TOWNSHIP OF UPPER ST. CLAIR
2017 BUDGET

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Township of USC Upper St. Clair
FOUNDED 1788

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BUDGET COLOR CODE

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

Mark P. Romito, *Director of Finance*
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Debi Bakowski, *Administrative Assistant*
Diana Pifer, *Administrative Assistant*

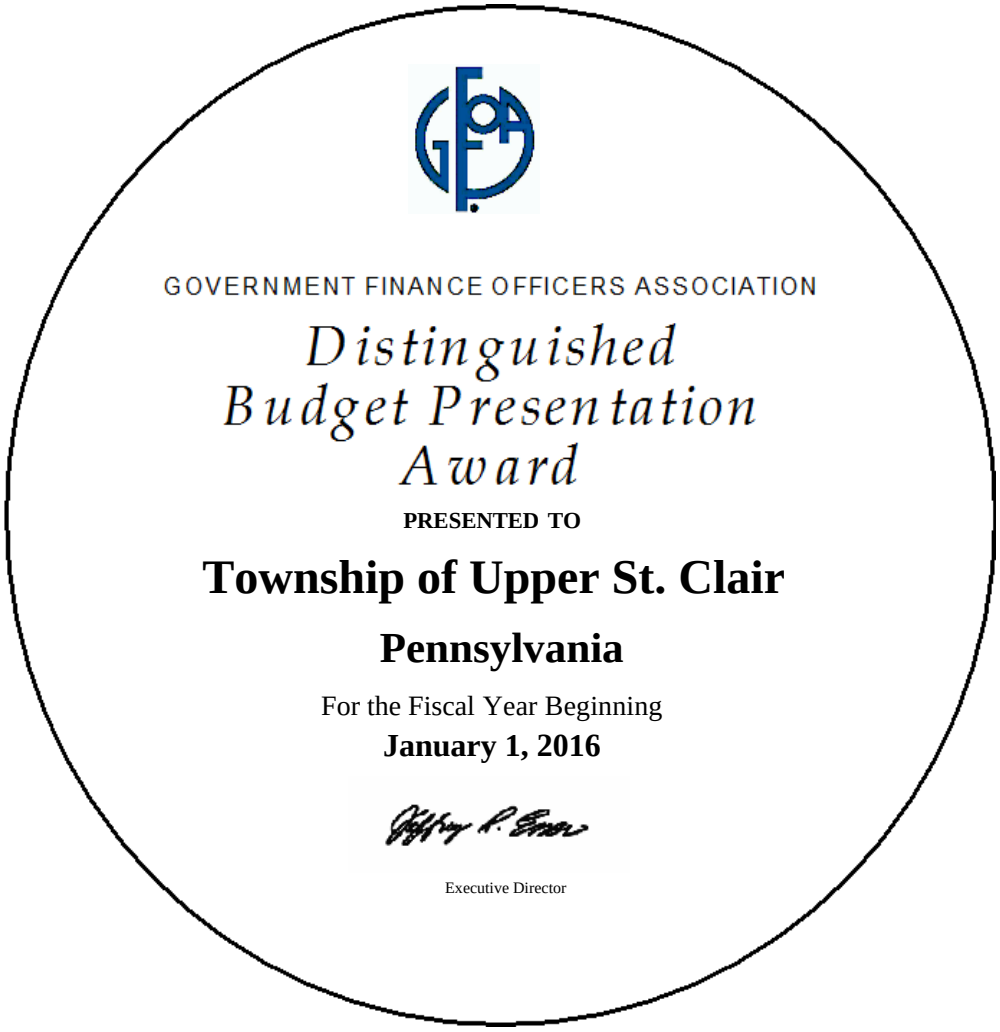
GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

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 2016 Budget. This was the eighth 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 2017 Adopted Budget for consideration of the GFOA's Distinguished Budget Presentation Award.



The Township of Upper St. Clair

OFFICE OF THE MANAGER

December 5, 2016

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

2017 BUDGET MESSAGE

Dear Members of the Board:

I am pleased to present the 2017 Budget for the Township of Upper St. Clair, which is submitted in accordance with Article IX, Section 902 of the Home Rule Charter.

Commencing in May 2016, the Township Manager and Staff initiated the 2017 Budget preparation process. The 2017 Budget document continues to build on the objectives established by Township Management to develop a more **comprehensive and functional budget** following in line with the Township's Comprehensive Plan (see *"Long-Term Plan"* section for Summary of Plan). In 2016, the Township and Finance Department received the **Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award** for the eighth straight year. Budget elements of **financial forecasting and benchmarking** continue to be integrated into the document, so as to provide a complete picture of **the Township's future financial position**.

In preparation for the 2017 Budget, Staff continued with the streamlined, focused approach established in past years. The budget development process **takes advantage of the Township's updated technology** which allows for improved communication and constant collaboration between department directors and finance staff, as well as tools to help **analyze trends and service levels**, allowing for Staff to more accurately predict future budgetary expenditures. The department directors provided acknowledgements of budgetary projections and justification for changes in budgetary numbers. After incorporating any changes into the initial drafts, Staff reviewed the results with individual departments for both operating and capital budget requests. This process yielded an increase in the **2017 Budget Operating Expenditures for the General Fund of 2.5%** from the 2016 Budget. In 2017, like all years, Staff will continue to search for ways to provide the level of services and programs that the residents have come to expect in the most cost-efficient manner. This Budget recognizes the need to **maintain fiscal stability** by various means, including through those that directly utilize particular programs and services. This Budget also **continues the Township's reinvestment in existing facilities** while acknowledging the financial challenges with doing so. This demonstrates the Township's commitment to **maintaining critical infrastructure and equipment**.

The Board reviewed the Proposed Budget and conducted a Public Hearing on November 7, 2016. Modifications resulting from the public hearing and the Board's review are incorporated into the Final Budget. The purpose of this Budget Message is to highlight important aspects of the Budget. A more detailed analysis of each Budget account can be found in the accompanying worksheets.

BUDGET HIGHLIGHTS

Accomplished in 2016

- The Township completed improvements to the **McMurray Road @ Bethel Church Road intersection**. Among the improvements was the installation of new traffic signal equipment and pedestrian improvements, establishing a new standard design for signals throughout the Township. The Township received a **grant through the Commonwealth of Pennsylvania's Automated Red Light Enforcement program** to support the majority of this work.

- The Township made various **improvements at Baker Park** (pictured to the right) including renovations to the basketball, tennis/pickleball, volleyball, and bocce courts, as well as the small baseball field. A retaining wall was constructed between the volleyball and bocce courts, dugouts were improved at the small baseball field, pickleball lines were added to the basketball court, two drinking water fountains were replaced with new ADA accessible drinking fountains, and fencing was replaced throughout the park.

- The Township continued its informational campaign to educate residents on stormwater management issues that impact the Township. The Storm Sewer Fund received a $300,000 appropriation in the 2016 Budget for projects dedicated to **improve stormwater management systems** throughout the Township.

- The Township's **oldest tennis bubble was replaced** in 2016. The replacement of the tennis bubble also included upgrades to the HVAC and inflation units, the court surface, the perimeter fencing, and the gas line that services the entire tennis complex.

- **Significant renovation projects** continued within the municipal building during 2016. The renovations will include repurposed meeting space, improvements to the Board of Commissioners meeting room, and updated technology to enhance public meetings.

- The Township was once again recognized by Allegheny County Council for being a **Banner Community** in 2016. Allegheny County Council considers Banner Community members to be municipalities that implement the best operation practices and maintain a collaborative approach with residents. The Township also maintained **Sustainable Community Certification** from the Pennsylvania Municipal League (PML). The Township holds a gold certification, the highest level awarded by PML.

- The Community & Recreation Center (C&RC) completed its seventh full year of operations. The C&RC continues to maintain **nearly 11,000 total members**, with a 2016 membership ratio of 59% residents and 41% nonresidents. Over $100,000 was invested in new fitness equipment and other improvements. The C&RC continues to receive regional and national recognition, including being named one of the 5 best outdoor swimming spots in Pittsburgh by CBS Pittsburgh.

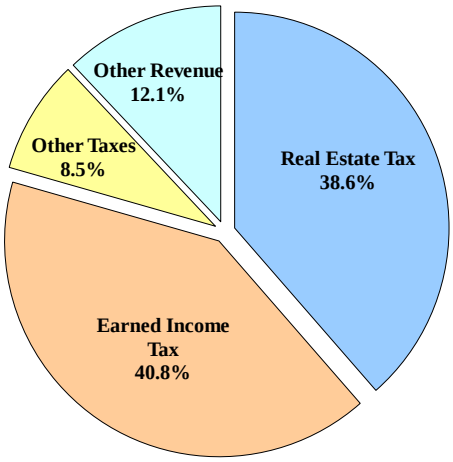
- The Township maintained its excellence in financial reporting by receiving its 28th consecutive GFOA Certificate of Achievement for Excellence in Financial Reporting for 2015. The Township also received its 8th consecutive GFOA Distinguished Budget Presentation Award for 2016 – **one of only 5 municipalities in the entire Commonwealth of Pennsylvania** to receive the award.

New for 2017

- The Township will continue to reinvest in its facilities with a variety of building projects. In 2017, plans will be developed for the proposed renovation of the McLaughlin Run Activity Center and the eventual replacement of environmental training classrooms with a more permanent multi-purpose outdoor programming facility in Boyce Mayview Park. Also in 2017, the Township will look to begin renovations to the Public Works building, and replace the existing tennis/golf administration building on McLaughlin Run Road which is beyond its useful life.
- The Township plans to also reinvest in the Community & Recreation Center (C&RC), which is made possible by eight years of strong support from the C&RC members and the community. Plans include embarking on a facility enhancement study in 2017 with the objective of developing recommendations for future improvements of the C&RC.
- Continued planning and construction of several transportation projects will take place during 2017. The Township has applied for grant funding to improve the intersection of McMurray Road @ McLaughlin Run Road @ Panther Pass. Improvements to the intersection of Boyce Road @ Boyce Plaza Road are also planned for 2017 with assistance from development contributions and grants. The Township will continue to work closely with PennDOT on improvements to the intersection of McLaughlin Run Road @ Lesnett Road @ McMillan Road.
- Two segments of the Perimeter Trail in Boyce Mayview Park will be completed in 2017. This will include the Southern Extension as well as a segment from Morton Road to Rostron Drive. To help fund the projects, the Township received a $250,000 grant from the PA Department of Conservation and Natural Resources; a $200,000 grant from the PA Commonwealth Financing Authority's Greenways, Trails, and Recreation Program; and funds from the Allegheny Regional Asset District.
- Residents will begin to see new street signs throughout the Township beginning in 2017. The new street signs will feature larger, reflective surfaces with more visible letters. The installation of the new signs is expected to stretch into 2018.
- The Annual Street Improvement Program is projected at $1,600,000 to maintain the quality of the streets in the Township.
- Despite the current state of regional uncertainty with regards to sanitary sewers that exists under the interim Administrative Consent Order, the Township will continue to make improvements to its sanitary sewer system in 2017. Significant projects planned for 2017 include the final phase of the Brush Run Pump Station renovations (new electric motors and pumps), construction of a new Brush Run force main, anticipated demolition of the Deerfield Pump Station, inflow source reduction, and ongoing maintenance and repairs.
- The sewer rate multiplier is planned to be reduced to 2.15 to begin the year, recognizing ALCOSAN rates are again scheduled to increase by 11% for 2017. The Township may need to adjust the multiplier if a debt issuance is required during the year to finance any major projects that are not already included in the 2017 Budget. As it has in the past, the Township will continue to satisfy any regulatory requirements that may be imposed with regard to sanitary sewer improvement and maintenance.
- The 4-year collective bargaining agreement between the Township and Teamsters 205 expires at the end of 2017. The parties will meet during the year to negotiate the terms of a new labor agreement.

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 $20,458,661 in the 2016 Budget to $20,891,735 in 2017 – an increase of 2.1%. The Township's real estate tax rate is proposed to remain at 3.83 mills and the earned income tax rate is proposed to remain at 0.80%. The General Fund is projected to end the year with an Unassigned Fund Balance of $3,679,952, or 17.6% of estimated 2017 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."*

	2016 Budget	2016 Estimate	2017 Budget
Real Estate Tax	$ 7,856,000	$ 8,042,850	$ 8,055,000
Earned Income Tax	8,470,000	8,447,600	8,531,000
Local Services Tax	265,000	270,000	274,000
Real Estate Transfer Tax	975,000	1,000,000	975,000
Public Utilities Tax	22,500	20,746	21,000
Local Option Sales & Use Tax	505,000	501,000	513,750
Licenses and Permits	167,275	153,275	174,275
Fees and Fines	525,700	562,142	561,200
Rental Income	91,900	83,272	84,676
Investment Earnings	4,000	3,500	3,500
Service Agreements	221,100	220,492	222,000
Other Non-Tax Revenue	976,186	1,430,816	1,098,359
Recreation Fees	379,000	337,793	377,975
Total Revenues	**$ 20,458,661**	**$ 21,073,486**	**$ 20,891,735**
Fund Balance	-	-	-
Total Major Revenues	**$ 20,458,661**	**$ 21,073,486**	**$ 20,891,735**

Major Revenue Sources

Revenue Source	Percentage 2017 Budget	Dollar Value Change from 2016 Budget	Percentage Change from 2016 Budget
Real Estate Tax	**38.6%**	**$199,000**	**2.5%**

- For the 2017 budget year, current Real Estate Taxes are projected to remain at 3.83 mills. The 2016 certified assessment base is $2,142,954,507.

Earned Income Tax	**40.8%**	**$61,000**	**0.7%**

- Total Earned Income Tax collections are budgeted to increase 0.7% over the 2016 budgeted amount, but current collections are projected to increase 2.0% over the 2016 actual collections based on economic forecasts for 2017 and historical collection trends. It is assumed that delinquent collections will decline from 2016 due to a drop in the amount of past due balances available to collect.

Real Estate Transfer Tax	**4.7%**	**$0**	**0.0%**

- Real Estate Transfer Tax is projected to remain level with the 2016 budgeted amount based on trends and market conditions.

Local Services Tax	**1.3%**	**$9,000**	**3.4%**

- Local Services Tax of $52 is levied annually on all employees who work within the Township earning over $12,000 a year. For the 2017 budget, Local Services Tax is expected to increase by 3.4% due to an anticipated increase in employment figures.

Local Option Sales & Use Tax	**2.5%**	**$8,750**	**1.7%**

- Local Option Sales Tax is a shared Township revenue source between Allegheny County and the Allegheny Regional Asset District (ARAD or RAD). The revenue is budgeted to increase by 1.7% over the 2016 budget. Although this revenue recently flattened, the tax was recently expanded by the state which should result in increased collections. This tax also provides separate funding for the Township's Library and Boyce Mayview Park. The 2017 budget includes $223,711 and $206,000 for those items, respectively. Those contributions can been found in the Library RAD Fund and the Boyce Mayview Park RAD Fund sections of the Budget document.

Other Revenue	**12.1%**	**$156,824**	**6.6%**

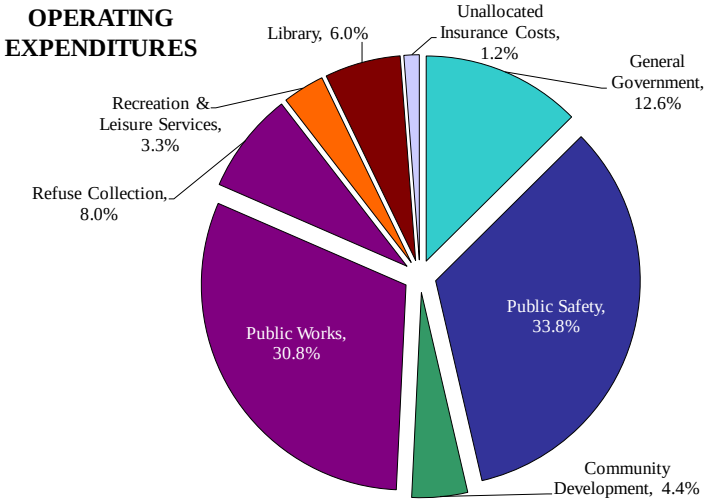
- Taken as a whole, there is a 6.6% projected increase in other revenue. Some of the more significant factors contributing to the increase are increases in dividends received from the Township's Property & Liability insurance program, as well as an increase in the pension funding received from the state.

GENERAL FUND EXPENDITURES

Where the Money Goes by Program

The 2017 projected operating expenditures will increase from the 2016 budgeted amount of $14,975,529 to $15,350,946. The 2.5% increase is due to a variety of reasons which vary by department, as explained on the following page.

The primary programs of the Township are Public Safety, which includes the Police, the Volunteer Fire Department and Animal Control, and Public Works. These programs represent 64.6% of the Operating Budget.



The remaining difference of projected revenues over operating expenses of $5,540,789 will be used to fund the debt service costs for 2017 of $1,306,511, and transfers of $4,234,278.

	2016 Budget	2016 Estimate	2017 Budget
General Government	$ 1,861,473	$ 1,858,576	$ 1,929,128
Public Safety	5,001,670	4,975,579	5,185,750
Community Development	624,717	601,312	679,762
Public Works	4,697,966	4,644,544	4,726,764
Refuse Collection	1,204,500	1,269,595	1,224,500
Recreation & Leisure Services	544,124	516,103	511,615
Library	915,064	913,572	914,960
Unallocated Insurance Costs	126,415	96,697	178,467
Operating Expenditures	$ 14,975,929	$ 14,875,978	$ 15,350,946

Major Program Operating Expenditures

Major Program	Percentage 2017 Budget	Dollar Value Change from 2016 Budget	Percentage Change from 2016 Budget
General Government	**9.2%**	**$67,655**	**3.6%**

- General Government Appropriations are budgeted at a 3.6% increase. The budgeted increase is the result of new software licensing costs and increases in personal services costs.

Public Safety	**24.8%**	**$184,080**	**3.7%**

- Public Safety Appropriations are projected to increase by 3.7% due mostly to increases in distributed costs, workers' compensation premium, post-employment VEBA contributions, and other personal services expenses.

Community Development	**3.3%**	**$55,045**	**8.8%**

- Community Development Appropriations are projected to increase 8.8%. This is due to the replacement of a part-time employee with a full-time employee, as well as increases in other personal services costs.

Public Works	**22.6%**	**$28,798**	**0.5%**

- Public Works Appropriations are projected to remain in line with the 2016 Budget, showing only a slight increase of 0.5%. A decrease in the Public Works pension MMO for 2017 helps to minimize this increase.

Refuse Collection	**5.9%**	**$20,000**	**1.7%**

- The Refuse Collection budget reflects costs associated with the multi-year contract that went into effect in 2014. The 2017 costs are expected to increase by 1.7% over the 2016 Budget. The current contract is in effect through 2018.

Recreation & Leisure Services	**2.4%**	**($32,509)**	**(6.0%)**

- Recreation & Leisure Services appropriations are projected to decrease by 6.0% due to minor reductions in various program costs and distributed Information Technology costs.

Library	**4.4%**	**($104)**	**0.0%**

- Library appropriations are projected to remain level with 2016.

General Fund Operating Expenditures Summarization

For the 2017 Budget, overall General Fund operating expenditures have increased by $375,017, or 2.5% from 2016 Budget amounts. Some factors lending to this change in operating expenditures include the following:

- Full-Time non-contractual personnel salary and wage increases are projected at 2.45%.
- The Public Works contract has a set hourly wage increase of 2.50%.
- The Police Officers' contract has a set hourly wage increase of 2.25%.
- Health Insurance costs are budgeted to increase by 12%.
- The Workers' Compensation premium increased by 20%.

The 2017 Budget will keep the General Fund Balance at a level necessary to help the Township maintain its AA+ bond rating.

Major Program Non-Operating Expenditures

Major Program	Percentage 2017 Budget	Dollar Value Change from 2016 Budget	Percentage Change from 2016 Budget
Debt Service Payments	**6.3%**	**$184,380**	**16.4%**

- The 2017 Debt Service Appropriations are based on the Debt Service Payment Schedules for the 2011, 2012 and the 2016 General Obligation Bonds, as well as the 2015 General Obligation Note. Total debt service payments for the General Fund are scheduled to increase by $184,380 or 16.4% for 2017. The increase is due primarily to a previously programmed jump in the debt service schedule for the 2012 Bonds. In late 2016, the Township refunded the 2008 bonds which also accomplished the termination of an interest rate swap agreement. The Township will explore the possibility of refunding the 2011 and 2012 bonds during 2017 with the intent of further reducing debt service payments.

Operating Transfers	**20.3%**	**$201,177**	**5.0%**

- The 2017 General Fund Budget allocates a $1,487,050 transfer to the Capital Projects Fund to help finance major capital items, a transfer of $1,034,242 to the Boyce Mayview Park RAD Fund to fund park activities not covered by the RAD Grant, and a transfer of $1,712,986 to the Boyce Mayview C&RC Fund which funds an appropriation for C&RC common area operations as well as payment of the debt service incurred through the 2016 General Obligation Bonds which refunded the 2008 bonds that were issued to finance the construction of the C&RC.

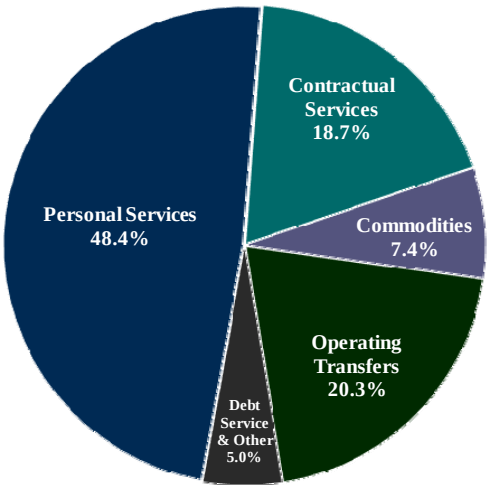
Where the Money Goes by Core Service Type

Core Service	Percentage 2017 Budget	Dollar Value Change from 2016 Budget	Percentage Change from 2016 Budget
Personal Services	**48.4%**	**$261,650**	**2.7%**

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

The Personal Services category contains the expenses associated with maintaining a high-quality staff. This category makes up 48.4% of the 2017 General Fund Budget, or $10,103,620. Approximately 59% of that total is obligated contractually. This is a $261,650, or 2.7%, increase from the 2016 budgeted amounts. Increases in contractual and non-contractual wages and healthcare benefits were partially offset by reductions in other costs such as the pension MMOs.

2017 GENERAL FUND EXPENDITURES BY TYPE



Contractual Services	**18.6%**	**$135,720**	**3.6%**

Contractual services on the whole increased $135,720, or 3.6% from 2016 budgeted amounts. This is due to smaller increases across several categories including software licensing, professional services, and refuse collection.

Commodities	**7.4%**	**($2,880)**	**(0.2%)**

The Township's commodities expenses are expected to be slightly less than 2016 budgeted amounts, a decrease of $2,880, or 0.2%. This is a result of minor decreases in a variety of items, and level costs in other areas.

Operating Transfers	**20.3%**	**$201,177**	**5.0%**

Operating Transfers account for 20.3%, or $4,234,278 of the 2017 General Fund Budget. This is an increase of $201,177, or 5.0%, over the 2016 budgeted transfer amounts. These transfers represent contributions from the General Fund to the Capital Projects Fund ($1,487,050), Boyce Mayview RAD Fund ($1,034,242), and C&RC Fund ($514,160 operating, and $1,198,826 debt).

Debt Service & Other	**5.3%**	**$164,907**	**17.5%**

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 2011, 2012 and 2016 General Obligation Bonds and the 2015 General Obligation Note. The $164,907 increase in 2017 is due primarily to a previously programmed jump in the debt service schedule for the 2012 Bonds.

Other Expenditure Considerations

- **Staffing Levels and Compensation –** The overall staffing level of the Township for 2017 along with salary and wage ranges has been shown in each individual department's budget and the Appendix section of the 2017 Budget. Compensation levels for the operating budget have been set at rates established either by contract, arbitration or ranges established by the Board of Commissioners.

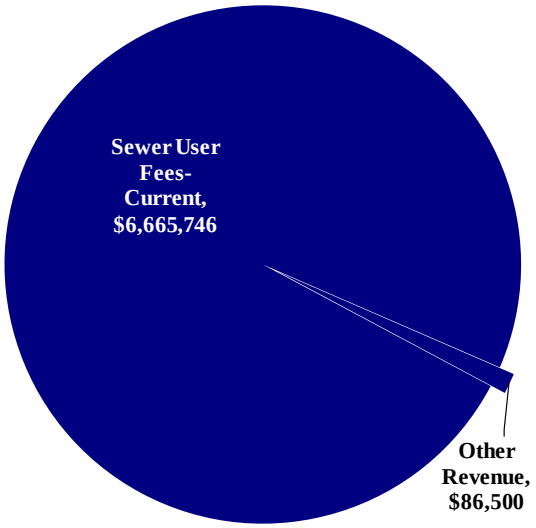
- **Fringe Benefits** – Fringe Benefits have been budgeted at contractually or actuarially established rates in all categories. Medical insurance is budgeted to increase by 12% over 2016. All Township employees are required to contribute to their health insurance premiums in order to help offset the Township's cost.

MAJOR ENTERPRISE FUNDS

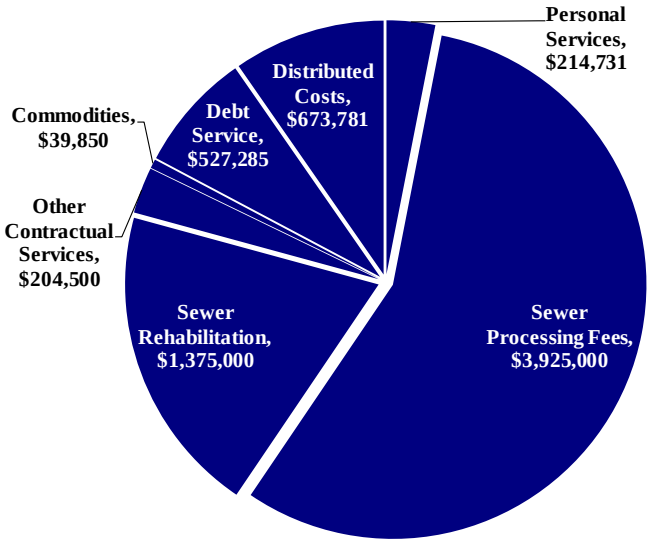
Sanitary Sewer Fund

The sewer user fee multiplier rate is projected to decrease to 2.15 in 2017. This multiplier reduction will help minimize the impact of ALCOSAN's 11% rate increase in 2017. The average resident's sewer bill will increase by 6%, or roughly $4.25/month. The Township's costs for sewer processing fees in 2017 are projected at $3,925,000. Major sewer rehabilitation costs are budgeted at $1,375,000. Net assets at the end of 2017 are estimated to be $1,738,644.

Projected Revenues

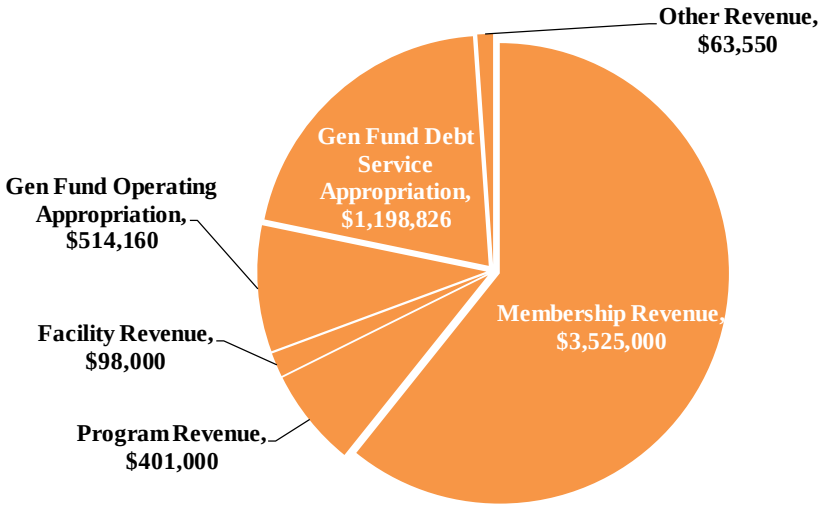


Projected Expenses

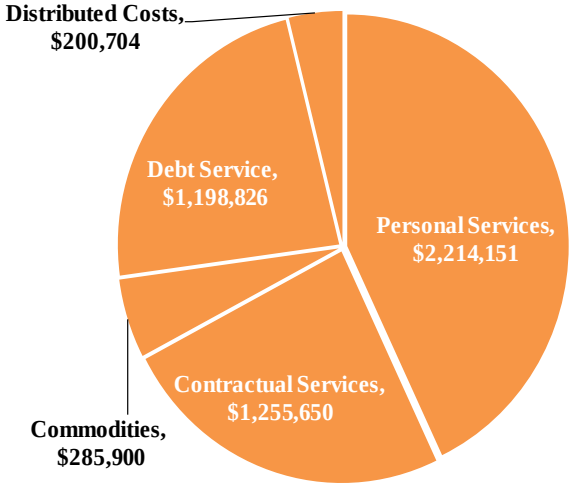


Boyce Mayview Community & Recreation Center (C&RC) Fund

Projected Revenues



- **Membership Revenue:** Current demographics show the C&RC membership is made up of 59% residents and 41% non-residents. Membership revenue is budgeted to remain in line with projected 2016 revenues.
- **Appropriations from the General Fund:** For 2017, the General Fund will appropriate $1,198,826 for debt service costs associated with the construction of the C&RC building. The General Fund is also budgeted to contribute $514,160 to support the common area operations of the C&RC.
- **Other Revenue:** Facility Rental revenue and program revenue have been estimated at $98,000 and $401,000 respectively, for 2017.
- **Total Memberships:** In July 2016, the C&RC reached 10,729 total members, including 3,430 annual memberships. The total percentage of memberships is estimated to be 59% residents and 41% non-residents.



Projected Expenses

- **Personal Services:** Personal services have increased $122,150, or 5.8% from 2016. This is due to an increase in wages associated with higher demand for fitness and aquatics programs.
- **Contractual Services:** Contractual services expenses are projected to increase by $193,000, or 18.2% from 2016. This is mostly due to services related to a facility enhancement study that is being considered for 2017.
- **Commodities:** Commodities are projected to remain level with the 2016 budgeted amounts.
- **Distributed Costs:** Distributed costs include Information Technology costs and depreciation costs on all equipment.

CAPITAL PROJECTS FUND

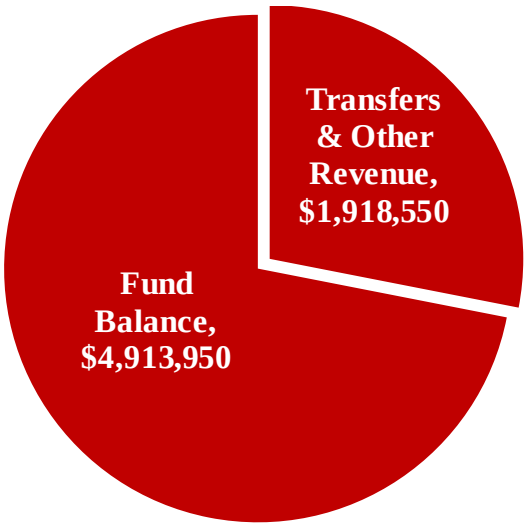
Annual Street Improvement Program

Funding Source	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
State Liquid Fuels Tax Fund	$ 469,051	$ 514,991	$ 577,575	$ 600,000
General/Capital Project Funds	768,847	1,034,787	903,047	1,000,000
TOTAL	**$ 1,237,898**	**$ 1,549,778**	**$ 1,480,622**	**$ 1,600,000**

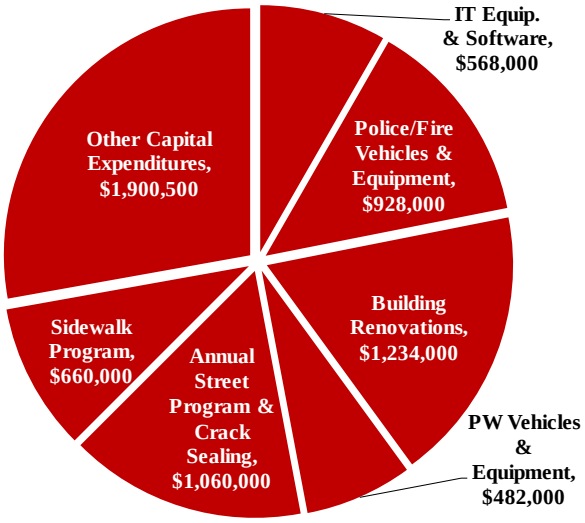
The Township recognizes the benefits of well-maintained streets and is committed to a regular schedule of street repairs. Approximately $11,500,000 has been spent during the past ten years. The Township receives many favorable comments regarding the condition of Township streets and roadways. Staff recommends that the paving program budget be funded at $1,600,000 for 2017 – an increase of $100,000 over the prior two years.

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 Capital Projects Fund will be funded by an operating transfer from the General Fund and the assigned Capital Reserve fund balance.

MAJOR SPECIAL REVENUE FUNDS

Boyce Mayview Park RAD Fund

Funding Source	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
RAD Funding	$ 296,000	$ 430,000	$ 236,000	$ 306,000
General Fund Appropriation	$ 626,409	$ 1,018,713	$ 1,129,482	$ 1,034,242

Upon the recommendation of the Allegheny Regional Asset District (ARAD), Staff began to show the expenditures that are matching the RAD grant in this Special Revenue Fund. The General Fund Appropriation supplements the operating and capital expenditures that are not covered by the RAD grant and other grants shown within the fund. The General Fund Appropriation for 2017 is projected at $1,034,242.

For 2017, RAD funding is estimated at a level of $306,000. This includes $206,000 to cover a portion of the Fund's operating expenditures, and $100,000 for capital improvements. Operating expenditures include personnel costs from the Public Works, Recreation and Police departments as well as utility and maintenance costs for Boyce Mayview Park. Anticipated capital expenditures in 2017 include trail development, and improvements to pavilions and equipment.

LOOKING FORWARD

The 2017 Budget has been prepared with the continued underlying purpose to manage any future economic situations with a solid and stable financial foundation. In early 2016, the Board of Commissioners met to set the priorities of the Board for 2016 and 2017. This proposed Budget provides the foundation for many of those priorities including keeping the tax rates level, investing in the Township's IT infrastructure, and continued reinvestment in the Township's buildings, facilities and road infrastructure.

- Taking into account the downward, revenue-neutral adjustment made in 2013 in conjunction with the Allegheny County reassessment process, the millage rate has remained level, currently 3.83, since 2010, which satisfies the Board's priority to hold the line on taxes.

- The Township continues to make improvements to its buildings, some of which have needed significant attention after decades of use. The proposed 2017 Budget includes funding for improvements to the Public Works building, and upgrades to the municipal building's interior, HVAC system, and emergency generator, as well as new shelving and layout in the Library's non-fiction room. Plans to replace the Tennis and Golf Administration building are also included in the 2017 budget.

- Funding to upgrade the Township's recreational facilities will continue in 2017. This Budget includes continued investment in the Township's fields and parks equipment, the continuation of the perimeter trail extension projects, and planned parking improvements for Wiltshire Park. Also included is funding for a facility enhancement study for the C&RC, which will be coordinated with the Parks & Recreation Committee.

- Planned intersection improvements for 2017 include Boyce Plaza Road at Boyce Road, as well as the intersection at McMurray Road, McLaughlin Run Road, and Panther Pass. In addition to the funding included in this Budget, Staff is seeking grant money to assist with both projects, complementing the developer contributions that have already been made. The Township's five-year Capital Improvement Program contemplates additional intersection improvements in future years.

- The Township's focus on Information Technology will continue in 2017. Some of the more significant IT items planned for 2017 include the implementation of a document management solution, new recreation software, and investment in upgraded equipment. These projects take advantage of technology advancements, thus allowing the Township to remain a technological leader in local government, serving its residents in the most efficient and effective manner.

- Over the past two years, the Township has monitored bond market conditions to identify the best opportunity for refunding the 2008 Bonds and terminating the interest rate swap prior to its June 2018 expiration. After multiple meetings and presentations over that period, the Township completed the bond refunding and swap termination in the final quarter of 2016. This satisfied another one of the Board's planning priorities, and has positioned the Township to consider additional debt restructuring during 2017.

The 2017 Budget reflects the commitment of the Board of Commissioners and Staff to provide stability with the known factors affecting the upcoming budget. Future budget environments are unknown, but the Board and Staff continuously monitor situations and factors that are projected to have significant impacts on the Township's financial status. Some of these factors are highlighted below. For a current five-year budget projection, please refer to the five-year budget projections in the budget document.

- The Governmental Accounting Standards Board (GASB) Statement No. 45, requires 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 continue to impact future budgets and potentially future bond ratings.

- 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 may require long-term financing.

- Since 2003, the Township has spent over $26,000,000 towards Sanitary Sewer Consent Order projects through bond issues and the Sanitary Sewer Fund. The expiration of the Consent Order in mid-2015 continues to yield uncertainty with respect to future sanitary sewer projects and municipal responsibilities. Despite this, the Township must continue to include large funding requirements in its long-term plan until more information is known. The Township will continue to evaluate future needs and requirements to achieve the correct balance of funding through future bond issues and the Sanitary Sewer Fund. This budget includes debt service for the financing of the upcoming Brush Run force main project. However, if additional projects are required in 2017 that are not already included in the Sanitary Sewer Fund Budget, an increase to the sewer rate multiplier would likely be necessary to fund those projects.

- The Township continues to appropriate funding to the Storm Sewer Fund for projects dedicated to improve stormwater management systems throughout the Township. The appropriation for 2017 is $400,000, which is an increased investment from prior years' appropriations of $300,000. Due to the overall system's needs, other funding mechanisms may have to be discussed at some point in order for future projects to be completed.

CONCLUSION

As with previous budgets, the 2017 Budget represents a sensible spending plan for Township operations in the coming year. The Staff continues to gauge economic conditions to maintain quality service levels while living within the financial means of our tax base. The 2017 Budget reflects this premise by not raising tax rates and providing a Budget that maintains established service level standards. Current service levels will continue to be the priority to promote the health, safety and welfare of Township residents. Furthermore, Budget recommendations reflect the underlying financial premise that those who use the service or program pay for such service accordingly.

While our current tax base remains stable, essential services continue to be provided in a cost-effective manner. As a service-driven organization, it is people that provide the benefit. Balancing those demands and high expectations comes at a cost. The Staff is continually challenged to minimize expenditures while managing expressed community needs and desires. Examples include the expanded programming and amenities provided throughout the Township's parks, and the success of recent years' grant applications. The Staff looks forward to continuing to meet this challenge by addressing the needs and desires identified in Commissioners' Planning Priorities and the 2015-2025 Comprehensive Plan. We urge the community to continue to convey their desires with a consideration of the costs necessary to fund those services. The Staff will continue to vigorously scrutinize spending with the objective of meeting future budget targets.

This message is intended only to provide a general overview of the Budget and its progression over the next several years. Please refer to the Budget text to provide additional detail on planned expenditures. Special appreciation is extended to Mark Romito, Marlene Peck, Bonnie Antonelli, and Kristen Burch as well as all department directors for their roles in developing the Budget, and to Diana Pifer and Deborah Bakowski for their efforts in preparing the finished document.

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 2017 Township of Upper St. Clair Budget provides budgets for 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 comprises its assets, liabilities, fund equity, revenues and expenditures. The compartmentalization of resources, transactions, and statements is needed to assure that specific revenue sources will be used to finance specific activities. 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 revenue are **Real Estate Tax (17.94%)**, **Earned Income and Net Profits Tax (19.00%)**, **Sewer User Fees (14.91%)** and **C&RC Memberships & Recreation Program Fees (9.94%)**, which account for **61.79%** 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 (20.48%)**, **Public Safety (13.62%)**, **Recreation & Leisure Services, including the C&RC operating costs, (17.02%)**, **Sanitary Sewer Processing (ALCOSAN Payments) (8.74%)**, and **Debt Service (5.52%)** which accounts for **65.38%** 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 the 2017 Adopted Budget.

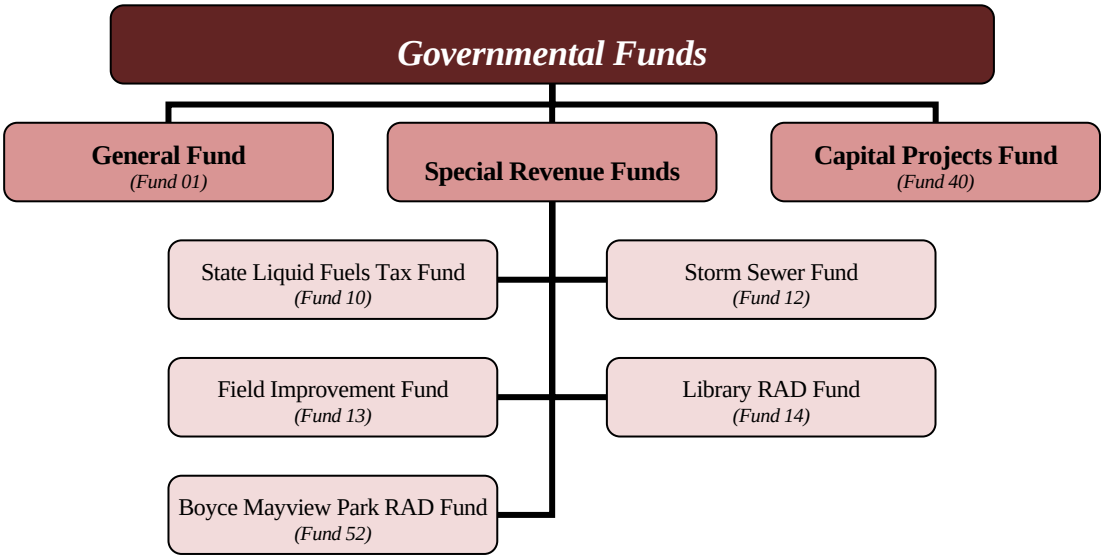
The Township of Upper St. Clair provides its residents with a full range of services. A brief listing of Township services includes:

- 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 within the Township
- Refuse and recycling collection services
- Enforcement of building codes and zoning ordinances
- A variety of recreation and leisure services for all age groups
- Full-service adult and children's library
- Public access television

BUDGETARY BASIS

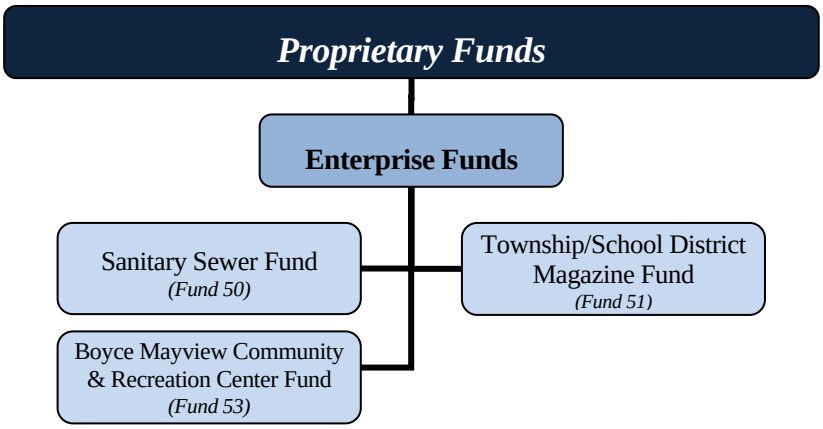
Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget. There are three (3) primary bases for budgeting: Cash Basis, Modified Accrual Basis and Accrual Basis. The Township does not use the Cash Basis for any funds within the Budget.

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. Operating revenues are provided by annual subscriptions, subscriber and non-subscriber medical charges, third party billings and non-emergency transport fees. 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 will be funded by an annual budget 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 four sinking funds: the 2011 General Obligation Bond Issue, the 2012 General Obligation Bond Issue, the 2015 General Obligation Note, and the 2016 General Obligation Bond Issue.

2017 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	$ 8,055,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 8,055,000**	**17.94%**
Earned Income Taxes	8,531,000	-	-	-	-	-	-	-	-	-	-	**8,531,000**	**19.00%**
Other Taxes	1,783,750	-	-	-	-	-	-	-	-	-	-	**1,783,750**	**3.97%**
Sewer User Fees	-	-	-	-	-	-	-	6,696,246	-	-	-	**6,696,246**	**14.91%**
Licenses & Permits	174,275	-	-	-	-	-	-	-	-	-	-	**174,275**	**0.39%**
Fees & Fines	561,200	-	2,000	27,500	-	30	-	35,000	172,100	-	-	**797,830**	**1.78%**
Interest & Rent	88,176	600	-	100	-	-	13,000	1,000	-	2,500	-	**105,376**	**0.23%**
Service Agreements	222,000	-	-	-	-	-	5,500	-	-	-	-	**227,500**	**0.51%**
Recreation Fees	377,975	-	-	-	-	-	-	-	-	4,085,050	-	**4,463,025**	**9.94%**
Grant Revenue	668,259	608,880	-	-	223,711	631,000	413,000	-	-	-	-	**2,544,850**	**5.67%**
Non-Tax Revenue	430,100	-	-	-	-	-	-	20,000	-	-	150,000	**600,100**	**1.34%**
Fund Balance	-	-	-	-	-	482,427	4,913,950	207,901	7,650	-	-	**5,611,928**	**12.50%**
Operating Transfers	-	-	400,000	30,000	-	1,034,242	1,487,050	-	-	514,160	645,305	**4,110,757**	**9.16%**
Non-Operating Transfers	-	-	-	-	-	-	-	-	-	1,198,826	-	**1,198,826**	**2.67%**
Totals	**$ 20,891,735**	**$ 609,480**	**$ 402,000**	**$ 57,600**	**$ 223,711**	**$ 2,147,699**	**$ 6,832,500**	**$ 6,960,147**	**$ 179,750**	**$ 5,800,536**	**$ 795,305**	**$ 44,900,463**	**100.00%**

2017 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	$ 2,107,595	$ -	$ -	$ -	$ -	$ -	$ 1,253,000	$ -	$ 179,750	$ -	$ -	**$ 3,540,345**	**7.88%**
Public Safety	5,185,750	-	-	-	-	-	928,000	-	-	-	-	**6,113,750**	**13.62%**
Comm. Development	679,762	-	-	-	-	-	17,500	-	-	-	-	**697,262**	**1.55%**
Public Works	4,726,764	-	400,000	30,000	-	-	2,908,000	1,132,862	-	-	-	**9,197,626**	**20.48%**
ALCOSAN Payments	-	-	-	-	-	-	-	3,925,000	-	-	-	**3,925,000**	**8.74%**
Corrective Action	-	-	-	-	-	-	-	1,375,000	-	-	-	**1,375,000**	**3.06%**
Refuse Collection	1,224,500	-	-	-	-	-	-	-	-	-	-	**1,224,500**	**2.73%**
Annual Street Program	-	600,000	-	-	-	-	1,060,000	-	-	-	-	**1,660,000**	**3.70%**
Recreation	511,615	-	-	-	-	2,147,699	506,000	-	-	3,956,405	521,700	**7,643,419**	**17.02%**
Library	914,960	-	-	-	220,744	-	130,000	-	-	-	-	**1,265,704**	**2.82%**
Debt Service	1,306,511	-	-	-	-	-	-	527,285	-	644,867	-	**2,478,663**	**5.52%**
Operating Transfers	4,234,278	-	-	-	-	-	30,000	-	-	-	-	**4,264,278**	**9.50%**
Fund Balance	-	9,480	2,000	27,600	2,967	-	-	-	-	1,199,264	273,605	**1,514,916**	**3.37%**
Totals	**$ 20,891,735**	**$ 609,480**	**$ 402,000**	**$ 57,600**	**$ 223,711**	**$ 2,147,699**	**$ 6,832,500**	**$ 6,960,147**	**$ 179,750**	**$ 5,800,536**	**$ 795,305**	**$ 44,900,463**	**100.00%**

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Township Taxes					
Real Estate Taxes	$ 7,924,248	$ 7,993,595	$ 7,856,000	$ 8,042,850	$ 8,055,000
Earned Income Taxes	8,285,627	8,382,576	8,470,000	8,447,600	8,531,000
Other Taxes	1,855,328	2,115,962	1,767,500	1,791,746	1,783,750
Total Township Taxes	**18,065,203**	**18,492,133**	**18,093,500**	**18,282,196**	**18,369,750**
Township Fees					
Sewer User Fees	5,567,841	5,640,562	6,384,000	6,319,440	6,696,246
Recreation Fees	4,272,950	4,464,358	4,276,850	4,407,884	4,463,025
Magazine Advertising Fees	178,140	168,807	178,150	170,500	172,100
Licenses & Permits	212,713	238,681	167,275	153,275	174,275
Fees & Fines	688,302	662,688	583,100	657,437	625,730
Total Township Fees	**10,919,946**	**11,175,096**	**11,589,375**	**11,708,536**	**12,131,376**
Township Grant Revenue					
State Pension Grant	537,927	587,114	501,760	529,300	567,000
Library State Grant	62,926	62,926	62,926	64,059	64,059
State Liquid Fuels Tax Allocation	469,051	514,991	508,880	597,932	608,880
Library RAD Grant	214,778	215,059	217,979	221,496	223,711
Boyce Mayview Park RAD Grant	296,000	430,000	310,000	236,000	306,000
Other Grants	128,086	828,023	786,000	997,943	775,200
Total Township Grant Revenue	**1,708,768**	**2,638,113**	**2,387,545**	**2,646,730**	**2,544,850**
Township Non-Tax Revenue					
Interest & Rent	101,451	77,931	113,300	102,522	105,376
Service Agreements	244,885	261,124	225,600	225,992	227,500
Other Revenue	478,631	871,732	804,100	1,318,915	600,100
Total Township Non-Tax Revenue	**824,967**	**1,210,787**	**1,143,000**	**1,647,429**	**932,976**
Township Transfers					
Transfers from Other Funds	6,909,111	7,476,069	5,009,065	5,712,586	5,309,583
Total Township Transfers	**6,909,111**	**7,476,069**	**5,009,065**	**5,712,586**	**5,309,583**
Township Fund Balance					
Transfers from Fund Balance	-	292,144	6,396,301	3,144,290	5,611,928
Total Township Fund Balance	**-**	**292,144**	**6,396,301**	**3,144,290**	**5,611,928**
Total Township Revenue	**$ 38,427,995**	**$ 41,284,342**	**$ 44,618,786**	**$ 43,141,767**	**$ 44,900,463**

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
General Government Expenditures					
Personal Services	$ 1,315,594	$ 1,340,751	$ 1,478,616	$ 1,451,118	$ 1,597,438
Contractual Services	716,180	786,183	978,750	970,833	998,650
Commodities	44,936	39,914	56,950	59,689	58,350
Distributed Costs	(218,504)	(226,863)	(348,788)	(348,238)	(367,093)
Capital Projects	515,770	791,204	1,197,500	1,143,290	1,253,000
Total General Government Expenditures	**$ 2,373,976**	**$ 2,731,189**	**$ 3,363,028**	**$ 3,276,692**	**$ 3,540,345**

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

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Public Safety Expenditures					
Personal Services	$ 4,223,131	$ 4,215,496	$ 4,390,604	$ 4,361,306	$ 4,502,457
Contractual Services	396,204	387,156	459,375	459,012	483,800
Commodities	77,312	63,936	81,100	84,670	79,420
Distributed Costs	58,250	49,380	70,591	70,591	120,073
Capital Projects	223,050	160,997	1,049,500	249,500	928,000
Total Public Safety Expenditures	**$ 4,977,947**	**$ 4,876,965**	**$ 6,051,170**	**$ 5,225,079**	**$ 6,113,750**

Fund(s): General Fund, Capital Projects Fund

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Comm. Development Expenditures					
Personal Services	$ 459,614	$ 464,147	$ 487,476	$ 459,884	$ 553,002
Contractual Services	52,697	60,791	70,950	70,950	63,100
Commodities	5,650	7,781	8,000	12,187	7,500
Distributed Costs	58,981	37,553	58,291	58,291	56,160
Capital Projects	75,455	25,340	13,500	45,698	17,500
Total Comm. Development Expenditures	**$ 652,397**	**$ 595,612**	**$ 638,217**	**$ 647,010**	**$ 697,262**

Fund(s): General Fund, Capital Projects Fund

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Public Works Expenditures					
Personal Services	$ 2,802,074	$ 2,812,289	$ 2,885,729	$ 2,824,583	$ 2,815,441
Contractual Services	1,103,433	1,130,583	1,283,350	1,323,976	1,373,995
Commodities	1,130,054	1,137,565	1,250,850	1,252,850	1,255,850
Distributed Costs	731,846	574,528	4,719	604,719	604,340
Refuse Collection	1,160,721	1,383,706	1,204,500	1,269,595	1,224,500
ALCOSAN Payments	2,674,872	2,942,687	3,663,000	3,400,000	3,925,000
Capital Projects	2,203,006	3,441,953	5,912,000	5,474,301	6,183,000
Total Public Works Expenditures	**$ 11,806,006**	**$ 13,423,311**	**$ 16,204,148**	**$ 16,150,024**	**$ 17,382,126**

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

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Recreation Expenditures					
Personal Services	$ 2,512,483	$ 2,628,030	$ 2,784,251	$ 2,661,690	$ 2,840,363
Contractual Services	1,129,205	1,236,224	1,447,725	1,395,725	1,592,075
Commodities	327,210	348,330	426,750	426,750	427,750
Distributed Costs	293,893	257,077	448,184	448,184	321,531
Capital Projects	792,012	1,337,764	4,208,600	1,345,522	2,461,700
Total Recreation Expenditures	**$ 5,054,803**	**$ 5,807,425**	**$ 9,315,510**	**$ 6,277,871**	**$ 7,643,419**

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

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Library Expenditures					
Personal Services	$ 844,650	$ 880,495	$ 893,090	$ 891,598	$ 916,912
Contractual Services	20,215	21,426	22,800	22,800	22,300
Commodities	137,366	129,026	169,000	169,000	161,000
Distributed Costs	14,155	32,360	48,153	48,153	35,492
Capital Projects	17,736	7,726	65,000	65,000	130,000
Total Library Expenditures	**$ 1,034,122**	**$ 1,071,033**	**$ 1,198,043**	**$ 1,196,551**	**$ 1,265,704**

Fund(s): General Fund, Library RAD Fund, Capital Projects Fund

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Debt Service Expenditures					
Contractual Services	$ 2,440,032	$ 2,345,941	$ 2,321,472	$ 2,305,101	$ 2,478,663
Total Debt Service Expenditures	**$ 2,440,032**	**$ 2,345,941**	**$ 2,321,472**	**$ 2,305,101**	**$ 2,478,663**

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

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Operating Transfers Expenditures					
Contractual Services	$ 5,613,485	$ 5,831,612	$ 4,063,101	$ 4,557,262	$ 4,264,278
Transfers to Fund Balance	4,472,744	4,601,254	1,459,097	3,230,177	1,514,916
Total Operating Transfers Expenditures	**$ 10,086,229**	**$ 10,432,866**	**$ 5,522,198**	**$ 7,787,439**	**$ 5,779,194**

Fund(s): All Township Funds

Total Township Expenditures	**$ 38,425,512**	**$ 41,284,342**	**$ 44,613,786**	**$ 42,865,767**	**$ 44,900,463**

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TOWNSHIP MAJOR FUNDS – CHANGES IN FUND BALANCE OR NET ASSETS

GENERAL FUND	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Fund Balance	$ 3,340,299	$ 3,345,299	$ 3,359,350	$ 3,359,350	$ 3,907,465
Total Revenues	20,555,430	21,060,268	20,458,661	21,073,486	20,891,735
Total Expenditures	20,550,430	21,046,217	20,131,161	20,525,371	20,891,735
Ending Fund Balance	**$ 3,345,299**	**$ 3,359,350**	**$ 3,686,850**	**$ 3,907,465**	**$ 3,907,465**

Analysis: Fund Balance is projected to remain level with the 2016 estimate.
Discussion: The Township anticipates maintaining a fund balance above 18% of budgeted General Fund revenues.

CAPITAL PROJECTS FUND	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Fund Balance	$ 6,606,542	$ 7,343,619	$ 8,284,816	$ 8,284,816	$ 5,362,972
Total Revenues	3,383,419	3,977,881	1,838,135	2,511,220	1,918,550
Total Expenditures	2,646,342	3,036,684	6,497,500	5,433,064	6,832,500
Ending Fund Balance	**$ 7,343,619**	**$ 8,284,816**	**$ 3,625,451**	**$ 5,362,972**	**$ 449,022**

Analysis: Fund Balance is projected to decrease $4,913,950 million from the 2016 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 able to complete projects using existing resources rather than issuing debt. This use of fund balance will support significant projects in the following areas: Municipal Building improvements ($575,000), Public Works building improvements ($300,000) IT equipment ($368,000), the annual street program ($1,000,000), and the Mayview Road sidewalk extension ($600,000).

SANITARY SEWER FUND	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Net Assets	$ 826,012	$ 826,012	$ 1,556,255	$ 1,556,255	$ 792,595
Operating Revenue	5,694,914	5,752,766	6,438,000	6,576,156	6,751,246
Operating Expenses	(4,435,968)	(4,659,957)	(5,939,682)	(6,311,584)	(6,432,862)
Operating Income (Loss)	**1,258,946**	**1,092,809**	**498,318**	**264,572**	**318,384**
Non-Operating Revenue	1,032	628	1,000	1,800	1,000
Non-Operating Expenses	(529,734)	(515,781)	(470,110)	(453,739)	(527,285)
Total Non-Operating Revenues (Expenses)	**(528,702)**	**(515,153)**	**(469,110)**	**(451,939)**	**(526,285)**
Change in Net Assets	**730,244**	**577,656**	**29,208**	**(187,367)**	**(207,901)**
Ending Net Assets	**$ 1,556,256**	**$ 1,403,668**	**$ 1,585,463**	**$ 1,368,888**	**$ 584,694**

Analysis: Net Assets are projected to decrease $784,194 from the 2016 estimate.
Discussion: Regulatory requirements continue to burden the Sanitary Sewer Fund. The reduction of Net Assets reflects the Township's desire to minimize further sewer rate increases that are otherwise needed to support expenditures in this fund.

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

C&RC FUND	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Net Assets	$ 5,557,010	$ 6,521,597	$ 7,652,112	$ 7,652,112	$ 8,303,753
Operating Revenue	4,315,277	4,547,257	4,388,068	4,554,470	4,599,210
Operating Expenses	(3,121,349)	(3,203,687)	(3,743,304)	(3,701,146)	(3,956,405)
Operating Income (Loss)	**1,193,928**	**1,343,570**	**644,764**	**853,324**	**642,805**
Non-Operating Revenue	1,177,081	1,181,045	1,174,966	1,175,766	1,201,326
Non-Operating Expenses	(758,204)	(745,882)	(729,231)	(729,231)	(644,867)
Total Non-Operating Revenues (Expenses)	**418,877**	**435,163**	**445,735**	**446,535**	**556,459**
Change in Net Assets	**1,612,805**	**1,778,733**	**1,090,499**	**1,299,859**	**1,199,264**
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Assets	6,521,597	7,652,112	8,094,393	8,303,753	8,854,799
Less: Net Investment in Capital Assets	(3,446,046)	(3,790,216)	(6,082,606)	(3,841,678)	(4,177,168)
Ending Unrestricted Net Assets	**$ 3,075,551**	**$ 3,861,896**	**$ 2,011,787**	**$ 4,462,075**	**$ 4,677,631**

Analysis: Net Assets are projected to increase $215,556 from the 2016 estimate.
Discussion: The increase is the result of a continuing positive trend in this fund. The Township may draw upon the net assets in a future year to fund capital improvements without issuing debt.

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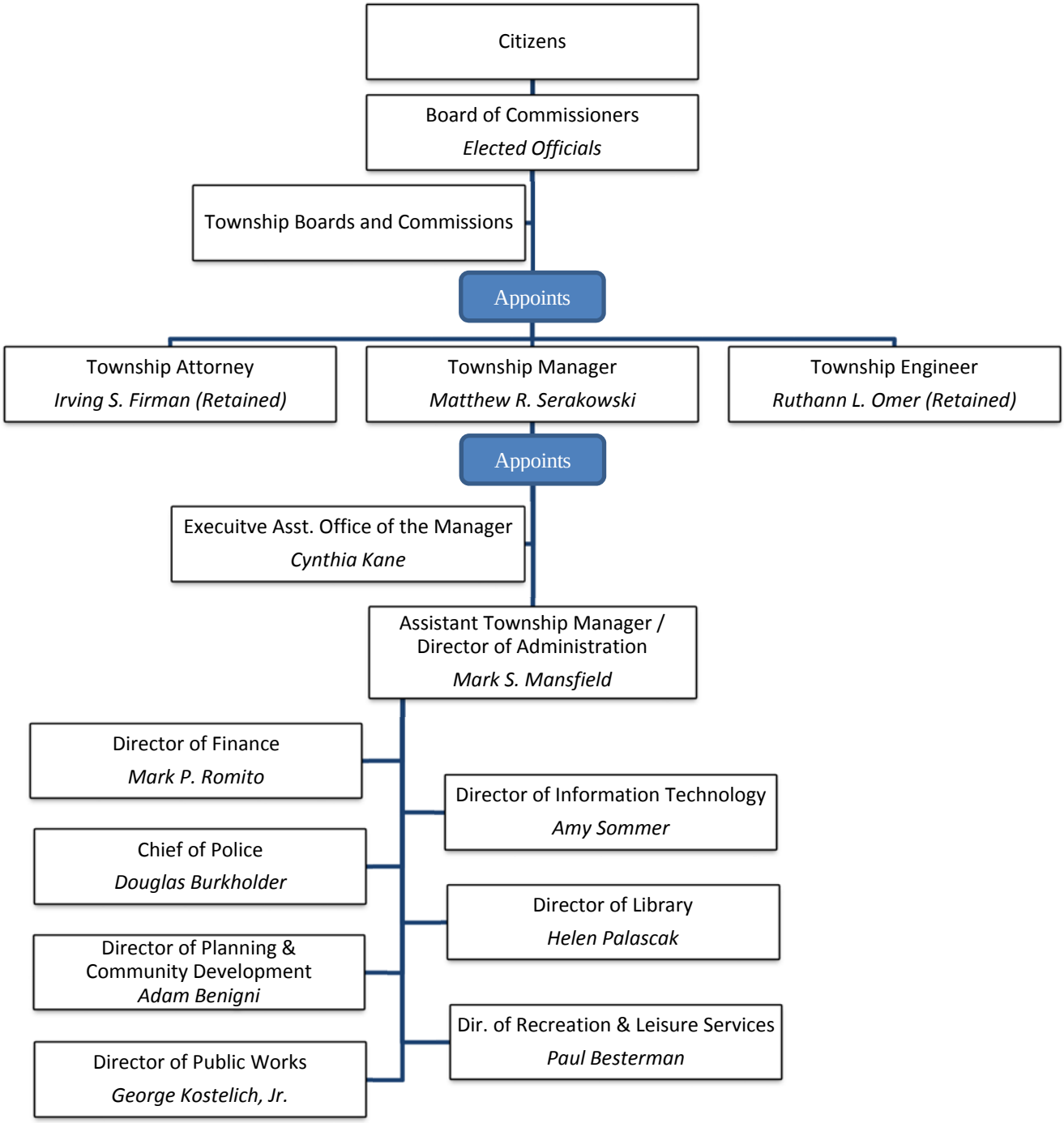
TOWNSHIP ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Township of Upper St. Clair for 2017 are as follows:



BOARD OF COMMISSIONERS PLANNING PRIORITIES HIGHLIGHTS 2016-2017

In early 2016, the Board of Commissioners met to discuss Board priorities for 2016 and 2017. Listed below are the top priorities and a status update for each priority. Listed below are the priorities and related status updates.

BOARD PRIORITY	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
Information Technology ** Software for PW, CD, Rec* ** Disaster recovery* ** Document mgmt. & storage* ** Electronic record-keeping* ** Replace core storage* ** Time clock implementation*	Implementation of new Cityworks software for Community Development and Public Works is on pace to be complete in Q1 of 2017. New Recreation software will be implemented in Q2 of 2017. Review of potential document management solutions is planned for 2017 as is the initial phase of time clock implementation. Both of these projects have been deferred due to inadequate solutions in prior planning stages.	IT, Public Works, Community Development Recreation, Administration, Board of Commissioners
Budgetary Items ** Replace 2008 Liq. Facility* ** Restructure 2008 bonds* ** Maintain AA+ bond rating* ** Hold the line on taxes* ** Encourage seeking grants* ** Evaluate Township build-out impact on budget*	The liquidity facility on the 2008 bonds was extended in the 1st half of 2016. In late December 2016, the 2008 Bonds were refunded. The new 2016 Bonds were issued with the AA+ rating. The 2017 Budget was adopted with no tax increase. All departments continue to look for grant opportunities, and the Township has been notified of several significant grant awards for 2017. The Finance department reviewed recent and future Township build-out for its long-term budget projections which were prepared in conjunction with the 2017 budget. These projections will continue to be monitored and refined based on new build-out information.	All Township Departments, Board of Commissioners
Buildings/Facility Improvements ** Replace emergency generator* ** Security cameras / dispatch tie-in* ** Review space allocation & security* ** Municipal Bldg renovation*	The majority of Phase IV of the Municipal Building renovation was completed in 2016. It is anticipated that Phase IV will conclude in Q1 of 2017. Planning for Phase V will commence in 2017 which will likely include replacement of the emergency generator. Security enhancements continued in 2016 with tie-in to dispatch. And space is being reviewed for all Township facilities throughout 2016-2017 as part of the continued effort to reinvest in Township facilities.	Public Works, Police, Administration
Personnel ** Police contract negotiation* ** Public Works contract negotiation* ** Attain/retain good employees* ** Recruit HR Administrator*	The Human Resources Administrator position was created and filled in 2016. A new Police contract covering 2017-2019 was negotiated in December 2016 and is pending ratification in early 2017. Negotiations for a new Public Works contract will begin in 2017.	Administration, Police, Public Works
Road Infrastructure ** Intersection improvements* ** Traffic improvements prioritization* ** Enhance funding of street paving program*	Funding for the annual street program remained at a high level in 2016, and was increased 6.7% for 2017. The program remains funded at a high level in the Township's five-year Capital Improvement Plan (CIP). The CIP also includes a prioritization for traffic improvements through 2019, including 2 major improvements planned for 2017. Funding from outside sources has been acquired for some of the improvements and is actively being sought for the remainder of the cost.	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 2016 and the intended goals of 2017. 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.

2016 GENERAL TOWNSHIP ACCOMPLISHMENTS

- Completed improvements to the McMurray Road @ Bethel Church Road intersection, including the installation of new traffic signal equipment and pedestrian improvements, establishing a new standard design for signals throughout the Township.

- Made various improvements at Baker Park including renovations to the basketball, tennis/pickleball, volleyball, and bocce courts, as well as the small baseball field. A retaining wall was constructed between the volleyball and bocce courts, dugouts were improved at the small baseball field, pickleball lines were added to the basketball court, two drinking water fountains were replaced with new ADA accessible drinking fountains, and fencing was replaced throughout the park.

- Replaced the Township's oldest tennis bubble. This project also 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 was once again recognized by Allegheny County Council for being a Banner Community in 2016.

- The Township also maintained Sustainable Community Certification from the Pennsylvania Municipal League (PML). The Township holds a gold certification, the highest level awarded by PML.

- The Community & Recreation Center (C&RC) completed its seventh full year of operations. The C&RC continues to maintain nearly 11,000 total members, with a 2016 membership ratio of 59% residents and 41% nonresidents.

- Completely restructured the 2008 Bond Issue by refunding the bonds, terminating the interest rate swap, eliminating the need for remarketing and liquidity providers, and moving to fixed rate debt.

- The Township and the Police Association successfully negotiated a new collective bargaining agreement covering the years 2017-2019.

- The Township maintained its excellence in financial reporting by receiving its 29th consecutive GFOA Certificate of Achievement for Excellence in Financial Reporting for 2015. The Township also received its 8th consecutive GFOA Distinguished Budget Presentation Award for 2016 – one of only 5 municipalities in Pennsylvania to receive the award.

2017 GENERAL TOWNSHIP GOALS

- Begin installation of new street signs throughout the Township. The new street signs will feature larger, reflective surfaces with more visible letters. The installation of the new signs is expected to stretch into 2018.

- Construct two segments of the Perimeter Trail in Boyce Mayview Park. This will include the Southern Extension as well as a segment from Morton Road to Rostron Drive. This project was approved in 2016 and is being funded in part by a $250,000 grant from the PA Department of Conservation and Natural Resources; a $200,000 grant from the PA Commonwealth Financing Authority's Greenways, Trails, and Recreation Program; and funds from the Allegheny Regional Asset District.

- Continue reinvesting in Township facilities. This includes design and engineering of several projects including renovations for the McLaughlin Run Activity Center, Public Works building, and the Tennis & Golf Administration Building. Plans also include embarking on a facility enhancement study of the Community & Recreation Center (C&RC). Develop recommendations for future improvements of the facility.

- Restructure the Library's adult non-fiction room with a dynamic discovery layout that includes modular bookcases, more signage, and more intuitively organizing the non-fiction collection by subject neighborhoods.

- Select and implement a new Recreation software program.

- Complete construction of Phase IV of the Municipal Building Space Renovation Project. Design, engineer and possibly bid for construction of Phase V (emergency generator support).

- Continue working towards various intersection improvements. This includes the following: Improvement of the intersection of Boyce Road at Boyce Plaza Road (funding is nearly completely covered by contributions from a nearby developer and a grant from PennDOT); upgrading the intersection of McMurray Road at McLaughlin Run Road at Panther Pass (the Township is seeking grant funding from PennDOT to assist with this project); and working closely with PennDOT on improvements to other intersections throughout the Township, including potential future improvement of the intersection with McLaughlin Run Road at Lesnett Road at McMillan Road.

- Continue to seek grant funding for various purposes, including targeted intersection improvements, sidewalks and other projects that will benefit the Township and its residents.

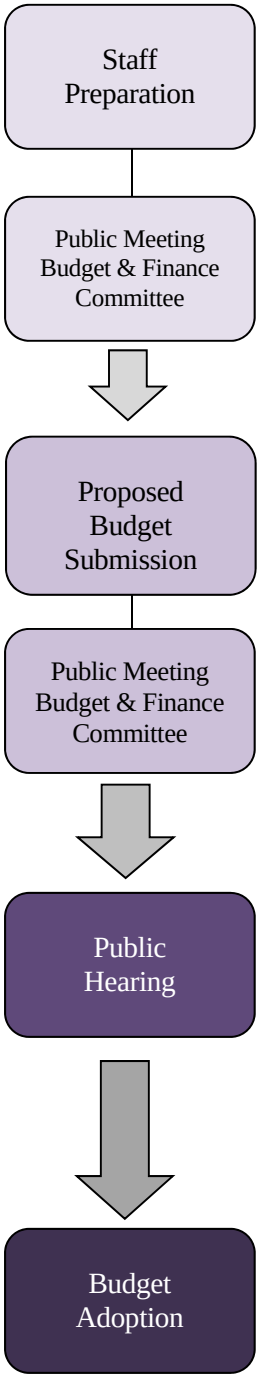
- Continue with sanitary sewer projects including the final phase of the Brush Run Pump Station renovations, construction of the new Brush Run force main, demolition of the Deerfield Pump Station, inflow source reduction, and ongoing maintenance and repairs.

- Successful negotiation of a new contract between the Township and Teamsters 205 (Public Works). The current agreement expires at the end of 2017.

- Continue to participate in the GFOA Distinguished Budget Award and Comprehensive Annual Financial Reporting Programs.

