

The Township of Upper St. Clair

OFFICE OF THE MANAGER



December 6, 2010

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

2011 BUDGET MESSAGE

Dear Members of the Board:

I am pleased to present the 2011 Budget for the Township of Upper St. Clair, which is submitted in accordance with Article IX, Section 902 of the Home Rule Charter.

Commencing in July 2010, the Township Manager and Staff initiated the 2011 Budget preparation process. The 2011 Budget document continues to build on the 2008 objectives to develop a more **comprehensive and functional budget** following in line with the Township's Comprehensive Plan (see "Long-Term Plan" section for Summary of Plan). In 2010, the Township and Finance Department received the **Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award** for the second straight year. Beginning in 2010 and continuing in 2011, budget elements of **financial forecasting and benchmarking** have been integrated into the document, so as to provide a complete picture of **the Township's future financial position** and ability to compete.

In preparation for the 2011 Budget, Staff continued with the streamlined, focused approach established in past years. The use of departmental budget worksheets **featuring trend analysis and inflation statistics** allows for Staff to more accurately predict future budgetary expenditures. The department directors were provided the opportunity to respond to the departmental budget worksheets with an acknowledgement of the projections or a justification for a change in budgetary numbers. After preparing any proposed changes, Staff met with individual departments to discuss both operating and capital budget requests. This process yielded a slight increase in the **2011 Budget Expenditures for the General Fund of 1.27%** from the 2010 Budget. While arriving at this point has not been without its challenges, sound financial action is necessary in 2011 to allow the Township to continue to provide the level of services and programs into the future the residents have come to expect. This Budget **acknowledges current economic challenges**, the need to **maintain fiscal stability** by various means including through those that directly utilize particular programs and services, and the need to **maintain critical infrastructure and equipment**.

The Board reviewed the Proposed Budget and conducted a Public Hearing on November 8, 2010. Modifications resulting from the Board's review and the public hearing will be incorporated into the Final Budget. The purpose of this message is to highlight important aspects of the Budget. A more detailed analysis of each Budget account can be found in the accompanying text and worksheets.

BUDGET HIGHLIGHTS

Accomplished in 2010

- The Township began the preliminary site analysis for the Miracle League Field to be built in Boyce Mayview Park. The Miracle League is an organization believing that “Every Child Deserves a Chance to Play Baseball.” The Miracle League accomplishes this goal by organizing baseball games for disabled and able bodied children on specially designed fields. The Township is excited at the prospect of having the first Miracle League Field in the South Hills region.
- Phase III of the McLaughlin Run Road Corridor Study was initiated. The development of this gateway corridor is an important step in developing Upper St. Clair’s commercial developmental base.
- A Diversity Plan for the Township was adopted by the Board of Commissioners. This plan formalizes the Township’s practices of allowing anyone to apply for employment, participate in purchasing and contracting, volunteer services and grant programs.
- An extension of the Perimeter Trail in Boyce Mayview Park was completed. The extension completed the section of the Perimeter Trail that connects the entrance of the Park to the Outdoor Classroom (formerly the Regional Environmental Education Center).
- The Community & Recreation Center at Boyce Mayview Park (C&RC) completed its first full year of operations. In the first full year of operations the C&RC was able to achieve its goal of covering 75% of operating costs through membership fees and other revenue. In keeping with the goal of a self-sustaining C&RC, the Board of Commissioners and Staff implemented several policies and programs to help the C&RC for years to come. Some of those policies and programs include adopting a single tier membership structure, promoting monthly membership rates and EFT’s, increasing the introductory membership rates, and conducting an operational audit of the entire facility. For more information on the C&RC, please see the “*Boyce Mayview Community & Recreation Center Fund.*”
- In addition to receiving its second consecutive GFOA Distinguished Budget Presentation Award for 2010, the Township was awarded for the 23rd consecutive year, the GFOA Certificate of Achievement for Excellence in Financial Reporting.



New for 2011

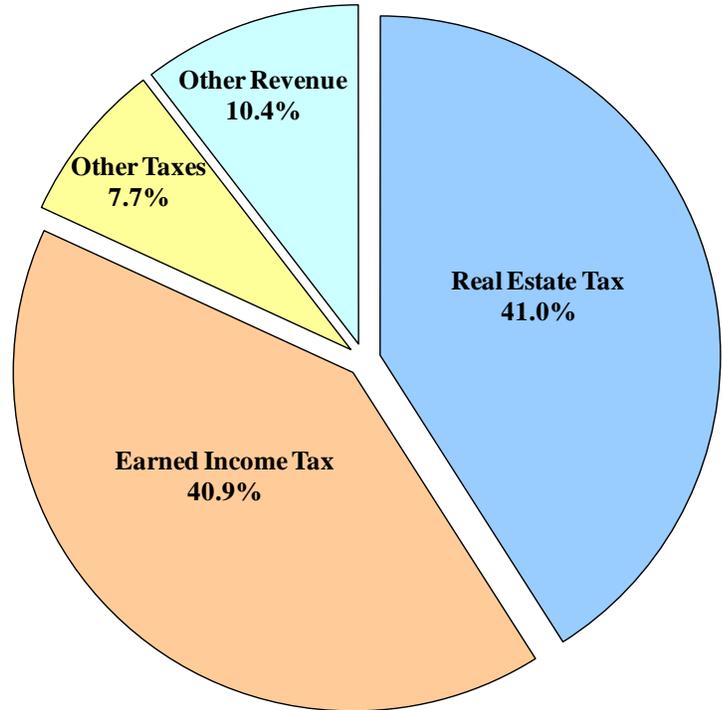
- Real Estate Tax and Earned Income Tax rates are projected to remain at 4.60 mills and .80%, respectively.
- The Township’s Annual Street Improvement Program is projected at \$1,100,000.
- As anticipated in the 2010 Budget, drastic economic and market fluctuations in 2008 and 2009 have led to a significant increase in the Minimum Municipal Obligations (MMO) for 2011. The net increase of the MMO was \$476,071, or 132% from 2010.
- The sewer rate multiplier will remain at 2.19 for 2011. The Township will continue to adhere to the required improvement and maintenance under the 83 community-wide EPA Administrative Consent Order.
- A Reverse 911 system is planned for implementation in 2011. This system will allow Staff to notify residents in case of an emergency or adverse situation in a quick and timely fashion.
- Staff plans on rolling out a redesigned Township website in order to make it more user-friendly and to increase interactivity.
- In conjunction with the 2010 update to the Sidewalks and Bikeways Plan, the Township has committed \$200,000 to the development of sidewalks.
- At the start of 2010, the Board of Commissioners undertook the task of examining the current and future C&RC membership rates. A joint meeting of the Parks and Recreation Committee of the Board and the Parks and Recreation Board was held on February 2, 2010 to examine the rates in detail. A 10% increase in 2011 and 2012 was recommended. On March 1, 2010, the Board of Commissioners adopted an estimated future membership rate increase of 10% in 2011 and 2012, with the assumption that the rates would be reevaluated on an annual basis. The 2011 Budget includes a minimum increase of 5% beginning July 1, 2011.
- With the construction of the C&RC in 2009, the bottom portion of the municipal building was vacated by the Recreation department. In 2011, renovation of this area for the IT Department will be completed. Additional improvements, including safety, are also planned for other areas of the municipal building.
- Beginning in 2009 and continuing in 2011, the Township has started preparing for the implementation of Act 32 of 2008 which regionalizes Earned Income Tax collection for Allegheny County. The implementation will take effect January 1, 2012. For more information on Act 32, please refer to the “*Earned Income Taxes*” section under “*General Fund Revenue*.”
- Library RAD Funding and State Budget cuts for the Library are again anticipated for 2011. Staff will continue to monitor Library operations through part-time wages and commodity purchases, as well as future funding impacts.



GENERAL FUND REVENUES

Where the Money Comes From

The 2011 major operating revenues are real estate and earned income taxes. 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 decrease from 2010 Budget amounts of \$18,471,490 to \$18,342,223, or (.70%). The decrease in General Fund revenue is mainly due to a slight reduction in projected collections of real estate tax (.20%) and earned income tax (1.22%). Both the real estate tax rate and the earned income tax rate will remain at their current levels of 4.60 mills and .80%, respectively. The General Fund is also supplemented by a projected \$3,276,135 Fund Balance, or 17.9% of estimated 2011 General Fund revenues. For more information on major funding sources, please refer to the section entitled “Major Revenue Sources.”

	2010 Budget	2010 Estimate	2011 Budget
Real Estate Tax	\$ 7,531,570	\$ 7,504,000	\$ 7,516,404
Earned Income Tax	7,595,000	7,355,000	7,502,000
Local Services Tax	250,000	240,000	250,000
Real Estate Transfer Tax	800,000	788,000	800,000
Public Utilities Tax	19,000	18,500	18,500
Local Option Sales & Use Tax	338,000	338,000	345,000
Licenses and Permits	129,800	119,350	124,700
Fees and Fines	405,700	465,800	440,200
Rental Income	82,400	79,400	82,400
Investment Earnings	30,000	10,000	10,000
Service Agreements	172,067	319,871	200,920
Other Non-Tax Revenue	777,853	854,787	705,099
Recreation Fees	340,100	336,200	347,000
Total Revenues	\$ 18,471,490	\$ 18,428,908	\$ 18,342,223
Fund Balance	-	-	-
Total Major Revenues	\$ 18,471,490	\$ 18,428,908	\$ 18,342,223

Major Revenue Sources

Revenue Source	Percentage 2011 Budget	Dollar Value Change from 2010 Budget	Percentage Change from 2010 Budget
Real Estate Tax	41.0%	(\$15,166)	(0.2%)

- For the 2011 budget year, current Real Estate Taxes are projected to remain at 4.60 mills. The current assessment base is projected at no growth. In November 2009, a formal hearing was held in Common Pleas Court concerning the reassessment of property values for Allegheny County. The effects of the assessment hearing will not be realized until the 2012 budget year, at the earliest.

Earned Income Tax	40.9%	(\$93,000)	(1.2%)
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- Current Earned Income Taxes are projected at approximately a 2.0% growth rate over 2010 actual collections based on conservative economic forecasts for 2011.

Real Estate Transfer Tax	4.4%	\$0	0.0%
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- Real Estate Transfer Tax has been projected to remain constant based on collection patterns over the last three years and current housing market conditions.

Local Services Tax	1.4%	\$0	0.0%
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- Local Services Tax of \$52.00 is levied on all employees who work within the Township earning over \$12,000 a year. For 2011, Local Services Tax has remained the same, which is consistent with 2010 collection patterns.

Local Option Sales & Use Tax	1.9%	\$7,000	2.1%
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- Local Option Sales Tax is a shared Township revenue source between Allegheny County and the Allegheny Regional Asset District (ARAD or RAD). The tax was enacted by the Pennsylvania State Legislature in December 1993 and became effective in Allegheny County on July 1, 1994. The Township is budgeting for a \$7,000 increase over 2010 budgeted amounts. The Township has also estimated a RAD grant for Boyce Mayview Park in the amount of \$385,000 and a lower RAD contribution of \$181,180 for the Township Library. These contributions can be found in the Boyce Mayview Park RAD Fund and the Library RAD Fund, respectively.

Other Revenue	10.4%	(\$27,601)	(1.4%)
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- Taken as a whole, there is a \$27,601 decrease projected in other revenue. An anticipated decrease in subsidies provided to the Township for 2011 is the main source of the decrease in other revenue.

GENERAL FUND EXPENDITURES

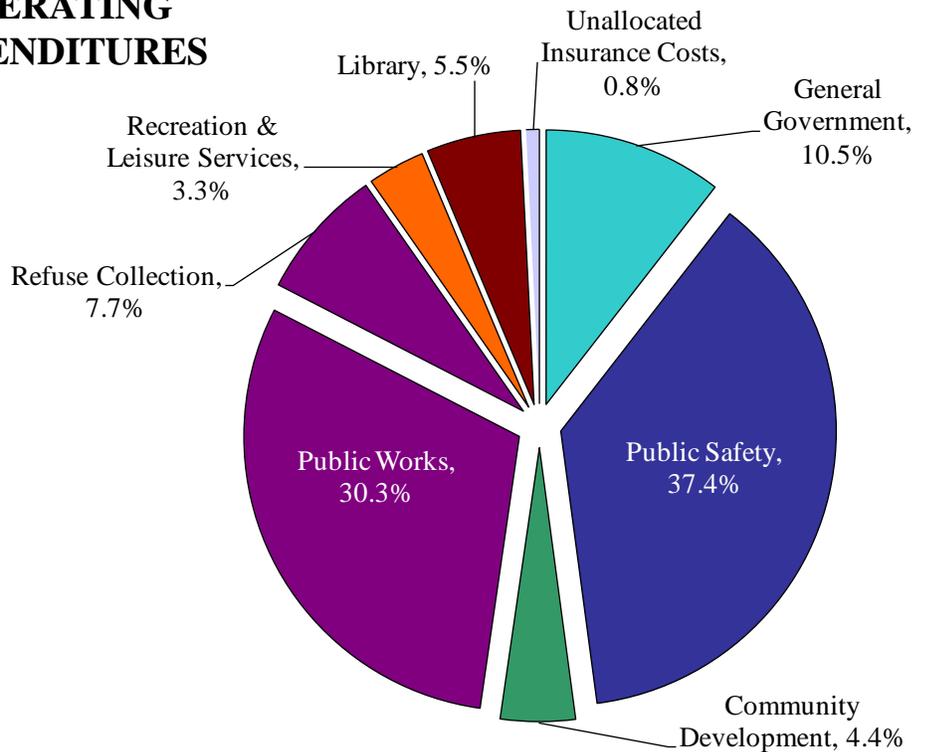
Where the Money Goes by Program

The 2011 projected operating expenditures will increase from the 2010 budgeted amount of \$13,493,541 to \$13,958,399, or 3.45%. The increase of \$464,858 is primarily due to personal services increases as noted in the following section.

The primary programs of the Township are Public Safety, which includes the Police, the Volunteer Fire Department and Animal Control, and Public Works. These programs represent 67.7% of the Operating Budget.

The remaining difference of projected revenues over operating expenses of \$4,383,824 will be used to fund the Debt Service Costs for 2011 of \$1,745,475 and operating transfers of \$2,638,349.

OPERATING EXPENDITURES



	2010 Budget	2010 Estimate	2011 Budget
General Government	\$ 1,458,200	\$ 1,284,419	\$ 1,464,830
Public Safety	4,825,606	4,578,106	5,221,086
Community Development	633,307	600,094	611,732
Public Works	4,125,932	3,960,718	4,231,273
Refuse Collection	1,143,405	1,042,000	1,080,000
Recreation & Leisure Services	478,885	446,298	467,075
Library	761,106	705,415	774,143
Unallocated Insurance Costs	67,100	91,593	108,260
Operating Expenditures	<u>\$ 13,493,541</u>	<u>\$ 12,708,643</u>	<u>\$ 13,958,399</u>

Major Program Operating Expenditures

Major Program	Percentage 2011 Budget	Dollar Value Change from 2010 Budget	Percentage Change from 2010 Budget
General Government	8.0%	\$6,630	0.5%

- General Government Appropriations are budgeted at a 0.5% increase. The change in budgeted amounts is the result of an increase in personal services due to health insurance costs, but also an overall reduction in Legal Services.

Public Safety	28.5%	\$395,480	8.2%
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- Public Safety Appropriations are projected to increase by 8.2%. The increase stems mainly from an increase in Police pension costs. The Minimum Municipal Obligation (MMO) for the Police pension is \$391,031, or 173% higher than 2010. The increase in pension combined with an estimated 3.0% hourly wage increase and an increase in health insurance costs for the Police Department, results in the 2011 Public Safety Budget being \$395,480 higher than 2010.

Community Development	3.3%	(\$21,575)	(3.4%)
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- Community Development Appropriations are projected to decrease (3.4%) due to staff reassignment and its associated costs.

Public Works	23.1%	\$105,341	2.6%
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- Public Works Appropriations are projected to increase 2.6% mainly due to the increase in the Teamsters pension costs for 2011. The MMO for the Public Works employees pension is \$85,040, or 63% higher than 2010. The increase in pension combined with a contractual hourly wage increase of 3.5% for the Teamsters as well as an increase in health insurance costs, results in the Public Works Budget being \$105,341 higher than 2010.

Refuse Collection	5.9%	(\$63,405)	(5.6%)
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- The Refuse Collection Budget has decreased by \$63,405 from the 2010 Budget due to an annual audit of actual households serviced performed on the new refuse contractor at the end of 2009.

Recreation & Leisure Services	2.5%	(\$11,810)	(2.5%)
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- Recreation & Leisure Services Appropriations are projected to decrease by (2.5%) due to a reassignment of distributed costs from the Information Technology Department.

Library	4.2%	\$13,037	1.7%
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- Library Appropriations are projected to increase 1.7% due to a full-time employee's costs being funded by the General Fund, as opposed to the Library RAD Fund.

General Fund Operating Expenditures Summarization

For the 2011 Budget, overall General Fund operating expenditures have increased by \$464,858, or 3.45% from 2010 Budget amounts. Excluding the increases in the Minimum Municipal Obligations for the Police and Public Works employees (detailed below), all other Township operating expenditures are projected to increase \$3,634 from the 2010 Budget. This has occurred through a combination of the following reasons:

- Full-Time non-contractual personnel salary and wages increases are projected at 3.0%.
- Police Officers Contract has an estimated hourly wage increase of 3.0%.
- Public Works Contract has a set hourly wage increase of 3.5%.
- Health Insurance costs are budgeted to increase by 3.0%, or \$18,467 Township-wide.
- For 2011, the pension Minimum Municipal Obligation (MMO) for the Police is \$616,944 and \$219,107 for Public Works employees. This is a net increase of \$476,071, or 132% from 2010.
- The total Workers Compensation premium has increased by \$73,420, or 18%. This increase was twofold. The gross premium of the rates established by the State has increased by \$26,655, or 9%, while the other portion of the increase was due to the experience modification factor going from 1.377 in 2010 to 1.491 in 2011.
- Due to a reduction in external funding sources, General Fund Library appropriations are anticipated to increase \$32,891 in 2011.
- Unallocated Insurance Costs have been projected to increase by \$41,160 due to the recent and anticipated retirements of veteran Police Officers.

The 2011 Budget will maintain the General Fund Balance at a level necessary for the Township to maintain its AA+ Bond Rating.

Major Program Non-Operating Expenditures

Major Program	Percentage 2011 Budget	Dollar Value Change from 2010 Budget	Percentage Change from 2010 Budget
Debt Service Payments	9.5%	\$557,583	46.9%

- The 2011 Debt Service Appropriations are based on the Debt Service Payment Schedules for the 2006, 2007, 2008 and the 2009 General Obligation Bond Issues. Debt Service payments also include the full repayment of the Township’s 2010 General Obligation Note.

Operating Transfers	14.4%	(\$792,507)	(23.1%)
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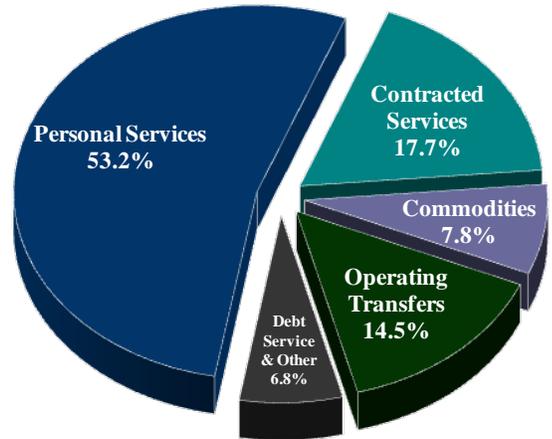
- The 2011 General Fund Budget allocates a \$486,202 transfer to the Capital Projects Fund to help finance major capital items, a transfer of \$581,959 to the Boyce Mayview Park RAD Fund to fund park activities not covered by the RAD Grant and a transfer of \$1,570,188 to the Boyce Mayview C&RC Fund for payment of the debt service incurred through the 2008 General Obligation Bonds issued to finance the construction of the C&RC as well as an appropriation for C&RC common area operations.

Where the Money Goes by Core Service Type

Core Service	Percentage 2011 Budget	Dollar Value Change from 2010 Budget	Percentage Change from 2010 Budget
Personal Services	51.6%	\$590,757	6.7%

The Township has always prided itself with the core services it provides to the residents. The foundation of excellence in services originates in the Township employees.

The 2011 General Fund Budget reflects 51.6% in personal services, or \$9,468,878, and approximately 33.9% of that total is obligated contractually. This is an increase from the 2010 budgeted amounts of \$590,757, or 6.7%. There are a variety of factors that contributed to the increase in personal services, some of which include increases in contractual and non-contractual wages, mandatory pension costs, medical insurance and workers compensation premiums.



Contractual Services	17.7%	(\$104,211)	(3.1%)
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Contractual services on the whole decreased \$104,211, or 3.1% from 2010 budgeted amounts. This is primarily due to a reduction in budgeted amounts for Legal Services and Refuse Collection.

Commodities	7.8%	\$360	0.0%
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Commodities have remained stable for the 2011 Budget, with a slight increase of \$360 or 0.03%.

Operating Transfers	14.4%	(\$792,507)	(23.1%)
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In the 2011 Budget, Operating Transfers account for 14.4%, or \$2,638,349 of the total General Fund Budget. This is a decrease of (23.1%) from the 2010 Budget, mainly due to a reduction in the anticipated operating support needed for the C&RC. A detail of the operating transfers is as follows:

Capital Projects Fund	\$ 486,202
Boyce Mayview Park RAD Fund	581,959
Boyce Mayview C&RC Fund (Operating)	387,833
Boyce Mayview C&RC Fund (Debt)	1,182,355
Total Operating Transfers	<u>\$ 2,638,349</u>

Debt Service & Other	8.6%	\$535,535	51.9%
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The increase in “Debt Service & Other” is primarily due to the increase of scheduled debt service payments and the full repayment of the 2010 General Obligation Note, resulting in a 51.9% increase from 2010.

Other Expenditure Considerations

- **Staffing Levels and Compensation** - The overall staffing level of the Township for 2011 along with salary and wage ranges has been shown in each individual department’s budget and the Appendix section of the 2011 Budget. Compensation levels for the operating budget have been set at rates established by either contract, arbitration or by ranges established by the Board of Commissioners.

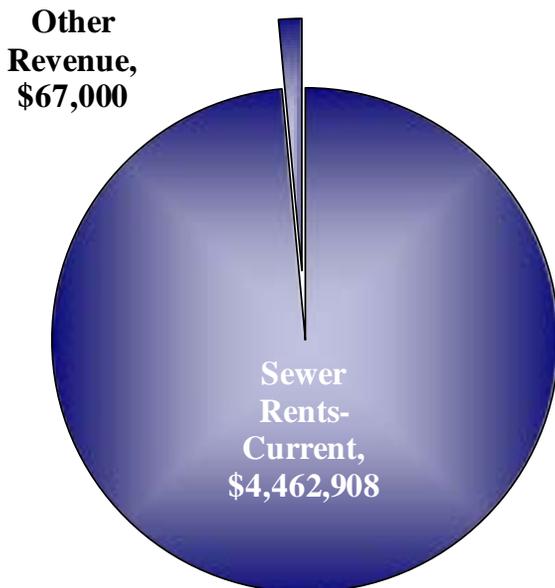
- **Fringe Benefits** – Fringe Benefits have been budgeted at contractually or actuarially established rates in all categories. Medical insurance premiums are budgeted to grow at a rate of 3.0% over 2010. In 2011, the Township has instituted two policies to offset the increasing costs of medical insurance premiums (Police Officers excluded):
 - All Township employees will be transferred to a high deductible health insurance plan, resulting in an estimated \$100,000 Township-wide savings over the original PPO option.
 - Prior to 2011, non-represented employees were the only employees required to pay a portion of their healthcare premiums. Beginning in 2011, Public Works employees and Police dispatchers will now be required to pay a nominal portion of their respective healthcare premiums.

MAJOR ENTERPRISE FUNDS

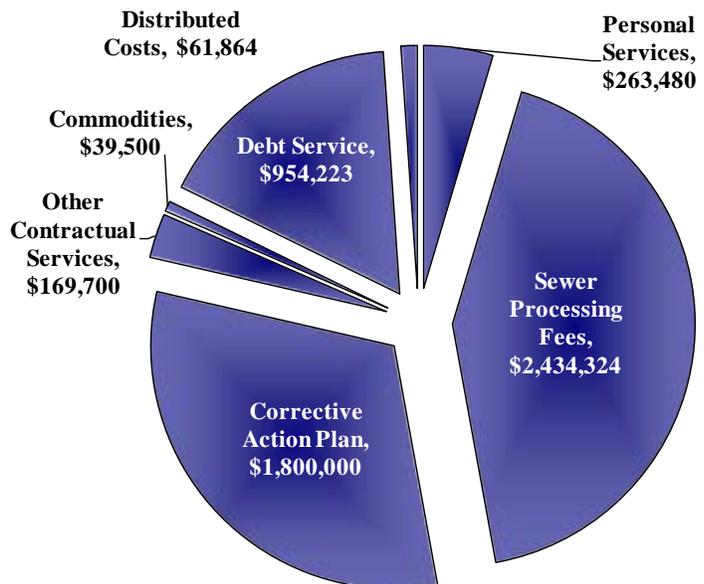
Sanitary Sewer Fund

The sewer user fee multiplier rate will remain at 2.19 in 2011, based on no increase from ALCOSAN in 2011 and a collection rate of 95.7%. In 2011, sewer processing fees and EPA Administrative Consent Order expenses are projected at \$2,434,324 and \$1,800,000, respectively. The projected net assets at the end of 2011 are \$1,685,382.

Projected Revenues



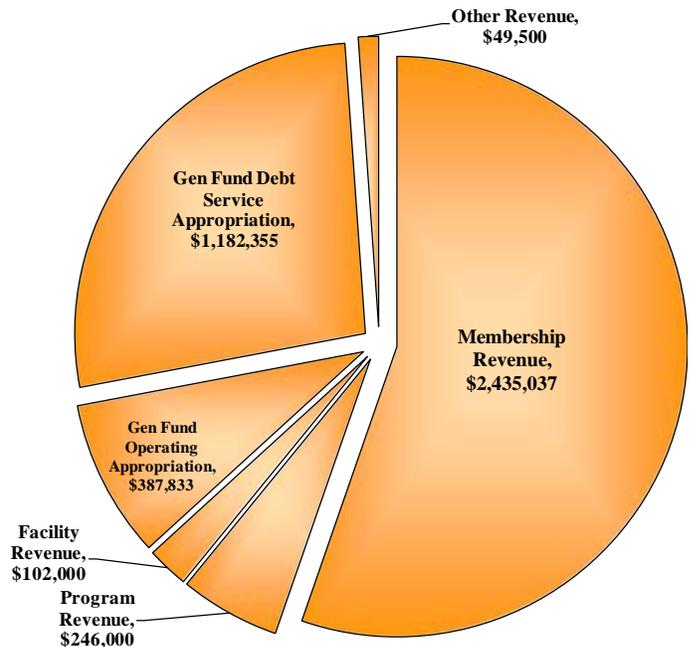
Projected Expenses



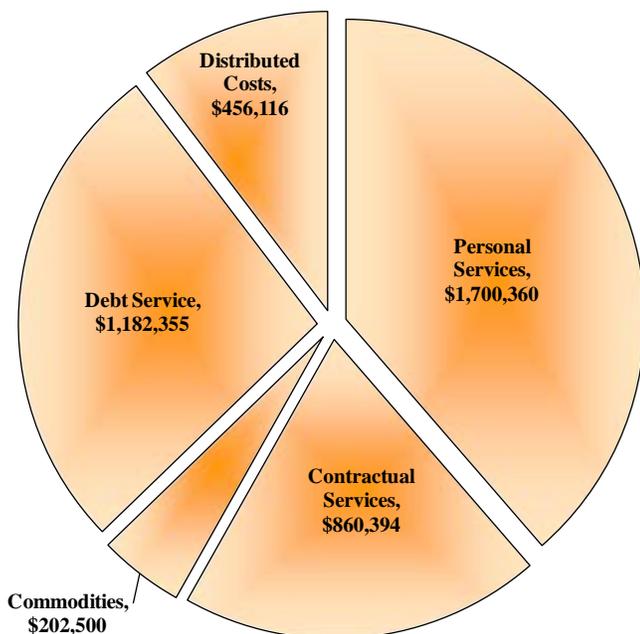
Boyce Mayview Community & Recreation Center (C&RC) Fund

Projected Revenues

- **Membership Revenue:** Membership revenue is based on an assumed growth rate of 4.8%. The primary growth in memberships has been attributed to Non-Resident Membership growth. For the 2011 Budget, a minimum 5% increase in annual membership rates is projected to take effect in July 2011, which will yield approximately \$45,000 in additional revenue compared with year end 2010 rates.
- **General Fund Appropriations:** For 2011, the General Fund will appropriate \$1,182,355 for debt service costs (see below) associated with the construction of the C&RC building. The General Fund will also contribute \$387,833 in additional funds to support the common area operations of the C&RC.
- **Other Revenue:** Facility Rental revenue and program revenue have been estimated at \$102,000 and \$246,000 respectively, for 2011.
- **Total Memberships:** Total annual memberships are projected to reach 2,584 by the budgeted year end 2011. The total percentage of memberships is estimated to be 75% Residents and 25% Non-Residents.



Projected Expenses



- **Personal Services:** Despite the increases in health insurance and workers compensation, overall personal services have decreased \$55,288 from 2010. This is mainly due to a reduction in part-time wages.
- **Contractual Services:** Contractual services expenses have remained flat as compared to 2010 due to a reduction in utility expenditures and a reduction in the housekeeping contract.
- **Commodities:** Projected to increase \$40,700 due to an increase in building maintenance supplies and pool chemicals.
- **Distributed Costs:** Distributed costs include Information Technology costs and depreciation costs on all equipment. In addition, there is an estimated capital transfer of \$194,882 to the C&RC Capital Account for future capital funding needs of the Center.

CAPITAL PROJECTS FUND

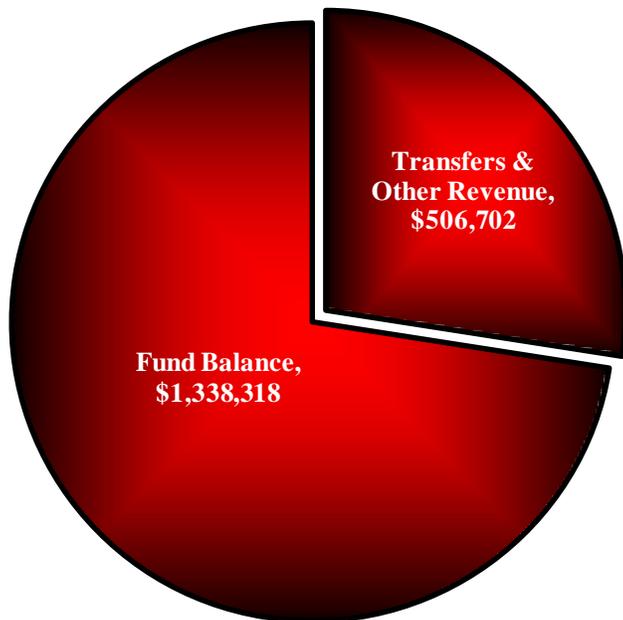
Annual Street Improvement Program

Funding Source	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
State Liquid Fuels Tax Fund	\$ 490,000	\$ 460,000	\$ 442,568	\$ 439,080
General/Capital Project Funds	641,456	383,207	458,765	660,920
TOTAL	\$ 1,131,456	\$ 843,207	\$ 901,333	\$ 1,100,000

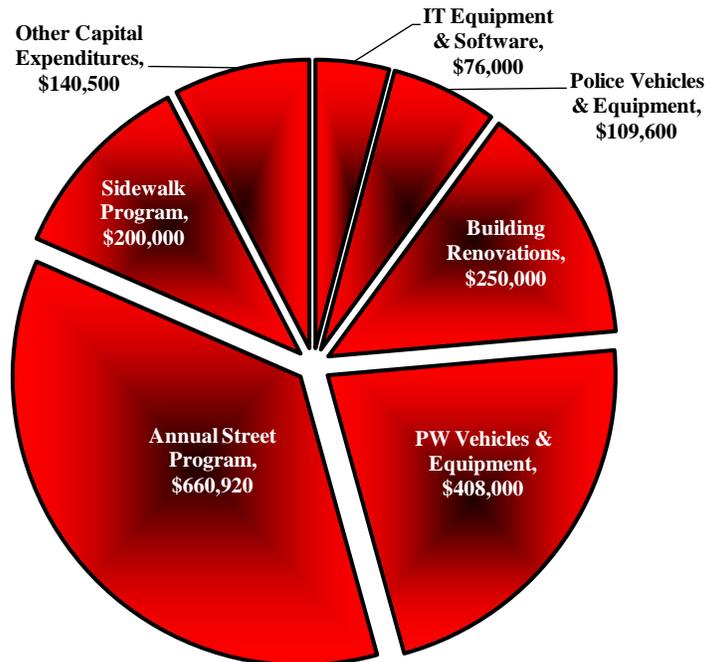
The Township recognizes the benefits of well-maintained streets and is committed to a regular schedule of street repairs. Approximately \$8,334,000 has been spent during the past seven years. The Township receives many favorable comments regarding the condition of Township streets and roadways, and Staff recommends that the paving program be increased to 2008 levels of \$1,100,000.

Capital Projects Fund

Projected Revenues



Projected Expenditures



For the last three years, Staff has predicated the annual 5 Year Capital Improvement Program on a priority funding basis. When analyzing the 2011 priority funding for capital improvements, Staff found that \$106,500 in capital expenditures could be eliminated for the 2011 Budget. The Capital Projects Fund will be funded by an operating transfer from the General Fund and the Fund Balance, which is estimated to be \$1,029,967 at the end of 2011, up from the 2010 Budget projection of \$356,661.

MAJOR SPECIAL REVENUE FUNDS

Boyce Mayview Park RAD Fund

Funding Source	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
RAD Funding	\$ 500,000	\$ 419,000	\$ 385,000	\$ 385,000
General Fund Appropriation	\$ 30,602	\$ 553,085	\$ 396,710	\$ 581,959

Upon the recommendation of the Allegheny Regional Asset District (ARAD), Staff began to show the expenditures that are matching the RAD grant in this Special Revenue Fund; therefore, the General Fund Appropriation supplements the operating and capital expenditure portions not covered by the RAD grant and other grants shown within the fund. The General Fund Appropriation for 2011 is projected at \$581,959.

For 2011, RAD funding has maintained at a level of \$385,000, which includes \$150,000 for operating expenditures and \$235,000 for capital expenditures. Operating costs include personnel costs from the Public Works, Recreation and Police departments as well as utility and maintenance costs for Boyce Mayview Park. Capital expenditures include \$125,000 for Miracle Field and Playground development. Additionally, capital requests of \$110,000 include funding for park improvements, consisting of design, fabrication and placement of park signage, as well as funding for soil and erosion control for the northern tributary portion of the park.

LOOKING FORWARD

The Staff’s goal is to successfully manage the various financial situations of the Township in order to maintain a stable and viable municipality. To understand the Township’s future uncertainties, it is prudent to take a look at where the Township has been.

Looking Back to Look Forward

In 2008, the Township increased real estate taxes .80 mills for the year 2009 in anticipation of the opening of the Community & Recreation Center at Boyce Mayview Park (C&RC). The increase was intended to cover a portion of operating costs and the full debt service associated with the C&RC building. This increase was .40 mills lower than anticipated in preliminary studies of the C&RC due to Staff efforts. The Township was faced with a deficit of \$410,000 at the C&RC at the end of 2009 due to the introductory 2009 C&RC membership rates being set approximately 25% lower than recommended by an outside consultant. This deficit coupled with significant increases in insurance costs, decreases in auxiliary tax revenue, and decreases in grant funding resulted in the Board of Commissioners and Staff taking action to stabilize the Township’s financial situation.

- In 2009 and 2010, capital projects were scaled back in order to offset the increasing budgetary concerns of the Township. The Annual Street Improvement Program was reduced by \$450,000 over the past two years from annual historical levels of \$1,100,000. Capital equipment and vehicles were also reduced by over \$300,000 during the same time frame. For the 2010 Budget, the Township intended to spend the fund balance within the Capital Projects Fund down to \$300,000, a historically low amount for the Township.

- As evidenced by the 2011 Budget, personal services accounts for over 50% of the General Fund Budget. Over the past few years, Staff has refocused and reorganized certain departments in order to keep costs down. For example, certain departments have chosen not to fill vacant positions and to spread out additional responsibilities to current employees, while other departments have been reorganized to optimize the services provided to Township residents.
- Due to market conditions in 2009, the 2008 Bond Issue, which has a variable interest rate, had additional unbudgeted costs of \$150,000. To mitigate the unbudgeted costs, the Township changed remarketing agents for the variable rate bonds in March 2010. This action has stabilized the costs for the bond issue for 2010 and beyond.
- In early 2010, the Board of Commissioners met to set the priorities of the Board for 2010 and 2011. One of the main priorities was a self-sustaining C&RC. Not long after the planning session, the Board initiated steps to achieve a self-sustaining C&RC by raising the resident membership rate by 15% and projecting incremental rate increases for the coming years. The long term planning of the Board has aided the C&RC in moving towards the goal of becoming a self-sustaining center.

Future Outlook

The 2011 Budget has been prepared with the assumption that Staff will continue to manage any future financial situations with a solid financial foundation. The combination of the increase in the C&RC membership rates and a real estate tax increase of 1.20 mills in 2010 has helped set this stable foundation and will allow the Board of Commissioners and Staff to handle any uncertainties that may arise in the coming years. Some of the major future financial impacts are illustrated below.

- The Community & Recreation Center at Boyce Mayview Park: To meet its underlying premise of covering operational expenses over revenues at 85%, the Township must continue to analyze the Center's operation. The financial models all provided for a growth period of a three year minimum with the expectation for supplemental support along the way. In preparing the 2011 Budget, focus must be given to the C&RC's operation and known financial patterns. Future historical data will assist in establishing the appropriate rates while continuing to allow for the provision of other services the community has come to expect.
- In November 2009, the Pennsylvania Supreme Court found the county-wide real estate tax base year assessment unconstitutional and has ordered a mandatory reassessment of the entire County. The impact of this ruling on future budget development will not be realized until 2012, at the earliest.
- The Allegheny Regional Asset District continues to support various Township services including General Government, Library and Boyce Mayview Park. While 2011 sales tax receipts are projected slightly above 2010 levels, funding commitments to the Library (through the Allegheny County Library Association) and Boyce Mayview Park are anticipated to drop.

- The Governmental Accounting Standards Board (GASB) Statement No. 45, requires the Township to recognize its legal liability for other post employment benefits (OPEB), such as the healthcare benefits for retired police officers that were granted through arbitration. This liability will continue to have an impact on future bond ratings and budgets. Budget projections show OPEB contributions increasing by \$200,000+ annually.
- The Sanitary Sewer Consent Order and Boyce Mayview Park development, including the Community & Recreation Center, trails and field construction are major projects which the Board of Commissioners has funded from the recent bond issues. Debt Service payments from these projects will continue to influence future budgets.
- As mentioned previously, the Township Minimum Municipal Obligations (MMO) for the Police and Public Works Employees pension plans increased by \$476,071 for 2011. This increased funding level for the MMO is expected to remain the same for 2012. The Township could possibly see a reduction in this cost, but not until 2013 at the earliest.

The aforementioned assumptions are further detailed under the *“Long-Term Plan”* section of the Budget.

CONCLUSION

As with previous budgets, the 2011 Budget represents a sensible spending plan for Township operations in the coming year. The Staff continues to gauge economic conditions to maintain quality service levels while living within the financial means of our tax base. The 2011 Budget reflects this premise by not raising tax rates and providing a Budget that maintains established service level standards. Current service levels including infrastructure repair, will continue to be the priority to promote the health, safety and welfare of Township residents. Furthermore, Budget recommendations reflect the underlying financial premise that those who use the service or program pay for such service accordingly.

While our current tax base remains virtually flat, the Township continues to provide essential services in a cost effective manner. As a service driven organization it is people that provide the benefit. Balancing those demands and high expectations comes at a cost. The Staff is continually challenged to minimize expenditures of expressed community needs and desires. An example includes the expanded programming needs and emphasis that has been and continues to be on Boyce Mayview Park. We urge the community to continue to convey their desires with a consideration of the costs to finance those services. The Staff will continue to vigorously scrutinize spending with the objective of meeting the 2011 Budget targets.

A number of Board priorities from 2010 will carry over into 2011 including the continued evaluation of the Community & Recreation Center at Boyce Mayview Park, increased communication with residents (e.g. Reverse 911) and the development of the Miracle Field in Boyce Mayview Park. The Board of Commissioners and Staff will continue to frequently analyze the priorities of the Township and are committed to Upper St. Clair remaining one of the Top Ten Best Places to live in the United States.

BUDGET MESSAGE

TOWNSHIP OF UPPER ST. CLAIR
OFFICE OF THE MANAGER



This message is intended only to provide a general overview of the Budget and its progression over the next several years. Please refer to the Budget text to provide additional detail on planned expenditures. Special appreciation is extended to August G. Stache, Jr. and J. Andrew McCreery for their roles in developing the Budget, and to Diana Pifer and Deborah Bakowski for their efforts in preparing the finished document.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "M. Serakowski", written in a cursive style.

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 2011 Township of Upper St. Clair Budget provides budgets for thirteen separate funds. Using the principles of fund accounting, funds are created by state constitution, state statute, Home Rule charter or local ordinance and are a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts, which comprises its assets, liabilities, fund equity, revenues and expenditures. The compartmentalization of resources, transactions and statements is needed to assure that specific revenue sources will be used to finance specific activities. Funds can have transactions with other funds within the governmental unit. Funds can be continuous or can be closed out after their special purpose has been served. For a detailed listing of all Township funds, please refer to the following page.

The Township's primary sources of revenue are **Real Estate Tax (23.49%)**, **Earned Income and Net Profits Tax (23.44%)**, **Sewer User Fees (14.04%)** and **C&RC Memberships & Recreation Program Fees (9.93%)**, which account for **70.90%** 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 (16.93%)**, **Public Safety (16.77%)**, **Recreation & Leisure Services, including the C&RC operating costs, (14.30%)**, **Debt Service (9.87%)** and **Sanitary Sewer Processing (ALCOSAN Payments) (7.61%)**, which accounts for **65.48%** of the Township's expenditures. Other major programs include General Government, Community Development, Refuse Collection, Annual Street Improvement Program, and Library. For more information concerning each program, please refer to the corresponding sections of the 2011 Adopted Budget.

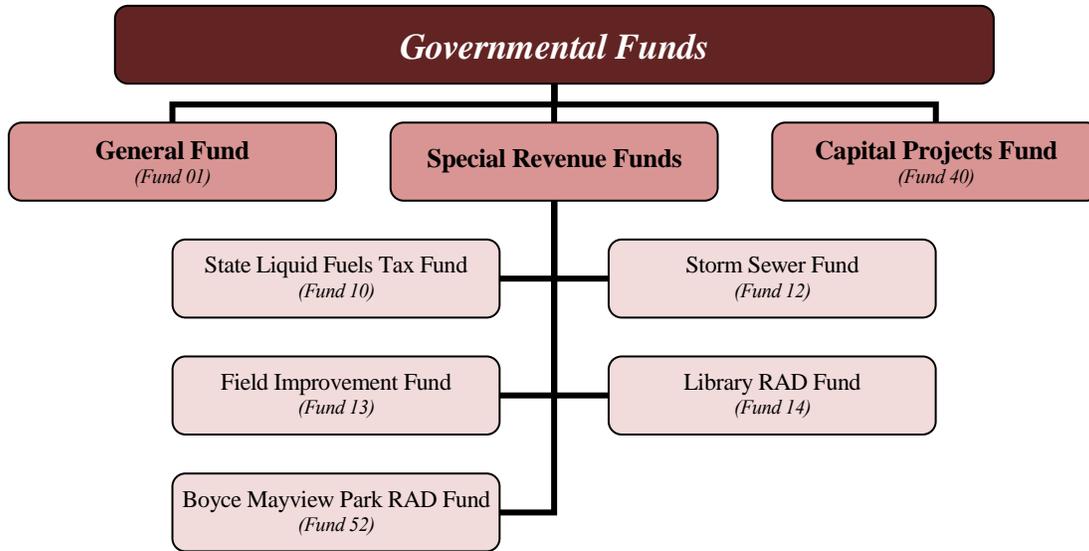
The Township of Upper St. Clair provides its residents with a full range of services. A brief listing of Township services includes:

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

BUDGETARY BASIS

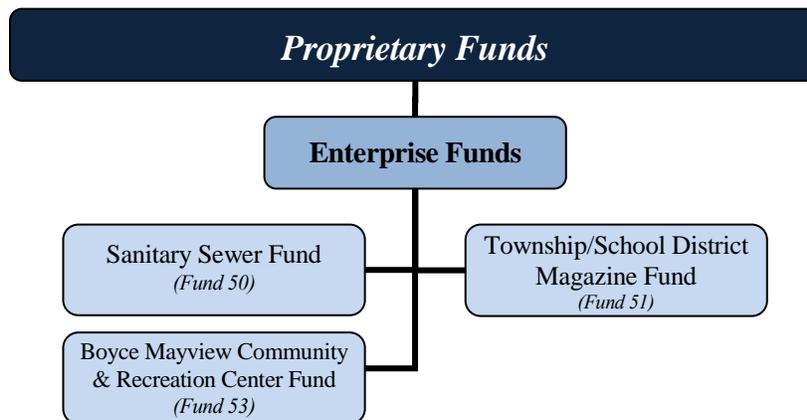
Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget. There are three (3) primary bases for budgeting: Cash Basis, Modified Accrual Basis and Accrual Basis. The Township does not use the Cash Basis for any funds within the Budget.

Modified Accrual Basis of Budgeting



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

Accrual Basis of Budgeting



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

GENERAL FUND

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

SPECIAL REVENUE FUNDS

A fund established to account for revenues that are legally restricted to expenditure 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. For 2011, 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

A 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.

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 five sinking funds: the 2006 General Obligation Bond Issue, the 2007 General Obligation Bond Issue, the 2008 General Obligation Bond Issue, the 2009 General Obligation Bond Issue and the 2010 General Obligation Note.

REVENUES BY FUND

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



**2011 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	\$ 7,516,404	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,516,404	23.49%
Earned Income Taxes	7,502,000	-	-	-	-	-	-	-	-	-	-	7,502,000	23.44%
Other Taxes	1,413,500	-	-	-	-	-	-	-	-	-	-	1,413,500	4.42%
Sewer User Fees	-	-	-	-	-	-	-	4,492,908	-	-	-	4,492,908	14.04%
Licenses & Permits	124,700	-	-	-	-	-	-	-	-	-	-	124,700	0.39%
Fees & Fines	440,200	-	1,600	19,000	-	2,000	-	20,000	190,200	-	-	673,000	2.10%
Interest & Rent	92,400	200	-	300	-	-	16,000	2,000	-	1,000	-	111,900	0.35%
Service Agreements	200,920	-	-	-	-	-	4,500	-	-	-	-	205,420	0.64%
Recreation Fees	347,000	-	-	-	-	1,000	-	-	-	2,831,537	-	3,179,537	9.93%
Grant Revenue	518,204	-	-	-	181,180	385,000	-	-	-	-	-	1,084,384	3.39%
Non-Tax Revenue	186,895	438,880	-	-	-	-	-	15,000	-	-	-	640,775	2.00%
Fund Balance	-	-	3,900	-	4,237	-	1,338,318	849,721	-	-	-	2,196,176	6.86%
Operating Transfers	-	-	-	30,000	-	581,959	486,202	-	-	387,833	194,882	1,680,876	5.25%
Non-Operating Transfers	-	-	-	-	-	-	-	-	-	1,182,355	-	1,182,355	3.70%
Totals	\$ 18,342,223	\$ 439,080	\$ 5,500	\$ 49,300	\$ 185,417	\$ 969,959	\$ 1,845,020	\$ 5,379,629	\$ 190,200	\$ 4,402,725	\$ 194,882	\$ 32,003,935	100.00%

**EXPENDITURES/EXPENSES
BY FUND**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



**2011 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	\$ 1,573,090	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 343,500	\$ -	\$ 188,293	\$ -	\$ -	\$ 2,104,883	6.58%
Public Safety	5,221,086	-	-	-	-	-	147,100	-	-	-	-	5,368,186	16.77%
Comm. Development	611,732	-	-	-	-	-	15,500	-	-	-	-	627,232	1.96%
Public Works	4,231,273	-	5,500	40,000	-	-	608,000	534,544	-	-	-	5,419,317	16.93%
ALCOSAN Payments	-	-	-	-	-	-	-	2,434,324	-	-	-	2,434,324	7.61%
Corrective Action	-	-	-	-	-	-	-	1,800,000	-	-	-	1,800,000	5.62%
Refuse Collection	1,080,000	-	-	-	-	-	-	-	-	-	-	1,080,000	3.37%
Annual Street Program	-	439,080	-	-	-	-	660,920	-	-	-	-	1,100,000	3.44%
Recreation	467,075	-	-	-	-	967,959	25,000	-	-	3,024,488	92,350	4,576,872	14.30%
Library	774,143	-	-	-	185,417	-	15,000	-	-	-	-	974,560	3.05%
Debt Service	1,745,475	-	-	-	-	-	-	610,761	-	802,791	-	3,159,027	9.87%
Operating Transfers	2,638,349	-	-	-	-	-	30,000	-	-	194,882	-	2,863,231	8.95%
Fund Balance	-	-	-	9,300	-	2,000	-	-	1,907	380,564	102,532	496,303	1.55%
Totals	\$ 18,342,223	\$ 439,080	\$ 5,500	\$ 49,300	\$ 185,417	\$ 969,959	\$ 1,845,020	\$ 5,379,629	\$ 190,200	\$ 4,402,725	\$ 194,882	\$ 32,003,935	100.00%

**TOTAL REVENUES
BY REVENUE TYPE**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Township Taxes					
Real Estate Taxes	\$ 4,320,622	\$ 5,591,417	\$ 7,531,570	\$ 7,504,000	\$ 7,516,404
Earned Income Taxes	7,436,388	7,592,892	7,595,000	7,355,000	7,502,000
Other Taxes	1,427,387	1,356,759	1,407,000	1,384,500	1,413,500
Total Township Taxes	13,184,397	14,541,068	16,533,570	16,243,500	16,431,904
Township Fees					
Sewer User Fees	3,210,839	4,145,560	4,498,614	4,472,754	4,492,908
Recreation Fees	458,502	1,097,312	2,277,544	2,744,621	3,179,537
Magazine Advertising Fees	192,630	189,329	201,200	185,124	190,200
Licenses & Permits	131,256	154,182	129,800	119,350	124,700
Fees & Fines	439,408	428,078	458,200	485,800	482,800
Total Township Fees	4,432,635	6,014,461	7,565,358	8,007,649	8,470,145
Township Grant Revenue					
State Pension Grant	401,301	404,886	440,000	459,350	437,778
Library State Grant	110,942	98,773	70,545	70,582	62,926
Library RAD/RUR Grants	237,871	243,110	218,504	220,810	181,180
Boyce Mayview Park RAD Grant	500,000	419,000	385,000	385,000	385,000
Other Grants	401,013	294,424	279,000	521,455	17,500
Total Township Grant Revenue	1,651,127	1,460,193	1,393,049	1,657,197	1,084,384
Township Non-Tax Revenue					
State Liquid Fuels Tax Allocation	474,685	458,159	441,530	440,646	438,880
Interest & Rent	234,953	118,064	154,400	108,400	111,900
Service Agreements	173,249	213,424	176,567	324,371	205,420
Other Revenue	262,353	196,712	252,808	823,756	201,895
Total Township Non-Tax Revenue	1,145,240	986,359	1,025,305	1,697,173	958,095
Township Transfers					
Transfers from Other Funds	1,414,305	2,892,036	3,460,856	4,814,277	2,863,231
Total Township Transfers	1,414,305	2,892,036	3,460,856	4,814,277	2,863,231
Township Fund Balance					
Transfers from Fund Balance	1,340,158	1,264,202	959,479	55,339	2,196,176
Total Township Fund Balance	1,340,158	1,264,202	959,479	55,339	2,196,176
Total Township Revenue	\$ 23,167,862	\$ 27,158,319	\$ 30,937,617	\$ 32,475,135	\$ 32,003,935

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
General Government Expenditures					
Personal Services	\$ 1,256,570	\$ 1,090,564	\$ 1,217,990	\$ 1,130,785	\$ 1,286,346
Contractual Services	671,081	663,603	742,500	625,011	711,050
Commodities	55,237	37,554	54,000	44,767	56,500
Distributed Costs	(222,105)	(232,360)	(300,647)	(250,988)	(292,513)
Capital Projects	268,899	94,736	204,200	129,763	343,500
Total General Government Expenditures	\$ 2,029,682	\$ 1,654,097	\$ 1,918,043	\$ 1,679,338	\$ 2,104,883

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

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Public Safety Expenditures					
Personal Services	\$ 3,952,993	\$ 4,068,463	\$ 4,282,840	\$ 4,080,360	\$ 4,661,826
Contractual Services	397,872	363,984	403,934	371,668	419,028
Commodities	57,117	83,588	76,375	70,600	76,400
Distributed Costs	54,295	13,934	62,457	55,478	63,832
Capital Projects	481,354	104,817	187,500	518,503	147,100
Total Public Safety Expenditures	\$ 4,943,631	\$ 4,634,786	\$ 5,013,106	\$ 5,096,609	\$ 5,368,186

Fund(s): General Fund, Capital Projects Fund

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Comm. Development Expenditures					
Personal Services	\$ 434,960	\$ 467,037	\$ 497,076	\$ 488,424	\$ 460,238
Contractual Services	51,510	60,173	75,800	60,752	69,652
Commodities	8,081	4,647	8,750	6,750	8,500
Distributed Costs	43,848	58,946	51,681	44,168	73,342
Capital Projects	9,733	24,471	15,500	13,500	15,500
Total Comm. Development Expenditures	\$ 548,132	\$ 615,274	\$ 648,807	\$ 613,594	\$ 627,232

Fund(s): General Fund, Capital Projects Fund

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Public Works Expenditures					
Personal Services	\$ 2,523,580	\$ 2,331,732	\$ 2,438,953	\$ 2,393,707	\$ 2,557,564
Contractual Services	906,597	815,570	1,070,056	904,995	1,187,037
Commodities	1,007,166	898,108	1,139,320	1,119,073	1,164,900
Distributed Costs	25,407	18,477	37,823	(20,247)	1,816
Refuse Collection	806,042	1,033,341	1,143,405	1,042,000	1,080,000
ALCOSAN Payments	1,969,947	2,189,426	2,449,721	2,396,817	2,434,324
Capital Projects	1,960,786	1,068,061	2,168,000	1,252,431	3,408,000
Total Public Works Expenditures	\$ 9,199,525	\$ 8,354,715	\$ 10,447,278	\$ 9,088,776	\$ 11,833,641

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

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Recreation Expenditures					
Personal Services	\$ 449,008	\$ 1,665,812	\$ 2,407,683	\$ 2,126,509	\$ 2,338,519
Contractual Services	265,046	832,502	1,177,463	1,036,018	1,162,676
Commodities	70,104	311,286	310,225	265,955	351,625
Distributed Costs	45,501	203,024	343,306	370,401	371,702
Capital Projects	866,919	1,192,991	525,000	606,955	352,350
Total Recreation Expenditures	\$ 1,696,578	\$ 4,205,615	\$ 4,763,677	\$ 4,405,838	\$ 4,576,872

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

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Library Expenditures					
Personal Services	\$ 733,030	\$ 748,179	\$ 813,142	\$ 778,720	\$ 768,366
Contractual Services	22,727	20,403	20,930	20,890	22,400
Commodities	192,595	158,938	182,500	159,020	150,782
Distributed Costs	30,057	14,986	18,718	15,712	18,012
Capital Projects	35,009	-	-	-	15,000
Total Library Expenditures	\$ 1,013,418	\$ 942,506	\$ 1,035,290	\$ 974,342	\$ 974,560

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

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Debt Service Expenditures					
Contractual Services	\$ 2,166,514	\$ 3,005,511	\$ 2,566,123	\$ 2,629,667	\$ 3,159,027
Total Debt Service Expenditures	\$ 2,166,514	\$ 3,005,511	\$ 2,566,123	\$ 2,629,667	\$ 3,159,027
<i>Fund(s): General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund</i>					
	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Operating Transfers Expenditures					
Contractual Services	\$ 1,414,305	\$ 2,951,797	\$ 3,460,856	\$ 4,814,277	\$ 2,863,231
Transfers to Fund Balance	156,077	794,018	1,084,437	3,172,694	496,303
Total Operating Transfers Expenditures	\$ 1,570,382	\$ 3,745,815	\$ 4,545,293	\$ 7,986,971	\$ 3,359,534
<i>Fund(s): All Township Funds</i>					
Total Township Expenditures	\$ 23,167,862	\$ 27,158,319	\$ 30,937,617	\$ 32,475,135	\$ 32,003,935

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**FUND BALANCE/
NET ASSETS HISTORY**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



TOWNSHIP MAJOR FUNDS – CHANGES IN FUND BALANCE OR NET ASSETS

GENERAL FUND	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Fund Balance	\$ 3,219,765	\$ 3,227,082	\$ 3,251,135	\$ 3,251,135	\$ 3,276,135
Total Revenues	15,298,515	16,394,555	18,471,490	18,428,908	18,342,223
Total Expenditures	(15,291,198)	(16,370,502)	(18,112,289)	(18,403,908)	(18,342,223)
Ending Fund Balance	\$ 3,227,082	\$ 3,251,135	\$ 3,610,336	\$ 3,276,135	\$ 3,276,135

Analysis: No Increase in Fund Balance

Discussion: The General Fund’s Fund Balance is not projected to increase or decrease in 2011.

CAPITAL PROJECTS FUND	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Fund Balance	\$ 2,628,309	\$ 1,760,517	\$ 986,460	\$ 986,460	\$ 2,368,285
Total Revenues	893,903	873,943	627,401	2,878,454	506,702
Total Expenditures	(1,761,695)	(1,648,000)	(1,257,200)	(1,496,629)	(1,845,020)
Ending Fund Balance	\$ 1,760,517	\$ 986,460	\$ 356,661	\$ 2,368,285	\$ 1,029,967

Analysis: 56.5% Decrease in Fund Balance

Discussion: The projected decrease in Fund Balance for the Capital Projects Fund is due to increased expenditures in three major areas: the Annual Street Improvement Program (\$202,155), sidewalk projects (\$200,000) and building renovations (\$200,000). The increase in these expenditures combined with a projected decrease in the appropriation from the General Fund as compared to 2010, the Fund Balance is projected to decrease by 56.5%.

SANITARY SEWER FUND	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Net Assets	\$ (1,564,114)	\$ 2,919,775	\$ 2,973,321	\$ 2,973,321	\$ 3,291,243
Operating Revenue	3,255,368	4,190,374	4,538,114	4,489,155	4,527,908
Operating Expenses	(3,079,773)	(2,663,808)	(3,607,941)	(2,833,127)	(4,768,868)
Operating Income (Loss)	175,595	1,526,566	930,173	1,656,028	(240,960)
Non-Operating Revenue	27,264	3,923	15,000	2,000	2,000
Non-Operating Expenses	(641,683)	(827,059)	(603,510)	(612,806)	(610,761)
Total Non-Operating Revenues (Expenses)	(614,419)	(823,136)	(588,510)	(610,806)	(608,761)
Change in Net Assets	(438,824)	703,430	341,663	1,045,222	(849,721)
Capital Contribution	5,483,623	-	-	-	-
Less: Depreciation - Sewer Lines	(560,910)	(649,884)	-	(727,300)	(756,140)
Ending Net Assets	\$ 2,919,775	\$ 2,973,321	\$ 3,314,984	\$ 3,291,243	\$ 1,685,382

Analysis: 48.8% Decrease in Net Assets

Discussion: The projected decrease in Net Assets for the Sanitary Sewer Fund is primarily due to the depreciation of the Township sewer lines and the planned use of Net Assets for the improvement and maintenance required under the EPA Administrative Consent Order. In 2011, the Township has budgeted \$1,800,000 for the corrective action plan to be spent from the Sanitary Sewer Fund.

**FUND BALANCE/
NET ASSETS HISTORY**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



C&RC FUND	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Net Assets	\$ 400,000	\$ 1,806,606	\$ 3,924,652	\$ 3,924,652	\$ 3,642,820
Operating Revenue	500,000	1,014,904	3,037,726	2,988,775	3,219,370
Operating Expenses	(65,623)	(1,860,237)	(3,037,726)	(2,988,775)	(3,219,370)
Operating Income (Loss)	<u>434,377</u>	<u>(845,333)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Non-Operating Revenue	-	1,366,602	1,142,107	1,178,859	1,183,355
Non-Operating Expenses	(358,862)	(956,831)	(774,721)	(812,473)	(802,791)
Total Non-Operating Revenues (Expenses)	<u>(358,862)</u>	<u>409,771</u>	<u>367,386</u>	<u>366,386</u>	<u>380,564</u>
Change in Net Assets	75,515	(435,562)	367,386	366,386	380,564
Capital Contribution	1,331,091	2,877,717	-	-	-
Less: Depreciation - Building	<u>-</u>	<u>(324,109)</u>	<u>(632,675)</u>	<u>(648,218)</u>	<u>(648,218)</u>
Ending Net Assets	<u>\$ 1,806,606</u>	<u>\$ 3,924,652</u>	<u>\$ 3,659,363</u>	<u>\$ 3,642,820</u>	<u>\$ 3,375,166</u>

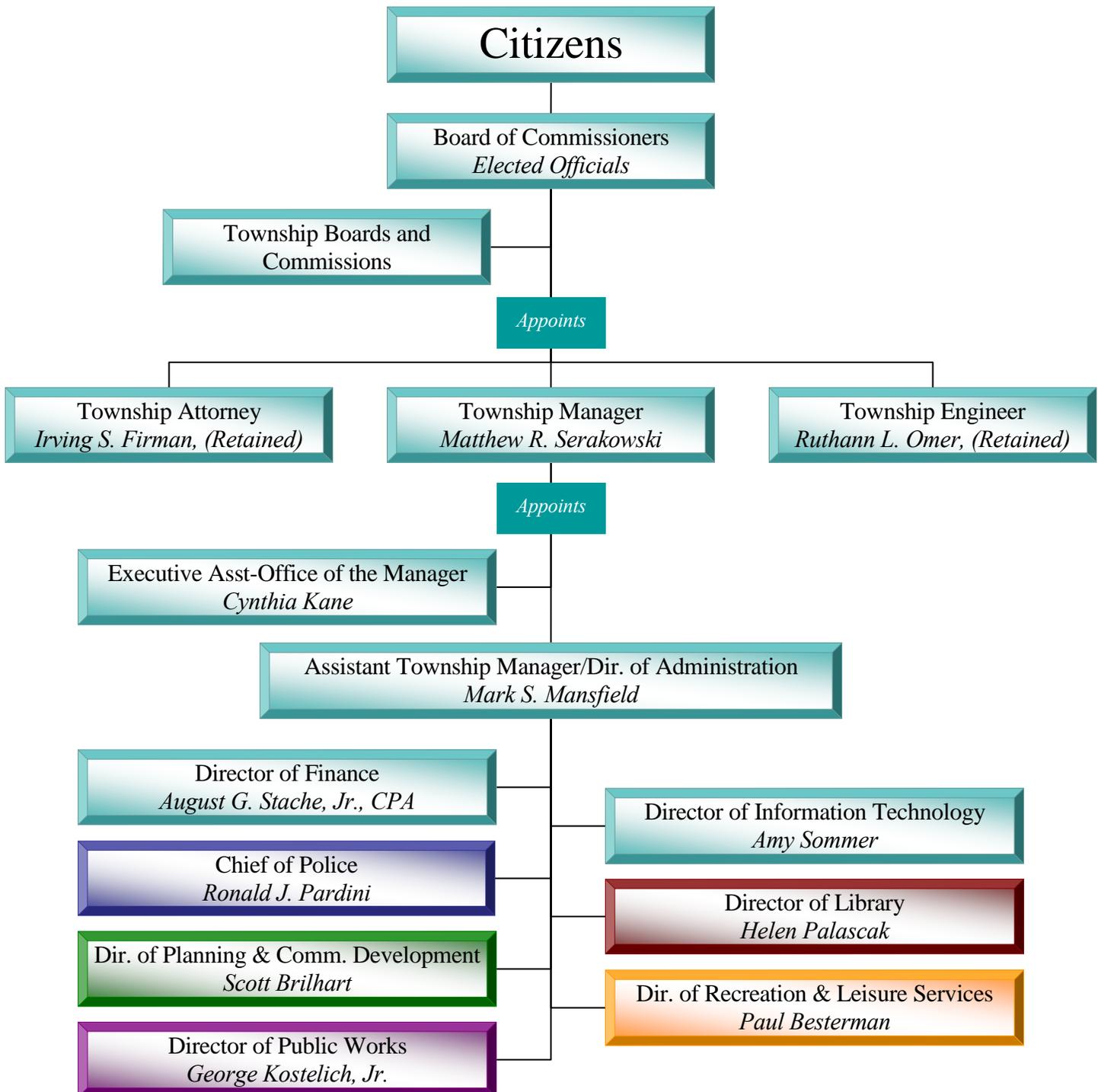
Analysis: 7.3% Decrease in Net Assets

Discussion: The projected decrease in Net Assets for the Community & Recreation Center Fund is due to the depreciation expense associated with the facility.

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TOWNSHIP ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Township of Upper St. Clair for 2011 are as follows:



**BOARD OF COMMISSIONERS PLANNING PRIORITIES HIGHLIGHTS
2010-2011**

In early 2010, the Board of Commissioners met to discuss Board priorities for 2010 and 2011. Listed below are the top priorities and a status update for each priority.

BOARD PRIORITY	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
<p><u>Self-Sustaining Community & Recreation Center (C&RC)</u></p> <p><i>1. Revenue/Membership</i></p> <p><i>2. Cost Control</i></p> <p><i>3. Rates</i></p> <p><i>4. Tiered Structure</i></p> <p><i>5. EFT v. Paid in Full</i></p> <p><i>6. Operational Audit</i></p> <p><i>7. Business Plan</i></p> <p><i>8. C&RC Fundraising</i></p>	<p>1. Saw a steady growth in membership in 2010 and an increase in revenue due to changes listed below</p> <p>2. C&RC under budget for expenses</p> <p>3. Board instituted a 15% increase in resident membership rates. A minimum 5% increase in membership rates is recommended for 2011</p> <p>4. Instituted a single tier membership structure in July 2010 resulting in increased revenue and efficiency</p> <p>5. Reduced paid in full memberships by 27%</p> <p>6. Completed C&RC Operational Audit in October 2010</p> <p>7. Business Plan is currently in development</p> <p>8. Different approaches to fundraising are being explored</p>	<p>Board of Commissioners, Recreation, Administration</p>
<p><u>Budgetary Concerns</u></p>	<p>In 2010 the Township’s General Fund is expected to be under budget with all excess revenues transferred to the Capital Projects Fund for future capital needs. The 2011 Budget saw increases in mandatory pension costs and workers’ compensation expenses. The current tax structure will allow for the absorption of these increased costs as well as allow the Township to fund capital needs.</p>	<p>All Township Departments</p>
<p><u>Reverse 911</u></p>	<p>The implementation of a Reverse 911 program is slated for 2011. This will expedite communication with residents in case of emergencies or other important notifications.</p>	<p>Information Technology Public Safety, Public Works, Administration</p>
<p><u>Commercial Development Assessment</u></p>	<p>The Township is in Phase III of the McLaughlin Run Corridor study (See Comprehensive Plan Highlights). The Township is also exploring the development of property on Washington Road as well as the corner of Boyce and Washington Roads.</p>	<p>Community Development, Administration</p>
<p><u>Communication with Residents</u></p>	<p>The Township will be redesigning the Township website in 2011. This will allow for more streamlined communication with residents.</p>	<p>Information Technology, Administration</p>
<p><u>Consent Order Compliance/Feasibility Study</u></p>	<p>The Township has completed Phase I of the Consent Order mandate. The Township plans on beginning Phase II of the Consent Order in 2011. A feasibility study was started in 2010 for sanitary sewer issues related to the Consent Order. The feasibility study is anticipated to wrap up in 2011. (See Comprehensive Plan Highlights)</p>	<p>Public Works</p>

**COMPREHENSIVE PLAN HIGHLIGHTS
2005-2015**

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 2005 through 2015. Listed below are highlights of accomplishments and plans for completion of Comprehensive Plan objectives in 2010 and 2011.

PLAN OBJECTIVE	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
<p><u>Create an Overlay designation for the McLaughlin Run Corridor to establish uniform development standards such as landscaping, buffer yards, lighting, and signage</u></p>	<ul style="list-style-type: none"> • The development of this gateway corridor is an important step in developing Upper St. Clair's commercial developmental base. Phase III of the McLaughlin Run Road Corridor Study was initiated. A draft of zoning regulations and guidelines for the corridor will be presented to the Board of Commissioners in 2011. 	<p>Community Development</p>
<p><u>Develop a community wide gateway and way finding system</u></p>	<ul style="list-style-type: none"> • Boyce Mayview Park signage design has been identified and installation has begun and is being located through the parks as funding permits. • Neighborhood parks signage being upgraded with 2010 Annual Parks Maintenance Program. • Township Building directional signage being renovated with Community Development Block Grant (CDBG) funds from the Allegheny County Department of Economic Development (DCED) under the Federal Housing and Community Development Act amended as Directional Signs – ADA Upgrades (CD 36 7.2). • Initiate Traffic Sign Retroreflectivity requirements to bring the Township into compliance with the Manual on Uniform Traffic Control Devices (MUTCD) standards by 2015. 	<p>Public Works, Community Development</p>
<p><u>Explore the feasibility and benefits of incorporating traffic calming policies into development</u></p>	<ul style="list-style-type: none"> • The speed humps on Clairmont Drive and Truxton Drive were evaluated for effectiveness and resident satisfaction. The improvements were successful in reducing speeds in those neighborhoods. We studied two neighborhoods in 2010 to determine eligibility for traffic calming. Harrogate Drive met the minimum warrants of the policy. Community Development will work with the Harrogate Drive neighborhood to develop a traffic calming plan and coordinate installation. 	<p>Community Development</p>
<p><u>Prioritize sidewalk / bikeway segments and produce a time schedule for their construction</u></p>	<ul style="list-style-type: none"> • In 2010, Public Works completed another section of the Perimeter Trail and Community Development worked on a comprehensive Pedestrian and Bicycle Plan which includes existing sidewalks, future sidewalks and bike lanes and a system of prioritization. Community Development will present a draft of the plan to the Board in 2011. 	<p>Public Works, Community Development</p>

**TOWNSHIP GOALS
& ACCOMPLISHMENTS**

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



PLAN OBJECTIVE	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
<p><u>Continue with the implementation of the four athletic fields and the active recreational area development in Boyce Mayview Park in accordance with the Park's Master Plan</u></p>	<ul style="list-style-type: none"> • Constructed a pedestrian bridge located near the Northern Tributary Trail Project within the Boyce Mayview Park Trail System. • Constructed a new pavilion located within the Playing Fields area. • Designed and completed the entry walls to the C&RC using LED lighting, natural stone products and native plantings. • In 2011, Public Works will work on a design, in conjunction with Gateway Engineers and Recreation and Leisure, a more visually pleasing bio-swale section located at the entrance of the C&RC. 	<p>Recreation, Public Works</p>
<p><u>Complete improvements of the EPA Consent Order and, as appropriate, in conjunction with surrounding municipalities</u></p>	<ul style="list-style-type: none"> • Phase I of the EPA Consent Order was completed in 2010. Public Works will begin Phase II of the Consent Order in 2011. • Public Works will also start a Sanitary Sewer Manhole Rehabilitation Project in 2011. 	<p>Public Works</p>
<p><u>Evaluate and permit additional stormwater management techniques, such as pervious surface treatments, and other best management practices, to minimize impacts of future flooding throughout the Township</u></p>	<ul style="list-style-type: none"> • Public Works has developed a Comprehensive Stormwater Management Plan 2011-2015 and has requested funding in the future budgets to institute phases and corrective action. 	<p>Public Works, Community Development</p>
<p><u>Continue to study and evaluate the operations of the Community & Recreation Center (C&RC)</u></p>	<ul style="list-style-type: none"> • The C&RC completed its first full year of operations in 2010. The C&RC was able to support 75% of operational expenses from July 2009 through June 2010. • In October 2010, the C&RC had an operational audit report finalized that will be used as a guideline to maintain efficient operations. 	<p>Recreation</p>

If you would like more information regarding comprehensive plan updates please refer the individual department sections within the Budget. For the complete Comprehensive Plan please go to the Township website at <http://www.twpusc.org/comdev/planning/plan.htm>.

The general accomplishments and goals listed below are intended to highlight the outstanding work done by Staff in 2010 and the intended goals of 2011. 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.

2010 GENERAL TOWNSHIP ACCOMPLISHMENTS

- A Diversity Plan for the Township was adopted by the Board of Commissioners. This plan formalizes the Township’s practices of allowing anyone to apply for employment, participate in purchasing and contracting, volunteer services and grant programs
- An extension of the Perimeter Trail in Boyce Mayview Park was completed. The extension completed the section of the Perimeter Trail that connects the entrance of the Park to the Outdoor Classroom (formerly the Regional Environmental Education Center)
- In addition to receiving its second consecutive GFOA Distinguished Budget Presentation Award for 2010, the Township was awarded for the 23rd consecutive year, the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Created the first Popular Annual Financial Report for the Township for 2009
- Implemented new e-cycling ordinance in the Township
- Conducted 10th Citizens’ Police Academy
- Completed a successful Deer Culling program through the USDA
- Improved Township’s National Flood Insurance Programs (NFIP) Community Rating System (CRS) to a 7
- Completed construction of Boyce Mayview Park entry walls, lighting and signage
- Renovated Public Works fueling island
- Completed C&RC Emergency Generator Installation Project
- Completed Phase I of the Municipal Building space renovation
- Completed Morton Complex Ravine Fill Project to allow access to southwest corner of facility
- Instituted a policy regarding smoking in community parks
- Added two special community events: “Bounty at Boyce Mayview” and “The Chili Golf Classic”
- Maintained all library hours and service levels with a 5% reduction of part-time staff hours
- Two Library Service and Technology Act grants were approved and implemented. One funded the addition of materials and programming around the theme of Harmony, mind, body, and spirit. The second provided funds for the implementation of two self-service Express Checkout stations
- Created a new logo for the library which is being used on all publicity and brochures



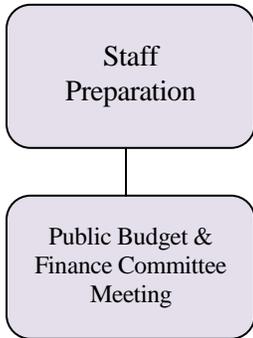
2011 GENERAL TOWNSHIP GOALS

- Submit a 2010 Popular Annual Financial Report (PAFR) for the GFOA PAFR Award Program
- Develop and implement Purchasing Card program for all Township departments
- Develop and implement employee portal for all Township employees
- Develop and implement electronic submittals for Administrative Reports and Agendas
- Negotiate new Cable TV Franchise Renewal contract with COMCAST
- Implement \$385,000 2011 funding from RAD for Boyce Mayview Park and seek continued RAD support for 2012
- Negotiate new collective bargaining agreement for the Police and Tri-Community South EMS
- To conduct the 11th Citizen's Police Academy for the Township of Upper St. Clair
- Develop and publish Township Sustainable Energy Plan
- Complete Phase II of Municipal Building space renovation
- Identify and implement new Public Works Software Program for the purpose of mapping, data storage, complaint tracking, work order creation, vehicle maintenance and inventory
- Continue to develop and fund Building Access Security Management Program
- Construct and develop maintenance program for Miracle Field
- Finalize implementation of salt brine production system and truck dispensing units for Township snow and ice removal
- Expand regional awareness of Boyce Mayview Park through advertising, the recreation brochure and implementation of the C&RC Marketing Plan
- Apply for either State or National recognition award programs for Parks and Recreation
- Continue strategic plan work, including an analysis of library space needs, and involving Township Staff and the community in the process.
- Create new databases to track Memorial & Honor contributions, to record membership in the Friends of the Library, and to maintain our advocacy/fundraising efforts

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 2011 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

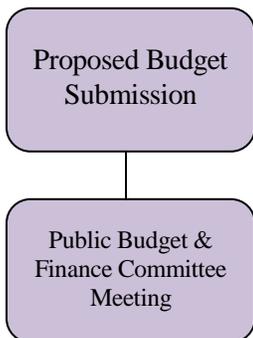
Annual Budget Preparation



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.

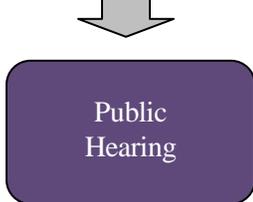
**The Budget and Finance Committee is comprised of three (3) members of the Board of Commissioners, although all Commissioners are free to attend meetings held by the Budget and Finance Committee.*

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.

2011 BUDGET SCHEDULE

<u>DATE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
July 30, 2010	Budget Worksheets to Department Directors	Director of Finance
July 30, 2010	Email for Initial Budget Input to Board of Commissioners	Township Manager
August 13, 2010	Return of Department Directors Budget Worksheets	Department Directors
August 13, 2010	Return of Board of Commissioners Initial Budget Input to Township Manager	Board of Commissioners
September 27, 2010 (5:00 PM)	Review Session with Budget and Finance Committee prior to Public Advertisement of the Manager's Proposed Budget	Budget and Finance Committee Township Manager Director of Finance
September 27, 2010	Establish Public Hearing Date	Board of Commissioners
October 7, 2010	Submit advertisement of Proposed Budget Public Hearing to Newspaper for publication on October 14, 2010	Director of Finance
October 8, 2010	Submit Manager's Proposed Budget to Board of Commissioners	Township Manager Director of Finance
October 14, 2010	Advertisement of Availability of 2011 Proposed Budget for Public Inspection (copies to be displayed in Reception Area and Library)	Director of Finance
October 15, 2010	Budget Narratives and Statistics to Department Directors	Director of Finance
October 18, 2010 (5:00 PM)	Review Manager's Proposed Budget and Most Recent Financial Statements With the Budget and Finance Committee	Budget and Finance Committee Township Manager Director of Finance
November 8, 2010	Public Hearing	Board of Commissioners

2011 BUDGET SCHEDULE (Continued)

<u>DATE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
November 15, 2010	Return of Budget Narratives and Statistics to Director of Finance	Department Directors
November 29, 2010 (6:00 PM)	Review Public Comments (If necessary)	Budget and Finance Committee Township Manager Director of Finance
December 6, 2010	Adopt Budget (By Ordinance)	Board of Commissioners
December 8, 2010	Advertise Adopted Ordinance Enter Budget on Books	Township Manager Director of Finance

BUDGET AMENDMENT

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

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

FIVE YEAR

BUDGET PROJECTIONS

**FIVE YEAR
PROJECTION**

TOWNSHIP OF UPPER ST. CLAIR
LONG-TERM PLAN



FIVE YEAR PROJECTION OVERVIEW

The Five Year Projection for all Township Funds is a tool in which the Board of Commissioners and Township Staff can monitor potential funding impacts in future years. The assumptions used for 2012-2015 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	2011	2012	2013	2014	2015
Governmental Funds Revenues					
Real Estate Tax - 1.0% growth	\$ 7,516,404	\$ 7,591,568	\$ 7,667,484	\$ 7,744,159	\$ 7,821,600
Earned Income Tax - 3.5% growth	7,502,000	7,764,570	8,036,330	8,317,601	8,608,718
Real Estate Transfer Tax - 3.0% growth	800,000	824,000	848,720	874,182	900,407
Local Option Sales Tax - 4.0% growth	345,000	358,800	373,152	388,078	403,601
Local Services Tax - Estimate # employees	250,000	252,000	254,000	256,000	258,000
Other Revenue - 4.0% growth	2,957,979	3,076,298	3,199,350	3,327,324	3,460,417
Fund Balance - Governmental funds used	1,355,655	758,713	561,712	596,911	534,666
Total Governmental Fund Revenues	\$ 20,727,038	\$ 20,625,950	\$ 20,940,748	\$ 21,504,255	\$ 21,987,409
Governmental Funds Expenditures					
General Government - 2.5% growth	\$ 1,573,090	\$ 1,612,417	\$ 1,652,728	\$ 1,694,046	\$ 1,736,397
Public Safety - 3.0% growth	5,221,086	5,377,719	5,339,050	5,499,222	5,664,198
Community Development - 2.5% growth	611,732	627,025	642,701	658,768	675,238
Public Works - 3.0% growth	4,276,773	4,405,076	4,487,228	4,621,845	4,760,501
Refuse Collection - 3.5% growth	1,080,000	1,117,800	1,156,923	1,197,415	1,239,325
Annual Street Program	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Regular Capital Improvements-estimate	1,154,100	800,000	900,000	1,000,000	1,000,000
Recreation - 2.5 % growth	1,435,034	1,470,910	1,507,683	1,545,375	1,584,009
Library - 2.5% growth	959,560	983,549	1,008,138	1,033,341	1,059,175
C&RC Operating Transfer	1,570,188	1,578,498	1,593,457	1,600,717	1,614,287
OPEB Allocation	-	200,000	200,000	200,000	200,000
Debt Service - General Fund	1,745,475	1,352,955	1,352,840	1,353,525	1,354,280
Total Governmental Fund Expenditures	\$ 20,727,038	\$ 20,625,950	\$ 20,940,748	\$ 21,504,255	\$ 21,987,409
Sanitary Sewer Fund					
Sanitary Sewer Revenues					
Sewer User Fees	\$ 4,492,908	\$ 4,691,314	\$ 5,063,744	\$ 5,326,415	\$ 5,617,685
Other Revenue	37,000	40,000	40,000	40,000	40,000
Use of Net Assets	1,193,183	-	-	-	-
Total Sanitary Sewer Fund Revenues	\$ 5,723,091	\$ 4,731,314	\$ 5,103,744	\$ 5,366,415	\$ 5,657,685
Sanitary Sewer Expenses					
ALCOSAN Payments - 8.0% growth	\$ 2,434,324	\$ 2,629,070	\$ 2,839,396	\$ 3,066,547	\$ 3,311,871
Township Sewer Costs - 2.75% growth	534,544	549,244	564,348	579,868	595,814
EPA Administrative Consent Order	1,800,000	600,000	600,000	600,000	600,000
Debt Service - Consent Order	954,223	953,000	1,100,000	1,120,000	1,150,000
Total Sanitary Sewer Fund Expenses	\$ 5,723,091	\$ 4,731,314	\$ 5,103,744	\$ 5,366,415	\$ 5,657,685

**Five Year Operating and Capital Budget Projections
All Township Funds**

C&RC Fund	2011	2012	2013	2014	2015
C&RC Fund Revenues					
C&RC Revenue - 3.0% growth	\$ 2,832,537	\$ 2,917,513	\$ 3,005,039	\$ 3,095,190	\$ 3,188,045
Operating Transfer - C&RC	1,570,188	1,578,498	1,593,457	1,600,717	1,614,287
Total C&RC Fund Revenues	\$ 4,402,725	\$ 4,496,012	\$ 4,598,496	\$ 4,695,907	\$ 4,802,332
C&RC Fund Expenses					
C&RC 85% Operation Costs - 2.75% growth	\$ 2,636,655	\$ 2,709,163	\$ 2,783,665	\$ 2,860,216	\$ 2,938,872
C&RC 15% Operation Costs - 2.75% growth	387,833	398,498	409,457	420,717	432,287
C&RC - Debt Service	1,182,355	1,180,000	1,184,000	1,180,000	1,182,000
C&RC - Capital Transfer	195,882	208,350	221,374	234,974	249,174
Total C&RC Fund Expenses	\$ 4,402,725	\$ 4,496,012	\$ 4,598,496	\$ 4,695,907	\$ 4,802,332

FIVE YEAR PROJECTION ASSUMPTIONS

GOVERNMENTAL FUNDS REVENUES	<ul style="list-style-type: none"> * Current real estate taxes at 4.60 mills with future collections based on a rate of increase at 1.0% annually. The rate of increase has been based on the last five years of assessment growth. * Earned income taxes are projected at a 3.5% growth rate and the growth rate is based on last 5 years of collection patterns. * Real estate transfer taxes are projected at a 3.0% growth rate and the rate is based on current housing market conditions. * Local option sales taxes (RAD) are projected at a 4.0% growth rate and the growth rate is based on last 5 years of collection patterns. * Local services taxes are projected on a 40 employee increase per year. * Other revenue is projected to grow at 4.0% and the growth rate is based on last 5 years of collection patterns. * Fund Balance - The 2011 Budget projects \$1,355,655 to be spent from all 2010 Governmental Fund Balances. The majority of the fund balance projected to be used in 2011 comes from the Capital Projects Fund. The General Fund is projected to maintain a fund balance range for 2011-2015 that will sustain its favorable bond rating. * Funds needed for future years - A combination of revenue increases or expenditure reductions for 2012 to 2015. This is the amount needed to balance each year's budget either through tax increases and other revenue sources or expenditure reductions. Based on current projections for 2012-2015, the Township will not have to raise additional funds through tax increases.
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FIVE YEAR PROJECTION ASSUMPTIONS (Continued)

GOVERNMENTAL FUNDS EXPENDITURES	<ul style="list-style-type: none"> * General Government expenditures are projected to grow at a rate of 2.5% based on the last five years data. * Public Safety expenditures are projected to grow at rate of 3.0% with a reduction in the Police Minimum Municipal Obligation (MMO) of \$200,000 starting in 2013. * Community Development expenditures are projected to grow at a rate of 2.5% based on the last five years data. * Public Works expenditures are projected to grow at a rate of 3.0% based on the last five years data. Beginning in 2013, the Public Works Employees MMO has been reduced by \$50,000. * Refuse collection expenditures have been projected on increases that have been seen in recent bidding processes for these services plus an inflation rate of 3.5%. * Annual Street Program expenditures are projected based on historical expenditures. * Recreation expenditures are projected to grow at a rate of 2.5% based on the last five years data. * Library expenditures are projected to grow at a rate of 2.5% based on the last five years data. * Debt Service includes the scheduled payments of the General Fund specific portions of the 2006 Bond Issue, the 2007 Bond Issue, the 2009 Bond Issue and the estimated debt service in the variable 2008 Bond Issue. * Other Post Employment Benefits (OPEB) is based on an actuarial study from Mockenhaupt Associates with no growth rate.
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SANITARY SEWER FUND	<ul style="list-style-type: none"> * The Sanitary Sewer multiplier will be adjusted each year to cover any increases in expenditures. * ALCOSAN expenditures have been based on an annual 8% increase in spending for the EPA Consent Order. * Debt Service is based on the actual debt service schedules of the Sanitary Sewer portion of the 2006, 2007, 2009 Bond Issues and the Sanitary Sewer portion of the estimated debt service in the variable 2008 Bond Issue. * Township sewer costs are projected to grow at 2.75% based on the last five years data.
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C&RC FUND	<ul style="list-style-type: none"> * Fees and other revenues have been projected to increase at 3.0% annually. * Membership growth is based on a 75% resident and 25% non-resident ratio of the membership base. * The regular General Fund Operating Transfer for the C&RC covers 15% of the annual indoor operating costs and the debt service costs for the Center. * The operating costs of the C&RC are projected to grow at 2.75%. * Debt Service is based on the estimated debt service in the variable 2008 Bond Issue associated with the construction of the Center. * A Capital Transfer has been estimated for the years of 2012 through 2015.
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COMPREHENSIVE PLAN

TOWNSHIP OF UPPER ST. CLAIR
COMPREHENSIVE PLAN FOR 2005-2014

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

In the Fall of 2004, a Quality of Life Survey was mailed to each household in the Township. The survey gave residents an opportunity to voice opinions on a number of issues such as traffic, parks, open space, recreation and development, to generally have a role in the future of Upper St. Clair. The Department of Planning and Community Development, with the assistance of Environmental Planning and Design (EPD), has worked extensively to gather necessary information and feedback from the Quality of Life Survey results, existing Township documentation, public meetings, etc. in order to create a plan that will be efficient and effective over the next ten years.

