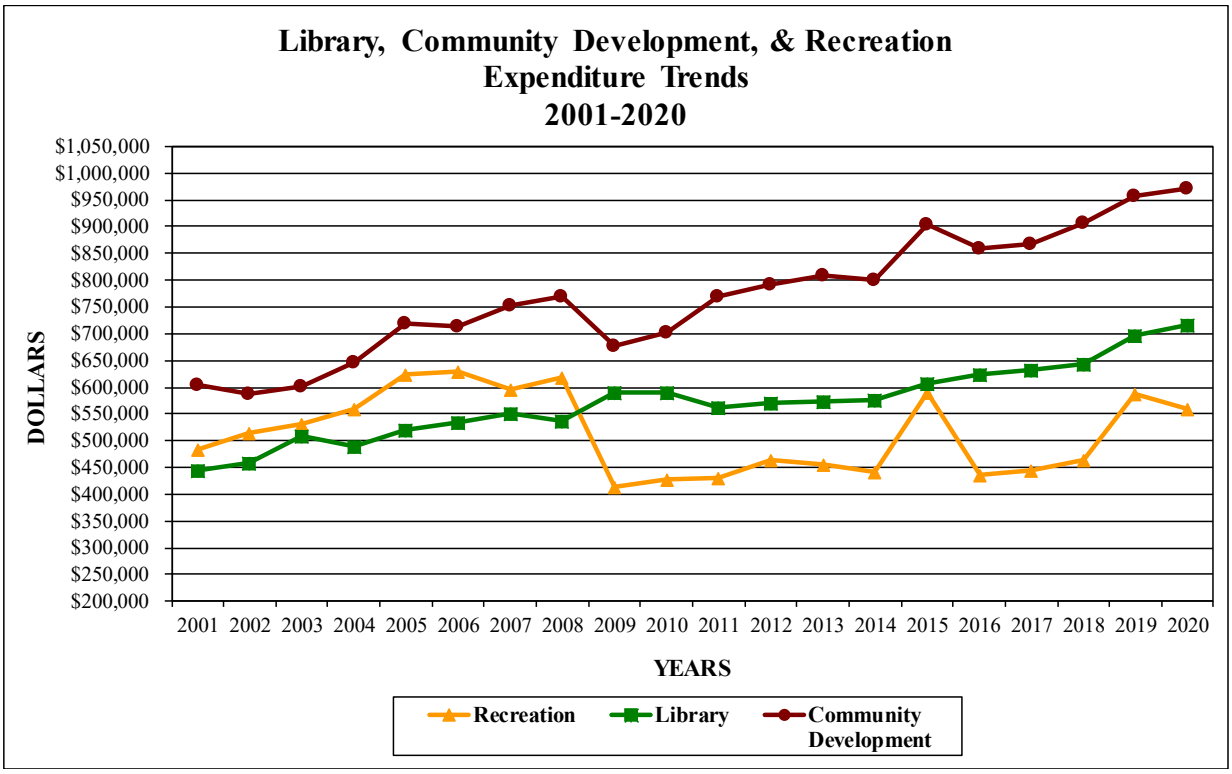
MAJOR PROGRAMS

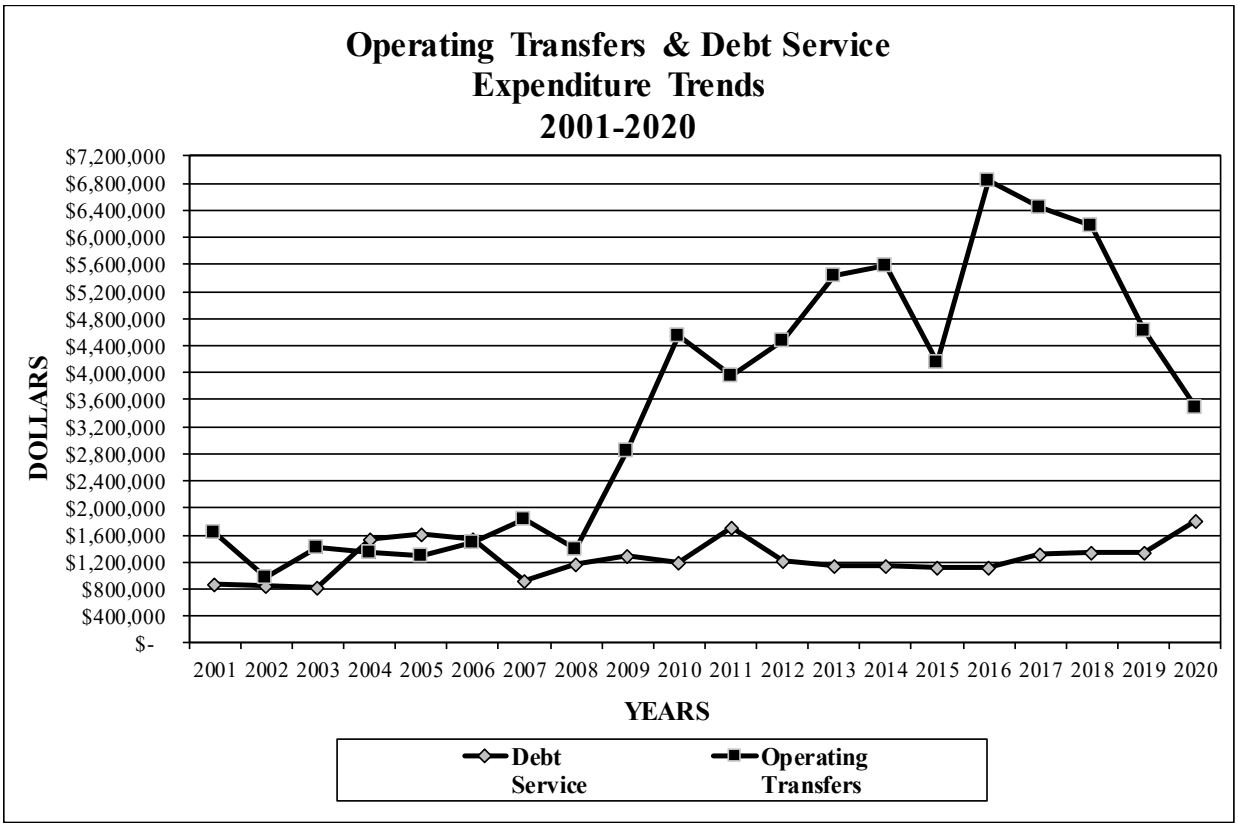
	2019 Budget	2020 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
General Government	$ 2,027,121	$ 2,082,834	$ 55,713	2.75%
Public Safety	5,547,141	5,905,995	358,854	6.47%
Community Development	697,499	716,348	18,849	2.70%
Public Works	4,972,033	5,304,065	332,032	6.68%
Refuse Collection	1,439,500	1,474,500	35,000	2.43%
Recreation & Leisure Services	579,026	558,769	(20,257)	(3.50%)
Library	956,659	970,790	14,131	1.48%
Unallocated Insurance Costs	158,486	170,799	12,313	7.77%
Operating Expenditures	$ 16,377,465	$ 17,184,100	$ 806,635	4.93%
Operating Transfers	4,293,826	3,499,346	(794,480)	(18.50%)
Debt Service Payments	1,343,564	1,809,040	465,476	34.64%
Non-Operating Expenditures	$ 5,637,390	$ 5,308,386	$ (329,004)	(5.84%)
Total Expenditures	**$ 22,014,855**	**$ 22,492,486**	**$ 477,631**	**2.17%**
Fund Balance	-	-	-	**0.00%**
Total Major Programs	**$ 22,014,855**	**$ 22,492,486**	**$ 477,631**	**2.17%**



	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
General Government	$ 1,798,638	$ 1,814,786	$ 2,027,121	$ 2,041,871	$ 2,082,834
Public Safety	4,918,901	5,347,134	5,547,141	5,593,972	5,905,995
Community Development	632,237	644,824	697,499	696,499	716,348
Public Works	4,108,164	4,552,241	4,972,033	5,018,941	5,304,065
Refuse Collection	1,238,842	1,221,921	1,439,500	1,439,500	1,474,500
Recreation & Leisure Services	443,520	464,461	579,026	586,375	558,769
Library	868,469	906,128	956,659	958,129	970,790
Unallocated Insurance Costs	216,098	216,507	158,486	158,486	170,799
Operating Expenditures	$ 14,224,869	$ 15,168,002	$ 16,377,465	$ 16,493,773	$ 17,184,100
Operating Transfers	6,446,577	6,167,253	4,293,826	4,617,063	3,499,346
Debt Service Payments	1,308,454	1,348,879	1,343,564	1,343,564	1,809,040
Non-Operating Expenditures	$ 7,755,031	$ 7,516,132	$ 5,637,390	$ 5,960,627	$ 5,308,386
Total Expenditures	**$ 21,979,900**	**$ 22,684,134**	**$ 22,014,855**	**$ 22,454,400**	**$ 22,492,486**
Fund Balance	159,868	408,567	-	100,000	-
Total Major Programs	**$ 22,139,768**	**$ 23,092,701**	**$ 22,014,855**	**$ 22,554,400**	**$ 22,492,486**

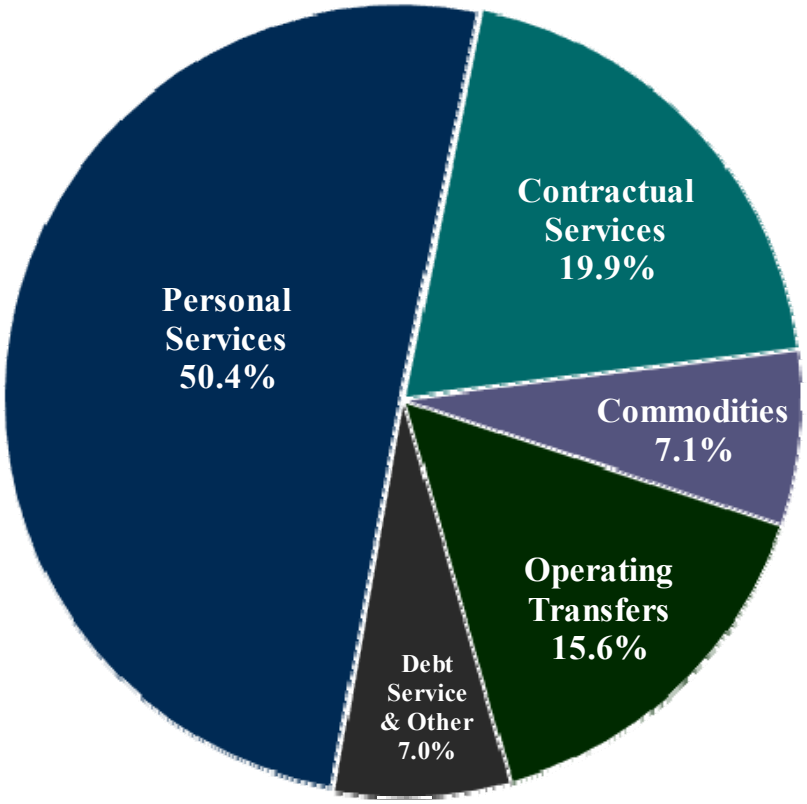



Library, Community Development, & Recreation
Expenditure Trends
2001-2020
DOLLARS
$1,050,000
$1,000,000
$950,000
$900,000
$850,000
$800,000
$750,000
$700,000
$650,000
$600,000
$550,000
$500,000
$450,000
$400,000
$350,000
$300,000
$250,000
$200,000
2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
YEARS
Recreation
Library
Community Development


Operating Transfers & Debt Service
Expenditure Trends
2001-2020
DOLLARS
$7,200,000
$6,800,000
$6,400,000
$6,000,000
$5,600,000
$5,200,000
$4,800,000
$4,400,000
$4,000,000
$3,600,000
$3,200,000
$2,800,000
$2,400,000
$2,000,000
$1,600,000
$1,200,000
$800,000
$400,000
$-
2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
YEARS
Debt Service
Operating Transfers

Category	Personal Services	Contractual Services	Commodities	Other	Total
General Government	$ 1,492,256	$ 1,084,175	$ 46,550	$ (540,147)	**$ 2,082,834**
Public Safety	5,123,419	531,763	89,450	161,223	**5,905,855**
Community Development	568,610	65,175	10,500	72,063	**716,348**
Public Works	3,013,884	1,067,598	1,261,500	(38,917)	**5,304,065**
Refuse Collection	-	1,474,500	-	-	**1,474,500**
Recreation & Leisure Services	206,376	205,378	51,400	95,615	**558,769**
Library	785,043	9,800	136,200	39,747	**970,790**
Operating Transfers	-	-	-	3,499,346	**3,499,346**
Debt Service Payments	-	-	-	1,809,040	**1,809,040**
Miscellaneous Expenditures	138,399	32,400	-	-	**170,799**
Total Expenditures	**$ 11,327,987**	**$ 4,470,789**	**$ 1,595,600**	**$ 5,097,970**	**$ 22,492,346**
Percentage of Total	***50.36%***	***19.88%***	***7.09%***	***22.67%***	***100.0%***

2020 GENERAL FUND EXPENDITURES BY TYPE



EXPENDITURE TYPES

Personal Services
Expenditures in this category include wages and fringe benefits. Wages include all full-time, part-time, and part-time seasonal employees. Fringe benefits include life insurance, medical insurance, workers' compensation, pension costs, long term disability insurance, post-retirement benefits, and Social Security expenses.

Contractual Services
Expenditures in this category are agreements or services provided to the Township for a variety of departments. Major expenditures include:

General Government
- Legal services
- Engineering services
- Tax collection services
- Information technology support

Public Safety
- Animal control expenses

Public Works
- Building maintenance – cleaning contract
- Pesticide treatments
- Utilities for Township facilities
- Other maintenance contracts

Refuse Collection
- Refuse & recycling collection contract

Recreation
- Contracted programming and instruction for various recreation activities

Commodities
Expenditures in this category include purchases of supplies for various departments. Major expenditures include:

Public Works
- Snow & ice control – Salt & de-icing chemicals
- Fuels & lubricants

Library
- Adult & juvenile books
- Adult & juvenile non-print materials

Other Expenditures
Expenditures in this category include distributed costs for vehicles and information systems administration. Other expenditures also include debt service payments for the 2016 and 2017 bond issues, the 2015 note, and operating transfers to other funds.

2020 GENERAL FUND
BUDGETED EXPENDITURES PER CAPITA

GENERAL GOVERNMENT		
Board of Commissioners	$	2.88
Administration		57.14
Finance		18.04
Tax Collection		15.54
Legal Services		10.66
Cable Television Services		4.07
Subtotal	$	108.33

PUBLIC SAFETY		
Police Protection	$	285.58
Fire Protection		16.51
Animal Control		5.05
Subtotal	$	307.14

COMMUNITY DEVELOPMENT		
Planning & Code Enforcement	$	37.25

PUBLIC WORKS		
Administration	$	49.06
Engineering Services		7.21
Civic Activities		3.10
Snow & Ice Control		39.84
Storm Sewer Maintenance		10.18
Traffic Engineering & Safety		8.35
Street Maintenance		23.87
Refuse Collection & Disposal		76.68
Building Maintenance		41.57
Equipment Maintenance		29.00
Golf Course Maintenance		6.10
Tennis Court Maintenance		8.23
Parks Maintenance		43.40
Forestry		5.45
Force Work Projects		0.48
Subtotal	$	352.52

RECREATION & LEISURE		
Administration	$	13.51
Recreation Programs		15.55
Subtotal	$	29.06

LIBRARY SERVICE		
Library Administration	$	50.49

DEBT SERVICE		
Debt Service	$	94.08

OPERATING TRANSFERS		
Operating Transfers	$	181.97

MISCELLANEOUS EXPENSES		
Miscellaneous Expenses	$	8.88

FUND BALANCE		
Fund Balance	$	-

PER CAPITA COST		
Total Budgeted Per Capita Cost	**$**	**1,169.72**

Per Capita Information
Budget: $22,492,486
Population*: 19,229

** Source: 2010 U.S. Census*

GENERAL FUND

REAL ESTATE TAXES

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Real Estate Taxes					
Current Real Estate Tax	$8,162,572	$8,352,107	$8,322,648	$8,410,000	$8,428,000
Delinquent Taxes	100,677	137,906	131,000	56,300	50,300
Total Real Estate Taxes	**$8,263,249**	**$8,490,013**	**$8,453,648**	**$8,466,300**	**$8,478,300**

REAL ESTATE TAX OVERVIEW

The Real Estate Tax is one of Upper St. Clair's main revenue sources and is assessed on all commercial, industrial, residential, and other non-exempt real estate. Real Estate Tax is calculated as a product of two (2) factors: the millage rate and the assessed value of a property. The tax is billed by the Township's Real Estate Tax collector, Jordan Tax Service (JTS). JTS mails the bills on or around May 1st of each year, and remits the collections to the Township on a daily basis, as necessary.

As of December 2019, the Township had a total of 7,833 real estate parcels, of which 7,711 were taxable. The breakdown is as follows:

Building + Land	Building Only	Land Only	Zero Values	Exempt Properties
7,043	125	473	70	122

Allegheny County last completed a tax reassessment of every parcel of property in the county in 2012. The County took into consideration the status and condition of adjacent properties and, in the case of commercial and industrial properties, their value in terms of business profitability. The Allegheny County Office of Property Assessment certifies the overall assessed values annually in January and issues interim assessments throughout the year based on changes in properties. The latest taxable assessed value for the Township was certified in January 2019 at $2,270,288,341.

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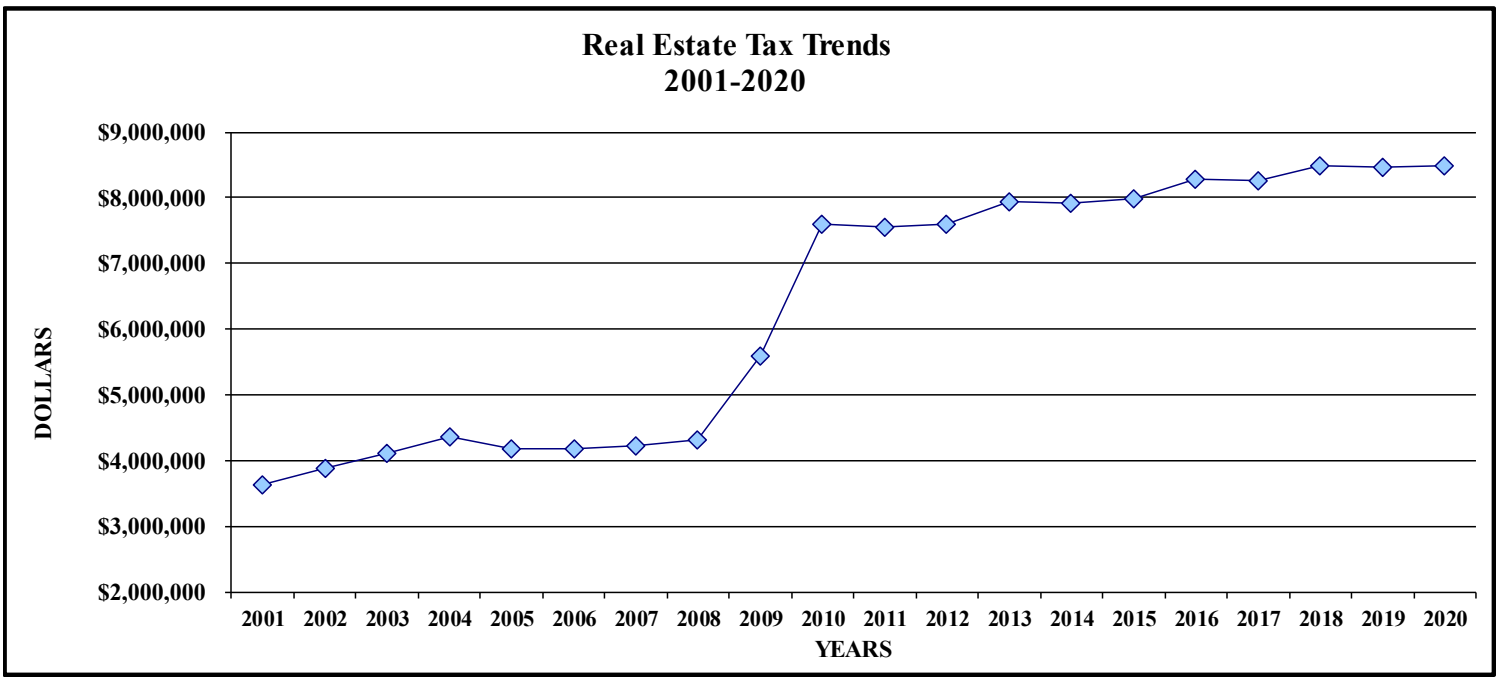
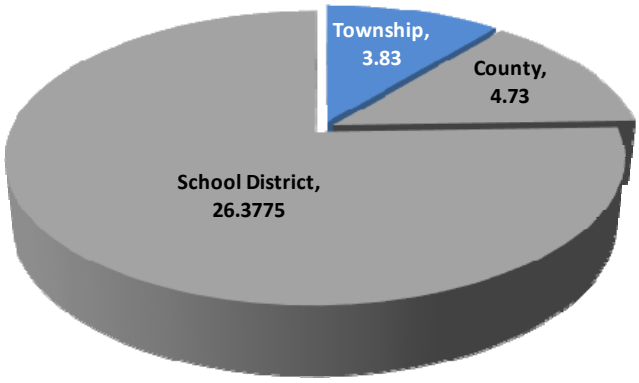
Real Estate Taxes 01-00-000-301???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Current Real Estate Tax					
001 Real Estate Tax - Current (2020)	$8,162,572	$8,352,107	$8,322,648	$8,410,000	$8,428,000
Total Current Real Estate Tax	$8,162,572	$8,352,107	$8,322,648	$8,410,000	$8,428,000
Delinquent Taxes					
002 RET Penalties & Interest Current Year (2019)	$ 9,780	$ 9,695	$ 7,000	$ 4,500	$ 4,500
003 Real Estate Tax Previous Year (2018)	83,092	62,662	80,000	30,000	25,000
004 RET Penalties & Interest Previous Year (2018)	15,242	7,309	9,000	6,000	5,000
005 Real Estate Tax 2017 and Prior	(23,451)	27,334	20,000	5,000	5,000
006 RET Penalties & Interest 2017 and Prior	5,025	10,392	5,000	800	800
007 Liened Real Estate Tax Costs	10,989	20,514	10,000	10,000	10,000
Total Delinquent Taxes	$ 100,677	$ 137,906	$ 131,000	$ 56,300	$ 50,300
Total Real Estate Taxes	**$8,263,249**	**$8,490,013**	**$8,453,648**	**$8,466,300**	**$8,478,300**



REAL ESTATE TAXES PER MEDIAN HOUSEHOLD

The Real Estate Tax is calculated by dividing the parcel's total assessed value (as determined by Allegheny County) by $1,000, then multiplying that value by the millage rate. In 2020, the Township of Upper St. Clair's Real Estate Tax millage rate is 3.83. A taxable real estate parcel in the Township is also taxed separately by Allegheny County and the Upper St. Clair School District. The following example illustrates the total Real Estate Tax paid by a taxpayer whose parcel is valued at $228,000, which is the median household value in the Township.

Real Estate Taxes		
Taxing Authority	**2020 Millage Rate**	**Real Estate Tax**
Township of Upper St. Clair	**3.83**	**$ 873**
Allegheny County	4.73	$ 1,078
Upper St. Clair School District	26.3775	$ 6,014
	Total Real Estate Tax	**$ 7,966**



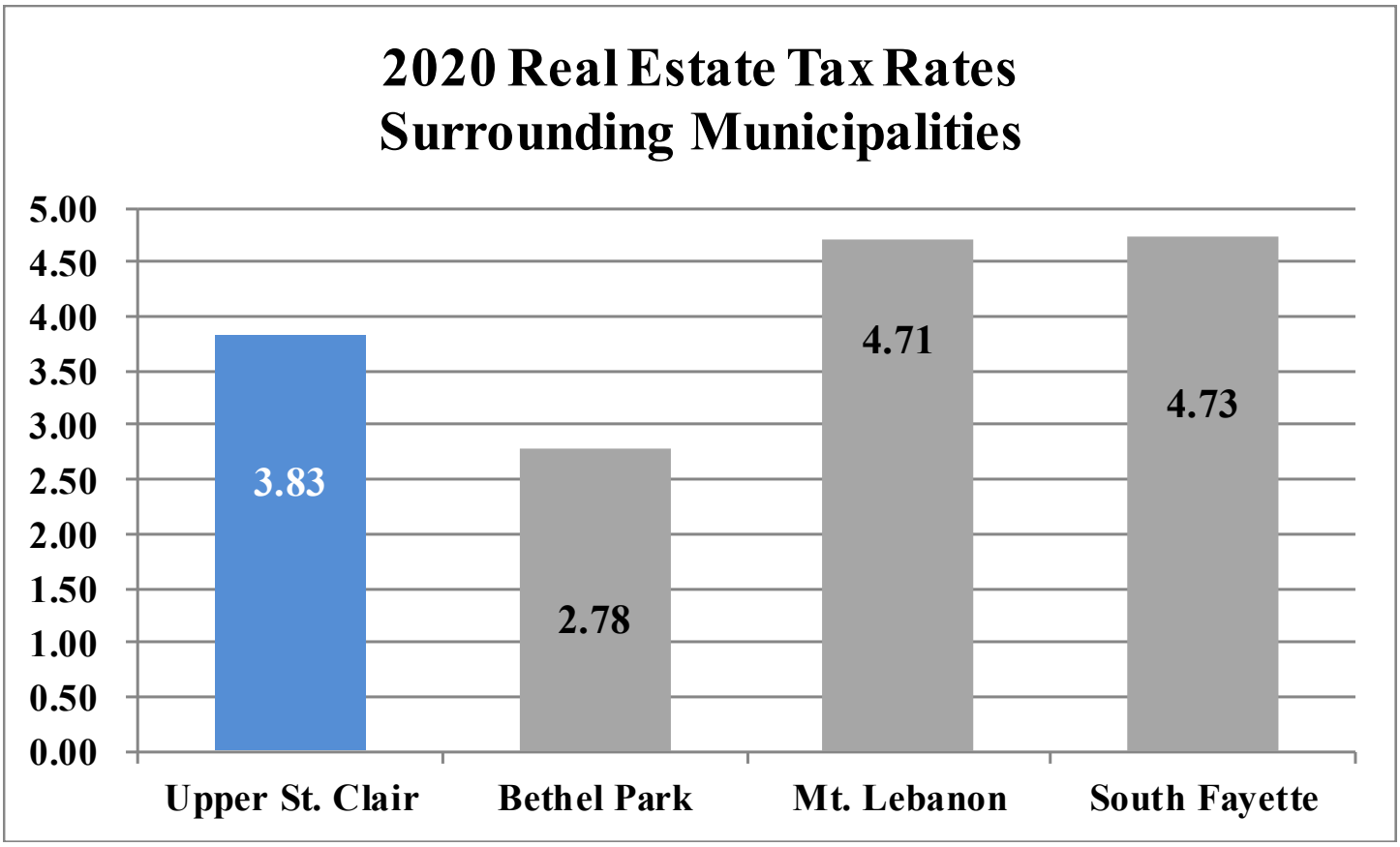
A twenty-year comparison of assessed valuation and millage rates is shown below:

Township of Upper St. Clair
Real Estate Millage
20 Year History

Year	Total Taxable Assessed Value	% Change in Value	Millage Rate	Year	Total Taxable Assessed Value	% Change in Value	Millage Rate
2001^	1,411,612,925	N/A	2.69	2011	1,685,717,270	0.55%	4.60
2002	1,634,203,390	15.77%	2.44	2012	1,686,740,170	0.06%	4.60
2003	1,603,927,301	-1.85%	2.60	2013^	2,030,049,782	20.35%	3.83
2004	1,614,770,740	0.68%	2.60	2014	2,072,481,041	2.09%	3.83
2005	1,630,554,590	0.98%	2.60	2015	2,094,831,941	1.08%	3.83
2006	1,656,966,390	1.62%	2.60	2016	2,142,954,507	2.30%	3.83
2007	1,660,339,290	0.20%	2.60	2017	2,188,348,120	2.12%	3.83
2008	1,660,118,320	-0.01%	2.60	2018	2,235,513,841	2.16%	3.83
2009	1,669,202,220	0.55%	3.40	2019	2,270,288,341	1.56%	3.83
2010	1,676,420,504	0.43%	4.60	2020*	2,272,994,041	0.12%	3.83

^ Countywide reassessment year
* Estimated values (certified values not available until January 2020)

REAL ESTATE TAX MILLAGE RATES - SURROUNDING MUNICIPALITIES



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GENERAL FUND

EARNED INCOME TAXES

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Total Earned Income Taxes	**$8,869,902**	**$8,934,154**	**$8,981,900**	**$9,200,000**	**$9,370,000**

EARNED INCOME TAXES OVERVIEW

In 1965, Act 511 commonly known as the "Local Tax Enabling Act" was enacted into law to provide Pennsylvania municipalities and school districts a means of funding their operations by levying certain types of taxes as defined by the Act. The Earned Income and Net Profit Tax is one of the taxes defined in Act 511, and under its authority, Upper St. Clair Township can levy a tax at the rate .50% on all employee compensation of its residents and net profits earned by its residents from unincorporated businesses and professions. The definitions of earned income and net profits were amended in 2002 through Act 166 to conform to the definitions found in the Pennsylvania Personal Income Tax law. The Upper St. Clair School District also taxes the same type of income at the same rate of .50% on the aforementioned income. Also, there is a credit provision up to the full 1.00% combined rate for earned income and net profits taxes paid to other taxing bodies.

In 1979, the Township, a Home Rule municipality, adopted an additional tax on the same income base that has been detailed above, and it is commonly called the "Home Rule Tax". This tax is levied under the authority of Act 62 of 1972 which is known as the 'Home Rule Charter and Optional Plans Law". Currently, the Home Rule tax rate is .30% on the defined income, but there is no credit provision for the earned income and net profits taxes paid to other taxing bodies. Thus, the overall current Earned Income and Net Profits tax rate for an Upper St. Clair resident is 1.30%, but the revenue shown in this account represents only the .80% levied for municipal purposes.

Changes in the Earned Income and Net Profits Tax Law occurred due to the enactment of Act 32 of 2008 by the Pennsylvania legislature. Act 32 of 2008 amended Act 511 of 1965 and mandated that the following items occurred by June 30, 2012:

1. The consolidation of 560 local Earned Income Tax (EIT) collectors across the state of Pennsylvania into 65 countywide and 4 Allegheny County Regional Tax Collection Districts (TCD). Upper St. Clair Township and the Upper St. Clair School District have been placed in the Allegheny Southwest TCD. The Allegheny Southwest TCD contains all the local taxing entities that are geographically located southwest of the City of Pittsburgh and reside in Allegheny County. The membership of this TCD has 43 municipalities and 20 school districts for a total of 63 taxing entities.

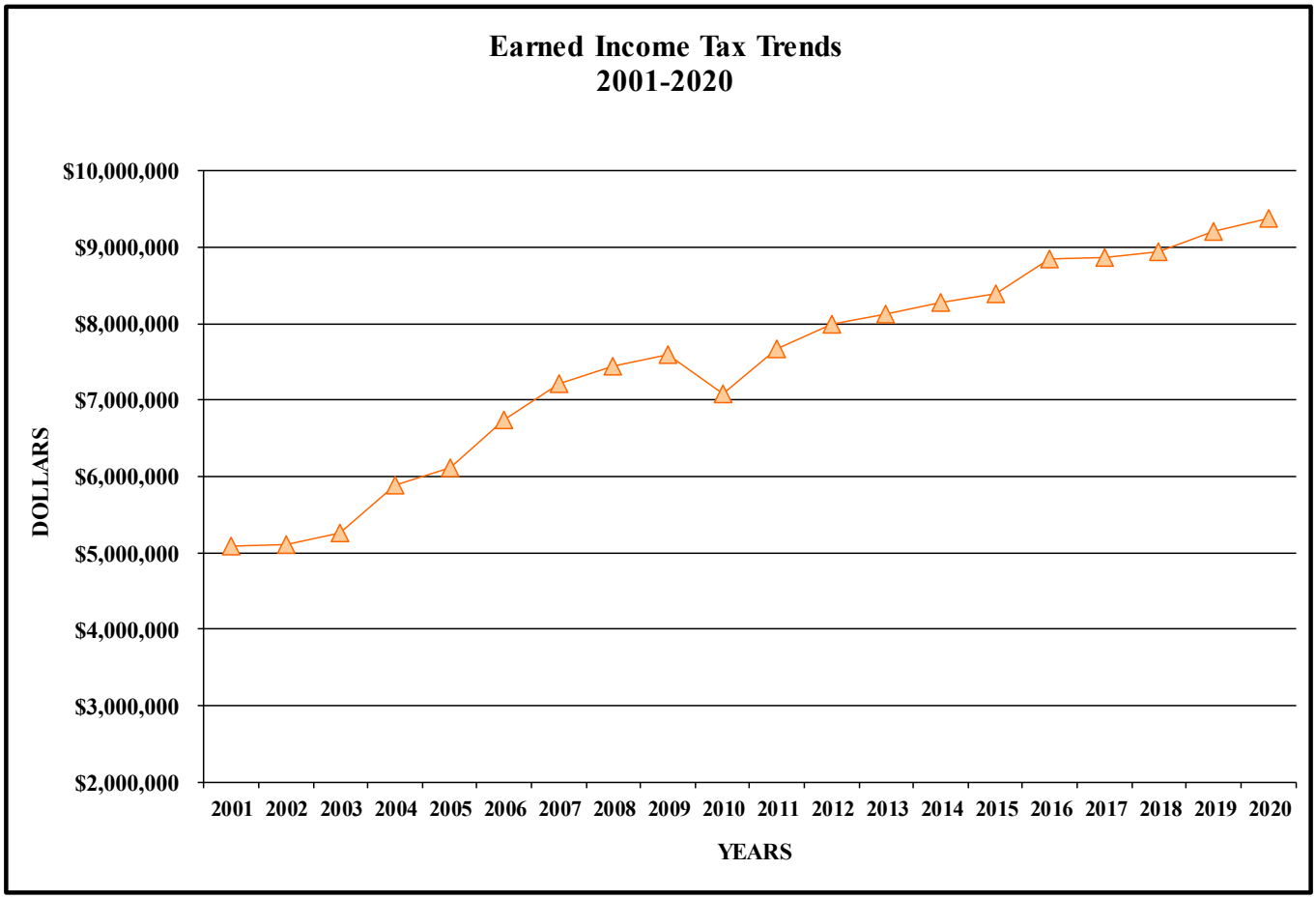
2. All employers in the state must withhold the earned income tax for each one of their employees irrespective of where they reside. The objective of the legislation is to create a streamlined tax collection system with procedures and uniform forms that will simplify the tax collection for companies that conduct business in Pennsylvania.

3. For Upper St. Clair taxpayers, all annual tax returns will be filed with the Allegheny Southwest TCD for tax years beginning in 2012 and thereafter. The appointed tax collector for the Allegheny Southwest TCD is Jordan Tax Service. The intent of the legislation is also to provide cost savings to each taxing district through consolidation of tax collection services.

EARNED INCOME TAXES OVERVIEW (Continued)

Jordan Tax Service collects earned income tax for the Township through the aforementioned TCD and remits the collections to the Township daily, as necessary. As a part of their tax auditing program, their Staff reviews earned income tax accounts for compliance with tax regulations; and through shared information from the Pennsylvania Department of Revenue, compares earned income sections submitted by a resident to the State to the amount declared on a resident's local tax return. This auditing program has generated significant additional tax revenue since its inception, and the Township plans to continue the program for 2020.

Earned Income Taxes 01-00-000-310???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
001 Earned Income Tax Current Year	$6,380,813	$6,477,493	$6,431,000	$6,525,000	$6,655,000
002 Earned Income Tax Prior Year	2,373,697	2,324,760	2,435,900	2,550,000	2,600,000
003 Earned Income Tax Previous Years	115,392	131,901	115,000	125,000	115,000
Total Earned Income Taxes	**$8,869,902**	**$8,934,154**	**$8,981,900**	**$9,200,000**	**$9,370,000**



EARNED INCOME TAX RATE

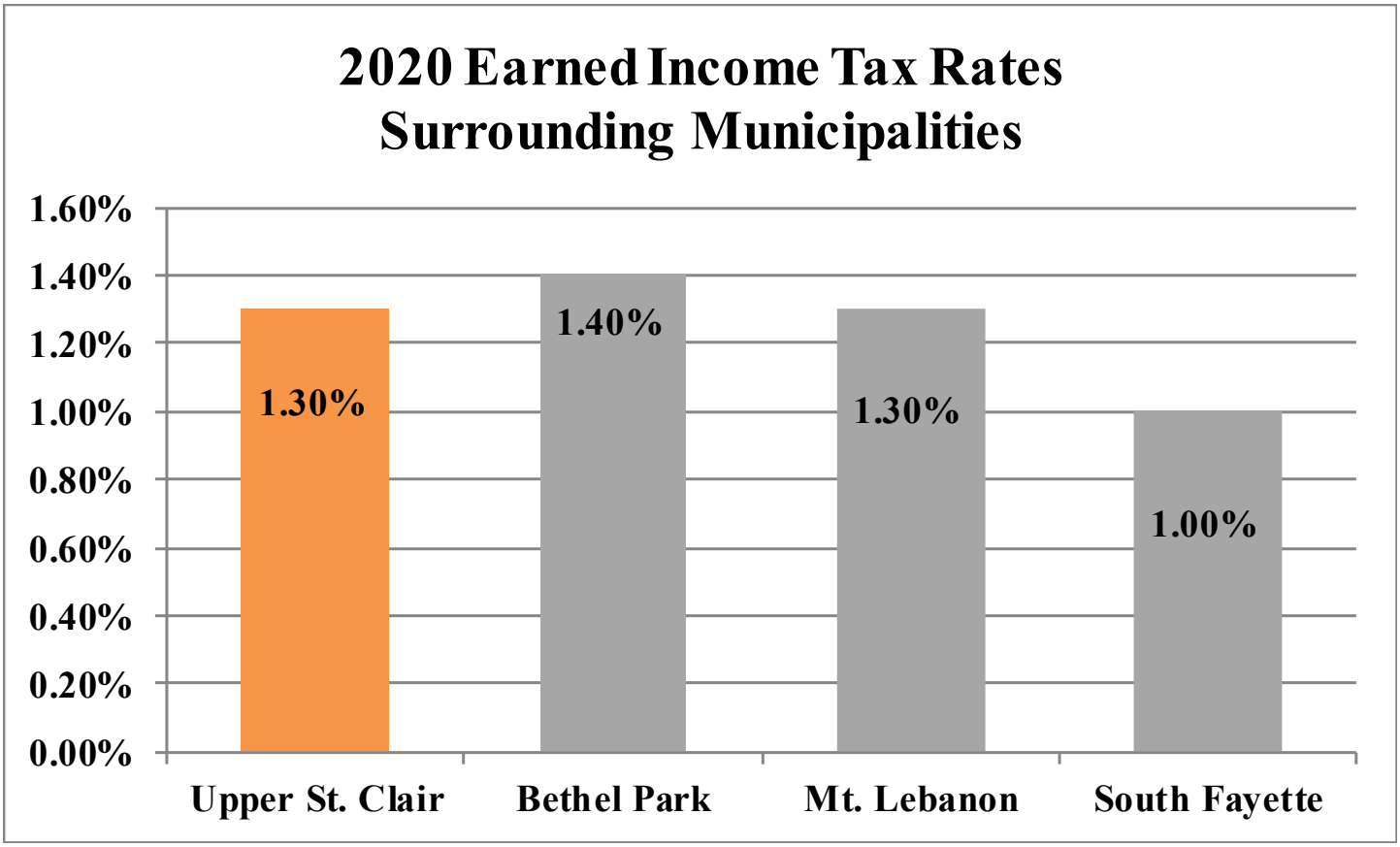
A ten-year comparison of earned income tax rates for the Township and School District are shown below:

Township of Upper St. Clair
Earned Income Tax
10 Year History

Year	EIT Collection	Township Tax Rate	School Tax Rate	Total Tax Rate	Year	EIT Collection	Township Tax Rate	School Tax Rate	Total Tax Rate
2011	$7,673,078	0.80%	0.50%	1.30%	2016	$8,844,793	0.80%	0.50%	1.30%
2012	$7,994,029	0.80%	0.50%	1.30%	2017	$8,869,902	0.80%	0.50%	1.30%
2013	$8,116,840	0.80%	0.50%	1.30%	2018	$8,934,154	0.80%	0.50%	1.30%
2014	$8,285,627	0.80%	0.50%	1.30%	2019*	$9,200,000	0.80%	0.50%	1.30%
2015	$8,382,576	0.80%	0.50%	1.30%	2020*	$9,370,000	0.80%	0.50%	1.30%

** EIT Collection amount is projected*

A comparison of the Township of Upper St. Clair Earned Income Tax Rate with surrounding municipalities is shown below.



EARNED INCOME TAXES DEMOGRAPHICS

An illustration of the amount of local Earned Income Tax (EIT) the median household would pay in Upper St. Clair is shown below. This is based on a Median Household Income of $125,305 as reported by the U.S Census Bureau as of July 1, 2019 (latest information available at time of publishing).

Local Earned Income Tax		
Taxing Authority	**2020 EIT Rate**	**EIT Due**
Township of Upper St. Clair (Act 511 Tax)	**0.50%**	**$ 627**
Township of Upper St. Clair (Act 62 Tax)	**0.30%**	**$ 376**
Upper St. Clair School District (Act 511 Tax)	0.50%	$ 627
Total Local Earned Income Tax	**1.30%**	**$ 1,629**

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GENERAL FUND

OTHER TAXES

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Total Other Taxes	**$2,156,041**	**$2,801,246**	**$2,011,250**	**$2,097,523**	**$2,036,100**

OTHER TAXES OVERVIEW

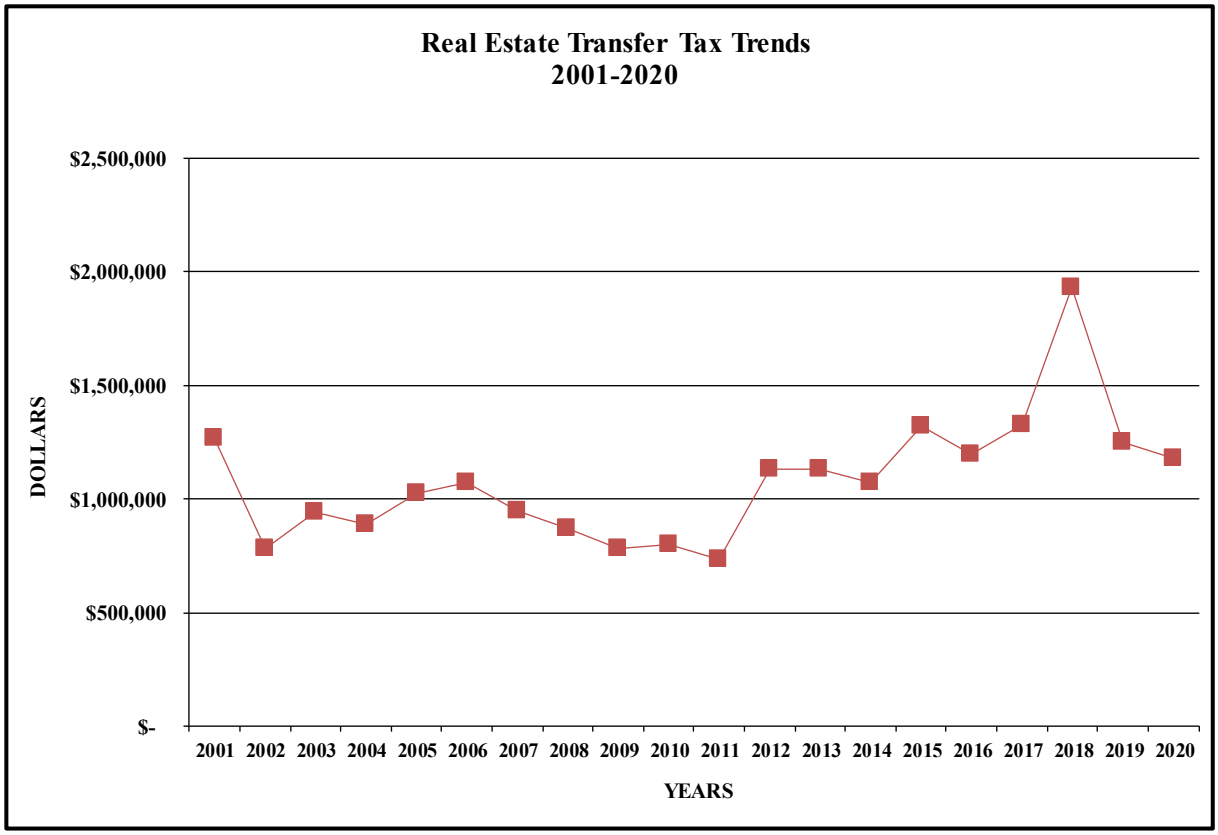
Local Services Tax
The Local Services Tax is a $52 annual tax levied on all persons employed within the corporate limit of Upper St. Clair and who make over $12,000 annually. The tax is collected by Jordan Tax Service and remitted to the Township on a daily basis, as necessary.

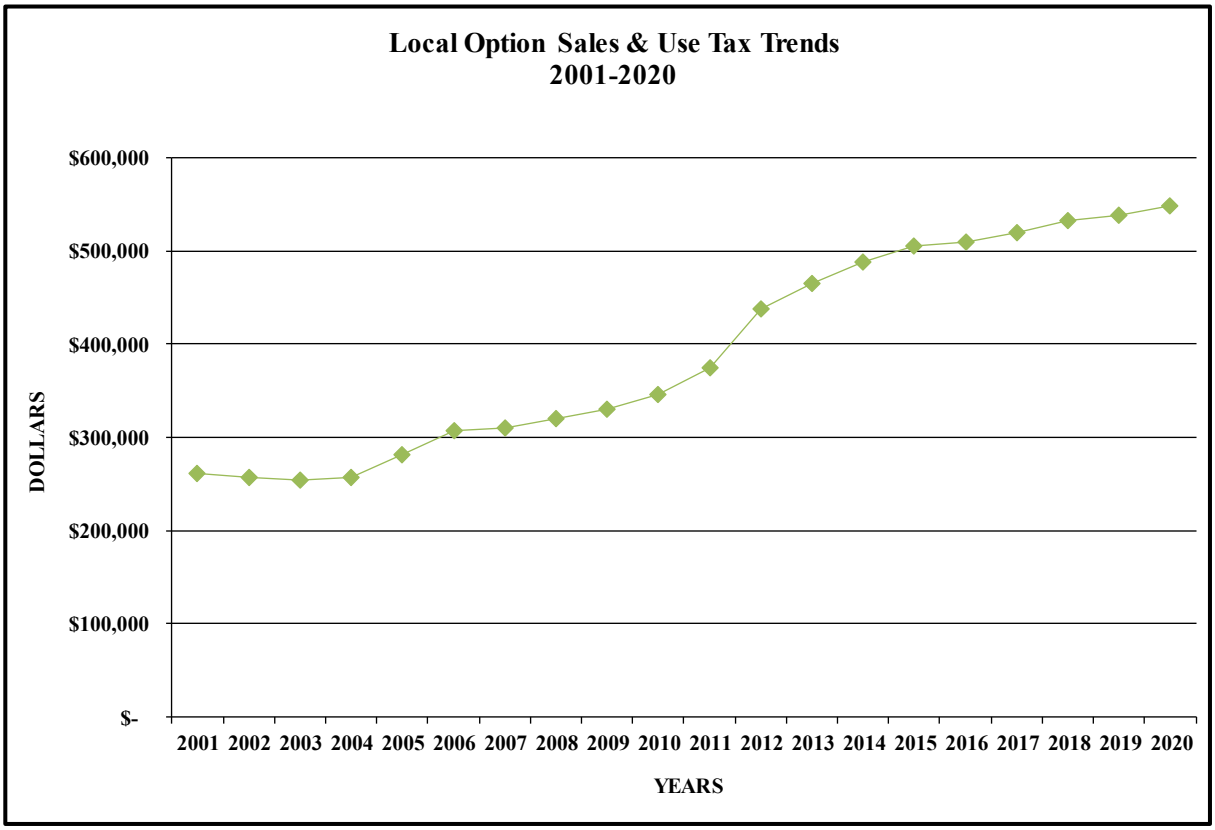
Real Estate Transfer Tax
This 1.0% tax, collected for the Township by the County Recorder of Deeds through the sale of deed transfer stamps, is on the sale price of all property in Upper St. Clair. The State also receives 1.0% and the School District receives 0.5%. Revenue derived from this tax is remitted to the Township monthly.

Public Utilities Tax
This is a State tax on public utilities which is distributed back to municipalities based on a distribution formula established by the Commonwealth of Pennsylvania. The Commonwealth distributes these funds to the Township in one annual payment.

Local Option Sales & Use Tax
This tax is collected by the Pennsylvania Department of Revenue and 25% of all collections are distributed to qualifying municipalities of Allegheny County. Revenue derived from this tax is remitted to the Township monthly.

Other Taxes **01-00-000-315???-000**	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
001 Local Services Tax	$ 293,106	$ 314,436	$ 290,000	$ 290,000	$ 290,000
002 Real Estate Transfer Tax	1,324,561	1,933,891	1,180,000	1,250,000	1,180,000
003 Public Utilities Tax	19,159	19,880	19,000	18,523	18,100
004 Local Option Sales & Use Tax	519,215	533,039	522,250	539,000	548,000
Total Other Taxes	**$2,156,041**	**$2,801,246**	**$2,011,250**	**$2,097,523**	**$2,036,100**


Real Estate Transfer Tax Trends
2001-2020
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$-
DOLLARS
2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
YEARS


Local Option Sales & Use Tax Trends
2001-2020
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$-
DOLLARS
2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
YEARS

GENERAL FUND

OTHER REVENUES

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Total Licenses and Permits	**$ 254,663**	**$ 182,398**	**$ 163,150**	**$ 148,825**	**$ 137,700**

LICENSES AND PERMITS OVERVIEW

Upper St. Clair requires the issuance of licenses and permits for the conduct of certain activities within the municipality. Generally, permits are a means of control to assure that all municipal regulations and ordinances are upheld and to protect the public welfare. Fees charged for permits and licenses are intended to totally cover the cost of inspection, enforcement, and administration.

Licenses and Permits 01-00-000-320???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
001 Building Permits	$ 185,420	$ 109,302	$ 100,000	$ 85,000	$ 75,000
002 Beverage Licenses	3,950	3,650	3,250	3,050	3,000
003 Grading Permits	2,487	685	500	500	500
004 Amusement Device Permits	1,400	125	1,400	1,275	1,200
007 Street Opening Permits	22,215	14,775	18,000	16,000	15,000
008 Alarm Systems Permits	23,777	22,161	24,000	23,000	23,000
009 False Alarm Fees	-	-	500	500	500
012 Dye Test Compliance Fees	11,450	20,750	12,000	16,000	16,000
013 Electrical Permit Fees-Net	3,964	10,950	3,500	3,500	3,500
Total Licenses and Permits	**$ 254,663**	**$ 182,398**	**$ 163,150**	**$ 148,825**	**$ 137,700**

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	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Total Fines and Fees	**$ 570,142**	**$ 550,407**	**$ 510,650**	**$ 535,650**	**$ 517,050**

FEES AND FINES OVERVIEW

The main revenue source for the category of Fees and Fines is Cable Television Franchise Fees. The Township grants non-inclusive Cable Franchise Agreements to Cable Service Vendors (currently Comcast Cable Communications and Verizon). The Township receives a 5% Franchise Fee (5% charge on various cable fees and services) from the vendors and airing of various local programming channels as part of the cable contract. The Township permits the cable providers to operate within the Public Right-of-Ways. The Township is not involved in programming or rate setting for cable services.

This account also includes all municipal revenues derived from violations of ordinances or State laws, fees for zoning applications and various Library fees and fines.

Fines and Fees **01-00-000-330???-000**	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
003 Filing and Hearing Fees	$ 12,005	$ 11,105	$ 10,000	$ 13,000	$ 11,000
004 Animal Control Fines and Fees	-	-	50	150	50
005 Magistrate Fines	24,816	19,683	18,000	25,000	21,000
006 Local Fines	7,266	6,075	6,000	6,000	6,000
008 State Traffic Fine Distribution	14,529	13,621	10,000	10,000	10,000
011 Library Fees and Fines	23,844	29,270	23,000	23,000	23,000
012 Cable Television Franchise Fees	480,793	460,671	435,600	450,500	437,000
040 Compost Site Tipping Fees	6,889	9,982	8,000	8,000	9,000
Total Fines and Fees	**$ 570,142**	**$ 550,407**	**$ 510,650**	**$ 535,650**	**$ 517,050**

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	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Total Rental Income	**$ 90,167**	**$ 86,371**	**$ 45,748**	**$ 67,782**	**$ 2,865**

RENTAL INCOME OVERVIEW

The Township receives rental income from the School District, which leases a portion of the Municipal Building and reimburses the Township for space occupied and a proportionate share of the utility expense. The School District ended its lease of space within the Municipal Building during 2019 to move into its own newly-constructed facility. The 2020 Budget reflects the elimination of this revenue source.

In an effort to improve its own emergency dispatch system for police, fire and public safety, the Township, in 1996, leased land to Crown Communications for the purpose of erecting a 350-foot communications tower to replace the 180-foot Township owned communications tower. The Township was provided six (6) antennae positions on the new tower and $140,000 of new radio equipment. Crown provided these services along with an annual lease amount in exchange for the commercial use of the remaining antennae positions on the new tower. The annual lease amount was $2,400 for the first 20 years and then 3% annual increases for each subsequent year. Accordingly, the 2020 lease amount is $2,865.

Rental Income 01-00-000-340???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
001 School District Rental (rent plus utilities)	$ 84,998	$ 83,670	$ 43,048	$ 65,000	$ -
002 Boyce Road Radio Tower Rental	5,169	2,701	2,700	2,782	2,865
Total Rental Income	**$ 90,167**	**$ 86,371**	**$ 45,748**	**$ 67,782**	**$ 2,865**

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	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Total Interest on Investments	**$ 20,560**	**$ 90,324**	**$ 65,000**	**$ 95,000**	**$ 40,000**

INTEREST INCOME OVERVIEW

Through careful cash flow planning and a prudent investment policy, Upper St. Clair attempts to achieve maximum return on investment of idle cash. In accordance with the Upper St. Clair Township Code, investments are permitted in Federal treasury notes, bank or savings and loan certificates of deposit, and insured or collateralized money funds.

Interest on Investments **01-00-000-345???-000**	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2019 Estimate**	**2020 Budget**
001 Interest on Investments	$ 20,560	$ 90,324	$ 65,000	$ 95,000	$ 40,000
Total Interest on Investments	**$ 20,560**	**$ 90,324**	**$ 65,000**	**$ 95,000**	**$ 40,000**

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	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Total Service Agreements	**$ 249,909**	**$ 307,340**	**$ 238,000**	**$ 243,512**	**$ 243,812**

SERVICE AGREEMENTS OVERVIEW

The Township has a number of Agreements where it provides service to other jurisdictions or organizations for a fee. This group of accounts shows the estimated revenue anticipated under these Agreements.

Snow and Ice Removal
By agreement, the State of Pennsylvania and the Upper St. Clair School District reimburse the Township for costs associated with snow and ice removal on state roads and School District property. (See "Public Works - Snow and Ice Control")

Peters Township Service Agreement
By agreement, Peters Township reimburses Upper St. Clair for a portion of the operation expenses of the Brush Run Pump Station, which services a small area of that community (See "Sanitary Sewer Fund")

Tax Collection Service Agreement
The Township and the School District have entered into a joint Tax Collection Agreement. The Township Tax Office collects taxes for both bodies under a shared cost arrangement. The existing Tax Collection Agreement runs through 2022, and reimburses the Township for Staff personnel, office space and data processing costs. The School District is invoiced separately for any costs of the Jordan Tax Service contract that are directly applicable to the School District.

PennDOT Road Maintenance Agreement
The Township and PennDOT have entered into an Agreement under which the Township will perform certain maintenance functions on state roads for a service fee. Under the Agreement, responsibility for state road maintenance continues to rest with PennDOT. The Township acts as PennDOT's independent contractor for such functions as pothole patching, drainage cleaning, sign maintenance and guide rail maintenance. (See *"Public Works - Street Maintenance"*)

Service Agreements 01-00-000-350???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
001 Snow and Ice Control	$ 191,284	$ 208,899	$ 186,300	$ 186,300	$ 188,900
002 Peters Township Service	10,711	50,527	4,000	9,300	7,000
004 School District Tax Collection Agreement	27,312	27,312	27,100	27,312	27,312
007 PennDOT Road Mte. Agreement	20,602	20,602	20,600	20,600	20,600
Total Service Agreements	**$ 249,909**	**$ 307,340**	**$ 238,000**	**$ 243,512**	**$ 243,812**

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Total Recreation Program Fees	**$ 368,657**	**$ 358,052**	**$ 357,350**	**$ 335,130**	**$ 349,500**

RECREATION PROGRAM FEES OVERVIEW

This group of revenue accounts provides estimated receipts for Recreation programs and tennis and golf course maintenance and supervision. Recreation program expenses, excluding tennis and golf course maintenance expenses*, total $299,057. Revenues do not cover administration costs and capital expenses required by the programming.

Recreation Program Fees 01-00-000-367???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
008 Softball Program Fees	$ 14,165	$ 10,978	$ -	$ -	$ -
011 Summer Program Fees	70,009	73,359	71,500	72,000	73,000
013 Older Adults	64	-	500	200	200
014 Golf Course	5,770	2,508	5,800	6,000	6,250
015 Tennis Program	24,249	25,736	24,000	25,000	26,000
021 Tennis Bubble Fees	90,817	90,130	100,000	80,000	82,000
022 Miscellaneous Self Supporting	103,478	93,710	100,500	96,880	102,000
023 Youth Basketball	59,907	61,596	55,000	55,000	60,000
999 Administration Fees	198	35	50	50	50
Total Recreation Program Fees	**$ 368,657**	**$ 358,052**	**$ 357,350**	**$ 335,130**	**$ 349,500**

*These programs are included in the Public Works Department Budget.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Total Other Non-Tax Revenue	**$1,296,478**	**$1,291,407**	**$1,188,159**	**$1,364,678**	**$1,317,159**

OTHER NON-TAX REVENUE OVERVIEW

This group of revenue accounts provides estimates for receipts in miscellaneous categories. The major categories are described below.

Library State Grant

The Commonwealth of Pennsylvania provides annual funding to qualifying libraries.

State Pension Grant

Under Act 205, the Township receives an allocation from the State of Pennsylvania for each full-time employee in the pension plan.

Employee Health Insurance Reimbursements

All full-time employees are required to pay a portion of their Health insurance premiums.

Dividends for Workers Compensation and Property & Liability Insurance

The Township belongs to a pooled trust for both insurance products and receives an annual dividend payment.

Other Non-Tax Revenue 01-00-000-??????-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
370010 Special Police Detail	$ -	$ 32,133	$ -	$ 29,000	$ 30,000
370011 Library State Grant	64,059	64,059	64,059	64,059	64,059
370013 State Pension Grant	633,674	660,311	641,700	713,819	712,000
370014 Recycling Program/Grant	54,772	60,849	49,000	49,000	38,000
370015 Library Table Gaming Revenue	10,352	8,918	10,500	10,500	10,700
370016 Act 13 State Grant Funds	8,457	11,729	10,000	13,000	13,000
370024 Federal Bulletproof Vest Grant	1,633	-	-	-	-
370028 Police Highway Safety Grant	2,050	10,243	3,000	5,000	5,200
380001 Maps, Docs & Police Reports	8,858	10,366	7,000	7,000	7,000
380002 IdentoGO Services	-	1,524	-	12,000	12,000
380010 Facility Fees	9,975	8,550	10,000	12,000	11,500
380012 Library Copier/Printer Revenue	1,803	-	-	-	-
380022 Employee Health Ins. Reimb.	123,809	112,070	120,000	120,000	126,000
380026 COBRA Insurance Payments	381	1,174	400	1,000	500
380027 Workers Comp. Dividends	128,247	135,127	115,000	166,800	132,000
380029 Cable 7 PEG Grant	9,708	9,464	9,000	9,000	8,700
380030 Prop & Liab Ins. Dividends	52,942	52,680	50,000	60,500	54,000
380040 Public Works Scrap Metal Rev.	9,182	7,593	7,000	7,000	7,000
380050 Payment Rebates	4,042	18,864	18,000	18,500	19,000
380080 Flex Plan Year End Reimb.	3,318	1,652	1,500	1,500	1,500
380099 Miscellaneous Revenue	169,216	84,101	72,000	65,000	65,000
Total Other Non-Tax Revenue	**$1,296,478**	**$1,291,407**	**$1,188,159**	**$1,364,678**	**$1,317,159**

GENERAL FUND

GENERAL GOVERNMENT SUMMARY

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
General Government Expenditures					
Personal Services	$ 1,363,753	$ 1,375,833	$ 1,480,184	$ 1,482,884	$ 1,492,256
Contractual Services	732,676	738,542	1,048,000	1,058,850	1,084,175
Commodities	34,969	38,487	45,150	46,350	46,550
Distributed Costs	(332,760)	(338,076)	(546,213)	(546,213)	(540,147)
Total General Government Expenditures	**$ 1,798,638**	**$ 1,814,786**	**$ 2,027,121**	**$ 2,041,871**	**$ 2,082,834**

GENERAL GOVERNMENT OVERVIEW

The Township of Upper St. Clair's General Government consists of seven (7) departments: the Board of Commissioners, Administration, Finance, Tax Collection, Legal Services, Information Technology, and Cable Television. For specific information on each department please refer to the department sections following the summary section.

2019 DEPARTMENT ACCOMPLISHMENTS

- Completed a thorough search for investment management services for the Township's two defined benefit pension plans, identifying PNC Institutional Advisory Solutions as the successful firm for both plans.
- Negotiated a new labor agreement with the Township's Police Officers running through 2022.
- Fully deployed a new Accounts Payable software (Yooz) across all departments, resulting in a 100% paperless invoice approval process.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of America (GFOA) for the 11th consecutive year.
- Received the Certificate of Achievement Award for Excellence in Financial Reporting from GFOA for the 31st consecutive year.
- Recognized by Allegheny County as a Live Well Allegheny Community for the first time.
- Named as a Banner Community by Allegheny County Council.
- Received the Sustainable Community Gold Certification from the Pennsylvania Municipal League.

2020 DEPARTMENT GOALS AND OBJECTIVES

- Continue to meet the requirements of the GFOA's Distinguished Budget and CAFR award programs.
- Implement the new a Human Resources Management software solution.
- Launch a new Township website to include an updated appearance, more intuitive navigation, mobile responsiveness, and accessibility improvements.
- Review options for the future use of the Township's Municipal Building, taking particular advantage of the space vacated by the Upper St. Clair School District. Finalize a project recommendation for the Board of Commissioners to consider.
- Coordinate and perform any bond or bank financing that may be necessary related to the aforementioned Municipal Building project.
- Maintain the Township's AA+ bond rating.
- Replace the phone system at the Township and Tri-Community South EMS.
- Continue pursing grant opportunities.

DEPARTMENT EXPENDITURES

General Government Expenditures 01-10-101-500 TO 01-10-107-500	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 971,073	$ 980,565	$ 1,051,620	$ 1,051,620	$ 1,068,530
110 Overtime Wages	-	-	1,000	1,000	1,000
120 Part-Time Wages	2,284	-	3,000	3,000	3,000
130 Elected Officials Salaries	8,400	8,400	8,400	8,400	8,400
162 Group Life Insurance	6,070	7,249	5,563	5,563	5,533
163 Medical Insurance	210,487	211,977	226,703	229,403	220,109
164 Workers' Compensation	4,908	5,023	5,842	5,842	4,732
166 Pension Costs	79,280	80,284	87,331	87,331	88,891
167 Long-term Disability Insurance	2,760	4,098	2,428	2,428	2,469
168 Post Retirement Plan	7,000	6,500	6,900	6,900	6,900
198 Social Security Expense	71,491	71,737	81,397	81,397	82,692
Total Personal Services	$ 1,363,753	$ 1,375,833	$ 1,480,184	$ 1,482,884	$ 1,492,256
Contractual Services					
210 Professional Services-Legal	$ 166,539	$ 114,307	$ 180,000	$ 195,000	$ 200,000
212 Professional Services-Auditing	18,463	34,898	19,050	18,300	19,800
217 Miscellaneous Consulting Services	-	-	2,000	2,000	1,000
220 Liability Insurance	26,022	23,100	28,700	24,800	26,000
223 Tax Collection Bonds	7,083	8,281	7,500	7,500	7,500
230 Association Dues	33,013	26,305	30,200	30,200	33,750
231 Travel & Conference Expense	27,438	27,500	37,950	37,950	42,800
243 Telephone	12,696	12,415	13,700	13,700	14,250
250 Repairs/Maint - Office Equip	134,273	132,491	181,900	181,900	187,800
274 Legal Advertising	9,732	7,776	13,000	13,000	12,000
275 Printing & Duplicating	902	284	600	600	550
278 Postage	(1,783)	1,493	10,100	10,100	10,100
280 Mileage Reimbursement	-	191	300	300	300
290 Other Contractual Services	280,333	331,585	474,500	474,500	479,325
292 Volunteer Boards & Commissions Recognition Expense	115	-	7,500	7,500	7,500
298 Credit Card Processing	150	168	1,000	1,500	1,500
299 Internet Connection Services	17,700	17,748	40,000	40,000	40,000
Total Contractual Services	$ 732,676	$ 738,542	$ 1,048,000	$ 1,058,850	$ 1,084,175

DEPARTMENT EXPENDITURES (Continued)

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Commodities					
300 Office Furniture & Equipment	$ 2,692	$ 1,735	$ 4,000	$ 4,000	$ 4,000
301 Expendable Office Supplies	16,917	8,127	14,900	14,900	14,700
302 Books & Subscriptions	249	6,393	2,350	3,550	3,600
303 Tapes	-	-	1,000	1,000	1,000
304 Publicity Material	170	489	500	500	1,500
390 Other Supplies	14,941	21,743	22,400	22,400	21,750
Total Commodities	$ 34,969	$ 38,487	$ 45,150	$ 46,350	$ 46,550
Distributed Costs					
601 Dist. Vehicle Costs	$ 11,183	$ 11,462	$ 11,692	$ 11,692	$ 11,925
602 Dist. Data Processing Costs	(343,943)	(349,538)	(557,905)	(557,905)	(552,072)
Total Distributed Costs	$ (332,760)	$ (338,076)	$ (546,213)	$ (546,213)	$ (540,147)
Total General Government Expenditures	**$ 1,798,638**	**$ 1,814,786**	**$ 2,027,121**	**$ 2,041,871**	**$ 2,082,834**

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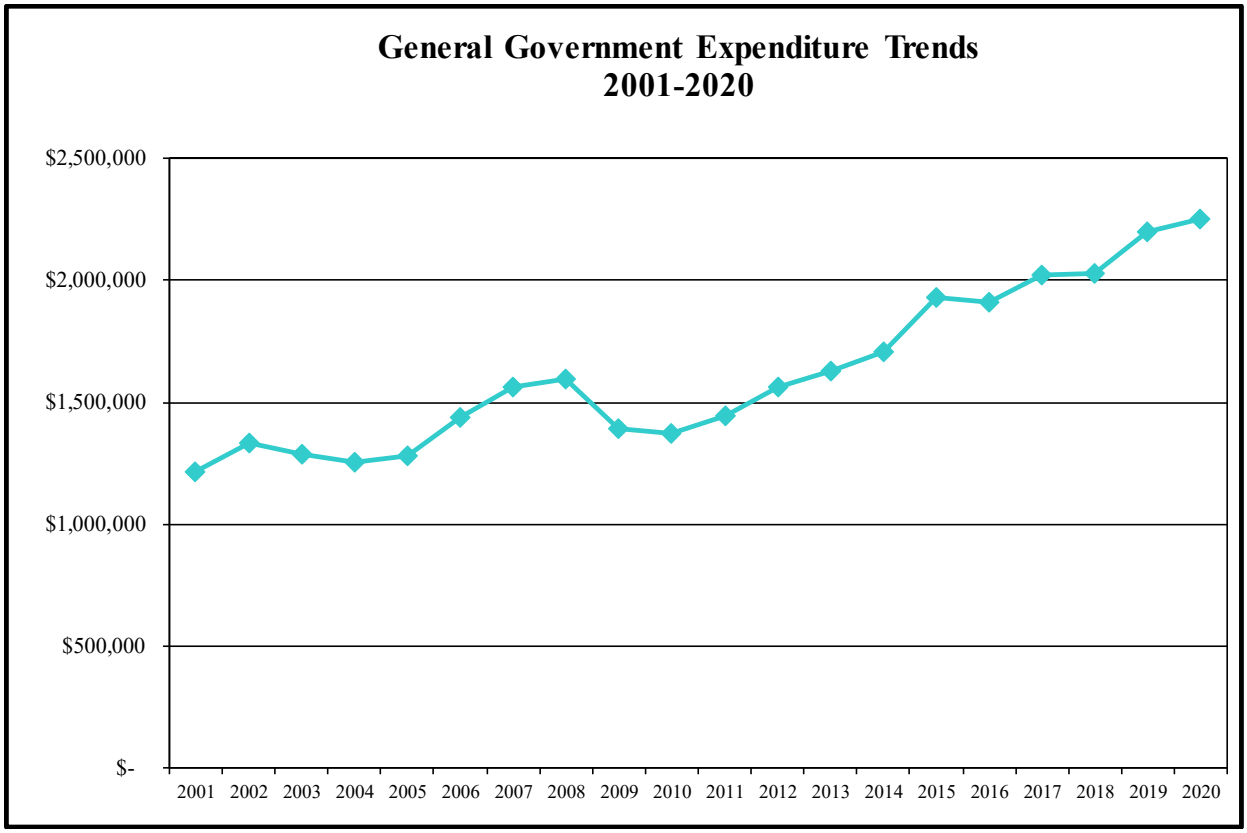
SUPPLEMENTARY INFORMATION

The average annual cost increase of General Government expenditures over the last 20 years is 3.43%.



