

TOWNSHIP OF UPPER ST. CLAIR 2018 BUDGET

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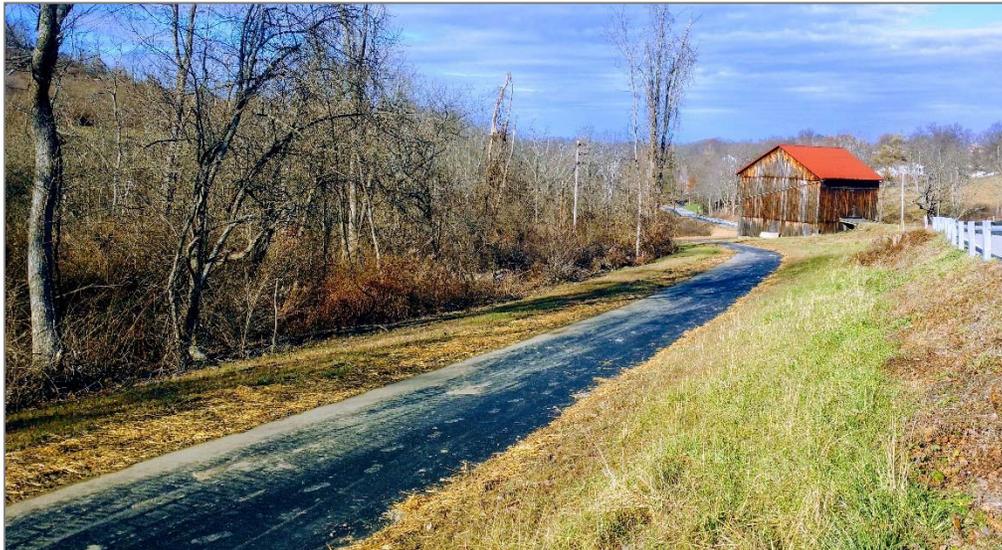
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OVERVIEW

1. BUDGET MESSAGE 6

2. BUDGET OVERVIEW 22

 FUND STRUCTURE BY BUDGETARY BASIS 23

 FUND LISTING 24

 REVENUES BY FUND 26

 EXPENDITURES/EXPENSES BY FUND 27

 TOTAL REVENUES BY REVENUE TYPE 28

 TOTAL EXPENDITURES BY PROGRAM 29

 FUND BALANCE/NET ASSETS HISTORY 32

 TOWNSHIP ORGANIZATIONAL STRUCTURE 34

 TOWNSHIP-WIDE ACCOMPLISHMENTS & GOALS 35

 BUDGET PROCESS 39

3. LONG-TERM PLAN..... 42

 FIVE YEAR BUDGET PROJECTIONS 43

 COMPREHENSIVE PLAN 46

 CAPITAL PLANNING 54

 CAPITAL IMPROVEMENT PROGRAM 57

4. PUBLIC BUDGET PRESENTATION 70

GENERAL FUND

5. GENERAL FUND SUMMARY 81

 MAJOR REVENUES 81

 MAJOR PROGRAMS 84

6. GENERAL FUND REVENUE 91

 REAL ESTATE TAXES 91

 EARNED INCOME TAXES 96

 OTHER TAXES 101

 LICENSES AND PERMITS 105

 FEES AND FINES 106

 RENTAL INCOME 107

 INTEREST INCOME 108

 SERVICE AGREEMENTS 109

 RECREATION PROGRAM FEES 110

 OTHER NON-TAX REVENUE 111

7. GENERAL GOVERNMENT 112

 SUMMARY 113

 BOARD OF COMMISSIONERS 118

 ADMINISTRATION 121

 FINANCE OFFICE 125

 TAX COLLECTION 128

 LEGAL SERVICES 130

 INFORMATION TECHNOLOGY 131

 CABLE TELEVISION SERVICES 138

GENERAL FUND (Continued)

8. PUBLIC SAFETY.....	139
SUMMARY	140
POLICE PROTECTION	142
FIRE PROTECTION	155
ANIMAL CONTROL	160
9. COMMUNITY DEVELOPMENT.....	162
PLANNING AND CODE ENFORCEMENT	163
10. PUBLIC WORKS.....	172
DEPARTMENT SUMMARY	173
ADMINISTRATION	191
ENGINEERING SERVICES	193
CIVIC ACTIVITIES	194
SNOW & ICE CONTROL	195
STORM SEWER MAINTENANCE	198
TRAFFIC ENGINEERING AND SAFETY	200
STREET MAINTENANCE	202
REFUSE COLLECTION AND DISPOSAL	204
BUILDING MAINTENANCE	205
EQUIPMENT MAINTENANCE	207
GOLF COURSE MAINTENANCE	209
TENNIS COURT MAINTENANCE AND SUPERVISION	210
PARKS MAINTENANCE	212
FORESTRY	214
SCHOOL GROUNDS MAINTENANCE	215
FORCE WORK PROJECTS	216
OVERHEAD DISTRIBUTION	217
11. RECREATION	218
DEPARTMENT SUMMARY	219
ADMINISTRATION	223
RECREATION PROGRAMS	229
12. LIBRARY	241
LIBRARY ADMINISTRATION	242
13. FRINGE BENEFITS AND INSURANCE.....	252
DISTRIBUTED OVERHEAD AND FRINGE BENEFITS	253
DISTRIBUTED INSURANCE	256
POST EMPLOYMENT BENEFITS	257
14. DEBT SERVICE.....	258
DEBT SERVICE	259
DEBT SERVICE SCHEDULES	261
15. OPERATING TRANSFERS.....	265

OTHER FUNDS

16. SPECIAL REVENUE FUNDS	268
STATE LIQUID FUELS TAX FUND	268
STORM SEWER IMPROVEMENT FUND	270
FIELD IMPROVEMENT FUND	272
LIBRARY RAD FUND	274
BOYCE MAYVIEW PARK RAD FUND	277
17. CAPITAL PROJECTS FUND.....	280
18. ENTERPRISE FUNDS.....	285
SANITARY SEWER FUND	285
TOWNSHIP/SCHOOL DISTRICT MAGAZINE FUND	294
BOYCE MAYVIEW COMMUNITY& RECREATION CENTER FUND	296
19. TRI-COMMUNITY SOUTH EMS FUNDS.....	312
TRI-COMMUNITY SOUTH EMS FUND	312
TRI-COMMUNITY SOUTH EMS CAPITAL RESERVE FUND	318
20. SINKING FUNDS.....	320

SUPPLEMENTARY INFORMATION

21. BUDGETARY POLICIES.....	329
CHARTER PROVISIONS CONCERNING ANNUAL BUDGET	329
FINANCIAL MANAGEMENT & BUDGETARY POLICIES	333
ACCOUNTING MEASUREMENT, ACCOUNTING SYSTEMS & BUDGETARY CONTROL	338
22. APPENDIX.....	342
APPENDIX A – PERSONNEL INFORMATION	342
APPENDIX B – VEHICLE AND EQUIPMENT SCHEDULES	351
APPENDIX C – BACKGROUND & STATISTICAL INFORMATION	358
APPENDIX D – GLOSSARY OF TERMS	365

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, <i>Director of Finance</i>	Mark S. Mansfield, <i>Assistant Township Manager</i>
Marlene Peck, <i>Accounting Manager</i>	Debi Bakowski, <i>Administrative Assistant</i>
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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 2017 Budget. This was the ninth 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 2018 Adopted Budget for consideration of the GFOA's Distinguished Budget Presentation Award.



The Township of Upper St. Clair

OFFICE OF THE MANAGER



December 4, 2017

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

2018 BUDGET MESSAGE

Dear Members of the Board:

I am pleased to present the 2018 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 2017, the Township Manager and Staff initiated the 2018 Budget preparation process. The 2018 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. In 2017, the Township received its ninth consecutive **Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA)**. We will continue to prepare a budget document that meets the GFOA's award criteria. 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 2018 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 provides enhanced communication and collaboration among Township Staff, as well as tools that help with the **analysis of trends and service levels**, allowing for Staff to more accurately predict future budgetary requirements. Department directors prepared estimates for the current year expenditures and budgetary requests for next year, along with justification for changes in actual and requested spending levels. After reviewing all departmental information, Finance and Administration staff had meetings and discussions with departments to further refine the budgetary requests for both operating and capital budgets. This process yielded an increase in the **2018 Budget Operating Expenditures for the General Fund of 3.17%** from the 2017 Budget. In 2018, like all years, Staff will continue to search for traditional and innovative ways to provide the level of services and programs that residents have come to expect in the most cost-effective 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 reinforces the Township's commitment to **maintaining critical infrastructure and equipment**.

The Board reviewed the Proposed Budget on multiple occasions in the fall, and conducted a Public Hearing on November 6, 2017. Modifications resulting from the Board's review and the public hearing 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 2017

- **Two new segments of the Perimeter Trail** in Boyce Mayview Park were constructed. A portion of the new trail is pictured to the right. The first segment is the Southern Extension which begins along Boyce Road and runs to the Community Gardens. The second segment takes the trail from the gardens, along Morton Road, and terminating near Rostron Drive. Combined, the two segments add 1.5 miles of pavement to the, now 4 mile trail located around the perimeter of Boyce Mayview Park. To help fund the 2017 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. The Township continues to seek grant funding to support future trail segments which would ultimately extend to the Morton Fields.



- The Township made **several park improvements** in 2017. Additional parking was added at Wiltshire Park to address long standing on-street parking challenges following the 2014/15 renovation of the park. At Trotwood Park, equipment was refreshed and upgraded, walk lights were converted to LED, old fencing was removed, and several cosmetic improvements were made. Also, two pavilion projects took place in Boyce Mayview Park, including construction of a new pavilion adjacent to the Miracle League Field, and the addition of restrooms to the existing pavilion near the former Outdoor Classroom site.
- The Township successfully refunded two separate series of General Obligation Bonds in 2017. Despite the 2011 and 2012 bond issues having originally been issued at favorable rates, the market conditions in 2017 allowed the Township to realize **a combined savings of over \$583,000** by refunding both issues.
- Despite the continued state of regional uncertainty with regards to sanitary sewers that exists under the interim Administrative Consent Order, the Township continued to **make improvements to the sanitary sewer system** in 2017. Significant projects completed in 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, inflow source reduction, and ongoing maintenance and repairs.
- The Township was once again recognized by Allegheny County Council for being a **Banner Community** in 2017. 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 second-highest level awarded by PML.
- The Community & Recreation Center (C&RC) completed its eighth full year of operations. The C&RC continues to maintain **nearly 10,000 total members**, with a 2017 membership ratio of 60% residents and 40% nonresidents. Over \$110,000 was invested in new fitness equipment and other improvements in 2017. The C&RC once again received regional and national recognition in 2017, including being named one of the [“Best Places for Kids on Rainy Days in Pittsburgh”](#) by *Pittsburgh Magazine*.

Accomplished in 2017 (continued)

- After several years of planning, a **space renovation project was completed in the Library’s adult non-fiction room**. The project involved taking library’s non-fiction collection out of the Dewey Decimal system and reorganizing it into new neighborhoods of high interest, high circulating items. A new concept in library design furniture is now in place utilizing a “discovery layout floor plan”, which displays the collection on bookcases of varying height and sweeping curves along with clear bold signage.



The new space has received very positive reviews from the Library’s patrons.

- Several Information Technology projects were completed in 2017. The most significant undertaking was the **replacement of the Township’s core network storage hardware** along with the implementation of a backup solution that provides upgraded disaster recovery.
- The **installation of new street signs** throughout the Township began in 2017. The new street signs feature larger, reflective surfaces with more visible letters. This project is expected to be completed in 2018.
- The Township maintained its excellence in financial reporting by receiving its 29th consecutive GFOA Certificate of Achievement for Excellence in Financial Reporting for 2016. The Township also received its 9th consecutive GFOA Distinguished Budget Presentation Award for 2017. The Township is **one of only 6 municipalities in the entire Commonwealth of Pennsylvania** to receive the award.
- It was the final year of the 4-year collective bargaining agreement between the Township and Teamsters 205. The parties took steps toward **negotiating the terms of a new labor agreement** during 2017. An agreement is expected to be finalized in early 2018.
- The Township completed the first of two phases in implementing an **automated accounts payable** system. The first phase has streamlined the payments process, cut costs, and provided operational efficiencies and enhanced controls. It features electronic payment options for vendors, and generates payment rebate revenue for the General Fund. The next phase will include paperless invoice receiving and review, simplifying the process leading up to vendor payment. Once fully implemented, the automated accounts payable solution will provide greater efficiency across all departments, and position the Township for the future of the rapidly evolving payments industry.
- Long-term planning and design of **traffic signal improvements** throughout the Township continued in 2017. Staff completed cost studies and prioritization of each signalized intersection, and continued to aggressively seek grant funding opportunities for assistance in completing the desired improvements. Details about the improvements that will take place in 2018 can be found on the next page.
- The Township further enhanced its **focus on communication** with residents and visitors by contracting a Communications Specialist. This effort has resulted in a more visible, active presence on Facebook and Twitter. Stay informed with Township news by following us on either platform (search for @twpusc).



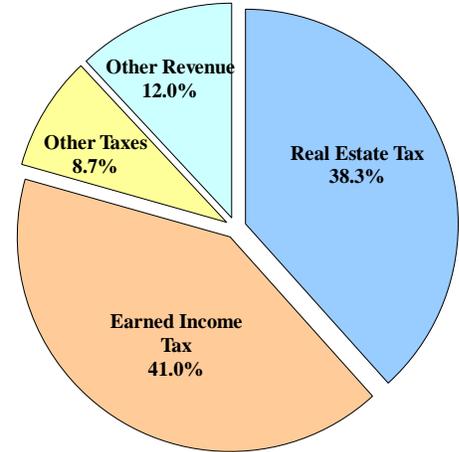
New for 2018

- Once again, 2018 will see the Township reinvest in its facilities with a variety of building projects. Construction of a new tennis/golf administration building on McLaughlin Run Road is planned for 2018, replacing the current structure that is beyond its useful life. Renovation of the McLaughlin Run Activity Center is planned for 2018. The Township will also study options for replacing or rehabilitating the salt dome, which is approaching the end of its useful life and has less than optimal capacity and layout. Discussion and study of future space allocation within the municipal building will also take place in 2018, keeping in mind the growing needs of the Police Department and the pending departure of the School District administration.
- Going on 10 years of strong support from the Community & Recreation Center (C&RC) members and the community, the Township plans to reinvest in the C&RC by undertaking a facility assessment study in 2018. The objective of the study is to develop long-term recommendations for future facility and programmatic enhancements of the C&RC.
- In addition to the aforementioned study, several capital projects are planned for the C&RC in 2018, including pool deck resurfacing, and replacement of fitness equipment and Community Room furniture.
- Continued planning and construction of several transportation projects will take place during 2018. The Township received grant funding to improve the traffic signals at the intersections of McMurray Road @ Johnston Road, as well as McMurray Road @ McLaughlin Run Road @ Panther Pass. Improvements to the intersection of Boyce Road @ Boyce Plaza Road should be completed in 2018, with developer contributions and grants covering most of the cost. The Township will continue to work closely with PennDOT on upcoming improvements to the intersection of McLaughlin Run Road @ Lesnett Road @ McMillan Road, which is also tentatively set to begin in 2018.
- The annual Street Improvement Program is projected at \$1,700,000 to maintain the quality of the streets in the Township. This funding level is an increase of \$100,000 over last year.
- The Board of Commissioners adopted a new ordinance that goes into effect January 1, 2018 requiring the inspection of private sanitary sewer laterals before the sale of a property, or for certain major improvements to an existing property. The intent of the ordinance is to help reduce stormwater and groundwater from infiltrating the sanitary sewer collection system, as required by the interim Administrative Consent Order. Current or prospective residents who have questions about the ordinance should contact the Township's Department of Planning & Community Development.
- ALCOSAN has increased its rate for wastewater treatment in 2018 by 7.5%. The Township's sewer rate multiplier for 2018 has been reduced to 2.05 to help absorb some of the increase. The Township may need to adjust the multiplier later in the year if regulatory requirements are imposed that are not yet known. More clarity is expected in 2018 on future sanitary sewer regulatory requirements for the region.
- The Township, like all municipalities throughout the country, continues to face unfunded Federal mandates tied to Municipal Separate Storm Sewer System (MS4) regulations. This budget appropriates another \$300,000 to the Storm Sewer Fund for projects dedicated to improve stormwater management systems and comply with the unfunded mandate.
- The Township's 5-year agreement with Waste Management for solid waste and recycling collection and disposal expires at the end of 2018. The Township expects to again participate in a joint bid process for these services, coordinated by the South Hills Area Council of Governments.

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 \$20,891,735 in the 2017 Budget to \$21,610,872 in 2018 – an increase of 3.44%. The Township’s real estate tax rate is set to remain at 3.83 mills and the earned income tax rate is set to remain at 0.80%. The

General Fund is projected to end the year with an Unassigned Fund Balance of \$3,844,831, or 17.8% of estimated 2018 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.”

	2017 Budget	2017 Estimate	2018 Budget
Real Estate Tax	\$ 8,055,000	\$ 8,232,500	\$ 8,278,500
Earned Income Tax	8,531,000	8,701,700	8,867,300
Local Services Tax	274,000	274,000	279,500
Real Estate Transfer Tax	975,000	1,050,000	1,050,000
Public Utilities Tax	21,000	21,000	20,500
Local Option Sales & Use Tax	513,750	513,750	522,250
Licenses and Permits	174,275	176,825	164,575
Fees and Fines	561,200	554,589	550,800
Rental Income	84,676	84,676	85,872
Investment Earnings	3,500	4,000	8,000
Service Agreements	222,000	228,311	222,100
Other Non-Tax Revenue	1,098,359	1,189,013	1,189,200
Recreation Fees	377,975	353,925	372,275
Total Revenues	\$ 20,891,735	\$ 21,384,289	\$ 21,610,872
Fund Balance	-	-	-
Total Major Revenues	\$ 20,891,735	\$ 21,384,289	\$ 21,610,872

Major Revenue Sources

Revenue Source	Percentage 2018 Budget	Dollar Value Change from 2017 Budget	Percentage Change from 2017 Budget
Real Estate Tax	38.3%	\$223,500	2.8%

- The 2018 Real Estate Tax rate is set to remain at 3.83 mills. The certified assessment base was \$2,188,348,120 in 2017, but is expected to grow beyond \$2,200,000,000 in 2018. The increased assessment base will lead to another year of growth in this revenue source.

Earned Income Tax	41.0%	\$336,300	3.9%
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- Total Earned Income Tax collections are budgeted to increase 3.9% over the 2017 budgeted amount, but current collections are projected to increase 2.0% over the 2017 actual collections based on economic forecasts and collection trends. It is assumed that delinquent collections will continue to decline due to a drop in the amount of past due balances available to collect.

Real Estate Transfer Tax	4.9%	\$75,000	7.7%
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- Real Estate Transfer Tax is projected to increase by \$75,000 over the 2017 budgeted amount based on trends and market conditions that have sustained at a high level for several years.

Local Services Tax	1.3%	\$5,500	2.0%
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- Local Services Tax is expected to increase by 2.0% over the 2017 budgeted amount due to an anticipated increase in employment figures.

Local Option Sales & Use Tax	2.4%	\$8,500	1.7%
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- Local Option Sales Tax revenues are generated by an additional 1% sales tax levied within Allegheny County. Twenty-five percent of this revenue goes directly to Allegheny County, another 25% goes to the county’s municipalities (including the Township), and the remaining half goes to the Allegheny Regional Asset District (ARAD). The Township’s share of this revenue is budgeted to increase by 1.7% over the 2017 budget based on projected growth in tax-related spending. The Township also benefits from the portion of this tax that goes to ARAD via separate funding for the Township’s Library and Boyce Mayview Park. The 2018 budget includes \$227,026 (a 1.5% increase) and \$210,000 (a 1.9% increase) for those items, respectively. Those contributions can be found in the Library RAD Fund and the Boyce Mayview Park RAD Fund sections of the Budget document.

Other Revenue	11.9%	\$70,837	2.8%
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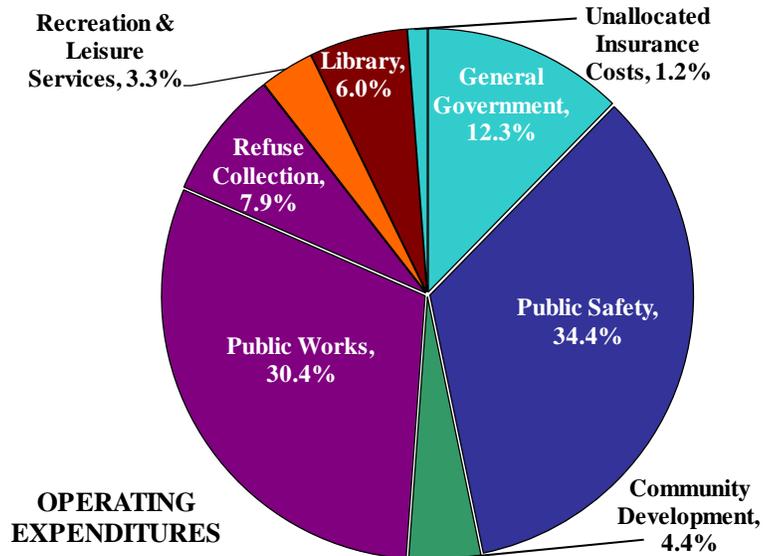
- There is a 2.8% projected increase in other revenue. Some significant factors contributing to the increase are increased pension funding from the state (due to a higher unit value), and a new payment rebate revenue source (due to the new accounts payable process). Also contributing to the change is an increase in the Township’s annual recycling performance grant. While other regions in the country have seen a drop off in recycling participation, Upper St. Clair has experienced an increase due in part to the 2015 conversion to automated recycling and the larger size of the recycling bins.

GENERAL FUND EXPENDITURES

Where the Money Goes by Program

The 2018 projected operating expenditures is budgeted to increase from \$15,350,946 in the 2017 budget to \$15,837,725. The increase of 3.17% is due to a variety of reasons which vary by department, as explained on the following page.

The largest functional areas of the Township by expenditure are Public Safety, which includes the Police, Volunteer Fire Department and Animal Control, and Public Works. These areas represent 64.8% of the Operating Budget.



The remaining difference of projected revenues over operating expenses of \$5,770,397 will be used to fund the 2018 debt service costs of \$1,348,889, and transfers of \$4,424,258.

	2017 Budget	2017 Estimate	2018 Budget
General Government	\$ 1,929,128	\$ 1,909,671	\$ 1,954,698
Public Safety	5,185,750	5,172,636	5,452,399
Community Development	679,762	679,186	698,311
Public Works	4,726,764	4,610,213	4,820,680
Refuse Collection	1,224,500	1,244,500	1,255,500
Recreation & Leisure Services	511,615	487,581	515,754
Library	914,960	916,460	948,504
Unallocated Insurance Costs	178,467	178,467	191,879
Operating Expenditures	\$ 15,350,946	\$ 15,198,714	\$ 15,837,725

Major Program Operating Expenditures

Major Program	Percentage 2018 Budget	Dollar Value Change from 2017 Budget	Percentage Change from 2017 Budget
General Government	9.0%	\$25,570	1.3%

- General Government appropriations are budgeted at a 1.3% increase. Increases in contractual services and insurance are partially offset by minor decreases across several areas.

Public Safety	25.2%	\$266,649	5.1%
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- Public Safety appropriations are projected to increase by 5.1%. This is due mostly to increases in medical insurance and pension costs for the Police Department. Aside from those 2 items, the remainder of the Public Safety budget will increase 1.9%.

Community Development	3.2%	\$18,549	2.7%
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- Community Development appropriations are projected to increase 2.7%. The most significant variance is an increase in distributed Information Technology costs due to additional IT effort required in the department. No other major variances are expected.

Public Works	22.3%	\$93,916	2.0%
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- Public Works appropriations are projected to increase 2.0% due to increases in personal services costs, utilities, and distributed Information Technology costs.

Refuse Collection	5.8%	\$31,000	2.5%
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- The Refuse Collection budget reflects costs associated with the multi-year contract with Waste Management that went into effect in 2014. The 2018 costs are expected to increase by 2.5% over the 2017 Budget. The current contract is in effect through the end of 2018.

Recreation & Leisure Services	2.4%	\$4,139	0.8%
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- Recreation & Leisure Services appropriations are projected to remain in line with the 2017 Budget, showing only a slight increase of 0.8%. There are no significant increases or decreases expected.

Library	4.4%	\$33,544	3.7%
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- Library appropriations are projected to increase 3.7% over the 2017 Budget due to increases in personal services costs and distributed Information Technology costs.

General Fund Operating Expenditures Summarization

For the 2018 Budget, overall General Fund operating expenditures have increased by \$486,779, or 3.17% from 2017 Budget amounts. Some factors lending to this change in operating expenditures include the following:

- Full-Time non-contractual personnel salary and wage scale increases are projected at 2.48%.
- The Police contract has a set hourly wage increase of 2.25%.
- Health Insurance costs are budgeted to increase by 12%.
- The Minimum Municipal Obligation (MMO) for the Township’s two defined benefit pension plans increased by a combined \$141,072, or 37.9%.

The 2018 Budget will keep the General Fund’s unassigned fund balance at a level which is in line with the Government Finance Officers Association’s recommendation as well as the Township’s target range of 8-20%, both of which are necessary to help the Township maintain its AA+ bond rating.

Major Program Non-Operating Expenditures

Major Program	Percentage 2018 Budget	Dollar Value Change from 2017 Budget	Percentage Change from 2017 Budget
Debt Service Payments	6.2%	\$42,378	3.2%

- The 2018 Debt Service Appropriations are based on the Debt Service Payment Schedules for the 2016 Series A&B, and 2017 Series A&B General Obligation Bonds, as well as the 2015 General Obligation Note. Total debt service payments for the General Fund are scheduled to increase by \$42,378 or 3.2% for 2018. Total remaining debt in the General Fund is projected to be approximately \$15,700,000 at the end of 2018.

Operating Transfers	20.5%	\$189,980	4.5%
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- The 2018 General Fund Budget allocates a \$1,837,673 transfer to the Capital Projects Fund to help finance major capital items, a transfer of \$860,890 to the Boyce Mayview Park RAD Fund to fund park activities not covered by the RAD Grant and a transfer of \$1,734,089 to the Boyce Mayview C&RC Fund for payment of the debt service incurred through the 2008 General Obligation Bonds issued to finance the construction of the C&RC as well as an appropriation for C&RC common area operations. The 2008 bonds have since been replaced with the 2016 Series A&B bonds.

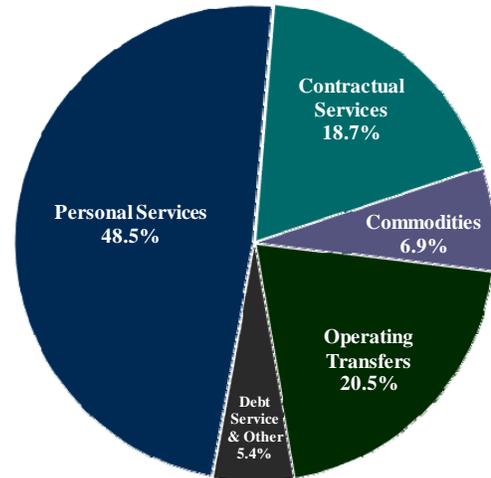
Where the Money Goes by Core Service Type

Core Service	Percentage 2018 Budget	Dollar Value Change from 2017 Budget	Percentage Change from 2017 Budget
Personal Services	48.5%	\$370,315	3.7%

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 48.5% of the 2018 General Fund Budget, or \$10,473,935. Approximately 60% of that total is obligated contractually. This is a \$370,315, or 3.67%, increase from the 2017 budgeted amounts. The sharpest increase were the defined benefit pension MMOs (as mentioned on the previous page) which accounted for more than one-third of the increase in this category. All other items increased by 2.27%

2018 GENERAL FUND EXPENDITURES BY TYPE



Contractual Services	18.7%	\$148,368	3.8%
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Contractual services on the whole increased \$148,368, or 3.81% from 2017 budgeted amounts. This is due to smaller increases across several categories including software licensing, professional services, and refuse collection.

Commodities	6.9%	(\$49,650)	(3.2%)
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The Township’s commodities expenses are expected to decrease of \$49,650, or 3.2% from the 2017 budgeted amounts. Several items contribute to this decrease, including reduced fuel usage over the past few years.

Operating Transfers	20.5%	\$189,980	4.5%
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Operating Transfers account for 20.5%, or \$4,432,652 of the 2018 General Fund Budget. This is an increase of \$189,980, or 4.5%, over the 2017 budgeted transfer amounts. These transfers represent contributions from the General Fund to the Capital Projects Fund (\$1,837,673), Boyce Mayview RAD Fund (\$860,890), and C&RC Fund (\$532,456 operating, and \$1,201,633 debt).

Debt Service & Other	5.4%	\$60,124	5.4%
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The change in “Debt Service & Other” includes distributed costs to and from other departments, as well as the General Fund portion of the debt repayment schedules that are currently in effect for the 2016 Series A&B and 2017 Series A&B General Obligation Bonds as well as the 2015 General Obligation Note. The \$60,124 increase in 2018 is based on the approved debt service schedule.

Other Expenditure Considerations

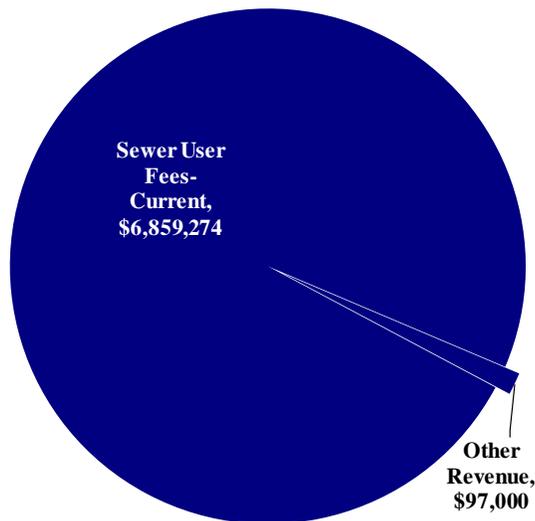
- **Staffing Levels and Compensation** - The overall staffing level of the Township for 2018 along with salary and wage ranges has been shown in each individual department’s budget and the Appendix section of the 2018 Budget. Compensation levels for the operating budget have been set at rates established 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 2017. All Township employees are required to contribute to their health insurance premiums in order to help offset the Township’s cost.

MAJOR ENTERPRISE FUNDS

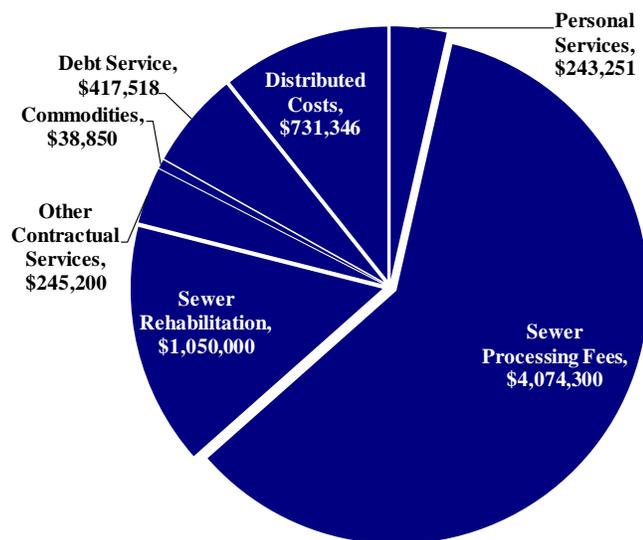
Sanitary Sewer Fund

The sewer user fee multiplier rate has been reduced to 2.05 for 2018. This reduction will help offset some of the impact of ALCOSAN’s 7.5% rate increase for 2018. The Township may need to adjust the multiplier later in the year if regulatory requirements are imposed that are not yet known. More clarity is expected in 2018 on future sanitary sewer regulatory requirements for the region. The Township’s costs for sewer processing fees in 2018 are projected at \$4,074,300. Major sewer rehabilitation costs are budgeted at \$1,050,000. Net assets at the end of 2018 are estimated to be \$1,419,632.

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 60% residents and 40% non-residents. Membership revenue is estimated to remain in line with actual 2017 revenues.

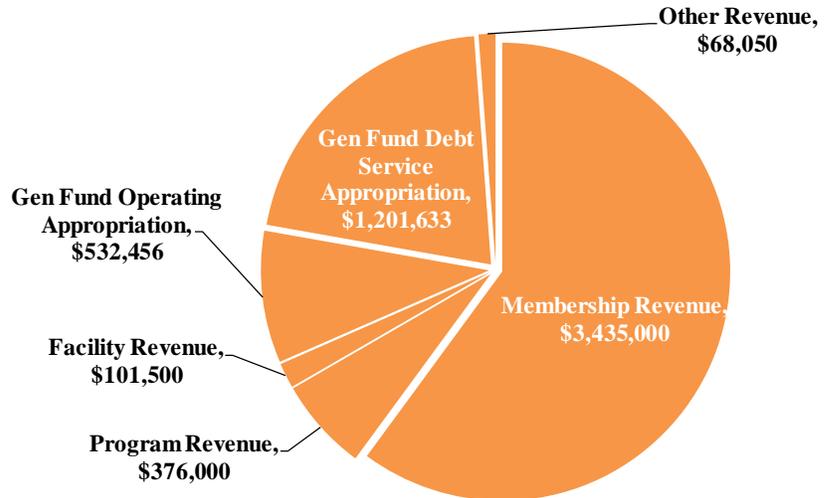
• **Appropriations from the General Fund:**

For 2018, the General Fund will appropriate \$1,201,633 for debt service costs associated with the construction of the C&RC building. The General Fund is also budgeted to contribute \$532,456 to support the common area operations of the C&RC.

The General Fund is also budgeted to contribute \$532,456 to support the common area operations of the C&RC.

• **Other Revenue:** Facility Rental revenue and program revenue have been estimated at \$101,500 and \$376,000 respectively, for 2018.

• **Total Memberships:** In July 2017, the C&RC reached 9,997 total members, including 3,328 annual memberships. The total percentage of memberships is estimated to be 60% residents and 40% non-residents.



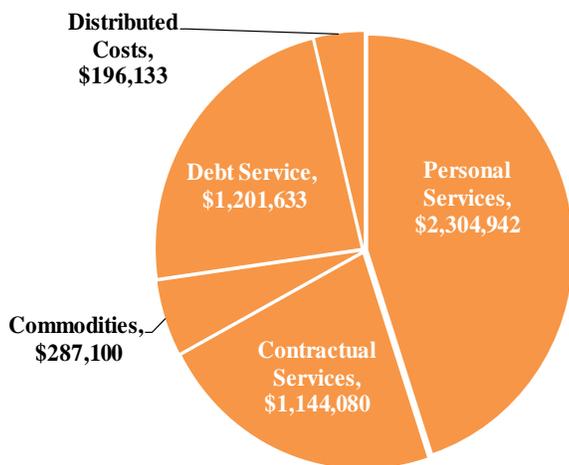
Projected Expenses

• **Personal Services:** Personal services have increased \$90,791, or 4.1% from 2017. This is due to an increase in wages associated with higher demand for group exercise and aquatics programs.

• **Contractual Services:** Contractual services expenses are budgeted to decrease by \$111,570, or 8.9% from 2017. This is an expected decrease resulting from a one-time bump in last year's budget for the facility assessment study.

• **Commodities:** Commodities are projected to remain level with the 2017 budgeted amounts with increases for point of sale equipment being offset by decreases in pool chemical costs.

• **Distributed Costs:** Distributed costs include Information Technology costs and depreciation costs on all equipment.



Information Technology costs and depreciation costs on all equipment.

CAPITAL PROJECTS FUND

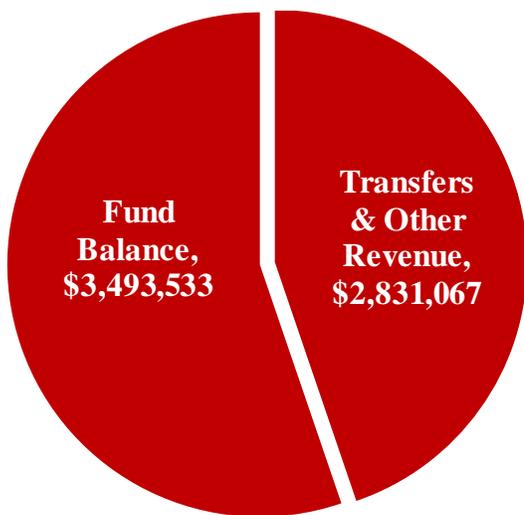
Annual Street Improvement Program

Funding Source	2015 Actual	2016 Actual	2017 Estimate	2018 Budget
State Liquid Fuels Tax Fund	\$ 514,991	\$ 527,575	\$ 600,000	\$ 700,000
General/Capital Project Funds	1,034,787	959,094	971,047	1,000,000
TOTAL	\$ 1,549,778	\$ 1,486,669	\$ 1,571,047	\$ 1,700,000

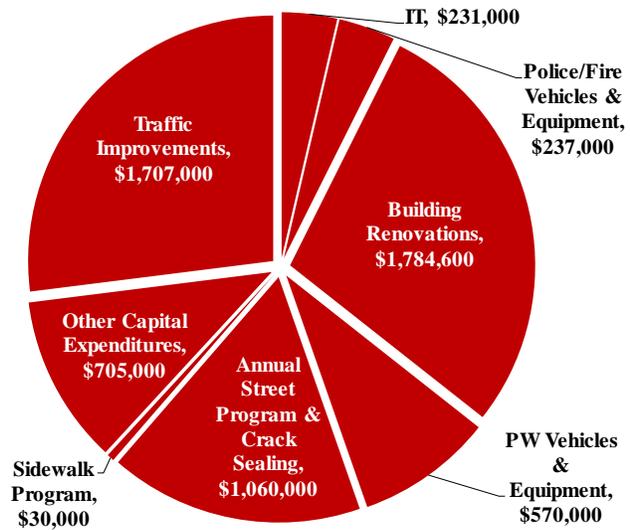
The Township recognizes the benefits of well-maintained streets and is committed to a regular schedule of street repairs. Approximately \$13,300,000 has been spent during the past ten years. The Township receives many favorable comments regarding the condition of Township streets and roadways. Staff recommends that the paving program budget be funded at \$1,700,000 for 2018 – an increase of \$100,000 over last year.

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

	2015	2016	2017	2018
Funding Source	Actual	Actual	Estimate	Budget
RAD Funding	\$ 430,000	\$ 236,000	\$ 306,000	\$ 210,000
General Fund Appropriation	\$ 1,018,713	\$ 1,129,482	\$ 1,110,640	\$ 860,890

At the recommendation of the Allegheny Regional Asset District (ARAD), Staff shows the RAD grant revenues and matching expenditures in this special revenue Boyce Mayview Park RAD Fund. An appropriation from the General Fund supplements the operating and capital expenditures that are not covered by the RAD grant and other grants within the fund. The General Fund appropriation for 2018 is projected at \$860,890.

RAD funding covers a portion of the Fund’s operating expenditures, which include personnel costs from the Public Works, Recreation and Police departments as well as utility and maintenance costs for Boyce Mayview Park. The 2018 Budget estimated RAD funding in the amount of \$210,000.

LOOKING FORWARD

This 2018 Budget has been prepared with the continued underlying purpose of managing 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 the subsequent 2 years. The next such planning session will take place in early 2018. Township staff is committed to continuing the momentum built in recent years towards the Board’s planning priorities. This Budget provides the foundation for the continued implementation of those past priorities while laying the groundwork for future goals and objectives.

- Taking into account the downward, revenue-neutral adjustment made in 2013 in conjunction with the Allegheny County reassessment process, the real estate tax millage rate has remained level, currently 3.83, since 2010. This Budget also maintains the Township’s portion of the local Earned Income tax rate at 0.80%. Both actions continue to satisfy 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 2018 Budget proposes funding to replace the current tennis/golf administration building with a new structure, renovate the McLaughlin Run Activity Center, and make upgrades to the municipal building’s fire alarm system, emergency generator, and windows.
- In addition to the actual improvements that are planned for the municipal building, staff will review longer-term space allocation needs within the building in 2018. Specifically, this review will take a look at renovating the Police Department area, as well as potential uses of the space that will be vacated by the School District administration in 2019.

- An assessment of the C&RC facility and operations will be undertaken in 2018. This assessment will allow the Township to develop a long-term strategy for programmatic and facility enhancements, setting the stage for another decade of operation success while maintaining the quality and integrity of the facility.
- Planned traffic signal improvements for 2018 include the intersections of McMurray Road / Johnston Road, and McMurray Road / McLaughlin Run Road / Panther Pass. When complete, these intersections will carry the theme established in 2016 at the intersection of McMurray Road / Bethel Church Road / McLaughlin Run Road. The intersection of Boyce Road / Boyce Plaza Road will see improvements in 2018, including a new signalized intersection and turning lane. Staff successfully generated over \$1.1 million in grants and developer contributions for these projects, covering 75% of the total cost. The Township has already applied for, and will continue to seek, grant funding for additional transportation projects throughout Upper St. Clair.
- The Township's focus on communications will continue in 2018, with additional attention on social media. As stated earlier in this message, the Township's Twitter and Facebook presence (@twpusc) has become more visible and active, and that effort will continue to grow throughout 2018. Additionally, the Township will explore the redesign of its website which will be 5 years old in April 2018. Staff is excited about the growing number of social media followers, which allow us to deliver important information to the residents in a more timely and effective manner than traditional communication methods allow.

The 2018 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 updated long-term projections, please refer to the five-year budget projections in the budget document.

- The Governmental Accounting Standards Board (GASB) Statements No. 45 & 75, require the Township to recognize its legal liability for other post-employment benefits (OPEB), such as the healthcare benefits for retired police officers that were granted through arbitration. This liability will 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.
- The Township and many other municipalities in the region previously entered into an Administrative Consent Order (ACO) with the Allegheny County Health Department, the Pennsylvania Department of Environmental Protection, and the United States Environmental Protection Agency related to stormwater inflow in the Township's sanitary sewer system. The initial ACO expired in mid-2015. The Township and other municipalities have been operating under an interim ACO since that time. The interim ACO expires at the end of 2017, and little is known about the future regulatory requirements the municipalities in this region will face. The Township anticipates meeting with regulators in early 2018, which could help to provide clarity on construction requirements, related expenses, and the associated billing rates.

- Municipalities throughout the country, including Upper St. Clair Township, are under a Federal mandate requiring a stormwater management program for reducing pollution impacts from stormwater runoff. This mandate is tied to Municipal Separate Storm Sewer System (MS4) regulations enforced by the Pennsylvania Department of Environmental Protection (PADEP) and the Environmental Protection Agency (EPA). The 2018 Budget appropriates another \$300,000 to the Township's Storm Sewer Fund for projects dedicated to improve stormwater management systems and comply with the unfunded mandate. Although the Township's 2018-2022 Capital Improvements Program *estimates* \$2.5 million in related expenses over the next 5 years, there is still uncertainty related to the true cost of storm sewer compliance. If the costs of such compliance exceed the amount that the Storm Sewer Fund can handle, other funding mechanisms may have to be considered. The potential for this occurring in 2018 is unlikely, but it is a possibility in future years.

CONCLUSION

The 2018 Budget once again provides a sensible spending plan for Township operations in the coming year. The Staff continues to monitor economic conditions to maintain quality service levels while living within the financial means of our tax base. This is reflected by keeping the tax rates level for the 9th straight year, and providing a budget that meets the service levels demanded. Current service levels will continue to be the priority in order to promote the health, safety and welfare of Township residents.

While our tax base has shown moderate growth in recent years, 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 include its assets, liabilities, fund equity, revenues and expenditures. This compartmentalization of resources, transactions, and statements is necessary to ensure that specific revenue sources are used to finance the specific activities for which they are intended. Funds can have transactions with other funds within the governmental unit. Funds can be continuous or can be closed out after their special purpose has been served. For a detailed listing of all Township funds, please refer to the following page.

The Township's primary sources of revenue are **Real Estate Tax (18.22%)**, **Earned Income and Net Profits Tax (19.51%)**, **Sewer User Fees (15.17%)** and **C&RC Memberships & Recreation Program Fees (9.57%)**, which account for **62.47%** 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 (20.21%)**, **Public Safety (12.52%)**, **Recreation & Leisure Services, including the C&RC operating costs, (18.39%)**, **Sanitary Sewer Processing (ALCOSAN Payments) (8.97%)**, and **Debt Service (5.38%)** which accounts for **65.47%** of the Township's expenditures. Other major programs include General Government, Community Development, Refuse Collection, Annual Street Improvement Program, and Library. For more information concerning each program, please refer to the corresponding sections of this document.

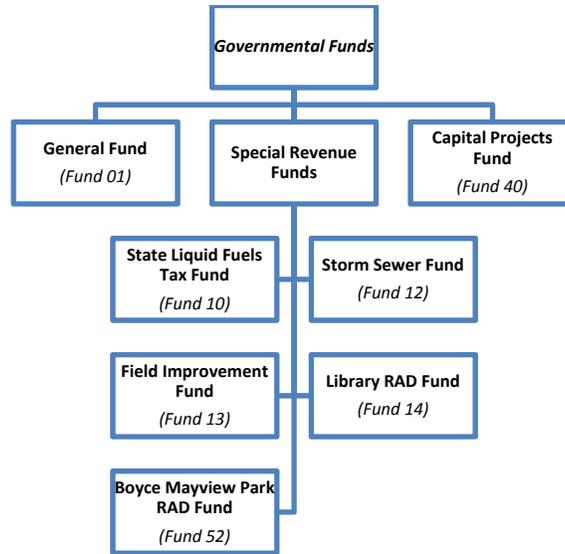
The Township of Upper St. Clair provides its residents with a full range of services. A brief listing of Township services includes:

- 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 wide variety of recreation and leisure services for all age groups
- Full-service adult and children's library
- Public access television

BUDGETARY BASIS

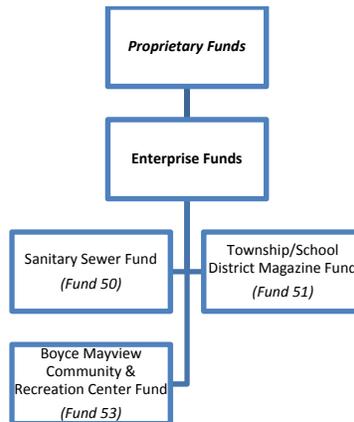
Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget. There are three (3) primary bases for budgeting: Cash Basis, Modified Accrual Basis and Accrual Basis. The Township does not use the Cash Basis for any funds within the Budget.

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 sinking funds for the following five debt obligations: the 2015 General Obligation Note, the 2016 General Obligation Series A Bond Issue, the 2016 General Obligation Series B Bond Issue, the 2017 General Obligation Series A Bond Issue, and the 2017 General Obligation Series B Bond Issue.

REVENUES BY FUND

**TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW**



**2018 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	\$ 8,278,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,278,500	18.22%
Earned Income Taxes	8,867,300	-	-	-	-	-	-	-	-	-	-	8,867,300	19.51%
Other Taxes	1,872,250	-	-	-	-	-	-	-	-	-	-	1,872,250	4.12%
Sewer User Fees	-	-	-	-	-	-	-	6,891,774	-	-	-	6,891,774	15.17%
Licenses & Permits	164,575	-	-	-	-	-	-	-	-	-	-	164,575	0.36%
Fees & Fines	550,800	-	2,000	27,500	-	250	-	60,000	160,100	-	-	800,650	1.76%
Interest & Rent	93,872	1,200	-	600	-	-	20,000	4,500	-	6,000	-	126,172	0.28%
Service Agreements	222,100	-	-	-	-	-	4,500	-	-	-	-	226,600	0.50%
Recreation Fees	372,275	-	-	-	-	-	-	-	-	3,974,550	-	4,346,825	9.57%
Grant Revenue	772,650	642,880	-	-	227,026	210,000	737,288	-	-	-	-	2,589,844	5.70%
Non-Tax Revenue	416,550	-	-	-	-	-	240,000	-	-	-	140,000	796,550	1.75%
Fund Balance	-	55,920	-	-	-	-	3,493,533	-	19,650	-	1,575,749	5,144,852	11.32%
Operating Transfers	-	-	300,000	30,000	-	860,890	1,829,279	-	-	532,456	580,751	4,133,376	9.10%
Non-Operating Transfers	-	-	-	-	-	-	-	-	-	1,201,633	-	1,201,633	2.64%
Totals	\$ 21,610,872	\$ 700,000	\$ 302,000	\$ 58,100	\$ 227,026	\$ 1,071,140	\$ 6,324,600	\$ 6,956,274	\$ 179,750	\$ 5,714,639	\$ 2,296,500	\$ 45,440,901	100.00%

**EXPENDITURES/EXPENSES
BY FUND**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



**2018 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	\$ 2,146,577	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,156,000	\$ -	\$ 179,750	\$ -	\$ -	\$ 3,482,327	7.66%
Public Safety	5,452,399	-	-	-	-	-	237,000	-	-	-	-	5,689,399	12.52%
Comm. Development	698,311	-	-	-	-	-	62,000	-	-	-	-	760,311	1.67%
Public Works	4,820,680	-	200,000	30,000	-	-	2,875,000	1,258,647	-	-	-	9,184,327	20.21%
ALCOSAN Payments	-	-	-	-	-	-	-	4,074,300	-	-	-	4,074,300	8.97%
Corrective Action	-	-	-	-	-	-	-	1,050,000	-	-	-	1,050,000	2.31%
Refuse Collection	1,255,500	-	-	-	-	-	-	-	-	-	-	1,255,500	2.76%
Annual Street Program	-	700,000	-	-	-	-	1,060,000	-	-	-	-	1,760,000	3.87%
Recreation	515,754	-	-	-	-	1,071,140	540,000	-	-	3,932,255	2,296,500	8,355,649	18.39%
Library	948,504	-	-	-	227,026	-	64,600	-	-	-	-	1,240,130	2.73%
Debt Service	1,348,889	-	-	-	-	-	-	417,518	-	678,449	-	2,444,856	5.38%
Operating Transfers	4,424,258	-	-	-	-	-	330,000	-	-	-	-	4,754,258	10.46%
Fund Balance	-	-	102,000	28,100	-	-	-	155,809	-	1,103,935	-	1,389,844	3.06%
Totals	\$ 21,610,872	\$ 700,000	\$ 302,000	\$ 58,100	\$ 227,026	\$ 1,071,140	\$ 6,324,600	\$ 6,956,274	\$ 179,750	\$ 5,714,639	\$ 2,296,500	\$ 45,440,901	100.00%

**TOTAL REVENUES
BY REVENUE TYPE**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Township Taxes					
Real Estate Taxes	\$ 7,993,595	\$ 8,287,442	\$ 8,055,000	\$ 8,232,500	\$ 8,278,500
Earned Income Taxes	8,382,576	8,844,793	8,531,000	8,701,700	8,867,300
Other Taxes	2,115,962	2,006,033	1,783,750	1,858,750	1,872,250
Total Township Taxes	18,492,133	19,138,268	18,369,750	18,792,950	19,018,050
Township Fees					
Sewer User Fees	5,664,183	6,393,986	6,716,246	6,601,766	6,891,774
Recreation Fees	4,464,358	4,547,560	4,463,025	4,304,475	4,346,825
Magazine Advertising Fees	168,807	164,946	172,100	162,275	160,100
Licenses & Permits	238,681	176,485	174,275	176,825	164,575
Fees & Fines	662,688	680,498	625,730	668,639	640,550
Total Township Fees	11,198,717	11,963,475	12,151,376	11,913,980	12,203,824
Township Grant Revenue					
State Pension Grant	587,114	594,351	567,000	624,000	632,450
Library State Grant	62,926	64,059	64,059	64,059	65,200
State Liquid Fuels Tax Allocation	514,991	597,932	608,880	624,936	642,880
Library RAD Grant	215,059	221,495	223,711	224,778	227,026
Boyce Mayview Park RAD Grant	430,000	236,000	306,000	306,000	210,000
Other Grants	924,108	506,636	700,200	385,957	812,288
Total Township Grant Revenue	2,734,198	2,220,473	2,469,850	2,229,730	2,589,844
Township Non-Tax Revenue					
Interest & Rent	77,931	106,767	105,376	109,026	126,172
Service Agreements	261,124	229,969	227,500	232,811	226,600
Other Revenue	757,443	1,080,886	655,100	779,997	796,550
Total Township Non-Tax Revenue	1,096,498	1,417,622	987,976	1,121,834	1,149,322
Township Transfers					
Transfers from Other Funds	7,476,070	8,478,626	5,309,583	5,406,010	5,335,009
Total Township Transfers	7,476,070	8,478,626	5,309,583	5,406,010	5,335,009
Township Fund Balance					
Transfers from Fund Balance	292,144	742,050	5,611,928	3,633,758	5,144,852
Total Township Fund Balance	292,144	742,050	5,611,928	3,633,758	5,144,852
Total Township Revenue	\$ 41,289,760	\$ 43,960,514	\$ 44,900,463	\$ 43,098,262	\$ 45,440,901

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
General Government Expenditures					
Personal Services	\$ 1,340,751	\$ 1,480,973	\$ 1,597,438	\$ 1,586,981	\$ 1,615,451
Contractual Services	786,183	809,850	998,650	989,650	1,067,275
Commodities	39,914	40,469	58,350	60,900	56,750
Distributed Costs	(226,863)	(288,737)	(367,093)	(367,093)	(413,149)
Capital Projects	791,203	1,370,944	1,253,000	885,000	1,156,000
Total General Government Expenditures	\$ 2,731,188	\$ 3,413,499	\$ 3,540,345	\$ 3,155,438	\$ 3,482,327

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

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Public Safety Expenditures					
Personal Services	\$ 4,215,496	\$ 4,316,233	\$ 4,502,457	\$ 4,492,201	\$ 4,740,764
Contractual Services	387,156	391,155	483,800	481,667	496,466
Commodities	63,936	83,470	79,420	78,695	77,970
Distributed Costs	49,380	60,905	120,073	120,073	137,199
Capital Projects	160,998	276,207	928,000	928,000	237,000
Total Public Safety Expenditures	\$ 4,876,966	\$ 5,127,970	\$ 6,113,750	\$ 6,100,636	\$ 5,689,399

Fund(s): General Fund, Capital Projects Fund

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Comm. Development Expenditures					
Personal Services	\$ 464,147	\$ 510,091	\$ 553,002	\$ 551,926	\$ 559,213
Contractual Services	60,791	55,420	63,100	63,600	63,760
Commodities	7,781	12,635	7,500	7,500	8,000
Distributed Costs	37,553	45,939	56,160	56,160	67,338
Capital Projects	25,340	41,100	12,500	20,500	62,000
Total Comm. Development Expenditures	\$ 595,612	\$ 665,185	\$ 692,262	\$ 699,686	\$ 760,311

Fund(s): General Fund, Capital Projects Fund

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Public Works Expenditures					
Personal Services	\$ 2,813,389	\$ 2,580,394	\$ 2,815,441	\$ 2,800,684	\$ 2,930,145
Contractual Services	1,128,083	1,129,404	1,373,995	1,512,190	1,446,739
Commodities	1,137,565	865,676	1,255,850	1,165,850	1,212,850
Distributed Costs	579,945	667,322	604,340	684,340	679,593
Refuse Collection	1,383,706	1,297,395	1,224,500	1,244,500	1,255,500
ALCOSAN Payments	2,942,687	3,243,651	3,925,000	3,702,000	4,074,300
Capital Projects	3,141,953	3,131,537	5,783,000	4,173,596	5,725,000
Total Public Works Expenditures	\$ 13,127,328	\$ 12,915,379	\$ 16,982,126	\$ 15,283,160	\$ 17,324,127

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

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Recreation Expenditures					
Personal Services	\$ 2,628,029	\$ 2,630,988	\$ 2,840,363	\$ 2,834,892	\$ 2,971,270
Contractual Services	1,236,224	1,216,694	1,592,075	1,458,506	1,496,028
Commodities	348,330	374,792	427,750	422,883	427,850
Distributed Costs	257,077	271,119	321,531	311,531	319,001
Capital Projects	1,338,625	1,392,339	2,461,700	1,984,796	3,141,500
Total Recreation Expenditures	\$ 5,808,285	\$ 5,885,932	\$ 7,643,419	\$ 7,012,608	\$ 8,355,649

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

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Library Expenditures					
Personal Services	\$ 880,495	\$ 883,337	\$ 919,879	\$ 920,946	\$ 941,610
Contractual Services	21,426	22,795	22,300	23,800	24,400
Commodities	129,026	134,554	161,000	161,000	159,000
Distributed Costs	32,360	40,616	35,492	35,492	50,520
Capital Projects	7,726	42,441	130,000	130,000	64,600
Total Library Expenditures	\$ 1,071,033	\$ 1,123,743	\$ 1,268,671	\$ 1,271,238	\$ 1,240,130

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

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Debt Service Expenditures					
Contractual Services	\$ 2,345,941	\$ 2,438,455	\$ 2,478,663	\$ 2,407,016	\$ 2,444,856
Total Debt Service Expenditures	\$ 2,345,941	\$ 2,438,455	\$ 2,478,663	\$ 2,407,016	\$ 2,444,856
<i>Fund(s): General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund</i>					
	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Operating Transfers Expenditures					
Contractual Services	\$ 6,131,612	\$ 7,240,983	\$ 4,664,278	\$ 4,741,534	\$ 4,754,258
Transfers to Fund Balance	4,601,795	5,149,368	1,516,949	2,426,946	1,389,844
Total Operating Transfers Expenditures	\$ 10,733,407	\$ 12,390,351	\$ 6,181,227	\$ 7,168,480	\$ 6,144,102
<i>Fund(s): All Township Funds</i>					
Total Township Expenditures	\$ 41,289,760	\$ 43,960,514	\$ 44,900,463	\$ 43,098,262	\$ 45,440,901

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**FUND BALANCE/
NET ASSETS HISTORY**

**TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW**



TOWNSHIP MAJOR FUNDS – CHANGES IN FUND BALANCE OR NET ASSETS

GENERAL FUND	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Fund Balance	\$ 3,345,299	\$ 3,359,350	\$ 3,540,365	\$ 3,540,365	\$ 3,844,831
Total Revenues	21,060,268	22,082,860	20,891,735	21,384,289	21,610,872
Total Expenditures & Non-Spendables	21,046,217	21,901,845	20,891,735	21,079,823	21,610,872
Ending Fund Balance	\$ 3,359,350	\$ 3,540,365	\$ 3,540,365	\$ 3,844,831	\$ 3,844,831

Analysis: Fund Balance is projected to remain level with the 2017 estimate.

Discussion: The Township anticipates maintaining a fund balance above 17% of budgeted General Fund revenues.

CAPITAL PROJECTS FUND	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Fund Balance	\$ 7,343,619	\$ 8,284,816	\$ 7,546,173	\$ 7,546,173	\$ 4,612,627
Total Revenues	3,977,881	4,625,284	1,918,550	1,704,550	2,831,067
Total Expenditures	3,036,684	5,363,927	6,832,500	4,638,096	6,239,600
Ending Fund Balance	\$ 8,284,816	\$ 7,546,173	\$ 2,632,223	\$ 4,612,627	\$ 1,204,094

Analysis: Fund Balance is projected to decrease \$3,408,533 million from the 2017 estimate.

Discussion: This use of the Capital Projects fund balance has been planned in recent years in order to assist with required matches resulting from grant funding for major projects and to fund projects using existing resources rather than issuing debt. This use of fund balance will support significant projects in the following areas: Tennis/Golf Administration Building improvements (\$276,000), McLaughlin Run Activity Center improvements (\$550,000), Municipal Building improvements (\$750,000), the annual street program (\$1,000,000), and several traffic signal improvements (\$1,707,000).

SANITARY SEWER FUND	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Net Position	\$ 1,556,256	\$ 2,133,912	\$ 3,537,945	\$ 3,537,945	\$ 3,333,823
Operating Revenue	5,758,183	6,475,486	6,751,246	6,681,766	6,951,774
Operating Expenses	(4,665,374)	(4,700,246)	(6,432,862)	(6,439,851)	(6,382,947)
Operating Income (Loss)	1,092,809	1,775,240	318,384	241,915	568,827
Non-Operating Revenue	628	175,833	1,000	3,000	4,500
Non-Operating Expenses	(515,781)	(547,040)	(527,285)	(449,037)	(417,518)
Total Non-Operating Revenues (Expenses)	(515,153)	(371,207)	(526,285)	(446,037)	(413,018)
Change in Net Assets	577,656	1,404,033	(207,901)	(204,122)	155,809
Ending Net Position	2,133,912	3,537,945	3,330,044	3,333,823	3,489,632
Net Investment in Capital Assets	-	(113,184)	(150,000)	(150,000)	(2,070,000)
Ending Unrestricted Net Position	2,133,912	3,424,761	3,180,044	3,183,823	1,419,632

Analysis: Net Position are projected to increase \$155,809 from the 2017 estimate.

Discussion: The increase in Net Position reflects a smaller corrective action cost for 2018, but that cost is expected to increase again in 2019 and beyond as regulatory requirements continue to burden this fund.

**FUND BALANCE/
NET ASSETS HISTORY**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



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

C&RC FUND	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Net Position	\$ 6,521,597	\$ 7,652,112	\$ 8,550,152	\$ 8,550,152	\$ 9,121,227
Operating Revenue	4,547,257	4,632,401	4,599,210	4,464,710	4,507,006
Operating Expenses	(3,203,686)	(3,315,801)	(3,956,405)	(3,802,376)	(3,932,255)
Operating Income (Loss)	1,343,571	1,316,600	642,805	662,334	574,751
Non-Operating Revenue	1,181,045	1,085,776	1,201,326	1,201,826	1,207,633
Non-Operating Expenses	(745,882)	(856,118)	(644,867)	(644,867)	(678,449)
Total Non-Operating Revenues (Expenses)	435,162	229,658	556,459	556,959	529,184
Change in Net Assets	1,778,733	1,546,258	1,199,264	1,219,293	1,103,935
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Position	7,652,112	8,550,152	9,101,198	9,121,227	9,576,944
Less: Net Investment in Capital Assets	(2,960,181)	(2,504,365)	(2,876,065)	(2,954,861)	(5,111,361)
Ending Unrestricted Net Assets	\$ 4,691,931	\$ 6,045,787	\$ 6,225,133	\$ 6,166,366	\$ 4,465,583

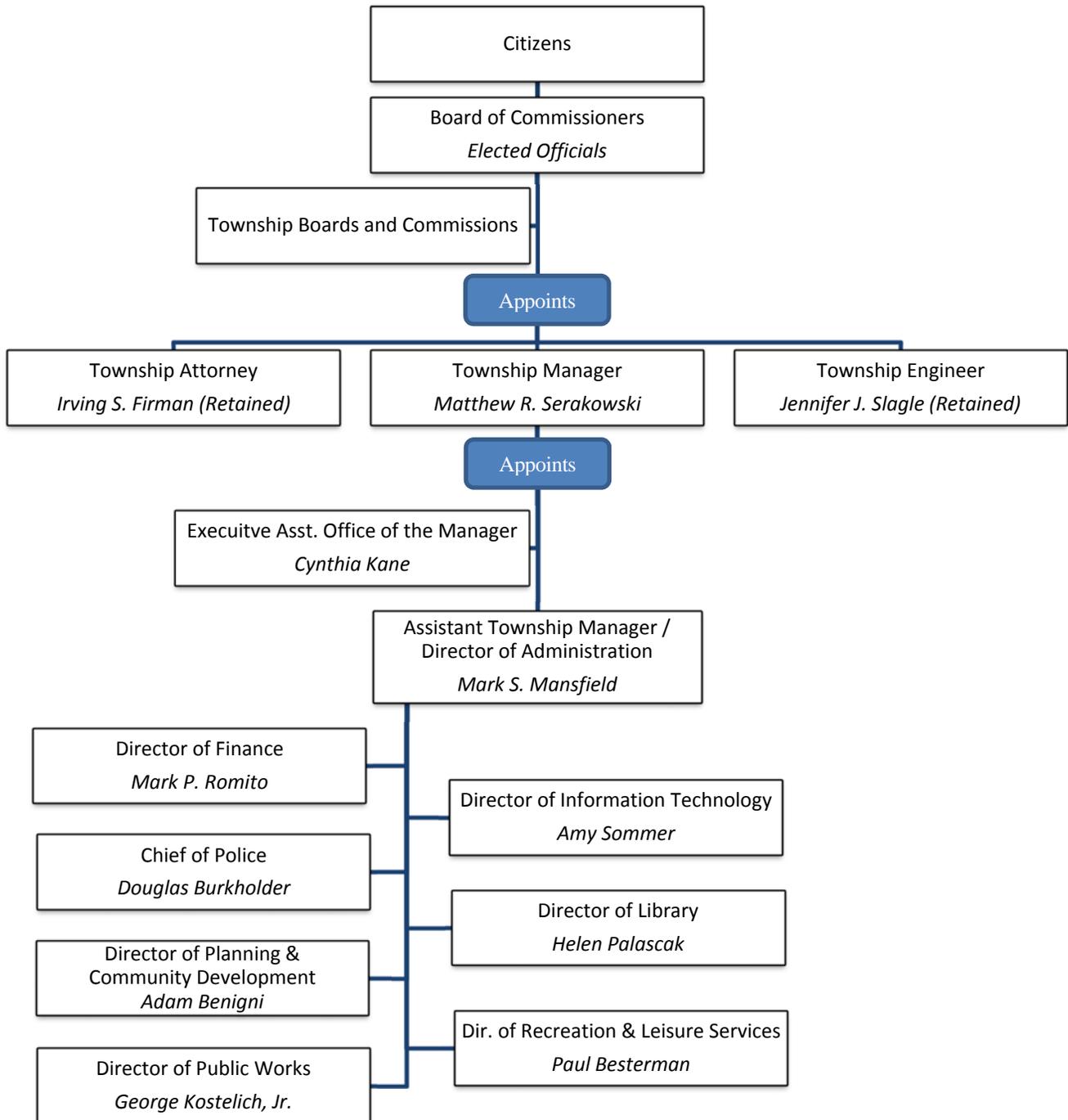
Analysis: Net Position is projected to increase \$455,717 from the 2017 estimate.

Discussion: The increase is the result of a continuing positive trend in this fund. The Township expects to draw upon the net position in the near future to fund capital improvements without issuing debt. This is expected to occur some time after the facility needs assessment is conducted during 2018.

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TOWNSHIP ORGANIZATIONAL STRUCTURE

The authorized personnel responsible for programs and services for the Township of Upper St. Clair for 2018 are as follows:



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

**BOARD OF COMMISSIONERS PLANNING PRIORITIES HIGHLIGHTS
2016-2017**

In early 2016, the Board of Commissioners met to plan their priorities for 2016 and 2017. The top priorities and related status updates are below. The next such planning session will take place in early 2018. Staff is committed to continuing the momentum built in recent years towards these priorities. The 2018 Budget provides the foundation for continued implementation of past priorities while laying the groundwork for future goals and objectives.

BOARD PRIORITY	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
<u>Information Technology</u> * <i>Software for PW, CD, Rec</i> * <i>Disaster recovery</i> * <i>Document mgmt. & storage</i> * <i>Electronic record-keeping</i> * <i>Replace core storage</i> * <i>Time clock implementation</i>	New Cityworks software for Community Development and Public Works was implemented in 2017. A software project for Recreation began in 2017 and will conclude in 2018. The core storage was replaced in 2017. Solutions for document management and electronic record-keeping are being implemented in different departments based on their individual needs and tools.	IT, Public Works, Community Development Recreation, Administration, Board of Commissioners
<u>Budgetary Items</u> * <i>Replace 2008 Liq. Facility</i> * <i>Restructure 2008 bonds</i> * <i>Maintain AA+ bond rating</i> * <i>Hold the line on taxes</i> * <i>Encourage seeking grants</i> * <i>Evaluate Township build-out impact on budget</i>	The 2008 liquidity facility was extended in early 2016. The 2008 bond issue was then fully refunded in late 2016. Additional refundings were also accomplished with the 2011 and 2012 Bonds both being refunded in 2017. All debt was issued with a AA+ rating. The 2017 and 2018 Budgets were adopted with no tax increase. All departments continue to look for grant opportunities, & the Township has been notified of several significant grant awards for 2018. 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 were revisited during the 2018 budget process.	All Township Departments, Board of Commissioners
<u>Buildings/Facility Improvements</u> * <i>Replace emergency generator</i> * <i>Security cameras / dispatch tie-in</i> * <i>Review space allocation & security</i> * <i>Municipal Bldg renovation</i>	Replacement of the Municipal Building’s emergency generator is planned for 2018. Security enhancements continued to be accomplished throughout the Township. Space allocation review of the Municipal Building will take place in 2018.	Public Works, Police, Administration
<u>Personnel</u> * <i>Police contract negotiation</i> * <i>Public Works contract negotiation</i> * <i>Attain/retain good employees</i> * <i>Recruit HR Administrator</i>	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 began in 2017.	Administration, Police, Public Works
<u>Road Infrastructure</u> * <i>Intersection improvements</i> * <i>Traffic improvements prioritization</i> * <i>Enhance funding of street paving program</i>	Funding for the annual street program remained at a high level in 2016, and was increased in both 2017 & 2018. The program remains funded at a high level in the Township’s Capital Improvement Plan (CIP). The CIP also includes a prioritization for traffic improvements through 2022, including several major improvements planned for 2018. 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
<p>Aim 1: Align infill opportunities and population needs within context of the Township's Development Priorities Plan.</p> <p>Aim 2: Strategically reinforce the community's high quality of development standards.</p> <p>Aim 3: Utilize existing zoning and subdivision ordinances in order to encourage greater development synergies, understanding and compliance.</p>
Infrastructure and Transportation
<p>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 .</p> <p>Aim 5: Enhance the transportation infrastructure to promote improved vehicular connectivity within the community as well as safety for non-vehicular traffic/pedestrians.</p>
Civic Space
<p>Aim 6: Prioritize and pursue public amenity enhancements.</p>
Local Government and Services
<p>Aim 7: Further the effectiveness of municipal communications.</p> <p>Aim 8: Continue to establish priorities and sequencing to ensure resource spending is balanced with the benefit of servicing the Township’s overall population</p>

The general accomplishments and goals listed below are intended to highlight the outstanding work done by Staff in 2017 and the intended goals of 2018. 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.

2017 GENERAL TOWNSHIP ACCOMPLISHMENTS

- Two new segments of the Perimeter Trail in Boyce Mayview Park were constructed. A portion of the new trail is pictured to the right. The first segment is the Southern Extension which begins along Boyce Road and runs to the Community Gardens. The second segment takes the trail from the gardens, along Morton Road, and terminating near Rostron Drive. Combined, the two segments add 1.5 miles of pavement to the, now 4 mile trail located around the perimeter of Boyce Mayview Park.
- The Township made several park improvements in 2017. Additional parking was added at Wiltshire Park to address long standing on-street parking challenges following the 2014/15 renovation of the park. At Trotwood Park, equipment was refreshed and upgraded, walk lights were converted to LED, old fencing was removed, and several cosmetic improvements were made. Also, two pavilion projects took place in Boyce Mayview Park, including construction of a new pavilion adjacent to the Miracle League Field, and the addition of restrooms to the existing pavilion near the former Outdoor Classroom site.
- Despite the continued state of regional uncertainty with regards to sanitary sewers that exists under the interim Administrative Consent Order, the Township continued to make improvements to the sanitary sewer system in 2017. Significant projects completed in 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, inflow source reduction, and ongoing maintenance and repairs.
- The Community & Recreation Center (C&RC) completed its eighth full year of operations. The C&RC continues to maintain nearly 10,000 total members, with a 2017 membership ratio of 60% residents and 40% nonresidents.
- Two separate series of General Obligation Bonds were successfully refunded in 2017. Market conditions allowed for a combined savings of over \$583,000 by refunding both the 2011 & 2012 Bonds.
- Long-term planning and design of traffic signal improvements throughout the Township continued in 2017. Staff completed cost studies and prioritization of each signalized intersection, and continued to aggressively seek grant funding opportunities for assistance in completing the desired improvements.
- The Township was once again recognized by Allegheny County Council for being a Banner Community in 2017.
- The Township also maintained Sustainable Community Certification from the Pennsylvania Municipal League (PML). The Township holds a gold certification, the second-highest level awarded by PML.
- The Township maintained its excellence in financial reporting by receiving its 29th consecutive GFOA Certificate of Achievement for Excellence in Financial Reporting for 2016. The Township also received its 9th consecutive GFOA Distinguished Budget Presentation Award for 2017 – one of only 6 municipalities in Pennsylvania to receive the award.