On June 5, 2006, the Board of Commissioners took action to adopt the 2005 Comprehensive Plan along with the Official Map of the Township. An Executive Summary of the 2005 Comprehensive Plan is available online at <http://www.twpusc.org/comdev/planning/plan2005.pdf>.

Copies of the Plan are available within the Township's Community Development Office, Administrative Office and Library for public viewing. There are hard copies and CD's of the Plan for sale at the Department of Planning and Community Development.

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. The recap is catalogued below. Please refer to the "Budget Overview" and specific department sections of the General Fund Budget for status updates.

COMMUNITY DEVELOPMENT & PLANNING DEPARTMENT

- Encourage re-development of the Consol site to expand business opportunities along the Township's regional corridor.
- Determine the potential development capacity and accessibility of the northwestern Boyce-Washington Road intersection for non-residential development.
- Prepare a Conceptual or Specific Area Plan for the McLaughlin Run Corridor to identify future development / redevelopment strategies, pedestrian connection additions and site improvements.
- Create an Overlay designation for the McLaughlin Run Corridor to establish uniform development standards such as landscaping, buffer yards, lighting, and signage.
- Develop provisions to encourage and permit additional opportunities in constructing a variety of housing products.
- Enable the future development of remaining undeveloped large land tracts for a mixture of residential and non-residential land uses.
- Develop a community wide gateway and way finding system. Incorporate signage related to the community's historic and natural resources into the Township's overall way finding system.
- Evaluate the suitability of and promote best management practices through the completion of additional storm water management improvements.

COMMUNITY DEVELOPMENT & PLANNING DEPARTMENT (Continued)

- Construct transportation improvements at McLaughlin Run Road / McMillan Road / Lesnett Road.
- Explore the feasibility and benefits of incorporating traffic calming policies into development.
- Prioritize sidewalk / bikeway segments and produce a time schedule for their construction.
- Construct the Northern Loop of the Township's pedestrian network.
- Construct the Western Loop of the Township's pedestrian network.
- Coordinate with South Fayette Township, the Pittsburgh Industrial Railroad, PA DCNR, the SPC and the foundation community regarding opportunities to connect to Township Western Loop with future regional trail projects.

PUBLIC WORKS DEPARTMENT

- Explore the possibilities of creating a Township comprehensive park, recreation and open space plan.
- Continue with the implementation of the four athletic fields and the active recreational area development in Boyce Mayview Park in accordance with the Park's Master Plan.
- Complete improvements of the EPA Consent Order and, as appropriate, in conjunction with surrounding municipalities.
- Evaluate and permit additional stormwater management techniques, such as pervious surface treatments, and other best management practices, to minimize impacts of future flooding throughout the Township.

RECREATION DEPARTMENT

- Continue to study and evaluate the operations of the Community & Recreation Center.
- Assess the diversity of the Township recreational and leisure programs and identify program opportunities that maintain participation among youth, family and senior groups.
- Continue to collaborate with the Upper St. Clair School District to expand joint opportunities for cultural, recreation and educational programming.

LIBRARY

- Deliver exceptional library service to enhance the quality of life for all residents.

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 (Pages 55-75). 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. After the Board of Commissioners has approved the CIP, a Resolution is passed to update the Township’s Capital Improvement Plan.

After the Capital Improvement Program is completed for the current year, the Board of Commissioners and Staff use it as a tool 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 breakdown of recurring and non-recurring capital items for 2011. On the following page is a breakdown of the operational impacts of the 2011 non-recurring capital items.

2011 BUDGETED CAPITAL ASSETS & CAPITAL PROJECTS

2011 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								
<i>Recurring Items</i>								
Public Works Trucks	\$ 205,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 205,000
Public Works Equipment	103,000	-	-	-	-	-	-	103,000
Police Vehicles	73,500	-	-	-	-	-	-	73,500
Police Equipment	36,100	-	-	-	-	-	-	36,100
Recreation Equipment	-	-	-	-	60,000	-	30,750	90,750
General Gov. & Comm. Dev. Equipment	95,500	-	-	-	-	-	-	95,500
<i>Non-recurring Items</i>								
Salt Brine Production System	100,000	-	-	-	-	-	-	100,000
JLG Scissors Lift	-	-	-	-	-	-	16,000	16,000
Fitness Aerobics Equipment	-	-	-	-	-	-	45,600	45,600
Capital Projects								
<i>Recurring Items</i>								
Annual Street Program	660,920	439,080	-	-	-	-	-	1,100,000
Sanitary Sewer Consent Order Project	-	-	-	-	-	1,800,000	-	1,800,000
General Building Renovations	50,000	-	-	-	-	-	-	50,000
Storm Sewer Projects	-	-	5,500	-	-	-	-	5,500
Field & Park Improvements	25,000	-	-	40,000	50,000	-	-	115,000
<i>Non-recurring Items</i>								
Municipal Building Renovations	200,000	-	-	-	-	-	-	200,000
Sidewalk Projects	200,000	-	-	-	-	-	-	200,000
Library Adult Circulation Desk Remodel	15,000	-	-	-	-	-	-	15,000
Miracle Field and Playground	-	-	-	-	125,000	-	-	125,000
Total Capital Items	\$ 1,764,020	\$ 439,080	\$ 5,500	\$ 40,000	\$ 235,000	\$ 1,800,000	\$ 92,350	\$ 4,375,950

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT

Project: **Salt Brine Production System**

Description: Salt Brine is simply a mixture of water and 23.3% road salt which can be applied directly to the roadways as an "anti-icing process" or may be applied at the salt spreader as a "pre-wet process" to activate the melting process of the road salt during the spreading process. In this process stocked road salt is mixed with clean water in the Brine Maker to the prescribed percentage of 23.3% and transferred to 5,000 gallon storage tanks where it is off loaded to the trucks. Large dump trucks carry a 100 gallon tank for brine and the F-550s carry a 35 gallon tank.

The Township plans on purchasing equipment in order to develop an internal Salt Brine Production System. Approximate cost for the system setup is \$70,000. Public Works will need to retrofit eight (8) trucks with salt brine tanks at an estimated cost of \$3,500-\$4,500 per truck.

It is estimated that the PW will be able to produce salt brine in house at \$0.25 per gallon which includes labor, material and equipment. Each truck is calibrated to dispense its full tank during a normal salt run. In a preliminary pilot program, Public Works saw an average of 20% reduction in salt usage per truck equipped with a Salt Brine Dispensing Tank. This savings will vary from unit to unit depending on types of roads and age of equipment, but the implementation of Salt Brine and the education toward its usage will prove a cost savings in snow removal operations. The Public Works Department expects a return on investment between three (3) to four (4) years.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
<u>Capital Projects Fund</u>	\$ 100,000	2012 \$10,000 2013 \$10,000	<u>General Fund</u> Snow & Ice	\$30,000	10

Project: **JLG Scissors Lift**

Description: The Community & Recreation Center (C&RC) Maintenance Department is requesting the purchase of a scissor/aerial lift to perform various maintenance items throughout the Center. The purchase of the lift will increase the safety and timeliness of repairs within the Center. The 2011 C&RC Budget has allocated \$16,000 for the purchase of the lift. The operational impact will be approximately \$750 per year due required inspection costs and routine maintenance of the lift.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
<u>C&RC Fund</u>	\$ 16,000	\$ -	<u>C&RC Fund</u> Maintenance	(\$750)	10

Asset/Project: Fitness Aerobics Equipment

Description: The Community & Recreation Center is planning on purchasing ten (10) new pieces of aerobics equipment, including five (5) Arc Trainers and five (5) Precor AMTs. These new pieces will expand the aerobics area of the fitness floor of the Center and increase the aerobics capacity to forty-three (43). The additional operating impacts of the new equipment include an annual increase of \$2,000 for a maintenance agreement and maintenance supplies.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
<u>C&RC Fund</u>	\$ 45,600	\$ -	<u>C&RC Fund</u> Fitness	(\$2,000)	3

Project: Municipal Building Renovations

Description: With the construction of the C&RC in 2009, the bottom portion of the municipal building was vacated by the Recreation Department. In 2011, renovation of this area for the Information Technology Department will be completed. Additional improvements, including key card access to all doors within the building, are also planned for other areas of the municipal building. The Township expects additional operational costs in the amount of \$4,000 for the increase in utility costs, software maintenance and other miscellaneous expenditures associated with the improvements.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
<u>Capital Projects Fund</u>	2011 - \$200,000 2012 - \$75,000	\$ -	<u>General Fund</u> Building Maintenance	(\$4,000)	40

Project: Sidewalk Projects

Description: The Township has committed \$200,000 to the development of sidewalks. It has not been decided where the next section of sidewalk will be installed, however Public Works and Community Development have reviewed the Pedestrian and Bicycle Plan to prioritize sections according to public demand and need. On average the operational impact of a Township built sidewalk depends on its location. If the sidewalk requires Township snow removal, the estimated winter maintenance cost per foot of sidewalk is \$0.15-\$0.20 depending on snowfall depth. There is minimal maintenance required during all other seasons.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
<u>Capital Projects Fund</u>	\$ 200,000	\$ -	<u>General Fund</u> Street Maintenance	(\$500)	40

Project: Library Adult Circulation Desk Remodel

Description: Beginning in 2010, the Library implemented a self-service station at the adult circulation desk. The Library will reconfigure the adult circulation desk in order to maximize the usage of the self-service station and reduce Township staffing costs. The Township has already seen a reduction in part-time hours due to the self-service station in 2010 and expects to save an additional \$2,500 annually in staffing and administrative costs.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
<u>Capital Projects Fund</u>	\$ 15,000	\$ -	<u>General Fund</u> Library Administration	\$2,500	15

Project: Miracle League Field and Playground

Description: The Township began the preliminary site analysis for the Miracle League Field to be built in Boyce Mayview Park. The Miracle League is an organization believing that “Every Child Deserves a Chance to Play Baseball.” The Miracle League accomplishes this goal by organizing baseball games for disabled and able bodied children on specially designed fields. Currently, there is no definitive timetable for the construction of the field. The funding for the construction of the field will be raised by a third party. However, the Township may be responsible for certain maintenance expenditures in the future (see below).

In 2011, the Township plans on building a playground near the site of the Miracle League Field. The proposed playground will require regular upkeep and auditing by Public Works. Additional operational costs will include site landscaping, tree and flower maintenance and mulching.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
<u>Boyce Mayview RAD Fund</u>	\$ 125,000	\$ -	<u>Boyce Mayview RAD Fund</u> Park Maintenance	(\$1,000)	15

** The Miracle League Field is projected to be constructed of an accessible poured rubber surface which will require little maintenance in its early years, however it will require debris cleaning, leaf cleaning and surface washing. It is not known at this time what the life expectancy of the surface is, but it will need to be replaced at a future date. There will also be the regular maintenance required such as, trash collection, concession stand maintenance and normal upkeep. Public Works expects to expend an additional 300 man hrs per season at this new facility for initial maintenance only. Funding for this routine maintenance is still yet to be determined.*

CAPITAL IMPROVEMENT PROGRAM

Beginning in 2008, Staff began to enhance the Capital Improvement Program (CIP) by color coding the CIP according to asset or project priority. The color coding is broken into four categories: Priority for Current Year, Priority Assignment Under Review (Current Year), Priority in Future Year(s) and Priority Subject to Funding Availability (Future Years). The creation of the color coding system has enhanced the capital planning for current Budgets. The most recent CIP is presented below.

Proposed Capital Improvement Program 2011-2015
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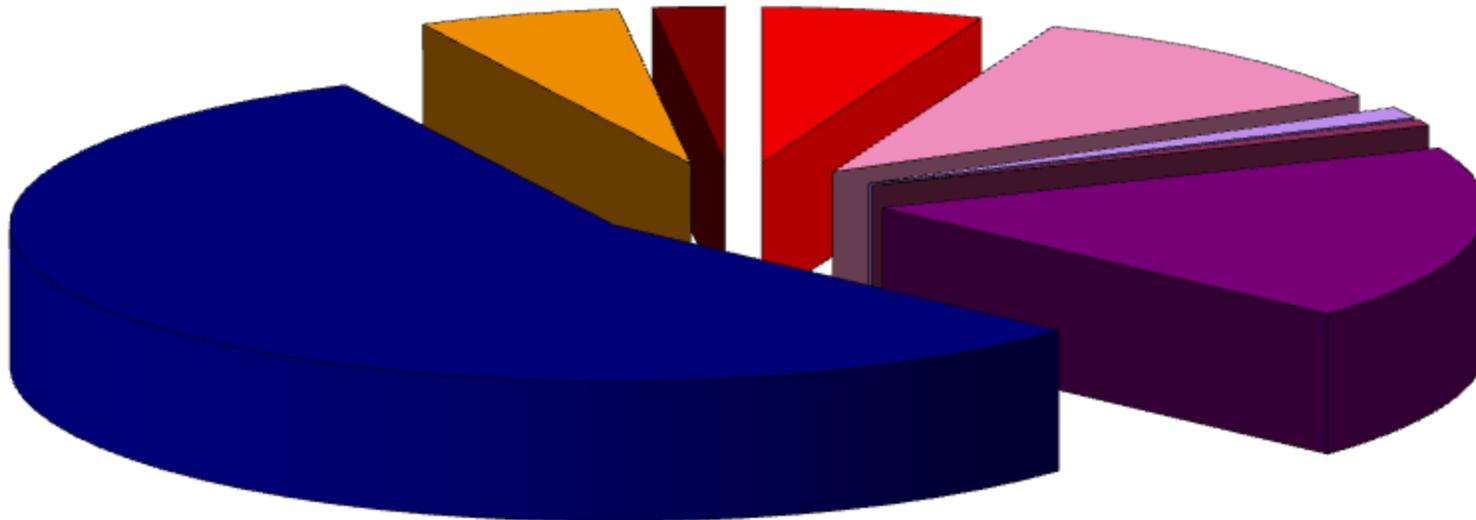
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**Proposed Capital Improvement Program 2011-2015
Summary By Major Category**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
Capital Equipment (Schedule No. 1-Pages 6 thru 10)	\$ 451,100 302,000	\$ 381,100 409,000	\$ 580,300 241,000	\$ 450,000 190,500	\$ 700,000 78,700	\$ 2,562,500 1,221,200
Street Improvement Program (Schedule No. 2-Page 11)	1,160,000 197,000	1,160,000 210,500	1,160,000 177,500	1,160,000 300,000	1,160,000 300,000	5,800,000 1,185,000
Storm Sewer Projects (Schedule No. 3-Page 12)	150,000 -	150,000 -	150,000 -	150,000 -	150,000 -	750,000 -
Park Resurfacing Projects (Schedule No. 4-Page 13)	60,000 -	60,000 -	60,000 -	120,000 -	120,000 -	420,000 -
Public Bldg. & Park Improvements (Schedule No. 5-Page 14)	520,000 119,000	231,500 100,000	159,000 2,450,000	159,000 2,600,000	155,000 5,050,000	1,224,500 10,319,000
Sanitary Sewer Projects (Schedule No. 6-Page 15)	1,825,000 -	725,000 1,200,000	626,200 10,000,000	625,000 10,000,000	625,000 10,000,000	4,426,200 31,200,000
Community & Recreation Center (Schedule No. 7-Pages 16 thru 19)	64,500 112,600	122,450 207,100	101,650 138,000	112,800 2,077,400	126,100 389,600	527,500 2,924,700
Refuse and Recycling Automation (Schedule No. 8-Page 20)	- -	- -	- -	- 1,225,000	- -	- 1,225,000
Subtotal for Priority Funding	4,230,600	2,830,050	2,837,150	2,776,800	3,036,100	15,710,700
Subtotal for Funding Under Review	730,600	2,126,600	13,006,500	16,392,900	15,818,300	48,074,900
Total Current 5 Year Plan	\$ 4,961,200	\$ 4,956,650	\$ 15,843,650	\$ 19,169,700	\$ 18,854,400	\$ 63,785,600
Previous 5 Year Plan	\$ 8,686,245	\$ 4,254,575	\$ 19,657,750	\$ 22,025,925	\$ 17,882,355	\$ 72,506,850
Difference in 5 Year Plans	\$ (3,725,045)	\$ 702,075	\$ (3,814,100)	\$ (2,856,225)	\$ 972,045	\$ (8,721,250)

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

**Proposed Capital Improvement Program 2011-2015
Summary By Major Category**

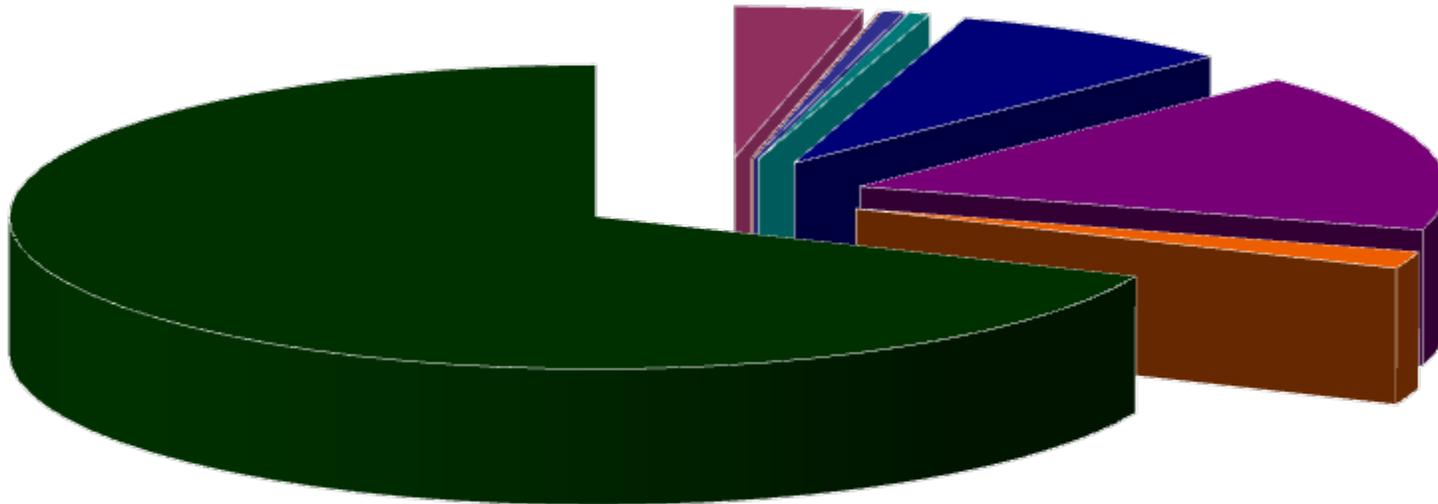


■ Capital Equipment	■ Street Improvement Program
■ Storm Sewer Projects	■ Park Resurfacing Projects
■ Public Bldg. & Park Improvements	■ Sanitary Sewer Projects
■ Community & Recreation Center	■ Refuse and Recycling Automation

**Proposed Capital Improvement Program 2011-2015
Summary By Funding Source**

	<u>Totals</u>	<u>State Liquid Fuels</u>	<u>Storm Sewer Improvement</u>	<u>Field Improvement</u>	<u>Boyce Mayview RAD</u>	<u>Sanitary Sewer</u>	<u>Community & Recreation Center</u>	<u>Capital Projects</u>	<u>Other Sources</u>
Capital Equipment (Schedule No. 1-Pages 6 thru 10)	\$ 3,783,700	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ 3,698,700	\$ -
Street Improvement Program (Schedule No. 2-Page 11)	6,985,000	2,250,000	-	-	-	-	-	4,735,000	-
Storm Sewer Projects (Schedule No. 3-Page 12)	750,000	-	20,000	-	-	-	-	-	730,000
Park Resurfacing Projects (Schedule No. 4-Page 13)	420,000	-	-	-	-	-	-	420,000	-
Public Bldg. & Park Improvements (Schedule No. 5-Page 14)	11,543,500	-	-	380,000	276,000	-	-	1,267,500	9,620,000
Sanitary Sewer Projects (Schedule No. 6-Page 15)	35,626,200	-	-	-	-	5,026,200	-	-	30,600,000
Community & Recreation Center (Schedule No. 7-Pages 16 thru 19)	3,452,200	-	-	-	-	-	1,152,200	-	2,300,000
Refuse and Recycling Automation (Schedule No. 8-Page 20)	1,225,000	-	-	-	-	-	-	725,000	500,000
Total Current 5 Year Plan	\$ 63,785,600	\$ 2,250,000	\$ 20,000	\$ 380,000	\$ 361,000	\$ 5,026,200	\$ 1,152,200	\$ 10,846,200	\$ 43,750,000

**Proposed Capital Improvement Program 2011-2015
Summary By Funding Source**



- | | |
|---------------------------------|--------------------------|
| ■ State Liquid Fuels Fund | ■ Storm Sewer Fund |
| ■ Field Improvement Fund | ■ Boyce Mayview RAD Fund |
| ■ Sanitary Sewer Fund | ■ Capital Projects Fund |
| ■ Community & Recreation Center | ■ Other Sources |

Proposed Capital Improvement Program 2011-2015
Expenditure By Major Category
Comparison of Current Plan to Previous 5 Year Plan

	<u>Previous Plan</u>	<u>% of Total</u>	<u>Current Plan</u>	<u>% of Total</u>	<u>Difference of Plans</u>
Capital Equipment (Schedule No. 1-Pages 6 thru 10)	\$ 3,836,200	5.29%	\$ 3,783,700	5.93%	\$ (52,500)
Street Improvement Program (Schedule No. 2-Page 11)	8,549,500	11.79%	6,985,000	10.95%	(1,564,500)
Storm Sewer Projects (Schedule No. 3-Page 12)	3,050,000	4.21%	750,000	1.18%	(2,300,000)
Park Resurfacing Projects (Schedule No. 4-Page 13)	610,000	0.84%	420,000	0.66%	(190,000)
Public Bldg. & Park Improvements (Schedule No. 5-Page 14)	11,509,500	15.87%	11,543,500	18.10%	34,000
Sanitary Sewer Projects (Schedule No. 6-Page 15)	42,719,500	58.92%	35,626,200	55.85%	(7,093,300)
Community & Recreation Center (Schedule No. 7-Pages 16 thru 19)	1,007,150	1.39%	3,452,200	5.41%	2,445,050
Refuse and Recycling Automation (Schedule No. 8-Page 20)	1,225,000	1.69%	1,225,000	1.92%	-
Totals of Each 5 Year Plan	\$ 72,506,850	100.00%	\$ 63,785,600	100.00%	\$ (8,721,250)

Proposed Capital Improvement Program 2011-2015
Detail of Capital Equipment Purchases by Department
Schedule No. 1

		2011	2012	2013	2014	2015	Totals
PUBLIC WORKS							
Utility Trucks							
# 906 Ford Pick-Up Utility	2001	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
# 912 Ford Pick-Up Utility	2001	35,000	-	-	-	-	35,000
# 925 Ford Pick-Up Utility	2006	-	-	50,000	-	-	50,000
# 928 Ford Pick-Up Utility	2006	-	-	55,000	-	-	55,000
# 916 Ford F-550	2003	70,000	-	-	-	-	70,000
# 902 Ford F-550	2007	-	-	-	70,000	-	70,000
# 915 Ford F-550	2008	-	-	-	-	70,000	70,000
# 918 Ford F-550	2008	-	-	-	-	70,000	70,000
# 926 Ford F-550	2008	-	-	-	-	70,000	70,000
Dump Trucks							
# 901 Int'l Dump	2001	135,000	-	-	-	-	135,000
# 903 Int'l Dump	2004	-	-	-	140,000	-	140,000
# 907 Int'l Dump	2002	-	135,000	-	-	-	135,000
# 910 Int'l Dump	2002	-	135,000	-	-	-	135,000
# 911 Int'l Dump	2005	-	-	-	-	140,000	140,000
Subtotal: Trucks		\$ 240,000	\$ 270,000	\$ 105,000	\$ 250,000	\$ 350,000	\$ 1,215,000
Other Vehicles							
# 923 CAT Loader	1995	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ 130,000
# 919 Massey Flail Mower & Tiger Boom	2001	85,000	-	-	-	-	85,000
# 930 Sterling Sweeper	2003	-	-	160,000	-	-	160,000
Subtotal: Other Vehicles		\$ 85,000	\$ -	\$ 290,000	\$ -	\$ -	\$ 375,000

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

**Proposed Capital Improvement Program 2011-2015
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
PUBLIC WORKS (Cont'd)							
Staff Vehicles							
# 804 Chevy Pick-Up	2005	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
# 806 Chevy Pick-Up	2006	-	-	30,000	-	-	30,000
# 807 Chevy Silverado Pick-Up	2007	-	-	-	30,000	-	30,000
Subtotal: Staff Vehicles		<u>\$ -</u>	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ -</u>	<u>\$ 90,000</u>
New Equipment							
Radio Upgrade - Narrow Banding Mandate		\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ 24,000
Salt Brine Production System		100,000	-	-	-	-	100,000
							-
Replacement Equipment							
Miller MIG Welder	2001	6,000	-	-	-	-	6,000
New Holland Tractor	2000	-	25,000	-	-	-	25,000
Toro Groundsmaster	2006	-	22,000	-	-	-	22,000
Toro Infield Pro 3040 (RAD)	2007	-	20,000	-	-	-	20,000
Toro 3100D Reelmower	2005	-	25,000	-	-	-	25,000
Toro Greensmaster	2002	-	8,000	-	-	-	8,000
Toro Greensmaster 1600 (RAD)	2007	-	9,000	-	-	-	9,000
Toro Groundsmaster 328	2007	-	-	23,000	-	-	23,000
Toro Groundsmaster 328	2007	-	-	23,000	-	-	23,000
Kubota RTV Utility #1	2007	-	-	13,000	-	-	13,000
Kubota RTV Utility #2	2007	-	-	13,000	-	-	13,000
Club Car Utility Vehicle (RAD)	2009	-	-	-	10,000	-	10,000
Toro Groundsmaster 7210 (RAD)	2009	-	-	-	20,000	-	20,000
Kubota RTV Utility #3 (RAD)	2008	-	-	-	13,000	-	13,000
Kubota RTV Utility #4 (RAD)	2008	-	-	-	13,000	-	13,000
Toro Groundsmaster 3500-D	2009	-	-	-	25,000	-	25,000
Takeuchi Skid Loader	2005	-	-	-	-	50,000	50,000
Kubota Tractor	2005	-	-	-	-	26,000	26,000
Toyota Forklift	2001	-	-	-	-	60,000	60,000
Toro Groundsmaster 4500D	2008	-	-	-	-	40,000	40,000
Subtotal: Equipment		<u>\$ 118,000</u>	<u>\$ 121,000</u>	<u>\$ 72,000</u>	<u>\$ 81,000</u>	<u>\$ 176,000</u>	<u>\$ 568,000</u>
TOTAL PUBLIC WORKS							
		<u>\$ 443,000</u>	<u>\$ 421,000</u>	<u>\$ 497,000</u>	<u>\$ 361,000</u>	<u>\$ 526,000</u>	<u>\$ 2,248,000</u>

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

Proposed Capital Improvement Program 2011-2015
Detail of Capital Equipment Purchases by Department
Schedule No. 1

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
PUBLIC SAFETY						
Police Vehicles (Schedule No. 1A)	\$ 126,000	\$ 100,000	\$ 102,000	\$ 108,000	\$ 112,200	\$ 548,200
Overhead Light Bars	-	6,000	-	4,000	-	10,000
Laptop Replacement Program - Police	6,000	6,000	6,000	6,000	6,000	30,000
In-Car Video Camera	-	10,000	-	10,000	-	20,000
Hand Held Portable Radios	-	2,000	-	2,000	-	4,000
Mobile Radios	22,000	2,000	2,000	2,000	2,000	30,000
Bulletproof Vests	5,600	5,600	-	-	-	11,200
Office Copier	-	-	-	10,000	-	10,000
Office Furniture	-	-	4,800	-	-	4,800
Upgrade Communications Van	-	-	2,000	-	-	2,000
Alarm Panel Software	2,500	-	-	-	-	2,500
TOTAL PUBLIC SAFETY	\$ 162,100	\$ 131,600	\$ 116,800	\$ 142,000	\$ 120,200	\$ 672,700
COMMUNITY DEVELOPMENT						
Office Furniture & Equipment	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Geographic Information System	13,500	13,500	13,500	13,500	13,500	67,500
Comprehensive Plan 2015	-	-	-	10,000	50,000	60,000
TOTAL COMMUNITY DEVELOPMENT	\$ 18,500	\$ 18,500	\$ 18,500	\$ 28,500	\$ 68,500	\$ 152,500
LIBRARY						
Reconfiguration of Adult Circulation Desk	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
TOTAL LIBRARY	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

Proposed Capital Improvement Program 2011-2015
Detail of Capital Equipment Purchases by Department
Schedule No. 1

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
ADMINISTRATION & FINANCE							
Township Manager Ford Explorer	2007	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
Asst. Township Manager Ford Explorer	2008	-	-	-	30,000	-	30,000
Scanner & PDF Software		2,000	-	-	-	-	2,000
Photocopier-Color		-	-	20,000	-	-	20,000
TOTAL ADMINISTRATION & FINANCE		\$ 2,000	\$ -	\$ 50,000	\$ 30,000	\$ -	\$ 82,000
PUBLIC ACCESS TELEVISION							
Video and Audio Equipment		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
TOTAL PUBLIC ACCESS TELEVISION		\$ 15,000	\$ 75,000				
INFORMATION TECHNOLOGY							
PC Replacement Program		\$ 15,000	\$ 9,500	\$ 13,500	\$ 15,500	\$ 9,500	\$ 63,000
Township Laptop Program		24,500	3,000	-	-	3,000	30,500
Server Replacement Program		21,000	15,000	14,000	22,000	10,000	82,000
Network Equipment Replacement Program		14,000	14,000	14,000	12,000	12,000	66,000
Internet Hardware & Software Replacement		12,000	10,000	10,000	12,000	12,000	56,000
Printer Replacement Program		11,000	2,500	2,500	2,500	2,500	21,000
Document Management-Phase I & II		-	150,000	70,000	-	-	220,000
TOTAL INFORMATION TECHNOLOGY		\$ 97,500	\$ 204,000	\$ 124,000	\$ 64,000	\$ 49,000	\$ 538,500
Total Current 5 Year Plan		\$ 753,100	\$ 790,100	\$ 821,300	\$ 640,500	\$ 778,700	\$ 3,783,700
Previous 5 Year Plan		\$ 977,200	\$ 636,500	\$ 520,500	\$ 658,500	\$ 1,043,500	\$ 3,836,200
Difference in 5 Year Plans		\$ (224,100)	\$ 153,600	\$ 300,800	\$ (18,000)	\$ (264,800)	\$ (52,500)

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

**Proposed Capital Improvement Program 2011-2015
Police Vehicle Replacement Schedule
Schedule No. 1A**

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
PUBLIC SAFETY							
	Asset Tag						
Patrol Vehicles							
Ford Crown Victoria	2006 047	\$ 24,500	\$ -	\$ -	\$ -	\$ 27,000	\$ 51,500
Ford Crown Victoria	2006 048	24,500	-	-	-	27,000	51,500
Ford Crown Victoria	2007 005	24,500	-	-	-	27,000	51,500
Ford Crown Victoria	2007 006	-	25,000	-	-	-	25,000
Ford Crown Victoria	2007 007	-	25,000	-	-	-	25,000
Ford Crown Victoria	2009 026	-	-	25,500	-	-	25,500
Ford Crown Victoria	2009 027	-	-	25,500	-	-	25,500
Ford Crown Victoria	2010 004	-	-	-	26,000	-	26,000
Ford Crown Victoria	2010 005	-	-	-	26,000	-	26,000
4-Wheel Drive Vehicles							
Ford Explorer	2005 035	24,500	-	-	-	-	24,500
Ford Explorer	2006 046	-	25,000	-	-	-	25,000
Ford Explorer	2006 045	-	25,000	-	-	-	25,000
Ford Explorer	2008 019	-	-	25,500	-	-	25,500
Ford Explorer	2008 021	-	-	25,500	-	-	25,500
Ford Explorer	2008 022	-	-	-	26,000	-	26,000
Ford Explorer	2009 025	-	-	-	26,000	-	26,000
Ford Expedition	2010 006	-	-	-	-	27,000	27,000
Other Vehicles							
Ford Cargo Van	2000 013	28,000	-	-	-	-	28,000
Polaris Quad #1	2001 054	-	-	-	4,000	-	4,000
Polaris Quad #2	2001 049	-	-	-	-	4,200	4,200
Total Current 5 Year Plan		\$ 126,000	\$ 100,000	\$ 102,000	\$ 108,000	\$ 112,200	\$ 548,200
Previous 5 Year Plan		\$ 94,000	\$ 98,000	\$ 100,000	\$ 102,000	\$ 104,000	\$ 498,000
Difference in 5 Year Plans		\$ 32,000	\$ 2,000	\$ 2,000	\$ 6,000	\$ 8,200	\$ 50,200

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

**Proposed Capital Improvement Program 2011-2015
Street Improvement Program
Schedule No. 2**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
PUBLIC WORKS						
Annual Street Improvements	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 5,500,000
Additional Street Improvements	197,000	200,500	177,500	300,000	300,000	1,175,000
Crack Sealing Program	60,000	60,000	60,000	60,000	60,000	300,000
Traffic Signals (LEDs) & Signs	-	10,000	-	-	-	10,000
Total Current 5 Year Plan	\$ 1,357,000	\$ 1,370,500	\$ 1,337,500	\$ 1,460,000	\$ 1,460,000	\$ 6,985,000
Previous 5 Year Plan	\$ 1,671,500	\$ 1,717,500	\$ 1,760,500	\$ 1,750,000	\$ 1,650,000	\$ 8,549,500
Difference in 5 Year Plans	<u>\$ (314,500)</u>	<u>\$ (347,000)</u>	<u>\$ (423,000)</u>	<u>\$ (290,000)</u>	<u>\$ (190,000)</u>	<u>\$ (1,564,500)</u>

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

**Proposed Capital Improvement Program 2011-2015
Storm Sewer Projects
Schedule No. 3**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
PUBLIC WORKS						
Storm Sewer Improvement & Restoration Plan	\$ 150,000 *	\$ 150,000 *	\$ 150,000 *	\$ 150,000 *	\$ 150,000 *	\$ 750,000 *
Total Current 5 Year Plan	\$ 150,000	\$ 750,000				
Previous 5 Year Plan	\$ 750,000	\$ 650,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 3,050,000
Difference in 5 Year Plans	<u>\$ (600,000)</u>	<u>\$ (500,000)</u>	<u>\$ (400,000)</u>	<u>\$ (400,000)</u>	<u>\$ (400,000)</u>	<u>\$ (2,300,000)</u>

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

Proposed Capital Improvement Program 2011-2015
Park Resurfacing Projects
Schedule No. 4

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
PUBLIC WORKS						
Tustin Park - Sports Court & Walkways	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000
Hays Park - Sports Court & Walkways	-	-	-	60,000	-	60,000
Baker Park - Tennis Courts	-	-	60,000	-	-	60,000
Wiltshire Park - Basketball Court	-	-	-	-	60,000	60,000
Municipal Tennis Courts:						
Courts #1 & #2	60,000	-	-	-	-	60,000
Courts #7 & #8	-	-	-	60,000	-	60,000
Trotwood Park - Sports Court & Walkways	-	60,000	-	-	-	60,000
Total Current 5 Year Plan	\$ 60,000	\$ 60,000	\$ 60,000	\$ 120,000	\$ 120,000	\$ 420,000
Previous 5 Year Plan	\$ 160,000	\$ 120,000	\$ 90,000	\$ 120,000	\$ 120,000	\$ 610,000
Difference in 5 Year Plans	\$ (100,000)	\$ (60,000)	\$ (30,000)	\$ -	\$ -	\$ (190,000)

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

**Proposed Capital Improvement Program 2011-2015
Public Building and Park Improvements
Schedule No. 5**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
PUBLIC WORKS						
Municipal Building Improvements						
Exterior Restoration	\$ 93,000	\$ 108,500	\$ 60,000	\$ 60,000	\$ 60,000	\$ 381,500
Interior Renovations	39,000	35,000	40,000	40,000	40,000	194,000
Space Utilization Study & Redesign	200,000	-	-	-	-	200,000
Municipal Building Safety Improvements	50,000	25,000	-	-	-	75,000
Heating & Cooling System Replacement	-	-	200,000 *	200,000 *	-	400,000 *
Other Building Improvements						
Salt Dome Roof and Entry Gate Replacement	23,000	-	-	-	-	23,000
Park & Field Improvements						
Field Facilities/Park Renovations	30,000	30,000	30,000	30,000	30,000	150,000
Park Equipment Replacement	25,000	25,000	25,000	25,000	25,000	125,000
Paddle Tennis Surface/Playing Area	4,000	-	-	-	-	4,000
Founder's Field Fence Replacement	25,000	-	-	-	-	25,000
Boyce Mayview Perimeter Trail	50,000 *	50,000 *	550,000 *	550,000 *	550,000 *	1,750,000 *
Morton Complex Access Road	40,000	-	-	-	-	40,000
Morton Field - Field Turf and Lights	-	-	1,200,000 *	800,000 *	-	2,000,000 *
Other Improvements						
Township Sidewalk Plan	50,000 *	50,000 *	500,000 *	500,000 *	500,000 *	1,600,000 *
Wayfinding Signage - Sidewalks & Trails	10,000	8,000	4,000	4,000	-	26,000
Tennis Bubble Replacement	-	-	-	550,000 *	-	550,000 *
Police Department Building	-	-	-	-	4,000,000 *	4,000,000 *
Total Current 5 Year Plan	\$ 639,000	\$ 331,500	\$ 2,609,000	\$ 2,759,000	\$ 5,205,000	\$ 11,543,500
Previous 5 Year Plan	\$ 504,500	\$ 369,500	\$ 3,485,500	\$ 5,812,500	\$ 1,337,500	\$ 11,509,500
Difference in 5 Year Plans	\$ 134,500	\$ (38,000)	\$ (876,500)	\$ (3,053,500)	\$ 3,867,500	\$ 34,000

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

Proposed Capital Improvement Program 2011-2015
Sanitary Sewer Projects
Schedule No. 6

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
PUBLIC WORKS						
Operations & Maintenance						
Maintenance & Repairs	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,000,000
Easement Coverage & Mapping	25,000	25,000	25,000	25,000	25,000	125,000
Consent Order Projects	<u>1,200,000</u> *	<u>1,200,000</u> *	<u>10,000,000</u> *	<u>10,000,000</u> *	<u>10,000,000</u> *	<u>32,400,000</u> *
Subtotal: Ops & Mte	<u>\$ 1,825,000</u>	<u>\$ 1,825,000</u>	<u>\$ 10,625,000</u>	<u>\$ 10,625,000</u>	<u>\$ 10,625,000</u>	<u>\$ 35,525,000</u>
Equipment						
<i>Public Works</i>						
# 920 CAT Backhoe	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
<i>Information Technology</i>	-	-	1,200	-	-	1,200
Subtotal: Equipment	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ 1,200</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 101,200</u>
Total Current 5 Year Plan	<u>\$ 1,825,000</u>	<u>\$ 1,925,000</u>	<u>\$ 10,626,200</u>	<u>\$ 10,625,000</u>	<u>\$ 10,625,000</u>	<u>\$ 35,626,200</u>
Previous 5 Year Plan	<u>\$ 2,876,300</u>	<u>\$ 625,000</u>	<u>\$ 13,155,000</u>	<u>\$ 13,038,200</u>	<u>\$ 13,025,000</u>	<u>\$ 42,719,500</u>
Difference in 5 Year Plans	<u>\$ (1,051,300)</u>	<u>\$ 1,300,000</u>	<u>\$ (2,528,800)</u>	<u>\$ (2,413,200)</u>	<u>\$ (2,400,000)</u>	<u>\$ (7,093,300)</u>

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

**Proposed Capital Improvement Program 2011-2015
Community & Recreation Center
Schedule No. 7**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
RECREATION						
Administration						
<i>General Items</i>						
Office Furniture & Equipment	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Lobby Furniture	5,000	5,000	5,000	5,000	5,000	25,000
Community Room Patio Furniture	15,000	-	-	-	-	15,000
60" Round Tables	-	12,000	-	-	-	12,000
96" Folding Tables	-	10,500	-	-	-	10,500
42" LCD TVs	-	-	-	21,000	-	21,000
60" LCD TVs	-	-	-	6,000	-	6,000
 <i>Building Modifications & Expansion</i>						
Tile for Locker/Changing Rooms	-	75,000 *	-	-	-	75,000
Outdoor Pool Expansion	-	-	-	1,500,000 *	-	1,500,000
Locker Room/Fitness Area Expansion	-	-	-	500,000 *	-	500,000
Gym Divider Replacement	-	-	-	-	100,000 *	100,000
Remove Center Wall - Aerobics Room	-	-	-	-	200,000 *	200,000
Subtotal: General	\$ 25,000	\$ 107,500	\$ 10,000	\$ 2,037,000	\$ 310,000	\$ 2,489,500
 Aquatics						
Chaise Lounge Chairs	\$ 4,000	\$ -	\$ 8,000	\$ 8,000	\$ -	\$ 20,000
Swim Suit Dryer	3,250	-	-	-	3,500	6,750
Storage Reel	-	1,500	-	-	-	1,500
Pool Vacuums	-	3,750	-	2,800	-	6,550
Lap Lanes	-	-	2,750	-	3,000	5,750
Subtotal: Aquatics	\$ 7,250	\$ 5,250	\$ 10,750	\$ 10,800	\$ 6,500	\$ 40,550
 Fitness						
Aerobic Equip. Replacement Plan (Schedule 7A)	\$ 45,600	\$ 109,300	\$ 78,400	\$ 38,900	\$ 84,200	\$ 356,400
Weight Replacements	-	-	10,000	-	-	10,000
Keiser M3 Cycling Bikes	6,000	-	6,000	-	6,000	18,000
Subtotal: Fitness	\$ 51,600	\$ 109,300	\$ 94,400	\$ 38,900	\$ 90,200	\$ 384,400

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

**Proposed Capital Improvement Program 2011-2015
Community & Recreation Center
Schedule No. 7**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
RECREATION (Cont'd)						
Maintenance						
<i>General Maintenance Items</i>						
Replace Motor Impellers & Seals	\$ 17,750	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 89,750
Outdoor Plaster Repairs	-	6,000	-	-	6,000	12,000
Scrub & Recoat Gym Floor	-	15,000	15,000	15,000	15,000	60,000
Scrub & Recoat Studios	-	-	-	8,000	-	8,000
Flooring & Carpet Replacements	-	50,000	60,000	50,000	-	160,000
<i>Equipment</i>						
Swim Pool Motors	37,000	-	-	-	40,500	77,500
JLG Scissors Lift	16,000	-	-	-	-	16,000
Kubota UTV with Plow	20,000	-	-	-	-	20,000
Walk behind Carpet Extractor	-	-	1,000	-	-	1,000
Trash Compactor	-	-	12,000	-	-	12,000
Outdoor Picnic Tables	-	-	15,000	-	-	15,000
Pool Canopies	-	-	-	10,000	-	10,000
Outdoor Pool Jungle Walk	-	-	-	-	15,000	15,000
Nobles Quick Clean 1500	-	-	-	-	6,000	6,000
Subtotal: Maintenance	\$ 90,750	\$ 89,000	\$ 121,000	\$ 101,000	\$ 100,500	\$ 502,250
Information Technology						
PC Replacement Program	\$ 2,500	\$ 8,500	\$ 3,500	\$ 2,500	\$ 8,500	\$ 25,500
Server Replacement Program	-	10,000	-	-	-	10,000
Subtotal: IT	\$ 2,500	\$ 18,500	\$ 3,500	\$ 2,500	\$ 8,500	\$ 35,500
Total Current 5 Year Plan	\$ 177,100	\$ 329,550	\$ 239,650	\$ 2,190,200	\$ 515,700	\$ 3,452,200
Previous 5 Year Plan	\$ 521,745	\$ 136,075	\$ 96,250	\$ 96,725	\$ 156,355	\$ 1,007,150
Difference in 5 Year Plans	\$ (344,645)	\$ 193,475	\$ 143,400	\$ 2,093,475	\$ 359,345	\$ 2,445,050

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

**Proposed Capital Improvement Program 2011-2015
C&RC Aerobics Equipment Replacement Schedule
Schedule No. 7A**

		2011	2012	2013	2014	2015	Totals
RECREATION							
	Asset Tag						
Treadmills							
<i>Existing Equipment</i>							
Life Fitness 95ti Inspire Treadmill	2009 254	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ 7,500
Life Fitness 95ti Inspire Treadmill	2009 255	-	7,350	-	-	-	7,350
Life Fitness 95ti Inspire Treadmill	2009 256	-	-	-	-	7,500	7,500
Life Fitness 95ti Inspire Treadmill	2009 257	-	-	7,400	-	-	7,400
Life Fitness 95ti Inspire Treadmill	2009 258	-	-	-	-	7,500	7,500
Life Fitness 95ti Inspire Treadmill	2009 259	-	7,350	-	-	-	7,350
Life Fitness 95ti Inspire Treadmill	2009 260	-	-	7,400	-	-	7,400
Life Fitness 95ti Inspire Treadmill	2009 261	-	-	7,400	-	-	7,400
Life Fitness 95ti Inspire Treadmill	2009 262	-	-	-	7,400	-	7,400
Life Fitness 95ti Inspire Treadmill	2009 263	-	-	-	7,400	-	7,400
<i>New Equipment</i>							
Treadmills (2)		-	14,700 (2)	-	-	-	14,700
Subtotal: Treadmills		\$ -	\$ 29,400	\$ 22,200	\$ 14,800	\$ 22,500	\$ 88,900
Ellipticals							
<i>Existing Equipment</i>							
Life Fitness 95xi Inspire Elliptical	2009 264	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ 7,500
Life Fitness 95xi Inspire Elliptical	2009 265	-	-	-	7,500	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 266	-	-	-	7,500	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 267	-	-	7,500	-	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 268	-	7,500	-	-	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 269	-	7,500	-	-	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 270	-	-	7,500	-	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 271	-	-	7,500	-	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 272	-	7,500	-	-	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 273	-	7,500	-	-	-	7,500
<i>New Equipment</i>							
Arc Trainer (5)		21,600 (3)	14,400 (2)	-	-	22,000 R	58,000
Precor AMT (5)		24,000 (3)	16,000 (2)	-	-	26,000 R	66,000
Subtotal: Ellipticals		\$ 45,600	\$ 67,900	\$ 22,500	\$ 15,000	\$ 48,000	\$ 199,000

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

**Proposed Capital Improvement Program 2011-2015
C&RC Aerobics Equipment Replacement Schedule
Schedule No. 7A**

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
RECREATION (Cont'd)							
Fitness Floor Bikes							
<i>Existing Equipment</i>							
Life Fitness 95ci Inspire Upright Bike	2009 274	\$ -	\$ -	\$ 4,500	\$ -	\$ -	\$ 4,500
Life Fitness 95ci Inspire Upright Bike	2009 275	-	-	-	4,500	-	4,500
Life Fitness 95ci Inspire Upright Bike	2010 007	-	-	-	-	4,500	4,500
Life Fitness 95ri Inspire Seated Bike	2009 276	-	-	4,600	-	-	4,600
Life Fitness 95ri Inspire Seated Bike	2009 277	-	-	-	4,600	-	4,600
Life Fitness 95ri Inspire Seated Bike	2009 278	-	-	4,600	-	-	4,600
Life Fitness 95ri Inspire Seated Bike	2009 279	-	-	-	-	-	-
Life Fitness 95ri Inspire Seated Bike	2009 280	-	-	-	-	4,600	4,600
Life Fitness 95ri Inspire Seated Bike	2009 281	-	-	-	-	4,600	4,600
Expresso Interactive Bike	2009 086	-	-	5,000	-	-	5,000
Expresso Interactive Bike	2009 087	-	-	5,000	-	-	5,000
Expresso Interactive Bike	2009 088	-	-	5,000	-	-	5,000
Expresso Interactive Bike	2009 089	-	-	5,000	-	-	5,000
Subtotal: Bikes		<u>\$ -</u>	<u>\$ -</u>	<u>\$ 33,700</u>	<u>\$ 9,100</u>	<u>\$ 13,700</u>	<u>\$ 56,500</u>
Other Aerobic Equipment							
<i>Existing Equipment</i>							
Life Fitness 95si Stairclimber	2009 283	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Life Fitness 95si Stairclimber	2009 284	-	-	-	-	-	-
Concept2 Model D Rower	2009 285	-	-	-	-	-	-
Concept2 Model D Rower	2009 286	-	-	-	-	-	-
<i>New Equipment</i>							
Stairmaster Stepmill (2)		-	12,000 (2)	-	-	-	12,000
Subtotal: Other Equipment		<u>\$ -</u>	<u>\$ 12,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 12,000</u>
Total Current 5 Year Plan		<u>\$ 45,600</u>	<u>\$ 109,300</u>	<u>\$ 78,400</u>	<u>\$ 38,900</u>	<u>\$ 84,200</u>	<u>\$ 356,400</u>
Previous 5 Year Plan		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Difference in 5 Year Plans		<u>\$ 45,600</u>	<u>\$ 109,300</u>	<u>\$ 78,400</u>	<u>\$ 38,900</u>	<u>\$ 84,200</u>	<u>\$ 356,400</u>

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

Proposed Capital Improvement Program 2011-2015
Refuse and Recycling Automation Program
Schedule No. 8

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Totals</u>
ADMINISTRATION						
Refuse and Recycling Carts	\$ -	\$ -	\$ -	\$ 1,100,000 *	\$ -	\$ 1,100,000 *
Automation Transition Costs	-	-	-	125,000 *	-	125,000 *
Total Current 5 Year Plan	\$ -	\$ -	\$ -	\$ 1,225,000	\$ -	\$ 1,225,000
Previous 5 Year Plan	\$ 1,225,000	\$ -	\$ -	\$ -	\$ -	\$ 1,225,000
Difference in 5 Year Plans	\$ (1,225,000)	\$ -	\$ -	\$ 1,225,000	\$ -	\$ -

Green - Priority for Current Year Orange - Priority Assignment Under Review Blue - Priority in Future Year(s) Magenta - Priority Subject to Funding Availability

**Proposed Capital Improvement Program 2011-2015
Other Funding Sources Detail
Schedule No. 9**

<u>PROJECT DESCRIPTION</u>	<u>Total Amount</u>	<u>Grants/ Escrows</u>	<u>Borrowed Funds</u>	<u>Governmental/ Enterprise Funds</u>
Storm Sewer NPDES Projects	\$ 750,000	\$ -	\$ 730,000	\$ 20,000
Public Bldgs. & Park Improvements				
Heating & Cooling System Replacement	\$ 400,000	\$ -	\$ 400,000	\$ -
Boyce Mayview Perimeter Trail	1,750,000	-	1,500,000	250,000
Morton Field - Field Turf and Lights	2,000,000	-	1,620,000	380,000
Township Sidewalk Plan	1,600,000	190,000	1,360,000	50,000
Tennis Bubble Replacement	550,000	-	550,000	-
Police Department Building	4,000,000	-	4,000,000	-
Subtotal: Bldgs & Improvements	\$ 10,300,000	\$ 190,000	\$ 9,430,000	\$ 680,000
Sanitary Sewer Projects				
Consent Order Projects	\$ 32,400,000	\$ -	\$ 30,600,000	\$ 1,800,000
Community & Recreation Center				
Building Modifications & Expansion	\$ 2,375,000	\$ -	\$ 2,300,000	\$ 75,000
Refuse & Recycling Automation Program				
Refuse and Recycling Carts	\$ 1,100,000	\$ 500,000	\$ -	\$ 600,000
Total Funding Sources	\$ 46,925,000	\$ 690,000	\$ 43,060,000	\$ 3,175,000

PUBLIC BUDGET PRESENTATION

TOWNSHIP OF UPPER ST. CLAIR

2011 Proposed Budget | Submitted October 15, 2010

2011 BUDGET REVENUE SUMMARY

Major Revenue Source	General Fund	Other	Percentage
Real Estate Taxes	\$ 7,516,404	\$ -	23.37%
Earned Income Taxes	7,502,000	-	23.33%
Other Taxes	1,413,500	-	4.39%
Sewer User Fees	-	4,653,791	14.47%
Licenses & Permits	124,700	-	0.39%
Fees & Fines	440,200	232,800	2.09%
Interest & Rent	92,400	19,500	0.35%
Service Agreements	200,920	4,500	0.64%
Recreation Fees	347,000	2,832,537	9.89%
Grant Revenue	518,204	566,180	3.37%
Non-Tax Revenue	186,895	453,880	1.99%
Fund Balance	-	2,193,500	6.82%
Operating Transfers	-	1,680,848	5.23%
Non-Operating Transfers	-	1,182,355	3.67%
Totals	\$ 18,342,223	\$ 13,819,891	100.00%

2011 Proposed Budget Presentation

November 8, 2010

2011 BUDGET EXPENDITURE SUMMARY

Major Programs	General Fund	Other	Percentage
General Government	\$ 1,598,477	\$ 531,793	6.62%
Public Safety	5,394,776	147,100	17.23%
Community Development	625,269	15,500	1.99%
Public Works	4,280,280	1,194,861	17.02%
ALCOSAN Payments	-	2,595,207	8.07%
Corrective Action	-	1,800,000	5.60%
Refuse Collection	1,080,000	-	3.36%
Annual Road Program	-	1,100,000	3.42%
Recreation	469,511	4,149,726	14.36%
Library	793,997	200,417	3.09%
Debt Service	1,436,867	1,413,552	8.86%
Operating Transfers	2,663,046	200,157	8.90%
Fund Balance	-	471,578	1.48%
Totals	\$ 18,342,223	\$ 13,819,891	100.00%

2011 Proposed Budget Presentation

November 8, 2010

LOOKING BACK TO LOOK FORWARD

Issues Facing the Township in Recent Budgets

- No growth in the real estate assessment base for real estate taxes
- Community & Recreation Center (C&RC) introductory membership rates being 25% lower than recommended by the Ballard*King Study (\$260,000)
- Significant increases in 2010 health insurance costs (\$301,000, 24.6%) and workers compensation (\$69,000, 19.5%)
- In 2009-2010, Real Estate Transfer Tax and Local Services Tax decreased from budgeted amounts by \$130,000 and \$85,000, respectively.
- In 2008-2009, the instability of the variable interest rate with respect to the 2008 Bond Issue (\$150,000 of unbudgeted costs)

2011 Proposed Budget Presentation

November 8, 2010

BOARD AND STAFF ACTIONS FOR FINANCIAL STABILIZATION

Board and Staff Actions in Recent Years

- In 2009 and 2010, capital projects were scaled back by over \$700,000, including a decrease of \$450,000 in the Annual Street Improvement Program from historical levels.
- Refocused and reorganized staffing within the Township, including not filling vacant positions and optimizing departmental services with current personnel. (Savings = \$142,000)
- Changed remarketing agents for the variable rate 2008 Bond Issue, leading to a stabilization of the interest rate. (Savings = \$130,000)
- Increased the C&RC introductory rates 15%, projected incremental increases for the coming years and instituted a single tier membership, resulting in an anticipated increase of \$420,000 from 2010 Budget amounts.

2011 Proposed Budget Presentation

November 8, 2010

FUTURE OUTLOOK

Future Budgetary Factors

- Community & Recreation Center: The stabilization of the C&RC membership base and meeting the underlying premise of covering operational expenses over revenues of 85%
- The impact of future real estate reassessments within Allegheny County (2012 Millage Rate must be set at a revenue neutral level)
- Decreased funding from the State and Allegheny Regional Asset District (RAD)
- The expenses associated with the next phase of the Sanitary Sewer Consent Order, which have yet to be determined
- Pension Costs: The increased funding needed for Minimum Municipal Obligations (MMO) for the Police and Public Works Employees Pension Plans (Discussed on next slide)

2011 Proposed Budget Presentation

November 8, 2010

2011 GENERAL FUND BUDGET FACTORS

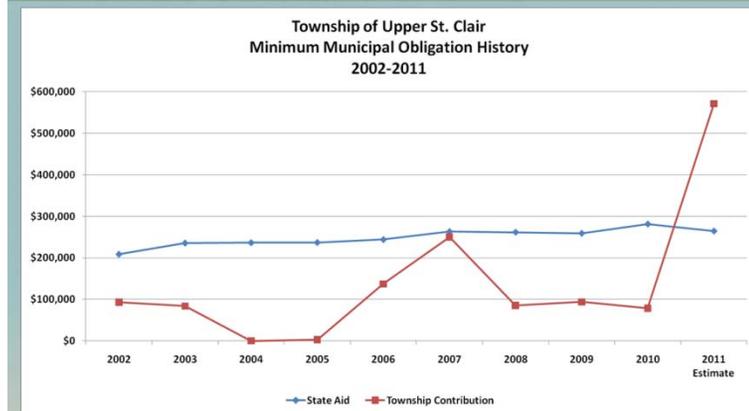
• Minimum Municipal Obligation (MMO)

- The Minimum Municipal Obligation is the state mandated smallest amount a municipality must contribute to any pension plan established for its employees. The amount is calculated by an actuary to ensure that municipal pension plans are sufficiently funded. The contributions established by the MMO are funded by a combination of funding from the State of Pennsylvania (State) and the Township.
- For 2011, the pension MMO for the Police is \$616,944 and \$219,107 for Public Works employees. This is a net increase of \$476,071, or 132% from 2010.
- The State contribution to the MMO is anticipated to remain flat for 2011; however, the unfunded Township contribution is expected to increase by \$492,793, or 627% in 2011.
- The increased funding level for the MMO is expected to remain the same for 2012. The Township could possibly see a reduction in these costs, but not until 2013 at the earliest.
- Since pension plan earnings are taken into account for the calculation of the MMO, the Township has submitted requests for proposal for the Police and Public Works Pension Plans investment advisory services in order to maximize earning potential.

2011 Proposed Budget Presentation

November 8, 2010

2011 GENERAL FUND BUDGET FACTORS



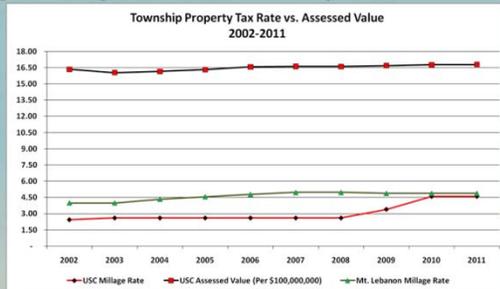
2011 Proposed Budget Presentation

November 8, 2010

2011 GENERAL FUND BUDGET FACTORS

• Real Estate Taxes

- The assessment base for real estate taxes has not seen significant growth in the last 10 years.



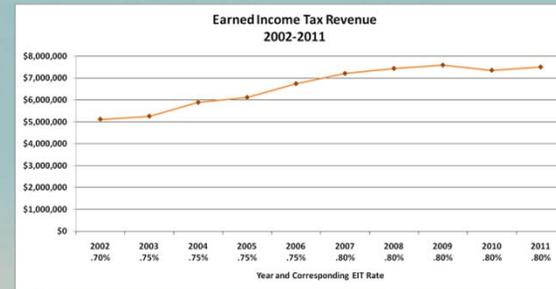
2011 Proposed Budget Presentation

November 8, 2010

2011 GENERAL FUND BUDGET FACTORS

• Earned Income Taxes

- Over the last 5 years, earned income tax collections have increased on average by 2%. EIT collections are not expected to increase by more than 3.5% in the next 5 years.



2011 Proposed Budget Presentation

November 8, 2010

2011 GENERAL FUND BUDGET FACTORS

• Other 2011 Budget Factors

- Health Insurance Costs are budgeted to increase by 18.5%, or \$291,290 Township-wide.
- The total Workers Compensation premium has increased by \$73,420, or 18% due to increased personnel at the C&RC (13 full-time and numerous part-time employees) and claims of an aging workforce.
- The first payment for the 2010 General Obligation Note is scheduled for 2011 in the amount of \$81,393.

2011 Proposed Budget Presentation

November 8, 2010

2011 ENTERPRISE FUNDS BUDGET FACTORS

• Community & Recreation Center Fund

- Membership revenue is based on an assumed growth rate of 4.8%. A minimum 5% increase in annual membership rates is projected for July 2011
- C&RC Expenses are projected to increase 1% over 2010 Budget amounts (excludes capital transfer)

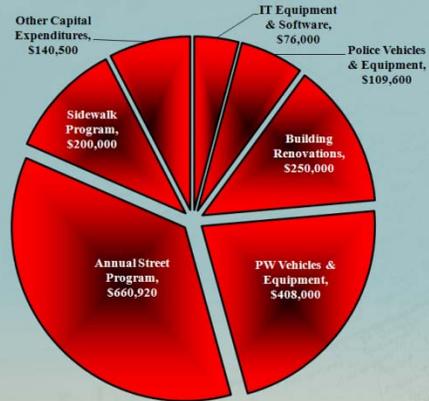
• Sanitary Sewer Fund

- The sewer user fee multiplier has been preliminarily set at 2.09 from 2.19 in 2010, based on an assumed 8% increase from ALCOSAN and a collection rate of 95.7%
- Sewer Processing fees and EPA Administrative Consent Order expenses are projected at \$2,595,207 and \$1,800,000, respectively

2011 Proposed Budget Presentation

November 8, 2010

2011 CAPITAL PROJECTS FUND



When analyzing the 2011 priority funding for capital improvements, Staff found that \$106,500 in capital expenditures could be eliminated for the 2011 Budget. The Capital Projects Fund will be funded by an operating transfer from the General Fund and the Fund Balance, which is estimated to be \$1,039,460 at the end of 2011, up from the 2010 Budget projection of \$356,661.

2011 Proposed Budget Presentation

November 8, 2010

2011 FUND BALANCE ANALYSIS

- **General Fund**
 - The estimated fund balance for the General Fund is projected to be \$3,276,135, or 18% of estimated 2011 General Fund Revenues. This is a necessary level for the Township to maintain its AA+ Bond Rating.
- **Capital Projects Fund**
 - The estimated fund balance for the Capital Projects Fund is projected to be \$1,039,460. This level of fund balance will be needed for the future capital needs of the Township.

2011 Proposed Budget Presentation

November 8, 2010

CHANGES SINCE OCTOBER 15, 2010

- **Health Insurance Rates Lower Than Expected**
 - The Township received 2011 Health Insurance Rates on October 28, 2010
 - Rates increased 3% vs. projected 20%
 - This reduction created a savings of \$322,000 township-wide and \$299,000 savings in the General Fund Budget
 - Staff has proposed 3 possible scenarios for the use of the one-time savings for the 2011 Budget

2011 Proposed Budget Presentation

November 8, 2010

SCENARIO #1

- **REDUCE MILLAGE RATE BY .20 MILLS**
 - Effects of a .20 Mill Reduction
 - General Fund Impact: Revenue Reduction of \$320,000
 - Homeowner Impact:
 - » Home Value = \$200,000
 - » Real Estate Tax Bill Reduction = \$40.00

2011 Proposed Budget Presentation

November 8, 2010

SCENARIO #2

• **TRANSFER TO CAPITAL FOR FUTURE PROJECTS**

Township of Upper St. Clair Capital Projects Summary 5-Year Fund Balance Projection					
	2011	2012	2013	2014	2015
Revenue					
Appropriation from General Fund	794,695	800,000	1,000,000	1,000,000	1,000,000
Liquid Fuels Tax Fund	439,080	439,000	440,000	440,000	440,000
Interest & Service Agreements	20,500	21,000	21,000	21,000	21,000
Total Revenue	1,254,275	1,260,000	1,461,000	1,461,000	1,461,000
Expenditures					
Annual Street Program	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Sidewalks Program	200,000	200,000	200,000	200,000	200,000
Public Works Capital	408,000	200,000	391,000	250,000	400,000
Public Safety Capital	147,100	167,500	151,500	167,500	157,500
General Government Capital	93,500	69,000	69,000	79,000	64,000
Building Renovations	250,000	100,000	75,000	75,000	75,000
Other Capital Expenditures	85,500	70,000	70,000	80,000	80,000
Total Expenditures	2,284,100	1,906,500	2,056,500	1,951,500	2,076,500
Change in Fund Balance	(1,029,825)	(646,500)	(595,500)	(490,500)	(615,500)
Beginning Fund Balance	2,368,285	1,338,460	691,960	96,460	(394,040)
Ending Fund Balance	1,338,460	691,960	96,460	(394,040)	(1,009,540)

**SCENARIO #3
STAFF RECOMMENDATION**

• **EXTINGUISHMENT OF DEBT – 2010 GENERAL OBLIGATION NOTE**

2010 Note Principal = \$375,000

Note Prepayment Amount	\$ 390,000
Less: Health Insurance Reduction	\$ 299,000
Budgeted Note Payments	\$ 81,393
Net Budget Increase	\$ 9,607

GENERAL FUND

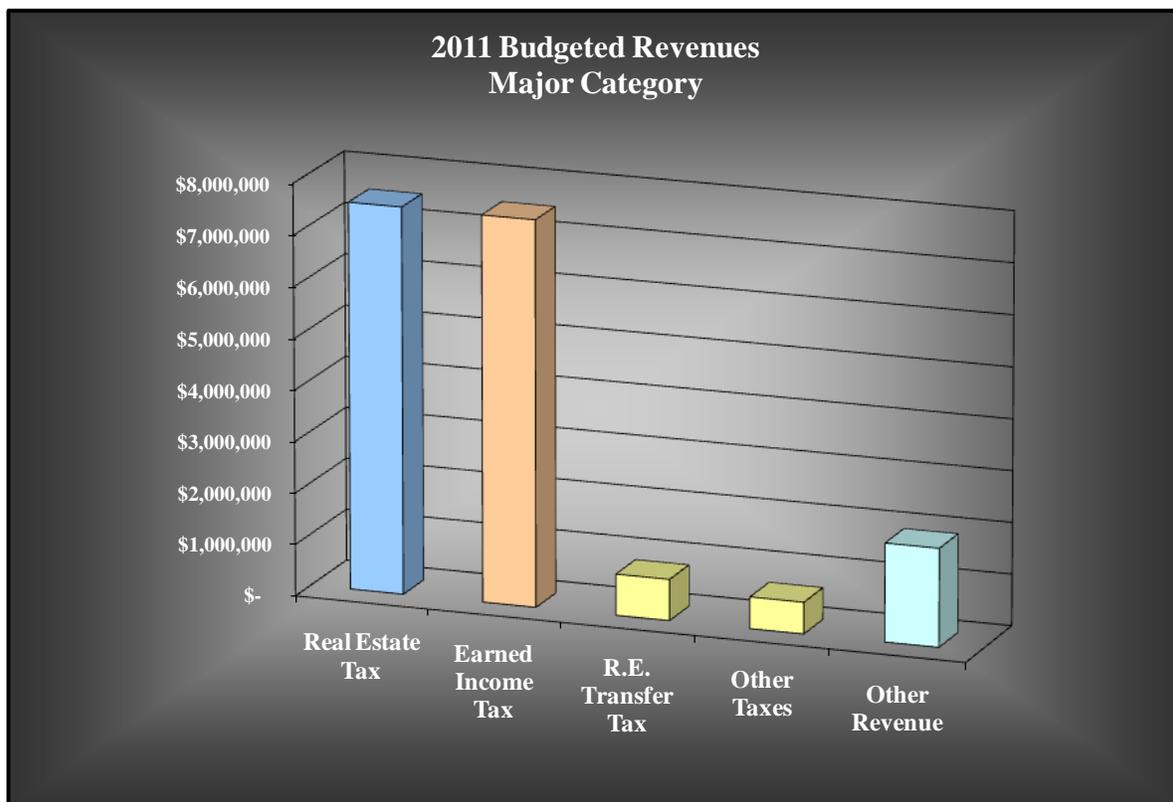
MAJOR REVENUES

MAJOR REVENUES

GENERAL FUND
SUMMARY OF BUDGETED REVENUES



	2010 Budget	2011 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
Real Estate Tax	\$ 7,531,570	\$ 7,516,404	\$ (15,166)	(0.20%)
Earned Income Tax	7,595,000	7,502,000	(93,000)	(1.22%)
Local Services Tax	250,000	250,000	-	0.00%
Real Estate Transfer Tax	800,000	800,000	-	0.00%
Public Utilities Tax	19,000	18,500	(500)	(2.63%)
Local Option Sales & Use Tax	338,000	345,000	7,000	2.07%
Licenses and Permits	129,800	124,700	(5,100)	(3.93%)
Fees and Fines	405,700	440,200	34,500	8.50%
Rental Income	82,400	82,400	-	0.00%
Investment Earnings	30,000	10,000	(20,000)	(66.67%)
Service Agreements	172,067	200,920	28,853	16.77%
Other Non-Tax Revenue	777,853	705,099	(72,754)	(9.35%)
Recreation Fees	340,100	347,000	6,900	2.03%
Total Revenues	\$ 18,471,490	\$ 18,342,223	\$ (129,267)	(0.70%)
Fund Balance	-	-	-	0.00%
Total Major Revenues	\$ 18,471,490	\$ 18,342,223	\$ (129,267)	(0.70%)

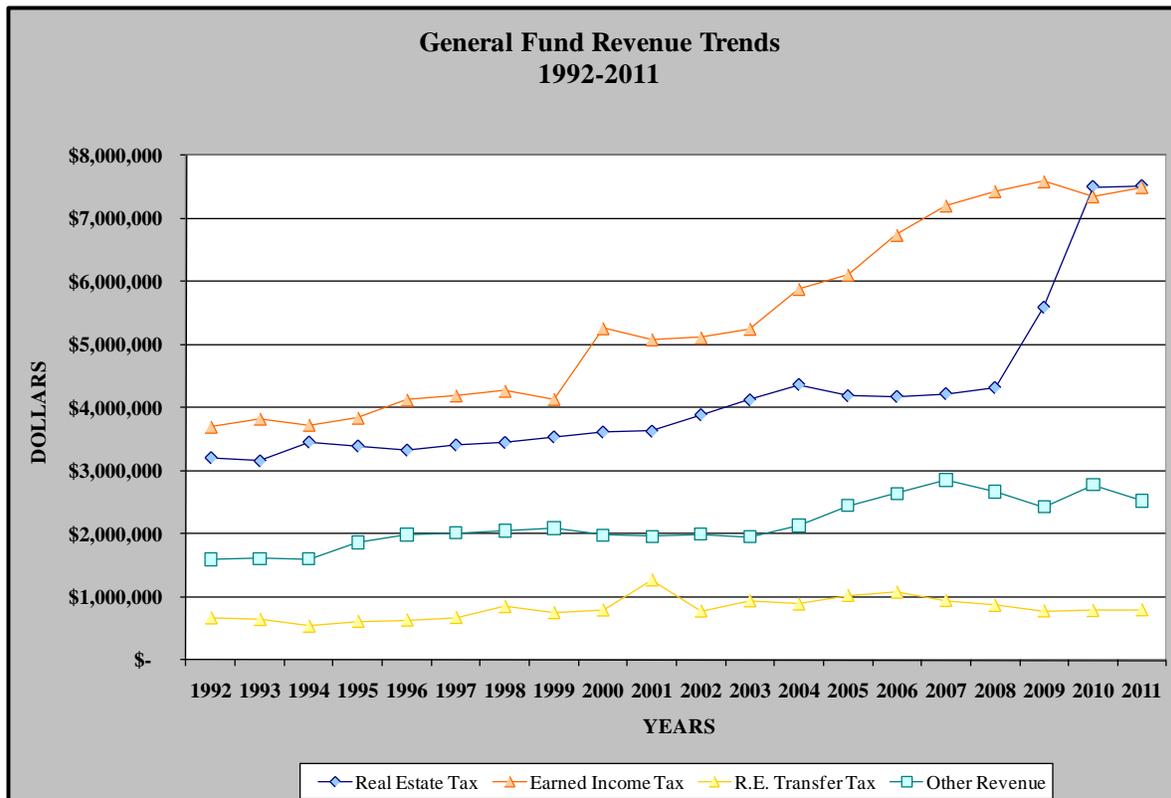


MAJOR REVENUES

GENERAL FUND HISTORY OF REVENUES



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Real Estate Tax	\$ 4,320,622	\$ 5,591,417	\$ 7,531,570	\$ 7,504,000	\$ 7,516,404
Earned Income Tax	7,436,388	7,592,892	7,595,000	7,355,000	7,502,000
Local Services Tax	220,686	224,964	250,000	240,000	250,000
Real Estate Transfer Tax	868,903	782,548	800,000	788,000	800,000
Public Utilities Tax	17,395	18,532	19,000	18,500	18,500
Local Option Sales & Use Tax	320,403	330,715	338,000	338,000	345,000
Tax Revenues	\$ 13,184,397	\$ 14,541,068	\$ 16,533,570	\$ 16,243,500	\$ 16,431,904
Licenses and Permits	131,256	154,182	129,800	119,350	124,700
Fees and Fines	387,968	379,878	405,700	465,800	440,200
Rental Income	69,622	75,096	82,400	79,400	82,400
Investment Earnings	97,481	18,472	30,000	10,000	10,000
Service Agreements	168,749	208,924	172,067	319,871	200,920
Other Non-Tax Revenue	800,540	693,452	777,853	854,787	705,099
Recreation Fees	458,502	323,483	340,100	336,200	347,000
Non-Tax Revenues	\$ 2,114,118	\$ 1,853,487	\$ 1,937,920	\$ 2,185,408	\$ 1,910,319
Total Revenues	\$ 15,298,515	\$ 16,394,555	\$ 18,471,490	\$ 18,428,908	\$ 18,342,223
Fund Balance	-	-	-	-	-
Total Major Revenues	\$ 15,298,515	\$ 16,394,555	\$ 18,471,490	\$ 18,428,908	\$ 18,342,223



GENERAL FUND

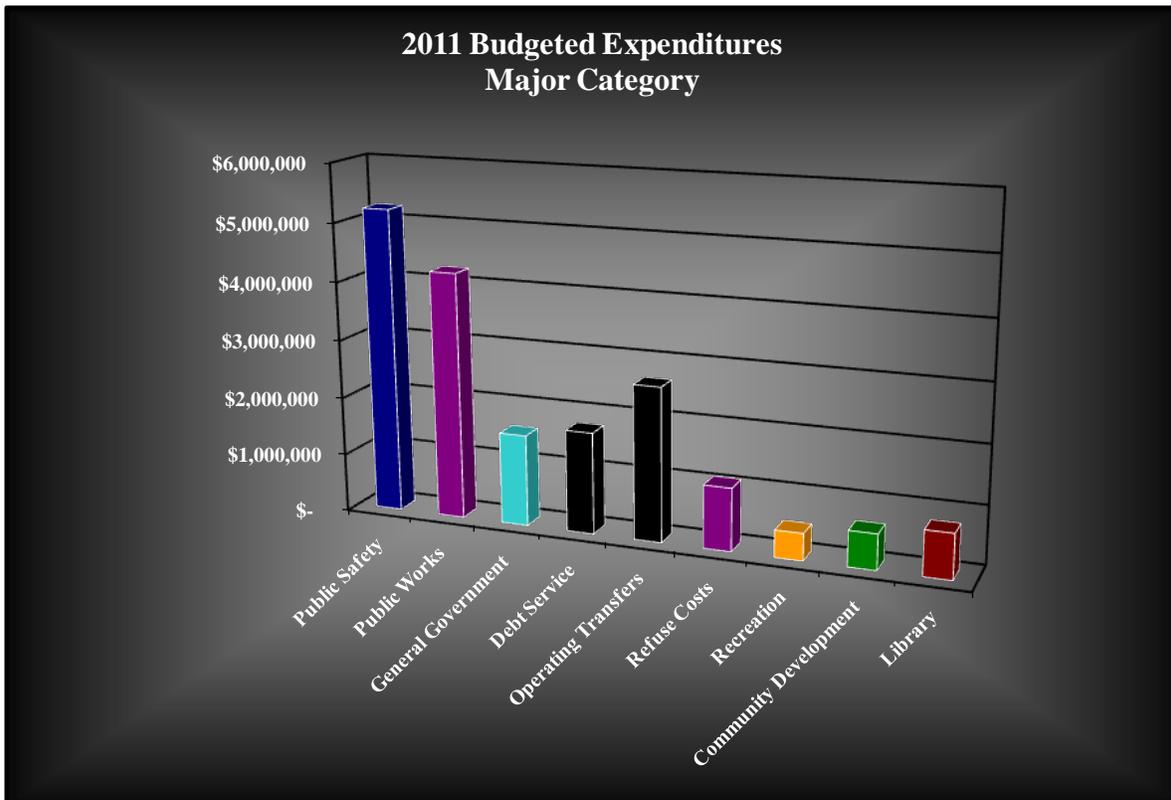
MAJOR PROGRAMS

MAJOR PROGRAMS

GENERAL FUND
SUMMARY OF BUDGETED EXPENDITURES



	<u>2010 Budget</u>	<u>2011 Budget</u>	<u>INCREASE (DECREASE)</u>	<u>PERCENTAGE CHANGE</u>
General Government	\$ 1,458,200	\$ 1,464,830	\$ 6,630	0.45%
Public Safety	4,825,606	5,221,086	395,480	8.20%
Community Development	633,307	611,732	(21,575)	(3.41%)
Public Works	4,125,932	4,231,273	105,341	2.55%
Refuse Collection	1,143,405	1,080,000	(63,405)	(5.55%)
Recreation & Leisure Services	478,885	467,075	(11,810)	(2.47%)
Library	761,106	774,143	13,037	1.71%
Unallocated Insurance Costs	67,100	108,260	41,160	61.34%
Operating Expenditures	<u>\$ 13,493,541</u>	<u>\$ 13,958,399</u>	<u>\$ 464,858</u>	<u>3.45%</u>
Operating Transfers	3,430,856	2,638,349	(792,507)	(23.10%)
Debt Service Payments	<u>1,187,892</u>	<u>1,745,475</u>	<u>557,583</u>	<u>46.94%</u>
Non-Operating Expenditures	<u>\$ 4,618,748</u>	<u>\$ 4,383,824</u>	<u>\$ (234,924)</u>	<u>(5.09%)</u>
Total Expenditures	<u>\$ 18,112,289</u>	<u>\$ 18,342,223</u>	<u>\$ 229,934</u>	<u>1.27%</u>
Fund Balance	<u>359,201</u>	<u>-</u>	<u>(359,201)</u>	<u>(100.00%)</u>
Total Major Programs	<u><u>\$ 18,471,490</u></u>	<u><u>\$ 18,342,223</u></u>	<u><u>\$ (129,267)</u></u>	<u><u>(0.70%)</u></u>

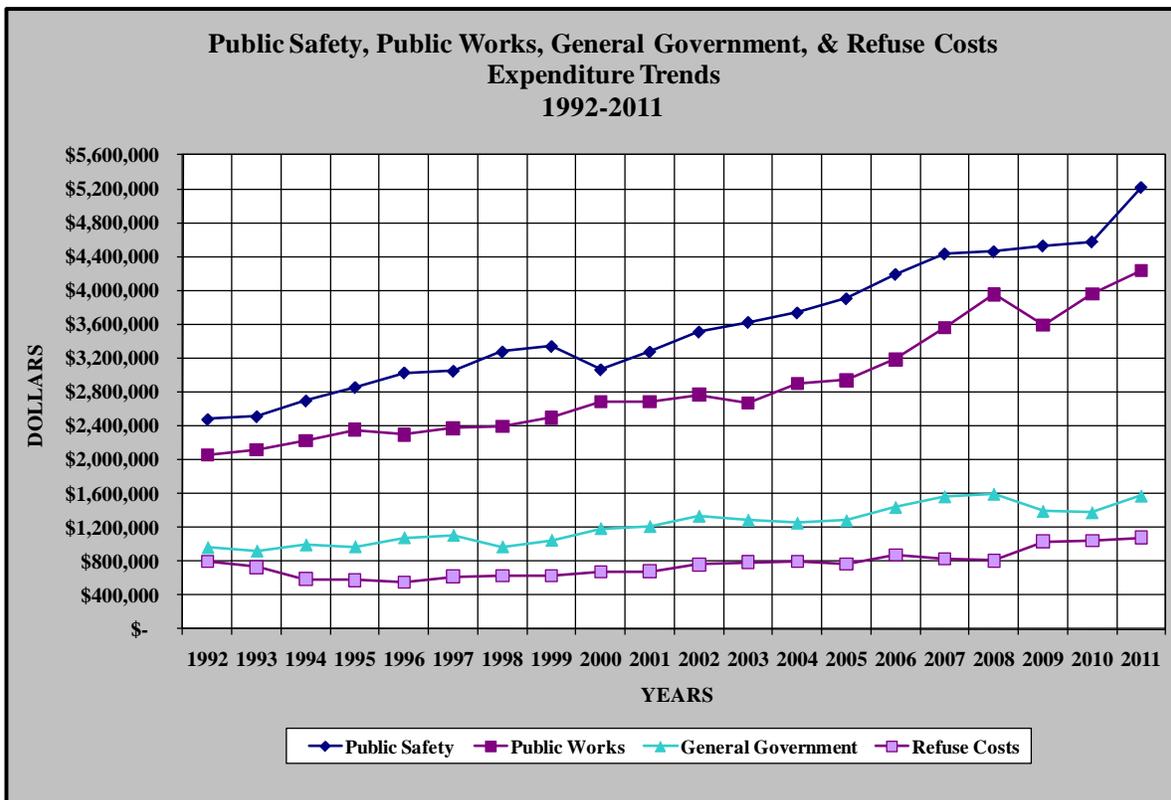


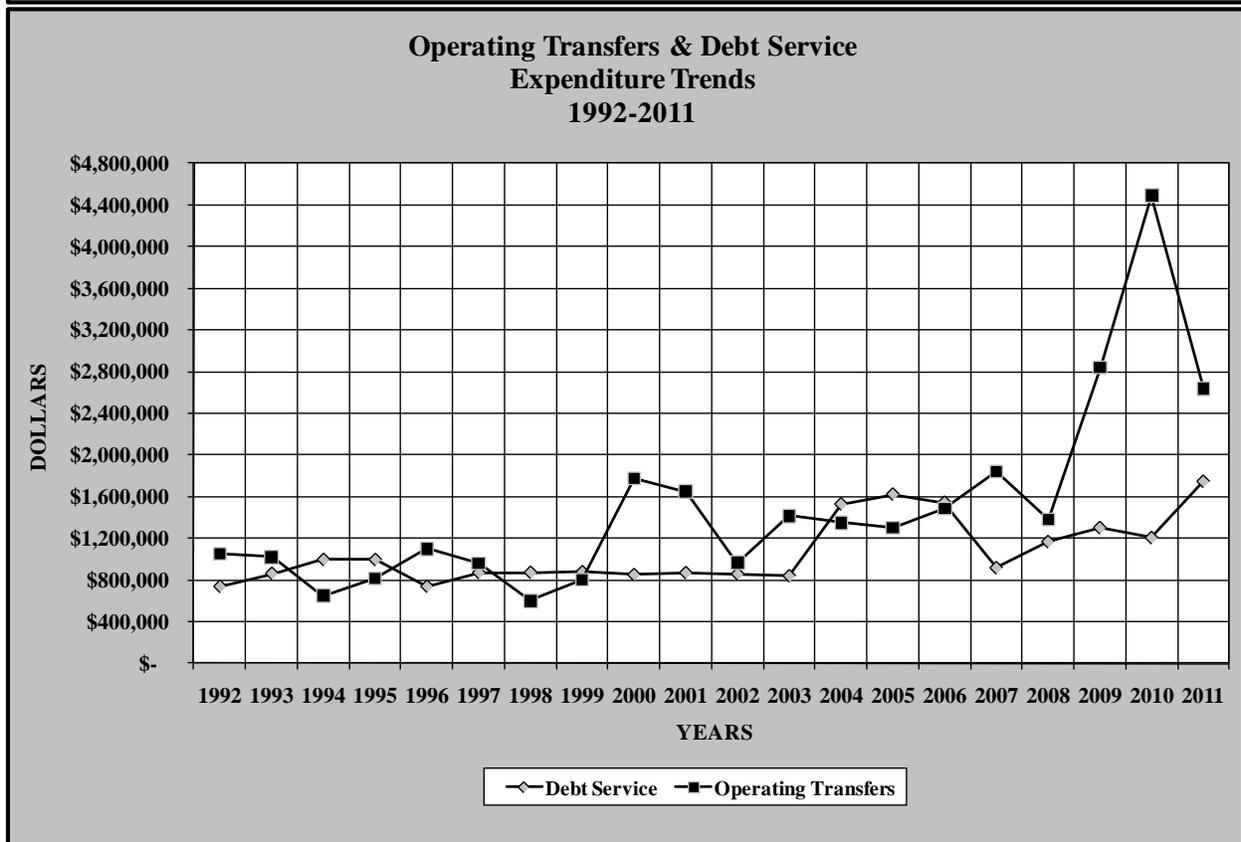
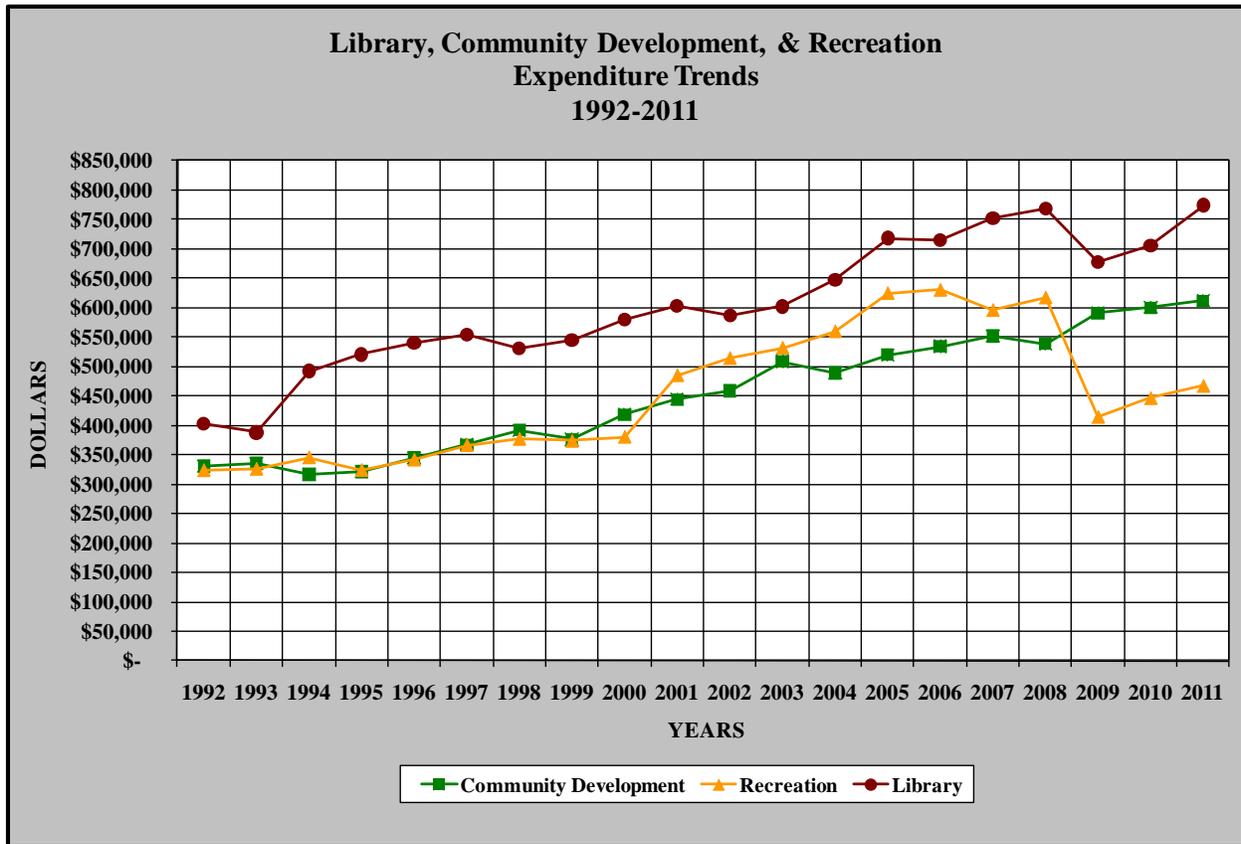
MAJOR PROGRAMS

**GENERAL FUND
HISTORY OF EXPENDITURES**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
General Government	\$ 1,551,811	\$ 1,312,584	\$ 1,458,200	\$ 1,284,419	\$ 1,464,830
Public Safety	4,462,277	4,529,969	4,825,606	4,578,106	5,221,086
Community Development	538,399	590,803	633,307	600,094	611,732
Public Works	3,952,923	3,589,018	4,125,932	3,960,718	4,231,273
Refuse Collection	806,042	1,033,341	1,143,405	1,042,000	1,080,000
Recreation & Leisure Services	617,197	414,510	478,885	446,298	467,075
Library	768,482	677,079	761,106	705,415	774,143
Unallocated Insurance Costs	43,793	79,780	67,100	91,593	108,260
Operating Expenditures	\$ 12,740,924	\$ 12,227,084	\$ 13,493,541	\$ 12,708,643	\$ 13,958,399
Operating Transfers	1,384,305	2,842,547	3,430,856	4,490,877	2,638,349
Debt Service Payments	1,165,969	1,300,871	1,187,892	1,204,388	1,745,475
Non-Operating Expenditures	\$ 2,550,274	\$ 4,143,418	\$ 4,618,748	\$ 5,695,265	\$ 4,383,824
Total Expenditures	\$ 15,291,198	\$ 16,370,502	\$ 18,112,289	\$ 18,403,908	\$ 18,342,223
Fund Balance	7,317	24,053	359,201	25,000	-
Total Major Programs	\$ 15,298,515	\$ 16,394,555	\$ 18,471,490	\$ 18,428,908	\$ 18,342,223



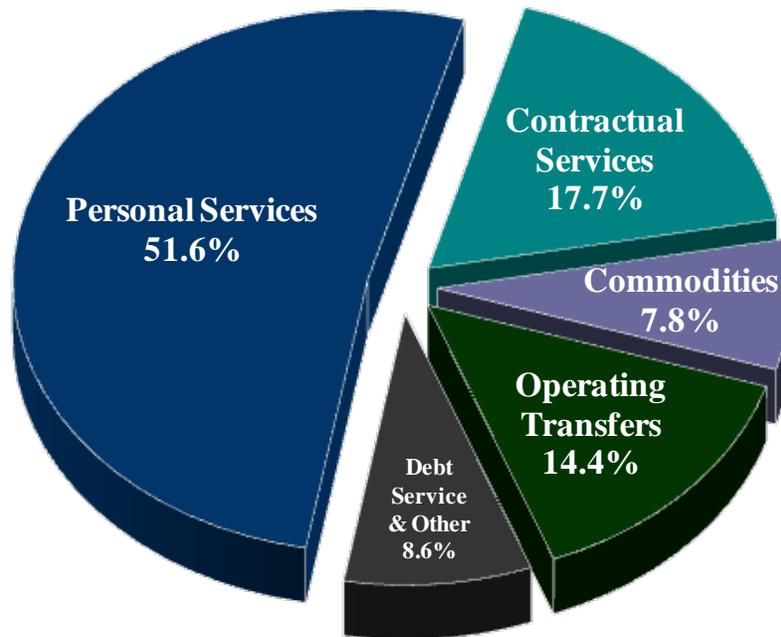


MAJOR PROGRAMS

**GENERAL FUND
BUDGETED EXPENDITURES BY TYPE**

Category	Personal Services	Contractual Services	Commodities	Other	Total
General Government	\$ 1,130,086	\$ 577,050	\$ 50,500	\$ (292,806)	\$ 1,464,830
Public Safety	4,661,826	419,028	76,400	63,832	5,221,086
Community Development	460,238	69,652	8,500	73,342	611,732
Public Works	2,294,084	871,837	1,125,400	(60,048)	4,231,273
Refuse Collection	-	1,080,000	-	-	1,080,000
Recreation & Leisure Services	198,558	195,432	52,625	20,460	467,075
Library	636,526	10,900	108,705	18,012	774,143
Operating Transfers	-	-	-	2,638,349	2,638,349
Debt Service Payments	-	-	-	1,745,475	1,745,475
Miscellaneous Expenditures	87,560	20,700	-	-	108,260
Total Expenditures	\$ 9,468,878	\$ 3,244,599	\$ 1,422,130	\$ 4,206,616	\$ 18,342,223
<i>Percentage of Total</i>	<i>51.6%</i>	<i>17.7%</i>	<i>7.8%</i>	<i>22.9%</i>	<i>100.0%</i>

2011 GENERAL FUND EXPENDITURES BY TYPE



EXPENDITURE TYPES

Personal Services

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

Contractual Services

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

General Government

- Legal Services
- Tax Collection Agreement

Public Safety

- Animal Control Expenses

Public Works

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

Refuse Collection

- Refuse & Recycling Collection Contract

Recreation

- Contracted Instructors for various recreation programs

Commodities

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

Public Works

- Snow & Ice Control – Salt & Deicing Chemicals
- Fuels & Lubricants

Library

- Adult & Juvenile Books
- Adult & Juvenile Non-Print Materials (e.g. CDs, DVDs)

Other Expenditures

Expenditures in this category include distributed costs for vehicles and information system administration. Other expenditures also includes debt service payments for 2006, 2007, 2008 and 2009 bond issues, a debt service payment for the 2010 General Obligation Note and operating transfers to other funds.

