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2012 ADOPTED BUDGET

2011 BOARD OF COMMISSIONERS

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Glenn R. Dandoy - Vice President
Mark D. Christie
Russell R. Del Re
Mark R. Hamilton
Daniel R. Paoly
Preston W. Shimer

TOWNSHIP MANAGER

Matthew R. Serakowski



Township of



FOUNDED
1788

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Upper St. Clair

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2012 BUDGET COLOR CODE		
Associated Programs	Revenue	Major Other Funds
General Government	Real Estate Taxes	Capital Projects Fund
Public Safety	Earned Income Taxes	Sanitary Sewer Fund
Community Development	Other Taxes	Community & Recreation Center Fund
Public Works	Other Revenue	
Recreation		
Library		

BUDGET STAFF

Mark S. Mansfield, *Assistant Township Manager*
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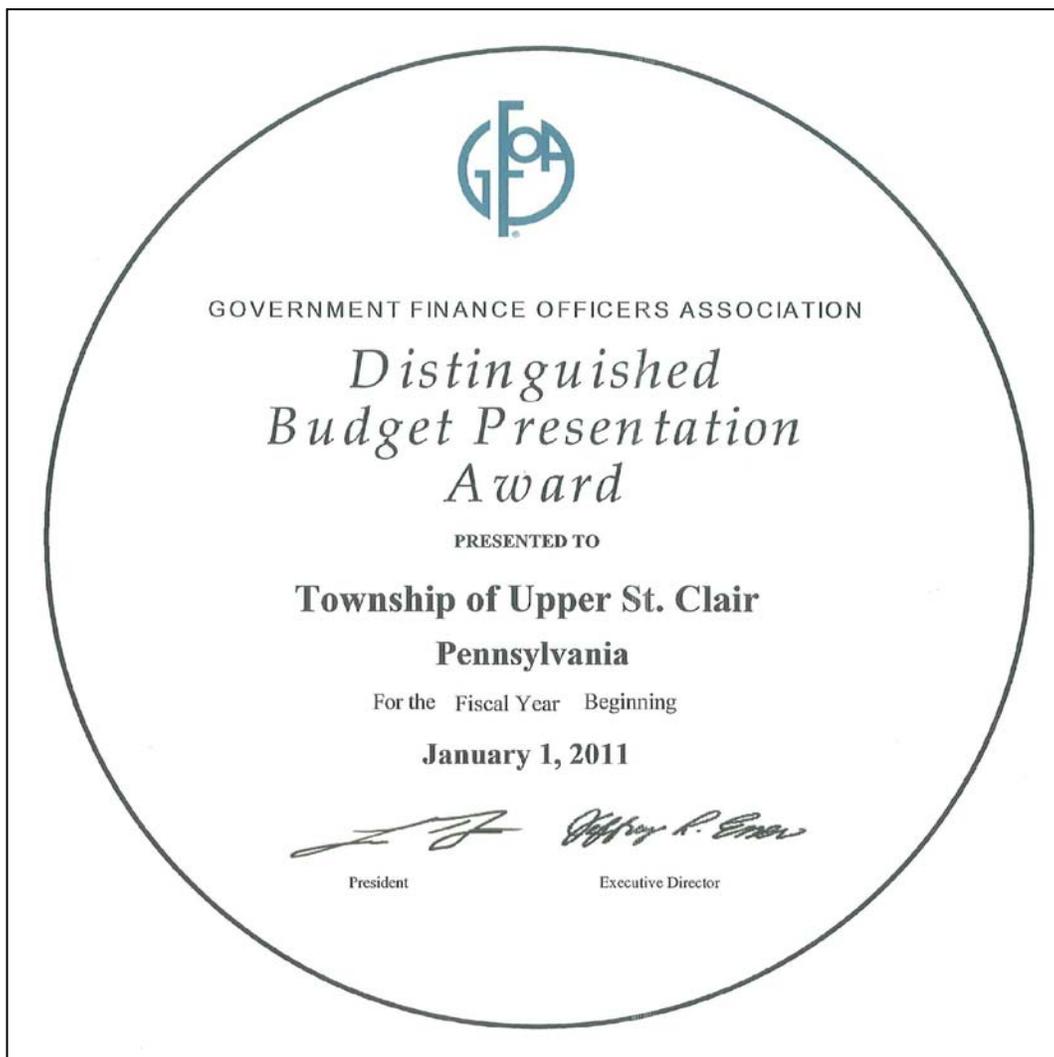
GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Township of Upper St. Clair the GFOA's Distinguished Budget Presentation Award for the 2011 Budget. This was the third consecutive year that the Township received the award.

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

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

Staff will submit the Township of Upper St. Clair's 2012 Adopted Budget for consideration of the GFOA's Distinguished Budget Presentation Award.



The Township of Upper St. Clair

OFFICE OF THE MANAGER



December 5, 2011

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

2012 BUDGET MESSAGE

Dear Members of the Board:

I am pleased to present the 2012 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 2011, the Township Manager and Staff initiated the 2012 Budget preparation process. The 2012 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 2011, the Township and Finance Department received the **Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award** for the third straight year. 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 2012 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 decrease in the **2012 Budget Expenditures for the General Fund of (.11%)** from the 2011 Budget. While arriving at this point has not been without its challenges, sound financial action is necessary in 2012 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 uncertainty**, 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 7, 2011. Modifications resulting from the Board's review and the public hearing have been 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 2011