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 2017 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.

2017 BUDGET SCHEDULE

July 22, 2016	Budget Worksheets to Department Directors	Director of Finance
August 5, 2016	Return of Department Directors Budget Worksheets	Department Directors
September 26, 2016 (6:00 PM)	Review Session with Budget and Finance Committee prior to Public Advertisement of the Manager's Proposed Budget	Budget & Finance Committee Township Manager Director of Finance
September 26, 2016	Establish Public Hearing Date	Board of Commissioners
October 7, 2016	Submit Manager's Proposed Budget to Board of Commissioners	Township Manager Director of Finance
October 10, 2016	Submit advertisement of Proposed Budget Public Hearing to Newspaper for publication on October 14, 2016	Director of Finance
October 14, 2016	Advertisement of Availability of 2017 Proposed Budget for Public inspection (copies to be displayed in Reception Area, Library and Township website)	Director of Finance
October 17, 2016	Budget Narratives and Statistics to Department Directors	Director of Finance
October 20, 2016 (7:00 AM)	Review Manager's Proposed Budget with the Budget and Finance Committee	Budget & Finance Committee Township Manager Director of Finance
November 7, 2016	Public Hearing	Board of Commissioners
November 9, 2016	Return of Budget Narratives and Statistics to Director of Finance	Department Directors
November 28, 2016 (6:00 PM)	Review Public Comments (if necessary)	Budget & Finance Committee Township Manager Director of Finance
December 5, 2016	Adopt Budget (by Ordinance)	Board of Commissioners
December 7, 2016	Advertise Adopted Ordinance	Township Manager
December 8, 2016	Enter Budget into Financial Software	Director of Finance

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.

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 2017-2021 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	2017	2018	2019	2020	2021
Governmental Funds Revenues					
Real Estate Tax - 1.4% growth	$ 8,055,000	$ 8,167,770	$ 8,282,119	$ 8,398,068	$ 8,515,641
Earned Income Tax - 2.5% growth	8,531,000	8,744,275	8,962,882	9,186,954	9,416,628
Real Estate Transfer Tax - 2.0% growth	975,000	994,500	1,014,390	1,034,678	1,055,371
Local Option Sales Tax - 3.5% growth	513,750	531,731	550,342	569,604	589,540
Local Services Tax - Estimate # employees	274,000	279,000	282,500	285,500	290,700
Other Revenue - 3.0% growth on recurring items	4,368,306	3,820,585	3,935,203	4,053,259	4,174,857
Fund Balance - Governmental funds used	4,867,137	1,714,227	885,834	564,368	591,160
Total Governmental Fund Revenues	**$ 27,584,193**	**$ 24,252,088**	**$ 23,913,269**	**$ 24,092,430**	**$ 24,633,897**
Governmental Funds Expenditures					
General Government - 4% growth	$ 2,107,595	$ 2,191,899	$ 2,279,575	$ 2,370,758	$ 2,465,588
Public Safety - 2.5% growth	5,185,750	5,315,394	5,448,279	5,584,486	5,724,098
Community Development - 2.5% growth	679,762	696,756	714,175	732,029	750,330
Public Works - 2.75% growth	4,726,764	4,856,750	4,990,311	5,127,544	5,268,552
Refuse Collection - 3% growth	1,224,500	1,261,235	1,299,072	1,338,044	1,378,186
Annual Street Program-estimate	1,660,000	1,760,000	1,760,000	1,860,000	1,860,000
Other Capital Improvements-estimate	5,535,000	2,695,000	1,856,000	1,421,500	1,379,000
Recreation - 4% growth on recurring items	2,359,314	1,309,687	1,362,074	1,416,557	1,473,219
Library - 2.5% growth	1,135,704	1,164,097	1,193,199	1,223,029	1,253,605
C&RC Transfer	1,682,775	1,644,870	1,660,167	1,678,997	1,697,899
OPEB Allocation	-	80,000	80,000	80,000	80,000
Debt Service - General Fund	1,287,029	1,276,402	1,270,418	1,259,486	1,303,421
Total Governmental Fund Expenditures	**$ 27,584,193**	**$ 24,252,088**	**$ 23,913,269**	**$ 24,092,430**	**$ 24,633,897**

Sanitary Sewer Fund	2017	2018	2019	2020	2021
Sanitary Sewer Revenues					
Sewer User Fees	$ 6,696,246	$ 7,456,174	$ 8,006,284	$ 8,600,557	$ 9,261,724
Other Revenue	56,000	55,000	55,000	60,000	60,000
Use of Net Assets	263,197	-	-	-	-
Total Sanitary Sewer Fund Revenues	**$ 7,015,443**	**$ 7,511,174**	**$ 8,061,284**	**$ 8,660,557**	**$ 9,321,724**
Sanitary Sewer Expenses					
ALCOSAN Payments - 11.0% growth	$ 3,925,000	$ 4,356,750	$ 4,835,993	$ 5,367,952	$ 5,958,426
Township Sewer Costs -3% growth	1,132,862	1,166,848	1,201,853	1,237,909	1,275,046
Sanitary Sewer Major Projects - 3% growth	1,375,000	1,416,250	1,458,738	1,502,500	1,547,575
Debt Service	582,581	571,326	564,701	552,197	540,677
Total Sanitary Sewer Fund Expenses	**$ 7,015,443**	**$ 7,511,174**	**$ 8,061,284**	**$ 8,660,557**	**$ 9,321,724**

C&RC Fund	2017	2018	2019	2020	2021
C&RC Fund Revenues					
C&RC Revenue - 0.5% growth	$ 4,087,550	$ 4,107,988	$ 4,128,528	$ 4,149,170	$ 4,169,916
Operating Transfer - C&RC	1,682,775	1,644,870	1,660,167	1,678,997	1,697,899
Total C&RC Fund Revenues	**$ 5,770,325**	**$ 5,752,857**	**$ 5,788,695**	**$ 5,828,168**	**$ 5,867,816**
C&RC Fund Expenses					
C&RC 85% Operation Costs - 3.5% growth	$ 3,442,245	$ 3,562,724	$ 3,687,419	$ 3,816,479	$ 3,950,055
C&RC 15% Operation Costs - 3.5% growth	514,160	532,156	550,781	570,058	590,010
C&RC - Debt Service	1,168,615	1,112,714	1,109,386	1,108,939	1,107,889
C&RC - Capital Transfer	645,305	545,264	441,109	332,692	219,861
Total C&RC Fund Expenses	**$ 5,770,325**	**$ 5,752,857**	**$ 5,788,695**	**$ 5,828,168**	**$ 5,867,816**

FIVE YEAR PROJECTION ASSUMPTIONS

GOVERNMENTAL FUNDS REVENUES

- Current real estate tax rate assumed to remain at 3.83 mills with future collection growth at 1.4% 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 2.0% growth rate and the rate is based on historical trends and future property sales projections.
- Local option sales taxes (RAD) are projected at a 3.5% growth rate based on the recent tax base expansion along with historical collection patterns and economic projections.
- 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 2017 Budget projects $4,867,137 to be spent from all 2017 Governmental Fund Balances. The majority of the fund balance projected to be used in 2017 comes from the Capital Projects Fund. The General Fund is projected to maintain a fund balance range for 2017-2021 that will sustain its favorable bond rating.

FIVE YEAR PROJECTION ASSUMPTIONS (Continued)

GOVERNMENTAL FUNDS EXPENDITURES	• General Government expenditures are projected to grow at a rate of 4% based on historical data and projected increases. • Public Safety expenditures are projected to grow at rate of 2.5% based on future anticipated costs within the department. • Community Development expenditures are projected to grow at a rate of 2.5% based on historical data. • Public Works expenditures are projected to grow at a rate of 2.75% based on historical data and projected demand. • Refuse collection expenditures have been projected in line with contractual rate increases and expected growth in residence count. • Annual Street Program expenditures are projected in line with the Township's 2017-2021 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 at a rate of 4% based on historical data. • Library expenditures are projected to grow at a rate of 2.5% based on historical data. • Debt Service includes the scheduled payments of the General Fund specific portions of the 2008, 2011, and 2012 General Obligation Bonds and the 2015 General Obligation Note.
SANITARY SEWER FUND	• The Sanitary Sewer multiplier will be evaluated each year to cover the Fund's expenditures. • ALCOSAN expenditures have been based on an annual 11% increase in their billing rates. The rates for years beyond 2017 are not yet known at this point. • Debt Service is based on the debt service schedules of the Sanitary Sewer portion of the 2008, 2011, and 2012 General Obligation Bonds and the 2015 General Obligation Note. • Estimated Debt Service in years 2018-2021 do not assume any increases related to potential new debt issuances in those years. Depending upon future regulatory requirements for sanitary sewer rehabilitation, it is possible that this expense will increase significantly in those years. More clarity is expected in 2017 on what, if any, significant future debt service costs the Township might face beyond 2017. • Other Township sewer costs are projected to grow at 3.0% based on anticipated needs.
C&RC FUND	• Fees and other revenues have been projected to increase at 0.5% annually. • Membership growth is based on a 59% resident and 41% non-resident ratio of the membership base. • The regular General Fund Operating Transfer for the C&RC covers 15% of the annual indoor operating costs and the debt service costs for the Center. • The operating costs of the C&RC are projected to grow at 3.5% based on historical trends. • Debt Service is based on the estimated debt service in the variable 2008 Bond issue associated with the construction of the Center. • A Capital Transfer has been estimated for the years of 2018 through 2021.

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

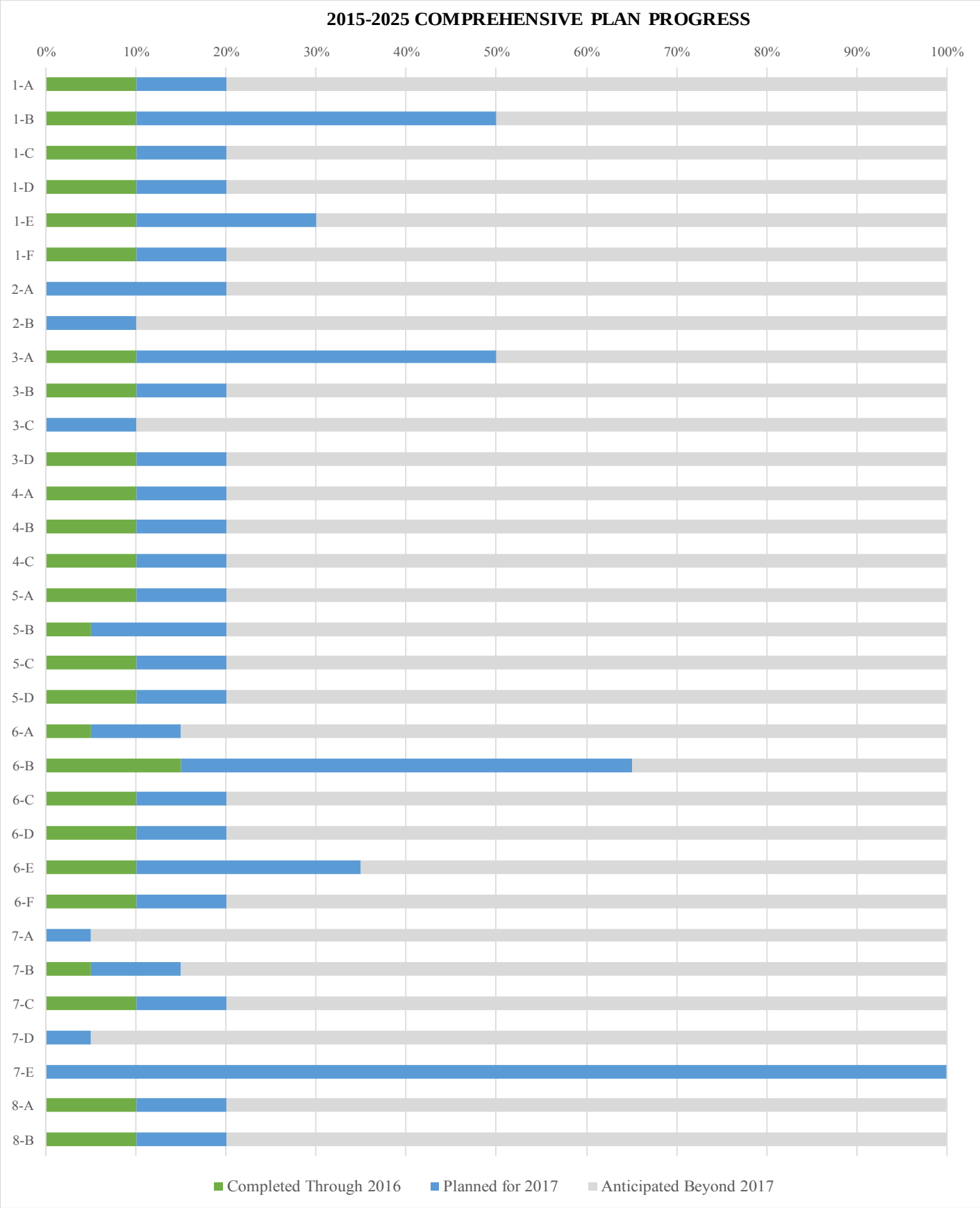
COMPREHENSIVE PLAN FOR 2015-2025 (continued)

	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 2016
Planned for 2017
Anticipated Beyond 2017

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 2017. On the following page is a breakdown of the operational impacts of the 2017 non-recurring capital items.

2017 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	$ 341,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 341,000
Public Works Equipment	141,000	-	-	-	-	-	-	141,000
Public Safety Vehicles	807,000	-	-	-	-	-	-	807,000
Police Equipment	51,000	-	-	-	-	-	-	51,000
General Government Equipment	260,500	-	-	-	-	-	-	260,500
Recreation Equipment	-	-	-	-	-	-	279,000	279,000
Capital Projects								
Recurring Items								
Annual Street Program	1,060,000	500,000	-	-	-	-	-	1,560,000
Sanitary Sewer Projects	-	-	-	-	-	1,225,000	-	1,225,000
General Building Renovations	120,000	-	-	-	24,000	-	-	144,000
Storm Sewer Projects	400,000	-	2,400	-	-	-	-	402,400
Field & Park Improvements	256,000	-	-	50,000	1,100,000	-	-	1,406,000
Sidewalk Projects	660,000	-	-	-	-	-	-	660,000
Library Non-Fiction Shelving	100,000	-	-	-	-	-	-	100,000
Traffic-Related Projects	1,052,000	-	-	-	-	-	-	1,052,000
Non-recurring Items								
Municipal Building Renovations	605,000	-	-	-	-	-	-	605,000
Tennis & Golf Admin Building	250,000							
Other Building Renovations	314,000	-	-	-	-	-	-	314,000
Software Upgrades	140,000	-	-	-	-	-	392,700	532,700
Total Capital Items	**$ 6,557,500**	**$ 500,000**	**$ 2,400**	**$ 50,000**	**$ 1,124,000**	**$ 1,225,000**	**$ 671,700**	**$ 9,880,600**

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT

Municipal Building Renovations

The Township plans to continue its renovations of the municipal building in 2017. The main focus of the 2017 work will be to upgrade the building's emergency generator and HVAC systems. The Township anticipates some long-term savings from these upgrades from reduces utilities and maintenance expense. That savings is unknown, but is conservatively estimated at $7,500 annually.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Annual Savings or (Expense)	Useful Life
Capital Projects Fund	$605,000	$ -	General Fund Building Maint. & Information Technology	$7,500	40

Other Building Renovations

The Township is planning improvements to the Public Works building in 2017. Although several improvements are being considered, the exact plans and designs have not yet been approved. Improvements could include an expansion of the Township's building security system which would come with new, ongoing operational costs estimated at $8,000 annually for the associated software licensing.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	$314,000	$ -	General Fund Building Maint.	($8,000)	30

Tennis & Golf Administration Building

The 2017 budget includes funding to replace the existing Tennis & Golf Administration Building. The improved building may include technology improvements which could add $5,000 in annual costs.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	$250,000	$ -	General Fund Building Maint.	($5,000)	30

Software Upgrade Program

The Township is planning software upgrades that will improve services in several departments including Administration, Public Works and Recreation. Improvements to the Township's website are also planned. An increase in annual licensing costs of $37,000 is currently estimated due to the cloud-based nature of some of the solutions, but the final software selections have not yet been determined.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects and C&RC Fund	$190,000	$ -	General Fund IT, and C&RC Operating Fund	($37,000)	10

CAPITAL IMPROVEMENT PROGRAM

Beginning in 2008, Staff began to enhance the Capital Improvement Program (CIP) by color coding the CIP according to asset or project priority. The color coding is broken 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 2017-2021 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 & Traffic 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

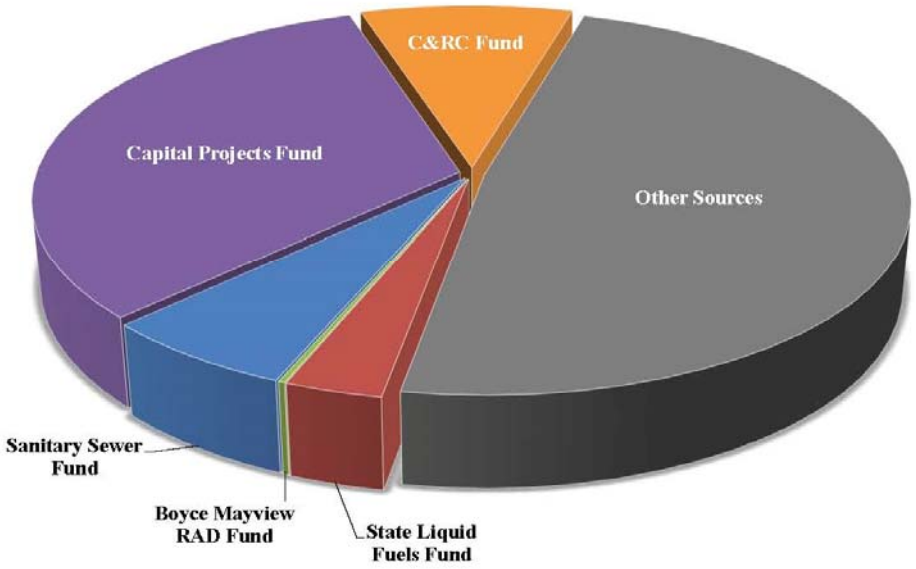
Proposed Capital Improvement Program 2017-2021
Summary By Major Category

MAJOR CATEGORY	2017	2018	2019	2020	2021	Totals
Capital Equipment						
Priority Funding	$ 984,000	$ 765,000	$ 656,000	$ 606,500	$ 664,000	$ 3,675,500
Under Review for Priority & Funding	204,500	332,000	190,000	96,500	38,000	861,000
Street & Traffic Improvements						
Priority Funding	2,460,000	1,790,000	1,760,000	1,860,000	1,860,000	9,730,000
Under Review for Priority & Funding	275,000	475,000	230,000	50,000	-	1,030,000
Storm Sewer Projects						
Priority Funding	400,000	350,000	350,000	350,000	350,000	1,800,000
Under Review for Priority & Funding	-	-	-	-	-	-
Public Bldg. & Park Improvements						
Priority Funding	2,786,000	1,680,000	850,000	465,000	365,000	6,146,000
Under Review for Priority & Funding	485,000	1,545,000	1,900,000	875,000	4,750,000	9,555,000
Sanitary Sewer Projects						
Priority Funding	3,725,000	901,500	900,000	1,200,000	801,500	7,528,000
Under Review for Priority & Funding	-	10,000,000	10,000,000	10,000,000	-	30,000,000
Community & Recreation Center						
Priority Funding	656,700	167,500	76,000	129,100	73,000	1,102,300
Under Review for Priority & Funding	15,000	2,515,000	3,515,000	15,000	15,000	6,075,000
Subtotal for Priority Funding	11,011,700	5,654,000	4,592,000	4,610,600	4,113,500	29,981,800
Subtotal for Under Review Items	979,500	14,867,000	15,835,000	11,036,500	4,803,000	47,521,000
Total Current 5 Year Plan	$ 11,991,200	$ 20,521,000	$ 20,427,000	$ 15,647,100	$ 8,916,500	$ 77,502,800
Previous 5 Year Plan	$ 13,763,600	$ 18,936,000	$ 17,817,000	$ 15,966,400	$ 8,399,600	$ 74,882,600
Difference in 5 Year Plans	$ (1,772,400)	$ 1,585,000	$ 2,610,000	$ (319,300)	$ 516,900	$ 2,620,200

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

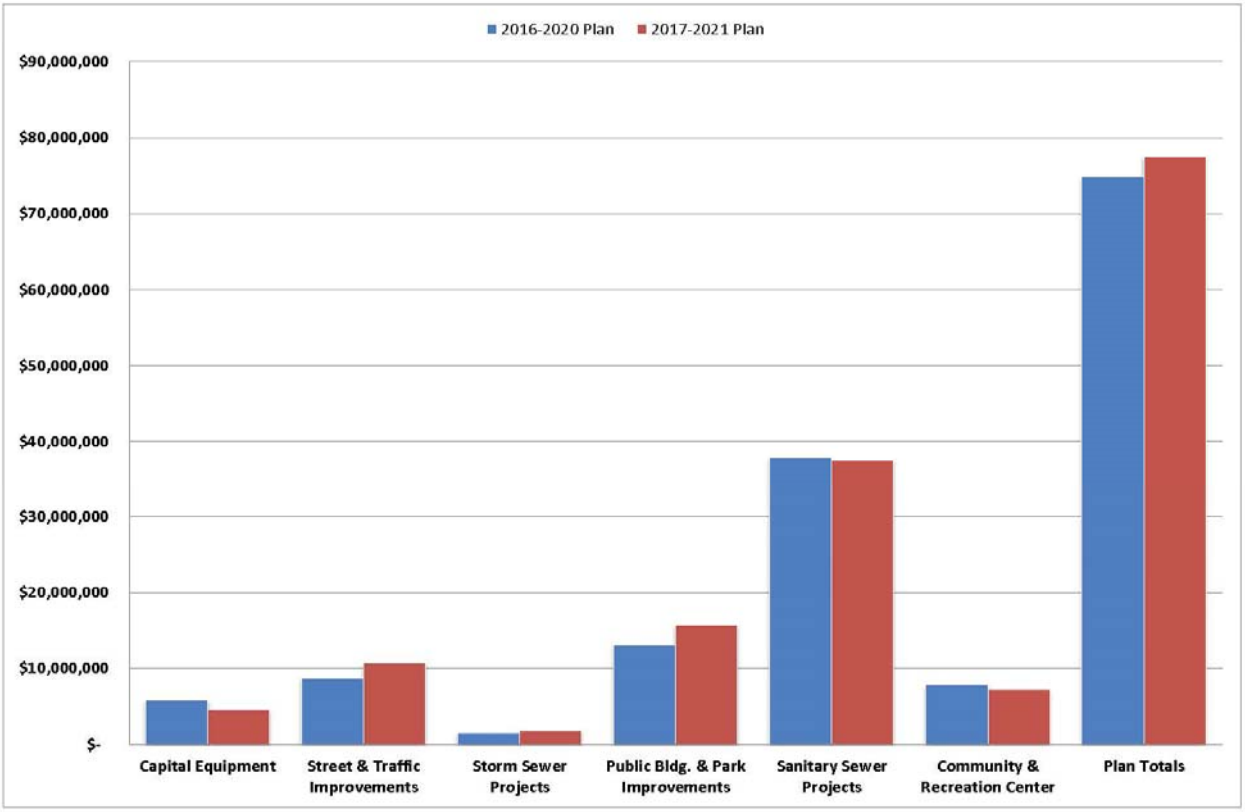
Proposed Capital Improvement Program 2017-2021
Summary By Funding Source

	Totals	State Liquid Fuels Fund	Boyce Mayview RAD Fund	Sanitary Sewer Fund	Community & Recreation Center Fund	Capital Projects Fund	Other Sources
Capital Equipment	$ 4,536,500	$ -	$ 169,000	$ -	$ -	$ 4,042,500	$ 325,000
Street & Traffic Improvements	10,760,000	2,500,000	-	-	-	7,585,000	675,000
Storm Sewer Projects	1,800,000	-	-	-	-	1,800,000	-
Public Bldg. & Park Improvements	15,701,000	-	-	-	-	11,701,000	4,000,000
Sanitary Sewer Projects	37,528,000	-	-	5,028,000	-	-	32,500,000
Community & Recreation Center	7,177,300	-	-	-	7,177,300	-	-
Total Current 5 Year Plan	$ 77,502,800	$ 2,500,000	$ 169,000	$ 5,028,000	$ 7,177,300	$ 25,128,500	$ 37,500,000



Proposed Capital Improvement Program 2017-2021
Expenditure By Major Category
Comparison of Current Plan to Previous 5 Year Plan

	2016-2020 Plan	% of Total	2017-2021 Plan	% of Total	Difference of Plans
Capital Equipment	$ 5,816,400	7.77%	$ 4,536,500	5.85%	$ (1,279,900)
Street & Traffic Improvements	8,725,000	11.65%	10,760,000	13.88%	2,035,000
Storm Sewer Projects	1,500,000	2.00%	1,800,000	2.32%	300,000
Public Bldg. & Park Improvements	13,109,000	17.51%	15,701,000	20.26%	2,592,000
Sanitary Sewer Projects	37,930,000	50.65%	37,528,000	48.42%	(402,000)
Community & Recreation Center	7,802,200	10.42%	7,177,300	9.26%	(624,900)
Plan Totals	$ 74,882,600	100.00%	$ 77,502,800	100.00%	$ 2,620,200



Proposed Capital Improvement Program 2017-2021
Detail of Capital Equipment Purchases by Department
Schedule No. 1

		2017	2018	2019	2020	2021	Totals
PUBLIC WORKS							
Utility Trucks							
# 908 Ford F-550	2011	$ 88,000	$ -	$ -	$ -	$ -	$ 88,000
# 916 Ford F-550	2011	88,000	-	-	-	-	88,000
# 929 Ford Bucket/Boom Truck	2002	140,000	-	-	-	-	140,000
# 924 Ford Pickup Utility	2006	-	55,000	-	-	-	55,000
# 928 Ford F-540	2006	-	57,000	-	-	-	57,000
# 914 Ford F-550	2011	-	88,000	-	-	-	88,000
# 933 Ford Pickup Utility	2000	-	-	56,000	-	-	56,000
# 900 Dodge Mechanic Svc Vehicle	2008	-	-	-	68,000	-	68,000
# 925 Ford Pickup Utility	2013	-	-	-	56,000	-	56,000
# 912 Ford Pickup Utility	2001	-	-	-	-	45,000	45,000
# 918 Ford F-550	2008	-	-	-	-	89,000	89,000
Dump Trucks							
# 905 Int'l Dump	2008	165,000	-	-	-	-	165,000
# 909 Int'l Dump	2010	-	-	-	170,000	-	170,000
# 904 Int'l Dump	2011	-	-	-	-	170,000	170,000
Subtotal: Trucks		$ 481,000	$ 200,000	$ 56,000	$ 294,000	$ 304,000	$ 1,335,000
Other Vehicles							
# 919 Massey Flail Mower/Tig Boom	2001	$ -	$ -	$ 100,000	$ -	$ -	$ 100,000
# 927 CAT Excavator Backhoe	2008	-	-	-	-	100,000	100,000
Subtotal: Other Vehicles		$ -	$ -	$ 100,000	$ -	$ 100,000	$ 200,000
Staff Vehicles							
# 803 Chevy Pickup	2012	$ -	$ -	$ 33,000	$ -	$ -	$ 33,000
# 804 Chevy Colorado Pickup	2015	-	-	-	33,000	-	33,000
# 807 Chevy Colorado Pickup	2015	-	-	-	33,000	-	33,000
# 801 Ford Escape	2014	-	-	-	32,000	-	32,000
# 810 Ford C-Max Hybrid	2014	-	-	-	35,000	-	35,000
Subtotal: Staff Vehicles		$ -	$ -	$ 33,000	$ 133,000	$ -	$ 166,000
New & Replacement Equipment							
Kubota RTV Utility #3 (RAD)	2008	$ 13,000	$ -	$ -	$ -	$ -	$ 13,000
Kubota RTV Utility #4 (RAD)	2008	13,000	-	-	-	-	13,000
Kubota Tractor	2005	38,000	-	-	-	-	38,000
Takeuchi Skid Loader	2005	65,000	-	-	-	-	65,000
Toro Grandstand Mower (RAD)	2009	12,000	-	-	-	-	12,000
Groundsmaster Large Trailer	1992	-	15,000	-	-	-	15,000
New Holland Tractor	2000	-	35,000	-	-	-	35,000
Toro 3500D Sidewinder (RAD)	2007	-	37,000	-	-	-	37,000
Toro Greensmaster	2002	-	15,000	-	-	-	15,000
Toro Groundsmaster 3280	2012	-	32,000	-	-	-	32,000
Toro Groundsmaster 7210 (RAD)	2009	-	25,000	-	-	-	25,000
Toro Infield Pro 30/40 (RAD)	2007	-	32,000	-	-	-	32,000
Vermeer Tub Grinder (DEP Grant)	2004	-	325,000	-	-	-	325,000
Toro 50/40 Infield Groomer (RAD)	New	-	-	37,000	-	-	37,000
Toro Greensmaster 1600	2007	-	-	13,000	-	-	13,000
Toro Groundsmaster 3280	2012	-	-	32,000	-	-	32,000
Toro Groundsmaster 3280	2013	-	-	32,000	-	-	32,000
Ryan Turf Aerator	2003	-	-	24,000	-	-	24,000
Toro 3100D Reelmower	2013	-	-	37,000	-	-	37,000
Toro 3500D Sidewinder	2009	-	-	37,000	-	-	37,000
Hoffman Tire Changer & Balancer	2008	-	-	13,000	-	-	13,000
Toyota Fork Lift	New	-	-	-	50,000	-	50,000
Subtotal: Equipment		$ 141,000	$ 516,000	$ 225,000	$ 50,000	$ -	$ 932,000
TOTAL PUBLIC WORKS		$ 622,000	$ 716,000	$ 414,000	$ 477,000	$ 404,000	$ 2,633,000

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

Proposed Capital Improvement Program 2017-2021
Detail of Capital Equipment Purchases by Department
Schedule No. 1

	2017	2018	2019	2020	2021	Totals
PUBLIC SAFETY						
Police Vehicles (Schedule No. 1A)	$ 112,000	$ 123,000	$ 116,000	$ 110,000	$ 120,000	$ 581,000
Emergency Vehicle Equipment Replacement	5,000	5,000	5,000	5,000	5,000	25,000
Mobile Data Terminal (Laptop) Replacement	6,000	6,000	6,000	6,000	6,000	30,000
In-Car Video Cameras	12,000	12,000	12,000	12,000	12,000	60,000
Mobile Radios	2,000	2,000	2,000	2,000	2,000	10,000
Bulletproof Vests	6,000	6,000	6,000	6,000	6,000	30,000
Dispatch Center Upgrade	10,000	-	-	-	-	10,000
Taser	10,000	-	-	-	-	10,000
Office Furniture	5,000	4,000	4,000	5,000	4,000	22,000
TOTAL PUBLIC SAFETY	$ 168,000	$ 158,000	$ 151,000	$ 146,000	$ 155,000	$ 778,000
COMMUNITY DEVELOPMENT						
Office Furniture & Equipment	$ 1,500	$ -	$ -	$ 1,500	$ -	$ 3,000
Geographic Information System	14,000	14,000	12,000	12,000	11,000	63,000
TOTAL COMMUNITY DEVELOPMENT	$ 15,500	$ 14,000	$ 12,000	$ 13,500	$ 11,000	$ 66,000
LIBRARY						
Non-Fiction Room Shelving	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000
Copier Replacement	-	10,000	-	-	-	10,000
TOTAL LIBRARY	$ 100,000	$ 10,000	$ -	$ -	$ -	$ 110,000
RECREATION						
Township Recreation Mini Van	$ -	$ -	$ 35,000	$ -	$ -	$ 35,000
TOTAL RECREATION	$ -	$ -	$ 35,000	$ -	$ -	$ 35,000
ADMINISTRATION & FINANCE						
Township Manager Ford Explorer 2013	$ -	$ 30,000	$ -	$ -	$ -	$ 30,000
Asst. Township Manager Ford Explorer 2008	-	-	-	-	28,000	28,000
Color Photocopier	-	-	30,000	-	-	30,000
TOTAL ADMINISTRATION & FINANCE	$ -	$ 30,000	$ 30,000	$ -	$ 28,000	$ 88,000
PUBLIC ACCESS TELEVISION						
Video and Audio Equipment	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 75,000
TOTAL PUBLIC ACCESS TELEVISION	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 75,000
INFORMATION TECHNOLOGY						
PC Replacement Program	$ 12,000	$ 12,000	$ 12,000	$ 9,500	$ 12,000	$ 57,500
Laptop Replacement Program	15,000	3,000	3,000	3,000	3,000	27,000
Server Replacement Program	15,000	15,000	50,000	15,000	50,000	145,000
Network Equipment Replacement Program	10,000	10,000	10,000	10,000	10,000	50,000
Internet Hardware & Software Replacement	11,000	11,000	11,000	11,000	11,000	55,000
Wireless Upgrade	25,000	-	-	-	-	25,000
Phone Replacement / System Upgrades	12,000	-	-	-	-	12,000
Document Management Project	110,000	-	-	-	-	110,000
Website Improvements	25,000	-	-	-	-	25,000
GPS for Snow Fleet	30,000	-	-	-	-	30,000
Office Furniture	3,000	3,000	3,000	3,000	3,000	15,000
Township Network Connectivity Project	-	100,000	100,000	-	-	200,000
TOTAL INFORMATION TECHNOLOGY	$ 268,000	$ 154,000	$ 189,000	$ 51,500	$ 89,000	$ 751,500
Total Current 5 Year Plan	$ 1,188,500	$ 1,097,000	$ 846,000	$ 703,000	$ 702,000	$ 4,536,500
Previous 5 Year Plan	$ 2,281,000	$ 794,000	$ 1,272,700	$ 833,200	$ 635,500	$ 5,816,400
Difference in 5 Year Plans	$ (1,092,500)	$ 303,000	$ (426,700)	$ (130,200)	$ 66,500	$ (1,279,900)

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

Proposed Capital Improvement Program 2017-2021
Police Vehicle Replacement Schedule
Schedule No. 1A

		2017	2018	2019	2020	2021	Totals
PUBLIC SAFETY							
Patrol Vehicles	**Veh. ID**						
Ford Crown Victoria	302 2011	$ 27,000	$ -	$ -	$ -	$ -	$ 27,000
Chevy Caprice	311 2012	27,000	-	-	-	-	27,000
Ford Taurus	312 2012	-	27,000	-	-	-	27,000
Ford Taurus	314 2015	-	-	28,000	-	-	28,000
Ford Taurus	307 2015	-	-	28,000	-	-	28,000
Ford Taurus	304 2015	-	-	-	-	29,000	29,000
4-Wheel Drive Vehicles							
Ford Explorer	310 2009	27,000	-	-	28,000	-	55,000
Ford Explorer	315 2012	27,000	-	-	-	-	27,000
Ford Explorer	0-3 2016	-	27,000	-	-	-	27,000
Ford Explorer	308 2014	-	27,000	-	-	-	27,000
Chevy Tahoe	301 2015	-	38,000	-	39,000	-	77,000
Ford Explorer	305 2014	-	-	28,000	-	-	28,000
Ford Explorer	316 2015	-	-	28,000	-	-	28,000
Chevy Tahoe	313 2015	-	-	-	39,000	-	39,000
Ford Explorer	303 2016	-	-	-	-	29,000	29,000
Ford Explorer	306 2016	-	-	-	-	29,000	29,000
Ford Explorer	309 2016	-	-	-	-	29,000	29,000
Other Vehicles							
Polaris Quad #1	2001 054	-	4,000	-	-	4,000	8,000
Polaris Quad #2	2001 049	-	-	4,000	-	-	4,000
Polaris Quad #3	2001 050	4,000	-	-	4,000	-	8,000
Total Current 5 Year Plan		$ 112,000	$ 123,000	$ 116,000	$ 110,000	$ 120,000	$ 581,000
Previous 5 Year Plan		$ 147,000	$ 113,000	$ 112,000	$ 140,000	$ 112,000	$ 624,000
Difference in 5 Year Plans		$ (35,000)	$ 10,000	$ 4,000	$ (30,000)	$ 8,000	$ (43,000)

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

Proposed Capital Improvement Program 2017-2021
Street & Traffic Improvements
Schedule No. 2

	2017	2018	2019	2020	2021	Totals
PUBLIC WORKS						
Annual Street Improvements	$ 1,600,000	$ 1,700,000	$ 1,700,000	$ 1,800,000	$ 1,800,000	$ 8,600,000
Crack Sealing Program	60,000	60,000	60,000	60,000	60,000	300,000
Township Sidewalk & Bikeway Plan	50,000	30,000	30,000	50,000	-	160,000
McMurray @ McLaughlin @ Panther	275,000	-	-	-	-	275,000
McMurray @ Johnston	-	275,000	-	-	-	275,000
Painters Run @ McMillan	-	-	200,000	-	-	200,000
Boyce Road Corridor	750,000	-	-	-	-	750,000
McLaughlin Run Corridor	-	200,000	-	-	-	200,000
Total Current 5 Year Plan	**$ 2,735,000**	**$ 2,265,000**	**$ 1,990,000**	**$ 1,910,000**	**$ 1,860,000**	**$ 10,760,000**
Previous 5 Year Plan	$ 1,585,000	$ 1,685,000	$ 1,785,000	$ 1,785,000	$ 1,885,000	$ 8,725,000
Difference in 5 Year Plans	$ 1,150,000	$ 580,000	$ 205,000	$ 125,000	$ (25,000)	$ 2,035,000

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

Proposed Capital Improvement Program 2017-2021
Storm Sewer Projects
Schedule No. 3

	2017	2018	2019	2020	2021	Totals
PUBLIC WORKS						
Storm Sewer Improvement & Restoration Plan	$ 400,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 1,800,000
Total Current 5 Year Plan	**$ 400,000**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 1,800,000**
Previous 5 Year Plan	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 1,500,000
Difference in 5 Year Plans	$ 100,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 300,000

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

Proposed Capital Improvement Program 2017-2021
Public Building and Park Improvements
Schedule No. 4

	2017	2018	2019	2020	2021	Totals
PUBLIC WORKS						
Municipal Building Improvements						
Exterior/Interior Restoration & Renovations	$ 95,000	$ 100,000	$ 100,000	$ 110,000	$ 110,000	$ 515,000
Heating & Cooling System Replacements	175,000	-	250,000	200,000	-	625,000
Space Renovation Project	350,000	300,000	200,000	-	-	850,000
Library Flooring & Painting	10,000	20,000	-	-	-	30,000
Library Children's Bathroom	20,000	-	-	-	-	20,000
Window Replacement Program	-	100,000	100,000	-	-	200,000
Public Works Building Improvements						
PW Building Renovations	300,000	100,000	100,000	100,000	100,000	700,000
PW Building Roof Replacement	-	120,000	-	-	-	120,000
PW Building HVAC	-	40,000	-	-	-	40,000
Other Building Improvements						
McLaughlin Run Activity Center Renovation	400,000	-	-	-	-	400,000
Rt. 19 Fire Station HVAC Upgrades	25,000	-	-	-	-	25,000
Morton Fire Station Maintenance	40,000	-	150,000	-	-	190,000
Salt Dome Salt Storage	-	1,000,000	-	-	-	1,000,000
Log House Maintenance	-	-	-	75,000	-	75,000
Police Department Building	-	-	-	-	4,000,000	4,000,000
Boyce Mayview Improvements						
Perimeter Trail	900,000	25,000	-	-	-	925,000
Multipurpose Outdoor Programming Facility	350,000	-	-	-	-	350,000
Rental Shelters	70,000	70,000	-	-	-	140,000
Exterior Cameras & Security	-	300,000	-	-	-	300,000
Park Playground	-	250,000	-	-	-	250,000
Amphitheater	-	-	-	-	750,000	750,000
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	60,000	60,000	60,000	65,000	65,000	310,000
Parks Resurfacing Program (*Trotwood in '17*)	60,000	60,000	60,000	60,000	60,000	300,000
Pedestrian Bridge Replacements	36,000	-	-	-	-	36,000
Wiltshire Park Parking Lot Upgrades	100,000	-	-	-	-	100,000
Tennis & Golf Administration Building	250,000	-	-	-	-	250,000
Playing Fields Lighting Upgrades	-	200,000	200,000	100,000	-	500,000
Beadling Field Parking Improvements	-	250,000	-	-	-	250,000
Cook School Field Improvements	-	200,000	-	-	-	200,000
Multi-Purpose Field Artificial Turf	-	-	1,500,000	-	-	1,500,000
Tennis Bubble Replacement	-	-	-	600,000	-	600,000
Total Current 5 Year Plan	**$ 3,271,000**	**$ 3,225,000**	**$ 2,750,000**	**$ 1,340,000**	**$ 5,115,000**	**$ 15,701,000**
Previous 5 Year Plan	$ 3,549,000	$ 3,130,000	$ 1,190,000	$ 830,000	$ 4,410,000	$ 13,109,000
Difference in 5 Year Plans	$ (278,000)	$ 95,000	$ 1,560,000	$ 510,000	$ 705,000	$ 2,592,000

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

Proposed Capital Improvement Program 2017-2021
Sanitary Sewer Projects
Schedule No. 5

	2017	2018	2019	2020	2021	Totals
PUBLIC WORKS						
Operations & Maintenance						
Maintenance & Repairs	$ 700,000	$ 700,000	$ 700,000	$ 700,000	$ 700,000	$ 3,500,000
Inflow Source Reduction Program	200,000	200,000	200,000	200,000	100,000	900,000
Brush Run Pump Station Renovations	250,000	-	-	-	-	250,000
Deerfield Pump Station Demolition	75,000	-	-	-	-	75,000
Brush Run Force Main Project	2,500,000	-	-	-	-	2,500,000
Feasibility Study Projects	-	10,000,000	10,000,000	10,000,000	-	30,000,000
Subtotal: Operations & Maint.	$ 3,725,000	$ 10,900,000	$ 10,900,000	$ 10,900,000	$ 800,000	$ 37,225,000
Equipment						
#922 International Sewer Jet	$ -	$ -	$ -	$ 300,000	$ -	$ 300,000
PC Replacement	-	1,500	-	-	1,500	3,000
	$ -	$ 1,500	$ -	$ 300,000	$ 1,500	$ 303,000
Total Current 5 Year Plan	$ 3,725,000	$ 10,901,500	$ 10,900,000	$ 11,200,000	$ 801,500	$ 37,528,000
Previous 5 Year Plan	$ 3,570,000	$ 11,320,000	$ 11,070,000	$ 11,070,000	$ 900,000	$ 37,930,000
Difference in 5 Year Plans	$ 155,000	$ (418,500)	$ (170,000)	$ 130,000	$ (98,500)	$ (402,000)

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

Proposed Capital Improvement Program 2017-2021
Community & Recreation Center
Schedule No. 6

	2017	2018	2019	2020	2021	Totals
RECREATION						
Administration & Building						
Office Furniture & Equipment	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 75,000
Lobby Furniture	5,000	5,000	5,000	5,000	5,000	25,000
Folding Tables	-	22,500	-	-	-	22,500
Facility Enhancements	150,000	2,500,000	2,500,000	-	-	5,150,000
HVAC Unit Replacement - Aquatics	-	-	1,000,000	-	-	1,000,000
Subtotal: Administration & Building	$ 170,000	$ 2,542,500	$ 3,520,000	$ 20,000	$ 20,000	$ 6,272,500
Aquatics						
Chaise Lounge Chairs	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 25,000
Lifeguard Chairs	3,500	-	-	-	-	3,500
Swim Suit Dryer	3,500	-	-	-	-	3,500
Pool Vacuums	-	2,800	-	2,800	-	5,600
Lap Lane Buoys	-	-	3,000	-	-	3,000
Subtotal: Aquatics	$ 12,000	$ 7,800	$ 8,000	$ 7,800	$ 5,000	$ 40,600
Fitness						
Treadmills	$ -	$ 28,200	$ -	$ 18,800	$ -	$ 47,000
Ellipticals	32,000	26,000	40,000	37,000	40,000	175,000
Fitness Bikes	-	25,000	9,000	46,500	9,000	89,500
Other Aerobic Equipment	55,000	15,000	-	-	-	70,000
Subtotal: Fitness	$ 87,000	$ 94,200	$ 49,000	$ 102,300	$ 49,000	$ 381,500
Maintenance & Equipment						
Walk-Behind Scrubber	$ 5,000	$ -	$ -	$ -	$ -	$ 5,000
Lobby Sound System	5,000	-	-	-	-	5,000
Community Room Projectors/Screens/Sound	-	20,000	-	-	-	20,000
Subtotal: Maintenance & Equipment	$ 10,000	$ 20,000	$ -	$ -	$ -	$ 30,000
Recreation Information Technology						
PC Replacement Program	$ 7,200	$ 6,000	$ 3,500	$ 3,500	$ 3,500	$ 23,700
Laptop Replacement Program	1,500	3,000	1,500	1,500	1,500	9,000
Internet Hardware/Software Replacement	2,000	2,000	2,000	2,000	2,000	10,000
Network Equipment Replacement Program	2,000	2,000	2,000	2,000	2,000	10,000
Other Network Equipment	5,000	5,000	5,000	5,000	5,000	25,000
Registration/Membership Software	50,000	-	-	-	-	50,000
Wireless Upgrade	25,000	-	-	-	-	25,000
Township-Wide Building Security	300,000	-	-	-	-	300,000
Subtotal: Recreation IT	$ 392,700	$ 18,000	$ 14,000	$ 14,000	$ 14,000	$ 452,700
Total Current 5 Year Plan	$ 671,700	$ 2,682,500	$ 3,591,000	$ 144,100	$ 88,000	$ 7,177,300
Previous 5 Year Plan	$ 2,478,600	$ 1,707,000	$ 2,199,300	$ 1,148,200	$ 269,100	$ 7,802,200
Difference in 5 Year Plans	$ (1,806,900)	$ 975,500	$ 1,391,700	$ (1,004,100)	$ (181,100)	$ (624,900)

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

Proposed Capital Improvement Program 2017-2021
Other Funding Sources Detail
Schedule No. 7

PROJECT DESCRIPTION	Total Project Cost	Funding from Grants/Escrows and Contributions	Funding from Borrowing	Funding from Governmental/ Enterprise Funds
Equipment				
Vermeer Tub Grinder	$ 325,000	$ 325,000	$ -	$ -
Non-Fiction Room Shelving	100,000	50,000	-	50,000
Subtotal: Equipment	$ 325,000	$ 325,000	$ -	$ -
Street & Traffic Improvements				
Boyce Road Corridor	$ 750,000	$ 675,000	$ -	$ 75,000
Subtotal: Street & Traffic Improvements	$ 750,000	$ 675,000	$ -	$ 75,000
Public Bldgs. & Park Improvements				
Police Department Building	4,000,000	-	4,000,000	-
Subtotal: Bldgs. & Park Improvements	$ 4,000,000	$ -	$ 4,000,000	$ -
Sanitary Sewer Projects				
Brush Run Force Main Project	$ 2,500,000	$ -	$ 2,500,000	$ -
Feasibility Study Projects	30,000,000	-	30,000,000	-
Subtotal: Sanitary Sewer Projects	$ 32,500,000	$ -	$ 32,500,000	$ -
Total Funding Sources	$ 37,575,000	$ 1,000,000	$ 36,500,000	$ 75,000

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PUBLIC BUDGET

PRESENTATION

Township of USC Upper St. Clair
FOUNDED 1788

2017 PROPOSED BUDGET

Submitted October 14, 2016

Township of Upper St. Clair

2017 Budget Highlights

- Real Estate Tax remains at 3.83 mills.
- Earned Income Tax rate remains at 0.80%.
- Sewer usage multiplier set at 2.15.

- General Fund balanced at $20,891,735.
- All other funds balanced at $23,526,313.

2017 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 big revenues in other funds.

Major Revenue Source	General Fund	Other	Percentage
Real Estate Taxes	$ 8,055,000	$ -	18.13%
Earned Income Taxes	8,531,000	-	19.21%
Other Taxes	1,783,750	-	4.02%
Sewer User Fees	-	6,696,246	15.08%
Licenses & Permits	174,275	-	0.39%
Fees & Fines	561,200	236,630	1.80%
Interest & Rent	88,176	17,200	0.24%
Service Agreements	222,000	5,500	0.51%
Recreation Fees	377,975	4,085,050	10.05%
Grant Revenue	668,259	1,776,591	5.50%
Non-Tax Revenue	430,100	170,000	1.35%
Fund Balance	-	5,210,031	11.73%
Operating Transfers	-	4,160,450	9.37%
Non-Operating Transfers	-	1,168,615	2.62%
Totals	**$ 20,891,735**	**$ 23,526,313**	**100.00%**

2017 Budget Expenditure Summary

Largest programs in terms of expenditures:

Public Safety
(includes police)

Public Works
(includes roads)

Recreation
(includes C&RC)

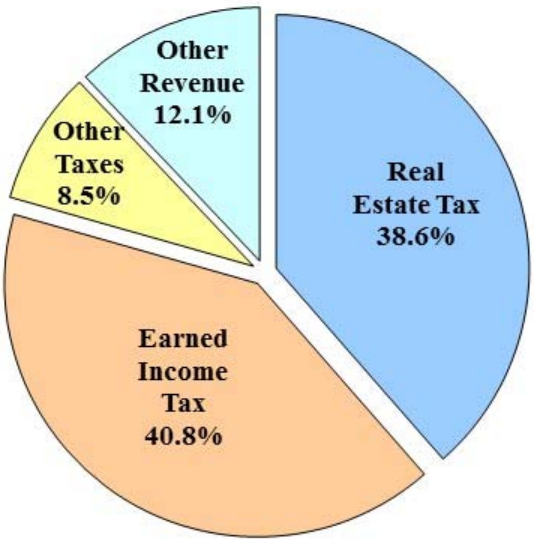
Sanitary Sewer
(includes Alcosan)

Major Programs	General Fund	Other	Percentage
General Government	$ 2,107,595	$ 1,232,750	7.52%
Public Safety	5,185,750	920,500	13.75%
Community Development	679,762	17,500	1.57%
Public Works	5,951,264	4,998,000	24.54%
Sanitary Sewer	-	6,432,862	14.42%
Recreation	511,615	6,831,804	16.53%
Library	914,960	350,744	2.85%
Debt Service	1,287,029	1,289,563	5.80%
Operating Transfers	4,253,760	30,000	9.64%
Fund Balance	-	1,422,590	3.19%
Totals	**$ 20,891,661**	**$ 23,526,313**	**100.00%**

2017 Proposed Budget

- GENERAL FUND

Where the money comes from.



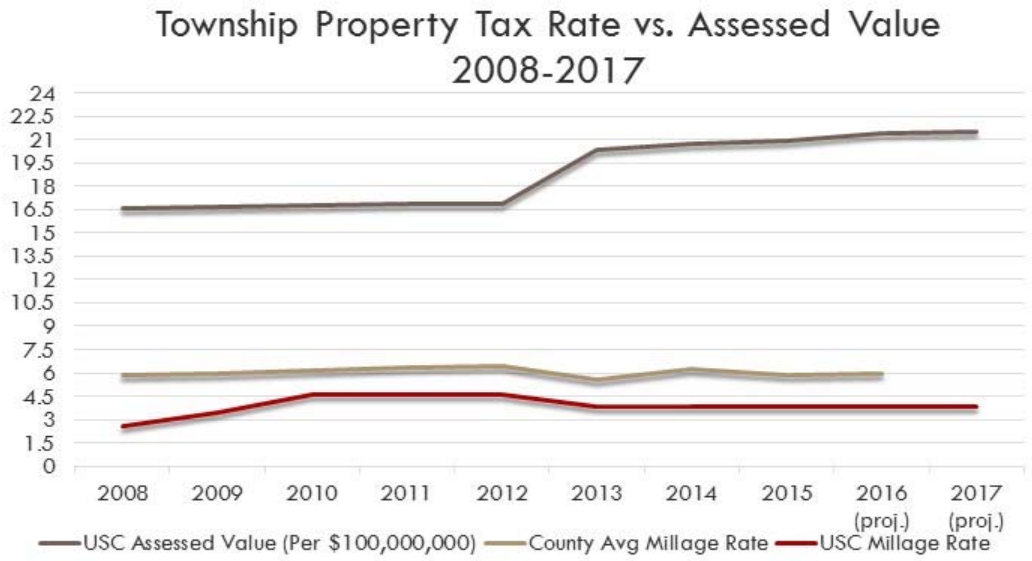
- RET and EIT combine to be <u>about 80%</u> of General Fund total.
- Other taxes include:
  - Local Services Tax
  - Realty Transfer Tax
  - Sales Tax

2017 General Fund: Real Estate Tax

Millage rate to remain at 3.83.

Average 2016 millage rate in Allegheny County is 5.99 mills.

Of the County's 130 municipalities, 97 have a higher millage than the Township's 3.83.

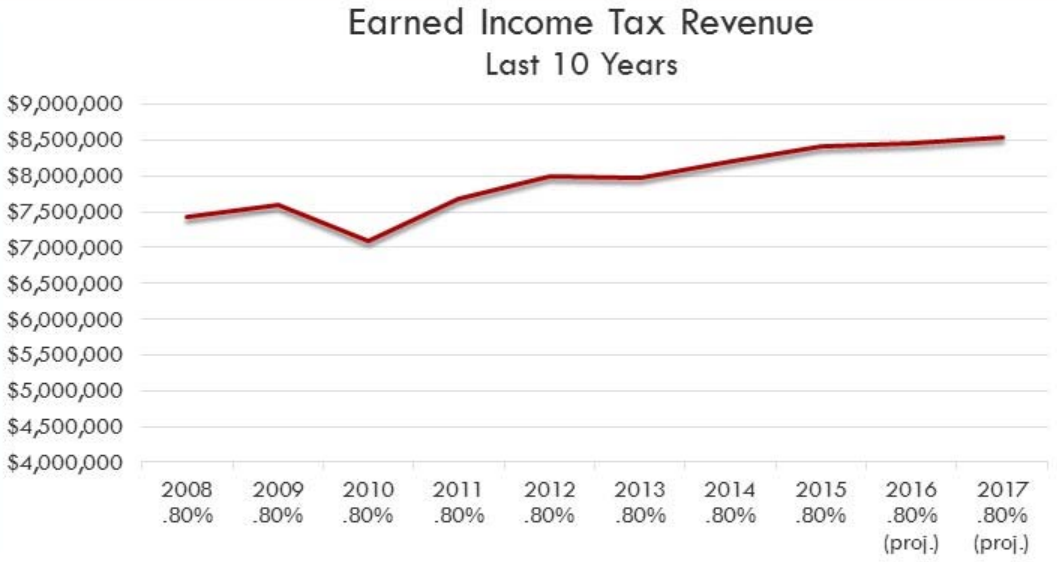


2017 General Fund: Earned Income Tax

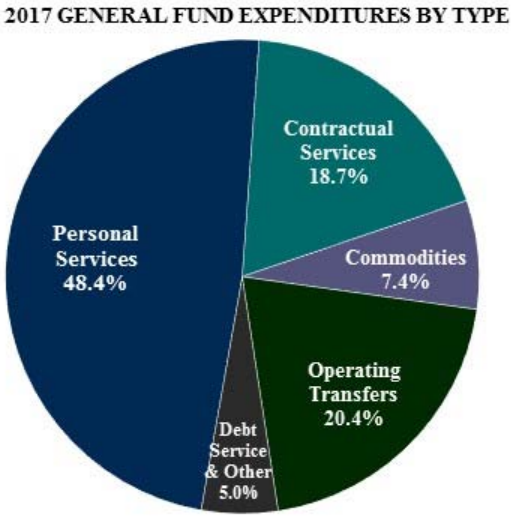
Averaged 1.8% annual increase over 10 years.

Estimating 2.0% growth in current EIT collections.

Anticipate a drop in the growth of delinquents due to the success of the Act 32 collection system.



2017 General Fund: Expenditures



- Operating expenditures up 2.5% from 2016 budget.
  - Personal Services: Up 2.7%
  - Contractual: Up 3.6%
  - Commodities: Down 0.2%

2017 General Fund: Notable Items

- **Health insurance**: Budgeted at a 12% increase
- **Workers comp insurance**: Premium increase of 20%
- **Transfers**: Similar to 2016
  - Capital Projects & Park Maintenance ~$2.57 million
  - C&RC Fund ~$1.68 million

2017 General Fund: Wages

The 10-year change in the Consumer Price Index (CPI) through mid-year was 2.46%.

- Full-Time non-contractual personnel budgeted at 2.45% increase.
- Public Works Contract has a set hourly wage increase of 2.50%.
- Police Officers Contract is currently being negotiated for 2017 & beyond.

2017 Proposed Budget

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

2017 Enterprise Funds: C&RC

Community & Recreation Center Fund

- **Membership revenue**
  - Budgeted to remain in line with projected 2016 revenue.
- **Budgeting a 5.69% increase in operating expenses.**
  - Mostly due to a proposed facility enhancement study.
- **Membership statistics:**
  - Reached 3,430 annual memberships in 2016.
  - Total of 10,729 members.
  - 59% residents and 41% non-residents.

2017 Enterprise Funds: Sanitary Sewer

Consent Order & Agreement (COA)

The 83 municipalities in the ALCOSAN treatment area are under an Interim COA to run through June 2018.

The COA covers obligations related to sewage overflows, corrective action, and municipal cooperation.

The long-term impact of the new COA on the Township's Sanitary Sewer Fund is not yet known.

- **Sanitary sewer user fee multiplier rate:**
  - ALCOSAN is increasing their rates 11% again in 2017.
  - Township's multiplier proposed to be set at 2.15.
- **Sanitary sewer expenditures:**
  - Sewer processing fees budgeted at $3,925,000.
  - Major sewer maintenance & rehabilitation expenses are budgeted at $1,225,000.
- **Looking ahead:**
  - Continued maintenance & repair in the short-term, but there is still long-term uncertainty about future obligations.

Sewer Fees for Average Household

- Average household uses 4,300 gallons of water/month.
- 2016 average household monthly sewer bill = $70.56
- 2017 average household monthly sewer bill = $74.80

2017 Capital Projects

- **Road program** funding increased to $1,600,000.
- Funding for **storm sewer** projects increased to $400,000.
- Over $450,000 in grants to **extend the Perimeter Trail.**
- Planned **intersection improvements** for:
  - Boyce Road @ Boyce Plaza Road (w/ developer and grant funding)
  - McMurray Road @ McLaughlin Run Road @ Panther Pass

2017 Proposed Budget

- DEBT SERVICE
- FUND BALANCE

2017 Debt Service

- The proposed budget is based on existing schedules plus assumed additional $2.5M in Sanitary Sewer debt.
- New debt expected to be issued by year-end.
  - Refund the 2008 bonds.
  - Issue $2.5M in new sanitary sewer debt.
- Revisions may be incorporated into final budget.

2017 Fund Balance Projections

- The General Fund's estimated Unassigned Fund Balance is projected at $3,679,952, or 17.6% 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.

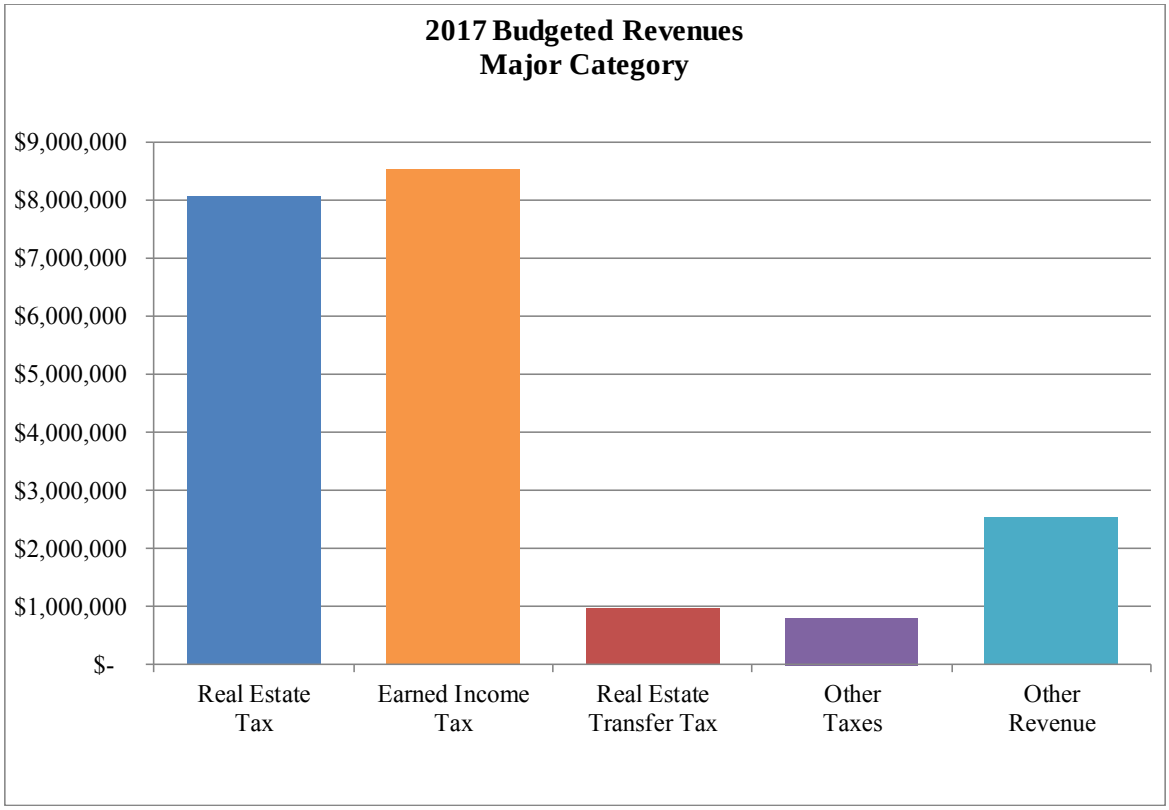
Questions/Comments

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

GENERAL FUND

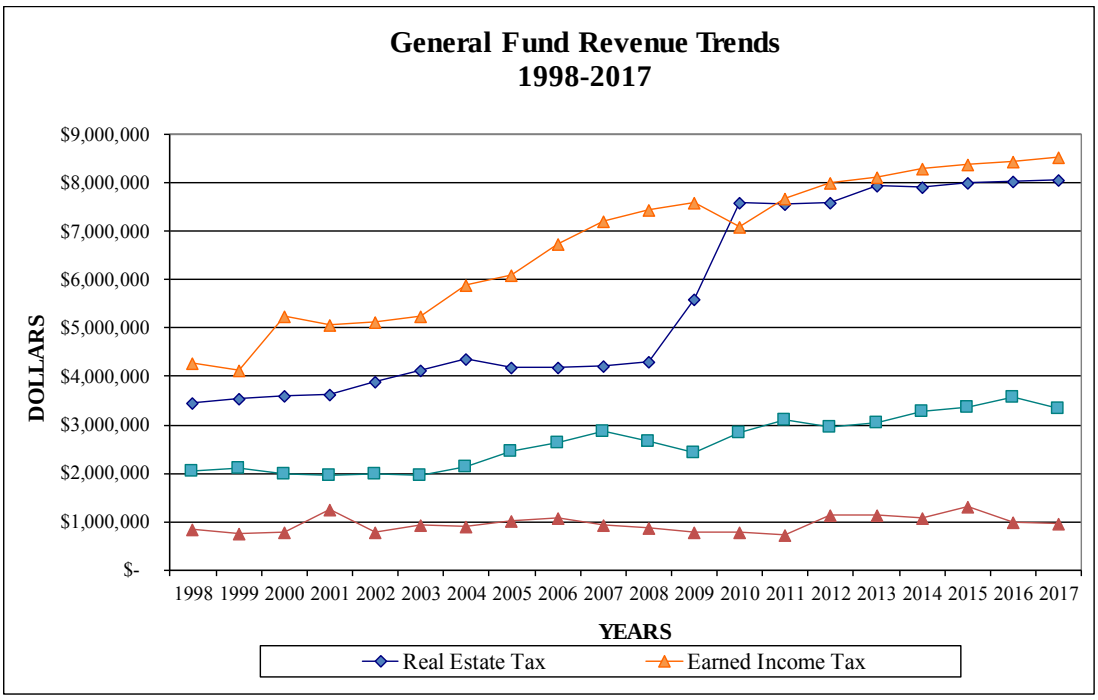
MAJOR REVENUES

	2016 Budget	2017 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
Real Estate Tax	$ 7,856,000	$ 8,055,000	$ 199,000	2.53%
Earned Income Tax	8,470,000	8,531,000	61,000	0.72%
Local Services Tax	265,000	274,000	9,000	3.40%
Real Estate Transfer Tax	975,000	975,000	-	0.00%
Public Utilities Tax	22,500	21,000	(1,500)	(6.67%)
Local Option Sales & Use Tax	505,000	513,750	8,750	1.73%
Licenses and Permits	167,275	174,275	7,000	4.18%
Fees and Fines	525,700	561,200	35,500	6.75%
Rental Income	91,900	84,676	(7,224)	(7.86%)
Investment Earnings	4,000	3,500	(500)	(12.50%)
Service Agreements	221,100	222,000	900	0.41%
Other Non-Tax Revenue	976,186	1,098,359	122,173	12.52%
Recreation Fees	379,000	377,975	(1,025)	(0.27%)
Total Revenues	**$ 20,458,661**	**$ 20,891,735**	**$ 433,074**	**2.12%**
Fund Balance	-	-	-	0.00%
Total Major Revenues	**$ 20,458,661**	**$ 20,891,735**	**$ 433,074**	**2.12%**



GENERAL FUND REVENUE HISTORY
MAJOR REVENUE SOURCES

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Real Estate Tax	$ 7,924,248	$ 7,993,595	$ 7,856,000	$ 8,042,850	$ 8,055,000
Earned Income Tax	8,285,627	8,382,576	8,470,000	8,447,600	8,531,000
Local Services Tax	274,454	267,060	265,000	270,000	274,000
Real Estate Transfer Tax	1,069,623	1,322,037	975,000	1,000,000	975,000
Public Utilities Tax	22,690	21,134	22,500	20,746	21,000
Local Option Sales & Use Tax	488,561	505,731	505,000	501,000	513,750
Tax Revenues	$ 18,065,203	$ 18,492,133	$ 18,093,500	$ 18,282,196	$ 18,369,750
Licenses and Permits	212,713	238,681	167,275	153,275	174,275
Fees and Fines	533,772	536,176	525,700	562,142	561,200
Rental Income	85,816	63,024	91,900	83,272	84,676
Investment Earnings	2,286	894	4,000	3,500	3,500
Service Agreements	240,385	256,624	221,100	220,492	222,000
Other Non-Tax Revenue	1,037,987	1,117,257	976,186	1,430,816	1,098,359
Recreation Fees	377,268	355,479	379,000	337,793	377,975
Non-Tax Revenues	$ 2,490,227	$ 2,568,135	$ 2,365,161	$ 2,791,290	$ 2,521,985
Total Revenues	**$ 20,555,430**	**$ 21,060,268**	**$ 20,458,661**	**$ 21,073,486**	**$ 20,891,735**
Fund Balance	-	-	-	-	-
Total Major Revenues	**$ 20,555,430**	**$ 21,060,268**	**$ 20,458,661**	**$ 21,073,486**	**$ 20,891,735**