**2011 GENERAL FUND
BUDGETED EXPENDITURES PER CAPITA**

GENERAL GOVERNMENT		RECREATION & LEISURE	
<i>Board of Commissioners</i>	\$ 2.78	<i>Administration</i>	\$ 7.71
<i>Administration</i>	39.00	<i>Recreation Programs</i>	17.07
<i>Finance</i>	13.60	<i>Subtotal</i>	<u>\$ 24.78</u>
<i>Tax Collection</i>	10.63	LIBRARY SERVICE	
<i>Legal Services</i>	8.22	<i>Library Administration</i>	<u>\$ 41.07</u>
<i>Cable Television Services</i>	3.48	DEBT SERVICE	
<i>Subtotal</i>	<u>\$ 77.71</u>	<i>Debt Service</i>	<u>\$ 92.60</u>
PUBLIC SAFETY		OPERATING TRANSFERS	
<i>Police Protection</i>	\$ 257.83	<i>Operating Transfers</i>	<u>\$ 139.97</u>
<i>Fire Protection</i>	13.59	MISCELLANEOUS EXPENSES	
<i>Animal Control</i>	5.58	<i>Miscellaneous Expenses</i>	<u>\$ 5.74</u>
<i>Subtotal</i>	<u>\$ 277.00</u>	FUND BALANCE	
COMMUNITY DEVELOPMENT		<i>Fund Balance</i>	<u>\$ -</u>
<i>Planning & Code Enforcement</i>	<u>\$ 32.45</u>	PER CAPITA COST	
PUBLIC WORKS		<i>Total Budgeted Per Capita Cost</i>	<u>\$ 973.10</u>
<i>Administration</i>	\$ 32.06	<div style="border: 1px solid black; padding: 5px; background-color: #f0f0f0;"> <p align="center">Per Capita Information</p> <p>Budget: \$18,342,223</p> <p>Population*: 18,849</p> </div>	
<i>Engineering Services</i>	2.10		
<i>Civic Activities</i>	2.75		
<i>Snow & Ice Control</i>	31.94		
<i>Storm Sewer Maintenance</i>	9.73		
<i>Traffic Engineering & Safety</i>	9.90		
<i>Street Maintenance</i>	13.40		
<i>Refuse Collection & Disposal</i>	57.30		
<i>Building Maintenance</i>	33.78		
<i>Equipment Maintenance</i>	32.39		
<i>Golf Course Maintenance</i>	4.57		
<i>Tennis Court Maintenance</i>	3.80		
<i>Parks Maintenance</i>	41.61		
<i>Forestry</i>	4.44		
<i>Force Work Projects</i>	2.01		
<i>Subtotal</i>	<u>\$ 281.78</u>	* Source: U.S. Census, Population Estimate 2009	

GENERAL FUND

REAL ESTATE TAXES

REVENUES

GENERAL FUND
REAL ESTATE TAXES



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Real Estate Taxes					
Current Real Estate Tax	\$ 4,144,110	\$ 5,456,395	\$ 7,391,570	\$ 7,357,000	\$ 7,362,904
Delinquent Taxes	176,512	135,022	140,000	147,000	153,500
Total Real Estate Taxes	\$ 4,320,622	\$ 5,591,417	\$ 7,531,570	\$ 7,504,000	\$ 7,516,404

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 factors: the millage rate and the assessed value of a property. In 2010, the Township had a total of 7,654 real estate parcels, of which 7,528 were taxable. The breakdown is as follows:

Building + Land	Land Only	Exempt Properties
6,965	563	126

In 2000, Allegheny County conducted a tax reassessment of every parcel of property in the county, and also changed the ratio of the assessed value to be 100% of the market value of a property. 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 Assessments determines the assessed value of a property. At the present time, Allegheny County assesses all existing properties and future new construction based on assessment values established in 2002.

In 2011, the Township of Upper St. Clair's Real Estate Taxes will use the assessment value system as explained above. In future years, the current assessment procedures could change due to a ruling by Allegheny County Common Pleas Court Judge Stanton R. Wettick, Jr. In November 2009, after the Pennsylvania Supreme Court rejected a stay by Allegheny County, Judge Wettick issued a plan for county wide reassessments.

Under Judge Wettick's plan, the county would be divided into four assessment districts. Over a four-year period, the county would undertake a reassessment of one district per year. The assessments of the properties in the first district would take effect in 2011 and would include sales through June 30, 2009 or later, if feasible. The assessment of the remaining districts would take effect in 2012, 2013, 2014 successively and likewise include sales through June 30, 2010, June 30, 2011, and June 20, 2012, respectively.

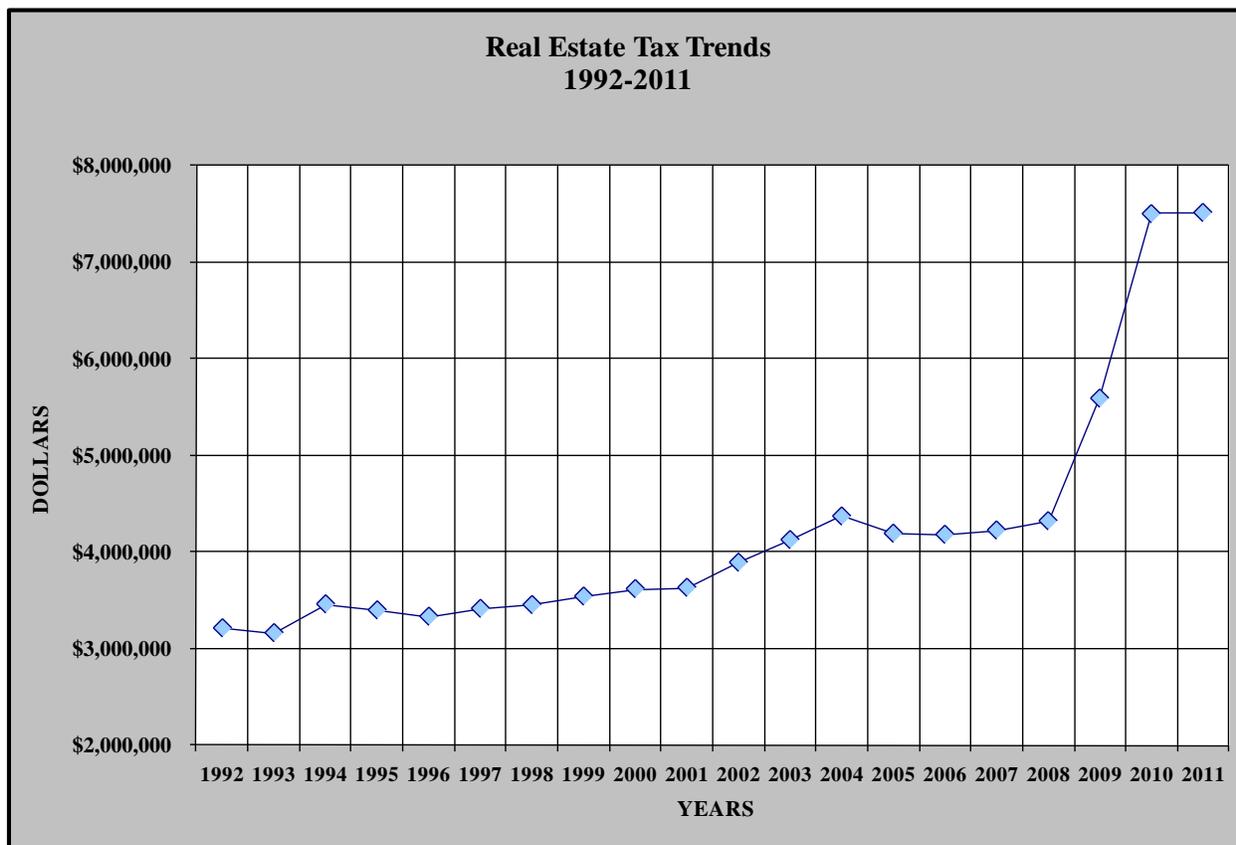
An important feature of Judge Wettick's plan is that the district reassessments would be applicable for school districts and municipal taxes only. County taxes, however, would remain at 2002 base-year assessments until 2014, when all four district's reassessments would be complete.

REVENUES

GENERAL FUND REAL ESTATE TAXES



Real Estate Taxes 01-00-000-301???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Current Real Estate Tax					
001 Current Real Estate Tax (2011)	\$ 4,144,110	\$ 5,456,395	\$ 7,406,820	\$ 7,370,000	\$ 7,376,159
Allowance for tax gentrification	-	-	(15,250)	(13,000)	(13,255)
Total Net Current Real Estate Tax	\$ 4,144,110	\$ 5,456,395	\$ 7,391,570	\$ 7,357,000	\$ 7,362,904
Delinquent Taxes					
002 Penalties-Current Real Estate Tax (2011)	\$ 13,286	\$ 7,949	\$ 10,000	\$ 9,000	\$ 10,000
003 Previous Year's Real Estate Tax (2010)	67,157	71,917	60,000	82,000	83,000
004 Penalties & Interest-Previous Year's Real Estate Tax (2010)	7,952	7,420	7,000	10,000	10,000
005 Liened Real Estate Tax 2009 and Prior	53,566	29,252	45,000	27,000	30,000
006 Penalties & Interest-2009 and Prior	20,080	8,702	10,000	8,000	9,000
007 Liened Real Estate Tax Costs	14,471	9,782	8,000	11,000	11,500
Total Delinquent Taxes	\$ 176,512	\$ 135,022	\$ 140,000	\$ 147,000	\$ 153,500
Total Real Estate Taxes	\$ 4,320,622	\$ 5,591,417	\$ 7,531,570	\$ 7,504,000	\$ 7,516,404

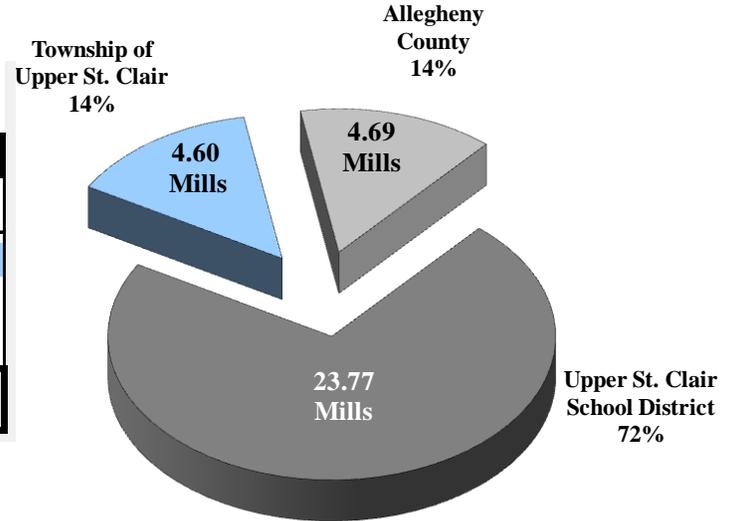


REAL ESTATE TAXES PER MEDIAN HOUSEHOLD

The millage rate is calculated by dividing the total Township mills by \$1,000, then multiplying that value by the assessed value of the real estate parcel. In 2011, the Township of Upper St. Clair’s Real Estate Tax Millage is 4.60 Mills. A taxable real estate parcel in the Township is also taxed by Allegheny County and the Upper St. Clair School District. The following example illustrates the total Real Estate Tax paid by a taxpayer whose parcel is valued at \$175,000.

Median Home Value	\$175,000
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Real Estate Taxes		
Taxing Authority	2011 Millage Rate	R.E. Tax
Township of Upper St. Clair	4.60	\$ 805
Allegheny County	4.69	\$ 821
Upper St. Clair School District	23.77	\$ 4,160
Total Real Estate Tax		\$ 5,786



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

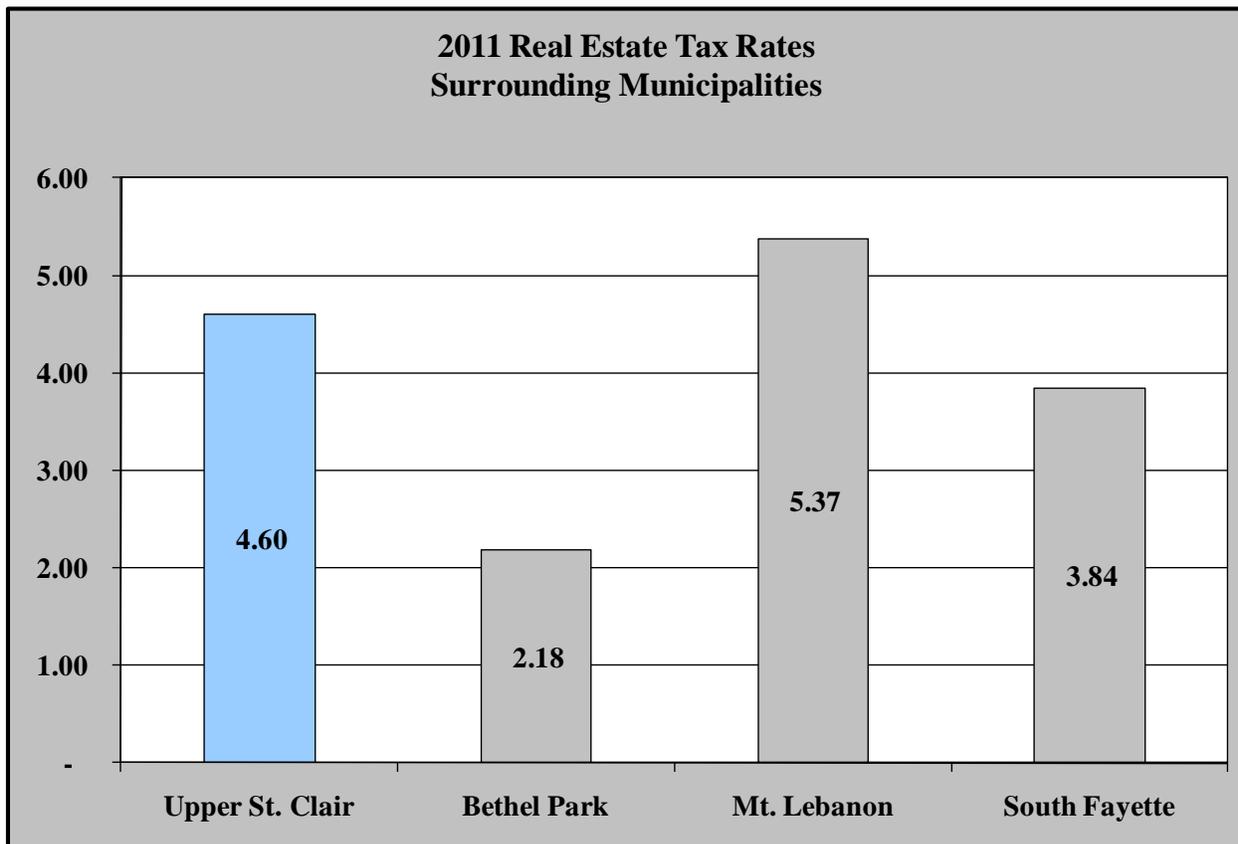
**Township of Upper St. Clair
Real Estate Millage
20 Year History**

Year	Total Assessed Value	Assessed Value % Change	Millage Rate
1992	231,725,917	6.69%	13.50
1993	237,785,622	2.62%	13.50
1994	255,697,527	7.53%	13.50
1995	261,662,015	2.33%	13.00
1996	264,297,870	1.01%	13.00
1997	265,687,490	0.53%	13.00
1998	269,733,620	1.52%	13.00
1999	276,116,645	2.37%	13.00
2000	282,615,435	2.35%	13.00
2001^	1,411,612,925	N/A	2.69
2002	1,634,203,390	15.77%	2.44
2003	1,603,927,301	-1.85%	2.60
2004	1,614,770,740	0.68%	2.60
2005	1,630,554,590	0.98%	2.60
2006	1,656,966,390	1.62%	2.60
2007	1,660,339,290	0.20%	2.60
2008	1,660,118,320	-0.01%	2.60
2009	1,669,202,220	0.55%	3.40
2010	1,676,420,504	0.43%	4.60
2011*	1,678,935,135	0.15%	4.60

^ Initial Allegheny County Reassessment

*Assessed Value is Estimated

REAL ESTATE TAX MILLAGE RATES - SURROUNDING MUNICIPALITIES



Bethel Park: 2011 Rate presented in Bethel Park Budget (No Increase)

Mt. Lebanon: Rate obtained from Mt. Lebanon 2011 Manager's Recommended Budget

South Fayette: 2010 Rate

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GENERAL FUND

EARNED INCOME TAXES

REVENUES

GENERAL FUND
EARNED INCOME TAXES



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Total Earned Income Taxes	\$ 7,436,388	\$ 7,592,892	\$ 7,595,000	\$ 7,355,000	\$ 7,502,000

EARNED INCOME TAXES OVERVIEW

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

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

Future changes in the Earned Income and Net Profits Tax Law will occur due to the enactment of Act 32 of 2008 by the Pennsylvania legislature. Act 32 of 2008 amends Act 511 of 1965 and mandates that the following items occur by June 30, 2012:

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

REVENUES

GENERAL FUND
EARNED INCOME TAXES

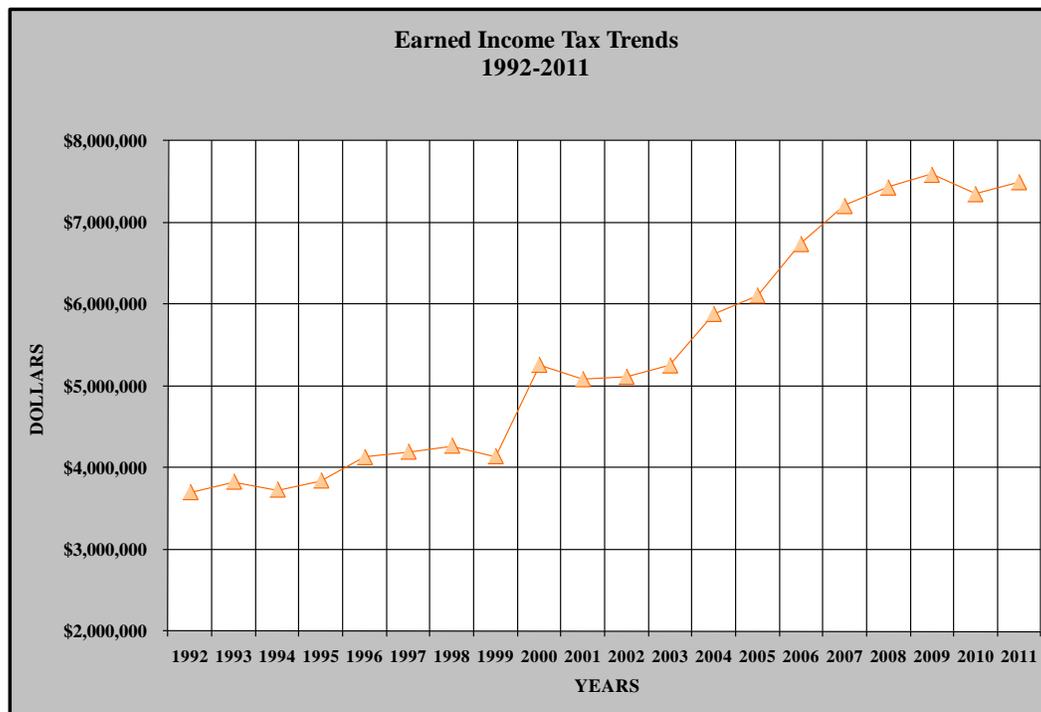


EARNED INCOME TAXES OVERVIEW (Continued)

In 1999, the Township contracted with Jordan Tax Service for the collection of all Township and School District taxes. 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. The program has generated much additional tax revenue since its inception, and the Township plans to continue the program for 2011.

Each year, refunds are issued to taxpayers that have overpaid their tax liability. In 2009, earned income tax refunds amounted to \$214,190 and an estimate of \$150,000 reserve for refunds is noted as a potential offset to current revenue.

Earned Income Taxes 01-00-000-310???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
001 Earned Income Tax Current Year	\$ 4,534,908	\$ 4,696,208	\$ 4,670,000	\$ 4,420,000	\$ 4,515,000
002 Earned Income Tax Prior Year	2,675,206	2,696,562	2,825,000	2,850,000	2,897,000
003 Earned Income Tax Previous Years	226,274	200,122	250,000	235,000	240,000
Gross Earned Income Taxes	\$ 7,436,388	\$ 7,592,892	\$ 7,745,000	\$ 7,505,000	\$ 7,652,000
Reserve for Refunds	-	-	(150,000)	(150,000)	(150,000)
Total Earned Income Taxes	\$ 7,436,388	\$ 7,592,892	\$ 7,595,000	\$ 7,355,000	\$ 7,502,000



REVENUES

GENERAL FUND
EARNED INCOME TAXES



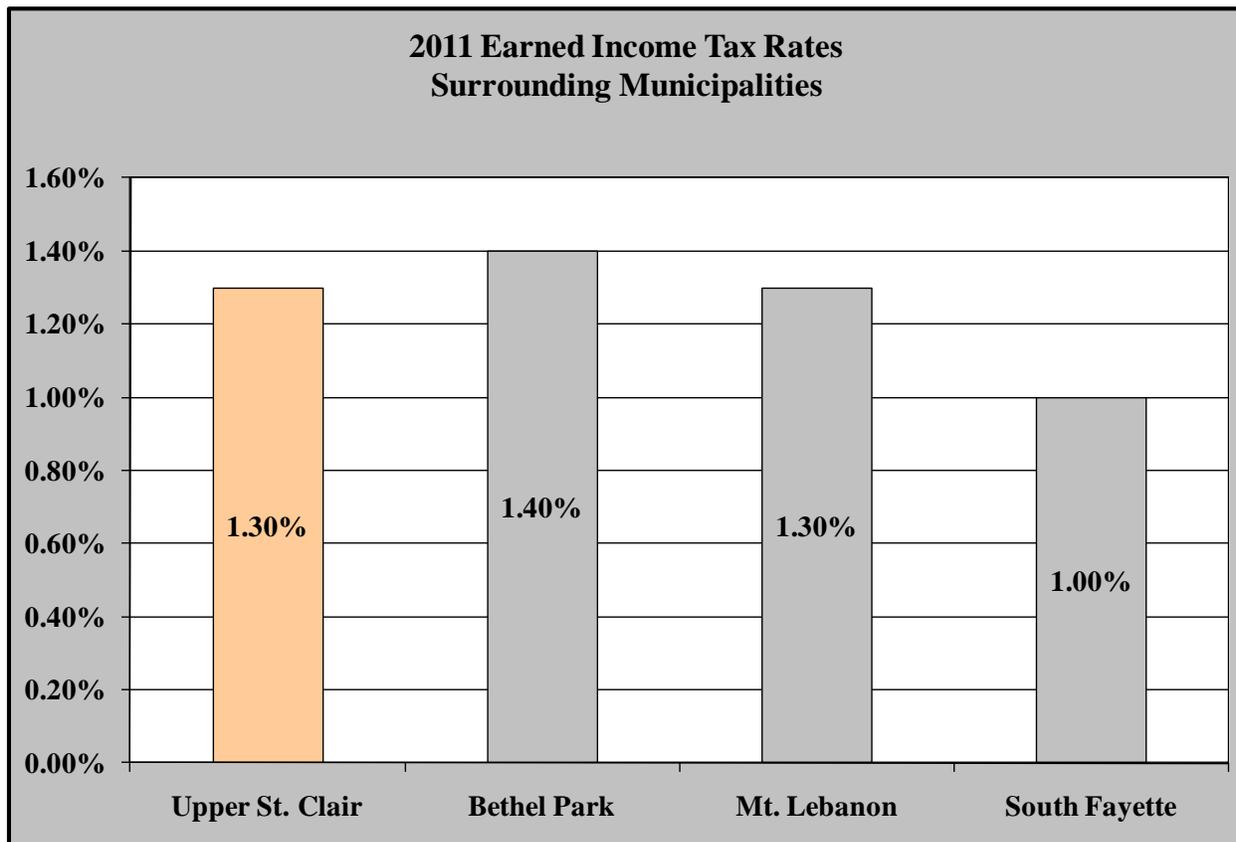
EARNED INCOME TAX RATE

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	Sch. Dist. Tax Rate	Total EIT Tax Rate	Year	EIT Collection	Township Tax Rate	Sch. Dist. Tax Rate	Total EIT Tax Rate
2002	\$ 5,114,898	0.70%	0.50%	1.20%	2007	\$ 7,209,380	0.80%	0.50%	1.30%
2003	\$ 5,253,585	0.75%	0.50%	1.25%	2008	\$ 7,436,388	0.80%	0.50%	1.30%
2004	\$ 5,885,288	0.75%	0.50%	1.25%	2009	\$ 7,592,892	0.80%	0.50%	1.30%
2005	\$ 6,112,019	0.75%	0.50%	1.25%	2010	\$ 7,355,000	0.80%	0.50%	1.30%
2006	\$ 6,742,917	0.75%	0.50%	1.25%	2011	\$ 7,502,000	0.80%	0.50%	1.30%

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



Bethel Park: 2011 Rate presented in Bethel Park Budget (No Increase)

Mt. Lebanon: Rate obtained from Mt. Lebanon 2011 Manager's Recommended Budget

South Fayette: 2010 Rate

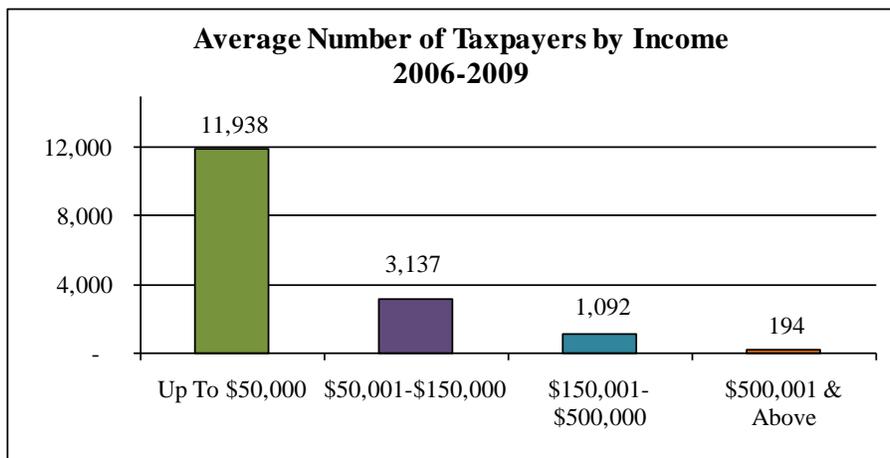
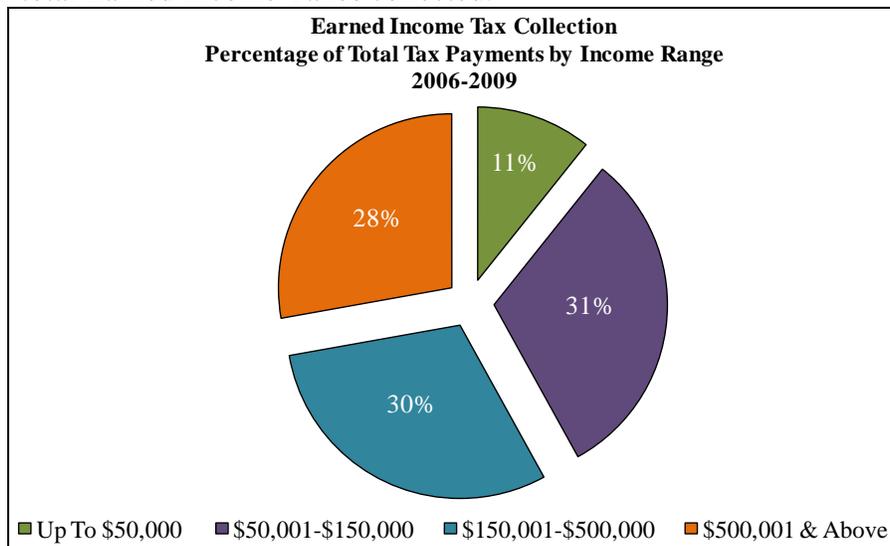
EARNED INCOME TAXES DEMOGRAPHICS

An illustration of the amount of Earned Income Tax an average individual would pay in Upper St. Clair is shown below:

Average Individual Income	\$88,000
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Earned Income Taxes		
Taxing Authority	2011 EIT Rate	EIT Tax
Township of Upper St. Clair (Act 511 Tax)	0.50%	\$ 440
Township of Upper St. Clair (Act 62 Tax)	0.30%	\$ 264
Upper St. Clair School District (Act 511 Tax)	0.50%	\$ 440
Total Earned Income Tax	1.30%	\$ 1,144

Illustrated below are the earned income demographics of taxpayers in the Township of Upper St. Clair. For 2006-2009, an average of 1,286 individual taxpayers, or 7.9% of all Township Earned Income taxpayers, accounted for 58% of total Earned Income Taxes collected.



GENERAL FUND

OTHER TAXES

REVENUES

GENERAL FUND
OTHER TAXES



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Total Other Taxes	\$ 1,427,387	\$ 1,356,759	\$ 1,407,000	\$ 1,384,500	\$ 1,413,500

OTHER TAXES OVERVIEW

Local Services Tax

The Local Services Tax is a \$52.00 annual tax levied on all persons employed within the corporate limit of Upper St. Clair and who make over \$12,000 annually.

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%.

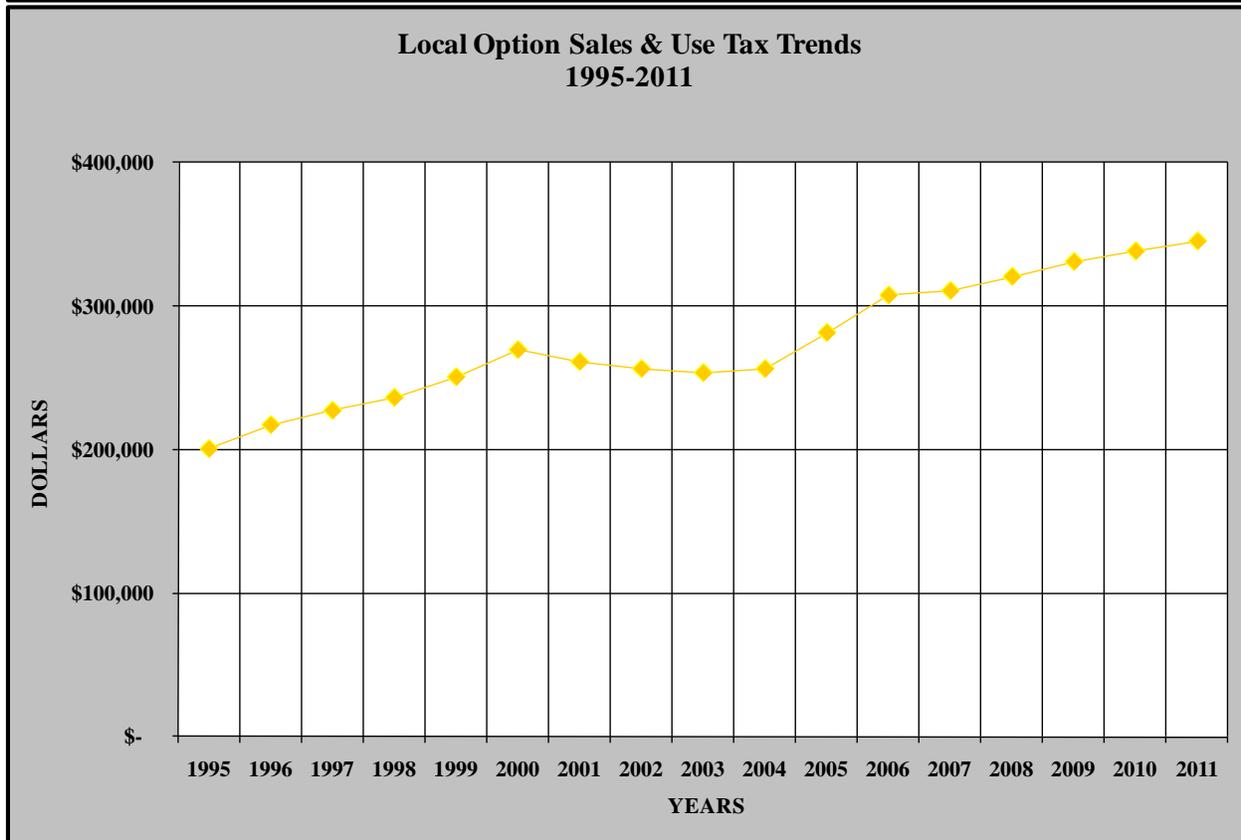
Public Utilities Tax

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.

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.

Other Taxes	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
01-00-000-315???-000					
001 Local Services Tax	\$ 220,686	\$ 224,964	\$ 250,000	\$ 240,000	\$ 250,000
002 Real Estate Transfer Tax	868,903	782,548	800,000	788,000	800,000
003 Public Utilities Tax	17,395	18,532	19,000	18,500	18,500
004 Local Option Sales & Use Tax	320,403	330,715	338,000	338,000	345,000
Total Other Taxes	\$ 1,427,387	\$ 1,356,759	\$ 1,407,000	\$ 1,384,500	\$ 1,413,500



GENERAL FUND

OTHER REVENUES

REVENUES

GENERAL FUND
LICENSES AND PERMITS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Total Licenses and Permits	\$ 131,256	\$ 154,182	\$ 129,800	\$ 119,350	\$ 124,700

LICENSES AND PERMITS OVERVIEW

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

Licenses and Permits 01-00-000-320???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
001 Building Permits	\$ 45,431	\$ 45,119	\$ 45,000	\$ 45,000	\$ 45,000
002 Beverage Licenses	2,150	2,750	2,450	3,050	2,500
003 Grading Permits	1,265	710	3,000	1,000	2,000
004 Amusement Device Permits	2,150	875	2,150	1,000	875
005 Peddlers, Signs & Trailer Licenses	-	-	500	-	-
007 Street Opening Permits	41,480	67,410	40,000	30,000	35,000
008 Alarm Systems Permits	28,816	25,793	28,000	28,000	28,000
009 False Alarm Fees	1,800	1,625	1,700	1,500	1,500
012 Dye Test Compliance Fees	7,014	6,800	6,000	6,800	6,825
013 Electrical Permit Fees-Net	1,150	3,100	1,000	3,000	3,000
Total Licenses and Permits	\$ 131,256	\$ 154,182	\$ 129,800	\$ 119,350	\$ 124,700

REVENUES

GENERAL FUND
FEES AND FINES



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Total Fines and Fees	\$ 387,968	\$ 379,878	\$ 405,700	\$ 465,800	\$ 440,200

FEES AND FINES OVERVIEW

The main revenue source for the category of fees and fines is Cable Television Franchise Fees. The Township grants non-inclusive Cable Franchise Agreements to Cable Service Vendors (currently COMCAST 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	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
01-00-000-330???-000					
003 Filing and Hearing Fees	\$ 6,997	\$ 3,478	\$ 15,000	\$ 5,500	\$ 6,000
004 Animal Control Fines and Fees	-	10	200	100	200
005 Magistrate Fines	32,287	23,259	32,000	30,000	32,000
006 Local Fines	7,812	6,763	10,000	7,500	10,000
008 State Traffic Fine Distribution	17,579	16,589	19,000	18,700	19,000
011 Library Fees and Fines	26,094	26,042	29,500	28,000	28,000
012 Cable Television Franchise Fees	297,199	303,737	300,000	376,000	345,000
Total Fines and Fees	\$ 387,968	\$ 379,878	\$ 405,700	\$ 465,800	\$ 440,200

REVENUES**GENERAL FUND
RENTAL INCOME**

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Total Rental Income	\$ 69,622	\$ 75,096	\$ 82,400	\$ 79,400	\$ 82,400

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 the amount of space occupied and a proportionate share (20.5%) of the utility expense. The current agreement expires June 30, 2014.

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 antennae positions on the new tower and \$140,000 of new radio equipment. Crown provided these services along with an annual lease amount of \$2,400 in exchange for the commercial use of the remaining antennae positions on the new tower.

Rental Income 01-00-000-340???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
001 School District Rental (rent plus utilities)	\$ 67,222	\$ 72,696	\$ 80,000	\$ 77,000	\$ 80,000
002 Boyce Road Radio Tower Rental	2,400	2,400	2,400	2,400	2,400
Total Rental Income	\$ 69,622	\$ 75,096	\$ 82,400	\$ 79,400	\$ 82,400

REVENUES**GENERAL FUND
INTEREST INCOME**

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Total Interest on Investments	\$ 97,481	\$ 18,472	\$ 30,000	\$ 10,000	\$ 10,000

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. During 2010, the investment rates available to the Township began at .55% in January and steadily decreased to .05% in December. The 2011 Budget anticipates that interest rates will remain in the range of .05% to .50%.

Interest on Investments 01-00-000-345???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
001 Interest on Investments	\$ 97,481	\$ 18,472	\$ 30,000	\$ 10,000	\$ 10,000
Total Interest on Investments	\$ 97,481	\$ 18,472	\$ 30,000	\$ 10,000	\$ 10,000

REVENUES

GENERAL FUND
SERVICE AGREEMENTS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Total Service Agreements	\$ 168,749	\$ 208,924	\$ 172,067	\$ 319,871	\$ 200,920

SERVICE AGREEMENTS OVERVIEW

The Township has entered into 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 in 2011.

Snow and Ice Removal

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

Peters Township Service Agreement

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

Tax Collection Service Agreement

The Township and the School District have entered into a joint tax collection agreement. The Township Tax Office collects taxes for both bodies under a shared cost arrangement. The tax collection agreement was renewed until December 31, 2012 and only reimburses the Township for staff personnel costs, office space costs and data processing costs. The School District is invoiced separately for any costs of the Jordan Tax Service contract that is directly applicable to the School District.

PennDOT Road Maintenance Agreement

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

Service Agreements	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
01-00-000-350???-000					
001 Snow and Ice Control	\$ 120,485	\$ 151,651	\$ 123,000	\$ 270,000	\$ 150,000
002 Peters Township Service	1,897	2,681	2,700	3,504	3,000
004 School District Tax Collection Agreement	31,140	31,140	31,140	31,140	31,140
007 PennDOT Road Mte. Agreement	15,227	23,452	15,227	15,227	16,780
Total Service Agreements	\$ 168,749	\$ 208,924	\$ 172,067	\$ 319,871	\$ 200,920

REVENUES

GENERAL FUND
RECREATION PROGRAM FEES



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Total Recreation Program Fees	\$ 458,502	\$ 323,483	\$ 340,100	\$ 336,200	\$ 347,000

RECREATION PROGRAM FEES OVERVIEW

This group of revenue accounts provides estimated receipts for 2011 Recreation programs and tennis and golf course maintenance and supervision. Recreation program expenses, excluding tennis and golf course maintenance expenses, total \$321,680. Revenues do not cover administration costs and capital expenses required by the programming.

Recreation Program Fees 01-00-000-367???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
002 Football Training	\$ 10,085	\$ 10,416	\$ 10,500	\$ 9,700	\$ 10,500
003 Aerobics/Dance & Exercise	53,738	25,938	15,000	24,000	22,000
006 Ski Program	(2,450)	-	-	-	-
007 Soccer Programs	5,866	4,280	6,000	5,295	5,500
008 Softball	21,585	15,664	18,000	18,845	18,500
011 Summer Playground & Cultural Art Program	40,579	31,017	38,000	32,000	35,000
013 Older Adults	930	2,289	500	1,000	1,000
014 Golf Course*	10,571	9,579	10,000	9,000	10,000
015 Tennis Program*	22,027	10,085	22,000	18,000	20,000
017 Swim Program	3,481	731	-	-	-
018 Golf Lesson	4,740	4,172	5,000	9,060	10,000
020 Summer Music Program	8,217	8,188	8,300	7,000	8,000
021 Tennis Bubble Fees**	172,030	124,684	125,000	125,000	125,000
022 Miscellaneous Self Supporting	53,270	24,553	25,000	23,000	25,000
023 Youth Basketball	50,903	49,655	53,500	51,000	53,000
028 Instructional Baseball	2,930	3,192	3,300	3,100	3,300
999 Administration Fees	-	(960)	-	200	200
Total Recreation Program Fees	\$ 458,502	\$ 323,483	\$ 340,100	\$ 336,200	\$ 347,000

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

**Additional revenue generated by this program will be used to amortize the capital cost of two (2) tennis bubbles which were constructed in 1999 & 2008 respectively.

REVENUES

GENERAL FUND
OTHER NON-TAX REVENUE



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Total Other Non-Tax Revenue	\$ 800,540	\$ 693,452	\$ 777,853	\$ 854,787	\$ 705,099

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, excluding Police Officers, 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.

Other Non-Tax Revenue 01-00-000-?????-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
370011 Library State Grant	\$ 110,942	\$ 98,773	\$ 70,545	\$ 70,582	\$ 62,926
370012 Library LSTA Grant	-	-	-	7,500	-
370013 State Pension Grant	401,301	404,886	440,000	459,350	437,778
370014 Recycling Program/Grant	30,166	17,422	17,500	17,000	17,500
370027 D.A.R.E Program Reimb.	5,389	2,466	-	-	-
380001 Maps, Documents & Police Rpts	8,358	6,882	6,500	6,900	7,000
380010 Facility Fees	163	6,430	6,000	8,000	8,000
380012 Library Copier/Printer Revenue	2,385	4,654	5,000	4,700	5,000
380013 Library Donations/Fundraising	-	-	-	8,000	8,000
380022 Employee Health Ins. Reimb.	32,659	51,975	62,000	80,000	83,565
380024 MPOETC Training Grant	10,807	5,431	11,500	-	-
380026 COBRA Insurance Payments	7,675	7,930	8,500	15,000	16,830
380027 MRM Workers Comp. Dividends	44,288	38,596	-	53,077	-
380028 MEIT Insurance Subsidy	45,887	-	70,308	70,308	-
380040 Public Works Scrap Metal Rev.	7,882	8,473	5,000	8,700	8,000
380080 Flex Plan Year End Reimb.	-	469	-	670	500
380099 Miscellaneous Revenue	92,638	39,065	75,000	45,000	50,000
Total Other Non-Tax Revenue	\$ 800,540	\$ 693,452	\$ 777,853	\$ 854,787	\$ 705,099

GENERAL FUND
GENERAL GOVERNMENT
SUMMARY

SUMMARY

GENERAL FUND GENERAL GOVERNMENT



	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
General Government Expenditures					
Personal Services	\$ 1,166,961	\$ 966,112	\$ 1,101,640	\$ 994,492	\$ 1,130,086
Contractual Services	555,295	547,432	609,500	501,011	577,050
Commodities	51,709	35,322	48,000	39,967	50,500
Distributed Costs	(222,154)	(236,282)	(300,940)	(251,051)	(292,806)
Total General Government Expenditures	\$ 1,551,811	\$ 1,312,584	\$ 1,458,200	\$ 1,284,419	\$ 1,464,830

GENERAL GOVERNMENT OVERVIEW

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

2010 DEPARTMENT ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award for the 2010 Budget from the Government Finance Officers Association (GFOA) of America
- Submitted for the Certificate of Achievement Award for Excellence in Financial Reporting (CAFR) for year ending December 31, 2009 from GFOA
- Created the first Popular Annual Financial Report for the Township for 2009
- Negotiated new three (3) year contracts for the Township's Insurance Broker and Auditing Firm
- Implemented new e-cycling ordinance in the Township
- Developed and implemented Township Diversity Plan
- Converted all management and non-represented employee groups to a high deductible health care plan with an expected savings of \$100,000
- Entered into an electrical curtailment program creating a potential savings of \$28,000 for 2011
- Shopped electric energy rates for main accounts and street lights yielding an anticipated \$26,000 annual savings

2011 DEPARTMENT GOALS AND OBJECTIVES

- Continue to participate in the GFOA CAFR and Distinguished Budget Award Programs
- Submit a 2010 Popular Annual Financial Report (PAFR) for the GFOA PAFR Award Program
- Develop and implement Purchasing Card program for all Township departments
- Develop and implement employee portal for all Township employees
- Develop and implement electronic submittals for Administrative Reports and Agendas
- Negotiate new Cable TV Franchise Renewal contract with COMCAST
- Implement \$385,000 2011 funding from RAD for Boyce Mayview Park and seek continued RAD support for 2012
- Negotiate new collective bargaining agreement for the Police and Tri-Community South EMS

SUMMARY

GENERAL FUND GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

General Government Expenditures 01-10-101-500 TO 01-10-107-500	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 850,654	\$ 673,552	\$ 739,124	\$ 665,900	\$ 760,309
110 Overtime Wages	30	-	800	-	500
120 Part-Time Wages	12,617	12,558	13,967	12,000	13,967
130 Elected Officials Salaries	8,400	8,400	8,400	8,400	8,400
162 Group Life Insurance	7,055	7,185	8,074	7,414	8,681
163 Medical Insurance	154,698	140,411	194,747	174,925	197,854
164 Workers' Compensation	3,844	5,076	4,525	4,728	5,126
166 Pension Costs	58,417	55,837	61,686	56,890	63,192
167 Long-term Disability Insurance	4,063	4,501	5,002	4,566	5,144
168 Post Retirement Plan	7,117	6,850	7,000	7,166	7,000
198 Social Security Expense	60,066	51,742	58,315	52,503	59,913
Total Personal Services	\$ 1,166,961	\$ 966,112	\$ 1,101,640	\$ 994,492	\$ 1,130,086
Contractual Services					
210 Professional Services-Legal	\$ 188,163	\$ 213,362	\$ 175,000	\$ 125,000	\$ 145,000
212 Professional Services-Auditing	17,759	16,204	18,400	16,100	16,100
220 Liability Insurance	12,595	13,031	13,100	12,269	13,000
223 Tax Collection Bonds	6,562	6,488	6,600	6,488	6,500
230 Association Dues	27,735	20,466	29,000	26,106	29,400
231 Travel & Conference Expense	20,826	24,363	31,000	28,500	31,000
243 Telephone	20,684	14,565	18,000	15,000	17,000
250 Repairs & Maintenance- Office Equipment	38,212	39,717	50,050	45,648	49,300
263 Office Equipment Rental	-	-	100	-	-
274 Legal Advertising	18,784	8,898	16,000	14,000	16,000
275 Printing & Duplicating	572	1,402	3,000	2,000	3,000
278 Postage	8,503	7,826	11,500	8,200	11,500
280 Mileage Reimbursement	485	495	750	500	750
290 Other Contractual Services	189,592	174,966	215,500	196,000	217,000
291 Real Estate Appraisal Services	746	-	2,000	-	2,000
292 Volunteer Boards & Commissions Recognition Expense	3,946	5,499	7,500	5,000	7,500
299 Internet Connection Services	131	150	12,000	200	12,000
Total Contractual Services	\$ 555,295	\$ 547,432	\$ 609,500	\$ 501,011	\$ 577,050

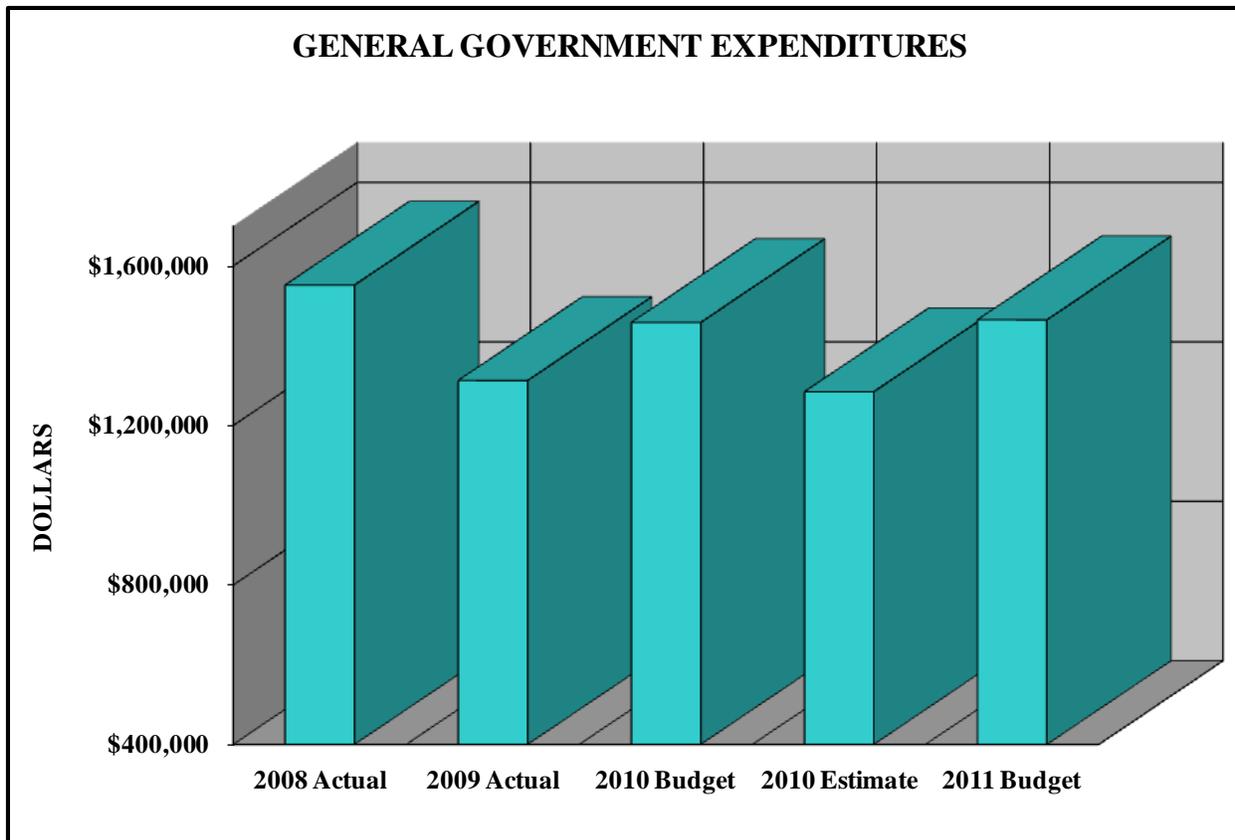
SUMMARY

GENERAL FUND
GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES (Continued)

	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Commodities					
300 Office Furniture & Equipment	\$ 3,400	\$ 1,858	\$ 3,650	\$ 1,617	\$ 4,650
301 Expendable Office Supplies	11,963	13,449	13,300	13,800	15,050
302 Books & Subscriptions	2,405	867	2,750	1,650	2,750
303 Tapes	-	29	1,200	700	1,200
304 Publicity Material	7,172	130	1,100	500	1,100
390 Other Supplies	26,769	18,989	26,000	21,700	25,750
Total Commodities	<u>\$ 51,709</u>	<u>\$ 35,322</u>	<u>\$ 48,000</u>	<u>\$ 39,967</u>	<u>\$ 50,500</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 6,277	\$ 6,494	\$ 9,774	\$ 9,774	\$ 9,794
602 Dist. Data Processing Costs	(228,431)	(242,776)	(310,714)	(260,825)	(302,600)
Total Distributed Costs	<u>\$ (222,154)</u>	<u>\$ (236,282)</u>	<u>\$ (300,940)</u>	<u>\$ (251,051)</u>	<u>\$ (292,806)</u>
Total General Government Expenditures	<u><u>\$ 1,551,811</u></u>	<u><u>\$ 1,312,584</u></u>	<u><u>\$ 1,458,200</u></u>	<u><u>\$ 1,284,419</u></u>	<u><u>\$ 1,464,830</u></u>





*Average Annual Cost Increase Rate – 2.62%

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*		\$936,099
How many real estate tax mills?	0.26	\$428,197
Earned Income Tax per \$100?	\$ 5.70	\$427,377
Percentage of Other Taxes?	0.49%	\$80,525

*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.

SUMMARY

GENERAL FUND
GENERAL GOVERNMENT



Administrative Vehicles

	Asset Tag	Year	Make	Model	Mileage (as of 11-01-10)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2004 042	2004	Chevy	Tahoe	53,844	7	Good	Rotation Vehicle
2	2007 070	2007	Ford	Explorer	36,365	4	Excellent	2013
3	2008 020	2008	Ford	Explorer	26,020	3	Excellent	2014
4	2003 056	2003	Ford	Explorer	50,457	8	Poor	Rotation Vehicle
5	2001 047	2002	Ford	Explorer	105,220	9	Poor	Rotation Vehicle
6	2002 056	2002	Chevy	Tahoe	138,744	9	Poor	Rotation Vehicle
7	2009 021	2001	Chevy	PU Truck	91,747	10	Poor	Rotation Vehicle

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	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Board of Commissioners Expenditures					
Personal Services	\$ 9,043	\$ 9,043	\$ 9,043	\$ 9,043	\$ 9,043
Contractual Services	34,419	37,551	40,500	36,630	40,400
Commodities	1,522	757	3,000	1,000	3,000
Total Board of Comm. Expenditures	\$ 44,984	\$ 47,351	\$ 52,543	\$ 46,673	\$ 52,443

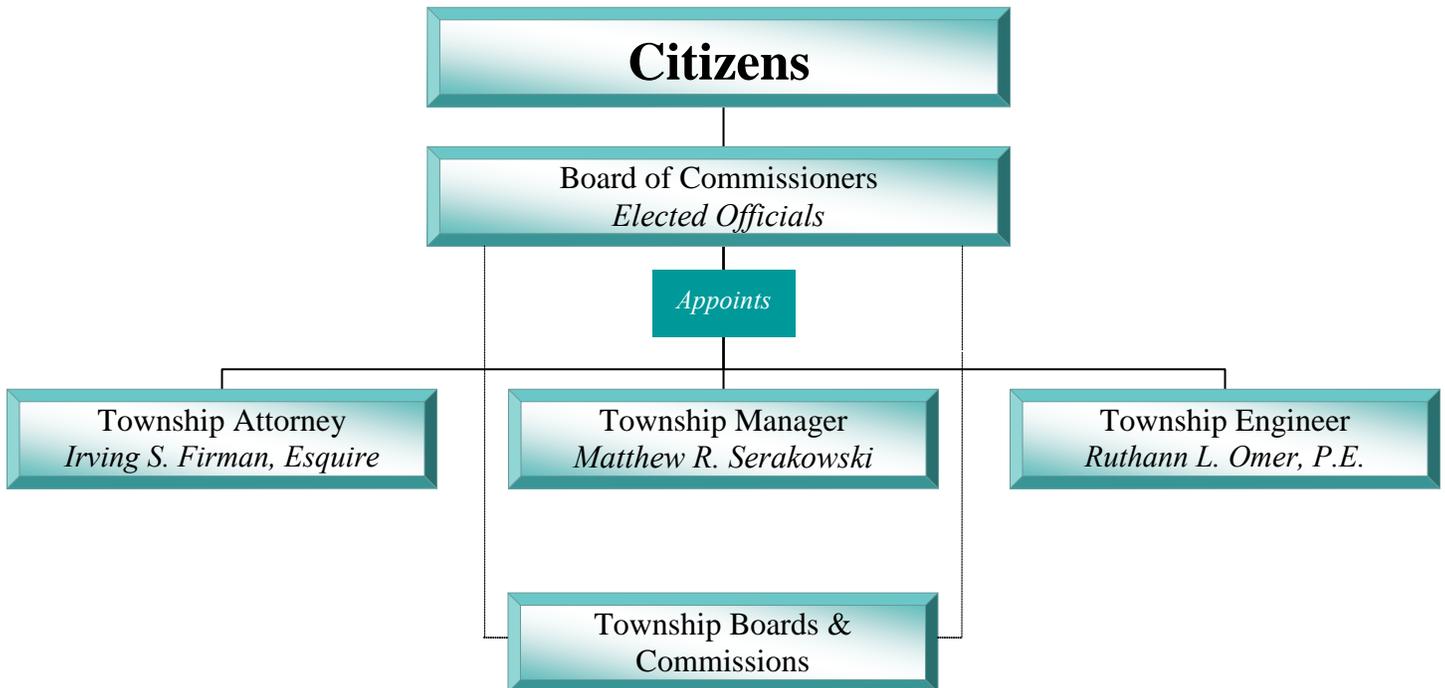
BOARD OF COMMISSIONERS OVERVIEW

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 members, two of whom are elected at large, and five 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 2012.

DEPARTMENT ORGANIZATIONAL STRUCTURE



Board of Commissioners	Ward
Robert W. Orchowski, President	3
Glenn R. Dandoy, Vice President	At Large
Preston W. Shimer	1
Mark R. Hamilton	2
Mark D. Christie	4
Russell R. Del Re	5
Daniel R. Paoly	At Large

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

**BOARD OF
COMMISSIONERS**

GENERAL FUND
GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

Board of Commissioners Expenditures 01-10-101-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 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	<u>\$ 9,043</u>	<u>\$ 9,043</u>	<u>\$ 9,043</u>	<u>\$ 9,043</u>	<u>\$ 9,043</u>
Contractual Services					
220 Liability Insurance Public Official Liability Policy	\$ 12,595	\$ 13,031	\$ 13,100	\$ 12,269	\$ 13,000
230 Association Dues PA League of Cities	7,861	7,861	7,900	7,861	7,900
231 Travel & Conference Expense PA League of Cities Allegheny League of Muns. Allegheny Cnty. Borough Assoc. National League Of Cities	10,017	11,160	12,000	11,500	12,000
292 Volunteer Boards & Commissions Recognition Expense	3,946	5,499	7,500	5,000	7,500
Total Contractual Services	<u>\$ 34,419</u>	<u>\$ 37,551</u>	<u>\$ 40,500</u>	<u>\$ 36,630</u>	<u>\$ 40,400</u>
Commodities					
390 Other Supplies	\$ 1,522	\$ 757	\$ 3,000	\$ 1,000	\$ 3,000
Total Commodities	<u>\$ 1,522</u>	<u>\$ 757</u>	<u>\$ 3,000</u>	<u>\$ 1,000</u>	<u>\$ 3,000</u>
Total Board of Comm. Expenditures	<u>\$ 44,984</u>	<u>\$ 47,351</u>	<u>\$ 52,543</u>	<u>\$ 46,673</u>	<u>\$ 52,443</u>

BUDGETARY COMMENT

Funds requested for the Board of Commissioners are \$100 less than appropriated in 2010.

ADMINISTRATION

GENERAL FUND
GENERAL GOVERNMENT



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Administration Expenditures					
Personal Services	\$ 659,825	\$ 508,638	\$ 516,886	\$ 517,381	\$ 558,758
Contractual Services	103,618	67,170	107,850	89,000	106,750
Commodities	42,876	25,915	30,500	28,167	31,000
Distributed Costs	51,362	36,466	47,210	41,199	38,612
Total Administration Expenditures	\$ 857,681	\$ 638,189	\$ 702,446	\$ 675,747	\$ 735,120

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, four (4) full-time administrative assistants, one (1) office assistant and one (1) part-time secretary. 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 League of Cities and Municipalities (PLCM) and Chartiers Valley District Flood Control Authority. It is recommended that the Township continue support of these organizations.

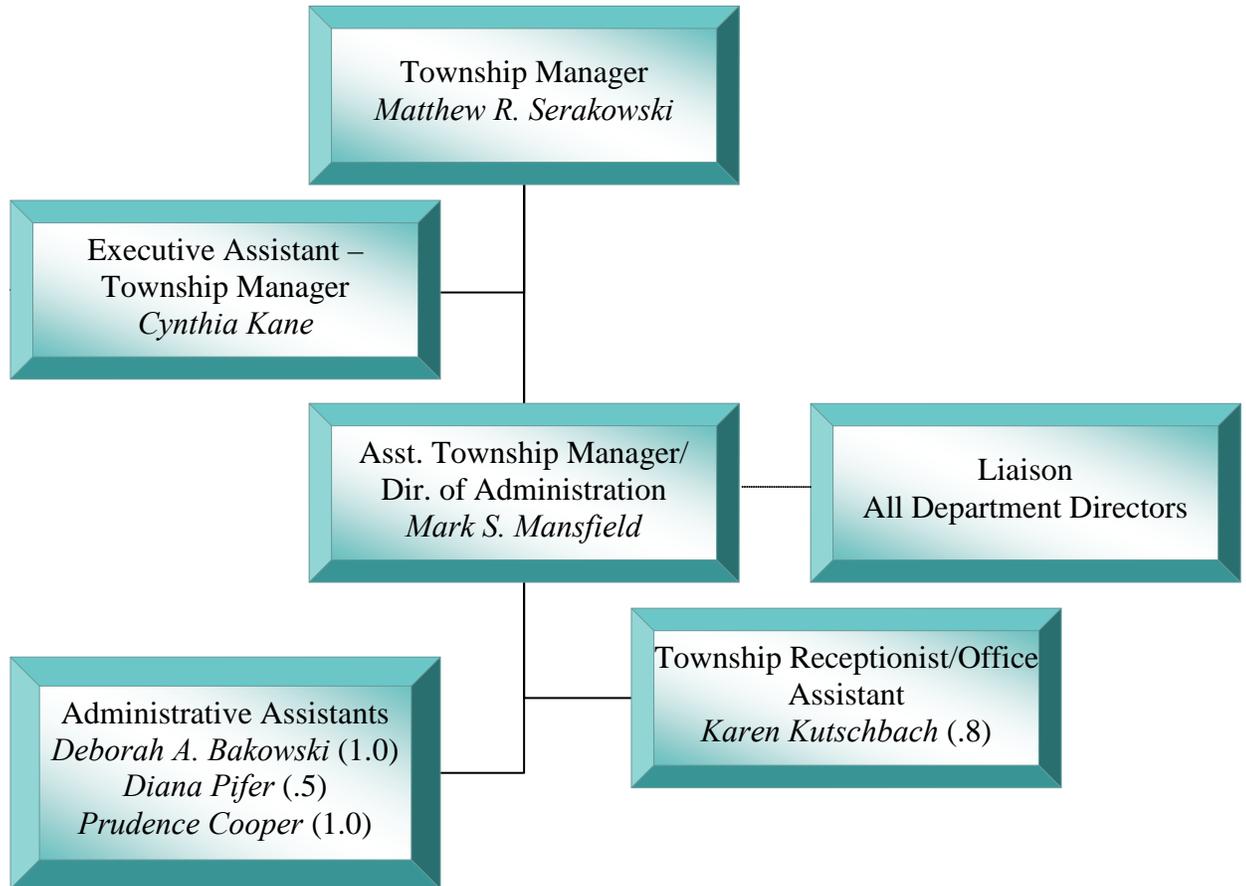
This department provides services for several other departments including grant applications, human resources, personnel functions, fleet logs, insurance management, vendor contracts, minutes of all Board of Commissioners and Informational and General Affairs Meetings, copying and office supplies.

DEPARTMENT ORGANIZATIONAL STRUCTURE

Position Title	Pay Grade	Minimum	Maximum	2011 Positions
Township Manager	1	\$112,997	\$158,193	1
Assistant Township Manager/Director of Administration	2	\$92,620	\$129,667	1
Executive Assistant - Office of the Township Manager	6	\$41,809	\$58,534	1
Administrative Assistant	7	\$34,271	\$47,977	3
Office Assistant	8	\$22,847	\$39,981	1
Total				7

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

The proposed authorized personnel responsible for programs and services for the Administration Department for 2011 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
Township Manager	70.0%	n/a	30.0%
Office Assistant	80.0%	20.0%	n/a

ADMINISTRATION

**GENERAL FUND
GENERAL GOVERNMENT**



DEPARTMENT EXPENDITURES

Administration Expenditures 01-10-102-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 502,434	\$ 354,472	\$ 352,727	\$ 352,000	\$ 381,511
110 Overtime Wages	30	-	800	-	500
120 Part-Time Wages	12,617	12,558	13,967	12,000	13,967
162 Group Life Insurance	3,543	3,743	3,835	3,961	4,345
163 Medical Insurance	69,030	71,995	78,765	82,425	86,803
164 Workers' Compensation	2,040	2,564	2,222	2,322	2,651
166 Pension Costs	31,331	30,431	30,742	31,000	32,749
167 Long-term Disability Insurance	2,044	2,346	2,315	2,427	2,540
168 Post Retirement Plan	3,517	3,400	3,400	3,400	3,400
198 Social Security Expense	33,239	27,129	28,113	27,846	30,292
Total Personal Services	\$ 659,825	\$ 508,638	\$ 516,886	\$ 517,381	\$ 558,758
Contractual Services					
230 Association Dues	\$ 18,869	\$ 11,615	\$ 20,000	\$ 17,000	\$ 20,000
231 Travel & Conference Expense	5,191	6,822	10,000	9,000	10,000
243 Telephone	20,684	14,565	18,000	15,000	17,000
250 Repairs & Maintenance- Office Equipment	4,310	3,850	5,000	5,000	5,000
263 Office Equipment Rental	-	-	100	-	-
274 Legal Advertising	18,784	8,898	16,000	14,000	16,000
275 Printing & Duplicating	472	210	1,000	500	1,000
278 Postage	7,697	6,809	10,000	7,000	10,000
280 Mileage Reimbursement	485	495	750	500	750
290 Other Contractual Services	27,126	13,906	27,000	21,000	27,000
Total Contractual Services	\$ 103,618	\$ 67,170	\$ 107,850	\$ 89,000	\$ 106,750
Commodities					
300 Office Furniture & Equipment	\$ 2,012	\$ 1,598	\$ 2,000	\$ 1,417	\$ 2,000
301 Expendable Office Supplies	10,659	10,073	11,000	10,500	11,500
302 Books & Subscriptions	1,395	567	1,500	750	1,500
304 Publicity Material	7,172	130	1,000	500	1,000
390 Other Supplies	21,638	13,547	15,000	15,000	15,000
Total Commodities	\$ 42,876	\$ 25,915	\$ 30,500	\$ 28,167	\$ 31,000

DEPARTMENT EXPENDITURES (Continued)

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 6,277	\$ 6,494	\$ 9,774	\$ 9,774	\$ 9,794
602 Dist. Data Processing Costs	45,085	29,972	37,436	31,425	28,818
Total Distributed Costs	<u>\$ 51,362</u>	<u>\$ 36,466</u>	<u>\$ 47,210</u>	<u>\$ 41,199</u>	<u>\$ 38,612</u>
Total Administration Expenditures	<u><u>\$ 857,681</u></u>	<u><u>\$ 638,189</u></u>	<u><u>\$ 702,446</u></u>	<u><u>\$ 675,747</u></u>	<u><u>\$ 735,120</u></u>

BUDGETARY COMMENT

Funds requested for General Government Administration are \$32,674 or 4.7% more than those appropriated in 2010. This is due to the full allocation of an additional Administrative Assistant being added to the 2011 Budget.

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	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Finance Office Expenditures					
Personal Services	\$ 203,450	\$ 160,773	\$ 183,164	\$ 183,819	\$ 188,062
Contractual Services	38,979	36,800	42,550	36,768	39,760
Commodities	4,965	7,207	7,500	7,750	10,500
Distributed Costs	15,029	14,986	14,974	12,570	18,012
Total Finance Office Expenditures	\$ 262,423	\$ 219,766	\$ 248,188	\$ 240,907	\$ 256,334

FINANCE OFFICE OVERVIEW

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

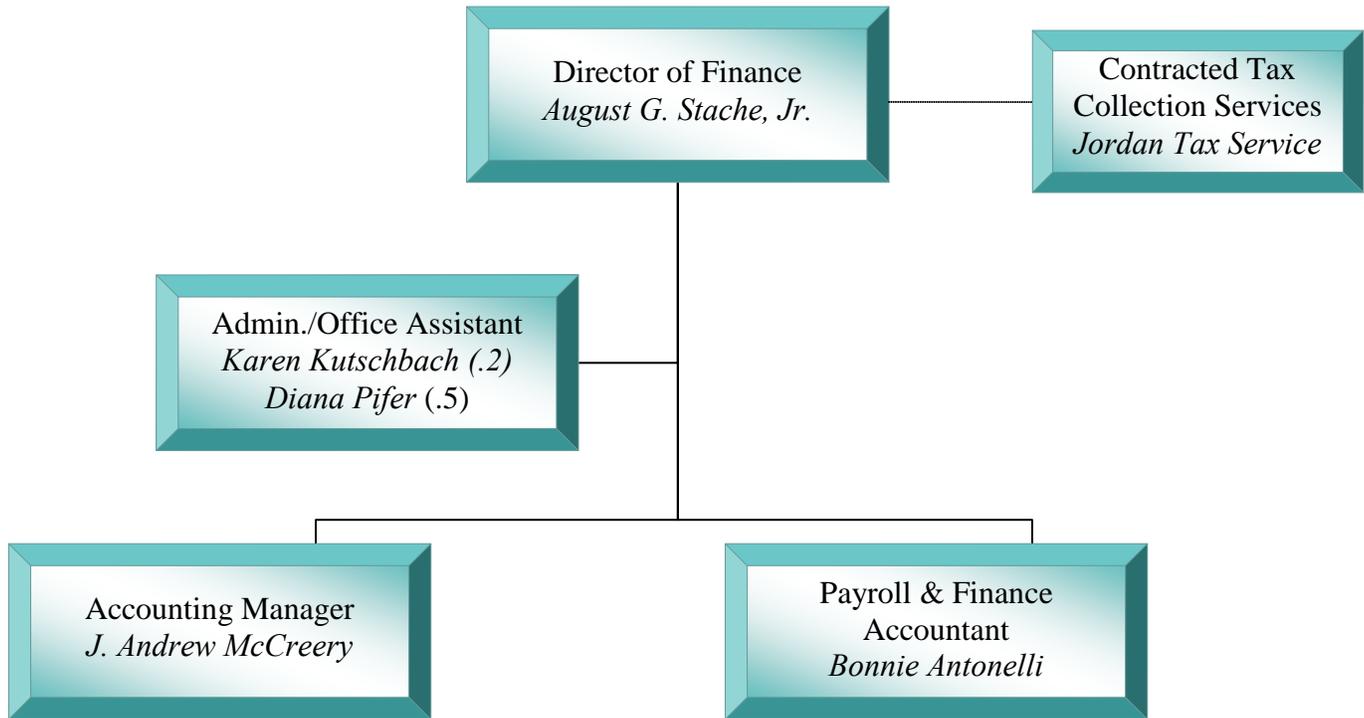
- Budget preparation and expenditure control
- Financial reporting and projecting
- Administering Payroll for the Township and Tri-Community South EMS
- Purchasing systems
- Preparation of all payroll and expenditure vouchers
- Administration of lien programs
- Coordination of independent audit activity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

DEPARTMENT STATISTICS AND BENCHMARKS

Performance Measures	2007	2008	2009	2010	Increase/ (Decrease)
Effectiveness					
Consecutive Years Receiving GFOA Certificate of Achievement for Excellence in Financial Reporting	20	21	22	23	n/a
Consecutive Years Receiving GFOA Distinguished Budget Presentation Award	0	0	1	2	n/a
Workload					
Accounts Payable Checks	4,529	4,892	4,296	5,641	1,345
Accounts Payable Electronic Funds Transfers	n/a	n/a	n/a	205	n/a
Vouchers	7,289	8,073	7,382	9,748	2,366
Payroll Checks	1,705	1,533	2,613	3,724	1,111
Payroll Direct Deposits	3,347	3,756	3,900	4,246	346
Percentage of Paychecks deposited via Direct Deposit	66.3%	71.0%	59.9%	53.3%	-6.6%
Timesheets	5,052	5,289	6,513	7,970	1,457
Accounts Receivable Invoices	545	575	546	564	18
Deposits	1,978	2,260	2,820	2,667	(153)

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Finance and Tax Collection Departments for 2011 are as follows:



Position Title	Pay Grade	Minimum	Maximum	2011 Positions
Director of Finance	3	\$75,916	\$106,286	1
Accounting Manager	5	\$51,006	\$71,407	1
Payroll and Finance Accountant	8	\$22,847	\$39,981	1
Total				3

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	55.0%	25.0%	17.5%	2.5%
Accounting Manager	n/a	62.5%	10.0%	20.0%	7.5%
Payroll and Finance Accountant	n/a	80.0%	5.0%	5.0%	10.0%
Office Assistant	80.0%	20.0%	n/a	n/a	n/a

DEPARTMENT EXPENDITURES

Finance Office Expenditures 01-10-103-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 142,737	\$ 114,588	\$ 126,018	\$ 127,000	\$ 132,036
162 Group Life Insurance	1,445	1,244	1,376	1,408	1,506
163 Medical Insurance	34,629	24,077	32,663	32,000	30,280
164 Workers' Compensation	743	833	764	798	885
166 Pension Costs	11,177	9,646	10,782	10,930	11,287
167 Long-term Disability Insurance	833	780	821	867	867
168 Post Retirement Plan	1,100	950	1,100	1,100	1,100
198 Social Security Expense	10,786	8,655	9,640	9,716	10,101
Total Personal Services	\$ 203,450	\$ 160,773	\$ 183,164	\$ 183,819	\$ 188,062
Contractual Services					
212 Professional Services-Auditing	\$ 16,459	\$ 14,854	\$ 17,000	\$ 14,510	\$ 14,510
230 Association Dues	1,005	990	1,050	1,245	1,500
231 Travel & Conference Expense	5,618	2,559	4,000	3,000	4,000
250 Repairs & Maintenance- Office Equipment	8,493	8,493	8,500	7,513	7,750
275 Printing & Duplicating	100	1,192	2,000	1,500	2,000
290 Other Contractual Services	7,304	8,712	10,000	9,000	10,000
Total Contractual Services	\$ 38,979	\$ 36,800	\$ 42,550	\$ 36,768	\$ 39,760
Commodities					
300 Office Furniture & Equipment	\$ 276	\$ -	\$ -	\$ -	\$ 2,000
301 Expendable Office Supplies	1,105	2,758	1,500	2,500	2,500
302 Books & Subscriptions	946	300	1,000	750	1,000
390 Other Supplies	2,638	4,149	5,000	4,500	5,000
Total Commodities	\$ 4,965	\$ 7,207	\$ 7,500	\$ 7,750	\$ 10,500
Distributed Costs					
602 Dist. Data Processing Costs	\$ 15,029	\$ 14,986	\$ 14,974	\$ 12,570	\$ 18,012
Total Distributed Costs	\$ 15,029	\$ 14,986	\$ 14,974	\$ 12,570	\$ 18,012
Total Finance Office Expenditures	\$ 262,423	\$ 219,766	\$ 248,188	\$ 240,907	\$ 256,334

BUDGETARY COMMENT

Funds requested for the Finance Office are \$8,146 or 3.3% more than appropriated in 2010 mainly due to increases in personnel costs.

TAX COLLECTION

GENERAL FUND GENERAL GOVERNMENT



	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Tax Collection Expenditures					
Personal Services	\$ 44,276	\$ 42,463	\$ 44,855	\$ 44,189	\$ 46,437
Contractual Services	136,620	128,565	138,900	134,613	141,940
Commodities	1,670	575	2,200	700	1,200
Distributed Costs	12,023	11,989	11,231	9,427	10,807
Total Tax Collection Expenditures	\$ 194,589	\$ 183,592	\$ 197,186	\$ 188,929	\$ 200,384

TAX COLLECTION OVERVIEW

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

Under an agreement with the Upper St. Clair School District, the Township Tax Office collects taxes for the School District, as well as the Township. In 2008, the Township agreed to a new five (5) year contract with Jordan Tax Service to collect these taxes.

