TOWNSHIP OF UPPER ST. CLAIR
2019 BUDGET

2018 BOARD OF COMMISSIONERS

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TOWNSHIP MANAGER

Matthew R. Serakowski

Township of USC Upper St. Clair
FOUNDED 1788

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BUDGET COLOR CODE

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

BUDGET STAFF

Mark P. Romito, *Director of Finance*
Marlene Peck, *Accounting Manager*
Bonnie Antonelli, *Payroll & Finance Accountant*
Taylor Sullivan, *Finance & Recreation Accountant*
Mark S. Mansfield, *Assistant Township Manager*
Debi Bakowski, *Administrative Assistant*
Diana Pifer, *Administrative Assistant*

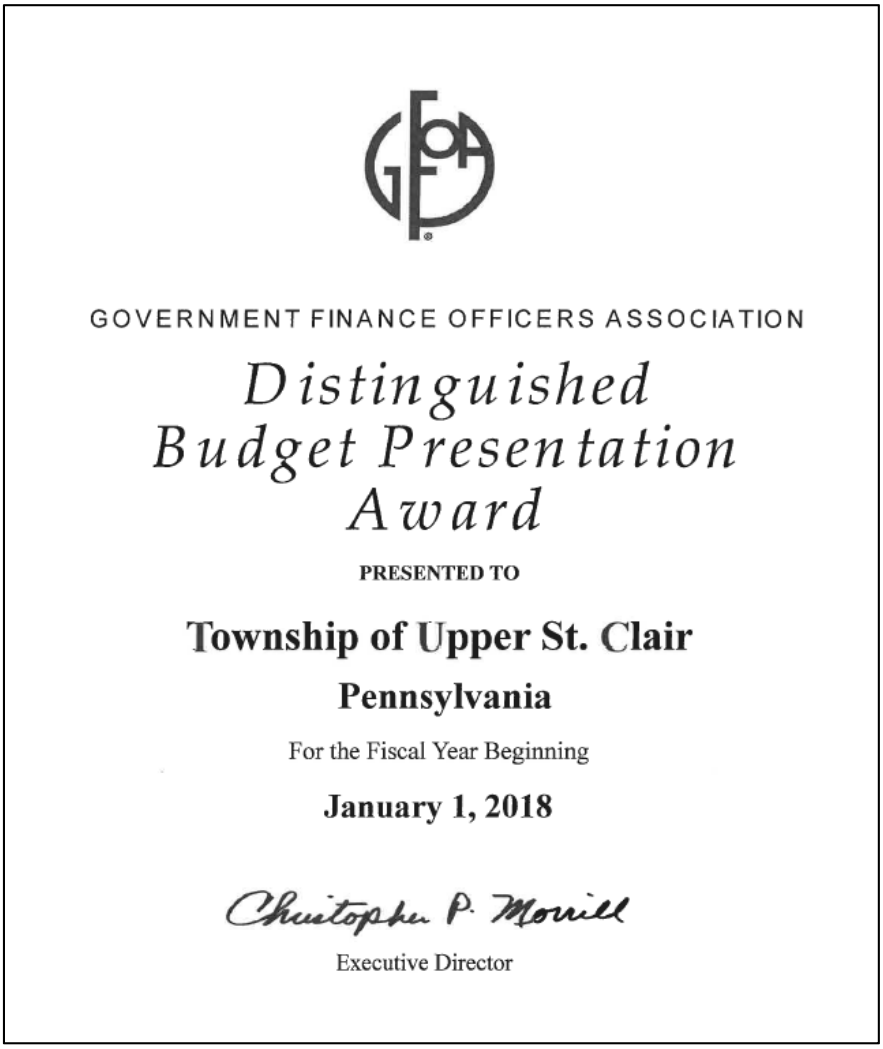
GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Township of Upper St. Clair the GFOA's Distinguished Budget Presentation Award for the 2018 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 2019 Adopted Budget for consideration of the GFOA's Distinguished Budget Presentation Award.


GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Township of Upper St. Clair

Pennsylvania

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morrill

Executive Director

The Township of Upper St. Clair

OFFICE OF THE MANAGER

December 3, 2018

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

2019 BUDGET MESSAGE

Dear Members of the Board:

I am pleased to present the 2019 Budget for the Township of Upper St. Clair, which is submitted in accordance with Article IX, Section 902 of the Home Rule Charter.

The 2019 Budget development process began in May of this year, as is typically the case. However, just over one month into the process, we were reminded why **the Township's disciplined approach to budgeting** is so important and effective. The June 20, 2018 storm that fell upon our region caused significant damage to residential, commercial, and government property throughout Upper St. Clair and neighboring communities. The Township's response to this disaster was immediate. Such a swift response was obviously due in part to our highly trained staff and emergency preparedness. But it was also made possible by the Township's many years of **sound, fiscally responsible financial management**.

In the days, weeks, and months following the storm, **Township staff was able to respond decisively**, knowing that we were prepared financially for this type of event. Without hesitation, staff mobilized trucks, cranes and other heavy equipment, provided dumpsters, hired contractors, and purchased materials, supplies, and equipment needed to provide for the safety of our residents, maintain the expected quality of life, and return the Township's facilities to their desired conditions. Although the actual restoration is not a fast process, the Township's decision-making was. We did not have to wonder how we would pay for everything, because we were prepared. We did not have to reduce services or cut programming, because we were prepared. And we do not have to devise new funding mechanisms for next year's budget, because **we were, and we continue to be, prepared**.

The 2019 Budget was developed with the same disciplined approach we have followed for years, building on the desire to **prepare for uncertainty**. Throughout the summer, Department Directors provided current year estimates and budget requests for next year, along with justification for significant changes in actual and requested spending levels. Finance and Administration staff reviewed all departmental submissions, and held meetings to further refine the operating and capital budget requests. Budget discussion with the departments continued into early October. **This process yielded an increase in the 2019 General Fund Budget operating expenditures of 3.41% from the 2018 Budget**. That increase is slightly skewed by the new refuse and recycling contract going into effect in 2019. Aside from that contract, the increase for all other General Fund operating expenditures is 2.44%.

The Township continues to be committed to meeting the highest principles of governmental budgeting. This commitment is demonstrated by the Township's 10-year streak of receiving the **Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA)**. We will continue to develop a budget document that meets the GFOA's criteria for the award, ensuring that the Township's 2019 Budget will serve as a policy document, a financial plan, an operations guide, and a communications device. Budget elements of **long-term financial planning and benchmarking** continue to be integrated into this document along with **strategic goals**, so as to provide a complete picture of the Township's future financial position.

In 2019, 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 continued strategic planning to provide a long-term perspective for service delivery and budgeting. This approach promotes responsible budgeting by **linking spending requests to broad organizational goals**.

This Budget also recognizes the need for **long-term financial sustainability**, which prepares us for the type of uncertainty which we experienced on June 20th. We maintain this long-term vision so that the next time we are faced with unanticipated expenses, we can once again **respond swiftly and effectively**, without hesitation and without disrupting or reducing Township services.

The Board reviewed the Proposed Budget and conducted a Public Hearing on November 5, 2018. Any 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.

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BUDGET HIGHLIGHTS

Accomplished in 2018

- A **new pavilion was constructed at the Miracle League Field** in Boyce Mayview Park. This new pavilion provides shelter for groups who use the field, allowing visitors to enjoy much needed shade in the area, and space to be used for picnic or parties. Funding for the pavilion was provided through a capital grant from the Allegheny Regional Asset District (RAD).
- The Township's **focus on communicating through social media** increased again this year. The effort continues to be successful, as we saw measureable growth in followers, likes, retweets, and overall reach.
- After 10 successful years of operation and strong support from the members and community, a **facility assessment study of the Community & Recreation Center** (C&RC) was completed during 2018. The study, performed by nationally recognized recreation consulting firm Ballard*King & Associates, incorporated multiple site visits, staff interviews and observations, a series of focus group meetings, and an online survey of members, non-members, residents and non-residents. The final product of the study was a report of findings and recommendations that the Township will look to implement in the coming years.
- Despite the continued state of regional uncertainty with regards to sanitary sewers that exists under the expired Administrative Consent Order, the Township continued to **make improvements to the sanitary sewer system** in 2018. Efforts included inflow source reduction, maintenance and repairs, and implementation of a new ordinance requiring inspection of private sanitary sewer laterals before the sale of a property.
- The Township was recognized by Allegheny County as a **Live Well Allegheny Community** for the first time in 2018. Among other qualities, the County recognized the Township's wellness trails, parks, and recreational opportunities. The Township also maintained its **Banner Community** status from the County and its **Sustainable Community Certification** from the Pennsylvania Municipal League in 2018.
- Another new recognition for the Township in 2018 came from the American Planning Association (APA) as **Boyce Mayview Park received the "Great Places in PA" award.** Citing the trail system, environmental diversity and green infrastructure, the APA called the park a "unique asset for the community that allows persons of all abilities to enjoy the majesty of nature throughout the seasons."
- The Township maintained its excellence in financial reporting by receiving its 30th consecutive GFOA Certificate of Achievement for Excellence in Financial Reporting for 2017. The Township also received its 10th consecutive GFOA Distinguished Budget Presentation Award for 2018. The Township is **one of only 5 municipalities in the entire Commonwealth of Pennsylvania** (out of 2,500+) to receive the award.
- **Renovation of the McLaughlin Run Activity Center** began in September, and is expected to be completed for re-opening in early 2019. This renovation project includes upgrading of interior finishes, bathroom upgrades, construction of a handicapped accessible restroom, kitchen cabinet upgrades, a covered patio in the rear of the building and a new front façade.
- As planned, the former **tennis/golf administration building** on McLaughlin Run Road was demolished, and a new building was constructed in its place. The new facility consists of Administrative office space, bathrooms, tennis program storage and a meeting shelter. The new facility opened in December 2018.

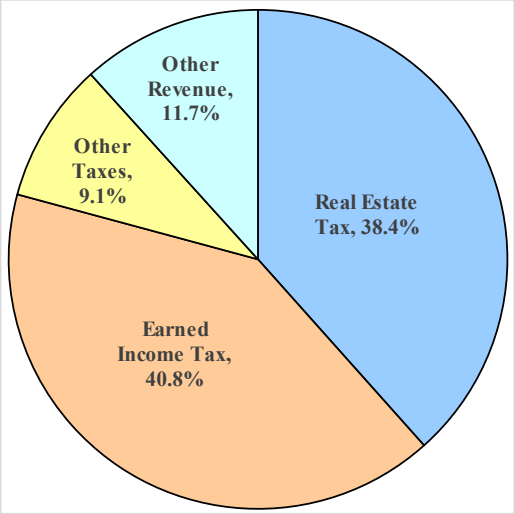
New for 2019

- With the results of the 2018 C&RC facility assessment now in hand, we will begin the process of prioritizing and implementing the recommendations. As noted in the report, the execution of the recommendations will be a multi-year process, and it may be difficult to implement all of the recommendations due to funding requirements, staffing limitations, and other time & resource constraints. But we are very excited to begin the process, establishing the foundation for the next decade of success.
- In addition to the aforementioned study, several capital projects are planned for the C&RC in 2019. The most significant is the $1,000,000 replacement of the HVAC unit that serves the indoor pool area. Several IT-related projects at the C&RC are also scheduled for 2019, as is the annual replacement of fitness and aquatics equipment.
- Continued planning and construction of several transportation projects will take place during 2019. The Township has partnered with PennDOT on a two-year plan to improve the traffic signals along Rt. 19 throughout Upper St. Clair. The Rt. 19 intersections slated for 2019 are at Boyce Road and at Old Washington Road. The Township will also complete traffic signal improvements in 2019 at the intersections of McMurray Road @ Johnston Road and McMurray Road @ McLaughlin Run Road @ Panther Pass. These projects were initially scheduled for 2018 but have been carried over into 2019.
- ALCOSAN will increase its billing rate for wastewater treatment by 7% in 2019. To help absorb some of that increase, the Township's multiplier is being reduced from 2.05 to 2.00. Although State and Federal regulators have yet to announce municipal requirements for sanitary sewers for the next several years, it remains likely that the Township will have to undertake major sanitary sewer construction in the near-term. As such, the Township will need to adjust the multiplier in a future year as the timing and scope of construction deem necessary. However, since we have been planning for this eventuality in recent years, a mid-year multiplier adjustment is not anticipated for 2019.
- The Township continues to dedicate funding to stormwater management efforts, as it has done strongly since 2014. This budget appropriates another $500,000 to the Storm Sewer Fund for projects dedicated to improve stormwater management systems and comply with the unfunded Federal mandates tied to Municipal Separate Storm Sewer System (MS4) regulations being faced by all municipalities throughout the United States.
- The 3-year collective bargaining agreement between the Township and the Police Association expires at the end of 2019. The parties will meet during the year to negotiate the terms of a new labor agreement.
- The next phase of the perimeter trail is anticipated to commence in 2019. The project, budgeted at $1.4 million, will extend from the current end near Rostron Drive towards the Morton Fields Complex. Grant funding of $450,000 has already been secured for this phase, and more is being sought. After completing this phase, only one more trail segment will need constructed to connect the trail to the Morton Fields Complex.
- The Township website is expected to undergo a major redesign in 2019. Among the goals of the project are an updated appearance, more intuitive navigation, mobile responsiveness, and accessibility improvements, making it easier for everyone to use and interact with the Township's website.
- Staff will explore opportunities for sidewalk construction and rehabilitation in 2019, focusing on areas where current segments can be connected, and neighborhoods can be linked to civic amenities. The 5-year Capital Improvement Program recommends increasing sidewalk funding to $100,000 each year, the first of which is reflected in this Budget. Staff will also seek grants and partnership opportunities to provide further resources for this initiative.

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 $21,610,872 in the 2018 Budget to $22,014,855 in 2019 – an increase of 1.87%. The Township's real estate tax rate will remain at 3.83 mills and the earned income tax rate will remain at 0.80%. The General Fund is projected to end the year with an Unassigned Fund Balance of $3,950,233, or 17.9% of estimated 2019 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."*

	2018 Budget	2018 Estimate	2019 Budget
Real Estate Tax	$ 8,278,500	$ 8,418,151	$ 8,453,648
Earned Income Tax	8,867,300	8,878,027	8,981,900
Local Services Tax	279,500	290,000	290,000
Real Estate Transfer Tax	1,050,000	1,750,000	1,180,000
Public Utilities Tax	20,500	19,000	19,000
Local Option Sales & Use Tax	522,250	522,250	522,250
Licenses and Permits	164,575	171,850	163,150
Fees and Fines	550,800	535,532	510,650
Rental Income	85,872	85,872	45,748
Investment Earnings	8,000	60,000	65,000
Service Agreements	222,100	269,627	238,000
Other Non-Tax Revenue	1,189,200	1,208,309	1,188,159
Recreation Fees	372,275	335,260	357,350
Total Revenues	**$ 21,610,872**	**$ 22,543,878**	**$ 22,014,855**
Fund Balance	-	-	-
Total Major Revenues	**$ 21,610,872**	**$ 22,543,878**	**$ 22,014,855**

Major Revenue Sources

Revenue Source	Percentage 2019 Budget	Dollar Value Change from 2018 Budget	Percentage Change from 2018 Budget
Real Estate Tax	**38.4%**	**$175,148**	**2.1%**

- The 2019 Real Estate Tax rate is projected to remain at 3.83 mills, but due to growth in the total assessment base to $2,238,171,641 during 2018, the 2019 Budget is set to be 2.1% higher than last year's Budget. The 2019 Budget projects only a modest 0.3% increase over the estimated 2018 revenue.

Earned Income Tax	**40.8%**	**$114,600**	**1.3%**

- Total Earned Income Tax collections are budgeted to increase 1.3% over the 2018 budgeted amount. Current collections are projected to increase 1.75% over the 2018 actuals, while delinquent collections should decline due to a drop in the amount of past due balances available to collect.

Real Estate Transfer Tax	**5.4%**	**$130,000**	**12.4%**

- A $130,000 increase in Real Estate Transfer Tax is budgeted for 2019 based on projected housing market conditions and recent local experience. Some of the 2018 success in this revenue category came from commercial sales, which are not something that can be reliably anticipated. As such, the 2019 Budget does not assume any major commercial sales.

Local Services Tax	**1.3%**	**$10,500**	**3.8%**

- Local Services Tax is expected to increase by 3.8% over the 2018 budgeted amount, but the figure is level with 2018 estimated revenue based on anticipated employment levels in the Township.

Local Option Sales & Use Tax	**2.4%**	**$0**	**0.0%**

- Local Option Sales Tax revenues are generated by an additional 1% sales tax levied within Allegheny County. Twenty-five percent of this revenue goes directly to Allegheny County, another 25% goes to the county's municipalities (including the Township), and the remaining half goes to the Allegheny Regional Asset District (ARAD). The Township's direct share of this revenue is budgeted to remain level with the 2018 Budget. There has been very little growth in this revenue in recent years, despite a broadening of the sales tax base. 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 2019 budget includes $218,484 (a 1.4% decrease) and $365,000 (a 4.8% operating increase plus $145,000 capital grant) for those items, respectively. Those items can be seen on the Library RAD Fund and the Boyce Mayview Park RAD Fund pages of the Budget document.

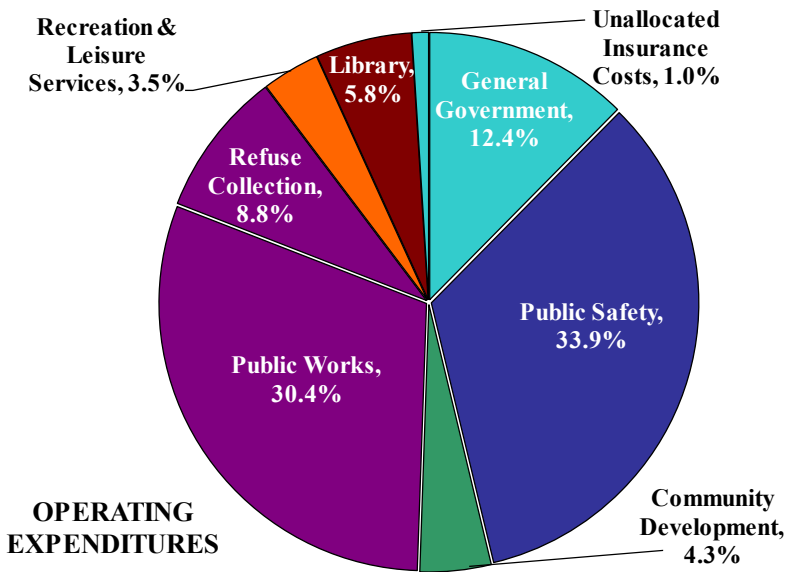
Other Revenue	**11.6%**	**($24,765)**	**(1.0%)**

- There is a 1.0% projected decrease in other revenue. Some notable changes include a $40,000 decrease in rental revenue, a $57,000 increase in interest income, and a $36,000 decline in cable TV franchise fees due to more consumers moving away from traditional cable TV services towards streaming platforms.

GENERAL FUND EXPENDITURES

Where the Money Goes by Program

The 2019 projected operating expenditures are budgeted to increase from $15,837,725 in the 2018 budget to $16,377,465. The increase of 3.41% is due to a variety of reasons, the most significant of which is a $184,000 increase in the cost of refuse and recycling collection, the result of a new 5-year agreement with Waste Management. Without that change, the increase in operating expenditures for 2019 is 2.44%.



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 64.3% of the Operating Budget.

The remaining difference of projected revenues over operating expenses of $5,637,390 will be used to fund the 2019 debt service costs of $1,343,564, and transfers of $4,293,826.

	2018 Budget	2018 Estimate	2019 Budget
General Government	$ 1,954,698	$ 1,961,215	$ 2,027,121
Public Safety	5,452,399	5,377,482	5,547,141
Community Development	698,311	698,311	697,499
Public Works	4,820,680	4,812,276	4,972,033
Refuse Collection	1,255,500	1,255,500	1,439,500
Recreation & Leisure Services	515,754	468,675	579,026
Library	948,504	948,404	956,659
Unallocated Insurance Costs	191,879	191,879	158,486
Operating Expenditures	$ 15,837,725	$ 15,713,742	$ 16,377,465

Major Program Operating Expenditures

Major Program	Percentage 2019 Budget	Dollar Value Change from 2018 Budget	Percentage Change from 2018 Budget
General Government	9.2%	$72,423	3.7%

- General Government appropriations are budgeted at a 3.7% increase. Factors contributing to the increase include personal services costs, software licensing, and temporary increases for other contractual services.

Public Safety	25.2%	$94,742	1.7%

- Public Safety appropriations are projected to increase by 1.7%. Increases in wages, workers' compensation, and pension costs are partially offset by reductions in the distributed expense for IT service.

Community Development	3.2%	($812)	(0.1%)

- Community Development appropriations are projected be almost level with the 2018 Budget. There are no significant variances to report.

Public Works	22.6%	$151,353	3.1%

- Public Works appropriations are projected to increase 3.1% due primarily to increases in personal services costs. Commodities are budgeted to increase 1.6%, but the only notable changes are expected increases in asphalt and fuel costs.

Refuse Collection	6.5%	$184,000	14.7%

- The Refuse Collection budget reflects costs associated with the 5-year contract with Waste Management beginning in 2019. The $184,000 jump is the largest category increase in the 2019 Budget, despite this category only comprising 8.8% of the General Fund operating expense. The majority of the increase comes from the recycling portion of the contract, which covers $144,000 of the jump.

Recreation & Leisure Services	2.6%	$63,272	12.3%

- Recreation & Leisure Services appropriations are budgeted to increase 12.3%. This is almost entirely a reflection of increased share of IT costs for 2019 related to a major software upgrade and additional IT efforts in this area. Aside from the IT costs, the only notable changes in Recreation are a reduction in utility expenses.

Library	4.3%	$8,155	0.9%

- Library appropriations are projected to remain close to the 2018 Budget amounts with increases in personal services costs being partially offset by reductions in other areas. Commodities remain fairly even, although the 2019 Budget does reflect some shifting away from print materials towards more e-resources.

General Fund Operating Expenditures Summarization

As stated earlier in this Budget Message, overall General Fund operating expenditures are budgeted to increase by 3.41% over the 2018 Budget amounts. Some factors lending to this change in operating expenditures include the following:

- A new contract with Waste Management for garbage and recycling collection begins in 2019, with a budgetary increase of $184,000, or 14.7%.
- Health insurance costs are anticipated to increase by 6%, or roughly $87,000.
- Full-time non-contractual personnel wage increases are projected at 2.75%.
- Hourly wage increases in the public works contract are 2.50%.
- Hourly wage increases in the police contract are 2.25%.
- Although the gross premium for workers' compensation insurance has increased by only $140, the total premium has increased by roughly $65,000 (14.4%) due to the experience modification factor rising from 1.132 to 1.322 for 2019.

The 2019 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 2019 Budget	Dollar Value Change from 2018 Budget	Percentage Change from 2018 Budget
Debt Service Payments	**6.1%**	**($5,325)**	**(0.4%)**

- The 2019 Debt Service Appropriations are based on the Debt Service Payment Schedules for the 2016 Series A General Obligation Bonds, the 2017 Series A&B General Obligation Bonds, and the 2015 General Obligation Note. Total debt service payments for the General Fund are scheduled to decrease by $5,325 or 0.4% for 2019. Total remaining debt in the General Fund is projected to be approximately $14,836,000 at the end of 2019.

Operating Transfers	**19.5%**	**($130,432)**	**(3.0%)**

- The 2019 General Fund Budget allocates a $1,224,136 transfer to the Capital Projects Fund to help finance major capital items, a transfer of $1,326,801 to the Boyce Mayview Park RAD Fund to fund park activities not covered by the RAD Grant and a transfer of $1,742,889 to the Boyce Mayview C&RC Fund for payment of the debt service originally incurred through the 2008 General Obligation Bonds issued to finance the construction of the C&RC as well as an appropriation for C&RC common area operations. The 2008 bonds have since been replaced with the 2016 Series A bonds.

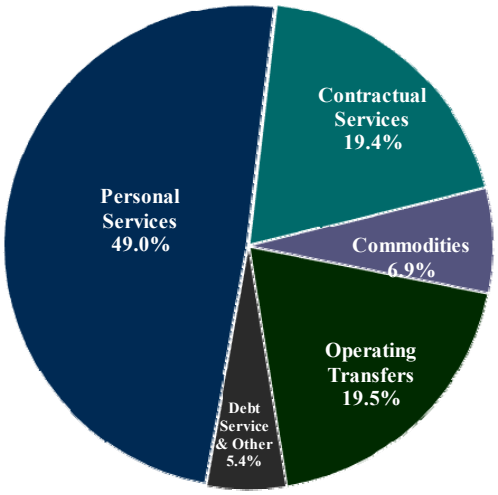
Where the Money Goes by Core Service Type

Core Service	Percentage 2019 Budget	Dollar Value Change from 2018 Budget	Percentage Change from 2018 Budget
Personal Services	**49.0%**	**$356,470**	**3.4%**

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

The Personal Services category contains the expenses associated with maintaining a high-quality staff. As is always the case, this category is the largest in the 2019 General Fund Budget, making up 49%, or $10,788,156, roughly 60% of which is obligated contractually. This is a $356,470, or 3.42%, increase from the 2018 budgeted amounts. About $152,000 of that is from rising workers' comp and health insurance premiums (as mentioned on the previous page). All other items in this category combined for an increase of 1.96%

2019 GENERAL FUND EXPENDITURES BY TYPE



Contractual Services	**19.4%**	**$218,043**	**5.4%**

The contractual services increase is $218,043, or 5.4% over the 2018 Budget, but that is skewed by the $184,000 Waste Management contract increase. All other items within this category combined for an increase of 1.22%.

Commodities	**6.9%**	**$21,130**	**1.4%**

The Township's commodities expenses are expected to increase of $21,130, or 1.4% from the 2018 budgeted amounts. Aside from the Public Works items mentioned earlier, there are no significant changes for 2019.

Operating Transfers	**19.5%**	**($130,432)**	**(3.0%)**

Operating Transfers account for 19.5%, or $4,432,652 of the 2019 General Fund Budget. This is a decrease of $132,432, or 3.0%, from the 2018 budgeted amounts. These transfers represent contributions from the General Fund to the Capital Projects Fund ($1,22,4136), Boyce Mayview RAD Fund ($1,326,801), and C&RC Fund ($544,961 operating, and $1,197,928 debt).

Debt Service & Other	**5.2%**	**($61,228)**	**(5.1%)**

The change in "Debt Service & Other" includes distributed costs to and from other departments, as well as the General Fund portion of the debt repayment schedules that are currently in effect for the 2016 General Obligation Bonds, the 2017 Series A&B General Obligation Bonds, and the 2015 General Obligation Note. The $61,228 decrease in 2019 is based on the applicable debt service schedules.

Other Expenditure Considerations

- **Staffing Levels and Compensation** – The overall staffing level and salary ranges are reflected in each department's budget, and detailed in the Appendix section of the budget document. Compensation levels for the operating budget have been set at rates established either by contract, arbitration, or by ranges established by the Board of Commissioners and verified by an external party via a labor and economic analysis. The Township expects to once again co-sponsor a compensation study in 2019 to review the current pay structure as well as the salary positioning within the structure.

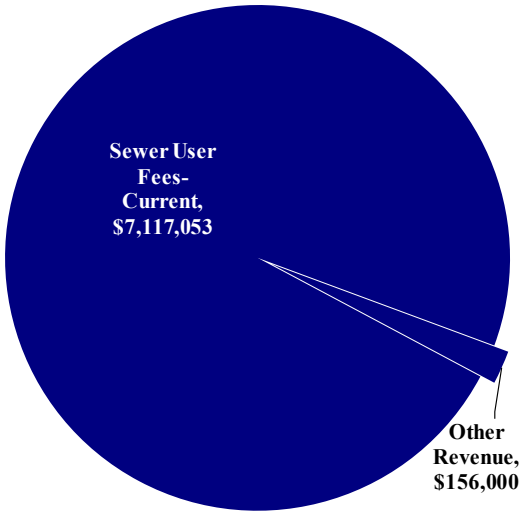
- **Fringe Benefits** – Fringe Benefits have been budgeted at contractually or actuarially established rates in all categories. Medical insurance is budgeted to increase by 6% over 2018. All Township employees are required to contribute to their health insurance premiums in order to help offset the Township's cost.

MAJOR ENTERPRISE FUNDS

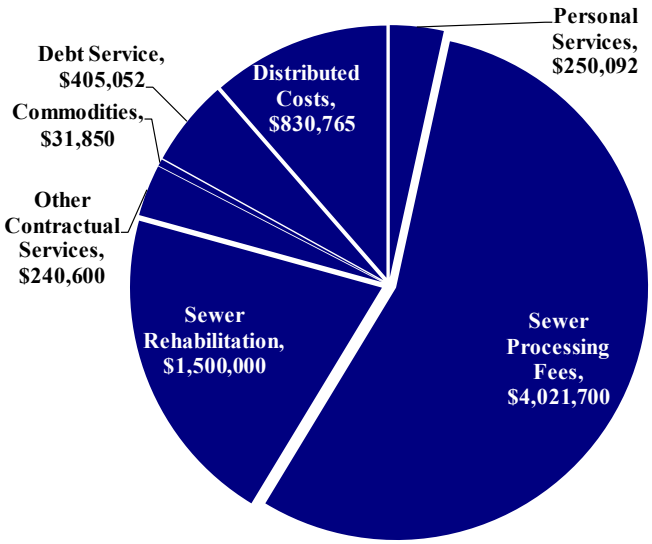
Sanitary Sewer Fund

The sewer user fee multiplier is budgeted at 2.00 for 2019, a decrease from the 2018 multiplier of 2.05. ALCOSAN is expected to increase its rate for wastewater treatment in 2019 by 7%. The multiplier reduction will help absorb a portion of that increase. The Township's costs for wastewater treatment in 2019 are projected at $4,021,700. Major sewer rehabilitation and source reduction costs are budgeted at $1,500,000. Net assets at the end of 2019 are estimated to be roughly $2,800,000.

Projected Revenues

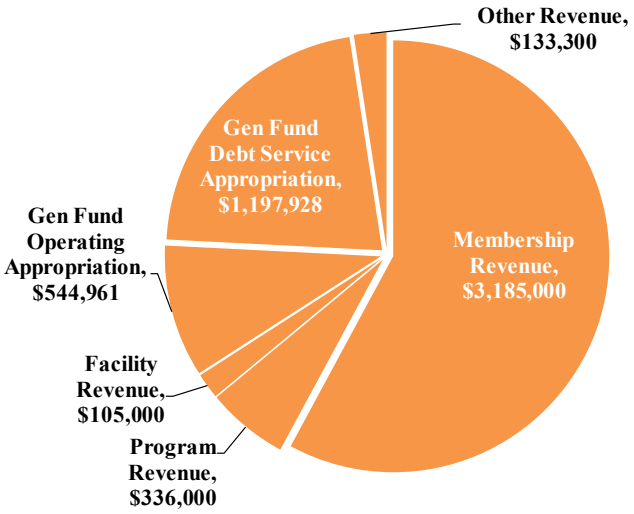


Projected Expenses



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

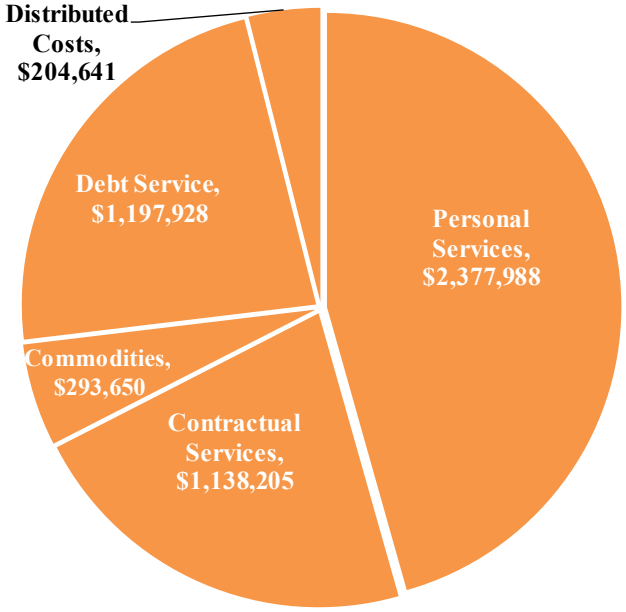
Projected Revenues



- **Membership Revenue:** Current demographics show the C&RC membership is made up of 63% residents and 37% non-residents. As mentioned earlier in this document, recommendations of the 2018 C&RC facility assessment study will be prioritized and implemented beginning in 2019. That may result in changes to the revenue structure. But because those changes are not yet known, this Budget projects membership revenue to remain in line with actual 2018 revenues.
- **Appropriations from the General Fund:** For 2019, the General Fund will appropriate $1,197,928 for debt service costs associated with the construction of the C&RC building. The General Fund is also budgeted to contribute $544,961 to support the common area operations of the C&RC.
- **Other Revenue:** Facility Rental revenue is budgeted to remain level with 2018, while the program revenue budgets reflect recent year trends that have produced an increase in fitness and a decrease in aquatics.
- **Total Memberships:** In August 2018, the C&RC had approximately 9,100 total members, including 3,100 annual memberships. This is a reduction compared to August 2017 which had roughly 9,900 and 3,300, respectively.

Projected Expenses

- **Personal Services:** Personal services have increased $73,046, or 3.2% from 2018. This is mostly due to full-time wage increases, which includes additional resources dedicated to the marketing effort.



- **Contractual Services:** Contractual services expenses are budgeted to decrease by $5,875, or 0.5% from 2018. Increases in printing and credit card processing fees are offset by a lower budget to better reflect flooring maintenance costs.
- **Commodities:** Commodities are projected to remain fairly level with the 2018 budgeted amounts.
- **Distributed Costs:** Distributed costs include Information Technology costs and depreciation costs on all equipment.
- **Capital Items**: In addition to routine equipment replacement, several major capital projects may take place in 2019. The HVAC unit in the indoor aquatics area is scheduled for replacement. Additional projects may take place depending on the prioritization of recommendations from the facility assessment.

CAPITAL PROJECTS FUND

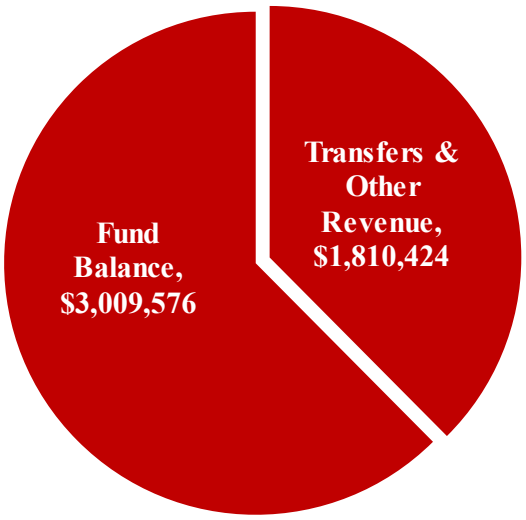
Annual Street Improvement Program

Funding Source	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
State Liquid Fuels Tax Fund	$ 527,575	$ 650,000	$ 700,000	$ 650,000
General/Capital Project Funds	959,094	848,431	1,000,000	1,050,000
TOTAL	**$ 1,486,669**	**$ 1,498,431**	**$ 1,700,000**	**$ 1,700,000**

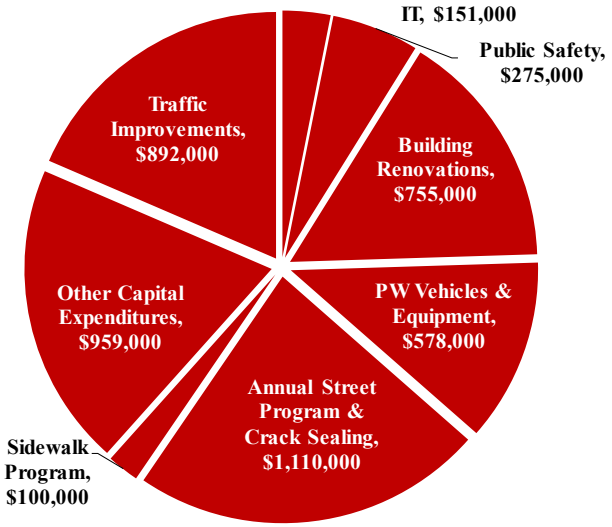
The Township recognizes the benefits of well-maintained streets and is committed to a regular schedule of street repairs. Approximately $13,400,000 has been spent during the past ten years. The Township receives many favorable comments regarding the condition of Township streets and roadways, and the 2019 Budget provides for maintaining a high level of service in this program area. The budgeted funding amount of $1,700,000 for 2019 is the same as was allocated in 2018, and represents an increase over years prior to that.

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. Staff does not propose any debt issuances to fund the 2019 Capital Projects Fund.

MAJOR SPECIAL REVENUE FUNDS

Boyce Mayview Park RAD Fund

Funding Source	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
RAD Funding	$ 236,000	$ 331,000	$ 340,500	$ 365,000
General Fund Appropriation	$ 1,129,482	$ 1,034,242	$ 860,890	$ 1,326,801

At the recommendation of the Allegheny Regional Asset District (ARAD), Staff shows the RAD grant revenues and matching expenditures in this separate, special revenue fund called the Boyce Mayview Park RAD Fund. An appropriation from the General Fund supplements the operating and capital expenditures that are not covered by RAD or other grants within the fund. The General Fund appropriation for 2019 is projected at $1,326,801.

For 2019, RAD funding is estimated at a level of $365,000. This covers a portion of the Fund's operating expenditures ($220,000) such as include personnel costs from the Public Works, Recreation and Police departments, and utility and maintenance costs for Boyce Mayview Park. Another $145,000 from RAD is expected for capital improvements. In 2019, this is primarily the proposed extension of the Perimeter Trail.

LOOKING FORWARD

This 2019 Budget has been prepared with the continued underlying purpose of managing any future economic situations with a solid and stable financial foundation. In January 2018, the Board of Commissioners met to set the priorities of the Board for 2018-2019. This Budget is the keystone for many of those priorities, which include the following items.

- For the tenth straight year, this budget keeps tax rates level. The real estate tax millage rate, currently 3.83, has remained flat since 2010. The Township's Earned Income Tax rate, currently 0.80%., has not changed since 2007. This continues to satisfy the Board's top budgetary priority of holding the line on taxes.

- On the heels of the C&RC facility assessment study that was performed in 2018, the Township will work in 2019 to prioritize and begin implementing the study's recommendations, setting the stage for another decade of operational success while maintaining the quality and integrity of the facility. Although the execution of the recommendations will be a multi-year process, the 2019 Budget allows for the process to begin immediately, providing funding for some of the key areas identified in the report. The membership fee structure is also expected to be reviewed in 2019, which will round out the Board's current priorities for the C&RC.

- Building on momentum from recent years, the Township continues to make improvements to its buildings. The 2019 Budget contains funding for the replacement of the following items in the Municipal Building: two boilers, several air handlers, dehumidification equipment, and the building's 140+ windows which are all over 30 years old. Additionally, Staff will continue to review longer-term space allocation needs within the building, specifically considering the Police Department area and potential uses of the space that will be vacated by the School District administration in late 2019.

- Planned traffic signal improvements continue in 2019, with the expected completion of four projects. The intersections of McMurray Road / Johnston Road, and McMurray Road / McLaughlin Run Road / Panther Pass, which were successfully bid under budget in 2018, will carry forward into the 2019 project year. The first of an expected two-year phase of signal improvements along Rt. 19 will begin with the intersections of Rt. 19 / Boyce Road, and Rt. 19 / Old Washington Road. The projects along Rt. 19 are a result of a successful partnership with PennDOT, wherein the Township will pay approximately 38% of the total cost of the 2019 projects. The upgrades will include new traffic signal supports, state of the art emergency vehicle preemption, LED traffic signal heads that utilize adaptive signalization software, and new pedestrian signal heads. This project will enhance traffic flow and safety in the corridor, and provide improved pedestrian mobility.

- Several human resources initiatives are slated for 2019. First, a new human resources management system (HRMS) will be deployed during the year. This software will modernize the onboarding process, offer employees with easier management of their employment profile, and provide management with better visibility into staffing structures for planning and budgeting purposes. Another HR initiative will be to engage an external consultant to perform a compensation review. The Township has already identified several co-sponsoring municipalities to partner with for this review, which will allow the consultant to conduct a thorough study as was most recently done in 2015.

The 2019 Budget reflects the commitment of the Board of Commissioners and Staff to provide stability with the known factors affecting the upcoming budget. As we realized in 2018, future budget environments are never certain, but the Board and Staff continuously monitor situations and factors that could have significant impacts on the Township's financial status. Some of these factors are highlighted below. For updated long-term projections, please refer to the five-year budget projections within the budget document.

- 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 remain a consideration not only in future budgets and bond ratings, but will also continue to be something Staff focuses on reducing in future labor negotiations.

- 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. Subsequent to that expiration, the Township and other municipalities operated under an interim ACO. The interim ACO expired at the end of 2018, and a new order has still not been negotiated, leaving municipalities in this region to continue guessing what regulatory requirements will be faced in the future. Despite the lack of an official order, it remains likely that the Township will have to undertake major sanitary sewer construction in the near-term. As such, the Township will need to adjust the multiplier in a future year as the timing and scope of construction deem necessary. However, since we have been planning for this eventuality in recent years, a mid-year multiplier adjustment is not anticipated for 2019.

- Municipalities throughout the United States, including Upper St. Clair Township, remain under a Federal mandate requiring a stormwater management program for reducing pollution impacts from stormwater runoff. This mandate is tied to Municipal Separate Storm Sewer System (MS4) regulations enforced by the Pennsylvania Department of Environmental Protection (PADEP) and the Environmental Protection Agency (EPA). The 2019 Budget appropriates $500,000 to the Township's Storm Sewer Fund for projects dedicated to improve stormwater management systems and comply with the unfunded mandate. This is the 6th consecutive year that the Township has appropriated a significant contribution to the Storm Sewer Fund. Although the Township's 2019-2023 Capital Improvements Program *estimates* $2.5 million in related expenses over the next 5 years, there is still uncertainty related to the true cost of MS4 compliance. If the costs of such compliance exceed the amount that the Storm Sewer Fund can handle, other funding mechanisms may need to be considered. The potential for this occurring in 2019 is unlikely, but it is a possibility in future years.

CONCLUSION

As has been the case in previous years, this 2019 Budget provides a financially sustainable spending plan that enables the Township to be prepared to respond to uncertainty with the same decisiveness demonstrated in 2018. The 2019 budget allows the Township to continue providing high quality services in the coming year while keeping an eye on the future. Staff continues to monitor economic conditions so that high quality service levels can be preserved while keeping within the financial means of our tax base.

Although our tax base has shown moderate growth in recent years, it remains challenging to meet the high service expectations our residents deserve and expect. The Township is regularly confronted with the need to minimize expenditures while managing expressed community needs and desires. Staff looks forward to continuing to meet this challenge by addressing the needs and desires identified in the Board of Commissioners' Planning Priorities for 2018-2019, the 2015-2025 Comprehensive Plan, and annual departmental goals. We urge the community to continue to convey their desires with a consideration of the costs necessary to fund those services. Staff remains committed to vigorously scrutinizing spending with the objective of remaining financially prepared for the short and long term.

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

Respectfully submitted,

Matthew R. Serakowski
Township Manager

BUDGET OVERVIEW

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

The 2019 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 (17.86%)**, **Earned Income and Net Profits Tax (18.98%)**, **Sewer User Fees (15.13%)** and **C&RC Memberships & Recreation Program Fees (8.53%)**, which combine to account for **60.50%** of the Township's revenues. Additional revenue is derived from other taxes, licenses, permits, fees, fines, rental income, interest, service agreements, grants and other non-tax revenue.

The Township's major program expenditures include **Public Works Functions (17.99%)**, **Public Safety (12.44%)**, **Recreation & Leisure Services, including the C&RC operating costs, (23.37%)**, and **Sanitary Sewer Processing (ALCOSAN Payments) (8.50%)**, which combine to account for **62.30%** 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.

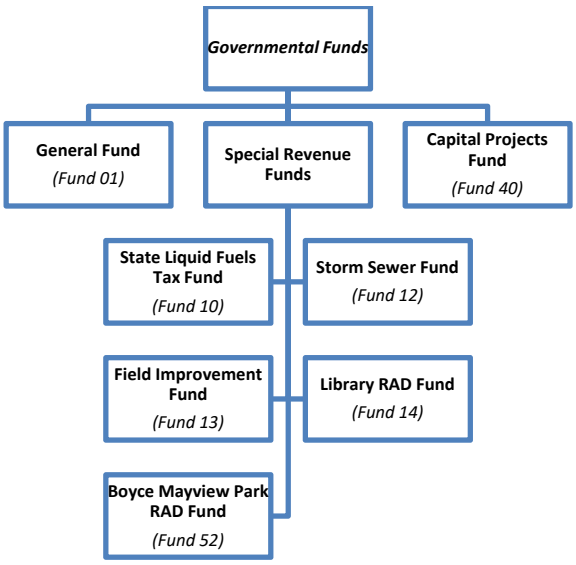
The Township of Upper St. Clair provides its residents with a full range of services. A brief listing of Township services includes:

- 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

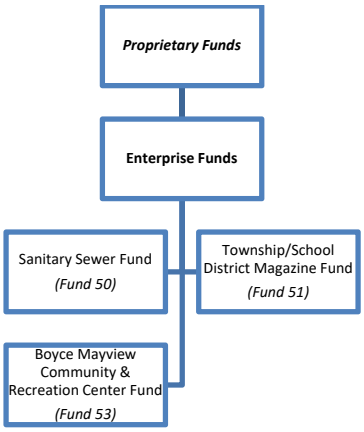
Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget. There are three (3) primary bases for budgeting: Cash Basis, Modified Accrual Basis and Accrual Basis. The Township does not use the Cash Basis for any funds within the Budget.

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 Bonds, the 2017 General Obligation Bonds Series A, and the 2017 General Obligation Bonds Series B.

2019 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	$ 8,453,648	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 8,453,648**	**17.86%**
Earned Income Taxes	8,981,900	-	-	-	-	-	-	-	-	-	-	**8,981,900**	**18.98%**
Other Taxes	2,011,250	-	-	-	-	-	-	-	-	-	-	**2,011,250**	**4.25%**
Sewer User Fees	-	-	-	-	-	-	-	7,158,053	-	-	-	**7,158,053**	**15.13%**
Licenses & Permits	163,150	-	-	-	-	-	-	-	-	-	-	**163,150**	**0.34%**
Fees & Fines	510,650	-	2,000	28,500	-	-	-	70,000	166,250	-	-	**777,400**	**1.64%**
Interest & Rent	110,748	5,000	-	1,000	-	-	75,000	45,000	-	80,000	-	**316,748**	**0.67%**
Service Agreements	238,000	-	-	-	-	-	5,000	-	-	-	-	**243,000**	**0.51%**
Recreation Fees	357,350	-	-	-	-	-	-	-	-	3,679,300	-	**4,036,650**	**8.53%**
Grant Revenue	778,259	652,380	-	-	218,484	515,000	411,288	-	-	-	-	**2,575,411**	**5.44%**
Non-Tax Revenue	409,900	-	-	-	-	-	95,000	-	-	-	140,000	**644,900**	**1.36%**
Fund Balance	-	-	-	-	-	357,504	3,009,576	7,006	14,900	-	3,460,223	**6,849,209**	**14.47%**
Operating Transfers	-	-	500,000	30,000	-	1,326,801	1,224,136	-	-	544,961	289,777	**3,915,675**	**8.27%**
Non-Operating Transfers	-	-	-	-	-	-	-	-	-	1,197,928	-	**1,197,928**	**2.53%**
Totals	**$ 22,014,855**	**$ 657,380**	**$ 502,000**	**$ 59,500**	**$ 218,484**	**$ 2,199,305**	**$ 4,820,000**	**$ 7,280,059**	**$ 181,150**	**$ 5,502,189**	**$ 3,890,000**	**$ 47,324,922**	**100.00%**

2019 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	$ 2,185,607	$ -	$ -	$ -	$ -	$ -	$ 751,000	$ -	$ 181,150	$ -	$ -	**$ 3,117,757**	**6.59%**
Public Safety	5,547,141	-	-	-	-	-	340,000	-	-	-	-	**5,887,141**	**12.44%**
Comm. Development	697,499	-	-	-	-	-	14,000	-	-	-	-	**711,499**	**1.50%**
Public Works	4,972,033	-	500,000	30,000	-	-	1,660,000	1,353,307	-	-	-	**8,515,340**	**17.99%**
ALCOSAN Payments	-	-	-	-	-	-	-	4,021,700	-	-	-	**4,021,700**	**8.50%**
Corrective Action	-	-	-	-	-	-	-	1,500,000	-	-	-	**1,500,000**	**3.17%**
Refuse Collection	1,439,500	-	-	-	-	-	-	-	-	-	-	**1,439,500**	**3.04%**
Annual Street Program	-	650,000	-	-	-	-	1,110,000	-	-	-	-	**1,760,000**	**3.72%**
Recreation	579,026	-	-	-	-	2,199,305	375,000	-	-	4,014,484	3,890,000	**11,057,815**	**23.37%**
Library	956,659	-	-	-	218,484	-	40,000	-	-	-	-	**1,215,143**	**2.57%**
Debt Service	1,343,564	-	-	-	-	-	-	405,052	-	664,486	-	**2,413,102**	**5.10%**
Operating Transfers	4,293,826	-	-	-	-	-	530,000	-	-	-	-	**4,823,826**	**10.19%**
Fund Balance	-	7,380	2,000	29,500	-	-	-	-	-	823,219	-	**862,099**	**1.82%**
Totals	**$ 22,014,855**	**$ 657,380**	**$ 502,000**	**$ 59,500**	**$ 218,484**	**$ 2,199,305**	**$ 4,820,000**	**$ 7,280,059**	**$ 181,150**	**$ 5,502,189**	**$ 3,890,000**	**$ 47,324,922**	**100.00%**

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Township Taxes					
Real Estate Taxes	$ 8,287,443	$ 8,263,249	$ 8,278,500	$ 8,418,151	$ 8,453,648
Earned Income Taxes	8,844,793	8,869,902	8,867,300	8,878,027	8,981,900
Other Taxes	2,006,033	2,156,041	1,872,250	2,581,250	2,011,250
Total Township Taxes	**19,138,269**	**19,289,192**	**19,018,050**	**19,877,428**	**19,446,798**
Township Fees					
Sewer User Fees	6,393,986	6,820,885	6,891,774	6,913,474	7,158,053
Recreation Fees	4,547,560	4,290,822	4,346,825	4,010,575	4,036,650
Magazine Advertising Fees	163,566	162,131	160,100	160,100	166,250
Licenses & Permits	176,485	254,663	164,575	171,850	163,150
Fees & Fines	680,498	712,319	640,550	753,826	611,150
Total Township Fees	**11,962,095**	**12,240,820**	**12,203,824**	**12,009,825**	**12,135,253**
Township Grant Revenue					
State Pension Grant	594,351	633,674	632,450	632,450	641,700
Library State Grant	64,059	64,059	65,200	64,059	64,059
State Liquid Fuels Tax Allocation	597,932	624,936	642,880	653,562	652,380
Library RAD Grant	221,495	224,779	227,026	221,586	218,484
Boyce Mayview Park RAD Grant	236,000	331,000	210,000	340,500	365,000
Other Grants	506,636	677,572	812,288	563,229	633,788
Total Township Grant Revenue	**2,220,473**	**2,556,020**	**2,589,844**	**2,475,386**	**2,575,411**
Township Non-Tax Revenue					
Interest & Rent	106,767	197,565	126,172	351,172	316,748
Service Agreements	229,969	258,909	226,600	270,227	243,000
Other Revenue	1,080,887	1,046,946	796,550	804,571	644,900
Total Township Non-Tax Revenue	**1,417,623**	**1,503,420**	**1,149,322**	**1,425,970**	**1,204,648**
Township Transfers					
Transfers from Other Funds	8,478,627	7,861,011	5,335,009	5,969,433	5,113,603
Total Township Transfers	**8,478,627**	**7,861,011**	**5,335,009**	**5,969,433**	**5,113,603**
Township Fund Balance					
Transfers from Fund Balance	743,430	286,795	5,144,852	2,759,780	6,849,209
Total Township Fund Balance	**743,430**	**286,795**	**5,144,852**	**2,759,780**	**6,849,209**
Total Township Revenue	**$ 43,960,517**	**$ 43,737,258**	**$ 45,440,901**	**$ 44,517,822**	**$ 47,324,922**

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
General Government Expenditures					
Personal Services	$ 1,480,973	$ 1,596,625	$ 1,615,451	$ 1,615,451	$ 1,693,670
Contractual Services	809,770	836,751	1,067,275	1,066,092	1,163,800
Commodities	40,470	42,242	56,750	55,750	53,500
Distributed Costs	(288,738)	(331,845)	(413,149)	(406,249)	(544,213)
Capital Projects	1,370,945	567,988	1,156,000	1,043,920	751,000
Total General Government Expenditures	**$ 3,413,420**	**$ 2,711,761**	**$ 3,482,327**	**$ 3,374,964**	**$ 3,117,757**

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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Public Safety Expenditures					
Personal Services	$ 4,299,318	$ 4,362,857	$ 4,698,515	$ 4,691,494	$ 4,825,760
Contractual Services	391,155	379,445	496,466	457,119	484,917
Commodities	83,470	72,490	77,970	91,670	77,050
Distributed Costs	77,820	104,088	179,448	137,199	159,414
Capital Projects	276,207	943,437	237,000	229,000	340,000
Total Public Safety Expenditures	**$ 5,127,970**	**$ 5,862,317**	**$ 5,689,399**	**$ 5,606,482**	**$ 5,887,141**

Fund(s): General Fund, Capital Projects Fund

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Comm. Development Expenditures					
Personal Services	$ 510,091	$ 523,490	$ 559,213	$ 559,213	$ 551,669
Contractual Services	55,420	44,155	63,760	63,760	63,986
Commodities	12,635	8,691	8,000	8,000	11,500
Distributed Costs	45,939	55,901	67,338	67,338	70,344
Capital Projects	41,100	18,068	57,000	62,000	14,000
Total Comm. Development Expenditures	**$ 665,185**	**$ 650,305**	**$ 755,311**	**$ 760,311**	**$ 711,499**

Fund(s): General Fund, Capital Projects Fund

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Public Works Expenditures					
Personal Services	$ 2,580,394	$ 2,658,878	$ 2,930,145	$ 2,947,495	$ 3,079,455
Contractual Services	1,126,904	1,369,415	1,446,739	1,437,532	1,476,739
Commodities	865,676	920,891	1,212,850	1,212,850	1,224,550
Distributed Costs	667,322	726,589	679,593	754,468	794,596
Refuse Collection	1,297,395	1,238,842	1,255,500	1,255,500	1,439,500
ALCOSAN Payments	3,243,651	3,563,573	4,074,300	3,764,230	4,021,700
Capital Projects	3,131,537	3,109,905	5,725,000	5,498,000	5,200,000
Total Public Works Expenditures	**$ 12,912,879**	**$ 13,588,093**	**$ 17,324,127**	**$ 16,870,075**	**$ 17,236,540**

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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Recreation Expenditures					
Personal Services	$ 2,631,211	$ 2,720,698	$ 2,971,270	$ 2,952,141	$ 3,045,646
Contractual Services	1,227,280	1,231,918	1,498,028	1,415,698	1,478,644
Commodities	364,206	330,829	425,850	425,150	431,950
Distributed Costs	270,895	283,261	319,001	319,001	416,575
Capital Projects	1,392,339	1,589,224	3,141,500	1,239,500	5,685,000
Total Recreation Expenditures	**$ 5,885,931**	**$ 6,155,930**	**$ 8,355,649**	**$ 6,351,490**	**$ 11,057,815**

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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Library Expenditures					
Personal Services	$ 883,337	$ 910,701	$ 941,610	$ 936,170	$ 953,359
Contractual Services	22,795	20,108	24,400	24,300	24,500
Commodities	134,554	139,509	159,000	159,000	158,500
Distributed Costs	40,616	22,930	50,520	50,520	38,784
Capital Projects	42,441	112,050	64,600	66,000	40,000
Total Library Expenditures	**$ 1,123,743**	**$ 1,205,298**	**$ 1,240,130**	**$ 1,235,990**	**$ 1,215,143**

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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Debt Service Expenditures					
Contractual Services	$ 2,438,455	$ 2,372,505	$ 2,444,856	$ 2,444,856	$ 2,413,102
Total Debt Service Expenditures	**$ 2,438,455**	**$ 2,372,505**	**$ 2,444,856**	**$ 2,444,856**	**$ 2,413,102**

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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Operating Transfers Expenditures					
Contractual Services	$ 7,240,983	$ 6,954,977	$ 4,754,258	$ 5,561,247	$ 4,823,826
Transfers to Fund Balance	5,151,951	4,236,072	1,394,844	2,312,407	862,099
Total Operating Transfers Expenditures	**$ 12,392,934**	**$ 11,191,049**	**$ 6,149,102**	**$ 7,873,654**	**$ 5,685,925**

Fund(s): All Township Funds

Total Township Expenditures	**$ 43,960,517**	**$ 43,737,258**	**$ 45,440,901**	**$ 44,517,822**	**$ 47,324,922**

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TOWNSHIP MAJOR FUNDS – CHANGES IN FUND BALANCE OR NET ASSETS

GENERAL FUND	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Fund Balance	$ 3,359,350	$ 3,540,365	$ 3,700,233	$ 3,700,233	$ 3,950,233
Total Revenues	22,082,861	22,139,768	21,610,872	22,543,878	22,014,855
Total Expenditures & Non-Spendables	(21,901,846)	(21,979,900)	(21,610,872)	(22,293,878)	(22,014,855)
Ending Fund Balance	**$ 3,540,365**	**$ 3,700,233**	**$ 3,700,233**	**$ 3,950,233**	**$ 3,950,233**

Analysis: Fund Balance is projected to remain level with the 2018 estimate.
Discussion: The Township anticipates maintaining a fund balance above 17% of budgeted General Fund revenues.

CAPITAL PROJECTS FUND	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Fund Balance	$ 8,284,816	$ 7,546,173	$ 8,451,939	$ 8,451,939	$ 5,751,947
Total Revenues	4,625,285	4,839,033	2,831,067	3,273,928	1,810,424
Total Expenditures	(5,363,928)	(3,933,267)	(6,324,600)	(5,973,920)	(4,820,000)
Ending Fund Balance	**$ 7,546,173**	**$ 8,451,939**	**$ 4,958,406**	**$ 5,751,947**	**$ 2,742,371**

Analysis: Fund Balance is projected to decrease $3,009,576 million from the 2018 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: various building improvements ($715,000), the annual street program ($1,100,000), and several traffic signal improvements ($892,000).

SANITARY SEWER FUND	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Net Position	$ 2,133,912	$ 3,537,945	$ 4,374,909	$ 4,374,909	$ 4,965,066
Operating Revenue	6,475,486	6,926,885	6,951,774	7,101,974	7,228,053
Operating Expenses	(4,700,246)	(5,630,290)	(6,382,947)	(6,164,299)	(6,875,007)
Operating Income (Loss)	**1,775,240**	**1,296,595**	**568,827**	**937,675**	**353,046**
Non-Operating Revenue	175,833	32,065	4,500	70,000	45,000
Non-Operating Expenses	(547,040)	(491,696)	(417,518)	(417,518)	(405,052)
Total Non-Operating Revenues (Expenses)	**(371,207)**	**(459,631)**	**(413,018)**	**(347,518)**	**(360,052)**
Change in Net Assets	**1,404,033**	**836,964**	**155,809**	**590,157**	**(7,006)**
Ending Net Position	**3,537,945**	**4,374,909**	**4,530,718**	**4,965,066**	**4,958,060**
Less: Net Investment in Capital Assets	(113,184)	195,980	(2,070,000)	(2,070,000)	(2,150,000)
Ending Unrestricted Net Position	**$ 3,424,761**	**$ 4,570,889**	**$ 2,460,718**	**$ 2,895,066**	**$ 2,808,060**

Analysis: Net Position are projected to decrease $7,006 from the 2018 estimate.
Discussion: The change in Net Position is minimal for 2019. However, costs beyond next year may result in a larger decrease as regulatory requirements continue to burden this fund.

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

C&RC FUND	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Net Position	$ 7,652,112	$ 8,550,153	$ 9,093,776	$ 9,093,776	$ 9,376,928
Operating Revenue	4,632,401	4,389,288	4,507,006	4,196,711	4,224,261
Operating Expenses	(3,315,800)	(3,429,663)	(3,932,255)	(3,858,525)	(4,014,484)
Operating Income (Loss)	**1,316,601**	**959,625**	**574,751**	**338,186**	**209,777**
Non-Operating Revenue	1,085,776	882,971	1,207,633	1,271,633	1,277,928
Non-Operating Expenses	(856,118)	(650,755)	(678,449)	(678,449)	(664,486)
Total Non-Operating Revenues (Expenses)	**229,658**	**232,216**	**529,184**	**593,184**	**613,442**
Change in Net Position	**1,546,259**	**1,191,841**	**1,103,935**	**931,370**	**823,219**
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Position	8,550,153	9,093,776	9,549,493	9,376,928	9,551,929
Less: Net Investment in Capital Assets	(2,504,365)	(2,403,001)	(4,559,501)	(2,552,501)	(6,302,501)
Ending Unrestricted Net Position	**$ 6,045,788**	**$ 6,690,775**	**$ 4,989,992**	**$ 6,824,427**	**$ 3,249,428**

Analysis: Ending Net Position is projected to increase $175,001 from the 2018 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 2019 to fund capital improvements without issuing debt, reducing the Unrestricted Net Position to approximately $3.25 million.

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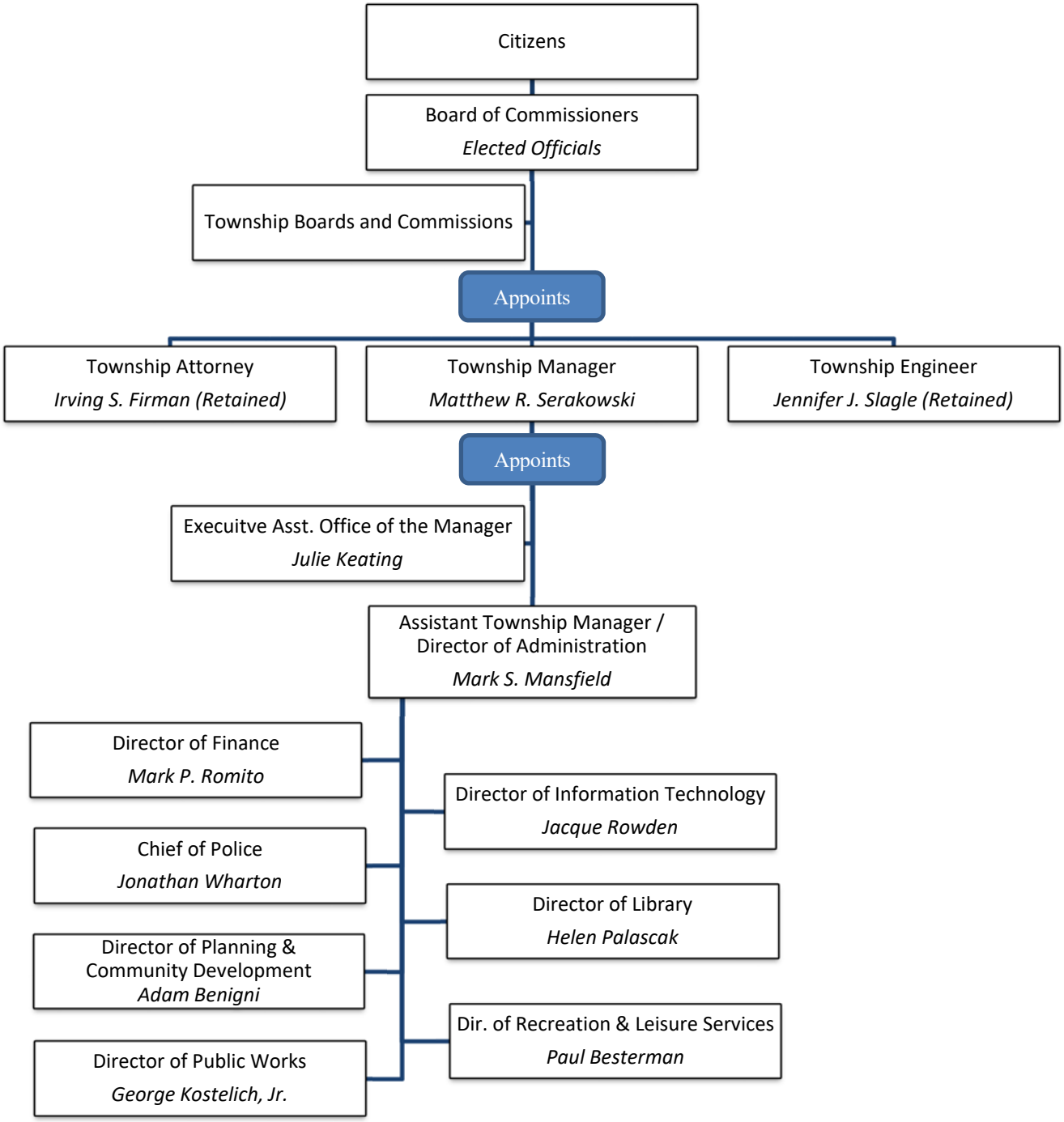
TOWNSHIP ORGANIZATIONAL STRUCTURE

The authorized personnel responsible for programs and services for the Township of Upper St. Clair for 2019 are as follows:



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

BOARD OF COMMISSIONERS PLANNING PRIORITIES HIGHLIGHTS 2018-2019

In early 2018, the Board of Commissioners met to plan their priorities for 2018 and 2019. The top priorities and related status updates are below. The next such planning session will take place in early 2020.

BOARD PRIORITY	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
Budgetary Items ** Hold the line on taxes* ** Maintain AA+ bond rating* ** Grant funding for sidewalks/trails* ** Explore HRMS software* ** Perform compensation study* ** Focus on regulatory mandates and requisite funding* ** Review debt structure with eye on future potential needs*	The 2019 Budget was adopted with no tax increase. General Fund reserve levels remain stable, and the long-term financial plan supports the current bond rating. All departments continued to pursue grant funding in 2018 and into 2019. Several HRMS solutions were explored in 2018, and a selection is expected in 2019. USC is partnering with Mt. Lebanon and Cranberry to perform a comp study in 2019, a process which began in late-2018. Funding for regulatory mandates will be reviewed as more information becomes available in 2019.	All Township Departments, Board of Commissioners
Buildings/Facility Improvements ** Municipal Bldg – PD & SD wings* ** Municipal Bldg power supply* ** Municipal Bldg fire alarm upgrade* ** Municipal Bldg other items* ** Tennis/Golf Admin Bldg project* ** MAC renovation* ** PW facilities review & upgrades* ** Review salt storage facility*	Replacement of the Municipal Building's emergency generator & fire alarm system upgrades were completed in 2018. Window replacements are planned for 2019, as is a review of the building's current & future space allocation. The MAC renovations began in 2018 and will be completed in early 2019. The former TGAB (Tennis/Golf Admin building) was demolished & a replacement constructed in 2018. Review of PW facility needs, including salt storage, is planned for 2019.	All Township Departments, Board of Commissioners
C&RC Items / Recreation ** Initiate C&RC facility assessment and long-term planning study* ** Review C&RC rate structure* ** Develop C&RC enhancement implementation plan*	The C&RC facility assessment and long-term planning study was completed and a report was published in 2018. The Board of Commissioners (BOC) created a Facility Implementation Team (FIT) to review the report, prioritize the plan, and make recommendations to the BOC. The FIT members will meet throughout 2019 to carry out these assignments.	Recreation, Administration, Finance, Board of Commissioners
Information Technology ** Network Security* ** Timeclock management solution* ** Website improvements* ** Remote location connectivity* ** Door security & cameras* ** Paperless BOC solution*	Significant progress on network security was made in 2018 with a combination of new technology, training, and process. Timeclocks will be incorporated into the HRMS solution (see above). Website improvements are budgeted for 2019. Remote location connectivity was advanced in 2018 with the MAC and TGAB projects. Door security & cameras continue to be enhanced. A paperless BOC solution is being considered for 2019.	All Township Departments, Board of Commissioners
Community Development ** Comp Plan coordination* ** Intersection improvements* ** Coordinate w/ PennDOT projects* ** Explore sidewalk opportunities* ** Explore trail connections (Boyce/Mayview and Montour)* ** Code enforcement emphasis*	Comp Plan items continue to be coordinated (updates can be found throughout this document). Multiple intersection projects began in 2018, and several PennDOT led intersection projects will begin in 2019. Review of the Township's current sidewalk system and future opportunities will take place in 2019. An ad-hoc committee has been formed to explore connection with the Montour Trail.	Community Development, Administration, Public Works, Board of Commissioners

COMPREHENSIVE PLAN HIGHLIGHTS 2015-2025

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

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

Land Use, Housing and Development

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

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

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

Infrastructure and Transportation

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

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

Civic Space

Aim 6: Prioritize and pursue public amenity enhancements.

Local Government and Services

Aim 7: Further the effectiveness of municipal communications.

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

The general accomplishments and goals listed below are intended to highlight the outstanding work done by Staff in 2018 and the intended goals of 2019. 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.