General Fund Revenue Breakdown

How much tax revenue does it take to operate the General Government department?

Net Expenditures*			***$1,520,199***
How many real estate tax mills?		**0.29**	**$648,182**
Earned Income Tax per $100?	**$**	**7.65**	**$716,354**
Percentage of Other Taxes?		**0.78%**	**$155,664**

**Net Expenditures are the total expenditures for the department less direct applicable funding streams such as department specific fees, grants, and portions of the State pension grant.*

SUPPLEMENTARY INFORMATION (continued)

Administrative Vehicles

	Asset Tag	Year	Make	Model	Mileage (9-13-2019)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2011 005	2011	Ford	Escape	52,405	8	Fair	Rotation Vehicle
2	2009 030	2009	Ford	Escape XLT	37,244	10	Fair	Rotation Vehicle
3	2012 003	2013	Ford	Explorer	60, 055	6	Good	Rotation Vehicle
4	2018 001	2018	Ford	Explorer	10,030	1	Excellent	2023
5	2018 011	2018	Ford	Escape	4,455	1	Excellent	2026
6	2014 001	2014	Ford	Interceptor SUV	60,102	5	Fair	Rotation Vehicle

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	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Board of Commissioners Expenditures					
Personal Services	$ 9,043	$ 9,043	$ 9,043	$ 9,043	$ 9,043
Contractual Services	39,233	29,977	43,050	43,050	43,500
Commodities	376	619	3,000	3,000	2,750
Total Board of Comm. Expenditures	**$ 48,652**	**$ 39,639**	**$ 55,093**	**$ 55,093**	**$ 55,293**

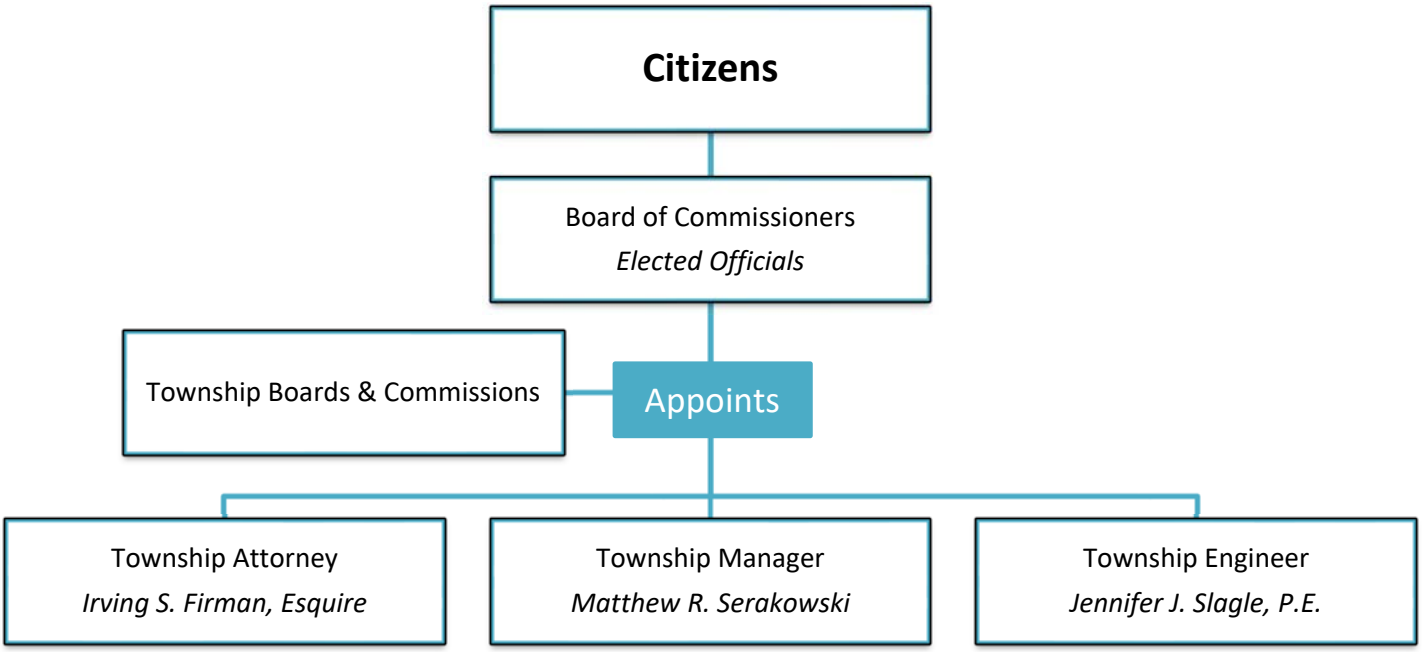
BOARD OF COMMISSIONERS OVERVIEW

The Township of Upper St. Clair is a Home Rule Municipality located in Allegheny County of the Commonwealth of Pennsylvania. As a Home Rule Municipality, a locally drafted Charter adopted by the voters of Upper St. Clair governs the Township.

Through a Commission/Manager form of government, the Charter provides for a clear distinction between policy-making functions and administrative functions. The policy-making functions of the Township are the primary responsibility of the Board of Commissioners. The Board of Commissioners consists of seven (7) members, two (2) of whom are elected at large, and five (5) of whom are elected by wards. The Board of Commissioners takes action by adopting local laws (ordinances), resolutions and motions at public meetings held not less than once monthly. The Board of Commissioners is responsible for the adoption of the annual budget and the appointment of the Township Manager.

Section 306 of the Charter provides that members will receive salaries not to exceed $2,000 per annum so long as the Township's population is less than 25,000. The current compensation is $1,200 per annum. The Board of Commissioners could vote to increase salaries to $2,000 per annum for newly elected officials taking office in 2020.

DEPARTMENT ORGANIZATIONAL STRUCTURE



Board of Commissioners	Ward
Mark D. Christie, President	4
Daniel R. Paoly, Vice President	At Large
C. Elise Logan	2
Robert W. Orchowski	3
Ronald J. Pardini	5
Dante R. Plutko	1
Rex A. Waller	At Large

Township Boards & Commissions
Building and Fire Codes Appeals and Advisory Board
Civil Service Board
Library Board
Municipal Authority
Parks and Recreation Board
Planning Commission
Zoning Hearing Board

DEPARTMENT EXPENDITURES

Board of Commissioners Expenditures 01-10-101-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
130 Elected Officials Salaries Seven Commissioners @ $1200	$ 8,400	$ 8,400	$ 8,400	$ 8,400	$ 8,400
198 Social Security Expense	643	643	643	643	643
Total Personal Services	$ 9,043	$ 9,043	$ 9,043	$ 9,043	$ 9,043
Contractual Services					
220 Liability Insurance	$ 14,462	$ 14,480	$ 15,300	$ 15,300	$ 15,500
230 Association Dues	14,483	6,153	8,250	8,250	8,500
231 Travel & Conference Expense	10,173	9,344	12,000	12,000	12,000
292 Volunteer Boards & Commissions Recognition Expense	115	-	7,500	7,500	7,500
Total Contractual Services	$ 39,233	$ 29,977	$ 43,050	$ 43,050	$ 43,500
Commodities					
390 Other Supplies	$ 376	$ 619	$ 3,000	$ 3,000	$ 2,750
Total Commodities	$ 376	$ 619	$ 3,000	$ 3,000	$ 2,750
Total Board of Comm. Expenditures	**$ 48,652**	**$ 39,639**	**$ 55,093**	**$ 55,093**	**$ 55,293**

BUDGETARY COMMENT

Funds requested for the Board of Commissioners are $200 higher than appropriated in 2019. Increases in insurance premiums and association dues are partially offset by a reduction in supplies.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Administration Expenditures					
Personal Services	$ 730,227	$ 752,217	$ 761,841	$ 761,841	$ 743,160
Contractual Services	80,216	108,347	206,900	206,900	212,950
Commodities	27,345	29,377	30,250	30,250	31,300
Distributed Costs	66,214	66,652	89,261	89,261	111,292
Total Administration Expenditures	**$ 904,002**	**$ 956,593**	**$ 1,088,252**	**$ 1,088,252**	**$ 1,098,702**

GENERAL GOVERNMENT ADMINISTRATION OVERVIEW

The Township Administrative Staff has the dual function of providing professional support to the Board of Commissioners and supervising all other departments of the Township. This work is accomplished by the Township Manager, Assistant Township Manager, Human Resources Administrator, four full-time administrative assistants, and one office assistant. Part-time interns who are working on Public Administration degrees at local universities augment the Staff. The employment of interns expands the capabilities of the Professional Staff and at the same time provides on-the-job experience to potential municipal managers at little cost to the Township.

This department includes an allocation for South Hills Area Council of Governments (SHACOG) membership dues. Major areas in which Upper St. Clair and other communities cooperate through SHACOG include data collection and joint purchasing. Other organizations allocated through this department include Pennsylvania Municipal League (PML) and Chartiers Valley District Flood Control Authority. This Budget allows for the Township to continue participation in these organizations.

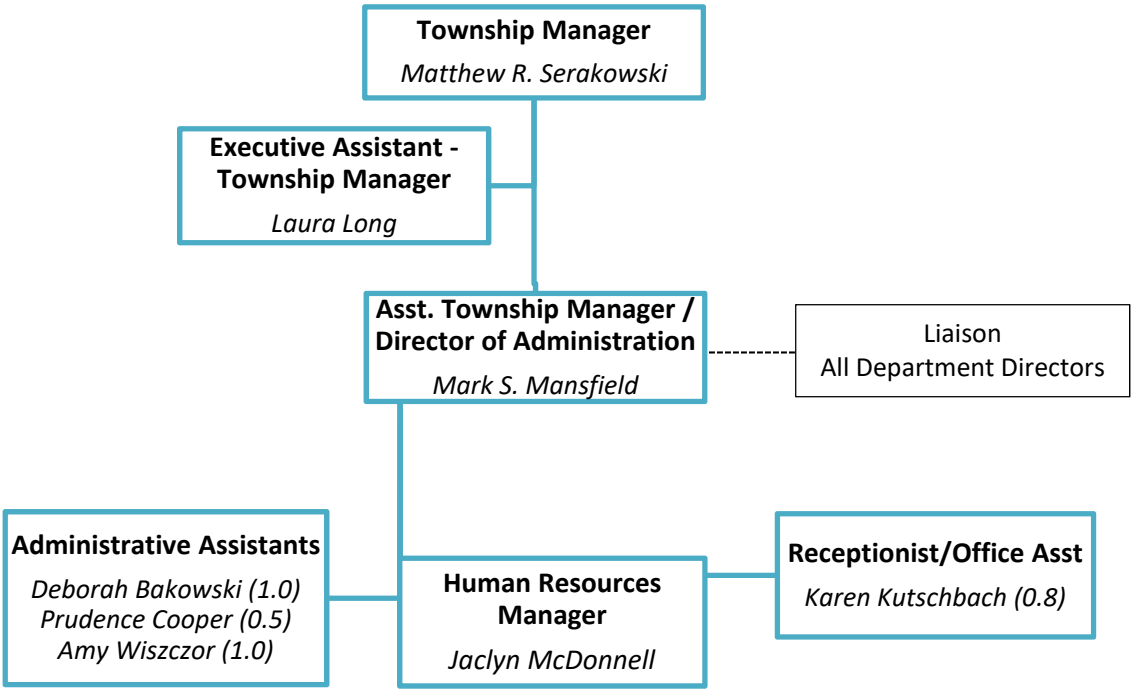
This department provides services for several other departments including grant applications, human resources, personnel functions, insurance management, vendor contracts, minutes of all Board of Commissioners and Informational and General Affairs Meetings, copying and office supplies.

DEPARTMENT ORGANIZATIONAL STRUCTURE

Position Title	Pay Grade	Minimum	Maximum	2020 Positions
Township Manager	1	$119,436	$189,904	1
Assistant Township Manager/Director of Administration	2	$103,593	$148,563	1
Human Resources Administrator	7	$60,159	$86,274	1
Executive Assistant - Office of the Township Manager	9	$49,719	$71,301	1
Administrative Assistant	10-11	$41,090	$64,820	3
Office Assistant	14	$30,871	$44,273	1
Total				**8**

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

The authorized personnel responsible for programs and services for the Administration Department for 2020 are as follows:



Budgetary Allocations

Certain Township employees have responsibilities outside of their primary department. A budgetary allocation for Administrative employee's wages and benefits has been made as follows:

Position Title	Administration	Finance	Sanitary Sewer	C&RC
Township Manager	70.0%	n/a	15.0%	15.0%
Office Assistant	80.0%	20.0%	n/a	n/a
Human Resources Manager	80.0%	n/a	n/a	20.0%

DEPARTMENT EXPENDITURES

Administration Expenditures 01-10-102-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 524,727	$ 541,106	$ 537,195	$ 537,195	$ 538,382
110 Overtime Wages	-	-	1,000	1,000	1,000
120 Part-Time Wages	2,284	-	3,000	3,000	3,000
162 Group Life Insurance	3,161	4,794	2,719	2,719	2,609
163 Medical Insurance	110,606	113,877	122,201	122,201	102,585
164 Workers' Compensation	2,451	2,509	2,918	2,918	2,363
166 Pension Costs	44,636	45,271	46,766	46,766	47,085
167 Long-term Disability Insurance	1,458	3,046	1,241	1,241	1,244
168 Post Retirement Plan	3,400	3,400	3,400	3,400	3,400
198 Social Security Expense	37,504	38,214	41,401	41,401	41,492
Total Personal Services	$ 730,227	$ 752,217	$ 761,841	$ 761,841	$ 743,160
Contractual Services					
230 Association Dues	$ 17,825	$ 19,655	$ 21,000	$ 21,000	$ 21,000
231 Travel & Conference Expense	10,975	10,121	12,000	12,000	13,500
243 Telephone	12,696	12,415	13,700	13,700	14,250
250 Repairs/Maint - Office Equip	222	169	22,000	22,000	23,000
274 Legal Advertising	9,732	7,776	13,000	13,000	12,000
275 Printing & Duplicating	818	212	400	400	400
278 Postage	(2,093)	1,170	9,500	9,500	9,500
280 Mileage Reimbursement	-	191	300	300	300
290 Other Contractual Services	30,041	56,638	115,000	115,000	119,000
Total Contractual Services	$ 80,216	$ 108,347	$ 206,900	$ 206,900	$ 212,950
Commodities					
300 Office Furniture & Equipment	$ 1,379	$ 1,735	$ 2,000	$ 2,000	$ 2,000
301 Expendable Office Supplies	12,956	5,661	11,500	11,500	11,500
302 Books & Subscriptions	249	1,423	1,250	1,250	1,300
304 Publicity Material	170	489	500	500	1,500
390 Other Supplies	12,591	20,069	15,000	15,000	15,000
Total Commodities	$ 27,345	$ 29,377	$ 30,250	$ 30,250	$ 31,300
Distributed Costs					
601 Dist. Vehicle Costs	$ 11,183	$ 11,462	$ 11,692	$ 11,692	$ 11,925
602 Dist. Data Processing Costs	55,031	55,190	77,569	77,569	99,367
Total Distributed Costs	$ 66,214	$ 66,652	$ 89,261	$ 89,261	$ 111,292
Total Administration Expenditures	**$ 904,002**	**$ 956,593**	**$ 1,088,252**	**$ 1,088,252**	**$ 1,098,702**

DEPARTMENT EXPENDITURES (Continued)

BUDGETARY COMMENT

Funds requested for General Government Administration are $10,450 more than those appropriated in 2019. The most significant change is an increase in the distributed data processing costs reflecting this department's increased need for IT support services.

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	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Finance Office Expenditures					
Personal Services	$ 227,579	$ 218,026	$ 222,139	$ 222,139	$ 241,137
Contractual Services	56,130	66,600	67,550	67,550	75,875
Commodities	3,665	267	3,900	3,900	3,300
Distributed Costs	45,859	45,992	25,856	25,856	26,498
Total Finance Office Expenditures	**$ 333,233**	**$ 330,885**	**$ 319,445**	**$ 319,445**	**$ 346,810**

FINANCE OFFICE OVERVIEW

The Finance Office is responsible for the following finance and tax functions:

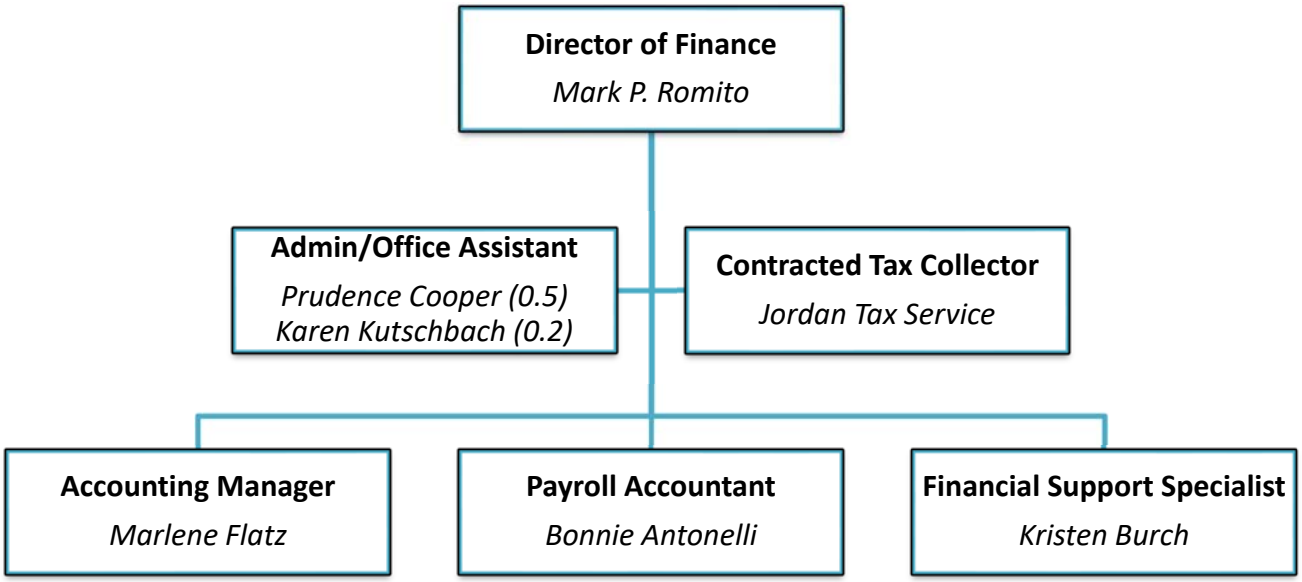
- Accounts payable
- Accounts receivable
- Budget development and management
- Financial reporting and projecting
- Payroll administration
- Purchasing systems
- Coordination of external audits
- Debt management
- Insurance management
- Cash & investment management
- Pension plan administration
- Tax collector oversight
- Assist all Township departments
- Support for Tri-Community South EMS

DEPARTMENT STATISTICS AND BENCHMARKS

Performance Measures	2015	2016	2017	2018	2019
Consecutive Years Receiving GFOA Certificate of Achievement for Excellence in Financial Reporting	27	28	29	30	31
Consecutive Years Receiving GFOA Distinguished Budget Presentation Award	7	8	9	10	11
AP - Paper Check Payments	3,577	3,863	2,250	-	-
AP - Electronic Payments via Check	-	-	714	1,458	1,426
AP - Electronic Payments via ACH	500	252	444	1,222	1,309
AP - Electronic Payments via Card	-	-	376	957	1,029
AP - Percentage of Payments made via Paper Check	87.7%	93.9%	59.5%	0.0%	0.0%
AP - Bills Paid	8,791	8,340	8,355	7,825	6,986
Payroll - Paper Check Payments	1,324	431	43	22	12
Payroll - Direct Deposit Payments	7,968	8,877	9,039	9,296	9,280
Payroll - % of Paychecks paid via Direct Deposit	85.8%	95.4%	99.5%	99.8%	99.9%
Payrol - Timesheets Processed	9,292	9,308	9,082	9,318	9,292
AR - Invoices Processed	557	571	396	316	162
Number of Deposits Processed	2,893	3,092	3,321	3,373	3,513

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Finance and Tax Collection Departments for 2020 are as follows:



Position Title	Pay Grade	Minimum	Maximum	2020 Positions
Director of Finance	3	$90,081	$129,186	1
Accounting Manager	7	$60,159	$86,274	1
Payroll Accountant	10	$45,199	$64,820	1
Financial Support Specialist	11	$41,090	$58,927	1
Total				**4**

Budgetary Allocations

Certain Township employees have responsibilities outside of their primary department. A budgetary allocation for Finance employee's wages and benefits has been made as follows:

Position Title	Administration	Finance	Tax Collection	Sanitary Sewer	C&RC
Director of Finance	n/a	50.0%	25.0%	15.0%	10.0%
Accounting Manager	n/a	62.5%	15.0%	10.0%	10.0%
Payroll Accountant	n/a	70.0%	n/a	n/a	30.0%
Financial Support Specialist	n/a	40.0%	n/a	10.0%	50.0%
Office Assistant	80.0%	20.0%	n/a	n/a	n/a

DEPARTMENT EXPENDITURES

Finance Office Expenditures 01-10-103-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 161,018	$ 151,777	$ 157,766	$ 157,766	$ 167,996
162 Group Life Insurance	1,032	908	911	911	938
163 Medical Insurance	38,438	39,183	35,853	35,853	43,174
164 Workers' Compensation	858	878	1,021	1,021	827
166 Pension Costs	12,637	12,528	13,155	13,155	13,962
167 Long-term Disability Insurance	461	386	364	364	388
168 Post Retirement Plan	1,100	1,100	1,000	1,000	1,000
198 Social Security Expense	12,035	11,266	12,069	12,069	12,852
Total Personal Services	$ 227,579	$ 218,026	$ 222,139	$ 222,139	$ 241,137
Contractual Services					
212 Professional Services-Auditing	$ 16,463	$ 32,898	$ 17,550	$ 17,050	$ 18,550
230 Association Dues	705	497	950	950	1,250
231 Travel & Conference Expense	5,886	5,744	8,950	8,950	10,300
250 Repairs/Maint - Office Equip	9,058	8,438	8,900	8,900	8,800
275 Printing & Duplicating	84	72	200	200	150
290 Other Contractual Services	23,784	18,783	30,000	30,000	35,325
298 Credit Card Processing	150	168	1,000	1,500	1,500
Total Contractual Services	$ 56,130	$ 66,600	$ 67,550	$ 67,550	$ 75,875
Commodities					
300 Office Furniture & Equipment	$ 1,313	$ -	$ 1,000	$ 1,000	$ 1,000
301 Expendable Office Supplies	2,352	57	1,200	1,200	1,000
302 Books & Subscriptions	-	174	800	800	800
390 Other Supplies	-	36	900	900	500
Total Commodities	$ 3,665	$ 267	$ 3,900	$ 3,900	$ 3,300
Distributed Costs					
602 Dist. Data Processing Costs	$ 45,859	$ 45,992	$ 25,856	$ 25,856	$ 26,498
Total Distributed Costs	$ 45,859	$ 45,992	$ 25,856	$ 25,856	$ 26,498
Total Finance Office Expenditures	**$ 333,233**	**$ 330,885**	**$ 319,445**	**$ 319,445**	**$ 346,810**

BUDGETARY COMMENT

Funds requested for the Finance Office are $23,365, or 8.57%, more than appropriated in 2019. The most significant increases are with full-time wages, medical insurance, and contractual software costs.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Tax Collection Expenditures					
Personal Services	$ 45,593	$ 49,410	$ 50,744	$ 50,744	$ 52,339
Contractual Services	216,728	229,142	244,600	244,350	239,350
Commodities	356	13	500	500	500
Distributed Costs	13,758	9,198	6,464	6,464	6,623
Total Tax Collection Expenditures	**$ 276,435**	**$ 287,763**	**$ 302,308**	**$ 302,058**	**$ 298,812**

TAX COLLECTION OVERVIEW

Since 1978, the Home Rule Charter has required the Township Manager or his designated representative to assume the responsibility for tax collection in the Township. The Township Manager delegates this responsibility to the Director of Finance and to Jordan Tax Service.

Under an Agreement with the Upper St. Clair School District, the Township Tax Office collects taxes for the School District, as well as the Township. The Township is under contract with Jordan Tax Service to collect these taxes through 2022.

DEPARTMENT STATISTICS AND BENCHMARKS

Collection Summary as of November 30th of 2018 and 2019

Taxes	Approximate No. of Accounts	School District Amount		Township Amount	
		Thru Nov 2018	*Thru Nov 2019*	*Thru Nov 2018*	*Thru Nov 2019*
Current Real Estate Tax	7,833	$53,773,189	$55,526,432	$8,341,225	$8,429,818
Current Earned Income Tax	12,503	5,162,363	5,560,558	8,259,780	8,896,893
Current Local Services Tax	6,334	n/a	n/a	314,970	298,908
Current Mercantile Tax	89	403,091	383,543	n/a	n/a
Total		$59,338,643	$61,470,533	$16,915,975	$17,625,619

The budgeted total Real Estate, Earned Income, and Local Services Tax to be collected for the Township in 2020 is $18,138,300. The estimated total cost of operating the tax collection office in 2020 is $298,812. Also in 2020, the School District will reimburse the Township approximately $27,312 (see *"General Fund Revenue-Service Agreements"*) for ongoing collection services held in the Township Municipal Building. The total net expenditures of $271,600 represent 1.5% of the estimated total taxes collected for 2020.

DEPARTMENT EXPENDITURES

Tax Collection Expenditures 01-10-104-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 33,237	$ 36,403	$ 36,515	$ 36,515	$ 37,610
162 Group Life Insurance	221	210	193	193	193
163 Medical Insurance	5,680	5,967	7,004	7,004	7,362
164 Workers' Compensation	214	219	255	255	207
166 Pension Costs	3,165	3,313	3,400	3,400	3,503
167 Long-term Disability Insurance	99	89	84	84	87
168 Post Retirement Plan	500	500	500	500	500
198 Social Security Expense	2,477	2,709	2,793	2,793	2,877
Total Personal Services	$ 45,593	$ 49,410	$ 50,744	$ 50,744	$ 52,339
Contractual Services					
212 Professional Services-Auditing	$ 2,000	$ 2,000	$ 1,500	$ 1,250	$ 1,250
223 Tax Collection Bonds	7,083	8,281	7,500	7,500	7,500
278 Postage	310	323	600	600	600
290 Other Contractual Services	207,335	218,538	235,000	235,000	230,000
Total Contractual Services	$ 216,728	$ 229,142	$ 244,600	$ 244,350	$ 239,350
Commodities					
300 Equipment	$ 356	$ -	$ -	$ -	$ -
301 Office Supplies	-	13	500	500	500
Total Commodities	$ 356	$ 13	$ 500	$ 500	$ 500
Distributed Costs					
602 Dist. Data Processing Costs	$ 13,758	$ 9,198	$ 6,464	$ 6,464	$ 6,623
Total Distributed Costs	$ 13,758	$ 9,198	$ 6,464	$ 6,464	$ 6,623
Total Tax Collection Expenditures	**$ 276,435**	**$ 287,763**	**$ 302,308**	**$ 302,058**	**$ 298,812**

BUDGETARY COMMENT

Funds requested for Tax Collection are $3,496 less than appropriated in 2019 based on the expected commission payments for the year.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Legal Services Expenditures					
Contractual Services	$ 168,347	$ 114,634	$ 185,000	$ 200,000	$ 205,000
Total Legal Services Expenditures	**$ 168,347**	**$ 114,634**	**$ 185,000**	**$ 200,000**	**$ 205,000**

LEGAL SERVICES OVERVIEW

The Township Attorney who is appointed by the Board of Commissioners provides legal services. The Attorney provides all major services on a retainer basis. Any service beyond the major services covered by the retainer is billed on an hourly basis.

The Township Attorney provides legal advice for all Township departments. The Board of Commissioners, the Planning Commission, the Department of Community Development, the Police Department, the Tax Collection Office, the Civil Service Board and the Township Manager requires legal services. Outside legal counsel is needed for the Civil Service and the Zoning Hearing Board due to the quasi-judicial responsibilities of these Boards.

DEPARTMENT EXPENDITURES

Legal Services Expenditures 01-10-105-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Contractual Services					
210 Professional Services-Legal	$ 166,539	$ 114,307	$ 180,000	$ 195,000	$ 200,000
290 Other Contractual Services	1,808	327	5,000	5,000	5,000
Total Contractual Services	$ 168,347	$ 114,634	$ 185,000	$ 200,000	$ 205,000
Total Legal Services Expenditures	**$ 168,347**	**$ 114,634**	**$ 185,000**	**$ 200,000**	**$ 205,000**

BUDGETARY COMMENT

Funds requested for Legal Services are $20,000 more than appropriated in 2019 based on increased experience in the past year. Expenses for legal services expenses for the past ten (10) years have been as follows:

Year	Amount	Year	Amount
2011	$ 154,316	2016	179,843
2012	168,250	2017	168,347
2013	187,818	2018	114,634
2014	193,358	2019	200,000
2015	227,348	2020	205,000

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Information Technology Expenditures					
Personal Services	$ 291,121	$ 284,648	$ 370,594	$ 373,294	$ 378,560
Contractual Services	171,094	184,305	292,900	289,000	300,500
Commodities	3,098	8,048	4,300	5,500	5,500
Distributed Costs	(458,591)	(459,918)	(667,794)	(667,794)	(684,560)
Total Information Tech. Expenditures	**$ 6,722**	**$ 17,083**	**$ -**	**$ -**	**$ -**

INFORMATION TECHNOLOGY OVERVIEW

The Information Technology (IT) Department is responsible for keeping the computer networks of the Township, Tri-Community South EMS, and the Upper St. Clair Volunteer Fire Department functional with as little disruption as possible. The Department utilizes the most cost-effective technologies to suit the needs of the Township. The efficiency of the Department is dependent upon the stability of the platforms chosen, which keeps the Township at a very high percentage of uptime. Many of the applications supported by the IT Department assist the other departments of the Township with their initiatives as defined in the Planning Priorities, the Comprehensive Plan, and individual departmental goals and objectives. In addition, the IT Department maintains other systems for the Township including, but not limited to, phone systems, presentation equipment, websites, and building security.

The Department also encompasses the Township's Public Access Television activities. For many years Comcast Cable provided a cable technician to run the Township's Local Access Channel (Cable 7) as part of the consideration given under the Cable Franchise Agreement. Given changes promulgated under legislative amendments to the Telecommunications Act and new competition, Comcast discontinued this practice in 2012. The Township retained the Public Access Television Coordinator position that was formerly employed by Comcast. The budget for Township's Public Access Television service can be found in the General Government section under *"Cable Television Services."*

2019 DEPARTMENT ACCOMPLISHMENTS

- New technology infrastructure at the MAC (persistent connection, wireless access, video display & security).
- Coordinated implementation and training of ActiveNet software at the Community & Recreation Center in March. Additional software module, ActiveNet Connect App, implemented in July.
- Upgrade of Esri ArcGIS mapping software and expansion to mobile field use.
- Expansion of Cityworks software to multiple departments and mobile field use.
- Continued to improve the Township's ability to mitigate cyber threats.
- Completion of Microsoft Windows 7 to Windows 10.
- Upgrade from Microsoft Server 2008 to Server 2016/2019.
- Core network infrastructure refreshes and upgrades.
- Mobile Device Management on field devices.
- Monthly security awareness training (KnowBe4) for all Township employees.
- Improved business continuity by adding redundant Internet links.
- Completed migration of all Township cell phones from Verizon to AT&T FirstNet.
- Coordinated a live broadcast of the WDVE Morning Show from the Miracle League Field.

2019 DEPARTMENT ACCOMPLISHMENTS (continued)

- Cable 7 began an ongoing interview series, 15241 TODAY TALK, in cooperation with USC TODAY Magazine and Upper St. Clair School District.
- Thorough refresh of TCS network infrastructure (server, workstations, network switches and firewall).
- Implementation of new TCS wireless network to be used with field iPads.

2020 DEPARTMENT GOALS AND OBJECTIVES

- The launch of the new Township website.
- Plan and design the new Tri-Community South EMS website.
- Replace the phone system at the Township and Tri-Community South EMS.
- Continue Cyber Security Awareness initiative with alignment of 3rd party cyber security firm and IRT drills.
- Explore and implement additional Cityworks modules.
- Security upgrade at the Community & Recreation Center.
- Continued hardware refresh for the Township, Tri-Community South EMS & Volunteer Fire Department.
- Business continuity for all sites.

COMPREHENSIVE PLAN STATUS

The Township's Comprehensive Plan, which is updated every ten years, consists of goals and objectives for the community over the next decade. A new Comprehensive Plan was adopted in November of 2015 to cover the goals for the Township for the years 2015 through 2025. Below are goals and status updates for which the Information Technology Department serves either the lead role or a partner role. The figure in parenthesis after each goal identifies the specific "Aim" in the Comprehensive Plan.

GOAL: Develop webinars/portable "anytime" sessions as related to regional stormwater; distribute links to Township residents. Schedule in-person, public outreach as applicable to promote discussion and understanding. (4-A)

STATUS: The Township Engineer, Public Works, Community Development, IT and Communications Specialist collaborate on bi-monthly Facebook and Twitter posts to keep residents informed on stormwater management, flooding, pollution, dumping, in addition to relevant resources located on the Township website.

GOAL: Prepare re-occurring online and USC Today highlights regarding completed public and private stormwater management infrastructure improvements within the community along with tally of associated benefits/cost savings. (4-B)

STATUS: The Public Works and Community Development departments, together with the Township Engineer, work collaboratively on this item which includes quarterly (and sometimes more frequent) updates relative to public and private stormwater management infrastructure improvements. Education is offered online, in print (USC Today), and other communication avenues. The Public Works Department also offers educational information regarding stormwater management, public and private improvements, and other related topics at the Township's annual "Bounty at Boyce Mayview Park Fall Fest", in addition to their education day for all of the kindergarten classes in the USC School District and Westminster Presbyterian Church preschoolers ages 3-4 known as "Public Works Day". The Community Development Department provides bimonthly reminders/updates on the Township's social media pages to keep residents informed on stormwater management, flooding, pollution, dumping, in addition to relevant resources located on the Township website.

COMPREHENSIVE PLAN STATUS (continued)

GOAL: Continue to pursue sidewalk and bikeway improvements with priority toward extension of existing constructed segments as well as to connections that link neighborhoods to civic amenities; update the Township's online GIS mapping files to illustrate current and completed construction/planning progress. (5-B)

STATUS: Staff continues to pursue sidewalk and bikeway improvements/connections that link neighborhoods to civic amenities. Staff is collaborating with PennDOT regarding sidewalk and ADA improvements along Washington Road. PennDOT has completed improvements to the intersections of Panther Pass/McLaughlin Run Road, and Johnston/McMurray. The intersections of Boyce Road/Boyce Plaza Road and Washington Road/Old Washington Road are scheduled to be completed in early 2020. PennDOT is also working to complete the adaptive signalization project on Washington Road/Route 19 in 2020. As of December 2019, there are about 4.5 miles of the 10' wide multi-use Perimeter Trail in Boyce Mayview Park. Approximately, 3 miles of the trail is located around the Community and Recreational Center (C&RC) and along the north and northeastern portion of the Park's property. This section connects the C&RC to Baker Park and the Morton Complex at the eastern side of Boyce Mayview Park. Approximately 1.5 miles of the Perimeter Trail traverses along the south and southeastern portion of Boyce Mayview Park along Boyce Road and Morton Road. Staff continues to work towards the final Perimeter Trail connection along Morton Road, by seeking grant opportunities. A portion of this trail gap has been designed and engineered, and the Township is seeking bids for it to be constructed in year 2020.

GOAL: Outline and implement a coordinated communications strategy that convenes and publishes up-to-date opportunities for involvement in public and quasi-public groups' activities; provide Township Staff the opportunity to develop and maintain a variety of purpose-specific electronic and print media sources that raise resident awareness of programs and policies. Determine the media type (e.g. Facebook, Township blog, enhanced website, magazine) based on Township Staff capacity and realistic goals for ongoing maintenance and production. (7-B)

STATUS: The Township contracted with a Communications Specialist in 2017. The Communications Specialist refines the Township's communication processes, policies, social media management and website updates, and disseminating information in accordance with processes in place. This effort has resulted in a more visible, active presence on various social media platforms.

GOAL: Continue to align technological needs with services as needed to promote excellence among internal Township communication and as part of Township-wide communication to residents/businesses. (8-B)

STATUS: The Township continuously evaluates its current and future technological needs. Recent projects include a refresh of core network infrastructure at all sites, upgrade of Windows 7 endpoints to Windows 10, implementation of ActiveNet software at the Community & Recreation Center, expanded mobile field use to multiple departments, security awareness training for all employees, opening of new buildings (McLaughlin Run Activity Center and Tennis Golf Administration Building) with new technology infrastructure, started an ongoing Cable 7 interview series in cooperation with USC TODAY Magazine and Upper St. Clair School District, and improvements to business continuity with redundant Internet links at the Township building.

DEPARTMENT STATISTICS AND BENCHMARKS

Listed below are the estimated percentages of time that the Information Technology Department will be spending in each department in 2020 based on budgeted projects and past history. Please note that 25% of one Support Technician is allocated directly to Tri-Community South EMS, which is excluded from the table below.

Department	2019 %	2019 Estimate	2020 %	2020 Budget
Administration	12.0%	80,135	11.6%	77,569
Finance	10.0%	66,779	3.9%	25,856
Tax Office	3.0%	20,034	1.0%	6,464
Police	12.0%	80,135	17.4%	116,353
Community Development	11.0%	73,457	9.7%	64,641
Public Works	10.0%	66,779	12.6%	84,033
Recreation	10.0%	66,779	17.4%	116,353
Library	5.0%	33,390	5.8%	38,784
Volunteer Fire Department	7.0%	46,746	6.1%	40,780
Sanitary Sewer Fund	10.0%	66,779	4.8%	32,320
C&RC Fund	10.0%	66,779	9.7%	64,641
Total Allocation	100.0%	667,792	100.0%	667,794

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DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

The Information Technology Department uses N-Central software to monitor and report on data relevant to the status and performance of the Township's technology, allowing for proactive management and assessment. The following items are among the data that are frequently monitored. The score reported for each category is generated by N-Central to provide an easy, executive-level understanding of the status.

Server Performance

Servers reaching or exceeding capacity can impact the ability to respond to requests in a timely manner. Shown here is a review of the server infrastructure based on its average resource consumption during December 2019:

Status	Dec-18	Dec-19
Servers within capacity	92%	75%
Servers reaching capacity	8%	8%
Servers exceeding capacity	0%	17%
Category Score	**A+**	**B+**

Security Monitoring

Devices connected to the network without up-to-date antivirus protection are vulnerable to attack and pose a potential security risk. Shown here is an overview of the antivirus coverage and whether their definitions are current as of December 2019:

Device Class	Dec-18	Dec-19
Windows Laptop	0%	79%
Windows Server	92%	98%
Total	86%	93%
Category Score	**A-**	**A**

Business Service Availability

Downtime of business services can translate into lost service delivery and productivity. Shown here is a representation of the uptime of critical applications within the Township's environment as of December 2019:

Service	Dec-18	Dec-19
Connectivity	99.98%	99.90%
Overall Availability	99.98%	99.98%
Category Score	**A+**	**A+**

Network Reliability

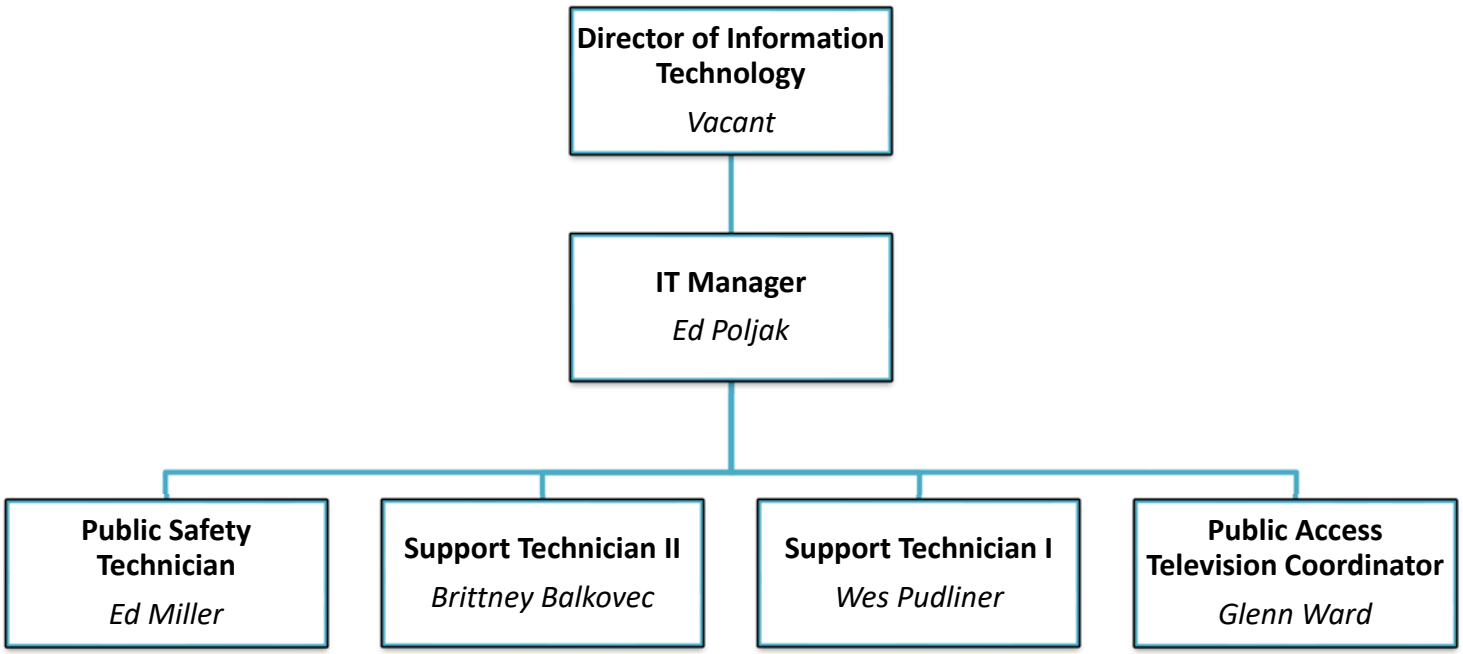
Downtime of server and network infrastructure can affect the ability to serve the public. Shown here is a representation of the uptime of critical hardware in the Township's environment as of December 2019:

Device Class	Dec-18	Dec-19
ESXi Server	100.00%	99.99%
Switch/Router	99.99%	99.78%
Windows Server	99.90%	99.97%
Overall Availability	99.94%	99.92%
Category Score	**A+**	**A+**

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Information Technology Department for 2020 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2020 Positions
Director of Information Technology	3	$90,081	$129,186	1
IT Manager	7	$60,159	$86,274	1
Public Safety Technician	9	$49,719	$71,301	1
Public Access Television Coordinator	10	$45,199	$64,820	1
Support Technician	11	$41,090	$58,927	2
Total				**6**



DEPARTMENT EXPENDITURES

Information Technology Expenditures 01-10-106-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 212,318	$ 210,512	$ 278,113	$ 278,113	$ 281,355
162 Group Life Insurance	1,394	1,181	1,519	1,519	1,545
163 Medical Insurance	41,910	37,781	44,837	47,537	49,291
164 Workers' Compensation	1,134	1,160	1,349	1,349	1,093
166 Pension Costs	15,852	16,104	20,858	20,858	21,102
167 Long-term Disability Insurance	625	473	642	642	650
168 Post Retirement Plan	2,000	1,500	2,000	2,000	2,000
198 Social Security Expense	15,888	15,937	21,276	21,276	21,524
Total Personal Services	$ 291,121	$ 284,648	$ 370,594	$ 373,294	$ 378,560
Contractual Services					
220 Liability Insurance	$ 11,560	$ 8,620	$ 13,400	$ 9,500	$ 10,500
230 Association Dues	-	-	-	-	3,000
231 Travel & Conference Expense	404	2,291	5,000	5,000	7,000
250 Repairs/Maint - Office Equip	124,065	118,347	145,000	145,000	150,000
290 Other Contractual Services	17,365	37,299	89,500	89,500	90,000
299 Internet Connection Costs	17,700	17,748	40,000	40,000	40,000
Total Contractual Services	$ 171,094	$ 184,305	$ 292,900	$ 289,000	$ 300,500
Commodities					
301 Expendable Office Supplies	$ 1,124	$ 2,409	$ 2,000	$ 2,000	$ 2,000
302 Books & Subscriptions	-	4,796	300	1,500	1,500
390 Other Supplies	1,974	843	2,000	2,000	2,000
Total Commodities	$ 3,098	$ 8,048	$ 4,300	$ 5,500	$ 5,500
Distributed Costs					
602 Dist. Data Processing Costs	$ (458,591)	$ (459,918)	$ (667,794)	$ (667,794)	$ (684,560)
Total Distributed Costs	$ (458,591)	$ (459,918)	$ (667,794)	$ (667,794)	$ (684,560)
Total Information Tech. Expenditures	**$ 6,722**	**$ 17,083**	**$ -**	**$ -**	**$ -**

BUDGETARY COMMENT

For 2020, Information Technology distributed costs are projected to increase by $16,766 or 2.5% over the 2019 appropriated amount. Reasons for this include increases in personal services costs, staff training, and contractual services.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Cable Television Services Expenditures					
Personal Services	$ 60,190	$ 62,489	$ 65,823	$ 65,823	$ 68,017
Contractual Services	928	5,537	8,000	8,000	7,000
Commodities	129	163	3,200	3,200	3,200
Total Cable Television Services Exp.	**$ 61,247**	**$ 68,189**	**$ 77,023**	**$ 77,023**	**$ 78,217**

Cable Television Services Expenditures 01-10-107-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 39,773	$ 40,767	$ 42,031	$ 42,031	$ 43,187
162 Group Life Insurance	262	156	221	221	248
163 Medical Insurance	13,853	15,169	16,808	16,808	17,697
164 Workers' Compensation	251	257	299	299	242
166 Pension Costs	2,990	3,068	3,152	3,152	3,239
167 Long-term Disability Insurance	117	104	97	97	100
198 Social Security Expense	2,944	2,968	3,215	3,215	3,304
Total Personal Services	$ 60,190	$ 62,489	$ 65,823	$ 65,823	$ 68,017
Contractual Services					
217 Miscellaneous Consulting Services	$ -	$ -	$ 2,000	$ 2,000	$ 1,000
250 Equipment Maintenance	928	5,537	6,000	6,000	6,000
Total Contractual Services	$ 928	$ 5,537	$ 8,000	$ 8,000	$ 7,000
Commodities					
300 Office Furniture & Equipment	$ -	$ -	$ 1,000	$ 1,000	$ 1,000
301 Expendable Office Supplies	129	-	200	200	200
303 Recording Medium	-	-	1,000	1,000	1,000
390 Other Supplies	-	163	1,000	1,000	1,000
Total Commodities	$ 129	$ 163	$ 3,200	$ 3,200	$ 3,200
Total Cable Television Services Exp.	**$ 61,247**	**$ 68,189**	**$ 77,023**	**$ 77,023**	**$ 78,217**

BUDGETARY COMMENT

Funds requested for Cable Television Services are $1,194, or 1.6%, more than appropriated in 2019. Increases in personal services costs are partially offset by lower contractual services costs.

GENERAL FUND

PUBLIC SAFETY SUMMARY

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Public Safety Expenditures					
Personal Services	$ 4,362,857	$ 4,657,657	$ 4,825,760	$ 4,883,891	$ 5,123,419
Contractual Services	379,445	458,327	484,917	473,617	531,763
Commodities	72,490	83,282	77,050	77,050	89,450
Distributed Costs	104,109	147,868	159,414	159,414	161,363
Total Public Safety Expenditures	**$ 4,918,901**	**$ 5,347,134**	**$ 5,547,141**	**$ 5,593,972**	**$ 5,905,995**

PUBLIC SAFETY OVERVIEW

Public Safety for the Township of Upper St. Clair includes the Police Department, Volunteer Fire Department and Animal Control. Below is a summary of expenditures for the three (3) departments within Public Safety. Please refer to the following three (3) sections titled Police Protection, Fire Protection and Animal Control for specific information relating to each department.

Public Safety Expenditures 01-20-201-500 TO 01-20-210-500	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
100 Full-Time Wages	$ 2,745,312	$ 2,840,130	$ 2,948,933	$ 2,948,933	$ 3,060,169
110 Overtime Wages	115,328	132,937	112,500	150,000	153,000
120 Part-Time Wages	-	-	-	-	19,500
150 Longevity Pay	89,302	73,579	77,438	77,438	86,500
151 Residence and Travel Pay	8,300	8,600	9,200	9,200	9,200
152 Education Pay	32,367	30,600	30,600	30,600	29,200
153 Holiday Pay	130,403	135,602	138,750	138,750	143,000
154 Court Pay	8,864	12,721	13,000	13,000	13,250
155 Acting Sergeant Pay	11,066	17,171	12,500	29,000	31,000
156 Shift Differential Pay	21,972	21,711	22,000	22,000	22,500
162 Group Life Insurance	13,103	12,315	11,580	11,580	11,607
163 Medical Insurance	486,273	544,314	566,763	566,763	582,402
164 Workers' Compensation	197,338	210,171	242,871	242,871	196,077
166 Pension Costs	200,604	289,326	312,018	312,018	410,445
167 Long-term Disability Insurance	7,751	7,051	6,791	6,791	7,069
168 Post Employment VEBA Plan	50,603	73,732	63,400	63,400	75,600
198 Social Security Expense	244,271	247,697	257,416	261,547	272,900
Total Personal Services	$ 4,362,857	$ 4,657,657	$ 4,825,760	$ 4,883,891	$ 5,123,419

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Contractual Services					
220 Liability Insurance	$ 29,911	$ 31,055	$ 32,867	$ 32,867	$ 34,963
222 Vehicle Insurance-Fire Trucks	-	-	5,750	5,750	6,150
224 Police Professional Liability Ins.	26,467	24,133	25,400	25,400	25,900
230 Association Dues	967	1,946	1,750	1,750	1,750
231 Travel & Conference Expense	27,601	30,890	25,000	25,000	30,000
240 Water and Sewerage	120,538	118,229	131,500	119,900	120,900
241 Natural Gas	14,120	21,685	22,400	19,200	20,000
242 Electricity	18,816	19,837	22,200	20,450	21,000
243 Telephone	37,942	42,263	39,250	41,500	57,200
250 Repairs & Maintenance-Office Equipment	3,640	7,347	8,000	8,000	8,000
252 Repairs & Maintenance-Other Equipment	3,856	6,074	7,500	7,500	9,400
254 Repairs & Maintenance-Vehicles	26,095	22,823	36,500	38,000	35,500
272 Animal Control Services	38,989	93,014	92,500	92,500	93,000
275 Printing & Duplicating	1,992	3,556	2,500	4,000	3,000
280 Mileage Reimbursement	372	1,693	800	800	1,000
290 Other Contractual Services	28,139	33,782	31,000	31,000	64,000
Total Contractual Services	$ 379,445	$ 458,327	$ 484,917	$ 473,617	$ 531,763
Commodities					
300 Office Furniture & Equipment	$ 2,563	$ 1,667	$ 2,500	$ 2,500	$ 2,500
301 Expendable Office Supplies	5,684	4,715	5,000	5,000	5,000
302 Books & Subscriptions	2,557	506	1,250	1,250	1,250
304 Publicity Material	1,628	2,745	3,000	3,000	2,500
330 Public Safety Equipment	16,535	24,047	16,500	16,500	20,500
335 Fire Fighting Equipment	13,691	18,205	18,000	18,000	20,400
351 Uniform Allowance	20,384	15,498	22,100	22,100	22,100
355 Uniform-Initial Issuance	6,172	11,337	6,000	6,000	10,000
390 Other Supplies	3,276	4,562	2,700	2,700	5,200
Total Commodities	$ 72,490	$ 83,282	$ 77,050	$ 77,050	$ 89,450
Distributed Costs					
601 Dist. Vehicle Costs	$ 47,924	$ 49,122	$ 50,104	$ 50,104	$ 51,106
602 Dist. Data Processing Costs	98,497	144,126	157,134	157,134	161,227
604 Boyce Mayview RAD Patrol Costs	(42,312)	(45,380)	(47,824)	(47,824)	(50,970)
Total Distributed Costs	$ 104,109	$ 147,868	$ 159,414	$ 159,414	$ 161,363
Total Public Safety Expenditures	**$ 4,918,901**	**$ 5,347,134**	**$ 5,547,141**	**$ 5,593,972**	**$ 5,905,995**

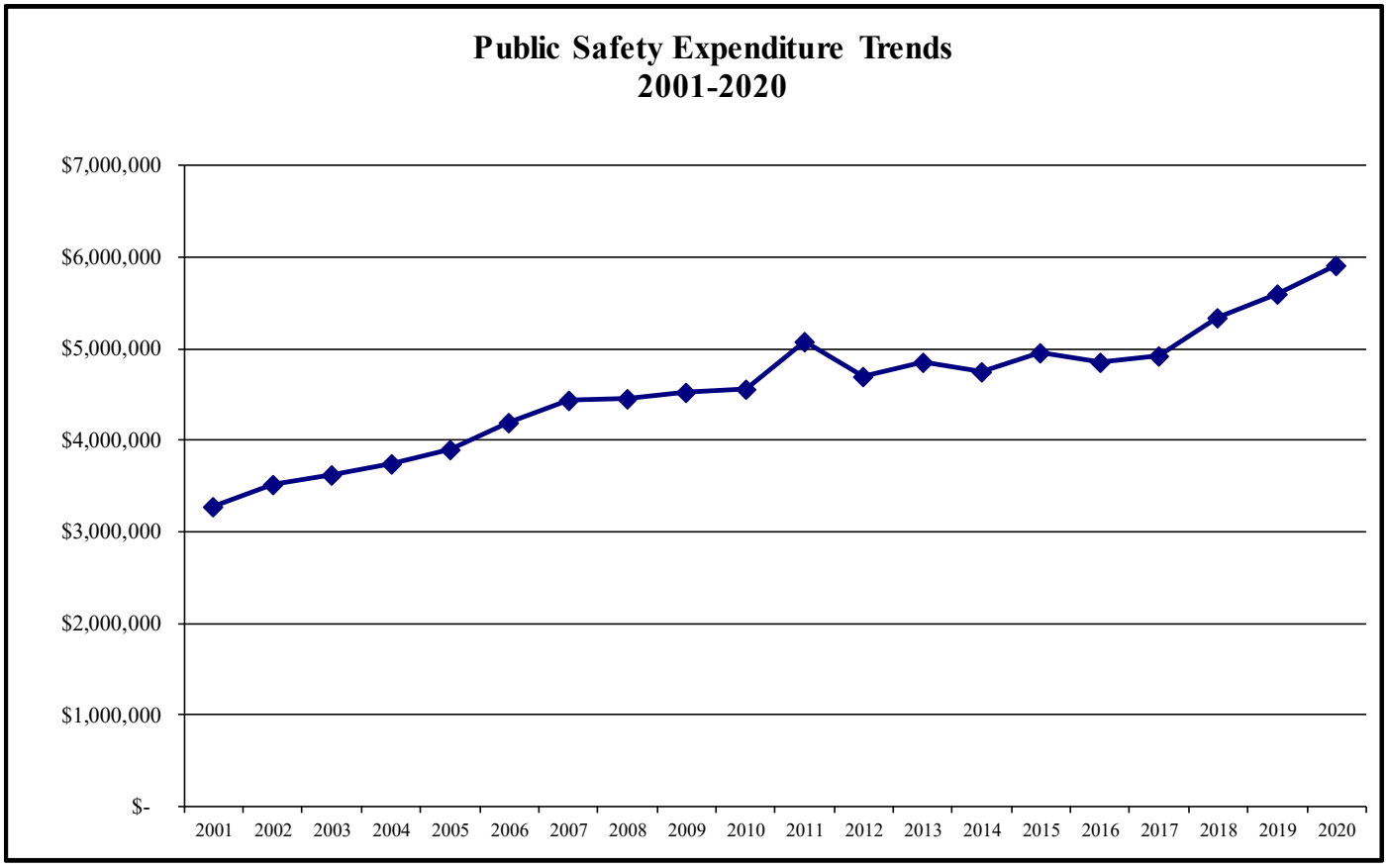
GENERAL FUND

PUBLIC SAFETY

POLICE PROTECTION

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Safety expenditures over the last 20 years is 3.42%.



General Fund Revenue Breakdown

How much tax revenue does it take to operate the Public Safety department?

Net Expenditures*			***$5,492,745***
How many real estate tax mills?		**1.07**	**$2,341,994**
Earned Income Tax per $100?	**$**	**27.62**	**$2,588,311**
Percentage of Other Taxes?		**2.83%**	**$562,440**

**Net Expenditures are the total expenditures for the department less direct applicable funding streams such as department specific fees, grants, and portions of the State pension grant.*

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Police Protection Expenditures					
Personal Services	$ 4,309,714	$ 4,627,626	$ 4,792,425	$ 4,850,556	$ 5,097,044
Contractual Services	142,824	157,113	155,067	158,067	211,563
Commodities	54,449	52,344	53,350	53,350	63,350
Distributed Costs	60,643	58,932	118,633	118,633	119,376
Total Police Protection Expenditures	**$ 4,567,630**	**$ 4,896,015**	**$ 5,119,475**	**$ 5,180,606**	**$ 5,491,333**

POLICE PROTECTION OVERVIEW

Police protection is a vital service provided by local government. The police service is the most visible and the most costly service provided by the Township of Upper St. Clair. The objective of the Police Department is to provide enforcement of all the laws of the Commonwealth of Pennsylvania and the laws and Ordinances of the Township. Police operations include the following:

- Administration & Records
- Criminal apprehension and investigation
- Dispatching Service
- Juvenile Services
- Preventative Patrol
- Traffic Safety Patrol

POLICE DEPARTMENT CODE OF ETHICS

The Township of Upper St. Clair Police Department has a Code of Ethics that is strictly adhered to and states the following:

CODE OF ETHICS

All employees shall abide by the following Code of Ethics of the Township of Upper St. Clair Police Department.

> AS A LAW ENFORCEMENT OFFICER, my fundamental duty is to serve mankind, to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder, and to respect the Constitutional Rights of all men to liberty, equality and justice.
>
> I WILL keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn or ridicule, develop self-restraint, and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear, of a confidential nature or that is confided in me in my official capacity, will be kept ever secret unless revelation is necessary in the performance of my duty.
>
> I WILL never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

POLICE DEPARTMENT CODE OF ETHICS (Continued)

> I RECOGNIZE the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession…LAW ENFORCEMENT.

All employees shall also abide by the Code of Ethics listed in Chapter 23 of the Code of the Township of Upper St. Clair, Pennsylvania.

2019 DEPARTMENT ACCOMPLISHMENTS

- Average response remained at a low number of five minutes
- Implemented a new Evidence/Property Management System through Cody
- Provided Body-Cams for Patrol Officers and established a Use Policy
- Re-established the Traffic Squad
- One Officer was certified with MCSAP (Commercial Vehicle Inspections)
- Received the AAA 2019 Platinum Award for highway safety enforcement
- Continued to participate in the Buckle-Up PA and Aggressive Driver programs
- Continued involvement in the South Hills Area DUI Task Force
- Established a SHACOG Collision Reconstruction Team (five USC Officers now involved)
- Additional Officer trained through Collision Recon and added to SHACOG team
- Purchased Police Bicycles & developed a program for patrol of Boyce / Mayview Park
- Developed a new Quad Patrol Program for the trails of Boyce / Mayview Park
- Continued to participate in the DEA Drug Take Program
- Modified the Patrol Shotguns into less lethal weapons & trained all Officers in their use
- Completed over 3,000 hours of training for officers and dispatchers
- One Admin Sergeant was accepted into and graduated from the FBI National Academy
- Two Sergeants were accepted into & completed the FBI Great Lakes Leadership program
- Three Officers joined the newly establish SHACOG Support Team (Crowd Control)
- Two Officers completed training and were added as Firearms Armorers
- Two Officers completed training and were added as Taser Instructors
- Established a Field Training Program with designated Training Officers
- Modified the availability / location of the IdentoGO system; hired a part-time employee
- Conducted the USC Police Citizens Academy

2020 DEPARTMENT GOALS AND OBJECTIVES

- Install new upgraded (Windows10) Mobile Data systems & in-car cameras to ½ the fleet
- Continue to participate with the co-operative SHACOG Teams; CIT, CIRT, SST, Crash
- Continue to participate in the Buckle-Up PA, Aggressive Driver programs and the DUI Task Force
- Conduct an exterior door-lock drill at the Municipal Building to test the system
- Install video cameras at major intersections and participate in the countywide Video Camera program
- Install License Plate Reading Cameras at exit of Community & Recreation Center
- Continue the department training program to replace Instructors of different needs

2020 DEPARTMENT GOALS AND OBJECTIVES (continued)

- Continue discussions with Bethel Park Police and South Hills Village Management on the installation of a video surveillance camera system at the Mall
- Implement a new Cody Alarm System Management Program
- Develop a Quality Control & Assurance Review Program for the Communication Center
- Participate in the DEA Drug Take Back Program
- Conduct the USC Citizens Police Academy

DEPARTMENT STATISTICS

Crime statistics in the Township of Upper St. Clair are influenced by the presence of a regional shopping center. The Township is predominantly a residential community and has experienced growth over the past several years. Non-residential developments such as Friendship Village, Boyce Plaza, Summerfield Commons and other projects increase the demand for police services.

Crime statistics are prepared in accordance with the guidelines of the Uniform Crime Reporting System which is prepared by the Federal Bureau of Investigation and compiled, analyzed and distributed in conformance with the Uniform Criminal Statistics Act of 1970 (71 P.S. 307.8 – 71 P.S. 755-7).

Crime is graded in two (2) parts by the Federal Bureau of Investigation. They are as follows:

Part One Offenses Consist of:

- Arson
- Assault (w/gun, knife or other weapon)
- Burglary
- Criminal Homicide
- Motor Vehicle Theft
- Rape
- Robbery
- Theft

Part Two Offenses Consist of:

- Assault (Simple)
- Disorderly Conduct
- Driving Under the Influence
- Drug Abuse Violation (All Categories)
- Drunkenness
- Embezzlement
- Forgery/Counterfeiting
- Fraud
- Gambling
- Prostitution
- Runaway Juveniles
- Sex Offenses
- Stolen Property (Buying, Possessing)
- Vagrancy
- Vandalism
- Violation of Liquor Laws
- Weapons
- All Other Offenses

DEPARTMENT STATISTICS (Continued)

Township Crime Statistics for 2010 through August 2019 / November 2019 are listed below.

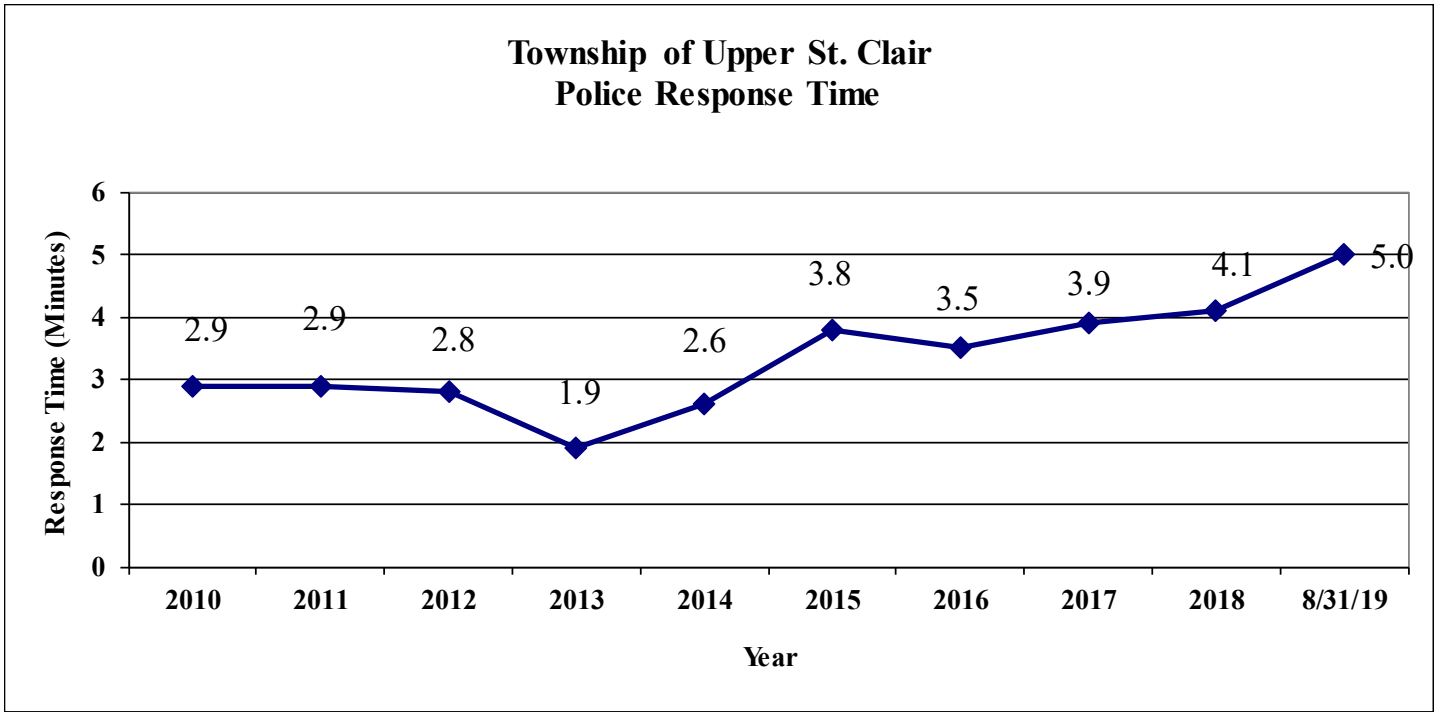
Category	2010	2011	2012	2013	2014	2015	2016	2017	2018	8/31/19
Offenses										
Part I	137	102	109	127	114	96	129	111	136	95
Part II	172	179	249	178	152	138	146	137	123	79
Arrests										
Adults	49	67	77	150	109	115	197	170	94	92
Juveniles	16	11	25	39	50	34	33	41	69	29
Clearance Rates										
Part I Offenses	22%	24%	41%	36%	38%	36%	57%	43%	59%	58%
Part II Offenses	74%	56%	54%	85%	67%	64%	65%	72%	63%	58%

Category	2010	2011	2012	2013	2014	2015	2016	2017	2018	11/30/19
Traffic Safety Statistics										
Driving Under the Influence	17	14	22	15	16	14	19	18	18	20
All Other Traffic Citations	727	922	516	720	692	617	750	706	649	762
Citations										
Traffic Citations	727	922	516	720	692	617	750	706	649	762
Non-Traffic Citation	100	81	77	87	95	84	56	70	77	108
Township Ordinance Violation	858	821	675	822	937	681	882	814	763	575
Warnings	2,189	2,904	1,708	2,154	2,396	2,395	4,037	3,802	4,283	3,129
Calls for Service										
Accidents	359	410	408	421	462	430	423	381	411	336
Alarms	804	725	713	682	801	796	765	745	716	641
Ambulance Requests	1,359	1,504	1,459	1,249	1,390	1,527	1,372	1,439	1,392	1,367
Burglaries	11	5	13	9	9	4	6	8	4	5
Criminal Mischief	237	174	339	157	146	117	103	79	47	25
Domestics	199	257	206	207	179	186	190	125	130	117
Open Doors	987	856	708	660	351	260	250	210	248	127
Vehicle Thefts	1	0	0	2	4	2	1	0	1	1
Total Number of Calls for Service	11,341	10,868	11,162	10,342	10,666	10,143	10,579	9,930	9,661	8,013
Response Time (in minutes)										
Average Time Dispatch to Arrival	2.9	2.9	2.8	1.9	2.6	3.8	3.5	3.9	4.1	5.0
Average Time Spent at Scene	13.7	13.9	13.8	12.3	14	14.9	17.2	17.4	17.2	24.4
Average Time Dispatch to Completion	16.6	16.8	16.6	14.2	16.6	18.7	20.7	21.3	17.4	24.8

DEPARTMENT BENCHMARKS

The Police Department's benchmark for response time is four (4) minutes or less. The Police Department accomplishes this by assigning officers to an area of the Township called a grid. The officer assigned to the grid cannot leave the grid without permission from the shift supervisor. Calls for service are dispatched according to the grid; therefore, an officer is already in the area, which permits a rapid response. Through November 2019, the Police Department response time has been 5.0 minutes.