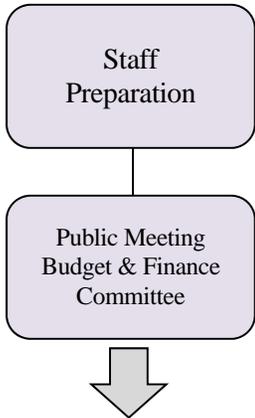
2018 GENERAL TOWNSHIP GOALS

- Continue reinvesting in Township facilities with a variety of building projects including construction of a new tennis/golf administration building, renovation of the McLaughlin Run Activity Center, and studying options for replacing or rehabilitating the salt dome. Discussion and study of future space allocation within the municipal building will also take place in 2018, keeping in mind the growing needs of the Police Department and the pending departure of the School District administration.
- Undertaking a facility assessment study of the Community & Recreation Center (C&RC) with the objective of developing long-term recommendations for future facility and programmatic enhancements.
- Continue with planning and construction of transportation projects, including traffic signal improvements at the intersections of McMurray Road @ Johnston Road and McMurray Road @ McLaughlin Run Road @ Panther Pass, as well as improvements to the intersection of Boyce Road @ Boyce Plaza Road
- Continue to work closely with PennDOT on upcoming improvements to the intersection of McLaughlin Run Road @ Lesnett Road @ McMillan Road.
- Focus on communications with attention on social media, and explore the redesign of the Township website, which will be 5 years old in April 2018. Staff is excited about the growing number of social media followers, which allow us to deliver important information to the residents in a more timely and effective manner than traditional communication methods allow.
- Participate in a joint bid process for solid waste and recycling collection and disposal services, coordinated by the South Hills Area Council of Governments.
- Work towards clarity on sanitary sewer regulatory requirements after the expiration of the Interim Administrative Consent Order with the Allegheny County Health Department, the Pennsylvania Department of Environmental Protection, and the United States Environmental Protection Agency.
- Continue compliance efforts for the unfunded Federal mandate requiring a stormwater management program for reducing pollution impacts from stormwater runoff. This mandate is tied to Municipal Separate Storm Sewer System (MS4) regulations enforced by the Pennsylvania Department of Environmental Protection and the United States Environmental Protection Agency. The 2018 Budget appropriates another \$300,000 to the Township's Storm Sewer Fund for projects dedicated to improve stormwater management systems and comply with the unfunded mandate.
- 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 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 2018 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

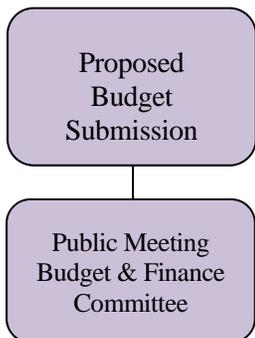
Annual Budget Preparation



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.

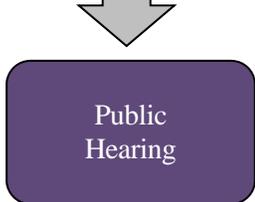
**The Budget and Finance Committee is comprised of three (3) members of the Board of Commissioners, although all Commissioners are encouraged to attend meetings held by this Committee.*

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.

2018 BUDGET SCHEDULE

July 24, 2017	Budget worksheets sent to Department Directors along with reminder to align requests with Township goals	Director of Finance
August 7, 2017	Department Directors submit budget Worksheets to Finance Department	Department Directors
September 25, 2017	Review budget assumptions and goals with Budget & Finance Committee	Budget & Finance Committee Township Manager Director of Finance
September 25, 2017	Establish Public Hearing date	Board of Commissioners
October 6, 2017	Submit Manager's Proposed Budget to Board of Commissioners	Township Manager Director of Finance
October 9, 2017	Submit advertisement of Public Hearing to newspaper	Director of Finance
October 13, 2017	Advertisement of availability of 2018 Proposed Budget for Public inspection (copies to be displayed in Reception Area, Library and Township website)	Director of Finance
October 17, 2017	Budget narratives and statistics sent to Department Directors for updating	Director of Finance
October 20, 2017	Review Manager's Proposed Budget with the Budget & Finance Committee	Budget & Finance Committee Township Manager Director of Finance
November 6, 2017	Public Hearing	Board of Commissioners
November 7, 2017	Return of budget narratives and statistics to Finance Department	Department Directors
November 27, 2017 (if necessary)	Review Public comments, if necessary	Budget & Finance Committee Township Manager Director of Finance
December 4, 2017	Adopt Budget (by Ordinance)	Board of Commissioners
December 5, 2017	Advertise adopted Ordinance	Township Manager
December 11, 2017	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**

TOWNSHIP OF UPPER ST. CLAIR
LONG-TERM PLAN



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 2018-2022 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	2018	2019	2020	2021	2022
Governmental Funds Revenues					
Real Estate Tax - 1.4% growth	\$ 8,278,500	\$ 8,394,399	\$ 8,511,921	\$ 8,631,087	\$ 8,751,923
Earned Income Tax - 2.5% growth	8,867,300	9,088,983	9,316,207	9,549,112	9,787,840
Real Estate Transfer Tax - 2.0% growth	1,050,000	1,071,000	1,092,420	1,114,268	1,136,554
Local Option Sales Tax - 3.0% growth	522,250	537,918	554,055	570,677	587,797
Local Services Tax - Estimate # employees	279,500	283,000	286,000	286,500	287,000
Other Revenue - 3.0% growth on recurring items	4,726,566	4,304,656	4,433,796	4,566,810	4,703,814
Fund Balance - Governmental funds used	3,334,353	2,571,279	195,936	156,538	302,056
Total Governmental Fund Revenues	\$ 27,058,469	\$ 26,251,235	\$ 24,390,335	\$ 24,874,992	\$ 25,556,984
Governmental Funds Expenditures					
General Government - 3% growth	\$ 2,146,577	\$ 2,232,440	\$ 2,321,738	\$ 2,414,607	\$ 2,511,191
Public Safety - 2.5% growth	5,452,399	5,588,709	5,728,427	5,871,637	6,018,428
Community Development - 3% growth	698,311	715,769	733,663	752,005	770,805
Public Works - 2.5% growth	4,820,680	4,953,249	5,089,463	5,229,423	5,373,232
Refuse Collection - 3% growth	1,255,500	1,293,165	1,331,960	1,371,919	1,413,076
Annual Street Program-estimate	1,760,000	1,760,000	1,860,000	1,860,000	1,860,000
Other Capital Improvements-estimate	5,079,600	3,974,000	1,513,500	1,447,000	1,595,000
Recreation - 3% growth on recurring items	1,586,894	1,356,401	1,397,093	1,439,006	1,482,176
Library - 2.5% growth	1,175,530	1,204,918	1,235,041	1,265,917	1,297,565
C&RC Transfer	1,734,089	1,749,020	1,763,726	1,780,714	1,800,248
OPEB Allocation	-	80,000	80,000	80,000	80,000
Debt Service - General Fund	1,348,889	1,343,564	1,335,724	1,362,764	1,355,262
Total Governmental Fund Expenditures	\$ 27,058,469	\$ 26,251,235	\$ 24,390,335	\$ 24,874,992	\$ 25,556,984
Sanitary Sewer Fund	2018	2019	2020	2021	2022
Sanitary Sewer Revenues					
Sewer User Fees	\$ 6,891,774	\$ 7,242,861	\$ 7,796,313	\$ 8,409,516	\$ 9,070,398
Other Revenue	64,500	68,000	70,000	75,000	75,000
Total Sanitary Sewer Fund Revenues	\$ 6,956,274	\$ 7,310,861	\$ 7,866,313	\$ 8,484,516	\$ 9,145,398
Sanitary Sewer Expenses					
ALCOSAN Payments - 10.0% growth	\$ 4,074,300	\$ 4,481,730	\$ 4,929,903	\$ 5,422,893	\$ 5,965,183
Township Sewer Costs -5% growth	1,258,647	1,321,579	1,387,658	1,457,041	1,529,893
Sanitary Sewer Major Projects - 5% growth	1,050,000	1,102,500	1,157,625	1,215,506	1,276,282
Debt Service	417,518	405,052	391,127	389,075	374,041
Net Assets	155,809	-	-	-	-
Total Sanitary Sewer Fund Expenses	\$ 6,956,274	\$ 7,310,861	\$ 7,866,313	\$ 8,484,516	\$ 9,145,398

**FIVE YEAR
PROJECTION**

**TOWNSHIP OF UPPER ST. CLAIR
LONG-TERM PLAN**



C&RC Fund	2018	2019	2020	2021	2022
C&RC Fund Revenues					
C&RC Revenue - 0.5% growth	\$ 3,980,550	\$ 4,000,453	\$ 4,020,455	\$ 4,040,557	\$ 4,060,760
Operating Transfer - C&RC	1,734,089	1,749,020	1,763,726	1,780,714	1,800,248
Total C&RC Fund Revenues	\$ 5,714,639	\$ 5,749,473	\$ 5,784,181	\$ 5,821,272	\$ 5,861,008
C&RC Fund Expenses					
C&RC 85% Operation Costs - 3.5% growth	\$ 3,399,799	\$ 3,518,792	\$ 3,641,950	\$ 3,769,418	\$ 3,901,348
C&RC 15% Operation Costs - 3.5% growth	532,456	551,092	570,380	590,343	611,006
C&RC - Debt Service	1,201,633	1,197,928	1,193,346	1,190,371	1,189,242
C&RC - Capital Transfer	580,751	481,661	378,505	271,139	159,413
Total C&RC Fund Expenses	\$ 5,714,639	\$ 5,749,473	\$ 5,784,181	\$ 5,821,272	\$ 5,861,008

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, based on historical trends and future property sales projections.
- Local option sales taxes (RAD) are projected at a 3.0% 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 2018 Budget projects \$3,334,353 to be spent from all 2018 Governmental Fund Balances. The majority of the fund balance projected to be used in 2018 comes from the Capital Projects Fund. The General Fund is projected to maintain a fund balance range for 2018-2022 that will sustain its favorable bond rating.

FIVE YEAR PROJECTION ASSUMPTIONS (Continued)

GOVERNMENTAL FUNDS EXPENDITURES	<ul style="list-style-type: none"> • General Government expenditures are projected to grow at a rate of 3% 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 3% based on historical data. • Public Works expenditures are projected to grow at a rate of 2.5% based on historical data and projected demand. • Refuse collection expenditures have been projected to grow at a rate of 3% for long-term planning purposes. The refuse collection contract expires at the end of 2018, so this model will be updated in future years to reflect rates in the successor contract along with expected growth in the number of residential properties. • Annual Street Program expenditures are projected in line with the Township’s 2018-2022 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 3% 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 2016 A&B and 2017 A&B General Obligation Bonds, as well as the 2015 General Obligation Note.
SANITARY SEWER FUND	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Fees and other revenues have been projected to increase at 0.5% annually. • 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 debt service schedule for the portion of the 2016 A&B Bonds associated with the 2008 construction of the C&RC • A Capital Transfer is estimated for the years of 2019 through 2022.

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:

<u>Potential Partners</u>		<u>Timeframes</u>	
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	<u>Cost</u>	
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)

	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Key Recommendations					
Aim 2: Strategically reinforce the community's high quality of development standards.					
A.	M	PC	BC, PD	\$\$-\$\$\$	Grants, General Fund, Staff Time
B.	S-O	PD	PC	\$-\$\$	Staff Time

	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Key Recommendations					
Aim 3: Utilize existing zoning and subdivision ordinances in order to encourage greater development synergies, understanding and compliance.					
A.	S	PD	Township Departments	\$\$\$	General Fund
B.	O	PD	PC	\$	Staff Time
C.	M	PD	BC, PC	\$\$-\$\$\$	Grants, Local Business Partnerships, General Fund, Staff Time
D.	S-O	PC	RB, PD, RD	\$\$	Staff Time, Developer Partnerships

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Key Recommendations					
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

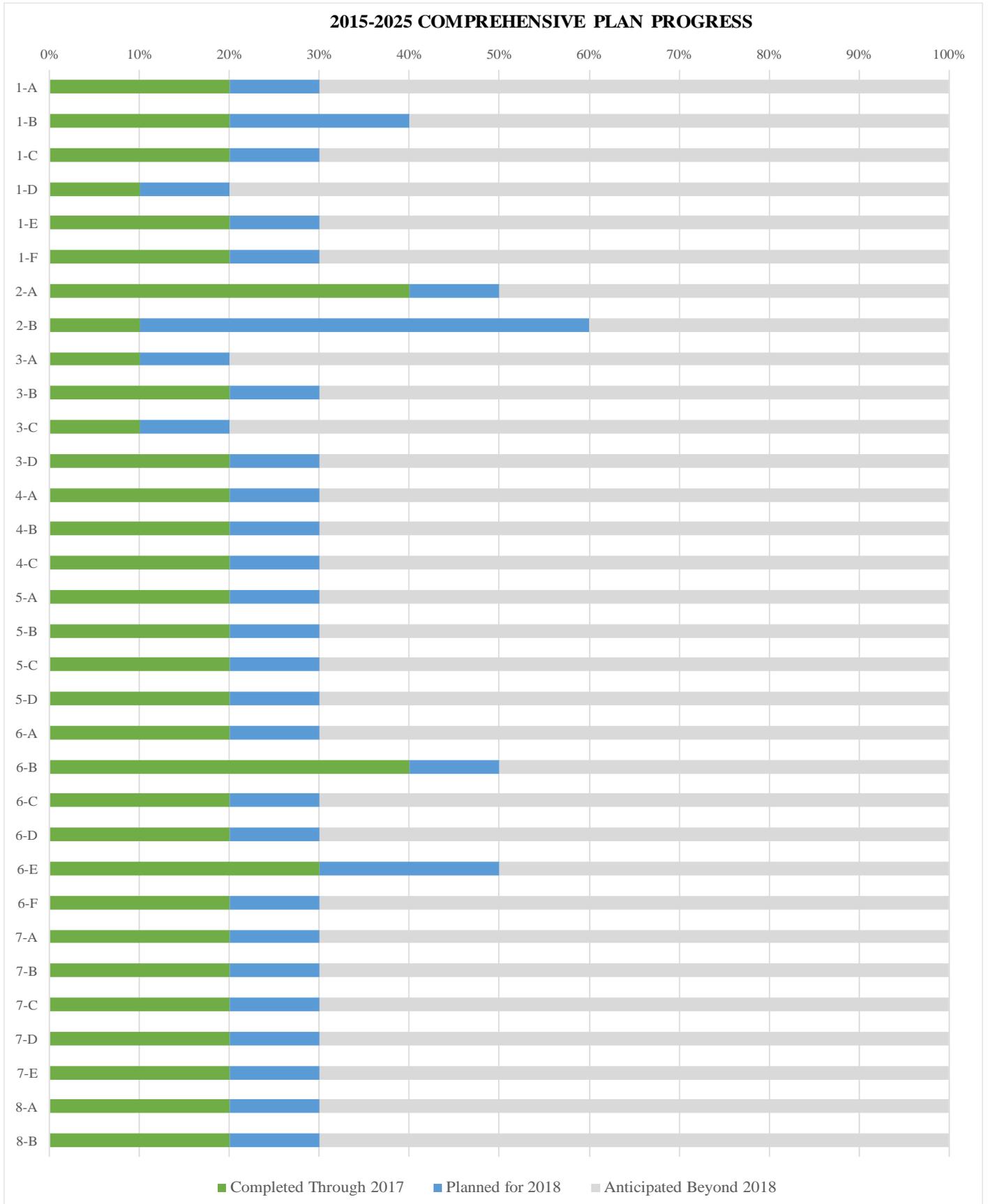
	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Key Recommendations					
Aim 5: Enhance the transportation infrastructure to promote improved vehicular connectivity within the community as well as safety for non-vehicular traffic/pedestrians.					
A. Continue to prioritize and 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)

	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Key Recommendations					
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					
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



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 2018. On the following page is a breakdown of the operational impacts of the 2018 non-recurring capital items.

2018 Budgeted Capital Assets & Capital Projects Summary By Funding Source								
	Capital Projects Fund	Liquid Fuels Fund	Storm Sewer Fund	Field Improvement Fund	BMPark RAD Fund	Sanitary Sewer Fund	C&RC Fund	Total Capital Items
Capital Assets								
<i>Recurring Items</i>								
Public Works Vehicles	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000
Public Works Equipment	298,000	-	-	-	-	-	-	298,000
Public Safety Vehicles	123,000	-	-	-	-	-	-	123,000
Public Safety Equipment	69,000	-	-	-	-	-	-	69,000
General Government Vehicles	67,000	-	-	-	-	-	-	67,000
General Government Equipment	301,000	-	-	-	-	-	-	301,000
Recreation Equipment	-	-	-	-	-	-	296,500	296,500
Capital Projects								
<i>Recurring Items</i>								
Annual Street Program	1,060,000	700,000	-	-	-	-	-	1,760,000
Sanitary Sewer Projects	-	-	-	-	-	900,000	-	900,000
Storm Sewer Projects	-	-	200,000	-	-	-	-	200,000
General Building Improvements	214,600	-	-	-	70,000	-	-	284,600
Field & Park Improvements	120,000	-	-	30,000	235,000	-	-	385,000
Sidewalk Projects	30,000	-	-	-	-	-	-	30,000
<i>Non-recurring Items</i>								
Municipal Building Renovations	750,000	-	-	-	-	-	-	750,000
Traffic Signals & Related Improv.	1,707,000	-	-	-	-	-	-	1,707,000
Tennis & Golf Admin Building	270,000	-	-	-	-	-	-	270,000
MAC Improvements	550,000	-	-	-	-	-	-	550,000
Other Field & Parks Improvements	150,000	-	-	-	-	-	-	150,000
Total Capital Items	\$5,949,600	\$ 700,000	\$ 200,000	\$ 30,000	\$ 305,000	\$ 900,000	\$ 296,500	\$ 8,381,100

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT

Municipal Building Renovations

The Township plans to continue its renovations of the municipal building in 2018. The focus of the 2018 work will be to install a new emergency generator, upgrade the building’s fire alarm system, and begin replacing the exterior windows. The Township does not anticipate any significant additional operational costs from the fire alarm system or generator, but does anticipate some minimal long-term savings from the window replacements. That savings is conservatively estimated at \$3,000 annually.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Annual Savings or (Expense)	Useful Life
Capital Projects Fund	\$750,000	\$ -	General Fund Building Maint.	\$3,000	40

Traffic Signals and Related Improvements

The Township is planning several traffic signal improvements which will have a mixed operational impact. Old equipment will be replaced with new, energy efficient equipment which will provide some savings. But additional signals will also be installed, adding to the operational cost. It is difficult to predict the overall impact, but it is estimated to be a minimal additional cost of approximately \$3,500 annually.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	\$1,707,000	\$ -	General Fund Traffic Services	(\$3,500)	30

Tennis & Golf Administration Building

The 2018 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	\$270,000	\$ -	General Fund Building Maint.	(\$5,000)	30

MAC Improvements

The Township plans to make some renovations to the McLaughlin Run Activity Center (MAC) in 2018. The renovations could include more energy efficient lighting and appliances, which would provide some minimal savings.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	\$550,000	\$ -	General Fund Building Maint.	\$2,000	15

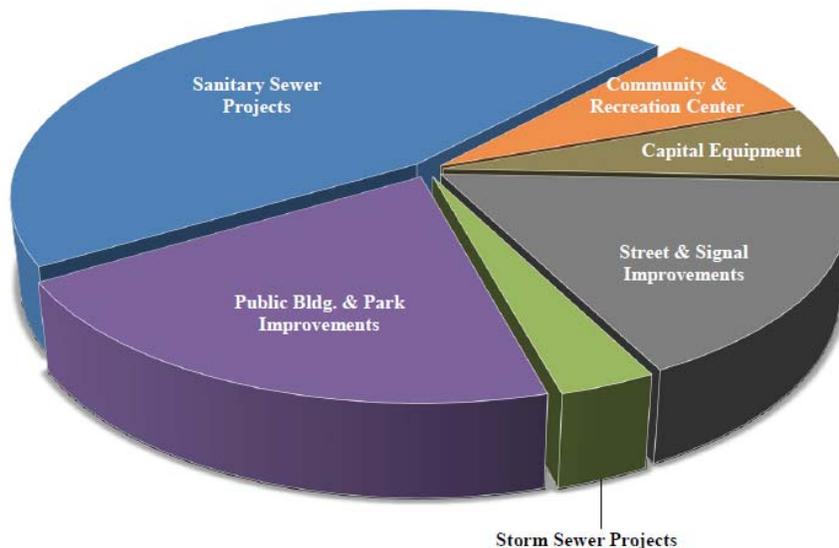
CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) includes color-coding to break items into two categories: those that are a priority (black font), and those that are subject to priority review and funding availability (orange font). The most recent 2018-2022 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 2018-2022
Summary By Major Category**

Major Category	2018	2019	2020	2021	2022	Totals
Capital Equipment						
Priority Funding	\$ 1,075,000	\$ 769,000	\$ 748,500	\$ 682,000	\$ 740,000	\$ 4,014,500
Under Review for Priority & Funding	275,600	114,000	122,000	45,000	190,000	746,600
Street & Signal Improvements						
Priority Funding	3,242,000	1,760,000	1,860,000	1,860,000	1,860,000	10,582,000
Under Review for Priority & Funding	170,000	645,000	470,000	450,000	540,000	2,275,000
Storm Sewer Projects						
Priority Funding	500,000	500,000	500,000	500,000	500,000	2,500,000
Under Review for Priority & Funding	-	-	-	-	-	-
Public Bldg. & Park Improvements						
Priority Funding	1,530,000	1,305,000	265,000	265,000	355,000	3,720,000
Under Review for Priority & Funding	2,125,000	4,120,000	3,725,000	300,000	1,800,000	12,070,000
Sanitary Sewer Projects						
Priority Funding	901,500	900,000	900,000	800,000	851,500	4,353,000
Under Review for Priority & Funding	-	10,075,000	10,000,000	10,250,000	-	30,325,000
Community & Recreation Center						
Priority Funding	196,500	76,000	147,100	75,000	149,000	643,600
Under Review for Priority & Funding	2,100,000	3,021,000	65,000	1,000	15,000	5,202,000
Subtotal for Priority Funding	7,445,000	5,310,000	4,420,600	4,182,000	4,455,500	25,813,100
Subtotal for Under Review Items	4,670,600	17,975,000	14,382,000	11,046,000	2,545,000	50,618,600
Total Current 5 Year Plan	\$ 12,115,600	\$ 23,285,000	\$ 18,802,600	\$ 15,228,000	\$ 7,000,500	\$ 76,431,700
Previous 5 Year Plan	\$ 11,991,200	\$ 20,521,000	\$ 20,427,000	\$ 15,647,100	\$ 8,916,500	\$ 77,502,800
Difference in 5 Year Plans	\$ 124,400	\$ 2,764,000	\$ (1,624,400)	\$ (419,100)	\$ (1,916,000)	\$ (1,071,100)

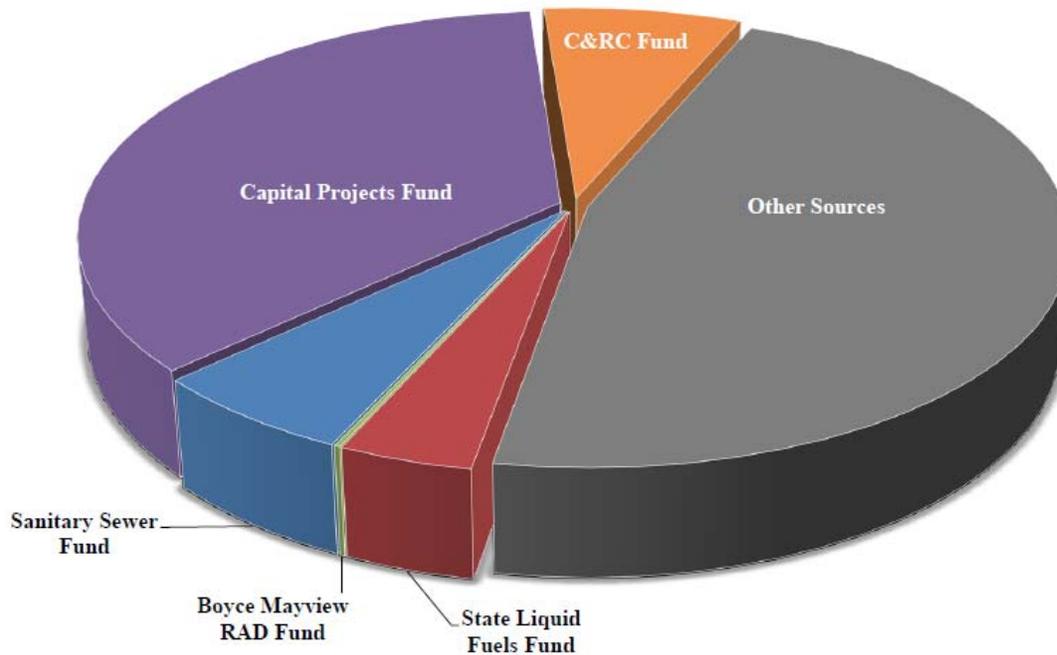


Figures in orange are subject to priority review and funding availability.

**Proposed Capital Improvement Program 2018-2022
Summary By Funding Source**

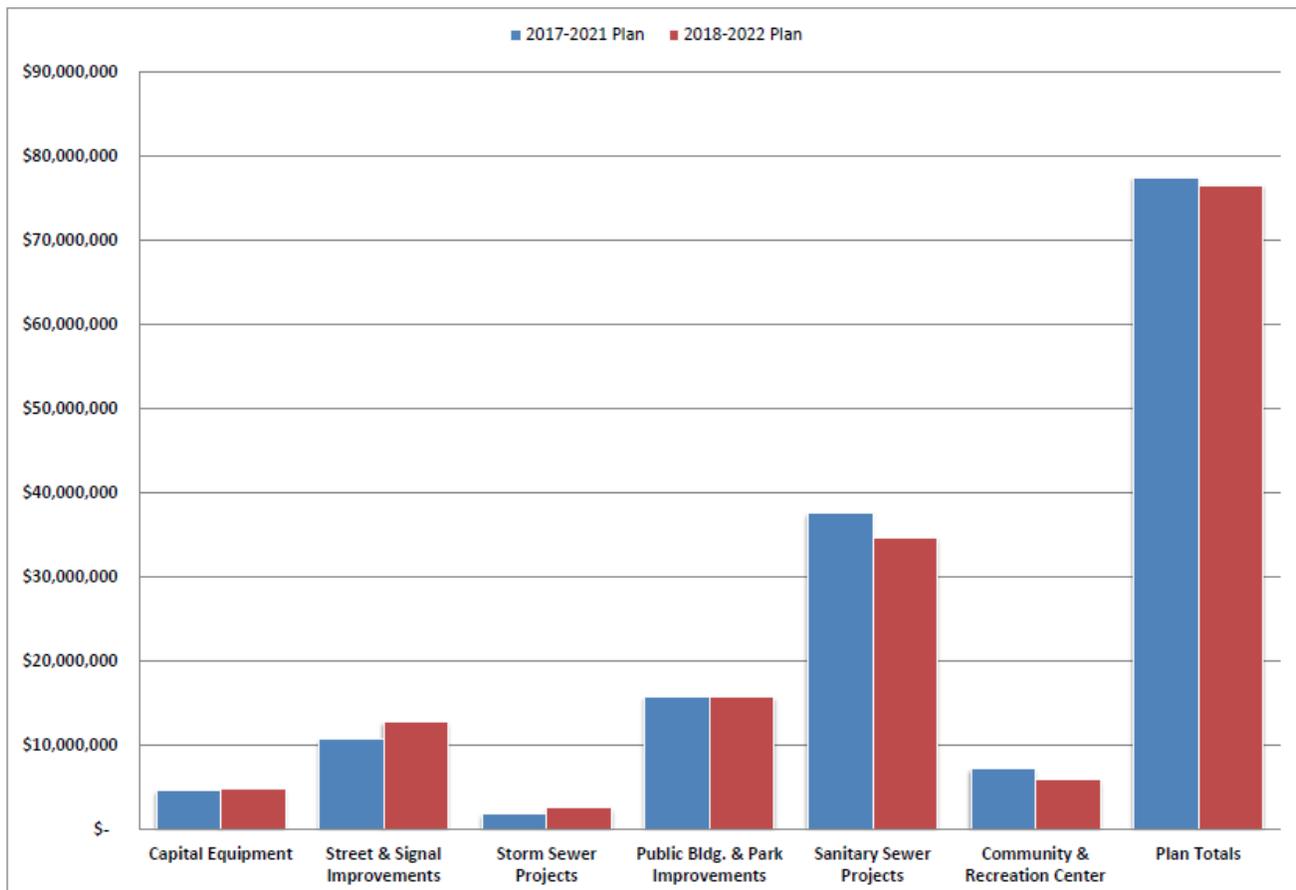
Major Category	Totals	State Liquid Fuels Fund	Boyce Mayview RAD Fund	Sanitary Sewer Fund	Community & Recreation Center Fund	Capital Projects Fund	Other Sources (1)
Capital Equipment	\$ 4,761,100	\$ -	\$ 132,500	\$ -	\$ -	\$ 4,628,600	\$ -
Street & Signal Improvements	12,857,000	3,000,000	-	-	-	8,719,712	1,137,288
Storm Sewer Projects	2,500,000	-	-	-	-	2,500,000	-
Public Bldg. & Park Improvements	15,790,000	-	-	-	-	11,490,000	4,300,000
Sanitary Sewer Projects	34,678,000	-	-	4,678,000	-	-	30,000,000
Community & Recreation Center	5,845,600	-	-	-	5,845,600	-	-
Total Current 5 Year Plan	\$ 76,431,700	\$ 3,000,000	\$ 132,500	\$ 4,678,000	\$ 5,845,600	\$ 27,338,312	\$ 35,437,288

(1) The "Other Sources" column indicates external funding that has already been confirmed. This does not include grants that are being sought by the Township but not yet been awarded. Any future grants awarded would be added to this column, thus reducing the amount listed in the preceding funding source columns.



**Proposed Capital Improvement Program 2018-2022
Expenditure By Major Category
Comparison of Current Plan to Previous 5 Year Plan**

<u>Major Category</u>	<u>2017-2021 Plan</u>	<u>% of Total</u>	<u>2018-2022 Plan</u>	<u>% of Total</u>	<u>Difference of Plans</u>
Capital Equipment	\$ 4,536,500	5.85%	\$ 4,761,100	6.23%	\$ 224,600
Street & Signal Improvements	10,760,000	13.88%	12,857,000	16.82%	2,097,000
Storm Sewer Projects	1,800,000	2.32%	2,500,000	3.27%	700,000
Public Bldg. & Park Improvements	15,701,000	20.26%	15,790,000	20.66%	89,000
Sanitary Sewer Projects	37,528,000	48.42%	34,678,000	45.37%	(2,850,000)
Community & Recreation Center	7,177,300	9.26%	5,845,600	7.65%	(1,331,700)
Plan Totals	\$ 77,502,800	100.00%	\$ 76,431,700	100.00%	\$ (1,071,100)



**Proposed Capital Improvement Program 2018-2022
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

			2018	2019	2020	2021	2022	Totals
PUBLIC WORKS								
Utility Trucks								
# 924 Ford Pickup Utility	2006	\$	55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
# 928 Ford F-540	2006		60,000	-	-	-	-	60,000
# 914 Ford F-550	2011		90,000	-	-	-	-	90,000
# 933 Ford Pickup Utility	2000		-	50,000	-	-	-	50,000
# 929 Ford Bucket/Boom Truck	2002		-	-	150,000	-	-	150,000
# 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		-	-	-	90,000	-	90,000
# 934 Ford E-350	2006		-	-	-	-	45,000	45,000
# 920 JCB Backhoe	2012		-	-	-	-	80,000	80,000
Dump Trucks								
# 932 Int'l Dump	2004		-	175,000	-	-	-	175,000
# 909 Int'l Dump	2010		-	-	175,000	-	-	175,000
# 904 Int'l Dump	2011		-	-	-	175,000	-	175,000
# 901 Int'l Dump	2012		-	-	-	-	180,000	180,000
Subtotal: Trucks		\$	205,000	\$ 225,000	\$ 449,000	\$ 310,000	\$ 305,000	\$ 1,494,000
Other Vehicles								
# 919 Massey Flail Mower/Tig Boom	2001	\$	-	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
# 927 CAT Excavator Backhoe	2008		-	-	-	100,000	-	100,000
Subtotal: Other Vehicles		\$	-	\$ 80,000	\$ -	\$ 100,000	\$ -	\$ 180,000
Staff Vehicles								
# 802 Chevy Colorado Pick-Up	2009	\$	35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
# 803 Chevy Pickup	2012		-	35,000	-	-	-	35,000
# 801 Ford Escape	2014		-	-	24,000	-	-	24,000
# 810 Ford C-Max Hybrid	2014		-	-	25,000	-	-	25,000
# 804 Chevy Colorado Pickup	2015		-	-	-	36,000	-	36,000
# 807 Chevy Colorado Pickup	2015		-	-	-	-	36,000	36,000
# 806 Chevy Colorado Pickup	2016		-	-	-	-	36,000	36,000
Subtotal: Staff Vehicles		\$	35,000	\$ 35,000	\$ 49,000	\$ 36,000	\$ 72,000	\$ 227,000
New & Replacement Equipment								
Skid Steer Equipment Trailer		\$	17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
New Holland Tractor	2000		42,000	-	-	-	-	42,000
Toro Greensmaster	2002		15,000	-	-	-	-	15,000
Toro Groundsmaster 3280	2012		29,000	-	-	-	-	29,000
Toro Infield Pro 30/40 (RAD)	2007		25,000	-	-	-	-	25,000
Mechanic's Garage Pressure Washer	2002		10,000	-	-	-	-	10,000
Cargill Salt Brine Unit	2011		60,000	-	-	-	-	60,000
Vermeer Tub Grinder (DEP Grant)	2004		100,000	-	-	-	-	100,000
Toyota Fork Lift	New		-	50,000	-	-	-	50,000
Toro Greensmaster 1600	2007		-	13,000	-	-	-	13,000
Toro Groundsmaster 3280	2012		-	30,000	-	-	-	30,000
Toro 3100D Reelmower	2013		-	37,000	-	-	-	37,000
Toro 3500D Sidewinder	2009		-	37,000	-	-	-	37,000
Toro 50/40 Infield Groomer (RAD)	New		-	30,000	-	-	-	30,000
Hoffman Tire Changer & Balancer	2008		-	13,000	-	-	-	13,000
Toro Groundsmaster 3280	2013		-	-	30,000	-	-	30,000
Club Car Utility Vehicle (RAD)	2009		-	-	13,500	-	-	13,500
Toro 3500D Sidewinder (RAD)	2007		-	-	39,000	-	-	39,000
Toro Groundsmaster 7210 (RAD)	2009		-	-	-	25,000	-	25,000
Ryan Turf Aerator	2003		-	-	-	15,000	-	15,000
Toro Groundsmaster 5910-D	2010		-	-	-	-	100,000	100,000
Subtotal: Equipment		\$	298,000	\$ 210,000	\$ 82,500	\$ 40,000	\$ 100,000	\$ 730,500
TOTAL PUBLIC WORKS		\$	538,000	\$ 550,000	\$ 580,500	\$ 486,000	\$ 477,000	\$ 2,631,500

**Proposed Capital Improvement Program 2018-2022
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

	2018	2019	2020	2021	2022	Totals
PUBLIC SAFETY						
Police Vehicles (Schedule No. 1A)	\$ 123,000	\$ 116,000	\$ 99,000	\$ 120,000	\$ 116,000	\$ 574,000
Emergency Vehicle Equipment Replacement	15,000	5,000	5,000	5,000	5,000	35,000
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	3,000	3,000	10,000	-	10,000	26,000
Taser	-	-	10,000	-	10,000	20,000
Office Furniture	4,000	4,000	5,000	4,000	5,000	22,000
Rt. 19 Corridor Camera Project	25,000	10,000	10,000	10,000	10,000	65,000
TOTAL PUBLIC SAFETY	\$ 196,000	\$ 164,000	\$ 165,000	\$ 165,000	\$ 182,000	\$ 872,000
COMMUNITY DEVELOPMENT						
Inspection Vehicle Replacement	\$ 32,000	\$ -	\$ -	\$ -	\$ -	32,000
Geographic Information System	14,000	14,000	15,000	15,000	15,000	73,000
TOTAL COMMUNITY DEVELOPMENT	\$ 46,000	\$ 14,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 105,000
LIBRARY						
Carpeting and Flooring	\$ 21,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 46,000
Study Room Renovations	32,100	-	-	-	-	32,100
Workroom Reconfigurations	11,500	15,000	-	-	-	26,500
TOTAL LIBRARY	\$ 64,600	\$ 40,000	\$ -	\$ -	\$ -	\$ 104,600
RECREATION						
Township Recreation Mini Van	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
TOTAL RECREATION	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
ADMINISTRATION & FINANCE						
Township Manager Ford Explorer 2013	\$ 35,000	\$ -	\$ -	\$ -	\$ 36,000	\$ 71,000
TOTAL ADMINISTRATION & FINANCE	\$ 35,000	\$ -	\$ -	\$ -	\$ 36,000	\$ 71,000
PUBLIC ACCESS TELEVISION						
Video and Audio Equipment	\$ 40,000	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 110,000
TOTAL PUBLIC ACCESS TELEVISION	\$ 40,000	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 110,000
INFORMATION TECHNOLOGY						
PC & Laptop Replacement Program	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Server Replacement Program	10,000	15,000	10,000	15,000	125,000	175,000
Network Equipment Replacement Program	5,000	5,000	10,000	10,000	10,000	40,000
Internet Hardware & Software Replacement	11,000	5,000	11,000	5,000	11,000	43,000
Printer/Copier Replacement	47,000	15,000	16,000	1,000	16,000	95,000
Office Furniture	3,000	-	3,000	-	3,000	9,000
Server Operating System Upgrade	20,000	-	-	-	-	20,000
Network and Phone Wiring Upgrades	50,000	-	-	-	-	50,000
Boyce Mayview Park Security Upgrades	200,000	-	-	-	-	200,000
GPS for Snow Fleet	30,000	-	-	-	-	30,000
Website Improvements	25,000	-	30,000	-	-	55,000
Library Multi Purpose Room Projector	15,000	-	-	-	-	15,000
Wireless Upgrade	-	-	-	-	25,000	25,000
TOTAL INFORMATION TECHNOLOGY	\$ 431,000	\$ 55,000	\$ 95,000	\$ 46,000	\$ 205,000	\$ 832,000
Total Current 5 Year Plan	\$ 1,350,600	\$ 883,000	\$ 870,500	\$ 727,000	\$ 930,000	\$ 4,761,100
Previous 5 Year Plan	\$ 1,188,500	\$ 1,097,000	\$ 846,000	\$ 703,000	\$ 702,000	\$ 4,536,500
Difference in 5 Year Plans	\$ 162,100	\$ (214,000)	\$ 24,500	\$ 24,000	\$ 228,000	\$ 224,600

**Proposed Capital Improvement Program 2018-2022
Police Vehicle Replacement Schedule
Schedule No. 1A**

		2018	2019	2020	2021	2022	Totals
PUBLIC SAFETY							
Patrol Vehicles	Veh. ID						
Ford Crown Victoria	302 2016	\$ -	\$ -	\$ -	\$ -	\$ 28,000	\$ 28,000
Chevy Caprice	311 2012	-	-	-	-	28,000	28,000
Ford Taurus	312 2014	27,000	-	-	-	-	27,000
Ford Taurus	314 2015	-	28,000	-	-	-	28,000
Ford Taurus	307 2016	-	28,000	-	-	-	28,000
Ford Taurus	304 2015	-	-	-	29,000	-	29,000
4-Wheel Drive Vehicles							
Ford Explorer	310 2009	-	-	28,000	-	28,000	56,000
Ford Explorer	315 2013	-	-	-	-	28,000	28,000
Ford Explorer	0-3 2017	27,000	-	-	-	-	27,000
Ford Explorer	308 2014	27,000	-	-	-	-	27,000
Chevy Tahoe	301 2016	38,000	-	39,000	-	-	77,000
Ford Explorer	305 2014	-	28,000	-	-	-	28,000
Ford Explorer	316 2014	-	28,000	-	-	-	28,000
Chevy Tahoe	313 2015	-	-	28,000	-	-	28,000
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	8,000
Polaris Quad #3	2001 050	-	-	4,000	-	-	4,000
Total Current 5 Year Plan		\$ 123,000	\$ 116,000	\$ 99,000	\$ 120,000	\$ 116,000	\$ 574,000
Previous 5 Year Plan		\$ 112,000	\$ 123,000	\$ 116,000	\$ 110,000	\$ 120,000	\$ 581,000
Difference in 5 Year Plans		\$ 11,000	\$ (7,000)	\$ (17,000)	\$ 10,000	\$ (4,000)	\$ (7,000)

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

**Proposed Capital Improvement Program 2018-2022
Street & Signal Improvements
Schedule No. 2**

	2018	2019	2020	2021	2022	Totals
PUBLIC WORKS						
Annual Street Improvements	\$ 1,700,000	\$ 1,700,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 8,800,000
Crack Sealing Program	60,000	60,000	60,000	60,000	60,000	300,000
Township Sidewalk & Bikeway Plan	30,000	30,000	50,000	30,000	30,000	170,000
Signal Improvements						
McMurray @ McLaughlin @ Panther Pass (1)	337,000	-	-	-	-	337,000
McMurray @ Johnston (1)	405,000	-	-	-	-	405,000
Boyce Road Corridor (2) (3)	740,000	-	-	-	-	740,000
McLaughlin Run Corridor	140,000	-	-	-	-	140,000
Upgrades to Warning Devices	-	215,000	-	-	-	215,000
Washington @ Brookside/Devonwood	-	400,000	-	-	-	400,000
Washington @ Fieldgate/Village	-	-	420,000	-	-	420,000
Washington @ Concourse/Consol	-	-	-	420,000	-	420,000
Washington @ Fort Couch	-	-	-	-	450,000	450,000
Painters Run @ McMillan	-	-	-	-	60,000	60,000
Total Current 5 Year Plan	\$ 3,412,000	\$ 2,405,000	\$ 2,330,000	\$ 2,310,000	\$ 2,400,000	\$ 12,857,000
Previous 5 Year Plan	\$ 2,735,000	\$ 2,265,000	\$ 1,990,000	\$ 1,910,000	\$ 1,860,000	\$ 10,760,000
Difference in 5 Year Plans	\$ 677,000	\$ 140,000	\$ 340,000	\$ 400,000	\$ 540,000	\$ 2,097,000

(1) The Township has been awarded a \$461,288 "Green Light Go" grant from PennDOT to assist with these two projects.

(2) The Township has received \$400,000 in developer contributions to assist with this project.

(3) The Township has been awarded a \$276,000 DCED grant from the Commonwealth of PA's multimodal transportation fund to assist with this project.

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

**Proposed Capital Improvement Program 2018-2022
Storm Sewer Projects
Schedule No. 3**

	2018	2019	2020	2021	2022	Totals
PUBLIC WORKS						
Storm Sewer Improvement & Restoration Plan	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Total Current 5 Year Plan	\$ 500,000	\$ 2,500,000				
Previous 5 Year Plan	\$ 400,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,800,000
Difference in 5 Year Plans	\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 700,000

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

**Proposed Capital Improvement Program 2018-2022
Public Building and Park Improvements
Schedule No. 4**

	2018	2019	2020	2021	2022	Totals
PUBLIC WORKS						
Municipal Building Improvements						
Exterior/Interior Restoration & Renovations	\$ 100,000	\$ 100,000	\$ 110,000	\$ 110,000	\$ -	\$ 420,000
Space Renovation Project	650,000	2,000,000	-	-	-	2,650,000
Heating & Cooling System Replacements	-	310,000	-	-	-	310,000
Window Replacement Program	100,000	100,000	-	-	-	200,000
Other Building Improvements						
PW Building Renovations	250,000	250,000	250,000	250,000	250,000	1,250,000
McLaughlin Run Activity Center Renovation	550,000	-	-	-	-	550,000
Salt Storage Facility	1,400,000	-	-	-	-	1,400,000
Morton Fire Station Maintenance	-	150,000	-	-	-	150,000
Log House Maintenance	-	-	75,000	-	-	75,000
Boyce Mayview Improvements						
Boyce Mayview Perimeter Trail	25,000	-	1,200,000	-	1,500,000	2,725,000
Rental Shelters	70,000	70,000	-	-	-	140,000
Multipurpose Outdoor Programming Facility	-	500,000	-	-	-	500,000
Park Playground	-	250,000	-	-	-	250,000
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	65,000	65,000	65,000	315,000
Parks Resurfacing Program (<i>Johnston in '18</i>)	60,000	60,000	60,000	60,000	60,000	300,000
Parks & Playing Fields Lighting Upgrades	200,000	200,000	200,000	50,000	50,000	700,000
Gilfillan Trail Surface Improvements	150,000	150,000	-	-	-	300,000
Community Day Canopies	10,000	-	-	-	-	10,000
Morton Complex Fencing Replacement	-	45,000	-	-	-	45,000
Tennis Bubble Replacement	-	700,000	-	-	-	700,000
Beadling Field Improvements	-	250,000	-	-	-	250,000
Cook School Field Improvements	-	200,000	-	-	-	200,000
Multi-Purpose Field Artificial Turf	-	-	2,000,000	-	-	2,000,000
Wiltshire Playground Surface Replacement	-	-	-	-	100,000	100,000
Miracle League Surface Replacement	-	-	-	-	100,000	100,000
Total Current 5 Year Plan	\$ 3,655,000	\$ 5,425,000	\$ 3,990,000	\$ 565,000	\$ 2,155,000	\$ 15,790,000
Previous 5 Year Plan	\$ 3,271,000	\$ 3,225,000	\$ 2,750,000	\$ 1,340,000	\$ 5,115,000	\$ 15,701,000
Difference in 5 Year Plans	\$ 384,000	\$ 2,200,000	\$ 1,240,000	\$ (775,000)	\$ (2,960,000)	\$ 89,000

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

**Proposed Capital Improvement Program 2018-2022
Sanitary Sewer Projects
Schedule No. 5**

	2018	2019	2020	2021	2022	Totals
PUBLIC WORKS						
Operations & Maintenance						
Maintenance & Repairs	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 750,000	\$ 3,550,000
Inflow Source Reduction Program	200,000	200,000	200,000	100,000	100,000	800,000
Brush Run Gravity Main Design	-	75,000	-	-	-	75,000
Feasibility Study Projects	-	10,000,000	10,000,000	10,000,000	-	30,000,000
Subtotal: Operations & Maint.	\$ 900,000	\$ 10,975,000	\$ 10,900,000	\$ 10,800,000	\$ 850,000	\$ 34,425,000
Equipment						
#922 International Sewer Jet	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
PC Replacement	1,500	-	-	-	1,500	3,000
	\$ 1,500	\$ -	\$ -	\$ 250,000	\$ 1,500	\$ 253,000
Total Current 5 Year Plan	\$ 901,500	\$ 10,975,000	\$ 10,900,000	\$ 11,050,000	\$ 851,500	\$ 34,678,000
Previous 5 Year Plan	\$ 3,725,000	\$ 10,901,500	\$ 10,900,000	\$ 11,200,000	\$ 801,500	\$ 37,528,000
Difference in 5 Year Plans	\$ (2,823,500)	\$ 73,500	\$ -	\$ (150,000)	\$ 50,000	\$ (2,850,000)

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

**Proposed Capital Improvement Program 2018-2022
Community & Recreation Center
Schedule No. 6**

	2018	2019	2020	2021	2022	Totals
RECREATION						
Administration & Building						
Lobby / Community Room Furniture	\$ 27,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 47,500
General Equipment	15,000	-	15,000	-	15,000	45,000
Facility Enhancements	2,000,000	2,000,000	-	-	-	4,000,000
HVAC Unit Replacement - Aquatics	-	1,000,000	-	-	-	1,000,000
Subtotal: Administration & Building	\$ 2,042,500	\$ 3,005,000	\$ 20,000	\$ 5,000	\$ 20,000	\$ 5,092,500
Aquatics						
Chaise Lounge Chairs	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Pool Vacuums	2,800	-	2,800	-	2,800	8,400
Lap Lanes	-	3,000	-	-	-	3,000
Subtotal: Aquatics	\$ 7,800	\$ 8,000	\$ 7,800	\$ 5,000	\$ 7,800	\$ 36,400
Fitness						
Treadmills	\$ 28,200	\$ -	\$ 18,800	\$ -	\$ 28,200	\$ 75,200
Ellipticals	26,000	40,000	37,000	40,000	26,000	169,000
Fitness Bikes	25,000	9,000	46,500	9,000	25,000	114,500
Other Aerobic Equipment	15,000	-	-	-	15,000	30,000
Subtotal: Fitness	\$ 94,200	\$ 49,000	\$ 102,300	\$ 49,000	\$ 94,200	\$ 388,700
Maintenance & Equipment						
Scissors Lift	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Pool Deck Resurfacing	100,000	-	-	-	-	100,000
Community Room Projectors/Screens/Sound	-	20,000	-	-	-	20,000
Gym Floor Restoration	-	-	50,000	-	-	50,000
Subtotal: Maintenance & Equipment	\$ 125,000	\$ 20,000	\$ 50,000	\$ -	\$ -	\$ 195,000
Recreation Information Technology						
PC & Laptop Replacement Program	\$ 9,000	\$ 7,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 43,000
Network Equipment Replacement Program	5,000	5,000	5,000	5,000	5,000	25,000
Internet Hardware/Software Replacement	2,000	2,000	2,000	2,000	2,000	10,000
Printer/Copier Replacement	1,000	1,000	16,000	1,000	1,000	20,000
Phone Replacement / System Upgrades	10,000	-	-	-	-	10,000
Wireless Upgrades	-	-	-	-	25,000	25,000
Subtotal: Recreation IT	\$ 27,000	\$ 15,000	\$ 32,000	\$ 17,000	\$ 42,000	\$ 133,000
Total Current 5 Year Plan	\$ 2,296,500	\$ 3,097,000	\$ 212,100	\$ 76,000	\$ 164,000	\$ 5,845,600
Previous 5 Year Plan	\$ 671,700	\$ 2,682,500	\$ 3,591,000	\$ 144,100	\$ 88,000	\$ 7,177,300
Difference in 5 Year Plans	\$ 1,624,800	\$ 414,500	\$ (3,378,900)	\$ (68,100)	\$ 76,000	\$ (1,331,700)

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

**Proposed Capital Improvement Program 2018-2022
Other Funding Sources Detail
Schedule No. 7**

	<u>Total Project Cost</u>	<u>Funding from Grants/Escrows and Contributions</u>	<u>Funding from Borrowing</u>	<u>Funding from Governmental/ Enterprise Funds</u>
<u>PROJECT DESCRIPTION</u>				
Street & Signal Improvements				
McMurray @ McLaughlin @ Panther Pass	\$ 337,000	\$ 230,644	\$ -	\$ 106,356
McMurray @ Johnston	405,000	230,644	-	174,356
Boyce Road Corridor	740,000	676,000	-	64,000
Subtotal: Street & Traffic Improvements	<u>\$ 1,482,000</u>	<u>\$ 1,137,288</u>	<u>\$ -</u>	<u>\$ 344,712</u>
Public Bldgs. & Park Improvements				
Municipal Building Space Renovation Project	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -
Gilfillan Trail Surface Improvements	300,000	300,000	-	-
Multi-Purpose Field Artificial Turf	2,000,000	-	2,000,000	-
Subtotal: Bldgs. & Park Improvements	<u>\$ 4,300,000</u>	<u>\$ 300,000</u>	<u>\$ 4,000,000</u>	<u>\$ -</u>
Sanitary Sewer Projects				
Feasibility Study Projects	\$ 30,000,000	\$ -	\$ 30,000,000	\$ -
Subtotal: Sanitary Sewer Projects	<u>\$ 30,000,000</u>	<u>\$ -</u>	<u>\$ 30,000,000</u>	<u>\$ -</u>
Total Funding Sources	<u><u>\$ 35,782,000</u></u>	<u><u>\$ 1,437,288</u></u>	<u><u>\$ 34,000,000</u></u>	<u><u>\$ 344,712</u></u>

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PUBLIC BUDGET PRESENTATION



2018 PROPOSED BUDGET

Submitted October 20, 2017

Township of Upper St. Clair

2018 Budget Highlights

- Real Estate Tax remains at 3.83 mills.
- Earned Income Tax rate remains at 0.80%.
- Sewer usage multiplier tentatively set at 2.05.

- General Fund balanced at \$21,610,872.
- All other funds balanced at \$23,745,029.

2018 Budget Revenue Summary

General Fund:
RET & EIT continue to 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	\$ 8,278,500	\$ -	18.25%
Earned Income Taxes	8,867,300	-	19.55%
Other Taxes	1,872,250	-	4.13%
Sewer User Fees	-	6,891,774	15.19%
Licenses & Permits	164,575	-	0.36%
Fees & Fines	550,800	249,850	1.77%
Interest & Rent	93,872	32,300	0.28%
Service Agreements	222,100	4,500	0.50%
Recreation Fees	372,275	3,974,550	9.58%
Grant Revenue	772,650	1,817,194	5.71%
Non-Tax Revenue	416,550	380,000	1.76%
Fund Balance	-	5,640,603	12.44%
Operating Transfers	-	3,552,625	7.83%
Non-Operating Transfers	-	1,201,633	2.64%
Totals	\$ 21,610,872	\$ 23,745,029	100.00%

2018 Budget Expenditure Summary

Largest programs in terms of expenditures:

Public Safety
(includes police)

Public Works
(includes roads)

Recreation
(includes C&RC)

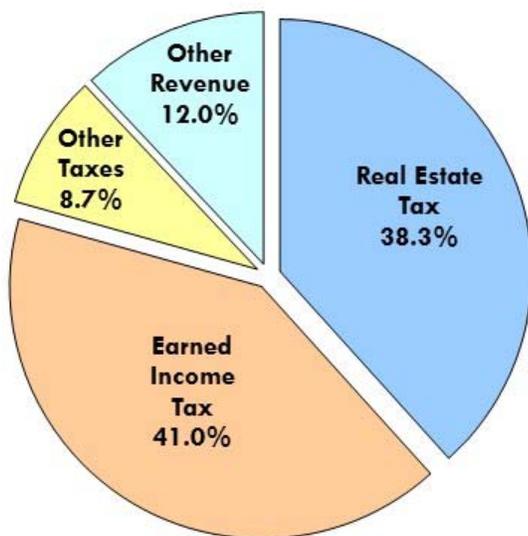
Sanitary Sewer
(includes Alcosan)

Major Programs	General Fund	Other	Percentage
General Government	\$ 2,146,577	\$ 1,335,750	7.68%
Public Safety	5,452,399	237,000	12.54%
Community Development	698,311	62,000	1.68%
Public Works	6,076,180	6,038,647	26.71%
Sanitary Sewer	-	5,124,300	11.30%
Recreation	515,754	7,839,895	18.42%
Library	948,504	291,626	2.73%
Debt Service	1,348,889	1,095,967	5.39%
Operating Transfers	4,424,258	330,000	10.48%
Fund Balance	-	1,389,844	3.06%
Totals	\$ 21,610,872	\$ 23,745,029	100.00%

2018 Proposed Budget

• GENERAL FUND

Where the money comes from.



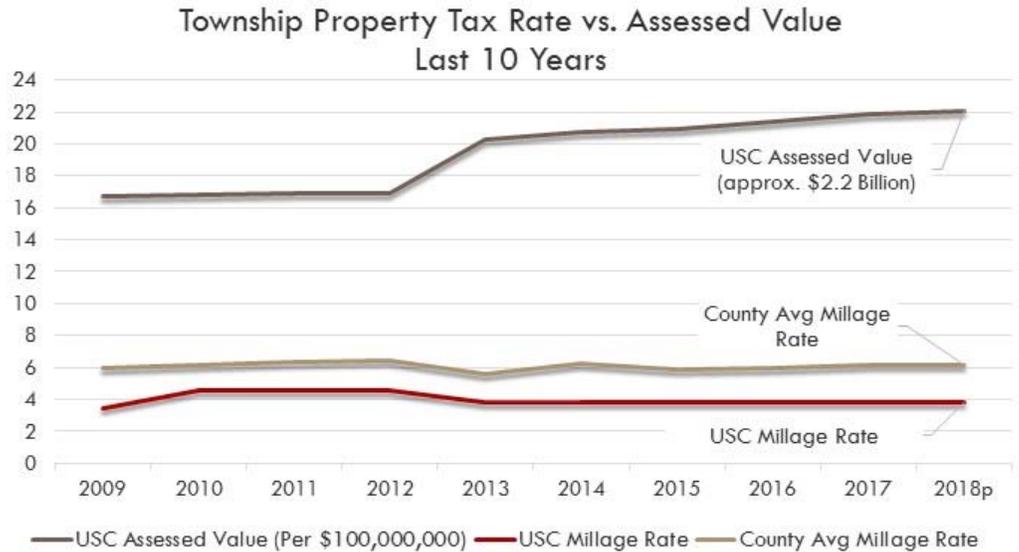
- RET and EIT combine to be almost 80% of the total General Fund revenues.
- Other taxes include:
 - Local Services Tax
 - Realty Transfer Tax
 - Sales Tax
 - Portion of the 1% Allegheny Co levy
- Operating revenue up 3.44% from 2017 budget

2018 General Fund: Real Estate Tax

Millage rate to remain at 3.83.

Average 2017 municipal millage rate in Allegheny County is 6.11 mills.

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

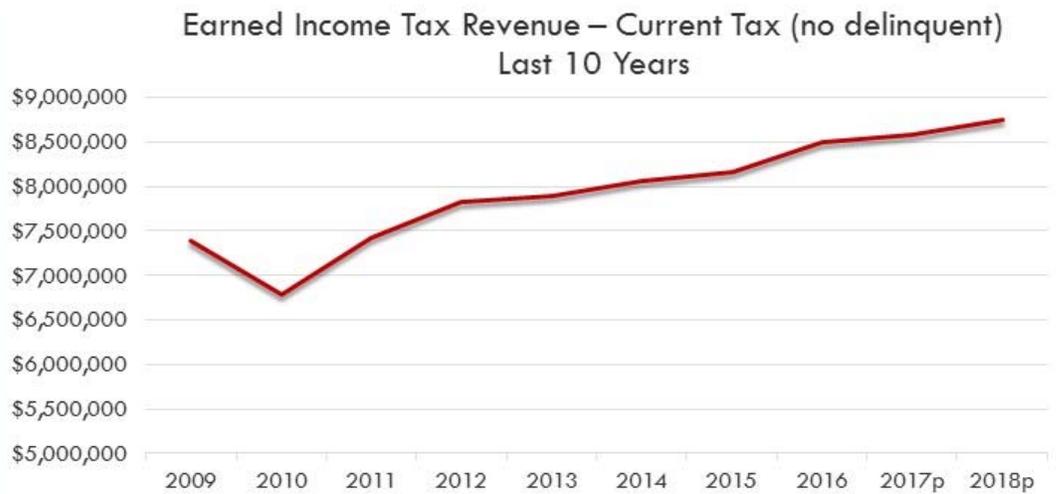


2018 General Fund: Earned Income Tax

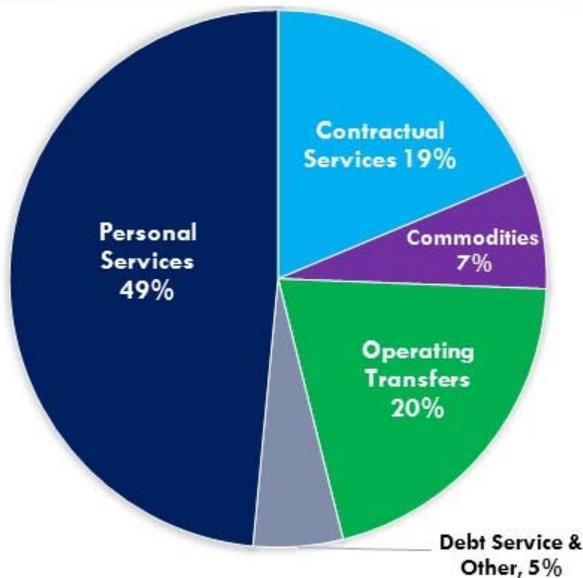
Averaged 2.0% annual increase over 10 years.

Estimating 2.0% growth in current EIT collections.

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



2018 General Fund: Expenditures



- Operating expenditures up 3.17% from 2017 budget.
- Personal Services: +3.7%
 - Up 2.3% without MMO
- Contractual Services: +3.8%
- Commodities: -(3.2%)

2018 General Fund: Notable Items

- **MMO:** Increase of \$141,000
- **Health insurance:** Budgeted at a 12% increase
- **Transfers to Other Funds:** Similar to 2017
 - Capital Projects & Park Maintenance ~\$2.7 million
 - C&RC Fund ~\$1.73 million

2018 General Fund: Wages

The 10-year change in the Consumer Price Index (CPI) through mid-year was 2.48%.

- Full-Time non-contractual personnel budgeted at 2.48% increase.
- Police Officers contract has a set hourly wage increase of 2.25%.
- Public Works contract is currently being negotiated for 2018 & beyond.

2018 Proposed Budget

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

2018 Enterprise Funds: C&RC

Community & Recreation Center Fund

- **Membership revenue**
 - Budgeted to remain in line with projected 2017 revenue.
- **Operating expenses**
 - Very little overall change.
 - Increases in group exercise & aquatics program expense.
 - Facility enhancement study expenses will be realized in 2018.
- **Membership statistics**
 - Reached ~10,000 total members in 2017 (3,328 annual memberships).
 - Approximately 60% residents and 40% non-residents.

2018 Enterprise Funds: Sanitary Sewer

Administrative Consent Order

All municipalities in the ALCOSAN treatment area are under an Interim ACO.

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

ACO expires end of 2017. Regulatory requirements remain unknown. Anticipate clarity on construction requirements, expenses, and billing rates in 2018.

- **Sanitary sewer user fee multiplier rate:**
 - ALCOSAN expected to increase rates again. Amount unknown.
 - Township multiplier proposed to decrease. Tentatively set at 2.05.
- **Sanitary sewer expenditures:**
 - Wastewater (sewage) processing fees budgeted at \$4,074,300.
 - Major sewer maintenance & rehabilitation expenses are budgeted at \$1,050,000.
- **Looking ahead:**
 - Continued maintenance & repair in the short-term. Still uncertain about long-term impact of future regulatory requirements.

2018 Capital Projects

- **Road program** funding increased to \$1,700,000.
- Funding for **storm sewer projects** at \$300,000.
- Continued **reinvestment in facilities** (The MAC and the Tennis/Golf Admin Building).
- **Traffic signal improvements** for:
 - ▣ Boyce Road @ Boyce Plaza Road (w/ developer and grant funding)
 - ▣ McMurray Road @ McLaughlin Run Road @ Panther Pass (w/ grant funding)
 - ▣ McMurray Road @ Johnston Road (w/ grant funding)

2018 Proposed Budget

- FUND BALANCE
- LOOKING FORWARD

2018 Fund Balance Projections

- The General Fund's estimated **Unassigned Fund Balance** is projected at **\$3,844,831, or ~18%** of estimated revenues.
- This is sufficient to demonstrate the budgetary flexibility needed for the Township to maintain its **AA+ Bond Rating**.
- GFOA recommends at least 2 months of revenues.

Looking Forward...

- Long-term budgeting shows structural stability
- Factors to consider in future years:
 - ▣ Continued reinvestment in facilities
 - ▣ MS4 construction costs
 - ▣ Sanitary sewer regulatory compliance
 - ▣ Refuse collection contract

Questions/Comments

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

- Questions/Comments?



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GENERAL FUND

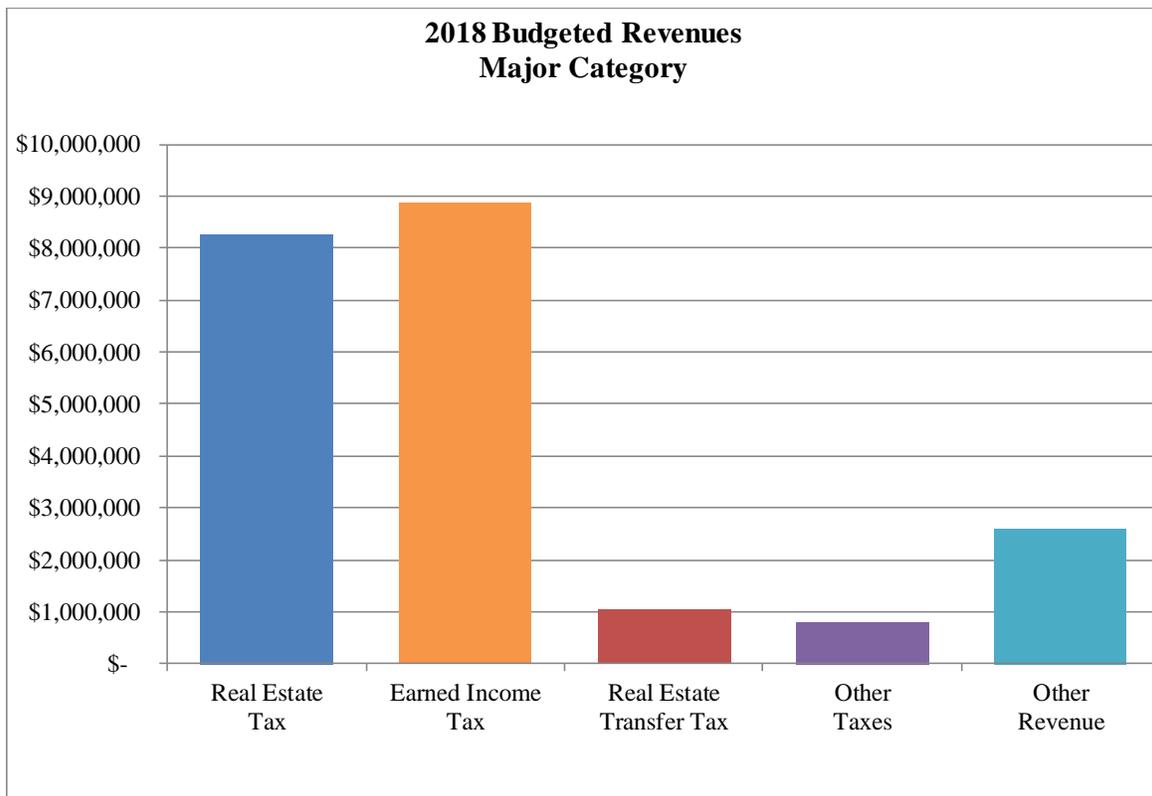
MAJOR REVENUES

MAJOR REVENUES

GENERAL FUND
SUMMARY OF BUDGETED REVENUES



	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>INCREASE (DECREASE)</u>	<u>PERCENTAGE CHANGE</u>
Real Estate Tax	\$ 8,055,000	\$ 8,278,500	\$ 223,500	2.77%
Earned Income Tax	8,531,000	8,867,300	336,300	3.94%
Local Services Tax	274,000	279,500	5,500	2.01%
Real Estate Transfer Tax	975,000	1,050,000	75,000	7.69%
Public Utilities Tax	21,000	20,500	(500)	(2.38%)
Local Option Sales & Use Tax	513,750	522,250	8,500	1.65%
Licenses and Permits	174,275	164,575	(9,700)	(5.57%)
Fees and Fines	561,200	550,800	(10,400)	(1.85%)
Rental Income	84,676	85,872	1,196	1.41%
Investment Earnings	3,500	8,000	4,500	128.57%
Service Agreements	222,000	222,100	100	0.05%
Other Non-Tax Revenue	1,098,359	1,189,200	90,841	8.27%
Recreation Fees	377,975	372,275	(5,700)	(1.51%)
Total Revenues	\$ 20,891,735	\$ 21,610,872	\$ 719,137	3.44%
Fund Balance	-	-	-	0.00%
Total Major Revenues	\$ 20,891,735	\$ 21,610,872	\$ 719,137	3.44%



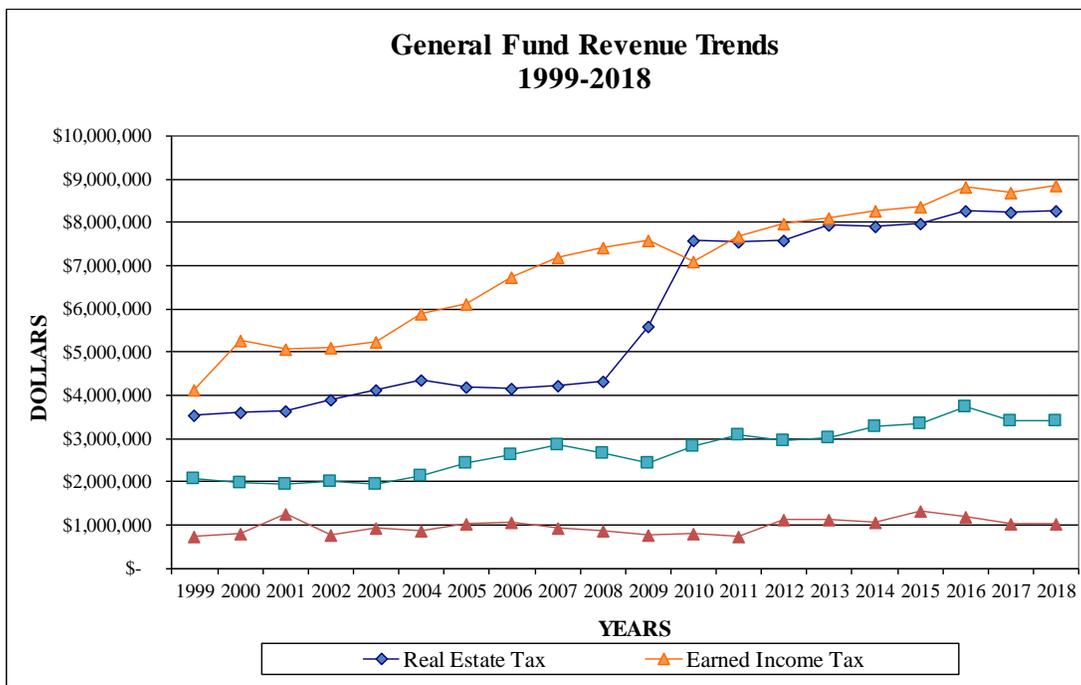
MAJOR REVENUES

GENERAL FUND HISTORY OF REVENUES



GENERAL FUND REVENUE HISTORY MAJOR REVENUE SOURCES

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Real Estate Tax	\$ 7,993,595	\$ 8,287,442	\$ 8,055,000	\$ 8,232,500	\$ 8,278,500
Earned Income Tax	8,382,576	8,844,793	8,531,000	8,701,700	8,867,300
Local Services Tax	267,060	280,677	274,000	274,000	279,500
Real Estate Transfer Tax	1,322,037	1,195,566	975,000	1,050,000	1,050,000
Public Utilities Tax	21,134	20,746	21,000	21,000	20,500
Local Option Sales & Use Tax	505,731	509,044	513,750	513,750	522,250
Tax Revenues	<u>\$ 18,492,133</u>	<u>\$ 19,138,268</u>	<u>\$ 18,369,750</u>	<u>\$ 18,792,950</u>	<u>\$ 19,018,050</u>
Licenses and Permits	238,681	176,485	174,275	176,825	164,575
Fees and Fines	536,176	565,383	561,200	554,589	550,800
Rental Income	63,024	84,282	84,676	84,676	85,872
Investment Earnings	894	3,785	3,500	4,000	8,000
Service Agreements	256,624	228,969	222,000	228,311	222,100
Other Non-Tax Revenue	1,117,257	1,518,396	1,098,359	1,189,013	1,189,200
Recreation Fees	355,479	367,292	377,975	353,925	372,275
Non-Tax Revenues	<u>\$ 2,568,135</u>	<u>\$ 2,944,592</u>	<u>\$ 2,521,985</u>	<u>\$ 2,591,339</u>	<u>\$ 2,592,822</u>
Total Revenues	<u>\$ 21,060,268</u>	<u>\$ 22,082,860</u>	<u>\$ 20,891,735</u>	<u>\$ 21,384,289</u>	<u>\$ 21,610,872</u>
Fund Balance	-	-	-	-	-
Total Major Revenues	<u>\$ 21,060,268</u>	<u>\$ 22,082,860</u>	<u>\$ 20,891,735</u>	<u>\$ 21,384,289</u>	<u>\$ 21,610,872</u>



GENERAL FUND

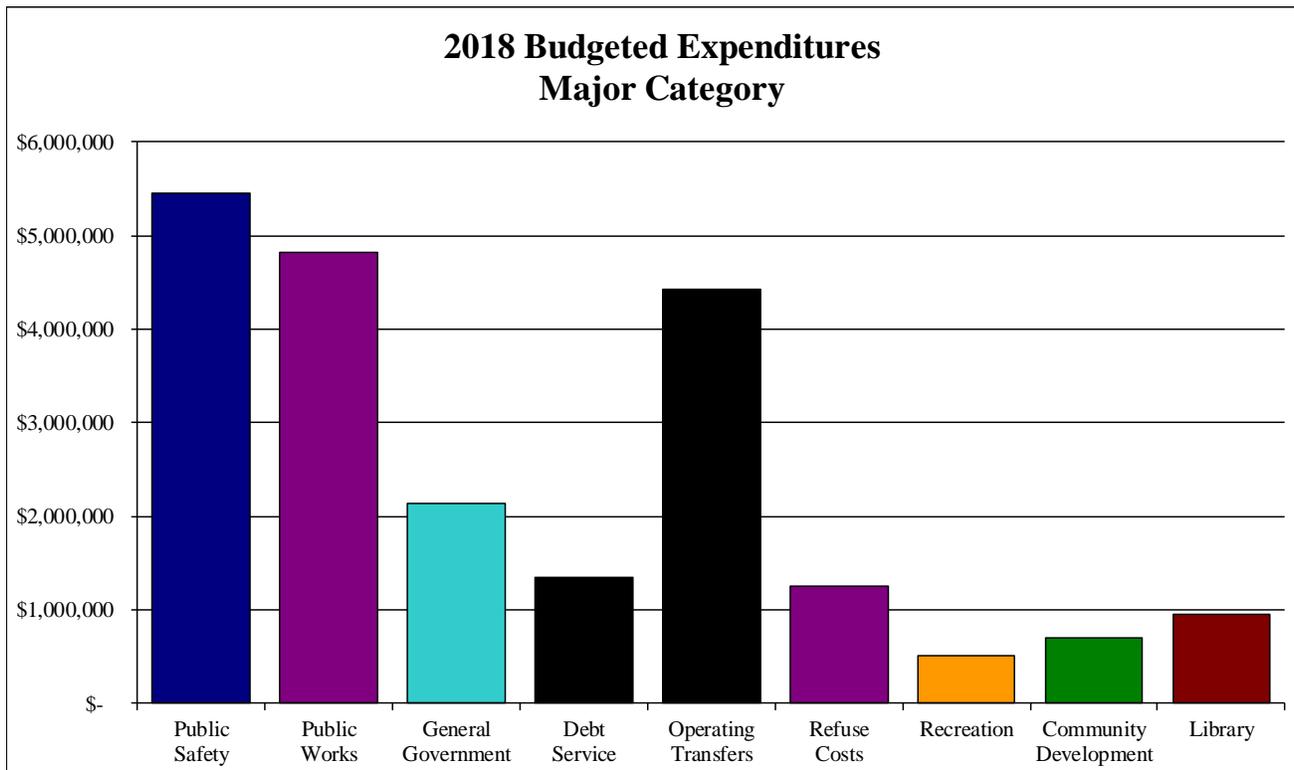
MAJOR PROGRAMS

MAJOR PROGRAMS

GENERAL FUND
SUMMARY OF BUDGETED EXPENDITURES



	2017 Budget	2018 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
General Government	\$ 1,929,128	\$ 1,954,698	\$ 25,570	1.33%
Public Safety	5,185,750	5,452,399	266,649	5.14%
Community Development	679,762	698,311	18,549	2.73%
Public Works	4,726,764	4,820,680	93,916	1.99%
Refuse Collection	1,224,500	1,255,500	31,000	2.53%
Recreation & Leisure Services	511,615	515,754	4,139	0.81%
Library	914,960	948,504	33,544	3.67%
Unallocated Insurance Costs	178,467	191,879	13,412	7.52%
Operating Expenditures	\$ 15,350,946	\$ 15,837,725	\$ 486,779	3.17%
Operating Transfers	4,234,278	4,424,258	189,980	4.49%
Debt Service Payments	1,306,511	1,348,889	42,378	3.24%
Non-Operating Expenditures	\$ 5,540,789	\$ 5,773,147	\$ 232,358	4.19%
Total Expenditures	\$ 20,891,735	\$ 21,610,872	\$ 719,137	3.44%
Fund Balance	-	-	-	0.00%
Total Major Programs	\$ 20,891,735	\$ 21,610,872	\$ 719,137	3.44%