2018 GENERAL TOWNSHIP ACCOMPLISHMENTS

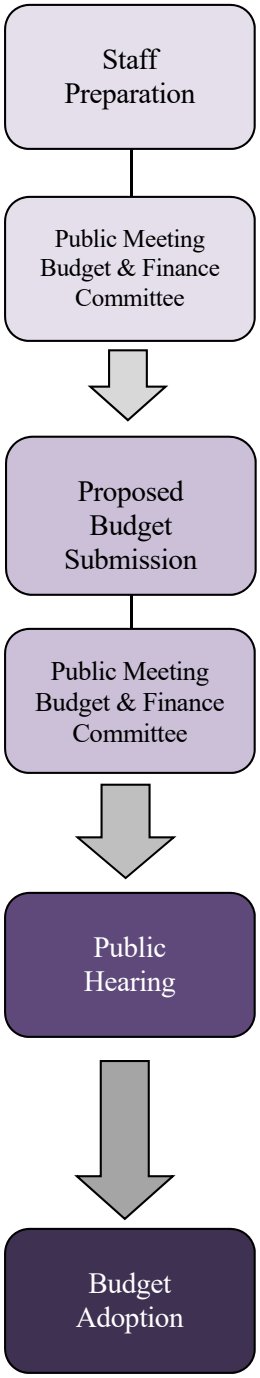
- After 10 successful years of operation and strong support from the members and community, a facility assessment study of the Community & Recreation Center (C&RC) was completed during 2018. The study, performed by nationally recognized recreation consulting firm Ballard*King & Associates, incorporated multiple site visits, staff interviews and observations, a series of focus group meetings, and an online survey of members, non-members, residents and non-residents. The final product of the study was a report of findings and recommendations that the Township will look to implement in the coming years.
- A new pavilion was constructed at the Miracle League Field in Boyce Mayview Park. This new pavilion provides shelter for groups who use the field, allowing visitors to enjoy much needed shade in the area, and space to be used for picnic or parties. Funding for the pavilion was provided through a capital grant from the Allegheny Regional Asset District (RAD).
- Despite the continued state of regional uncertainty with regards to sanitary sewers that exists under the expired Administrative Consent Order, the Township continued to make improvements to the sanitary sewer system in 2018. Efforts included inflow source reduction, maintenance and repairs, and implementation of a new ordinance requiring inspection of private sanitary sewer laterals before the sale of a property.
- Renovation of the McLaughlin Run Activity Center began in September, and is expected to be completed for re-opening in early 2019. This renovation project includes upgrading of interior finishes, bathroom upgrades, construction of a handicapped accessible restroom, kitchen cabinet upgrades, a covered patio in the rear of the building and a new front façade.
- As planned, the former tennis/golf administration building on McLaughlin Run Road was demolished, and a new building was constructed in its place. The new facility consists of Administrative office space, bathrooms, tennis program storage and a meeting shelter. The new facility opened in December 2018.
- The Township was recognized by Allegheny County as a Live Well Allegheny Community for the first time in 2018. Among other qualities, the County recognized the Township's wellness trails, parks, and recreational opportunities. The Township also maintained its Banner Community status from the County and its Sustainable Community Certification from the Pennsylvania Municipal League in 2018.
- Another new recognition for the Township in 2018 came from the American Planning Association (APA) as Boyce Mayview Park received the "Great Places in PA" award. Citing the trail system, environmental diversity and green infrastructure, the APA called the park a "unique asset for the community that allows persons of all abilities to enjoy the majesty of nature throughout the seasons."
- The Township maintained its excellence in financial reporting by receiving its 30th consecutive GFOA Certificate of Achievement for Excellence in Financial Reporting for 2017. The Township also received its 10th consecutive GFOA Distinguished Budget Presentation Award for 2018. The Township is one of only 5 municipalities in the entire Commonwealth of Pennsylvania (out of 2,500+) to receive the award.

2019 GENERAL TOWNSHIP GOALS

- With the results of the 2018 C&RC facility assessment now in hand, the Township will begin the process of prioritizing and implementing the recommendations. As noted in the report, the execution of the recommendations will be a multi-year process, and it may be difficult to implement all of the recommendations due to funding requirements, staffing limitations, and other time & resource constraints.
- In addition to the aforementioned study, several capital projects are planned for the C&RC in 2019. The most significant is the $1,000,000 replacement of the HVAC unit that serves the indoor pool area. Several IT-related projects at the C&RC are also scheduled for 2019, as is the annual replacement of fitness and aquatics equipment.
- Continued planning and construction of several transportation projects will take place during 2019. The Township has partnered with PennDOT on a two-year plan to improve the traffic signals along Rt. 19 throughout Upper St. Clair. The Rt. 19 intersections slated for 2019 are at Boyce Road and at Old Washington Road. The Township will also complete traffic signal improvements in 2019 at the intersections of McMurray Road @ Johnston Road and McMurray Road @ McLaughlin Run Road @ Panther Pass. These projects were initially scheduled for 2018 but have been carried over into 2019.
- ALCOSAN will increase its billing rate for wastewater treatment by 7% in 2019. To help absorb some of that increase, the Township's multiplier is being reduced from 2.05 to 2.00. Although State and Federal regulators have yet to announce municipal requirements for sanitary sewers for the next several years, it remains likely that the Township will have to undertake major sanitary sewer construction in the near-term. As such, the Township will need to adjust the multiplier in a future year as the timing and scope of construction deem necessary. However, since we have been planning for this eventuality in recent years, a mid-year multiplier adjustment is not anticipated for 2019.
- The Township continues to dedicate funding to stormwater management efforts, as it has done strongly since 2014. This budget appropriates another $500,000 to the Storm Sewer Fund for projects dedicated to improve stormwater management systems and comply with the unfunded Federal mandates tied to Municipal Separate Storm Sewer System (MS4) regulations being faced by all municipalities throughout the United States.
- The 3-year collective bargaining agreement between the Township and the Police Association expires at the end of 2019. The parties will meet during the year to negotiate the terms of a new labor agreement.
- The next phase of the perimeter trail is anticipated to commence in 2019. The project, budgeted at $1.4 million, will extend from the current end near Rostron Drive towards the Morton Fields Complex. Grant funding of $450,000 has already been secured for this phase, and more is being sought. After completing this phase, only one more trail segment will need constructed to connect the trail to the Morton Fields Complex.
- The Township website is expected to undergo a major redesign in 2019. Among the goals of the project are an updated appearance, more intuitive navigation, mobile responsiveness, and accessibility improvements, making it easier for everyone to use and interact with the Township's website.
- Staff will explore opportunities for sidewalk construction and rehabilitation in 2019, focusing on areas where current segments can be connected, and neighborhoods can be linked to civic amenities. The 5-year Capital Improvement Program recommends increasing sidewalk funding to $100,000 each year, the first of which is reflected in this Budget. Staff will also seek grants and partnership opportunities to provide further resources for this initiative.

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

BUDGET PREPARATION AND ADOPTION



Annual Budget Preparation

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

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

Proposed Budget

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

Public Hearing

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

Adoption of the Annual Budget

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

2019 BUDGET DEVELOPMENT SCHEDULE

DATE	ACTION	RESPONSIBILITY
July 23, 2018	Budget worksheets sent to Department Directors along with reminder to align requests with Township goals	Director of Finance
August 6, 2018	Department Directors submit budget Worksheets to Finance Department	Department Directors
September 24, 2018	Review budget assumptions and goals with Budget & Finance Committee	Budget & Finance Committee Township Manager Director of Finance
September 24, 2018	Establish Public Hearing date	Board of Commissioners
October 5, 2018	Submit Manager's Proposed Budget to Board of Commissioners	Township Manager Director of Finance
October 8, 2018	Submit advertisement of Public Hearing to newspaper	Director of Finance
October 12, 2018	Advertisement of availability of 2019 Proposed Budget for Public inspection (copies to be displayed in Reception Area, Library and Township website)	Director of Finance
October 16, 2018	Budget narratives and statistics sent to Department Directors for updating	Director of Finance
October 19, 2018	Review Manager's Proposed Budget with the Budget & Finance Committee	Budget & Finance Committee Township Manager Director of Finance
November 5, 2018	Public Hearing	Board of Commissioners
November 6, 2018	Return of budget narratives and statistics to Finance Department	Department Directors
November 26, 2018 (if necessary)	Review Public comments, if necessary	Budget & Finance Committee Township Manager Director of Finance
December 3, 2018	Adopt Budget (by Ordinance)	Board of Commissioners
December 4, 2018	Advertise adopted Ordinance	Township Manager

BUDGET AMENDMENT

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

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

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

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

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

FIVE YEAR

BUDGET PROJECTIONS

FIVE YEAR PROJECTION OVERVIEW

The Five Year Projection for all Township Funds is a tool in which the Board of Commissioners and Township Staff can monitor potential funding impacts in future years. The assumptions used for 2019-2023 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	2019	2020	2021	2022	2023
Governmental Funds Revenues					
Real Estate Tax - 1.0% growth	$ 8,453,648	$ 8,538,184	$ 8,623,566	$ 8,709,802	$ 8,796,900
Earned Income Tax - 2.5% growth	8,981,900	9,206,448	9,436,609	9,672,524	9,914,337
Real Estate Transfer Tax - 1.5% growth	1,180,000	1,197,700	1,215,666	1,233,900	1,252,409
Local Option Sales Tax - 2.5% growth	522,250	535,306	548,689	562,406	576,466
Local Services Tax - Estimate # employees	290,000	293,500	296,500	297,000	297,500
Other Revenue - 3.0% growth on recurring items	4,556,829	3,966,057	4,085,039	4,207,590	4,333,818
Fund Balance - Governmental funds used	3,367,080	1,541,822	933,072	785,084	954,736
Total Governmental Fund Revenues	**$ 27,351,707**	**$ 25,279,017**	**$ 25,139,140**	**$ 25,468,307**	**$ 26,126,166**
Governmental Funds Expenditures					
General Government - 2.75% growth	$ 2,185,607	$ 2,245,711	$ 2,307,468	$ 2,370,924	$ 2,436,124
Public Safety - 2.75% growth	5,547,141	5,699,687	5,856,429	6,017,481	6,182,961
Community Development - 2.5% growth	697,499	714,936	732,810	751,130	769,908
Public Works - 2.5% growth	4,972,033	5,096,334	5,223,742	5,354,336	5,488,194
Refuse Collection - 2% growth	1,439,500	1,468,290	1,497,656	1,527,609	1,558,161
Annual Street Program-estimate	1,760,000	1,860,000	1,860,000	1,860,000	1,960,000
Other Capital Improvements-estimate	5,110,000	2,390,500	1,784,000	1,597,500	1,659,500
Recreation - 2.75% growth on recurring items	1,378,331	1,416,235	1,455,182	1,495,199	1,536,317
Library - 2.5% growth	1,175,143	1,204,522	1,234,635	1,265,500	1,297,138
C&RC Transfer	1,742,889	1,759,238	1,771,495	1,785,865	1,802,600
OPEB Allocation	-	80,000	80,000	80,000	80,000
Debt Service - General Fund	1,343,564	1,343,564	1,335,724	1,362,764	1,355,262
Total Governmental Fund Expenditures	**$ 27,351,707**	**$ 25,279,017**	**$ 25,139,140**	**$ 25,468,307**	**$ 26,126,166**

Sanitary Sewer Fund	2019	2020	2021	2022	2023
Sanitary Sewer Revenues					
Sewer User Fees	$ 7,158,053	$ 7,636,243	$ 8,071,342	$ 8,543,890	$ 9,038,882
Other Revenue	115,000	68,000	70,000	75,000	75,000
Use of Net Assets	7,006	-	-	-	-
Total Sanitary Sewer Fund Revenues	**$ 7,280,059**	**$ 7,704,243**	**$ 8,141,342**	**$ 8,618,890**	**$ 9,113,882**
Sanitary Sewer Expenses					
ALCOSAN Payments - 7% growth	$ 4,021,700	$ 4,303,219	$ 4,604,444	$ 4,926,755	$ 5,271,628
Township Sewer Costs - 5% growth	1,353,307	1,420,972	1,492,021	1,566,622	1,644,953
Sanitary Sewer Major Projects - 5% growth	1,500,000	1,575,000	1,653,750	1,736,438	1,823,259
Debt Service	405,052	405,052	391,127	389,075	374,041
Total Sanitary Sewer Fund Expenses	**$ 7,280,059**	**$ 7,704,243**	**$ 8,141,342**	**$ 8,618,890**	**$ 9,113,882**

C&RC Fund	2019	2020	2021	2022	2023
C&RC Fund Revenues					
C&RC Revenue - 1.0% growth	$ 3,759,300	$ 3,796,893	$ 3,834,862	$ 3,873,211	$ 3,911,943
Operating Transfer - C&RC	1,742,889	1,759,238	1,771,495	1,785,865	1,802,600
Total C&RC Fund Revenues	**$ 5,502,189**	**$ 5,556,131**	**$ 5,606,357**	**$ 5,659,075**	**$ 5,714,543**
C&RC Fund Expenses					
C&RC 85% Operation Costs - 3% growth	$ 3,469,523	$ 3,573,609	$ 3,680,817	$ 3,791,241	$ 3,904,979
C&RC 15% Operation Costs - 3% growth	544,961	561,310	578,149	595,494	613,358
C&RC - Debt Service	1,197,928	1,197,928	1,193,346	1,190,371	1,189,242
C&RC - Capital Transfer	289,777	223,284	154,045	81,969	6,964
Total C&RC Fund Expenses	**$ 5,502,189**	**$ 5,556,131**	**$ 5,606,357**	**$ 5,659,075**	**$ 5,714,543**

FIVE YEAR PROJECTION ASSUMPTIONS

GOVERNMENTAL FUNDS REVENUES

- The current real estate tax rate is 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 1.5% growth rate based on historical trends, the local real estate market condition, and near-term property sales projections.
- Local option sales taxes (RAD) are projected at a 2.5% growth rate over the next 5 years. This is reduced from prior years' projections because of the low growth in this revenue in recent years.
- Local services taxes are projected to increase modestly each year based on historical growth patterns and anticipated jobs growth.
- Other revenue is projected to grow at 3.0% based on historical trends. One-time revenues included in the first year of the projection have been removed from the model for years 2 through 5.
- Fund Balance projections are based on anticipated needs. The 2019 Budget projects $3,367,080 to be spent from fund balances in the governmental funds. The majority of the fund balance projected to be used in 2019 comes from the Capital Projects Fund with the remainder coming from the Boyce Mayview RAD Fund. Both uses were planned. The General Fund is projected to maintain a fund balance range for 2019-2023 that will sustain its favorable AA+ bond rating.

FIVE YEAR PROJECTION ASSUMPTIONS (Continued)

GOVERNMENTAL FUNDS EXPENDITURES	• General Government expenditures are projected to grow 2.75% annually based on historical data and projected increases. • Public Safety expenditures are projected to grow 2.75% annually based on future anticipated costs within the department. • Community Development expenditures are projected to grow 2.5% annually based on historical data. • Public Works expenditures are projected to grow 2.5% annually based on historical data and projected demand. • Refuse collection expenditures are projected to grow 2% annually based upon the new 5-year contract going into effect in 2019. • Annual Street Program expenditures are projected in line with the Township's 2019-2023 Capital Improvements Plan (CIP). • Other Capital Improvements expenditures include all other items identified in the CIP as being priority items that are not funded through enterprise funds or debt issuance. • Recreation expenditures are projected to grow 2.75% annually based on historical data. • Library expenditures are projected to grow 2.5% annually based on historical data. • Debt Service includes the scheduled payments of the General Fund specific portions of the 2015 General Obligation Note, the 2016 General Obligation Bonds, and the 2017 A&B General Obligation Bonds.
SANITARY SEWER FUND	• The Sanitary Sewer multiplier will be evaluated each year to cover this fund's expenditures. • ALCOSAN has already announced that it will increase their billing rates 7% each year through 2021. This projection assumes the 7% increase will extend through 2023, but their increase will be more if significant construction is necessary. • Debt Service includes the scheduled payments of the Sanitary Sewer specific portions of the 2015 General Obligation Note, the 2016 General Obligation Bonds, and the 2017 A&B General Obligation Bonds. • Estimated Debt Service in years 2020-2023 do not assume any increases related to potential new debt issuances in those years. Depending upon future regulatory requirements for sanitary sewers, it is possible that this expense will increase significantly in those years. More clarity is expected in 2019 on what, if any, significant future debt service costs the Township might face in those future years.
C&RC FUND	• Membership, program, and other revenues are projected to increase 1.0% annually. • The Operating Transfer for the C&RC comes from the General Fund and covers 15% of the annual indoor operating costs as well as the debt service costs for the C&RC. • The operating costs of the C&RC are projected to grow at 3% based on historical trends. • Debt Service is based on the portion of the debt service schedule for the 2016 General Obligation Bonds that is related to the 2008 construction of the C&RC. • A Capital Transfer is based on the difference between revenues and all other projected expenses.

COMPREHENSIVE PLAN

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

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

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

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

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

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

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

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

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

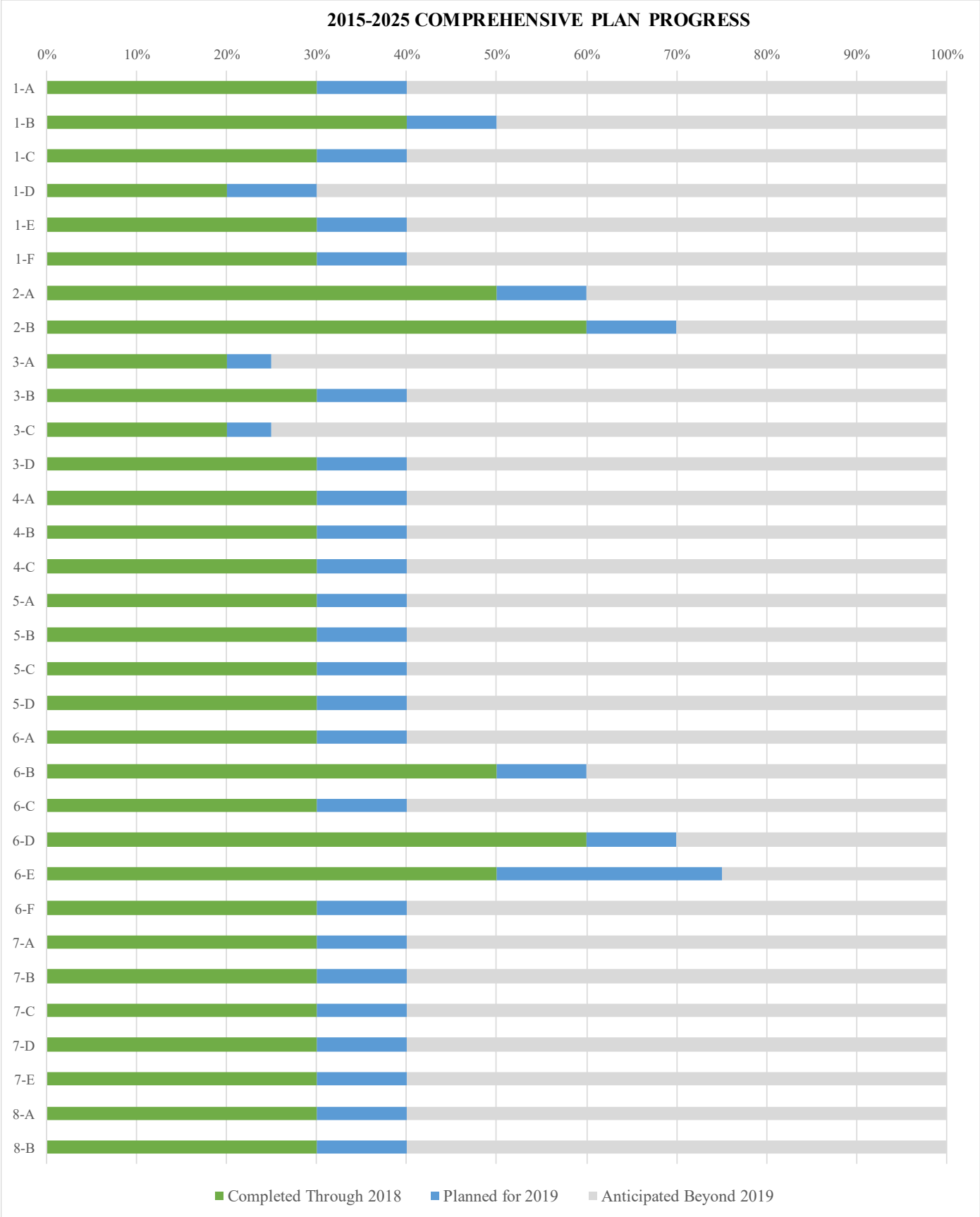
COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

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


2015-2025 COMPREHENSIVE PLAN PROGRESS
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
1-A
1-B
1-C
1-D
1-E
1-F
2-A
2-B
3-A
3-B
3-C
3-D
4-A
4-B
4-C
5-A
5-B
5-C
5-D
6-A
6-B
6-C
6-D
6-E
6-F
7-A
7-B
7-C
7-D
7-E
8-A
8-B
Completed Through 2018
Planned for 2019
Anticipated Beyond 2019

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 2019. On the following page is a breakdown of the operational impacts of the 2019 non-recurring capital items.

2019 Budgeted Capital Assets & Capital Projects
Summary By Funding Source

	Capital Projects Fund	Liquid Fuels Fund	Storm Sewer Fund	Field Improvement Fund	BM Park RAD Fund	Sanitary Sewer Fund	C&RC Fund	Total Capital Items
Capital Assets								
Recurring Items								
Public Works Vehicles	$ 348,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 348,000
Public Works Equipment	230,000	-	-	-	-	-	-	230,000
Public Safety Vehicles	97,000	-	-	-	-	-	-	97,000
Public Safety Equipment	73,000	-	-	-	-	-	-	73,000
General Government Equipment	205,000	-	-	-	-	-	-	205,000
Non-recurring Items								
Public Safety Equipment	60,000	-	-	-	-	-	-	60,000
Recreation Equipment	15,000	-	-	-	-	-	1,390,000	1,405,000
Field & Park Improvements	173,000	-	-	-	1,410,000	-	-	1,583,000
Capital Projects								
Recurring Items								
Annual Street Program	1,110,000	650,000	-	-	-	-	-	1,760,000
Field & Park Improvements	187,000	-	-	30,000	-	-	-	217,000
Sanitary Sewer Projects	-	-	-	-	-	1,350,000	-	1,350,000
Storm Sewer Projects	-	-	500,000	-	-	-	-	500,000
General Building Improvements	255,000	-	-	-	-	-	-	255,000
Sidewalk Projects	100,000	-	-	-	-	-	-	100,000
Non-recurring Items								
Municipal Building Projects	500,000	-	-	-	-	-	-	500,000
Traffic Signals & Related Improv.	892,000	-	-	-	-	-	-	892,000
Total Capital Items	**$ 4,245,000**	**$ 650,000**	**$ 500,000**	**$ 30,000**	**$ 1,410,000**	**$ 1,350,000**	**$ 1,390,000**	**$ 9,575,000**

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT

Public Safety Equipment

Depending on the ultimate design and solution selected, a portion of the public safety equipment included in the 2019 budget could include an annual technology licensing cost. That anticipated range for that cost is between $10,000 and $20,000 annually. In addition, replacement equipment may be needed every 5 years. The cost for that is estimated to be about $30,000 each time, but it is possible that such replacement could be done in phases through a program similar to those used for other equipment replacement.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	$60,000	$30,000	General Fund Building Maint.	($20,000)	5

Municipal Building Renovations

The Township plans to continue its renovations of the municipal building in 2019. The work will include replacement of two boilers, and replacement of all windows in the building. Both projects are expected to result in some minimal long-term savings resulting from a reduction in parts & maintenance as well as energy use. 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	$500,000	$ -	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 is expected to provide some savings. It is difficult to predict the savings, but it is estimated to be minimal, approximately $500 annually.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	$892,000	$ -	General Fund Traffic Services	$500	30

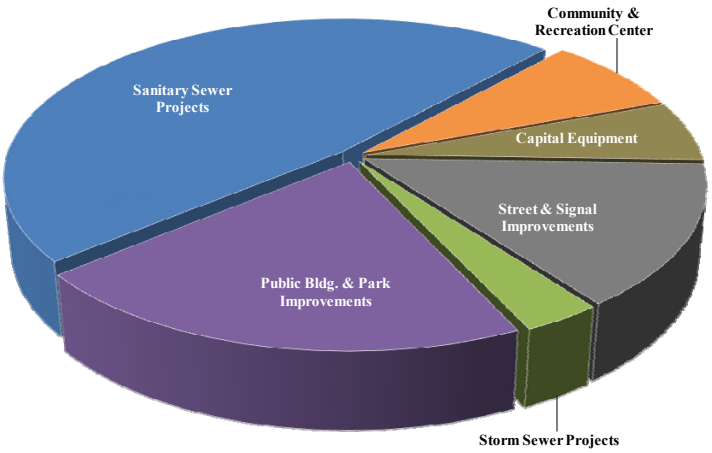
CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) includes color-coding to break items into two categories: those that are a priority (black font), and those that are subject to priority review and funding availability (orange font). The most recent 2019-2023 CIP is presented on the following pages. Schedules included in the CIP are:

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

Proposed Capital Improvement Program 2019-2023
Summary By Major Category

Major Category	2019	2020	2021	2022	2023	Totals
Capital Equipment						
Priority Funding	$ 735,000	$ 735,500	$ 729,000	$ 732,500	$ 849,500	$ 3,781,500
Under Review for Priority & Funding	325,000	130,600	208,000	204,000	63,000	930,600
Street & Signal Improvements						
Priority Funding	2,060,000	2,600,000	2,150,000	1,860,000	1,970,000	10,640,000
Under Review for Priority & Funding	100,000	100,000	100,000	100,000	100,000	500,000
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	375,000	415,000	265,000	365,000	300,000	1,720,000
Under Review for Priority & Funding	2,165,000	8,215,000	3,755,000	265,000	165,000	14,565,000
Sanitary Sewer Projects						
Priority Funding	1,425,000	1,350,000	1,350,000	1,351,500	1,610,000	7,086,500
Under Review for Priority & Funding	75,000	10,000,000	10,000,000	10,000,000	-	30,075,000
Community & Recreation Center						
Priority Funding	1,369,000	273,100	76,000	154,000	81,000	1,953,100
Under Review for Priority & Funding	2,021,000	2,035,000	1,000	16,000	1,000	4,074,000
Subtotal for Priority Funding	6,464,000	5,873,600	5,070,000	4,963,000	5,310,500	27,681,100
Subtotal for Under Review Items	4,686,000	20,480,600	14,064,000	10,585,000	329,000	50,144,600
Total Current 5 Year Plan	**$ 11,150,000**	**$ 26,354,200**	**$ 19,134,000**	**$ 15,548,000**	**$ 5,639,500**	**$ 77,825,700**
Previous 5 Year Plan	$ 12,115,600	$ 23,285,000	$ 18,802,600	$ 15,228,000	$ 7,000,500	$ 76,431,700
Difference in 5 Year Plans	$ (965,600)	$ 3,069,200	$ 331,400	$ 320,000	$ (1,361,000)	$ 1,394,000

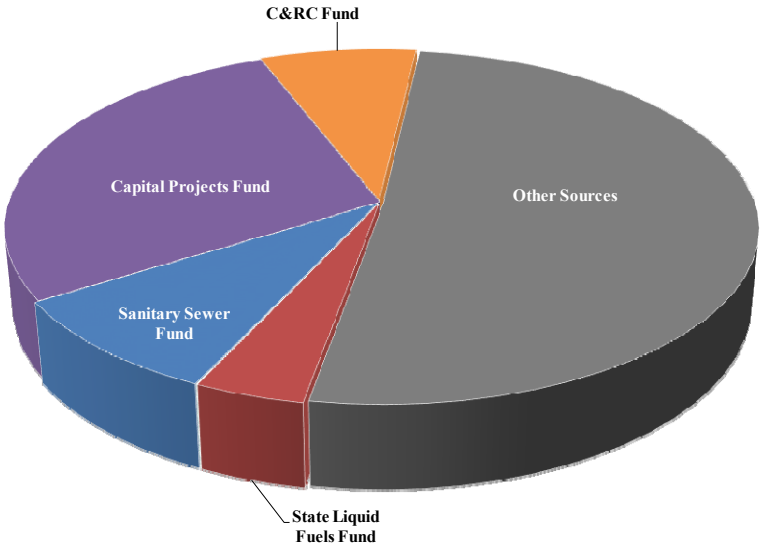


Figures in orange are subject to priority review and funding availability.

Proposed Capital Improvement Program 2019-2023
Summary By Funding Source

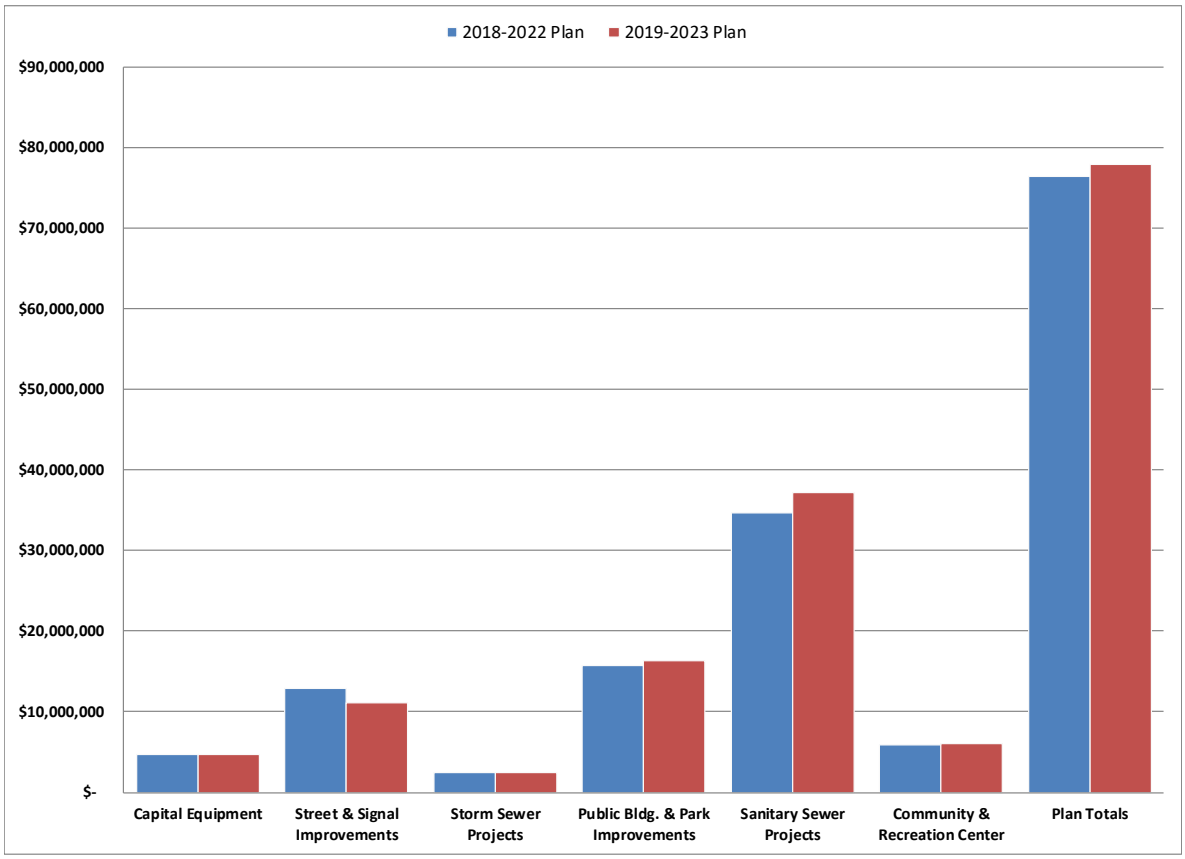
Major Category	Totals	State Liquid Fuels Fund	Field Improvement Fund	Sanitary Sewer Fund	Community & Recreation Center Fund	Capital Projects Fund	Other Sources [1]
Capital Equipment	$ 4,712,100	$ -	$ -	$ -	$ -	$ 4,712,100	$ -
Street & Signal Improvements	11,140,000	3,250,000	-	-	-	7,890,000	-
Storm Sewer Projects	2,500,000	-	-	-	-	2,500,000	-
Public Bldg. & Park Improvements	16,285,000	-	22,000	-	-	6,603,000	9,660,000
Sanitary Sewer Projects	37,161,500	-	-	7,161,500	-	-	30,000,000
Community & Recreation Center	6,027,100	-	-	-	6,027,100	-	-
Total Current 5 Year Plan	$ 77,825,700	$ 3,250,000	$ 22,000	$ 7,161,500	$ 6,027,100	$ 21,705,100	$ 39,660,000

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



Proposed Capital Improvement Program 2019-2023
Expenditure By Major Category
Comparison of Current Plan to Previous 5 Year Plan

Major Category	2018-2022 Plan	% of Total	2019-2023 Plan	% of Total	Difference of Plans
Capital Equipment	$ 4,761,100	6.23%	$ 4,712,100	6.05%	$ (49,000)
Street & Signal Improvements	12,857,000	16.82%	11,140,000	14.31%	(1,717,000)
Storm Sewer Projects	2,500,000	3.27%	2,500,000	3.21%	-
Public Bldg. & Park Improvements	15,790,000	20.66%	16,285,000	20.92%	495,000
Sanitary Sewer Projects	34,678,000	45.37%	37,161,500	47.75%	2,483,500
Community & Recreation Center	5,845,600	7.65%	6,027,100	7.74%	181,500
Plan Totals	$ 76,431,700	100.00%	$ 77,825,700	100.00%	$ 1,394,000



Proposed Capital Improvement Program 2019-2023
Detail of Capital Equipment Purchases by Department
Schedule No. 1

		2019	2020	2021	2022	2023	Totals
PUBLIC WORKS							
Utility Trucks							
# 933 Ford Pickup Utility	2006	$ 55,000	$ -	$ -	$ -	$ -	$ 55,000
# 929 Ford Bucket/Boom Truck	2002	-	150,000	-	-	-	150,000
# 925 Ford Pickup Utility	2013	-	58,000	-	-	-	58,000
# 912 Ford Pickup Utility	2014	-	-	47,000	-	-	47,000
# 918 Ford F-550	2015	-	-	90,000	-	-	90,000
# 934 Ford E-350	2006	-	-	-	57,000	-	57,000
# 900 Dodge Mechanic Svc Vehicle	2008	-	-	-	-	75,000	75,000
# 902 Ford F-550	2016	-	-	-	-	90,000	90,000
# 926 Ford F-550	2016	-	-	-	-	90,000	90,000
Dump Trucks							
# 932 Int'l Dump	2004	175,000	-	-	-	-	175,000
# 909 Int'l Dump	2010	-	177,000	-	-	-	177,000
# 904 Int'l Dump	2011	-	-	177,000	-	-	177,000
# 901 Int'l Dump	2012	-	-	-	180,000	-	180,000
# 907 Int'l Dump	2013	-	-	-	-	180,000	180,000
Subtotal: Trucks		$ 230,000	$ 385,000	$ 314,000	$ 237,000	$ 435,000	$ 1,601,000
Other Vehicles							
# 919 Massey Flail Mower/Tig Boom	2010	$ 75,000	$ -	$ -	$ -	$ -	$ 75,000
# 927 CAT Excavator Backhoe	2008	-	-	100,000	-	-	100,000
# 920 JCB Backhoe	2012	-	-	-	80,000	-	80,000
# 923 CAT Loader	2003	-	-	-	-	150,000	150,000
Subtotal: Other Vehicles		$ 75,000	$ -	$ 100,000	$ 80,000	$ 150,000	$ 405,000
Staff Vehicles							
# 803 Chevy Pickup	2012	$ 35,000	$ -	$ -	$ -	$ -	$ 35,000
# 810 Ford C-Max Hybrid	2014	-	30,000	-	-	-	30,000
# 801 Ford Escape	2014	-	-	28,000	-	-	28,000
# 804 Chevy Colorado Pickup	2015	-	-	-	37,000	-	37,000
# 807 Chevy Colorado Pickup	2015	-	-	-	37,000	-	37,000
# 806 Chevy Colorado Pickup	2016	-	-	-	-	38,000	38,000
Subtotal: Staff Vehicles		$ 35,000	$ 30,000	$ 28,000	$ 74,000	$ 38,000	$ 205,000
New & Replacement Equipment							
Toro 3500D Sidewinder	2009	$ 37,000	$ -	$ -	$ -	$ -	$ 37,000
Toro Groundsmaster 3280	2012	30,000	-	-	-	-	30,000
Toro Groundsmaster 3280	2013	30,000	-	-	-	-	30,000
Mechanic's Tool Chest	1985	10,000	-	-	-	-	10,000
Toyota Fork Lift	New	60,000	-	-	-	-	60,000
Roadway Safety Arrow/Msg. Board	New	18,000	-	-	-	-	18,000
Real Time Vehicle Tracking	New	15,000	-	-	-	-	15,000
Bannerman Turf Topper	1993	30,000	-	-	-	-	30,000
Toro 3500D Sidewinder (RAD)	2007	-	37,000	-	-	-	37,000
Bannerman Diamond Master	2016	-	10,000	-	-	-	10,000
Towable Asphalt Hot Box	New	-	30,000	-	-	-	30,000
Club Car Utility Vehicle (RAD)	2009	-	13,500	-	-	-	13,500
Toro 3100D Reelmower	2013	-	-	40,000	-	-	40,000
Toro 50/40 Infield Groomer (RAD)	New	-	-	30,000	-	-	30,000
Toro Groundsmaster 7210 (RAD)	2009	-	-	25,000	-	-	25,000
Hoffman Tire Changer & Balancer	2008	-	-	16,000	-	-	16,000
Toro Greensmaster 1600	2007	-	-	14,000	-	-	14,000
Ryan Turf Aerator	2003	-	-	15,000	-	-	15,000
Toro Groundsmaster 5910-D	2010	-	-	-	110,000	-	110,000
Kubota Tractor 5240	2012	-	-	-	42,000	-	42,000
Subtotal: Equipment		$ 230,000	$ 90,500	$ 140,000	$ 152,000	$ -	$ 612,500
TOTAL PUBLIC WORKS		$ 570,000	$ 505,500	$ 582,000	$ 543,000	$ 623,000	$ 2,823,500

Proposed Capital Improvement Program 2019-2023
Detail of Capital Equipment Purchases by Department
Schedule No. 1

	2019	2020	2021	2022	2023	Totals
PUBLIC SAFETY						
Police Vehicles (Schedule No. 1A)	$ 97,000	$ 140,500	$ 100,000	$ 144,500	$ 103,000	$ 585,000
Emergency Vehicle Equipment Replacement	7,500	7,500	7,500	5,000	5,000	32,500
Mobile Data Terminal (Laptop) Replacement	6,000	6,000	6,000	6,000	6,000	30,000
Bulletproof Vests	6,000	6,000	6,000	6,000	6,000	30,000
Mobile Radios	4,000	4,000	4,000	4,000	4,000	20,000
Taser	2,500	2,500	2,500	10,000	2,500	20,000
PBC System	60,000	1,000	1,000	1,000	1,000	64,000
SR19 Corridor Cameras	25,000	10,000	10,000	10,000	10,000	65,000
In-Car Video Cameras	12,000	6,000	12,000	6,000	12,000	48,000
Dispatch Center Maintenance	10,000	10,000	10,000	-	-	30,000
Office Furniture	-	4,000	-	4,000	-	8,000
TOTAL PUBLIC SAFETY	$ 230,000	$ 197,500	$ 159,000	$ 196,500	$ 149,500	$ 932,500
COMMUNITY DEVELOPMENT						
Geographic Information System	$ 14,000	$ 15,000	$ 15,000	$ 15,000	$ 16,000	$ 75,000
TOTAL COMMUNITY DEVELOPMENT	$ 14,000	$ 15,000	$ 15,000	$ 15,000	$ 16,000	$ 75,000
LIBRARY						
Carpeting and Flooring	$ 25,000	$ -	$ -	$ -	$ -	$ 25,000
Workroom Reconfigurations	15,000	-	-	-	-	15,000
Study Room Renovations	-	30,000	-	-	-	30,000
Self Checkout Station Replacements (2)	-	15,000	-	-	-	15,000
Wireless Upgrade (eiNetwork-Managed)	-	4,000	-	-	-	4,000
Window Shades - Juvenile Floor	-	4,100	-	-	-	4,100
TOTAL LIBRARY	$ 40,000	$ 53,100	$ -	$ -	$ -	$ 93,100
RECREATION						
Event Tent 30' x 90'	$ 15,000	$ -	$ -	$ -	$ -	$ 15,000
Township Recreation Mini Van	-	-	35,000	-	-	35,000
TOTAL RECREATION	$ 15,000	$ -	$ 35,000	$ -	$ -	$ 50,000
ADMINISTRATION & FINANCE						
Township Manager Ford Explorer 2018	$ -	$ -	$ -	$ -	$ 36,000	$ 36,000
TOTAL ADMINISTRATION & FINANCE	$ -	$ -	$ -	$ -	$ 36,000	$ 36,000
PUBLIC ACCESS TELEVISION						
Video and Audio Equipment	$ 40,000	$ 15,000	$ 15,000	$ 27,000	$ 12,000	$ 109,000
TOTAL PUBLIC ACCESS TELEVISION	$ 40,000	$ 15,000	$ 15,000	$ 27,000	$ 12,000	$ 109,000
INFORMATION TECHNOLOGY						
PC & Laptop Replacement Program	$ 30,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 110,000
Server Replacement Program	5,000	5,000	50,000	5,000	5,000	70,000
Network Equipment Replacement Program	5,000	10,000	10,000	10,000	5,000	40,000
Internet Hardware & Software Replacement	5,000	11,000	5,000	11,000	5,000	37,000
Printer/Copier Replacement	1,000	31,000	1,000	16,000	1,000	50,000
Network and Phone Wiring Upgrades	10,000	-	-	50,000	-	60,000
Website Improvements	40,000	-	-	-	40,000	80,000
Paperless BOC Solution	20,000	-	-	10,000	-	30,000
Microsoft Licensing and Software Assurance	30,000	-	-	30,000	-	60,000
Wireless Upgrade	5,000	-	25,000	-	-	30,000
Office Furniture	-	3,000	-	3,000	-	6,000
Server Operating System Upgrade	-	-	20,000	-	-	20,000
TOTAL INFORMATION TECHNOLOGY	$ 151,000	$ 80,000	$ 131,000	$ 155,000	$ 76,000	$ 593,000
Total Current 5 Year Plan	$ 1,060,000	$ 866,100	$ 937,000	$ 936,500	$ 912,500	$ 4,712,100
Previous 5 Year Plan	$ 1,350,600	$ 883,000	$ 870,500	$ 727,000	$ 930,000	$ 4,761,100
Difference in 5 Year Plans	$ (290,600)	$ (16,900)	$ 66,500	$ 209,500	$ (17,500)	$ (49,000)

Proposed Capital Improvement Program 2019-2023
Police Vehicle Replacement Schedule
Schedule No. 1A

		2019	2020	2021	2022	2023	Totals
PUBLIC SAFETY							
Patrol Vehicles	**Veh. ID**						
Ford Taurus	304 2015	$ 31,000	$ -	$ -	$ -	$ 33,000	$ 64,000
Ford Taurus	312 2014	31,000	-	-	-	33,000	64,000
Ford Taurus	314 2015	-	31,500	-	-	-	31,500
Ford Taurus	307 2016	-	-	32,000	-	-	32,000
4-Wheel Drive Vehicles							
Ford Explorer	306 2016	31,000	-	-	-	33,000	64,000
Chevy Tahoe	301 2018	-	42,000	-	43,000	-	85,000
Ford Explorer	302 2016	-	31,500	-	-	-	31,500
Ford Explorer	309 2016	-	31,500	-	-	-	31,500
Ford Explorer	305 2017	-	-	32,000	-	-	32,000
Ford Explorer	315 2017	-	-	32,000	-	-	32,000
Ford Explorer	316 2018	-	-	-	32,500	-	32,500
Ford Explorer	303 2018	-	-	-	32,500	-	32,500
Ford Explorer	308 2018	-	-	-	32,500	-	32,500
Other Vehicles							
Polaris Quad #1	2001 054	-	-	4,000	-	-	4,000
Polaris Quad #2	2001 049	4,000	-	-	4,000	-	8,000
Polaris Quad #3	2001 050	-	4,000	-	-	4,000	8,000
Total Current 5 Year Plan		**$ 97,000**	**$ 140,500**	**$ 100,000**	**$ 144,500**	**$ 103,000**	**$ 585,000**
Previous 5 Year Plan		$ 123,000	$ 116,000	$ 99,000	$ 120,000	$ 116,000	$ 574,000
Difference in 5 Year Plans		$ (26,000)	$ 24,500	$ 1,000	$ 24,500	$ (13,000)	$ 11,000

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

Proposed Capital Improvement Program 2019-2023
Street & Signal Improvements
Schedule No. 2

	2019	2020	2021	2022	2023	Totals
PUBLIC WORKS						
Annual Street Improvements	$ 1,700,000	$ 1,800,000	$ 1,800,000	$ 1,800,000	$ 1,900,000	$ 9,000,000
Crack Sealing Program	60,000	60,000	60,000	60,000	70,000	310,000
Township Sidewalk & Bikeway Plan	100,000	100,000	100,000	100,000	100,000	500,000
Signal Improvements						
Washington @ Boyce [1]	150,000	-	-	-	-	150,000
Washington @ Old Washington [1]	150,000	-	-	-	-	150,000
Washington @ Brookside/Devonwood [1]	-	150,000	-	-	-	150,000
Washington @ Fieldgate/Village [1]	-	150,000	-	-	-	150,000
Washington @ Concourse/Consol [1]	-	150,000	-	-	-	150,000
Washington @ Fort Couch [1]	-	150,000	-	-	-	150,000
McLaughlin Run Corridor	-	140,000	-	-	-	140,000
Upgrades to Warning Devices	-	-	230,000	-	-	230,000
Painters Run @ McMillan	-	-	60,000	-	-	60,000
Total Current 5 Year Plan	**$ 2,160,000**	**$ 2,700,000**	**$ 2,250,000**	**$ 1,960,000**	**$ 2,070,000**	**$ 11,140,000**
Previous 5 Year Plan	$ 3,412,000	$ 2,405,000	$ 2,330,000	$ 2,310,000	$ 2,400,000	$ 12,857,000
Difference in 5 Year Plans	$ (1,252,000)	$ 295,000	$ (80,000)	$ (350,000)	$ (330,000)	$ (1,717,000)

[1] *The Township is partnering with PennDOT for completion of these projects which are expected to cost a total of roughly $2.9 million. The amounts shown here are the Township's contribution to the projects, reflecting an overall savings to the Township of $2.0 million due to the partnership with PennDOT.*

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

Proposed Capital Improvement Program 2019-2023
Storm Sewer Projects
Schedule No. 3

	2019	2020	2021	2022	2023	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**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 2,500,000**
Previous 5 Year Plan	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,500,000
Difference in 5 Year Plans	$ -	$ -	$ -	$ -	$ -	$ -

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

Proposed Capital Improvement Program 2019-2023
Public Building and Park Improvements
Schedule No. 4

	2019	2020	2021	2022	2023	Totals
PUBLIC WORKS						
Municipal Building Improvements						
Exterior/Interior Restoration & Renovations	$ 100,000	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 540,000
Heating & Cooling System Replacements	310,000	40,000	40,000	40,000	40,000	470,000
Window Replacement Program	50,000	-	-	-	-	50,000
Space Renovation Project	-	3,600,000	200,000	-	-	3,800,000
Other Building Improvements						
PW Building Renovations	90,000	75,000	75,000	75,000	75,000	390,000
Morton Fire Station Maintenance	65,000	85,000	-	-	-	150,000
Rt. 19 Fire Hall Maintenance	-	30,000	20,000	-	-	50,000
Log House Maintenance	-	75,000	-	-	-	75,000
Salt Storage Facility	-	1,400,000	-	-	-	1,400,000
Boyce Mayview Improvements						
Perimeter Trail	1,200,000	-	1,500,000	-	-	2,700,000
Video Security	-	150,000	-	-	-	150,000
Rental Shelters	-	70,000	-	-	-	70,000
Park Playground	-	-	250,000	-	-	250,000
Multipurpose Outdoor Programming Facility	-	-	500,000	-	-	500,000
Park, Field, and Other Improvements						
Field Facilities/Park Renovations	30,000	30,000	30,000	30,000	30,000	150,000
Neighborhood Park Equipment Replacement	60,000	65,000	65,000	65,000	100,000	355,000
Parks Resurfacing Program	60,000	60,000	60,000	60,000	60,000	300,000
Morton Complex Fencing Replacement	45,000	-	-	-	-	45,000
Morton Complex Scoreboards	22,000	-	-	-	-	22,000
Caste Barn Maintenance	35,000	-	-	-	-	35,000
Pedestrian Bridge Replacement	23,000	-	-	-	-	23,000
Gilfillan Trail Surface Improvements	150,000	150,000	-	-	-	300,000
Beadling Field Improvements	-	200,000	-	-	-	200,000
Cook School Field Improvements	-	200,000	-	-	-	200,000
Parks & Playing Fields Lighting Upgrades	300,000	290,000	470,000	50,000	50,000	1,160,000
Multi-Purpose Field Artificial Turf	-	2,000,000	-	-	-	2,000,000
Tennis Bubble Replacement	-	-	700,000	-	-	700,000
Wiltshire Playground Surface Replacement	-	-	-	100,000	-	100,000
Miracle League Playground Maintenance	-	-	-	100,000	-	100,000
Total Current 5 Year Plan	**$ 2,540,000**	**$ 8,630,000**	**$ 4,020,000**	**$ 630,000**	**$ 465,000**	**$ 16,285,000**
Previous 5 Year Plan	$ 3,655,000	$ 5,425,000	$ 3,990,000	$ 565,000	$ 2,155,000	$ 15,790,000
Difference in 5 Year Plans	$ (1,115,000)	$ 3,205,000	$ 30,000	$ 65,000	$ (1,690,000)	$ 495,000

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

Proposed Capital Improvement Program 2019-2023
Sanitary Sewer Projects
Schedule No. 5

	2019	2020	2021	2022	2023	Totals
PUBLIC WORKS						
Operations & Maintenance						
Maintenance & Repairs	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,500,000
Flow Metering Program	100,000	100,000	100,000	100,000	100,000	500,000
Deerfield Pump Station Demolition	75,000	-	-	-	-	75,000
Brush Run Gravity Main Design	75,000	-	-	-	-	75,000
Source Reduction Projects	750,000	750,000	750,000	750,000	750,000	3,750,000
Feasibility Study Projects [1]	-	10,000,000	10,000,000	10,000,000	-	30,000,000
Subtotal: Operations & Maint.	$ 1,500,000	$ 11,350,000	$ 11,350,000	$ 11,350,000	$ 1,350,000	$ 36,900,000
Equipment						
#922 International Sewer Jet	$ -	$ -	$ -	$ -	$ 260,000	$ 260,000
PC Replacement	-	-	-	1,500	-	1,500
	$ -	$ -	$ -	$ 1,500	$ 260,000	$ 261,500
Total Current 5 Year Plan	$ 1,500,000	$ 11,350,000	$ 11,350,000	$ 11,351,500	$ 1,610,000	$ 37,161,500
Previous 5 Year Plan	$ 901,500	$ 10,975,000	$ 10,900,000	$ 11,050,000	$ 851,500	$ 34,678,000
Difference in 5 Year Plans	$ 598,500	$ 375,000	$ 450,000	$ 301,500	$ 758,500	$ 2,483,500

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

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

Proposed Capital Improvement Program 2019-2023
Community & Recreation Center
Schedule No. 6

	2019	2020	2021	2022	2023	Totals
RECREATION						
Administration & Building						
Lobby / Community Room Furniture	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 25,000
General Equipment	-	15,000	-	15,000	-	30,000
HVAC Unit Replacement - Aquatics	1,000,000	-	-	-	-	1,000,000
Facility Enhancements	2,000,000	2,000,000	-	-	-	4,000,000
Subtotal: Administration & Building	$ 3,005,000	$ 2,020,000	$ 5,000	$ 20,000	$ 5,000	$ 5,055,000
Aquatics						
Chaise Lounge Chairs	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 25,000
Pool Vacuums	-	2,800	-	2,800	-	5,600
Lap Lanes	3,000	-	-	-	3,500	6,500
Subtotal: Aquatics	$ 8,000	$ 7,800	$ 5,000	$ 7,800	$ 8,500	$ 37,100
Fitness						
Treadmills	$ -	$ 18,800	$ -	$ 28,200	$ -	$ 47,000
Ellipticals	40,000	37,000	40,000	26,000	41,000	184,000
Fitness Bikes	9,000	46,500	9,000	25,000	9,500	99,000
Other Aerobic Equipment	-	-	-	15,000	-	15,000
Subtotal: Fitness	$ 49,000	$ 102,300	$ 49,000	$ 94,200	$ 50,500	$ 345,000
Maintenance & Equipment						
Pool Controllers	$ 25,000	$ -	$ -	$ -	$ -	$ 25,000
Pool Lighting Upgrade	40,000	-	-	-	-	40,000
Community Room Projectors/Screens/Sound	20,000	-	-	-	-	20,000
Pool Deck Resurfacing	-	75,000	-	-	-	75,000
Gym Floor Restoration	-	50,000	-	-	-	50,000
Flooring Replacements	-	20,000	-	-	-	20,000
Subtotal: Maintenance & Equipment	$ 85,000	$ 145,000	$ -	$ -	$ -	$ 230,000
Recreation Information Technology						
PC & Laptop Replacement Program	$ 15,000	$ 10,000	$ 10,000	$ 15,000	$ 10,000	$ 60,000
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	16,000	1,000	1,000	1,000	20,000
Security Camera Upgrade	100,000	-	-	25,000	-	125,000
Door Security/Access Control	120,000	-	-	-	-	120,000
Subtotal: Recreation IT	$ 243,000	$ 33,000	$ 18,000	$ 48,000	$ 18,000	$ 360,000
Total Current 5 Year Plan	$ 3,390,000	$ 2,308,100	$ 77,000	$ 170,000	$ 82,000	$ 6,027,100
Previous 5 Year Plan	$ 2,296,500	$ 3,097,000	$ 212,100	$ 76,000	$ 164,000	$ 5,845,600
Difference in 5 Year Plans	$ 1,093,500	$ (788,900)	$ (135,100)	$ 94,000	$ (82,000)	$ 181,500

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

Proposed Capital Improvement Program 2019-2023
Other Funding Sources Detail
Schedule No. 7

PROJECT DESCRIPTION	Total Project Cost	Funding from Grants, Partnerships and Contributions	Funding from Borrowing	Funding from Governmental/ Enterprise Funds
Public Bldgs. & Park Improvements				
Municipal Building Space Renovation Project	$ 3,800,000	$ -	$ 3,800,000	$ -
Salt Storage Facility	1,400,000	-	1,400,000	-
Perimeter Trail	2,700,000	300,000	-	2,400,000
Parks & Playing Fields Lighting Upgrades	1,160,000	-	1,160,000	-
Gilfillan Trail Surface Improvements	300,000	300,000	-	-
Multi-Purpose Field Artificial Turf	2,000,000	-	2,000,000	-
Tennis Bubble Replacement	700,000	-	700,000	-
Subtotal: Bldgs. & Park Improvements	$ 12,060,000	$ 600,000	$ 9,060,000	$ 2,400,000
Sanitary Sewer Projects				
Feasibility Study Projects	$ 30,000,000	$ -	$ 30,000,000	$ -
Subtotal: Sanitary Sewer Projects	$ 30,000,000	$ -	$ 30,000,000	$ -
Total Funding Sources	$ 42,060,000	$ 600,000	$ 39,060,000	$ 2,400,000

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

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PUBLIC BUDGET

PRESENTATION

2019 PROPOSED BUDGET

Submitted October 19, 2018

Township of Upper St. Clair

2019 Budget Highlights

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

- General Fund balanced at $22,014,855.
- All other funds balanced at $25,310,067.

2019 Budget Revenue Summary

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

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

Major Revenue Source	General Fund	Other	Percentage
Real Estate Taxes	$ 8,453,648	$ -	17.86%
Earned Income Taxes	8,981,900	-	18.98%
Other Taxes	2,011,250	-	4.25%
Sewer User Fees	-	7,158,053	15.14%
Licenses & Permits	163,150	-	0.34%
Fees & Fines	510,650	266,750	1.64%
Interest & Rent	110,748	206,000	0.67%
Service Agreements	238,000	5,000	0.51%
Recreation Fees	357,350	3,679,300	8.53%
Grant Revenue	778,259	1,797,152	5.44%
Non-Tax Revenue	409,900	235,000	1.36%
Fund Balance	-	6,849,209	14.47%
Operating Transfers	-	3,915,675	8.27%
Non-Operating Transfers	-	1,197,928	2.53%
Totals	**$ 22,014,855**	**$ 25,310,067**	**100.00%**

2019 Budget Expenditure Summary

Largest programs in terms of expenditures:

Public Safety
(includes police)

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

Recreation
(includes C&RC)

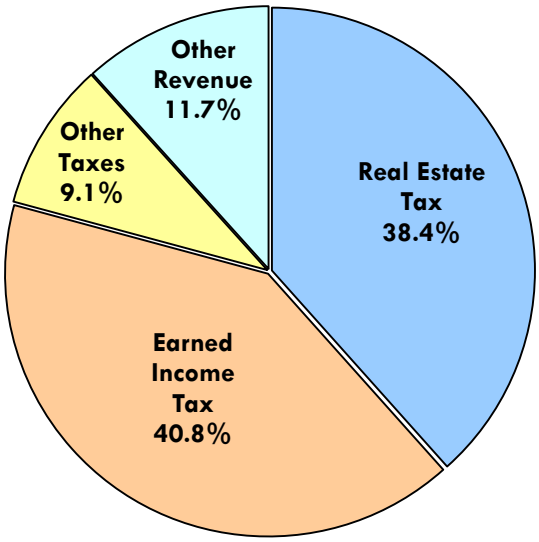
Sanitary Sewer
(includes Alcosan)

Major Programs	General Fund	Other	Percentage
General Government	$ 2,185,607	$ 932,150	6.59%
Public Safety	5,547,141	340,000	12.44%
Community Development	697,499	14,000	1.50%
Public Works	4,972,033	3,950,000	21.88%
Sanitary Sewer	-	6,875,007	14.53%
Recreation	579,026	10,478,789	23.37%
Library	956,659	258,484	2.57%
Debt Service	1,343,564	1,069,538	5.10%
Operating Transfers	4,293,826	530,000	10.19%
Fund Balance	-	862,099	1.82%
Totals	**$ 22,014,855**	**$ 25,310,067**	**100.00%**

2019 Proposed Budget

- GENERAL FUND

Where the money comes from.



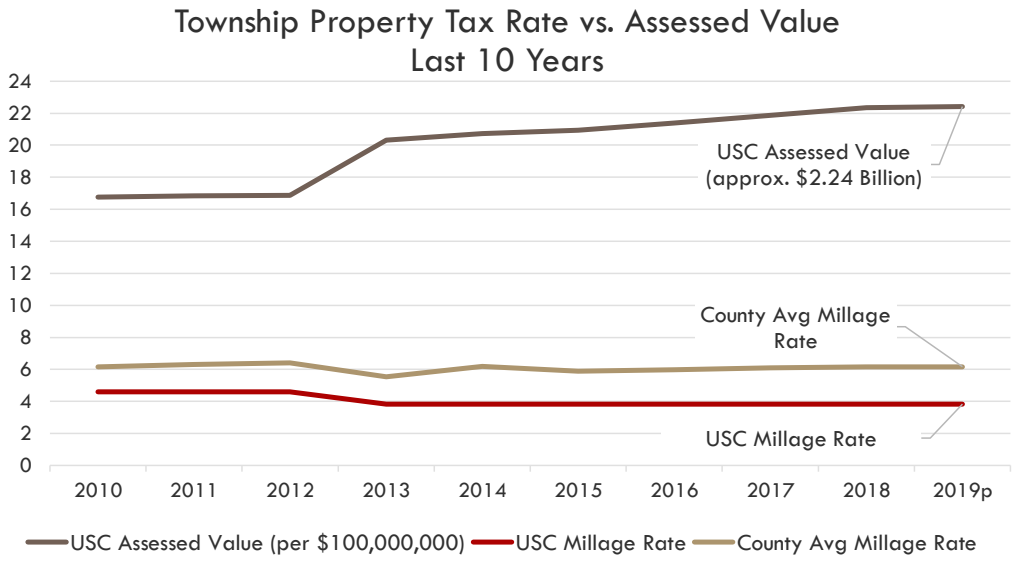
- RET and EIT combine to be <u>about 79%</u> of the total General Fund revenues.
- Other taxes include:
  - Local Services Tax
  - Realty Transfer Tax
  - RAD Sales Tax
    - Portion of the 1% Allegheny Co levy
- Operating revenue up 1.87% from 2018 budget.

2019 General Fund: Real Estate Tax

Millage rate to remain at 3.83.

Average 2018 municipal millage rate in Allegheny County is 6.17 mills.

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

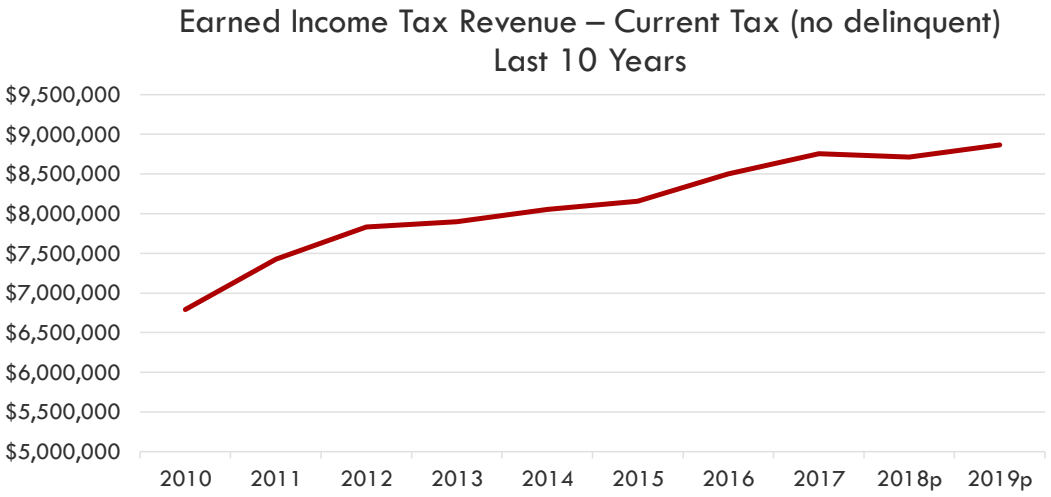


2019 General Fund: Earned Income Tax

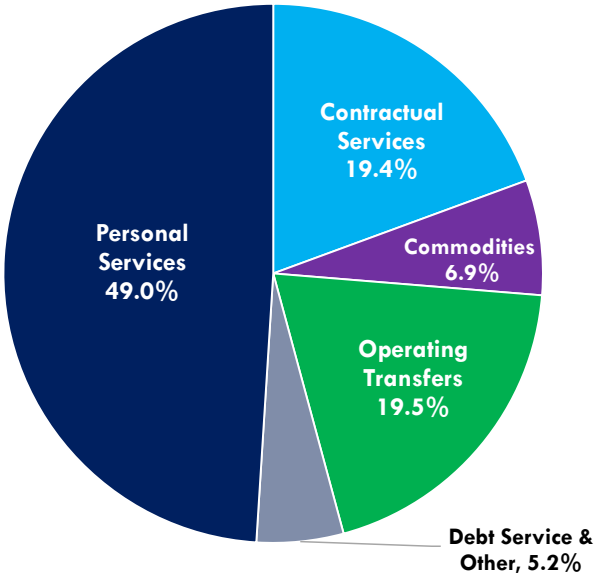
Averaged 2.15% annual increase over last 9 years.

Estimating 1.75% growth in 2019.

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



2019 General Fund: Expenditures



- All expenditures up 1.87% from 2018 Budget.
- Operating expenditures up 3.41%
  - Up 2.44% without Refuse/Recycling

2019 General Fund: Notable Items

- **Refuse/Recycling:** New contract increases by $184,000 in 2019 (14.7%). Future year increases < 2%.
- **Health insurance:** Premium increase of 6%.
- **Workers Comp insurance:** Premium increase of 14.4%.
- **MMO:** Net decrease of 11.4%.

2019 General Fund: Wages

Police contract expires 12/2019

Public Works contract runs through 12/2021

- Full-Time non-contractual personnel budgeted at 2.75% increase.
- Police Officers contract has a set hourly wage increase of 2.25%.
- Public Works contract has a set hourly wage increase of 2.50%.

2019 Proposed Budget

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

2019 Enterprise Funds: C&RC

Community & Recreation Center Fund

- **Membership revenue**
  - 2019 is budgeted to remain in line with projected 2018 revenue.
- **Operating expenses**
  - Very little overall change.
  - Increases in software, credit card processing, & marketing.
- **Prioritize & begin to implement facility assessment recommendations in 2019**

2019 Enterprise Funds: Sanitary Sewer

Administrative Consent Order

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

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

- **Sanitary sewer user fee multiplier rate:**
  - ALCOSAN to increase rates again. Will go up 7% in 2019.
  - Township multiplier proposed to decrease from 2.05 to 2.00.
- **Sanitary sewer expenditures:**
  - Wastewater treatment budgeted at $4.02M (60% of op. costs).
  - Continued source reduction work budgeted at $1.5M.
- **Looking ahead:**
  - Continued focus on source reduction
  - Still uncertain about future requirements, but anticipating that we will be mandated to undertake major sanitary sewer construction.

2019 Capital Projects Fund

- **Road program** funding again being proposed at $1,700,000.
- Funding for **storm sewer projects** at $500,000.
- Continued **reinvestment in facilities**.
- **Traffic signal improvements** for:
  - Rt. 19 @ Boyce Road (partnership with PennDOT)
  - Rt. 19 @ Old Washington Road (partnership with PennDOT)
  - Completion of McMurray Road @ McLaughlin Run Road @ Panther Pass (w/ grant funding)
  - Completion of McMurray Road @ Johnston Road (w/ grant funding)

2019 Proposed Budget

- FUND BALANCE
- LOOKING FORWARD

2019 Fund Balance Projections

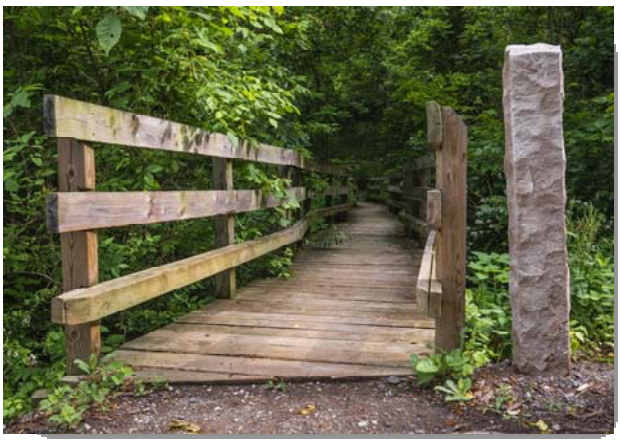
- The General Fund's estimated **Unassigned Fund Balance** is projected at **$3,950,233, or ~18%** of estimated revenues.
- GFOA recommends at least 2 months of revenues.
- This is sufficient to demonstrate the budgetary flexibility needed for the Township to maintain its **AA+ Bond Rating**.