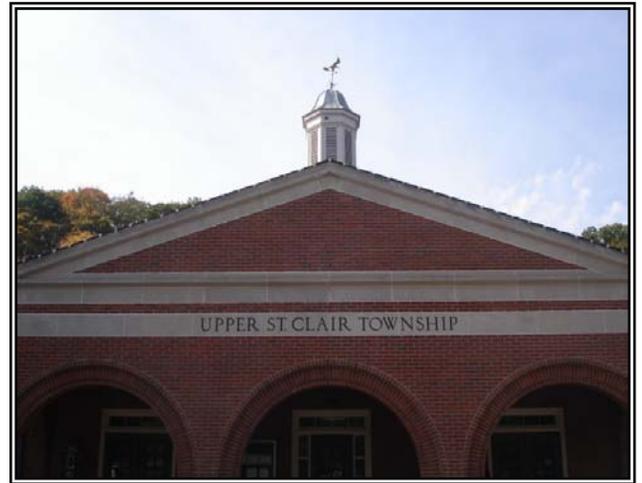
- Construction began on the Miracle League Field in Boyce Mayview Park. The Miracle League is an organization believing that “Every Child Deserves a Chance to Play Baseball.” The Miracle League accomplishes this goal by organizing baseball games for disabled and able bodied children on specially designed fields. The Township is excited at the prospect of having the first Miracle League Field in the South Hills region. This was a collaborative effort with the Township, Casey’s Clubhouse, Inc. and The Miracle League of Southwestern PA. The Township, through funding from the Allegheny Regional Asset District (ARAD), contributed about \$125,000 towards the project. The remainder of the approximately \$875,000 needed to complete the project was raised through private fundraising efforts.



- Construction was completed on the Upper St. Clair Veterans Park. The park is a joint effort between the Township, Upper St. Clair Township School District and Upper St. Clair Veterans Park, Inc. Funding for this project has come via a grant obtained from the Redevelopment Authority of Allegheny County (\$150,000), the Township (\$25,000), the School District (\$10,000) and private donations and in-kind services valued at about \$600,000. The park was dedicated on November 11, 2011.
- Phase III of the McLaughlin Run Road Corridor Study continued. The development of this gateway corridor is an important step in developing Upper St. Clair’s commercial developmental base.
- Commercial development in the Township increased with the approval and development of “The Shops on Washington.” This redesigned building will house a Trader Joe’s grocery store, a Coldwell Banker real estate office and a Honeybaked Ham food store.
- A redevelopment plan for the South Hills Village Mall was approved in 2011. The redevelopment will include a new Target store and a new Dick’s Sporting Goods. The estimated completion date is 2012.
- The Community & Recreation Center at Boyce Mayview Park (C&RC) completed its second full year of operations. In the first full year of operations the C&RC was able to achieve its goal of covering 85% of operating costs through membership fees and other revenue.
- In addition to receiving its third consecutive GFOA Distinguished Budget Presentation Award for 2011, the Township was awarded for the 24th consecutive year, the GFOA Certificate of Achievement for Excellence in Financial Reporting.

New for 2012

- Real Estate Tax and Earned Income Tax rates are projected to remain at 4.60 mills and 0.80%, respectively.
- The Township’s Annual Street Improvement Program is projected at \$1,100,000.
- Due to investment gains of our defined benefit pension plans, the 2012 Minimum Municipal Obligations (MMO) have had a net decrease of \$197,078, or (24%) from 2011.
- The sewer rate multiplier will remain at 2.19. The Township will continue to adhere to the required improvement and maintenance under the 83 community-wide EPA Administrative Consent Order.
- A full roll-out of the Township’s Reverse 911 system is planned for 2012. This system will allow Staff to notify residents in case of an emergency or adverse situation in a quick and timely fashion.
- The Township’s website is to be redesigned to make it more user-friendly and to increase interactivity.
- Staff plans to further investigate and implement a Township-wide software program that can serve all the Township departments in day-to-day operations.
- In conjunction with the 2010 update to the Sidewalks and Bikeways Plan, the Township has committed \$150,000 to the development of sidewalks.
- Safety improvements, building reconfigurations and infrastructure upgrades are planned for areas within the Township municipal building.



- Beginning in 2009 and continuing through 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.”

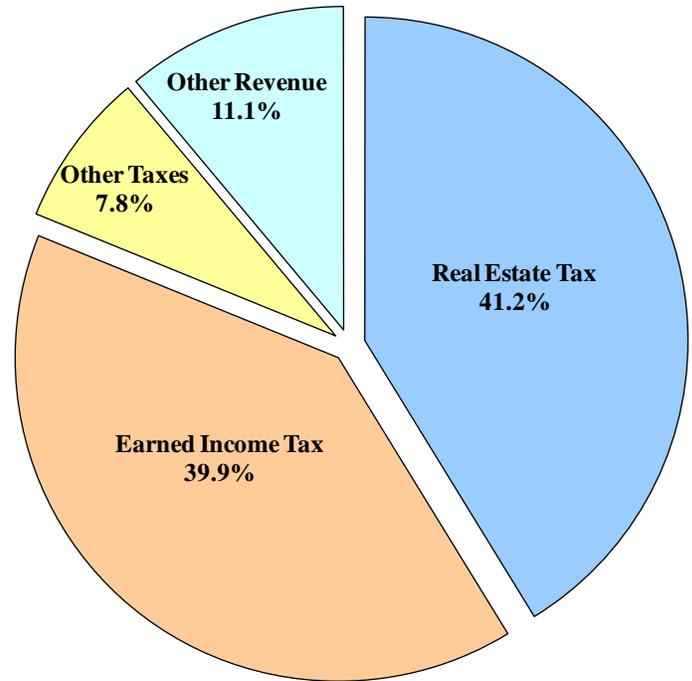
- In October 2011, the Township was informed that Pennsylvania American Water (PAWC) will no longer collect Township sewer payments. By October 2012, the Township will have to develop a new collection system or contract with a third party who can provide this service.

- Library RAD Funding is projected to increase in 2012. 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 2012 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 2011 Budget amounts of \$18,342,223 to \$18,321,224, or (.11%). The decrease in General Fund revenue is mainly due to a net effect of a slight increase in projected collections of real estate tax (.52%), a decrease in projected earned income tax (2.49%) and an increase in projected cable franchise fees (1.15%). Both the real estate tax rate and the earned income tax rate will remain at their current levels of 4.60 mills and 0.80%, respectively. The General Fund is also supplemented by

a projected \$3,301,625 Fund Balance, or 18.0% of estimated 2012 General Fund revenues. For more information on major funding sources, please refer to the section entitled “Major Revenue Sources.”