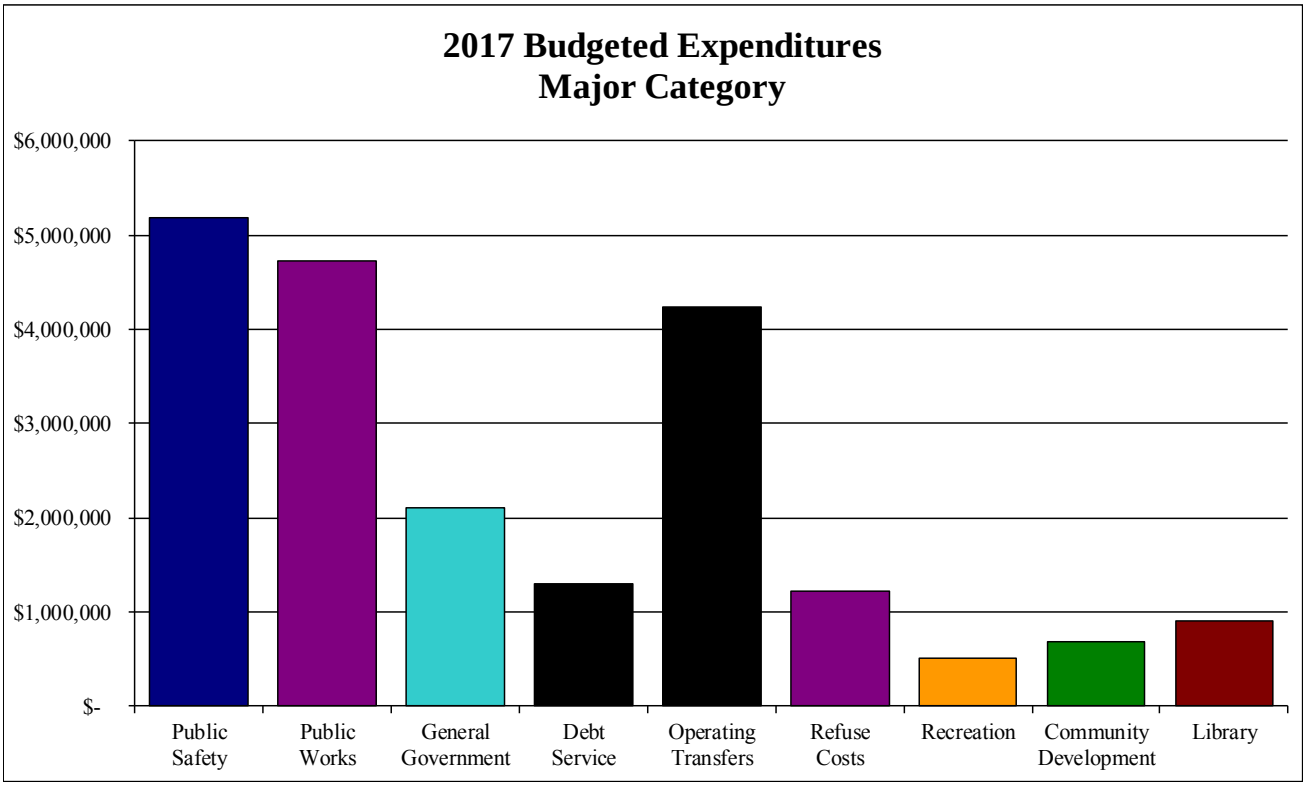


GENERAL FUND

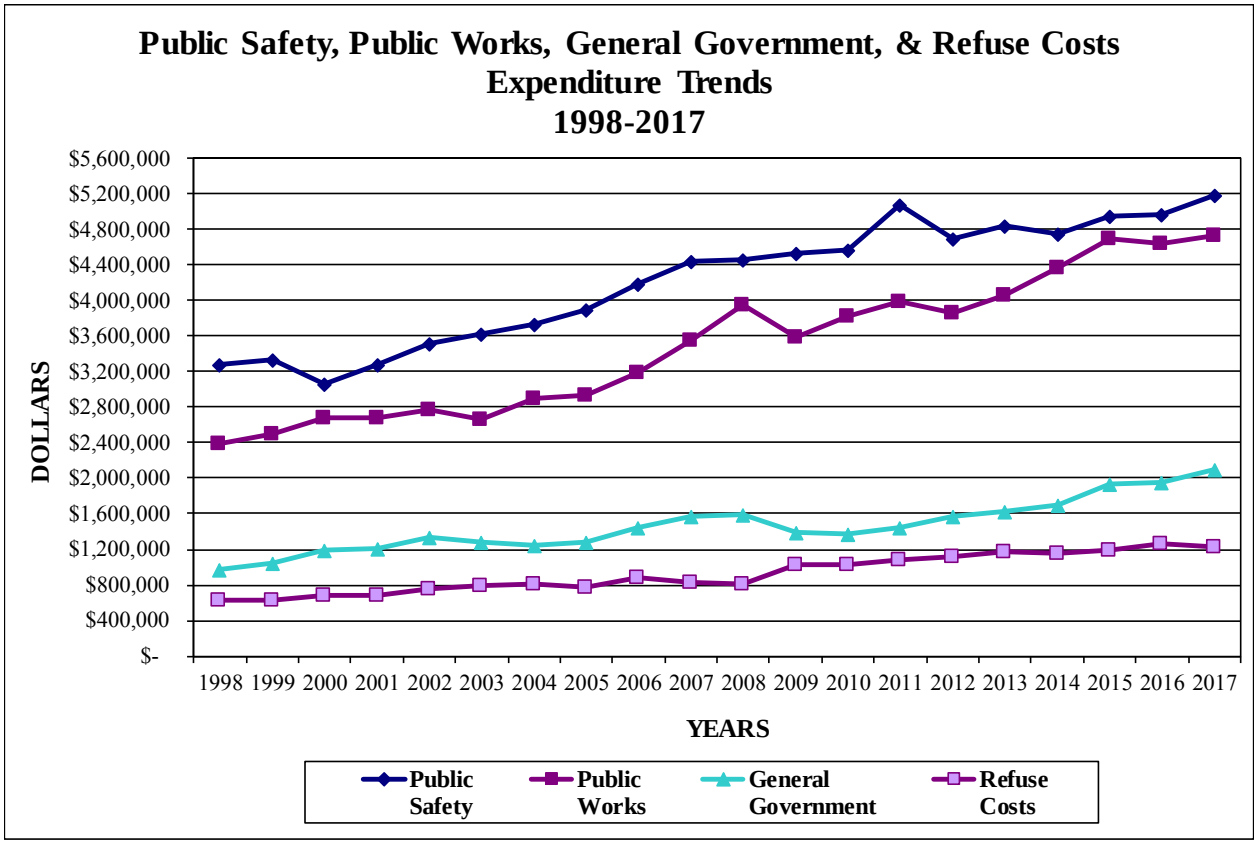
MAJOR PROGRAMS

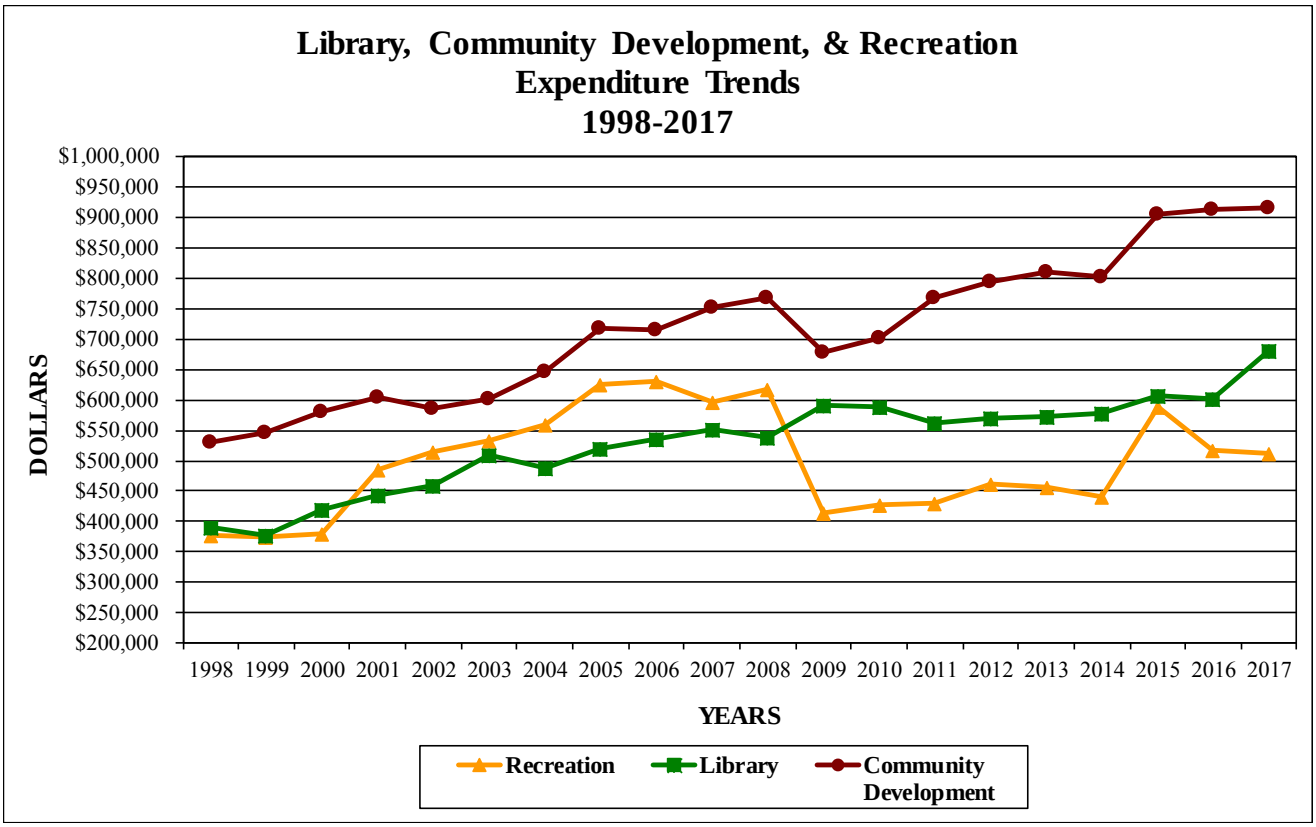
GENERAL FUND
SUMMARY OF BUDGETED EXPENDITURES

	2016 Budget	2017 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
General Government	$ 1,861,473	$ 1,929,128	$ 67,655	3.63%
Public Safety	5,001,670	5,185,750	184,080	3.68%
Community Development	624,717	679,762	55,045	8.81%
Public Works	4,697,966	4,726,764	28,798	0.61%
Refuse Collection	1,204,500	1,224,500	20,000	1.66%
Recreation & Leisure Services	544,124	511,615	(32,509)	(5.97%)
Library	915,064	914,960	(104)	(0.01%)
Unallocated Insurance Costs	126,415	178,467	52,052	41.18%
Operating Expenditures	$ 14,975,929	$ 15,350,946	$ 375,017	2.50%
Operating Transfers	4,033,101	4,234,278	201,177	4.99%
Debt Service Payments	1,122,131	1,306,511	184,380	16.43%
Non-Operating Expenditures	$ 5,155,232	$ 5,540,789	$ 385,557	7.48%
Total Expenditures	**$ 20,131,161**	**$ 20,891,735**	**$ 760,574**	**3.78%**
Fund Balance	327,500	-	(327,500)	**0.00%**
Total Major Programs	**$ 20,458,661**	**$ 20,891,735**	**$ 433,074**	**2.12%**



	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
General Government	$ 1,580,993	$ 1,664,013	$ 1,861,473	$ 1,858,576	$ 1,929,128
Public Safety	4,754,897	4,715,968	5,001,670	4,975,579	5,185,750
Community Development	576,942	570,272	624,717	601,312	679,762
Public Works	4,373,930	4,383,535	4,697,966	4,644,544	4,726,764
Refuse Collection	1,160,721	1,383,706	1,204,500	1,269,595	1,224,500
Recreation & Leisure Services	441,587	476,365	544,124	516,103	511,615
Library	801,608	848,248	915,064	913,572	914,960
Unallocated Insurance Costs	124,173	118,220	126,415	96,697	178,467
Operating Expenditures	$ 13,814,851	$ 14,160,327	$ 14,975,929	$ 14,875,978	$ 15,350,946
Operating Transfers	5,583,485	5,801,612	4,033,101	4,527,262	4,234,278
Debt Service Payments	1,152,094	1,084,278	1,122,131	1,122,131	1,306,511
Non-Operating Expenditures	$ 6,735,579	$ 6,885,890	$ 5,155,232	$ 5,649,393	$ 5,540,789
Total Expenditures	**$ 20,550,430**	**$ 21,046,217**	**$ 20,131,161**	**$ 20,525,371**	**$ 20,891,735**
Fund Balance	5,000	14,051	327,500	548,115	-
Total Major Programs	**$ 20,555,430**	**$ 21,060,268**	**$ 20,458,661**	**$ 21,073,486**	**$ 20,891,735**




Library, Community Development, & Recreation
Expenditure Trends
1998-2017
DOLLARS
$1,000,000
$950,000
$900,000
$850,000
$800,000
$750,000
$700,000
$650,000
$600,000
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$500,000
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$400,000
$350,000
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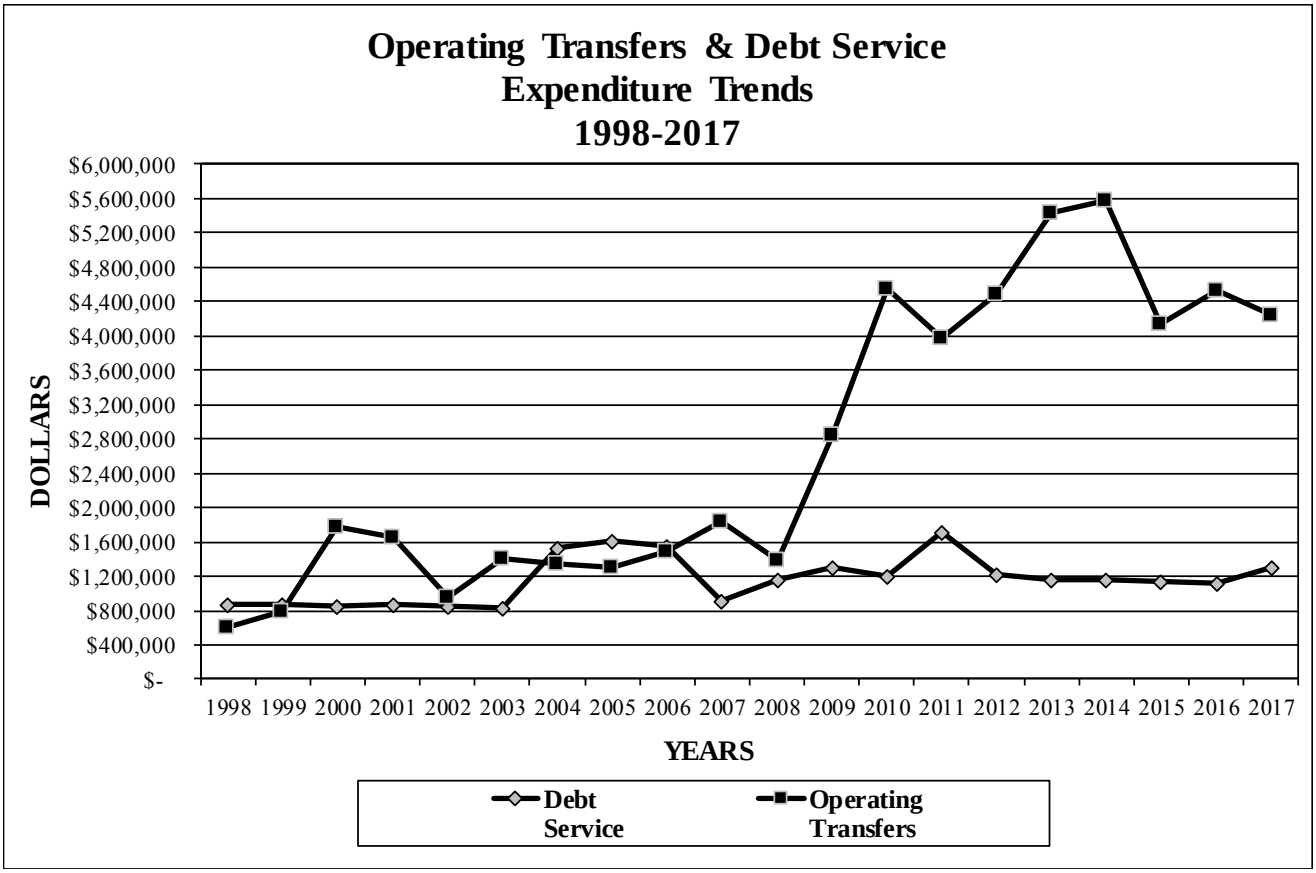
YEARS
Recreation
Library
Community Development


Operating Transfers & Debt Service
Expenditure Trends
1998-2017
DOLLARS
$6,000,000
$5,600,000
$5,200,000
$4,800,000
$4,400,000
$4,000,000
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$3,200,000
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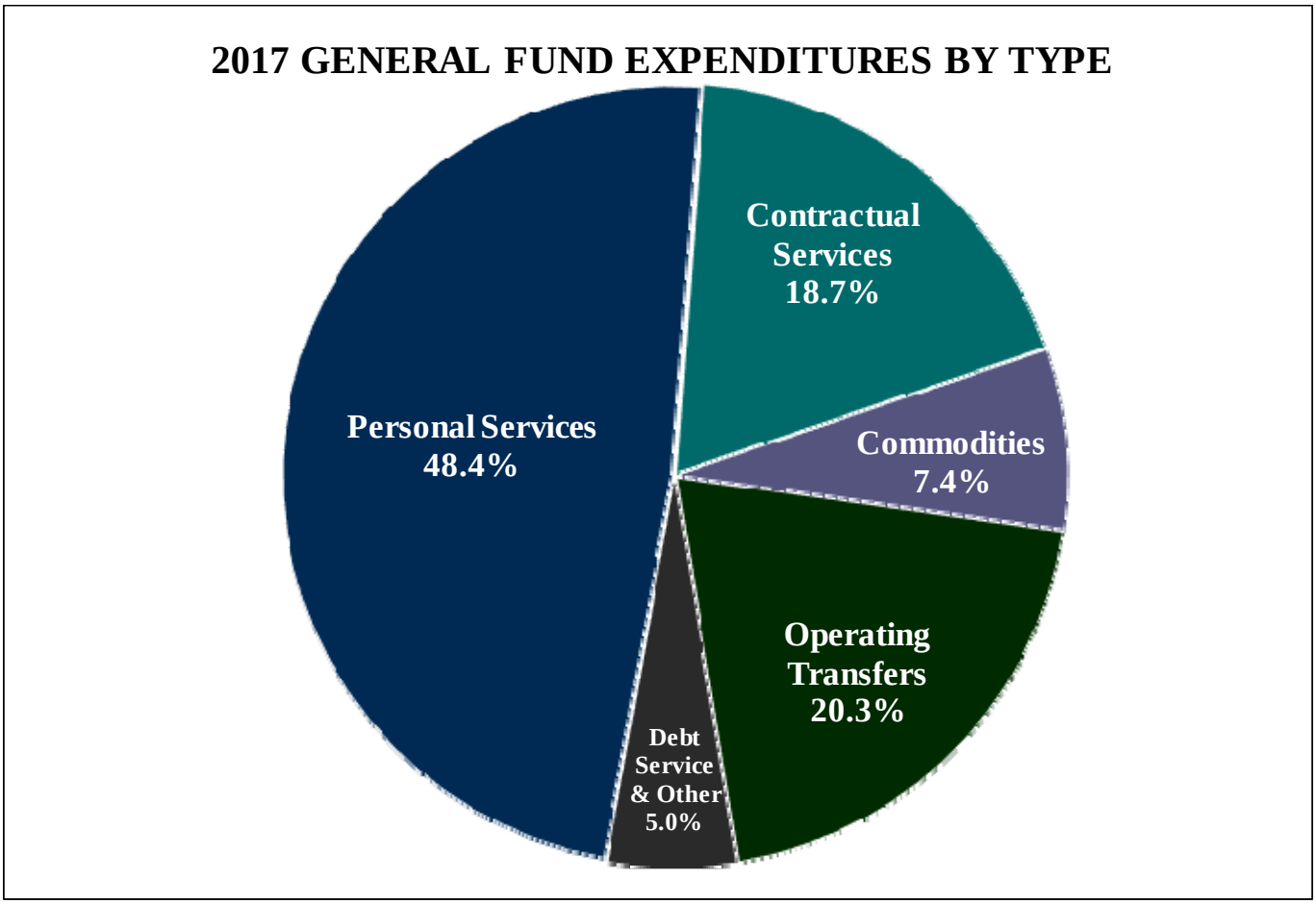
1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017
YEARS
Debt Service
Operating Transfers

Category	Personal Services	Contractual Services	Commodities	Other	Total
General Government	$ 1,363,971	$ 886,300	$ 47,950	$ (369,093)	**$ 1,929,128**
Public Safety	4,502,457	483,800	79,420	120,073	**5,185,750**
Community Development	553,002	63,100	7,500	56,160	**679,762**
Public Works	2,600,710	979,495	1,216,000	(69,441)	**4,726,764**
Refuse Collection	-	1,224,500	-	-	**1,224,500**
Recreation & Leisure Services	205,645	222,575	55,350	28,045	**511,615**
Library	729,668	8,800	141,000	35,492	**914,960**
Operating Transfers	-	-	-	4,234,278	**4,234,278**
Debt Service Payments	-	-	-	1,306,511	**1,306,511**
Miscellaneous Expenditures	148,167	30,300	-	-	**178,467**
Total Expenditures	**$ 10,103,620**	**$ 3,898,870**	**$ 1,547,220**	**$ 5,342,025**	**$ 20,891,735**
Percentage of Total	***48.4%***	***18.6%***	***7.4%***	***25.6%***	***100.0%***



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
- Tax Collection Agreement

Public Safety
- Animal Control Expenses

Public Works
- Building Maintenance – Cleaning Contract
- Pesticide Treatments
- Utilities for Township Buildings
- Other Maintenance Contracts

Refuse Collection
- Refuse & Recycling Collection Contract

Recreation
- Contracted Instructors for various recreation programs

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 (e.g. CDs, DVDs)

Other Expenditures
Expenditures in this category include distributed costs for vehicles and information systems administration. Other expenditures also include debt service payments for the 2011, 2012 and 2016 bond issues, the 2015 note, and operating transfers to other funds.

2017 GENERAL FUND
BUDGETED EXPENDITURES PER CAPITA

GENERAL GOVERNMENT		
Board of Commissioners	$	2.83
Administration		51.49
Finance		16.09
Tax Collection		14.96
Legal Services		11.18
Cable Television Services		3.77
Subtotal	$	100.32

PUBLIC SAFETY		
Police Protection	$	245.32
Fire Protection		19.23
Animal Control		5.13
Subtotal	$	269.68

COMMUNITY DEVELOPMENT		
Planning & Code Enforcement	$	35.35

PUBLIC WORKS		
Administration	$	40.20
Engineering Services		3.98
Civic Activities		3.36
Snow & Ice Control		34.58
Storm Sewer Maintenance		6.83
Traffic Engineering & Safety		8.56
Street Maintenance		18.32
Refuse Collection & Disposal		63.68
Building Maintenance		36.42
Equipment Maintenance		34.04
Golf Course Maintenance		5.06
Tennis Court Maintenance		4.04
Parks Maintenance		45.48
Forestry		4.52
Force Work Projects		0.40
Subtotal	$	309.47

RECREATION & LEISURE		
Administration	$	9.02
Recreation Programs		17.58
Subtotal	$	26.60

LIBRARY SERVICE		
Library Administration	$	47.58

DEBT SERVICE		
Debt Service	$	67.94

OPERATING TRANSFERS		
Operating Transfers	$	220.20

MISCELLANEOUS EXPENSES		
Miscellaneous Expenses	$	9.28

FUND BALANCE		
Fund Balance	$	-

PER CAPITA COST		
Total Budgeted Per Capita Cost	**$**	**1,086.42**

Per Capita Information
Budget: $20,891,735
Population*: 19,229

** Source: 2010 U.S. Census*

GENERAL FUND

REAL ESTATE TAXES

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Real Estate Taxes					
Current Real Estate Tax	$ 7,710,108	$ 7,889,048	$ 7,737,000	$ 7,895,000	$ 7,931,000
Delinquent Taxes	214,140	104,547	119,000	147,850	124,000
Total Real Estate Taxes	**$ 7,924,248**	**$ 7,993,595**	**$ 7,856,000**	**$ 8,042,850**	**$ 8,055,000**

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 2016, the Township had a total of 7,698 real estate parcels, of which 7,568 were taxable. The breakdown is as follows:

Building + Land	Land Only	Zero Values	Exempt Properties
7,038	468	62	130

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 2016 at $ 2,142,954,507.

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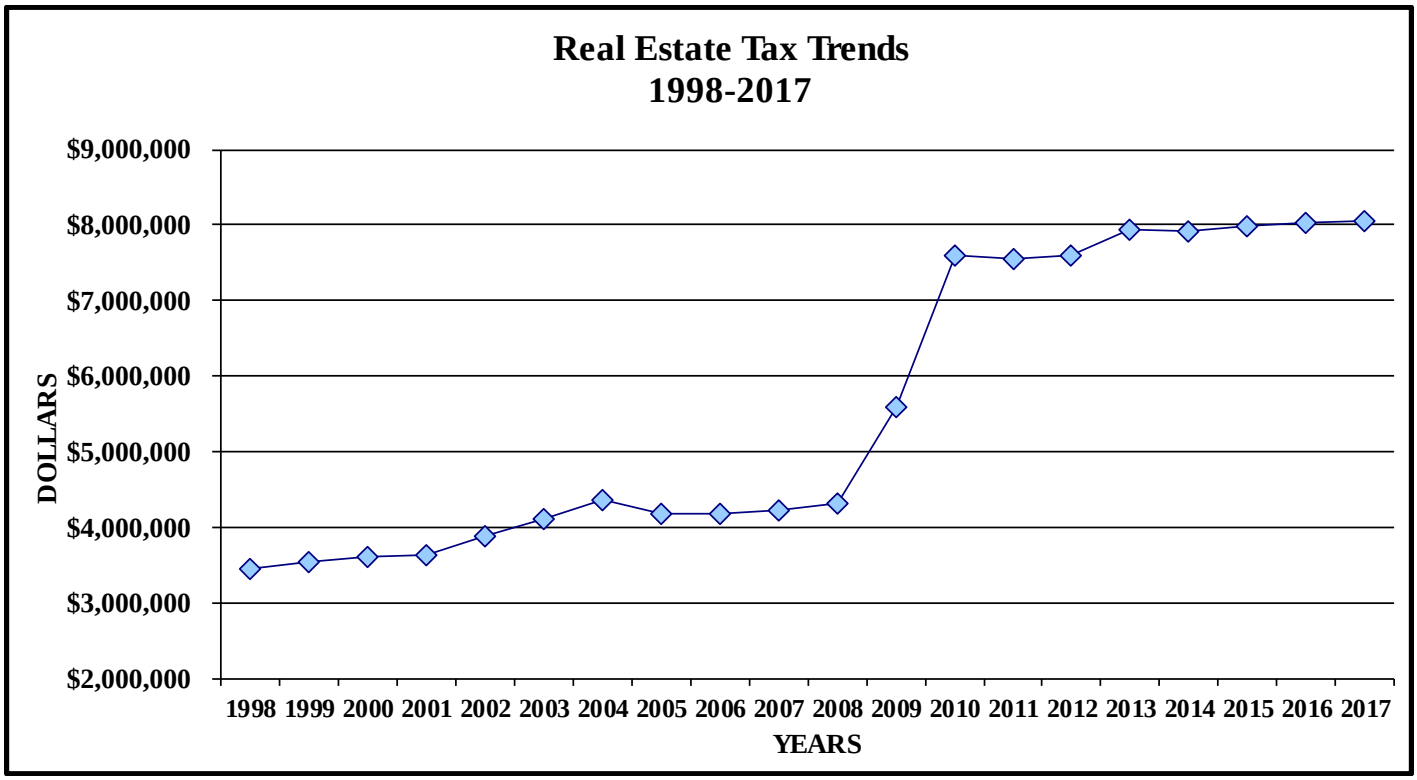
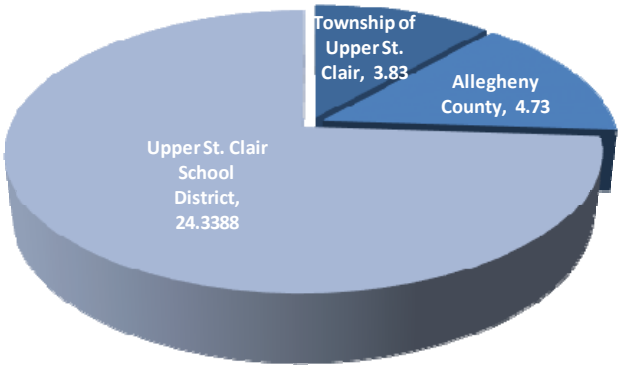
Real Estate Taxes 01-00-000-301???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Current Real Estate Tax					
001 Current Real Estate Tax (2017)	$ 7,710,108	$ 7,889,048	$ 7,758,000	$ 7,916,000	$ 7,952,000
Allowance for tax gentrification	-	-	(21,000)	(21,000)	(21,000)
Total Net Current Real Estate Tax	$ 7,710,108	$ 7,889,048	$ 7,737,000	$ 7,895,000	$ 7,931,000
Delinquent Taxes					
002 Penalties-Current Real Estate Tax (2017)	$ 9,246	$ 17,919	$ 8,000	$ 8,000	$ 8,000
003 Previous Year's Real Estate Tax (2016)	113,884	42,100	70,000	85,000	75,000
004 Penalties & Interest-Previous Year's Real Estate Tax (2016)	33,409	4,467	10,000	10,000	10,000
005 Liened Real Estate Tax 2015 and Prior	36,458	17,237	20,000	30,550	20,000
006 Penalties & Interest-2015 and Prior	14,523	12,222	3,500	6,800	3,500
007 Liened Real Estate Tax Costs	6,620	10,602	7,500	7,500	7,500
Total Delinquent Taxes	$ 214,140	$ 104,547	$ 119,000	$ 147,850	$ 124,000
Total Real Estate Taxes	**$ 7,924,248**	**$ 7,993,595**	**$ 7,856,000**	**$ 8,042,850**	**$ 8,055,000**



REAL ESTATE TAXES PER MEDIAN HOUSEHOLD

The millage rate is calculated by dividing the total Township mills by $1,000, then multiplying that value by the assessed value of the real estate parcel. In 2017, the Township of Upper St. Clair's Real Estate Tax Millage is 3.83 mills. A taxable real estate parcel in the Township is also taxed 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 $221,600, which is the median household value.

Real Estate Taxes		
Taxing Authority	**2017 Millage Rate**	**R.E. Tax**
Township of Upper St. Clair	**3.83**	**$ 849**
Allegheny County	4.73	$ 1,048
Upper St. Clair School District	24.3388	$ 5,393
	Total Real Estate Tax	**$ 7,290**



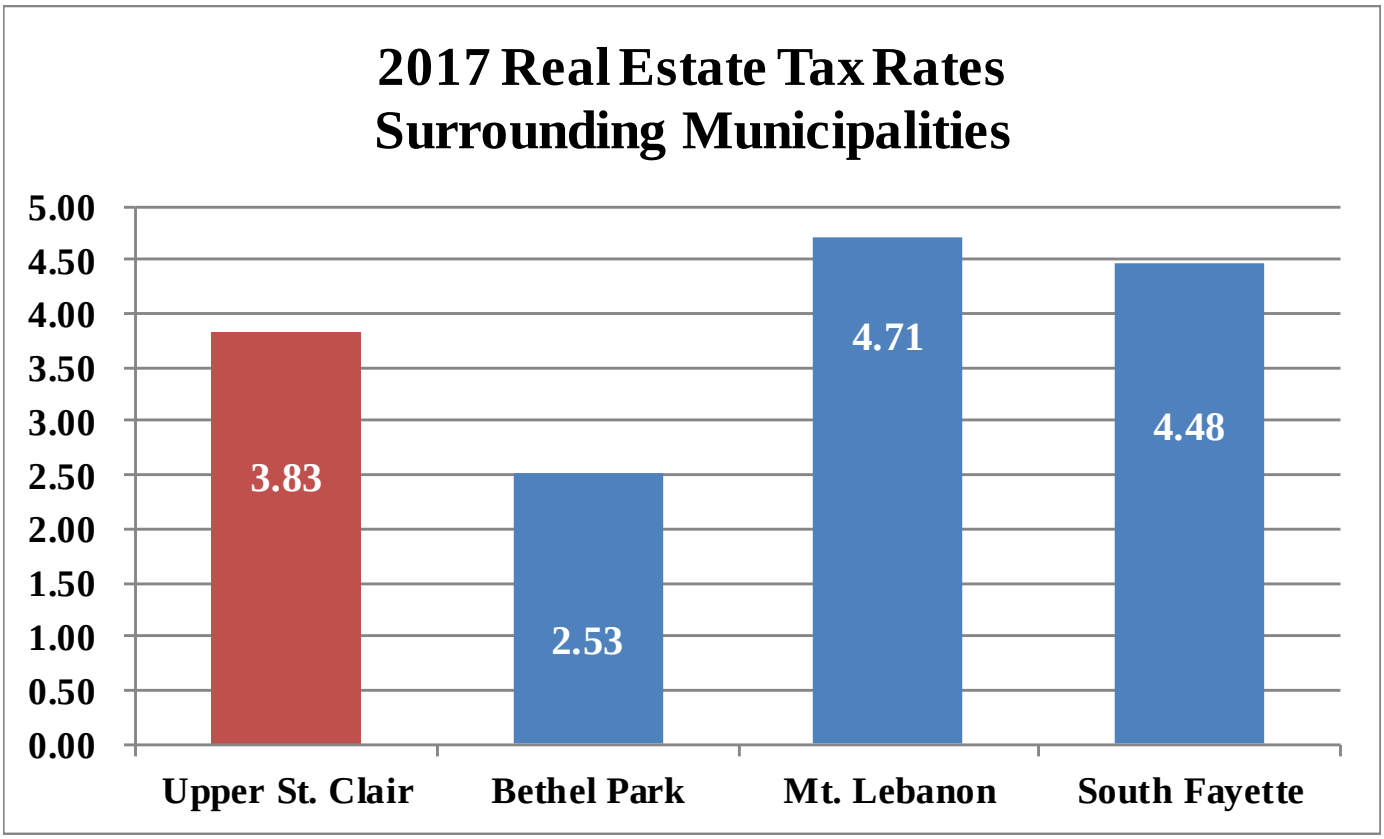
A twenty-year comparison of assessed valuation and millage rates is shown below:

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

Year	Total Assessed Value	% Change in Value	Millage Rate	Year	Total Assessed Value	% Change in Value	Millage Rate
1998	269,733,620	1.52%	13.00	2008	1,660,118,320	-0.01%	2.60
1999	276,116,645	2.37%	13.00	2009	1,669,202,220	0.55%	3.40
2000	282,615,435	2.35%	13.00	2010	1,676,420,504	0.43%	4.60
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*	2,171,534,880	1.33%	3.83

^ Countywide reassessment year
* Uncertified value as of 12/29/2016

REAL ESTATE TAX MILLAGE RATES - SURROUNDING MUNICIPALITIES



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GENERAL FUND

EARNED INCOME TAXES

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Total Earned Income Taxes	**$8,285,627**	**$8,382,576**	**$8,470,000**	**$8,447,600**	**$8,531,000**

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 amends 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.

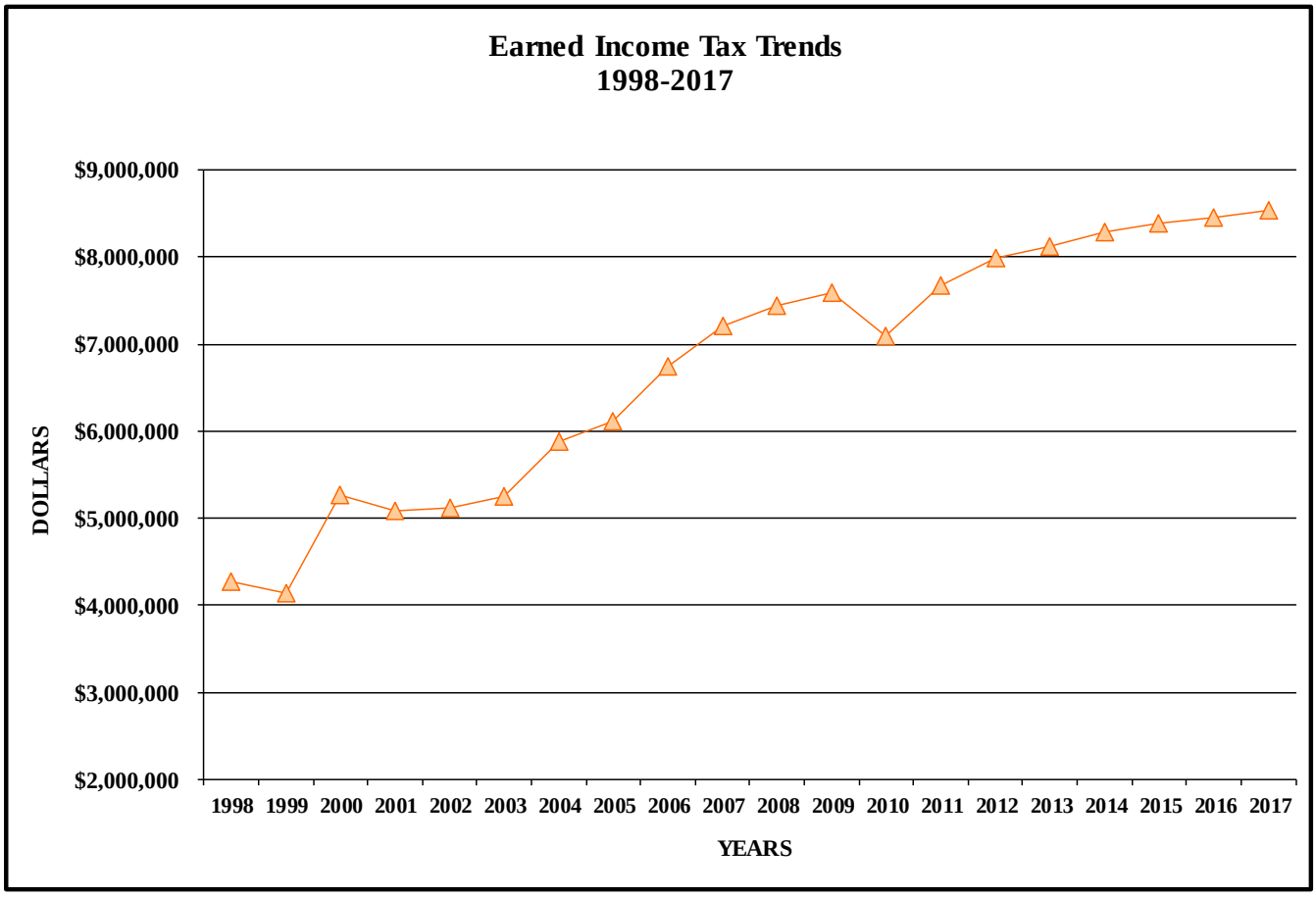
2. The new collection system requires all employers in the state to withhold the earned income tax for each one of their employees irrespective of where they reside. The objective of the legislation is to create a streamlined tax collection system with procedures and uniform forms that will simplify 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 2017.

Earned Income Taxes 01-00-000-310???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
001 Earned Income Tax Current Year	$5,681,083	$5,897,539	$5,974,000	$5,827,600	$5,944,000
002 Earned Income Tax Prior Year	2,455,664	2,256,284	2,396,000	2,330,000	2,377,000
003 Earned Income Tax Previous Years	148,880	228,753	100,000	290,000	210,000
Total Earned Income Taxes	**$8,285,627**	**$8,382,576**	**$8,470,000**	**$8,447,600**	**$8,531,000**



EARNED INCOME TAX RATE

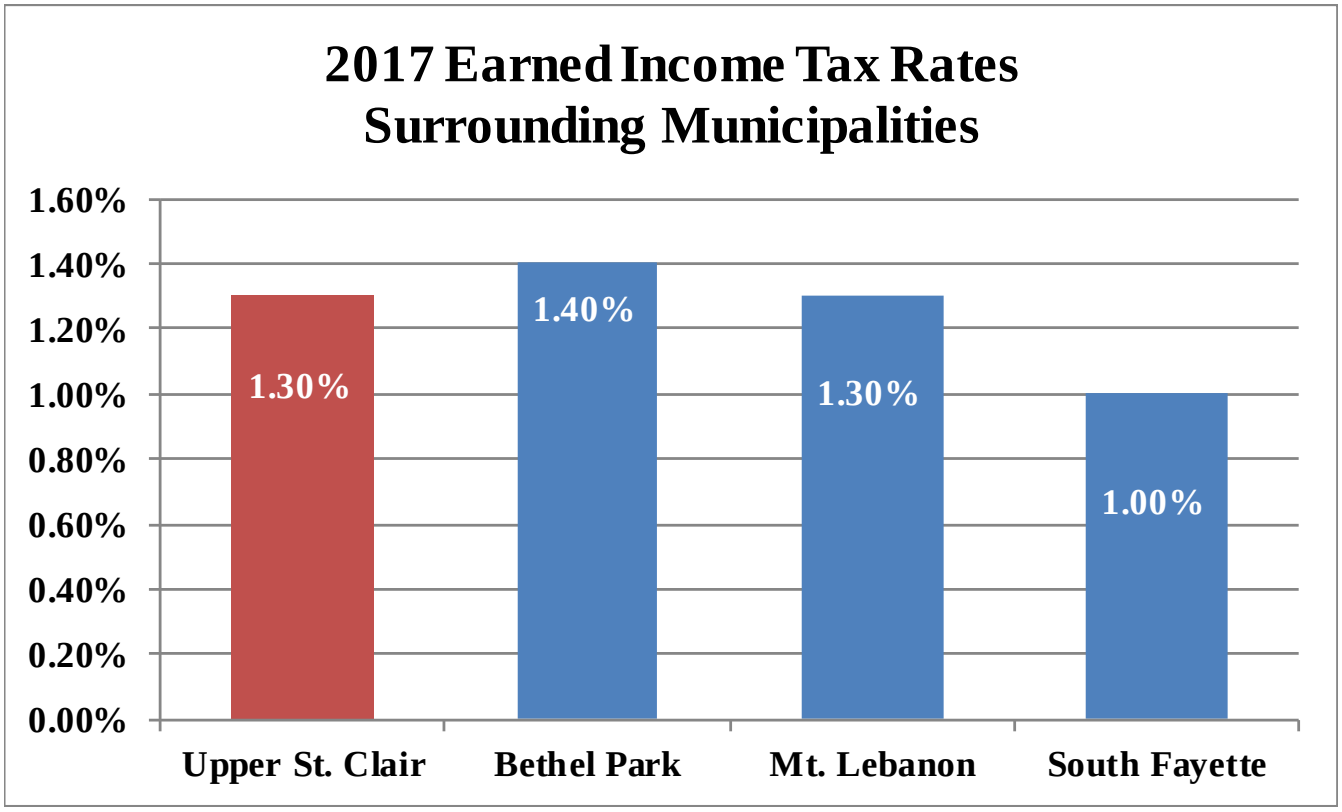
A ten-year comparison of earned income tax rates for the Township and School District are shown below:

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
2008	$7,436,388	0.80%	0.50%	1.30%	2013	$8,116,840	0.80%	0.50%	1.30%
2009	$7,592,892	0.80%	0.50%	1.30%	2014	$8,285,627	0.80%	0.50%	1.30%
2010	$7,088,403	0.80%	0.50%	1.30%	2015	$8,382,576	0.80%	0.50%	1.30%
2011	$7,673,078	0.80%	0.50%	1.30%	2016*	$8,447,600	0.80%	0.50%	1.30%
2012	$7,994,029	0.80%	0.50%	1.30%	2017*	$8,531,000	0.80%	0.50%	1.30%

** EIT Collection amount is estimated*

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 $106,444 as reported by the U.S Census Bureau for 2015.

Local Earned Income Tax		
Taxing Authority	**2017 EIT Rate**	**EIT Due**
Township of Upper St. Clair (Act 511 Tax)	**0.50%**	**$ 532**
Township of Upper St. Clair (Act 62 Tax)	**0.30%**	**$ 319**
Upper St. Clair School District (Act 511 Tax)	0.50%	$ 532
Total Local Earned Income Tax	**1.30%**	**$ 1,384**

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GENERAL FUND

OTHER TAXES

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Total Other Taxes	**$1,855,328**	**$2,115,962**	**$1,767,500**	**$1,791,746**	**$1,783,750**

OTHER TAXES OVERVIEW

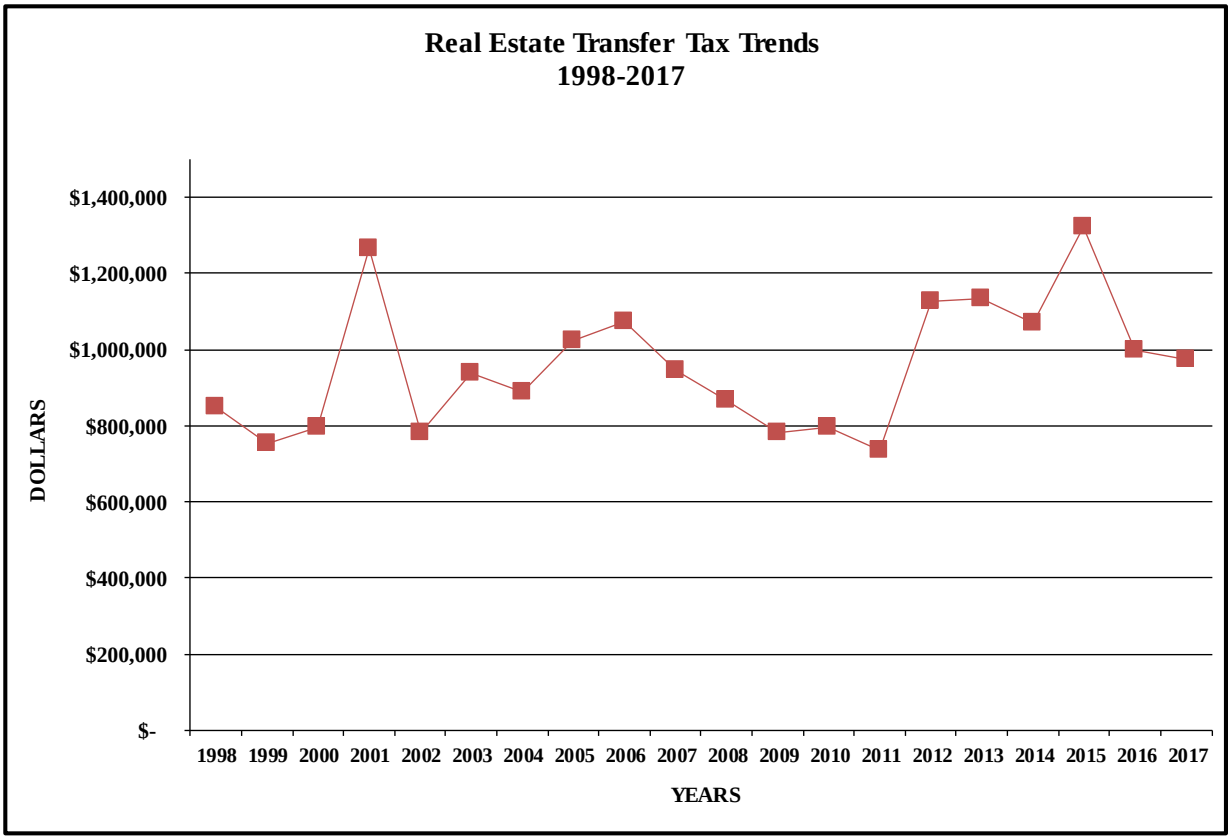
Local Services Tax
The Local Services Tax is a $52 annual tax levied on all persons employed within the corporate limit of Upper St. Clair and who make over $12,000 annually. The tax is collected by Jordan Tax Service and remitted to the Township on a daily basis, as necessary.

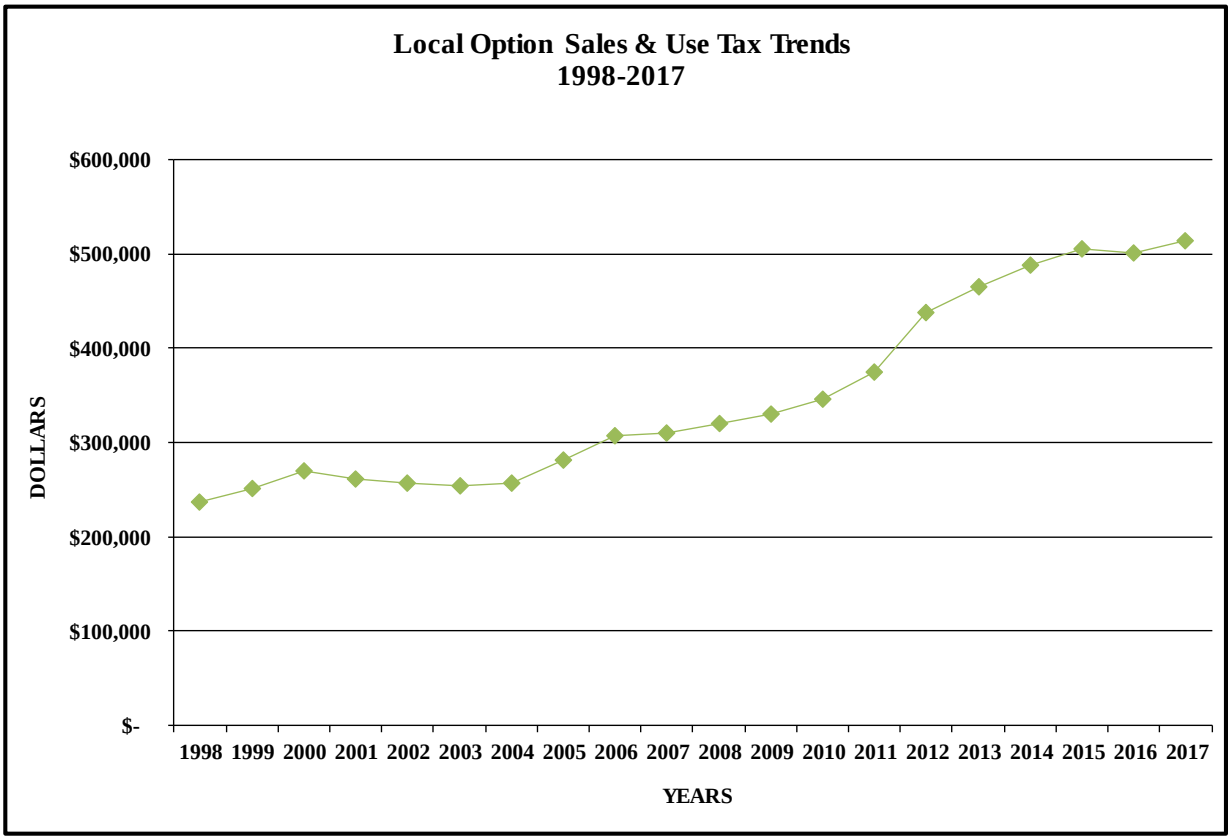
Real Estate Transfer Tax
This 1.0% tax, collected for the Township by the County Recorder of Deeds through the sale of deed transfer stamps, is on the sale price of all property in Upper St. Clair. The State also receives 1.0% and the School District receives 0.5%. Revenue derived from this tax is remitted 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**	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2016 Estimate**	**2017 Budget**
001 Local Services Tax	$ 274,454	$ 267,060	$ 265,000	$ 270,000	$ 274,000
002 Real Estate Transfer Tax	1,069,623	1,322,037	975,000	1,000,000	975,000
003 Public Utilities Tax	22,690	21,134	22,500	20,746	21,000
004 Local Option Sales & Use Tax	488,561	505,731	505,000	501,000	513,750
Total Other Taxes	**$1,855,328**	**$2,115,962**	**$1,767,500**	**$1,791,746**	**$1,783,750**


Real Estate Transfer Tax Trends
1998-2017
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$-
DOLLARS
1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017
YEARS


Local Option Sales & Use Tax Trends
1998-2017
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$-
DOLLARS
1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017
YEARS

GENERAL FUND

OTHER REVENUES

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Total Licenses and Permits	**$ 212,713**	**$ 238,681**	**$ 167,275**	**$ 153,275**	**$ 174,275**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
001 Building Permits	$ 121,848	$ 165,615	$ 90,000	$ 90,000	$ 110,000
002 Beverage Licenses	3,500	2,750	2,500	2,500	2,500
003 Grading Permits	170	270	500	250	250
004 Amusement Device Permits	1,525	1,525	1,525	1,525	1,525
007 Street Opening Permits	31,729	33,082	30,000	19,000	22,000
008 Alarm Systems Permits	38,002	23,380	28,000	28,000	26,000
009 False Alarm Fees	425	625	750	500	500
012 Dye Test Compliance Fees	8,200	8,275	7,500	7,500	7,500
013 Electrical Permit Fees-Net	7,314	3,159	6,500	4,000	4,000
Total Licenses and Permits	**$ 212,713**	**$ 238,681**	**$ 167,275**	**$ 153,275**	**$ 174,275**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Total Fines and Fees	**$ 533,772**	**$ 536,176**	**$ 525,700**	**$ 562,142**	**$ 561,200**

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**	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
003 Filing and Hearing Fees	$ 14,234	$ 14,547	$ 14,000	$ 14,000	$ 14,000
004 Animal Control Fines and Fees	285	100	200	200	200
005 Magistrate Fines	24,217	14,481	23,000	23,000	23,000
006 Local Fines	15,658	5,627	6,000	6,000	6,000
008 State Traffic Fine Distribution	10,506	11,581	10,500	9,000	9,500
011 Library Fees and Fines	26,227	24,185	28,000	25,000	25,000
012 Cable Television Franchise Fees	442,645	465,655	444,000	468,000	475,000
040 Compost Site Tipping Fees	-	-	-	16,942	8,500
Total Fines and Fees	**$ 533,772**	**$ 536,176**	**$ 525,700**	**$ 562,142**	**$ 561,200**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Total Rental Income	**$ 85,816**	**$ 63,024**	**$ 91,900**	**$ 83,272**	**$ 84,676**

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.

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 2017 lease amount is $2,546.

Rental Income 01-00-000-340???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
001 School District Rental (rent plus utilities)	$ 81,016	$ 63,024	$ 89,500	$ 80,800	$ 82,130
002 Boyce Road Radio Tower Rental	4,800	-	2,400	2,472	2,546
Total Rental Income	**$ 85,816**	**$ 63,024**	**$ 91,900**	**$ 83,272**	**$ 84,676**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Total Interest on Investments	**$ 2,286**	**$ 894**	**$ 4,000**	**$ 3,500**	**$ 3,500**

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**	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
001 Interest on Investments	$ 2,286	$ 894	$ 4,000	$ 3,500	$ 3,500
Total Interest on Investments	**$ 2,286**	**$ 894**	**$ 4,000**	**$ 3,500**	**$ 3,500**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Total Service Agreements	**$ 240,385**	**$ 256,624**	**$ 221,100**	**$ 220,492**	**$ 222,000**

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 Tax Collection Agreement was renewed in 2012 and only reimburses the Township for Staff personnel costs, office space costs and data processing costs. The School District is invoiced separately for any costs of the Jordan Tax Service contract that is 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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
001 Snow and Ice Control	$ 189,949	$ 175,832	$ 170,000	$ 170,000	$ 170,000
002 Peters Township Service	3,053	7,412	3,100	2,430	3,000
004 School District Tax Collection Agreement	27,320	28,028	28,000	28,000	28,000
007 PennDOT Road Mte. Agreement	20,063	45,352	20,000	20,062	21,000
Total Service Agreements	**$ 240,385**	**$ 256,624**	**$ 221,100**	**$ 220,492**	**$ 222,000**

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Total Recreation Program Fees	**$ 377,268**	**$ 355,479**	**$ 379,000**	**$ 337,793**	**$ 377,975**

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 $338,101. Revenues do not cover administration costs and capital expenses required by the programming.

Recreation Program Fees 01-00-000-367???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
002 Football Training	$ 7,499	$ 7,530	$ 9,000	$ -	$ 9,500
003 Aerobics/Dance & Exercise	6,909	6,360	7,000	4,000	9,000
007 Soccer Programs	5,219	9,287	9,300	3,735	8,000
008 Softball	14,330	13,312	14,000	12,558	13,000
011 Summer Playground & Cultural Art Program	73,136	72,657	68,000	72,200	72,500
013 Older Adults	2,394	270	750	1,350	1,350
014 Golf Course*	6,048	5,754	6,500	4,000	4,500
015 Tennis Program*	22,416	46,946	30,000	20,000	30,000
018 Golf Lesson	-	6,015	4,000	4,200	4,000
020 Summer Music Program	2,575	3,751	4,000	4,700	4,000
021 Tennis Bubble Fees**	118,871	68,308	115,000	100,000	110,000
022 Miscellaneous Self Supporting	62,674	50,622	60,000	60,000	60,000
023 Youth Basketball	53,802	62,435	50,000	50,000	50,000
028 Instructional Baseball	1,200	2,172	1,400	895	2,000
999 Administration Fees	195	60	50	155	125
Total Recreation Program Fees	**$ 377,268**	**$ 355,479**	**$ 379,000**	**$ 337,793**	**$ 377,975**

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

**Additional revenue generated by this program will be used to amortize the capital cost of three (3) tennis bubbles.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Total Other Non-Tax Revenue	**$ 1,037,987**	**$ 1,117,257**	**$ 976,186**	**$ 1,430,816**	**$ 1,098,359**

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 the Pension Reform Act, Act 205, the Township receives an allocation from the State of Pennsylvania for each full time employee in the pension plan. Funds are deposited into the pension plans based on actuarial funding requirements.

Employee Health Insurance Reimbursements

All full-time employees are required to pay a portion of their Health insurance premiums through a bi-weekly withholding. The respective deduction depends on the employee's hire date and/or job classification.

MRM Workers Compensation Dividends

The Township belongs to a workers' compensation pooled trust and receives an annual payment in the form of dividends.

Other Non-Tax Revenue 01-00-000-??????-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
370011 Library State Grant	$ 62,926	$ 62,926	$ 62,926	$ 64,059	$ 64,059
370013 State Pension Grant	537,927	587,114	501,760	529,300	567,000
370014 Recycling Program/Grant	23,230	-	20,000	318,617	23,000
370015 Library Table Gaming Revenue	13,780	11,404	12,000	12,000	11,200
370016 Act 13 State Grant Funds	-	1,050	-	3,150	3,000
370030 Alleg. Conservation Dist. Grant	-	5,000	-	-	-
370035 PEMA Grant - Storm Clean-up	84,705	-	-	-	-
380001 Maps, Docs & Police Reports	7,836	7,162	7,000	7,000	7,000
380010 Facility Fees	11,525	10,725	11,000	11,000	11,000
380012 Library Copier/Printer Revenue	4,290	4,318	4,500	4,500	4,500
380022 Employee Health Ins. Reimb.	75,369	110,976	70,000	100,000	108,000
380026 COBRA Insurance Payments	1,246	1,265	1,200	200	600
380027 Workers Comp. Dividends	141,038	175,072	160,000	156,696	125,000
380029 Comcast Cable 7 Grant	9,115	9,543	9,500	9,925	10,000
380030 Prop & Liab Ins. Dividends	-	34,518	35,000	41,761	45,000
380040 Public Works Scrap Metal Rev.	19,726	10,272	10,000	10,000	10,000
380080 Flex Plan Year End Reimb.	7,138	2,917	1,300	2,000	3,000
380099 Miscellaneous Revenue	38,136	82,995	70,000	160,608	106,000
Total Other Non-Tax Revenue	**$ 1,037,987**	**$ 1,117,257**	**$ 976,186**	**$ 1,430,816**	**$ 1,098,359**

GENERAL FUND

GENERAL GOVERNMENT SUMMARY

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
General Government Expenditures					
Personal Services	$ 1,158,484	$ 1,174,309	$ 1,300,661	$ 1,301,681	$ 1,363,971
Contractual Services	605,851	681,883	861,400	857,983	886,300
Commodities	35,580	36,642	49,650	49,150	47,950
Distributed Costs	(218,922)	(228,821)	(350,238)	(350,238)	(369,093)
Total General Government Expenditures	**$ 1,580,993**	**$ 1,664,013**	**$ 1,861,473**	**$ 1,858,576**	**$ 1,929,128**

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.

2016 DEPARTMENT ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award for the 2016 Budget from the Government Finance Officers Association of America (GFOA).
- Received the Certificate of Achievement Award for Excellence in Financial Reporting from GFOA for the 29th consecutive year.
- Completely restructured the 2008 Bond Issue by refunding the bonds, terminating the interest rate swap, eliminating the need for remarketing and liquidity providers, and moving to fixed rate debt.
- Recognized by Allegheny County Council for being a Banner Community in 2016.
- Maintained the highest level (gold) of Sustainable Community Certification from the Pennsylvania Municipal League.
- Refined the Township's human resources functions including the creation of a Human Resources Administrator position.
- Negotiated a new labor agreement with the Township's Police Officers for the term of January 1, 2017 through December 31, 2019.

2017 DEPARTMENT GOALS AND OBJECTIVES

- Continue to participate in the GFOA Distinguished Budget and CAFR award programs.
- Complete Phase III of the Administration Building Space Renovation Project.
- Maintain the Township's AA+ bond rating.
- Complete the implementation of Cityworks software.
- Select and implement a new Recreation software program.
- Research and recommend a document management solution.
- Successfully negotiate a new collective bargaining agreement between the Township and the Teamsters 205 (Public Works employees). The current agreement expires at the end of 2017.
- Continue pursing grant opportunities.

DEPARTMENT EXPENDITURES

General Government Expenditures 01-10-101-500 TO 01-10-107-500	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 840,478	$ 838,293	$ 935,915	$ 923,395	$ 975,421
110 Overtime Wages	-	-	100	100	1,000
120 Part-Time Wages	150	-	-	-	-
130 Elected Officials Salaries	8,400	8,400	8,400	8,400	8,400
162 Group Life Insurance	7,086	10,144	8,528	5,617	6,132
163 Medical Insurance	155,355	167,089	182,604	200,226	201,762
164 Workers' Compensation	4,080	4,275	4,229	4,229	5,062
166 Pension Costs	71,320	75,373	78,069	78,541	81,092
167 Long-term Disability Insurance	2,326	2,530	3,567	2,883	2,862
168 Post Retirement Plan	6,866	7,000	7,000	7,000	6,900
198 Social Security Expense	62,423	61,205	72,249	71,290	75,340
Total Personal Services	$ 1,158,484	$ 1,174,309	$ 1,300,661	$ 1,301,681	$ 1,363,971
Contractual Services					
210 Professional Services-Legal	$ 189,596	$ 222,499	$ 205,000	$ 205,000	$ 210,000
212 Professional Services-Auditing	17,123	17,285	17,750	17,500	18,000
217 Miscellaneous Consulting Services	50	1,700	4,000	4,000	4,000
220 Liability Insurance	13,940	13,405	14,100	14,100	14,700
223 Tax Collection Bonds	5,457	7,083	7,500	7,083	7,500
230 Association Dues	33,064	25,908	30,700	30,700	30,250
231 Travel & Conference Expense	24,620	30,058	39,250	39,250	37,250
243 Telephone	11,504	12,489	12,500	12,500	12,500
250 Repairs & Maintenance-Office Equipment	49,695	53,174	166,400	166,650	166,900
274 Legal Advertising	12,206	15,443	16,000	16,000	16,000
275 Printing & Duplicating	90	130	200	200	200
278 Postage	10,127	7,145	12,250	9,250	10,250
280 Mileage Reimbursement	-	-	250	250	250
290 Other Contractual Services	238,379	274,930	308,000	308,000	331,000
292 Volunteer Boards & Commissions Recognition Expense	-	634	7,500	7,500	7,500
299 Internet Connection Services	-	-	20,000	20,000	20,000
Total Contractual Services	$ 605,851	$ 681,883	$ 861,400	$ 857,983	$ 886,300

DEPARTMENT EXPENDITURES (Continued)

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Commodities					
300 Office Furniture & Equipment	$ 1,840	$ 2,561	$ 6,000	$ 6,000	$ 4,500
301 Expendable Office Supplies	16,920	15,953	16,900	16,900	16,900
302 Books & Subscriptions	1,021	1,118	2,500	2,500	2,800
303 Tapes	23	-	500	500	500
304 Publicity Material	-	-	-	500	500
390 Other Supplies	15,776	17,010	23,750	22,750	22,750
Total Commodities	$ 35,580	$ 36,642	$ 49,650	$ 49,150	$ 47,950
Distributed Costs					
601 Dist. Vehicle Costs	$ 10,384	$ 10,644	$ 10,910	$ 10,910	$ 11,183
602 Dist. Data Processing Costs	(229,306)	(239,465)	(361,148)	(361,148)	(380,276)
Total Distributed Costs	$ (218,922)	$ (228,821)	$ (350,238)	$ (350,238)	$ (369,093)
Total General Government Expenditures	**$ 1,580,993**	**$ 1,664,013**	**$ 1,861,473**	**$ 1,858,576**	**$ 1,929,128**

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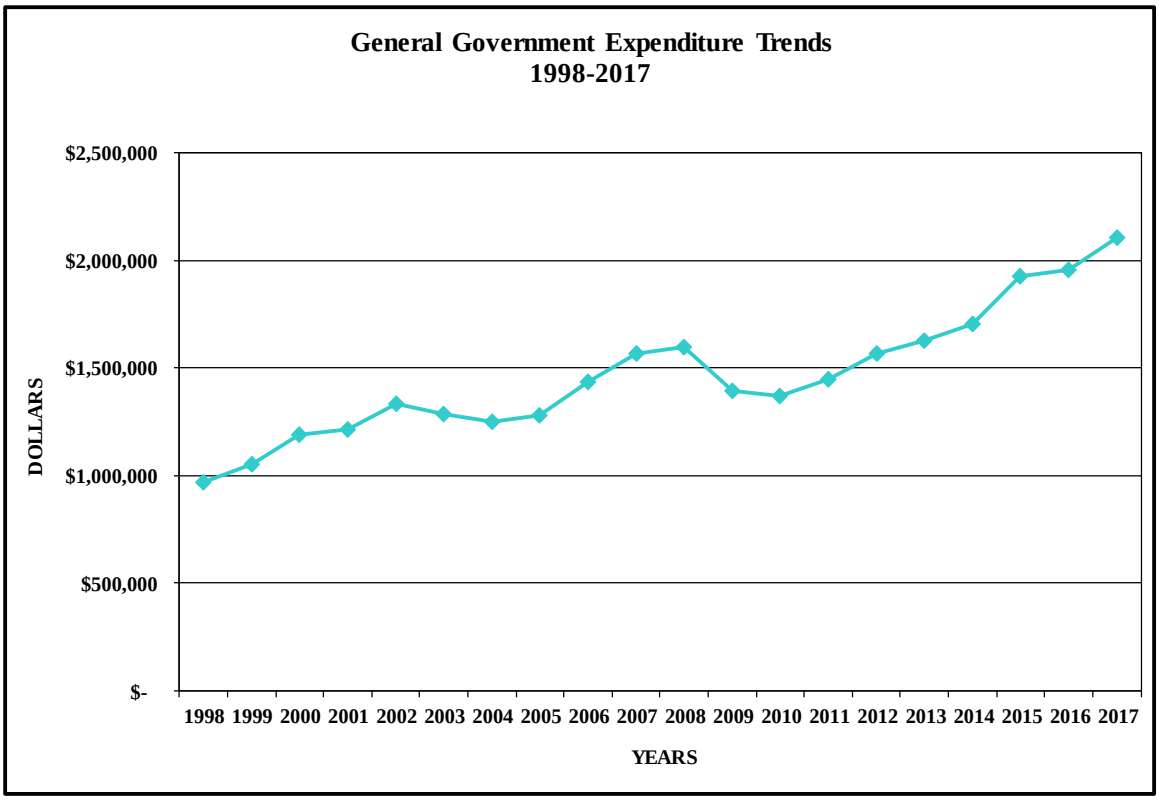
SUPPLEMENTARY INFORMATION

The average annual cost increase of General Government expenditures over the last 20 years is 3.53%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$1,768,130***
How many real estate tax mills?		**0.38**	**$775,312**
Earned Income Tax per $100?	**$**	**9.63**	**$821,128**
Percentage of Other Taxes?		**0.93%**	**$171,690**

**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 (10-14-2016)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2006 046	2006	Ford	Explorer	125,983	11	Poor	Rotation Vehicle
2	2007 070	2007	Ford	Explorer	66,173	10	Good	2020
3	2008 020	2008	Ford	Explorer	89,802	9	Good	2019
4	2011 005	2011	Ford	Escape	38,616	6	Good	Rotation Vehicle
5	2009 030	2009	Ford	Escape XLT	29,837	8	Good	Rotation Vehicle
6	2012 003	2013	Ford	Explorer	33,800	4	Good	2018

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GENERAL FUND

GENERAL GOVERNMENT DEPARTMENTS

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Board of Commissioners Expenditures					
Personal Services	$ 9,043	$ 9,043	$ 9,043	$ 9,043	$ 9,043
Contractual Services	31,185	31,902	41,500	41,500	42,450
Commodities	632	553	3,000	3,000	3,000
Total Board of Comm. Expenditures	**$ 40,860**	**$ 41,498**	**$ 53,543**	**$ 53,543**	**$ 54,493**

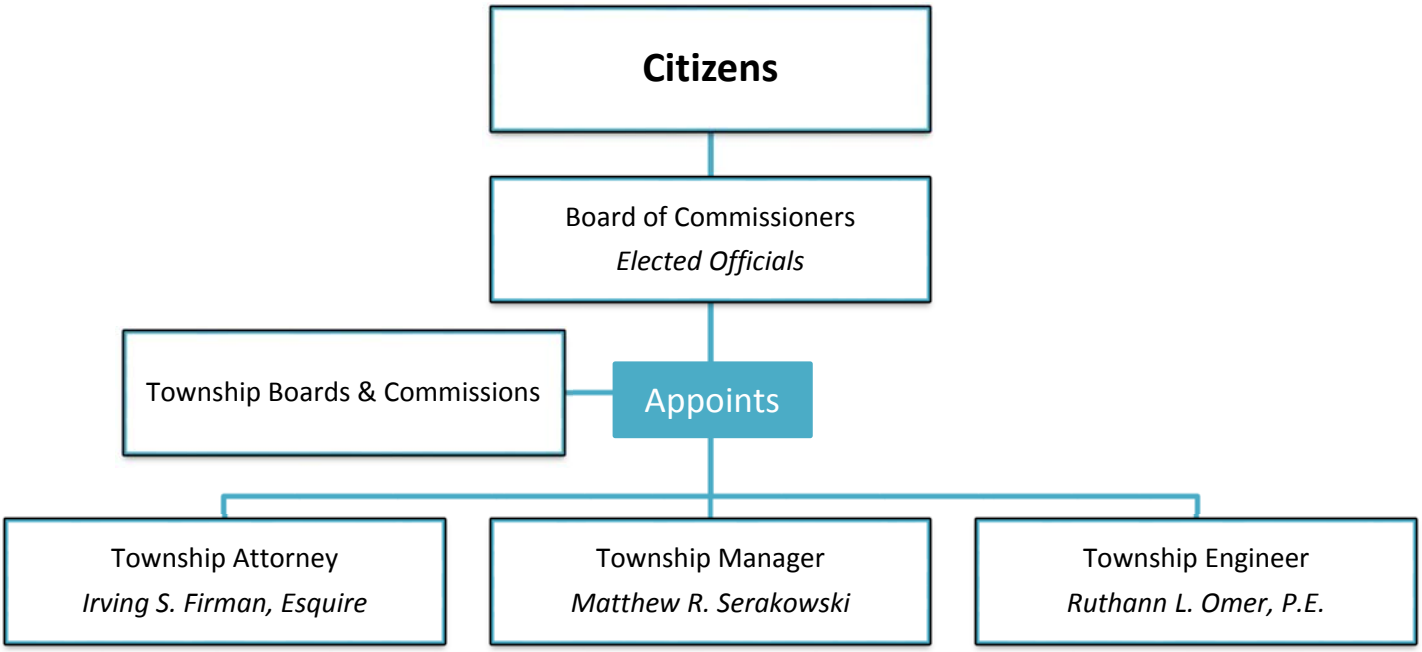
BOARD OF COMMISSIONERS OVERVIEW

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 2017.

DEPARTMENT ORGANIZATIONAL STRUCTURE



Board of Commissioners	Ward
Mark D. Christie, President	4
Rex A. Waller, Vice President	2
Russell R. Del Re	At Large
Robert W. Orchowski	3
Daniel R. Paoly	At Large
Ronald J. Pardini	5
Nicholas J. Seitanakis	1

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
130 Elected Officials Salaries	$ 8,400	$ 8,400	$ 8,400	$ 8,400	$ 8,400
Seven Commissioners @ $1200					
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	$ 13,940	$ 13,405	$ 14,100	$ 14,100	$ 14,700
230 Association Dues	7,588	7,242	7,900	7,900	8,250
231 Travel & Conference Expense	9,657	10,621	12,000	12,000	12,000
292 Volunteer Boards & Commissions Recognition Expense	-	634	7,500	7,500	7,500
Total Contractual Services	$ 31,185	$ 31,902	$ 41,500	$ 41,500	$ 42,450
Commodities					
390 Other Supplies	$ 632	$ 553	$ 3,000	$ 3,000	$ 3,000
Total Commodities	$ 632	$ 553	$ 3,000	$ 3,000	$ 3,000
Total Board of Comm. Expenditures	**$ 40,860**	**$ 41,498**	**$ 53,543**	**$ 53,543**	**$ 54,493**

BUDGETARY COMMENT

Funds requested for the Board of Commissioners are the same as appropriated in 2016 except for minor increases in association dues and liability insurance.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Administration Expenditures					
Personal Services	$ 596,364	$ 611,550	$ 702,748	$ 688,530	$ 756,583
Contractual Services	76,892	100,089	118,000	115,000	131,000
Commodities	22,865	26,757	30,000	30,500	30,500
Distributed Costs	33,032	52,712	68,694	68,694	72,027
Total Administration Expenditures	**$ 729,153**	**$ 791,108**	**$ 919,442**	**$ 902,724**	**$ 990,110**

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; joint purchasing; and a credit union. There are many other opportunities for reducing the cost of government through joint cooperation with neighboring municipalities. Other organizations allocated through this department include Pennsylvania Municipal League (PML) and Chartiers Valley District Flood Control Authority. It is recommended that the Township continue support of these organizations.