Looking Forward…

- **Long-term budget forecast shows structural stability**
  - Assumes consistent growth in both revenues & expenditures
- **Factors to consider beyond 2019:**
  - Continued implementation of the C&RC Study
  - Potential for debt issuance in several areas
    - Sanitary sewer regulatory compliance
    - MS4 regulatory compliance
    - Continued reinvestment in facilities

Questions/Comments

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



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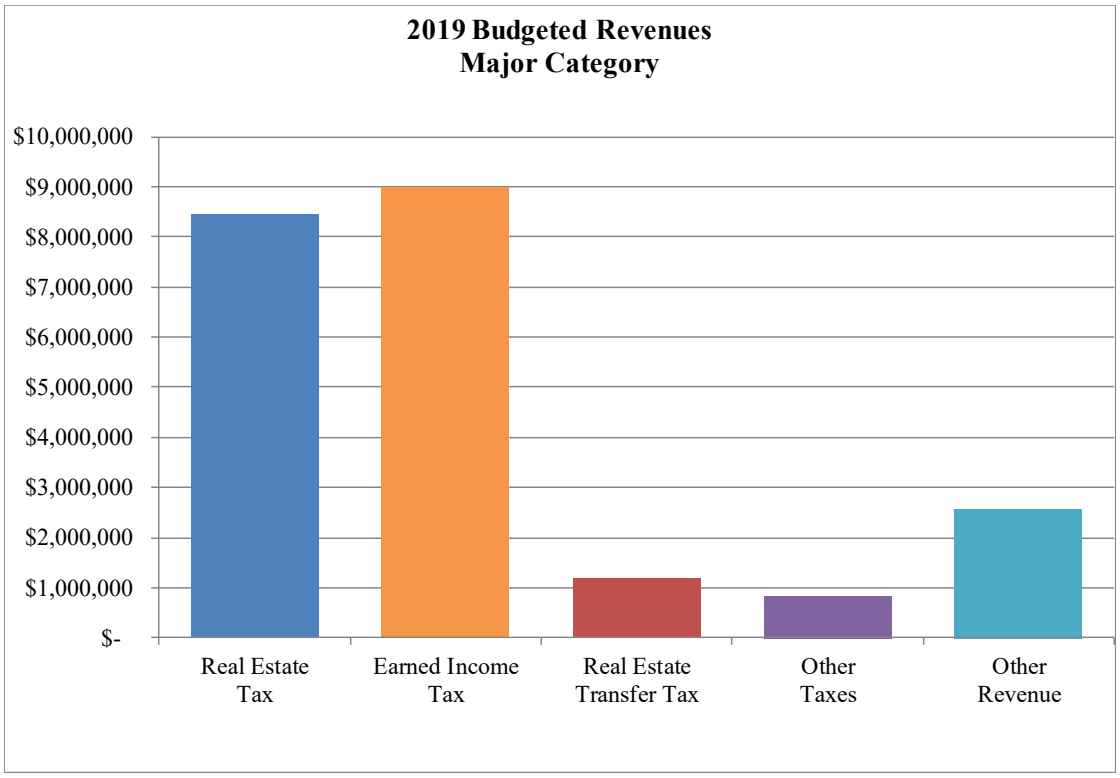
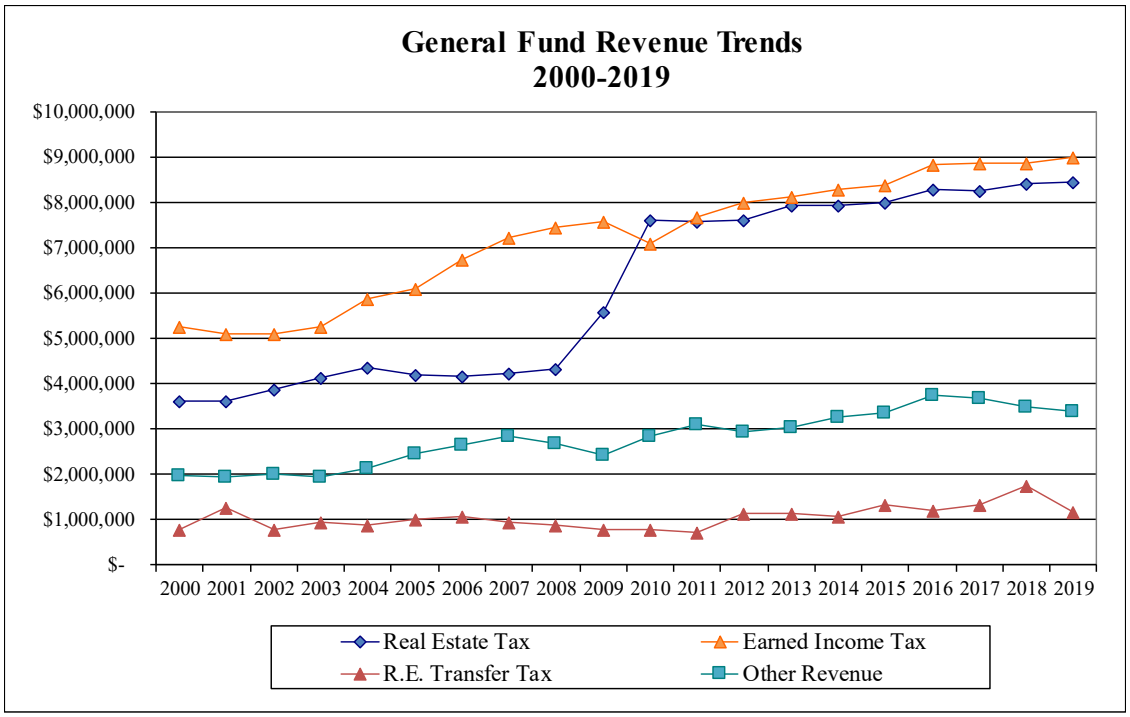
GENERAL FUND

MAJOR REVENUES

	2018 Budget	2019 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
Real Estate Tax	$ 8,278,500	$ 8,453,648	$ 175,148	2.12%
Earned Income Tax	8,867,300	8,981,900	114,600	1.29%
Local Services Tax	279,500	290,000	10,500	3.76%
Real Estate Transfer Tax	1,050,000	1,180,000	130,000	12.38%
Public Utilities Tax	20,500	19,000	(1,500)	(7.32%)
Local Option Sales & Use Tax	522,250	522,250	-	0.00%
Licenses and Permits	164,575	163,150	(1,425)	(0.87%)
Fees and Fines	550,800	510,650	(40,150)	(7.29%)
Rental Income	85,872	45,748	(40,124)	(46.73%)
Investment Earnings	8,000	65,000	57,000	712.50%
Service Agreements	222,100	238,000	15,900	7.16%
Other Non-Tax Revenue	1,189,200	1,188,159	(1,041)	(0.09%)
Recreation Fees	372,275	357,350	(14,925)	(4.01%)
Total Revenues	**$ 21,610,872**	**$ 22,014,855**	**$ 403,983**	**1.87%**
Fund Balance	-	-	-	0.00%
Total Major Revenues	**$ 21,610,872**	**$ 22,014,855**	**$ 403,983**	**1.87%**



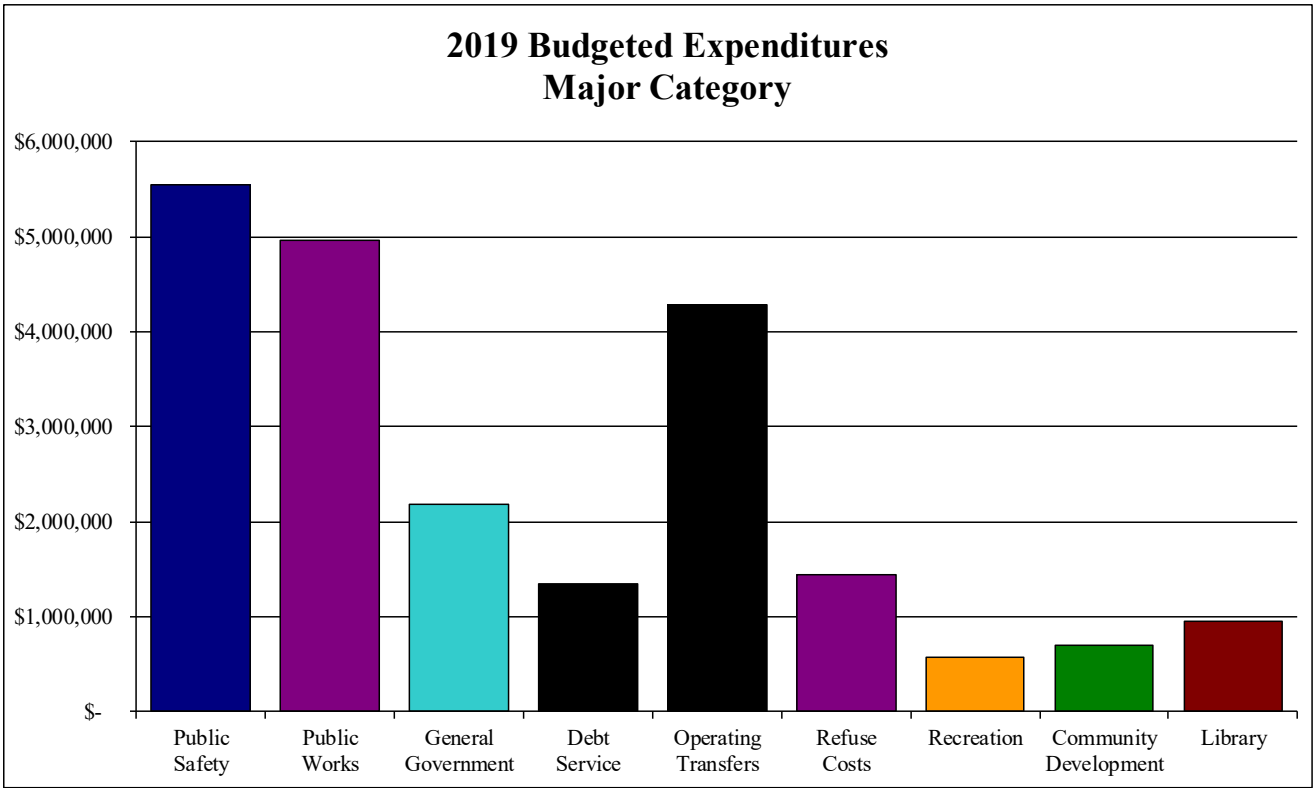
	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Real Estate Tax	$ 8,287,443	$ 8,263,249	$ 8,278,500	$ 8,418,151	$ 8,453,648
Earned Income Tax	8,844,793	8,869,902	8,867,300	8,878,027	8,981,900
Local Services Tax	280,677	293,106	279,500	290,000	290,000
Real Estate Transfer Tax	1,195,566	1,324,561	1,050,000	1,750,000	1,180,000
Public Utilities Tax	20,746	19,159	20,500	19,000	19,000
Local Option Sales & Use Tax	509,044	519,215	522,250	522,250	522,250
Tax Revenues	$ 19,138,269	$ 19,289,192	$ 19,018,050	$ 19,877,428	$ 19,446,798
Licenses and Permits	176,485	254,663	164,575	171,850	163,150
Fees and Fines	565,383	570,142	550,800	535,532	510,650
Rental Income	84,282	87,545	85,872	85,872	45,748
Investment Earnings	3,785	20,560	8,000	60,000	65,000
Service Agreements	228,969	249,909	222,100	269,627	238,000
Other Non-Tax Revenue	1,518,396	1,299,100	1,189,200	1,208,309	1,188,159
Recreation Fees	367,292	368,657	372,275	335,260	357,350
Non-Tax Revenues	$ 2,944,592	$ 2,850,576	$ 2,592,822	$ 2,666,450	$ 2,568,057
Total Revenues	**$ 22,082,861**	**$ 22,139,768**	**$ 21,610,872**	**$ 22,543,878**	**$ 22,014,855**
Fund Balance	-	-	-	-	-
Total Major Revenues	**$ 22,082,861**	**$ 22,139,768**	**$ 21,610,872**	**$ 22,543,878**	**$ 22,014,855**



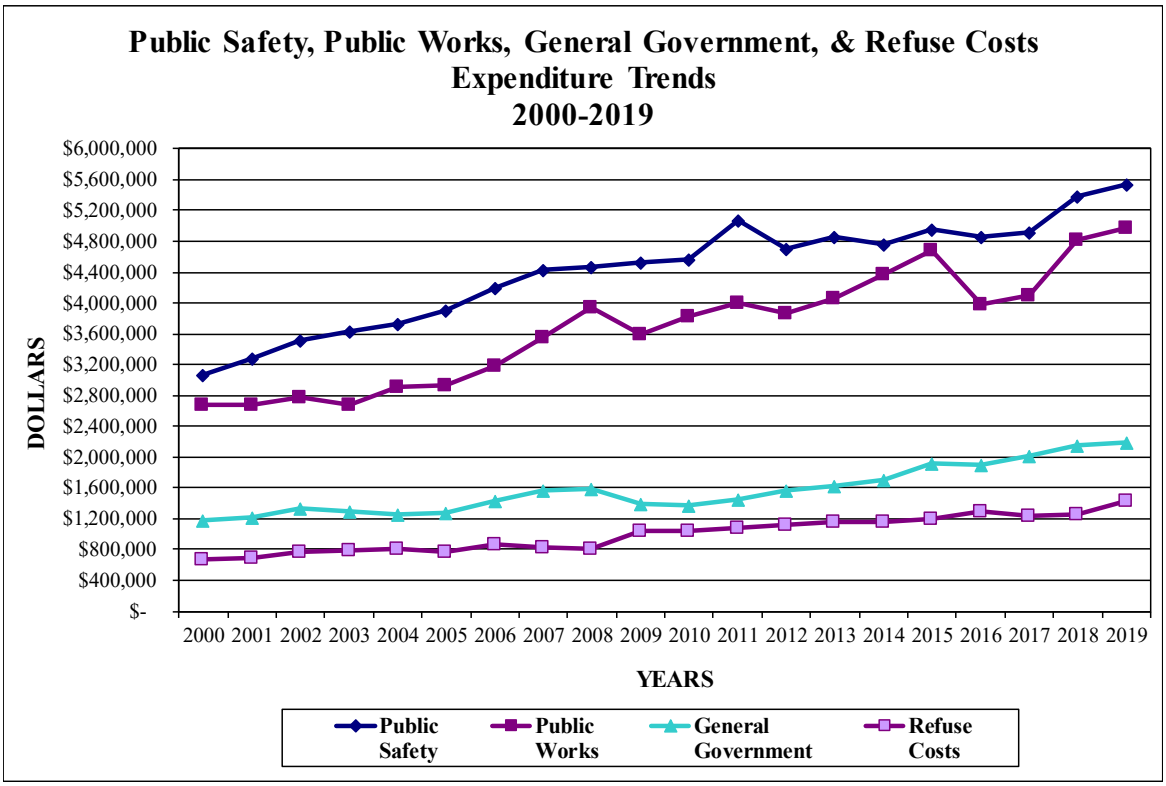
GENERAL FUND

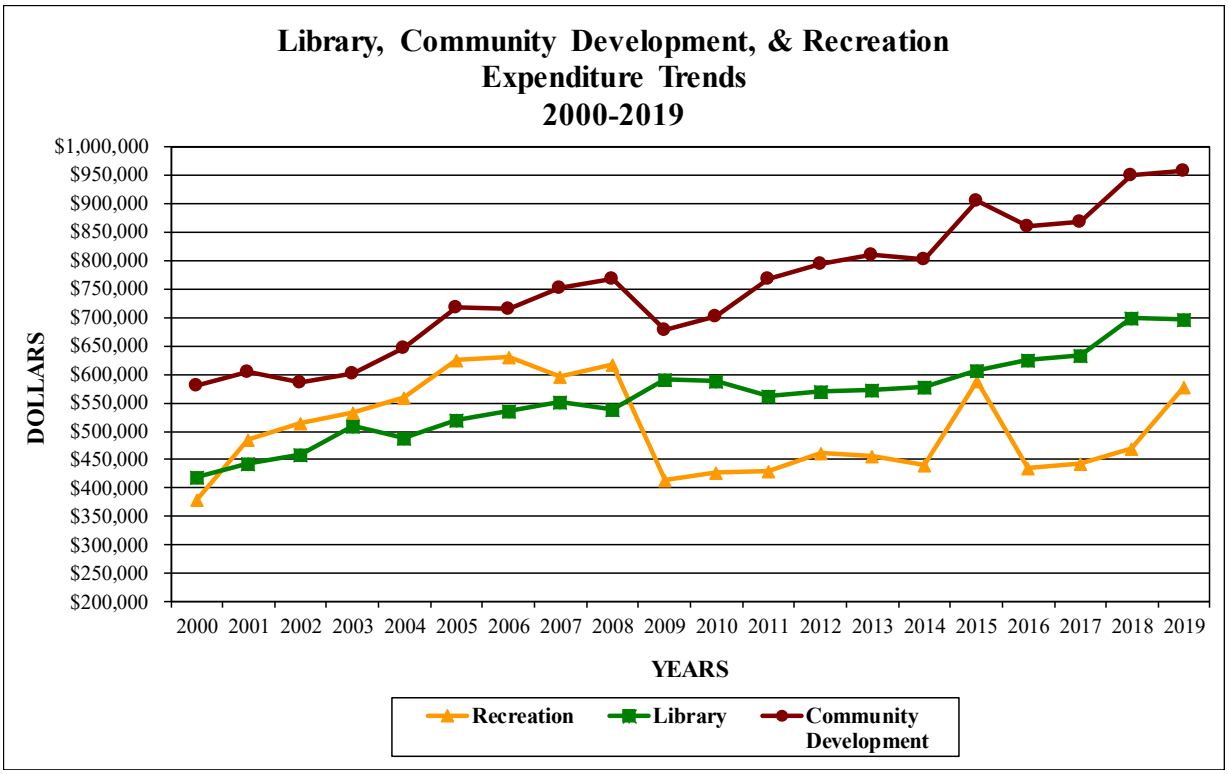
MAJOR PROGRAMS

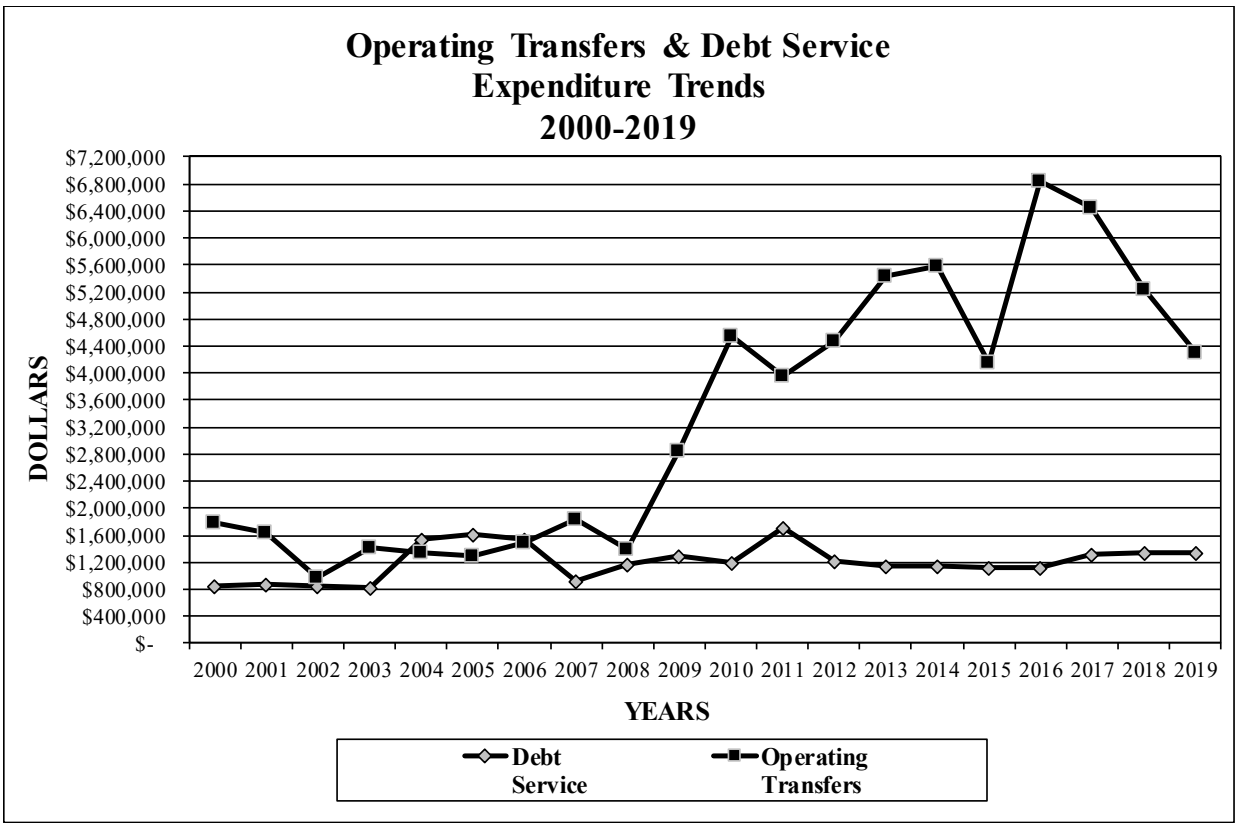
	2018 Budget	2019 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
General Government	$ 1,954,698	$ 2,027,121	$ 72,423	3.71%
Public Safety	5,452,399	5,547,141	94,742	1.74%
Community Development	698,311	697,499	(812)	(0.12%)
Public Works	4,820,680	4,972,033	151,353	3.14%
Refuse Collection	1,255,500	1,439,500	184,000	14.66%
Recreation & Leisure Services	515,754	579,026	63,272	12.27%
Library	948,504	956,659	8,155	0.86%
Unallocated Insurance Costs	191,879	158,486	(33,393)	(17.40%)
Operating Expenditures	$ 15,837,725	$ 16,377,465	$ 539,740	3.41%
Operating Transfers	4,424,258	4,293,826	(130,432)	(2.95%)
Debt Service Payments	1,348,889	1,343,564	(5,325)	(0.39%)
Non-Operating Expenditures	$ 5,773,147	$ 5,637,390	$ (135,757)	(2.35%)
Total Expenditures	**$ 21,610,872**	**$ 22,014,855**	**$ 403,983**	**1.87%**
Fund Balance	-	-	-	**0.00%**
Total Major Programs	**$ 21,610,872**	**$ 22,014,855**	**$ 403,983**	**1.87%**



	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
General Government	$ 1,744,757	$ 1,798,638	$ 1,954,698	$ 1,961,215	$ 2,027,121
Public Safety	4,851,763	4,918,880	5,452,399	5,377,482	5,547,141
Community Development	624,085	632,237	698,311	698,311	697,499
Public Works	3,978,979	4,100,390	4,820,680	4,812,276	4,972,033
Refuse Collection	1,297,395	1,238,842	1,255,500	1,255,500	1,439,500
Recreation & Leisure Services	435,645	443,520	515,754	468,675	579,026
Library	859,807	868,469	948,504	948,404	956,659
Unallocated Insurance Costs	163,135	224,982	191,879	191,879	158,486
Operating Expenditures	$ 13,955,566	$ 14,225,958	$ 15,837,725	$ 15,713,742	$ 16,377,465
Operating Transfers	6,829,102	6,445,488	4,424,258	5,231,247	4,293,826
Debt Service Payments	1,117,178	1,308,454	1,348,889	1,348,889	1,343,564
Non-Operating Expenditures	$ 7,946,280	$ 7,753,942	$ 5,773,147	$ 6,580,136	$ 5,637,390
Total Expenditures	**$ 21,901,846**	**$ 21,979,900**	**$ 21,610,872**	**$ 22,293,878**	**$ 22,014,855**
Fund Balance	181,015	159,868	-	250,000	-
Total Major Programs	**$ 22,082,861**	**$ 22,139,768**	**$ 21,610,872**	**$ 22,543,878**	**$ 22,014,855**




Library, Community Development, & Recreation
Expenditure Trends
2000-2019
DOLLARS
$1,000,000
$950,000
$900,000
$850,000
$800,000
$750,000
$700,000
$650,000
$600,000
$550,000
$500,000
$450,000
$400,000
$350,000
$300,000
$250,000
$200,000
2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019
YEARS
Recreation
Library
Community Development


Operating Transfers & Debt Service
Expenditure Trends
2000-2019
DOLLARS
$7,200,000
$6,800,000
$6,400,000
$6,000,000
$5,600,000
$5,200,000
$4,800,000
$4,400,000
$4,000,000
$3,600,000
$3,200,000
$2,800,000
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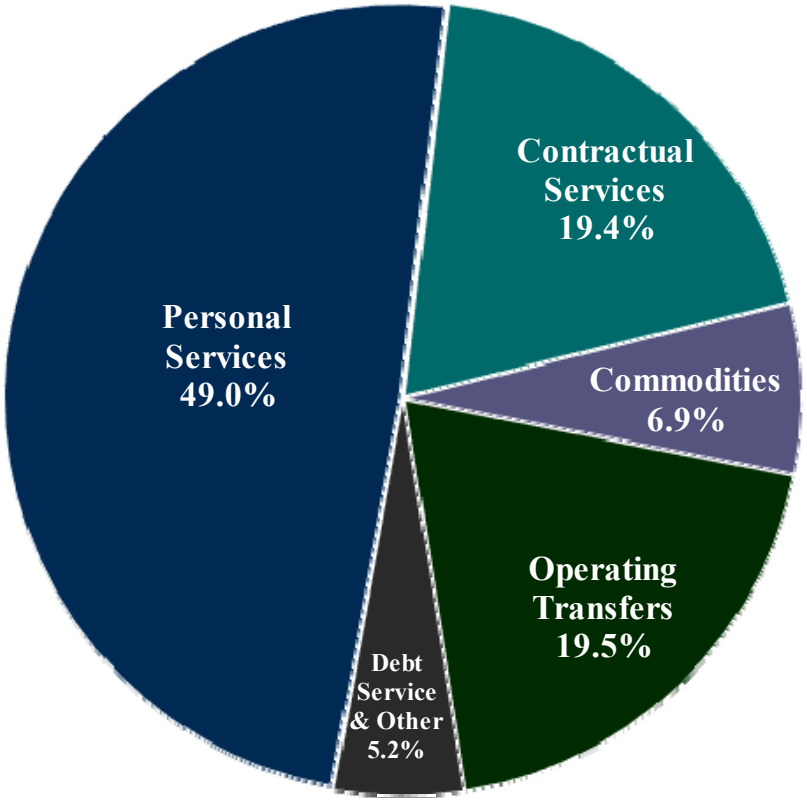
$2,000,000
$1,600,000
$1,200,000
$800,000
$400,000
$-
2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019
YEARS
Debt Service
Operating Transfers

Category	Personal Services	Contractual Services	Commodities	Other	Total
General Government	$ 1,480,184	$ 1,048,000	$ 45,150	$ (546,213)	**$ 2,027,121**
Public Safety	4,825,760	484,917	77,050	159,414	**5,547,141**
Community Development	551,669	63,986	11,500	70,344	**697,499**
Public Works	2,829,363	986,139	1,192,700	(36,169)	**4,972,033**
Refuse Collection	-	1,439,500	-	-	**1,439,500**
Recreation & Leisure Services	204,419	203,639	51,800	119,168	**579,026**
Library	769,875	9,500	138,500	38,784	**956,659**
Operating Transfers	-	-	-	4,293,826	**4,293,826**
Debt Service Payments	-	-	-	1,343,564	**1,343,564**
Miscellaneous Expenditures	126,886	31,600	-	-	**158,486**
Total Expenditures	**$ 10,788,156**	**$ 4,267,281**	**$ 1,516,700**	**$ 5,442,718**	**$ 22,014,855**
Percentage of Total	***49.0%***	***19.4%***	***6.9%***	***24.7%***	***100.0%***

2019 GENERAL FUND EXPENDITURES BY TYPE



EXPENDITURE TYPES

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

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

General Government
- Legal services
- Engineering services
- Tax collection services

Public Safety
- Animal control expenses

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

Refuse Collection
- Refuse & recycling collection contract

Recreation
- Contracted programming and instruction for various recreation activities

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

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

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

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

2019 GENERAL FUND
BUDGETED EXPENDITURES PER CAPITA

GENERAL GOVERNMENT		
Board of Commissioners	$	2.87
Administration		56.59
Finance		16.61
Tax Collection		15.72
Legal Services		9.62
Cable Television Services		4.01
Subtotal	$	105.42

PUBLIC SAFETY		
Police Protection	$	266.25
Fire Protection		17.20
Animal Control		5.04
Subtotal	$	288.49

COMMUNITY DEVELOPMENT		
Planning & Code Enforcement	$	36.27

PUBLIC WORKS		
Administration	$	43.73
Engineering Services		3.98
Civic Activities		3.47
Snow & Ice Control		31.71
Storm Sewer Maintenance		7.88
Traffic Engineering & Safety		8.67
Street Maintenance		22.65
Refuse Collection & Disposal		74.86
Building Maintenance		42.69
Equipment Maintenance		30.00
Golf Course Maintenance		5.34
Tennis Court Maintenance		4.55
Parks Maintenance		46.62
Forestry		6.57
Force Work Projects		0.70
Subtotal	$	333.42

RECREATION & LEISURE		
Administration	$	14.39
Recreation Programs		15.72
Subtotal	$	30.11

LIBRARY SERVICE		
Library Administration	$	49.75

DEBT SERVICE		
Debt Service	$	69.87

OPERATING TRANSFERS		
Operating Transfers	$	223.31

MISCELLANEOUS EXPENSES		
Miscellaneous Expenses	$	8.24

FUND BALANCE		
Fund Balance	$	-

PER CAPITA COST		
Total Budgeted Per Capita Cost	**$**	**1,144.88**

Per Capita Information
Budget: $21,610,872
Population*: 19,229

** Source: 2010 U.S. Census*

GENERAL FUND

REAL ESTATE TAXES

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Real Estate Taxes					
Current Real Estate Tax	$8,041,913	$8,162,572	$8,126,000	$8,298,651	$8,322,648
Delinquent Taxes	245,530	100,677	152,500	119,500	131,000
Total Real Estate Taxes	**$8,287,443**	**$8,263,249**	**$8,278,500**	**$8,418,151**	**$8,453,648**

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 2018, the Township had a total of 7,844 real estate parcels, of which 7,721 were taxable. The breakdown is as follows:

Building + Land	Building Only	Land Only	Zero Values	Exempt Properties
7,006	125	519	71	123

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 2018 at $2,235,513,841.

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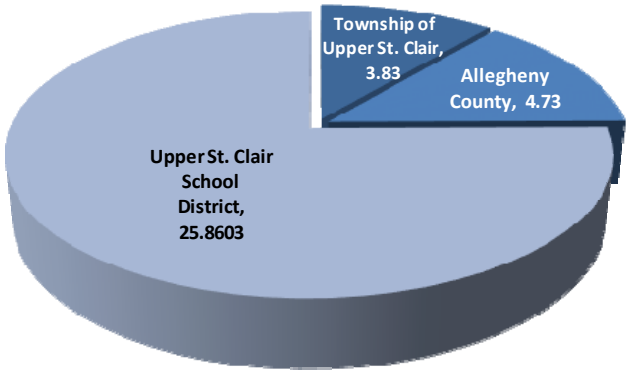
Real Estate Taxes 01-00-000-301???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Current Real Estate Tax					
001 Real Estate Tax - Current (2019)	$8,041,913	$8,162,572	$8,126,000	$8,298,651	$8,322,648
Total Current Real Estate Tax	$8,041,913	$8,162,572	$8,126,000	$8,298,651	$8,322,648
Delinquent Taxes					
002 RET Penalties & Interest Current Year (2019)	$ 18,665	$ 9,780	$ 12,000	$ 6,500	$ 7,000
003 Real Estate Tax Previous Year (2018)	140,754	83,092	100,000	70,000	80,000
004 RET Penalties & Interest Previous Year (2018)	13,997	15,242	9,000	8,000	9,000
005 Real Estate Tax 2017 and Prior	40,464	(27,263)	20,000	20,000	20,000
006 RET Penalties & Interest 2017 and Prior	21,156	8,837	4,000	5,000	5,000
007 Liened Real Estate Tax Costs	10,494	10,989	7,500	10,000	10,000
Total Delinquent Taxes	$ 245,530	$ 100,677	$ 152,500	$ 119,500	$ 131,000
Total Real Estate Taxes	**$8,287,443**	**$8,263,249**	**$8,278,500**	**$8,418,151**	**$8,453,648**

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 2019, 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 $225,000, which is the median household value.

Real Estate Taxes		
Taxing Authority	**2019 Millage Rate**	**R.E. Tax**
Township of Upper St. Clair	**3.83**	**$ 862**
Allegheny County	4.73	$ 1,064
Upper St. Clair School District	25.8603	$ 5,819
	Total Real Estate Tax	**$ 7,745**



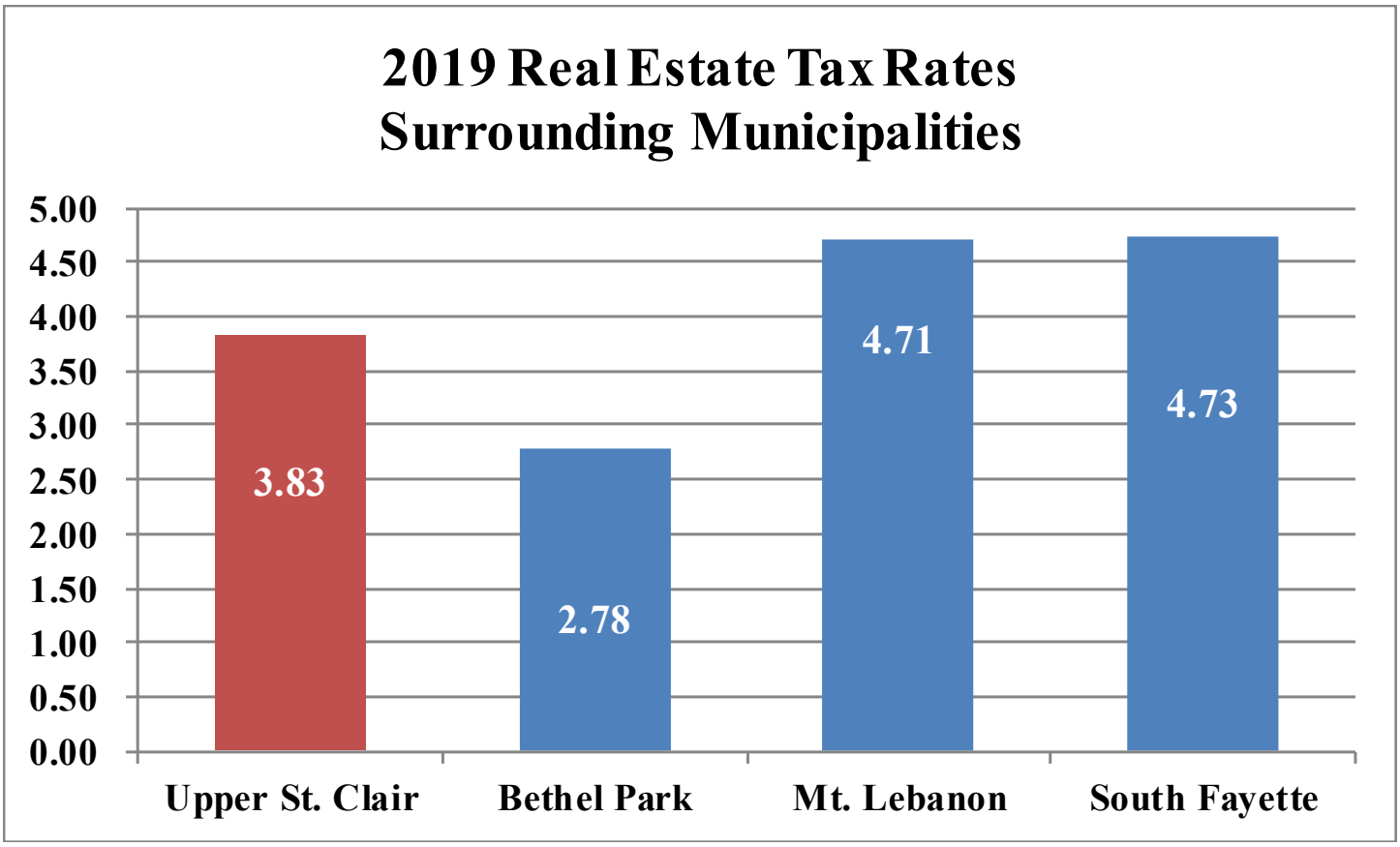
A twenty-year comparison of assessed valuation and millage rates is shown below:

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
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	2.12%	3.83
2008	1,660,118,320	-0.01%	2.60	2018	2,235,513,841	2.16%	3.83
2009	1,669,202,220	0.55%	3.40	2019*	2,241,978,641	0.29%	3.83

^ Countywide reassessment year
* Estimated values (certified values not available until January 2019)

REAL ESTATE TAX MILLAGE RATES - SURROUNDING MUNICIPALITIES



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GENERAL FUND

EARNED INCOME TAXES

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Total Earned Income Taxes	**$8,844,793**	**$8,869,902**	**$8,867,300**	**$8,878,027**	**$8,981,900**

EARNED INCOME TAXES OVERVIEW

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

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

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

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

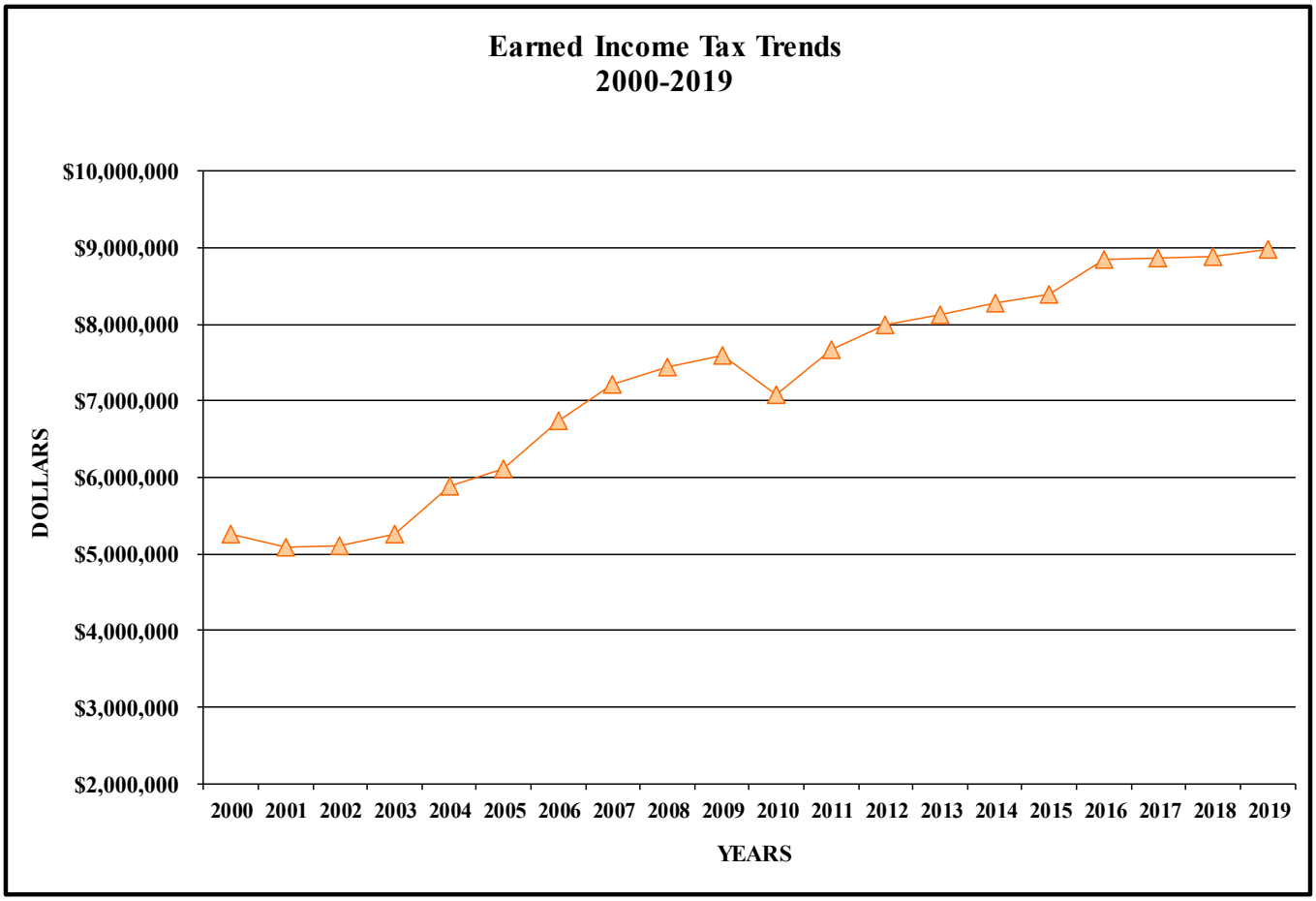
2. All employers in the state must withhold the earned income tax for each one of their employees irrespective of where they reside. The objective of the legislation is to create a streamlined tax collection system with procedures and uniform forms that will simplify the tax collection for companies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

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

EARNED INCOME TAXES OVERVIEW (Continued)

Jordan Tax Service collects earned income tax for the Township through the aforementioned TCD and remits the collections to the Township daily, as necessary. As a part of their tax auditing program, their Staff reviews earned income tax accounts for compliance with tax regulations; and through shared information from the Pennsylvania Department of Revenue, compares earned income sections submitted by a resident to the State to the amount declared on a resident's local tax return. This auditing program has generated significant additional tax revenue since its inception, and the Township plans to continue the program for 2018.

Earned Income Taxes 01-00-000-310???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
001 Earned Income Tax Current Year	$6,111,960	$6,380,813	$6,306,900	$6,320,352	$6,431,000
002 Earned Income Tax Prior Year	2,385,858	2,373,697	2,446,500	2,394,050	2,435,900
003 Earned Income Tax Previous Years	346,975	115,392	113,900	163,625	115,000
Total Earned Income Taxes	**$8,844,793**	**$8,869,902**	**$8,867,300**	**$8,878,027**	**$8,981,900**



EARNED INCOME TAX RATE

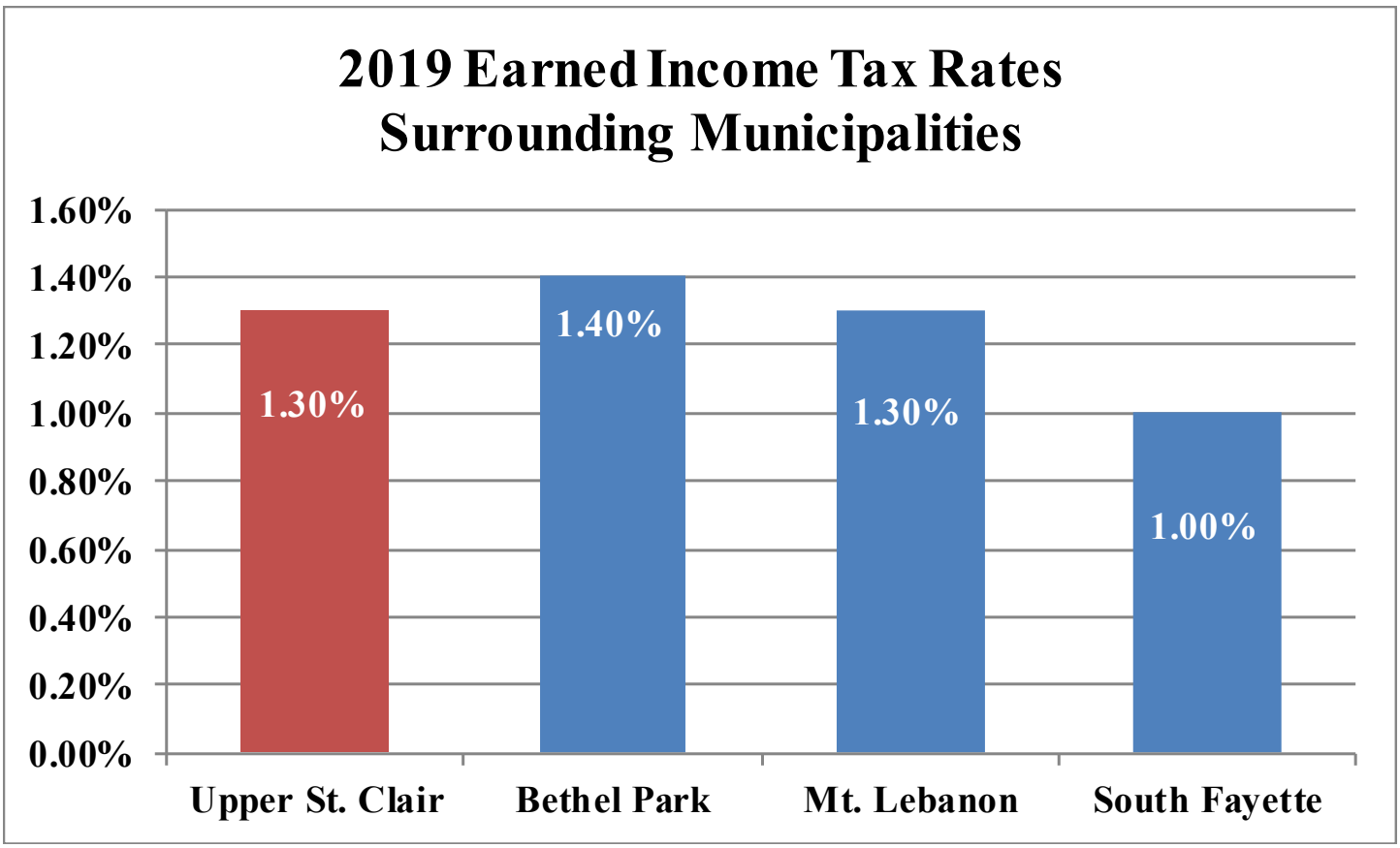
A ten-year comparison of earned income tax rates for the Township and School District are shown below:

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
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	$8,869,902	0.80%	0.50%	1.30%
2013	$8,116,840	0.80%	0.50%	1.30%	2018*	$8,878,027	0.80%	0.50%	1.30%
2014	$8,285,627	0.80%	0.50%	1.30%	2019*	$8,981,900	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 $116,701 as reported by the U.S Census Bureau as of July 1, 2018 (latest information available at time of publishing).

Local Earned Income Tax		
Taxing Authority	**2019 EIT Rate**	**EIT Due**
Township of Upper St. Clair (Act 511 Tax)	**0.50%**	**$ 584**
Township of Upper St. Clair (Act 62 Tax)	**0.30%**	**$ 350**
Upper St. Clair School District (Act 511 Tax)	0.50%	$ 584
Total Local Earned Income Tax	**1.30%**	**$ 1,517**

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GENERAL FUND

OTHER TAXES

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Total Other Taxes	**$2,006,033**	**$2,156,041**	**$1,872,250**	**$2,581,250**	**$2,011,250**

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.

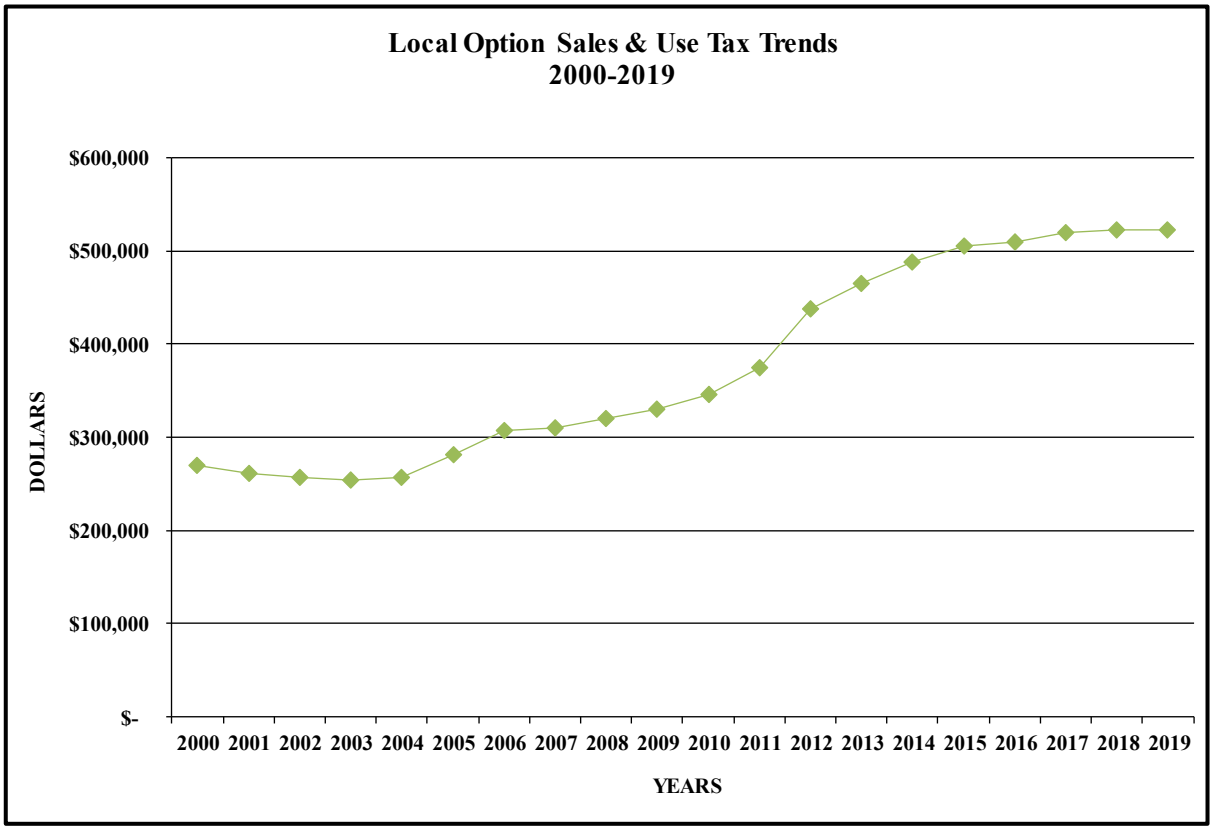
Real Estate Transfer Tax
This 1.0% tax, collected for the Township by the County Recorder of Deeds through the sale of deed transfer stamps, is on the sale price of all property in Upper St. Clair. The State also receives 1.0% and the School District receives 0.5%. Revenue derived from this tax is remitted 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 **01-00-000-315???-000**	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
001 Local Services Tax	$ 280,677	$ 293,106	$ 279,500	$ 290,000	$ 290,000
002 Real Estate Transfer Tax	1,195,566	1,324,561	1,050,000	1,750,000	1,180,000
003 Public Utilities Tax	20,746	19,159	20,500	19,000	19,000
004 Local Option Sales & Use Tax	509,044	519,215	522,250	522,250	522,250
Total Other Taxes	**$2,006,033**	**$2,156,041**	**$1,872,250**	**$2,581,250**	**$2,011,250**

Real Estate Transfer Tax Trends
2000-2019
$2,000,000
$1,800,000
$1,600,000
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$-
DOLLARS
2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019
YEARS


Local Option Sales & Use Tax Trends
2000-2019
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$-
DOLLARS
2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019
YEARS

GENERAL FUND

OTHER REVENUES

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Total Licenses and Permits	**$ 176,485**	**$ 254,663**	**$ 164,575**	**$ 171,850**	**$ 163,150**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
001 Building Permits	$ 106,607	$ 185,420	$ 100,000	$ 100,000	$ 100,000
002 Beverage Licenses	3,500	3,950	2,750	3,650	3,250
003 Grading Permits	170	2,487	500	500	500
004 Amusement Device Permits	1,400	1,400	1,525	1,400	1,400
007 Street Opening Permits	17,743	22,215	22,000	22,000	18,000
008 Alarm Systems Permits	32,492	23,777	26,000	24,000	24,000
009 False Alarm Fees	925	-	500	500	500
012 Dye Test Compliance Fees	7,475	11,450	7,500	16,000	12,000
013 Electrical Permit Fees-Net	6,173	3,964	3,800	3,800	3,500
Total Licenses and Permits	**$ 176,485**	**$ 254,663**	**$ 164,575**	**$ 171,850**	**$ 163,150**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Total Fines and Fees	**$ 565,383**	**$ 570,142**	**$ 550,800**	**$ 535,532**	**$ 510,650**

FEES AND FINES OVERVIEW

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

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

Fines and Fees 01-00-000-330???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
003 Filing and Hearing Fees	$ 10,460	$ 12,005	$ 12,000	$ 10,000	$ 10,000
004 Animal Control Fines and Fees	75	-	100	50	50
005 Magistrate Fines	23,780	24,816	23,000	18,000	18,000
006 Local Fines	6,525	7,266	6,000	6,000	6,000
008 State Traffic Fine Distribution	8,971	14,529	9,500	9,500	10,000
011 Library Fees and Fines	21,504	23,844	22,000	23,500	23,000
012 Cable Television Franchise Fees	477,126	480,793	472,000	458,500	435,600
040 Compost Site Tipping Fees	16,942	6,889	6,200	9,982	8,000
Total Fines and Fees	**$ 565,383**	**$ 570,142**	**$ 550,800**	**$ 535,532**	**$ 510,650**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Total Rental Income	**$ 84,282**	**$ 87,545**	**$ 85,872**	**$ 85,872**	**$ 45,748**

RENTAL INCOME OVERVIEW

The Township receives rental income from the School District, which leases a portion of the Municipal Building and reimburses the Township for space occupied and a proportionate share of the utility expense. The School District anticipates to move from the Municipal Building and into its own newly-constructed facility in the fall of 2019. The 2019 Budget reflects this move with a reduced revenue for the year.

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 $2,700.

Rental Income 01-00-000-340???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
001 School District Rental (rent plus utilities)	$ 81,810	$ 84,998	$ 83,250	$ 83,250	$ 43,048
002 Boyce Road Radio Tower Rental	2,472	2,547	2,622	2,622	2,700
Total Rental Income	**$ 84,282**	**$ 87,545**	**$ 85,872**	**$ 85,872**	**$ 45,748**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Total Interest on Investments	**$ 3,785**	**$ 20,560**	**$ 8,000**	**$ 60,000**	**$ 65,000**

INTEREST INCOME OVERVIEW

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

Interest on Investments **01-00-000-345???-000**	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
001 Interest on Investments	$ 3,785	$ 20,560	$ 8,000	$ 60,000	$ 65,000
Total Interest on Investments	**$ 3,785**	**$ 20,560**	**$ 8,000**	**$ 60,000**	**$ 65,000**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Total Service Agreements	**$ 228,969**	**$ 249,909**	**$ 222,100**	**$ 269,627**	**$ 238,000**

SERVICE AGREEMENTS OVERVIEW

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

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

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

Tax Collection Service Agreement
The Township and the School District have entered into a joint Tax Collection Agreement. The Township Tax Office collects taxes for both bodies under a shared cost arrangement. The existing Tax Collection Agreement covers the years 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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
001 Snow and Ice Control	$ 183,716	$ 191,284	$ 171,500	$ 171,500	$ 186,300
002 Peters Township Service	2,430	10,711	3,000	50,527	4,000
004 School District Tax Collection Agreement	22,760	27,312	27,000	27,000	27,100
007 PennDOT Road Mte. Agreement	20,063	20,602	20,600	20,600	20,600
Total Service Agreements	**$ 228,969**	**$ 249,909**	**$ 222,100**	**$ 269,627**	**$ 238,000**

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Total Recreation Program Fees	**$ 367,292**	**$ 368,657**	**$ 372,275**	**$ 335,260**	**$ 357,350**

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 $302,366. Revenues do not cover administration costs and capital expenses required by the programming.

Recreation Program Fees 01-00-000-367???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
011 Summer Playground & Cultural Art Program	$ 72,017	$ 70,009	$ 71,500	$ 73,000	$ 71,500
013 Older Adults	3,451	64	1,350	500	500
014 Golf Course	2,789	5,770	5,000	2,000	5,800
015 Tennis Program	23,929	24,249	27,000	14,000	24,000
021 Tennis Bubble Fees	103,086	90,817	100,000	100,000	100,000
022 Miscellaneous Self Supporting	98,745	117,643	112,300	90,710	100,500
023 Youth Basketball	63,050	59,907	55,000	55,000	55,000
999 Administration Fees	225	198	125	50	50
Total Recreation Program Fees	**$ 367,292**	**$ 368,657**	**$ 372,275**	**$ 335,260**	**$ 357,350**

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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Total Other Non-Tax Revenue	**$1,518,396**	**$1,298,111**	**$1,189,200**	**$1,208,309**	**$1,188,159**

OTHER NON-TAX REVENUE OVERVIEW

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

Library State Grant

The Commonwealth of Pennsylvania provides annual funding to qualifying libraries.

State Pension Grant

Under 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 dividend payment.

Other Non-Tax Revenue 01-00-000-??????-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
370011 Library State Grant	$ 64,059	$ 64,059	$ 65,200	$ 64,059	$ 64,059
370013 State Pension Grant	594,351	633,674	632,450	632,450	641,700
370014 Recycling Program/Grant	318,617	54,772	55,000	60,000	49,000
370015 Library Table Gaming Revenue	10,906	10,352	9,000	9,000	10,500
370016 Act 13 State Grant Funds	-	8,457	8,000	11,729	10,000
370024 Federal Bulletproof Vest Grant	-	1,633	-	-	-
370028 Police Highway Safety Grant	6,150	3,683	3,000	6,500	3,000
380001 Maps, Docs & Police Reports	8,582	8,858	7,000	7,000	7,000
380010 Facility Fees	9,850	9,975	9,500	6,500	10,000
380012 Library Copier/Printer Revenue	3,730	1,803	2,000	-	-
380022 Employee Health Ins. Reimb.	104,694	123,809	118,000	118,000	120,000
380026 COBRA Insurance Payments	104	381	300	800	400
380027 Workers Comp. Dividends	156,696	128,247	105,000	135,127	115,000
380029 Comcast Cable 7 Grant	9,925	9,708	9,750	9,464	9,000
380030 Prop & Liab Ins. Dividends	41,761	52,942	55,000	52,680	50,000
380040 Public Works Scrap Metal Rev.	5,808	9,182	10,000	7,500	7,000
380050 Payment Card Rebates	-	4,042	12,000	16,000	18,000
380080 Flex Plan Year End Reimb.	3,068	3,318	3,000	1,500	1,500
380099 Miscellaneous Revenue	180,095	169,216	85,000	70,000	72,000
Total Other Non-Tax Revenue	**$1,518,396**	**$1,298,111**	**$1,189,200**	**$1,208,309**	**$1,188,159**

GENERAL FUND

GENERAL GOVERNMENT SUMMARY

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
General Government Expenditures					
Personal Services	$ 1,298,353	$ 1,363,753	$ 1,368,572	$ 1,368,572	$ 1,480,184
Contractual Services	703,551	732,676	954,925	955,542	1,048,000
Commodities	32,505	34,969	46,350	45,350	45,150
Distributed Costs	(289,652)	(332,760)	(415,149)	(408,249)	(546,213)
Total General Government Expenditures	**$ 1,744,757**	**$ 1,798,638**	**$ 1,954,698**	**$ 1,961,215**	**$ 2,027,121**

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.

2018 DEPARTMENT ACCOMPLISHMENTS

- Recognized by Allegheny County as a Live Well Allegheny Community for the first time.
- Named as a Banner Community by Allegheny County Council.
- Received the Sustainable Community Gold Certification from the Pennsylvania Municipal League.
- Issued 100% of vendor payments via electronic means, completely eliminating paper check payments.
- Increased payroll direct deposit participation to 99.8% with a plan for achieving 100% by the end of 2019.
- Began implementation of Yooz, a paperless invoice processing software to be fully deployed in 2019.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of America (GFOA) for the 10th consecutive year.
- Received the Certificate of Achievement Award for Excellence in Financial Reporting from GFOA for the 30th consecutive year.
- Began implementation of N-Central software to monitor and manage all network devices and end points.
- Cable 7 produced the first episode of a video news magazine, focused on the changes to the Township's recycling, called USC.TODAY.Talk.Trash.

2019 DEPARTMENT GOALS AND OBJECTIVES

- Continue to meet the requirements of the GFOA's Distinguished Budget and CAFR award programs.
- Select and implement a Human Resources Management software solution.
- Upgrade the Township's website to include an updated appearance, more intuitive navigation, mobile responsiveness, and accessibility improvements.
- Implement a new Recreation software program, coordinating between Recreation, Finance, and IT.
- Further refine the vendor payment process, focusing in 2019 on the timing of payment issuance.
- Continue pursing grant opportunities.
- Maintain the Township's AA+ bond rating.
- Install upgraded equipment to replace the Library people counting system, the network infrastructure at TCS, the telephone systems for both TCS and the Township, and the camera equipment at the Community & Recreation Center.

DEPARTMENT EXPENDITURES

General Government Expenditures 01-10-101-500 TO 01-10-107-500	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 933,243	$ 971,073	$ 967,028	$ 967,028	$ 1,051,620
110 Overtime Wages	-	-	1,000	1,000	1,000
120 Part-Time Wages	90	2,284	-	-	3,000
130 Elected Officials Salaries	8,400	8,400	8,400	8,400	8,400
162 Group Life Insurance	2,113	6,070	7,191	7,191	5,563
163 Medical Insurance	194,561	210,487	214,474	214,474	226,703
164 Workers' Compensation	4,328	4,908	5,209	5,209	5,842
166 Pension Costs	78,080	79,280	80,720	80,720	87,331
167 Long-term Disability Insurance	2,576	2,760	2,952	2,952	2,428
168 Post Retirement Plan	6,833	7,000	6,900	6,900	6,900
198 Social Security Expense	68,129	71,491	74,698	74,698	81,397
Total Personal Services	$ 1,298,353	$ 1,363,753	$ 1,368,572	$ 1,368,572	$ 1,480,184
Contractual Services					
210 Professional Services-Legal	$ 176,789	$ 166,539	$ 205,000	$ 205,000	$ 180,000
212 Professional Services-Auditing	11,858	18,463	18,750	18,750	19,050
217 Miscellaneous Consulting Services	-	-	2,000	2,000	2,000
220 Liability Insurance	13,908	26,022	34,200	26,580	28,700
223 Tax Collection Bonds	7,083	7,083	7,500	7,162	7,500
230 Association Dues	30,295	33,013	30,250	30,100	30,200
231 Travel & Conference Expense	30,156	27,438	37,725	36,500	37,950
243 Telephone	11,975	12,696	13,000	13,000	13,700
250 Repairs/Maint - Office Equip	109,482	134,273	160,750	163,400	181,900
274 Legal Advertising	12,340	9,732	16,000	16,000	13,000
275 Printing & Duplicating	423	902	600	600	600
278 Postage	10,202	(1,783)	10,100	10,100	10,100
280 Mileage Reimbursement	19	-	250	250	300
290 Other Contractual Services	276,238	280,333	391,300	398,300	474,500
292 Volunteer Boards & Commissions Recognition Expense	-	115	7,500	7,500	7,500
298 Credit Card Processing	-	150	-	300	1,000
299 Internet Connection Services	12,783	17,700	20,000	20,000	40,000
Total Contractual Services	$ 703,551	$ 732,676	$ 954,925	$ 955,542	$ 1,048,000

DEPARTMENT EXPENDITURES (Continued)

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Commodities					
300 Office Furniture & Equipment	$ 1,326	$ 2,692	$ 4,000	$ 4,000	$ 4,000
301 Expendable Office Supplies	12,581	16,561	16,400	15,400	15,400
302 Books & Subscriptions	1,883	249	2,500	2,500	2,350
303 Tapes	289	-	500	500	1,000
304 Publicity Material	425	170	500	500	500
390 Other Supplies	16,001	15,297	22,450	22,450	21,900
Total Commodities	$ 32,505	$ 34,969	$ 46,350	$ 45,350	$ 45,150
Distributed Costs					
601 Dist. Vehicle Costs	$ 10,910	$ 11,183	$ 11,462	$ 11,462	$ 11,692
602 Dist. Data Processing Costs	(300,562)	(343,943)	(426,611)	(419,711)	(557,905)
Total Distributed Costs	$ (289,652)	$ (332,760)	$ (415,149)	$ (408,249)	$ (546,213)
Total General Government Expenditures	**$ 1,744,757**	**$ 1,798,638**	**$ 1,954,698**	**$ 1,961,215**	**$ 2,027,121**

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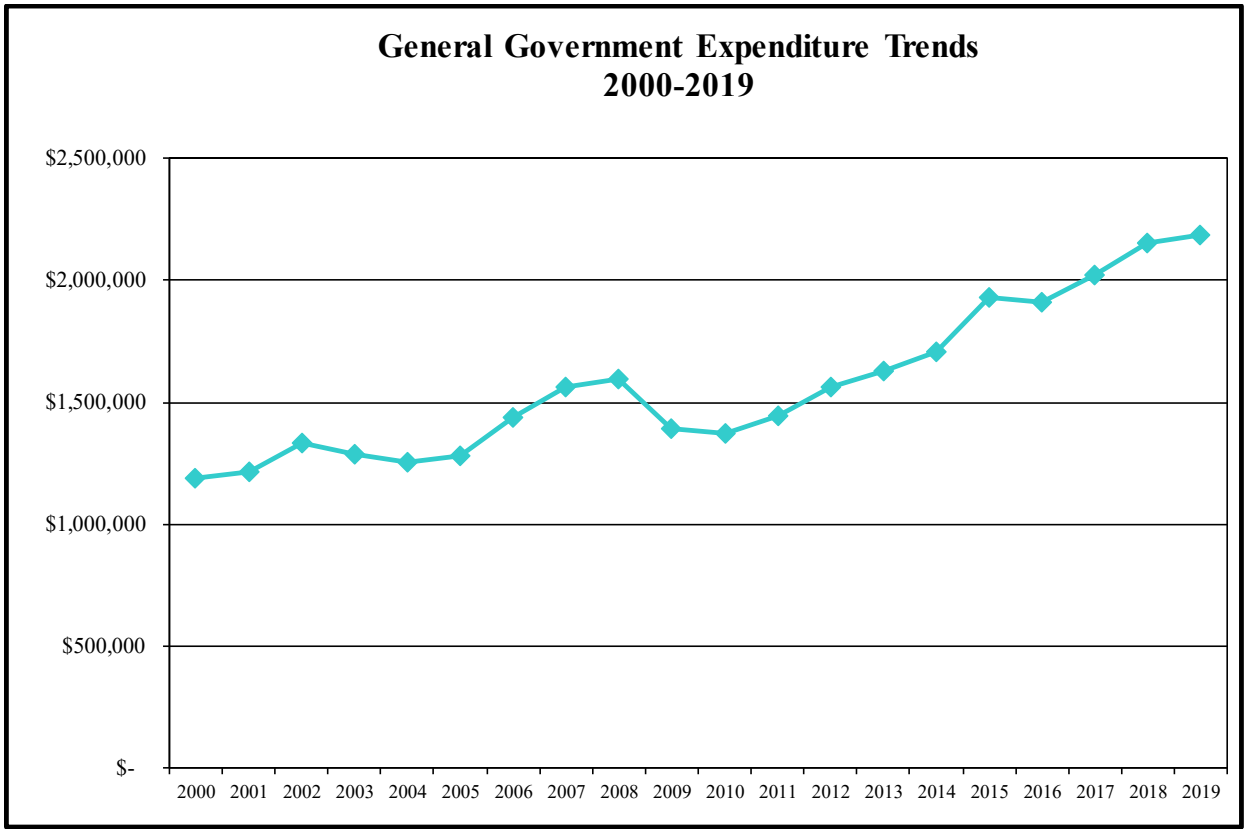
SUPPLEMENTARY INFORMATION

The average annual cost increase of General Government expenditures over the last 20 years is 4.52%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$1,385,828***
How many real estate tax mills?		**0.27**	**$602,428**
Earned Income Tax per $100?	**$**	**7.13**	**$640,073**
Percentage of Other Taxes?		**0.74%**	**$143,327**

**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 (9-14-2018)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2007 070	2007	Ford	Explorer	67,601	11	Fair	Rotation Vehicle
2	2011 005	2011	Ford	Escape	49,706	7	Fair	Rotation Vehicle
3	2009 030	2009	Ford	Escape XLT	35,154	9	Fair	Rotation Vehicle
4	2012 003	2013	Ford	Explorer	47,560	5	Good	Rotation Vehicle
5	2013 027	2014	Ford	Interceptor SUV	101,000	4	Poor	Rotation Vehicle
6	2018 001	2018	Ford	Explorer	2,955	New	Excellent	2023
7	2018 011	2018	Ford	Escape	100	New	Excellent	2026
8	2014 001	2014	Ford	Interceptor SUV	55,065	4	Fair	As Needed

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Board of Commissioners Expenditures					
Personal Services	$ 9,043	$ 9,043	$ 9,043	$ 9,043	$ 9,043
Contractual Services	23,767	39,233	42,950	42,080	43,050
Commodities	1,265	376	3,000	3,000	3,000
Total Board of Comm. Expenditures	**$ 34,075**	**$ 48,652**	**$ 54,993**	**$ 54,123**	**$ 55,093**

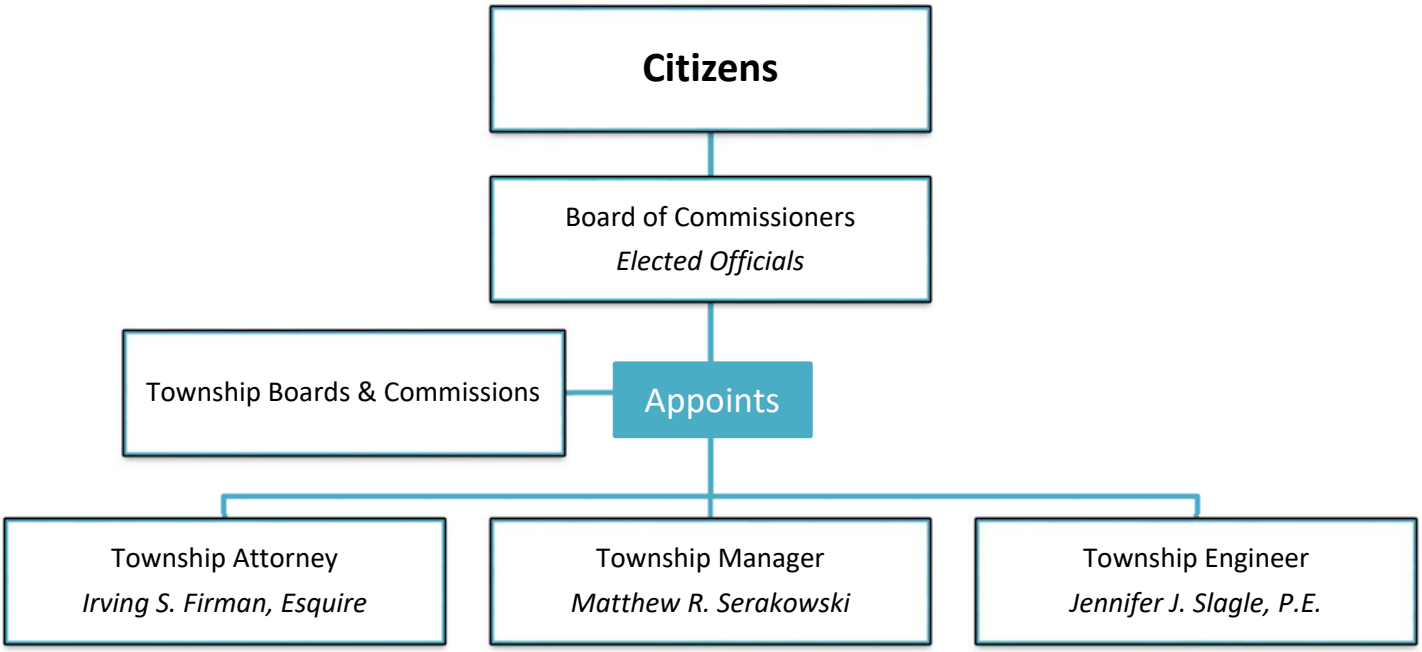
BOARD OF COMMISSIONERS OVERVIEW

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 2019.

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

DEPARTMENT EXPENDITURES

Board of Commissioners Expenditures 01-10-101-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 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	$ 13,908	$ 14,462	$ 15,200	$ 14,480	$ 15,300
230 Association Dues	-	14,483	8,250	8,100	8,250
231 Travel & Conference Expense	9,859	10,173	12,000	12,000	12,000
292 Volunteer Boards & Commissions Recognition Expense	-	115	7,500	7,500	7,500
Total Contractual Services	$ 23,767	$ 39,233	$ 42,950	$ 42,080	$ 43,050
Commodities					
390 Other Supplies	$ 1,265	$ 376	$ 3,000	$ 3,000	$ 3,000
Total Commodities	$ 1,265	$ 376	$ 3,000	$ 3,000	$ 3,000
Total Board of Comm. Expenditures	**$ 34,075**	**$ 48,652**	**$ 54,993**	**$ 54,123**	**$ 55,093**

BUDGETARY COMMENT

Funds requested for the Board of Commissioners are the same as appropriated in 2018 except for a $100 increase in liability insurance premium expense.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Administration Expenditures					
Personal Services	$ 688,207	$ 730,227	$ 723,341	$ 723,341	$ 761,841
Contractual Services	99,956	80,216	156,150	156,150	206,900
Commodities	25,311	27,345	30,500	30,500	30,250
Distributed Costs	63,711	66,214	78,822	78,822	89,261
Total Administration Expenditures	**$ 877,185**	**$ 904,002**	**$ 988,813**	**$ 988,813**	**$ 1,088,252**

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.

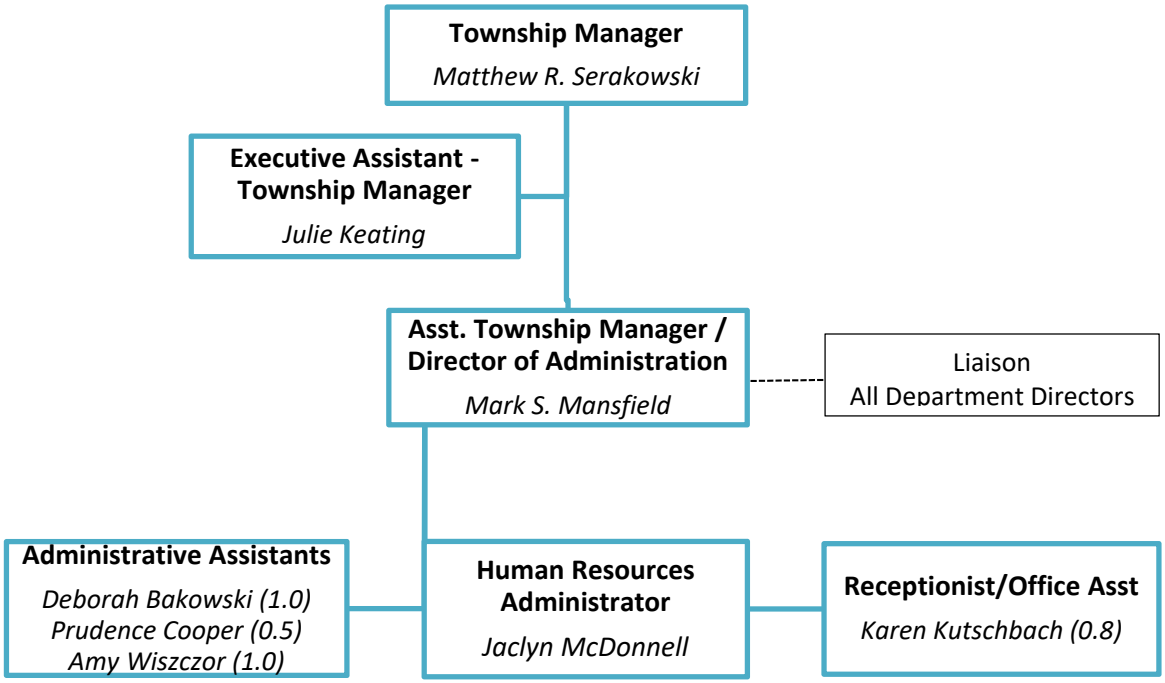
This department provides services for several other departments including grant applications, human resources, personnel functions, fleet logs, insurance management, vendor contracts, minutes of all Board of Commissioners and Informational and General Affairs Meetings, copying and office supplies.