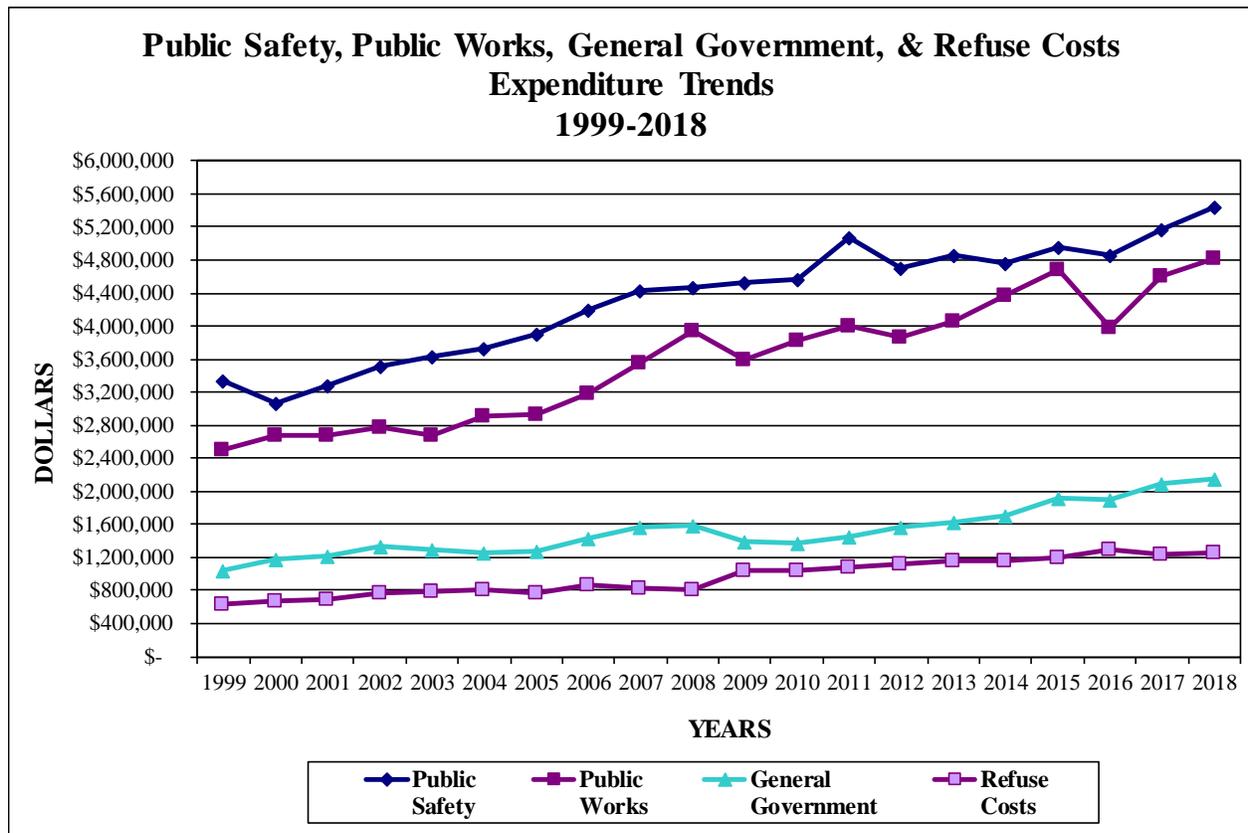


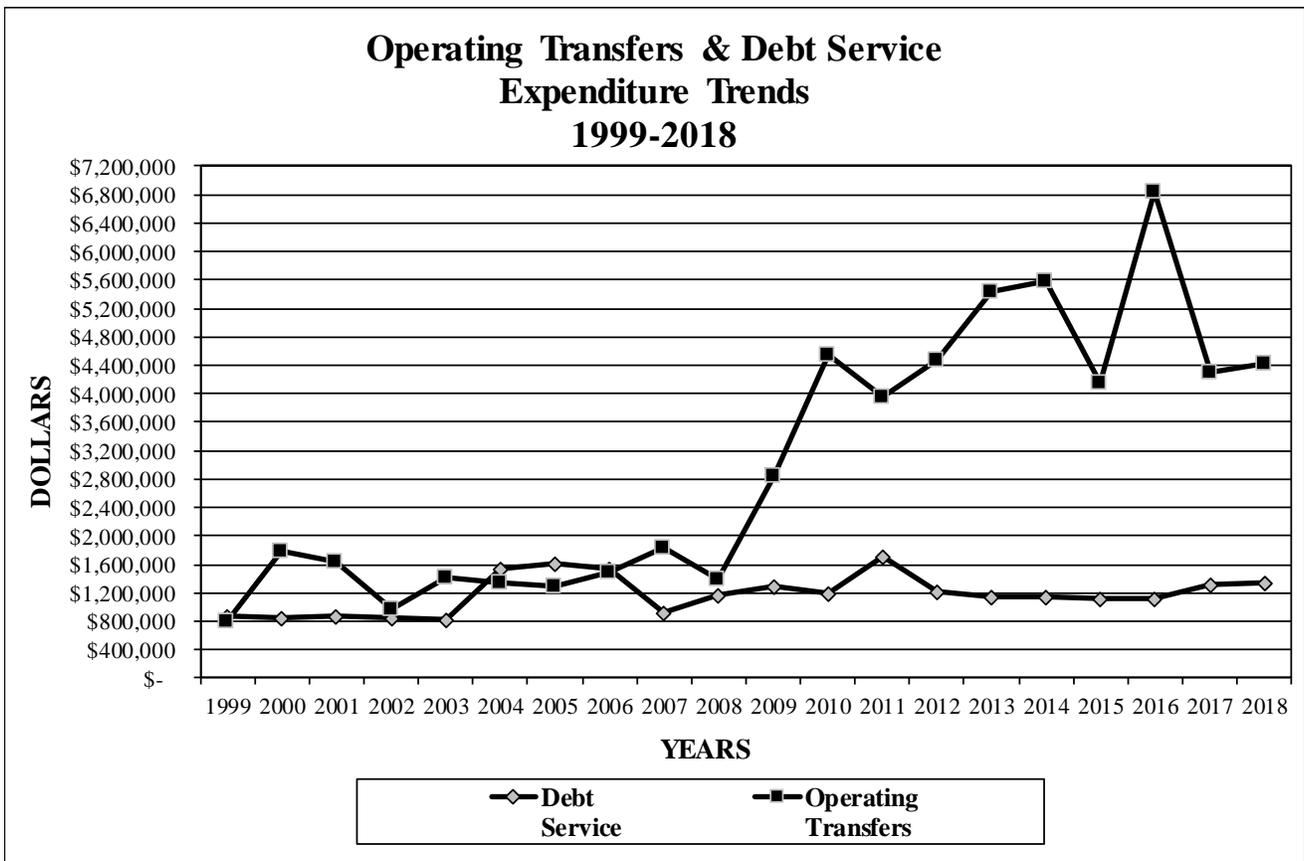
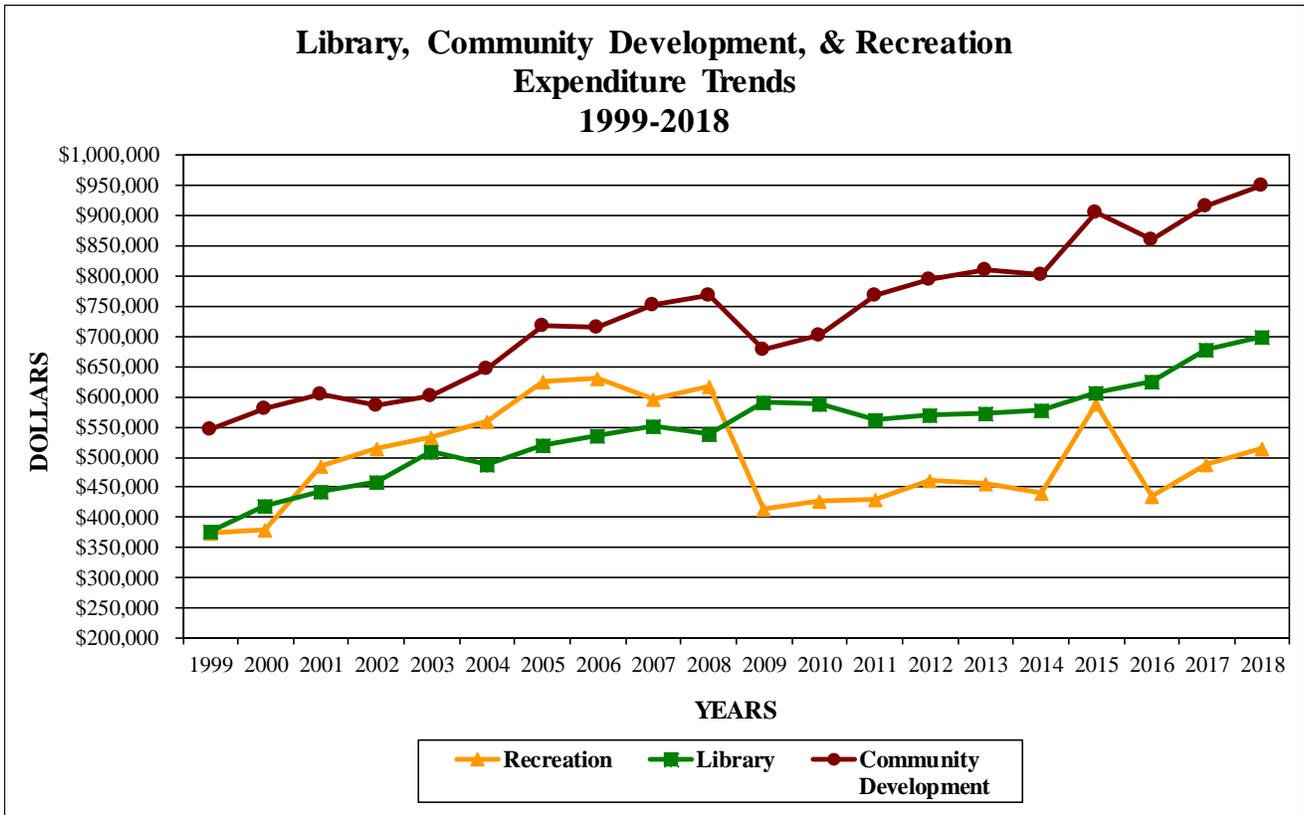
MAJOR PROGRAMS

**GENERAL FUND
HISTORY OF EXPENDITURES**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
General Government	\$ 1,664,013	\$ 1,744,837	\$ 1,929,128	\$ 1,909,671	\$ 1,954,698
Public Safety	4,715,968	4,851,763	5,185,750	5,172,636	5,452,399
Community Development	570,272	624,085	679,762	679,186	698,311
Public Works	4,384,635	3,978,979	4,726,764	4,610,213	4,820,680
Refuse Collection	1,383,706	1,297,395	1,224,500	1,244,500	1,255,500
Recreation & Leisure Services	476,365	435,645	511,615	487,581	515,754
Library	848,248	859,807	914,960	916,460	948,504
Unallocated Insurance Costs	117,120	163,054	178,467	178,467	191,879
Operating Expenditures	\$ 14,160,327	\$ 13,955,565	\$ 15,350,946	\$ 15,198,714	\$ 15,837,725
Operating Transfers	5,801,612	6,829,102	4,234,278	4,311,534	4,424,258
Debt Service Payments	1,084,278	1,117,178	1,306,511	1,313,112	1,348,889
Non-Operating Expenditures	\$ 6,885,890	\$ 7,946,280	\$ 5,540,789	\$ 5,624,646	\$ 5,773,147
Total Expenditures	\$ 21,046,217	\$ 21,901,845	\$ 20,891,735	\$ 20,823,360	\$ 21,610,872
Fund Balance	14,051	181,015	-	560,929	-
Total Major Programs	\$ 21,060,268	\$ 22,082,860	\$ 20,891,735	\$ 21,384,289	\$ 21,610,872





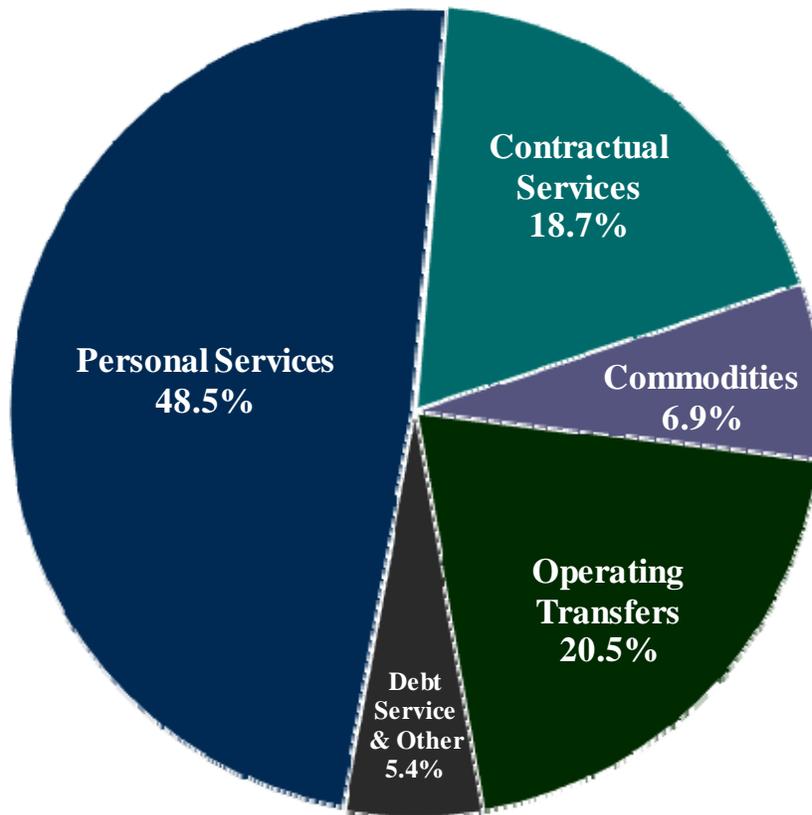
MAJOR PROGRAMS

**GENERAL FUND
BUDGETED EXPENDITURES BY TYPE**



Category	Personal Services	Contractual Services	Commodities	Other	Total
General Government	\$ 1,368,572	\$ 954,925	\$ 46,350	\$ (415,149)	\$ 1,954,698
Public Safety	4,740,764	496,466	77,970	137,199	5,452,399
Community Development	559,213	63,760	8,000	67,338	698,311
Public Works	2,686,894	1,011,539	1,174,000	(51,753)	4,820,680
Refuse Collection	-	1,255,500	-	-	1,255,500
Recreation & Leisure Services	207,229	223,448	54,250	30,827	515,754
Library	750,584	10,400	137,000	50,520	948,504
Operating Transfers	-	-	-	4,424,258	4,424,258
Debt Service Payments	-	-	-	1,348,889	1,348,889
Miscellaneous Expenditures	160,679	31,200	-	-	191,879
Total Expenditures	\$ 10,473,935	\$ 4,047,238	\$ 1,497,570	\$ 5,592,129	\$ 21,610,872
<i>Percentage of Total</i>	<i>48.5%</i>	<i>18.7%</i>	<i>6.9%</i>	<i>25.9%</i>	<i>100.0%</i>

2018 GENERAL FUND EXPENDITURES BY TYPE



EXPENDITURE TYPES

Personal Services

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

Contractual Services

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

General Government

- Legal Services
- 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 2016 and 2017 bond issues, the 2015 note, and operating transfers to other funds.

**2018 GENERAL FUND
BUDGETED EXPENDITURES PER CAPITA**

GENERAL GOVERNMENT		RECREATION & LEISURE	
<i>Board of Commissioners</i>	\$ 2.86	<i>Administration</i>	\$ 9.36
<i>Administration</i>	51.42	<i>Recreation Programs</i>	17.46
<i>Finance</i>	17.63	<i>Subtotal</i>	<u>\$ 26.82</u>
<i>Tax Collection</i>	15.04	LIBRARY SERVICE	
<i>Legal Services</i>	10.92	<i>Library Administration</i>	<u>\$ 49.33</u>
<i>Cable Television Services</i>	3.78	DEBT SERVICE	
<i>Subtotal</i>	<u>\$ 101.65</u>	<i>Debt Service</i>	<u>\$ 70.15</u>
PUBLIC SAFETY		OPERATING TRANSFERS	
<i>Police Protection</i>	\$ 257.06	<i>Operating Transfers</i>	<u>\$ 230.08</u>
<i>Fire Protection</i>	21.31	MISCELLANEOUS EXPENSES	
<i>Animal Control</i>	5.18	<i>Miscellaneous Expenses</i>	<u>\$ 9.98</u>
<i>Subtotal</i>	<u>\$ 283.55</u>	FUND BALANCE	
COMMUNITY DEVELOPMENT		<i>Fund Balance</i>	<u>\$ -</u>
<i>Planning & Code Enforcement</i>	<u>\$ 36.32</u>	PER CAPITA COST	
PUBLIC WORKS		<i>Total Budgeted Per Capita Cost</i>	<u>\$ 1,123.87</u>
<i>Administration</i>	\$ 41.66	<div style="border: 1px solid black; padding: 5px; background-color: #f0f0f0;"> <p align="center">Per Capita Information</p> <p align="center">Budget: \$21,610,872</p> <p align="center">Population*: 19,229</p> </div>	
<i>Engineering Services</i>	3.98		
<i>Civic Activities</i>	3.49		
<i>Snow & Ice Control</i>	32.23		
<i>Storm Sewer Maintenance</i>	7.38		
<i>Traffic Engineering & Safety</i>	8.56		
<i>Street Maintenance</i>	16.51		
<i>Refuse Collection & Disposal</i>	65.29		
<i>Building Maintenance</i>	46.22		
<i>Equipment Maintenance</i>	30.40		
<i>Golf Course Maintenance</i>	6.30		
<i>Tennis Court Maintenance</i>	4.95		
<i>Parks Maintenance</i>	42.32		
<i>Forestry</i>	6.16		
<i>Force Work Projects</i>	0.54		
<i>Subtotal</i>	<u>\$ 315.99</u>		

* Source: 2010 U.S. Census

GENERAL FUND

REAL ESTATE TAXES

REVENUES

GENERAL FUND
REAL ESTATE TAXES



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Real Estate Taxes					
Current Real Estate Tax	\$ 7,889,048	\$ 8,041,913	\$ 7,931,000	\$ 8,070,000	\$ 8,126,000
Delinquent Taxes	104,547	245,529	124,000	162,500	152,500
Total Real Estate Taxes	\$ 7,993,595	\$ 8,287,442	\$ 8,055,000	\$ 8,232,500	\$ 8,278,500

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 2017, the Township had a total of 7,836 real estate parcels, of which 7,710 were taxable. The breakdown is as follows:

Building + Land	Land Only	Zero Values	Exempt Properties
7,092	551	67	126

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 2017 at \$2,188,348,120.

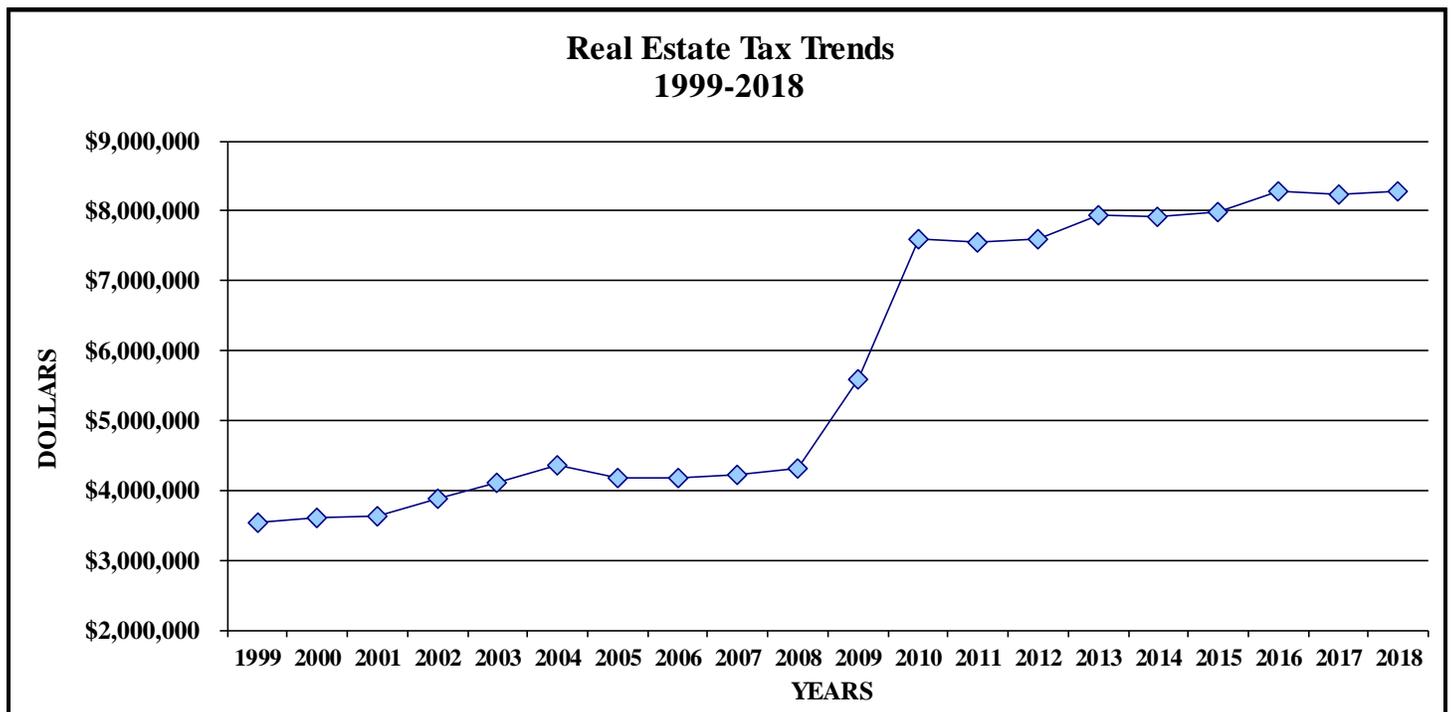
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REVENUES

**GENERAL FUND
REAL ESTATE TAXES**



Real Estate Taxes 01-00-000-301???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Current Real Estate Tax					
001 Real Estate Tax - Current (2018)	\$ 7,889,048	\$ 8,041,913	\$ 7,931,000	\$ 8,070,000	\$ 8,126,000
Total Current Real Estate Tax	\$ 7,889,048	\$ 8,041,913	\$ 7,931,000	\$ 8,070,000	\$ 8,126,000
Delinquent Taxes					
002 RET Penalties & Interest Current Year (2018)	\$ 17,919	\$ 18,665	\$ 8,000	\$ 11,000	\$ 12,000
003 Real Estate Tax Previous Year (2017)	42,100	140,754	75,000	108,000	100,000
004 RET Penalties & Interest Previous Year (2017)	4,467	13,997	10,000	10,500	9,000
005 Real Estate Tax 2016 and Prior	17,237	40,464	20,000	20,000	20,000
006 RET Penalties & Interest 2016 and Prior	12,222	21,155	3,500	5,000	4,000
007 Liened Real Estate Tax Costs	10,602	10,494	7,500	8,000	7,500
Total Delinquent Taxes	\$ 104,547	\$ 245,529	\$ 124,000	\$ 162,500	\$ 152,500
Total Real Estate Taxes	\$ 7,993,595	\$ 8,287,442	\$ 8,055,000	\$ 8,232,500	\$ 8,278,500



REVENUES

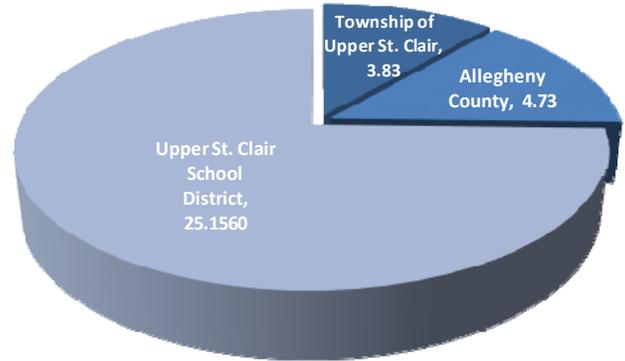
GENERAL FUND REAL ESTATE TAXES



REAL ESTATE TAXES PER MEDIAN HOUSEHOLD

The Real Estate Tax is calculated by dividing the parcel's total assessed value (as determined by Allegheny County) by \$1,000, then multiplying that value by the millage rate. In 2018, the Township of Upper St. Clair's Real Estate Tax millage rate is 3.83. A taxable real estate parcel in the Township is also taxed separately by Allegheny County and the Upper St. Clair School District. The following example illustrates the total Real Estate Tax paid by a taxpayer whose parcel is valued at \$221,500, which is the median household value.

Real Estate Taxes		
Taxing Authority	2018 Millage Rate	R.E. Tax
Township of Upper St. Clair	3.83	\$ 848
Allegheny County	4.73	\$ 1,048
Upper St. Clair School District	25.1560	\$ 5,572
Total Real Estate Tax		\$ 7,468



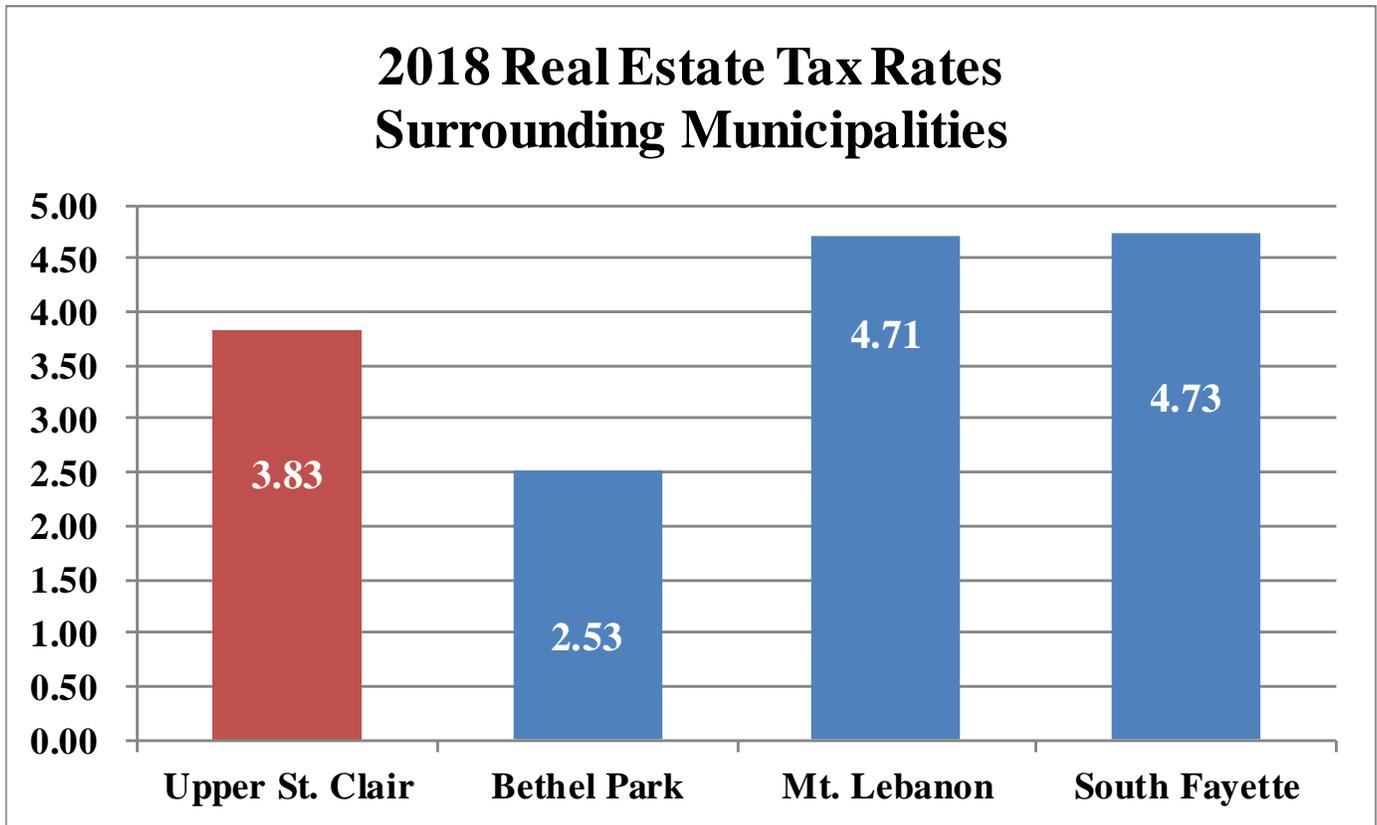
A twenty-year comparison of assessed valuation and millage rates is shown below:

Township of Upper St. Clair Real Estate Millage 20 Year History							
Year	Total Taxable Assessed Value	% Change in Value	Millage Rate	Year	Total Taxable Assessed Value	% Change in Value	Millage Rate
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	2,188,348,120	4.46%	3.83
2008	1,660,118,320	-0.01%	2.60	2018*	2,201,123,770	2.71%	3.83

[^] Countywide reassessment year

* Estimated values (certified values not available until January 2018)

REAL ESTATE TAX MILLAGE RATES - SURROUNDING MUNICIPALITIES



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GENERAL FUND

EARNED INCOME TAXES

REVENUES

GENERAL FUND EARNED INCOME TAX



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Total Earned Income Taxes	<u>\$8,382,576</u>	<u>\$8,844,793</u>	<u>\$8,531,000</u>	<u>\$8,701,700</u>	<u>\$8,867,300</u>

EARNED INCOME TAXES OVERVIEW

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

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

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

1. The consolidation of 560 local Earned Income Tax (EIT) collectors across the state of Pennsylvania into 65 countywide and 4 Allegheny County Regional Tax Collection Districts (TCD). Upper St. Clair Township and the Upper St. Clair School District have been placed in the Allegheny Southwest TCD. The Allegheny Southwest TCD contains all the local taxing entities that are geographically located southwest of the City of Pittsburgh and reside in Allegheny County. The membership of this TCD has 43 municipalities and 20 school districts for a total of 63 taxing entities.
2. All employers in the state must withhold the earned income tax for each one of their employees irrespective of where they reside. The objective of the legislation is to create a streamlined tax collection system with procedures and uniform forms that will simplify the tax collection for companies that conduct business in Pennsylvania.
3. For Upper St. Clair taxpayers, all annual tax returns will be filed with the Allegheny Southwest TCD for tax years beginning in 2012 and thereafter. The appointed tax collector for the Allegheny Southwest TCD is Jordan Tax Service. The intent of the legislation is also to provide cost savings to each taxing district through consolidation of tax collection services.

REVENUES

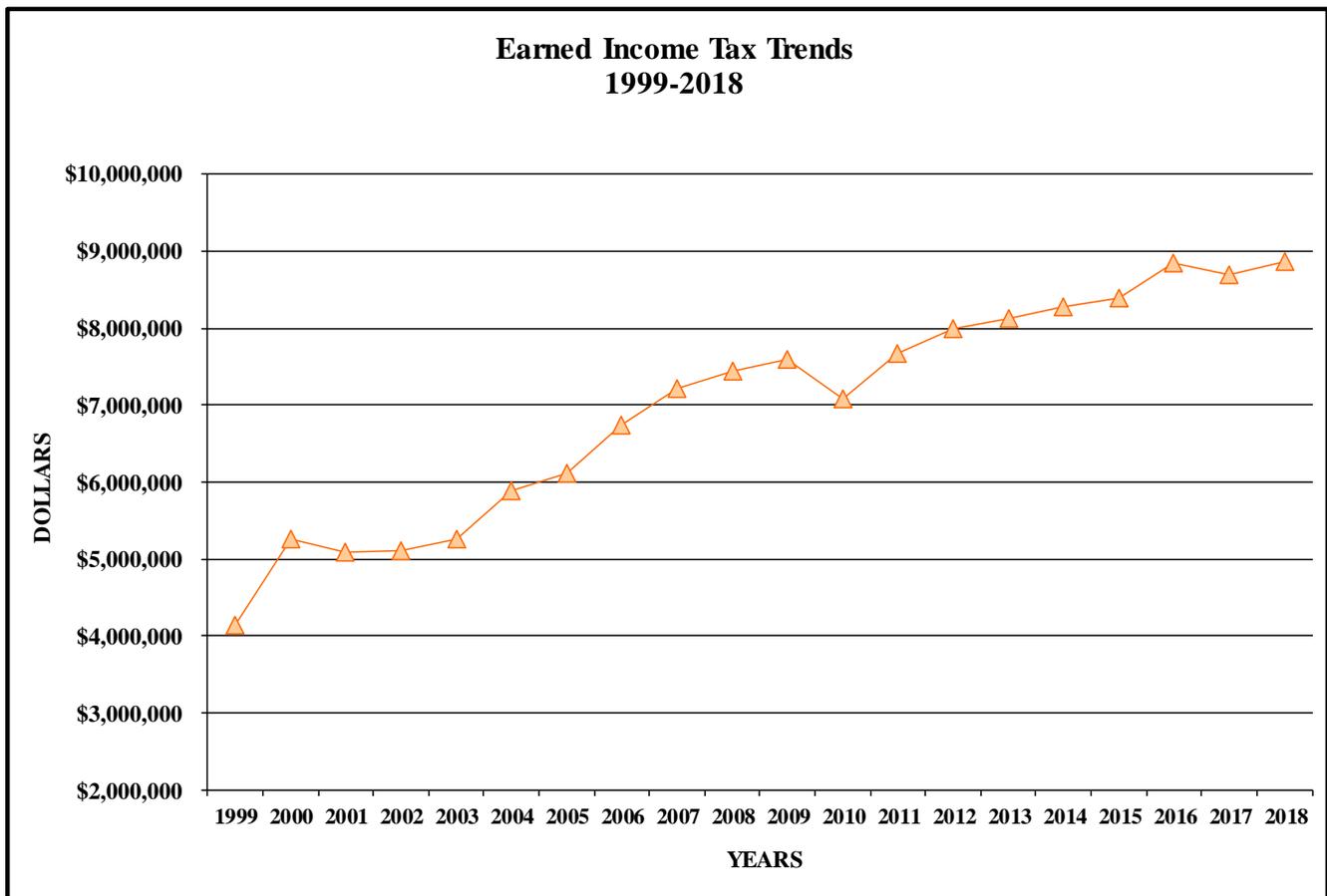
**GENERAL FUND
EARNED INCOME TAX**



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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
001 Earned Income Tax Current Year	\$5,897,539	\$6,111,960	\$5,944,000	\$6,183,200	\$6,306,900
002 Earned Income Tax Prior Year	2,256,284	2,385,858	2,377,000	2,398,600	2,446,500
003 Earned Income Tax Previous Years	228,753	346,975	210,000	119,900	113,900
Total Earned Income Taxes	\$8,382,576	\$8,844,793	\$8,531,000	\$8,701,700	\$8,867,300



REVENUES

GENERAL FUND
EARNED INCOME TAX



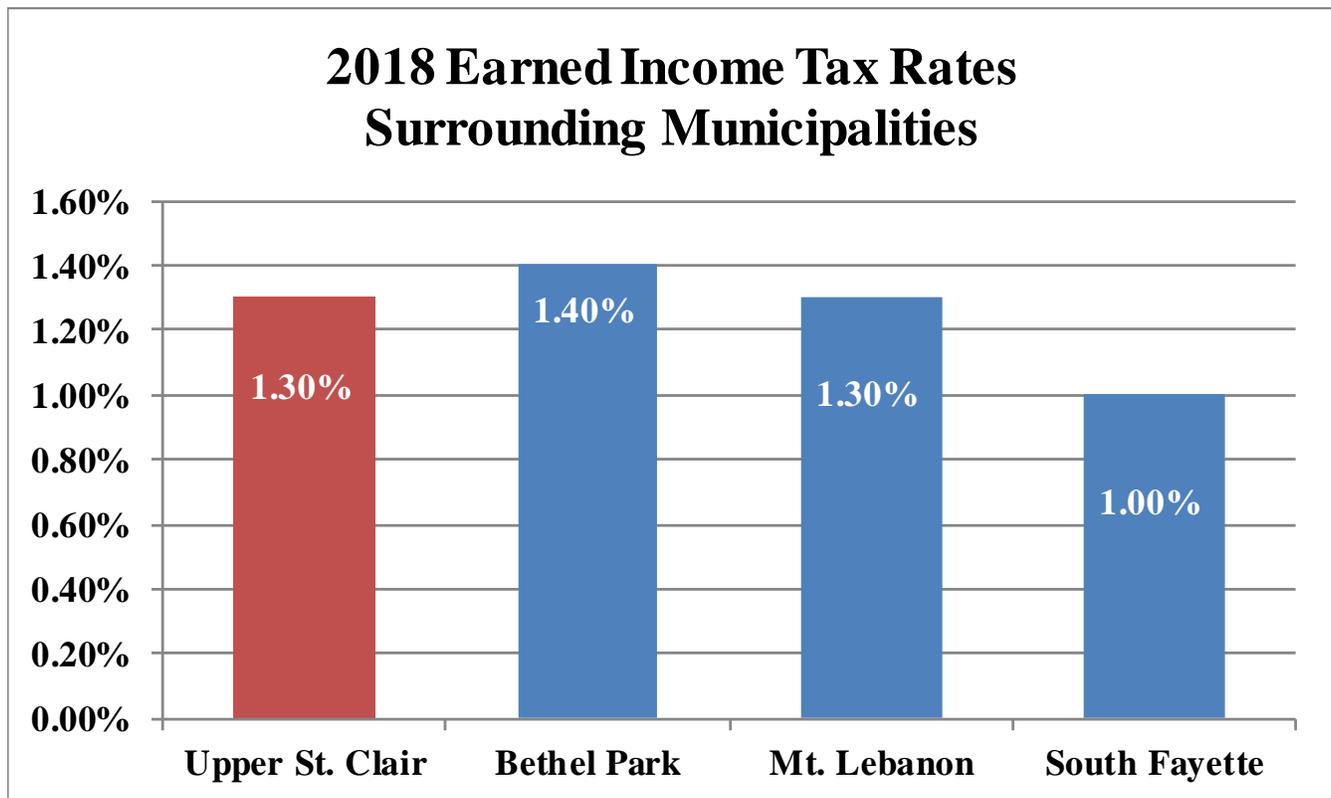
EARNED INCOME TAX RATE

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
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	\$8,844,793	0.80%	0.50%	1.30%
2012	\$7,994,029	0.80%	0.50%	1.30%	2017*	\$8,701,700	0.80%	0.50%	1.30%
2013	\$8,116,840	0.80%	0.50%	1.30%	2018*	\$8,867,300	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 \$110,417 as reported by the U.S Census Bureau for 2016 (latest information available at time of publishing).

Local Earned Income Tax		
Taxing Authority	2018 EIT Rate	EIT Due
Township of Upper St. Clair (Act 511 Tax)	0.50%	\$ 552
Township of Upper St. Clair (Act 62 Tax)	0.30%	\$ 331
Upper St. Clair School District (Act 511 Tax)	0.50%	\$ 552
Total Local Earned Income Tax	1.30%	\$ 1,435

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GENERAL FUND

OTHER TAXES

REVENUES

GENERAL FUND
OTHER TAXES



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Total Other Taxes	\$2,115,962	\$2,006,033	\$1,783,750	\$1,858,750	\$1,872,250

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.

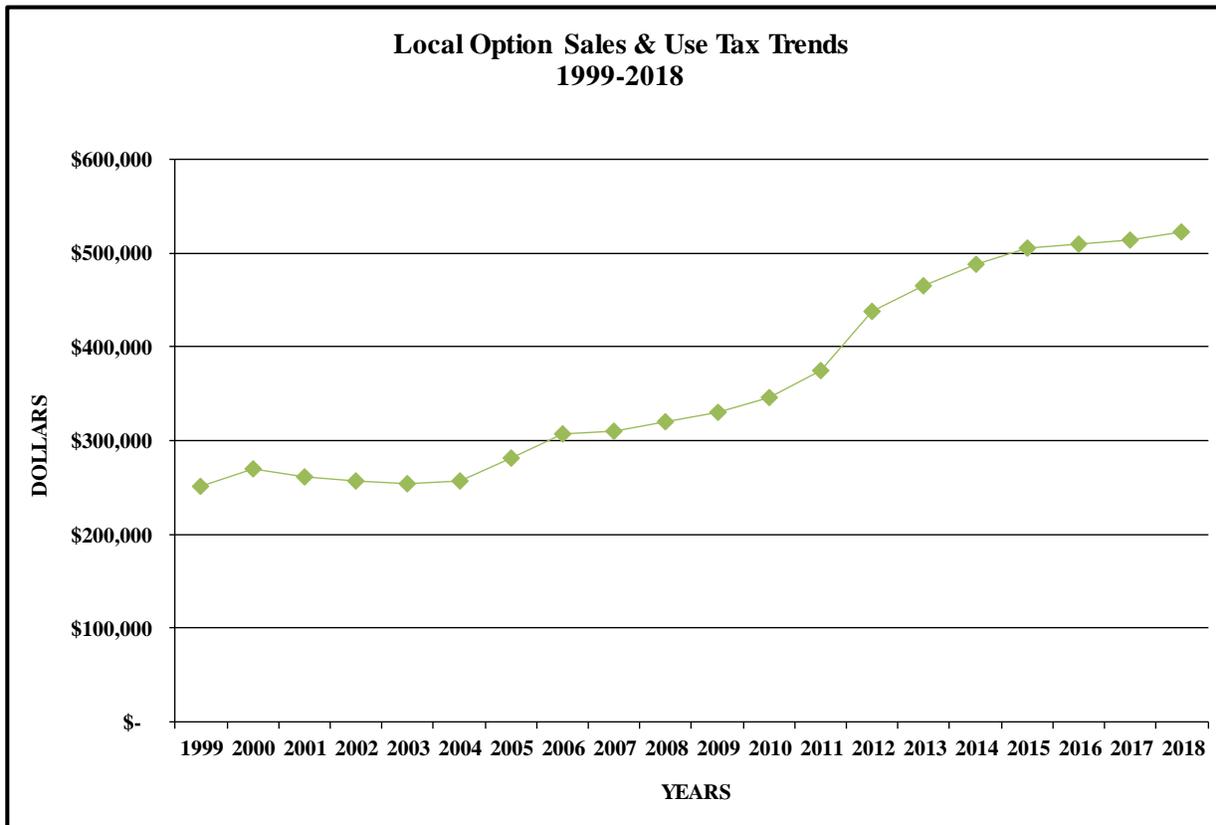
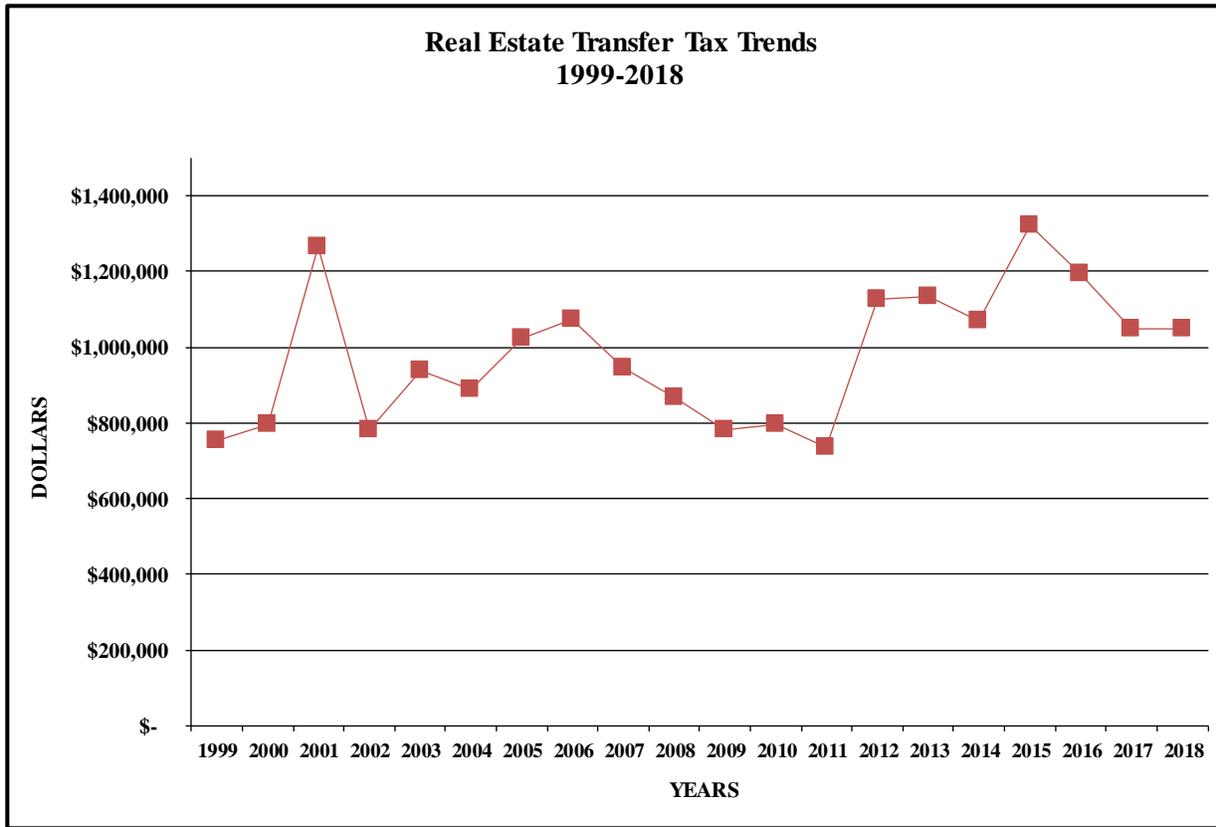
Public Utilities Tax

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
01-00-000-315???-000					
001 Local Services Tax	\$ 267,060	\$ 280,677	\$ 274,000	\$ 274,000	\$ 279,500
002 Real Estate Transfer Tax	1,322,037	1,195,566	975,000	1,050,000	1,050,000
003 Public Utilities Tax	21,134	20,746	21,000	21,000	20,500
004 Local Option Sales & Use Tax	505,731	509,044	513,750	513,750	522,250
Total Other Taxes	\$2,115,962	\$2,006,033	\$1,783,750	\$1,858,750	\$1,872,250



GENERAL FUND

OTHER REVENUES

REVENUES

GENERAL FUND
 LICENSES AND PERMITS



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Total Licenses and Permits	\$ 238,681	\$ 176,485	\$ 174,275	\$ 176,825	\$ 164,575

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
001 Building Permits	\$ 165,615	\$ 106,607	\$ 110,000	\$ 110,000	\$ 100,000
002 Beverage Licenses	2,750	3,500	2,500	2,500	2,750
003 Grading Permits	270	170	250	2,400	500
004 Amusement Device Permits	1,525	1,400	1,525	1,525	1,525
007 Street Opening Permits	33,082	17,743	22,000	22,000	22,000
008 Alarm Systems Permits	23,380	32,492	26,000	26,000	26,000
009 False Alarm Fees	625	925	500	500	500
012 Dye Test Compliance Fees	8,275	7,475	7,500	7,500	7,500
013 Electrical Permit Fees-Net	3,159	6,173	4,000	4,400	3,800
Total Licenses and Permits	\$ 238,681	\$ 176,485	\$ 174,275	\$ 176,825	\$ 164,575

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REVENUES**GENERAL FUND
FEES AND FINES**

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Total Fines and Fees	\$ 536,176	\$ 565,383	\$ 561,200	\$ 554,589	\$ 550,800

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
01-00-000-330???-000					
003 Filing and Hearing Fees	\$ 14,547	\$ 10,460	\$ 14,000	\$ 12,000	\$ 12,000
004 Animal Control Fines and Fees	100	75	200	200	100
005 Magistrate Fines	14,481	23,780	23,000	23,000	23,000
006 Local Fines	5,627	6,525	6,000	6,000	6,000
008 State Traffic Fine Distribution	11,581	8,971	9,500	9,500	9,500
011 Library Fees and Fines	24,185	21,504	25,000	22,000	22,000
012 Cable Television Franchise Fees	465,655	477,126	475,000	475,000	472,000
040 Compost Site Tipping Fees	-	16,942	8,500	6,889	6,200
Total Fines and Fees	\$ 536,176	\$ 565,383	\$ 561,200	\$ 554,589	\$ 550,800

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REVENUES

GENERAL FUND
RENTAL INCOME



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Total Rental Income	\$ 63,024	\$ 84,282	\$ 84,676	\$ 84,676	\$ 85,872

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 2018 lease amount is \$2,622.

Rental Income	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
01-00-000-340???-000					
001 School District Rental (rent plus utilities)	\$ 63,024	\$ 81,810	\$ 82,130	\$ 82,130	\$ 83,250
002 Boyce Road Radio Tower Rental	-	2,472	2,546	2,546	2,622
Total Rental Income	\$ 63,024	\$ 84,282	\$ 84,676	\$ 84,676	\$ 85,872

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REVENUES

**GENERAL FUND
INTEREST INCOME**



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Total Interest on Investments	<u>\$ 894</u>	<u>\$ 3,785</u>	<u>\$ 3,500</u>	<u>\$ 4,000</u>	<u>\$ 8,000</u>

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	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
001 Interest on Investments	<u>\$ 894</u>	<u>\$ 3,785</u>	<u>\$ 3,500</u>	<u>\$ 4,000</u>	<u>\$ 8,000</u>
Total Interest on Investments	<u>\$ 894</u>	<u>\$ 3,785</u>	<u>\$ 3,500</u>	<u>\$ 4,000</u>	<u>\$ 8,000</u>

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REVENUES

GENERAL FUND
SERVICE AGREEMENTS



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Total Service Agreements	\$ 256,624	\$ 228,969	\$ 222,000	\$ 228,311	\$ 222,100

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 for 2018-2022, and reimburses the Township for Staff personnel, office space and data processing costs. The School District is invoiced separately for any costs of the Jordan Tax Service contract that are directly applicable to the School District.

PennDOT Road Maintenance Agreement

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

Service Agreements 01-00-000-350???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
001 Snow and Ice Control	\$ 175,832	\$ 183,716	\$ 170,000	\$ 170,000	\$ 171,500
002 Peters Township Service	7,412	2,430	3,000	10,711	3,000
004 School District Tax Collection Agreement	28,028	22,760	28,000	27,000	27,000
007 PennDOT Road Mte. Agreement	45,352	20,063	21,000	20,600	20,600
Total Service Agreements	\$ 256,624	\$ 228,969	\$ 222,000	\$ 228,311	\$ 222,100

REVENUES

GENERAL FUND
RECREATION PROGRAM FEES



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Total Recreation Program Fees	\$ 355,479	\$ 367,292	\$ 377,975	\$ 353,925	\$ 372,275

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 \$335,726. Revenues do not cover administration costs and capital expenses required by the programming.

Recreation Program Fees 01-00-000-367???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
002 Football Training	\$ 7,530	\$ -	\$ 9,500	\$ -	\$ 9,500
003 Aerobics/Dance & Exercise	6,360	3,167	9,000	3,000	3,000
007 Soccer Programs	9,287	3,890	8,000	6,350	6,500
008 Softball	13,312	12,590	13,000	14,000	14,000
011 Summer Playground & Cultural Art Program	72,657	72,017	72,500	69,700	71,500
013 Older Adults	270	3,451	1,350	1,350	1,350
014 Golf Course*	5,754	2,789	4,500	4,800	5,000
015 Tennis Program*	46,946	23,929	30,000	26,000	27,000
018 Golf Lesson	6,015	4,200	4,000	3,100	3,500
020 Summer Music Program	3,751	5,947	4,000	3,500	3,800
021 Tennis Bubble Fees**	68,308	103,086	110,000	100,000	100,000
022 Miscellaneous Self Supporting	50,622	68,061	60,000	70,000	70,000
023 Youth Basketball	62,435	63,050	50,000	50,000	55,000
028 Instructional Baseball	2,172	890	2,000	2,000	2,000
999 Administration Fees	60	225	125	125	125
Total Recreation Program Fees	\$ 355,479	\$ 367,292	\$ 377,975	\$ 353,925	\$ 372,275

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

**Additional revenue generated by this program is used to offset the amortized capital cost of three (3) tennis bubbles.

REVENUES

GENERAL FUND
OTHER NON-TAX REVENUE



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Total Other Non-Tax Revenue	\$1,117,257	\$1,518,396	\$1,098,359	\$1,189,013	\$1,189,200

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
370011 Library State Grant	\$ 62,926	\$ 64,059	\$ 64,059	\$ 64,059	\$ 65,200
370013 State Pension Grant	587,114	594,351	567,000	624,000	632,450
370014 Recycling Program/Grant	-	318,617	23,000	40,000	55,000
370015 Library Table Gaming Revenue	11,404	10,906	11,200	9,500	9,000
370016 Act 13 State Grant Funds	-	-	-	8,457	8,000
370028 Police Highway Safety Grant	1,050	6,150	3,000	3,000	3,000
370030 Alleg. Conservation Dist. Grant	5,000	-	-	-	-
380001 Maps, Docs & Police Reports	7,162	8,582	7,000	7,000	7,000
380010 Facility Fees	10,725	9,850	11,000	9,500	9,500
380012 Library Copier/Printer Revenue	4,318	3,730	4,500	2,000	2,000
380022 Employee Health Ins. Reimb.	110,976	104,694	108,000	108,000	118,000
380026 COBRA Insurance Payments	1,265	104	600	300	300
380027 Workers Comp. Dividends	175,072	156,696	125,000	128,247	105,000
380029 Comcast Cable 7 Grant	9,543	9,925	10,000	9,708	9,750
380030 Prop & Liab Ins. Dividends	34,518	41,761	45,000	52,942	55,000
380040 Public Works Scrap Metal Rev.	10,272	5,808	10,000	10,000	10,000
380050 Payment Card Rebates	-	-	-	3,000	12,000
380080 Flex Plan Year End Reimb.	2,917	3,068	3,000	3,300	3,000
380099 Miscellaneous Revenue	82,995	180,095	106,000	106,000	85,000
Total Other Non-Tax Revenue	\$1,117,257	\$1,518,396	\$1,098,359	\$1,189,013	\$1,189,200

GENERAL FUND
GENERAL GOVERNMENT
SUMMARY

SUMMARY

GENERAL FUND GENERAL GOVERNMENT



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
General Government Expenditures					
Personal Services	\$ 1,174,309	\$ 1,298,353	\$ 1,363,971	\$ 1,353,514	\$ 1,368,572
Contractual Services	681,883	703,631	886,300	877,300	954,925
Commodities	36,642	32,505	47,950	47,950	46,350
Distributed Costs	(228,821)	(289,652)	(369,093)	(369,093)	(415,149)
Total General Government Expenditures	\$ 1,664,013	\$ 1,744,837	\$ 1,929,128	\$ 1,909,671	\$ 1,954,698

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.

2017 DEPARTMENT ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of America (GFOA) for the 9th consecutive year.
- Received the Certificate of Achievement Award for Excellence in Financial Reporting from GFOA for the 29th consecutive year.
- Refunded two separate series of General Obligation Bonds for a combined savings of over \$583,000.
- Named as a Banner Community by Allegheny County Council.
- Received the Sustainable Community Gold Certification from the Pennsylvania Municipal League.
- Completely replaced the Township's core network storage hardware, and implemented a backup solution that provides upgraded disaster recovery.
- Enhanced the Township's focus on communication with residents and visitors by contracting a Communications Specialist, resulting in a more visible, active presence on Facebook and Twitter.
- Reaffirmed the Township's AA+ bond rating from Standard & Poor's.
- Developed an electronic accounts payable solution which streamlined the payments process, began generating steady rebate revenue, and made it easier for vendors to business with the Township.

2018 DEPARTMENT GOALS AND OBJECTIVES

- Continue to meet the requirements of the GFOA's Distinguished Budget and CAFR award programs.
- Implement a Human Resource Management software solution.
- Upgrade the Township's website to include enhanced accessibility and mobile device responsiveness.
- Select and implement a new Recreation software program.
- Upgrade the wireless connectivity in various Township facilities.
- Continue pursuing grant opportunities.
- Implement a fully paperless invoice processing solution.
- Maintain the Township's AA+ bond rating.

SUMMARY

**GENERAL FUND
GENERAL GOVERNMENT**



DEPARTMENT EXPENDITURES

General Government Expenditures 01-10-101-500 TO 01-10-107-500	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 838,293	\$ 933,243	\$ 975,421	\$ 955,421	\$ 967,028
110 Overtime Wages	-	-	1,000	1,000	1,000
120 Part-Time Wages	-	90	-	-	-
130 Elected Officials Salaries	8,400	8,400	8,400	8,400	8,400
162 Group Life Insurance	10,144	2,113	6,132	6,132	7,191
163 Medical Insurance	167,089	194,561	201,762	213,835	214,474
164 Workers' Compensation	4,275	4,328	5,062	5,062	5,209
166 Pension Costs	75,373	78,080	81,092	80,092	80,720
167 Long-term Disability Insurance	2,530	2,576	2,862	2,862	2,952
168 Post Retirement Plan	7,000	6,833	6,900	6,900	6,900
198 Social Security Expense	61,205	68,129	75,340	73,810	74,698
Total Personal Services	\$ 1,174,309	\$ 1,298,353	\$ 1,363,971	\$ 1,353,514	\$ 1,368,572
Contractual Services					
210 Professional Services-Legal	\$ 222,499	\$ 176,789	\$ 210,000	\$ 210,000	\$ 205,000
212 Professional Services-Auditing	17,285	11,858	18,000	18,000	18,750
217 Miscellaneous Consulting Services	1,700	-	4,000	4,000	2,000
220 Liability Insurance	13,405	13,908	14,700	14,700	34,200
223 Tax Collection Bonds	7,083	7,083	7,500	7,500	7,500
230 Association Dues	25,908	30,295	30,250	30,250	30,250
231 Travel & Conference Expense	30,058	30,156	37,250	36,450	37,725
243 Telephone	12,489	11,975	12,500	13,000	13,000
250 Repairs/Maint - Office Equip	53,174	109,482	166,900	164,000	160,750
274 Legal Advertising	15,407	12,340	16,000	16,000	16,000
275 Printing & Duplicating	166	423	200	600	600
278 Postage	7,145	10,202	10,250	10,050	10,100
280 Mileage Reimbursement	-	19	250	250	250
290 Other Contractual Services	274,930	276,318	331,000	325,000	391,300
292 Volunteer Boards & Commissions Recognition Expense	634	-	7,500	7,500	7,500
299 Internet Connection Services	-	12,783	20,000	20,000	20,000
Total Contractual Services	\$ 681,883	\$ 703,631	\$ 886,300	\$ 877,300	\$ 954,925

SUMMARY

GENERAL FUND
GENERAL GOVERNMENT



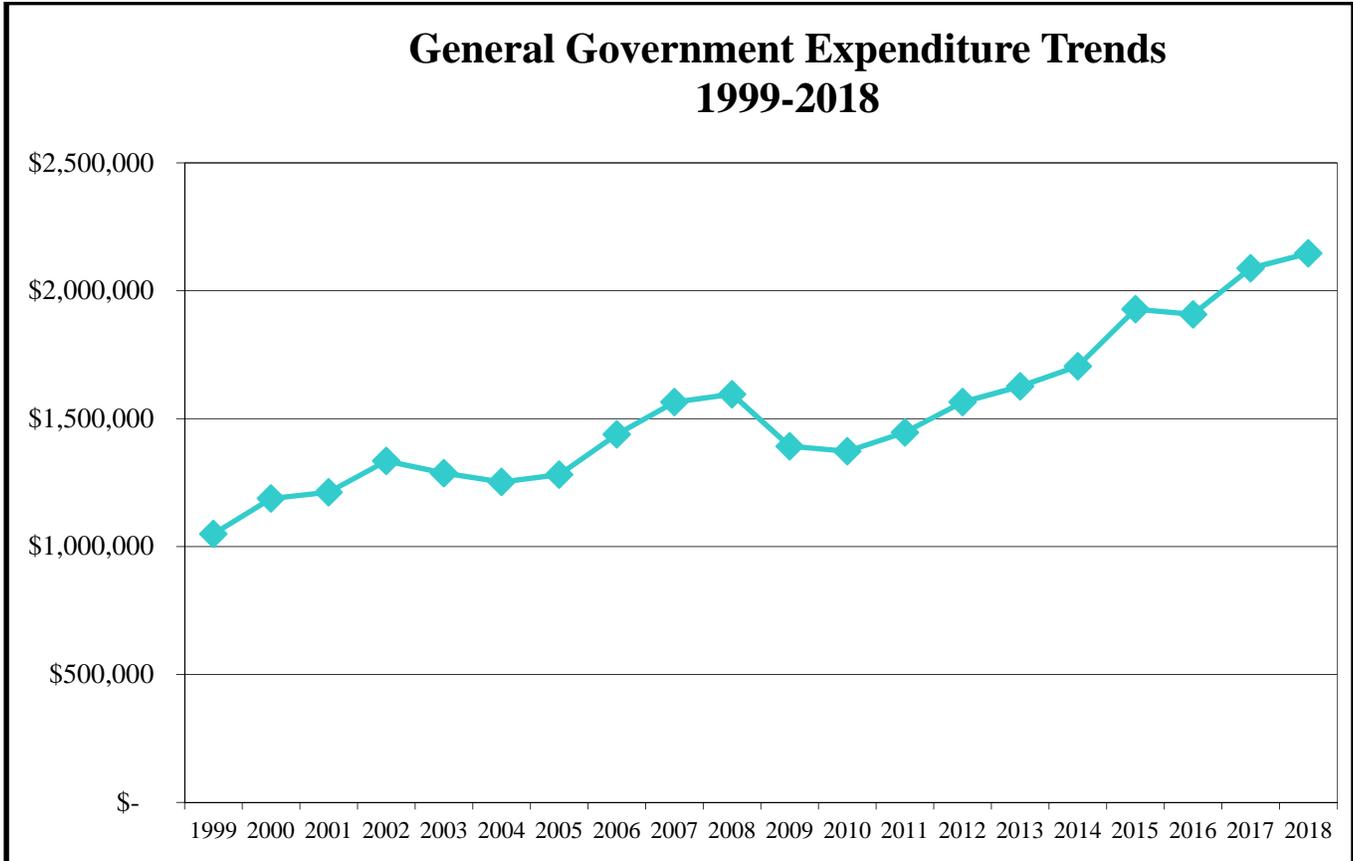
DEPARTMENT EXPENDITURES (Continued)

	2015	2016	2017	2017	2018
	Actual	Actual	Budget	Estimate	Budget
Commodities					
300 Office Furniture & Equipment	\$ 2,561	\$ 1,326	\$ 4,500	\$ 4,500	\$ 4,000
301 Expendable Office Supplies	15,953	12,581	16,900	16,900	16,400
302 Books & Subscriptions	1,118	1,883	2,800	2,800	2,500
303 Tapes	-	289	500	500	500
304 Publicity Material	-	425	500	500	500
390 Other Supplies	17,010	16,001	22,750	22,750	22,450
Total Commodities	\$ 36,642	\$ 32,505	\$ 47,950	\$ 47,950	\$ 46,350
Distributed Costs					
601 Dist. Vehicle Costs	\$ 10,644	\$ 10,910	\$ 11,183	\$ 11,183	\$ 11,462
602 Dist. Data Processing Costs	(239,465)	(300,562)	(380,276)	(380,276)	(426,611)
Total Distributed Costs	\$ (228,821)	\$ (289,652)	\$ (369,093)	\$ (369,093)	\$ (415,149)
Total General Government Expenditures	\$ 1,664,013	\$ 1,744,837	\$ 1,929,128	\$ 1,909,671	\$ 1,954,698

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SUPPLEMENTARY INFORMATION

The average annual cost increase of General Government expenditures over the last 20 years is 4.67%.



General Fund Revenue Breakdown

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

Net Expenditures*		\$1,824,444
How many real estate tax mills?	0.39	\$794,175
Earned Income Tax per \$100?	\$ 9.59	\$850,660
Percentage of Other Taxes?	0.94%	\$179,609

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

SUPPLEMENTARY INFORMATION (continued)

Administrative Vehicles

Asset Tag	Year	Make	Model	Mileage (9-15-2017)	Age in Years	Condition	Anticipated Replacement Year
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Passenger Vehicles

1	2007 070	2007	Ford	Explorer	67,168	11	Fair	2020
2	2008 020	2008	Ford	Explorer	100,225	10	Fair	2019
3	2011 005	2011	Ford	Escape	43,904	7	Good	Rotation Vehicle
4	2009 030	2009	Ford	Escape XLT	32,611	9	Good	Rotation Vehicle
5	2012 003	2013	Ford	Explorer	39,792	5	Good	2018

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	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Board of Commissioners Expenditures					
Personal Services	\$ 9,043	\$ 9,043	\$ 9,043	\$ 9,043	\$ 9,043
Contractual Services	31,902	23,767	42,450	42,450	42,950
Commodities	553	1,265	3,000	3,000	3,000
Total Board of Comm. Expenditures	\$ 41,498	\$ 34,075	\$ 54,493	\$ 54,493	\$ 54,993

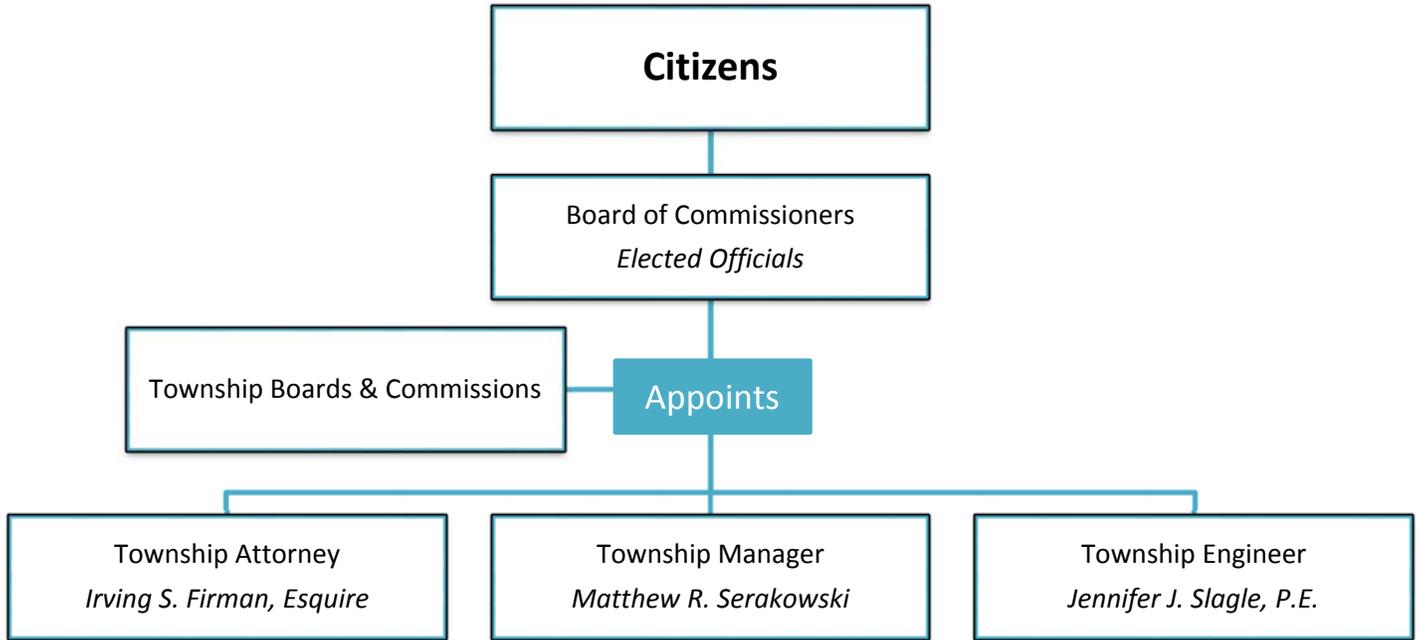
BOARD OF COMMISSIONERS OVERVIEW

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 2018.

DEPARTMENT ORGANIZATIONAL STRUCTURE



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

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

**BOARD OF
COMMISSIONERS**

GENERAL FUND
GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

Board of Commissioners Expenditures 01-10-101-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
130 Elected Officials Salaries Seven Commissioners @ \$1200	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400
198 Social Security Expense	643	643	643	643	643
Total Personal Services	\$ 9,043	\$ 9,043	\$ 9,043	\$ 9,043	\$ 9,043
Contractual Services					
220 Liability Insurance	\$ 13,405	\$ 13,908	\$ 14,700	\$ 14,700	\$ 15,200
230 Association Dues	7,242	-	8,250	8,250	8,250
231 Travel & Conference Expense	10,621	9,859	12,000	12,000	12,000
292 Volunteer Boards & Commissions Recognition Expense	634	-	7,500	7,500	7,500
Total Contractual Services	\$ 31,902	\$ 23,767	\$ 42,450	\$ 42,450	\$ 42,950
Commodities					
390 Other Supplies	\$ 553	\$ 1,265	\$ 3,000	\$ 3,000	\$ 3,000
Total Commodities	\$ 553	\$ 1,265	\$ 3,000	\$ 3,000	\$ 3,000
Total Board of Comm. Expenditures	\$ 41,498	\$ 34,075	\$ 54,493	\$ 54,493	\$ 54,993

BUDGETARY COMMENT

Funds requested for the Board of Commissioners are the same as appropriated in 2017 except for a \$500 increase in liability insurance premium expense.

ADMINISTRATION

GENERAL FUND
GENERAL GOVERNMENT



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Administration Expenditures					
Personal Services	\$ 611,550	\$ 688,207	\$ 756,583	\$ 734,053	\$ 723,341
Contractual Services	100,089	100,036	131,000	119,400	156,150
Commodities	26,757	25,311	30,500	30,500	30,500
Distributed Costs	52,712	63,711	72,027	72,027	78,822
Total Administration Expenditures	\$ 791,108	\$ 877,265	\$ 990,110	\$ 955,980	\$ 988,813

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.

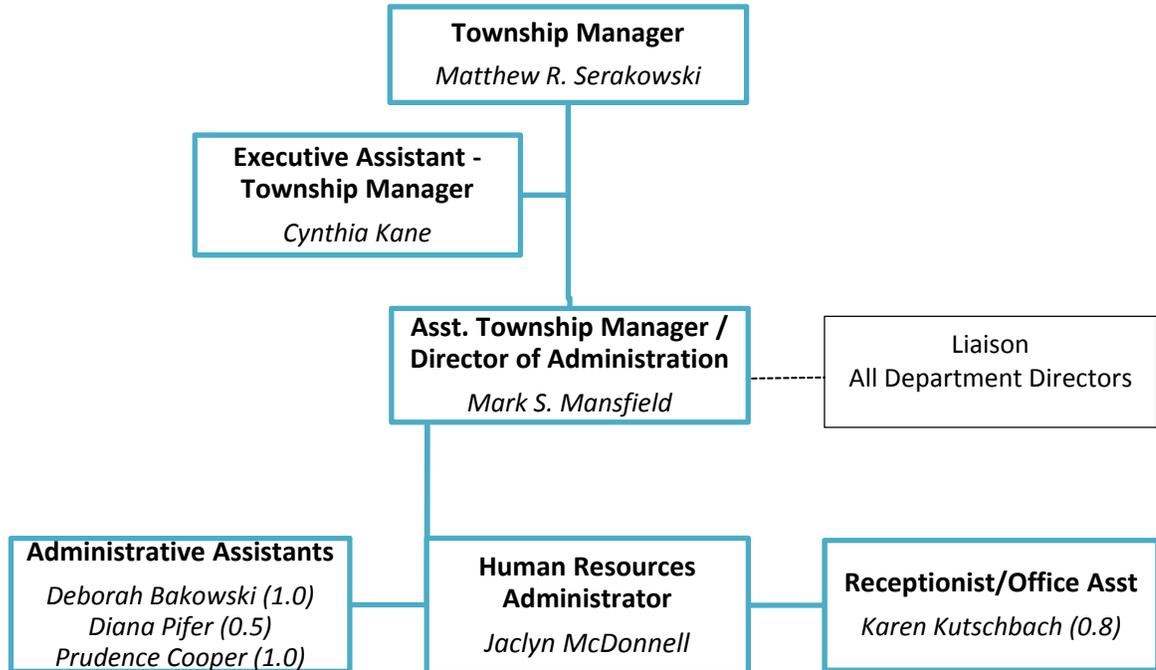
This department provides services for several other departments including grant applications, human resources, personnel functions, fleet logs, insurance management, vendor contracts, minutes of all Board of Commissioners and Informational and General Affairs Meetings, copying and office supplies.