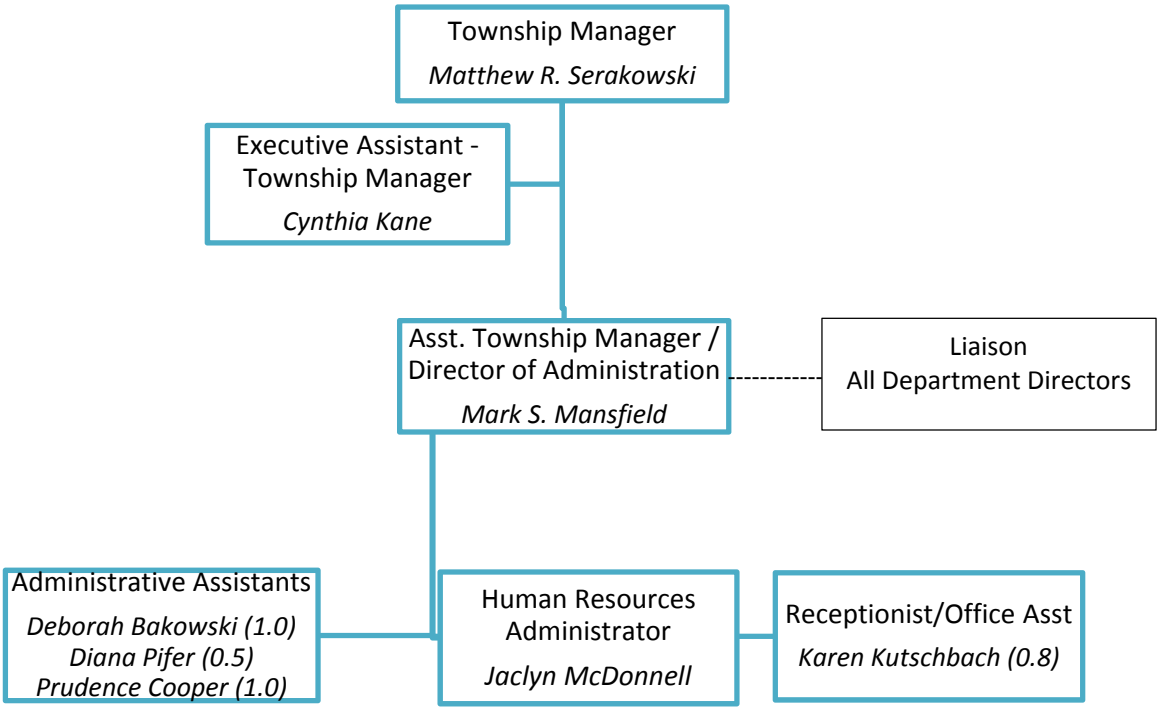
This department provides services for several other departments including grant applications, human resources, personnel functions, fleet logs, insurance management, vendor contracts, minutes of all Board of Commissioners and Informational and General Affairs Meetings, copying and office supplies.

DEPARTMENT ORGANIZATIONAL STRUCTURE

Position Title	Pay Grade	Minimum	Maximum	2017 Positions
Township Manager	1	$111,202	$176,812	1
Assistant Township Manager/Director of Administration	2	$96,451	$138,322	1
Human Resources Administrator	7	$56,012	$80,327	1
Executive Assistant - Office of the Township Manager	9	$46,291	$66,386	1
Administrative Assistant	10-11	$38,257	$60,351	3
Office Assistant	14	$28,743	$41,221	1

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

The proposed authorized personnel responsible for programs and services for the Administration Department for 2017 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

DEPARTMENT EXPENDITURES

Administration Expenditures 01-10-102-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 432,459	$ 443,939	$ 508,917	$ 487,092	$ 542,788
110 Overtime Wages	-	-	100	100	1,000
120 Part-Time Wages	150	-	-	-	-
162 Group Life Insurance	3,518	4,569	4,651	3,000	3,337
163 Medical Insurance	85,180	85,301	98,585	110,000	113,559
164 Workers' Compensation	2,088	2,135	2,112	2,112	2,528
166 Pension Costs	37,374	40,009	44,106	44,106	46,779
167 Long-term Disability Insurance	1,159	1,264	1,937	1,450	1,592
168 Post Retirement Plan	3,400	3,400	3,400	3,400	3,400
198 Social Security Expense	31,036	30,933	38,940	37,270	41,600
Total Personal Services	$ 596,364	$ 611,550	$ 702,748	$ 688,530	$ 756,583
Contractual Services					
230 Association Dues	$ 24,281	$ 18,366	$ 21,000	$ 21,000	$ 21,000
231 Travel & Conference Expense	8,697	9,666	11,750	11,750	11,750
243 Telephone	11,504	12,489	12,500	12,500	12,500
250 Repairs & Maintenance-Office Equipment	(55)	204	5,000	5,000	5,000
274 Legal Advertising	12,206	15,443	16,000	16,000	16,000
278 Postage	9,516	6,683	11,500	8,500	9,500
280 Mileage Reimbursement	-	-	250	250	250
290 Other Contractual Services	10,743	37,238	40,000	40,000	55,000
Total Contractual Services	$ 76,892	$ 100,089	$ 118,000	$ 115,000	$ 131,000
Commodities					
300 Office Furniture & Equipment	$ 721	$ -	$ 2,000	$ 2,000	$ 2,000
301 Expendable Office Supplies	9,079	11,192	11,500	11,500	11,500
302 Books & Subscriptions	1,021	909	1,500	1,500	1,500
304 Publicity Material	-	-	-	500	500
390 Other Supplies	12,044	14,656	15,000	15,000	15,000
Total Commodities	$ 22,865	$ 26,757	$ 30,000	$ 30,500	$ 30,500

DEPARTMENT EXPENDITURES (Continued)

Administration Expenditures 01-10-102-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Distributed Costs					
601 Dist. Vehicle Costs	$ 10,384	$ 10,644	$ 10,910	$ 10,910	$ 11,183
602 Dist. Data Processing Costs	22,648	42,068	57,784	57,784	60,844
Total Distributed Costs	$ 33,032	$ 52,712	$ 68,694	$ 68,694	$ 72,027
Total Administration Expenditures	**$ 729,153**	**$ 791,108**	**$ 919,442**	**$ 902,724**	**$ 990,110**

BUDGETARY COMMENT

Funds requested for General Government Administration are $70,668, or 7.7% more than those appropriated in 2015 due to increases personal services and software licensing costs.

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Finance Office Expenditures					
Personal Services	$ 203,508	$ 206,082	$ 223,123	$ 215,780	$ 202,352
Contractual Services	37,747	41,487	46,250	46,250	49,200
Commodities	7,555	3,365	7,800	6,800	7,100
Distributed Costs	59,648	32,360	48,153	48,153	50,704
Total Finance Office Expenditures	**$ 308,458**	**$ 283,294**	**$ 325,326**	**$ 316,983**	**$ 309,356**

FINANCE OFFICE OVERVIEW

The Director of Finance is responsible for the total operation of the Finance Office and Tax Collection. The Finance Office is responsible for the following functions:

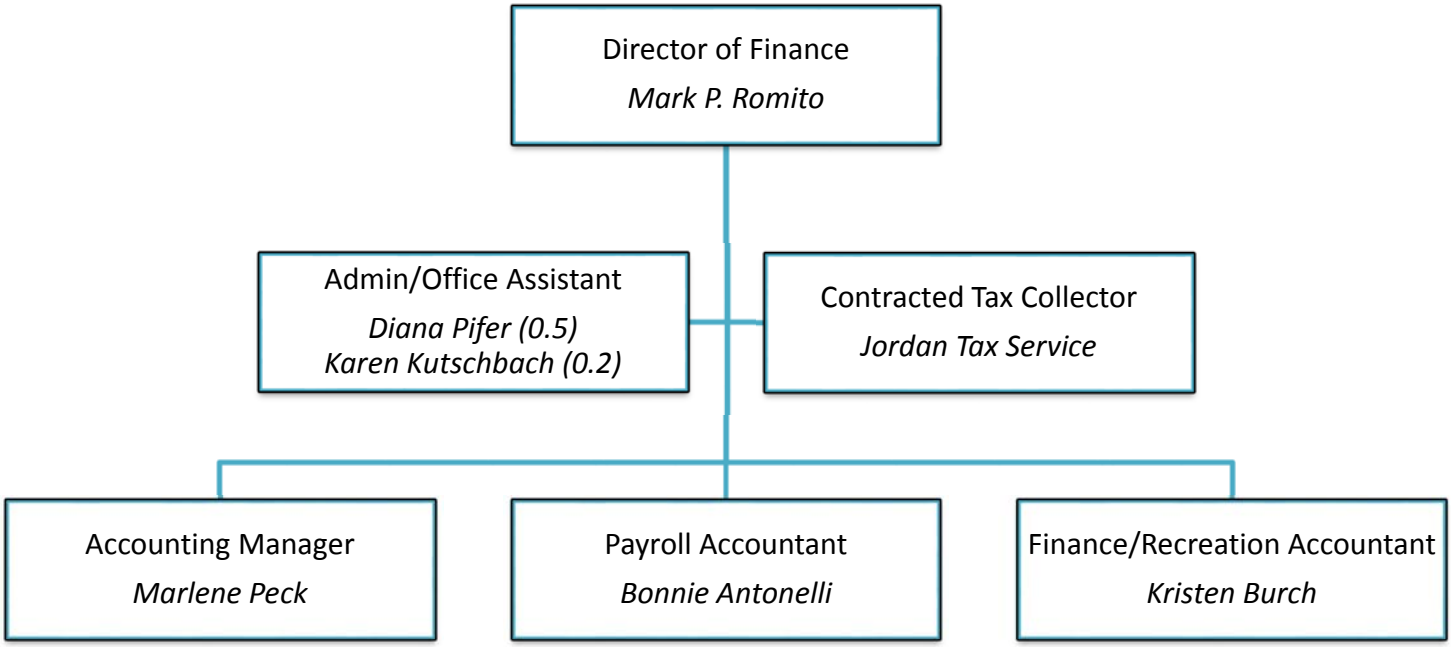
- Administering payroll for the Township and Tri-Community South EMS
- Administration of lien programs
- Budget preparation and expenditure control
- Financial reporting and projecting
- Preparation of all payroll and expenditure vouchers
- Purchasing systems
- Coordination of independent audit activity
- Debt management
- Insurance management
- Investment of idle funds
- Pension plan administration
- Property and inventory control
- Staff assistance to the Township Manager's office

DEPARTMENT STATISTICS AND BENCHMARKS

Performance Measures	2012	2013	2014	2015	2016
Effectiveness					
Consecutive Years Receiving GFOA Certificate of Achievement for Excellence in Financial Reporting	25	26	27	28	29
Consecutive Years Receiving GFOA Distinguished Budget Presentation Award	4	5	6	7	8
Workload					
Accounts Payable Checks	2,872	3,511	3,620	3,577	3,863
Accounts Payable Electronic Funds Transfers	1,016	804	768	500	252
Percentage of Accounts Payable paid via EFT	26.1%	18.6%	17.5%	12.3%	6.1%
Vouchers	7,222	7,381	7,307	7,107	7,147
Payroll Checks	2,152	1,708	1,661	1,324	431
Payroll Direct Deposits	6,006	7,058	7,226	7,598	9,308
Percentage of Paychecks deposited via Direct Deposit	73.6%	80.5%	81.3%	85.2%	95.6%
Timesheets	8,158	8,766	8,887	8,922	9,739
Accounts Receivable Invoices	652	574	507	557	571
Deposits	2,463	2,943	2,925	2,893	3,092

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Finance and Tax Collection Departments for 2017 are as follows:



Position Title	Pay Grade	Minimum	Maximum	2017 Positions
Director of Finance	3	$83,871	$120,280	1
Accounting Manager	7	$56,012	$80,327	1
Payroll Accountant	10	$42,082	$60,351	1
Finance/Recreation Accountant	12	$34,779	$49,877	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%
Finance/Recreation Accountant	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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 154,375	$ 151,174	$ 165,930	$ 157,598	$ 148,580
162 Group Life Insurance	1,257	2,169	1,505	877	954
163 Medical Insurance	21,576	26,166	26,745	29,000	26,744
164 Workers' Compensation	683	747	739	739	885
166 Pension Costs	12,553	12,866	13,777	13,777	12,387
167 Long-term Disability Insurance	405	478	633	633	436
168 Post Retirement Plan	1,008	1,100	1,100	1,100	1,000
198 Social Security Expense	11,651	11,382	12,694	12,056	11,366
Total Personal Services	$ 203,508	$ 206,082	$ 223,123	$ 215,780	$ 202,352
Contractual Services					
212 Professional Services-Auditing	$ 15,830	$ 17,285	$ 15,750	$ 15,500	$ 16,000
230 Association Dues	1,195	300	1,800	1,800	1,000
231 Travel & Conference Expense	6,266	7,656	8,500	8,500	8,500
250 Repairs & Maintenance-Office Equipment	8,564	9,036	9,000	9,250	9,500
275 Printing & Duplicating	90	130	200	200	200
290 Other Contractual Services	5,802	7,080	11,000	11,000	14,000
Total Contractual Services	$ 37,747	$ 41,487	$ 46,250	$ 46,250	$ 49,200
Commodities					
300 Office Furniture & Equipment	$ -	$ -	$ 1,500	$ 1,500	$ 1,500
301 Expendable Office Supplies	6,064	2,902	3,000	3,000	3,000
302 Books & Subscriptions	-	209	800	800	1,100
390 Other Supplies	1,491	254	2,500	1,500	1,500
Total Commodities	$ 7,555	$ 3,365	$ 7,800	$ 6,800	$ 7,100
Distributed Costs					
602 Dist. Data Processing Costs	$ 59,648	$ 32,360	$ 48,153	$ 48,153	$ 50,704
Total Distributed Costs	$ 59,648	$ 32,360	$ 48,153	$ 48,153	$ 50,704
Total Finance Office Expenditures	**$ 308,458**	**$ 283,294**	**$ 325,326**	**$ 316,983**	**$ 309,356**

BUDGETARY COMMENT

Funds requested for the Finance Office are $15,970, or 4.9% less than appropriated in 2016 due mainly to decreased personal services costs.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Tax Collection Expenditures					
Personal Services	$ 42,261	$ 42,694	$ 45,798	$ 45,663	$ 46,180
Contractual Services	194,168	204,097	220,650	220,233	225,650
Commodities	68	-	700	700	700
Distributed Costs	8,493	9,708	14,446	14,446	15,211
Total Tax Collection Expenditures	**$ 244,990**	**$ 256,499**	**$ 281,594**	**$ 281,042**	**$ 287,741**

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. In 2012, the Township agreed to a five (5) year contract with Jordan Tax Service to collect these taxes.

DEPARTMENT STATISTICS AND BENCHMARKS

Collection Summary as of October 31st of 2015 and 2016

Taxes	Approximate No. of Accounts	School District Amount		Township Amount	
		Thru Oct 2015	*Thru Oct 2016*	*Thru Oct 2015*	*Thru Oct 2016*
Current Real Estate Tax	7,568	$43,326,709	$46,590,273	$7,741,719	$7,829,226
Current Earned Income Tax	12,255	4,204,598	4,250,098	6,727,356	6,800,156
Current Local Services Tax	5,327	n/a	n/a	226,449	222,626
Current Mercantile Tax	90	307,610	313,749	n/a	n/a
Total		$47,838,917	$51,154,120	$14,695,524	$14,852,008

The estimated total Real Estate, Earned Income, and Local Services tax collected for the Township in 2017 is $16,860,000. The estimated total cost of operating the tax collection office in 2017 is $287,741. Also in 2017, the School District will reimburse the Township approximately $29,000 (see *"General Fund Revenue-Service Agreements"*) for ongoing collection services held in the Township Municipal Building. The total net expenditures of $258,741 represent 1.5% of the estimated total taxes collected for 2017.

DEPARTMENT EXPENDITURES

Tax Collection Expenditures 01-10-104-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 32,652	$ 31,341	$ 33,901	$ 33,901	$ 34,268
162 Group Life Insurance	246	112	320	216	230
163 Medical Insurance	3,154	5,113	5,020	5,020	5,046
164 Workers' Compensation	175	187	185	185	221
166 Pension Costs	3,006	3,010	3,148	3,148	3,192
167 Long-term Disability Insurance	85	67	131	100	101
168 Post Retirement Plan	458	500	500	500	500
198 Social Security Expense	2,485	2,364	2,593	2,593	2,622
Total Personal Services	$ 42,261	$ 42,694	$ 45,798	$ 45,663	$ 46,180
Contractual Services					
212 Professional Services-Auditing	$ 1,293	$ -	$ 2,000	$ 2,000	$ 2,000
223 Tax Collection Bonds	5,457	7,083	7,500	7,083	7,500
250 Repairs & Maintenance-Office Equipment	347	350	400	400	400
278 Postage	611	462	750	750	750
290 Other Contractual Services	186,460	196,202	210,000	210,000	215,000
Total Contractual Services	$ 194,168	$ 204,097	$ 220,650	$ 220,233	$ 225,650
Commodities					
301 Expendable Office Supplies	$ 68	$ -	$ 200	$ 200	$ 200
390 Other Supplies	-	-	500	500	500
Total Commodities	$ 68	$ -	$ 700	$ 700	$ 700
Distributed Costs					
602 Dist. Data Processing Costs	$ 8,493	$ 9,708	$ 14,446	$ 14,446	$ 15,211
Total Distributed Costs	$ 8,493	$ 9,708	$ 14,446	$ 14,446	$ 15,211
Total Tax Collection Expenditures	**$ 244,990**	**$ 256,499**	**$ 281,594**	**$ 281,042**	**$ 287,741**

BUDGETARY COMMENT

Funds requested for Tax Collection are $6,147 more than appropriated in 2016. The negotiated commission rate structure results in increased commission payments when the related collections also increase.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Legal Services Expenditures					
Contractual Services	$ 193,358	$ 227,348	$ 210,000	$ 210,000	$ 215,000
Total Legal Services Expenditures	**$ 193,358**	**$ 227,348**	**$ 210,000**	**$ 210,000**	**$ 215,000**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
210 Professional Services-Legal	$ 189,596	$ 222,499	$ 205,000	$ 205,000	$ 210,000
290 Other Contractual Services	3,762	4,849	5,000	5,000	5,000
Total Contractual Services	$ 193,358	$ 227,348	$ 210,000	$ 210,000	$ 215,000
Total Legal Services Expenditures	**$ 193,358**	**$ 227,348**	**$ 210,000**	**$ 210,000**	**$ 215,000**

BUDGETARY COMMENT

Funds requested for Legal Services are $5,000 more than appropriated in 2016. Expenses for legal services expenses for the past ten (10) years have been as follows:

Year	Amount	Year	Amount
2008	$192,134	2013	187,818
2009	221,977	2014	193,358
2010	135,157	2015	227,348
2011	154,316	2016	210,000
2012	168,250	2017	215,000

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Information Technology Expenditures					
Personal Services	$ 251,992	$ 248,034	$ 260,331	$ 283,220	$ 287,835
Contractual Services	68,712	74,908	217,000	217,000	215,000
Commodities	2,915	3,027	4,200	4,200	4,200
Distributed Costs	(320,095)	(323,601)	(481,531)	(504,420)	(507,035)
Total Information Tech. Expenditures	**$ 3,524**	**$ 2,368**	**$ -**	**$ -**	**$ -**

INFORMATION TECHNOLOGY OVERVIEW

Information Technology (IT) services are provided by the Director and four (4) assistants. These individuals are 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 Comprehensive Plan. In addition, the IT Department maintains other systems for the Township, Tri-Community South EMS, and the Upper St. Clair Volunteer Fire Department. Some of these systems include phone systems, presentation equipment, websites, and building security.

The Director is also responsible for overseeing the Public Access Television Coordinator. 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."*

The Director is under the supervision of the Township Manager.

2016 DEPARTMENT ACCOMPLISHMENTS

- Moved the Township to its own Internet Service Provider.
- Continued Cityworks implementation and training (to be completed 2016/2017).
- Implemented phone system changes that allow the Police Department dispatch center to relocate to the USC Volunteer Fire Department in the event of an emergency.
- Updated the wireless system at the USC Volunteer Fire Department.
- Installed a sound system with personal listening devices in the Library Multi-Purpose room.
- Replaced projectors in C&RC Community Rooms.
- Migrated to Sophos cloud anti-virus to improve security.
- Installed security cameras at Boyce Mayview Park ballfields.

2017 DEPARTMENT GOALS AND OBJECTIVES

- Replace core network storage, backup, and disaster recovery solution.
- Complete the Cityworks implementation.
- Begin to implement a new Recreation software solution.
- Upgrade the wireless network at the Township building.
- Enhance the Township's website, including improvements to accessibility and mobile devices responsiveness.
- Continue with implementation of Township-wide door security systems and surveillance cameras.

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 and Community Development continue to pursue additional informational opportunities to residents and business owners in the Township relative to stormwater and MS4 requirements for the region. IT will work to assist in the delivery of this information.*

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 planned to continue in 2017 via online, print (USC Today), and other communication avenues.*

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: The Community Development Department will continue to pursue opportunities for sidewalk and bikeway improvements with priority toward extension of existing constructed segments as well as to connections that link neighborhoods to civic amenities. The Township's Sidewalks and Bikeways Plan serves as a guide to implement future improvements.*

COMPREHENSIVE PLAN STATUS (continued)

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 2016 municipal building renovation included a significant investment in technology upgrades which address this goal. In 2017, IT will partner with Community Development, Public Works, and Recreation to implement new software in each area. The Township also plans to implement new software to improve the Board of Commissioners meetings. The Township will continue to evaluate the current and future technological needs on an as-needed basis.

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 plans progress on this goal in 2017.

GOAL: Conduct online 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. (7-D)

STATUS: The Township plans progress on this goal in 2017.

DEPARTMENT STATISTICS AND BENCHMARKS

Listed below are the estimated percentages of time that the Information Technology Department will be spending in each department in 2017 based on budgeted projects and past history. Please note that 20-25% of one Support Technician is spent at Tri-Community South EMS, which is excluded from the table below.

Department	2016 %	2016 Estimate	2017 %	2017 Budget
Administration	12.0%	57,784	12.0%	60,844
Finance	10.0%	48,153	10.0%	50,704
Tax Office	3.0%	14,446	3.0%	15,211
Police	14.0%	67,414	12.0%	60,845
Community Development	11.0%	52,968	11.0%	55,774
Public Works	13.0%	62,599	10.0%	50,704
Recreation	10.0%	48,153	10.0%	50,704
Library	10.0%	48,153	5.0%	25,352
Volunteer Fire Department	0.0%	-	7.0%	35,492
Sanitary Sewer Fund	7.0%	33,707	10.0%	50,704
C&RC Fund	10.0%	48,153	10.0%	50,704
Total Allocation	100.0%	481,530	100.0%	507,038

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DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

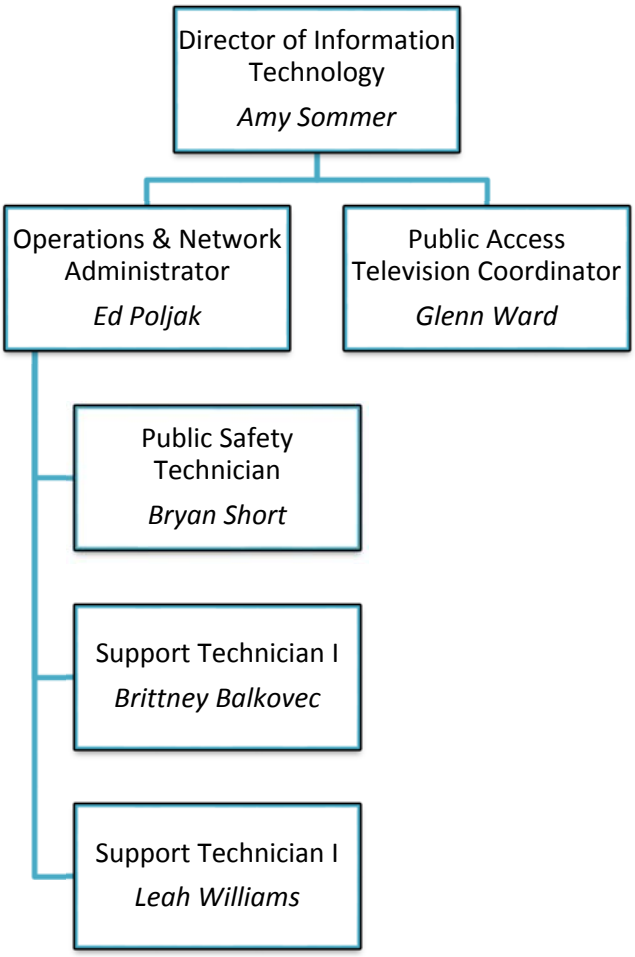
The Information Technology Department is responsible for and manages the following (~ = not reported):

Support Devices	2010	2011	2012	2013	2014	2015	Oct-16
Copiers & Fax Machines	18	18	15	16	13	12	11
Desktops	105	108	106	112	133	132	127
Laptops & MDT's	22	22	24	24	31	36	43
Scanners, Projectors, Speakers	49	49	82	92	84	80	108
Phones	130	130	135	145	171	170	187
Cell Phones/Air Cards	19	20	18	17	37	37	52
Servers	27	27	39	38	47	50	49
Network Devices	59	59	73	76	84	100	118
Security Cameras/DVRs/Door Security System	~	~	~	~	87	165	167
TV's/Cable Boxes	~	~	~	~	37	44	62
UPS's	~	~	~	~	80	86	82
Air Cards	~	~	~	~	13	13	12
Point-to-Point Connections	~	~	~	~	2	2	2
Ipads/Tablets	0	0	0	0	0	18	19
Time Clocks	0	0	0	0	0	5	5
Wireless Doors	0	0	0	0	0	58	59
Hardwired Doors	0	0	0	0	0	27	27
Door Wirless	0	0	0	0	0	9	9
Network Wireless	~	~	~	~	~	11	16
Printers							
Desktop Printers	31	29	26	28	30	28	28
Network Printers	31	28	28	22	27	29	28
Cable 7							
Camcorders	~	~	8	8	8	8	10
Monitors	~	~	32	41	41	35	40
Switches	~	~	5	3	3	3	3
VCR's	~	~	11	7	7	7	9
Editor Systems	~	~	3	3	3	3	4
DVD players/burners/copiers	~	~	8	7	8	7	7
Camera Support Equipment	~	~	~	~	7	9	9
Video Recorder	~	~	~	~	1	1	1
Computers	~	~	~	~	4	5	5
Audio Mixers	~	~	~	~	2	5	5
Microphones	~	~	~	~	13	15	17
Total Support Devices	**491**	**490**	**613**	**639**	**973**	**1210**	**1321**
Network Users	**154**	**154**	**156**	**160**	**222**	**224**	**223**
Software Applications	**67**	**67**	**75**	**67**	**82**	**89**	**89**
Number of Help Desk Calls	**642**	**848**	**2102**	**770**	**1968**	**1448**	**1645**

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Information Technology Department for 2017 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2017 Positions
Director of Information Technology	3	$83,871	$120,280	1
Operations & Network Administrator	7	$56,012	$80,327	1
Public Access Television Coordinator	10	$42,082	$60,351	1
Public Safety Technician	10	$42,082	$60,351	1
Support Technician I	11	$38,257	$54,864	2
Total				**6**



DEPARTMENT EXPENDITURES

Information Technology Expenditures 01-10-106-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 184,022	$ 173,982	$ 188,363	$ 206,000	$ 209,934
162 Group Life Insurance	1,750	2,720	1,687	1,284	1,348
163 Medical Insurance	33,256	38,118	38,048	42,000	40,963
164 Workers' Compensation	927	987	977	977	1,169
166 Pension Costs	15,605	16,545	14,128	14,600	15,745
167 Long-term Disability Insurance	574	611	718	600	616
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	13,858	13,071	14,410	15,759	16,060
Total Personal Services	$ 251,992	$ 248,034	$ 260,331	$ 283,220	$ 287,835
Contractual Services					
231 Travel & Conference Expense	$ -	$ 2,115	$ 7,000	$ 7,000	$ 5,000
250 Repairs & Maintenance-Office Equipment	37,100	43,232	148,000	148,000	148,000
290 Other Contractual Services	31,612	29,561	42,000	42,000	42,000
299 Internet Connection Costs	-	-	20,000	20,000	20,000
Total Contractual Services	$ 68,712	$ 74,908	$ 217,000	$ 217,000	$ 215,000
Commodities					
301 Expendable Office Supplies	$ 1,669	$ 1,780	$ 2,000	$ 2,000	$ 2,000
302 Books & Subscriptions	-	-	200	200	200
390 Other Supplies	1,246	1,247	2,000	2,000	2,000
Total Commodities	$ 2,915	$ 3,027	$ 4,200	$ 4,200	$ 4,200
Distributed Costs					
602 Dist. Data Processing Costs	$ (320,095)	$ (323,601)	$ (481,531)	$ (481,531)	$ (507,035)
Total Distributed Costs	$ (320,095)	$ (323,601)	$ (481,531)	$ (481,531)	$ (507,035)
Total Information Tech. Expenditures	**$ 3,524**	**$ 2,368**	**$ -**	**$ 22,889**	**$ -**

BUDGETARY COMMENT

For 2017, Information Technology distributed costs are projected to increase by $25,504 or 5.3% over the 2016 appropriated amount, but is within 0.5% of the estimated costs for 2016. An increase in personal services costs during 2016 is the reason behind the expected higher overall amount.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Cable Television Services Expenditures					
Personal Services	$ 55,316	$ 56,906	$ 59,618	$ 59,445	$ 61,978
Contractual Services	3,789	2,052	8,000	8,000	8,000
Commodities	1,545	2,940	3,950	3,950	2,450
Total Cable Television Services Exp.	**$ 60,650**	**$ 61,898**	**$ 71,568**	**$ 71,395**	**$ 72,428**

Cable Television Services Expenditures 01-10-107-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 36,970	$ 37,857	$ 38,804	$ 38,804	$ 39,851
162 Group Life Insurance	315	574	365	240	263
163 Medical Insurance	12,189	12,391	14,206	14,206	15,450
164 Workers' Compensation	207	219	216	216	259
166 Pension Costs	2,782	2,943	2,910	2,910	2,989
167 Long-term Disability Insurance	103	110	148	100	117
198 Social Security Expense	2,750	2,812	2,969	2,969	3,049
Total Personal Services	$ 55,316	$ 56,906	$ 59,618	$ 59,445	$ 61,978
Contractual Services					
217 Miscellaneous Consulting Services	$ 50	$ 1,700	$ 4,000	$ 4,000	$ 4,000
250 Equipment Maintenance	3,739	352	4,000	4,000	4,000
Total Contractual Services	$ 3,789	$ 2,052	$ 8,000	$ 8,000	$ 8,000
Commodities					
300 Office Furniture & Equipment	$ 1,119	$ 2,561	$ 2,500	$ 2,500	$ 1,000
301 Expendable Office Supplies	40	79	200	200	200
303 Recording Medium	23	-	500	500	500
390 Other Supplies	363	300	750	750	750
Total Commodities	$ 1,545	$ 2,940	$ 3,950	$ 3,950	$ 2,450
Total Cable Television Services Exp.	**$ 60,650**	**$ 61,898**	**$ 71,568**	**$ 71,395**	**$ 72,428**

BUDGETARY COMMENT

Funds requested for Cable Television Services include an increase in personal services costs along with a decrease in office equipment. Combined, it is $860 more than appropriated in 2016.

GENERAL FUND

PUBLIC SAFETY SUMMARY

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Public Safety Expenditures					
Personal Services	$ 4,223,131	$ 4,215,496	$ 4,390,604	$ 4,361,306	$ 4,502,457
Contractual Services	396,204	387,156	459,375	459,012	483,800
Commodities	77,312	63,936	81,100	84,670	79,420
Distributed Costs	58,250	49,380	70,591	70,591	120,073
Total Public Safety Expenditures	**$ 4,754,897**	**$ 4,715,968**	**$ 5,001,670**	**$ 4,975,579**	**$ 5,185,750**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
100 Full-Time Wages	$ 2,633,195	$ 2,636,826	$ 2,813,237	$ 2,811,212	$ 2,874,624
102 Wages for Workers' Comp.	24,302	16,191	20,000	-	-
110 Overtime Wages	109,751	90,718	100,000	105,000	110,000
150 Longevity Pay	89,648	91,742	96,856	96,856	85,493
151 Residence and Travel Pay	8,900	8,600	9,200	9,200	9,200
152 Education Pay	30,167	31,967	34,567	31,967	34,200
153 Holiday Pay	108,618	115,242	110,000	110,000	115,000
154 Court Pay	11,750	11,935	13,000	13,000	13,000
155 Acting Sergeant Pay	10,252	9,917	11,000	11,000	11,000
156 Shift Differential Pay	18,491	19,106	20,000	20,000	21,500
162 Group Life Insurance	17,054	15,123	19,176	13,305	14,132
163 Medical Insurance	465,165	449,433	470,252	470,252	482,172
164 Workers' Compensation	180,083	184,893	179,336	179,336	210,634
166 Pension Costs	252,581	259,921	207,083	207,648	202,606
167 Long-term Disability Insurance	7,078	7,588	10,715	7,850	8,434
168 Post Employment VEBA Plan	25,666	36,266	29,250	29,250	60,000
198 Social Security Expense	230,430	230,028	246,932	245,430	250,462
Total Personal Services	$ 4,223,131	$ 4,215,496	$ 4,390,604	$ 4,361,306	$ 4,502,457

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
220 Liability Insurance	$ 25,105	$ 29,550	$ 30,000	$ 30,000	$ 31,200
222 Vehicle Insurance-Fire Trucks	1,500	(750)	5,000	5,000	6,000
224 Police Professional Liability Ins.	20,437	21,204	22,300	21,937	23,100
230 Association Dues	1,420	1,345	1,750	1,750	1,750
231 Travel & Conference Expense	15,379	18,237	18,000	18,000	25,000
240 Water and Sewerage	115,230	116,922	120,675	120,675	122,800
241 Natural Gas	21,744	17,002	26,500	26,500	28,600
242 Electricity	17,652	18,512	19,000	19,000	20,600
243 Telephone	32,495	36,473	35,000	35,000	37,500
250 Repairs & Maintenance-Office Equipment	11,992	7,934	11,000	11,000	11,000
252 Repairs & Maintenance-Other Equipment	4,878	4,425	5,400	5,400	5,500
254 Repairs & Maintenance-Vehicles	29,816	29,654	39,000	39,000	37,000
272 Animal Control Services	75,386	65,016	90,000	90,000	95,000
275 Printing & Duplicating	1,772	1,385	2,500	2,500	2,500
280 Mileage Reimbursement	220	154	750	750	750
290 Other Contractual Services	21,178	20,093	32,500	32,500	35,500
Total Contractual Services	$ 396,204	$ 387,156	$ 459,375	$ 459,012	$ 483,800
Commodities					
300 Office Furniture & Equipment	$ 2,414	$ 2,704	$ 2,500	$ 2,500	$ 2,500
301 Expendable Office Supplies	6,586	5,626	5,000	5,000	5,000
302 Books & Subscriptions	721	458	1,000	1,000	1,000
304 Publicity Material	5,695	1,941	4,000	4,000	3,500
330 Public Safety Equipment	15,615	14,579	17,000	17,000	17,000
335 Fire Fighting Equipment	16,184	16,952	19,000	19,000	14,500
351 Uniform Allowance	20,802	19,321	23,900	25,470	27,220
355 Uniform-Initial Issuance	8,112	968	6,000	8,000	6,000
390 Other Supplies	1,183	1,387	2,700	2,700	2,700
Total Commodities	$ 77,312	$ 63,936	$ 81,100	$ 84,670	$ 79,420
Distributed Costs					
601 Dist. Vehicle Costs	$ 51,920	$ 45,615	$ 46,755	$ 46,755	$ 47,924
602 Dist. Data Processing Costs	48,126	45,304	67,415	67,415	116,618
604 Boyce Mayview RAD Patrol Costs	(41,796)	(41,539)	(43,579)	(43,579)	(44,469)
Total Distributed Costs	$ 58,250	$ 49,380	$ 70,591	$ 70,591	$ 120,073
Total Public Safety Expenditures	**$ 4,754,897**	**$ 4,715,968**	**$ 5,001,670**	**$ 4,975,579**	**$ 5,185,750**

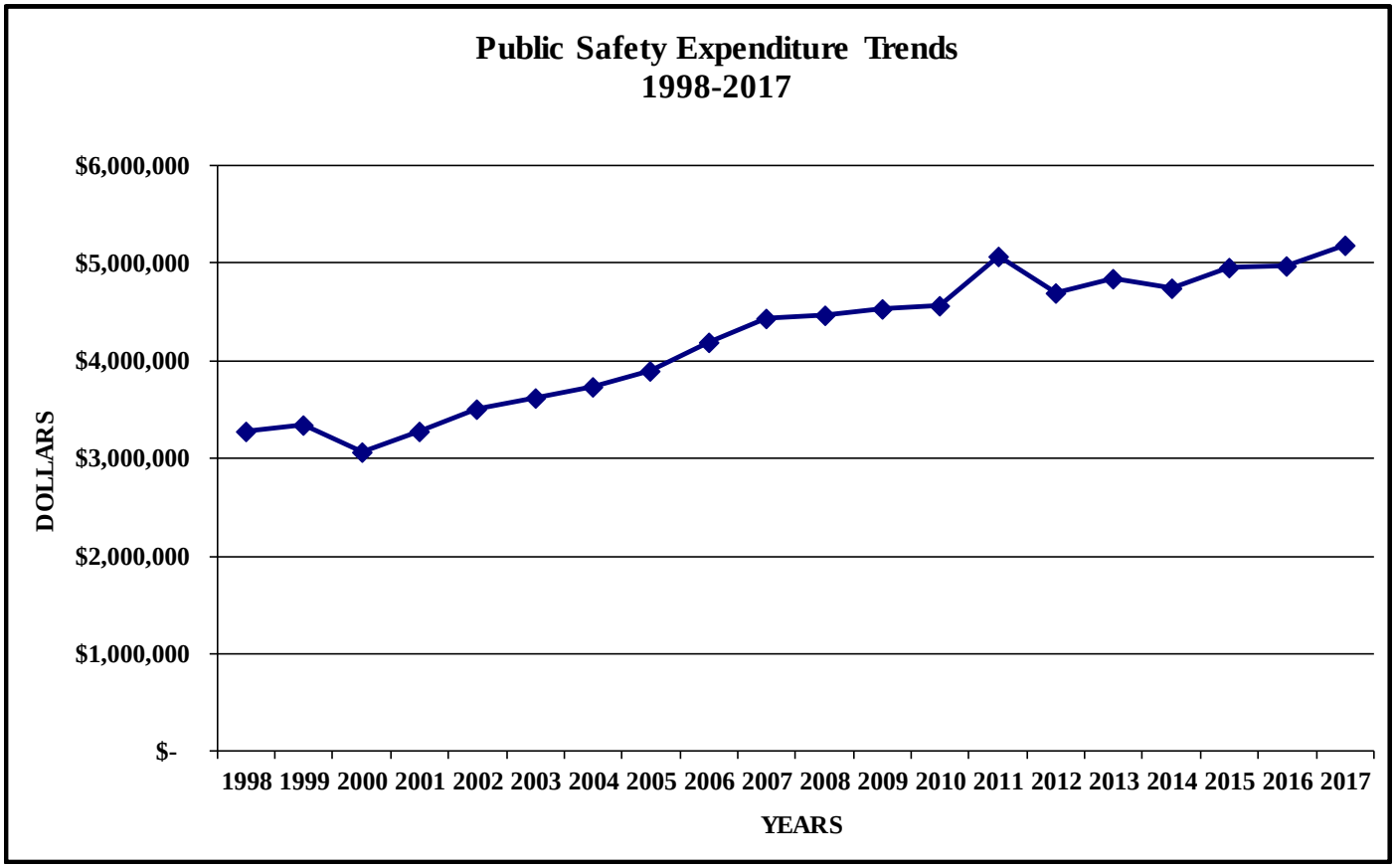
GENERAL FUND

PUBLIC SAFETY

POLICE PROTECTION

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Safety expenditures over the last 20 years is 2.80%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$4,812,420***
How many real estate tax mills?		**1.04**	**$2,110,211**
Earned Income Tax per $100?	**$**	**26.20**	**$2,234,911**
Percentage of Other Taxes?		**2.54%**	**$467,298**

**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.*

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Police Protection Expenditures					
Personal Services	$ 4,175,876	$ 4,161,292	$ 4,336,392	$ 4,308,818	$ 4,446,910
Contractual Services	114,329	118,005	133,800	133,437	147,800
Commodities	53,832	44,065	54,900	58,470	58,220
Distributed Costs	58,250	49,380	70,591	70,591	64,299
Total Police Protection Expenditures	**$ 4,402,287**	**$ 4,372,742**	**$ 4,595,683**	**$ 4,571,316**	**$ 4,717,229**

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.

POLICE DEPARTMENT CODE OF ETHICS (Continued)

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.

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.

2016 DEPARTMENT ACCOMPLISHMENTS

- Maintained a response time of under four minutes
- Installed an additional Data 911 radio system
- Outfitted two more patrol vehicles with new emergency light bar systems
- Replaced nineteen duty weapons
- All officers received training to administer Narcan
- Conducted Patrol Quad Operation training for all officers
- Completed a total of over 3,000 hours of training for officers and dispatchers
- Implemented a new Cogent fingerprinting system
- Conducted the Upper St. Clair Citizens Police Academy
- Participated in two DEA Drug Take Back programs
- One Sergeant completed the FBI Great Lakes Leadership program
- Received the AAA Award for highway safety enforcement effort

2017 DEPARTMENT GOALS AND OBJECTIVES

- Continue training existing officers to replace pending retirees on the Accident Reconstruction Team, Firearms Instructors, etc.
- Hire and train two new officers to replace retirees
- Develop a Quad Patrol program for Boyce Mayview Park
- Develop a Quality Control & Assurance review program for the Communication Center
- Continue participation in the DEA Drug Take Back program
- Conduct the Upper St. Clair Citizens Police Academy again
- Replace two more patrol vehicles' emergency light bar systems
- Install another Data 911 radio system
- Continue to participate in the Buckle Up PA program and DUI Task Force
- Coordinate with the Bethel Park Police Department and South Hills Village Management on the installation of a video surveillance system for the Mall property
- Assist Tri Community South EMS in obtaining their own radio channel for operations

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)

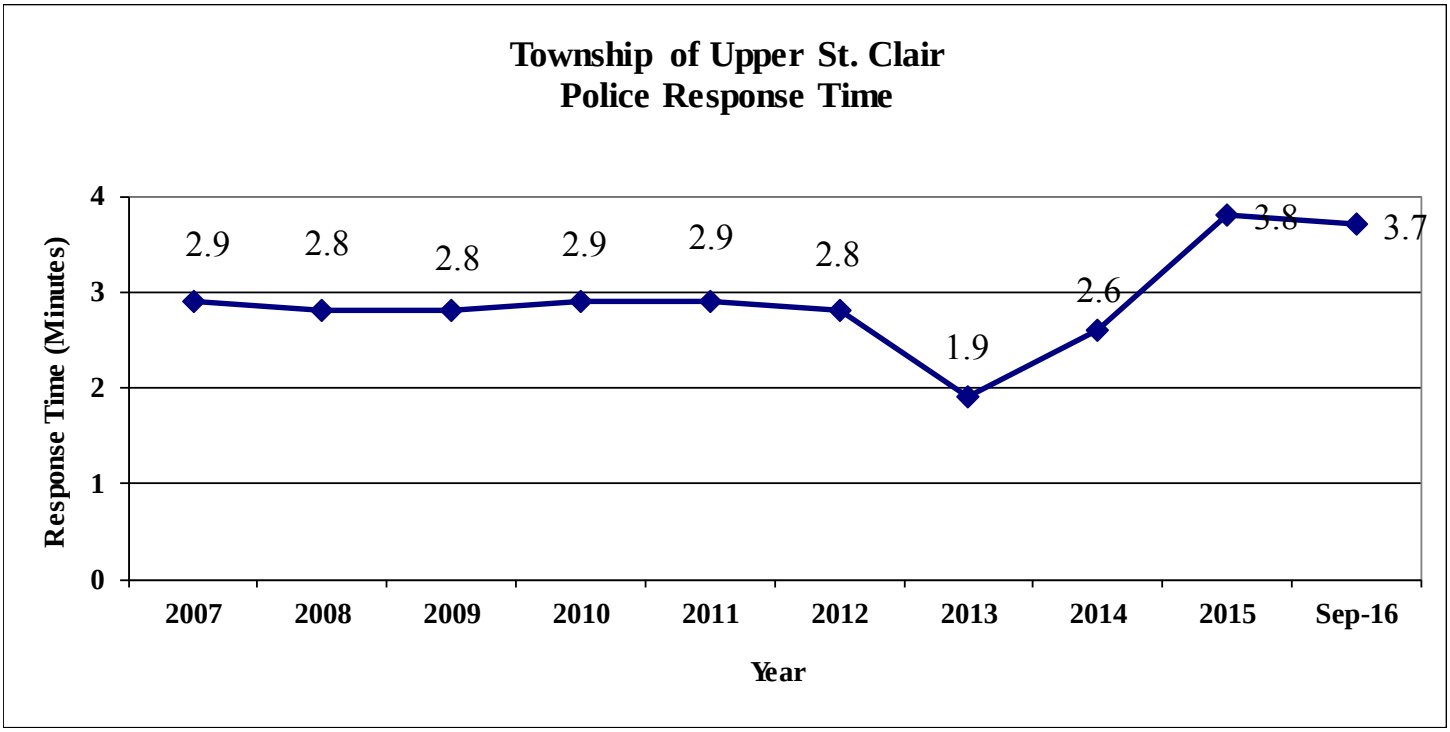
Township Crime Statistics for 2007 – September 2016 are listed below.

Category	2007	2008	2009	2010	2011	2012	2013	2014	2015	Sep-16
Offenses										
Part I	134	119	106	137	102	109	127	114	96	104
Part II	182	165	191	172	179	249	178	152	138	102
Arrests										
Adults	109	92	111	49	67	77	150	109	115	124
Juveniles	37	65	39	16	11	25	39	50	34	25
Clearance Rates										
Part I Offenses	25%	29%	42%	22%	24%	41%	36%	38%	36%	58%
Part II Offenses	73%	66%	73%	74%	56%	54%	85%	67%	64%	60%
Traffic Safety Statistics										
Driving Under the Influence	23	16	20	17	14	22	15	16	14	17
All Other Traffic Citations	998	1,013	665	727	922	516	720	692	617	578
Citations										
Traffic Citations	998	1,013	665	727	922	516	720	692	617	578
Non-Traffic Citation	122	124	96	100	81	77	87	95	84	41
Township Ordinance Violation	998	902	800	858	821	675	822	937	681	684
Warnings	2,520	2,777	1,918	2,189	2,904	1,708	2,154	2,396	2,395	2,957
Calls for Service										
Accidents	503	452	441	359	410	408	421	462	430	330
Alarms	952	754	770	804	725	713	682	801	796	646
Ambulance Requests	1,402	1,347	1,320	1,359	1,504	1,459	1,249	1,390	1,527	1,097
Burglaries	9	14	10	11	5	13	9	9	4	5
Criminal Mischief	246	232	348	237	174	339	157	146	117	82
Domestics	163	220	218	199	257	206	207	179	186	170
Open Doors	826	1,452	1,083	987	856	708	660	351	260	231
Vehicle Thefts	4	2	2	1	0	0	2	4	2	1
Total Number of Calls for Service	11,469	11,617	11,117	11,341	10,868	11,162	10,342	10,666	10,143	8,242
Response Time (in minutes)										
Average Time Dispatch to Arrival	2.9	2.8	2.8	2.9	2.9	2.8	1.9	2.6	3.8	3.7
Average Time Spent at Scene	13.6	13.9	13.8	13.7	13.9	13.8	12.3	14	14.9	17
Average Time Dispatch to Completion	16.5	16.7	16.6	16.6	16.8	16.6	14.2	16.6	18.7	20.7

DEPARTMENT BENCHMARKS

The Police Department's benchmark for response time is four (4) minutes or less. Since this benchmark has been established in 2004, the Police Department's actual response time has been under three (3) minutes. 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 September 2015, the Police Department response time has been 3.8 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. In 2014, the state of Pennsylvania had a 2.3 rating. Upper St. Clair Township had a rating of 1.3. Rating for some surrounding communities are: Mt. Lebanon – 2.8, South Fayette – 1.5, Peters Township – 1.8, and Bethel Park – 2.8. The average for these five South Hills communities is 2.0. The goal for Upper St. Clair is to remain below the average of these communities.



DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Police Department for 2017 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2017 Positions
Chief of Police	2	$96,451	$138,322	1
Uniformed Police Officers				
Lieutenant	Union Contract	$51.82/hr	$51.82/hr	2
Sergeant	Union Contract	$47.11/hr	$47.11/hr	6
Police Officer 6	Union Contract	$42.83/hr	$42.83/hr	12
Police Officer 5	Union Contract	$40.14/hr	$40.14/hr	1
Police Officer 4	Union Contract	$37.42/hr	$37.42/hr	0
Police Officer 3	Union Contract	$31.93/hr	$31.93/hr	2
Police Officer 2	Union Contract	$29.22/hr	$29.22/hr	1
Police Officer 1	Union Contract	$28.00/hr	$28.00/hr	3
Dispatcher	Union Contract	$18.89/hr	$23.61/hr	4
Technical Services Coordinator	7	$56,012	$80,327	1
Records Coordinator	14	$28,743	$41,221	1
Confidential Secretary to the Chief of Police	13	$31,617	$45,343	1
Total				**35**

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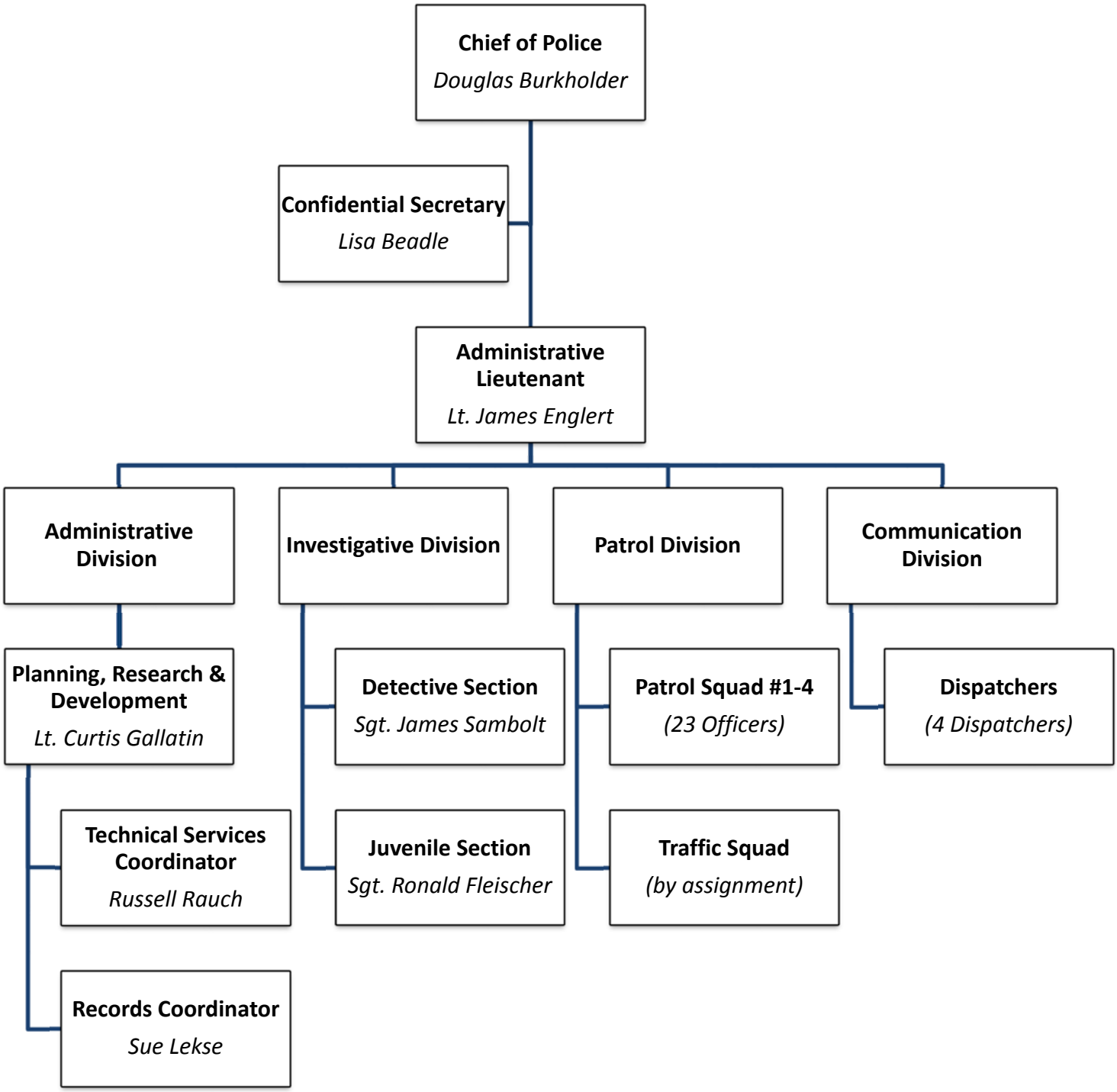
Chief of Police
Douglas Burkholder
Confidential Secretary
Lisa Beadle
Administrative Lieutenant
Lt. James Englert
Administrative Division
Investigative Division
Patrol Division
Communication Division
Planning, Research & Development
Lt. Curtis Gallatin
Detective Section
Sgt. James Sambolt
Patrol Squad #1-4
(23 Officers)
Dispatchers
(4 Dispatchers)
Technical Services Coordinator
Russell Rauch
Juvenile Section
Sgt. Ronald Fleischer
Traffic Squad
(by assignment)
Records Coordinator
Sue Lekse

DEPARTMENT EXPENDITURES

Police Protection Expenditures 01-20-201-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 2,618,234	$ 2,615,826	$ 2,791,712	$ 2,791,712	$ 2,854,597
102 Wages for Workers' Comp.	24,302	16,191	20,000	-	-
110 Overtime Wages	109,751	90,718	100,000	105,000	110,000
150 Longevity Pay	89,648	91,742	96,856	96,856	85,493
151 Residence and Travel Pay	8,900	8,600	9,200	9,200	9,200
152 Education Pay	30,167	31,967	34,567	31,967	34,200
153 Holiday Pay	108,618	115,242	110,000	110,000	115,000
154 Court Pay	11,750	11,935	13,000	13,000	13,000
155 Acting Sergeant Pay	10,252	9,917	11,000	11,000	11,000
156 Shift Differential Pay	18,491	19,106	20,000	20,000	21,500
162 Group Life Insurance	17,054	15,123	18,994	13,200	14,000
163 Medical Insurance	465,165	449,404	467,136	467,136	478,995
164 Workers' Compensation	148,920	153,307	151,676	151,676	181,516
166 Pension Costs	252,581	259,921	207,083	207,083	201,104
167 Long-term Disability Insurance	7,078	7,588	10,633	7,800	8,375
168 Post Employment VEBA Plan	25,666	36,266	29,250	29,250	60,000
198 Social Security Expense	229,299	228,439	245,285	243,938	248,930
Total Personal Services	$ 4,175,876	$ 4,161,292	$ 4,336,392	$ 4,308,818	$ 4,446,910
Contractual Services					
220 Liability Insurance	$ 25,105	$ 29,550	$ 30,000	$ 30,000	$ 31,200
224 Police Professional Liability Ins.	20,437	21,204	22,300	21,937	23,100
230 Association Dues	1,420	1,345	1,750	1,750	1,750
231 Travel & Conference Expense	15,379	18,237	18,000	18,000	25,000
243 Telephone	12,874	16,195	15,000	15,000	15,000
250 Repairs/Maint-Office Equipment	11,992	7,934	11,000	11,000	11,000
252 Repairs/Maint-Other Equipment	5,035	3,029	4,000	4,000	4,000
254 Repairs & Maintenance-Vehicles	430	(983)	4,000	4,000	4,000
275 Printing & Duplicating	1,772	1,385	2,500	2,500	2,500
280 Mileage Reimbursement	220	154	750	750	750
290 Other Contractual Services	19,665	19,955	24,500	24,500	29,500
Total Contractual Services	$ 114,329	$ 118,005	$ 133,800	$ 133,437	$ 147,800

	2014 Actual	2015 Actual	2014 Budget	2016 Estimate	2017 Budget
Commodities					
300 Office Furniture & Equipment	$ 2,414	$ 2,704	$ 2,500	$ 2,500	$ 2,500
301 Expendable Office Supplies	6,586	5,626	5,000	5,000	5,000
302 Books & Subscriptions	721	458	1,000	1,000	1,000
330 Public Safety Equipment	14,083	13,670	14,000	14,000	14,000
351 Uniform Allowance	20,802	19,321	23,900	25,470	27,220
355 Uniform-Initial Issuance	8,112	968	6,000	8,000	6,000
390 Other Supplies	1,114	1,318	2,500	2,500	2,500
Total Commodities	$ 53,832	$ 44,065	$ 54,900	$ 58,470	$ 58,220
Distributed Costs					
601 Dist. Vehicle Costs	$ 51,920	$ 45,615	$ 46,755	$ 46,755	$ 47,924
602 Dist. Data Processing Costs	48,126	45,304	67,415	67,415	60,844
604 Boyce Mayview RAD Patrol Costs	(41,796)	(41,539)	(43,579)	(43,579)	(44,469)
Total Distributed Costs	$ 58,250	$ 49,380	$ 70,591	$ 70,591	$ 64,299
Total Police Protection Expenditures	**$ 4,402,287**	**$ 4,372,742**	**$ 4,595,683**	**$ 4,571,316**	**$ 4,717,229**

BUDGETARY COMMENT

Funds requested for Police Protection are $121,546 or 2.64% more than appropriated in 2016. The most significant changes occur within Personal Services which is budgeted $110,518 higher than last year due in part to increases in full-time wages, the workers' compensation premium, and the post-employment VEBA plan payments.

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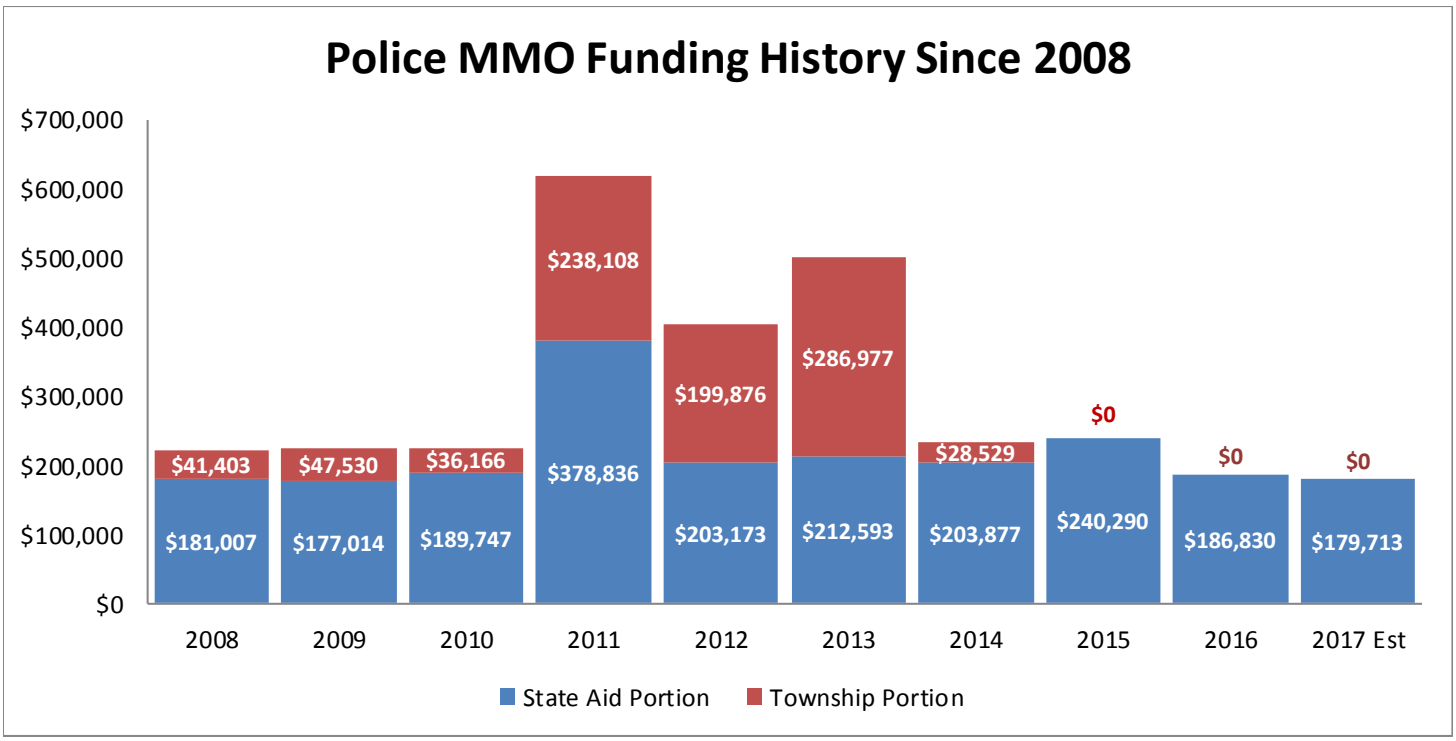
SUPPLEMENTARY INFORMATION

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 2008 and identifies the funding sources for it.



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Police Vehicles & Equipment

	Asset Tag	Year	Make	Model	Mileage (10-14-2016)	Age in Years	Condition	Anticipated Replacement Year
Patrol Vehicles / Traffic Vehicles								
1	2012 006	2012	Chevy	Caprice Police Ed.	23,458	5	Good	2017
2	2013 025	2014	Ford	Interceptor SDN	37,497	3	Good	2018
3	2016 005	2016	Ford	Interceptor SDN	21	1	Excellent	2019
4	2014 006	2015	Chevy	Tahoe	72,643	2	Fair	2018
5	2016 001	2016	Chevy	Tahoe	1,372	1	Excellent	2020
6	2011 013	2011	Ford	Crown Victoria	77,356	6	Poor	2017
4-Wheel Drive Vehicles								
1	2009 025	2009	Ford	Explorer XLT	106,395	8	Poor	2017
2	2012 004	2013	Ford	Explorer XLT	68,481	4	Fair	2017
3	2016 003	2016	Ford	Explorer	3,609	1	Excellent	2021
4	2016 002	2016	Ford	Explorer	4,263	1	Excellent	2021
5	2016 004	2016	Ford	Explorer	3,516	1	Excellent	2018
6	2013 026	2014	Ford	Interceptor SUV	59,041	3	Fair	2018
7	2013 027	2014	Ford	Interceptor SUV	64,566	3	Good	2019
8	2014 001	2014	Ford	Interceptor SUV	23,417	3	Good	2019
9	2015 002	2015	Ford	Interceptor SDN	21,470	2	Good	2021
10	2015 003	2015	Ford	Interceptor SDN	5,545	2	Good	2019
11	2015 001	2016	Ford	Interceptor SUV	41,031	1	Excellent	2021
Other Equipment								
1	2001 054	2001	Polaris	Quad #1	N/A	16	Fair	2018
2	2001 049	2001	Polaris	Quad #2	N/A	16	Fair	2019
3	2001 048	2001	Polaris	Quad #3	N/A	16	Fair	2017
4	2001 050	2001	Mustang	Trailer	N/A	16	Fair	TBD

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GENERAL FUND

PUBLIC SAFETY

FIRE PROTECTION

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Fire Protection Expenditures					
Personal Services	$ 47,255	$ 54,204	$ 54,212	$ 52,488	$ 55,547
Contractual Services	203,710	201,636	232,400	232,400	237,500
Commodities	23,411	19,802	26,000	26,000	21,000
Distributed Costs	-	-	-	-	55,774
Total Fire Protection Expenditures	**$ 274,376**	**$ 275,642**	**$ 312,612**	**$ 310,888**	**$ 369,821**

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 present force of 45 members (active, associate, and life status) as of November 2016.

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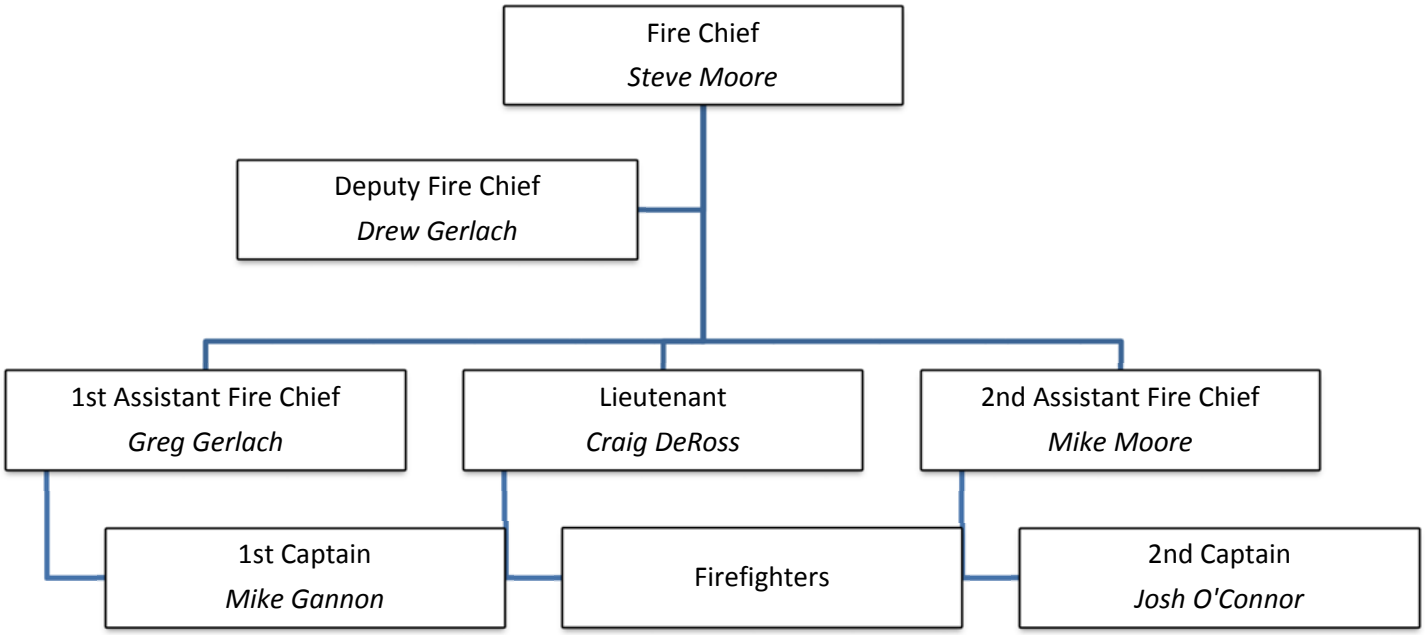
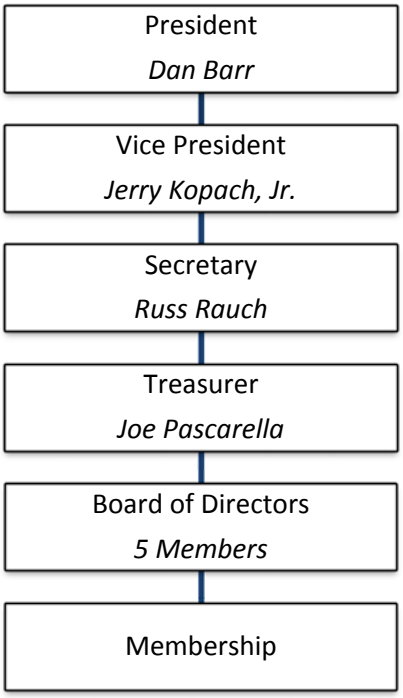
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Volunteer Fire Department for 2017 are as follows:

Firefighting Operations



Administrative Operations



DEPARTMENT STATISTICS AND BENCHMARKS

The Volunteer Fire Department 2007-2014 year-end key statistics are as follows:

Year	Number of Emergencies	Fire Alarms	Structural Incidents	Avg. Response Time (Minutes)	Estimated Fire Losses	Estimated Property Saved
2007	275	111	30	2.83	92,300	2,453,700
2008	257	104	31	6.10	147,000	22,410,600
2009	266	82	25	5.36	373,000	37,988,000
2010	258	106	32	4.13	101,700	12,136,400
2011	238	119	22	5.39	634,250	8,567,450
2012	250	122	24	5.59	168,000	291,900
2013	235	87	22	6.16	322,500	466,300
2014	292	123	9	5.45	64,500	296,550
2015	266	117	12	6.26	858,000	1,521,600

SUPPLEMENTARY INFORMATION

Volunteer Fire Department Vehicles

	Vin Number	Year	Make	Model	Mileage (10-14-2016)	Age in Years	Condition	Anticipated Replacement Year
1	2053	1989	Amer LaFrance	Engine	44,253	28	Poor	2018
2	4Z3HAACK85RU02102	2005	Amer LaFrance	Ladder	16,323	12	Good	2025
3	4Z3AAACG02RJ49205	2002	Freightliner	Engine	19,293	15	Poor	2017
4	1AFAAACK68RZ60906	2008	Amer LaFrance	Engine	14,491	9	Good	2023
5	1AFAAACG08RZ44177	2009	Amer LaFrance	Rescue	4,461	8	Good	2029
6	3CZWDNFL9CG233506	2012	Dodge	Rescue	3,411	5	Good	2022
7	3C6TR5DT9EG191352	2014	Dodge	2500	5,922	3	Good	2023
8	3C6TR5DT6EG141251	2014	Dodge	Pick Up	9,215	3	Good	2024
9	1GNSKFKC3GR119008	2016	Chevrolet	Tahoe	9,102	1	Good	2021

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DEPARTMENT EXPENDITURES

Fire Protection Expenditures 01-20-202-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
100 Full Time Wages-IT	$ 14,961	$ 21,000	$ 21,525	$ 19,500	$ 20,027
162 Group Life Insurance-IT	-	-	182	105	132
163 Medical Insurance-IT	-	29	3,116	3,116	3,177
164 Workers' Compensation-IT	31,163	31,586	27,660	27,660	29,118
166 Pension Costs-IT	-	-	-	565	1,502
167 Long-term Disability Ins.-IT	-	-	82	50	59
198 Social Security Expense-IT	1,131	1,589	1,647	1,492	1,532
Total Personal Services	$ 47,255	$ 54,204	$ 54,212	$ 52,488	$ 55,547
Contractual Services					
222 Vehicle Insurance-Fire Trucks	$ 1,500	$ (750)	$ 5,000	$ 5,000	$ 6,000
240 Water and Sewerage	114,621	116,363	120,000	120,000	122,000
241 Natural Gas	20,467	16,051	25,000	25,000	27,000
242 Electricity	16,759	17,523	18,000	18,000	19,500
243 Telephone	19,621	20,278	20,000	20,000	22,500
252 Repairs & Maintenance-Other Equipment	(157)	1,396	1,400	1,400	1,500
254 Repairs & Maintenance-Vehicles	29,386	30,637	35,000	35,000	33,000
290 Other Contractual Services	1,513	138	8,000	8,000	6,000
Total Contractual Services	$ 203,710	$ 201,636	$ 232,400	$ 232,400	$ 237,500
Commodities					
304 Publicity Material	$ 5,695	$ 1,941	$ 4,000	$ 4,000	$ 3,500
330 Public Safety Equipment	1,532	909	3,000	3,000	3,000
335 Fire Fighting Equipment	16,184	16,952	19,000	19,000	14,500
Total Commodities	$ 23,411	$ 19,802	$ 26,000	$ 26,000	$ 21,000
Distributed Costs					
602 Dist. Data Processing Costs	$ -	$ -	$ -	$ -	$ 55,774
Total Distributed Costs	$ -	$ -	$ -	$ -	$ 55,774
Total Fire Protection Expenditures	**$ 274,376**	**$ 275,642**	**$ 312,612**	**$ 310,888**	**$ 369,821**

BUDGETARY COMMENT

The Volunteer Fire Department is funded by three (3) sources: The Neighborhood Fund Drive, Foreign Fire Insurance Taxes and Township appropriations. Funds requested from Township appropriations for 2017 increased by $57,209 due to distributed costs for Information Technology services provided by the Township.

GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Animal Control Expenditures					
Contractual Services	$ 78,165	$ 67,515	$ 93,175	$ 93,175	$ 98,500
Commodities	69	69	200	200	200
Total Animal Control Expenditures	**$ 78,234**	**$ 67,584**	**$ 93,375**	**$ 93,375**	**$ 98,700**

ANIMAL CONTROL OVERVIEW

Upper St. Clair participates in a joint Animal Control program with Mt. Lebanon, Scott Township, Dormont Borough, Whitehall Borough, Castle Shannon Borough, Carnegie Borough, Baldwin Township and Green Tree Borough. Costs of the program are divided between the nine (9) communities under a formula, which incorporates road mileage, area of land and population statistics.

In 2017, Animal Control Officers are projected to receive approximately 22% 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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
240 Water and Sewerage	$ 609	$ 559	$ 675	$ 675	$ 800
241 Natural Gas	1,277	951	1,500	1,500	1,600
242 Electricity	893	989	1,000	1,000	1,100
272 Animal Control Services	75,386	65,016	90,000	90,000	95,000
Total Contractual Services	$ 78,165	$ 67,515	$ 93,175	$ 93,175	$ 98,500
Commodities					
390 Other Supplies	$ 69	$ 69	$ 200	$ 200	$ 200
Total Commodities	$ 69	$ 69	$ 200	$ 200	$ 200
Total Animal Control Expenditures	**$ 78,234**	**$ 67,584**	**$ 93,375**	**$ 93,375**	**$ 98,700**

BUDGETARY COMMENT

Total costs of the Animal Control program are shared among the nine (9) 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 nine (9) communities under the established formula.

GENERAL FUND

COMMUNITY DEVELOPMENT SUMMARY

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Community Development Expenditures					
Personal Services	$ 459,614	$ 464,147	$ 487,476	$ 459,884	$ 553,002
Contractual Services	52,697	60,791	70,950	70,950	63,100
Commodities	5,650	7,781	8,000	12,187	7,500
Distributed Costs	58,981	37,553	58,291	58,291	56,160
Total Comm. Development Expenditures	**$ 576,942**	**$ 570,272**	**$ 624,717**	**$ 601,312**	**$ 679,762**

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 for the benefit of present and future generations.

2016 DEPARTMENT ACCOMPLISHMENTS

- Served as lead department on implementation of the 2015-2025 Comprehensive Plan.
- Involvement/communication with PennDOT concerning the proposed intersection improvements at McLaughlin Run Road/McMillan Road/Lesnett Road.
- Involvement/communication with PennDOT concerning the Morrow Road bridge replacement to occur in 2017.
- Participated in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) activities, and maintained the Township's the 7 rating from FEMA.
- Reviewed over 260 building permit applications. The total value of these permits was over $28,000,000.
- The review of land development, subdivision, conditional use and related applications are a significant function of the Department. In 2016, there were 18 applications submitted to the Department for review.
- Staff continued to attend relevant trainings and maintained advanced professional certifications.
- The Department applied for a grant for the Boyce/Boyce Plaza Intersection project in the amount of $276,000 from the Commonwealth Financing Authority in July 2016. The Township was awarded the grant in December 2016. The project is anticipated to commence in Spring/Summer 2017.
- Coordination with Trans Associates on five traffic calming studies (Country Club Drive, Huntington Drive, Trotwood Hills, Intersection of Cook School Road/Dominion Drive and Sky Ridge Drive).
- Coordination with FEMA on purchasing 108 Hays Road using a Hazard Mitigation Grant.

2017 DEPARTMENT GOALS AND OBJECTIVES

- Continue to serve as the lead Department on the implementation of the 2015-2025 Comprehensive Plan.
- Develop a progress report on the status of implementing the Comprehensive Plan for the Planning Commission and Board of Commissioners.
- Update building permit and land development applications for Township website. Explore the acceptance of certain permit applications and payment via the Township website.
- Update the Township Traffic Calming Policy.
- Continue to participate in the National Flood Insurance Program's (NFIP) Community Rating System (CRS). 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 projects that will benefit the Township and its residents.
- 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 large tracts within the Township.
- Continue to coordinate with PennDOT on various traffic projects within and outside of 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 and environmental impacts of infill development in the Township. Most of the future infill development potential in the Township is single family redevelopment.

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 has begun to identify corridors and districts in the Township that could support additional cafes, restaurants and medical services development. Future work on this item will include a review of the current zoning provisions, recommendations to the Board of Commissioners and processing amendments to the Township Code.

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 shifts in real estate dynamics.

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: In conjunction with Aim 1-B, staff has begun to study the policies and development regulations in the Boyce Road and Painters Run Road corridors in order to determine if any amendments to the Township Code need to be processed. In addition, staff is monitoring several properties with the potential for future development/redevelopment.

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 will continue to monitor and assess the patterns of resident moves within and from the Township to determine the applicability of any special land use policies.

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: In 2017, staff will begin to target specific areas in the Township for pedestrian improvements in conjunction with the Township's "Recommended Pedestrian Facilities" map.

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

UPDATE: Staff will begin to evaluate the current design guidelines for stormwater management, lighting and landscape relative to non-residential development in 2017.

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

UPDATE: Community Development has started to research software systems and requirements for online submission of building permit and Planning Commission applications.

2015-2025 COMPREHENSIVE PLAN (continued)

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: Community Development staff continues to support the current zoning provisions that concentrate commercial and residential development in the areas where they already exist and in the areas where the land meets the specific uses.

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: In 2017, Community Development staff plans 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.

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 planned to continue in 2017 via online, print (USC Today), and other communication avenues.

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: The Community Development Department will continue to pursue opportunities for sidewalk and bikeway improvements with priority toward extension of existing constructed segments as well as to connections that link neighborhoods to civic amenities. The Township's Sidewalks and Bikeways Plan serves as a guide to implement future improvements.

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: In 2016, staff worked with representatives of the Montour Trail regarding connecting to the Township's existing trail system. Staff will be pursuing a connection through cooperation with the Genessee & Wyoming railroad company and private property owners into 2017. Future steps would be to obtain easements and funding for trail improvements.

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 that is involved in the development review process to ensure that projects provide the proper landscape treatment. Funding of the Township's forestry effort increased by 20% in 2016, and another 2.5% in 2017 for contractual services related to tree maintenance.

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: The Township has 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." This means that a property in the Special Flood Hazard Area will receive a 15% discount on flood insurance. The Township continues to pursue a higher rating in order to get property owners a larger discount on their flood insurance policies. The Township completes a Community Rating System recertification on an annual basis. An increased appropriation of $400,000 for the Storm Sewer Fund is provided the 2017 Budget which will be used for projects dedicated to improve stormwater management systems throughout the Township.

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 explore acquiring land in core areas to expand recreational opportunities. Staff will be began working in 2017 to acquire property near Beadling Soccer Field which would lead to potential improvements of the Beadling Soccer Field facility.

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

UPDATE: Community Development staff will create the biannual Progress report in 2017 for review by the Board of Commissioners at the beginning of 2018 and every two years thereafter.

DEPARTMENT STATISTICS

Category	2010	2011	2012	2013	2014	2015	Oct-16
Summary of Department Approvals and Appeals							
Number of Building Permits Processed	272	266	272	298	269	283	250
Number of Zoning Hearing Board Appeals	1	3	4	1	3	2	1
Number of Single Family Lots Approved (new lots)	0	50	16	107	7	58	0
Number of Multi-Family Units Approved	0	0	0	220	0	0	0
Number of Non-Residential Plans Approved	9	2	1	0	5	6	2
Number of Two-Family Attached Units Approved	0	0	0	0	0	0	0
Simple Subdivisions	3	1	1	3	1	5	0
Number of Permits Issued							
Certificates of Use & Occupancy	31	34	45	47	38	59	54
Sewer Permits (Sewer Taps)	6	6	25	18	46	65	25
Nonconforming Registrations	0	0	0	0	0	0	1
Demolition Permits	4	6	7	7	12	9	9
Grading Permits	3	7	8	7	5	6	2
Driveway Permits	13	13	33	40	27	46	22
Fire Prevention Permits	22	32	52	41	44	62	39
Electrical Permits	241	205	218	273	224	212	161
Street Opening Permits	444	629	392	234	215	195	169
Complaint Cases - Received/Pending	455	332	391	348	354	322	347
Complaint Cases - Closed/Transferred	389	326	334	266	253	263	210
Home Occupation Registrations	23	15	3	12	8	15	4
Annual Alarm Notices	844	850	747	737	738	729	729

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DEPARTMENT ORGANIZATIONAL STRUCTURE

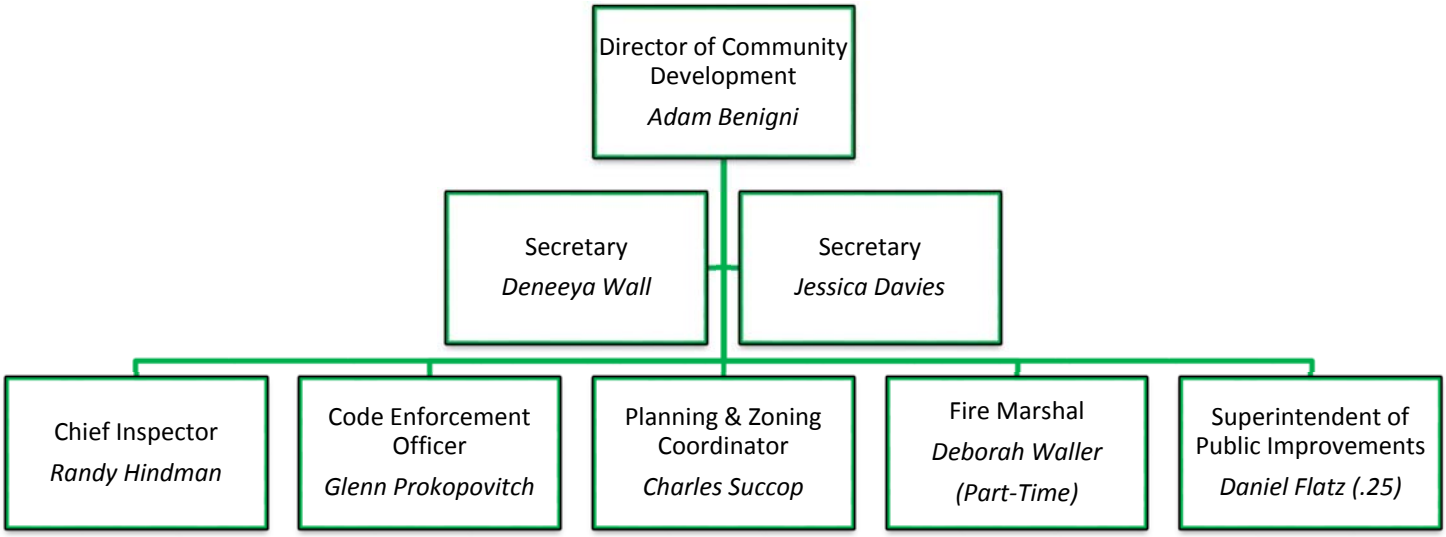
The proposed authorized personnel responsible for programs and services for the Community Development Department for 2017 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2017 Positions
Director of Planning and Community Development	4	$74,551	$106,915	1
Planning & Zoning Coordinator	9	$46,291	$66,386	1
Chief Inspector	7	$56,012	$80,327	1
Code Enforcement Officer	9	$46,291	$66,386	1
Fire Marshal	6	$61,613	$88,360	1 PT
Department Secretary	11	$38,257	$54,864	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

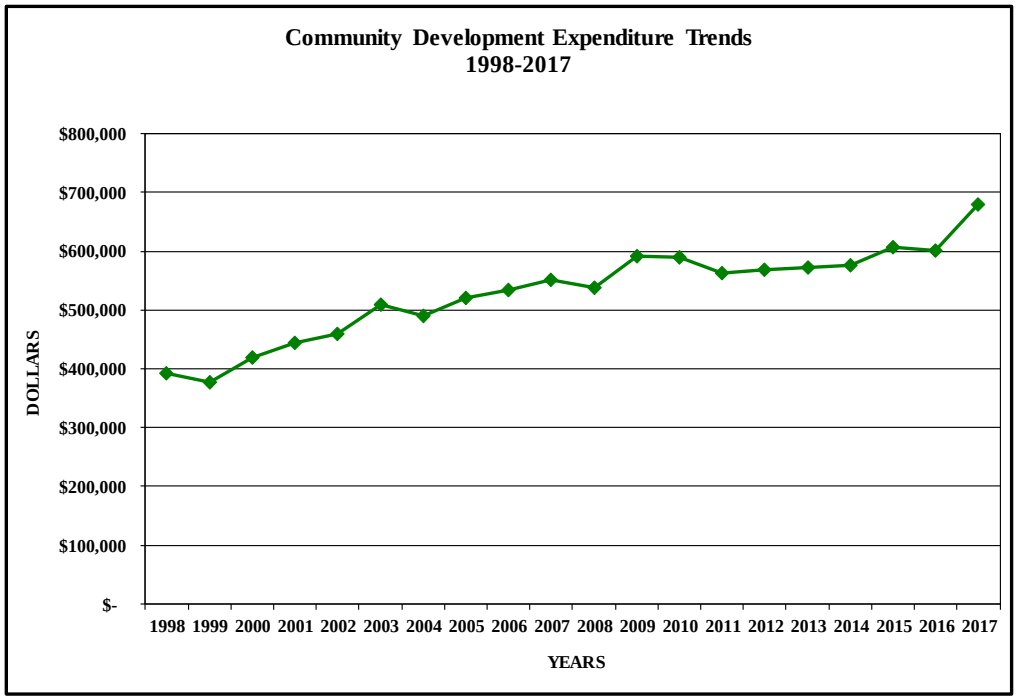
Community Development Expenditures 01-30-301-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 282,354	$ 271,995	$ 290,658	$ 290,658	$ 327,688
110 Overtime Wages	368	471	1,000	300	1,500
120 Part-Time Wages	64,753	63,519	70,000	45,500	45,706
162 Group Life Insurance	2,575	3,267	2,872	2,196	2,334
163 Medical Insurance	58,581	74,722	65,770	65,770	114,099
164 Workers' Compensation	1,489	1,601	1,584	1,584	1,896
166 Pension Costs	20,746	20,792	25,137	25,137	28,005
167 Long-term Disability Insurance	893	898	1,277	1,000	1,095
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	25,855	24,882	27,178	25,739	28,679
Total Personal Services	$ 459,614	$ 464,147	$ 487,476	$ 459,884	$ 553,002
Contractual Services					
213 Professional Services-Legal	$ 5,172	$ 13,220	$ 8,000	$ 8,000	$ 4,000
220 Liability Insurance	20,231	23,813	24,200	24,200	25,100
230 Association Dues	1,505	1,316	2,000	2,000	2,000
231 Travel & Conference Expense	3,324	4,292	4,500	4,500	5,000
232 Personnel Training	1,869	2,606	2,000	2,000	2,000
250 Repairs & Maint. - Office Equip.	-	(75)	1,500	1,500	1,500
274 Legal Advertising	386	-	750	750	500
275 Printing & Duplicating	1,912	3,798	3,000	3,000	3,000
290 Other Contractual Services	18,298	11,821	25,000	25,000	20,000
Total Contractual Services	$ 52,697	$ 60,791	$ 70,950	$ 70,950	$ 63,100
Commodities					
300 Office Furniture & Equipment	$ -	$ -	$ 1,000	$ 3,837	$ -
301 Expendable Office Supplies	3,830	5,030	5,000	5,000	4,000
302 Books & Subscriptions	1,693	1,424	2,000	2,350	2,500
390 Other Supplies	127	1,327	-	1,000	1,000
Total Commodities	$ 5,650	$ 7,781	$ 8,000	$ 12,187	$ 7,500
Distributed Costs					
601 Dist. Vehicle Costs	$ 5,193	$ 5,193	$ 5,323	$ 5,323	$ 5,456
602 Dist. Data Processing Costs	53,788	32,360	52,968	52,968	50,704
Total Distributed Costs	$ 58,981	$ 37,553	$ 58,291	$ 58,291	$ 56,160
Total Comm. Development Expenditures	**$ 576,942**	**$ 570,272**	**$ 624,717**	**$ 601,312**	**$ 679,762**

BUDGETARY COMMENT

Funds requested for Community Development are $55,045 or 8.81% more than appropriated in 2016 due to the replacement of a part-time employee with a full-time employee, as well as increases in other personal services costs.

SUPPLEMENTARY INFORMATION

The average annual cost increase of Community Development expenditures over the last 20 years is 3.25%



General Fund Revenue Breakdown

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

Net Expenditures*			***$456,769***
How many real estate tax mills?		**0.09**	**$200,290**
Earned Income Tax per $100?	**$**	**2.49**	**$212,126**
Percentage of Other Taxes?		**0.24%**	**$44,353**

**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

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Public Works Expenditures					
Personal Services	$ 2,558,423	$ 2,547,582	$ 2,625,984	$ 2,565,562	$ 2,600,710
Contractual Services	1,944,794	2,193,415	2,122,350	2,192,445	2,203,995
Commodities	1,114,675	1,105,493	1,211,000	1,213,000	1,216,000
Distributed Costs	(83,241)	(79,249)	(56,868)	(56,868)	(69,441)
Total Public Works Expenditures	**$ 5,534,651**	**$ 5,767,241**	**$ 5,902,466**	**$ 5,914,139**	**$ 5,951,264**

PUBLIC WORKS OVERVIEW

As the Public Works Department moves forward into 2017, its focus remains on providing first rate service to our residents, while preparing for the approved Capital Projects, Facility Improvements, Department Goals and the 2015-2025 Comprehensive Plan.

With a stable yearly 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 Consent Order & Agreement, which governs the Township's sanitary sewer waste water transfer improvements.

The Parks Improvement Fund is vital in maintaining and improving the Township's 747+ acres of park space and to ensure our play equipment is kept current, safe and enjoyable.

The Storm Sewer Appropriation Fund has been put in place to ensure the good working order of our storm sewer infrastructure and ultimately comply with DEP Municipal Separate Storm Sewer System Standards.

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 the high level of quality service.

Above: Public Works fleet

Above: Wiltshire Park Pavilion

2016 DEPARTMENT ACCOMPLISHMENTS

- Sanitary Sewer Administrative Consent Order
  - Compliance with the Interim Sanitary Sewer Administrative Consent Order
  - Continued implementation of the mandated Operation & Maintenance Plan
  - Completed Phase III of the Brush Run sanitary sewer pump station emergency generator replacement
  - Continued to work with ALCOSAN engineers to gather data for Trunk Sewer Regionalization Program
- Storm Sewers
  - Continued progress within the Storm Sewer Improvement Program
  - Completed televising and cleaning of storm sewer piping and infrastructure
  - Continued GIS mapping and coordinates of storm sewer system piping and infrastructure
- Completed Phase IV renovation of the Township Administration Building, including renovation of all public meeting rooms and construction of a new training room.
- Replaced Library window wall segments in Children's and Adult sections
- Completed Public Works building upper garage floor concrete remediation project
- Rebuilt Library entrance retaining wall
- Remodeled Police Department kitchen
- Demolished residential structure on Hays Road
- Completed Baker Park renovations including new tennis court resurfacing, painting and fencing, renovation of the sand volleyball court, and renovation of the small baseball/softball field fencing
- Completed extensive tree trimming in all parks
- Continued the Leaf & Wood Composting program
- Awarded contract for extension of the Boyce Mayview Park Perimeter Trail for 2016-2017
- Completed installation of a new Tennis Bubble for courts 5 & 6
- Completed installation of canopy system at the Boyce Mayview Park concession building
- Completed renovation of Marmion baseball infield and outfield surfaces
- Completed the 2016 Street Paving program
- Completed the bi-annual Street Sweeping program
- Completed new street sign design for order and 2017 installation
- Continued the implementation of new Public Works and Community Development software

Above: New training room in Municipal Building (left) and canopy system at Boyce Mayview Park concession bldg (right)

2017 DEPARTMENT GOALS AND OBJECTIVES

- Sanitary Sewer:
  - Preparation and compliance with issuance of New Sanitary Sewer Consent Order
  - Continue implementation of the mandated Sanitary Sewer Operation & Maintenance Plan
  - Engineer and design Phase IV renovation of the Brush Run Pumping Station (new pumps & motors)
  - Complete construction of new Brush Run Pumping Station sanitary sewer force main
- Storm Sewer:
  - Maintain compliance with MS4 (Municipal Separate Storm Sewer Systems) and NPDES (National Pollutant Discharge Elimination Systems)
  - Continue internal televising, cleaning and GPS of Township storm sewer infrastructure
  - Develop precise GIS mapping and data base entire storm sewer system
  - Perform upgrades to system as problem areas are identified and engineered
  - Institute Industry Best Management Practices (BMPs) for all improvement projects
  - Incorporate Township 30" storm sewer upgrade to Morrow Road Bridge Replacement Project
- Buildings
  - Design, engineer and possibly bid for construction of Phase V of the Administrative Building Space Renovation Project (emergency generator support)
  - Design and engineer renovations to the McLaughlin Run Activity Center (MAC)
  - Design, engineer and budget for Public Works building security and improvements
  - Design and engineer Tennis/Golf administration building space
- Parks
  - Complete planned upgrade to our Township neighborhood parks
  - Complete planned Playing Field improvement for our youth sports
  - Construct the Southern Extension and Morton sections of the Boyce Mayview Park Perimeter Trail
- Streets
  - Complete the 2017 Annual Street Paving Project
  - Continue to upgrade the Township streets, regulatory and informational signs to the current reflectivity and text standards per the Manual on Uniform Traffic Control Devices (MUTCD)
  - Complete installation of the new Township street name signs
  - Continue to develop, upgrade and perfect the Township's snow and ice operation as it relates to liquid anti-icing and de-icing
- Continue to seek Grant opportunities to assist the Township with the high cost of funding necessary Capital Projects and Improvements throughout the Municipality
- Ensure the Department continues to use best sustainability practices and strives to be environmentally responsible

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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 planned to continue in 2017 via online, print (USC Today), and other communication avenues.

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 participates in professional forums where municipalities collaborate with each other to promote sustainable practices that could benefit the entire region. In 2017, 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: In 2016, staff worked with representatives of the Montour Trail regarding connecting to the Township's existing trail system. Staff will be pursuing a connection through cooperation with the Genessee & Wyoming railroad company and private property owners into 2017. Future steps would be to obtain easements and funding for trail improvements.

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 that is involved in the development review process to ensure that projects provide the proper landscape treatment. Funding of the Township's forestry effort increased by 20% in 2016, and another 2.5% in 2017 for contractual services related to tree maintenance.

COMPREHENSIVE PLAN STATUS (Continued)

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: The Township has 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." This means that a property in the Special Flood Hazard Area will receive a 15% discount on flood insurance. The Township continues to pursue a higher rating in order to get property owners a larger discount on their flood insurance policies. The Township completes a Community Rating System recertification on an annual basis. An increased appropriation of $400,000 for the Storm Sewer Fund is provided the 2017 Budget which will be used for projects dedicated to improve stormwater management systems throughout the Township.

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: The Township's 2017-21 Capital Improvement Plan (CIP) includes each of these items. Specific plans for 2017 include renovations to the Municipal Building and Public Works building, Tennis/Golf Administration Building replacement, a facility enhancement study of the C&RC, design of McLaughlin Run Activity Center renovations, and design of a new multipurpose outdoor programming facility at Boyce Mayview Park.

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 explore acquiring land in core areas to expand recreational opportunities. Staff will be began working in 2017 to acquire property near Beadling Soccer Field which would lead to potential improvements of the Beadling Soccer Field facility.

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DEPARTMENT STATISTICS AND BENCHMARKS

Public Works Benchmarks & Statistics	2014	2015	2016
Efficiency			
% Service Calls Outstanding	<1%	<1%	<1%
% Critical Sign Repairs completed within 4 Hours	100.0%	100.0%	100.0%
% Pothole Repairs completed within 1 working day	25.0%	25.0%	25.0%
% Hazardous Road Repairs responded to within 24 Hours	100.0%	100.0%	100.0%
% Sewer Spills responded within 1 Hour	100.0%	100.0%	100.0%
% Fleet Maintenance Completed On-Time	95.0%	95.0%	95.0%
% Permit Inspections performed in a timely manner	100.0%	100.0%	100.0%
Workload			
Sanitary Sewer & Storm Sewer			
Storm Drain Inlets inspected and/or cleaned	110	150	32
Miles of open/closed storm drains cleaned	1.5 miles	1.5 miles	7 miles
Miles of Sanitary Sewer lines cleaned/inspected	32 miles	32 miles	31.25 miles
Street & Sidewalk Program			
Square feet of deteriorated pavement replaced	454,563 sf	698,631 sf	594,414 sf
Lineal feet of deteriorated pavement sealed	50,000 lf	50,000 lf	100,000 lf
Square feet of Sidewalks Built	4,500 sf	0	0
Miles of roadway swept annually	1,502 Miles	1,546 Miles	2,108 Miles
Amount of Debris removed by Street Sweepers	159 tons	148 tons	245 tons
Vehicle & Equipment Maintenance			
Number of Vehicles maintained by Public Works	65	65	65
Number of Pieces of Equipment maintained by Public Works	86	86	86
Number of Vehicles per mechanic	76	76	76
Number of Work Orders processed	2,594	3,123	1,872

Requests for Service: One Calls and Blue Cards, which comprise approximately 40% of Public Works requests for service, are detailed below:

One Calls: Under State law, 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.

Blue Cards: Blue cards are generated through the Upper St. Clair Police Department. All cards received are reviewed and generally taken care of within 24 to 48 hours of receipt.

DEPARTMENT STATISTICS AND BENCHMARKS (continued)

PUBLIC WORKS REQUESTS FOR SERVICE
OCTOBER 2015 - SEPTEMBER 2016

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
One Calls	135	91	109	66	96	155	178	136	166	113	124	168	1,537
Blue Cards/Police	13	8	1	4	22	8	13	14	13	13	25	7	141
Inspections	2	8	2	1	3	4	4	3	3	5	1	4	40
Ballfield Maintenance	8	0	3	1	1	0	4	0	1	0	0	1	19
Building Maintenance	23	14	17	18	28	25	21	32	32	20	40	30	300
Dead Animal	11	5	3	4	6	7	9	11	11	7	9	7	90
Dye Tests	27	19	14	14	22	20	23	30	27	28	22	25	271
Forestry	4	6	2	7	10	12	12	9	20	23	17	17	139
Garbage	23	17	11	10	18	11	16	15	11	17	23	17	189
Ground Maintenance General	5	3	2	0	2	9	11	12	7	4	11	9	75
Leaf Recycling	1	0	2	0	0	0	1	0	0	0	0	0	4
Mailbox/Snowplow Damage	0	0	0	13	3	2	0	1	0	0	0	0	19
Manhole Repair	0	1	0	0	1	1	2	0	0	0	0	0	5
Other	19	16	20	14	20	28	21	21	23	15	22	33	252
Parks	16	11	7	7	11	37	26	17	17	18	11	22	200
Recycling	8	13	26	10	15	12	17	10	12	20	17	9	169
Sanitary Sewer	5	0	1	0	2	1	2	1	0	0	1	3	16
Sewer backup	0	0	0	0	0	0	0	2	1	1	1	0	5
Signs	3	6	4	1	7	4	10	6	4	7	9	1	62
Snow/Ice	0	0	0	9	9	0	0	0	0	0	0	0	18
Snow/rain storms	0	0	0	0	0	0	0	0	0	0	0	0	0
Special Events	0	0	0	0	0	0	0	0	0	0	0	0	0
Storm Sewer	3	3	5	1	6	6	2	5	1	4	2	7	45
Street Repair	6	3	6	1	9	7	10	4	7	4	5	2	64
Street/Park Resurfacing Program	0	0	0	0	0	0	0	0	0	2	4	1	7
Water Problems	1	1	0	2	0	1	4	3	2	1	5	4	24
Yard Damage	0	0	0	0	0	0	0	0	0	0	0	0	0
Golf Course	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Requests for Service	313	225	235	183	291	350	386	332	358	302	349	367	3,691
Requests Outstanding	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	

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DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Public Works Department for 2017 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2017 Positions
Director of Public Works	3	$83,871	$120,280	1
Superintendent of Operations	5	$67,774	$97,196	1
Superintendent of Projects	5	$67,774	$97,196	1
Superintendent of Public Improvements	5	$67,774	$97,196	1
Buildings & Grounds Administrator	6	$61,613	$88,360	0.5
Park & Forestry Administrator	6	$61,613	$88,360	1
Confidential Secretary to the Director	13	$31,617	$45,343	1
Department Secretary	13	$31,617	$45,343	1
Teamsters Local 205	Union Contract	$13.21/hr	$31.38/hr	24
Total				**31.5**

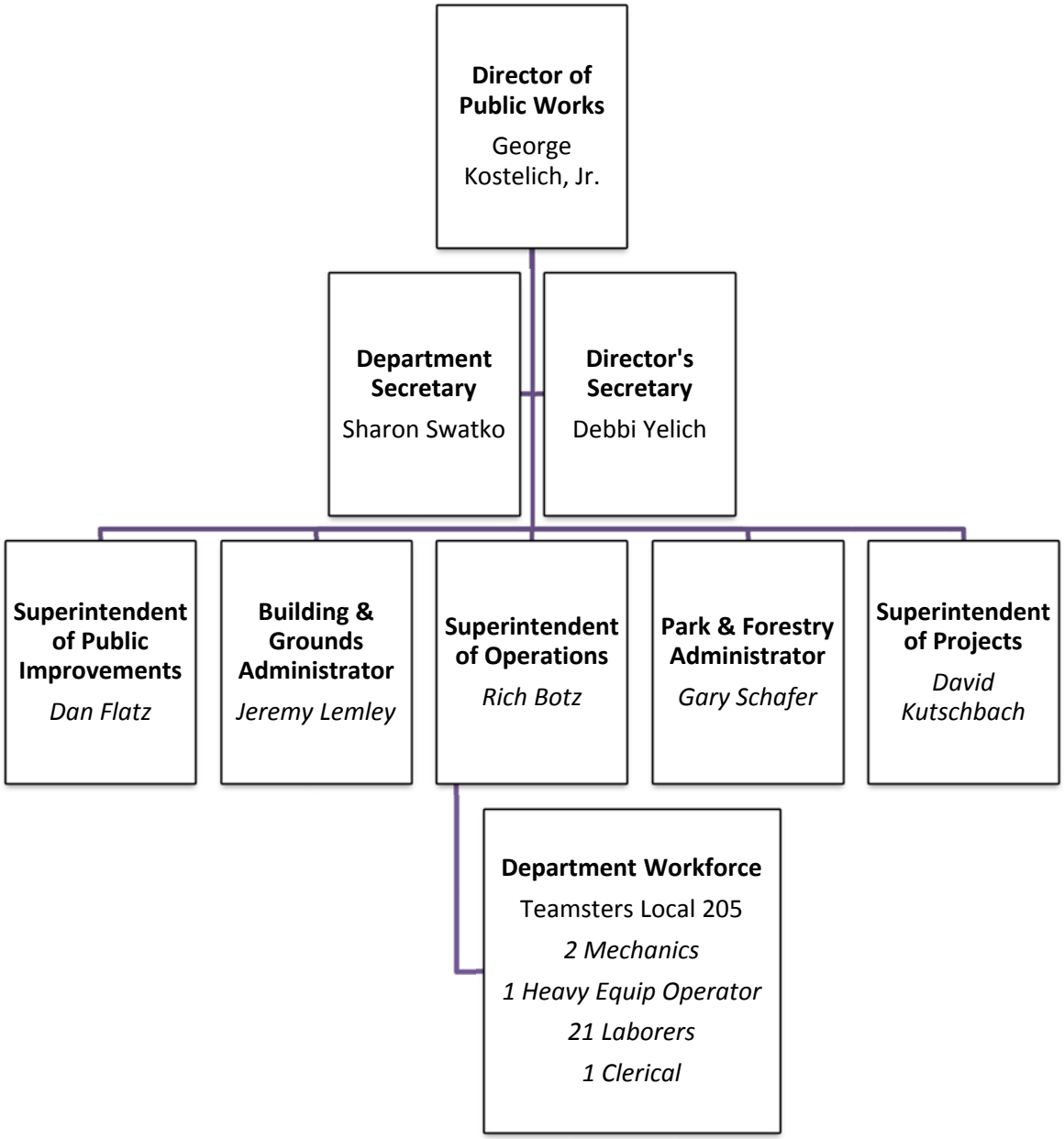
Public Works - Local 205 Union Contract 2017 Salary & Wage Scale		
I.	Master Mechanic	$31.38/hr
II.	Mechanic	$30.27/hr
III.	Heavy Equipment Operator	$30.27/hr
IV.	Foreman	$30.27/hr
V.	Laborer III (after 36 mos.)	$28.26/hr
	Laborer II (13-36 months)	$25.64/hr
	Laborer I (0-12 months)	$22.98/hr
VI.	Semi-Skilled Laborer III	$20.54/hr
	Semi-Skilled Laborer II	$18.88/hr
	Semi-Skilled Laborer I	$17.37/hr
	Semi-Skilled Laborer Probationary	$13.21/hr
VII.	C&RC Attendant	$20.54/hr
VIII.	Public Works Clerk	$26.08/hr

Budgetary Allocations

Certain Township employees have responsibilities outside of their primary department. A budgetary allocation for Public Works employee's wages and benefits has been 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)



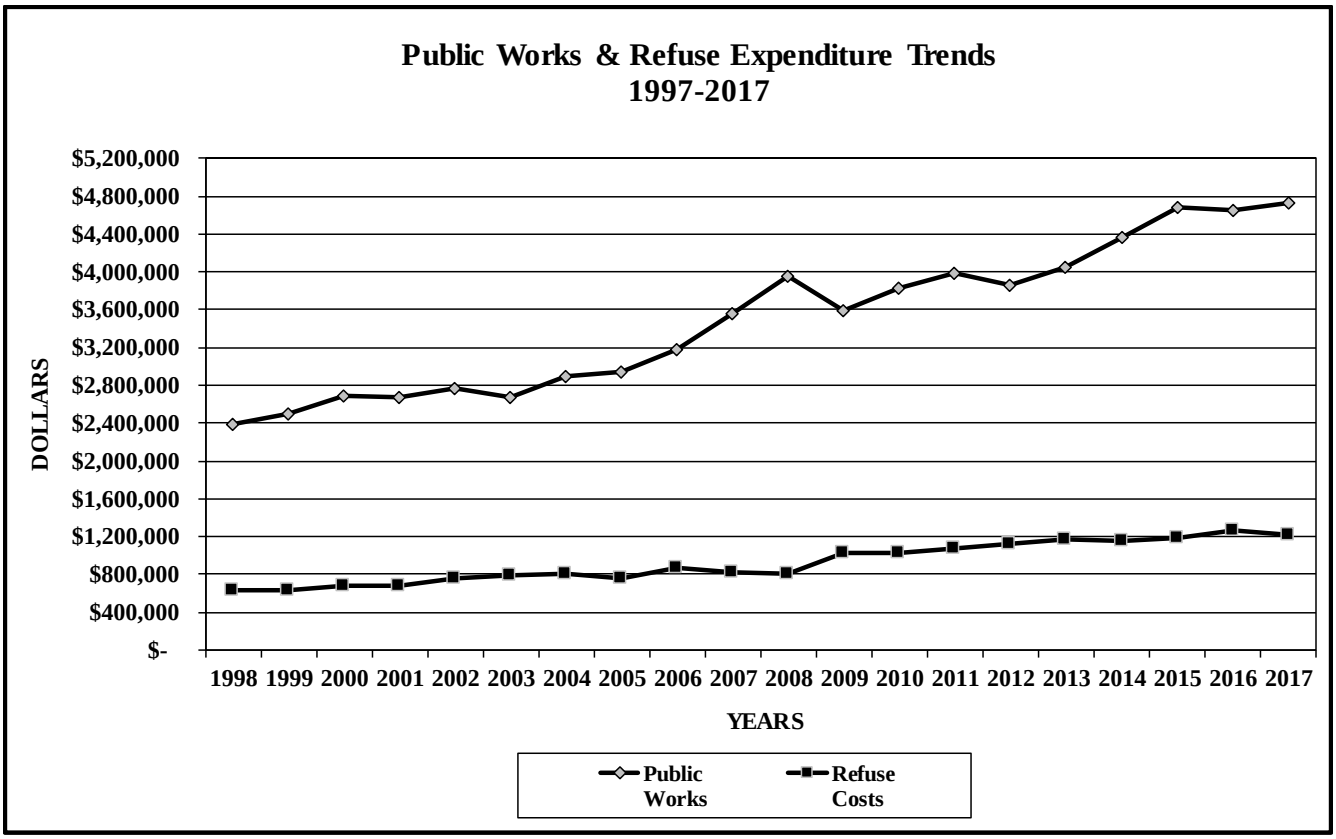
DEPARTMENT EXPENDITURES

Public Works Expenditures 01-40-401-500 TO 01-40-418-500	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 1,203,094	$ 1,243,945	$ 1,305,714	$ 1,280,865	$ 1,284,344
110 Overtime Wages	152,047	163,733	187,100	158,800	173,450
111 Snow Driver Wages	2,057	2,291	3,000	2,500	2,500
120 Part-Time Wages	71,765	65,907	75,400	72,850	75,950
140 Township Engineer-Retainer	7,700	5,500	6,600	6,600	6,600
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	108,674	112,243	120,121	115,898	117,523
199 Overhead Distribution	1,011,086	951,963	926,049	926,049	938,343
Total Personal Services	$ 2,558,423	$ 2,547,582	$ 2,625,984	$ 2,565,562	$ 2,600,710
Contractual Services					
211 Professional Services-Engineering	$ 65,269	$ 51,176	$ 55,000	$ 60,000	$ 70,000
217 Miscellaneous Consulting Services	2,574	1,773	2,750	2,750	2,750
220 Liability Insurance	31,844	37,482	38,000	38,000	39,500
221 Flood/Property Damage Insurance	23,137	29,277	35,700	35,700	37,700
222 Vehicle Insurance	47,775	38,647	51,000	51,000	53,300
230 Association Dues	2,911	2,307	2,500	2,500	2,500
231 Travel & Conference Expense	5,102	2,837	5,500	5,500	5,500
240 Water and Sewerage	45,736	49,585	64,500	64,500	64,500
241 Natural Gas	49,078	40,130	61,500	61,500	61,500
242 Electricity	147,293	155,436	165,050	165,050	165,055
243 Telephone	72	72	100	100	100
244 Street Light Installation	600	-	750	750	750
252 Communication Equipment Mte.	1,923	2,213	4,000	4,000	4,000
253 Traffic Signal Maintenance	14,734	9,855	12,500	12,500	12,500
254 Repairs & Maintenance-Vehicles	21,456	20,322	22,000	22,000	22,000
255 Repairs & Maintenance-Building	36,889	47,830	50,000	50,000	55,000
256 Heating/Air Conditioning Mte.	18,277	31,806	45,000	45,000	50,000
271 Garbage Collection Services	959,337	938,876	975,000	1,036,050	990,000
272 Recycling Collection Services	196,869	440,540	225,000	229,045	230,000
290 Other Contractual Services	257,733	265,176	278,500	278,500	309,340
299 Annual Park Maintenance Prog.	16,185	28,075	28,000	28,000	28,000
Total Contractual Services	$ 1,944,794	$ 2,193,415	$ 2,122,350	$ 2,192,445	$ 2,203,995

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Commodities					
300 Office Furniture & Equipment	$ 3,528	$ 4,888	$ 5,000	$ 5,000	$ 5,000
301 Expendable Office Supplies	6,894	6,839	7,500	7,500	7,500
305 Building Maintenance Equipment	17,649	13,051	18,000	18,000	18,000
306 Building Maintenance Supplies	59,103	42,216	65,000	65,000	65,000
311 Traffic Control Parts	9,813	21,762	15,000	15,000	15,000
312 Traffic Paint	105	384	500	500	500
313 Street Sign Supplies	5,391	6,627	7,000	7,000	10,000
315 Construction Supplies	76,933	89,486	125,500	125,500	125,500
316 Asphalt Supplies	14,718	31,409	17,000	17,000	17,000
319 Snow & Ice Chemicals	481,365	494,175	400,000	400,000	400,000
326 Tennis Court Supplies	161	500	500	500	500
327 Botanical Supplies	34,322	52,256	65,000	65,000	65,000
328 Park Maintenance Supplies	23,749	28,250	30,000	30,000	30,000
340 Vehicle Supplies	75,468	74,053	80,000	80,000	80,000
341 Fuels & Lubricants	205,171	140,474	230,000	230,000	230,000
342 Mechanical Equipment & Supplies	29,987	27,077	43,500	43,500	43,500
343 Tools & Equipment	19,236	18,351	27,500	27,500	27,500
344 Tires	23,824	22,000	27,000	27,000	27,000
390 Other Supplies	27,258	31,695	47,000	49,000	49,000
Total Commodities	$ 1,114,675	$ 1,105,493	$ 1,211,000	$ 1,213,000	$ 1,216,000
Distributed Costs					
600 Scrap Metal Account	$ 4,581	$ 3,968	$ 4,100	$ 4,100	$ 3,500
601 Dist. Vehicle Costs	(81,580)	(75,494)	(77,381)	(77,381)	(79,315)
602 Dist. Data Processing Costs	42,464	42,068	62,599	62,599	50,704
605 Dist. Boyce Mayview RAD Costs	(48,706)	(49,791)	(46,186)	(46,186)	(44,330)
Total Distributed Costs	$ (83,241)	$ (79,249)	$ (56,868)	$ (56,868)	$ (69,441)
Total Public Works Expenditures	**$ 5,534,651**	**$ 5,767,241**	**$ 5,902,466**	**$ 5,914,139**	**$ 5,951,264**

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Works expenditures over the last 20 years is 3.64%. The average annual cost increase of Refuse Collection expenditures over the last 20 years is 3.70%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$4,352,577***
How many real estate tax mills?		**0.94**	**$1,908,573**
Earned Income Tax per $100?	**$**	**23.69**	**$2,021,358**
Percentage of Other Taxes?		**2.30%**	**$422,646**

**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.*

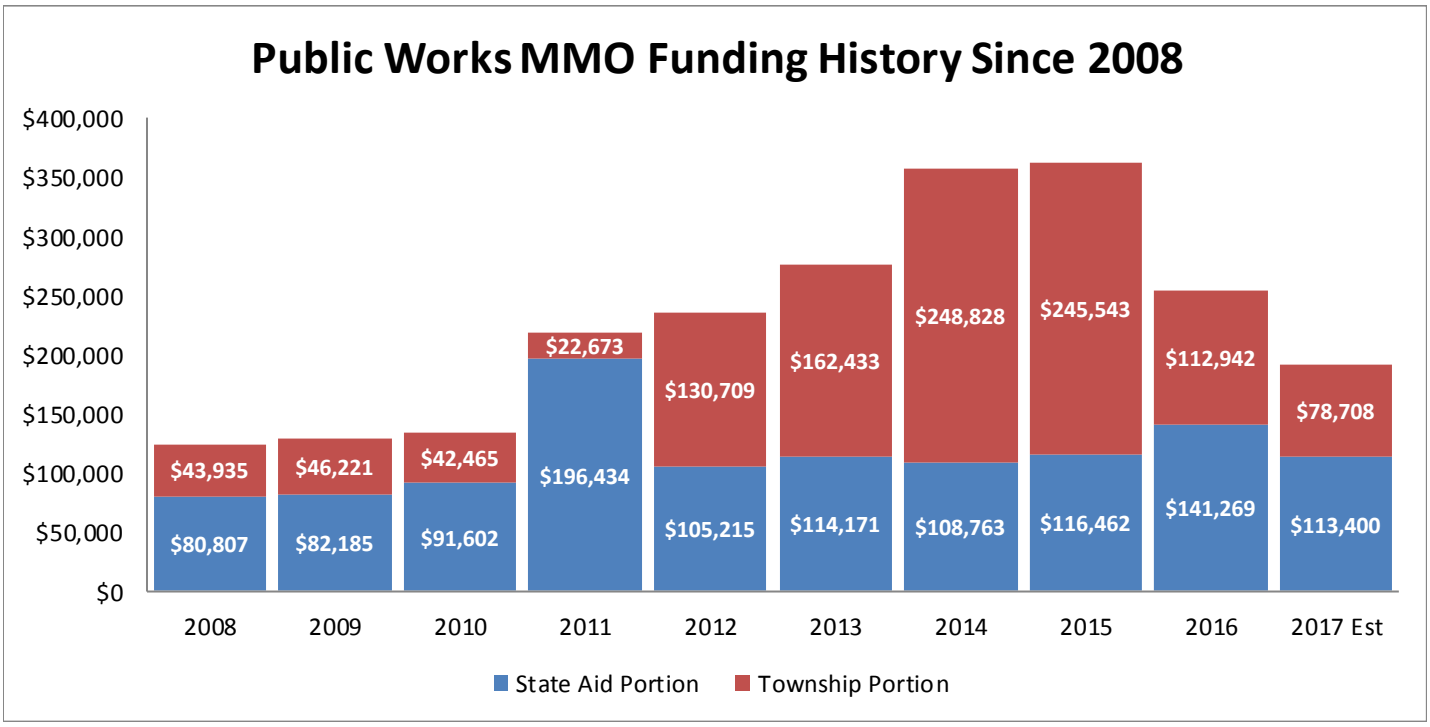
SUPPLEMENTARY INFORMATION (Continued)

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

Net Expenditures*			***$1,201,500***
How many real estate tax mills?		**0.26**	**$526,849**
Earned Income Tax per $100?	**$**	**6.54**	**$557,982**
Percentage of Other Taxes?		**0.64%**	**$116,669**

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 2004 and identifies the funding sources for it.



SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles

	Asset Tag	Year	Make	Model	Mileage (10-14-2016)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2009 029	2009	Chevy	Pick-Up	84,032	8	Good	2018
2	2012 001	2012	Chevy	Pick-Up	19,837	5	Good	2019
3	2013 023	2014	Ford	Escape - Hybrid	8,329	3	Excellent	2020
4	2013 024	2014	Ford	Escape	29,600	3	Good	2019
5	2015 001	2015	Chevy	Colorado Pick-Up	27,759	2	Excellent	2020
6	2015 002	2015	Chevy	Colorado 4WD	15,714	2	Excellent	2020
7	2016 006	2016	Chevy	Colorado	6,745	1	Excellent	2021
Utility Trucks								
1	2006 049	2006	Ford	Pick-Up Utility	33,085	11	Good	2018
2	2006 050	2006	Ford	Pick-Up Utility	48,935	11	Good	2019
3	2005 041	2006	Ford	Pick-Up Utility	49,417	11	Fair	2018
4	2010 045	2011	Ford	F-550 XL Tr	31,602	6	Good	2017
5	2010 046	2011	Ford	F-550 XL Tr	35,609	6	Good	2017
6	2011 052	2011	Ford	F-550	27,015	6	Good	2018
7	2013 014	2013	Ford	Truck	15,669	4	Good	2020
8	2013 021	2014	Ford	F-550	14,825	2	Good	2021
9	2008 066	2008	Dodge	Mechanics Service Vehicle	29,783	9	Good	2020
10	2002 061	2002	Ford	Bucket Truck	11,999	15	Good	2017
11	2005 039	2006	Ford	Econoline 350 Van	32,513	11	Good	2020
12	2014 004	2015	Ford	F-550	7,466	2	Excellent	2024
13	2015 003	2015	Ford	F-550	10,502	2	Good	2021
14	2015 007	2016	Ford	F-550 w/Dump Body/Snow Plow	5,033	1	Excellent	2023
15	2015 008	2016	Ford	F-550 w/Dump Body/Snow Plow	2,945	1	Excellent	2023
16	2016 007	2016	Ford	F-350 XL 4x4	1,594	1	Excellent	2026
Dump Trucks								
1	2003 065	2004	Int'l	Dump	20,132	13	Fair	2019
2	2004 047	2005	Int'l	Dump	2,222	12	Good	2016
3	2007 054	2008	Int'l	Dump	20,000	9	Good	2017
4	2009 048	2010	Int'l	Dump	12,000	7	Good	2020
5	2010 044	2011	Int'l	Dump	7,520	6	Good	2021
6	2011 051	2012	Int'l	Dump	8,113	5	Good	2022
7	2012 028	2013	Int'l	Dump	7,807	4	Good	2023
8	2013 022	2014	Int'l	Dump	6,181	3	Good	2024
9	2015 009	2016	Int'l	Dump	1,733	1	Excellent	2026
10	2017 000	2017	Int'l	Dump	606	New	New	2027

Public Works Vehicles (Continued)

	Asset Tag	Year	Make	Model	Mileage (10-14-2016)	Age in Years	Condition	Anticipated Replacement Year
Other Vehicles								
1	2003 005	2003	CAT	Wheel Loader	8,951 hrs	14	Good	2023
2	2003 060	2003	Int'l	Sewer Jet	2,850	14	Good	2020
3	2001 007	2010	Massey	Flail Mower	2,881 hrs	7	Good	2019
4	2014 005	2015	M2106	Elgin Street Sweeper	6,326	2	Good	2025
5	2010 027	2010	Toro	Mower 5910	4,229	7	Good	2022
6	2012 002	2012	JCB	Backhoe 3CX15	1,286 hrs	5	Good	2022
7	2013 015	2013	CAT	924K Wheel Loader	2,541 hrs	4	Good	2023

Public Works Equipment

	Vin #	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
1	112H8V3277LO73142	2007	20 Ton Trailer	10	Good	As Needed
2	Not Applicable	2013	30 Ton Shop Press	4	Good	As Needed
3	HSRA 36"	2001	3 M Sign Machine	16	Good	As Needed
4	209 ABS2	2011	Accubrine Automated Brine Maker	6	Good	As Needed
5	Not Applicable	1993	Aeroway 8' Quickaway Angle Aerator	24	Fair	DNR
6	1020211	2010	Asphalt Planer	7	Good	As Needed
7	550FB0813FS06681	2015	Asphalt Utility Trailer	2	Good	As Needed
8	Not Applicable	1993	Asphalt Wacker	24	Fair	As Needed
9	209-28-1491	2009	Bannerman Diamond Master Groomer	8	Good	As Needed
10	28-1236	1999	Bannerman Infield Renovator	18	Poor	DNR
11	15-0452-010012093	1993	Bannerman Turf Topper	24	Good	As Needed
12	BEAMFINP3002	2016	Beam Rider Field Line Painter	1	New	As Needed
13	CAT037CLBNE01989	2008	Caterpillar Exacavator/Backhoe	9	Good	2022
14	5355	1997	Chicago Pneumatic Air Comp.	20	Good	As Needed
15	2M01823	2015	Clausing Drill Press	2	Good	As Needed
16	209EG0932-040552	2009	Club Car Utility Vehicle	8	Fair	As Needed
17	431FS101981000714	2008	Cross Country Roller Trailer	9	Good	As Needed
18	36590	2001	Esab Plasma Cutter	16	Good	As Needed
19	D130874	2014	Gardner Denver Air Compressor	3	Good	As Needed
20	12D-GX160	2008	Gorman-Rupp Water 1 Pump 2"	9	Good	As Needed
21	209 13A52-GX390	2008	Gorman-Rupp Water 1 Pump 3"	9	Good	As Needed
22	2058	1992	Groundsmaster Trailer	25	Fair	2019
23	4K8AX1213X1A40828	1999	Groundsmaster Trailer	18	Good	As Needed

Public Works Equipment (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
24	209 DAS-12725G1004	2011	GVM Anti-Icing Unit	6	Good	As Needed
25	209 DAS-13725G1007	2012	GVM Anti-Icing Unit	5	Good	As Needed
26	1H9X151019C122006	2009	Harben Sewer Jet	8	Good	2024
27	209 27231284	2008	Hoffman 1625EM Tire Changer	9	Good	2019
28	209-G84BB012	2008	Hoffman 2400 Tire Balancer	9	Good	2019
29	H1202-71693	2002	Hotsy Gas-Fired Pressure Washer	15	Fair	As Needed
30	Not Applicable	2000	Jumping Jack Tamper	17	Good	DNR
31	36739	2005	Kubota Tractor	12	Good	2017
32	68851	2007	Kubota RTV Utility #2	10	Good	As Needed
33	209-89681	2008	Kubota RTV900 Utility Vehicle #3	9	Good	2017
34	209-89684	2008	Kubota RTV900 Utility Vehicle #4	9	Good	2017
35	20970915	2012	Kubota Tractor, Model L5240HSTC	5	Good	2022
36	18388	2012	Kubota	5	Excellent	As Needed
37	A5KB2FDBKEG020597	2014	Kubota ATV II	3	New	As Needed
38	A5KB2FDBHEG021709	2015	Kubota RTV X900 WL-A	2	New	2027
39	A5KB2FDBCFG023312	2015	Kubota RTV X900 WL-A	2	New	2027
40	35460	2016	Kubota TRTV 900	New	New	As Needed
41	23201110025018	2004	Lely Broadcast Spreader	13	Good	As Needed
42	2052	2010	Liftmore	7	Excellent	DNR
43	LB285316	2001	Miller Welder	16	Fair	As Needed
44	MA410666H	2011	Miller Welder 275 EFI	6	Good	As Needed
45	CE1311998	2005	Multiguip plate compactor	12	Good	As Needed
46	TN55-1198663	2000	New Holland Tractor	17	Good	2018
47	O72491	2007	Pavement Cutting Trailer	10	Good	As Needed
48	30980	2009	Pro Tech Snow Pusher	8	Good	As Needed
49	JP008F0006	2008	Rotary Electric Lift	9	Good	As Needed
50	Not Applicable	1972	Ryan Renothin	45	Poor	DNR
51	544954C	2011	Ryan Sod Cutter	6	Good	As Needed
52	Serial No. 110	2003	Ryan Turf Aerator	14	Poor	2019
53	SE1823E	2004	Seeda-Vator	13	Good	As Needed
54	3535	2002	Sewer Machine	15	Fair	DNR
55	7251	2001	Swenson Tailgate Conveyor	16	Poor	As Needed
56	209-21302982	2005	Takeuchi Loader	12	Fair	2017
57	4687	1996	Takeuchi Trailer	21	Fair	As Needed
58	209-F6-4812	2011	Tennsmith Metal Brake	6	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.

Public Works Equipment (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
59	1W9R1121OFF341441	2015	Terex 730 Wood Chipper	2	Excellent	2030
60	0160	2002	Tital Speedflo Wet Line Painter	15	Fair	DNR
61	O81901	2008	Top Brand 6x12 Trailer (Tom's)	9	Good	As Needed
62	313999410	2013	Toro Reelmaster 3100-D	4	Good	2019
63	270000482	2007	Toro 3500D Sidewinder	10	Good	2018
64	S270000176	2008	Toro Debris Blower 600	9	Good	As Needed
65	260000507	2007	Toro Field Line Painter 1200	10	Fair	As Needed
66	04021-230001808	2004	Toro Greenmaster Flex 21	13	Fair	As Needed
67	Not Applicable	1994	Toro Greensmaster	23	Fair	As Needed
68	04129-60248	1996	Toro Greensmaster	21	Fair	As Needed
69	200000519	2002	Toro Greensmaster	15	Fair	2018
70	2600003001	2007	Toro Greensmaster 1600	10	Good	2019
71	230000128	2008	Toro Greensmaster 500	9	Fair	As Needed
72	312000325	2012	Toro Groundsmaster 3280-D	5	Good	2018
73	312000285	2012	Toro Groundsmaster 3280-D 4WD	5	Good	2019
74	313000183	2013	Toro Groundsmaster 3280-D	4	Good	2019
75	S290000147	2009	Toro Groundmaster 7210	8	Good	2018
76	290000352	2009	Toro Groundsmaster 3500-D	8	Good	2019
77	S290000455	2009	Toro Grandstand 48" Mower	8	Good	2017
78	316000208	2016	Toro Groundsmaster 5910	1	Excellent	2028
79	270000433	2007	Toro Infield Pro 3040	10	Fair	2018
80	312000210	2012	Toro Infield Pro 5040	5	Good	2019
81	S280000106	2008	Toro Pro Core 864	9	Good	As Needed
82	312000101	2012	Toro Procore Processor	5	Good	As Needed
83	60100	2001	Toyota Forklift	16	Fair	2019
84	135-100-220	2009	Tuff Screen Player Protector	8	Good	As Needed
85	5NHUUS210GW061778	2016	US Cargo Enclosed Trailer 6x12	1	Excellent	As Needed
86	TG525	2004	Vermeer Tub Grinder	13	Good	2018
87	Not Applicable	1987	Vicon Spreader	30	Fair	DNR
88	209-5788322	2008	Wacker Vibratory Roller	9	Good	As Needed
89	209-270-245-419	2009	Weighted Field Tarp	8	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

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Administration Expenditures					
Personal Services	$ 490,580	$ 500,558	$ 594,391	$ 594,391	$ 588,316
Contractual Services	70,783	76,927	90,400	90,400	116,040
Commodities	11,438	14,227	14,500	14,500	14,500
Distributed Costs	47,045	46,036	66,699	66,699	54,204
Total Administration Expenditures	**$ 619,846**	**$ 637,748**	**$ 765,990**	**$ 765,990**	**$ 773,060**

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-one 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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 356,203	$ 369,248	$ 386,341	$ 386,341	$ 358,706
110 Overtime Wages	2,444	2,367	2,500	2,500	2,700
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	27,958	29,122	29,746	29,746	27,648
199 Overhead Distribution	101,975	97,821	173,804	173,804	197,262
Total Personal Services	$ 490,580	$ 500,558	$ 594,391	$ 594,391	$ 588,316
Contractual Services					
217 Miscellaneous Consulting Services	$ 2,034	$ 1,773	$ 2,000	$ 2,000	$ 2,000
220 Liability Insurance	31,844	37,482	38,000	38,000	39,500
221 Flood Insurance	16,711	21,039	27,400	27,400	28,700
230 Association Dues	2,911	2,307	2,500	2,500	2,500
231 Travel & Conference Expense	5,102	2,837	5,500	5,500	5,500
290 Other Contractual Services	12,181	11,489	15,000	15,000	37,840
Total Contractual Services	$ 70,783	$ 76,927	$ 90,400	$ 90,400	$ 116,040
Commodities					
300 Office Furniture & Equipment	$ 3,528	$ 4,888	$ 5,000	$ 5,000	$ 5,000
301 Expendable Office Supplies	6,894	6,839	7,500	7,500	7,500
390 Other Supplies	1,016	2,500	2,000	2,000	2,000
Total Commodities	$ 11,438	$ 14,227	$ 14,500	$ 14,500	$ 14,500
Distributed Costs					
600 Scrap Metal Account	$ 4,581	$ 3,968	$ 4,100	$ 4,100	$ 3,500
602 Dist. Data Processing Costs	42,464	42,068	62,599	62,599	50,704
Total Distributed Costs	$ 47,045	$ 46,036	$ 66,699	$ 66,699	$ 54,204
Total Administration Expenditures	**$ 619,846**	**$ 637,748**	**$ 765,990**	**$ 765,990**	**$ 773,060**

BUDGETARY COMMENT

Funds allocated for Public Works Administration in 2017 are $7,070 or 0.9% more than appropriated in 2016. An increase in contractual services for the sustainability function is partially offset by reductions in personal services and distributed costs.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Engineering Expenditures					
Personal Services	$ 7,700	$ 5,500	$ 6,600	$ 6,600	$ 6,600
Contractual Services	65,269	51,176	55,000	60,000	70,000
Total Engineering Expenditures	**$ 72,969**	**$ 56,676**	**$ 61,600**	**$ 66,600**	**$ 76,600**

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 provides services relating to the annual street improvement program, zoning and code enforcement, public works maintenance, parks maintenance, storm drainage and land development application review. 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**	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
140 Township Engineer-Retainer	$ 7,700	$ 5,500	$ 6,600	$ 6,600	$ 6,600
Total Personal Services	$ 7,700	$ 5,500	$ 6,600	$ 6,600	$ 6,600
Contractual Services					
211 Professional Services-Engineering	$ 65,269	$ 51,176	$ 55,000	$ 60,000	$ 70,000
Total Contractual Services	$ 65,269	$ 51,176	$ 55,000	$ 60,000	$ 70,000
Total Engineering Expenditures	**$ 72,969**	**$ 56,676**	**$ 61,600**	**$ 66,600**	**$ 76,600**

BUDGETARY COMMENT

Funds allocated for Engineering Services in 2017 are higher than 2016 due to an anticipated increase in activity.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Civic Activities Expenditures					
Personal Services	$ 17,959	$ 23,095	$ 17,995	$ 21,408	$ 32,558
Contractual Services	12,375	1,620	13,000	13,000	13,000
Commodities	14,055	15,724	17,000	19,000	19,000
Total Civic Activities Expenditures	**$ 44,389**	**$ 40,439**	**$ 47,995**	**$ 53,408**	**$ 64,558**

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-fourth annual Community Day, the 4th of July Fireworks display, National Public Works Day, Boyce Mayview Park Bounty 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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 5,983	$ 12,441	$ 6,413	$ 6,413	$ 12,253
110 Overtime Wages	4,411	3,562	4,500	6,500	6,500
120 Part Time Wages	330	262	1,000	2,100	2,400
198 Social Security Expense	812	1,216	835	1,148	1,618
199 Overhead Distribution	6,423	5,614	5,247	5,247	9,787
Total Personal Services	$ 17,959	$ 23,095	$ 17,995	$ 21,408	$ 32,558
Contractual Services					
290 Other Contractual Services	$ 12,375	$ 1,620	$ 13,000	$ 13,000	$ 13,000
Total Contractual Services	$ 12,375	$ 1,620	$ 13,000	$ 13,000	$ 13,000
Commodities					
315 Construction Supplies	$ 880	$ 685	$ 1,000	$ 1,000	$ 1,000
390 Other Supplies	13,175	15,039	16,000	18,000	18,000
Total Commodities	$ 14,055	$ 15,724	$ 17,000	$ 19,000	$ 19,000
Total Civic Activities Expenditures	**$ 44,389**	**$ 40,439**	**$ 47,995**	**$ 53,408**	**$ 64,558**

BUDGETARY COMMENT

Funds for Civic Activities in 2017 are $16,563 more than appropriated in 2016 due to increased effort in this area. The Civic Activities budget is partially offset by donations that the Township receives for support of Community Day activities. This revenue is recorded in the Miscellaneous Revenue account.

Right: Snow Plow from Public Works Day 2016

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Snow & Ice Control Expenditures					
Personal Services	$ 277,834	$ 281,874	$ 305,226	$ 245,643	$ 275,533
Contractual Services	540	-	750	750	750
Commodities	500,915	514,781	433,000	433,000	433,000
Distributed Costs	(48,706)	(49,791)	(46,186)	(46,186)	(44,330)
Total Snow & Ice Control Expenditures	**$ 730,583**	**$ 746,864**	**$ 692,790**	**$ 633,207**	**$ 664,953**

SNOW & ICE CONTROL OVERVIEW

Every Fall the Public Works Department begins to repair 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, 45,000 gallons of salt brine blend and approximately 500 tons of anti-skid aggregate.

The Public Works Department on average will use 5,500 to 6,500 tons of sodium chloride (rock salt) and 100,000 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 900 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 has 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 $170,000.

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 2017 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 2001 to 2016:

Year	Snowfall Winter Season (Inches)	Season Average Temperature	Number of De-Icing Efforts
2001-2002	25.7	39.4	22
2002-2003	61.8	32.0	43
2003-2004	54.2	35.1	38
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
Average Season	**47.4**	**34.2**	**36**

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Snow & Ice Control Expenditures 01-40-404-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 69,896	$ 71,896	$ 79,849	$ 55,000	$ 73,698
110 Overtime Wages	116,585	124,100	140,000	110,000	125,000
111 Snow Driver Wages	2,057	2,291	3,000	2,500	2,500
198 Social Security Expense	14,265	14,973	17,048	12,814	15,392
199 Overhead Distribution	75,031	68,614	65,329	65,329	58,943
Total Personal Services	$ 277,834	$ 281,874	$ 305,226	$ 245,643	$ 275,533
Contractual Services					
217 Miscellaneous Consulting Services	$ 540	$ -	$ 750	$ 750	$ 750
Total Contractual Services	$ 540	$ -	$ 750	$ 750	$ 750
Commodities					
319 Snow & Ice Chemicals	$ 481,365	$ 494,175	$ 400,000	$ 400,000	$ 400,000
342 Mechanical Equipment Supplies	17,129	18,853	30,000	30,000	30,000
390 Other Supplies	2,421	1,753	3,000	3,000	3,000
Total Commodities	$ 500,915	$ 514,781	$ 433,000	$ 433,000	$ 433,000
Distributed Costs					
605 Dist. Boyce Mayview RAD Costs	(48,706)	(49,791)	$ (46,186)	(46,186)	(44,330)
Total Distributed Costs	$ (48,706)	$ (49,791)	$ (46,186)	$ (46,186)	$ (44,330)
Total Snow & Ice Control Expenditures	**$ 730,583**	**$ 746,864**	**$ 692,790**	**$ 633,207**	**$ 664,953**

BUDGETARY COMMENT

The Snow and Ice Control budget includes the purchase of Sodium Chloride and Liquid Calcium Chloride on an as needed basis. Funds requested for this program in 2017 are $27,837 less than appropriated in 2016, due mainly to decreases in Personal Services costs.

Above: Brine Truck for Anti-Icing

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Storm Sewer Mte. Expenditures					
Personal Services	$ 37,691	$ 46,196	$ 36,294	$ 36,294	$ 36,396
Contractual Services	4,904	14,952	15,000	15,000	15,000
Commodities	40,712	54,468	80,000	80,000	80,000
Total Storm Sewer Mte. Expenditures	**$ 83,307**	**$ 115,616**	**$ 131,294**	**$ 131,294**	**$ 131,396**

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 sewers, general maintenance, stream clearance and the construction and repair of storm sewer systems.

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:

	2009	2010	2011	2012	2013	2014	2015	Oct-16
Storm Sewer Inlets Rebuilt/Maintained	52	62	64	87	73	85	117	65

Storm Sewer Mte. Expenditures 01-40-405-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 16,627	$ 18,305	$ 18,304	$ 18,304	$ 18,519
110 Overtime Wages	1,497	1,177	1,000	1,000	1,000
120 Part-Time Wages	339	-	500	500	500
198 Social Security Expense	1,380	1,451	1,515	1,515	1,531
199 Overhead Distribution	17,848	25,263	14,975	14,975	14,846
Total Personal Services	$ 37,691	$ 46,196	$ 36,294	$ 36,294	$ 36,396
Contractual Services					
290 Other Contractual Services	$ 4,904	$ 14,952	$ 15,000	$ 15,000	$ 15,000
Total Contractual Services	$ 4,904	$ 14,952	$ 15,000	$ 15,000	$ 15,000

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Commodities					
315 Construction Supplies	$ 40,124	$ 50,653	$ 75,000	$ 75,000	$ 75,000
390 Other Supplies	588	3,815	5,000	5,000	5,000
Total Commodities	$ 40,712	$ 54,468	$ 80,000	$ 80,000	$ 80,000
Total Storm Sewer Mte. Expenditures	**$ 83,307**	**$ 115,616**	**$ 131,294**	**$ 131,294**	**$ 131,396**

BUDGETARY COMMENT

Funds appropriated for Storm Sewer Maintenance in 2017 are nearly the same as the amount appropriated in 2016.

Above: Fluvial in the Township

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Traffic Eng. & Safety Expenditures					
Personal Services	$ 19,159	$ 27,100	$ 22,902	$ 22,579	$ 38,778
Contractual Services	101,419	104,646	98,750	98,750	106,250
Commodities	12,809	22,957	19,500	19,500	19,500
Total Traffic Eng. & Safety Expenditures	**$ 133,387**	**$ 154,703**	**$ 141,152**	**$ 140,829**	**$ 164,528**

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 ten signalized intersections. Traffic control maintenance is handled by a private contractor.

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

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
313	315	314	314	314	314	314	314	314	314

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 8,728	$ 17,856	$ 11,690	$ 11,690	$ 20,402
110 Overtime Wages	229	343	200	200	200
120 Part-Time Wages	153	-	500	200	200
198 Social Security Expense	680	1,311	948	925	1,591
199 Overhead Distribution	9,369	7,590	9,564	9,564	16,385
Total Personal Services	$ 19,159	$ 27,100	$ 22,902	$ 22,579	$ 38,778

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
242 Electricity*	$ 54,726	$ 58,803	$ 63,000	$ 63,000	$ 63,000
244 Street Light Installation	600	-	750	750	750
253 Traffic Signal Maintenance	14,734	9,855	12,500	12,500	12,500
290 Other Contractual Services	31,359	35,988	22,500	22,500	30,000
Total Contractual Services	$ 101,419	$ 104,646	$ 98,750	$ 98,750	$ 106,250
Commodities					
311 Traffic Control Parts**	$ 9,813	$ 21,762	$ 15,000	$ 15,000	$ 15,000
312 Traffic Paint	105	384	500	500	500
390 Other Supplies	2,891	811	4,000	4,000	4,000
Total Commodities	$ 12,809	$ 22,957	$ 19,500	$ 19,500	$ 19,500
Total Traffic Eng. & Safety Expenditures	**$ 133,387**	**$ 154,703**	**$ 141,152**	**$ 140,829**	**$ 164,528**

***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 and Safety for 2017 are $23,376 more than appropriated in 2016 due to increases in Personal Services and Contractual Services costs.

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Street Maintenance Expenditures					
Personal Services	$ 236,758	$ 291,976	$ 221,654	$ 221,654	$ 288,288
Contractual Services	14,006	7,911	14,500	14,500	14,500
Commodities	30,361	48,630	46,500	46,500	49,500
Total Street Maintenance Expenditures	**$ 281,125**	**$ 348,517**	**$ 282,654**	**$ 282,654**	**$ 352,288**

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.

2012	2013	2014	2015	2016
3.27	3.7	3.61	5.72	4.02

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 2017, the State will reimburse the Township approximately $21,000 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 2017, the anticipated revenue from the State Road Turnback program is $18,880.