DEPARTMENT ORGANIZATIONAL STRUCTURE

Position Title	Pay Grade	Minimum	Maximum	2019 Positions
Township Manager	1	$116,239	$184,821	1
Assistant Township Manager/Director of Administration	2	$100,820	$144,587	1
Human Resources Administrator	7	$58,549	$83,965	1
Executive Assistant - Office of the Township Manager	9	$48,388	$69,393	1
Administrative Assistant	10-11	$39,990	$63,085	3
Office Assistant	14	$30,045	$43,088	1
Total				**8**

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

The authorized personnel responsible for programs and services for the Administration Department for 2019 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%

DEPARTMENT EXPENDITURES

Administration Expenditures 01-10-102-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 494,355	$ 524,727	$ 519,389	$ 519,389	$ 537,195
110 Overtime Wages	-	-	1,000	1,000	1,000
120 Part-Time Wages	90	2,284	-	-	3,000
162 Group Life Insurance	1,523	3,161	3,741	3,741	2,719
163 Medical Insurance	107,524	110,606	106,584	106,584	122,201
164 Workers' Compensation	2,162	2,451	2,601	2,601	2,918
166 Pension Costs	43,447	44,636	45,231	45,231	46,766
167 Long-term Disability Insurance	1,329	1,458	1,585	1,585	1,241
168 Post Retirement Plan	3,233	3,400	3,400	3,400	3,400
198 Social Security Expense	34,544	37,504	39,810	39,810	41,401
Total Personal Services	$ 688,207	$ 730,227	$ 723,341	$ 723,341	$ 761,841
Contractual Services					
230 Association Dues	$ 29,815	$ 17,825	$ 21,000	$ 21,000	$ 21,000
231 Travel & Conference Expense	9,261	10,975	12,000	12,000	12,000
243 Telephone	11,975	12,696	13,000	13,000	13,700
250 Repairs/Maint - Office Equip	-	222	3,000	3,000	22,000
274 Legal Advertising	12,340	9,732	16,000	16,000	13,000
275 Printing & Duplicating	288	818	400	400	400
278 Postage	9,877	(2,093)	9,500	9,500	9,500
280 Mileage Reimbursement	19	-	250	250	300
290 Other Contractual Services	26,381	30,041	81,000	81,000	115,000
Total Contractual Services	$ 99,956	$ 80,216	$ 156,150	$ 156,150	$ 206,900
Commodities					
300 Office Furniture & Equipment	$ 530	$ 1,379	$ 2,000	$ 2,000	$ 2,000
301 Expendable Office Supplies	10,613	12,956	11,500	11,500	11,500
302 Books & Subscriptions	1,073	249	1,500	1,500	1,250
304 Publicity Material	425	170	500	500	500
390 Other Supplies	12,670	12,591	15,000	15,000	15,000
Total Commodities	$ 25,311	$ 27,345	$ 30,500	$ 30,500	$ 30,250
Distributed Costs					
601 Dist. Vehicle Costs	$ 10,910	$ 11,183	$ 11,462	$ 11,462	$ 11,692
602 Dist. Data Processing Costs	52,801	55,031	67,360	67,360	77,569
Total Distributed Costs	$ 63,711	$ 66,214	$ 78,822	$ 78,822	$ 89,261
Total Administration Expenditures	**$ 877,185**	**$ 904,002**	**$ 988,813**	**$ 988,813**	**$ 1,088,252**

DEPARTMENT EXPENDITURES (Continued)

BUDGETARY COMMENT

Funds requested for General Government Administration are $99,439 more than those appropriated in 2018. This is due to increase personal services costs, the addition of new HCM software and various contractual services including a compensation study and communications services.

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Finance Office Expenditures					
Personal Services	$ 214,475	$ 227,579	$ 216,163	$ 216,163	$ 222,139
Contractual Services	33,311	56,130	61,125	60,350	67,550
Commodities	3,002	3,665	5,500	4,500	3,900
Distributed Costs	40,616	45,859	56,133	56,133	25,856
Total Finance Office Expenditures	**$ 291,404**	**$ 333,233**	**$ 338,921**	**$ 337,146**	**$ 319,445**

FINANCE OFFICE OVERVIEW

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

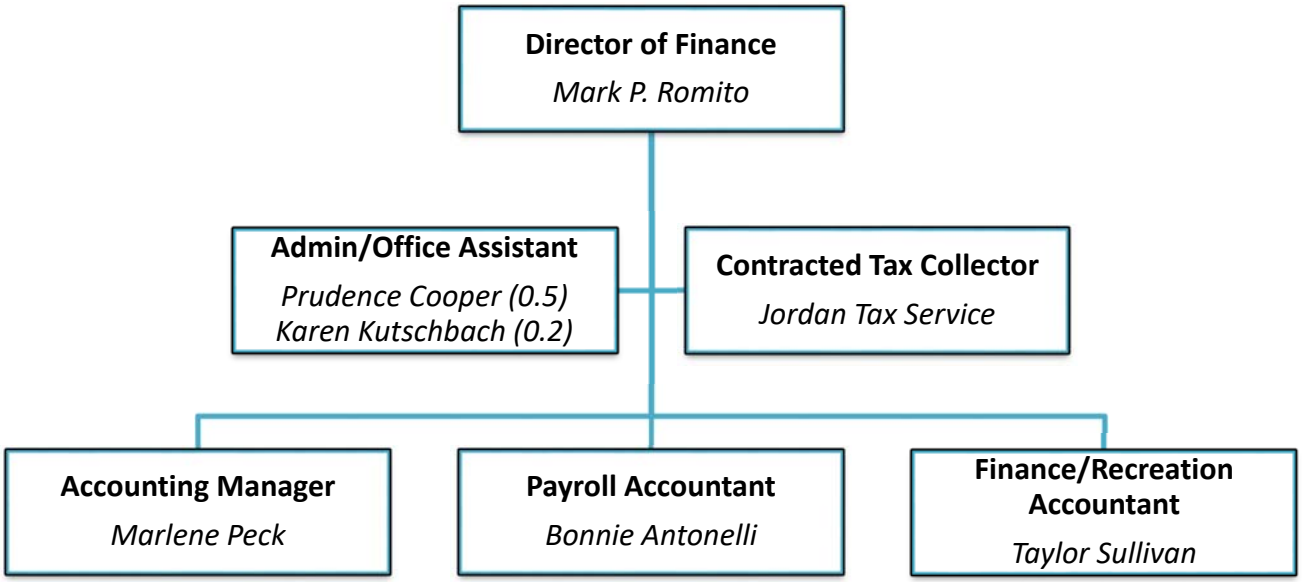
- Administering payroll for the Township and Tri-Community South EMS
- Administration of lien programs
- Budget preparation and expenditure control
- Financial reporting and projecting
- Payroll and expenditure payments
- Purchasing systems
- Coordination of independent audit activity
- Debt management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

DEPARTMENT STATISTICS AND BENCHMARKS

Performance Measures	2014	2015	2016	2017	2018
Consecutive Years Receiving GFOA Certificate of Achievement for Excellence in Financial Reporting	26	27	28	29	30
Consecutive Years Receiving GFOA Distinguished Budget Presentation Award	6	7	8	9	10
AP - Paper Check Payments	3,620	3,577	3,863	2,250	-
AP - Electronic Payments via Check	-	-	-	714	1,458
AP - Electronic Payments via ACH	768	500	252	444	1,222
AP - Electronic Payments via Card	-	-	-	376	957
AP - Percentage of Payments made via Paper Check	82.5%	87.7%	93.9%	59.5%	0.0%
AP - Bills Paid	8,917	8,791	8,340	8,355	7,825
Payroll - Paper Check Payments	1,661	1,324	431	43	22
Payroll - Direct Deposit Payments	7,226	7,968	8,877	9,039	9,296
Payroll - % of Paychecks paid via Direct Deposit	81.3%	85.8%	95.4%	99.5%	99.8%
Payrol - Timesheets Processed	8,887	9,292	9,308	9,082	9,318
AR - Invoices Processed	507	557	571	396	316
Number of Deposits Processed	2,925	2,893	3,092	3,321	3,373

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	2019 Positions
Director of Finance	3	$87,670	$125,728	1
Accounting Manager	7	$58,549	$83,965	1
Payroll Accountant	10	$43,989	$63,085	1
Finance/Recreation Accountant	12	$36,355	$52,136	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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 158,001	$ 161,018	$ 153,046	$ 153,046	$ 157,766
162 Group Life Insurance	387	1,032	1,163	1,163	911
163 Medical Insurance	29,388	38,438	35,114	35,114	35,853
164 Workers' Compensation	756	858	910	910	1,021
166 Pension Costs	12,499	12,637	12,755	12,755	13,155
167 Long-term Disability Insurance	447	461	467	467	364
168 Post Retirement Plan	1,100	1,100	1,000	1,000	1,000
198 Social Security Expense	11,897	12,035	11,708	11,708	12,069
Total Personal Services	$ 214,475	$ 227,579	$ 216,163	$ 216,163	$ 222,139
Contractual Services					
212 Professional Services-Auditing	$ 11,858	$ 16,463	$ 16,750	$ 16,750	$ 17,550
230 Association Dues	480	705	1,000	1,000	950
231 Travel & Conference Expense	6,036	5,886	8,725	7,500	8,950
250 Repairs/Maint - Office Equip	8,688	9,058	8,750	8,900	8,900
275 Printing & Duplicating	135	84	200	200	200
290 Other Contractual Services	6,114	23,784	25,700	25,700	30,000
298 Credit Card Processing	-	150	-	300	1,000
Total Contractual Services	$ 33,311	$ 56,130	$ 61,125	$ 60,350	$ 67,550
Commodities					
300 Office Furniture & Equipment	$ 796	$ 1,313	$ 1,000	$ 1,000	$ 1,000
301 Expendable Office Supplies	1,355	2,352	2,500	1,500	1,200
302 Books & Subscriptions	810	-	800	800	800
390 Other Supplies	41	-	1,200	1,200	900
Total Commodities	$ 3,002	$ 3,665	$ 5,500	$ 4,500	$ 3,900
Distributed Costs					
602 Dist. Data Processing Costs	$ 40,616	$ 45,859	$ 56,133	$ 56,133	$ 25,856
Total Distributed Costs	$ 40,616	$ 45,859	$ 56,133	$ 56,133	$ 25,856
Total Finance Office Expenditures	**$ 291,404**	**$ 333,233**	**$ 338,921**	**$ 337,146**	**$ 319,445**

BUDGETARY COMMENT

Funds requested for the Finance Office are $19,476, or 5.75%, less than appropriated in 2018. Increased software costs are offset by a reduction in the department's allocation of Information Technology costs.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Tax Collection Expenditures					
Personal Services	$ 44,168	$ 45,593	$ 49,190	$ 49,190	$ 50,744
Contractual Services	241,291	216,728	228,100	234,762	244,600
Commodities	-	356	700	700	500
Distributed Costs	12,185	13,758	11,227	11,227	6,464
Total Tax Collection Expenditures	**$ 297,644**	**$ 276,435**	**$ 289,217**	**$ 295,879**	**$ 302,308**

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 2017 and 2018

Taxes	Approximate No. of Accounts	School District Amount		Township Amount	
		Thru Oct 2017	*Thru Oct 2018*	*Thru Oct 2017*	*Thru Oct 2018*
Current Real Estate Tax	7,844	$49,757,714	$51,659,984	$8,163,706	$8,317,681
Current Earned Income Tax	12,255	4,426,464	4,489,951	7,082,343	7,183,921
Current Local Services Tax	5,327	n/a	n/a	241,643	258,839
Current Mercantile Tax	90	334,051	402,996	n/a	n/a
Total		$54,518,229	$56,552,931	$15,487,692	$15,760,441

The estimated total Real Estate, Earned Income, and Local Services tax collected for the Township in 2019 is $17,725,548. The estimated total cost of operating the tax collection office in 2019 is $302,308. Also in 2019, the School District will reimburse the Township approximately $27,100 (see *"General Fund Revenue-Service Agreements"*) for ongoing collection services held in the Township Municipal Building. The total net expenditures of $275,208 represent 1.6% of the estimated total taxes collected for 2019.

DEPARTMENT EXPENDITURES

Tax Collection Expenditures 01-10-104-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 33,195	$ 33,237	$ 35,242	$ 35,242	$ 36,515
162 Group Life Insurance	154	221	272	272	193
163 Medical Insurance	4,481	5,680	6,862	6,862	7,004
164 Workers' Compensation	189	214	228	228	255
166 Pension Costs	3,064	3,165	3,282	3,282	3,400
167 Long-term Disability Insurance	93	99	108	108	84
168 Post Retirement Plan	500	500	500	500	500
198 Social Security Expense	2,492	2,477	2,696	2,696	2,793
Total Personal Services	$ 44,168	$ 45,593	$ 49,190	$ 49,190	$ 50,744
Contractual Services					
212 Professional Services-Auditing	$ -	$ 2,000	$ 2,000	$ 2,000	$ 1,500
223 Tax Collection Bonds	7,083	7,083	7,500	7,162	7,500
250 Repairs/Maint - Office Equip	-	-	-	-	-
278 Postage	325	310	600	600	600
290 Other Contractual Services	233,883	207,335	218,000	225,000	235,000
Total Contractual Services	$ 241,291	$ 216,728	$ 228,100	$ 234,762	$ 244,600
Commodities					
301 Expendable Office Supplies	$ -	$ -	$ 200	$ 200	$ 500
390 Other Supplies	-	356	500	500	-
Total Commodities	$ -	$ 356	$ 700	$ 700	$ 500
Distributed Costs					
602 Dist. Data Processing Costs	$ 12,185	$ 13,758	$ 11,227	$ 11,227	$ 6,464
Total Distributed Costs	$ 12,185	$ 13,758	$ 11,227	$ 11,227	$ 6,464
Total Tax Collection Expenditures	**$ 297,644**	**$ 276,435**	**$ 289,217**	**$ 295,879**	**$ 302,308**

BUDGETARY COMMENT

Funds requested for Tax Collection are $13,091 more than appropriated in 2018. The negotiated commission rate structure results in increased commission payments when the related collections also increase.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Legal Services Expenditures					
Contractual Services	$ 179,843	$ 168,347	$ 210,000	$ 210,000	$ 185,000
Total Legal Services Expenditures	**$ 179,843**	**$ 168,347**	**$ 210,000**	**$ 210,000**	**$ 185,000**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Contractual Services					
210 Professional Services-Legal	$ 176,789	$ 166,539	$ 205,000	$ 205,000	$ 180,000
290 Other Contractual Services	3,054	1,808	5,000	5,000	5,000
Total Contractual Services	$ 179,843	$ 168,347	$ 210,000	$ 210,000	$ 185,000
Total Legal Services Expenditures	**$ 179,843**	**$ 168,347**	**$ 210,000**	**$ 210,000**	**$ 185,000**

BUDGETARY COMMENT

Funds requested for Legal Services are $25,000 less than appropriated in 2018. Expenses for legal services expenses for the past ten (10) years have been as follows:

Year	Amount	Year	Amount
2010	$135,157	2015	227,348
2011	154,316	2016	179,843
2012	168,250	2017	168,347
2013	187,818	2018	210,000
2014	193,358	2019	185,000

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Information Technology Expenditures					
Personal Services	$ 284,840	$ 291,121	$ 306,531	$ 306,531	$ 370,594
Contractual Services	125,203	171,094	250,600	243,700	292,900
Commodities	2,537	3,098	4,200	4,200	4,300
Distributed Costs	(406,164)	(458,591)	(561,331)	(554,431)	(667,794)
Total Information Tech. Expenditures	**$ 6,416**	**$ 6,722**	**$ -**	**$ -**	**$ -**

INFORMATION TECHNOLOGY OVERVIEW

Information Technology (IT) services are provided by the Director and four (4) IT professionals. 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."*

2018 DEPARTMENT ACCOMPLISHMENTS

- Through implementation of new technology (network infrastructure), training (KnowBe4) and process (implementation of an Incident Response Team), IT made progress in securing the Township's data. We will continue to refine and improve our ability to respond to a cyberattack.
- Began implementation of N-Central, a product of Solar Winds, to monitor and manage all network devices and end points (PCs). This implementation will continue in 2019.
- Working with personnel from Upper St. Clair TODAY magazine and Upper St. Clair High School, Cable 7 produced the first episode of a video news magazine, focused on the changes to the Township's recycling.

2019 DEPARTMENT GOALS AND OBJECTIVES

- Install upgraded equipment to replace the Library people counting system, the network infrastructure at TCS, the telephone systems for both TCS and the Township, and the camera equipment at the Community & Recreation Center.
- Complete implementation of two enterprise software systems, Cityworks and ActiveNet.
- Continue to improve the Township's ability to respond to cyber threats, including use of Swift911, upgraded Township web site, Mobile Device Management (MDM), completion of the Microsoft Office Windows 7 to Windows 10 upgrade, and working with the Police Department on lockdown procedures.

COMPREHENSIVE PLAN STATUS

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

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

STATUS: The Township Engineer, Public Works and Community Development continue to pursue additional informational opportunities to residents and business owners in the Township relative to stormwater and MS4 requirements for the region. IT will work to assist in the delivery of this information.

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

STATUS: The Public Works and Community Development departments, together with the Township Engineer, work collaboratively on this item which includes quarterly (and sometimes more frequent) updates relative to public and private stormwater management infrastructure improvements. Education is planned to continue in 2019 online, in print (USC Today), and other communication avenues.

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

STATUS: 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 first phase of this project includes improvements to the intersections of Washington Road/Boyce Road and Washington Road/Old Washington Road. This project will 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 evaulates 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 in 2017. The Media Relations Coordinator refines the Township's communication processes, policies, social media management and website updates, and disseminating information in accordance with processes in place .

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 a biannual 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 website is expected to undergo a major redesign in 2019. Among the goals of the project are an updated appearance, more intuitive navigation, mobile responsiveness, and accessibility improvements, making it easier for everyone to use and interact with the Township's website.

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 directly to Tri-Community South EMS, which is excluded from the table below.

Department	2018 %	2018 Estimate	2019 %	2019 Budget
Administration	12.0%	66,532	11.6%	77,569
Finance	10.0%	55,443	3.9%	25,856
Tax Office	3.0%	16,633	1.0%	6,464
Police	12.0%	66,532	17.4%	116,353
Community Development	11.0%	60,987	9.7%	64,641
Public Works	10.0%	55,443	12.6%	84,033
Recreation	10.0%	55,443	17.4%	116,353
Library	5.0%	27,722	5.8%	38,784
Volunteer Fire Department	7.0%	38,810	6.1%	40,780
Sanitary Sewer Fund	10.0%	55,443	4.8%	32,320
C&RC Fund	10.0%	55,443	9.7%	64,641
Total Allocation	100.0%	554,431	100.0%	667,794

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DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

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

Server Performance

Servers reaching or exceeding capacity can impact the ability to respond to requests in a timely manner. Shown here is a review of the server infrastructure based on its average resource consumption during December 2018:

Status	Dec-17 Percentage	Dec-18 Percentage
Servers within capacity	n/a	92%
Servers reaching capacity	n/a	8%
Servers exceeding capacity	n/a	0%
Category Score	**n/a**	**A+**

Security Monitoring

Devices connected to the network without up-to-date antivirus protection are vulnerable to attack and pose a potential security risk. Shown here is an overview of the antivirus coverage and whether their definitions are current as of December 2018:

Device Class	Dec-17 Current	Dec-18 Current
Windows Laptop	n/a	0%
Windows Server	n/a	92%
Total	n/a	86%
Category Score	**n/a**	**A-**

Business Service Availability

Downtime of business services can translate into lost service delivery and productivity. Shown here is a representation of the uptime of critical applications within the Township's environment as of December 2018:

Service	Dec-17 Availability	Dec-18 Availability
Connectivity	n/a	99.98%
Overall Availability	n/a	99.98%
Category Score	**n/a**	**A+**

Network Reliability

Downtime of server and network infrastructure can affect the ability to serve the public. Shown here is a representation of the uptime of critical hardware in the Township's environment as of December 2018:

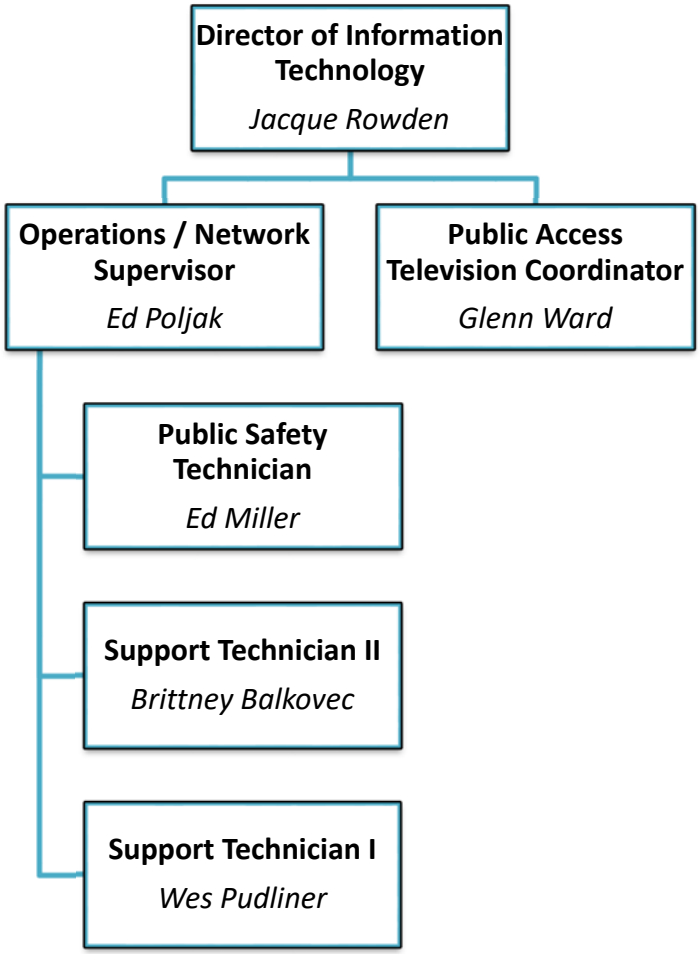
Device Class	Dec-17 Installed	Dec-18 Installed
ESXi Server	n/a	100.00%
Switch/Router	n/a	99.99%
Windows Server	n/a	99.90%
Overall Availability	n/a	99.94%
Category Score	**n/a**	**A+**

** Prior year comparative data is not available for 2017 (n/a) because N-Central was not implemented until 2018.*

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Information Technology Department for 2019 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2019 Positions
Director of Information Technology	3	$87,670	$125,728	1
Operations/Network Supervisor	7	$58,549	$83,965	1
Public Safety Technician	9	$48,388	$69,393	1
Public Access Television Coordinator	10	$43,989	$63,085	1
Support Technician	11	$39,990	$57,350	2
Total				**6**



DEPARTMENT EXPENDITURES

Information Technology Expenditures 01-10-106-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 208,889	$ 212,318	$ 218,492	$ 218,492	$ 278,113
162 Group Life Insurance	111	1,394	1,705	1,705	1,519
163 Medical Insurance	40,409	41,910	49,361	49,361	44,837
164 Workers' Compensation	1,000	1,134	1,203	1,203	1,349
166 Pension Costs	16,158	15,852	16,388	16,388	20,858
167 Long-term Disability Insurance	598	625	667	667	642
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	15,675	15,888	16,715	16,715	21,276
Total Personal Services	$ 284,840	$ 291,121	$ 306,531	$ 306,531	$ 370,594
Contractual Services					
220 Liability Insurance	$ -	$ 11,560	$ 19,000	$ 12,100	$ 13,400
231 Travel & Conference Expense	5,000	404	5,000	5,000	5,000
250 Repairs/Maint - Office Equip	100,614	124,065	145,000	145,000	145,000
290 Other Contractual Services	6,806	17,365	61,600	61,600	89,500
299 Internet Connection Costs	12,783	17,700	20,000	20,000	40,000
Total Contractual Services	$ 125,203	$ 171,094	$ 250,600	$ 243,700	$ 292,900
Commodities					
301 Expendable Office Supplies	$ 512	$ 1,124	$ 2,000	$ 2,000	$ 2,000
302 Books & Subscriptions	-	-	200	200	300
390 Other Supplies	2,025	1,974	2,000	2,000	2,000
Total Commodities	$ 2,537	$ 3,098	$ 4,200	$ 4,200	$ 4,300
Distributed Costs					
602 Dist. Data Processing Costs	$ (406,164)	$ (458,591)	$ (561,331)	$ (554,431)	$ (667,794)
Total Distributed Costs	$ (406,164)	$ (458,591)	$ (561,331)	$ (554,431)	$ (667,794)
Total Information Tech. Expenditures	**$ 6,416**	**$ 6,722**	**$ -**	**$ -**	**$ -**

BUDGETARY COMMENT

For 2019, Information Technology distributed costs are projected to increase by $106,463 or 18.9% over the 2018 appropriated amount. Reasons for this include increases in personal services costs, new software, and a higher internet connection expense.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Cable Television Services Expenditures					
Personal Services	$ 57,620	$ 60,190	$ 64,304	$ 64,304	$ 65,823
Contractual Services	180	928	6,000	8,500	8,000
Commodities	390	129	2,450	2,450	3,200
Total Cable Television Services Exp.	**$ 58,190**	**$ 61,247**	**$ 72,754**	**$ 75,254**	**$ 77,023**

Cable Television Services Expenditures 01-10-107-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 38,803	$ 39,773	$ 40,859	$ 40,859	$ 42,031
162 Group Life Insurance	(62)	262	310	310	221
163 Medical Insurance	12,759	13,853	16,553	16,553	16,808
164 Workers' Compensation	221	251	267	267	299
166 Pension Costs	2,912	2,990	3,064	3,064	3,152
167 Long-term Disability Insurance	109	117	125	125	97
198 Social Security Expense	2,878	2,944	3,126	3,126	3,215
Total Personal Services	$ 57,620	$ 60,190	$ 64,304	$ 64,304	$ 65,823
Contractual Services					
217 Miscellaneous Consulting Services	$ -	$ -	$ 2,000	$ 2,000	$ 2,000
250 Equipment Maintenance	180	928	4,000	6,500	6,000
Total Contractual Services	$ 180	$ 928	$ 6,000	$ 8,500	$ 8,000
Commodities					
300 Office Furniture & Equipment	$ -	$ -	$ 1,000	$ 1,000	$ 1,000
301 Expendable Office Supplies	101	129	200	200	200
303 Recording Medium	289	-	500	500	1,000
390 Other Supplies	-	-	750	750	1,000
Total Commodities	$ 390	$ 129	$ 2,450	$ 2,450	$ 3,200
Total Cable Television Services Exp.	**$ 58,190**	**$ 61,247**	**$ 72,754**	**$ 75,254**	**$ 77,023**

BUDGETARY COMMENT

Funds requested for Cable Television Services are $4,269, or 5.9%, more than appropriated in 2018. Increases in personal services costs and equipment maintenance are the primary reasons for the change.

GENERAL FUND

PUBLIC SAFETY SUMMARY

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Public Safety Expenditures					
Personal Services	$ 4,299,318	$ 4,362,857	$ 4,698,515	$ 4,691,494	$ 4,825,760
Contractual Services	391,155	379,445	496,466	457,119	484,917
Commodities	83,470	72,490	77,970	91,670	77,050
Distributed Costs	77,820	104,088	179,448	137,199	159,414
Total Public Safety Expenditures	**$ 4,851,763**	**$ 4,918,880**	**$ 5,452,399**	**$ 5,377,482**	**$ 5,547,141**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
100 Full-Time Wages	$ 2,785,030	$ 2,745,312	$ 2,902,086	$ 2,873,065	$ 2,948,933
102 Wages for Workers' Comp.	(34,725)	-	-	-	-
110 Overtime Wages	108,150	115,328	105,000	108,000	112,500
150 Longevity Pay	92,867	89,302	88,695	88,695	77,438
151 Residence and Travel Pay	9,100	8,300	9,200	9,200	9,200
152 Education Pay	31,967	32,367	32,400	32,400	30,600
153 Holiday Pay	106,897	130,403	117,000	135,000	138,750
154 Court Pay	11,530	8,864	13,000	13,000	13,000
155 Acting Sergeant Pay	10,550	11,066	11,000	12,000	12,500
156 Shift Differential Pay	19,321	21,972	21,500	21,500	22,000
162 Group Life Insurance	12,619	13,103	16,275	16,275	11,580
163 Medical Insurance	454,885	486,273	550,959	550,959	566,763
164 Workers' Compensation	182,596	197,338	221,067	221,067	242,871
166 Pension Costs	229,359	200,604	289,536	289,536	312,018
167 Long-term Disability Insurance	7,597	7,751	8,856	8,856	6,791
168 Post Employment VEBA Plan	28,599	50,603	59,500	59,500	63,400
198 Social Security Expense	242,976	244,271	252,441	252,441	257,416
Total Personal Services	$ 4,299,318	$ 4,362,857	$ 4,698,515	$ 4,691,494	$ 4,825,760

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Contractual Services					
220 Liability Insurance	$ 28,926	$ 29,911	$ 31,966	$ 31,966	$ 32,867
222 Vehicle Insurance-Fire Trucks	-	-	5,500	5,500	5,750
224 Police Professional Liability Ins.	21,937	26,467	25,400	24,133	25,400
230 Association Dues	670	967	1,750	1,750	1,750
231 Travel & Conference Expense	21,812	27,601	25,000	25,000	25,000
240 Water and Sewerage	112,316	120,538	135,000	122,840	131,500
241 Natural Gas	11,278	14,120	31,500	19,800	22,400
242 Electricity	18,617	18,816	21,700	20,580	22,200
243 Telephone	39,309	37,942	37,900	37,750	39,250
250 Repairs & Maintenance-Office Equipment	5,872	3,640	11,000	11,000	8,000
252 Repairs & Maintenance-Other Equipment	4,961	3,856	5,500	5,300	7,500
254 Repairs & Maintenance-Vehicles	20,016	26,095	34,000	17,800	36,500
272 Animal Control Services	80,479	38,989	95,000	95,000	92,500
275 Printing & Duplicating	1,907	1,992	2,000	2,200	2,500
280 Mileage Reimbursement	379	372	750	1,000	800
290 Other Contractual Services	22,676	28,139	32,500	35,500	31,000
Total Contractual Services	$ 391,155	$ 379,445	$ 496,466	$ 457,119	$ 484,917
Commodities					
300 Office Furniture & Equipment	$ 529	$ 2,563	$ 2,500	$ 2,500	$ 2,500
301 Expendable Office Supplies	8,000	5,684	5,000	5,000	5,000
302 Books & Subscriptions	778	2,557	1,500	1,500	1,250
304 Publicity Material	1,458	1,628	2,500	2,750	3,000
330 Public Safety Equipment	14,074	16,535	17,000	23,950	16,500
335 Fire Fighting Equipment	30,029	13,691	15,000	21,500	18,000
351 Uniform Allowance	19,347	20,384	25,770	25,770	22,100
355 Uniform-Initial Issuance	6,619	6,172	6,000	6,000	6,000
390 Other Supplies	2,636	3,276	2,700	2,700	2,700
Total Commodities	$ 83,470	$ 72,490	$ 77,970	$ 91,670	$ 77,050
Distributed Costs					
601 Dist. Vehicle Costs	$ 46,755	$ 47,924	$ 49,122	$ 49,122	$ 50,104
602 Dist. Data Processing Costs	73,778	98,476	176,969	134,720	157,134
604 Boyce Mayview RAD Patrol Costs	(42,713)	(42,312)	(46,643)	(46,643)	(47,824)
Total Distributed Costs	$ 77,820	$ 104,088	$ 179,448	$ 137,199	$ 159,414
Total Public Safety Expenditures	**$ 4,851,763**	**$ 4,918,880**	**$ 5,452,399**	**$ 5,377,482**	**$ 5,547,141**

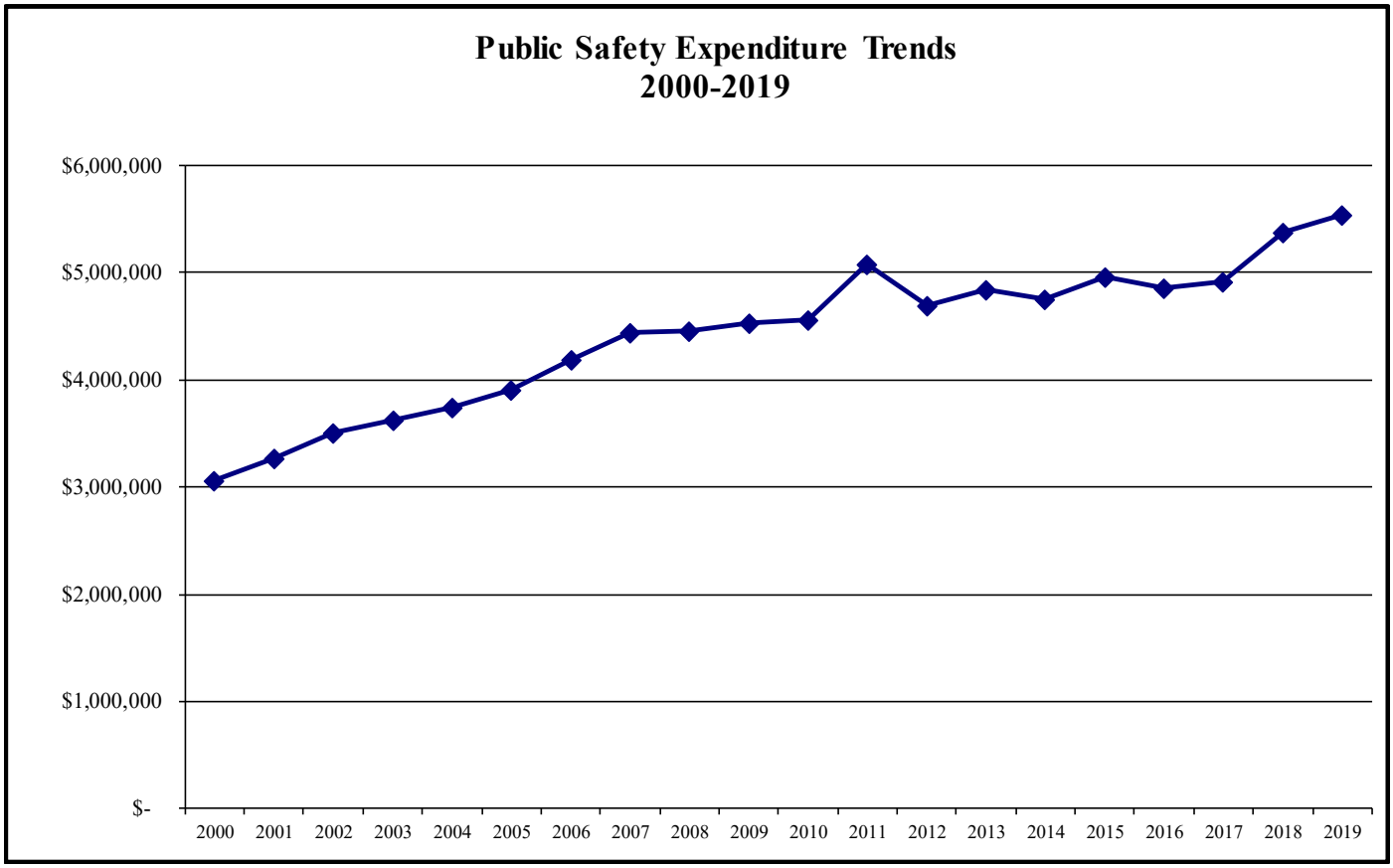
GENERAL FUND

PUBLIC SAFETY

POLICE PROTECTION

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Safety expenditures over the last 20 years is 3.13%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$5,149,158***
How many real estate tax mills?		**1.03**	**$2,238,372**
Earned Income Tax per $100?	**$**	**26.48**	**$2,378,244**
Percentage of Other Taxes?		**2.74%**	**$532,542**

**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.*

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Police Protection Expenditures					
Personal Services	$ 4,271,977	$ 4,309,714	$ 4,664,251	$ 4,657,230	$ 4,792,425
Contractual Services	122,045	142,824	151,666	154,549	155,067
Commodities	47,734	54,449	57,270	57,270	53,350
Distributed Costs	60,905	60,643	69,839	69,839	118,633
Total Police Protection Expenditures	**$ 4,502,661**	**$ 4,567,630**	**$ 4,943,026**	**$ 4,938,888**	**$ 5,119,475**

POLICE PROTECTION OVERVIEW

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

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

POLICE DEPARTMENT CODE OF ETHICS

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

CODE OF ETHICS

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

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

POLICE DEPARTMENT CODE OF ETHICS (Continued)

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

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

2018 DEPARTMENT ACCOMPLISHMENTS

- Completed installation of DATA 911 systems; All Patrol Vehicles are now current
- All Patrol Vehicles are now equipped with the same newer emergency light systems
- Created a digital scheduling system and overtime call-out procedure
- Received the AAA 2018 Platinum Award for highway safety enforcement
- Continued to participate in the Buckle-Up PA and Aggressive Driver programs, the South Hills Area DUI Task Force, and the DEA Drug Take Program (twice in 2018)
- Replace the Cogent fingerprint system with the IdentoGO fingerprint system
- Conducted the USC Police Citizens Academy
- Appointed a new Chief of Police from within the ranks of the department
- One Admin Sergeant was accepted into and completed the FBI Great Lakes Leadership program
- One Lieutenant was accepted and graduated from the FBI National Academy
- One Officer joined the SHACOG Negotiator Team
- Two Officers completed training and were added as Firearms Instructors
- Hired and trained three new Patrol Officers
- Completed over 3,000 hours of training for officers and dispatchers

2019 DEPARTMENT GOALS AND OBJECTIVES

- Provide Body-Cams for Patrol Officers and establish a Use Policy
- Assist SHACOG with establishing a Collision Reconstruction Team and have four Officers involved
- Continue to participate in the Buckle-Up PA, Aggressive Driver programs and the DUI Task Force
- Re-establish a Traffic Squad
- Develop a Bicycle Program for the patrol of Boyce/Mayview Park
- Develop a Quad Patrol Program for the trails of Boyce/Mayview Park
- Conduct an exterior door-lock drill at the Municipal Building to test the system
- Install video cameras at major intersections and participate in the countywide Video Camera program
- Re-establish discussions with Bethel Park Police and South Hills Village Management on the installation of a video surveillance camera system at the Mall
- Participate in the DEA Drug Take Back Program
- Increase availability of the IdentoGO system
- Conduct the Citizens Police Academy
- Develop a Quality Control and Assurance Review Program for the Communication Center
- Continue the department training program to replace Instructors of different needs

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)

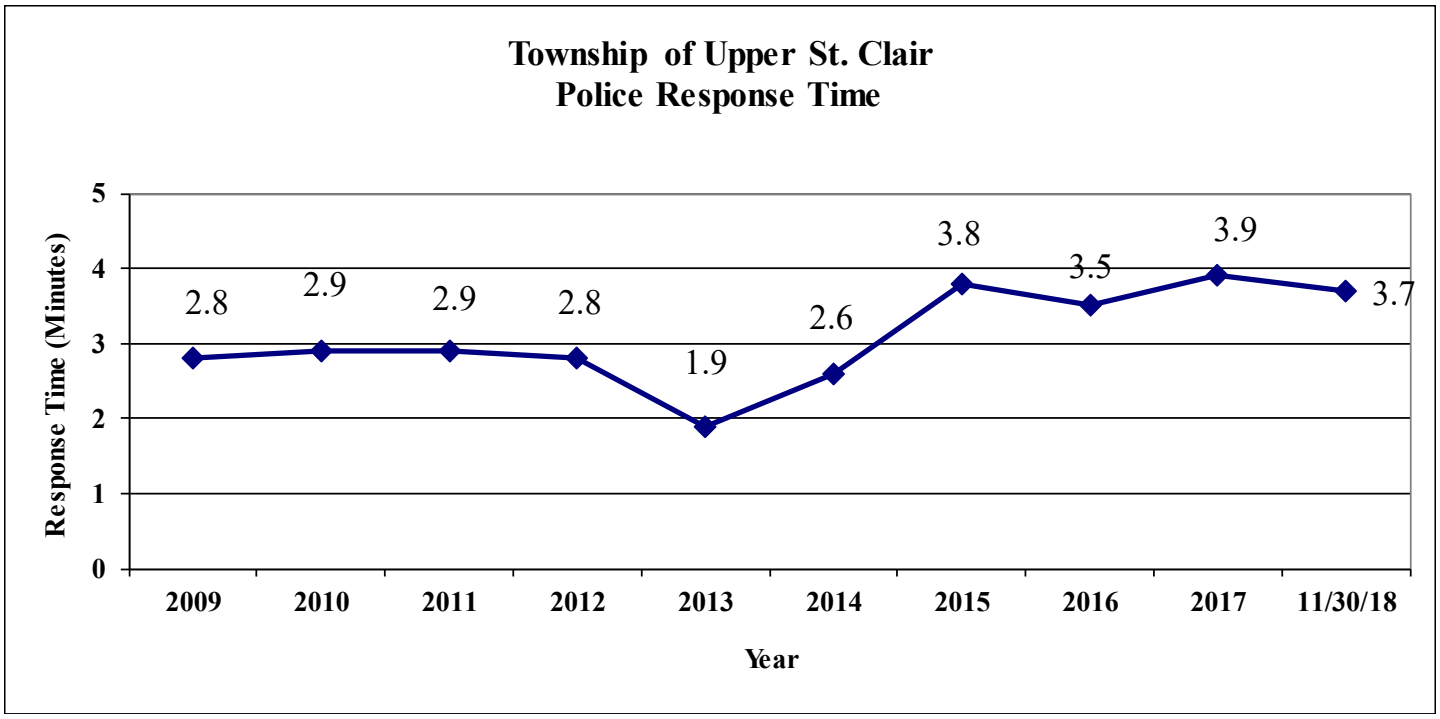
Township Crime Statistics for 2009 through November 2018 are listed below.

Category	2009	2010	2011	2012	2013	2014	2015	2016	2017	11/30/18
Offenses										
Part I	106	137	102	109	127	114	96	129	111	110
Part II	191	172	179	249	178	152	138	146	137	124
Arrests										
Adults	111	49	67	77	150	109	115	197	170	151
Juveniles	39	16	11	25	39	50	34	33	41	51
Clearance Rates										
Part I Offenses	42%	22%	24%	41%	36%	38%	36%	57%	43%	44%
Part II Offenses	73%	74%	56%	54%	85%	67%	64%	65%	72%	68%
Traffic Safety Statistics										
Driving Under the Influence	20	17	14	22	15	16	14	19	18	18
All Other Traffic Citations	665	727	922	516	720	692	617	750	706	596
Citations										
Traffic Citations	665	727	922	516	720	692	617	750	706	596
Non-Traffic Citation	96	100	81	77	87	95	84	56	70	68
Township Ordinance Violation	800	858	821	675	822	937	681	882	814	689
Warnings	1,918	2,189	2,904	1,708	2,154	2,396	2,395	4,037	3,802	4,011
Calls for Service										
Accidents	441	359	410	408	421	462	430	423	381	372
Alarms	770	804	725	713	682	801	796	765	745	566
Ambulance Requests	1,320	1,359	1,504	1,459	1,249	1,390	1,527	1,372	1,439	1,275
Burglaries	10	11	5	13	9	9	4	6	8	3
Criminal Mischief	348	237	174	339	157	146	117	103	79	42
Domestics	218	199	257	206	207	179	186	190	125	115
Open Doors	1,083	987	856	708	660	351	260	250	210	229
Vehicle Thefts	2	1	0	0	2	4	2	1	0	1
Total Number of Calls for Service	11,117	11,341	10,868	11,162	10,342	10,666	10,143	10,579	9,930	9,052
Response Time (in minutes)										
Average Time Dispatch to Arrival	2.8	2.9	2.9	2.8	1.9	2.6	3.8	3.5	3.9	3.7
Average Time Spent at Scene	13.8	13.7	13.9	13.8	12.3	14	14.9	17.2	17.4	15.4
Average Time Dispatch to Completion	16.6	16.6	16.8	16.6	14.2	16.6	18.7	20.7	21.3	19.7

DEPARTMENT BENCHMARKS

The Police Department's benchmark for response time is four (4) minutes or less. The Police Department accomplishes this by assigning officers to an area of the Township called a grid. The officer assigned to the grid cannot leave the grid without permission from the shift supervisor. Calls for service are dispatched according to the grid; therefore, an officer is already in the area, which permits a rapid response. Through November 2018, the Police Department response time has been 3.7 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 2017, the state of Pennsylvania had a 6.4 rating. Upper St. Clair Township had a rating of 1.2. Ratings for some surrounding communities are: Mt. Lebanon – 3.4, South Fayette – 1.1, Peters Township – 1.7, and Bethel Park – 3.8. The average for these five South Hills communities is 2.24. The goal for Upper St. Clair is to remain below the average of these communities.



DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Police Department for 2019 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2019 Positions
Chief of Police	2	$100,820	$144,587	1
Uniformed Police Officers				
Lieutenant	Union Contract	$54.19/hr	$54.19/hr	1
Sergeant	Union Contract	$49.26/hr	$49.26/hr	9
Police Officer 6	Union Contract	$44.78/hr	$44.78/hr	9
Police Officer 5	Union Contract	$41.96/hr	$41.96/hr	0
Police Officer 4	Union Contract	$39.12/hr	$39.12/hr	2
Police Officer 3	Union Contract	$33.38/hr	$33.38/hr	0
Police Officer 2	Union Contract	$30.55/hr	$30.55/hr	5
Police Officer 1	Union Contract	$29.27/hr	$29.27/hr	1
Dispatcher	Union Contract	$19.80/hr	$24.75/hr	4
Technical Services Coordinator	7	$58,549	$83,965	1
Records Coordinator	14	$30,045	$43,088	1
Confidential Secretary to the Chief of Police	13	$33,049	$47,397	1
Total				**35**

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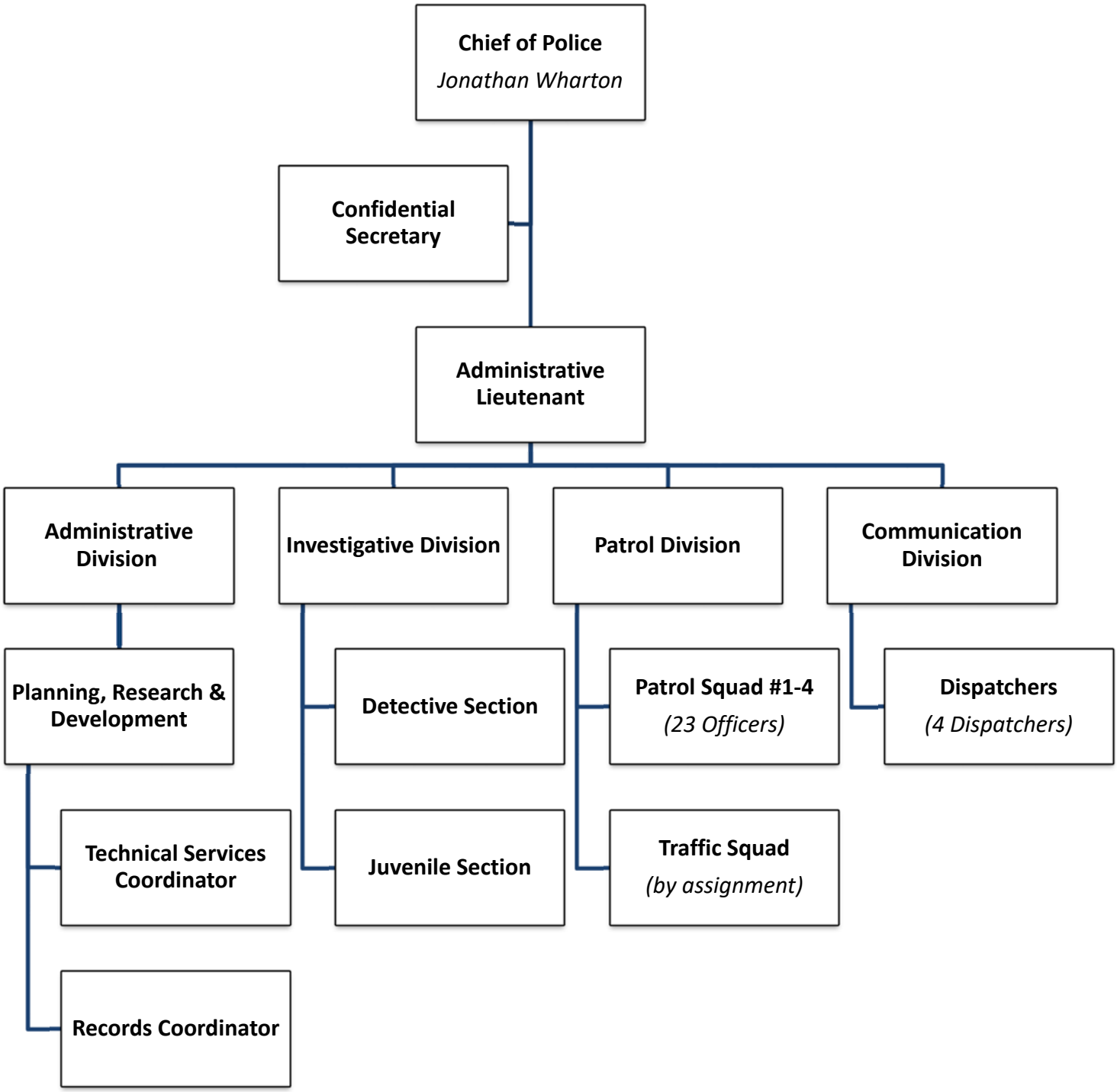
Chief of Police
Jonathan Wharton
Confidential Secretary
Administrative Lieutenant
Administrative Division
Investigative Division
Patrol Division
Communication Division
Planning, Research & Development
Detective Section
Patrol Squad #1-4
(23 Officers)
Dispatchers
(4 Dispatchers)
Technical Services Coordinator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

DEPARTMENT EXPENDITURES

Police Protection Expenditures 01-20-201-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 2,785,030	$ 2,745,312	$ 2,902,086	$ 2,873,065	$ 2,948,933
102 Wages for Workers' Comp.	(34,725)	-	-	-	-
110 Overtime Wages	108,150	115,328	105,000	108,000	112,500
150 Longevity Pay	92,867	89,302	88,695	88,695	77,438
151 Residence and Travel Pay	9,100	8,300	9,200	9,200	9,200
152 Education Pay	31,967	32,367	32,400	32,400	30,600
153 Holiday Pay	106,897	130,403	117,000	135,000	138,750
154 Court Pay	11,530	8,864	13,000	13,000	13,000
155 Acting Sergeant Pay	10,550	11,066	11,000	12,000	12,500
156 Shift Differential Pay	19,321	21,972	21,500	21,500	22,000
162 Group Life Insurance	12,619	13,103	16,275	16,275	11,580
163 Medical Insurance	454,885	486,273	550,959	550,959	566,763
164 Workers' Compensation	155,255	144,195	186,803	186,803	209,536
166 Pension Costs	229,359	200,604	289,536	289,536	312,018
167 Long-term Disability Insurance	7,597	7,751	8,856	8,856	6,791
168 Post Employment VEBA Plan	28,599	50,603	59,500	59,500	63,400
198 Social Security Expense	242,976	244,271	252,441	252,441	257,416
Total Personal Services	$ 4,271,977	$ 4,309,714	$ 4,664,251	$ 4,657,230	$ 4,792,425
Contractual Services					
220 Liability Insurance	$ 28,926	$ 29,911	$ 31,966	$ 31,966	$ 32,867
224 Police Professional Liability Ins.	21,937	26,467	25,400	24,133	25,400
230 Association Dues	670	967	1,750	1,750	1,750
231 Travel & Conference Expense	21,812	27,601	25,000	25,000	25,000
243 Telephone	18,323	18,266	15,800	19,500	20,500
250 Repairs/Maint - Office Equip	5,872	3,640	11,000	11,000	8,000
250 Repairs/Maint - Other Equip	2,930	3,514	4,000	4,000	4,250
250 Repairs/Maint - Vehicles	(3,387)	2,916	4,000	4,000	4,000
275 Printing & Duplicating	1,907	1,992	2,000	2,200	2,500
280 Mileage Reimbursement	379	372	750	1,000	800
290 Other Contractual Services	22,676	27,178	30,000	30,000	30,000
Total Contractual Services	$ 122,045	$ 142,824	$ 151,666	$ 154,549	$ 155,067

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Commodities					
300 Office Furniture & Equipment	$ 529	$ 2,563	$ 2,500	$ 2,500	$ 2,500
301 Expendable Office Supplies	8,000	5,684	5,000	5,000	5,000
302 Books & Subscriptions	778	2,557	1,500	1,500	1,250
330 Public Safety Equipment	9,904	13,884	14,000	14,000	14,000
351 Uniform Allowance	19,347	20,384	25,770	25,770	22,100
355 Uniform-Initial Issuance	6,619	6,172	6,000	6,000	6,000
390 Other Supplies	2,557	3,205	2,500	2,500	2,500
Total Commodities	$ 47,734	$ 54,449	$ 57,270	$ 57,270	$ 53,350
Distributed Costs					
601 Dist. Vehicle Costs	$ 46,755	$ 47,924	$ 49,122	$ 49,122	$ 50,104
602 Dist. Data Processing Costs	56,863	55,031	67,360	67,360	116,353
604 Boyce Mayview RAD Patrol Costs	(42,713)	(42,312)	(46,643)	(46,643)	(47,824)
Total Distributed Costs	$ 60,905	$ 60,643	$ 69,839	$ 69,839	$ 118,633
Total Police Protection Expenditures	**$ 4,502,661**	**$ 4,567,630**	**$ 4,943,026**	**$ 4,938,888**	**$ 5,119,475**

BUDGETARY COMMENT

Funds requested for Police Protection in 2019 are $176,449, or 3.57%, more than appropriated in 2018. The most significant changes occur within Personal Services which is due to increases in full-time wages, a higher pension MMO, and increases in the premiums for medical and workers' compensation insurance. A rise in distributed Information Technology costs also contributes to the increase.

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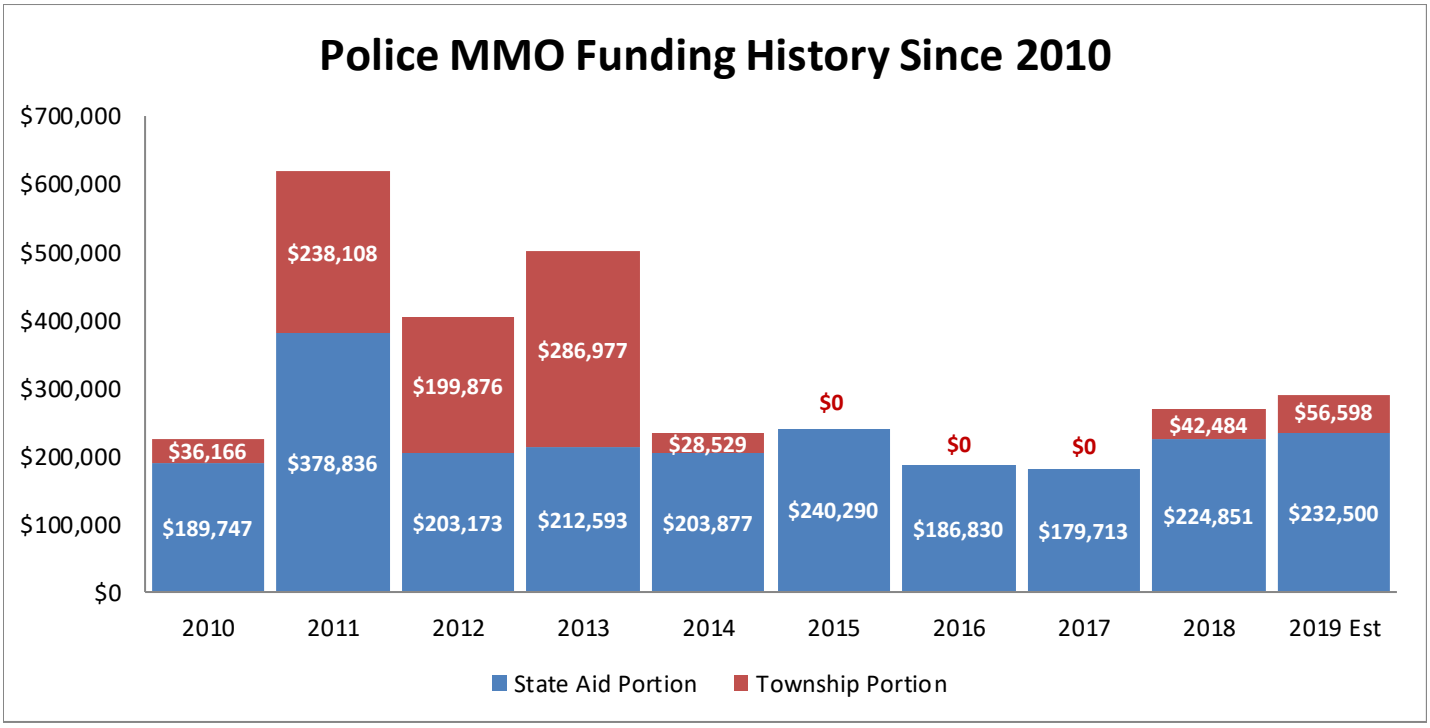
SUPPLEMENTARY INFORMATION

Police Minimum Municipal Obligation

The Township is annually required to contribute to the defined benefit pension trust fund known as the Upper St. Clair Police Pension Fund. The annual contribution is defined in state law as the Minimum Municipal Obligation (MMO) by Act 205 of 1984 known as the "Municipal Pension Plan Funding and Recovery Act". Any person employed on a full-time basis by the Township as a member of the police force is eligible to participate in the Plan. Actuarial valuations are performed biannually on the plan and are used in determining the annual MMO. Also, Act 205 provides state funding to help offset the annual MMO of the Police Pension Plan. The next chart shows the history of the Police Pension Plan MMO since 2008 and identifies the funding sources for it.



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Police Vehicles & Equipment

	Asset Tag	Year	Make	Model	Mileage (9-14-2018)	Age in Years	Condition	Anticipated Replacement Year
Patrol Vehicles								
1	2015 002	2015	Ford	Interceptor SDN	63,599	3	Fair	2019
2	2016 002	2016	Ford	Explorer	63,701	2	Fair	2019
3	2016 003	2016	Ford	Explorer	31,796	2	Good	2021
4	2016 005	2016	Ford	Interceptor SDN	8,228	2	Excellent	2020
5	2017 001	2017	Ford	Police Explorer	11,510	1	Excellent	2022
6	2017 002	2017	Ford	Explorer	12,049	1	Excellent	2021
7	2017 003	2017	Ford	Explorer	5,671	1	Excellent	2021
8	2018 002	2018	Ford	Interceptor SUV	1,935	New	New	2022
9	2018 003	2018	Ford	Interceptor SUV	3,211	New	New	2022
10	2018 004	2018	Ford	Interceptor SUV	174	New	New	2022
11	2018 005	2018	Chevy	Tahoe 4 WD SUV	120	New	New	2020
Traffic Vehicles								
1	2013 025	2014	Ford	Interceptor SDN	47,899	4	Fair	2019
2	2015 003	2015	Ford	Interceptor SDN	9,529	3	Excellent	2020
3	2016 004	2016	Ford	Explorer	32,838	2	Excellent	2020
Administrative Vehicles								
1	2012 006	2012	Chevy	Caprice Police Ed.	29,798	6	Good	As Needed
2	2014 006	2015	Chevy	Tahoe	82,185	3	Fair	As Needed
3	2016 001	2016	Chevy	Tahoe	93,006	2	Fair	As Needed
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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Fire Protection Expenditures					
Personal Services	$ 27,341	$ 53,143	$ 34,264	$ 34,264	$ 33,335
Contractual Services	185,929	193,832	245,400	203,630	233,150
Commodities	35,657	17,970	20,500	34,200	23,500
Distributed Costs	16,915	43,445	109,609	67,360	40,781
Total Fire Protection Expenditures	**$ 265,842**	**$ 308,390**	**$ 409,773**	**$ 339,454**	**$ 330,766**

FIRE PROTECTION OVERVIEW

Fire Protection Services for the Township of Upper St. Clair are provided by a totally volunteer force which has grown from 19 members in 1971 to a force of 43 members (active, associate, and life status) as of November 2018.

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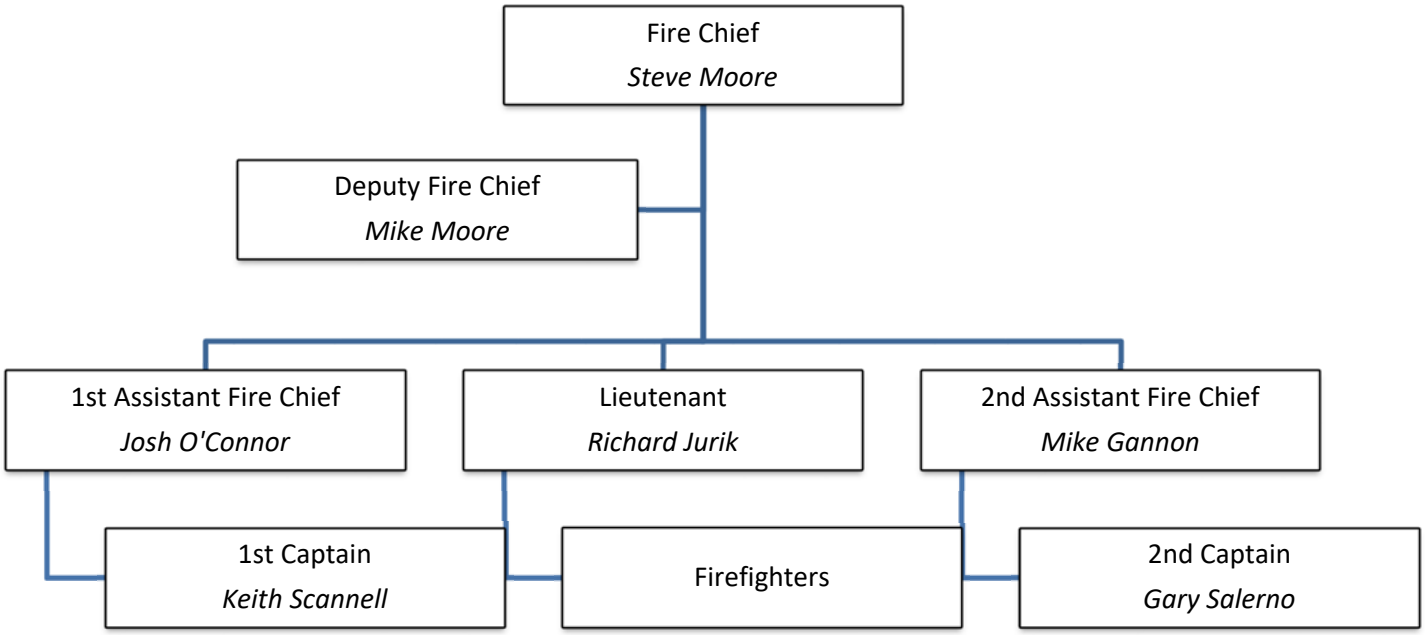
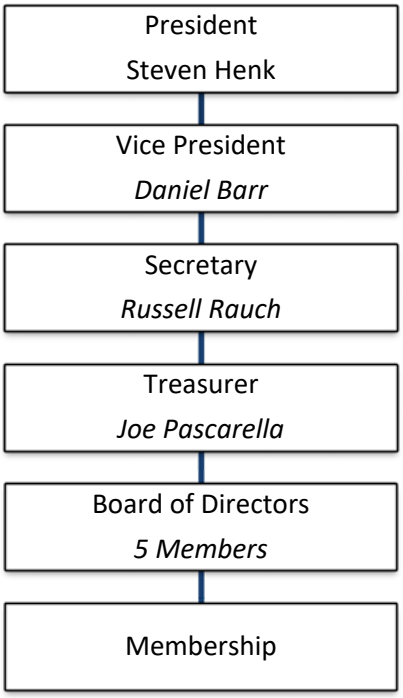
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Volunteer Fire Department for 2019 are as follows:

Firefighting Operations



Administrative Operations



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

DEPARTMENT STATISTICS AND BENCHMARKS

Key year-end statistics for the Volunteer Fire Department from 2009 through November 2018 are as follows:

Year	Number of Emergencies	Fire Alarms	Structural Incidents	Avg. Response Time (Minutes)	Estimated Fire Losses	Estimated Property Saved
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
2017	283	154	11	6.48	454,000	2,500
11/30/2018	348	102	13	7.10	930,500	479,000

SUPPLEMENTARY INFORMATION

Volunteer Fire Department Vehicles

	Year	Make	Model	Mileage (9-14-2018)	Age in Years	Condition	Anticipated Replacement Year
1	1989	Amer LaFrance	Engine	44,423	29	Poor	2018
2	2005	Amer LaFrance	Ladder	29,979	13	Good	2025
3	2002	Freightliner	Engine	24,695	16	Poor	2020
4	2008	Amer LaFrance	Engine	16,474	10	Good	2023
5	2009	Amer LaFrance	Rescue	5,250	9	Good	2029
6	2012	Dodge	Rescue	5,489	6	Good	2022
7	2014	Dodge	Pick Up	8,942	4	Good	2024
8	2016	Chevrolet	Tahoe	13,243	2	Good	2021
9	2017	Chevrolet	Tahoe	8,742	1	Excellent	2022
10	2017	Rosenbauer	Engine	3,140	1	Excellent	2032
11	2019	Chevrolet	Tahoe	253	New	Excellent	2023

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DEPARTMENT EXPENDITURES

Fire Protection Expenditures 01-20-202-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
164 Workers' Compensation	$ 27,341	$ 53,143	$ 34,264	$ 34,264	$ 33,335
Total Personal Services	$ 27,341	$ 53,143	$ 34,264	$ 34,264	$ 33,335
Contractual Services					
222 Vehicle Insurance-Fire Trucks	$ -	$ -	$ 5,500	$ 5,500	$ 5,750
240 Water and Sewerage	111,623	119,042	134,200	122,000	130,600
241 Natural Gas	10,236	13,037	29,700	18,500	21,000
242 Electricity	17,650	17,595	19,900	18,780	20,300
243 Telephone	20,986	19,676	22,100	18,250	18,750
250 Repairs/Maint - Office Equip	2,031	342	1,500	1,300	3,250
250 Repairs/Maint - Vehicles	23,403	23,179	30,000	13,800	32,500
290 Other Contractual Services	-	961	2,500	5,500	1,000
Total Contractual Services	$ 185,929	$ 193,832	$ 245,400	$ 203,630	$ 233,150
Commodities					
304 Publicity Material	$ 1,458	$ 1,628	$ 2,500	$ 2,750	$ 3,000
330 Communication Equipment	4,170	2,651	3,000	9,950	2,500
335 Vehicle Equipment	30,029	13,691	15,000	21,500	18,000
Total Commodities	$ 35,657	$ 17,970	$ 20,500	$ 34,200	$ 23,500
Distributed Costs					
602 Dist. Data Processing Costs	$ 16,915	$ 43,445	$ 109,609	$ 67,360	$ 40,781
Total Distributed Costs	$ 16,915	$ 43,445	$ 109,609	$ 67,360	$ 40,781
Total Fire Protection Expenditures	**$ 265,842**	**$ 308,390**	**$ 409,773**	**$ 339,454**	**$ 330,766**

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 2019 are $79,007 lower than 2018 due to a reduction in the allocation of Information Technology support costs.

GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Animal Control Expenditures					
Contractual Services	$ 83,181	$ 42,789	$ 99,400	$ 98,940	$ 96,700
Commodities	79	71	200	200	200
Total Animal Control Expenditures	**$ 83,260**	**$ 42,860**	**$ 99,600**	**$ 99,140**	**$ 96,900**

ANIMAL CONTROL OVERVIEW

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

In 2019, Animal Control Officers are projected to receive approximately 17% 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**	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Contractual Services					
240 Water and Sewerage	$ 693	$ 1,496	$ 800	$ 840	$ 900
241 Natural Gas	1,042	1,083	1,800	1,300	1,400
242 Electricity	967	1,221	1,800	1,800	1,900
272 Animal Control Services	80,479	38,989	95,000	95,000	92,500
Total Contractual Services	$ 83,181	$ 42,789	$ 99,400	$ 98,940	$ 96,700
Commodities					
390 Other Supplies	$ 79	$ 71	$ 200	$ 200	$ 200
Total Commodities	$ 79	$ 71	$ 200	$ 200	$ 200
Total Animal Control Expenditures	**$ 83,260**	**$ 42,860**	**$ 99,600**	**$ 99,140**	**$ 96,900**

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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Community Development Expenditures					
Personal Services	$ 510,091	$ 523,490	$ 559,213	$ 559,213	$ 551,669
Contractual Services	55,420	44,155	63,760	63,760	63,986
Commodities	12,635	8,691	8,000	8,000	11,500
Distributed Costs	45,939	55,901	67,338	67,338	70,344
Total Comm. Development Expenditures	**$ 624,085**	**$ 632,237**	**$ 698,311**	**$ 698,311**	**$ 697,499**

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.

2018 DEPARTMENT ACCOMPLISHMENTS

- Served as lead department on implementation of the 2015-2025 Comprehensive Plan.
- Participated in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) activities, and maintained the Township's the 7 rating from FEMA.
- Through the end of November, the Department reviewed 250 building permit applications. The total value of these permits was approximately $28,263,252.
- The review of land development, subdivision, conditional use and related applications are a significant function of the Department. In 2018, there were 26 applications submitted to the Department for review.
- Staff continued to attend relevant trainings and maintained advanced professional certifications.
- Served as lead department on drafting and adoption of new stormwater management regulations. It is anticipated that the Board of Commissioners will adopt the ordinance in January 2019.
- Through the end of November, the Department received and responded to 204 complaints.
- The Department was involved with the coordination with PennDOT and the Township Traffic Engineer on several transportation projects including the improvements to the intersections of Boyce Road/Boyce Plaza Road, McMurray Road/Johnston Road, McLaughlin Run Road/Panther Pass, Washington Road/Boyce Road, Washington Road/Old Washington Road and McLaughlin Run Road/McMillan Road/Lesnett Road.
- The Department Director served as a member of the Boyce Mayview Rail-with-Trail Ad Hoc Committee. The Committee has been tasked with the goal of connecting the Township's existing trail system to the Montour Trail.

2018 DEPARTMENT GOALS AND OBJECTIVES

- Continue to serve as the lead Department on the implementation of the 2015-2025 Comprehensive Plan.
- Conduct a comprehensive 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 other 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.
- Prepare a progress report on the status of implementing the Comprehensive Plan for the Planning Commission and Board of Commissioners.

2015-2025 COMPREHENSIVE PLAN

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

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

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

UPDATE: Staff continues to assess the fiscal, physical, social and environmental impacts of infill development in the Township. Most of the future infill development potential in the Township is single-family redevelopment. No policies or codes relative to this recommendation were amended in 2018.

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 can support additional cafes, restaurants, neighborhood-scale office and medical services development. Future work on this recommendation will include a thorough review of current zoning provisions, recommendation to the Board of Commissioners and processing the appropriate amendments.