	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Real Estate Tax	\$ 7,516,404	\$ 7,504,900	\$ 7,555,157
Earned Income Tax	7,502,000	7,262,000	7,315,000
Local Services Tax	250,000	237,000	240,000
Real Estate Transfer Tax	800,000	760,000	800,000
Public Utilities Tax	18,500	22,495	22,000
Local Option Sales & Use Tax	345,000	358,000	360,000
Licenses and Permits	124,700	152,250	134,825
Fees and Fines	440,200	472,500	477,200
Rental Income	82,400	80,400	82,400
Investment Earnings	10,000	4,000	5,000
Service Agreements	200,920	199,847	209,887
Other Non-Tax Revenue	705,099	1,099,074	760,055
Recreation Fees	347,000	349,922	359,700
Total Revenues	\$ 18,342,223	\$ 18,502,388	\$ 18,321,224
Fund Balance	-	-	-
Total Major Revenues	<u>\$ 18,342,223</u>	<u>\$ 18,502,388</u>	<u>\$ 18,321,224</u>

Major Revenue Sources

Revenue Source	Percentage 2012 Budget	Dollar Value Change from 2011 Budget	Percentage Change from 2011 Budget
Real Estate Tax	41.2%	\$38,753	0.5%

- For the 2012 budget year, current Real Estate Taxes are projected to remain at 4.60 mills. The current assessment base is projected at no growth.

Earned Income Tax	39.9%	(\$187,000)	(2.5%)
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- Current Earned Income Taxes are projected at approximately a .73% growth rate over 2011 actual collections based on conservative economic forecasts for 2012.

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	1.3%	(\$10,000)	(4.0%)
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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 2012, Local Services Tax has decreased by \$10,000 to \$240,000, which is consistent with 2010-2011 collection patterns.

Local Option Sales & Use Tax	2.0%	\$15,000	4.4%
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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 \$15,000 increase over 2011 budgeted amounts. The Township has also budgeted for the RAD grant for Boyce Mayview Park in the amount of \$300,000 and a higher RAD contribution of \$198,547 for the Township Library. These contributions can be found in the Boyce Mayview Park RAD Fund and the Library RAD Fund, respectively.

Other Revenue	10.9%	\$118,748	6.2%
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- Taken as a whole, there is an \$118,748 projected increase in other revenue. A projected increase in cable franchise fees and an anticipated increase in subsidies provided to the Township for 2012 are the main sources of the increase in other revenue.

GENERAL FUND EXPENDITURES

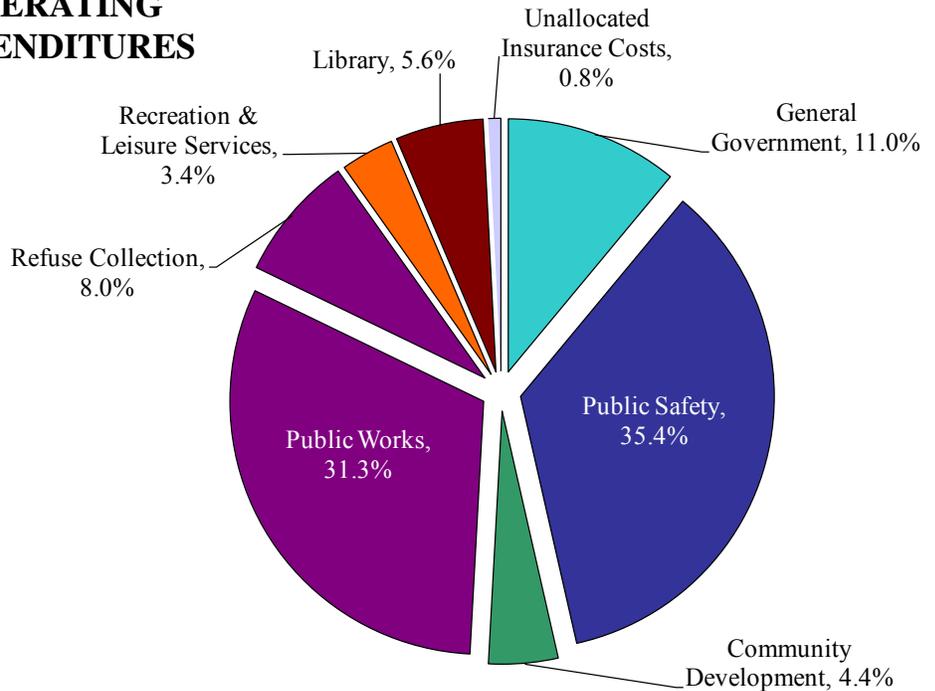
Where the Money Goes by Program

The 2012 projected operating expenditures will increase from the 2011 budgeted amount of \$13,958,399 to \$14,041,430, or .59%. The increase of \$83,031 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 66.7% of the Operating Budget.

The remaining difference of projected revenues over operating expenses of \$4,279,794 will be used to fund the Debt Service Costs for 2012 of \$1,328,951 and operating transfers of \$2,950,843.

OPERATING EXPENDITURES



	2011 Budget	2011 Estimate	2012 Budget
General Government	\$ 1,464,830	\$ 1,413,304	\$ 1,547,181
Public Safety	5,221,086	5,040,989	4,976,386
Community Development	611,732	564,384	618,982
Public Works	4,231,273	3,999,670	4,401,085
Refuse Collection	1,080,000	1,077,100	1,124,400
Recreation & Leisure Services	467,075	433,390	477,200
Library	774,143	781,456	780,806
Unallocated Insurance Costs	108,260	107,506	115,390
Operating Expenditures	\$ 13,958,399	\$ 13,417,799	\$ 14,041,430

Major Program Operating Expenditures

Major Program	Percentage 2012 Budget	Dollar Value Change from 2011 Budget	Percentage Change from 2011 Budget
General Government	8.4%	\$82,351	5.6%

- General Government Appropriations are budgeted at a 5.6% increase. The change in budgeted amounts is the result of an increase in personal services, legal services and the anticipated increase in tax collection related to the implementation of Act 32 of 2008.