The Uniform Crime Reporting (UCR) system was started in 1929 by the International Chiefs of Police organization to meet the need for reliable uniform crime data across the United States. The UCR details the number, location, and types of crime reported. Crime Data is reported from over 18,000 local, county, state, federal, and tribal law enforcement agencies to the FBI. They have been tasked with collecting and publishing the statistics. They developed a rating system based on the number of crimes per 100,000 population; therefore, the lower the rating, the lower the crime is in an area. The most recent UCR Report available is from 2017, in which the state of Pennsylvania had a 6.4 rating and Upper St. Clair Township had a rating of 1.2. Ratings for some surrounding communities were: Mt. Lebanon – 3.4, South Fayette – 1.1, Peters Township – 1.7, and Bethel Park – 3.8. The average for these five South Hills communities is 2.24. The goal for Upper St. Clair is to maintain a rating that is lower than the average of these communities.



DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Police Department for 2020 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2020 Positions
Chief of Police	2	$103,593	$148,563	1
Uniformed Police Officers				
Lieutenant	Union Contract	$55.80/hr		1
Sergeant	Union Contract	$50.73/hr		6
Police Officer 6	Union Contract	$46.12/hr		10
Police Officer 5	Union Contract	$43.22/hr		0
Police Officer 4	Union Contract	$40.29/hr		2
Police Officer 3	Union Contract	$34.38/hr		3
Police Officer 2	Union Contract	$31.47/hr		3
Police Officer 1	Union Contract	$30.15/hr		2
Dispatcher	Union Contract	$20.80/hr	$26.00/hr	4
Technical Services Coordinator	7	$60,159	$86,274	1
Records Coordinator	14	$30,871	$44,273	1
Confidential Secretary to the Chief of Police	13	$33,958	$48,700	1
Total				**35**

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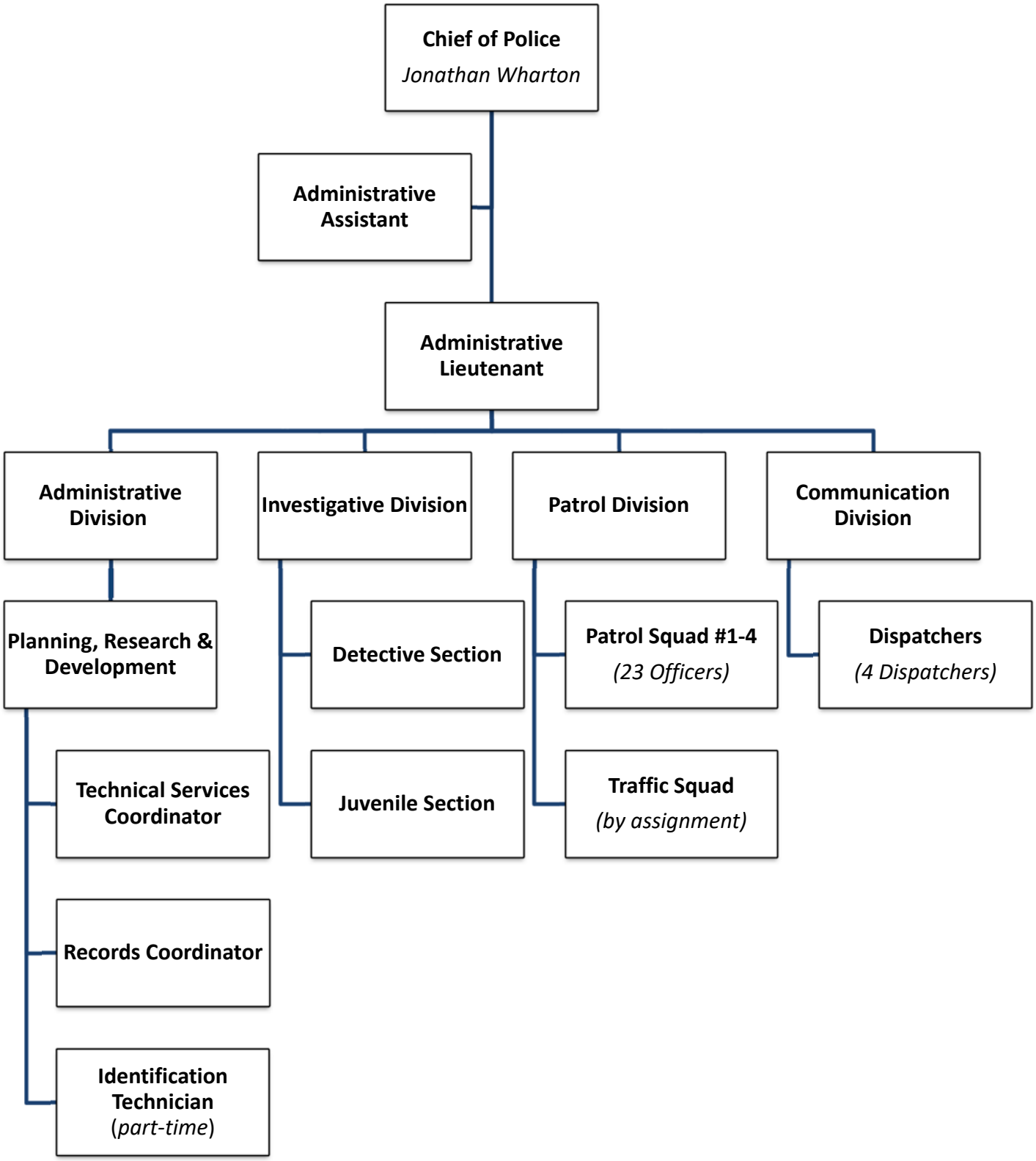
Chief of Police
Jonathan Wharton
Administrative Assistant
Administrative Lieutenant
Administrative Division
Investigative Division
Patrol Division
Communication Division
Planning, Research & Development
Detective Section
Patrol Squad #1-4
(23 Officers)
Dispatchers
(4 Dispatchers)
Technical Services Coordinator
Juvenile Section
Traffic Squad
(by assignment)
Records Coordinator
Identification Technician
(part-time)

DEPARTMENT EXPENDITURES

Police Protection Expenditures 01-20-201-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 2,745,312	$ 2,840,130	$ 2,948,933	$ 2,948,933	$ 3,060,169
110 Overtime Wages	115,328	132,937	112,500	150,000	153,000
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164 Workers' Compensation	144,195	180,140	209,536	209,536	169,702
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167 Long-term Disability Insurance	7,751	7,051	6,791	6,791	7,069
168 Post Employment VEBA Plan	50,603	73,732	63,400	63,400	75,600
198 Social Security Expense	244,271	247,697	257,416	261,547	272,900
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Contractual Services					
220 Liability Insurance	$ 29,911	$ 31,055	$ 32,867	$ 32,867	$ 34,963
224 Police Professional Liability Ins.	26,467	24,133	25,400	25,400	25,900
230 Association Dues	967	1,946	1,750	1,750	1,750
231 Travel & Conference Expense	27,601	30,890	25,000	25,000	30,000
243 Telephone	18,266	22,047	20,500	20,500	34,200
250 Repairs/Maint - Office Equip	3,640	7,347	8,000	8,000	8,000
250 Repairs/Maint - Other Equip	3,514	4,797	4,250	4,250	4,250
250 Repairs/Maint - Vehicles	2,916	1,926	4,000	5,500	5,500
275 Printing & Duplicating	1,992	3,556	2,500	4,000	3,000
280 Mileage Reimbursement	372	1,693	800	800	1,000
290 Other Contractual Services	27,178	27,723	30,000	30,000	63,000
Total Contractual Services	$ 142,824	$ 157,113	$ 155,067	$ 158,067	$ 211,563

DEPARTMENT EXPENDITURES (Continued)

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Commodities					
300 Office Furniture & Equipment	$ 2,563	$ 1,667	$ 2,500	$ 2,500	$ 2,500
301 Expendable Office Supplies	5,684	4,715	5,000	5,000	5,000
302 Books & Subscriptions	2,557	506	1,250	1,250	1,250
330 Public Safety Equipment	13,884	14,137	14,000	14,000	17,500
351 Uniform Allowance	20,384	15,498	22,100	22,100	22,100
355 Uniform-Initial Issuance	6,172	11,337	6,000	6,000	10,000
390 Other Supplies	3,205	4,484	2,500	2,500	5,000
Total Commodities	$ 54,449	$ 52,344	$ 53,350	$ 53,350	$ 63,350
Distributed Costs					
601 Dist. Vehicle Costs	$ 47,924	$ 49,122	$ 50,104	$ 50,104	$ 51,106
602 Dist. Data Processing Costs	55,031	55,190	116,353	116,353	119,240
604 Boyce Mayview RAD Patrol Costs	(42,312)	(45,380)	(47,824)	(47,824)	(50,970)
Total Distributed Costs	$ 60,643	$ 58,932	$ 118,633	$ 118,633	$ 119,376
Total Police Protection Expenditures	**$ 4,567,630**	**$ 4,896,015**	**$ 5,119,475**	**$ 5,180,606**	**$ 5,491,333**

BUDGETARY COMMENT

Funds requested for Police Protection in 2020 are $371,858 or 7.26%, more than appropriated in 2019. The most significant changes occur within Personal Services which is due to increases in full-time wages, overtime, and other wages, a higher pension MMO, and various fringe benefit costs.

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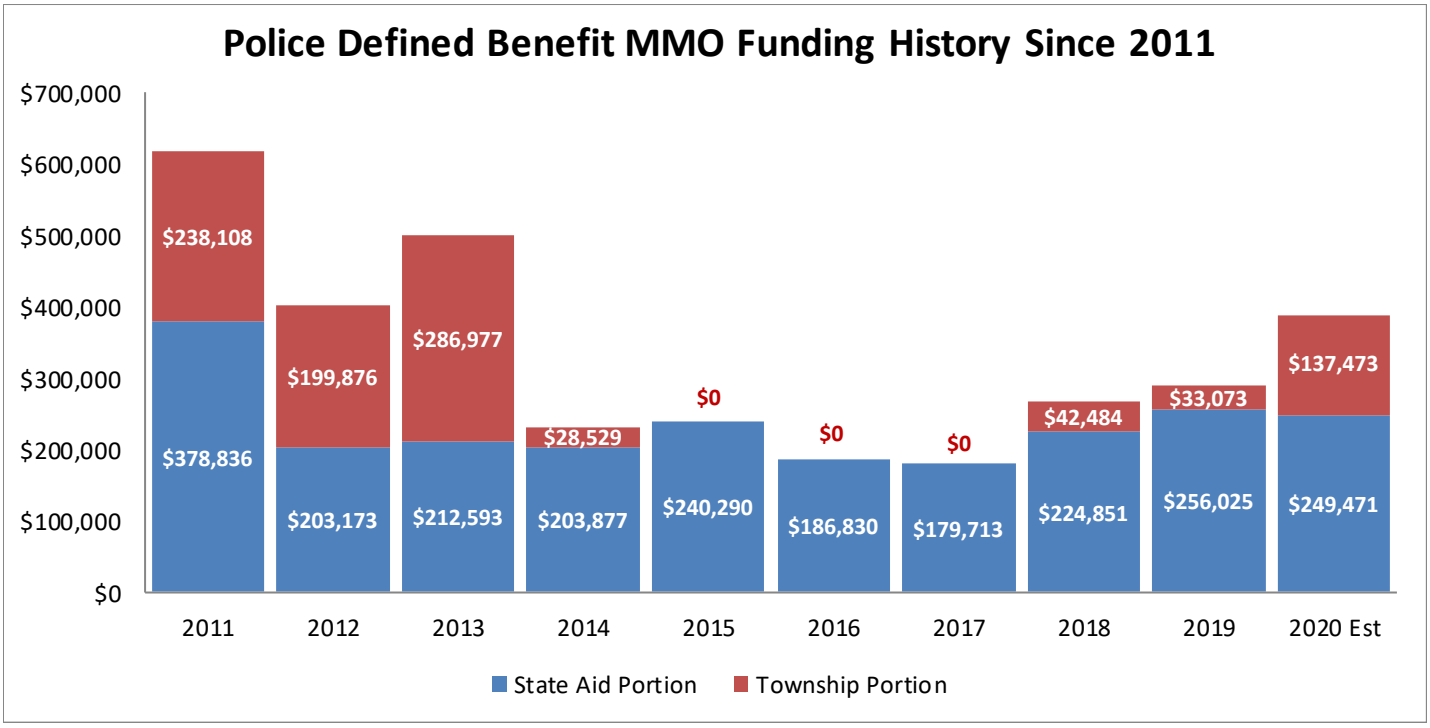
SUPPLEMENTARY INFORMATION

Police Minimum Municipal Obligation

The Township is annually required to contribute to the defined benefit pension trust fund known as the Upper St. Clair Police Pension Fund. The annual contribution is defined in state law as the Minimum Municipal Obligation (MMO) by Act 205 of 1984 known as the "Municipal Pension Plan Funding and Recovery Act". Any person employed on a full-time basis by the Township as a member of the police force is eligible to participate in the Plan. Actuarial valuations are performed biannually on the plan and are used in determining the annual MMO. Also, Act 205 provides state funding to help offset the annual MMO of the Police Pension Plan. The next chart shows the history of the Police Pension Plan MMO since 2011 and identifies the funding sources for it.



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Police Vehicles & Equipment

	Asset Tag	Year	Make	Model	Mileage (9-13-2019)	Age in Years	Condition	Anticipated Replacement Year
Patrol Vehicles								
1	2015 003	2015	Ford	Interceptor SDN	14,069	4	Excellent	2022
2	2016 004	2016	Ford	Explorer	52,909	3	Fair	2020
3	2016 005	2016	Ford	Interceptor SDN	13,181	3	Excellent	2020
4	2017 001	2017	Ford	Police Explorer	21,063	2	Good	2022
5	2017 002	2017	Ford	Explorer	28,805	2	Good	2021
6	2017 003	2017	Ford	Explorer	26,307	2	Good	2021
7	2018 002	2018	Ford	Interceptor SUV	34,232	1	Good	2021
8	2018 003	2018	Ford	Interceptor SUV	16,257	1	Excellent	2023
9	2018 004	2018	Ford	Interceptor SUV	17,933	1	Excellent	2023
10	2018 005	2018	Chevy	Tahoe 4 WD SUV	36,139	1	Good	2020
Traffic Vehicles								
1	2013 025	2014	Ford	Interceptor SDN	52,008	5	Fair	2020
2	2016 003	2016	Ford	Explorer	44,181	3	Good	2022
3	2019 005	2020	Ford	Interceptor AWD	38	New	2025	2025
Administrative Vehicles								
1	2012 006	2012	Chevy	Caprice Police Ed.	36,198	7	Good	As Needed
2	2014 006	2015	Chevy	Tahoe	85,900	4	Fair	As Needed
3	2016 001	2016	Chevy	Tahoe	96,050	3	Fair	As Needed
Other Equipment								
1	2001 054	2001	Polaris	Quad #1	N/A	18	Fair	TBD
2	2001 049	2001	Polaris	Quad #2	N/A	18	Fair	TBD
3	2001 048	2001	Polaris	Quad #3	N/A	18	Fair	TBD
4	2001 050	2001	Mustang	Trailer	N/A	18	Fair	TBD

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GENERAL FUND

PUBLIC SAFETY

FIRE PROTECTION

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Fire Protection Expenditures					
Personal Services	$ 53,143	$ 30,031	$ 33,335	$ 33,335	$ 26,375
Contractual Services	193,832	205,436	233,150	219,250	223,300
Commodities	17,970	30,860	23,500	23,500	25,900
Distributed Costs	43,466	88,936	40,781	40,781	41,987
Total Fire Protection Expenditures	**$ 308,411**	**$ 355,263**	**$ 330,766**	**$ 316,866**	**$ 317,562**

FIRE PROTECTION OVERVIEW

Fire Protection Services for the Township of Upper St. Clair are provided by a totally volunteer force which has grown from 19 members in 1971 to a force of 40 members (active, associate, and life status) as of December 2019.

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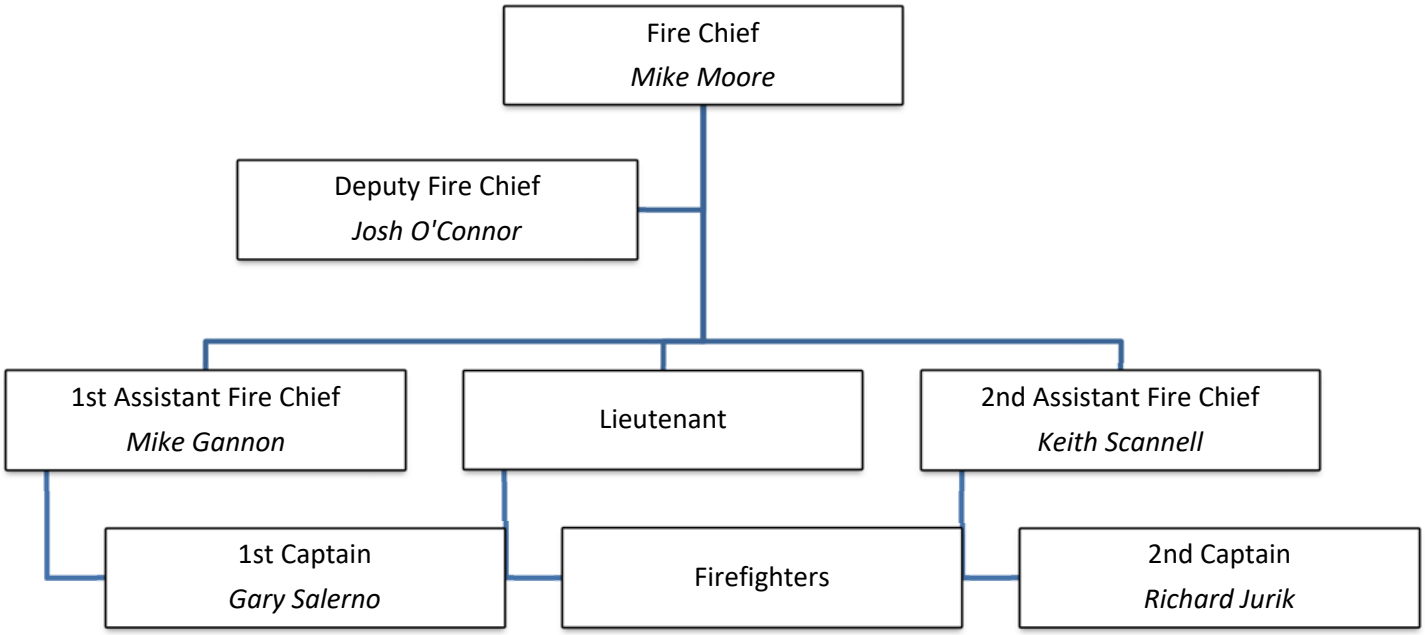
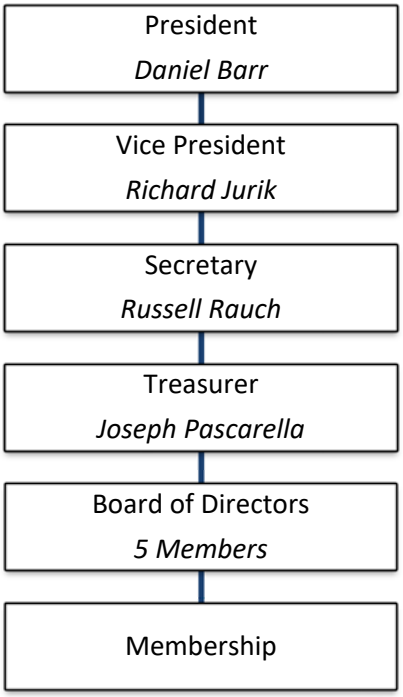
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Volunteer Fire Department for 2020 are as follows:

Firefighting Operations



Administrative Operations



Fire protection services for the Township of Upper St. Clair are provided by a totally volunteer force.

DEPARTMENT STATISTICS AND BENCHMARKS

Key year-end statistics for the Volunteer Fire Department from 2010 through December 19, 2019 are as follows:

Year	Number of Emergencies	Fire Alarms	Structural Incidents	Avg. Response Time (Minutes)	Estimated Fire Losses
2010	258	106	32	4:13	101,700
2011	238	119	22	5:39	634,250
2012	250	122	24	5:59	168,000
2013	235	87	22	6:16	322,500
2014	292	123	9	5:45	64,500
2015	266	117	12	6:26	858,000
2016	267	139	16	6:44	697,500
2017	283	154	11	6:48	454,000
2018	394	161	18	5:40	93,000
12/19/2019	298	140	30	6:50	502,200

SUPPLEMENTARY INFORMATION

Volunteer Fire Department Vehicles

	Year	Make	Model	Mileage (9-13-2019)	Age in Years	Condition	Anticipated Replacement Year
1	2005	Amer LaFrance	Ladder	30,177	14	Good	2025
2	2002	Freightliner	Engine	26,375	17	Poor	2021
3	2008	Amer LaFrance	Engine	16,800	11	Good	2023
4	2009	Amer LaFrance	Rescue	5,615	10	Good	2029
5	2012	Dodge	Rescue	6,324	7	Good	2022
6	2014	Dodge	Pick Up	16,299	5	Good	2024
7	2017	Chevrolet	Tahoe	11,432	2	Excellent	2022
8	2017	Rosenbauer	Engine	4,445	2	Excellent	2032
9	2019	Chevrolet	Tahoe	6,451	New	Excellent	2023

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DEPARTMENT EXPENDITURES

Fire Protection Expenditures 01-20-202-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
164 Workers' Compensation	$ 53,143	$ 30,031	$ 33,335	$ 33,335	$ 26,375
Total Personal Services	$ 53,143	$ 30,031	$ 33,335	$ 33,335	$ 26,375
Contractual Services					
222 Vehicle Insurance-Fire Trucks	$ -	$ -	$ 5,750	$ 5,750	$ 6,150
240 Water and Sewerage	119,042	118,068	130,600	119,000	120,000
241 Natural Gas	13,037	20,655	21,000	18,000	18,750
242 Electricity	17,595	18,264	20,300	18,750	19,250
243 Telephone	19,676	20,216	18,750	21,000	23,000
252 Radio Equipment Maintenance	342	1,277	3,250	3,250	5,150
254 Vehicle Repairs	23,179	20,897	32,500	32,500	30,000
290 Other Contractual Services	961	6,059	1,000	1,000	1,000
Total Contractual Services	$ 193,832	$ 205,436	$ 233,150	$ 219,250	$ 223,300
Commodities					
304 Publicity Material	$ 1,628	$ 2,745	$ 3,000	$ 3,000	$ 2,500
330 Communication Equipment	2,651	9,910	2,500	2,500	3,000
335 Vehicle Equipment	13,691	18,205	18,000	18,000	20,400
Total Commodities	$ 17,970	$ 30,860	$ 23,500	$ 23,500	$ 25,900
Distributed Costs					
602 Dist. Data Processing Costs	$ 43,466	$ 88,936	$ 40,781	$ 40,781	$ 41,987
Total Distributed Costs	$ 43,466	$ 88,936	$ 40,781	$ 40,781	$ 41,987
Total Fire Protection Expenditures	**$ 308,411**	**$ 355,263**	**$ 330,766**	**$ 316,866**	**$ 317,562**

BUDGETARY COMMENT

The Volunteer Fire Department is funded by three (3) sources: The Neighborhood Fund Drive, Foreign Fire Insurance Taxes and Township appropriations. The overall Township appropriation for 2020 is $13,204 lower than 2019. This is primarily due to a lower workers compensation premium and reductions in the utility expense budget.

GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Animal Control Expenditures					
Contractual Services	$ 42,789	$ 95,778	$ 96,700	$ 96,300	$ 96,900
Commodities	71	78	200	200	200
Total Animal Control Expenditures	**$ 42,860**	**$ 95,856**	**$ 96,900**	**$ 96,500**	**$ 97,100**

ANIMAL CONTROL OVERVIEW

Upper St. Clair participates in a joint Animal Control program with Mt. Lebanon, Scott Township, Bethel Park, Dormont Borough, Whitehall Borough, Castle Shannon Borough, Carnegie Borough, Baldwin Township and Green Tree Borough. Costs of the program are divided between the ten (10) communities under a formula, which incorporates road mileage, area of land and population statistics.

In 2019, Animal Control Officers are projected to receive approximately 15% of total calls for service from Upper St. Clair residents based on historical data. The officers are also responsible for the daily care of animals and for the maintenance of the kennels, which are located in Upper St. Clair. Animal Control Officers are on duty seven days a week and provide emergency service 24-hours a day.

Animal Control Expenditures **01-20-210-500???-000**	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Contractual Services					
240 Water and Sewerage	$ 1,496	$ 161	$ 900	$ 900	$ 900
241 Natural Gas	1,083	1,030	1,400	1,200	1,250
242 Electricity	1,221	1,573	1,900	1,700	1,750
272 Animal Control Services	38,989	93,014	92,500	92,500	93,000
Total Contractual Services	$ 42,789	$ 95,778	$ 96,700	$ 96,300	$ 96,900
Commodities					
390 Other Supplies	$ 71	$ 78	$ 200	$ 200	$ 200
Total Commodities	$ 71	$ 78	$ 200	$ 200	$ 200
Total Animal Control Expenditures	**$ 42,860**	**$ 95,856**	**$ 96,900**	**$ 96,500**	**$ 97,100**

BUDGETARY COMMENT

Total costs of the Animal Control program are shared among the ten (10) participating communities. Under the Agreement, Mt. Lebanon bears all initial operating and capital expenses of the program and Upper St. Clair bears all kennel-operating expenses. At year-end, total costs are determined and allocated to the ten (10) communities under the established formula.

GENERAL FUND

COMMUNITY DEVELOPMENT SUMMARY

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Community Development Expenditures					
Personal Services	$ 523,490	$ 519,858	$ 551,669	$ 551,669	$ 568,610
Contractual Services	44,155	53,722	63,986	63,986	65,175
Commodities	8,691	10,462	11,500	10,500	10,500
Distributed Costs	55,901	60,782	70,344	70,344	72,063
Total Comm. Development Expenditures	**$ 632,237**	**$ 644,824**	**$ 697,499**	**$ 696,499**	**$ 716,348**

COMMUNITY DEVELOPMENT OVERVIEW

The Township supports the need for a professional and proactive Planning and Community Development department. Through the efforts of the Township's implementation of its Comprehensive Plan and the investments made by property owners, the Township is maturing into a community noted for its beautifully maintained residential neighborhoods as well as high quality business districts.

The Department of Planning and Community Development is responsible for guiding and regulating the Township's long and short-term development. Important initiatives include oversight of the Township's Comprehensive Plan, ensuring that any new or renovated structures comply with the building code for the safety of its occupants and efficiently and effectively guiding construction to benefit present and future generations.

2019 DEPARTMENT ACCOMPLISHMENTS

- Continued to serve as lead department on the execution of the 2015-2025 Comprehensive Plan.
- Participated in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) activities, and maintained the Township's 7 rating from FEMA.
- Prepared a progress report on the status of implementing the Comprehensive Plan.
- Staff continued to attend relevant trainings and maintained advanced professional certifications.
- Through November, reviewed 220 building permit applications valued at $15,216,863.
- The review of land development, subdivision, conditional use and related applications are a significant function of the Department. In 2019, there were 14 applications submitted to the Department for review.
- Through November, processed 14 stormwater management applications for building projects in excess of 400 square feet, as a result of the Township's adoption of the new stormwater management ordinance in January 2019.
- Through November, received and responded to 435 complaints.
- Coordinated with PennDOT and the Township Traffic Engineer on several transportation projects including the improvements to the intersections of Boyce @ Boyce Plaza, McMurray @ Johnston, McLaughlin Run @ Panther Pass, Washington @ Boyce, Washington @ Old Washington and the future roundabout at McLaughlin Run/McMillan/Lesnett.
- Completed a comprehensive building permit and development application fee study.
- The Department Director continued to serve on the Boyce Mayview Rail-with-Trail Ad Hoc Committee, working towards the goal of connecting the Township's existing trail system to the Montour Trail.
- Coordinated the Township's purchase of 1630 McLaughlin Run Road, a 4.32-acre parcel immediately adjacent to Marmion Field

2020 DEPARTMENT GOALS AND OBJECTIVES

- Continue to serve as the lead department on the implementation of the 2015-2025 Comprehensive Plan.
- Continue to participate in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) and continue to work towards improving the Township's rating from a "7" to a "6."
- Continue to apply for grant funding for targeted intersection improvements, sidewalks and other projects.
- Continue to provide timely review of building permit applications and permit inspections.
- Continue to enforce the Township Code and the Property Maintenance Code.
- Continue to oversee development on residential and commercial properties within the Township.
- Continue to provide timely review of stormwater management permit applications.
- Continue to identify parcels of land for potential Township sale or purchase.
- Continue to coordinate with PennDOT on the plan to improve the traffic signals along Rt. 19 throughout Upper St. Clair. The Department will also work with PennDOT to coordinate their project at the intersection of McLaughlin Run, McMillan, and Lesnett Roads, which will introduce the first roundabout in the Township.
- Continue to stay informed on trends in planning and development by attending relevant training and maintaining advanced professional certifications.

2015-2025 COMPREHENSIVE PLAN

As noted in the preceding list of goals and objectives, the Department is the Township's primary lead for the implementation and monitoring of the Township's Comprehensive Plan. Although not every item in the Comprehensive Plan is the responsibility of the Department, a large majority of the goals identify the Department as either the lead or a partner in the goal's progress.

Following is a list of goals included in the 2015-2025 Comprehensive Plan that identify the Department as having a specific role. The figure in parenthesis after each goal identifies the specific "Aim" in the Comprehensive Plan.

GOAL: Assess the fiscal, physical, social and environmental impacts of infill development prior to executing infill development strategies. (1-A)

UPDATE: Staff continues to assess the fiscal, physical, social and environmental impacts of infill development in the Township. Most of the future infill development potential in the Township is single-family redevelopment. No policies or codes relative to this recommendation were amended as of 2019.

GOAL: Assess zoning ordinance provisions to identify the feasibility and opportunities for locations, standards and development incentives associated with potential additional neighborhood cafes, up-scale restaurants, neighborhood-scale office and medical services development within the Township. (1-B)

UPDATE: Staff continues to identify corridors and districts in the Township that can support additional cafes, restaurants, neighborhood-scale office and medical services development. Future work on this recommendation will include a thorough review of current zoning provisions, recommendation to the Board of Commissioners and processing the appropriate amendments.

2015-2025 COMPREHENSIVE PLAN (continued)

GOAL: Update the Township's development strategies as necessary to reflect long-term impacts resulting from shifts in real estate dynamics and/or housing product trends. (1-C)

UPDATE: Staff will continue to assess and update the Township's development strategies on an as-needed basis to address any impacts resulting from shifts in real estate dynamics and/or housing product trends.

GOAL: Continue partnering with real estate & other regional entities to advertise and promote available housing programs that attract young adults to begin investing in housing within the Township. (1-D)

UPDATE: Community Development staff will continue to explore opportunities to partner with real estate and regional entities to promote available housing programs that attract young adults to begin investing in housing within the Township.

GOAL: Align policies and encourage quality, coordinated development for priority development and redevelopment parcels along the Boyce Road and Painters Run Road corridors. (1-E)

UPDATE: Staff will continue to align Township policies and codes to encourage development and redevelopment in the Boyce Road and Painters Run Road Corridors. In 2017, the Board of Commissioners approved Decision No. USC-PRD 1-2017 for Friendship Village that permitted a three-phased development consisting of an assisted living/memory support building, new skilled nursing building and a new independent living building. Construction of Phase I of the project (assisted living/memory support building) was completed in 2019. In 2018, the Board of Commissioners also approved two related ordinances, Ordinance No. 2195 for Dean Car Wash on Painters Run Road which permitted alterations to the existing car wash including the conversion of a self-serve bay to an automatic bay, demolition of the existing quick-lube building and the conversion of a self-serve bay into two dog wash bays as well as Ordinance No. 2198 for Southwood Psychiatric that will permit the addition of administrative offices, an outdoor walled play area, landscaping and related site improvements to the existing Boyce Plaza Complex Planned Office/Hospital Center. In 2019, the Board of Commissioners approved Ordinance No. 2209 for the Ardolino Development Plan that will permit the construction of a new restaurant and parking area located at 1141 Boyce Road and 2585 Maple Lane. Also in 2019, the Board of Commissioners approved USC-PD 2-2019 and Ordinance No. 2210 that will permit the conversion of an existing single family dwelling at 1140 Boyce Road into office space for Defender Properties, LLC.

GOAL: Continue to monitor the patterns of resident moves within and from the Township, especially as tied to population age, to determine the applicability of any land use policies tied to permissible housing types, intensities, parking, vehicular access, pedestrian connectivity & natural resource sensitivities. (1-F)

UPDATE: Staff continues to monitor and assess the patterns of resident moves within and from the Township to determine the possibility of adjusting policies and codes related to the development of various housing types, density and intensity, pedestrian connectivity and sensitivity to natural resources.

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2015-2025 COMPREHENSIVE PLAN (continued)

GOAL: Complete strategic ordinance updates to align sidewalks, bikeway, lighting, signage and stormwater management improvements with priority areas for development and connectivity. (2-A)

UPDATE: Staff continues to evaluate the Township Code to identify potential amendments that can improve development and connectivity opportunities related to sidewalks, bikeways, lighting, signage and stormwater improvements in priority areas in the Township. Accordingly, the Board of Commissioners adopted Ordinance No. 2201 on January 7, 2019 to update the Township's stormwater management ordinance.

GOAL: Evaluate the applicability and feasibility of design guidelines for non-residential development such as stormwater management, lighting and landscape. (2-B)

UPDATE: The Board of Commissioners adopted Ordinance No. 2174 on September 5, 2017 to amend Chapter 99 of the Township Code, "Public and Private Improvements" in order to replace all of the existing high-pressure sodium streetlight fixtures with light-emitting diode (LED) fixtures. Relative to stormwater management, in order to comply with the Allegheny County Act 167 Stormwater Management Plan, the Board of Commissioners adopted Ordinance No. 2201 on January 7, 2019 which will provide a basis for best management practices, flood prevention and mitigation and improving water quality.

GOAL: Create an online system for development application submission and Township Commission access/review. (3-A)

UPDATE: Cityworks software was implemented for Community Development and Public Works in 2017. Staff will continue to analyze the appropriate usage and examine the feasibility of using Cityworks to accomplish this goal. The Township is also partnering with Revize, a government website developer, to redevelop the current website and work towards creating a user-friendly interface.

GOAL: Continue to support zoning provisions as applicable that concentrate commercial and residential development in the areas where they already exist and in those areas where the land meets these specific uses. (3-B)

UPDATE: The Township continues to support zoning provisions that concentrate commercial and residential development in the areas where they already exist. In addition, the Township supports development that is consistent with the Future Land Use and Housing Plan. The Board of Commissioners will be considering a text amendment to the SB – Special Business Zoning District to allow personal fitness centers and massage therapy establishments as conditional uses, on February 3, 2020. The amendment must show consistency with the Township's Future Land Use and Housing Plan.

GOAL: Consider adopting innovative construction requirements or incentives (based on sustainable sites, best management practices or other related standards) for major new/redeveloped buildings to promote practical, responsible resource management and consumption. (3-C)

UPDATE: Community Development staff will continue to research the possibility of adopting incentives for projects that seek and/or obtain Leadership in Energy & Environmental Design (LEED) certification and incorporate best management practices into the design of the project. The Township encourages sustainable outcomes for the community and its people by maintaining its status as a Certified Gold Community through Sustainable Pittsburgh.

2015-2025 COMPREHENSIVE PLAN (continued)

GOAL: Focus on compatibility and public spaces in residential areas and emphasize the importance of transitions between existing and redeveloping areas. (3-D)

UPDATE: The Community Development Department will continue to work with the Planning Commission during the entitlement process to ensure compatibility between public spaces and existing residential areas. The Township continues to emphasize the importance of transitions between existing and redeveloping areas through the development review process.

GOAL: Prepare re-occurring online and USC Today highlights regarding completed public and private stormwater management infrastructure improvements within the community along with tally of associated benefits/cost savings. (4-B)

UPDATE: The Public Works and Community Development departments, together with the Township Engineer, work collaboratively on this item which includes quarterly (and sometimes more frequent) updates relative to public and private stormwater management infrastructure improvements. Education is offered online, in print (USC Today), and other communication avenues. The Public Works Department also offers educational information regarding stormwater management, public and private improvements, and other related topics at the Township's annual "Bounty at Boyce Mayview Park Fall Fest", in addition to their education day for all of the kindergarten classes in the USC School District and Westminster Presbyterian Church preschoolers ages 3-4 known as "Public Works Day". The Community Development Department provides bimonthly reminders/updates on the Township's social media pages to keep residents informed on stormwater management, flooding, pollution, dumping, in addition to relevant resources located on the Township website.

GOAL: Continue to pursue sidewalk and bikeway improvements with priority toward extension of existing constructed segments as well as to connections that link neighborhoods to civic amenities; update the Township's online GIS mapping files to illustrate current/completed construction/planning progress. (5-B)

UPDATE: Staff continues to pursue sidewalk and bikeway improvements/connections that link neighborhoods to civic amenities. Staff is collaborating with PennDOT regarding sidewalk and ADA improvements along Washington Road. PennDOT has completed improvements to the intersections of Panther Pass/McLaughlin Run Road, and Johnston/McMurray. The intersections of Boyce Road/Boyce Plaza Road and Washington Road/Old Washington Road are scheduled to be completed in early 2020. PennDOT is also working to complete the adaptive signalization project on Washington Road/Route 19 in 2020. As of December 2019, there are about 4.5 miles of the 10' wide multi-use Perimeter Trail in Boyce Mayview Park. Approximately, 3 miles of the trail is located around the Community and Recreational Center (C&RC) and along the north and northeastern portion of the Park's property. This section connects the C&RC to Baker Park and the Morton Complex at the eastern side of Boyce Mayview Park. Approximately 1.5 miles of the Perimeter Trail traverses along the south and southeastern portion of Boyce Mayview Park along Boyce Road and Morton Road. Staff continues to work towards the final Perimeter Trail connection along Morton Road, by seeking grant opportunities. A portion of this trail gap has been designed and engineered, and the Township is seeking bids for it to be constructed in year 2020.

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2015-2025 COMPREHENSIVE PLAN (continued)

GOAL: Work with community groups and other applicable private entities to address Township-prioritized improvements for public spaces, pedestrian linkages and the community's natural heritage system. (6-A)

UPDATE: The Boyce Mayview Rail-with-Trail Ad Hoc Committee has continued to examine the feasibility of a connection from the Boyce Mayview Park trail system to the Montour Trail. The committee's goals include the connection with adjacent amenities including, but not limited to, Fairview Park, the Hastings development (former Mayview State Hospital property) and Peters Township.

GOAL: Maintain a healthy tree canopy and understory landscape within the public realm. Formulate, implement and monitor actions to promote coordinated conservation of the Township's established landscape. (6-C)

UPDATE: The Township employs a Certified Arborist performing silviculture practices to maintain and promote healthy forest stands within the Township's parks, as well as, provides for proper development of newly planted and mature canopy and understory trees on the Township's grounds. The Township's Parks and Forestry Administrator implemented an integrated pest management program to suppress pest populations and provide specific fertilizing applications as needed for a thriving landscape.

GOAL: Continue to implement updated stormwater management and floodplain management initiatives to protect public safety, public health, local streams and water quality. (6-D)

UPDATE: Public Works and Community Development continue to utilize and encourage the usage of best management practices for stormwater management in new and existing developments. An appropriation of $500,000 to the Storm Sewer Fund is provided in the 2019 Budget that will be used for projects dedicated to improve stormwater management systems throughout the Township. The Board of Commissioners adopted Ordinance No. 2201 on January 7, 2019 to update the Township's stormwater management ordinance. The Township has also been an eligible community under FEMA's Community Rating System since 1998 and intends on remaining an eligible community for the foreseeable future. Currently, the Township's class rating is "7." Class ratings determine the premium discount for flood insurance policyholders. The Township's "7" class rating results in a 15% premium discount for flood insurance policyholders. The Township will continue to pursue a higher class rating in order to provide additional flood insurance premium discounts.

GOAL: Consider opportunities of land acquisition in "core areas" of the Township to expand recreational and public spaces. (6-F)

UPDATE: The Township continues to pursue opportunities to acquire land in core areas of the Township. In 2018, the Township purchased property adjacent to the Beadling Soccer Field and in 2019, the Township purchased property adjacent to Marmion Field that may be utilized to help meet this goal.

GOAL: Create a biannual Progress Report to self-evaluate implementation progress and recommended action steps. (7-E)

UPDATE: The second biannual Progress Report was completed in December 2019. The next Progress Report is due in December 2021.

DEPARTMENT STATISTICS

Category	2012	2013	2014	2015	2016	2017	2018	Nov-19
Summary of Department Approvals and Appeals								
Number of Building Permits Processed	272	298	269	283	263	265	271	220
Number of Zoning Hearing Board Appeals	4	1	3	2	1	1	1	4
Number of Single Family Lots Approved (new lots)	16	107	7	58	2	0	0	0
Number of Multi-Family Units Approved	0	220	0	0	144	118	0	0
Number of Non-Residential Plans Approved	1	0	5	6	1	14	7	6
Number of Two-Family Attached Units Approved	0	0	0	0	0	14	0	0
Simple Subdivisions	1	3	1	5	1	4	6	2
Number of Permits Issued								
Certificates of Use & Occupancy	45	47	38	59	43	60	70	60
Sewer Permits (Sewer Taps)	25	18	46	65	26	47	81	5
Stormwater Management Permits	0	0	0	0	0	0	0	14
Nonconforming Registrations	0	0	0	0	1	1	0	1
Demolition Permits	7	7	12	9	9	8	11	3
Grading Permits	8	7	5	6	2	11	7	5
Driveway Permits	33	40	27	46	23	48	43	24
Fire Prevention Permits	52	41	44	62	46	63	42	43
Electrical Permits	218	273	224	212	256	303	294	234
Street Opening Permits	392	234	215	195	196	236	161	132
Complaint Cases - Received/Pending	391	348	354	322	382	237	83	462
Complaint Cases - Closed/Transferred	334	266	253	263	302	202	83	435
Home Occupation Registrations	3	12	8	15	4	9	12	9
Annual Alarm Notices	747	737	738	729	725	745	769	773

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DEPARTMENT ORGANIZATIONAL STRUCTURE

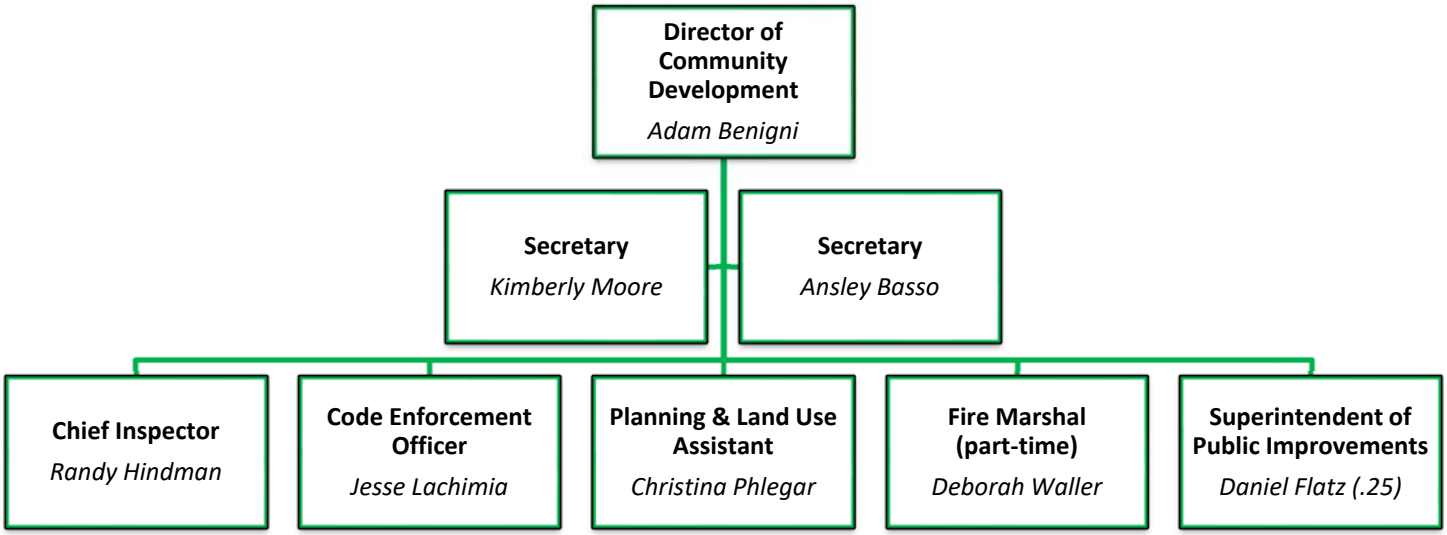
The proposed authorized personnel responsible for programs and services for the Community Development Department for 2020 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2020 Positions
Director of Planning and Community Development	4	$80,071	$114,830	1
Fire Marshal	6	$66,175	$94,902	1 PT
Chief Inspector	7	$60,159	$86,274	1
Code Enforcement Officer	9	$49,719	$71,301	1
Planning & Zoning Assistant	10	$45,199	$64,820	1
Department Secretary	11	$41,090	$58,927	2
Total				**6 FT, 1 PT**

Budgetary Allocations

Certain Township employees have responsibilities outside of their primary department. A budgetary allocation for Community Development employee's wages and benefits has been made as follows:

Position Title	Comm. Dev.	Public Works	Sanitary Sewer
Superintendent of Public Improvements	25.0%	50.0%	25.0%



DEPARTMENT EXPENDITURES

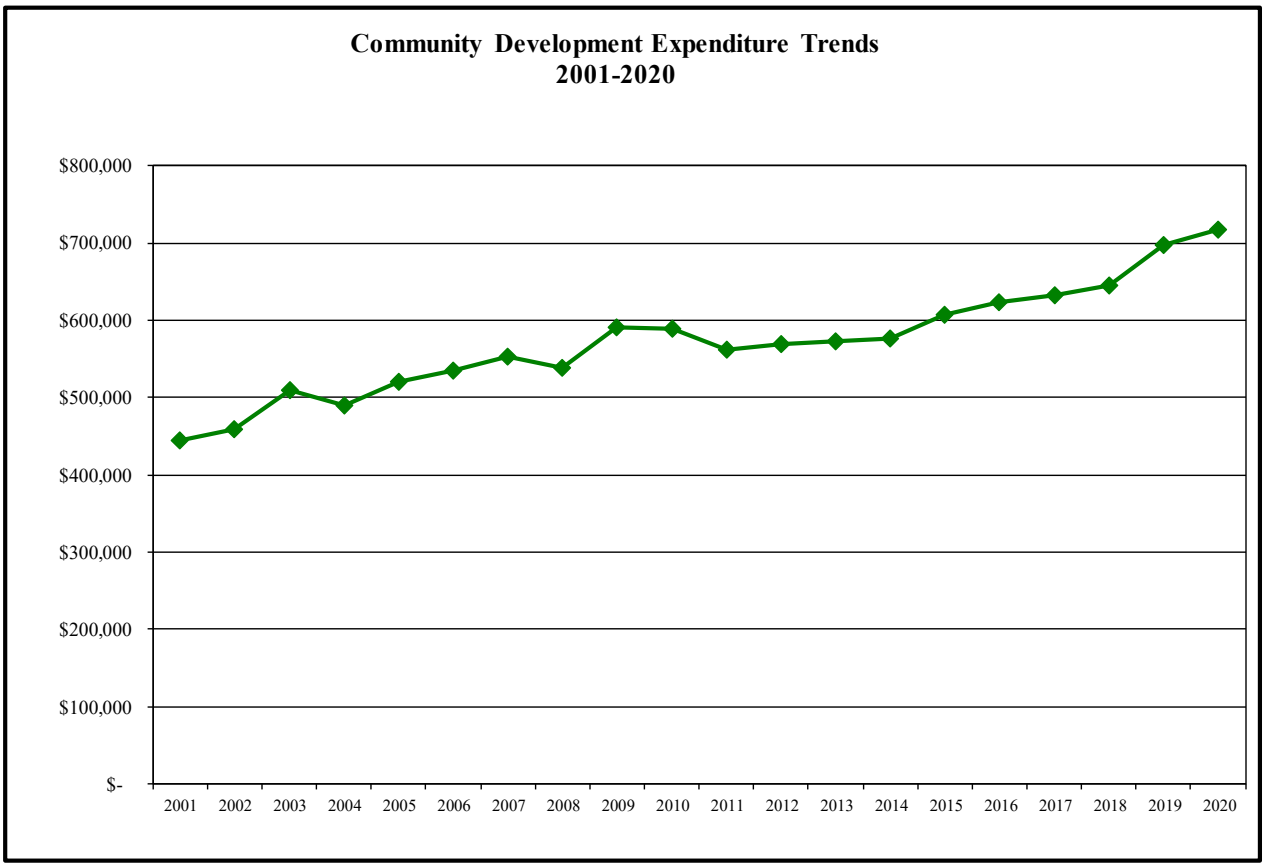
Community Development Expenditures 01-30-301-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 316,882	$ 312,862	$ 334,674	$ 334,674	$ 341,957
110 Overtime Wages	-	-	500	500	500
120 Part-Time Wages	45,730	47,153	48,396	48,396	49,847
162 Group Life Insurance	2,237	1,929	2,042	2,042	2,042
163 Medical Insurance	103,562	103,672	102,912	102,912	110,191
164 Workers' Compensation	1,839	1,882	2,188	2,188	1,772
166 Pension Costs	23,556	22,987	28,729	28,729	29,385
167 Long-term Disability Insurance	1,060	888	885	885	905
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	26,624	26,485	29,343	29,343	30,011
Total Personal Services	$ 523,490	$ 519,858	$ 551,669	$ 551,669	$ 568,610
Contractual Services					
213 Professional Services-Legal	$ 4,648	$ 7,286	$ 5,000	$ 5,000	$ 5,000
220 Liability Insurance	24,104	25,026	26,486	26,486	28,175
230 Association Dues	1,668	3,898	3,000	3,000	3,000
231 Travel & Conference Expense	4,273	3,095	5,000	5,000	5,000
232 Personnel Training	2,653	2,659	4,000	4,000	4,000
250 Repairs/Maint - Office Equip	371	358	1,000	1,000	1,000
274 Legal Advertising	691	-	500	500	500
275 Printing & Duplicating	1,943	854	1,500	1,500	1,000
290 Other Contractual Services	3,804	10,546	17,500	17,500	17,500
Total Contractual Services	$ 44,155	$ 53,722	$ 63,986	$ 63,986	$ 65,175
Commodities					
300 Office Furniture & Equipment	$ 371	$ 31	$ 500	$ 500	$ 500
301 Expendable Office Supplies	4,742	5,074	4,500	4,500	4,500
302 Books & Subscriptions	1,557	3,972	5,000	4,000	4,000
390 Other Supplies	2,021	1,385	1,500	1,500	1,500
Total Commodities	$ 8,691	$ 10,462	$ 11,500	$ 10,500	$ 10,500
Distributed Costs					
601 Dist. Vehicle Costs	$ 5,456	$ 5,592	$ 5,704	$ 5,704	$ 5,818
602 Dist. Data Processing Costs	50,445	55,190	64,640	64,640	66,245
Total Distributed Costs	$ 55,901	$ 60,782	$ 70,344	$ 70,344	$ 72,063
Total Comm. Development Expenditures	**$ 632,237**	**$ 644,824**	**$ 697,499**	**$ 696,499**	**$ 716,348**

BUDGETARY COMMENT

Funds requested for Community Development are $18,849, or 2.70% higher than 2019 due primarily to increased Personal Services costs.

SUPPLEMENTARY INFORMATION

The average annual cost increase of Community Development expenditures over the last 20 years is 2.80%



General Fund Revenue Breakdown

How much tax revenue does it take to operate the Community Development department?

Net Expenditures*			***$517,710***
How many real estate tax mills?		**0.10**	**$220,741**
Earned Income Tax per $100?	**$**	**2.60**	**$243,957**
Percentage of Other Taxes?		**0.27%**	**$53,012**

**Net Expenditures are the total expenditures for the department less direct applicable funding streams such as department specific fees, grants, and portions of the State pension grant.*

GENERAL FUND

PUBLIC WORKS SUMMARY

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Public Works Expenditures					
Personal Services	$ 2,409,573	$ 2,629,114	$ 2,829,363	$ 2,829,471	$ 3,013,884
Contractual Services	2,082,572	2,184,281	2,425,639	2,484,939	2,542,098
Commodities	916,034	1,028,699	1,192,700	1,180,200	1,261,500
Distributed Costs	(61,173)	(67,932)	(36,169)	(36,169)	(38,917)
Total Public Works Expenditures	**$ 5,347,006**	**$ 5,774,162**	**$ 6,411,533**	**$ 6,458,441**	**$ 6,778,565**

PUBLIC WORKS OVERVIEW

As the Public Works Department moves forward into 2020, its focus remains on providing first-rate service to our residents, while preparing for all approved Capital Projects, Facility Improvements, Department Goals and the 2015-2025 Comprehensive Plan. With a stable annual budget and staffing numbers, the Public Works Department will continue to service the community and fellow departments with all of its available resources.

The Capital Projects Fund, guided by the Five-Year Capital Improvement Plan, continues to fund vital programs such as the Annual Street Paving Program, Building Space Renovation Program, Parks Improvement Program and vehicle and equipment purchases.

The Sanitary Sewer Fund supports the Township sanitary sewer infrastructure and assures the Township system remains compliant, dependable and in good working condition. It also supports the mandated Sanitary Sewer Clean Water Act, which governs the Township's sanitary sewer wastewater transfer improvements.

The Parks Improvement Fund and Parks Maintenance Budget are vital in maintaining and improving the Township's 747+ acres of park space and ensuring our play equipment and facilities are kept current, safe and enjoyable.

The Storm Sewer Fund remains in place to ensure the good working order of our storm sewer infrastructure and ultimately to comply with DEP Municipal Separate Storm Sewer System Standards and Watershed Pollutant Reduction Plans.

The Public Works Department continues to take great pride in its tradition of providing a high level of service to all of our residents. Future budgets and staff support will ensure continuation of this quality of service.

Above: Public Works Equipment and Trucks

2019 DEPARTMENT ACCOMPLISHMENTS

- Maintained compliance with Sanitary Sewer Interim Administrative Consent Order.
- Continue to coordinate information and efforts with ALCOSAN related to Trunk Sewer Regionalization.
- Completed closed circuit televising (CCTV) of approximately 170,000' of sanitary sewer.
- Completed 1,245' of sanitary sewer line repairs and replacement.
- Competed rehabilitation of 34 sanitary sewer manhole structures.
- Maintained compliance with Township's Municipal Separate Storm Sewer System (MS4) mandates.
- Completed cleaning, televising, GPS and mapping of 74,976' of storm sewer infrastructure.
- Completed GPS of 2,924 storm sewer manhole structures.
- Completed inspection of 52 storm sewer outfall structures.
- Rebuilt a total of 51 storm sewer catch basins.
- Completed annual inspections of 80 storm water detention facilities.
- Completed the 2019 Street Paving Program.
- Completed Phase VI of the Administration Building Space Renovation Project (window replacement and boiler/HVAC replacement).
- Completed replacement of garage doors and all windows at the Morton Firehall substation.
- Continued construction of Boyce Mayview Park shelter bathrooms.
- Completed construction of shelter addition to Morton Fields Complex concession building.
- Completed engineering and grant funding applications for Boyce Mayview Park Perimeter Trail System Phase 2A & 2B.
- Completed Byrnwick Park Renovation Project.
- Replaced 60' of Morton Soccer complex perimeter fencing and re-tied 250' of 4' high fencing.
- Completed replacement of the Morton Field Complex scoreboards.
- Constructed 1,100' of sidewalk on Morrow Road between Morton Road and Southampton Drive.
- Constructed 390' of sidewalk on Cook School Road between Dominion Drive and Scarlett Drive.
- Completed installation of new fuel island gas pumps at the Public Works facility.
- Completed the spring and fall Township wide street sweeping programs.
- Installed new pedestrian bridge at the Township 3-hole Golf Course.

Left: A portion of the newly constructed 1,100' sidewalk on Morrow Road between Morton Road and Southampton Drive.

2020 DEPARTMENT GOALS AND OBJECTIVES

- **Sanitary Sewer**:
  - Compliance with the 2nd Consent Order/Clean Water Plan, when handed down.
  - Continue implementation of the mandated Sanitary Sewer Operation & Maintenance Program.
  - Begin negotiations with ALCOSAN related to the Trunk Sewer Regionalization Program.
  - Bid and approve the cured in place (CIP) lining project for the Sanitary Sewer Source Reduction Plan.
- **Storm Sewer**:
  - Maintain compliance with Total Maximum Daily Load Plan and Pollutant Reduction Plan in the Township storm watersheds.
  - Bid and approve Pollutant Reduction Projects (stream bank restoration and detention pond remediation).
  - Continue phased cleaning, televising and GPS of Township storm sewer infrastructure.
  - Continue Township's storm sewer catch basin replacement program.
- **Parks**
  - Bid and approve Boyce Mayview Park Perimeter Trail Phase 2A (Rostron Drive to Manor Drive).
  - Complete 2020 Parks Improvement Program in which one (1) park is selected each budget year for upgrades/improvements.
  - Complete construction of Boyce Mayview Park shelter bathroom facilities.
  - Complete upgrades to the Township Paddle Tennis facility.
  - Complete Miracle League facility surface upgrades.
- **Buildings**
  - Assist in planning and completion in Phase VII of the Administration Building Space Renovation Project (Police Department wing and School District wing).
  - Bid and approve contract for Public Works Building roof replacement.
- **Streets**
  - Complete 2020 Street Paving Program.
  - Complete Traffic Signal Improvements in conjunction with State Route 19 corridor paving.
  - Continue phased sidewalk and bikeway improvements as identified and prioritized.

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COMPREHENSIVE PLAN STATUS

The Township's Comprehensive Plan, which is updated every ten years, consists of goals and objectives for the community over the next decade. The current Comprehensive Plan was adopted in November of 2015 to cover the goals for the Township for the years 2015 through 2025. Below are goals and status updates for which the Public Works Department serves either the lead role or a partner role. Please refer to the *"Long Term Plan"* section of the budget for a summary status update. The figure in parenthesis after each goal identifies the specific "Aim" in the Comprehensive Plan.

GOAL: Prepare re-occurring online and USC Today highlights regarding completed public and private stormwater management infrastructure improvements within the community along with tally of associated benefits/cost savings. (4-B)

UPDATE: The Public Works and Community Development departments, together with the Township Engineer, work collaboratively on this item which includes quarterly (and sometimes more frequent) updates relative to public and private stormwater management infrastructure improvements. Education is offered online, in print (USC Today), and other communication avenues. The Public Works Department also offers educational information regarding stormwater management, public and private improvements, and other related topics at the Township's annual "Bounty at Boyce Mayview Park Fall Fest", in addition to their education day for all of the kindergarten classes in the USC School District and Westminster Presbyterian Church preschoolers ages 3-4 known as "Public Works Day". The Community Development Department provides bimonthly reminders/updates on the Township's social media pages to keep residents informed on stormwater management, flooding, pollution, dumping, in addition to relevant resources located on the Township website..

GOAL: Periodically share the Township's results and lessons learned of sustainable practices/efficiencies resulting from municipal innovations and investments in public facilities; distribute information to residents and collaborate with other vested communities as applicable. (4-C)

UPDATE: The Township regularly participates in professional forums where municipalities collaborate with each other to promote sustainable practices that could benefit the entire region. The Township will continue to work towards enhancing its resident communications on these efforts as well as its collaboration with other municipalities.

GOAL: Work with community groups and other applicable private entities to address Township-prioritized improvements for public spaces, pedestrian linkages and the community's natural heritage system. (6-A)

UPDATE: The Boyce Mayview Rail-with-Trail Ad Hoc Committee has continued to examine the feasibility of a connection from the Boyce Mayview Park trail system to the Montour Trail. The committee's goals include the connection with adjacent amenities including, but not limited to, Fairview Park, the Hastings development (former Mayview State Hospital property) and Peters Township.

COMPREHENSIVE PLAN STATUS (Continued)

GOAL: Maintain a healthy tree canopy and understory landscape within the public realm. Formulate, implement and monitor actions to promote coordinated conservation of the Township's established landscape. (6-C)

UPDATE: The Township employs a Certified Arborist performing silviculture practices to maintain and promote healthy forest stands within the Township's parks, as well as, provides for proper development of newly planted and mature canopy and understory trees on the Township's grounds. The Township's Parks and Forestry Administrator implemented an integrated pest management program to suppress pest populations and provide specific fertilizing applications as needed for a thriving landscape.

GOAL: Continue to implement updated stormwater management and floodplain management initiatives to protect public safety, public health, local streams and water quality. (6-D)

UPDATE: Public Works and Community Development continue to utilize and encourage the usage of best management practices for stormwater management in new and existing developments. An appropriation of $500,000 to the Storm Sewer Fund is provided in the 2019 Budget that will be used for projects dedicated to improve stormwater management systems throughout the Township. The Board of Commissioners adopted Ordinance No. 2201 on January 7, 2019 to update the Township's stormwater management ordinance. The Township has also been an eligible community under FEMA's Community Rating System since 1998 and intends on remaining an eligible community for the foreseeable future. Currently, the Township's class rating is "7." Class ratings determine the premium discount for flood insurance policyholders. The Township's "7" class rating results in a 15% premium discount for flood insurance policyholders. The Township will continue to pursue a higher class rating in order to provide additional flood insurance premium discounts.

GOAL: Continue to evaluate the feasibility of and prioritize identified facility update needs for public space, department space and maintenance space improvements including the Township's Municipal Building Office and Meeting Space, Public Safety Building, McLaughlin Run Activity Center, Tennis Administration Building, Public Works Building and C&RC expansion. (6-E)

UPDATE: Following is a summary of some annual progress towards this goal:

- *In 2016, the Township made various improvements to Baker Park including renovations to the basketball, tennis/pickeball, volleyball and bocce courts, as well as the small baseball field. Also in 2016, the Township replaced the oldest tennis bubble. This replacement included upgrades to the HVAC and inflation units, the court surface, the perimeter fencing and the gas line that services the entire tennis complex.*
- *The Township made several park improvements in 2017. Additional parking was added at Wiltshire Park to address on-street parking challenges following the 2014-15 renovation of the park. At Trotwood Park, equipment was refreshed and upgraded, walk lights were converted to LED, old fencing was removed and several other cosmetic improvements were made. Two pavilion projects took place in Boyce Mayview Park, including construction of a new pavilion adjacent to the Miracle League Field and the addition of restrooms to the existing pavilion near the former Outdoor Classroom site.*

COMPREHENSIVE PLAN STATUS (Continued)

- *In 2018, A new pavilion was constructed at the Miracle League Field in Boyce Mayview Park, providing shelter for groups who use the field, allowing visitors to enjoy much needed shade in the area, and space to be used for picnic or parties. Also in 2018, a facility assessment of the C&RC was conducted. As noted in the resulting report, the execution of the recommendations will be a multi-year process, and it may be difficult to implement all of the recommendations due to funding requirements, staffing limitations, and other time & resource constraints. The Board of Commissioners appointed members to a new C&RC Facilities Implementation Team (FIT) Committee to prioritize and implement the recommendations of the aforementioned report.*
- *The McLaughlin Run Activity Center re-opened to guests in early 2019 after being renovated with new interior finishes, bathroom upgrades, a handicapped accessible restroom, kitchen cabinet upgrades, a covered patio in the rear of the building, and a new front façade. The Municipal Building's windows replacement project also took place in 2019, a project that included the replacement of more than 100 windows that were over 30 years old.*

GOAL: Consider opportunities of land acquisition in "core areas" of the Township to expand recreational and public spaces. (6-F)

UPDATE: The Township continues to pursue opportunities to acquire land in core areas of the Township. In 2018, the Township purchased property adjacent to the Beadling Soccer Field and in 2019, the Township purchased property adjacent to Marmion Field that may be utilized to help meet this goal.

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DEPARTMENT STATISTICS AND BENCHMARKS

Public Works Benchmarks & Statistics	2016	2017	2018	Thru Oct-19
Efficiency				
% Service Calls Outstanding	<1%	<1%	<1%	<1%
% Critical Sign Repairs completed within 4 Hours	100.0%	100.0%	100.0%	100.0%
% Pothole Repairs completed within 1 working day	25.0%	25.0%	50.0%	50.0%
% Hazardous Road Repairs responded to within 24 Hours	100.0%	100.0%	100.0%	100.0%
% Sewer Spills responded within 1 Hour	100.0%	100.0%	100.0%	100.0%
% Fleet Maintenance Completed On-Time	95.0%	95.0%	95.0%	95.0%
% Permit Inspections performed in a timely manner	100.0%	100.0%	100.0%	100.0%
Workload				
Sanitary Sewer & Storm Sewer				
Storm Drain Inlets inspected and/or cleaned	32	22	79	22
Miles of open/closed storm drains cleaned	7.0	5.0	6.9	14.2
Miles of Sanitary Sewer lines cleaned/inspected	31.25	31.25	31.25	31.25
Street & Sidewalk Program				
Square feet of deteriorated pavement replaced	594,414	715,347	780,795	680,328
Lineal feet of deteriorated pavement sealed	100,000	107,977	100,000	100,000
Square feet of Sidewalks Built	0	0	0	1,490
Miles of roadway swept annually	2,108	2,372	2,491	2,458
Amount of Debris removed by Street Sweepers	245	294	127	303
Vehicle & Equipment Maintenance				
Number of Vehicles maintained by Public Works	65	65	65	65
Number of Pieces of Equipment maintained by Public Works	86	86	86	92
Number of Vehicles per mechanic	76	76	76	76
Number of Work Orders processed	1,872	4,106	5,636	4,086

Requests for Service: Utility One Calls and Blue Cards, which comprise approximately 40% of Public Works requests for service, are detailed on the following page.

Utility One Calls: Under State law, Utility One Calls must be placed three days prior to any open cut construction. All involved infrastructure utilities are notified and must mark their company's in Township utilities within that time period. The Township's turnaround is immediate if we aren't involved and if Township utilities are involved, they are marked within the three-day required period.