Street Maintenance Expenditures 01-40-408-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 105,773	$ 137,192	$ 110,690	$ 110,690	$ 147,292
110 Overtime Wages	2,920	5,216	5,000	5,000	5,000
120 Part-Time Wages	5,889	6,296	6,000	6,000	6,000
198 Social Security Expense	8,632	11,138	9,309	9,309	12,109
199 Overhead Distribution	113,544	132,134	90,655	90,655	117,887
Total Personal Services	$ 236,758	$ 291,976	$ 221,654	$ 221,654	$ 288,288
Contractual Services					
290 Other Contractual Services*	$ 14,006	$ 7,911	$ 14,500	$ 14,500	$ 14,500
Total Contractual Services	$ 14,006	$ 7,911	$ 14,500	$ 14,500	$ 14,500
Commodities					
313 Street Sign Supplies	$ 5,391	$ 6,627	$ 7,000	$ 7,000	$ 10,000
315 Construction Supplies	3,936	4,214	12,500	12,500	12,500
316 Asphalt Supplies**	14,718	31,409	17,000	17,000	17,000
343 Tools & Equipment***	4,704	5,809	7,500	7,500	7,500
390 Other Supplies	1,612	571	2,500	2,500	2,500
Total Commodities	$ 30,361	$ 48,630	$ 46,500	$ 46,500	$ 49,500
Total Street Maintenance Expenditures	**$ 281,125**	**$ 348,517**	**$ 282,654**	**$ 282,654**	**$ 352,288**

***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 2017 are $69,634 more than appropriated in 2016 due to an increase in Personal Services costs.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Refuse Collection Expenditures					
Contractual Services	$ 1,160,721	$ 1,383,706	$ 1,204,500	$ 1,269,595	$ 1,224,500
Total Refuse Collection Expenditures	**$ 1,160,721**	**$ 1,383,706**	**$ 1,204,500**	**$ 1,269,595**	**$ 1,224,500**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
271 Garbage Collection Services*	$ 959,337	$ 938,876	$ 975,000	$ 1,036,050	$ 990,000
272 Recycling Collection Services	196,869	440,540	225,000	229,045	230,000
290 Other Contractual Services**	4,515	4,290	4,500	4,500	4,500
Total Contractual Services	$ 1,160,721	$ 1,383,706	$ 1,204,500	$ 1,269,595	$ 1,224,500
Total Refuse Collection Expenditures	**$ 1,160,721**	**$ 1,383,706**	**$ 1,204,500**	**$ 1,269,595**	**$ 1,224,500**

***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 2017 Budget is $20,000 more than appropriated in 2016 due to contractual cost increases and additional houses.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Building Maintenance Expenditures					
Personal Services	$ 264,380	$ 270,250	$ 248,500	$ 253,883	$ 248,386
Contractual Services	302,945	327,874	358,300	358,300	369,000
Commodities	76,752	55,267	83,000	83,000	83,000
Total Building Maintenance Expenditures	**$ 644,077**	**$ 653,391**	**$ 689,800**	**$ 695,183**	**$ 700,386**

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 Road Recreation 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, 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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 111,454	$ 114,853	$ 119,227	$ 119,227	$ 117,393
110 Overtime Wages	4,554	3,990	5,000	10,000	10,000
120 Part-Time Wages	18,604	15,223	16,000	16,000	16,000
198 Social Security Expense	10,125	10,080	10,727	11,110	10,970
199 Overhead Distribution	119,643	126,104	97,546	97,546	94,023
Total Personal Services	$ 264,380	$ 270,250	$ 248,500	$ 253,883	$ 248,386
Contractual Services					
221 Property Damage Insurance	$ 6,426	$ 8,238	$ 8,300	$ 8,300	$ 9,000
240 Water and Sewerage	13,838	16,688	17,000	17,000	17,000
241 Natural Gas	44,573	36,091	55,000	55,000	55,000
242 Electricity	84,382	85,299	90,000	90,000	90,000
255 Repairs & Maintenance-Building	36,889	47,830	50,000	50,000	55,000
256 Heating/Air Conditioning Mte.	18,277	31,806	45,000	45,000	50,000
290 Other Contractual Services	98,560	101,922	93,000	93,000	93,000
Total Contractual Services	$ 302,945	$ 327,874	$ 358,300	$ 358,300	$ 369,000

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Commodities					
305 Building Maintenance Equipment	$ 17,649	$ 13,051	$ 18,000	$ 18,000	$ 18,000
306 Building Maintenance Supplies	59,103	42,216	65,000	65,000	65,000
Total Commodities	$ 76,752	$ 55,267	$ 83,000	$ 83,000	$ 83,000
Total Building Maintenance Expenditures	**$ 644,077**	**$ 653,391**	**$ 689,800**	**$ 695,183**	**$ 700,386**

BUDGETARY COMMENT

Funds requested for Building Maintenance in 2017 are $10,586 more than appropriated in 2016 due to increases in some Contractual Services costs.

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Equipment Maintenance Expenditures					
Personal Services	$ 338,334	$ 328,827	$ 344,700	$ 340,932	$ 298,678
Contractual Services	74,289	66,448	82,000	82,000	84,300
Commodities	317,155	251,675	357,000	357,000	357,000
Distributed Costs	(87,201)	(81,256)	(83,287)	(83,287)	(85,369)
Total Equipment Mte. Expenditures	**$ 642,577**	**$ 565,694**	**$ 700,413**	**$ 696,645**	**$ 654,609**

EQUIPMENT MAINTENANCE OVERVIEW

The Public Works equipment maintenance garage is staffed by one (1) mechanic and one (1) master mechanic. 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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 156,182	$ 160,640	$ 177,388	$ 177,388	$ 156,496
110 Overtime Wages	821	3,671	6,000	3,000	3,000
120 Part-Time Wages	1,682	720	2,000	1,500	1,500
198 Social Security Expense	11,993	12,533	14,182	13,914	12,316
199 Overhead Distribution	167,656	151,263	145,130	145,130	125,366
Total Personal Services	$ 338,334	$ 328,827	$ 344,700	$ 340,932	$ 298,678
Contractual Services					
222 Vehicle Insurance	$ 47,775	$ 38,647	$ 51,000	$ 51,000	$ 53,300
252 Communication Equipment Mte.	1,923	2,213	4,000	4,000	4,000
254 Repairs & Maintenance-Vehicles*	21,456	20,322	22,000	22,000	22,000
290 Other Contractual Services**	3,135	5,266	5,000	5,000	5,000
Total Contractual Services	$ 74,289	$ 66,448	$ 82,000	$ 82,000	$ 84,300

***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

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Commodities					
340 Vehicle Supplies	$ 75,468	$ 74,053	$ 80,000	$ 80,000	$ 80,000
341 Fuels & Lubricants	205,171	140,474	230,000	230,000	230,000
343 Tools & Equipment	10,135	10,481	15,000	15,000	15,000
344 Tires	23,824	22,000	27,000	27,000	27,000
390 Other Supplies	2,557	4,667	5,000	5,000	5,000
Total Commodities	$ 317,155	$ 251,675	$ 357,000	$ 357,000	$ 357,000
Distributed Costs					
601 Less: Dist. Vehicle Costs	$ (87,201)	$ (81,256)	$ (83,287)	$ (83,287)	$ (85,369)
Total Distributed Costs	$ (87,201)	$ (81,256)	$ (83,287)	$ (83,287)	$ (85,369)
Total Equipment Mte. Expenditures	**$ 642,577**	**$ 565,694**	**$ 700,413**	**$ 696,645**	**$ 654,609**

BUDGETARY COMMENT

A portion of vehicle maintenance costs is distributed to other programs. The distributed vehicle cost estimates for 2017 are:

Fund - Acct. No.	Program	Vehicles	2016 Distribution	2017 Distribution
01-102	**Administration**	4	$ 10,910	$ 11,183
01-201	**Police**	20	46,755	47,924
01-301	**Comm. Development**	2	5,323	5,456
01-415	**Parks Maintenance**	Mowing Equip.	5,906	6,054
01-501	**Recreation**	1	2,627	2,693
50-425	**Sanitary Sewer Fund**	3	7,880	8,077
52-415	**Boyce Mayview RAD**	1	2,836	2,907
52-415	**Boyce Mayview RAD**	Mowing Equip.	1,050	1,076
	Total Vehicle Distribution		**$ 83,287**	**$ 85,370**

The undistributed portion of the Equipment Maintenance budget of $654,609 represents an estimate of the vehicle maintenance and operation costs associated with all other Public Works programs. Funds requested for Equipment Maintenance are $45,804 less than 2016 due to reduced Personal Services costs.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Golf Course Maintenance Expenditures					
Personal Services	$ 51,374	$ 52,999	$ 46,807	$ 47,076	$ 51,695
Contractual Services	14,461	7,492	14,550	14,550	14,555
Commodities	14,859	27,954	31,000	31,000	31,000
Total Golf Course Mte. Expenditures	**$ 80,694**	**$ 88,445**	**$ 92,357**	**$ 92,626**	**$ 97,250**

GOLF COURSE MAINTENANCE OVERVIEW

A course consisting of three (3) golf holes owned by the Township and located in the McLaughlin Run Community Park, is open to all residents during the summer season. Approximate course play per season is 3,500 rounds. The tennis supervisor on duty at the McLaughlin Run Park Tennis Center administers the golf course. The Township estimates that the course will generate $4,500 in revenue in 2016. This revenue represents 4.63% of the direct operating costs.

Golf Course Maintenance Expenditures 01-40-413-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 23,852	$ 25,593	$ 24,364	$ 24,364	$ 27,097
110 Overtime Wages	111	122	200	300	250
120 Part-Time Wages	23	-	400	550	550
198 Social Security Expense	1,783	1,917	1,910	1,929	2,134
199 Overhead Distribution	25,605	25,367	19,933	19,933	21,664
Total Personal Services	$ 51,374	$ 52,999	$ 46,807	$ 47,076	$ 51,695
Contractual Services					
240 Water and Sewerage	$ 14,407	$ 7,423	$ 14,500	$ 14,500	$ 14,500
242 Electricity	54	69	50	50	55
Total Contractual Services	$ 14,461	$ 7,492	$ 14,550	$ 14,550	$ 14,555
Commodities					
315 Construction Supplies	$ 1,130	$ 409	$ 3,000	$ 3,000	$ 3,000
327 Botanical Supplies	12,257	25,534	25,000	25,000	25,000
328 Park Maintenance Supplies	1,472	2,011	3,000	3,000	3,000
Total Commodities	$ 14,859	$ 27,954	$ 31,000	$ 31,000	$ 31,000
Total Golf Course Mte. Expenditures	**$ 80,694**	**$ 88,445**	**$ 92,357**	**$ 92,626**	**$ 97,250**

BUDGETARY COMMENT

Funds requested for Golf Course Maintenance in 2017 are $4,893 more than 2016 due to increases in Personal Services costs.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Tennis Court Mte. Expenditures					
Personal Services	$ 62,510	$ 63,424	$ 59,696	$ 59,696	$ 63,110
Contractual Services	2,165	2,872	3,600	3,600	4,100
Commodities	7,644	9,407	10,500	10,500	10,500
Total Tennis Court Mte. Expenditures	**$ 72,319**	**$ 75,703**	**$ 73,796**	**$ 73,796**	**$ 77,710**

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 $49.00; Individual Junior $44.00; and Family $105.00; Hourly fees are Adult $6.00; Junior $3.00; Non-Resident Guest $10.00; and Restricted Permit $8.00.

Tennis Court Mte. Expenditures 01-40-414-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 20,111	$ 21,825	$ 20,826	$ 20,826	$ 22,276
110 Overtime Wages	907	969	800	800	800
120 Part-Time Wages	17,026	19,255	18,000	18,000	19,000
198 Social Security Expense	2,877	3,182	3,031	3,031	3,219
199 Overhead Distribution	21,589	18,193	17,039	17,039	17,815
Total Personal Services	$ 62,510	$ 63,424	$ 59,696	$ 59,696	$ 63,110

Right: The Township's 3-Hole Golf Course in the fall.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
241 Natural Gas	$ 1,593	$ 1,824	$ 3,000	$ 3,000	$ 3,000
243 Telephone	72	72	100	100	100
290 Other Contractual Services	500	976	500	500	1,000
Total Contractual Services	$ 2,165	$ 2,872	$ 3,600	$ 3,600	$ 4,100
Commodities					
326 Tennis Court Supplies	$ 161	$ 500	$ 500	$ 500	$ 500
328 Park Maintenance Supplies	7,483	8,907	10,000	10,000	10,000
Total Commodities	$ 7,644	$ 9,407	$ 10,500	$ 10,500	$ 10,500
Total Tennis Court Mte. Expenditures	**$ 72,319**	**$ 75,703**	**$ 73,796**	**$ 73,796**	**$ 77,710**

BUDGETARY COMMENT

Funds requested for Tennis Court Maintenance and Supervision are $3,914 more than requested in 2016 due to increases in Personal Services costs.

Above: New Tennis Bubble installed in 2016

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Parks Maintenance Expenditures					
Personal Services	$ 732,360	$ 630,168	$ 701,340	$ 693,805	$ 652,050
Contractual Services	68,413	92,199	109,500	109,500	109,500
Commodities	85,849	86,038	107,000	107,000	107,000
Distributed Costs	5,621	5,762	5,906	5,906	6,054
Total Parks Maintenance Expenditures	**$ 892,243**	**$ 814,167**	**$ 923,746**	**$ 916,211**	**$ 874,604**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 318,709	$ 287,460	$ 341,778	$ 341,778	$ 321,570
110 Overtime Wages	16,560	16,629	20,000	17,000	17,000
120 Part-Time Wages	27,599	24,119	30,000	26,000	28,000
198 Social Security Expense	27,368	24,697	29,971	29,436	28,043
199 Overhead Distribution	342,124	277,263	279,591	279,591	257,437
Total Personal Services	$ 732,360	$ 630,168	$ 701,340	$ 693,805	$ 652,050
Contractual Services					
240 Water and Sewerage	$ 17,491	$ 25,474	$ 33,000	$ 33,000	$ 33,000
241 Natural Gas	2,912	2,215	3,500	3,500	3,500
242 Electricity	8,131	11,265	12,000	12,000	12,000
290 Other Contractual Services	23,694	25,170	33,000	33,000	33,000
299 Annual Park Maintenance Prog.	16,185	28,075	28,000	28,000	28,000
Total Contractual Services	$ 68,413	$ 92,199	$ 109,500	$ 109,500	$ 109,500
Commodities					
315 Construction Supplies	$ 30,863	$ 33,525	$ 34,000	$ 34,000	$ 34,000
327 Botanical Supplies	20,734	23,260	35,000	35,000	35,000
328 Park Maintenance Supplies	14,794	17,332	17,000	17,000	17,000
342 Mechanical Equipment & Supplies	12,858	8,224	13,500	13,500	13,500
343 Tools & Equipment	4,397	2,061	5,000	5,000	5,000
390 Other Supplies	2,203	1,636	2,500	2,500	2,500
Total Commodities	$ 85,849	$ 86,038	$ 107,000	$ 107,000	$ 107,000
Distributed Costs					
601 Dist. Vehicle Costs	$ 5,621	$ 5,762	$ 5,906	$ 5,906	$ 6,054
Total Distributed Costs	$ 5,621	$ 5,762	$ 5,906	$ 5,906	$ 6,054
Total Parks Maintenance Expenditures	**$ 892,243**	**$ 814,167**	**$ 923,746**	**$ 916,211**	**$ 874,604**

BUDGETARY COMMENT

Funds requested for Parks Maintenance in 2017 are $49,290 less than appropriated in 2016 due to a decrease in Personal Services cost allocation.

Right: Baker Park Tennis Courts

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Forestry Expenditures					
Personal Services	$ 20,548	$ 23,824	$ 17,739	$ 20,538	$ 19,873
Contractual Services	50,504	53,297	60,000	60,000	60,000
Commodities	2,126	4,365	7,000	7,000	7,000
Total Forestry Expenditures	**$ 73,178**	**$ 81,486**	**$ 84,739**	**$ 87,538**	**$ 86,873**

FORESTRY OVERVIEW

The Township's tree planting and maintenance 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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 9,001	$ 6,420	$ 8,283	$ 8,283	$ 8,429
110 Overtime Wages	1,008	1,587	1,400	2,500	2,000
120 Part Time Wages	120	32	500	2,000	1,800
198 Social Security Expense	757	607	779	978	936
199 Overhead Distribution	9,662	15,178	6,777	6,777	6,708
Total Personal Services	$ 20,548	$ 23,824	$ 17,739	$ 20,538	$ 19,873
Contractual Services					
290 Other Contractual Services	$ 50,504	$ 53,297	$ 60,000	$ 60,000	$ 60,000
Total Contractual Services	$ 50,504	$ 53,297	$ 60,000	$ 60,000	$ 60,000
Commodities					
327 Botanical Supplies	$ 1,331	$ 3,462	$ 5,000	$ 5,000	$ 5,000
390 Other Supplies	795	903	2,000	2,000	2,000
Total Commodities	$ 2,126	$ 4,365	$ 7,000	$ 7,000	$ 7,000
Total Forestry	**$ 73,178**	**$ 81,486**	**$ 84,739**	**$ 87,538**	**$ 86,873**

BUDGETARY COMMENT

Funds requested for Forestry in 2017 are $2,134 more than appropriated in 2016 due to an increase in the Personal Services cost allocation.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
School Grounds Mte. Expenditures					
Personal Services	$ 619	$ -	$ 604	$ 188	$ 229
Total School Grounds Mte. Expenditures	**$ 619**	**$ -**	**$ 604**	**$ 188**	**$ 229**

SCHOOL GROUNDS MAINTENANCE OVERVIEW

In recent years the Public Works Department has provided minimal maintenance to School District grounds as the district maintenance contracts continue to grow and the demand on Public Works to maintain Township properties increases.

The basic general maintenance includes:

- Large area grass mowing (non-contractual)
- Infield dragging (non-contractual)
- Snow removal (contractual)

School Grounds Mte. Expenditures 01-40-417-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 575	$ -	$ 561	$ 175	$ 213
198 Social Security Expense	44	-	43	13	16
Total Personal Services	$ 619	$ -	$ 604	$ 188	$ 229
Total School Grounds Mte. Expenditures	**$ 619**	**$ -**	**$ 604**	**$ 188**	**$ 229**

BUDGETARY COMMENT

Since 2002, the School District has used their own maintenance staff to provide these services. The Township now only provides occasional maintenance support.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Force Work Projects Expenditures					
Personal Services	$ 617	$ 1,791	$ 1,536	$ 875	$ 220
Contractual Services	2,000	2,295	2,500	2,500	2,500
Commodities	-	-	5,000	5,000	5,000
Total Force Work Projects Expenditures	**$ 2,617**	**$ 4,086**	**$ 9,036**	**$ 8,375**	**$ 7,720**

FORCE WORK PROJECTS OVERVIEW

The purpose of this account is to collect labor costs associated with a number of projects planned for 2017 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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ -	$ 216	$ -	$ 386	$ -
110 Overtime Wages	-	-	500	-	-
120 Part Time Wages	-	-	500	-	-
198 Social Security Expense	-	16	77	30	-
199 Overhead Distribution	617	1,559	459	459	220
Total Personal Services	$ 617	$ 1,791	$ 1,536	$ 875	$ 220
Contractual Services					
290 Other Contractual Services	$ 2,000	$ 2,295	$ 2,500	$ 2,500	$ 2,500
Total Contractual Services	$ 2,000	$ 2,295	$ 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	**$ 2,617**	**$ 4,086**	**$ 9,036**	**$ 8,375**	**$ 7,720**

BUDGETARY COMMENT

This program provides an appropriation for labor expenses and equipment rental. Funds requested for Force Work Projects in 2017 are $1,316 less than appropriated in 2016 due to a decrease in the Personal Services cost allocation.

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
101 Full-Time Wages	$ 278,592	$ 247,984	$ 273,606	$ 273,606	$ 302,659
112 Craft Wages	10,819	8,283	13,000	11,500	12,000
162 Group Life Insurance	8,410	8,334	9,376	5,398	6,563
163 Medical Insurance	339,839	339,298	368,897	368,897	397,175
164 Workers' Compensation	91,608	93,216	92,224	92,224	110,369
166 Pension Costs	379,050	385,654	277,653	277,653	213,278
167 Long-term Disability Insurance	4,563	4,792	6,546	5,200	5,075
198 Social Security Expense	25,658	22,875	21,925	21,811	24,071
262 Uniform Reimbursement	25,126	22,023	28,500	28,500	28,500
199 Less: Dist. Operating Costs	(1,145,414)	(1,127,545)	(1,091,727)	(1,084,789)	(1,099,690)
Total Public Works Overhead Distribution	**$ 18,251**	**$ 4,914**	**$ -**	**$ -**	**$ -**

In 2017, the total overhead Fringe Benefit expense estimate of $1,099,690 is distributed to the Public Works departments based on actual costs. The distribution is as follows:

Fund-Acct. No.		2016 Distribution	2017 Distribution
01-401	Public Works Administration	$ 173,804	$ 197,262
01-403	Civic Activities	5,247	9,787
01-404	Snow and Ice Control	65,329	58,943
01-405	Storm Sewer Maintenance	14,975	14,846
01-406	Traffic Safety	9,564	16,385
01-408	Street Maintenance	90,656	117,887
01-411	Building Maintenance	97,546	94,023
01-412	Equipment Maintenance	145,130	125,366
01-413	Golf Course Maintenance	19,933	21,664
01-414	Tennis Court Maintenance	17,039	17,815
01-415	Parks Maintenance	279,591	257,437
01-416	Forestry	6,777	6,708
01-418	Force Work Projects	459	220
50-425	Sanitary Sewer Fund	6,504	5,938
52-102	Boyce Mayview Park RAD Fund	159,173	155,409
	Total Distributed Amount	**$ 1,091,727**	**$ 1,099,690**

GENERAL FUND

RECREATION SUMMARY

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Recreation Expenditures					
Personal Services	$ 208,146	$ 203,219	$ 217,519	$ 189,498	$ 205,645
Contractual Services	174,848	191,071	220,475	220,475	222,575
Commodities	41,842	47,152	55,350	55,350	55,350
Distributed Costs	16,751	34,923	50,780	50,780	28,045
Total Recreation Expenditures	**$ 441,587**	**$ 476,365**	**$ 544,124**	**$ 516,103**	**$ 511,615**

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 new 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 those ages 3 – 18 years of age. Camp programs are educational, as well as 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 Adult 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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 63,164	$ 64,602	$ 56,299	$ 56,299	$ 52,882
110 Overtime Wages	-	-	300	100	100
120 Part-Time Wages	106,172	97,006	118,000	92,500	109,000
162 Group Life Insurance	455	196	547	268	362
163 Medical Insurance	9,386	11,989	11,832	11,832	11,753
164 Workers' Compensation	11,444	12,275	12,144	12,144	14,534
166 Pension Costs	3,998	4,271	4,223	4,223	3,966
167 Long-term Disability Insurance	144	120	215	140	154
168 Post Retirement Plan	600	600	600	600	500
198 Social Security Expense	12,783	12,160	13,359	11,392	12,394
Total Personal Services	$ 208,146	$ 203,219	$ 217,519	$ 189,498	$ 205,645
Contractual Services					
213 Professional Services-Pathfinder	$ 1,475	$ 1,560	$ 1,775	$ 1,775	$ 1,775
220 Liability Insurance	22,028	25,928	26,300	26,300	27,400
230 Association Dues	390	225	1,000	1,000	1,000
231 Travel & Conference Expense	447	425	3,500	3,500	3,500
241 Natural Gas	54,990	51,101	60,000	60,000	60,000
242 Electricity	18,178	21,691	23,000	23,000	23,000
261 Rental Charges-Transportation	1,004	1,450	1,500	1,500	1,600
264 Rental Charges-Facilities	-	-	3,000	3,000	3,000
275 Printing & Duplicating	11,307	12,035	12,600	12,600	13,000
278 Postage	4,736	4,330	6,000	6,000	6,000
279 Self Supporting Programs	37,216	44,629	41,500	41,500	42,000
290 Other Contractual Services	23,077	27,697	40,300	40,300	40,300
Total Contractual Services	$ 174,848	$ 191,071	$ 220,475	$ 220,475	$ 222,575

DEPARTMENT EXPENDITURES (Continued)

Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Commodities					
301 Expendable Office Supplies	$ 1,258	$ 1,827	$ 2,000	$ 2,000	$ 2,000
302 Books & Subscriptions	-	-	250	250	250
326 Recreation Supplies	39,795	44,739	51,850	51,850	51,850
328 Parks Maintenance Supplies	83	109	250	250	250
390 Other Supplies	706	477	1,000	1,000	1,000
Total Commodities	$ 41,842	$ 47,152	$ 55,350	$ 55,350	$ 55,350
Distributed Costs					
601 Dist. Vehicle Costs	$ 2,596	$ 2,563	$ 2,627	$ 2,627	$ 2,693
602 Dist. Data Processing Costs	14,155	32,360	48,153	48,153	25,352
Total Distributed Costs	$ 16,751	$ 34,923	$ 50,780	$ 50,780	$ 28,045
Total Recreation Expenditures	**$ 441,587**	**$ 476,365**	**$ 544,124**	**$ 516,103**	**$ 511,615**

BUDGETARY COMMENT

Funds requested for recreation in 2017 are $32,509 less than appropriated in 2016 due primarily to a decrease in distributed Information Technology costs.

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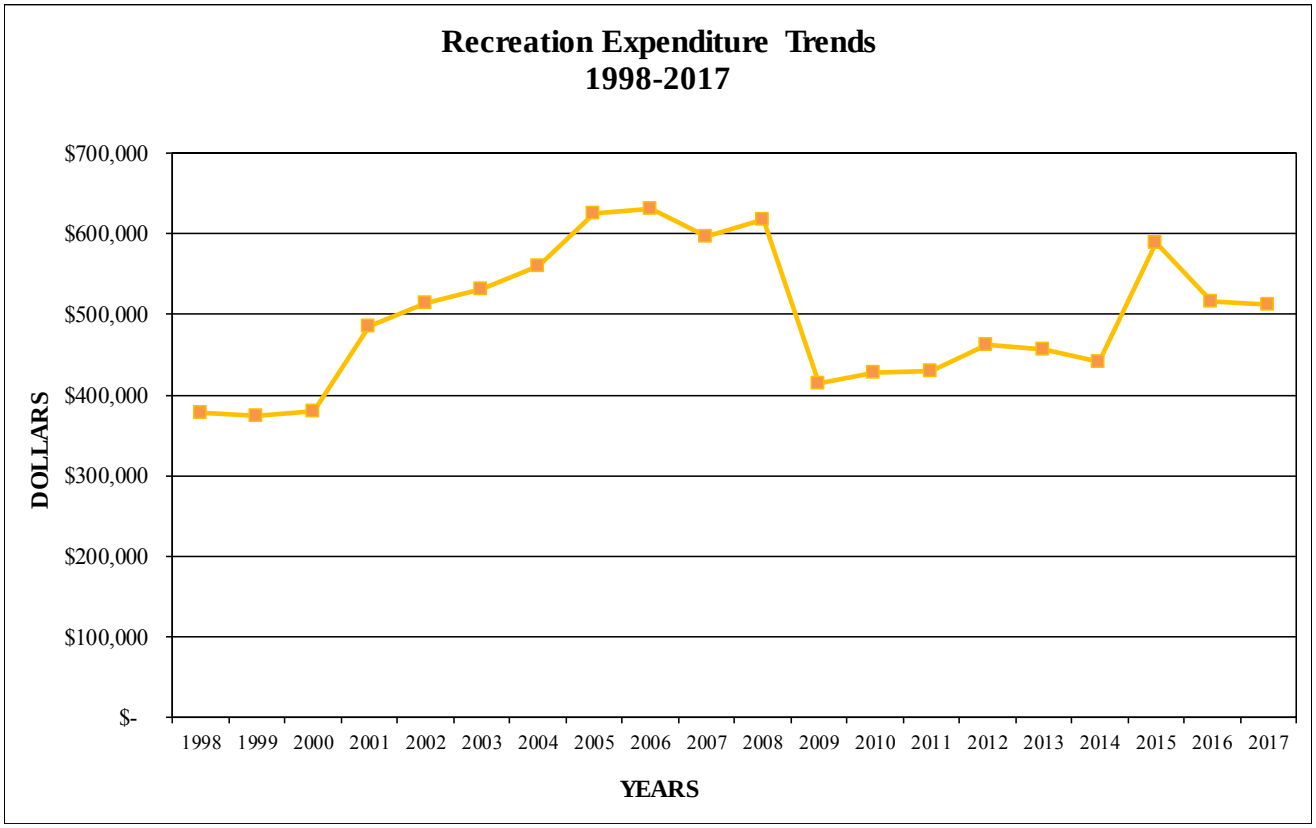
SUPPLEMENTARY INFORMATION

The average annual cost increase of Recreation expenditures over the last 20 years is 2.53%.



General Fund Revenue Breakdown

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

Net Expenditures*		***$***	***16,751***
How many real estate tax mills?		**-**	**$ 7,345.19**
Earned Income Tax per $100?	**$**	**0.09**	**$ 7,779.24**
Percentage of Other Taxes?		**0.01%**	**$ 1,626.57**

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

GENERAL FUND

RECREATION

ADMINISTRATION

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Administration Expenditures					
Personal Services	$ 100,009	$ 101,677	$ 92,105	$ 91,535	$ 89,919
Contractual Services	39,565	43,659	50,300	50,300	51,800
Commodities	2,217	2,304	3,750	3,750	3,750
Distributed Costs	16,751	34,923	50,780	50,780	28,045
Total Administration Expenditures	**$ 158,542**	**$ 182,563**	**$ 196,935**	**$ 196,365**	**$ 173,514**

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	Ski Program	Swim Program
Basketball Program	Soccer Program	Tennis Program
Football Training	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.

2016 DEPARTMENT ACCOMPLISHMENTS

- Continued to work closely with the USC Athletic Association, South Hills YMCA, Boy Scouts, Girl Scouts, and other organizations to expand the recreation and leisure opportunities for USC residents.
- Continued events such as the Annual Color Crawl Race, The Bounty at Boyce Mayview, Arts & Chocolate and Holidays at the C&RC.
- Continued to employ and train high school students with special needs.
- Continued with staff professional growth opportunities, training, seminars and involvement.
- Continued to work closely with the USC School District on the sharing of facilities and programs.

2017 DEPARTMENT GOALS AND OBJECTIVES

- Continue to be the regional leader in Parks and Recreation while focusing on the quality of life in Upper St. Clair.
- Continue to work closely with the USC Athletic Association, South Hills YMCA, Boy Scouts, Girl Scouts, and other organizations to expand the recreation and leisure opportunities for USC residents.
- Continue to expand regional awareness of Boyce Mayview Park through various marketing efforts.
- Continue to promote and manage large community events.
- Continue the NRPA (National Recreation and Park Association) National Accreditation process.
- Continue to employ and train high school students with special needs.
- Continue with staff professional growth opportunities, training, seminars and involvement.
- Continue to review operations and identify ways to enhance service through reallocation, reuse or additions to aquatic, fitness and locker room service areas.
- Identify and implement efficiencies within the Administration Office.

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: In 2016, staff worked with representatives of the Montour Trail regarding connecting to the Township's existing trail system. Staff will be pursuing a connection through cooperation with the Genessee & Wyoming railroad company and private property owners into 2017. Future steps would be to obtain easements and funding for trail improvements.

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 explore acquiring land in core areas to expand recreational opportunities. Staff will be began working in 2017 to acquire property near Beadling Soccer Field which would lead to potential improvements of the Beadling Soccer Field facility.

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 Township's 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

- Through October 2016, 3,339 participants have registered for 255 program offerings.
- $377,975 is budgeted to be collected from program revenue in 2017.
- Program areas include Adult, Family, Preschool, Senior, Teen, and Youth.
- Large community wide events include USC Community Day, USC Community-Wide Flea Market, Community-Wide Easter Egg Hunt, Bounty at Boyce Mayview Park, and the Chili Golf Classic.

Community Programs	2012	2013	2014	2015	Oct-16
All Programs					
Total Participants **	3,335	3,167	3,252	2,961	3,339
Total Program Offerings *	175	168	167	195	255
Permits for Meeting Rooms (MAC)	363	358	349	372	294
Permits for Fields	52	47	47	48	75
Field Bookings	2,628	2,309	2,397	2,615	2,733
Permits for Pavilions	24	92	40	43	53
Permits for C&RC Meeting Rooms	1,027	92	422	614	573
Program Participants					
Football Training	125	125	100	96	n/a
Aerobics/Dance & Exercise Classes	144	113	119	106	73
Soccer Programs	144	170	184	215	117
Summer Playground & Cultural Arts	697	707	924	562	894
Girl's Softball Camp	13	32	32	47	16
Golf Lesson	n/a	n/a	n/a	62	43
Summer Music	70	46	26	29	39
Tennis Bubble/Paddle Tennis	123	130	124	97	94
Miscellaneous Self-Supporting	728	944	988	1,057	2,743
Youth Basketball *	797	853	739	883	125
Instructional Baseball	32	26	16	54	88
Other Program Statistics					
Softball Programs	16 Teams	22 Teams	15 Teams	15 Teams	14 Teams
Older Adults ***	2,104 Meals	2,249 Meals	1,802 Meals	1,520 meals	1,382 meals

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 2016. Through October 2016, 369 permits for Township meeting rooms 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

GENERAL FUND

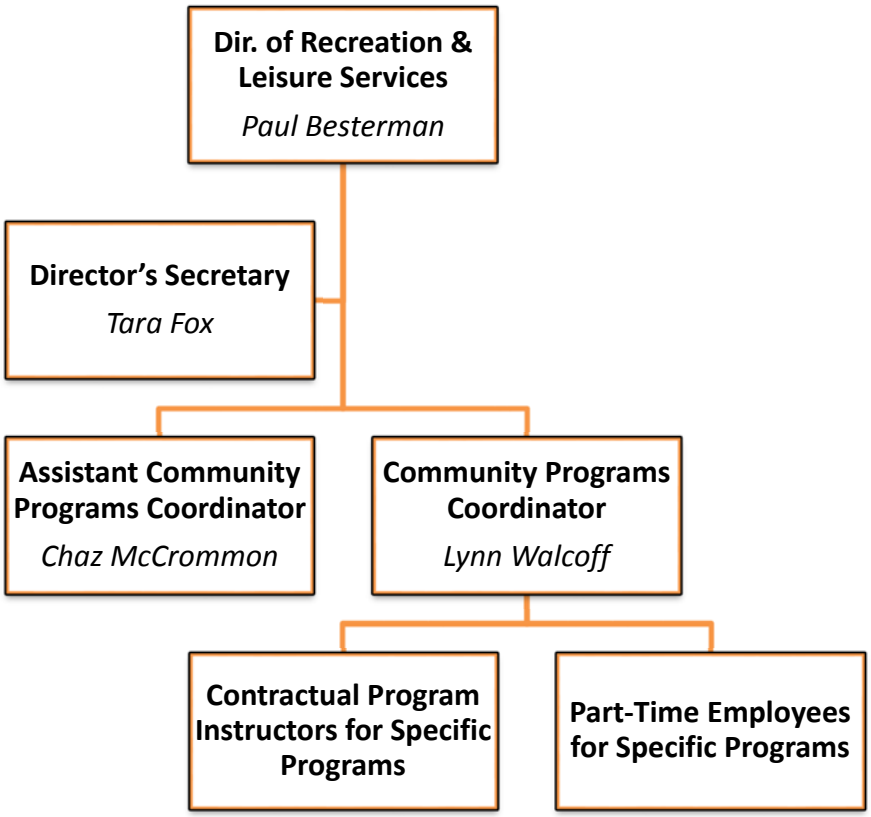
RECREATION

PROGRAM SUMMARY

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Recreation and Leisure Services Department for 2017 are listed below.

Position Title	Pay Grade	Minimum	Maximum	2017 Positions
Director of Recreation and Leisure Services	3	$83,871	$120,280	1
Community Program Coordinator	11	$38,257	$54,864	1
Office Secretary	13	$31,617	$45,343	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%

DEPARTMENT EXPENDITURES

Administration Expenditures 01-50-501-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 63,164	$ 64,602	$ 56,299	$ 56,299	$ 52,882
110 Overtime Wages	-	-	300	100	100
120 Part-Time Wages	5,721	2,680	1,500	1,500	1,500
162 Group Life Insurance	455	196	547	268	362
163 Medical Insurance	9,386	11,989	11,832	11,832	11,753
164 Workers' Compensation	11,444	12,275	12,144	12,144	14,534
166 Pension Costs	3,998	4,271	4,223	4,223	3,966
167 Long-term Disability Insurance	144	120	215	140	154
168 Post Retirement Plan	600	600	600	600	500
198 Social Security Expense	5,097	4,944	4,445	4,429	4,168
Total Personal Services	$ 100,009	$ 101,677	$ 92,105	$ 91,535	$ 89,919
Contractual Services					
220 Liability Insurance	$ 22,028	$ 25,928	$ 26,300	$ 26,300	$ 27,400
230 Association Dues	390	225	1,000	1,000	1,000
231 Travel & Conference Expense	447	425	3,500	3,500	3,500
275 Printing & Duplicating	11,307	12,035	12,500	12,500	12,900
278 Postage	4,736	4,330	6,000	6,000	6,000
290 Other Contractual Services	657	716	1,000	1,000	1,000
Total Contractual Services	$ 39,565	$ 43,659	$ 50,300	$ 50,300	$ 51,800
Commodities					
301 Expendable Office Supplies	$ 1,258	$ 1,827	$ 2,000	$ 2,000	$ 2,000
302 Books & Subscriptions	-	-	250	250	250
326 Recreation Supplies	253	-	500	500	500
390 Other Supplies	706	477	1,000	1,000	1,000
Total Commodities	$ 2,217	$ 2,304	$ 3,750	$ 3,750	$ 3,750
Distributed Costs					
601 Dist. Vehicle Costs	$ 2,596	$ 2,563	$ 2,627	$ 2,627	$ 2,693
602 Dist. Data Processing Costs	14,155	32,360	48,153	48,153	25,352
Total Distributed Costs	$ 16,751	$ 34,923	$ 50,780	$ 50,780	$ 28,045
Total Administration Expenditures	**$ 158,542**	**$ 182,563**	**$ 196,935**	**$ 196,365**	**$ 173,514**

BUDGETARY COMMENT

Funds requested for recreation in 2017 are $23,421 less than appropriated in 2016 due primarily to a decrease in distributed Information Technology costs.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Program Expenditures					
Personal Services	$ 108,137	$ 101,542	$ 125,414	$ 97,963	$ 115,726
Contractual Services	135,283	147,412	170,175	170,175	170,775
Commodities	39,625	44,848	51,600	51,600	51,600
Total Program Expenditures	**$ 283,045**	**$ 293,802**	**$ 347,189**	**$ 319,738**	**$ 338,101**

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 2017 are $377,975. Anticipated fees generated by these programs are $338,101. Thus, recreation programs are fully fee supported.

Program Expenditures 01-50-502-500 TO 01-50-530-500	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
120 Part-Time Wages	$ 100,451	$ 94,326	$ 116,500	$ 91,000	$ 107,500
198 Social Security Expense	7,686	7,216	8,914	6,963	8,226
Total Personal Services	$ 108,137	$ 101,542	$ 125,414	$ 97,963	$ 115,726
Contractual Services					
213 Professional Services-Pathfinder	$ 1,475	$ 1,560	$ 1,775	$ 1,775	$ 1,775
241 Natural Gas	54,990	51,101	60,000	60,000	60,000
242 Electricity	18,178	21,691	23,000	23,000	23,000
260 Rental Charges-Transportation	1,004	1,450	1,500	1,500	1,600
264 Rental Charges-Facilities	-	-	3,000	3,000	3,000
275 Printing & Duplicating	-	-	100	100	100
279 Self Supporting Programs	37,216	44,629	41,500	41,500	42,000
290 Other Contractual Services	22,420	26,981	39,300	39,300	39,300
Total Contractual Services	$ 135,283	$ 147,412	$ 170,175	$ 170,175	$ 170,775
Commodities					
326 Recreation Supplies	$ 39,542	$ 44,739	$ 51,350	$ 51,350	$ 51,350
328 Parks Maintenance Supplies	83	109	250	250	250
Total Commodities	$ 39,625	$ 44,848	$ 51,600	$ 51,600	$ 51,600
Total Program Expenditures	**$ 283,045**	**$ 293,802**	**$ 347,189**	**$ 319,738**	**$ 338,101**

FOOTBALL TRAINING

This program is offered for students in grades six through twelve. One hundred and fifty hours in activities are designed to develop strength, flexibility, agility, and endurance. No limit is placed on registration. This program was not offered in 2016.

Football Training Expenditures 01-50-502-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
120 Part-Time Wages	$ 7,424	$ 6,955	$ 9,000	$ -	$ 7,000
198 Social Security Expense	568	532	689	-	536
Total Personal Services	$ 7,992	$ 7,487	$ 9,689	$ -	$ 7,536
Commodities					
326 Recreation Supplies	$ 1,287	$ 644	$ 2,000	$ 2,000	$ 2,000
Total Commodities	$ 1,287	$ 644	$ 2,000	$ 2,000	$ 2,000
Total Football Training Expenditures	**$ 9,279**	**$ 8,131**	**$ 11,689**	**$ 2,000**	**$ 9,536**
Estimated Revenue					
002 Football Training	**$ 7,499**	**$ 7,530**	**$ 9,000**	**$ -**	**$ 9,500**
Percent Fee Supported					**100%**

AEROBICS/DANCE AND EXERCISE CLASSES

Cardiovascular fitness programs of choreographed movements are designed to enhance endurance, improve flexibility, and muscle tone. Program materials are primarily concerned with the area of dancing. However, the programs are also designed for non-dancers. Services and fees are determined by the instructor.

Aerobics/Dance Class Expenditures 01-50-503-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
120 Part-Time Wages	$ 20	$ 525	$ 1,000	$ 500	$ 500
198 Social Security Expense	2	40	77	38	38
Total Personal Services	$ 22	$ 565	$ 1,077	$ 538	$ 538
Contractual Services					
290 Other Contractual Services	$ 2,484	$ 2,407	$ 7,500	$ 7,500	$ 7,500
Total Contractual Services	$ 2,484	$ 2,407	$ 7,500	$ 7,500	$ 7,500
Commodities					
326 Recreation Supplies	$ 661	$ 724	$ 1,000	$ 1,000	$ 1,000
Total Commodities	$ 661	$ 724	$ 1,000	$ 1,000	$ 1,000
Total Aerobics/Dance Class Expenditures	**$ 3,167**	**$ 3,696**	**$ 9,577**	**$ 9,038**	**$ 9,038**
Estimated Revenue					
003 Aerobics/Dance & Exercise	**$ 6,909**	**$ 6,360**	**$ 7,000**	**$ 4,000**	**$ 9,000**
Percent Fee Supported					**100%**

SOCCER PROGRAMS

Summer soccer programs are provided for students in grades one through eight. The program includes instruction in fundamentals, daily scrimmages, films, and competitions. This program is run by a contracted instructor.

Soccer Program Expenditures 01-50-507-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
120 Part-Time Wages	$ 5,636	$ -	$ 6,000	$ -	$ 6,000
198 Social Security Expense	431	-	459	-	459
Total Personal Services	$ 6,067	$ -	$ 6,459	$ -	$ 6,459
Commodities					
326 Recreation Supplies	$ 484	$ -	$ 1,000	$ 1,000	$ 1,000
Total Commodities	$ 484	$ -	$ 1,000	$ 1,000	$ 1,000
Total Soccer Program Expenditures	**$ 6,551**	**$ -**	**$ 7,459**	**$ 1,000**	**$ 7,459**
Estimated Revenue					
007 Soccer Programs	**$ 5,219**	**$ 9,287**	**$ 9,300**	**$ 3,735**	**$ 8,000**
Percent Fee Supported					**107%**

SOFTBALL PROGRAMS

The summer softball league is open to resident men, beginning with freshmen in high school. Twenty teams of 15 to 25 members compete in an organized tournament for prize jackets. In 2016, fees were set at $55.00 to $65.00 per person.

Softball Programs Expenditures 01-50-508-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
290 Other Contractual Services	$ 8,226	$ 9,326	$ 10,000	$ 10,000	$ 10,000
Total Contractual Services	$ 8,226	$ 9,326	$ 10,000	$ 10,000	$ 10,000
Commodities					
326 Recreation Supplies	$ 1,884	$ 2,886	$ 3,000	$ 3,000	$ 3,000
Total Commodities	$ 1,884	$ 2,886	$ 3,000	$ 3,000	$ 3,000
Total Softball Programs Expenditures	**$ 10,110**	**$ 12,212**	**$ 13,000**	**$ 13,000**	**$ 13,000**
Estimated Revenue					
008 Softball	**$ 14,330**	**$ 13,312**	**$ 14,000**	**$ 12,558**	**$ 13,000**
Percent Fee Supported					**100%**

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 2016, fees were set at $225.00 per person (family maximum of $350.00).

Summer Playground Expenditures 01-50-511-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
120 Part-Time Wages	$ 52,846	$ 56,256	$ 56,000	$ 50,000	$ 53,000
198 Social Security Expense	4,043	4,304	4,284	3,825	4,055
Total Personal Services	$ 56,889	$ 60,560	$ 60,284	$ 53,825	$ 57,055
Contractual Services					
213 Professional Services-Pathfinder	$ 1,475	$ 1,560	$ 1,775	$ 1,775	$ 1,775
290 Other Contractual Services	-	-	2,500	2,500	2,500
Total Contractual Services	$ 1,475	$ 1,560	$ 4,275	$ 4,275	$ 4,275
Commodities					
326 Recreation Supplies	$ 6,957	$ 7,161	$ 8,000	$ 8,000	$ 8,000
Total Commodities	$ 6,957	$ 7,161	$ 8,000	$ 8,000	$ 8,000
Total Summer Playground Expenditures	**$ 65,321**	**$ 69,281**	**$ 72,559**	**$ 66,100**	**$ 69,330**
Estimated Revenue					
011 Summer Playground & Cultural Art Program	**$ 73,136**	**$ 72,657**	**$ 68,000**	**$ 72,200**	**$ 72,500**
Percent Fee Supported					**105%**

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 2016, 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, Movie Day, and Card and Game Day. Continuation of the programs is recommended for 2017.

Older Adults Program Expenditures **01-50-513-500???-000**	**2014 Actual**	**2015 Actual**	**2016 Budget**	**2016 Estimate**	**2017 Budget**
Personal Services					
120 Part-Time Wages	$ 2,239	$ -	$ 2,500	$ -	$ -
198 Social Security Expense	171	-	191	-	-
Total Personal Services	$ 2,410	$ -	$ 2,691	$ -	$ -
Contractual Services					
260 Rental Charges-Transportation	$ 1,004	$ 1,450	$ 1,500	$ 1,500	$ 1,600
Total Contractual Services	$ 1,004	$ 1,450	$ 1,500	$ 1,500	$ 1,600
Commodities					
326 Recreation Supplies	$ 12,730	$ 12,632	$ 13,000	$ 13,000	$ 13,000
Total Commodities	$ 12,730	$ 12,632	$ 13,000	$ 13,000	$ 13,000
Total Older Adults Program Expenditures	**$ 16,144**	**$ 14,082**	**$ 17,191**	**$ 14,500**	**$ 14,600**
Estimated Revenue					
013 Older Adults	**$ 2,394**	**$ 270**	**$ 750**	**$ 1,350**	**$ 1,350**
Percent Fee Supported					**9%**

GOLF LESSON PROGRAM

Beginner and intermediate golf lessons are offered at the Municipal Golf Course. In 2016, fees were set at $95.00 for 5 hours of instruction.

Golf Lesson Program Expenditures 01-50-518-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
290 Other Contractual Services	$ -	$ 1,463	$ 4,000	$ 4,000	$ 4,000
Total Contractual Services	$ -	$ 1,463	$ 4,000	$ 4,000	$ 4,000
Commodities					
326 Recreation Supplies	$ -	$ -	$ 150	$ 150	$ 150
Total Commodities	$ -	$ -	$ 150	$ 150	$ 150
Total Golf Lesson Program Expenditures	**$ -**	**$ 1,463**	**$ 4,150**	**$ 4,150**	**$ 4,150**
Estimated Revenue					
018 Golf Lesson	**$ -**	**$ 6,015**	**$ 4,000**	**$ 4,200**	**$ 4,000**
Percent Fee Supported					**96%**

SUMMER MUSIC PROGRAM

The Township offers a summer music program to youths in grades 3 through 10. Instruction in string and band instruments is provided, as well as an opportunity for small group playing. In 2016, fees were set at $125.00.

Summer Music Program Expenditures 01-50-520-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
120 Part-Time Wages	$ 1,523	$ 2,582	$ 3,500	$ 3,000	$ 3,000
198 Social Security Expense	117	198	268	230	230
Total Personal Services	$ 1,640	$ 2,780	$ 3,768	$ 3,230	$ 3,230
Commodities					
326 Recreation Supplies	$ -	$ 368	$ 1,200	$ 1,200	$ 1,200
Total Commodities	$ -	$ 368	$ 1,200	$ 1,200	$ 1,200
Total Summer Music Prog. Expenditures	**$ 1,640**	**$ 3,148**	**$ 4,968**	**$ 4,430**	**$ 4,430**
Estimated Revenue					
020 Summer Music Program	**$ 2,575**	**$ 3,751**	**$ 4,000**	**$ 4,700**	**$ 4,000**
Percent Fee Supported					**90%**

TENNIS BUBBLE/PADDLE TENNIS PROGRAM

The Township's three tennis bubbles provide tennis play to program subscribers during the months of October through April. Subscribers purchase a fixed hour each week for the season. Fees for a season subscription per hour are $448.00 to $571.00 for the 2016/17 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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
120 Part-Time Wages	$ 22,558	$ 21,637	$ 25,000	$ 25,000	$ 25,000
198 Social Security Expense	1,726	1,655	1,913	1,913	1,913
Total Personal Services	$ 24,284	$ 23,292	$ 26,913	$ 26,913	$ 26,913
Contractual Services					
241 Natural Gas	$ 54,990	$ 51,101	$ 60,000	$ 60,000	$ 60,000
242 Electricity	18,178	21,691	23,000	23,000	23,000
Total Contractual Services	$ 73,168	$ 72,792	$ 83,000	$ 83,000	$ 83,000
Commodities					
328 Parks Maintenance Supplies	$ 83	$ 109	$ 250	$ 250	$ 250
Total Commodities	$ 83	$ 109	$ 250	$ 250	$ 250
Total Tennis Bubble/Paddle Tennis Exp.	**$ 97,535**	**$ 96,193**	**$ 110,163**	**$ 110,163**	**$ 110,163**
Estimated Revenue					
021 Tennis Bubble Fees**	**$ 118,871**	**$ 68,308**	**$ 115,000**	**$ 100,000**	**$ 110,000**
Percent Fee Supported					**100%**

MISCELLANEOUS SELF-SUPPORTING PROGRAMS

Throughout the year, the Recreation Department organizes short or experimental programs and field trips on a completely reimbursable basis. This budget account provides an allocation for these programs.

Self Supporting Programs Expenditures 01-50-522-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
120 Part-Time Wages	$ 4,728	$ 2,210	$ 5,000	$ 5,000	$ 5,000
198 Social Security Expense	362	169	383	383	383
Total Personal Services	$ 5,090	$ 2,379	$ 5,383	$ 5,383	$ 5,383
Contractual Services					
279 Self Supporting Programs	$ 37,216	$ 44,629	$ 41,500	$ 41,500	$ 42,000
Total Contractual Services	$ 37,216	$ 44,629	$ 41,500	$ 41,500	$ 42,000
Total Self Supporting Prog. Expenditures	**$ 42,306**	**$ 47,008**	**$ 46,883**	**$ 46,883**	**$ 47,383**
Estimated Revenue					
022 Miscellaneous Self Supporting	**$ 62,674**	**$ 50,622**	**$ 60,000**	**$ 60,000**	**$ 60,000**
Percent Fee Supported					**127%**

YOUTH BASKETBALL PROGRAMS

Winter and summer basketball programs are offered in order to teach basketball fundamentals and provide opportunities for organized play. The summer program provides up to 100 hours of play and instruction at a fee of $60.00. In the winter program, up to 140 hours of play and instruction are provided at a fee of $80.00.

Youth Basketball Expenditures 01-50-523-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
120 Part-Time Wages	$ 1,867	$ 2,588	$ 6,000	$ 6,000	$ 6,000
198 Social Security Expense	143	198	459	459	459
Total Personal Services	$ 2,010	$ 2,786	$ 6,459	$ 6,459	$ 6,459
Contractual Services					
264 Rental Charges-Facilities	$ -	$ -	$ 3,000	$ 3,000	$ 3,000
290 Other Contractual Services	11,710	13,785	15,000	15,000	15,000
Total Contractual Services	$ 11,710	$ 13,785	$ 18,000	$ 18,000	$ 18,000
Commodities					
326 Recreation Supplies	$ 14,879	$ 18,709	$ 20,000	$ 20,000	$ 20,000
Total Commodities	$ 14,879	$ 18,709	$ 20,000	$ 20,000	$ 20,000
Total Youth Basketball Expenditures	**$ 28,599**	**$ 35,280**	**$ 44,459**	**$ 44,459**	**$ 44,459**
Estimated Revenue					
023 Youth Basketball	**$ 53,802**	**$ 62,435**	**$ 50,000**	**$ 50,000**	**$ 50,000**
Percent Fee Supported					**112%**

INSTRUCTIONAL BASEBALL

Lessons on the fundamentals of baseball are provided for boys and girls from age six through twelve. This summer program provided instruction for 34 participants in 2016 at a fee of $44.00.

Instructional Baseball Expenditures 01-50-528-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
120 Part-Time Wages	$ 1,610	$ 1,573	$ 2,500	$ 1,500	$ 2,000
198 Social Security Expense	123	120	191	115	153
Total Personal Services	$ 1,733	$ 1,693	$ 2,691	$ 1,615	$ 2,153
Commodities					
326 Recreation Supplies	$ 180	$ 481	$ 1,000	$ 1,000	$ 1,000
Total Commodities	$ 180	$ 481	$ 1,000	$ 1,000	$ 1,000
Total Instructional Baseball Expenditures	**$ 1,913**	**$ 2,174**	**$ 3,691**	**$ 2,615**	**$ 3,153**
Estimated Revenue					
028 Instructional Baseball	**$ 1,200**	**$ 2,172**	**$ 1,400**	**$ 895**	**$ 2,000**
Percent Fee Supported					**63%**

YOUTH DEVELOPMENT

This budget represents the Teen Center Support for 2016.

Youth Development Expenditures 01-50-530-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
275 Printing & Duplication	$ -	$ -	$ 100	$ 100	$ 100
290 Other Contractual Services	-	-	300	300	300
Total Contractual Services	$ -	$ -	$ 400	$ 400	$ 400
Commodities					
390 Other Supplies	$ 480	$ 1,134	$ 1,000	$ 1,000	$ 1,000
Total Commodities	$ 480	$ 1,134	$ 1,000	$ 1,000	$ 1,000
Total Youth Development Expenditures	**$ 480**	**$ 1,134**	**$ 1,400**	**$ 1,400**	**$ 1,400**

GENERAL FUND

LIBRARY SUMMARY

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Administration Expenditures					
Personal Services	$ 667,763	$ 704,200	$ 711,611	$ 710,119	$ 729,668
Contractual Services	7,487	8,571	10,300	10,300	8,800
Commodities	112,203	103,117	145,000	145,000	141,000
Distributed Costs	14,155	32,360	48,153	48,153	35,492
Total Administration Expenditures	**$ 801,608**	**$ 848,248**	**$ 915,064**	**$ 913,572**	**$ 914,960**

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 collection includes approximately 70,000 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 puppets and 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 laptops connected to the library wireless network. iPads are 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 a summer reading program and monthly book-review groups. Various informational and educational programs 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.

2016 DEPARTMENT ACCOMPLISHMENTS

- Technology improvements include staff access to cloud based products, Microsoft Office 365 and a teamsite on Sharepoint. A set of creative software programs was installed on all patron and staff computers, including versions of 123Design, Audacity, Inkscape, Scribus, MuseScore, and Windows Movie Maker
- A 3D printer was purchased through funds from the Friends of the Library. Monthly classes and workshops were held during the summer and fall of 2016 and print jobs for patrons have been running since in the fall.
- A sound system, which includes components for those with hearing disabilities, was installed in the Library Multi-purpose room for use with library programs.
- The kids floor was renovated, including new flooring in high traffic areas, new circulation desks with kid friendly features, and new storage closets for a better organization of program materials.
- Ten monthly programs specifically for teens drew many from this age group back into the library.

2016 DEPARTMENT ACCOMPLISHMENTS (Continued)

- Over 600 kids spent time exploring the Maker & Move summer activities focused around STEAM concepts.
- Significant planning and preparatory work was done in anticipation of an adult non-fiction room renovation, scheduled for 2017.
- Maureen Case served on both the county-wide cataloging taskforce, and a reports taskforce.
- Lisa DeLucia served on the county-wide e-resources taskforce.
- Colleen Miles participated in a county-wide professional development program, Librarians as STEM Educators. Funded by a grant from the Institute of Museum and Library Services, the program consisted of 8 full days of comprehensive training into inquiry based science instruction and literacy skills.

2017 DEPARTMENT GOALS AND OBJECTIVES

- Replacement of all library computers, upgrading to a Windows 10 environment. Library computers are leased on a three-year cycle through eiNetwork. Transition the kids floor computers to laptop versions.
- Restructure the adult non-fiction room with a dynamic discovery layout that includes modular bookcases, more signage, and a more intuitive organization of the non-fiction collection into subject neighborhoods.
- Conduct a community wide survey and begin to increase the number and variety of programs offered to adults as determined by the results of the survey. Promote a new online service, Universal Class, as a unique life-long learning platform.
- Pilot classes and services to reach children with a variety of special needs. Evaluate current practices and explore how to make library spaces and services for more accessible for everyone including foreign language speaking families.

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 2014

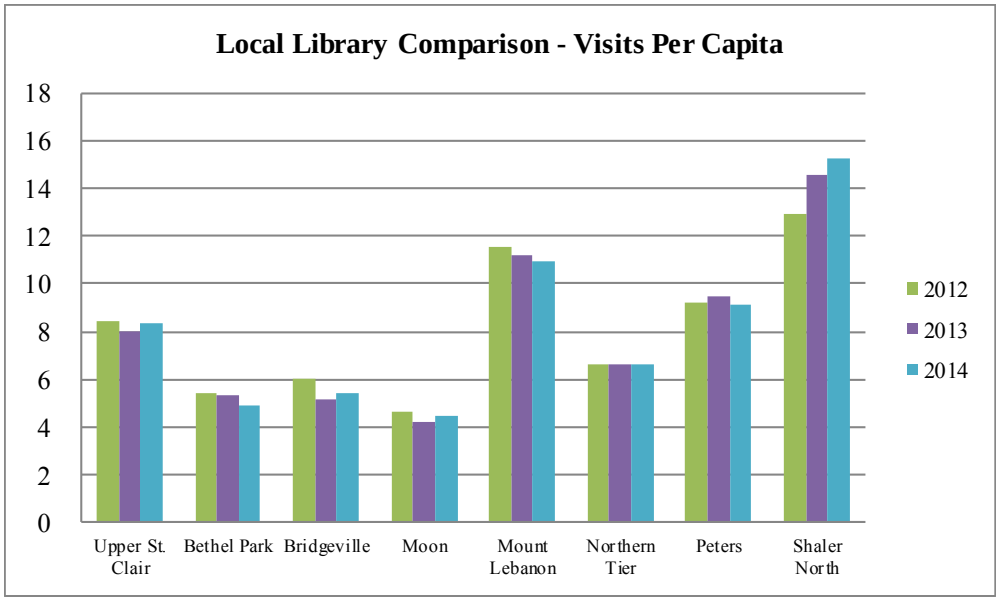
Library	Population of Service Area	Total Staff (FTE equiv)	Collection Size	Circulation	Library Visitors	Total Library Programs	Total Program Attendance	Internet Terminals
Upper St. Clair	19,229	19.15	70,273	355,780	161,286	813	14,043	12
Bethel Park	32,313	18.93	96,104	300,246	159,082	1,958	26,094	28
Bridgeville	5,148	7.65	18,937	65,325	27,951	488	5,210	16
Moon	24,185	8.90	49,004	222,736	108,078	803	22,538	16
Mount Lebanon	33,137	24.65	143,841	561,796	360,960	1,821	37,743	48
Northern Tier	22,597	13.78	69,675	245,303	150,100	505	7,620	20
Peters	21,213	14.63	109,129	349,550	192,806	1,263	28,487	27
Shaler North	28,757	19.93	130,761	443,265	438,282	2,394	79,945	22

DEPARTMENT STATISTICS AND BENCHMARKS (continued)

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

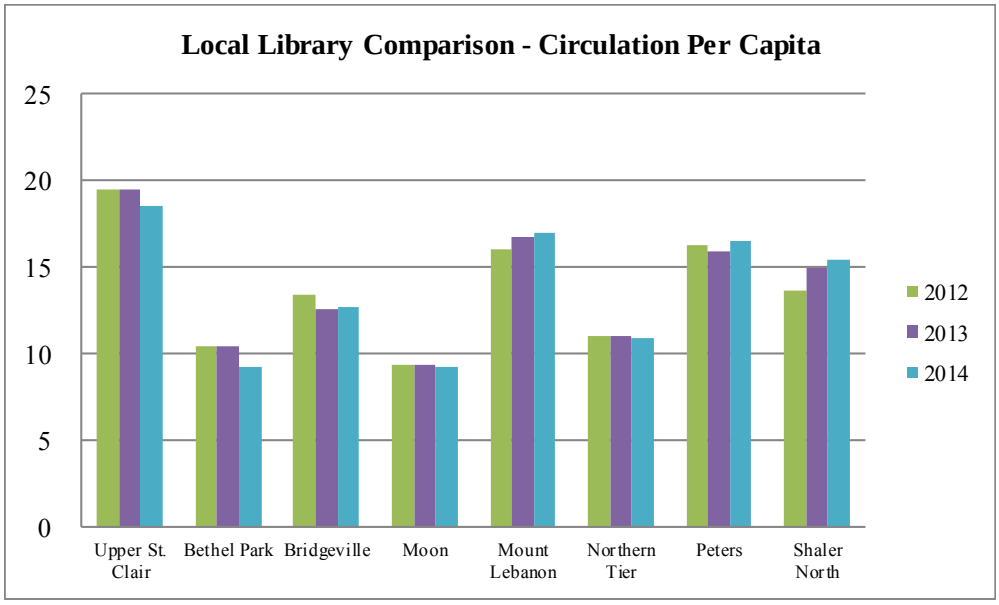
Per capita comparisons with other local libraries indicate the performance of the library relative to the size of the library's legal service population.

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 number of persons the library serves. 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.

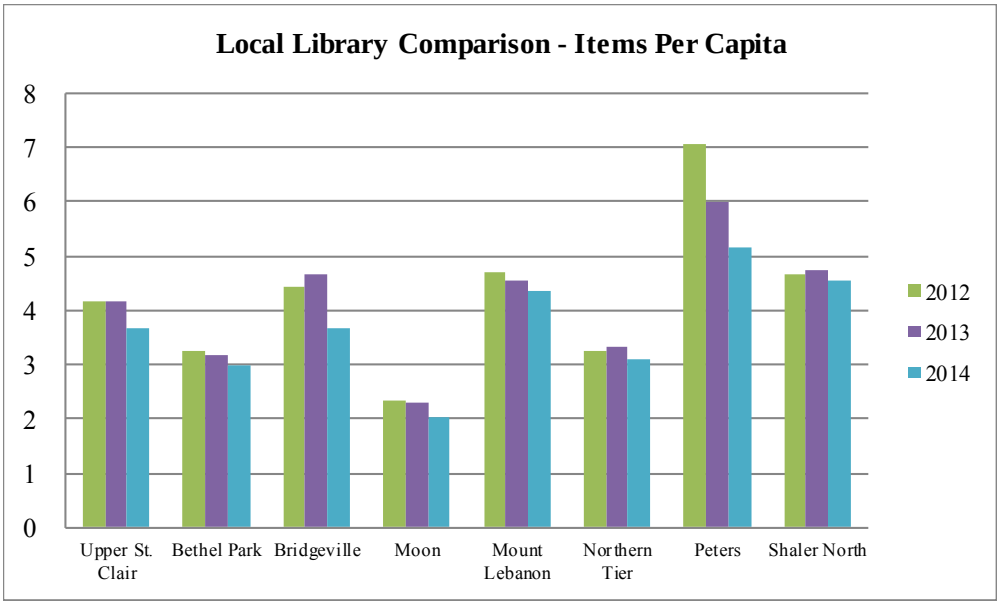


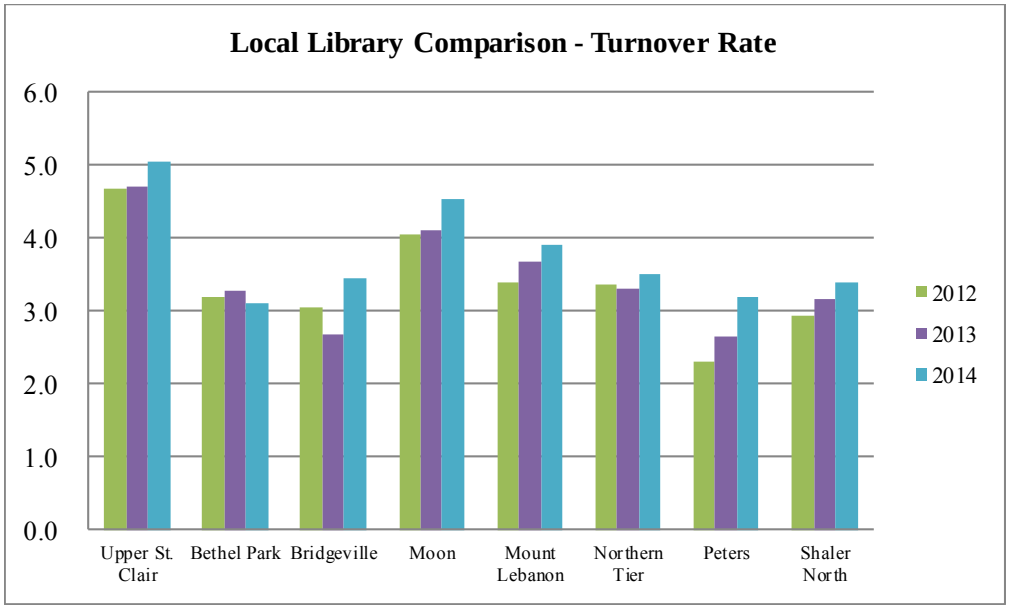
DEPARTMENT STATISTICS AND BENCHMARKS (continued)

Items Per Capita - The number of physical items available with respect to the legal service population. With the growth of online information sources and e-books, 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 3.65 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.

To achieve this goal, Library staff are developing a community wide survey to be distributed in 2017 to assess community interests which will assist us in developing more programs and events for adults. A new Programs and Outreach Services Librarian will be exploring more options to bring lifelong learning classes to the library. The new Township training room will be utilized for classes on digital library resources. The Children's department is offering a Sensory Storytime for kids with special needs and is developing classes for underserved populations, for instance, those learning English as a second language.

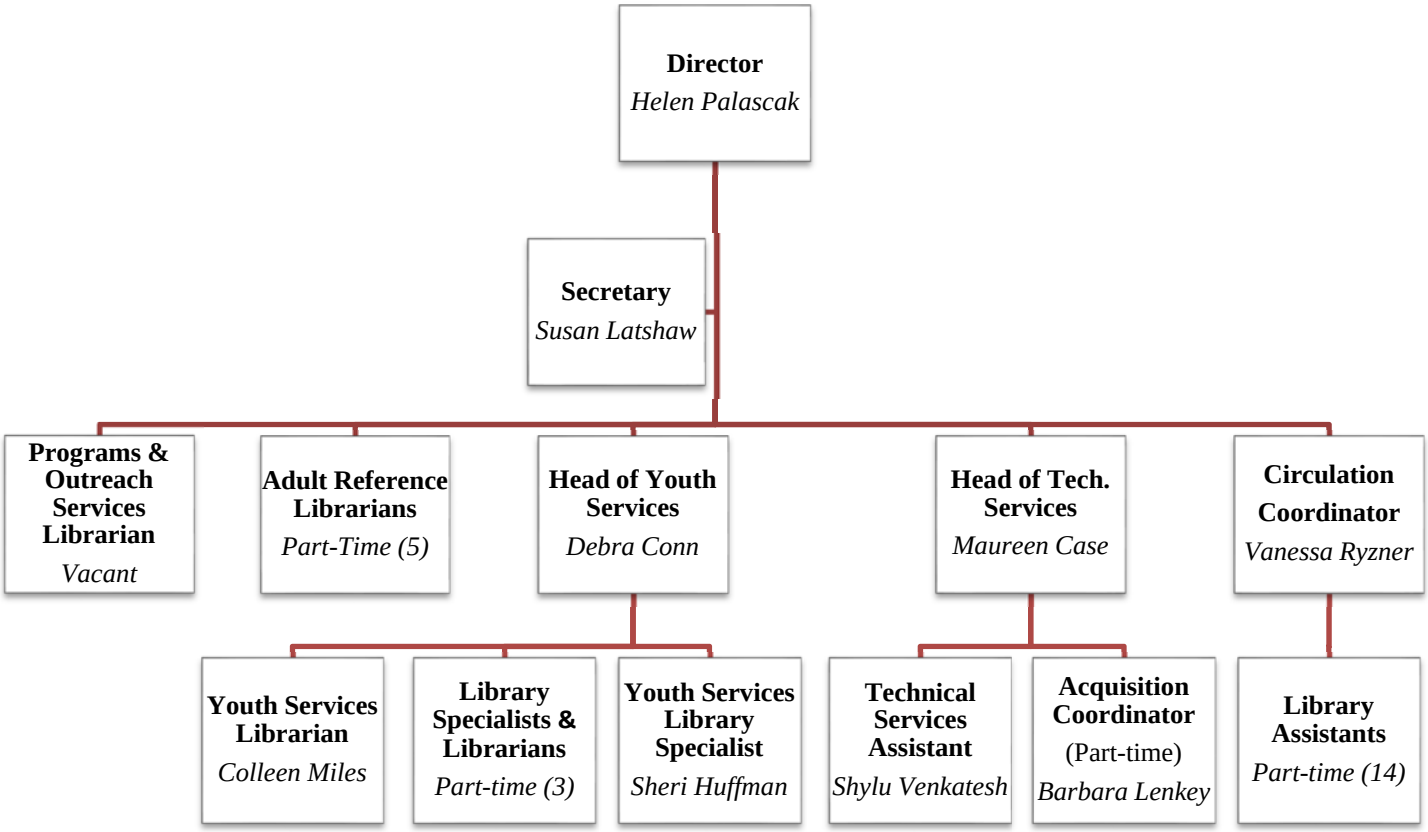
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Library Department for 2016 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2017 Positions
Director of the Library	4	$74,551	$106,915	1
Head of Youth Services	9	$46,291	$66,386	1
Youth Services Librarian	11	$37,335	$53,542	1
Head of Technical Services	9	$46,291	$66,386	1
Circulation Coordinator	13	$31,617	$45,343	1
Youth Services Library Specialist	15	$26,130	$37,473	1
Technical Services Assistant	15	$26,130	$37,473	1
Secretary to the Director of the Library	13	$31,617	$45,343	1
Programs & Outreach Services Librarian	11	$37,335	$53,542	1
Total				**9**

In 2017, three (3) current positions within the Library will be funded through the Library RAD Fund. The positions are: Circulation Coordinator, Technical Services Assistant and a Reference Librarian.

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



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DEPARTMENT EXPENDITURES

Administration Expenditures 01-60-601-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
101 Full-Time Wages	$ 272,284	$ 278,973	$ 283,836	$ 283,836	$ 292,561
120 Part-Time Wages	255,332	267,878	277,160	277,160	284,000
162 Group Life Insurance	1,785	1,990	2,554	1,344	1,907
163 Medical Insurance	75,625	90,213	80,945	80,945	81,640
164 Workers' Compensation	4,769	5,070	5,016	5,016	6,003
166 Pension Costs	15,338	16,387	16,102	16,102	16,593
167 Long-term Disability Insurance	759	787	1,082	800	857
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	39,871	40,902	42,916	42,916	44,107
Total Personal Services	$ 667,763	$ 704,200	$ 711,611	$ 710,119	$ 729,668
Contractual Services					
230 Association Dues	$ 1,180	$ 946	$ 1,500	$ 1,500	$ 2,000
231 Travel & Conference Expense	2,240	572	4,000	4,000	2,000
243 Telephone	900	889	1,000	1,000	1,000
250 Repairs & Maintenance-Office Equipment	1,592	4,445	2,000	2,000	2,000
275 Printing & Duplicating	271	269	-	-	-
278 Postage	564	710	1,000	1,000	1,000
281 Storage Space Rental	740	740	800	800	800
Total Contractual Services	$ 7,487	$ 8,571	$ 10,300	$ 10,300	$ 8,800
Commodities					
301 Expendable Office Supplies	$ 9,068	$ 6,392	$ 8,000	$ 8,000	$ 8,000
302 Periodicals & Subscriptions	5,684	6,748	8,000	8,000	8,000
310 Adult Books	55,512	54,454	87,000	87,000	80,000
311 Juvenile Books	12,518	14,191	15,000	15,000	17,000
314 Adult Non-Print Materials	8,638	11,357	13,000	13,000	13,000
315 Juvenile Non-Print Materials	175	(45)	1,500	1,500	1,500
320 E-Resources	12,619	4,027	4,000	4,000	4,000
380 Miscellaneous Supplies	328	(295)	500	500	500
381 Program Expenses	3,521	4,583	4,500	4,500	6,000
382 Library Specific Supplies	4,140	1,705	3,500	3,500	3,000
Total Commodities	$ 112,203	$ 103,117	$ 145,000	$ 145,000	$ 141,000

DEPARTMENT EXPENDITURES (Continued)

Distributed Costs					
602 Dist. Data Processing Costs	$ 14,155	$ 32,360	$ 48,153	$ 48,153	$ 35,492
Total Distributed Costs	$ 14,155	$ 32,360	$ 48,153	$ 48,153	$ 35,492
Total Administration Expenditures	**$ 801,608**	**$ 848,248**	**$ 915,064**	**$ 913,572**	**$ 914,960**

BUDGETARY COMMENT

The 2017 Budget is $104 or 0.01% less than appropriated in 2016. An increase in personal services costs is balanced by a reduction in distributed costs.