DEPARTMENT ORGANIZATIONAL STRUCTURE

Position Title	Pay Grade	Minimum	Maximum	2018 Positions
Township Manager	1	\$113,960	\$181,197	1
Assistant Township Manager/Director of Administration	2	\$98,843	\$141,752	1
Human Resources Administrator	7	\$57,401	\$82,319	1
Executive Assistant - Office of the Township Manager	9	\$47,439	\$68,032	1
Administrative Assistant	10-11	\$39,206	\$61,848	3
Office Assistant	14	\$29,456	\$42,243	1

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

The authorized personnel responsible for programs and services for the Administration Department for 2018 are as follows:



Budgetary Allocations

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

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

ADMINISTRATION

**GENERAL FUND
GENERAL GOVERNMENT**



DEPARTMENT EXPENDITURES

Administration Expenditures 01-10-102-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 443,939	\$ 494,355	\$ 542,788	\$ 522,788	\$ 519,389
110 Overtime Wages	-	-	1,000	1,000	1,000
120 Part-Time Wages	-	90	-	-	-
162 Group Life Insurance	4,569	1,523	3,337	3,337	3,741
163 Medical Insurance	85,301	107,524	113,559	113,559	106,584
164 Workers' Compensation	2,135	2,162	2,528	2,528	2,601
166 Pension Costs	40,009	43,447	46,779	45,779	45,231
167 Long-term Disability Insurance	1,264	1,329	1,592	1,592	1,585
168 Post Retirement Plan	3,400	3,233	3,400	3,400	3,400
198 Social Security Expense	30,933	34,544	41,600	40,070	39,810
Total Personal Services	\$ 611,550	\$ 688,207	\$ 756,583	\$ 734,053	\$ 723,341
Contractual Services					
230 Association Dues	\$ 18,366	\$ 29,815	\$ 21,000	\$ 21,000	\$ 21,000
231 Travel & Conference Expense	9,666	9,261	11,750	11,750	12,000
243 Telephone	12,489	11,975	12,500	13,000	13,000
250 Repairs/Maint - Office Equip	204	-	5,000	2,500	3,000
274 Legal Advertising	15,407	12,340	16,000	16,000	16,000
275 Printing & Duplicating	36	288	-	400	400
278 Postage	6,683	9,877	9,500	9,500	9,500
280 Mileage Reimbursement	-	19	250	250	250
290 Other Contractual Services	37,238	26,461	55,000	45,000	81,000
Total Contractual Services	\$ 100,089	\$ 100,036	\$ 131,000	\$ 119,400	\$ 156,150
Commodities					
300 Office Furniture & Equipment	\$ -	\$ 530	\$ 2,000	\$ 2,000	\$ 2,000
301 Expendable Office Supplies	11,192	10,613	11,500	11,500	11,500
302 Books & Subscriptions	909	1,073	1,500	1,500	1,500
304 Publicity Material	-	425	500	500	500
390 Other Supplies	14,656	12,670	15,000	15,000	15,000
Total Commodities	\$ 26,757	\$ 25,311	\$ 30,500	\$ 30,500	\$ 30,500
Distributed Costs					
601 Dist. Vehicle Costs	\$ 10,644	\$ 10,910	\$ 11,183	\$ 11,183	\$ 11,462
602 Dist. Data Processing Costs	42,068	52,801	60,844	60,844	67,360
Total Distributed Costs	\$ 52,712	\$ 63,711	\$ 72,027	\$ 72,027	\$ 78,822
Total Administration Expenditures	\$ 791,108	\$ 877,265	\$ 990,110	\$ 955,980	\$ 988,813

DEPARTMENT EXPENDITURES (Continued)

BUDGETARY COMMENT

Funds requested for General Government Administration are \$1,297, less than those appropriated in 2017. Increases in costs related to enhanced communications efforts are offset by reductions in personal services costs.

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Finance Office Expenditures					
Personal Services	\$ 206,082	\$ 214,475	\$ 202,352	\$ 214,425	\$ 216,163
Contractual Services	41,487	33,311	49,200	52,400	61,125
Commodities	3,365	3,002	7,100	7,100	5,500
Distributed Costs	32,360	40,616	50,704	50,704	56,133
Total Finance Office Expenditures	\$ 283,294	\$ 291,404	\$ 309,356	\$ 324,629	\$ 338,921

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:

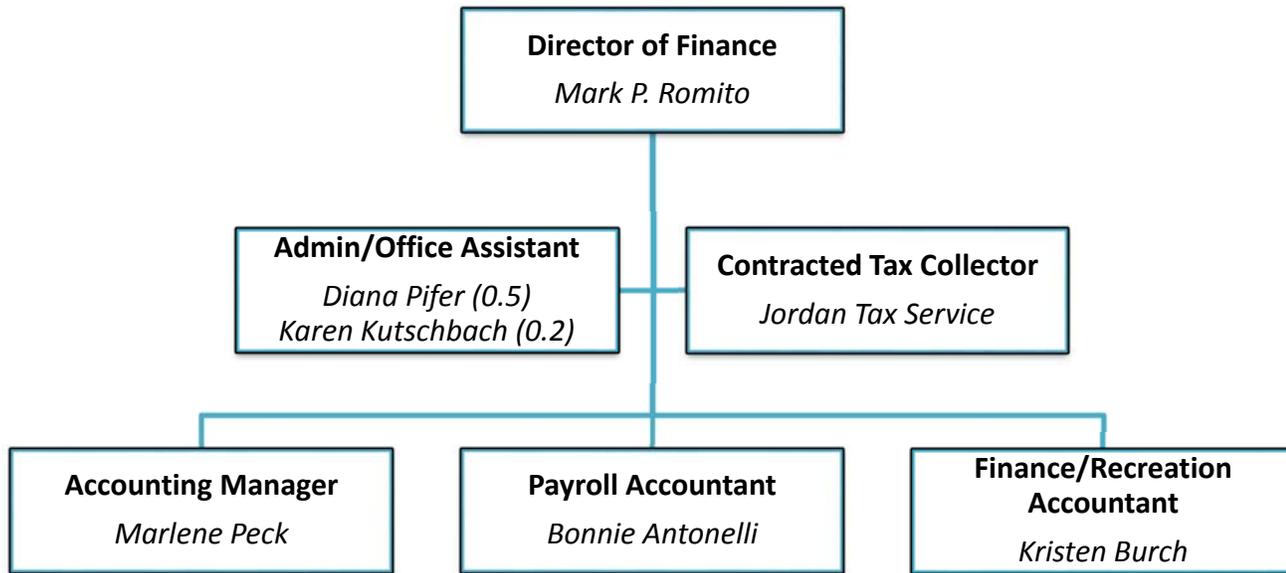
- Administering payroll for the Township and Tri-Community South EMS
- Administration of lien programs
- Budget preparation and expenditure control
- Financial reporting and projecting
- Payroll and expenditure payments
- Purchasing systems
- Coordination of independent audit activity
- Debt management
- Insurance management
- Cash & investment management
- Pension plan administration
- Property and inventory control
- Staff assistance to the Township Manager's office

DEPARTMENT STATISTICS AND BENCHMARKS

Performance Measures	2013	2014	2015	2016	2017
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	5	6	7	8	9
Accounts Payable - Paper Check Payments	3,511	3,620	3,577	3,863	2,250
Accounts Payable - Electronic Check Payments	0	0	0	0	714
Accounts Payable - EFT/ACH Payments	804	768	500	252	444
Accounts Payable - Virtual Card Payments	0	0	0	0	376
Percentage of Payments made via Paper Check	81.4%	82.5%	87.7%	93.9%	59.5%
Bills Paid	8,658	8,917	8,791	8,340	8,355
Payroll - Paper Check Payments	1,708	1,661	1,324	431	43
Payroll - Direct Deposit Payments	7,058	7,226	7,968	8,877	9,039
Percentage of Paychecks deposited via Direct Deposit	80.5%	81.3%	85.8%	95.4%	99.5%
Timesheets	8,766	8,887	9,292	9,308	9,082
Accounts Receivable Invoices Processed	574	507	557	571	396
Deposits	2,943	2,925	2,893	3,092	3,321

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Finance and Tax Collection Departments for 2018 are as follows:



Position Title	Pay Grade	Minimum	Maximum	2018 Positions
Director of Finance	3	\$85,951	\$123,263	1
Accounting Manager	7	\$57,401	\$82,319	1
Payroll Accountant	10	\$43,126	\$61,848	1
Finance/Recreation Accountant	12	\$35,642	\$51,114	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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 151,174	\$ 158,001	\$ 148,580	\$ 148,580	\$ 153,046
162 Group Life Insurance	2,169	387	954	954	1,163
163 Medical Insurance	26,166	29,388	26,744	38,817	35,114
164 Workers' Compensation	747	756	885	885	910
166 Pension Costs	12,866	12,499	12,387	12,387	12,755
167 Long-term Disability Insurance	478	447	436	436	467
168 Post Retirement Plan	1,100	1,100	1,000	1,000	1,000
198 Social Security Expense	11,382	11,897	11,366	11,366	11,708
Total Personal Services	\$ 206,082	\$ 214,475	\$ 202,352	\$ 214,425	\$ 216,163
Contractual Services					
212 Professional Services-Auditing	\$ 17,285	\$ 11,858	\$ 16,000	\$ 16,000	\$ 16,750
230 Association Dues	300	480	1,000	1,000	1,000
231 Travel & Conference Expense	7,656	6,036	8,500	7,700	8,725
250 Repairs/Maint - Office Equip	9,036	8,688	9,500	9,500	8,750
275 Printing & Duplicating	130	135	200	200	200
290 Other Contractual Services	7,080	6,114	14,000	18,000	25,700
Total Contractual Services	\$ 41,487	\$ 33,311	\$ 49,200	\$ 52,400	\$ 61,125
Commodities					
300 Office Furniture & Equipment	\$ -	\$ 796	\$ 1,500	\$ 1,500	\$ 1,000
301 Expendable Office Supplies	2,902	1,355	3,000	3,000	2,500
302 Books & Subscriptions	209	810	1,100	1,100	800
390 Other Supplies	254	41	1,500	1,500	1,200
Total Commodities	\$ 3,365	\$ 3,002	\$ 7,100	\$ 7,100	\$ 5,500
Distributed Costs					
602 Dist. Data Processing Costs	\$ 32,360	\$ 40,616	\$ 50,704	\$ 50,704	\$ 56,133
Total Distributed Costs	\$ 32,360	\$ 40,616	\$ 50,704	\$ 50,704	\$ 56,133
Total Finance Office Expenditures	\$ 283,294	\$ 291,404	\$ 309,356	\$ 324,629	\$ 338,921

BUDGETARY COMMENT

Funds requested for the Finance Office are \$29,565, or 9.56% more than appropriated in 2017. This is due mainly to increased software and consultative costs related to the new automated accounts payable system, and the investment management system. The systems' costs will be fully covered by new payment card rebate revenue, and increased investment earnings, respectively.

TAX COLLECTION

GENERAL FUND GENERAL GOVERNMENT



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Tax Collection Expenditures					
Personal Services	\$ 42,694	\$ 44,168	\$ 46,180	\$ 46,180	\$ 49,190
Contractual Services	204,097	241,291	225,650	225,050	228,100
Commodities	-	-	700	700	700
Distributed Costs	9,708	12,185	15,211	15,211	11,227
Total Tax Collection Expenditures	\$ 256,499	\$ 297,644	\$ 287,741	\$ 287,141	\$ 289,217

TAX COLLECTION OVERVIEW

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

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

DEPARTMENT STATISTICS AND BENCHMARKS

Collection Summary as of October 31st of 2016 and 2017

Taxes	Approximate No. of Accounts	School District Amount		Township Amount	
		<i>Thru Oct 2016</i>	<i>Thru Oct 2017</i>	<i>Thru Oct 2016</i>	<i>Thru Oct 2017</i>
Current Real Estate Tax	7,710	\$46,590,273	\$49,757,714	\$7,829,226	\$8,163,706
Current Earned Income Tax	12,208	4,155,852	4,426,464	6,649,363	7,082,343
Current Local Services Tax	5,475	n/a	n/a	222,626	241,643
Current Mercantile Tax	83	313,749	334,051	n/a	n/a
Total		\$51,059,874	\$54,518,229	\$14,701,215	\$15,487,692

The estimated total Real Estate, Earned Income, and Local Services tax collected for the Township in 2018 is \$17,425,300. The estimated total cost of operating the tax collection office in 2018 is \$289,217. Also in 2018, the School District will reimburse the Township approximately \$27,000 (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 2018.

TAX COLLECTION

GENERAL FUND
GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

Tax Collection Expenditures 01-10-104-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 31,341	\$ 33,195	\$ 34,268	\$ 34,268	\$ 35,242
162 Group Life Insurance	112	154	230	230	272
163 Medical Insurance	5,113	4,481	5,046	5,046	6,862
164 Workers' Compensation	187	189	221	221	228
166 Pension Costs	3,010	3,064	3,192	3,192	3,282
167 Long-term Disability Insurance	67	93	101	101	108
168 Post Retirement Plan	500	500	500	500	500
198 Social Security Expense	2,364	2,492	2,622	2,622	2,696
Total Personal Services	\$ 42,694	\$ 44,168	\$ 46,180	\$ 46,180	\$ 49,190
Contractual Services					
212 Professional Services-Auditing	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
223 Tax Collection Bonds	7,083	7,083	7,500	7,500	7,500
250 Repairs/Maint - Office Equip	350	-	400	-	-
278 Postage	462	325	750	550	600
290 Other Contractual Services	196,202	233,883	215,000	215,000	218,000
Total Contractual Services	\$ 204,097	\$ 241,291	\$ 225,650	\$ 225,050	\$ 228,100
Commodities					
301 Expendable Office Supplies	\$ -	\$ -	\$ 200	\$ 200	\$ 200
390 Other Supplies	-	-	500	500	500
Total Commodities	\$ -	\$ -	\$ 700	\$ 700	\$ 700
Distributed Costs					
602 Dist. Data Processing Costs	\$ 9,708	\$ 12,185	\$ 15,211	\$ 15,211	\$ 11,227
Total Distributed Costs	\$ 9,708	\$ 12,185	\$ 15,211	\$ 15,211	\$ 11,227
Total Tax Collection Expenditures	\$ 256,499	\$ 297,644	\$ 287,741	\$ 287,141	\$ 289,217

BUDGETARY COMMENT

Funds requested for Tax Collection are \$1,476 more than appropriated in 2017. The negotiated commission rate structure results in increased commission payments when the related collections also increase.

LEGAL SERVICES

GENERAL FUND
GENERAL GOVERNMENT



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Legal Services Expenditures					
Contractual Services	\$ 227,348	\$ 179,843	\$ 215,000	\$ 215,000	\$ 210,000
Total Legal Services Expenditures	\$ 227,348	\$ 179,843	\$ 215,000	\$ 215,000	\$ 210,000

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Contractual Services					
210 Professional Services-Legal	\$ 222,499	\$ 176,789	\$ 210,000	\$ 210,000	\$ 205,000
290 Other Contractual Services	4,849	3,054	5,000	5,000	5,000
Total Contractual Services	\$ 227,348	\$ 179,843	\$ 215,000	\$ 215,000	\$ 210,000
Total Legal Services Expenditures	\$ 227,348	\$ 179,843	\$ 215,000	\$ 215,000	\$ 210,000

BUDGETARY COMMENT

Funds requested for Legal Services are \$5,000 less than appropriated in 2017. Expenses for legal services expenses for the past ten (10) years have been as follows:

Year	Amount	Year	Amount
2009	\$221,977	2014	193,358
2010	135,157	2015	227,348
2011	154,316	2016	179,843
2012	168,250	2017	215,000
2013	187,818	2018	210,000

	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Information Technology Expenditures					
Personal Services	\$ 248,034	\$ 284,840	\$ 287,835	\$ 287,835	\$ 306,531
Contractual Services	74,908	125,203	215,000	215,000	250,600
Commodities	3,027	2,537	4,200	4,200	4,200
Distributed Costs	(323,601)	(406,164)	(507,035)	(507,035)	(561,331)
Total Information Tech. Expenditures	\$ 2,368	\$ 6,416	\$ -	\$ -	\$ -

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 Planning Priorities, the Comprehensive Plan, and individual departmental goals and objectives. In addition, the IT Department maintains other systems for the including, but not limited to, 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."

2017 DEPARTMENT ACCOMPLISHMENTS

- Implemented new software for Public Works and Community Development.
- Replaced core storage and implemented a new backup and disaster recovery solution.
- Improved redundancy of network switching.
- Replaced existing emergency notification system with Swift911.
- Upgraded ESXi platforms.
- Replaced copier in Community Development.
- Started the wireless connectivity solution project.
- Updated USC Cable rules and regulations policy.
- Implemented a new backup and disaster recovery solution for the USC Volunteer Fire Department.
- Replaced the voice mail server at the USC Volunteer Fire Department.

2018 DEPARTMENT GOALS AND OBJECTIVES

- Complete the wireless connectivity solution project
- Enhance the Township's website, including improvements to accessibility and mobile device responsiveness
- Continue with implementation of Township-wide door security systems and surveillance cameras
- Perform server operating system upgrades
- Improve upon backup/disaster recovery solution at Tri-Community South EMS

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 Township prepares articles related to stormwater management for the USC Today magazine on a quarterly basis and on the Township website on a regular basis.

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

STATUS: Staff continues to pursue sidewalk and bikeway improvements/connections that link neighborhoods to civic amenities. Staff is collaborating with PennDOT regarding sidewalk and ADA improvements along Washington Road. The proposed project would connect Fort Couch Road to Brookside Boulevard on the east side of Washington Road. This project may begin in 2019.

COMPREHENSIVE PLAN STATUS (continued)

GOAL: Evaluate each Township Department's annual needs and identify short and long-term budgeting. (7-A)

STATUS: The Board of Commissioners evaluates the short and long term needs of each Township Department through the Annual Budget and Capital Improvement Program processes.

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

STATUS: The Township contracted with a Media Relations Coordinator beginning in July 2017. The Media Relations Coordinator is responsible for developing recommendations for new communication processes, policies, social media management and website updates.

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: In December 2017, staff met with representatives from the real estate community to discuss factors and amenities that contribute to the affordability and current offerings of community life. It is anticipated that staff will hold similar meetings on an annual basis.

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

STATUS: The Township will continue to evaluate the current and future technological needs on an as-needed basis. Recent projects include an update to the wireless system and phone system at the USC Volunteer Fire Department, the addition of security cameras at the Boyce Mayview ballfields, implementation of Cityworks software for Public Works and Community Development and replacement of core storage and new backup and disaster recovery solution for the Township building.

DEPARTMENT STATISTICS AND BENCHMARKS

Listed below are the estimated percentages of time that the Information Technology Department will be spending in each department in 2018 based on budgeted projects and past history. Please note that 25% of one Support Technician is allocated to Tri-Community South EMS, which is excluded from the table below.

Department	2017 %	2017 Estimate	2018 %	2018 Budget
Administration	12.0%	60,844	12.0%	67,360
Finance	10.0%	50,704	10.0%	56,133
Tax Office	3.0%	15,211	2.0%	11,227
Police	12.0%	60,844	12.0%	67,360
Community Development	11.0%	55,774	12.0%	67,360
Public Works	10.0%	50,704	11.0%	61,746
Recreation	10.0%	50,704	12.0%	67,360
Library	5.0%	25,352	5.0%	28,067
Volunteer Fire Department	7.0%	35,492	9.0%	50,520
Sanitary Sewer Fund	10.0%	50,704	5.0%	28,067
C&RC Fund	10.0%	50,704	10.0%	56,133
Total Allocation	100.0%	507,037	100.0%	561,333

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DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

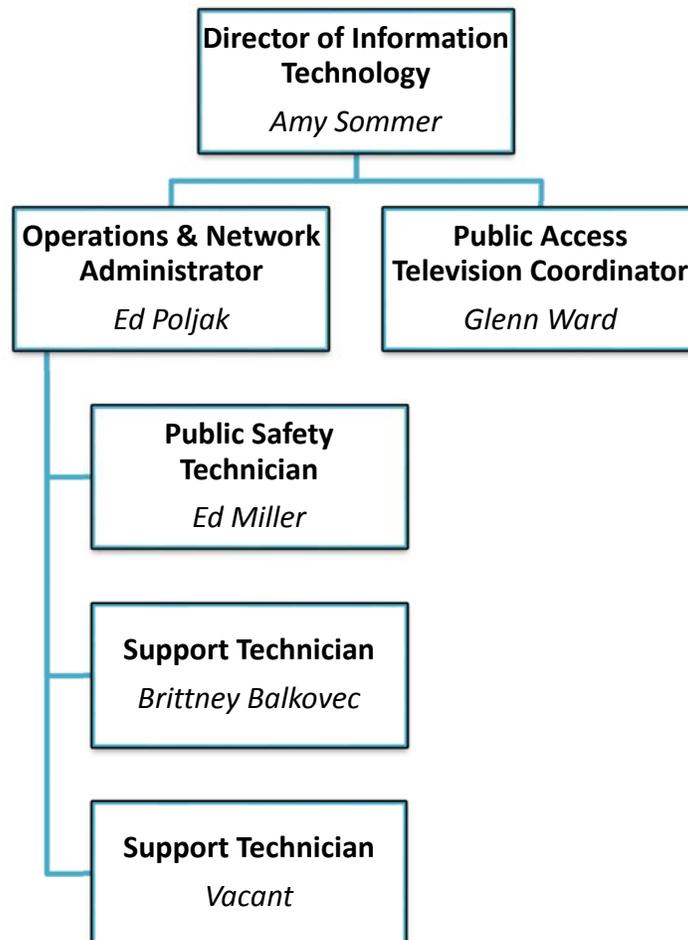
The Information Technology Department is responsible for and manages the following (~ = not reported):

Support Devices	2011	2012	2013	2014	2015	2016	Oct-17
Copiers & Fax Machines	18	15	16	13	12	11	11
Desktops	108	106	112	133	132	127	139
Laptops & MDT's	22	24	24	31	36	43	48
Scanners, Projectors, Speakers	49	82	92	84	80	108	135
Phones	130	135	145	171	170	187	198
Cell Phones/Air Cards	20	18	17	37	37	52	54
Servers	27	39	38	47	50	49	34
Network Devices	59	73	76	84	100	118	139
Security Cameras/DVRs/Door Security System	~	~	~	87	165	167	183
TV's/Cable Boxes	~	~	~	37	44	62	73
UPS's	~	~	~	80	86	82	78
Air Cards	~	~	~	13	13	12	12
Point-to-Point Connections	~	~	~	2	2	2	2
Ipads/Tablets	0	0	0	0	18	19	25
Time Clocks	0	0	0	0	5	5	4
Wireless Doors	0	0	0	0	58	59	61
Hardwired Doors	0	0	0	0	27	27	49
Door Wireless	0	0	0	0	9	9	9
Network Wireless	~	~	~	~	11	16	16
Network Wireless	~	~	~	~	~	~	63
Printers							
Desktop Printers	29	26	28	30	28	28	31
Network Printers	28	28	22	27	29	28	28
Cable 7							
Camcorders	~	8	8	8	8	10	10
Monitors	~	32	41	41	35	40	40
Switches	~	5	3	3	3	3	3
VCR's	~	11	7	7	7	9	9
Editor Systems	~	3	3	3	3	4	4
DVD players/burners/copiers	~	8	7	8	7	7	7
Camera Support Equipment	~	~	~	7	9	9	9
Video Recorder	~	~	~	1	1	1	1
Computers	~	~	~	4	5	5	5
Audio Mixers	~	~	~	2	5	5	5
Microphones	~	~	~	13	15	17	17
Total Support Devices	490	613	639	973	1210	1321	1502
Network Users	154	156	160	222	224	223	223
Software Applications	67	75	67	82	89	89	71
Number of Help Desk Calls	848	2102	770	1968	1448	1645	1773

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Information Technology Department for 2018 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2018 Positions
Director of Information Technology	3	\$85,951	\$123,263	1
Operations & Network Administrator	7	\$57,401	\$82,319	1
Public Safety Technician	9	\$47,439	\$68,032	1
Public Access Television Coordinator	10	\$43,126	\$61,848	1
Support Technician I	11	\$39,206	\$56,225	2
Total				6



**INFORMATION
TECHNOLOGY**

**GENERAL FUND
GENERAL GOVERNMENT**



DEPARTMENT EXPENDITURES

Information Technology Expenditures 01-10-106-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 173,982	\$ 208,889	\$ 209,934	\$ 209,934	\$ 218,492
162 Group Life Insurance	2,720	111	1,348	1,348	1,705
163 Medical Insurance	38,118	40,409	40,963	40,963	49,361
164 Workers' Compensation	987	1,000	1,169	1,169	1,203
166 Pension Costs	16,545	16,158	15,745	15,745	16,388
167 Long-term Disability Insurance	611	598	616	616	667
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	13,071	15,675	16,060	16,060	16,715
Total Personal Services	\$ 248,034	\$ 284,840	\$ 287,835	\$ 287,835	\$ 306,531
Contractual Services					
220 Liability Insurance	\$ -	\$ -	\$ -	\$ -	\$ 19,000
231 Travel & Conference Expense	2,115	5,000	5,000	5,000	5,000
250 Repairs/Maint - Office Equip	43,232	100,614	148,000	148,000	145,000
290 Other Contractual Services	29,561	6,806	42,000	42,000	61,600
299 Internet Connection Costs	-	12,783	20,000	20,000	20,000
Total Contractual Services	\$ 74,908	\$ 125,203	\$ 215,000	\$ 215,000	\$ 250,600
Commodities					
301 Expendable Office Supplies	\$ 1,780	\$ 512	\$ 2,000	\$ 2,000	\$ 2,000
302 Books & Subscriptions	-	-	200	200	200
390 Other Supplies	1,247	2,025	2,000	2,000	2,000
Total Commodities	\$ 3,027	\$ 2,537	\$ 4,200	\$ 4,200	\$ 4,200
Distributed Costs					
602 Dist. Data Processing Costs	\$ (323,601)	\$ (406,164)	\$ (507,035)	\$ (507,035)	\$ (561,331)
Total Distributed Costs	\$ (323,601)	\$ (406,164)	\$ (507,035)	\$ (507,035)	\$ (561,331)
Total Information Tech. Expenditures	\$ 2,368	\$ 6,416	\$ -	\$ -	\$ -

BUDGETARY COMMENT

For 2018, Information Technology distributed costs are projected to increase by \$54,296 or 10.7% over the 2017 appropriated amount. Reasons for this include an increase in consulting services that is expected for 2018, and the addition of the Township's cyber liability insurance expense.

CABLE TELEVISION SERVICES

**GENERAL FUND
GENERAL GOVERNMENT**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Cable Television Services Expenditures					
Personal Services	\$ 56,906	\$ 57,620	\$ 61,978	\$ 61,978	\$ 64,304
Contractual Services	2,052	180	8,000	8,000	6,000
Commodities	2,940	390	2,450	2,450	2,450
Total Cable Television Services Exp.	\$ 61,898	\$ 58,190	\$ 72,428	\$ 72,428	\$ 72,754

Cable Television Services Expenditures 01-10-107-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 37,857	\$ 38,803	\$ 39,851	\$ 39,851	\$ 40,859
162 Group Life Insurance	574	(62)	263	263	310
163 Medical Insurance	12,391	12,759	15,450	15,450	16,553
164 Workers' Compensation	219	221	259	259	267
166 Pension Costs	2,943	2,912	2,989	2,989	3,064
167 Long-term Disability Insurance	110	109	117	117	125
198 Social Security Expense	2,812	2,878	3,049	3,049	3,126
Total Personal Services	\$ 56,906	\$ 57,620	\$ 61,978	\$ 61,978	\$ 64,304
Contractual Services					
217 Miscellaneous Consulting Services	\$ 1,700	\$ -	\$ 4,000	\$ 4,000	\$ 2,000
250 Equipment Maintenance	352	180	4,000	4,000	4,000
Total Contractual Services	\$ 2,052	\$ 180	\$ 8,000	\$ 8,000	\$ 6,000
Commodities					
300 Office Furniture & Equipment	\$ 2,561	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
301 Expendable Office Supplies	79	101	200	200	200
303 Recording Medium	-	289	500	500	500
390 Other Supplies	300	-	750	750	750
Total Commodities	\$ 2,940	\$ 390	\$ 2,450	\$ 2,450	\$ 2,450
Total Cable Television Services Exp.	\$ 61,898	\$ 58,190	\$ 72,428	\$ 72,428	\$ 72,754

BUDGETARY COMMENT

Funds requested for Cable Television Services include an increase in personal services costs along with a decrease in consulting services. Combined, the budgeted expenses are \$326 more than appropriated in 2017.

GENERAL FUND

PUBLIC SAFETY

SUMMARY

SUMMARY

**GENERAL FUND
PUBLIC SAFETY**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Public Safety Expenditures					
Personal Services	\$ 4,215,496	\$ 4,316,233	\$ 4,502,457	\$ 4,492,201	\$ 4,740,764
Contractual Services	387,156	391,155	483,800	481,667	496,466
Commodities	63,936	83,470	79,420	78,695	77,970
Distributed Costs	49,380	60,905	120,073	120,073	137,199
Total Public Safety Expenditures	\$ 4,715,968	\$ 4,851,763	\$ 5,185,750	\$ 5,172,636	\$ 5,452,399

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
100 Full-Time Wages	\$ 2,636,826	\$ 2,798,919	\$ 2,874,624	\$ 2,865,097	\$ 2,931,365
102 Wages for Workers' Comp.	16,191	(34,725)	-	-	-
110 Overtime Wages	90,718	108,150	110,000	110,000	105,000
150 Longevity Pay	91,742	92,867	85,493	85,493	88,695
151 Residence and Travel Pay	8,600	9,100	9,200	9,200	9,200
152 Education Pay	31,967	31,967	34,200	34,200	32,400
153 Holiday Pay	115,242	106,897	115,000	115,000	117,000
154 Court Pay	11,935	11,530	13,000	13,000	13,000
155 Acting Sergeant Pay	9,917	10,550	11,000	11,000	11,000
156 Shift Differential Pay	19,106	19,321	21,500	21,500	21,500
162 Group Life Insurance	15,123	12,680	14,132	14,132	16,508
163 Medical Insurance	449,433	456,039	482,172	482,172	559,198
164 Workers' Compensation	184,893	182,596	210,634	210,634	221,067
166 Pension Costs	259,921	230,094	202,606	202,606	291,705
167 Long-term Disability Insurance	7,588	7,625	8,434	8,434	8,945
168 Post Employment VEBA Plan	36,266	28,599	60,000	60,000	59,500
198 Social Security Expense	230,028	244,024	250,462	249,733	254,681
Total Personal Services	\$ 4,215,496	\$ 4,316,233	\$ 4,502,457	\$ 4,492,201	\$ 4,740,764

SUMMARY

**GENERAL FUND
PUBLIC SAFETY**



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Contractual Services					
220 Liability Insurance	\$ 29,550	\$ 28,926	\$ 31,200	\$ 31,200	\$ 31,966
222 Vehicle Insurance-Fire Trucks	(750)	-	6,000	5,500	5,500
224 Police Professional Liability Ins.	21,204	21,937	23,100	26,467	25,400
230 Association Dues	1,345	670	1,750	1,750	1,750
231 Travel & Conference Expense	18,237	21,812	25,000	25,000	25,000
240 Water and Sewerage	116,922	112,316	122,800	122,700	135,000
241 Natural Gas	17,002	11,278	28,600	28,600	31,500
242 Electricity	18,512	18,617	20,600	21,200	21,700
243 Telephone	36,473	39,309	37,500	36,000	37,900
250 Repairs & Maintenance- Office Equipment	7,934	5,872	11,000	11,000	11,000
252 Repairs & Maintenance- Other Equipment	4,425	4,961	5,500	5,500	5,500
254 Repairs & Maintenance-Vehicles	29,654	20,016	37,000	37,000	34,000
272 Animal Control Services	65,016	80,479	95,000	95,000	95,000
275 Printing & Duplicating	1,385	1,907	2,500	2,500	2,000
280 Mileage Reimbursement	154	379	750	750	750
290 Other Contractual Services	20,093	22,676	35,500	31,500	32,500
Total Contractual Services	<u>\$ 387,156</u>	<u>\$ 391,155</u>	<u>\$ 483,800</u>	<u>\$ 481,667</u>	<u>\$ 496,466</u>
Commodities					
300 Office Furniture & Equipment	\$ 2,704	\$ 529	\$ 2,500	\$ 2,500	\$ 2,500
301 Expendable Office Supplies	5,626	8,000	5,000	5,000	5,000
302 Books & Subscriptions	458	778	1,000	1,000	1,500
304 Publicity Material	1,941	1,458	3,500	3,500	2,500
330 Public Safety Equipment	14,579	14,074	17,000	17,000	17,000
335 Fire Fighting Equipment	16,952	30,029	14,500	14,500	15,000
351 Uniform Allowance	19,321	19,347	27,220	26,495	25,770
355 Uniform-Initial Issuance	968	6,619	6,000	6,000	6,000
390 Other Supplies	1,387	2,636	2,700	2,700	2,700
Total Commodities	<u>\$ 63,936</u>	<u>\$ 83,470</u>	<u>\$ 79,420</u>	<u>\$ 78,695</u>	<u>\$ 77,970</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 45,615	\$ 46,755	\$ 47,924	\$ 47,924	\$ 49,122
602 Dist. Data Processing Costs	45,304	56,863	116,618	116,618	134,720
604 Boyce Mayview RAD Patrol Costs	(41,539)	(42,713)	(44,469)	(44,469)	(46,643)
Total Distributed Costs	<u>\$ 49,380</u>	<u>\$ 60,905</u>	<u>\$ 120,073</u>	<u>\$ 120,073</u>	<u>\$ 137,199</u>
Total Public Safety Expenditures	<u><u>\$ 4,715,968</u></u>	<u><u>\$ 4,851,763</u></u>	<u><u>\$ 5,185,750</u></u>	<u><u>\$ 5,172,636</u></u>	<u><u>\$ 5,452,399</u></u>

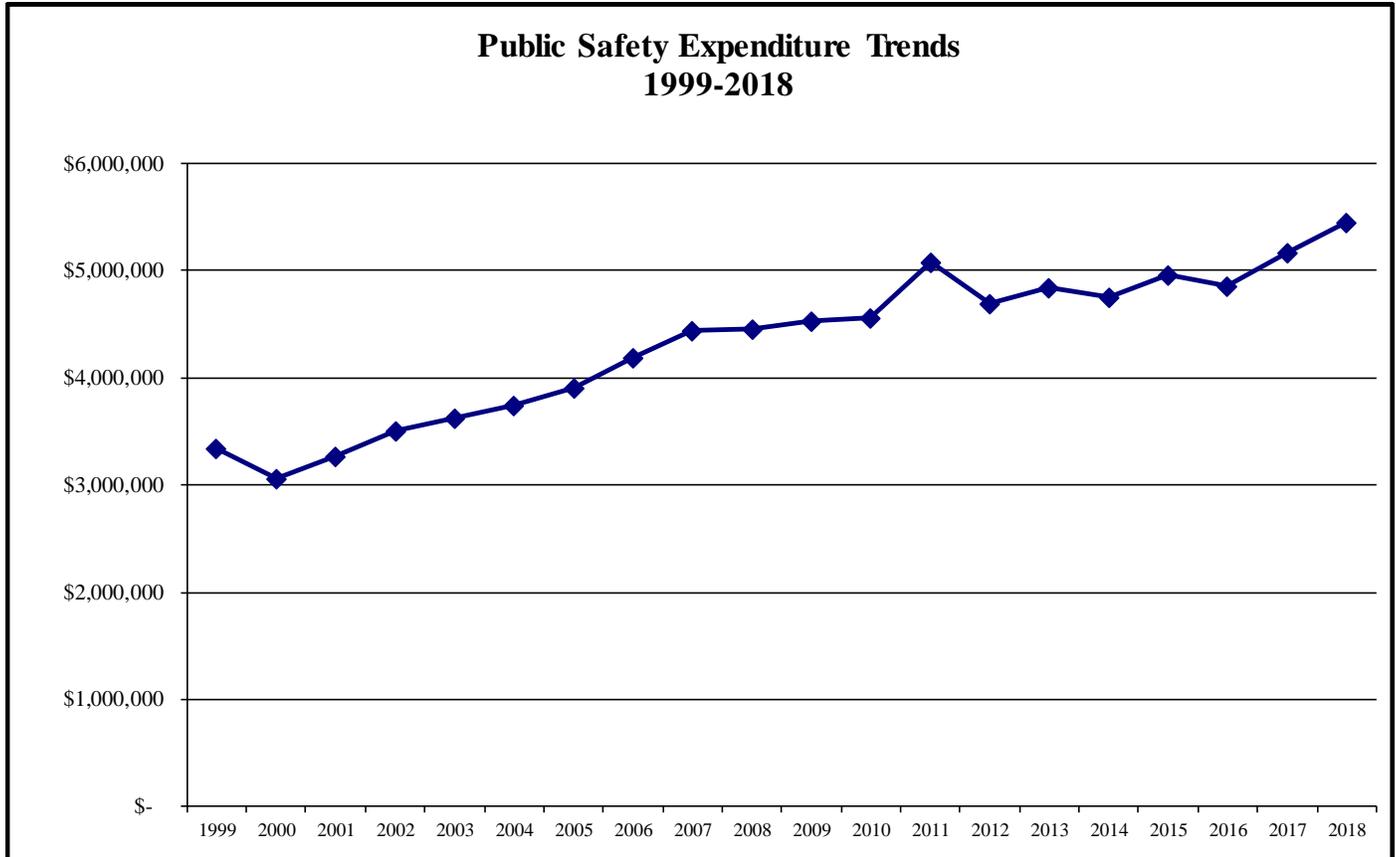
GENERAL FUND

PUBLIC SAFETY

POLICE PROTECTION

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Safety expenditures over the last 20 years is 2.92%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$5,085,045
How many real estate tax mills?	1.09	\$2,213,505
Earned Income Tax per \$100?	\$ 26.74	\$2,370,938
Percentage of Other Taxes?	2.63%	\$500,602

**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.*

POLICE PROTECTION

**GENERAL FUND
PUBLIC SAFETY**



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Police Protection Expenditures					
Personal Services	\$ 4,161,292	\$ 4,271,977	\$ 4,446,910	\$ 4,446,910	\$ 4,664,251
Contractual Services	118,005	122,045	147,800	151,167	151,666
Commodities	44,065	47,734	58,220	57,495	57,270
Distributed Costs	49,380	60,905	64,299	64,299	69,839
Total Police Protection Expenditures	\$ 4,372,742	\$ 4,502,661	\$ 4,717,229	\$ 4,719,871	\$ 4,943,026

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.

2017 DEPARTMENT ACCOMPLISHMENTS

- Maintained a response time of under four minutes
- Installed two more Data 911 systems and replaced two more emergency light bars on two patrol vehicles
- Continued our training program with over 3,600 hours of training logged for the year
- Participated in the two DEA Drug Take Back events
- Conducted the Citizens Police Academy
- Obtained grants and participated in the Buckle Up PA, Aggressive Driver Enforcement, South Hills DUI Task Force and the Federal Body Armor Program
- Received a grant from the DA’s Office for Officers to attend an Accident Reconstruction class
- Revised General Orders and Procedural Orders manuals, and the Unusual Occurrence manual
- Hired three Patrol Officers and one Dispatcher
- Received the AAA 2017 Community Traffic Safety Platinum Award
- Two Officers joined the SHACOG CIRT Team
- Trained the Bethel Park Police Dispatchers in Emergency Medical Dispatch
- Developed the NCIC – Clean system clearance program and trained several Township employees
- Upgraded all Patrol Rifles with new sites and light systems

2018 DEPARTMENT GOALS AND OBJECTIVES

- Continue our training programs
- Hire additional Officers to replace retirees
- Develop a Quality Control and Assurance review for the Dispatchers
- Participate in the Drug Take Back programs
- Conduct the Citizens Police Academy
- Continue participation in the Buckle Up PA, Aggressive Driver Enforcement and DUI Task Force
- Replace remaining older emergency light bar systems
- Install additional Data 911 systems
- Install video cameras at major intersections and participate in the Countywide Video Camera system
- Conduct an exterior door lock drill at the Municipal Building to test the new system
- Have an Officer attend the FBINA

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)

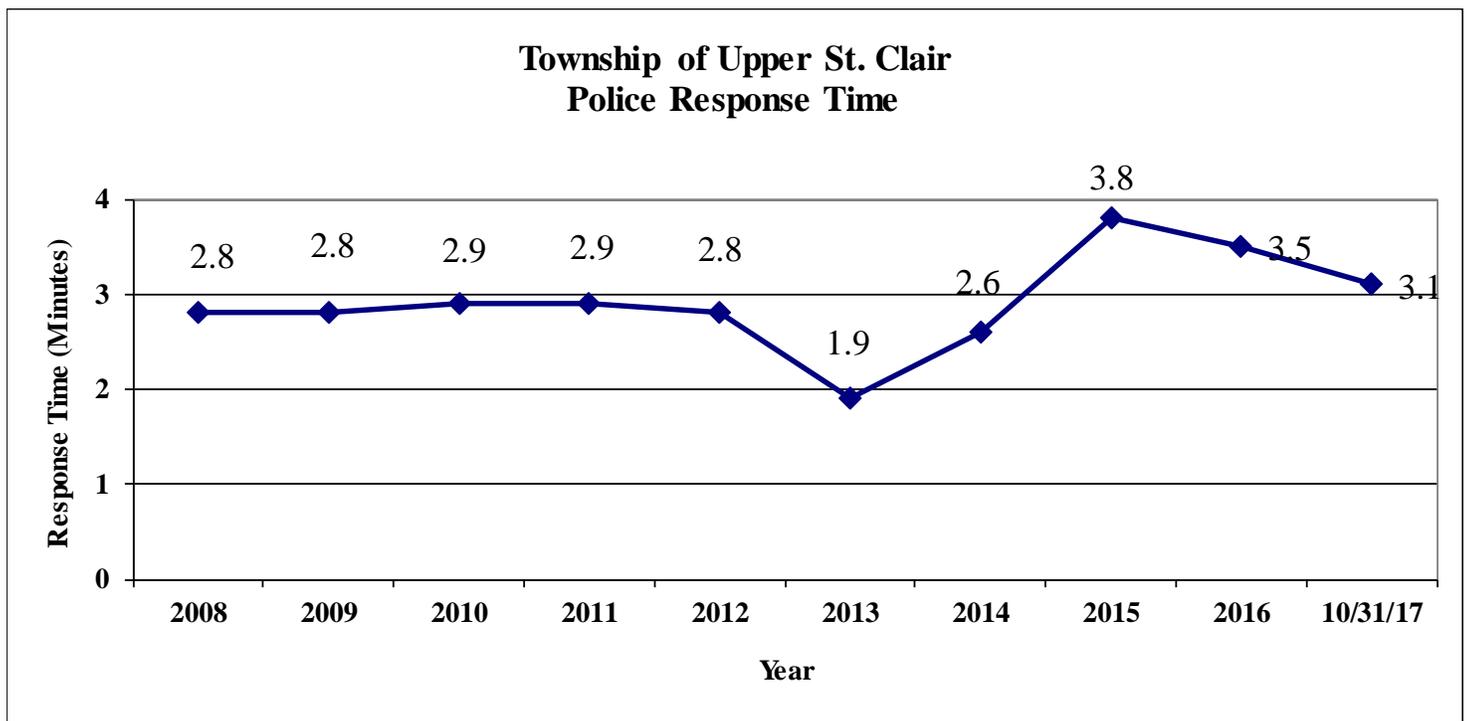
Township Crime Statistics for 2008 through October 2017 are listed below.

Category	2008	2009	2010	2011	2012	2013	2014	2015	2016	10/31/17
Offenses										
Part I	119	106	137	102	109	127	114	96	129	92
Part II	165	191	172	179	249	178	152	138	146	111
Arrests										
Adults	92	111	49	67	77	150	109	115	197	138
Juveniles	65	39	16	11	25	39	50	34	33	32
Clearance Rates										
Part I Offenses	29%	42%	22%	24%	41%	36%	38%	36%	57%	39%
Part II Offenses	66%	73%	74%	56%	54%	85%	67%	64%	65%	72%
Traffic Safety Statistics										
Driving Under the Influence	16	20	17	14	22	15	16	14	19	12
All Other Traffic Citations	1,013	665	727	922	516	720	692	617	750	629
Citations										
Traffic Citations	1,013	665	727	922	516	720	692	617	750	629
Non-Traffic Citation	124	96	100	81	77	87	95	84	56	63
Township Ordinance Violation	902	800	858	821	675	822	937	681	882	698
Warnings	2,777	1,918	2,189	2,904	1,708	2,154	2,396	2,395	4,037	3,274
Calls for Service										
Accidents	452	441	359	410	408	421	462	430	423	304
Alarms	754	770	804	725	713	682	801	796	765	600
Ambulance Requests	1,347	1,320	1,359	1,504	1,459	1,249	1,390	1,527	1,372	1,177
Burglaries	14	10	11	5	13	9	9	4	6	9
Criminal Mischief	232	348	237	174	339	157	146	117	103	69
Domestics	220	218	199	257	206	207	179	186	190	106
Open Doors	1,452	1,083	987	856	708	660	351	260	250	178
Vehicle Thefts	2	2	1	0	0	2	4	2	1	0
Total Number of Calls for Service	11,617	11,117	11,341	10,868	11,162	10,342	10,666	10,143	10,579	8,335
Response Time (in minutes)										
Average Time Dispatch to Arrival	2.8	2.8	2.9	2.9	2.8	1.9	2.6	3.8	3.5	3.1
Average Time Spent at Scene	13.9	13.8	13.7	13.9	13.8	12.3	14	14.9	17.2	17.5
Average Time Dispatch to Completion	16.7	16.6	16.6	16.8	16.6	14.2	16.6	18.7	20.7	20.6

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 October 2017, the Police Department response time has been 3.1 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 2016, the state of Pennsylvania had a 6.6 rating. Upper St. Clair Township had a rating of 1.3. Ratings for some surrounding communities are: Mt. Lebanon – 3.3, South Fayette – 1.3, Peters Township – 2.9, and Bethel Park – 3.4. The average for these five South Hills communities is 2.44. The goal for Upper St. Clair is to remain below the average of these communities.

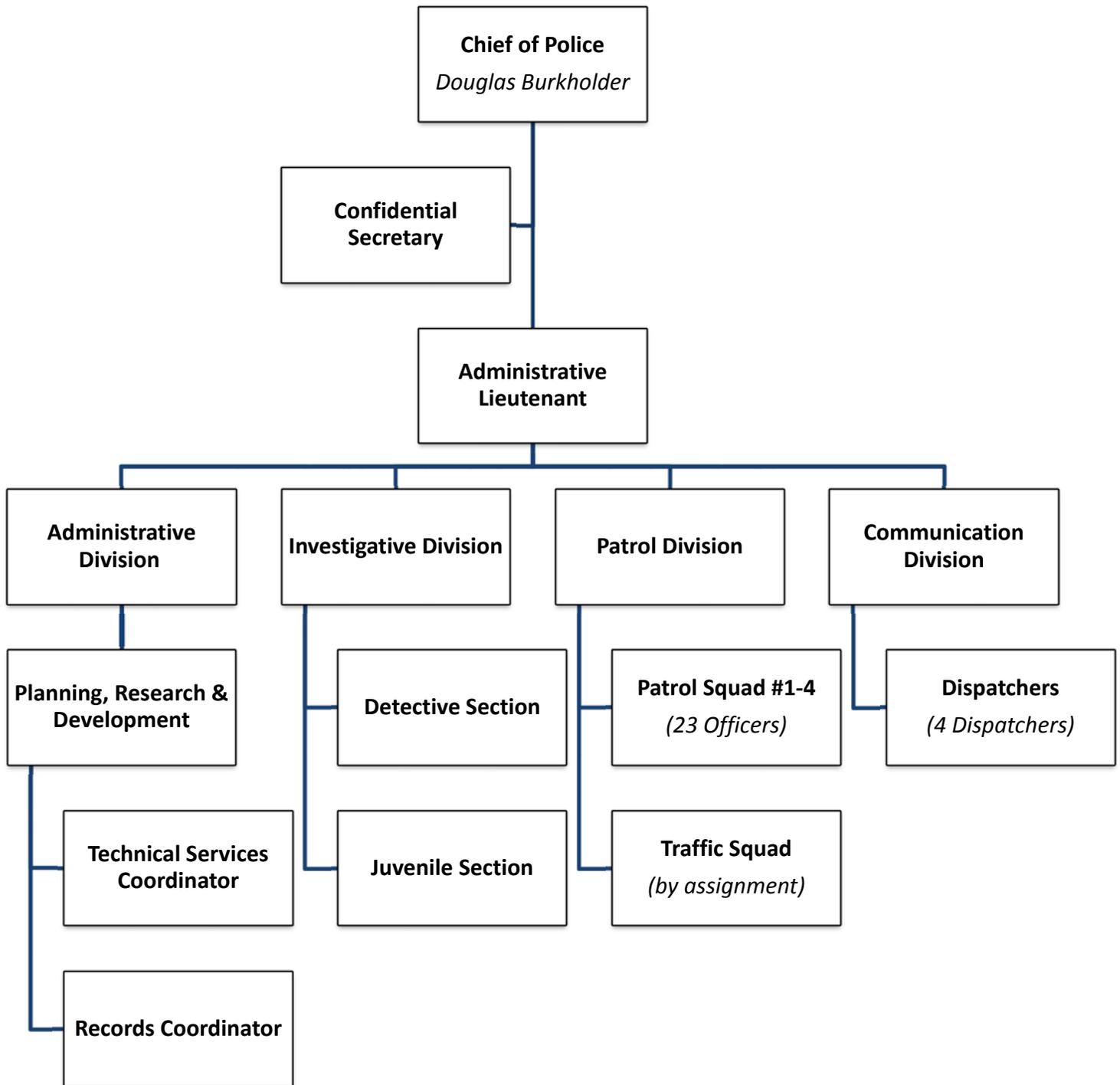


DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Police Department for 2018 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2018 Positions
Chief of Police	2	\$98,843	\$141,752	1
<i>Uniformed Police Officers</i>				
Lieutenant	Union Contract	\$52.99/hr	\$52.99/hr	2
Sergeant	Union Contract	\$48.17/hr	\$48.17/hr	7
Police Officer 6	Union Contract	\$43.79/hr	\$43.79/hr	9
Police Officer 5	Union Contract	\$41.04/hr	\$41.04/hr	1
Police Officer 4	Union Contract	\$38.26/hr	\$38.26/hr	3
Police Officer 3	Union Contract	\$32.65/hr	\$32.65/hr	0
Police Officer 2	Union Contract	\$29.88/hr	\$29.88/hr	2
Police Officer 1	Union Contract	\$28.63/hr	\$28.63/hr	3
Dispatcher	Union Contract	\$19.80/hr	\$24.75/hr	4
Technical Services Coordinator	7	\$57,401	\$82,319	1
Records Coordinator	14	\$29,456	\$42,243	1
Confidential Secretary to the Chief of Police	13	\$32,401	\$46,468	1
Total				35

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POLICE PROTECTION

**GENERAL FUND
PUBLIC SAFETY**



DEPARTMENT EXPENDITURES

Police Protection Expenditures 01-20-201-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 2,615,826	\$ 2,785,030	\$ 2,854,597	\$ 2,854,597	\$ 2,902,086
102 Wages for Workers' Comp.	16,191	(34,725)	-	-	-
110 Overtime Wages	90,718	108,150	110,000	110,000	105,000
150 Longevity Pay	91,742	92,867	85,493	85,493	88,695
151 Residence and Travel Pay	8,600	9,100	9,200	9,200	9,200
152 Education Pay	31,967	31,967	34,200	34,200	32,400
153 Holiday Pay	115,242	106,897	115,000	115,000	117,000
154 Court Pay	11,935	11,530	13,000	13,000	13,000
155 Acting Sergeant Pay	9,917	10,550	11,000	11,000	11,000
156 Shift Differential Pay	19,106	19,321	21,500	21,500	21,500
162 Group Life Insurance	15,123	12,619	14,000	14,000	16,275
163 Medical Insurance	449,404	454,885	478,995	478,995	550,959
164 Workers' Compensation	153,307	155,255	181,516	181,516	186,803
166 Pension Costs	259,921	229,359	201,104	201,104	289,536
167 Long-term Disability Insurance	7,588	7,597	8,375	8,375	8,856
168 Post Employment VEBA Plan	36,266	28,599	60,000	60,000	59,500
198 Social Security Expense	228,439	242,976	248,930	248,930	252,441
Total Personal Services	\$ 4,161,292	\$ 4,271,977	\$ 4,446,910	\$ 4,446,910	\$ 4,664,251
Contractual Services					
220 Liability Insurance	\$ 29,550	\$ 28,926	\$ 31,200	\$ 31,200	\$ 31,966
224 Police Professional Liability Ins.	21,204	21,937	23,100	26,467	25,400
230 Association Dues	1,345	670	1,750	1,750	1,750
231 Travel & Conference Expense	18,237	21,812	25,000	25,000	25,000
243 Telephone	16,195	18,323	15,000	15,000	15,800
250 Repairs/Maint - Office Equip	7,934	5,872	11,000	11,000	11,000
250 Repairs/Maint - Other Equip	3,029	2,930	4,000	4,000	4,000
250 Repairs/Maint - Vehicles	(983)	(3,387)	4,000	4,000	4,000
275 Printing & Duplicating	1,385	1,907	2,500	2,500	2,000
280 Mileage Reimbursement	154	379	750	750	750
290 Other Contractual Services	19,955	22,676	29,500	29,500	30,000
Total Contractual Services	\$ 118,005	\$ 122,045	\$ 147,800	\$ 151,167	\$ 151,666

POLICE PROTECTION

GENERAL FUND
PUBLIC SAFETY



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Commodities					
300 Office Furniture & Equipment	\$ 2,704	\$ 529	\$ 2,500	\$ 2,500	\$ 2,500
301 Expendable Office Supplies	5,626	8,000	5,000	5,000	5,000
302 Books & Subscriptions	458	778	1,000	1,000	1,500
330 Public Safety Equipment	13,670	9,904	14,000	14,000	14,000
351 Uniform Allowance	19,321	19,347	27,220	26,495	25,770
355 Uniform-Initial Issuance	968	6,619	6,000	6,000	6,000
390 Other Supplies	1,318	2,557	2,500	2,500	2,500
Total Commodities	<u>\$ 44,065</u>	<u>\$ 47,734</u>	<u>\$ 58,220</u>	<u>\$ 57,495</u>	<u>\$ 57,270</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 45,615	\$ 46,755	\$ 47,924	\$ 47,924	\$ 49,122
602 Dist. Data Processing Costs	45,304	56,863	60,844	60,844	67,360
604 Boyce Mayview RAD Patrol Costs	(41,539)	(42,713)	(44,469)	(44,469)	(46,643)
Total Distributed Costs	<u>\$ 49,380</u>	<u>\$ 60,905</u>	<u>\$ 64,299</u>	<u>\$ 64,299</u>	<u>\$ 69,839</u>
Total Police Protection Expenditures	<u>\$ 4,372,742</u>	<u>\$ 4,502,661</u>	<u>\$ 4,717,229</u>	<u>\$ 4,719,871</u>	<u>\$ 4,943,026</u>

BUDGETARY COMMENT

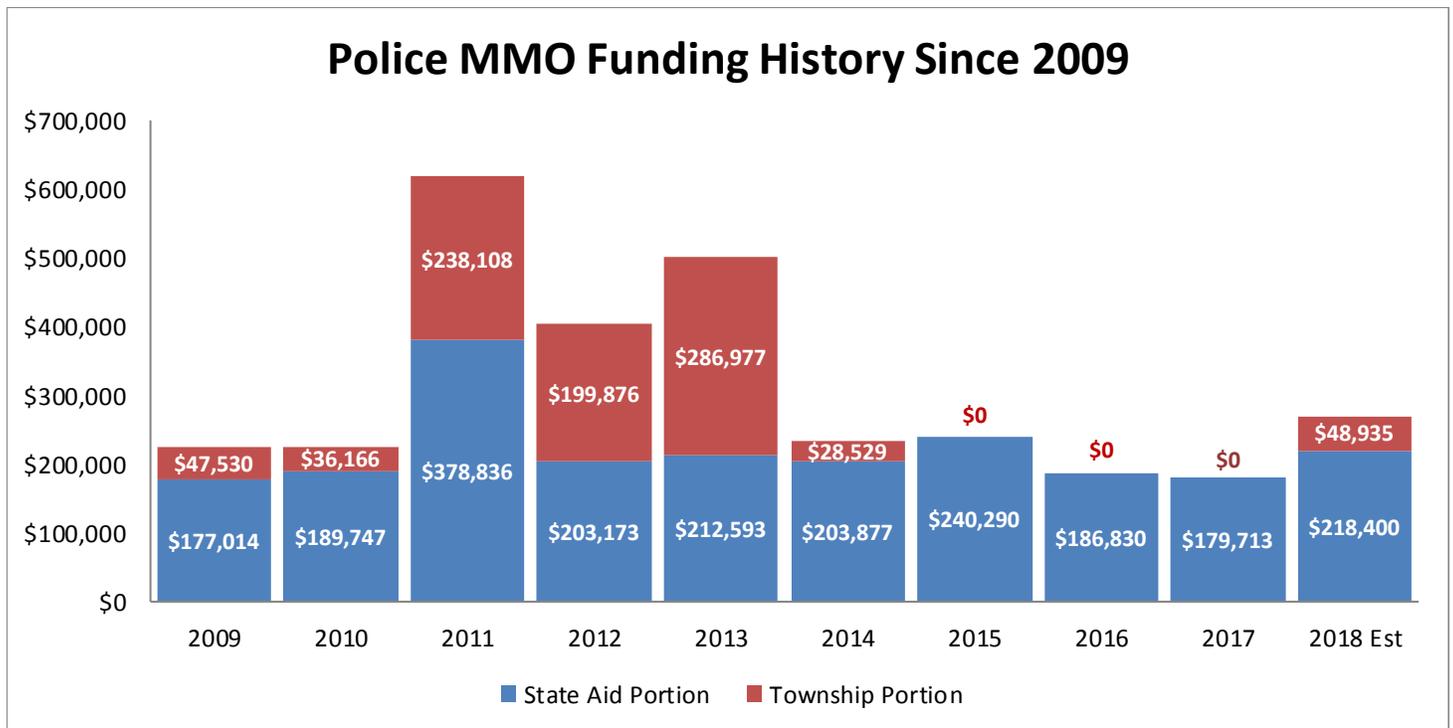
Funds requested for Police Protection are \$225,797 or 4.79% more than appropriated in 2017. The most significant changes occur within Personal Services which is due to increases in full-time wages, a higher pension MMO, and an increased medical insurance budget.

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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 PROTECTION

GENERAL FUND
PUBLIC SAFETY



Police Vehicles & Equipment

								Anticipated Replacement Year
Asset Tag	Year	Make	Model	Mileage (9-15-2017)	Age in Years	Condition		
Patrol Vehicles / Traffic Vehicles								
1	2013 025	2014	Ford	Interceptor SDN	41,320	4	Fair	2018
2	2016 005	2016	Ford	Interceptor SDN	2,768	2	Excellent	2019
3	2014 006	2015	Chevy	Tahoe	77,594	3	Poor	2018
4	2016 001	2016	Chevy	Tahoe	53,330	2	Poor	2020
5	2017 001	2017	Ford	Police Explorer	2,560	1	Excellent	2022
4-Wheel Drive Vehicles								
1	2016 003	2016	Ford	Explorer	19,722	2	Good	2021
2	2016 002	2016	Ford	Explorer	29,974	2	Good	2021
3	2016 004	2016	Ford	Explorer	9,690	2	Excellent	2018
4	2017 002	2017	Ford	Explorer	407	1	Excellent	2022
5	2017 003	2017	Ford	Explorer	388	1	Excellent	2022
6	2013 026	2014	Ford	Interceptor SUV	77,247	4	Poor	2018
7	2014 001	2014	Ford	Interceptor SUV	37,965	4	Good	2019
8	2015 002	2015	Ford	Interceptor SDN	43,458	3	Poor	2021
9	2015 003	2015	Ford	Interceptor SDN	41,016	3	Poor	2019
10	2015 001	2016	Ford	Interceptor SUV	68,138	2	Poor	2021
Other Equipment								
1	2001 054	2001	Polaris	Quad #1	N/A	17	Fair	TBD
2	2001 049	2001	Polaris	Quad #2	N/A	17	Fair	TBD
3	2001 048	2001	Polaris	Quad #3	N/A	17	Fair	TBD
4	2001 050	2001	Mustang	Trailer	N/A	17	Fair	TBD

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GENERAL FUND

PUBLIC SAFETY

FIRE PROTECTION

FIRE PROTECTION**GENERAL FUND
PUBLIC SAFETY**

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Fire Protection Expenditures					
Personal Services	\$ 54,204	\$ 44,256	\$ 55,547	\$ 45,291	\$ 76,513
Contractual Services	201,636	185,929	237,500	231,500	245,400
Commodities	19,802	35,657	21,000	21,000	20,500
Distributed Costs	-	-	55,774	55,774	67,360
Total Fire Protection Expenditures	\$ 275,642	\$ 265,842	\$ 369,821	\$ 353,565	\$ 409,773

FIRE PROTECTION OVERVIEW

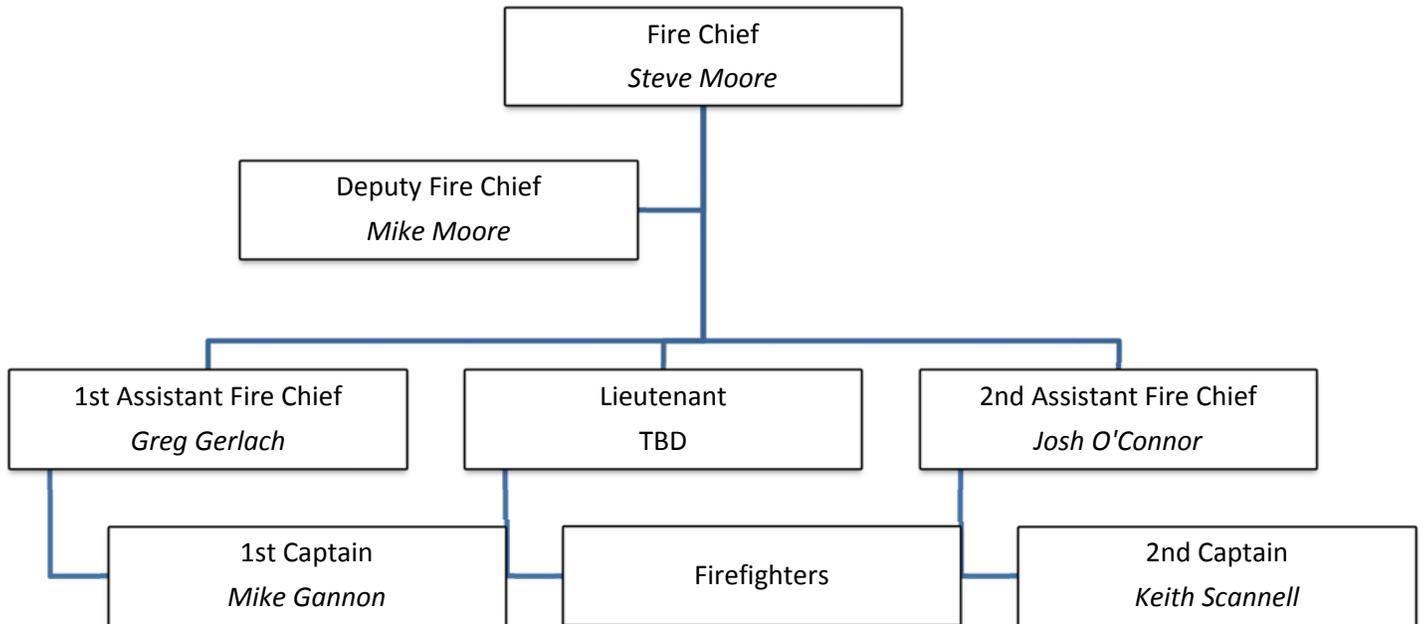
Fire Protection Services for the Township of Upper St. Clair are provided by a totally *volunteer* force which has grown from 19 members in 1971 to a present force of 43 members (active, associate, and life status) as of November 2017.

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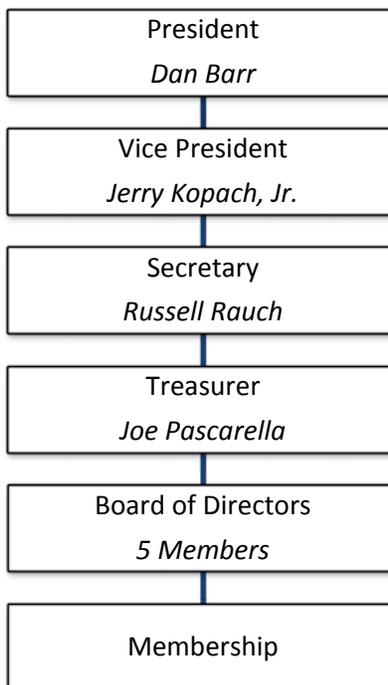
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Volunteer Fire Department for 2018 are as follows:

Firefighting Operations



Administrative Operations



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

DEPARTMENT STATISTICS AND BENCHMARKS

The Volunteer Fire Department 2007-2016 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
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
2016	267	139	16	6.44	697,500	727,300
11/30/2017	262	133	6	6.47	454,000	2,500

SUPPLEMENTARY INFORMATION

Volunteer Fire Department Vehicles

Year	Make	Model	Mileage (9-15-2017)	Age in Years	Condition	Anticipated Replacement Year	
1	1989	Amer LaFrance	Engine	44,581	29	Poor	2018
2	2005	Amer LaFrance	Ladder	19,573	13	Good	2025
3	2002	Freightliner	Engine	24,790	16	Poor	2018
4	2008	Amer LaFrance	Engine	15,580	10	Good	2023
5	2009	Amer LaFrance	Rescue	4,976	9	Good	2029
6	2012	Dodge	Rescue	4,473	6	Good	2022
7	2014	Dodge	Pick Up	15,631	4	Good	2024
8	2016	Chevrolet	Tahoe	10,939	2	Good	2021
9	2017	Chevrolet	Tahoe	2,566	1	Excellent	2022
10	2017	Rosenbauer	Pumper	n/a	1	Excellent	2037

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FIRE PROTECTION

GENERAL FUND
PUBLIC SAFETY



DEPARTMENT EXPENDITURES

Fire Protection Expenditures 01-20-202-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
100 Full Time Wages-IT	\$ 21,000	\$ 13,889	\$ 20,027	\$ 10,500	\$ 29,279
162 Group Life Insurance-IT	-	61	132	132	233
163 Medical Insurance-IT	29	1,154	3,177	3,177	8,239
164 Workers' Compensation-IT	31,586	27,341	29,118	29,118	34,264
166 Pension Costs-IT	-	735	1,502	1,502	2,169
167 Long-term Disability Ins.-IT	-	28	59	59	89
198 Social Security Expense-IT	1,589	1,048	1,532	803	2,240
Total Personal Services	\$ 54,204	\$ 44,256	\$ 55,547	\$ 45,291	\$ 76,513
Contractual Services					
222 Vehicle Insurance-Fire Trucks	\$ (750)	\$ -	\$ 6,000	\$ 5,500	\$ 5,500
240 Water and Sewerage	116,363	111,623	122,000	122,000	134,200
241 Natural Gas	16,051	10,236	27,000	27,000	29,700
242 Electricity	17,523	17,650	19,500	19,500	19,900
243 Telephone	20,278	20,986	22,500	21,000	22,100
250 Repairs/Maint - Office Equip	1,396	2,031	1,500	1,500	1,500
250 Repairs/Maint - Vehicles	30,637	23,403	33,000	33,000	30,000
290 Other Contractual Services	138	-	6,000	2,000	2,500
Total Contractual Services	\$ 201,636	\$ 185,929	\$ 237,500	\$ 231,500	\$ 245,400
Commodities					
304 Publicity Material	\$ 1,941	\$ 1,458	\$ 3,500	\$ 3,500	\$ 2,500
330 Communication Equipment	909	4,170	3,000	3,000	3,000
335 Vehicle Equipment	16,952	30,029	14,500	14,500	15,000
Total Commodities	\$ 19,802	\$ 35,657	\$ 21,000	\$ 21,000	\$ 20,500
Distributed Costs					
602 Dist. Data Processing Costs	\$ -	\$ -	\$ 55,774	\$ 55,774	\$ 67,360
Total Distributed Costs	\$ -	\$ -	\$ 55,774	\$ 55,774	\$ 67,360
Total Fire Protection Expenditures	\$ 275,642	\$ 265,842	\$ 369,821	\$ 353,565	\$ 409,773

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 2018 are \$39,952 higher than 2017 due to increases in Information Technology support.

GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

ANIMAL CONTROL

GENERAL FUND PUBLIC SAFETY



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Animal Control Expenditures					
Contractual Services	\$ 67,515	\$ 83,181	\$ 98,500	\$ 99,000	\$ 99,400
Commodities	69	79	200	200	200
Total Animal Control Expenditures	\$ 67,584	\$ 83,260	\$ 98,700	\$ 99,200	\$ 99,600

ANIMAL CONTROL OVERVIEW

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

In 2018, Animal Control Officers are projected to receive approximately 18% 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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Contractual Services					
240 Water and Sewerage	\$ 559	\$ 693	\$ 800	\$ 700	\$ 800
241 Natural Gas	951	1,042	1,600	1,600	1,800
242 Electricity	989	967	1,100	1,700	1,800
272 Animal Control Services	65,016	80,479	95,000	95,000	95,000
Total Contractual Services	\$ 67,515	\$ 83,181	\$ 98,500	\$ 99,000	\$ 99,400
Commodities					
390 Other Supplies	\$ 69	\$ 79	\$ 200	\$ 200	\$ 200
Total Commodities	\$ 69	\$ 79	\$ 200	\$ 200	\$ 200
Total Animal Control Expenditures	\$ 67,584	\$ 83,260	\$ 98,700	\$ 99,200	\$ 99,600

BUDGETARY COMMENT

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

GENERAL FUND

COMMUNITY DEVELOPMENT

SUMMARY

	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Community Development Expenditures					
Personal Services	\$ 464,147	\$ 510,091	\$ 553,002	\$ 551,926	\$ 559,213
Contractual Services	60,791	55,420	63,100	63,600	63,760
Commodities	7,781	12,635	7,500	7,500	8,000
Distributed Costs	37,553	45,939	56,160	56,160	67,338
Total Comm. Development Expenditures	\$ 570,272	\$ 624,085	\$ 679,762	\$ 679,186	\$ 698,311

COMMUNITY DEVELOPMENT OVERVIEW

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

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

2017 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 and the Morrow Road bridge replacement.
- Developed a progress report on the status of implementing the Comprehensive Plan for the Planning Commission and Board of Commissioners.
- Participated in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) activities, and maintained the Township’s the 7 rating from FEMA.
- Through October, the Department reviewed over 230 building permit applications. The total value of these permits was nearly \$27,000,000.
- The review of land development, subdivision, conditional use and related applications are a significant function of the Department. In 2017, there were 23 applications submitted to the Department for review.
- Staff continued to attend relevant trainings and maintained advanced professional certifications.
- The Department applied for a Green Light Go grant for traffic signal and pole upgrades for the intersections of McLaughlin Run Road/Panther Pass and McMurray Road/Johnston Road. The Township was awarded the in the amount of \$461,289.
- The Department completed the update of the Township's Traffic Calming Policy in November.
- Served as lead department on drafting and adoption of the sewer lateral inspection ordinance. The Board of Commissioners adopted the ordinance in September.

2018 DEPARTMENT GOALS AND OBJECTIVES

- Continue to serve as the lead Department on the implementation of the 2015-2025 Comprehensive Plan.
- Update building permit and land development applications for Township website. Explore possibility of accepting of certain permit applications and payment via the Township website.
- Conduct a building permit and development application fee study.
- Continue to participate in the National Flood Insurance Program’s (NFIP) Community Rating System (CRS) and continue to work towards improving the Township’s rating from a “7” to a “6.”
- Continue to apply for grant funding for targeted intersection improvements, sidewalks and 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 any impacts resulting from shifts in real estate dynamics and/or housing product trends.

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

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

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

UPDATE: In 2017, the Board of Commissioners approved Decision No. USC-PRD 1-2017 for Friendship Village that permitted a three-phased development consisting of an assisted living/memory support building, new skilled nursing building and a new independent living building. Construction of phase I of the project (assisted living/memory support building) began in 2017. Staff will continue to align Township policies and codes to encourage development and redevelopment in the Boyce Road and Painters Run Road Corridors.