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DEPARTMENT STATISTICS AND BENCHMARKS (continued)

PUBLIC WORKS REQUESTS FOR SERVICE
NOVEMBER 2018 - OCTOBER 2019

	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Total
One Calls	108	102	150	102	120	187	215	190	182	169	129	161	1,815
Inspections	4	3	4	2	2	3	1	1	2	1	1	3	27
Ballfield Maintenance	0	0	1	0	3	1	2	2	1	0	1	1	12
Building Maintenance	22	11	27	21	27	17	23	12	17	20	23	31	251
Dead Animal	7	9	3	4	9	12	16	13	11	9	14	20	127
Dye Tests	19	14	20	29	33	44	51	44	25	34	18	23	354
Forestry	2	1	4	7	8	6	12	7	17	18	7	15	104
Garbage	3	58	32	21	33	7	29	4	7	9	13	23	239
Golf Course	0	0	0	0	0	0	0	0	0	0	0	0	0
Ground Maintenance General	10	11	11	13	9	14	15	6	10	10	7	4	120
Leaf Recycling	2	0	0	0	0	0	0	0	0	0	0	0	2
Mailbox/Snowplow Damage	1	1	1	7	2	1	0	1	0	1	0	0	15
Other	21	25	13	17	22	16	24	31	18	21	16	26	250
Parks	6	1	9	0	11	10	18	13	10	12	17	6	113
Recycling	18	4	13	19	29	16	12	2	7	6	7	8	141
Sanitary Sewer	1	3	1	7	6	26	4	0	15	11	14	1	89
Sewer backup	1	0	2	1	0	2	1	1	4	2	0	1	15
Signs	4	5	6	4	3	2	4	4	5	3	2	6	48
Snow/Ice	2	2	19	18	0	1	3	1	0	0	0	0	46
Snow/rain storms	0	0	0	2	1	0	0	0	0	0	0	12	15
Storm Sewer	9	6	11	19	5	9	14	6	17	8	3	10	117
Street Repair	5	1	10	17	5	16	14	13	20	6	5	9	121
Street/Park Resurfacing Program	0	1	0	0	0	0	1	0	5	2	0	1	10
Trails	0	0	1	1	0	5	4	0	3	5	0	3	22
Tree Limb Removal	2	0	4	6	0	0	3	2	2	2	1	1	23
Water Problems	1	1	2	0	0	1	2	1	0	1	0	1	10
Yard Damage	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Requests for Service	248	259	344	317	328	396	468	354	378	350	278	366	4,086

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DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Public Works Department for 2020 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2020 Positions
Director of Public Works	3	$90,081	$129,186	1
Superintendent of Operations	5	$72,792	$104,392	1
Superintendent of Projects	5	$72,792	$104,392	1
Superintendent of Public Improvements	5	$72,792	$104,392	1
Buildings & Grounds Administrator	6	$66,175	$94,902	0.5
Park & Forestry Administrator	6	$66,175	$94,902	1
Confidential Secretary to the Director	13	$33,958	$48,700	1
Department Secretary	13	$33,958	$48,700	1
Teamsters Local 205	Union Contract	TBD	TBD	25
Total				**32.5**

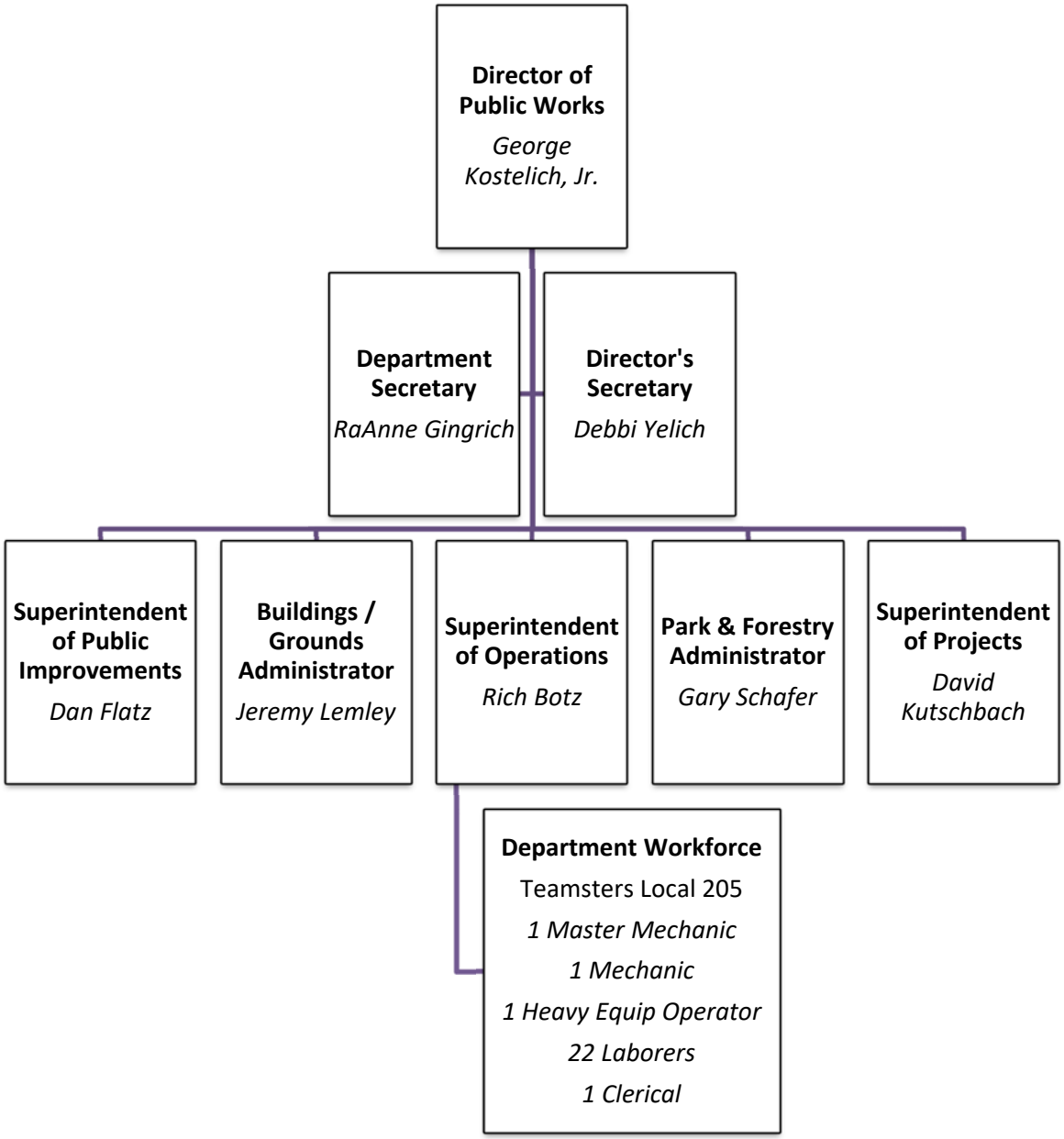
Public Works - Local 205 Union Contract 2020 Salary & Wage Scale		
I.	Master Mechanic	$33.63/hr
II.	Mechanic	$32.29/hr
III.	Heavy Equipment Operator	$32.29/hr
IV.	Foreman	$32.29/hr
V.	Laborer III (after 36 mos.)	$30.29/hr
	Laborer II (13-36 months)	$27.48/hr
	Laborer I (0-12 months)	$24.63/hr
VI.	Semi-Skilled Laborer III	$22.01/hr
	Semi-Skilled Laborer II	$20.23/hr
	Semi-Skilled Laborer I	$18.61/hr
	Semi-Skilled Laborer Probationary	$14.16/hr
VII.	C&RC Attendant	$22.01/hr
VIII.	Public Works Clerk	$27.96/hr

Budgetary Allocations

Certain Township employees have responsibilities outside of their primary department. Budgetary allocations for certain Public Works employees' wages and benefits are made as follows:

Position Title	Public Works	Comm. Dev	Sanitary Sewer	BM RAD
Superintendent of Operations	50.0%	25.0%	25.0%	n/a
Superintendent of Public Improvements	n/a	n/a	100.0%	n/a
Park & Forestry Administrator	n/a	n/a	n/a	100.0%

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



DEPARTMENT EXPENDITURES

Public Works Expenditures 01-40-401-500 TO 01-40-418-500	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 1,256,610	$ 1,347,390	$ 1,491,015	$ 1,491,015	$ 1,569,454
110 Overtime Wages	120,459	175,145	171,350	171,450	178,100
111 Snow Driver Wages	967	1,904	2,500	2,500	2,500
120 Part-Time Wages	78,256	77,490	81,350	81,350	86,550
140 Township Engineer-Retainer	6,050	7,150	6,600	6,600	6,600
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	108,591	122,764	133,586	133,594	140,500
199 Overhead Distribution	836,640	895,271	940,962	940,962	1,028,180
Total Personal Services	$ 2,409,573	$ 2,629,114	$ 2,829,363	$ 2,829,471	$ 3,013,884
Contractual Services					
211 Professional Services-Engineering	$ 41,091	$ 140,964	$ 70,000	$ 130,000	$ 132,000
217 Miscellaneous Consulting Services	2,473	3,018	3,250	3,250	3,750
220 Liability Insurance	37,940	39,391	41,689	41,689	44,348
221 Flood/Property Damage Insurance	23,472	23,590	26,678	26,678	25,906
222 Vehicle Insurance	52,183	53,786	56,342	56,342	55,064
230 Association Dues	3,417	4,117	2,500	3,300	3,500
231 Travel & Conference Expense	2,909	5,174	5,000	5,000	5,000
240 Water and Sewerage	57,290	83,489	74,400	74,400	71,500
241 Natural Gas	38,344	43,444	49,200	48,100	46,400
242 Electricity	155,981	156,472	181,300	171,100	168,350
243 Telephone	72	72	80	80	80
244 Street Light Installation	-	1,616	1,000	1,000	1,000
252 Communication Equipment Mte.	2,307	4,798	4,000	4,000	4,000
253 Traffic Signal Maintenance	12,526	12,077	12,500	12,500	12,700
254 Repairs & Maintenance-Vehicles	19,603	25,564	22,000	22,000	25,000
255 Repairs & Maintenance-Building	46,087	44,824	55,000	55,000	57,000
256 Heating/Air Conditioning Mte.	38,402	49,380	50,000	50,000	50,000
271 Garbage Collection Services	1,022,323	1,022,892	1,052,500	1,052,500	1,080,000
272 Recycling Collection Services	210,083	196,439	375,000	375,000	381,000
290 Other Contractual Services	299,420	255,581	315,200	325,000	347,500
299 Annual Park Maintenance Prog.	16,649	17,593	28,000	28,000	28,000
Total Contractual Services	$ 2,082,572	$ 2,184,281	$ 2,425,639	$ 2,484,939	$ 2,542,098

DEPARTMENT EXPENDITURES (Continued)

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Commodities					
300 Office Furniture & Equipment	$ 739	$ 9,136	$ 4,000	$ 4,000	$ 4,000
301 Expendable Office Supplies	5,894	4,065	7,500	7,500	7,500
305 Building Maintenance Equipment	16,070	19,239	18,000	19,500	18,000
306 Building Maintenance Supplies	41,490	39,994	65,000	65,000	60,000
311 Traffic Control Parts	7,480	14,928	15,000	15,000	15,000
312 Traffic Paint	427	500	500	500	500
313 Street Sign Supplies	7,880	13,607	15,000	15,000	15,000
315 Construction Supplies	136,039	80,100	125,500	126,500	126,500
316 Asphalt Supplies	26,256	22,158	20,000	20,000	22,000
319 Snow & Ice Chemicals	286,910	399,857	400,000	400,000	500,000
326 Tennis Court Supplies	1,477	1,611	700	700	1,000
327 Botanical Supplies	50,389	54,388	65,000	78,000	68,500
328 Park Maintenance Supplies	28,557	33,823	32,000	32,000	32,000
340 Vehicle Supplies	73,431	67,761	80,000	80,000	80,000
341 Fuels & Lubricants	132,524	155,790	185,500	150,000	150,000
342 Mechanical Equipment & Supplies	35,673	26,497	43,500	43,500	43,500
343 Tools & Equipment	13,296	20,352	27,500	34,000	29,500
344 Tires	16,393	22,091	27,000	27,000	27,000
390 Other Supplies	35,109	42,802	61,000	62,000	61,500
Total Commodities	$ 916,034	$ 1,028,699	$ 1,192,700	$ 1,180,200	$ 1,261,500
Distributed Costs					
600 Scrap Metal Account	$ 3,353	$ 4,602	$ 3,500	$ 3,500	$ 4,000
601 Dist. Vehicle Costs	(79,316)	(81,297)	(82,924)	(82,924)	(84,582)
602 Dist. Data Processing Costs	45,859	50,591	84,033	84,033	92,743
605 Dist. Boyce Mayview RAD Costs	(31,069)	(41,828)	(40,778)	(40,778)	(51,078)
Total Distributed Costs	$ (61,173)	$ (67,932)	$ (36,169)	$ (36,169)	$ (38,917)
Total Public Works Expenditures	**$ 5,347,006**	**$ 5,774,162**	**$ 6,411,533**	**$ 6,458,441**	**$ 6,778,565**

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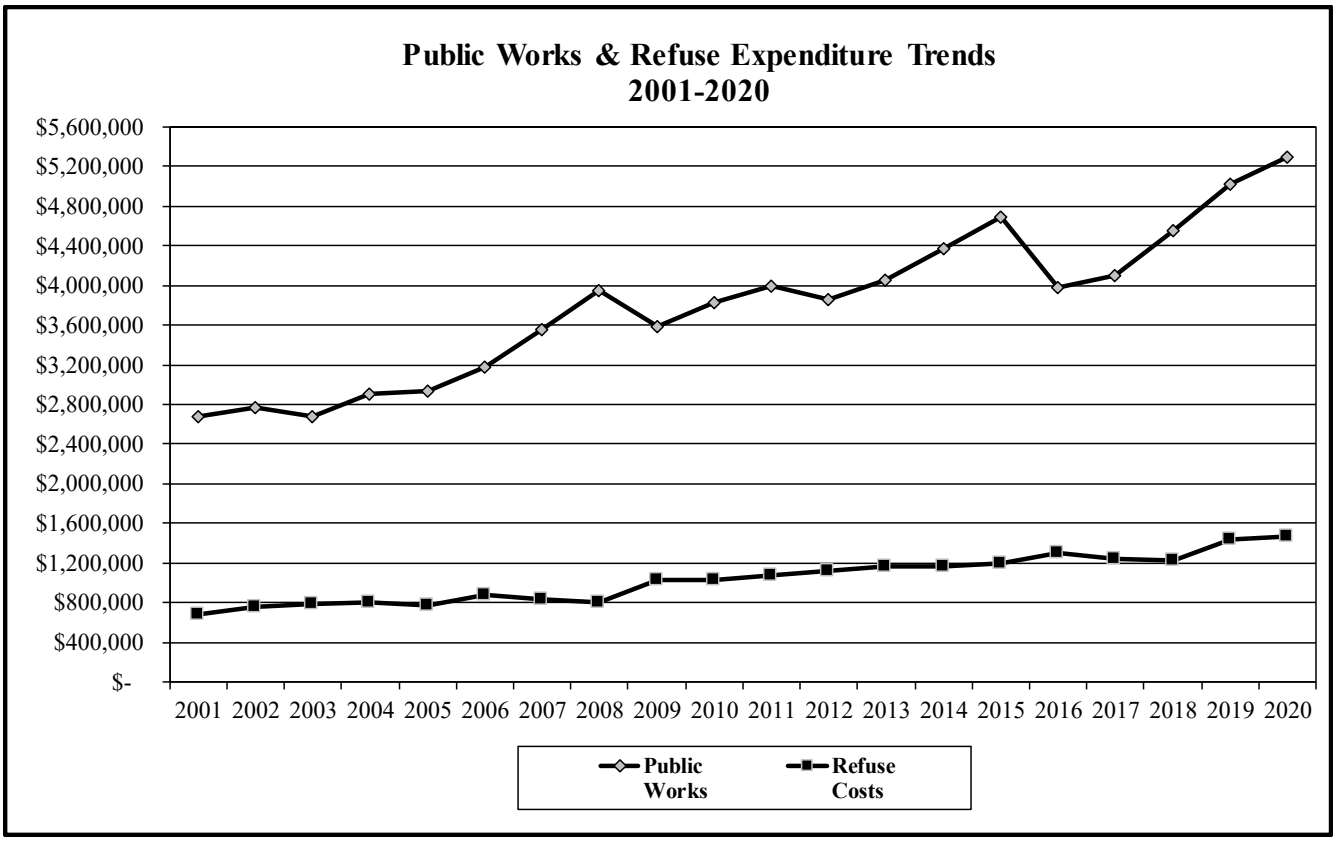
SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Works expenditures over the last 20 years is 3.70%. The average annual cost increase of Refuse Collection expenditures over the last 20 years is 4.25%.



General Fund Revenue Breakdown

How much tax revenue does it take to operate the Public Works department (excluding Refuse Collection)?

Net Expenditures*			***$4,818,461***
How many real estate tax mills?		**0.94**	**$2,054,493**
Earned Income Tax per $100?	**$**	**24.23**	**$2,270,573**
Percentage of Other Taxes?		**2.48%**	**$493,395**

**Net Expenditures are the total expenditures for the department less direct applicable funding streams such as department specific fees, grants, and portions of the State pension grant.*

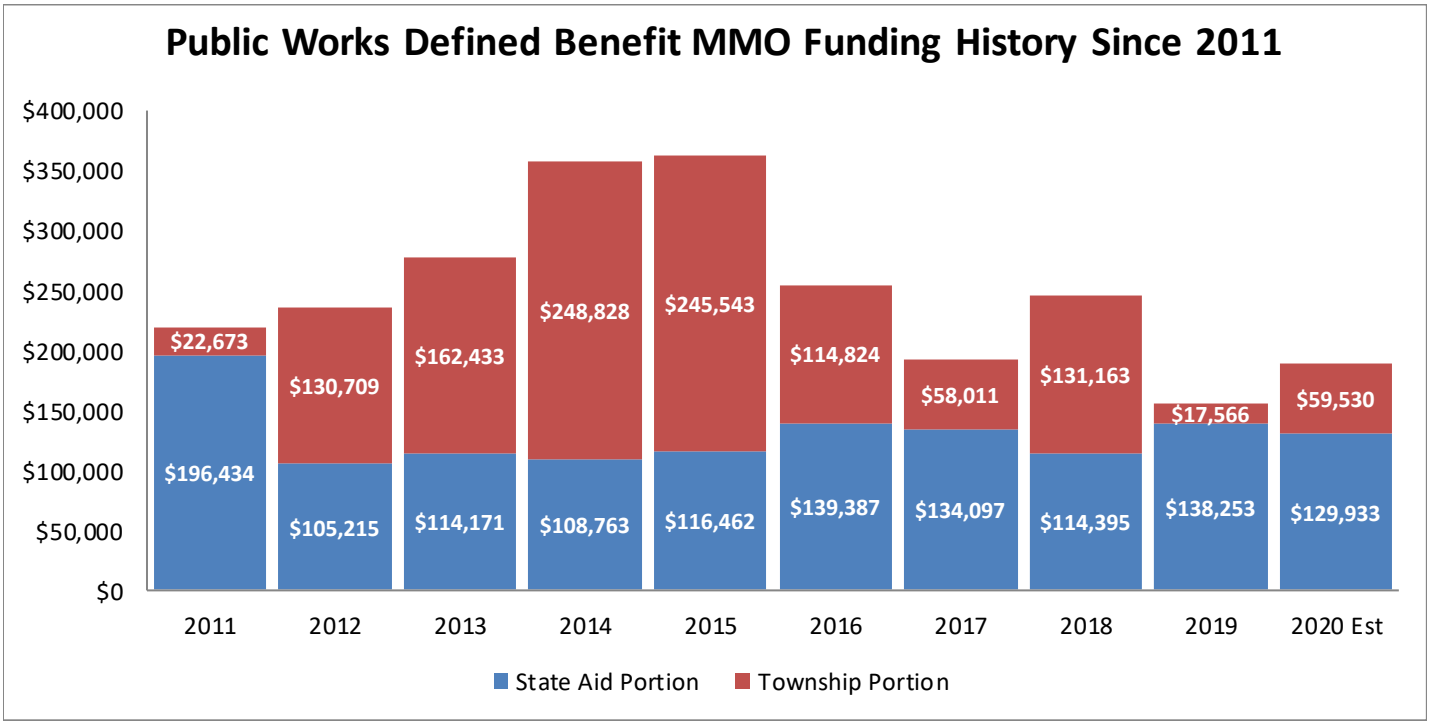
SUPPLEMENTARY INFORMATION (Continued)

How much tax revenue does it take to operate the Refuse Collection department?

Net Expenditures*			***$1,436,500***
How many real estate tax mills?		**0.28**	**$612,494**
Earned Income Tax per $100?	**$**	**7.22**	**$676,913**
Percentage of Other Taxes?		**0.74%**	**$147,093**

Public Works Minimum Municipal Obligation

The Township is annually required to contribute to the defined benefit pension trust fund known as the Upper St. Clair Township Public Works Employees' Pension Fund. The annual contribution is defined in state law as the Minimum Municipal Obligation (MMO) by Act 205 of 1984 known as the "Municipal Pension Plan Funding and Recovery Act". All full-time Public Works employees are eligible to participate in the Plan. Actuarial valuations are performed biannually on the plan and are used in determining the annual MMO. Also, Act 205 provides state funding to help offset the annual MMO of the Public Works Employees' Pension Plan. The next chart shows the history of the Public Works Employees' Pension Plan MMO since 2011 and identifies the funding sources for it.



SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles

	Asset Tag	Year	Make	Model	Mileage (9-13-2019)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2018 006	2018	Chevy	Colorado Pick-Up	6,878	1	Good	2024
2	2013 023	2014	Ford	Escape - Hybrid	11,776	5	Good	2022
3	2013 024	2014	Ford	Escape	55,800	5	Good	2021
4	2015 001	2015	Chevy	Colorado Pick-Up	71,332	4	Good	2022
5	2015 002	2015	Chevy	Colorado 4WD	46,883	4	Good	2022
6	2016 016	2016	Chevy	Colorado	52,245	3	Good	2023
7	2019 001	2019	Chevy	Colorado	782	New	Excellent	2026
Utility Trucks								
1	2013 014	2013	Ford	F-350 Truck	31,356	6	Good	2020
2	2013 021	2014	Ford	Pick-Up Utility	28,945	5	Good	2021
3	2008 066	2008	Dodge	Mechanics Service Vehicle	41,933	11	Good	2023
4	2002 061	2002	Ford	Bucket Truck	14,167	17	Good	2020
5	2005 039	2006	Ford	Econoline 350 Van	42,582	13	Fair	2022
6	2014 004	2015	Ford	F-550 w/Dump Body/Snow Plow	14,995	4	Excellent	2025
7	2015 003	2015	Ford	F-550 w/Dump Body/Snow Plow	25,172	4	Good	2021
8	2015 007	2016	Ford	F-550 w/Dump Body/Snow Plow	23,679	3	Good	2023
9	2015 008	2016	Ford	F-550 w/Dump Body/Snow Plow	15,251	3	Good	2023
10	2016 007	2016	Ford	F-350 XL 4x4	11,804	3	Good	2026
11	2018 007	2018	Ford	F-350 w/9' Body Upfit	3,047	1	Excellent	2028
12	2018 008	2018	Ford	F-550 w/9' Body Upfit	4,513	1	Excellent	2028
13	2018 009	2018	Ford	F-550 w/9' Body Upfit	6,042	1	Good	2028
14	2019 002	2019	Ford	F-350 w/Utility Body & Plow	1,230	New	New	2029
Dump Trucks								
1	2009 048	2010	Int'l	Dump	16,950	9	Good	2020
2	2010 044	2011	Int'l	Dump	11,410	8	Good	2021
3	2011 051	2012	Int'l	Dump	14,922	7	Good	2022
4	2012 028	2013	Int'l	Dump	15,474	6	Good	2023
5	2013 022	2014	Int'l	Dump	10,940	5	Good	2024
6	2015 009	2016	Int'l	Dump	5,675	3	Good	2026
7	2017 000	2017	Int'l	Dump	4,795	2	Good	2027
8	2017 004	2017	Ford	Dump	15,668	2	Good	2024
9	2017 005	2017	Ford	Dump	13,909	2	Good	2024
10	2017 006	2017	Ford	Dump	14,063	2	Good	2024
11	2017 007	2017	Ford	Dump	13,723	2	Good	2024
12	2018 010	2018	Int'l	Dump	4,576	1	Good	2028

SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles (Continued)

	Asset Tag	Year	Make	Model	Mileage (9-13-2019)	Age in Years	Condition	Anticipated Replacement Year
Other Vehicles								
1	2003 005	2003	CAT	Wheel Loader	9,545 hrs	16	Fair	2023
2	2003 060	2003	Int'l	Sewer Jet (Cab & Vactor)	3,087	16	Good	2023
3	2010 027	2010	Toro	Mower 5910	2,235 hrs	9	Fair	2022
4	2012 002	2012	JCB	Backhoe 3CX15	2,286 hrs	7	Good	2022
5	2013 015	2013	CAT	924K Wheel Loader	4,726	6	Good	2023
6	2014 005	2015	M2106	Elgin Street Sweeper	16,196	4	Good	2025
7	2019 003	2018	Massey	Flail Mower	2.3 hrs	1	Excellent	2028
8	2019 004	2019		Premier Trailer	N/A	New	Excellent	As needed

Public Works Equipment

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
1	2007	20 Ton Trailer	12	Good	As Needed
2	2013	30 Ton Shop Press	6	Good	As Needed
3	2001	3 M Sign Machine	18	Good	As Needed
4	2011	Accubrine Automated Brine Maker	8	Fair	As Needed
5	1993	Aeroway 8' Quickaway Angle Aerator	26	Fair	DNR
6	2010	Asphalt Planer	9	Good	As Needed
7	2015	Asphalt Utility Trailer	4	Good	As Needed
8	1999	Bannerman Infield Renovator	20	Poor	DNR
9	1993	Bannerman Turf Topper	26	Fair	As Needed
10	2016	Beam Rider Field Line Painter	3	Good	As Needed
11	2008	Caterpillar Exacavator/Backhoe	11	Good	2021
12	2017	Caterpillar 259D Skid Steer	2	Excellent	2026
13	1997	Chicago Pneumatic Air Comp.	22	Fair	As Needed
14	2015	Clausing Drill Press	4	Good	As Needed
15	2009	Club Car Utility Vehicle	10	Fair	2021
16	2018	Core Cut Walk Behid Pavement Cutting	2	Good	As Needed
17	2018	Corn Pro Trailer	1	Good	As Needed
18	2008	Cross Country Roller Trailer	11	Good	As Needed
19	2001	Esab Plasma Cutter	18	Good	As Needed
20	2019	Falcon Asphalt Hot Box Trailer	New	Excellent	As Needed
21	2014	Gardner Denver Air Compressor	5	Good	As Needed
22	2008	Gorman-Rupp Water 1 Pump 2"	11	Good	As Needed
23	2008	Gorman-Rupp Water 1 Pump 3"	11	Good	As Needed
24	2011	GVM Anti-Icing Unit	8	Good	As Needed
25	2012	GVM Anti-Icing Unit	7	Good	As Needed

SUPPLEMENTARY INFORMATION (Continued)

Public Works Equipment (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
26	2009	Harben Sewer Jet	10	Good	2024
27	2008	Hoffman 1625EM Tire Changer	11	Good	2021
28	2008	Hoffman 2400 Tire Balancer	11	Good	2021
29	2018	Hotsy Pressure Washer	1	Good	As Needed
30	2016	HTC Tailgate Conveyor	3	Good	As Needed
31	2000	Jumping Jack Tamper	19	Good	DNR
32	2012	Kubota Tractor, Model L5240HSTC	7	Good	2022
33	2012	Kubota RTV 1140CPX-H/18388	7	Good	As Needed
34	2014	Kubota RTV X900 / 20597	5	Good	2027
35	2015	Kubota RTV X900 WL-A/21709	4	Good	2027
36	2015	Kubota RTV X900 WL-4	4	Good	2027
37	2016	Kubota RTV-X900WL-A / 35460	3	Excellent	2026
38	2017	Kubota RTV 900 UTV	2	Excellent	2028
39	2017	Kubota RTV 900 UTV	2	Excellent	2028
40	2017	Kubota L476HSTC Tractor/41339	2	Excellent	2027
41	2018	Kubota MX5200DT Tractor/62185	1	Excellent	2028
42	2004	Lely Broadcast Spreader	15	Good	As Needed
43	2010	Liftmore	9	Good	DNR
44	2019	Massey Ferguson w/Flail Mower	New	New	2029
45	2001	Miller Welder	18	Good	As Needed
46	2011	Miller Welder 275 EFI	8	Good	As Needed
47	2005	Multiguip Plate Compactor	14	Fair	As Needed
48	2007	Pavement Cutting Trailer	12	Good	As Needed
49	2019	Premier Trailer 6'x12'	New	New	As Needed
50	2009	Pro Tech Snow Pusher	10	Good	As Needed
51	2018	Quality Trailer	1	Excellent	As Needed
52	2002	Ridged K1000 Sewer Machine	17	Fair	DNR
53	2008	Rotary Electric Lift	11	Good	As Needed
54	2011	Ryan Sod Cutter	8	Good	As Needed
55	2003	Ryan Turf Aerator	16	Poor	2021
56	2004	Seeda-Vator	15	Good	As Needed
57	2011	Tennsmith Metal Brake	8	Good	As Needed
58	2015	Terex 730 Wood Chipper	4	Good	2030
59	2008	Top Brand 6x12 Trailer	11	Good	As Needed
60	2013	Toro Reelmower 3100-D	6	Good	2021

Equipment listed with an "As Needed" replacement year is currently in working order, and replacement is not expected within the next 5 years. The condition of the equipment is re-evaluated annually.

SUPPLEMENTARY INFORMATION (Continued)

Public Works Equipment (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
61	2008	Toro Debris Blower 600/0176	11	Good	As Needed
62	2004	Toro Greenmaster Flex 21/1808	15	Fair	As Needed
63	1994	Toro Greensmaster	25	Fair	As Needed
64	1996	Toro Greensmaster	23	Fair	As Needed
65	2002	Toro Greensmaster	17	Fair	As Needed
66	2007	Toro Greensmaster 1600/3001	12	Good	2021
67	2018	Toro Greensmaster Flex 2100/0561	1	Good	As Needed
68	2018	Toro Groundsmaster 3280-D/3661	1	New	2025
69	2008	Toro Greensmaster 500/0128	11	Fair	As Needed
70	2013	Toro Groundsmaster 3280-D/0813	6	Good	2021
71	2009	Toro Groundmaster 7210	10	Good	2021
72	2009	Toro Groundsmaster 3500-D/0352	10	Good	2020
73	2009	Toro Grandstand 48" Mower/0455	10	Good	As Needed
74	2017	Toro Grandstand 48" Mower/0188	2	Good	2027
75	2016	Toro Groundsmaster 4500D/0311	3	Good	2026
76	2016	Toro Groundsmaster 5910/0208	3	Good	2028
77	2019	Toro Groundsmaster 3500-D/0352	New	New	2029
78	2019	Toro Groundsmaster 3280-D	New	New	2027
79	2012	Toro Infield Pro 5040/0210	7	Good	2022
80	2018	Toro Infield Groomer 5040/9666	1	Good	2024
81	2019	Toro MH 400 Turf Topdresser	New	New	As Needed
82	2008	Toro Pro Core 864/0106	11	Good	As Needed
83	2012	Toro Procore Processor /0101	7	Good	As Needed
84	2001	Toyota Forklift	18	Fair	As Needed
85	2018	Toyota Fork Lift Model 8FD35U	1	Excellent	2038
86	2009	Tuff Screen Player Protector	10	Good	As Needed
87	2016	US Cargo Enclosed Trailer /1778	3	Good	As Needed
88	2004	Vermeer Tub Grinder	15	Good	2024
89	1987	Vicon Spreader	32	Fair	DNR
90	2008	Wacker Vibratory Roller	11	Good	As Needed
91	2009	Weighted Field Tarp/419	10	Good	As Needed

Equipment listed with an "As Needed" replacement year is currently in working order, and replacement is not expected within the next 5 years. The condition of the equipment is re-evaluated annually.

GENERAL FUND

PUBLIC WORKS DEPARTMENTS

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Administration Expenditures					
Personal Services	$ 474,590	$ 506,653	$ 661,707	$ 661,707	$ 730,400
Contractual Services	97,053	92,804	78,089	80,889	102,648
Commodities	7,259	14,287	13,500	13,500	13,500
Distributed Costs	49,212	55,193	87,533	87,533	96,743
Total Administration Expenditures	**$ 628,114**	**$ 668,937**	**$ 840,829**	**$ 843,629**	**$ 943,291**

PUBLIC WORKS ADMINISTRATION OVERVIEW

The Public Works Administration program provides for the supervision and management of all Public Works activities. These activities include:

- Building Maintenance
- Civic Activities
- Equipment Maintenance (*including Administrative & Police vehicle fleet*)
- Force Works Projects
- Forestry
- Golf Course Maintenance
- Parks Maintenance
- Refuse Collection, Disposal and Recycling
- Sanitary Sewer Maintenance
- School Grounds Maintenance
- Snow and Ice Control
- Storm Sewer Maintenance
- Street Maintenance
- Street Paving
- Tennis Court Maintenance
- Traffic Engineering
- Sustainability
- Project Public Improvement Inspection

In addition, the Public Works Department is responsible for the implementation of snow and ice control contracts and general road maintenance contracts with both PennDOT and the Upper St. Clair School District. The Township also provides for garbage, refuse and recycling collection through the services of a private contractor.

Public Works administration is staffed by a Director of Public Works, a Superintendent of Operations, a Superintendent of Projects, a Superintendent of Public Improvements, a Building/Grounds Administrator, a Parks & Forestry Administrator and two clerical employees. Staff inspects public improvements constructed by developers before the improvements can be accepted by the Township. The Township bills the developers for Inspection time and the receipts are recorded in Development Inspection Revenue account.

Also, the Public Works Director supervises and manages twenty-five (25) Public Works employees who are members of the Teamsters Local 205. Of these, there are two mechanics, one heavy equipment operator, twenty-two laborers and one clerk. The salaries, wages and fringe benefits of the twenty-five Public Works employees are allocated to fifteen programs including the Sanitary Sewer Fund and Boyce Mayview Park RAD Fund.

Administration Expenditures 01-40-401-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 353,951	$ 366,351	$ 441,468	$ 441,468	$ 477,772
110 Overtime Wages	2,919	3,990	3,000	3,000	3,200
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	27,585	28,550	34,002	34,002	36,794
199 Overhead Distribution	88,135	105,762	181,237	181,237	210,634
Total Personal Services	$ 474,590	$ 506,653	$ 661,707	$ 661,707	$ 730,400
Contractual Services					
217 Miscellaneous Consulting Services	$ 2,473	$ 3,018	$ 2,500	$ 2,500	$ 3,000
220 Liability Insurance	37,940	39,391	41,689	41,689	44,348
221 Flood Insurance	13,815	13,697	17,400	17,400	16,800
230 Association Dues	3,417	4,117	2,500	3,300	3,500
231 Travel & Conference Expense	2,909	5,174	5,000	5,000	5,000
290 Other Contractual Services	36,499	27,407	9,000	11,000	30,000
Total Contractual Services	$ 97,053	$ 92,804	$ 78,089	$ 80,889	$ 102,648
Commodities					
300 Office Furniture & Equipment	$ 739	$ 9,136	$ 4,000	$ 4,000	$ 4,000
301 Expendable Office Supplies	5,894	4,065	7,500	7,500	7,500
390 Other Supplies	626	1,086	2,000	2,000	2,000
Total Commodities	$ 7,259	$ 14,287	$ 13,500	$ 13,500	$ 13,500
Distributed Costs					
600 Scrap Metal Account	$ 3,353	$ 4,602	$ 3,500	$ 3,500	$ 4,000
602 Dist. Data Processing Costs	45,859	50,591	84,033	84,033	92,743
Total Distributed Costs	$ 49,212	$ 55,193	$ 87,533	$ 87,533	$ 96,743
Total Administration Expenditures	**$ 628,114**	**$ 668,937**	**$ 840,829**	**$ 843,629**	**$ 943,291**

BUDGETARY COMMENT

Funds allocated for Public Works Administration in 2020 are $102,462 or 12.2% more than appropriated in 2019. The largest increases are in personal services costs and contractual services costs.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Engineering Expenditures					
Personal Services	$ 6,050	$ 7,150	$ 6,600	$ 6,600	$ 6,600
Contractual Services	41,091	140,964	70,000	130,000	132,000
Total Engineering Expenditures	**$ 47,141**	**$ 148,114**	**$ 76,600**	**$ 136,600**	**$ 138,600**

ENGINEERING SERVICES OVERVIEW

The Township Engineer and Traffic Engineer are appointed by the Board of Commissioners. The Township Engineer provides basic engineering services for a monthly retainer of $550. Services provided beyond those covered by the retainer are billed on an hourly basis. The Engineer assists the Township with storm sewer projects and compliance, sanitary sewer improvements and compliance, code enforcement, land development, zoning and Public Works maintenance. The Township Traffic Engineer provides traffic studies upon request of the Township based on an approved hourly fee rate schedule.

Fees charged to developers recover many of the costs related to zoning public improvements. Charges related to specific capital projects are based on the value of the project and are charged directly to capital accounts.

Engineering Expenditures 01-40-402-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
140 Township Engineer-Retainer	$ 6,050	$ 7,150	$ 6,600	$ 6,600	$ 6,600
Total Personal Services	$ 6,050	$ 7,150	$ 6,600	$ 6,600	$ 6,600
Contractual Services					
211 Professional Services-Engineering	$ 41,091	$ 140,964	$ 70,000	$ 130,000	$ 132,000
Total Contractual Services	$ 41,091	$ 140,964	$ 70,000	$ 130,000	$ 132,000
Total Engineering Expenditures	**$ 47,141**	**$ 148,114**	**$ 76,600**	**$ 136,600**	**$ 138,600**

BUDGETARY COMMENT

Funds allocated for Engineering Services in 2020 are $62,000 higher than in 2019 due to anticipated projects for which engineering is needed during the upcoming year.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Civic Activities Expenditures					
Personal Services	$ 26,760	$ 17,624	$ 22,758	$ 22,758	$ 15,560
Contractual Services	4,247	5,150	13,000	13,000	12,000
Commodities	19,251	27,507	31,000	32,000	32,000
Total Civic Activities Expenditures	**$ 50,258**	**$ 50,281**	**$ 66,758**	**$ 67,758**	**$ 59,560**

CIVIC ACTIVITIES OVERVIEW

The Civic Activities Program accounts for Public Works support to service organizations and civic celebrations. The five main activities budgeted for this program includes funding for the thirty-sixth annual Community Day, the 4th of July Fireworks display, National Public Works Day, Bounty at Boyce Mayview Park, and the Flea Market. Additional Public Works hours are allotted to this program for support to neighborhood block parties, support for high school football games, and participation in community information and promotional activities.

Civic Activities Expenditures 01-40-403-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 7,561	$ 3,649	$ 8,754	$ 8,754	$ 3,954
110 Overtime Wages	5,415	7,108	6,000	6,000	7,250
120 Part Time Wages	2,819	19	500	500	500
198 Social Security Expense	1,190	812	1,167	1,167	895
199 Overhead Distribution	9,775	6,036	6,337	6,337	2,961
Total Personal Services	$ 26,760	$ 17,624	$ 22,758	$ 22,758	$ 15,560
Contractual Services					
290 Other Contractual Services	$ 4,247	$ 5,150	$ 13,000	$ 13,000	$ 12,000
Total Contractual Services	$ 4,247	$ 5,150	$ 13,000	$ 13,000	$ 12,000
Commodities					
315 Construction Supplies	$ 1,389	$ 1,551	$ 1,000	$ 2,000	$ 2,000
390 Other Supplies	17,862	25,956	30,000	30,000	30,000
Total Commodities	$ 19,251	$ 27,507	$ 31,000	$ 32,000	$ 32,000
Total Civic Activities Expenditures	**$ 50,258**	**$ 50,281**	**$ 66,758**	**$ 67,758**	**$ 59,560**

BUDGETARY COMMENT

Funds for Civic Activities in 2020 are down $7,198, or 10.8% from 2019 due to a reduction in the distribution of personal services costs associated with this program area.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Snow & Ice Control Expenditures					
Personal Services	$ 184,809	$ 244,300	$ 216,705	$ 216,705	$ 283,501
Contractual Services	-	-	750	750	750
Commodities	312,303	424,947	433,000	433,000	533,000
Distributed Costs	(31,069)	(41,828)	(40,778)	(40,778)	(51,078)
Total Snow & Ice Control Expenditures	**$ 466,043**	**$ 627,419**	**$ 609,677**	**$ 609,677**	**$ 766,173**

SNOW & ICE CONTROL OVERVIEW

Every fall, the Public Works Department begins to prepare its fleet of snow removal equipment for one of the Department's most demanding tasks, which is keeping our streets clear of snow and ice and the traffic moving about safely.

This preparation involves the installation of salt spreaders and snow plows on all snow removal trucks; building tire chains for the large dump trucks; stocking of all de-icing materials, including 6,000 tons of sodium chloride (rock salt), 5,000 gallons of Calcium Chloride, 5,000 gallons of Magnesium Chloride, 10 tons of sidewalk safe de-icer, 200,000 gallons of salt brine blend.

The Public Works Department on average will use 5,500 to 6,500 tons of sodium chloride (rock salt) and 200,000 gallons of salt brine blend to treat our Township Roadways, State Roadways, Schools and Parking Lots. In addition, the Department will add in an average of 5,000 gallons of Liquid Calcium Chloride and Magnesium Chloride, which is added to the rock salt and salt brine when temperatures dip below 23 degrees, due to the lack of effectiveness of rock salt at these lower temperatures. Anti-skid is only used in extraordinary circumstances.

During a "Normal" snow removal effort (a storm event which requires salting only to de-ice the roadways), the Public Works Department will deploy eight (8) 33,000 GVW Dump Trucks, eight (8) 19,500 GVW Dump Trucks, one (1) Front End Loader, and a crew of personnel for clearing snow and ice from the roadways and sidewalks. During a "Normal" event, the Public Works crews will use an average of 120-150 tons of rock salt, approximately 1,600 gallons of salt brine, and take approximately 4 hours to complete the salting of all Township roadways.

The Township divides its snow removal fleet into 16 snow removal routes or "wards." Each driver/truck, once loaded with salt and salt brine, will navigate to his/her ward to complete the de-icing process. Each ward and driver have a specific and calculated order in which the route is run, with priority roads being at the front end of the route.

Currently the Public Works Department is responsible for clearing and maintaining a total of 203 lane miles of Roadway, 38 of which are State owned. The Township has entered into an agreement with the Pennsylvania Department of Transportation (PennDOT) to provide snow and ice control services for all state-owned roads in the Township. Also, by agreement, the Township will provide snow and ice control services for the School District's seven school parking lots and driveways. Reimbursements from PennDOT and the School District are expected to total $188,900.

SNOW & ICE CONTROL OVERVIEW (Continued)

In 2011 the Public Works Department implemented a liquid salt brine program. Salt Brine is produced by adding water to rock salt, producing a solution of brine with a 23.3% salt content, which is applied to the granular salt before spreading on the trucks (pre-wet process) and applied directly to roadways by spray nozzles (anti-icing process). This produces a more efficient and productive process of de-icing the Township roadways while using less granular material and being more environmentally responsible.

Unlike most public service operations, it is impossible to accurately predict costs of snow and ice control. The 2020 snow and ice control budget is based on a fifteen (15) year average snowfall pattern, the current contract cost of rock salt plus a ten (10) percent emergency contingency. In the chart below, total winter snowfall is shown for the Pittsburgh area from 2004/05 to 2018/19:

Year	Snowfall Winter Season (Inches)	Season Average Temperature	Number of De-Icing Efforts
2004-2005	49.5	35.3	31
2005-2006	32.0	35.7	37
2006-2007	35.7	36.1	32
2007-2008	44.1	35.0	31
2008-2009	40.6	33.8	32
2009-2010	77.2	34.8	38
2010-2011	56.2	32.6	31
2011-2012	36.9	34.8	36
2012-2013	57.4	34.8	41
2013-2014	65.9	31.1	41
2014-2015	47.2	30.7	43
2015-2016	26.5	31.7	39
2016-2017	39.6	30.0	26
2017-2018	60.0	30.0	37
2018-2019	37.0	34.0	32
Average Season	**47.1**	**33.4**	**35**

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Snow & Ice Control Expenditures 01-40-404-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 36,370	$ 68,658	$ 42,337	$ 42,337	$ 77,760
110 Overtime Wages	81,319	117,686	128,000	128,000	129,000
111 Snow Driver Wages	967	1,904	2,500	2,500	2,500
198 Social Security Expense	7,282	15,821	13,222	13,222	16,008
199 Overhead Distribution	58,871	40,231	30,646	30,646	58,233
Total Personal Services	$ 184,809	$ 244,300	$ 216,705	$ 216,705	$ 283,501
Contractual Services					
217 Miscellaneous Consulting Services	$ -	$ -	$ 750	$ 750	$ 750
Total Contractual Services	$ -	$ -	$ 750	$ 750	$ 750
Commodities					
319 Snow & Ice Chemicals	$ 286,910	$ 399,857	$ 400,000	$ 400,000	$ 500,000
342 Mechanical Equipment Supplies	22,173	18,069	30,000	30,000	30,000
390 Other Supplies	3,220	7,021	3,000	3,000	3,000
Total Commodities	$ 312,303	$ 424,947	$ 433,000	$ 433,000	$ 533,000
Distributed Costs					
605 Dist. Boyce Mayview RAD Costs	$ (31,069)	$ (41,828)	$ (40,778)	$ (40,778)	$ (51,078)
Total Distributed Costs	$ (31,069)	$ (41,828)	$ (40,778)	$ (40,778)	$ (51,078)
Total Snow & Ice Control Expenditures	**$ 466,043**	**$ 627,419**	**$ 609,677**	**$ 609,677**	**$ 766,173**

BUDGETARY COMMENT

The Snow and Ice Control budget includes the purchase of Sodium Chloride and Liquid Calcium Chloride on an as needed basis. Funds appropriated for this program in 2020 are $156,496 more than in 2019 due to increases in the distribution of Personal Services costs across Public Works functions, as well as a sharp increase in the cost of rock salt.

Above: Brine Truck for Anti-Icing

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Storm Sewer Mte. Expenditures					
Personal Services	$ 41,168	$ 89,059	$ 56,574	$ 56,574	$ 100,845
Contractual Services	6,779	2,801	15,000	15,000	15,000
Commodities	91,452	40,131	80,000	80,000	80,000
Total Storm Sewer Mte. Expenditures	**$ 139,399**	**$ 131,991**	**$ 151,574**	**$ 151,574**	**$ 195,845**

STORM SEWER MAINTENANCE OVERVIEW

The Storm Sewer Maintenance account provides funds for the maintenance of the storm drainage system in the Township's four major watersheds. Funds are allocated for the cleaning of catch basins and storm sewers, general maintenance, and the construction and repair of storm sewer systems. The Township's Pollutant Reduction Plan is available in the Public Works Department's Storm Water Management section of the Township website at http://www.twpusc.org/public-works/sewers.

The Township presently maintains and services over 50 miles of storm sewers with approximately 2,100 inlets and 560 storm sewer manholes. Many of the inlets are in excess of 20 years of age and are now requiring total reconstruction. The Township has been rebuilding the storm sewer system over the past eighteen years and the following is a summary of the past seven and a half years of activity:

	2011	2012	2013	2014	2015	2016	2017	2018	Nov-19
Storm Sewer Inlets Rebuilt/Maintained	64	87	73	85	117	65	76	86	51

Storm Sewer Mte. Expenditures 01-40-405-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 22,652	$ 47,399	$ 27,059	$ 27,059	$ 51,707
110 Overtime Wages	1,473	14,586	5,000	5,000	4,000
120 Part-Time Wages	373	2,219	2,300	2,300	2,000
198 Social Security Expense	1,842	4,840	2,628	2,628	4,415
199 Overhead Distribution	14,828	20,015	19,587	19,587	38,723
Total Personal Services	$ 41,168	$ 89,059	$ 56,574	$ 56,574	$ 100,845
Contractual Services					
290 Other Contractual Services	$ 6,779	$ 2,801	$ 15,000	$ 15,000	$ 15,000
Total Contractual Services	$ 6,779	$ 2,801	$ 15,000	$ 15,000	$ 15,000

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Commodities					
315 Construction Supplies	$ 87,167	$ 39,053	$ 75,000	$ 75,000	$ 75,000
390 Other Supplies	4,285	1,078	5,000	5,000	5,000
Total Commodities	$ 91,452	$ 40,131	$ 80,000	$ 80,000	$ 80,000
Total Storm Sewer Mte. Expenditures	**$ 139,399**	**$ 131,991**	**$ 151,574**	**$ 151,574**	**$ 195,845**

BUDGETARY COMMENT

Funds appropriated for Storm Sewer Maintenance in 2020 are $44,271, or 29.2%, higher than 2019 appropriations. This is reflective of the increased staff effort in this area.

Above: Ravine Park storm sewer work

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Traffic Eng. & Safety Expenditures					
Personal Services	$ 28,626	$ 23,854	$ 23,841	$ 23,841	$ 17,915
Contractual Services	112,070	109,809	123,300	119,000	123,200
Commodities	10,896	16,252	19,500	19,500	19,500
Total Traffic Eng. & Safety Expenditures	**$ 151,592**	**$ 149,915**	**$ 166,641**	**$ 162,341**	**$ 160,615**

TRAFFIC ENGINEERING & SAFETY OVERVIEW

The Traffic Engineering and Safety Program provide funds for the following functions:

- Street light operation
- Traffic pavement marking maintenance
- Traffic sign installation and maintenance
- Traffic signal maintenance and operation

The total Traffic Engineering and Safety Program in the Township is directed by the Township Manager through the Public Works Department. This program also provides for the operation and maintenance of the Township's 11 signalized intersections. Traffic control maintenance is handled by a private contractor.

The numbers of streetlights in use for the past ten years are:

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
314	314	314	314	314	315	315	315	317	317

This program also provides for the operation and maintenance of the Township's seven signalized intersections. Traffic control maintenance is handled by a private contractor.

Traffic Eng. & Safety Expenditures 01-40-406-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 11,410	$ 8,074	$ 12,973	$ 12,973	$ 9,195
110 Overtime Wages	25	171	200	200	750
120 Part-Time Wages	-	241	250	250	300
198 Social Security Expense	826	621	1,027	1,027	784
199 Overhead Distribution	16,365	14,747	9,391	9,391	6,886
Total Personal Services	$ 28,626	$ 23,854	$ 23,841	$ 23,841	$ 17,915

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Contractual Services					
242 Electricity	$ 53,130	$ 65,255	$ 69,800	$ 58,000	$ 59,500
244 Street Light Installation	-	1,616	1,000	1,000	1,000
253 Traffic Signal Maintenance	12,526	12,077	12,500	12,500	12,700
290 Other Contractual Services	46,414	30,861	40,000	47,500	50,000
Total Contractual Services	$ 112,070	$ 109,809	$ 123,300	$ 119,000	$ 123,200
Commodities					
311 Traffic Control Parts	$ 7,480	$ 14,928	$ 15,000	$ 15,000	$ 15,000
312 Traffic Paint	427	500	500	500	500
390 Other Supplies	2,989	824	4,000	4,000	4,000
Total Commodities	$ 10,896	$ 16,252	$ 19,500	$ 19,500	$ 19,500
Total Traffic Eng. & Safety Expenditures	**$ 151,592**	**$ 149,915**	**$ 166,641**	**$ 162,341**	**$ 160,615**

***Electricity:** Street Lights, signalized intersections, and school crossing flashers
****Traffic Control Parts:** Sign Blanks, channel posts, hardware, and scotchlite materials

BUDGETARY COMMENT

Funds requested for Traffic Engineering & Safety for 2020 are $6,026, or 3.6%, less than the 2019 appropriations due to a slight decrease in the distribution of Personal Services costs in this program area.

Above: New traffic signals and poles at McLaughlin Run Road and Panther Pass

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Street Maintenance Expenditures					
Personal Services	$ 304,993	$ 309,217	$ 363,477	$ 363,477	$ 379,539
Contractual Services	12,240	12,132	14,500	14,500	20,000
Commodities	50,753	55,075	57,500	57,500	59,500
Total Street Maintenance Expenditures	**$ 367,986**	**$ 376,424**	**$ 435,477**	**$ 435,477**	**$ 459,039**

STREET MAINTENANCE OVERVIEW

The Street Maintenance budget funds a maintenance program that includes asphalt resurfacing, drainage improvements, berm improvement, asphalt patching and sealing. A substantial number of personnel hours are allocated to maintain the State and Township's 110 miles of streets. Inadequate drainage facilities, improper base materials, and insufficient depth of base and surface in many older roads have caused extensive annual maintenance and repair requirements.

Activities included as part of this program are:

- Asphalt patching
- Asphalt resurfacing
- Drainage improvements
- Guide rail installation/replacement
- Joint and crack sealing
- Miscellaneous repairs
- Street Sweeping and Cleaning
- Unimproved street maintenance
- Winter patching

Additional street maintenance activities, such as resurfacing, are included in the Capital Projects Fund and in the State Liquid Fuels Fund. The number of miles resurfaced in the past five years is illustrated below.

2015	2016	2017	2018	2019
5.72	4.59	5.64	5.64	4.71

In 1984, the Township and PennDOT began an Agreement under which PennDOT will reimburse Upper St. Clair for maintenance work on state roads. This Agreement was the first of its kind in the State and has become a model for use by other municipalities. Under the Agreement, the ownership and the responsibility for maintenance of state roads remain with PennDOT. The Township, acting as an independent contractor, is reimbursed on a unit price basis for maintenance work. In 2020, the State is expected to reimburse the Township approximately $20,600 for the maintenance of State roads located in the Township.

The Township also participates in a State Road Turnback program. This program permits the State to turn back control of State roads to participating municipalities, in the event that the road is actually used as a local road. In 2020, the anticipated revenue from the State Road Turnback program is $18,880.

Street Maintenance Expenditures 01-40-408-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 165,090	$ 177,528	$ 194,895	$ 194,895	$ 200,934
110 Overtime Wages	3,827	5,792	6,200	6,200	6,350
120 Part-Time Wages	5,274	5,580	5,500	5,500	5,500
198 Social Security Expense	13,058	14,130	15,805	15,805	16,278
199 Overhead Distribution	117,744	106,187	141,077	141,077	150,477
Total Personal Services	$ 304,993	$ 309,217	$ 363,477	$ 363,477	$ 379,539
Contractual Services					
290 Other Contractual Services*	$ 12,240	$ 12,132	$ 14,500	$ 14,500	$ 20,000
Total Contractual Services	$ 12,240	$ 12,132	$ 14,500	$ 14,500	$ 20,000
Commodities					
313 Street Sign Supplies	$ 7,880	$ 13,607	$ 15,000	$ 15,000	$ 15,000
315 Construction Supplies	12,973	9,462	12,500	12,500	12,500
316 Asphalt Supplies**	26,256	22,158	20,000	20,000	22,000
343 Tools & Equipment***	2,194	7,473	7,500	7,500	7,500
390 Other Supplies	1,450	2,375	2,500	2,500	2,500
Total Commodities	$ 50,753	$ 55,075	$ 57,500	$ 57,500	$ 59,500
Total Street Maintenance Expenditures	**$ 367,986**	**$ 376,424**	**$ 435,477**	**$ 435,477**	**$ 459,039**

***Other Contractual Services:** Guide rail work, comprehensive maintenance program, street sweeping
****Asphalt Supplies:** Materials for street resurfacing, patching and sealing by Township personnel
*****Tools & Equipment:** Safety barricades, traffic cones, patching tools, hand tools

BUDGETARY COMMENT

Funds requested for Street Maintenance for 2020 are $23,562, or 5.4%, more than appropriated in 2019 due to increased staff effort in this area as well as an increase in contractual services costs.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Refuse Collection Expenditures					
Contractual Services	$ 1,238,842	$ 1,221,921	$ 1,439,500	$ 1,439,500	$ 1,474,500
Total Refuse Collection Expenditures	**$ 1,238,842**	**$ 1,221,921**	**$ 1,439,500**	**$ 1,439,500**	**$ 1,474,500**

REFUSE COLLECTION & DISPOSAL OVERVIEW

Garbage and refuse collection service is provided by the Township through a contractual service arrangement. Weekly curb pickup of all household waste, rubbish, grass clippings and other materials, as defined by ordinance and contracts, is provided to all residential areas of the Township. Recycling at the curb is bi-weekly. Christmas Trees are recycled at a designated spot each year. Trees must be delivered to the site for recycling.

Refuse Collection Expenditures **01-40-409-500???-000**	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Contractual Services					
271 Garbage Collection Services*	$ 1,022,323	$ 1,022,892	$ 1,052,500	$ 1,052,500	$ 1,080,000
272 Recycling Collection Services	210,083	196,439	375,000	375,000	381,000
290 Other Contractual Services**	6,436	2,590	12,000	12,000	13,500
Total Contractual Services	$ 1,238,842	$ 1,221,921	$ 1,439,500	$ 1,439,500	$ 1,474,500
Total Refuse Collection Expenditures	**$ 1,238,842**	**$ 1,221,921**	**$ 1,439,500**	**$ 1,439,500**	**$ 1,474,500**

***Garbage Collection Services**: Includes State tipping service
****Other Contractual Services**: Dumpster switches, planning and public education, site and equipment.

BUDGETARY COMMENT

Prior to 1973, refuse collection was financed by special user fees billed to residents on a quarterly basis. In 1974, these special fees were eliminated and refuse collection costs were absorbed into the General Fund, where they are financed by general tax revenue. Under Act 101, which is known as the State Recycling Law, the State of Pennsylvania mandates that a municipality must provide certain recycling services and a leaf waste management program to comply with the Act. The 2020 Budget is $35,000 more than appropriated in 2019 due to contractual cost increases and additional houses.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Building Maintenance Expenditures					
Personal Services	$ 311,275	$ 357,858	$ 365,279	$ 365,279	$ 351,173
Contractual Services	330,690	343,443	372,678	371,578	370,106
Commodities	57,560	59,233	83,000	84,500	78,000
Total Building Maintenance Expenditures	**$ 699,525**	**$ 760,534**	**$ 820,957**	**$ 821,357**	**$ 799,279**

BUILDING MAINTENANCE OVERVIEW

The Building Maintenance program provides for the maintenance and operation of the Township buildings, which include the Municipal Building, the Public Works Building, the McLaughlin Run Activity Center, the Log House, the Tennis Center, Route 19 Fire Hall, Morton Road Fire Hall, the Public Works Annex Building at Boyce Mayview Park, all concession and bathroom buildings, and assistance at the Community & Recreation Center. Building maintenance duties include, but are not limited to, capital improvements, HVAC repairs, electrical system repairs and installations, office renovation, carpet installation, along with all phases of building maintenance. This department also manages and oversees the Township's Buildings Cleaning Contracts.

Building Maintenance Expenditures 01-40-411-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 166,587	$ 160,047	$ 185,552	$ 185,552	$ 173,806
110 Overtime Wages	5,163	3,934	5,000	5,000	5,000
120 Part-Time Wages	22,721	22,160	24,000	24,000	26,500
198 Social Security Expense	14,571	13,924	16,413	16,413	15,706
199 Overhead Distribution	102,233	157,793	134,314	134,314	130,161
Total Personal Services	$ 311,275	$ 357,858	$ 365,279	$ 365,279	$ 351,173
Contractual Services					
221 Property Damage Insurance	$ 9,657	$ 9,893	$ 9,278	$ 9,278	$ 9,106
240 Water and Sewerage	19,077	41,404	22,500	22,500	25,000
241 Natural Gas	34,500	38,507	44,100	43,000	41,000
242 Electricity	89,840	77,866	96,800	96,800	93,000
255 Repairs & Maintenance-Building	46,087	44,824	55,000	55,000	57,000
256 Heating/Air Conditioning Mte.	38,402	49,380	50,000	50,000	50,000
290 Other Contractual Services	93,127	81,569	95,000	95,000	95,000
Total Contractual Services	$ 330,690	$ 343,443	$ 372,678	$ 371,578	$ 370,106

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Commodities					
305 Building Maintenance Equipment	$ 16,070	$ 19,239	$ 18,000	$ 19,500	$ 18,000
306 Building Maintenance Supplies	41,490	39,994	65,000	65,000	60,000
Total Commodities	$ 57,560	$ 59,233	$ 83,000	$ 84,500	$ 78,000
Total Building Maintenance Expenditures	**$ 699,525**	**$ 760,534**	**$ 820,957**	**$ 821,357**	**$ 799,279**

BUDGETARY COMMENT

Funds requested for Building Maintenance in 2020 are $14,106, or 3.9%, less than appropriated in 2019. Lower utility and personal services costs contribute to this reduction.

Above: New windows installed at the Township's Municipal Building in 2019.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Equipment Maintenance Expenditures					
Personal Services	$ 277,552	$ 292,124	$ 266,296	$ 266,296	$ 282,636
Contractual Services	77,877	86,811	87,342	87,342	89,064
Commodities	229,968	254,890	312,500	277,000	277,000
Distributed Costs	(85,370)	(87,502)	(89,253)	(89,253)	(91,038)
Total Equipment Mte. Expenditures	**$ 500,027**	**$ 546,323**	**$ 576,885**	**$ 541,385**	**$ 557,662**

EQUIPMENT MAINTENANCE OVERVIEW

The Public Works equipment maintenance garage is staffed by two (2) mechanics. This program is responsible for the maintenance of Township equipment (administration, police, Public Works trucks, loaders, backhoes and mowing equipment, etc.).

Over the past several years, the Equipment Maintenance Program has been less reliant on outside contractors. The program has benefitted from the acquisition of major equipment such as welding shop equipment, hydraulic shop equipment, tire shop equipment and computerized troubleshooting.

Controlling costs and inventory has been aided by the Public Works Fleet Maintenance Program.

Equipment Maintenance Expenditures 01-40-412-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 138,661	$ 148,954	$ 145,820	$ 145,820	$ 150,708
110 Overtime Wages	1,972	1,937	2,500	2,500	2,500
120 Part-Time Wages	957	2,508	1,000	1,000	4,500
198 Social Security Expense	10,748	11,625	11,423	11,423	12,065
199 Overhead Distribution	125,214	127,100	105,553	105,553	112,863
Total Personal Services	$ 277,552	$ 292,124	$ 266,296	$ 266,296	$ 282,636
Contractual Services					
222 Vehicle Insurance	$ 52,183	$ 53,786	$ 56,342	$ 56,342	$ 55,064
252 Communication Equipment Mte.	2,307	4,798	4,000	4,000	4,000
254 Repairs & Maintenance-Vehicles*	19,603	25,564	22,000	22,000	25,000
290 Other Contractual Services**	3,784	2,663	5,000	5,000	5,000
Total Contractual Services	$ 77,877	$ 86,811	$ 87,342	$ 87,342	$ 89,064

***Repairs & Maintenance-Vehicles**: Spring replacements, generator and starter repairs, compressor repairs, heavy equipment and tire and body repairs
****Other Contractual Services:** Includes emission inspections and towing services

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Commodities					
340 Vehicle Supplies	$ 73,431	$ 67,761	$ 80,000	$ 80,000	$ 80,000
341 Fuels & Lubricants	132,524	155,790	185,500	150,000	150,000
343 Tools & Equipment	6,069	6,611	15,000	15,000	15,000
344 Tires	16,393	22,091	27,000	27,000	27,000
390 Other Supplies	1,551	2,637	5,000	5,000	5,000
Total Commodities	$ 229,968	$ 254,890	$ 312,500	$ 277,000	$ 277,000
Distributed Costs					
601 Less: Dist. Vehicle Costs	$ (85,370)	$ (87,502)	$ (89,253)	$ (89,253)	$ (91,038)
Total Distributed Costs	$ (85,370)	$ (87,502)	$ (89,253)	$ (89,253)	$ (91,038)
Total Equipment Mte. Expenditures	**$ 500,027**	**$ 546,323**	**$ 576,885**	**$ 541,385**	**$ 557,662**

BUDGETARY COMMENT

A portion of vehicle maintenance costs is distributed to other programs. The distributed vehicle cost estimates for 2020 are:

Fund - Acct. No.	Program	Vehicles	2019 Distribution	2020 Distribution
01-102	**Administration**	4	$ 11,692	$ 11,927
01-201	**Police**	20	50,104	51,106
01-301	**Comm. Development**	2	5,704	5,818
01-415	**Parks Maintenance**	Mowing Equip.	6,329	6,456
01-501	**Recreation**	1	2,815	2,871
50-425	**Sanitary Sewer Fund**	3	8,445	8,614
52-415	**Boyce Mayview RAD**	1	3,114	3,176
52-415	**Boyce Mayview RAD**	Mowing Equip.	1,050	1,071
	Total Vehicle Distribution		**$ 89,253**	**$ 91,039**

The undistributed portion of the Equipment Maintenance budget of $557,662 represents an estimate of the vehicle maintenance and operation costs associated with all other Public Works programs. Funds requested for Equipment Maintenance are $19,223 less than 2019 due mostly to a reduction in the fuel budget.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Golf Course Maintenance Expenditures					
Personal Services	$ 54,420	$ 73,958	$ 61,978	$ 61,978	$ 75,043
Contractual Services	7,814	9,047	9,700	11,300	10,850
Commodities	21,487	31,188	31,000	31,000	31,500
Total Golf Course Mte. Expenditures	**$ 83,721**	**$ 114,193**	**$ 102,678**	**$ 104,278**	**$ 117,393**

GOLF COURSE MAINTENANCE OVERVIEW

A course consisting of three (3) golf holes owned by the Township and located in the McLaughlin Run Park, is open to residents and non-residents during the summer season. The approximate course play per season is 3,500 rounds. The tennis supervisor on duty at the McLaughlin Run Park Tennis/Golf Administration Building administers the golf course. The Township estimates that the course will generate $6,250 in revenue in 2020. This revenue represents 5.32% of the direct operating costs.

Golf Course Maintenance Expenditures 01-40-413-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 29,988	$ 37,248	$ 33,977	$ 33,977	$ 40,550
110 Overtime Wages	530	657	450	450	700
120 Part-Time Wages	32	105	300	300	250
198 Social Security Expense	2,232	2,808	2,657	2,657	3,175
199 Overhead Distribution	21,638	33,140	24,594	24,594	30,368
Total Personal Services	$ 54,420	$ 73,958	$ 61,978	$ 61,978	$ 75,043
Contractual Services					
240 Water and Sewerage	$ 7,706	$ 7,962	$ 9,100	$ 9,100	$ 8,500
242 Electricity	108	1,085	600	2,200	2,350
Total Contractual Services	$ 7,814	$ 9,047	$ 9,700	$ 11,300	$ 10,850
Commodities					
315 Construction Supplies	$ 3,662	$ 2,711	$ 3,000	$ 3,000	$ 3,000
327 Botanical Supplies	15,791	25,347	25,000	25,000	25,500
328 Park Maintenance Supplies	2,034	3,130	3,000	3,000	3,000
Total Commodities	$ 21,487	$ 31,188	$ 31,000	$ 31,000	$ 31,500
Total Golf Course Mte. Expenditures	**$ 83,721**	**$ 114,193**	**$ 102,678**	**$ 104,278**	**$ 117,393**

BUDGETARY COMMENT

Funds requested for Golf Course Maintenance in 2020 are $14,715 more than 2019 due to increases in Personal Services and electricity costs.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Tennis Court Mte. Expenditures					
Personal Services	$ 67,028	$ 113,510	$ 71,697	$ 71,697	$ 141,724
Contractual Services	4,086	13,909	3,180	3,480	3,480
Commodities	14,440	15,527	12,700	12,700	13,000
Total Tennis Court Mte. Expenditures	**$ 85,554**	**$ 142,946**	**$ 87,577**	**$ 87,877**	**$ 158,204**

TENNIS COURT MAINTENANCE & SUPERVISION OVERVIEW

The tennis program is conducted at ten (10) lighted courts located in the Municipal Park. The courts are available for a fee seven (7) days per week during the months of April through October. Day and evening supervision is provided during the summer months of June, July and August. Township supervisors schedule advanced reservations for informal singles and doubles play. Two (2) Township courts located at Baker are also available for permit play during the summer months. Paddle tennis courts are also available at the Municipal Park.

Fees for season participants of the tennis facilities are as follows: Individual permits are Adult $50.00; Individual Junior $45.00; and Family $125.00; Hourly fees are Adult $10.00; Junior $5.00; and Non-Resident Guest $13.00.

Tennis Court Mte. Expenditures 01-40-414-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 24,095	$ 59,314	$ 27,865	$ 27,865	$ 66,288
110 Overtime Wages	3,034	3,358	1,000	1,000	2,250
120 Part-Time Wages	18,648	19,287	19,000	19,000	17,000
198 Social Security Expense	3,458	6,172	3,662	3,662	6,544
199 Overhead Distribution	17,793	25,379	20,170	20,170	49,642
Total Personal Services	$ 67,028	$ 113,510	$ 71,697	$ 71,697	$ 141,724

Right: The pedestrian bridge to the Tennis Courts

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Contractual Services					
241 Natural Gas	$ 1,224	$ 1,502	$ 1,900	$ 1,900	$ 1,900
243 Telephone	72	72	80	80	80
290 Other Contractual Services	2,790	12,335	1,200	1,500	1,500
Total Contractual Services	$ 4,086	$ 13,909	$ 3,180	$ 3,480	$ 3,480
Commodities					
326 Tennis Court Supplies	$ 1,477	$ 1,611	$ 700	$ 700	$ 1,000
328 Park Maintenance Supplies	12,963	13,916	12,000	12,000	12,000
Total Commodities	$ 14,440	$ 15,527	$ 12,700	$ 12,700	$ 13,000
Total Tennis Court Mte. Expenditures	**$ 85,554**	**$ 142,946**	**$ 87,577**	**$ 87,877**	**$ 158,204**

BUDGETARY COMMENT

Funds requested for Tennis Court Maintenance and Supervision are $70,627 more than requested in 2019 due to an increase in the distribution of personal services costs associated with this program area.

Above: Tennis bubble interior

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Parks Maintenance Expenditures					
Personal Services	$ 595,649	$ 562,505	$ 662,054	$ 662,054	$ 599,513
Contractual Services	94,799	98,869	121,100	121,100	116,000
Commodities	97,642	88,465	107,000	127,500	112,500
Distributed Costs	6,054	6,205	6,329	6,329	6,456
Total Parks Maintenance Expenditures	**$ 794,144**	**$ 756,044**	**$ 896,483**	**$ 916,983**	**$ 834,469**

PARKS MAINTENANCE OVERVIEW

This program provides funds for the botanical maintenance of all Township owned land and the maintenance of recreation devices in the parks. Major program activities: general parks maintenance; planting flowers, shrubs and seed; mowing; parks equipment maintenance; and fertilization.

The Township now owns and maintains approximately 747.03 acres of parks and open space, requiring varying degrees of maintenance attention. A description of Township park sites is presented below.