DEPARTMENT STATISTICS AND BENCHMARKS

Collection Summary as of October 31st of 2009 and 2010

Taxes	Approximate No. of Accounts	School District Amount		Township Amount	
		Oct-09	Oct-10	Oct-09	Oct-10
Real Estate Tax	7,528	\$ 34,226,668	\$ 35,169,820	\$ 5,434,935	\$ 7,373,776
Earned Income Tax	16,361	4,066,054	3,826,857	6,497,881	6,175,588
Local Services Tax (Twp)	4,325	n/a	n/a	196,267	210,367
Mercantile Tax (SD)	76	156,161	137,480	n/a	n/a
Total		\$ 38,448,883	\$ 39,134,157	\$ 12,129,083	\$ 13,759,731

The estimated total taxes collected for the Township in 2010 is \$15,099,000. The estimated total cost of operating the tax collection office in 2010 is \$188,929. Also in 2010, the School District will reimburse the Township \$31,140 (see "General Fund Revenue-Service Agreements") for ongoing collection services held in the Township Municipal Building. The total net expenditures of \$157,789 represent 1.05% of the estimated total taxes collected for 2010.

For 2011, the budgeted total taxes collected are \$15,268,404 and net expenditures are budgeted at \$169,244, which represents 1.11% of budgeted total taxes collected.

TAX COLLECTION

GENERAL FUND
GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

Tax Collection Expenditures 01-10-104-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 32,080	\$ 31,122	\$ 31,997	\$ 31,900	\$ 33,452
162 Group Life Insurance	322	337	352	360	383
163 Medical Insurance	5,624	4,780	6,123	5,500	5,935
164 Workers' Compensation	165	206	194	202	225
166 Pension Costs	2,956	2,933	3,033	3,065	3,161
167 Long-term Disability Insurance	186	211	208	222	222
168 Post Retirement Plan	500	500	500	500	500
198 Social Security Expense	2,443	2,374	2,448	2,440	2,559
Total Personal Services	\$ 44,276	\$ 42,463	\$ 44,855	\$ 44,189	\$ 46,437
Contractual Services					
212 Professional Services-Auditing	\$ 1,300	\$ 1,350	\$ 1,400	\$ 1,590	\$ 1,590
223 Tax Collection Bonds	6,562	6,488	6,600	6,488	6,500
230 Association Dues	-	-	50	-	-
250 Repairs & Maintenance- Office Equipment	329	332	350	335	350
278 Postage	806	1,017	1,500	1,200	1,500
290 Other Contractual Services	126,877	119,378	127,000	125,000	130,000
291 Real Estate Appraisal Services	746	-	2,000	-	2,000
Total Contractual Services	\$ 136,620	\$ 128,565	\$ 138,900	\$ 134,613	\$ 141,940
Commodities					
300 Office Furniture & Equipment	\$ 1,112	\$ -	\$ 1,000	\$ -	\$ -
301 Expendable Office Supplies	78	76	200	100	200
390 Other Supplies	480	499	1,000	600	1,000
Total Commodities	\$ 1,670	\$ 575	\$ 2,200	\$ 700	\$ 1,200
Distributed Costs					
602 Dist. Data Processing Costs	\$ 12,023	\$ 11,989	\$ 11,231	\$ 9,427	\$ 10,807
Total Distributed Costs	\$ 12,023	\$ 11,989	\$ 11,231	\$ 9,427	\$ 10,807
Total Tax Collection Expenditures	\$ 194,589	\$ 183,592	\$ 197,186	\$ 188,929	\$ 200,384

BUDGETARY COMMENT

Funds requested for Tax Collection are \$3,198 more than appropriated in 2010. This is due to an increase in personnel costs.

LEGAL SERVICES

GENERAL FUND
GENERAL GOVERNMENT



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Legal Services Expenditures					
Contractual Services	\$ 192,134	\$ 221,977	\$ 190,000	\$ 130,000	\$ 155,000
Total Legal Services Expenditures	\$ 192,134	\$ 221,977	\$ 190,000	\$ 130,000	\$ 155,000

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	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Contractual Services					
210 Professional Services-Legal	\$ 188,163	\$ 213,362	\$ 175,000	\$ 125,000	\$ 145,000
290 Other Contractual Services	3,971	8,615	15,000	5,000	10,000
Total Contractual Services	\$ 192,134	\$ 221,977	\$ 190,000	\$ 130,000	\$ 155,000
Total Legal Services Expenditures	\$ 192,134	\$ 221,977	\$ 190,000	\$ 130,000	\$ 155,000

BUDGETARY COMMENT

Funds requested for Legal Services are \$35,000 less than appropriated in 2010. The decrease is due to a reduction in expenses related to the Crown Tower Litigation. Expenses for legal services expenses for the past ten (10) years have been as follows:

Year	Amount	Year	Amount
2002	\$ 182,347	2007	\$ 295,036
2003	138,141	2008	192,134
2004	129,166	2009	221,977
2005	180,119	2010	130,000
2006	174,564	2011	150,000

	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Information Technology Expenditures					
Personal Services	\$ 250,367	\$ 244,933	\$ 283,655	\$ 239,847	\$ 266,037
Contractual Services	49,525	54,223	88,500	73,200	92,000
Commodities	676	567	2,200	1,200	2,200
Distributed Costs	<u>(300,568)</u>	<u>(299,723)</u>	<u>(374,355)</u>	<u>(314,247)</u>	<u>(360,237)</u>
Total Information Tech. Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

INFORMATION TECHNOLOGY OVERVIEW

Information Technology Services (IT) are provided by the Director and three assistants who are responsible for keeping the Township’s computer network 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 dependant on the stability of the platforms chosen which keeps the Township at a very high percentage of uptime. Many of the applications the IT Department supports assists the other Departments of the Township with their initiatives as defined in the Comprehensive Plan. The IT Department also maintains and updates the websites for the Township, the Community & Recreation Center, Tri-Community EMS, Volunteer Fire Department and USC Today magazine. The Director is under the supervision of the Township Manager.

2010 DEPARTMENT ACCOMPLISHMENTS

Offsite Backup Implementation (Completed Jan. 2010)

- Installed server at C&RC
- Configured and scheduled backup scripts
- Tested/verified success of backups

Township Internet Service Provider (Completed Jun. 2010)

- Switched to new Internet Service Provider
- Changed all IP addresses to reflect change in provider

Tri-Community South EMS Internet Service Provider (Completed Jun. 2010)

- Switched Tri-Community’s Internet Service Provider to Comcast with increased connection speed
- Changed all IP addresses to reflect change in provider

Electronic Packet Generation Software (Completed Jul. 2010)

- Implemented software that will allow PDF packets to be efficiently generated

2010 DEPARTMENT ACCOMPLISHMENTS (Continued)

Tri-Community South EMS VPN Tunnel (Completed Oct. 2010)

- Setup VPN tunnel from Tri-Community South to the Township
- Allows remote access/printing for AccuFund (Finance Software)

Tri-Community South EMS QuickTrip Software (Completed Oct. 2010)

- Upgraded to new version of software
- Installed on all desktops and laptops
- Resolved issues that occurred

Township Website Redesign – Phase I – (Completed Oct. 2010)

- Researched layout and content organization
- Started to move existing data into the new layout in test environment

Reverse 911 – Phase I (Completed Oct. 2010)

- Began to research possible solutions for Reverse 911
- Reviewed demos provided by software vendors

Microsoft Office 2007 (Anticipated Completion 1st Quarter 2011)

- Began to implement Microsoft Office 2007 in departments.
- As of Oct. 2010, approximately 60% of Township employees are using Microsoft Office 2007

Internet/Computer Usage Policy (Anticipated Completion 1st Quarter 2011)

- Updated Internet/Computer Usage Policy

2011 DEPARTMENT GOALS AND OBJECTIVES

- **Township Website Redesign** - Implement Phase II
- **Microsoft Office 2007** - Finish implementing Microsoft Office 2007 in all departments
- **Internet/Computer Usage Policy** - Make recommended changes made by Township Attorney
- **Reverse 911** - Implement Reverse 911 system
- **Public Works Software** – Determine and implement the best solution for Public Works software
- **Township-wide Time Clock Software** – Implement a Township-wide Time Clock Software
- **Door Lock Software** – Implement a door lock software program to enhance building safety

DEPARTMENT STATISTICS AND BENCHMARKS

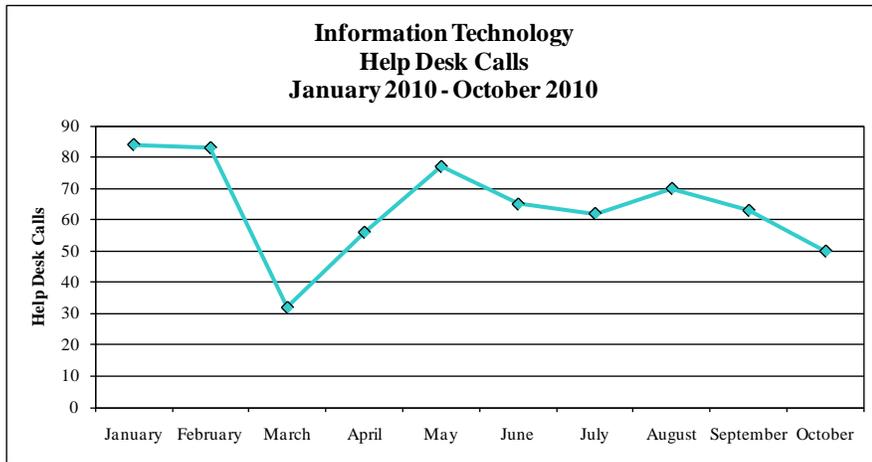
Listed below are the estimated percentages of time that the Information Technology Department will be spending in each department in 2011 based on budgeted projects and past history. Please note that 20-25% of one Support Technician is spent at Tri-Community South Emergency Medical Services.

Department	2010 %	2010 Estimate	2011 %	2011 Budget
Administration	10.0%	31,425	8.0%	28,818
Finance	4.0%	12,570	5.0%	18,012
Tax Office	3.0%	9,427	3.0%	10,807
Police	15.0%	47,137	17.0%	61,240
Community Development	12.5%	39,281	19.0%	68,445
Public Works	12.5%	39,281	15.0%	54,036
Recreation	10.0%	31,425	5.0%	18,012
Library	5.0%	15,712	5.0%	18,012
Sanitary Sewer Fund	8.0%	25,140	8.0%	28,819
C&RC Fund	20.0%	62,849	15.0%	54,036
Total Allocation	100.0%	314,247	100.0%	360,237

The Information Technology Department is responsible for and manages the following:

Support Devices	2006	2007	2008	2009	2010
Copiers & Fax Machines	17	18	18	17	18
Desktops	95	95	92	105	105
Laptops					22
PDA's, Scanners, Projectors, Digital	26	26	30	40	49
Phones	95	95	97	125	130
Cell Phones	18	19	16	19	19
Servers	14	22	26	27	27
Network Devices	42	48	48	59	59
Printers					
Desktop Printers	18	19	20	26	31
Network Printers	26	31	31	31	31
Total Support Devices	351	373	378	449	491
Network Users	132	122	124	149	154
Software Applications	54	55	65	66	67
Number of Help Desk Calls (10/29/10)	372	468	501	969	642

DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

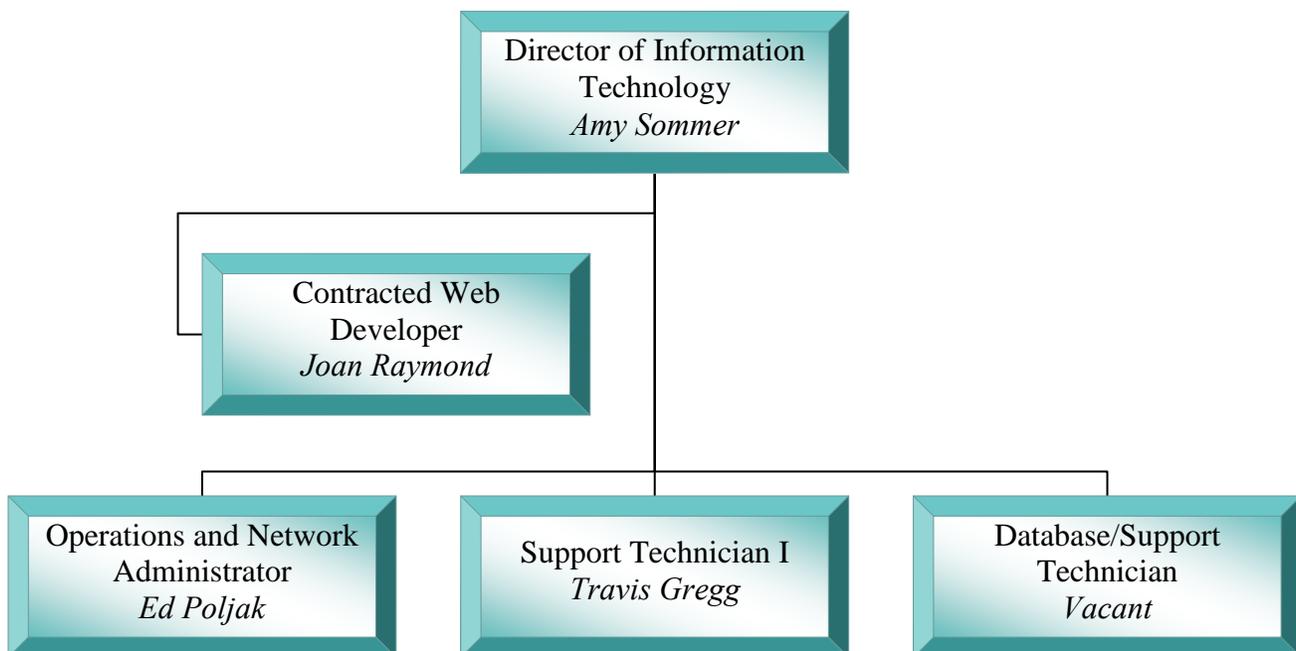


Help Desk Calls By Department 2010	
Administration	83
Community Development	73
Finance	30
IT	48
Library	42
Recreation	175
Public Works	85
Police	62
TCS	43
The Outdoor Classroom	0
Tax Office	1
Total	642

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Information Technology Department for 2011 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2011 Positions
Director of Information Technology	4	\$62,230	\$87,120	1
Database/Support Technician	7	\$34,271	\$47,977	1
Operations and Network Administrator	7	\$34,271	\$47,977	1
Support Technician I	8	\$22,847	\$39,981	1
Total				4



**INFORMATION
TECHNOLOGY**

GENERAL FUND
GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

Information Technology Expenditures 01-10-106-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 173,403	\$ 173,370	\$ 188,382	\$ 155,000	\$ 173,310
162 Group Life Insurance	1,745	1,861	2,071	1,685	1,988
163 Medical Insurance	45,415	39,559	60,277	55,000	60,224
164 Workers' Compensation	896	1,211	1,141	1,193	1,161
166 Pension Costs	12,953	12,827	14,129	11,895	12,995
167 Long-term Disability Insurance	1,000	1,164	1,244	1,050	1,101
168 Post Retirement Plan	2,000	2,000	2,000	2,166	2,000
198 Social Security Expense	12,955	12,941	14,411	11,858	13,258
Total Personal Services	\$ 250,367	\$ 244,933	\$ 283,655	\$ 239,847	\$ 266,037
Contractual Services					
231 Travel & Conference Expense	\$ -	\$ 3,822	\$ 5,000	\$ 5,000	\$ 5,000
250 Repairs & Maintenance- Office Equipment	25,080	25,896	35,000	32,000	35,000
290 Other Contractual Services	24,314	24,355	36,500	36,000	40,000
299 Internet Connection Costs	131	150	12,000	200	12,000
Total Contractual Services	\$ 49,525	\$ 54,223	\$ 88,500	\$ 73,200	\$ 92,000
Commodities					
301 Expendable Office Supplies	\$ 121	\$ 530	\$ 500	\$ 600	\$ 750
302 Books & Subscriptions	64	-	200	100	200
390 Other Supplies	491	37	1,500	500	1,250
Total Commodities	\$ 676	\$ 567	\$ 2,200	\$ 1,200	\$ 2,200
Distributed Costs					
602 Dist. Data Processing Costs	\$ (300,568)	\$ (299,723)	\$ (374,355)	\$ (314,247)	\$ (360,237)
Total Distributed Costs	\$ (300,568)	\$ (299,723)	\$ (374,355)	\$ (314,247)	\$ (360,237)
Total Information Tech. Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

BUDGETARY COMMENT

For 2011, Information Technology costs are projected to decrease by \$14,118 or 3.8%. The decrease is due the departure of the former Director of Information Technology in 2010.

CABLE TELEVISION SERVICES

GENERAL FUND
GENERAL GOVERNMENT



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Cable Television Services Expenditures					
Personal Services	\$ -	\$ 262	\$ 64,037	\$ 213	\$ 61,749
Contractual Services	-	1,146	1,200	800	1,200
Commodities	-	301	2,600	1,150	2,600
Total Cable Television Services Exp.	\$ -	\$ 1,709	\$ 67,837	\$ 2,163	\$ 65,549

DEPARTMENT OVERVIEW

For many years Adelphia Cable (now Comcast) 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 recent legislative amendments to the Telecommunications Act and new competition, Comcast has indicated that they will discontinue this practice with the renewal of the expired cable franchise agreement. We have budgeted accordingly to fund for this anticipated new Township position.

Cable Television Services Expenditures 01-10-107-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
162 Group Life Insurance	-	-	440	-	459
163 Medical Insurance	-	-	16,919	-	14,612
164 Workers' Compensation	-	262	204	213	204
166 Pension Costs	-	-	3,000	-	3,000
167 Long-term Disability Insurance	-	-	414	-	414
198 Social Security Expense	-	-	3,060	-	3,060
Total Personal Services	\$ -	\$ 262	\$ 64,037	\$ 213	\$ 61,749
Contractual Services					
250 Equipment Maintenance	\$ -	\$ 1,146	\$ 1,200	\$ 800	\$ 1,200
Total Contractual Services	\$ -	\$ 1,146	\$ 1,200	\$ 800	\$ 1,200
Commodities					
300 Office Furniture & Equipment	\$ -	\$ 260	\$ 650	\$ 200	\$ 650
301 Expendable Office Supplies	-	12	100	100	100
302 Books & Subscriptions	-	-	50	50	50
303 Tapes	-	29	1,200	700	1,200
304 Publicity Material	-	-	100	-	100
390 Other Supplies	-	-	500	100	500
Total Commodities	\$ -	\$ 301	\$ 2,600	\$ 1,150	\$ 2,600
Total Cable Television Services Exp.	\$ -	\$ 1,709	\$ 67,837	\$ 2,163	\$ 65,549

GENERAL FUND

PUBLIC SAFETY

SUMMARY

SUMMARY

GENERAL FUND
PUBLIC SAFETY



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Public Safety Expenditures					
Personal Services	\$ 3,952,993	\$ 4,068,463	\$ 4,282,840	\$ 4,080,360	\$ 4,661,826
Contractual Services	397,872	363,984	403,934	371,668	419,028
Commodities	57,117	83,588	76,375	70,600	76,400
Distributed Costs	54,295	13,934	62,457	55,478	63,832
Total Public Safety Expenditures	\$ 4,462,277	\$ 4,529,969	\$ 4,825,606	\$ 4,578,106	\$ 5,221,086

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 departments within Public Safety. Please refer to the following three sections titled Police Protection, Fire Protection and Animal Control for specific information relating to each department.

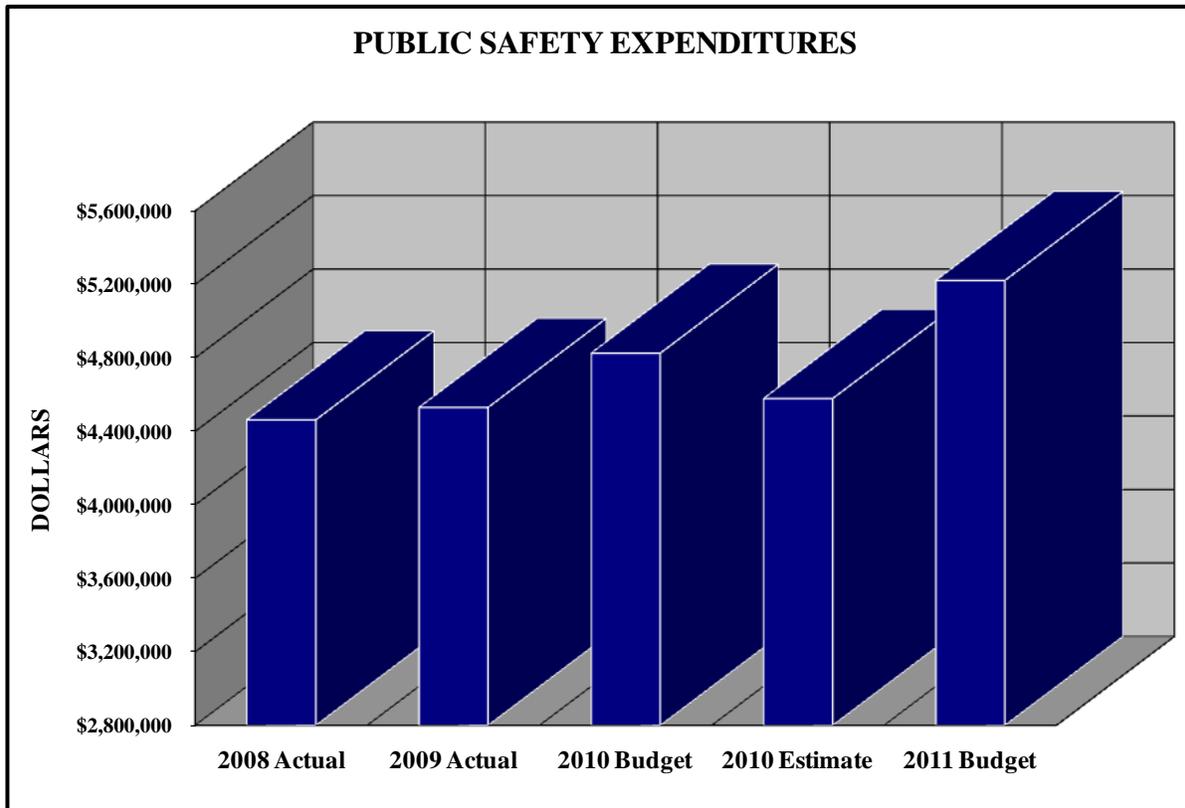
Public Safety Expenditures 01-20-201-500 TO 01-20-210-500	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
100 Full-Time Wages	\$ 2,300,838	\$ 2,424,828	\$ 2,510,889	\$ 2,400,000	\$ 2,571,342
102 Wages for Workers' Comp.	33,426	4,981	15,000	1,000	15,000
110 Overtime Wages	199,991	124,582	130,000	75,000	85,000
150 Longevity Pay	108,131	108,750	106,641	106,641	105,600
151 Residence and Travel Pay	6,400	6,800	6,600	6,200	6,600
152 Education Pay	29,739	28,989	28,039	28,039	30,339
153 Holiday Pay	95,728	102,176	102,000	102,000	103,000
154 Court Pay	9,587	10,570	12,250	11,000	12,500
155 Acting Sergeant Pay	4,863	6,128	6,000	6,000	6,100
156 Shift Differential Pay	16,065	17,985	17,900	17,900	19,000
162 Group Life Insurance	17,528	19,063	19,303	18,610	20,263
163 Medical Insurance	468,582	478,666	591,710	575,000	530,317
164 Workers' Compensation	167,436	222,756	224,395	234,522	251,545
166 Pension Costs	238,427	241,897	244,072	244,075	635,353
167 Long-term Disability Insurance	10,092	16,749	16,637	16,285	16,997
168 Post Retirement VEBA Plan	34,499	35,824	28,000	27,500	28,000
198 Social Security Expense	211,661	217,719	223,404	210,588	224,870
Total Personal Services	\$ 3,952,993	\$ 4,068,463	\$ 4,282,840	\$ 4,080,360	\$ 4,661,826

SUMMARY

**GENERAL FUND
PUBLIC SAFETY**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Contractual Services					
220 Liability Insurance	\$ 27,551	\$ 24,515	\$ 24,900	\$ 23,332	\$ 22,773
222 Vehicle Insurance-Fire Trucks	3,182	5,062	5,250	5,183	5,200
224 Police Professional Liability Ins.	16,331	16,553	16,331	16,553	16,555
230 Association Dues	1,205	1,155	1,750	1,500	1,750
231 Travel & Conference Expense	16,570	11,932	15,000	14,000	15,000
240 Water and Sewerage	102,823	103,730	104,850	104,450	107,500
241 Natural Gas	17,877	12,955	25,225	16,500	23,000
242 Electricity	15,584	18,376	17,500	19,000	23,550
243 Telephone	29,944	27,119	30,600	27,500	28,750
250 Repairs & Maintenance- Office Equipment	7,712	7,430	8,150	7,800	8,200
252 Repairs & Maintenance- Other Equipment	2,890	2,571	8,400	5,000	8,500
254 Repairs & Maintenance-Vehicles	27,938	25,899	31,000	38,000	42,000
263 Office Equipment Rental	618	-	625	-	-
272 Animal Control Services	115,414	94,599	100,803	80,000	102,000
275 Printing & Duplicating	2,293	1,905	3,000	2,100	3,000
280 Mileage Reimbursement	546	317	550	750	750
290 Other Contractual Services	9,394	9,866	10,000	10,000	10,500
Total Contractual Services	\$ 397,872	\$ 363,984	\$ 403,934	\$ 371,668	\$ 419,028
Commodities					
300 Office Furniture & Equipment	\$ 4,799	\$ 210	\$ 2,350	\$ 500	\$ 2,000
301 Expendable Office Supplies	3,413	3,165	4,050	3,500	4,000
302 Books & Subscriptions	584	418	800	500	800
304 Publicity Material	2,149	1,138	2,550	1,000	2,600
330 Public Safety Equipment	12,151	33,802	17,300	17,000	17,800
335 Fire Fighting Equipment	9,831	16,108	17,000	17,000	17,000
351 Uniform Allowance	20,592	22,185	23,625	23,500	23,500
355 Uniform-Initial Issuance	298	4,849	6,000	6,000	6,000
390 Other Supplies	733	1,713	2,700	1,600	2,700
401 MPOETC Training Expense	2,567	-	-	-	-
Total Commodities	\$ 57,117	\$ 83,588	\$ 76,375	\$ 70,600	\$ 76,400
Distributed Costs					
601 Dist. Vehicle Costs	\$ 48,573	\$ 50,275	\$ 48,871	\$ 48,871	\$ 48,968
602 Dist. Data Processing Costs	45,085	44,958	56,153	47,137	61,240
604 Boyce Mayview RAD Patrol Costs	-	(40,329)	(42,567)	(40,530)	(46,376)
605 Dist. Gambling Grant Exp.	(39,363)	(40,970)	-	-	-
Total Distributed Costs	\$ 54,295	\$ 13,934	\$ 62,457	\$ 55,478	\$ 63,832
Total Public Safety Expenditures	\$ 4,462,277	\$ 4,529,969	\$ 4,825,606	\$ 4,578,106	\$ 5,221,086



*Average Annual Cost Increase Rate – 3.99%

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*		\$4,983,252
How many real estate tax mills?	1.42	\$2,279,476
Earned Income Tax per \$100?	\$ 30.33	\$2,275,108
Percentage of Other Taxes?	2.61%	\$428,668

**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.*

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GENERAL FUND

PUBLIC SAFETY

POLICE PROTECTION

POLICE PROTECTION

GENERAL FUND PUBLIC SAFETY



	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Police Protection Expenditures					
Personal Services	\$ 3,922,292	\$ 4,032,937	\$ 4,256,665	\$ 4,053,004	\$ 4,637,588
Contractual Services	104,985	92,494	109,406	96,535	105,528
Commodities	44,702	65,247	52,825	49,000	52,800
Distributed Costs	54,295	13,934	62,457	55,478	63,832
Total Police Protection Expenditures	\$ 4,126,274	\$ 4,204,612	\$ 4,481,353	\$ 4,254,017	\$ 4,859,748

POLICE PROTECTION OVERVIEW

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

Police operations include the following:

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

POLICE DEPARTMENT CODE OF ETHICS

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

CODE OF ETHICS

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

AS A LAW ENFORCEMENT OFFICER, my fundamental duty is to serve mankind, to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder, and to respect the Constitutional Rights of all men to liberty, equality and justice.

I WILL keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn or ridicule, develop self restraint, and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear, of a confidential nature or that is confided in me in my official capacity, will be kept ever secret unless revelation is necessary in the performance of my duty.

POLICE DEPARTMENT CODE OF ETHICS (Continued)

I WILL never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

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

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

2010 DEPARTMENT ACCOMPLISHMENTS

- Maintained a response time of four minutes or less
- Continued the Officer Training program for the 23rd year
- Conducted 10th Citizens' Police Academy
- Completed a successful Deer Culling program through the USDA
- Updated department manuals

2011 DEPARTMENT GOALS AND OBJECTIVES

- Maintain a response time of four minutes or less
- Implement Reverse 911 Program within the Police Department
- Continue the Officer Training program for the 24th year
- To conduct the 11th Citizen's Police Academy for the Township of Upper St. Clair
- To continue the Deer Culling Program with the USDA

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 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

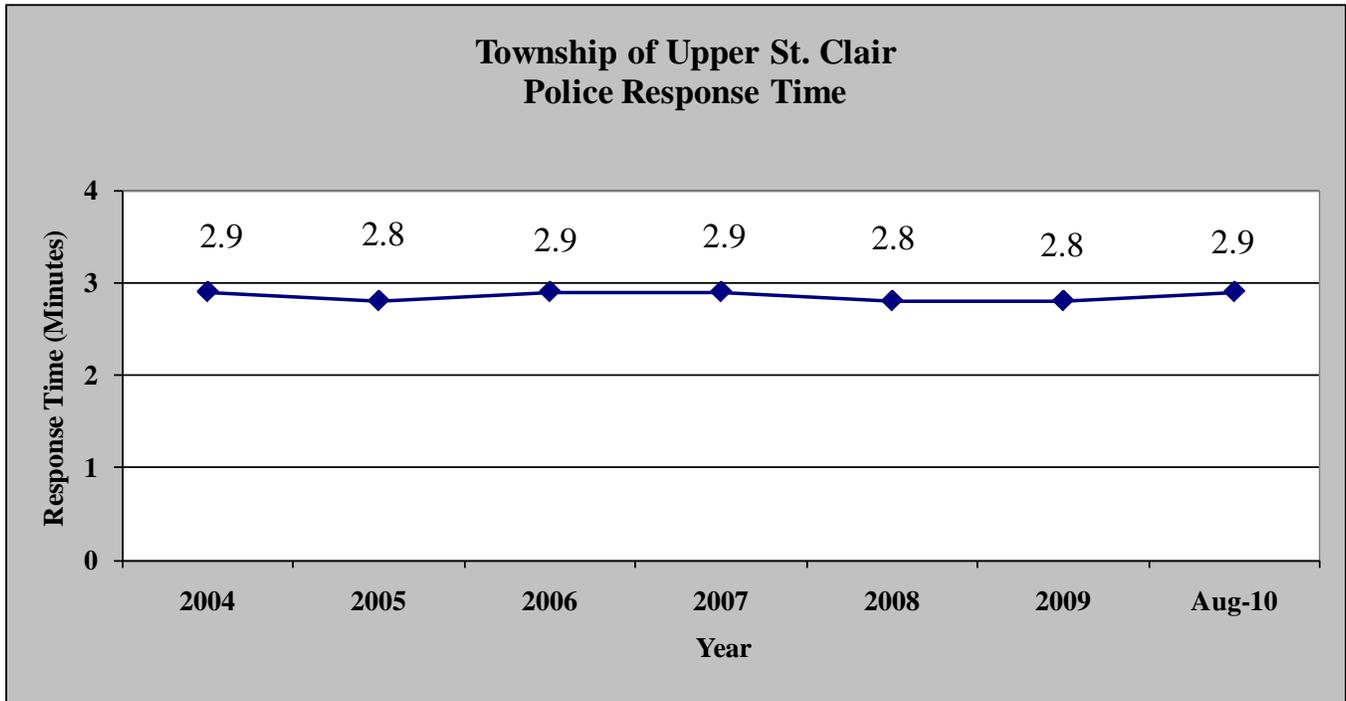
DEPARTMENT STATISTICS (Continued)

Township Crime Statistics for 2003 – August 2010 are listed below.

Category	2003	2004	2005	2006	2007	2008	2009	Aug-10
Offenses								
Part I	97	118	120	96	134	119	106	112
Part II	226	202	208	223	182	165	191	119
Arrests								
Adults	60	73	55	65	109	92	111	66
Juveniles	10	17	10	9	37	65	39	35
Clearance Rates								
Part I Offenses	23%	27%	28%	32%	25%	29%	42%	25%
Part II Offenses	69%	68%	65%	73%	73%	66%	73%	76%
Traffic Safety Statistics								
Driving Under the Influence	23	24	23	24	23	16	20	13
All Other Traffic Citations	1,337	1,385	1,018	855	998	1,013	665	499
Citations								
Traffic Citations	1,337	1,385	1,018	855	998	1,013	665	499
Non-Traffic Citation	130	159	99	140	122	124	96	79
Township Ordinance Violation	1,305	1,307	1,195	1,134	998	902	800	588
Warnings	N/A	3,091	2,735	2,505	2,520	2,777	1,918	1,484
Calls for Service								
Accidents	601	675	584	518	503	452	441	212
Alarms	1,367	1,290	1,087	1,175	952	754	770	512
Ambulance Requests	995	1,064	1,144	1,221	1,402	1,347	1,320	874
Burglaries	10	11	24	14	9	14	10	10
Criminal Mischief	412	404	298	364	246	232	348	166
Domestics	162	219	263	208	163	220	218	140
Open Doors	1,715	1,643	1,468	731	826	1,452	1,083	661
Vehicle Thefts	8	9	8	2	4	2	2	1
Total Number of Calls for Service	N/A	14,349	13,785	12,216	11,469	11,617	11,117	7,616
Response Time (in minutes)								
Average Time Dispatch to Arrival	N/A	2.9	2.8	2.9	2.9	2.8	2.8	2.9
Average Time Spent at Scene	N/A	13.9	13.8	13.7	13.6	13.9	13.8	13.6
Average Time Dispatch to Completion	N/A	16.8	16.6	16.6	16.5	16.7	16.6	16.5

DEPARTMENT BENCHMARKS

The Police Department’s benchmark for response time is four (4) minutes or less. Since this benchmark has been kept (2004), the Police Department’s response time has been under three (3) minutes. The Police Department accomplishes this by assigning officers to an area of the Township called a grid. The officer assigned to the grid cannot leave the grid without permission. Calls for services are dispatched according to grid; therefore, an officer is already in the area, which permits a rapid response. Through August 2010, the Police Department’s response time has been 2.9 minutes.



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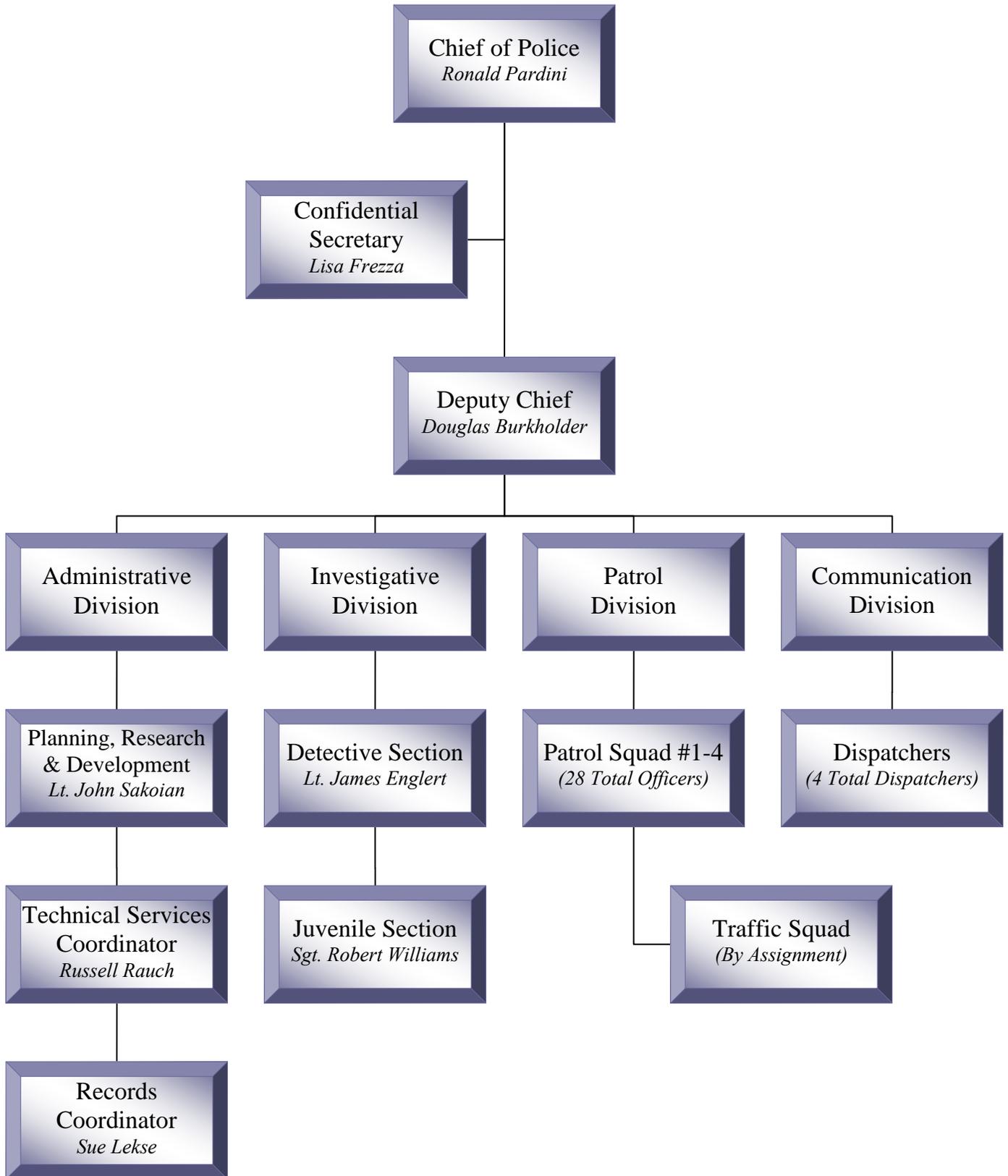
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Police Department for 2011 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2011 Positions
Chief of Police	2	\$92,620	\$129,667	1
Deputy Chief of Police	3	\$75,916	\$106,286	1
<i>Uniformed Police Officers</i>				
Lieutenant	Union Contract	\$45.59/hr	\$45.59/hr	2
Sergeant	Union Contract	\$41.45/hr	\$41.45/hr	6
Police Officer 6	Union Contract	\$37.68/hr	\$37.68/hr	15
Police Officer 2	Union Contract	\$25.71/hr	\$25.71/hr	2
Police Officer 1	Union Contract	\$23.74/hr	\$23.74/hr	1
Dispatcher	Union Contract	\$16.60/hr	\$20.77/hr	4
Technical Services Coordinator	5	\$51,006	\$71,407	1
Records Coordinator	8	\$22,847	\$39,981	1
Confidential Secretary to the Chief of Police	8	\$22,847	\$39,981	1
Total				35

Police Union Contract 2011 Salary & Wage Scale	
Officer 1	\$23.74/hr
Officer 2	\$25.71/hr
Officer 3	\$28.09/hr
Officer 4	\$32.91/hr
Officer 5	\$35.31/hr
Officer 6	\$37.68/hr
Sergeant	\$41.45/hr
Lieutenant	\$45.59/hr
Dispatcher	\$16.60 - \$20.77/hr

*The Police Officer's contract expires at Year End 2010. Wages are assumed at a 3.0% increase.



POLICE PROTECTION

GENERAL FUND
PUBLIC SAFETY



DEPARTMENT EXPENDITURES

Police Protection Expenditures 01-20-201-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 2,300,838	\$ 2,424,828	\$ 2,510,889	\$ 2,400,000	\$ 2,571,342
102 Wages for Workers' Comp. ^	33,426	4,981	15,000	1,000	15,000
110 Overtime Wages	199,991	124,582	130,000	75,000	85,000
150 Longevity Pay	108,131	108,750	106,641	106,641	105,600
151 Residence and Travel Pay	6,400	6,800	6,600	6,200	6,600
152 Education Pay	29,739	28,989	28,039	28,039	30,339
153 Holiday Pay	95,728	102,176	102,000	102,000	103,000
154 Court Pay	9,587	10,570	12,250	11,000	12,500
155 Acting Sergeant Pay	4,863	6,128	6,000	6,000	6,100
156 Shift Differential Pay	16,065	17,985	17,900	17,900	19,000
162 Group Life Insurance	17,528	19,063	19,303	18,610	20,263
163 Medical Insurance	468,582	478,666	591,710	575,000	530,317
164 Workers' Compensation	136,735	187,230	198,220	207,166	227,307
166 Pension Costs	238,427	241,897	244,072	244,075	635,353
167 Long-term Disability Insurance	10,092	16,749	16,637	16,285	16,997
168 Post Retirement VEBA Plan	34,499	35,824	28,000	27,500	28,000
198 Social Security Expense	211,661	217,719	223,404	210,588	224,870
Total Personal Services	\$ 3,922,292	\$ 4,032,937	\$ 4,256,665	\$ 4,053,004	\$ 4,637,588
Contractual Services					
220 Liability Insurance	\$ 27,551	\$ 24,515	\$ 24,900	\$ 23,332	\$ 22,773
224 Police Professional Liability Ins.	16,331	16,553	16,331	16,553	16,555
230 Association Dues	1,205	1,155	1,750	1,500	1,750
231 Travel & Conference Expense*	16,570	11,932	15,000	14,000	15,000
243 Telephone	18,060	14,470	17,100	14,500	15,000
250 Repairs & Maintenance- Office Equipment	7,712	7,430	8,150	7,800	8,200
252 Repairs & Maintenance- Other Equipment	1,431	2,015	6,000	3,000	6,000
254 Repairs & Maintenance-Vehicles	3,274	2,336	6,000	3,000	6,000
263 Office Equipment Rental	618	-	625	-	-
275 Printing & Duplicating	2,293	1,905	3,000	2,100	3,000
280 Mileage Reimbursement	546	317	550	750	750
290 Other Contractual Services	9,394	9,866	10,000	10,000	10,500
Total Contractual Services	\$ 104,985	\$ 92,494	\$ 109,406	\$ 96,535	\$ 105,528

^Wages for Workers' Comp.: Net wages of officers paid workers' compensation and 2/3 insurance reimbursement.

*Travel & Conference Expenses: Management Conferences, Traffic Training, Staff Training, and Act 120 Training

POLICE PROTECTION**GENERAL FUND
PUBLIC SAFETY**

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Commodities					
300 Office Furniture & Equipment	\$ 4,799	\$ 210	\$ 2,350	\$ 500	\$ 2,000
301 Expendable Office Supplies	3,413	3,165	4,050	3,500	4,000
302 Books & Subscriptions	584	418	800	500	800
330 Public Safety Equipment	11,774	32,814	13,500	13,500	14,000
351 Uniform Allowance	20,592	22,185	23,625	23,500	23,500
355 Uniform-Initial Issuance	298	4,849	6,000	6,000	6,000
390 Other Supplies	675	1,606	2,500	1,500	2,500
401 MPOETC Training Expense	2,567	-	-	-	-
Total Commodities	\$ 44,702	\$ 65,247	\$ 52,825	\$ 49,000	\$ 52,800
Distributed Costs					
601 Dist. Vehicle Costs	\$ 48,573	\$ 50,275	\$ 48,871	\$ 48,871	\$ 48,968
602 Dist. Data Processing Costs	45,085	44,958	56,153	47,137	61,240
604 Boyce Mayview RAD Patrol Costs	-	(40,329)	(42,567)	(40,530)	(46,376)
605 Dist. Gambling Grant Exp.	(39,363)	(40,970)	-	-	-
Total Distributed Costs	\$ 54,295	\$ 13,934	\$ 62,457	\$ 55,478	\$ 63,832
Total Police Protection Expenditures	\$ 4,126,274	\$ 4,204,612	\$ 4,481,353	\$ 4,254,017	\$ 4,859,748

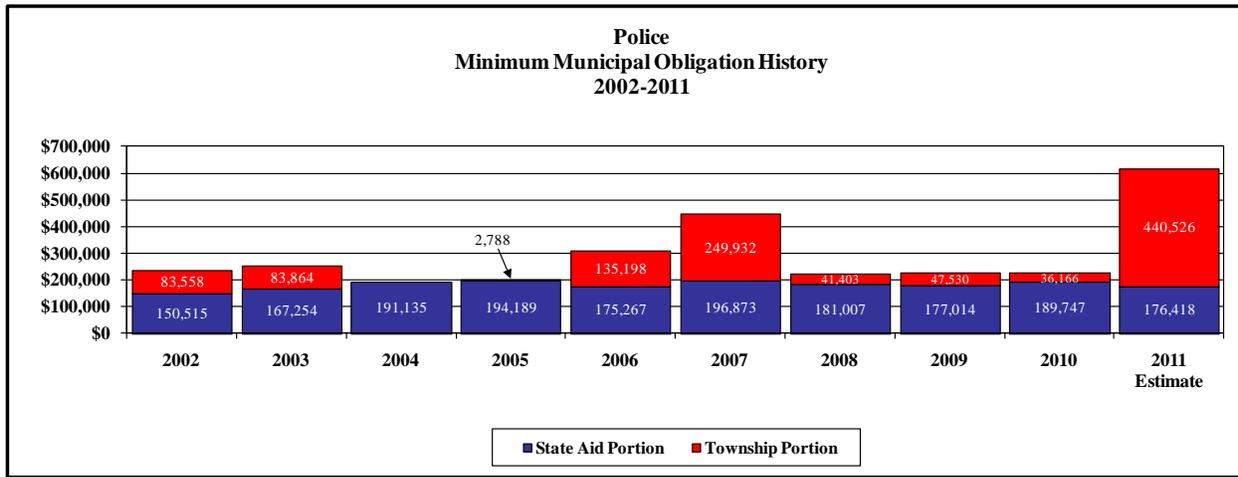
BUDGETARY COMMENT

Funds requested for Police Protection are \$378,395 or 8.44% more than appropriated in 2010. This is primarily due to increases in pension costs (see below) and contractual wage increases.

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 2002 and identifies the funding sources for it.

SUPPLEMENTARY INFORMATION (Continued)



Police Vehicles & Equipment

Asset Tag	Year	Make	Model	Mileage (as of 11-1- 2010)	Age in Years	Condition	Anticipated Replacement Year	
Patrol Vehicles / Traffic Vehicles								
1	2003 057	2003	Ford	Crown Victoria	81,102	8	Poor	2011
2	2006 047	2006	Ford	Crown Victoria	63,736	5	Fair	2011
3	2007 007	2007	Ford	Crown Victoria	39,544	4	Good	2012
4	2007 006	2007	Ford	Crown Victoria	50,476	4	Good	2012
5	2007 005	2007	Ford	Crown Victoria	36,892	4	Good	2012
6	2009 026	2009	Ford	Crown Victoria	366	2	Good	2013
7	2009 027	2009	Ford	Crown Victoria	8,352	2	Good	2013
8	2010 005	2010	Ford	Crown Victoria	452	1	Excellent	2014
9	2010 004	2010	Ford	Crown Victoria	307	1	Excellent	2014
4-Wheel Drive Vehicles								
1	2005 035	2005	Ford	Explorer	76,589	6	Fair	2011
2	2006 046	2006	Ford	Explorer	64,500	5	Fair	2012
3	2006 045	2006	Ford	Explorer	81,102	5	Poor	2012
4	2008 019	2008	Ford	Explorer	21,931	3	Good	2012
5	2008 021	2008	Ford	Explorer	56,315	3	Good	2013
6	2008 022	2008	Ford	Explorer	21,862	3	Good	2013
7	2009 025	2009	Ford	Explorer	16,302	2	Excellent	2013
8	2010 006	2010	Ford	Expedition	17,105	1	Excellent	2015
Other Equipment								
1	1992 027	1992	Chevy	Communication Van	3,461	19	Poor	2012
2	2000 013	2001	Ford	Cargo Van	52,988	10	Fair	2012
3	2001 054	2001	Polaris	Quad #1	N/A	10	Fair	If Grant Becomes Available
4	2001 049	2001	Polaris	Quad #2	N/A	10	Fair	If Grant Becomes Available
5	2001 048	2001	Polaris	Quad #3	N/A	10	Fair	If Grant Becomes Available
6	2001 050	2001	Mustang	Trailer	N/A	10	Fair	If Grant Becomes Available

GENERAL FUND

PUBLIC SAFETY

FIRE PROTECTION

FIRE PROTECTION

GENERAL FUND PUBLIC SAFETY



	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Fire Protection Expenditures					
Personal Services	\$ 30,701	\$ 35,526	\$ 26,175	\$ 27,356	\$ 24,238
Contractual Services	175,226	174,908	190,875	192,683	208,450
Commodities	12,357	18,234	23,350	21,500	23,400
Total Fire Protection Expenditures	\$ 218,284	\$ 228,668	\$ 240,400	\$ 241,539	\$ 256,088

FIRE PROTECTION OVERVIEW

Fire Protection Services for the Township of Upper St. Clair are provided by a totally *volunteer* force which has grown from 19 members in 1971 to a present force of 54 members as of November 2010.

2010 DEPARTMENT ACCOMPLISHMENTS

- Took delivery of new Rescue Truck
- Upgraded mobile radios to comply with FCC 12.5Khz requirements
- Began work on bar code inventory system for equipment
- Continued aggressive recruitment of new volunteers

2011 DEPARTMENT GOALS AND OBJECTIVES

- Add accountability system to new SCBA Units
- Continue upgrade of radio system to comply with FCC 12.5Khz requirements
- Complete bar code inventory system for equipment
- Continue aggressive recruitment of new volunteers
- Complete outfitting and place into service the new rescue truck

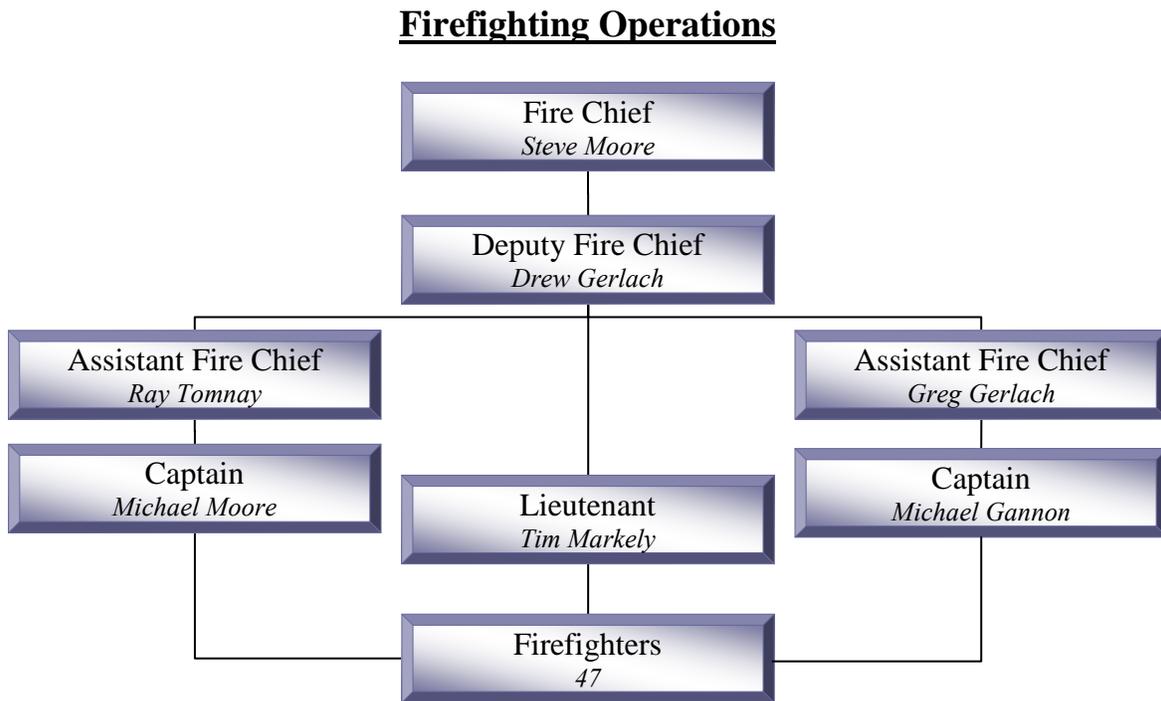
DEPARTMENT STATISTICS AND BENCHMARKS

The Volunteer Fire Department 2006-2009 year-end key statistics are as follows:

Year	Number of Emergencies	Fire Alarms	Structural Incidents	Average Response Time (Minutes)	Estimated Fire Losses	Estimated Property Saved
2006	271	135	32	2.85	\$ 122,100	\$ 5,376,402
2007	275	111	30	2.83	92,300	2,453,700
2008	257	104	31	6.10	147,000	22,410,600
2009	266	82	25	5.36	373,000	37,988,000
Total	1,069	432	118		\$ 734,400	\$ 68,228,702

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Volunteer Fire Department for 2011 are as follows:



DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

Administrative Operations



DEPARTMENT EXPENDITURES

Fire Protection Expenditures 01-20-202-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
164 Workers' Compensation	\$ 30,701	\$ 35,526	\$ 26,175	\$ 27,356	\$ 24,238
Total Personal Services	\$ 30,701	\$ 35,526	\$ 26,175	\$ 27,356	\$ 24,238
Contractual Services					
222 Vehicle Insurance-Fire Trucks	\$ 3,182	\$ 5,062	\$ 5,250	\$ 5,183	\$ 5,200
240 Water and Sewerage	102,516	103,363	104,500	104,000	107,000
241 Natural Gas	16,321	11,800	23,225	15,000	21,000
242 Electricity	15,200	17,915	17,000	18,500	23,000
243 Telephone	11,884	12,649	13,500	13,000	13,750
252 Repairs & Maintenance- Other Equipment	1,459	556	2,400	2,000	2,500
254 Repairs & Maintenance-Vehicles	24,664	23,563	25,000	35,000	36,000
Total Contractual Services	\$ 175,226	\$ 174,908	\$ 190,875	\$ 192,683	\$ 208,450

FIRE PROTECTION

GENERAL FUND
PUBLIC SAFETY



DEPARTMENT EXPENDITURES (Continued)

	<u>2008</u> Actual	<u>2009</u> Actual	<u>2010</u> Budget	<u>2010</u> Estimate	<u>2011</u> Budget
Commodities					
304 Publicity Material	\$ 2,149	\$ 1,138	\$ 2,550	\$ 1,000	\$ 2,600
330 Public Safety Equipment	377	988	3,800	3,500	3,800
335 Fire Fighting Equipment	9,831	16,108	17,000	17,000	17,000
Total Commodities	<u>\$ 12,357</u>	<u>\$ 18,234</u>	<u>\$ 23,350</u>	<u>\$ 21,500</u>	<u>\$ 23,400</u>
Total Fire Protection Expenditures	<u>\$ 218,284</u>	<u>\$ 228,668</u>	<u>\$ 240,400</u>	<u>\$ 241,539</u>	<u>\$ 256,088</u>

BUDGETARY COMMENT

The Volunteer Fire Department is funded by three sources: The Neighborhood Fund Drive, Foreign Fire Insurance Taxes and Township Appropriations. Funds requested from Township appropriations for 2011 increased by \$15,688 or 6.53% due to increases in vehicle maintenance costs and a proposal for the Township to absorb utility costs for the Volunteer Fire Department’s station #2.

SUPPLEMENTARY INFORMATION

Volunteer Fire Department Vehicles

	Vin Number	Year	Make	Model	Mileage (as of 11-1- 2010)	Age in Years	Condition	Anticipated Replacement Year
Fire Protection Vehicles								
1	2053	1989	Amer La France	Engine	42,804	22	Poor	2015
2	1AFAC1187D1A17890	1983	Amer LaFrance	Rescue	17,903	28	Poor	2011
3	4Z3HAACK85RU02102	2005	Amer LaFrance	Ladder	26,442	6	Good	2030
4	1FMFU16588LA19358	2008	Ford	n	23,899	3	Good	2014
5	1FDSW35F71EC97502	2001	Ford	F-350	18,924	10	Fair	2014
6	1FDSW35P73EC28157	2003	Ford	F-350	21,174	8	Fair	2013
7	4Z3AAACG02RJ49205	2002	Freightliner	Engine	17,699	9	Good	2022
8	1AFAAACK68RZ60906	2008	Amer LaFrance	Engine	5,437	3	Excellent	2029
9	1AFAAACG08RZ44177	2009	Amer La France	Rescue	762	2	Excellent	TBD

GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

ANIMAL CONTROL

GENERAL FUND PUBLIC SAFETY



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Animal Control Expenditures					
Contractual Services	\$ 117,661	\$ 96,582	\$ 103,653	\$ 82,450	\$ 105,050
Commodities	58	107	200	100	200
Total Animal Control Expenditures	\$ 117,719	\$ 96,689	\$ 103,853	\$ 82,550	\$ 105,250

ANIMAL CONTROL OVERVIEW

Upper St. Clair participates in a joint Animal Control program with Mt. Lebanon, Scott Township, Dormont Borough, Whitehall Borough, Castle Shannon Borough and Green Tree Borough. Costs of the program are divided between the seven (7) communities under a formula, which incorporates road mileage, area of land and population statistics.

In 2011, Animal Control Officers are projected to receive 31.0% 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	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Contractual Services					
240 Water and Sewerage	\$ 307	\$ 367	\$ 350	\$ 450	\$ 500
241 Natural Gas	1,556	1,155	2,000	1,500	2,000
242 Electricity	384	461	500	500	550
272 Animal Control Services	115,414	94,599	100,803	80,000	102,000
Total Contractual Services	\$ 117,661	\$ 96,582	\$ 103,653	\$ 82,450	\$ 105,050
Commodities					
390 Other Supplies	\$ 58	\$ 107	\$ 200	\$ 100	\$ 200
Total Commodities	\$ 58	\$ 107	\$ 200	\$ 100	\$ 200
Total Animal Control Expenditures	\$ 117,719	\$ 96,689	\$ 103,853	\$ 82,550	\$ 105,250

BUDGETARY COMMENT

Total costs of the Animal Control program are shared among the seven 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 seven (7) communities under the formula described above.

GENERAL FUND

COMMUNITY DEVELOPMENT

SUMMARY

	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Community Development Expenditures					
Personal Services	\$ 434,960	\$ 467,037	\$ 497,076	\$ 488,424	\$ 460,238
Contractual Services	51,510	60,173	75,800	60,752	69,652
Commodities	8,081	4,647	8,750	6,750	8,500
Distributed Costs	43,848	58,946	51,681	44,168	73,342
Total Comm. Development Expenditures	<u>\$ 538,399</u>	<u>\$ 590,803</u>	<u>\$ 633,307</u>	<u>\$ 600,094</u>	<u>\$ 611,732</u>

COMMUNITY DEVELOPMENT OVERVIEW

The Township supports the need for a strong and proactive community planning and development function. Through the efforts of private developers and the Township’s implementation of its Comprehensive Plan, 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, and efficiently and effectively guiding construction for the benefit of present and future generations.

2010 DEPARTMENT ACCOMPLISHMENTS & GOALS FOR 2011

The Department of Planning and Community Development has accomplished and assisted various other Departments in the Township to achieve many goals throughout 2010. The following outline details 2010 accomplishments and goals for 2011 consistent with the Comprehensive Plan and other department initiatives:

OBJECTIVE 1: Implementation of the 2005 Comprehensive Plan: The Comprehensive Plan is the foundation of the department’s efforts. Within the document, there is an Action Plan that provides a list of recommendations to address a wide range of activities. The following activities are listed in the plan and were achieved or progress was made in 2010. In addition, goals for 2011 are identified. The bar graph at the end of the summary indicates where we are with the project and the amount of work needed to complete the task.

CPI Encourage re-development of the Consol site to expand business opportunities along the Township’s regional corridor.

2010 - The Township has maintained communication with the property owner and will conduct more detailed analysis in the future as needed.

2011 – Work with the site re-development team to minimize impacts of parcel access on the surrounding roadway network.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP I	5%	5%	90%

CP II *Determine the potential development capacity and accessibility of the northwestern Boyce-Washington Road intersection for non-residential development.*

2010 - The Township Staff and engineer worked on preparing a concept plan for development of this property to demonstrate what the development capacity is based on the traffic study, the Duquesne Light transmission lines, and environmental constraints. Also, Staff explored the feasibility of developing a mixed use code.

2011 - The Township will meet with neighboring property owners to discuss development potential, concerns and explore the feasibility of a mixed use code.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP II	30%	40%	30%

CP III *Create an Overlay designation for the McLaughlin Run Corridor to establish uniform development standards such as landscaping, bufferyards, lighting, and signage.*

2010 - This phase of the McLaughlin Run Corridor study is to prepare an Overlay Ordinance that will include provisions for landscaping, pedestrian connections, architectural guidelines, lighting and storm water management requirements. We have prepared draft zoning regulations and guidelines for the corridor.

2011 - The work will continue into 2011 for the Board of Commissioners consideration.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP III	80%	20%	0%

CP IV Develop provisions to encourage and permit additional opportunities in constructing a variety of housing products.

2010 - Opportunities for other housing products will be explored with the development of ordinance provisions for the McLaughlin Run Corridor, Boyce Road Corridor, Consol Property and the Bedner Farm.

2011 - The Overlay Ordinance for the McLaughlin Run Corridor will be complete in 2011. We will explore drafting provisions for other areas within the Township.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP IV	40%	30%	30%

CP V Enable the future development of remaining undeveloped large land tracts for a mixture of residential and non-residential land uses.

2010 - This type of development will be explored in the Boyce Road Study and as the Bedner Farm develops.

2011 - We will continue to explore revising the code for these areas of the Township as the property owners approach development.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP V	40%	20%	40%

CP VI Develop a community wide gateway and wayfinding system.

2010 - The CD Department will assist in developing a plan for a community wide wayfinding system that will identify points of interests, locations for signs and examples of signage. Also, the CD Department will assist in receiving approval from PennDOT for its Tourist Oriented Destination Signing (TODS) from a regional aspect.

2011 - The CD Department will assist with this project in the future.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP VI	10%	10%	80%

CP VII Evaluate the suitability of and promote best management practices through the completion of additional storm water management improvements.

2010 - The CD Department will explore revising the Township’s Storm Water Management Regulations consistent with the Department of Environmental Protection’s requirements and will encourage best management practices with new developments.

2011 - We will continue to encourage these types of storm water management techniques and pursue amending our code.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP VII	10%	60%	30%

CP VIII Construct transportation improvements at McLaughlin Run Road / McMillan Road / Lesnett Road.

2010 - The CD Department will further study alternatives for this intersection and submit requests to PennDOT and the Southwestern Pennsylvania Commission for funding.

2011 - The intersection is a priority and the Township will study improvements as the corridor develops.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP VIII	10%	10%	80%

CP IX Explore the feasibility and benefits of incorporating traffic calming policies into development.

2010 – The speed humps on Clairmont Drive and Truxton Drive were evaluated for effectiveness and resident satisfaction. The improvements were successful in reducing speeds in those neighborhoods. We studied two neighborhoods this year to determine eligibility for traffic calming. Harrogate Drive met the minimum warrants of the policy.

2011 – The CD Department will work with the Harrogate Drive neighborhood to develop a traffic calming plan and coordinate installation.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP IX	80%	20%	0%

CP X *Prioritize sidewalk / bikeway segments and produce a time schedule for their construction.*

2010 - The CD Department worked on the Pedestrian and Bicycle Plan which includes existing sidewalks, future sidewalks and bike lanes and a system of prioritization. In addition, CD had a representative on the steering committee for the Allegheny County’s Pedestrian Plan.

2011 - The CD Department will present a draft of the plan for Board of Commissioners consideration. The plan will serve as a tool for making future decisions regarding pedestrian and bicycle projects.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP X	60%	40%	0%

CP XI *Construct the Northern Loop of the Township’s pedestrian network.*

2010 - The Cooks School Road sidewalk project is part of the Pedestrian and Bicycle Plan and is an important segment in making the Township a walkable community.

2011 - In cooperation with the Public Works Department, the CD Department will pursue constructing the next phase of the Northern Loop, namely connecting Cooks School Road and Fort Couch Road. The Pedestrian and Bicycle Plan will assist in planning these projects.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP XI	60%	10%	30%

CP XII *Construct the Western Loop of the Township’s pedestrian network.*

2010 – The Township received a grant for \$250,000 from Allegheny County for expansion of the Perimeter Trail. The CD Department worked with Public Works to construct this section of trail. We submitted a grant application to PennDOT to construct pedestrian improvements along Mayview Road.

2011 - We will focus on constructing pedestrian improvements on Mayview Road and extending the Perimeter Trail around Boyce Mayview Park.

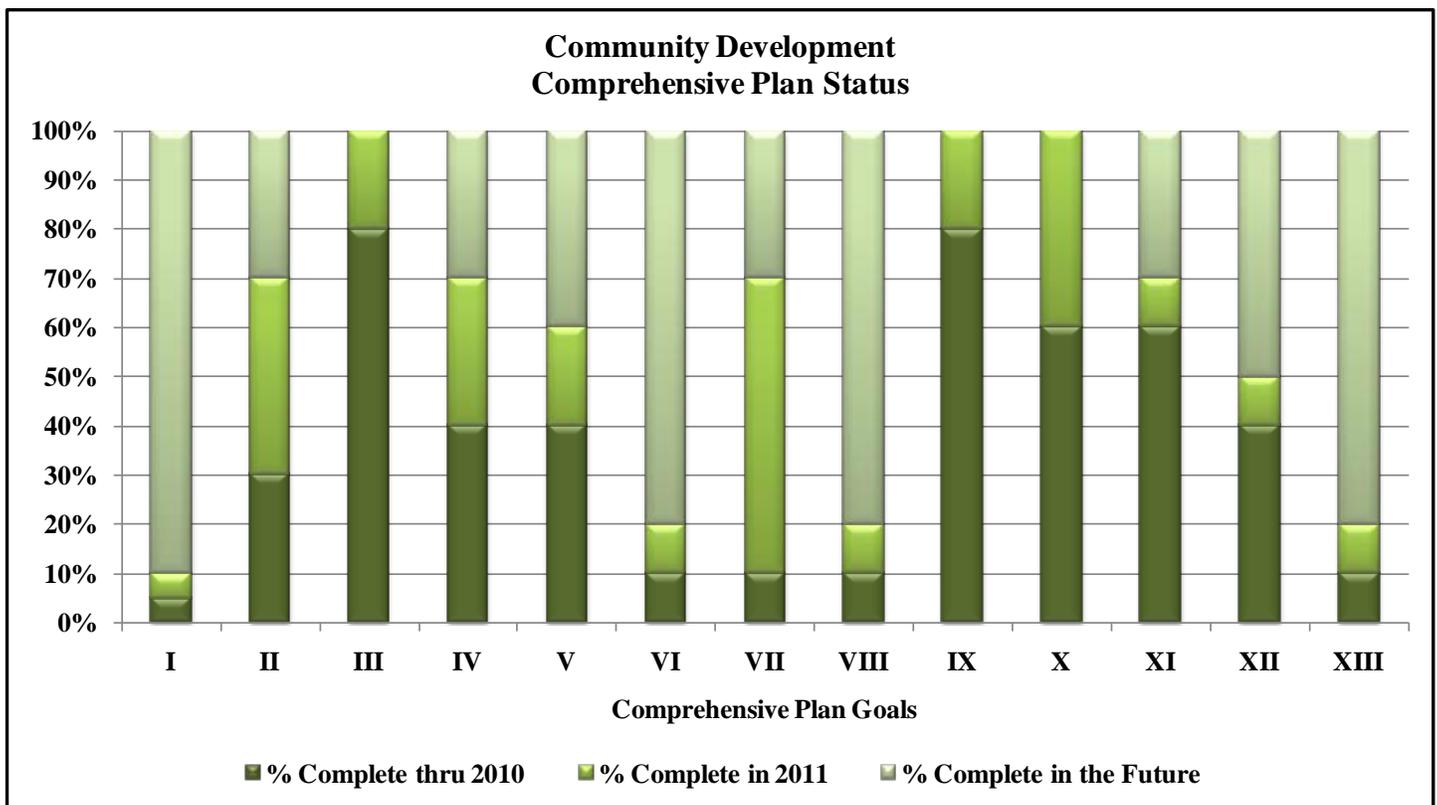
Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP XII	40%	10%	50%

CP XIII Coordinate with South Fayette Township, the Pittsburgh Industrial Railroad, PA DCNR, the SPC and the foundation community regarding opportunities to connect to Township Western Loop with future regional trail projects.

2010 - Continue to pursue cooperation from the Genesee and Wyoming Railroad and the Golf Course to prepare a feasibility study for this trail project.

2011 - We will continue to look for opportunities to expand this trail network.

Project	% Complete thru 2010	% Complete in 2011	% Complete in the Future
CP XIII	10%	10%	80%



OBJECTIVE 2: Various Text Amendments to the Township Code:

2010 – The CD Department prepared the following ordinance amendments: a revision to the Tree Ordinance, a revision to Township’s regulations for Traffic Impact Studies, regulations for Oil and Gas Well Drilling Operations.

2011 – The Township Code is updated to stay current with the latest trends. We will explore drafting the following ordinance amendments an ordinance for renewable energy sources such as solar and wind turbines, riparian buffers, and LED Signs. Also, the grading ordinance will be reviewed and amended.

OBJECTIVE 3: NPDES Stormwater Phase II:

2010 - The Township has a permit from the PA Department of Environmental Protection (PA DEP) for the discharge of storm water into the state’s streams. The CD Department submitted the Year 7 report with all accomplishments that have occurred under this program. This submission completed this phase of the program.

2011 – The CD Department will maintain all storm water management activities and make changes as required by the anticipated revisions from the PA DEP.

OBJECTIVE 4: NFIP CRS Program:

2010 - The Township participates in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) which encourages community floodplain management activities that exceed the minimum NFIP requirements. The CD Department submitted the 2009 recertification for the Township and succeeded in improving our rating to a 7.

2011 – The CD Department will maintain all CRS activities and rating by FEMA.

OBJECTIVE 5: Professional Training: Training is essential to having an educated and professional department to serve the community.

Director of Community Development – The department director has participated in the Southwest Section Council of the Pennsylvania Planning Association. Also, he has maintained his certification with the American Institute of Certified Planners and completed numerous workshops on Sustainable Development and Smart Growth.

Chief Building Inspector – The state requires 45 hours every 3 years. The Chief Building Inspector has maintained all required certifications and completed a course in Accessibility Requirements.

Fire Marshal – The Fire Marshal has participated as a member of the Uniform Construction Code Review and Advisory Council for the state. Also, she has maintained all required certifications.

Code Enforcement Officer – He has obtained certification as an Accessibility Inspector/Plans Examiner in addition to other certifications with the International Code Council.

2011 – The CD Department will obtain the required hours of training and maintain all certifications.

OBJECTIVE 6: Document and Information Management:

2010 – The CD Department continued to cull commercial files to provide storage for future needs and improve organization.

2011 - The department will explore the possibility of scanning documents to DVD rather than microfilm. This could be **more** cost effective and efficient.

DEPARTMENT STATISTICS

Category	2004	2005	2006	2007	2008	2009	Oct-10
Summary of Department Approvals and Appeals							
Number of Building Permits Processed	165	300	284	209	281	267	246
Number of Zoning Hearing Board Appeals	6	13	6	1	1	2	1
Number of Single Family Lots Approved	0	64	38	3	1	1	0
(New lots only, not re-subdivisions)							
Number of Multi-Family Units Approved	0	0	0	0	0	0	0
Number of Non-Residential Plans Approved	1	5	4	5	1	3	4
Number of Two-Family Attached Units Approved	0	0	0	0	0	0	0
Simple Subdivisions	1	3	0	0	0	3	0

DEPARTMENT STATISTICS (Continued)

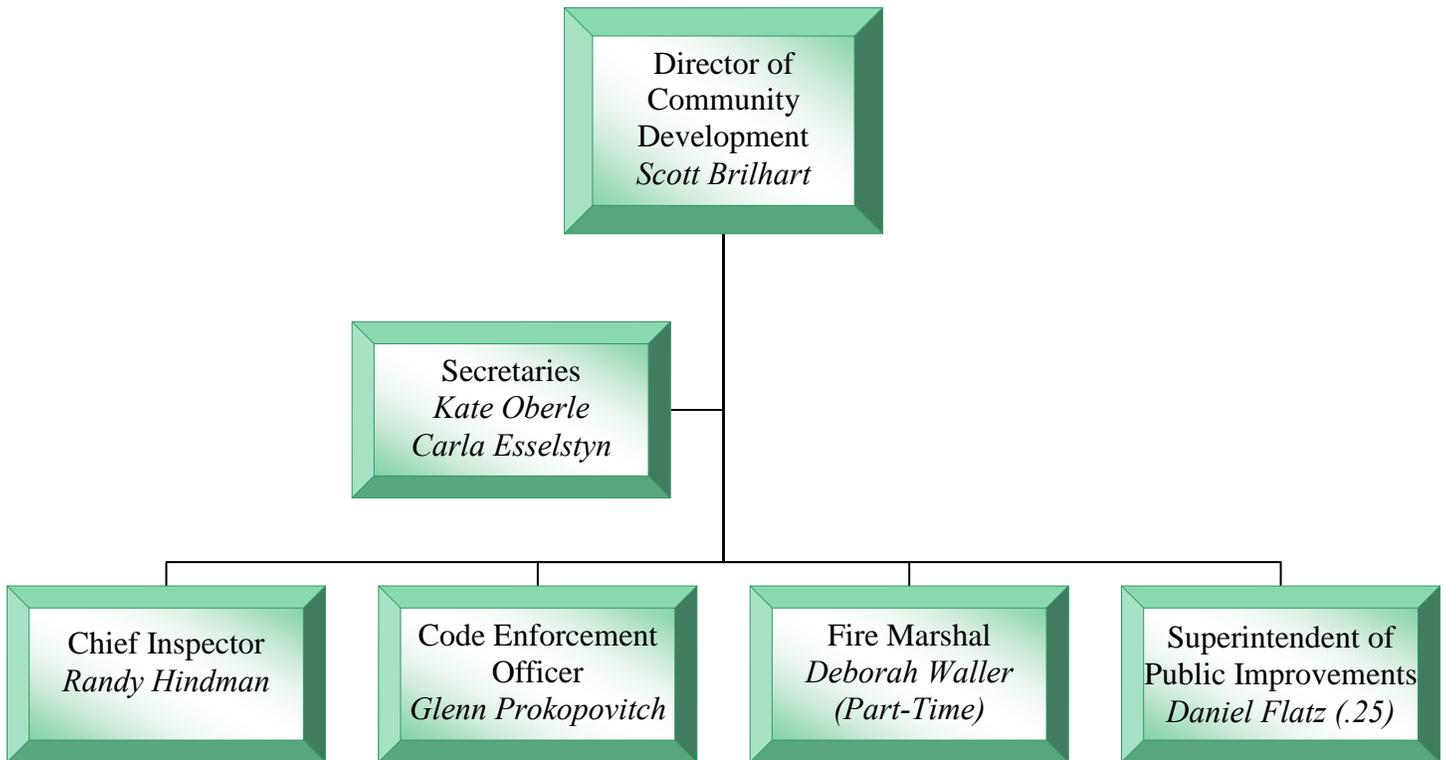
Category	2004	2005	2006	2007	2008	2009	Oct-10
Number of Permits Issued							
Certificates of Use & Occupancy	37	168	76	45	54	65	35
Sewer Permits (Sewer Taps)	18	18	4	10	14	12	5
Nonconforming Registrations	2	1	3	5	6	1	0
Demolition Permits	3	7	4	5	3	10	3
Grading Permits	7	10	10	8	8	13	4
Driveway Permits	25	24	17	22	23	22	11
Fire Prevention Permits	16	38	37	30	29	18	21
Electrical Permits	178	281	257	265	238	216	227
Street Opening Permits	97	179	322	431	478	757	412
Complaint Cases							
Received/Pending	165	320	315	304	339	373	404
Closed/Transferred	147	233	306	321	303	336	336
Home Occupation Registrations	7	7	5	14	7	16	20
Annual Alarm Notices	n/a	n/a	920	879	859	844	806

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Community Development Department for 2011 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2011 Positions
Director of Planning and Community Development	4	\$62,230	\$87,120	1
Planning & Zoning Administrator	6	\$41,809	\$58,534	0
Chief Inspector	6	\$41,809	\$58,534	1
Code Enforcement Officer	7	\$34,271	\$47,977	1
Fire Marshal	7	\$34,271	\$47,977	1
Secretary	Union Contract	\$18.38/hr	\$27.54/hr	2
Total				6

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



Budgetary Allocations

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

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

**PLANNING & CODE
ENFORCEMENT**

**GENERAL FUND
COMMUNITY DEVELOPMENT**

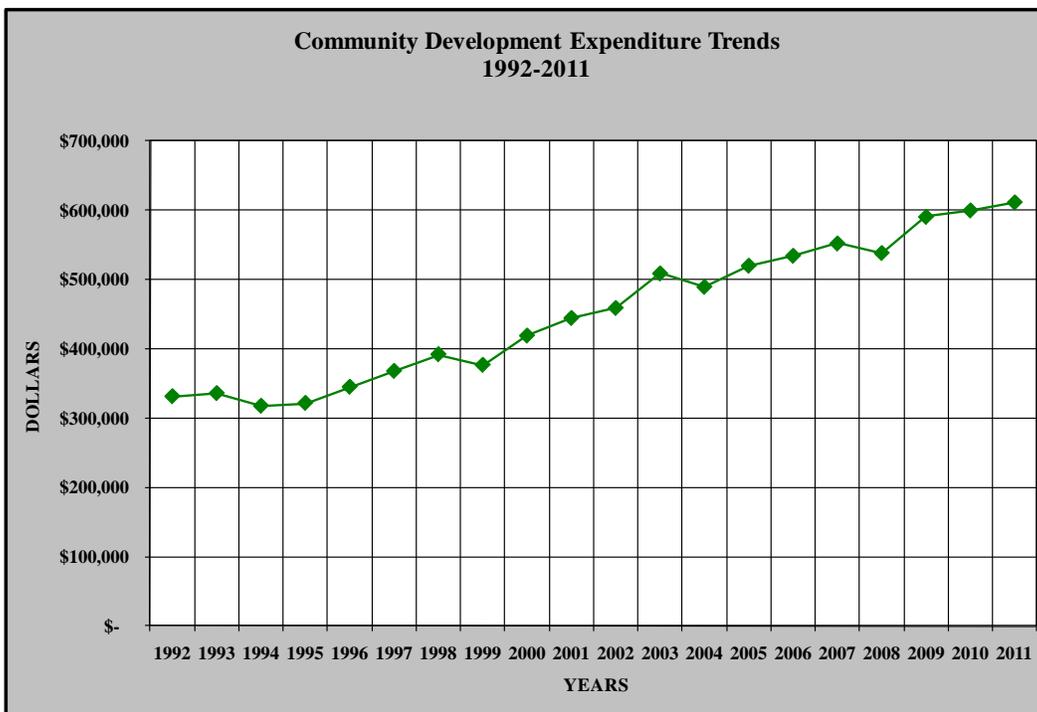
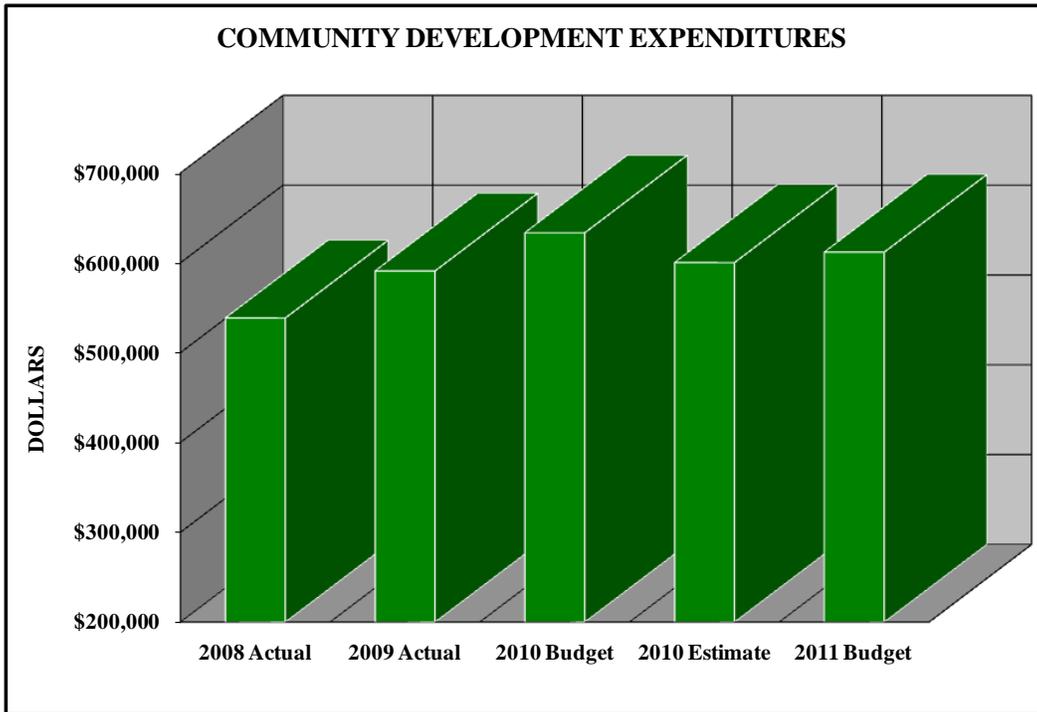


DEPARTMENT EXPENDITURES

Community Development Expenditures 01-30-301-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 277,741	\$ 302,602	\$ 313,461	\$ 308,000	\$ 283,835
110 Overtime Wages	346	612	1,000	500	1,000
120 Part-Time Wages	38,325	39,031	40,442	39,950	54,764
162 Group Life Insurance	2,688	3,109	3,169	3,250	3,000
163 Medical Insurance	62,764	63,950	79,984	78,000	55,449
164 Workers' Compensation	2,146	2,750	2,445	2,555	2,563
166 Pension Costs	24,491	25,116	25,235	25,265	29,630
167 Long-term Disability Insurance	1,707	2,192	2,190	2,248	2,018
168 Post Retirement Plan	917	2,000	2,000	2,000	2,000
198 Social Security Expense	23,835	25,675	27,150	26,656	25,979
Total Personal Services	\$ 434,960	\$ 467,037	\$ 497,076	\$ 488,424	\$ 460,238
Contractual Services					
213 Professional Services-Legal	\$ -	\$ 9,474	\$ 1,500	\$ 1,000	\$ 1,500
220 Liability Insurance	22,215	19,756	20,100	18,802	18,352
230 Association Dues	1,643	1,188	1,750	1,700	1,800
231 Travel & Conference Expense	2,995	4,251	4,200	3,500	4,200
232 Personnel Training	1,440	2,561	1,750	1,750	1,800
250 Repairs & Maintenance- Office Equipment	7,811	7,510	10,000	8,000	10,000
274 Legal Advertising	274	263	1,000	500	750
275 Printing & Duplicating	333	526	1,500	500	1,250
290 Other Contractual Services	14,799	14,644	34,000	25,000	30,000
Total Contractual Services	\$ 51,510	\$ 60,173	\$ 75,800	\$ 60,752	\$ 69,652
Commodities					
300 Office Furniture & Equipment	\$ -	\$ 1,204	\$ 1,000	\$ 750	\$ 1,000
301 Expendable Office Supplies	5,857	1,905	3,750	3,800	4,000
302 Books & Subscriptions	1,907	1,339	3,000	1,700	2,500
390 Other Supplies	317	199	1,000	500	1,000
Total Commodities	\$ 8,081	\$ 4,647	\$ 8,750	\$ 6,750	\$ 8,500
Distributed Costs					
601 Dist. Vehicle Costs	\$ 6,277	\$ 6,494	\$ 4,887	\$ 4,887	\$ 4,897
602 Dist. Data Processing Costs	37,571	52,452	46,794	39,281	68,445
Total Distributed Costs	\$ 43,848	\$ 58,946	\$ 51,681	\$ 44,168	\$ 73,342
Total Comm. Development Expenditures	\$ 538,399	\$ 590,803	\$ 633,307	\$ 600,094	\$ 611,732

BUDGETARY COMMENT

Funds requested for Community Development are \$21,575 or 3.4% less than appropriated in 2010. The decrease is due to the reduction of a full-time departmental secretary and the addition of a part-time secretary in 2011.



**Average Annual Cost Increase Rate – 3.29%*

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$451,390
How many real estate tax mills?	0.12	\$206,478
Earned Income Tax per \$100?	\$ 2.75	\$206,083
Percentage of Other Taxes?	0.24%	\$38,829

**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.*

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GENERAL FUND

PUBLIC WORKS

SUMMARY

DEPARTMENT SUMMARY

GENERAL FUND PUBLIC WORKS



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Public Works Expenditures					
Personal Services	\$ 2,247,046	\$ 2,086,708	\$ 2,174,062	\$ 2,157,012	\$ 2,294,084
Contractual Services	1,586,253	1,719,431	2,022,011	1,838,623	1,951,837
Commodities	972,475	866,167	1,100,220	1,086,823	1,125,400
Distributed Costs	(46,809)	(49,947)	(26,956)	(79,740)	(60,048)
Total Public Works Expenditures	<u><u>\$ 4,758,965</u></u>	<u><u>\$ 4,622,359</u></u>	<u><u>\$ 5,269,337</u></u>	<u><u>\$ 5,002,718</u></u>	<u><u>\$ 5,311,273</u></u>

PUBLIC WORKS OVERVIEW

The Public Works Department approaches 2011 with excitement brought about by new challenges as the department redirects its manpower and funding to continue progress towards accomplishment of goals set forth in the Township Comprehensive Plan, while continuing to maintain service levels to our residents. The Department has successfully integrated new demands placed on its manpower by the completion of the C&RC, the Perimeter Trail Phase II Project, and the ever increasing Boyce Mayview Park maintenance responsibilities. As 2011 approaches, the Public Works Department prepares for new projects, such as additional sections of the sidewalk/bikeway plan, directional/wayfinding signage, and the Municipal Building renovations.