Public Safety	27.2%	(\$244,700)	(4.7%)
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- Public Safety Appropriations are projected to decrease by (4.7%). The decrease stems mainly from a decrease in Police pension costs. The Minimum Municipal Obligation (MMO) for the Police pension is \$213,895, or (35%) lower than 2011. Offsetting the pension decrease is a 3.0% hourly wage increase for police officers and other changes in personnel costs for the Police Department, resulting in an overall decrease in the 2012 Public Safety budget of \$244,700.

Community Development	3.4%	\$7,250	1.2%
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- Community Development Appropriations are projected to increase by 1.2% due to increases in personal services and distributed costs.

Public Works	24.0%	\$169,812	4.0%
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- Public Works Appropriations are projected to increase 4.0% due to three main factors. First, Teamsters contractual wages are scheduled to increase by 3.5%. Second, the Township has reallocated a portion of public works labor from the Boyce Mayview RAD Fund to the General Fund. Lastly, an increase of 8.6% in the price per ton of rock salt has increased the budget for snow and ice chemicals by \$25,000. All of these factors coupled with general increases have caused the Public Works budgeted expenditures to increase by \$169,812.

Refuse Collection	6.1%	\$44,400	4.1%
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- The Refuse Collection Budget has increased by \$44,400 from the 2011 Budget based on the bid contract with the refuse contractor.

Recreation & Leisure Services	2.6%	\$10,125	2.2%
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- Recreation & Leisure Services Appropriations are projected to increase by 2.2% due to an increase in personal services related to various programs run by the Recreation Department.

Library	4.3%	\$6,663	0.9%
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- Library Appropriations are projected to increase .90% due to an increase in personal services and a reallocation of Library materials from the Library RAD Fund to the General Fund.

General Fund Operating Expenditures Summarization

For the 2012 Budget, overall General Fund operating expenditures have increased by \$83,031, or .59% from 2011 Budget amounts. Excluding the changes in the Minimum Municipal Obligations for the Police and Public Works employees (detailed below), all other Township operating expenditures are projected to increase \$280,109, or 2.0% from the 2011 Budget. This has occurred through a combination of the following reasons:

- Full-Time non-contractual personnel salary and wages increases are projected at 2.5%.
- Police Officers Contract has a set hourly wage increase of 3.0%.
- Public Works Contract has a set hourly wage increase of 3.5%.
- Health Insurance costs are budgeted to decrease by 5.8%.
- For 2012, the pension Minimum Municipal Obligation (MMO) for the Police is \$403,049 and \$235,924 for Public Works employees. This is a net decrease of \$197,078, or (24%) from 2011.
- Although the Workers’ Compensation gross premium has increased by \$30,088, or 9%, the total premium has decreased by \$71,735, or (15%), due to a decrease of the experience modification factor from 1.491 in 2011 to 1.160 in 2012.

The 2012 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 2012 Budget	Dollar Value Change from 2011 Budget	Percentage Change from 2011 Budget
Debt Service Payments	7.3%	(\$416,524)	(23.9%)

- The 2012 Debt Service Appropriations are based on the Debt Service Payment Schedules for the 2007, 2008, 2009 and the 2011 General Obligation Bond Issues. Total debt service payments for the General Fund are scheduled to decrease by \$416,524 due to the full repayment of the Township’s 2010 General Obligation Note in 2011.

Operating Transfers	16.1%	\$312,494	11.8%
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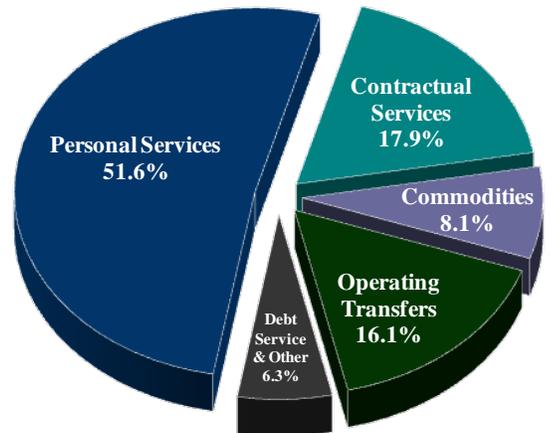
- The 2012 General Fund Budget allocates a \$812,778 transfer to the Capital Projects Fund to help finance major capital items, a transfer of \$537,327 to the Boyce Mayview Park RAD Fund to fund park activities not covered by the RAD Grant and a transfer of \$1,600,738 to the Boyce Mayview C&RC Fund 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 2012 Budget	Dollar Value Change from 2011 Budget	Percentage Change from 2011 Budget
Personal Services	51.6%	(\$15,294)	(0.2%)

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 2012 General Fund Budget reflects 51.6% in personal services, or \$9,453,584, and approximately 35% of that total is obligated contractually. This is a decrease from the 2011 budgeted amounts of \$15,294, or (.16%). There are a variety of factors that contributed to the slight decrease in personal services, some of which include increases in contractual and non-contractual wages offset against decreases in mandatory pension costs, medical insurance and workers compensation premiums.



Contractual Services	17.9%	\$32,399	1.0%
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Contractual services on the whole increased \$32,399, or 1.0% from 2011 budgeted amounts. This is primarily due to an increase in budgeted amounts for Legal Services, Tax Collection and Refuse Collection.

Commodities	8.1%	\$55,145	3.9%
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Township commodities have increased by \$55,145, or 3.9% mainly due to increases in the price of rock salt and Public Works equipment and supplies.