Undeveloped or Low Developed Sites	Acres
Boyce Road Site	4.50
Brookside Site	3.70
Gilfillan Site	59.57
Mayview Property	238.00
Old Morton Road Site	43.00
Ravine Park	10.51
Regional Park-Boyce	237.00
Slope Land and Other Undeveloped Parcel	10.44
Total	**606.72**

Parklets and Traffic Islands	Acres
26 Traffic Islands	2.50
Berkshire/York Parklet	0.50
Country Club Parklet	2.00
Edgewood Parklet	0.53
Seegar Road Parklet	0.50
Total	**6.03**

Other Sites	Acres
Fire Station Site	2.00
Fire Substation Site	2.87
Log House Site	1.50
Municipal Building Site	3.00
Public Works Building Site	2.50
Total	**11.87**

Developed Community and Neighborhood Parks	Acres
Baker Park	13.82
Beadling Soccer Field	3.36
Boyce Mayview Park Complex	15.00
Byrnwick Park	7.05
Clair Park	2.20
Golf Course and Central Municipal Park	19.50
Hays Road Park	4.21
Johnston Park	2.48
Marmion Field	11.32
Morton Soccer Fields	6.00
Morton Softball/Baseball Fields	1.50
Tennis Center	10.25
Trotwood Park	8.00
Tustin Park	6.52
Wiltshire Park	11.20
Total	**122.41**

GRAND TOTAL ACREAGE	**747.03**

PARKS MAINTENANCE

Parks Maintenance Expenditures 01-40-415-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 278,043	$ 259,599	$ 344,415	$ 344,415	$ 303,662
110 Overtime Wages	9,404	11,896	11,000	11,000	12,500
120 Part-Time Wages	27,360	25,295	28,000	28,000	29,500
198 Social Security Expense	23,718	22,356	29,331	29,331	26,443
199 Overhead Distribution	257,124	243,359	249,308	249,308	227,408
Total Personal Services	$ 595,649	$ 562,505	$ 662,054	$ 662,054	$ 599,513
Contractual Services					
240 Water and Sewerage	$ 30,507	$ 34,123	$ 42,800	$ 42,800	$ 38,000
241 Natural Gas	2,620	3,435	3,200	3,200	3,500
242 Electricity	12,903	12,266	14,100	14,100	13,500
290 Other Contractual Services	32,120	31,452	33,000	33,000	33,000
299 Annual Park Maintenance Prog.	16,649	17,593	28,000	28,000	28,000
Total Contractual Services	$ 94,799	$ 98,869	$ 121,100	$ 121,100	$ 116,000
Commodities					
315 Construction Supplies	$ 30,848	$ 27,323	$ 34,000	$ 34,000	$ 34,000
327 Botanical Supplies	32,445	27,833	35,000	48,000	38,000
328 Park Maintenance Supplies	13,560	16,777	17,000	17,000	17,000
342 Mechanical Equipment & Supplies	13,500	8,428	13,500	13,500	13,500
343 Tools & Equipment	5,033	6,268	5,000	11,500	7,000
390 Other Supplies	2,256	1,836	2,500	3,500	3,000
Total Commodities	$ 97,642	$ 88,465	$ 107,000	$ 127,500	$ 112,500
Distributed Costs					
601 Dist. Vehicle Costs	$ 6,054	$ 6,205	$ 6,329	$ 6,329	$ 6,456
Total Distributed Costs	$ 6,054	$ 6,205	$ 6,329	$ 6,329	$ 6,456
Total Parks Maintenance Expenditures	**$ 794,144**	**$ 756,044**	**$ 896,483**	**$ 916,983**	**$ 834,469**

BUDGETARY COMMENT

Funds requested for Parks Maintenance in 2020 are $62,014 less than appropriated in 2019 due mostly to a reduction in the distribution of personal services costs associated with this program area.

Right: Dek hockey rink at Wiltshire Park

Left: Byrnwick Park sign

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Forestry Expenditures					
Personal Services	$ 30,943	$ 29,120	$ 44,388	$ 44,388	$ 27,761
Contractual Services	54,984	46,621	75,000	75,000	70,000
Commodities	3,023	1,197	7,000	7,000	7,000
Total Forestry Expenditures	**$ 88,950**	**$ 76,938**	**$ 126,388**	**$ 126,388**	**$ 104,761**

FORESTRY OVERVIEW

The Township's tree planting and tree removal management program is closely related with the parks maintenance function. Activities included in this program are:

- Contracted tree trimming & maintenance
- Dead ash and elm tree removal
- Disease and insect control
- Resident assistance
- Stump removal
- Township right-of-way maintenance
- Township sight distance program
- Tree planting on all Township properties

Forestry Expenditures 01-40-416-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 18,992	$ 9,760	$ 22,562	$ 22,562	$ 12,260
110 Overtime Wages	3,484	4,030	3,000	3,000	4,500
120 Part Time Wages	72	76	500	500	500
198 Social Security Expense	1,695	1,044	1,994	1,994	1,320
199 Overhead Distribution	6,700	14,210	16,332	16,332	9,181
Total Personal Services	$ 30,943	$ 29,120	$ 44,388	$ 44,388	$ 27,761
Contractual Services					
290 Other Contractual Services	$ 54,984	$ 46,621	$ 75,000	$ 75,000	$ 70,000
Total Contractual Services	$ 54,984	$ 46,621	$ 75,000	$ 75,000	$ 70,000
Commodities					
327 Botanical Supplies	$ 2,153	$ 1,208	$ 5,000	$ 5,000	$ 5,000
390 Other Supplies	870	(11)	2,000	2,000	2,000
Total Commodities	$ 3,023	$ 1,197	$ 7,000	$ 7,000	$ 7,000
Total Forestry	**$ 88,950**	**$ 76,938**	**$ 126,388**	**$ 126,388**	**$ 104,761**

BUDGETARY COMMENT

Funds requested for Forestry in 2020 are $21,627 less than appropriated in 2019 due to a reduction in the distribution of personal services costs associated with this program area.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Force Work Projects Expenditures					
Personal Services	$ 5,710	$ 2,182	$ 6,009	$ 6,117	$ 1,674
Contractual Services	-	-	2,500	2,500	2,500
Commodities	-	-	5,000	5,000	5,000
Total Force Work Projects Expenditures	**$ 5,710**	**$ 2,182**	**$ 13,509**	**$ 13,617**	**$ 9,174**

FORCE WORK PROJECTS OVERVIEW

The purpose of this account is to connect labor costs associated with a number of projects planned for 2019 to be accomplished by Township forces. These projects include replacing sidewalks, curbs, roadwork and emergency repairs.

Force Work Projects Expenditures 01-40-418-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 3,210	$ 809	$ 3,338	$ 3,338	$ 858
110 Overtime Wages	1,894	-	-	100	100
198 Social Security Expense	386	61	255	263	73
199 Overhead Distribution	220	1,312	2,416	2,416	643
Total Personal Services	$ 5,710	$ 2,182	$ 6,009	$ 6,117	$ 1,674
Contractual Services					
290 Other Contractual Services	$ -	$ -	$ 2,500	$ 2,500	$ 2,500
Total Contractual Services	$ -	$ -	$ 2,500	$ 2,500	$ 2,500
Commodities					
390 Other Supplies	$ -	$ -	$ 5,000	$ 5,000	$ 5,000
Total Commodities	$ -	$ -	$ 5,000	$ 5,000	$ 5,000
Total Force Work Projects Expenditures	**$ 5,710**	**$ 2,182**	**$ 13,509**	**$ 13,617**	**$ 9,174**

BUDGETARY COMMENT

This program provides an appropriation for labor expenses and equipment rental. Funds requested for Force Work Projects in 2020 are $4,335 less than appropriated in 2019 due to a reduction in the distribution of personal services costs associated with this program area.

Right: The Caste Barn, located along the Perimeter Trail and Morton Road.

OVERHEAD DISTRIBUTION OVERVIEW

This account represents the total Public Works Budget cost for wages for vacation and sick days, craft wages, medical insurance, group life insurance, workers' compensation insurance, long-term disability, Social Security tax, uniform rentals, and retirement fund contributions for full time employees.

Public Works Overhead Distribution 01-40-499-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
101 Full-Time Wages	$ 264,189	$ 260,083	$ 250,376	$ 250,376	$ 281,263
112 Craft Wages	9,048	12,297	12,000	12,000	15,000
162 Group Life Insurance	6,521	6,069	6,077	6,077	6,243
163 Medical Insurance	374,919	417,275	437,623	437,623	456,958
164 Workers' Compensation	107,035	109,532	127,406	127,406	103,185
166 Pension Costs	213,166	267,447	189,942	189,942	229,801
167 Long-term Disability Insurance	5,061	4,480	4,458	4,458	4,646
198 Social Security Expense	22,559	19,673	20,865	20,072	22,664
262 Uniform Reimbursement	20,603	22,469	28,500	28,500	28,500
199 Less: Dist. Operating Costs	(980,990)	(1,081,934)	(1,077,247)	(1,076,454)	(1,148,260)
Total Public Works Overhead Distributio	**$ 42,111**	**$ 37,391**	**$ -**	**$ -**	**$ -**

In 2020, the total overhead Fringe Benefit expense estimate of $1,148,260 is distributed to the Public Works departments based on actual costs. The distribution is as follows:

Fund-Acct. No.		2019 Distribution	2020 Distribution
01-401	Public Works Administration	$ 181,237	$ 210,634
01-403	Civic Activities	6,337	2,961
01-404	Snow and Ice Control	30,646	58,233
01-405	Storm Sewer Maintenance	19,587	38,723
01-406	Traffic Safety	9,391	6,884
01-408	Street Maintenance	141,077	150,477
01-411	Building Maintenance	134,314	130,161
01-412	Equipment Maintenance	105,553	112,863
01-413	Golf Course Maintenance	24,594	30,368
01-414	Tennis Court Maintenance	20,170	49,642
01-415	Parks Maintenance	249,308	227,408
01-416	Forestry	16,332	9,181
01-418	Force Work Projects	2,416	643
50-425	Sanitary Sewer Fund	10,918	11,741
52-102	Boyce Mayview Park RAD Fu	125,367	108,341
	Total Distributed Amount	**$ 1,077,247**	**$ 1,148,260**

GENERAL FUND

RECREATION SUMMARY

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Recreation Expenditures					
Personal Services	$ 193,673	$ 185,380	$ 204,419	$ 204,418	$ 206,376
Contractual Services	155,397	151,490	203,639	208,639	205,378
Commodities	45,898	69,641	51,800	54,150	51,400
Distributed Costs	48,552	57,950	119,168	119,168	95,615
Total Recreation Expenditures	**$ 443,520**	**$ 464,461**	**$ 579,026**	**$ 586,375**	**$ 558,769**

RECREATION AND LEISURE SERVICES OVERVIEW

The Department of Recreation and Leisure Services is responsible for the recreational programming, playground enhancements, park planning, facility management, athletic field management, community group management, as well as community outreach for more than 19,000 residents. As the steward of these valuable community assets, the department maintains these properties/organizations to protect the public investment, and to provide safe, fun, and educational quality leisure time opportunities that enhance the quality of life within the community.

In 2009, the Recreation Department opened a newly constructed 90,000 square foot Community & Recreation Center (C&RC) serving both residents and non-residents. This facility depends on revenues from membership fees and other program-related revenue. The revenue and expenses associated with the C&RC are accounted for in a separate enterprise fund. The recreation and leisure services appropriations in the General Fund consist of those costs that do not originate from the C&RC. Please refer to the *"Boyce Mayview Community & Recreation Center Fund"* in the "*Enterprise Funds"* section for detailed information on the C&RC operations.

PROGRAM AREAS SERVED

Preschool, Youth and Teen

Children of all ages face many challenges in society. Community programs are structured to combat the threats of poorly functioning families, drugs and alcohol, poorly managed screen time (television, computer, and cell phones), unhealthy food and drink, and physical inactivity. Community programs serve youths and teens through a variety of activities designed to help young people thrive and reach their fullest potential.

Summer Camp Program

Revering nature serves as the foundation for community programs summer camp programs for ages 3-18. Camp programs are educational, and also promote mental development, physical well-being, social growth, and respect for the environment.

Family

Family programs provide children and their parents with activities that foster understanding and companionship. These programs are planned to bring groups of families together in a supportive environment. Through community programs, parents can learn from each other and children in an enjoyable way.

Community Program Youth and Adult Sports

Youth sports programs create opportunities to demonstrate and teach character values. All children participate equally in sports leagues and clinics where special emphasis is placed on building confidence, self-esteem, teamwork, fitness, and skills. Youth sports include basketball, football, soccer, lacrosse, martial arts, tennis, and golf. Adult sports create opportunities for men and woman to recreate, build, and maintain fitness through well-organized and safe programs including basketball, platform tennis, tennis, swimming, volleyball, bocce, and scuba.

Older Adults Program

Community programs for older adults utilize a three-pronged approach in working with seniors involving health and wellness activities, social activities, and opportunities for volunteerism.

DEPARTMENT EXPENDITURES

Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 62,333	$ 47,811	$ 55,616	$ 55,616	$ 57,146
110 Overtime Wages	-	324	375	375	400
120 Part-Time Wages	87,813	94,190	101,500	101,500	104,000
162 Group Life Insurance	369	305	303	303	303
163 Medical Insurance	12,792	12,807	13,000	13,000	13,663
164 Workers' Compensation	14,095	14,424	16,777	16,777	13,588
166 Pension Costs	4,235	4,050	4,171	4,171	4,285
167 Long-term Disability Insurance	165	137	128	128	132
168 Post Retirement Plan	600	600	500	500	500
198 Social Security Expense	11,271	10,732	12,049	12,048	12,359
Total Personal Services	$ 193,673	$ 185,380	$ 204,419	$ 204,418	$ 206,376
Contractual Services					
213 Professional Services	$ 1,700	$ -	$ 2,000	$ 2,000	$ 2,000
220 Liability Insurance	26,245	27,249	28,839	28,839	30,678
230 Association Dues	485	135	1,000	2,000	1,000
231 Travel & Conference Expense	190	90	3,500	3,500	3,500
241 Natural Gas	34,201	35,398	41,000	41,000	41,000
242 Electricity	21,296	21,019	24,000	24,000	24,000
261 Rental Charges-Transportation	935	2,137	2,000	2,000	2,000
264 Rental Charges-Facilities	-	-	3,000	3,000	3,000
275 Printing & Duplicating	8,802	12,991	18,000	18,000	18,000
278 Postage	2,262	-	6,000	6,000	6,000
279 Self Supporting Programs	40,857	41,222	44,100	44,100	40,000
290 Other Contractual Services	18,424	11,249	30,200	34,200	34,200
Total Contractual Services	$ 155,397	$ 151,490	$ 203,639	$ 208,639	$ 205,378

DEPARTMENT EXPENDITURES (Continued)

Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Commodities					
301 Expendable Office Supplies	$ 3,385	$ 181	$ 2,000	$ 2,000	$ 2,000
302 Books & Subscriptions	-	-	250	250	250
326 Recreation Supplies	40,990	67,151	47,900	50,000	47,500
328 Parks Maintenance Supplies	933	60	400	400	400
390 Other Supplies	590	2,249	1,250	1,500	1,250
Total Commodities	$ 45,898	$ 69,641	$ 51,800	$ 54,150	$ 51,400
Distributed Costs					
601 Dist. Vehicle Costs	$ 2,693	$ 2,760	$ 2,815	$ 2,815	$ 2,872
602 Dist. Data Processing Costs	45,859	55,190	116,353	116,353	92,743
Total Distributed Costs	$ 48,552	$ 57,950	$ 119,168	$ 119,168	$ 95,615
Total Recreation Expenditures	**$ 443,520**	**$ 464,461**	**$ 579,026**	**$ 586,375**	**$ 558,769**

BUDGETARY COMMENT

Funds requested for recreation in 2020 are $20,257 less than appropriated in 2019 due to a reduction in the distributed Information Technology costs resulting from the conclusion of the ActiveNet software implementation that took place in 2019.

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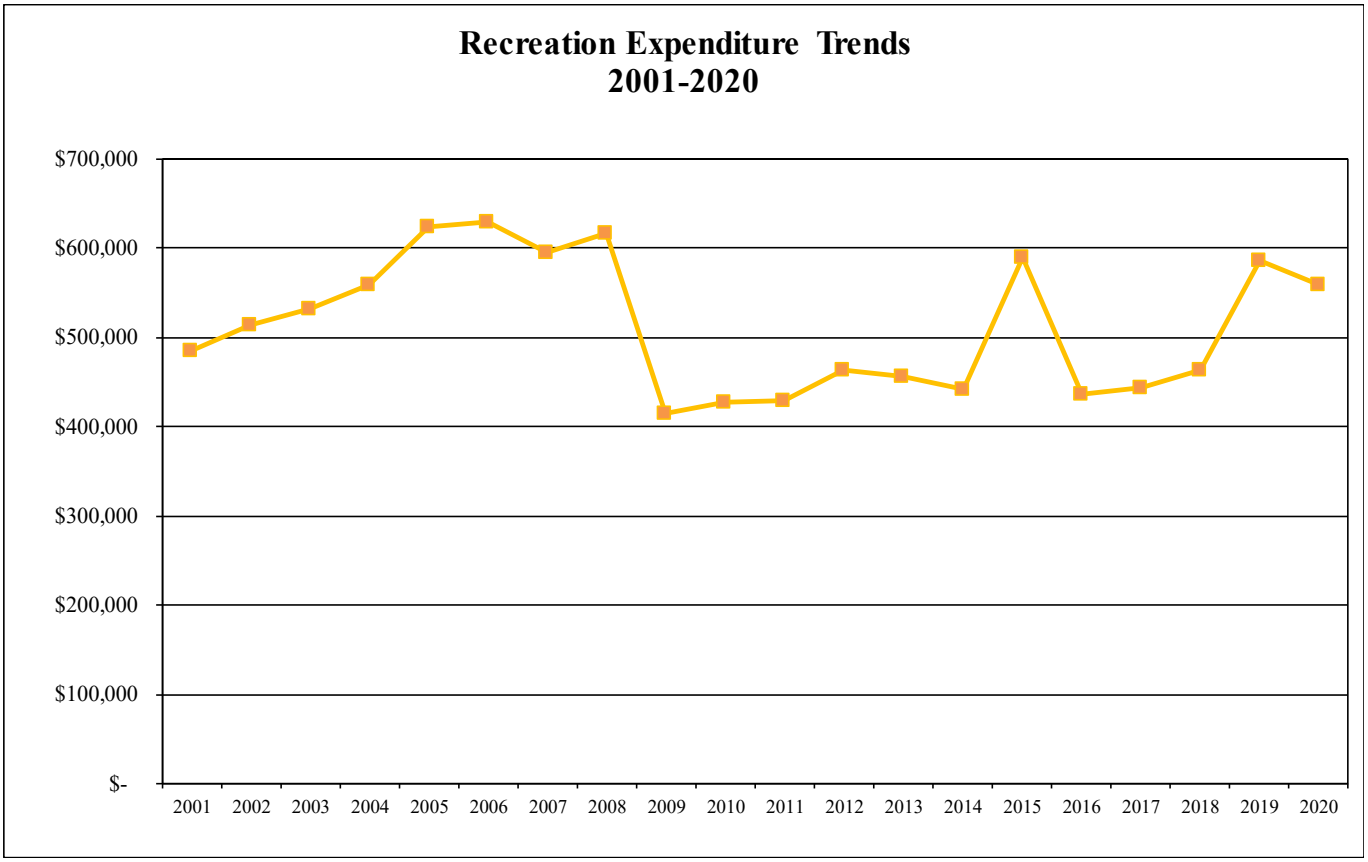
SUPPLEMENTARY INFORMATION

The average annual cost increase of Recreation expenditures over the last 20 years is 3.10%.



General Fund Revenue Breakdown

How much tax revenue does it take to operate the Recreation Department?

Net Expenditures*			***$ 80,291***
How many real estate tax mills?		**0.01**	**$ 34,234.43**
Earned Income Tax per $100?	**$**	**0.40**	**$ 37,835.02**
Percentage of Other Taxes?		**0.04%**	**$ 8,221.55**

**Net Expenditures are the total expenditures for the department less direct applicable funding streams such as department specific fees.*

GENERAL FUND

RECREATION

ADMINISTRATION

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Administration Expenditures					
Personal Services	$ 99,142	$ 83,984	$ 95,153	$ 95,153	$ 94,419
Contractual Services	42,279	43,311	58,339	63,339	64,178
Commodities	4,051	4,115	4,000	6,350	5,500
Distributed Costs	48,552	57,950	119,168	119,168	95,615
Total Administration Expenditures	**$ 194,024**	**$ 189,360**	**$ 276,660**	**$ 284,010**	**$ 259,712**

RECREATION ADMINISTRATION OVERVIEW

The Department of Recreation and Leisure Services was established in 1988 when the departments of Public Works and Parks & Recreation were reorganized. All park, forestry, and school grounds maintenance services performed by Public Works employees are now accounted for by the Department of Public Works. All recreation programming is included in the Department of Recreation and Leisure Services. This re-organization has improved the efficiency of maintenance, planning, and staffing. The Department of Recreation and Leisure Services is responsible for the operation and supervision of the following programs:

Aerobics, Dance & Exercise	Older Adults Program	Summer Playground
Baseball Program	Soccer Program	Tennis Program
Basketball Program	Softball League	Youth Development
Golf Lesson Program	Summer Music Program	Various recreational activities

The Department of Recreation and Leisure Services also maintains schedules of Township facility use such as meeting rooms, ball fields, and the McLaughlin Run Activity Center on McLaughlin Run Road.

The administrative staff consists of a Director, the Director's Secretary, a Community Programs Coordinator, and an Assistant Community Programs Coordinator.

2019 DEPARTMENT ACCOMPLISHMENTS

- Organized 65 participants including Recreation Staff, adult volunteers, and students from grade 1 through college to make a difference through the Martin Luther King, Jr. Day of Service. The group completed a project that benefits unsheltered folks in the city, inpatients and outpatients at the VA Hospital, Head Start and Senior Citizen programs in the Clairton area as well as animal shelter assistance.
- Staff successfully expanded Camp St. Clair in 2019, increasing participation by providing several more focused camp sessions that combine learning and fun.
- Coordinated several special events including the following: Arts & Chocolate, Easter Egg Hunt, RAD Day, Bounty at Boyce Mayview, Freaky Friday, Holidays at the C&RC, Upper St. Clair Community Day and Youth Steering Committee events at the C&RC.

2020 DEPARTMENT GOALS AND OBJECTIVES

- Continue to be the regional leader in Parks and Recreation while focusing on the quality of life for the residents of Upper St. Clair.
- Continue with staff professional growth opportunities.
- Continue working with community groups, USCAA/USCSD and Parks and Recreation Advisory Board.

COMPREHENSIVE PLAN STATUS

The Township's Comprehensive Plan, which is updated every ten years, consists of goals and objectives for the community over the next decade. A new Comprehensive Plan was adopted in November of 2015 to cover the goals for the Township for the years 2015 through 2025.

Following is a list of goals included in the 2015-2025 Comprehensive Plan that identify the Recreation Department as having a specific role. The figure in parenthesis after each goal identifies the specific "Aim" in the Comprehensive Plan.

GOAL: Focus on compatibility and public spaces in residential areas and emphasize the importance of transitions between existing and redeveloping areas. (3-D)

UPDATE: The Community Development Department will continue to work with the Planning Commission during the entitlement process to ensure compatibility between public spaces and existing residential areas. The Township continues to emphasize the importance of transitions between existing and redeveloping areas through the development review process.

GOAL: Promote pedestrian and bicycle safety within the Township. (5-C)

UPDATE: The Township continues to promote pedestrian and bicycle safety by providing and improving appropriate sidewalks, trails, and bikeways.

GOAL: Work with community groups and other applicable private entities to address Township-prioritized improvements for public spaces, pedestrian linkages and the community's natural heritage system. (6-A)

UPDATE: The Boyce Mayview Rail-with-Trail Ad Hoc Committee has continued to examine the feasibility of a connection from the Boyce Mayview Park trail system to the Montour Trail. The committee's goals include the connection with adjacent amenities including, but not limited to, Fairview Park, the Hastings development (former Mayview State Hospital property) and Peters Township.

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COMPREHENSIVE PLAN STATUS (continued)

GOAL: Consider opportunities of land acquisition in "core areas" of the Township to expand recreational and public spaces. (6-F)

UPDATE: The Township continues to pursue opportunities to acquire land in core areas of the Township. In 2018, the Township purchased property adjacent to the Beadling Soccer Field and in 2019, the Township purchased property adjacent to Marmion Field that may be utilized to help meet this goal.

GOAL: Organize and expand opportunities for collaboration with Upper St. Clair School District to energize the community's youth in becoming and staying involved in municipally sponsored/offered activities. (7-C)

UPDATE: The Recreation Department continues to work closely with the USC Athletic Association, South Hills YMCA, Boy Scouts, Girl Scouts, and other youth-focused organizations to expand the recreation and leisure opportunities for Upper St. Clair's youth.

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DEPARTMENT STATISTICS AND BENCHMARKS

- $349,500 is budgeted to be collected from program revenue in 2020.
- Program areas include Adult, Family, Preschool, Senior, Teen, and Youth.
- Large community-wide events include USC Community Day, USC Flea Market, Easter Egg Hunt, Bounty at Boyce Mayview Park, Arts & Chocolate, and Holidays at the C&RC.

Community Programs	2015	2016	2017	2018	Nov-19	
All Programs						
Total Participants	2,961	3,339	3,175	3,463	4,228	*
Total Program Offerings	195	255	241	212	303	
Permits for Meeting Rooms (MAC)	372	341	277	221	153	
Permits for Fields	48	75	62	61	49	
Field Bookings	2,615	2,883	2,875	2,912	3,218	
Permits for Pavilions	43	53	37	23	22	
Permits for C&RC Meeting Rooms	614	678	532	539	704	
Program Participants						
Aerobics/Dance & Exercise Classes	106	73	68	50	54	
Soccer Programs	215	117	97	71	64	
Summer Playground & Cultural Arts	562	894	987	827	720	
Girls Softball Camp	47	16	16	0	0	
Golf Lessons	62	43	34	32	6	
Summer Music	29	39	28	0	0	
Tennis Bubble/Paddle Tennis	97	94	103	90	60	
Miscellaneous Self-Supporting	1,057	2,743	1,331	1,520	2,552	
Youth Basketball	883	125	98	779	713	
Instructional Baseball	54	88	119	94	59	
Other Program Statistics						
Softball Programs	15 Teams	14 Teams	14 Teams	13 Teams	11 Teams	
Older Adults	1,520 meals	1,382 meals	1,450 meals	1,875	2,340	*

** Some programs offered to Older Adults and Youth do not require registration and are not counted above.*

Parks and Facilities

The Township of Upper St. Clair has 15 parks covering 747 acres and several facilities including:

- 3-Hole Golf Course
- Baker Park
- Beadling Soccer Fields
- Boyce Mayview Park and Athletic Fields
- Brookshire Park
- Byrnwick Park
- Clair Park
- Community Rooms
- Community & Recreation Center
- Gilfillan Park
- Hays Park
- Johnson Park
- Marmion Field
- McLaughlin Run Activity Center
- Memorial Garden
- Morton Field Complex
- Municipal Tennis Court
- Ravine Park
- Tustin Park
- Wiltshire Park

Community Organizations

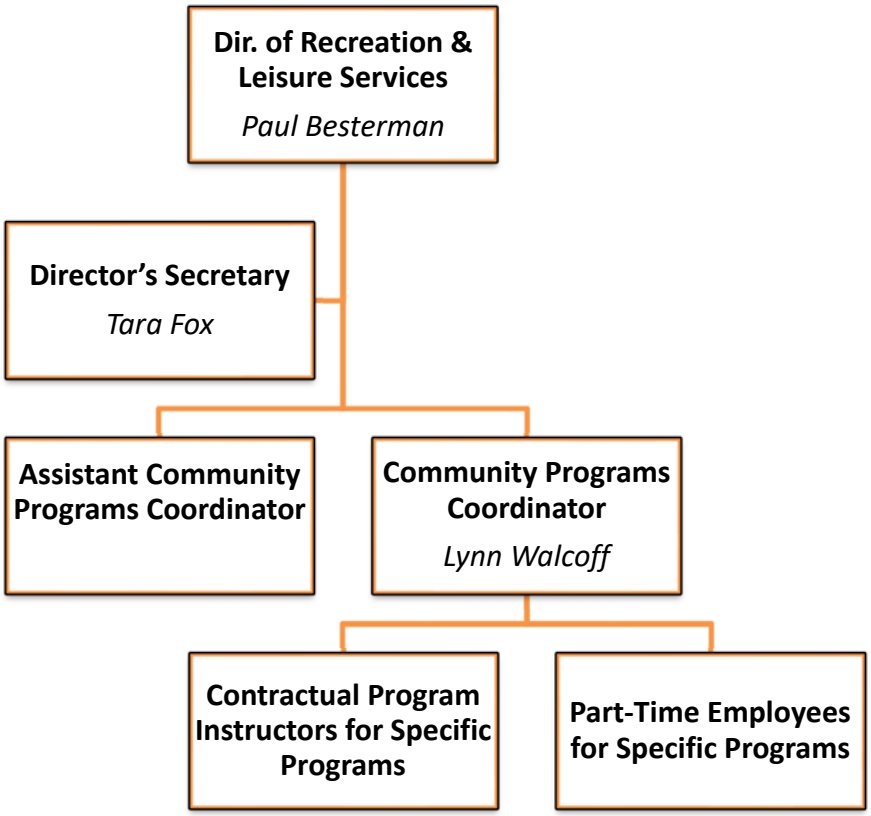
The following is a list of community organizations that the Department of Recreation and Leisure Services assisted in coordination during 2019. Through November 2019, 153 permits for Township meeting rooms, pavilions and fields were issued.

- 1830 Log House Committee
- Allegheny Health Department
- Athletes Taking Action
- Baker Elementary
- Bethel Park/St. Clair Rotary
- Boyce Road Gardeners
- Cinderella's Closet (USC HS Service Project)
- Community Foundation of USC
- Council of Republican Women
- Different Strokes Tennis Club
- Eisenhower Elementary
- Friends of the Library Book Collection and Sale
- Ft. Couch Middle School
- Hastings Village Homeowners
- Hidden Valley Homeowners
- Lower Chartiers Watershed
- Miracle League of the South Hills
- Montclair Homeowners Association
- Odyssey of the Mind
- Pacer Track Club
- Parks and Recreation Board
- Pineview Condominium Association
- Police Department Training
- Primary and General Elections
- Private parties
- PTA Council
- Sky Ridge Homeowners
- Streams Elementary
- Tall Trees Homeowners
- Tri-Community South Continuing Education
- Tri-Community South EMS
- Trotwood Garden Club
- U.S. Postal Service
- USC Boy Scouts, Cub Scouts, Tiger Cubs
- USC Citizens for Land Stewardship
- USC Coral Boosters
- USC Crew Boosters
- USC Democratic Committee
- USC Fly Fishing
- USC Football Boosters
- USC Founders Group
- USC Girl Scouts, Daisy's Cookie Delivery and Sale
- USC Historical Society
- USC Hockey Club
- USC HS Band Parents/Luminaries
- USC HS Football
- USC HS Girls Basketball
- USC HS Marching Band
- USC HS Musical
- USC HS Swim Team
- USC HS Thespians
- USC League for the Arts/Sugar Plum Shop
- USC Library
- USC Lions Club
- USC Newcomers Club
- USC Public Works
- USC Republican Committee
- USC Republican Forum
- USC School District Counselors
- USC Senior Citizens
- USC Stroke Survivors
- USC Swim Club
- USC Volleyball Boosters
- USC Women's Club
- USC Youth Cheerleaders
- USCAA Baseball
- USCAA Football
- USCAA Lacrosse
- USCAA Soccer
- USCAA Softball
- USCAA Travel Soccer
- USCAA Wrestling
- Welcome Wagon of USC
- Woodland Hills Swim Club
- Wyngate Homeowners

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Recreation and Leisure Services Department for 2019 are listed below.

Position Title	Pay Grade	Minimum	Maximum	2020 Positions
Director of Recreation and Leisure Services	3	$90,081	$129,186	1
Community Program Coordinator	11	$41,090	$58,927	1
Office Secretary	13	$33,958	$48,700	1



Budgetary Allocations

Certain Township employees have responsibilities outside of their primary department. A budgetary allocation for recreation employee's wages and benefits has been made as follows:

Position Title	Recreation	C&RC Fund	BM RAD
Director of Recreation and Leisure Services	25.0%	75.0%	n/a
Community Program Coordinator	50.0%	50.0%	n/a
Office Secretary	25.0%	70.0%	5.0%

GENERAL FUND

RECREATION

PROGRAM SUMMARY

DEPARTMENT EXPENDITURES

Administration Expenditures 01-50-501-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 62,333	$ 47,811	$ 55,616	$ 55,616	$ 57,146
110 Overtime Wages	-	324	375	375	400
162 Group Life Insurance	369	305	303	303	303
163 Medical Insurance	12,792	12,807	13,000	13,000	13,663
164 Workers' Compensation	14,095	14,424	16,777	16,777	13,588
166 Pension Costs	4,235	4,050	4,171	4,171	4,285
167 Long-term Disability Insurance	165	137	128	128	132
168 Post Retirement Plan	600	600	500	500	500
198 Social Security Expense	4,553	3,526	4,283	4,283	4,402
Total Personal Services	$ 99,142	$ 83,984	$ 95,153	$ 95,153	$ 94,419
Contractual Services					
220 Liability Insurance	$ 26,245	$ 27,249	$ 28,839	$ 28,839	$ 30,678
230 Association Dues	485	135	1,000	2,000	1,000
231 Travel & Conference Expense	190	90	3,500	3,500	3,500
275 Printing & Duplicating	8,802	12,991	18,000	18,000	18,000
278 Postage	2,262	-	6,000	6,000	6,000
290 Other Contractual Services	4,295	2,846	1,000	5,000	5,000
Total Contractual Services	$ 42,279	$ 43,311	$ 58,339	$ 63,339	$ 64,178
Commodities					
301 Expendable Office Supplies	$ 3,385	$ 181	$ 2,000	$ 2,000	$ 2,000
302 Books & Subscriptions	-	-	250	250	250
326 Recreation Supplies	76	1,685	500	2,600	2,000
390 Other Supplies	590	2,249	1,250	1,500	1,250
Total Commodities	$ 4,051	$ 4,115	$ 4,000	$ 6,350	$ 5,500
Distributed Costs					
601 Dist. Vehicle Costs	$ 2,693	$ 2,760	$ 2,815	$ 2,815	$ 2,872
602 Dist. Data Processing Costs	45,859	55,190	116,353	116,353	92,743
Total Distributed Costs	$ 48,552	$ 57,950	$ 119,168	$ 119,168	$ 95,615
Total Administration Expenditures	**$ 194,024**	**$ 189,360**	**$ 276,660**	**$ 284,010**	**$ 259,712**

BUDGETARY COMMENT

Funds requested for Recreation Administration in 2020 are $16,948 less than appropriated in the prior year due primarily to the aforementioned reduction in distributed Information Technology costs.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Program Expenditures					
Personal Services	$ 94,531	$ 101,396	$ 109,266	$ 109,265	$ 111,957
Contractual Services	113,118	108,179	145,300	145,300	141,200
Commodities	41,847	65,526	47,800	47,800	45,900
Total Program Expenditures	**$ 249,496**	**$ 275,101**	**$ 302,366**	**$ 302,365**	**$ 299,057**

RECREATION PROGRAMS OVERVIEW

All recreation program expenses, except outdoor tennis court maintenance and golf course maintenance (Public Works), are budgeted as part of recreation programs, but staff coordination for these two (2) programs are managed by the Recreation Department. Total recreation program expenses for 2019 are $299,057. Anticipated fees generated by these programs are $349,500. Thus, recreation programs are fully fee supported.

Program Expenditures 01-50-502-500 TO 01-50-530-500	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
120 Part-Time Wages	$ 87,813	$ 94,190	$ 101,500	$ 101,500	$ 104,000
198 Social Security Expense	6,718	7,206	7,766	7,765	7,957
Total Personal Services	$ 94,531	$ 101,396	$ 109,266	$ 109,265	$ 111,957
Contractual Services					
213 Professional Services	$ 1,700	$ -	$ 2,000	$ 2,000	$ 2,000
241 Natural Gas	34,201	35,398	41,000	41,000	41,000
242 Electricity	21,296	21,019	24,000	24,000	24,000
260 Rental Charges-Transportation	935	2,137	2,000	2,000	2,000
264 Rental Charges-Facilities	-	-	3,000	3,000	3,000
279 Self Supporting Programs	40,857	41,222	44,100	44,100	40,000
290 Other Contractual Services	14,129	8,403	29,200	29,200	29,200
Total Contractual Services	$ 113,118	$ 108,179	$ 145,300	$ 145,300	$ 141,200
Commodities					
326 Recreation Supplies	$ 40,914	$ 65,466	$ 47,400	$ 47,400	$ 45,500
328 Parks Maintenance Supplies	933	60	400	400	400
Total Commodities	$ 41,847	$ 65,526	$ 47,800	$ 47,800	$ 45,900
Total Program Expenditures	**$ 249,496**	**$ 275,101**	**$ 302,366**	**$ 302,365**	**$ 299,057**

SUMMER PLAYGROUND AND CULTURAL ARTS PROGRAM

The Summer Playground and Cultural Arts program provides five weeks of supervised activity to students in grades one through six. Activities include arts and crafts, films, children performers, and the Summer Pathfinder School for exceptional children. In 2019, fees for the Camp St. Clair program were set at $300.00 per person and $450.00 per family, and fees for the Panther Paws program ranged from $100 to $130.

Summer Playground Expenditures 01-50-511-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
120 Part-Time Wages	$ 50,023	$ 48,956	$ 50,000	$ 50,000	$ 51,000
198 Social Security Expense	3,827	3,745	3,825	3,825	3,902
Total Personal Services	$ 53,850	$ 52,701	$ 53,825	$ 53,825	$ 54,902
Contractual Services					
213 Professional Services	$ 1,700	$ -	$ 2,000	$ 2,000	$ 2,000
290 Other Contractual Services	-	85	2,500	2,500	2,500
Total Contractual Services	$ 1,700	$ 85	$ 4,500	$ 4,500	$ 4,500
Commodities					
326 Recreation Supplies	$ 6,058	$ 3,744	$ 8,000	$ 8,000	$ 8,000
Total Commodities	$ 6,058	$ 3,744	$ 8,000	$ 8,000	$ 8,000
Total Summer Playground Expenditures	**$ 61,608**	**$ 56,530**	**$ 66,325**	**$ 66,325**	**$ 67,402**
Estimated Revenue					
011 Summer Program Fees	**$ 70,009**	**$ 73,359**	**$ 71,500**	**$ 72,000**	**$ 73,000**
Percent Fee Supported					**108%**

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OLDER ADULTS PROGRAM

The Upper St. Clair Older Adults program was initiated in the spring of 1975. At that time, it was funded on an experimental basis by Federal Revenue Sharing monies. The program was an unqualified success with a 400% increase in participation by the end of 1975. Because of the success of the 1975 experimental program, beginning in 1976 the program was funded through the General Fund. Approximately 125 older adults participate in the program on a regular basis. A Township employee coordinates the program.

The schedule of programs includes films, arts and crafts lessons, lectures, card tournaments, pool, Ping-Pong, field trips, and a weekly luncheon program. In 2019, programs were also offered that did not require registration. These included Driver Education for Older Adults, Shakespeare Seminars, Seniors at Leisure Series (including Brain Fitness), Art Experience, Entertainment Day, and Card and Game Day. Continuation of these programs is recommended for 2020.

Older Adults Program Expenditures 01-50-513-500???-000	**2017 Actual**	**2018 Actual**	**2019 Budget**	**2019 Estimate**	**2020 Budget**
Personal Services					
120 Part-Time Wages	$ 578	$ 2,783	$ 500	$ 500	$ 500
198 Social Security Expense	44	213	38	38	38
Total Personal Services	$ 622	$ 2,996	$ 538	$ 538	$ 538
Contractual Services					
260 Rental Charges-Transportation	$ 935	$ 2,137	$ 2,000	$ 2,000	$ 2,000
Total Contractual Services	$ 935	$ 2,137	$ 2,000	$ 2,000	$ 2,000
Commodities					
326 Recreation Supplies	$ 12,088	$ 23,200	$ 13,000	$ 13,000	$ 13,000
Total Commodities	$ 12,088	$ 23,200	$ 13,000	$ 13,000	$ 13,000
Total Older Adults Program Expenditures	**$ 13,645**	**$ 28,333**	**$ 15,538**	**$ 15,538**	**$ 15,538**
Estimated Revenue					
013 Older Adults	**$ 64**	**$ -**	**$ 500**	**$ 200**	**$ 200**
Percent Fee Supported					**1%**

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TENNIS BUBBLE/PADDLE TENNIS PROGRAM

The Township's three tennis bubbles provide tennis play during the months of October through April. Participants purchase a fixed hour each week for the season. Season fees for each fixed hour range from $479.00 to $612.00 for the 2019/20 season.

Fee projections include amortized capital costs of three (3) tennis bubbles constructed in 2000, 2008 and 2016. The Township expects to repay the capital costs through user fees charged over the amortization period.

Tennis Bubble/Paddle Tennis Exp. 01-50-521-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
120 Part-Time Wages	$ 23,965	$ 22,990	$ 26,000	$ 26,000	$ 26,000
198 Social Security Expense	1,833	1,759	1,989	1,989	1,989
Total Personal Services	$ 25,798	$ 24,749	$ 27,989	$ 27,989	$ 27,989
Contractual Services					
241 Natural Gas	$ 34,201	$ 35,398	$ 41,000	$ 41,000	$ 41,000
242 Electricity	21,296	21,019	24,000	24,000	24,000
Total Contractual Services	$ 55,497	$ 56,417	$ 65,000	$ 65,000	$ 65,000
Commodities					
328 Parks Maintenance Supplies	$ 933	$ 60	$ 400	$ 400	$ 400
Total Commodities	$ 933	$ 60	$ 400	$ 400	$ 400
Total Tennis Bubble/Paddle Tennis Exp.	**$ 82,228**	**$ 81,226**	**$ 93,389**	**$ 93,389**	**$ 93,389**
Estimated Revenue					
021 Tennis Bubble Fees	**$ 90,817**	**$ 90,130**	**$ 100,000**	**$ 80,000**	**$ 82,000**
Percent Fee Supported					**88%**

YOUTH BASKETBALL PROGRAMS

Winter and summer basketball programs are offered in order to teach basketball fundamentals and provide opportunities for organized play. In 2019, fees ranged from $75 for the preschool Little Hoopstars program to $90 for the residents-only program.

Youth Basketball Expenditures 01-50-523-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
120 Part-Time Wages	$ 2,649	$ 900	$ 3,000	$ 3,000	$ 3,000
198 Social Security Expense	203	69	230	230	230
Total Personal Services	$ 2,852	$ 969	$ 3,230	$ 3,230	$ 3,230
Contractual Services					
264 Rental Charges-Facilities	$ -	$ -	$ 3,000	$ 3,000	$ 3,000
290 Other Contractual Services	-	-	15,000	15,000	15,000
Total Contractual Services	$ -	$ -	$ 18,000	$ 18,000	$ 18,000
Commodities					
326 Recreation Supplies	$ 17,535	$ 35,015	$ 20,000	$ 20,000	$ 20,000
Total Commodities	$ 17,535	$ 35,015	$ 20,000	$ 20,000	$ 20,000
Total Youth Basketball Expenditures	**$ 20,387**	**$ 35,984**	**$ 41,230**	**$ 41,230**	**$ 41,230**
Estimated Revenue					
023 Youth Basketball	**$ 59,907**	**$ 61,596**	**$ 55,000**	**$ 55,000**	**$ 60,000**
Percent Fee Supported					**146%**

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MISCELLANEOUS SELF-SUPPORTING PROGRAMS

The Recreation Department administers many other programs that are not accounted for separately within the budget due to their activity being generally smaller than that of most programs described on the preceding pages of this document. Such programs are instead reported collectively within this miscellaneous category. The majority of these programs fully support their costs with the amount of revenue they generate. The programs in this category include, but are not limited to: aerobics/dance classes, summer soccer, softball, golf lessons, summer music, and instructional baseball.

Self Supporting Programs Expenditures 01-50-522-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
120 Part-Time Wages	$ 10,598	$ 18,561	$ 22,000	$ 22,000	$ 23,500
198 Social Security Expense	811	1,420	1,684	1,683	1,798
Total Personal Services	$ 11,409	$ 19,981	$ 23,684	$ 23,683	$ 25,298
Contractual Services					
279 Self Supporting Programs	$ 40,857	$ 41,222	$ 44,100	$ 44,100	$ 40,000
290 Other Contractual Services	14,129	8,318	11,700	11,700	11,700
Total Contractual Services	$ 54,986	$ 49,540	$ 55,800	$ 55,800	$ 51,700
Commodities					
326 Recreation Supplies	$ 5,233	$ 3,507	$ 6,400	$ 6,400	$ 4,500
Total Commodities	$ 5,233	$ 3,507	$ 6,400	$ 6,400	$ 4,500
Total Self Supporting Prog. Expenditures	**$ 71,628**	**$ 73,028**	**$ 85,884**	**$ 85,883**	**$ 81,498**
Estimated Revenue					
022 Miscellaneous Self Supporting	**$ 103,478**	**$ 93,710**	**$ 100,500**	**$ 96,880**	**$ 102,000**
Percent Fee Supported					**125%**

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GENERAL FUND

LIBRARY SUMMARY

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Administration Expenditures					
Personal Services	$ 748,881	$ 750,719	$ 769,875	$ 769,875	$ 785,043
Contractual Services	9,251	7,139	9,500	10,700	9,800
Commodities	87,407	125,274	138,500	138,770	136,200
Distributed Costs	22,930	22,996	38,784	38,784	39,747
Total Administration Expenditures	**$ 868,469**	**$ 906,128**	**$ 956,659**	**$ 958,129**	**$ 970,790**

LIBRARY ADMINISTRATION OVERVIEW

The Library is primarily funded by the Township, but certain expenses are partially offset by a state aid public library subsidy, funding from the Allegheny County Regional Assets Fund (ARAD), and revenues generated by fees and fines. The Friends of the Library also contribute to special library purchases and programs. For information about ARAD, please see the "*Special Revenue Funds*" section of the budget.

Library hours are: 9:30 AM to 9:00 PM Monday through Thursday, 9:30 AM to 5:00 PM Friday and Saturday, and 1:00 PM to 5:00 PM Sundays from Labor Day to Memorial Day. The Library is closed on Sunday during the summer.

Library Materials

The circulating physical collection includes approximately 65,000 cataloged items for children, teens and adults. Books, large print materials, magazines, audiovisual items such as videos, DVDs, audiobooks, and music CDs, are available. There are puzzles for children. Downloadable e-books, e-magazines, e-audio and e-video are also available online with a library card. The catalog is available on the Internet at http://librarycatalog.einetwork.net, and patrons may view their account to renew items on loan, request new materials, and pay fines online.

Library Services

The Library connects people with information through services such as reader's advisory assistance, personal reference help answering questions, and staff facilitated interlibrary loans. Internet computers equipped with Microsoft Office products connect users to the world of digital information. The Library is a Wi-Fi hotspot. Both black & white and color printing is possible from library computers and personal devices. There are iPads available for use in the library for both kids and adults. The library computers are equipped with assistive technology software for the handicapped. Magic, a screen enlargement program, enables users to enlarge the screen information up to 20 times the normal display size. JAWS synthesizes speech for "screen reading" to read the screen to the patron who is visually impaired. Multi-language software is also on every desktop, allowing users to both read and write in other languages. A large print keyboard is available for use in the Library. Quiet study rooms, photocopiers, a 3-D printer, and a fax/scanner machine are also available in the Library. The Library Multipurpose Room is available for non-profit community group meetings and can be requested online from the library homepage.

DEPARTMENT OVERVIEW (Continued)

Library Programs & Activities

The Library provides numerous activities for children and youth, including infant, toddler and preschool story-times, summer reading programs, special events, and a teen volunteer program. Outreach programs are delivered to classes in the School District, the Boy Scouts and the Girl Scouts, and many area nursery and preschools. An early literacy activity center, the Play to Learn Center, on the children's floor provides developmentally appropriate materials for the young child. Older kids can use materials designed to help them understand science and math concepts in the Explore to Learn Center.

Adult programs include monthly book-review groups as well as various informational and educational programs which are presented throughout the year. Book review talks are available to community organizations. USCconnect will deliver library materials to the door of eligible residents who are unable to get to the library.

The Library is a fully participating member of the Allegheny County Electronic Information Network (eiNetwork), providing registered patrons access to materials in all County libraries. The Library also participates in the ACCESS PA Statewide Library Card Program, which enables patrons to borrow materials from all participating libraries in Pennsylvania.

The Library is currently staffed by a Director, eight full-time staff, part-time librarians, library specialists, library assistants, and volunteers. Volunteer work at the library is always available.

2019 DEPARTMENT ACCOMPLISHMENTS

- A redesigned Little Kid's Learn Program was introduced last summer. The booklet was designed to be user friendly and guide caregivers through the activities. Parents liked the booklet idea and streamlined approach; kids loved the stickers. We will continue to tweak the program to encourage participation.
- A focus on the topics of diversity, unconscious bias, and multicultural education included the addition of both juvenile and adult books on these topics as well as a variety of programs and displays in the library. Programs offered were a monthly Accepting Our Neighbors Discussion Group, focused on diversity and inclusion. Kids programs included Luna New Year, Thailand Cultural Night, Adapted Storytimes, Diwali Crafts, Aesop's Fables, and an on-going Alternatives to College speaker series. There were special displays for Martin Luther King, Black History Month, Ramadan, Women in Science, and World Countries and Cookbooks.
- Adult program offerings have been expanded with a special focus on outreach, bringing the library to those who cannot travel here. Volunteers regularly read to residents of Grand Residence Assisted Living Facility, and another group practices vintage radio plays and presents to groups in the community.
- Implemented online registration for all library programs and events.

2020 DEPARTMENT GOALS AND OBJECTIVES

- Install graphical screen self-checkout stations. The interface will offer an easier and more intuitive self-checkout experience. The stations will also serve as a promotional tool for upcoming library events.
- Upgrade all library computers for patrons and staff. Their three-year lease expires in the summer of 2020.
- Install additional Wi-Fi access points to strengthen the current library wireless network.
- Participate in the 2020 National Census digital effort by providing a dedicated computer station where the form may be filled out in the library.
- Monitor the growth and the licensing issues of downloadable e-books, e-audios, and e-videos, and the impact this will have on the purchase of physical items in these formats.

DEPARTMENT STATISTICS AND BENCHMARKS

Library Performance Statistics

The following libraries are similar to Upper St. Clair in both their population and economic circumstances.

Library Statistics and Service Measures Compared with Local Area Libraries

Data from Institute of Museum and Library Services, Public Library Survey Fiscal Year 2017

Library	Population of Service Area	Hours Open Weekly	Total Staff (FTE equiv)	Collection Size	Circulation	Library Visitors	Total Library Programs	Total Program Attendance	Internet Terminals
Upper St. Clair	19,229	65	19.48	65,271	329,948	149,682	705	13,878	12
Bethel Park	32,313	65	19.68	93,942	327,391	154,863	2,273	26,896	28
Bridgeville	5,148	52	5.43	21,394	93,189	36,481	942	11,400	16
Moon	24,185	56	9.15	57,905	226,375	108,499	1,176	27,862	16
Mount Lebanon	33,137	66	24.78	145,940	597,754	368,930	1,832	42,247	44
Northern Tier	22,597	63	15.01	73,338	230,534	139,000	904	14,712	20
Peters	21,213	64	14.26	154,645	335,444	203,955	1,761	31,079	16
Shaler North	28,757	58	19.88	132,916	409,626	447,000	3,001	110,183	22

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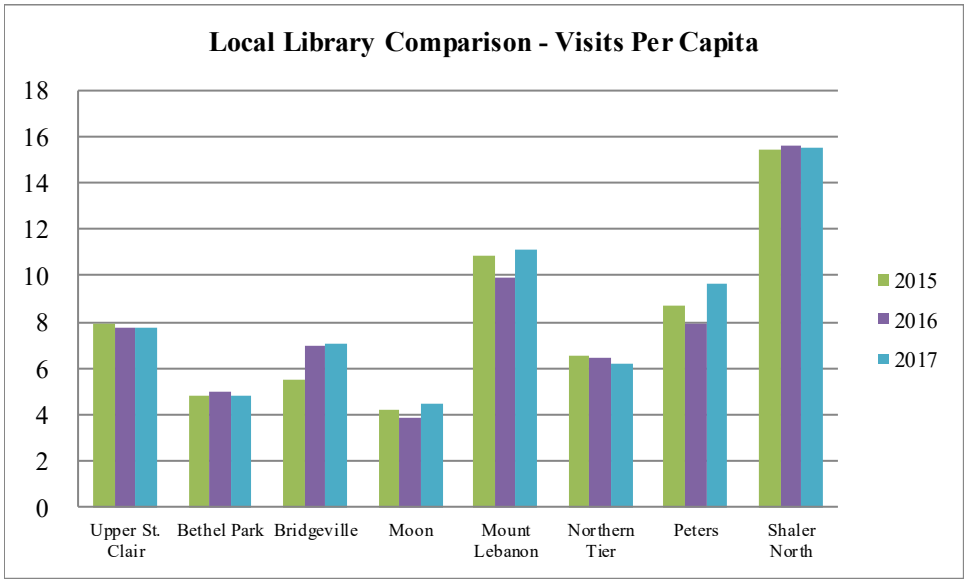
DEPARTMENT STATISTICS AND BENCHMARKS (continued)

Visits Per Capita – Indicates to what extent the community uses their local library facility.

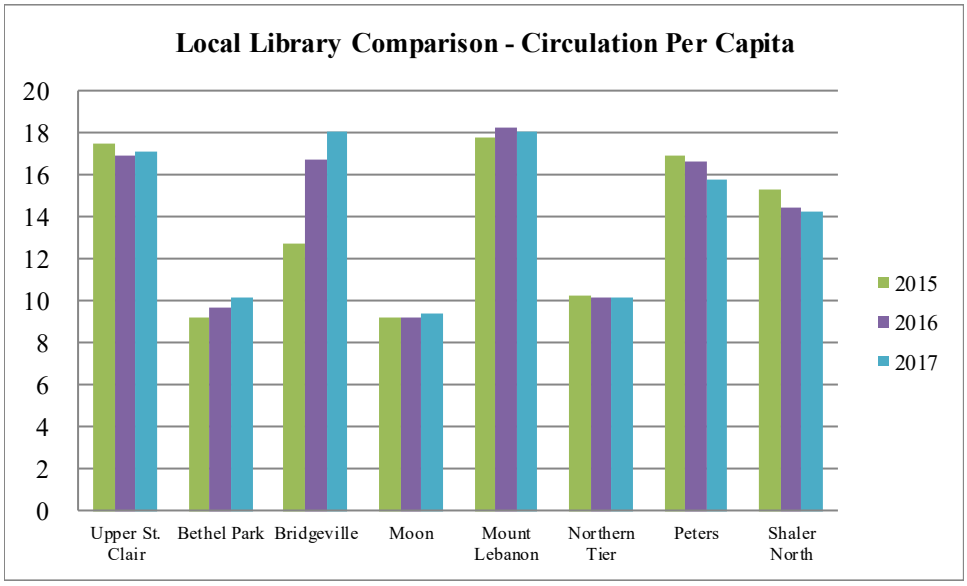
Per capita comparisons with other local libraries indicate the performance of the library relative to the size of the library's legal service population.

The Visits Per Capita measurement illustrates a dimension of library performance, one which focuses on how well the library facility is used by the community. Visits Per Capita captures attendance at programs, computer users, and casual readers as well as serious students.



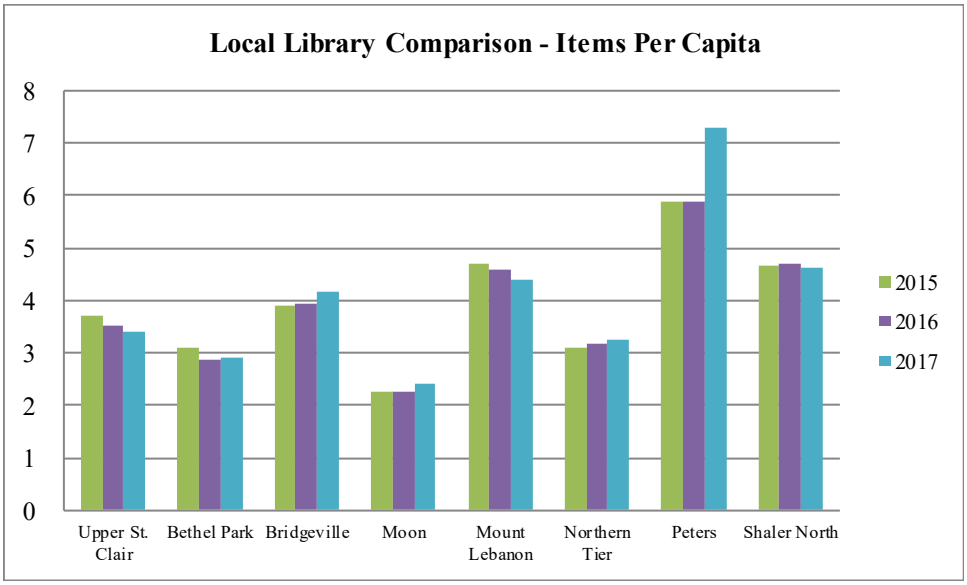
Circulation Per Capita – Relates the number of library materials lent to the population of the library service area. It is calculated by dividing total annual circulation by the library's legal service area population.

These numbers only document circulation within the library. Not reflected in the chart is the number of items shared through the Inter Library Loan system. E-book statistics are not yet part of the state definition for circulation. Circulation and turnover rates are critical measures of the library's performance. Librarians now use these statistics, at a more granular level than shown here, to make informed collection development decisions in a systematic way. Non-fiction areas are analyzed by subject, and additional space has been allotted to the specific areas with the greatest use.



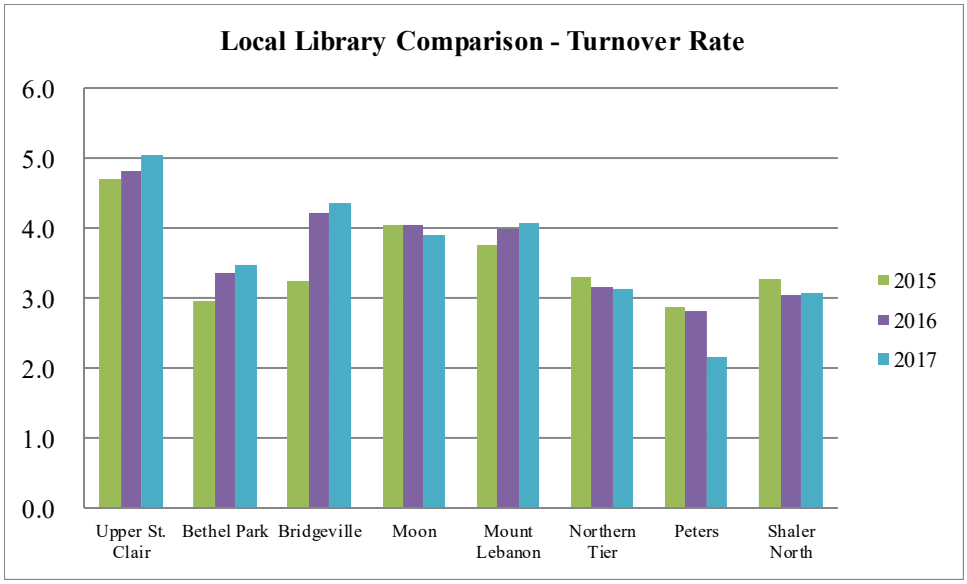
DEPARTMENT STATISTICS AND BENCHMARKS (continued)

Items Per Capita - The number of physical items available with respect to the legal service population. With the growth of online information sources, e-books, e-audios, and e-videos, this number is trending downwards.



Turn-Over Rate - Calculated by dividing circulation by collection size, this statistic is used to indicate how well the library's collection is circulating and meeting the needs of the community.

The number of items available, as well as how much each items is used, is a key determiner of the vitality of the library collection. Upper St. Clair's latest Items Per Capita measurement is 3.40 and the Turnover Rate is 5.06.



COMPREHENSIVE PLAN STATUS

The Library continues to meet its goals under the Township's Comprehensive Plan. Its goal is to empower the community to learn and create by providing library spaces, programs and services which are relevant for people of all ages and backgrounds, and by anticipating the changing needs of our community and adapting to provide the best service possible. This goal is aim 6-B of the 2015-2025 Comprehensive Plan.

With a focus on upgrading technology and helping our residents with digital literacy skills, the library is facing forward and anticipating the changes technology is bringing to how people access information and how they want to use their library.

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Library Department for 2020 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2020 Positions
Director of the Library	4	$80,071	$114,830	1
Head of Youth Services	9	$49,719	$71,301	1
Head of Technical Services	9	$49,719	$71,301	1
Youth Services Librarian	11	$41,090	$58,927	1
Programs & Outreach Services Librarian	11	$41,090	$58,927	1
Secretary to the Director of the Library	13	$33,958	$48,700	1
Circulation Coordinator	13	$33,958	$48,700	1
Technical Services Assistant	15	$28,065	$40,247	1
Youth Services Library Specialist	15	$28,065	$40,247	1
Total				**9**

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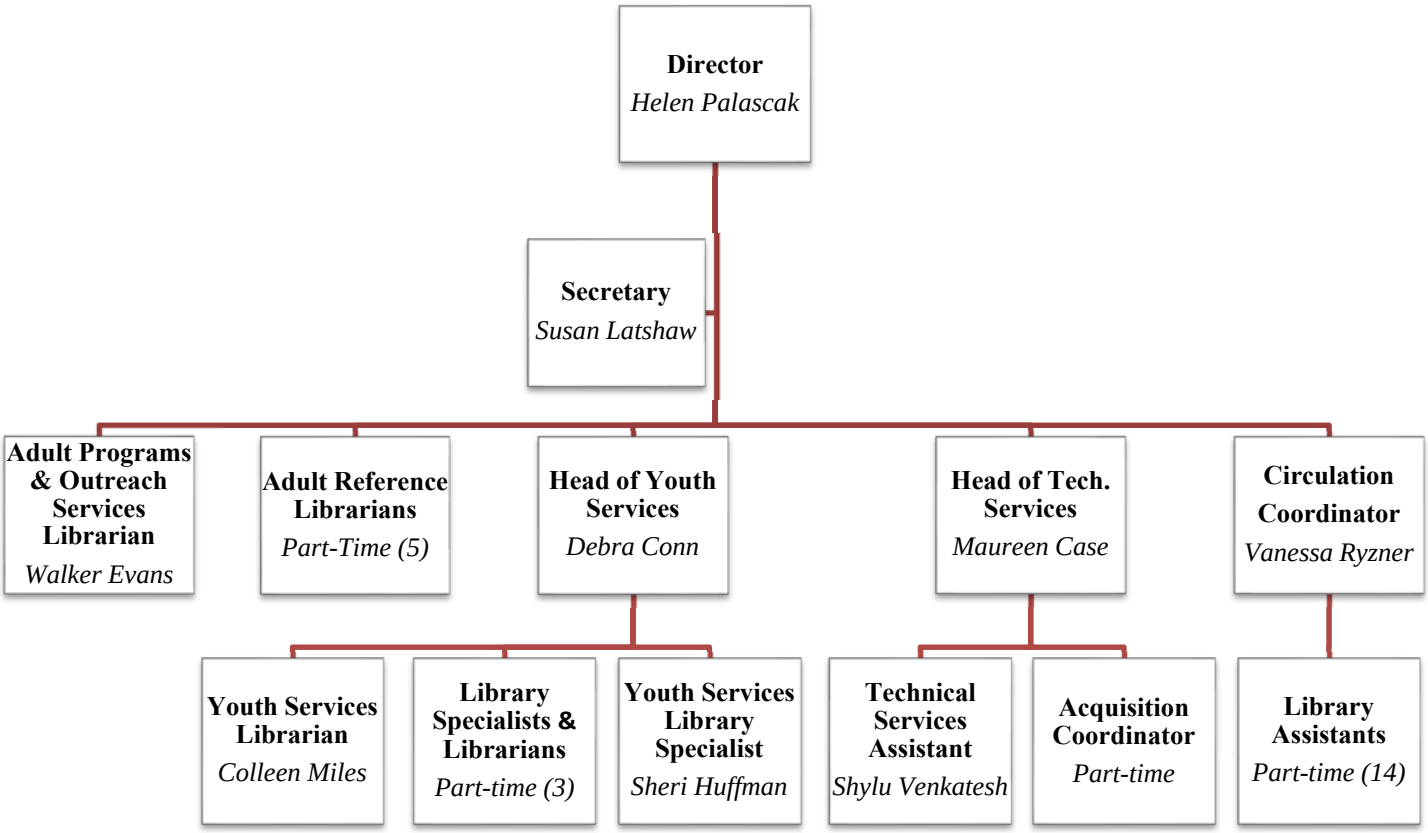
DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



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DEPARTMENT EXPENDITURES

Administration Expenditures 01-60-601-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
101 Full-Time Wages	$ 295,058	$ 299,906	$ 308,519	$ 308,519	$ 317,124
120 Part-Time Wages	286,410	281,645	293,150	293,150	295,000
162 Group Life Insurance	1,427	1,234	1,711	1,711	1,765
163 Medical Insurance	98,134	99,592	93,326	93,326	97,997
164 Workers' Compensation	5,822	5,957	6,930	6,930	5,612
166 Pension Costs	16,535	16,951	17,498	17,498	17,985
167 Long-term Disability Insurance	857	760	713	713	733
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	42,638	42,674	46,028	46,028	46,827
Total Personal Services	$ 748,881	$ 750,719	$ 769,875	$ 769,875	$ 785,043
Contractual Services					
230 Association Dues	$ 1,306	$ 1,176	$ 2,000	$ 2,000	$ 3,000
231 Travel & Conference Expense	2,446	1,412	2,000	2,000	2,000
243 Telephone	1,275	708	1,100	1,100	1,000
250 Repairs/Maint - Office Equip	1,770	3,145	2,400	3,600	3,000
275 Printing & Duplicating	2,000	233	1,500	1,500	300
278 Postage	454	465	500	500	500
Total Contractual Services	$ 9,251	$ 7,139	$ 9,500	$ 10,700	$ 9,800
Commodities					
301 Expendable Office Supplies	$ 8,811	$ 4,004	$ 8,000	$ 8,000	$ 4,000
302 Periodicals & Subscriptions	5,736	5,691	6,000	6,000	6,000
310 Adult Books	28,194	58,348	68,000	68,000	62,000
311 Juvenile Books	15,250	16,582	16,000	16,000	14,000
314 Adult Non-Print Materials	10,087	13,673	10,000	10,000	12,000
315 Juvenile Non-Print Materials	(7,669)	375	-	270	-
320 E-Resources	9,567	13,230	17,000	17,000	23,000
380 Miscellaneous Supplies	(10)	43	500	500	200
381 Program Expenses	8,013	10,286	10,000	10,000	12,000
382 Library Specific Supplies	9,428	3,042	3,000	3,000	3,000
Total Commodities	$ 87,407	$ 125,274	$ 138,500	$ 138,770	$ 136,200

DEPARTMENT EXPENDITURES (Continued)

Administration Expenditures 01-60-601-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Distributed Costs					
602 Dist. Data Processing Costs	$ 22,930	$ 22,996	$ 38,784	$ 38,784	$ 39,747
Total Distributed Costs	$ 22,930	$ 22,996	$ 38,784	$ 38,784	$ 39,747
Total Administration Expenditures	**$ 868,469**	**$ 906,128**	**$ 956,659**	**$ 958,129**	**$ 970,790**

BUDGETARY COMMENT

The 2020 Budget is $14,131, or 1.48%, more than appropriated in 2019. Personal services costs represent the largest increase area.

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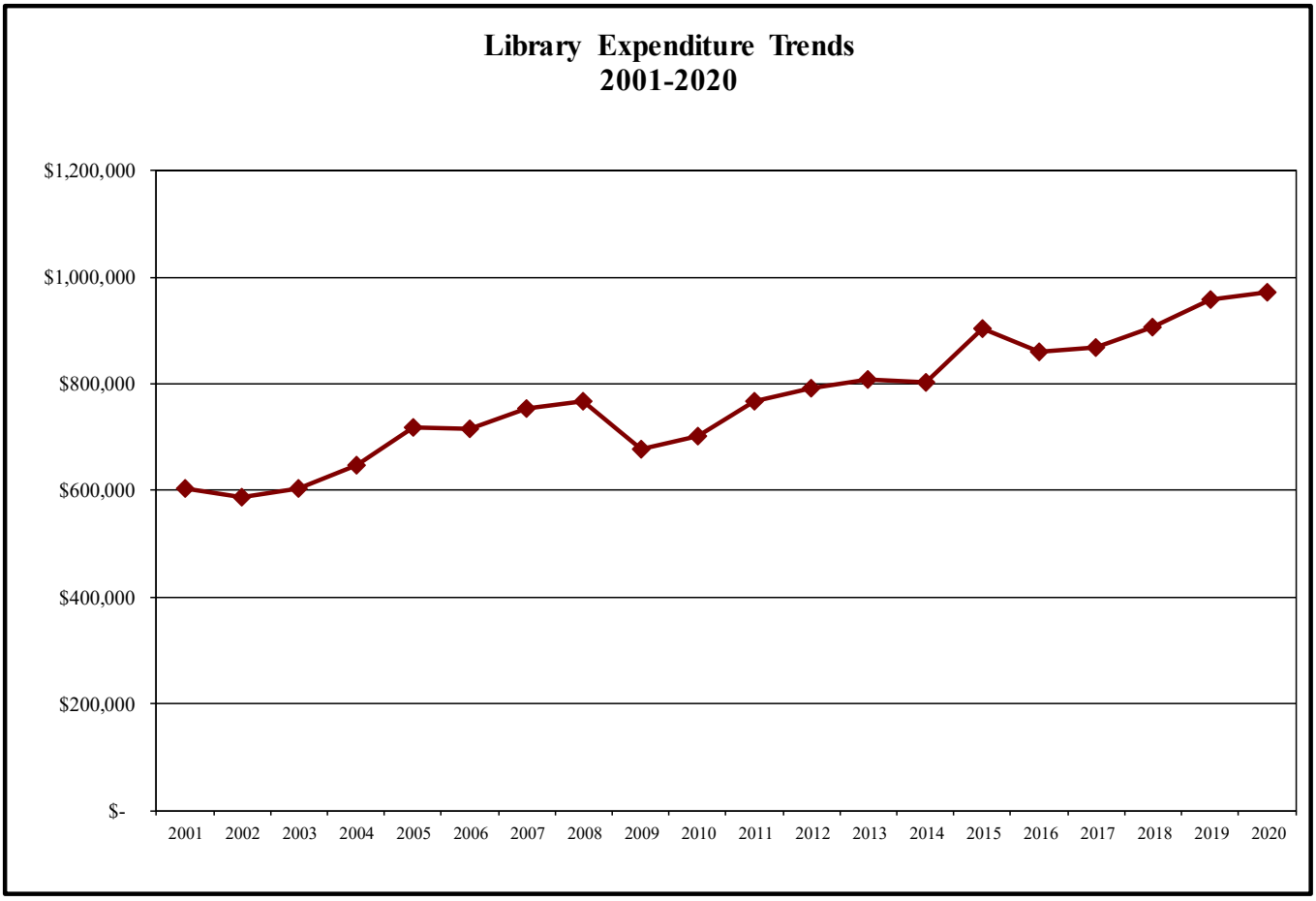
SUPPLEMENTARY INFORMATION

The average annual cost increase of Library expenditures over the last 20 years is 2.75%.