The Capital Projects fund continues to support vital programs, such as the Annual Street Program, vehicle and equipment replacement, salt brine production system and sidewalk/bikeway projects. The major capital project each year is the Annual Street Program, which allows the Township to provide quality roadways within our neighborhoods and municipality. In 2011, funding has been set at \$1,100,000 to pave surfaces in the Township that need the most improvement.

The Sanitary Sewer EPA Consent Order Phase I is 100% complete as the Department prepares to move into Phase II of the Consent Order and its operation and maintenance plan. The Public Works Operation & Maintenance Plan calls for improvements to the Township's Brush Run Pumping Station, Sanitary Manhole Rehabilitation Program and sanitary sewer line televising and upgrades in 2011.

Also, in 2011 the Public Works Department strives to initiate a storm sewer corrective action and data collection program so as to better manage stormwater within the Township's infrastructure and minimize its impact on the environment.

The Public Works Department takes great pride in providing high levels of service to the community and maintaining all of our existing parks, fields, facilities, buildings, trails and infrastructure. By maintaining stable manpower levels, the Public Works Department feels it will be able to deliver quality service levels in 2011, as well as in the future.

2010 DEPARTMENT ACCOMPLISHMENTS

- Completed Phase I EPA Consent Order obligations
- Completed Phase II of the Boyce Mayview Park Perimeter Trail from the Boyce Mayview shelter to Mayview Road at the Township boundary
- Completed Morton Complex Ravine Fill Project to allow access to southwest corner of facility
- Completed construction of Boyce Mayview Park entry walls, lighting and signage
- Completed C&RC Emergency Generator Installation Project
- Completed the Boyce Mayview Northern Tributary Project
- Constructed a new pedestrian bridge within the Boyce Mayview Park trail system
- Completed Fort Couch sidewalk ADA ramps to PennDOT specifications
- Built additional shelter along Perimeter Trail at Boyce Mayview Fields
- Renovated Public Works fueling island
- Began Traffic Sign Retro-reflectivity Compliance Program Township wide
- Began Sanitary Sewer Manhole Rehabilitation Program Township wide
- Installed new “AutoCon” system in Brush Run Pump Station
- Completed Phase I of the Municipal Building space renovation

2011 DEPARTMENT GOALS AND OBJECTIVES

- Begin Phase II Sanitary Sewer EPA Consent Order
- Implement Storm Sewer System Corrective Action Plan
- Construct and develop maintenance program for Miracle Field
- Continue installation/construction of Township wide sidewalk/bikeway segments by priorities as funding permits
- Continue Boyce Mayview Park signage and wayfinding system as funding permits
- Explore planning and funding for Perimeter Trail Expansion Phase III
- Develop and publish Township Sustainable Energy Plan
- Complete Phase II of Municipal Building space renovation
- Identify and implement new Public Works Software Program for the purpose of mapping, data storage, complaint tracking, work order creation, vehicle maintenance and inventory
- Redevelop Public Works filing system and archive policies
- Continue to develop and fund Building Access Security Management Program
- Finalize implementation of salt brine production system and truck dispensing units for Township snow and ice removal

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 last update of the Comprehensive Plan was in 2005 and encompassed the goals for the Township for the year 2005 through 2014. Below are current status updates as they relate to Public Works. Please refer to the “*Long Term Plan*” section of the budget for a summary status update.

Goal:	<i>Incorporate signage related to the community’s historic and natural resources into the Township’s overall wayfinding system</i>
Update:	<ul style="list-style-type: none"> • Boyce Mayview Park signage design has been identified and installation has begun and is being located through the parks as funding permits. • Neighborhood parks signage being upgraded through the 2010 Annual Parks Maintenance Budget • Township Building directional signage being renovated with Community Development Block Grant (CDBG) funds from the Allegheny County Department of Economic Development (DCED) under the Federal Housing and Community Development Act amended as Directional Signs – ADA Upgrades (CD 36 7.2) • Log House sign renovated by Public Works • Upper St. Clair Fire Station #2 sign upgraded • Initiate Traffic Sign Retroreflectivity requirements to bring the Township into compliance with the Manual on Uniform Traffic Control Devices (MUTCD) standards by 2015

Goal:	<i>Continue with the implementation of the four athletic fields and the active recreational area development in Boyce Mayview Park in accordance with the Park's Master Plan</i>
Update:	<ul style="list-style-type: none"> • Athletic Fields are in their second full year of operation and are successfully being utilized • Public Works has completed Phase II of the Perimeter Trail Project, which extends through the active area of the park from Mayview Road at the Chartiers Creek Bridge to the large shelter located near The Outdoor Classroom • Completed the Northern Tributary Project constructed with a Growing Greener Grant with the purpose of relocating the stream flow around an historic dump site and eliminating sediment pollution from an existing, unstable, eroding reach of the existing channel • Constructed a pedestrian bridge located near the Northern Tributary Trail Project within the Boyce Mayview Park Trail System. • Constructed a new pavilion located within the Playing Fields area • Designed and completed the entry walls to the C&RC using LED lighting, natural stone products and native plantings • Designed, in conjunction with Gateway Engineers and Recreation and Leisure, a more visually pleasing bio-swale section located at the entrance of the C&RC

COMPREHENSIVE PLAN STATUS (Continued)

Goal:	<i>Explore the possibilities of creating a Township comprehensive park, recreation and open space plan</i>
Update:	<ul style="list-style-type: none"> Public Works, in conjunction with Recreation and Leisure Services, continues to implement the developed sidewalk plan to link Township neighborhood parks
Goal:	<i>Continue to study the feasibility of the Community & Recreation Center within the Township</i>
Update:	<ul style="list-style-type: none"> Support levels as they relate to Public Works cooperation have been identified and installed into daily operations of Public Works
Goal:	<i>Study facilities and space allocation for the Civic Center/Administration Building</i>
Update:	<ul style="list-style-type: none"> Complete renovation of old Recreation and Leisure office space to accommodate Information Technology offices and work space Begin space analysis study for Phase II of Administration Building renovations with EPM Architecture Begin cost and construction analysis of the building access security management system
Goal:	<i>Evaluate the suitability of and promote the best management practices through the completion of additional stormwater management</i>
Update:	<ul style="list-style-type: none"> Public Works has developed a Comprehensive Stormwater Management Plan 2011-2015 and has requested funding in the future budgets to institute phases and corrective action Completed Northern Tributary Project
Goal:	<i>Complete improvements of the EPA Consent Order and, as appropriate, in conjunction with surrounding municipalities</i>
Update:	<ul style="list-style-type: none"> Phase I of Consent Order 100% completed Phase II to begin in 2011 Institute Sanitary Sewer Manhole Rehabilitation Project
Goal:	<i>Prioritize sidewalk/bikeway segments and produce a time schedule for their construction</i>
Update:	<ul style="list-style-type: none"> Phase II of the Perimeter Trail completed from Boyce Mayview Park shelter to bridge at Chartiers Creek on Mayview Road Funding requested in 2011 to begin construction of highest priority segments of the sidewalk master plan
Goal:	<i>Continue to collaborate with the Upper St. Clair School District to expand joint opportunities for cultural, recreational and educational programming.</i>
Update:	<ul style="list-style-type: none"> Public Works, in conjunction with Recreation & Leisure Services, continues to meet monthly with the Playing Fields Work Group, which consists of members from the USCAA, Upper St. Clair School District and Upper St. Clair Township to continue to address all needs of our youths and park users

DEPARTMENT STATISTICS AND BENCHMARKS

Public Works Benchmarks & Statistics	2009	2010
Efficiency		
% Service Calls Outstanding	<1%	<1%
% Critical Sign Repairs completed within 4 Hours	100.0%	100.0%
% Pothole Repairs completed within 1 working day	25.0%	25.0%
% Hazardous Road Repairs responded to within 24 Hours	100.0%	100.0%
% Sewer Spills responded within 1 Hour	100.0%	100.0%
% Fleet Maintenance Completed On-Time	94.5%	97.0%
% Permit Inspections performed in a timely manner	100.0%	100.0%
Workload		
<i>Sanitary Sewer & Storm Sewer</i>		
Storm Drain Inlets inspected and/or cleaned	113	125
Miles of open/closed storm drains cleaned	1.2 Miles	1.5 miles
Miles of Sanitary Sewer lines cleaned/inspected	155 Miles	31 Miles
<i>Street & Sidewalk Program</i>		
Square feet of deteriorated pavement replaced	420,000 sf	385,000 sf
Square feet of deteriorated pavement sealed	60,000 sf	50,000 lf
Square feet of Sidewalks Built	2,800 sf	3,273 lf
Miles of roadway swept annually	500 Miles	1,786 Miles
Amount of Debris removed by Street Sweepers	172 Tons	173.5 Tons
<i>Vehicle & Equipment Maintenance</i>		
Number of Vehicles maintained by Public Works	77	80
Number of Pieces of Equipment maintained by Public Works	78	84
Number of Vehicles per mechanic	39	40
Number of Work Orders processed	937	3,582

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

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

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

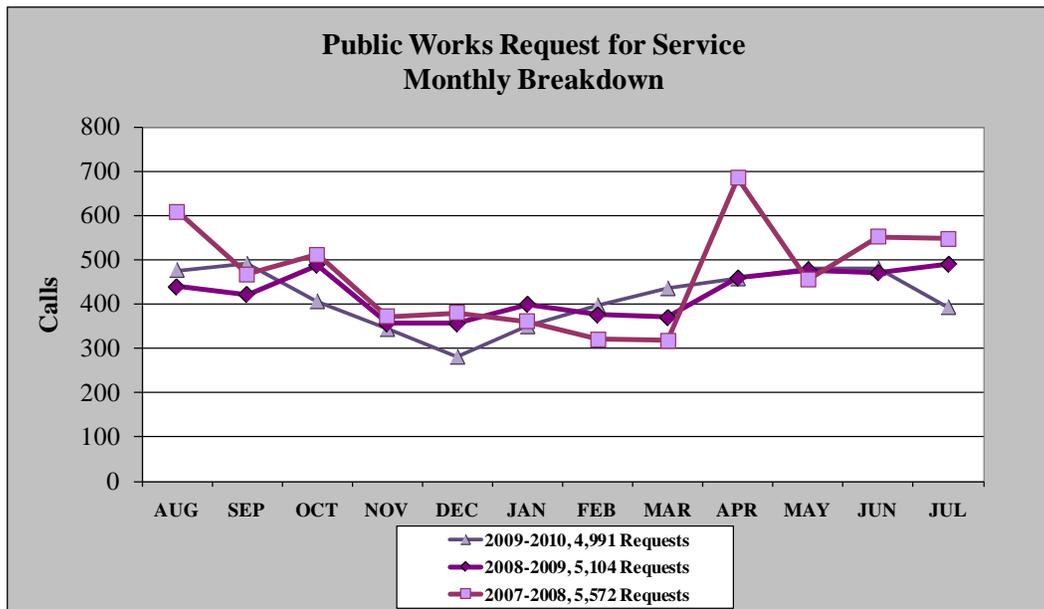
DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



**PUBLIC WORKS REQUESTS FOR SERVICE
AUGUST 2009 - JULY 2010**

	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Total
One Calls	175	193	146	106	95	101	56	131	156	191	165	89	1,604
Blue Cards/Police	55	35	29	23	13	40	24	25	17	40	38	35	374
Inspections	0	0	1	3	2	1	0	0	1	0	0	1	9
Ballfield Maintenance	1	1	1	0	0	0	0	1	2	4	3	3	16
Building Maintenance	15	20	23	20	21	21	24	25	28	23	31	29	280
Dead Animal	28	32	16	10	4	7	3	5	1	11	19	16	152
Dye Tests	25	37	35	13	7	14	16	25	45	33	21	29	300
Forestry	16	6	8	0	7	3	16	20	12	22	18	26	154
Garbage	52	59	39	49	32	44	48	38	46	38	58	39	542
Ground Maintenance General	4	1	0	3	2	1	0	1	1	5	6	4	28
Leaf Recycling	1	0	15	55	15	0	0	0	51	0	0	0	137
Mailbox/Snowplow Damage	0	0	0	0	11	23	34	36	9	2	0	0	115
Manhole Repair	1	0	0	1	0	1	0	0	1	0	0	0	4
Other	21	15	20	14	17	15	41	30	21	21	28	17	260
Parks	17	13	17	6	6	13	4	8	12	22	17	25	160
Recycling	37	44	32	15	34	39	24	33	19	23	38	33	371
Sanitary Sewer	2	4	3	3	3	3	2	4	4	3	5	3	39
Sewer backup	2	3	1	2	1	1	1	5	0	1	3	0	20
Signs	13	7	9	8	3	7	4	14	8	6	7	5	91
Snow/Ice	0	0	0	0	4	6	81	11	0	0	0	0	102
Snow/rain storms	0	0	0	0	1	0	11	0	2	0	0	0	14
Special Events	0	0	0	0	0	0	0	0	0	0	0	0	0
Storm Sewer	1	7	2	3	2	1	5	3	7	8	4	14	57
Street Repair	7	10	6	7	2	5	1	12	7	14	12	19	102
Street/Park Resurfacing Program	0	1	0	0	0	0	0	0	0	2	2	0	5
Water Problems	2	2	2	1	0	3	2	8	3	9	5	6	43
Yard Damage	1	0	1	2	0	0	0	0	3	3	0	0	10
Golf Course	0	0	0	0	0	1	0	0	1	0	0	0	2
Total Requests for Service	476	490	406	344	282	350	397	435	457	481	480	393	4,991
Requests Outstanding	<1%												

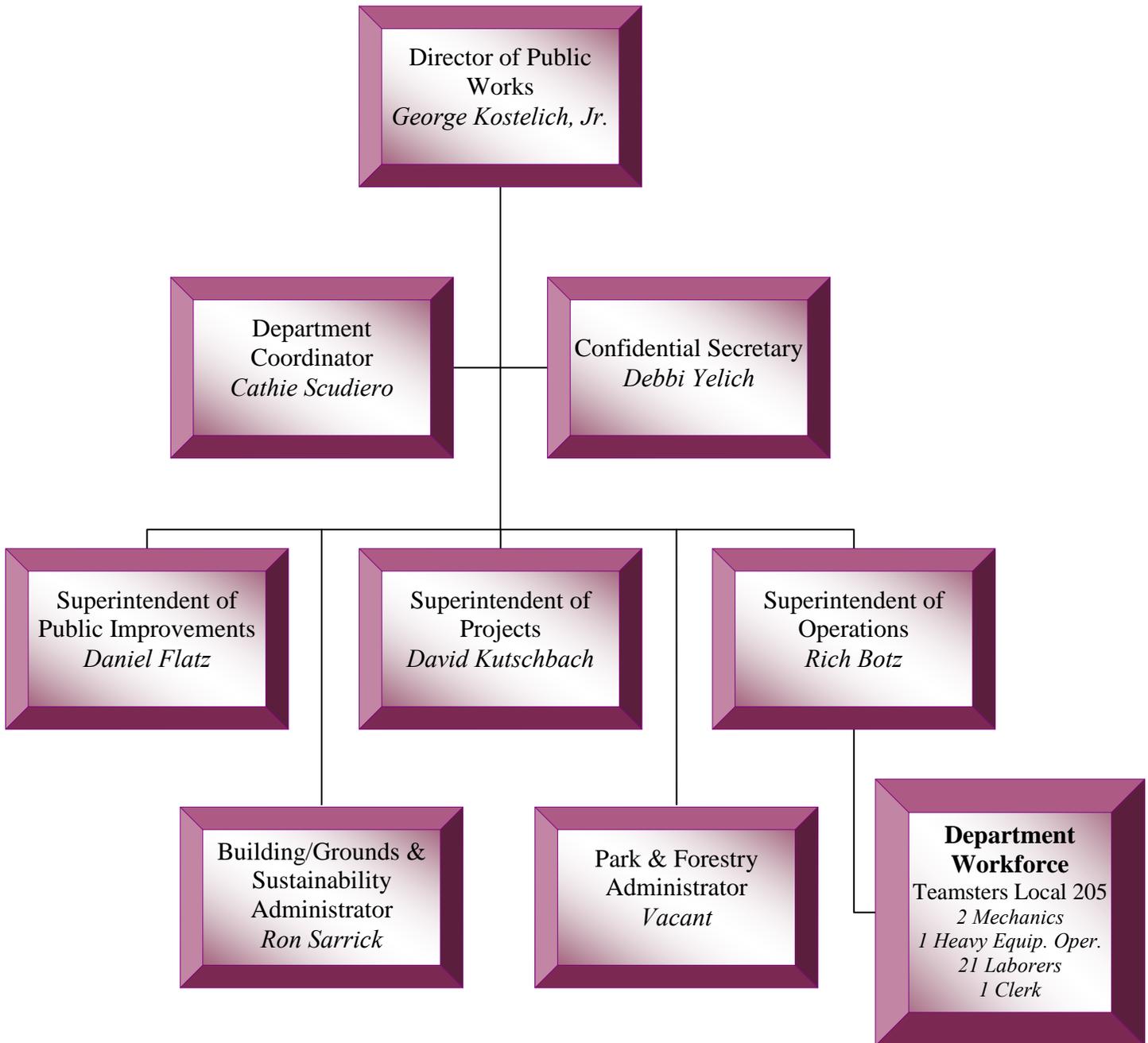


DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Public Works Department for 2011 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2011 Positions
Director of Public Works	3	\$75,916	\$106,286	1
Superintendent of Public Improvements	4	\$62,230	\$87,120	1
Superintendent of Operations	4	\$62,230	\$87,120	1
Superintendent of Projects	4	\$62,230	\$87,120	1
Building/Grounds & Sustainability Administrator	5	\$51,006	\$71,407	1
Park & Forestry Administrator	6	\$41,809	\$58,534	1
Confidential Secretary to the Director of Public Works	8	\$22,847	\$39,981	1
Department Coordinator	8	\$22,847	\$39,981	1
Teamsters Local 205	Union Contract	\$11.48/hr	\$27.36/hr	25
Total				33

Public Works - Local 205 Union Contract 2011 Salary & Wage Scale		
I.	Master Mechanic	\$27.36/hr
II.	Mechanic	\$26.36/hr
III.	Heavy Equipment Operator	\$26.36/hr
IV.	Foreman	\$26.36/hr
V.	Laborer III (after 36 mos.)	\$24.56/hr
	Laborer II (13-36 months)	\$22.28/hr
	Laborer I (0-12 months)	\$19.97/hr
VI.	Semi-Skilled Laborer III	\$17.84/hr
	Semi-Skilled Laborer II	\$16.41/hr
	Semi-Skilled Laborer I	\$15.09/hr
	Semi-Skilled Laborer Probationary	\$11.48/hr
VII.	C&RC Attendant	\$16.87/hr
VIII.	Public Works Clerk	\$22.66/hr



Budgetary Allocations

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

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

DEPARTMENT SUMMARY

GENERAL FUND PUBLIC WORKS



DEPARTMENT EXPENDITURES

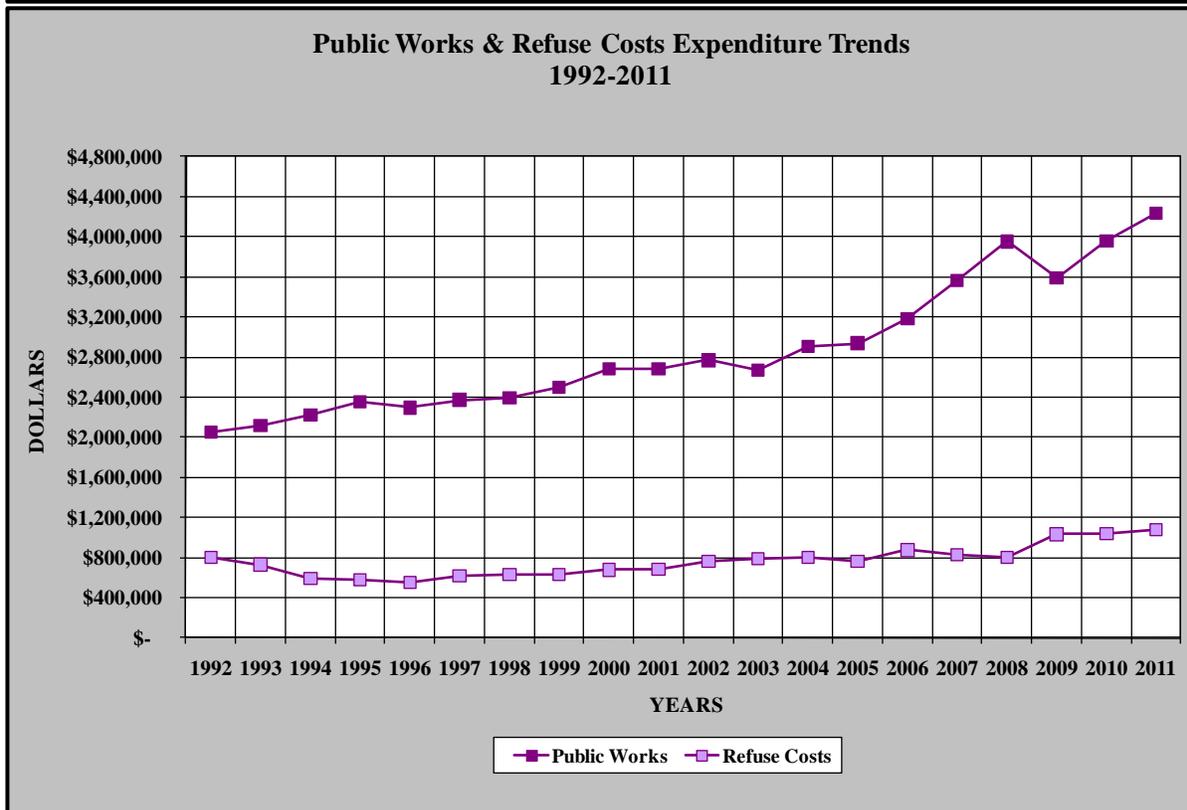
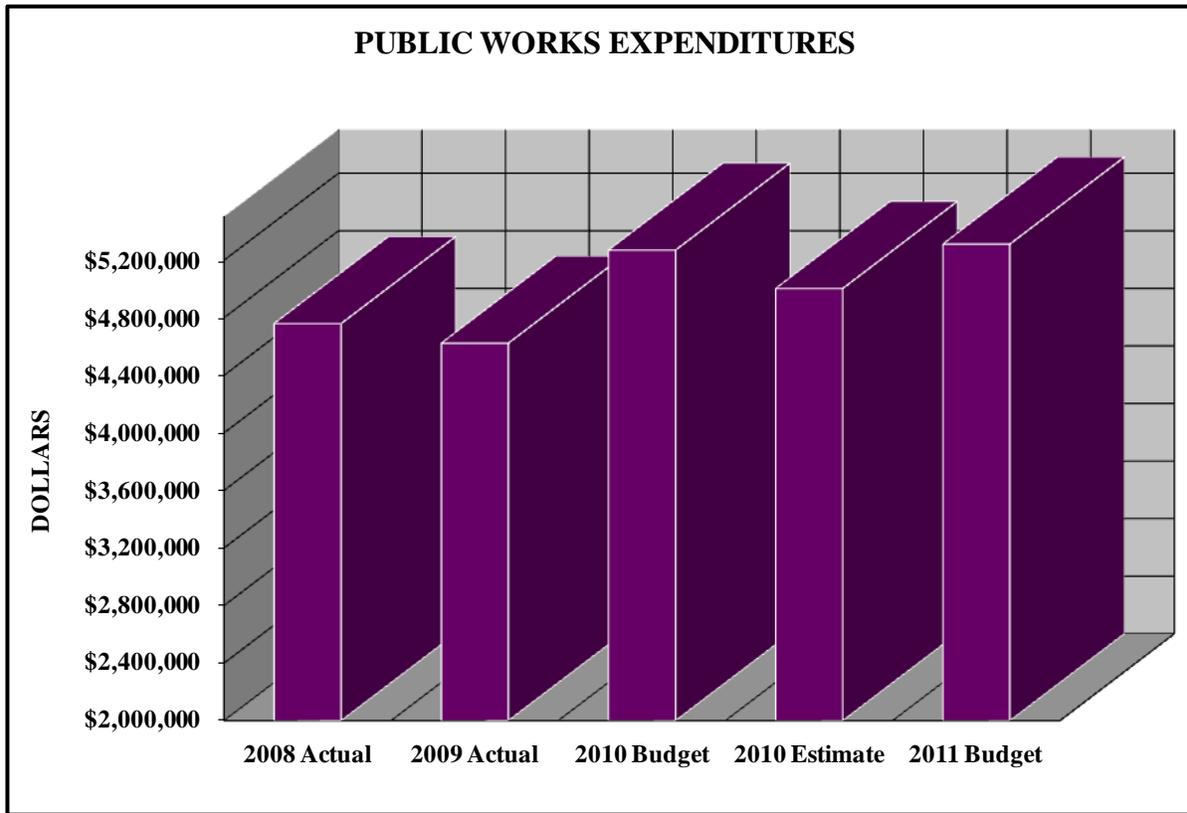
Public Works Expenditures 01-40-401-500 TO 01-40-418-500	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 1,145,064	\$ 1,065,120	\$ 1,126,269	\$ 1,042,249	\$ 1,123,497
110 Overtime Wages	120,912	128,050	117,050	156,513	127,500
111 Snow Driver Wages	1,652	1,807	1,600	2,700	1,700
120 Part-Time Wages	74,058	72,912	75,600	61,686	77,700
140 Township Engineer-Retainer	6,600	6,600	6,600	6,600	6,600
168 Post Retirement Plan	2,917	2,000	2,000	1,667	2,000
198 Social Security Expense	105,528	97,152	101,289	96,900	102,053
199 Overhead Distribution	790,315	713,067	743,654	788,697	853,034
Total Personal Services	\$ 2,247,046	\$ 2,086,708	\$ 2,174,062	\$ 2,157,012	\$ 2,294,084
Contractual Services					
211 Professional Services-Engineering	\$ 45,624	\$ 17,423	\$ 30,000	\$ 32,000	\$ 33,000
217 Miscellaneous Consulting Services	4,391	2,169	4,750	2,175	4,000
220 Liability Insurance	34,956	31,096	31,595	29,595	28,887
221 Flood/Property Damage Insurance	25,680	20,962	26,010	21,534	22,000
222 Vehicle Insurance	40,827	43,610	43,580	44,650	44,800
230 Association Dues	1,589	1,395	1,600	1,500	1,600
231 Travel & Conference Expense	2,806	3,194	3,500	2,000	3,500
240 Water and Sewerage	52,301	37,841	65,500	51,200	55,400
241 Natural Gas	49,231	41,117	57,500	45,500	48,650
242 Electricity	179,757	169,215	185,396	181,940	189,100
243 Telephone	697	72	100	100	100
244 Street Light Installation	-	931	600	500	600
251 Repairs & Maintenance- Recreation Equipment	-	-	500	-	-
252 Communication Equipment Mte.	6,515	3,181	7,000	5,000	7,000
253 Traffic Signal Maintenance	6,143	4,588	12,000	10,000	12,000
254 Repairs & Maintenance-Vehicles	16,520	8,789	25,000	27,000	30,000
255 Repairs & Maintenance-Building	35,091	34,239	40,500	36,000	43,000
256 Heating/Air Conditioning Mte.	6,366	36,172	40,000	38,000	40,000
271 Garbage Collection Services	660,873	819,844	909,625	830,000	863,000
272 Recycling Collection Services	139,726	212,433	223,780	210,000	212,000
290 Other Contractual Services	245,251	214,597	283,475	244,929	283,200
299 Annual Park Maintenance Prog.	31,909	16,563	30,000	25,000	30,000
Total Contractual Services	\$ 1,586,253	\$ 1,719,431	\$ 2,022,011	\$ 1,838,623	\$ 1,951,837

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Commodities					
300 Office Furniture & Equipment	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
301 Expendable Office Supplies	3,671	3,713	6,500	5,000	6,500
305 Building Maintenance Equipment	14,259	8,080	16,000	15,000	16,000
306 Building Maintenance Supplies	57,545	40,879	59,000	55,000	59,000
311 Traffic Control Parts	10,055	7,773	20,000	15,000	20,000
312 Traffic Paint	-	-	1,000	100	1,000
313 Street Sign Supplies	3,612	2,278	5,000	4,000	7,500
315 Construction Supplies	97,605	91,129	115,200	102,023	117,200
316 Asphalt Supplies	14,166	16,135	14,000	14,000	15,000
319 Snow & Ice Chemicals	323,921	308,559	330,000	400,000	340,000
326 Tennis Court Supplies	146	15	1,000	100	500
327 Botanical Supplies	62,658	60,426	72,070	63,000	76,000
328 Park Maintenance Supplies	27,525	12,892	26,250	19,500	24,500
340 Vehicle Supplies	79,150	66,915	95,000	94,000	97,500
341 Fuels & Lubricants	191,608	146,957	200,000	185,000	210,000
342 Mechanical Equipment & Supplies	17,415	36,842	25,400	35,000	26,500
343 Tools & Equipment	18,439	13,340	23,200	18,500	23,500
344 Tires	20,902	23,319	40,000	28,000	32,000
390 Other Supplies	29,798	26,915	45,600	33,600	47,700
Total Commodities	\$ 972,475	\$ 866,167	\$ 1,100,220	\$ 1,086,823	\$ 1,125,400
Distributed Costs					
600 Scrap Metal Account	\$ 2,055	\$ 2,211	\$ 3,000	\$ 3,500	\$ 3,000
601 Dist. Vehicle Costs	(70,544)	(73,508)	(76,750)	(76,750)	(76,950)
602 Dist. Data Processing Costs	37,571	37,465	46,794	39,281	54,036
605 Dist. Boyce Mayview RAD Costs	(15,891)	(16,115)	-	(45,771)	(40,134)
Total Distributed Costs	\$ (46,809)	\$ (49,947)	\$ (26,956)	\$ (79,740)	\$ (60,048)
Total Public Works Expenditures	\$ 4,758,965	\$ 4,622,359	\$ 5,269,337	\$ 5,002,718	\$ 5,311,273



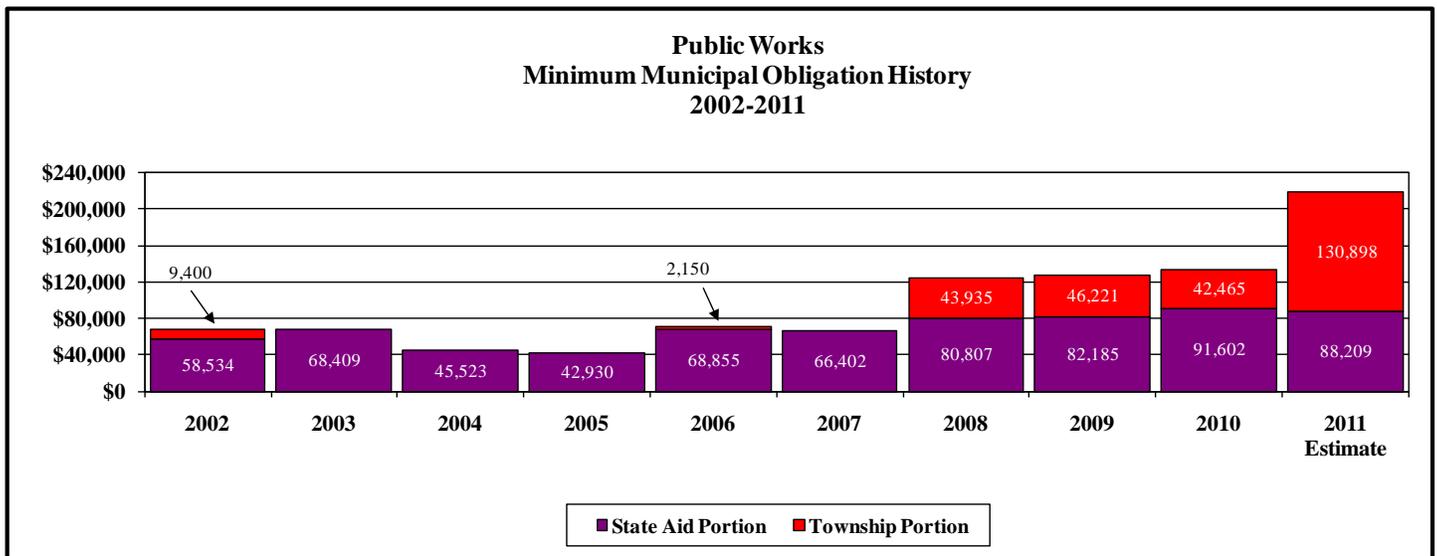
*Public Works - Average Annual Cost Increase Rate – 3.88%

*Refuse Collection - Average Annual Cost Increase Rate – 1.58%

SUPPLEMENTARY INFORMATION

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 2001 and identifies the funding sources for it.



General Fund Revenue Breakdown

How much tax revenue does it take to operate the Public Works department (not including Refuse Collection)?

Net Expenditures*		\$3,947,333
How many real estate tax mills?	1.12	\$1,805,618
Earned Income Tax per \$100?	\$ 24.02	\$1,802,158
Percentage of Other Taxes?	2.07%	\$339,556

*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.

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles

Asset Tag	Year	Make	Model	Mileage (as of 11- Age in 1-2010)	Years	Condition	Anticipated Replacement Year	
Staff Vehicles								
1	2001 060	2001	Chevy	Pick-Up	50,318	10	Fair	2012
2	2005 040	2005	Chevy	Pick-Up	83,505	6	Good	2012
3	2006 052	2006	Chevy	Pick-Up	80,293	5	Good	2013
4	2007 042	2007	Chevy	Silverado Pick-up	36,367	4	Excellent	2014
5	2009 029	2009	Chevy	Colorado Pick-Up	9,776	2	Excellent	2016
6	2009 030	2009	Ford	Escape 4 x 4	8,057	2	Excellent	2016
Utility Trucks								
1	2000 018	2000	Ford	Pick-Up Utility	41,809	11	Fair	DNR
2	2001 056	2001	Ford	Pick-Up Utility	29,424	10	Good	2014
3	2001 057	2001	Ford	Pick-Up Utility	66,746	10	Good	2012
4	2006 049	2006	Ford	Pick-Up Utility	13,202	5	Excellent	2016
5	2006 050	2006	Ford	Pick-Up Utility	20,481	5	Good	2013
6	2005 041	2006	Ford	Pick-Up Utility	25,344	5	Good	2013
7	2003 066	2003	Ford	Pick-Up Utility	29,348	8	Good	2012
8	2003 063	2003	Ford	F-550	34,569	8	Good	DNR
9	2003 061	2003	Ford	F-550	33,905	8	Good	DNR
10	2007 052	2008	Ford	F-550	22,665	3	Excellent	2014
11	2007 053	2008	Ford	F-550	19,094	3	Excellent	2014
12	2007 055	2008	Ford	F-550	10,912	3	Excellent	2015
13	2006 051	2007	Ford	F-550	19,094	4	Good	2014
14	2003 062	2003	Ford	F-550	30,810	8	Good	2011
15	2008 067	2008	Ford	F-550	9,860	3	Excellent	2015
16	Not Assigned	2011	Ford	F-550 XL Tr	300	0	New	2017
17	Not Assigned	2011	Ford	F-550 XL Tr	316	0	New	2017
18	2008 066	2008	Dodge	Mechanics Service Vehicle	7,677	3	Excellent	2018
19	2002 061	2002	Ford	Bucket Truck	6,254	9	Excellent	2015
20	2005 039	2006	Ford	Econoline 350 Van	14,317	5	Good	2016

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Vehicles (Continued)

Asset Tag	Year	Make	Model	Mileage (as of 11- Age in 1-2010)	Years	Condition	Anticipated Replacement Year	
Dump Trucks								
1	2003 065	2004	Int'l	Dump	8,072	7	Good	2013
2	2000 021	2001	Int'l	Dump	15,265	10	Good	DNR
3	2000 022	2001	Int'l	Dump	15,847	10	Good	DNR
4	2000 019	2001	Int'l	Dump	16,207	10	Poor	2011
5	2001 059	2002	Int'l	Dump	12,418	3	Good	2012
6	2002 060	2002	Int'l	Dump	11,749	3	Good	2012
7	2004 047	2005	Int'l	Dump	8,432	6	Good	2015
8	2007 054	2008	Int'l	Dump	3,629	3	Excellent	2017
9	2009 048	2010	Int'l	Dump	0	1	New	2020
Other Vehicles								
1	2002 063	2002	CAT	Backhoe	4,067	9	Fair	2012
2	1995 001	1995	CAT	Loader	8,491	16	Fair	DNR
3	2003 005	2003	CAT	Wheel Loader	5,355	8	Good	2013
4	2003 060	2003	Int'l	Sewer Jet	2,208	8	Good	2014
5	2001 007	2001	Massey	Flail Mower	N/A	10	Poor	2011
6	2002 062	2003	Sterling	Sweeper	22,158	8	Good	2013
7	Not Assigned	2010	Toro	Groundsmaster 5910	N/A	1	Excellent	2015

Public Works Equipment

VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year	
1	112H8V3277LO73142	2007	20 Ton Trailer	4	Excellent	As Needed
2	Not Applicable	2001	3 M Sign Machine	10	Good	2011
3	Not Applicable	1993	Aeroway 8' Quickaway Tire Angle Aerator	18	Good	DNR
4	1ZFUF0819NB001827	1992	Asphalt Trailer	19	Fair	DNR
5	Not Applicable	1993	Asphalt Wacker	18	Fair	As Needed
6	Not Applicable	1986	Asphalt Wacker Heinrich	25	Poor	DNR
7	Not Applicable	1962	Back-Up Sewer Machine	49	Good	DNR
8	6781	1993	Bandit Chipper	18	Good	2018
9	28-1491	2009	Bannerman Diamond Master Groomer	2	Excellent	2019
10	Not Applicable	1999	Bannerman Infield Ren	12	Poor	DNR

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Equipment (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
11	Not Applicable	1993	Bannerman Turf Topper	18	Good	2013
12	Not Applicable	2001	Bermeme FB-60S Gas Driving Hammer	10	Fair	2011
13	CAT037CLBNE01989	2008	Caterpillar Backhoe	2	Excellent	2018
14	15355	1997	Chicago Pneumatic Air Comp.	13	Good	2013
15	EG0932-040552	2009	Club Car Utility Vehicle	1	Excellent	2014
16	473A51215L1110643	1990	Cronkite Trailer	20	Fair	DNR
17	431FS101981000714	2008	Cross Country Roller Trailer	2	Excellent	As Needed
18	36590	2001	Esab Plasma Cutter	9	Excellent	2011
19	UV26715/Modl AV413P	1994	Ford 2120 (LCG Tractor)	16	Fair	DNR
20	12D-GX160	2008	Gorman-Rupp Water 1 Pump 2"	2	Excellent	As Needed
21	13A52-GX390	2008	Groman-Rupp Water 1 Pump 3"	2	Excellent	As Needed
22	1ZFUF2015NB002058	1992	Groundsmaster Trailer	18	Fair	DNR
23	1H9X151019C122006	2009	Harben Sewer Jet	1	Excellent	2024
24	27231284	2008	Hoffman 1625EM Tire Changer	2	Good	2018
25	G84BB012	2008	Hoffman 2400 Tire Balancer	2	Good	2018
26	Not Applicable	2002	Hotsy Gas-Fired Pressure Washer	8	Good	As Needed
27	W004X2X080512	2002	John Deere 4x2 Gator	8	Fair	DNR
28	Not Applicable	2000	Jumping Jack Tamper	10	Good	DNR
29	36739	2005	Kubota Tractor	6	Good	2015
30	KRTV900A61068850	2007	Kubota RTV Utility #1	4	Good	2013
31	KRTV900A61068851	2007	Kubota RTV Utility #2	4	Good	2013
32	89681	2008	Kubota RTV900 Utility Vehicle #3	3	Good	2014
33	89684	2008	Kubota RTV900 Utility Vehicle #4	3	Good	2014
34	Not Applicable	2002	Leaf Blower Attachment for Groundsmaster	9	Good	2012
35	Not Applicable	2002	Leaf Blower Attachment for Groundsmaster	9	Good	2012
36	23201110025018	2004	Lely Broadcast Spreader	7	Good	2014
37	Not Applicable	2009	Liftmore	2	Excellent	DNR
38	10930160	2002	Line Painter	9	Good	DNR
39	1ZFUF1018SB002433	1992	Line Painting Trailer	19	Good	As Needed
40	903769	2001	Miller MIG Welder	10	Good	2011
41	Not Applicable	2005	Multiguip plate compactor	6	Good	As Needed
42	Not Applicable	1996	National Triplex Mower	15	Fair	As Needed
43	04831-1	2000	New Holland Tractor	11	Good	2011
44	5HLET08107FO72491	2007	Pavement Cutting Trailer	8	Excellent	As Needed
45	30980	2009	Pro Tech Sno Pusher	2	Excellent	2014

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Equipment (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
46	Not Applicable	1972	Ryan Renothin	39	F/P	DNR
47	Not Applicable	1972	Ryan Turf Aerator	39	Poor	As Needed
48	Serial No. 110	2003	Ryan Turf Aerator	8	Good	2013
49	SE1823E	2004	Seeda-Vator	7	Good	2014
50	VS03535	2002	Sewer Machine	9	Good	DNR
51	Not Applicable	1983	Smithco Sprayer 100 Gal	28	Fair	DNR
52	97251	2001	Swenson tailgate conveyor	10	Good	As Needed
53	21302982	2005	Takeuchi Loader	6	Good	2015
54	1ZF1422TB004687	1996	Takeuchi Trailer	15	Good	As Needed
55	5HLUT122X8FO81901	2008	Top Brand 6x12 Trailer (Tom's)	3	Excellent	As Needed
56	250000319	2005	Toro 580-D Mower	6	Fair	2011
57	250000221	2005	Toro 3100D Reelmower	6	Good	2012
58	270000482	2007	Toro 3500D Sidewinder	4	Excellent	2012
59	S270000176	2008	Toro Debris Blower 600	3	Excellent	As Needed
60	260000507	2007	Toro Field Line Painter 1200	4	Excellent	As Needed
61	04021-230001808	2004	Toro Greenmaster Flex 21	7	Good	As Needed
62	Not Applicable	1994	Toro Greensmaster	17	Good	As Needed
63	Not Applicable	1996	Toro Greensmaster	15	Good	As Needed
64	200000519	2002	Toro Greensmaster	9	Good	2012
65	2600003001	2007	Toro Greensmaster 1600	4	Excellent	2012
66	230000128	2008	Toro Greensmaster 500	3	Excellent	As Needed
67	250000260	2006	Toro Groundsmaster	5	Good	2012
68	270000118	2007	Toro Groundsmaster 328	4	Excellent	2013
69	270000117	2007	Toro Groundsmaster 328	4	Excellent	2013
70	S280000207	2008	Toro Groundsmaster 4500-D	3	Excellent	2014
71	S290000147	2009	Toro Groundmaster 7210	2	Excellent	2014
72	290000352	2009	Toro Groundsmaster 3500-D	2	Excellent	2014
73	S290000455	2009	Toro Grandstand 48" Mower	2	Excellent	2017
74	270000433	2007	Toro Infield Pro 3040	4	Good	2012
75	S280000106	2008	Toro Pro Core 864	3	Excellent	As Needed
76	60100	2001	Toyota Forklift	10	Good/Used	2015
77	135-100-220	2009	Tuff Screen Player Protector	2	Excellent	As Needed
78	TG525	2004	Vermeer Tub Grinder	7	Good	2014
79	Not Applicable	1987	Vicon Spreader	24	Fair	DNR
80	5788322	2008	Wacker Vibratory Roller	3	Excellent	As Needed
81	270-245-419	2009	Weighted Field Tarp	2	Excellent	As Needed

GENERAL FUND

PUBLIC WORKS

DEPARTMENTS

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 491,758	\$ 460,033	\$ 481,599	\$ 409,826	\$ 467,309
Contractual Services	69,087	64,892	67,480	63,779	65,987
Commodities	6,005	5,472	14,000	7,000	14,000
Distributed Costs	39,626	39,676	49,794	42,781	57,036
Total Administration Expenditures	\$ 606,476	\$ 570,073	\$ 612,873	\$ 523,386	\$ 604,332

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
- 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
- Tennis Court Maintenance
- Traffic Engineering

In addition, the Public Works Department is responsible for the implementation of snow and ice control contracts and general road maintenance contracts 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 & Sustainability Administrator, a Park & Forestry Administrator and two clerical employees. Staff inspects public improvements constructed by developers before the improvements can be accepted by the Township. The Township bills the developers for Inspection time and the receipts are recorded in Development Inspection Revenue account.

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

ADMINISTRATION

**GENERAL FUND
PUBLIC WORKS**



Administration Expenditures 01-40-401-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 363,094	\$ 338,231	\$ 353,255	\$ 297,549	\$ 333,890
168 Post Retirement Plan	2,917	2,000	2,000	1,667	2,000
198 Social Security Expense	28,670	26,768	27,292	23,031	25,820
199 Overhead Distribution	97,077	93,034	99,052	87,579	105,599
Total Personal Services	\$ 491,758	\$ 460,033	\$ 481,599	\$ 409,826	\$ 467,309
Contractual Services					
217 Miscellaneous Consulting Services	\$ 1,391	\$ 2,169	\$ 1,750	\$ 1,650	\$ 2,000
220 Liability Insurance	34,956	31,096	31,595	29,595	28,887
221 Flood Insurance	14,930	14,962	15,260	15,534	16,000
230 Association Dues	1,589	1,395	1,600	1,500	1,600
231 Travel & Conference Expense	2,806	3,194	3,500	2,000	3,500
290 Other Contractual Services	13,415	12,076	13,775	13,500	14,000
Total Contractual Services	\$ 69,087	\$ 64,892	\$ 67,480	\$ 63,779	\$ 65,987
Commodities					
300 Office Furniture & Equipment	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
301 Expendable Office Supplies	3,671	3,713	6,500	5,000	6,500
390 Other Supplies	2,334	1,759	2,500	2,000	2,500
Total Commodities	\$ 6,005	\$ 5,472	\$ 14,000	\$ 7,000	\$ 14,000
Distributed Costs					
600 Scrap Metal Account	\$ 2,055	\$ 2,211	\$ 3,000	\$ 3,500	\$ 3,000
602 Dist. Data Processing Costs	37,571	37,465	46,794	39,281	54,036
Total Distributed Costs	\$ 39,626	\$ 39,676	\$ 49,794	\$ 42,781	\$ 57,036
Total Administration Expenditures	\$ 606,476	\$ 570,073	\$ 612,873	\$ 523,386	\$ 604,332

BUDGETARY COMMENT

Funds requested for Public Works Administration in 2011 are \$8,541 or 1.4% less than appropriated in 2010. This is due to staff reorganization within Public Works Administration.

ENGINEERING SERVICES**GENERAL FUND
PUBLIC WORKS**

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Engineering Expenditures					
Personal Services	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600
Contractual Services	45,624	17,423	30,000	32,000	33,000
Total Engineering Expenditures	\$ 52,224	\$ 24,023	\$ 36,600	\$ 38,600	\$ 39,600

ENGINEERING SERVICES OVERVIEW

The Township Engineer and Traffic Engineer are appointed by the Board of Commissioners. The Township Engineer provides basic engineering services for a monthly retainer of \$550. Services provided beyond those covered by the retainer are billed on an hourly basis. The Engineer provides services relating to the annual street improvement program, zoning and code enforcement, public works maintenance, parks maintenance, storm drainage and land development application review. The Township Traffic Engineer provides traffic studies upon request of the Township based on an approved hourly fee rate schedule.

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

Engineering Expenditures 01-40-402-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 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	\$ 45,624	\$ 17,423	\$ 30,000	\$ 32,000	\$ 33,000
Total Contractual Services	\$ 45,624	\$ 17,423	\$ 30,000	\$ 32,000	\$ 33,000
Total Engineering Expenditures	\$ 52,224	\$ 24,023	\$ 36,600	\$ 38,600	\$ 39,600

BUDGETARY COMMENT

The Township anticipates the same level of project activity for 2011; therefore, funds requested for Engineering Services remain level in 2011.

CIVIC ACTIVITIES

GENERAL FUND PUBLIC WORKS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Civic Activities Expenditures					
Personal Services	\$ 17,205	\$ 27,765	\$ 26,692	\$ 20,975	\$ 22,655
Contractual Services	11,600	12,530	13,000	12,529	13,000
Commodities	13,641	11,833	17,700	13,573	16,200
Total Civic Activities Expenditures	\$ 42,446	\$ 52,128	\$ 57,392	\$ 47,077	\$ 51,855

CIVIC ACTIVITIES OVERVIEW

The Civic Activities Program accounts for Public Works support to service organizations and civic celebrations. The three main activities budgeted for this program includes funding for the thirty-second annual Community Day, the 4th of July Fireworks display, 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	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 4,379	\$ 8,686	\$ 9,464	\$ 6,500	\$ 6,888
110 Overtime Wages	3,321	5,591	5,000	4,110	5,000
120 Part Time Wages	4,684	4,638	3,000	3,193	3,100
198 Social Security Expense	940	1,439	1,336	1,056	1,147
199 Overhead Distribution	3,881	7,411	7,892	6,116	6,520
Total Personal Services	\$ 17,205	\$ 27,765	\$ 26,692	\$ 20,975	\$ 22,655
Contractual Services					
290 Other Contractual Services	\$ 11,600	\$ 12,530	\$ 13,000	\$ 12,529	\$ 13,000
Total Contractual Services	\$ 11,600	\$ 12,530	\$ 13,000	\$ 12,529	\$ 13,000
Commodities					
315 Construction Supplies	\$ 11	\$ -	\$ 200	\$ 23	\$ 200
390 Other Supplies	13,630	11,833	17,500	13,550	16,000
Total Commodities	\$ 13,641	\$ 11,833	\$ 17,700	\$ 13,573	\$ 16,200
Total Civic Activities Expenditures	\$ 42,446	\$ 52,128	\$ 57,392	\$ 47,077	\$ 51,855

BUDGETARY COMMENT

Funds proposed in 2011 for Civic Activities are \$5,537 less than appropriated in 2010. The Civic Activities budget is partially offset by donations that the Township receives for support of Community Day activities. This revenue is recorded in the Miscellaneous Revenue account.

SNOW & ICE CONTROL

GENERAL FUND PUBLIC WORKS



	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Snow & Ice Control Expenditures					
Personal Services	\$ 177,328	\$ 186,198	\$ 189,202	\$ 304,316	\$ 281,146
Contractual Services	3,000	-	3,000	525	2,000
Commodities	335,345	339,124	347,500	427,500	359,000
Distributed Costs	-	(16,115)	-	(45,771)	(40,134)
Total Snow & Ice Control Expenditures	\$ 515,673	\$ 509,207	\$ 539,702	\$ 686,570	\$ 602,012

SNOW & ICE CONTROL OVERVIEW

Every year around Mid-September, the Public Works Department begins to prepare its fleet of Snow Removal equipment for one of the department’s largest tasks, which is keeping our streets clear of snow and ice so traffic may flow safely.

This preparation involves the installation of Salt Spreaders and Snow Plows on all Snow Removal trucks, building tire chains for the larger trucks, stocking of all de-icing materials, including 4,800 tons of sodium chloride (rock salt), 5,000 gallons of Liquid Calcium Chloride, 4 tons of sidewalk Safe De-Icer and approximately 2,000 tons of anti-skid aggregate.

The Public Works Department on average will use 4,500-5,500 tons of Sodium Chloride (rock salt) per season to treat our Township roadways, State Roadways and Schools. In addition, the Department will add in an average of 5,000 gallons of Liquid Calcium Chloride, which is added to the Rock Salt when temperatures dip below 23 degrees due to the lack of effectiveness of Rock Salt at lower temperatures. Anti-skid is only used in extraordinary circumstances.

During a “Normal” snow removal effort (a storm event which requires salting only to remove the snow), the Public Works Department will deploy nine (9) 33,000 GVW Dump Trucks, seven (7) 17,500 GVW dump trucks, one (1) front end wheel loader and a crew of personnel for the clearing of snow and ice from Township roadways and sidewalks. During this “Normal” event, the Public Works crews will expend an average of 120-150 tons of Rock Salt and take approximately four hours to complete the salting run through the entire Township.

The Township is divided up into 16 snow removal routes or “wards” that each driver is assigned to and responsible for. Each driver/truck, once loaded with salt, will move onto his/her ward to complete. 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.

SNOW & ICE CONTROL OVERVIEW (Continued)

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 \$150,000.

Currently the Public Works Department is implementing a liquid salt brine program. Liquid salt brine is sodium chloride diluted with water. This material can be used with the rock salt for better coverage and efficiency. With the advent of this program, the usage of rock salt will be reduced by 30%. This program, along with new ground control distribution systems on all new trucks should help to offset the continued rising prices of winter materials.

Unlike most public service operations, it is impossible to accurately predict costs of snow and ice control. The 2011 snow and ice control budget is based on an eleven (11) year average snowfall pattern, plus a ten percent emergency contingency. In the chart below, total winter snowfall is shown for the Pittsburgh area from 1999 to April 2010:

Year	Snowfall Winter Season (Inches)	Season Average Temperature	Number of PW Callouts
1999-2000	27.1	38.0	N/A
2000-2001	35.9	32.3	N/A
2001-2002	25.7	39.4	22
2002-2003	61.8	32.0	43
2003-2004	54.2	35.1	38
2004-2005	49.5	35.3	31
2005-2006	32.0	35.7	37
2006-2007	35.7	36.1	32
2007-2008	44.1	35.0	31
2008-2009	40.6	33.8	32
2009-2010	77.2	34.8	38
Average Season	44.0	35.2	34

SNOW & ICE CONTROL

GENERAL FUND PUBLIC WORKS



Snow & Ice Control Expenditures 01-40-404-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 36,819	\$ 34,518	\$ 45,168	\$ 80,000	\$ 84,853
110 Overtime Wages	95,977	109,354	94,000	130,000	100,000
111 Snow Driver Wages	1,652	1,807	1,600	2,700	1,700
198 Social Security Expense	10,239	11,070	10,769	16,272	14,271
199 Overhead Distribution	32,641	29,449	37,665	75,344	80,322
Total Personal Services	\$ 177,328	\$ 186,198	\$ 189,202	\$ 304,316	\$ 281,146
Contractual Services					
217 Miscellaneous Consulting Services	\$ 3,000	\$ -	\$ 3,000	\$ 525	\$ 2,000
Total Contractual Services	\$ 3,000	\$ -	\$ 3,000	\$ 525	\$ 2,000
Commodities					
319 Snow & Ice Chemicals	\$ 323,921	\$ 308,559	\$ 330,000	\$ 400,000	\$ 340,000
342 Mechanical Equipment Supplies	10,721	28,397	15,000	25,000	16,000
390 Other Supplies	703	2,168	2,500	2,500	3,000
Total Commodities	\$ 335,345	\$ 339,124	\$ 347,500	\$ 427,500	\$ 359,000
Distributed Costs					
605 Dist. Boyce Mayview RAD Costs	\$ -	\$ (16,115)	\$ -	\$ (45,771)	\$ (40,134)
Total Distributed Costs	\$ -	\$ (16,115)	\$ -	\$ (45,771)	\$ (40,134)
Total Snow & Ice Control Expenditures	\$ 515,673	\$ 509,207	\$ 539,702	\$ 686,570	\$ 602,012

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 2011 are \$62,310 more than appropriated in 2010 due to increase personnel costs expected for the 2011 snow season.

**STORM SEWER
MAINTENANCE**

GENERAL FUND
PUBLIC WORKS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Storm Sewer Mte. Expenditures					
Personal Services	\$ 89,457	\$ 87,262	\$ 62,701	\$ 102,431	\$ 110,341
Contractual Services	28,705	2,605	3,100	2,800	3,100
Commodities	66,152	59,967	68,000	67,250	70,000
Total Storm Sewer Mte. Expenditures	\$ 184,314	\$ 149,834	\$ 133,801	\$ 172,481	\$ 183,441

STORM SEWER MAINTENANCE OVERVIEW

The Storm Sewer Maintenance account provides funds for the maintenance of the storm drainage system in the Township's four major watersheds. Funds are allocated for the cleaning of catch basins and sewers, general maintenance, stream clearance and the construction and repair of storm sewer systems.

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

	2005	2006	2007	2008	2009	Oct-10
Number of Storm Sewer Inlets Rebuilt/Maintained	96	60	97	113	52	69

Storm Sewer Mte. Expenditures 01-40-405-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 44,455	\$ 44,178	\$ 31,187	\$ 50,000	\$ 52,998
110 Overtime Wages	825	1,565	1,500	1,400	1,500
120 Part-Time Wages	1,233	342	1,400	38	1,400
198 Social Security Expense	3,533	3,486	2,608	3,935	4,276
199 Overhead Distribution	39,411	37,691	26,006	47,058	50,167
Total Personal Services	\$ 89,457	\$ 87,262	\$ 62,701	\$ 102,431	\$ 110,341
Contractual Services					
290 Other Contractual Services	\$ 28,705	\$ 2,605	\$ 3,100	\$ 2,800	\$ 3,100
Total Contractual Services	\$ 28,705	\$ 2,605	\$ 3,100	\$ 2,800	\$ 3,100

**STORM SEWER
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Commodities					
315 Construction Supplies	\$ 65,097	\$ 57,384	\$ 65,000	\$ 65,000	\$ 67,000
390 Other Supplies	1,055	2,583	3,000	2,250	3,000
Total Commodities	<u>\$ 66,152</u>	<u>\$ 59,967</u>	<u>\$ 68,000</u>	<u>\$ 67,250</u>	<u>\$ 70,000</u>
Total Storm Sewer Mte. Expenditures	<u>\$ 184,314</u>	<u>\$ 149,834</u>	<u>\$ 133,801</u>	<u>\$ 172,481</u>	<u>\$ 183,441</u>

BUDGETARY COMMENT

Funds requested for Storm Sewer Maintenance are \$49,640 more than appropriated in 2010, which has been based on the allocation of the work force needed for 2011.

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**TRAFFIC ENGINEERING
& SAFETY**

GENERAL FUND
PUBLIC WORKS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Traffic Eng. & Safety Expenditures					
Personal Services	\$ 41,296	\$ 34,069	\$ 39,242	\$ 36,844	\$ 40,968
Contractual Services	96,333	89,269	114,366	110,375	119,600
Commodities	10,473	8,181	23,000	16,100	26,000
Total Traffic Eng. & Safety Expenditures	\$ 148,102	\$ 131,519	\$ 176,608	\$ 163,319	\$ 186,568

TRAFFIC ENGINEERING & SAFETY OVERVIEW

The Traffic Engineering and Safety Program provides 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.

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

2002	2003	2004	2005	2006	2007	2008	2009	2010
296	296	312	313	313	313	315	314	314

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

Traffic Eng. & Safety Expenditures 01-40-406-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 20,719	\$ 17,228	\$ 19,358	\$ 18,000	\$ 19,133
110 Overtime Wages	83	88	100	100	100
120 Part-Time Wages	499	686	2,000	344	2,000
198 Social Security Expense	1,628	1,368	1,642	1,411	1,624
199 Overhead Distribution	18,367	14,699	16,142	16,989	18,111
Total Personal Services	\$ 41,296	\$ 34,069	\$ 39,242	\$ 36,844	\$ 40,968

**TRAFFIC ENGINEERING
& SAFETY**

GENERAL FUND
PUBLIC WORKS



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Contractual Services					
242 Electricity*	\$ 55,509	\$ 59,847	\$ 61,766	\$ 64,875	\$ 67,000
244 Street Light Installation	-	931	600	500	600
253 Traffic Signal Maintenance	6,143	4,588	12,000	10,000	12,000
290 Other Contractual Services	34,681	23,903	40,000	35,000	40,000
Total Contractual Services	<u>\$ 96,333</u>	<u>\$ 89,269</u>	<u>\$ 114,366</u>	<u>\$ 110,375</u>	<u>\$ 119,600</u>
Commodities					
311 Traffic Control Parts**	\$ 10,055	\$ 7,773	\$ 20,000	\$ 15,000	\$ 20,000
312 Traffic Paint	-	-	1,000	100	1,000
390 Other Supplies	418	408	2,000	1,000	5,000
Total Commodities	<u>\$ 10,473</u>	<u>\$ 8,181</u>	<u>\$ 23,000</u>	<u>\$ 16,100</u>	<u>\$ 26,000</u>
Total Traffic Eng. & Safety Expenditures	<u>\$ 148,102</u>	<u>\$ 131,519</u>	<u>\$ 176,608</u>	<u>\$ 163,319</u>	<u>\$ 186,568</u>

*Electricity: Street Lights, signalized intersections, and school crossing flashers

**Traffic Control Parts: Sign Blanks, channel posts, hardware, and scotchlite materials

BUDGETARY COMMENT

Funds requested for Traffic Engineering and Safety for 2011 are \$9,960 more than appropriated in 2010 due to an increase in contractual services.

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STREET MAINTENANCE

GENERAL FUND
PUBLIC WORKS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Street Maintenance Expenditures					
Personal Services	\$ 140,854	\$ 171,469	\$ 188,005	\$ 178,523	\$ 189,523
Contractual Services	4,514	8,070	15,000	10,000	15,000
Commodities	34,279	48,135	44,500	40,000	48,000
Total Street Maintenance Expenditures	\$ 179,647	\$ 227,674	\$ 247,505	\$ 228,523	\$ 252,523

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.

2006	2007	2008	2009	2010
4.39	3.66	3.47	3.32	2.76

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 2011, the State will reimburse the Township approximately \$16,780 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 2011, the anticipated revenue from the State Road Turnback program is \$18,880.

STREET MAINTENANCE

GENERAL FUND
PUBLIC WORKS



Street Maintenance Expenditures 01-40-408-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 66,452	\$ 85,134	\$ 94,637	\$ 85,000	\$ 90,115
110 Overtime Wages	2,944	1,809	2,000	2,000	2,000
120 Part-Time Wages	4,355	4,950	4,700	4,507	4,700
198 Social Security Expense	8,192	6,944	7,752	7,000	7,406
199 Overhead Distribution	58,911	72,632	78,916	80,016	85,302
Total Personal Services	\$ 140,854	\$ 171,469	\$ 188,005	\$ 178,523	\$ 189,523
Contractual Services					
290 Other Contractual Services*	\$ 4,514	\$ 8,070	\$ 15,000	\$ 10,000	\$ 15,000
Total Contractual Services	\$ 4,514	\$ 8,070	\$ 15,000	\$ 10,000	\$ 15,000
Commodities					
313 Street Sign Supplies	\$ 3,612	\$ 2,278	\$ 5,000	\$ 4,000	\$ 7,500
315 Construction Supplies	10,987	23,623	15,000	15,000	15,000
316 Asphalt Supplies**	14,166	16,135	14,000	14,000	15,000
343 Tools & Equipment***	5,093	3,503	8,000	5,000	8,000
390 Other Supplies	421	2,596	2,500	2,000	2,500
Total Commodities	\$ 34,279	\$ 48,135	\$ 44,500	\$ 40,000	\$ 48,000
Total Street Maintenance Expenditures	\$ 179,647	\$ 227,674	\$ 247,505	\$ 228,523	\$ 252,523

*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 2011 are \$5,018 more than appropriated in 2010 due to an allocation change of the workforce and an increase in street sign supplies.

REFUSE COLLECTION & DISPOSAL

GENERAL FUND
PUBLIC WORKS



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Refuse Collection Expenditures					
Contractual Services	\$ 806,042	\$ 1,033,341	\$ 1,143,405	\$ 1,042,000	\$ 1,080,000
Total Refuse Collection Expenditures	<u>\$ 806,042</u>	<u>\$ 1,033,341</u>	<u>\$ 1,143,405</u>	<u>\$ 1,042,000</u>	<u>\$ 1,080,000</u>

REFUSE COLLECTION & DISPOSAL OVERVIEW

Garbage and refuse collection service is provided by the Township through a contractual service arrangement. Weekly curb pick-up 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. Christmas trees are collected during the first two weeks of January.

The per capita amount of refuse has increased in recent years due to stringent anti-burning laws, sophisticated packaging methods and new recycling laws.

Refuse Collection Expenditures 01-40-409-500???-000	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Contractual Services					
271 Garbage Collection Services*	\$ 660,873	\$ 819,844	\$ 909,625	\$ 830,000	\$ 863,000
272 Recycling Collection Services	139,726	212,433	223,780	210,000	212,000
290 Other Contractual Services**	5,443	1,064	10,000	2,000	5,000
Total Contractual Services	<u>\$ 806,042</u>	<u>\$ 1,033,341</u>	<u>\$ 1,143,405</u>	<u>\$ 1,042,000</u>	<u>\$ 1,080,000</u>
Total Refuse Collection Expenditures	<u>\$ 806,042</u>	<u>\$ 1,033,341</u>	<u>\$ 1,143,405</u>	<u>\$ 1,042,000</u>	<u>\$ 1,080,000</u>

***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. The 2011 Budget is \$63,405 or 5.5% less than appropriated in 2010 due to an annual audit of actual households serviced performed on the new refuse contractor at the end of 2009. 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.

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		<i>\$1,062,500</i>
How many real estate tax mills?	0.30	\$486,017
Earned Income Tax per \$100?	\$ 6.47	\$485,085
Percentage of Other Taxes?	0.56%	\$91,398

**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.*

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BUILDING MAINTENANCE**GENERAL FUND
PUBLIC WORKS**

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Building Maintenance Expenditures					
Personal Services	\$ 236,711	\$ 194,385	\$ 207,115	\$ 196,537	\$ 211,616
Contractual Services	280,099	301,384	359,780	322,000	350,000
Commodities	75,965	48,959	75,100	70,100	75,100
Total Building Maintenance Expenditures	\$ 592,775	\$ 544,728	\$ 641,995	\$ 588,637	\$ 636,716

BUILDING MAINTENANCE OVERVIEW

The Building Maintenance program provides for the maintenance and operation of the Township buildings, which include the Municipal Building, the Public Works Building, the McLaughlin Run Road Recreation Center, the Log House, the Tennis Building, the Route 19 Fire Hall and the Public Works Annex Building at Boyce Mayview Park. Building maintenance program activities include painting, carpet installation, window cleaning, office renovation, the repairs and maintenance of heating and air conditioning and electrical systems, and the cost of utilities (water, sewage, gas and electric).

Building Maintenance Expenditures 01-40-411-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 113,782	\$ 94,641	\$ 101,090	\$ 92,000	\$ 97,577
110 Overtime Wages	1,348	1,276	2,000	2,500	2,200
120 Part-Time Wages	11,118	9,717	11,000	7,585	11,000
198 Social Security Expense	9,592	8,007	8,728	7,810	8,474
199 Overhead Distribution	100,871	80,744	84,297	86,642	92,365
Total Personal Services	\$ 236,711	\$ 194,385	\$ 207,115	\$ 196,537	\$ 211,616
Contractual Services					
221 Property Damage Insurance	\$ 10,750	\$ 6,000	\$ 10,750	\$ 6,000	\$ 6,000
240 Water and Sewerage	15,090	13,272	25,000	18,000	22,000
241 Natural Gas	44,049	37,439	50,000	40,000	42,000
242 Electricity	101,514	97,391	103,530	104,000	107,000
255 Repairs & Maintenance-Building	35,091	34,239	40,500	36,000	43,000
256 Heating/Air Conditioning Mte.	6,366	36,172	40,000	38,000	40,000
290 Other Contractual Services	67,239	76,871	90,000	80,000	90,000
Total Contractual Services	\$ 280,099	\$ 301,384	\$ 359,780	\$ 322,000	\$ 350,000

BUILDING MAINTENANCE**GENERAL FUND
PUBLIC WORKS**

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Commodities					
305 Building Maintenance Equipment	\$ 14,259	\$ 8,080	\$ 16,000	\$ 15,000	\$ 16,000
306 Building Maintenance Supplies	57,545	40,879	59,000	55,000	59,000
390 Other Supplies	4,161	-	100	100	100
Total Commodities	<u>\$ 75,965</u>	<u>\$ 48,959</u>	<u>\$ 75,100</u>	<u>\$ 70,100</u>	<u>\$ 75,100</u>
Total Building Maintenance Expenditures	<u>\$ 592,775</u>	<u>\$ 544,728</u>	<u>\$ 641,995</u>	<u>\$ 588,637</u>	<u>\$ 636,716</u>

BUDGETARY COMMENT

Funds requested for Building Maintenance in 2011 are \$5,279 less than appropriated in 2010. Although there is a decrease in total funds requested, the heating and air conditioning maintenance budget remained at 2010 levels due to the age of the municipal building.

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EQUIPMENT MAINTENANCE

GENERAL FUND
PUBLIC WORKS



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Equipment Maintenance Expenditures					
Personal Services	\$ 213,750	\$ 229,573	\$ 251,596	\$ 233,757	\$ 245,802
Contractual Services	68,104	64,789	86,080	81,650	90,800
Commodities	307,299	248,706	351,500	321,200	356,100
Distributed Costs	<u>(76,055)</u>	<u>(78,715)</u>	<u>(82,000)</u>	<u>(82,000)</u>	<u>(82,250)</u>
Total Equipment Mte. Expenditures	<u>\$ 513,098</u>	<u>\$ 464,353</u>	<u>\$ 607,176</u>	<u>\$ 554,607</u>	<u>\$ 610,452</u>

EQUIPMENT MAINTENANCE OVERVIEW

The Equipment Maintenance garage is staffed by two mechanics and others in the Public Works workforce. This program is responsible for the maintenance of major equipment (administration, police, and public works trucks; Clark loader; backhoes; etc.) and minor equipment (sprayers, trailers, mowers, etc.)

Over the past several years, the Equipment Maintenance program has been less reliant on outside contractors. The program has benefited from the purchase of maintenance equipment such as a precision metal lathe, hydraulic hose making machine, and a tire changer. Controlling costs in this program has been aided by the installation of tracking software and an inventory control system.

Equipment Maintenance Expenditures 01-40-412-500???-000	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Personal Services					
101 Full-Time Wages	\$ 105,267	\$ 116,128	\$ 129,051	\$ 110,000	\$ 116,709
110 Overtime Wages	6,337	5,058	4,200	10,000	8,000
120 Part-Time Wages	305	102	500	880	1,000
198 Social Security Expense	8,518	9,208	10,232	9,247	9,617
199 Overhead Distribution	<u>93,323</u>	<u>99,077</u>	<u>107,613</u>	<u>103,630</u>	<u>110,476</u>
Total Personal Services	<u>\$ 213,750</u>	<u>\$ 229,573</u>	<u>\$ 251,596</u>	<u>\$ 233,757</u>	<u>\$ 245,802</u>
Contractual Services					
222 Vehicle Insurance	\$ 40,827	\$ 43,610	\$ 43,580	\$ 44,650	\$ 44,800
252 Communication Equipment Mte.	6,515	3,181	7,000	5,000	7,000
254 Repairs & Maintenance-Vehicles*	16,520	8,789	25,000	27,000	30,000
290 Other Contractual Services**	<u>4,242</u>	<u>9,209</u>	<u>10,500</u>	<u>5,000</u>	<u>9,000</u>
Total Contractual Services	<u>\$ 68,104</u>	<u>\$ 64,789</u>	<u>\$ 86,080</u>	<u>\$ 81,650</u>	<u>\$ 90,800</u>

***Repairs & Maintenance-Vehicles:** Spring replacements, generator and starter repairs, compressor repairs, heavy equipment and tire and body repairs

****Other Contractual Services:** Includes emission inspections and towing services

EQUIPMENT MAINTENANCE

GENERAL FUND
PUBLIC WORKS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Commodities					
340 Vehicle Supplies	\$ 79,150	\$ 66,915	\$ 95,000	\$ 94,000	\$ 97,500
341 Fuels & Lubricants	191,608	146,957	200,000	185,000	210,000
343 Tools & Equipment	11,174	7,349	12,000	10,000	12,000
344 Tires	20,902	23,319	40,000	28,000	32,000
390 Other Supplies	4,465	4,166	4,500	4,200	4,600
Total Commodities	\$ 307,299	\$ 248,706	\$ 351,500	\$ 321,200	\$ 356,100
Distributed Costs					
601 Less: Dist. Vehicle Costs	\$ (76,055)	\$ (78,715)	\$ (82,000)	\$ (82,000)	\$ (82,250)
Total Distributed Costs	\$ (76,055)	\$ (78,715)	\$ (82,000)	\$ (82,000)	\$ (82,250)
Total Equipment Mte. Expenditures	\$ 513,098	\$ 464,353	\$ 607,176	\$ 554,607	\$ 610,452

BUDGETARY COMMENT

A portion of vehicle maintenance costs is distributed to other programs. The distributed vehicle cost estimates for 2011 are:

Fund - Acct. No.	Program	Vehicles	2010 Distribution	2011 Distribution
01-102	Administration	4	\$ 9,774	\$ 9,794
01-201	Police	20	48,871	48,968
01-301	Comm. Development	2	4,887	4,897
01-415	Parks Maintenance	Mowing Equip.	5,250	5,300
01-501	Recreation	1	2,444	2,448
50-425	Sanitary Sewer Fund	3	7,330	7,345
52-415	Boyce Mayview RAD	1	2,444	2,448
52-415	Boyce Mayview RAD	Mowing Equip.	1,000	1,050
Total Vehicle Distribution			\$ 82,000	\$ 82,250

The undistributed portion of the Equipment Maintenance budget of \$610,452 represents an estimate of the vehicle maintenance and operation costs associated with all other Public Works programs. Funds requested for Equipment Maintenance are \$3,276 more than appropriated in 2010.

**GOLF COURSE
MAINTENANCE**

GENERAL FUND
PUBLIC WORKS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Golf Course Maintenance Expenditures					
Personal Services	\$ 46,067	\$ 41,668	\$ 40,381	\$ 43,014	\$ 46,171
Contractual Services	4,526	1,073	8,100	1,265	1,500
Commodities	31,175	29,720	35,250	33,500	38,500
Total Golf Course Mte. Expenditures	\$ 81,768	\$ 72,461	\$ 83,731	\$ 77,779	\$ 86,171

GOLF COURSE MAINTENANCE OVERVIEW

A course consisting of three golf holes owned by the Township and located in the McLaughlin Run Community Park, is open to all residents during the summer season. Approximate course play per season is 3,500 rounds. The tennis supervisor on duty at the McLaughlin Run Park Tennis Center administers the golf course. The Township estimates that the course will generate \$10,000 in revenue in 2011. This revenue represents 11.6% of the direct operating costs.

Golf Course Maintenance Expenditures 01-40-413-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 22,800	\$ 21,212	\$ 20,433	\$ 21,000	\$ 22,290
110 Overtime Wages	1,044	155	500	500	500
120 Part-Time Wages	240	568	750	72	500
198 Social Security Expense	1,770	1,636	1,659	1,650	1,782
199 Overhead Distribution	20,213	18,097	17,039	19,792	21,099
Total Personal Services	\$ 46,067	\$ 41,668	\$ 40,381	\$ 43,014	\$ 46,171
Contractual Services					
240 Water and Sewerage	\$ 4,465	\$ 1,012	\$ 8,000	\$ 1,200	\$ 1,400
242 Electricity	61	61	100	65	100
Total Contractual Services	\$ 4,526	\$ 1,073	\$ 8,100	\$ 1,265	\$ 1,500
Commodities					
315 Construction Supplies	\$ 3,898	\$ 3,009	\$ 5,000	\$ 2,000	\$ 5,000
327 Botanical Supplies	26,076	26,694	28,500	31,000	32,000
328 Park Maintenance Supplies	1,201	17	1,750	500	1,500
Total Commodities	\$ 31,175	\$ 29,720	\$ 35,250	\$ 33,500	\$ 38,500
Total Golf Course Mte. Expenditures	\$ 81,768	\$ 72,461	\$ 83,731	\$ 77,779	\$ 86,171

BUDGETARY COMMENT

Funds requested for Golf Course Maintenance in 2011 are \$2,440 more than 2010.

**TENNIS COURT MAINTENANCE
& SUPERVISION**

GENERAL FUND
PUBLIC WORKS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Tennis Court Mte. Expenditures					
Personal Services	\$ 49,338	\$ 53,419	\$ 56,627	\$ 54,669	\$ 57,915
Contractual Services	2,569	917	4,200	1,700	3,200
Commodities	4,998	5,995	13,000	8,100	10,500
Total Tennis Court Mte. Expenditures	\$ 56,905	\$ 60,331	\$ 73,827	\$ 64,469	\$ 71,615

TENNIS COURT MAINTENANCE & SUPERVISION OVERVIEW

The tennis program is conducted at ten lighted courts located in the Community Park. The courts are available for a fee seven 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 Township courts located at Baker are also available for permit play during the summer months. Paddle tennis courts are also available at the Community Park.

Fees for season participants of the tennis facilities are as follows: Individual permits are Adult \$47.00; Individual Junior \$42.00; Family \$103.00; Restricted \$7.00; and Hourly Play \$5.00 per hour. Group tennis instruction and private lessons are offered throughout the year. One thousand participants are expected to register in 2011. Paddle tennis fees are: permit \$65.00; prime-time play \$10.00 per hour; and non-prime time play \$8.00 per hour.

Tennis Court Mte. Expenditures 01-40-414-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 14,998	\$ 17,106	\$ 19,358	\$ 17,000	\$ 17,985
110 Overtime Wages	768	712	750	700	1,000
120 Part-Time Wages	17,729	18,261	17,500	18,250	19,000
198 Social Security Expense	2,547	2,745	2,877	2,750	2,906
199 Overhead Distribution	13,296	14,595	16,142	15,969	17,024
Total Personal Services	\$ 49,338	\$ 53,419	\$ 56,627	\$ 54,669	\$ 57,915

**TENNIS COURT MAINTENANCE
& SUPERVISION**

GENERAL FUND
PUBLIC WORKS



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Contractual Services					
241 Natural Gas	\$ 1,415	\$ 845	\$ 3,500	\$ 1,500	\$ 2,500
243 Telephone	697	72	100	100	100
290 Other Contractual Services	457	-	600	100	600
Total Contractual Services	<u>\$ 2,569</u>	<u>\$ 917</u>	<u>\$ 4,200</u>	<u>\$ 1,700</u>	<u>\$ 3,200</u>
Commodities					
326 Tennis Court Supplies	\$ 146	\$ 15	\$ 1,000	\$ 100	\$ 500
328 Park Maintenance Supplies	4,852	5,980	12,000	8,000	10,000
Total Commodities	<u>\$ 4,998</u>	<u>\$ 5,995</u>	<u>\$ 13,000</u>	<u>\$ 8,100</u>	<u>\$ 10,500</u>
Total Tennis Court Mte. Expenditures	<u>\$ 56,905</u>	<u>\$ 60,331</u>	<u>\$ 73,827</u>	<u>\$ 64,469</u>	<u>\$ 71,615</u>

BUDGETARY COMMENT

Funds requested for Tennis Court Maintenance and Supervision are \$2,212 less than requested in 2010.

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PARKS MAINTENANCE

GENERAL FUND
PUBLIC WORKS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Parks Maintenance Expenditures					
Personal Services	\$ 675,603	\$ 554,829	\$ 556,479	\$ 503,369	\$ 542,915
Contractual Services	137,732	107,568	143,000	128,000	137,150
Commodities	84,791	53,389	97,700	75,000	99,000
Distributed Costs	(10,380)	5,207	5,250	5,250	5,300
Total Parks Maintenance Expenditures	\$ 887,746	\$ 720,993	\$ 802,429	\$ 711,619	\$ 784,365

PARKS MAINTENANCE OVERVIEW

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

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

Undeveloped or Low Developed Sites		Acres	Developed Community and Neighborhood Parks		Acres
Boyce Road Site		4.50	Baker Park		13.82
Brookside Site		3.70	Beadling Soccer Field		3.36
Gilfillan Site		59.57	Boyce Mayview Park Complex		15.00
Mayview Property		238.00	Byrnwick Park		7.05
Old Morton Road Site		43.00	Clair Park		2.20
Ravine Park		10.51	Golf Course and Central Municipal Park		19.50
Regional Park-Boyce		237.00	Hays Road Park		4.21
Slope Land and Other Undeveloped Parcel		10.44	Johnston Park		2.48
Total		606.72	Marmion Field		11.32
			Morton Soccer Fields		6.00
			Morton Softball/Baseball Fields		1.50
			Tennis Center		10.25
			Trotwood Park		8.00
			Tustin Park		6.52
			Wiltshire Park		11.20
			Total		122.41
			GRAND TOTAL ACREAGE		747.03
Other Sites		Acres			
Fire Station Site		2.00			
Fire Substation Site		2.87			
Log House Site		1.50			
Municipal Building Site		3.00			
Public Works Building Site		2.50			
Total		11.87			

PARKS MAINTENANCE

GENERAL FUND
PUBLIC WORKS



Parks Maintenance Expenditures 01-40-415-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 324,563	\$ 268,273	\$ 271,006	\$ 235,000	\$ 249,203
110 Overtime Wages	5,896	1,561	4,000	2,000	4,000
120 Part-Time Wages	30,092	33,217	32,000	25,046	32,000
198 Social Security Expense	27,317	22,897	23,486	20,047	21,818
199 Overhead Distribution	287,735	228,881	225,987	221,276	235,894
Total Personal Services	\$ 675,603	\$ 554,829	\$ 556,479	\$ 503,369	\$ 542,915
Contractual Services					
240 Water and Sewerage	\$ 32,746	\$ 23,557	\$ 32,500	\$ 32,000	\$ 32,000
241 Natural Gas	3,767	2,833	4,000	4,000	4,150
242 Electricity	22,673	11,916	20,000	13,000	15,000
251 Repairs & Maintenance-Rec. Eqp	-	-	500	-	-
290 Other Contractual Services	46,637	52,699	56,000	54,000	56,000
299 Annual Park Maintenance Prog.	31,909	16,563	30,000	25,000	30,000
Total Contractual Services	\$ 137,732	\$ 107,568	\$ 143,000	\$ 128,000	\$ 137,150
Commodities					
315 Construction Supplies	\$ 17,612	\$ 7,113	\$ 30,000	\$ 20,000	\$ 30,000
327 Botanical Supplies	36,416	27,856	40,000	30,000	40,000
328 Park Maintenance Supplies	21,472	6,895	12,500	11,000	13,000
342 Mechanical Equipment & Supplies	6,694	8,445	10,000	10,000	10,500
343 Tools & Equipment	2,172	2,488	3,200	3,500	3,500
390 Other Supplies	425	592	2,000	500	2,000
Total Commodities	\$ 84,791	\$ 53,389	\$ 97,700	\$ 75,000	\$ 99,000
Distributed Costs					
601 Dist. Vehicle Costs	\$ 5,511	\$ 5,207	\$ 5,250	\$ 5,250	\$ 5,300
604 Dist. Boyce Mayview RAD Costs	(15,891)	-	-	-	-
Total Distributed Costs	\$ (10,380)	\$ 5,207	\$ 5,250	\$ 5,250	\$ 5,300
Total Parks Maintenance Expenditures	\$ 887,746	\$ 720,993	\$ 802,429	\$ 711,619	\$ 784,365

BUDGETARY COMMENT

Funds requested for Parks Maintenance in 2011 are \$18,064 less than appropriated in 2010 due to the work force allocation planned for 2011.

FORESTRY

GENERAL FUND
PUBLIC WORKS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Forestry Expenditures					
Personal Services	\$ 25,297	\$ 32,644	\$ 45,125	\$ 39,689	\$ 42,691
Contractual Services	28,318	14,660	29,000	29,000	35,000
Commodities	1,827	6,686	5,970	2,500	6,000
Total Forestry Expenditures	\$ 55,442	\$ 53,990	\$ 80,095	\$ 71,189	\$ 83,691

FORESTRY OVERVIEW

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

- Disease control
- Fall tree planting in parks and Township sites
- Gypsy moth control program
- Spring tree planting in parks and Township sites
- Stump removal
- Tree trimming and maintenance

Forestry Expenditures 01-40-416-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 10,667	\$ 16,362	\$ 21,508	\$ 18,000	\$ 19,133
110 Overtime Wages	1,712	585	2,000	2,903	2,200
120 Part Time Wages	2,340	431	1,750	184	1,500
198 Social Security Expense	1,121	1,306	1,932	1,613	1,747
199 Overhead Distribution	9,457	13,960	17,935	16,989	18,111
Total Personal Services	\$ 25,297	\$ 32,644	\$ 45,125	\$ 39,689	\$ 42,691
Contractual Services					
290 Other Contractual Services	\$ 28,318	\$ 14,660	\$ 29,000	\$ 29,000	\$ 35,000
Total Contractual Services	\$ 28,318	\$ 14,660	\$ 29,000	\$ 29,000	\$ 35,000

FORESTRY

GENERAL FUND
PUBLIC WORKS



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Commodities					
327 Botanical Supplies*	\$ 166	\$ 5,876	\$ 3,570	\$ 2,000	\$ 4,000
342 Mechanical Equipment**	-	-	400	-	-
390 Other Supplies***	1,661	810	2,000	500	2,000
Total Commodities	<u>\$ 1,827</u>	<u>\$ 6,686</u>	<u>\$ 5,970</u>	<u>\$ 2,500</u>	<u>\$ 6,000</u>
Total Forestry	<u>\$ 55,442</u>	<u>\$ 53,990</u>	<u>\$ 80,095</u>	<u>\$ 71,189</u>	<u>\$ 83,691</u>

***Botanical Supplies:** New and replacment trees, fertilizer, evergreen food, chemicals for disease control

****Mechanical Equipment:** Parks supplies, chain saw and chain saw repairs

*****Other Supplies:** Rope, safety hooks, pruners, insect control sprays

BUDGETARY COMMENT

Funds requested for Forestry in 2011 are \$3,596 more than those appropriated in 2010 due to an increase in contractual services.