2015-2025 COMPREHENSIVE PLAN (continued)

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

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

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

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

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

UPDATE: Staff will continue to align Township policies and codes to encourage development and redevelopment in the Boyce Road and Painters Run Road Corridors. In 2017, the Board of Commissioners approved Decision No. USC-PRD 1-2017 for Friendship Village that permitted a three-phased development consisting of an assisted living/memory support building, new skilled nursing building and a new independent living building. Construction of Phase I of the project (assisted living/memory support building) was nearly 75% completed at the end of 2018.

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 the end of 2018, amendments to the Township Code relative to street signs, business identification signage and street lighting have been adopted. In addition, the Board of Commissioners will consider an update to the Township's stormwater management ordinance in January 2019.

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

UPDATE: The Board of Commissioners will consider an update to the Township's stormwater management ordinance in January 2019 that will provide the basis for best management practices, flood prevention and mitigation and improving water quality.

2015-2025 COMPREHENSIVE PLAN (continued)

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

UPDATE: Cityworks software was implemented for Community Development and Public Works in 2017. At this time, 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. Since 2016, the Board of Commissioners have adopted three Ordinances which authorized the rezoning of 22.25 acres within the Townshp. All three rezoning requests were consistent with the Township's Future Land Use and Housing Plan.

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

UPDATE: Community Development staff has begun to research the possibility of adopting incentives for projects that seek and/or obtain Leadership in Energy & Environmental Design (LEED) certification and incorporate best management practices into the design of the project.

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

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

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

UPDATE: The Public Works and Community Development departments, together with the Township Engineer, work collaboratively on this item which includes quarterly (and sometimes more frequent) updates relative to public and private stormwater management infrastructure improvements. Education is planned to continue in 2019 online, in print (USC Today), and other communication avenues.

2015-2025 COMPREHENSIVE PLAN (continued)

GOAL: Continue to pursue sidewalk and bikeway improvements with priority toward extension of existing constructed segments as well as to connections that link neighborhoods to civic amenities; update the Township's online GIS mapping files to illustrate current/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 first phase of this project includes improvements to the intersections of Washington Road/Boyce Road and Washington Road/Old Washington Road. This project will 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: On June 5, 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 has included $2,500,000 in the Capital Improvements Program for anticipated storm sewer improvements over the next five years. The Township has also been an eligible community under FEMA's Community Rating System since 1998 and intends on remaining an eligible community for the foreseeable future. Currently, the Township's class rating is "7." Class ratings determine the premium discount for flood insurance policyholders. The Township's "7" class rating results in a 15% premium discount for flood insurance policyholders. The Township will continue to pursue a higher class rating in order to provide additional flood insurance premium discounts.

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

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

UPDATE: The first biannual Progress Report was completed in December 2017. The next Progress Report is due in December 2019.

DEPARTMENT STATISTICS

Category	2011	2012	2013	2014	2015	2016	2017	Nov-18
Summary of Department Approvals and Appeals								
Number of Building Permits Processed	266	272	298	269	283	263	265	250
Number of Zoning Hearing Board Appeals	3	4	1	3	2	1	1	0
Number of Single Family Lots Approved (new lots)	50	16	107	7	58	2	0	0
Number of Multi-Family Units Approved	0	0	220	0	0	144	118	0
Number of Non-Residential Plans Approved	2	1	0	5	6	1	14	7
Number of Two-Family Attached Units Approved	0	0	0	0	0	0	14	5
Simple Subdivisions	1	1	3	1	5	1	4	6
Number of Permits Issued								
Certificates of Use & Occupancy	34	45	47	38	59	43	60	49
Sewer Permits (Sewer Taps)	6	25	18	46	65	26	47	81
Nonconforming Registrations	0	0	0	0	0	1	1	0
Demolition Permits	6	7	7	12	9	9	8	10
Grading Permits	7	8	7	5	6	2	11	7
Driveway Permits	13	33	40	27	46	23	48	38
Fire Prevention Permits	32	52	41	44	62	46	63	37
Electrical Permits	205	218	273	224	212	256	303	281
Street Opening Permits	629	392	234	215	195	196	236	155
Complaint Cases - Received/Pending	332	391	348	354	322	382	237	204
Complaint Cases - Closed/Transferred	326	334	266	253	263	302	202	124
Home Occupation Registrations	15	3	12	8	15	4	9	9
Annual Alarm Notices	850	747	737	738	729	725	745	685

DEPARTMENT ORGANIZATIONAL STRUCTURE

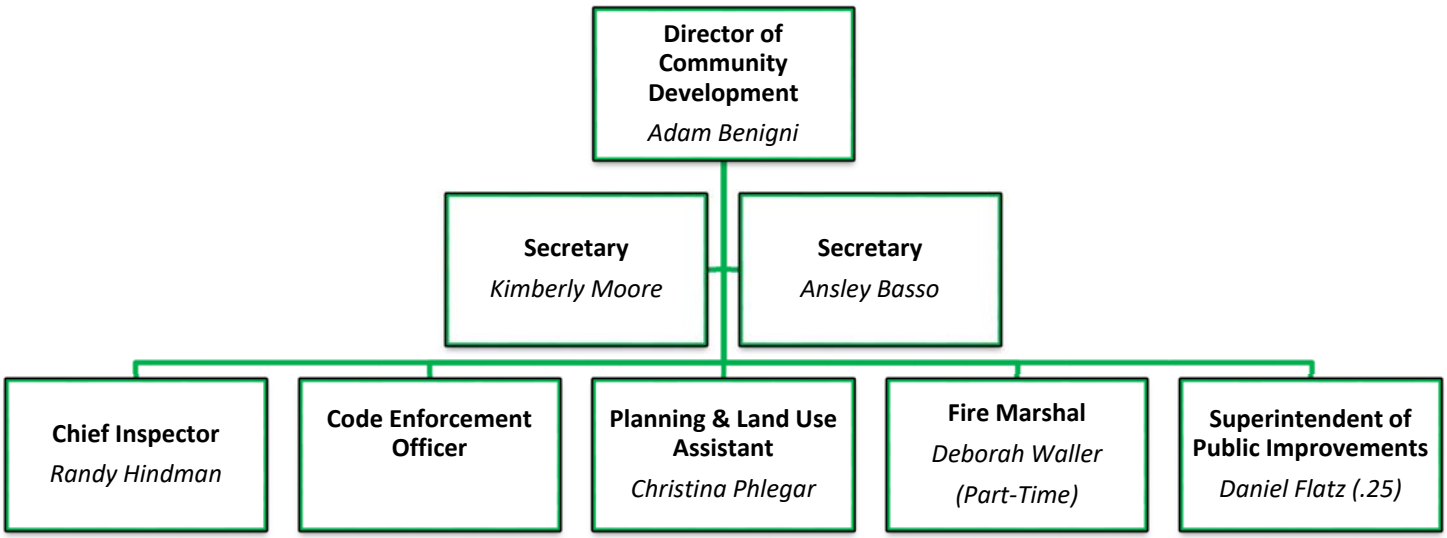
The proposed authorized personnel responsible for programs and services for the Community Development Department for 2019 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2019 Positions
Director of Planning and Community Development	4	$77,928	$111,757	1
Fire Marshal	6	$64,404	$92,362	1 PT
Chief Inspector	7	$58,549	$83,965	1
Code Enforcement Officer	9	$48,388	$69,393	1
Planning & Land Use Assistant	10	$43,989	$63,085	1
Department Secretary	11	$39,990	$57,350	2
Total				**6 FT, 1 PT**

Budgetary Allocations

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

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



DEPARTMENT EXPENDITURES

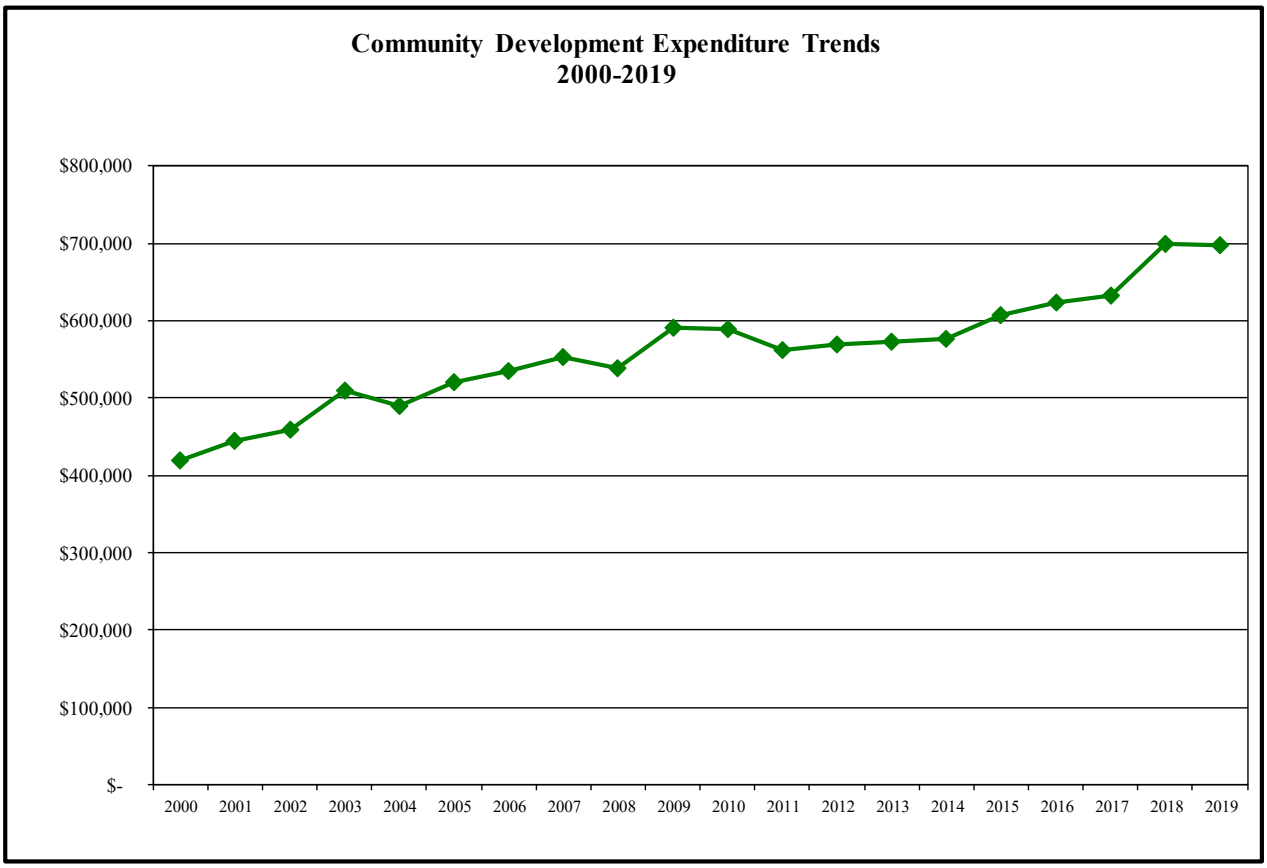
Community Development Expenditures 01-30-301-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 309,526	$ 316,882	$ 331,107	$ 331,107	$ 334,674
110 Overtime Wages	98	-	500	500	500
120 Part-Time Wages	46,263	45,730	46,954	46,954	48,396
162 Group Life Insurance	840	2,237	2,752	2,752	2,042
163 Medical Insurance	98,731	103,562	115,480	115,480	102,912
164 Workers' Compensation	1,621	1,839	1,951	1,951	2,188
166 Pension Costs	22,940	23,556	28,356	28,356	28,729
167 Long-term Disability Insurance	983	1,060	1,153	1,153	885
168 Post Retirement Plan	2,833	2,000	2,000	2,000	2,000
198 Social Security Expense	26,256	26,624	28,960	28,960	29,343
Total Personal Services	$ 510,091	$ 523,490	$ 559,213	$ 559,213	$ 551,669
Contractual Services					
213 Professional Services-Legal	$ 5,101	$ 4,648	$ 5,000	$ 5,000	$ 5,000
220 Liability Insurance	23,360	24,104	25,760	25,760	26,486
230 Association Dues	1,849	1,668	2,000	2,000	3,000
231 Travel & Conference Expense	3,218	4,273	5,000	5,000	5,000
232 Personnel Training	3,561	2,653	2,500	2,500	4,000
250 Repairs/Maint - Office Equip	-	371	1,500	1,500	1,000
274 Legal Advertising	455	691	500	500	500
275 Printing & Duplicating	2,209	1,943	1,500	1,500	1,500
290 Other Contractual Services	15,667	3,804	20,000	20,000	17,500
Total Contractual Services	$ 55,420	$ 44,155	$ 63,760	$ 63,760	$ 63,986
Commodities					
300 Office Furniture & Equipment	$ 4,163	$ 371	$ 500	$ 500	$ 500
301 Expendable Office Supplies	4,681	4,742	4,000	4,000	4,500
302 Books & Subscriptions	2,320	1,557	2,000	2,000	5,000
390 Other Supplies	1,471	2,021	1,500	1,500	1,500
Total Commodities	$ 12,635	$ 8,691	$ 8,000	$ 8,000	$ 11,500
Distributed Costs					
601 Dist. Vehicle Costs	$ 5,323	$ 5,456	$ 5,592	$ 5,592	$ 5,704
602 Dist. Data Processing Costs	40,616	50,445	61,746	61,746	64,640
Total Distributed Costs	$ 45,939	$ 55,901	$ 67,338	$ 67,338	$ 70,344
Total Comm. Development Expenditures	**$ 624,085**	**$ 632,237**	**$ 698,311**	**$ 698,311**	**$ 697,499**

BUDGETARY COMMENT

Funds requested for Community Development are roughly in line with the 2018 appropriation with just a slight decrease of $812, or 0.12%.

SUPPLEMENTARY INFORMATION

The average annual cost increase of Community Development expenditures over the last 20 years is 3.98%



General Fund Revenue Breakdown

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

Net Expenditures*			***$475,388***
How many real estate tax mills?		**0.09**	**$206,654**
Earned Income Tax per $100?	**$**	**2.44**	**$219,568**
Percentage of Other Taxes?		**0.25%**	**$49,166**

**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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Public Works Expenditures					
Personal Services	$ 2,317,865	$ 2,401,799	$ 2,686,894	$ 2,703,244	$ 2,829,363
Contractual Services	2,169,826	2,082,572	2,267,039	2,242,285	2,425,639
Commodities	844,121	916,034	1,174,000	1,174,000	1,192,700
Distributed Costs	(55,438)	(61,173)	(51,753)	(51,753)	(36,169)
Total Public Works Expenditures	**$ 5,276,374**	**$ 5,339,232**	**$ 6,076,180**	**$ 6,067,776**	**$ 6,411,533**

PUBLIC WORKS OVERVIEW

As the Public Works Department moves forward into 2019, its focus remains on providing first-rate service to our residents, while preparing for all approved Capital Projects, Facility Improvements, Department Goals and the 2015-2025 Comprehensive Plan. With a stable annual budget and staffing numbers, the Public Works Department will continue to service the community and fellow departments with all of its available resources.

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

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

The Parks Improvement Fund and Parks Maintenance Budget are vital in maintaining and improving the Township's 747+ acres of park space and ensuring our play equipment 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 ultimately to comply with DEP Municipal Separate Storm Sewer System Standards and Watershed Pollutant Reduction Plans.

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

Above: New Pavilion at the Miracle League Field at Boyce Mayview Park

2018 DEPARTMENT ACCOMPLISHMENTS

- Compliance with the Sanitary Sewer Interim Administrative Consent Order
- Continue to coordinate information and efforts with ALCOSAN to work towards the Trunk Sewer Regionalization finalization
- Completed closed circuit televising of approximately 165,000’ of sanitary sewer
- Completed 1,483’ of sanitary sewer line repairs
- Completed rehabilitation of 5 sanitary sewer manholes
- Maintain compliance with the Township’s Municipal Separate Storm Sewer System (MS4) mandates
- Completed cleaning, televising and GPS of 36,544’ of storm sewer infrastructure
- Completed GPS of 302 storm sewer manholes
- Completed inspection of 45 storm sewer outfalls
- Rebuilt a total of 84 storm sewer catch basins
- Complete inspection of 79 storm water detention facilities
- Completed installation of 1,100’+ of storm sewer piping at various locations within the Township
- Completed the 2018 Street Paving Program
- Completed the construction of the new Tennis/Golf Administration Building
- Completed renovation of the McLaughlin Run Activity Center (MAC)
- Completed Space Renovation Project Phase V (Emergency Generator and Fire Alarm System)
- Continued Boyce Mayview shelter renovations
- Completed construction of new Boyce Mayview Park Miracle Field shelter
- Started engineering for the final two (2) phases of the Perimeter Trail System
- Started park improvement renovation of Byrnwick Park including: Court paving (complete); court color coating (2019); picnic table; trash/recycling receptacles; benches
- Completed installation of new street name signs

Above: Newly constructed Tennis & Golf Administration Building (left) and renovated McLaughlin Run Activity Center (right)

2019 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 data collection and engineer for Source Reduction Projects
  - Resume information transfer with ALCOSAN for 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
  - Continue to strive to be a leader in responsive infrastructure service and improvements
- Buildings
  - Complete Phase VI of the Building Space Renovation Project – Administration Building Window Replacement
  - Continue infrastructure study of Township Public Works facility for future needs and environmental compliance
  - Continue investigation of salt storage facility feasibility
- Parks
  - Complete 2019 Parks Improvement Program in which one (1) park is selected each budget year for renovation
  - Continue upgrades to Boyce Mayview Pavilion
  - Complete engineering and construction plans for the next phase of the Boyce Mayview Park Perimeter Trail
  - Complete engineering and construction plans for phased Gilfillan Trail improvements
- Streets
  - Complete 2019 Street Paving Program
  - Complete Traffic Signal Improvements at McLaughlin Run Road/McMurray Road at Panther Pass
  - Continue phased sidewalk and bikeway improvements as identified

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COMPREHENSIVE PLAN STATUS

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

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

UPDATE: The Public Works and Community Development departments, together with the Township Engineer, work collaboratively on this item which includes quarterly (and sometimes more frequent) updates relative to public and private stormwater management infrastructure improvements. Education is planned to continue in 2019 online, in print (USC Today), and other communication avenues.

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

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

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

UPDATE: 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 has included $2,500,000 in the Capital Improvements Program for anticipated storm sewer improvements over the next five years. The Township has been an eligible community under FEMA's Community Rating System since 1998 and intends on remaining an eligible community for the foreseeable future. Currently, the Township's class rating is "7." Class ratings determine the premium discount for flood insurance policyholders. The Township's "7" class rating results in a 15% premium discount for flood insurance policyholders. The Township will continue to pursue a higher class rating in order to provide additional flood insurance premium discounts.

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

*UPDATE: The Township is nearing completion of the new Tennis and Golf Administration Building, renovations to the Mclaughlin Run Activity Center and a new pavilion at the Miracle League Field at Boyce Mayview Park. In December 2018, the Board of Commisisoners created the C&RC Facility Implementation Team (FIT) to implement the recommendations from the C&RC Facility Assessment prepared by Ballard*King & Associates. In addition to the aforementioned study, several capital projects are planned for the C&RC in 2019. The most significant is the $1,000,000 replacement of the HVAC unit that serves the indoor pool area.*

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

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

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DEPARTMENT STATISTICS AND BENCHMARKS

Public Works Benchmarks & Statistics	2015	2016	2017	Thru Nov-18
Efficiency				
% Service Calls Outstanding	<1%	<1%	<1%	<1%
% Critical Sign Repairs completed within 4 Hours	100.0%	100.0%	100.0%	100.0%
% Pothole Repairs completed within 1 working day	25.0%	25.0%	25.0%	25.0%
% Hazardous Road Repairs responded to within 24 Hours	100.0%	100.0%	100.0%	100.0%
% Sewer Spills responded within 1 Hour	100.0%	100.0%	100.0%	100.0%
% Fleet Maintenance Completed On-Time	95.0%	95.0%	95.0%	95.0%
% Permit Inspections performed in a timely manner	100.0%	100.0%	100.0%	100.0%
Workload				
Sanitary Sewer & Storm Sewer				
Storm Drain Inlets inspected and/or cleaned	150	32	22	79
Miles of open/closed storm drains cleaned	1.5	7.0	5.0	6.9
Miles of Sanitary Sewer lines cleaned/inspected	32.00	31.25	31.25	31.25
Street & Sidewalk Program				
Square feet of deteriorated pavement replaced	698,631	594,414	715,347	780,795
Lineal feet of deteriorated pavement sealed	50,000	100,000	107,977	100,000
Square feet of Sidewalks Built	0	0	0	0
Miles of roadway swept annually	1,546	2,108	2,372	2,491
Amount of Debris removed by Street Sweepers	148	245	294	127
Vehicle & Equipment Maintenance				
Number of Vehicles maintained by Public Works	65	65	65	65
Number of Pieces of Equipment maintained by Public Works	86	86	86	86
Number of Vehicles per mechanic	76	76	76	76
Number of Work Orders processed	3,123	1,872	4,106	4,592

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 STATISTICS AND BENCHMARKS (continued)

PUBLIC WORKS REQUESTS FOR SERVICE
DECEMBER 2017 - NOVEMBER 2018

	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Total
One Calls	120	95	104	124	155	198	211	183	204	173	176	108	1,851
Inspections	0	3	2	0	1	3	3	1	4	4	6	4	31
Ballfield Maintenance	0	0	0	1	1	0	4	2	1	3	0	0	12
Building Maintenance	28	28	29	10	16	24	14	20	37	36	39	22	303
Dead Animal	9	1	10	2	7	15	16	24	7	18	35	7	151
Dye Tests	28	33	33	56	52	53	42	44	35	21	25	19	441
Forestry	2	1	5	12	9	13	20	5	13	15	8	2	105
Garbage	43	11	5	9	9	13	11	10	4	6	3	3	127
Golf Course	0	0	0	0	0	0	0	0	0	0	0	0	0
Ground Maintenance General	3	5	11	2	13	21	23	8	11	9	11	10	127
Leaf Recycling	0	0	0	0	0	0	0	0	0	0	17	2	19
Mailbox/Snowplow Damage	0	37	7	7	2	1	0	2	1	0	0	1	58
Other	17	23	23	19	23	32	37	23	27	22	25	21	292
Parks	3	5	18	4	7	20	26	12	17	10	24	6	152
Recycling	16	41	14	18	19	26	26	21	31	18	13	18	261
Sanitary Sewer	4	3	2	4	4	3	20	3	2	6	4	1	56
Sewer backup	0	3	1	5	1	0	6	0	2	2	1	1	22
Signs	5	3	2	3	1	4	15	1	5	5	4	4	52
Snow/Ice	5	33	2	1	4	2	0	0	0	0	0	2	49
Snow/rain storms	0	1	3	2	0	22	8	1	2	1	0	0	40
Storm Sewer	6	9	15	8	20	21	109	61	17	17	16	9	308
Street Repair	2	13	13	3	15	12	39	32	30	12	11	5	187
Street/Park Resurfacing Program	2	0	0	0	1	0	3	2	1	2	2	0	13
Trails	0	0	0	1	0	5	3	2	4	0	1	0	16
Tree Limb Removal	0	2	0	0	0	1	11	2	0	0	1	2	19
Water Problems	1	6	2	0	1	0	1	1	1	2	0	1	16
Yard Damage	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Requests for Service	294	356	301	291	361	489	648	460	456	382	422	248	4,708

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DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Public Works Department for 2019 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2019 Positions
Director of Public Works	3	$87,670	$125,728	1
Superintendent of Operations	5	$70,844	$101,598	1
Superintendent of Projects	5	$70,844	$101,598	1
Superintendent of Public Improvements	5	$70,844	$101,598	1
Buildings & Grounds Administrator	6	$64,404	$92,362	0.5
Park & Forestry Administrator	6	$64,404	$92,362	1
Confidential Secretary to the Director	13	$33,049	$47,397	1
Department Secretary	13	$33,049	$47,397	1
Teamsters Local 205	Union Contract	TBD	TBD	25
Total				**32.5**

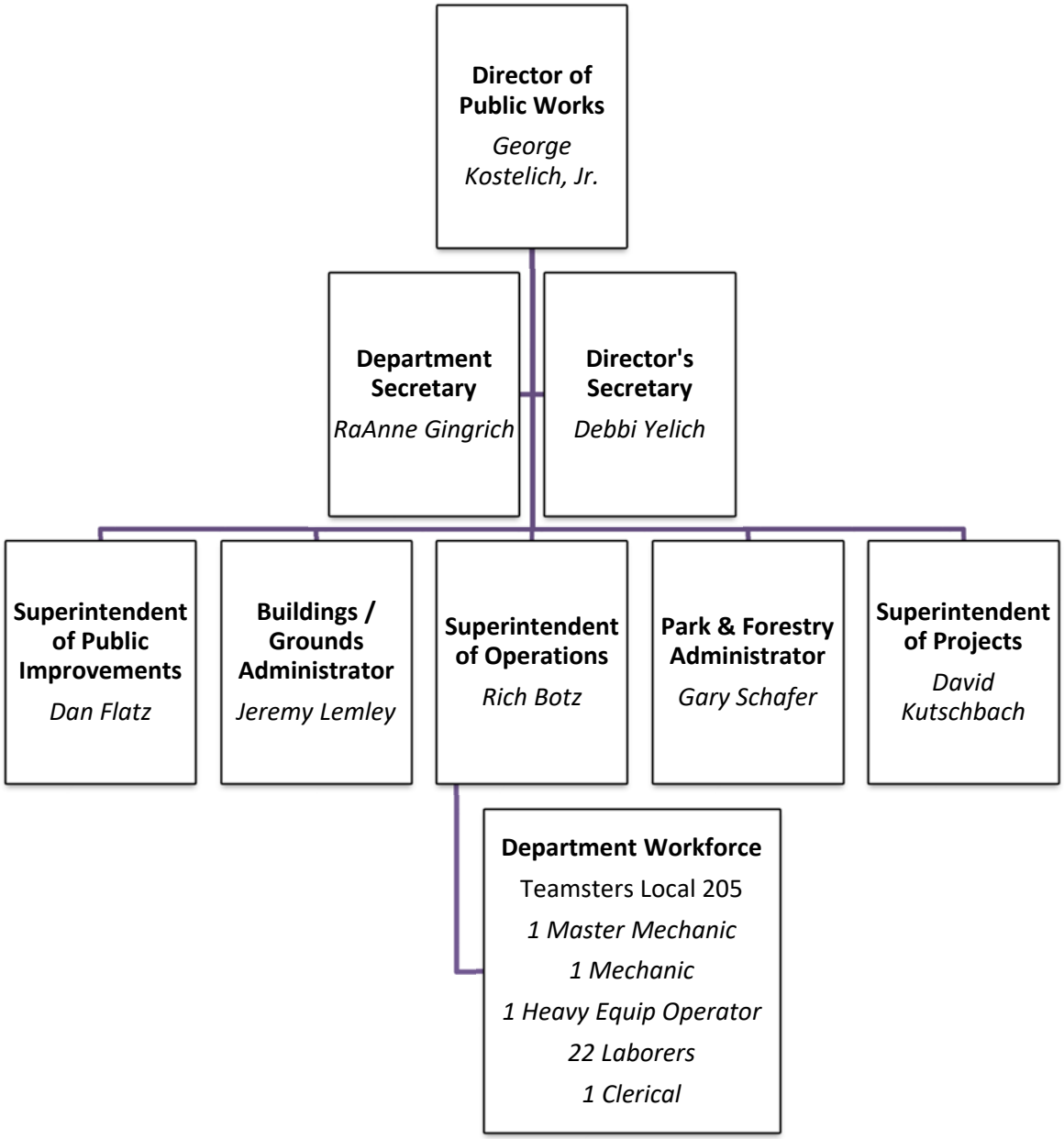
Public Works - Local 205 Union Contract 2019 Salary & Wage Scale		
I.	Master Mechanic	$32.89/hr
II.	Mechanic	$31.62/hr
III.	Heavy Equipment Operator	$31.62/hr
IV.	Foreman	$31.62/hr
V.	Laborer III (after 36 mos.)	$29.62/hr
	Laborer II (13-36 months)	$26.88/hr
	Laborer I (0-12 months)	$24.09/hr
VI.	Semi-Skilled Laborer III	$21.53/hr
	Semi-Skilled Laborer II	$19.78/hr
	Semi-Skilled Laborer I	$18.20/hr
	Semi-Skilled Laborer Probationary	$13.85/hr
VII.	C&RC Attendant	$21.53/hr
VIII.	Public Works Clerk	$27.34/hr

Budgetary Allocations

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

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

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



DEPARTMENT EXPENDITURES

Public Works Expenditures 01-40-401-500 TO 01-40-418-500	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 1,189,756	$ 1,256,610	$ 1,325,399	$ 1,325,399	$ 1,491,015
110 Overtime Wages	139,040	120,459	164,450	182,650	171,350
111 Snow Driver Wages	1,549	967	2,500	2,500	2,500
120 Part-Time Wages	69,234	78,256	84,450	82,600	81,350
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	106,561	108,591	120,413	120,413	133,586
199 Overhead Distribution	803,125	828,316	981,082	981,082	940,962
Total Personal Services	$ 2,317,865	$ 2,401,799	$ 2,686,894	$ 2,703,244	$ 2,829,363
Contractual Services					
211 Professional Services-Engineering	$ 51,498	$ 41,091	$ 70,000	$ 70,000	$ 70,000
217 Miscellaneous Consulting Services	2,121	2,473	2,750	2,750	3,250
220 Liability Insurance	36,691	37,940	40,547	40,547	41,689
221 Flood/Property Damage Insurance	27,370	23,472	30,250	23,024	26,678
222 Vehicle Insurance	50,468	52,183	54,792	54,792	56,342
230 Association Dues	2,276	3,417	2,500	2,500	2,500
231 Travel & Conference Expense	2,359	2,909	5,000	5,000	5,000
240 Water and Sewerage	92,653	57,290	66,450	69,500	74,400
241 Natural Gas	30,427	38,344	67,700	46,750	49,200
242 Electricity	161,345	155,981	177,200	177,600	181,300
243 Telephone	72	72	100	72	80
244 Street Light Installation	-	-	750	750	1,000
252 Communication Equipment Mte.	2,076	2,307	4,000	4,000	4,000
253 Traffic Signal Maintenance	8,074	12,526	12,500	12,500	12,500
254 Repairs & Maintenance-Vehicles	16,124	19,603	22,000	22,000	22,000
255 Repairs & Maintenance-Building	45,718	46,087	55,000	55,000	55,000
256 Heating/Air Conditioning Mte.	61,176	38,402	50,000	50,000	50,000
271 Garbage Collection Services	987,663	1,022,323	1,020,000	1,020,000	1,052,500
272 Recycling Collection Services	307,792	210,083	231,000	231,000	375,000
290 Other Contractual Services	266,008	299,420	326,500	326,500	315,200
299 Annual Park Maintenance Prog.	17,915	16,649	28,000	28,000	28,000
Total Contractual Services	$ 2,169,826	$ 2,082,572	$ 2,267,039	$ 2,242,285	$ 2,425,639

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Commodities					
300 Office Furniture & Equipment	$ 2,007	$ 739	$ 4,000	$ 4,000	$ 4,000
301 Expendable Office Supplies	5,883	5,894	7,500	7,500	7,500
305 Building Maintenance Equipment	18,337	16,070	18,000	18,000	18,000
306 Building Maintenance Supplies	56,218	41,490	65,000	65,000	65,000
311 Traffic Control Parts	15,014	7,480	15,000	15,000	15,000
312 Traffic Paint	118	427	500	500	500
313 Street Sign Supplies	4,287	7,880	15,000	15,000	15,000
315 Construction Supplies	67,760	136,039	125,500	125,500	125,500
316 Asphalt Supplies	11,118	26,256	17,000	17,000	20,000
319 Snow & Ice Chemicals	298,606	286,910	400,000	400,000	400,000
326 Tennis Court Supplies	578	1,477	500	500	700
327 Botanical Supplies	61,838	50,389	65,000	65,000	65,000
328 Park Maintenance Supplies	30,150	28,557	32,000	32,000	32,000
340 Vehicle Supplies	61,401	73,431	80,000	80,000	80,000
341 Fuels & Lubricants	101,845	132,524	170,000	170,000	185,500
342 Mechanical Equipment & Supplies	24,784	35,673	43,500	43,500	43,500
343 Tools & Equipment	19,965	13,296	27,500	27,500	27,500
344 Tires	28,518	16,393	27,000	27,000	27,000
390 Other Supplies	35,694	35,109	61,000	61,000	61,000
Total Commodities	$ 844,121	$ 916,034	$ 1,174,000	$ 1,174,000	$ 1,192,700
Distributed Costs					
600 Scrap Metal Account	$ 3,039	$ 3,353	$ 3,500	$ 3,500	$ 3,500
601 Dist. Vehicle Costs	(77,381)	(79,316)	(81,297)	(81,297)	(82,924)
602 Dist. Data Processing Costs	52,801	45,859	67,360	67,360	84,033
605 Dist. Boyce Mayview RAD Costs	(33,897)	(31,069)	(41,316)	(41,316)	(40,778)
Total Distributed Costs	$ (55,438)	$ (61,173)	$ (51,753)	$ (51,753)	$ (36,169)
Total Public Works Expenditures	**$ 5,276,374**	**$ 5,339,232**	**$ 6,076,180**	**$ 6,067,776**	**$ 6,411,533**

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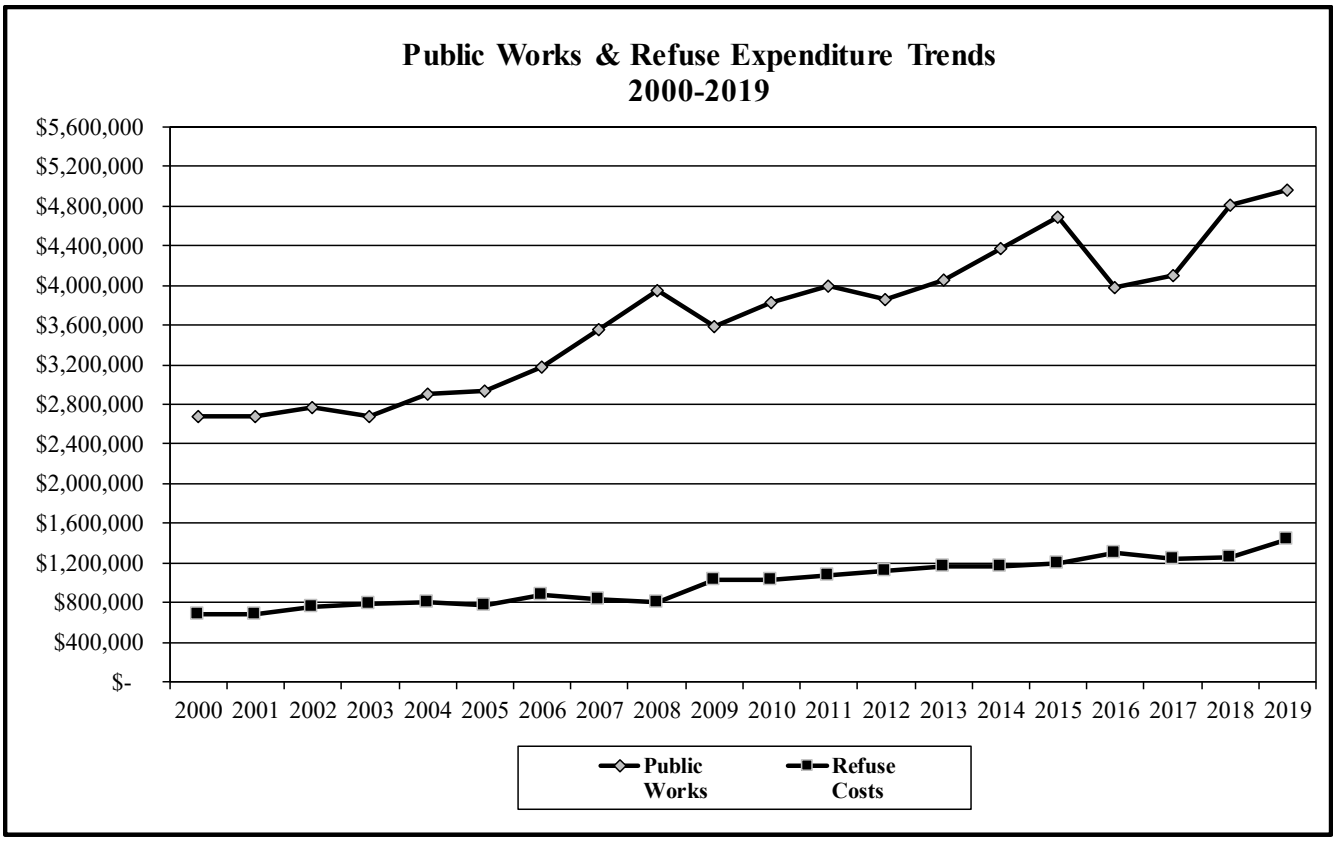
SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Works expenditures over the last 20 years is 4.07%. The average annual cost increase of Refuse Collection expenditures over the last 20 years is 4.78%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$4,497,522***
How many real estate tax mills?		**0.89**	**$1,955,102**
Earned Income Tax per $100?	**$**	**23.13**	**$2,077,272**
Percentage of Other Taxes?		**2.39%**	**$465,148**

**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.*

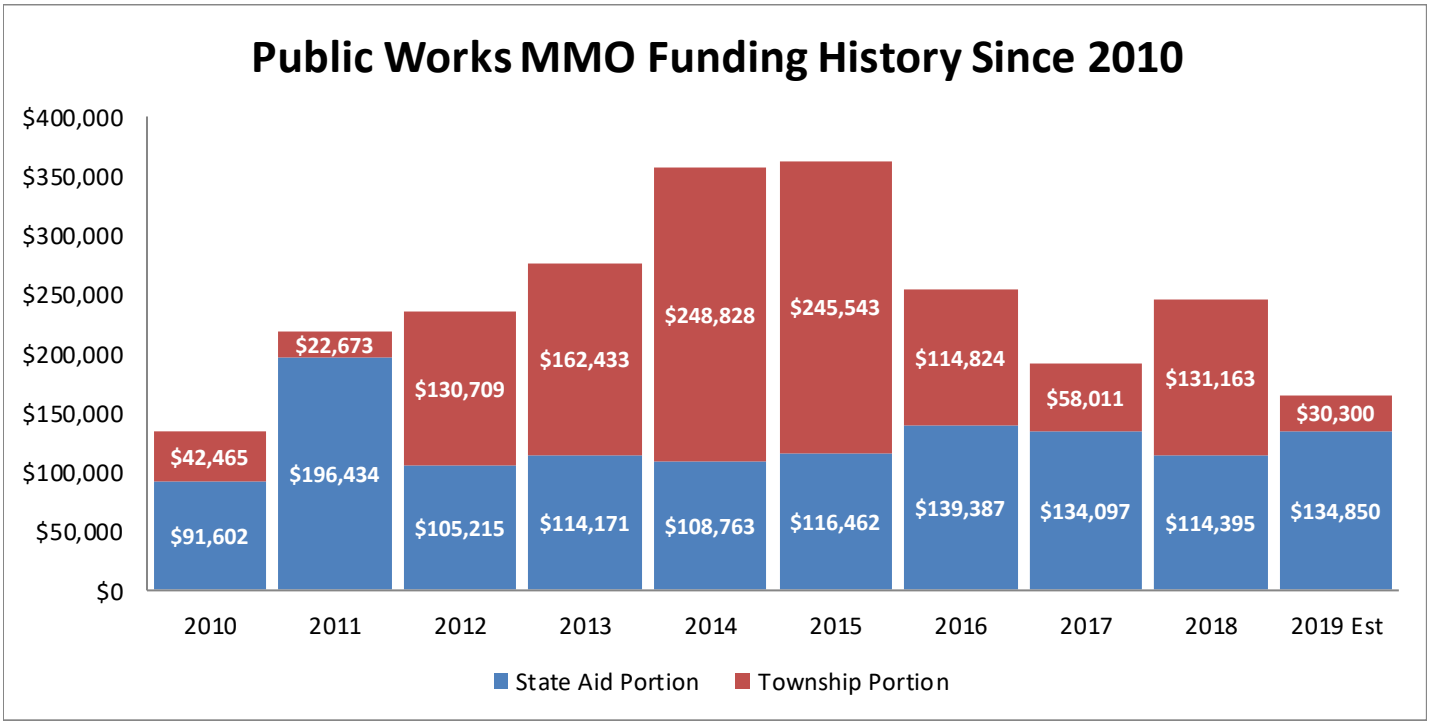
SUPPLEMENTARY INFORMATION (Continued)

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

Net Expenditures*			***$1,390,500***
How many real estate tax mills?		**0.29**	**$604,459**
Earned Income Tax per $100?	**$**	**7.15**	**$642,231**
Percentage of Other Taxes?		**0.74%**	**$143,810**

Public Works Minimum Municipal Obligation

The Township is annually required to contribute to the defined benefit pension trust fund known as the Upper St. Clair Township Public Works Employees' Pension Fund. The annual contribution is defined in state law as the Minimum Municipal Obligation (MMO) by Act 205 of 1984 known as the "Municipal Pension Plan Funding and Recovery Act". All full-time Public Works employees are eligible to participate in the Plan. Actuarial valuations are performed biannually on the plan and are used in determining the annual MMO. Also, Act 205 provides state funding to help offset the annual MMO of the Public Works Employees' Pension Plan. The next chart shows the history of the Public Works Employees' Pension Plan MMO since 2004 and identifies the funding sources for it.



SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles

	Asset Tag	Year	Make	Model	Mileage (9-14-2018)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2018 006	2018	Chevy	Colorado Pick-Up	2,108	New	Excellent	2024
2	2012 001	2012	Chevy	Pick-Up	29,040	6	Good	2019
3	2013 023	2014	Ford	Escape - Hybrid	10,286	4	Good	2020
4	2013 024	2014	Ford	Escape	46,483	4	Good	2020
5	2015 001	2015	Chevy	Colorado Pick-Up	56k307	3	Good	2021
6	2015 002	2015	Chevy	Colorado 4WD	36,040	3	Good	2022
7	2016 016	2016	Chevy	Colorado	36,343	2	Excellent	2022
Utility Trucks								
1	2006 050	2006	Ford	Pick-Up Utility	56,600	12	Good	2019
2	2013 014	2013	Ford	F-350 Truck	25,877	5	Good	2020
3	2013 021	2014	Ford	F-550 w/Dump Body/Snow Plow	23,965	4	Good	2021
4	2008 066	2008	Dodge	Mechanics Service Vehicle	37,758	10	Good	2020
5	2002 061	2002	Ford	Bucket Truck	13,556	16	Good	2020
6	2005 039	2006	Ford	Econoline 350 Van	39,550	12	Fair	2022
7	2014 004	2015	Ford	F-550 w/Dump Body/Snow Plow	12,360	3	Excellent	2025
8	2015 003	2015	Ford	F-550 w/Dump Body/Snow Plow	19,655	3	Good	2021
9	2015 007	2016	Ford	F-550 w/Dump Body/Snow Plow	17,586	2	Good	2023
10	2015 008	2016	Ford	F-550 w/Dump Body/Snow Plow	10,845	2	Excellent	2023
11	2016 007	2016	Ford	F-350 XL 4x4	8,204	2	Excellent	2026
12	2018 007	2018	Ford	F-350 w/9' Body Upfit	100	New	Excellent	2028
13	2018 008	2018	Ford	F-550 w/9' Body Upfit	100	New	Excellent	2028
14	2018 009	2018	Ford	F-550 w/9' Body Upfit	100	New	Excellent	2028
Dump Trucks								
1	2003 065	2004	Int'l	Dump	24,370	14	Fair	2019
2	2009 048	2010	Int'l	Dump	14,675	8	Good	2020
3	2010 044	2011	Int'l	Dump	10,041	7	Good	2021
4	2011 051	2012	Int'l	Dump	13,060	6	Good	2022
5	2012 028	2013	Int'l	Dump	12,647	5	Good	2023
6	2013 022	2014	Int'l	Dump	9,525	4	Good	2024
7	2015 009	2016	Int'l	Dump	4,303	2	Excellent	2026
8	2017 000	2017	Int'l	Dump	3,300	1	Excellent	2027
9	2017 004	2017	Ford	Dump	9,625	1	Excellent	2024
10	2017 005	2017	Ford	Dump	8,778	1	Excellent	2024
11	2017 006	2017	Ford	Dump	6,666	1	Excellent	2024
12	2017 007	2017	Ford	Dump	6,043	1	Excellent	2024
13	2018 010	2018	Int'l	Dump	2,647	New	Excellent	2028

Public Works Vehicles (Continued)

	Asset Tag	Year	Make	Model	Mileage (9-14-2018)	Age in Years	Condition	Anticipated Replacement Year
Other Vehicles								
1	2003 005	2003	CAT	Wheel Loader	9,275	15	Fair	2023
2	2003 060	2003	Int'l	Sewer Jet (Cab & Vactor)	3,023	15	Good	2021
3	2001 007	2010	Massey	Flail Mower	3,563 hrs	8	Good	2019
4	2014 005	2015	M2106	Elgin Street Sweeper	12,960	3	Good	2025
5	2010 027	2010	Toro	Mower 5910	4,392 hrs	8	Fair	2022
6	2012 002	2012	JCB	Backhoe 3CX15	2,055 hrs	6	Good	2022
7	2013 015	2013	CAT	924K Wheel Loader	3,990 hrs	5	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	1999	Bannerman Infield Renovator	19	Poor	DNR
9	1993	Bannerman Turf Topper	25	Good	As Needed
10	2016	Beam Rider Field Line Painter	2	Good	As Needed
11	2008	Caterpillar Exacavator/Backhoe	10	Good	2021
12	2017	Caterpillar 259D Skid Steer	1	Excellent	2026
13	1997	Chicago Pneumatic Air Comp.	21	Fair	As Needed
14	2015	Clausing Drill Press	3	Good	As Needed
15	2009	Club Car Utility Vehicle	9	Fair	2020
16	2018	Core Cut Walk Behid Pavement Cutting	1	New	As Needed
17	2018	Corn Pro Trailer	New	Excellent	As Needed
18	2008	Cross Country Roller Trailer	10	Good	As Needed
19	2001	Esab Plasma Cutter	17	Good	As Needed
20	2014	Gardner Denver Air Compressor	4	Good	As Needed
21	2008	Gorman-Rupp Water 1 Pump 2"	10	Good	As Needed
22	2008	Gorman-Rupp Water 1 Pump 3"	10	Good	As Needed
23	1992	Groundsmaster Trailer	26	Fair	As Needed
24	1999	Groundsmaster Trailer	19	Good	As Needed
25	2011	GVM Anti-Icing Unit	7	Good	As Needed

Public Works Equipment (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
26	2012	GVM Anti-Icing Unit	6	Good	As Needed
27	2009	Harben Sewer Jet	9	Good	2024
28	2008	Hoffman 1625EM Tire Changer	10	Good	2019
29	2008	Hoffman 2400 Tire Balancer	10	Good	2019
30	2018	Hotsy Pressure Washer	New	Excellent	As Needed
31	2016	HTC Tailgate Conveyor	2	Good	As Needed
32	2000	Jumping Jack Tamper	18	Good	DNR
33	2012	Kubota Tractor, Model L5240HSTC	6	Good	2022
34	2012	Kubota RTV 1140CPX-H/18388	6	Excellent	As Needed
35	2014	Kubota RTV X900 / 20597	4	Good	2027
36	2015	Kubota RTV X900 WL-A/21709	3	Good	2027
37	2015	Kubota RTV X900 WL-4	3	Good	2027
38	2016	Kubota RTV-X900WL-A / 35460	2	Excellent	2026
39	2017	Kubota RTV 900 UTV	1	Excellent	2028
40	2017	Kubota RTV 900 UTV	1	Excellent	2028
41	2017	Kubota L476HSTC Tractor/41339	1	Excellent	2027
42	2018	Kubota MX5200DT Tractor/62185	New	Excellent	2028
43	2004	Lely Broadcast Spreader	14	Good	As Needed
44	2010	Liftmore	8	Good	DNR
45	2001	Miller Welder	17	Good	As Needed
46	2011	Miller Welder 275 EFI	7	Good	As Needed
47	2005	Multiguip Plate Compactor	13	Fair	As Needed
48	2007	Pavement Cutting Trailer	11	Good	As Needed
49	2009	Pro Tech Snow Pusher	9	Good	As Needed
50	2018	Quality Trailer	New	Excellent	As Needed
51	2008	Rotary Electric Lift	10	Good	As Needed
52	2011	Ryan Sod Cutter	7	Good	As Needed
53	2003	Ryan Turf Aerator	15	Poor	2021
54	2004	Seeda-Vator	14	Good	As Needed
55	2002	Sewer Machine	16	Fair	DNR
56	2011	Tennsmith Metal Brake	7	Good	As Needed
57	2015	Terex 730 Wood Chipper	3	Good	2030
58	2008	Top Brand 6x12 Trailer	10	Good	As Needed
59	2013	Toro Reelmower 3100-D	5	Good	2019

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
60	2007	Toro 3500D Sidewinder/0482	11	Good	2020
61	2008	Toro Debris Blower 600/0176	10	Good	As Needed
62	2004	Toro Greenmaster Flex 21/1808	14	Fair	As Needed
63	1994	Toro Greensmaster	24	Fair	As Needed
64	1996	Toro Greensmaster	22	Fair	As Needed
65	2002	Toro Greensmaster	16	Fair	As Needed
66	2007	Toro Greensmaster 1600/3001	11	Good	2019
67	2018	Toro Greensmaster Flex 2100/0561	New	Excellent	As Needed
68	2018	Toro Groundsmaster 3280-D/3661	New	New	2025
69	2008	Toro Greensmaster 500/0128	10	Fair	As Needed
70	2012	Toro Groundsmaster 3280-D /0285	6	Good	2019
71	2013	Toro Groundsmaster 3280-D/0813	5	Good	2020
72	2009	Toro Groundmaster 7210	9	Good	2021
73	2009	Toro Groundsmaster 3500-D/0352	9	Good	2019
74	2009	Toro Grandstand 48" Mower/0455	9	Good	As Needed
75	2017	Toro Grandstand 48" Mower/0188	1	Excellent	2027
76	2016	Toro Groundsmaster 4500D/0311	2	Good	2026
77	2016	Toro Groundsmaster 5910/0208	2	Good	2028
78	2012	Toro Infield Pro 5040/0210	6	Good	2019
79	2018	Toro Infield Groomer 5040/9666	New	Excellent	2024
80	2008	Toro Pro Core 864/0106	10	Good	As Needed
81	2012	Toro Procore Processor /0101	6	Good	As Needed
82	2001	Toyota Forklift	17	Fair	2019
83	2009	Tuff Screen Player Protector	9	Good	As Needed
84	2016	US Cargo Enclosed Trailer /1778	2	Good	As Needed
85	2004	Vermeer Tub Grinder	14	Good	2024
86	1987	Vicon Spreader	31	Fair	DNR
87	2008	Wacker Vibratory Roller	10	Good	As Needed
88	2009	Weighted Field Tarp/419	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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Administration Expenditures					
Personal Services	$ 485,266	$ 474,590	$ 607,536	$ 608,736	$ 661,707
Contractual Services	83,338	97,053	109,147	101,921	78,089
Commodities	9,611	7,259	13,500	13,500	13,500
Distributed Costs	55,840	49,212	70,860	70,860	87,533
Total Administration Expenditures	**$ 634,055**	**$ 628,114**	**$ 801,043**	**$ 795,017**	**$ 840,829**

PUBLIC WORKS ADMINISTRATION OVERVIEW

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

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

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

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

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

Administration Expenditures 01-40-401-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 372,272	$ 353,951	$ 371,341	$ 371,341	$ 441,468
110 Overtime Wages	2,390	2,919	2,800	4,000	3,000
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	29,364	27,585	28,408	28,408	34,002
199 Overhead Distribution	79,240	88,135	202,987	202,987	181,237
Total Personal Services	$ 485,266	$ 474,590	$ 607,536	$ 608,736	$ 661,707
Contractual Services					
217 Miscellaneous Consulting Services	$ 2,121	$ 2,473	$ 2,000	$ 2,000	$ 2,500
220 Liability Insurance	36,691	37,940	40,547	40,547	41,689
221 Flood Insurance	19,037	13,815	21,100	13,874	17,400
230 Association Dues	2,276	3,417	2,500	2,500	2,500
231 Travel & Conference Expense	2,359	2,909	5,000	5,000	5,000
290 Other Contractual Services	20,854	36,499	38,000	38,000	9,000
Total Contractual Services	$ 83,338	$ 97,053	$ 109,147	$ 101,921	$ 78,089
Commodities					
300 Office Furniture & Equipment	$ 2,007	$ 739	$ 4,000	$ 4,000	$ 4,000
301 Expendable Office Supplies	5,883	5,894	7,500	7,500	7,500
390 Other Supplies	1,721	626	2,000	2,000	2,000
Total Commodities	$ 9,611	$ 7,259	$ 13,500	$ 13,500	$ 13,500
Distributed Costs					
600 Scrap Metal Account	$ 3,039	$ 3,353	$ 3,500	$ 3,500	$ 3,500
602 Dist. Data Processing Costs	52,801	45,859	67,360	67,360	84,033
Total Distributed Costs	$ 55,840	$ 49,212	$ 70,860	$ 70,860	$ 87,533
Total Administration Expenditures	**$ 634,055**	**$ 628,114**	**$ 801,043**	**$ 795,017**	**$ 840,829**

BUDGETARY COMMENT

Funds allocated for Public Works Administration in 2019 are $39,786 or 5.0% more than appropriated in 2018. Personal services costs and distributed IT costs are the most significant increases.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Engineering Expenditures					
Personal Services	$ 6,600	$ 6,600	$ 6,600	$ 6,600	$ 6,600
Contractual Services	51,498	41,091	70,000	70,000	70,000
Total Engineering Expenditures	**$ 58,098**	**$ 47,691**	**$ 76,600**	**$ 76,600**	**$ 76,600**

ENGINEERING SERVICES OVERVIEW

The Township Engineer and Traffic Engineer are appointed by the Board of Commissioners. The Township Engineer provides basic engineering services for a monthly retainer of $550. Services provided beyond those covered by the retainer are billed on an hourly basis. The Engineer 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**	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
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	$ 51,498	$ 41,091	$ 70,000	$ 70,000	$ 70,000
Total Contractual Services	$ 51,498	$ 41,091	$ 70,000	$ 70,000	$ 70,000
Total Engineering Expenditures	**$ 58,098**	**$ 47,691**	**$ 76,600**	**$ 76,600**	**$ 76,600**

BUDGETARY COMMENT

Funds allocated for Engineering Services in 2019 are the same as 2018.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Civic Activities Expenditures					
Personal Services	$ 20,616	$ 26,760	$ 23,090	$ 22,190	$ 22,758
Contractual Services	3,505	4,247	13,000	13,000	13,000
Commodities	18,089	19,251	31,000	31,000	31,000
Total Civic Activities Expenditures	**$ 42,210**	**$ 50,258**	**$ 67,090**	**$ 66,190**	**$ 66,758**

CIVIC ACTIVITIES OVERVIEW

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

Civic Activities Expenditures 01-40-403-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 6,446	$ 7,561	$ 7,140	$ 7,140	$ 8,754
110 Overtime Wages	5,918	5,415	6,000	7,200	6,000
120 Part Time Wages	2,110	2,819	2,900	800	500
198 Social Security Expense	1,093	1,190	1,227	1,227	1,167
199 Overhead Distribution	5,049	9,775	5,823	5,823	6,337
Total Personal Services	$ 20,616	$ 26,760	$ 23,090	$ 22,190	$ 22,758
Contractual Services					
290 Other Contractual Services	$ 3,505	$ 4,247	$ 13,000	$ 13,000	$ 13,000
Total Contractual Services	$ 3,505	$ 4,247	$ 13,000	$ 13,000	$ 13,000
Commodities					
315 Construction Supplies	$ 993	$ 1,389	$ 1,000	$ 1,000	$ 1,000
390 Other Supplies	17,096	17,862	30,000	30,000	30,000
Total Commodities	$ 18,089	$ 19,251	$ 31,000	$ 31,000	$ 31,000
Total Civic Activities Expenditures	**$ 42,210**	**$ 50,258**	**$ 67,090**	**$ 66,190**	**$ 66,758**

BUDGETARY COMMENT

Funds for Civic Activities in 2018 are roughly the same as the 2018 appropriations, decreasing slightly by $332, or 0.05%. 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.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Snow & Ice Control Expenditures					
Personal Services	$ 221,549	$ 184,809	$ 227,301	$ 227,301	$ 216,705
Contractual Services	-	-	750	750	750
Commodities	320,803	312,303	433,000	433,000	433,000
Distributed Costs	(33,897)	(31,069)	(41,316)	(41,316)	(40,778)
Total Snow & Ice Control Expenditures	**$ 508,455**	**$ 466,043**	**$ 619,735**	**$ 619,735**	**$ 609,677**

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, 200,000 gallons of salt brine blend.

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

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

The Township divides its snow removal fleet into 16 snow removal routes or "wards." Each driver/truck, once loaded with salt and salt brine, will navigate to his/her ward to complete the de-icing process. Each ward and driver 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 $186,300.

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 2019 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 2003/04 to 2017/18:

Year	Snowfall Winter Season (Inches)	Season Average Temperature	Number of De-Icing Efforts
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
2017-2018	60.0	30.0	37
Average Season	**48.2**	**33.4**	**36**

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Snow & Ice Control Expenditures 01-40-404-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 40,759	$ 36,370	$ 47,592	$ 47,592	$ 42,337
110 Overtime Wages	105,224	81,319	125,000	125,000	128,000
111 Snow Driver Wages	1,549	967	2,500	2,500	2,500
198 Social Security Expense	11,151	7,282	13,395	13,395	13,222
199 Overhead Distribution	62,866	58,871	38,814	38,814	30,646
Total Personal Services	$ 221,549	$ 184,809	$ 227,301	$ 227,301	$ 216,705
Contractual Services					
217 Miscellaneous Consulting Services	$ -	$ -	$ 750	$ 750	$ 750
Total Contractual Services	$ -	$ -	$ 750	$ 750	$ 750
Commodities					
319 Snow & Ice Chemicals	$ 298,606	$ 286,910	$ 400,000	$ 400,000	$ 400,000
342 Mechanical Equipment Supplies	19,222	22,173	30,000	30,000	30,000
390 Other Supplies	2,975	3,220	3,000	3,000	3,000
Total Commodities	$ 320,803	$ 312,303	$ 433,000	$ 433,000	$ 433,000
Distributed Costs					
605 Dist. Boyce Mayview RAD Costs	$ (33,897)	$ (31,069)	$ (41,316)	$ (41,316)	$ (40,778)
Total Distributed Costs	$ (33,897)	$ (31,069)	$ (41,316)	$ (41,316)	$ (40,778)
Total Snow & Ice Control Expenditures	**$ 508,455**	**$ 466,043**	**$ 619,735**	**$ 619,735**	**$ 609,677**

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 2019 are $10,058 less than appropriated in 2018, due to decreases in the distribution of Personal Services costs across Public Works functions.

Above: Brine Truck for Anti-Icing

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Storm Sewer Mte. Expenditures					
Personal Services	$ 37,294	$ 41,168	$ 46,950	$ 62,150	$ 56,574
Contractual Services	884	6,779	15,000	15,000	15,000
Commodities	43,485	91,452	80,000	80,000	80,000
Total Storm Sewer Mte. Expenditures	**$ 81,663**	**$ 139,399**	**$ 141,950**	**$ 157,150**	**$ 151,574**

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 in the Public Woks Department's Strom Water Management section of the Township website at http://www.twpusc.org/public-works/sewers.

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

	2010	2011	2012	2013	2014	2015	2016	2017	Nov-18
Storm Sewer Inlets Rebuilt/Maintained	62	64	87	73	85	117	65	76	84

Storm Sewer Mte. Expenditures 01-40-405-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 20,715	$ 22,652	$ 23,676	$ 23,676	$ 27,059
110 Overtime Wages	426	1,473	1,500	15,000	5,000
120 Part-Time Wages	148	373	500	2,200	2,300
198 Social Security Expense	1,595	1,842	1,964	1,964	2,628
199 Overhead Distribution	14,410	14,828	19,310	19,310	19,587
Total Personal Services	$ 37,294	$ 41,168	$ 46,950	$ 62,150	$ 56,574
Contractual Services					
290 Other Contractual Services	$ 884	$ 6,779	$ 15,000	$ 15,000	$ 15,000
Total Contractual Services	$ 884	$ 6,779	$ 15,000	$ 15,000	$ 15,000

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Commodities					
315 Construction Supplies	$ 39,161	$ 87,167	$ 75,000	$ 75,000	$ 75,000
390 Other Supplies	4,324	4,285	5,000	5,000	5,000
Total Commodities	$ 43,485	$ 91,452	$ 80,000	$ 80,000	$ 80,000
Total Storm Sewer Mte. Expenditures	**$ 81,663**	**$ 139,399**	**$ 141,950**	**$ 157,150**	**$ 151,574**

BUDGETARY COMMENT

Funds appropriated for Storm Sewer Maintenance in 2019 are $9,624, or 6.8%, higher than 2018 appropriations due to increased staff effort in this area.

Above: Willowbrooke Storm Sewer

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Traffic Eng. & Safety Expenditures					
Personal Services	$ 25,971	$ 28,626	$ 33,439	$ 33,489	$ 23,841
Contractual Services	107,290	112,070	111,650	111,650	123,300
Commodities	18,994	10,896	19,500	19,500	19,500
Total Traffic Eng. & Safety Expenditures	**$ 152,255**	**$ 151,592**	**$ 164,589**	**$ 164,639**	**$ 166,641**

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:

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
314	314	314	314	314	314	315	315	315	317

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

Traffic Eng. & Safety Expenditures 01-40-406-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 15,480	$ 11,410	$ 17,446	$ 17,446	$ 12,973
110 Overtime Wages	170	25	200	200	200
120 Part-Time Wages	-	-	200	250	250
198 Social Security Expense	1,118	826	1,365	1,365	1,027
199 Overhead Distribution	9,203	16,365	14,228	14,228	9,391
Total Personal Services	$ 25,971	$ 28,626	$ 33,439	$ 33,489	$ 23,841

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Contractual Services					
242 Electricity	$ 58,035	$ 53,130	$ 68,400	$ 68,400	$ 69,800
244 Street Light Installation	-	-	750	750	1,000
253 Traffic Signal Maintenance	8,074	12,526	12,500	12,500	12,500
290 Other Contractual Services	41,181	46,414	30,000	30,000	40,000
Total Contractual Services	$ 107,290	$ 112,070	$ 111,650	$ 111,650	$ 123,300
Commodities					
311 Traffic Control Parts	$ 15,014	$ 7,480	$ 15,000	$ 15,000	$ 15,000
312 Traffic Paint	118	427	500	500	500
390 Other Supplies	3,862	2,989	4,000	4,000	4,000
Total Commodities	$ 18,994	$ 10,896	$ 19,500	$ 19,500	$ 19,500
Total Traffic Eng. & Safety Expenditures	**$ 152,255**	**$ 151,592**	**$ 164,589**	**$ 164,639**	**$ 166,641**

***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 2019 are $2,052, or 1.2%, higher than the 2018 appropriations due to increases in contractual services expenses.

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Street Maintenance Expenditures					
Personal Services	$ 205,785	$ 304,993	$ 248,437	$ 250,187	$ 363,477
Contractual Services	5,253	12,240	14,500	14,500	14,500
Commodities	26,735	50,753	54,500	54,500	57,500
Total Street Maintenance Expenditures	**$ 237,773**	**$ 367,986**	**$ 317,437**	**$ 319,187**	**$ 435,477**

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.

2014	2015	2016	2017	2018
3.61	5.72	4.59	5.64	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 2019, the State is expected to reimburse the Township approximately $20,600 for the maintenance of State roads located in the Township.

The Township also participates in a State Road Turnback program. This program permits the State to turn back control of State roads to participating municipalities, in the event that the road is actually used as a local road. In 2019, the anticipated revenue from the State Road Turnback program is $18,880.

Street Maintenance Expenditures 01-40-408-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 104,428	$ 165,090	$ 125,615	$ 125,615	$ 194,895
110 Overtime Wages	2,474	3,827	5,000	6,000	6,200
120 Part-Time Wages	3,334	5,274	5,000	5,750	5,500
198 Social Security Expense	8,311	13,058	10,375	10,375	15,805
199 Overhead Distribution	87,238	117,744	102,447	102,447	141,077
Total Personal Services	$ 205,785	$ 304,993	$ 248,437	$ 250,187	$ 363,477
Contractual Services					
290 Other Contractual Services*	$ 5,253	$ 12,240	$ 14,500	$ 14,500	$ 14,500
Total Contractual Services	$ 5,253	$ 12,240	$ 14,500	$ 14,500	$ 14,500
Commodities					
313 Street Sign Supplies	$ 4,287	$ 7,880	$ 15,000	$ 15,000	$ 15,000
315 Construction Supplies	2,313	12,973	12,500	12,500	12,500
316 Asphalt Supplies**	11,118	26,256	17,000	17,000	20,000
343 Tools & Equipment***	7,431	2,194	7,500	7,500	7,500
390 Other Supplies	1,586	1,450	2,500	2,500	2,500
Total Commodities	$ 26,735	$ 50,753	$ 54,500	$ 54,500	$ 57,500
Total Street Maintenance Expenditures	**$ 237,773**	**$ 367,986**	**$ 317,437**	**$ 319,187**	**$ 435,477**

***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 2019 are $118,040 more than appropriated in 2018 due to an due to increased staff effort in this area.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Refuse Collection Expenditures					
Contractual Services	$ 1,297,395	$ 1,238,842	$ 1,255,500	$ 1,255,500	$ 1,439,500
Total Refuse Collection Expenditures	**$ 1,297,395**	**$ 1,238,842**	**$ 1,255,500**	**$ 1,255,500**	**$ 1,439,500**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Contractual Services					
271 Garbage Collection Services*	$ 987,663	$ 1,022,323	$ 1,020,000	$ 1,020,000	$ 1,052,500
272 Recycling Collection Services	307,792	210,083	231,000	231,000	375,000
290 Other Contractual Services**	1,940	6,436	4,500	4,500	12,000
Total Contractual Services	$ 1,297,395	$ 1,238,842	$ 1,255,500	$ 1,255,500	$ 1,439,500
Total Refuse Collection Expenditures	**$ 1,297,395**	**$ 1,238,842**	**$ 1,255,500**	**$ 1,255,500**	**$ 1,439,500**

***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 2019 Budget is $184,000 more than appropriated in 2018 due to contractual cost increases and additional houses.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Building Maintenance Expenditures					
Personal Services	$ 316,647	$ 302,951	$ 422,431	$ 422,431	$ 365,279
Contractual Services	350,408	330,690	383,250	367,050	372,678
Commodities	74,555	57,560	83,000	83,000	83,000
Total Building Maintenance Expenditures	**$ 741,610**	**$ 691,201**	**$ 888,681**	**$ 872,481**	**$ 820,957**

BUILDING MAINTENANCE OVERVIEW

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

Building Maintenance Expenditures 01-40-411-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 180,093	$ 166,587	$ 206,765	$ 206,765	$ 185,552
110 Overtime Wages	8,999	5,163	5,000	5,000	5,000
120 Part-Time Wages	18,141	22,721	24,000	24,000	24,000
198 Social Security Expense	15,546	14,571	18,036	18,036	16,413
199 Overhead Distribution	93,868	93,909	168,630	168,630	134,314
Total Personal Services	$ 316,647	$ 302,951	$ 422,431	$ 422,431	$ 365,279
Contractual Services					
221 Property Damage Insurance	$ 8,333	$ 9,657	$ 9,150	$ 9,150	$ 9,278
240 Water and Sewerage	25,856	19,077	18,700	21,000	22,500
241 Natural Gas	27,487	34,500	60,500	42,000	44,100
242 Electricity	91,090	89,840	94,900	94,900	96,800
255 Repairs & Maintenance-Building	45,718	46,087	55,000	55,000	55,000
256 Heating/Air Conditioning Mte.	61,176	38,402	50,000	50,000	50,000
290 Other Contractual Services	90,748	93,127	95,000	95,000	95,000
Total Contractual Services	$ 350,408	$ 330,690	$ 383,250	$ 367,050	$ 372,678

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Commodities					
305 Building Maintenance Equipment	$ 18,337	$ 16,070	$ 18,000	$ 18,000	$ 18,000
306 Building Maintenance Supplies	56,218	41,490	65,000	65,000	65,000
Total Commodities	$ 74,555	$ 57,560	$ 83,000	$ 83,000	$ 83,000
Total Building Maintenance Expenditures	**$ 741,610**	**$ 691,201**	**$ 888,681**	**$ 872,481**	**$ 820,957**

BUDGETARY COMMENT

Funds requested for Building Maintenance in 2019 are $67,724 less than appropriated in 2018. The significant changes are in reduced Personal Services and natural gas costs.

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Equipment Maintenance Expenditures					
Personal Services	$ 293,541	$ 277,552	$ 289,322	$ 288,922	$ 266,296
Contractual Services	71,948	77,877	85,792	85,792	87,342
Commodities	201,743	229,968	297,000	297,000	312,500
Distributed Costs	(83,287)	(85,370)	(87,502)	(87,502)	(89,253)
Total Equipment Mte. Expenditures	**$ 483,945**	**$ 500,027**	**$ 584,612**	**$ 584,212**	**$ 576,885**

EQUIPMENT MAINTENANCE OVERVIEW

The Public Works equipment maintenance garage is staffed by one (1) master mechanic and one (1) 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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 140,450	$ 138,661	$ 150,353	$ 150,353	$ 145,820
110 Overtime Wages	1,580	1,972	3,000	3,000	2,500
120 Part-Time Wages	984	957	1,500	1,100	1,000
198 Social Security Expense	10,869	10,748	11,846	11,846	11,423
199 Overhead Distribution	139,658	125,214	122,623	122,623	105,553
Total Personal Services	$ 293,541	$ 277,552	$ 289,322	$ 288,922	$ 266,296
Contractual Services					
222 Vehicle Insurance	$ 50,468	$ 52,183	$ 54,792	$ 54,792	$ 56,342
252 Communication Equipment Mte.	2,076	2,307	4,000	4,000	4,000
254 Repairs & Maintenance-Vehicles*	16,124	19,603	22,000	22,000	22,000
290 Other Contractual Services**	3,280	3,784	5,000	5,000	5,000
Total Contractual Services	$ 71,948	$ 77,877	$ 85,792	$ 85,792	$ 87,342

***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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Commodities					
340 Vehicle Supplies	$ 61,401	$ 73,431	$ 80,000	$ 80,000	$ 80,000
341 Fuels & Lubricants	101,845	132,524	170,000	170,000	185,500
343 Tools & Equipment	8,413	6,069	15,000	15,000	15,000
344 Tires	28,518	16,393	27,000	27,000	27,000
390 Other Supplies	1,566	1,551	5,000	5,000	5,000
Total Commodities	$ 201,743	$ 229,968	$ 297,000	$ 297,000	$ 312,500
Distributed Costs					
601 Less: Dist. Vehicle Costs	$ (83,287)	$ (85,370)	$ (87,502)	$ (87,502)	$ (89,253)
Total Distributed Costs	$ (83,287)	$ (85,370)	$ (87,502)	$ (87,502)	$ (89,253)
Total Equipment Mte. Expenditures	**$ 483,945**	**$ 500,027**	**$ 584,612**	**$ 584,212**	**$ 576,885**

BUDGETARY COMMENT

A portion of vehicle maintenance costs is distributed to other programs. The distributed vehicle cost estimates for 2018 are:

Fund - Acct. No.	Program	Vehicles	2018 Distribution	2019 Distribution
01-102	**Administration**	4	$ 11,462	$ 11,692
01-201	**Police**	20	49,122	50,104
01-301	**Comm. Development**	2	5,592	5,704
01-415	**Parks Maintenance**	Mowing Equip.	6,205	6,329
01-501	**Recreation**	1	2,760	2,815
50-425	**Sanitary Sewer Fund**	3	8,279	8,445
52-415	**Boyce Mayview RAD**	1	3,032	3,093
52-415	**Boyce Mayview RAD**	Mowing Equip.	1,050	1,071
	Total Vehicle Distribution		**$ 87,502**	**$ 89,253**

The undistributed portion of the Equipment Maintenance budget of $576,885 represents an estimate of the vehicle maintenance and operation costs associated with all other Public Works programs. Funds requested for Equipment Maintenance are $7,727 less than 2018. Reduced Personal Services costs are partially offset by an increase in the fuel budget.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Golf Course Maintenance Expenditures					
Personal Services	$ 56,280	$ 54,420	$ 75,253	$ 75,103	$ 61,978
Contractual Services	9,354	7,814	14,850	9,000	9,700
Commodities	29,251	21,487	31,000	31,000	31,000
Total Golf Course Mte. Expenditures	**$ 94,885**	**$ 83,721**	**$ 121,103**	**$ 115,103**	**$ 102,678**

GOLF COURSE MAINTENANCE OVERVIEW

A course consisting of three (3) golf holes owned by the Township and located in the McLaughlin Run Park, is open to residents and non-residents during the summer season. The approximate course play per season is 3,500 rounds. The tennis supervisor on duty at the McLaughlin Run Park Tennis/Golf Administration Building administers the golf course. The Township estimates that the course will generate $5,800 in revenue in 2019. This revenue represents 5.65% of the direct operating costs.