General Fund Revenue Breakdown

How much tax revenue does it take to operate the Library department?

Net Expenditures*			***$857,970***
How many real estate tax mills?		**0.16**	**$365,821**
Earned Income Tax per $100?	**$**	**4.31**	**$404,296**
Percentage of Other Taxes?		**0.44%**	**$87,853**

**Net Expenditures are the total expenditures for the department less direct applicable funding streams such as department specific fees and grants.*

FRINGE BENEFITS

&

INSURANCE

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services	$ 3,514,326	$ 3,751,451	$ 3,948,950	$ 3,948,950	$ 4,079,868
Less: Dist. Operating Costs	(3,455,210)	(3,724,205)	(3,948,950)	(3,948,950)	(4,079,868)
Total Personal Services	**$ 59,116**	**$ 27,246**	**$ -**	**$ -**	**$ -**

DISTRIBUTED OVERHEAD & FRINGE BENEFITS OVERVIEW

This account represents the Township's total cost for Social Security, Group Life Insurance, Medical Insurance, Workers' Compensation Insurance, Long-term Disability Insurance, Unemployment Compensation and Retirement Fund Contributions for Township employees. All fringe benefit costs are allocated to specific departments or funds, except for Unemployment Compensation. Please refer to the schedule on the following page for a breakdown of the allocation.

DEPARTMENT EXPENDITURES

Distributed Overhead & Fringe Benefits 01-90-902-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
160 Social Security Expense	$ 807,124	$ 837,794	$ 760,756	$ 760,756	$ 756,556
162 Group Life Insurance	37,347	34,464	34,464	34,464	35,475
163 Medical Insurance	1,567,042	1,629,623	1,899,415	1,899,415	1,984,942
164 Workers' Compensation	413,457	461,866	505,159	505,159	408,501
165 Unemployment Compensation	18,310	6,982	15,000	15,000	8,000
166 Pension Costs	650,180	762,073	715,972	715,972	867,474
167 Long-Term Disability Insurance	20,866	18,649	18,184	18,184	18,920
199 Less: Dist. Operating Costs	(3,455,210)	(3,724,205)	(3,948,950)	(3,948,950)	(4,079,868)
Total Personal Services	**$ 59,116**	**$ 27,246**	**$ -**	**$ -**	**$ -**

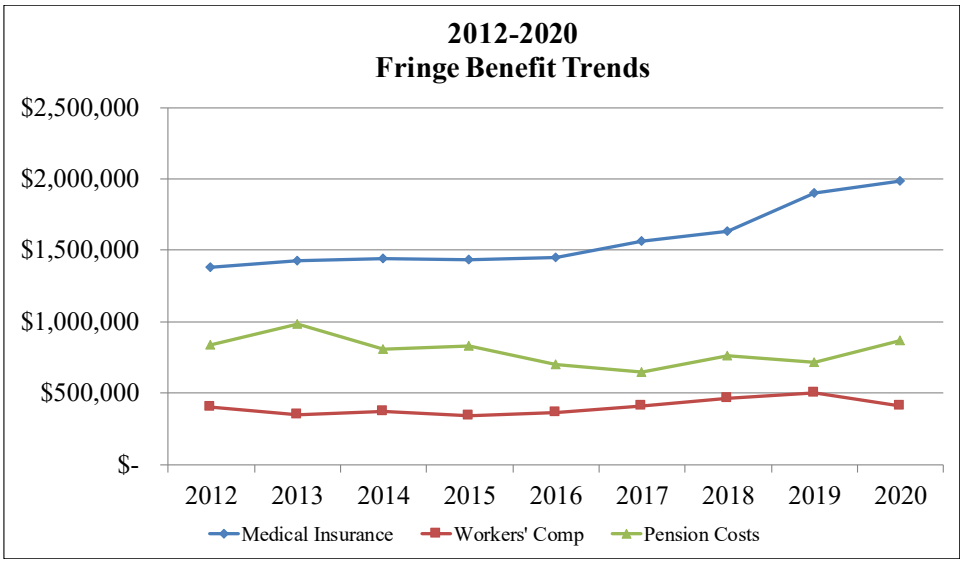
BUDGETARY COMMENT

In 2020, the total overhead Fringe Benefit expense is estimated at $4,079,868, which is an increase of $130,918 from the 2019 budget. A reduced workers' compensation premium helps to partially offset increases in medical insurance premiums and pension costs.

FRINGE BENEFIT DISTRIBUTION

Fund - Acct. No.	Program	Social Security	Life Insurance	Medical Insurance	Workers' Comp.	Pension Costs	LTD Insurance
01-101	Commissioners	$ 643	$ -	$ -	$ -	$ -	$ -
01-102	Administration	41,492	2,609	102,585	2,363	47,085	1,244
01-103	Finance Office	12,852	938	43,174	827	13,962	388
01-104	Tax Collection	2,877	193	7,362	207	3,503	87
01-106	Information Technology	21,524	1,545	49,291	1,093	21,102	650
01-107	Cable Television	3,304	248	17,697	242	3,239	100
01-201	Police	272,900	11,607	582,402	169,702	410,445	7,069
01-202	VFD	-	-	-	26,375	-	-
01-301	Comm. Development	30,011	2,042	110,191	1,772	29,385	905
01-501	Recreation - Admin	4,402	303	13,663	13,588	4,285	132
01-502-530	Recreation Programs	7,957	-	-	-	-	-
01-601	Library	46,827	1,765	97,997	5,612	17,985	733
01-499	Public Works	163,164	6,243	456,958	103,185	229,801	4,646
01-904	Post Employment Benefits	-	1,355	137,044	-	-	-
14-601	Library RAD Fund	8,972	608	57,266	1,063	5,548	256
50-425	Sanitary Sewer	14,350	877	31,264	1,063	13,744	390
52-102	BM Park RAD Fund	20,928	359	20,728	354	5,123	158
53-50-501	BM Rec	145,323	4,783	245,166	81,055	62,267	2,162
	Total Benefits	**$ 797,526**	**$ 35,475**	**$ 1,972,788**	**$ 408,501**	**$ 867,474**	**$ 18,920**

Fringe benefit costs for Administration, Finance, Information Technology, Police, Community Development, Public Works, Recreation Administration and Library Administration are based on actual costs per employee. Fringe benefit expenses for all other Public Works programs also include wages for vacation and sick days, craft wages and uniform rental costs.



FRINGE BENEFIT REIMBURSEMENTS (See *"General Fund Revenue-Other Non-Tax Revenue"*)

Medical Insurance

All Township employees are required to contribute an amount towards their medical insurance premiums through a payroll deduction. Listed below is a breakdown of the contribution stipulations and the anticipated contributions per employee group.

Teamsters Local 205 – 7.0% of premiums
Police Officers – 7.5% of premiums
Police Dispatchers – 6.5% of premiums
All other Non-contractual Employees – 10% of premiums
Retired Police Officers – Responsible for all premium increases above retirement year premium amount

2020 Budget Medical Insurance Employee Reimbursements		
Police Officers	$	21,400
Non-Contractual Employees		84,000
Teamsters		18,100
Dispatchers		2,500
Total Employee Reimbursement	**$**	**126,000**
Net % of Medical Insurance		6.4%

Workers' Compensation

The Township belongs to a trust that pools multiple government entities for the administration of workers' compensation insurance. This managed care plan reduces costs, risks, and returns surplus funds to members in the form of annual dividends. Below is a history of the net cost to the Township for workers' compensation.

	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Estimated 2019	Budget 2020
WC Premium	$406,433	$352,136	$368,439	$368,439	$364,977	$413,457	461,866	$505,159	$408,501
WC Dividends	(81,055)	(128,586)	(141,038)	(175,072)	(156,696)	(128,247)	(135,127)	(166,800)	(132,000)
Net Premium	**$325,378**	**$223,550**	**$227,401**	**$193,367**	**$208,281**	**$285,210**	**$326,739**	**$338,359**	**$276,501**

Pension Costs

Act 205, the Commonwealth of Pennsylvania's Municipal Pension Law, mandates that information regarding the Township's minimum pension obligations be included in the budget. The anticipated pension expenses are partially offset by the State Pension Grant as shown below:

	Public Works DB Pension	Police DB Pension	General Employees' DC Pension	Total
2020 Minimum Municipal Obligation	$ 189,463	$ 386,944	$ 291,067	$ 867,474
Less: State Pension Grant	(129,933)	(249,471)	(332,658)	(712,062)
Difference - Net Cost to Township	$ 59,530	$ 137,473	$ (41,591)	$ 155,412

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Contractual Services	$ 195,173	$ 200,032	$ 209,836	$ 209,836	$ 222,004
Less: Dist. Operating Costs	(162,206)	(168,409)	(178,236)	(178,236)	(189,604)
Total Contractual Services	**$ 32,967**	**$ 31,623**	**$ 31,600**	**$ 31,600**	**$ 32,400**

DISTRIBUTED INSURANCE OVERVIEW

This account represents the Township's cost for General Liability Insurance. In 2020, the total cost will be distributed based on actual costs.

DEPARTMENT EXPENDITURES

Distributed Insurance	2017	2018	2019	2019	2020
01-90-903-500???-000	Actual	Actual	Budget	Estimate	Budget
Contractual Services					
199 Less: Dist. Operating Costs	$ (162,206)	$ (168,409)	$ (178,236)	$ (178,236)	$ (189,604)
220 Umbrella Policy	11,300	11,404	12,500	12,500	12,400
221 Special Multi-Peril Policy	144,240	148,672	155,736	155,736	152,204
223 Employment Practices Liability	21,693	21,720	22,900	22,900	23,300
224 Pollution Liability	7,940	8,236	8,700	8,700	9,100
295 Brokerage Services	10,000	10,000	10,000	10,000	25,000
Total Contractual Services	**$ 32,967**	**$ 31,623**	**$ 31,600**	**$ 31,600**	**$ 32,400**

BUDGETARY COMMENT

The 2020 Budget reflects an increase of $800 over the 2019 estimate due to various minor adjustments in premiums.

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POST-EMPLOYMENT BENEFITS OVERVIEW

These accounts represent Post-Employment benefits paid to Township retirees as a part of negotiated labor Agreements and COBRA Insurance Benefits paid on behalf of former employees.

DEPARTMENT EXPENDITURES

Post Employment Benefits 01-90-904-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
162 Group Life Insurance	$ 862	$ 975	$ 1,072	$ 1,072	$ 1,355
163 Medical Insurance	85,407	117,770	115,814	115,814	127,044
Total Personal Services	**$ 86,269**	**$ 118,745**	**$ 116,886**	**$ 116,886**	**$ 128,399**

COBRA Insurance Benefits 01-90-905-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Personal Services					
163 Medical Insurance	3,974	1,502	10,000	10,000	10,000
Total Personal Services	**$ 3,974**	**$ 1,502**	**$ 10,000**	**$ 10,000**	**$ 10,000**

All COBRA Insurance costs are paid by the beneficiary. Please see the *"General Fund Revenue-Other Non-Tax Revenue"* section for more details.

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GENERAL FUND

DEBT SERVICE

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Debt Service Expenditures					
Contractual Services	$ 1,308,454	$ 1,348,879	$ 1,343,564	$ 1,343,564	$ 1,809,040
Total Debt Service Expenditures	**$ 1,308,454**	**$ 1,348,879**	**$ 1,343,564**	**$ 1,343,564**	**$ 1,809,040**

DEBT SERVICE OVERVIEW

The payments of bond or note obligations that are General Fund specific are provided by this program account. Please refer to the *"Sinking Funds"* section of the budget for a full description of the uses of all Township bonds and notes.

Debt Service Expenditures 01-70-701-500???-000	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Contractual Services					
501 Principal - General Oblig Bonds	$ 394,477	$ 382,991	$ 390,206	$ 390,206	$ 578,899
502 Principal - General Oblig Notes	473,000	473,000	473,000	473,000	473,000
511 Interest - General Oblig Bonds	414,102	472,732	466,921	466,921	750,404
512 Interest - General Oblig Notes	26,875	20,156	13,437	13,437	6,737
Total Contractual Services	$ 1,308,454	$ 1,348,879	$ 1,343,564	$ 1,343,564	$ 1,809,040
Total Debt Service Expenditures	**$ 1,308,454**	**$ 1,348,879**	**$ 1,343,564**	**$ 1,343,564**	**$ 1,809,040**

BUDGETARY COMMENT

The General Fund's debt service budget includes an estimated $473,316 payment for new debt that might be incurred during the year to various capital projects. However, that estimated debt does not actually exist yet, nor has it been structured or approved. Because of this estimated new debt, the budgeted payments for 2020 are $465,476 higher than in 2019. Excluding the estimated new debt, the $7,840 lower than in 2019 based on the existing debt service schedules.

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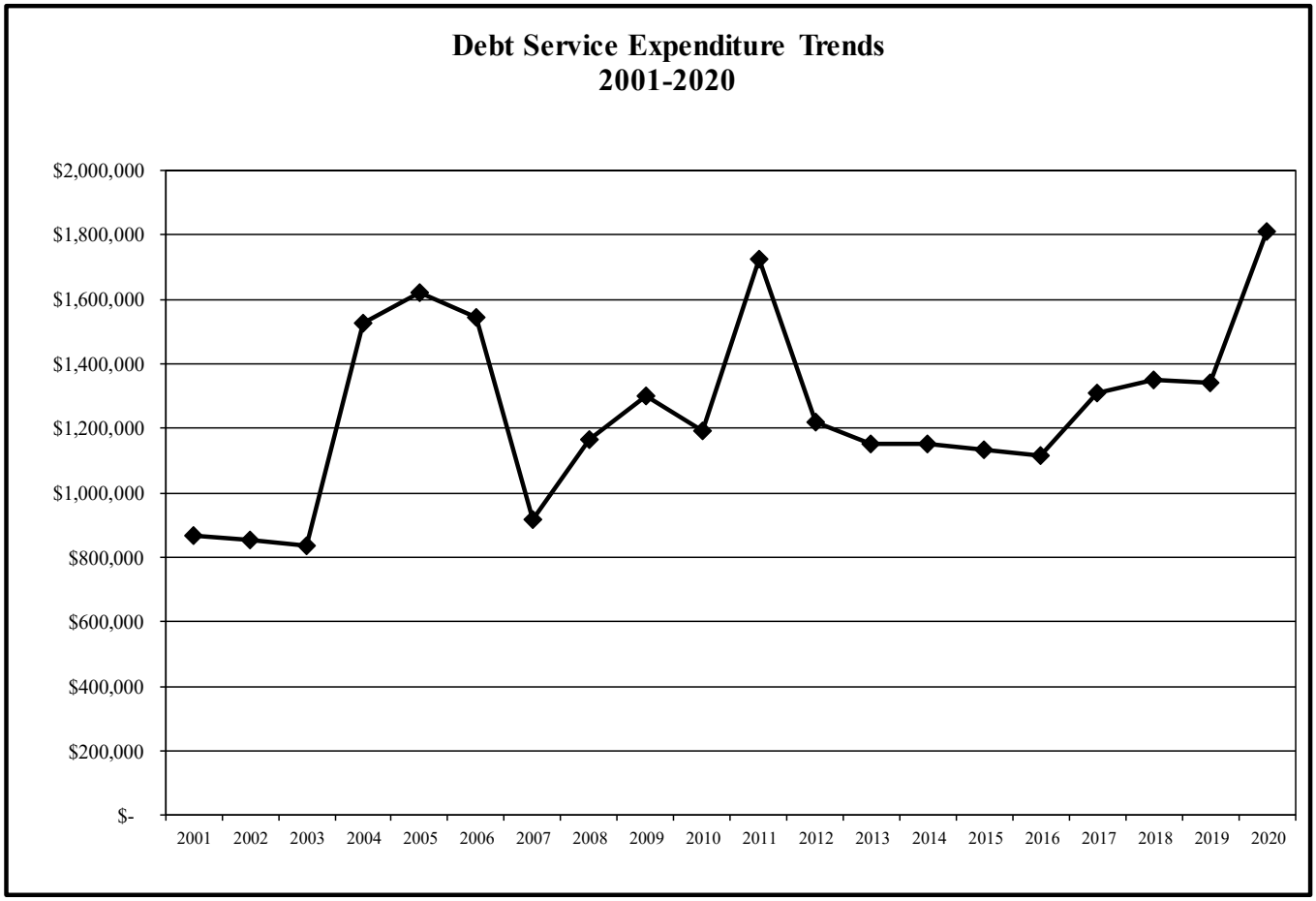
SUPPLEMENTARY INFORMATION

The average annual cost increase of Debt Service expenditures over the last 20 years is 6.68%.



General Fund Revenue Breakdown

How much tax revenue does it take to pay for Debt Service?

Net Expenditures*			***$1,809,040***
How many real estate tax mills?		**0.35**	**$771,338**
Earned Income Tax per $100?	**$**	**9.10**	**$852,462**
Percentage of Other Taxes?		**0.93%**	**$185,240**

**Net Expenditures are the total expenditures for the department less direct applicable funding streams such as department specific fees, grants, and portions of the State pension grant.*

PROJECTED DEBT SERVICE SCHEDULES

I. BONDED INDEBTEDNESS

Issue:	2015 General Obligation Note
Date:	May 15, 2015
Principal Amount:	$ 3,550,000
Interest Rate:	1.40% fixed
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2009 General Obligation Bond Issue.

2015 General Obligation Note General Fund Portion				
Year of Maturity	Rate	Principal	Interest	Annual Debt Service
2020	1.400%	$ 473,000	$ 6,737	$ 479,737
	Total	**$ 473,000**	**$ 6,737**	**$ 479,737**

PROJECTED DEBT SERVICE SCHEDULES (Continued)

II. BONDED INDEBTEDNESS

Issue:	2016 General Obligation Bonds
Date:	December 22, 2016
Principal Amount:	$30,560,000 ($29,485,000 – Series A; $1,075,000 – Series B repaid in 2018)
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund
Purpose:	Refunding the 2008 General Obligation Bond Issue, termination of the interest rate swap, fund Sanitary Sewer capital projects, and pay related issuance costs.

2016 General Obligation Bonds
General Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2020	4.00%	$ 118,899	$ 138,825	$ 257,724
2021	2.00%	121,853	135,229	257,081
2022	2.00%	124,068	132,769	256,837
2023	4.00%	127,761	128,973	256,734
2024	4.00%	131,453	123,789	255,242
2025	4.00%	136,623	118,428	255,050
2026	3.00%	139,577	113,602	253,178
2027	4.00%	144,746	108,613	253,359
2028	4.00%	149,177	102,735	251,912
2029	4.00%	154,347	96,664	251,011
2030	3.25%	158,778	90,997	249,775
2031	3.25%	163,947	85,753	249,700
2032	3.25%	292,446	78,336	370,782
2033	4.00%	335,279	66,879	402,158
2034	4.00%	347,834	53,216	401,050
2035	4.00%	360,388	39,052	399,440
2036	4.00%	191,272	28,019	219,290
2037	4.00%	296,877	18,256	315,133
2038	4.00%	307,955	6,159	314,114
	Total	**$ 3,803,275**	**$ 1,666,293**	**$ 5,469,568**

PROJECTED DEBT SERVICE SCHEDULES (Continued)

III. BONDED INDEBTEDNESS

Issue:	2017 General Obligation Bonds, Series A
Date:	May 5, 2017
Principal Amount:	$9,905,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2011 General Obligation Bond Issue

2017-A Bond Issue
General Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2020	2.000%	$ 85,000	$ 176,074	$ 261,074
2021	2.000%	585,000	152,612	737,612
2022	3.000%	600,000	136,621	736,621
2023	2.000%	610,000	121,595	731,595
2024	2.125%	620,000	108,058	728,058
2025	2.350%	625,000	93,126	718,126
2026	2.500%	640,000	77,460	717,460
2027	2.600%	655,000	60,693	715,693
2028	2.700%	675,000	42,942	717,942
	Total	**$ 5,095,000**	**$ 969,181**	**$ 6,064,180**

PROJECTED DEBT SERVICE SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

Issue:	2017 General Obligation Bonds, Series B
Date:	August 29, 2017
Principal Amount:	$9,910,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2012 General Obligation Bond Issue

2017-B Bond Issue
General Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2020	1.500%	$ 195,000	$ 142,189	$ 337,189
2021	1.500%	225,000	143,071	368,071
2022	1.500%	220,000	141,804	361,804
2023	2.000%	240,000	135,543	375,543
2024	2.000%	245,000	129,766	374,766
2025	2.000%	240,000	123,112	363,112
2026	2.000%	240,000	114,950	354,950
2027	2.050%	250,000	110,877	360,877
2028	2.200%	250,000	103,590	353,590
2029	2.400%	1,030,000	129,905	1,159,905
2030	2.550%	1,055,000	104,029	1,159,029
2031	2.650%	1,080,000	76,212	1,156,212
2032	3.000%	195,000	35,842	230,842
	Total	**$ 5,465,000**	**$ 1,490,890**	**$ 6,955,890**

GENERAL FUND

OPERATING TRANSFERS

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Operating Transfers Expenditures					
Contractual Services	$ 6,446,577	$ 6,167,253	$ 4,293,826	$ 4,617,063	$ 3,499,346
Total Operating Transfers Expenditures	**$ 6,446,577**	**$ 6,167,253**	**$ 4,293,826**	**$ 4,617,063**	**$ 3,499,346**

OPERATING TRANSFERS OVERVIEW

The Township of Upper St. Clair makes operating transfers from the General Fund to three (3) other funds. Please refer to the specific other funds for budgeted expenditures.

Capital Projects Fund (Capital Fund)
The transfer provides support for Township capital expenditures.

Boyce Mayview Park RAD Fund (Special Revenue Funds)
The transfer covers any costs that were not funded by the RAD grant.

Boyce Mayview Community & Recreation Center (C&RC) Fund (Enterprise Funds)
The transfer covers the debt service, a portion of the common area expenses and any additional operation appropriation needed at the Community & Recreation Center.

DEPARTMENT EXPENDITURES

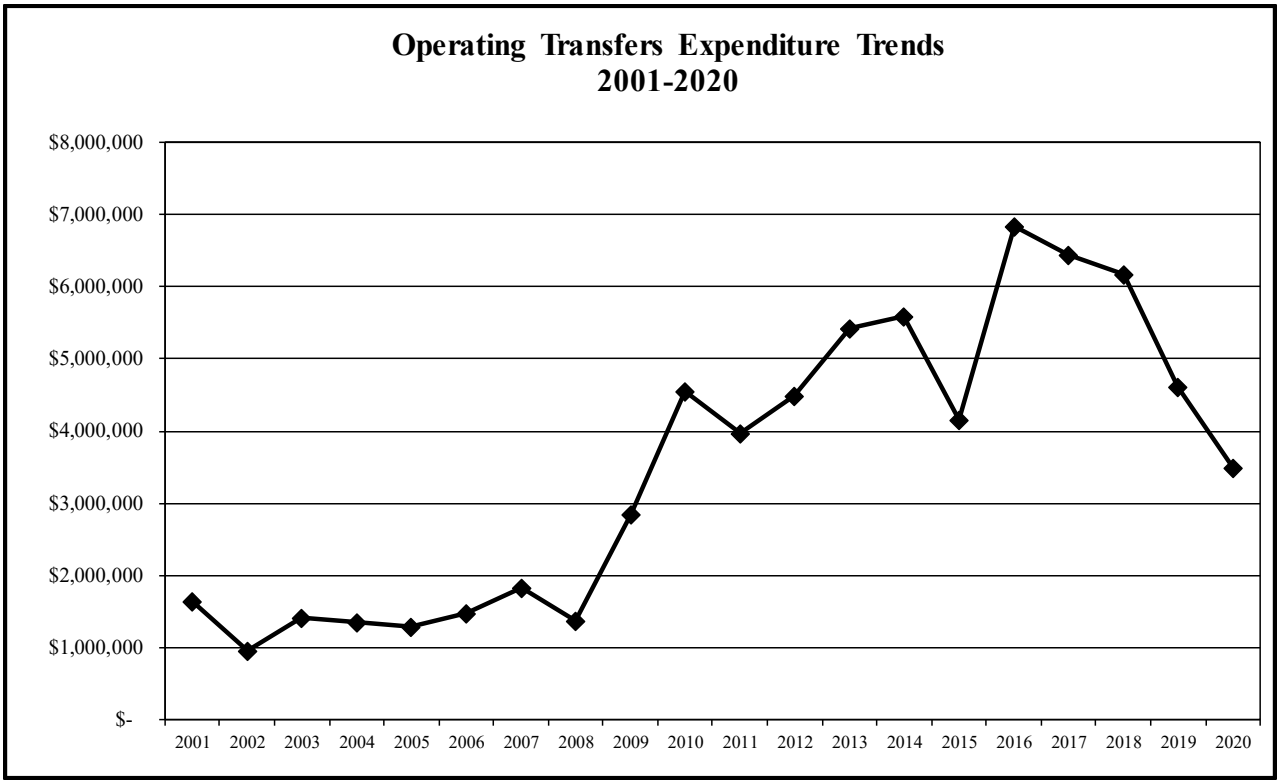
Operating Transfers Expenditures 01-80-801-500???-???	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Contractual Services					
401-000 Capital Projects Fund	$ 4,087,050	$ 3,609,279	$ 1,224,136	$ 1,547,373	$ 1,250,565
452-000 Boyce Mayview Park RAD Fund	1,034,242	860,890	1,326,801	1,326,801	500,000
453-000 Boyce Mayview C&RC Fund Debt Service Portion	858,162	1,201,633	1,197,928	1,197,928	1,193,346
453-001 Boyce Mayview C&RC Fund 15% Operation Approp.	467,123	495,451	544,961	544,961	555,435
Total Contractual Services	$ 6,446,577	$ 6,167,253	$ 4,293,826	$ 4,617,063	$ 3,499,346
Total Operating Transfers Expenditures	**$ 6,446,577**	**$ 6,167,253**	**$ 4,293,826**	**$ 4,617,063**	**$ 3,499,346**

BUDGETARY COMMENTS

In 2020, the Township plans to transfer $1,250,565 from the General Fund to the Capital Projects Fund, $500,000 to the Boyce Mayview Park RAD Fund, and $1,748,781 to the Boyce Mayview Community & Recreation Center (C&RC) Fund.

SUPPLEMENTARY INFORMATION

The total amount of Operating Transfers varies annually based on a number of factors including other available funding sources and the number, size and scope of projects. A 20-year history of Operating Transfer amounts is shown below.



General Fund Revenue Breakdown

How much tax revenue does it take to fund Operating Transfers?

Net Expenditures*			***$3,499,346***
How many real estate tax mills?		**0.68**	**$1,492,049**
Earned Income Tax per $100?	**$**	**17.60**	**$1,648,975**
Percentage of Other Taxes?		**1.80%**	**$358,322**

**Net Expenditures are the total expenditures for the department less direct applicable funding streams such as department specific fees, grants, and portions of the State pension grant.*

STATE LIQUID FUELS TAX FUND

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Fund Balance	$ 72,918	$ 49,095	$ 7,093	$ 7,093	$ 32,458
Revenue	626,177	657,998	657,380	675,365	645,570
Expenditures	(650,000)	(700,000)	(650,000)	(650,000)	(650,000)
Ending Fund Balance	**$ 49,095**	**$ 7,093**	**$ 14,473**	**$ 32,458**	**$ 28,028**

PROGRAM OVERVIEW

State law requires a separate fund for the accounting of Liquid Fuels tax monies. This fund provides additional resources to finance the annual street program.

The State Liquid Fuels Tax Fund revenue is derived from the State of Pennsylvania's gasoline tax and revenue from the turnback of State roads to the Township. A percentage of the State's proceeds of the gasoline tax is distributed to the Township based on the Township's total miles of improved roads and population.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue					
10-00-000-??????-000					
345001 Interest on Investments	$ 1,241	$ 4,435	$ 5,000	$ 6,000	$ 6,000
355002 State Allocation	606,056	634,683	633,500	650,485	620,690
355003 Turnback Revenue	18,880	18,880	18,880	18,880	18,880
Total Revenue	**$ 626,177**	**$ 657,998**	**$ 657,380**	**$ 675,365**	**$ 645,570**
Expenditures					
10-40-408-500???-000					
401 Annual Street Program	$ 650,000	$ 700,000	$ 650,000	$ 650,000	$ 650,000
Total Expenditures	**$ 650,000**	**$ 700,000**	**$ 650,000**	**$ 650,000**	**$ 650,000**

BUDGETARY COMMENT

State Liquid Fuels Tax received in each of the past ten years is shown below:

Year	Grant Amount	Year	Grant Amount
2010	$ 421,766	2015	$ 496,111
2011	432,269	2016	579,052
2012	426,713	2017	606,056
2013	420,176	2018	634,682
2014	450,171	2019	650,485

STORM SEWER IMPROVEMENT FUND

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Fund Balance	$ 94,492	$ 191,590	$ 292,636	$ 292,636	$ 292,636
Revenue	406,400	300,000	502,000	500,000	500,000
Expenditures	(309,302)	(198,954)	(500,000)	(500,000)	(500,000)
Ending Fund Balance	**$ 191,590**	**$ 292,636**	**$ 294,636**	**$ 292,636**	**$ 292,636**

PROGRAM OVERVIEW

The Storm Sewer Improvement Fund is used to account for developer fees and Township contributions specifically earmarked for storm sewer improvement and maintenance projects. In the 2020 Budget, $500,000 has been appropriated in the Storm Sewer Fund.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue					
12-00-000-??????-000					
320001 Developer Fees	$ 6,400	$ -	$ 2,000	$ -	$ -
360008 Township Appropriation	400,000	300,000	500,000	500,000	500,000
Total Revenue	**$ 406,400**	**$ 300,000**	**$ 502,000**	**$ 500,000**	**$ 500,000**
Expenditures					
12-40-405-500???-000					
211 Prof. Services-Engr. & Mapping	$ 139,798	$ 8,441	$ 100,000	$ 100,000	$ 100,000
430 Storm Sewer Projects	169,504	190,513	400,000	400,000	400,000
Total Expenditures	**$ 309,302**	**$ 198,954**	**$ 500,000**	**$ 500,000**	**$ 500,000**

BUDGETARY COMMENT

Funds allocated for this program are equal to what was appropriated in 2019, which aligns with the plans contained within the Township's five-year Capital Improvements Program.

FIELD IMPROVEMENT FUND

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Fund Balance	$ 211,294	$ 271,710	$ 334,122	$ 334,122	$ 365,622
Revenue	60,416	62,412	59,500	61,500	59,200
Expenditures	-	-	(30,000)	(30,000)	(30,000)
Ending Fund Balance	**$ 271,710**	**$ 334,122**	**$ 363,622**	**$ 365,622**	**$ 394,822**

PROGRAM OVERVIEW

The Field Improvement Fund was established to fund the building of new ball fields and renovating the existing ones. The Upper St. Clair Athletic Association has raised funds through donations and user fees and combined it with Township appropriations to fund these activities for 2020.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue					
13-00-000-??????-000					
320001 Athletic Association-User Fees	$ 29,400	$ 29,040	$ 28,500	$ 28,500	$ 28,000
345001 Interest on Investments	1,016	3,372	1,000	3,000	1,200
360008 Township Appropriation	30,000	30,000	30,000	30,000	30,000
Total Revenue	**$ 60,416**	**$ 62,412**	**$ 59,500**	**$ 61,500**	**$ 59,200**
Expenditures					
13-40-415-500???-000					
702 Field Renovation Projects	$ -	$ -	$ 30,000	$ 30,000	$ 30,000
Total Expenditures	**$ -**	**$ -**	**$ 30,000**	**$ 30,000**	**$ 30,000**

BUDGETARY COMMENT

Funds for this program in 2020 are in line with 2019.

LIBRARY RAD FUND

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenue	224,779	221,586	218,484	231,426	225,988
Expenditures	(224,779)	(221,586)	(218,484)	(231,426)	(225,988)
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

PROGRAM OVERVIEW

The Library Regional Asset District (RAD) Fund was established in 1995 to account for funds allocated to the Upper St. Clair Library by the Allegheny County Library Association, which is an organization that has received funding from the Allegheny County Regional Asset District since 1995. These funds are required to be spent upgrading the existing capabilities of the Library and to create new and innovative ways of administering programs of the Library. This fund is required by local Ordinance.

For a description of operations for the Upper St. Clair Library, please refer to the *"Library"* section of the General Fund.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue					
14-00-000-??????-000					
360020 Regional Asset District	$ 224,779	$ 221,586	$ 218,484	$ 231,426	$ 225,988
Total Revenue	**$ 224,779**	**$ 221,586**	**$ 218,484**	**$ 231,426**	**$ 225,988**
RAD Expenditures					
14-60-601-500???-000					
Personal Services					
101 Full-Time Wages	$ 86,878	$ 105,468	$ 107,808	$ 116,808	$ 110,971
120 Part-Time Wages	21,604	22,043	5,046	8,068	6,304
162 Group Life Insurance	413	427	608	608	608
163 Medical Insurance	39,216	51,597	54,436	54,436	57,266
164 Workers' Compensation	1,103	1,128	1,313	1,313	1,063
166 Pension Costs	4,454	5,226	5,391	5,391	5,548
167 Long-term Disability Insurance	246	266	249	249	256
198 Social Security Expense	7,906	9,348	8,633	9,553	8,972
Total Personal Services	$ 161,820	$ 195,503	$ 183,484	$ 196,426	$ 190,988

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Contractual Services					
250 Computer Maintenance	$ 10,857	$ 11,331	$ 15,000	$ 15,000	$ 15,000
Total Contractual Services	$ 10,857	$ 11,331	$ 15,000	$ 15,000	$ 15,000
Commodities					
300 Furniture & Equipment	$ 6,767	$ 3,969	$ 7,000	$ 7,000	$ 7,000
310 Adult Books	23,094	581	-	-	-
314 Adult Non-Print Materials	8,578	3,816	6,000	6,000	6,000
315 Juvenile Non-Print Materials	10,360	1,447	2,000	2,000	2,000
380 Library Specific Supplies	3,303	4,939	5,000	5,000	5,000
Total Commodities	$ 52,102	$ 14,752	$ 20,000	$ 20,000	$ 20,000
Total RAD Expenditures	**$ 224,779**	**$ 221,586**	**$ 218,484**	**$ 231,426**	**$ 225,988**

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BOYCE MAYVIEW PARK RAD FUND

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Fund Balance	$ 476,065	$ 213,769	$ 741,994	$ 741,994	$ 1,489,714
Revenue	1,665,619	1,321,684	1,841,801	1,691,801	1,030,000
Expenditures	(1,927,915)	(793,459)	(2,199,305)	(944,081)	(2,202,901)
Ending Fund Balance	**$ 213,769**	**$ 741,994**	**$ 384,490**	**$ 1,489,714**	**$ 316,813**

PROGRAM OVERVIEW

For 2020, the Township is budgeted to receive an Allegheny County Regional Asset District (RAD) grant of $230,000 for operation and development costs associated with Boyce Mayview Park because the park meets the definition of a regional asset. Also budgeted for 2020 is a RAD grant in the amount of $150,000 for capital improvement projects. These RAD funds are required to be spent in accordance with the Agreement between the Township and RAD solely for Boyce Mayview Park. At the recommendation of RAD, the Township reports all expenditures that are matching the RAD grant in this Special Revenue Fund. A transfer from the General Fund of $500,000 is budgeted to be made for 2020 to support the remainder of the fund's expenditures for the year.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue					
52-00-000-??????-000					
360001 Interest Revenue	$ 377	$ 294	$ -	$ -	$ -
360008 General Fund Appropriation	1,034,242	860,890	1,326,801	1,326,801	500,000
360020 RAD Operating Grant	206,000	210,500	220,000	220,000	230,000
360021 RAD Capital Grant	125,000	100,000	145,000	145,000	150,000
365003 Perimeter Trail DCNR Grant	100,000	150,000	150,000	-	150,000
365007 Perimeter Trail GTRP Grant	200,000	-	-	-	-
Total Revenue	**$ 1,665,619**	**$ 1,321,684**	**$ 1,841,801**	**$ 1,691,801**	**$ 1,030,000**

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	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Park Personal Services					
52-10-102-500???-000					
101 Full-Time Wages	$ 207,276	$ 186,964	$ 235,984	$ 235,984	$ 212,965
110 Overtime Wages	11,973	16,968	13,750	14,750	19,950
120 Part-Time Wages	29,594	35,238	40,600	40,600	40,650
162 Group Life Insurance	400	380	331	331	359
163 Medical Insurance	16,246	17,966	19,704	19,704	20,728
164 Workers' Compensation	368	376	438	438	354
166 Pension Costs	4,571	4,755	4,709	4,709	5,123
167 Long-term Disability Insurance	179	161	145	145	158
198 Social Security Expense	18,625	17,868	22,211	22,287	20,928
199 Fringe Benefit Distribution	155,220	167,892	125,367	125,367	108,341
Total Park Personal Services	$ 444,452	$ 448,568	$ 463,239	$ 464,315	$ 429,556
Park Capital Expenditures					
52-40-401-500???-000					
307 Perimeter & Interior Trail Const.	$ 1,072,915	$ 78,478	$ 1,400,000	$ 130,000	$ 1,300,000
310 Miracle Field and Playground	48,713	-	-	-	100,000
311 Park Playgrounds	7,109	3,312	10,000	10,000	10,000
320 Park Improvements - Capital	105,655	1,588	10,000	10,000	-
Total Park Capital Expenditures	$ 1,234,392	$ 83,378	$ 1,420,000	$ 150,000	$ 1,410,000
Park Maintenance Expenditures					
52-40-415-500???-000					
240 Water and Sewerage	$ 25,592	$ 28,536	$ 36,000	$ 30,600	$ 31,000
241 Natural Gas	3,228	4,660	4,800	4,800	4,800
242 Electricity	37,440	28,328	42,000	41,600	41,750
290 Other Contractual Services	-	-	-	-	35,000
299 Field Maintenance Services	33,089	45,191	54,000	68,000	56,000
328 Field Maintenance Supplies	72,358	63,508	86,500	92,000	88,500
601 Dist. Vehicle Costs	3,983	4,082	4,164	4,164	4,247
604 Police Patrol Distribution	42,312	45,380	47,824	47,824	50,970
605 Snow & Ice Distribution	31,069	41,828	40,778	40,778	51,078
Total Park Maintenance Exp.	$ 249,071	$ 261,513	$ 316,066	$ 329,766	$ 363,345
Total Expenditures	**$ 1,927,915**	**$ 793,459**	**$ 2,199,305**	**$ 944,081**	**$ 2,202,901**

CAPITAL PROJECTS FUND

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Fund Balance	$ 7,546,173	$ 8,451,939	$ 7,690,882	$ 7,690,882	$ 4,925,992
Revenue	4,839,032	3,967,798	1,810,424	2,509,561	5,035,465
Expenditures	(3,933,266)	(4,728,855)	(4,820,000)	(5,274,451)	(8,225,000)
Ending Fund Balance	**$ 8,451,939**	**$ 7,690,882**	**$ 4,681,306**	**$ 4,925,992**	**$ 1,736,457**

PROGRAM OVERVIEW

The Capital Projects Fund accounts for major equipment purchases and various capital projects that are not properly included in the General Fund operating budget. Past projects include the annual street resurfacing program, computer equipment purchases and various construction projects. The Capital Projects Fund receives an annual operating transfer from the General Fund. In 2020, an operating transfer of $1,250,565 has been budgeted to help support Township capital expenditures.

The Five-Year Capital Improvement Plan for 2020-2024, located in the *"Long-Term Plan"* section of the Budget, is used as a guide in selecting the capital equipment projects and purchases to be financed by the Capital Projects Fund. Please refer to the *"Long-Term Plan"* section of the Budget for more information on possible future Capital Projects Fund expenditures.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue					
40-00-000-??????-000					
345001 Interest on Investments	$ 30,328	$ 98,352	$ 75,000	$ 110,000	$ 55,000
350002 Peters Twp Compost Agmt	9,000	4,500	4,500	4,500	4,500
350004 Canonsburg Compost Agmt	-	600	500	400	400
360008 General Fund Appropriation	4,087,050	3,609,279	1,224,136	1,547,373	1,250,565
360009 Bond Proceeds	-	-	-	-	3,500,000
370022 Boyce Corridor Contributions	33,333	-	-	-	-
370024 PEMA Grant Hays Rd	265,342	-	-	-	-
370025 PennDOT GLG Grant	-	-	411,288	411,288	-
370027 DCED Grant Boyce Road	-	-	-	276,000	-
380099 Miscellaneous Revenue	413,979	255,067	95,000	160,000	225,000
Total Revenue	**$ 4,839,032**	**$ 3,967,798**	**$ 1,810,424**	**$ 2,509,561**	**$ 5,035,465**

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Expenditures					
General Government					
40-10-102-500???-000					
730 Bldg Mte-Interior & Exterior	$ 57,532	$ 44,851	$ 100,000	$ 100,000	$ 220,000
731 Municipal Building Improvements	320,320	496,493	460,000	460,000	3,500,000
740 Staff Vehicles	-	38,476	-	-	-
750 Information Technology Equip	180,986	98,123	151,000	151,000	176,000
752 Cable Television Equipment	9,149	919	40,000	40,000	20,000
Total General Government	$ 567,987	$ 678,862	$ 751,000	$ 751,000	$ 3,916,000
Public Safety					
40-20-???-500???-000					
201-740 Police Cars & Lights	$ 114,494	$ 139,476	$ 97,000	$ 97,000	$ 143,000
201-745 Rt. 19 Corridor Cameras	-	-	25,000	25,000	25,000
201-746 Deer Culling Program	45,892	47,732	45,000	45,000	45,000
201-747 Mobile Data Units	5,932	5,795	6,000	6,000	20,000
201-749 Dispatch Center	747	-	10,000	10,000	-
201-750 Video Equipment	11,944	4,192	12,000	12,000	6,000
201-753 LPR Equipment	-	-	-	-	20,000
201-750 Software Upgrades	-	-	-	-	10,000
201-760 Office Equipment	165	-	-	-	5,000
201-761 Radios	2,538	-	4,000	4,000	4,000
201-762 Other Equipment	18,909	10,000	10,000	10,000	25,000
201-763 PBC System	-	-	60,000	60,000	-
201-780 BP Vests, Weapons & AEDs	5,203	6,449	6,000	6,000	10,000
202-730 Fire Station Maintenance	22,550	-	65,000	65,000	-
202-740 Fire Vehicles	715,063	5,324	-	-	-
Total Public Safety	$ 943,437	$ 218,968	$ 340,000	$ 340,000	$ 313,000
Community Development					
40-30-301-500???-???					
702-000 GIS Digital Mapping	$ 18,068	$ 5,294	$ 14,000	$ 14,000	$ 15,000
740-000 Staff Vehicles	-	23,200	-	-	-
Total Community Development	$ 18,068	$ 28,494	$ 14,000	$ 14,000	$ 15,000

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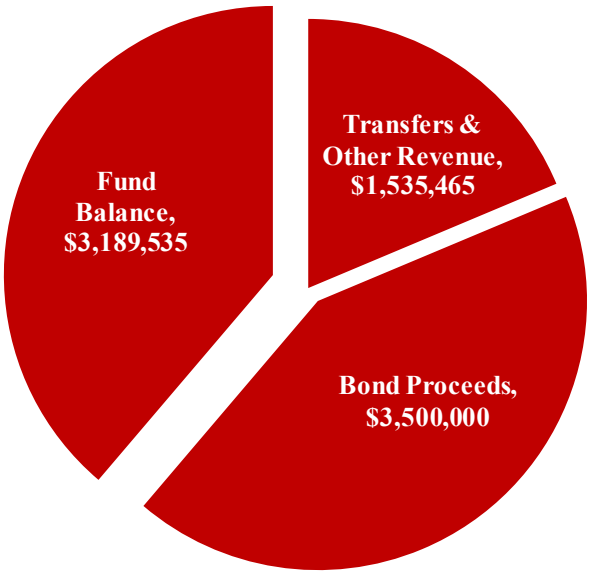
	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Public Works					
40-40-???-500???-000					
401-740 Dump Trucks	$ 158,937	$ -	$ 175,000	$ 175,000	$ 177,000
401-741 Other Trucks, CAT, Sweeper	184,534	192,172	138,000	138,000	210,000
401-745 Staff Vehicles	-	29,300	35,000	35,000	-
401-760 Groundsmaster Mowers	6,940	24,566	67,000	67,000	30,000
401-790 Other Equipment	105,675	102,950	163,000	163,000	20,000
404-720 Salt Brine Production System	-	-	-	50,000	-
404-721 Salt Storage	2,460	-	-	-	-
405-700 Storm-Related Expense	-	304,523	-	-	-
405-712 Storm Sewer Fund Approp.	400,000	300,000	500,000	500,000	500,000
406-741 Boyce Rd Corridor Improv.	36,843	832,085	-	69,555	-
406-743 Traffic Signals/Signs Upgrades	22,596	-	-	-	-
406-744 McMurray/McLaug/Panther	-	-	330,000	330,000	-
406-745 McMurray/Johnston	-	9,858	262,000	262,000	-
406-746 McLaughlin/McMillan/Lesn	-	-		-	140,000
406-747 Rt. 19 Signals/PennDOT	-	-	300,000	300,000	600,000
408-610 Annual Street Program	848,431	971,868	1,110,000	1,288,100	1,210,000
408-620 Sidewalk Projects	2,455	4,841	100,000	100,000	250,000
409-710 Refuse & Recycling Bins	-	-	-	14,703	-
411-725 Other Building Improvements	248,287	45,051	90,000	90,000	145,000
411-726 MAC Improvements	-	454,713	-	66,403	-
Total Public Works	$ 2,017,158	$ 3,271,927	$ 3,270,000	$ 3,648,761	$ 3,282,000
Recreation					
40-40-???-500???-000					
415-710 Field Improvement Fund Appr.	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
415-720 Park Equipment Replacement	118,031	28,513	187,000	187,000	125,000
415-723 Pedestrian Bridge Replacemt.	23,532	1,472	23,000	23,180	-
415-724 Gilfillan Trail Improvements	-	-	150,000	-	150,000
415-742 Paddle Tennis Courts Maint.	-	-		-	25,000
415-751 Truxton Slope Repair	-	-		-	350,000
40-50-501-500???-000					
700 Property Acquisition	-	13,167	-	225,510	-
724 Tennis Bubble Replacement	62,038	-	-	-	-
725 Tennis & Golf Admin. Building	40,965	431,360	-	-	-
762 Other Equipment	-	-	15,000	15,000	-
Total Recreation	$ 274,566	$ 504,512	$ 405,000	$ 480,690	$ 680,000
Library					
40-60-601-500???-000					
723 Space Renovations	$ 112,050	$ 26,092	$ 40,000	$ 40,000	$ 19,000
Total Library	$ 112,050	$ 26,092	$ 40,000	$ 40,000	$ 19,000
Total Expenditures	**$ 3,933,266**	**$ 4,728,855**	**$ 4,820,000**	**$ 5,274,451**	**$ 8,225,000**

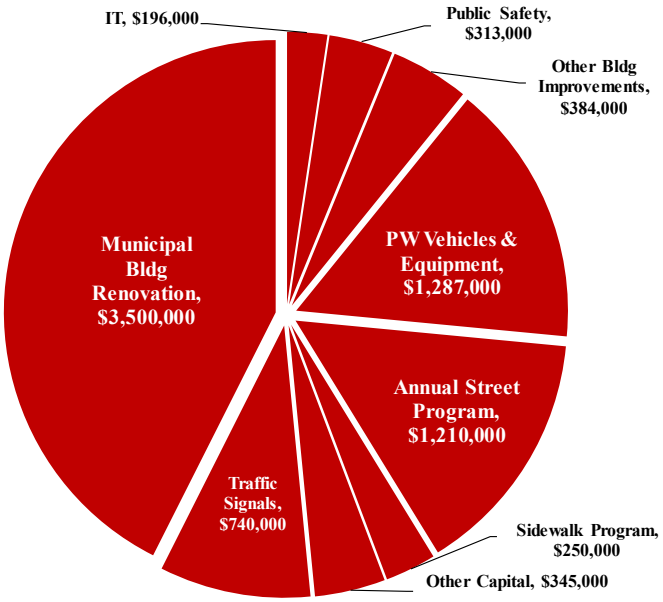
BUDGETARY COMMENT

In 2020, the Capital Projects Fund is budgeted to contribute $1,150,000 toward the Annual Street Program. Combined with an appropriation from the State Liquid Fuels Tax Fund, the Annual Street Program budget will total $1,800,000. The 2020 Capital Projects Fund is also budgeted to include building improvements, vehicle replacements, computer software and equipment, traffic signal / intersection improvements, public works and parks vehicles & equipment replacement, and various other capital improvements and purchases.

Projected Revenues



Projected Expenditures



Capital Projects Fund
Approved Capital Project Listing

Improvements	
Annual Street Program & Crack Sealing*	$ 1,210,000
**Total: $1,860,000 (see State Liquid Fuels Tax Fund)*	
Sidewalk Projects	250,000
Field Improvement Fund Appropriation	30,000
Storm Sewer Fund Appropriation	500,000
Field & Park Improvements	175,000
General Building Maintenance & Improvements	384,000
Traffic Signal / Intersection Improvements	740,000
Truxton Drive Slope Repair	350,000
Information Technology Projects	40,000
Municipal Building Renovation Project	3,500,000
Vehicles	
Public Works Vehicles	387,000
Police Vehicles	143,000
Equipment	
Public Works Equipment	50,000
Police Equipment	125,000
Information Technology Equipment	136,000
Cable 7 Television Equipment	20,000
Recreation Equipment	125,000
Programs	
Community Development GIS Program	15,000
Public Safety Deer Culling	45,000
Total Budget: Capital Projects Fund	**$ 8,225,000**

SANITARY SEWER FUND

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Net Position	$ 3,537,945	$ 4,374,909	$ 5,652,223	$ 5,652,223	$ 5,610,331
Operating Revenue	6,926,885	7,229,804	7,228,053	7,163,053	7,448,300
Operating Expenses	(5,630,290)	(5,607,075)	(6,875,007)	(6,904,893)	(7,398,645)
Total Operating Income (Loss)	**1,296,595**	**1,622,729**	**353,046**	**258,160**	**49,655**
Non-Operating Revenue	32,065	89,734	45,000	105,000	75,000
Non-Operating Expenses	(491,696)	(435,149)	(405,052)	(405,052)	(391,128)
Total Non-Operating Rev. (Expenses)	**(459,631)**	**(345,415)**	**(360,052)**	**(300,052)**	**(316,128)**
Change in Net Position	836,964	1,277,314	(7,006)	(41,892)	(266,473)
Ending Net Position	4,374,909	5,652,223	5,645,217	5,610,331	5,343,858
Net Investment in Capital Assets	(195,980)	(898,597)	(2,070,000)	(2,070,000)	(2,150,000)
Ending Unrestricted Net Position	**$ 4,178,929**	**$ 4,753,626**	**$ 3,575,217**	**$ 3,540,331**	**$ 3,193,858**

PROGRAM OVERVIEW

In 1950, the Township entered into a long-term agreement with Allegheny County Sanitary Authority (ALCOSAN) for sewage treatment and disposal service to all parts of the Township. Interceptor or trunk sewers and pumping stations have been constructed in the Township to provide a complete sanitary sewer system to over 98% of the community. Construction of the system was originally financed through the Upper St. Clair Municipal Authority.

The Township maintains approximately 156 linear miles of the public sewer system and 5,081 sanitary sewer manholes within that system. The number of linear miles that have been rehabilitated during the five years is as follows:

2015	2016	2017	2018	Projected 2019
0.80 Miles	0.94 Miles	0.53 Miles	0.28 Miles	0.24 Miles

As with any materials transport system, continual maintenance must be provided to maintain good operational order. Maintenance activities provided by this fund include cleaning and flushing, sewer manhole maintenance, cleaning and sealing manholes, smoke and dye testing of lines, pump station maintenance, and various activities associated with the Corrective Action Plan.

Until 1985, sanitary sewer maintenance expenses had been budgeted for in the General Fund. Recognizing the deteriorating condition of the aging sewer system, and the need to implement the Corrective Action Plan for the McLaughlin Run Watershed, the Township established the Sanitary Sewer Fund. This fund, which is to be funded primarily through sewer user fees, accounts for all the costs associated with regular system maintenance and Corrective Action Plan projects.

MULTIPLIER HISTORY

The Township contracts with Jordan Tax Service (JTS) to bill residents each month for ALCOSAN and Township sewer user fees. A monthly bill from JTS includes an ALCOSAN and Township usage charge, as well as an ALCOSAN and Township service charge.

The Township calculates the total sewer fees for residents on a multiplier basis. The total charge to the residents is calculated by applying a multiplier to the ALCOSAN processing and service charges. In 2020, ALCOSAN will increase its rates by 7%. The Township multiplier will remain at 2.00. A history of the Township's sewer multiplier is listed below.

Sanitary Sewer Fund
20 Year Multiplier History

Year	Multiplier	Year	Multiplier
2001	1.39	2011	2.19
2002	1.60	2012	2.19
2003	1.67	2013	2.19
2004	1.95	2014	2.25
2005	2.00	2015	2.25
2006	1.93	2016	2.25
2007	1.80	2017	2.15
2008	1.85	2018	2.05
2009	2.15	2019	2.00
2010	2.19	2020	2.00

WINTER AVERAGE METHOD (WAM)

Winter averaging is a sewer billing method used by the Township to provide savings for residents during the summer months. The method uses an average of a residential household's water usage during the winter months (November-April) as the basis for billing sewer charges during the summer months (May-September). Winter averaging reduces the likelihood that residents will be charged for warm weather activities such as watering lawns, washing cars, landscaping, gardening, or filling pools, and more accurately reflects the amount of water that passes through the Township's sanitary sewer system to get treated by ALCOSAN. Below is an example of the impact of the WAM program for a household that used 15,000 gallons of water in a summer month but was only charged for their winter average usage of 5,000 gallons.

Winter Average Method (WAM)
2020 Monthly Billing Example

No Winter Average Method			Winter Average Method			WAM Savings
Total Usage (gallons)	Sewer Rate (per 1,000 gallons)	Total Charge	WAM Usage (gallons)	Sewer Rate (per 1,000 gallons)	Total Charge	
15,000	$17.00	**$255**	5,000	$17.00	**$85**	**$170**

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Operating Revenue					
50-00-000-??????-000					
330450 Current Sewer User Fees	$ 6,791,353	$ 6,980,406	$ 7,117,053	$ 7,117,053	$ 7,396,300
330456 Liened Sewer User Fees	(1,288)	31,618	15,000	11,000	11,000
330460 ALCOSAN Reimbursement	19,388	21,407	20,000	20,000	21,500
330502 Sanitary Sewer Permit Fees	106,000	188,500	70,000	10,000	15,000
380081 Lien Cost Reimbursement	11,432	7,873	6,000	5,000	4,500
Total Operating Revenue	**$ 6,926,885**	**$ 7,229,804**	**$ 7,228,053**	**$ 7,163,053**	**$ 7,448,300**
Operating Expenses					
50-40-425-500???-000					
Personal Services					
101 Full-Time Wages	$ 187,441	$ 175,762	$ 177,593	$ 177,593	$ 184,580
110 Overtime Wages	533	3,490	2,500	2,500	2,500
120 Part-Time Wages	462	152	500	500	500
162 Group Life Insurance	1,099	833	850	850	877
163 Medical Insurance	30,216	27,407	28,404	28,404	31,264
164 Workers' Compensation	1,103	1,128	1,313	1,313	1,063
166 Pension Costs	14,684	12,809	13,224	13,224	13,744
167 Long-term Disability Insurance	500	391	375	375	390
168 Post Retirement Plan	950	950	600	600	600
198 Social Security Expense	14,160	13,399	13,815	13,815	14,350
199 Overhead Distribution	5,931	11,593	10,918	10,918	11,741
Total Personal Services	**$ 257,079**	**$ 247,914**	**$ 250,092**	**$ 250,092**	**$ 261,609**
Contractual Services					
202 Sewer Processing Fees	$ 3,563,573	$ 3,735,849	$ 4,021,700	$ 4,034,750	$ 4,307,500
210 Professional Svcs-Legal	8,212	24,887	20,000	20,000	25,000
211 Professional Svcs-Engineering	23,321	61,390	30,000	30,000	30,000
212 Engineering-Corrective Action	105,062	10,745	150,000	150,000	150,000
216 Engineering-Brush Run	129,216	9,139	-	-	-
221 Flood Insurance	3,185	3,247	4,100	4,100	3,800
240 Water and Sewerage	10,724	8,802	12,400	25,000	26,000
242 Electricity	45,470	56,646	52,100	52,100	53,150
250 Corrective Action-Sewer Rehab	673,243	547,125	1,350,000	1,350,000	1,475,000
258 Repairs & Maint-Mech. Equip.	7,407	19,714	35,000	35,000	95,000
262 Sewer Billing & Collection	48,474	102,289	82,000	75,000	78,000
290 Other Contractual Services	4,812	4,019	5,000	5,000	5,000
Total Contractual Services	**$ 4,622,699**	**$ 4,583,852**	**$ 5,762,300**	**$ 5,780,950**	**$ 6,248,450**

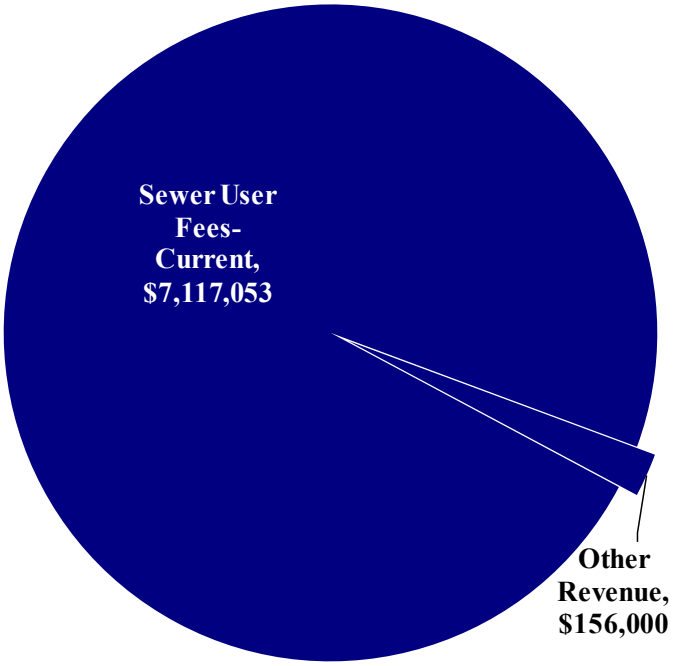
	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Commodities					
315 Construction Supplies	$ 690	$ 11,186	$ 20,000	$ 20,000	$ 20,000
318 Sewer Maintenance Supplies	2,675	4,339	6,500	6,500	6,500
350 Protective Wearing Apparel	358	261	350	350	350
390 Other Supplies	1,138	3,343	5,000	5,000	5,000
Total Commodities	**$ 4,861**	**$ 19,129**	**$ 31,850**	**$ 31,850**	**$ 31,850**
Distributed Costs					
601 Dist. Vehicle Costs	$ 8,077	$ 8,279	$ 8,445	$ 8,445	$ 8,614
602 Depreciation Expense	691,715	724,905	790,000	801,236	815,000
603 Dist. Data Processing Costs	45,859	22,996	32,320	32,320	33,122
Total Distributed Costs	**$ 745,651**	**$ 756,180**	**$ 830,765**	**$ 842,001**	**$ 856,736**
Total Operating Expenses	**$ 5,630,290**	**$ 5,607,075**	**$ 6,875,007**	**$ 6,904,893**	**$ 7,398,645**
Total Operating Income (Loss)	$ 1,296,595	$ 1,622,729	$ 353,046	$ 258,160	$ 49,655

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Non-Operating Revenues					
50-00-000-??????-???					
345001 Interest on Investments	$ 32,065	$ 89,734	$ 45,000	$ 105,000	$ 75,000
Total Non-Operating Revenues	**$ 32,065**	**$ 89,734**	**$ 45,000**	**$ 105,000**	**$ 75,000**
Non-Operating Expenses					
50-40-425-500???-???					
401-000 Bond Payments-Principal	$ 351,564	$ 333,826	$ 341,352	$ 341,352	$ 350,561
401-001 Bonds Payable Allocation	(351,564)	(333,826)	(341,352)	(341,352)	(350,561)
402-000 Bond Payments-Interest	399,859	425,071	398,333	398,333	387,759
403-000 Note Payments-Principal	237,000	237,000	237,000	237,000	237,000
403-001 Note Payable Allocation	(237,000)	(237,000)	(237,000)	(237,000)	(237,000)
404-000 Note Payments-Interest	13,437	10,078	6,719	6,719	3,369
405-000 Bond Issuance Cost	78,400	-	-	-	-
Total Non-Operating Expenses	**$ 491,696**	**$ 435,149**	**$ 405,052**	**$ 405,052**	**$ 391,128**
Total Non-Operating Rev (Expenses)	$ (459,631)	$ (345,415)	$ (360,052)	$ (300,052)	$ (316,128)

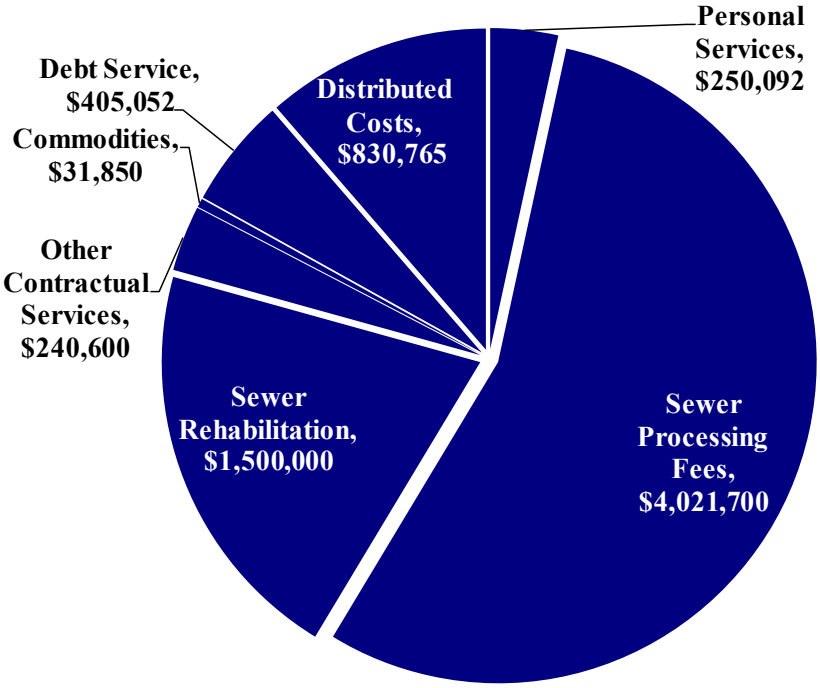
BUDGETARY COMMENT

The Township continues to plan for sanitary sewer usage fees to cover the costs of continual sewer maintenance and complying with the Sanitary Sewer Clean Water Act.

Projected Revenues



Projected Expenses



SUPPLEMENTARY INFORMATION

Portions of the 2016 General Obligation Bonds, the 2017 General Obligation Bonds Series A&B, and the 2015 General Obligation Note issued by the Township are directly related to the sanitary sewers. The debt was issued to finance Sanitary Sewer Consent Order projects that were agreed upon by the Township and the Allegheny County Health Department. The debt service schedule for each applicable portion follows.

2016 General Obligation Bonds Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2020	4.00%	$ 205,562	$ 241,044	$ 446,606
2021	2.00%	208,930	234,843	443,773
2022	2.00%	216,456	230,589	447,045
2023	4.00%	220,666	224,011	444,677
2024	4.00%	229,876	215,001	444,877
2025	4.00%	235,770	205,688	441,458
2026	3.00%	244,138	197,310	441,448
2027	4.00%	250,032	188,648	438,680
2028	4.00%	260,084	178,445	438,529
2029	4.00%	270,978	167,824	438,802
2030	3.25%	281,030	157,838	438,868
2031	3.25%	286,924	148,608	435,532
2032	3.25%	438,432	136,821	575,253
2033	4.00%	492,268	119,852	612,120
2034	4.00%	511,582	99,775	611,357
2035	4.00%	525,896	79,025	604,921
2036	4.00%	338,078	61,745	399,823
2037	4.00%	463,484	45,714	509,198
2038	4.00%	481,114	26,822	507,936
2039	4.00%	135,000	14,500	149,500
2040	4.00%	145,000	8,900	153,900
2041	4.00%	150,000	3,000	153,000
	Total	**$ 6,591,300**	**$ 2,986,004**	**$ 9,577,304**

SUPPLEMENTARY INFORMATION (Continued)

2017-A Bond Issue Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2020	2.000%	$ 35,000	$ 67,721	$ 102,721
2021	2.000%	310,000	81,033	391,033
2022	3.000%	325,000	74,199	399,199
2023	2.000%	330,000	65,950	395,950
2024	2.125%	345,000	59,834	404,834
2025	2.350%	355,000	52,998	407,998
2026	2.500%	370,000	44,524	414,524
2027	2.600%	380,000	35,211	415,211
2028	2.700%	390,000	25,129	415,129
2029	3.000%	330,000	48,744	378,744
2030	3.000%	340,000	38,694	378,694
2031	3.125%	350,000	28,125	378,125
2032	3.125%	355,000	17,109	372,109
2033	3.125%	370,000	5,781	375,781
	Total	**$ 4,585,000**	**$ 645,052**	**$ 5,230,052**

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SUPPLEMENTARY INFORMATION (Continued)

2017-B Bond Issue Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2020	1.500%	$ 110,000	$ 78,994	$ 188,994
2021	1.500%	125,000	73,199	198,199
2022	1.500%	125,000	69,253	194,253
2023	2.000%	125,000	69,277	194,277
2024	2.000%	125,000	67,704	192,704
2025	2.000%	135,000	66,908	201,908
2026	2.000%	145,000	67,470	212,470
2027	2.050%	140,000	63,695	203,695
2028	2.200%	150,000	62,585	212,585
2029	2.400%	140,000	17,830	157,830
2030	2.550%	145,000	14,366	159,366
2031	2.650%	150,000	10,585	160,585
2032	3.000%	155,000	29,408	184,408
2033	3.000%	135,000	57,975	192,975
2034	3.000%	600,000	46,950	646,950
2035	3.000%	625,000	28,575	653,575
2036	3.000%	640,000	9,600	649,600
	Total	**$ 3,770,000**	**$ 834,374**	**$ 4,604,374**

2015 General Obligation Note Sanitary Sewer Fund Portion				
Year of Maturity	Rate	Principal	Interest	Annual Debt Service
2020	1.400%	$ 237,000	$ 3,369	$ 240,369
	Total	**$ 237,000**	**$ 3,369**	**$ 240,369**

TOWNSHIP/SCHOOL DISTRICT MAGAZINE FUND

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Net Position	$ 173,542	$ 172,864	$ 168,268	$ 168,268	$ 147,268
Operating Revenue	162,131	157,676	166,250	155,850	156,000
Operating Expenses	(162,809)	(162,272)	(181,150)	(176,850)	(174,150)
Total Operating Income (Loss)	**(678)**	**(4,596)**	**(14,900)**	**(21,000)**	**(18,150)**
Change in Net Position	**(678)**	**(4,596)**	**(14,900)**	**(21,000)**	**(18,150)**
Ending Net Position	**$ 172,864**	**$ 168,268**	**$ 153,368**	**$ 147,268**	**$ 129,118**

PROGRAM OVERVIEW

The Magazine Fund accounts for the joint effort of the Township and School District to inform Upper St. Clair residents of news pertaining to both entities through a print publication.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Operating Revenue					
51-00-000-367???-000					
001 Advertising Fees	$ 162,131	$ 157,676	$ 162,000	$ 155,850	$ 156,000
004 Website Revenue	-	-	4,250	-	-
Total Operating Revenue	**$ 162,131**	**$ 157,676**	**$ 166,250**	**$ 155,850**	**$ 156,000**
Operating Expenses					
51-10-102-500???-000					
101 Steering Committee Payments	$ 4,000	$ 3,500	$ 4,000	$ 4,000	$ 4,000
111 Editorial Staff	36,370	37,590	38,000	38,000	38,000
121 Office Management	10,176	11,371	13,000	13,000	12,000
215 Photography Costs	1,600	1,800	2,000	2,000	2,000
243 Telephone	-	200	200	200	200
275 Printing Costs	49,255	44,895	49,000	49,000	50,000
278 Postage	11,340	12,206	13,000	13,000	13,000
280 Mileage	261	228	350	350	350
290 Commissions	26,807	28,722	31,000	31,000	31,000
292 Graphic Art Services	14,812	15,604	16,000	16,000	16,000
293 Website Expenses	-	500	4,250	-	-
300 Office Furniture	-	-	600	600	500
301 Office Supplies	3,398	133	750	750	500
302 Software Licenses	438	1,351	2,500	2,500	1,250
304 Publicity Material/Marketing	2,015	1,600	1,500	1,500	1,600
390 Other Supplies	1,422	1,657	3,000	3,000	1,800
400 Bad Debt Expense	-	-	1,000	1,000	1,000
602 Depreciation Expense	915	915	1,000	950	950
Total Operating Expenses	**$ 162,809**	**$ 162,272**	**$ 181,150**	**$ 176,850**	**$ 174,150**
Total Operating Income (Loss)	**$ (678)**	**$ (4,596)**	**$ (14,900)**	**$ (21,000)**	**$ (18,150)**

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Net Position	$ 8,550,152	$ 9,439,923	$ 9,948,976	$ 9,948,976	$ 9,991,863
Operating Revenue	4,389,288	4,172,500	4,224,261	4,080,229	4,116,735
Operating Expenses	(3,430,066)	(3,625,673)	(4,014,484)	(4,047,566)	(4,110,264)
Total Operating Income (Loss)	**959,222**	**546,827**	**209,777**	**32,663**	**6,471**
Non-Operating Revenue	1,229,523	1,294,779	1,277,928	1,322,928	1,288,346
Non-Operating Expenses	(650,755)	(684,335)	(664,486)	(664,486)	(642,806)
Total Non-Operating Rev. (Expenses)	**578,768**	**610,444**	**613,442**	**658,442**	**645,540**
Change in Net Position	**1,537,990**	**1,157,271**	**823,219**	**691,105**	**652,011**
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Position	9,439,923	9,948,976	10,123,977	9,991,863	9,995,656
Net Investment in Capital Assets	(2,504,365)	(2,403,001)	(6,153,001)	(2,590,618)	(6,388,868)
Ending Unrestricted Net Position	**$ 6,935,558**	**$ 7,545,975**	**$ 3,970,976**	**$ 7,401,245**	**$ 3,606,788**

COMMUNITY & RECREATION CENTER OVERVIEW

In 2009, the Board of Commissioners directed the Township Manager and the Recreation and Leisure Services Department to make a complete change of philosophy in the construction and operation of the Community & Recreation Center (C&RC).