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**SCHOOL GROUNDS
MAINTENANCE**

GENERAL FUND
PUBLIC WORKS



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
School Grounds Mte. Expenditures					
Personal Services	\$ 155	\$ 389	\$ -	\$ 431	\$ -
Total School Grounds Mte. Expenditures	<u>\$ 155</u>	<u>\$ 389</u>	<u>\$ -</u>	<u>\$ 431</u>	<u>\$ -</u>

SCHOOL GROUNDS MAINTENANCE OVERVIEW

Since 1974, the Township Public Works Department had maintained Upper St. Clair's public school grounds. This maintenance program includes the care of approximately 90 acres at four elementary schools, two secondary schools and the high school. Tree maintenance, lawn and slope maintenance, and athletic field maintenance are performed by the Township under an agreement with the School District.

This includes general maintenance of grass mowing, aeration, weed control, athletic field seeding, and tree trimming and spraying.

School Grounds Mte. Expenditures 01-40-417-500???-000	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Personal Services					
101 Full-Time Wages	\$ -	\$ 145	\$ -	\$ 200	\$ -
110 Overtime Wages	144	217	-	200	-
198 Social Security Expense	11	27	-	31	-
Total Personal Services	<u>\$ 155</u>	<u>\$ 389</u>	<u>\$ -</u>	<u>\$ 431</u>	<u>\$ -</u>
Total School Grounds Mte. Expenditures	<u>\$ 155</u>	<u>\$ 389</u>	<u>\$ -</u>	<u>\$ 431</u>	<u>\$ -</u>

BUDGETARY COMMENT

Since 2002, the School District has used their own maintenance staff to provide these services.

FORCE WORK PROJECTS

GENERAL FUND PUBLIC WORKS



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Force Work Projects Expenditures					
Personal Services	\$ 35,627	\$ 6,405	\$ 22,698	\$ 26,031	\$ 28,432
Contractual Services	-	910	2,500	1,000	2,500
Commodities	525	-	7,000	5,000	7,000
Total Force Work Projects Expenditures	\$ 36,152	\$ 7,315	\$ 32,198	\$ 32,031	\$ 37,932

FORCE WORK PROJECTS OVERVIEW

The purpose of this account is to collect labor costs associated with a number of projects planned for 2011 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	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Personal Services					
101 Full-Time Wages	\$ 17,069	\$ 3,278	\$ 10,754	\$ 12,000	\$ 12,723
110 Overtime Wages	513	79	1,000	100	1,000
120 Part Time Wages	1,463	-	1,000	1,587	1,500
198 Social Security Expense	1,450	251	976	1,047	1,165
199 Overhead Distribution	15,132	2,797	8,968	11,297	12,044
Total Personal Services	\$ 35,627	\$ 6,405	\$ 22,698	\$ 26,031	\$ 28,432
Contractual Services					
290 Other Contractual Services	\$ -	\$ 910	\$ 2,500	\$ 1,000	\$ 2,500
Total Contractual Services	\$ -	\$ 910	\$ 2,500	\$ 1,000	\$ 2,500
Commodities					
390 Other Supplies	\$ 525	\$ -	\$ 7,000	\$ 5,000	\$ 7,000
Total Commodities	\$ 525	\$ -	\$ 7,000	\$ 5,000	\$ 7,000
Total Force Work Projects Expenditures	\$ 36,152	\$ 7,315	\$ 32,198	\$ 32,031	\$ 37,932

BUDGETARY COMMENT

This program provides an appropriation for labor expenses and equipment rental. Funds requested for Force Work Projects in 2011 are \$5,734 more than those appropriated in 2010 due to the workforce allocation planned for 2011.

OVERHEAD DISTRIBUTION

GENERAL FUND
PUBLIC WORKS



OVERHEAD DISTRIBUTION OVERVIEW

This account represents the total Public Works Budget cost for wages for vacation and sick days, craft wages, medical insurance, group life insurance, workmen's 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	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
101 Full-Time Wages	\$ 233,313	\$ 230,102	\$ 218,767	\$ 258,210	\$ 213,004
112 Craft Wages	14,032	15,117	15,500	15,000	15,500
162 Group Life Insurance	10,110	10,736	10,824	9,800	11,090
163 Medical Insurance	282,811	289,362	341,838	330,000	369,053
164 Workers' Compensation	77,143	107,300	117,522	122,826	135,268
166 Pension Costs	137,920	139,196	140,992	140,992	207,886
167 Long-term Disability Insurance	6,662	10,217	10,206	9,775	10,235
198 Social Security Expense	19,079	20,204	17,921	20,901	17,481
262 Uniform Reimbursement	25,036	25,162	28,000	26,000	28,000
199 Less: Dist. Operating Costs	(806,106)	(847,396)	(901,570)	(933,504)	(1,007,517)
Total Public Works Overhead Distribution	\$ -	\$ -	\$ -	\$ -	\$ -

In 2011, the total overhead Fringe Benefit expense estimate of \$1,007,517 is distributed to the Public Works departments based on actual costs. The distribution is as follows:

Fund-Acct. No.	2010 Distribution	2011 Distribution
01-401 Public Works Administration	\$ 84,075	\$ 101,973
01-403 Civic Activities	6,116	6,520
01-404 Snow and Ice Control	75,344	80,322
01-405 Storm Sewer Maintenance	47,058	50,167
01-406 Traffic Safety	16,989	18,111
01-408 Street Maintenance	80,016	85,302
01-411 Building Maintenance	86,642	92,365
01-412 Equipment Maintenance	103,630	110,476
01-413 Golf Course Maintenance	19,792	21,099
01-414 Tennis Court Maintenance	15,969	17,024
01-415 Parks Maintenance	221,276	235,894
01-416 Forestry	16,989	18,111
01-418 Force Work Projects	11,297	12,044
50-425 Sanitary Sewer Fund	18,857	20,103
52-102 Boyce Mayview Park RAD Fund	129,453	138,005
Total Distributed Amount	\$ 933,503	\$ 1,007,516

GENERAL FUND

RECREATION

SUMMARY

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



	<u>2008</u> Actual	<u>2009</u> Actual	<u>2010</u> Budget	<u>2010</u> Estimate	<u>2011</u> Budget
Recreation Expenditures					
Personal Services	\$ 291,014	\$ 179,611	\$ 182,580	\$ 189,521	\$ 198,558
Contractual Services	217,927	174,118	205,500	176,973	195,432
Commodities	63,171	45,795	50,925	45,935	52,625
Distributed Costs	45,085	14,986	39,880	33,869	20,460
Total Recreation Expenditures	\$ 617,197	\$ 414,510	\$ 478,885	\$ 446,298	\$ 467,075

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 18,000 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, educational, quality leisure time opportunities that enhance the quality of life within the community.

In 2009, the Recreation department opened a new 90,000 sq. ft. Community & Recreation Center (C&RC) servicing both residents and non-residents. This facility will be dependent on revenues from membership fees and other program related revenue. Therefore, the Township has appropriated personnel and other program costs from the General Fund to an enterprise fund for the C&RC. The remaining appropriations in the General Fund will 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 today’s society. Community Programs are structured to combat the threats of poorly functioning families, drugs and alcohol, poorly managed screen time (television, computer, and cell phones), unhealthy food and drink, and physical inactivity. Community Programs serve youths and teens through a variety of activities designed to help young people thrive and reach their fullest potential.

Summer Camp Program

Revering nature serves as the foundation for Community Programs Summer Camp programs for those ages 3 – 18 years of age. Camp programs are educational as well as promote mental development, physical well being, social growth and respect for the environment.

Family

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

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



Community Program Youth and Adult Sports

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

Older Adult Program

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

DEPARTMENT EXPENDITURES

Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 133,551	\$ 48,133	\$ 49,322	\$ 49,000	\$ 50,487
110 Overtime Wages	90	593	100	100	100
120 Part-Time Wages	94,540	104,037	99,250	108,307	112,500
162 Group Life Insurance	1,341	510	528	541	568
163 Medical Insurance	31,422	10,171	13,668	11,000	9,700
164 Workers' Compensation	678	311	4,001	4,181	8,271
166 Pension Costs	9,312	3,318	3,419	3,418	3,522
167 Long-term Disability Insurance	771	319	316	332	332
168 Post Retirement Plan	2,000	600	600	600	600
198 Social Security Expense	17,309	11,619	11,376	12,042	12,478
Total Personal Services	\$ 291,014	\$ 179,611	\$ 182,580	\$ 189,521	\$ 198,558
Contractual Services					
213 Professional Services-Pathfinder	\$ -	\$ 875	\$ 600	\$ -	\$ 600
220 Liability Insurance	24,175	21,511	21,855	20,473	19,982
230 Association Dues	120	320	375	300	450
231 Travel & Conference Expense	1,090	663	350	1,000	1,000
241 Natural Gas	60,501	50,788	70,000	55,000	60,000
242 Electricity	19,716	22,372	24,480	23,000	25,000
250 Repairs & Maintenance- Office Equipment	1,648	-	-	-	-
261 Rental Charges-Transportation	670	1,119	1,000	500	1,000
264 Rental Charges-Facilities	-	-	-	2,300	2,500
275 Printing & Duplicating	14,533	20,607	16,100	16,000	16,100
278 Postage	3,859	3,357	2,000	2,500	2,500
279 Self Supporting Programs	22,494	9,163	14,000	15,000	17,000
290 Other Contractual Services	69,121	43,343	54,740	40,900	49,300
Total Contractual Services	\$ 217,927	\$ 174,118	\$ 205,500	\$ 176,973	\$ 195,432

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES

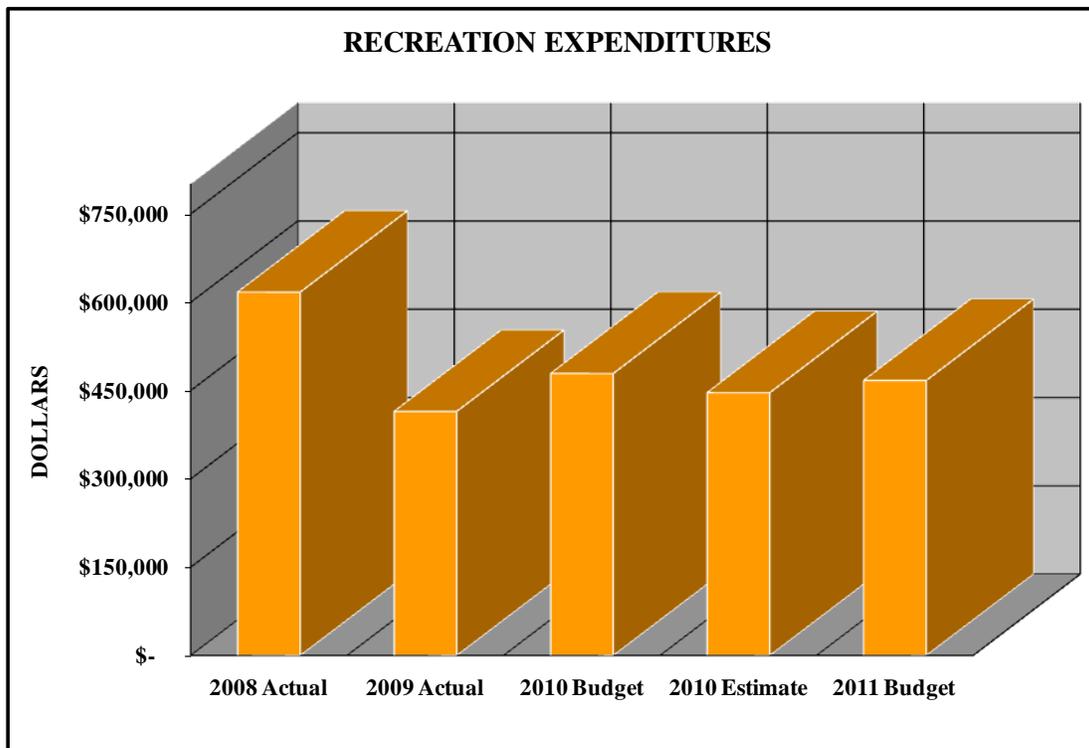


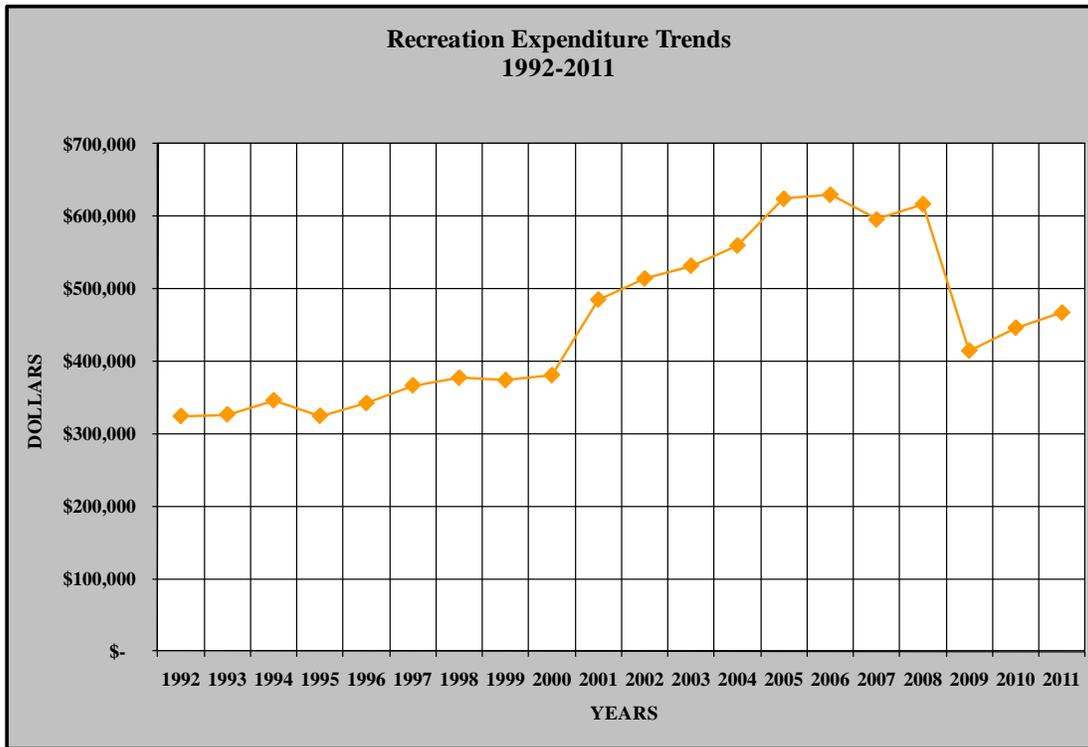
DEPARTMENT EXPENDITURES (Continued)

	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Commodities					
300 Office Furniture & Equipment	\$ 141	\$ -	\$ -	\$ -	\$ -
301 Expendable Office Supplies	1,646	2,628	1,000	3,000	3,000
302 Books & Subscriptions	1,239	80	500	100	150
303 Tapes	114	-	-	-	-
304 Publicity Material	-	-	-	-	-
320 Public Access Equipment	14,014	-	-	-	-
326 Recreation Supplies	45,786	43,072	48,675	42,585	48,725
328 Parks Maintenance Supplies	-	-	500	-	500
390 Other Supplies	231	15	250	250	250
Total Commodities	\$ 63,171	\$ 45,795	\$ 50,925	\$ 45,935	\$ 52,625
Distributed Costs					
601 Dist. Vehicle Costs	\$ -	\$ -	\$ 2,444	\$ 2,444	\$ 2,448
602 Dist. Data Processing Costs	45,085	14,986	37,436	31,425	18,012
Total Distributed Costs	\$ 45,085	\$ 14,986	\$ 39,880	\$ 33,869	\$ 20,460
Total Recreation Expenditures	\$ 617,197	\$ 414,510	\$ 478,885	\$ 446,298	\$ 467,075

BUDGETARY COMMENT

Funds requested for Recreation in 2011 are \$11,810 or 2.5% less than appropriated in 2010.





* Average Annual Cost Increase Rate - 1.94%

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*		\$39,306
How many real estate tax mills?	0.01	\$17,980
Earned Income Tax per \$100?	\$ 0.24	\$17,945
Percentage of Other Taxes?	0.02%	\$3,381

*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

RECREATION

ADMINISTRATION

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 193,300	\$ 74,523	\$ 77,888	\$ 75,236	\$ 79,603
Contractual Services	45,580	47,198	41,080	40,773	40,432
Commodities	3,404	3,623	3,500	4,350	4,900
Distributed Costs	45,085	14,986	39,880	33,869	20,460
Total Administration Expenditures	\$ 287,369	\$ 140,330	\$ 162,348	\$ 154,228	\$ 145,395

RECREATION ADMINISTRATION OVERVIEW

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

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

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

The administrative staff consists of a Director, a Community Program Coordinator, an Office Secretary, and a part-time Senior Citizens Coordinator.

2010 DEPARTMENT ACCOMPLISHMENTS

- Continued to work with the USC Athletic Association to provide opportunities for USC Residents
- Continued to work with the USC School District on community wide programs such as Community Day, the Community Flea Market and Youth Steering Committee
- Continued to work with the Parks and Recreation Advisory Board on the Gilfillan Charge, consideration of the consumption of alcoholic beverages at the C&RC for special events and a dog park location in Boyce Mayview Park
- Instituted a policy regarding smoking in community parks
- Added two large special events: “Bounty at Boyce Mayview” and “The Chili Golf Classic”

2011 DEPARTMENT GOALS AND OBJECTIVES

- Expand regional awareness of Boyce Mayview Park through advertising, the recreation brochure and implementation of the C&RC Marketing Plan
- Promote and manage large community events (Community Day, Community Flea Market, Easter Egg Hunt, Founders' Events, Bounty at Boyce Mayview, Chili Golf Classic)
- To coordinate activities thru the Park and Recreation Advisory Board
- Provide increased program opportunities for non-residents
- Apply for either State or National recognition award programs for Parks and Recreation
- Enhance park amenities such as sand volleyball

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 last update of the Comprehensive Plan was in 2005 and encompassed the goals for the Township for the year 2005 through 2014. Below are current status updates as they relate to Recreation. Please refer to the "Long Term Plan" section of the budget for a full status update.

- Goal:** Assess the diversity of the Township recreational and leisure programs and identify program opportunities that maintain participation among youth, family and senior groups.
- Update:** This is monitored on an ongoing basis through monthly Parks and Recreation Board (Advisory Board to the Board of Commissioners) meetings and weekly Recreation Department meetings. Committees, such as the Fields Committee and the Youth steering committee also monitor Recreation activities throughout the Township.
- Goal:** Continue to study the feasibility of the Community & Recreation Center within the Township.
- Update:** Completed, June 2009
- Goal:** Continue with the implementation of the four athletic fields and the active recreational area development in Boyce Mayview Park in accordance with the Park's Master Plan.
- Update:** Completed, May 2009
- Goal:** Continue to collaborate with the Upper St. Clair School District to expand joint opportunities for cultural, recreation and educational programming.
- Update:** The Recreation Department is continually updating programming with the School District through the Fields Committee, the Youth Steering Committee and the USC High School athletic department.
- Goal:** Evaluate resident and business participation rates in Township-sponsored programs and report annually in a community-wide publication.
- Update:** The Recreation Department regularly compares fees of like facilities as it pertains to programs and memberships. In 2010, the first Community & Recreation Center (C&RC) Annual Report was published to educate residents and members on the status of C&RC.

DEPARTMENT STATISTICS AND BENCHMARKS

- Through October 2010, 2,243 participants have registered into 165 program offerings
- \$347,000 in revenue from programs will be collected
- 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 and the Chili Golf Classic.

Community Programs	2008	2009	Oct-10
All Programs			
Total Participants	3,928	3,028	2,243
Total Program Offerings	127	150	165
Permits for Meeting Rooms	410	287	181
Permits for Fields	39	64	64
Permits for Pavilions	n/a	6	27
Program Participants			
Football Training	152	147	135
Aerobics/Dance & Exercise Classes	922	577	362
Ski Programs	0	0	0
Soccer Programs	107	75	96
Summer Playground & Cultural Arts	571	468	477
Swim Program	279	52	
Golf Lesson	81	69	59
Summer Music	92	90	75
Tennis Bubble/Paddle Tennis	93	133	88
Miscellaneous Self-Supporting	725	570	593
Youth Basketball	824	791	638
Instructional Baseball	58	56	58
Other Program Statistics			
Softball Programs	24 Teams	18 Teams	20 Teams
Older Adults	2,391 Meals	2,342 Meals	1,739 Meals

Parks and Facilities

The Township of Upper St. Clair has 15 parks that equal 747 acres as community amenities. They include:

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

Community Organizations

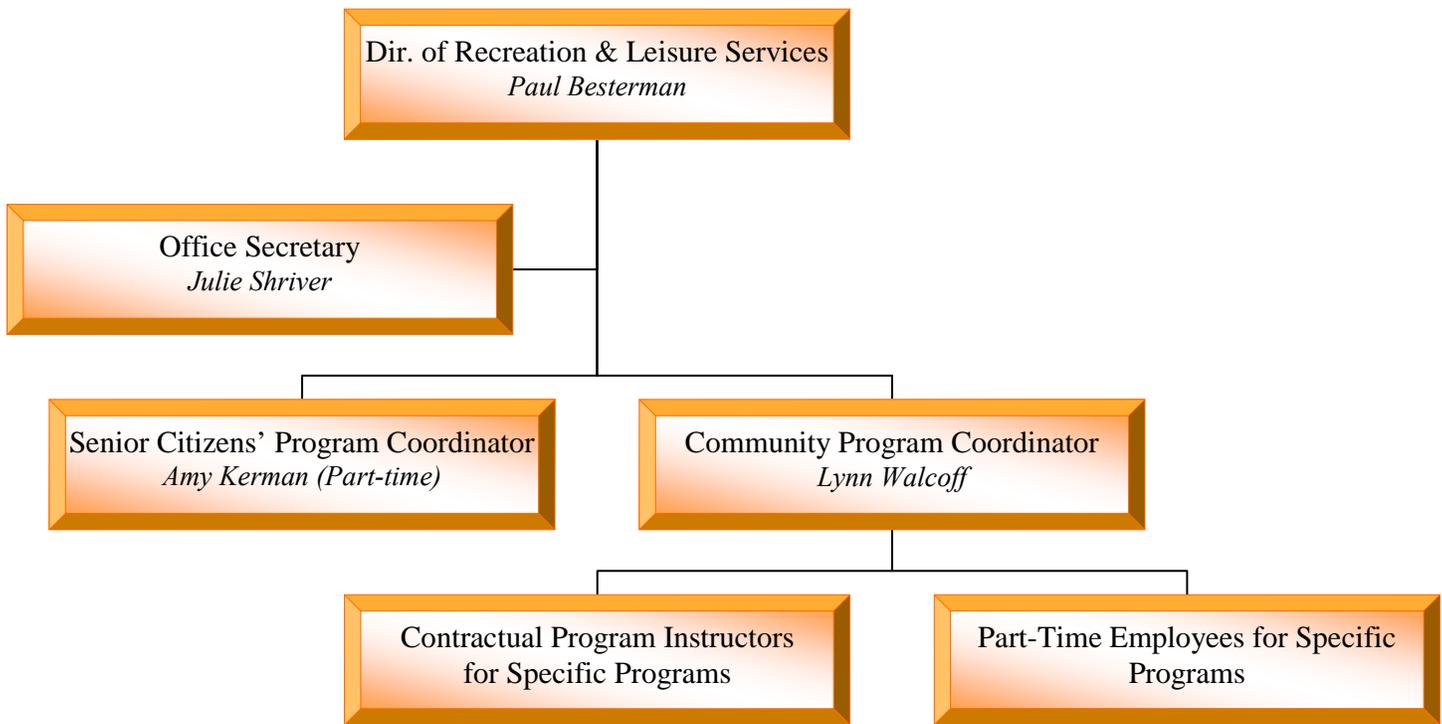
The following is a list of Community Organizations that the Department of Recreation and Leisure Services assisted in coordination so far during 2010. Through October 2010, 272 permits for Township meeting rooms and fields were issued.

- 1830 Log House Committee
- Allegheny Health Department
- Athletes Taking Action
- Baker Elementary
- Bethel Park/St. Clair Rotary
- Boyce Road Gardeners
- Cinderella's Closet(USC HS Service Project)
- Community Foundation of USC
- Council of Republican Women
- Different Strokes Tennis Club
- Eisenhower Elementary
- Friends of the Library Book Collection and Sale
- Ft. Couch Middle School
- Hastings Village Homeowners
- Hidden Valley Homeowners
- Lower Chartiers Watershed
- 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 Continuing Education
- Tri-Community EMS
- Trotwood Garden Club
- US Postal Service
- USC Boy Scouts, Cub Scouts, Tiger Scouts
- 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 2011 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2011 Positions
Director of Recreation and Leisure Services	4	\$62,230	\$87,120	1
Community Program Coordinator	7	\$34,271	\$47,977	1
Office Secretary	8	\$22,847	\$39,981	1
Older Adult Coordinator	Part Time	n/a	\$11.99/hour	1
Total				4



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	30.0%	70.0%	n/a
Community Program Coordinator	50.0%	50.0%	n/a
Office Secretary	25.0%	70.0%	5.0%

ADMINISTRATION

GENERAL FUND
RECREATION AND LEISURE SERVICES



DEPARTMENT EXPENDITURES

Administration Expenditures 01-50-501-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 133,551	\$ 48,133	\$ 49,322	\$ 49,000	\$ 50,487
110 Overtime Wages	90	593	100	100	100
120 Part-Time Wages	3,770	6,417	2,000	2,144	2,000
162 Group Life Insurance	1,341	510	528	541	568
163 Medical Insurance	31,422	10,171	13,668	11,000	9,700
164 Workers' Compensation	678	311	4,001	4,181	8,271
166 Pension Costs	9,312	3,318	3,419	3,418	3,522
167 Long-term Disability Insurance	771	319	316	332	332
168 Post Retirement Plan	2,000	600	600	600	600
198 Social Security Expense	10,365	4,151	3,934	3,920	4,023
Total Personal Services	\$ 193,300	\$ 74,523	\$ 77,888	\$ 75,236	\$ 79,603
Contractual Services					
220 Liability Insurance	\$ 24,175	\$ 21,511	\$ 21,855	\$ 20,473	\$ 19,982
230 Association Dues	120	320	375	300	450
231 Travel & Conference Expense	1,090	663	350	1,000	1,000
250 Repairs & Maintenance- Office Equipment	838	-	-	-	-
275 Printing & Duplicating	14,533	20,607	16,000	16,000	16,000
278 Postage	3,859	3,357	2,000	2,500	2,500
290 Other Contractual Services	965	740	500	500	500
Total Contractual Services	\$ 45,580	\$ 47,198	\$ 41,080	\$ 40,773	\$ 40,432
Commodities					
300 Office Furniture & Equipment	\$ 86	\$ -	\$ -	\$ -	\$ -
301 Expendable Office Supplies	1,646	2,628	1,000	3,000	3,000
302 Books & Subscriptions	1,239	80	500	100	150
326 Recreation Supplies	202	900	1,750	1,000	1,500
390 Other Supplies	231	15	250	250	250
Total Commodities	\$ 3,404	\$ 3,623	\$ 3,500	\$ 4,350	\$ 4,900
Distributed Costs					
601 Dist. Vehicle Costs	\$ -	\$ -	\$ 2,444	\$ 2,444	\$ 2,448
602 Dist. Data Processing Costs	45,085	14,986	37,436	31,425	18,012
Total Distributed Costs	\$ 45,085	\$ 14,986	\$ 39,880	\$ 33,869	\$ 20,460
Total Administration Expenditures	\$ 287,369	\$ 140,330	\$ 162,348	\$ 154,228	\$ 145,395

BUDGETARY COMMENT

Funds for Recreation Administration have been decreased by \$16,593 due to a decrease in distributed data processing costs.

GENERAL FUND

RECREATION

PROGRAM SUMMARY

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Program Expenditures					
Personal Services	\$ 97,714	\$ 105,088	\$ 104,692	\$ 114,285	\$ 118,955
Contractual Services	171,537	126,920	164,420	136,200	155,000
Commodities	45,584	42,172	47,425	41,585	47,725
Total Program Expenditures	\$ 314,835	\$ 274,180	\$ 316,537	\$ 292,070	\$ 321,680

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 2011 are \$321,680. Anticipated fees generated by these programs are \$316,800. Thus, recreation programs are 98% fee supported.

Program Expenditures 01-50-502-500 TO 01-50-530-500	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
120 Part-Time Wages	\$ 90,770	\$ 97,620	\$ 97,250	\$ 106,163	\$ 110,500
198 Social Security Expense	6,944	7,468	7,442	8,122	8,455
Total Personal Services	\$ 97,714	\$ 105,088	\$ 104,692	\$ 114,285	\$ 118,955
Contractual Services					
213 Professional Services-Pathfinder	\$ -	\$ 875	\$ 600	\$ -	\$ 600
241 Natural Gas	60,501	50,788	70,000	55,000	60,000
242 Electricity	19,716	22,372	24,480	23,000	25,000
260 Rental Charges-Transportation	670	1,119	1,000	500	1,000
264 Rental Charges-Facilities	-	-	-	2,300	2,500
275 Printing & Duplicating	-	-	100	-	100
279 Self Supporting Programs	22,494	9,163	14,000	15,000	17,000
290 Other Contractual Services	68,156	42,603	54,240	40,400	48,800
Total Contractual Services	\$ 171,537	\$ 126,920	\$ 164,420	\$ 136,200	\$ 155,000
Commodities					
326 Recreation Supplies	\$ 45,584	\$ 42,172	\$ 46,925	\$ 41,585	\$ 47,225
328 Parks Maintenance Supplies	-	-	500	-	500
Total Commodities	\$ 45,584	\$ 42,172	\$ 47,425	\$ 41,585	\$ 47,725
Total Program Expenditures	\$ 314,835	\$ 274,180	\$ 316,537	\$ 292,070	\$ 321,680

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



FOOTBALL TRAINING

This program is offered for students in grades seven through twelve. One hundred and fifty hours in activities are designed to develop strength, flexibility, agility and endurance. No limit is placed on registration. In 2010, fees ranged from \$57.00 to \$78.00 depending on age.

Football Training Expenditures 01-50-502-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
120 Part-Time Wages	\$ 7,800	\$ 8,465	\$ 9,250	\$ 8,588	\$ 9,500
198 Social Security Expense	597	648	708	657	727
Total Personal Services	\$ 8,397	\$ 9,113	\$ 9,958	\$ 9,245	\$ 10,227
Commodities					
326 Recreation Supplies	\$ 1,599	\$ 1,049	\$ 1,200	\$ 1,085	\$ 1,200
Total Commodities	\$ 1,599	\$ 1,049	\$ 1,200	\$ 1,085	\$ 1,200
Total Football Training Expenditures	\$ 9,996	\$ 10,162	\$ 11,158	\$ 10,330	\$ 11,427
Estimated Revenue					
002 Football Training	\$ 10,085	\$ 10,416	\$ 10,500	\$ 9,700	\$ 10,500
Percent Fee Supported					92%

AEROBICS/DANCE AND EXERCISE CLASSES

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

Aerobics/Dance Class Expenditures 01-50-503-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
120 Part-Time Wages	\$ -	\$ 1,120	\$ -	\$ 5,000	\$ 5,000
198 Social Security Expense	-	86	-	383	383
Total Personal Services	\$ -	\$ 1,206	\$ -	\$ 5,383	\$ 5,383
Contractual Services					
290 Other Contractual Services	\$ 33,819	\$ 16,344	\$ 15,000	\$ 10,000	\$ 10,000
Total Contractual Services	\$ 33,819	\$ 16,344	\$ 15,000	\$ 10,000	\$ 10,000
Commodities					
326 Recreation Supplies	\$ -	\$ 21	\$ 200	\$ 200	\$ 700
Total Commodities	\$ -	\$ 21	\$ 200	\$ 200	\$ 700
Total Aerobics/Dance Class Expenditures	\$ 33,819	\$ 17,571	\$ 15,200	\$ 15,583	\$ 16,083
Estimated Revenue					
003 Aerobics/Dance & Exercise	\$ 53,738	\$ 25,938	\$ 15,000	\$ 24,000	\$ 22,000
Percent Fee Supported					137%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



SOCCER PROGRAMS

Summer soccer programs are provided for students in grades four through twelve. The program includes instruction in fundamentals, daily scrimmages, films and competitions. Thirty-seven and one-half hours of activity are provided for a fee of \$57.00.

Soccer Program Expenditures 01-50-507-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
120 Part-Time Wages	\$ 5,468	\$ 5,666	\$ 6,350	\$ 7,730	\$ 7,500
198 Social Security Expense	418	433	486	591	574
Total Personal Services	\$ 5,886	\$ 6,099	\$ 6,836	\$ 8,321	\$ 8,074
Commodities					
326 Recreation Supplies	\$ 1,160	\$ 638	\$ 1,200	\$ 1,000	\$ 1,200
Total Commodities	\$ 1,160	\$ 638	\$ 1,200	\$ 1,000	\$ 1,200
Total Soccer Program Expenditures	\$ 7,046	\$ 6,737	\$ 8,036	\$ 9,321	\$ 9,274
Estimated Revenue					
007 Soccer Programs	\$ 5,866	\$ 4,280	\$ 6,000	\$ 5,295	\$ 5,500
Percent Fee Supported					59%

SOFTBALL PROGRAMS

The summer softball league is open to resident men, beginning with freshmen in high school. Twenty teams of 15 to 25 members compete in an organized tournament for prize jackets. In 2010, fees were set at \$50.00 per person.

Softball Programs Expenditures 01-50-508-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Contractual Services					
290 Other Contractual Services	\$ 9,318	\$ 7,725	\$ 11,100	\$ 9,000	\$ 10,000
Total Contractual Services	\$ 9,318	\$ 7,725	\$ 11,100	\$ 9,000	\$ 10,000
Commodities					
326 Recreation Supplies	\$ 1,691	\$ 2,141	\$ 1,275	\$ 2,895	\$ 2,500
Total Commodities	\$ 1,691	\$ 2,141	\$ 1,275	\$ 2,895	\$ 2,500
Total Softball Programs Expenditures	\$ 11,009	\$ 9,866	\$ 12,375	\$ 11,895	\$ 12,500
Estimated Revenue					
008 Softball	\$ 21,585	\$ 15,664	\$ 18,000	\$ 18,845	\$ 18,500
Percent Fee Supported					148%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



SUMMER PLAYGROUND AND CULTURAL ARTS PROGRAM

The Summer Playground and Cultural Arts program provides six weeks of supervised activity to students in grades one through eight. Activities include arts and crafts, films, children performers, and the Summer Pathfinder School for exceptional children. In 2010, fees were set at \$78.00 per person (family maximum of \$129.00).

Summer Playground Expenditures 01-50-511-500??-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
120 Part-Time Wages	\$ 29,445	\$ 32,304	\$ 31,750	\$ 35,588	\$ 35,000
198 Social Security Expense	2,253	2,471	2,429	2,722	2,678
Total Personal Services	\$ 31,698	\$ 34,775	\$ 34,179	\$ 38,310	\$ 37,678
Contractual Services					
213 Professional Services-Pathfinder	\$ -	\$ 875	\$ 600	\$ -	\$ 600
290 Other Contractual Services	4,890	1,739	6,750	2,000	5,000
Total Contractual Services	\$ 4,890	\$ 2,614	\$ 7,350	\$ 2,000	\$ 5,600
Commodities					
326 Recreation Supplies	\$ 6,380	\$ 2,226	\$ 7,250	\$ 2,500	\$ 5,000
Total Commodities	\$ 6,380	\$ 2,226	\$ 7,250	\$ 2,500	\$ 5,000
Total Summer Playground Expenditures	\$ 42,968	\$ 39,615	\$ 48,779	\$ 42,810	\$ 48,278
Estimated Revenue					
011 Summer Playground & Cultural Art Program	\$ 40,579	\$ 31,017	\$ 38,000	\$ 32,000	\$ 35,000
Percent Fee Supported					72%

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 part-time 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. Continuation of the program is recommended for 2011.

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



Older Adults Program Expenditures 01-50-513-500??-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
120 Part-Time Wages	\$ 9,955	\$ 12,965	\$ 12,000	\$ 15,000	\$ 15,000
198 Social Security Expense	762	992	918	1,148	1,148
Total Personal Services	\$ 10,717	\$ 13,957	\$ 12,918	\$ 16,148	\$ 16,148
Contractual Services					
260 Rental Charges-Transportation	\$ 670	\$ 1,119	\$ 1,000	\$ 500	\$ 1,000
Total Contractual Services	\$ 670	\$ 1,119	\$ 1,000	\$ 500	\$ 1,000
Commodities					
326 Recreation Supplies	\$ 8,617	\$ 10,750	\$ 8,900	\$ 9,000	\$ 9,500
Total Commodities	\$ 8,617	\$ 10,750	\$ 8,900	\$ 9,000	\$ 9,500
Total Older Adults Program Expenditures	\$ 20,004	\$ 25,826	\$ 22,818	\$ 25,648	\$ 26,648
Estimated Revenue					
013 Older Adults	\$ 930	\$ 2,289	\$ 500	\$ 1,000	\$ 1,000
Percent Fee Supported					4%

SWIM PROGRAM

Due to the opening of the Community & Recreation Center (C&RC), a swim program will no longer be supported by the General Fund. For C&RC Swim Program revenue projections please refer to the Boyce Mayview Community & Recreation Center Fund.

Swim Program Expenditures 01-50-517-500??-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
120 Part-Time Wages	\$ 3,495	\$ 1,875	\$ -	\$ -	\$ -
198 Social Security Expense	267	143	-	-	-
Total Personal Services	\$ 3,762	\$ 2,018	\$ -	\$ -	\$ -
Contractual Services					
264 Rental Charges-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
290 Other Contractual Services	-	-	-	-	-
Total Contractual Services	\$ -	\$ -	\$ -	\$ -	\$ -
Total Swim Program Expenditures	\$ 3,762	\$ 2,018	\$ -	\$ -	\$ -
Estimate Revenue					
017 Swim Program	\$ 3,481	\$ 731	\$ -	\$ -	\$ -
Percent Fee Supported					0%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



GOLF LESSON PROGRAM

Beginner and Intermediate golf lessons are offered at the Municipal Golf Course. In 2010, fees were set at \$62.00 to \$78.00 for 10 hours of instruction.

Golf Lesson Program Expenditures 01-50-518-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Contractual Services					
290 Other Contractual Services	\$ 3,694	\$ 3,069	\$ 3,750	\$ 5,400	\$ 6,000
Total Contractual Services	\$ 3,694	\$ 3,069	\$ 3,750	\$ 5,400	\$ 6,000
Commodities					
326 Recreation Supplies	\$ -	\$ -	\$ 125	\$ -	\$ 125
Total Commodities	\$ -	\$ -	\$ 125	\$ -	\$ 125
Total Golf Lesson Program Expenditures	\$ 3,694	\$ 3,069	\$ 3,875	\$ 5,400	\$ 6,125
Estimated Revenue					
018 Golf Lesson	\$ 4,740	\$ 4,172	\$ 5,000	\$ 9,060	\$ 10,000
Percent Fee Supported					163%

SUMMER MUSIC PROGRAM

The Township offers a summer music program to youth in grades 3, 4 and 5. Instruction in string and band instruments is provided as well as an opportunity for small group playing. In 2010, fees were set at \$100.00.

Summer Music Program Expenditures 01-50-520-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
120 Part-Time Wages	\$ 5,217	\$ 5,660	\$ 5,800	\$ 5,800	\$ 5,900
198 Social Security Expense	399	433	444	444	451
Total Personal Services	\$ 5,616	\$ 6,093	\$ 6,244	\$ 6,244	\$ 6,351
Commodities					
326 Recreation Supplies	\$ 2,530	\$ 2,376	\$ 2,700	\$ 2,385	\$ 2,600
Total Commodities	\$ 2,530	\$ 2,376	\$ 2,700	\$ 2,385	\$ 2,600
Total Summer Music Prog. Expenditures	\$ 8,146	\$ 8,469	\$ 8,944	\$ 8,629	\$ 8,951
Estimated Revenue					
020 Summer Music Program	\$ 8,217	\$ 8,188	\$ 8,300	\$ 7,000	\$ 8,000
Percent Fee Supported					89%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



TENNIS BUBBLE/PADDLE TENNIS PROGRAM

The Township's three tennis bubbles provide tennis play to program subscribers during the months of October through April. Subscribers purchase a fixed hour each week for the season. Fees for a season subscription per hour are \$490.00.

Fee projections include amortized capital costs of two (2) tennis bubbles constructed in 1999 and 2008. The Township expects to repay these costs through user fees charged for the next ten-year period.

Tennis Bubble/Paddle Tennis Exp. 01-50-521-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
120 Part-Time Wages	\$ 20,816	\$ 20,624	\$ 23,000	\$ 21,000	\$ 23,000
198 Social Security Expense	1,592	1,578	1,760	1,607	1,760
Total Personal Services	\$ 22,408	\$ 22,202	\$ 24,760	\$ 22,607	\$ 24,760
Contractual Services					
241 Natural Gas	\$ 60,501	\$ 50,788	\$ 70,000	\$ 55,000	\$ 60,000
242 Electricity	19,716	22,372	24,480	23,000	25,000
Total Contractual Services	\$ 80,217	\$ 73,160	\$ 94,480	\$ 78,000	\$ 85,000
Commodities					
328 Parks Maintenance Supplies	\$ -	\$ -	\$ 500	\$ -	\$ 500
Total Commodities	\$ -	\$ -	\$ 500	\$ -	\$ 500
Total Tennis Bubble/Paddle Tennis Exp.	\$ 102,625	\$ 95,362	\$ 119,740	\$ 100,607	\$ 110,260
Estimated Revenue					
021 Tennis Bubble Fees**	\$ 172,030	\$ 124,684	\$ 125,000	\$ 125,000	\$ 125,000
Percent Fee Supported					113%

MISCELLANEOUS SELF-SUPPORTING PROGRAMS

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

Self Supporting Programs Expenditures 01-50-522-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Contractual Services					
279 Self Supporting Programs	\$ 22,494	\$ 9,163	\$ 14,000	\$ 15,000	\$ 17,000
Total Contractual Services	\$ 22,494	\$ 9,163	\$ 14,000	\$ 15,000	\$ 17,000
Total Self Supporting Prog. Expenditures	\$ 22,494	\$ 9,163	\$ 14,000	\$ 15,000	\$ 17,000
Estimated Revenue					
022 Miscellaneous Self Supporting	\$ 53,270	\$ 24,553	\$ 25,000	\$ 23,000	\$ 25,000
Percent Fee Supported					147%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



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 \$62.00. In the winter program, up to 140 hours of play and instruction are provided at a fee of \$62.00.

Youth Basketball Expenditures 01-50-523-500??-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
120 Part-Time Wages	\$ 4,994	\$ 5,833	\$ 5,250	\$ 5,255	\$ 5,900
198 Social Security Expense	382	446	402	402	451
Total Personal Services	\$ 5,376	\$ 6,279	\$ 5,652	\$ 5,657	\$ 6,351
Contractual Services					
264 Rental Charges-Facilities	\$ -	\$ -	\$ -	\$ 2,300	\$ 2,500
290 Other Contractual Services	16,435	13,426	17,340	14,000	17,500
Total Contractual Services	\$ 16,435	\$ 13,426	\$ 17,340	\$ 16,300	\$ 20,000
Commodities					
326 Recreation Supplies	\$ 22,770	\$ 22,071	\$ 23,000	\$ 22,000	\$ 23,000
Total Commodities	\$ 22,770	\$ 22,071	\$ 23,000	\$ 22,000	\$ 23,000
Total Youth Basketball Expenditures	\$ 44,581	\$ 41,776	\$ 45,992	\$ 43,957	\$ 49,351
Estimated Revenue					
023 Youth Basketball	\$ 50,903	\$ 49,655	\$ 53,500	\$ 51,000	\$ 53,000
Percent Fee Supported					107%

INSTRUCTIONAL BASEBALL

Lessons on the fundamentals of baseball are provided for boys and girls from age six through fifteen. This summer program provides instructions for 56 participants at a fee of \$57.00.

Instructional Baseball Expenditures 01-50-528-500??-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
120 Part-Time Wages	\$ 3,580	\$ 3,108	\$ 3,850	\$ 2,202	\$ 3,700
198 Social Security Expense	274	238	295	168	283
Total Personal Services	\$ 3,854	\$ 3,346	\$ 4,145	\$ 2,370	\$ 3,983
Commodities					
326 Recreation Supplies	\$ 837	\$ 900	\$ 975	\$ 520	\$ 1,000
Total Commodities	\$ 837	\$ 900	\$ 975	\$ 520	\$ 1,000
Total Instructional Baseball Expenditures	\$ 4,691	\$ 4,246	\$ 5,120	\$ 2,890	\$ 4,983
Estimated Revenue					
028 Instructional Baseball	\$ 2,930	\$ 3,192	\$ 3,300	\$ 3,100	\$ 3,300
Percent Fee Supported					66%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



YOUTH DEVELOPMENT

This budget represents the Teen Center Support for 2011.

Youth Development Expenditures 01-50-530-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Contractual Services					
275 Printing & Duplication	\$ -	\$ -	\$ 100	\$ -	\$ 100
290 Other Contractual Services	-	300	300	-	300
Total Contractual Services	\$ -	\$ 300	\$ 400	\$ -	\$ 400
Commodities					
390 Other Supplies	\$ -	\$ -	\$ 100	\$ -	\$ 400
Total Commodities	\$ -	\$ -	\$ 100	\$ -	\$ 400
Total Youth Development Expenditures	\$ -	\$ 300	\$ 500	\$ -	\$ 800

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CABLE TELEVISION SERVICES

GENERAL FUND
RECREATION AND LEISURE SERVICES



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Cable Television Expenditures					
Contractual Services	\$ 810	\$ -	\$ -	\$ -	\$ -
Commodities	14,183	-	-	-	-
Total Cable Television Expenditures	\$ 14,993	\$ -	\$ -	\$ -	\$ -

DEPARTMENT OVERVIEW

Since 2009, Cable Television Services have been shown under General Government.

Cable Television Expenditures 01-50-545-500???-000	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Contractual Services					
250 Equipment Maintenance	\$ 810	\$ -	\$ -	\$ -	\$ -
Total Contractual Services	\$ 810	\$ -	\$ -	\$ -	\$ -
Commodities					
300 Public Access Supply	\$ 55	\$ -	\$ -	\$ -	\$ -
303 Tapes	114	-	-	-	-
320 Public Access Equipment	14,014	-	-	-	-
Total Commodities	\$ 14,183	\$ -	\$ -	\$ -	\$ -
Total Cable Television Expenditures	\$ 14,993	\$ -	\$ -	\$ -	\$ -

GENERAL FUND

LIBRARY

SUMMARY

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 590,890	\$ 555,108	\$ 594,523	\$ 565,293	\$ 636,526
Contractual Services	12,002	8,705	10,365	9,890	10,900
Commodities	135,533	98,280	137,500	114,520	108,705
Distributed Costs	30,057	14,986	18,718	15,712	18,012
Total Administration Expenditures	\$ 768,482	\$ 677,079	\$ 761,106	\$ 705,415	\$ 774,143

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.

The circulating collection includes approximately 94,000 cataloged items for children, teens and adults. Books, large print materials and periodicals, audiovisual items such as videos, DVDs, audiobooks, and music CDs, are available to all residents, as well as puppets and puzzles for children. The catalog is available on the Internet at <http://catalog.einetwork.net>, and patrons may view their account to renew items on loan, request new materials, and pay fines online.

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

Basic services, which include reference, interlibrary loan, Internet computers with Microsoft Office products, and wireless Internet access, are available during library hours. Both black & white and color printers are available from all Internet computers. These computers are also 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. Quiet study rooms and photocopiers are also available in the Library. The Library Multipurpose room is available for non-profit community group meetings.

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 Outdoor Classroom, the Boy Scouts and the Girl Scouts, and many area nursery and preschools. An early literacy activity center on the children’s floor provides developmentally appropriate materials for the young child, and a Parent-Teacher collection supports educators and care-givers informational needs.

DEPARTMENT OVERVIEW (Continued)

Adult programs include a summer reading program and monthly conversation and book-review groups. Various informational and educational programs are presented throughout the year. Book review talks are available to community organizations.

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, and part-time librarians, library specialists, library assistants, pages, and volunteers. Volunteer work at the library is always available.

2010 DEPARTMENT ACCOMPLISHMENTS

- Maintained all library hours and service levels with an additional 5% reduction of part-time staff hours.
- Increased participation in the children’s summer reading programs by 18% and circulation of children’s materials during summer reading by 28% over 2009.
- Re-categorized many children’s materials by genre, creating 60 picture book subjects, resulting in to 12% increase in circulation of these materials in 2010.
- Began implementation of new guidelines for the shelving of adult non-fiction, with the intent of providing more easily accessible collections.
- Held the first major library fundraiser, the 1st Annual Author Luncheon.
- Two Library Service and Technology Act grants were approved and implemented. One funded the addition of materials and programming around the theme of Harmony, mind, body, and spirit. The second provided funds for the implementation of two self-service Express Checkout stations.
- Redesigned the Library website, updating every page and including more content for remote library users.
- Created a new logo for the library which is being used on all publicity and brochures.

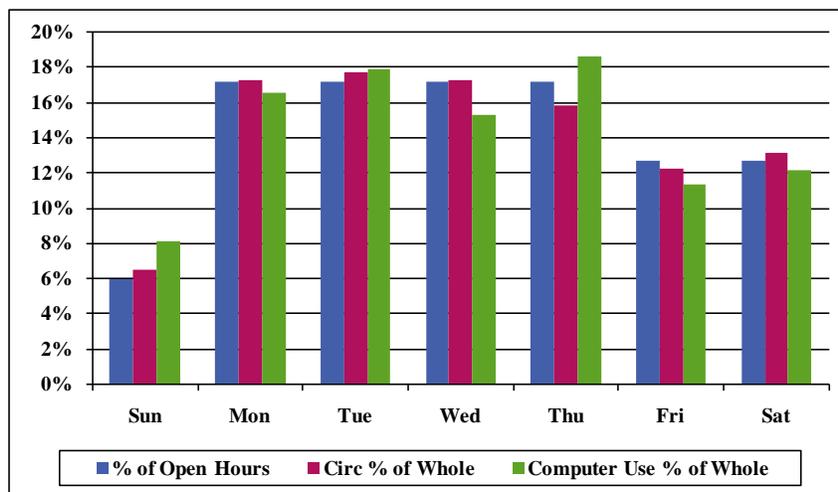


- The Library is now on Facebook, another communication tool to reach patrons with information. In particular, information about upcoming programs and to engage friends in discussions related to the strategic plan.

2011 DEPARTMENT GOALS AND OBJECTIVES

- Continue strategic plan work, including an analysis of library space needs, and involving Township Staff and the community in the process.
- Enhance communication with the USC School District and other preschools in our community to improve mechanisms providing information to parents and students about library resources.
- Develop further children’s classes to meet community demand and further reach underserved populations.
- Expand adult programming opportunities further to engage more community residents in educational and information sessions.
- Hold the 2nd annual Author Luncheon.
- Create new databases to track Memorial & Honor contributions, to record membership in the Friends of the Library, and to maintain our advocacy/fundraising efforts.
- Create a Facebook page for teens @ USC library.
- Beginning in 2010 and continuing into 2011, Library RAD and State funding will be further reduced. The major goal in adapting to these reductions is to keep direct patron services intact. An analysis of the levels of library services provided during current open hours determined that the library is used fairly consistently across all days of the week. Both circulation numbers and computer usage statistics, as seen in the chart below, directly correlate to the number of open hours.

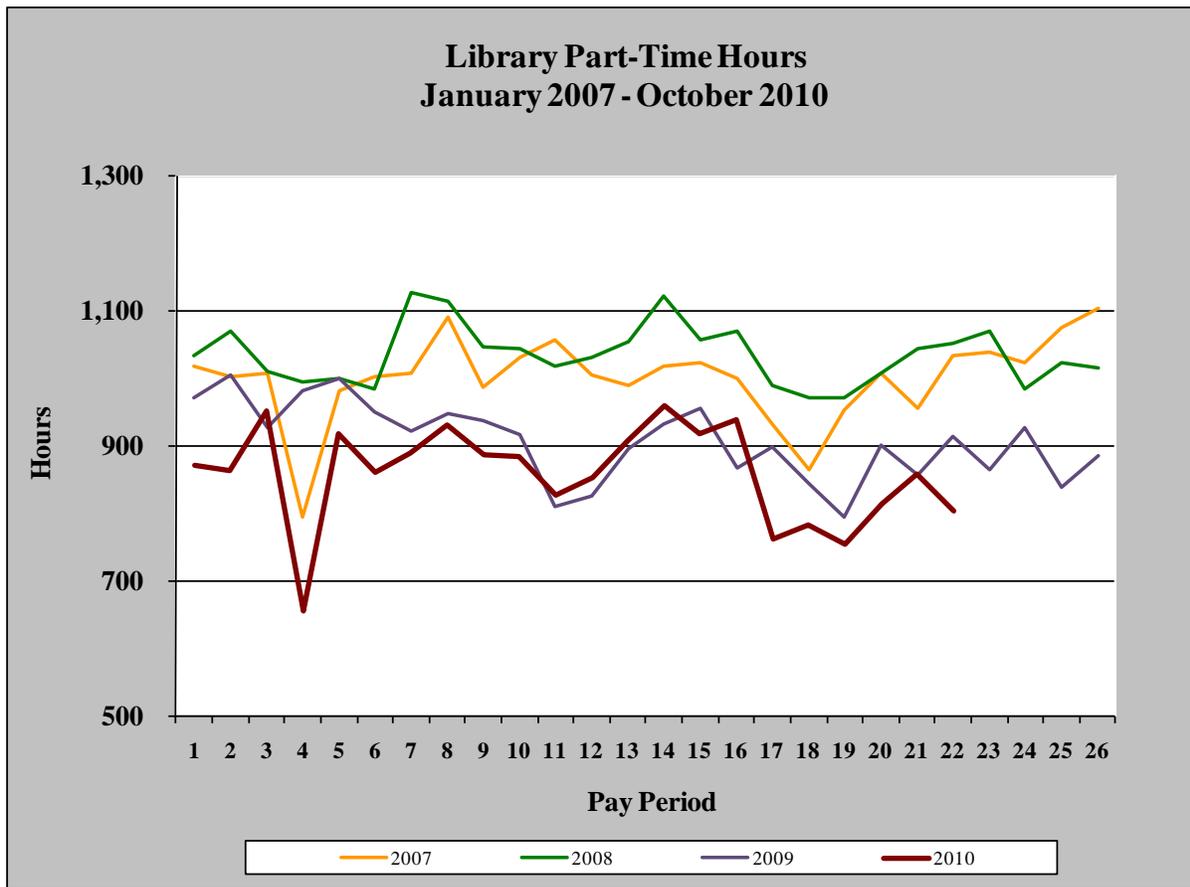
Hours with Circulation and Computer Use Comparables September 2009 - April 2010						
Day	Hours Open	% of Open Hours	Circulation	Circ % of Whole	Computer Logins	Computer Use % of Whole
Sun	4	5.97%	11,133	6.49%	164	8.16%
Mon	11.5	17.16%	29,652	17.28%	332	16.52%
Tue	11.5	17.16%	30,450	17.75%	359	17.86%
Wed	11.5	17.16%	29,595	17.25%	308	15.32%
Thu	11.5	17.16%	27,225	15.87%	374	18.61%
Fri	8.5	12.69%	21,025	12.25%	229	11.39%
Sat	8.5	12.69%	22,487	13.11%	244	12.14%
Total	67		171,567		2,010	



2011 DEPARTMENT GOALS AND OBJECTIVES (Continued)

- A continued reduction part-time staff hours, is planned for 2011. Reductions in 2009 and 2010 have demonstrated that services can be maintained with lower staffing levels, and will be accomplished in 2011 by:
 - Continuing to cross-train staff to work on the children and adult floors
 - Reducing teen library page positions and scheduling only one page an evening.
 - Continuing to recruit and effectively utilize more volunteers
 - Encouraging patron use of the Express Checkout stations
 - Revising desk staff work assignments to accommodate shifting priorities

Through pay period 22.2010, we have seen a 5.8% decrease in part-time hours as compared to the same time period in 2009.



Total Part-Time Hours through PP #22.2010				
Year	2007	2008	2009	2010
Total Hours	21,758	22,800	20,049	18,887
% Inc/(Dec)		4.8%	(12.1%)	(5.8%)

DEPARTMENT STATISTICS AND BENCHMARKS

Library Performance Statistics

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, reducing purchasing in areas where the turnover rates are lower. Non-fiction areas are analyzed by subject, and additional space has been allotted to the specific areas with the greatest use.

The following libraries were chosen as similar to Upper St. Clair in both the population and economic circumstances. All statistics in this section are taken from the 2008 Public Library Survey, the latest date available for comparative data.

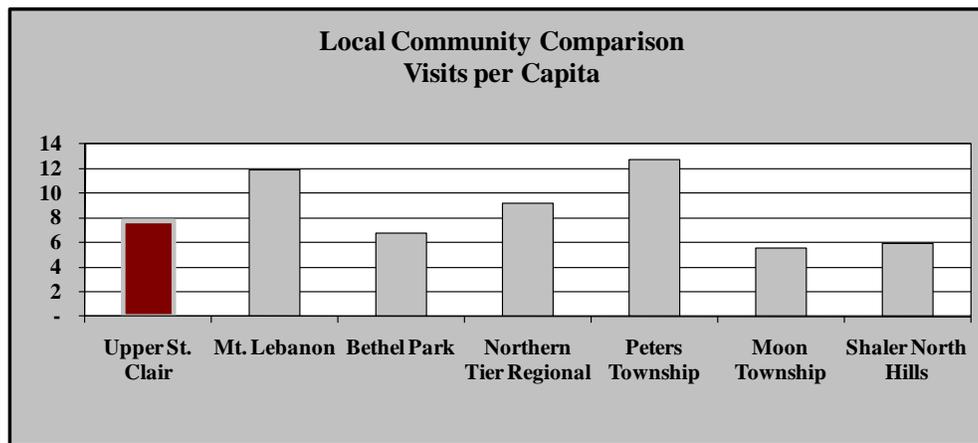
Local Communities Comparison of Key Library Performance Statistics								
	Population of Service Area	Hours Open Weekly	Collection Size	Circulation	Total Staff (FTE Equiv.)	Library Visits	Library Programs	Public Internet Terminals
Upper St. Clair	20,053	65	101,052	342,891	19	155,808	470	27
Mt. Lebanon	33,017	65	172,420	565,718	27	393,322	1,313	53
Bethel Park	33,556	65	105,593	353,223	23	226,011	2,422	28
Northern Tier Regional	16,914	63	63,384	264,736	14	155,000	363	18
Peters Township	17,566	65	130,172	390,202	20	223,792	956	34
Moon Township	22,290	57	53,176	215,384	9	123,633	549	20
Shaler North Hills	29,757	65	132,618	424,739	21	175,000	1,053	36

Statistics from the 2008 Institute of Museum and Library Services Public Library Survey

Per Capita Comparisons

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

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

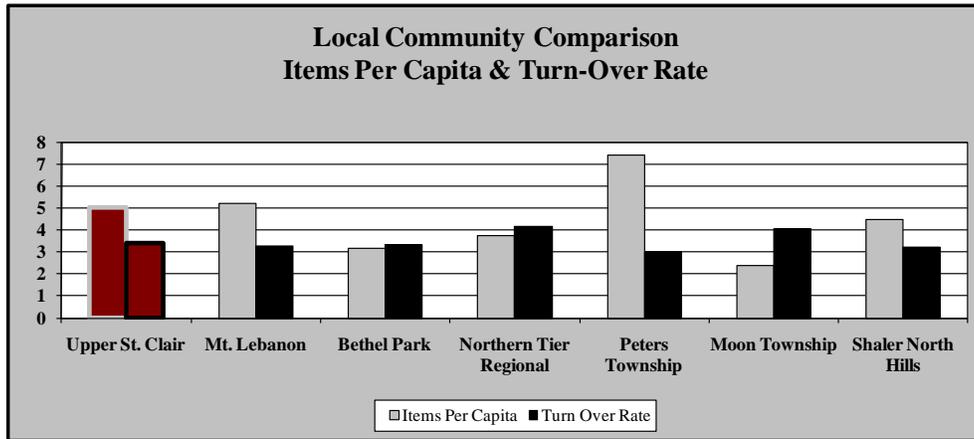


Visits per capita illustrates a dimension of library performance, one which focuses on how well the library facility itself is used by the community. Visits per capita captures attendance at programs, computer users, and casual readers as well as serious students. These patrons are not reflected in the circulation numbers, but are documented in visits per capita.

DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

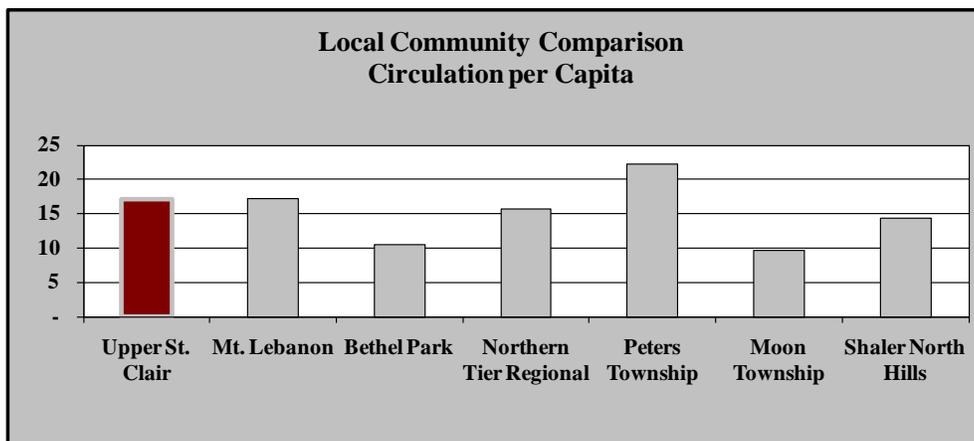
Items Per Capita - The number of items available with respect to the legal service population.

Turn-Over Rate - Calculated by dividing circulation by collection size, this statistic is used to indicate how well the library’s collection meets 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. Upper St. Clair’s Items per Capita is 5.0 and Turn-Over Rate is 3.4. The Pennsylvania average Items per Capita is 2.6, while the standard the state requires for state aid payments is 1.5 items per capita. Items per Capita analysis showed our collection was slightly larger than recommended for a community this size. Judicious elimination of materials no longer in regular use will reduce our collection size while maintaining the turnover rate, resulting in a more vital and dynamic selection of materials. These efforts will begin to be seen in the 2009 and 2010 statistics as they are verified and become available on the Public Library Survey website.

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. In 2009, USC supplied an additional 51,266 items to other libraries for circulation to their patrons.

COMPREHENSIVE PLAN STATUS

The Library is fulfilling its role within the Township strategic plan by delivering exceptional library service and enhancing the quality of life for all residents. The new Library logo graphically illustrates our mission. Library patrons can **Use** materials and services, **Share** experiences during programs, and **Connect** children with reading and everyone to the world of Internet information. The Library accomplishes this by providing the following:



- A wide variety of print and non-print materials for the educational, informational and recreational needs of library patrons
- Access to computer workstations, with Microsoft Office products and Internet access, and wireless access for laptop users
- Information and help for all
- Children’s story-times and activities as well as multi-media early literacy resources for both children and parents.
- Adult programs to meet the informational needs of our community.

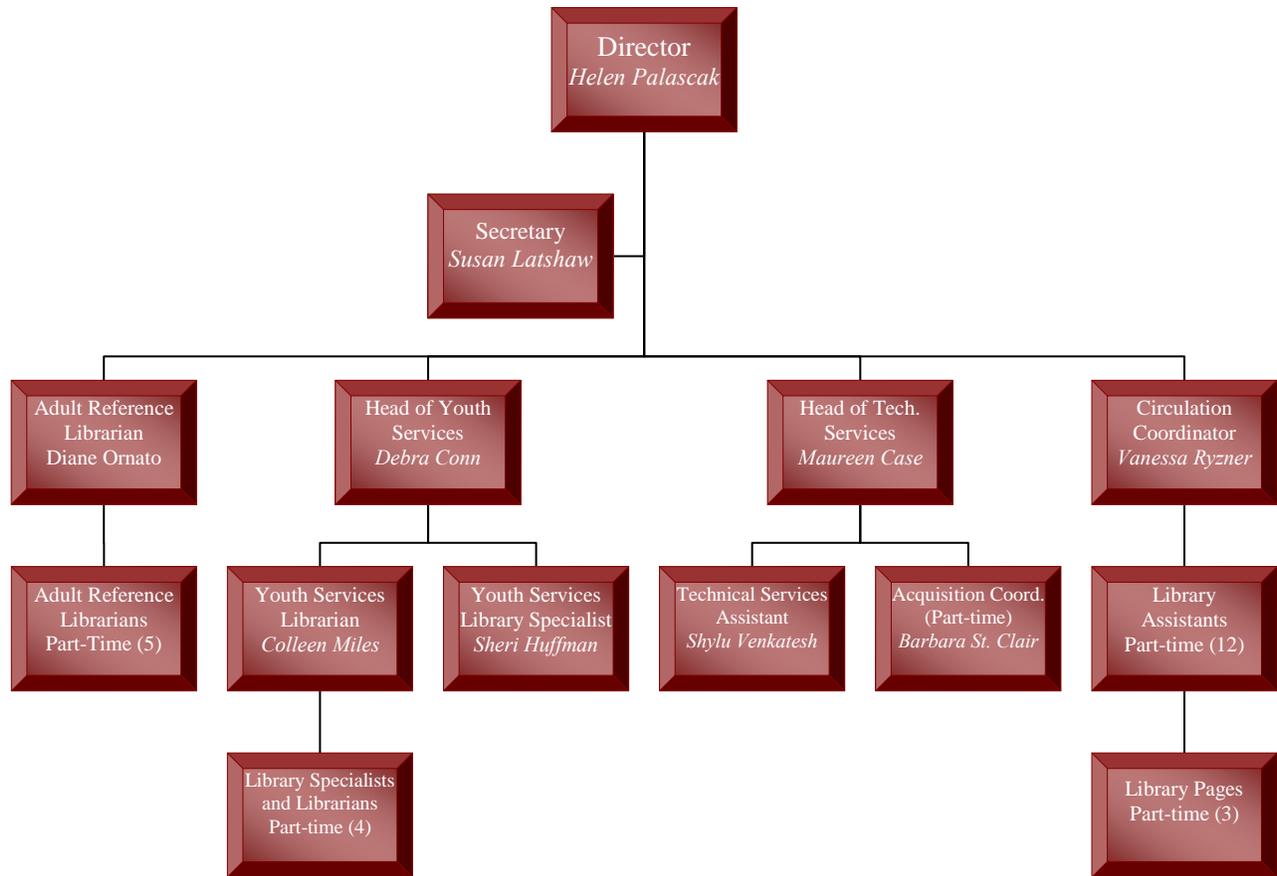
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Library Department for 2011 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2011 Positions
Director of the Library	4	\$62,230	\$87,120	1
Head of Youth Services	6	\$41,809	\$58,534	1
Head of Technical Services	7	\$34,271	\$47,977	1
Youth Services Librarian	7	\$34,271	\$47,977	1
Secretary to the Director of the Library	8	\$22,847	\$39,981	1
Youth Services Library Specialist	8	\$22,847	\$39,981	1
Circulation Coordinator*	8	\$22,847	\$39,981	1
Technical Services Assistant*	8	\$22,847	\$39,981	1
Reference Librarian*	8	\$22,847	\$39,981	1
Total				9

* In 2011, there are three (3) current positions within the Library that will be funded through the Library RAD Fund. The positions are: Circulation Coordinator, Technical Services Assistant and a Reference Librarian.

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



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DEPARTMENT EXPENDITURES

Administration Expenditures 01-60-601-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
101 Full-Time Wages	\$ 194,146	\$ 199,216	\$ 203,770	\$ 203,000	\$ 250,852
120 Part-Time Wages	286,339	246,673	260,000	238,000	240,000
162 Group Life Insurance	1,499	1,985	1,881	1,930	2,299
163 Medical Insurance	56,672	56,612	75,035	70,000	82,894
164 Workers' Compensation	1,486	1,921	3,220	3,366	5,033
166 Pension Costs	11,067	11,465	11,788	11,850	14,216
167 Long-term Disability Insurance	1,141	1,358	1,351	1,410	1,682
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	36,540	33,878	35,478	33,737	37,550
Total Personal Services	\$ 590,890	\$ 555,108	\$ 594,523	\$ 565,293	\$ 636,526
Contractual Services					
230 Association Dues	\$ 859	\$ 1,277	\$ 1,300	\$ 1,200	\$ 1,400
231 Travel & Conference Expense	5,058	2,789	3,500	3,500	3,600
243 Telephone	2,359	599	1,000	650	800
250 Repairs & Maintenance- Office Equipment	-	-	500	400	500
275 Printing & Duplicating	1,937	2,173	2,000	2,200	2,500
278 Postage	1,127	1,205	1,400	1,250	1,400
281 Storage Space Rental	662	662	665	690	700
Total Contractual Services	\$ 12,002	\$ 8,705	\$ 10,365	\$ 9,890	\$ 10,900
Commodities					
301 Expendable Office Supplies	\$ 7,151	\$ 5,748	\$ 8,750	\$ 6,000	\$ 6,750
302 Periodicals & Subscriptions	8,562	8,722	8,500	8,000	7,500
310 Adult Books	78,068	53,054	74,000	60,000	61,005
311 Juvenile Books	18,486	18,158	20,000	18,000	17,000
314 Adult Non-Print Materials	11,777	9,902	12,000	11,500	10,450
315 Juvenile Non-Print Materials	8,349	(247)	-	20	-
380 Miscellaneous Supplies	(370)	187	-	(500)	-
381 Program Expenses	3,510	2,756	3,500	3,500	3,000
382 Library Specific Supplies	-	-	6,000	500	3,000
400 LSTA Grant Expenses ^	-	-	4,750	7,500	-
Total Commodities	\$ 135,533	\$ 98,280	\$ 137,500	\$ 114,520	\$ 108,705

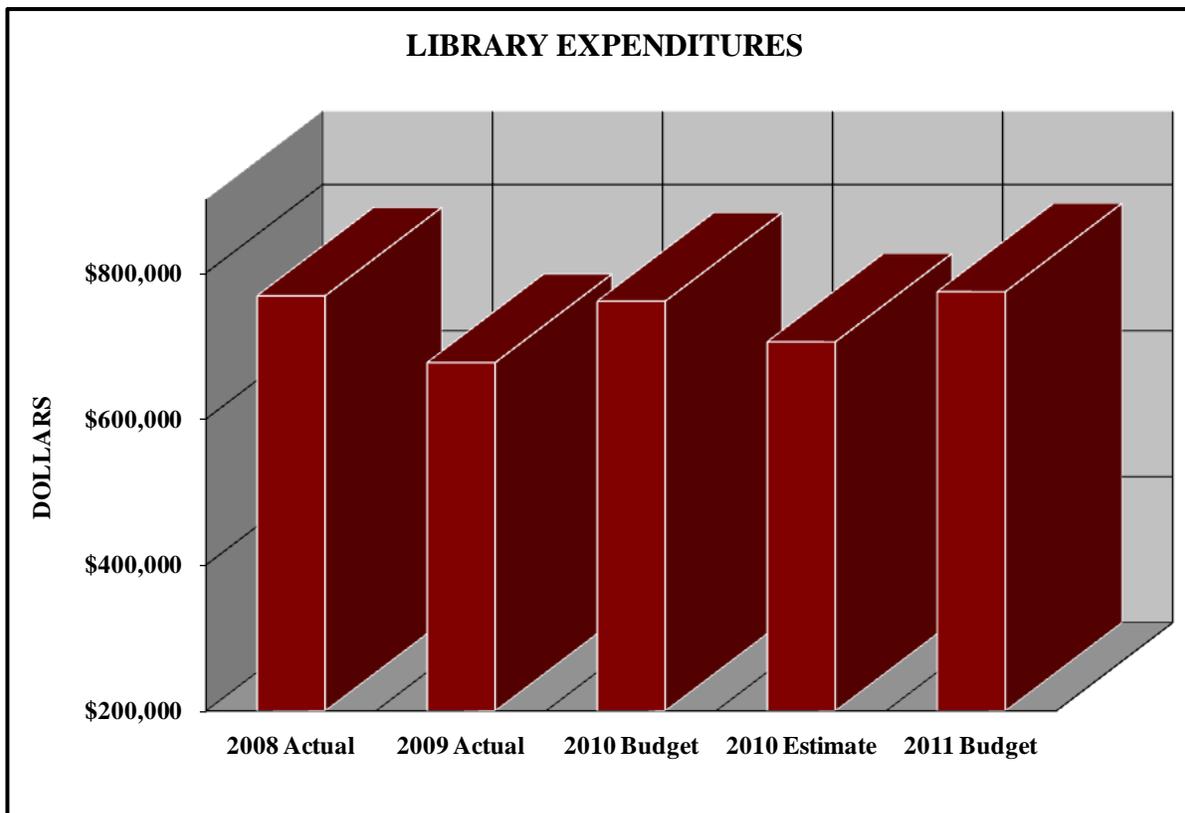
DEPARTMENT EXPENDITURES (Continued)

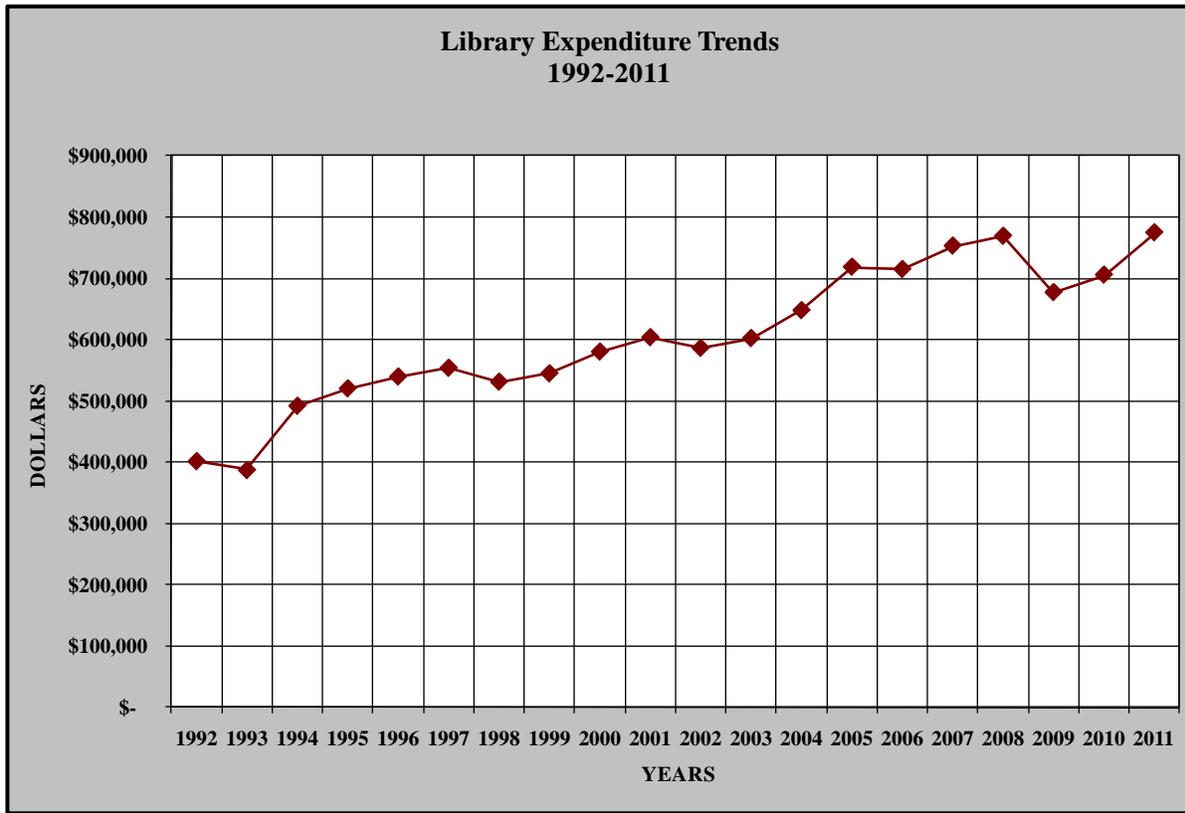
	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Distributed Costs					
602 Dist. Data Processing Costs	\$ 30,057	\$ 14,986	\$ 18,718	\$ 15,712	\$ 18,012
Total Distributed Costs	<u>\$ 30,057</u>	<u>\$ 14,986</u>	<u>\$ 18,718</u>	<u>\$ 15,712</u>	<u>\$ 18,012</u>
Total Administration Expenditures	<u><u>\$ 768,482</u></u>	<u><u>\$ 677,079</u></u>	<u><u>\$ 761,106</u></u>	<u><u>\$ 705,415</u></u>	<u><u>\$ 774,143</u></u>

BUDGETARY COMMENT

Audiovisual materials receive the highest use of any collection and are the most popular in the Library. The audiovisual materials turnover rate is consistently more than twice as high as the print materials turnover rate. Therefore, the Library will continue to monitor the purchasing of audiovisual versus print materials in order to meet the demands of our community.

The 2011 Budget is \$13,037 or 1.7% more than appropriated in 2010 due to an increase in personnel costs.





* Average Annual Cost Increase Rate – 3.51%

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*		\$628,200
How many real estate tax mills?	0.17	\$287,356
Earned Income Tax per \$100?	\$ 3.82	\$286,805
Percentage of Other Taxes?	0.33%	\$54,039

*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.

FRINGE BENEFITS

&

INSURANCE

**DISTRIBUTED OVERHEAD
& FRINGE BENEFITS**

GENERAL FUND
TOWNSHIP WIDE



	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Personal Services	\$ 2,445,307	\$ 2,770,834	\$ 3,260,002	\$ 3,169,899	\$ 3,776,957
Less: Dist. Operating Costs	(2,441,931)	(2,751,758)	(3,250,002)	(3,159,899)	(3,766,957)
Total Personal Services	\$ 3,376	\$ 19,076	\$ 10,000	\$ 10,000	\$ 10,000

DISTRIBUTED OVERHEAD & FRINGE BENEFITS OVERVIEW

This account represents the Township's total cost for Social Security, Group Life Insurance, Medical Insurance, Workers' Compensation Insurance, Long-term Disability Insurance, Unemployment Compensation and Retirement Fund Contributions for Township employees. All fringe benefit costs are allocated to specific departments or funds, except for Unemployment Compensation. Please refer to the schedule on the following page for a breakdown of the allocation.

DEPARTMENT EXPENDITURES

Distributed Overhead & Fringe Benefits 01-90-902-500???-000	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Personal Services					
160 Social Security Expense	\$ 498,929	\$ 554,277	\$ 626,012	\$ 584,183	\$ 618,398
162 Group Life Insurance	43,477	51,107	53,590	51,109	56,288
163 Medical Insurance	1,111,319	1,222,125	1,573,018	1,523,375	1,541,842
164 Workers' Compensation	258,942	355,683	406,789	425,146	480,208
165 Unemployment Compensation	2,626	19,076	10,000	10,000	10,000
166 Pension Costs	503,822	528,014	549,041	535,630	1,028,094
167 Long-term Disability Insurance	26,192	40,552	41,552	40,456	42,127
199 Less: Dist. Operating Costs	(2,441,931)	(2,751,758)	(3,250,002)	(3,159,899)	(3,766,957)
Total Personal Services	\$ 3,376	\$ 19,076	\$ 10,000	\$ 10,000	\$ 10,000

BUDGETARY COMMENT

In 2011, the total overhead Fringe Benefit expense is estimated at \$3,776,957 which is an increase of \$516,955 or 15.6% from the 2010 Budget. The majority of this increase is due to mandatory pension costs and workers' compensation costs.

**DISTRIBUTED OVERHEAD
& FRINGE BENEFITS**

GENERAL FUND
TOWNSHIP WIDE



FRINGE BENEFIT DISTRIBUTION

Fund - Acct. No.	Program	Social Security	Life Insurance	Medical Insurance	Workers' Comp.	Pension Costs	LTD Insurance
01-101	Commissioners	\$ 643	\$ -	\$ -	\$ -	\$ -	\$ -
01-102	Administration	30,292	4,345	86,803	2,651	32,749	2,540
01-103	Finance Office	10,101	1,506	30,280	885	11,287	867
01-104	Tax Collection	2,559	383	5,935	225	3,161	222
01-106	Information Technology	13,258	1,988	60,224	1,161	12,995	1,101
01-107	Cable Television	3,060	459	14,612	204	3,000	414
01-201	Police	224,870	20,263	530,317	227,307	635,353	16,997
01-202	VFD	-	-	-	24,238	-	-
01-301	Comm. Development	25,979	3,000	55,449	2,563	29,630	2,018
01-501	Recreation - Admin	4,023	568	9,700	8,271	3,522	332
01-502-530	Recreation Programs	8,455	-	-	-	-	-
01-601	Library	37,550	2,299	82,894	5,033	14,216	1,682
01-499	Public Works	119,534	11,090	369,053	135,268	207,886	10,235
01-904	Post Employment Benefits	-	560	77,000	-	-	-
14-601	Library RAD Fund	7,182	861	23,807	1,109	4,413	591
50-425	Sanitary Sewer	13,876	1,801	29,926	1,221	13,170	1,048
52-102	BM Park RAD Fund	16,509	499	14,931	371	3,226	258
53-501	C&RC Fund	100,507	6,666	150,911	69,701	53,486	3,822
Total Benefits		\$ 618,398	\$ 56,288	\$ 1,541,842	\$ 480,208	\$ 1,028,094	\$ 42,127

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

PENSION PLANS

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 (included in "General Fund Revenue-Other Non-Tax Revenue") as shown below:

	General Employee Pension	Police Pension	Management Pension	Total
2011 Minimum Municipal Obligation	\$ 219,107	\$ 616,944	\$ 192,043	\$ 1,028,094
State Pension Grant	(88,209)	(176,418)	(173,151)	(437,778)
Difference - Net Cost to Township	\$ 130,898	\$ 440,526	\$ 18,892	\$ 590,316

DISTRIBUTED INSURANCE

GENERAL FUND
TOWNSHIP WIDE



	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Contractual Services	\$ 134,445	\$ 160,433	\$ 162,800	\$ 153,177	\$ 150,200
Less: Dist. Operating Costs	(113,543)	(138,945)	(141,100)	(132,529)	(129,500)
Total Contractual Services	\$ 20,902	\$ 21,488	\$ 21,700	\$ 20,648	\$ 20,700

DISTRIBUTED INSURANCE OVERVIEW

This account represents the Township's cost for General Liability Insurance. In 2011, the total cost will be distributed based on actual costs.