Operating Transfers	16.1%	\$312,494	11.8%
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In the 2012 Budget, Operating Transfers account for 16.1%, or \$2,950,843 of the total General Fund Budget. This is an increase of 11.8% from the 2011 Budget, mainly due to an increase in the appropriation to the Capital Projects Fund for current and future capital needs. A detail of the operating transfers is as follows:

Capital Projects Fund	\$ 812,778
Boyce Mayview Park RAD Fund	537,327
Boyce Mayview C&RC Fund (Operating)	421,502
Boyce Mayview C&RC Fund (Debt)	1,179,236
Total Operating Transfers	<u>\$ 2,950,843</u>

Debt Service & Other	6.3%	(\$405,743)	(25.9%)
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The decrease in “Debt Service & Other” is primarily due to the full repayment of the 2010 General Obligation Note in 2011.

Other Expenditure Considerations

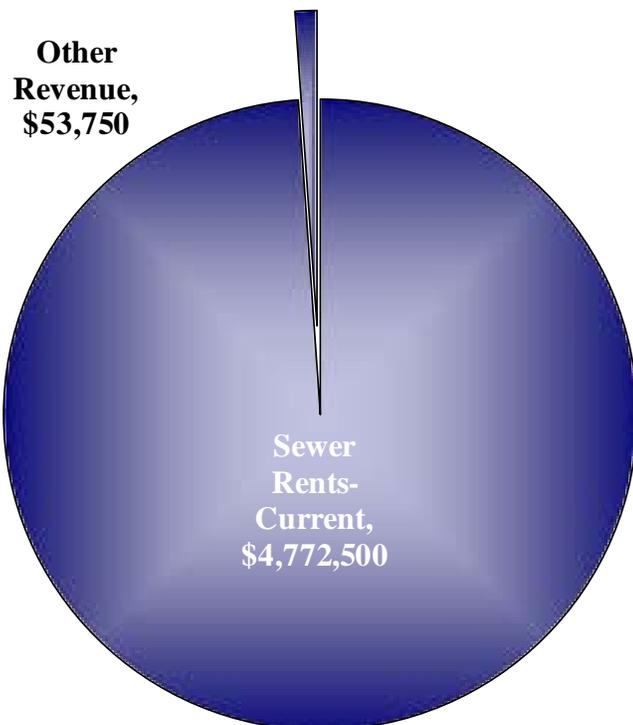
- **Staffing Levels and Compensation** - The overall staffing level of the Township for 2012 along with salary and wage ranges has been shown in each individual department’s budget and the Appendix section of the 2012 Budget. Compensation levels for the operating budget have been set at rates established 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 decrease by 5.8% over 2011. All Township employees are required to contribute to their health insurance premiums in order to help offset the costs of health insurance for the Township.

MAJOR ENTERPRISE FUNDS

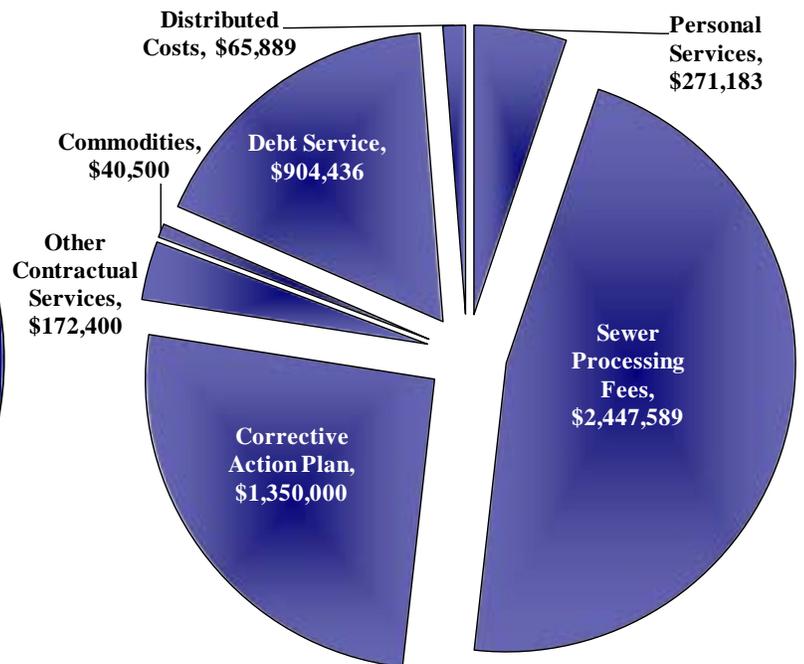
Sanitary Sewer Fund

The sewer user fee multiplier rate has been set at 2.19 in 2012, based on a 7% increase from ALCOSAN in 2012 and a collection rate of 97.6%. In 2012, sewer processing fees and EPA Administrative Consent Order expenses are projected at \$2,447,589 and \$1,350,000, respectively. The projected net assets at the end of 2012 are \$1,210,205.