From an historical perspective, the process of building this Community Center began in the late 1990's with the creation of the Master Plan for Boyce Mayview Park. The Master Plan led to the creation of the Outdoor Classroom, 4 playing fields, perimeter trail, and over 10 miles of interior trails. In 2004, the Board of Commissioners began discussing the Community & Recreation Center concepts. The Board created a 50-member Ad Hoc group to research other facilities and gather information from their neighborhood and various interest groups. The Board also contracted with Ballard King and Associates (BK) for a feasibility study which was the footprint for the C&RC and served as the pro forma upon startup of operations. It was stated in this study, that some small percentage of Township financial support would always be required. In 2018, the Township contracted with BK to update the feasibility study, and make physical and operational recommendations for the future of the C&RC. The study serves as a guide for the C&RC Facility Implementation Team (FIT) which was formed in late-2018 to develop a plan to execute the recommendations.

The C&RC serves residents of the Township and surrounding communities, and continues to be designed to cover operating expenses through fees. In order to tackle this task, the Department of Recreation and Leisure Services includes a Membership/Marketing Department, Fitness Department, Aquatics Department, and Maintenance Department.

For current information about the Community & Recreation Center, please visit www.twpusc.org/crc/crc-home.

2019 C&RC ACCOMPLISHMENTS

- Began the multi-year process of implementing the recommendations of the 2018 C&RC Facility Assessment Report, focusing on operational and minor facility improvements.
- Worked with the FIT Committee to begin their multi-year process of prioritizing and implementing the larger recommendations of the aforementioned report.
- Maintained strong membership levels.
- Created an employee membership strategy for the C&RC that will be launched in January 2020.
- Completed the re-plastering of the indoor aquatics facilities.
- Fitness staff coordinated the replacement of several significant pieces of equipment, bringing in new ellipticals and upright bikes.
- Fitness staff created new functional fitness space within the facility, responding to members' desires for greater capacity in the area.
- Staged several successful fitness programs such as the Fit City Challenge, Wellness Dash, Youth Triathlon, Color Crawl, Indoor Triathlon, Very Merry Mix, Ohhhm for the Holidays (yoga), Spin A Thon, and Zumba Jingle Jam, as well as all many group exercise instruction programs.
- Better implementation of the BIO X software to personalize programs for members.
- Continued to rebrand Mind Body Area for Pilates, Yoga, Barre and Movement Programs.
- Worked closely with Miracle League to insure smooth daily operation but even more so for the "All Star Weekend".
- Hosted PRPS/DCNR Workshops and meetings for all state residents.
- Two staff were selected to participate in the PRPS Leadership Program in State College, PA.
- Implemented new ActiveNet recreation software.

2020 C&RC GOALS AND OBJECTIVES

- Continue to be the regional leader in Parks and Recreation while focusing on the quality of life for the residents of Upper St. Clair.
- Continue with staff professional growth opportunities.
- Continue to attract and retain membership base through membership/marketing and high-quality services.
- Continue generating revenue sufficient to meet or exceed expenses.
- Continue implementation of the 2018 C&RC Facility Assessment Report.
- Continue working with community groups, USCAA/USCSD and Parks and Recreation Advisory Board.

C&RC ORGANIZATIONAL STRUCTURE

The 2020 proposed staffing for the C&RC is as follows:

Position Title	Pay Grade	Minimum	Maximum	2020 Positions
Director of Recreation and Leisure Services	3	$90,081	$129,186	1
Asst. Director of Recreation & Leisure Services	7	$60,159	$86,274	1
Buildings & Grounds Administrator	7	$60,159	$86,274	0.5
Aquatics Coordinator	14	$30,871	$44,273	1
Aquatics Supervisor	11	$41,090	$58,927	1
Asst. Programs and Older Adults Coordinator	14	$30,871	$44,273	1
Community Program Coordinator	11	$41,090	$58,927	1
Facility/Banquet Rental Coordinator	13	$33,958	$48,700	1
Fitness Coordinator	11	$41,090	$58,927	1
Fitness Supervisor	9	$49,719	$71,301	1
Group Exercise Coordinator	14	$30,871	$44,273	1
Guest Relations Coordinator	11	$41,090	$58,927	1
Membership & Marketing Supervisor	9	$49,719	$71,301	1
Membership Specialist	13	$33,958	$48,700	1
Office Secretary	13	$33,958	$48,700	1
Building Maintenance Custodian (Attendant)	Union Contract	$22.01/hr	$22.01/hr	3
Total				**17.5**

Budgetary Allocations

Certain Township employees have responsibilities outside of their primary department. A budgetary allocation for recreation employee wages and benefits has been made as follows.

Position Title	Recreation	C&RC Fund	BM RAD
Director of Recreation and Leisure Services	25.0%	75.0%	n/a
Community Program Coordinator	50.0%	50.0%	n/a
Office Secretary	25.0%	70.0%	5.0%

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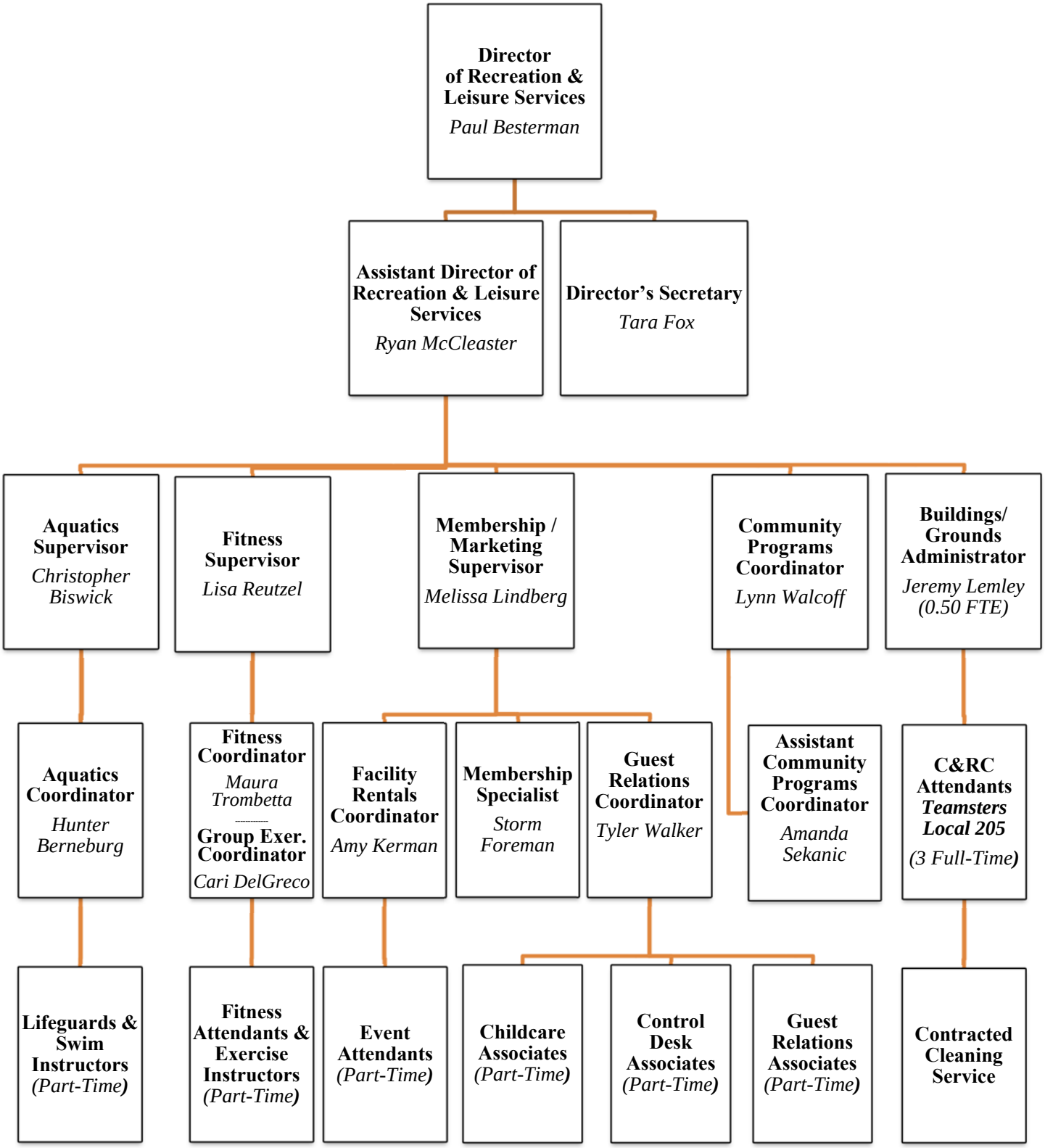
Director of Recreation & Leisure Services
Paul Besterman
Assistant Director of Recreation & Leisure Services
Ryan McCleaster
Director's Secretary
Tara Fox
Aquatics Supervisor
Christopher Biswick
Fitness Supervisor
Lisa Reutzel
Membership / Marketing Supervisor
Melissa Lindberg
Community Programs Coordinator
Lynn Walcoff
Buildings/ Grounds Administrator
Jeremy Lemley (0.50 FTE)
Aquatics Coordinator
Hunter Berneburg
Fitness Coordinator
Maura Trombetta
Group Exer. Coordinator
Cari DelGreco
Facility Rentals Coordinator
Amy Kerman
Membership Specialist
Storm Foreman
Guest Relations Coordinator
Tyler Walker
Assistant Community Programs Coordinator
Amanda Sekanic
C&RC Attendants Teamsters Local 205
(3 Full-Time)
Lifeguards & Swim Instructors (Part-Time)
Fitness Attendants & Exercise Instructors (Part-Time)
Event Attendants (Part-Time)
Childcare Associates (Part-Time)
Control Desk Associates (Part-Time)
Guest Relations Associates (Part-Time)
Contracted Cleaning Service

AQUATICS OVERVIEW

The Community & Recreation Center is the first to offer the South Hills amenities that you may only find in regional water parks and other highly themed resorts on the East Coast. Presenting only the best in aquatic cleaning, our state of the art filters remove the smallest particles from water, resulting in very clean, clear water. In addition, to aid in the cleanliness of the Aquatic Center's water, each pool and spa's filter system produces a turnover rate much higher than standard guidelines require.

Indoor Lap Pool
The indoor lap pool is a 4 lane, 25-yard pool. It ranges from 3.5 feet in the shallow end, to 8 feet in the deep end. Uses for this space include lap swimming, shallow and deep-water aerobics, and swim lessons. Water temperature is kept between 82 and 84 degrees Fahrenheit.

Resistance Channel
The resistance channel is a 3.5-foot deep, side-winding "river" of moving water. Patrons using the resistance channel will be able to swim, walk, or run against the current for a higher intensity workout. As an alternative, bathers will also be able to glide along with the current for a much more relaxing and gentle exercise experience. Water temperature is kept between 84 and 88 degrees Fahrenheit.

Recreational/Leisure Pool
The recreational/leisure pool is a large, open pool area that contains a vast amount of pool space, as well as multiple structures and interactive play features. It is equipped with a zero-depth entry, which allows easy access for almost all individuals. Special features of the recreation/leisure pool area include a two-story body side, water geysers, underwater benches, and a large interactive play structure with dumping bells, small slide, and water cannons. Water temperature is kept between 84 and 88 degrees Fahrenheit.

Outdoor Pool Area
The outdoor pool area has a variety of family friendly features available in and around the pool. Surrounding the pool is a spacious grassy area for lounging and play, two large pavilions with picnic tables, a large sandbox, and oversized beach umbrellas. In the pool, patrons will find a two-story body slide, lily pad walk with overhead cargo net, water geysers and cannons, discovery fountains, an interactive play structure with small slide, underwater benches, and leisure pool. Water temperature is kept between 78 and 80 degrees Fahrenheit.

Programming
C&RC aquatic programs and services provide families and individuals with an opportunity to learn how to enjoy the water safely. Aquatic programs are offered in the areas of swimming instruction, water exercise, sports training, special populations, and recreational swimming.
Programs include:

- Swim Lessons
- Private Swim Lessons
- Water Aerobics Classes

Staffing
The Aquatics Department is staffed by one (1) Aquatics Supervisor, one (1) Aquatics Coordinator, and part-time lifeguards.

FITNESS OVERVIEW

The main area of the Fitness Department encompasses approximately 10,000 square feet of the facility. This area includes free weights, selectorized weight machines, and cardiovascular machines. The Fitness Department also has two workout studios, and an 18,000 square foot gymnasium. The Fitness Department views health holistically; a healthy person has unity of mind, body, and spirit. The Fitness Department has identified the growing level of physical inactivity and obesity in the United States as a critical social issue that must be addressed. Through innovative health and wellness programs, the Fitness Department looks to guide and support individuals in developing new skills, and setting realistic goals for achieving a healthy lifestyle.

Programming
C&RC fitness, health, and wellness programs emphasize the value of disease prevention through physical activity and education programs in the areas of physical training, nutrition, stress management, and smoking cessation.

Programs provided by the Fitness Department are as follows:

- Personal Training
- Nutrition Counseling
- Fitness Assessments
- Strength and Cardio Orientations
- Group Exercise Classes
- Introduction to Strength Training

Staffing
The Fitness Department is staffed by one (1) Fitness Supervisor, one (1) Group Exercise Coordinator, one (1) Fitness Coordinator, part-time Exercise Instructors, and other part-time staff.

Equipment
The Fitness Department has seen consistent participation since the opening of the C&RC. In order to keep the Fitness Department on the cutting edge, the Township has planned to purchase additional equipment to keep pace with the demand for fitness activities. Equipment includes six (6) treadmills, four (4) ellipticals, two (2) interactive bikes, two (2) upright bikes, two (2) rowers, and a linear leg press. For additional information, please see the "*C&RC Capital Account*" section.

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MEMBERSHIP & MARKETING OVERVIEW

The Membership/Marketing Department's goal is to ensure that C&RC membership is valued as a delightful and important part of one's life, with a special emphasis on growth in mind, body, and spirit. The service and human interactions experienced by all who enter or contact the C&RC will be warm, personal, and professional.

The Membership/Marketing Department offers a single tier membership program that allows a member to use both indoor and outdoor C&RC facilities. Membership includes an annual membership or a three-month membership option. These membership options are broken out into four (4) categories: Youth, Adult, Family, and Senior. For more information on plans and fees, please visit www.twpusc.org/crc/membership. The Membership Department is also responsible for the rental agreements for the two (2) Aquatic Party Rooms and the 3,600 square foot Community Room.

Staffing

The Membership/Marketing Department is staffed by one (1) Membership/Marketing Services Supervisor, one (1) Membership Specialist, one (1) Facility Rental Coordinator, and part-time Membership Specialists and Event Attendants.

Vital Statistics

Annual memberships are the basis for sustainability of the C&RC. A sustainable membership base will depend on several statistics that are tracked continuously. Those statistics include: Total Annual Memberships (the total number of memberships sold for all membership types), Total Individual Members (the total number of people with active memberships in a given month), and a resident vs. non-resident membership breakout. The table below reports membership statistics for the 12-month period of January 2019 through December 2019:

Individual Members	**Jan-19**	**Feb-19**	**Mar-19**	**Apr-19**	**May-19**	**Jun-19**	**Jul-19**	**Aug-19**	**Sep-19**	**Oct-19**	**Nov-19**	**Dec-19**
3-Month Members	133	135	5	51	97	141	146	86	26	35	52	106
Annual Members	8,462	8,422	8,924	9,026	8,866	9,050	9,225	8,992	9,053	8,932	8,797	8,747
Total Individual Members	**8,595**	**8,557**	**8,929**	**9,077**	**8,963**	**9,191**	**9,371**	**9,078**	**9,079**	**8,967**	**8,849**	**8,853**

Resident / Non-Resident Members												
Resident Member %	63%	63%	63%	63%	62%	62%	62%	62%	62%	62%	62%	62%
Non-Resident Member %	37%	37%	37%	37%	38%	38%	38%	38%	38%	38%	38%	38%

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MEMBERSHIP & MARKETING OVERVIEW (continued)

In 2019, the annual membership base reached a high of over 3,200 memberships, while the number of individuals having access to the facility reached 9,300. The monthly turnover rate indicates the facility usage. The peak usage for the C&RC occurs during the summer months June through August, due to the Outdoor Pool being open during these months. The number of individuals having access to the facility will be monitored on a monthly basis to prevent overcrowding and ensure a positive experience at the C&RC. As the C&RC staff acquires historical data, staffing and policy adjustments will be made to ensure a quality C&RC experience.

BUILDING MAINTENANCE OVERVIEW

The Building Maintenance Department is responsible for the cleaning, both day-to-day and long-term maintenance, and general upkeep of the Community & Recreation Center. Currently, the cleaning services for the building are contracted to a third party.

Staffing: The Building Maintenance Department is staffed by three (3) C&RC Attendants and also shares a Buildings/Grounds Administrator equally with the Public Works department.

GUEST RELATIONS OVERVIEW

The Guest Relations Department is responsible for general administration, front desk administration, and childcare at the Community & Recreation Center. Customer service is valued at the C&RC, and the Guest Relations Department handles all initial customer service requests. The Guest Relations Department also handles all childcare responsibilities in the Tot Room at the C&RC. Childcare is available to children from ages 8 weeks to 10 years old.

Staffing: The Guest Relations Department is staffed by one (1) Guest Relations Coordinator, one (1) Secretary to the Director, and part-time Control Desk and Childcare Associates.

COMMUNITY PROGRAMS OVERVIEW

Please refer to the General Fund-Recreation section of the Budget for a detailed description of the community programs offered by the Township of Upper St. Clair.

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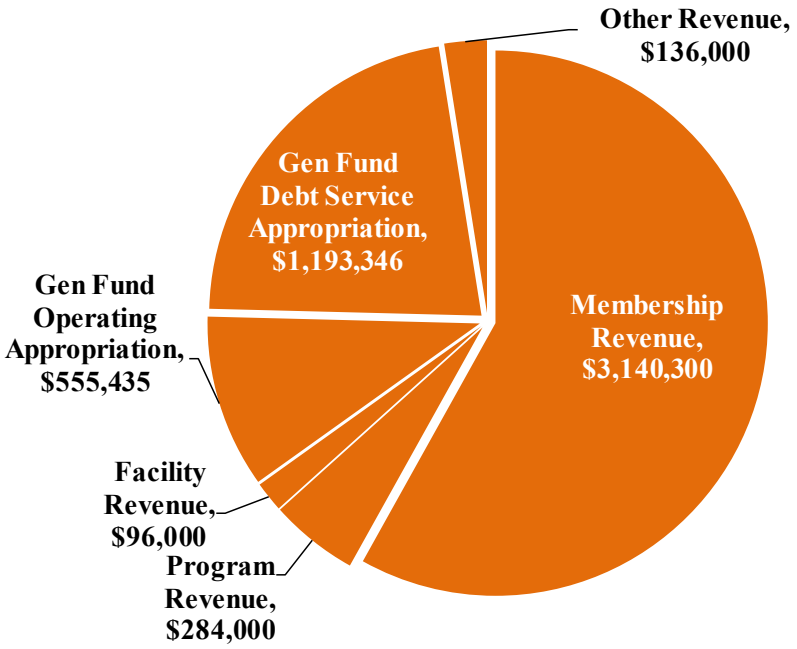
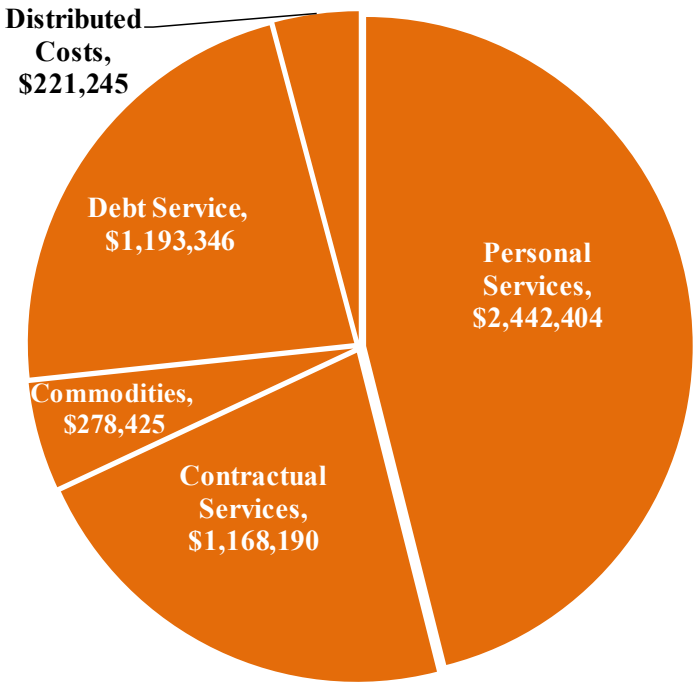
	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Operating Revenue					
53-00-000-??????-000					
Membership Revenue					
350003 Combined Memberships	$ 3,023,840	$ 2,784,773	$ 2,800,000	$ 2,746,800	$ 2,746,800
350004 Daily Admissions	312,970	333,565	320,000	335,000	335,000
350005 Three Month Memberships	80,195	61,506	65,000	58,500	58,500
Program Revenue					
367003 Fitness Programs	138,931	162,759	155,000	110,000	115,000
367017 Aquatic Programs	196,874	176,414	175,000	152,000	160,000
367022 Misc. Self Supporting Fees	6,465	7,902	6,000	12,000	9,000
Facility Revenue					
380010 Non-Aquatic Facility Fees	14,958	15,318	13,000	15,000	15,000
380011 Aquatic Facility Fees	89,525	88,802	90,000	65,000	80,000
380012 Party Rental Extra Fees	1,565	184	2,000	500	1,000
Other Revenue					
360008 General Fund Appropriation	467,123	495,451	544,961	549,329	555,435
370001 Babysitting Services	25,946	22,667	23,000	15,500	17,000
370010 Vending Revenue	6,888	5,284	6,800	3,100	3,500
370020 Indoor Facility Misc. Rev.	23,484	17,361	23,000	17,000	20,000
370021 Outdoor Pool Misc. Rev.	524	514	500	500	500
Total Operating Revenue	**$ 4,389,288**	**$ 4,172,500**	**$ 4,224,261**	**$ 4,080,229**	**$ 4,116,735**



	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Indoor Facility Operating Expenses					
53-50-501-500???-000					
Indoor Personal Services					
101 Full-Time Wages	$ 768,891	$ 822,622	$ 909,406	$ 909,406	$ 935,948
110 Overtime Wages	16,175	16,412	17,430	17,430	19,150
120 Part-Time Wages	724,415	758,648	799,550	810,550	841,050
162 Group Life Insurance	4,702	4,510	4,727	4,727	4,783
163 Medical Insurance	228,972	201,394	251,396	251,396	245,166
164 Workers' Compensation	84,079	86,041	100,081	100,081	81,055
166 Pension Costs	47,191	50,507	60,459	60,459	62,267
167 Long-term Disability Insurance	2,221	2,060	2,101	2,101	2,162
168 Post Retirement Plan	1,450	1,450	2,000	2,000	2,000
198 Social Security Expense	111,932	118,513	132,069	132,910	137,405
Total Indoor Personal Services	**$ 1,990,028**	**$ 2,062,157**	**$ 2,279,219**	**$ 2,291,060**	**$ 2,330,986**
Indoor Contractual Services					
220 Liability Insurance	$ 44,264	$ 45,947	$ 48,655	$ 48,655	$ 51,740
230 Association Dues	10,886	9,649	12,100	12,100	8,500
231 Travel & Conference Expense	3,377	5,105	16,250	16,250	16,250
232 Personnel Training	1,130	1,945	2,500	2,500	2,500
240 Water and Sewerage	42,900	45,475	49,500	49,500	49,500
241 Natural Gas	36,466	42,591	47,300	47,300	47,300
242 Electricity	242,089	228,184	243,800	243,800	243,800
243 Telephone	1,728	1,672	2,000	2,000	2,000
250 Repair/Maint-Office Equip.	5,727	1,383	3,000	3,000	3,000
251 Repair/Maint-Recreation Equip.	18,398	18,683	10,100	10,100	15,100
255 Building Maintenance	72,871	121,616	86,000	86,000	86,000
256 Pool Maintenance	69,150	48,240	60,000	60,000	60,000
259 Flooring Replacements/Imprvmts.	29,778	23,567	45,000	45,000	45,000
262 Uniforms	2,733	3,546	8,500	9,000	9,000
275 Printing & Duplicating	13,840	10,731	35,500	37,000	36,500
278 Postage	5,504	6,018	6,000	6,000	6,000
290 Other Contractual Services	230,512	327,199	295,000	295,000	305,000
297 Interest Expense	-	-	1,000	-	-
298 Credit Card Fees	92,757	89,726	100,000	115,000	115,000
299 Internet Connection Costs	15,205	13,350	20,000	20,000	20,000
Total Indoor Contractual Services	**$ 939,315**	**$ 1,044,627**	**$ 1,092,205**	**$ 1,108,205**	**$ 1,122,190**

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Indoor Commodities					
300 Office Furniture & Equipment	$ 6,647	$ 3,003	$ 7,500	$ 7,500	$ 7,500
301 Expendable Office Supplies	13,786	12,193	17,950	17,950	15,250
302 Books & Subscriptions	41	57	200	200	200
304 Publicity Material/Marketing	60,762	64,431	90,000	90,000	91,500
306 Building Maintenance Supplies	45,688	50,944	57,000	57,000	49,500
307 Tools & Equipment	13,991	9,869	20,000	20,000	15,000
326 Department Specific Supplies	16,923	21,487	30,500	30,500	30,500
329 Pool Chemicals	12,703	17,598	25,000	25,000	25,000
390 Other Supplies	14,669	20,083	13,500	14,775	15,275
Total Indoor Commodities	**$ 185,210**	**$ 199,665**	**$ 261,650**	**$ 262,925**	**$ 249,725**
Distributed Costs					
602 Depreciation Expense - Equip.	$ 111,486	$ 117,600	$ 140,000	$ 140,000	$ 155,000
603 Dist. Data Processing Costs	45,859	45,992	64,641	64,641	66,245
Total Distributed Costs	**$ 157,345**	**$ 163,592**	**$ 204,641**	**$ 204,641**	**$ 221,245**
Total Indoor Facility Operating Exp.	**$ 3,271,898**	**$ 3,470,041**	**$ 3,837,715**	**$ 3,866,831**	**$ 3,924,146**
Outdoor Pool Facility Operating Expenses					
53-50-510-500???-???					
Outdoor Personal Services					
120 Part-Time Wages	$ 86,343	$ 86,558	$ 91,750	$ 98,500	$ 103,500
198 Social Security Expense	6,605	6,622	7,019	7,535	7,918
Total Outdoor Personal Services	**$ 92,948**	**$ 93,180**	**$ 98,769**	**$ 106,035**	**$ 111,418**
Outdoor Contractual Services					
232 Personnel Training	$ 202	$ -	$ 500	$ 500	$ 500
240 Water and Sewerage	11,367	12,461	13,000	13,000	13,000
256 Pool Maintenance	25,210	20,576	30,000	30,000	30,000
262 Uniforms	1,078	1,486	2,000	2,000	2,000
290 Other Contractual Services	-	10,451	500	500	500
Total Outdoor Contractual Services	**$ 37,857**	**$ 44,974**	**$ 46,000**	**$ 46,000**	**$ 46,000**

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Outdoor Commodities					
306 Pool Maintenance Supplies	$ 10,921	$ 724	$ 10,000	$ 10,000	$ 10,000
326 Aquatics Supplies	10,206	10,661	11,000	11,000	11,000
329 Pool Chemicals	4,783	4,548	9,500	6,000	6,000
390 Other Supplies	1,453	1,545	1,500	1,700	1,700
Total Outdoor Commodities	**$ 27,363**	**$ 17,478**	**$ 32,000**	**$ 28,700**	**$ 28,700**
Total Outdoor Facility Operating Exp.	**$ 158,168**	**$ 155,632**	**$ 176,769**	**$ 180,735**	**$ 186,118**
Total Operating Expenses	**$ 3,430,066**	**$ 3,625,673**	**$ 4,014,484**	**$ 4,047,566**	**$ 4,110,264**
Total Operating Income (Loss)	**$ 959,222**	**$ 546,827**	**$ 209,777**	**$ 32,663**	**$ 6,471**



BUDGETARY COMMENT

The Community & Recreation Center completed its tenth full year of operations in 2019. The 2020 membership revenue is budgeted to remain in line with 2019 actual projections.

NON-OPERATING REVENUES & EXPENSES

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Non-Operating Revenues					
53-00-000-??????-???					
345001-000 Interest on Investments	$ 24,809	$ 93,146	$ 80,000	$ 125,000	$ 95,000
360008-000 Transfer In-Debt Service	1,204,714	1,201,633	1,197,928	1,197,928	1,193,346
Total Non-Operating Revenues	**$ 1,229,523**	**$ 1,294,779**	**$ 1,277,928**	**$ 1,322,928**	**$ 1,288,346**
Non-Operating Expenses					
53-50-501-500???-???					
501-000 Bond Payments-Principal	$ 553,959	$ 523,184	$ 533,442	$ 533,442	$ 550,540
501-001 Bonds Payable Allocation	(553,959)	(523,184)	(533,442)	(533,442)	(550,540)
505-000 Bond Issuance Costs	-	-	-	-	-
511-000 Bond Payments-Interest	650,755	684,335	664,486	664,486	642,806
Total Non-Operating Expenses	**$ 650,755**	**$ 684,335**	**$ 664,486**	**$ 664,486**	**$ 642,806**
Total Non-Operating Rev. (Expenses)	**$ 578,768**	**$ 610,444**	**$ 613,442**	**$ 658,442**	**$ 645,540**

C&RC CAPITAL PROJECTS ACCOUNT

Beginning in 2011, staff began to track C&RC capital expenses through the C&RC Capital Projects Account. This is not a separate fund for the Township, but a tracking mechanism for capital purchases. All actual expenses shown in this account will be expensed in an asset account of the C&RC Fund and depreciated over the useful life of the asset.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue					
54-00-000-??????-000					
360053 Transfer from C&RC Fund	$ 984,031	$ 639,973	$ 289,777	$ 157,663	$ 101,471
360602 Depreciation Credit	111,486	117,600	140,000	140,000	155,000
Total Revenue	**$ 1,095,517**	**$ 757,573**	**$ 429,777**	**$ 297,663**	**$ 256,471**

C&RC CAPITAL PROJECTS ACCOUNT (Continued)

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Expenses					
C&RC Administration					
54-50-501-500600-???					
001 Comm. Room Furniture	$ -	$ -	$ 5,000	$ 5,000	$ 5,000
098 General Furniture	-	-	-	-	35,000
099 Computer Equipment	1,472	32,015	243,000	181,157	158,000
Total C&RC Administration	**$ 1,472**	**$ 32,015**	**$ 248,000**	**$ 186,157**	**$ 198,000**
C&RC Fitness					
54-50-501-500600-???					
301 Arc Trainers	$ 30,595	$ -	$ -	$ -	$ -
302 Treadmills	12,478	43,498	-	-	40,800
303 Ellipticals	21,728	16,748	40,000	43,000	28,900
304 Upright Bikes	-	28,716	9,000	6,000	24,250
306 Other Cardio Equipment	21,246	10,064	-	-	10,500
310 Dumbbell Sets	18,545	-	-	-	-
Total C&RC Fitness	**$ 104,592**	**$ 99,026**	**$ 49,000**	**$ 49,000**	**$ 104,450**
C&RC Aquatics					
54-50-501-500600-???					
401 Chaise Lounge Chairs	$ 4,202	$ 3,657	$ 5,000	$ 4,460	$ 5,000
420 Swim Suit Dryer	-	-	-	-	-
421 Pool Equipment	-	-	88,000	88,000	2,800
Total C&RC Aquatics	**$ 4,202**	**$ 3,657**	**$ 93,000**	**$ 92,460**	**$ 7,800**
C&RC Maintenance					
54-50-501-500600-???					
505 Pool Maintenance & Repairs	$ -	$ -	$ -	$ -	$ 100,000
507 HVAC Equipment	-	-	1,000,000	-	1,000,000
508 Other General Equipment	-	15,698	-	-	43,000
509 Building Improvements	-	-	2,500,000	-	2,500,000
Total C&RC Maintenance	**$ -**	**$ 15,698**	**$ 3,500,000**	**$ -**	**$ 3,643,000**
Total Expenses	**$ 110,266**	**$ 150,396**	**$ 3,890,000**	**$ 327,617**	**$ 3,953,250**

SUPPLEMENTARY INFORMATION

In 2008, the Township of Upper St. Clair issued General Obligation Bonds which were used for several purposes including to finance the construction of the Community & Recreation Center (C&RC). The 2008 Bonds were refunded in December 2016. The debt service related to the C&RC portion of the 2016 Bonds is to be repaid based on the schedule shown below.

2016 General Obligation Bonds Community & Recreation Center Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2020	4.00%	$ 550,540	$ 642,806	$ 1,193,346
2021	2.00%	564,218	626,153	1,190,371
2022	2.00%	574,476	614,766	1,189,242
2023	4.00%	591,574	597,190	1,188,764
2024	4.00%	608,671	573,185	1,181,856
2025	4.00%	632,608	548,360	1,180,967
2026	3.00%	646,286	526,013	1,172,299
2027	4.00%	670,222	502,914	1,173,136
2028	4.00%	690,739	475,695	1,166,434
2029	4.00%	714,676	447,587	1,162,262
2030	3.25%	735,193	421,347	1,156,539
2031	3.25%	759,129	397,064	1,156,193
2032	3.25%	1,354,122	362,723	1,716,845
2033	4.00%	1,552,453	309,670	1,862,123
2034	4.00%	1,610,585	246,409	1,856,994
2035	4.00%	1,668,716	180,823	1,849,539
2036	4.00%	885,651	129,736	1,015,386
2037	4.00%	1,374,639	84,530	1,459,169
2038	4.00%	1,425,932	28,519	1,454,450
	Total	**$ 17,610,425**	**$ 7,715,491**	**$ 25,325,916**

TRI-COMMUNITY SOUTH EMS FUND

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Fund Balance	$ 100,000	$ 100,000	$ 257,471	$ 257,471	$ 257,471
Revenue	3,208,035	3,208,821	3,374,300	3,297,315	3,362,300
Expenditures	(3,208,035)	(3,051,350)	(3,374,300)	(3,297,315)	(3,362,300)
Ending Fund Balance	**$ 100,000**	**$ 257,471**	**$ 257,471**	**$ 257,471**	**$ 257,471**

TRI-COMMUNITY SOUTH EMS OVERVIEW

The Tri-Community South Emergency Medical Services (TCS EMS) Fund is a fund jointly operated by the Township of Upper St. Clair, South Park Township, and the Municipality of Bethel Park. This fund pays all expenses related to the ambulance program. TCS EMS revenue consists of annual subscriptions, non-subscriber and subscriber medical charges, third party billings, and non-emergency transport fees. Under the third party Agreement governing the program, the Township of Upper St. Clair acts as the system's treasurer and manages the funds' activities in the same manner in which it treats its own funds.

The Department of Health is the lead agency for emergency medical services in the Commonwealth of Pennsylvania. The Department's Bureau of Emergency Medical Services (BEMS) is responsible for the statewide development and coordination of a comprehensive system to prevent and reduce premature death and disability.

Pennsylvania's Emergency Medical service system is defined by the EMS Act of 1985 (Act 45) Pa C.S. §6921-6938, updated as of 2009. Tri-Community South EMS falls under the organization known as EMS West, and is the designated agency by the Bureau of EMS that monitors regulation of Act 45.

Tri-Community South Emergency Medical Services operates 24-hours per day, seven (7) days per week in providing emergency medical care to the residents of Bethel Park, South Park, Upper St. Clair and Allegheny County South Park. In addition, TCS EMS provides mutual aid to areas surrounding these communities. To provide these services, TCS EMS maintains a fleet of six (6) ambulances, one (1) licensed Advanced Life Support command vehicle, and one (1) unlicensed response unit. Each ambulance and the medical command vehicle contain state-of-the-art medical equipment required by the PA Department of Health to provide Emergency Medical Services. Tri-Community South EMS paramedics/EMT's provide ALS and BLS care and transport to local community hospitals and specialty hospitals.

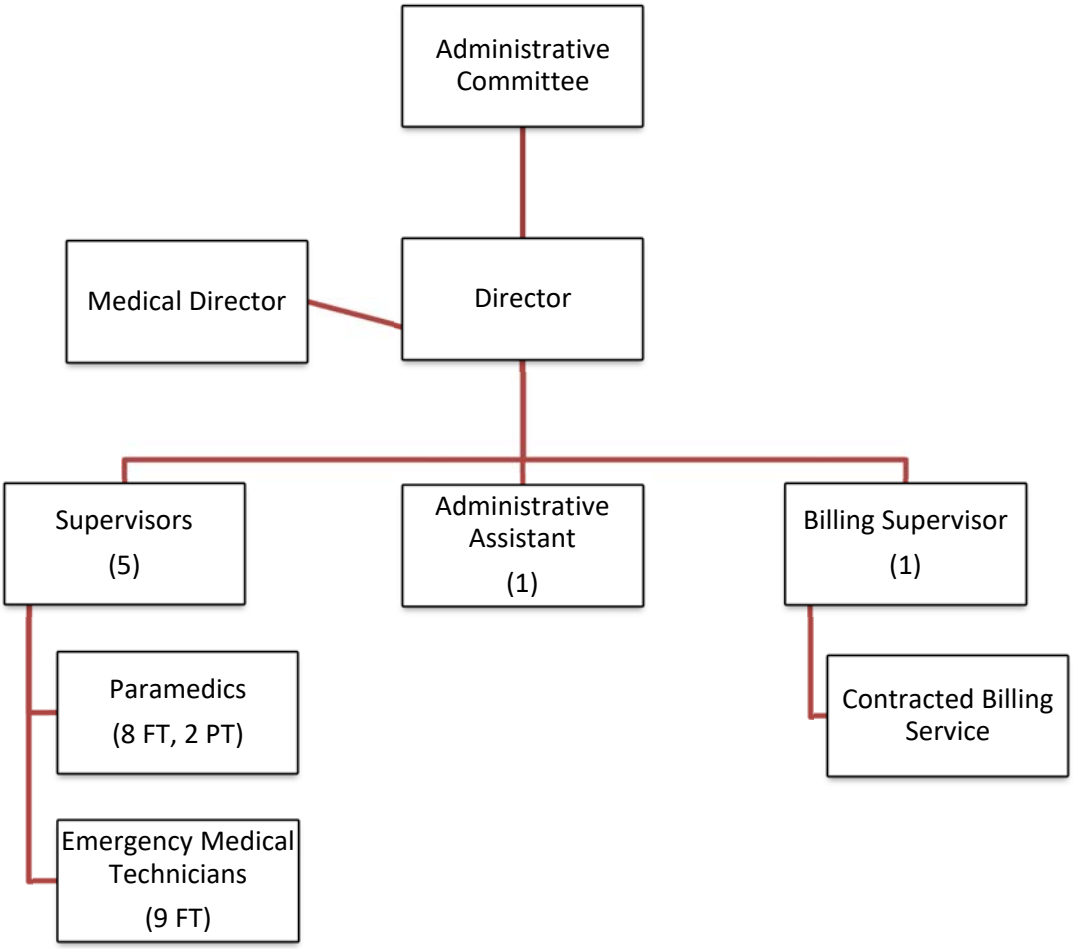
DEPARTMENT STATISTICS AND BENCHMARKS

The number of calls for service and transports provided by the system for the past several years is summarized below:

Category	2013	2014	2015	2016	2017	2018	Thru 11/2019
Calls for Service	6,584	6,754	7,169	7,133	7,275	7,039	6,505
Transports	6,353	5,399	5,699	5,573	5,729	5,439	5,024
Advanced Life Support	3,662	3,865	4,204	4,180	4,289	3,907	3,204
Basic Life Support	1,459	1,534	1,495	1,393	1,440	1,532	1,820

DEPARTMENT ORGANIZATIONAL STRUCTURE

The Tri-Community South Emergency Medical Services is staffed by a Director, one (1) full-time Administrative Assistant, one (1) full-time Billing Supervisor, five (5) Paramedic Supervisors, eight (8) full-time Paramedics, nine (9) full-time Emergency Medical Technicians, and two (2) part-time Paramedics.



PROGRAM REVENUE

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
90-00-000-??????-000					
320400 Subscriptions	$ 407,865	$ 401,086	$ 400,000	$ 400,000	$ 416,500
357002 Billings	2,520,037	2,446,527	2,629,000	2,520,000	2,568,000
360013 PA State Pension Grant	65,015	55,250	61,500	65,855	66,500
367006 CPR Program Fees	38,678	55,658	63,250	66,000	66,000
367007 CPR Material Reimbursements	70,318	113,408	105,000	130,000	136,000
367072 Outside Detail	35,873	42,416	39,000	39,000	36,000
380022 Employee Health Ins. Reimb.	26,081	26,184	27,750	27,750	28,500
380050 Payment Rebates	827	2,270	2,800	2,800	2,800
380070 Promotional Events	-	21,756	22,000	21,910	22,000
380099 Miscellaneous Revenue	43,341	44,266	24,000	24,000	20,000
Total Revenue	**$ 3,208,035**	**$ 3,208,821**	**$ 3,374,300**	**$ 3,297,315**	**$ 3,362,300**

PROGRAM EXPENDITURES

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
90-20-204-500???-000					
Personal Services					
101 Full-Time Wages	$ 1,372,487	$ 1,420,910	$ 1,465,750	$ 1,504,100	$ 1,538,000
111 Overtime Wages	57,150	51,848	90,000	65,000	67,500
120 Part-Time Wages	130,010	168,687	140,000	155,000	160,000
153 Holiday Pay	49,277	46,673	52,500	52,500	54,000
161 Continuing Education	828	734	3,000	3,000	3,000
162 Group Life Insurance	6,318	5,870	7,500	7,500	7,700
163 Medical Insurance	351,895	391,524	425,000	415,000	444,000
164 Workers' Compensation	85,916	103,243	109,350	116,288	108,033
165 Unemployment Compensation	6,193	-	6,000	3,000	3,000
166 Pension Costs	69,375	75,194	73,300	76,900	79,000
167 Long-term Disability Insurance	4,045	3,611	4,500	4,500	4,500
172 Outside Detail	25,179	21,986	26,500	26,500	26,500
198 Social Security Expense	122,716	128,428	135,768	137,937	141,219
Total Personal Services	$ 2,281,389	$ 2,418,708	$ 2,539,168	$ 2,567,225	$ 2,636,452

PROGRAM EXPENDITURES (Continued)

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Contractual Services					
210 Professional Services-Legal	$ 18,633	$ 11,440	$ 35,000	$ 15,000	$ 21,000
220 Liability Insurance	44,555	44,281	42,500	42,500	47,350
222 Vehicle Insurance	20,022	20,214	21,500	21,500	21,850
232 Conference & Training Expense	4,820	3,195	6,000	6,000	7,000
240 Water and Sewerage	4,767	4,974	5,900	5,100	5,500
241 Natural Gas	2,301	6,980	4,500	5,800	5,900
242 Electricity	13,410	11,739	13,800	13,800	14,000
243 Telephone	9,129	7,663	15,300	10,000	14,500
254 Vehicle Repairs & Maintenance	8,644	3,641	12,000	13,500	14,000
255 Building Repairs & Maintenance	4,805	4,123	17,000	17,000	17,000
257 Radio & Other Equip. Mte	656	5,105	3,500	3,500	3,500
265 Equipment Rental	15,802	14,280	16,500	16,500	16,500
270 CPR Instruction Pay	7,728	11,492	12,650	12,650	12,650
278 Postage	3,605	1	5,500	7,000	7,200
280 Travel & Mileage Expense	1,924	2,733	4,000	4,000	4,000
281 CPR Mileage Reimbursement	-	133	250	250	250
289 Administrative Services	55,000	57,750	60,000	60,000	61,800
290 Other Contractual Services	201,006	175,724	198,000	160,000	185,700
291 Subscription Services	18,268	19,814	22,000	22,000	22,000
Total Contractual Services	$ 435,075	$ 405,282	$ 495,900	$ 436,100	$ 481,700
Commodities					
301 Expendable Office Supplies	$ 4,426	$ 2,813	$ 5,000	$ 5,000	$ 5,000
304 Publicity Materials	3,430	4,962	3,000	3,000	4,000
305 Promotional Events	-	21,095	22,000	22,000	22,000
307 Ambulance Equip. Supplies	3,197	3,753	4,100	4,100	4,100
308 CPR Program Supplies	61,760	109,633	105,000	110,000	110,000
314 Medical Supplies	4,882	8,232	11,000	11,000	11,000
328 Maintenance Supplies	2,080	1,041	2,000	2,000	2,000
340 Vehicle Supplies	20,454	11,878	20,000	20,000	20,000
341 Fuels and Lubricants	36,894	33,282	40,000	42,000	42,000
351 Clothing Allowance	5,743	2,420	18,000	18,000	18,000
390 Other Supplies	3,065	2,759	5,000	5,000	5,000
Total Commodities	$ 145,931	$ 201,868	$ 235,100	$ 242,100	$ 243,100
Capital Equipment Transfer					
903 Transfer to Capital Reserve	$ 345,640	$ 25,492	$ 104,132	$ 51,890	$ 1,048
Total Capital Equipment	$ 345,640	$ 25,492	$ 104,132	$ 51,890	$ 1,048
Total Expenditures	**$ 3,208,035**	**$ 3,051,350**	**$ 3,374,300**	**$ 3,297,315**	**$ 3,362,300**

BUDGETARY COMMENT

The 2020 Budget is $12,000, or 0.4%, less than the 2019 Budget. A reduced contribution to the TCS Capital Reserve offsets increases in wages, benefits, and certain commodities.

SUPPLEMENTARY INFORMATION

Tri-Community South EMS Vehicles

	Asset Tag	Year	Make	Model	Mileage (9-13-2019)	Age in Years	Condition	Anticipated Replacement Year
Ambulances								
1	2016A	2016	Ford	AMB	77,743	3	Good	TBD
2	2016B	2016	Ford	AMB	63,944	3	Good	TBD
3	2016C	2016	Ford	AMB	73,954	3	Good	TBD
4	2018A	2018	Ford	AMB	25,747	1	Excellent	TBD
5	2018B	2018	Ford	AMB	25,500	1	Excellent	TBD
6	2018C	2018	Ford	AMB	26,427	1	Excellent	TBD
Other Emergency Vehicles								
1	2007 075	2007	Chevy	Suburban	50,633	12	Fair	2020

TRI-COMMUNITY SOUTH EMS

CAPITAL RESERVE FUND

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Fund Balance	$ 2,670,004	$ 2,973,274	$ 2,584,092	$ 2,584,092	$ 2,551,847
Revenue	370,479	138,036	135,132	131,155	41,548
Expenditures	(67,209)	(527,218)	(163,400)	(163,400)	(271,500)
Ending Fund Balance	**$ 2,973,274**	**$ 2,584,092**	**$ 2,555,824**	**$ 2,551,847**	**$ 2,321,895**

TRI-COMMUNITY SOUTH EMS CAPITAL IMPROVEMENTS OVERVIEW

The Tri-Community South EMS Capital Reserve Fund was started in December 1987 with an initial transfer from the Tri-Community South EMS Fund. The purpose of the Fund is to accumulate resources for future capital equipment purchases, including ambulances, radios and other equipment.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue					
91-00-000-??????-000					
345001 Interest Revenue	$ 16,375	$ 37,898	$ 30,000	$ 60,000	$ 25,000
360005 PA VFC Grant	7,448	7,037	-	7,155	5,600
360009 Transfer from TCS EMS Fund	345,640	25,492	104,132	51,890	1,048
36001? Municipal Donations-RAD	1,016	2,609	1,000	12,110	9,900
380010 Sale of Property	-	65,000	-	-	-
Total Revenue	**$ 370,479**	**$ 138,036**	**$ 135,132**	**$ 131,155**	**$ 41,548**
Expenditures					
91-20-206-500???-000					
402 Vehicles/Ambulance Equip	$ 40,556	$ 495,516	$ -	$ -	$ 45,000
404 Computer Equipment	9,371	24,428	100,000	100,000	160,000
405 Furniture & Equipment	-	-	5,000	5,000	6,000
407 Other Equipment	-	-	37,400	37,400	37,500
416 VFC Grant Equipment	17,282	7,274	6,000	6,000	8,000
420 EMS Base & Security Renov.	-	-	15,000	15,000	15,000
Total Expenditures	**$ 67,209**	**$ 527,218**	**$ 163,400**	**$ 163,400**	**$ 271,500**

BUDGETARY COMMENT

The 2020 Budget includes funding for replacement of the department's SUV, various equipment purchases, building improvements, and technology.

SINKING FUNDS

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenue	3,515,028	3,562,373	3,524,896	3,524,896	3,981,075
Expenditures	(3,515,028)	(3,562,373)	(3,524,896)	(3,524,896)	(3,981,075)
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

PROGRAM OVERVIEW

A Sinking Fund is required by the Local Unit Debt Act (Act 185 of 1972) for the payment of principal and interest of local debt. The repayment of debt directly from the General Fund or some other operating fund is not allowed by this state law. Under the law; funds must first be transferred from the operating fund to the sinking fund; then sinking fund in turn makes payment to the debt holder. The Township operates one sinking fund for each debt issue, which includes the 2016 General Obligation Bonds, the 2017 Series A&B General Obligation Bonds, and the 2015 General Obligation Note. The 2020 General Obligation Bonds budget below is an estimate for new debt service that might be incurred during the year but does not have an accompanying schedule since it does not yet exist, nor has it been approved.

	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue					
Transfer from General Fund	$ 1,308,454	$ 1,348,879	$ 1,343,564	$ 1,343,564	$ 1,809,040
Transfer from Sanitary Sewer Fund	1,001,860	1,005,975	983,404	983,404	978,689
Transfer from Boyce Mayview C&RC Fund	1,204,714	1,207,519	1,197,928	1,197,928	1,193,346
Total Revenue	**$ 3,515,028**	**$ 3,562,373**	**$ 3,524,896**	**$ 3,524,896**	**$ 3,981,075**
Expenditures					
2011 General Obligation Bonds-Principal	80,000	-	-	-	-
2012 General Obligation Bonds-Principal	270,000	-	-	-	-
2015 General Obligation Note-Principal	710,000	710,000	710,000	710,000	710,000
2016 General Obligation Bonds-Principal	880,000	830,000	845,000	845,000	875,000
2017A General Obligation Bonds-Principal	-	110,000	115,000	115,000	120,000
2017B General Obligation Bonds-Principal	70,000	300,000	305,000	305,000	305,000
2020 General Obligation Bonds-Principal	-	-	-	-	180,000
2011 General Obligation Bonds-Interest	152,141	-	-	-	-
2012 General Obligation Bonds-Interest	140,066	-	-	-	-
2015 General Obligation Note-Interest	40,312	30,234	20,156	20,156	10,106
2016 General Obligation Bonds-Interest	991,437	1,102,674	1,057,075	1,057,075	1,022,675
2017A General Obligation Bonds-Interest	131,678	248,395	246,145	246,145	243,795
2017B General Obligation Bonds-Interest	49,394	231,070	226,520	226,520	221,183
2020 General Obligation Bonds-Interest	-	-	-	-	293,316
Total Expenditures	**$ 3,515,028**	**$ 3,562,373**	**$ 3,524,896**	**$ 3,524,896**	**$ 3,981,075**

BUDGETARY COMMENT

Debt payments for 2020 are budgeted $456,179 higher than in 2019. However, excluding the estimate for potential new 2020 bonds, the budget is $17,137 lower than 2019 based on the existing debt service schedules.

DEBT AND DEBT LIMITS

The following table shows the net debt of the Township as of December 31, 2019 including premiums and discounts:

Electoral Debt	$ -
Nonelectoral Debt	
General Obligation Bonds of 2017, Series A	9,680,000
General Obligation Bonds of 2017, Series B	9,235,000
General Obligation Bonds of 2016, Series A	28,005,000
General Obligation Note of 2015	710,000
Total Nonelectoral Debt	**47,630,000**
Add: Lease Rental Debt	-
Total Gross Indebtedness	**47,630,000**
Less: Debt Excluded as self-liquidating or separately stated pursuant to §8242(a) of the Debt Act	(15,419,300)
Net Nonelectoral and Lease Rental Debt	**$ 32,210,700**

The statutory debt limit of the Township is calculated under the Debt Act as a percentage of the Township's "Borrowing Base." The Borrowing Base is defined as the arithmetic average of "Total Revenues" (as defined by the Debt Act) for the three fiscal years ended next preceding the date of incurring debt. The Township calculated Borrowing Base as reported in the 2018 Comprehensive Annual Financial Report is as follows:

Arithmetic Average (Borrowing Base)	**$ 35,471,285**

The debt limits of the Township are therefore as follows:

Type of Debt Limit	Legal Limit	Net Debt Outstanding	Remaining Capacity
Nonelectoral Debt Limit (250% of Borrowing Base)	$ 88,678,213	$ 32,210,700	$ 56,467,513
Nonelectoral and Lease Rental Debt Limit (350% of Borrowing Base)	$ 124,149,498	$ 32,210,700	$ 91,938,798

TOWNSHIP GENERAL OBLIGATION DEBT OVERVIEW

1. General Obligation Note of 2015

In May 2015, the Township borrowed $3,550,000 in the form of a general obligation note to refund the remaining portion of the 2009 General Obligation Bonds of which $3,550,000 was outstanding. The note bears a fixed interest rate of 1.40% and will be repaid in full by 2020.

2. General Obligation Bonds of 2016

In December 2016, the Township issued two series of general obligation bonds totaling $30,560,000. The tax-exempt portion, Series A, was $29,485,000 and the taxable portion, Series B, was $1,075,000. The bonds were used to refund the remaining portion of the 2008 general obligation bond issue, terminate the interest rate swap that accompanied the 2008 bonds, provide $2,500,000 in new money to finance a Sanitary Sewer project (Brush Run force main) that will commence in 2017, and to pay related issuance costs. The Series A bonds bear coupon interest rates between 1.15-4.00% and the principal will be paid by 2041. The Series B bonds were fully repaid in 2018.

3. General Obligation Bonds of 2017, Series A

In May 2017, the Township issued $9,905,000 in general obligation bonds to refund the remaining portion of the 2011 general obligation bond issue. The bonds bear coupon interest rates between 2.00-3.125% and the principal will be paid by 2033.

4. General Obligation Bonds of 2017, Series B

In August 2017, the Township issued $9,910,000 in general obligation bonds to refund the remaining portion of the 2012 general obligation bond issue. The bonds bear coupon interest rates between 1.00-3.00% and the principal will be paid by 2036.

5. General Obligation Bonds of 2020

The Township has neither incurred nor committed to a 2020 bond issuance. The 2020 General Obligations Bond figures presented in the 2020 budget are included solely for the purpose of demonstrating budgetary capacity for potential new debt that could be considered during the year. This represents a new $10,000,0000, 30-year fixed rate bond issue that could be considered if the Board of Commissioners wishes to pursue funding during the year for major projects listed in the Capital Improvements Program, most notably the Municipal Building renovation project. It is important to note that this is merely a rough representation of the debt service that could be incurred. Any new bond issue would have to be structured and aligned with the Township's overall debt service profile before finalizing a debt service payment schedule. There is no accompanying debt service schedule since this debt does not yet exist, nor has it been structured or approved.

LONG-TERM DEBT SERVICE SCHEDULES

TOWNSHIP OF UPPER ST. CLAIR
RETIREMENT OF PRINCIPAL
AS OF DECEMBER 31, 2019

Bond Series	Principal Outstanding at 1/1/2019	Principal Incurred in 2019	Principal Paid in 2019	Principal Outstanding at 12/31/2019
2015 General Obligation Note	1,420,000	-	(710,000)	710,000
2016 General Obligation Bonds	28,850,000	-	(845,000)	28,005,000
2017-A General Obligation Bonds	9,795,000	-	(115,000)	9,680,000
2017-B General Obligation Bonds	9,540,000	-	(305,000)	9,235,000
Total Long Term Debt-Principal	**$ 49,605,000**	**$ -**	**$ (1,975,000)**	**$ 47,630,000**

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LONG-TERM DEBT SERVICE SCHEDULES (Continued)

I. BONDED INDEBTEDNESS

Issue:	2015 General Obligation Note
Date:	May 15, 2015
Principal Amount:	$ 3,550,000
Interest Rate:	1.40% fixed
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2009 General Obligation Bond Issue.

2015 General Obligation Note
Total Debt Service

Year of Maturity	Rate	Principal	Interest	Annual Debt Service
2020	1.400%	$ 710,000	$ 10,106	$ 720,106
	Total	**$ 710,000**	**$ 10,106**	**$ 720,106**

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LONG-TERM DEBT SERVICE SCHEDULES (Continued)

II. BONDED INDEBTEDNESS

Issue:	2016 General Obligation Bonds
Date:	December 22, 2016
Principal Amount:	$30,560,000 ($29,485,000 – Series A; $1,075,000 – Series B, repaid 2018)
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund
Purpose:	Refunding the 2008 General Obligation Bond Issue, termination of the interest rate swap, fund Sanitary Sewer capital projects, and pay related issuance costs.

2016 General Obligation Bonds
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2020	4.00%	$ 875,000	$ 1,022,675	$ 1,897,675
2021	2.00%	895,000	996,225	1,891,225
2022	2.00%	915,000	978,125	1,893,125
2023	4.00%	940,000	950,175	1,890,175
2024	4.00%	970,000	911,975	1,881,975
2025	4.00%	1,005,000	872,475	1,877,475
2026	3.00%	1,030,000	836,925	1,866,925
2027	4.00%	1,065,000	800,175	1,865,175
2028	4.00%	1,100,000	756,875	1,856,875
2029	4.00%	1,140,000	712,075	1,852,075
2030	3.25%	1,175,000	670,181	1,845,181
2031	3.25%	1,210,000	631,425	1,841,425
2032	3.25%	2,085,000	577,881	2,662,881
2033	4.00%	2,380,000	496,400	2,876,400
2034	4.00%	2,470,000	399,400	2,869,400
2035	4.00%	2,555,000	298,900	2,853,900
2036	4.00%	1,415,000	219,500	1,634,500
2037	4.00%	2,135,000	148,500	2,283,500
2038	4.00%	2,215,000	61,500	2,276,500
2039	4.00%	135,000	14,500	149,500
2040	4.00%	145,000	8,900	153,900
2041	4.00%	150,000	3,000	153,000
	Total	**$ 28,005,000**	**$ 12,367,788**	**$ 40,372,788**

LONG-TERM DEBT SERVICE SCHEDULES (Continued)

III. BONDED INDEBTEDNESS

Issue:	2017 General Obligation Bonds, Series A
Date:	May 5, 2017
Principal Amount:	$9,905,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2011 General Obligation Bond Issue

2017-A General Obligation Bonds
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2020	2.000%	$ 120,000	$ 243,795	$ 363,795
2021	2.000%	895,000	233,645	1,128,645
2022	3.000%	925,000	210,820	1,135,820
2023	2.000%	940,000	187,545	1,127,545
2024	2.125%	965,000	167,892	1,132,892
2025	2.350%	980,000	146,124	1,126,124
2026	2.500%	1,010,000	121,984	1,131,984
2027	2.600%	1,035,000	95,904	1,130,904
2028	2.700%	1,065,000	68,071	1,133,071
2029	3.000%	330,000	48,744	378,744
2030	3.000%	340,000	38,694	378,694
2031	3.125%	350,000	28,125	378,125
2032	3.125%	355,000	17,109	372,109
2033	3.125%	370,000	5,781	375,781
	Total	**$ 9,680,000**	**$ 1,614,233**	**$ 11,294,233**

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LONG-TERM DEBT SERVICE SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

Issue:	2017 General Obligation Bonds, Series B
Date:	August 29, 2017
Principal Amount:	$9,910,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2012 General Obligation Bond Issue

2017-B General Obligation Bonds
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2020	1.500%	$ 305,000	$ 221,183	$ 526,183
2021	1.500%	350,000	216,270	566,270
2022	1.500%	345,000	211,058	556,058
2023	2.000%	365,000	204,820	569,820
2024	2.000%	370,000	197,470	567,470
2025	2.000%	375,000	190,020	565,020
2026	2.000%	385,000	182,420	567,420
2027	2.050%	390,000	174,572	564,572
2028	2.200%	400,000	166,175	566,175
2029	2.400%	1,170,000	147,735	1,317,735
2030	2.550%	1,200,000	118,395	1,318,395
2031	2.650%	1,230,000	86,798	1,316,798
2032	3.000%	350,000	65,250	415,250
2033	3.000%	135,000	57,975	192,975
2034	3.000%	600,000	46,950	646,950
2035	3.000%	625,000	28,575	653,575
2036	3.000%	640,000	9,600	649,600
	Total	**$ 9,235,000**	**$ 2,325,265**	**$ 11,560,265**

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CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

TOWNSHIP OF UPPER ST. CLAIR
CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

ARTICLE IX
BUDGET AND FISCAL AFFAIRS

C-901. Fiscal year.

The fiscal year of the Township shall begin on the first day of January and end on the last day of December of each year.

C-902. Submission of budget and budget messages.

On or before the 1st day of November of each year, the Manager shall submit to the Board of Commissioners a proposed budget for the ensuing fiscal year and an accompanying message.

C-903. Budget message.

The Manager's accompanying budget message shall explain the budget both in fiscal terms and in terms of programs. It shall outline the proposed financial policies of the Township for the ensuing fiscal year; describe the important features of the budget; indicate any major changes from the current year in financial policies, expenditures and revenues, together with the reasons for such changes; summarize the Township's debt position; and include such other material as the Manager deems desirable, or as the Board of Commissioners requests.

C-904. Budget.

A. The budget shall provide a complete financial plan of all Township funds and activities for the ensuing fiscal year and, except as required by this Charter, shall be in such form as the Manager deems desirable or the Board of Commissioners may require. In organizing the budget, the Manager shall utilize the most feasible combination of expenditure classification by fund, organization, unit, program, purpose or activity, and object. The budget shall contain the following:

(1) It shall begin with a general summary of its contents.

(2) It shall show in detail all estimated income, indicating the existing and proposed tax levies, as well as other assessments, fees and charges.

(3) It shall show all proposed expenditures, including debt service, for the ensuing fiscal year.

(4) It shall show the number of proposed employees and the annual salary schedule in every job classification.

C-904. (Cont'd)

(5) It shall be so arranged as to show comparative figures for actual and estimated income, expenditures for the current fiscal year, and actual income and expenditures of the preceding fiscal year.

(6) It shall indicate proposed expenditures during the ensuing fiscal year-detailed by offices, departments and agencies, in terms of their respective work programs, and the methods of financing such expenditures.

(7) It shall indicate proposed capital expenditures during the ensuing fiscal year-detailed by offices, departments and agencies when practicable, and the proposed method of financing each such capital expenditure.

B. The total of proposed expenditures shall not exceed the total of estimated income.

C-905. Public record.

The annual budget shall be a public record and shall be available for public inspection during regular business hours after submission prior to public hearing, prior to adoption and after adoption.

C-906. Adoption of Budget.

A. Notice of hearing. The Board of Commissioners shall publish in one (1) or more newspapers of general circulation in the Township the general summary of the budget and a notice stating:

(1) The times and places where copies of the message and budget are available for inspection by the public, and

(2) The time and place, not less than two (2) weeks after such publication, for a public hearing on the budget.

B. Amendment before adoption. After the public hearing, the Board of Commissioners may adopt the budget with or without amendment. In amending the budget, it may add or increase programs or amounts and may delete or decrease any programs or amounts, except expenditures required by law or for debt service or for estimated cash deficit; but no amendment to the budget shall increase the authorized expenditures to an amount greater than the total of estimated income.

C. Adoption. The Board of Commissioners shall adopt the budget on or before the last day of the last month of the fiscal year currently ending. If it fails to adopt the budget by this date, the amounts appropriated for current operation of the current fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis, with all items in it prorated accordingly, until such time as the Board of Commissioners adopts a budget for the ensuing fiscal year.

C-907. Amendment of Budget.

A. Supplemental appropriations. If during the fiscal year there are available for appropriation revenues in excess of those estimated in the budget, the Board of Commissioners by ordinance may make supplemental appropriations for the year up to the amount of such excess.

B. Emergency appropriations. To meet a public emergency affecting life, health, property or the public peace, the Board of Commissioners may make emergency appropriations. Such appropriations must be made by emergency ordinance by an affirmative vote of at least five (5) members. To the extent that there are no available unappropriated revenues to meet such appropriations, the Board of Commissioners may by such emergency ordinance authorize the issuance of emergency notes, which may be renewed from time to time; but the emergency notes and renewals of any fiscal year next succeeding that in which the emergency appropriation was made.

C. Reduction of appropriations. If at any time during the fiscal year it appears probable to the Manager that the revenues available will be insufficient to meet the amount appropriated, he shall report to the Board of Commissioners without delay, indicate the estimated amount of the deficit, any remedial action taken by him and his recommendations as to any other steps to be taken. The Board of Commissioners shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one (1) or more appropriations.

D. Transfer of appropriations. At any time during the fiscal year, the Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency; and, upon written request by the Manager, the Board of Commissioners may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office or agency to another.

E. Limitations; effective date. No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof. The supplemental and emergency appropriations and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption.

C-908. Appropriations and levy.

Adoption of the budget and amendments shall constitute appropriations for the expenditures set forth therein, and shall constitute a levy of any property tax therein proposed.

FINANCIAL MANAGEMENT

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BUDGETARY POLICIES

FINANCIAL MANAGEMENT AND BUDGETARY POLICIES OVERVIEW

The Township of Upper St. Clair has an important responsibility to its citizens to carefully account for public funds, to manage municipal finances wisely, and to plan the adequate funding of services, including the provision and maintenance of public facilities. Financial management and budgetary policies are adopted by the Board of Commissioners for the purpose of providing sound principles in planning the Township's current and future needs. Adherence to these policies has given assurance to the long-term stability and strong financial position of the Township.

The financial goals of the Township of Upper St. Clair are broad, fairly timeless statements of the financial position it seeks to attain. These goals are stated as follows:

- To preserve the quality of life in Upper St. Clair through the proper financial management of its resources and to fund a sufficient level of municipal services required for the maintenance of the Township's infrastructure.