DEPARTMENT EXPENDITURES

Distributed Insurance 01-90-903-500???-000	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Contractual Services					
199 Less: Dist. Operating Costs	\$ (113,543)	\$ (138,945)	\$ (141,100)	\$ (132,529)	\$ (129,500)
220 Umbrella Policy	18,301	7,302	7,965	7,394	7,500
221 Special Multi-Peril Policy	75,242	111,643	113,135	110,969	112,000
223 Employment Practices Liability	14,052	14,548	14,750	13,698	13,750
224 Pollution Liability	6,850	6,940	6,950	6,950	6,950
295 Brokerage Services	20,000	20,000	20,000	14,166	10,000
Total Contractual Services	\$ 20,902	\$ 21,488	\$ 21,700	\$ 20,648	\$ 20,700

BUDGETARY COMMENT

The 2011 insurance costs will be distributed as follows:

Fund - Acct. No. Program	<u>2010</u> <u>Distribution</u>	<u>2011</u> <u>Distribution</u>
01-201 Police	\$ 23,332	\$ 22,773
01-301 Comm. Development	18,802	18,352
01-401 Public Works - Admin	29,595	28,887
01-411 Property Damage - Bldg	6,000	6,000
01-501 Recreation	20,473	19,982
53-501 Comm. & Rec. Center	34,327	33,506
Total Insurance	\$ 132,529	\$ 129,500

**POST EMPLOYMENT
BENEFITS**

GENERAL FUND
TOWNSHIP WIDE



POST EMPLOYMENT BENEFITS OVERVIEW

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

DEPARTMENT EXPENDITURES

Post Employment Benefits 01-90-904-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
162 Group Life Insurance	\$ 279	\$ 402	\$ 400	\$ 495	\$ 560
163 Medical Insurance	11,679	31,557	35,000	45,750	60,500
Total Personal Services	\$ 11,958	\$ 31,959	\$ 35,400	\$ 46,245	\$ 61,060

COBRA Insurance Benefits 01-90-905-500???-000	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Personal Services					
163 Medical Insurance	\$ 7,557	\$ 7,257	\$ -	\$ 14,700	\$ 16,500
Total Personal Services	\$ 7,557	\$ 7,257	\$ -	\$ 14,700	\$ 16,500

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GENERAL FUND

DEBT SERVICE

DEBT SERVICE

GENERAL FUND
DEBT SERVICE



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Debt Service Expenditures					
Contractual Services	\$ 1,165,969	\$ 1,300,871	\$ 1,187,892	\$ 1,204,388	\$ 1,745,475
Total Debt Service Expenditures	<u>\$ 1,165,969</u>	<u>\$ 1,300,871</u>	<u>\$ 1,187,892</u>	<u>\$ 1,204,388</u>	<u>\$ 1,745,475</u>

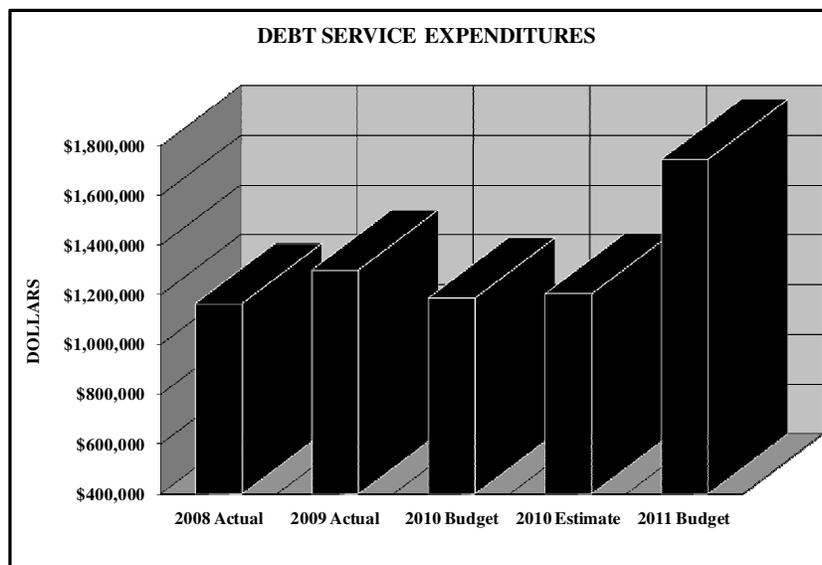
DEBT SERVICE OVERVIEW

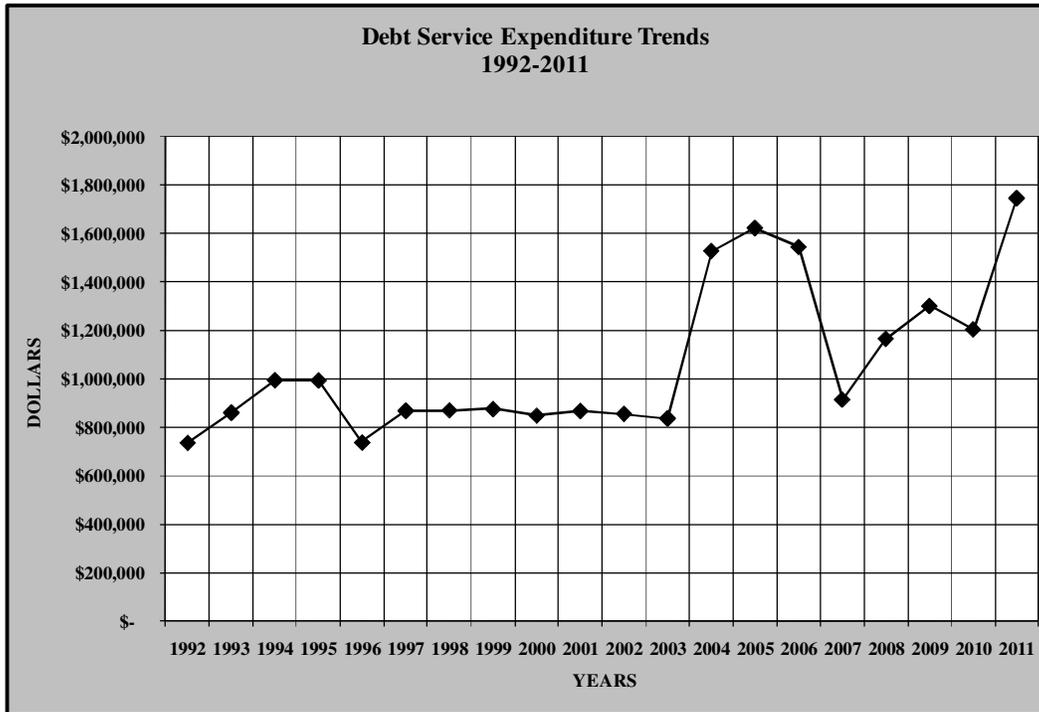
The payments of bond or note obligations that are General Fund specific are provided by this program account. Please refer to the “*Sinking Funds*” section of the budget for a full description of the uses of all Township bonds and notes.

Debt Service Expenditures 01-70-701-500???-000	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Contractual Services					
501 Principal Payment-Gen Oblig Bonds	\$ 335,000	\$ 434,189	\$ 430,678	\$ 439,020	\$ 591,974
502 Principal Payments-Gen Oblig Note	-	-	-	-	375,000
511 Interest Payment-Gen Oblig Bonds	830,969	866,682	757,214	765,368	763,501
512 Interest Payments-Gen Oblig Note	-	-	-	-	15,000
Total Contractual Services	<u>\$ 1,165,969</u>	<u>\$ 1,300,871</u>	<u>\$ 1,187,892</u>	<u>\$ 1,204,388</u>	<u>\$ 1,745,475</u>
Total Debt Service Expenditures	<u>\$ 1,165,969</u>	<u>\$ 1,300,871</u>	<u>\$ 1,187,892</u>	<u>\$ 1,204,388</u>	<u>\$ 1,745,475</u>

BUDGETARY COMMENT

Funds requested for this program are \$557,583 more than appropriated in 2010. This is mainly due to the Township’s plan to pay off the 2010 General Obligation Note in 2011. The Township expects the opportunity to pay the entire principal amount of \$375,000 in 2011 due to budgeted savings in the General Fund.





SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*		\$1,745,475
How many real estate tax mills?	0.49	\$798,428
Earned Income Tax per \$100?	\$ 10.62	\$796,898
Percentage of Other Taxes?	0.91%	\$150,149

**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.*

2011 PROJECTED DEBT SERVICE SCHEDULE

I. BONDED INDEBTEDNESS

Issue: 2006 General Obligation Bond Issue
 Date: September 14, 2006
 Principal Amount: \$ 9,990,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding a portion of the 2003 General Obligation Bond Issue.

2006 Bond Issue General Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2011	3.500%	\$ 15,000	\$ 224,433	\$ 239,433
2012	3.600%	15,000	223,900	238,900
2013	3.700%	15,000	223,353	238,353
2014	4.000%	15,000	222,775	237,775
2015	4.000%	15,000	222,175	237,175
2016	4.000%	15,000	221,575	236,575
2017	4.000%	15,000	220,975	235,975
2018	4.000%	15,000	220,375	235,375
2019	4.000%	15,000	219,775	234,775
2020	4.000%	20,000	219,075	239,075
2021	4.000%	550,000	207,675	757,675
2022	4.250%	575,000	184,456	759,456
2023	4.250%	600,000	159,488	759,488
2024	4.250%	625,000	133,456	758,456
2025	4.250%	650,000	106,363	756,363
2026	4.300%	680,000	77,930	757,930
2027	4.300%	710,000	48,045	758,045
2028	4.400%	745,000	16,390	761,390
Total		\$ 5,290,000	\$ 3,152,213	\$ 8,442,213

2011 PROJECTED DEBT SERVICE SCHEDULE (Continued)

II. BONDED INDEBTEDNESS

Issue: 2007 General Obligation Bond Issue
 Date: April 19, 2007
 Principal Amount: \$ 9,995,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Capital equipment and improvements to Township buildings, roads, sewers, and parks.

2007 Bond Issue General Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2011	3.625%	\$ 95,000	\$ 248,399	\$ 343,399
2012	3.625%	95,000	244,956	339,956
2013	3.625%	95,000	241,512	336,512
2014	4.000%	105,000	237,690	342,690
2015	4.000%	110,000	233,390	343,390
2016	4.000%	110,000	228,990	338,990
2017	4.000%	120,000	224,390	344,390
2018	4.000%	125,000	219,490	344,490
2019	4.000%	130,000	214,390	344,390
2020	4.000%	130,000	209,190	339,190
2021	4.000%	170,000	203,190	373,190
2022	4.000%	175,000	196,290	371,290
2023	4.000%	185,000	189,090	374,090
2024	4.000%	195,000	181,490	376,490
2025	4.000%	205,000	173,490	378,490
2026	4.000%	210,000	165,190	375,190
2027	4.000%	220,000	156,590	376,590
2028	4.150%	225,000	147,521	372,521
2029	4.150%	1,010,000	121,896	1,131,896
2030	4.250%	1,055,000	78,519	1,133,519
2031	4.250%	1,100,000	32,725	1,132,725
2032	4.250%	220,000	4,675	224,675
		\$ 6,085,000	\$ 3,953,062	\$ 10,038,062

DEBT SERVICE SCHEDULES

**GENERAL FUND
DEBT SERVICE**



2011 PROJECTED DEBT SERVICE SCHEDULE (Continued)

III. BONDED INDEBTEDNESS

Issue: 2008 General Obligation Bond Issue
 Date: March 6, 2008
 Principal Amount: \$ 32,300,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund
 Purpose: Capital equipment and improvements to Township buildings, roads, sewers, and parks.

2008 Bond Issue General Fund Portion						
Year of Maturity	Rate Coupon	Principal	Interest	Remarketing Fees	Annual Debt Service	
2011	3.280%	\$ 81,974	\$ 149,782	\$ 8,825	\$ 240,580	
2012	3.280%	84,189	147,057	8,661	239,906	
2013	3.280%	87,882	144,235	8,489	240,605	
2014	3.280%	90,097	141,316	8,314	239,726	
2015	3.280%	93,790	138,300	8,131	240,220	
2016	3.280%	96,005	135,187	7,943	239,136	
2017	3.280%	99,698	131,978	7,749	239,424	
2018	3.280%	104,129	128,635	7,546	240,310	
2019	3.280%	107,083	125,171	7,337	239,591	
2020	3.280%	110,775	121,598	7,121	239,495	
2021	3.280%	114,468	117,904	6,898	239,270	
2022	3.280%	119,637	114,065	6,665	240,367	
2023	3.280%	124,068	110,068	6,423	240,559	
2024	3.280%	127,761	105,938	6,174	239,872	
2025	3.280%	132,192	101,675	5,916	239,783	
2026	3.280%	135,884	97,279	5,651	238,814	
2027	3.280%	141,792	92,725	5,374	239,891	
2028	3.280%	146,223	88,001	5,089	239,314	
2029	3.280%	151,393	83,121	4,794	239,307	
2030	3.280%	156,562	78,070	4,489	239,121	
2031	3.280%	162,470	72,838	4,172	239,480	
2032	3.280%	292,446	65,377	3,602	361,425	
2033	3.280%	336,756	55,058	2,945	394,759	
2034	3.280%	349,311	43,807	2,264	395,381	
2035	3.280%	361,127	32,156	1,560	394,842	
2036	3.280%	192,010	23,084	1,185	216,279	
2037	3.280%	298,354	15,042	603	314,000	
2038	3.280%	309,432	5,075	-	314,506	
Total		\$ 4,607,502	\$ 2,664,544	\$ 153,918	\$ 7,425,964	

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2011, the impact of the variable interest rate on General Fund interest payments is expected to be \$14,770 higher than indicated on the schedule.**

2011 PROJECTED DEBT SERVICE SCHEDULE (Continued)

IV. BONDED INDEBTEDNESS

Issue: 2009 General Obligation Bond Issue
 Date: December 16, 2009
 Principal Amount: \$ 7,010,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding a portion of the 2003 General Obligation Bond Issue.

2009 Bond Issue General Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2011	2.000%	\$ 400,000	\$ 117,292	\$ 517,292
2012	2.000%	410,000	109,193	519,193
2013	2.250%	420,000	100,368	520,368
2014	2.500%	425,000	90,330	515,330
2015	3.000%	435,000	78,492	513,492
2016	2.600%	450,000	66,117	516,117
2017	2.850%	460,000	53,713	513,713
2018	3.000%	480,000	39,958	519,958
2019	3.200%	495,000	24,837	519,837
2020	3.350%	505,000	8,459	513,459
Total		\$ 4,480,000	\$ 688,759	\$ 5,168,759

2011 PROJECTED DEBT SERVICE SCHEDULE (Continued)

V. NOTE INDEBTEDNESS

Issue: 2010 General Obligation Note
 Date: August 18, 2010
 Principal Amount: \$ 375,000
 Interest Rate: See Rate Below
 Debt Service Source: General Fund
 Purpose: Public Safety vehicle and land acquisition at 2023 Washington Road.

2010 General Obligation Note General Fund				
Year of Maturity	Interest Rate	Principal	Interest	Annual Debt Service
2011	2.790%	\$ 70,930	\$ 10,463	\$ 81,393
2012	2.790%	72,909	8,484	81,393
2013	2.790%	74,943	6,449	81,392
2014	2.790%	77,034	4,358	81,392
2015	2.790%	79,184	2,209	81,393
Total		\$ 375,000	\$ 31,963	\$ 406,963

***For 2011, the Township plans on paying off the full principal (\$375,000) of the 2010 General Obligation Note. The schedule presented above is the standard amortization schedule of the Note.**

GENERAL FUND

OPERATING TRANSFERS

OPERATING TRANSFERS

GENERAL FUND
OPERATING TRANSFERS



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Operating Transfers Expenditures					
Contractual Services	\$ 1,384,305	\$ 2,842,547	\$ 3,430,856	\$ 4,490,877	\$ 2,638,349
Total Operating Transfers Expenditures	<u>\$ 1,384,305</u>	<u>\$ 2,842,547</u>	<u>\$ 3,430,856</u>	<u>\$ 4,490,877</u>	<u>\$ 2,638,349</u>

OPERATING TRANSFERS OVERVIEW

The Township of Upper St. Clair makes operating transfers to three (3) funds. Please refer to the specific fund 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)

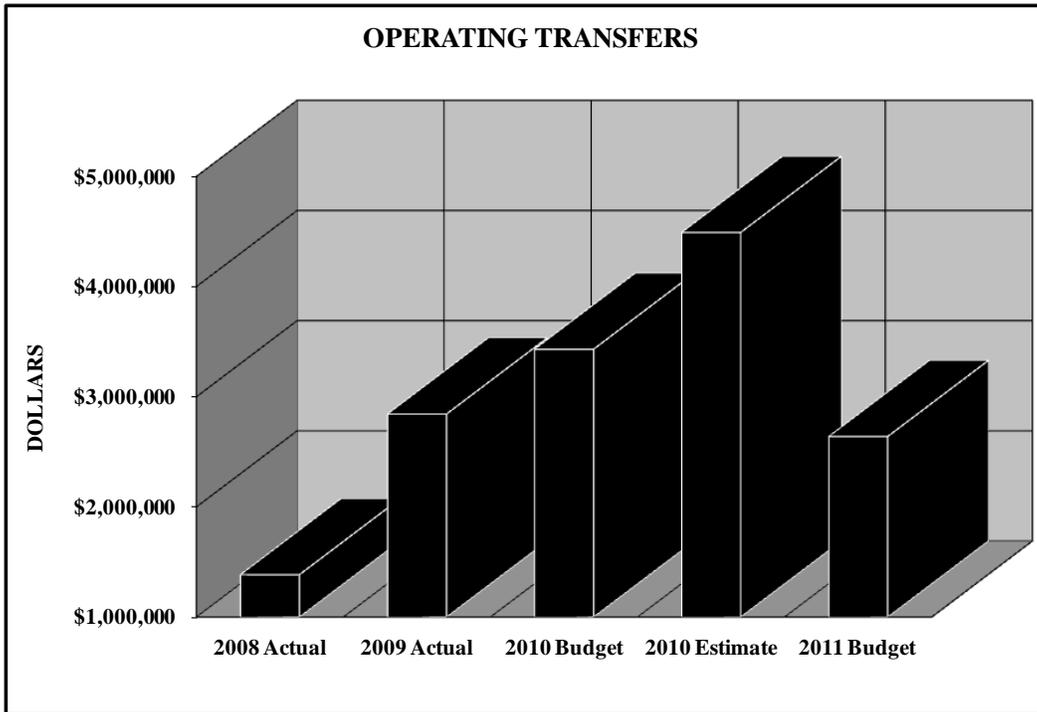
The transfer covers the debt service, a portion of the common area expenses and any additional operation appropriation needed at the Community & Recreation Center.

DEPARTMENT EXPENDITURES

Operating Transfers Expenditures 01-80-801-500???-???	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Contractual Services					
401-000 Capital Projects Fund	\$ 853,703	\$ 701,317	\$ 602,901	\$ 2,334,954	\$ 486,202
452-000 Boyce Mayview Park RAD Fund	30,602	553,085	587,066	396,710	581,959
453-000 Boyce Mayview C&RC Fund Debt Service Portion	-	1,346,754	1,140,607	1,178,359	1,182,355
453-001 Boyce Mayview C&RC Fund 15% Operation Approp.	500,000	241,391	643,440	580,854	387,833
453-002 Boyce Mayview C&RC Fund Add'l Operation Approp.	-	-	456,842	-	-
Total Contractual Services	<u>\$ 1,384,305</u>	<u>\$ 2,842,547</u>	<u>\$ 3,430,856</u>	<u>\$ 4,490,877</u>	<u>\$ 2,638,349</u>
Total Operating Transfers Expenditures	<u>\$ 1,384,305</u>	<u>\$ 2,842,547</u>	<u>\$ 3,430,856</u>	<u>\$ 4,490,877</u>	<u>\$ 2,638,349</u>

BUDGETARY COMMENTS

In 2011, the Township plans to transfer \$486,202 from the General Fund to the Capital Projects Fund, \$581,959 to the Boyce Mayview Park RAD Fund, and \$1,570,188 to the Boyce Mayview Community & Recreation Center (C&RC) Fund.



SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$2,638,349
How many real estate tax mills?	0.75	\$1,206,853
Earned Income Tax per \$100?	\$ 16.06	\$1,204,541
Percentage of Other Taxes?	1.38%	\$226,955

**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.*

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ANNUAL STREET PROGRAM

STATE LIQUID FUELS TAX FUND
CAPITAL IMPROVEMENTS



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Fund Balance	\$ 9,816	\$ 2,372	\$ 1,722	\$ 1,722	\$ -
Revenue	482,556	459,350	444,030	440,846	439,080
Expenditures	(490,000)	(460,000)	(443,000)	(442,568)	(439,080)
Ending Fund Balance	\$ 2,372	\$ 1,722	\$ 2,752	\$ -	\$ -

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.

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Revenue					
10-00-000-?????-000					
345001 Interest on Investments	\$ 7,871	\$ 1,191	\$ 2,500	\$ 200	\$ 200
355002 State Allocation	455,805	439,279	422,650	421,766	420,000
355003 Turnback Revenue	18,880	18,880	18,880	18,880	18,880
Total Revenue	\$ 482,556	\$ 459,350	\$ 444,030	\$ 440,846	\$ 439,080
Expenditures					
10-40-408-500???-000					
401 Annual Street Program	\$ 490,000	\$ 460,000	\$ 443,000	\$ 442,568	\$ 439,080
Total Expenditures	\$ 490,000	\$ 460,000	\$ 443,000	\$ 442,568	\$ 439,080

BUDGETARY COMMENT

Funds distributed from the State in past ten years are shown below:

Year	Grant Amount	Year	Grant Amount
2010	\$ 421,766	2005	\$ 373,412
2009	439,279	2004	363,294
2008	455,805	2003	356,692
2007	414,059	2002	349,594
2006	399,204	2001	342,706

**SEWER
MAINTENANCE**

**STORM SEWER IMPROVEMENT FUND
PUBLIC WORKS**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Fund Balance	\$ 70,306	\$ 44,208	\$ 12,592	\$ 12,592	\$ 7,092
Revenue	3,902	252	7,000	-	1,600
Expenditures	(30,000)	(31,868)	(32,000)	(5,500)	(5,500)
Ending Fund Balance	\$ 44,208	\$ 12,592	\$ (12,408)	\$ 7,092	\$ 3,192

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.

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Revenue					
12-00-000-?????-000					
320001 Developer Fees	\$ 1,600	\$ -	\$ 5,000	\$ -	\$ 1,600
345001 Interest on Investments	2,302	252	2,000	-	-
Total Revenue	\$ 3,902	\$ 252	\$ 7,000	\$ -	\$ 1,600
Expenditures					
12-40-405-500???-000					
211 Professional Services-Engineering	\$ -	\$ 487	\$ 2,000	\$ 500	\$ 500
430 Storm Sewer Projects	30,000	31,381	30,000	5,000	5,000
Total Expenditures	\$ 30,000	\$ 31,868	\$ 32,000	\$ 5,500	\$ 5,500

**FIELD
MAINTENANCE**

**FIELD IMPROVEMENT FUND
PUBLIC WORKS**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Fund Balance	\$ 233,725	\$ 250,515	\$ 294,718	\$ 294,718	\$ 344,018
Revenue	49,771	48,803	51,000	49,300	49,300
Expenditures	(32,981)	(4,600)	(300,000)	-	(40,000)
Ending Fund Balance	\$ 250,515	\$ 294,718	\$ 45,718	\$ 344,018	\$ 353,318

PROGRAM OVERVIEW

The Field Improvement Fund was established to fund the building of new ball fields and renovating the existing ones. The Athletic Association of the Township has raised funds through donations and user fees and combined it with Township appropriations to fund these activities for 2011.

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Revenue					
13-00-000-?????-000					
320001 Athletic Association-User Fees	\$ 19,280	\$ 18,200	\$ 20,000	\$ 19,000	\$ 19,000
345001 Interest on Investments	491	603	1,000	300	300
360008 Township Appropriation	30,000	30,000	30,000	30,000	30,000
Total Revenue	\$ 49,771	\$ 48,803	\$ 51,000	\$ 49,300	\$ 49,300
Expenditures					
13-40-415-500???-000					
702 Field Renovation Projects	\$ 32,981	\$ 4,600	\$ 300,000	\$ -	\$ 40,000
Total Expenditures	\$ 32,981	\$ 4,600	\$ 300,000	\$ -	\$ 40,000

**LIBRARY
ADMINISTRATION**

LIBRARY RAD FUND
LIBRARY



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Fund Balance	\$ 46,727	\$ 74,671	\$ 52,354	\$ 52,354	\$ 4,237
Revenue	237,871	243,110	218,504	220,810	181,180
Expenditures	(209,927)	(265,427)	(274,184)	(268,927)	(185,417)
Ending Fund Balance	\$ 74,671	\$ 52,354	\$ (3,326)	\$ 4,237	\$ -

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.

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Revenue					
14-00-000-?????-000					
360020 Regional Asset District	\$ 203,864	\$ 207,298	\$ 218,504	\$ 220,810	\$ 181,180
360021 Regional Use Reimbursement	34,007	35,812	-	-	-
Total Revenue	\$ 237,871	\$ 243,110	\$ 218,504	\$ 220,810	\$ 181,180
RAD Expenditures					
14-60-601-500???-000					
Personal Services					
101 Full-Time Wages	\$ 88,633	\$ 118,546	\$ 128,769	\$ 127,000	\$ 91,677
120 Part-Time Wages	14,053	21,318	21,500	20,000	2,200
162 Group Life Insurance	627	1,122	1,099	1,120	861
163 Medical Insurance	25,900	33,817	47,278	45,500	23,807
164 Workers' Compensation	619	1,239	1,422	1,486	1,109
166 Pension Costs	4,175	5,686	6,221	6,215	4,413
167 Long-term Disability Insurance	405	829	834	860	591
198 Social Security Expense	7,728	10,514	11,496	11,246	7,182
Total Personal Services	\$ 142,140	\$ 193,071	\$ 218,619	\$ 213,427	\$ 131,840

**LIBRARY
ADMINISTRATION**

LIBRARY RAD FUND
LIBRARY



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Contractual Services					
250 Computer Maintenance	\$ 9,015	\$ 10,832	\$ 10,565	\$ 11,000	\$ 11,500
290 Other Contractual Services	1,710	866	-	-	-
Total Contractual Services	<u>\$ 10,725</u>	<u>\$ 11,698</u>	<u>\$ 10,565</u>	<u>\$ 11,000</u>	<u>\$ 11,500</u>
Commodities					
300 Furniture & Equipment	\$ 13,719	\$ 3,414	\$ 3,000	\$ 2,500	\$ 3,000
310 Adult Books	26,479	22,091	16,000	16,000	13,077
314 Adult Non-Print Materials	-	8,259	10,000	10,000	10,000
315 Juvenile Non-Print Materials	-	9,682	10,000	10,000	10,000
380 Library Specific Supplies	-	-	6,000	6,000	6,000
Total Commodities	<u>\$ 40,198</u>	<u>\$ 43,446</u>	<u>\$ 45,000</u>	<u>\$ 44,500</u>	<u>\$ 42,077</u>
Total RAD Expenditures	<u>\$ 193,063</u>	<u>\$ 248,215</u>	<u>\$ 274,184</u>	<u>\$ 268,927</u>	<u>\$ 185,417</u>
RUR Expenditures					
14-60-602-500???-000					
300 Furniture & Equipment	\$ 3,824	\$ 4,004	\$ -	\$ -	\$ -
380 Library Specific Supplies	13,040	13,208	-	-	-
Total RUR Expenditures	<u>\$ 16,864</u>	<u>\$ 17,212</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Expenditures	<u>\$ 209,927</u>	<u>\$ 265,427</u>	<u>\$ 274,184</u>	<u>\$ 268,927</u>	<u>\$ 185,417</u>

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**OPERATIONS &
MAINTENANCE**

**BOYCE MAYVIEW PARK RAD FUND
PUBLIC WORKS**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Fund Balance	\$ 4,433	\$ 5,493	\$ 5,493	\$ 5,493	\$ 5,493
Revenue	885,924	1,108,972	1,224,566	1,264,165	969,959
Expenditures	(884,864)	(1,108,972)	(1,222,066)	(1,264,165)	(967,959)
Ending Fund Balance	\$ 5,493	\$ 5,493	\$ 7,993	\$ 5,493	\$ 7,493

PROGRAM OVERVIEW

For 2011, the Allegheny County Regional Asset District (RAD) allocated a grant of \$385,000 to the Township for operation and development costs associated with Boyce Mayview Park because the park meets the definition of a regional asset. These funds are required to be spent in accordance with the Agreement between the Township and the Regional Asset District for the Boyce Mayview Park only. Upon the recommendation of RAD, Staff began to show all expenditures that are matching the RAD grant in this Special Revenue Fund; therefore, an operating transfer from the General Fund of \$581,959 is budgeted to be made for 2011.

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Revenue					
52-00-000-?????-000					
360002 Athletic Association-User Fees	\$ 560	\$ -	\$ 2,500	\$ -	\$ 2,000
360008 General Fund Appropriation	30,602	553,085	587,066	396,710	581,959
360020 RAD Grant	500,000	419,000	385,000	385,000	385,000
360030 Park Memorials	500	-	-	-	-
365001 PennDOT TEA-21 Grant	155,341	-	-	-	-
365002 PennDOT SPC Grant	198,921	92,396	-	-	-
365003 DCNR Keystone Grant	-	-	-	75,000	-
365004 Allegheny Cty Tourism Grant	-	-	250,000	226,130	-
365005 DCED Video Production Grant	-	-	-	25,000	-
365010 Growing Greener Grant-N. Trib	-	44,175	-	155,825	-
367001 Recreation Fees	-	316	-	500	1,000
Total Revenue	\$ 885,924	\$ 1,108,972	\$ 1,224,566	\$ 1,264,165	\$ 969,959

**OPERATIONS &
MAINTENANCE**

**BOYCE MAYVIEW PARK RAD FUND
PUBLIC WORKS**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Park Personal Services					
52-10-102-500???-000					
101 Full-Time Wages	\$ 82,089	\$ 218,794	\$ 236,207	\$ 181,878	\$ 189,302
110 Overtime Wages	-	9,778	13,000	6,000	6,000
120 Part-Time Wages	-	5,827	6,600	18,644	20,500
162 Group Life Insurance	655	747	769	520	499
163 Medical Insurance	8,481	5,610	2,534	1,000	14,931
164 Workers' Compensation	937	607	585	611	371
166 Pension Costs	4,810	5,064	5,207	415	3,226
167 Long-term Disability Insurance	375	468	468	325	258
198 Social Security Expense	5,082	17,840	19,569	15,799	16,509
199 Fringe Benefit Distribution	-	125,025	134,516	129,453	138,005
290 The Outdoor Classroom Payments	-	100,000	50,000	50,000	50,000
Total Park Personal Services	\$ 102,429	\$ 489,760	\$ 469,455	\$ 404,645	\$ 439,601
Park Capital Expenditures					
52-40-401-500???-000					
307 Perimeter & Interior Trail Const.	\$ 588,586	\$ 202,755	\$ 325,000	\$ 229,640	\$ -
308 Open Space Enhancement & Access Improvements	78,500	39,973	-	-	-
309 Park Video Production	-	-	-	25,000	-
310 Miracle Field and Playground	-	-	-	-	125,000
320 Park Improvements - Capital	-	58,192	125,000	163,407	60,000
330 Northern Tributary Grant Exp.	-	44,175	-	155,825	-
331 Soil & Erosion Control	-	-	50,000	33,083	50,000
750 Capital Equipment	70,939	26,000	-	-	-
Total Park Capital Expenditures	\$ 738,025	\$ 371,095	\$ 500,000	\$ 606,955	\$ 235,000
Park Maintenance Expenditures					
52-40-415-500???-000					
240 Water and Sewerage	\$ 19,029	\$ 28,534	\$ 28,500	\$ 25,900	\$ 27,000
241 Natural Gas	1,595	3,991	10,000	5,000	5,500
242 Electricity	1,287	26,626	26,700	27,480	28,400
243 Telephone	-	357	400	410	450
299 Field Maintenance Services	16,138	38,518	43,500	34,700	45,500
328 Field Maintenance Supplies	6,361	93,066	97,500	69,000	95,000
343 Tools & Equipment	-	81	-	-	500
367 Park Community Programs	-	-	-	330	1,000
601 Dist. Vehicle Costs	-	500	3,444	3,444	3,498
604 Police Patrol Distribution	-	40,329	42,567	40,530	46,376
605 Snow & Ice Distribution	-	16,115	-	45,771	40,134
Total Park Maintenance Exp.	\$ 44,410	\$ 248,117	\$ 252,611	\$ 252,565	\$ 293,358
Total Expenditures	\$ 884,864	\$ 1,108,972	\$ 1,222,066	\$ 1,264,165	\$ 967,959

CAPITAL PROJECTS FUND

CAPITAL EXPENDITURES

**CAPITAL PROJECTS FUND
VARIOUS DEPARTMENTS**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Fund Balance	\$ 2,628,309	\$ 1,760,517	\$ 986,460	\$ 986,460	\$ 2,368,285
Revenue	893,903	873,943	627,401	2,878,454	506,702
Expenditures	(1,761,695)	(1,648,000)	(1,257,200)	(1,496,629)	(1,845,020)
Ending Fund Balance	\$ 1,760,517	\$ 986,460	\$ 356,661	\$ 2,368,285	\$ 1,029,967

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 2011, an operating transfer of \$486,202 has been budgeted to help support Township capital expenditures.

The Five-Year Capital Improvement Plan for 2011-2015, 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.

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Revenue					
40-00-000-??????-000					
345001 Interest on Investments	\$ 29,922	\$ 18,167	\$ 20,000	\$ 16,000	\$ 16,000
350002 Peters Twp Compost Agmt	4,500	4,500	4,500	4,500	4,500
360008 General Fund Appropriation	853,703	701,318	602,901	2,334,954	486,202
360009 Refunding Bond Proceeds	-	14,958	-	-	-
360010 Capital Note Proceeds	-	-	-	375,000	-
370014 DEP Recycling Grant	5,778	-	-	-	-
370043 DCNR Grant Payments	-	135,000	-	15,000	-
380099 Miscellaneous Revenue	-	-	-	133,000	-
Total Revenue	\$ 893,903	\$ 873,943	\$ 627,401	\$ 2,878,454	\$ 506,702

CAPITAL EXPENDITURES

**CAPITAL PROJECTS FUND
VARIOUS DEPARTMENTS**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Expenditures					
General Government					
40-10-102-500???-000					
290 The Outdoor Classroom Payments	\$ 76,000	\$ -	\$ -	\$ -	\$ -
300 Admin. Office Equipment	2,305	2,500	12,500	1,528	2,500
730 Bldg Mte-Interior & Exterior	117,548	42,071	102,000	40,000	50,000
731 Municipal Building Improvements	-	-	-	-	200,000
750 Information Technology Equipment	33,159	38,520	74,700	80,000	76,000
752 Cable Television Equipment	-	11,645	15,000	8,235	15,000
755 Telephone Upgrade-Main Building	39,887	-	-	-	-
Total General Government	\$ 268,899	\$ 94,736	\$ 204,200	\$ 129,763	\$ 343,500
Public Safety					
40-20-???-500???-000					
201-740 Police Cars & Lights	\$ 70,610	\$ 66,708	\$ 70,000	\$ 67,000	\$ 73,500
201-746 Deer Culling Program	37,624	37,500	37,500	37,500	37,500
201-747 Mobile Data Units	-	-	6,000	5,000	6,000
201-749 Alarm Center	-	-	-	-	2,500
201-750 Eagle Eye Video/Audio	7,500	-	-	-	-
201-752 Traffic Counter	4,023	-	-	-	-
201-761 Police Console Radio	5,957	609	24,000	18,234	22,000
201-780 Bulletproof Vests & Weapons	-	-	-	-	5,600
202-740 Fire Trucks	353,626	-	50,000	272,700	-
210-700 Public Safety - Land Purchase	2,014	-	-	118,069	-
Total Public Safety	\$ 481,354	\$ 104,817	\$ 187,500	\$ 518,503	\$ 147,100
Community Development					
40-30-301-500???-???					
702-000 GIS Digital Mapping	\$ 7,450	\$ 10,076	\$ 13,500	\$ 13,500	\$ 13,500
750-000 Office Equipment & Furniture	2,283	14,395	2,000	-	2,000
Total Community Development	\$ 9,733	\$ 24,471	\$ 15,500	\$ 13,500	\$ 15,500

CAPITAL EXPENDITURES

**CAPITAL PROJECTS FUND
VARIOUS DEPARTMENTS**



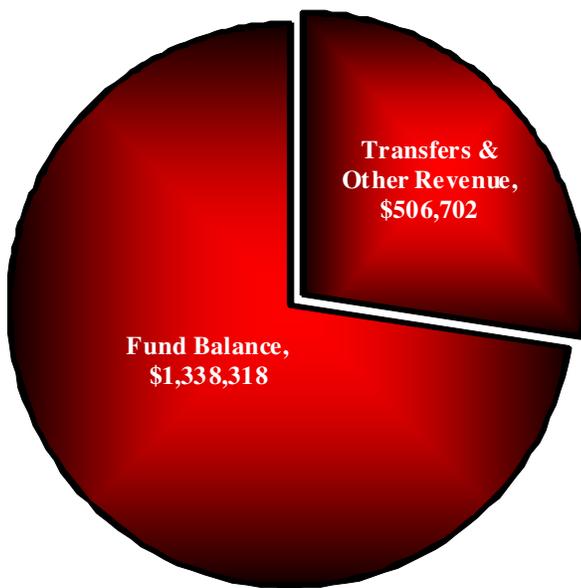
	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Public Works					
40-40-???-500???-000					
401-740 37,000 GVW Dump Trucks	\$ (8,025)	\$ 124,250	\$ 125,000	\$ 124,700	\$ 135,000
401-741 Other Trucks	44,550	(6,240)	140,000	121,132	70,000
401-742 Radio Upgrade	-	-	-	-	12,000
401-745 Staff Vehicles	-	39,774	-	-	-
401-746 Gas Pumps & Hoses	5,722	-	-	-	-
401-751 Flail Mower	-	-	75,000	82,760	85,000
401-760 Groundsmaster Mowers	-	23,151	-	-	-
401-761 Greensmowers	6,013	-	-	-	-
401-763 Turf Renovators	-	7,938	-	-	-
401-774 Asphalt Wacker & Sander	9,045	-	-	-	-
401-784 Bobcat Loader & Tractors	83,987	-	-	-	-
401-785 Tire Balancing Machine	9,287	-	-	-	-
401-786 Gators	15,771	-	-	-	-
401-787 Electric/Hydraulic Crane	-	-	18,000	17,506	-
401-788 MIG Welder	-	-	-	-	6,000
404-720 Salt Brine Production System	-	-	-	-	100,000
408-610 Annual Street Program	641,456	383,207	437,000	458,765	660,920
408-620 Sidewalk Projects	-	-	-	-	200,000
Total Public Works	\$ 807,806	\$ 572,080	\$ 795,000	\$ 804,863	\$ 1,268,920
Recreation					
40-40-???-500???-000					
413-715 Golf Course Irrigation	\$ 54,217	\$ -	\$ -	\$ -	\$ -
415-710 Field Improvement Fund Appr.	30,000	30,000	30,000	30,000	30,000
415-720 Park Equipment Replacement	-	-	25,000	-	25,000
415-721 Dominion Pond Project	62,293	-	-	-	-
40-50-501-500???-000					
721 Office Enhancement & Furniture	12,384	(1,301)	-	-	-
722 C&RC Asset Expenditures	-	19,488	-	-	-
723 Remaining Bond Expenditures	-	803,709	-	-	-
Total Recreation	\$ 158,894	\$ 851,896	\$ 55,000	\$ 30,000	\$ 55,000
Library					
40-60-601-500???-000					
721 Juvenile Floor Remodel	\$ 35,009	\$ -	\$ -	\$ -	\$ -
722 Adult Circulation Desk Remodel	-	-	-	-	15,000
Total Library	\$ 35,009	\$ -	\$ -	\$ -	\$ 15,000
Total Expenditures	\$ 1,761,695	\$ 1,648,000	\$ 1,257,200	\$ 1,496,629	\$ 1,845,020

BUDGETARY COMMENT

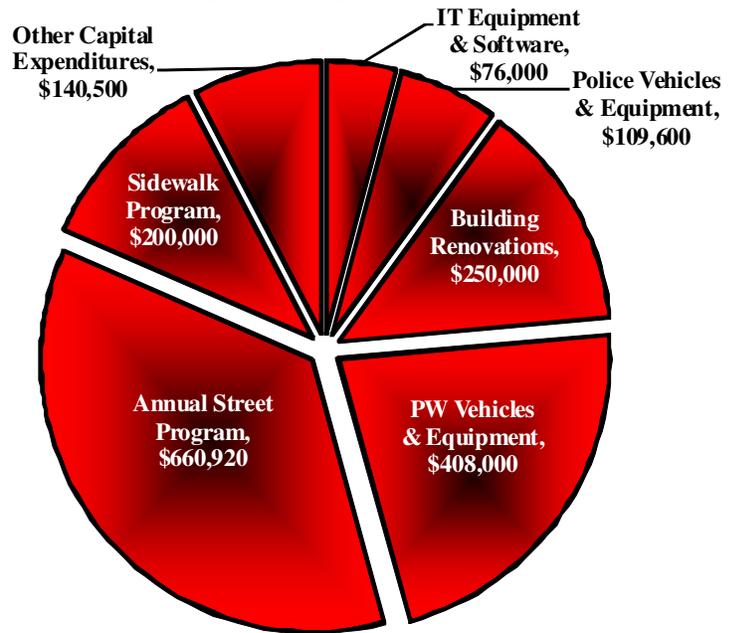
In 2011, the Capital Projects Fund is budgeted to contribute \$660,920 toward the Annual Street Program. Combined with monies from the State Liquid Fuels Tax Fund, the Annual Street Program will total \$1,100,000.

Also in 2011, the Capital Projects Fund is budgeted for vehicle replacements, computer equipment and various smaller capital improvements and purchases. Included in this year's budget are funds to replace equipment in the Township parks and renovations to the Township Municipal Building.

Projected Revenues



Projected Expenditures



Capital Projects Fund Approved Capital Project Listing			
Improvements		Equipment	
Annual Street Program*	\$ 660,920	Public Works Flail Mower	85,000
<i>*Total: \$1,100,000 (see State Liquid Fuels Tax Fund)</i>		Other Public Works Equipment	18,000
Field Improvement Fund Appropriation	30,000	Police Equipment	36,100
Park Equipment Replacement Program	25,000	Information Technology Equipment	76,000
Building Renovations	250,000	Cable 7 Television Equipment	15,000
Sidewalk Projects	200,000	Administration Office Equipment	2,500
Salt Brine Production System	100,000	Community Development Office Equipment	2,000
Library Adult Circulation Desk Remodel	15,000	Programs	
Vehicles		Community Development GIS Program	13,500
Public Works Utility Truck	70,000	Public Safety Deer Culling	37,500
Public Works Dump Truck	135,000	Total Budget: Capital Projects Fund	
Police Vehicles (3)	73,500	\$ 1,845,020	

SANITARY SEWER FUND

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Net Assets	\$ (1,564,114)	\$ 2,919,775	\$ 2,973,321	\$ 2,973,321	\$ 3,291,243
Operating Revenue	3,255,368	4,190,374	4,538,114	4,489,155	4,527,908
Operating Expenses	(3,079,773)	(2,663,808)	(3,607,941)	(2,833,127)	(4,768,868)
Total Operating Income (Loss)	175,595	1,526,566	930,173	1,656,028	(240,960)
Non-Operating Revenue	27,264	3,923	15,000	2,000	2,000
Non-Operating Expenses	(641,683)	(827,059)	(603,510)	(612,806)	(610,761)
Total Non-Operating Revenues (Expenses)	(614,419)	(823,136)	(588,510)	(610,806)	(608,761)
Change in Net Assets	(438,824)	703,430	341,663	1,045,222	(849,721)
Capital Contribution	5,483,623	-	-	-	-
Less: Depreciation - Sewer Lines	(560,910)	(649,884)	-	(727,300)	(756,140)
Ending Net Assets	\$ 2,919,775	\$ 2,973,321	\$ 3,314,984	\$ 3,291,243	\$ 1,685,382

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 station have been constructed in the Township to provide a complete sanitary sewer system to over 98% of the community. Construction of the system was originally financed through the Upper St. Clair Municipal Authority.

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

2006	2007	2008	2009	Projected 2010
2.46 Miles	4.17 Miles	5.41 Miles	5.91 Miles	5.00 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 user fees, accounts for all the costs associated with regular system maintenance and the Corrective Action Plan Projects.

MULTIPLIER HISTORY

In July 2005, the Township began billing residents each month for ALCOSAN and Township sewer fees through Pennsylvania American Water Company (PAWC). A monthly bill from PAWC includes an ALCOSAN and Township processing charge and 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 2.19 multiplier to the ALCOSAN processing and service charges. A history of the Township’s sewer multiplier is listed below:

**Sanitary Sewer Fund
20 Year Multiplier History**

Year	Multiplier	Year	Multiplier
1992	1.65	2002	1.60
1993	1.60	2003	1.67
1994	1.53	2004	1.95
1995	1.53	2005	2.00
1996	1.53	2006	1.93
1997	1.53	2007	1.80
1998	1.45	2008	1.85
1999	1.40	2009	2.15
2000	1.40	2010	2.19
2001	1.39	2011	2.19

WINTER AVERAGE METHOD

During the summer months, residents use more 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 program is illustrated below:

Winter Average Method (WAM) 2011 Monthly Billing Example						
No Winter Average Method			Winter Average Method			WAM Savings
Total Usage (gallons)	Sewer Rate (per 1,000 gallons)	Total Charge	WAM Usage (gallons)	Sewer Rate (per 1,000 gallons)	Total Charge	
20,000	\$8.85	\$177	5,000	\$8.85	\$44	\$133

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Operating Revenue					
50-00-000-?????-000					
330450 Current Sewer User Fees	\$ 3,154,921	\$ 4,112,165	\$ 4,468,614	\$ 4,427,754	\$ 4,462,908
330456 Liened Sewer User Fees	55,918	33,395	30,000	45,000	30,000
330460 ALCOSAN Reimbursements	14,529	14,814	14,500	15,401	15,000
330502 Sanitary Sewer Permit Fees	30,000	30,000	25,000	1,000	20,000
Total Operating Revenue	\$ 3,255,368	\$ 4,190,374	\$ 4,538,114	\$ 4,489,155	\$ 4,527,908
Operating Expenses					
50-40-425-500???-000					
Personal Services					
101 Full-Time Wages	\$ 195,396	\$ 168,145	\$ 171,560	\$ 161,000	\$ 178,385
110 Overtime Wages	320	1,316	3,000	500	2,000
120 Part-Time Wages	120	196	5,000	-	1,000
162 Group Life Insurance	1,480	1,616	1,531	1,579	1,801
163 Medical Insurance	23,234	23,915	28,542	27,500	29,926
164 Workers' Compensation	3,656	4,372	979	1,024	1,221
166 Pension Costs	12,421	12,592	11,763	11,960	13,170
167 Long-term Disability Insurance	853	1,010	927	970	1,048
168 Post Retirement Plan	1,050	1,100	950	950	950
198 Social Security Expense	12,584	12,836	13,736	12,355	13,876
199 Fringe Benefit Distribution	25,420	17,926	26,903	18,857	20,103
Total Personal Services	\$ 276,534	\$ 245,024	\$ 264,891	\$ 236,695	\$ 263,480
Contractual Services					
202 Sewer Processing Fees	\$ 1,969,947	\$ 2,189,426	\$ 2,449,721	\$ 2,396,817	\$ 2,434,324
210 Professional Services-Legal	-	1,105	2,500	1,000	2,500
211 Professional Services-Engineering	23,244	8,638	30,000	2,000	30,000
212 Engineering Services-Corrective Action	-	-	-	-	145,000
221 Flood Insurance	2,112	2,112	2,200	2,122	2,200
240 Water and Sewerage	2,053	3,040	5,750	5,750	6,000
242 Electricity	20,290	19,212	22,000	20,000	22,000
250 Corrective Action-Sewer Rehabilitation	599,999	-	600,000	-	1,655,000
258 Repairs & Maintenance-Mechanical Equipment	7,834	37,347	32,000	12,000	32,000
262 Sewer Billing & Collection	62,895	54,067	65,000	60,000	65,000
290 Other Contractual Services	7,958	3,472	30,000	5,000	10,000
Total Contractual Services	\$ 2,696,332	\$ 2,318,419	\$ 3,239,171	\$ 2,504,689	\$ 4,404,024

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



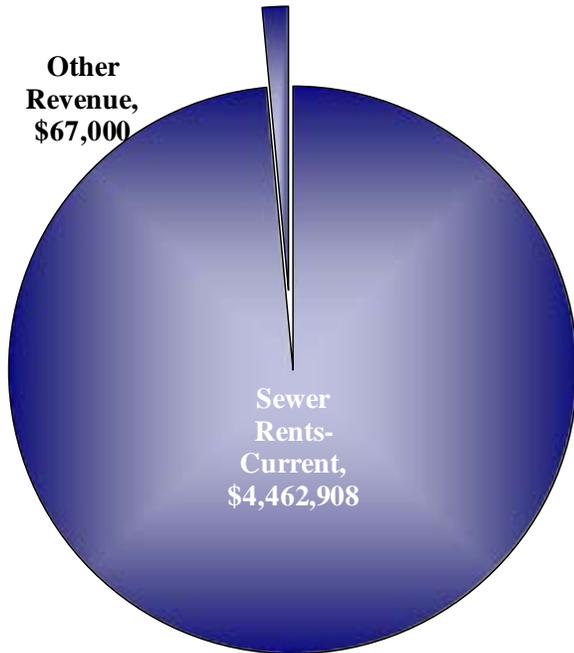
	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Commodities					
301 Expendable Office Supplies	\$ -	\$ -	\$ 100	\$ -	\$ -
315 Construction Supplies	25,741	20,736	25,000	20,000	25,000
318 Sewer Maintenance Supplies	6,675	4,247	7,000	6,000	7,500
350 Protective Wearing Apparel	242	208	500	250	500
390 Other Supplies	2,033	6,750	6,500	6,000	6,500
Total Commodities	\$ 34,691	\$ 31,941	\$ 39,100	\$ 32,250	\$ 39,500
Distributed Costs					
601 Dist. Vehicle Costs	\$ 9,416	\$ 9,745	\$ 7,331	\$ 7,330	\$ 7,345
602 Depreciation Expense	29,738	25,709	27,500	27,023	25,700
603 Dist. Data Processing Costs	33,062	32,970	29,948	25,140	28,819
Total Distributed Costs	\$ 72,216	\$ 68,424	\$ 64,779	\$ 59,493	\$ 61,864
Total Operating Expenses	\$ 3,079,773	\$ 2,663,808	\$ 3,607,941	\$ 2,833,127	\$ 4,768,868
Total Operating Income (Loss)	\$ 175,595	\$ 1,526,566	\$ 930,173	\$ 1,656,028	\$ (240,960)

BUDGETARY COMMENT

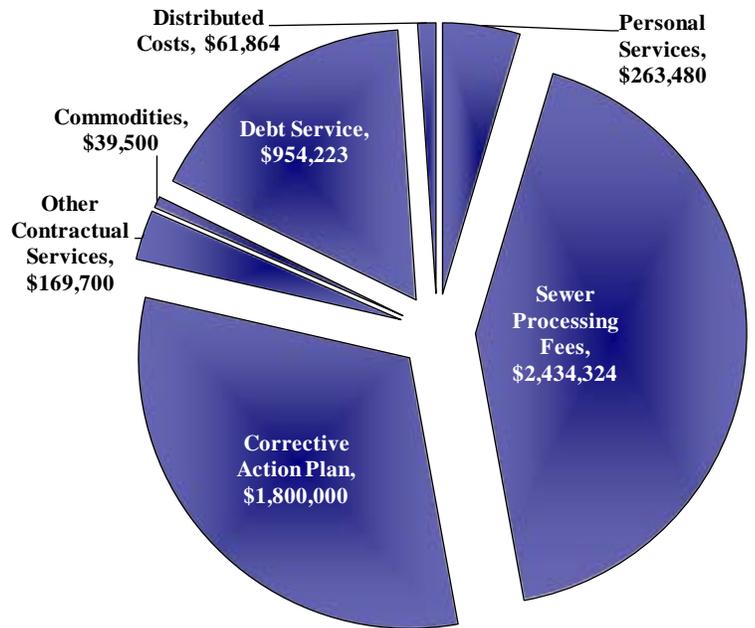
Along with performing routine sewer maintenance, the Township plans to continue correcting the sewer system deficiencies identified by dye testing. For the years 2007-2010, corrective sewer rehabilitation spending has been from Township bond issues and the Sanitary Sewer Fund. In 2011, corrective sewer rehabilitation spending mandated by the Environmental Protection Agency will be exclusively from the Sanitary Sewer Fund (\$1,800,000).

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Non-Operating Revenues					
50-00-000-??????-???					
345001 Interest on Investments	\$ 27,264	\$ 3,923	\$ 15,000	\$ 2,000	\$ 2,000
Total Non-Operating Revenues	\$ 27,264	\$ 3,923	\$ 15,000	\$ 2,000	\$ 2,000
Non-Operating Expenses					
50-40-425-500???-???					
401-000 Bond Payments-Principal	\$ 165,000	\$ 260,988	\$ 268,436	\$ 260,094	\$ 343,462
401-001 Bonds Payable Allocation	(165,000)	(260,988)	(268,436)	(260,094)	(343,462)
402-000 Bond Payments-Interest	641,683	747,809	603,510	612,806	610,761
500-000 Interfund Transfer Out	-	79,250	-	-	-
Total Non-Operating Expenses	\$ 641,683	\$ 827,059	\$ 603,510	\$ 612,806	\$ 610,761
Total Non-Operating Revenues (Expenses)	\$ (614,419)	\$ (823,136)	\$ (588,510)	\$ (610,806)	\$ (608,761)

Projected Revenues



Projected Expenditures



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SUPPLEMENTARY INFORMATION

Portions of the 2006, 2007, 2008 and 2009 General Obligation Bonds issued by the Township are directly related to the sanitary sewers. The bond funds were used for Sanitary Sewer Consent Order projects that were agreed upon by the Township and the Allegheny County Health Department. The debt schedules for applicable portions are below.

2006 Bond Issue Sanitary Sewer Fund Portion						
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service		
2011	3.500%	\$ 10,000	\$ 202,025	\$	212,025	
2012	3.600%	10,000	201,670	211,670		
2013	3.700%	10,000	201,305	211,305		
2014	4.000%	10,000	200,920	210,920		
2015	4.000%	10,000	200,520	210,520		
2016	4.000%	15,000	200,020	215,020		
2017	4.000%	15,000	199,420	214,420		
2018	4.000%	15,000	198,820	213,820		
2019	4.000%	15,000	198,220	213,220		
2020	4.000%	15,000	197,620	212,620		
2021	4.000%	265,000	192,020	457,020		
2022	4.250%	280,000	180,770	460,770		
2023	4.250%	285,000	168,764	453,764		
2024	4.250%	300,000	156,333	456,333		
2025	4.250%	315,000	143,264	458,264		
2026	4.300%	330,000	129,475	459,475		
2027	4.300%	345,000	114,963	459,963		
2028	4.400%	355,000	99,735	454,735		
2029	4.400%	380,000	83,565	463,565		
2030	4.450%	395,000	66,416	461,416		
2031	4.450%	415,000	48,394	463,394		
2032	4.450%	430,000	29,593	459,593		
2033	4.450%	450,000	10,013	460,013		
Total		\$ 4,670,000	\$ 3,423,843	\$	8,093,843	

SUPPLEMENTARY INFORMATION (Continued)

2007 Bond Issue Sanitary Sewer Fund Portion					
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service	
2011	3.625%	\$ 50,000	\$ 154,258	\$ 204,258	
2012	3.625%	50,000	152,445	202,445	
2013	3.625%	55,000	150,542	205,542	
2014	4.000%	60,000	148,345	208,345	
2015	4.000%	60,000	145,945	205,945	
2016	4.000%	60,000	143,545	203,545	
2017	4.000%	60,000	141,145	201,145	
2018	4.000%	60,000	138,745	198,745	
2019	4.000%	65,000	136,245	201,245	
2020	4.000%	70,000	133,545	203,545	
2021	4.000%	80,000	130,545	210,545	
2022	4.000%	75,000	127,445	202,445	
2023	4.000%	85,000	124,245	209,245	
2024	4.000%	90,000	120,745	210,745	
2025	4.000%	90,000	117,145	207,145	
2026	4.000%	95,000	113,445	208,445	
2027	4.000%	95,000	109,645	204,645	
2028	4.150%	105,000	105,566	210,566	
2029	4.150%	100,000	101,313	201,313	
2030	4.250%	105,000	97,006	202,006	
2031	4.250%	110,000	92,438	202,438	
2032	4.250%	120,000	87,550	207,550	
2033	4.250%	125,000	82,344	207,344	
2034	4.250%	600,000	66,938	666,938	
2035	4.250%	625,000	40,906	665,906	
2036	4.250%	650,000	13,812	663,812	
		\$ 3,740,000	\$ 2,975,846	\$ 6,715,846	

SUPPLEMENTARY INFORMATION (Continued)

2008 Bond Issue Sanitary Sewer Fund Portion						
Year of Maturity	Rate Coupon	Principal	Interest	Remarketing Fees	Annual Debt Service	
2011	3.280%	\$ 93,462	\$ 170,773	\$ 10,062	\$	274,297
2012	3.280%	95,988	167,666	9,874		273,529
2013	3.280%	100,198	164,449	9,679		274,326
2014	3.280%	102,724	161,121	9,479		273,324
2015	3.280%	106,934	157,683	9,270		273,887
2016	3.280%	109,460	154,134	9,057		272,651
2017	3.280%	113,670	150,474	8,835		272,979
2018	3.280%	118,722	146,663	8,604		273,989
2019	3.280%	122,090	142,714	8,365		273,169
2020	3.280%	126,300	138,640	8,119		273,060
2021	3.280%	130,510	134,429	7,865		272,803
2022	3.280%	136,404	130,051	7,599		274,054
2023	3.280%	141,456	125,494	7,323		274,273
2024	3.280%	145,666	120,786	7,039		273,490
2025	3.280%	150,718	115,925	6,745		273,388
2026	3.280%	154,928	110,912	6,443		272,283
2027	3.280%	161,664	105,720	6,128		273,512
2028	3.280%	166,716	100,335	5,802		272,853
2029	3.280%	172,610	94,770	5,466		272,846
2030	3.280%	178,504	89,012	5,118		272,633
2031	3.280%	185,240	83,046	4,757		273,043
2032	3.280%	333,432	74,540	4,106		412,078
2033	3.280%	383,952	62,775	3,358		450,085
2034	3.280%	398,266	49,946	2,581		450,794
2035	3.280%	411,738	36,662	1,778		450,179
2036	3.280%	218,920	26,320	1,351		246,591
2037	3.280%	340,168	17,151	688		358,006
2038	3.280%	352,798	5,786	-		358,584
Total		\$ 5,253,238	\$ 3,037,977	\$ 175,489	\$	8,466,705

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2011, the impact of the variable interest rate on Sanitary Sewer Fund interest payments is expected to be \$16,840 higher than indicated on the schedule.**

SUPPLEMENTARY INFORMATION (Continued)

2009 Bond Issue Sanitary Sewer Fund Portion					
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service	
2011	2.000%	\$ 190,000	\$ 56,803	\$ 246,803	
2012	2.000%	195,000	52,952	247,952	
2013	2.250%	200,000	48,752	248,752	
2014	2.500%	205,000	43,940	248,940	
2015	3.000%	215,000	38,153	253,153	
2016	2.600%	220,000	32,068	252,068	
2017	2.850%	225,000	26,001	251,001	
2018	3.000%	230,000	19,345	249,345	
2019	3.200%	235,000	12,135	247,135	
2020	3.350%	250,000	4,187	254,187	
Total		\$ 2,165,000	\$ 334,336	\$ 2,499,336	

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	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Net Assets	\$ 70,084	\$ 97,535	\$ 119,867	\$ 119,867	\$ 131,428
Operating Revenue	192,630	189,329	201,200	185,124	190,200
Operating Expenses	(165,179)	(166,997)	(188,543)	(173,563)	(188,293)
Total Operating Income (Loss)	27,451	22,332	12,657	11,561	1,907
Change in Net Assets	27,451	22,332	12,657	11,561	1,907
Ending Net Assets	\$ 97,535	\$ 119,867	\$ 132,524	\$ 131,428	\$ 133,335

PROGRAM OVERVIEW

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

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Operating Revenue					
51-00-000-367???-000					
001 Advertising Fees	\$ 192,363	\$ 189,098	\$ 201,000	\$ 185,000	\$ 190,000
002 Magazine Subscriptions	-	38	50	24	50
003 Late Fees	267	193	150	100	150
Total Operating Revenue	\$ 192,630	\$ 189,329	\$ 201,200	\$ 185,124	\$ 190,200
Operating Expenses					
51-10-102-500???-000					
101 Steering Committee Payments	\$ 4,800	\$ 4,000	\$ 5,000	\$ 4,000	\$ 4,000
111 Editorial Staff	31,523	32,653	34,000	32,700	34,000
121 Office Management	9,493	8,019	10,250	8,000	10,000
215 Photography Costs	279	245	500	200	500
243 Telephone	360	330	600	350	500
275 Printing Costs	68,720	70,965	79,000	74,000	80,000
278 Postage	10,366	12,687	13,000	12,750	13,500
280 Mileage	402	265	900	500	500
290 Commissions-Ad Salesman	31,945	28,234	35,000	33,000	35,000
292 Graphic Art Services	3,714	3,445	4,000	3,200	4,000
300 Office Furniture	778	91	1,000	550	1,000
301 Office Supplies	532	698	1,000	750	1,000
390 Other Supplies	2,218	1,443	4,000	3,500	4,000
400 Bad Debt Expense	-	3,630	-	(230)	-
602 Depreciation Expense	49	292	293	293	293
Total Operating Expenses	\$ 165,179	\$ 166,997	\$ 188,543	\$ 173,563	\$ 188,293
Total Operating Income (Loss)	\$ 27,451	\$ 22,332	\$ 12,657	\$ 11,561	\$ 1,907

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND

OVERVIEW

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND RECREATION



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Beginning Net Assets	\$ 400,000	\$ 1,806,606	\$ 3,924,652	\$ 3,924,652	\$ 3,642,820
Operating Revenue	500,000	1,014,904	3,037,726	2,988,775	3,219,370
Operating Expenses	(65,623)	(1,860,237)	(3,037,726)	(2,988,775)	(3,219,370)
Total Operating Income (Loss)	<u>434,377</u>	<u>(845,333)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Non-Operating Revenue	-	1,366,602	1,142,107	1,178,859	1,183,355
Non-Operating Expenses	(358,862)	(956,831)	(774,721)	(812,473)	(802,791)
Total Non-Operating Revenues (Expenses)	<u>(358,862)</u>	<u>409,771</u>	<u>367,386</u>	<u>366,386</u>	<u>380,564</u>
Change in Net Assets	75,515	(435,562)	367,386	366,386	380,564
Capital Contribution	1,331,091	2,877,717	-	-	-
Less: Depreciation - Building	-	(324,109)	(632,675)	(648,218)	(648,218)
Ending Net Assets	<u>\$ 1,806,606</u>	<u>\$ 3,924,652</u>	<u>\$ 3,659,363</u>	<u>\$ 3,642,820</u>	<u>\$ 3,375,166</u>

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).

For the first time in Township history, the focus of service has changed from serving residents to serving residents and surrounding communities in an effort to capture fees to cover the operating expenses for the new 90,000 square foot C&RC and outdoor Aquatics Facility.

In order to begin to tackle this task, the Department of Recreation and Leisure Services created a Membership/Marketing Department, Fitness Department, Aquatics Department and a Maintenance Department.

From a 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 REEC, 4 playing fields, perimeter trail and over 10 miles of interior trails. In 2004, the Board of Commissioners began discussing the Community & Recreation Center Concepts. The Board created a 50 member AD Hoc Group to research other facilities and gather information from their neighborhood and various interest groups. The Board also contracted with Ballard King and Associates for a financial feasibility study. This study was the footprint for the C&RC and served as the pro forma upon start up of operations. It was stated in this study that some small percentage of Township financial support will always be required.

For 2011, the Boyce Mayview Community & Recreation Center Fund accounts for all financial activities of the operation of the newly constructed C&RC including the repayment of the Debt Service on the 30 year bonds needed to construct the facility. The Fund is broken up into two different cost centers: Indoor Facility and Outdoor Pool Facility. There are specific revenue and expenditure accounts to identify these cost centers.

For current information about the Community & Recreation Center, please visit www.livesmarterplayharder.org.

2010 C&RC ACCOMPLISHMENTS

- Maintained a high level of Membership and Participation at the C&RC (See page 311 for Actual Data)
- Implemented a single tier membership and a rate increase to better enhance membership service
- Firmly established Aquatics, Fitness, Membership, Maintenance and Guest Relation Departments at the C&RC
- Through actively managing expenses and monitoring revenues, the C&RC met 2010 budget obligations
- Conducted quarterly “All Staff” Training for all Recreation employees as well as on-going professional development opportunities for full time staff
- Installed panic alarms at both the control and information desks, which communicate immediately with the USC Police Department
- Cleaned and resurfaced the gymnasium floor
- Contracted with a new food vendor, providing more vending options as well as fresh foods
- Added the outdoor pool pavilion as a birthday party rental area

2011 C&RC GOALS AND OBJECTIVES

- To meet the C&RC underlying premise of covering 85% of the operational expenses with the revenue generated from membership fees and program revenue
- Develop a 5-year marketing plan
- Continue to attract and retain a membership base through marketing and promotion
- Continue to expand and enhance C&RC programs and room rentals
- Begin to create programming for special needs populations
- Monitor membership and program satisfaction surveys
- Continue staff development opportunities
- Continue to foster relationships with other recreation providers such as the YMCA’s Camp Aim, government agencies such as the Pennsylvania Recreation and Parks Society, Department of Conservation and Natural Resources and community organizations such as the USC Community Foundation, USC Athletic Association, USC Youth Steering Committee and the USC School District
- Continue working on creating expanded policies/procedures with the USC Fire Department, Tri-Community South and the USC Police Department
- Continue to work with The Gateway Engineers on enhancing the large bioswale in front of the building as well as a “Story Book” that may reside in the C&RC to help inform users of some of the “green” elements of design
- Continue to foster intern opportunities with California University of PA, University of Pittsburgh, Robert Morris University and Slippery Rock University.

C&RC ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for the C&RC for 2011 are as follows:

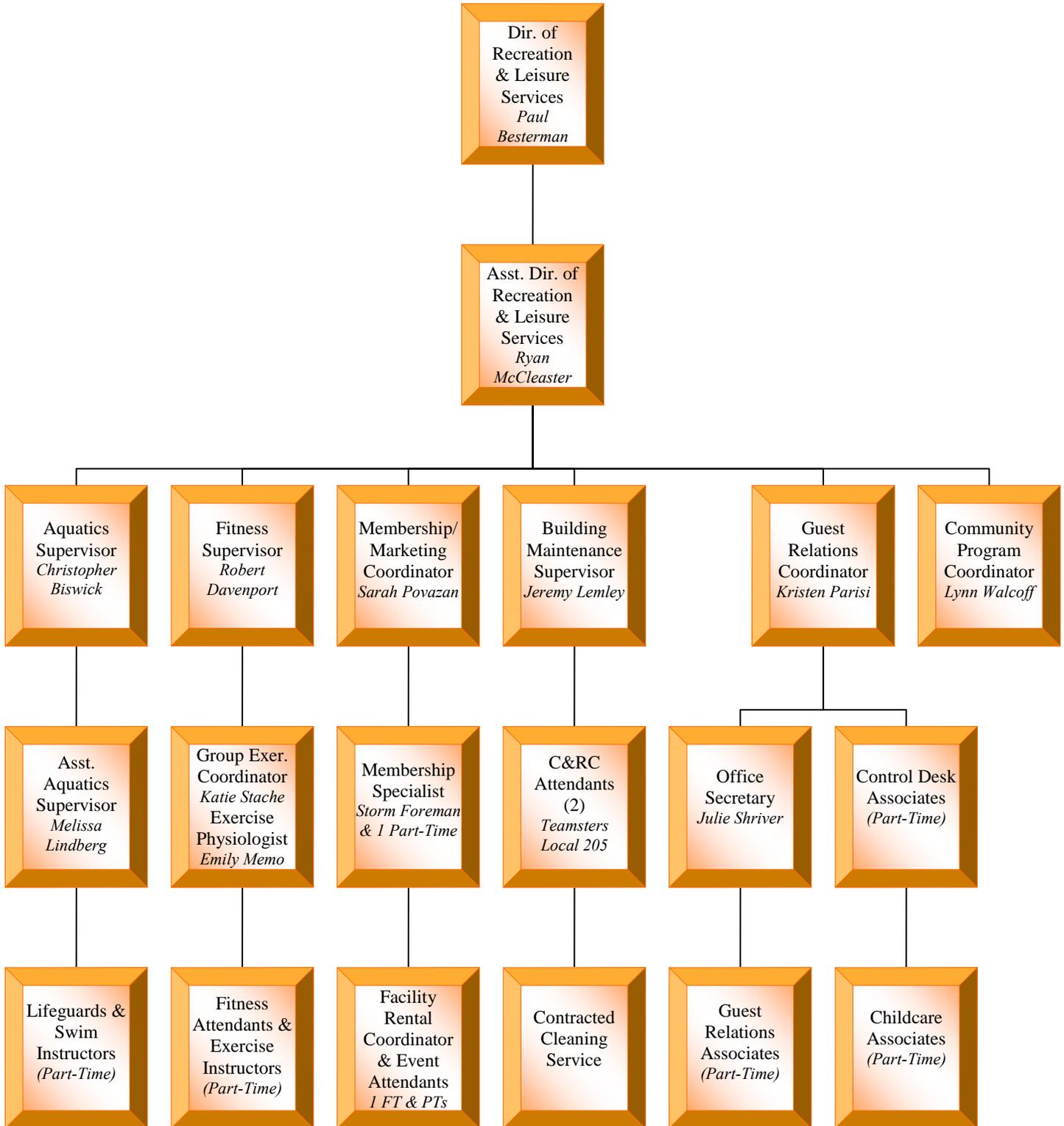
Position Title	Pay Grade	Minimum	Maximum	2011 Positions
Director of Recreation and Leisure Services	4	\$62,230	\$87,120	1
Assistant Director of Recreation and Leisure Services	5	\$51,006	\$71,407	1
C&RC Membership & Marketing Coordinator	6	\$41,809	\$58,534	1
C&RC Aquatics Supervisor	7	\$34,271	\$47,977	1
C&RC Building Maintenance Supervisor	7	\$34,271	\$47,977	1
C&RC Fitness Supervisor	7	\$34,271	\$47,977	1
C&RC Guest Relations Coordinator	7	\$34,271	\$47,977	1
Community Program Coordinator	7	\$34,271	\$47,977	1
C&RC Assistant Aquatics Supervisor	8	\$22,847	\$39,981	1
C&RC Membership Specialist	8	\$22,847	\$39,981	1
C&RC Group Exercise Coordinator	8	\$22,847	\$39,981	1
C&RC Exercise Physiologist	8	\$22,847	\$39,981	1
Office Secretary	8	\$22,847	\$39,981	1
C&RC Facility Rental Coordinator	8	\$22,847	\$39,981	1
C&RC Building Custodian (Attendant)	Union Contract	\$16.87/hr	\$16.87/hr	1
C&RC Maintenance Custodian (Attendant)	Union Contract	\$16.87/hr	\$16.87/hr	1
Total				16

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	30.0%	70.0%	n/a
Community Program Coordinator	50.0%	50.0%	n/a
Office Secretary	25.0%	70.0%	5.0%

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AQUATICS OVERVIEW

The Community & Recreation Center is the first to offer the South Hills amenities that you may only find in regional water parks and other highly themed resorts on the East Coast. Presenting only the best in aquatic cleaning, our state of the art filters remove the smallest particles from water, resulting in very clean, clear water. Also, 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 will be 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 will be kept between 84 and 88 degrees Fahrenheit.

Recreational/Leisure Pool

The recreational/leisure pool is a large, open pool area that contains a vast amount of pool space as well as multiple structures and interactive play features. It is equipped with a zero-depth entry which allows easy access for almost all individuals. Special features of the recreation/leisure pool area include a two-story body slide, water geysers, underwater benches, and a large interactive play structure with dumping bells, small slide, and water cannons. Water temperature will be 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 temperatures will be kept between 78 and 80 degrees Fahrenheit.

Programming

C&RC Aquatics 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) Assistant Aquatics Supervisor 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

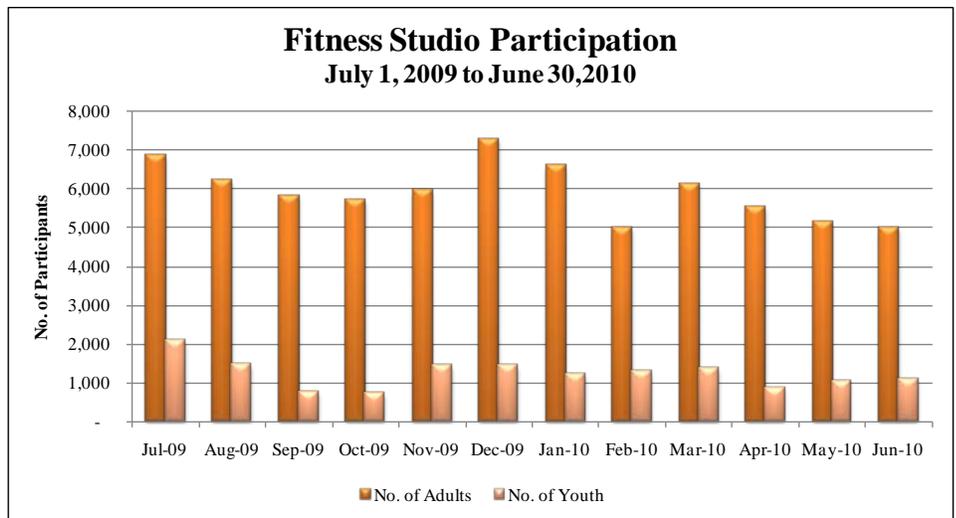
Staffing

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

Vital Statistics

Fitness Attendance: As evidenced by the chart below, the C&RC Fitness Department has seen steady participation throughout 2009 and 2010. This constant participation has facilitated the need for additional aerobics equipment. In 2011, the C&RC plans to purchase 10 additional aerobics machines (See “C&RC Capital Account”).

Fitness Studio Participation		
Month	No. of Adults	No. of Youth
Jul-09	6,834	2,065
Aug-09	6,213	1,491
Sep-09	5,802	762
Oct-09	5,726	728
Nov-09	5,959	1,422
Dec-09	7,271	1,455
Jan-10	6,585	1,232
Feb-10	5,006	1,288
Mar-10	6,116	1,378
Apr-10	5,539	855
May-10	5,127	1,050
Jun-10	5,007	1,095
Total	71,185	14,821



MEMBERSHIP & MARKETING OVERVIEW

The Membership and Marketing has the goal to make sure 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 and 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.livesmarterplayharder.org. The Membership Department is also responsible for the rental agreements for the two (2) Aquatic Party Rooms and a 3,600 square foot Community Room.

Staffing

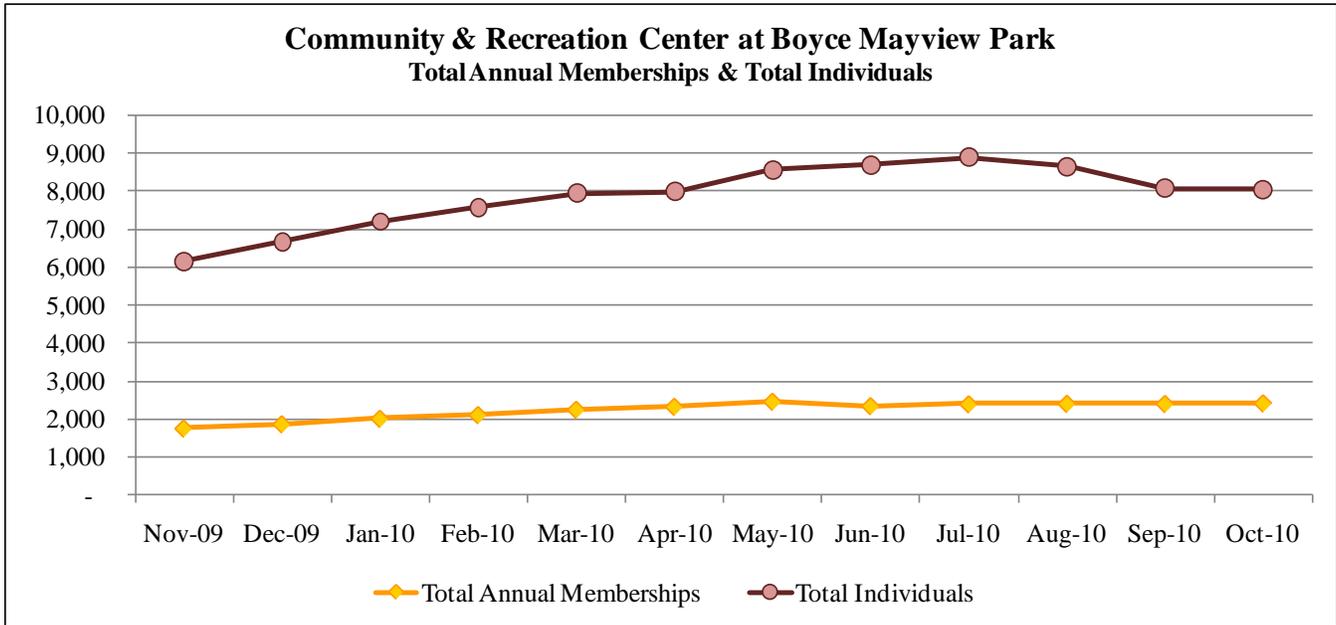
The Membership & Marketing Department is staffed by one (1) Membership & Marketing Coordinator, one (1) Membership Specialist, one (1) Facility Rental Coordinator, part-time membership specialists and part-time event attendants.

Vital Statistics

The basis for C&RC sustainability is annual memberships. A sustainable membership base will depend on the number of annual memberships for the C&RC. The goal for 2011 is to have 2,584 annual memberships, consisting of 75% resident memberships and 25% non-resident memberships. Below are the annual membership statistics through October 2010.

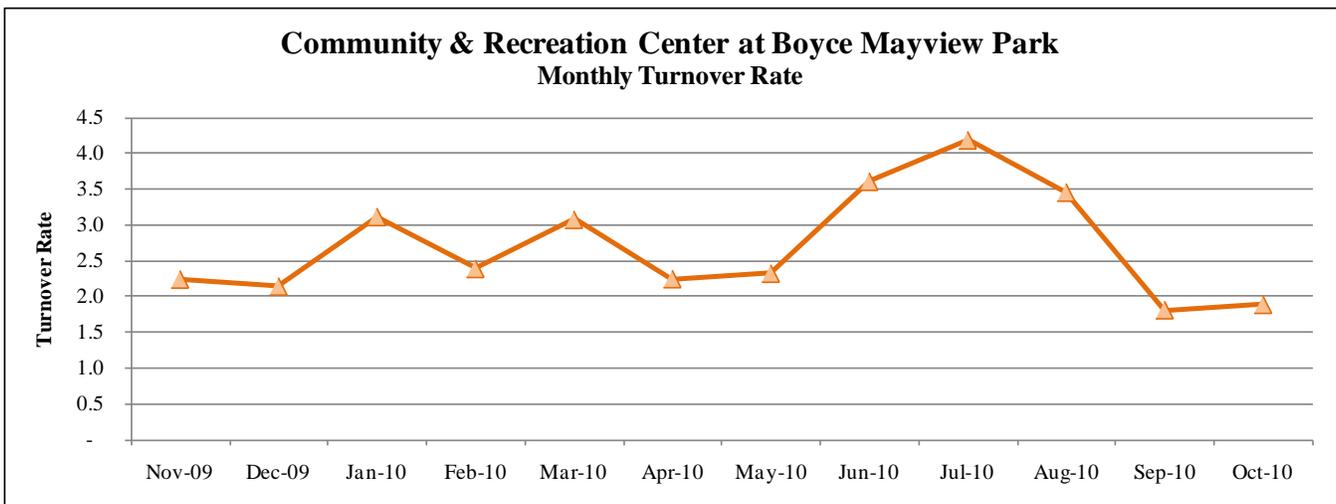
Community & Recreation Center at Boyce Mayview Park												
Membership Statistics												
November 2009 - October 2010												
Annual Membership Type	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10
Youth	120	127	134	141	154	165	178	172	176	175	168	177
Adult	141	160	188	198	214	232	246	248	254	263	275	279
Family	1,272	1,347	1,437	1,502	1,595	1,638	1,725	1,662	1,695	1,705	1,698	1,694
Senior	227	238	257	274	291	298	319	269	275	270	268	274
Total Annual Memberships	1,760	1,872	2,016	2,115	2,254	2,333	2,468	2,351	2,400	2,413	2,409	2,424
<i>Inc. (Dec.) Percentage</i>	6%	6%	8%	5%	7%	4%	6%	-5%	2%	1%	0%	1%
Percentage of Residents	87%	86%	85%	84%	83%	82%	81%	80%	78%	78%	78%	78%
Percentage of Non-Residents	13%	14%	15%	16%	17%	18%	19%	20%	22%	22%	22%	22%
Individuals	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10
3 Month Members	193	346	460	510	450	279	458	880	926	629	93	81
Annual Members	5,956	6,318	6,740	7,056	7,489	7,702	8,106	7,813	7,961	8,018	7,980	7,956
Total Individuals	6,149	6,664	7,200	7,566	7,939	7,981	8,564	8,693	8,887	8,647	8,073	8,037
Number of Scans	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10
Indoor Scanning Station	13,801	14,303	22,465	18,105	24,461	17,957	18,003	20,311	20,286	17,629	12,710	15,193
Outdoor Scanning Station							1,922	11,109	16,986	12,307	1,938	
Total Participation	13,801	14,303	22,465	18,105	24,461	17,957	19,925	31,420	37,272	29,936	14,648	15,193
Monthly Turnover Rate	2.2	2.1	3.1	2.4	3.1	2.2	2.3	3.6	4.2	3.5	1.8	1.9

Total Annual Memberships – The total number of memberships sold for all membership types.
Total Individuals – The total number of people that have active memberships in a given month.



In 2010, the annual membership base grew to a level over 2,400 memberships, while the number of individuals having access to the facility grew to 8,887. The membership base is expected to grow slightly in 2011, with the majority of new memberships coming from non-resident memberships. 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.

Turnover Rate – The number of times on average an individual enters the facility in a given month.



The monthly turnover rate indicates the usage of the facility. 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. As the C&RC Staff acquires more historical data, they will adjust staffing and policies 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 out to a third party.

Staffing

The Building Maintenance Department is staffed by one (1) Building Maintenance Supervisor and two (2) C&RC Attendants.

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 and if they are unable to resolve these requests, forwards them to the appropriate department. 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) Office Secretary, part-time Control Desk Associates and part-time Childcare Associates.

COMMUNITY PROGRAMS OVERVIEW

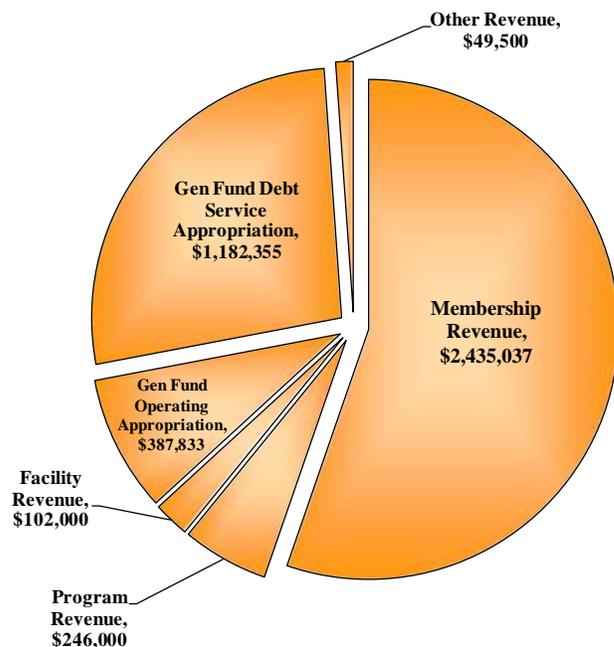
Please refer to the General Fund-Recreation section of the Budget for a detailed description of the Community Programs offered by the Township of Upper St. Clair.