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

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

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

UPDATE: Staff continues to evaluate the Township Code to identify potential amendments that can improve development and connectivity opportunities related to sidewalks, bikeways, lighting, signage and stormwater improvements in priority areas in the Township. As of 2017, the following three amendments to the Township Code have been adopted:

- *Ordinance 2157 (adopted 11/7/2016), which amended Chapter 99, Public and Private Improvements, of the Township Code to update the design standards for street name signs.*
- *Ordinance 2162 (adopted 2/6/2017), which amended Chapter 130, Zoning, of the Township Code to update the standards for freestanding business identification signage.*
- *Ordinance 2174 (adopted 9/5/2017), which amended Chapter 99, Public and Private Improvements, of the Township Code to update the specifications for street & site lighting.*

2015-2025 COMPREHENSIVE PLAN (continued)

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

UPDATE: The Act 167 Countywide Stormwater Management Plan and Model Ordinance was adopted by Allegheny County Council on December 5, 2017, and signed by the County Executive on December 6, 2017. Staff and the Township Engineer will be reviewing the Model Ordinance and make recommendations regarding adoption to the Board of Commissioners in 2018.

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

UPDATE: The Cityworks software was implemented in 2017. Staff is examining the feasibility of using Cityworks to accomplish this goal.

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

UPDATE: The Township continues to support zoning provisions that concentrate commercial and residential development in the areas where they already exist. In addition, the Township supports development that is consistent with the Future Land Use and Housing Plan. As of 2017, the Board of Commissioners approved the following three rezoning requests that were consistent with the Future Land Use and Housing Plan:

- *Ordinance 2152 (adopted 10/3/2016), which rezoned approximately 12.56 acres of land zoned C1, Neighborhood Commercial and R-LI, Low Intensity Residential to R-3, Medium Density Residential.*
- *Ordinance 2106 (adopted 1/3/2017), which rezoned four parcels totaling 1.24 acres from RM, Restricted Light Industrial and R-LI, Low Intensity Residential to RM, Restricted Light Industrial.*
- *Ordinance 2168 (adopted 5/1/2017), which rezoned eight parcels totaling 8.45 acres from RM, Restricted Light Industrial and R-LI, Low Intensity Residential to RM, Restricted Light Industrial.*

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

UPDATE: Community Development staff 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.

2015-2025 COMPREHENSIVE PLAN (continued)

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 Township prepares articles related to stormwater management for the USC Today magazine on a quarterly basis and on the Township website on a regular basis.

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

UPDATE: Staff continues to pursue sidewalk and bikeway improvements/connections that link neighborhoods to civic amenities. Staff is collaborating with PennDOT regarding sidewalk and ADA improvements along Washington Road. The proposed project would connect Fort Couch Road to Brookside Boulevard on the east side of Washington Road. This project may begin in 2019.

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 2017, the Board of Commissioners formally established the Boyce Mayview Rail-with-Trail Ad Hoc Committee in order to examine the feasibility of a connection from the Boyce Mayview Park trail system to the Montour Trail. In addition, goals include the connection with adjacent amenities including, but not limited to, Fairview Park, the Hastings development (former Mayview State Hospital property) and Peters Township.

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

UPDATE: The Township employs a Certified Arborist that is involved in the development review process to ensure that projects provide the proper landscape treatment. Throughout the last year, the Parks and Forestry Administrator conducted various programs including treating trees to assist in insect and fungicide control and removing hazardous trees on Township properties.

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

UPDATE: Public Works and Community Development continue to utilize and encourage the usage of best management practices for stormwater management in new and existing developments. The Township's Storm Sewer Fund continues to provide funding for projects dedicated to improve stormwater management systems. The Township has been an eligible community under FEMA's Community Rating System since 1998 and intends on maintaining eligibility. The Township's class rating is "7", which results in a 15% premium discount for flood insurance policyholders in the Upper St. Clair. The Township will continue to pursue a higher class rating in order to provide additional flood insurance premium discounts.

2015-2025 COMPREHENSIVE PLAN (continued)

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

UPDATE: Staff continues to explore land acquisition opportunities in core areas of the Township. In July 2016, the Township purchased 108 Hays Road using a FEMA Hazard Mitigation Grant in order to mitigate future losses as a result of flood damage. This property will remain open space.

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

UPDATE: The first biannual Progress Report was completed in December 2017. The next Progress Report will be completed in December 2019.

DEPARTMENT STATISTICS

Category	2011	2012	2013	2014	2015	2016	Oct-17
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Summary of Department Approvals and Appeals

Number of Building Permits Processed	266	272	298	269	283	263	238
Number of Zoning Hearing Board Appeals	3	4	1	3	2	1	1
Number of Single Family Lots Approved (new lots)	50	16	107	7	58	2	0
Number of Multi-Family Units Approved	0	0	220	0	0	144	82
Number of Non-Residential Plans Approved	2	1	0	5	6	1	5
Number of Two-Family Attached Units Approved	0	0	0	0	0	0	0
Simple Subdivisions	1	1	3	1	5	1	3

Number of Permits Issued

Certificates of Use & Occupancy	34	45	47	38	59	43	37
Sewer Permits (Sewer Taps)	6	25	18	46	65	26	40
Nonconforming Registrations	0	0	0	0	0	1	1
Demolition Permits	6	7	7	12	9	9	7
Grading Permits	7	8	7	5	6	2	11
Driveway Permits	13	33	40	27	46	23	48
Fire Prevention Permits	32	52	41	44	62	46	64
Electrical Permits	205	218	273	224	212	256	281
Street Opening Permits	629	392	234	215	195	196	201
Complaint Cases - Received/Pending	332	391	348	354	322	382	299
Complaint Cases - Closed/Transferred	326	334	266	253	263	302	212
Home Occupation Registrations	15	3	12	8	15	4	6
Annual Alarm Notices	850	747	737	738	729	725	750

DEPARTMENT ORGANIZATIONAL STRUCTURE

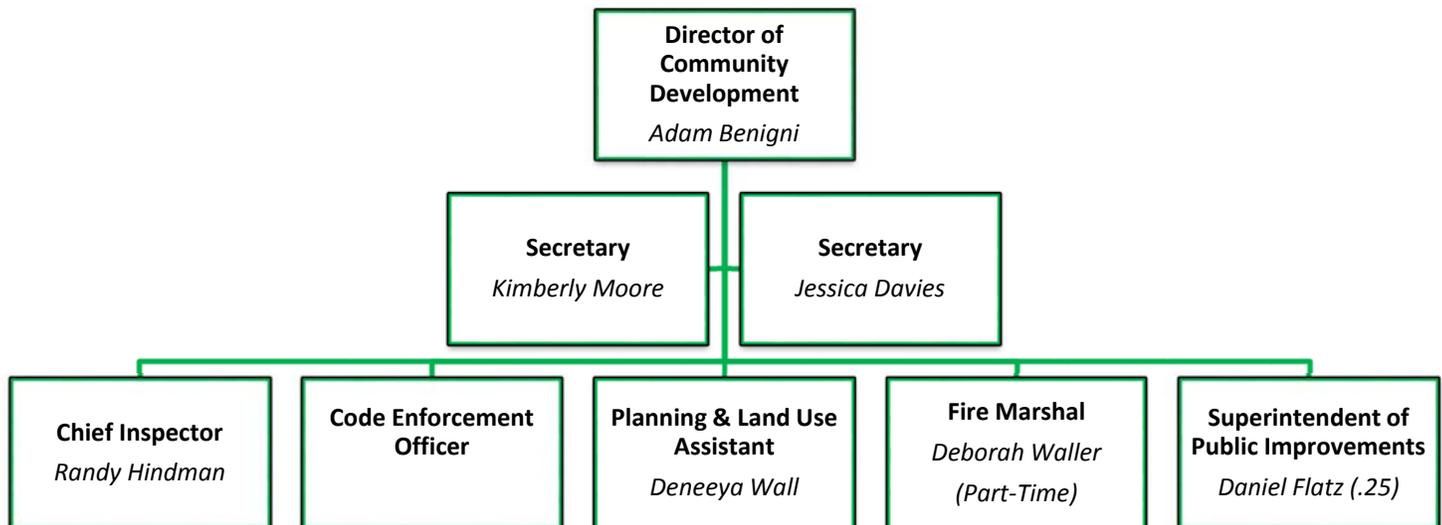
The proposed authorized personnel responsible for programs and services for the Community Development Department for 2018 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2018 Positions
Director of Planning and Community Development	4	\$76,400	\$109,566	1
Planning & Land Use Assistant	11	\$39,206	\$56,225	1
Chief Inspector	7	\$57,401	\$82,319	1
Code Enforcement Officer	9	\$47,439	\$68,032	1
Fire Marshal	6	\$63,141	\$90,551	1 PT
Department Secretary	11	\$39,206	\$56,225	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%



**PLANNING & CODE
ENFORCEMENT**

**GENERAL FUND
COMMUNITY DEVELOPMENT**



DEPARTMENT EXPENDITURES

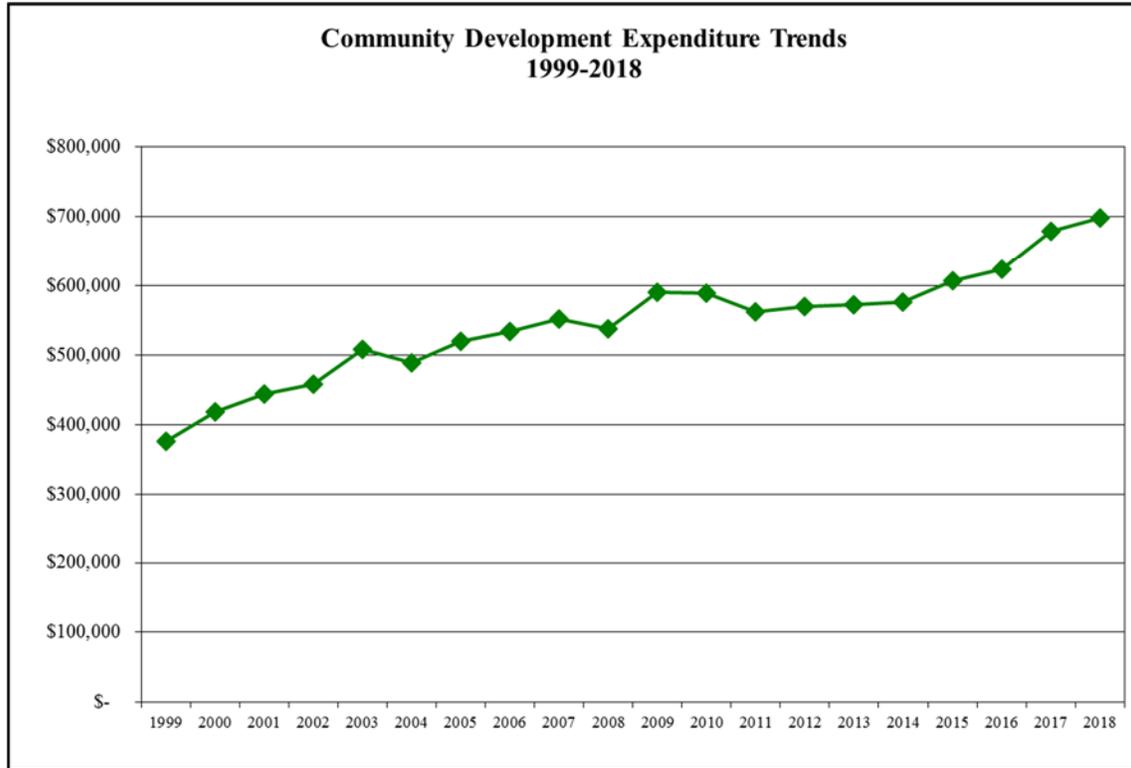
Community Development Expenditures 01-30-301-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 271,995	\$ 309,526	\$ 327,688	\$ 327,688	\$ 331,107
110 Overtime Wages	471	98	1,500	500	500
120 Part-Time Wages	63,519	46,263	45,706	45,706	46,954
162 Group Life Insurance	3,267	840	2,334	2,334	2,752
163 Medical Insurance	74,722	98,731	114,099	114,099	115,480
164 Workers' Compensation	1,601	1,621	1,896	1,896	1,951
166 Pension Costs	20,792	22,940	28,005	28,005	28,356
167 Long-term Disability Insurance	898	983	1,095	1,095	1,153
168 Post Retirement Plan	2,000	2,833	2,000	2,000	2,000
198 Social Security Expense	24,882	26,256	28,679	28,603	28,960
Total Personal Services	\$ 464,147	\$ 510,091	\$ 553,002	\$ 551,926	\$ 559,213
Contractual Services					
213 Professional Services-Legal	\$ 13,220	\$ 5,101	\$ 4,000	\$ 4,500	\$ 5,000
220 Liability Insurance	23,813	23,360	25,100	25,100	25,760
230 Association Dues	1,316	1,849	2,000	2,000	2,000
231 Travel & Conference Expense	4,292	3,218	5,000	5,000	5,000
232 Personnel Training	2,606	3,561	2,000	2,000	2,500
250 Repairs/Maint - Office Equip	(75)	-	1,500	1,500	1,500
274 Legal Advertising	-	455	500	500	500
275 Printing & Duplicating	3,798	2,209	3,000	3,000	1,500
290 Other Contractual Services	11,821	15,667	20,000	20,000	20,000
Total Contractual Services	\$ 60,791	\$ 55,420	\$ 63,100	\$ 63,600	\$ 63,760
Commodities					
300 Office Furniture & Equipment	\$ -	\$ 4,163	\$ -	\$ -	\$ 500
301 Expendable Office Supplies	5,030	4,681	4,000	4,000	4,000
302 Books & Subscriptions	1,424	2,320	2,500	2,500	2,000
390 Other Supplies	1,327	1,471	1,000	1,000	1,500
Total Commodities	\$ 7,781	\$ 12,635	\$ 7,500	\$ 7,500	\$ 8,000
Distributed Costs					
601 Dist. Vehicle Costs	\$ 5,193	\$ 5,323	\$ 5,456	\$ 5,456	\$ 5,592
602 Dist. Data Processing Costs	32,360	40,616	50,704	50,704	61,746
Total Distributed Costs	\$ 37,553	\$ 45,939	\$ 56,160	\$ 56,160	\$ 67,338
Total Comm. Development Expenditures	\$ 570,272	\$ 624,085	\$ 679,762	\$ 679,186	\$ 698,311

BUDGETARY COMMENT

Funds requested for Community Development are \$18,549 or 2.73% more than appropriated in 2017 due mostly to increases in distributed IT costs.

SUPPLEMENTARY INFORMATION

The average annual cost increase of Community Development expenditures over the last 20 years is 3.65%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$486,711
How many real estate tax mills?	0.10	\$211,864
Earned Income Tax per \$100?	\$ 2.56	\$226,932
Percentage of Other Taxes?	0.25%	\$47,915

**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

DEPARTMENT SUMMARY

GENERAL FUND PUBLIC WORKS



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Public Works Expenditures					
Personal Services	\$ 2,548,682	\$ 2,317,865	\$ 2,600,710	\$ 2,577,464	\$ 2,686,894
Contractual Services	2,193,415	2,169,826	2,203,995	2,220,690	2,267,039
Commodities	1,105,493	844,121	1,216,000	1,126,000	1,174,000
Distributed Costs	(79,249)	(55,438)	(69,441)	(69,441)	(51,753)
Total Public Works Expenditures	\$ 5,768,341	\$ 5,276,374	\$ 5,951,264	\$ 5,854,713	\$ 6,076,180

PUBLIC WORKS OVERVIEW

As the Public Works Department moves forward into 2018, its focus remains on providing first-rate service to our residents, while preparing for 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 wastewater transfer improvements.

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

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

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



Above: Trotwood Park – renovated in 2017



Above: Street Signs – old and new

2017 DEPARTMENT ACCOMPLISHMENTS

- Compliance with the Sanitary Sewer interim Administrative Consent Order
- Submitted the Source Reduction Study Report as mandated by DEP
- Worked with ALCOSAN towards the implementation of the Trunk Sewer Regionalization Program
- Completed Phase IV of the Brush Run Pump Station improvements, including approximately 3,500' of parallel sanitary sewer force main and upgrade of the Pump Station's pumps and motors
- Installed 220' of new sanitary sewer on Thousand Oaks Drive
- Completed a Flow Isolation Study of sanitary sewer high infiltration areas
- Completed cleaning, televising and GPS of 80,000' +/- of storm sewer piping
- Instituted industry Best Management Practices (BMPs) for all improvement projects
- Completed Pollutant Reduction Plan and Total Maximum Daily Load Plan as mandated for the Township Storm Water Sheds
- Installed 720' of new 15" storm sewer along Willowbrooke Dr.
- Installed 300' of new 15" storm sewer on Clair Dr.
- Remediated Walther Lane culvert bridge structure
- Constructed a new storage facility at Marmion Field Complex
- Renovated Trotwood Park
- Completed Morton Trail & Southern Trail portions of the Perimeter Trail plan (1.5 miles)
- Completed removal of the Outdoor Classroom structures
- Began construction of Boyce Mayview Pavilion bathrooms
- Began construction of Boyce Mayview Miracle Field playground shelter
- Completed construction of a new parking lot at Wiltshire Park
- Completed plans for new Tennis/Golf Administration Building
- Continued to seek grant opportunities for the final segments of the Perimeter Trail
- Completed the 2017 Street Paving Program
- Completed Phase IV of Cook School Road sidewalk plan
- Completed the bi-annual street sweeping program
- Began installation of new Township street signs
- Completed engineering for Building Space Renovation Project Phase V
- Continue work on plans for the McLaughlin Run Activity Center renovations
- Complete Public Works office space renovations
- Complete Public Works door and video security project



Above: Morton Extension of the Perimeter Trail (left) and Brush Run force main construction (right)

2018 DEPARTMENT GOALS AND OBJECTIVES

- Sanitary Sewer:
 - Compliance with the 2nd Consent Order Decree, when finalized
 - Continue implementation of the mandated Sanitary Sewer Operations & Maintenance Program
 - Continue phased improvements to the Brush Run Pumping Station
 - Complete an additional Flow Isolation Study to identify inflow and infiltration
 - Continue to work with ALCOSAN on the Trunk Sewer Regionalization Program
- Storm Sewer:
 - Maintain compliance with Total Maximum Daily Load Plan and Pollutant Reduction Plan in the Township storm watersheds
 - Continue phased cleaning, televising and GPS of Township Storm Sewer Infrastructure
 - Perform upgrades of Storm Sewer Infrastructure as issues are identified and engineered
 - Continue Township’s storm sewer catch basin replacement program
- Buildings
 - Complete engineering and prepare for bid new Emergency Generator specifications and Fire Alarm specifications
 - Complete renovations to the McLaughlin Run Activity Center
 - Construction of a new Tennis/Golf Administration Building
 - Perform an infrastructure study and recommendation for the Public Works facility
- Parks
 - Complete scheduled upgrade to our Township neighborhood parks
 - Complete construction of bathrooms at Boyce Mayview Park Pavilion
 - Gilfillan Park Walking Trail improvements
 - Investigate additional Grant opportunities for the completion of the Perimeter Trail
- Streets
 - Complete 2018 Street Paving Program
 - Upgrade salt brine production equipment software
 - Complete construction of turn lane and signalized intersection on Boyce Road at Boyce Plaza Road
 - Traffic signal improvements at McLaughlin Run Road, McMurray and Panther Pass
 - Traffic signal improvements at McMurray and Johnston Road
 - Continued phase sidewalk and bikeway improvements

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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 Township prepares articles related to stormwater management for the USC Today magazine on a quarterly basis and on the Township website on a regular basis.

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. 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 2017, the Board of Commissioners formally established the Boyce Mayview Rail-with-Trail Ad Hoc Committee in order to examine the feasibility of a connection from the Boyce Mayview Park trail system to the Montour Trail. In addition, goals include the connection with adjacent amenities including, but not limited to, Fairview Park, the Hastings development (former Mayview State Hospital property) and Peters Township.

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

UPDATE: The Township employs a Certified Arborist that is involved in the development review process to ensure that projects provide the proper landscape treatment. Throughout the last year, the Parks and Forestry Administrator conducted various programs including treating trees to assist in insect and fungicide control and removing hazardous trees on Township properties.

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: Public Works and Community Development continue to utilize and encourage the usage of best management practices for stormwater management in new and existing developments. The Township's Storm Sewer Fund continues to provide funding for projects dedicated to improve stormwater management systems. The Township has been an eligible community under FEMA's Community Rating System since 1998 and intends on maintaining eligibility. The Township's class rating is "7", which results in a 15% premium discount for flood insurance policyholders in the Upper St. Clair. The Township will continue to pursue a higher class rating in order to provide additional flood insurance premium discounts.

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

UPDATE: The Township's 2018-22 Capital Improvement Plan (CIP) includes each of these items. Specific plans for 2018 include renovations to the Public Works building, Tennis/Golf Administration Building replacement, a facility enhancement study of the C&RC, McLaughlin Run Activity Center improvements, and future space allocation within the Municipal Building.

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

UPDATE: Staff continues to explore land acquisition opportunities in core areas of the Township. In July 2016, the Township purchased 108 Hays Road using a FEMA Hazard Mitigation Grant in order to mitigate future losses as a result of flood damage. This property will remain open space.

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DEPARTMENT STATISTICS AND BENCHMARKS

Public Works Benchmarks & Statistics	2015	2016	2017
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			
<i>Sanitary Sewer & Storm Sewer</i>			
Storm Drain Inlets inspected and/or cleaned	150	32	22
Miles of open/closed storm drains cleaned	1.5	7.0	5.0
Miles of Sanitary Sewer lines cleaned/inspected	32.00	31.25	31.25
<i>Street & Sidewalk Program</i>			
Square feet of deteriorated pavement replaced	698,631	594,414	715,347
Lineal feet of deteriorated pavement sealed	50,000	100,000	107,977
Square feet of Sidewalks Built	0	0	0
Miles of roadway swept annually	1,546	2,108	2,372
Amount of Debris removed by Street Sweepers	148	245	294
<i>Vehicle & Equipment Maintenance</i>			
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	3,123	1,872	4,106

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.

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DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



DEPARTMENT STATISTICS AND BENCHMARKS (continued)

PUBLIC WORKS REQUESTS FOR SERVICE OCTOBER 2016 - SEPTEMBER 2017													
	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Total
One Calls	104	97	75	87	61	120	181	179	180	153	200	184	1,621
Blue Cards/Police	56	22	25	9	8	0	0	0	0	0	0	0	120
Inspections	1	5	2	1	4	5	0	2	3	0	5	3	31
Ballfield Maintenance	1	0	0	0	0	1	0	0	0	0	1	0	3
Building Maintenance	21	13	20	29	23	44	42	23	23	30	19	30	317
Dead Animal	13	8	4	3	12	15	15	11	7	26	23	14	151
Dye Tests	34	20	7	14	22	38	49	47	28	35	34	22	350
Forestry	4	3	3	10	9	10	3	30	29	12	14	7	134
Garbage	17	21	14	8	14	16	26	33	25	10	17	6	207
Ground Maintenance General	1	5	1	4	0	4	8	19	6	15	0	12	75
Leaf Recycling	4	22	61	1	0	1	0	0	0	0	0	0	89
Mailbox/Snowplow Damage	0	0	0	17	21	0	0	0	0	0	0	0	38
Manhole Repair	0	0	0	0	0	0	2	3	1	0	0	0	6
Other	30	25	17	27	17	47	22	38	28	33	30	28	342
Parks	23	6	10	17	12	14	14	25	27	20	15	18	201
Recycling	5	30	56	51	22	15	13	26	29	31	21	25	324
Sanitary Sewer	3	0	2	4	0	0	3	3	2	2	1	4	24
Sewer backup	2	0	2	1	0	0	1	4	1	3	1	0	15
Signs	5	4	7	4	8	6	6	6	10	4	6	9	75
Snow/Ice	0	0	7	6	2	4	0	2	0	1	0	0	22
Snow/rain storms	0	0	0	0	0	1	0	0	0	0	0	0	1
Special Events	0	0	0	0	0	0	0	0	0	0	0	0	0
Storm Sewer	3	2	4	8	2	7	2	26	15	8	4	6	87
Street Repair	2	1	1	2	10	4	4	18	15	12	11	9	89
Street/Park Resurfacing Program	5	0	0	0	0	0	1	1	3	0	0	1	11
Water Problems	4	2	2	3	1	3	5	0	1	1	8	1	31
Yard Damage	0	0	0	0	0	0	0	0	0	0	0	0	0
Golf Course	0	0	0	0	0	1	0	0	0	0	0	0	1
Total Requests for Service	338	286	320	306	248	356	397	496	433	396	410	379	4,365
Requests Outstanding	<1%												

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DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Public Works Department for 2018 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2018 Positions
Director of Public Works	3	\$85,951	\$123,263	1
Superintendent of Operations	5	\$69,455	\$99,606	1
Superintendent of Projects	5	\$69,455	\$99,606	1
Superintendent of Public Improvements	5	\$69,455	\$99,606	1
Buildings & Grounds Administrator	6	\$63,141	\$90,551	0.5
Park & Forestry Administrator	6	\$63,141	\$90,551	1
Confidential Secretary to the Director	13	\$32,401	\$46,468	1
Department Secretary	13	\$32,401	\$46,468	1
Teamsters Local 205	Union Contract	TBD	TBD	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

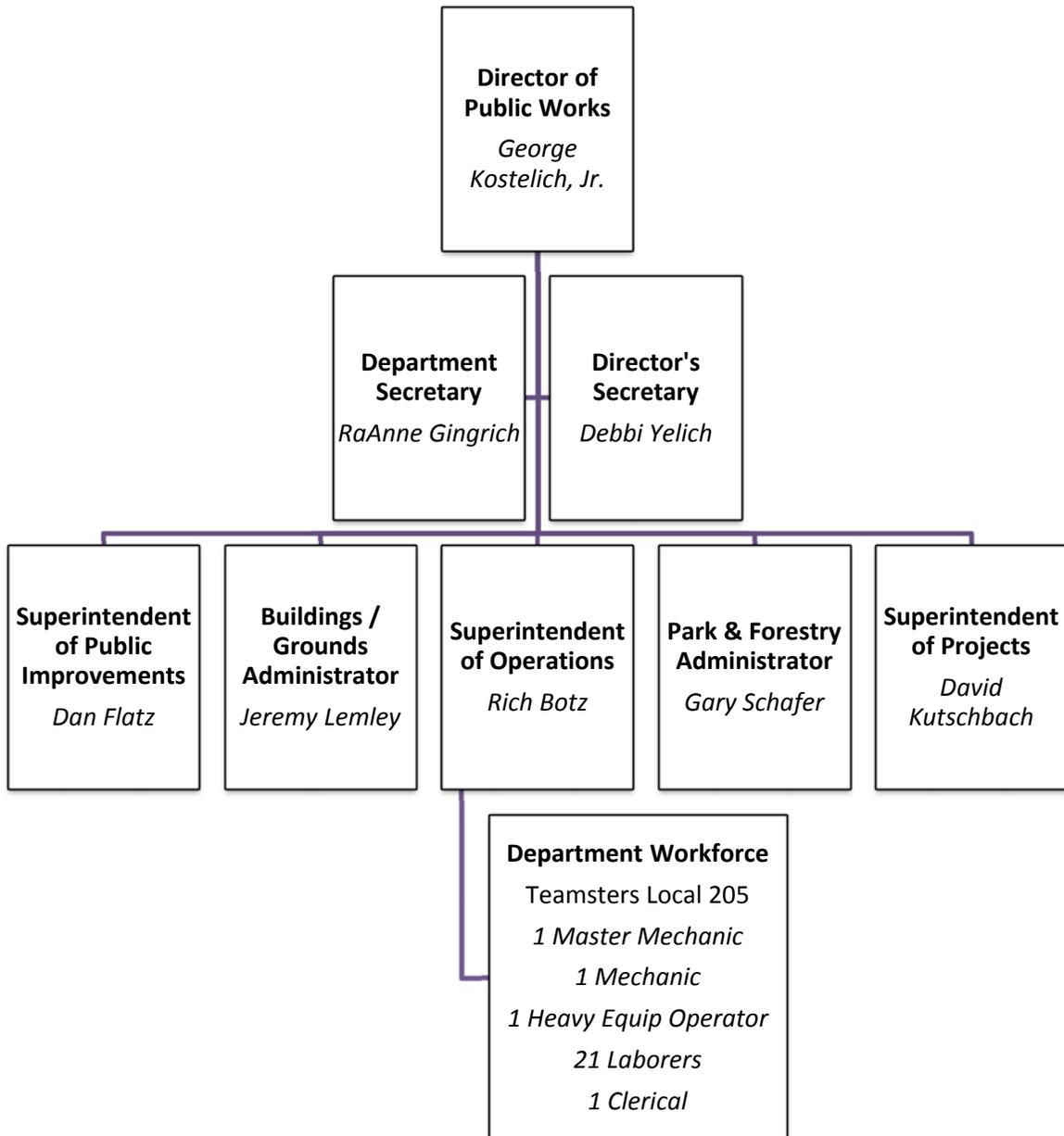
* Rates for 2018 were not available at time of publishing due to ongoing contract negotiations between the Township and Local 205.

Budgetary Allocations

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

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

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



DEPARTMENT EXPENDITURES

Public Works Expenditures 01-40-401-500 TO 01-40-418-500	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 1,243,945	\$ 1,189,756	\$ 1,284,344	\$ 1,284,344	\$ 1,325,399
110 Overtime Wages	163,733	139,040	173,450	144,550	164,450
111 Snow Driver Wages	2,291	1,549	2,500	1,500	2,500
120 Part-Time Wages	65,907	69,234	75,950	84,450	84,450
140 Township Engineer-Retainer	6,600	6,600	6,600	6,600	6,600
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	112,243	106,561	117,523	115,677	120,413
199 Overhead Distribution	951,963	803,125	938,343	938,343	981,082
Total Personal Services	\$ 2,548,682	\$ 2,317,865	\$ 2,600,710	\$ 2,577,464	\$ 2,686,894
Contractual Services					
211 Professional Services-Engineering	\$ 51,176	\$ 51,498	\$ 70,000	\$ 70,000	\$ 70,000
217 Miscellaneous Consulting Services	1,773	2,121	2,750	2,750	2,750
220 Liability Insurance	37,482	36,691	39,500	39,500	40,547
221 Flood/Property Damage Insurance	29,277	27,370	37,700	25,850	30,250
222 Vehicle Insurance	38,647	50,468	53,300	53,300	54,792
230 Association Dues	2,307	2,276	2,500	2,500	2,500
231 Travel & Conference Expense	2,837	2,359	5,500	5,500	5,000
240 Water and Sewerage	49,585	92,653	64,500	64,500	66,450
241 Natural Gas	40,130	30,427	61,500	61,500	67,700
242 Electricity	155,436	161,345	165,055	173,600	177,200
243 Telephone	72	72	100	100	100
244 Street Light Installation	-	-	750	750	750
252 Communication Equipment Mte.	2,213	2,076	4,000	4,000	4,000
253 Traffic Signal Maintenance	9,855	8,074	12,500	12,500	12,500
254 Repairs & Maintenance-Vehicles	20,322	16,124	22,000	22,000	22,000
255 Repairs & Maintenance-Building	47,830	45,718	55,000	55,000	55,000
256 Heating/Air Conditioning Mte.	31,806	61,176	50,000	50,000	50,000
271 Garbage Collection Services	938,876	987,663	990,000	990,000	1,020,000
272 Recycling Collection Services	440,540	307,792	230,000	250,000	231,000
290 Other Contractual Services	265,176	266,008	309,340	309,340	326,500
299 Annual Park Maintenance Prog.	28,075	17,915	28,000	28,000	28,000
Total Contractual Services	\$ 2,193,415	\$ 2,169,826	\$ 2,203,995	\$ 2,220,690	\$ 2,267,039

DEPARTMENT SUMMARY

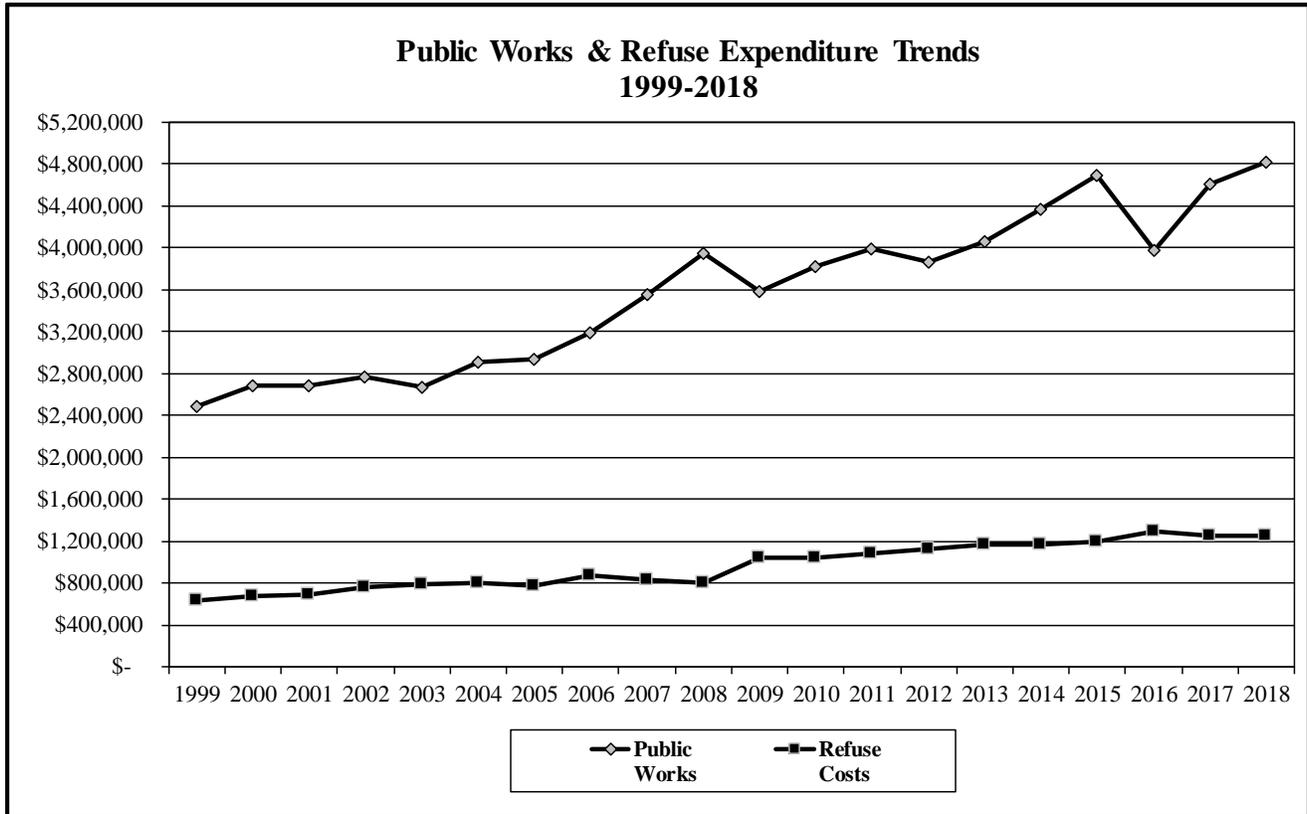
**GENERAL FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Commodities					
300 Office Furniture & Equipment	\$ 4,888	\$ 2,007	\$ 5,000	\$ 5,000	\$ 4,000
301 Expendable Office Supplies	6,839	5,883	7,500	7,500	7,500
305 Building Maintenance Equipment	13,051	18,337	18,000	18,000	18,000
306 Building Maintenance Supplies	42,216	56,218	65,000	65,000	65,000
311 Traffic Control Parts	21,762	15,014	15,000	15,000	15,000
312 Traffic Paint	384	118	500	500	500
313 Street Sign Supplies	6,627	4,287	10,000	10,000	15,000
315 Construction Supplies	89,486	67,760	125,500	125,500	125,500
316 Asphalt Supplies	31,409	11,118	17,000	17,000	17,000
319 Snow & Ice Chemicals	494,175	298,606	400,000	400,000	400,000
326 Tennis Court Supplies	500	578	500	500	500
327 Botanical Supplies	52,256	61,838	65,000	65,000	65,000
328 Park Maintenance Supplies	28,250	30,150	30,000	30,000	32,000
340 Vehicle Supplies	74,053	61,401	80,000	80,000	80,000
341 Fuels & Lubricants	140,474	101,845	230,000	140,000	170,000
342 Mechanical Equipment & Supplies	27,077	24,784	43,500	43,500	43,500
343 Tools & Equipment	18,351	19,965	27,500	27,500	27,500
344 Tires	22,000	28,518	27,000	27,000	27,000
390 Other Supplies	31,695	35,694	49,000	49,000	61,000
Total Commodities	\$ 1,105,493	\$ 844,121	\$ 1,216,000	\$ 1,126,000	\$ 1,174,000
Distributed Costs					
600 Scrap Metal Account	\$ 3,968	\$ 3,039	\$ 3,500	\$ 3,500	\$ 3,500
601 Dist. Vehicle Costs	(75,494)	(77,381)	(79,315)	(79,315)	(81,297)
602 Dist. Data Processing Costs	42,068	52,801	50,704	50,704	67,360
605 Dist. Boyce Mayview RAD Costs	(49,791)	(33,897)	(44,330)	(44,330)	(41,316)
Total Distributed Costs	\$ (79,249)	\$ (55,438)	\$ (69,441)	\$ (69,441)	\$ (51,753)
Total Public Works Expenditures	\$ 5,768,341	\$ 5,276,374	\$ 5,951,264	\$ 5,854,713	\$ 6,076,180

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Works expenditures over the last 20 years is 3.77%. The average annual cost increase of Refuse Collection expenditures over the last 20 years is 3.98%.



General Fund Revenue Breakdown

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

Net Expenditures*		\$4,450,181
How many real estate tax mills?	0.95	\$1,937,150
Earned Income Tax per \$100?	\$ 23.40	\$2,074,928
Percentage of Other Taxes?	2.30%	\$438,102

*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.

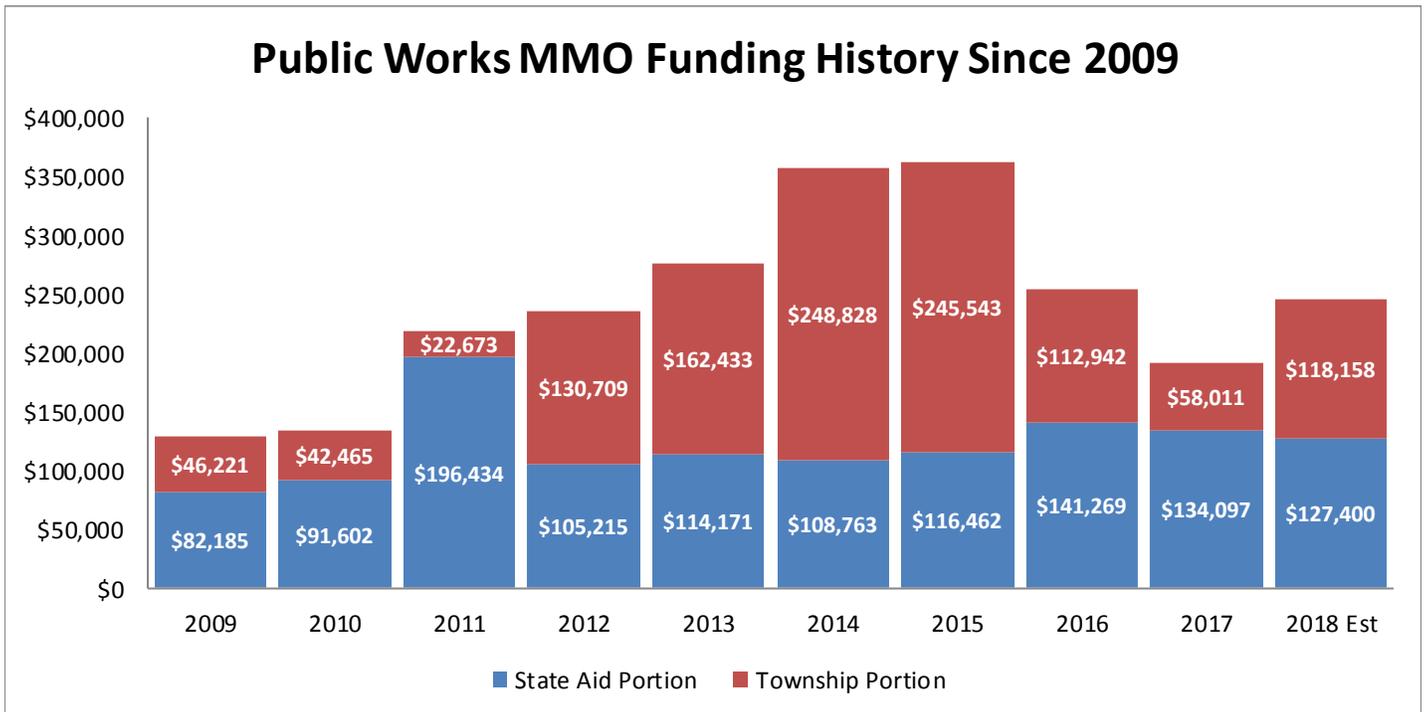
SUPPLEMENTARY INFORMATION (Continued)

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

Net Expenditures*		\$1,200,500
How many real estate tax mills?	0.25	\$522,574
Earned Income Tax per \$100?	\$ 6.31	\$559,742
Percentage of Other Taxes?	0.62%	\$118,184

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.



DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles

	Asset Tag	Year	Make	Model	Mileage (9-15-2017)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2009 029	2009	Chevy	Pick-Up	87,477	9	Fair	2018
2	2012 001	2012	Chevy	Pick-Up	24,203	6	Good	2019
3	2013 023	2014	Ford	Escape - Hybrid	9,199	4	Good	2020
4	2013 024	2014	Ford	Escape	38,164	4	Good	2020
5	2015 001	2015	Chevy	Colorado Pick-Up	41,893	3	Good	2021
6	2015 002	2015	Chevy	Colorado 4WD	25,824	3	Good	2022
7	2016 016	2016	Chevy	Colorado	21,054	2	Good	2022
Utility Trucks								
1	2006 049	2006	Ford	Pick-Up Utility	35,782	12	Fair	2018
2	2006 050	2006	Ford	Pick-Up Utility	52,758	12	Fair	2019
3	2005 041	2006	Ford	Pick-Up Utility	53,925	12	Fair	2018
4	2011 052	2011	Ford	F-550	30,057	7	Fair	2018
5	2013 014	2013	Ford	Truck	20,764	5	Good	2020
6	2013 021	2014	Ford	F-550	19,648	3	Good	2021
7	2008 066	2008	Dodge	Mechanics Service Vehicle	33,430	10	Good	2020
8	2002 061	2002	Ford	Bucket Truck	12,962	16	Fair	2020
9	2005 039	2006	Ford	Econoline 350 Van	35,799	12	Fair	2022
10	2014 004	2015	Ford	F-550	9,799	3	Excellent	2024
11	2015 003	2015	Ford	F-550	15,151	3	Good	2021
12	2015 007	2016	Ford	F-550 w/Dump Body/Snow Plow	10,152	2	Good	2023
13	2015 008	2016	Ford	F-550 w/Dump Body/Snow Plow	6,481	2	Good	2023
14	2016 007	2016	Ford	F-350 XL 4x4	4,977	2	Excellent	2026
Dump Trucks								
1	2003 065	2004	Int'l	Dump	21,902	14	Fair	2019
2	2009 048	2010	Int'l	Dump	11,998	8	Good	2020
3	2010 044	2011	Int'l	Dump	8,617	7	Good	2021
4	2011 051	2012	Int'l	Dump	10,866	6	Good	2022
5	2012 028	2013	Int'l	Dump	9,929	5	Good	2023
6	2013 022	2014	Int'l	Dump	7,680	4	Good	2024
7	2015 009	2016	Int'l	Dump	3,005	2	Excellent	2026
8	2017 000	2017	Int'l	Dump	1,646	1	Excellent	2027
9	2017 004	2017	Ford	Dump	4,030	1	Good	2024
10	2017 005	2017	Ford	Dump	3,586	1	Good	2024
11	2017 006	2017	Ford	Dump	585	1	Excellent	2027
12	2017 007	2017	Ford	Dump	659	1	Excellent	2027

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Vehicles (Continued)

Asset Tag	Year	Make	Model	Mileage (9-15-2017)	Age in Years	Condition	Anticipated Replacement Year	
Other Vehicles								
1	2003 005	2003	CAT	Wheel Loader	9,071	14	Good	2023
2	2003 060	2003	Int'l	Sewer Jet	2,922	14	Good	2020
3	2001 007	2010	Massey	Flail Mower	3,246	7	Good	2019
4	2014 005	2015	M2106	Elgin Street Sweeper	9,469	2	Good	2025
5	2010 027	2010	Toro	Mower 5910	1,107	7	Good	2022
6	2012 002	2012	JCB	Backhoe 3CX15	1,112	5	Good	2022
7	2013 015	2013	CAT	924K Wheel Loader	3,234	4	Good	2023

Public Works Equipment

Year	Equipment	Age in Years	Condition	Anticipated Replacement Year	
1	2007	20 Ton Trailer	11	Good	As Needed
2	2013	30 Ton Shop Press	5	Good	As Needed
3	2001	3 M Sign Machine	17	Good	As Needed
4	2011	Accubrine Automated Brine Maker	7	Fair	As Needed
5	1993	Aeroway 8' Quickaway Angle Aerator	25	Fair	DNR
6	2010	Asphalt Planer	8	Good	As Needed
7	2015	Asphalt Utility Trailer	3	Good	As Needed
8	1993	Asphalt Wacker	25	Fair	As Needed
9	1999	Bannerman Infield Renovator	19	Poor	DNR
10	1993	Bannerman Turf Topper	25	Good	As Needed
11	2016	Beam Rider Field Line Painter	2	Excellent	As Needed
12	2008	Caterpillar Excavator/Backhoe	10	Good	2027
13	2017	Caterpillar 259D Skid Steer	1	Excellent	2026
14	1997	Chicago Pneumatic Air Comp.	21	Fair	As Needed
15	2015	Clousing Drill Press	3	Good	As Needed
16	2009	Club Car Utility Vehicle	9	Fair	2020
17	2008	Cross Country Roller Trailer	10	Good	As Needed
18	2001	Esab Plasma Cutter	17	Good	As Needed
19	2014	Gardner Denver Air Compressor	4	Good	As Needed
20	2008	Gorman-Rupp Water 1 Pump 2"	10	Good	As Needed
21	2008	Gorman-Rupp Water 1 Pump 3"	10	Good	As Needed
22	1992	Groundsmaster Trailer	26	Fair	As Needed
23	1999	Groundsmaster Trailer	19	Good	As Needed
24	2011	GVM Anti-Icing Unit	7	Good	As Needed
25	2012	GVM Anti-Icing Unit	6	Good	As Needed

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Equipment (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
26	2009	Harben Sewer Jet	9	Good	2024
27	2008	Hoffman 1625EM Tire Changer	10	Good	2019
28	2008	Hoffman 2400 Tire Balancer	10	Good	2019
29	2002	Hotsy Gas-Fired Pressure Washer	16	Fair	2018
30	2016	HTC Tailgate Conveyor	2	Good	As Needed
31	2000	Jumping Jack Tamper	18	Good	As Needed
32	2012	Kubota Tractor, Model L5240HSTC	6	Good	2022
33	2012	Kubota	6	Excellent	As Needed
34	2014	Kubota ATV II	4	Good	As Needed
35	2015	Kubota RTV X900 WL-A	3	Good	2027
36	2015	Kubota RTV X900 WL-A	3	Good	2027
37	2016	Kubota TRTV 900	2	Excellent	2026
38	2017	Kubota RTV 900 UTV	1	Excellent	2028
39	2017	Kubota RTV 900 UTV	1	Excellent	2028
40	2017	Kubota L476HSTC Tractor	1	Excellent	2027
41	2004	Lely Broadcast Spreader	14	Good	As Needed
42	2010	Liftmore	8	Good	DNR
43	2001	Miller Welder	17	Good	As Needed
44	2011	Miller Welder 275 EFI	7	Good	As Needed
45	2005	Multiguip plate compactor	13	Fair	As Needed
46	2000	New Holland Tractor	18	Good	2018
47	2007	Pavement Cutting Trailer	11	Good	As Needed
48	2009	Pro Tech Snow Pusher	9	Good	As Needed
49	2008	Rotary Electric Lift	10	Good	As Needed
50	2011	Ryan Sod Cutter	7	Good	As Needed
51	2004	Seeda-Vator	14	Good	As Needed
52	2002	Sewer Machine	16	Fair	DNR
53	1996	Takeuchi Trailer	22	Fair	As Needed
54	2011	Tennsmith Metal Brake	7	Good	As Needed
55	2015	Terex 730 Wood Chipper	3	Good	2030
56	2008	Top Brand 6x12 Trailer (Tom's)	10	Good	As Needed
57	2013	Toro Reelmaster 3100-D	5	Good	2019
58	2007	Toro 3500D Sidewinder	11	Good	2020

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.

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Equipment (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
59	2008	Toro Debris Blower 600	10	Good	As Needed
60	2007	Toro Field Line Painter 1200	11	Fair	Do Not Replace
61	2004	Toro Greenmaster Flex 21	14	Fair	2018
62	1994	Toro Greensmaster	24	Fair	As Needed
63	1996	Toro Greensmaster	22	Fair	As Needed
64	2002	Toro Greensmaster	16	Fair	2018
65	2007	Toro Greensmaster 1600	11	Good	2019
66	2008	Toro Greensmaster 500	10	Fair	As Needed
67	2012	Toro Groundsmaster 3280-D	6	Good	2018
68	2012	Toro Groundsmaster 3280-D 4WD	6	Good	2019
69	2013	Toro Groundsmaster 3280-D	5	Good	2020
70	2009	Toro Groundmaster 7210	9	Good	2021
71	2009	Toro Groundsmaster 3500-D	9	Good	2019
72	2009	Toro Grandstand 48" Mower	9	Good	As Needed
73	2017	Toro Grandstand 48" Mower	1	Excellent	2027
74	2016	Toro Groundsmaster 4500D	2	Good	2026
75	2016	Toro Groundsmaster 5910	2	Good	2028
76	2007	Toro Infield Pro 3040	11	Fair	As Needed
77	2012	Toro Infield Pro 5040	6	Good	2019
78	2008	Toro Pro Core 864	10	Good	As Needed
79	2012	Toro Procore Processor	6	Good	As Needed
80	2001	Toyota Forklift	17	Fair	2019
81	2009	Tuff Screen Player Protector	9	Good	As Needed
82	2016	US Cargo Enclosed Trailer 6x12	2	Good	As Needed
83	2004	Vermeer Tub Grinder	14	Good	2018
84	1987	Vicon Spreader	31	Fair	DNR
85	2008	Wacker Vibratory Roller	10	Good	As Needed
86	2009	Weighted Field Tarp	9	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

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Budget</u>	<u>2017</u> <u>Estimate</u>	<u>2018</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 500,558	\$ 485,266	\$ 588,316	\$ 588,109	\$ 607,536
Contractual Services	76,927	83,338	116,040	104,190	109,147
Commodities	14,227	9,611	14,500	14,500	13,500
Distributed Costs	46,036	55,840	54,204	54,204	70,860
Total Administration Expenditures	\$ 637,748	\$ 634,055	\$ 773,060	\$ 761,003	\$ 801,043

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

**GENERAL FUND
PUBLIC WORKS**



Administration Expenditures 01-40-401-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 369,248	\$ 372,272	\$ 358,706	\$ 358,706	\$ 371,341
110 Overtime Wages	2,367	2,390	2,700	2,700	2,800
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	29,122	29,364	27,648	27,441	28,408
199 Overhead Distribution	97,821	79,240	197,262	197,262	202,987
Total Personal Services	\$ 500,558	\$ 485,266	\$ 588,316	\$ 588,109	\$ 607,536
Contractual Services					
217 Miscellaneous Consulting Services	\$ 1,773	\$ 2,121	\$ 2,000	\$ 2,000	\$ 2,000
220 Liability Insurance	37,482	36,691	39,500	39,500	40,547
221 Flood Insurance	21,039	19,037	28,700	16,850	21,100
230 Association Dues	2,307	2,276	2,500	2,500	2,500
231 Travel & Conference Expense	2,837	2,359	5,500	5,500	5,000
290 Other Contractual Services	11,489	20,854	37,840	37,840	38,000
Total Contractual Services	\$ 76,927	\$ 83,338	\$ 116,040	\$ 104,190	\$ 109,147
Commodities					
300 Office Furniture & Equipment	\$ 4,888	\$ 2,007	\$ 5,000	\$ 5,000	\$ 4,000
301 Expendable Office Supplies	6,839	5,883	7,500	7,500	7,500
390 Other Supplies	2,500	1,721	2,000	2,000	2,000
Total Commodities	\$ 14,227	\$ 9,611	\$ 14,500	\$ 14,500	\$ 13,500
Distributed Costs					
600 Scrap Metal Account	\$ 3,968	\$ 3,039	\$ 3,500	\$ 3,500	\$ 3,500
602 Dist. Data Processing Costs	42,068	52,801	50,704	50,704	67,360
Total Distributed Costs	\$ 46,036	\$ 55,840	\$ 54,204	\$ 54,204	\$ 70,860
Total Administration Expenditures	\$ 637,748	\$ 634,055	\$ 773,060	\$ 761,003	\$ 801,043

BUDGETARY COMMENT

Funds allocated for Public Works Administration in 2018 are \$27,983 or 3.6% more than appropriated in 2017. Personal services costs and distributed IT costs are the most significant increases.

ENGINEERING SERVICES

GENERAL FUND
PUBLIC WORKS



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Engineering Expenditures					
Personal Services	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600
Contractual Services	51,176	51,498	70,000	70,000	70,000
Total Engineering Expenditures	<u>\$ 57,776</u>	<u>\$ 58,098</u>	<u>\$ 76,600</u>	<u>\$ 76,600</u>	<u>\$ 76,600</u>

ENGINEERING SERVICES OVERVIEW

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

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

Engineering Expenditures 01-40-402-500???-000	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Personal Services					
140 Township Engineer-Retainer	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600
Total Personal Services	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600
Contractual Services					
211 Professional Services-Engineering	\$ 51,176	\$ 51,498	\$ 70,000	\$ 70,000	\$ 70,000
Total Contractual Services	\$ 51,176	\$ 51,498	\$ 70,000	\$ 70,000	\$ 70,000
Total Engineering Expenditures	<u>\$ 57,776</u>	<u>\$ 58,098</u>	<u>\$ 76,600</u>	<u>\$ 76,600</u>	<u>\$ 76,600</u>

BUDGETARY COMMENT

Funds allocated for Engineering Services in 2017 are the same as 2016.

CIVIC ACTIVITIES

GENERAL FUND PUBLIC WORKS



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Civic Activities Expenditures					
Personal Services	\$ 23,095	\$ 20,616	\$ 32,558	\$ 32,558	\$ 23,090
Contractual Services	1,620	3,505	13,000	13,000	13,000
Commodities	15,724	18,089	19,000	19,000	31,000
Total Civic Activities Expenditures	\$ 40,439	\$ 42,210	\$ 64,558	\$ 64,558	\$ 67,090

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-fifth annual Community Day, the 4th of July Fireworks display, National Public Works Day, Bounty at Boyce Mayview Park, and the Flea Market. Additional Public Works hours are allotted to this program for support to neighborhood block parties, support for high school football games, and participation in community information and promotional activities.

Civic Activities Expenditures 01-40-403-500??-000	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Personal Services					
101 Full-Time Wages	\$ 12,441	\$ 6,446	\$ 12,253	\$ 12,253	\$ 7,140
110 Overtime Wages	3,562	5,918	6,500	6,000	6,000
120 Part Time Wages	262	2,110	2,400	2,900	2,900
198 Social Security Expense	1,216	1,093	1,618	1,618	1,227
199 Overhead Distribution	5,614	5,049	9,787	9,787	5,823
Total Personal Services	\$ 23,095	\$ 20,616	\$ 32,558	\$ 32,558	\$ 23,090
Contractual Services					
290 Other Contractual Services	\$ 1,620	\$ 3,505	\$ 13,000	\$ 13,000	\$ 13,000
Total Contractual Services	\$ 1,620	\$ 3,505	\$ 13,000	\$ 13,000	\$ 13,000
Commodities					
315 Construction Supplies	\$ 685	\$ 993	\$ 1,000	\$ 1,000	\$ 1,000
390 Other Supplies	15,039	17,096	18,000	18,000	30,000
Total Commodities	\$ 15,724	\$ 18,089	\$ 19,000	\$ 19,000	\$ 31,000
Total Civic Activities Expenditures	\$ 40,439	\$ 42,210	\$ 64,558	\$ 64,558	\$ 67,090

BUDGETARY COMMENT

Funds for Civic Activities in 2018 are \$2,532 more than appropriated in 2017 due to costs associated with the improvement of Community Day supplies. 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.

SNOW & ICE CONTROL

GENERAL FUND
PUBLIC WORKS



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Snow & Ice Control Expenditures					
Personal Services	\$ 281,874	\$ 221,549	\$ 275,533	\$ 252,926	\$ 227,301
Contractual Services	-	-	750	750	750
Commodities	514,781	320,803	433,000	433,000	433,000
Distributed Costs	(49,791)	(33,897)	(44,330)	(44,330)	(41,316)
Total Snow & Ice Control Expenditures	<u>\$ 746,864</u>	<u>\$ 508,455</u>	<u>\$ 664,953</u>	<u>\$ 642,346</u>	<u>\$ 619,735</u>

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.

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 1,600 gallons of salt brine and take approximately 4 hours to complete the salting of all Township Roadways.

The Township divides its snow removal fleet into 16 snow removal routes or “wards.” Each driver/truck, once loaded with salt and salt brine, will navigate to his/her ward to complete the de-icing process. Each ward and driver 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 \$171,500.

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 2018 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 2002/03 to 2016/17:

Snowfall Winter			
Year	Season (Inches)	Season Average Temperature	Number of De- Icing Efforts
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
2016-2017	39.6	30.0	26
Average Season	48.3	33.6	36

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SNOW & ICE CONTROL

GENERAL FUND PUBLIC WORKS

Snow & Ice Control Expenditures 01-40-404-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 71,896	\$ 40,759	\$ 73,698	\$ 73,698	\$ 47,592
110 Overtime Wages	124,100	105,224	125,000	105,000	125,000
111 Snow Driver Wages	2,291	1,549	2,500	1,500	2,500
198 Social Security Expense	14,973	11,151	15,392	13,785	13,395
199 Overhead Distribution	68,614	62,866	58,943	58,943	38,814
Total Personal Services	\$ 281,874	\$ 221,549	\$ 275,533	\$ 252,926	\$ 227,301
Contractual Services					
217 Miscellaneous Consulting Services	\$ -	\$ -	\$ 750	\$ 750	\$ 750
Total Contractual Services	\$ -	\$ -	\$ 750	\$ 750	\$ 750
Commodities					
319 Snow & Ice Chemicals	\$ 494,175	\$ 298,606	\$ 400,000	\$ 400,000	\$ 400,000
342 Mechanical Equipment Supplies	18,853	19,222	30,000	30,000	30,000
390 Other Supplies	1,753	2,975	3,000	3,000	3,000
Total Commodities	\$ 514,781	\$ 320,803	\$ 433,000	\$ 433,000	\$ 433,000
Distributed Costs					
605 Dist. Boyce Mayview RAD Costs	\$ (49,791)	\$ (33,897)	\$ (44,330)	\$ (44,330)	\$ (41,316)
Total Distributed Costs	\$ (49,791)	\$ (33,897)	\$ (44,330)	\$ (44,330)	\$ (41,316)
Total Snow & Ice Control Expenditures	\$ 746,864	\$ 508,455	\$ 664,953	\$ 642,346	\$ 619,735

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 2018 are \$45,218 less than appropriated in 2017, due mainly to decreases in Personal Services costs.



Above: Brine Truck for Anti-Icing

**STORM SEWER
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Storm Sewer Mte. Expenditures					
Personal Services	\$ 46,196	\$ 37,294	\$ 36,396	\$ 36,935	\$ 46,950
Contractual Services	14,952	884	15,000	15,000	15,000
Commodities	54,468	43,485	80,000	80,000	80,000
Total Storm Sewer Mte. Expenditures	\$ 115,616	\$ 81,663	\$ 131,396	\$ 131,935	\$ 141,950

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, and the construction and repair of storm sewer systems. The Township’s Pollutant Reduction Plan is available on the Township’s website at <http://www.twpusc.org/public-works/public-works-home>.

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	2016	Oct-17
Storm Sewer Inlets Rebuilt/Maintained	52	62	64	87	73	85	117	65	76

Storm Sewer Mte. Expenditures 01-40-405-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 18,305	\$ 20,715	\$ 18,519	\$ 18,519	\$ 23,676
110 Overtime Wages	1,177	426	1,000	1,500	1,500
120 Part-Time Wages	-	148	500	500	500
198 Social Security Expense	1,451	1,595	1,531	1,570	1,964
199 Overhead Distribution	25,263	14,410	14,846	14,846	19,310
Total Personal Services	\$ 46,196	\$ 37,294	\$ 36,396	\$ 36,935	\$ 46,950
Contractual Services					
290 Other Contractual Services	\$ 14,952	\$ 884	\$ 15,000	\$ 15,000	\$ 15,000
Total Contractual Services	\$ 14,952	\$ 884	\$ 15,000	\$ 15,000	\$ 15,000

**STORM SEWER
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**

	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Commodities					
315 Construction Supplies	\$ 50,653	\$ 39,161	\$ 75,000	\$ 75,000	\$ 75,000
390 Other Supplies	3,815	4,324	5,000	5,000	5,000
Total Commodities	<u>\$ 54,468</u>	<u>\$ 43,485</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>
Total Storm Sewer Mte. Expenditures	<u>\$ 115,616</u>	<u>\$ 81,663</u>	<u>\$ 131,396</u>	<u>\$ 131,935</u>	<u>\$ 141,950</u>

BUDGETARY COMMENT

Funds appropriated for Storm Sewer Maintenance in 2018 are nearly the same as the amount appropriated in 2017 due to increases in personal services costs relating to increased staff effort in this area.



Above: Willowbrooke Storm Sewer

**TRAFFIC ENGINEERING
& SAFETY**

GENERAL FUND
PUBLIC WORKS



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Traffic Eng. & Safety Expenditures					
Personal Services	\$ 27,100	\$ 25,971	\$ 38,778	\$ 38,778	\$ 33,439
Contractual Services	104,646	107,290	106,250	110,250	111,650
Commodities	22,957	18,994	19,500	19,500	19,500
Total Traffic Eng. & Safety Expenditures	\$ 154,703	\$ 152,255	\$ 164,528	\$ 168,528	\$ 164,589

TRAFFIC ENGINEERING & SAFETY OVERVIEW

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

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

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

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

2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
315	314	314	314	314	314	314	315	315	315

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 17,856	\$ 15,480	\$ 20,402	\$ 20,402	\$ 17,446
110 Overtime Wages	343	170	200	200	200
120 Part-Time Wages	-	-	200	200	200
198 Social Security Expense	1,311	1,118	1,591	1,591	1,365
199 Overhead Distribution	7,590	9,203	16,385	16,385	14,228
Total Personal Services	\$ 27,100	\$ 25,971	\$ 38,778	\$ 38,778	\$ 33,439

**TRAFFIC ENGINEERING
& SAFETY**

GENERAL FUND
PUBLIC WORKS



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Contractual Services					
242 Electricity*	\$ 58,803	\$ 58,035	\$ 63,000	\$ 67,000	\$ 68,400
244 Street Light Installation	-	-	750	750	750
253 Traffic Signal Maintenance	9,855	8,074	12,500	12,500	12,500
290 Other Contractual Services	35,988	41,181	30,000	30,000	30,000
Total Contractual Services	<u>\$ 104,646</u>	<u>\$ 107,290</u>	<u>\$ 106,250</u>	<u>\$ 110,250</u>	<u>\$ 111,650</u>
Commodities					
311 Traffic Control Parts**	\$ 21,762	\$ 15,014	\$ 15,000	\$ 15,000	\$ 15,000
312 Traffic Paint	384	118	500	500	500
390 Other Supplies	811	3,862	4,000	4,000	4,000
Total Commodities	<u>\$ 22,957</u>	<u>\$ 18,994</u>	<u>\$ 19,500</u>	<u>\$ 19,500</u>	<u>\$ 19,500</u>
Total Traffic Eng. & Safety Expenditures	<u>\$ 154,703</u>	<u>\$ 152,255</u>	<u>\$ 164,528</u>	<u>\$ 168,528</u>	<u>\$ 164,589</u>

*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 2018 are nearly the same as budgeted in 2017.

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STREET MAINTENANCE

GENERAL FUND
PUBLIC WORKS



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Street Maintenance Expenditures					
Personal Services	\$ 291,976	\$ 205,785	\$ 288,288	\$ 288,288	\$ 248,437
Contractual Services	7,911	5,253	14,500	14,500	14,500
Commodities	48,630	26,735	49,500	49,500	54,500
Total Street Maintenance Expenditures	\$ 348,517	\$ 237,773	\$ 352,288	\$ 352,288	\$ 317,437

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.

2013	2014	2015	2016	2017
3.70	3.61	5.72	4.59	5.64

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 2018, the State will reimburse the Township approximately \$20,600 for the maintenance of State roads located in the Township.

The Township also participates in a State Road Turnback program. This program permits the State to turn back control of State roads to participating municipalities, in the event that the road is actually used as a local road. In 2018, the anticipated revenue from the State Road Turnback program is \$18,880.

STREET MAINTENANCE

GENERAL FUND
PUBLIC WORKS



Street Maintenance Expenditures 01-40-408-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 137,192	\$ 104,428	\$ 147,292	\$ 147,292	\$ 125,615
110 Overtime Wages	5,216	2,474	5,000	5,000	5,000
120 Part-Time Wages	6,296	3,334	6,000	6,000	5,000
198 Social Security Expense	11,138	8,311	12,109	12,109	10,375
199 Overhead Distribution	132,134	87,238	117,887	117,887	102,447
Total Personal Services	\$ 291,976	\$ 205,785	\$ 288,288	\$ 288,288	\$ 248,437
Contractual Services					
290 Other Contractual Services*	\$ 7,911	\$ 5,253	\$ 14,500	\$ 14,500	\$ 14,500
Total Contractual Services	\$ 7,911	\$ 5,253	\$ 14,500	\$ 14,500	\$ 14,500
Commodities					
313 Street Sign Supplies	\$ 6,627	\$ 4,287	\$ 10,000	\$ 10,000	\$ 15,000
315 Construction Supplies	4,214	2,313	12,500	12,500	12,500
316 Asphalt Supplies**	31,409	11,118	17,000	17,000	17,000
343 Tools & Equipment***	5,809	7,431	7,500	7,500	7,500
390 Other Supplies	571	1,586	2,500	2,500	2,500
Total Commodities	\$ 48,630	\$ 26,735	\$ 49,500	\$ 49,500	\$ 54,500
Total Street Maintenance Expenditures	\$ 348,517	\$ 237,773	\$ 352,288	\$ 352,288	\$ 317,437

*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 2018 are \$34,851 less than appropriated in 2017 due to a decrease in Personal Services costs.

REFUSE COLLECTION

**GENERAL FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Refuse Collection Expenditures					
Contractual Services	\$ 1,383,706	\$ 1,297,395	\$ 1,224,500	\$ 1,244,500	\$ 1,255,500
Total Refuse Collection Expenditures	\$ 1,383,706	\$ 1,297,395	\$ 1,224,500	\$ 1,244,500	\$ 1,255,500

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Contractual Services					
271 Garbage Collection Services*	\$ 938,876	\$ 987,663	\$ 990,000	\$ 990,000	\$ 1,020,000
272 Recycling Collection Services	440,540	307,792	230,000	250,000	231,000
290 Other Contractual Services**	4,290	1,940	4,500	4,500	4,500
Total Contractual Services	\$ 1,383,706	\$ 1,297,395	\$ 1,224,500	\$ 1,244,500	\$ 1,255,500
Total Refuse Collection Expenditures	\$ 1,383,706	\$ 1,297,395	\$ 1,224,500	\$ 1,244,500	\$ 1,255,500

***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 2018 Budget is \$31,000 more than appropriated in 2017 due to contractual cost increases and additional houses.

BUILDING MAINTENANCE

GENERAL FUND PUBLIC WORKS



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Building Maintenance Expenditures					
Personal Services	\$ 270,250	\$ 316,647	\$ 248,386	\$ 251,615	\$ 422,431
Contractual Services	327,874	350,408	369,000	372,000	383,250
Commodities	55,267	74,555	83,000	83,000	83,000
Total Building Maintenance Expenditures	\$ 653,391	\$ 741,610	\$ 700,386	\$ 706,615	\$ 888,681

BUILDING MAINTENANCE OVERVIEW

The Building Maintenance program provides for the maintenance and operation of the Township buildings, which include the Municipal Building, the Public Works Building, the McLaughlin Run Activity Center, the Log House, the Tennis Center, Route 19 Fire Hall, Morton Road Fire Hall, the Public Works Annex Building at Boyce Mayview Park, all concession and bathroom buildings, and assistance at the Community & Recreation Center. Building maintenance duties include, but are not limited to, 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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 114,853	\$ 180,093	\$ 117,393	\$ 117,393	\$ 206,765
110 Overtime Wages	3,990	8,999	10,000	5,000	5,000
120 Part-Time Wages	15,223	18,141	16,000	24,000	24,000
198 Social Security Expense	10,080	15,546	10,970	11,199	18,036
199 Overhead Distribution	126,104	93,868	94,023	94,023	168,630
Total Personal Services	\$ 270,250	\$ 316,647	\$ 248,386	\$ 251,615	\$ 422,431
Contractual Services					
221 Property Damage Insurance	\$ 8,238	\$ 8,333	\$ 9,000	\$ 9,000	\$ 9,150
240 Water and Sewerage	16,688	25,856	17,000	17,000	18,700
241 Natural Gas	36,091	27,487	55,000	55,000	60,500
242 Electricity	85,299	91,090	90,000	93,000	94,900
255 Repairs & Maintenance-Building	47,830	45,718	55,000	55,000	55,000
256 Heating/Air Conditioning Mte.	31,806	61,176	50,000	50,000	50,000
290 Other Contractual Services	101,922	90,748	93,000	93,000	95,000
Total Contractual Services	\$ 327,874	\$ 350,408	\$ 369,000	\$ 372,000	\$ 383,250

BUILDING MAINTENANCE**GENERAL FUND
PUBLIC WORKS**

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Commodities					
305 Building Maintenance Equipment	\$ 13,051	\$ 18,337	\$ 18,000	\$ 18,000	\$ 18,000
306 Building Maintenance Supplies	42,216	56,218	65,000	65,000	65,000
Total Commodities	\$ 55,267	\$ 74,555	\$ 83,000	\$ 83,000	\$ 83,000
Total Building Maintenance Expenditures	\$ 653,391	\$ 741,610	\$ 700,386	\$ 706,615	\$ 888,681

BUDGETARY COMMENT

Funds requested for Building Maintenance in 2018 are \$188,295 more than appropriated in 2017. This is due to increases personal services costs which reflect heightened building maintenance efforts from Public Works staff in the past 2 years.

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EQUIPMENT MAINTENANCE

**GENERAL FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Equipment Maintenance Expenditures					
Personal Services	\$ 328,827	\$ 293,541	\$ 298,678	\$ 298,678	\$ 289,322
Contractual Services	66,448	71,948	84,300	84,300	85,792
Commodities	251,675	201,743	357,000	267,000	297,000
Distributed Costs	(81,256)	(83,287)	(85,369)	(85,369)	(87,502)
Total Equipment Mte. Expenditures	\$ 565,694	\$ 483,945	\$ 654,609	\$ 564,609	\$ 584,612

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 160,640	\$ 140,450	\$ 156,496	\$ 156,496	\$ 150,353
110 Overtime Wages	3,671	1,580	3,000	3,000	3,000
120 Part-Time Wages	720	984	1,500	1,500	1,500
198 Social Security Expense	12,533	10,869	12,316	12,316	11,846
199 Overhead Distribution	151,263	139,658	125,366	125,366	122,623
Total Personal Services	\$ 328,827	\$ 293,541	\$ 298,678	\$ 298,678	\$ 289,322
Contractual Services					
222 Vehicle Insurance	\$ 38,647	\$ 50,468	\$ 53,300	\$ 53,300	\$ 54,792
252 Communication Equipment Mte.	2,213	2,076	4,000	4,000	4,000
254 Repairs & Maintenance-Vehicles*	20,322	16,124	22,000	22,000	22,000
290 Other Contractual Services**	5,266	3,280	5,000	5,000	5,000
Total Contractual Services	\$ 66,448	\$ 71,948	\$ 84,300	\$ 84,300	\$ 85,792

*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

EQUIPMENT MAINTENANCE

**GENERAL FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Commodities					
340 Vehicle Supplies	\$ 74,053	\$ 61,401	\$ 80,000	\$ 80,000	\$ 80,000
341 Fuels & Lubricants	140,474	101,845	230,000	140,000	170,000
343 Tools & Equipment	10,481	8,413	15,000	15,000	15,000
344 Tires	22,000	28,518	27,000	27,000	27,000
390 Other Supplies	4,667	1,566	5,000	5,000	5,000
Total Commodities	\$ 251,675	\$ 201,743	\$ 357,000	\$ 267,000	\$ 297,000
Distributed Costs					
601 Less: Dist. Vehicle Costs	\$ (81,256)	\$ (83,287)	\$ (85,369)	\$ (85,369)	\$ (87,502)
Total Distributed Costs	\$ (81,256)	\$ (83,287)	\$ (85,369)	\$ (85,369)	\$ (87,502)
Total Equipment Mte. Expenditures	\$ 565,694	\$ 483,945	\$ 654,609	\$ 564,609	\$ 584,612

BUDGETARY COMMENT

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

Fund - Acct.			2017	2018
No.	Program	Vehicles	Distribution	Distribution
01-102	Administration	4	\$ 11,183	\$ 11,462
01-201	Police	20	47,924	49,122
01-301	Comm. Development	2	5,456	5,592
01-415	Parks Maintenance	Mowing Equip.	6,054	6,205
01-501	Recreation	1	2,693	2,760
50-425	Sanitary Sewer Fund	3	8,077	8,279
52-415	Boyce Mayview RAD	1	2,933	3,006
52-415	Boyce Mayview RAD	Mowing Equip.	1,050	1,076
Total Vehicle Distribution			\$ 85,370	\$ 87,502

The undistributed portion of the Equipment Maintenance budget of \$584,612 represents an estimate of the vehicle maintenance and operation costs associated with all other Public Works programs. Funds requested for Equipment Maintenance are \$69,997 less than 2017 due primarily to a reduction in the fuel budget.