Projected Revenues



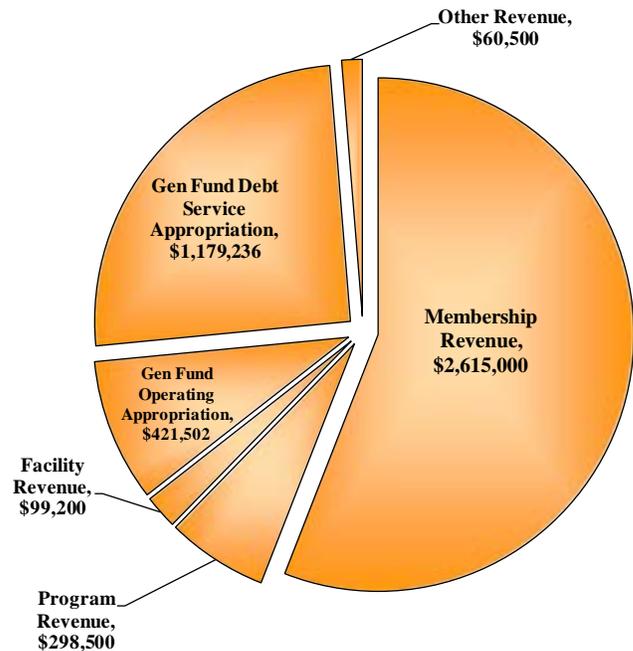
Projected Expenses



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

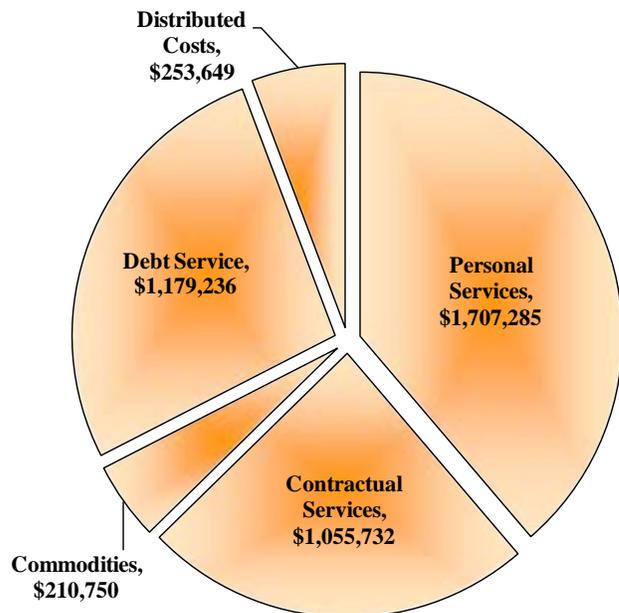
Projected Revenues

- **Membership Revenue:** Membership growth is assumed at growth rate of 1% based on observed membership trends in 2010 and 2011. Current membership demographics show members are made up of 73% residents and 27% non-residents. Assuming a slight increase in membership rates for July 2012, the Township has projected an overall increase of 3% in membership revenue.
- **General Fund Appropriations:** For 2012, the General Fund will appropriate \$1,179,236 for debt service costs (see below) associated with the construction of the C&RC building. The General Fund will also contribute \$421,502 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 \$99,200 and \$298,500 respectively, for 2012.
- **Total Memberships:** Total annual memberships are projected to reach 2,800 by the budgeted year end 2012. The total percentage of memberships is estimated to be 75% Residents and 25% Non-Residents.



Projected Expenses

- **Personal Services:** Personal services have increased \$6,925, or .41% from 2011. This is mainly due to an increase in part-time wages associated with an increase in demand for aquatics services. The corresponding revenue for these services has increased to cover the increase in costs.
- **Contractual Services:** Contractual services expenses have increased by \$195,338, or 22.7% from 2011. This increase is due to the planned flooring replacements and improvements (\$125,000) and an increase in the custodial contract in 2012.
- **Commodities:** Projected to remain flat in 2012.
- **Distributed Costs:** Distributed costs include Information Technology costs and depreciation costs on all equipment.
- **Capital Transfer:** There is an estimated capital transfer of \$267,286 to the C&RC Capital Account for future capital funding needs of the Center.



CAPITAL PROJECTS FUND

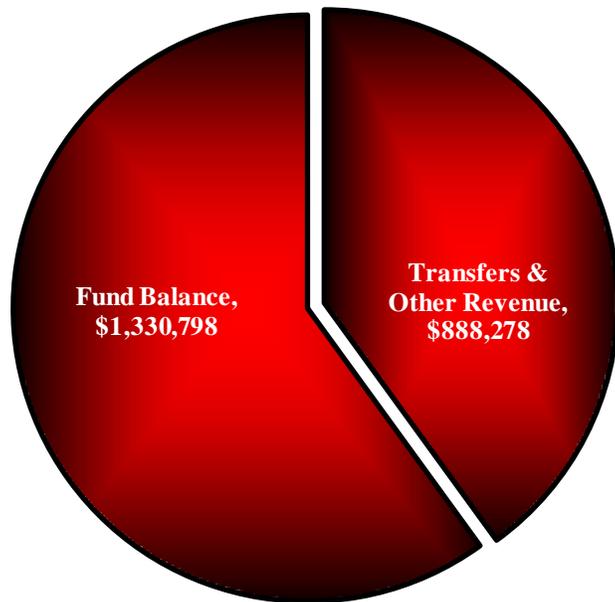
Annual Street Improvement Program

Funding Source	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
State Liquid Fuels Tax Fund	\$ 460,000	\$ 441,500	\$ 451,259	\$ 447,024
General/Capital Project Funds	383,207	488,949	655,000	652,976
TOTAL	\$ 843,207	\$ 930,449	\$ 1,106,259	\$ 1,100,000

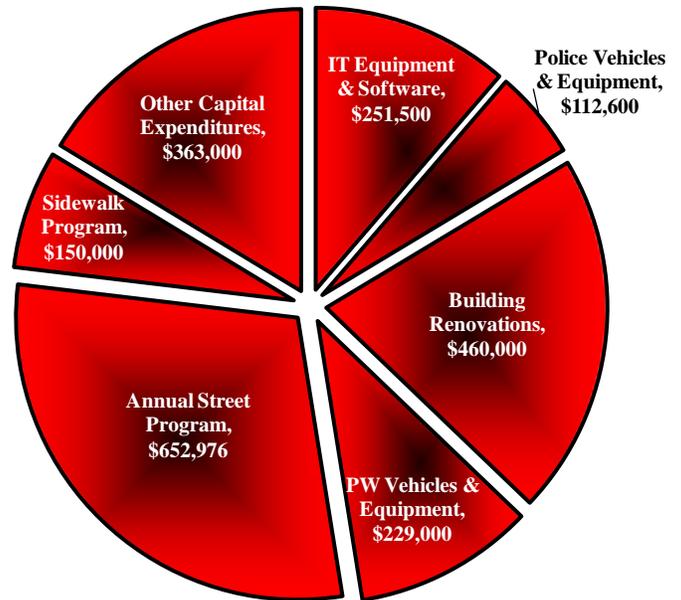
The Township recognizes the benefits of well-maintained streets and is committed to a regular schedule of street repairs. Approximately \$9,360,000 has been spent during the past eight years. The Township receives many favorable comments regarding the condition of Township streets and roadways, and Staff recommends that the paving program remain at a level of \$1,100,000.