REVENUE

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND
RECREATION



	<u>2008</u> Actual	<u>2009</u> Actual	<u>2010</u> Budget	<u>2010</u> Estimate	<u>2011</u> Budget
Operating Revenue					
53-00-000-?????-000					
Membership Revenue					
350001 Indoor Memberships	\$ -	\$ 96,255	\$ 174,343	\$ 223,000	\$ 1,450
350002 Outdoor Pool Memberships	-	29,188	37,500	-	-
350003 Combined Memberships	-	506,077	1,294,501	1,569,995	2,125,371
350004 Daily Admissions	-	57,222	105,000	115,000	110,000
350005 Three Month Memberships	-	-	-	133,075	198,216
Program Revenue					
367003 Fitness Programs	-	20,639	115,000	105,000	110,000
367017 Aquatic Programs	-	32,125	85,000	120,000	125,000
367022 Misc. Self Supporting Fees	-	701	-	5,000	6,000
367030 League Fees	-	28	20,000	300	5,000
Facility Revenue					
380010 Non-Aquatic Facility Fees	-	3,435	27,600	24,000	25,000
380011 Aquatic Facility Fees	-	11,677	33,000	70,000	75,000
380012 Party Rental Extra Fees	-	1,765	-	1,801	2,000
Other Revenue					
360008 General Fund Appropriation	500,000	241,391	643,440	580,854	387,833
360008 Gen. Fund Add'l Appropriation	-	-	456,842	-	-
370001 Babysitting Services	-	7,981	21,000	22,000	22,500
370010 Vending Revenue	-	2,209	12,000	6,000	10,000
370020 Indoor Facility Misc. Revenue	-	3,715	10,000	12,000	15,000
370021 Outdoor Pool Facility Misc. Rev.	-	496	2,500	750	1,000
Total Operating Revenue	\$ 500,000	\$ 1,014,904	\$ 3,037,726	\$ 2,988,775	\$ 3,219,370



EXPENSES

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



	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Indoor Facility Operating Expenses					
53-50-501-500??-000					
Indoor Personal Services					
101 Full-Time Wages	\$ 43,150	\$ 429,082	\$ 557,425	\$ 548,000	\$ 606,597
110 Overtime Wages	-	14,277	20,000	12,792	13,500
120 Part-Time Wages	-	280,707	668,491	547,000	593,720
162 Group Life Insurance	215	4,630	6,012	5,850	6,666
163 Medical Insurance	5,033	80,798	162,682	150,000	150,911
164 Workers' Compensation	996	9,350	47,695	49,847	69,701
166 Pension Costs	2,781	27,844	38,658	34,550	53,486
167 Long-term Disability Insurance	124	2,908	3,621	3,685	3,822
168 Post Retirement Plan	-	1,450	1,450	1,450	1,450
198 Social Security Expense	3,266	54,857	95,313	84,746	92,857
Total Indoor Personal Services	<u>\$ 55,565</u>	<u>\$ 905,903</u>	<u>\$ 1,601,347</u>	<u>\$ 1,437,920</u>	<u>\$ 1,592,710</u>
Indoor Contractual Services					
220 Liability Insurance	\$ -	\$ 41,283	\$ 36,650	\$ 34,327	\$ 33,506
230 Association Dues	-	4,660	10,000	10,000	13,560
231 Travel & Conference Expense	-	183	10,000	7,500	13,500
232 Personnel Training	-	430	1,000	500	1,000
240 Water and Sewerage	-	28,622	35,000	35,000	37,000
241 Natural Gas	-	97,197	150,000	85,000	90,000
242 Electricity	-	130,821	210,000	240,000	240,000
243 Telephone	-	5,730	8,000	7,800	8,000
250 Repairs & Maintenance- Office Equipment	-	15,290	16,000	19,000	20,000
251 Repairs & Maintenance- Recreation Equipment	-	2,080	5,000	7,000	7,000
255 Building Maintenance	-	17,790	30,000	30,000	32,000
256 Pool Maintenance	-	-	15,000	4,000	43,000
262 Uniforms	-	2,775	6,250	6,000	7,000
275 Printing & Duplicating	6,110	41,826	46,000	37,000	44,000
278 Postage	13	18,719	14,000	10,000	13,500
290 Other Contractual Services	2,947	123,188	196,285	172,000	157,350
297 Interest Expense	-	952	1,428	1,428	1,428
298 Credit Card Fees	-	14,209	15,000	34,000	38,000
299 Internet Connection Costs	-	5,445	26,500	9,000	10,000
Total Indoor Contractual Services	<u>\$ 9,070</u>	<u>\$ 551,200</u>	<u>\$ 832,113</u>	<u>\$ 749,555</u>	<u>\$ 809,844</u>

EXPENSES

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



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Indoor Commodities					
300 Office Furniture & Equipment	\$ -	\$ 3,352	\$ 1,000	\$ 1,000	\$ 2,000
301 Expendable Office Supplies	233	15,745	9,200	12,240	13,200
302 Books & Subscriptions	-	57	2,000	500	1,000
304 Publicity Material/Marketing	339	32,923	45,000	26,000	52,000
306 Building Maintenance Supplies	-	56,766	31,000	40,000	46,000
307 Tools & Equipment	-	10,423	7,500	7,200	7,500
326 Department Specific Supplies	-	16,264	14,600	19,000	28,100
329 Pool Chemicals	-	14,181	20,000	22,000	25,200
390 Other Supplies	-	2,458	10,000	8,000	8,000
Total Indoor Commodities	\$ 572	\$ 152,169	\$ 140,300	\$ 135,940	\$ 183,000
Distributed Costs					
602 Depreciation Expense - Equipment	\$ 416	\$ 86,136	\$ 182,544	\$ 183,938	\$ 207,198
603 Dist. Data Processing Costs	-	44,958	74,871	62,849	54,036
654 Transfer to C&RC Capital Account	-	-	-	293,400	194,882
Total Distributed Costs	\$ 416	\$ 131,094	\$ 257,415	\$ 540,187	\$ 456,116
Total Indoor Facility Operating Expenses	\$ 65,623	\$ 1,740,366	\$ 2,831,175	\$ 2,863,602	\$ 3,041,670
Outdoor Pool Facility Operating Expenses 53-50-510-500???-000					
Outdoor Personal Services					
120 Part-Time Wages	\$ -	\$ 84,104	\$ 143,336	\$ 87,713	\$ 100,000
198 Social Security Expense	-	6,434	10,965	6,710	7,650
Total Outdoor Personal Services	\$ -	\$ 90,538	\$ 154,301	\$ 94,423	\$ 107,650
Outdoor Contractual Services					
230 Association Dues	\$ -	\$ -	\$ 1,000	\$ -	\$ -
232 Personnel Training	-	-	2,000	500	1,000
240 Water and Sewerage	-	6,637	7,000	7,000	7,500
256 Pool Maintenance	-	1,161	12,000	8,000	40,000
262 Uniforms	-	494	750	500	1,050
275 Printing & Duplicating	-	459	2,000	-	-
290 Other Contractual Services	-	407	6,000	-	1,000
Total Outdoor Contractual Services	\$ -	\$ 9,158	\$ 30,750	\$ 16,000	\$ 50,550

EXPENSES

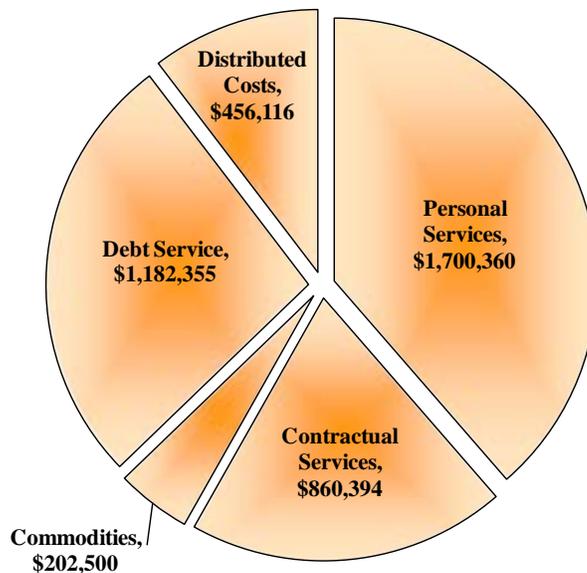
**BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND
RECREATION**



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Outdoor Commodities					
300 Office Furniture & Equipment	\$ -	\$ 261	\$ -	\$ -	\$ -
302 Books & Subscriptions	-	47	-	-	-
304 Publicity Material	-	195	500	-	-
306 Pool Maintenance Supplies	-	9,381	10,000	2,000	5,000
326 Aquatics Supplies	-	1,151	3,000	1,000	3,000
329 Pool Chemicals	-	9,140	7,000	11,000	10,500
390 Other Supplies	-	-	1,000	750	1,000
Total Outdoor Commodities	\$ -	\$ 20,175	\$ 21,500	\$ 14,750	\$ 19,500
Total Outdoor Facility Operating Expenses	\$ -	\$ 119,871	\$ 206,551	\$ 125,173	\$ 177,700
Total Operating Expenses	\$ 65,623	\$ 1,860,237	\$ 3,037,726	\$ 2,988,775	\$ 3,219,370
Total Operating Income (Loss)	\$ 434,377	\$ (845,333)	\$ -	\$ -	\$ -

BUDGETARY COMMENT

The Community & Recreation Center completed its first full year of operations in 2010. A 5% half year increase in membership fees are projected in the 2011 C&RC Budget. Before an increase is implemented in July 2011, the Board of Commissioners, the C&RC staff and Township Staff will re-examine all revenue and expense projections in order to more accurately set membership fees.



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

RECREATION



NON-OPERATING REVENUES & EXPENSES

	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Non-Operating Revenues					
53-00-000-?????-???					
345001-000 Interest on Investments	\$ -	\$ 360	\$ 1,500	\$ 500	\$ 1,000
360008-000 Transfer In-Debt Service App	-	1,346,754	1,140,607	1,178,359	1,182,355
360008-003 Transfer In-Cap. Proj. Fund	-	19,488	-	-	-
Total Non-Operating Revenues	\$ -	\$ 1,366,602	\$ 1,142,107	\$ 1,178,859	\$ 1,183,355
Non-Operating Expenses					
53-50-501-500???-???					
501-000 Bond Payments-Principal	\$ -	\$ 389,823	\$ 365,886	\$ 365,886	\$ 379,564
501-001 Bonds Payable Allocation	-	(389,923)	(365,886)	(365,886)	(379,564)
511-000 Bond Payments-Interest	742,657	956,931	774,721	812,473	802,791
512-000 Capitalized Interest Expense	(383,795)	-	-	-	-
Total Non-Operating Expenses	\$ 358,862	\$ 956,831	\$ 774,721	\$ 812,473	\$ 802,791
Total Non-Operating Revenues (Expenses)	\$ (358,862)	\$ 409,771	\$ 367,386	\$ 366,386	\$ 380,564

C&RC CAPITAL PROJECTS ACCOUNT

Beginning in 2011, Staff will track C&RC capital expenses through the C&RC Capital Projects Account. This is not a separate fund for the Township, but a tracking mechanism for capital purchases. All actual expenses shown in this account will be expensed in an asset account of the C&RC Fund and depreciated over the useful life of the asset.

	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Beginning Account Balance	\$ -	\$ -	\$ -	\$ -	\$ 293,400
Revenue	-	-	-	293,400	194,882
Expenses	-	-	-	-	(92,350)
Ending Account Balance	\$ -	\$ -	\$ -	\$ 293,400	\$ 395,932
	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Revenue					
54-00-000-?????-000					
360053 Transfer from C&RC Fund	\$ -	\$ -	\$ -	\$ 293,400	\$ 194,882
Total Revenue	\$ -	\$ -	\$ -	\$ 293,400	\$ 194,882

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

RECREATION



C&RC CAPITAL PROJECTS ACCOUNT (Continued)

	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Expenses					
C&RC Administration					
54-50-501-500600-???					
001 Comm. Room Outdoor Furniture	\$ -	\$ -	\$ -	\$ -	\$ 15,000
099 Computer Equipment	-	-	-	-	2,500
Total C&RC Administration	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 17,500</u>
C&RC Fitness					
54-50-501-500600-???					
301 Arc Trainers	\$ -	\$ -	\$ -	\$ -	\$ 21,600
302 Precor AMTs	-	-	-	-	24,000
320 Keiser M3 Cycling Bikes	-	-	-	-	6,000
Total C&RC Fitness	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 51,600</u>
C&RC Aquatics					
54-50-501-500600-???					
401 Chaise Lounge Chairs	\$ -	\$ -	\$ -	\$ -	\$ 4,000
420 Swim Suit Dryer	-	-	-	-	3,250
Total C&RC Aquatics	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 7,250</u>
C&RC Maintenance					
54-50-501-500600-???					
501 JLG Scissors Lift	\$ -	\$ -	\$ -	\$ -	\$ 16,000
Total C&RC Maintenance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 16,000</u>
Total Expenses	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 92,350</u></u>

SUPPLEMENTARY INFORMATION

In 2008, the Township of Upper St. Clair issued a General Obligation Bond to finance the construction of the Community & Recreation Center. The debt service schedule related to the specific funds used for construction is detailed below.

2008 Bond Issue						
Community & Recreation Center Fund Portion						
Year of Maturity	Rate Coupon	Principal	Interest	Remarketing Fees	Annual Debt Service	
2011	3.280%	\$ 379,565	\$ 693,539	\$ 40,862	\$ 1,113,965	
2012	3.280%	389,823	680,921	40,102	1,110,846	
2013	3.280%	406,921	667,854	39,308	1,114,083	
2014	3.280%	417,179	654,339	38,495	1,110,013	
2015	3.280%	434,277	640,375	37,648	1,112,300	
2016	3.280%	444,535	625,963	36,781	1,107,279	
2017	3.280%	461,633	611,102	35,880	1,108,614	
2018	3.280%	482,150	595,624	34,940	1,112,714	
2019	3.280%	495,828	579,585	33,973	1,109,386	
2020	3.280%	512,925	563,041	32,974	1,108,940	
2021	3.280%	530,023	545,937	31,940	1,107,900	
2022	3.280%	553,959	528,160	30,860	1,112,978	
2023	3.280%	574,476	509,653	29,739	1,113,869	
2024	3.280%	591,574	490,530	28,586	1,110,689	
2025	3.280%	612,091	470,790	27,392	1,110,273	
2026	3.280%	629,188	450,433	26,165	1,105,786	
2027	3.280%	656,544	429,347	24,885	1,110,776	
2028	3.280%	677,061	407,476	23,564	1,108,101	
2029	3.280%	700,998	384,876	22,197	1,108,071	
2030	3.280%	724,934	361,490	20,784	1,107,209	
2031	3.280%	752,290	337,264	19,317	1,108,871	
2032	3.280%	1,354,122	302,719	16,677	1,673,518	
2033	3.280%	1,559,292	254,939	13,636	1,827,867	
2034	3.280%	1,617,424	202,841	10,482	1,830,746	
2035	3.280%	1,672,136	148,892	7,221	1,828,249	
2036	3.280%	889,070	106,888	5,488	1,001,446	
2037	3.280%	1,381,478	69,651	2,794	1,453,923	
2038	3.280%	1,432,771	23,497	-	1,456,268	
Total		\$ 21,334,261	\$ 12,337,724	\$ 712,692	\$ 34,384,676	

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2011, the impact of the variable interest rate on C&RC Fund interest payments is expected to be \$68,390 higher than indicated on the schedule.**

TRI-COMMUNITY SOUTH EMS FUND

OPERATIONS

TRI-COMMUNITY SOUTH EMS FUND EMERGENCY MEDICAL SERVICE



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Fund Balance	\$ (122,611)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Revenue	3,016,672	2,915,254	2,838,750	2,848,000	2,872,500
Expenditures	(2,794,061)	(2,915,254)	(2,838,750)	(2,848,000)	(2,872,500)
Ending Fund Balance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

TRI-COMMUNITY SOUTH EMS OVERVIEW

The Tri Community South Emergency Medical Services (TCS EMS) Fund is a fund jointly operated by the Township of Upper St. Clair, South Park Township and the Municipality of Bethel Park. This fund pays all expenses related to the ambulance program. TCS EMS revenue consists of annual subscriptions, non-subscriber and subscriber medical charges, third party billings and non-emergency transport fees. Under the third party Agreement governing the program, the Township of Upper St. Clair acts as the system's treasurer and manages the funds' activities in the same manner in which it treats its own funds.

The Department of Health is the lead agency for emergency medical services in the Commonwealth of Pennsylvania. The Department's Bureau of Emergency Medical Services (BEMS) is responsible for the statewide development and coordination of a comprehensive system to prevent and reduce premature death and disability.

Pennsylvania's Emergency Medical Services system is defined by the EMS Act of 1985 (Act 45) Pa C.S. §6921-6938, updated as of 2009. Tri-Community South EMS falls under the Emergency Medical Services Institute (EMSI), one of 16 regional EMS Councils in the Commonwealth of Pennsylvania.

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

DEPARTMENT STATISTICS AND BENCHMARKS

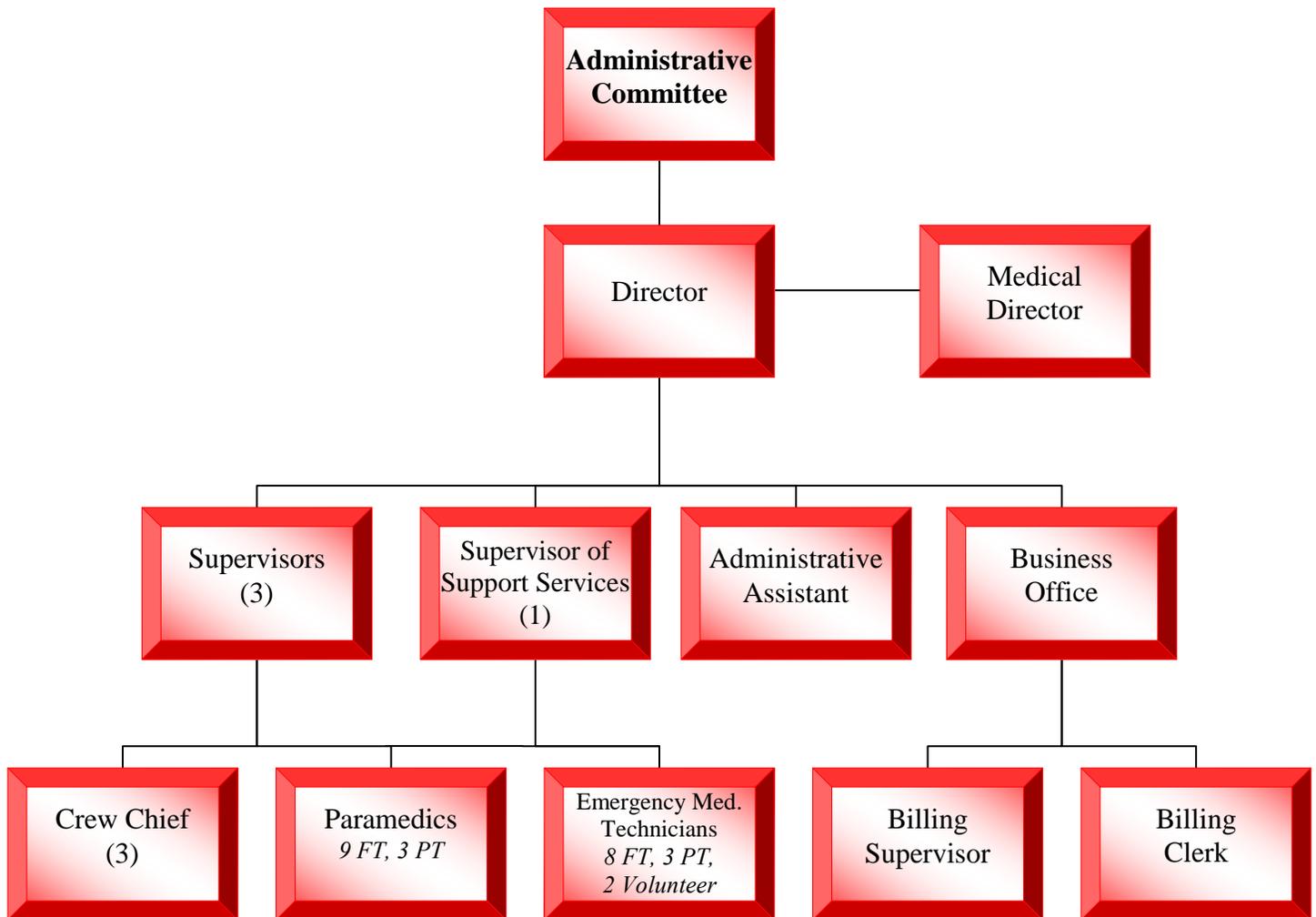
The number of calls for service and transports provided by the system for the past several years is summarized below:

Category	2004	2005	2006	2007	2008	2009	Sep-10
Calls for Service	5,902	5,935	6,123	6,678	6,687	6,496	4,964
Transports	4,373	4,467	4,619	5,163	5,172	5,105	3,987
Advanced Life Support	3,451	3,574	3,673	4,000	3,939	3,886	2,994
Basic Life Support	922	893	946	1,163	1,233	1,219	1,002
Non-Emergency Transports	300	244	200	224	157	139	106



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, one (1) full-time Billing Clerk, four (4) Paramedic Supervisors, three (3) Paramedic Crew Chiefs, and nine (9) full-time Paramedics, eight (8) full-time Emergency Medical Technicians, three (3) part-time Paramedics, three (3) part-time Emergency Medical Technicians and two (2) Volunteer emergency personnel.



OPERATIONS

TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE



PROGRAM REVENUE

	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Revenue					
90-00-000-??????-000					
320400 Subscriptions	\$ 442,862	\$ 451,988	\$ 455,000	\$ 455,000	\$ 460,000
355710 Non-Subscriber Billings	1,496,604	1,419,967	1,365,000	1,315,000	1,320,000
356720 Subscriber Billings	885,659	827,443	815,000	850,000	860,000
360013 PA State Pension Grant	62,131	54,222	63,750	65,000	65,500
367006 CPR Program Fees	81,252	65,688	65,000	65,000	66,000
367021 NETS Revenue	(9,120)	48,805	38,000	48,000	48,000
367072 Outside Detail	28,877	23,041	15,000	25,000	27,000
380890 Donations	19,375	21,274	16,000	20,000	20,000
380999 Miscellaneous Revenue	9,032	2,826	6,000	5,000	6,000
Total Revenue	\$ 3,016,672	\$ 2,915,254	\$ 2,838,750	\$ 2,848,000	\$ 2,872,500

PROGRAM EXPENDITURES

	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Expenditures					
90-20-204-500???-000					
Personal Services					
101 Full-Time Wages	\$ 1,321,738	\$ 1,322,437	\$ 1,344,085	\$ 1,280,000	\$ 1,331,718
111 Overtime Wages	56,499	56,730	62,000	60,000	62,000
120 Part-Time Wages	34,991	35,712	38,610	45,000	45,000
153 Holiday Pay	44,502	44,805	44,500	44,000	45,000
161 Continuing Education	8,357	10,646	10,000	5,000	10,000
162 Group Life Insurance	9,552	10,447	10,169	9,850	10,075
163 Medical Insurance	344,805	307,068	370,752	371,000	394,614
164 Workers' Compensation	81,162	85,210	87,500	82,000	86,000
165 Unemployment Compensation	-	-	2,000	1,000	2,000
166 Pension Costs	74,117	75,979	75,000	74,000	78,000
167 Long-term Disability Insurance	5,630	8,950	8,785	8,750	8,890
172 Outside Detail	15,184	14,367	14,000	23,000	25,000
198 Social Security Expense	113,579	113,491	116,677	112,149	116,909
Total Personal Services	\$ 2,110,116	\$ 2,085,842	\$ 2,184,078	\$ 2,115,749	\$ 2,215,206

OPERATIONS

TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE



PROGRAM EXPENDITURES (Continued)

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Estimate</u>	<u>2011</u> <u>Budget</u>
Contractual Services					
210 Professional Services-Legal	\$ 6,342	\$ 2,223	\$ 10,000	\$ 8,000	\$ 10,000
220 Liability Insurance	40,507	37,385	42,000	40,000	42,000
222 Vehicle Insurance	18,769	18,675	26,000	20,000	26,000
232 Conference & Training Expense	6,639	4,287	8,000	6,000	5,000
240 Water and Sewerage	3,421	3,563	4,500	3,600	4,000
241 Natural Gas	4,406	2,990	5,000	4,000	5,000
242 Electricity	10,855	12,157	12,000	12,200	13,000
243 Telephone	10,196	10,343	11,000	10,500	11,000
254 Vehicle Repairs & Maintenance	12,459	9,288	10,500	6,000	10,000
255 Building Repairs & Maintenance	6,966	5,026	8,400	8,000	8,400
257 Radio & Other Equip. Mte	3,482	5,804	5,250	5,000	5,200
265 Equipment Rental	13,244	12,803	12,500	13,000	13,500
270 CPR Instruction Pay	11,200	8,834	12,000	9,000	9,500
275 Volunteer Reimbursement	-	-	250	-	100
278 Postage	5,689	5,169	11,000	7,000	8,000
280 Travel & Mileage Expense	6,980	4,817	8,500	5,000	6,000
281 CPR Mileage Reimbursement	1,309	7	1,000	750	800
289 Administrative Services	35,000	35,000	35,000	35,000	35,000
290 Other Contractual Services	28,364	43,616	45,000	32,000	45,000
291 Subscription Services	15,407	20,751	22,000	21,000	22,000
Total Contractual Services	\$ 241,235	\$ 242,738	\$ 289,900	\$ 246,050	\$ 279,500
Commodities					
301 Expendable Office Supplies	\$ 5,740	\$ 4,897	\$ 10,000	\$ 5,500	\$ 8,000
304 Publicity Materials	3,559	2,115	3,000	1,000	3,000
307 Ambulance Equip. Supplies	1,631	2,183	5,000	2,000	5,000
308 CPR Program Supplies	16,294	11,033	20,000	12,000	21,000
314 Medical Supplies	7,796	3,829	10,000	8,000	8,000
328 Maintenance Supplies	2,052	1,653	4,000	2,000	3,500
340 Vehicle Supplies	19,953	15,603	15,000	15,000	14,000
341 Fuels and Lubricants	49,692	27,207	40,000	35,000	40,000
351 Clothing Allowance	9,812	10,210	17,000	12,000	17,000
390 Other Supplies	6,779	7,309	5,000	7,500	5,200
Total Commodities	\$ 123,308	\$ 86,039	\$ 129,000	\$ 100,000	\$ 124,700

OPERATIONS

TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE



PROGRAM EXPENDITURES (Continued)

	<u>2008 Actual</u>	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2010 Estimate</u>	<u>2011 Budget</u>
Debt Service Payments					
531 Capital Note Payments	\$ 137,746	\$ 137,746	\$ 137,746	\$ 137,746	\$ 137,746
Total Debt Service Payments	<u>\$ 137,746</u>				
Capital Equipment Transfer					
903 Transfer to Capital Reserve	\$ 181,656	\$ 362,889	\$ 98,026	\$ 248,455	\$ 115,348
Total Capital Equipment	<u>\$ 181,656</u>	<u>\$ 362,889</u>	<u>\$ 98,026</u>	<u>\$ 248,455</u>	<u>\$ 115,348</u>
Total Expenditures	<u>\$ 2,794,061</u>	<u>\$ 2,915,254</u>	<u>\$ 2,838,750</u>	<u>\$ 2,848,000</u>	<u>\$ 2,872,500</u>

BUDGETARY COMMENT

The 2011 Budget is \$33,750 or 1.2% more than the 2010 budget. The increase is due mainly to an increase in personnel costs and an increase in the budgeted capital transfer.

SUPPLEMENTARY INFORMATION

Tri-Community South EMS Vehicles

	Asset Tag	Year	Make	Model	Mileage (as of 11-01- 2010)	Age in Years	Condition	Anticipated Replacement Year
Ambulances								
1	2009 018	2008	Ford	AMB	35,968	3	Good	TBD per Adm Committee
2	2009 019	2008	Ford	AMB	34,946	3	Good	TBD per Adm Committee
3	2009 020	2008	Ford	AMB	36,378	3	Good	TBD per Adm Committee
4	Asset Tag TBA	2009	Ford	AMB	8,812	2	Good	TBD per Adm Committee
5	Asset Tag TBA	2009	Ford	AMB	8,961	2	Good	TBD per Adm Committee
6	Asset Tag TBA	2009	Ford	AMB	8,191	2	Good	TBD per Adm Committee
Other Emergency Vehicles								
1	2007 075	2007	Chevy	Suburban	17,598	4	Good	TBD per Adm Committee
2	2002 066	2003	Chevy	Suburban	31,167	8	Fair to Poor	TBD per Adm Committee

**CAPITAL
IMPROVEMENTS**

TRI-COMMUNITY SOUTH EMS CAPITAL RESERVE FUND
EMERGENCY MEDICAL SERVICE



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Fund Balance	\$ 1,733,557	\$ 1,913,339	\$ 2,037,712	\$ 2,037,712	\$ 1,996,342
Revenue	227,567	395,640	137,173	268,764	130,048
Expenditures	(47,785)	(271,267)	(343,200)	(310,134)	(42,200)
Ending Fund Balance	\$ 1,913,339	\$ 2,037,712	\$ 1,831,685	\$ 1,996,342	\$ 2,084,190

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.

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Revenue					
90-00-000-?????-000					
345001 Interest Revenue	\$ 16,140	\$ 14,145	\$ 20,000	\$ 2,000	\$ 2,000
360005 PA VFC Grant	9,969	4,917	4,000	10,837	5,000
360006 DCED Grant	-	8,568	-	-	-
360007 EMSOF Grant	6,517	4,445	5,647	5,000	5,200
360009 Transfer from TCS EMS Fund	181,656	362,889	98,026	248,455	115,348
360012 Bethel Park Donation-RAD	10,603	-	3,500	-	-
360013 South Park Donation-RAD	1,584	-	2,500	-	-
360014 Upper St. Clair Donation-RAD	1,098	676	3,500	2,472	2,500
Total Revenue	\$ 227,567	\$ 395,640	\$ 137,173	\$ 268,764	\$ 130,048
Expenditures					
91-20-206-500???-000					
401 Medical Equipment	\$ 11,979	\$ -	\$ 15,000	\$ -	\$ 10,000
402 Vehicles/Ambulances	-	234,522	300,000	287,097	-
403 Life Paks	916	(583)	-	-	-
404 Computer Equipment	1,744	11,305	12,000	6,484	15,000
405 Furniture	-	360	1,000	-	-
406 Copier Equipment	-	8,955	-	-	-
415 EMSOF Grant Equipment	19,593	11,662	11,200	11,081	12,000
416 VFC Grant Equipment	13,553	5,046	4,000	5,472	5,200
Total Expenditures	\$ 47,785	\$ 271,267	\$ 343,200	\$ 310,134	\$ 42,200

BUDGETARY COMMENT

In 2011, TCS plans on replacing certain computer and medical equipment.

DEBT SERVICE

SINKING FUNDS DEBT SERVICE



	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	2,672,430	3,656,422	3,139,617	3,255,647	3,882,053
Expenditures	(2,672,430)	(3,656,422)	(3,139,617)	(3,255,647)	(3,882,053)
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

PROGRAM OVERVIEW

A Sinking Fund is required by the Local Unit Debt Act (Act 185 of 1972) for the payment of principal and interest of local debt. The repayment of debt directly from the General Fund or some other operating fund is not allowed by this state law. Under the law; funds must first be transferred from the operating fund to the sinking fund; then sinking fund in turn makes payment to the debt holder. The Township operates one sinking fund for each debt issue, which includes the General Obligation Bond Issues of 2006, 2007, 2008, 2009 and the General Obligation Note of 2010.

	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Revenue					
Transfer from General Fund	\$ 1,159,800	\$ 1,300,871	\$ 1,178,907	\$ 1,204,388	\$ 1,745,475
Transfer from Sanitary Sewer Fund	793,634	1,008,797	861,703	872,900	954,223
Transfer from Boyce Mayview C&RC Fund	718,996	1,346,754	1,099,007	1,178,359	1,182,355
Total Revenue	\$ 2,672,430	\$ 3,656,422	\$ 3,139,617	\$ 3,255,647	\$ 3,882,053
Expenditures					
2003 General Obligation Bonds-Principal	\$ 485,000	\$ 495,000	\$ -	\$ -	\$ -
2006 General Obligation Bonds-Principal	5,000	5,000	20,000	20,000	25,000
2007 General Obligation Bonds-Principal	10,000	15,000	145,000	145,000	145,000
2008 General Obligation Bonds-Principal	-	570,000	535,000	535,000	555,000
2009 General Obligation Bonds-Principal	-	-	365,000	365,000	590,000
2010 General Obligation Note-Principal	-	-	-	-	375,000
2003 General Obligation Bonds-Interest	282,077	268,996	-	-	-
2006 General Obligation Bonds-Interest	427,830	427,542	427,235	427,235	426,458
2007 General Obligation Bonds-Interest	411,205	410,654	407,895	407,895	402,657
2008 General Obligation Bonds-Interest	1,051,318	1,464,230	1,071,970	1,188,000	1,173,843
2009 General Obligation Bonds-Interest	-	-	167,517	167,517	174,095
2010 General Obligation Note-Interest	-	-	-	-	15,000
Total Expenditures	\$ 2,672,430	\$ 3,656,422	\$ 3,139,617	\$ 3,255,647	\$ 3,882,053

BUDGETARY COMMENT

Total estimated debt payments for 2011 have increased by \$742,436 from the 2010 Budget primarily due to the Township's plan to satisfy the principal amount (\$375,000) of the 2010 General Obligation Note in 2011.

DEBT AND DEBT LIMITS

The following table shows the debt of the Township as of December 31, 2010 including bonds and notes:

Electoral Debt	\$	-
Nonelectoral Debt		
General Obligation Note of 2005		289,071
General Obligation Bonds of 2006		9,960,000
General Obligation Bonds of 2007		9,825,000
General Obligation Bonds of 2008		31,195,000
General Obligation Bonds of 2009		6,645,000
General Obligation Note of 2010		375,000
Total Nonelectoral Debt		<u>58,289,071</u>
 Add: Lease Rental Debt		 -
Total Gross Indebtedness		<u>58,289,071</u>
 Less: Debt Excluded as self-liquidating or separately stated pursuant to §8242(a) of the Debt Act		 <u>(16,605,000)</u>
Net Nonelectoral and Lease Rental Debt	\$	<u>41,684,071</u>

The statutory debt limit of the Township is calculated under the Debt Act as a percentage of the Township's "Borrowing Base." The Borrowing Base is defined as the arithmetic average of "Total Revenues" (as defined by the Debt Act) for the three fiscal years ended next preceding the date of incurring debt. The Township calculated Borrowing Base as reported in the 2009 Comprehensive Annual Financial Report is as follows:

Arithmetic Average (Borrowing Base)	\$	<u>21,494,573</u>
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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)	\$ 53,736,433	\$ 41,684,071	\$ 12,052,362
Nonelectoral and Lease Rental Debt Limit (350% of Borrowing Base)	\$ 75,231,006	\$ 41,684,071	\$ 33,546,935

TOWNSHIP BOND AND NOTE OBLIGATIONS OVERVIEW**1. General Obligation Bonds of 2003 (Refunded through 2006 & 2009 General Obligation Bonds)**

In May 2003, the Township issued \$18,705,000 in general obligation bonds to fund various mandated and essential capital projects, which included the following:

- A. Sanitary Sewer Consent Order projects as agreed upon by the Township with the Allegheny County Health Department
- B. Construction of a new Volunteer Fire Station on Route 19
- C. Construction of Abbeyville Road Extension
- D. Reconstruction of Cook School Road Phase II
- E. Renovation of the current Public Works Building
- F. Improvements to access ways and site preparation in Boyce Mayview Park
- G. Storm sewer construction and rehabilitation (NPDES compliance)

2. General Obligation Bonds of 2006

In September 2006, the Township issued \$9,995,000 in general obligation bonds to refund a portion of the 2003 General Obligation Bonds of which \$18,250,000 was outstanding. The bonds bear coupon interest rates between 3.40% and 4.45%.

3. General Obligation Bonds of 2007

In April 2007, the Township issued \$9,995,000 in general obligation bonds to fund various mandated and essential capital projects, which included the following:

- A. Sanitary Sewer Consent Order projects as agreed upon by the Township with the Allegheny County Health Department
- B. Complete construction of the Boyce Mayview Park ball fields
- C. Replacement of a tennis bubble
- D. Construct a new retaining wall at the Public Works Building
- E. Architects' fees for the construction of a new Community & Recreation Center (C&RC)
- F. Boyce Mayview Park Site & HOP Development costs
- G. Sidewalk improvements along Rt. 19 and Ft. Couch roads
- H. Improvements to intersection at Rt. 19 and Boyce road
- I. Morton Field parking and field improvements
- J. Construct a pedestrian crossing at Chartwell Drive
- K. The bonds bear coupon rates between 3.50% and 4.25%

4. General Obligation Bonds of 2008

In March 2008, the Township issued \$32,300,000 in general obligation bonds to fund various mandated and essential capital projects, which included the following:

- A. Sanitary Sewer Consent Order projects as agreed upon by the Township with the Allegheny County Health Department
- B. Construction Management, Engineering, and Architect Fees associated with the construction of the Boyce Mayview Community & Recreation Center
- C. Construction costs associated with the construction of the Boyce Mayview Community & Recreation Center
- D. Construction Management, Engineering, and Construction costs for the construction of a Public Works Annex Building at Boyce Mayview Park
- E. Sidewalk improvements along Ft. Couch Road
- F. Morton Field and Parking Improvements
- G. Construction of the Mayview Road HOP turning lane
- H. Improvements along Morrow Road

5. General Obligation Bonds of 2009

In December 2009, the Township issued \$7,010,000 in general obligation bonds to refund the remaining portion of the 2003 General Obligation Bonds of which \$6,805,000 was outstanding. The bonds bear coupon interest rates between 2.00% and 3.35%.

6. General Obligation Note of 2010

In August 2010, the Township issued a \$375,000 note to finance the purchase of Public Safety vehicle for the Volunteer Fire Department and a parcel of land located at 2023 Washington Road. The note bears an interest rate of 2.79% and a five (5) year repayment schedule.

LONG-TERM DEBT SCHEDULES

**TOWNSHIP OF UPPER ST. CLAIR
RETIREMENT OF PRINCIPAL
AS OF DECEMBER 31, 2011**

Bond Series	Unpaid Principal Balance 12.31.10	2011 Principal Retirement General Fund	2011 Principal Retirement Sanitary Sewer Fund	2011 Principal Retirement C&RC Fund	Unpaid Principal Balance 12.31.11
2006 General Obligation Bonds	9,960,000	15,000	10,000		9,935,000
2007 General Obligation Bonds	9,825,000	95,000	50,000		9,680,000
2008 General Obligation Bonds	31,195,000	81,974	93,462	379,564	30,640,000
2009 General Obligation Bonds	6,645,000	400,000	190,000		6,055,000
2010 General Obligation Note	375,000	375,000			-
Total Long Term Debt-Principal	\$ 58,000,000	\$ 966,974	\$ 343,462	\$ 379,564	\$ 56,310,000

LONG-TERM DEBT SCHEDULES (Continued)

I. BONDED INDEBTEDNESS

Issue: 2006 General Obligation Bond Issue
 Date: September 14, 2006
 Principal Amount: \$ 9,990,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding a portion of the 2003 General Obligation Bond Issue.

2006 Bond Issue					
Total Debt Service					
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service	
2011	3.500%	\$ 25,000	\$ 426,458	\$ 451,458	
2012	3.600%	25,000	425,570	450,570	
2013	3.700%	25,000	424,658	449,658	
2014	4.000%	25,000	423,695	448,695	
2015	4.000%	25,000	422,695	447,695	
2016	4.000%	30,000	421,595	451,595	
2017	4.000%	30,000	420,395	450,395	
2018	4.000%	30,000	419,195	449,195	
2019	4.000%	30,000	417,995	447,995	
2020	4.000%	35,000	416,695	451,695	
2021	4.000%	815,000	399,695	1,214,695	
2022	4.250%	855,000	365,226	1,220,226	
2023	4.250%	885,000	328,251	1,213,251	
2024	4.250%	925,000	289,789	1,214,789	
2025	4.250%	965,000	249,626	1,214,626	
2026	4.300%	1,010,000	207,405	1,217,405	
2027	4.300%	1,055,000	163,008	1,218,008	
2028	4.400%	1,100,000	116,125	1,216,125	
2029	4.400%	380,000	83,565	463,565	
2030	4.450%	395,000	66,416	461,416	
2031	4.450%	415,000	48,394	463,394	
2032	4.450%	430,000	29,592	459,592	
2033	4.450%	450,000	10,013	460,013	
Total		\$ 9,960,000	\$ 6,576,056	\$ 16,536,056	

LONG-TERM DEBT SCHEDULES (Continued)

II. BONDED INDEBTEDNESS

Issue: 2007 General Obligation Bond Issue
 Date: April 19, 2007
 Principal Amount: \$ 9,995,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Capital equipment and improvements to Township buildings, roads, sewers, and parks.

2007 Bond Issue Total Debt Service				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2011	3.625%	\$ 145,000	\$ 402,657	\$ 547,657
2012	3.625%	145,000	397,401	542,401
2013	3.625%	150,000	392,054	542,054
2014	4.000%	165,000	386,035	551,035
2015	4.000%	170,000	379,335	549,335
2016	4.000%	170,000	372,535	542,535
2017	4.000%	180,000	365,535	545,535
2018	4.000%	185,000	358,235	543,235
2019	4.000%	195,000	350,635	545,635
2020	4.000%	200,000	342,735	542,735
2021	4.000%	250,000	333,735	583,735
2022	4.000%	250,000	323,735	573,735
2023	4.000%	270,000	313,335	583,335
2024	4.000%	285,000	302,235	587,235
2025	4.000%	295,000	290,635	585,635
2026	4.000%	305,000	278,635	583,635
2027	4.000%	315,000	266,235	581,235
2028	4.150%	330,000	253,087	583,087
2029	4.150%	1,110,000	223,208	1,333,208
2030	4.250%	1,160,000	175,525	1,335,525
2031	4.250%	1,210,000	125,162	1,335,162
2032	4.250%	340,000	92,225	432,225
2033	4.250%	125,000	82,344	207,344
2034	4.250%	600,000	66,937	666,937
2035	4.250%	625,000	40,906	665,906
2036	4.250%	650,000	13,812	663,812
Total		\$ 9,825,000	\$ 6,928,908	\$ 16,753,908

LONG-TERM DEBT SCHEDULES (Continued)

III. BONDED INDEBTEDNESS

Issue: 2008 General Obligation Bond Issue
 Date: March 6, 2008
 Principal Amount: \$ 32,300,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund
 Purpose: Capital equipment and improvements to Township buildings, roads, sewers, and parks.

2008 Bond Issue Total Debt Service					
Year of Maturity	Rate Coupon	Principal	Interest	Remarketing Fees	Annual Debt Service
2011	3.280%	\$ 555,000	\$ 1,014,094	\$ 59,748	\$ 1,628,842
2012	3.280%	570,000	995,644	58,637	1,624,281
2013	3.280%	595,000	976,538	57,476	1,629,014
2014	3.280%	610,000	956,776	56,287	1,623,063
2015	3.280%	635,000	936,358	55,049	1,626,407
2016	3.280%	650,000	915,284	53,781	1,619,065
2017	3.280%	675,000	893,554	52,464	1,621,018
2018	3.280%	705,000	870,922	51,090	1,627,012
2019	3.280%	725,000	847,470	49,676	1,622,146
2020	3.280%	750,000	823,280	48,214	1,621,494
2021	3.280%	775,000	798,270	46,703	1,619,973
2022	3.280%	810,000	772,276	45,123	1,627,399
2023	3.280%	840,000	745,216	43,485	1,628,701
2024	3.280%	865,000	717,254	41,798	1,624,052
2025	3.280%	895,000	688,390	40,053	1,623,443
2026	3.280%	920,000	658,624	38,259	1,616,883
2027	3.280%	960,000	627,792	36,387	1,624,179
2028	3.280%	990,000	595,812	34,456	1,620,268
2029	3.280%	1,025,000	562,766	32,457	1,620,223
2030	3.280%	1,060,000	528,572	30,391	1,618,963
2031	3.280%	1,100,000	493,148	28,246	1,621,394
2032	3.280%	1,980,000	442,636	24,385	2,447,021
2033	3.280%	2,280,000	372,772	19,939	2,672,711
2034	3.280%	2,365,000	296,594	15,327	2,676,921
2035	3.280%	2,445,000	217,710	10,559	2,673,269
2036	3.280%	1,300,000	156,292	8,024	1,464,316
2037	3.280%	2,020,000	101,844	4,085	2,125,929
2038	3.280%	2,095,000	34,358	-	2,129,358
Total		\$ 31,195,000	\$ 18,040,246	\$ 1,042,099	\$ 50,277,345

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2011, the total impact of the variable interest rate and remarketing fees on interest payments is expected to be \$100,000 higher than indicated on the schedule.**

LONG-TERM DEBT SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

Issue: 2009 General Obligation Bond Issue
 Date: December 16, 2009
 Principal Amount: \$ 7,010,000
 Interest Rate: See Coupon Rate Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding a portion of the 2003 General Obligation Bond Issue.

2009 Bond Issue Total Debt Service				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2011	2.000%	\$ 590,000	\$ 174,095	\$ 764,095
2012	2.000%	605,000	162,145	767,145
2013	2.250%	620,000	149,120	769,120
2014	2.500%	630,000	134,270	764,270
2015	3.000%	650,000	116,645	766,645
2016	2.600%	670,000	98,185	768,185
2017	2.850%	685,000	79,714	764,714
2018	3.000%	710,000	59,303	769,303
2019	3.200%	730,000	36,972	766,972
2020	3.350%	755,000	12,646	767,646
Total		\$ 6,645,000	\$ 1,023,095	\$ 7,668,095

LONG-TERM DEBT SCHEDULES (Continued)

V. NOTE INDEBTEDNESS

Issue: 2010 General Obligation Note
 Date: August 18, 2010
 Principal Amount: \$ 375,000
 Interest Rate: See Rate Below
 Debt Service Source: General Fund
 Purpose: Public Safety vehicle and land acquisition at 2023 Washington Road.

2010 General Obligation Note				
Total Debt Service				
Year of Maturity	Interest Rate	Principal	Interest	Annual Debt Service
2011	2.790%	\$ 70,930	\$ 10,463	\$ 81,393
2012	2.790%	72,909	8,484	81,393
2013	2.790%	74,943	6,449	81,392
2014	2.790%	77,034	4,358	81,392
2015	2.790%	79,184	2,209	81,393
Total		\$ 375,000	\$ 31,963	\$ 406,963

***For 2011, the Township plans on paying off the full principal (\$375,000) of the 2010 General Obligation Note. The schedule presented above is the standard amortization schedule of the Note.**

**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 Manger shall submit to the Board of Commissioners a proposed budget for the ensuing fiscal year and an accompanying message.

C-903. Budget message.

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

C-904. Budget.

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

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

C-904. (Cont'd)

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

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

C-905. Public record.

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

C-906. Adoption of Budget.

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

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

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

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

C-907. Amendment of Budget.

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

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

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

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

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

C-908. Appropriations and levy.

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

FINANCIAL MANAGEMENT

&

BUDGETARY POLICIES

FINANCIAL MANAGEMENT AND BUDGETARY POLICIES OVERVIEW

The Township of Upper St. Clair has an important responsibility to its citizens to carefully account for public funds, to manage municipal finances wisely, and to plan the adequate funding of services, including the provision and maintenance of public facilities. Financial management and budgetary policies are adopted for the purpose of providing sound principles in planning the Township's current and future needs. Adherence to these policies have 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. The Enterprise Fund (sanitary sewer) and Recreation programs in the General Fund are to be self-supporting.
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 service.
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 cast from its various funds to obtain the maximum possible return on its investments. Interest will be credited to the source of the invested moneys.
5. The accounting system will provide regular information concerning cash positions and investment performance.
6. The Township will collect revenues aggressively, including past due bills of any type.

DEBT MANAGEMENT POLICIES

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

CAPITAL IMPROVEMENT PROGRAM POLICIES

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

CAPITAL IMPROVEMENT PROGRAM POLICIES (Continued)

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

PURCHASING POLICIES

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

RESERVE POLICIES

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

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

ACCOUNTING MEASUREMENT
ACCOUNTING SYSTEMS
&
BUDGETARY CONTROL

ACCOUNTING MEASUREMENT

Governmental Funds

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

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

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 2011, 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.

Budgeted Governmental Funds

Proprietary Funds

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

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

ENTERPRISE FUNDS

Budgeted Proprietary Funds

Sanitary Sewer Fund

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

Township/School District Magazine Fund

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

Boyce Mayview Community & Recreation Center Fund

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

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The Township has elected not to follow subsequent private-sector guidance.

The basis of accounting defined for budgetary purposes in the aforementioned governmental and proprietary fund sections is also the same basis of accounting used in the Township's audited financial statements.

ACCOUNTING SYSTEMS

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

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

BUDGETARY CONTROL

An operating budget is legally adopted each year for the General Fund, State Liquid Fuels Tax Fund, Storm Sewer Improvement Fund, Field Improvement Fund, Library Regional Asset District Fund and Boyce Mayview Park Regional Asset District Fund (Special Revenue Funds), Debt Service Funds for the General Obligation Bonds of 2006, 2007, 2008, 2009 and the General Obligation Note of 2010, 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, MATUSC (Special Revenue Funds) or the Capital Projects Fund 2008 (Capital Projects 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.

**STAFF LEVEL
CHANGES**

APPENDIX A
PERSONNEL INFORMATION



STAFF LEVEL CHANGES – FULL TIME PERSONNEL

Department	2010 Staff Level	2011 Staff Level	Increase/(Decrease)
Administration	6	7	1

Explanation: In 2011, one (1) full-time Departmental Secretary is moving from Community Development to Administration.

Finance	3	3	0
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Explanation: No staff level changes expected in 2011.

Information Technology	4	4	0
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Explanation: No staff level changes expected in 2011.

Police	33	35	2
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Explanation: In 2010, the Police Department had one (1) Police Dispatcher promoted to fill a vacant Police Officer position and one (1) Police Officer retire. In 2011, the Police Department plans on filling both of the 2010 vacancies.

Community Development	6	5	(1)
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Explanation: See Administration.

Public Works - Administration	8	9	1
Public Works - Laborers	23	24	1

Explanation: Due to retirements and reorganization within the department, Public Works is planning on filling a vacant Laborer position and hiring a Park & Forestry Administrator in 2011.

Recreation	15	16	1
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Explanation: In 2011, the Boyce Mayview Community & Recreation Center has budgeted for one (1) additional full-time employee, a Facility Rental Coordinator.

Library	9	9	0
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Explanation: No staff level changes expected in 2011.

STAFF LEVEL CHANGES – PART-TIME REGULAR PERSONNEL

Administration	1	1	0
Community Development	1	2	1
Public Works - Summer Laborers	17	17	0
Recreation	288	288	0
Library	25	25	0

Explanation: Due to a Departmental Secretary transferring departments, Community Development is budgeting for one (1) additional part-time Departmental Secretary in 2011.

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
MANAGEMENT										
Township Manager	1	1	1	1	1	1	1	1	1	1
Assistant Township Manager/Director of Administration	1	1	1	1	1	1	1	1	1	1
Chief of Police	1	1	1	1	1	1	1	1	1	1
Director of Finance	1	1	1	1	1	1	1	1	1	1
Deputy Chief of Police	1	1	1	1	1	1	1	1	1	1
Director of Public Works	1	1	1	1	1	1	1	1	1	1
Director of Planning and Community Development	0	0	0	0	0	0	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 and Leisure Services	1	1	1	1	1	1	1	1	1	1
Deputy Director of Public Works	1	1	1	1	0	0	0	0	0	0
Director of Community Dev./Assistant Twp. Mgr.	1	1	1	1	1	1	0	0	0	0
Management Subtotal	11	11	11	11	10	10	10	10	10	10
ADMINISTRATION										
Executive Assistant - Office of the Township Manager	1	1	1	1	1	1	1	1	1	1
Administrative Assistant	2	2	2	2	2	2	2	2	2	3
Office Assistant	1	1	1	1	1	1	1	1	1	1
Employee Benefit Specialist	0	0	0	0	0	0	1	0	0	0
Administration Subtotal	4	4	4	4	4	4	5	4	4	5
FINANCE										
Accounting Manager	0	0	0	0	0	1	1	1	1	1
Payroll and Finance Accountant	1	1	1	1	1	1	1	1	1	1
Finance Assistant	1	1	1	1	1	1	1	0	0	0
Finance Subtotal	2	2	2	2	2	3	3	2	2	2
INFORMATION TECHNOLOGY										
Database/Support Technician	0	1	1	1	1	1	1	1	1	1
Operations and Network Administrator	0	0	0	0	1	1	1	1	1	1
Support Technician I	0	0	1	1	1	1	1	1	1	1
Information Technology Subtotal	0	1	2	2	3	3	3	3	3	3

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS (Continued)

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
POLICE										
Uniformed Police Officer	26	25	26	26	26	26	25	26	25	26
Police Dispatcher	4	4	4	4	4	4	4	4	3	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 of Police	1	1	1	1	1	1	1	1	1	1
Police Subtotal	33	32	33	33	33	33	32	33	31	33
COMMUNITY DEVELOPMENT										
Planning & Zoning Administrator	1	1	1	1	1	1	0	0	0	0
Chief Inspector	1	1	1	1	1	1	1	1	1	1
Code Enforcement Officer	0	1	1	1	1	1	1	1	1	1
Secretary - Director of Community Development	1	1	1	1	1	1	1	1	1	1
Department Secretary	1	1	1	1	1	1	1	2	2	1
Community Development Subtotal	4	5	5	5	5	5	4	5	5	4
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	0	0	0	1	1	1	1	1	1	1
Building/Grounds & Sustainability Administrator	0	0	0	0	0	0	0	0	1	1
Park & Forestry Administrator	0	0	0	0	0	0	0	0	0	1
Department Coordinator	0	0	0	0	0	1	1	1	1	1
Confidential Secretary to the Director of Public Works	1	1	1	1	1	1	1	1	1	1
Public Works Clerk	1	1	1	1	1	1	1	1	1	1
Superintendent of Parks/Buildings/Forester	1	1	1	1	1	1	1	1	0	0
Improvements Inspector/Technician	1	1	1	2	2	2	1	1	0	0
Public Improvements Inspector	1	1	1	0	0	0	0	0	0	0
Public Works Administration Subtotal	7	7	7	8	8	9	8	8	7	8
PUBLIC WORKS LABORERS										
Laborer	20	20	19	18	19	20	20	20	20	21
Mechanic	1	1	1	1	1	1	1	2	2	2
Working Foremen	3	3	3	3	3	3	3	1	0	0
Heavy Equipment Operator	1	1	1	0	0	0	0	1	1	1
Public Works Laborers Subtotal	25	25	24	22	23	24	24	24	23	24

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS (Continued)

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
RECREATION										
Assistant Director of Recreation and Leisure Services	0	0	0	0	0	0	1	1	1	1
C&RC Membership & Marketing Coordinator	0	0	0	0	0	0	1	1	1	1
C&RC Aquatics Supervisor	0	0	0	0	0	0	0	1	1	1
C&RC Building Maintenance Supervisor	0	0	0	0	0	0	0	1	1	1
C&RC Fitness Supervisor	0	0	0	0	0	0	0	1	1	1
C&RC Guest Relations Coordinator	0	0	0	0	0	0	0	1	1	1
C&RC Assistant Aquatics Supervisor	0	0	0	0	0	0	0	1	1	1
C&RC Membership Specialist	0	0	0	0	0	0	0	1	1	1
C&RC Group Exercise Coordinator	0	0	0	0	0	0	0	0	1	1
C&RC Exercise Physiologist	0	0	0	0	0	0	0	2	1	1
C&RC Building Custodian (Attendant)	0	0	0	0	0	0	0	1	1	1
C&RC Maintenance Custodian (Attendant)	0	0	0	0	0	0	0	0	1	1
Community Program Coordinator	0	1	1	1	1	1	1	1	1	1
Office Secretary	1	1	1	1	1	1	1	1	1	1
C&RC Facility Rental Coordinator	0	0	0	0	0	0	0	0	0	1
Recreation Subtotal	1	2	2	2	2	2	4	13	14	15
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	0	0	0	0	0	0	1	1	1	1
Technical Services Assistant	1	1	1	1	1	1	1	1	1	1
Secretary to the Director of the Library	1	1	1	1	1	1	1	1	1	1
Reference Librarian	0	0	0	0	0	0	0	1	1	1
Acquisition Coordinator	1	1	1	1	1	1	0	0	0	0
Library Subtotal	7	7	7	7	7	7	7	8	8	8
Total Full-Time Positions	94	96	97	96	97	100	100	110	107	112

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



PART-TIME POSITIONS

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
ADMINISTRATION										
Department Secretary	1	1	0	0	1	1	1	1	1	1
COMMUNITY DEVELOPMENT										
Fire Marshal	1	1	1	1	1	1	1	1	1	1
Department Secretary	1	1	1	1	1	1	0	0	0	1
Inspector	1	1	1	0	0	0	0	0	0	0
PUBLIC WORKS SUMMER LABORERS										
Part-Time Seasonal	N/A	17	17	17						
RECREATION										
C&RC Aquatics Part-Time Staff	0	0	0	0	0	0	0	58	64	64
C&RC Fitness Part-Time Staff	0	0	0	0	0	0	0	6	29	29
C&RC Guest Relations Part-Time Staff	0	0	0	0	0	0	0	18	25	25
C&RC Membership Part-Time Staff	0	0	0	0	0	0	0	3	6	6
C&RC Summer Seasonal Staff	0	0	0	0	0	0	0	49	63	63
Community Programs Part-Time Staff	N/A	96	100	100						
Older Adult Coordinator	1	1	1	1	1	1	1	1	1	1
LIBRARY										
Acquisition Coordinator	0	0	0	0	0	0	1	1	1	1
Reference Librarians	7	7	7	5	5	5	9	7	5	5
Library Assistants	15	15	15	19	19	19	12	10	12	12
Library Pages	9	9	9	6	6	6	10	8	3	3
Library Specialists	0	0	0	0	0	0	5	3	4	4
Total Part-Time Personnel	36	36	35	33	34	34	40	279	332	333

**SALARY &
WAGE SCALE**

APPENDIX A
PERSONNEL INFORMATION



NON-CONTRACTUAL SALARY & WAGE SCALE

Department	Position	Pay Grade	Minimum	Maximum
Administration	Township Manager	1	112,997	158,193
Administration Police	Assistant Township Manager/Director of Administration Chief of Police	2	92,620	129,667
Finance Police Public Works	Director of Finance Deputy Chief of Police Director of Public Works	3	75,916	106,286
Community Development Information Technology Library Public Works Public Works Public Works Recreation	Director of Planning and Community Development Director of Information Technology Director of the Library Superintendent of Public Improvements Superintendent of Operations Superintendent of Projects Director of Recreation and Leisure Services	4	62,230	87,120
Finance Police Public Works Recreation	Accounting Manager Technical Services Coordinator Building/Grounds & Sustainability Administrator Assistant Director of Recreation and Leisure Services	5	51,006	71,407
Administration Community Development Community Development Library Public Works Recreation	Executive Assistant - Office of the Township Manager Chief Inspector Planning & Zoning Administrator Head of Youth Services Park & Forestry Administrator C&RC Membership & Marketing Coordinator	6	41,809	58,534
Administration Community Development Community Development Information Technology Information Technology Library Library Recreation Recreation Recreation Recreation Recreation	Administrative Assistant Code Enforcement Officer Fire Marshal Database/Support Technician Operations and Network Administrator Head of Technical Services Youth Services Librarian C&RC Aquatics Supervisor C&RC Building Maintenance Supervisor C&RC Fitness Supervisor C&RC Guest Relations Coordinator Community Program Coordinator	7	34,271	47,977

**SALARY &
WAGE SCALE**

APPENDIX A
PERSONNEL INFORMATION



NON-CONTRACTUAL SALARY & WAGE SCALE (Continued)

Department	Position	Pay Grade	Minimum	Maximum
Administration	Office Assistant	8	22,847	39,981
Finance	Payroll and Finance Accountant			
Information Technology	Support Technician I			
Library	Secretary to the Director of the Library			
Library	Circulation Coordinator			
Library	Technical Services Assistant			
Library	Reference Librarian			
Library	Youth Services Library Specialist			
Police	Confidential Secretary to the Chief of Police			
Police	Records Coordinator			
Public Works	Confidential Secretary to the Director of Public Works			
Public Works	Department Coordinator			
Recreation	C&RC Assistant Aquatics Supervisor			
Recreation	C&RC Membership Specialist			
Recreation	C&RC Group Exercise Coordinator			
Recreation	C&RC Exercise Physiologist			
Recreation	Office Secretary			
Recreation	C&RC Facility Rental Coordinator			

CONTRACTUAL SALARY & WAGE SCALES

Public Works - Local 205 Union Contract 2011 Salary & Wage Scale		
I.	Master Mechanic	\$27.36/hr
II.	Mechanic	\$26.36/hr
III.	Heavy Equipment Operator	\$26.36/hr
IV.	Foreman	\$26.36/hr
V.	Laborer III (after 36 mos.)	\$24.56/hr
	Laborer II (13-36 months)	\$22.28/hr
	Laborer I (0-12 months)	\$19.97/hr
VI.	Semi-Skilled Laborer III	\$17.84/hr
	Semi-Skilled Laborer II	\$16.41/hr
	Semi-Skilled Laborer I	\$15.09/hr
	Semi-Skilled Laborer Probationary	\$11.48/hr
VII.	C&RC Attendant	\$16.87/hr
VIII.	Public Works Clerk	\$22.66/hr

Police Union Contract 2011 Salary & Wage Scale	
Officer 1	\$23.74/hr
Officer 2	\$25.71/hr
Officer 3	\$28.09/hr
Officer 4	\$32.91/hr
Officer 5	\$35.31/hr
Officer 6	\$37.68/hr
Sergeant	\$41.45/hr
Lieutenant	\$45.59/hr
Dispatcher	\$16.60 - \$20.77/hr

* The Police Officer's contract expires December 31, 2010. Hourly wages are assumed at a 3.0% increase.

PUBLIC WORKS VEHICLES

	Asset Tag	Year	Make	Model	Mileage (as of 11- 1-2010)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2001 060	2001	Chevy	Pick-Up	50,318	10	Fair	2012
2	2005 040	2005	Chevy	Pick-Up	83,505	6	Good	2012
3	2006 052	2006	Chevy	Pick-Up	80,293	5	Good	2013
4	2007 042	2007	Chevy	Silverado Pick-up	36,367	4	Excellent	2014
5	2009 029	2009	Chevy	Colorado Pick-Up	9,776	2	Excellent	2016
6	2009 030	2009	Ford	Escape 4 x 4	8,057	2	Excellent	2016
Utility Trucks								
1	2000 018	2000	Ford	Pick-Up Utility	41,809	11	Fair	DNR
2	2001 056	2001	Ford	Pick-Up Utility	29,424	10	Good	2014
3	2001 057	2001	Ford	Pick-Up Utility	66,746	10	Good	2012
4	2006 049	2006	Ford	Pick-Up Utility	13,202	5	Excellent	2016
5	2006 050	2006	Ford	Pick-Up Utility	20,481	5	Good	2013
6	2005 041	2006	Ford	Pick-Up Utility	25,344	5	Good	2013
7	2003 066	2003	Ford	Pick-Up Utility	29,348	8	Good	2012
8	2003 063	2003	Ford	F-550	34,569	8	Good	DNR
9	2003 061	2003	Ford	F-550	33,905	8	Good	DNR
10	2007 052	2008	Ford	F-550	22,665	3	Excellent	2014
11	2007 053	2008	Ford	F-550	19,094	3	Excellent	2014
12	2007 055	2008	Ford	F-550	10,912	3	Excellent	2015
13	2006 051	2007	Ford	F-550	19,094	4	Good	2014
14	2003 062	2003	Ford	F-550	30,810	8	Good	2011
15	2008 067	2008	Ford	F-550	9,860	3	Excellent	2015
16	Not Assigned	2011	Ford	F-550 XL Tr	300	0	New	2017
17	Not Assigned	2011	Ford	F-550 XL Tr	316	0	New	2017
18	2008 066	2008	Dodge	Mechanics Service Vehicle	7,677	3	Excellent	2018
19	2002 061	2002	Ford	Bucket Truck	6,254	9	Excellent	2015
20	2005 039	2006	Ford	Econoline 350 Van	14,317	5	Good	2016

PUBLIC WORKS VEHICLES (Continued)

	Asset Tag	Year	Make	Model	Mileage (as of 11-1-2010)	Age in Years	Condition	Anticipated Replacement Year
Dump Trucks								
1	2003 065	2004	Int'l	Dump	8,072	7	Good	2013
2	2000 021	2001	Int'l	Dump	15,265	10	Good	DNR
3	2000 022	2001	Int'l	Dump	15,847	10	Good	DNR
4	2000 019	2001	Int'l	Dump	16,207	10	Poor	2011
5	2001 059	2002	Int'l	Dump	12,418	3	Good	2012
6	2002 060	2002	Int'l	Dump	11,749	3	Good	2012
7	2004 047	2005	Int'l	Dump	8,432	6	Good	2015
8	2007 054	2008	Int'l	Dump	3,629	3	Excellent	2017
9	2009 048	2010	Int'l	Dump	0	1	New	2020
Other Vehicles								
1	2002 063	2002	CAT	Backhoe	4,067	9	Fair	2012
2	1995 001	1995	CAT	Loader	8,491	16	Fair	DNR
3	2003 005	2003	CAT	Wheel Loader	5,355	8	Good	2013
4	2003 060	2003	Int'l	Sewer Jet	2,208	8	Good	2014
5	2001 007	2001	Massey	Flail Mower	N/A	10	Poor	2011
6	2002 062	2003	Sterling	Sweeper	22,158	8	Good	2013
7	Not Assigned	2010	Toro	Groundsmaster 5910	N/A	1	Excellent	2015

PUBLIC WORKS EQUIPMENT

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
1	112H8V3277LO73142	2007	20 Ton Trailer	4	Excellent	As Needed
2	Not Applicable	2001	3 M Sign Machine	10	Good	2011
3	Not Applicable	1993	Aeroway 8' Quickaway Tire Angle Aerator	18	Good	DNR
4	1ZFUF0819NB001827	1992	Asphalt Trailer	19	Fair	DNR
5	Not Applicable	1993	Asphalt Wacker	18	Fair	As Needed
6	Not Applicable	1986	Asphalt Wacker Heinrich	25	Poor	DNR
7	Not Applicable	1962	Back-Up Sewer Machine	49	Good	DNR
8	6781	1993	Bandit Chipper	18	Good	2018
9	28-1491	2009	Bannerman Diamond Master Groomer	2	Excellent	2019
10	Not Applicable	1999	Bannerman Infield Ren	12	Poor	DNR

PUBLIC WORKS EQUIPMENT (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
11	Not Applicable	1993	Bannerman Turf Topper	18	Good	2013
12	Not Applicable	2001	Bermeme FB-60S Gas Driving Hammer	10	Fair	2011
13	CAT037CLBNE01989	2008	Caterpillar Backhoe	2	Excellent	2018
14	15355	1997	Chicago Pneumatic Air Comp.	13	Good	2013
15	EG0932-040552	2009	Club Car Utility Vehicle	1	Excellent	2014
16	473A51215L1110643	1990	Cronkite Trailer	20	Fair	DNR
17	431FS101981000714	2008	Cross Country Roller Trailer	2	Excellent	As Needed
18	36590	2001	Esab Plasma Cutter	9	Excellent	2011
19	UV26715/Modl AV413P	1994	Ford 2120 (LCG Tractor)	16	Fair	DNR
20	12D-GX160	2008	Gorman-Rupp Water 1 Pump 2"	2	Excellent	As Needed
21	13A52-GX390	2008	Groman-Rupp Water 1 Pump 3"	2	Excellent	As Needed
22	1ZFUF2015NB002058	1992	Groundsmaster Trailer	18	Fair	DNR
23	1H9X151019C122006	2009	Harben Sewer Jet	1	Excellent	2024
24	27231284	2008	Hoffman 1625EM Tire Changer	2	Good	2018
25	G84BB012	2008	Hoffman 2400 Tire Balancer	2	Good	2018
26	Not Applicable	2002	Hotsy Gas-Fired Pressure Washer	8	Good	As Needed
27	W004X2X080512	2002	John Deere 4x2 Gator	8	Fair	DNR
28	Not Applicable	2000	Jumping Jack Tamper	10	Good	DNR
29	36739	2005	Kubota Tractor	6	Good	2015
30	KRTV900A61068850	2007	Kubota RTV Utility #1	4	Good	2013
31	KRTV900A61068851	2007	Kubota RTV Utility #2	4	Good	2013
32	89681	2008	Kubota RTV900 Utility Vehicle #3	3	Good	2014
33	89684	2008	Kubota RTV900 Utility Vehicle #4	3	Good	2014
34	Not Applicable	2002	Leaf Blower Attachment for Groundsmaster	9	Good	2012
35	Not Applicable	2002	Leaf Blower Attachment for Groundsmaster	9	Good	2012
36	23201110025018	2004	Lely Broadcast Spreader	7	Good	2014
37	Not Applicable	2009	Liftmore	2	Excellent	DNR
38	10930160	2002	Line Painter	9	Good	DNR
39	1ZFUF1018SB002433	1992	Line Painting Trailer	19	Good	As Needed
40	903769	2001	Miller MIG Welder	10	Good	2011
41	Not Applicable	2005	Multiguip plate compactor	6	Good	As Needed
42	Not Applicable	1996	National Triplex Mower	15	Fair	As Needed
43	04831-1	2000	New Holland Tractor	11	Good	2011
44	5HLET08107FO72491	2007	Pavement Cutting Trailer	8	Excellent	As Needed
45	30980	2009	Pro Tech Sno Pusher	2	Excellent	2014

PUBLIC WORKS EQUIPMENT (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
46	Not Applicable	1972	Ryan Renothin	39	F/P	DNR
47	Not Applicable	1972	Ryan Turf Aerator	39	Poor	As Needed
48	Serial No. 110	2003	Ryan Turf Aerator	8	Good	2013
49	SE1823E	2004	Seeda-Vator	7	Good	2014
50	VS03535	2002	Sewer Machine	9	Good	DNR
51	Not Applicable	1983	Smithco Sprayer 100 Gal	28	Fair	DNR
52	97251	2001	Swenson tailgate conveyor	10	Good	As Needed
53	21302982	2005	Takeuchi Loader	6	Good	2015
54	1ZF1422TB004687	1996	Takeuchi Trailer	15	Good	As Needed
55	5HLUT122X8FO81901	2008	Top Brand 6x12 Trailer (Tom's)	3	Excellent	As Needed
56	250000319	2005	Toro 580-D Mower	6	Fair	2011
57	250000221	2005	Toro 3100D Reelmower	6	Good	2012
58	270000482	2007	Toro 3500D Sidewinder	4	Excellent	2012
59	S270000176	2008	Toro Debris Blower 600	3	Excellent	As Needed
60	260000507	2007	Toro Field Line Painter 1200	4	Excellent	As Needed
61	04021-230001808	2004	Toro Greenmaster Flex 21	7	Good	As Needed
62	Not Applicable	1994	Toro Greensmaster	17	Good	As Needed
63	Not Applicable	1996	Toro Greensmaster	15	Good	As Needed
64	200000519	2002	Toro Greensmaster	9	Good	2012
65	2600003001	2007	Toro Greensmaster 1600	4	Excellent	2012
66	230000128	2008	Toro Greensmaster 500	3	Excellent	As Needed
67	250000260	2006	Toro Groundsmaster	5	Good	2012
68	270000118	2007	Toro Groundsmaster 328	4	Excellent	2013
69	270000117	2007	Toro Groundsmaster 328	4	Excellent	2013
70	S280000207	2008	Toro Groundsmaster 4500-D	3	Excellent	2014
71	S290000147	2009	Toro Groundmaster 7210	2	Excellent	2014
72	290000352	2009	Toro Groundsmaster 3500-D	2	Excellent	2014
73	S290000455	2009	Toro Grandstand 48" Mower	2	Excellent	2017
74	270000433	2007	Toro Infield Pro 3040	4	Good	2012
75	S280000106	2008	Toro Pro Core 864	3	Excellent	As Needed
76	60100	2001	Toyota Forklift	10	Good/Used	2015
77	135-100-220	2009	Tuff Screen Player Protector	2	Excellent	As Needed
78	TG525	2004	Vermeer Tub Grinder	7	Good	2014
79	Not Applicable	1987	Vicon Spreader	24	Fair	DNR
80	5788322	2008	Wacker Vibratory Roller	3	Excellent	As Needed
81	270-245-419	2009	Weighted Field Tarp	2	Excellent	As Needed

POLICE DEPARTMENT VEHICLES

	Asset Tag	Year	Make	Model	Mileage (as of 11-1- 2010)	Age in Years	Condition	Anticipated Replacement Year
Patrol Vehicles / Traffic Vehicles								
1	2003 057	2003	Ford	Crown Victoria	81,102	8	Poor	2011
2	2006 047	2006	Ford	Crown Victoria	63,736	5	Fair	2011
3	2007 007	2007	Ford	Crown Victoria	39,544	4	Good	2012
4	2007 006	2007	Ford	Crown Victoria	50,476	4	Good	2012
5	2007 005	2007	Ford	Crown Victoria	36,892	4	Good	2012
6	2009 026	2009	Ford	Crown Victoria	366	2	Good	2013
7	2009 027	2009	Ford	Crown Victoria	8,352	2	Good	2013
8	2010 005	2010	Ford	Crown Victoria	452	1	Excellent	2014
9	2010 004	2010	Ford	Crown Victoria	307	1	Excellent	2014
4-Wheel Drive Vehicles								
1	2005 035	2005	Ford	Explorer	76,589	6	Fair	2011
2	2006 046	2006	Ford	Explorer	64,500	5	Fair	2012
3	2006 045	2006	Ford	Explorer	81,102	5	Poor	2012
4	2008 019	2008	Ford	Explorer	21,931	3	Good	2012
5	2008 021	2008	Ford	Explorer	56,315	3	Good	2013
6	2008 022	2008	Ford	Explorer	21,862	3	Good	2013
7	2009 025	2009	Ford	Explorer	16,302	2	Excellent	2013
8	2010 006	2010	Ford	Expedition	17,105	1	Excellent	2015
Other Equipment								
1	1992 027	1992	Chevy	Communication Van	3,461	19	Poor	2012
2	2000 013	2001	Ford	Cargo Van	52,988	10	Fair	2012
3	2001 054	2001	Polaris	Quad #1	N/A	10	Fair	If Grant Becomes Available
4	2001 049	2001	Polaris	Quad #2	N/A	10	Fair	If Grant Becomes Available
5	2001 048	2001	Polaris	Quad #3	N/A	10	Fair	If Grant Becomes Available
6	2001 050	2001	Mustang	Trailer	N/A	10	Fair	If Grant Becomes Available

VOLUNTEER FIRE DEPARTMENT VEHICLES

	Vin Number	Year	Make	Model	Mileage (as of 11-1- 2010)	Age in Years	Condition	Anticipated Replacement Year
Fire Protection Vehicles								
1	2053	1989	Amer La France	Engine	42,804	22	Poor	2015
2	1AFAC1187D1A17890	1983	Amer LaFrance	Rescue	17,903	28	Poor	2011
3	4Z3HAACK85RU02102	2005	Amer LaFrance	Ladder	26,442	6	Good	2030
4	1FMFU16588LA19358	2008	Ford	n	23,899	3	Good	2014
5	1FDSW35F71EC97502	2001	Ford	F-350	18,924	10	Fair	2014
6	1FDSW35P73EC28157	2003	Ford	F-350	21,174	8	Fair	2013
7	4Z3AAACG02RJ49205	2002	Freightliner	Engine	17,699	9	Good	2022
8	1AFAAAACK68RZ60906	2008	Amer LaFrance	Engine	5,437	3	Excellent	2029
9	1AFAAAACG08RZ44177	2009	Amer La France	Rescue	762	2	Excellent	TBD

ADMINISTRATION VEHICLES

	Asset Tag	Year	Make	Model	Mileage (as of 11-01-10)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2004 042	2004	Chevy	Tahoe	53,844	7	Good	Rotation Vehicle
2	2007 070	2007	Ford	Explorer	36,365	4	Excellent	2013
3	2008 020	2008	Ford	Explorer	26,020	3	Excellent	2014
4	2003 056	2003	Ford	Explorer	50,457	8	Poor	Rotation Vehicle
5	2001 047	2002	Ford	Explorer	105,220	9	Poor	Rotation Vehicle
6	2002 056	2002	Chevy	Tahoe	138,744	9	Poor	Rotation Vehicle
7	2009 021	2001	Chevy	PU Truck	91,747	10	Poor	Rotation Vehicle

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APPENDIX C

BACKGROUND

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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 80% 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 the 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 seven departments under the direction of the Township Manager. The departments include Administration, Finance, 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	5 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	3 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 US Airways, American, Southwest, Delta, Continental, Air Canada and Air Tran. 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. Suburban Lines 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., Continental Trailways Bus Company and Amtrak. The area's ground freight transportation requirements are serviced by over 250 major freight carriers.

UTILITIES

Allegheny 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 and Sears Roebuck & Company. The parking area accommodates 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 96,000 volumes with an estimated annual circulation of 332,000.

HEALTH FACILITIES

St. Clair Memorial Hospital, a 389 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 - 2009 POPULATION GROWTH TRENDS UPPER ST. CLAIR AND SELECTED AREAS								
	1980		1990		2000		2009 Estimate	
	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%	18,849	(6.0%)
Pittsburgh	423,938	(18.5%)	369,879	(12.8%)	334,563	(9.5%)	311,647	(6.8%)
Allegheny County	1,450,085	(9.7%)	1,336,449	(7.8%)	1,281,666	(4.1%)	1,218,494	(4.9%)

Source: U.S. Census, Census of Population

TOWNSHIP PRINCIPAL EMPLOYERS

PRINCIPAL EMPLOYERS YEAR END 2009					
Rank	Principal Employers	Description	Number of Employees	Percentage of Principal Employers	Percentage of Township Wide Employees
1	USC School District	Local Public School	575	34.2%	13.3%
2	Friendship Village	Retirement Community	206	12.2%	4.8%
3	USC Township	Municipality	150	8.9%	3.5%
4	Sears Roebuck & Co.	Retail Department Store	144	8.6%	3.3%
5	Southwood Psychiatric Hospital	Medical Facility	131	7.8%	3.0%
6	Port Authority of Allegheny County	Transit Authority	128	7.6%	3.0%
7	I Mortgage Services	Mortgage Service Company	94	5.6%	2.2%
8	St. Clair Country Club	Country Club	94	5.6%	2.2%
9	OS Restaurant Service, Inc.	Restaurant	89	5.3%	2.1%
10	Grand Residence at USC	Assisted Living Community	71	4.2%	1.6%
Total			1,682	100.0%	38.9%
Township Wide Employees			4,325		

Source: Upper St. Clair Local Services Tax Records

TOWNSHIP PRINCIPAL REAL ESTATE TAXPAYERS

PRINCIPAL REAL ESTATE TAXPAYERS YEAR END DECEMBER 31, 2009					
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	\$ 74,304,200	45.6%	4.5%	
2	Friendship Village of South Hills	29,705,500	18.2%	1.8%	
3	BDS South Hills Village Portfolio LP	14,800,000	9.1%	0.9%	
4	1800 Washington Road Associates LP	13,700,000	8.4%	0.8%	
5	Summerfield Commons Associates	6,886,700	4.2%	0.4%	
6	McMurray Road Family Limited PTR	6,065,900	3.7%	0.4%	
7	Upper St. Clair Senior Living	6,000,000	3.7%	0.4%	
8	St. Clair Country Club	5,850,600	3.6%	0.4%	
9	Southwood Psychiatric Hospital	2,900,000	1.8%	0.2%	
10	Painters Plaza Associates	2,841,000	1.7%	0.2%	
Total		\$ 163,053,900	100.0%	9.8%	
Township Wide Assessed Valuation		\$ 1,669,202,220			

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
2009	18,849	7.2%
2008	18,849	5.3%
2007	18,941	4.1%
2006	19,075	3.7%
2005	19,248	4.3%
2004	19,467	4.6%
2003	19,633	4.8%
2002	19,800	5.1%
2001	19,908	4.5%
2000	20,053	3.6%

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 2000-2009			
Year	Total Earned Income ¹	Per Capita Earned Income ²	Increase in Per Capita Income
2009	\$949,111,500	\$50,353	2.1%
2008	929,548,500	49,316	3.7%
2007	901,172,500	47,578	0.9%
2006	899,055,600	47,133	11.3%
2005	814,935,867	42,339	5.0%
2004	784,705,067	40,310	13.0%
2003	700,478,000	35,679	(3.3%)
2002	730,699,714	36,904	1.1%
2001	726,436,143	36,490	(2.6%)
2000	751,593,143	37,480	N/A

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 2006-2009				
Function/Program	2009	2008	2007	2006
General Government				
Square Footage Occupied*	5,000	5,000	5,000	5,000
Staff Vehicles	2	2	2	2
Community Development				
Square Footage Occupied*	2,500	2,500	2,500	2,500
Inspection Vehicles	3	3	3	3
Public Works				
Municipal Street (lane miles)	110	110	110	110
Number of Traffic Lighted Intersections	9	9	9	9
Sanitary Sewers (miles)	66	66	66	66
Storm Sewers (miles)	50	50	50	50
Staff Vehicles	4	4	4	4
Inspection Vehicles	3	3	3	3
Vehicles	25	25	25	25
Recreation				
Staff Vehicles	1	1	1	1
Number of Parks	11	11	11	11
Acreage of Park Land	733	733	733	613
Recreation Centers	2	1	1	1
Recreation Center Square Footage	96,500	6,500	6,500	6,500
Basketball Courts	12	10	10	10
Tennis Courts	10	10	10	10
Ball Fields	12	12	8	8
Public Safety				
Square Footage of Police Department	4,500	4,500	4,500	4,500
Police Vehicles	20	20	20	20
Library				
Square Footage Occupied	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 union catalog across the State of Pennsylvania. It was the first and remains the largest statewide union 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	The 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**FEE TASK FORCE**

The purpose of the Fee Task Force for the C&RC is to develop a revenue collection design funded through user pay methods, acceptable and visible to the public that ensures a flow of revenue sufficient to annually maintain operations for the C&RC.

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	
GASB	Government 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.

LIMITED-LIABILITY BONDS

A bond that does not pledge the full faith and credit of the jurisdiction, but does usually dedicate a specific revenue source for repayment.

LIQUIDITY

The ease with which an asset can be converted to money.

LOCAL SERVICES TAX	The Local Services Tax is a \$52.00 annual tax levied on all persons employed with the corporate limit of the Township and who make over \$12,000 annually.
LONG -TERM DEBT	Debt payable more than 1 year after date of issue.
LOCAL TAX ENABLING ACT	Law enacted to provide Pennsylvania municipalities and school districts a means of funding their operations by levying certain types of taxes as defined by the Act.
M	
MATERIALS AND SUPPLIES	A category of expenditures which includes goods or services that are consumed in achieving cost center objectives.
MATURITY	The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.
MATURITY DATE	The date on which all or a stated portion of the principal of a security is due and payable.
MILL	Tax rate of 1/1000 th of each dollar of assessed property value.
MILLAGE	Tax rate expressed in mills per dollar, of property taxation.
MINIMUM MUNICIPAL OBLIGATIONS (MMO)	In the United States, the state-mandated smallest amount a municipality must contribute to any pension plan established for its employees. The amount is calculated using actuarial science to ensure that municipal pension plans are sufficiently funded. The Township, regardless of the amount contributed by it, is also required to keep the pension plan solvent. If the pension funds become insufficient to meet obligations then the Township must augment the pension funds using money from other sources. The general funds of the Township are thus in effect a guarantor and insurance policy against under-contributions by employees or poor performance of pension fund investments. However, the Township is responsible for making up any shortfall between the MMO and the sum of contributions the Township makes for each employee as a percentage of that employee's wages, plus realized earnings on the pension fund investments.
MODIFIED ACCRUAL BASIS	The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

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 and estimates of revenue to finance them. Excludes expenditure for capital assets.

ORDINANCE

An authoritative rule or law; a decree.

P**PENNSYLVANIA AMERICAN WATER COMPANY (PAWC)**

Pennsylvania American Water Company (PAWC) is the local water company. In Pennsylvania, PAWC serves more than 2 million people, in more than 370 communities, supplying high quality water service. The Pennsylvania Public Utility Commission (PA PUC) and the Pennsylvania Department of Environmental Protection (PA DEP) sets rules and PAWC carefully follows them. Those regulations are what help to ensure everyone is receiving quality water service at a fair price. All changes and increases to service rates are directly related to the cost of providing high quality service and are subjected to a public review process and approval by the PA PUC.

PENNDOT

The Pennsylvania Department of Transportation (PennDOT) is responsible for design, construction and maintenance of 2,167 miles of state highway and 1,772 bridges in the Pittsburgh metro area.

PERCENTAGE (%) OF COSTS COVERED	The percentage of total expenditures that is covered by total revenues.
PERSONAL SERVICES	Amounts paid for compensation of officers and employees of the Township. Personal services consist of gross compensation before deductions for taxes, retirement plans and other fringe benefits.
PA LEAGUE OF CITIES & MUNICIPALITIES (PLCM)	A nonprofit, nonpartisan association established in 1900, the Pennsylvania League of Cities and Municipalities is dedicated to preserving the autonomy of local governments by serving as an advocate for cities and urban municipalities.
PROGRAM	A group of activities (functions and cost centers) directed at attaining specific purposes and objectives.
PROPRIETARY FUNDS	Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.
PUBLIC SAFETY	This program provides the surveillance, prevention and protection system necessary to ensure public safety from dangers which include crime, traffic violations, fire and hazardous conditions, disasters, uncontrolled animals and medical emergencies.
PUBLIC WORKS	This program provides for the collection and disposal of refuse from Township residents, the building and improving of streets and storm sewers of the Township, the monitoring of the sanitary sewer system, the maintenance of parks, forest areas, and all recreational facilities of the Township, and the general upkeep of the buildings and equipment owned by the Township.
PUBLIC UTILITIES TAX	This is a state tax on public utilities which is distributed back to municipalities based on a distribution formula established by the Commonwealth of Pennsylvania.

Q

QUASI-JUDICIAL	Quasi – translates to having a likeness to something; resembling and used in this text Quasi-Judicial relative to the legal issues for civil and/or zoning that are similar but not specific.
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R

RAD	See ARAD.
REAL ESTATE TAX LEVY	The total amount to be raised by general property taxes.
REAL ESTATE TAX RATE	The amount of taxes levied for each \$1,000 of assessed valuation.
REAL ESTATE TRANSFER TAX	This is a 1.0% tax collected for the Township by the County Recorder of Deeds through the sale of deed transfer stamps on the sale price of all property in the Township. The State of Pennsylvania and Upper St. Clair School District tax rates are 1.0% and 0.5%, respectively.
RECREATION AND LEISURE SERVICES	This program encompasses the culture and recreational activities and facilities which are provided by the Township of Upper St. Clair for the participation and enjoyment of all residents.
REVENUE	All amounts of money received by a government from external sources-net of refunds and other correcting transactions-other than from issue debt, liquidation of investments, and as agency and private trust transactions. Note that revenue excludes noncash transactions such as receipt of services, commodities, or other “receipt in kind.”
REVENUE ESTIMATE	A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.
RISK	The uncertainty of loss, chance of loss, or variance of actual from expected results.

S

SALARIES AND WAGES	A category of expenditures which includes the compensation paid to all full-time, part-time, or seasonal employees. This category also includes payments for vacation and sick leave.
SERIAL BONDS	A bond that is retired by annual installments directly from appropriations. Payments are made in installments during each year bonds are outstanding.
SINKING FUND	Fund used to accumulate periodic payments toward redemption of bonds at maturity: Payments on Schedule plus interest will accumulate to par value of the bonds.

SHACOG

The South Hills Area Council of Governments (SHACOG), incorporated in 1973, is a voluntary organization of municipalities located in the South Hills area of Allegheny County. SHACOG's purpose is to meet at regular intervals to discuss and study community challenges of mutual interest and concern and also to develop policy and action recommendations. Members seek, by agreement, solutions to common problems for their collective benefit. In addition, SHACOG can and does undertake, coordinate and administer programs of regional interest that benefit some or all of the member municipal governments. SHACOG encompasses 13 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.

**THE OUTDOOR CLASSROOM
(FORMERLY REEC)**

The Outdoor Classroom, formerly the Regional Environmental Education Center (REEC), is located within the Township's Boyce Mayview Park area. The Outdoor Classroom holds environmental education programs throughout the year for all ages and is partially funded by the Township.

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**

A program offered by the Pennsylvania American Water Company (PAWC). 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.