Golf Course Maintenance Expenditures 01-40-413-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 33,633	$ 29,988	$ 39,204	$ 39,204	$ 33,977
110 Overtime Wages	411	530	450	600	450
120 Part-Time Wages	512	32	550	250	300
198 Social Security Expense	2,542	2,232	3,076	3,076	2,657
199 Overhead Distribution	19,182	21,638	31,973	31,973	24,594
Total Personal Services	$ 56,280	$ 54,420	$ 75,253	$ 75,103	$ 61,978
Contractual Services					
240 Water and Sewerage	$ 9,274	$ 7,706	$ 14,750	$ 8,500	$ 9,100
242 Electricity	80	108	100	500	600
Total Contractual Services	$ 9,354	$ 7,814	$ 14,850	$ 9,000	$ 9,700
Commodities					
315 Construction Supplies	$ 1,450	$ 3,662	$ 3,000	$ 3,000	$ 3,000
327 Botanical Supplies	24,935	15,791	25,000	25,000	25,000
328 Park Maintenance Supplies	2,866	2,034	3,000	3,000	3,000
Total Commodities	$ 29,251	$ 21,487	$ 31,000	$ 31,000	$ 31,000
Total Golf Course Mte. Expenditures	**$ 94,885**	**$ 83,721**	**$ 121,103**	**$ 115,103**	**$ 102,678**

BUDGETARY COMMENT

Funds requested for Golf Course Maintenance in 2019 are $18,425 less than 2018 due to reductions in Personal Services and water/sewage service costs.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Tennis Court Mte. Expenditures					
Personal Services	$ 68,967	$ 67,028	$ 78,334	$ 78,334	$ 71,697
Contractual Services	1,307	4,086	4,400	2,822	3,180
Commodities	12,657	14,440	12,500	12,500	12,700
Total Tennis Court Mte. Expenditures	**$ 82,931**	**$ 85,554**	**$ 95,234**	**$ 93,656**	**$ 87,577**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 26,218	$ 24,095	$ 30,022	$ 30,022	$ 27,865
110 Overtime Wages	2,083	3,034	1,000	1,000	1,000
120 Part-Time Wages	20,572	18,648	19,000	19,000	19,000
198 Social Security Expense	3,697	3,458	3,827	3,827	3,662
199 Overhead Distribution	16,397	17,793	24,485	24,485	20,170
Total Personal Services	$ 68,967	$ 67,028	$ 78,334	$ 78,334	$ 71,697

Right: The pedestrian bridge to the Tennis Courts was in 2018.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Contractual Services					
241 Natural Gas	$ 919	$ 1,224	$ 3,300	$ 1,750	$ 1,900
243 Telephone	72	72	100	72	80
290 Other Contractual Services	316	2,790	1,000	1,000	1,200
Total Contractual Services	$ 1,307	$ 4,086	$ 4,400	$ 2,822	$ 3,180
Commodities					
326 Tennis Court Supplies	$ 578	$ 1,477	$ 500	$ 500	$ 700
328 Park Maintenance Supplies	12,079	12,963	12,000	12,000	12,000
Total Commodities	$ 12,657	$ 14,440	$ 12,500	$ 12,500	$ 12,700
Total Tennis Court Mte. Expenditures	**$ 82,931**	**$ 85,554**	**$ 95,234**	**$ 93,656**	**$ 87,577**

BUDGETARY COMMENT

Funds requested for Tennis Court Maintenance and Supervision are $7,657 less than requested in 2018 due to increases in personnel and natural gas costs.

Above: Tennis bubble interior

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Parks Maintenance Expenditures					
Personal Services	$ 551,274	$ 595,649	$ 588,830	$ 588,830	$ 662,054
Contractual Services	122,209	94,799	111,700	117,800	121,100
Commodities	85,841	97,642	107,000	107,000	107,000
Distributed Costs	5,906	6,054	6,205	6,205	6,329
Total Parks Maintenance Expenditures	**$ 765,230**	**$ 794,144**	**$ 813,735**	**$ 819,835**	**$ 896,483**

PARKS MAINTENANCE OVERVIEW

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

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

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

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

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

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

GRAND TOTAL ACREAGE	**747.03**

PARKS MAINTENANCE

Parks Maintenance Expenditures 01-40-415-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 234,039	$ 278,043	$ 287,883	$ 287,883	$ 344,415
110 Overtime Wages	6,586	9,404	12,000	12,000	11,000
120 Part-Time Wages	21,800	27,360	29,000	29,000	28,000
198 Social Security Expense	19,799	23,718	25,160	25,160	29,331
199 Overhead Distribution	269,050	257,124	234,787	234,787	249,308
Total Personal Services	$ 551,274	$ 595,649	$ 588,830	$ 588,830	$ 662,054
Contractual Services					
240 Water and Sewerage	$ 57,523	$ 30,507	$ 33,000	$ 40,000	$ 42,800
241 Natural Gas	2,021	2,620	3,900	3,000	3,200
242 Electricity	12,140	12,903	13,800	13,800	14,100
290 Other Contractual Services	32,610	32,120	33,000	33,000	33,000
299 Annual Park Maintenance Prog.	17,915	16,649	28,000	28,000	28,000
Total Contractual Services	$ 122,209	$ 94,799	$ 111,700	$ 117,800	$ 121,100
Commodities					
315 Construction Supplies	$ 23,843	$ 30,848	$ 34,000	$ 34,000	$ 34,000
327 Botanical Supplies	35,282	32,445	35,000	35,000	35,000
328 Park Maintenance Supplies	15,205	13,560	17,000	17,000	17,000
342 Mechanical Equipment & Supplies	5,562	13,500	13,500	13,500	13,500
343 Tools & Equipment	4,121	5,033	5,000	5,000	5,000
390 Other Supplies	1,828	2,256	2,500	2,500	2,500
Total Commodities	$ 85,841	$ 97,642	$ 107,000	$ 107,000	$ 107,000
Distributed Costs					
601 Dist. Vehicle Costs	$ 5,906	$ 6,054	$ 6,205	$ 6,205	$ 6,329
Total Distributed Costs	$ 5,906	$ 6,054	$ 6,205	$ 6,205	$ 6,329
Total Parks Maintenance Expenditures	**$ 765,230**	**$ 794,144**	**$ 813,735**	**$ 819,835**	**$ 896,483**

BUDGETARY COMMENT

Funds requested for Parks Maintenance in 2019 are $82,748 more than appropriated in 2018 due to an increased Personal Services cost allocation.

Right: Boyce Mayview Park Perimeter Trail parking lot improvements.

Left: Golf bridge rebuilt in 2018.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Forestry Expenditures					
Personal Services	$ 25,613	$ 30,943	$ 36,434	$ 36,034	$ 44,388
Contractual Services	65,437	54,984	75,000	75,000	75,000
Commodities	2,357	3,023	7,000	7,000	7,000
Total Forestry Expenditures	**$ 93,407**	**$ 88,950**	**$ 118,434**	**$ 118,034**	**$ 126,388**

FORESTRY OVERVIEW

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

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

Forestry Expenditures 01-40-416-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 13,752	$ 18,992	$ 16,810	$ 16,810	$ 22,562
110 Overtime Wages	2,371	3,484	2,500	3,650	3,000
120 Part Time Wages	1,633	72	1,800	250	500
198 Social Security Expense	1,335	1,695	1,615	1,615	1,994
199 Overhead Distribution	6,522	6,700	13,709	13,709	16,332
Total Personal Services	$ 25,613	$ 30,943	$ 36,434	$ 36,034	$ 44,388
Contractual Services					
290 Other Contractual Services	$ 65,437	$ 54,984	$ 75,000	$ 75,000	$ 75,000
Total Contractual Services	$ 65,437	$ 54,984	$ 75,000	$ 75,000	$ 75,000
Commodities					
327 Botanical Supplies	$ 1,621	$ 2,153	$ 5,000	$ 5,000	$ 5,000
390 Other Supplies	736	870	2,000	2,000	2,000
Total Commodities	$ 2,357	$ 3,023	$ 7,000	$ 7,000	$ 7,000
Total Forestry	**$ 93,407**	**$ 88,950**	**$ 118,434**	**$ 118,034**	**$ 126,388**

BUDGETARY COMMENT

Funds requested for Forestry in 2019 are $7,954 more than appropriated in 2018 due to an increase in the Personal Services cost allocation.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Force Work Projects Expenditures					
Personal Services	$ 2,462	$ 5,710	$ 2,937	$ 2,937	$ 6,009
Contractual Services	-	-	2,500	2,500	2,500
Commodities	-	-	5,000	5,000	5,000
Total Force Work Projects Expenditures	**$ 2,462**	**$ 5,710**	**$ 10,437**	**$ 10,437**	**$ 13,509**

FORCE WORK PROJECTS OVERVIEW

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

Force Work Projects Expenditures 01-40-418-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 1,471	$ 3,210	$ 1,552	$ 1,552	$ 3,338
110 Overtime Wages	408	1,894	-	-	-
198 Social Security Expense	141	386	119	119	255
199 Overhead Distribution	442	220	1,266	1,266	2,416
Total Personal Services	$ 2,462	$ 5,710	$ 2,937	$ 2,937	$ 6,009
Contractual Services					
290 Other Contractual Services	$ -	$ -	$ 2,500	$ 2,500	$ 2,500
Total Contractual Services	$ -	$ -	$ 2,500	$ 2,500	$ 2,500
Commodities					
390 Other Supplies	$ -	$ -	$ 5,000	$ 5,000	$ 5,000
Total Commodities	$ -	$ -	$ 5,000	$ 5,000	$ 5,000
Total Force Work Projects Expenditures	**$ 2,462**	**$ 5,710**	**$ 10,437**	**$ 10,437**	**$ 13,509**

BUDGETARY COMMENT

This program provides an appropriation for labor expenses and equipment rental. Funds requested for Force Work Projects in 2019 are $3,072 more than appropriated in 2018 due to an increase in the Personal Services cost allocation.

OVERHEAD DISTRIBUTION OVERVIEW

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

Public Works Overhead Distribution 01-40-499-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
101 Full-Time Wages	$ 225,551	$ 264,189	$ 285,676	$ 285,676	$ 250,376
112 Craft Wages	7,554	9,048	12,000	12,000	12,000
162 Group Life Insurance	5,256	6,521	7,766	7,766	6,077
163 Medical Insurance	330,098	374,919	411,030	411,030	437,623
164 Workers' Compensation	94,400	107,035	113,583	113,583	127,406
166 Pension Costs	276,812	213,166	267,469	267,469	189,942
167 Long-term Disability Insurance	4,910	5,061	5,449	5,449	4,458
198 Social Security Expense	21,243	22,559	22,772	22,772	20,865
262 Uniform Reimbursement	20,844	20,603	28,500	28,500	28,500
199 Less: Dist. Operating Costs	(953,522)	(980,990)	(1,154,245)	(1,154,245)	(1,077,247)
Total Public Works Overhead Distributio	**$ 33,146**	**$ 42,111**	**$ -**	**$ -**	**$ -**

In 2019, the total overhead Fringe Benefit expense estimate of $1,077,247 is distributed to the Public Works departments based on actual costs. The distribution is as follows:

Fund-Acct. No.		2018 Distribution	2019 Distribution
01-401	Public Works Administration	$ 202,987	$ 181,237
01-403	Civic Activities	5,823	6,337
01-404	Snow and Ice Control	38,814	30,646
01-405	Storm Sewer Maintenance	19,310	19,587
01-406	Traffic Safety	14,228	9,391
01-408	Street Maintenance	102,447	141,077
01-411	Building Maintenance	168,630	134,314
01-412	Equipment Maintenance	122,623	105,553
01-413	Golf Course Maintenance	31,973	24,594
01-414	Tennis Court Maintenance	24,485	20,170
01-415	Parks Maintenance	234,787	249,308
01-416	Forestry	13,709	16,332
01-418	Force Work Projects	1,266	2,416
50-425	Sanitary Sewer Fund	11,185	10,918
52-102	Boyce Mayview Park RAD Fu	161,978	125,367
	Total Distributed Amount	**$ 1,154,245**	**$ 1,077,247**

GENERAL FUND

RECREATION SUMMARY

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Recreation Expenditures					
Personal Services	$ 184,979	$ 193,673	$ 207,229	$ 193,000	$ 204,419
Contractual Services	157,597	155,397	225,448	193,298	203,639
Commodities	49,826	45,898	52,250	51,550	51,800
Distributed Costs	43,243	48,552	30,827	30,827	119,168
Total Recreation Expenditures	**$ 435,645**	**$ 443,520**	**$ 515,754**	**$ 468,675**	**$ 579,026**

RECREATION AND LEISURE SERVICES OVERVIEW

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

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

PROGRAM AREAS SERVED

Preschool, Youth and Teen

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

Summer Camp Program

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

Family

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

Community Program Youth and Adult Sports

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

Older Adults Program

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

DEPARTMENT EXPENDITURES

Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 67,008	$ 62,333	$ 54,148	$ 54,148	$ 55,616
110 Overtime Wages	23	-	100	350	375
120 Part-Time Wages	77,090	87,813	107,700	94,500	101,500
162 Group Life Insurance	265	369	427	427	303
163 Medical Insurance	12,356	12,792	12,780	12,780	13,000
164 Workers' Compensation	12,431	14,095	14,957	14,957	16,777
166 Pension Costs	4,221	4,235	4,061	4,061	4,171
167 Long-term Disability Insurance	158	165	165	165	128
168 Post Retirement Plan	600	600	500	500	500
198 Social Security Expense	10,827	11,271	12,391	11,112	12,049
Total Personal Services	$ 184,979	$ 193,673	$ 207,229	$ 193,000	$ 204,419
Contractual Services					
213 Professional Services	$ 1,635	$ 1,700	$ 2,000	$ 2,000	$ 2,000
220 Liability Insurance	25,381	26,245	28,048	28,048	28,839
230 Association Dues	95	485	1,000	1,000	1,000
231 Travel & Conference Expense	1,121	190	3,500	3,500	3,500
241 Natural Gas	29,326	34,201	66,000	39,000	41,000
242 Electricity	20,870	21,296	22,500	23,500	24,000
261 Rental Charges-Transportation	3,229	935	2,000	2,000	2,000
264 Rental Charges-Facilities	-	-	3,000	3,000	3,000
275 Printing & Duplicating	10,515	8,802	13,000	13,000	18,000
278 Postage	2,422	2,262	6,000	6,000	6,000
279 Self Supporting Programs	40,653	40,857	44,100	42,100	44,100
290 Other Contractual Services	22,350	18,424	34,300	30,150	30,200
Total Contractual Services	$ 157,597	$ 155,397	$ 225,448	$ 193,298	$ 203,639

DEPARTMENT EXPENDITURES (Continued)

Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Commodities					
301 Expendable Office Supplies	$ 3,246	$ 3,385	$ 2,000	$ 2,000	$ 2,000
302 Books & Subscriptions	-	-	250	250	250
326 Recreation Supplies	45,167	40,990	48,600	47,900	47,900
328 Parks Maintenance Supplies	398	933	400	400	400
390 Other Supplies	1,015	590	1,000	1,000	1,250
Total Commodities	$ 49,826	$ 45,898	$ 52,250	$ 51,550	$ 51,800
Distributed Costs					
601 Dist. Vehicle Costs	$ 2,627	$ 2,693	$ 2,760	$ 2,760	$ 2,815
602 Dist. Data Processing Costs	40,616	45,859	28,067	28,067	116,353
Total Distributed Costs	$ 43,243	$ 48,552	$ 30,827	$ 30,827	$ 119,168
Total Recreation Expenditures	**$ 435,645**	**$ 443,520**	**$ 515,754**	**$ 468,675**	**$ 579,026**

BUDGETARY COMMENT

Funds requested for recreation in 2019 are $63,272 more than appropriated in 2018 due largely to a significant increase in distributed Information Technology costs.

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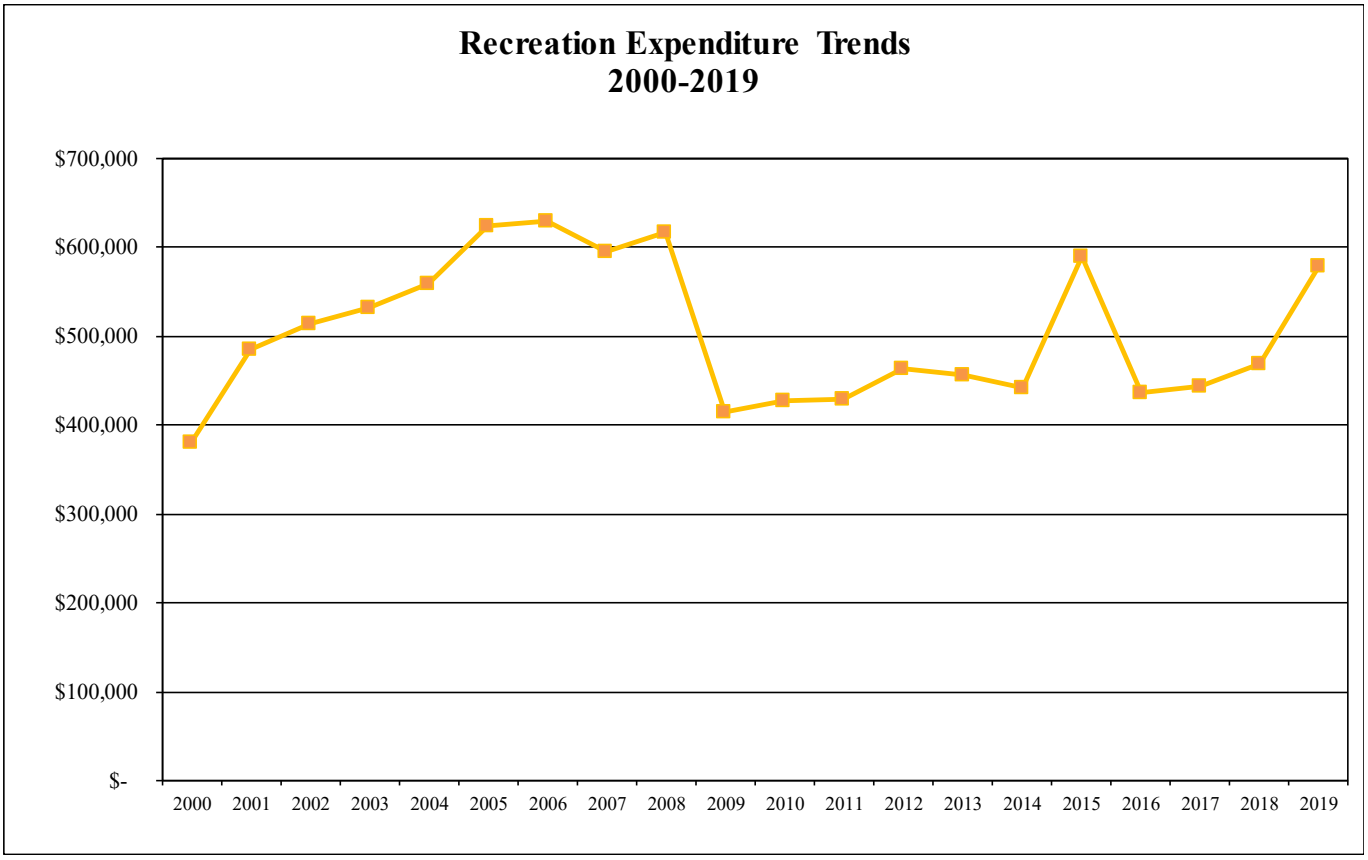
SUPPLEMENTARY INFORMATION

The average annual cost increase of Recreation expenditures over the last 20 years is 2.46%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$ 100,278***
How many real estate tax mills?		**0.02**	**$ 43,591.49**
Earned Income Tax per $100?	**$**	**0.52**	**$ 46,315.44**
Percentage of Other Taxes?		**0.05%**	**$ 10,371.07**

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

GENERAL FUND

RECREATION

ADMINISTRATION

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Administration Expenditures					
Personal Services	$ 101,992	$ 99,142	$ 92,903	$ 91,653	$ 95,153
Contractual Services	40,251	42,279	52,548	52,548	58,339
Commodities	5,482	4,051	3,750	3,750	4,000
Distributed Costs	43,243	48,552	30,827	30,827	119,168
Total Administration Expenditures	**$ 190,968**	**$ 194,024**	**$ 180,028**	**$ 178,778**	**$ 276,660**

RECREATION ADMINISTRATION OVERVIEW

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

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

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

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

2018 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.

2019 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.
- Continue to 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 (Finance and ComDev will update this)

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

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

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

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DEPARTMENT STATISTICS AND BENCHMARKS

- $357,350 is budgeted to be collected from program revenue in 2019.
- 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	2014	2015	2016	2017	2018	
All Programs						
Total Participants	3,252	2,961	3,339	3,175	3,463	*
Total Program Offerings	167	195	255	241	212	**
Permits for Meeting Rooms (MAC)	349	372	341	277	221	
Permits for Fields	47	48	75	62	61	
Field Bookings	2,397	2,615	2,883	2,875	2,912	
Permits for Pavilions	40	43	53	37	23	
Permits for C&RC Meeting Rooms	422	614	678	532	539	
Program Participants						
Aerobics/Dance & Exercise Classes	119	106	73	68	50	
Soccer Programs	184	215	117	97	71	
Summer Playground & Cultural Arts	924	562	894	987	827	
Girls Softball Camp	32	47	16	16	0	
Golf Lessons	n/a	62	43	34	32	
Summer Music	26	29	39	28	0	
Tennis Bubble/Paddle Tennis	124	97	94	103	90	
Miscellaneous Self-Supporting	988	1,057	2,743	1,331	1,520	
Youth Basketball	739	883	125	98	779	
Instructional Baseball	16	54	88	119	94	
Other Program Statistics						
Softball Programs	15 Teams	15 Teams	14 Teams	14 Teams	13 Teams	
Older Adults	1,802 Meals	1,520 meals	1,382 meals	1,450 meals	1,875	*

** Several programs offered to Older Adults and Youth do not require registration and are not counted above.*
*** Fitness & aquatics youth programs are not included in this count.*

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

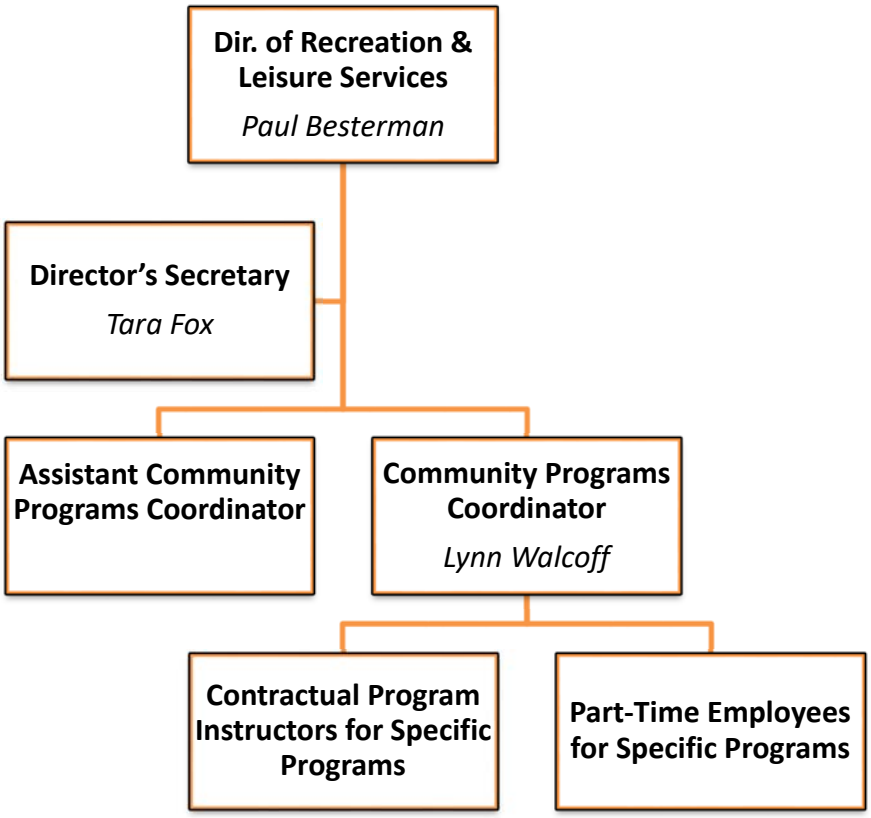
The following is a list of community organizations that the Department of Recreation and Leisure Services assisted in coordination during 2018. Through November 2018, 783 permits for Township meeting rooms, pavilions and fields were issued.

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

DEPARTMENT ORGANIZATIONAL STRUCTURE

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

Position Title	Pay Grade	Minimum	Maximum	2019 Positions
Director of Recreation and Leisure Services	3	$87,670	$125,728	1
Community Program Coordinator	11	$39,990	$57,350	1
Office Secretary	13	$33,049	$47,397	1



Budgetary Allocations

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

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

GENERAL FUND

RECREATION

PROGRAM SUMMARY

DEPARTMENT EXPENDITURES

Administration Expenditures 01-50-501-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 67,008	$ 62,333	$ 54,148	$ 54,148	$ 55,616
110 Overtime Wages	23	-	100	350	375
120 Part-Time Wages	-	-	1,500	-	-
162 Group Life Insurance	265	369	427	427	303
163 Medical Insurance	12,356	12,792	12,780	12,780	13,000
164 Workers' Compensation	12,431	14,095	14,957	14,957	16,777
166 Pension Costs	4,221	4,235	4,061	4,061	4,171
167 Long-term Disability Insurance	158	165	165	165	128
168 Post Retirement Plan	600	600	500	500	500
198 Social Security Expense	4,930	4,553	4,265	4,265	4,283
Total Personal Services	$ 101,992	$ 99,142	$ 92,903	$ 91,653	$ 95,153
Contractual Services					
220 Liability Insurance	$ 25,381	$ 26,245	$ 28,048	$ 28,048	$ 28,839
230 Association Dues	95	485	1,000	1,000	1,000
231 Travel & Conference Expense	1,121	190	3,500	3,500	3,500
275 Printing & Duplicating	10,515	8,802	13,000	13,000	18,000
278 Postage	2,422	2,262	6,000	6,000	6,000
290 Other Contractual Services	717	4,295	1,000	1,000	1,000
Total Contractual Services	$ 40,251	$ 42,279	$ 52,548	$ 52,548	$ 58,339
Commodities					
301 Expendable Office Supplies	$ 3,246	$ 3,385	$ 2,000	$ 2,000	$ 2,000
302 Books & Subscriptions	-	-	250	250	250
326 Recreation Supplies	1,221	76	500	500	500
390 Other Supplies	1,015	590	1,000	1,000	1,250
Total Commodities	$ 5,482	$ 4,051	$ 3,750	$ 3,750	$ 4,000
Distributed Costs					
601 Dist. Vehicle Costs	$ 2,627	$ 2,693	$ 2,760	$ 2,760	$ 2,815
602 Dist. Data Processing Costs	40,616	45,859	28,067	28,067	116,353
Total Distributed Costs	$ 43,243	$ 48,552	$ 30,827	$ 30,827	$ 119,168
Total Administration Expenditures	**$ 190,968**	**$ 194,024**	**$ 180,028**	**$ 178,778**	**$ 276,660**

BUDGETARY COMMENT

Funds requested for Recreation Administration in 2019 are $96,632 more than appropriated in 2017 due primarily to a significant increase in distributed Information Technology costs.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Program Expenditures					
Personal Services	$ 82,987	$ 94,531	$ 114,326	$ 101,347	$ 109,266
Contractual Services	117,346	113,118	172,900	140,750	145,300
Commodities	44,344	41,847	48,500	47,800	47,800
Total Program Expenditures	**$ 244,677**	**$ 249,496**	**$ 335,726**	**$ 289,897**	**$ 302,366**

RECREATION PROGRAMS OVERVIEW

All recreation program expenses, except outdoor tennis court maintenance and golf course maintenance (Public Works), are budgeted as part of recreation programs, but staff coordination for these two (2) programs are managed by the Recreation Department. Total recreation program expenses for 2019 are $302,366. Anticipated fees generated by these programs are $357,350. Thus, recreation programs are fully fee supported.

Program Expenditures 01-50-502-500 TO 01-50-530-500	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
120 Part-Time Wages	$ 77,090	$ 87,813	$ 106,200	$ 94,500	$ 101,500
198 Social Security Expense	5,897	6,718	8,126	6,847	7,766
Total Personal Services	$ 82,987	$ 94,531	$ 114,326	$ 101,347	$ 109,266
Contractual Services					
213 Professional Services	$ 1,635	$ 1,700	$ 2,000	$ 2,000	$ 2,000
241 Natural Gas	29,326	34,201	66,000	39,000	41,000
242 Electricity	20,870	21,296	22,500	23,500	24,000
260 Rental Charges-Transportation	3,229	935	2,000	2,000	2,000
264 Rental Charges-Facilities	-	-	3,000	3,000	3,000
279 Self Supporting Programs	40,653	40,857	44,100	42,100	44,100
290 Other Contractual Services	21,633	14,129	33,300	29,150	29,200
Total Contractual Services	$ 117,346	$ 113,118	$ 172,900	$ 140,750	$ 145,300
Commodities					
326 Recreation Supplies	$ 43,946	$ 40,914	$ 48,100	$ 47,400	$ 47,400
328 Parks Maintenance Supplies	398	933	400	400	400
Total Commodities	$ 44,344	$ 41,847	$ 48,500	$ 47,800	$ 47,800
Total Program Expenditures	**$ 244,677**	**$ 249,496**	**$ 335,726**	**$ 289,897**	**$ 302,366**

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 2018, fees were set at $250.00 per person (family maximum of $400.00).

Summer Playground Expenditures 01-50-511-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
120 Part-Time Wages	$ 47,350	$ 50,023	$ 52,000	$ 49,000	$ 50,000
198 Social Security Expense	3,622	3,827	3,978	3,978	3,825
Total Personal Services	$ 50,972	$ 53,850	$ 55,978	$ 52,978	$ 53,825
Contractual Services					
213 Professional Services	$ 1,635	$ 1,700	$ 2,000	$ 2,000	$ 2,000
290 Other Contractual Services	-	-	2,500	2,500	2,500
Total Contractual Services	$ 1,635	$ 1,700	$ 4,500	$ 4,500	$ 4,500
Commodities					
326 Recreation Supplies	$ 5,329	$ 6,058	$ 8,000	$ 8,000	$ 8,000
Total Commodities	$ 5,329	$ 6,058	$ 8,000	$ 8,000	$ 8,000
Total Summer Playground Expenditures	**$ 57,936**	**$ 61,608**	**$ 68,478**	**$ 65,478**	**$ 66,325**
Estimated Revenue					
011 Summer Playground & Cultural Art Program	**$ 72,017**	**$ 70,009**	**$ 71,500**	**$ 73,000**	**$ 71,500**
Percent Fee Supported					**108%**

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OLDER ADULTS PROGRAM

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

The schedule of programs includes films, arts and crafts lessons, lectures, card tournaments, pool, Ping-Pong, field trips, and a weekly luncheon program. In 2018, programs were also offered that did not require registration. These included Driver Education for Older Adults, Shakespeare Seminars, Seniors at Leisure Series (including Brain Fitness), Art Experience, Entertainment Day, and Card and Game Day. Continuation of these programs is recommended for 2019.

Older Adults Program Expenditures 01-50-513-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
120 Part-Time Wages	$ -	$ 578	$ -	$ 3,500	$ 500
198 Social Security Expense	-	44	-	-	38
Total Personal Services	$ -	$ 622	$ -	$ 3,500	$ 538
Contractual Services					
260 Rental Charges-Transportation	$ 3,229	$ 935	$ 2,000	$ 2,000	$ 2,000
Total Contractual Services	$ 3,229	$ 935	$ 2,000	$ 2,000	$ 2,000
Commodities					
326 Recreation Supplies	$ 14,930	$ 12,088	$ 13,000	$ 13,000	$ 13,000
Total Commodities	$ 14,930	$ 12,088	$ 13,000	$ 13,000	$ 13,000
Total Older Adults Program Expenditures	**$ 18,159**	**$ 13,645**	**$ 15,000**	**$ 18,500**	**$ 15,538**
Estimated Revenue					
013 Older Adults	**$ 3,451**	**$ 64**	**$ 1,350**	**$ 500**	**$ 500**
Percent Fee Supported					**3%**

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TENNIS BUBBLE/PADDLE TENNIS PROGRAM

The Township's three tennis bubbles provide tennis play during the months of October through April. Participants purchase a fixed hour each week for the season. Season fees for each fixed hour range from $470.00 to $600.00 for the 2018/19 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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
120 Part-Time Wages	$ 21,807	$ 23,965	$ 25,000	$ 25,000	$ 26,000
198 Social Security Expense	1,668	1,833	1,913	1,913	1,989
Total Personal Services	$ 23,475	$ 25,798	$ 26,913	$ 26,913	$ 27,989
Contractual Services					
241 Natural Gas	$ 29,326	$ 34,201	$ 66,000	$ 39,000	$ 41,000
242 Electricity	20,870	21,296	22,500	23,500	24,000
Total Contractual Services	$ 50,196	$ 55,497	$ 88,500	$ 62,500	$ 65,000
Commodities					
328 Parks Maintenance Supplies	$ 398	$ 933	$ 400	$ 400	$ 400
Total Commodities	$ 398	$ 933	$ 400	$ 400	$ 400
Total Tennis Bubble/Paddle Tennis Exp.	**$ 74,069**	**$ 82,228**	**$ 115,813**	**$ 89,813**	**$ 93,389**
Estimated Revenue					
021 Tennis Bubble Fees	**$ 103,086**	**$ 90,817**	**$ 100,000**	**$ 100,000**	**$ 100,000**
Percent Fee Supported					**107%**

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 $75.00. In the winter program, up to 140 hours of play and instruction are provided at a fee of $83.00.

Youth Basketball Expenditures 01-50-523-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
120 Part-Time Wages	$ 1,679	$ 2,649	$ 6,000	$ 2,500	$ 3,000
198 Social Security Expense	128	203	459	459	230
Total Personal Services	$ 1,807	$ 2,852	$ 6,459	$ 2,959	$ 3,230
Contractual Services					
264 Rental Charges-Facilities	$ -	$ -	$ 3,000	$ 3,000	$ 3,000
290 Other Contractual Services	10,980	-	15,000	15,000	15,000
Total Contractual Services	$ 10,980	$ -	$ 18,000	$ 18,000	$ 18,000
Commodities					
326 Recreation Supplies	$ 19,974	$ 17,535	$ 20,000	$ 20,000	$ 20,000
Total Commodities	$ 19,974	$ 17,535	$ 20,000	$ 20,000	$ 20,000
Total Youth Basketball Expenditures	**$ 32,761**	**$ 20,387**	**$ 44,459**	**$ 40,959**	**$ 41,230**
Estimated Revenue					
023 Youth Basketball	**$ 63,050**	**$ 59,907**	**$ 55,000**	**$ 55,000**	**$ 55,000**
Percent Fee Supported					**133%**

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MISCELLANEOUS SELF-SUPPORTING PROGRAMS

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

Self Supporting Programs Expenditures 01-50-522-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
120 Part-Time Wages	$ 6,254	$ 10,598	$ 23,200	$ 14,500	$ 22,000
198 Social Security Expense	479	811	1,776	497	1,684
Total Personal Services	$ 6,733	$ 11,409	$ 24,976	$ 14,997	$ 23,684
Contractual Services					
279 Self Supporting Programs	$ 40,653	$ 40,857	$ 44,100	$ 42,100	$ 44,100
290 Other Contractual Services	10,653	14,129	15,800	11,650	11,700
Total Contractual Services	$ 51,306	$ 54,986	$ 59,900	$ 53,750	$ 55,800
Commodities					
326 Recreation Supplies	$ 3,713	$ 5,233	$ 7,100	$ 6,400	$ 6,400
Total Commodities	$ 3,713	$ 5,233	$ 7,100	$ 6,400	$ 6,400
Total Self Supporting Prog. Expenditures	**$ 61,752**	**$ 71,628**	**$ 91,976**	**$ 75,147**	**$ 85,884**
Estimated Revenue					
022 Miscellaneous Self Supporting	**$ 98,745**	**$ 117,643**	**$ 112,300**	**$ 90,710**	**$ 100,500**
Percent Fee Supported					**117%**

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GENERAL FUND

LIBRARY SUMMARY

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Administration Expenditures					
Personal Services	$ 718,248	$ 748,881	$ 750,584	$ 750,584	$ 769,875
Contractual Services	9,802	9,251	10,400	10,300	9,500
Commodities	91,141	87,407	137,000	137,000	138,500
Distributed Costs	40,616	22,930	50,520	50,520	38,784
Total Administration Expenditures	**$ 859,807**	**$ 868,469**	**$ 948,504**	**$ 948,404**	**$ 956,659**

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

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

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

2018 DEPARTMENT ACCOMPLISHMENTS

- Expanded program offerings to include more monthly groups. There are now 4 book groups meeting regularly as well as other special interest groups such as a knitting group, a creative group and a writer's group.
- Library staff were cross-trained to do specific tasks related to collection development, acquisitions, and technical services providing more flexibility in scheduling. Critical time sensitive patron service work can be accomplished more efficiently with this additional flexibility.
- The library collection development policy has been updated to include new sections on the non-fiction neighborhoods and other updates as necessary.
- The children's library renovation was completed with the replacement of carpet on the school age area of the floor and the installation on a new glass block wall in the entrance area.
- Online registration was fully implemented for adult events and piloted for children's programs.

2019 DEPARTMENT GOALS AND OBJECTIVES

- Focus on diversity and inclusion with programs for patrons and staff on the topics of racial and social justice, unconsciousness bias, and multicultural education, utilizing funds from an Allegheny County Library Association legislative grant for programs on this type. Support community interest with conversation groups on these topics.
- Enhance the adult digital literacy program with expanded class options and provide patrons with the ability to make appointments online.
- Introduce a new summer early learning program which is part of a state-wide initiative promoting early literacy.
- Identify and develop more community outreach programming on the adult level.
- Provide additional programs for middle school children with an emphasis on STEM topics and summer learning. Teen programming will also be increased.

DEPARTMENT STATISTICS AND BENCHMARKS

Library Performance Statistics

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

Library Statistics and Service Measures Compared with Local Area Libraries

Data from Institute of Museum and Library Services, Public Library Survey Fiscal Year 2016

Library	Population of Service Area	Hours Open Weekly	Total Staff (FTE equiv)	Collection Size	Circulation	Library Visitors	Total Library Programs	Total Program Attendance	Internet Terminals
Upper St. Clair	19,229	65	18.13	67,485	324,668	149,575	777	13,197	12
Bethel Park	32,313	65	20.33	93,026	313,125	160,517	1,853	26,216	28
Bridgeville	5,148	52	6.38	20,325	85,945	35,832	826	10,501	16
Moon	24,185	56	9.15	54,706	221,815	93,527	1,147	25,520	16
Mount Lebanon	33,137	66	24.75	151,699	605,343	328,774	1,654	35,882	44
Northern Tier	22,597	63	14.86	71,988	228,805	145,300	736	10,777	20
Peters	21,213	64	14.26	124,803	353,162	167,471	1,826	34,517	16
Shaler North	28,757	58	19.18	135,397	414,236	447,662	2,863	99,602	22

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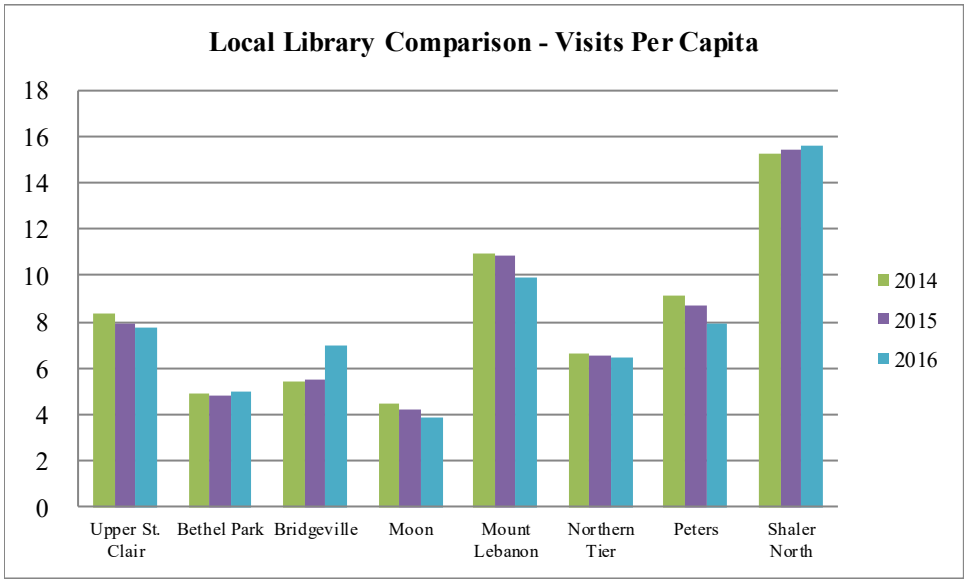
DEPARTMENT STATISTICS AND BENCHMARKS (continued)

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

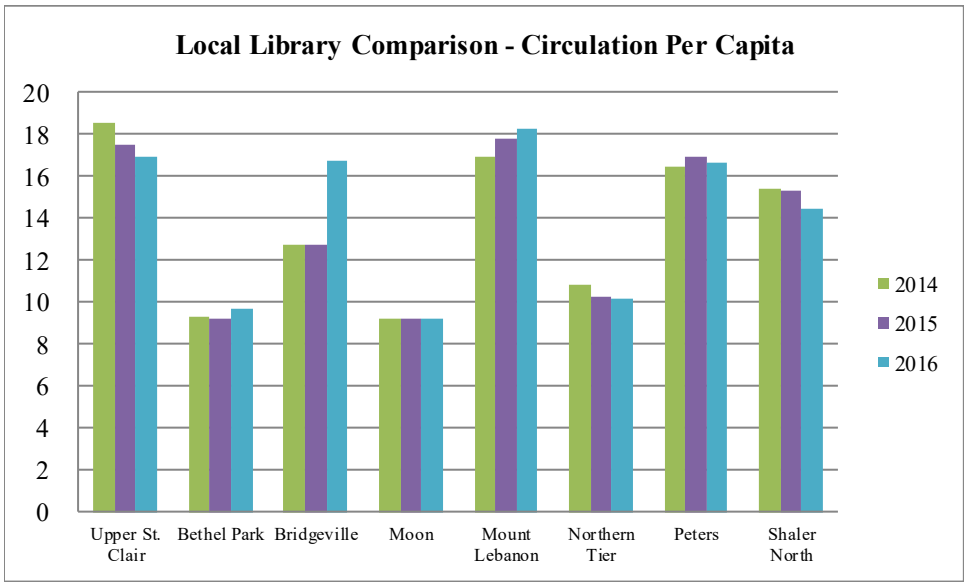
Per capita comparisons with other local libraries indicate the performance of the library relative to the size of the library's legal service population.

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



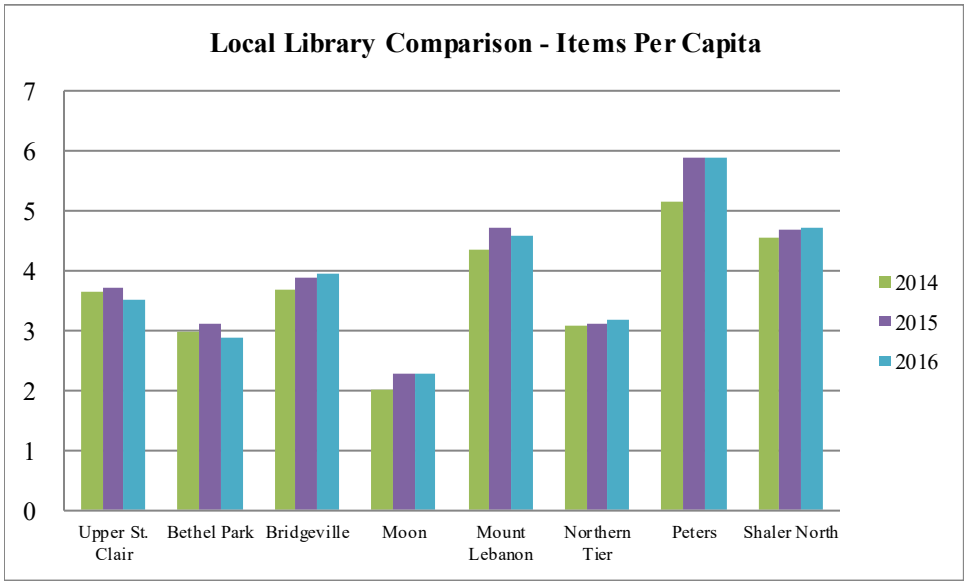
Circulation Per Capita – Relates the number of library materials lent to the number of persons the library serves. It is calculated by dividing total annual circulation by the library's legal service area population.

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.



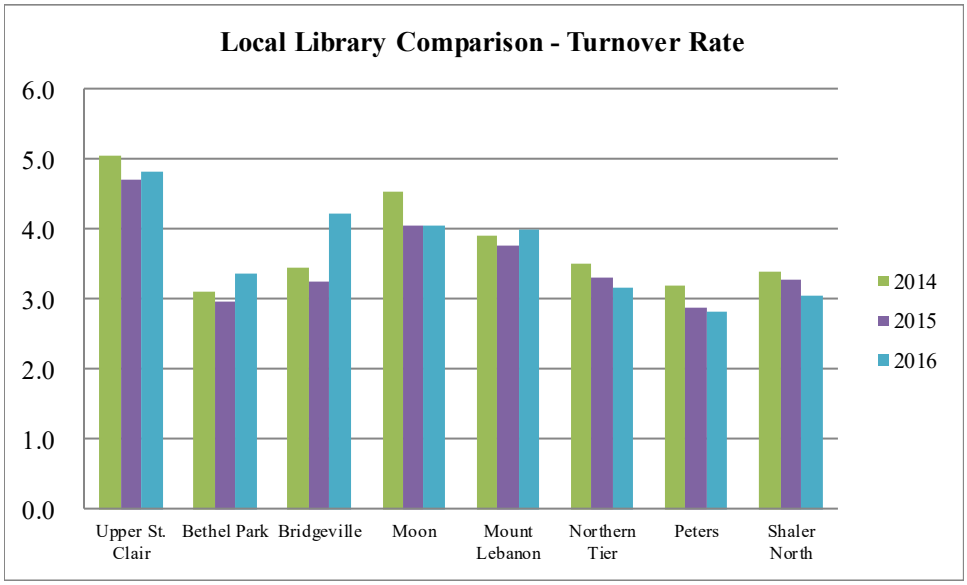
DEPARTMENT STATISTICS AND BENCHMARKS (continued)

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 3.51 and the Turnover Rate is 4.81.



COMPREHENSIVE PLAN STATUS

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

With a focus on diversity and inclusion for 2019 programs and services, the library will reach out into the community with more programs offsite, and more service oriented opportunities for library patrons to get involved with our neighbors. Kids programming is, as always, focused on learning and literacy skill building, and a new format for the 2019 classes will provide more options for parents. The digital collection of e-books, e-magazines, e-audio, and e-video, continues to grow in response to increased usage.

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Library Department for 2019 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2019 Positions
Director of the Library	4	$77,928	$111,757	1
Head of Youth Services	9	$48,388	$69,393	1
Head of Technical Services	9	$48,388	$69,393	1
Youth Services Librarian	11	$39,990	$57,350	1
Programs & Outreach Services Librarian	11	$39,990	$57,350	1
Secretary to the Director of the Library	13	$33,049	$47,397	1
Circulation Coordinator	13	$33,049	$47,397	1
Technical Services Assistant	15	$27,314	$39,170	1
Youth Services Library Specialist	15	$27,314	$39,170	1
Total				**9**

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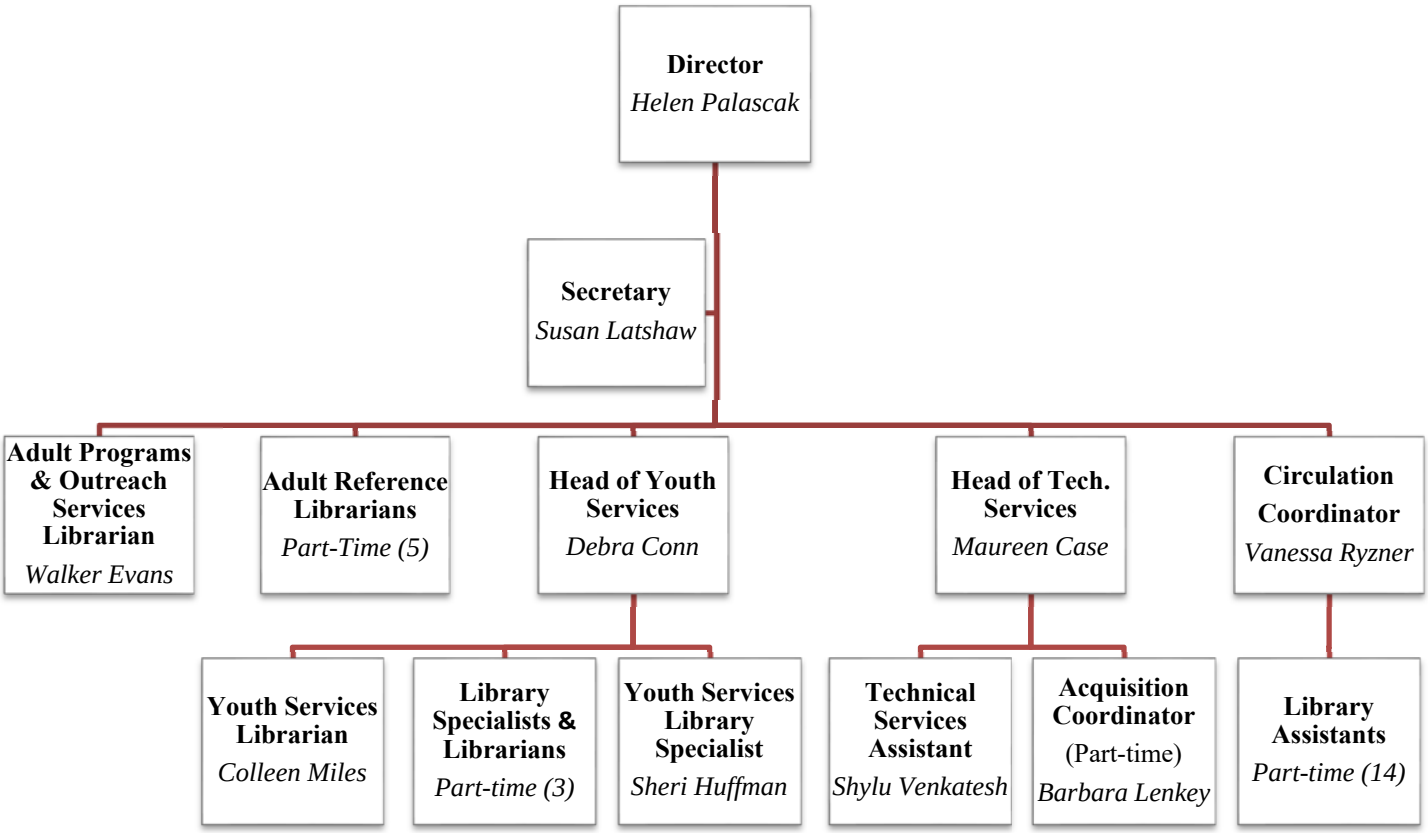
DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



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DEPARTMENT EXPENDITURES

Administration Expenditures 01-60-601-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
101 Full-Time Wages	$ 285,144	$ 295,058	$ 299,914	$ 299,914	$ 308,519
120 Part-Time Wages	275,980	286,410	286,000	286,000	293,150
162 Group Life Insurance	870	1,427	2,326	2,326	1,711
163 Medical Insurance	90,392	98,134	91,420	91,420	93,326
164 Workers' Compensation	5,134	5,822	6,178	6,178	6,930
166 Pension Costs	16,146	16,535	17,010	17,010	17,498
167 Long-term Disability Insurance	802	857	914	914	713
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	41,780	42,638	44,822	44,822	46,028
Total Personal Services	$ 718,248	$ 748,881	$ 750,584	$ 750,584	$ 769,875
Contractual Services					
230 Association Dues	$ 2,141	$ 1,306	$ 2,000	$ 2,000	$ 2,000
231 Travel & Conference Expense	2,228	2,446	2,000	2,000	2,000
243 Telephone	989	1,275	1,100	1,000	1,100
250 Repairs/Maint - Office Equip	1,749	1,770	2,000	2,000	2,400
275 Printing & Duplicating	1,427	2,000	1,500	1,500	1,500
278 Postage	492	454	1,000	1,000	500
281 Storage Space Rental	776	-	800	800	-
Total Contractual Services	$ 9,802	$ 9,251	$ 10,400	$ 10,300	$ 9,500
Commodities					
301 Expendable Office Supplies	$ 7,604	$ 8,811	$ 8,000	$ 8,000	$ 8,000
302 Periodicals & Subscriptions	6,029	5,736	8,000	8,000	6,000
310 Adult Books	31,409	28,194	70,000	70,000	68,000
311 Juvenile Books	17,929	15,250	17,000	17,000	16,000
314 Adult Non-Print Materials	9,946	10,087	13,000	13,000	10,000
315 Juvenile Non-Print Materials	232	(7,669)	1,500	1,500	-
320 E-Resources	7,844	9,567	8,000	8,000	17,000
380 Miscellaneous Supplies	-	(10)	500	500	500
381 Program Expenses	6,357	8,013	8,000	8,000	10,000
382 Library Specific Supplies	3,791	9,428	3,000	3,000	3,000
Total Commodities	$ 91,141	$ 87,407	$ 137,000	$ 137,000	$ 138,500

DEPARTMENT EXPENDITURES (Continued)

Administration Expenditures 01-60-601-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Distributed Costs					
602 Dist. Data Processing Costs	$ 40,616	$ 22,930	$ 50,520	$ 50,520	$ 38,784
Total Distributed Costs	$ 40,616	$ 22,930	$ 50,520	$ 50,520	$ 38,784
Total Administration Expenditures	**$ 859,807**	**$ 868,469**	**$ 948,504**	**$ 948,404**	**$ 956,659**

BUDGETARY COMMENT

The 2019 Budget is $8,155, or 0.86%, more than appropriated in 2018. Increases in personal services costs are partially offset by a reduction in distributed IT services costs.

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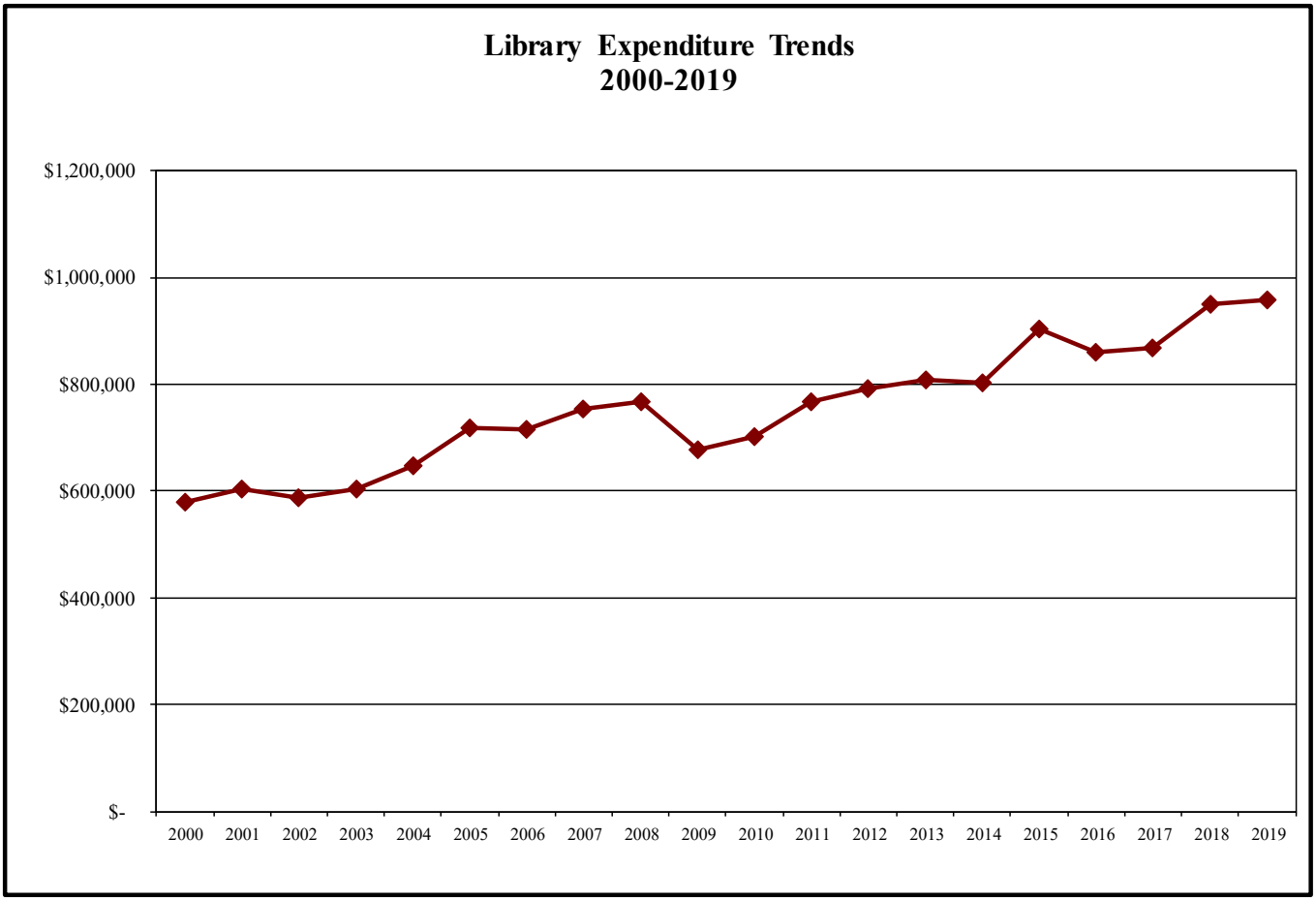
SUPPLEMENTARY INFORMATION

The average annual cost increase of Library expenditures over the last 20 years is 3.28%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$810,734***
How many real estate tax mills?		**0.16**	**$352,431**
Earned Income Tax per $100?	**$**	**4.17**	**$374,454**
Percentage of Other Taxes?		**0.43%**	**$83,849**

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

FRINGE BENEFITS

&

INSURANCE

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services	$ 3,360,935	$ 3,502,204	$ 3,964,436	$ 3,964,436	$ 3,948,950
Less: Dist. Operating Costs	(3,365,597)	(3,443,088)	(3,964,436)	(3,964,436)	(3,948,950)
Total Personal Services	**$ (4,662)**	**$ 59,116**	**$ -**	**$ -**	**$ -**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
160 Social Security Expense	$ 792,699	$ 807,124	$ 735,732	$ 735,732	$ 760,756
162 Group Life Insurance	29,611	37,347	46,515	46,515	34,464
163 Medical Insurance	1,446,161	1,554,920	1,922,373	1,922,373	1,899,415
164 Workers' Compensation	364,977	413,457	454,900	454,900	505,159
165 Unemployment Compensation	13,059	18,310	16,000	16,000	15,000
166 Pension Costs	697,789	650,180	765,770	765,770	715,972
167 Long-Term Disability Insurance	16,639	20,866	23,146	23,146	18,184
199 Less: Dist. Operating Costs	(3,365,597)	(3,443,088)	(3,964,436)	(3,964,436)	(3,948,950)
Total Personal Services	**$ (4,662)**	**$ 59,116**	**$ -**	**$ -**	**$ -**

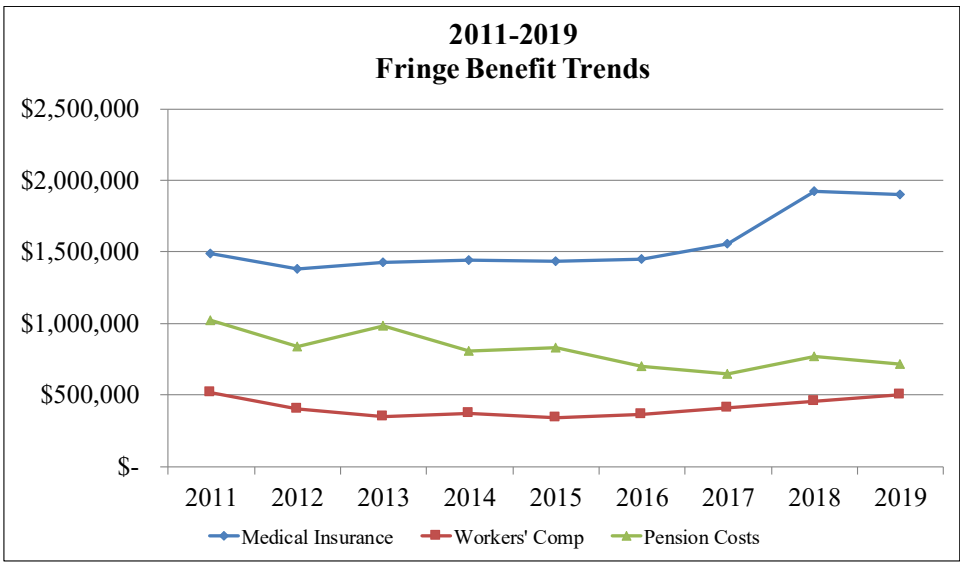
BUDGETARY COMMENT

In 2018, the total overhead Fringe Benefit expense is estimated at $3,948,950, which is a decrease of $15,486 from the 2018 Budget. Increases in Social Security and workers' compensation are offset by reductions in pension costs and medical and life insurance premiums.

FRINGE BENEFIT DISTRIBUTION

Fund - Acct. No.	Program	Social Security	Life Insurance	Medical Insurance	Workers' Comp.	Pension Costs	LTD Insurance
01-101	Commissioners	$ 643	$ -	$ -	$ -	$ -	$ -
01-102	Administration	41,401	2,719	122,201	2,918	46,766	1,241
01-103	Finance Office	12,069	911	35,853	1,021	13,155	364
01-104	Tax Collection	2,793	193	7,004	255	3,400	84
01-106	Information Technology	21,276	1,519	44,837	1,349	20,858	642
01-107	Cable Television	3,215	221	16,808	299	3,152	97
01-201	Police	257,416	11,580	566,763	209,536	312,018	6,791
01-202	VFD	-	-	-	33,335	-	-
01-301	Comm. Development	29,343	2,042	102,912	2,188	28,729	885
01-501	Recreation - Admin	4,283	303	13,000	16,777	4,171	128
01-502-530	Recreation Programs	7,766	-	-	-	-	-
01-601	Library	46,028	1,711	93,326	6,930	17,498	713
01-499	Public Works	154,451	6,077	437,623	127,406	189,942	4,458
01-904	Post Employment Benefits	-	1,072	125,814	-	-	-
14-601	Library RAD Fund	8,633	608	54,436	1,313	5,391	249
50-425	Sanitary Sewer	13,815	850	28,404	1,313	13,224	375
52-102	BM Park RAD Fund	22,211	331	19,704	438	4,709	145
53-50-501	BM Rec	139,088	4,727	251,396	100,081	60,459	2,101
	Total Benefits	**$ 764,431**	**$ 34,864**	**$ 1,920,081**	**$ 505,159**	**$ 723,472**	**$ 18,273**

Fringe benefit costs for Administration, Finance, Information Technology, Police, Community Development, Public Works, Recreation Administration and Library Administration are based on actual costs per employee. Fringe benefit expenses for all other Public Works programs also include wages for vacation and sick days, craft wages and uniform rental costs.



FRINGE BENEFIT REIMBURSEMENTS (See *"General Fund Revenue-Other Non-Tax Revenue"*)

Medical Insurance

All Township employees are required to contribute an amount towards their medical insurance premiums through a payroll deduction. Listed below is a breakdown of the contribution stipulations and the anticipated contributions per employee group.

Teamsters Local 205 – 4.0% of premiums
Police Officers – 6.5% 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

2019 Budget Medical Insurance Employee Reimbursements	
Police Officers	$ 23,900
Non-Contractual Employees	79,450
Teamsters	19,150
Dispatchers	2,500
Total Employee Reimbursement	**$ 125,000**
Net % of Medical Insurance	6.5%

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 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Estimated 2018	Budget 2019
WC Premium	$517,371	$406,433	$352,136	$368,439	$344,655	$364,977	$413,457	$454,900	$505,159
WC Dividends	(69,449)	(81,055)	(128,586)	(141,038)	(175,072)	(156,696)	(128,247)	(135,127)	(115,000)
Net Premium	**$447,922**	**$325,378**	**$223,550**	**$227,401**	**$169,583**	**$208,281**	**$285,210**	**$319,773**	**$390,159**

Pension Costs

Act 205, the Commonwealth of Pennsylvania's Municipal Pension Law, mandates that information regarding the Township's minimum pension obligations be included in the budget. The anticipated pension expenses are partially offset by the State Pension Grant as shown below:

	Public Works DB Pension	Police DB Pension	General Employees' DC Pension	Total
2019 Minimum Municipal Obligation	$ 155,819	$ 289,098	$ 271,055	$ 715,972
Less: State Pension Grant	(116,250)	(232,500)	(292,950)	(641,700)
Difference - Net Cost to Township	$ 39,569	$ 56,598	$ (21,895)	$ 74,272

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Contractual Services	$ 189,008	$ 195,173	$ 204,552	$ 204,552	$ 209,836
Less: Dist. Operating Costs	(156,867)	(162,206)	(173,352)	(173,352)	(178,236)
Total Contractual Services	**$ 32,141**	**$ 32,967**	**$ 31,200**	**$ 31,200**	**$ 31,600**

DISTRIBUTED INSURANCE OVERVIEW

This account represents the Township's cost for General Liability Insurance. In 2019, the total cost will be distributed based on actual costs.

DEPARTMENT EXPENDITURES

Distributed Insurance	2016	2017	2018	2018	2019
01-90-903-500???-000	Actual	Actual	Budget	Estimate	Budget
Contractual Services					
199 Less: Dist. Operating Costs	$ (156,867)	$ (162,206)	$ (173,352)	$ (173,352)	$ (178,236)
220 Umbrella Policy	10,700	11,300	11,900	11,900	12,500
221 Special Multi-Peril Policy	139,500	144,240	151,452	151,452	155,736
223 Employment Practices Liability	20,863	21,693	22,800	22,800	22,900
224 Pollution Liability	7,945	7,940	8,400	8,400	8,700
295 Brokerage Services	10,000	10,000	10,000	10,000	10,000
Total Contractual Services	**$ 32,141**	**$ 32,967**	**$ 31,200**	**$ 31,200**	**$ 31,600**

BUDGETARY COMMENT

The 2019 Budget reflects an increase of $400 over the 2018 estimate due to various minor adjustments in premiums.

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POST-EMPLOYMENT BENEFITS OVERVIEW

These accounts represent Post-Employment benefits paid to Township retirees as a part of negotiated labor Agreements and COBRA Insurance Benefits paid on behalf of former employees.

DEPARTMENT EXPENDITURES

Post Employment Benefits 01-90-904-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
162 Group Life Insurance	$ 677	$ 862	$ 980	$ 980	$ 1,072
163 Medical Insurance	101,086	85,407	149,699	149,699	115,814
Total Personal Services	**$ 101,763**	**$ 86,269**	**$ 150,679**	**$ 150,679**	**$ 116,886**

COBRA Insurance Benefits 01-90-905-500???-000	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Personal Services					
163 Medical Insurance	121	3,974	10,000	10,000	10,000
Total Personal Services	**$ 121**	**$ 3,974**	**$ 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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Debt Service Expenditures					
Contractual Services	$ 1,117,178	$ 1,308,454	$ 1,348,889	$ 1,348,889	$ 1,343,564
Total Debt Service Expenditures	**$ 1,117,178**	**$ 1,308,454**	**$ 1,348,889**	**$ 1,348,889**	**$ 1,343,564**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Contractual Services					
501 Principal - General Oblig Bonds	$ 161,005	$ 394,477	$ 382,991	$ 382,991	$ 390,206
501 Principal - General Oblig Notes	473,000	473,000	473,000	473,000	473,000
501 Interest - General Oblig Bonds	449,488	414,102	472,742	472,742	466,921
501 Interest - General Oblig Notes	33,685	26,875	20,156	20,156	13,437
Total Contractual Services	$ 1,117,178	$ 1,308,454	$ 1,348,889	$ 1,348,889	$ 1,343,564
Total Debt Service Expenditures	**$ 1,117,178**	**$ 1,308,454**	**$ 1,348,889**	**$ 1,348,889**	**$ 1,343,564**

BUDGETARY COMMENT

The budgeted debt payments for 2019 are $5,325 lower than in 2018 based on the debt service schedules.