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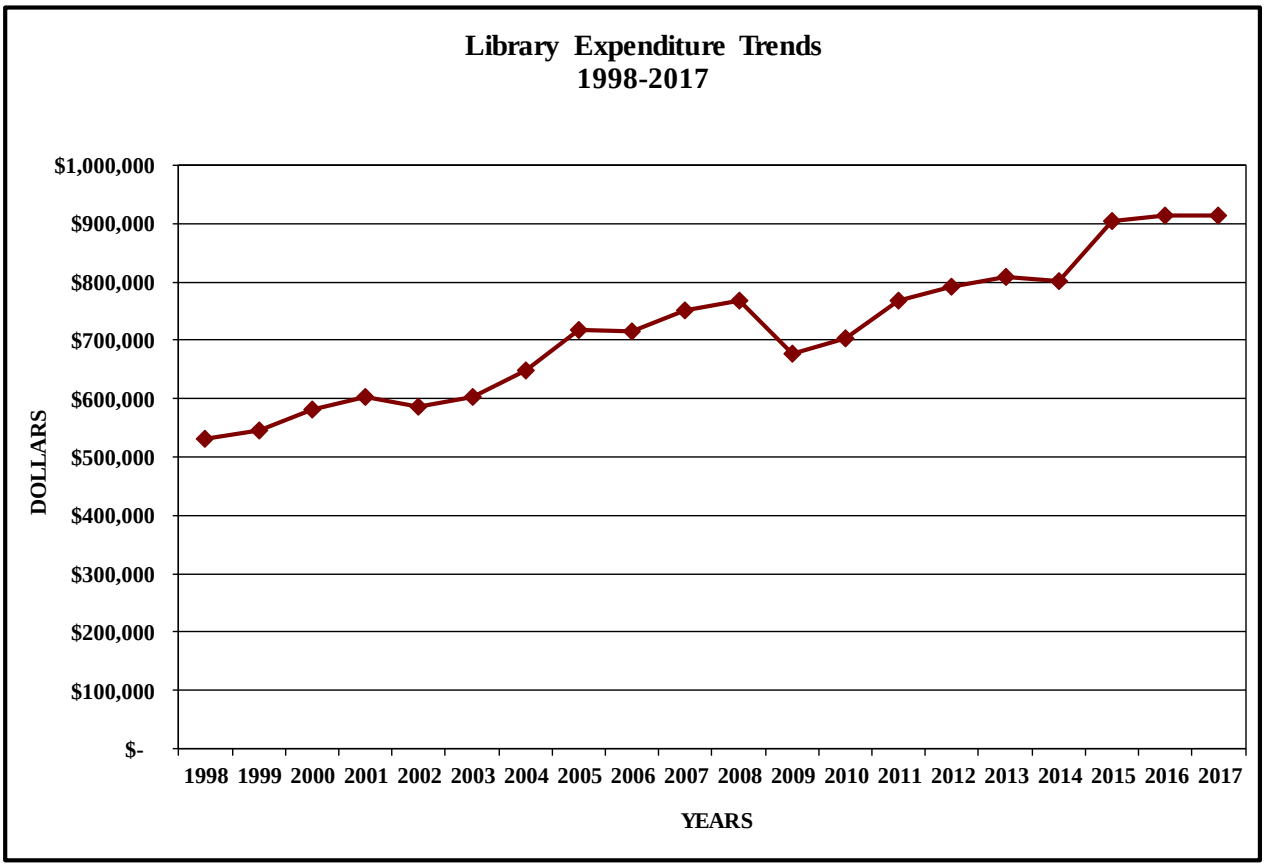
SUPPLEMENTARY INFORMATION

The average annual cost increase of Library expenditures over the last 20 years is 2.69%.



General Fund Revenue Breakdown
How much tax revenue does it take to operate the Library department?

Net Expenditures*			***$760,214***
How many real estate tax mills?		**0.16**	**$333,348**
Earned Income Tax per $100?	**$**	**4.14**	**$353,047**
Percentage of Other Taxes?		**0.40%**	**$73,819**

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

FRINGE BENEFITS

&

INSURANCE

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services	$ 3,340,352	$ 3,361,231	$ 3,443,460	$ 3,445,960	$ 3,643,714
Less: Dist. Operating Costs	(3,338,934)	(3,384,033)	(3,443,460)	(3,485,892)	(3,643,714)
Total Personal Services	**$ 1,418**	**$ (22,802)**	**$ -**	**$ (39,932)**	**$ -**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
160 Social Security Expense	$ 652,430	$ 679,368	$ 710,068	$ 710,068	$ 720,594
162 Group Life Insurance	49,962	45,922	53,784	53,784	39,621
163 Medical Insurance	1,441,522	1,437,509	1,590,554	1,590,554	1,788,141
164 Workers' Compensation	368,439	344,655	369,194	369,194	437,849
165 Unemployment Compensation	1,417	2,640	10,000	12,500	16,000
166 Pension Costs	808,150	831,635	682,239	682,239	619,700
167 Long-term Disability Insurance	18,432	19,502	27,621	27,621	21,809
199 Less: Dist. Operating Costs	(3,338,934)	(3,384,033)	(3,443,460)	(3,485,892)	(3,643,714)
Total Personal Services	**$ 1,418**	**$ (22,802)**	**$ -**	**$ (39,932)**	**$ -**

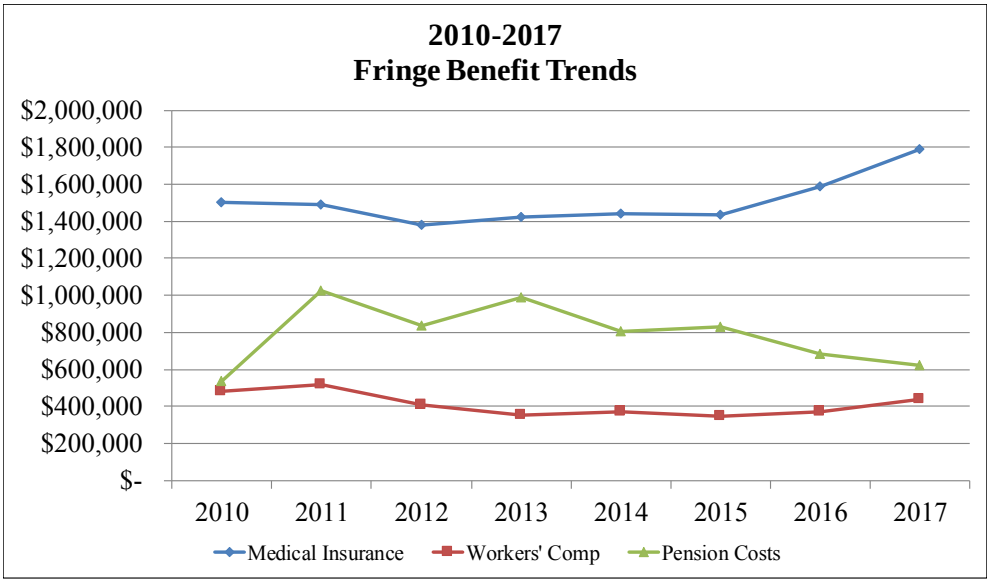
BUDGETARY COMMENT

In 2017, the total overhead Fringe Benefit expense is estimated at $3,643,714, which is an increase of $200,254 or 5.82% from the 2016 Budget. The change is primarily due to the increase in medical and workers' compensation insurance premiums.

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	41,600	3,337	113,559	2,528	46,779	1,592
01-103	Finance Office	11,366	954	26,744	885	12,387	436
01-104	Tax Collection	2,622	230	5,046	221	3,192	101
01-106	Information Technology	16,060	1,348	40,963	1,169	15,745	616
01-107	Cable Television	3,049	263	15,450	259	2,989	117
01-201	Police	249,725	14,045	478,995	181,516	201,404	8,390
01-202	VFD	1,532	182	3,177	29,118	1,614	59
01-301	Comm. Development	28,679	2,334	134,098	1,896	28,005	1,095
01-501	Recreation - Admin	4,168	362	11,753	14,534	3,966	154
01-502-530	Recreation Programs	8,226	-	-	-	-	-
01-601	Library	44,107	1,907	81,640	6,003	16,593	857
01-499	Public Works	141,594	6,563	397,175	110,369	213,278	5,075
01-904	Post Employment Benefits	-	1,022	147,145	-	-	-
14-601	Library RAD Fund	9,491	690	46,464	1,137	5,102	299
50-425	Sanitary Sewer	11,915	979	25,505	1,137	12,451	449
52-102	BM Park RAD Fund	17,235	395	17,189	379	4,485	175
53-50-501	BM Rec	129,377	5,105	245,236	86,698	52,122	2,409
	Total Benefits	**$ 721,389**	**$ 39,716**	**$ 1,790,139**	**$ 437,849**	**$ 620,112**	**$ 21,824**

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. Social Security contributions are the only costs allocated to recreation programs.



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 – 4% of premiums
Police Officers – 6% of premiums
Police Dispatchers – 6% of premiums
All other Non-contractual Employees – 10% of premiums
Retired Police Officers – Responsible for all premium increases above retirement year premium amount

2017 Budget Medical Insurance Employee Reimbursements	
Police Officers	$ 25,000
Non-Contractual Employees	80,000
Teamsters	16,000
Dispatchers	2,250
Total Employee Reimbursement	**$ 123,250**
Net % of Medical Insurance	7%

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 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Estimated 2016	Budget 2017
Workers' Comp	$480,226	$517,371	$406,433	$352,136	$368,439	344,655	$369,194	$437,849
Annual Dividends	(53,077)	(69,449)	(81,055)	(128,586)	(141,038)	(175,072)	(156,696)	(125,000)
Net Workers' Comp	**$427,149**	**$447,922**	**$325,378**	**$223,550**	**$227,401**	**$169,583**	**$212,498**	**$312,849**

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 Employees Pension	Police Pension	Management & Admin Pension	Total
2017 Minimum Municipal Obligation	$ 192,108	$ 179,713	$ 247,879	$ 619,700
Less: State Pension Grant	(113,400)	(201,600)	(252,000)	(567,000)
Difference - Net Cost to Township	$ 78,708	$ (21,887)	$ (4,121)	$ 52,700

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services	$ 164,714	$ 192,468	$ 180,500	$ 190,714	$ 199,400
Less: Dist. Operating Costs	(136,143)	(160,249)	(162,200)	(162,200)	(169,100)
Total Contractual Services	**$ 28,571**	**$ 32,219**	**$ 18,300**	**$ 28,514**	**$ 30,300**

DISTRIBUTED INSURANCE OVERVIEW

This account represents the Township's cost for General Liability Insurance. In 2017, the total cost will be distributed based on actual costs.

DEPARTMENT EXPENDITURES

Distributed Insurance 01-90-903-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
199 Less: Dist. Operating Costs	$ (136,143)	$ (160,249)	$ (162,200)	$ (162,200)	$ (169,100)
220 Umbrella Policy	10,263	10,470	11,000	11,000	11,300
221 Special Multi-Peril Policy	115,880	143,946	129,900	140,114	147,200
223 Employment Practices Liability	20,910	20,107	21,200	21,200	22,000
224 Pollution Liability	7,661	7,945	8,400	8,400	8,900
295 Brokerage Services	10,000	10,000	10,000	10,000	10,000
Total Contractual Services	**$ 28,571**	**$ 32,219**	**$ 18,300**	**$ 28,514**	**$ 30,300**

BUDGETARY COMMENT

The 2017 Budget reflects an increase of $1,786 over the 2016 estimate due to various changes 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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
162 Group Life Insurance	$ 929	$ 558	$ 1,041	$ 1,041	$ 1,022
163 Medical Insurance	74,288	102,116	97,074	97,074	137,145
Total Personal Services	**$ 75,217**	**$ 102,674**	**$ 98,115**	**$ 98,115**	**$ 138,167**

COBRA Insurance Benefits 01-90-905-500???-000	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Personal Services					
163 Medical Insurance	$ 731	$ 1,213	$ 10,000	$ 10,000	$ 10,000
Total Personal Services	**$ 731**	**$ 1,213**	**$ 10,000**	**$ 10,000**	**$ 10,000**

* Note: 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

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Debt Service Expenditures					
Contractual Services	$ 1,152,094	$ 1,084,278	$ 1,122,131	$ 1,122,131	$ 1,306,511
Total Debt Service Expenditures	**$ 1,152,094**	**$ 1,084,278**	**$ 1,122,131**	**$ 1,122,131**	**$ 1,306,511**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
501 Principal Payment-Gen Oblig Bonds	$ 585,097	$ 568,790	$ 634,005	$ 161,005	$ 359,637
502 Principal Payment-Gen Oblig Notes	-	-	-	473,000	473,000
511 Interest Payment-Gen Oblig Bonds	566,997	515,488	488,126	454,441	446,999
512 Interest Payment-Gen Oblig Notes	-	-	-	33,685	26,875
Total Contractual Services	$ 1,152,094	$ 1,084,278	$ 1,122,131	$ 1,122,131	$ 1,306,511

BUDGETARY COMMENT

The budgeted debt payments for 2017 are $184,380 higher than in 2016 due to a programmed jump in the debt service schedule for the 2012 Bonds.

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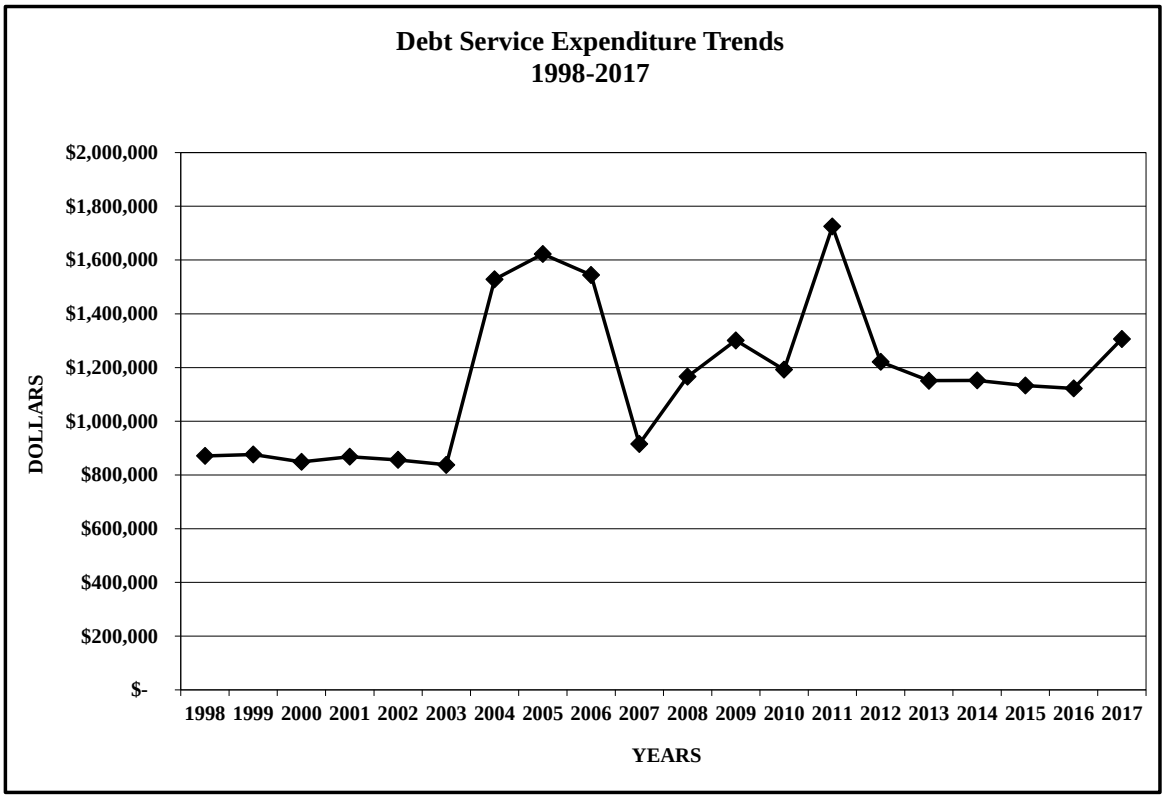
SUPPLEMENTARY INFORMATION

The average annual cost increase of Debt Service expenditures over the last 20 years is 4.69%.



General Fund Revenue Breakdown

How much tax revenue does it take to pay for Debt Service?

Net Expenditures*			***$1,306,511***
How many real estate tax mills?		**0.28**	**$572,895**
Earned Income Tax per $100?	**$**	**7.11**	**$606,750**
Percentage of Other Taxes?		**0.69%**	**$126,866**

**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:	2011 General Obligation Bonds
Date:	November 15, 2011
Principal Amount:	$ 9,995,000 (Non-Taxable Bonds), $ 210,000 (Taxable Bonds)
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2006 General Obligation Bond Issue.

2011 Bond Issue (Non-Taxable Bonds)
General Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2017	1.500%	$ 55,000	$ 151,312	$ 206,312
2018	1.800%	55,000	150,405	205,405
2019	2.000%	60,000	149,310	209,310
2020	2.250%	65,000	147,979	212,979
2021	2.450%	565,000	140,326	705,326
2022	2.600%	580,000	125,865	705,865
2023	2.750%	590,000	110,213	700,213
2024	3.000%	605,000	93,025	698,025
2025	3.100%	615,000	74,417	689,417
2026	3.200%	635,000	54,725	689,725
2027	3.300%	655,000	33,758	688,758
2028	3.400%	675,000	11,475	686,475
	Total	**$ 5,155,000**	**$ 1,242,810**	**$ 6,397,810**

PROJECTED DEBT SERVICE SCHEDULES (Continued)

II. BONDED INDEBTEDNESS

Issue:	2012 General Obligation Bonds
Date:	February 6, 2012
Principal Amount:	$ 9,925,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2007 General Obligation Bond Issue.

2012 Bond Issue
General Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2017	3.000%	$ 185,000	$ 156,417	$ 341,417
2018	1.200%	185,000	152,531	337,531
2019	1.450%	185,000	150,080	335,080
2020	1.625%	180,000	147,276	327,276
2021	1.850%	215,000	143,825	358,825
2022	2.000%	215,000	139,686	354,686
2023	2.100%	225,000	135,174	360,174
2024	2.200%	230,000	130,281	360,281
2025	2.625%	230,000	124,733	354,733
2026	2.625%	230,000	118,695	348,695
2027	2.625%	235,000	112,592	347,592
2028	3.000%	240,000	105,907	345,907
2029	3.000%	1,020,000	87,008	1,107,008
2030	3.000%	1,050,000	55,957	1,105,957
2031	3.100%	1,080,000	23,468	1,103,468
2032	3.450%	195,000	3,364	198,364
	Total	**$ 5,900,000**	**$ 1,786,994**	**$ 7,686,994**

PROJECTED DEBT SERVICE SCHEDULES (Continued)

III. 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
2017	1.400%	$ 460,000	$ 53,713	$ 513,713
2018	1.400%	480,000	39,958	519,958
2019	1.400%	495,000	24,837	519,837
2020	1.400%	505,000	8,459	513,459
	Total	**$ 1,940,000**	**$ 126,967**	**$ 2,066,967**

PROJECTED DEBT SERVICE SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

Issue:	2016 General Obligation Bonds, Series A & B
Date:	December 22, 2016
Principal Amount:	$30,560,000 ($29,485,000 – Series A; $1,075,000 – Series B)
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
2017	2.00%/1.182	$ 119,637	$ 139,270	$ 258,907
2018	1.15%/1.466	112,991	146,523	259,513
2019	4.00%	115,206	143,507	258,713
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	**$ 4,151,109**	**$ 2,095,594**	**$ 6,246,702**

GENERAL FUND

OPERATING TRANSFERS

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Operating Transfers Expenditures					
Contractual Services	$ 5,583,485	$ 5,801,612	$ 4,033,101	$ 4,527,262	$ 4,234,278
Total Operating Transfers Expenditures	**$ 5,583,485**	**$ 5,801,612**	**$ 4,033,101**	**$ 4,527,262**	**$ 4,234,278**

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

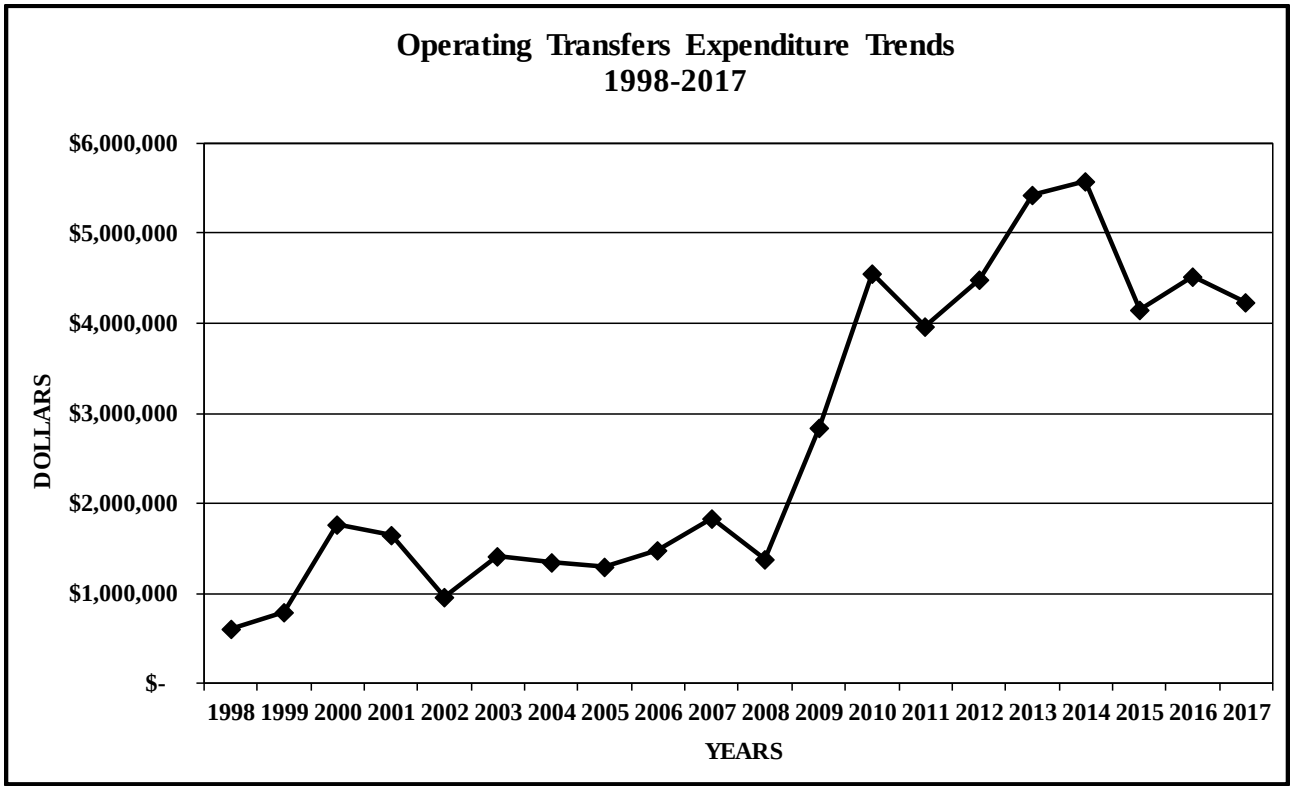
Operating Transfers Expenditures 01-80-801-500???-???	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
401-000 Capital Projects Fund	$ 3,362,098	$ 3,164,363	$ 1,239,635	$ 1,739,635	$ 1,487,050
452-000 Boyce Mayview Park RAD Fund	626,409	1,018,713	1,129,482	1,129,482	1,034,242
453-000 Boyce Mayview C&RC Fund Debt Service Portion	1,175,383	1,180,158	1,173,766	1,173,766	1,198,826
453-001 Boyce Mayview C&RC Fund 15% Operation Approp.	419,595	438,378	490,218	484,379	514,160
Total Contractual Services	$ 5,583,485	$ 5,801,612	$ 4,033,101	$ 4,527,262	$ 4,234,278
Total Operating Transfers Expenditures	**$ 5,583,485**	**$ 5,801,612**	**$ 4,033,101**	**$ 4,527,262**	**$ 4,234,278**

BUDGETARY COMMENTS

In 2017, the Township plans to transfer $1,487,050 from the General Fund to the Capital Projects Fund, $1,034,242 to the Boyce Mayview Park RAD Fund, and $1,712,986 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 totals is shown below.



General Fund Revenue Breakdown
How much tax revenue does it take to fund Operating Transfers?

Net Expenditures*			***$1,306,511***
How many real estate tax mills?		**0.28**	**$572,895**
Earned Income Tax per $100?	**$**	**7.11**	**$606,750**
Percentage of Other Taxes?		**0.69%**	**$126,866**

**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

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Fund Balance	$ 1,226	$ 1,283	$ 1,332	$ 1,332	$ 22,589
Revenue	469,108	515,040	508,980	598,832	609,480
Expenditures	(469,051)	(514,991)	(500,000)	(577,575)	(600,000)
Ending Fund Balance	**$ 1,283**	**$ 1,332**	**$ 10,312**	**$ 22,589**	**$ 32,069**

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.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Revenue					
10-00-000-??????-000					
345001 Interest on Investments	$ 57	$ 49	$ 100	$ 900	$ 600
355002 State Allocation	450,171	496,111	490,000	579,052	590,000
355003 Turnback Revenue	18,880	18,880	18,880	18,880	18,880
Total Revenue	**$ 469,108**	**$ 515,040**	**$ 508,980**	**$ 598,832**	**$ 609,480**
Expenditures					
10-40-408-500???-000					
401 Annual Street Program	$ 469,051	$ 514,991	$ 500,000	$ 577,575	$ 600,000
Total Expenditures	**$ 469,051**	**$ 514,991**	**$ 500,000**	**$ 577,575**	**$ 600,000**

BUDGETARY COMMENT

State Liquid Fuels Tax received in each of the past ten years is shown below:

Year	Grant Amount	Year	Grant Amount
2007	$ 414,059	2012	$ 426,713
2008	455,805	2013	420,176
2009	439,279	2014	450,171
2010	421,766	2015	496,111
2011	432,269	2016	579,052

STORM SEWER IMPROVEMENT FUND

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Fund Balance	$ 10,166	$ 53,886	$ 32,639	$ 32,639	$ 36,389
Revenue	124,400	301,200	302,400	303,750	402,000
Expenditures	(80,680)	(322,447)	(300,000)	(300,000)	(400,000)
Ending Fund Balance	**$ 53,886**	**$ 32,639**	**$ 35,039**	**$ 36,389**	**$ 38,389**

PROGRAM OVERVIEW

The Storm Sewer Improvement Fund is used to account for developer fees charged by the Township and specifically earmarked for storm sewer improvement and maintenance projects. In the 2017 Budget, $400,000 has been appropriated in the Storm Sewer Fund.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Revenue					
12-00-000-??????-000					
320001 Developer Fees	$ 24,400	$ 1,200	$ 2,400	$ 3,750	$ 2,000
360008 Township Appropriation	100,000	300,000	300,000	300,000	400,000
Total Revenue	**$ 124,400**	**$ 301,200**	**$ 302,400**	**$ 303,750**	**$ 402,000**
Expenditures					
12-40-405-500???-000					
211 Prof. Services-Engr. & Mapping	$ 38,793	$ 32,481	$ 20,000	$ 20,000	$ 40,000
430 Storm Sewer Projects	41,887	289,966	280,000	280,000	360,000
Total Expenditures	**$ 80,680**	**$ 322,447**	**$ 300,000**	**$ 300,000**	**$ 400,000**

BUDGETARY COMMENT

Funds requested for this program are $100,000 more than what was appropriated in 2016. This increase has been planned for several years as part of the Township's five-year Capital Improvements Program.

FIELD IMPROVEMENT FUND

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Fund Balance	$ 385,065	$ 423,640	$ 152,741	$ 152,741	$ 125,291
Revenue	50,242	61,397	50,100	57,550	57,600
Expenditures	(11,667)	(332,296)	(85,000)	(85,000)	(30,000)
Ending Fund Balance	**$ 423,640**	**$ 152,741**	**$ 117,841**	**$ 125,291**	**$ 152,891**

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 2017.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Revenue					
13-00-000-??????-000					
320001 Athletic Association-User Fees	$ 20,130	$ 31,305	$ 20,000	$ 27,500	$ 27,500
345001 Interest on Investments	112	92	100	50	100
360008 Township Appropriation	30,000	30,000	30,000	30,000	30,000
Total Revenue	**$ 50,242**	**$ 61,397**	**$ 50,100**	**$ 57,550**	**$ 57,600**
Expenditures					
13-40-415-500???-000					
702 Field Renovation Projects	$ 11,667	$ 29,801	$ 85,000	$ 85,000	$ 30,000
703 Boyce Mayview Field Lighting	-	302,495	-	-	-
Total Expenditures	**$ 11,667**	**$ 332,296**	**$ 85,000**	**$ 85,000**	**$ 30,000**

BUDGETARY COMMENT

Funds for this program are $55,000 less than appropriated in 2016 due to a reduced amount of projects in 2017.

LIBRARY RAD FUND

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ 3,517
Revenue	214,778	215,059	217,979	221,496	223,711
Expenditures	(214,778)	(215,059)	(217,979)	(217,979)	(220,744)
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ 3,517**	**$ 6,484**

PROGRAM OVERVIEW

The Library Regional Asset District (RAD) Fund was established in 1995 to account for monies 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.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Revenue					
14-00-000-??????-000					
360020 Regional Asset District	$ 214,778	$ 215,059	$ 217,979	$ 221,496	$ 223,711
Total Revenue	**$ 214,778**	**$ 215,059**	**$ 217,979**	**$ 221,496**	**$ 223,711**
RAD Expenditures					
14-60-601-500???-000					
Personal Services					
101 Full-Time Wages	$ 95,194	$ 97,402	$ 99,420	$ 99,420	$ 102,061
120 Part-Time Wages	21,170	21,990	21,000	21,000	22,000
162 Group Life Insurance	639	533	866	866	690
163 Medical Insurance	45,381	41,402	44,680	44,680	46,464
164 Workers' Compensation	954	961	950	950	1,137
166 Pension Costs	4,732	5,022	4,971	4,971	5,102
167 Long-term Disability Insurance	265	281	380	380	299
198 Social Security Expense	8,552	8,704	9,212	9,212	9,491
Total Personal Services	$ 176,887	$ 176,295	$ 181,479	$ 181,479	$ 187,244

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
250 Computer Maintenance	12,728	12,855	12,500	12,500	13,500
Total Contractual Services	$ 12,728	$ 12,855	$ 12,500	$ 12,500	$ 13,500
Commodities					
300 Furniture & Equipment	$ 4,711	$ 5,328	$ 5,000	$ 5,000	$ 5,000
310 Adult Books	3,848	5,872	1,500	1,500	1,500
314 Adult Non-Print Materials	7,676	5,858	7,000	7,000	7,000
315 Juvenile Non-Print Materials	3,622	3,359	5,000	5,000	1,500
380 Library Specific Supplies	5,306	5,492	5,500	5,500	5,000
Total Commodities	$ 25,163	$ 25,909	$ 24,000	$ 24,000	$ 20,000
Total RAD Expenditures	**$ 214,778**	**$ 215,059**	**$ 217,979**	**$ 217,979**	**$ 220,744**

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BOYCE MAYVIEW PARK RAD FUND

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Fund Balance	$ 5,495	$ 5,493	$ 5,493	$ 5,493	$ 485,920
Revenue	922,409	1,771,720	1,764,482	1,365,527	1,665,272
Expenditures	(922,411)	(1,771,720)	(1,889,482)	(885,100)	(2,147,699)
Ending Fund Balance	**$ 5,493**	**$ 5,493**	**$ (119,507)**	**$ 485,920**	**$ 3,493**

PROGRAM OVERVIEW

For 2017, the Township budgeted to receive an Allegheny County Regional Asset District (RAD) grant of $306,000 for operation and development costs associated with Boyce Mayview Park because the park meets the definition of a regional asset. These funds are required to be spent in accordance with the Agreement between the Township and the Regional Asset District for only Boyce Mayview Park. Upon the recommendation of RAD, Staff began to show all expenditures that are matching the RAD grant in this Special Revenue Fund; therefore, an operating transfer from the General Fund of $1,034,242 is budgeted to be made for 2017 to support the remainder of the fund's costs for the year.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Revenue					
52-00-000-??????-000					
360001 Interest Revenue	$ -	$ 7	$ -	$ 45	$ 30
360008 General Fund Appropriation	626,409	1,018,713	1,129,482	1,129,482	1,034,242
360020 RAD Grant	296,000	430,000	310,000	236,000	306,000
365003 Perimeter Trail DCNR Grant	-	125,000	125,000	-	125,000
365006 Gaming Development Grant	-	198,000	-	-	-
365007 Perimeter Trail GTRP Grant	-	-	200,000	-	200,000
Total Revenue	**$ 922,409**	**$ 1,771,720**	**$ 1,764,482**	**$ 1,365,527**	**$ 1,665,272**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Park Personal Services					
52-10-102-500???-000					
101 Full-Time Wages	$ 183,496	$ 198,014	$ 191,000	$ 190,700	$ 198,050
110 Overtime Wages	2,396	14,885	8,800	8,100	9,650
120 Part-Time Wages	18,127	16,405	17,200	17,200	17,600
162 Group Life Insurance	459	639	502	250	395
163 Medical Insurance	16,548	16,065	16,640	16,640	17,189
164 Workers' Compensation	318	320	317	317	379
166 Pension Costs	4,023	4,356	4,280	4,280	4,485
167 Long-term Disability Insurance	150	160	218	165	175
198 Social Security Expense	15,297	17,143	16,601	16,524	17,235
199 Fringe Benefit Distribution	135,184	165,401	159,173	159,173	155,409
290 The Outdoor Classroom Payments	60,000	60,000	60,000	9,000	-
Total Park Personal Services	$ 435,998	$ 493,388	$ 474,731	$ 422,349	$ 420,567
Park Capital Expenditures					
52-40-401-500???-000					
307 Perimeter & Interior Trail Const.	$ 110	$ 72,162	$ 980,000	$ 80,000	$ 1,400,000
310 Miracle Field and Playground	7,540	52,064	-	-	-
311 Park Playgrounds	192,998	15,857	10,000	10,000	10,000
320 Park Improvements - Capital	21,908	842,028	80,000	80,000	24,000
Total Park Capital Expenditures	$ 222,556	$ 982,111	$ 1,070,000	$ 170,000	$ 1,434,000
Park Maintenance Expenditures					
52-40-415-500???-000					
240 Water and Sewerage	$ 27,560	$ 24,479	$ 30,600	$ 30,600	$ 30,600
241 Natural Gas	3,823	4,335	5,000	5,000	5,000
242 Electricity	27,530	34,412	85,500	33,500	33,750
299 Field Maintenance Services	40,008	50,511	43,500	43,500	44,500
328 Field Maintenance Supplies	70,735	87,053	86,500	86,500	86,500
343 Tools & Equipment	-	310	-	-	-
601 Dist. Vehicle Costs	3,699	3,791	3,886	3,886	3,983
604 Police Patrol Distribution	41,796	41,539	43,579	43,579	44,469
605 Snow & Ice Distribution	48,706	49,791	46,186	46,186	44,330
Total Park Maintenance Exp.	$ 263,857	$ 296,221	$ 344,751	$ 292,751	$ 293,132
Total Expenditures	**$ 922,411**	**$ 1,771,720**	**$ 1,889,482**	**$ 885,100**	**$ 2,147,699**

CAPITAL PROJECTS FUND

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Fund Balance	$ 6,606,542	$ 7,343,619	$ 8,284,816	$ 8,284,816	$ 5,362,972
Revenue	3,383,419	3,977,881	1,838,135	2,511,220	1,918,550
Expenditures	(2,646,342)	(3,036,684)	(6,497,500)	(5,433,064)	(6,832,500)
Ending Fund Balance	**$ 7,343,619**	**$ 8,284,816**	**$ 3,625,451**	**$ 5,362,972**	**$ 449,022**

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 2017, an operating transfer of $1,487,050 has been budgeted to help support Township capital expenditures.

The Five-Year Capital Improvement Plan for 2017-2021, 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.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Revenue					
40-00-000-??????-000					
345001 Interest on Investments	$ 10,450	$ 12,357	$ 15,000	$ 11,000	$ 13,000
350002 Peters Twp Compost Agmt	4,500	4,500	4,500	4,500	4,500
350004 Canonsburg Compost Agmt	-	-	-	1,000	1,000
360008 General Fund Appropriation	3,362,098	3,164,363	1,239,635	1,739,635	1,487,050
360017 DCED Wiltshire Park Grant	-	245,279	-	-	-
360018 ARLE Traffic Safety Grant	-	20,500	92,000	71,500	-
370013 PA Grant-Act 13 Funds	4,851	8,783	3,000	8,553	4,000
370017 Mayview Sidewalk TAP Grant	-	-	334,000	-	334,000
370022 Boyce Corridor Contributions	-	309,092	150,000	90,909	-
370024 PEMA Grant - Hays Road	-	-	-	276,000	-
380099 Miscellaneous Revenue	1,520	213,007	-	308,123	75,000
Total Revenue	**$ 3,383,419**	**$ 3,977,881**	**$ 1,838,135**	**$ 2,511,220**	**$ 1,918,550**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Expenditures					
General Government					
40-10-102-500???-000					
730 Bldg Mte-Interior & Exterior	$ 65,698	$ 61,071	$ 95,000	$ 95,000	$ 95,000
731 Municipal Building Improvements	338,471	487,203	600,000	780,790	575,000
750 Information Technology Equip	106,988	235,057	487,500	252,500	568,000
752 Cable Television Equipment	4,613	7,873	15,000	15,000	15,000
Total General Government	$ 515,770	$ 791,204	$ 1,197,500	$ 1,143,290	$ 1,253,000
Public Safety					
40-20-???-500???-000					
201-740 Police Cars & Lights	$ 73,821	$ 104,621	$ 152,000	$ 152,000	$ 117,000
201-746 Deer Culling Program	35,223	33,711	37,500	37,500	45,000
201-747 Mobile Data Units	6,000	13,549	10,000	10,000	6,000
201-750 Video Equipment	101,324	9,116	15,000	15,000	12,000
201-760 Office Equipment	-	-	-	-	5,000
201-761 Radios	1,792	-	2,000	2,000	2,000
201-762 Other Equipment	-	-	18,000	18,000	20,000
201-780 BP Vests, Weapons & AEDs	4,890	-	15,000	15,000	6,000
202-730 Fire Station Maintenance	-	-	-	-	25,000
202-740 Fire Vehicles	-	-	800,000	-	690,000
Total Public Safety	$ 223,050	$ 160,997	$ 1,049,500	$ 249,500	$ 928,000
Community Development					
40-30-301-500???-???					
702-000 GIS Digital Mapping	$ 14,980	$ 21,188	$ 13,500	$ 45,000	$ 14,000
750-000 Office Equipment & Furniture	-	-	5,000	-	3,500
760-000 Comprehensive Plan-2015	60,475	4,152	-	698	-
Total Community Development	$ 75,455	$ 25,340	$ 18,500	$ 45,698	$ 17,500

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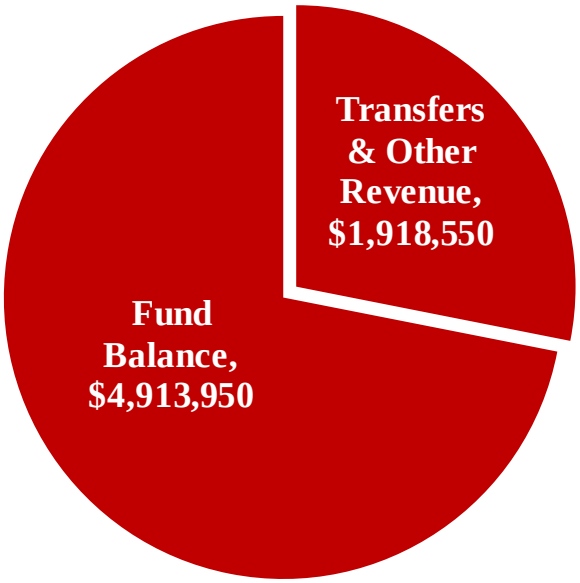
	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Public Works					
40-40-???-500???-000					
401-740 Dump Trucks	$ 71,040	$ 99,336	$ 160,000	$ 160,000	$ 165,000
401-741 Other Trucks, CAT, Sweeper	253,510	250,829	219,000	228,500	176,000
401-745 Staff Vehicles	25,288	8,053	30,000	31,133	-
401-760 Groundsmaster Mowers	-	-	150,000	166,794	12,000
401-787 Electric/Hydraulic Crane	39,400	-	-	-	-
401-790 Other Equipment	-	9,854	124,000	124,000	129,000
404-721 Salt Storage	-	-	300,000	-	-
405-712 Storm Sewer Fund Approp.	100,000	300,000	300,000	300,000	400,000
406-741 Boyce Rd Corridor Improv.	-	39,196	150,000	150,000	757,000
406-742 McMurray Rd/Bethel Ch. Rd	-	17,432	195,000	175,000	-
406-743 Traffic Signals/Signs Upgrades	-	-	150,000	63,000	15,000
406-744 McMurray/McLaug/Panther	-	-	-	-	280,000
408-610 Annual Street Program	768,847	1,034,787	1,060,000	992,000	1,060,000
408-620 Sidewalk Projects	153	51,220	384,000	60,000	660,000
411-725 Other Building Improvements	-	10,758	255,000	255,000	314,000
415-745 PEMA Grant - Hays Road	-	-	-	256,299	-
Total Public Works	$ 1,258,238	$ 1,821,465	$ 3,477,000	$ 2,961,726	$ 3,968,000
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	512,322	199,952	60,000	262,850	220,000
415-722 Founder's Field Fence/Irrig.	13,771	-	-	-	-
415-723 Pedestrian Bridge Replacemt.	-	-	-	-	36,000
40-50-501-500???-000					
724 Tennis Bubble Replacement	-	-	600,000	675,000	-
725 Tennis & Golf Admin. Building	-	-	-	-	250,000
Total Recreation	$ 556,093	$ 229,952	$ 690,000	$ 967,850	$ 536,000
Library					
40-60-601-500???-000					
722 Adult Circulation Desk Remodel	$ 17,736	$ -	$ -	$ -	$ -
723 Space Renovations	-	7,726	65,000	65,000	30,000
723 Shelving	-	-	-	-	100,000
Total Library	$ 17,736	$ 7,726	$ 65,000	$ 65,000	$ 130,000
Total Expenditures	**$ 2,646,342**	**$ 3,036,684**	**$ 6,497,500**	**$ 5,433,064**	**$ 6,832,500**

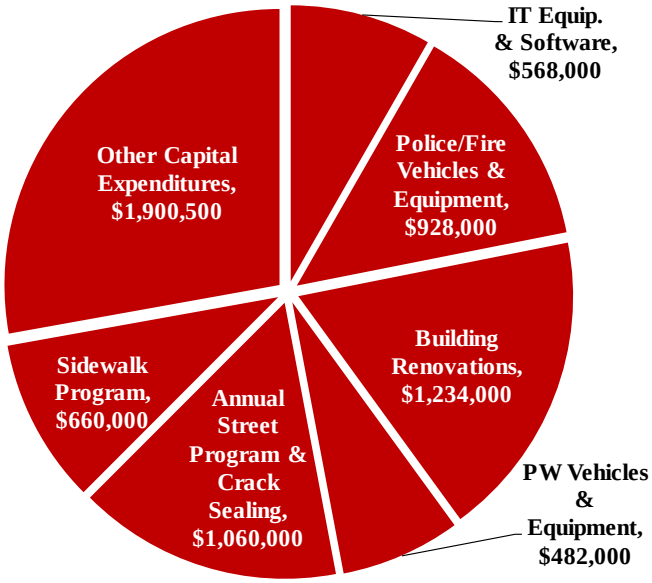
BUDGETARY COMMENT

In 2017, the Capital Projects Fund is budgeted to contribute $1,000,000 toward the Annual Street Program. Combined with monies from the State Liquid Fuels Tax Fund, the Annual Street Program will total $1,600,000. Also in 2017, the Capital Projects Fund is budgeted for building improvements, vehicle replacements, computer software and equipment, traffic signal / intersection improvements, public works and parks equipment replacement, and various other capital improvements and purchases.

Projected Revenues



Projected Expenditures



Capital Projects Fund
Approved Capital Project Listing

Improvements	
Annual Street Program*	$ 1,000,000
**Total: $1,600,000 (see State Liquid Fuels Tax Fund)*	
Sidewalk Projects	660,000
Field Improvement Fund Appropriation	30,000
Storm Sewer Fund Appropriation	400,000
Park Resurfacing / Equipment Replacement Program	280,000
Pedestrian Bridge Replacement	36,000
Municipal Building Renovations	670,000
Library Renovations	130,000
Traffic Signal / Intersection Improvements	1,052,000
Public Works Building Improvements	300,000
Tennis & Golf Administration Building Improvements	250,000
Other Building Improvements	39,000
Vehicles	
Public Works Vehicles	341,000
Police Vehicles	117,000
Fire Truck	690,000
Equipment	
Public Works Equipment	141,000
Police Equipment	51,000
Information Technology Equipment	568,000
Cable 7 Television Equipment	15,000
Community Development Office Equipment	3,500
Programs	
Community Development GIS Program	14,000
Public Safety Deer Culling	45,000
Total Budget: Capital Projects Fund	**$ 6,832,500**

SANITARY SEWER FUND

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Net Position	$ 826,012	$ 1,556,256	$ 2,133,912	$ 2,133,912	$ 1,946,545
Operating Revenue	5,694,914	5,752,766	6,438,000	6,576,156	6,751,246
Operating Expenses	(4,435,968)	(4,659,957)	(5,939,682)	(6,311,584)	(6,432,862)
Total Operating Income (Loss)	**1,258,946**	**1,092,809**	**498,318**	**264,572**	**318,384**
Non-Operating Revenue	1,032	628	1,000	1,800	1,000
Non-Operating Expenses	(529,734)	(515,781)	(470,110)	(453,739)	(527,285)
Total Non-Operating Rev. (Expenses)	**(528,702)**	**(515,153)**	**(469,110)**	**(451,939)**	**(526,285)**
Change in Net Position	730,244	577,656	29,208	(187,367)	(207,901)
Ending Net Position	**$ 1,556,256**	**$ 2,133,912**	**$ 2,163,120**	**$ 1,946,545**	**$ 1,738,644**

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 66 linear miles of the public sewer system and 4,181 sanitary sewer manholes within that system. The number of linear miles that have been rehabilitated during the five years is as follows:

2012	2013	2014	2015	Projected 2016
0.39 Miles	0.31 Miles	0.16 Miles	0.80 Miles	0.94 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 2017, ALCOSAN will raise rates 11 percent while the Township multiplier will be reduced to 2.15 to help absorb some of the ALCOSAN rate increase. A history of the Township's sewer multiplier is listed below.

Sanitary Sewer Fund
20 Year Multiplier History

Year	Multiplier	Year	Multiplier
1998	1.45	2008	1.85
1999	1.40	2009	2.15
2000	1.40	2010	2.19
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

WINTER AVERAGE METHOD

During the summer months, residents use water for irrigation systems and swimming pools. The water used for these purposes, does not pass through the Township sanitary sewer system. In order to give residents credit for the water that does not pass through the Township sanitary sewer system, the Township implemented the Winter Average Method (WAM) for the benefit of Township residents in 2008. This is accomplished by reducing a resident's sewer usage during the summer months (May-September) based on the resident's average usage during the winter months (November-April). The WAM program is illustrated below.

Winter Average Method (WAM)
2017 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	
20,000	$14.86	**$297**	5,000	$14.86	**$74**	**$223**

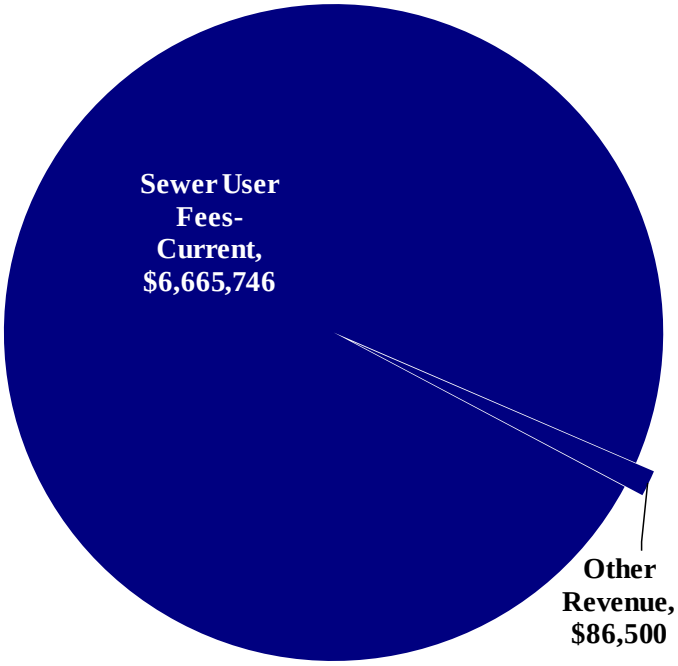
	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Operating Revenue					
50-00-000-??????-000					
330450 Current Sewer User Fees	$ 5,484,901	$ 5,619,555	$ 6,343,000	$ 6,288,440	$ 6,665,746
330456 Liened Sewer User Fees	78,197	12,564	35,000	25,000	25,000
330460 ALCOSAN Reimbursement	17,073	18,204	19,000	19,416	20,000
330502 Sanitary Sewer Permit Fees	110,000	94,000	35,000	64,000	35,000
380081 Lien Cost Reimbursement	4,743	8,443	6,000	6,000	5,500
380099 Miscellaneous Revenue	-	-	-	173,300	-
Total Operating Revenue	**$ 5,694,914**	**$ 5,752,766**	**$ 6,438,000**	**$ 6,576,156**	**$ 6,751,246**
Operating Expenses					
50-40-425-500???-000					
Personal Services					
101 Full-Time Wages	$ 179,830	$ 182,638	$ 190,114	$ 190,114	$ 153,157
110 Overtime Wages	443	1,181	2,000	2,000	2,500
120 Part-Time Wages	-	-	-	150	100
162 Group Life Insurance	1,373	1,039	1,687	850	979
163 Medical Insurance	24,560	28,866	26,902	27,000	25,505
164 Workers' Compensation	795	961	950	950	1,137
166 Pension Costs	14,288	15,096	15,245	15,245	12,451
167 Long-term Disability Insurance	471	428	696	550	449
168 Post Retirement Plan	921	950	950	950	600
198 Social Security Expense	13,203	13,380	14,697	14,708	11,915
199 Overhead Distribution	7,767	20,168	6,504	6,504	5,938
Total Personal Services	**$ 243,651**	**$ 264,707**	**$ 259,745**	**$ 259,021**	**$ 214,731**
Contractual Services					
202 Sewer Processing Fees	$ 2,674,872	$ 2,942,687	$ 3,663,000	$ 3,400,000	$ 3,925,000
210 Professional Svcs-Legal	4,401	29,436	8,000	8,000	8,000
211 Professional Svcs-Engineering	89,523	68,047	25,000	25,000	25,000
212 Engineering-Corrective Action	41,106	41,404	150,000	150,000	150,000
221 Flood Insurance	-	-	-	3,126	4,000
240 Water and Sewerage	3,217	4,022	5,000	5,000	5,000
242 Electricity	25,586	28,257	27,500	50,000	27,500
250 Corrective Action-Sewer Rehab	422,163	483,235	1,570,000	1,570,000	1,225,000
258 Repairs & Maint-Mech. Equip.	29,105	28,196	35,000	35,000	35,000
262 Sewer Billing & Collection	85,941	83,319	90,000	100,000	95,000
290 Other Contractual Services	4,188	5,712	5,000	5,000	5,000
Total Contractual Services	**$ 3,380,102**	**$ 3,714,315**	**$ 5,578,500**	**$ 5,351,126**	**$ 5,504,500**

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Commodities					
315 Construction Supplies	$ 12,595	$ 20,270	$ 25,000	$ 25,000	$ 25,000
318 Sewer Maintenance Supplies	771	6,610	7,500	7,500	7,500
350 Protective Wearing Apparel	122	87	350	350	350
390 Other Supplies	1,891	5,105	7,000	7,000	7,000
Total Commodities	**$ 15,379**	**$ 32,072**	**$ 39,850**	**$ 39,850**	**$ 39,850**
Distributed Costs					
601 Dist. Vehicle Costs	$ 7,788	$ 7,688	$ 7,880	$ 7,880	$ 8,077
602 Depreciation Expense	769,231	618,523	20,000	620,000	615,000
603 Dist. Data Processing Costs	19,817	22,652	33,707	33,707	50,704
Total Distributed Costs	**$ 796,836**	**$ 648,863**	**$ 61,587**	**$ 661,587**	**$ 673,781**
Total Operating Expenses	**$ 4,435,968**	**$ 4,659,957**	**$ 5,939,682**	**$ 6,311,584**	**$ 6,432,862**
Total Operating Income (Loss)	$ 1,258,946	$ 1,092,809	$ 498,318	$ 264,572	$ 318,384
Non-Operating Revenues					
50-00-000-??????-???					
345001 Interest on Investments	$ 1,032	$ 628	$ 1,000	$ 1,800	$ 1,000
Total Non-Operating Revenues	**$ 1,032**	**$ 628**	**$ 1,000**	**$ 1,800**	**$ 1,000**
Non-Operating Expenses					
50-40-425-500???-???					
401-000 Bond Payments-Principal	$ 317,724	$ 361,934	$ 144,460	$ 144,460	$ 316,404
401-001 Bonds Payable Allocation	(317,724)	(361,934)	(144,460)	(144,460)	(316,404)
402-000 Bond Payments-Interest	529,734	515,781	453,267	436,896	513,848
401-000 Note Payments-Principal	-	-	237,000	237,000	237,000
401-001 Note Payable Allocation	-	-	(237,000)	(237,000)	(237,000)
402-000 Note Payments-Interest	-	-	16,843	16,843	13,437
Total Non-Operating Expenses	**$ 529,734**	**$ 515,781**	**$ 470,110**	**$ 453,739**	**$ 527,285**
Total Non-Operating Rev (Expenses)	$ (528,702)	$ (515,153)	$ (469,110)	$ (451,939)	$ (526,285)

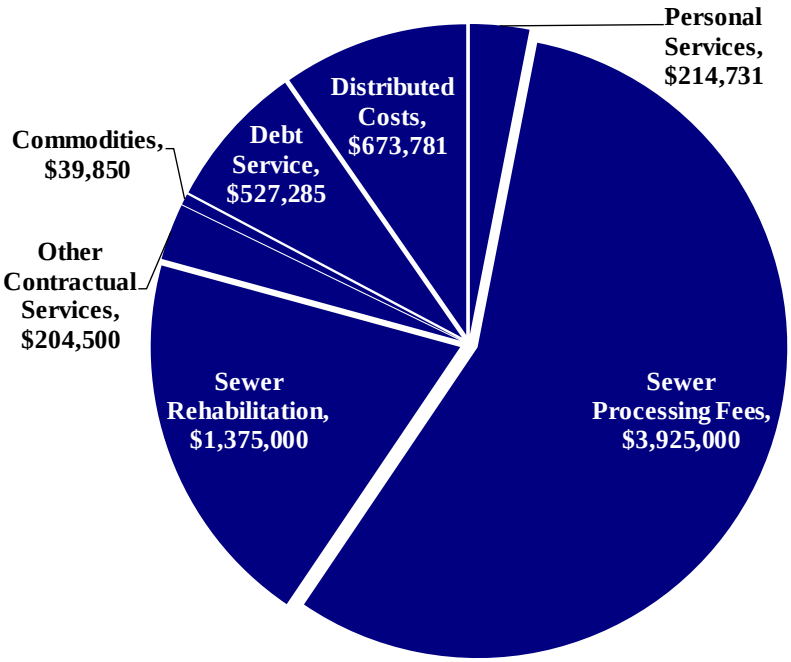
BUDGETARY COMMENT

Along with performing routine sewer maintenance, the Township plans to continue correcting the sewer system deficiencies identified by dye testing. For the years 2007-2012, corrective sewer rehabilitation spending has been from Township bond issues and the Sanitary Sewer Fund. Since 2013, corrective sewer rehabilitation spending mandated by the Environmental Protection Agency, has been funded from the Sanitary Sewer Fund.

Projected Revenues



Projected Expenditures



SUPPLEMENTARY INFORMATION

Portions of the 2011, 2012, and 2016 General Obligation Bonds and 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.

2011 Bond Issue (Non-Taxable Bonds) Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2017	1.500%	$ 25,000	$ 152,370	$ 177,370
2018	1.800%	25,000	151,958	176,958
2019	2.000%	25,000	151,482	176,482
2020	2.250%	25,000	150,951	175,951
2021	2.450%	300,000	146,995	446,995
2022	2.600%	315,000	139,225	454,225
2023	2.750%	320,000	130,730	450,730
2024	3.000%	335,000	121,305	456,305
2025	3.100%	350,000	110,855	460,855
2026	3.200%	365,000	99,590	464,590
2027	3.300%	380,000	87,480	467,480
2028	3.400%	395,000	74,495	469,495
2029	3.600%	340,000	61,660	401,660
2030	3.600%	350,000	49,240	399,240
2031	3.800%	365,000	36,005	401,005
2032	3.800%	375,000	21,945	396,945
2033	3.800%	390,000	7,410	397,410
	Total	**$ 4,680,000**	**$ 1,693,696**	**$ 6,373,696**

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SUPPLEMENTARY INFORMATION (Continued)

2012 Bond Issue Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2017	3.000%	$ 85,000	$ 119,666	$ 204,666
2018	1.200%	90,000	117,851	207,851
2019	1.450%	95,000	116,623	211,623
2020	1.625%	100,000	115,121	215,121
2021	1.850%	110,000	113,291	223,291
2022	2.000%	105,000	111,224	216,224
2023	2.100%	115,000	108,966	223,966
2024	2.200%	120,000	106,439	226,439
2025	2.625%	125,000	103,478	228,478
2026	2.625%	135,000	100,066	235,066
2027	2.625%	135,000	96,522	231,522
2028	3.000%	145,000	92,575	237,575
2029	3.000%	140,000	88,300	228,300
2030	3.000%	145,000	84,025	229,025
2031	3.100%	150,000	79,525	229,525
2032	3.450%	160,000	74,440	234,440
2033	3.450%	140,000	69,265	209,265
2034	3.500%	610,000	56,327	666,327
2035	3.500%	635,000	34,692	669,692
2036	3.600%	655,000	11,790	666,790
	Total	**$ 3,995,000**	**$ 1,800,186**	**$ 5,795,186**

2015 General Obligation Note Sanitary Sewer Fund Portion				
Year of Maturity	Rate	Principal	Interest	Annual Debt Service
2017	1.400%	$ 225,000	$ 26,001	$ 251,001
2018	1.400%	230,000	19,345	249,345
2019	1.400%	235,000	12,135	247,135
2020	1.400%	250,000	4,187	254,187
	Total	**$ 940,000**	**$ 61,668**	**$ 1,001,668**

SUPPLEMENTARY INFORMATION (Continued)

2016 General Obligation Bonds Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2017	2.00%/1.182	$ 206,404	$ 241,812	$ 448,216
2018	1.15%/1.466	193,826	254,194	448,020
2019	4.00%	196,352	249,082	445,434
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	**$ 7,187,882**	**$ 3,731,092**	**$ 10,918,974**

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TOWNSHIP/SCHOOL DISTRICT MAGAZINE FUND

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Net Position	$ 165,328	$ 172,192	$ 178,331	$ 178,331	$ 170,702
Operating Revenue	178,140	168,807	178,150	170,500	172,100
Operating Expenses	(171,276)	(162,668)	(177,640)	(178,129)	(179,750)
Total Operating Income (Loss)	**6,864**	**6,139**	**510**	**(7,629)**	**(7,650)**
Change in Net Position	**6,864**	**6,139**	**510**	**(7,629)**	**(7,650)**
Ending Net Position	**$ 172,192**	**$ 178,331**	**$ 178,841**	**$ 170,702**	**$ 163,052**

PROGRAM OVERVIEW

The Magazine Fund was established to fund a joint effort of the Township and School District to inform the residents of the Township of news pertaining to both entities through a publication. The Fund is an enterprise fund, which means that it is to be supported mostly through advertising fees, becoming self-sufficient in 1999.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Operating Revenue					
51-00-000-367???-000					
001 Advertising Fees	$ 177,917	$ 168,118	$ 178,000	$ 170,500	$ 172,000
003 Late Fees	223	689	150	-	100
Total Operating Revenue	**$ 178,140**	**$ 168,807**	**$ 178,150**	**$ 170,500**	**$ 172,100**
Operating Expenses					
51-10-102-500???-000					
101 Steering Committee Payments	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000
111 Editorial Staff	35,966	37,500	36,540	36,540	38,000
121 Office Management	11,207	11,638	11,000	12,200	13,000
215 Photography Costs	1,225	1,600	2,000	2,000	2,000
275 Printing Costs	50,322	46,821	50,000	48,000	48,000
278 Postage	12,683	12,417	14,000	14,000	13,000
280 Mileage	227	230	350	350	350
290 Commissions-Ad Salesman	30,292	27,980	35,000	32,500	33,000
292 Graphic Art Services	15,580	15,252	16,000	16,000	16,000
300 Office Furniture	4,616	-	600	600	600
301 Office Supplies	731	161	1,200	1,200	1,000
302 Software Licenses	-	-	-	3,239	3,300
304 Publicity Material/Marketing	1,223	1,482	1,500	1,500	1,500
390 Other Supplies	2,786	1,629	4,000	4,000	4,000
400 Bad Debt Expense	-	1,043	1,000	1,000	1,000
602 Depreciation Expense	418	915	450	1,000	1,000
Total Operating Expenses	**$ 171,276**	**$ 162,668**	**$ 177,640**	**$ 178,129**	**$ 179,750**
Total Operating Income (Loss)	**$ 6,864**	**$ 6,139**	**$ 510**	**$ (7,629)**	**$ (7,650)**

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Net Position	$ 5,557,010	$ 6,521,597	$ 7,652,112	$ 7,652,112	$ 8,303,753
Operating Revenue	4,315,277	4,547,257	4,388,068	4,554,470	4,599,210
Operating Expenses	(3,121,349)	(3,203,687)	(3,743,304)	(3,701,146)	(3,956,405)
Total Operating Income (Loss)	**1,193,928**	**1,343,570**	**644,764**	**853,324**	**642,805**
Non-Operating Revenue	1,177,081	1,181,045	1,174,966	1,175,766	1,201,326
Non-Operating Expenses	(758,204)	(745,882)	(729,231)	(729,231)	(644,867)
Total Non-Operating Rev. (Expenses)	**418,877**	**435,163**	**445,735**	**446,535**	**556,459**
Change in Net Position	**1,612,805**	**1,778,733**	**1,090,499**	**1,299,859**	**1,199,264**
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Assets	6,521,597	7,652,112	8,094,393	8,303,753	8,854,799
Less: Net Investment in Capital Assets	(3,446,046)	(3,790,216)	(6,082,606)	(3,841,678)	(4,177,168)
Ending Unrestricted Net Position	**$ 3,075,551**	**$ 3,861,896**	**$ 2,011,787**	**$ 4,462,075**	**$ 4,677,631**

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 for a financial feasibility study. This study 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.

For the first time in Township history, the focus of service changed from just serving Township residents to also serving residents in surrounding communities. The effort is to capture fees to cover the operating expenses for the 90,000 square foot C&RC and outdoor Aquatics Facility. 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 2017, the Boyce Mayview Community & Recreation Center Fund accounts for all financial activities of the operation of the C&RC. There are specific revenue and expenditure accounts to identify these cost centers.

For current information about the Community & Recreation Center, please visit www.twpusc.org/crc/crc-home.

2016 C&RC ACCOMPLISHMENTS

- Maintained strong membership levels.
- Continued to enhance new outdoor warm weather fitness area.
- Replaced plaster in the aquatics hot tub/other aquatics areas.
- Replaced aging tread mills, aging elliptical machines
- Implemented Fitness technology including Motivator, Polar Body Age Software & heart rate monitors.
- Continued to re-brand the Mind Body Area for Pilates, Yoga, Barre and Movement programs.
- Hosted the Pennsylvania Recreation and Parks Society Fall Professional Workshop in conjunction with California University of PA.
- Hosted DCNR/PRPS Grant Workshops open to all state residents.
- Held the following special events: Winter Wellness Dash, Martin Luther King Day of Service, Blood Drives, Arts & Chocolate Spring Spectacular, Annual Community Day (voted # 1 in Pittsburgh), Flea Market, Outdoor Pool After-Hour Events, Youth Triathlon, Freaky Friday Halloween Event, The Bounty at Boyce Mayview, Thanksgiving Spin-a-Thon, Holidays at the C&RC, Zumba Jingle Jam and the Very Merry Mix.
- Staff continued to collaborate with the Pennsylvania Recreation and Parks Society to maintain standards within the Parks & Recreation industry throughout the state.

2017 C&RC GOALS AND OBJECTIVES

- Continue to be the regional leader in Parks and Recreation while focusing on the quality of life in Upper St. Clair.
- Continue with staff professional growth opportunities, training, seminars and involvement.
- Continue to retain and attract membership base through membership and marketing.
- Continue to achieve revenue generation goals.
- Review opportunities to enhance the Fitness area, Locker room areas and aquatics area.
- Implement a new software program to improve operation efficiency and enhance the member experience.
- Embark on a facility enhancement study with the objective of developing recommendations for future improvements of the C&RC.