**GOLF COURSE
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Golf Course Maintenance Expenditures					
Personal Services	\$ 52,999	\$ 56,280	\$ 51,695	\$ 51,910	\$ 75,253
Contractual Services	7,492	9,354	14,555	14,600	14,850
Commodities	27,954	29,251	31,000	31,000	31,000
Total Golf Course Mte. Expenditures	\$ 88,445	\$ 94,885	\$ 97,250	\$ 97,510	\$ 121,103

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. The 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 \$5,000 in revenue in 2017. This revenue represents 4.13% of the direct operating costs.

Golf Course Maintenance Expenditures 01-40-413-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 25,593	\$ 33,633	\$ 27,097	\$ 27,097	\$ 39,204
110 Overtime Wages	122	411	250	450	450
120 Part-Time Wages	-	512	550	550	550
198 Social Security Expense	1,917	2,542	2,134	2,149	3,076
199 Overhead Distribution	25,367	19,182	21,664	21,664	31,973
Total Personal Services	\$ 52,999	\$ 56,280	\$ 51,695	\$ 51,910	\$ 75,253
Contractual Services					
240 Water and Sewerage	\$ 7,423	\$ 9,274	\$ 14,500	\$ 14,500	\$ 14,750
242 Electricity	69	80	55	100	100
Total Contractual Services	\$ 7,492	\$ 9,354	\$ 14,555	\$ 14,600	\$ 14,850
Commodities					
315 Construction Supplies	\$ 409	\$ 1,450	\$ 3,000	\$ 3,000	\$ 3,000
327 Botanical Supplies	25,534	24,935	25,000	25,000	25,000
328 Park Maintenance Supplies	2,011	2,866	3,000	3,000	3,000
Total Commodities	\$ 27,954	\$ 29,251	\$ 31,000	\$ 31,000	\$ 31,000
Total Golf Course Mte. Expenditures	\$ 88,445	\$ 94,885	\$ 97,250	\$ 97,510	\$ 121,103

BUDGETARY COMMENT

Funds requested for Golf Course Maintenance in 2018 are \$23,853 more than 2017 due to increases in Personal Services costs.

**TENNIS COURT MAINTENANCE
& SUPERVISION**

**GENERAL FUND
PUBLIC WORKS**

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Tennis Court Mte. Expenditures					
Personal Services	\$ 63,424	\$ 68,967	\$ 63,110	\$ 64,940	\$ 78,334
Contractual Services	2,872	1,307	4,100	4,100	4,400
Commodities	9,407	12,657	10,500	10,500	12,500
Total Tennis Court Mte. Expenditures	\$ 75,703	\$ 82,931	\$ 77,710	\$ 79,540	\$ 95,234

TENNIS COURT MAINTENANCE & SUPERVISION OVERVIEW

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

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

Tennis Court Mte. Expenditures 01-40-414-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 21,825	\$ 26,218	\$ 22,276	\$ 22,276	\$ 30,022
110 Overtime Wages	969	2,083	800	2,500	1,000
120 Part-Time Wages	19,255	20,572	19,000	19,000	19,000
198 Social Security Expense	3,182	3,697	3,219	3,349	3,827
199 Overhead Distribution	18,193	16,397	17,815	17,815	24,485
Total Personal Services	\$ 63,424	\$ 68,967	\$ 63,110	\$ 64,940	\$ 78,334



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

**TENNIS COURT MAINTENANCE
& SUPERVISION**

**GENERAL FUND
PUBLIC WORKS**

	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Contractual Services					
241 Natural Gas	\$ 1,824	\$ 919	\$ 3,000	\$ 3,000	\$ 3,300
243 Telephone	72	72	100	100	100
290 Other Contractual Services	976	316	1,000	1,000	1,000
Total Contractual Services	<u>\$ 2,872</u>	<u>\$ 1,307</u>	<u>\$ 4,100</u>	<u>\$ 4,100</u>	<u>\$ 4,400</u>
Commodities					
326 Tennis Court Supplies	\$ 500	\$ 578	\$ 500	\$ 500	\$ 500
328 Park Maintenance Supplies	8,907	12,079	10,000	10,000	12,000
Total Commodities	<u>\$ 9,407</u>	<u>\$ 12,657</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>	<u>\$ 12,500</u>
Total Tennis Court Mte. Expenditures	<u><u>\$ 75,703</u></u>	<u><u>\$ 82,931</u></u>	<u><u>\$ 77,710</u></u>	<u><u>\$ 79,540</u></u>	<u><u>\$ 95,234</u></u>

BUDGETARY COMMENT

Funds requested for Tennis Court Maintenance and Supervision are \$17,524 more than requested in 2017 due to increases in Personal Services costs.



Above: Tennis bubble interior

PARKS MAINTENANCE

GENERAL FUND
PUBLIC WORKS



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Parks Maintenance Expenditures					
Personal Services	\$ 630,168	\$ 551,274	\$ 652,050	\$ 644,514	\$ 588,830
Contractual Services	92,199	122,209	109,500	111,000	111,700
Commodities	86,038	85,841	107,000	107,000	107,000
Distributed Costs	5,762	5,906	6,054	6,054	6,205
Total Parks Maintenance Expenditures	\$ 814,167	\$ 765,230	\$ 874,604	\$ 868,568	\$ 813,735

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	Developed Community and Neighborhood Parks	Acres
Boyce Road Site	4.50	Baker Park	13.82
Brookside Site	3.70	Beadling Soccer Field	3.36
Gilfillan Site	59.57	Boyce Mayview Park Complex	15.00
Mayview Property	238.00	Byrnwick Park	7.05
Old Morton Road Site	43.00	Clair Park	2.20
Ravine Park	10.51	Golf Course and Central Municipal Park	19.50
Regional Park-Boyce	237.00	Hays Road Park	4.21
Slope Land and Other Undeveloped Parcel	10.44	Johnston Park	2.48
Total	606.72	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
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		

PARKS MAINTENANCE

**GENERAL FUND
PUBLIC WORKS**

Parks Maintenance Expenditures 01-40-415-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 287,460	\$ 234,039	\$ 321,570	\$ 321,570	\$ 287,883
110 Overtime Wages	16,629	6,586	17,000	10,000	12,000
120 Part-Time Wages	24,119	21,800	28,000	28,000	29,000
198 Social Security Expense	24,697	19,799	28,043	27,507	25,160
199 Overhead Distribution	277,263	269,050	257,437	257,437	234,787
Total Personal Services	\$ 630,168	\$ 551,274	\$ 652,050	\$ 644,514	\$ 588,830
Contractual Services					
240 Water and Sewerage	\$ 25,474	\$ 57,523	\$ 33,000	\$ 33,000	\$ 33,000
241 Natural Gas	2,215	2,021	3,500	3,500	3,900
242 Electricity	11,265	12,140	12,000	13,500	13,800
290 Other Contractual Services	25,170	32,610	33,000	33,000	33,000
299 Annual Park Maintenance Prog.	28,075	17,915	28,000	28,000	28,000
Total Contractual Services	\$ 92,199	\$ 122,209	\$ 109,500	\$ 111,000	\$ 111,700
Commodities					
315 Construction Supplies	\$ 33,525	\$ 23,843	\$ 34,000	\$ 34,000	\$ 34,000
327 Botanical Supplies	23,260	35,282	35,000	35,000	35,000
328 Park Maintenance Supplies	17,332	15,205	17,000	17,000	17,000
342 Mechanical Equipment & Supplies	8,224	5,562	13,500	13,500	13,500
343 Tools & Equipment	2,061	4,121	5,000	5,000	5,000
390 Other Supplies	1,636	1,828	2,500	2,500	2,500
Total Commodities	\$ 86,038	\$ 85,841	\$ 107,000	\$ 107,000	\$ 107,000
Distributed Costs					
601 Dist. Vehicle Costs	\$ 5,762	\$ 5,906	\$ 6,054	\$ 6,054	\$ 6,205
Total Distributed Costs	\$ 5,762	\$ 5,906	\$ 6,054	\$ 6,054	\$ 6,205
Total Parks Maintenance Expenditures	\$ 814,167	\$ 765,230	\$ 874,604	\$ 868,568	\$ 813,735

BUDGETARY COMMENT

Funds requested for Parks Maintenance in 2018 are \$60,869 less than appropriated in 2017 due to a smaller Personal Services cost allocation.



Right: New parking lot for Wiltshire Park

FORESTRY

GENERAL FUND
PUBLIC WORKS



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Forestry Expenditures					
Personal Services	\$ 23,824	\$ 25,613	\$ 19,873	\$ 21,164	\$ 36,434
Contractual Services	53,297	65,437	60,000	60,000	75,000
Commodities	4,365	2,357	7,000	7,000	7,000
Total Forestry Expenditures	\$ 81,486	\$ 93,407	\$ 86,873	\$ 88,164	\$ 118,434

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 6,420	\$ 13,752	\$ 8,429	\$ 8,429	\$ 16,810
110 Overtime Wages	1,587	2,371	2,000	3,200	2,500
120 Part Time Wages	32	1,633	1,800	1,800	1,800
198 Social Security Expense	607	1,335	936	1,027	1,615
199 Overhead Distribution	15,178	6,522	6,708	6,708	13,709
Total Personal Services	\$ 23,824	\$ 25,613	\$ 19,873	\$ 21,164	\$ 36,434
Contractual Services					
290 Other Contractual Services	\$ 53,297	\$ 65,437	\$ 60,000	\$ 60,000	\$ 75,000
Total Contractual Services	\$ 53,297	\$ 65,437	\$ 60,000	\$ 60,000	\$ 75,000
Commodities					
327 Botanical Supplies	\$ 3,462	\$ 1,621	\$ 5,000	\$ 5,000	\$ 5,000
390 Other Supplies	903	736	2,000	2,000	2,000
Total Commodities	\$ 4,365	\$ 2,357	\$ 7,000	\$ 7,000	\$ 7,000
Total Forestry	\$ 81,486	\$ 93,407	\$ 86,873	\$ 88,164	\$ 118,434

BUDGETARY COMMENT

Funds requested for Forestry in 2018 are \$31,561 more than appropriated in 2017 due to an increase in the Personal Services cost allocation and increases in tree removal services necessary to address the growing number of diseased and dying trees.

**SCHOOL GROUNDS
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
School Grounds Mte. Expenditures					
Personal Services	\$ -	\$ -	\$ 229	\$ 229	\$ -
Total School Grounds Mte. Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 229</u>	<u>\$ 229</u>	<u>\$ -</u>

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	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Personal Services					
101 Full-Time Wages	\$ -	\$ -	\$ 213	\$ 213	\$ -
198 Social Security Expense	-	-	16	16	-
Total Personal Services	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 229</u>	<u>\$ 229</u>	<u>\$ -</u>
Total School Grounds Mte. Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 229</u>	<u>\$ 229</u>	<u>\$ -</u>

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.

FORCE WORK PROJECTS

GENERAL FUND
PUBLIC WORKS



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Force Work Projects Expenditures					
Personal Services	\$ 1,791	\$ 2,462	\$ 220	\$ 220	\$ 2,937
Contractual Services	2,295	-	2,500	2,500	2,500
Commodities	-	-	5,000	5,000	5,000
Total Force Work Projects Expenditures	\$ 4,086	\$ 2,462	\$ 7,720	\$ 7,720	\$ 10,437

FORCE WORK PROJECTS OVERVIEW

The purpose of this account is to collect labor costs associated with a number of projects planned for 2018 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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 216	\$ 1,471	\$ -	\$ -	\$ 1,552
110 Overtime Wages	-	408	-	-	-
198 Social Security Expense	16	141	-	-	119
199 Overhead Distribution	1,559	442	220	220	1,266
Total Personal Services	\$ 1,791	\$ 2,462	\$ 220	\$ 220	\$ 2,937
Contractual Services					
290 Other Contractual Services	\$ 2,295	\$ -	\$ 2,500	\$ 2,500	\$ 2,500
Total Contractual Services	\$ 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	\$ 4,086	\$ 2,462	\$ 7,720	\$ 7,720	\$ 10,437

BUDGETARY COMMENT

This program provides an appropriation for labor expenses and equipment rental. Funds requested for Force Work Projects in 2018 are \$2,717 more than appropriated in 2017 due to an increase in the Personal Services cost allocation.

OVERHEAD DISTRIBUTION

GENERAL FUND
PUBLIC WORKS



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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
101 Full-Time Wages	\$ 247,984	\$ 225,551	\$ 302,659	\$ 302,659	\$ 285,676
112 Craft Wages	8,283	7,554	12,000	12,000	12,000
162 Group Life Insurance	8,334	5,256	6,563	6,563	7,766
163 Medical Insurance	339,298	330,098	397,175	397,175	411,030
164 Workers' Compensation	93,216	94,400	110,369	110,369	113,583
166 Pension Costs	385,654	276,812	213,278	213,278	267,469
167 Long-term Disability Insurance	4,792	4,910	5,075	5,075	5,449
198 Social Security Expense	22,875	21,243	24,071	24,071	22,772
262 Uniform Reimbursement	22,023	20,844	28,500	28,500	28,500
199 Less: Dist. Operating Costs	(1,127,545)	(953,522)	(1,099,690)	(1,099,690)	(1,154,245)
Total Public Works Overhead Distribution	\$ 4,914	\$ 33,146	\$ -	\$ -	\$ -

In 2018, the total overhead Fringe Benefit expense estimate of \$1,154,245 is distributed to the Public Works departments based on actual costs. The distribution is as follows:

Fund-Acct. No.	2017 Distribution	2018 Distribution
01-401 Public Works Administration	\$ 197,262	\$ 202,987
01-403 Civic Activities	9,787	5,823
01-404 Snow and Ice Control	58,943	38,814
01-405 Storm Sewer Maintenance	14,846	19,310
01-406 Traffic Safety	16,385	14,228
01-408 Street Maintenance	117,887	102,447
01-411 Building Maintenance	94,023	168,630
01-412 Equipment Maintenance	125,366	122,623
01-413 Golf Course Maintenance	21,664	31,973
01-414 Tennis Court Maintenance	17,815	24,485
01-415 Parks Maintenance	257,437	234,787
01-416 Forestry	6,708	13,709
01-418 Force Work Projects	220	1,266
50-425 Sanitary Sewer Fund	5,938	11,185
52-102 Boyce Mayview Park RAD Fund	155,409	161,978
Total Distributed Amount	\$ 1,099,690	\$ 1,154,245

GENERAL FUND

RECREATION

SUMMARY

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Recreation Expenditures					
Personal Services	\$ 203,219	\$ 184,979	\$ 205,645	\$ 191,220	\$ 207,229
Contractual Services	191,071	147,011	222,575	215,575	223,448
Commodities	47,152	60,412	55,350	52,741	54,250
Distributed Costs	34,923	43,243	28,045	28,045	30,827
Total Recreation Expenditures	<u>\$ 476,365</u>	<u>\$ 435,645</u>	<u>\$ 511,615</u>	<u>\$ 487,581</u>	<u>\$ 515,754</u>

RECREATION AND LEISURE SERVICES OVERVIEW

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

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



PROGRAM AREAS SERVED

Preschool, Youth and Teen

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

Summer Camp Program

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

Family

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

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



Community Program Youth and Adult Sports

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

Older Adults Program

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

DEPARTMENT EXPENDITURES

Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 64,602	\$ 67,008	\$ 52,882	\$ 52,882	\$ 54,148
110 Overtime Wages	-	23	100	100	100
120 Part-Time Wages	97,006	77,090	109,000	95,600	107,700
162 Group Life Insurance	196	265	362	362	427
163 Medical Insurance	11,989	12,356	11,753	11,753	12,780
164 Workers' Compensation	12,275	12,431	14,534	14,534	14,957
166 Pension Costs	4,271	4,221	3,966	3,966	4,061
167 Long-term Disability Insurance	120	158	154	154	165
168 Post Retirement Plan	600	600	500	500	500
198 Social Security Expense	12,160	10,827	12,394	11,369	12,391
Total Personal Services	\$ 203,219	\$ 184,979	\$ 205,645	\$ 191,220	\$ 207,229
Contractual Services					
213 Professional Services-Pathfinder	\$ 1,560	\$ 1,635	\$ 1,775	\$ 1,775	\$ 2,000
220 Liability Insurance	25,928	25,381	27,400	27,400	28,048
230 Association Dues	225	95	1,000	1,000	1,000
231 Travel & Conference Expense	425	1,121	3,500	3,500	3,500
241 Natural Gas	51,101	29,326	60,000	60,000	66,000
242 Electricity	21,691	20,870	23,000	22,000	22,500
261 Rental Charges-Transportation	1,450	3,229	1,600	1,600	2,000
264 Rental Charges-Facilities	-	-	3,000	3,000	3,000
275 Printing & Duplicating	12,035	10,515	13,000	13,000	13,100
278 Postage	4,330	2,422	6,000	6,000	6,000
279 Self Supporting Programs	44,629	41,047	42,000	42,000	42,000
290 Other Contractual Services	27,697	11,370	40,300	34,300	34,300
Total Contractual Services	\$ 191,071	\$ 147,011	\$ 222,575	\$ 215,575	\$ 223,448

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



DEPARTMENT EXPENDITURES (Continued)

Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Commodities					
301 Expendable Office Supplies	\$ 1,827	\$ 3,496	\$ 2,000	\$ 2,000	\$ 2,000
302 Books & Subscriptions	-	-	250	250	250
326 Recreation Supplies	44,739	55,503	51,850	49,100	50,600
328 Parks Maintenance Supplies	109	398	250	391	400
390 Other Supplies	477	1,015	1,000	1,000	1,000
Total Commodities	\$ 47,152	\$ 60,412	\$ 55,350	\$ 52,741	\$ 54,250
Distributed Costs					
601 Dist. Vehicle Costs	\$ 2,563	\$ 2,627	\$ 2,693	\$ 2,693	\$ 2,760
602 Dist. Data Processing Costs	32,360	40,616	25,352	25,352	28,067
Total Distributed Costs	\$ 34,923	\$ 43,243	\$ 28,045	\$ 28,045	\$ 30,827
Total Recreation Expenditures	\$ 476,365	\$ 435,645	\$ 511,615	\$ 487,581	\$ 515,754

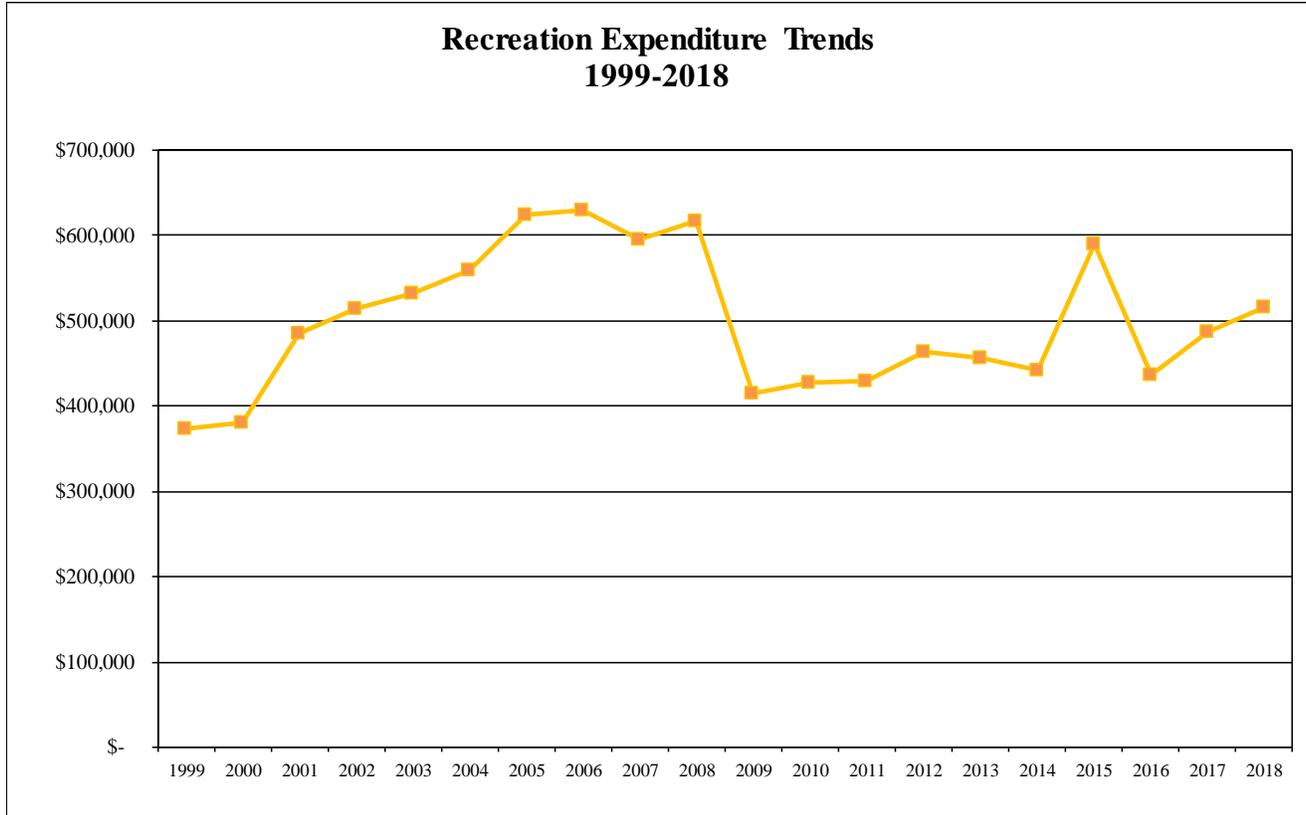
BUDGETARY COMMENT

Funds requested for recreation in 2018 are \$4,139 more than appropriated in 2017. The most significant change is an increase 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 1.80%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$ 30,118
How many real estate tax mills?	-	\$ 13,110.27
Earned Income Tax per \$100?	\$ 0.16	\$ 14,042.73
Percentage of Other Taxes?	0.02%	\$ 2,965.00

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

GENERAL FUND

RECREATION

ADMINISTRATION

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Budget</u>	<u>2017</u> <u>Estimate</u>	<u>2018</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 101,677	\$ 101,992	\$ 89,919	\$ 89,919	\$ 92,903
Contractual Services	43,659	40,251	51,800	51,800	52,548
Commodities	2,304	5,732	3,750	3,750	3,750
Distributed Costs	34,923	43,243	28,045	28,045	30,827
Total Administration Expenditures	\$ 182,563	\$ 191,218	\$ 173,514	\$ 173,514	\$ 180,028

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.

2017 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.
- Continued progress on NRPA National Certification.
- Continued to work closely with the Youth Steering Committee in providing educational sessions and recreational opportunities.
- Developed relationship with the Animal Rescue League/Humane Society to provide Nature Programs.
- Work closely with the Parks & Recreation Advisory Board on neighborhood park improvements.

2018 DEPARTMENT GOALS AND OBJECTIVES

- Continue to be the regional leader in Parks and Recreation while focusing on the quality of life in USC.
- 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.
- Identify and implement efficiencies within the Administration Office.
- Continue to work with the Youth Steering Committee to provide the community with educational sessions and recreational opportunities.
- Continue to work closely with the Parks and Recreation Advisory Board on park improvements.

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.

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COMPREHENSIVE PLAN STATUS (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 2017, the Board of Commissioners formally established the Boyce Mayview Rail-with-Trail Ad Hoc Committee in order to examine the feasibility of a connection from the Boyce Mayview Park trail system to the Montour Trail. In addition, goals include the connection with adjacent amenities including, but not limited to, Fairview Park, the Hastings development (former Mayview State Hospital property) and Peters Township.

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

UPDATE: Staff continues to explore land acquisition opportunities in core areas of the Township. In July 2016, the Township purchased 108 Hays Road using a FEMA Hazard Mitigation Grant in order to mitigate future losses as a result of flood damage. This property will remain open space.

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

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

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DEPARTMENT STATISTICS AND BENCHMARKS

- Through October 2017, 3,175 participants have registered for 241 program offerings.
- \$372,275 is budgeted to be collected from program revenue in 2018.
- 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	2013	2014	2015	2016	Oct-17
All Programs					
Total Participants	3,167	3,252	2,961	3,339	3,175
Total Program Offerings	168	167	195	255	241
Permits for Meeting Rooms (MAC)	358	349	372	341	277
Permits for Fields	47	47	48	75	62
Field Bookings	2,309	2,397	2,615	2,883	2,875
Permits for Pavilions	92	40	43	53	37
Permits for C&RC Meeting Rooms	92	422	614	678	532
Program Participants					
Football Training	125	100	96	n/a	n/a
Aerobics/Dance & Exercise Classes	113	119	106	73	68
Soccer Programs	170	184	215	117	97
Summer Playground & Cultural Arts	707	924	562	894	987
Girls Softball Camp	32	32	47	16	16
Golf Lessons	n/a	n/a	62	43	34
Summer Music	46	26	29	39	28
Tennis Bubble/Paddle Tennis	130	124	97	94	103
Miscellaneous Self-Supporting	944	988	1,057	2,743	1,331
Youth Basketball	853	739	883	125	98
Instructional Baseball	26	16	54	88	119
Other Program Statistics					
Softball Programs	22 Teams	15 Teams	15 Teams	14 Teams	14 Teams
Older Adults	2,249 Meals	1,802 Meals	1,520 meals	1,382 meals	1,450 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 2017. Through October 2017, 908 permits for Township meeting rooms, pavilions and fields were issued.

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

GENERAL FUND

RECREATION

PROGRAM SUMMARY

**PROGRAM
SUMMARY**

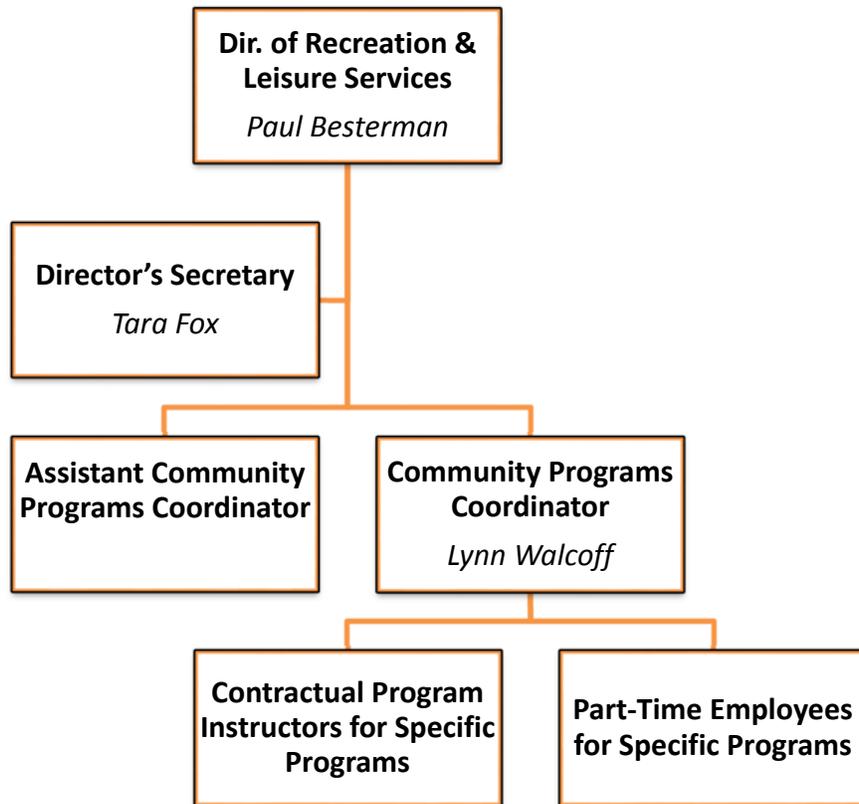
GENERAL FUND
RECREATION AND LEISURE SERVICES



DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Recreation and Leisure Services Department for 2018 are listed below.

Position Title	Pay Grade	Minimum	Maximum	2018 Positions
Director of Recreation and Leisure Services	3	\$85,951	\$123,263	1
Community Program Coordinator	11	\$39,206	\$56,225	1
Office Secretary	13	\$32,401	\$46,468	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%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



DEPARTMENT EXPENDITURES

Administration Expenditures 01-50-501-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 64,602	\$ 67,008	\$ 52,882	\$ 52,882	\$ 54,148
110 Overtime Wages	-	23	100	100	100
120 Part-Time Wages	2,680	-	1,500	1,500	1,500
162 Group Life Insurance	196	265	362	362	427
163 Medical Insurance	11,989	12,356	11,753	11,753	12,780
164 Workers' Compensation	12,275	12,431	14,534	14,534	14,957
166 Pension Costs	4,271	4,221	3,966	3,966	4,061
167 Long-term Disability Insurance	120	158	154	154	165
168 Post Retirement Plan	600	600	500	500	500
198 Social Security Expense	4,944	4,930	4,168	4,168	4,265
Total Personal Services	\$ 101,677	\$ 101,992	\$ 89,919	\$ 89,919	\$ 92,903
Contractual Services					
220 Liability Insurance	\$ 25,928	\$ 25,381	\$ 27,400	\$ 27,400	\$ 28,048
230 Association Dues	225	95	1,000	1,000	1,000
231 Travel & Conference Expense	425	1,121	3,500	3,500	3,500
275 Printing & Duplicating	12,035	10,515	12,900	12,900	13,000
278 Postage	4,330	2,422	6,000	6,000	6,000
290 Other Contractual Services	716	717	1,000	1,000	1,000
Total Contractual Services	\$ 43,659	\$ 40,251	\$ 51,800	\$ 51,800	\$ 52,548
Commodities					
301 Expendable Office Supplies	\$ 1,827	\$ 3,496	\$ 2,000	\$ 2,000	\$ 2,000
302 Books & Subscriptions	-	-	250	250	250
326 Recreation Supplies	-	1,221	500	500	500
390 Other Supplies	477	1,015	1,000	1,000	1,000
Total Commodities	\$ 2,304	\$ 5,732	\$ 3,750	\$ 3,750	\$ 3,750
Distributed Costs					
601 Dist. Vehicle Costs	\$ 2,563	\$ 2,627	\$ 2,693	\$ 2,693	\$ 2,760
602 Dist. Data Processing Costs	32,360	40,616	25,352	25,352	28,067
Total Distributed Costs	\$ 34,923	\$ 43,243	\$ 28,045	\$ 28,045	\$ 30,827
Total Administration Expenditures	\$ 182,563	\$ 191,218	\$ 173,514	\$ 173,514	\$ 180,028

BUDGETARY COMMENT

Funds requested for Recreation Administration in 2018 are \$6,514 more than appropriated in 2017 due primarily to increases in Personal Services costs and distributed Information Technology costs.

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Program Expenditures					
Personal Services	\$ 101,542	\$ 82,987	\$ 115,726	\$ 101,301	\$ 114,326
Contractual Services	147,412	106,760	170,775	163,775	170,900
Commodities	44,848	54,680	51,600	48,991	50,500
Total Program Expenditures	\$ 293,802	\$ 244,427	\$ 338,101	\$ 314,067	\$ 335,726

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 2018 are \$335,726. Anticipated fees generated by these programs are \$372,275. Thus, recreation programs are fully fee supported.

Program Expenditures 01-50-502-500 TO 01-50-530-500	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
120 Part-Time Wages	\$ 94,326	\$ 77,090	\$ 107,500	\$ 94,100	\$ 106,200
198 Social Security Expense	7,216	5,897	8,226	7,201	8,126
Total Personal Services	\$ 101,542	\$ 82,987	\$ 115,726	\$ 101,301	\$ 114,326
Contractual Services					
213 Professional Services-Pathfinder	\$ 1,560	\$ 1,635	\$ 1,775	\$ 1,775	\$ 2,000
241 Natural Gas	51,101	29,326	60,000	60,000	66,000
242 Electricity	21,691	20,870	23,000	22,000	22,500
260 Rental Charges-Transportation	1,450	3,229	1,600	1,600	2,000
264 Rental Charges-Facilities	-	-	3,000	3,000	3,000
275 Printing & Duplicating	-	-	100	100	100
279 Self Supporting Programs	44,629	41,047	42,000	42,000	42,000
290 Other Contractual Services	26,981	10,653	39,300	33,300	33,300
Total Contractual Services	\$ 147,412	\$ 106,760	\$ 170,775	\$ 163,775	\$ 170,900
Commodities					
326 Recreation Supplies	\$ 44,739	\$ 54,282	\$ 51,350	\$ 48,600	\$ 50,100
328 Parks Maintenance Supplies	109	398	250	391	400
Total Commodities	\$ 44,848	\$ 54,680	\$ 51,600	\$ 48,991	\$ 50,500
Total Program Expenditures	\$ 293,802	\$ 244,427	\$ 338,101	\$ 314,067	\$ 335,726

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



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 or 2017, but is currently anticipated to return in 2018.

Football Training Expenditures 01-50-502-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
120 Part-Time Wages	\$ 6,955	\$ -	\$ 7,000	\$ -	\$ 7,000
198 Social Security Expense	532	-	536	-	536
Total Personal Services	\$ 7,487	\$ -	\$ 7,536	\$ -	\$ 7,536
Commodities					
326 Recreation Supplies	\$ 644	\$ -	\$ 2,000	\$ -	\$ 2,000
Total Commodities	\$ 644	\$ -	\$ 2,000	\$ -	\$ 2,000
Total Football Training Expenditures	\$ 8,131	\$ -	\$ 9,536	\$ -	\$ 9,536
Estimated Revenue					
002 Football Training	\$ 7,530	\$ -	\$ 9,500	\$ -	\$ 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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
120 Part-Time Wages	\$ 525	\$ -	\$ 500	\$ 500	\$ 500
198 Social Security Expense	40	-	38	38	38
Total Personal Services	\$ 565	\$ -	\$ 538	\$ 538	\$ 538
Contractual Services					
290 Other Contractual Services	\$ 2,407	\$ 2,058	\$ 7,500	\$ 3,500	\$ 3,500
Total Contractual Services	\$ 2,407	\$ 2,058	\$ 7,500	\$ 3,500	\$ 3,500
Commodities					
326 Recreation Supplies	\$ 724	\$ -	\$ 1,000	\$ 1,000	\$ 500
Total Commodities	\$ 724	\$ -	\$ 1,000	\$ 1,000	\$ 500
Total Aerobics/Dance Class Expenditures	\$ 3,696	\$ 2,058	\$ 9,038	\$ 5,038	\$ 4,538
Estimated Revenue					
003 Aerobics/Dance & Exercise	\$ 6,360	\$ 3,167	\$ 9,000	\$ 3,000	\$ 3,000
Percent Fee Supported					66%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



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.

Soccer Program Expenditures 01-50-507-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
120 Part-Time Wages	\$ -	\$ -	\$ 6,000	\$ 2,600	\$ 5,000
198 Social Security Expense	-	-	459	199	383
Total Personal Services	\$ -	\$ -	\$ 6,459	\$ 2,799	\$ 5,383
Commodities					
326 Recreation Supplies	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Total Commodities	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Total Soccer Program Expenditures	\$ -	\$ -	\$ 7,459	\$ 3,799	\$ 6,383
Estimated Revenue					
007 Soccer Programs	\$ 9,287	\$ 3,890	\$ 8,000	\$ 6,350	\$ 6,500
Percent Fee Supported					102%

SOFTBALL PROGRAMS

The summer softball league is open to resident men, beginning with freshmen in high school. Fourteen teams of 15 to 25 members compete in an organized tournament for prize jackets. In 2017, fees were set at \$55.00 to \$65.00 per person.

Softball Programs Expenditures 01-50-508-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Contractual Services					
290 Other Contractual Services	\$ 9,326	\$ 8,490	\$ 10,000	\$ 10,000	\$ 10,000
Total Contractual Services	\$ 9,326	\$ 8,490	\$ 10,000	\$ 10,000	\$ 10,000
Commodities					
326 Recreation Supplies	\$ 2,886	\$ 2,230	\$ 3,000	\$ 3,000	\$ 3,000
Total Commodities	\$ 2,886	\$ 2,230	\$ 3,000	\$ 3,000	\$ 3,000
Total Softball Programs Expenditures	\$ 12,212	\$ 10,720	\$ 13,000	\$ 13,000	\$ 13,000
Estimated Revenue					
008 Softball	\$ 13,312	\$ 12,590	\$ 13,000	\$ 14,000	\$ 14,000
Percent Fee Supported					108%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



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 2017, fees were set at \$235.00 per person (family maximum of \$385.00).

Summer Playground Expenditures 01-50-511-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
120 Part-Time Wages	\$ 56,256	\$ 47,350	\$ 53,000	\$ 49,000	\$ 52,000
198 Social Security Expense	4,304	3,622	4,055	3,749	3,978
Total Personal Services	\$ 60,560	\$ 50,972	\$ 57,055	\$ 52,749	\$ 55,978
Contractual Services					
213 Professional Services-Pathfinder	\$ 1,560	\$ 1,635	\$ 1,775	\$ 1,775	\$ 2,000
290 Other Contractual Services	-	-	2,500	2,500	2,500
Total Contractual Services	\$ 1,560	\$ 1,635	\$ 4,275	\$ 4,275	\$ 4,500
Commodities					
326 Recreation Supplies	\$ 7,161	\$ 5,329	\$ 8,000	\$ 8,000	\$ 8,000
Total Commodities	\$ 7,161	\$ 5,329	\$ 8,000	\$ 8,000	\$ 8,000
Total Summer Playground Expenditures	\$ 69,281	\$ 57,936	\$ 69,330	\$ 65,024	\$ 68,478
Estimated Revenue					
011 Summer Playground & Cultural Art Program	\$ 72,657	\$ 72,017	\$ 72,500	\$ 69,700	\$ 71,500
Percent Fee Supported					104%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



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 2017, 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 these programs is recommended for 2018.

Older Adults Program Expenditures 01-50-513-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
120 Part-Time Wages	\$ -	\$ -	\$ -	\$ -	\$ -
198 Social Security Expense	-	-	-	-	-
Total Personal Services	\$ -				
Contractual Services					
260 Rental Charges-Transportation	\$ 1,450	\$ 3,229	\$ 1,600	\$ 1,600	\$ 2,000
Total Contractual Services	\$ 1,450	\$ 3,229	\$ 1,600	\$ 1,600	\$ 2,000
Commodities					
326 Recreation Supplies	\$ 12,632	\$ 14,930	\$ 13,000	\$ 13,000	\$ 13,000
Total Commodities	\$ 12,632	\$ 14,930	\$ 13,000	\$ 13,000	\$ 13,000
Total Older Adults Program Expenditures	\$ 14,082	\$ 18,159	\$ 14,600	\$ 14,600	\$ 15,000
Estimated Revenue					
013 Older Adults	\$ 270	\$ 3,451	\$ 1,350	\$ 1,350	\$ 1,350
Percent Fee Supported					9%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



GOLF LESSON PROGRAM

Beginner and intermediate golf lessons are offered at the Municipal Golf Course. In 2017, resident fees were set at \$95.00 for 5 hours of instruction.

Golf Lesson Program Expenditures 01-50-518-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Contractual Services					
290 Other Contractual Services	\$ 1,463	\$ -	\$ 4,000	\$ 2,000	\$ 2,000
Total Contractual Services	\$ 1,463	\$ -	\$ 4,000	\$ 2,000	\$ 2,000
Commodities					
326 Recreation Supplies	\$ -	\$ -	\$ 150	\$ 150	\$ 150
Total Commodities	\$ -	\$ -	\$ 150	\$ 150	\$ 150
Total Golf Lesson Program Expenditures	\$ 1,463	\$ -	\$ 4,150	\$ 2,150	\$ 2,150
Estimated Revenue					
018 Golf Lesson	\$ 6,015	\$ 4,200	\$ 4,000	\$ 3,100	\$ 3,500
Percent Fee Supported					163%

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 2017, fees were set at \$125.00.

Summer Music Program Expenditures 01-50-520-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
120 Part-Time Wages	\$ 2,582	\$ 2,665	\$ 3,000	\$ 3,000	\$ 3,000
198 Social Security Expense	198	204	230	230	230
Total Personal Services	\$ 2,780	\$ 2,869	\$ 3,230	\$ 3,230	\$ 3,230
Commodities					
326 Recreation Supplies	\$ 368	\$ 275	\$ 1,200	\$ 750	\$ 750
Total Commodities	\$ 368	\$ 275	\$ 1,200	\$ 750	\$ 750
Total Summer Music Prog. Expenditures	\$ 3,148	\$ 3,144	\$ 4,430	\$ 3,980	\$ 3,980
Estimated Revenue					
020 Summer Music Program	\$ 3,751	\$ 5,947	\$ 4,000	\$ 3,500	\$ 3,800
Percent Fee Supported					95%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



TENNIS BUBBLE/PADDLE TENNIS PROGRAM

The Township's three tennis bubbles provide tennis play during the months of October through April. Participants purchase a fixed hour each week for the season. Season fees for each fixed hour range from \$448.00 to \$571.00 for the 2017/18 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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
120 Part-Time Wages	\$ 21,637	\$ 21,807	\$ 25,000	\$ 25,000	\$ 25,000
198 Social Security Expense	1,655	1,668	1,913	1,913	1,913
Total Personal Services	\$ 23,292	\$ 23,475	\$ 26,913	\$ 26,913	\$ 26,913
Contractual Services					
241 Natural Gas	\$ 51,101	\$ 29,326	\$ 60,000	\$ 60,000	\$ 66,000
242 Electricity	21,691	20,870	23,000	22,000	22,500
Total Contractual Services	\$ 72,792	\$ 50,196	\$ 83,000	\$ 82,000	\$ 88,500
Commodities					
328 Parks Maintenance Supplies	\$ 109	\$ 398	\$ 250	\$ 391	\$ 400
Total Commodities	\$ 109	\$ 398	\$ 250	\$ 391	\$ 400
Total Tennis Bubble/Paddle Tennis Exp.	\$ 96,193	\$ 74,069	\$ 110,163	\$ 109,304	\$ 115,813
Estimated Revenue					
021 Tennis Bubble Fees**	\$ 68,308	\$ 103,086	\$ 110,000	\$ 100,000	\$ 100,000
Percent Fee Supported					86%



**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
120 Part-Time Wages	\$ 2,210	\$ 3,354	\$ 5,000	\$ 7,000	\$ 6,500
198 Social Security Expense	169	257	383	536	497
Total Personal Services	\$ 2,379	\$ 3,611	\$ 5,383	\$ 7,536	\$ 6,997
Contractual Services					
279 Self Supporting Programs	\$ 44,629	\$ 41,047	\$ 42,000	\$ 42,000	\$ 42,000
Total Contractual Services	\$ 44,629	\$ 41,047	\$ 42,000	\$ 42,000	\$ 42,000
Total Self Supporting Prog. Expenditures	\$ 47,008	\$ 44,658	\$ 47,383	\$ 49,536	\$ 48,997
Estimated Revenue					
022 Miscellaneous Self Supporting	\$ 50,622	\$ 68,061	\$ 60,000	\$ 70,000	\$ 70,000
Percent Fee Supported					143%

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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
120 Part-Time Wages	\$ 2,588	\$ 1,679	\$ 6,000	\$ 6,000	\$ 6,000
198 Social Security Expense	198	128	459	459	459
Total Personal Services	\$ 2,786	\$ 1,807	\$ 6,459	\$ 6,459	\$ 6,459
Contractual Services					
264 Rental Charges-Facilities	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000
290 Other Contractual Services	13,785	-	15,000	15,000	15,000
Total Contractual Services	\$ 13,785	\$ -	\$ 18,000	\$ 18,000	\$ 18,000
Commodities					
326 Recreation Supplies	\$ 18,709	\$ 30,954	\$ 20,000	\$ 20,000	\$ 20,000
Total Commodities	\$ 18,709	\$ 30,954	\$ 20,000	\$ 20,000	\$ 20,000
Total Youth Basketball Expenditures	\$ 35,280	\$ 32,761	\$ 44,459	\$ 44,459	\$ 44,459
Estimated Revenue					
023 Youth Basketball	\$ 62,435	\$ 63,050	\$ 50,000	\$ 50,000	\$ 55,000
Percent Fee Supported					124%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES

INSTRUCTIONAL BASEBALL

Lessons on the fundamentals of baseball are provided for boys and girls from age six through twelve.



Instructional Baseball Expenditures 01-50-528-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
120 Part-Time Wages	\$ 1,573	\$ 235	\$ 2,000	\$ 1,000	\$ 1,200
198 Social Security Expense	120	18	153	77	92
Total Personal Services	\$ 1,693	\$ 253	\$ 2,153	\$ 1,077	\$ 1,292
Commodities					
326 Recreation Supplies	\$ 481	\$ -	\$ 1,000	\$ 700	\$ 700
Total Commodities	\$ 481	\$ -	\$ 1,000	\$ 700	\$ 700
Total Instructional Baseball Expenditures	\$ 2,174	\$ 253	\$ 3,153	\$ 1,777	\$ 1,992
Estimated Revenue					
028 Instructional Baseball	\$ 2,172	\$ 890	\$ 2,000	\$ 2,000	\$ 2,000
Percent Fee Supported					100%

YOUTH DEVELOPMENT

This budget represents the Teen Center Support for 2018.

Youth Development Expenditures 01-50-530-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Contractual Services					
275 Printing & Duplication	\$ -	\$ -	\$ 100	\$ 100	\$ 100
290 Other Contractual Services	-	105	300	300	300
Total Contractual Services	\$ -	\$ 105	\$ 400	\$ 400	\$ 400
Commodities					
390 Other Supplies	\$ 1,134	\$ 564	\$ 1,000	\$ 1,000	\$ 1,000
Total Commodities	\$ 1,134	\$ 564	\$ 1,000	\$ 1,000	\$ 1,000
Total Youth Development Expenditures	\$ 1,134	\$ 669	\$ 1,400	\$ 1,400	\$ 1,400

GENERAL FUND

LIBRARY

SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Budget</u>	<u>2017</u> <u>Estimate</u>	<u>2018</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 704,200	\$ 718,248	\$ 729,668	\$ 729,668	\$ 750,584
Contractual Services	8,571	9,802	8,800	10,300	10,400
Commodities	103,117	91,141	141,000	141,000	137,000
Distributed Costs	32,360	40,616	35,492	35,492	50,520
Total Administration Expenditures	\$ 848,248	\$ 859,807	\$ 914,960	\$ 916,460	\$ 948,504

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.

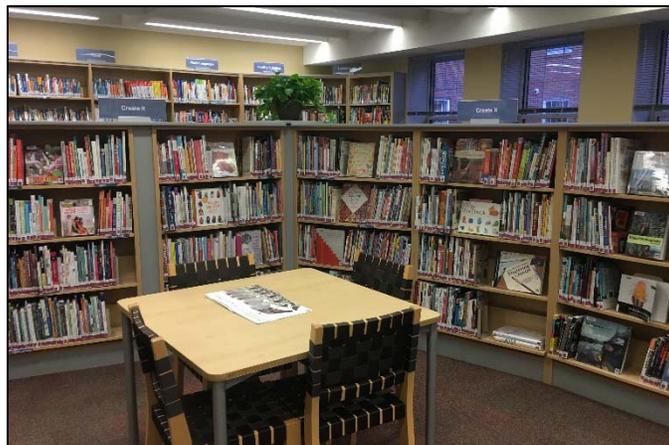
Adult programs include a summer reading program and monthly book-review groups. Various informational and educational programs are presented throughout the year. Book review talks are available to community organizations. USCconnect will deliver library materials to the door of eligible residents who 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.

2017 DEPARTMENT ACCOMPLISHMENTS

- All library computers were replaced, upgrading to a Windows 10 environment. Library computers are leased on a three-year cycle through eiNetwork. The kids floor computers were transitioned to laptop versions with a system for in-house lending to provide more flexibility in their space.
- Renovations enhanced the physical spaces on both floors. The adult non-fiction collection was reorganized into subject neighborhoods and a dynamic discovery layout that includes modular bookcases and more signage was installed. One side of the kids floor was re-carpeted, and the Play to Learn area updated. An Open House was held in October to introduce the new spaces to the community.
- Kids staff provided outreach services at Westminster Preschool including the preschool, pre-k, and kindergarten classes. Preschool classes, pre-k day care classes and kindergarten and transition classes are visited monthly. In addition, the Pre-k classes do one field trip to the library.
- The creation of a new position, that of Adult Programs and Outreach Services librarian, has resulted in an increase in both the number and the variety of programs offered to adults has attracted more attendees, and has provided another type of learning experience for our residents.
- Adopted an online credit card service allowing patrons to pay library fines and fees via card in the library.



2017 DEPARTMENT ACCOMPLISHMENTS (Continued)

- Two federal Library Services and Technology LSAT grants related to children’s services were accepted. The first consists of six themed-based playscapes that help kids practice the skills they need for success in kindergarten. Each playscape includes three or four educational kits. The second grant was for a large collection of wooden blocks & block play enhancers including farm, forest & wild animal sets, dinosaurs, people, and vehicles. Both sets of materials help encourage creativity and critical thinking skills.
- Reach on Facebook has exceeded 1,000 followers. Facebook posts promote library events and the Library’s digital products, including a new online service, Universal Class.
- Two Library staff members presented at the state PaLA conference. Their presentation, Hands-on-Learning: Play Spaces at the Library, drew a large audience and the presentation was well received
- Regional representation of the Library is provided by staff who serve in the following capacities: a member of the countywide cataloging taskforce, a member of the countywide reports taskforce, a member of the countywide e-resources taskforce, and the South Region representative to the Electronic Information Network Advisory Council (EINAC).

2018 DEPARTMENT GOALS AND OBJECTIVES

- Create job manuals for key positions, director, head of youth services, head of tech services, outlining specific duties by calendar month and related information such as online passwords, account numbers, and other information necessary to complete the work.
- Cross train library staff to do specific tasks related to collection development, acquisitions, and technical services. Those newly trained will serve as a backup and provide more flexibility in scheduling. Critical time sensitive patron service work can be accomplished more efficiently with this additional flexibility.
- Expand program offerings to include more groups who meet monthly, and increase the number of technology related programs.
- Review the library collection development policy, including new sections on the non-fiction neighborhoods and other updates as necessary.
- Review patron policy manual and staff procedures manual and update as needed.
- Renovate staff workspaces on the kids floor, and complete the re-carpeting of the kids library.

DEPARTMENT STATISTICS AND BENCHMARKS

Library Performance Statistics

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

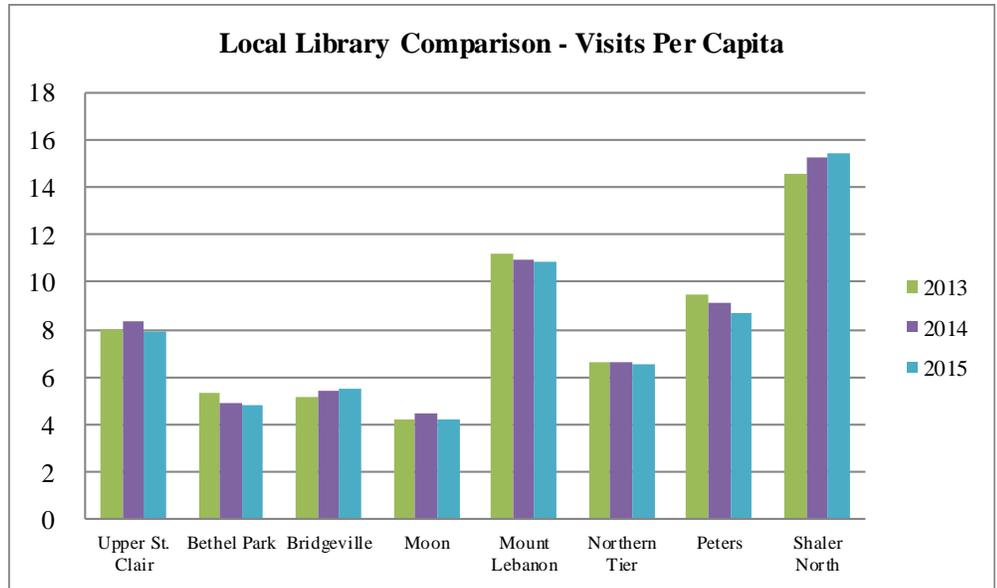
Library Statistics and Service Measures Compared with Local Area Libraries								
<i>Data from Institute of Museum and Library Services, Public Library Survey Fiscal Year 2015</i>								
Library	Population	Total Staff (FTE equiv)	Collection		Library Visitors	Total	Total	Internet Terminals
	of Service Area		Size	Circulation		Library Programs	Program Attendance	
Upper St. Clair	19,229	19.43	71,618	336,992	152,263	757	14,208	12
Bethel Park	32,313	19.80	100,100	298,120	155,307	1,567	23,374	28
Bridgeville	5,148	5.60	20,002	65,332	28,461	629	7,677	15
Moon	24,185	9.45	54,930	223,083	101,998	913	21,485	16
Mount Lebanon	33,137	22.61	156,003	588,476	359,104	1,674	35,279	44
Northern Tier	22,597	13.78	70,017	231,375	147,000	596	9,067	20
Peters	21,213	14.63	124,787	359,981	184,896	1,340	27,340	20
Shaler North	28,757	13.30	134,254	438,999	442,662	2,730	87,858	22

DEPARTMENT STATISTICS AND BENCHMARKS (continued)

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

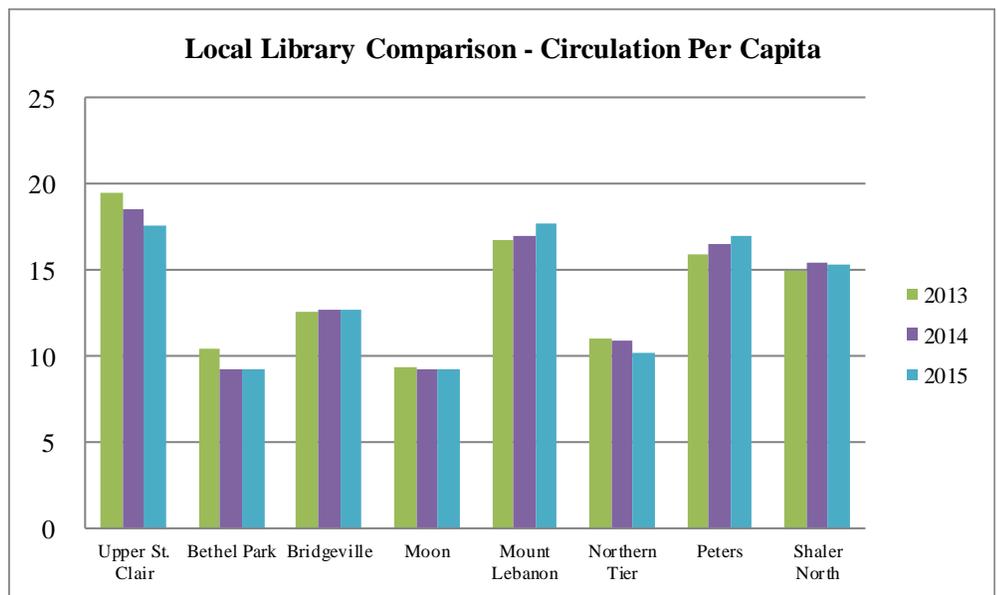
Per capita comparisons with other local libraries indicate the performance of the library relative to the size of the library’s legal service population.

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.

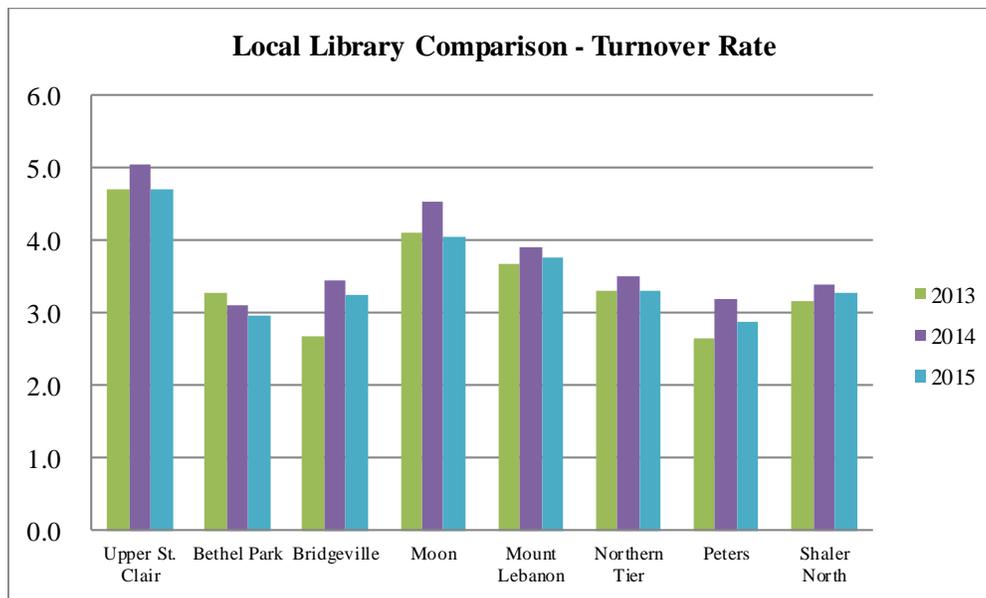
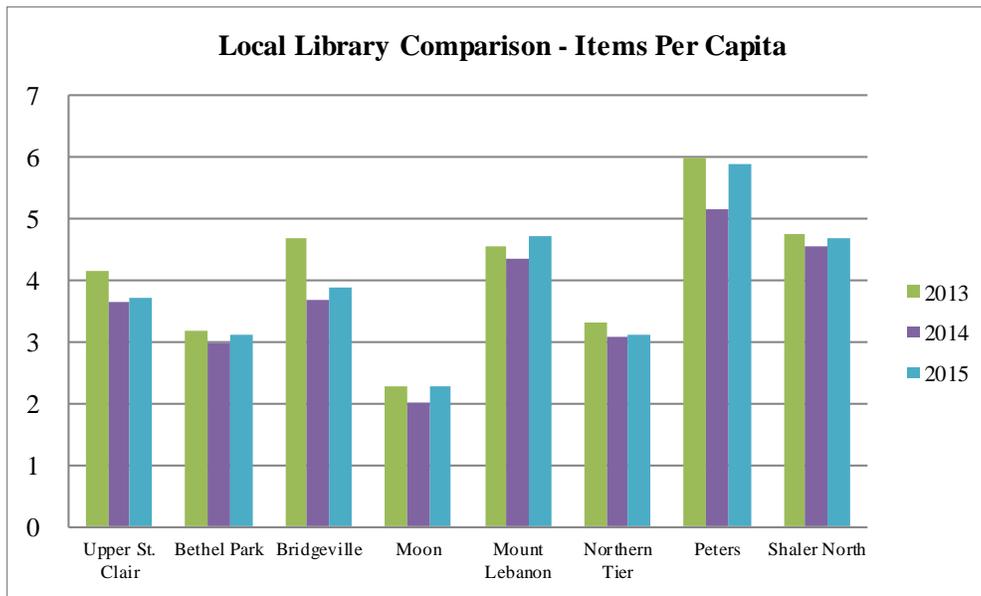


DEPARTMENT STATISTICS AND BENCHMARKS (continued)

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 3.72 and the Turnover Rate is 4.71.



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, all library computers were replaced in 2017, upgrading to a Windows 10 environment. Two federal grants for children’s programs materials which support creativity and critical thinking skills were received. Renovations on both floors have created more inviting spaces for study and programs. Four specific topic surveys were conducted to gauge community interest in an Astronomy program, a Genealogy club, a Non-fiction book group, and a Creativity support café. Response was positive and all the new programs will begin in 2018. There was a 13% increase in the number of programs for adults offered this year and over a 100% increase in attendance. A job seekers tutorial class was developed and can be taught by either of two librarians on an as-needed basis, and a new text messaging service allows patrons to opt into receiving library messages via text.

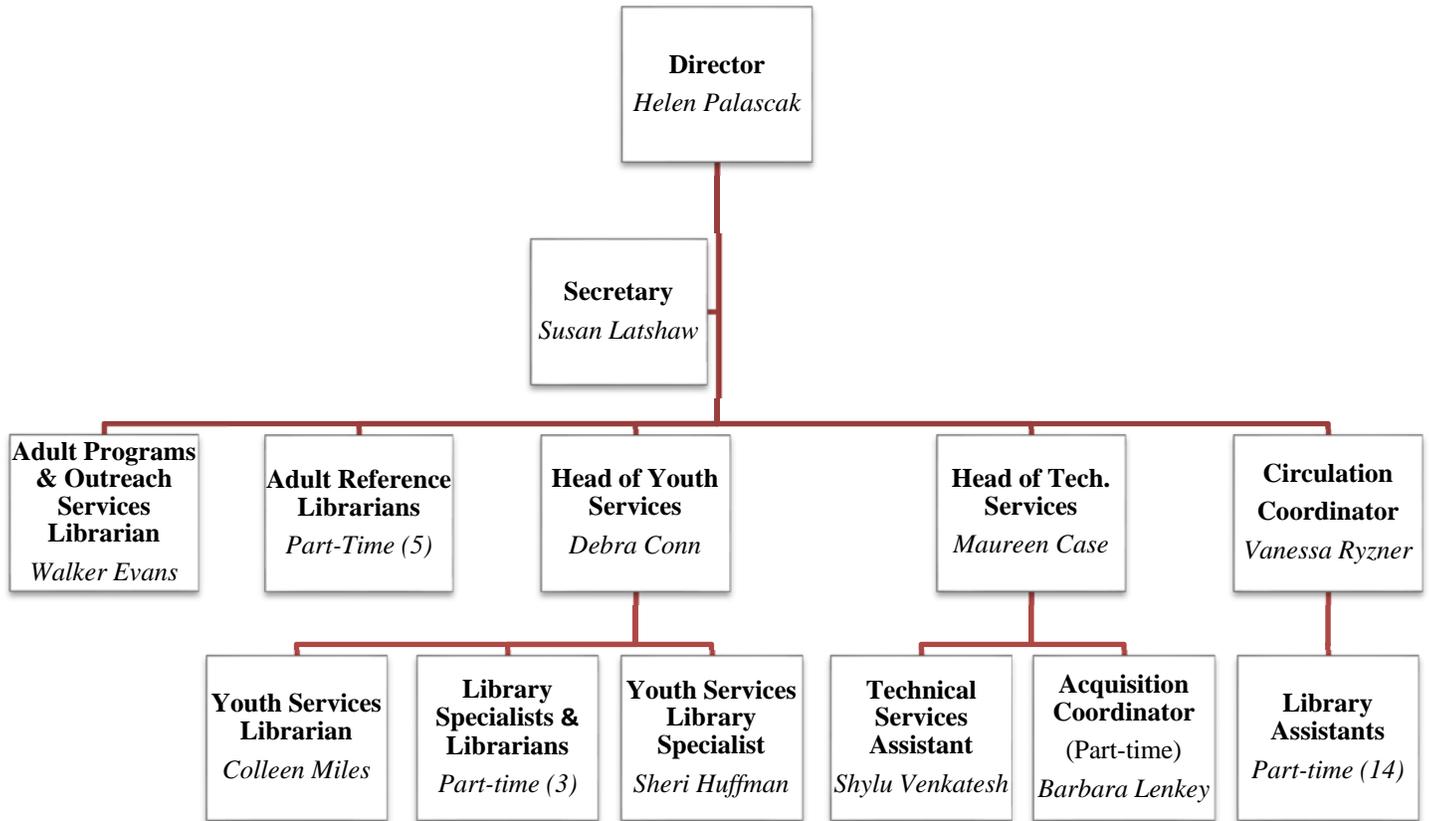
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Library Department for 2018 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2018 Positions
Director of the Library	4	\$76,400	\$109,566	1
Head of Youth Services	9	\$47,439	\$68,032	1
Head of Technical Services	9	\$47,439	\$68,032	1
Youth Services Librarian	11	\$37,335	\$53,542	1
Programs & Outreach Services Librarian	11	\$37,335	\$53,542	1
Secretary to the Director of the Library	13	\$32,401	\$46,468	1
Circulation Coordinator	13	\$32,401	\$46,468	1
Technical Services Assistant	15	\$26,778	\$38,402	1
Youth Services Library Specialist	15	\$26,778	\$38,402	1
Total				9

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DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



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DEPARTMENT EXPENDITURES

Administration Expenditures 01-60-601-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
101 Full-Time Wages	\$ 278,973	\$ 285,144	\$ 292,561	\$ 292,561	\$ 299,914
120 Part-Time Wages	267,878	275,980	284,000	284,000	286,000
162 Group Life Insurance	1,990	870	1,907	1,907	2,326
163 Medical Insurance	90,213	90,392	81,640	81,640	91,420
164 Workers' Compensation	5,070	5,134	6,003	6,003	6,178
166 Pension Costs	16,387	16,146	16,593	16,593	17,010
167 Long-term Disability Insurance	787	802	857	857	914
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	40,902	41,780	44,107	44,107	44,822
Total Personal Services	\$ 704,200	\$ 718,248	\$ 729,668	\$ 729,668	\$ 750,584
Contractual Services					
230 Association Dues	\$ 946	\$ 2,141	\$ 2,000	\$ 2,000	\$ 2,000
231 Travel & Conference Expense	572	2,228	2,000	2,000	2,000
243 Telephone	889	989	1,000	1,000	1,100
250 Repairs/Maint - Office Equip	4,445	1,749	2,000	2,000	2,000
275 Printing & Duplicating	269	1,427	-	1,500	1,500
278 Postage	710	492	1,000	1,000	1,000
281 Storage Space Rental	740	776	800	800	800
Total Contractual Services	\$ 8,571	\$ 9,802	\$ 8,800	\$ 10,300	\$ 10,400
Commodities					
301 Expendable Office Supplies	\$ 6,392	\$ 7,604	\$ 8,000	\$ 8,000	\$ 8,000
302 Periodicals & Subscriptions	6,748	6,029	8,000	8,000	8,000
310 Adult Books	54,454	31,409	80,000	80,000	70,000
311 Juvenile Books	14,191	17,929	17,000	17,000	17,000
314 Adult Non-Print Materials	11,357	9,946	13,000	13,000	13,000
315 Juvenile Non-Print Materials	(45)	232	1,500	1,500	1,500
320 E-Resources	4,027	7,844	4,000	4,000	8,000
380 Miscellaneous Supplies	(295)	-	500	500	500
381 Program Expenses	4,583	6,357	6,000	6,000	8,000
382 Library Specific Supplies	1,705	3,791	3,000	3,000	3,000
Total Commodities	\$ 103,117	\$ 91,141	\$ 141,000	\$ 141,000	\$ 137,000

DEPARTMENT EXPENDITURES (Continued)

Administration Expenditures 01-60-601-500??-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Distributed Costs					
602 Dist. Data Processing Costs	\$ 32,360	\$ 40,616	\$ 35,492	\$ 35,492	\$ 50,520
Total Distributed Costs	\$ 32,360	\$ 40,616	\$ 35,492	\$ 35,492	\$ 50,520
Total Administration Expenditures	\$ 848,248	\$ 859,807	\$ 914,960	\$ 916,460	\$ 948,504

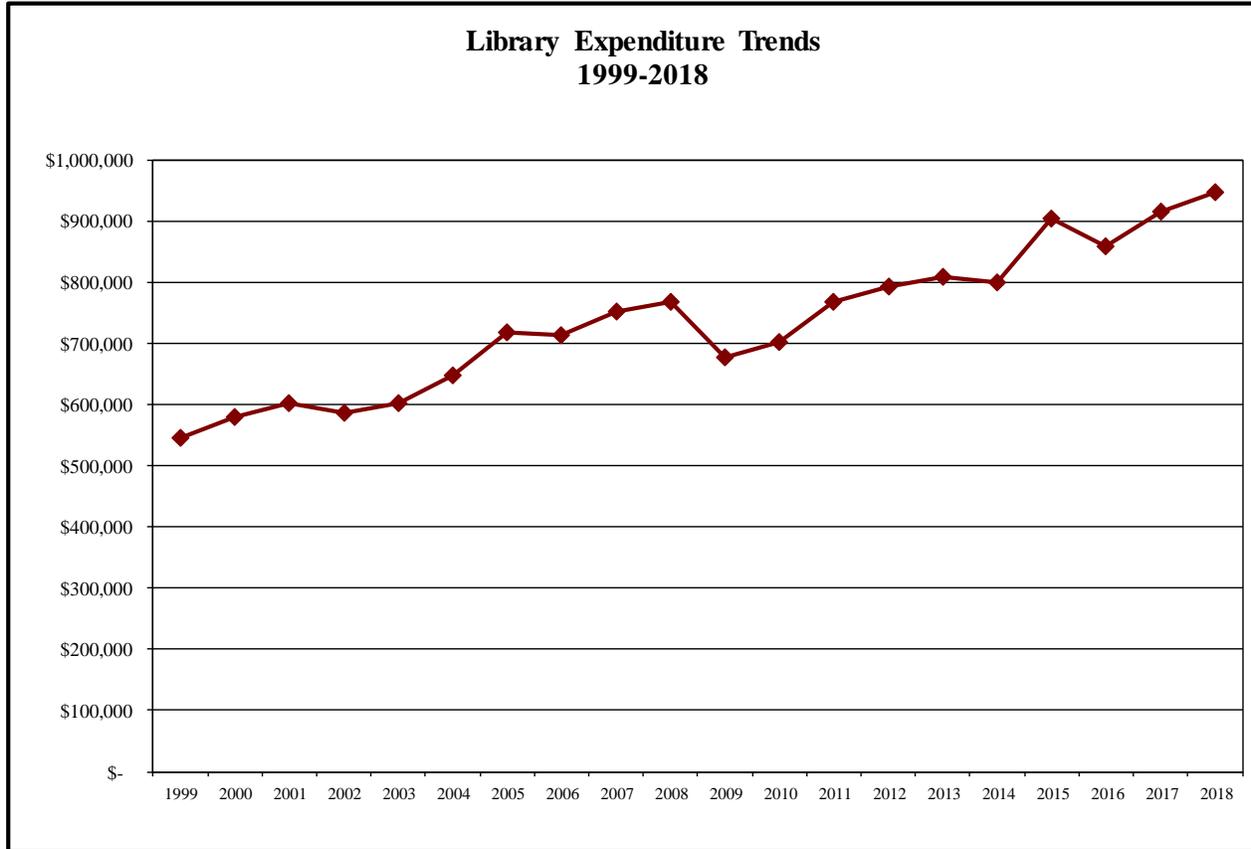
BUDGETARY COMMENT

The 2018 Budget is \$33,544, or 3.67%, more than appropriated in 2017. Increases in personal services costs and distributed IT services costs are the primary reason for the change.

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SUPPLEMENTARY INFORMATION

The average annual cost increase of Library expenditures over the last 20 years is 3.17%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$799,505
How many real estate tax mills?	0.17	\$348,022
Earned Income Tax per \$100?	\$ 4.20	\$372,775
Percentage of Other Taxes?	0.41%	\$78,708

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

FRINGE BENEFITS

&

INSURANCE

**DISTRIBUTED OVERHEAD
& FRINGE BENEFITS**

GENERAL FUND
TOWNSHIP WIDE



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Personal Services	\$ 3,361,231	\$ 3,360,935	\$ 3,643,714	\$ 3,651,375	\$ 3,964,436
Less: Dist. Operating Costs	(3,384,033)	(3,365,597)	(3,643,714)	(3,651,375)	(3,964,436)
Total Personal Services	\$ (22,802)	\$ (4,662)	\$ -	\$ -	\$ -

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	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Personal Services					
160 Social Security Expense	\$ 679,368	\$ 792,699	\$ 720,594	\$ 717,182	\$ 735,732
162 Group Life Insurance	45,922	29,611	39,621	39,621	46,515
163 Medical Insurance	1,437,509	1,446,161	1,788,141	1,800,214	1,922,373
164 Workers' Compensation	344,655	364,977	437,849	437,849	454,900
165 Unemployment Compensation	2,640	13,059	16,000	16,000	16,000
166 Pension Costs	831,635	697,789	619,700	618,700	765,770
167 Long-term Disability Insurance	19,502	16,639	21,809	21,809	23,146
199 Less: Dist. Operating Costs	(3,384,033)	(3,365,597)	(3,643,714)	(3,651,375)	(3,964,436)
Total Personal Services	\$ (22,802)	\$ (4,662)	\$ -	\$ -	\$ -

BUDGETARY COMMENT

In 2018, the total overhead Fringe Benefit expense is estimated at \$3,964,436, which is an increase of \$320,722 or 8.8% from the 2017 Budget. The change is primarily due to the increase in medical and pension costs.