Capital Projects Fund

Projected Revenues



Projected Expenditures



For the last four years, Staff has predicated the annual 5-Year Capital Improvement Program on a priority funding basis. When analyzing the 2012 priority funding for capital improvements, Staff found that \$83,000 in capital expenditures could be eliminated for the 2012 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 \$1,399,313 at the end of 2012, up from the 2011 Budget projection of \$1,324,768.

MAJOR SPECIAL REVENUE FUNDS

Boyce Mayview Park RAD Fund

	2009	2010	2011	2012
Funding Source	Actual	Actual	Estimate	Budget
RAD Funding	\$ 419,000	\$ 380,127	\$ 385,000	\$ 300,000
General Fund Appropriation	\$ 553,085	\$ 318,166	\$ 462,187	\$ 537,327

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 2012 is projected at \$537,327.

For 2012, RAD funding is estimated at a level of \$300,000, which includes \$100,000 for operating expenditures, \$60,000 for The Outdoor Classroom and \$140,000 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 \$124,400 for park improvements as well as \$15,600 for soil and erosion control for the northern tributary portion of the park.

LOOKING FORWARD

The 2012 Budget has been prepared with the continued underlying purpose to manage any future economic situations with a solid and stable financial foundation. In early 2010, the Board of Commissioners met to set the priorities of the Board for 2010 and 2011. As detailed below, a number of those goals have provided the desired fiscal direction including, but not limited to; a self-sustaining Community & Recreation Center (C&RC), refinancing of the 2006 bond issue and the passage of the zoning text amendment for properties zoned as a special business district.

- 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 and capital needs. The financial models all provided for a minimum three year growth period in memberships with the expectation for supplemental support along the way. In preparing the 2012 Budget, focus must be given to the C&RC’s operation, capital improvements and known financial patterns. The compiling of historical data will assist in the establishment of appropriate rates for self-sustainment while continuing to allow for the provision of other services the community has come to expect.
- Monitoring Township debt service costs: The staff took advantage of interest rate fluctuations to reduce long-term borrowing costs. In December 2009, with the benefit of lower interest rates the Township refunded the remaining portion of the 2003 bond issue with a present value savings realized of \$234,000, or 3.44% of the refunded bond issue. In keeping with the monitoring of market opportunities, the Township was presented with another opportunity to refinance its 2006 bond issue. In October 2011, the Board of Commissioners authorized the refinancing of the 2006 bonds with a present value savings of over \$1,000,000, or 10% of the refunded bond issue.

- Through their passage of a zoning text amendment to the special business district, the Board of Commissioners has allowed for the first time the potential for a mixed use development within the Township. The benefit of the mixed use development zoning is that it gives the Township a new marketable opportunity for residential living and commercial development. A major byproduct of this type of development to the Township is sustainable tax revenue and some studies have shown that the potential revenue impact could be as much as \$250,000 annually for the Township.

The 2012 Budget reflects the Board of Commissioners and Staff's commitment to providing stability with the known factors affecting the upcoming budget. Future budgets are still unknown, but the Board and Staff are monitoring situations and factors that are projected to have significant impacts on future budgets. Some of these factors are highlighted below. For a current five year budget projection, please refer to the "*Long-Term Plan*" section of the Budget.

- In November 2009, the Pennsylvania Supreme Court found the county-wide real estate tax base year assessment unconstitutional and ordered a mandatory reassessment of the entire County. The impact of this ruling on future budget development could be realized later in 2012, possibly 2013. The Allegheny County Executive race in November 2011 is expected to yield additional uncertainty regarding implementation.
- 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 is an ongoing project which the Township has continually funded since 2003. In that time, the Township has spent \$21,500,000 towards consent order projects through bond issues and the Sanitary Sewer Fund. Future year's costs are unknown at this time, but the Township will have to monitor consent order mandates and achieve the correct balance of funding through future bond issues and the Sanitary Sewer Fund.
- As mentioned previously, the Township Minimum Municipal Obligations (MMO) for the Police and Public Works Employees pension remains at a combined funding level of \$638,973. A component of the MMO calculation is the return on investments of the assets held in the pension plan. With the pension plan performance not being where the Township would like in the recent past, the Township Board of Commissioners and Staff decided to change pension plan advisors for both the Police Pension Plan and the Public Works Employees Pension Plan. The change in advisors is an attempt by the Township to improve return on assets and stabilize the MMO costs for future years.

CONCLUSION

As with previous budgets, the 2012 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 2012 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, essential services continue to be provided in a cost effective manner. As a service driven organization it is people that provide the benefit. Balancing those demands and high expectations comes at a cost. The Staff is continually challenged to minimize expenditures of expressed community needs and desires. Examples include the expanded programming needs like that of the Miracle Field, The Outdoor Classroom or Camp AIM at the C&RC and emphasis that has been and continues to be on Boyce Mayview Park overall. 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 2012 Budget targets.

The Board of Commissioners will be meeting early in 2012 to revise and set new goals and priorities for the next two year period. The overriding concern will be to set goals that can be achieved within the current tax base, but will further enhance the community and allow it to remain one of the Top Ten Best Places to Live in the United States and one of "Pittsburgh's Top Workplaces."