- To have the ability to withstand local and regional economic shocks, to adjust to changes in the service requirements of our community, and to respond to changes in Federal, State and County priorities and funding as they affect the Township's residents.

- To maintain a good credit rating in the financial community to assure the Township's taxpayers that Township government is well managed and financially sound.

These financial and budgeting policies that follow are proposed to meet these goals.

OPERATING BUDGET POLICIES

1. The Township will maintain a balanced budget by paying for all current expenditures with current revenues and fund balance. The Township will avoid budgetary procedures that balance current expenditures at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.

2. The budget will provide for adequate maintenance and repair of capital assets and for their orderly replacement.

3. The budget will provide for adequate funding of all retirement plans and other employee benefits.

4. The Township will maintain a budgetary control system, to help it adhere to the budget.

5. The Township administration will prepare monthly reports of revenues and expenditures for the Board of Commissioners and Township Department Heads.

6. The Township will update expenditure projections for each fiscal year. Projections will include estimated operating costs of future capital improvements.

OPERATING BUDGET POLICIES (Continued)

7. Where possible, the Township will integrate performance measurements, service level, and productivity indicators within the budget.

8. Enterprise funds for sanitary sewer and magazine operations as well as recreation programs in the General Fund are to be self-supporting. The membership and program fee structure of the Community & Recreation Center (C&RC) is to support 85% of all C&RC operating costs.

9. The Township will seek state and federal funds that are available for operating and capital projects.

10. The Township will encourage the delivery of services, in whole or in part, by other public and private organizations whenever and wherever greater efficiency and effectiveness can be expected.

11. The Township will utilize technology and productivity advancements that will help reduce or avoid increasing personnel costs.

12. The Township will maintain an effective risk management program to minimize losses and reduce insurance costs.

13. The Township will seek arrangements to share services with other municipalities where cost reductions can be achieved and where the quality of service will not be endangered.

REVENUE POLICIES

1. The Township will strive to maintain a diversified and stable revenue base as protection from short-term fluctuations in any one revenue source.

2. The Township will strive to maintain the annual rate of property tax collections at 98%.

3. The Township will strive to reduce its reliance on intergovernmental revenue sources for operating purposes.

4. The Enterprise Funds will generate revenue sufficient to support the full direct and indirect costs of these funds.

5. The Township will establish all user charges and fees at a level related to full cost (operating, direct, indirect and capital) of providing the service.

6. The Township will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

CASH MANAGEMENT INVESTMENT POLICIES

1. The Township will deposit its moneys only in bank or trust companies located and authorized to do business in Pennsylvania; and authorized as an official Township depository by the Board of Commissioners.

2. The Township will invest its moneys only in accordance with the Township's Investment Policy adopted by the Board of Commissioners.

3. The Township administration will analyze the cash flow of all funds on a regular basis. Disbursements, collections, deposits and investments will be managed to ensure maximum cash availability.

4. The Township will pool cash from its various funds to obtain the maximum possible return on its investments. Interest will be credited to the source of the invested moneys.

5. The accounting system will provide regular information concerning cash positions and investment performance.

6. The Township will collect revenues aggressively, including past due bills of any type.

DEBT MANAGEMENT POLICIES

1. The Township will use long-term debt for only those capital improvements that cannot be readily financed from current revenues.

2. The final maturity date for any long-term debt will not exceed the expected useful life of the capital improvement so financed.

3. The Township will encourage and maintain good relations with financial and bond rating agencies, and will follow a policy of full and open disclosure on every financial report and bond prospectus.

4. The Township will not issue notes to finance operating deficits.

CAPITAL IMPROVEMENT PROGRAM POLICIES

1. The Township will prepare a five-year capital improvements program each year.

2. The Township will base all capital improvements on the Township's long-term needs in order to minimize future maintenance and replacement cost.

3. The Township will coordinate the development of the capital improvement program with the annual operating budget in order to maintain a reasonably stable total tax levy.

CAPITAL IMPROVEMENT PROGRAM POLICIES (Continued)

4. The Township will estimate and consider future maintenance needs for all new equipment and capital facilities prior to deciding to proceed with the project.

5. The Township will identify the funding source for each capital improvement prior to deciding to proceed with the project. Intergovernmental and private sources will be sought out and used as available to assist in financing capital improvements.

6. The Township will provide for the adequate maintenance of capital assets and equipment in the annual budget.

PURCHASING POLICIES

1. Purchases will be made in accordance with all federal, state, and municipal requirements. If there are no specific requirements, purchases will be made in the best interest of the Township.

2. Purchases will be made in an impartial, economical, competitive, and efficient manner.

3. Purchases will be made from the lowest priced and most responsible vendor. Qualitative factors such as vendor reputation and financial condition will be considered, as well as price.

RESERVE POLICIES

1. The Township will maintain an adequate fund balance to accommodate unanticipated expenditures, expenditures of a non-recurring nature, or unanticipated revenue declines.

2. The Township will strive to maintain the unreserved, undesignated fund balance of the General Fund at a level at least equal to 8% of the total General Fund Budget.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

1. An independent audit will be performed annually.

2. The Township will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

ACCOUNTING MEASUREMENT

ACCOUNTING SYSTEMS

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BUDGETARY CONTROL

ACCOUNTING MEASUREMENT

Governmental Funds

Governmental fund budgets are reported using the current *financial resources measurement focus* and the *modified accrual basis of accounting.* Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Township considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Property taxes, franchise taxes, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the Township.

Expenditures generally are recorded when a liability is incurred, as under the accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Budgeted Governmental Funds

General Fund
This is the operating fund of the Township. It accounts for all financial resources except those required to be accounted for in another fund.

State Liquid Fuels Tax Fund
State law requires a separate fund for the accounting of Liquid Fuels Tax monies. Revenues for this fund are derived from the State gasoline tax. For 2018, this fund provides additional resources to finance the annual street program.

Storm Sewer Improvement Fund
This fund is used to account for storm sewer improvement fees paid by developers and monies expended for storm water management projects. This fund is required by local ordinance.

Field Improvement Fund
This fund is used to account for the user fees and donations from the Upper St. Clair Athletic Association and the Township appropriations made for the renovation of existing ball fields and building of new ones. This fund is required by local ordinance.

Library Regional Asset District (RAD) Fund
This fund is used to account for all revenues received from the Regional Asset District that have been allocated to the Township to maintain and improve the Municipal Library. This fund is required by local ordinance.

Boyce Mayview Park RAD Fund
This fund is used to account for all revenues received from the Regional Asset District that have been allocated to the Township to maintain and improve Boyce Mayview Regional Park. This fund is required by local ordinance.

Capital Projects Fund
This fund accounts for costs of capital assets acquired for use in the Township for general government, public safety, public works, library or parks and recreation purposes. This fund is required by local ordinance.

Proprietary Funds

Proprietary fund budgets are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. The accrual basis of accounting is the basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.

Proprietary funds distinguish *operating revenues and expenses* from *non-operating* items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the Township's enterprise funds are sewer usage charges, advertisement fees and membership fees. Operating expenses for the enterprise funds include cost of services, administrative expenses, and depreciation on capital assets. All revenue and expenses not meeting this definition are reported as non-operating revenues and expenses. Transfers are recognized in the accounting period in which the interfund receivable and payable arise.

Budgeted Proprietary Funds

ENTERPRISE FUNDS

Sanitary Sewer Fund
This fund accounts for costs associated with providing sewage treatment and disposal service to all parts of the Township. This fund was established in 1985 by ordinance so that user fees could primarily fund the costs associated with regular system maintenance and Corrective Action Plan projects which were being instituted. This fund is required by local ordinance.

Township/School District Magazine Fund
This enterprise fund is used to account for all revenues and expenditures associated with operation of the Township's Magazine publication. The magazine is published four times a year, and the revenues generated from advertising fees cover all costs of publication. This fund is required by local ordinance.

Boyce Mayview Community & Recreation Center Fund
This fund is used to account for all revenues and expenditures for the operation of the Township's Community & Recreation Center (C&RC) located in Boyce Mayview Regional Park. Debt service payments for the construction of the C&RC are accounted for in this fund. This fund is required by local ordinance.

The Governmental Accounting Standards Board (GASB) Statement No. 62 is followed for private-sector standards of accounting and financial reporting. The basis of accounting defined for budgetary purposes in the aforementioned governmental and proprietary fund sections is also the same basis of accounting used in the Township's audited financial statements.

ACCOUNTING SYSTEMS

In developing and evaluating the Township's accounting system, consideration is given to the adequacy of internal accounting controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding: (1) the safeguarding of assets against loss from unauthorized use of or disposition, and (2) the reliability of financial records for preparing financial statements and maintaining accountability of assets. The concept of reasonable assurance recognizes that (1) the cost of controls should not exceed the benefits likely to be derived, and (2) the evaluation of costs and benefits requires estimates and judgments by management.

All internal control evaluations occur within the above framework. The auditors believe that the Township's internal accounting controls adequately safeguard assets and provide reasonable assurance of the proper recording of financial transactions. Key controls are evaluated continually.

BUDGETARY CONTROL

An operating budget is legally adopted by the Board of Commissioners each year for the General Fund, State Liquid Fuels Tax Fund, Storm Sewer Improvement Fund, Field Improvement Fund, Library Regional Asset District Fund and Boyce Mayview Park Regional Asset District Fund (Special Revenue Funds), the General Obligation Bonds of 2016 and 2017, and the General Obligation Note of 2015 (Debt Service Funds), the Capital Projects Fund (Capital Projects Funds), the Sanitary Sewer Fund, the Township/School District Magazine Fund and the Boyce Mayview Community & Recreation Center Fund (Enterprise Funds) on a basis consistent with accounting principles generally accepted in the United States of America (GAAP). No budgets were legally adopted for the Pension Trust Funds, the Library Endowment Fund or MATUSC (Special Revenue Funds).

Adoption of the budget by the Board of Commissioners constitutes approximations of the expenditures for the fiscal year and the budget is employed as a management control device during the year. Within the General Fund accounts, the Township manager is authorized to transfer budgeted amounts between operating departments provided that such transfers do not alter total expenditures approved by the Board of Commissioners. Therefore, in the General Fund, as in all other funds that have legally adopted budgets, the measurement level of control over expenditures is the surplus or deficit of the funds as a whole. Operating departments are charged with the maintenance of the budget for the department as a whole; however, operating departments may exceed the appropriation with the approval of the Township Manager. Any excess appropriations at the end of the fiscal year are not carried forward; but instead, lapse.

Budgetary control is maintained through a monthly line item review by disseminating monthly financial reports to all departments. Monthly reports are prepared for each department reflecting current and accumulated expenditures as well as the percent of budget expenditures compared to percent of current year.

APPENDIX A

PERSONNEL INFORMATION

STAFF LEVEL CHANGES – FULL TIME PERSONNEL

Department	2019 Staff Level	2020 Staff Level	Increase/(Decrease)
Administration	8	8	0

Explanation: No staff level changes expected in 2020.

Finance	3.5	3.5	0

Explanation: No staff level changes expected in 2020.

Information Technology	6	6	0

Explanation: No staff level changes expected in 2020.

Police	35	35	0

Explanation: No staff level changes expected in 2020.

Community Development	6	6	0

Explanation: No staff level changes expected in 2020.

Public Works - Administration	9.5	9.5	0
Public Works - Laborers	25	25	0

Explanation: No staff level changes expected in 2020.

Recreation	18	19	1

Explanation: In response to the C&RC facility study, a new marketing position is included in the 2020 budget.

Library	9	9	0

Explanation: No staff level changes expected in 2020.

STAFF LEVEL CHANGES – PART-TIME PERSONNEL

Administration	0	0	0
Community Development	1	1	0
Public Works - Summer Laborers	18	18	0
Recreation	345	345	0
Library	21	22	1

FULL-TIME POSITIONS

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
MANAGEMENT										
Township Manager	1	1	1	1	1	1	1	1	1	1
Asst. Township Manager/Director of Administration	1	1	1	1	1	1	1	1	1	1
Chief of Police	1	1	1	1	1	1	1	1	1	1
Director of Finance	1	1	1	1	1	1	1	1	1	1
Deputy Chief of Police	1	1	1	0	0	0	0	0	0	0
Director of Public Works	1	1	1	1	1	1	1	1	1	1
Director of Planning & Community Development	1	1	1	1	1	1	1	1	1	1
Director of Information Technology	1	1	1	1	1	1	1	1	1	1
Director of the Library	1	1	1	1	1	1	1	1	1	1
Director of Recreation & Leisure Services	1	1	1	1	1	1	1	1	1	1
Management Subtotal	**10**	**10**	**10**	**9**	**9**	**9**	**9**	**9**	**9**	**9**
ADMINISTRATION										
Executive Asst. - Office of the Township Manager	1	1	1	1	1	1	1	1	1	1
Administrative Assistant	3	3	3	3	3	3	3	3	3	3
Office Assistant	1	1	1	1	1	1	1	1	1	1
Human Resources Administrator	0	0	0	0	0	1	1	1	1	1
Administration Subtotal	**5**	**5**	**5**	**5**	**5**	**6**	**6**	**6**	**6**	**6**
FINANCE										
Accounting Manager	1	1	1	1	1	1	1	1	1	1
Payroll & Finance Accountant	1	1	0	0	0	0	0	0	0	0
Payroll Accountant	0	0	1	1	1	1	1	1	1	1
Financial Support Specialist	0	0	0	0	0	0	0	0	0	0.5
Finance/Recreation Accountant	0	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0
Finance Subtotal	**2**	**2**	**2.5**	**2.5**	**2.5**	**2.5**	**2.5**	**2.5**	**2.5**	**2.5**
INFORMATION TECHNOLOGY										
Database/Support Technician	1	1	0	0	0	0	0	0	0	0
Operations/Network Supervisor	0	0	0	0	0	0	0	0	1	1
Operations/Network Administrator	1	1	1	1	1	1	1	1	0	0
Public Access Television Coordinator	0	1	1	1	1	1	1	1	1	1
Public Safety Technician	0	0	0	1	1	1	1	1	1	1
Support Technician II	0	0	0	0	0	0	0	0	1	1
Support Technician I	1	1	2	2	2	2	2	2	1	1
Information Technology Subtotal	**3**	**4**	**4**	**5**	**5**	**5**	**5**	**5**	**5**	**5**

FULL-TIME POSITIONS (Continued)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
POLICE										
Uniformed Police Officer	26	26	26	26	27	27	27	27	27	27
Police Dispatcher	4	4	4	4	4	4	4	4	4	4
Technical Services Coordinator	1	1	1	1	1	1	1	1	1	1
Records Coordinator	1	1	1	1	1	1	1	1	1	1
Confidential Secretary to the Chief	1	1	1	1	1	1	1	1	1	1
Police Subtotal	**33**	**33**	**33**	**33**	**34**	**34**	**34**	**34**	**34**	**34**
COMMUNITY DEVELOPMENT										
Planning & Zoning Assistant	0	0	0	0	0	0	0	0	1	1
Planning & Zoning Coordinator	0	0	1	1	1	1	1	1	0	0
Chief Inspector	1	1	1	1	1	1	1	1	1	1
Code Enforcement Officer	1	1	1	1	1	1	1	1	1	1
Secretary to the Dir. of Community Development	1	1	1	0	0	0	0	0	0	0
Department Secretary	2	1	1	1	1	1	2	2	2	2
Community Development Subtotal	**5**	**4**	**5**	**4**	**4**	**4**	**5**	**5**	**5**	**5**
PUBLIC WORKS ADMINISTRATION										
Superintendent of Operations	1	1	1	1	1	1	1	1	1	1
Superintendent of Projects	1	1	1	1	1	1	1	1	1	1
Superintendent of Public Improvements	1	1	1	1	1	1	1	1	1	1
Buildings/Grounds & Sustainability Admin.	1	1	1	1	1	1	0	0	0	0
Buildings/Grounds Administrator	0	0	0	0	0	0	0.5	0.5	0.5	0.5
Sustainability Administrator	0	0	0	0	0	0	0	0	1	1
Park & Forestry Administrator	1	1	1	1	1	1	1	1	1	1
Department Coordinator	1	1	1	1	0	0	0	0	0	0
Confidential Secretary to the Director	1	1	1	1	1	1	1	1	1	1
Public Works Clerk	1	1	1	1	1	1	1	1	1	1
Department Secretary	0	0	0	0	1	1	1	1	1	1
Public Works Administration Subtotal	**8**	**8**	**8**	**8**	**8**	**8**	**7.5**	**7.5**	**8.5**	**8.5**
PUBLIC WORKS LABORERS										
Laborer	21	21	21	21	21	21	21	21	22	22
Mechanic	2	2	2	2	2	2	2	2	2	2
Heavy Equipment Operator	1	1	1	1	1	1	1	1	1	1
Public Works Laborers Subtotal	**24**	**24**	**24**	**24**	**24**	**24**	**24**	**24**	**25**	**25**

FULL-TIME POSITIONS (Continued)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
RECREATION										
Asst. Director of Recreation & Leisure Svcs	1	1	1	1	1	1	1	1	1	1
Membership & Marketing Supervisor	1	1	1	1	1	1	1	1	1	1
Marketing Coordinator	0	0	0	0	0	0	0	0	0	1
Aquatics Supervisor	1	1	1	1	1	1	1	1	1	1
Building Maintenance Supervisor	1	1	1	1	1	1	0	0	0	0
Buildings/Grounds Administrator	0	0	0	0	0	0	0.5	0.5	0.5	0.5
Fitness Supervisor	1	1	1	1	1	1	1	1	1	1
Aquatics Coordinator	1	1	1	1	1	1	1	1	1	1
Guest Relations Coordinator	1	1	1	1	1	1	1	1	1	1
Membership Specialist	1	1	1	1	1	1	1	1	1	1
Group Exercise Coordinator	1	1	1	1	1	1	1	1	1	1
Exercise Psysiologist	1	1	0	0	0	0	0	0	0	0
Fitness Coordinator	0	0	1	1	1	1	1	1	1	1
Building Maintenance Custodian	2	2	2	2	2	3	3	3	3	3
Community Program Coordinator	1	1	1	1	1	1	1	1	1	1
Asst. Programs & Older Adults Coordinator	0	0	0	0	1	1	1	1	1	1
Office Secretary	1	1	1	1	1	1	1	1	1	1
Recreation Accountant	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0
Financial Support Specialist	0	0	0	0	0	0	0	0	0	0.5
Facility/Banquet Rental Coordinator	1	1	1	1	1	1	1	1	1	1
Recreation Subtotal	**15**	**16**	**16**	**16**	**17**	**17.5**	**17.0**	**17.0**	**17.0**	**18.0**
LIBRARY										
Head of Youth Services	1	1	1	1	1	1	1	1	1	1
Youth Services Librarian	1	1	1	1	1	1	1	1	1	1
Head of Technical Services	1	1	1	1	1	1	1	1	1	1
Circulation Coordinator	1	1	1	1	1	1	1	1	1	1
Youth Services Library Specialist	1	1	1	1	1	1	1	1	1	1
Technical Services Assistant	1	1	1	1	1	1	1	1	1	1
Secretary to the Director of the Library	1	1	1	1	1	1	1	1	1	1
Reference Librarian	1	1	1	1	1	1	0	0	0	0
Programs & Outreach Services Librarian	0	0	0	0	0	0	1	1	1	1
Library Subtotal	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**

Total Full-Time Positions	**113**	**114**	**115**	**114**	**116**	**118**	**118**	**118**	**120**	**121**

PART-TIME POSITIONS

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
ADMINISTRATION										
Department Secretary	1	1	0	0	0	0	0	0	0	0
COMMUNITY DEVELOPMENT										
Fire Marshal	1	1	1	1	1	1	1	1	1	1
Department Secretary	0	1	0	1	1	1	0	0	0	0
PUBLIC WORKS SUMMER LABORERS										
Part-Time Seasonal	17	17	17	17	17	19	21	18	18	18
RECREATION										
Aquatics Part-Time Staff	73	109	111	116	127	137	122	120	120	120
Fitness Part-Time Staff	32	52	57	64	73	72	77	76	76	76
Guest Relations Part-Time Staff	33	40	51	55	54	48	48	49	49	49
Membership Part-Time Staff	5	17	26	25	27	29	27	27	27	27
Other Part-Time & Seasonal Staff	156	98	99	92	89	69	73	73	73	73
LIBRARY										
Acquisition Coordinator	1	1	1	1	1	1	1	1	1	0
Reference Librarians	5	5	7	7	7	7	7	6	6	6
Library Assistants	12	12	10	10	14	14	14	14	14	14
Library Pages	3	0	0	0	0	0	0	0	0	0
Library Specialists	4	4	5	5	0	0	0	0	0	0
Youth Services Library Specialists	0	0	0	0	3	3	3	3	3	3
Adult Services Library Specialists	0	0	0	0	0	0	0	0	0	2

Total Part-Time Personnel	**343**	**358**	**385**	**394**	**414**	**401**	**394**	**388**	**388**	**389**

NON-CONTRACTUAL SALARY & WAGE SCALE

Department	Position	Pay Grade	2020 Minimum	2020 Maximum
Administration	Township Manager	**1**	**119,436**	**189,904**
Administration Police	Assistant Township Manager/Director of Administration Chief of Police	**2**	**103,593**	**148,563**
Finance Information Technology Public Works Recreation	Director of Finance Director of Information Technology Director of Public Works Director of Recreation and Leisure Services	**3**	**90,081**	**129,186**
Community Development Library	Director of Planning and Community Development Director of the Library	**4**	**80,071**	**114,830**
Public Works Public Works Public Works	Superintendent of Public Improvements Superintendent of Operations Superintendent of Projects	**5**	**72,792**	**104,392**
Community Development Public Works Public Works	Fire Marshall Buildings & Grounds Administrator Park & Forestry Administrator	**6**	**66,175**	**94,902**
Administration Community Development Finance Information Technology Police Recreation	Human Resources Manager Chief Inspector Accounting Manager IT Manager Technical Services Coordinator Assistant Director of Recreation and Leisure Services	**7**	**60,159**	**86,274**
Open	Open	**8**	**54,690**	**78,432**
Administration Community Development Information Technology Library Library Public Works Recreation Recreation	Executive Assistant - Township Manager Code Enforcement Officer Public Safety Technician Head of Technical Services Head of Youth Services Sustainability Administrator C&RC Fitness Supervisor C&RC Membership & Marketing Supervisor	**9**	**49,719**	**71,301**
Administration Community Development Finance Information Technology	Administrative Assistant - Assistant Township Manager Planning & Zoning Assistant Payroll Accountant Public Access Television Coordinator	**10**	**45,199**	**64,820**

NON-CONTRACTUAL SALARY & WAGE SCALE (Continued)

Department	Position	Pay Grade	2020 Minimum	2020 Maximum
Administration	Administrative Assistant - Administration	**11**	**41,090**	**58,927**
Administration	Senior Administrative Assistant - Finance			
Community Development	Department Secretary			
Finance	Financial Support Specialist			
Information Technology	Support Technician			
Library	Programs & Outreach Services Librarian			
Library	Youth Services Librarian			
Recreation	C&RC Aquatics Supervisor			
Recreation	C&RC Fitness Coordinator			
Recreation	C&RC Guest Relations Coordinator			
Recreation	Community Program Coordinator			
Open	Open	**12**	**37,355**	**53,570**
Library	Circulation Coordinator	**13**	**33,958**	**48,700**
Library	Secretary to the Director of the Library			
Police	Confidential Secretary to the Chief of Police			
Public Works	Confidential Secretary to the Director of Public Works			
Public Works	Department Secretary			
Recreation	C&RC Marketing Coordinator			
Recreation	C&RC Membership Specialist			
Recreation	C&RC Facility/Banquet Rental Coordinator			
Recreation	Office Secretary			
Administration	Office Assistant	**14**	**30,871**	**44,273**
Police	Records Coordinator			
Recreation	Assistant Programs and Older Adults Coordinator			
Recreation	C&RC Aquatics Coordinator			
Library	Technical Services Assistant	**15**	**28,065**	**40,247**
Library	Youth Services Library Specialist			

CONTRACTUAL SALARY & WAGE SCALES

Public Works - Local 205 Union Contract 2020 Salary & Wage Scale		
I.	Master Mechanic	$33.63/hr
II.	Mechanic	$32.29/hr
III.	Heavy Equipment Operator	$32.29/hr
IV.	Foreman	$32.29/hr
V.	Laborer III (after 36 mos.)	$30.29/hr
	Laborer II (13-36 months)	$27.48/hr
	Laborer I (0-12 months)	$24.63/hr
VI.	Semi-Skilled Laborer III	$22.01/hr
	Semi-Skilled Laborer II	$20.23/hr
	Semi-Skilled Laborer I	$18.61/hr
	Semi-Skilled Laborer Probationary	$14.16/hr
VII.	C&RC Attendant	$22.01/hr
VIII.	Public Works Clerk	$27.96/hr

Police Union Contracts 2020 Salary & Wage Scale	
Officer 1	$30.15/hr
Officer 2	$31.47/hr
Officer 3	$34.38/hr
Officer 4	$40.29/hr
Officer 5	$43.22/hr
Officer 6	$46.12/hr
Sergeant	$50.73/hr
Lieutenant	$55.80/hr
Dispatcher	$20.80 - $26.00/hr

APPENDIX B

VEHICLES & EQUIPMENT

PUBLIC WORKS VEHICLES

	Asset Tag	Year	Make	Model	Mileage (9-13-2019)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2018 006	2018	Chevy	Colorado Pick-Up	6,878	1	Good	2024
2	2013 023	2014	Ford	Escape - Hybrid	11,776	5	Good	2022
3	2013 024	2014	Ford	Escape	55,800	5	Good	2021
4	2015 001	2015	Chevy	Colorado Pick-Up	71,332	4	Good	2022
5	2015 002	2015	Chevy	Colorado 4WD	46,883	4	Good	2022
6	2016 016	2016	Chevy	Colorado	52,245	3	Good	2023
7	2019 001	2019	Chevy	Colorado	782	New	Excellent	2026
Utility Trucks								
1	2013 014	2013	Ford	F-350 Truck	31,356	6	Good	2020
2	2013 021	2014	Ford	Pick-Up Utility	28,945	5	Good	2021
3	2008 066	2008	Dodge	Mechanics Service Vehicle	41,933	11	Good	2023
4	2002 061	2002	Ford	Bucket Truck	14,167	17	Good	2020
5	2005 039	2006	Ford	Econoline 350 Van	42,582	13	Fair	2022
6	2014 004	2015	Ford	F-550 w/Dump Body/Snow Plow	14,995	4	Excellent	2025
7	2015 003	2015	Ford	F-550 w/Dump Body/Snow Plow	25,172	4	Good	2021
8	2015 007	2016	Ford	F-550 w/Dump Body/Snow Plow	23,679	3	Good	2023
9	2015 008	2016	Ford	F-550 w/Dump Body/Snow Plow	15,251	3	Good	2023
10	2016 007	2016	Ford	F-350 XL 4x4	11,804	3	Good	2026
11	2018 007	2018	Ford	F-350 w/9' Body Upfit	3,047	1	Excellent	2028
12	2018 008	2018	Ford	F-550 w/9' Body Upfit	4,513	1	Excellent	2028
13	2018 009	2018	Ford	F-550 w/9' Body Upfit	6,042	1	Good	2028
14	2019 002	2019	Ford	F-350 w/Utility Body & Plow	1,230	New	New	2029
Dump Trucks								
1	2009 048	2010	Int'l	Dump	16,950	9	Good	2020
2	2010 044	2011	Int'l	Dump	11,410	8	Good	2021
3	2011 051	2012	Int'l	Dump	14,922	7	Good	2022
4	2012 028	2013	Int'l	Dump	15,474	6	Good	2023
5	2013 022	2014	Int'l	Dump	10,940	5	Good	2024
6	2015 009	2016	Int'l	Dump	5,675	3	Good	2026
7	2017 000	2017	Int'l	Dump	4,795	2	Good	2027
8	2017 004	2017	Ford	Dump	15,668	2	Good	2024
9	2017 005	2017	Ford	Dump	13,909	2	Good	2024
10	2017 006	2017	Ford	Dump	14,063	2	Good	2024
11	2017 007	2017	Ford	Dump	13,723	2	Good	2024
12	2018 010	2018	Int'l	Dump	4,576	1	Good	2028

PUBLIC WORKS VEHICLES (Continued)

	Asset Tag	Year	Make	Model	Mileage (9-13-2019)	Age in Years	Condition	Anticipated Replacement Year
Other Vehicles								
1	2003 005	2003	CAT	Wheel Loader	9,545 hrs	16	Fair	2023
2	2003 060	2003	Int'l	Sewer Jet (Cab & Vactor)	3,087	16	Good	2023
3	2010 027	2010	Toro	Mower 5910	2,235 hrs	9	Fair	2022
4	2012 002	2012	JCB	Backhoe 3CX15	2,286 hrs	7	Good	2022
5	2013 015	2013	CAT	924K Wheel Loader	4,726	6	Good	2023
6	2014 005	2015	M2106	Elgin Street Sweeper	16,196	4	Good	2025
7	2019 003	2018	Massey	Flail Mower	2.3 hrs	1	Excellent	2028
8	2019 004	2019		Premier Trailer	N/A	New	Excellent	As needed

PUBLIC WORKS EQUIPMENT

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
1	2007	20 Ton Trailer	12	Good	As Needed
2	2013	30 Ton Shop Press	6	Good	As Needed
3	2001	3 M Sign Machine	18	Good	As Needed
4	2011	Accubrine Automated Brine Maker	8	Fair	As Needed
5	1993	Aeroway 8' Quickaway Angle Aerator	26	Fair	DNR
6	2010	Asphalt Planer	9	Good	As Needed
7	2015	Asphalt Utility Trailer	4	Good	As Needed
8	1999	Bannerman Infield Renovator	20	Poor	DNR
9	1993	Bannerman Turf Topper	26	Fair	As Needed
10	2016	Beam Rider Field Line Painter	3	Good	As Needed
11	2008	Caterpillar Exacavator/Backhoe	11	Good	2021
12	2017	Caterpillar 259D Skid Steer	2	Excellent	2026
13	1997	Chicago Pneumatic Air Comp.	22	Fair	As Needed
14	2015	Clausing Drill Press	4	Good	As Needed
15	2009	Club Car Utility Vehicle	10	Fair	2021
16	2018	Core Cut Walk Behid Pavement Cutting	2	Good	As Needed
17	2018	Corn Pro Trailer	1	Good	As Needed
18	2008	Cross Country Roller Trailer	11	Good	As Needed
19	2001	Esab Plasma Cutter	18	Good	As Needed
20	2019	Falcon Asphalt Hot Box Trailer	New	Excellent	As Needed
21	2014	Gardner Denver Air Compressor	5	Good	As Needed
22	2008	Gorman-Rupp Water 1 Pump 2"	11	Good	As Needed
23	2008	Gorman-Rupp Water 1 Pump 3"	11	Good	As Needed
24	2011	GVM Anti-Icing Unit	8	Good	As Needed
25	2012	GVM Anti-Icing Unit	7	Good	As Needed

PUBLIC WORKS EQUIPMENT (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
26	2009	Harben Sewer Jet	10	Good	2024
27	2008	Hoffman 1625EM Tire Changer	11	Good	2021
28	2008	Hoffman 2400 Tire Balancer	11	Good	2021
29	2018	Hotsy Pressure Washer	1	Good	As Needed
30	2016	HTC Tailgate Conveyor	3	Good	As Needed
31	2000	Jumping Jack Tamper	19	Good	DNR
32	2012	Kubota Tractor, Model L5240HSTC	7	Good	2022
33	2012	Kubota RTV 1140CPX-H/18388	7	Good	As Needed
34	2014	Kubota RTV X900 / 20597	5	Good	2027
35	2015	Kubota RTV X900 WL-A/21709	4	Good	2027
36	2015	Kubota RTV X900 WL-4	4	Good	2027
37	2016	Kubota RTV-X900WL-A / 35460	3	Excellent	2026
38	2017	Kubota RTV 900 UTV	2	Excellent	2028
39	2017	Kubota RTV 900 UTV	2	Excellent	2028
40	2017	Kubota L476HSTC Tractor/41339	2	Excellent	2027
41	2018	Kubota MX5200DT Tractor/62185	1	Excellent	2028
42	2004	Lely Broadcast Spreader	15	Good	As Needed
43	2010	Liftmore	9	Good	DNR
44	2019	Massey Ferguson w/Flail Mower	New	New	2029
45	2001	Miller Welder	18	Good	As Needed
46	2011	Miller Welder 275 EFI	8	Good	As Needed
47	2005	Multiguip Plate Compactor	14	Fair	As Needed
48	2007	Pavement Cutting Trailer	12	Good	As Needed
49	2019	Premier Trailer 6’x12’	New	New	As Needed
50	2009	Pro Tech Snow Pusher	10	Good	As Needed
51	2018	Quality Trailer	1	Excellent	As Needed
52	2002	Ridged K1000 Sewer Machine	17	Fair	DNR
53	2008	Rotary Electric Lift	11	Good	As Needed
54	2011	Ryan Sod Cutter	8	Good	As Needed
55	2003	Ryan Turf Aerator	16	Poor	2021
56	2004	Seeda-Vator	15	Good	As Needed
57	2011	Tennsmith Metal Brake	8	Good	As Needed
58	2015	Terex 730 Wood Chipper	4	Good	2030
59	2008	Top Brand 6x12 Trailer	11	Good	As Needed
60	2013	Toro Reelmower 3100-D	6	Good	2021

Note: Equipment listed with an "As Needed" replacement year is currently in working order, and replacement is not expected within the next 5 years. The condition of the equipment is re-evaluated annually.

PUBLIC WORKS EQUIPMENT (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
61	2008	Toro Debris Blower 600/0176	11	Good	As Needed
62	2004	Toro Greenmaster Flex 21/1808	15	Fair	As Needed
63	1994	Toro Greensmaster	25	Fair	As Needed
64	1996	Toro Greensmaster	23	Fair	As Needed
65	2002	Toro Greensmaster	17	Fair	As Needed
66	2007	Toro Greensmaster 1600/3001	12	Good	2021
67	2018	Toro Greensmaster Flex 2100/0561	1	Good	As Needed
68	2018	Toro Groundsmaster 3280-D/3661	1	New	2025
69	2008	Toro Greensmaster 500/0128	11	Fair	As Needed
70	2013	Toro Groundsmaster 3280-D/0813	6	Good	2021
71	2009	Toro Groundmaster 7210	10	Good	2021
72	2009	Toro Groundsmaster 3500-D/0352	10	Good	2020
73	2009	Toro Grandstand 48" Mower/0455	10	Good	As Needed
74	2017	Toro Grandstand 48" Mower/0188	2	Good	2027
75	2016	Toro Groundsmaster 4500D/0311	3	Good	2026
76	2016	Toro Groundsmaster 5910/0208	3	Good	2028
77	2019	Toro Groundsmaster 3500-D/0352	New	New	2029
78	2019	Toro Groundsmaster 3280-D	New	New	2027
79	2012	Toro Infield Pro 5040/0210	7	Good	2022
80	2018	Toro Infield Groomer 5040/9666	1	Good	2024
81	2019	Toro MH 400 Turf Topdresser	New	New	As Needed
82	2008	Toro Pro Core 864/0106	11	Good	As Needed
83	2012	Toro Procore Processor /0101	7	Good	As Needed
84	2001	Toyota Forklift	18	Fair	As Needed
85	2018	Toyota Fork Lift Model 8FD35U	1	Excellent	2038
86	2009	Tuff Screen Player Protector	10	Good	As Needed
87	2016	US Cargo Enclosed Trailer /1778	3	Good	As Needed
88	2004	Vermeer Tub Grinder	15	Good	2024
89	1987	Vicon Spreader	32	Fair	DNR
90	2008	Wacker Vibratory Roller	11	Good	As Needed
91	2009	Weighted Field Tarp/419	10	Good	As Needed

Note: Equipment listed with an "As Needed" replacement year is currently in working order, and replacement is not expected within the next 5 years. The condition of the equipment is re-evaluated annually.

POLICE DEPARTMENT VEHICLES

	Asset Tag	Year	Make	Model	Mileage (9-13-2019)	Age in Years	Condition	Anticipated Replacement Year
Patrol Vehicles								
1	2015 003	2015	Ford	Interceptor SDN	14,069	4	Excellent	2022
3	2016 005	2016	Ford	Interceptor SDN	13,181	3	Excellent	2020
4	2017 001	2017	Ford	Police Explorer	21,063	2	Good	2022
5	2017 002	2017	Ford	Explorer	28,805	2	Good	2021
6	2017 003	2017	Ford	Explorer	26,307	2	Good	2021
7	2018 002	2018	Ford	Interceptor SUV	34,232	1	Good	2021
8	2018 003	2018	Ford	Interceptor SUV	16,257	1	Excellent	2023
9	2018 005	2018	Chevy	Tahoe 4 WD SUV	36,139	1	Good	2020
10	2019	2020	Ford	Interceptor SUV	100	1	New	2023
Traffic Vehicles								
1	2013 025	2014	Ford	Interceptor SDN	52,008	5	Fair	2020
2	2016 003	2016	Ford	Explorer	44,181	3	Good	2022
3	2019 005	2020	Ford	Interceptor AWD	38	New	New	2023
Administrative Vehicles								
1	2012 006	2012	Chevy	Caprice Police Ed.	36,198	7	Good	As Needed
2	2014 006	2015	Chevy	Tahoe	85,900	4	Fair	As Needed
3	2016 001	2016	Chevy	Tahoe	96,050	3	Fair	As Needed
Other Equipment								
1	2001 054	2001	Polaris	Quad #1	N/A	18	Fair	TBD
2	2001 049	2001	Polaris	Quad #2	N/A	18	Fair	TBD
3	2001 048	2001	Polaris	Quad #3	N/A	18	Fair	TBD
4	2001 050	2001	Mustang	Trailer	N/A	18	Fair	TBD

VOLUNTEER FIRE DEPARTMENT VEHICLES

	Year	Make	Model	Mileage (9-13-2019)	Age in Years	Condition	Anticipated Replacement Year
1	2005	Amer LaFrance	Ladder	30,177	14	Good	2025
2	2002	Freightliner	Engine	26,375	17	Poor	2021
3	2008	Amer LaFrance	Engine	16,800	11	Good	2023
4	2009	Amer LaFrance	Rescue	5,615	10	Good	2029
5	2012	Dodge	Rescue	6,324	7	Good	2022
6	2014	Dodge	Pick Up	16,299	5	Good	2024
7	2017	Chevrolet	Tahoe	11,432	2	Excellent	2022
8	2017	Rosenbauer	Engine	4,445	2	Excellent	2032
9	2019	Chevrolet	Tahoe	6,451	New	Excellent	2023

ADMINISTRATION VEHICLES

	Asset Tag	Year	Make	Model	Mileage (9-13-2019)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2011 005	2011	Ford	Escape	52,405	8	Fair	Rotation Vehicle
2	2009 030	2009	Ford	Escape XLT	37,244	10	Fair	Rotation Vehicle
3	2012 003	2013	Ford	Explorer	60, 055	6	Good	Rotation Vehicle
4	2018 001	2018	Ford	Explorer	10,030	1	Excellent	2023
5	2018 011	2018	Ford	Escape	4,455	1	Excellent	2026
6	2014 001	2014	Ford	Interceptor SUV	60,102	5	Fair	Rotation Vehicle

APPENDIX C

BACKGROUND & STATISTICAL INFORMATION

HISTORY

The area known as "Upper St. Clair" can trace its origins in recorded history back to the mid-eighteenth century when the first know settler, a Scotsman named John Fife, arrived from Virginia in 1762. At that time, the land was part of Yohogania County, District of West Augusta, Virginia, which was settled in 1784. The area now known as "Upper St. Clair" was placed in Peters Township, Washington County, Pennsylvania. In 1788, Allegheny County was formed from parts of Washington and Westmoreland Counties and was divided into seven townships, one of which was called St. Clair. The Township was divided into two parts, Upper and Lower St. Clair in 1839; the latter is now fully within the Pittsburgh City limits. Two more townships were formed from the original township – Snowden Township in 1845 and Scott Township in 1861. The Borough of Bridgeville was separated in 1902.

The Township derives its name from Arthur St. Clair, a Scotsman, who settled in the Ligonier Valley in 1760. St. Clair had served in the British Army prior to settling in Pennsylvania. In the course of his public life, he served as land agent of the Penns, as a county official in Bedford and Washington Counties, and as a representative for Pennsylvania in the United States Continental Congress, including a year as its President in 1787. He was commander of the army that was defeated by Indians of the Northwest in 1791 and was Governor of the Northwest Territory from 1788 until 1802.

The Township area is approximately 85% developed. Upper St. Clair's most rapid growth occurred during the 1950's and 1960's with its recognition as a most desirable residential community within practical commuting distance to the City of Pittsburgh.

In January 1954, Upper St. Clair was designated a First Class Township of the Commonwealth of Pennsylvania. On January 1, 1976, a Home Rule Charter went into effect officially designating Upper St. Clair a Home Rule Community.

The Township is bordered on the north by the Municipality of Mt. Lebanon and the Township of Scott, on the east by the Municipality of Bethel Park, on the south by Washington County, and on the west by the Townships of Collier, South Fayette and Bridgeville.

MUNICIPAL GOVERNMENT

The Home Rule Charter provides for a Board of seven (7) Township Commissioners, two of whom are elected at large by all the voters of the Township, and one who is elected from each of the five wards in the Township. Each Commissioner serves a term of four (4) years. The Board of Commissioners are the final policy authority of the Township. The Township Manager is appointed by the Board of Commissioners and is the Chief Administrative Officer of the Township, directly responsible and accountable to the Board of Commissioners. The Manager also serves as Secretary and Tax Collector of the Township. The taxes levied by the Township are on the value and transfers of real property within its borders, earned income and net profits of its residents and a tax of $52 per person employed within the municipality.

MUNICIPAL GOVERNMENT (Continued)

The principal duties and responsibilities of the Township Manager, as prescribed in the Home Rule Charter, include the following: to appoint, suspend or remove all Township employees, except as otherwise provided by law or the Home Rule Charter; direction and supervision of the Finance and Tax Collection office; direction and supervision of all operating departments; preparation of the annual budget and an annual financial report to the Commissioners; the signing of papers, contracts, obligations and documents on behalf of the Township as required by law; preservation of order in the Township and enforcement of its ordinances and regulations; official representation of the Township to other governmental organizations and agencies.

BOARDS OF COMMISSIONERS

The Township is organized into eight departments under the direction of the Township Manager. The departments include Administration, Finance, Information Technology, Public Works, Recreation and Leisure Services, Police, Community Development and Library. Each department is managed by the Director who is supervised by the Township Manager.

Citizens Boards and Commissions, appointed by the Board of Commissioners, play an important role in the governmental process. These Boards specialize in selected types of problems and serve as advisors to the elected Board of Commissioners. Active Boards and Commissions are:

Civil Service Board	3 Members	3 Year Terms
Library Board	3 Members	3 Year Terms
Planning Commission	7 Members	4 Year Terms
Parks and Recreation Board	7 Members	3 Year Terms
Zoning Hearing Board	3 Members	3 Year Terms
Building and Fire Codes Appeals and Advisory Board	5 Members	3 Year Terms
Municipal Authority	5 Members	5 Year Terms

TRANSPORTATION

The Township is ideally located relative to the major sources of transportation available within the County. This enables the Township and its residents to derive the benefits of easy accessibility. U.S. Route 19 passes through the Township in a north-south direction. Interstate 79, running in a north-south direction, lies approximately 3 miles west of the Township line.

Township residents also enjoy the use of other transportation facilities including airlines, bus, light rail and motor freight. Greater Pittsburgh International Airport is located 10 miles west of the Township and provides passenger service by most major airlines including Air Canada, Allegiant, American, British Airways, Delta, Frontier, Jet Blue, Southwest, Spirit, and United Airlines. The Port Authority of Allegheny County has bus lines and a light rail line with service to downtown Pittsburgh and other areas of the region. First Transit, Inc. also operates buses through the Township connecting it with the City to the north and the city of Washington, Washington County, to the south. Bus and rail service to other major cities is provided to residents by Greyhound Lines, Inc., Megabus, and Amtrak. The area's ground freight transportation requirements are serviced by over 250 major freight carriers.

UTILITIES

West Penn Power Company provides electricity to residents and businesses in the Township. Columbia Gas of Pennsylvania and Peoples Natural Gas provide natural gas service. Telephone service is provided by Verizon and Comcast. Water is supplied by PA American Water Company. The Allegheny County Sanitary Authority (ALCOSAN) provides sewage treatment service; however, feeder and trunk lines are the responsibility of the Township.

COMMERCIAL DEVELOPMENTS

The South Hills Village Shopping Center, completed in 1965, is located at the intersection of Route 19 and the Fort Couch Road on 90 acres divided equally between the Township and the Municipality of Bethel Park. This is a two-level air-conditioned shopping mall with facilities for 110 stores, including Macy's Department Store, Dick's Sporting Goods, and Target, as well as several outparcels. The parking area accommodates roughly 6,500 cars.

HIGHER EDUCATION

In addition to the educational facilities provided by the School District, the Township is within 15 miles of 16 colleges and universities which offer a variety of undergraduate, graduate and non-credit programs.

LIBRARY & RECREATION

The Township operates and maintains 750 acres of parks, parklets and open space which includes a 3-hole municipal golf course, recreation center, tennis center and nature areas. Two all-weather platform tennis courts and three tennis bubbles are available at the facilities in McLaughlin Run Park. The Township Library contains approximately 65,000 volumes with an estimated annual circulation of 330,000.

HEALTH FACILITIES

St. Clair Hospital is an independent, 329 bed acute-care medical center located in the adjoining Municipality of Mt. Lebanon which serves Upper St. Clair and southwestern Pennsylvania. Its services include advanced cardiovascular, specialized care for women and children, oncology, orthopedics, emergency care, urgent care, and psychiatry and mental health. The Township jointly operates an emergency medical service with neighboring Municipality of Bethel Park and South Park Township. Advanced and basic life support service is provided to users of this system.

POPULATION GROWTH TRENDS

1980 - 2010 POPULATION GROWTH TRENDS
UPPER ST. CLAIR AND SELECTED AREAS

	1980		1990		2000		2010	
	Population	Change From 1970	Population	Change From 1980	Population	Change From 1990	Population	Change From 2000
Upper St. Clair	19,023	23.0%	19,692	3.5%	20,053	1.8%	19,229	(4.1%)
Pittsburgh	423,938	(18.5%)	369,879	(12.8%)	334,563	(9.5%)	305,704	(8.6%)
Allegheny County	1,450,085	(9.7%)	1,336,449	(7.8%)	1,281,666	(4.1%)	1,223,348	(4.6%)

Source: U.S. Census, Census of Population

TOWNSHIP PRINCIPAL EMPLOYERS

PRINCIPAL EMPLOYERS
YEAR END 2018

Rank	Principal Employers	Description	Number of Employees	Percentage of Principal Employers	Percentage of Township Wide Employees
1	Upper St. Clair School District	Local Public School	567	28.35%	10.36%
2	Target Corporation	Retail Department Store	232	11.60%	4.24%
3	Friendship Village	Retirement Community	226	11.30%	4.13%
4	Whole Foods Market Group	Grocery Store	180	9.00%	3.29%
5	Upper St. Clair Township	Municipality	173	8.65%	3.16%
6	St. Clair Country Club	Country Club	164	8.20%	3.00%
7	Southwood Psychiatric Hospital	Medical Facility	134	6.70%	2.45%
8	Port Authority of Allegheny County	Transit Authority	122	6.10%	2.23%
9	Dicks Sporting Goods	Retail Department Store	106	5.30%	1.94%
10	BJ's Restaurant Operation	Restaurant	96	4.80%	1.75%
		Total	**2,000**	**100.00%**	**36.53%**
		Township Wide Employees	**5,475**		

Source: Upper St. Clair Local Services Tax Records

TOWNSHIP PRINCIPAL REAL ESTATE TAXPAYERS

PRINCIPAL REAL ESTATE TAXPAYERS
YEAR END DECEMBER 31, 2018

Rank	Principal Real Estate Taxpayers	Estimated Actual Values of Real Property	Percentage of Principal Real Estate Taxpayers	Percentage of Township Wide Assessed Valuation
1	South Hills Village Associates	$ 89,910,200	40.68%	4.02%
2	Friendship Village of South Hills	36,000,000	16.29%	1.61%
3	Boyce Plaza Apartments	24,275,000	10.98%	1.09%
4	W F Preston, Inc.	16,606,000	7.51%	0.74%
5	1800 Washington Road Associates LP	13,588,000	6.15%	0.61%
7	Target	11,462,200	5.19%	0.51%
6	Upper St. Clair Senior Living	8,391,200	3.80%	0.38%
8	Forty-Two Company LLC	8,200,000	3.71%	0.37%
9	McMurray Road Family Limited PTR	6,500,000	2.94%	0.29%
10	St. Clair Country Club	6,066,000	2.74%	0.27%
	Total	**$ 220,998,600**	**100.00%**	**9.89%**
	Total Township Taxable Assessed Valuation	**$ 2,235,513,841**		

Source: Allegheny County Assessment Duplicate Books

UNEMPLOYMENT RATE STATISTICS

TOWNSHIP OF UPPER ST. CLAIR
UNEMPLOYMENT RATE
10 YEAR HISTORY

Year	Population [1]	Unemployment Rate [2]
2018	19,685	3.6%
2017	19,524	4.1%
2016	19,521	4.6%
2015	19,385	4.4%
2014	19,303	4.4%
2013	19,272	5.4%
2012	19,233	6.7%
2011	19,210	6.5%
2010	19,229	6.8%
2009	18,686	6.8%

[1] **Source: U.S. Census, Census of Population**

[2] **Source: U.S. Bureau of Labor Statistics for Allegheny County**

PER CAPITA EARNED INCOME

PER CAPITA EARNED INCOME
2008-2018

Year	Total Earned Income [1]	Per Capita Earned Income [2]	Change in Per Capita Income
2018	$1,116,769,250	$56,732	(0.1%)
2017	1,108,737,875	56,788	0.3%
2016	1,105,599,125	56,636	4.8%
2015	1,047,822,000	54,053	0.7%
2014	1,035,793,875	53,660	1.9%
2013	1,014,372,875	52,635	3.2%
2012	981,043,375	51,008	1.7%
2011	959,134,875	50,132	8.5%
2010	886,050,375	46,220	(9.2%)
2009	949,111,500	50,890	2.2%

[1] **Source: Upper St. Clair Township Tax Office**

[2] **Source: U.S. Census, Census of Population**

TOWNSHIP CAPITAL ASSETS

CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM
2012-2018

Function/Program	2018	2017	2016	2015	2014	2013	2012
General Government							
Municipal Bldg Square Footage Occupied	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Staff Vehicles	3	3	3	3	3	3	3
Community Development							
Municipal Bldg Square Footage Occupied	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Inspection Vehicles	2	2	2	2	2	2	2
Public Works							
Municipal Street (miles)	84	84	84	84	84	84	84
Number of Traffic Lighted Intersections	11	11	11	11	11	11	11
Sanitary Sewers (miles)	157	157	157	157	157	157	157
Storm Sewers (miles)	50	50	50	50	50	50	50
Staff Vehicles	4	4	4	4	4	4	4
Inspection Vehicles	3	3	3	3	3	3	3
Utility Trucks and Dump Trucks	26	26	25	26	26	26	26
Public Works Building Square Footage	36,500	36,500	36,500	36,500	36,500	36,500	36,500
Recreation							
Staff Vehicles	1	1	1	1	1	1	1
Number of Parks	11	11	11	11	11	11	11
Acreage of Park Land	747	747	747	747	747	747	747
Recreation Centers	2	2	2	2	2	2	2
Recreation Center Square Footage	96,500	96,500	96,500	96,500	96,500	96,500	96,500
Basketball Courts	12	12	12	12	12	12	12
Tennis Courts	10	10	10	10	10	10	10
Ball Fields	12	12	12	12	12	12	12
Public Safety							
Municipal Bldg Square Footage Occupied	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Police Vehicles	17	17	17	17	17	17	17
Library							
Municipal Bldg Square Footage Occupied	10,000	10,000	10,000	10,000	10,000	10,000	10,000

Source: Upper St. Clair Township

APPENDIX D

GLOSSARY OF TERMS

A

AA+ BOND RATING A bond credit rating assesses the credit worthiness of the Townships debt issues. According to Standard & Poor's rating, the Township is considered to be a high grade or high quality investment.

ACCESS PA The Access Pennsylvania Database is a project of the Pennsylvania Department of Education and the Office of Commonwealth Libraries that was started in 1985 as a way to provide a united catalog across the State of Pennsylvania. It was the first and remains the largest statewide united catalog that includes the holdings of all types of libraries.

ACCOUNTING SYSTEM The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

ACCRUAL BASIS Basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.

ALCOSAN Allegheny County Sanitary Authority (ALCOSAN) provides wastewater treatment services to 83 communities located in Allegheny County, Pennsylvania, including the City of Pittsburgh. ALCOSAN's 56-acre treatment plant is the largest wastewater treatment facility in the Ohio River Valley, processing up to 225 million gallons of wastewater daily. ALCOSAN was created in 1946 under the Pennsylvania Municipal Authorities Act and began treating wastewater in 1959. Secondary (biological) treatment processes were added in 1972.

APPROPRIATION An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ARAD (also RAD) Allegheny Regional Asset District supports and finances regional assets in the areas of libraries, parks & recreation, cultural, sports and civic facilities.

ARBITRAGE In government finance, the reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities.

ASSESSED VALUATION A valuation set upon real estate by the Assessment Office of Allegheny County as a basis for levying property taxes.

ASSETS Property owned by a government which has a monetary value.

B

BALANCED BUDGET A budget in which all current expenditures are paid from current revenues and fund balance.

BENCHMARKING A process of comparing an organization's performance to that of other organizations using objective and subjective criteria.

BOND A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s] along with periodic interest paid at a specified % of the principal [interest rate]). Bonds are typically used for long-term debt.

BUDGET A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

BUDGET DOCUMENT The official written statement prepared by the Township Manager and supporting Staff which presents the Proposed Budget to the Board of Commissioners.

BUDGET MESSAGE A general discussion of the Proposed Budget presented in writing as a part of the Budget document. The Budget Message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the Township Manager.

C

CAPITAL ASSETS Assets of significant value and having a useful life of several years. Capital Assets are also called Fixed Assets.

CAPITAL IMPROVEMENT PROGRAM A plan for Capital Expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

CAPITAL OUTLAYS Expenditures for the acquisition of capital assets.

CAPITAL PROJECTS Projects in which the Township purchases or constructs capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

CAPITAL PROJECT FUND A governmental fund that provides for capital outlays other than those from special assessment and proprietary funds, i.e., Enterprise Funds.

CASH BASIS The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

COUNCIL OF GOVERNMENTS Council of Governments (COGs) are general or multipurpose organizations. They are established to enable a group of Municipalities to work together on whatever programs are in their mutual interest. The COGs do not run local governments, local governments run the COGs. They are not another form of government, but a tool of government. In their most elementary form COGs can serve as convenient forums for the open exchange of information of regional concern. Through COGs neighboring municipalities can ensure effective communications and avoid actions that might negatively affect each other. Cooperation can save municipalities money when purchasing supplies and services. Communities can offer a wider variety of services to their residents than would otherwise be possible. Intergovernmental cooperation can alleviate duplication, overlap and fragmentation in delivery of community services, while lowering cost to individual communities.

CHARTIERS VALLEY DISTRICT FLOOD CONTROL AUTHORITY Concerned environmentalists established the Chartiers Nature Conservancy in 1992 as a private, nonprofit corporation to study, promote, and preserve the Chartiers Creek and its watershed, an area that comprises approximately 277 square miles within Washington and Allegheny Counties. The Conservancy enjoys tax exempt status under § 501 (c) (3) of the Internal Revenue Code, and is duly registered with the Pennsylvania Bureau of Charitable Organizations.

The ultimate endeavor of the Conservancy is to establish a "greenway" along the Chartiers Creek from the point at which the creek crosses from Washington County into Allegheny County to the point at which the creek empties into the Ohio River. Because the Chartiers Creek flows through several heavily populated Pittsburgh area suburbs, the creek itself is an invaluable natural corridor for wildlife migrating between the Ohio River and rural Allegheny and Washington Counties. The Conservancy's formal mission is to protect these undisturbed natural habitats along the banks of the Chartiers Creek.

COMMUNITY DEVELOPMENT This program provides for essential community services including land use control and zoning code enforcement.

COMMUNITY & RECREATION CENTER (C&RC) A facility within the Township that provides recreational activities to residents and neighboring communities. Activities and classes are geared for all ages. A variety of physical activities such as swimming, basketball, indoor walking track, weight management, educational classes, etc. are offered.

COMPREHENSIVE PLAN Comprehensive planning is an attempt to establish guidelines for the future growth of the Township. It should be a comprehensive or all-inclusive approach at addressing the issue of the future growth of the Township. A comprehensive plan is the document that is the final product from the efforts of this process. The document is a ten year plan formally adopted by the Board of Commissioners. The document is then used as a policy guide for decisions about the development of the community

CONSUMER PRICE INDEX An index of prices maintained by the Department of Labor used to measure the change in the cost of basic goods and services in comparison with a fixed base period.

COST ALLOCATION An allocation of those general governmental costs that are necessary to the operation of the Township to particular cost centers, functions or programs.

COST CENTER The smallest unit of budgetary accountability and control. A cost center is made up of a group of related services responsibility for which is assigned to a specific individual or organizational unit.

D

DEBT SERVICE Payment of interest and repayment of principal to holders of a government's debt instruments.

DEBT SERVICE COSTS Cash required over a given period for the repayment of interest and debt principal as well as payment of related periodic financing charges.

DEBT SERVICE FUND A governmental fund that is used to account for the payment of interest and principal on serial bonds and capital notes incurred in connection with all funds except Special Assessment and Enterprise Funds.

DEFICIT The excess of an entity's liabilities over its assets. (See Fund Balance)

DEPRECIATION The portion of the cost of the expiration in the service life of a fixed asset which is charged as an expense during a particular accounting period.

DIRECT COSTS A category of expenditures which includes contractual services, insurance, legal judgments, taxes, abatements, and other similar costs.

E

EARNED INCOME TAX The earned income tax is a tax levied as a percent of earned income.

EiNETWORK The Library Electronic Information Network provides registered Allegheny County patrons access to materials in all County libraries.

ENCUMBRANCES Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of resources are recorded to reserve that portion of the application appropriation, is utilized in the governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures or liabilities because the commitment will be honored during the subsequent year.

ENTERPRISE FUND A proprietary fund which accounts for operations financed and operated in the government in a manner similar to private business. The cost of providing the goods or services is financed primarily through user charges.

EQUIPMENT AND CAPITAL OUTLAY A category of expenditures which includes the initial acquisition, replacement or improvement of land, buildings, facilities, machinery, rolling stock, and other fixed assets which are not consumed within one year.

EXPENDITURES It is an outflow of cash or other valuable assets from the Township to another person or company.

F

FINANCIAL FORECASTING Is a prediction of the economy in the future based on current trends and other statistics such as national wealth and global market status.

FRINGE BENEFITS A category of expenditures which includes the Township's share of Social Security, Group Life Insurance, Medical Insurance, Workmen's Compensation Insurance, Long-term Disability Insurance and Retirement Fund Contributions for Township employees. Fringe Benefits also include any benefit received by an employee in addition to regular pay, i.e. paid holidays or vacation time.

FULL FAITH AND CREDIT A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

FUNCTION A portion of a program made up of related cost centers (See Cost Center and Program).

FUND A self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND ACCOUNTING The legal requirement for the Township to establish accounts for segregating revenues and other resources, together with all related liabilities, obligations, and reserves, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE The excess of a fund's assets over its liabilities. A negative fund balance is sometimes called a deficit.

FUND RESERVE The portion of prior years' fund balance that is authorized for expenditure in the current year.

G

GAAP Generally Accepted Accounting Principles (GAAP): A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.

GASB Governmental Accounting Standards Board: Organization that formulates accounting standards for governmental units.

GENERAL FUND A governmental fund supported by taxes, fees, and other revenues that may be used for any lawful purpose. This is the principal fund of the Township and includes all operations not required by law or policy to be recorded in other funds.

GENERAL GOVERNMENT This program provides the legislative, executive and staff activities essential for effective policy making and professional administration of the Township of Upper St. Clair government.

GENERAL OBLIGATION BOND When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

GOVERNMENTAL FUNDS Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

GRANT A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually awarded for specified purposes.

H

HOME RULE CHARTER

In 1972, the "Home Rule Charter and Optional Plans Law" [Act 62 of 1972 (53 P.S. § 1-101 et seq.)] was passed by the Pennsylvania Legislature, giving to municipalities the right and power to adopt a home rule charter, or one of several optional plans, and to exercise the powers and authority of local self-government. In accordance with that law, the electorate of the township voted in November 1972 to elect a Government Study Commission to study and draft a Home Rule Charter and to recommend whether or not a home rule charter should be adopted. The report of that commission recommended adoption of a charter which provided for a commission-manager form of government, with a seven-member Board of Commissioners. The recommended charter was approved by the voters of the township on November 6, 1973, and became effective on the first Monday of January 1976. The Home Rule Charter established a 7 member Board of Commissioners, 2 of whom serve "at large" and 5 of whom serve by ward. The Township Manager implements all programs, policies and general directives of the Board of Commissioners.

I

INFLATION

The rate at which the general level of prices for goods and services is rising and, subsequently, purchasing power is falling. Refer to Consumer Price Index for measurement.

INTER-FUND TRANSFER

The transfer of monies from one fund to another.

L

LOCAL OPTION SALES & USE TAX

This tax is collected by the Pennsylvania Department of Revenue and 25% of all collections are distributed to qualifying municipalities of Allegheny County.

LIBRARY SERVICES

This program provides Township residents with a full array of library services such as the standard loaning of books, newspapers, magazines and reference materials to patrons being able to borrow stereo recordings, compact discs, audio and video cassettes, Polaroid cameras and cassette recorders. Additional programs for children, the handicapped, the blind, and senior citizens are also provided.

LOCAL SERVICES TAX

The Local Services Tax is a $52.00 annual tax levied on all persons employed with the corporate limit of the Township and who make over $12,000 annually.

LONG -TERM DEBT Debt payable more than 1 year after date of issue.

LOCAL TAX ENABLING ACT Law enacted to provide Pennsylvania municipalities and school districts a means of funding their operations by levying certain types of taxes as defined by the Act.

M

MATERIALS AND SUPPLIES A category of expenditures which includes goods or services that are consumed in achieving cost center objectives.

MATURITY The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MATURITY DATE The date on which all or a stated portion of the principal of a security is due and payable.

MILL Tax rate of 1/1000th of each dollar of assessed property value.

MILLAGE Tax rate expressed in mills per dollar, of property taxation.

MINIMUM MUNICIPAL OBLIGATIONS (MMO) In the United States, the state-mandated smallest amount a municipality must contribute to any pension plan established for its employees. The amount is calculated using actuarial science to ensure that municipal pension plans are sufficiently funded. The Township, regardless of the amount contributed by it, is also required to keep the pension plan solvent. If the pension funds become insufficient to meet obligations then the Township must augment the pension funds using money from other sources. The general funds of the Township are thus in effect a guarantor and insurance policy against under-contributions by employees or poor performance of pension fund investments. However, the Township is responsible for making up any shortfall between the MMO and the sum of contributions the Township makes for each employee as a percentage of that employee's wages, plus realized earnings on the pension fund investments.

MODIFIED ACCRUAL BASIS The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

MUNICIPAL BOND A bond issued by a local government. (See Bond)

N

NET COST The cost of a program, function or cost center after deducting all revenues generated by it which must be supported by the general revenues of the Township. If revenues exceed the costs, it becomes a "net contribution" available to offset costs of other programs, functions or cost centers.

NOMINAL INTEREST RATE The contractual interest rate appearing on a bond and determining the amount of interest to be paid to a holder.

O

OBJECT OF EXPENDITURE A uniform classification identifying the transactions of the government by the nature of the goods or services purchased (such as personnel compensation, supplies and materials, and equipment).

OBLIGATIONS Binding agreements that result in outlays. Budgetary resources must be available before obligations can be incurred legally.

OPERATING BUDGET A financial plan that presents proposed expenditures for a given period an estimates of revenue to finance them. Excludes expenditure for capital assets.

ORDINANCE An authoritative rule or law; a decree.

P

PENNSYLVANIA AMERICAN WATER COMPANY (PAWC) Pennsylvania American Water Company (PAWC) is the local water company. In Pennsylvania, PAWC serves more than 2 million people, in more than 370 communities, supplying high quality water service. The Pennsylvania Public Utility Commission (PA PUC) and the Pennsylvania Department of Environmental Protection (PA DEP) sets rules and PAWC carefully follows them. Those regulations are what help to ensure everyone is receiving quality water service at a fair price. All changes and increases to service rates are directly related to the cost of providing high quality service and are subjected to a public review process and approval by the PA PUC.

PENNDOT The Pennsylvania Department of Transportation (PennDOT) is responsible for design, construction and maintenance of 2,167 miles of state highway and 1,772 bridges in the Pittsburgh metro area.

PERCENTAGE (%) OF COSTS COVERED The percentage of total expenditures that is covered by total revenues.

PERSONAL SERVICES Amounts paid for compensation of officers and employees of the Township. Personal services consist of gross compensation before deductions for taxes, retirement plans and other fringe benefits.

PA MUNICIPAL LEAGUE (PML) A nonprofit, nonpartisan association established in 1900, the Pennsylvania Municipal League is dedicated to preserving the autonomy of local governments by serving as an advocate for cities and urban municipalities.

PROGRAM A group of activities (functions and cost centers) directed at attaining specific purposes and objectives.

PROPRIETARY FUNDS Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PUBLIC SAFETY This program provides the surveillance, prevention and protection system necessary to ensure public safety from dangers which include crime, traffic violations, fire and hazardous conditions, disasters, uncontrolled animals and medical emergencies.

PUBLIC WORKS This program provides for the collection and disposal of refuse from Township residents, the building and improving of streets and storm sewers of the Township, the monitoring of the sanitary sewer system, the maintenance of parks, forest areas, and all recreational facilities of the Township, and the general upkeep of the buildings and equipment owned by the Township.

PUBLIC UTILITIES TAX This is a state tax on public utilities which is distributed back to municipalities based on a distribution formula established by the Commonwealth of Pennsylvania.

Q

QUASI-JUDICIAL Quasi – translates to having a likeness to something; resembling and used in this text Quasi-Judicial relative to the legal issues for civil and/or zoning that are similar but not specific.

R

RAD See ARAD.

REAL ESTATE TAX LEVY The total amount to be raised by general property taxes.

REAL ESTATE TAX RATE The amount of taxes levied for each $1,000 of assessed valuation.

REAL ESTATE TRANSFER TAX — A 1.0% tax collected for the Township by the County Recorder of Deeds through the sale of deed transfer stamps on the sale price of all property in the Township. The State of Pennsylvania and Upper St. Clair School District tax rates are 1.0% and 0.5%, respectively.

RECREATION AND LEISURE SERVICES — This program encompasses the culture and recreational activities and facilities which are provided by the Township of Upper St. Clair for the participation and enjoyment of all residents.

REVENUE — All amounts of money received by a government from external sources-net of refunds and other correcting transactions-other than from issue debt, liquidation of investments, and as agency and private trust transactions. Note that revenue excludes noncash transactions such as receipt of services, commodities, or other "receipt in kind."

REVENUE ESTIMATE — A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

RISK — The uncertainty of loss, chance of loss, or variance of actual from expected results.

S

SALARIES AND WAGES — A category of expenditures which includes the compensation paid to all full-time, part-time, or seasonal employees. This category also includes payments for vacation and sick leave.

SERIAL BONDS — A bond that is retired by annual installments directly from appropriations. Payments are made in installments during each year bonds are outstanding.

SINKING FUND — Fund used to accumulate periodic payments toward redemption of bonds at maturity: Payments on Schedule plus interest will accumulate to par value of the bonds.

SHACOG — The South Hills Area Council of Governments (SHACOG), incorporated in 1973, is a voluntary organization of municipalities located in the South Hills area of Allegheny County. SHACOG's purpose is to meet at regular intervals to discuss and study community challenges of mutual interest and concern and also to develop policy and action recommendations. Members seek, by agreement, solutions to common problems for their collective benefit. In addition, SHACOG can and does undertake, coordinate and administer programs of regional interest that benefit some or all of the member municipal governments. SHACOG encompasses 17 communities and/or townships.

SPECIAL REVENUE FUND A governmental fund established to account for revenues that are legally restricted to expenditure for specific purposes.

SURPLUS See "Fund Balance."

T

TAX A compulsory payment to a government based on holdings of a tax base.

TREND ANALYSIS The analysis of a variable's past value changes to determine if a trend exists and, if so, what the trend indicates. Trend analysis is based on the idea that what has happened in the past gives insight to what will happen in the future. There are three main types of trends: short-, intermediate- and long-term.

U

USER CHARGES The payment of a fee for direct receipt of a public service by the party benefiting from the service.

W

WINTER AVERAGING A sewer billing method used by the Township to provide savings for residents during the summer months. The method uses an average of a residential household's water usage during the winter months (November-April) as the basis for billing sewer charges during the summer months (May-September).