C&RC ORGANIZATIONAL STRUCTURE

The 2017 proposed staffing for the C&RC is as follows:

Position Title	Pay Grade	Minimum	Maximum	2017 Positions
Director of Recreation and Leisure Services	3	$83,871	$120,280	1
Asst. Director of Recreation & Leisure Services	7	$56,012	$80,327	1
Buildings & Grounds Administrator	7	$56,012	$80,327	0.5
Aquatics Coordinator	14	$28,743	$41,221	1
Aquatics Supervisor	11	$38,257	$54,864	1
Asst. Programs and Older Adults Coordinator	14	$28,743	$41,221	1
Community Program Coordinator	11	$38,257	$54,864	1
Facility/Banquet Rental Coordinator	13	$31,617	$45,343	1
Fitness Coordinator	11	$38,257	$54,864	1
Fitness Supervisor	9	$46,291	$66,386	1
Group Exercise Coordinator	14	$28,743	$41,221	1
Guest Relations Coordinator	11	$38,257	$54,864	1
Membership & Marketing Supervisor	9	$46,291	$66,386	1
Membership Specialist	13	$31,617	$45,343	1
Office Secretary	13	$31,617	$45,343	1
Building Maintenance Custodian (Attendant)	Union Contract	$20.54/hr	$20.54/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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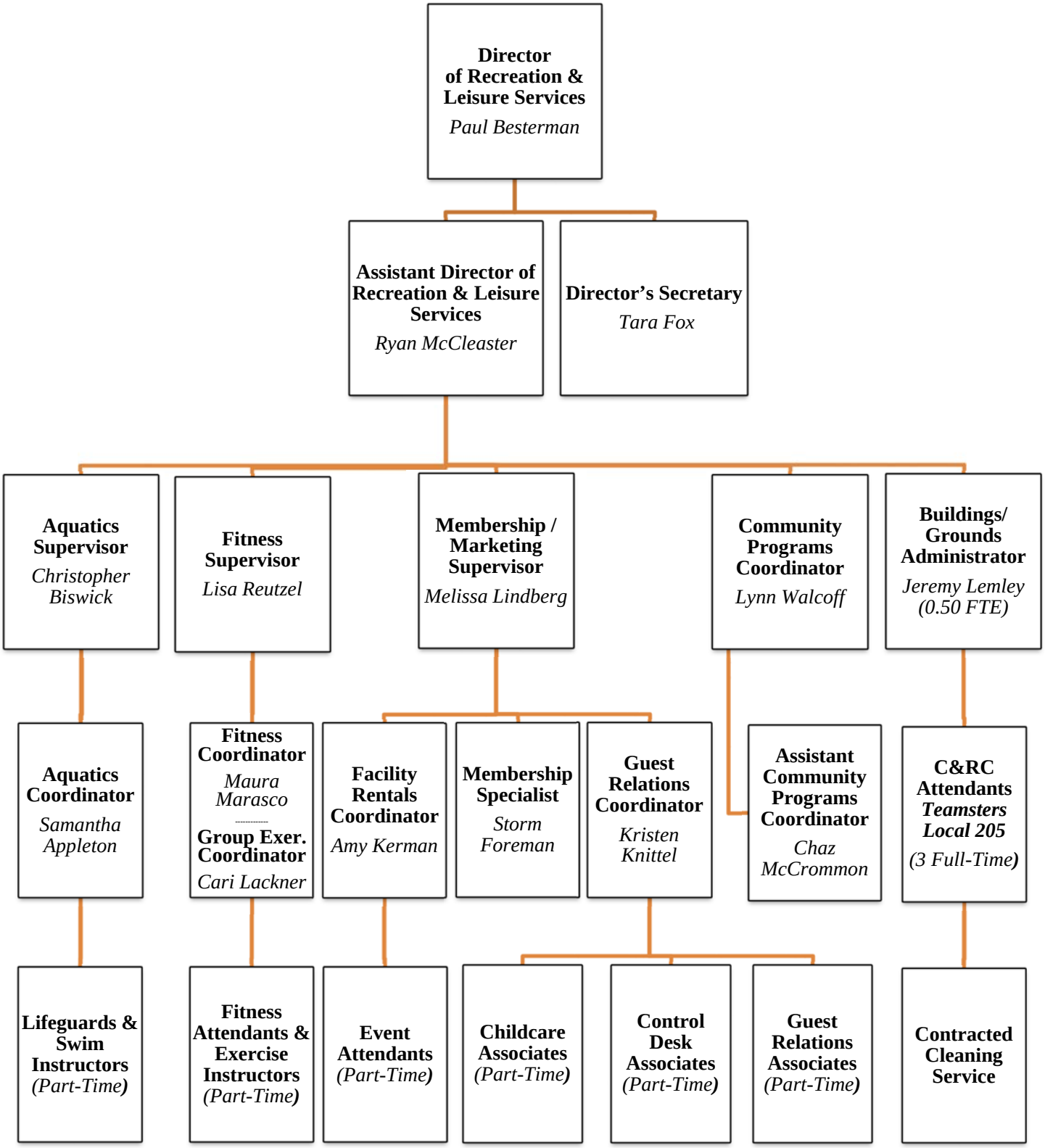
Director of Recreation & Leisure Services
Paul Besterman
Assistant Director of Recreation & Leisure Services
Ryan McCleaster
Director's Secretary
Tara Fox
Aquatics Supervisor
Christopher Biswick
Fitness Supervisor
Lisa Reutzel
Membership / Marketing Supervisor
Melissa Lindberg
Community Programs Coordinator
Lynn Walcoff
Buildings/ Grounds Administrator
Jeremy Lemley (0.50 FTE)
Aquatics Coordinator
Samantha Appleton
Fitness Coordinator
Maura Marasco
Group Exer. Coordinator
Cari Lackner
Facility Rentals Coordinator
Amy Kerman
Membership Specialist
Storm Foreman
Guest Relations Coordinator
Kristen Knittel
Assistant Community Programs Coordinator
Chaz McCrommon
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, five (5) ellipticals, and four (4) interactive bikes. For more 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, Turnover Rate (the number of times on average an individual enters the facility in a given month). Below are membership statistics for the 12-month period of September 2015 through August 2016:

Annual Memberships	**Sep-15**	**Oct-15**	**Nov-15**	**Dec-15**	**Jan-16**	**Feb-16**	**Mar-16**	**Apr-16**	**May-16**	**Jun-16**	**Jul-16**	**Aug-16**
Youth	70	67	67	64	67	66	69	68	68	72	71	72
Adult	485	487	480	483	485	473	480	487	503	513	513	510
Family	2,295	2,230	2,193	2,205	2,218	2,187	2,188	2,172	2,211	2,234	2,269	2,261
Senior	514	517	527	526	543	545	553	531	560	563	577	585
Total Annual Memberships	**3,364**	**3,301**	**3,267**	**3,278**	**3,313**	**3,271**	**3,290**	**3,258**	**3,342**	**3,382**	**3,430**	**3,428**
Individual Members												
3-Month Members	88	45	50	92	147	176	156	80	75	142	241	248
Annual Members	10,596	10,319	10,129	10,180	10,253	10,089	10,109	10,830	10,231	10,356	10,512	10,481
Total Individual Members	**10,684**	**10,364**	**10,179**	**10,272**	**10,400**	**10,265**	**10,265**	**10,910**	**10,306**	**10,498**	**10,753**	**10,729**
Turnover Rate / Membership Pass Scans												
Indoor Scanning Stations	3,214	21,327	24,557	25,655	31,498	31,904	30,842	28,268	28,485	27,329	26,405	22,164
Outdoor Scanning Stations	19,385		-	-	-	-	-	-	1,927	11,679	11,868	9,706
Total Membership Scans	**22,599**	**21,327**	**24,557**	**25,655**	**31,498**	**31,904**	**30,842**	**28,268**	**30,412**	**39,008**	**38,273**	**31,870**

MEMBERSHIP & MARKETING OVERVIEW (continued)

In 2016, the annual membership base reached a high of 3,430 memberships, while the number of individuals having access to the facility reached 10,753. 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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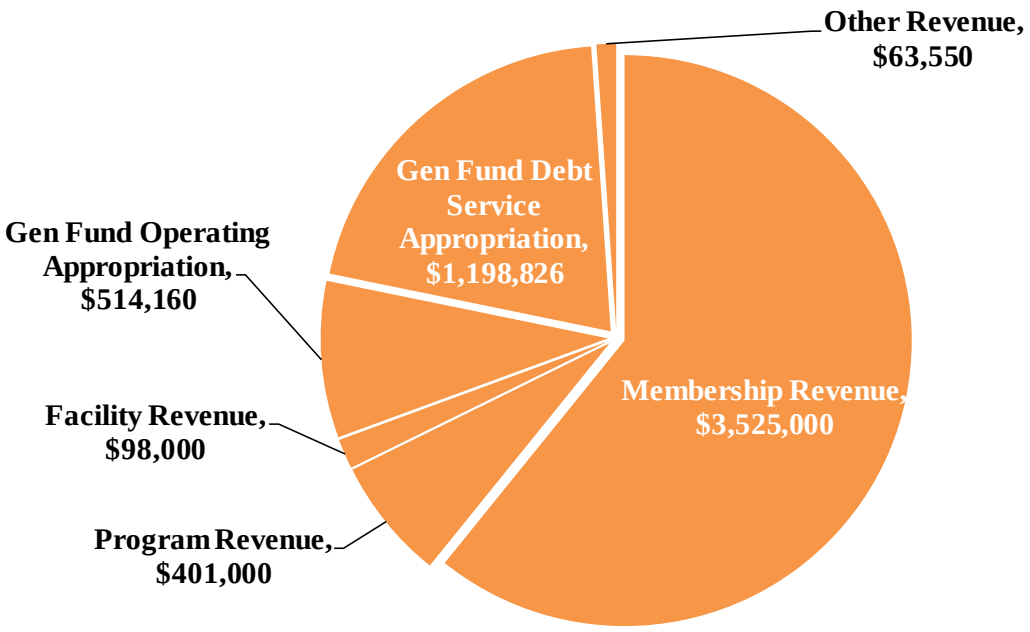
	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Operating Revenue					
53-00-000-??????-000					
Membership Revenue					
350003 Combined Memberships	$ 3,033,528	$ 3,177,416	$ 3,050,000	$ 3,150,000	$ 3,150,000
350004 Daily Admissions	197,568	270,625	205,000	285,000	285,000
350005 Three Month Memberships	107,750	93,196	90,000	90,000	90,000
Program Revenue					
367003 Fitness Programs	128,009	126,514	135,000	125,000	130,000
367017 Aquatic Programs	265,555	258,413	260,000	260,000	265,000
367022 Misc. Self Supporting Fees	1,489	19,327	8,000	6,000	6,000
Facility Revenue					
380010 Non-Aquatic Facility Fees	14,083	10,320	10,000	10,500	11,000
380011 Aquatic Facility Fees	80,189	87,134	80,000	80,000	85,000
380012 Party Rental Extra Fees	625	1,580	1,800	3,041	2,000
Other Revenue					
360008 General Fund Appropriation	419,595	438,378	490,218	484,379	514,160
370001 Babysitting Services	27,044	26,237	25,000	27,000	27,000
370010 Vending Revenue	8,619	8,566	6,500	7,000	7,500
370020 Indoor Facility Misc. Rev.	30,686	28,966	26,000	26,000	26,000
370021 Outdoor Pool Misc. Rev.	537	585	550	550	550
Total Operating Revenue	**$ 4,315,277**	**$ 4,547,257**	**$ 4,388,068**	**$ 4,554,470**	**$ 4,599,210**



	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Indoor Facility Operating Expenses					
53-50-501-500???-000					
Indoor Personal Services					
101 Full-Time Wages	$ 667,852	$ 674,299	$ 763,203	$ 717,613	$ 822,204
110 Overtime Wages	8,913	8,978	9,000	10,050	7,800
120 Part-Time Wages	698,651	736,068	761,800	773,150	772,700
162 Group Life Insurance	5,280	8,051	6,590	4,200	5,105
163 Medical Insurance	180,157	186,346	214,959	214,959	245,236
164 Workers' Compensation	68,348	73,224	72,444	72,444	86,698
166 Pension Costs	42,076	44,764	47,562	47,562	52,122
167 Long-term Disability Insurance	1,783	1,919	2,910	2,100	2,409
168 Post Retirement Plan	1,446	1,450	1,450	1,450	2,000
198 Social Security Expense	102,965	105,992	117,351	114,812	122,607
Total Indoor Personal Services	**$ 1,777,471**	**$ 1,841,091**	**$ 1,997,269**	**$ 1,958,340**	**$ 2,118,881**
Indoor Contractual Services					
220 Liability Insurance	$ 36,936	$ 43,733	$ 44,400	$ 44,400	$ 46,300
230 Association Dues	6,892	9,425	12,100	12,100	12,100
231 Travel & Conference Expense	7,306	8,362	16,250	16,250	16,250
232 Personnel Training	2,293	1,522	2,500	2,500	2,500
240 Water and Sewerage	42,143	36,681	42,000	42,000	42,000
241 Natural Gas	66,016	51,437	66,000	66,000	66,000
242 Electricity	229,177	255,033	240,000	240,000	240,000
243 Telephone	1,177	1,663	1,700	1,700	1,700
250 Repairs & Maint.-Office Equip.	18,208	22,115	20,000	20,000	20,000
251 Repairs & Maint.-Rec. Equip.	8,575	9,532	10,000	10,000	10,000
255 Building Maintenance	35,561	57,064	90,000	90,000	95,000
256 Pool Maintenance	41,757	27,829	45,000	45,000	60,000
259 Flooring Replacements/Imprvmts.	26,140	41,923	50,000	50,000	55,000
262 Uniforms	5,503	2,459	8,000	8,000	8,000
275 Printing & Duplicating	22,718	18,991	26,500	26,500	26,500
278 Postage	3,303	4,617	5,500	5,500	5,600
290 Other Contractual Services	183,396	195,119	235,000	235,000	346,000
297 Interest Expense	18	-	1,000	1,000	1,000
298 Credit Card Fees	84,228	91,818	90,000	90,000	90,000
299 Internet Connection Costs	12,320	12,524	13,000	13,000	13,000
Total Indoor Contractual Services	**$ 833,667**	**$ 891,847**	**$ 1,018,950**	**$ 1,018,950**	**$ 1,156,950**

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	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Indoor Commodities					
300 Office Furniture & Equipment	$ 1,218	$ 1,443	$ 3,500	$ 3,500	$ 3,500
301 Expendable Office Supplies	16,748	15,448	18,500	18,500	18,500
302 Books & Subscriptions	-	188	200	200	200
304 Publicity Material/Marketing	44,871	57,728	73,500	73,500	73,500
306 Building Maintenance Supplies	48,142	48,968	67,000	67,000	67,000
307 Tools & Equipment	20,890	19,909	20,000	20,000	20,000
326 Department Specific Supplies	22,768	28,549	30,000	30,000	30,000
329 Pool Chemicals	22,601	20,100	27,000	27,000	27,000
390 Other Supplies	7,749	6,970	12,200	12,200	12,200
Total Indoor Commodities	**$ 184,987**	**$ 199,303**	**$ 251,900**	**$ 251,900**	**$ 251,900**
Distributed Costs					
602 Depreciation Expense - Equipment	$ 146,139	$ 94,673	$ 255,600	$ 255,600	$ 150,000
603 Dist. Data Processing Costs	36,802	32,360	48,153	48,153	50,704
Total Distributed Costs	$ 182,941	$ 127,033	$ 303,753	$ 303,753	$ 200,704
Total Indoor Facility Operating Exp.	**$ 2,979,066**	**$ 3,059,274**	**$ 3,571,872**	**$ 3,532,943**	**$ 3,728,435**
Outdoor Pool Facility Operating Expenses					
53-50-510-500???-???					
Outdoor Personal Services					
120 Part-Time Wages	$ 84,411	$ 83,963	$ 88,000	$ 85,000	$ 88,500
198 Social Security Expense	6,457	6,369	6,732	6,503	6,770
Total Outdoor Personal Services	**$ 90,868**	**$ 90,332**	**$ 94,732**	**$ 91,503**	**$ 95,270**
Outdoor Contractual Services					
232 Personnel Training	$ 603	$ -	$ 700	$ 700	$ 700
240 Water and Sewerage	6,479	16,081	11,000	11,000	11,000
256 Pool Maintenance	12,616	22,817	30,000	30,000	35,000
262 Uniforms	2,041	571	2,000	2,000	2,000
275 Printing & Duplicating	30	-	-	-	-
290 Other Contractual Services	-	100	-	-	50,000
Total Outdoor Contractual Services	**$ 21,769**	**$ 39,569**	**$ 43,700**	**$ 43,700**	**$ 98,700**

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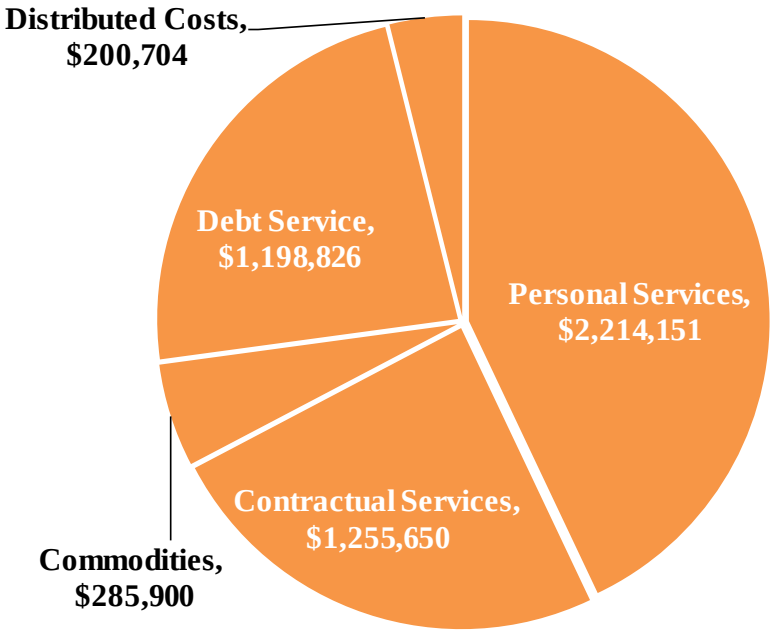
	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Outdoor Commodities					
306 Pool Maintenance Supplies	8,730	2,669	10,000	10,000	10,000
326 Aquatics Supplies	7,061	6,505	8,500	8,500	9,000
329 Pool Chemicals	12,876	3,985	13,000	13,000	13,500
390 Other Supplies	979	1,353	1,500	1,500	1,500
Total Outdoor Commodities	**$ 29,646**	**$ 14,512**	**$ 33,000**	**$ 33,000**	**$ 34,000**
Total Outdoor Facility Operating Exp.	**$ 142,283**	**$ 144,413**	**$ 171,432**	**$ 168,203**	**$ 227,970**
Total Operating Expenses	**$ 3,121,349**	**$ 3,203,687**	**$ 3,743,304**	**$ 3,701,146**	**$ 3,956,405**
Total Operating Income (Loss)	**$ 1,193,928**	**$ 1,343,570**	**$ 644,764**	**$ 853,324**	**$ 642,805**



BUDGETARY COMMENT

The Community & Recreation Center completed its seventh full year of operations in 2016. The 2017 membership revenue is budgeted to remain in line with 2016 actual projections.

NON-OPERATING REVENUES & EXPENSES

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Non-Operating Revenues					
53-00-000-??????-???					
345001-000 Interest on Investments	$ 1,698	$ 887	$ 1,200	$ 2,000	$ 2,500
360008-000 Transfer In-Debt Service	1,175,383	1,180,158	1,173,766	1,173,766	1,198,826
Total Non-Operating Revenues	**$ 1,177,081**	**$ 1,181,045**	**$ 1,174,966**	**$ 1,175,766**	**$ 1,201,326**
Non-Operating Expenses					
53-50-501-500???-???					
501-000 Bond Payments-Principal	$ 417,179	$ 434,277	$ 444,535	$ 444,535	$ 553,959
501-001 Bonds Payable Allocation	(417,179)	(434,277)	(444,535)	(444,535)	(553,959)
511-000 Bond Payments-Interest	758,204	745,882	729,231	729,231	644,867
Total Non-Operating Expenses	**$ 758,204**	**$ 745,882**	**$ 729,231**	**$ 729,231**	**$ 644,867**
Total Non-Operating Rev. (Expenses)	**$ 418,877**	**$ 435,163**	**$ 445,735**	**$ 446,535**	**$ 556,459**

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.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Revenue					
54-00-000-??????-000					
360053 Transfer from C&RC Fund	$ 1,195,626	$ 1,344,457	$ 645,964	$ 855,324	$ 645,305
360602 Depreciation Credit	146,139	94,673	255,600	255,600	150,000
Total Revenue	**$ 1,341,765**	**$ 1,439,130**	**$ 901,564**	**$ 1,110,924**	**$ 795,305**

C&RC CAPITAL PROJECTS ACCOUNT (Continued)

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Expenses					
C&RC Administration					
54-50-501-500600-???					
001 Comm. Room Furniture	$ -	$ -	$ 5,000	$ 5,000	$ 5,000
097 Building Logo	-	-	30,000	30,000	-
098 General Furniture	4,588	-	15,000	15,000	15,000
099 Computer Equipment	2,297	1,620	221,000	27,000	92,700
Total C&RC Administration	**$ 6,885**	**$ 1,620**	**$ 271,000**	**$ 77,000**	**$ 112,700**
C&RC Fitness					
54-50-501-500600-???					
302 Treadmills	$ -	$ 54,082	$ 18,800	$ 18,800	$ -
303 Ellipticals	20,949	38,998	37,000	37,000	32,000
304 Upright Bikes	-	-	24,000	24,000	-
306 Other Cardio Equipment	15,529	680	22,500	25,572	55,000
321 Expresso Bikes	-	22,996	-	-	-
Total C&RC Fitness	**$ 36,478**	**$ 116,756**	**$ 102,300**	**$ 105,372**	**$ 87,000**
C&RC Aquatics					
54-50-501-500600-???					
401 Chaise Lounge Chairs	$ -	$ 4,545	$ 5,000	$ 5,000	$ 5,000
420 Swim Suit Dryer	-	-	3,500	3,500	3,500
421 Pool Equipment	-	16,625	9,800	9,800	3,500
Total C&RC Aquatics	**$ -**	**$ 21,170**	**$ 18,300**	**$ 18,300**	**$ 12,000**
C&RC Maintenance					
54-50-501-500600-???					
503 Floor & Gym Scrubber	$ -	$ -	$ 10,000	$ -	$ -
505 Pool Maintenance & Repairs	-	8,277	20,000	-	-
506 Flooring Replacement	-	-	5,000	-	-
507 Facility Painting	-	-	15,000	-	-
508 Other General Equipment	-	7,878	37,000	37,000	10,000
509 Building Improvements	-	-	2,000,000	-	300,000
Total C&RC Maintenance	**$ -**	**$ 16,155**	**$ 2,087,000**	**$ 37,000**	**$ 310,000**
Total Expenses	**$ 43,363**	**$ 155,701**	**$ 2,478,600**	**$ 237,672**	**$ 521,700**

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
2017	2.00%/1.182	$ 553,959	$ 644,867	$ 1,198,826
2018	1.15%/1.466	523,184	678,449	1,201,633
2019	4.00%	533,442	664,486	1,197,928
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	**$ 19,221,010**	**$ 9,703,293**	**$ 28,924,303**

TRI-COMMUNITY SOUTH EMS FUND

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Fund Balance	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Revenue	3,107,872	3,308,434	2,932,000	3,120,019	3,216,000
Expenditures	(3,107,872)	(3,308,434)	(2,932,000)	(3,120,019)	(3,216,000)
Ending Fund Balance	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**

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 Services 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 Emergency Medical Services Institute (EMSI), one of 16 regional EMS Councils in the Commonwealth of Pennsylvania.

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) medical command vehicle and one (1) medical response vehicle. 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.

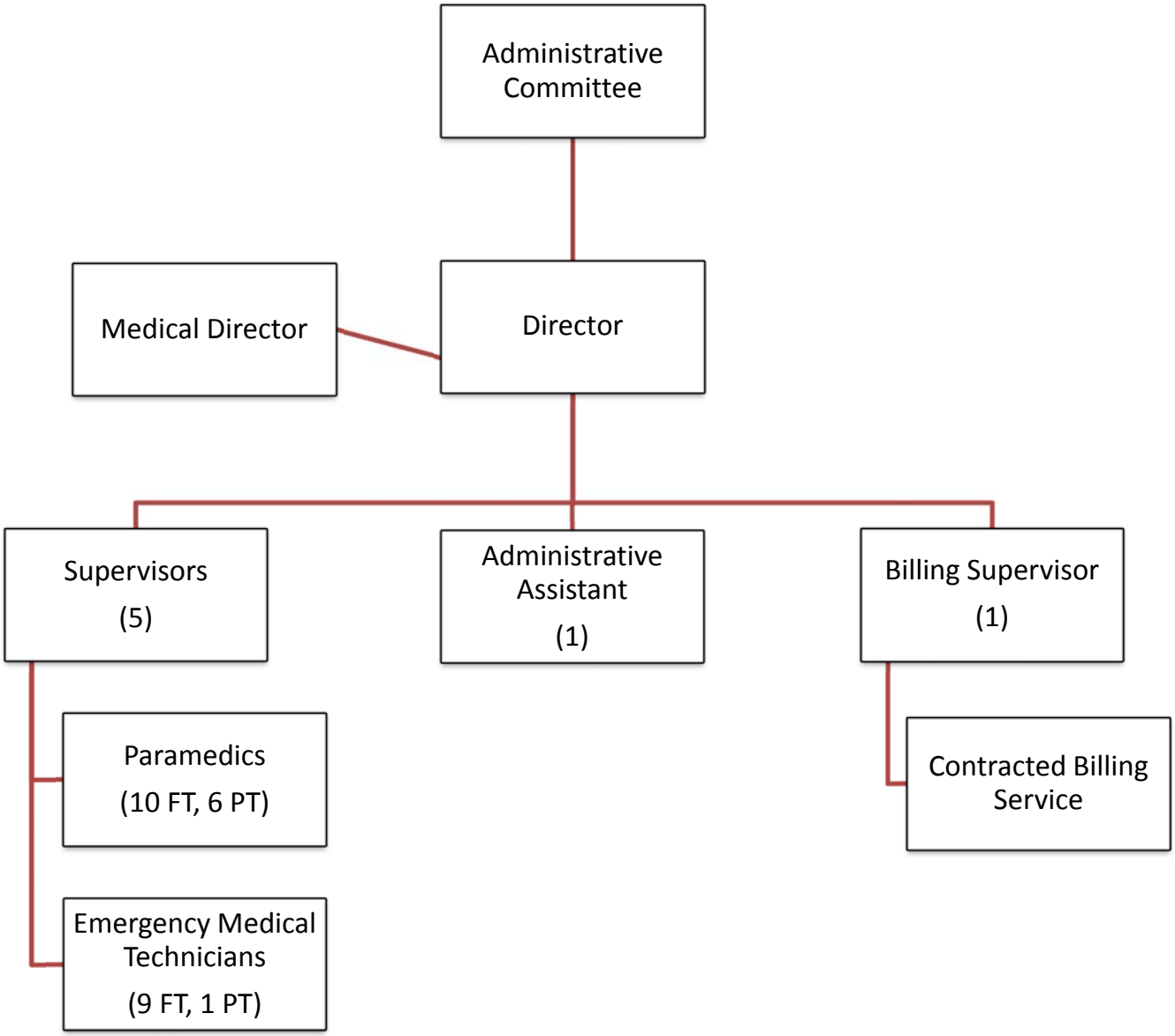
DEPARTMENT STATISTICS AND BENCHMARKS

The number of calls for service and transports provided by the system for the past several years is summarized below:

Category	2010	2011	2012	2013	2014	2015	Nov-16
Calls for Service	6,616	6,850	7,052	6,584	6,754	7,169	6,474
Transports	5,322	5,444	5,566	6,353	5,399	5,699	5,058
Advanced Life Support	3,981	3,901	4,064	3,662	3,865	4,204	3,809
Basic Life Support	1,350	1,543	1,501	1,459	1,534	1,495	1,249

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, three (3) Paramedic Crew Chiefs, eleven (11) full-time Paramedics, nine (9) full-time Emergency Medical Technicians, six (6) part-time Paramedics, and one (1) part-time Emergency Medical Technician.



PROGRAM REVENUE

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Revenue					
90-00-000-??????-000					
320400 Subscriptions	$ 440,490	$ 424,350	$ 465,000	$ 463,000	$ 473,500
355710 Non-Subscriber Billings	1,512,339	1,683,761	1,400,000	1,540,000	1,602,000
356720 Subscriber Billings	923,967	952,677	865,000	875,000	911,000
360013 PA State Pension Grant	51,903	63,206	62,000	64,866	64,000
367006 CPR Program Fees	39,182	36,178	35,000	37,300	37,000
367007 CPR Material Reimbursements	53,570	56,585	40,000	56,100	50,000
367021 NETS Revenue	10,654	9,880	10,000	2,500	2,500
367072 Outside Detail	31,204	39,913	20,000	34,000	30,000
380022 Employee Health Ins. Reimb.	10,815	9,132	20,000	18,000	18,500
380890 Donations	27,509	25,258	10,000	21,353	21,500
380099 Miscellaneous Revenue	6,239	7,494	5,000	7,900	6,000
Total Revenue	**$ 3,107,872**	**$ 3,308,434**	**$ 2,932,000**	**$ 3,120,019**	**$ 3,216,000**

PROGRAM EXPENDITURES

Expenditures					
90-20-204-500???-000					
Personal Services					
101 Full-Time Wages	$ 1,296,628	$ 1,331,792	$ 1,403,967	$ 1,334,766	$ 1,455,230
111 Overtime Wages	62,675	59,313	60,000	55,000	60,000
120 Part-Time Wages	84,152	109,764	80,000	112,700	116,000
153 Holiday Pay	44,949	45,983	48,000	48,000	49,500
161 Continuing Education	-	1,054	3,000	3,000	3,000
162 Group Life Insurance	7,308	5,120	8,000	6,800	7,050
163 Medical Insurance	339,585	336,125	393,750	359,779	387,352
164 Workers' Compensation	87,619	82,812	81,535	84,253	88,500
165 Unemployment Compensation	3,061	732	3,500	4,000	25,000
166 Pension Costs	67,516	72,998	74,168	66,738	74,675
167 Long-term Disability Insurance	3,812	3,475	4,400	3,500	4,250
172 Outside Detail	30,308	29,317	20,000	25,000	25,000
198 Social Security Expense	115,332	119,348	121,785	120,523	128,550
Total Personal Services	$ 2,142,945	$ 2,197,833	$ 2,302,105	$ 2,224,059	$ 2,424,107

PROGRAM EXPENDITURES (Continued)

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Contractual Services					
210 Professional Services-Legal	$ 24,436	$ 14,452	$ 50,000	$ 50,000	$ 50,000
220 Liability Insurance	44,242	41,421	46,000	48,300	44,200
222 Vehicle Insurance	18,410	18,757	19,500	24,000	21,000
232 Conference & Training Expense	2,809	2,924	6,000	6,000	6,000
240 Water and Sewerage	4,004	4,128	4,400	4,400	5,000
241 Natural Gas	3,289	3,688	4,000	3,200	3,800
242 Electricity	12,083	14,220	12,500	13,000	14,000
243 Telephone	8,936	8,942	10,500	10,500	10,500
254 Vehicle Repairs & Maintenance	6,582	4,672	10,000	10,000	10,000
255 Building Repairs & Maintenance	4,955	11,648	8,000	8,000	9,000
257 Radio & Other Equip. Mte	253	2,126	3,500	3,800	3,500
265 Equipment Rental	20,305	12,858	16,000	13,500	15,000
270 CPR Instruction Pay	10,148	6,816	12,500	8,000	8,000
278 Postage	7,445	7,466	7,000	9,000	7,000
280 Travel & Mileage Expense	3,074	4,491	4,000	4,000	4,000
281 CPR Mileage Reimbursement	(261)	5	500	500	500
289 Administrative Services	50,000	50,000	50,000	50,000	55,000
290 Other Contractual Services	61,085	66,616	173,100	65,000	190,000
291 Subscription Services	21,898	21,163	27,000	22,100	23,500
Total Contractual Services	$ 303,693	$ 296,393	$ 464,500	$ 353,300	$ 480,000
Commodities					
301 Expendable Office Supplies	$ 5,558	$ 6,544	$ 6,000	$ 6,000	$ 6,000
304 Publicity Materials	1,285	2,152	2,500	2,500	2,500
307 Ambulance Equip. Supplies	2,513	2,392	5,000	3,000	4,000
308 CPR Program Supplies	45,700	40,373	40,000	50,000	50,000
314 Medical Supplies	6,191	2,160	8,000	14,700	8,000
328 Maintenance Supplies	1,359	712	2,000	2,000	2,000
340 Vehicle Supplies	11,398	12,951	15,000	15,000	15,000
341 Fuels and Lubricants	43,049	34,856	45,000	30,000	38,000
351 Clothing Allowance	10,955	4,742	15,000	15,000	12,000
390 Other Supplies	5,701	2,728	10,000	5,100	6,000
Total Commodities	$ 133,709	$ 109,610	$ 148,500	$ 143,300	$ 143,500
Capital Equipment Transfer					
903 Transfer to Capital Reserve	$ 527,525	$ 704,598	$ 16,895	$ 399,360	$ 168,393
Total Capital Equipment	$ 527,525	$ 704,598	$ 16,895	$ 399,360	$ 168,393
Total Expenditures	**$ 3,107,872**	**$ 3,308,434**	**$ 2,932,000**	**$ 3,120,019**	**$ 3,216,000**

BUDGETARY COMMENT

The 2017 Budget is $284,000, or 9.7%, more than the 2016 Budget. The increase is due mostly to an increase in the amount of the transfer to the Capital Reserve fund. Other factors include increases in personal services and contractual services costs.

SUPPLEMENTARY INFORMATION

Tri-Community South EMS Vehicles

	Asset Tag	Year	Make	Model	Mileage (10-14-2016)	Age in Years	Condition	Anticipated Replacement Year
Ambulances								
1	2016 TBD	2016	Ford	AMB	8,177	1	New	TBD
2	2016 TBD	2016	Ford	AMB	7,084	1	New	TBD
3	2016 TBD	2016	Ford	AMB	10,289	1	New	TBD
4	2013 016	2013	Ford	AMB	69,238	4	Good	TBD
5	2013 017	2013	Ford	AMB	69,569	4	Good	TBD
6	2013 018	2013	Ford	AMB	69,884	4	Good	TBD
Other Emergency Vehicles								
1	2007 075	2007	Chevy	Suburban	36,719	10	Good	TBD
2	2002 066	2003	Chevy	Suburban	51,732	14	Fair	TBD

TRI-COMMUNITY SOUTH EMS

CAPITAL RESERVE FUND

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Fund Balance	$ 1,828,696	$ 2,308,255	$ 2,901,702	$ 2,901,702	$ 2,687,316
Revenue	538,889	715,683	125,895	501,841	175,393
Expenditures	(59,330)	(122,236)	(652,000)	(716,227)	(104,400)
Ending Fund Balance	**$ 2,308,255**	**$ 2,901,702**	**$ 2,375,597**	**$ 2,687,316**	**$ 2,758,309**

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.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Revenue					
91-00-000-??????-000					
345001 Interest Revenue	$ 388	$ 5,801	$ 5,000	$ 5,000	$ 5,000
360005 PA VFC Grant	-	1,710	6,000	7,202	-
360009 Transfer from TCS EMS Fund	527,525	704,598	16,895	399,360	168,393
360012 Bethel Park Donation-RAD	-	-	6,000	1,500	1,000
360013 South Park Donation-RAD	1,880	3,574	1,500	2,026	500
360014 Upper St. Clair Donation-RAD	9,096	-	7,500	753	500
380010 Sale of Property	-	-	83,000	86,000	-
Total Revenue	**$ 538,889**	**$ 715,683**	**$ 125,895**	**$ 501,841**	**$ 175,393**
Expenditures					
91-20-206-500???-000					
401 Medical Equipment	$ -	$ -	$ 15,000	$ -	$ -
402 Vehicles/Ambulance Equip	-	-	570,000	638,196	59,500
403 Life Paks	34,852	46,004	35,000	35,000	-
404 Computer Equipment	14,544	12,213	20,000	26,500	23,600
405 Furniture & Equipment	-	-	6,000	6,000	6,300
406 Copier Equipment	8,994	-	-	-	-
415 EMSOF Grant Equipment	(2,284)	2,629	-	-	-
416 VFC Grant Equipment	3,224	1,190	6,000	10,531	-
420 EMS Base & Security Renov.	-	60,200	-	-	15,000
Total Expenditures	**$ 59,330**	**$ 122,236**	**$ 652,000**	**$ 716,227**	**$ 104,400**

BUDGETARY COMMENT

The 2017 Budget includes funds to purchase ambulance and computer and ambulance equipment.

SINKING FUNDS

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenue	3,174,935	3,142,152	3,147,467	3,131,096	3,586,026
Expenditures	(3,174,935)	(3,142,152)	(3,147,467)	(3,131,096)	(3,586,026)
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 General Obligation Bond Issues of 2008, 2011 and 2012 and the General Obligation Note of 2015.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Revenue					
Transfer from General Fund	$ 1,152,094	$ 1,084,278	$ 1,122,131	$ 1,122,131	$ 1,306,511
Transfer from Sanitary Sewer Fund	847,458	877,715	851,570	835,199	1,080,689
Transfer from Boyce Mayview C&RC Fund	1,175,383	1,180,159	1,173,766	1,173,766	1,198,826
Total Revenue	**$ 3,174,935**	**$ 3,142,152**	**$ 3,147,467**	**$ 3,131,096**	**$ 3,586,026**
Expenditures					
2008 General Obligation Bonds-Principal	610,000	635,001	650,000	650,000	-
2009 General Obligation Bonds-Principal	630,000	650,000	-	-	-
2011 General Obligation Bonds-Principal	75,000	75,000	80,000	80,000	80,000
2012 General Obligation Bonds-Principal	5,000	5,000	20,000	20,000	270,000
2015 General Obligation Note-Principal	-	-	710,000	710,000	710,000
2016 General Obligation Bonds-Principal	-	-	-	-	880,000
2008 General Obligation Bonds-Interest	1,133,588	1,127,938	1,051,923	1,035,552	-
2009 General Obligation Bonds-Interest	134,270	63,198	-	-	-
2011 General Obligation Bonds-Interest	306,670	305,657	304,783	304,783	303,682
2012 General Obligation Bonds-Interest	280,407	280,358	280,232	280,232	276,083
2015 General Obligation Note-Interest	-	-	50,529	50,529	40,312
2016 General Obligation Bonds-Interest	-	-	-	-	1,025,949
Total Expenditures	**$ 3,174,935**	**$ 3,142,152**	**$ 3,147,467**	**$ 3,131,096**	**$ 3,586,026**

BUDGETARY COMMENT

Total estimated debt payments for 2017 are budgeted to increase by $438,559 from the 2016 Budget for two main reasons. A previously programmed jump in the debt service schedule for the 2012 Bonds is responsible for most of the increase. Another contributing factor is debt that was issued for the Brush Run force main project as part of the 2016 Bonds.

DEBT AND DEBT LIMITS

The following table shows the net debt of the Township as of December 31, 2016 including premiums and discounts:

Electoral Debt	$ -
Nonelectoral Debt	
General Obligation Bonds of 2011	9,835,000
General Obligation Bonds of 2012	9,895,000
General Obligation Note of 2015	2,840,000
General Obligation Bonds of 2016	30,560,000
Total Nonelectoral Debt	**53,130,000**
Add: Lease Rental Debt	-
Total Gross Indebtedness	**53,130,000**
Less: Debt Excluded as self-liquidating or separately stated pursuant to §8242(a) of the Debt Act	(15,820,000)
Net Nonelectoral and Lease Rental Debt	**$ 37,310,000**

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 2014 Comprehensive Annual Financial Report is as follows:

Arithmetic Average (Borrowing Base)	**$ 31,343,238**

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)	$ 78,358,095	$ 37,310,000	$ 41,048,095
Nonelectoral and Lease Rental Debt Limit (350% of Borrowing Base)	$ 109,701,333	$ 37,310,000	$ 72,391,333

TOWNSHIP GENERAL OBLIGATION DEBT OVERVIEW

1. General Obligation Bonds of 2011

On November 15, 2011, the Township elected to call all bonds associated with the 2006 general obligation bond issue and refund them with 2011 general obligation bonds. The Township refunded the 2006 general obligation bond issue with one set of taxable bonds for $210,000 and one set of tax-exempt bonds for $9,995,000. The taxable bonds bore coupon interest rates between 1.25-1.75% and were retired in 2014. The tax exempt bonds bear coupon interest rates between 1.00-3.80% and the principal will be paid by 2033.

2. General Obligation Bonds of 2012

In February 2012, the Township issued $9,925,000 in general obligation bonds to refund the remaining portion of the 2007 general obligation bond issue. The bonds bear coupon interest rates between 1.00-3.60% and the principal will be paid by 2036.

3. 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.

4. 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 bear coupon interest rates between 1.182-1.466% and the principal will be paid by 2018.

LONG-TERM DEBT SERVICE SCHEDULES

TOWNSHIP OF UPPER ST. CLAIR
RETIREMENT OF PRINCIPAL
AS OF DECEMBER 31, 2016

Bond Series	Principal Outstanding at 1/1/2016	Principal Incurred in 2016	Principal Paid in 2016	Principal Outstanding at 12/31/2016
2008 General Obligation Bonds	28,230,000	-	(28,230,000)	-
2011 General Obligation Bonds	9,915,000	-	(80,000)	9,835,000
2012 General Obligation Bonds	9,915,000	-	(20,000)	9,895,000
2015 General Obligation Note	3,550,000	-	(670,000)	2,880,000
2016 General Obligation Bonds	-	30,560,000	-	30,560,000
Total Long Term Debt-Principal	**$ 51,610,000**	**$ 30,560,000**	**$ (29,000,000)**	**$ 53,170,000**

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LONG-TERM DEBT SERVICE SCHEDULES (Continued)

I. BONDED INDEBTEDNESS

Issue:	2011 General Obligation Bonds
Date:	November 15, 2011
Principal Amount:	$ 9,995,000 (Non-Taxable Bonds), $ 210,000 (Taxable Bonds)
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2006 General Obligation Bond Issue.

2011 General Obligation Bonds
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2017	1.500%	$ 80,000	$ 303,682	$ 383,682
2018	1.800%	80,000	302,363	382,363
2019	2.000%	85,000	300,792	385,792
2020	2.250%	90,000	298,930	388,930
2021	2.450%	865,000	287,321	1,152,321
2022	2.600%	895,000	265,090	1,160,090
2023	2.750%	910,000	240,943	1,150,943
2024	3.000%	940,000	214,330	1,154,330
2025	3.100%	965,000	185,272	1,150,272
2026	3.200%	1,000,000	154,315	1,154,315
2027	3.300%	1,035,000	121,238	1,156,238
2028	3.400%	1,070,000	85,970	1,155,970
2029	3.600%	340,000	61,660	401,660
2030	3.600%	350,000	49,240	399,240
2031	3.800%	365,000	36,005	401,005
2032	3.800%	375,000	21,945	396,945
2033	3.800%	390,000	7,410	397,410
	Total	**$ 9,835,000**	**$ 2,936,506**	**$ 12,771,506**

LONG-TERM DEBT SERVICE SCHEDULES (Continued)

II. BONDED INDEBTEDNESS

Issue:	2012 General Obligation Bonds
Date:	February 6, 2012
Principal Amount:	$ 9,925,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2007 General Obligation Bond Issue.

2012 General Obligation Bonds
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2017	3.000%	$ 270,000	$ 276,083	$ 546,083
2018	1.200%	275,000	270,382	545,382
2019	1.450%	280,000	266,703	546,703
2020	1.625%	280,000	262,397	542,397
2021	1.850%	325,000	257,116	582,116
2022	2.000%	320,000	250,910	570,910
2023	2.100%	340,000	244,140	584,140
2024	2.200%	350,000	236,720	586,720
2025	2.625%	355,000	228,211	583,211
2026	2.625%	365,000	218,761	583,761
2027	2.625%	370,000	209,114	579,114
2028	3.000%	385,000	198,482	583,482
2029	3.000%	1,160,000	175,308	1,335,308
2030	3.000%	1,195,000	139,982	1,334,982
2031	3.100%	1,230,000	102,993	1,332,993
2032	3.450%	355,000	77,804	432,804
2033	3.450%	140,000	69,265	209,265
2034	3.450%	610,000	56,327	666,327
2035	3.500%	635,000	34,692	669,692
2036	3.600%	655,000	11,790	666,790
	Total	**$ 9,895,000**	**$ 3,587,180**	**$ 13,482,180**

LONG-TERM DEBT SERVICE SCHEDULES (Continued)

III. 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
2017	1.400%	$ 685,000	$ 79,714	$ 764,714
2018	1.400%	710,000	59,303	769,303
2019	1.400%	730,000	36,972	766,972
2020	1.400%	755,000	12,646	767,646
	Total	**$ 2,880,000**	**$ 188,635**	**$ 3,068,635**

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LONG-TERM DEBT SERVICE SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

Issue:	2016 General Obligation Bonds, Series A & B
Date:	December 22, 2016
Principal Amount:	$30,560,000 ($29,485,000 – Series A; $1,075,000 – Series B)
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
2017	2.00%/1.182%	$ 880,000	$ 1,025,950	$ 1,905,950
2018	1.15%/1.466%	830,000	1,079,166	1,909,166
2019	4.00%	845,000	1,057,075	1,902,075
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	**$ 30,560,000**	**$ 15,529,979**	**$ 46,089,979**

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

&

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 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

&

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 2016, 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 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 2011, 2012 and 2016 and 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	2016 Staff Level	2017 Staff Level	Increase/(Decrease)
Administration	8	8	0

Explanation: No staff level changes in 2017.

Finance	3.5	3.5	0

Explanation: No staff level changes in 2017.

Information Technology	6	6	0

Explanation: No staff level changes in 2017.

Police	35	35	0

Explanation: No staff level changes in 2017.

Community Development	5	6	1

Explanation: Replaced a part-time employee with a full-time employee, returning to the previous staffing level of two full-time department secretaries.

Public Works - Administration	9	8.5	(0.5)
Public Works - Laborers	24	24	0

Explanation: Converted the Buildings/Grounds & Sustainability Coordinator into a Buildings/Grounds Administrator position that is shared between Public Works and Recreation. The resulting net change in staffing is a 0.50 position reduction.

Recreation	18.5	18.0	(0.5)

Explanation: Eliminated the C&RC Building Maintenance Supervisor position and added a Buildings/Grounds Administrator position that is shared with between Public Works and Recreation. The resulting net change in staffing is a 0.50 position reduction.

Library	9	9	0

Explanation: No staff level changes in 2017.

STAFF LEVEL CHANGES – PART-TIME PERSONNEL

Administration	0	0	0
Community Development	2	1	(1)
Public Works - Summer Laborers	19	19	0
Recreation	405	405	0
Library	24	23	(1)

FULL-TIME POSITIONS

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
MANAGEMENT										
Township Manager	1	1	1	1	1	1	1	1	1	1
Assistant 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	1	1	1	0	0	0	0
Director of Public Works	1	1	1	1	1	1	1	1	1	1
Director of Planning & Community Development	0	0	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
Assistant Township Manager/Director of Community Development	1	1	0	0	0	0	0	0	0	0
Management Subtotal	**10**	**10**	**10**	**10**	**10**	**10**	**9**	**9**	**9**	**9**
ADMINISTRATION										
Executive Assistant - Office of the Township Manager	1	1	1	1	1	1	1	1	1	1
Administrative Assistant	2	2	2	3	3	3	3	3	3	3
Office Assistant	1	1	1	1	1	1	1	1	1	1
Employee Benefit Specialist	1	0	0	0	0	0	0	0	0	0
Human Resources Administrator	0	0	0	0	0	0	0	0	1	1
Administration Subtotal	**5**	**4**	**4**	**5**	**5**	**5**	**5**	**5**	**6**	**6**
FINANCE										
Accounting Manager	1	1	1	1	1	1	1	1	1	1
Payroll & Finance Accountant	1	1	1	1	1	0	0	0	0	0
Payroll Accountant	0	0	0	0	0	1	1	1	1	1
Finance/Recreation Accountant	0	0	0	0	0	0.5	0.5	0.5	0.5	0.5
Finance Assistant	1	0	0	0	0	0	0	0	0	0
Finance Subtotal	**3**	**2**	**2**	**2**	**2**	**2.5**	**2.5**	**2.5**	**2.5**	**2.5**
INFORMATION TECHNOLOGY										
Database/Support Technician	1	1	1	1	1	0	0	0	0	0
Operations & Network Administrator	1	1	1	1	1	1	1	1	1	1
Public Access Television Coordinator	0	0	0	0	1	1	1	1	1	1
Public Safety Technician	0	0	0	0	0	0	1	1	1	1
Support Technician I	1	1	1	1	1	2	2	2	2	2
Information Technology Subtotal	**3**	**3**	**3**	**3**	**4**	**4**	**5**	**5**	**5**	**5**

FULL-TIME POSITIONS (Continued)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
POLICE										
Uniformed Police Officer	25	26	25	26	26	26	26	27	27	27
Police Dispatcher	4	4	3	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	**32**	**33**	**31**	**33**	**33**	**33**	**33**	**34**	**34**	**34**
COMMUNITY DEVELOPMENT										
Planning & Zoning Administrator	1	0	0	0	0	0	0	0	0	0
Planning & Zoning Coordinator	0	0	0	0	0	1	1	1	1	1
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 Director of Community Development	1	1	1	1	1	1	0	0	0	0
Department Secretary	1	1	2	2	1	1	1	1	1	2
Community Development Subtotal	**5**	**4**	**5**	**5**	**4**	**5**	**4**	**4**	**4**	**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 Administrator	0	0	1	1	1	1	1	1	1	0
Buildings/Grounds Administrator	0	0	0	0	0	0	0	0	0	0.5
Park & Forestry Administrator	0	0	0	1	1	1	1	1	1	1
Department Coordinator	1	1	1	1	1	1	1	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
Superintendent of Parks/Buildings/Forester	1	1	0	0	0	0	0	0	0	0
Improvements Inspector/Technician	1	1	0	0	0	0	0	0	0	0
Department Secretary	0	0	0	0	0	0	0	1	1	1
Public Works Administration Subtotal	**8**	**8**	**7**	**8**	**8**	**8**	**8**	**8**	**8**	**7.5**
PUBLIC WORKS LABORERS										
Laborer	20	20	20	21	21	21	21	21	21	21
Mechanic	1	2	2	2	2	2	2	2	2	2
Working Foremen	3	1	0	0	0	0	0	0	0	0
Heavy Equipment Operator	0	1	1	1	1	1	1	1	1	1
Public Works Laborers Subtotal	**24**	**24**	**23**	**24**	**24**	**24**	**24**	**24**	**24**	**24**

FULL-TIME POSITIONS (Continued)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
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
Aquatics Supervisor	0	1	1	1	1	1	1	1	1	1
Building Maintenance Supervisor	0	1	1	1	1	1	1	1	1	0
Buildings/Grounds Administrator	0	0	0	0	0	0	0	0	0	0.5
Fitness Supervisor	0	1	1	1	1	1	1	1	1	1
Aquatics Coordinator	0	1	1	1	1	1	1	1	1	1
Guest Relations Coordinator	0	1	1	1	1	1	1	1	1	1
Membership Specialist	0	1	1	1	1	1	1	1	1	1
Group Exercise Coordinator	0	0	1	1	1	1	1	1	1	1
Exercise Psysiologist	0	2	1	1	1	0	0	0	0	0
Fitness Coordinator	0	0	0	0	0	1	1	1	1	1
Building Maintenance Custodian	0	0	2	2	2	2	2	2	3	3
Community Program Coordinator	1	1	1	1	1	1	1	1	1	1
Asst. Programs & Older Adults Coordinator	0	0	0	0	0	0	0	1	1	1
Office Secretary	1	1	1	1	1	1	1	1	1	1
Recreation Accountant	0	0	0	0	0.5	0.5	0.5	0.5	0.5	0.5
Facility/Banquet Rental Coordinator	0	0	0	1	1	1	1	1	1	1
Recreation Subtotal	**4**	**12**	**14**	**15**	**16**	**15.5**	**15.5**	**16.5**	**17.5**	**17.0**
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	0	0	1	1	1	1	1	1	1	0
Programs & Outreach Services Librarian	0	0	0	0	0	0	0	0	0	1
Acquisition Coordinator	0	0	0	0	0	0	0	0	0	0
Library Subtotal	**7**	**7**	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**

Total Full-Time Positions	**101**	**107**	**107**	**113**	**114**	**115**	**114**	**116**	**118**	**118**

PART-TIME POSITIONS

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
ADMINISTRATION										
Department Secretary	1	1	1	1	1	0	0	0	0	0
COMMUNITY DEVELOPMENT										
Fire Marshal	1	1	1	1	1	1	1	1	1	1
Department Secretary	0	0	0	0	1	0	1	1	1	0
PUBLIC WORKS SUMMER LABORERS										
Part-Time Seasonal	0	17	17	17	17	17	17	17	19	19
RECREATION										
Aquatics Part-Time Staff	0	58	64	73	73	100	100	100	100	100
Fitness Part-Time Staff	0	6	29	32	32	44	44	44	44	44
Guest Relations Part-Time Staff	0	18	25	33	33	36	36	36	36	36
Membership Part-Time Staff	0	3	6	5	5	15	15	15	15	15
Summer Seasonal Staff	0	49	63	50	50	90	90	90	90	90
Community Programs Part-Time Staff	0	96	100	105	105	120	120	120	120	120
Older Adult Coordinator	1	1	1	1	1	1	1	0	0	0
LIBRARY										
Acquisition Coordinator	1	1	1	1	1	1	1	1	1	1
Reference Librarians	9	7	5	5	5	7	7	7	6	5
Library Assistants	12	10	12	12	12	10	10	14	14	14
Library Pages	10	8	3	3	0	0	0	0	0	0
Library Specialists	5	3	4	4	4	5	5	0	0	0
Youth Services Library Specialists	0	0	0	0	0	0	0	3	3	3
Total Part-Time Personnel	**40**	**279**	**332**	**343**	**341**	**447**	**448**	**449**	**450**	**448**

NON-CONTRACTUAL SALARY & WAGE SCALE

Department	Position	Pay Grade	2017 Minimum	2017 Maximum
Administration	Township Manager	**1**	**111,202**	**176,812**
Administration Police	Assistant Township Manager/Director of Administration Chief of Police	**2**	**96,451**	**138,322**
Finance Information Technology Public Works Recreation	Director of Finance Director of Information Technology Director of Public Works Director of Recreation and Leisure Services	**3**	**83,871**	**120,280**
Community Development Library	Director of Planning and Community Development Director of the Library	**4**	**74,551**	**106,915**
Public Works Public Works Public Works	Superintendent of Public Improvements Superintendent of Operations Superintendent of Projects	**5**	**67,774**	**97,196**
Community Development Public Works Public Works	Fire Marshall Buildings & Grounds Administrator Park & Forestry Administrator	**6**	**61,613**	**88,360**
Administration Community Development Finance Information Technology Police Recreation Recreation	Human Resources Administrator Chief Inspector Accounting Manager Network Administrator Technical Services Coordinator Assistant Director of Recreation and Leisure Services C&RC Building Maintenance Supervisor	**7**	**56,012**	**80,327**
Open	Open	**8**	**50,919**	**73,025**
Administration Community Development Community Development Library Library Recreation Recreation	Executive Assistant - Township Manager Code Enforcement Officer Planning & Zoning Coordinator Head of Technical Services Head of Youth Services C&RC Fitness Supervisor C&RC Membership & Marketing Supervisor	**9**	**46,291**	**66,386**
Administration Finance Information Technology Information Technology	Administrative Assistant - Assistant Township Manager Payroll Accountant Public Safety Technician Public Access Television Coordinator	**10**	**42,082**	**60,351**

NON-CONTRACTUAL SALARY & WAGE SCALE (Continued)

Department	Position	Pay Grade	2017 Minimum	2017 Maximum
Administration	Administrative Assistant - Administration	**11**	**38,257**	**54,864**
Administration	Senior Administrative Assistant - Finance			
Information Technology	Support Technician I			
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			
Community Development	Department Secretary			
Finance	Finance/Recreation Accountant	**12**	**34,779**	**49,877**
Library	Circulation Coordinator	**13**	**31,617**	**45,343**
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 Membership Specialist			
Recreation	C&RC Facility/Banquet Rental Coordinator			
Recreation	Office Secretary			
Administration	Office Assistant	**14**	**28,743**	**41,221**
Police	Records Coordinator			
Recreation	Assistant Programs and Older Adults Coordinator			
Recreation	C&RC Aquatics Coordinator			
Library	Technical Services Assistant	**15**	**26,130**	**37,473**
Library	Youth Services Library Specialist			

CONTRACTUAL SALARY & WAGE SCALES

Public Works - Local 205 Union Contract 2017 Salary & Wage Scale		
I.	Master Mechanic	$31.38/hr
II.	Mechanic	$30.27/hr
III.	Heavy Equipment Operator	$30.27/hr
IV.	Foreman	$30.27/hr
V.	Laborer III (after 36 mos.)	$28.26/hr
	Laborer II (13-36 months)	$25.64/hr
	Laborer I (0-12 months)	$22.98/hr
VI.	Semi-Skilled Laborer III	$20.54/hr
	Semi-Skilled Laborer II	$18.88/hr
	Semi-Skilled Laborer I	$17.37/hr
	Semi-Skilled Laborer Probationary	$13.21/hr
VII.	C&RC Attendant	$20.54/hr
VIII.	Public Works Clerk	$26.08/hr

Police Union Contracts 2017 Salary & Wage Scale	
Officer 1	$28.00/hr
Officer 2	$29.22/hr
Officer 3	$31.93/hr
Officer 4	$37.42/hr
Officer 5	$40.14/hr
Officer 6	$42.83/hr
Sergeant	$47.11/hr
Lieutenant	$51.82/hr
Dispatcher	$18.89 - $23.61/hr

APPENDIX B

VEHICLES & EQUIPMENT

PUBLIC WORKS VEHICLES

	Asset Tag	Year	Make	Model	Mileage (10-14-2016)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2009 029	2009	Chevy	Pick-Up	84,032	8	Good	2018
2	2012 001	2012	Chevy	Pick-Up	19,837	5	Good	2019
3	2013 023	2014	Ford	Escape - Hybrid	8,329	3	Excellent	2020
4	2013 024	2014	Ford	Escape	29,600	3	Good	2019
5	2015 001	2015	Chevy	Colorado Pick-Up	27,759	2	Excellent	2020
6	2015 002	2015	Chevy	Colorado 4WD	15,714	2	Excellent	2020
7	2016 006	2016	Chevy	Colorado	6,745	1	Excellent	2021
Utility Trucks								
1	2006 049	2006	Ford	Pick-Up Utility	33,085	11	Good	2018
2	2006 050	2006	Ford	Pick-Up Utility	48,935	11	Good	2019
3	2005 041	2006	Ford	Pick-Up Utility	49,417	11	Fair	2018
4	2010 045	2011	Ford	F-550 XL Tr	31,602	6	Good	2017
5	2010 046	2011	Ford	F-550 XL Tr	35,609	6	Good	2017
6	2011 052	2011	Ford	F-550	27,015	6	Good	2018
7	2013 014	2013	Ford	Truck	15,669	4	Good	2020
8	2013 021	2014	Ford	F-550	14,825	2	Good	2021
9	2008 066	2008	Dodge	Mechanics Service Vehicle	29,783	9	Good	2020
10	2002 061	2002	Ford	Bucket Truck	11,999	15	Good	2017
11	2005 039	2006	Ford	Econoline 350 Van	32,513	11	Good	2020
12	2014 004	2015	Ford	F-550	7,466	2	Excellent	2024
13	2015 003	2015	Ford	F-550	10,502	2	Good	2021
14	2015 007	2016	Ford	F-550 w/Dump Body/Snow Plow	5,033	1	Excellent	2023
15	2015 008	2016	Ford	F-550 w/Dump Body/Snow Plow	2,945	1	Excellent	2023
16	2016 007	2016	Ford	F-350 XL 4x4	1,594	1	Excellent	2026
Dump Trucks								
1	2003 065	2004	Int'l	Dump	20,132	13	Fair	2019
2	2007 054	2008	Int'l	Dump	20,000	9	Good	2017
3	2009 048	2010	Int'l	Dump	12,000	7	Good	2020
4	2010 044	2011	Int'l	Dump	7,520	6	Good	2021
5	2011 051	2012	Int'l	Dump	8,113	5	Good	2022
6	2012 028	2013	Int'l	Dump	7,807	4	Good	2023
7	2013 022	2014	Int'l	Dump	6,181	3	Good	2024
8	2015 009	2016	Int'l	Dump	1,733	1	Excellent	2026
9	2017 000	2017	Int'l	Dump	606	New	New	2027

PUBLIC WORKS VEHICLES (Continued)

	Asset Tag	Year	Make	Model	Mileage (10-14-2016)	Age in Years	Condition	Anticipated Replacement Year
Other Vehicles								
1	2003 005	2003	CAT	Wheel Loader	8,951 hrs	14	Good	2023
2	2003 060	2003	Int'l	Sewer Jet	2,850	14	Good	2020
3	2001 007	2010	Massey	Flail Mower	2,881 hrs	7	Good	2019
4	2014 005	2015	M2106	Elgin Street Sweeper	6,326	2	Good	2025
5	2010 027	2010	Toro	Mower 5910	4,229	7	Good	2022
6	2012 002	2012	JCB	Backhoe 3CX15	1,286 hrs	5	Good	2022
7	2013 015	2013	CAT	924K Wheel Loader	2,541 hrs	4	Good	2023

PUBLIC WORKS EQUIPMENT

	Vin #	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
1	112H8V3277LO73142	2007	20 Ton Trailer	10	Good	As Needed
2	Not Applicable	2013	30 Ton Shop Press	4	Good	As Needed
3	HSRA 36"	2001	3 M Sign Machine	16	Good	As Needed
4	209 ABS2	2011	Accubrine Automated Brine Maker	6	Good	As Needed
5	Not Applicable	1993	Aeroway 8' Quickaway Angle Aerator	24	Fair	DNR
6	1020211	2010	Asphalt Planer	7	Good	As Needed
7	550FB0813FS06681	2015	Asphalt Utility Trailer	2	Good	As Needed
8	Not Applicable	1993	Asphalt Wacker	24	Fair	As Needed
9	209-28-1491	2009	Bannerman Diamond Master Groomer	8	Good	As Needed
10	28-1236	1999	Bannerman Infield Renovator	18	Poor	DNR
11	15-0452-010012093	1993	Bannerman Turf Topper	24	Good	As Needed
12	BEAMFINP3002	2016	Beam Rider Field Line Painter	1	New	As Needed
13	CAT037CLBNE01989	2008	Caterpillar Exacavator/Backhoe	9	Good	2022
14	5355	1997	Chicago Pneumatic Air Comp.	20	Good	As Needed
15	2M01823	2015	Clausing Drill Press	2	Good	As Needed
16	209EG0932-040552	2009	Club Car Utility Vehicle	8	Fair	As Needed
17	431FS101981000714	2008	Cross Country Roller Trailer	9	Good	As Needed
18	36590	2001	Esab Plasma Cutter	16	Good	As Needed
19	D130874	2014	Gardner Denver Air Compressor	3	Good	As Needed
20	12D-GX160	2008	Gorman-Rupp Water 1 Pump 2"	9	Good	As Needed
21	209 13A52-GX390	2008	Gorman-Rupp Water 1 Pump 3"	9	Good	As Needed
22	2058	1992	Groundsmaster Trailer	25	Fair	2019

PUBLIC WORKS EQUIPMENT (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
24	209 DAS-12725G1004	2011	GVM Anti-Icing Unit	6	Good	As Needed
25	209 DAS-13725G1007	2012	GVM Anti-Icing Unit	5	Good	As Needed
26	1H9X151019C122006	2009	Harben Sewer Jet	8	Good	2024
27	209 27231284	2008	Hoffman 1625EM Tire Changer	9	Good	2019
28	209-G84BB012	2008	Hoffman 2400 Tire Balancer	9	Good	2019
29	H1202-71693	2002	Hotsy Gas-Fired Pressure Washer	15	Fair	As Needed
30	Not Applicable	2000	Jumping Jack Tamper	17	Good	DNR
31	36739	2005	Kubota Tractor	12	Good	2017
32	68851	2007	Kubota RTV Utility #2	10	Good	As Needed
33	209-89681	2008	Kubota RTV900 Utility Vehicle #3	9	Good	2017
34	209-89684	2008	Kubota RTV900 Utility Vehicle #4	9	Good	2017
35	20970915	2012	Kubota Tractor, Model L5240HSTC	5	Good	2022
36	18388	2012	Kubota	5	Excellent	As Needed
37	A5KB2FDBKEG020597	2014	Kubota ATV II	3	New	As Needed
38	A5KB2FDBHEG021709	2015	Kubota RTV X900 WL-A	2	New	2027
39	A5KB2FDBCFG023312	2015	Kubota RTV X900 WL-A	2	New	2027
40	35460	2016	Kubota TRTV 900	New	New	As Needed
41	23201110025018	2004	Lely Broadcast Spreader	13	Good	As Needed
42	2052	2010	Liftmore	7	Excellent	DNR
43	LB285316	2001	Miller Welder	16	Fair	As Needed
44	MA410666H	2011	Miller Welder 275 EFI	6	Good	As Needed
45	CE1311998	2005	Multiguip plate compactor	12	Good	As Needed
46	TN55-1198663	2000	New Holland Tractor	17	Good	2018
47	O72491	2007	Pavement Cutting Trailer	10	Good	As Needed
48	30980	2009	Pro Tech Snow Pusher	8	Good	As Needed
49	JP008F0006	2008	Rotary Electric Lift	9	Good	As Needed
50	Not Applicable	1972	Ryan Renothin	45	Poor	DNR
51	544954C	2011	Ryan Sod Cutter	6	Good	As Needed
52	Serial No. 110	2003	Ryan Turf Aerator	14	Poor	2019
53	SE1823E	2004	Seeda-Vator	13	Good	As Needed
54	3535	2002	Sewer Machine	15	Fair	DNR
55	7251	2001	Swenson Tailgate Conveyor	16	Poor	As Needed
56	209-21302982	2005	Takeuchi Loader	12	Fair	2017

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)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
57	4687	1996	Takeuchi Trailer	21	Fair	As Needed
58	209-F6-4812	2011	Tennsmith Metal Brake	6	Good	As Needed
59	1W9R1121OFF341441	2015	Terex 730 Wood Chipper	2	Excellent	2030
60	0160	2002	Tital Speedflo Wet Line Painter	15	Fair	DNR
61	O81901	2008	Top Brand 6x12 Trailer (Tom's)	9	Good	As Needed
62	313999410	2013	Toro Reelmaster 3100-D	4	Good	2019
63	270000482	2007	Toro 3500D Sidewinder	10	Good	2018
64	S270000176	2008	Toro Debris Blower 600	9	Good	As Needed
65	260000507	2007	Toro Field Line Painter 1200	10	Fair	As Needed
66	04021-230001808	2004	Toro Greenmaster Flex 21	13	Fair	As Needed
67	Not Applicable	1994	Toro Greensmaster	23	Fair	As Needed
68	04129-60248	1996	Toro Greensmaster	21	Fair	As Needed
69	200000519	2002	Toro Greensmaster	15	Fair	2018
70	2600003001	2007	Toro Greensmaster 1600	10	Good	2019
71	230000128	2008	Toro Greensmaster 500	9	Fair	As Needed
72	312000325	2012	Toro Groundsmaster 3280-D	5	Good	2018
73	312000285	2012	Toro Groundsmaster 3280-D 4WD	5	Good	2019
74	313000183	2013	Toro Groundsmaster 3280-D	4	Good	2019
75	S290000147	2009	Toro Groundmaster 7210	8	Good	2018
76	290000352	2009	Toro Groundsmaster 3500-D	8	Good	2019
77	S290000455	2009	Toro Grandstand 48" Mower	8	Good	2017
78	316000208	2016	Toro Groundsmaster 5910	1	Excellent	2028
79	270000433	2007	Toro Infield Pro 3040	10	Fair	2018
80	312000210	2012	Toro Infield Pro 5040	5	Good	2019
81	S280000106	2008	Toro Pro Core 864	9	Good	As Needed
82	312000101	2012	Toro Procore Processor	5	Good	As Needed
83	60100	2001	Toyota Forklift	16	Fair	2019
84	135-100-220	2009	Tuff Screen Player Protector	8	Good	As Needed
85	5NHUUS210GW061778	2016	US Cargo Enclosed Trailer 6x12	1	Excellent	As Needed
86	TG525	2004	Vermeer Tub Grinder	13	Good	2018
87	Not Applicable	1987	Vicon Spreader	30	Fair	DNR
88	209-5788322	2008	Wacker Vibratory Roller	9	Good	As Needed
89	209-270-245-419	2009	Weighted Field Tarp	8	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 (10-14-2016)	Age in Years	Condition	Anticipated Replacement Year
Patrol Vehicles / Traffic Vehicles								
1	2012 006	2012	Chevy	Caprice Police Ed.	23,458	5	Good	2017
2	2013 025	2014	Ford	Interceptor SDN	37,497	3	Good	2018
3	2016 005	2016	Ford	Interceptor SDN	21	1	Excellent	2019
4	2014 006	2015	Chevy	Tahoe	72,643	2	Fair	2018
5	2016 001	2016	Chevy	Tahoe	1,372	1	Excellent	2020
6	2011 013	2011	Ford	Crown Victoria	77,356	6	Poor	2017
4-Wheel Drive Vehicles								
1	2009 025	2009	Ford	Explorer XLT	106,395	8	Poor	2017
2	2012 004	2013	Ford	Explorer XLT	68,481	4	Fair	2017
3	2016 003	2016	Ford	Explorer	3,609	1	Excellent	2021
4	2016 002	2016	Ford	Explorer	4,263	1	Excellent	2021
5	2016 004	2016	Ford	Explorer	3,516	1	Excellent	2018
6	2013 026	2014	Ford	Interceptor SUV	59,041	3	Fair	2018
7	2013 027	2014	Ford	Interceptor SUV	64,566	3	Good	2019
8	2014 001	2014	Ford	Interceptor SUV	23,417	3	Good	2019
9	2015 002	2015	Ford	Interceptor SDN	21,470	2	Good	2021
10	2015 003	2015	Ford	Interceptor SDN	5,545	2	Good	2019
11	2015 001	2016	Ford	Interceptor SUV	41,031	1	Excellent	2021
Other Equipment								
1	2001 054	2001	Polaris	Quad #1	N/A	16	Fair	2018
2	2001 049	2001	Polaris	Quad #2	N/A	16	Fair	2019
3	2001 048	2001	Polaris	Quad #3	N/A	16	Fair	2017
4	2001 050	2001	Mustang	Trailer	N/A	16	Fair	TBD

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VOLUNTEER FIRE DEPARTMENT VEHICLES

	Vin Number	Year	Make	Model	Mileage (10-14-2016)	Age in Years	Condition	Anticipated Replacement Year
1	2053	1989	Amer LaFrance	Engine	44,253	28	Poor	2018
2	4Z3HAACK85RU02102	2005	Amer LaFrance	Ladder	16,323	12	Good	2025
3	4Z3AAACG02RJ49205	2002	Freightliner	Engine	19,293	15	Poor	2017
4	1AFAAACK68RZ60906	2008	Amer LaFrance	Engine	14,491	9	Good	2023
5	1AFAAACG08RZ44177	2009	Amer LaFrance	Rescue	4,461	8	Good	2029
6	3CZWDNFL9CG233506	2012	Dodge	Rescue	3,411	5	Good	2022
7	3C6TR5DT9EG191352	2014	Dodge	2500	5,922	3	Good	2023
8	3C6TR5DT6EG141251	2014	Dodge	Pick Up	9,215	3	Good	2024
9	1GNSKFKC3GR119008	2016	Chevrolet	Tahoe	9,102	1	Good	2021

ADMINISTRATION VEHICLES

	Asset Tag	Year	Make	Model	Mileage (10-14-2016)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2006 046	2006	Ford	Explorer	125,983	11	Poor	Rotation Vehicle
2	2007 070	2007	Ford	Explorer	66,173	10	Good	2020
3	2008 020	2008	Ford	Explorer	89,802	9	Good	2019
4	2011 005	2011	Ford	Escape	38,616	6	Good	Rotation Vehicle
5	2009 030	2009	Ford	Escape XLT	29,837	8	Good	Rotation Vehicle
6	2012 003	2013	Ford	Explorer	33,800	4	Good	2018

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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, Delta, Frontier, Jet Blue, OneJet, Porter, Southern Airways Express, Southwest, and United Airlines. The Port Authority of Allegheny County has bus lines and a light rail line with service to downtown Pittsburgh and the Oakland area of the City. 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, Sears Roebuck & Company, Dick's Sporting Goods, and Target. The parking area accommodates approximately 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 775 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 85,000 volumes with an estimated annual circulation of 381,000.

HEALTH FACILITIES

St. Clair Memorial Hospital, a 328 bed privately operated general hospital, is located in the adjoining Municipality of Mt. Lebanon and serves residents of the Township. Complete services and facilities are available for most types of medical and surgical care. 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 2015

Rank	Principal Employers	Description	Number of Employees	Percentage of Principal Employers	Percentage of Township Wide Employees
1	USC School District	Local Public School	562	30.01%	10.62%
2	Friendship Village	Retirement Community	210	11.21%	3.97%
3	Target Corporation	Retail Department Store	189	10.09%	3.57%
4	USC Township	Municipality	167	8.92%	3.16%
5	OS Restaurant Service Inc.	Restaurant	137	7.31%	2.59%
6	Southwood Psychiatric Hospital	Medical Facility	130	6.94%	2.46%
7	Dick's Sporting Goods	Retail Department Store	127	6.78%	2.40%
8	Port Authority of Allegheny County	Transit Authority	119	6.35%	2.25%
9	St. Clair Country Club	Country Club	113	6.03%	2.13%
10	Sears Roebuck & Co.	Retail Department Store	119	6.35%	2.25%
		Total	**1,873**	**100.00%**	**35.39%**
		Township Wide Employees	**5,293**		

Source: Upper St. Clair Local Services Tax Records

TOWNSHIP PRINCIPAL REAL ESTATE TAXPAYERS

PRINCIPAL REAL ESTATE TAXPAYERS
YEAR END DECEMBER 31, 2015

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	$ 89,715,450	48.2%	4.3%
2	Friendship Village of South Hills	38,225,900	20.5%	1.8%
3	Target	11,462,200	6.2%	0.5%
4	Upper St. Clair Senior Living	8,391,200	4.5%	0.4%
5	1800 Washington Road Associates LP	8,209,800	4.4%	0.4%
6	Forty-Two Company LLC	7,595,200	4.1%	0.4%
7	McMurray Road Family Limited PTR	7,424,900	4.0%	0.4%
8	St. Clair Country Club	6,066,000	3.3%	0.3%
9	Painters Plaza Associates	5,018,200	2.7%	0.2%
10	1614 Washington Road	4,172,300	2.2%	0.2%
	Total	**$ 186,281,150**	**100.0%**	**8.9%**
	Total Township Taxable Assessed Valuation	**$ 2,094,831,941**		

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]
2015	19,644	3.8%
2014	19,335	4.2%
2013	19,354	5.5%
2012	19,304	6.8%
2011	19,270	6.5%
2010	19,229	6.8%
2009	18,849	6.8%
2008	18,849	5.4%
2007	18,941	4.1%
2006	19,075	3.8%

[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
2006-2015

Year	Total Earned Income [1]	Per Capita Earned Income [2]	Change in Per Capita Income
2015	$1,047,822,000	$53,341	(0.4%)
2014	1,035,793,875	53,571	2.2%
2013	1,014,372,875	52,412	3.1%
2012	981,043,375	50,821	2.1%
2011	959,134,875	49,773	8.0%
2010	886,050,375	46,079	(9.3%)
2009	949,111,500	50,793	2.1%
2008	929,548,500	49,735	3.5%
2007	901,172,500	48,057	0.8%
2006	899,055,600	47,657	11.5%

[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
2009-2015

Function/Program	2015	2014	2013	2012	2011	2010	2009
General Government							
Municipal Bldg Square Footage Occupied	11,000	11,000	11,000	11,000	11,000	11,000	5,000
Staff Vehicles	3	3	3	3	3	3	2
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	3
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	3	3	4
Inspection Vehicles	2	2	2	2	3	3	3
Utility Trucks and Dump Trucks	26	26	26	26	26	26	25
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	733	733	733	733	733	733	733
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 funds 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 Obligations are 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 — This is 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 METHOD This program offers resident sewer users a credit on a more equitable basis for water used that does not flow through the Township sewer system without the expense of the installation of a credit meter.