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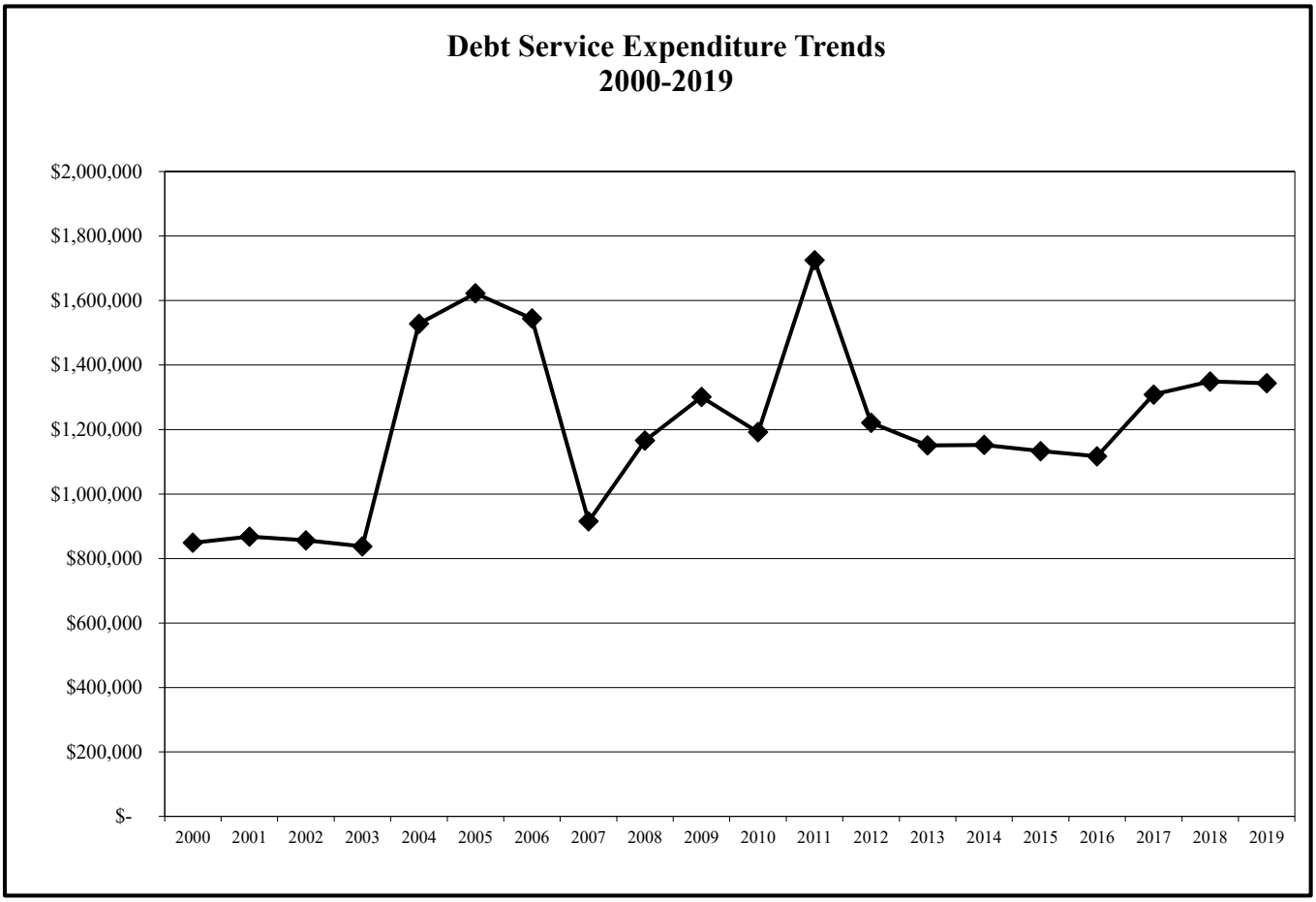
SUPPLEMENTARY INFORMATION

The average annual cost increase of Debt Service expenditures over the last 20 years is 5.75%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$1,343,564***
How many real estate tax mills?		**0.26**	**$584,056**
Earned Income Tax per $100?	**$**	**6.91**	**$620,552**
Percentage of Other Taxes?		**0.71%**	**$138,956**

**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
2019	1.400%	$ 473,000	$ 13,437	$ 486,437
2020	1.400%	473,000	6,737	479,737
	Total	**$ 946,000**	**$ 20,174**	**$ 966,174**

PROJECTED DEBT SERVICE SCHEDULES (Continued)

II. BONDED INDEBTEDNESS

Issue:	2016 General Obligation Bonds
Date:	December 22, 2016
Principal Amount:	$30,560,000 ($29,485,000 – Series A; $1,075,000 – Series B repaid in 2018)
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund
Purpose:	Refunding the 2008 General Obligation Bond Issue, termination of the interest rate swap, fund Sanitary Sewer capital projects, and pay related issuance costs.

2016 General Obligation Bonds
General Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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	**$ 3,918,481**	**$ 1,809,800**	**$ 5,728,281**

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
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	**$ 5,175,000**	**$ 1,142,930**	**$ 6,317,929**

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
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	**$ 5,660,000**	**$ 1,640,555**	**$ 7,300,555**

GENERAL FUND

OPERATING TRANSFERS

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Operating Transfers Expenditures					
Contractual Services	$ 6,829,102	$ 6,446,577	$ 4,424,258	$ 5,231,247	$ 4,293,826
Total Operating Transfers Expenditures	**$ 6,829,102**	**$ 6,446,577**	**$ 4,424,258**	**$ 5,231,247**	**$ 4,293,826**

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

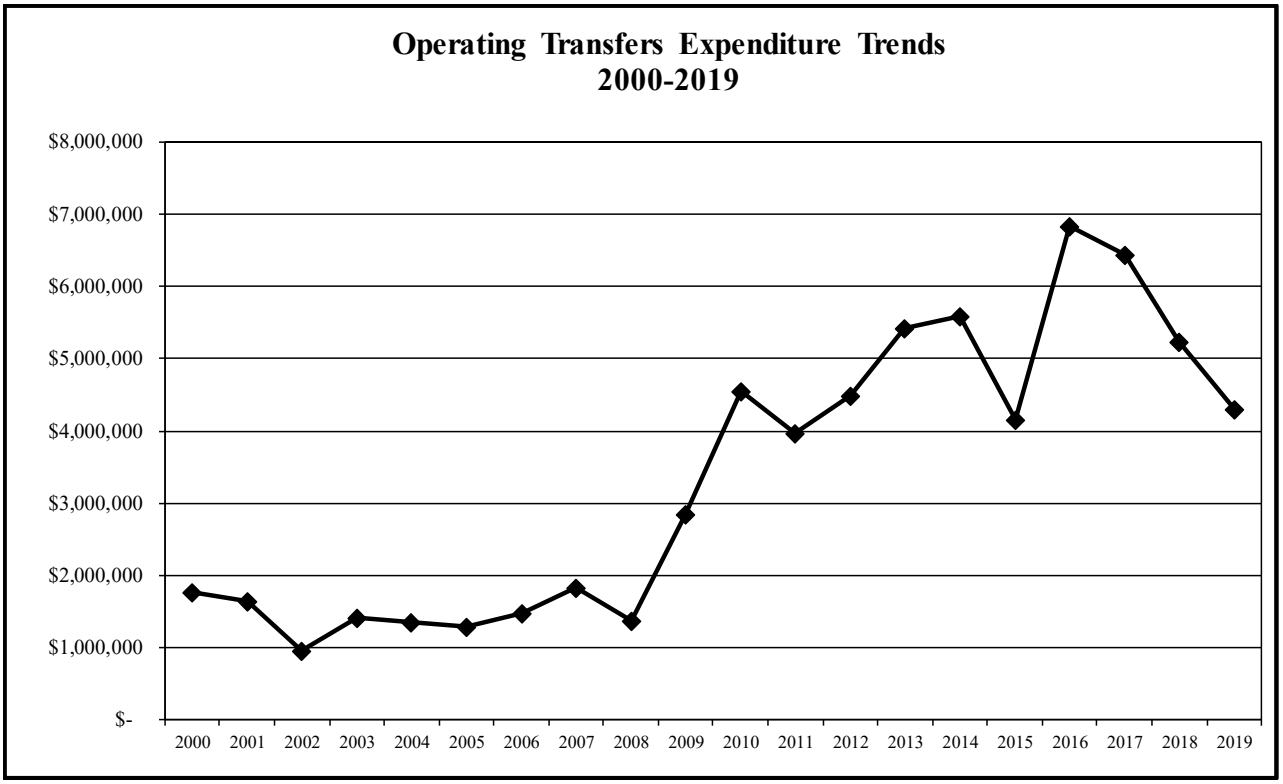
Operating Transfers Expenditures 01-80-801-500???-???	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Contractual Services					
401-000 Capital Projects Fund	$ 4,164,635	$ 4,087,050	$ 1,829,279	$ 2,647,328	$ 1,224,136
452-000 Boyce Mayview Park RAD Fund	1,129,482	1,034,242	860,890	860,890	1,326,801
453-000 Boyce Mayview C&RC Fund Debt Service Portion	1,082,852	858,162	1,201,633	1,201,633	1,197,928
453-001 Boyce Mayview C&RC Fund 15% Operation Approp.	452,133	467,123	532,456	521,396	544,961
Total Contractual Services	$ 6,829,102	$ 6,446,577	$ 4,424,258	$ 5,231,247	$ 4,293,826
Total Operating Transfers Expenditures	**$ 6,829,102**	**$ 6,446,577**	**$ 4,424,258**	**$ 5,231,247**	**$ 4,293,826**

BUDGETARY COMMENTS

In 2018, the Township plans to transfer $1,224,136 from the General Fund to the Capital Projects Fund, $1,326,801 to the Boyce Mayview Park RAD Fund, and $1,742,889 to the Boyce Mayview Community & Recreation Center (C&RC) Fund.

SUPPLEMENTARY INFORMATION

The total amount of Operating Transfers varies annually based on a number of factors including other available funding sources and the number, size and scope of projects. A 20-year history of Operating Transfer amounts is shown below.



General Fund Revenue Breakdown

How much tax revenue does it take to fund Operating Transfers?

Net Expenditures*			***$4,293,826***
How many real estate tax mills?		**0.85**	**$1,866,554**
Earned Income Tax per $100?	**$**	**22.08**	**$1,983,191**
Percentage of Other Taxes?		**2.28%**	**$444,081**

**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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Fund Balance	$ 1,332	$ 72,918	$ 49,095	$ 49,095	$ 7,157
Revenue	599,161	626,177	644,080	658,062	657,380
Expenditures	(527,575)	(650,000)	(700,000)	(700,000)	(650,000)
Ending Fund Balance	**$ 72,918**	**$ 49,095**	**$ (6,825)**	**$ 7,157**	**$ 14,537**

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.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Revenue					
10-00-000-??????-000					
345001 Interest on Investments	$ 1,229	$ 1,241	$ 1,200	$ 4,500	$ 5,000
355002 State Allocation	579,052	606,056	624,000	634,682	633,500
355003 Turnback Revenue	18,880	18,880	18,880	18,880	18,880
Total Revenue	**$ 599,161**	**$ 626,177**	**$ 644,080**	**$ 658,062**	**$ 657,380**
Expenditures					
10-40-408-500???-000					
401 Annual Street Program	$ 527,575	$ 650,000	$ 700,000	$ 700,000	$ 650,000
Total Expenditures	**$ 527,575**	**$ 650,000**	**$ 700,000**	**$ 700,000**	**$ 650,000**

BUDGETARY COMMENT

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

Year	Grant Amount	Year	Grant Amount
2009	$ 439,279	2014	$ 450,171
2010	421,766	2015	496,111
2011	432,269	2016	579,052
2012	426,713	2017	606,056
2013	420,176	2018	634,682

STORM SEWER IMPROVEMENT FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Fund Balance	$ 32,638	$ 94,492	$ 191,590	$ 191,590	$ 293,590
Revenue	303,750	406,400	302,000	302,000	502,000
Expenditures	(241,896)	(309,302)	(200,000)	(200,000)	(500,000)
Ending Fund Balance	**$ 94,492**	**$ 191,590**	**$ 293,590**	**$ 293,590**	**$ 295,590**

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 2019 Budget, $500,000 has been appropriated in the Storm Sewer Fund.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Revenue					
12-00-000-??????-000					
320001 Developer Fees	$ 3,750	$ 6,400	$ 2,000	$ 2,000	$ 2,000
360008 Township Appropriation	300,000	400,000	300,000	300,000	500,000
Total Revenue	**$ 303,750**	**$ 406,400**	**$ 302,000**	**$ 302,000**	**$ 502,000**
Expenditures					
12-40-405-500???-000					
211 Prof. Services-Engr. & Mapping	$ 5,408	$ 139,798	$ 40,000	$ 40,000	$ 100,000
430 Storm Sewer Projects	236,488	169,504	160,000	160,000	400,000
Total Expenditures	**$ 241,896**	**$ 309,302**	**$ 200,000**	**$ 200,000**	**$ 500,000**

BUDGETARY COMMENT

Funds allocated for this program are $200,000 more than what was appropriated in 2018, which aligns with the plans contained within the Township's five-year Capital Improvements Program.

FIELD IMPROVEMENT FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Fund Balance	$ 152,742	$ 211,294	$ 271,710	$ 271,710	$ 300,010
Revenue	59,866	60,416	58,100	58,300	59,500
Expenditures	(1,314)	-	(30,000)	(30,000)	(30,000)
Ending Fund Balance	**$ 211,294**	**$ 271,710**	**$ 299,810**	**$ 300,010**	**$ 329,510**

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 2019.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Revenue					
13-00-000-??????-000					
320001 Athletic Association-User Fees	$ 29,805	$ 29,400	$ 27,500	$ 27,500	$ 28,500
345001 Interest on Investments	61	1,016	600	800	1,000
360008 Township Appropriation	30,000	30,000	30,000	30,000	30,000
Total Revenue	**$ 59,866**	**$ 60,416**	**$ 58,100**	**$ 58,300**	**$ 59,500**
Expenditures					
13-40-415-500???-000					
702 Field Renovation Projects	$ 1,314	$ -	$ 30,000	$ 30,000	$ 30,000
Total Expenditures	**$ 1,314**	**$ -**	**$ 30,000**	**$ 30,000**	**$ 30,000**

BUDGETARY COMMENT

Funds for this program in 2019 are in line with 2018.

LIBRARY RAD FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenue	221,495	224,779	227,026	221,586	218,484
Expenditures	(221,495)	(224,779)	(227,026)	(221,586)	(218,484)
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Revenue					
14-00-000-??????-000					
360020 Regional Asset District	$ 221,495	$ 224,779	$ 227,026	$ 221,586	$ 218,484
Total Revenue	**$ 221,495**	**$ 224,779**	**$ 227,026**	**$ 221,586**	**$ 218,484**
RAD Expenditures					
14-60-601-500???-000					
Personal Services					
101 Full-Time Wages	$ 90,016	$ 86,878	$ 104,756	$ 104,756	$ 107,808
120 Part-Time Wages	22,131	21,604	22,500	17,447	5,046
162 Group Life Insurance	471	413	814	814	608
163 Medical Insurance	38,217	39,216	46,493	46,493	54,436
164 Workers' Compensation	972	1,103	1,171	1,171	1,313
166 Pension Costs	4,611	4,454	5,238	5,238	5,391
167 Long-term Disability Insurance	280	246	319	319	249
198 Social Security Expense	8,391	7,906	9,735	9,348	8,633
Total Personal Services	$ 165,089	$ 161,820	$ 191,026	$ 185,586	$ 183,484

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Contractual Services					
250 Computer Maintenance	$ 12,993	$ 10,857	$ 14,000	$ 14,000	$ 15,000
Total Contractual Services	$ 12,993	$ 10,857	$ 14,000	$ 14,000	$ 15,000
Commodities					
300 Furniture & Equipment	$ 6,203	$ 6,767	$ 7,000	$ 7,000	$ 7,000
310 Adult Books	21,914	23,094	1,500	1,500	-
314 Adult Non-Print Materials	6,896	8,578	7,000	7,000	6,000
315 Juvenile Non-Print Materials	2,909	10,360	1,500	1,500	2,000
380 Library Specific Supplies	5,491	3,303	5,000	5,000	5,000
Total Commodities	$ 43,413	$ 52,102	$ 22,000	$ 22,000	$ 20,000
Total RAD Expenditures	**$ 221,495**	**$ 224,779**	**$ 227,026**	**$ 221,586**	**$ 218,484**

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BOYCE MAYVIEW PARK RAD FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Fund Balance	$ 5,493	$ 476,065	$ 213,769	$ 213,769	$ 365,663
Revenue	1,365,542	1,665,619	1,071,140	1,351,684	1,841,801
Expenditures	(894,970)	(1,927,915)	(1,071,140)	(1,199,790)	(2,199,305)
Ending Fund Balance	**$ 476,065**	**$ 213,769**	**$ 213,769**	**$ 365,663**	**$ 8,159**

PROGRAM OVERVIEW

For 2019, the Township budgeted to receive an Allegheny County Regional Asset District (RAD) grant of $220,000 for operation and development costs associated with Boyce Mayview Park because the park meets the definition of a regional asset. Also budgeted for 2019 is a RAD grant in the amount of $145,000 for capital improvement projects. These RAD funds are required to be spent in accordance with the Agreement between the Township and RAD solely for Boyce Mayview Park. 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 $1,326,801 is budgeted to be made for 2019 to support the remainder of the fund's costs for the year.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Revenue					
52-00-000-??????-000					
360001 Interest Revenue	$ 60	$ 377	$ 250	$ 294	$ -
360008 General Fund Appropriation	1,129,482	1,034,242	860,890	860,890	1,326,801
360020 RAD Operating Grant	206,000	206,000	210,000	210,500	220,000
360021 RAD Capital Grant	30,000	125,000	-	130,000	145,000
365003 Perimeter Trail DCNR Grant	-	100,000	-	150,000	150,000
365007 Perimeter Trail GTRP Grant	-	200,000	-	-	-
Total Revenue	**$ 1,365,542**	**$ 1,665,619**	**$ 1,071,140**	**$ 1,351,684**	**$ 1,841,801**

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	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Park Personal Services					
52-10-102-500???-000					
101 Full-Time Wages	$ 223,190	$ 207,276	$ 224,352	$ 224,352	$ 235,984
110 Overtime Wages	16,307	11,973	9,800	13,500	13,750
120 Part-Time Wages	20,076	29,594	18,600	38,600	40,600
162 Group Life Insurance	121	400	465	465	331
163 Medical Insurance	14,781	16,246	19,297	19,297	19,704
164 Workers' Compensation	324	368	390	390	438
166 Pension Costs	4,383	4,571	4,690	4,690	4,709
167 Long-term Disability Insurance	165	179	191	191	145
198 Social Security Expense	19,601	18,625	19,336	19,336	22,211
199 Fringe Benefit Distribution	153,172	155,220	161,978	161,978	125,367
290 The Outdoor Classroom Contrib.	9,000	-	-	-	-
Total Park Personal Services	$ 461,120	$ 444,452	$ 459,099	$ 482,799	$ 463,239
Park Capital Expenditures					
52-40-401-500???-000					
307 Perimeter & Interior Trail Const.	$ 144,325	$ 1,072,915	$ 25,000	$ 335,000	$ 1,400,000
310 Miracle Field and Playground	-	48,713	-	-	-
311 Park Playgrounds	8,498	7,109	10,000	10,000	10,000
320 Park Improvements - Capital	-	105,655	270,000	70,000	10,000
Total Park Capital Expenditures	$ 152,823	$ 1,234,392	$ 305,000	$ 415,000	$ 1,420,000
Park Maintenance Expenditures					
52-40-415-500???-000					
240 Water and Sewerage	$ 27,162	$ 25,592	$ 33,700	$ 33,500	$ 36,000
241 Natural Gas	2,922	3,228	5,500	4,500	4,800
242 Electricity	37,659	37,440	44,800	40,950	42,000
299 Field Maintenance Services	45,663	33,089	44,500	44,500	54,000
328 Field Maintenance Supplies	87,125	72,358	86,500	86,500	86,500
601 Dist. Vehicle Costs	3,886	3,983	4,082	4,082	4,164
604 Police Patrol Distribution	42,713	42,312	46,643	46,643	47,824
605 Snow & Ice Distribution	33,897	31,069	41,316	41,316	40,778
Total Park Maintenance Exp.	$ 281,027	$ 249,071	$ 307,041	$ 301,991	$ 316,066
Total Expenditures	**$ 894,970**	**$ 1,927,915**	**$ 1,071,140**	**$ 1,199,790**	**$ 2,199,305**

CAPITAL PROJECTS FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Fund Balance	$ 8,284,816	$ 7,546,173	$ 8,451,939	$ 8,451,939	$ 5,751,947
Revenue	4,625,285	4,839,033	2,831,067	3,273,928	1,810,424
Expenditures	(5,363,928)	(3,933,267)	(6,324,600)	(5,973,920)	(4,820,000)
Ending Fund Balance	**$ 7,546,173**	**$ 8,451,939**	**$ 4,958,406**	**$ 5,751,947**	**$ 2,742,371**

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 2019, an operating transfer of $1,224,136 has been budgeted to help support Township capital expenditures.

The Five-Year Capital Improvement Plan for 2019-2023, 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.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Revenue					
40-00-000-??????-000					
345001 Interest on Investments	$ 11,953	$ 30,329	$ 20,000	$ 60,000	$ 75,000
350002 Peters Twp Compost Agmt	-	9,000	4,500	-	4,500
350004 Canonsburg Compost Agmt	1,000	-	-	600	500
360008 General Fund Appropriation	4,164,635	4,087,050	1,829,279	2,647,328	1,224,136
360018 ARLE Traffic Safety Grant	71,500	-	-	-	-
370013 Act 13 Funds	8,554	-	-	-	-
370022 Boyce Corridor Contributions	90,909	33,333	-	-	-
370024 PEMA Grant Hays Rd	-	265,342	-	-	-
370025 PennDOT GLG Grant	-	-	461,288	50,000	411,288
370027 DCED Grant Boyce Road	-	-	276,000	276,000	-
380099 Miscellaneous Revenue	276,734	413,979	240,000	240,000	95,000
Total Revenue	**$ 4,625,285**	**$ 4,839,033**	**$ 2,831,067**	**$ 3,273,928**	**$ 1,810,424**

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Expenditures					
General Government					
40-10-102-500???-000					
730 Bldg Mte-Interior & Exterior	$ 86,011	$ 57,532	$ 100,000	$ 100,000	$ 100,000
731 Municipal Building Improvements	1,096,442	320,321	750,000	650,000	460,000
740 Staff Vehicles	-	-	35,000	37,920	-
750 Information Technology Equip	176,544	180,986	231,000	231,000	151,000
752 Cable Television Equipment	11,948	9,149	40,000	25,000	40,000
Total General Government	$ 1,370,945	$ 567,988	$ 1,156,000	$ 1,043,920	$ 751,000
Public Safety					
40-20-???-500???-000					
201-740 Police Cars & Lights	$ 180,937	$ 114,494	$ 123,000	$ 140,000	$ 97,000
201-745 Rt. 19 Corridor Cameras	-	-	25,000	-	25,000
201-746 Deer Culling Program	39,013	45,892	45,000	45,000	45,000
201-747 Mobile Data Units	9,684	5,932	6,000	6,000	6,000
201-749 Dispatch Center	-	-	-	-	10,000
201-750 Video Equipment	14,723	11,944	12,000	12,000	12,000
201-761 Radios	-	2,538	2,000	2,000	4,000
201-762 Other Equipment	17,365	19,821	18,000	18,000	10,000
201-763 PBC System	-	-	-	-	60,000
201-780 BP Vests, Weapons & AEDs	14,485	5,203	6,000	6,000	6,000
202-730 Fire Station Maintenance	-	22,550	-	-	65,000
202-740 Fire Vehicles	-	715,063	-	-	-
Total Public Safety	$ 276,207	$ 943,437	$ 237,000	$ 229,000	$ 340,000
Community Development					
40-30-301-500???-???					
702-000 GIS Digital Mapping	$ 41,100	$ 18,068	$ 30,000	$ 30,000	$ 14,000
740-000 Staff Vehicles	-	-	32,000	32,000	-
Total Community Development	$ 41,100	$ 18,068	$ 62,000	$ 62,000	$ 14,000

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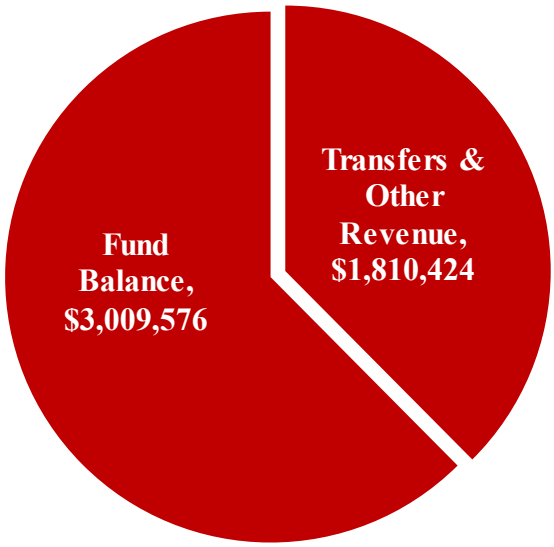
	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Public Works					
40-40-???-500???-000					
401-740 Dump Trucks	$ 155,646	$ 158,937	$ -	$ -	$ 175,000
401-741 Other Trucks, CAT, Sweeper	226,845	184,534	205,000	205,000	138,000
401-745 Staff Vehicles	31,133	-	35,000	35,000	35,000
401-760 Groundsmaster Mowers	166,794	6,940	29,000	29,000	67,000
401-790 Other Equipment	72,832	105,675	209,000	209,000	163,000
404-720 Salt Brine Production System	-	-	60,000	65,000	-
404-721 Salt Storage	-	2,460	10,000	10,000	-
405-700 Storm-Related Expense	-	-	-	450,000	-
405-712 Storm Sewer Fund Approp.	300,000	400,000	300,000	300,000	500,000
406-741 Boyce Rd Corridor Improv.	101,876	36,843	825,000	875,000	-
406-742 McMurray Rd/Bethel Ch. Rd	142,802	-	-	-	-
406-743 Traffic Signals/Signs Upgrades	54,378	22,596	-	-	-
406-744 McMurray/McLaug/Panther	-	-	405,000	75,000	330,000
406-745 McMurray/Johnston	-	-	337,000	75,000	262,000
406-746 McLaughlin/McMillan/Lesn	-	-	140,000	-	-
406-747 Rt 19/Boyce	-	-	-	-	150,000
406-748 Rt 19/Old Washington	-	-	-	-	150,000
408-610 Annual Street Program	959,094	848,431	1,060,000	1,060,000	1,110,000
408-620 Sidewalk Projects	50,866	2,455	30,000	30,000	100,000
411-725 Other Building Improvements	172,562	248,287	40,000	40,000	90,000
411-726 MAC Improvements	-	-	550,000	550,000	-
Total Public Works	$ 2,434,828	$ 2,017,158	$ 4,235,000	$ 4,008,000	$ 3,270,000
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	285,311	118,031	120,000	120,000	187,000
415-723 Pedestrian Bridge Replacemt.	-	23,532	-	-	23,000
415-724 Gilfillan Trail Improvements	-	-	150,000	-	150,000
415-745 PEMA Grant Hays Rd	267,478	-	-	-	-
40-50-501-500???-000					
724 Tennis Bubble Replacement	615,618	62,038	-	-	-
725 Tennis & Golf Admin. Building	-	40,965	270,000	415,000	-
762 Other Equipment	-	-	-	-	15,000
Total Recreation	$ 1,198,407	$ 274,566	$ 570,000	$ 565,000	$ 405,000
Library					
40-60-601-500???-000					
722 Adult Circulation Desk Remodel	$ 30,186	$ -	$ -	$ -	$ -
723 Space Renovations	12,255	112,050	64,600	66,000	40,000
Total Library	$ 42,441	$ 112,050	$ 64,600	$ 66,000	$ 40,000
Total Expenditures	**$ 5,363,928**	**$ 3,933,267**	**$ 6,324,600**	**$ 5,973,920**	**$ 4,820,000**

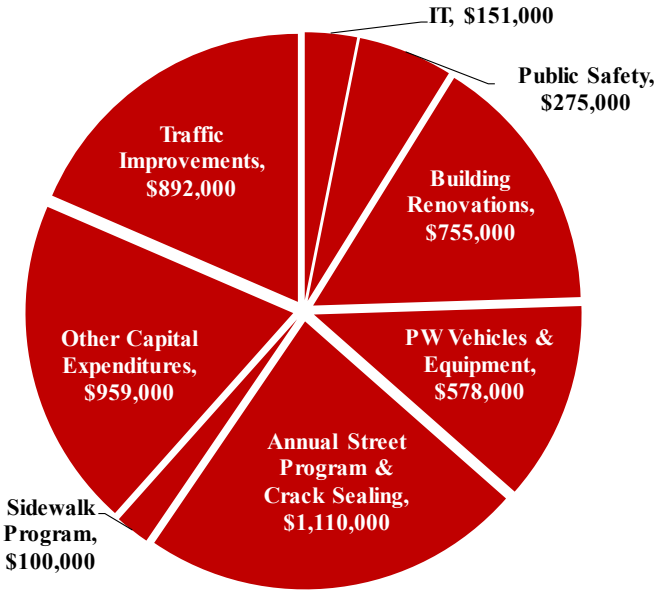
BUDGETARY COMMENT

In 2019, the Capital Projects Fund is budgeted to contribute $1,050,000 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 2019, the Capital Projects Fund is budgeted for building improvements, vehicle replacements, computer software and equipment, traffic signal / intersection improvements, public works and parks vehicles & equipment replacement, and various other capital improvements and purchases.

Projected Revenues



Projected Expenditures



Capital Projects Fund
Approved Capital Project Listing

Improvements	
Annual Street Program & Crack Sealing*	$ 1,110,000
**Total: $1,760,000 (see State Liquid Fuels Tax Fund)*	
Sidewalk Projects	100,000
Field Improvement Fund Appropriation	30,000
Storm Sewer Fund Appropriation	500,000
Park Resurfacing / Equipment Replacement Program	202,000
Gilfillan Park Trail Improvements	150,000
Municipal Building Renovations	600,000
Traffic Signal / Intersection Improvements	892,000
Pedestrian Bridge Replacement	23,000
Other Building Improvements	155,000
Vehicles	
Public Works Vehicles	348,000
Police Vehicles	97,000
Equipment	
Public Works Equipment	230,000
Police Equipment	133,000
Information Technology Equipment	151,000
Cable 7 Television Equipment	40,000
Programs	
Community Development GIS Program	14,000
Public Safety Deer Culling	45,000
Total Budget: Capital Projects Fund	**$ 4,820,000**

SANITARY SEWER FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Net Position	$ 2,133,912	$ 3,537,945	$ 4,374,909	$ 4,374,909	$ 4,965,066
Operating Revenue	6,475,486	6,926,885	6,951,774	7,101,974	7,228,053
Operating Expenses	(4,700,246)	(5,630,290)	(6,382,947)	(6,164,299)	(6,875,007)
Total Operating Income (Loss)	**1,775,240**	**1,296,595**	**568,827**	**937,675**	**353,046**
Non-Operating Revenue	175,833	32,065	4,500	70,000	45,000
Non-Operating Expenses	(547,040)	(491,696)	(417,518)	(417,518)	(405,052)
Total Non-Operating Rev. (Expenses)	**(371,207)**	**(459,631)**	**(413,018)**	**(347,518)**	**(360,052)**
Change in Net Position	1,404,033	836,964	155,809	590,157	(7,006)
Ending Net Position	3,537,945	4,374,909	4,530,718	4,965,066	4,958,060
Net Investment in Capital Assets	(113,184)	195,980	(2,070,000)	(2,070,000)	(2,150,000)
Ending Unrestricted Net Position	**$ 3,424,761**	**$ 4,570,889**	**$ 2,460,718**	**$ 2,895,066**	**$ 2,808,060**

PROGRAM OVERVIEW

In 1950, the Township entered into a long-term agreement with Allegheny County Sanitary Authority (ALCOSAN) for sewage treatment and disposal service to all parts of the Township. Interceptor or trunk sewers and pumping stations have been constructed in the Township to provide a complete sanitary sewer system to over 98% of the community. Construction of the system was originally financed through the Upper St. Clair Municipal Authority.

The Township maintains approximately 156 linear miles of the public sewer system and 5,081 sanitary sewer manholes within that system. The number of linear miles that have been rehabilitated during the five years is as follows:

2014	2015	2016	2017	Projected 2018
0.16 Miles	0.80 Miles	0.94 Miles	0.53 Miles	0.28 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 2019, ALCOSAN will increase its rates by 7.5%, while the Township multiplier will be reduced to 2.00 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
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
2009	2.15	2019	2.00

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)
2019 Monthly Billing Example

No Winter Average Method			Winter Average Method			WAM Savings
Total Usage (gallons)	Sewer Rate (per 1,000 gallons)	Total Charge	WAM Usage (gallons)	Sewer Rate (per 1,000 gallons)	Total Charge	
15,000	$15.21	**$228**	5,000	$15.21	**$76**	**$152**

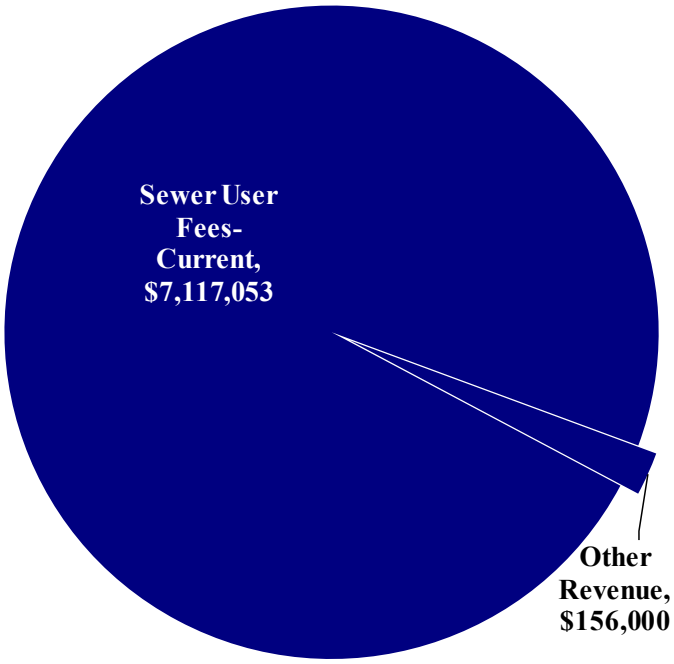
	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Operating Revenue					
50-00-000-??????-000					
330450 Current Sewer User Fees	$ 6,357,688	$ 6,791,353	$ 6,859,274	$ 6,859,274	$ 7,117,053
330456 Liened Sewer User Fees	6,856	(1,288)	8,000	28,000	15,000
330460 ALCOSAN Reimbursement	19,416	19,388	19,000	20,000	20,000
330502 Sanitary Sewer Permit Fees	81,500	106,000	60,000	188,500	70,000
380081 Lien Cost Reimbursement	10,026	11,432	5,500	6,200	6,000
Total Operating Revenue	**$ 6,475,486**	**$ 6,926,885**	**$ 6,951,774**	**$ 7,101,974**	**$ 7,228,053**
Operating Expenses					
50-40-425-500???-000					
Personal Services					
101 Full-Time Wages	$ 192,997	$ 187,441	$ 171,492	$ 171,492	$ 177,593
110 Overtime Wages	1,505	533	2,500	3,500	2,500
120 Part-Time Wages	119	462	500	500	500
162 Group Life Insurance	785	1,099	1,192	1,192	850
163 Medical Insurance	28,664	30,216	27,945	27,945	28,404
164 Workers' Compensation	972	1,103	1,171	1,171	1,313
166 Pension Costs	15,493	14,684	12,835	12,835	13,224
167 Long-term Disability Insurance	494	500	482	482	375
168 Post Retirement Plan	950	950	600	600	600
198 Social Security Expense	14,291	14,160	13,349	13,349	13,815
199 Overhead Distribution	6,259	5,931	11,185	11,185	10,918
Total Personal Services	**$ 262,529**	**$ 257,079**	**$ 243,251**	**$ 244,251**	**$ 250,092**
Contractual Services					
202 Sewer Processing Fees	$ 3,243,651	$ 3,563,573	$ 4,074,300	$ 3,764,230	$ 4,021,700
210 Professional Svcs-Legal	3,402	8,212	20,000	20,000	20,000
211 Professional Svcs-Engineering	16,940	23,321	25,000	25,000	30,000
212 Engineering-Corrective Action	76,485	105,062	150,000	150,000	150,000
216 Engineering-Brush Run	-	129,216	-	25,000	-
221 Flood Insurance	3,126	3,185	3,500	3,247	4,100
240 Water and Sewerage	5,659	10,684	13,200	11,500	12,400
242 Electricity	41,312	45,470	48,500	51,000	52,100
250 Corrective Action-Sewer Rehab	231,332	673,243	900,000	900,000	1,350,000
258 Repairs & Maint-Mech. Equip.	37,005	7,407	35,000	35,000	35,000
262 Sewer Billing & Collection	64,838	48,474	95,000	85,000	82,000
290 Other Contractual Services	2,798	4,856	5,000	5,000	5,000
Total Contractual Services	**$ 3,726,548**	**$ 4,622,703**	**$ 5,369,500**	**$ 5,074,977**	**$ 5,762,300**

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Commodities					
315 Construction Supplies	$ 12,753	$ 690	$ 25,000	$ 25,000	$ 20,000
318 Sewer Maintenance Supplies	4,000	2,671	7,500	7,500	6,500
350 Protective Wearing Apparel	47	358	350	350	350
390 Other Supplies	4,755	1,138	6,000	6,000	5,000
Total Commodities	**$ 21,555**	**$ 4,857**	**$ 38,850**	**$ 38,850**	**$ 31,850**
Distributed Costs					
601 Dist. Vehicle Costs	$ 7,880	$ 8,077	$ 8,279	$ 8,279	$ 8,445
602 Depreciation Expense	653,303	691,715	695,000	769,875	790,000
603 Dist. Data Processing Costs	28,431	45,859	28,067	28,067	32,320
Total Distributed Costs	**$ 689,614**	**$ 745,651**	**$ 731,346**	**$ 806,221**	**$ 830,765**
Total Operating Expenses	**$ 4,700,246**	**$ 5,630,290**	**$ 6,382,947**	**$ 6,164,299**	**$ 6,875,007**
Total Operating Income (Loss)	$ 1,775,240	$ 1,296,595	$ 568,827	$ 937,675	$ 353,046
Non-Operating Revenues					
50-00-000-??????-???					
345001 Interest on Investments	$ 2,533	$ 32,065	$ 4,500	$ 70,000	$ 45,000
380099 Miscellaneous Grants	173,300	-	-	-	-
Total Non-Operating Revenues	**$ 175,833**	**$ 32,065**	**$ 4,500**	**$ 70,000**	**$ 45,000**
Non-Operating Expenses					
50-40-425-500???-???					
401-000 Bond Payments-Principal	$ 144,460	$ 351,564	$ 333,826	$ 333,826	$ 341,352
401-001 Bonds Payable Allocation	(144,460)	(351,564)	(333,826)	(333,826)	(341,352)
402-000 Bond Payments-Interest	448,316	399,859	407,440	407,440	398,333
403-000 Note Payments-Principal	237,000	237,000	237,000	237,000	237,000
403-001 Note Payable Allocation	(237,000)	(237,000)	(237,000)	(237,000)	(237,000)
404-000 Note Payments-Interest	16,843	13,437	10,078	10,078	6,719
405-000 Bond Issuance Cost	81,881	78,400	-	-	-
Total Non-Operating Expenses	**$ 547,040**	**$ 491,696**	**$ 417,518**	**$ 417,518**	**$ 405,052**
Total Non-Operating Rev (Expenses)	$ (371,207)	$ (459,631)	$ (413,018)	$ (347,518)	$ (360,052)

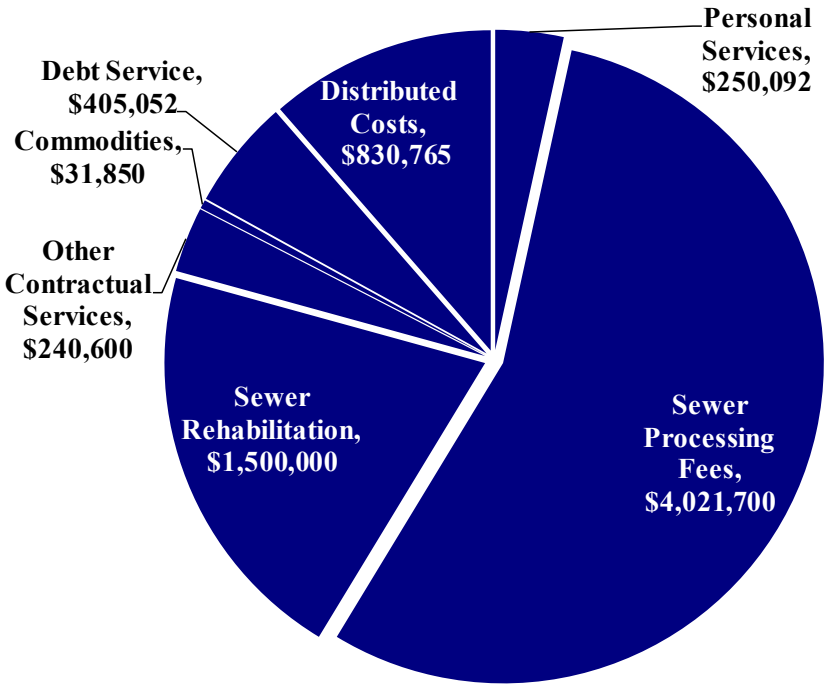
BUDGETARY COMMENT

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

2016 General Obligation Bonds Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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	**$ 6,787,652**	**$ 3,235,086**	**$ 10,022,738**

SUPPLEMENTARY INFORMATION (Continued)

2017-A Bond Issue Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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	**$ 4,620,000**	**$ 717,448**	**$ 5,337,448**

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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
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	**$ 3,880,000**	**$ 911,229**	**$ 4,791,229**

2015 General Obligation Note Sanitary Sewer Fund Portion				
Year of Maturity	Rate	Principal	Interest	Annual Debt Service
2019	1.400%	$ 237,000	$ 6,719	$ 243,719
2020	1.400%	237,000	3,369	240,369
	Total	**$ 474,000**	**$ 10,088**	**$ 484,088**

TOWNSHIP/SCHOOL DISTRICT MAGAZINE FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Net Position	$ 178,331	$ 173,542	$ 172,864	$ 172,864	$ 155,014
Operating Revenue	163,566	162,131	160,100	160,100	166,250
Operating Expenses	(168,355)	(162,809)	(179,750)	(177,950)	(181,150)
Total Operating Income (Loss)	**(4,789)**	**(678)**	**(19,650)**	**(17,850)**	**(14,900)**
Change in Net Position	**(4,789)**	**(678)**	**(19,650)**	**(17,850)**	**(14,900)**
Ending Net Position	**$ 173,542**	**$ 172,864**	**$ 153,214**	**$ 155,014**	**$ 140,114**

PROGRAM OVERVIEW

The Magazine Fund accounts for the joint effort of the Township and School District to inform Upper St. Clair residents of news pertaining to both entities through a print publication.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Operating Revenue					
51-00-000-367???-000					
001 Advertising Fees	$ 163,566	$ 162,131	$ 160,100	$ 160,100	$ 162,000
004 Website Revenue	-	-	-	-	4,250
Total Operating Revenue	**$ 163,566**	**$ 162,131**	**$ 160,100**	**$ 160,100**	**$ 166,250**
Operating Expenses					
51-10-102-500???-000					
101 Steering Committee Payments	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000
111 Editorial Staff	37,465	36,370	38,000	38,000	38,000
121 Office Management	11,792	10,176	13,000	13,000	13,000
215 Photography Costs	1,300	1,600	2,000	2,000	2,000
243 Telephone	-	-	-	200	200
275 Printing Costs	47,259	49,255	48,000	48,000	49,000
278 Postage	12,231	11,340	13,000	13,000	13,000
280 Mileage	231	261	350	350	350
290 Commissions	30,060	26,807	33,000	31,000	31,000
292 Graphic Art Services	15,138	14,812	16,000	16,000	16,000
293 Website Expenses	-	-	-	-	4,250
300 Office Furniture	-	-	600	600	600
301 Office Supplies	404	3,180	1,000	1,000	750
302 Software Licenses	4,289	438	3,300	3,300	2,500
304 Publicity Material/Marketing	1,992	2,015	1,500	1,500	1,500
390 Other Supplies	1,280	1,640	4,000	4,000	3,000
400 Bad Debt Expense	-	-	1,000	1,000	1,000
602 Depreciation Expense	914	915	1,000	1,000	1,000
Total Operating Expenses	**$ 168,355**	**$ 162,809**	**$ 179,750**	**$ 177,950**	**$ 181,150**
Total Operating Income (Loss)	**$ (4,789)**	**$ (678)**	**$ (19,650)**	**$ (17,850)**	**$ (14,900)**

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Net Position	$ 7,652,112	$ 8,550,152	$ 9,093,775	$ 9,093,775	$ 9,376,927
Operating Revenue	4,632,401	4,389,288	4,507,006	4,196,711	4,224,261
Operating Expenses	(3,315,800)	(3,429,663)	(3,932,255)	(3,858,525)	(4,014,484)
Total Operating Income (Loss)	**1,316,601**	**959,625**	**574,751**	**338,186**	**209,777**
Non-Operating Revenue	1,085,776	882,971	1,207,633	1,271,633	1,277,928
Non-Operating Expenses	(856,118)	(650,755)	(678,449)	(678,449)	(664,486)
Total Non-Operating Rev. (Expenses)	**229,658**	**232,216**	**529,184**	**593,184**	**613,442**
Change in Net Position	**1,546,259**	**1,191,841**	**1,103,935**	**931,370**	**823,219**
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Position	8,550,152	9,093,775	9,549,492	9,376,927	9,551,928
Net Investment in Capital Assets	(2,504,365)	(2,403,001)	(4,559,501)	(2,552,501)	(6,302,501)
Ending Unrestricted Net Position	**$ 6,045,787**	**$ 6,690,774**	**$ 4,989,991**	**$ 6,824,426**	**$ 3,249,427**

COMMUNITY & RECREATION CENTER OVERVIEW

In 2009, the Board of Commissioners directed the Township Manager and the Recreation and Leisure Services Department to make a complete change of philosophy in the construction and operation of the Community & Recreation Center (C&RC).

From an historical perspective, the process of building this Community Center began in the late 1990's with the creation of the Master Plan for Boyce Mayview Park. The Master Plan led to the creation of the Outdoor Classroom, 4 playing fields, perimeter trail, and over 10 miles of interior trails. In 2004, the Board of Commissioners began discussing the Community & Recreation Center concepts. The Board created a 50-member Ad Hoc group to research other facilities and gather information from their neighborhood and various interest groups. The Board also contracted with Ballard King and Associates (BK) for a feasibility study which was the footprint for the C&RC and served as the pro forma upon startup of operations. It was stated in this study, that some small percentage of Township financial support would always be required. In 2018, the Township contracted with BK to update the feasibility study, and make physical and operational recommendations for the future of the C&RC. The study will serve as a guide for the Township's Facility Improvement Team (FIT) which was formed in late-2018 to develop a plan to execute the recommendations.

The C&RC serves residents of the Township and surrounding communities, and continues to be designed to cover operating expenses through fees. In order to tackle this task, the Department of Recreation and Leisure Services includes a Membership/Marketing Department, Fitness Department, Aquatics Department, and Maintenance Department.

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

2018 C&RC ACCOMPLISHMENTS

- Completion of the 2018 Ballard/King - Upper St. Clair C&RC Assessment Report.
- Maintained strong membership levels.
- Enhanced the outdoor warm weather fitness area.
- Replaced plaster in the aquatics areas where needed.
- Refurbished/sealed the indoor aquatics area concrete, increasing traction and decreasing corrosion.
- Replaced aging tread mills, aging elliptical machines, step mill machines and spin bikes.
- Added ARC Trainer machine, leg press and 2 rowers.
- Improving Fitness technology by adding BIO X software to enhance personal training/nutrition capabilities.
- Continued to re-brand the Mind Body Area for Pilates, Yoga, Barre and Movement programs.
- Hosted DCNR/PRPS Playground 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 suburbs), 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.

2019 C&RC GOALS AND OBJECTIVES

- Continue to be the regional leader in Parks and Recreation while focusing on the quality of life in Upper St. Clair.
- Continue with staff professional growth opportunities, training, seminars and involvement.
- Continue to retain and attract membership base through membership and marketing.
- Continue to achieve revenue generation goals.
- Implement new software program to improve operational efficiency and enhance member experience.
- Begin the implementation/work of the FIT Committee established by the Board of Commissioners to prioritize the recommendations of the 2018 completed Ballard/King Report.

C&RC ORGANIZATIONAL STRUCTURE

The 2019 proposed staffing for the C&RC is as follows:

Position Title	Pay Grade	Minimum	Maximum	2019 Positions
Director of Recreation and Leisure Services	3	$87,670	$125,728	1
Asst. Director of Recreation & Leisure Services	7	$58,549	$83,965	1
Buildings & Grounds Administrator	7	$58,549	$83,965	0.5
Aquatics Coordinator	14	$30,045	$43,088	1
Aquatics Supervisor	11	$39,990	$57,350	1
Asst. Programs and Older Adults Coordinator	14	$30,045	$43,088	1
Community Program Coordinator	11	$39,990	$57,350	1
Facility/Banquet Rental Coordinator	13	$33,049	$47,397	1
Fitness Coordinator	11	$39,990	$57,350	1
Fitness Supervisor	9	$48,388	$69,393	1
Group Exercise Coordinator	14	$30,045	$43,088	1
Guest Relations Coordinator	11	$39,990	$57,350	1
Membership & Marketing Supervisor	9	$48,388	$69,393	1
Membership Specialist	13	$33,049	$47,397	1
Office Secretary	13	$33,049	$47,397	1
Building Maintenance Custodian (Attendant)	Union Contract	$21.53/hr	$21.53/hr	3
Total				**17.5**

Budgetary Allocations

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

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

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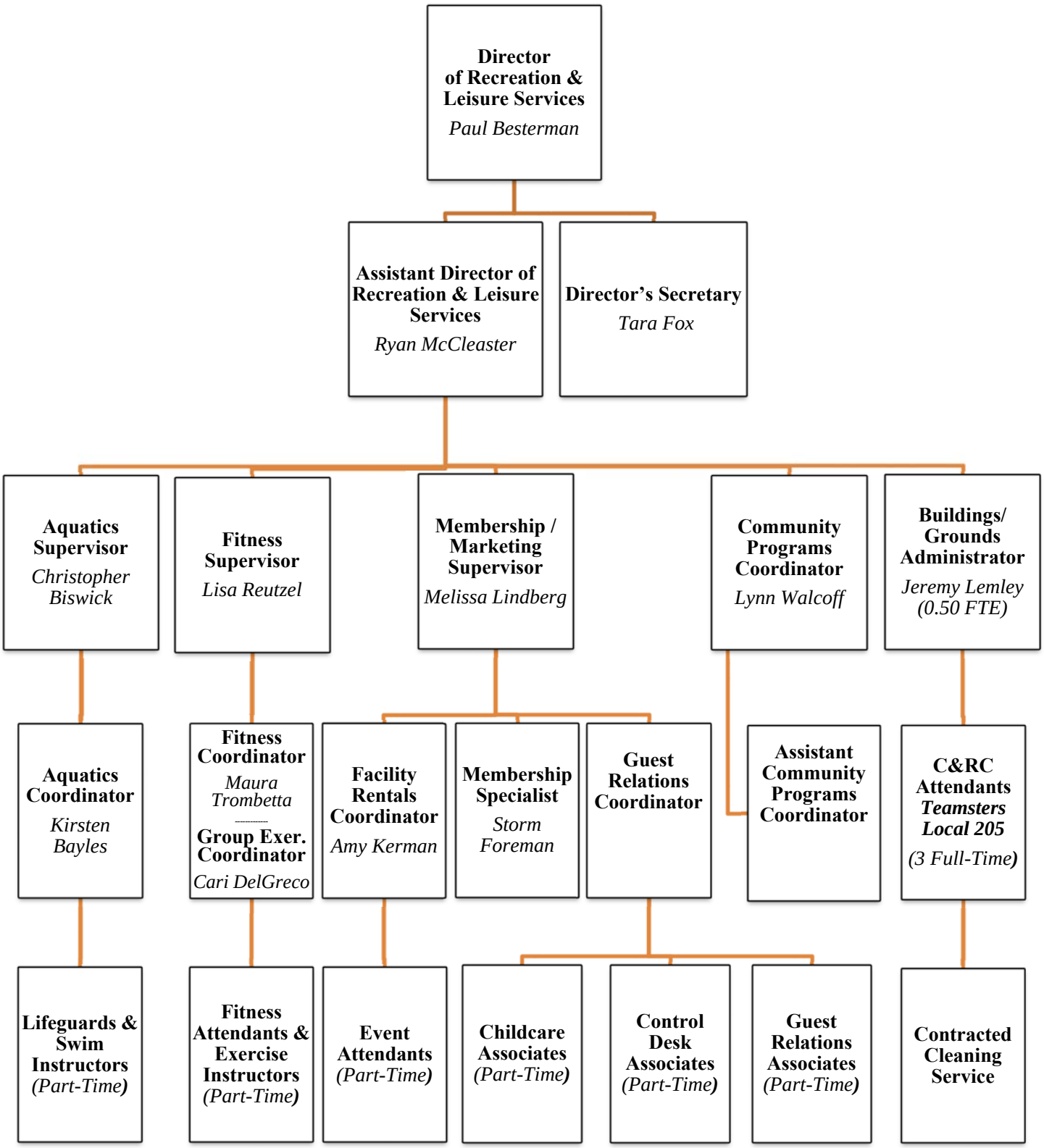
Director of Recreation & Leisure Services
Paul Besterman
Assistant Director of Recreation & Leisure Services
Ryan McCleaster
Director's Secretary
Tara Fox
Aquatics Supervisor
Christopher Biswick
Fitness Supervisor
Lisa Reutzel
Membership / Marketing Supervisor
Melissa Lindberg
Community Programs Coordinator
Lynn Walcoff
Buildings/ Grounds Administrator
Jeremy Lemley (0.50 FTE)
Aquatics Coordinator
Kirsten Bayles
Fitness Coordinator
Maura Trombetta
Group Exer. Coordinator
Cari DelGreco
Facility Rentals Coordinator
Amy Kerman
Membership Specialist
Storm Foreman
Guest Relations Coordinator
Assistant Community Programs Coordinator
C&RC Attendants Teamsters Local 205
(3 Full-Time)
Lifeguards & Swim Instructors (Part-Time)
Fitness Attendants & Exercise Instructors (Part-Time)
Event Attendants (Part-Time)
Childcare Associates (Part-Time)
Control Desk Associates (Part-Time)
Guest Relations Associates (Part-Time)
Contracted Cleaning Service

AQUATICS OVERVIEW

The Community & Recreation Center is the first to offer the South Hills amenities that you may only find in regional water parks and other highly themed resorts on the East Coast. Presenting only the best in aquatic cleaning, our state of the art filters remove the smallest particles from water, resulting in very clean, clear water. In addition, to aid in the cleanliness of the Aquatic Center's water, each pool and spa's filter system produces a turnover rate much higher than standard guidelines require.

Indoor Lap Pool
The indoor lap pool is a 4 lane, 25-yard pool. It ranges from 3.5 feet in the shallow end, to 8 feet in the deep end. Uses for this space include lap swimming, shallow and deep-water aerobics, and swim lessons. Water temperature is kept between 82 and 84 degrees Fahrenheit.

Resistance Channel
The resistance channel is a 3.5-foot deep, side-winding "river" of moving water. Patrons using the resistance channel will be able to swim, walk, or run against the current for a higher intensity workout. As an alternative, bathers will also be able to glide along with the current for a much more relaxing and gentle exercise experience. Water temperature is kept between 84 and 88 degrees Fahrenheit.

Recreational/Leisure Pool
The recreational/leisure pool is a large, open pool area that contains a vast amount of pool space, as well as multiple structures and interactive play features. It is equipped with a zero-depth entry, which allows easy access for almost all individuals. Special features of the recreation/leisure pool area include a two-story body side, water geysers, underwater benches, and a large interactive play structure with dumping bells, small slide, and water cannons. Water temperature is kept between 84 and 88 degrees Fahrenheit.

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

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

- Swim Lessons
- Private Swim Lessons
- Water Aerobics Classes

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

FITNESS OVERVIEW

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

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

Programs provided by the Fitness Department are as follows:

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

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

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

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MEMBERSHIP & MARKETING OVERVIEW

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

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

Staffing

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

Vital Statistics

Annual memberships are the basis for sustainability of the C&RC. A sustainable membership base will depend on several statistics that are tracked continuously. Those statistics include: Total Annual Memberships (the total number of memberships sold for all membership types), Total Individual Members (the total number of people with active memberships in a given month), and a resident vs. non-resident membership breakout. The table below reports those statistics for the 12-month period of January 2018 through December 2018:

Annual Membership Passes	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Youth	72	74	80	77	81	76	75	72	68	63	59	57
Adult	491	485	484	489	476	474	473	471	470	472	465	475
Family	1,854	1,840	1,830	1,836	1,832	1,857	1,874	1,873	1,848	7,294	1,799	1,786
Senior	665	686	689	687	694	695	707	709	714	716	713	720
Total Annual Memberships	**3,082**	**3,085**	**3,083**	**3,089**	**3,083**	**3,102**	**3,129**	**3,125**	**3,100**	**8,545**	**3,036**	**3,038**

Resident Member %	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%
Non-Resident Member %	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%

Individual Members	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
3-Month Members	93	144	149	121	59	83	157	175	130	65	36	59
Annual Members	8,811	8,779	8,751	8,763	8,729	8,853	8,923	8,902	8,776	8,545	8,539	8,520
Total Individual Members	**8,904**	**8,923**	**8,900**	**8,884**	**8,788**	**8,936**	**9,080**	**9,077**	**8,906**	**8,610**	**8,575**	**8,579**

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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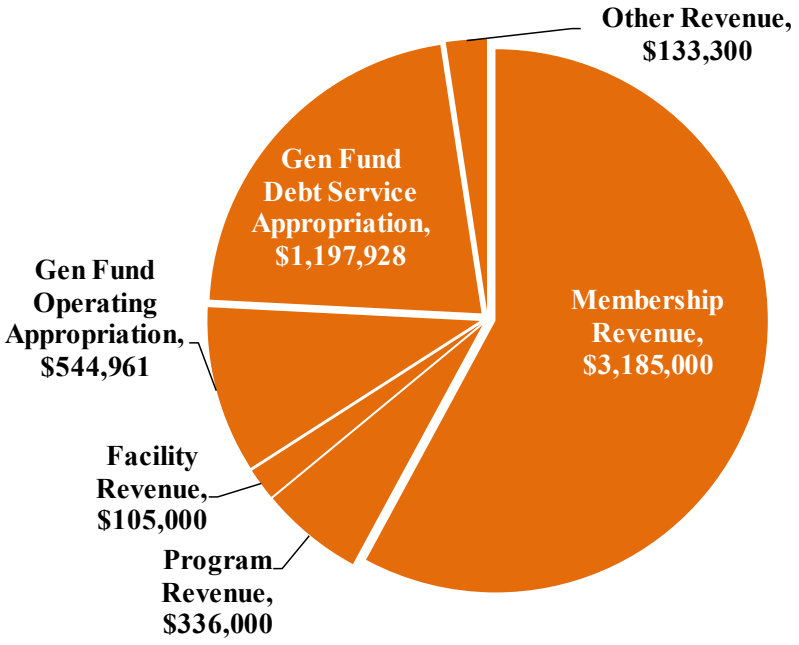
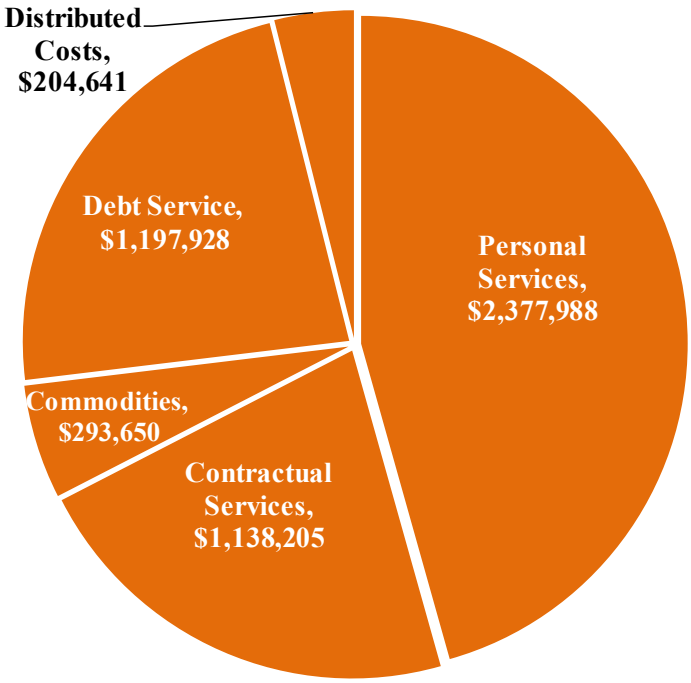
	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Operating Revenue					
53-00-000-??????-000					
Membership Revenue					
350003 Combined Memberships	$ 3,215,622	$ 3,023,840	$ 3,060,000	$ 2,800,000	$ 2,800,000
350004 Daily Admissions	331,512	312,970	285,000	320,000	320,000
350005 Three Month Memberships	81,309	80,195	90,000	65,000	65,000
Program Revenue					
367003 Fitness Programs	118,696	138,931	135,000	157,000	155,000
367017 Aquatic Programs	251,942	196,874	235,000	170,000	175,000
367022 Misc. Self Supporting Fees	6,406	6,465	6,000	6,000	6,000
Facility Revenue					
380010 Non-Aquatic Facility Fees	11,880	14,958	12,500	13,000	13,000
380011 Aquatic Facility Fees	93,385	89,525	87,000	89,000	90,000
380012 Party Rental Extra Fees	3,265	1,565	2,000	2,000	2,000
Other Revenue					
360008 General Fund Appropriation	452,133	467,123	532,456	521,396	544,961
370001 Babysitting Services	29,042	25,946	27,500	23,000	23,000
370010 Vending Revenue	7,808	6,888	7,500	6,800	6,800
370020 Indoor Facility Misc. Rev.	28,812	23,484	26,500	23,000	23,000
370021 Outdoor Pool Misc. Rev.	589	524	550	515	500
Total Operating Revenue	**$ 4,632,401**	**$ 4,389,288**	**$ 4,507,006**	**$ 4,196,711**	**$ 4,224,261**



	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Indoor Facility Operating Expenses					
53-50-501-500???-000					
Indoor Personal Services					
101 Full-Time Wages	$ 714,538	$ 768,891	$ 846,105	$ 846,105	$ 909,406
110 Overtime Wages	12,769	16,175	15,000	16,650	17,430
120 Part-Time Wages	733,427	724,415	808,300	778,050	799,550
162 Group Life Insurance	703	4,702	6,094	6,094	4,727
163 Medical Insurance	204,135	228,569	257,654	257,654	251,396
164 Workers' Compensation	74,153	84,079	89,223	89,223	100,081
166 Pension Costs	44,273	47,191	53,659	53,659	60,459
167 Long-term Disability Insurance	1,978	2,221	2,582	2,582	2,101
168 Post Retirement Plan	1,450	1,450	2,000	2,000	2,000
198 Social Security Expense	108,762	111,932	127,709	127,709	132,069
Total Indoor Personal Services	**$ 1,896,188**	**$ 1,989,625**	**$ 2,208,326**	**$ 2,179,726**	**$ 2,279,219**
Indoor Contractual Services					
220 Liability Insurance	$ 42,815	$ 44,264	$ 47,330	$ 46,500	$ 48,655
230 Association Dues	4,640	10,886	12,100	12,100	12,100
231 Travel & Conference Expense	7,985	3,377	16,250	16,250	16,250
232 Personnel Training	998	1,130	2,500	2,500	2,500
240 Water and Sewerage	36,687	42,900	46,200	46,200	49,500
241 Natural Gas	34,443	36,466	49,500	45,000	47,300
242 Electricity	226,549	242,089	244,800	239,000	243,800
243 Telephone	1,803	1,728	1,900	1,900	2,000
250 Repair/Maint-Office Equip.	16,443	5,727	46,000	12,000	3,000
251 Repair/Maint-Recreation Equip.	11,331	18,398	10,100	10,100	10,100
255 Building Maintenance	88,989	72,871	95,000	95,000	86,000
256 Pool Maintenance	20,809	69,150	60,000	60,000	60,000
259 Flooring Replacements/Imprvmts.	20,229	29,778	55,000	55,000	45,000
262 Uniforms	6,952	2,733	8,000	8,000	8,500
275 Printing & Duplicating	22,356	13,840	27,000	27,000	35,500
278 Postage	5,942	5,504	5,600	5,600	6,000
290 Other Contractual Services	258,927	230,512	251,000	251,000	295,000
297 Interest Expense	-	-	1,000	1,000	1,000
298 Credit Card Fees	91,058	92,757	90,000	90,000	100,000
299 Internet Connection Costs	15,462	15,205	15,000	15,000	20,000
Total Indoor Contractual Services	**$ 914,418**	**$ 939,315**	**$ 1,084,280**	**$ 1,039,150**	**$ 1,092,205**

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Indoor Commodities					
300 Office Furniture & Equipment	$ -	$ 6,647	$ 7,500	$ 7,500	$ 7,500
301 Expendable Office Supplies	16,808	13,786	18,250	18,250	17,950
302 Books & Subscriptions	-	41	200	200	200
304 Publicity Material/Marketing	63,477	60,762	74,250	74,250	90,000
306 Building Maintenance Supplies	45,574	45,688	67,000	67,000	57,000
307 Tools & Equipment	17,487	13,991	20,000	20,000	20,000
326 Department Specific Supplies	26,044	16,923	30,700	30,700	30,500
329 Pool Chemicals	21,971	12,703	27,000	27,000	25,000
390 Other Supplies	9,874	14,669	12,200	12,200	13,500
Total Indoor Commodities	**$ 201,235**	**$ 185,210**	**$ 257,100**	**$ 257,100**	**$ 261,650**
Distributed Costs					
602 Depreciation Expense - Equip.	$ 106,540	$ 111,486	$ 140,000	$ 140,000	$ 140,000
603 Dist. Data Processing Costs	40,616	45,859	56,133	56,133	64,641
Total Distributed Costs	$ 147,156	$ 157,345	$ 196,133	$ 196,133	$ 204,641
Total Indoor Facility Operating Exp.	**$ 3,158,997**	**$ 3,271,495**	**$ 3,745,839**	**$ 3,672,109**	**$ 3,837,715**
Outdoor Pool Facility Operating Expenses					
53-50-510-500???-???					
Outdoor Personal Services					
120 Part-Time Wages	$ 82,605	$ 86,343	$ 89,750	$ 89,750	$ 91,750
198 Social Security Expense	6,319	6,605	6,866	6,866	7,019
Total Outdoor Personal Services	**$ 88,924**	**$ 92,948**	**$ 96,616**	**$ 96,616**	**$ 98,769**
Outdoor Contractual Services					
232 Personnel Training	$ -	$ 202	$ 700	$ 700	$ 500
240 Water and Sewerage	11,137	11,367	12,100	12,100	13,000
256 Pool Maintenance	28,842	25,210	35,000	35,000	30,000
262 Uniforms	1,880	1,078	2,000	2,000	2,000
290 Other Contractual Services	-	-	10,000	10,000	500
Total Outdoor Contractual Services	**$ 41,859**	**$ 37,857**	**$ 59,800**	**$ 59,800**	**$ 46,000**

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Outdoor Commodities					
306 Pool Maintenance Supplies	$ 7,784	$ 10,921	$ 10,000	$ 10,000	$ 10,000
326 Aquatics Supplies	8,104	10,206	9,000	9,000	11,000
329 Pool Chemicals	8,581	4,783	9,500	9,500	9,500
390 Other Supplies	1,551	1,453	1,500	1,500	1,500
Total Outdoor Commodities	**$ 26,020**	**$ 27,363**	**$ 30,000**	**$ 30,000**	**$ 32,000**
Total Outdoor Facility Operating Exp.	**$ 156,803**	**$ 158,168**	**$ 186,416**	**$ 186,416**	**$ 176,769**
Total Operating Expenses	**$ 3,315,800**	**$ 3,429,663**	**$ 3,932,255**	**$ 3,858,525**	**$ 4,014,484**
Total Operating Income (Loss)	**$ 1,316,601**	**$ 959,625**	**$ 574,751**	**$ 338,186**	**$ 209,777**



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 REVENUES & EXPENSES

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Non-Operating Revenues					
53-00-000-??????-???					
345001-000 Interest on Investments	$ 2,924	$ 24,809	$ 6,000	$ 70,000	$ 80,000
360008-000 Transfer In-Debt Service	1,082,852	858,162	1,201,633	1,201,633	1,197,928
Total Non-Operating Revenues	**$ 1,085,776**	**$ 882,971**	**$ 1,207,633**	**$ 1,271,633**	**$ 1,277,928**
Non-Operating Expenses					
53-50-501-500???-???					
501-000 Bond Payments-Principal	$ 444,535	$ 553,959	$ 523,184	$ 523,184	$ 533,442
501-001 Bonds Payable Allocation	(444,535)	(553,959)	(523,184)	(523,184)	(533,442)
505-000 Bond Issuance Costs	217,801	-	-	-	-
511-000 Bond Payments-Interest	638,317	650,755	678,449	678,449	664,486
Total Non-Operating Expenses	**$ 856,118**	**$ 650,755**	**$ 678,449**	**$ 678,449**	**$ 664,486**
Total Non-Operating Rev. (Expenses)	**$ 229,658**	**$ 232,216**	**$ 529,184**	**$ 593,184**	**$ 613,442**

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.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Revenue					
54-00-000-??????-000					
360053 Transfer from C&RC Fund	$ 1,319,525	$ 984,434	$ 580,751	$ 408,186	$ 289,777
360602 Depreciation Credit	106,540	111,486	140,000	140,000	140,000
Total Revenue	**$ 1,426,065**	**$ 1,095,920**	**$ 720,751**	**$ 548,186**	**$ 429,777**

C&RC CAPITAL PROJECTS ACCOUNT (Continued)

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Expenses					
C&RC Administration					
54-50-501-500600-???					
001 Comm. Room Furniture	$ -	$ -	$ 27,500	$ 27,500	$ 5,000
098 General Furniture	-	-	15,000	15,000	-
099 Computer Equipment	5,889	1,472	27,000	27,000	243,000
Total C&RC Administration	**$ 5,889**	**$ 1,472**	**$ 69,500**	**$ 69,500**	**$ 248,000**
C&RC Fitness					
54-50-501-500600-???					
301 Arc Trainers	$ -	$ 30,595	$ -	$ -	$ -
302 Treadmills	-	12,478	28,200	28,200	-
303 Ellipticals	-	21,728	26,000	26,000	40,000
304 Upright Bikes	19,213	-	25,000	25,000	9,000
306 Other Cardio Equipment	25,572	21,246	15,000	15,000	-
310 Dumbbell Sets	-	18,545	-	-	-
Total C&RC Fitness	**$ 44,785**	**$ 104,592**	**$ 94,200**	**$ 94,200**	**$ 49,000**
C&RC Aquatics					
54-50-501-500600-???					
401 Chaise Lounge Chairs	$ -	$ 4,202	$ 5,000	$ 5,000	$ 5,000
420 Swim Suit Dryer	-	-	-	-	-
421 Pool Equipment	1,589	-	2,800	2,800	88,000
Total C&RC Aquatics	**$ 1,589**	**$ 4,202**	**$ 7,800**	**$ 7,800**	**$ 93,000**
C&RC Maintenance					
54-50-501-500600-???					
505 Pool Maintenance & Repairs	$ -	$ -	$ 100,000	$ 100,000	$ -
507 HVAC Equipment	-	-	-	-	1,000,000
508 Other General Equipment	18,846	-	25,000	18,000	-
509 Building Improvements	-	-	2,000,000	-	2,500,000
Total C&RC Maintenance	**$ 18,846**	**$ -**	**$ 2,125,000**	**$ 118,000**	**$ 3,500,000**
Total Expenses	**$ 71,109**	**$ 110,266**	**$ 2,296,500**	**$ 289,500**	**$ 3,890,000**

SUPPLEMENTARY INFORMATION

In 2008, the Township of Upper St. Clair issued General Obligation Bonds which were used for several purposes including to finance the construction of the Community & Recreation Center (C&RC). The 2008 Bonds were refunded in December 2016. The debt service related to the C&RC portion of the 2016 Bonds is to be repaid based on the schedule shown below.