**DISTRIBUTED OVERHEAD
& FRINGE BENEFITS**

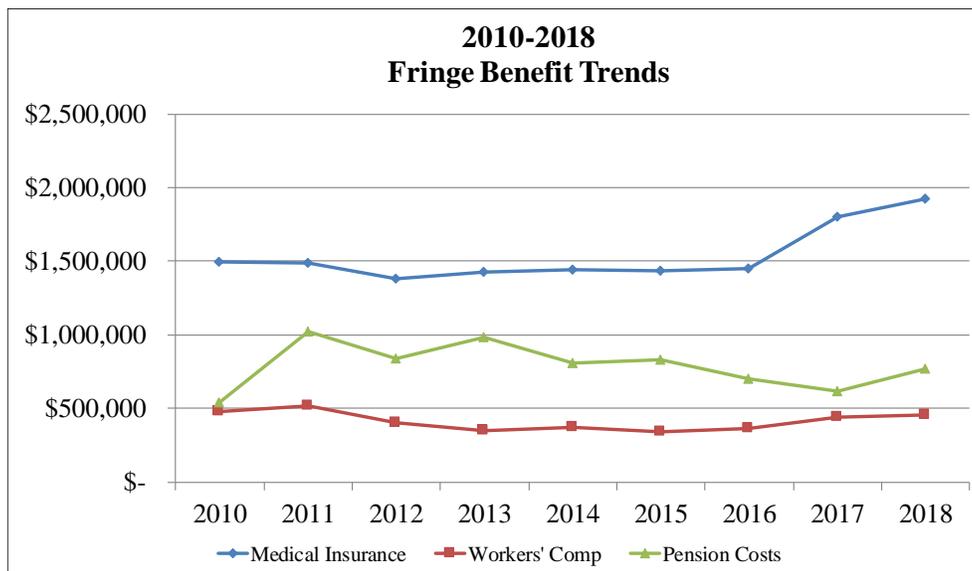
**GENERAL FUND
TOWNSHIP WIDE**



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	39,810	3,741	106,584	2,601	45,231	1,585
01-103	Finance Office	11,708	1,163	35,114	910	12,755	467
01-104	Tax Collection	2,696	272	6,862	228	3,282	108
01-106	Information Technology	16,715	1,705	49,361	1,203	16,388	667
01-107	Cable Television	3,126	310	16,553	267	3,064	125
01-201	Police	253,236	16,320	550,959	186,803	289,836	8,871
01-202	VFD	2,240	182	8,239	34,264	1,614	89
01-301	Comm. Development	28,960	2,752	135,479	1,951	28,356	1,153
01-501	Recreation - Admin	4,265	427	12,780	14,957	4,061	165
01-502-530	Recreation Programs	8,126	-	-	-	-	-
01-601	Library	44,822	2,326	91,420	6,178	17,010	914
01-499	Public Works	143,185	7,766	411,030	113,583	267,469	5,449
01-904	Post Employment Benefits	-	980	159,699	-	-	-
14-601	Library RAD Fund	9,735	814	46,493	1,171	5,238	319
50-425	Sanitary Sewer	13,349	1,192	27,945	1,171	12,835	482
52-102	BM Park RAD Fund	19,336	465	19,297	390	4,690	191
53-50-501	BM Rec	134,575	6,094	257,654	89,223	53,659	2,582
Total Benefits		\$ 736,527	\$ 46,509	\$ 1,935,469	\$ 454,900	\$ 765,488	\$ 23,167

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.



**DISTRIBUTED OVERHEAD
& FRINGE BENEFITS**

GENERAL FUND
TOWNSHIP WIDE



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 – TBD for 2018 (was 4% of premiums in 2017)

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

2018 Budget Medical Insurance Employee Reimbursements	
Police Officers	\$ 22,700
Non-Contractual Employees	76,000
Teamsters	17,100
Dispatchers	2,200
Total Employee Reimbursement	\$ 118,000
Net % of Medical Insurance	6.1%

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	Actual 2016	Estimated 2017	Budget 2018
WC Premium	\$480,226	\$517,371	\$406,433	\$352,136	\$368,439	\$344,655	\$364,977	\$437,849	\$454,900
WC Dividends	(53,077)	(69,449)	(81,055)	(128,586)	(141,038)	(175,072)	(156,696)	(128,247)	(105,000)
Net Premium	\$427,149	\$447,922	\$325,378	\$223,550	\$227,401	\$169,583	\$208,281	\$309,602	\$349,900

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
2018 Minimum Municipal Obligation	\$ 245,558	\$ 267,335	\$ 252,877	\$ 765,770
Less: State Pension Grant	(127,400)	(218,400)	(286,650)	(632,450)
Difference - Net Cost to Township	\$ 118,158	\$ 48,935	\$ (33,773)	\$ 133,320

DISTRIBUTED INSURANCE**GENERAL FUND
TOWNSHIP WIDE**

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Contractual Services	\$ 192,468	\$ 189,008	\$ 199,400	\$ 199,400	\$ 204,552
Less: Dist. Operating Costs	(160,249)	(156,867)	(169,100)	(169,100)	(173,352)
Total Contractual Services	\$ 32,219	\$ 32,141	\$ 30,300	\$ 30,300	\$ 31,200

DISTRIBUTED INSURANCE OVERVIEW

This account represents the Township's cost for General Liability Insurance. In 2018, the total cost will be distributed based on actual costs.

DEPARTMENT EXPENDITURES

Distributed Insurance 01-90-903-500??-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Contractual Services					
199 Less: Dist. Operating Costs	\$ (160,249)	\$ (156,867)	\$ (169,100)	\$ (169,100)	\$ (173,352)
220 Umbrella Policy	10,470	10,700	11,300	11,300	11,900
221 Special Multi-Peril Policy	143,946	139,500	147,200	147,200	151,452
223 Employment Practices Liability	20,107	20,863	22,000	22,000	22,800
224 Pollution Liability	7,945	7,945	8,900	8,900	8,400
295 Brokerage Services	10,000	10,000	10,000	10,000	10,000
Total Contractual Services	\$ 32,219	\$ 32,141	\$ 30,300	\$ 30,300	\$ 31,200

BUDGETARY COMMENT

The 2018 Budget reflects an increase of \$900 over the 2017 estimate due to various minor adjustments in premiums.

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**POST EMPLOYMENT
BENEFITS**

GENERAL FUND
TOWNSHIP WIDE



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	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
162 Group Life Insurance	\$ 558	\$ 677	\$ 1,022	\$ 1,022	\$ 980
163 Medical Insurance	102,116	101,086	137,145	137,145	149,699
Total Personal Services	\$ 102,674	\$ 101,763	\$ 138,167	\$ 138,167	\$ 150,679
COBRA Insurance Benefits 01-90-905-500???-000	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Personal Services					
163 Medical Insurance	\$ 1,213	\$ 121	\$ 10,000	\$ 10,000	\$ 10,000
Total Personal Services	\$ 1,213	\$ 121	\$ 10,000	\$ 10,000	\$ 10,000

All COBRA Insurance costs are paid by the beneficiary. Please see the “General Fund Revenue-Other Non-Tax Revenue” section for more details.

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GENERAL FUND

DEBT SERVICE

DEBT SERVICE

GENERAL FUND
DEBT SERVICE



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Debt Service Expenditures					
Contractual Services	\$ 1,084,278	\$ 1,117,178	\$ 1,306,511	\$ 1,313,112	\$ 1,348,889
Total Debt Service Expenditures	\$ 1,084,278	\$ 1,117,178	\$ 1,306,511	\$ 1,313,112	\$ 1,348,889

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	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Contractual Services					
501 Principal Payment-Gen Oblig Bond	\$ 568,790	\$ 161,005	\$ 359,637	\$ 394,477	\$ 382,991
502 Principal Payment-Gen Oblig Notes	-	473,000	473,000	473,000	473,000
511 Interest Payment-Gen Oblig Bonds	515,488	449,488	446,999	418,760	472,742
512 Interest Payment-Gen Oblig Notes	-	33,685	26,875	26,875	20,156
Total Contractual Services	\$ 1,084,278	\$ 1,117,178	\$ 1,306,511	\$ 1,313,112	\$ 1,348,889

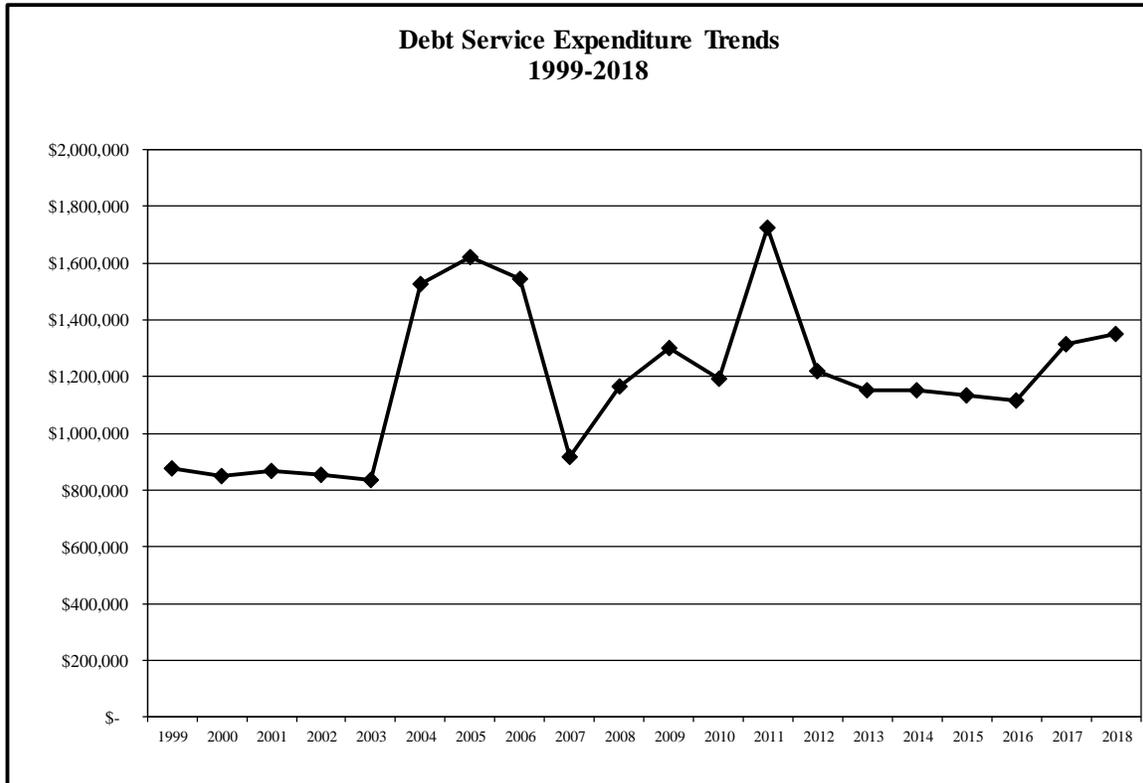
BUDGETARY COMMENT

The budgeted debt payments for 2018 are \$35,777 higher than in 2017 based on the debt service schedules.

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SUPPLEMENTARY INFORMATION

The average annual cost increase of Debt Service expenditures over the last 20 years is 5.67%.



General Fund Revenue Breakdown

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

Net Expenditures*		\$1,348,889
How many real estate tax mills?	0.29	\$587,167
Earned Income Tax per \$100?	\$ 7.09	\$628,929
Percentage of Other Taxes?	0.70%	\$132,793

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

PROJECTED DEBT SERVICE SCHEDULES

I. BONDED INDEBTEDNESS

Issue: 2015 General Obligation Note
 Date: May 15, 2015
 Principal Amount: \$ 3,550,000
 Interest Rate: 1.40% fixed
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding the 2009 General Obligation Bond Issue.

2015 General Obligation Note General Fund Portion				
Year of Maturity	Rate	Principal	Interest	Annual Debt Service
2018	1.400%	\$ 473,000	\$ 20,156	\$ 493,156
2019	1.400%	473,000	13,437	486,437
2020	1.400%	473,000	6,737	479,737
	Total	\$ 1,419,000	\$ 40,330	\$ 1,459,330

PROJECTED DEBT SERVICE SCHEDULES (Continued)

II. 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 A&B General Obligation Bonds				
General Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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		\$ 4,031,472	\$ 1,956,323	\$ 5,987,795

PROJECTED DEBT SERVICE SCHEDULES (Continued)

III. BONDED INDEBTEDNESS

Issue: 2017 General Obligation Bonds, Series A
 Date: May 5, 2017
 Principal Amount: \$9,905,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding the 2011 General Obligation Bond Issue

2017-A Bond Issue				
General Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2018	2.000%	\$ 75,000	\$ 170,772	\$ 245,772
2019	2.000%	80,000	173,749	253,749
2020	2.000%	85,000	176,074	261,074
2021	2.000%	585,000	152,612	737,612
2022	3.000%	600,000	136,621	736,621
2023	2.000%	610,000	121,595	731,595
2024	2.125%	620,000	108,058	728,058
2025	2.350%	625,000	93,126	718,126
2026	2.500%	640,000	77,460	717,460
2027	2.600%	655,000	60,693	715,693
2028	2.700%	675,000	42,942	717,942
Total		\$ 5,250,000	\$ 1,313,702	\$ 6,563,701

PROJECTED DEBT SERVICE SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

Issue: 2017 General Obligation Bonds, Series B
 Date: August 29, 2017
 Principal Amount: \$9,910,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding the 2012 General Obligation Bond Issue

2017-B Bond Issue General Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2018	1.000%	\$ 195,000	\$ 155,447	\$ 350,447
2019	2.000%	195,000	149,665	344,665
2020	1.500%	195,000	142,189	337,189
2021	1.500%	225,000	143,071	368,071
2022	1.500%	220,000	141,804	361,804
2023	2.000%	240,000	135,543	375,543
2024	2.000%	245,000	129,766	374,766
2025	2.000%	240,000	123,112	363,112
2026	2.000%	240,000	114,950	354,950
2027	2.050%	250,000	110,877	360,877
2028	2.200%	250,000	103,590	353,590
2029	2.400%	1,030,000	129,905	1,159,905
2030	2.550%	1,055,000	104,029	1,159,029
2031	2.650%	1,080,000	76,212	1,156,212
2032	3.000%	195,000	35,842	230,842
Total		\$ 5,855,000	\$ 1,796,002	\$ 7,651,002

GENERAL FUND

OPERATING TRANSFERS

OPERATING TRANSFERS

GENERAL FUND
OPERATING TRANSFERS



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Operating Transfers Expenditures					
Contractual Services	\$ 5,801,612	\$ 6,829,102	\$ 4,234,278	\$ 4,311,534	\$ 4,424,258
Total Operating Transfers Expenditures	\$ 5,801,612	\$ 6,829,102	\$ 4,234,278	\$ 4,311,534	\$ 4,424,258

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

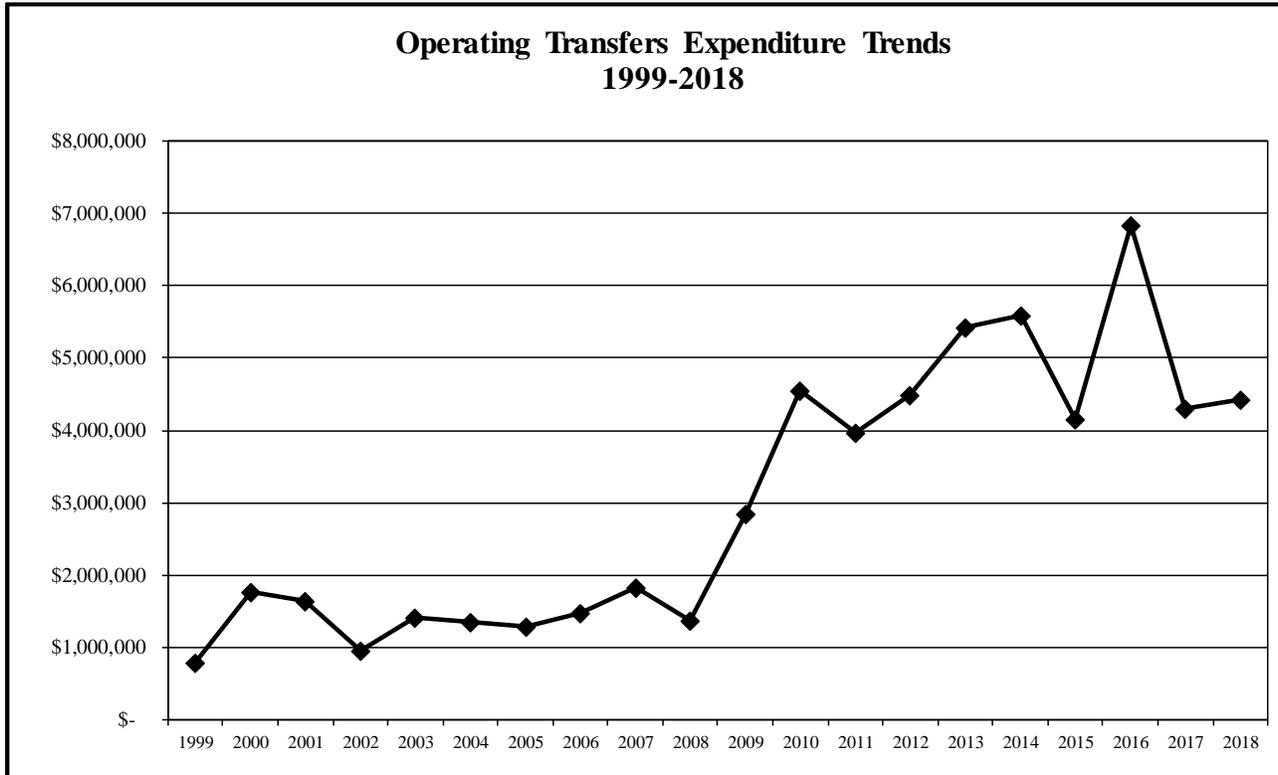
Operating Transfers Expenditures 01-80-801-500???-???	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Contractual Services					
401-000 Capital Projects Fund	\$ 3,164,363	\$ 4,164,635	\$ 1,487,050	\$ 1,487,050	\$ 1,829,279
452-000 Boyce Mayview Park RAD Fund	1,018,713	1,129,482	1,034,242	1,110,640	860,890
453-000 Boyce Mayview C&RC Fund Debt Service Portion	1,180,158	1,082,852	1,198,826	1,198,826	1,201,633
453-001 Boyce Mayview C&RC Fund 15% Operation Approp.	438,378	452,133	514,160	515,018	532,456
Total Contractual Services	\$ 5,801,612	\$ 6,829,102	\$ 4,234,278	\$ 4,311,534	\$ 4,424,258
Total Operating Transfers Expenditures	\$ 5,801,612	\$ 6,829,102	\$ 4,234,278	\$ 4,311,534	\$ 4,424,258

BUDGETARY COMMENTS

In 2018, the Township plans to transfer \$1,829,279 from the General Fund to the Capital Projects Fund, \$860,890 to the Boyce Mayview Park RAD Fund, and \$1,734,089 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*		\$1,348,889
How many real estate tax mills?	0.29	\$587,167
Earned Income Tax per \$100?	\$ 7.09	\$628,929
Percentage of Other Taxes?	0.70%	\$132,793

*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

ANNUAL STREET PROGRAM

**STATE LIQUID FUELS TAX FUND
CAPITAL IMPROVEMENTS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Fund Balance	\$ 1,283	\$ 1,332	\$ 72,918	\$ 72,918	\$ 98,954
Revenue	515,040	599,161	609,480	626,036	644,080
Expenditures	(514,991)	(527,575)	(600,000)	(600,000)	(700,000)
Ending Fund Balance	\$ 1,332	\$ 72,918	\$ 82,398	\$ 98,954	\$ 43,034

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.

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Revenue					
10-00-000-?????-000					
345001 Interest on Investments	\$ 49	\$ 1,229	\$ 600	\$ 1,100	\$ 1,200
355002 State Allocation	496,111	579,052	590,000	606,056	624,000
355003 Turnback Revenue	18,880	18,880	18,880	18,880	18,880
Total Revenue	\$ 515,040	\$ 599,161	\$ 609,480	\$ 626,036	\$ 644,080
Expenditures					
10-40-408-500???-000					
401 Annual Street Program	\$ 514,991	\$ 527,575	\$ 600,000	\$ 600,000	\$ 700,000
Total Expenditures	\$ 514,991	\$ 527,575	\$ 600,000	\$ 600,000	\$ 700,000

BUDGETARY COMMENT

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

Year	Grant Amount	Year	Grant Amount
2008	\$ 455,805	2013	\$ 420,176
2009	439,279	2014	450,171
2010	421,766	2015	496,111
2011	432,269	2016	579,052
2012	426,713	2017	606,056

STORM SEWER IMPROVEMENT FUND

**STORM SEWER
MAINTENANCE**

**STORM SEWER IMPROVEMENT FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Fund Balance	\$ 53,886	\$ 32,639	\$ 94,492	\$ 94,492	\$ 100,892
Revenue	301,200	303,750	402,000	406,400	302,000
Expenditures	(322,447)	(241,897)	(400,000)	(400,000)	(200,000)
Ending Fund Balance	\$ 32,639	\$ 94,492	\$ 96,492	\$ 100,892	\$ 202,892

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 2018 Budget, \$300,000 has been appropriated in the Storm Sewer Fund.

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Revenue					
12-00-000-?????-000					
320001 Developer Fees	\$ 1,200	\$ 3,750	\$ 2,000	\$ 6,400	\$ 2,000
360008 Township Appropriation	300,000	300,000	400,000	400,000	300,000
Total Revenue	\$ 301,200	\$ 303,750	\$ 402,000	\$ 406,400	\$ 302,000
Expenditures					
12-40-405-500???-000					
211 Prof. Services-Engr. & Mapping	\$ 32,481	\$ 5,408	\$ 40,000	\$ 40,000	\$ 40,000
430 Storm Sewer Projects	289,966	236,489	360,000	360,000	160,000
Total Expenditures	\$ 322,447	\$ 241,897	\$ 400,000	\$ 400,000	\$ 200,000

BUDGETARY COMMENT

Funds requested for this program are \$100,000 less than what was appropriated in 2017 reflecting the plans contained within the Township’s five-year Capital Improvements Program.

FIELD IMPROVEMENT FUND

**FIELD
MAINTENANCE**

**FIELD IMPROVEMENT FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Fund Balance	\$ 423,640	\$ 152,741	\$ 211,294	\$ 211,294	\$ 239,044
Revenue	61,397	59,866	57,600	57,750	58,100
Expenditures	(332,296)	(1,313)	(30,000)	(30,000)	(30,000)
Ending Fund Balance	\$ 152,741	\$ 211,294	\$ 238,894	\$ 239,044	\$ 267,144

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 2018.

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Revenue					
13-00-000-?????-000					
320001 Athletic Association-User Fees	\$ 31,305	\$ 29,805	\$ 27,500	\$ 27,500	\$ 27,500
345001 Interest on Investments	92	61	100	250	600
360008 Township Appropriation	30,000	30,000	30,000	30,000	30,000
Total Revenue	\$ 61,397	\$ 59,866	\$ 57,600	\$ 57,750	\$ 58,100
Expenditures					
13-40-415-500???-000					
702 Field Renovation Projects	\$ 29,801	\$ 1,313	\$ 30,000	\$ 30,000	\$ 30,000
703 Boyce Mayview Field Lighting	302,495	-	-	-	-
Total Expenditures	\$ 332,296	\$ 1,313	\$ 30,000	\$ 30,000	\$ 30,000

BUDGETARY COMMENT

Funds for this program in 2018 are in line with 2017.

LIBRARY RAD FUND

**LIBRARY
ADMINISTRATION**

**LIBRARY RAD FUND
LIBRARY**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	215,059	221,495	223,711	224,778	227,026
Expenditures	(215,059)	(221,495)	(223,711)	(224,778)	(227,026)
Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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.

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Revenue					
14-00-000-?????-000					
360020 Regional Asset District	\$ 215,059	\$ 221,495	\$ 223,711	\$ 224,778	\$ 227,026
Total Revenue	<u>\$ 215,059</u>	<u>\$ 221,495</u>	<u>\$ 223,711</u>	<u>\$ 224,778</u>	<u>\$ 227,026</u>
RAD Expenditures					
14-60-601-500???-000					
Personal Services					
101 Full-Time Wages	\$ 97,402	\$ 90,016	\$ 102,061	\$ 102,061	\$ 104,756
120 Part-Time Wages	21,990	22,131	22,000	22,000	22,500
162 Group Life Insurance	533	471	690	690	814
163 Medical Insurance	41,402	38,217	49,431	50,498	46,493
164 Workers' Compensation	961	972	1,137	1,137	1,171
166 Pension Costs	5,022	4,611	5,102	5,102	5,238
167 Long-term Disability Insurance	281	280	299	299	319
198 Social Security Expense	8,704	8,391	9,491	9,491	9,735
Total Personal Services	<u>\$ 176,295</u>	<u>\$ 165,089</u>	<u>\$ 190,211</u>	<u>\$ 191,278</u>	<u>\$ 191,026</u>

**LIBRARY
ADMINISTRATION**

**LIBRARY RAD FUND
LIBRARY**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Contractual Services					
250 Computer Maintenance	\$ 12,855	\$ 12,993	\$ 13,500	\$ 13,500	\$ 14,000
Total Contractual Services	\$ 12,855	\$ 12,993	\$ 13,500	\$ 13,500	\$ 14,000
Commodities					
300 Furniture & Equipment	\$ 5,328	\$ 6,203	\$ 5,000	\$ 5,000	\$ 7,000
310 Adult Books	5,872	21,914	1,500	1,500	1,500
314 Adult Non-Print Materials	5,858	6,896	7,000	7,000	7,000
315 Juvenile Non-Print Materials	3,359	2,909	1,500	1,500	1,500
380 Library Specific Supplies	5,492	5,491	5,000	5,000	5,000
Total Commodities	\$ 25,909	\$ 43,413	\$ 20,000	\$ 20,000	\$ 22,000
Total RAD Expenditures	\$ 215,059	\$ 221,495	\$ 223,711	\$ 224,778	\$ 227,026

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BOYCE MAYVIEW PARK RAD FUND

**OPERATIONS &
MAINTENANCE**

**BOYCE MAYVIEW PARK RAD FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Fund Balance	\$ 5,493	\$ 5,493	\$ 476,065	\$ 476,065	\$ -
Revenue	1,771,720	1,365,542	1,665,272	1,741,790	1,071,140
Expenditures	(1,771,720)	(894,970)	(2,147,699)	(2,217,855)	(1,071,140)
Ending Fund Balance	\$ 5,493	\$ 476,065	\$ (6,362)	\$ -	\$ -

PROGRAM OVERVIEW

For 2018, the Township budgeted to receive an Allegheny County Regional Asset District (RAD) grant of \$210,000 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. A transfer from the General Fund of \$860,890 is budgeted to be made for 2018 to support the remainder of the fund’s costs for the year.

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Revenue					
52-00-000-?????-000					
360001 Interest Revenue	\$ 7	\$ 60	\$ 30	\$ 150	\$ 250
360008 General Fund Appropriation	1,018,713	1,129,482	1,034,242	1,110,640	860,890
360020 RAD Grant	430,000	236,000	306,000	306,000	210,000
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	\$ 1,771,720	\$ 1,365,542	\$ 1,665,272	\$ 1,741,790	\$ 1,071,140

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**OPERATIONS &
MAINTENANCE**

**BOYCE MAYVIEW PARK RAD FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Park Personal Services					
52-10-102-500???-000					
101 Full-Time Wages	\$ 198,014	\$ 222,966	\$ 198,050	\$ 200,550	\$ 224,352
110 Overtime Wages	14,885	16,307	9,650	11,300	9,800
120 Part-Time Wages	16,405	20,076	17,600	26,600	18,600
162 Group Life Insurance	639	121	395	395	465
163 Medical Insurance	16,065	14,781	17,189	17,189	19,297
164 Workers' Compensation	320	324	379	379	390
166 Pension Costs	4,356	4,383	4,485	4,485	4,690
167 Long-term Disability Insurance	160	165	175	175	191
198 Social Security Expense	17,143	19,601	17,235	18,241	19,336
199 Fringe Benefit Distribution	165,401	153,172	155,409	155,409	161,978
290 The Outdoor Classroom Contrib.	60,000	9,000	-	-	-
Total Park Personal Services	\$ 493,388	\$ 460,896	\$ 420,567	\$ 434,723	\$ 459,099
Park Capital Expenditures					
52-40-401-500???-000					
307 Perimeter & Interior Trail Const.	\$ 72,162	\$ 144,325	\$ 1,400,000	\$ 1,400,000	\$ 25,000
310 Miracle Field and Playground	52,064	-	-	-	-
311 Park Playgrounds	15,857	8,498	10,000	10,000	10,000
320 Park Improvements - Capital	842,028	-	24,000	70,000	270,000
Total Park Capital Expenditures	\$ 982,111	\$ 152,823	\$ 1,434,000	\$ 1,480,000	\$ 305,000
	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Park Maintenance Expenditures					
52-40-415-500???-000					
240 Water and Sewerage	\$ 24,479	\$ 27,162	\$ 30,600	\$ 30,600	\$ 33,700
241 Natural Gas	4,335	2,922	5,000	5,000	5,500
242 Electricity	34,412	37,659	33,750	43,750	44,800
299 Field Maintenance Services	50,511	45,663	44,500	44,500	44,500
328 Field Maintenance Supplies	87,053	87,125	86,500	86,500	86,500
343 Tools & Equipment	310	-	-	-	-
601 Dist. Vehicle Costs	3,791	3,886	3,983	3,983	4,082
604 Police Patrol Distribution	41,539	42,713	44,469	44,469	46,643
605 Snow & Ice Distribution	49,791	34,121	44,330	44,330	41,316
Total Park Maintenance Exp.	\$ 296,221	\$ 281,251	\$ 293,132	\$ 303,132	\$ 307,041
Total Expenditures	\$ 1,771,720	\$ 894,970	\$ 2,147,699	\$ 2,217,855	\$ 1,071,140

CAPITAL PROJECTS FUND

CAPITAL EXPENDITURES

CAPITAL PROJECTS FUND VARIOUS DEPARTMENTS



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Fund Balance	\$ 7,343,619	\$ 8,284,816	\$ 7,546,173	\$ 7,546,173	\$ 4,612,627
Revenue	3,977,881	4,625,284	1,918,550	1,704,550	2,831,067
Expenditures	(3,036,684)	(5,363,927)	(6,832,500)	(4,638,096)	(6,324,600)
Ending Fund Balance	\$ 8,284,816	\$ 7,546,173	\$ 2,632,223	\$ 4,612,627	\$ 1,119,094

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 2018, an operating transfer of \$1,829,279 has been budgeted to help support Township capital expenditures.

The Five-Year Capital Improvement Plan for 2018-2022, 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.

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Revenue					
40-00-000-?????-000					
345001 Interest on Investments	\$ 12,357	\$ 11,953	\$ 13,000	\$ 13,000	\$ 20,000
350002 Peters Twp Compost Agmt	4,500	-	4,500	4,500	4,500
350004 Canonsburg Compost Agmt	-	1,000	1,000	-	-
360008 General Fund Appropriation	3,164,363	4,164,635	1,487,050	1,487,050	1,829,279
360017 DCED Wiltshire Park Grant	245,279	-	-	-	-
360018 ARLE Traffic Safety Grant	20,500	71,500	-	-	-
370013 PA Grant-Act 13 Funds	8,783	8,554	4,000	-	-
370017 Mayview Sidewalk TAP Grant	-	-	334,000	-	-
370022 Boyce Corridor Contributions	309,092	90,909	-	-	-
370025 PennDOT Green Light Go Grant	-	-	-	-	461,288
370027 DCED Grant McMurray Road	-	-	-	-	276,000
380099 Miscellaneous Revenue	213,007	276,733	75,000	200,000	240,000
Total Revenue	\$ 3,977,881	\$ 4,625,284	\$ 1,918,550	\$ 1,704,550	\$ 2,831,067

CAPITAL EXPENDITURES

**CAPITAL PROJECTS FUND
VARIOUS DEPARTMENTS**



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Expenditures					
General Government					
40-10-102-500???-000					
730 Bldg Mte-Interior & Exterior	\$ 61,071	\$ 86,011	\$ 95,000	\$ 95,000	\$ 100,000
731 Municipal Building Improvements	487,202	1,096,441	575,000	367,000	750,000
740 Staff Vehicles	-	-	-	-	35,000
750 Information Technology Equip	235,057	176,544	568,000	408,000	231,000
752 Cable Television Equipment	7,873	11,948	15,000	15,000	40,000
Total General Government	<u>\$ 791,203</u>	<u>\$ 1,370,944</u>	<u>\$ 1,253,000</u>	<u>\$ 885,000</u>	<u>\$ 1,156,000</u>
Public Safety					
40-20-???-500???-000					
201-740 Police Cars & Lights	\$ 104,621	\$ 180,937	\$ 117,000	\$ 117,000	\$ 123,000
201-745 Rt. 19 Corridor Cameras	-	-	-	-	25,000
201-746 Deer Culling Program	33,711	39,013	45,000	45,000	45,000
201-747 Mobile Data Units	13,549	9,684	6,000	6,000	6,000
201-750 Video Equipment	9,117	14,723	12,000	12,000	12,000
201-760 Office Equipment	-	-	5,000	5,000	-
201-761 Radios	-	-	2,000	2,000	2,000
201-762 Other Equipment	-	17,365	20,000	20,000	18,000
201-780 BP Vests, Weapons & AEDs	-	14,485	6,000	6,000	6,000
202-730 Fire Station Maintenance	-	-	25,000	25,000	-
202-740 Fire Vehicles	-	-	690,000	690,000	-
Total Public Safety	<u>\$ 160,998</u>	<u>\$ 276,207</u>	<u>\$ 928,000</u>	<u>\$ 928,000</u>	<u>\$ 237,000</u>
Community Development					
40-30-301-500???-???					
702-000 GIS Digital Mapping	\$ 21,188	\$ 40,402	\$ 14,000	\$ 17,000	\$ 30,000
740-000 Staff Vehicles	-	-	-	-	32,000
750-000 Office Equipment & Furniture	-	-	3,500	3,500	-
760-000 Comprehensive Plan-2015	4,152	698	-	-	-
Total Community Development	<u>\$ 25,340</u>	<u>\$ 41,100</u>	<u>\$ 17,500</u>	<u>\$ 20,500</u>	<u>\$ 62,000</u>

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CAPITAL EXPENDITURES

CAPITAL PROJECTS FUND VARIOUS DEPARTMENTS



	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Budget</u>	<u>2017</u> <u>Estimate</u>	<u>2018</u> <u>Budget</u>
Public Works					
40-40-???-500???-000					
401-740 Dump Trucks	\$ 99,336	\$ 155,646	\$ 165,000	\$ 165,000	\$ -
401-741 Other Trucks, CAT, Sweeper	250,829	226,845	176,000	176,000	205,000
401-745 Staff Vehicles	8,053	31,133	-	-	35,000
401-760 Groundskeeper Mowers	-	166,794	12,000	12,000	29,000
401-790 Other Equipment	9,854	72,832	129,000	129,000	209,000
404-720 Salt Brine Production System	-	-	-	-	60,000
404-721 Salt Storage	-	-	-	-	10,000
405-712 Storm Sewer Fund Approp.	300,000	300,000	400,000	400,000	300,000
406-741 Boyce Rd Corridor Improv.	39,196	101,876	757,000	30,000	825,000
406-742 McMurray Rd/Bethel Ch. Rd	17,432	142,802	-	-	-
406-743 Traffic Signals/Signs Upgrades	-	54,378	15,000	22,596	-
406-744 McMurray/McLaug/Panther	-	-	280,000	-	405,000
406-745 McMurray/Johnston	-	-	-	-	337,000
406-746 McLaughlin/McMillan/Lesn	-	-	-	-	140,000
408-610 Annual Street Program	1,034,787	959,094	1,060,000	1,060,000	1,060,000
408-620 Sidewalk Projects	51,220	50,866	660,000	50,000	30,000
411-725 Other Building Improvements	10,758	172,562	314,000	314,000	40,000
411-726 MAC Improvements	-	-	-	-	550,000
Total Public Works	\$ 1,821,465	\$ 2,434,828	\$ 3,968,000	\$ 2,358,596	\$ 4,235,000
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	199,952	285,311	220,000	220,000	120,000
415-723 Pedestrian Bridge Replacemt.	-	-	36,000	36,000	-
415-724 Gilfillan Trail Improvements	-	-	-	-	150,000
415-745 PEMA Grant Hays Rd	-	267,478	-	-	-
40-50-501-500???-000					
724 Tennis Bubble Replacement	-	615,618	-	-	-
725 Tennis & Golf Admin. Building	-	-	250,000	30,000	270,000
Total Recreation	\$ 229,952	\$ 1,198,407	\$ 536,000	\$ 316,000	\$ 570,000
Library					
40-60-601-500???-000					
722 Adult Circulation Desk Remodel	\$ -	\$ 30,186	\$ -	\$ -	\$ -
723 Space Renovations	7,726	12,255	130,000	130,000	64,600
Total Library	\$ 7,726	\$ 42,441	\$ 130,000	\$ 130,000	\$ 64,600
Total Expenditures	\$ 3,036,684	\$ 5,363,927	\$ 6,832,500	\$ 4,638,096	\$ 6,324,600

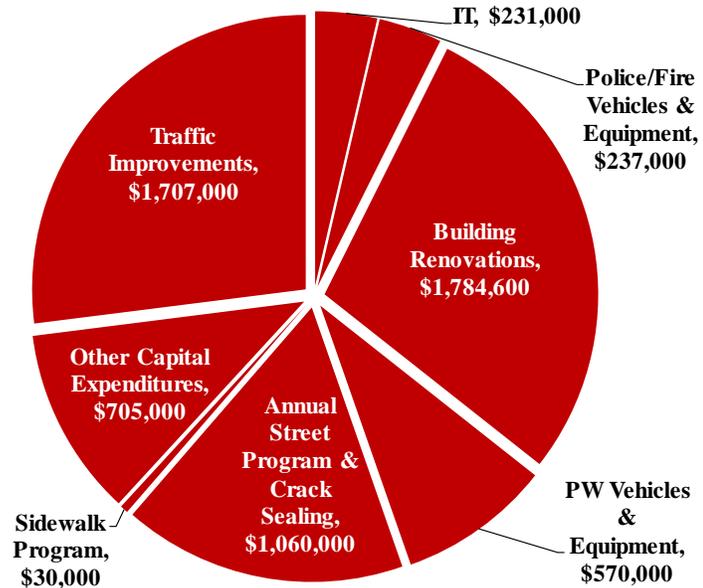
BUDGETARY COMMENT

In 2018, 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 \$1,700,000. Also in 2018, 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		Vehicles	
Annual Street Program & Crack Sealing*	\$ 1,060,000	Public Works Vehicles	240,000
*Total: \$1,760,000 (see State Liquid Fuels Tax Fund)		Police Vehicles	123,000
Sidewalk Projects	30,000	General Government Vehicles	67,000
Field Improvement Fund Appropriation	30,000	Equipment	
Storm Sewer Fund Appropriation	300,000	Public Works Equipment	298,000
Park Resurfacing / Equipment Replacement Program	120,000	Police Equipment	69,000
Gilfillan Park Trail Improvements	150,000	Information Technology Equipment	231,000
Municipal Building Renovations	914,600	Cable 7 Television Equipment	40,000
Traffic Signal / Intersection Improvements	1,707,000	Programs	
McLaughlin Run Activity Center Improvements	550,000	Community Development GIS Program	30,000
Tennis & Golf Administration Building Improvements	270,000	Public Safety Deer Culling	45,000
Other Building Improvements	50,000	Total Budget: Capital Projects Fund	
			\$ 6,324,600

SANITARY SEWER FUND

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Net Position	\$ 1,556,256	\$ 2,133,912	\$ 3,537,945	\$ 3,537,945	\$ 3,333,823
Operating Revenue	5,758,183	6,475,486	6,751,246	6,681,766	6,951,774
Operating Expenses	(4,665,374)	(4,700,246)	(6,432,862)	(6,439,851)	(6,382,947)
Total Operating Income (Loss)	1,092,809	1,775,240	318,384	241,915	568,827
Non-Operating Revenue	628	175,833	1,000	3,000	4,500
Non-Operating Expenses	(515,781)	(547,040)	(527,285)	(449,037)	(417,518)
Total Non-Operating Rev. (Expenses)	(515,153)	(371,207)	(526,285)	(446,037)	(413,018)
Change in Net Position	577,656	1,404,033	(207,901)	(204,122)	155,809
Ending Net Position	2,133,912	3,537,945	3,330,044	3,333,823	3,489,632
Net Investment in Capital Assets	-	(113,184)	(150,000)	(150,000)	(2,070,000)
Ending Unrestricted Net Position	\$ 2,133,912	\$ 3,424,761	\$ 3,180,044	\$ 3,183,823	\$ 1,419,632

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:

2013	2014	2015	2016	Projected 2017
0.31 Miles	0.16 Miles	0.80 Miles	0.94 Miles	0.53 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 2018, ALCOSAN will increase its rates by 7.5%, while the Township multiplier will be reduced to 2.05 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
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
2008	1.85	2018	2.05

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) 2018 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	\$15.21	\$304	5,000	\$15.21	\$76	\$228

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Operating Revenue					
50-00-000-?????-000					
330450 Current Sewer User Fees	\$ 5,624,972	\$ 6,357,688	\$ 6,665,746	\$ 6,568,878	\$ 6,859,274
330456 Liened Sewer User Fees	12,564	6,856	25,000	8,000	8,000
330460 ALCOSAN Reimbursement	18,204	19,416	20,000	19,388	19,000
330502 Sanitary Sewer Permit Fees	94,000	81,500	35,000	80,000	60,000
380081 Lien Cost Reimbursement	8,443	10,026	5,500	5,500	5,500
Total Operating Revenue	\$ 5,758,183	\$ 6,475,486	\$ 6,751,246	\$ 6,681,766	\$ 6,951,774
Operating Expenses					
50-40-425-500???-000					
Personal Services					
101 Full-Time Wages	\$ 182,638	\$ 192,997	\$ 153,157	\$ 160,642	\$ 171,492
110 Overtime Wages	1,181	1,505	2,500	2,500	2,500
120 Part-Time Wages	-	119	100	500	500
162 Group Life Insurance	1,039	785	979	979	1,192
163 Medical Insurance	28,866	28,664	25,505	25,505	27,945
164 Workers' Compensation	961	972	1,137	1,137	1,171
166 Pension Costs	15,096	15,493	12,451	12,451	12,835
167 Long-term Disability Insurance	428	494	449	449	482
168 Post Retirement Plan	950	950	600	600	600
198 Social Security Expense	13,380	14,291	11,915	12,519	13,349
199 Overhead Distribution	20,168	6,259	5,938	5,938	11,185
Total Personal Services	\$ 264,707	\$ 262,529	\$ 214,731	\$ 223,220	\$ 243,251
Contractual Services					
202 Sewer Processing Fees	\$ 2,942,687	\$ 3,243,651	\$ 3,925,000	\$ 3,702,000	\$ 4,074,300
210 Professional Svcs-Legal	29,436	3,402	8,000	8,000	20,000
211 Professional Svcs-Engineering	68,047	16,940	25,000	25,000	25,000
212 Engineering-Corrective Action	41,404	76,485	150,000	150,000	150,000
216 Engineering-Brush Run	-	-	-	115,000	-
221 Flood Insurance	-	3,126	4,000	3,500	3,500
240 Water and Sewerage	4,022	5,659	5,000	12,000	13,200
242 Electricity	28,257	41,312	27,500	47,500	48,500
250 Corrective Action-Sewer Rehab	483,235	231,332	1,225,000	1,225,000	900,000
258 Repairs & Maint-Mech. Equip.	28,196	37,005	35,000	35,000	35,000
262 Sewer Billing & Collection	83,319	64,838	95,000	95,000	95,000
290 Other Contractual Services	5,712	2,798	5,000	5,000	5,000
Total Contractual Services	\$ 3,714,315	\$ 3,726,548	\$ 5,504,500	\$ 5,423,000	\$ 5,369,500

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**

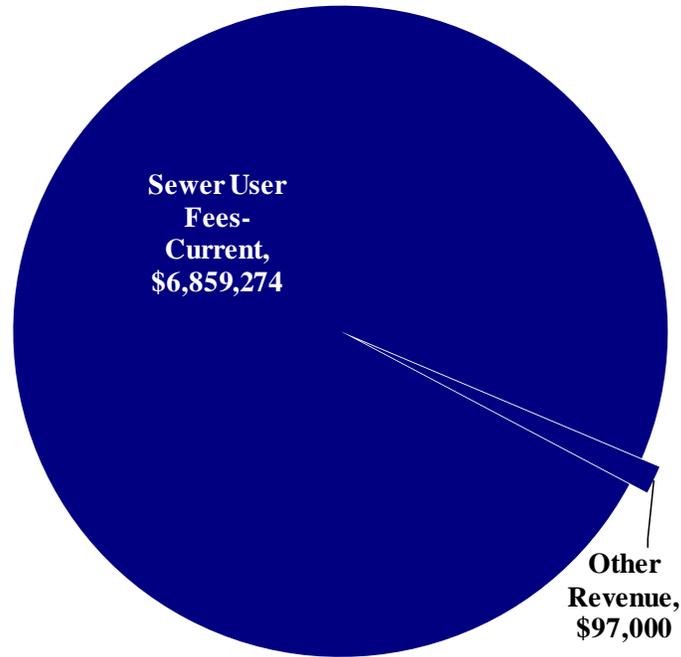


	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Commodities					
315 Construction Supplies	\$ 20,216	\$ 12,753	\$ 25,000	\$ 25,000	\$ 25,000
318 Sewer Maintenance Supplies	6,664	4,000	7,500	7,500	7,500
350 Protective Wearing Apparel	87	47	350	350	350
390 Other Supplies	5,105	4,755	7,000	7,000	6,000
Total Commodities	\$ 32,072	\$ 21,555	\$ 39,850	\$ 39,850	\$ 38,850
Distributed Costs					
601 Dist. Vehicle Costs	\$ 7,688	\$ 7,880	\$ 8,077	\$ 8,077	\$ 8,279
602 Depreciation Expense	623,940	653,303	615,000	695,000	695,000
603 Dist. Data Processing Costs	22,652	28,431	50,704	50,704	28,067
Total Distributed Costs	\$ 654,280	\$ 689,614	\$ 673,781	\$ 753,781	\$ 731,346
Total Operating Expenses	\$ 4,665,374	\$ 4,700,246	\$ 6,432,862	\$ 6,439,851	\$ 6,382,947
Total Operating Income (Loss)	\$ 1,092,809	\$ 1,775,240	\$ 318,384	\$ 241,915	\$ 568,827
Non-Operating Revenues					
50-00-000-??????-???					
345001 Interest on Investments	\$ 628	\$ 2,533	\$ 1,000	\$ 3,000	\$ 4,500
380099 Miscellaneous Grants	-	173,300	-	-	-
Total Non-Operating Revenues	\$ 628	\$ 175,833	\$ 1,000	\$ 3,000	\$ 4,500
Non-Operating Expenses					
50-40-425-500???-???					
401-000 Bond Payments-Principal	\$ 361,934	\$ 144,460	\$ 316,404	\$ 351,564	\$ 333,826
401-001 Bonds Payable Allocation	(361,934)	(144,460)	(316,404)	(351,564)	(333,826)
402-000 Bond Payments-Interest	515,781	448,316	513,848	435,600	407,440
403-000 Note Payments-Principal	-	237,000	237,000	237,000	237,000
403-001 Note Payable Allocation	-	(237,000)	(237,000)	(237,000)	(237,000)
404-000 Note Payments-Interest	-	16,843	13,437	13,437	10,078
405-000 Bond Issuance Cost	-	81,881	-	-	-
Total Non-Operating Expenses	\$ 515,781	\$ 547,040	\$ 527,285	\$ 449,037	\$ 417,518
Total Non-Operating Rev (Expenses)	\$ (515,153)	\$ (371,207)	\$ (526,285)	\$ (446,037)	\$ (413,018)

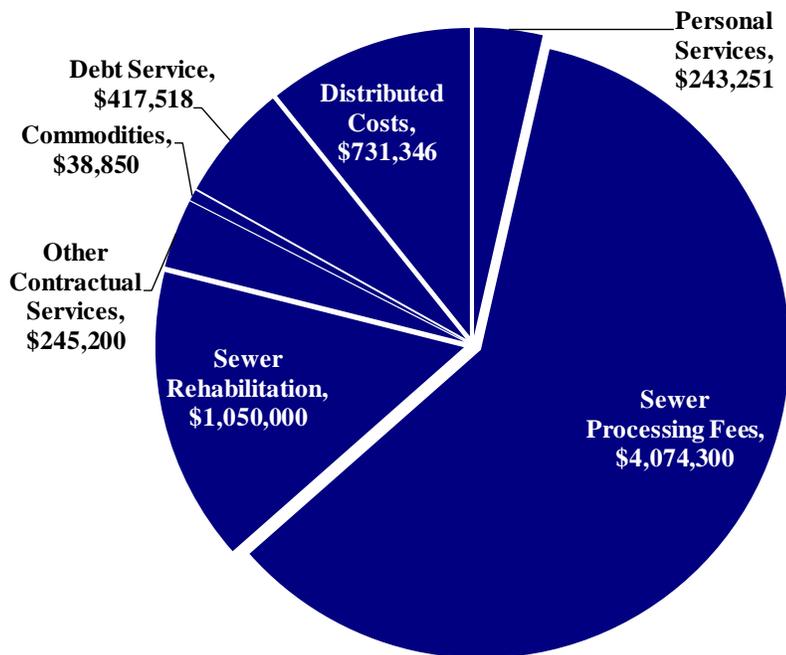
BUDGETARY COMMENT

The Township continues to plan for sanitary sewer usage fees to cover the costs of routine sewer maintenance and correcting sewer system deficiencies.

Projected Revenues



Projected Expenses



SUPPLEMENTARY INFORMATION

Portions of the 2016 Series A&B General Obligation Bonds, the 2017 Series A&B General Obligation Bonds, and the 2015 General Obligation Note issued by the Township are directly related to the sanitary sewers. The debt was issued to finance Sanitary Sewer Consent Order projects that were agreed upon by the Township and the Allegheny County Health Department. The debt service schedule for each applicable portion follows.

2016 A&B General Obligation Bonds Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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		\$ 6,981,478	\$ 3,489,280	\$ 10,470,758

SUPPLEMENTARY INFORMATION (Continued)

2017-A Bond Issue				
Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2018	2.000%	\$ 35,000	\$ 77,623	\$ 112,623
2019	2.000%	35,000	72,396	107,396
2020	2.000%	35,000	67,721	102,721
2021	2.000%	310,000	81,033	391,033
2022	3.000%	325,000	74,199	399,199
2023	2.000%	330,000	65,950	395,950
2024	2.125%	345,000	59,834	404,834
2025	2.350%	355,000	52,998	407,998
2026	2.500%	370,000	44,524	414,524
2027	2.600%	380,000	35,211	415,211
2028	2.700%	390,000	25,129	415,129
2029	3.000%	330,000	48,744	378,744
2030	3.000%	340,000	38,694	378,694
2031	3.125%	350,000	28,125	378,125
2032	3.125%	355,000	17,109	372,109
2033	3.125%	370,000	5,781	375,781
	Total	\$ 4,655,000	\$ 795,071	\$ 5,450,071

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SUPPLEMENTARY INFORMATION (Continued)

2017-B Bond Issue				
Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2018	1.000%	\$ 105,000	\$ 75,623	\$ 180,623
2019	2.000%	110,000	76,855	186,855
2020	1.500%	110,000	78,994	188,994
2021	1.500%	125,000	73,199	198,199
2022	1.500%	125,000	69,253	194,253
2023	2.000%	125,000	69,277	194,277
2024	2.000%	125,000	67,704	192,704
2025	2.000%	135,000	66,908	201,908
2026	2.000%	145,000	67,470	212,470
2027	2.050%	140,000	63,695	203,695
2028	2.200%	150,000	62,585	212,585
2029	2.400%	140,000	17,830	157,830
2030	2.550%	145,000	14,366	159,366
2031	2.650%	150,000	10,585	160,585
2032	3.000%	155,000	29,408	184,408
2033	3.000%	135,000	57,975	192,975
2034	3.000%	600,000	46,950	646,950
2035	3.000%	625,000	28,575	653,575
2036	3.000%	640,000	9,600	649,600
Total		\$ 3,985,000	\$ 986,852	\$ 4,971,852

2015 General Obligation Note				
Sanitary Sewer Fund Portion				
Year of Maturity	Rate	Principal	Interest	Annual Debt Service
2018	1.400%	\$ 237,000	\$ 10,078	\$ 247,078
2019	1.400%	237,000	6,719	243,719
2020	1.400%	237,000	3,369	240,369
Total		\$ 711,000	\$ 20,166	\$ 731,166

TOWNSHIP/SCHOOL DISTRICT MAGAZINE FUND

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Net Position	\$ 172,192	\$ 178,331	\$ 174,922	\$ 174,922	\$ 154,897
Operating Revenue	168,807	164,946	172,100	162,275	160,100
Operating Expenses	(162,668)	(168,355)	(179,750)	(182,300)	(179,750)
Total Operating Income (Loss)	6,139	(3,409)	(7,650)	(20,025)	(19,650)
Change in Net Position	6,139	(3,409)	(7,650)	(20,025)	(19,650)
Ending Net Position	\$ 178,331	\$ 174,922	\$ 167,272	\$ 154,897	\$ 135,247

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.

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Operating Revenue					
51-00-000-367???-000					
001 Advertising Fees	\$ 168,118	\$ 163,159	\$ 172,000	\$ 162,000	\$ 160,000
003 Late Fees	689	1,787	100	275	100
Total Operating Revenue	\$ 168,807	\$ 164,946	\$ 172,100	\$ 162,275	\$ 160,100
Operating Expenses					
51-10-102-500???-000					
101 Steering Committee Payments	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
111 Editorial Staff	37,500	37,465	38,000	38,000	38,000
121 Office Management	11,638	11,792	13,000	13,000	13,000
215 Photography Costs	1,600	1,300	2,000	2,000	2,000
275 Printing Costs	46,821	47,259	48,000	48,000	48,000
278 Postage	12,417	12,231	13,000	13,000	13,000
280 Mileage	230	231	350	350	350
290 Commissions-Ad Salesman	27,980	30,060	33,000	33,000	33,000
292 Graphic Art Services	15,252	15,138	16,000	16,000	16,000
300 Office Furniture	-	-	600	3,150	600
301 Office Supplies	161	403	1,000	1,000	1,000
302 Software Licenses	-	4,289	3,300	3,300	3,300
304 Publicity Material/Marketing	1,482	1,992	1,500	1,500	1,500
390 Other Supplies	1,629	1,280	4,000	4,000	4,000
400 Bad Debt Expense	1,043	-	1,000	1,000	1,000
602 Depreciation Expense	915	915	1,000	1,000	1,000
Total Operating Expenses	\$ 162,668	\$ 168,355	\$ 179,750	\$ 182,300	\$ 179,750
Total Operating Income (Loss)	\$ 6,139	\$ (3,409)	\$ (7,650)	\$ (20,025)	\$ (19,650)

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND

OVERVIEW

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND RECREATION



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Net Position	\$ 6,521,597	\$ 7,652,112	\$ 8,550,152	\$ 8,550,152	\$ 9,121,227
Operating Revenue	4,547,257	4,632,401	4,599,210	4,464,710	4,507,006
Operating Expenses	(3,203,686)	(3,315,801)	(3,956,405)	(3,802,376)	(3,932,255)
Total Operating Income (Loss)	1,343,571	1,316,600	642,805	662,334	574,751
Non-Operating Revenue	1,181,045	1,085,776	1,201,326	1,201,826	1,207,633
Non-Operating Expenses	(745,882)	(856,118)	(644,867)	(644,867)	(678,449)
Total Non-Operating Rev. (Expenses)	435,163	229,658	556,459	556,959	529,184
Change in Net Position	1,778,734	1,546,258	1,199,264	1,219,293	1,103,935
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Position	7,652,112	8,550,152	9,101,198	9,121,227	9,576,944
Net Investment in Capital Assets	(2,960,181)	(2,504,365)	(2,876,065)	(2,954,861)	(5,111,361)
Ending Unrestricted Net Position	\$ 4,691,931	\$ 6,045,787	\$ 6,225,133	\$ 6,166,366	\$ 4,465,583

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 2018, 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.

2017 C&RC ACCOMPLISHMENTS

- Maintained strong membership levels.
- Ongoing enhancement to the new outdoor warm weather fitness area.
- Replaced plaster in the aquatics areas as needed.
- Refurbish the indoor aquatic area play feature.
- Replaced aging tread mills, aging elliptical machines
- Improving 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 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.

2018 C&RC GOALS AND OBJECTIVES

- Continue to be the regional leader in Parks and Recreation while focusing on the quality of life in USC.
- 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.
- Complete a facility enhancement study with the objective of developing recommendations for future improvements of the C&RC.
- Implement a new software program to improve operational efficiency and enhance the member experience.



C&RC ORGANIZATIONAL STRUCTURE

The 2018 proposed staffing for the C&RC is as follows:

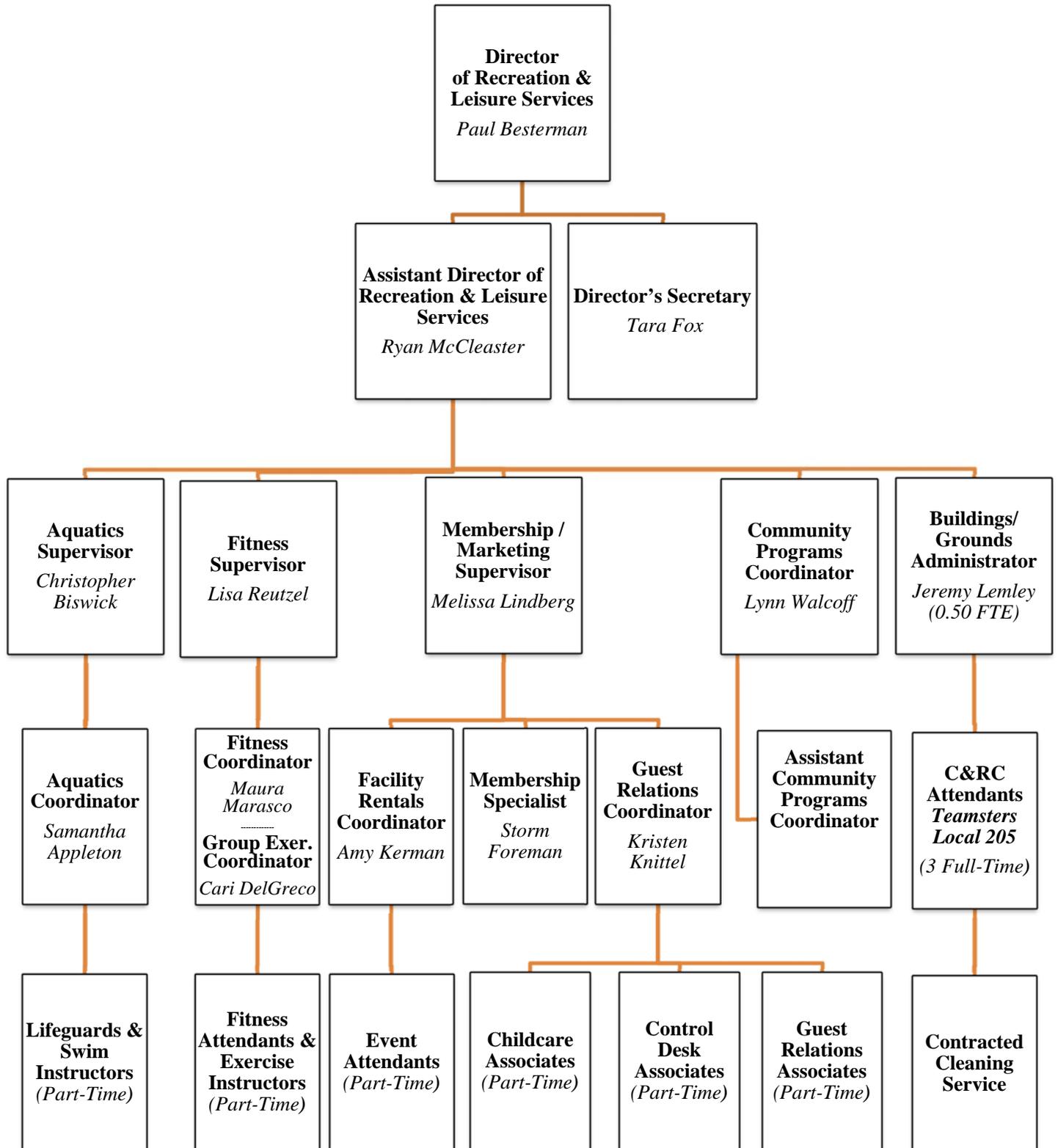
Position Title	Pay Grade	Minimum	Maximum	2018 Positions
Director of Recreation and Leisure Services	3	\$85,951	\$123,263	1
Asst. Director of Recreation & Leisure Services	7	\$57,401	\$82,319	1
Buildings & Grounds Administrator	7	\$57,401	\$82,319	0.5
Aquatics Coordinator	14	\$29,456	\$42,243	1
Aquatics Supervisor	11	\$39,206	\$56,225	1
Asst. Programs and Older Adults Coordinator	14	\$29,456	\$42,243	1
Community Program Coordinator	11	\$39,206	\$56,225	1
Facility/Banquet Rental Coordinator	13	\$32,401	\$46,468	1
Fitness Coordinator	11	\$39,206	\$56,225	1
Fitness Supervisor	9	\$47,439	\$68,032	1
Group Exercise Coordinator	14	\$29,456	\$42,243	1
Guest Relations Coordinator	11	\$39,206	\$56,225	1
Membership & Marketing Supervisor	9	\$47,439	\$68,032	1
Membership Specialist	13	\$32,401	\$46,468	1
Office Secretary	13	\$32,401	\$46,468	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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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 slide, water geysers, underwater benches, and a large interactive play structure with dumping bells, small slide, and water cannons. Water temperature is kept between 84 and 88 degrees Fahrenheit.

Outdoor Pool Area

The outdoor pool area has a variety of family friendly features available in and around the pool. Surrounding the pool is a spacious grassy area for lounging and play, two large pavilions with picnic tables, a large sandbox, and oversized beach umbrellas. In the pool, patrons will find a two-story body slide, lily pad walk with overhead cargo net, water geysers and cannons, discovery fountains, an interactive play structure with small slide, underwater benches, and leisure pool. Water temperature is kept between 78 and 80 degrees Fahrenheit.

Programming

C&RC aquatic programs and services provide families and individuals with an opportunity to learn how to enjoy the water safely. Aquatic programs are offered in the areas of swimming instruction, water exercise, sports training, special populations, and recreational swimming.

Programs include:

- Swim Lessons
- Private Swim Lessons
- Water Aerobics Classes

Staffing

The Aquatics Department is staffed by one (1) Aquatics Supervisor, one (1) Aquatics Coordinator, and part-time lifeguards.

FITNESS OVERVIEW

The main area of the Fitness Department encompasses approximately 10,000 square feet of the facility. This area includes free weights, selectorized weight machines, and cardiovascular machines. The Fitness Department also has two workout studios, and an 18,000 square foot gymnasium. The Fitness Department views health holistically; a healthy person has unity of mind, body, and spirit. The Fitness Department has identified the growing level of physical inactivity and obesity in the United States as a critical social issue that must be addressed. Through innovative health and wellness programs, the Fitness Department looks to guide and support individuals in developing new skills, and setting realistic goals for achieving a healthy lifestyle.

Programming

C&RC fitness, health, and wellness programs emphasize the value of disease prevention through physical activity and education programs in the areas of physical training, nutrition, stress management, and smoking cessation.

Programs provided by the Fitness Department are as follows:

- Personal Training
- Nutrition Counseling
- Fitness Assessments
- Strength and Cardio Orientations
- Group Exercise Classes
- Introduction to Strength Training

Staffing

The Fitness Department is staffed by one (1) Fitness Supervisor, one (1) Group Exercise Coordinator, one (1) Fitness Coordinator, part-time Exercise Instructors, and other part-time staff.

Equipment

The Fitness Department has seen consistent participation since the opening of the C&RC. In order to keep the Fitness Department on the cutting edge, the Township has planned to purchase additional equipment to keep pace with the demand for fitness activities. Equipment includes six (6) treadmills, four (4) ellipticals, two (2) interactive bikes, two (2) upright bikes, two (2) rowers, and a linear leg press. For additional information, please see the “*C&RC Capital Account*” section.

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MEMBERSHIP & MARKETING OVERVIEW

The Membership/Marketing Department’s goal is to ensure that C&RC membership is valued as a delightful and important part of one’s life, with a special emphasis on growth in mind, body, and spirit. The service and human interactions experienced by all who enter or contact the C&RC will be warm, personal, and professional.

The Membership/Marketing Department offers a single tier membership program that allows a member to use both indoor and outdoor C&RC facilities. Membership includes an annual membership or a three-month membership option. These membership options are broken out into four (4) categories: Youth, Adult, Family, and Senior. For more information on plans and fees, please visit www.twpusc.org/crc/membership. The Membership Department is also responsible for the rental agreements for the two (2) Aquatic Party Rooms and the 3,600 square foot Community Room.

Staffing

The Membership/Marketing Department is staffed by one (1) Membership/Marketing Services Supervisor, one (1) Membership Specialist, one (1) Facility Rental Coordinator, and part-time Membership Specialists and Event Attendants.

Vital Statistics

Annual memberships are the basis for sustainability of the C&RC. A sustainable membership base will depend on several statistics that are tracked continuously. Those statistics include: Total Annual Memberships (the total number of memberships sold for all membership types); Total Individual Members (the total number of people with active memberships in a given month); and, 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 November 2016 through October 2017:

Annual Memberships	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Youth	79	84	85	78	83	82	85	84	86	85	75	73
Adult	524	528	527	519	506	504	492	498	505	508	515	517
Family	2,112	2,066	2,070	2,061	2,056	2,061	2,037	2,030	2,079	2,055	2,007	1,964
Senior	603	614	636	642	639	644	652	661	658	661	660	672
Total Annual Memberships	3,318	3,292	3,318	3,300	3,284	3,291	3,266	3,273	3,328	3,309	3,257	3,226

Individual Members												
3-Month Members	58	95	126	189	176	161	114	157	226	222	141	42
Annual Members	9,877	9,693	9,740	9,689	9,657	9,671	9,561	9,556	9,771	9,668	9,468	9,323
Total Individual Members	9,935	9,788	9,866	9,878	9,833	9,832	9,675	9,713	9,997	9,890	9,609	9,365

Turnover Rate / Membership Pass Scans												
Indoor Scanning Stations	25,941	25,835	33,540	28,806	33,221	24,259	26,665	25,242	25,198	18,401	18,503	20,335
Outdoor Scanning Stations	-	-	-	-	-	-	1,159	9,453	9,502	6,545	537	-
Total Membership Scans	25,941	25,835	33,540	28,806	33,221	24,259	27,824	34,695	34,700	24,946	19,040	20,335

MEMBERSHIP & MARKETING OVERVIEW (continued)

In 2017, the annual membership base reached a high of 3,328 memberships, while the number of individuals having access to the facility reached nearly 10,000. 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.

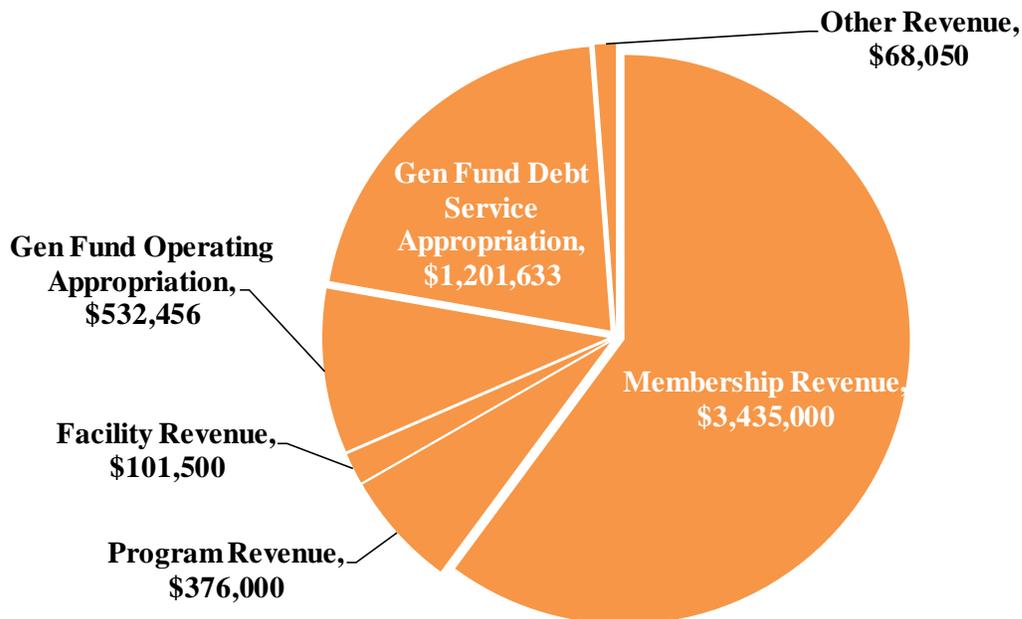
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REVENUE

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND
RECREATION



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Operating Revenue					
53-00-000-?????-000					
Membership Revenue					
350003 Combined Memberships	\$ 3,177,416	\$ 3,215,622	\$ 3,150,000	\$ 3,060,000	\$ 3,060,000
350004 Daily Admissions	270,625	331,512	285,000	285,000	285,000
350005 Three Month Memberships	93,196	81,309	90,000	90,000	90,000
Program Revenue					
367003 Fitness Programs	126,514	118,696	130,000	132,000	135,000
367017 Aquatic Programs	258,413	251,942	265,000	220,000	235,000
367022 Misc. Self Supporting Fees	19,327	6,406	6,000	6,000	6,000
Facility Revenue					
380010 Non-Aquatic Facility Fees	10,320	11,880	11,000	11,000	12,500
380011 Aquatic Facility Fees	87,134	93,385	85,000	85,000	87,000
380012 Party Rental Extra Fees	1,580	3,265	2,000	2,000	2,000
Other Revenue					
360008 General Fund Appropriation	438,378	452,133	514,160	514,160	532,456
370001 Babysitting Services	26,237	29,042	27,000	27,000	27,500
370010 Vending Revenue	8,566	7,808	7,500	6,000	7,500
370020 Indoor Facility Misc. Rev.	28,966	28,812	26,000	26,000	26,500
370021 Outdoor Pool Misc. Rev.	585	589	550	550	550
Total Operating Revenue	<u>\$ 4,547,257</u>	<u>\$ 4,632,401</u>	<u>\$ 4,599,210</u>	<u>\$ 4,464,710</u>	<u>\$ 4,507,006</u>



EXPENSES

**BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND
RECREATION**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Indoor Facility Operating Expenses					
53-50-501-500???-000					
Indoor Personal Services					
101 Full-Time Wages	\$ 674,290	\$ 714,541	\$ 822,204	\$ 822,204	\$ 846,105
110 Overtime Wages	8,978	12,769	7,800	14,700	15,000
120 Part-Time Wages	736,068	733,427	772,700	760,950	808,300
162 Group Life Insurance	8,051	703	5,105	5,105	6,094
163 Medical Insurance	186,354	204,133	245,236	245,236	257,654
164 Workers' Compensation	73,224	74,153	86,698	86,698	89,223
166 Pension Costs	44,764	44,273	52,122	52,122	53,659
167 Long-term Disability Insurance	1,919	1,978	2,409	2,409	2,582
168 Post Retirement Plan	1,450	1,450	2,000	2,000	2,000
198 Social Security Expense	105,992	108,762	122,607	122,255	127,709
Total Indoor Personal Services	\$ 1,841,090	\$ 1,896,189	\$ 2,118,881	\$ 2,113,679	\$ 2,208,326
Indoor Contractual Services					
220 Liability Insurance	\$ 43,733	\$ 42,815	\$ 46,300	\$ 46,300	\$ 47,330
230 Association Dues	9,425	4,640	12,100	12,100	12,100
231 Travel & Conference Expense	8,362	7,985	16,250	16,250	16,250
232 Personnel Training	1,522	998	2,500	2,500	2,500
240 Water and Sewerage	36,681	36,687	42,000	42,000	46,200
241 Natural Gas	51,437	34,443	66,000	45,000	49,500
242 Electricity	255,033	226,549	240,000	240,000	244,800
243 Telephone	1,663	1,803	1,700	1,750	1,900
250 Repair/Maint-Office Equip.	22,115	16,443	20,000	20,000	46,000
251 Repair/Maint-Recreation Equip.	9,532	11,331	10,000	10,000	10,100
255 Building Maintenance	57,064	88,989	95,000	95,000	95,000
256 Pool Maintenance	27,829	20,809	60,000	60,000	60,000
259 Flooring Replacements/Imprvmts.	41,923	20,229	55,000	55,000	55,000
262 Uniforms	2,459	6,952	8,000	8,000	8,000
275 Printing & Duplicating	18,991	22,356	26,500	26,881	27,000
278 Postage	4,617	5,942	5,600	5,600	5,600
290 Other Contractual Services	195,119	258,927	346,000	275,000	251,000
297 Interest Expense	-	-	1,000	1,000	1,000
298 Credit Card Fees	91,818	91,058	90,000	90,000	90,000
299 Internet Connection Costs	12,524	15,462	13,000	13,000	15,000
Total Indoor Contractual Services	\$ 891,847	\$ 914,418	\$ 1,156,950	\$ 1,065,381	\$ 1,084,280

EXPENSES

**BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND
RECREATION**



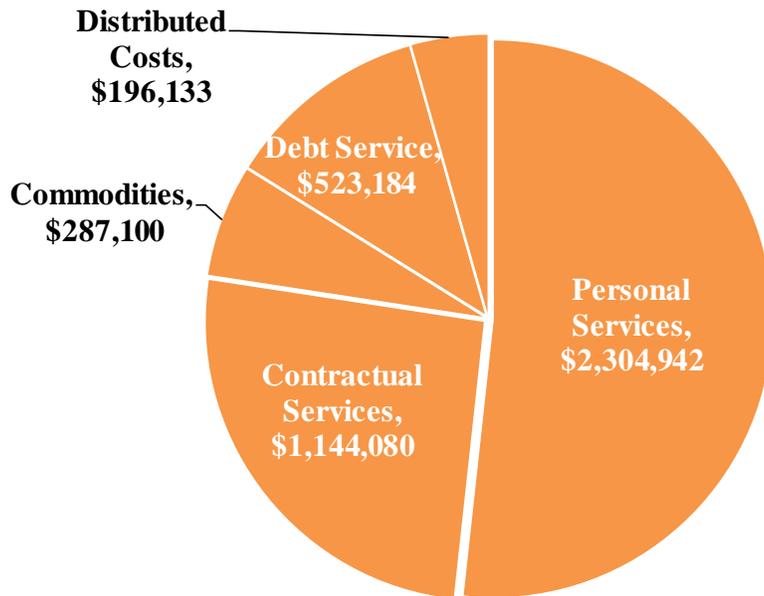
	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Indoor Commodities					
300 Office Furniture & Equipment	\$ 1,443	\$ -	\$ 3,500	\$ 4,950	\$ 7,500
301 Expendable Office Supplies	15,448	16,808	18,500	18,500	18,250
302 Books & Subscriptions	188	-	200	200	200
304 Publicity Material/Marketing	57,728	63,477	73,500	73,692	74,250
306 Building Maintenance Supplies	48,968	45,574	67,000	67,000	67,000
307 Tools & Equipment	19,909	17,487	20,000	20,000	20,000
326 Department Specific Supplies	28,549	26,044	30,000	30,000	30,700
329 Pool Chemicals	20,100	21,971	27,000	27,000	27,000
390 Other Supplies	6,970	9,874	12,200	12,800	12,200
Total Indoor Commodities	\$ 199,303	\$ 201,235	\$ 251,900	\$ 254,142	\$ 257,100
Distributed Costs					
602 Depreciation Expense - Equip.	\$ 94,673	\$ 106,540	\$ 150,000	\$ 140,000	\$ 140,000
603 Dist. Data Processing Costs	32,360	40,616	50,704	50,704	56,133
Total Distributed Costs	\$ 127,033	\$ 147,156	\$ 200,704	\$ 190,704	\$ 196,133
Total Indoor Facility Operating Exp.	\$ 3,059,273	\$ 3,158,998	\$ 3,728,435	\$ 3,623,906	\$ 3,745,839
Outdoor Pool Facility Operating Expenses 53-50-510-500???-???					
Outdoor Personal Services					
120 Part-Time Wages	\$ 83,963	\$ 82,605	\$ 88,500	\$ 88,500	\$ 89,750
198 Social Security Expense	6,369	6,319	6,770	6,770	6,866
Total Outdoor Personal Services	\$ 90,332	\$ 88,924	\$ 95,270	\$ 95,270	\$ 96,616
Outdoor Contractual Services					
232 Personnel Training	\$ -	\$ -	\$ 700	\$ 700	\$ 700
240 Water and Sewerage	16,081	11,137	11,000	11,000	12,100
256 Pool Maintenance	22,817	28,842	35,000	35,000	35,000
262 Uniforms	571	1,880	2,000	2,000	2,000
290 Other Contractual Services	100	-	50,000	5,000	10,000
Total Outdoor Contractual Services	\$ 39,569	\$ 41,859	\$ 98,700	\$ 53,700	\$ 59,800

EXPENSES

**BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND
RECREATION**



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Outdoor Commodities					
306 Pool Maintenance Supplies	\$ 2,669	\$ 7,784	\$ 10,000	\$ 10,000	\$ 10,000
326 Aquatics Supplies	6,505	8,104	9,000	9,000	9,000
329 Pool Chemicals	3,985	8,581	13,500	9,000	9,500
390 Other Supplies	1,353	1,551	1,500	1,500	1,500
Total Outdoor Commodities	\$ 14,512	\$ 26,020	\$ 34,000	\$ 29,500	\$ 30,000
Total Outdoor Facility Operating Exp.	\$ 144,413	\$ 156,803	\$ 227,970	\$ 178,470	\$ 186,416
Total Operating Expenses	\$ 3,203,686	\$ 3,315,801	\$ 3,956,405	\$ 3,802,376	\$ 3,932,255
Total Operating Income (Loss)	\$ 1,343,571	\$ 1,316,600	\$ 642,805	\$ 662,334	\$ 574,751



BUDGETARY COMMENT

The Community & Recreation Center completed its eighth full year of operations in 2017. The 2018 membership revenue is budgeted to remain in line with 2017 actual projections.

**NON-OPERATING BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND
ACTIVITIES RECREATION**



NON-OPERATING REVENUES & EXPENSES

	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Non-Operating Revenues					
53-00-000-??????-???					
345001-000 Interest on Investments	\$ 887	\$ 2,924	\$ 2,500	\$ 3,000	\$ 6,000
360008-000 Transfer In-Debt Service	1,180,158	1,082,852	1,198,826	1,198,826	1,201,633
Total Non-Operating Revenues	\$ 1,181,045	\$ 1,085,776	\$ 1,201,326	\$ 1,201,826	\$ 1,207,633
Non-Operating Expenses					
53-50-501-500???-???					
501-000 Bond Payments-Principal	\$ 434,277	\$ 444,535	\$ 553,959	\$ 553,959	\$ 523,184
501-001 Bonds Payable Allocation	(434,277)	(444,535)	(553,959)	(553,959)	(523,184)
511-000 Bond Payments-Interest	745,882	638,317	644,867	644,867	678,449
511-000 Bond Issuance Costs	-	217,801	-	-	-
Total Non-Operating Expenses	\$ 745,882	\$ 856,118	\$ 644,867	\$ 644,867	\$ 678,449
Total Non-Operating Rev. (Expenses)	\$ 435,163	\$ 229,658	\$ 556,459	\$ 556,959	\$ 529,184

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.

	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
Revenue					
54-00-000-??????-000					
360053 Transfer from C&RC Fund	\$ 1,344,458	\$ 1,319,524	\$ 645,305	\$ 665,334	\$ 580,751
360602 Depreciation Credit	94,673	106,540	150,000	140,000	140,000
Total Revenue	\$ 1,439,131	\$ 1,426,064	\$ 795,305	\$ 805,334	\$ 720,751

NON-OPERATING BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND
ACTIVITIES RECREATION



C&RC CAPITAL PROJECTS ACCOUNT (Continued)

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Budget</u>	<u>2017</u> <u>Estimate</u>	<u>2018</u> <u>Budget</u>
Expenses					
C&RC Administration					
54-50-501-500600-???					
001 Comm. Room Furniture	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 27,500
098 General Furniture	-	-	15,000	15,000	15,000
099 Computer Equipment	1,620	5,889	92,700	92,700	27,000
Total C&RC Administration	\$ 1,620	\$ 5,889	\$ 112,700	\$ 112,700	\$ 69,500
C&RC Fitness					
54-50-501-500600-???					
301 Arc Trainers	\$ 861	\$ -	\$ 32,000	\$ 30,595	\$ -
302 Treadmills	54,082	-	-	6,239	28,200
303 Ellipticals	38,998	-	-	16,104	26,000
304 Upright Bikes	-	19,213	-	-	25,000
306 Other Cardio Equipment	680	25,572	55,000	31,158	15,000
321 Espresso Bikes	22,996	-	-	-	-
Total C&RC Fitness	\$ 117,617	\$ 44,785	\$ 87,000	\$ 84,096	\$ 94,200
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	-
421 Pool Equipment	16,625	1,589	3,500	3,500	2,800
Total C&RC Aquatics	\$ 21,170	\$ 1,589	\$ 12,000	\$ 12,000	\$ 7,800
C&RC Maintenance					
54-50-501-500600-???					
505 Pool Maintenance & Repairs	\$ 8,277	\$ -	\$ -	\$ -	\$ 100,000
508 Other General Equipment	7,878	18,846	10,000	10,000	25,000
509 Building Improvements	-	-	300,000	-	2,000,000
Total C&RC Maintenance	\$ 16,155	\$ 18,846	\$ 310,000	\$ 10,000	\$ 2,125,000
Total Expenses	\$ 156,562	\$ 71,109	\$ 521,700	\$ 218,796	\$ 2,296,500

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 A&B General Obligation Bonds				
Community & Recreation Center Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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		\$ 18,667,051	\$ 9,058,426	\$ 27,725,476

TRI-COMMUNITY SOUTH EMS FUND

OPERATIONS

**TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Fund Balance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Revenue	3,308,434	3,027,015	3,216,000	3,293,002	3,338,000
Expenditures	(3,308,434)	(3,027,015)	(3,216,000)	(3,293,002)	(3,338,000)
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 service system is defined by the EMS Act of 1985 (Act 45) Pa C.S. §6921-6938, updated as of 2009. Tri-Community South EMS falls under the organization known as EMS West, and is the designated agency by the Bureau of EMS that monitors regulation of Act 45.

Tri-Community South Emergency Medical Services operates 24-hours per day, seven (7) days per week in providing emergency medical care to the residents of Bethel Park, South Park, Upper St. Clair and Allegheny County South Park. In addition, TCS EMS provides mutual aid to areas surrounding these communities. To provide these services, TCS EMS maintains a fleet of six (6) ambulances, one (1) licensed Advanced Life Support command vehicle, and one (1) unlicensed response unit. Each ambulance and the medical command vehicle contain state-of-the-art medical equipment required by the PA Department of Health to provide Emergency Medical Services. Tri-Community South EMS paramedics/EMT’s provide ALS and BLS care and transport to local community hospitals and specialty hospitals.

DEPARTMENT STATISTICS AND BENCHMARKS

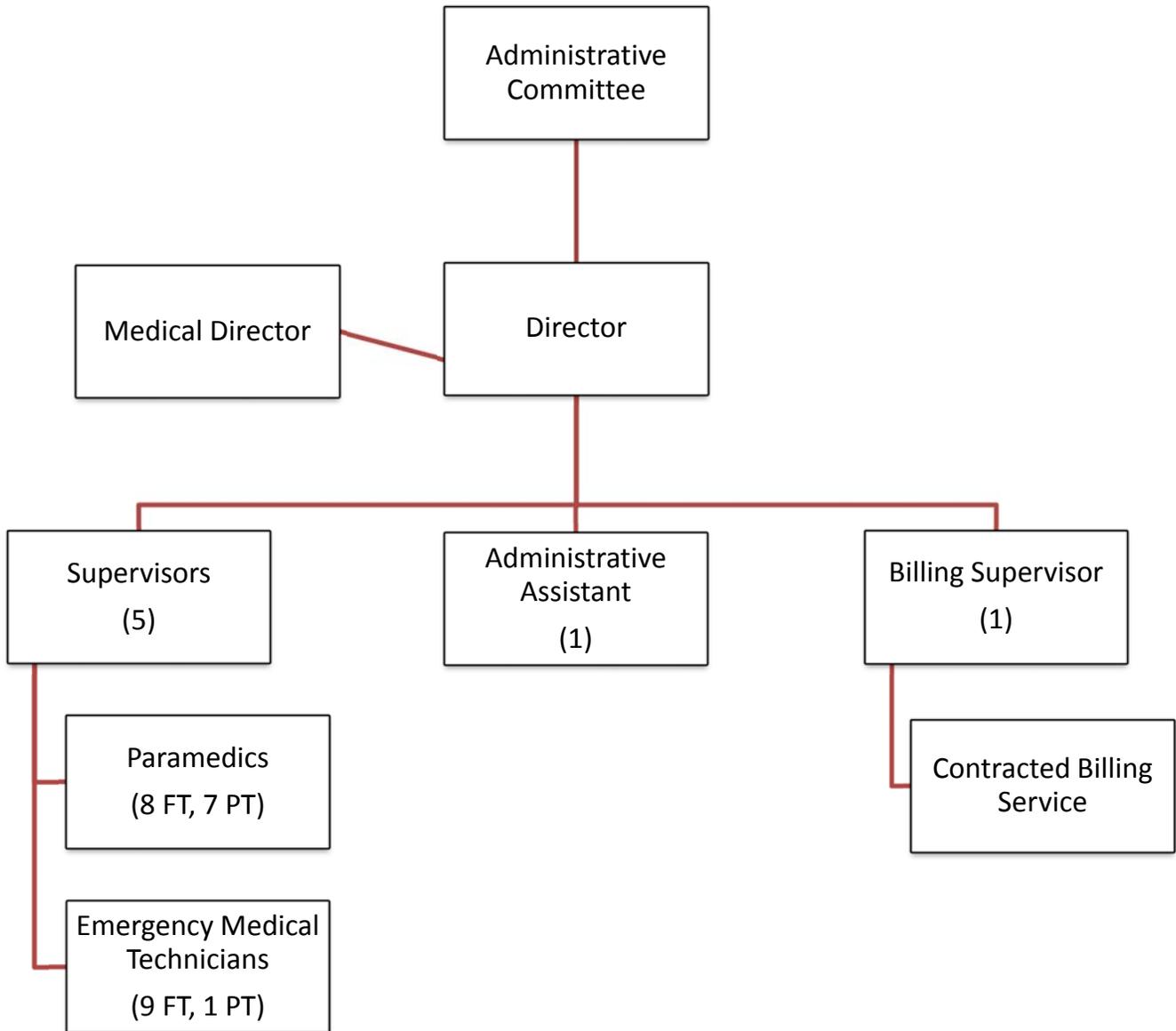
The number of calls for service and transports provided by the system for the past several years is summarized below:

Category	2011	2012	2013	2014	2015	2016	Thru 11/2017
Calls for Service	6,850	7,052	6,584	6,754	7,169	7,133	6,557
Transports	5,444	5,566	6,353	5,399	5,699	5,573	5,169
Advanced Life Support	3,901	4,064	3,662	3,865	4,204	4,180	3,846
Basic Life Support	1,543	1,501	1,459	1,534	1,495	1,393	1,323



DEPARTMENT ORGANIZATIONAL STRUCTURE

The Tri-Community South Emergency Medical Services is staffed by a Director, one (1) full-time Administrative Assistant, one (1) full-time Billing Supervisor, five (5) Paramedic Supervisors, eight (8) full-time Paramedics, nine (9) full-time Emergency Medical Technicians, seven (7) part-time Paramedics, and one (1) part-time Emergency Medical Technician.



OPERATIONS

**TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE**



PROGRAM REVENUE

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
90-00-000-?????-000					
320400 Subscriptions	\$ 424,350	\$ 414,225	\$ 473,500	\$ 418,000	\$ 411,000
357002 Billings	2,636,438	2,359,655	2,513,000	2,637,988	2,658,000
360013 PA State Pension Grant	63,206	63,907	64,000	65,014	65,500
367006 CPR Program Fees	36,178	40,572	37,000	37,000	37,000
367007 CPR Material Reimbursements	56,585	60,379	50,000	55,000	55,000
367021 NETS Revenue	9,880	1,122	2,500	-	-
367072 Outside Detail	39,913	33,000	30,000	30,000	30,000
380022 Employee Health Ins. Reimb.	9,132	18,743	18,500	22,000	23,000
380050 Payment Rebates	-	-	-	500	3,000
380070 Promotional Events	-	-	-	-	25,500
380099 Miscellaneous Revenue	32,752	35,412	27,500	27,500	30,000
Total Revenue	\$ 3,308,434	\$ 3,027,015	\$ 3,216,000	\$ 3,293,002	\$ 3,338,000

PROGRAM EXPENDITURES

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
90-20-204-500???-000					
Personal Services					
101 Full-Time Wages	\$ 1,331,792	\$ 1,372,638	\$ 1,455,230	\$ 1,405,230	\$ 1,458,361
111 Overtime Wages	59,313	57,798	60,000	60,000	73,000
120 Part-Time Wages	109,764	109,448	116,000	116,000	120,000
153 Holiday Pay	45,983	43,079	49,500	49,500	50,750
161 Continuing Education	1,054	740	3,000	3,000	3,000
162 Group Life Insurance	5,120	4,554	7,050	7,050	7,750
163 Medical Insurance	336,125	353,291	387,352	387,352	441,000
164 Workers' Compensation	82,812	81,846	88,500	82,500	83,750
165 Unemployment Compensation	732	8,457	25,000	25,000	9,500
166 Pension Costs	72,998	71,480	74,675	73,000	74,500
167 Long-term Disability Insurance	3,475	3,210	4,250	4,250	4,600
172 Outside Detail	29,317	21,390	25,000	25,000	25,750
198 Social Security Expense	119,348	120,914	128,550	124,750	130,211
Total Personal Services	\$ 2,197,833	\$ 2,248,845	\$ 2,424,107	\$ 2,362,632	\$ 2,482,172

OPERATIONS

TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE



PROGRAM EXPENDITURES (Continued)

	2015	2016	2017	2017	2018
	Actual	Actual	Budget	Estimate	Budget
Contractual Services					
210 Professional Services-Legal	\$ 14,452	\$ 9,823	\$ 50,000	\$ 50,000	\$ 50,000
220 Liability Insurance	41,421	41,368	44,200	44,200	46,400
222 Vehicle Insurance	18,757	19,507	21,000	21,000	22,000
232 Conference & Training Expense	2,924	998	6,000	6,000	6,000
240 Water and Sewerage	4,128	4,224	5,000	5,000	5,500
241 Natural Gas	3,688	1,777	3,800	3,900	4,200
242 Electricity	14,220	13,685	14,000	14,000	14,300
243 Telephone	8,942	10,344	10,500	10,500	11,100
254 Vehicle Repairs & Maintenance	4,672	9,738	10,000	10,000	12,000
255 Building Repairs & Maintenance	11,648	4,116	9,000	9,000	9,000
257 Radio & Other Equip. Mte	2,126	3,795	3,500	3,500	3,500
265 Equipment Rental	12,858	14,613	15,000	15,000	15,000
270 CPR Instruction Pay	6,816	5,455	8,000	8,000	9,000
278 Postage	7,466	8,715	7,000	6,000	5,500
280 Travel & Mileage Expense	4,491	585	4,000	2,500	4,000
281 CPR Mileage Reimbursement	5	302	500	500	500
289 Administrative Services	50,000	50,000	55,000	55,000	57,750
290 Other Contractual Services	66,616	59,662	190,000	190,000	204,000
291 Subscription Services	21,163	24,696	23,500	20,000	22,000
Total Contractual Services	\$ 296,393	\$ 283,403	\$ 480,000	\$ 474,100	\$ 501,750
Commodities					
301 Expendable Office Supplies	\$ 6,544	\$ 6,194	\$ 6,000	\$ 5,000	\$ 5,000
304 Publicity Materials	2,152	721	2,500	3,500	3,000
305 Promotional Events	-	-	-	-	23,750
307 Ambulance Equip. Supplies	2,392	(805)	4,000	4,000	4,000
308 CPR Program Supplies	40,373	50,094	50,000	51,000	51,500
314 Medical Supplies	2,160	12,483	8,000	8,000	11,000
328 Maintenance Supplies	712	911	2,000	2,000	2,000
340 Vehicle Supplies	12,951	18,443	15,000	20,000	20,000
341 Fuels and Lubricants	34,856	25,892	38,000	32,000	35,000
351 Clothing Allowance	4,742	3,869	12,000	12,000	18,000
390 Other Supplies	2,728	3,758	6,000	4,000	5,000
Total Commodities	\$ 109,610	\$ 121,560	\$ 143,500	\$ 141,500	\$ 178,250
Capital Equipment Transfer					
903 Transfer to Capital Reserve	\$ 704,598	\$ 373,207	\$ 168,393	\$ 314,770	\$ 175,828
Total Capital Equipment	\$ 704,598	\$ 373,207	\$ 168,393	\$ 314,770	\$ 175,828
Total Expenditures	\$ 3,308,434	\$ 3,027,015	\$ 3,216,000	\$ 3,293,002	\$ 3,338,000



BUDGETARY COMMENT

The 2018 Budget is \$122,000, or 3.8%, more than the 2017 Budget. Increased billing revenue is expected to offset increases in in medical supply costs, vehicle maintenance expenses, overtime pay, and contractual services.

SUPPLEMENTARY INFORMATION

Tri-Community South EMS Vehicles

Asset Tag	Year	Make	Model	Mileage (9-15-2017)	Age in Years	Condition	Anticipated Replacement Year
-----------	------	------	-------	------------------------	-----------------	-----------	------------------------------------

Ambulances								
1	2016 TBD	2016	Ford	AMB	32,701	2	Excellent	TBD
2	2016 TBD	2016	Ford	AMB	25,044	2	Excellent	TBD
3	2016 TBD	2016	Ford	AMB	30,897	2	Excellent	TBD
4	2013 016	2013	Ford	AMB	87,331	5	Good	2018
5	2013 017	2013	Ford	AMB	77,994	5	Good	2018
6	2013 018	2013	Ford	AMB	86,822	5	Good	2018

Other Emergency Vehicles								
1	2007 075	2007	Chevy	Suburban	40,679	11	Good	TBD
2	2002 066	2003	Chevy	Suburban	53,315	15	Fair	TBD

TRI-COMMUNITY SOUTH EMS CAPITAL RESERVE FUND

**CAPITAL
IMPROVEMENTS**

TRI-COMMUNITY SOUTH EMS CAPITAL RESERVE FUND
EMERGENCY MEDICAL SERVICE



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Fund Balance	\$ 2,308,255	\$ 2,901,702	\$ 2,670,004	\$ 2,670,004	\$ 2,883,540
Revenue	715,683	475,145	175,393	335,218	257,828
Expenditures	(122,236)	(706,843)	(104,400)	(121,682)	(589,500)
Ending Fund Balance	\$ 2,901,702	\$ 2,670,004	\$ 2,740,997	\$ 2,883,540	\$ 2,551,868

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.

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Revenue					
91-00-000-?????-000					
345001 Interest Revenue	\$ 5,801	\$ 5,956	\$ 5,000	\$ 11,000	\$ 15,000
360005 PA VFC Grant	1,710	7,202	-	7,448	-
360009 Transfer from TCS EMS Fund	704,598	373,207	168,393	314,770	175,828
36001? Municipal Donations-RAD	3,574	2,780	2,000	2,000	2,000
380010 Sale of Property	-	86,000	-	-	65,000
Total Revenue	\$ 715,683	\$ 475,145	\$ 175,393	\$ 335,218	\$ 257,828
Expenditures					
91-20-206-500???-000					
402 Vehicles/Ambulance Equip	\$ -	\$ 638,196	\$ 59,500	\$ 59,500	\$ 510,000
403 Life Paks	46,004	32,064	-	-	-
404 Computer Equipment	12,213	26,052	23,600	23,600	66,500
405 Furniture & Equipment	-	-	6,300	6,300	5,000
415 EMSOF Grant Equipment	2,629	-	-	-	-
416 VFC Grant Equipment	1,190	10,531	-	17,282	-
420 EMS Base & Security Renov.	60,200	-	15,000	15,000	8,000
Total Expenditures	\$ 122,236	\$ 706,843	\$ 104,400	\$ 121,682	\$ 589,500

BUDGETARY COMMENT

The 2018 Budget includes funds to purchase 3 new ambulances, and reflects the revenue anticipated from the sale of the 3 ambulances that will be replaced. Funding for several technology-related capital purchases related is also included.

SINKING FUNDS

DEBT SERVICE

**SINKING FUNDS
DEBT SERVICE**



	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	3,142,152	3,046,649	3,586,026	3,549,539	3,538,866
Expenditures	(3,142,152)	(3,046,649)	(3,586,026)	(3,549,539)	(3,538,866)
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

PROGRAM OVERVIEW

A Sinking Fund is required by the Local Unit Debt Act (Act 185 of 1972) for the payment of principal and interest of local debt. The repayment of debt directly from the General Fund or some other operating fund is not allowed by this state law. Under the law; funds must first be transferred from the operating fund to the sinking fund; then sinking fund in turn makes payment to the debt holder. The Township operates one sinking fund for each debt issue, which includes the 2016 Series A&B General Obligation Bonds, the 2017 Series A&B General Obligation Bonds, and 2015 General Obligation Note.

	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Revenue					
Transfer from General Fund	\$ 1,084,278	\$ 1,117,178	\$ 1,306,511	\$ 1,313,112	\$ 1,348,889
Transfer from Sanitary Sewer Fund	877,715	846,619	1,080,689	1,037,601	988,344
Transfer from Boyce Mayview C&RC Fund	1,180,159	1,082,852	1,198,826	1,198,826	1,201,633
Total Revenue	\$ 3,142,152	\$ 3,046,649	\$ 3,586,026	\$ 3,549,539	\$ 3,538,866
Expenditures					
2008 General Obligation Bonds-Principal	635,001	662,354	-	-	-
2009 General Obligation Bonds-Principal	650,000	-	-	-	-
2011 General Obligation Bonds-Principal	75,000	80,000	80,000	80,000	-
2012 General Obligation Bonds-Principal	5,000	20,000	270,000	270,000	-
2015 General Obligation Note-Principal	-	710,000	710,000	710,000	710,000
2016 General Obligation Bonds-Principal	-	-	880,000	880,000	830,000
2017A General Obligation Bonds-Principal	-	-	-	-	110,000
2017B General Obligation Bonds-Principal	-	-	-	70,000	300,000
2008 General Obligation Bonds-Interest	1,127,938	938,752	-	-	-
2009 General Obligation Bonds-Interest	63,198	-	-	-	-
2011 General Obligation Bonds-Interest	305,657	304,783	303,682	152,141	-
2012 General Obligation Bonds-Interest	280,358	280,232	276,083	140,066	-
2015 General Obligation Note-Interest	-	50,528	40,312	40,312	30,234
2016 General Obligation Bonds-Interest	-	-	1,025,949	1,025,948	1,079,167
2017A General Obligation Bonds-Interest	-	-	-	131,678	248,395
2017B General Obligation Bonds-Interest	-	-	-	49,394	231,070
Total Expenditures	\$ 3,142,152	\$ 3,046,649	\$ 3,586,026	\$ 3,549,539	\$ 3,538,866

BUDGETARY COMMENT

Estimated debt payments for 2018 are budgeted \$10,673 lower than 2017 based on the debt service schedules.

DEBT SERVICE

SINKING FUNDS
DEBT SERVICE



DEBT AND DEBT LIMITS

The following table shows the net debt of the Township as of December 31, 2017 including premiums and discounts:

Electoral Debt	\$ -
Nonelectoral Debt	
General Obligation Bonds of 2017, Series A	9,905,000
General Obligation Bonds of 2017, Series B	9,840,000
General Obligation Bonds of 2016, Series A	29,415,000
General Obligation Bonds of 2016, Series B	265,000
General Obligation Note of 2015	2,130,000
Total Nonelectoral Debt	<u>51,555,000</u>
 Add: Lease Rental Debt	 -
Total Gross Indebtedness	<u>51,555,000</u>
 Less: Debt Excluded as self-liquidating or separately stated pursuant to §8242(a) of the Debt Act	 <u>(15,621,478)</u>
Net Nonelectoral and Lease Rental Debt	<u>\$ 35,933,522</u>

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 2016 Comprehensive Annual Financial Report is as follows:

Arithmetic Average (Borrowing Base)	<u>\$ 33,255,850</u>
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The debt limits of the Township are therefore as follows:

<u>Type of Debt Limit</u>	<u>Legal Limit</u>	<u>Net Debt Outstanding</u>	<u>Remaining Capacity</u>
Nonelectoral Debt Limit (250% of Borrowing Base)	\$ 83,139,625	\$ 35,933,522	\$ 47,206,103
Nonelectoral and Lease Rental Debt Limit (350% of Borrowing Base)	\$ 116,395,475	\$ 35,933,522	\$ 80,461,953

TOWNSHIP GENERAL OBLIGATION DEBT OVERVIEW**1. General Obligation Note of 2015**

In May 2015, the Township borrowed \$3,550,000 in the form of a general obligation note to refund the remaining portion of the 2009 General Obligation Bonds of which \$3,550,000 was outstanding. The note bears a fixed interest rate of 1.40% and will be repaid in full by 2020.

2. General Obligation Bonds of 2016

In December 2016, the Township issued two series of general obligation bonds totaling \$30,560,000. The tax-exempt portion, Series A, was \$29,485,000 and the taxable portion, Series B, was \$1,075,000. The bonds were used to refund the remaining portion of the 2008 general obligation bond issue, terminate the interest rate swap that accompanied the 2008 bonds, provide \$2,500,000 in new money to finance a Sanitary Sewer project (Brush Run force main) that will commence in 2017, and to pay related issuance costs. The Series A bonds bear coupon interest rates between 1.15-4.00% and the principal will be paid by 2041. The Series B bonds bear coupon interest rates between 1.182-1.466% and the principal will be paid by 2018.

3. General Obligation Bonds of 2017, Series A

In May 2017, the Township issued \$9,905,000 in general obligation bonds to refund the remaining portion of the 2011 general obligation bond issue. The bonds bear coupon interest rates between 2.00-3.125% and the principal will be paid by 2033.

4. General Obligation Bonds of 2017, Series B

In August 2017, the Township issued \$9,910,000 in general obligation bonds to refund the remaining portion of the 2012 general obligation bond issue. The bonds bear coupon interest rates between 1.00-3.00% and the principal will be paid by 2036.

LONG-TERM DEBT SERVICE SCHEDULES

TOWNSHIP OF UPPER ST. CLAIR
RETIREMENT OF PRINCIPAL
AS OF DECEMBER 31, 2017

Bond Series	Principal Outstanding at 1/1/2017	Principal Incurred in 2017	Principal Paid in 2017	Principal Outstanding at 12/31/2017
2011 General Obligation Bonds	9,835,000	-	(9,835,000)	-
2012 General Obligation Bonds	9,895,000	-	(9,895,000)	-
2015 General Obligation Note	2,840,000	-	(710,000)	2,130,000
2016 General Obligation Bonds	30,560,000	-	(880,000)	29,680,000
2017-A General Obligation Bonds	-	9,905,000	-	9,905,000
2017-B General Obligation Bonds	-	9,910,000	(70,000)	9,840,000
Total Long Term Debt-Principal	\$ 53,130,000	\$ 19,815,000	\$ (21,390,000)	\$ 51,555,000

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LONG-TERM DEBT SERVICE SCHEDULES (Continued)

I. BONDED INDEBTEDNESS

Issue: 2015 General Obligation Note
 Date: May 15, 2015
 Principal Amount: \$ 3,550,000
 Interest Rate: 1.40% fixed
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding the 2009 General Obligation Bond Issue.

2015 General Obligation Note Total Debt Service				
Year of Maturity	Rate	Principal	Interest	Annual Debt Service
2018	1.400%	\$ 710,000	\$ 30,234	\$ 740,234
2019	1.400%	710,000	20,156	730,156
2020	1.400%	710,000	10,106	720,106
	Total	\$ 2,130,000	\$ 60,496	\$ 2,190,496

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LONG-TERM DEBT SERVICE SCHEDULES (Continued)

II. 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 A&B General Obligation Bonds				
Total Debt Service				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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		\$ 29,680,000	\$ 14,504,029	\$ 44,184,029

LONG-TERM DEBT SERVICE SCHEDULES (Continued)

III. BONDED INDEBTEDNESS

Issue: 2017 General Obligation Bonds, Series A
 Date: May 5, 2017
 Principal Amount: \$9,905,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding the 2011 General Obligation Bond Issue

2017-A General Obligation Bonds				
Total Debt Service				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2018	2.000%	\$ 110,000	\$ 248,395	\$ 358,395
2019	2.000%	115,000	246,145	361,145
2020	2.000%	120,000	243,795	363,795
2021	2.000%	895,000	233,645	1,128,645
2022	3.000%	925,000	210,820	1,135,820
2023	2.000%	940,000	187,545	1,127,545
2024	2.125%	965,000	167,892	1,132,892
2025	2.350%	980,000	146,124	1,126,124
2026	2.500%	1,010,000	121,984	1,131,984
2027	2.600%	1,035,000	95,904	1,130,904
2028	2.700%	1,065,000	68,071	1,133,071
2029	3.000%	330,000	48,744	378,744
2030	3.000%	340,000	38,694	378,694
2031	3.125%	350,000	28,125	378,125
2032	3.125%	355,000	17,109	372,109
2033	3.125%	370,000	5,781	375,781
Total		\$ 9,905,000	\$ 2,108,773	\$ 12,013,773

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LONG-TERM DEBT SERVICE SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

Issue: 2017 General Obligation Bonds, Series B
 Date: August 29, 2017
 Principal Amount: \$9,910,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding the 2012 General Obligation Bond Issue

2017-B General Obligation Bonds				
Total Debt Service				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2018	1.000%	\$ 300,000	\$ 231,070	\$ 531,070
2019	2.000%	305,000	226,520	531,520
2020	1.500%	305,000	221,183	526,183
2021	1.500%	350,000	216,270	566,270
2022	1.500%	345,000	211,058	556,058
2023	2.000%	365,000	204,820	569,820
2024	2.000%	370,000	197,470	567,470
2025	2.000%	375,000	190,020	565,020
2026	2.000%	385,000	182,420	567,420
2027	2.050%	390,000	174,572	564,572
2028	2.200%	400,000	166,175	566,175
2029	2.400%	1,170,000	147,735	1,317,735
2030	2.550%	1,200,000	118,395	1,318,395
2031	2.650%	1,230,000	86,798	1,316,798
2032	3.000%	350,000	65,250	415,250
2033	3.000%	135,000	57,975	192,975
2034	3.000%	600,000	46,950	646,950
2035	3.000%	625,000	28,575	653,575
2036	3.000%	640,000	9,600	649,600
Total		\$ 9,840,000	\$ 2,782,855	\$ 12,622,855

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**CHARTER PROVISIONS
CONCERNING
ANNUAL BUDGET**

**TOWNSHIP OF UPPER ST. CLAIR
CHARTER PROVISIONS CONCERNING ANNUAL BUDGET**

**ARTICLE IX
BUDGET AND FISCAL AFFAIRS**

C-901. Fiscal year.

The fiscal year of the Township shall begin on the first day of January and end on the last day of December of each year.

C-902. Submission of budget and budget messages.

On or before the 1st day of November of each year, the Manager shall submit to the Board of Commissioners a proposed budget for the ensuing fiscal year and an accompanying message.

C-903. Budget message.

The Manager's accompanying budget message shall explain the budget both in fiscal terms and in terms of programs. It shall outline the proposed financial policies of the Township for the ensuing fiscal year; describe the important features of the budget; indicate any major changes from the current year in financial policies, expenditures and revenues, together with the reasons for such changes; summarize the Township's debt position; and include such other material as the Manager deems desirable, or as the Board of Commissioners requests.

C-904. Budget.

A. The budget shall provide a complete financial plan of all Township funds and activities for the ensuing fiscal year and, except as required by this Charter, shall be in such form as the Manager deems desirable or the Board of Commissioners may require. In organizing the budget, the Manager shall utilize the most feasible combination of expenditure classification by fund, organization, unit, program, purpose or activity, and object. The budget shall contain the following:

- (1) It shall begin with a general summary of its contents.
- (2) It shall show in detail all estimated income, indicating the existing and proposed tax levies, as well as other assessments, fees and charges.
- (3) It shall show all proposed expenditures, including debt service, for the ensuing fiscal year.
- (4) It shall show the number of proposed employees and the annual salary schedule in every job classification.

C-904. (Cont'd)

- (5) It shall be so arranged as to show comparative figures for actual and estimated income, expenditures for the current fiscal year, and actual income and expenditures of the preceding fiscal year.
- (6) It shall indicate proposed expenditures during the ensuing fiscal year-detailed by offices, departments and agencies, in terms of their respective work programs, and the methods of financing such expenditures.
- (7) It shall indicate proposed capital expenditures during the ensuing fiscal year-detailed by offices, departments and agencies when practicable, and the proposed method of financing each such capital expenditure.

B. The total of proposed expenditures shall not exceed the total of estimated income.

C-905. Public record.

The annual budget shall be a public record and shall be available for public inspection during regular business hours after submission prior to public hearing, prior to adoption and after adoption.

C-906. Adoption of Budget.

A. Notice of hearing. The Board of Commissioners shall publish in one (1) or more newspapers of general circulation in the Township the general summary of the budget and a notice stating:

- (1) The times and places where copies of the message and budget are available for inspection by the public, and
- (2) The time and place, not less than two (2) weeks after such publication, for a public hearing on the budget.

B. Amendment before adoption. After the public hearing, the Board of Commissioners may adopt the budget with or without amendment. In amending the budget, it may add or increase programs or amounts and may delete or decrease any programs or amounts, except expenditures required by law or for debt service or for estimated cash deficit; but no amendment to the budget shall increase the authorized expenditures to an amount greater than the total of estimated income.

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

C-907. Amendment of Budget.

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

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

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

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

E. Limitations; effective date. No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof. The supplemental and emergency appropriations and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption.

C-908. Appropriations and levy.

Adoption of the budget and amendments shall constitute appropriations for the expenditures set forth therein, and shall constitute a levy of any property tax therein proposed.

FINANCIAL MANAGEMENT

&

BUDGETARY POLICIES

FINANCIAL MANAGEMENT AND BUDGETARY POLICIES OVERVIEW

The Township of Upper St. Clair has an important responsibility to its citizens to carefully account for public funds, to manage municipal finances wisely, and to plan the adequate funding of services, including the provision and maintenance of public facilities. Financial management and budgetary policies are adopted by the Board of Commissioners for the purpose of providing sound principles in planning the Township's current and future needs. Adherence to these policies has given assurance to the long-term stability and strong financial position of the Township.

The financial goals of the Township of Upper St. Clair are broad, fairly timeless statements of the financial position it seeks to attain. These goals are stated as follows:

- To preserve the quality of life in Upper St. Clair through the proper financial management of its resources and to fund a sufficient level of municipal services required for the maintenance of the Township's infrastructure.
- To have the ability to withstand local and regional economic shocks, to adjust to changes in the service requirements of our community, and to respond to changes in Federal, State and County priorities and funding as they affect the Township's residents.
- To maintain a good credit rating in the financial community to assure the Township's taxpayers that Township government is well managed and financially sound.

These financial and budgeting policies that follow are proposed to meet these goals.

OPERATING BUDGET POLICIES

1. The Township will maintain a balanced budget by paying for all current expenditures with current revenues and fund balance. The Township will avoid budgetary procedures that balance current expenditures at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.
2. The budget will provide for adequate maintenance and repair of capital assets and for their orderly replacement.
3. The budget will provide for adequate funding of all retirement plans and other employee benefits.
4. The Township will maintain a budgetary control system, to help it adhere to the budget.
5. The Township administration will prepare monthly reports of revenues and expenditures for the Board of Commissioners and Township Department Heads.
6. The Township will update expenditure projections for each fiscal year. Projections will include estimated operating costs of future capital improvements.

OPERATING BUDGET POLICIES (Continued)

7. Where possible, the Township will integrate performance measurements, service level, and productivity indicators within the budget.
8. Enterprise funds for sanitary sewer and magazine operations as well as recreation programs in the General Fund are to be self-supporting. The membership and program fee structure of the Community & Recreation Center (C&RC) is to support 85% of all C&RC operating costs.
9. The Township will seek state and federal funds that are available for operating and capital projects.
10. The Township will encourage the delivery of services, in whole or in part, by other public and private organizations whenever and wherever greater efficiency and effectiveness can be expected.
11. The Township will utilize technology and productivity advancements that will help reduce or avoid increasing personnel costs.
12. The Township will maintain an effective risk management program to minimize losses and reduce insurance costs.
13. The Township will seek arrangements to share services with other municipalities where cost reductions can be achieved and where the quality of service will not be endangered.

REVENUE POLICIES

1. The Township will strive to maintain a diversified and stable revenue base as protection from short-term fluctuations in any one revenue source.
2. The Township will strive to maintain the annual rate of property tax collections at 98%.
3. The Township will strive to reduce its reliance on intergovernmental revenue sources for operating purposes.
4. The Enterprise Funds will generate revenue sufficient to support the full direct and indirect costs of these funds.
5. The Township will establish all user charges and fees at a level related to full cost (operating, direct, indirect and capital) of providing the service.
6. The Township will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

CASH MANAGEMENT INVESTMENT POLICIES

1. The Township will deposit its moneys only in bank or trust companies located and authorized to do business in Pennsylvania; and authorized as an official Township depository by the Board of Commissioners.
2. The Township will invest its moneys only in accordance with the Township's Investment Policy adopted by the Board of Commissioners.
3. The Township administration will analyze the cash flow of all funds on a regular basis. Disbursements, collections, deposits and investments will be managed to ensure maximum cash availability.
4. The Township will pool cash from its various funds to obtain the maximum possible return on its investments. Interest will be credited to the source of the invested moneys.
5. The accounting system will provide regular information concerning cash positions and investment performance.
6. The Township will collect revenues aggressively, including past due bills of any type.

DEBT MANAGEMENT POLICIES

1. The Township will use long-term debt for only those capital improvements that cannot be readily financed from current revenues.
2. The final maturity date for any long-term debt will not exceed the expected useful life of the capital improvement so financed.
3. The Township will encourage and maintain good relations with financial and bond rating agencies, and will follow a policy of full and open disclosure on every financial report and bond prospectus.
4. The Township will not issue notes to finance operating deficits.

CAPITAL IMPROVEMENT PROGRAM POLICIES

1. The Township will prepare a five-year capital improvements program each year.
2. The Township will base all capital improvements on the Township's long-term needs in order to minimize future maintenance and replacement cost.
3. The Township will coordinate the development of the capital improvement program with the annual operating budget in order to maintain a reasonably stable total tax levy.

CAPITAL IMPROVEMENT PROGRAM POLICIES (Continued)

4. The Township will estimate and consider future maintenance needs for all new equipment and capital facilities prior to deciding to proceed with the project.
5. The Township will identify the funding source for each capital improvement prior to deciding to proceed with the project. Intergovernmental and private sources will be sought out and used as available to assist in financing capital improvements.
6. The Township will provide for the adequate maintenance of capital assets and equipment in the annual budget.

PURCHASING POLICIES

1. Purchases will be made in accordance with all federal, state, and municipal requirements. If there are no specific requirements, purchases will be made in the best interest of the Township.
2. Purchases will be made in an impartial, economical, competitive, and efficient manner.
3. Purchases will be made from the lowest priced and most responsible vendor. Qualitative factors such as vendor reputation and financial condition will be considered, as well as price.

RESERVE POLICIES

1. The Township will maintain an adequate fund balance to accommodate unanticipated expenditures, expenditures of a non-recurring nature, or unanticipated revenue declines.
2. The Township will strive to maintain the unreserved, undesignated fund balance of the General Fund at a level at least equal to 8% of the total General Fund Budget.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

1. An independent audit will be performed annually.
2. The Township will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

ACCOUNTING MEASUREMENT
ACCOUNTING SYSTEMS
&
BUDGETARY CONTROL

ACCOUNTING MEASUREMENT

Governmental Funds

Governmental fund budgets are reported using the current *financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Township considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Property taxes, franchise taxes, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the Township.

Expenditures generally are recorded when a liability is incurred, as under the accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Budgeted Governmental Funds

General Fund

This is the operating fund of the Township. It accounts for all financial resources except those required to be accounted for in another fund.

State Liquid Fuels Tax Fund

State law requires a separate fund for the accounting of Liquid Fuels Tax monies. Revenues for this fund are derived from the State gasoline tax. For 2018, this fund provides additional resources to finance the annual street program.

Storm Sewer Improvement Fund

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

Field Improvement Fund

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

Library Regional Asset District (RAD) Fund

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

Boyce Mayview Park RAD Fund

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

Capital Projects Fund

This fund accounts for costs of capital assets acquired for use in the Township for general government, public safety, public works, library or parks and recreation purposes. This fund is required by local ordinance.

Proprietary Funds

Proprietary fund budgets are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. The accrual basis of accounting is the basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.

Proprietary funds distinguish *operating revenues and expenses* from *non-operating* items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the Township's enterprise funds are sewer usage charges, advertisement fees and membership fees. Operating expenses for the enterprise funds include cost of services, administrative expenses, and depreciation on capital assets. All revenue and expenses not meeting this definition are reported as non-operating revenues and expenses. Transfers are recognized in the accounting period in which the interfund receivable and payable arise.

ENTERPRISE FUNDS

Budgeted Proprietary Funds

Sanitary Sewer Fund

This fund accounts for costs associated with providing sewage treatment and disposal service to all parts of the Township. This fund was established in 1985 by ordinance so that user fees could primarily fund the costs associated with regular system maintenance and Corrective Action Plan projects which were being instituted. This fund is required by local ordinance.

Township/School District Magazine Fund

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

Boyce Mayview Community & Recreation Center Fund

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

The Governmental Accounting Standards Board (GASB) Statement No. 62 is followed for private-sector standards of accounting and financial reporting. The basis of accounting defined for budgetary purposes in the aforementioned governmental and proprietary fund sections is also the same basis of accounting used in the Township's audited financial statements.

ACCOUNTING SYSTEMS

In developing and evaluating the Township's accounting system, consideration is given to the adequacy of internal accounting controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding: (1) the safeguarding of assets against loss from unauthorized use of or disposition, and (2) the reliability of financial records for preparing financial statements and maintaining accountability of assets. The concept of reasonable assurance recognizes that (1) the cost of controls should not exceed the benefits likely to be derived, and (2) the evaluation of costs and benefits requires estimates and judgments by management.

All internal control evaluations occur within the above framework. The auditors believe that the Township's internal accounting controls adequately safeguard assets and provide reasonable assurance of the proper recording of financial transactions. Key controls are evaluated continually.

BUDGETARY CONTROL

An operating budget is legally adopted by the Board of Commissioners each year for the General Fund, State Liquid Fuels Tax Fund, Storm Sewer Improvement Fund, Field Improvement Fund, Library Regional Asset District Fund and Boyce Mayview Park Regional Asset District Fund (Special Revenue Funds), the General Obligation Bonds of 2016 and 2017, and the General Obligation Note of 2015 (Debt Service Funds), the Capital Projects Fund (Capital Projects Funds), the Sanitary Sewer Fund, the Township/School District Magazine Fund and the Boyce Mayview Community & Recreation Center Fund (Enterprise Funds) on a basis consistent with accounting principles generally accepted in the United States of America (GAAP). No budgets were legally adopted for the Pension Trust Funds, the Library Endowment Fund or MATUSC (Special Revenue Funds).

Adoption of the budget by the Board of Commissioners constitutes approximations of the expenditures for the fiscal year and the budget is employed as a management control device during the year. Within the General Fund accounts, the Township manager is authorized to transfer budgeted amounts between operating departments provided that such transfers do not alter total expenditures approved by the Board of Commissioners. Therefore, in the General Fund, as in all other funds that have legally adopted budgets, the measurement level of control over expenditures is the surplus or deficit of the funds as a whole. Operating departments are charged with the maintenance of the budget for the department as a whole; however, operating departments may exceed the appropriation with the approval of the Township Manager. Any excess appropriations at the end of the fiscal year are not carried forward; but instead, lapse.

Budgetary control is maintained through a monthly line item review by disseminating monthly financial reports to all departments. Monthly reports are prepared for each department reflecting current and accumulated expenditures as well as the percent of budget expenditures compared to percent of current year.

APPENDIX A

PERSONNEL INFORMATION

STAFF LEVEL CHANGES – FULL TIME PERSONNEL

Department	2017 Staff Level	2018 Staff Level	Increase/(Decrease)
Administration	8	8	0

Explanation: No staff level changes in 2018.

Finance	3.5	3.5	0
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Explanation: No staff level changes in 2018.

Information Technology	6	6	0
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Explanation: No staff level changes in 2018.

Police	35	35	0
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Explanation: No staff level changes in 2018.

Community Development	6	6	0
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Explanation: No staff level changes in 2018.

Public Works - Administration	8.5	8.5	0
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Public Works - Laborers	24	24	0
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Explanation: No staff level changes in 2018.

Recreation	18	18	0
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Explanation: No staff level changes in 2018.

Library	9	9	0
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Explanation: No staff level changes in 2018.

STAFF LEVEL CHANGES – PART-TIME PERSONNEL

Administration	0	0	0
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Community Development	1	1	0
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Public Works - Summer Laborers	19	19	0
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Recreation	405	405	0
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Library	23	23	0
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**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
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	0	0	0	0	0
Director of Public Works	1	1	1	1	1	1	1	1	1	1
Director of Planning & Community Development	0	1	1	1	1	1	1	1	1	1
Director of Information Technology	1	1	1	1	1	1	1	1	1	1
Director of the Library	1	1	1	1	1	1	1	1	1	1
Director of Recreation & Leisure Services	1	1	1	1	1	1	1	1	1	1
Assistant Township Manager/Director of Community Development	1	0	0	0	0	0	0	0	0	0
Management Subtotal	10	10	10	10	10	9	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	3	3	3	3	3	3	3	3
Office Assistant	1	1	1	1	1	1	1	1	1	1
Human Resources Administrator	0	0	0	0	0	0	0	1	1	1
Administration Subtotal	4	4	5	5	5	5	5	6	6	6
FINANCE										
Accounting Manager	1	1	1	1	1	1	1	1	1	1
Payroll & Finance Accountant	1	1	1	1	0	0	0	0	0	0
Payroll Accountant	0	0	0	0	1	1	1	1	1	1
Finance/Recreation Accountant	0	0	0	0	0.5	0.5	0.5	0.5	0.5	0.5
Finance Subtotal	2	2	2	2	2.5	2.5	2.5	2.5	2.5	2.5
INFORMATION TECHNOLOGY										
Database/Support Technician	1	1	1	1	0	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	1	1	1	1	1	1	1
Public Safety Technician	0	0	0	0	0	1	1	1	1	1
Support Technician I	1	1	1	1	2	2	2	2	2	2
Information Technology Subtotal	3	3	3	4	4	5	5	5	5	5

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS (Continued)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
POLICE										
Uniformed Police Officer	26	25	26	26	26	26	27	27	27	27
Police Dispatcher	4	3	4	4	4	4	4	4	4	4
Technical Services Coordinator	1	1	1	1	1	1	1	1	1	1
Records Coordinator	1	1	1	1	1	1	1	1	1	1
Confidential Secretary to the Chief	1	1	1	1	1	1	1	1	1	1
Police Subtotal	33	31	33	33	33	33	34	34	34	34
COMMUNITY DEVELOPMENT										
Planning & Zoning Coordinator	0	0	0	0	1	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	0	0	0	0	0
Department Secretary	1	2	2	1	1	1	1	1	2	2
Community Development Subtotal	4	5	5	4	5	4	4	4	5	5
PUBLIC WORKS ADMINISTRATION										
Superintendent of Operations	1	1	1	1	1	1	1	1	1	1
Superintendent of Projects	1	1	1	1	1	1	1	1	1	1
Superintendent of Public Improvements	1	1	1	1	1	1	1	1	1	1
Buildings/Grounds & Sustainability Administrator	0	1	1	1	1	1	1	1	0	0
Buildings/Grounds Administrator	0	0	0	0	0	0	0	0	0.5	0.5
Park & Forestry Administrator	0	0	1	1	1	1	1	1	1	1
Department Coordinator	1	1	1	1	1	1	0	0	0	0
Confidential Secretary to the Director	1	1	1	1	1	1	1	1	1	1
Public Works Clerk	1	1	1	1	1	1	1	1	1	1
Superintendent of Parks/Buildings/Forester	1	0	0	0	0	0	0	0	0	0
Improvements Inspector/Technician	1	0	0	0	0	0	0	0	0	0
Department Secretary	0	0	0	0	0	0	1	1	1	1
Public Works Administration Subtotal	8	7	8	8	8	8	8	8	7.5	7.5
PUBLIC WORKS LABORERS										
Laborer	20	20	21	21	21	21	21	21	21	21
Mechanic	2	2	2	2	2	2	2	2	2	2
Working Foremen	1	0	0	0	0	0	0	0	0	0
Heavy Equipment Operator	1	1	1	1	1	1	1	1	1	1
Public Works Laborers Subtotal	24	23	24	24						

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS (Continued)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
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	1	1	1	1	1	1	1	1	1	1
Building Maintenance Supervisor	1	1	1	1	1	1	1	1	0	0
Buildings/Grounds Administrator	0	0	0	0	0	0	0	0	0.5	0.5
Fitness Supervisor	1	1	1	1	1	1	1	1	1	1
Aquatics Coordinator	1	1	1	1	1	1	1	1	1	1
Guest Relations Coordinator	1	1	1	1	1	1	1	1	1	1
Membership Specialist	1	1	1	1	1	1	1	1	1	1
Group Exercise Coordinator	0	1	1	1	1	1	1	1	1	1
Exercise Physiologist	2	1	1	1	0	0	0	0	0	0
Fitness Coordinator	0	0	0	0	1	1	1	1	1	1
Building Maintenance Custodian	0	2	2	2	2	2	2	3	3	3
Community Program Coordinator	1	1	1	1	1	1	1	1	1	1
Asst. Programs & Older Adults Coordinator	0	0	0	0	0	0	1	1	1	1
Office Secretary	1	1	1	1	1	1	1	1	1	1
Recreation Accountant	0	0	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Facility/Banquet Rental Coordinator	0	0	1	1	1	1	1	1	1	1
Recreation Subtotal	12	14	15	16	16	15.5	16.5	17.5	17.0	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	1	1	1	1	1	1	1	0	0
Programs & Outreach Services Librarian	0	0	0	0	0	0	0	0	1	1
Library Subtotal	7	8	8	8	8	8	8	8	8	8
Total Full-Time Positions	107	107	113	114	115	114	116	118	118	118

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



PART-TIME POSITIONS

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
ADMINISTRATION										
Department Secretary	1	1	1	1	0	0	0	0	0	0
COMMUNITY DEVELOPMENT										
Fire Marshal	1	1	1	1	1	1	1	1	1	1
Department Secretary	0	0	0	1	0	1	1	1	0	0
PUBLIC WORKS SUMMER LABORERS										
Part-Time Seasonal	17	17	17	17	17	17	17	19	19	19
RECREATION										
Aquatics Part-Time Staff	58	64	73	73	100	100	100	100	100	100
Fitness Part-Time Staff	6	29	32	32	44	44	44	44	44	44
Guest Relations Part-Time Staff	18	25	33	33	36	36	36	36	36	36
Membership Part-Time Staff	3	6	5	5	15	15	15	15	15	15
Summer Seasonal Staff	49	63	50	50	90	90	90	90	90	90
Community Programs Part-Time Staff	96	100	105	105	120	120	120	120	120	120
Older Adult Coordinator	1	1	1	1	1	1	0	0	0	0
LIBRARY										
Acquisition Coordinator	1	1	1	1	1	1	1	1	1	1
Reference Librarians	7	5	5	5	7	7	7	6	5	5
Library Assistants	10	12	12	12	10	10	14	14	14	14
Library Pages	8	3	3	0	0	0	0	0	0	0
Library Specialists	3	4	4	4	5	5	0	0	0	0
Youth Services Library Specialists	0	0	0	0	0	0	3	3	3	3
Total Part-Time Personnel	279	332	343	341	447	448	449	450	448	448

**SALARY &
WAGE SCALE**

APPENDIX A
PERSONNEL INFORMATION



NON-CONTRACTUAL SALARY & WAGE SCALE

Department	Position	Pay Grade	2018 Minimum	2018 Maximum
Administration	Township Manager	1	113,960	181,197
Administration Police	Assistant Township Manager/Director of Administration Chief of Police	2	98,843	141,752
Finance Information Technology Public Works Recreation	Director of Finance Director of Information Technology Director of Public Works Director of Recreation and Leisure Services	3	85,951	123,263
Community Development Library	Director of Planning and Community Development Director of the Library	4	76,400	109,566
Public Works Public Works Public Works	Superintendent of Public Improvements Superintendent of Operations Superintendent of Projects	5	69,455	99,606
Community Development Public Works Public Works	Fire Marshall Buildings & Grounds Administrator Park & Forestry Administrator	6	63,141	90,551
Administration Community Development Finance Information Technology Police Recreation	Human Resources Administrator Chief Inspector Accounting Manager Network Administrator Technical Services Coordinator Assistant Director of Recreation and Leisure Services	7	57,401	82,319
Open	Open	8	52,182	74,836
Administration Community Development Information Technology Library Library Recreation Recreation	Executive Assistant - Township Manager Code Enforcement Officer Public Safety Technician Head of Technical Services Head of Youth Services C&RC Fitness Supervisor C&RC Membership & Marketing Supervisor	9	47,439	68,032
Administration Community Development Finance Information Technology	Administrative Assistant - Assistant Township Manager Planning & Land Use Assistant Payroll Accountant Public Access Television Coordinator	10	43,126	61,848

**SALARY &
WAGE SCALE**

APPENDIX A
PERSONNEL INFORMATION



NON-CONTRACTUAL SALARY & WAGE SCALE (Continued)

Department	Position	Pay Grade	2018 Minimum	2018 Maximum
Administration	Administrative Assistant - Administration	11	39,206	56,225
Administration	Senior Administrative Assistant - Finance			
Community Development	Department Secretary			
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			
Finance	Finance/Recreation Accountant	12	35,642	51,114
Library	Circulation Coordinator	13	32,401	46,468
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	29,456	42,243
Police	Records Coordinator			
Recreation	Assistant Programs and Older Adults Coordinator			
Recreation	C&RC Aquatics Coordinator			
Library	Technical Services Assistant	15	26,778	38,402
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

** The 2018 contractual wage scale for Public Works has not yet been established. Shown above is the 2017 wage scale.*

Police Union Contracts 2018 Salary & Wage Scale	
Officer 1	\$28.63/hr
Officer 2	\$29.88/hr
Officer 3	\$32.65/hr
Officer 4	\$38.26/hr
Officer 5	\$41.04/hr
Officer 6	\$43.79/hr
Sergeant	\$48.17/hr
Lieutenant	\$52.99/hr
Dispatcher	\$19.80 - \$24.75/hr

APPENDIX B

VEHICLES & EQUIPMENT

PUBLIC WORKS VEHICLES

Asset Tag	Year	Make	Model	Mileage (9-15-2017)	Age in Years	Condition	Anticipated Replacement Year
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Staff Vehicles

1	2009 029	2009	Chevy	Pick-Up	87,477	9	Fair	2018
2	2012 001	2012	Chevy	Pick-Up	24,203	6	Good	2019
3	2013 023	2014	Ford	Escape - Hybrid	9,199	4	Good	2020
4	2013 024	2014	Ford	Escape	38,164	4	Good	2020
5	2015 001	2015	Chevy	Colorado Pick-Up	41,893	3	Good	2021
6	2015 002	2015	Chevy	Colorado 4WD	25,824	3	Good	2022
7	2016 016	2016	Chevy	Colorado	21,054	2	Good	2022

Utility Trucks

1	2006 049	2006	Ford	Pick-Up Utility	35,782	12	Fair	2018
2	2006 050	2006	Ford	Pick-Up Utility	52,758	12	Fair	2019
3	2005 041	2006	Ford	Pick-Up Utility	53,925	12	Fair	2018
4	2011 052	2011	Ford	F-550	30,057	7	Fair	2018
5	2013 014	2013	Ford	Truck	20,764	5	Good	2020
6	2013 021	2014	Ford	F-550	19,648	3	Good	2021
7	2008 066	2008	Dodge	Mechanics Service Vehicle	33,430	10	Good	2020
8	2002 061	2002	Ford	Bucket Truck	12,962	16	Fair	2020
9	2005 039	2006	Ford	Econoline 350 Van	35,799	12	Fair	2022
10	2014 004	2015	Ford	F-550	9,799	3	Excellent	2024
11	2015 003	2015	Ford	F-550	15,151	3	Good	2021
12	2015 007	2016	Ford	F-550 w/Dump Body/Snow Plow	10,152	2	Good	2023
13	2015 008	2016	Ford	F-550 w/Dump Body/Snow Plow	6,481	2	Good	2023
14	2016 007	2016	Ford	F-350 XL 4x4	4,977	2	Excellent	2026

Dump Trucks

1	2003 065	2004	Int'l	Dump	21,902	14	Fair	2019
2	2009 048	2010	Int'l	Dump	11,998	8	Good	2020
3	2010 044	2011	Int'l	Dump	8,617	7	Good	2021
4	2011 051	2012	Int'l	Dump	10,866	6	Good	2022
5	2012 028	2013	Int'l	Dump	9,929	5	Good	2023
6	2013 022	2014	Int'l	Dump	7,680	4	Good	2024
7	2015 009	2016	Int'l	Dump	3,005	2	Excellent	2026
8	2017 000	2017	Int'l	Dump	1,646	1	Excellent	2027
9	2017 004	2017	Ford	Dump	4,030	1	Good	2024
10	2017 005	2017	Ford	Dump	3,586	1	Good	2024
11	2017 006	2017	Ford	Dump	585	1	Excellent	2027
12	2017 007	2017	Ford	Dump	659	1	Excellent	2027

PUBLIC WORKS VEHICLES (Continued)

				Mileage	Age in		Anticipated	
Asset Tag	Year	Make	Model	(9-15-2017)	Years	Condition	Replacement Year	
Other Vehicles								
1	2003 005	2003	CAT	Wheel Loader	9,071	14	Good	2023
2	2003 060	2003	Int'l	Sewer Jet	2,922	14	Good	2020
3	2001 007	2010	Massey	Flail Mower	3,246	7	Good	2019
4	2014 005	2015	M2106	Elgin Street Sweeper	9,469	2	Good	2025
5	2010 027	2010	Toro	Mower 5910	1,107	7	Good	2022
6	2012 002	2012	JCB	Backhoe 3CX15	1,112	5	Good	2022
7	2013 015	2013	CAT	924K Wheel Loader	3,234	4	Good	2023

PUBLIC WORKS EQUIPMENT

		Age in		Anticipated
Year	Equipment	Years	Condition	Replacement Year
1	2007 20 Ton Trailer	11	Good	As Needed
2	2013 30 Ton Shop Press	5	Good	As Needed
3	2001 3 M Sign Machine	17	Good	As Needed
4	2011 Accubrine Automated Brine Maker	7	Fair	As Needed
5	1993 Aeroway 8' Quickaway Angle Aerator	25	Fair	DNR
6	2010 Asphalt Planer	8	Good	As Needed
7	2015 Asphalt Utility Trailer	3	Good	As Needed
8	1993 Asphalt Wacker	25	Fair	As Needed
9	1999 Bannerman Infield Renovator	19	Poor	DNR
10	1993 Bannerman Turf Topper	25	Good	As Needed
11	2016 Beam Rider Field Line Painter	2	Excellent	As Needed
12	2008 Caterpillar Excavator/Backhoe	10	Good	2027
13	2017 Caterpillar 259D Skid Steer	1	Excellent	2026
14	1997 Chicago Pneumatic Air Comp.	21	Fair	As Needed
15	2015 Clausing Drill Press	3	Good	As Needed
16	2009 Club Car Utility Vehicle	9	Fair	2020
17	2008 Cross Country Roller Trailer	10	Good	As Needed
18	2001 Esab Plasma Cutter	17	Good	As Needed
19	2014 Gardner Denver Air Compressor	4	Good	As Needed
20	2008 Gorman-Rupp Water 1 Pump 2"	10	Good	As Needed
21	2008 Gorman-Rupp Water 1 Pump 3"	10	Good	As Needed
22	1992 Groundsmaster Trailer	26	Fair	As Needed
23	1999 Groundsmaster Trailer	19	Good	As Needed
24	2011 GVM Anti-Icing Unit	7	Good	As Needed
25	2012 GVM Anti-Icing Unit	6	Good	As Needed

PUBLIC WORKS EQUIPMENT (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
26	2009	Harben Sewer Jet	9	Good	2024
27	2008	Hoffman 1625EM Tire Changer	10	Good	2019
28	2008	Hoffman 2400 Tire Balancer	10	Good	2019
29	2002	Hotsy Gas-Fired Pressure Washer	16	Fair	2018
30	2016	HTC Tailgate Conveyor	2	Good	As Needed
31	2000	Jumping Jack Tamper	18	Good	As Needed
32	2012	Kubota Tractor, Model L5240HSTC	6	Good	2022
33	2012	Kubota	6	Excellent	As Needed
34	2014	Kubota ATV II	4	Good	As Needed
35	2015	Kubota RTV X900 WL-A	3	Good	2027
36	2015	Kubota RTV X900 WL-A	3	Good	2027
37	2016	Kubota TRTV 900	2	Excellent	2026
38	2017	Kubota RTV 900 UTV	1	Excellent	2028
39	2017	Kubota RTV 900 UTV	1	Excellent	2028
40	2017	Kubota L476HSTC Tractor	1	Excellent	2027
41	2004	Lely Broadcast Spreader	14	Good	As Needed
42	2010	Liftmore	8	Good	DNR
43	2001	Miller Welder	17	Good	As Needed
44	2011	Miller Welder 275 EFI	7	Good	As Needed
45	2005	Multiguip plate compactor	13	Fair	As Needed
46	2000	New Holland Tractor	18	Good	2018
47	2007	Pavement Cutting Trailer	11	Good	As Needed
48	2009	Pro Tech Snow Pusher	9	Good	As Needed
49	2008	Rotary Electric Lift	10	Good	As Needed
50	2011	Ryan Sod Cutter	7	Good	As Needed
51	2004	Seeda-Vator	14	Good	As Needed
52	2002	Sewer Machine	16	Fair	DNR
53	1996	Takeuchi Trailer	22	Fair	As Needed
54	2011	Tennsmith Metal Brake	7	Good	As Needed
55	2015	Terex 730 Wood Chipper	3	Good	2030
56	2008	Top Brand 6x12 Trailer (Tom's)	10	Good	As Needed
57	2013	Toro Reelmaster 3100-D	5	Good	2019
58	2007	Toro 3500D Sidewinder	11	Good	2020

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

PUBLIC WORKS EQUIPMENT (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
59	2008	Toro Debris Blower 600	10	Good	As Needed
60	2007	Toro Field Line Painter 1200	11	Fair	Do Not Replace
61	2004	Toro Greenmaster Flex 21	14	Fair	2018
62	1994	Toro Greensmaster	24	Fair	As Needed
63	1996	Toro Greensmaster	22	Fair	As Needed
64	2002	Toro Greensmaster	16	Fair	2018
65	2007	Toro Greensmaster 1600	11	Good	2019
66	2008	Toro Greensmaster 500	10	Fair	As Needed
67	2012	Toro Groundsmaster 3280-D	6	Good	2018
68	2012	Toro Groundsmaster 3280-D 4WD	6	Good	2019
69	2013	Toro Groundsmaster 3280-D	5	Good	2020
70	2009	Toro Groundmaster 7210	9	Good	2021
71	2009	Toro Groundsmaster 3500-D	9	Good	2019
72	2009	Toro Grandstand 48" Mower	9	Good	As Needed
73	2017	Toro Grandstand 48" Mower	1	Excellent	2027
74	2016	Toro Groundsmaster 4500D	2	Good	2026
75	2016	Toro Groundsmaster 5910	2	Good	2028
76	2007	Toro Infield Pro 3040	11	Fair	As Needed
77	2012	Toro Infield Pro 5040	6	Good	2019
78	2008	Toro Pro Core 864	10	Good	As Needed
79	2012	Toro Procore Processor	6	Good	As Needed
80	2001	Toyota Forklift	17	Fair	2019
81	2009	Tuff Screen Player Protector	9	Good	As Needed
82	2016	US Cargo Enclosed Trailer 6x12	2	Good	As Needed
83	2004	Vermeer Tub Grinder	14	Good	2018
84	1987	Vicon Spreader	31	Fair	DNR
85	2008	Wacker Vibratory Roller	10	Good	As Needed
86	2009	Weighted Field Tarp	9	Good	As Needed

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

POLICE DEPARTMENT VEHICLES

Asset Tag	Year	Make	Model	Mileage (9-15-2017)	Age in Years	Condition	Anticipated Replacement Year	
Patrol Vehicles / Traffic Vehicles								
1	2013 025	2014	Ford	Interceptor SDN	41,320	4	Fair	2018
2	2016 005	2016	Ford	Interceptor SDN	2,768	2	Excellent	2019
3	2014 006	2015	Chevy	Tahoe	77,594	3	Poor	2018
4	2016 001	2016	Chevy	Tahoe	53,330	2	Poor	2020
5	2017 001	2017	Ford	Police Explorer	2,560	1	Excellent	2022
4-Wheel Drive Vehicles								
1	2016 003	2016	Ford	Explorer	19,722	2	Good	2021
2	2016 002	2016	Ford	Explorer	29,974	2	Good	2021
3	2016 004	2016	Ford	Explorer	9,690	2	Excellent	2018
4	2017 002	2017	Ford	Explorer	407	1	Excellent	2022
5	2017 003	2017	Ford	Explorer	388	1	Excellent	2022
6	2013 026	2014	Ford	Interceptor SUV	77,247	4	Poor	2018
7	2014 001	2014	Ford	Interceptor SUV	37,965	4	Good	2019
8	2015 002	2015	Ford	Interceptor SDN	43,458	3	Poor	2021
9	2015 003	2015	Ford	Interceptor SDN	41,016	3	Poor	2019
10	2015 001	2016	Ford	Interceptor SUV	68,138	2	Poor	2021
Other Equipment								
1	2001 054	2001	Polaris	Quad #1	N/A	17	Fair	TBD
2	2001 049	2001	Polaris	Quad #2	N/A	17	Fair	TBD
3	2001 048	2001	Polaris	Quad #3	N/A	17	Fair	TBD
4	2001 050	2001	Mustang	Trailer	N/A	17	Fair	TBD

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VOLUNTEER FIRE DEPARTMENT VEHICLES

	Year	Make	Model	Mileage (9-15-2017)	Age in Years	Condition	Anticipated Replacement Year
1	1989	Amer LaFrance	Engine	44,581	29	Poor	2018
2	2005	Amer LaFrance	Ladder	19,573	13	Good	2025
3	2002	Freightliner	Engine	24,790	16	Poor	2018
4	2008	Amer LaFrance	Engine	15,580	10	Good	2023
5	2009	Amer LaFrance	Rescue	4,976	9	Good	2029
6	2012	Dodge	Rescue	4,473	6	Good	2022
7	2014	Dodge	Pick Up	15,631	4	Good	2024
8	2016	Chevrolet	Tahoe	10,939	2	Good	2021
9	2017	Chevrolet	Tahoe	2,566	1	Excellent	2022
10	2017	Rosenbauer	Pumper	n/a	1	Excellent	2037

ADMINISTRATION VEHICLES

Asset Tag	Year	Make	Model	Mileage (9-15-2017)	Age in Years	Condition	Anticipated Replacement Year
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Passenger Vehicles								
1	2007 070	2007	Ford	Explorer	67,168	11	Fair	2020
2	2008 020	2008	Ford	Explorer	100,225	10	Fair	2019
3	2011 005	2011	Ford	Escape	43,904	7	Good	Rotation Vehicle
4	2009 030	2009	Ford	Escape XLT	32,611	9	Good	Rotation Vehicle
5	2012 003	2013	Ford	Explorer	39,792	5	Good	2018
6	2013 027	2014	Ford	Interceptor SUV	85,899	4	Poor	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 2016					
Rank	Principal Employers	Description	Number of Employees	Percentage of Principal Employers	Percentage of Township Wide Employees
1	Upper St. Clair School District	Local Public School	587	30.48%	10.80%
2	Friendship Village	Retirement Community	229	11.89%	4.21%
3	Target Corporation	Retail Department Store	204	10.59%	3.75%
4	Upper St. Clair Township	Municipality	168	8.72%	3.09%
5	St. Clair Country Club	Country Club	156	8.10%	2.87%
6	OS Restaurant Services Inc.	Restaurant	132	6.85%	2.43%
7	Dicks Sporting Goods	Retail Department Store	120	6.23%	2.21%
8	Port Authority of Allegheny County	Transit Authority	120	6.23%	2.21%
9	Southwood Psychiatric Hospital	Medical Facility	120	6.23%	2.21%
10	Sears Roebuck & Co.	Retail Department Store	90	4.67%	1.66%
Total			1,926	100.00%	35.42%
Township Wide Employees			5,437		

Source: Upper St. Clair Local Services Tax Records

TOWNSHIP PRINCIPAL REAL ESTATE TAXPAYERS

PRINCIPAL REAL ESTATE TAXPAYERS YEAR END DECEMBER 31, 2016				
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	43.6%	4.2%
2	Friendship Village of South Hills	38,225,900	18.6%	1.8%
3	Boyce Plaza Apartments	20,456,300	9.9%	1.0%
4	Target	11,462,200	5.6%	0.5%
5	1800 Washington Road Associates LP	10,699,300	5.2%	0.5%
6	Forty-Two Company LLC	9,100,000	4.4%	0.4%
7	Upper St. Clair Senior Living	8,391,200	4.1%	0.4%
8	McMurray Road Family Limited PTR	6,500,000	3.2%	0.3%
9	St. Clair Country Club	6,066,000	2.9%	0.3%
10	Painters Plaza Associates	5,018,200	2.4%	0.2%
Total		\$ 205,634,550	100.0%	9.6%
Total Township Taxable Assessed Valuation		\$ 2,142,954,507		

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
2016	19,813	3.8%
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%

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 2007-2016			
Year	Total Earned Income ¹	Per Capita Earned Income ²	Change in Per Capita Income
2016	\$1,105,599,125	\$56,282	5.5%
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	12.5%

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 2010-2016							
Function/Program	2016	2015	2014	2013	2012	2011	2010
General Government							
Municipal Bldg Square Footage Occupied	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Staff Vehicles	3	3	3	3	3	3	3
Community Development							
Municipal Bldg Square Footage Occupied	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Inspection Vehicles	2	2	2	2	2	2	2
Public Works							
Municipal Street (miles)	84	84	84	84	84	84	84
Number of Traffic Lighted Intersections	11	11	11	11	11	11	11
Sanitary Sewers (miles)	157	157	157	157	157	157	157
Storm Sewers (miles)	50	50	50	50	50	50	50
Staff Vehicles	4	4	4	4	4	3	3
Inspection Vehicles	3	3	3	3	3	3	3
Utility Trucks and Dump Trucks	25	26	26	26	26	26	26
Public Works Building Square Footage	36,500	36,500	36,500	36,500	36,500	36,500	36,500
Recreation							
Staff Vehicles	1	1	1	1	1	1	1
Number of Parks	11	11	11	11	11	11	11
Acreage of Park Land	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 1/1000 th 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.
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MUNICIPAL BOND	A bond issued by a local government. (See Bond)
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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 and 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.
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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	This is a 1.0% tax collected for the Township by the County Recorder of

TRANSFER TAX	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.