2016 General Obligation Bonds Community & Recreation Center Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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	**$ 18,143,867**	**$ 8,379,976**	**$ 26,523,843**

TRI-COMMUNITY SOUTH EMS FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Fund Balance	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Revenue	3,027,015	3,208,036	3,338,000	3,239,802	3,374,300
Expenditures	(3,027,015)	(3,208,036)	(3,338,000)	(3,239,802)	(3,374,300)
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.

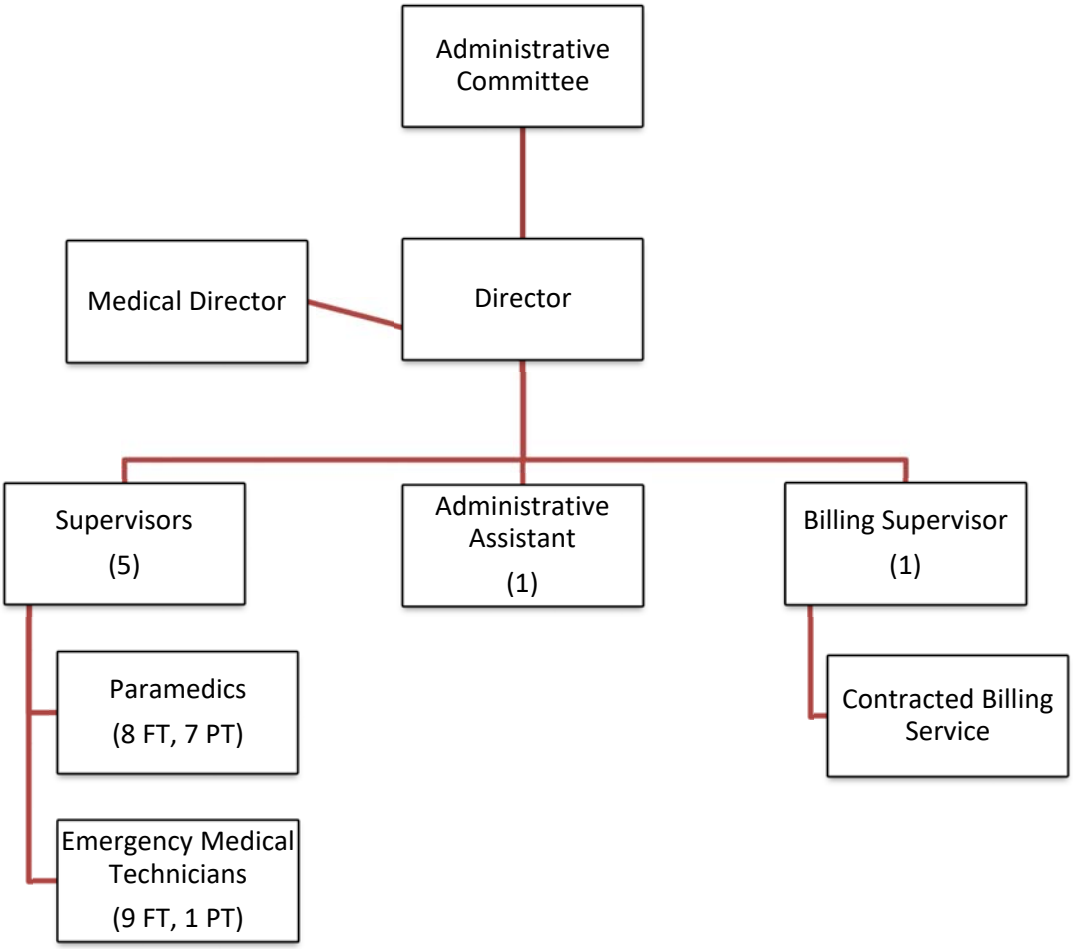
DEPARTMENT STATISTICS AND BENCHMARKS

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

Category	2012	2013	2014	2015	2016	2017	Thru 11/2018
Calls for Service	7,052	6,584	6,754	7,169	7,133	7,275	6,438
Transports	5,566	6,353	5,399	5,699	5,573	5,729	4,948
Advanced Life Support	4,064	3,662	3,865	4,204	4,180	4,289	3,553
Basic Life Support	1,501	1,459	1,534	1,495	1,393	1,440	1,395

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.



PROGRAM REVENUE

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
90-00-000-??????-000					
320400 Subscriptions	$ 414,225	$ 407,865	$ 411,000	$ 404,000	$ 400,000
357002 Billings	2,359,655	2,520,038	2,658,000	2,510,000	2,629,000
360013 PA State Pension Grant	63,907	65,015	65,500	59,746	61,500
367006 CPR Program Fees	40,572	38,678	37,000	55,000	63,250
367007 CPR Material Reimbursements	60,379	70,318	55,000	99,500	105,000
367021 NETS Revenue	1,122	-	-	-	-
367072 Outside Detail	33,000	35,873	30,000	37,000	39,000
380022 Employee Health Ins. Reimb.	18,743	26,081	23,000	26,000	27,750
380050 Payment Rebates	-	827	3,000	2,800	2,800
380070 Promotional Events	-	-	25,500	21,756	22,000
380099 Miscellaneous Revenue	35,412	43,341	30,000	24,000	24,000
Total Revenue	**$ 3,027,015**	**$ 3,208,036**	**$ 3,338,000**	**$ 3,239,802**	**$ 3,374,300**

PROGRAM EXPENDITURES

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
90-20-204-500???-000					
Personal Services					
101 Full-Time Wages	$ 1,372,638	$ 1,372,488	$ 1,458,361	$ 1,430,000	$ 1,465,750
111 Overtime Wages	57,798	57,150	73,000	52,000	90,000
120 Part-Time Wages	109,448	130,010	120,000	175,500	140,000
153 Holiday Pay	43,079	49,277	50,750	50,750	52,500
161 Continuing Education	740	828	3,000	3,000	3,000
162 Group Life Insurance	4,554	6,318	7,750	7,250	7,500
163 Medical Insurance	353,291	351,895	441,000	395,000	425,000
164 Workers' Compensation	81,846	85,916	83,750	99,400	109,350
165 Unemployment Compensation	8,457	6,193	9,500	2,500	6,000
166 Pension Costs	71,480	69,375	74,500	71,500	73,300
167 Long-term Disability Insurance	3,210	4,045	4,600	4,300	4,500
172 Outside Detail	21,390	25,179	25,750	25,750	26,500
198 Social Security Expense	120,914	122,716	130,211	132,651	135,768
Total Personal Services	$ 2,248,845	$ 2,281,390	$ 2,482,172	$ 2,449,601	$ 2,539,168

PROGRAM EXPENDITURES (Continued)

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Contractual Services					
210 Professional Services-Legal	$ 9,823	$ 18,633	$ 50,000	$ 15,000	$ 35,000
220 Liability Insurance	41,368	44,555	46,400	46,400	42,500
222 Vehicle Insurance	19,507	20,022	22,000	22,000	21,500
232 Conference & Training Expense	998	4,820	6,000	6,000	6,000
240 Water and Sewerage	4,224	4,767	5,500	5,500	5,900
241 Natural Gas	1,777	2,301	4,200	4,200	4,500
242 Electricity	13,685	13,410	14,300	13,500	13,800
243 Telephone	10,344	9,129	11,100	11,100	15,300
254 Vehicle Repairs & Maintenance	9,738	8,644	12,000	12,000	12,000
255 Building Repairs & Maintenance	4,116	4,805	9,000	9,000	17,000
257 Radio & Other Equip. Mte	3,795	656	3,500	5,500	3,500
265 Equipment Rental	14,613	15,802	15,000	15,000	16,500
270 CPR Instruction Pay	5,455	7,728	9,000	11,000	12,650
278 Postage	8,715	3,605	5,500	5,500	5,500
280 Travel & Mileage Expense	585	1,924	4,000	4,000	4,000
281 CPR Mileage Reimbursement	302	-	500	250	250
289 Administrative Services	50,000	55,000	57,750	57,750	60,000
290 Other Contractual Services	59,662	201,006	204,000	198,000	198,000
291 Subscription Services	24,696	18,268	22,000	20,000	22,000
Total Contractual Services	$ 283,403	$ 435,075	$ 501,750	$ 461,700	$ 495,900
Commodities					
301 Expendable Office Supplies	$ 6,194	$ 4,426	$ 5,000	$ 5,000	$ 5,000
304 Publicity Materials	721	3,430	3,000	3,000	3,000
305 Promotional Events	-	-	23,750	21,095	22,000
307 Ambulance Equip. Supplies	(805)	3,197	4,000	4,000	4,100
308 CPR Program Supplies	50,094	61,760	51,500	99,500	105,000
314 Medical Supplies	12,483	4,882	11,000	11,000	11,000
328 Maintenance Supplies	911	2,080	2,000	2,000	2,000
340 Vehicle Supplies	18,443	20,454	20,000	20,000	20,000
341 Fuels and Lubricants	25,892	36,894	35,000	39,000	40,000
351 Clothing Allowance	3,869	5,743	18,000	18,000	18,000
390 Other Supplies	3,758	3,065	5,000	5,000	5,000
Total Commodities	$ 121,560	$ 145,931	$ 178,250	$ 227,595	$ 235,100
Capital Equipment Transfer					
903 Transfer to Capital Reserve	$ 373,207	$ 345,640	$ 175,828	$ 100,906	$ 104,132
Total Capital Equipment	$ 373,207	$ 345,640	$ 175,828	$ 100,906	$ 104,132
Total Expenditures	**$ 3,027,015**	**$ 3,208,036**	**$ 3,338,000**	**$ 3,239,802**	**$ 3,374,300**

BUDGETARY COMMENT

The 2019 Budget is $36,300, or 1.1%, more than the 2018 Budget. Increased CPR supply costs are expected to be offset by increases related revenue. Increases in Personal Services costs are also budgeted for 2019.

SUPPLEMENTARY INFORMATION

Tri-Community South EMS Vehicles

	Asset Tag	Year	Make	Model	Mileage (9-14-2018)	Age in Years	Condition	Anticipated Replacement Year
Ambulances								
1	2016 TBD	2016	Ford	AMB	62,440	2	Good	TBD
2	2016 TBD	2016	Ford	AMB	50,442	2	Good	TBD
3	2016 TBD	2016	Ford	AMB	58,796	2	Good	TBD
4	2018	2018	Ford	AMB	3,243	New	Excellent	TBD
5	2018	2018	Ford	AMB	2,695	New	Excellent	TBD
6	2018	2018	Ford	AMB	2,804	New	Excellent	TBD
Other Emergency Vehicles								
1	2007 075	2007	Chevy	Suburban	45,021	11	Fair	TBD

TRI-COMMUNITY SOUTH EMS

CAPITAL RESERVE FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Fund Balance	$ 2,901,702	$ 2,670,004	$ 2,973,274	$ 2,973,274	$ 2,580,288
Revenue	475,145	370,479	257,828	196,514	135,132
Expenditures	(706,843)	(67,209)	(589,500)	(589,500)	(163,400)
Ending Fund Balance	**$ 2,670,004**	**$ 2,973,274**	**$ 2,641,602**	**$ 2,580,288**	**$ 2,552,020**

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.

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Revenue					
91-00-000-??????-000					
345001 Interest Revenue	$ 5,956	$ 16,375	$ 15,000	$ 28,000	$ 30,000
360005 PA VFC Grant	7,202	7,448	-	-	-
360009 Transfer from TCS EMS Fund	373,207	345,640	175,828	100,906	104,132
36001? Municipal Donations-RAD	2,780	1,016	2,000	2,608	1,000
380010 Sale of Property	86,000	-	65,000	65,000	-
Total Revenue	**$ 475,145**	**$ 370,479**	**$ 257,828**	**$ 196,514**	**$ 135,132**
Expenditures					
91-20-206-500???-000					
402 Vehicles/Ambulance Equip	$ 638,196	$ 40,556	$ 510,000	$ 510,000	$ -
403 Life Paks	32,064	-	-	-	-
404 Computer Equipment	26,052	9,371	66,500	66,500	100,000
405 Furniture & Equipment	-	-	5,000	5,000	5,000
407 Other Equipment	-	-	-	-	37,400
416 VFC Grant Equipment	10,531	17,282	-	-	6,000
420 EMS Base & Security Renov.	-	-	8,000	8,000	15,000
Total Expenditures	**$ 706,843**	**$ 67,209**	**$ 589,500**	**$ 589,500**	**$ 163,400**

BUDGETARY COMMENT

The 2019 Budget includes funding for various equipment purchases, building improvements, and technology.

SINKING FUNDS

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenue	3,046,649	3,515,028	3,538,866	3,538,866	3,524,896
Expenditures	(3,046,649)	(3,515,028)	(3,538,866)	(3,538,866)	(3,524,896)
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

PROGRAM OVERVIEW

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

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Revenue					
Transfer from General Fund	$ 1,117,178	$ 1,308,454	$ 1,348,889	$ 1,348,889	$ 1,343,564
Transfer from Sanitary Sewer Fund	846,619	1,001,860	988,344	988,344	983,404
Transfer from Boyce Mayview C&RC Fund	1,082,852	1,204,714	1,201,633	1,201,633	1,197,928
Total Revenue	**$ 3,046,649**	**$ 3,515,028**	**$ 3,538,866**	**$ 3,538,866**	**$ 3,524,896**
Expenditures					
2008 General Obligation Bonds-Principal	662,354	-	-	-	-
2011 General Obligation Bonds-Principal	80,000	80,000	-	-	-
2012 General Obligation Bonds-Principal	20,000	270,000	-	-	-
2015 General Obligation Note-Principal	710,000	710,000	710,000	710,000	710,000
2016 General Obligation Bonds-Principal	-	880,000	830,000	830,000	845,000
2017A General Obligation Bonds-Principal	-	-	110,000	110,000	115,000
2017B General Obligation Bonds-Principal	-	70,000	300,000	300,000	305,000
2008 General Obligation Bonds-Interest	938,752	-	-	-	-
2011 General Obligation Bonds-Interest	304,783	152,141	-	-	-
2012 General Obligation Bonds-Interest	280,232	140,066	-	-	-
2015 General Obligation Note-Interest	50,528	40,312	30,234	30,234	20,156
2016 General Obligation Bonds-Interest	-	991,437	1,079,167	1,079,167	1,057,075
2017A General Obligation Bonds-Interest	-	131,678	248,395	248,395	246,145
2017B General Obligation Bonds-Interest	-	49,394	231,070	231,070	226,520
Total Expenditures	**$ 3,046,649**	**$ 3,515,028**	**$ 3,538,866**	**$ 3,538,866**	**$ 3,524,896**

BUDGETARY COMMENT

Budgeted debt payments for 2019 are budgeted $13,970 lower than 2018 based on the debt service schedules.

DEBT AND DEBT LIMITS

The following table shows the net debt of the Township as of December 31, 2018 including premiums and discounts:

Electoral Debt	$ -
Nonelectoral Debt	
General Obligation Bonds of 2017, Series A	9,540,000
General Obligation Bonds of 2017, Series B	9,795,000
General Obligation Bonds of 2016, Series A	28,850,000
General Obligation Note of 2015	1,420,000
Total Nonelectoral Debt	**49,605,000**
Add: Lease Rental Debt	-
Total Gross Indebtedness	**49,605,000**
Less: Debt Excluded as self-liquidating or separately stated pursuant to §8242(a) of the Debt Act	(12,209,086)
Net Nonelectoral and Lease Rental Debt	**$ 37,395,914**

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 2017 Comprehensive Annual Financial Report is as follows:

Arithmetic Average (Borrowing Base)	**$ 34,655,492**

The debt limits of the Township are therefore as follows:

Type of Debt Limit	Legal Limit	Net Debt Outstanding	Remaining Capacity
Nonelectoral Debt Limit (250% of Borrowing Base)	$ 86,638,730	$ 37,395,914	$ 49,242,816
Nonelectoral and Lease Rental Debt Limit (350% of Borrowing Base)	$ 121,294,222	$ 37,395,914	$ 83,898,308

TOWNSHIP GENERAL OBLIGATION DEBT OVERVIEW

1. General Obligation Note of 2015

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

2. General Obligation Bonds of 2016

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

3. General Obligation Bonds of 2017, Series A

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

4. General Obligation Bonds of 2017, Series B

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

LONG-TERM DEBT SERVICE SCHEDULES

TOWNSHIP OF UPPER ST. CLAIR
RETIREMENT OF PRINCIPAL
AS OF DECEMBER 31, 2018

Bond Series	Principal Outstanding at 1/1/2018	Principal Incurred in 2018	Principal Paid in 2018	Principal Outstanding at 12/31/2018
2015 General Obligation Note	2,130,000	-	(710,000)	1,420,000
2016 General Obligation Bonds	29,680,000	-	(830,000)	28,850,000
2017-A General Obligation Bonds	9,905,000	-	(110,000)	9,795,000
2017-B General Obligation Bonds	9,840,000	-	(300,000)	9,540,000
Total Long Term Debt-Principal	**$ 51,555,000**	**$ -**	**$ (1,950,000)**	**$ 49,605,000**

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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
2019	1.400%	$ 710,000	$ 20,156	$ 730,156
2020	1.400%	710,000	10,106	720,106
	Total	**$ 1,420,000**	**$ 30,262**	**$ 1,450,262**

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LONG-TERM DEBT SERVICE SCHEDULES (Continued)

II. BONDED INDEBTEDNESS

Issue:	2016 General Obligation Bonds
Date:	December 22, 2016
Principal Amount:	$30,560,000 ($29,485,000 – Series A; $1,075,000 – Series B, repaid 2018)
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund
Purpose:	Refunding the 2008 General Obligation Bond Issue, termination of the interest rate swap, fund Sanitary Sewer capital projects, and pay related issuance costs.

2016 General Obligation Bonds
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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	**$ 28,850,000**	**$ 13,424,863**	**$ 42,274,863**

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
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	**$ 9,795,000**	**$ 1,860,378**	**$ 11,655,378**

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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
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	**$ 9,540,000**	**$ 2,551,785**	**$ 12,091,785**

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CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

TOWNSHIP OF UPPER ST. CLAIR
CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

ARTICLE IX
BUDGET AND FISCAL AFFAIRS

C-901. Fiscal year.

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

C-902. Submission of budget and budget messages.

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

C-903. Budget message.

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

C-904. Budget.

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

(1) It shall begin with a general summary of its contents.

(2) It shall show in detail all estimated income, indicating the existing and proposed tax levies, as well as other assessments, fees and charges.

(3) It shall show all proposed expenditures, including debt service, for the ensuing fiscal year.

(4) It shall show the number of proposed employees and the annual salary schedule in every job classification.

C-904. (Cont'd)

(5) It shall be so arranged as to show comparative figures for actual and estimated income, expenditures for the current fiscal year, and actual income and expenditures of the preceding fiscal year.

(6) It shall indicate proposed expenditures during the ensuing fiscal year-detailed by offices, departments and agencies, in terms of their respective work programs, and the methods of financing such expenditures.

(7) It shall indicate proposed capital expenditures during the ensuing fiscal year-detailed by offices, departments and agencies when practicable, and the proposed method of financing each such capital expenditure.

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

C-905. Public record.

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

C-906. Adoption of Budget.

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

(1) The times and places where copies of the message and budget are available for inspection by the public, and

(2) The time and place, not less than two (2) weeks after such publication, for a public hearing on the budget.

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

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

C-907. Amendment of Budget.

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

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

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

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

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

C-908. Appropriations and levy.

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

FINANCIAL MANAGEMENT

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BUDGETARY POLICIES

FINANCIAL MANAGEMENT AND BUDGETARY POLICIES OVERVIEW

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

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

- To preserve the quality of life in Upper St. Clair through the proper financial management of its resources and to fund a sufficient level of municipal services required for the maintenance of the Township's infrastructure.

- To have the ability to withstand local and regional economic shocks, to adjust to changes in the service requirements of our community, and to respond to changes in Federal, State and County priorities and funding as they affect the Township's residents.

- To maintain a good credit rating in the financial community to assure the Township's taxpayers that Township government is well managed and financially sound.

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

OPERATING BUDGET POLICIES

1. The Township will maintain a balanced budget by paying for all current expenditures with current revenues and fund balance. The Township will avoid budgetary procedures that balance current expenditures at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.

2. The budget will provide for adequate maintenance and repair of capital assets and for their orderly replacement.

3. The budget will provide for adequate funding of all retirement plans and other employee benefits.

4. The Township will maintain a budgetary control system, to help it adhere to the budget.

5. The Township administration will prepare monthly reports of revenues and expenditures for the Board of Commissioners and Township Department Heads.

6. The Township will update expenditure projections for each fiscal year. Projections will include estimated operating costs of future capital improvements.

OPERATING BUDGET POLICIES (Continued)

7. Where possible, the Township will integrate performance measurements, service level, and productivity indicators within the budget.

8. Enterprise funds for sanitary sewer and magazine operations as well as recreation programs in the General Fund are to be self-supporting. The membership and program fee structure of the Community & Recreation Center (C&RC) is to support 85% of all C&RC operating costs.

9. The Township will seek state and federal funds that are available for operating and capital projects.

10. The Township will encourage the delivery of services, in whole or in part, by other public and private organizations whenever and wherever greater efficiency and effectiveness can be expected.

11. The Township will utilize technology and productivity advancements that will help reduce or avoid increasing personnel costs.

12. The Township will maintain an effective risk management program to minimize losses and reduce insurance costs.

13. The Township will seek arrangements to share services with other municipalities where cost reductions can be achieved and where the quality of service will not be endangered.

REVENUE POLICIES

1. The Township will strive to maintain a diversified and stable revenue base as protection from short-term fluctuations in any one revenue source.

2. The Township will strive to maintain the annual rate of property tax collections at 98%.

3. The Township will strive to reduce its reliance on intergovernmental revenue sources for operating purposes.

4. The Enterprise Funds will generate revenue sufficient to support the full direct and indirect costs of these funds.

5. The Township will establish all user charges and fees at a level related to full cost (operating, direct, indirect and capital) of providing the service.

6. The Township will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

CASH MANAGEMENT INVESTMENT POLICIES

1. The Township will deposit its moneys only in bank or trust companies located and authorized to do business in Pennsylvania; and authorized as an official Township depository by the Board of Commissioners.

2. The Township will invest its moneys only in accordance with the Township's Investment Policy adopted by the Board of Commissioners.

3. The Township administration will analyze the cash flow of all funds on a regular basis. Disbursements, collections, deposits and investments will be managed to ensure maximum cash availability.

4. The Township will pool cash from its various funds to obtain the maximum possible return on its investments. Interest will be credited to the source of the invested moneys.

5. The accounting system will provide regular information concerning cash positions and investment performance.

6. The Township will collect revenues aggressively, including past due bills of any type.

DEBT MANAGEMENT POLICIES

1. The Township will use long-term debt for only those capital improvements that cannot be readily financed from current revenues.

2. The final maturity date for any long-term debt will not exceed the expected useful life of the capital improvement so financed.

3. The Township will encourage and maintain good relations with financial and bond rating agencies, and will follow a policy of full and open disclosure on every financial report and bond prospectus.

4. The Township will not issue notes to finance operating deficits.

CAPITAL IMPROVEMENT PROGRAM POLICIES

1. The Township will prepare a five-year capital improvements program each year.

2. The Township will base all capital improvements on the Township's long-term needs in order to minimize future maintenance and replacement cost.

3. The Township will coordinate the development of the capital improvement program with the annual operating budget in order to maintain a reasonably stable total tax levy.

CAPITAL IMPROVEMENT PROGRAM POLICIES (Continued)

4. The Township will estimate and consider future maintenance needs for all new equipment and capital facilities prior to deciding to proceed with the project.

5. The Township will identify the funding source for each capital improvement prior to deciding to proceed with the project. Intergovernmental and private sources will be sought out and used as available to assist in financing capital improvements.

6. The Township will provide for the adequate maintenance of capital assets and equipment in the annual budget.

PURCHASING POLICIES

1. Purchases will be made in accordance with all federal, state, and municipal requirements. If there are no specific requirements, purchases will be made in the best interest of the Township.

2. Purchases will be made in an impartial, economical, competitive, and efficient manner.

3. Purchases will be made from the lowest priced and most responsible vendor. Qualitative factors such as vendor reputation and financial condition will be considered, as well as price.

RESERVE POLICIES

1. The Township will maintain an adequate fund balance to accommodate unanticipated expenditures, expenditures of a non-recurring nature, or unanticipated revenue declines.

2. The Township will strive to maintain the unreserved, undesignated fund balance of the General Fund at a level at least equal to 8% of the total General Fund Budget.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

1. An independent audit will be performed annually.

2. The Township will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

ACCOUNTING MEASUREMENT

ACCOUNTING SYSTEMS

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BUDGETARY CONTROL

ACCOUNTING MEASUREMENT

Governmental Funds

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

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

Budgeted Governmental Funds

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

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

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

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

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

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

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

Proprietary Funds

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

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

Budgeted Proprietary Funds

ENTERPRISE FUNDS

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

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

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

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

ACCOUNTING SYSTEMS

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

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

BUDGETARY CONTROL

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

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

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

APPENDIX A

PERSONNEL INFORMATION

STAFF LEVEL CHANGES – FULL TIME PERSONNEL

Department	2018 Staff Level	2019 Staff Level	Increase/(Decrease)
Administration	8	8	0

Explanation: No staff level changes expected in 2019.

Finance	3.5	3.5	0

Explanation: No staff level changes expected in 2019.

Information Technology	6	6	0

Explanation: No staff level changes expected in 2019.

Police	35	35	0

Explanation: No staff level changes expected in 2019.

Community Development	6	6	0

Explanation: No staff level changes expected in 2019.

Public Works - Administration	8.5	9.5	1
Public Works - Laborers	24	25	1

Explanation: The 2019 Budget reflects an increase of 2 full-time positions from the 2018 Budget. One position is a Sustainability Administrator that will perform duties that the Township had been accomplishing though a contractual relationship with a former employee the past 2 years. Prior to 2017, the Township had a position dedicated in part to this function. The desire for 2019 is to return this function to an employee, and broaden the scope of the associated job duties. The other position is a laborer. This is a temporary increase for the purpose of succession planning. It is expected that the laborer count will return to 24 in the 2020 budget.

Recreation	18	18	0

Explanation: No staff level changes expected in 2019.

Library	9	9	0

Explanation: No staff level changes expected in 2019.

STAFF LEVEL CHANGES – PART-TIME PERSONNEL

Administration	0	0	0
Community Development	1	1	0
Public Works - Summer Laborers	18	18	0
Recreation	347	347	0
Library	24	24	0

FULL-TIME POSITIONS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	0	0	0	0	0	0
Director of Public Works	1	1	1	1	1	1	1	1	1	1
Director of Planning & Community Development	1	1	1	1	1	1	1	1	1	1
Director of Information Technology	1	1	1	1	1	1	1	1	1	1
Director of the Library	1	1	1	1	1	1	1	1	1	1
Director of Recreation & Leisure Services	1	1	1	1	1	1	1	1	1	1
Management Subtotal	**10**	**10**	**10**	**10**	**9**	**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	3	3	3	3	3	3	3	3	3
Office Assistant	1	1	1	1	1	1	1	1	1	1
Human Resources Administrator	0	0	0	0	0	0	1	1	1	1
Administration Subtotal	**4**	**5**	**5**	**5**	**5**	**5**	**6**	**6**	**6**	**6**
FINANCE										
Accounting Manager	1	1	1	1	1	1	1	1	1	1
Payroll & Finance Accountant	1	1	1	0	0	0	0	0	0	0
Payroll Accountant	0	0	0	1	1	1	1	1	1	1
Finance/Recreation Accountant	0	0	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Finance Subtotal	**2**	**2**	**2**	**2.5**	**2.5**	**2.5**	**2.5**	**2.5**	**2.5**	**2.5**
INFORMATION TECHNOLOGY										
Database/Support Technician	1	1	1	0	0	0	0	0	0	0
Operations/Network Supervisor	0	0	0	0	0	0	0	0	0	1
Operations/Network Administrator	1	1	1	1	1	1	1	1	1	0
Public Access Television Coordinator	0	0	1	1	1	1	1	1	1	1
Public Safety Technician	0	0	0	0	1	1	1	1	1	1
Support Technician II	0	0	0	0	0	0	0	0	0	1
Support Technician I	1	1	1	2	2	2	2	2	2	1
Information Technology Subtotal	**3**	**3**	**4**	**4**	**5**	**5**	**5**	**5**	**5**	**5**

FULL-TIME POSITIONS (Continued)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
POLICE										
Uniformed Police Officer	25	26	26	26	26	27	27	27	27	27
Police Dispatcher	3	4	4	4	4	4	4	4	4	4
Technical Services Coordinator	1	1	1	1	1	1	1	1	1	1
Records Coordinator	1	1	1	1	1	1	1	1	1	1
Confidential Secretary to the Chief	1	1	1	1	1	1	1	1	1	1
Police Subtotal	**31**	**33**	**33**	**33**	**33**	**34**	**34**	**34**	**34**	**34**
COMMUNITY DEVELOPMENT										
Planning & Zoning Coordinator	0	0	0	1	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 Dir. of Community Dev.	1	1	1	1	0	0	0	0	0	0
Department Secretary	2	2	1	1	1	1	1	2	2	2
Community Development Subtotal	**5**	**5**	**4**	**5**	**4**	**4**	**4**	**5**	**5**	**5**
PUBLIC WORKS ADMINISTRATION										
Superintendent of Operations	1	1	1	1	1	1	1	1	1	1
Superintendent of Projects	1	1	1	1	1	1	1	1	1	1
Superintendent of Public Improvements	1	1	1	1	1	1	1	1	1	1
Buildings/Grounds & Sustainability Admin.	1	1	1	1	1	1	1	0	0	0
Buildings/Grounds Administrator	0	0	0	0	0	0	0	0.5	0.5	0.5
Sustainability Administrator	0	0	0	0	0	0	0	0	0	1
Park & Forestry Administrator	0	1	1	1	1	1	1	1	1	1
Department Coordinator	1	1	1	1	1	0	0	0	0	0
Confidential Secretary to the Director	1	1	1	1	1	1	1	1	1	1
Public Works Clerk	1	1	1	1	1	1	1	1	1	1
Department Secretary	0	0	0	0	0	1	1	1	1	1
Public Works Administration Subtotal	**7**	**8**	**8**	**8**	**8**	**8**	**8**	**7.5**	**7.5**	**8.5**
PUBLIC WORKS LABORERS										
Laborer	20	21	21	21	21	21	21	21	21	22
Mechanic	2	2	2	2	2	2	2	2	2	2
Heavy Equipment Operator	1	1	1	1	1	1	1	1	1	1
Public Works Laborers Subtotal	**23**	**24**	**24**	**24**	**24**	**24**	**24**	**24**	**24**	**25**

FULL-TIME POSITIONS (Continued)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	0	0	0
Buildings/Grounds Administrator	0	0	0	0	0	0	0	0.5	0.5	0.5
Fitness Supervisor	1	1	1	1	1	1	1	1	1	1
Aquatics Coordinator	1	1	1	1	1	1	1	1	1	1
Guest Relations Coordinator	1	1	1	1	1	1	1	1	1	1
Membership Specialist	1	1	1	1	1	1	1	1	1	1
Group Exercise Coordinator	1	1	1	1	1	1	1	1	1	1
Exercise Psysiologist	1	1	1	0	0	0	0	0	0	0
Fitness Coordinator	0	0	0	1	1	1	1	1	1	1
Building Maintenance Custodian	2	2	2	2	2	2	3	3	3	3
Community Program Coordinator	1	1	1	1	1	1	1	1	1	1
Asst. Programs & Older Adults Coordinator	0	0	0	0	0	1	1	1	1	1
Office Secretary	1	1	1	1	1	1	1	1	1	1
Recreation Accountant	0	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Facility/Banquet Rental Coordinator	0	1	1	1	1	1	1	1	1	1
Recreation Subtotal	**14**	**15**	**16**	**16**	**16**	**16.5**	**17.5**	**17.0**	**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	1	1	1	1	1	1	1	0	0	0
Programs & Outreach Services Librarian	0	0	0	0	0	0	0	1	1	1
Library Subtotal	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**

Total Full-Time Positions	**107**	**113**	**114**	**115**	**114**	**116**	**118**	**118**	**118**	**120**

PART-TIME POSITIONS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
ADMINISTRATION										
Department Secretary	1	1	1	0	0	0	0	0	0	0
COMMUNITY DEVELOPMENT										
Fire Marshal	1	1	1	1	1	1	1	1	1	1
Department Secretary	0	0	1	0	1	1	1	0	0	0
PUBLIC WORKS SUMMER LABORERS										
Part-Time Seasonal	17	17	17	17	17	17	19	21	18	18
RECREATION										
Aquatics Part-Time Staff	64	73	109	111	116	127	137	122	122	122
Fitness Part-Time Staff	29	32	52	57	64	73	72	77	77	77
Guest Relations Part-Time Staff	25	33	40	51	55	54	48	48	48	48
Membership Part-Time Staff	6	5	17	26	25	27	29	27	27	27
Other Part-Time & Seasonal Staff	164	156	98	99	92	89	69	73	73	73
LIBRARY										
Acquisition Coordinator	1	1	1	1	1	1	1	1	1	1
Reference Librarians	5	5	5	7	7	7	7	7	6	6
Library Assistants	12	12	12	10	10	14	14	14	14	14
Library Pages	3	3	0	0	0	0	0	0	0	0
Library Specialists	4	4	4	5	5	0	0	0	0	0
Youth Services Library Specialists	0	0	0	0	0	3	3	3	3	3
Total Part-Time Personnel	**332**	**343**	**358**	**385**	**394**	**414**	**401**	**394**	**390**	**390**

NON-CONTRACTUAL SALARY & WAGE SCALE

Department	Position	Pay Grade	2019 Minimum	2019 Maximum
Administration	Township Manager	**1**	**116,239**	**184,821**
Administration Police	Assistant Township Manager/Director of Administration Chief of Police	**2**	**100,820**	**144,587**
Finance Information Technology Public Works Recreation	Director of Finance Director of Information Technology Director of Public Works Director of Recreation and Leisure Services	**3**	**87,670**	**125,728**
Community Development Library	Director of Planning and Community Development Director of the Library	**4**	**77,928**	**111,757**
Public Works Public Works Public Works	Superintendent of Public Improvements Superintendent of Operations Superintendent of Projects	**5**	**70,844**	**101,598**
Community Development Public Works Public Works	Fire Marshall Buildings & Grounds Administrator Park & Forestry Administrator	**6**	**64,404**	**92,362**
Administration Community Development Finance Information Technology Police Recreation	Human Resources Administrator Chief Inspector Accounting Manager Operations/Network Supervisor Technical Services Coordinator Assistant Director of Recreation and Leisure Services	**7**	**58,549**	**83,965**
Open	Open	**8**	**53,226**	**76,333**
Administration Community Development Information Technology Library Library Public Works Recreation Recreation	Executive Assistant - Township Manager Code Enforcement Officer Public Safety Technician Head of Technical Services Head of Youth Services Sustainability Administrator C&RC Fitness Supervisor C&RC Membership & Marketing Supervisor	**9**	**48,388**	**69,393**
Administration Community Development Finance Information Technology	Administrative Assistant - Assistant Township Manager Planning & Land Use Assistant Payroll Accountant Public Access Television Coordinator	**10**	**43,989**	**63,085**

NON-CONTRACTUAL SALARY & WAGE SCALE (Continued)

Department	Position	Pay Grade	2019 Minimum	2019 Maximum
Administration	Administrative Assistant - Administration	**11**	**39,990**	**57,350**
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**	**36,355**	**52,136**
Library	Circulation Coordinator	**13**	**33,049**	**47,397**
Library	Secretary to the Director of the Library			
Police	Confidential Secretary to the Chief of Police			
Public Works	Confidential Secretary to the Director of Public Works			
Public Works	Department Secretary			
Recreation	C&RC Marketing Coordinator			
Recreation	C&RC Membership Specialist			
Recreation	C&RC Facility/Banquet Rental Coordinator			
Recreation	Office Secretary			
Administration	Office Assistant	**14**	**30,045**	**43,088**
Police	Records Coordinator			
Recreation	Assistant Programs and Older Adults Coordinator			
Recreation	C&RC Aquatics Coordinator			
Library	Technical Services Assistant	**15**	**27,314**	**39,170**
Library	Youth Services Library Specialist			

CONTRACTUAL SALARY & WAGE SCALES

Public Works - Local 205 Union Contract 2019 Salary & Wage Scale		
I.	Master Mechanic	$32.89/hr
II.	Mechanic	$31.62/hr
III.	Heavy Equipment Operator	$31.62/hr
IV.	Foreman	$31.62/hr
V.	Laborer III (after 36 mos.)	$29.62/hr
	Laborer II (13-36 months)	$26.88/hr
	Laborer I (0-12 months)	$24.09/hr
VI.	Semi-Skilled Laborer III	$21.53/hr
	Semi-Skilled Laborer II	$19.78/hr
	Semi-Skilled Laborer I	$18.20/hr
	Semi-Skilled Laborer Probationary	$13.85/hr
VII.	C&RC Attendant	$21.53/hr
VIII.	Public Works Clerk	$27.34/hr

Police Union Contracts 2019 Salary & Wage Scale	
Officer 1	$29.27/hr
Officer 2	$30.55/hr
Officer 3	$33.38/hr
Officer 4	$39.12/hr
Officer 5	$41.96/hr
Officer 6	$44.78/hr
Sergeant	$49.26/hr
Lieutenant	$54.19/hr
Dispatcher (2018) *	$19.80 - $24.75/hr

** The range shown for Dispatchers reflects 2018 figures. The 2019 wage range is currently being negotiated.*

APPENDIX B

VEHICLES & EQUIPMENT

PUBLIC WORKS VEHICLES

	Asset Tag	Year	Make	Model	Mileage (9-14-2018)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2018 006	2018	Chevy	Colorado Pick-Up	2,108	New	Excellent	2024
2	2012 001	2012	Chevy	Pick-Up	29,040	6	Good	2019
3	2013 023	2014	Ford	Escape - Hybrid	10,286	4	Good	2020
4	2013 024	2014	Ford	Escape	46,483	4	Good	2020
5	2015 001	2015	Chevy	Colorado Pick-Up	56k307	3	Good	2021
6	2015 002	2015	Chevy	Colorado 4WD	36,040	3	Good	2022
7	2016 016	2016	Chevy	Colorado	36,343	2	Excellent	2022
Utility Trucks								
1	2006 050	2006	Ford	Pick-Up Utility	56,600	12	Good	2019
2	2013 014	2013	Ford	F-350 Truck	25,877	5	Good	2020
3	2013 021	2014	Ford	F-550 w/Dump Body/Snow Plow	23,965	4	Good	2021
4	2008 066	2008	Dodge	Mechanics Service Vehicle	37,758	10	Good	2020
5	2002 061	2002	Ford	Bucket Truck	13,556	16	Good	2020
6	2005 039	2006	Ford	Econoline 350 Van	39,550	12	Fair	2022
7	2014 004	2015	Ford	F-550 w/Dump Body/Snow Plow	12,360	3	Excellent	2025
8	2015 003	2015	Ford	F-550 w/Dump Body/Snow Plow	19,655	3	Good	2021
9	2015 007	2016	Ford	F-550 w/Dump Body/Snow Plow	17,586	2	Good	2023
10	2015 008	2016	Ford	F-550 w/Dump Body/Snow Plow	10,845	2	Excellent	2023
11	2016 007	2016	Ford	F-350 XL 4x4	8,204	2	Excellent	2026
12	2018 007	2018	Ford	F-350 w/9' Body Upfit	100	New	Excellent	2028
13	2018 008	2018	Ford	F-550 w/9' Body Upfit	100	New	Excellent	2028
14	2018 009	2018	Ford	F-550 w/9' Body Upfit	100	New	Excellent	2028
Dump Trucks								
1	2003 065	2004	Int'l	Dump	24,370	14	Fair	2019
2	2009 048	2010	Int'l	Dump	14,675	8	Good	2020
3	2010 044	2011	Int'l	Dump	10,041	7	Good	2021
4	2011 051	2012	Int'l	Dump	13,060	6	Good	2022
5	2012 028	2013	Int'l	Dump	12,647	5	Good	2023
6	2013 022	2014	Int'l	Dump	9,525	4	Good	2024
7	2015 009	2016	Int'l	Dump	4,303	2	Excellent	2026
8	2017 000	2017	Int'l	Dump	3,300	1	Excellent	2027
9	2017 004	2017	Ford	Dump	9,625	1	Excellent	2024
10	2017 005	2017	Ford	Dump	8,778	1	Excellent	2024
11	2017 006	2017	Ford	Dump	6,666	1	Excellent	2024
12	2017 007	2017	Ford	Dump	6,043	1	Excellent	2024
13	2018 010	2018	Int'l	Dump	2,647	New	Excellent	2028

PUBLIC WORKS VEHICLES (Continued)

	Asset Tag	Year	Make	Model	Mileage (9-14-2018)	Age in Years	Condition	Anticipated Replacement Year
Other Vehicles								
1	2003 005	2003	CAT	Wheel Loader	9,275	15	Fair	2023
2	2003 060	2003	Int'l	Sewer Jet (Cab & Vactor)	3,023	15	Good	2021
3	2001 007	2010	Massey	Flail Mower	3,563 hrs	8	Good	2019
4	2014 005	2015	M2106	Elgin Street Sweeper	12,960	3	Good	2025
5	2010 027	2010	Toro	Mower 5910	4,392 hrs	8	Fair	2022
6	2012 002	2012	JCB	Backhoe 3CX15	2,055 hrs	6	Good	2022
7	2013 015	2013	CAT	924K Wheel Loader	3,990 hrs	5	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	1999	Bannerman Infield Renovator	19	Poor	DNR
9	1993	Bannerman Turf Topper	25	Good	As Needed
10	2016	Beam Rider Field Line Painter	2	Good	As Needed
11	2008	Caterpillar Exacavator/Backhoe	10	Good	2021
12	2017	Caterpillar 259D Skid Steer	1	Excellent	2026
13	1997	Chicago Pneumatic Air Comp.	21	Fair	As Needed
14	2015	Clausing Drill Press	3	Good	As Needed
15	2009	Club Car Utility Vehicle	9	Fair	2020
16	2018	Core Cut Walk Behid Pavement Cutting	1	New	As Needed
17	2018	Corn Pro Trailer	New	Excellent	As Needed
18	2008	Cross Country Roller Trailer	10	Good	As Needed
19	2001	Esab Plasma Cutter	17	Good	As Needed
20	2014	Gardner Denver Air Compressor	4	Good	As Needed
21	2008	Gorman-Rupp Water 1 Pump 2"	10	Good	As Needed
22	2008	Gorman-Rupp Water 1 Pump 3"	10	Good	As Needed
23	1992	Groundsmaster Trailer	26	Fair	As Needed
24	1999	Groundsmaster Trailer	19	Good	As Needed
25	2011	GVM Anti-Icing Unit	7	Good	As Needed

PUBLIC WORKS EQUIPMENT (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
26	2012	GVM Anti-Icing Unit	6	Good	As Needed
27	2009	Harben Sewer Jet	9	Good	2024
28	2008	Hoffman 1625EM Tire Changer	10	Good	2019
29	2008	Hoffman 2400 Tire Balancer	10	Good	2019
30	2018	Hotsy Pressure Washer	New	Excellent	As Needed
31	2016	HTC Tailgate Conveyor	2	Good	As Needed
32	2000	Jumping Jack Tamper	18	Good	DNR
33	2012	Kubota Tractor, Model L5240HSTC	6	Good	2022
34	2012	Kubota RTV 1140CPX-H/18388	6	Excellent	As Needed
35	2014	Kubota RTV X900 / 20597	4	Good	2027
36	2015	Kubota RTV X900 WL-A/21709	3	Good	2027
37	2015	Kubota RTV X900 WL-4	3	Good	2027
38	2016	Kubota RTV-X900WL-A / 35460	2	Excellent	2026
39	2017	Kubota RTV 900 UTV	1	Excellent	2028
40	2017	Kubota RTV 900 UTV	1	Excellent	2028
41	2017	Kubota L476HSTC Tractor/41339	1	Excellent	2027
42	2018	Kubota MX5200DT Tractor/62185	New	Excellent	2028
43	2004	Lely Broadcast Spreader	14	Good	As Needed
44	2010	Liftmore	8	Good	DNR
45	2001	Miller Welder	17	Good	As Needed
46	2011	Miller Welder 275 EFI	7	Good	As Needed
47	2005	Multiguip Plate Compactor	13	Fair	As Needed
48	2007	Pavement Cutting Trailer	11	Good	As Needed
49	2009	Pro Tech Snow Pusher	9	Good	As Needed
50	2018	Quality Trailer	New	Excellent	As Needed
51	2008	Rotary Electric Lift	10	Good	As Needed
52	2011	Ryan Sod Cutter	7	Good	As Needed
53	2003	Ryan Turf Aerator	15	Poor	2021
54	2004	Seeda-Vator	14	Good	As Needed
55	2002	Sewer Machine	16	Fair	DNR
56	2011	Tennsmith Metal Brake	7	Good	As Needed
57	2015	Terex 730 Wood Chipper	3	Good	2030
58	2008	Top Brand 6x12 Trailer	10	Good	As Needed
59	2013	Toro Reelmower 3100-D	5	Good	2019

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
60	2007	Toro 3500D Sidewinder/0482	11	Good	2020
61	2008	Toro Debris Blower 600/0176	10	Good	As Needed
62	2004	Toro Greenmaster Flex 21/1808	14	Fair	As Needed
63	1994	Toro Greensmaster	24	Fair	As Needed
64	1996	Toro Greensmaster	22	Fair	As Needed
65	2002	Toro Greensmaster	16	Fair	As Needed
66	2007	Toro Greensmaster 1600/3001	11	Good	2019
67	2018	Toro Greensmaster Flex 2100/0561	New	Excellent	As Needed
68	2018	Toro Groundsmaster 3280-D/3661	New	New	2025
69	2008	Toro Greensmaster 500/0128	10	Fair	As Needed
70	2012	Toro Groundsmaster 3280-D /0285	6	Good	2019
71	2013	Toro Groundsmaster 3280-D/0813	5	Good	2020
72	2009	Toro Groundmaster 7210	9	Good	2021
73	2009	Toro Groundsmaster 3500-D/0352	9	Good	2019
74	2009	Toro Grandstand 48" Mower/0455	9	Good	As Needed
75	2017	Toro Grandstand 48" Mower/0188	1	Excellent	2027
76	2016	Toro Groundsmaster 4500D/0311	2	Good	2026
77	2016	Toro Groundsmaster 5910/0208	2	Good	2028
78	2012	Toro Infield Pro 5040/0210	6	Good	2019
79	2018	Toro Infield Groomer 5040/9666	New	Excellent	2024
80	2008	Toro Pro Core 864/0106	10	Good	As Needed
81	2012	Toro Procore Processor /0101	6	Good	As Needed
82	2001	Toyota Forklift	17	Fair	2019
83	2009	Tuff Screen Player Protector	9	Good	As Needed
84	2016	US Cargo Enclosed Trailer /1778	2	Good	As Needed
85	2004	Vermeer Tub Grinder	14	Good	2024
86	1987	Vicon Spreader	31	Fair	DNR
87	2008	Wacker Vibratory Roller	10	Good	As Needed
88	2009	Weighted Field Tarp/419	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 (9-14-2018)	Age in Years	Condition	Anticipated Replacement Year
Patrol Vehicles								
1	2015 002	2015	Ford	Interceptor SDN	63,599	3	Fair	2019
2	2016 002	2016	Ford	Explorer	63,701	2	Fair	2019
3	2016 003	2016	Ford	Explorer	31,796	2	Good	2021
4	2016 005	2016	Ford	Interceptor SDN	8,228	2	Excellent	2020
5	2017 001	2017	Ford	Police Explorer	11,510	1	Excellent	2022
6	2017 002	2017	Ford	Explorer	12,049	1	Excellent	2021
7	2017 003	2017	Ford	Explorer	5,671	1	Excellent	2021
8	2018 002	2018	Ford	Interceptor SUV	1,935	New	New	2022
9	2018 003	2018	Ford	Interceptor SUV	3,211	New	New	2022
10	2018 004	2018	Ford	Interceptor SUV	174	New	New	2022
11	2018 005	2018	Chevy	Tahoe 4 WD SUV	120	New	New	2020
Traffic Vehicles								
1	2013 025	2014	Ford	Interceptor SDN	47,899	4	Fair	2019
2	2015 003	2015	Ford	Interceptor SDN	9,529	3	Excellent	2020
3	2016 004	2016	Ford	Explorer	32,838	2	Excellent	2020
Administrative Vehicles								
1	2012 006	2012	Chevy	Caprice Police Ed.	29,798	6	Good	As Needed
2	2014 006	2015	Chevy	Tahoe	82,185	3	Fair	As Needed
3	2016 001	2016	Chevy	Tahoe	93,006	2	Fair	As Needed
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

VOLUNTEER FIRE DEPARTMENT VEHICLES

	Year	Make	Model	Mileage (9-14-2018)	Age in Years	Condition	Anticipated Replacement Year
1	1989	Amer LaFrance	Engine	44,423	29	Poor	2018
2	2005	Amer LaFrance	Ladder	29,979	13	Good	2025
3	2002	Freightliner	Engine	24,695	16	Poor	2020
4	2008	Amer LaFrance	Engine	16,474	10	Good	2023
5	2009	Amer LaFrance	Rescue	5,250	9	Good	2029
6	2012	Dodge	Rescue	5,489	6	Good	2022
7	2014	Dodge	Pick Up	8,942	4	Good	2024
8	2016	Chevrolet	Tahoe	13,243	2	Good	2021
9	2017	Chevrolet	Tahoe	8,742	1	Excellent	2022
10	2017	Rosenbauer	Engine	3,140	1	Excellent	2032
11	2019	Chevrolet	Tahoe	253	New	Excellent	2023

ADMINISTRATION VEHICLES

	Asset Tag	Year	Make	Model	Mileage (9-14-2018)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2007 070	2007	Ford	Explorer	67,601	11	Fair	Rotation Vehicle
2	2011 005	2011	Ford	Escape	49,706	7	Fair	Rotation Vehicle
3	2009 030	2009	Ford	Escape XLT	35,154	9	Fair	Rotation Vehicle
4	2012 003	2013	Ford	Explorer	47,560	5	Good	Rotation Vehicle
5	2013 027	2014	Ford	Interceptor SUV	101,000	4	Poor	Rotation Vehicle
6	2018 001	2018	Ford	Explorer	2,955	New	Excellent	2023
7	2018 011	2018	Ford	Escape	100	New	Excellent	2026
8	2014 001	2014	Ford	Interceptor SUV	55,065	4	Fair	As Needed

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 2017

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	563	28.54%	10.28%
2	Friendship Village	Retirement Community	229	11.61%	4.18%
3	Target Corporation	Retail Department Store	214	10.85%	3.91%
4	St. Clair Country Club	Country Club	165	8.36%	3.01%
5	Whole Foods Market Group	Grocery Store	164	8.31%	3.00%
6	Upper St. Clair Township	Municipality	161	8.16%	2.94%
7	Southwood Psychiatric Hospital	Medical Facility	126	6.39%	2.30%
8	OS Restaurant Services Inc.	Restaurant	122	6.18%	2.23%
9	Port Authority of Allegheny County	Transit Authority	120	6.08%	2.19%
10	Dicks Sporting Goods	Retail Department Store	109	5.52%	1.99%
		Total	**1,973**	**100.00%**	**36.04%**
		Township Wide Employees	**5,475**		

Source: Upper St. Clair Local Services Tax Records

TOWNSHIP PRINCIPAL REAL ESTATE TAXPAYERS

PRINCIPAL REAL ESTATE TAXPAYERS
YEAR END DECEMBER 31, 2017

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	$ 90,943,400	42.8%	4.2%
2	Friendship Village of South Hills	36,000,000	16.9%	1.6%
3	Boyce Plaza Apartments	29,630,300	13.9%	1.4%
4	Target	11,462,200	5.4%	0.5%
5	1800 Washington Road Associates LP	10,258,900	4.8%	0.5%
7	Upper St. Clair Senior Living	8,391,200	3.9%	0.4%
6	Forty-Two Company LLC	8,200,000	3.9%	0.4%
8	McMurray Road Family Limited PTR	6,500,000	3.1%	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	**$ 212,470,200**	**100.0%**	**9.7%**
	Total Township Taxable Assessed Valuation	**$ 2,188,347,320**		

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]
2017	19,521	4.1%
2016	19,521	4.6%
2015	19,385	4.4%
2014	19,303	4.4%
2013	19,272	5.4%
2012	19,233	6.7%
2011	19,210	6.5%
2010	19,229	6.8%
2009	18,686	6.8%
2008	18,690	5.4%

[1] **Source: U.S. Census, Census of Population**

[2] **Source: U.S. Bureau of Labor Statistics for Allegheny County**

PER CAPITA EARNED INCOME

PER CAPITA EARNED INCOME
2008-2017

Year	Total Earned Income [1]	Per Capita Earned Income [2]	Change in Per Capita Income
2017	$1,108,737,875	$56,797	0.3%
2016	1,105,599,125	56,636	4.8%
2015	1,047,822,000	54,053	0.7%
2014	1,035,793,875	53,660	1.9%
2013	1,014,372,875	52,635	3.2%
2012	981,043,375	51,008	1.7%
2011	959,134,875	50,132	8.5%
2010	886,050,375	46,220	(9.2%)
2009	949,111,500	50,890	2.2%
2008	929,548,500	49,800	3.6%

[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
2011-2017

Function/Program	2017	2016	2015	2014	2013	2012	2011
General Government							
Municipal Bldg Square Footage Occupied	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Staff Vehicles	3	3	3	3	3	3	3
Community Development							
Municipal Bldg Square Footage Occupied	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Inspection Vehicles	2	2	2	2	2	2	2
Public Works							
Municipal Street (miles)	84	84	84	84	84	84	84
Number of Traffic Lighted Intersections	11	11	11	11	11	11	11
Sanitary Sewers (miles)	157	157	157	157	157	157	157
Storm Sewers (miles)	50	50	50	50	50	50	50
Staff Vehicles	4	4	4	4	4	4	3
Inspection Vehicles	3	3	3	3	3	3	3
Utility Trucks and Dump Trucks	26	25	26	26	26	26	27
Public Works Building Square Footage	36,500	36,500	36,500	36,500	36,500	36,500	36,500
Recreation							
Staff Vehicles	1	1	1	1	1	1	1
Number of Parks	11	11	11	11	11	11	11
Acreage of Park Land	747	747	747	747	747	747	747
Recreation Centers	2	2	2	2	2	2	2
Recreation Center Square Footage	96,500	96,500	96,500	96,500	96,500	96,500	96,500
Basketball Courts	12	12	12	12	12	12	12
Tennis Courts	10	10	10	10	10	10	10
Ball Fields	12	12	12	12	12	12	12
Public Safety							
Municipal Bldg Square Footage Occupied	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Police Vehicles	17	17	17	17	17	17	17
Library							
Municipal Bldg Square Footage Occupied	10,000	10,000	10,000	10,000	10,000	10,000	10,000

Source: Upper St. Clair Township

APPENDIX D

GLOSSARY OF TERMS

A

AA+ BOND RATING A bond credit rating assesses the credit worthiness of the Townships debt issues. According to Standard & Poor's rating, the Township is considered to be a high grade or high quality investment.

ACCESS PA The Access Pennsylvania Database is a project of the Pennsylvania Department of Education and the Office of Commonwealth Libraries that was started in 1985 as a way to provide a united catalog across the State of Pennsylvania. It was the first and remains the largest statewide united catalog that includes the holdings of all types of libraries.

ACCOUNTING SYSTEM The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

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

ALCOSAN Allegheny County Sanitary Authority (ALCOSAN) provides wastewater treatment services to 83 communities located in Allegheny County, Pennsylvania, including the City of Pittsburgh. ALCOSAN's 56-acre treatment plant is the largest wastewater treatment facility in the Ohio River Valley, processing up to 225 million gallons of wastewater daily. ALCOSAN was created in 1946 under the Pennsylvania Municipal Authorities Act and began treating wastewater in 1959. Secondary (biological) treatment processes were added in 1972.

APPROPRIATION An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ARAD (also RAD) Allegheny Regional Asset District supports and finances regional assets in the areas of libraries, parks & recreation, cultural, sports and civic facilities.

ARBITRAGE In government finance, the reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities.

ASSESSED VALUATION A valuation set upon real estate by the Assessment Office of Allegheny County as a basis for levying property taxes.

ASSETS Property owned by a government which has a monetary value.

B

BALANCED BUDGET A budget in which all current expenditures are paid from current revenues and fund balance.

BENCHMARKING A process of comparing an organization's performance to that of other organizations using objective and subjective criteria.

BOND A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s] along with periodic interest paid at a specified % of the principal [interest rate]). Bonds are typically used for long-term debt.

BUDGET A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

BUDGET DOCUMENT The official written statement prepared by the Township Manager and supporting Staff which presents the Proposed Budget to the Board of Commissioners.

BUDGET MESSAGE A general discussion of the Proposed Budget presented in writing as a part of the Budget document. The Budget Message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the Township Manager.

C

CAPITAL ASSETS Assets of significant value and having a useful life of several years. Capital Assets are also called Fixed Assets.

CAPITAL IMPROVEMENT PROGRAM A plan for Capital Expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

CAPITAL OUTLAYS Expenditures for the acquisition of capital assets.

CAPITAL PROJECTS Projects in which the Township purchases or constructs capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

CAPITAL PROJECT FUND A governmental fund that provides for capital outlays other than those from special assessment and proprietary funds, i.e., Enterprise Funds.

CASH BASIS The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

COUNCIL OF GOVERNMENTS Council of Governments (COGs) are general or multipurpose organizations. They are established to enable a group of Municipalities to work together on whatever programs are in their mutual interest. The COGs do not run local governments, local governments run the COGs. They are not another form of government, but a tool of government. In their most elementary form COGs can serve as convenient forums for the open exchange of information of regional concern. Through COGs neighboring municipalities can ensure effective communications and avoid actions that might negatively affect each other. Cooperation can save municipalities money when purchasing supplies and services. Communities can offer a wider variety of services to their residents than would otherwise be possible. Intergovernmental cooperation can alleviate duplication, overlap and fragmentation in delivery of community services, while lowering cost to individual communities.

CHARTIERS VALLEY DISTRICT FLOOD CONTROL AUTHORITY Concerned environmentalists established the Chartiers Nature Conservancy in 1992 as a private, nonprofit corporation to study, promote, and preserve the Chartiers Creek and its watershed, an area that comprises approximately 277 square miles within Washington and Allegheny Counties. The Conservancy enjoys tax exempt status under § 501 (c) (3) of the Internal Revenue Code, and is duly registered with the Pennsylvania Bureau of Charitable Organizations.

The ultimate endeavor of the Conservancy is to establish a "greenway" along the Chartiers Creek from the point at which the creek crosses from Washington County into Allegheny County to the point at which the creek empties into the Ohio River. Because the Chartiers Creek flows through several heavily populated Pittsburgh area suburbs, the creek itself is an invaluable natural corridor for wildlife migrating between the Ohio River and rural Allegheny and Washington Counties. The Conservancy's formal mission is to protect these undisturbed natural habitats along the banks of the Chartiers Creek.

COMMUNITY DEVELOPMENT This program provides for essential community services including land use control and zoning code enforcement.

COMMUNITY & RECREATION CENTER (C&RC) A facility within the Township that provides recreational activities to residents and neighboring communities. Activities and classes are geared for all ages. A variety of physical activities such as swimming, basketball, indoor walking track, weight management, educational classes, etc. are offered.

COMPREHENSIVE PLAN Comprehensive planning is an attempt to establish guidelines for the future growth of the Township. It should be a comprehensive or all-inclusive approach at addressing the issue of the future growth of the Township. A comprehensive plan is the document that is the final product from the efforts of this process. The document is a ten year plan formally adopted by the Board of Commissioners. The document is then used as a policy guide for decisions about the development of the community

CONSUMER PRICE INDEX An index of prices maintained by the Department of Labor used to measure the change in the cost of basic goods and services in comparison with a fixed base period.

COST ALLOCATION An allocation of those general governmental costs that are necessary to the operation of the Township to particular cost centers, functions or programs.

COST CENTER The smallest unit of budgetary accountability and control. A cost center is made up of a group of related services responsibility for which is assigned to a specific individual or organizational unit.

D

DEBT SERVICE Payment of interest and repayment of principal to holders of a government's debt instruments.

DEBT SERVICE COSTS Cash required over a given period for the repayment of interest and debt principal as well as payment of related periodic financing charges.

DEBT SERVICE FUND A governmental fund that is used to account for the payment of interest and principal on serial bonds and capital notes incurred in connection with all funds except Special Assessment and Enterprise Funds.

DEFICIT The excess of an entity's liabilities over its assets. (See Fund Balance)

DEPRECIATION The portion of the cost of the expiration in the service life of a fixed asset which is charged as an expense during a particular accounting period.

DIRECT COSTS A category of expenditures which includes contractual services, insurance, legal judgments, taxes, abatements, and other similar costs.

E

EARNED INCOME TAX The earned income tax is a tax levied as a percent of earned income.

EiNETWORK The Library Electronic Information Network provides registered Allegheny County patrons access to materials in all County libraries.

ENCUMBRANCES Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of resources are recorded to reserve that portion of the application appropriation, is utilized in the governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures or liabilities because the commitment will be honored during the subsequent year.

ENTERPRISE FUND A proprietary fund which accounts for operations financed and operated in the government in a manner similar to private business. The cost of providing the goods or services is financed primarily through user charges.

EQUIPMENT AND CAPITAL OUTLAY A category of expenditures which includes the initial acquisition, replacement or improvement of land, buildings, facilities, machinery, rolling stock, and other fixed assets which are not consumed within one year.

EXPENDITURES It is an outflow of cash or other valuable assets from the Township to another person or company.

F

FINANCIAL FORECASTING Is a prediction of the economy in the future based on current trends and other statistics such as national wealth and global market status.

FRINGE BENEFITS A category of expenditures which includes the Township's share of Social Security, Group Life Insurance, Medical Insurance, Workmen's Compensation Insurance, Long-term Disability Insurance and Retirement Fund Contributions for Township employees. Fringe Benefits also include any benefit received by an employee in addition to regular pay, i.e. paid holidays or vacation time.

FULL FAITH AND CREDIT A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

FUNCTION A portion of a program made up of related cost centers (See Cost Center and Program).

FUND A self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND ACCOUNTING The legal requirement for the Township to establish accounts for segregating revenues and other resources, together with all related liabilities, obligations, and reserves, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE The excess of funds assets over its liabilities. A negative fund balance is sometimes called a deficit.

FUND RESERVE The portion of prior years fund balance that is authorized for expenditure in the current year.

G

GAAP Generally Accepted Accounting Principles (GAAP): A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.

GASB Governmental Accounting Standards Board: Organization that formulates accounting standards for governmental units.

GENERAL FUND A governmental fund supported by taxes, fees, and other revenues that may be used for any lawful purpose. This is the principal fund of the Township and includes all operations not required by law or policy to be recorded in other funds.

GENERAL GOVERNMENT This program provides the legislative, executive and staff activities essential for effective policy making and professional administration of the Township of Upper St. Clair government.

GENERAL OBLIGATION BOND When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

GOVERNMENTAL FUNDS Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

GRANT A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually awarded for specified purposes.

H

HOME RULE CHARTER

In 1972, the "Home Rule Charter and Optional Plans Law" [Act 62 of 1972 (53 P.S. § 1-101 et seq.)] was passed by the Pennsylvania Legislature, giving to municipalities the right and power to adopt a home rule charter, or one of several optional plans, and to exercise the powers and authority of local self-government. In accordance with that law, the electorate of the township voted in November 1972 to elect a Government Study Commission to study and draft a Home Rule Charter and to recommend whether or not a home rule charter should be adopted. The report of that commission recommended adoption of a charter which provided for a commission-manager form of government, with a seven-member Board of Commissioners. The recommended charter was approved by the voters of the township on November 6, 1973, and became effective on the first Monday of January 1976. The Home Rule Charter established a 7 member Board of Commissioners, 2 of whom serve "at large" and 5 of whom serve by ward. The Township Manager implements all programs, policies and general directives of the Board of Commissioners.

I

INFLATION

The rate at which the general level of prices for goods and services is rising and, subsequently, purchasing power is falling. Refer to Consumer Price Index for measurement.

INTER-FUND TRANSFER

The transfer of monies from one fund to another.

L

LOCAL OPTION SALES & USE TAX

This tax is collected by the Pennsylvania Department of Revenue and 25% of all collections are distributed to qualifying municipalities of Allegheny County.

LIBRARY SERVICES

This program provides Township residents with a full array of library services such as the standard loaning of books, newspapers, magazines and reference materials to patrons being able to borrow stereo recordings, compact discs, audio and video cassettes, Polaroid cameras and cassette recorders. Additional programs for children, the handicapped, the blind, and senior citizens are also provided.

LOCAL SERVICES TAX

The Local Services Tax is a $52.00 annual tax levied on all persons employed with the corporate limit of the Township and who make over $12,000 annually.

LONG -TERM DEBT Debt payable more than 1 year after date of issue.

LOCAL TAX ENABLING ACT Law enacted to provide Pennsylvania municipalities and school districts a means of funding their operations by levying certain types of taxes as defined by the Act.

M

MATERIALS AND SUPPLIES A category of expenditures which includes goods or services that are consumed in achieving cost center objectives.

MATURITY The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MATURITY DATE The date on which all or a stated portion of the principal of a security is due and payable.

MILL Tax rate of 1/1000th of each dollar of assessed property value.

MILLAGE Tax rate expressed in mills per dollar, of property taxation.

MINIMUM MUNICIPAL OBLIGATIONS (MMO) In the United States, the state-mandated smallest amount a municipality must contribute to any pension plan established for its employees. The amount is calculated using actuarial science to ensure that municipal pension plans are sufficiently funded. The Township, regardless of the amount contributed by it, is also required to keep the pension plan solvent. If the pension funds become insufficient to meet obligations then the Township must augment the pension funds using money from other sources. The general funds of the Township are thus in effect a guarantor and insurance policy against under-contributions by employees or poor performance of pension fund investments. However, the Township is responsible for making up any shortfall between the MMO and the sum of contributions the Township makes for each employee as a percentage of that employee's wages, plus realized earnings on the pension fund investments.

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

MUNICIPAL BOND A bond issued by a local government. (See Bond)

N

NET COST The cost of a program, function or cost center after deducting all revenues generated by it which must be supported by the general revenues of the Township. If revenues exceed the costs, it becomes a "net contribution" available to offset costs of other programs, functions or cost centers.

NOMINAL INTEREST RATE The contractual interest rate appearing on a bond and determining the amount of interest to be paid to a holder.

O

OBJECT OF EXPENDITURE A uniform classification identifying the transactions of the government by the nature of the goods or services purchased (such as personnel compensation, supplies and materials, and equipment).

OBLIGATIONS Obligations are binding agreements that result in outlays. Budgetary resources must be available before obligations can be incurred legally.

OPERATING BUDGET A financial plan that presents proposed expenditures for a given period an estimates of revenue to finance them. Excludes expenditure for capital assets.

ORDINANCE An authoritative rule or law; a decree.

P

PENNSYLVANIA AMERICAN WATER COMPANY (PAWC) Pennsylvania American Water Company (PAWC) is the local water company. In Pennsylvania, PAWC serves more than 2 million people, in more than 370 communities, supplying high quality water service. The Pennsylvania Public Utility Commission (PA PUC) and the Pennsylvania Department of Environmental Protection (PA DEP) sets rules and PAWC carefully follows them. Those regulations are what help to ensure everyone is receiving quality water service at a fair price. All changes and increases to service rates are directly related to the cost of providing high quality service and are subjected to a public review process and approval by the PA PUC.

PENNDOT The Pennsylvania Department of Transportation (PennDOT) is responsible for design, construction and maintenance of 2,167 miles of state highway and 1,772 bridges in the Pittsburgh metro area.

PERCENTAGE (%) OF COSTS COVERED The percentage of total expenditures that is covered by total revenues.

PERSONAL SERVICES Amounts paid for compensation of officers and employees of the Township. Personal services consist of gross compensation before deductions for taxes, retirement plans and other fringe benefits.

PA MUNICIPAL LEAGUE (PML) A nonprofit, nonpartisan association established in 1900, the Pennsylvania Municipal League is dedicated to preserving the autonomy of local governments by serving as an advocate for cities and urban municipalities.

PROGRAM A group of activities (functions and cost centers) directed at attaining specific purposes and objectives.

PROPRIETARY FUNDS Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PUBLIC SAFETY This program provides the surveillance, prevention and protection system necessary to ensure public safety from dangers which include crime, traffic violations, fire and hazardous conditions, disasters, uncontrolled animals and medical emergencies.

PUBLIC WORKS This program provides for the collection and disposal of refuse from Township residents, the building and improving of streets and storm sewers of the Township, the monitoring of the sanitary sewer system, the maintenance of parks, forest areas, and all recreational facilities of the Township, and the general upkeep of the buildings and equipment owned by the Township.

PUBLIC UTILITIES TAX This is a state tax on public utilities which is distributed back to municipalities based on a distribution formula established by the Commonwealth of Pennsylvania.

Q

QUASI-JUDICIAL Quasi – translates to having a likeness to something; resembling and used in this text Quasi-Judicial relative to the legal issues for civil and/or zoning that are similar but not specific.

R

RAD See ARAD.

REAL ESTATE TAX LEVY The total amount to be raised by general property taxes.

REAL ESTATE TAX RATE The amount of taxes levied for each $1,000 of assessed valuation.

REAL ESTATE 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.