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,



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 2012 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 (23.0%)**, **Earned Income and Net Profits Tax (22.3%)**, **Sewer User Fees (14.6%)** and **C&RC Memberships & Recreation Program Fees (10.5%)**, which account for **70.4%** 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 (16.4%)**, **Public Safety (15.6%)**, **Recreation & Leisure Services, including the C&RC operating costs, (16.4%)**, **Debt Service (8.1%)** and **Sanitary Sewer Processing (ALCOSAN Payments) (7.5%)**, which accounts for **64.0%** 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 2012 Adopted Budget.

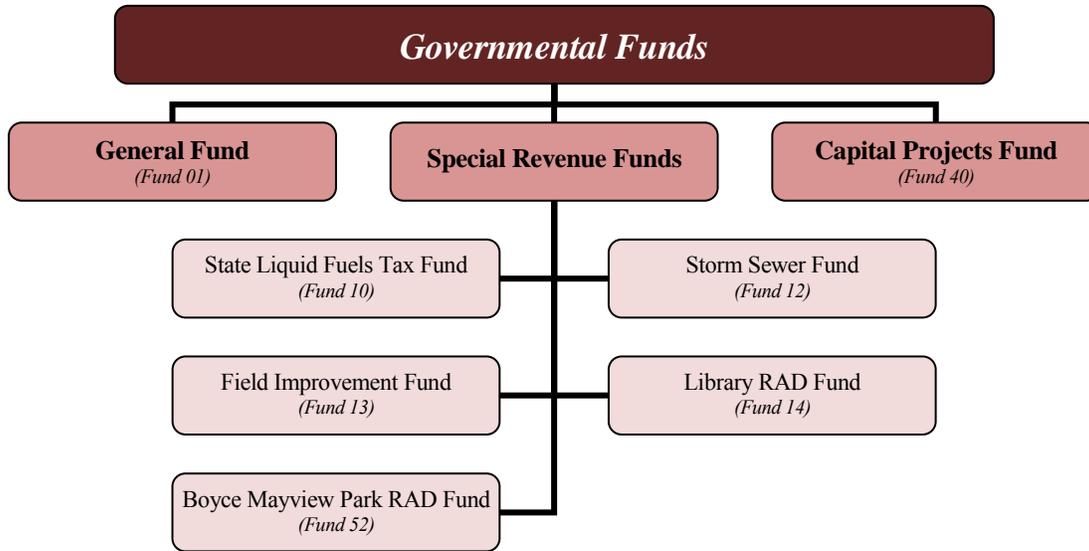
The Township of Upper St. Clair provides its residents with a full range of services. A brief listing of Township services includes:

- 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

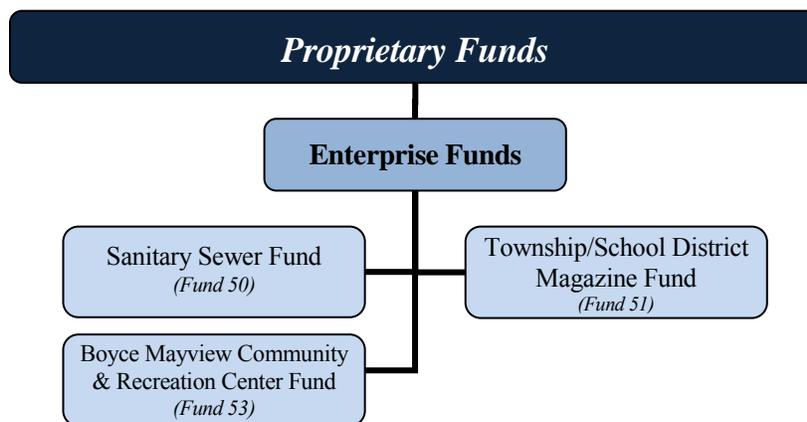
Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget. There are three (3) primary bases for budgeting: Cash Basis, Modified Accrual Basis and Accrual Basis. The Township does not use the Cash Basis for any funds within the Budget.

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 2012, 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 2007 General Obligation Bond Issue, the 2008 General Obligation Bond Issue, the 2009 General Obligation Bond Issue and the 2011 General Obligation Bond Issue.

REVENUES BY FUND

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



**2012 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	\$ 7,555,157	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,555,157	23.00%
Earned Income Taxes	7,315,000	-	-	-	-	-	-	-	-	-	-	7,315,000	22.27%
Other Taxes	1,422,000	-	-	-	-	-	-	-	-	-	-	1,422,000	4.33%
Sewer User Fees	-	-	-	-	-	-	-	4,787,500	-	-	-	4,787,500	14.58%
Licenses & Permits	134,825	-	-	-	-	-	-	-	-	-	-	134,825	0.41%
Fees & Fines	477,200	-	1,200	19,000	-	-	-	20,000	195,200	-	-	712,600	2.17%
Interest & Rent	87,400	100	-	150	-	-	11,000	3,000	-	500	-	102,150	0.31%
Service Agreements	209,887	-	-	-	-	-	4,500	-	-	-	-	214,387	0.65%
Recreation Fees	359,700	-	-	-	-	1,000	-	-	-	3,072,700	-	3,433,400	10.45%
Grant Revenue	545,756	-	-	-	198,547	800,000	-	-	-	-	-	1,544,303	4.70%
Non-Tax Revenue	214,299	446,880	-	-	-	25,000	60,000	15,750	-	-	205,000	966,929	2.94%
Fund Balance	-	44	800	-	9	-	1,330,798	74,759	-	-	-	1,406,410	4.28%
Operating Transfers	-	-	-	30,000	-	537,327	812,778	-	-	421,502	267,286	2,068,893	6.30%
Non-Operating Transfers	-	-	-	-	-	-	-	-	-	1,179,236	-	1,179,236	3.61%
Totals	\$ 18,321,224	\$ 447,024	\$ 2,000	\$ 49,150	\$ 198,556	\$ 1,363,327	\$ 2,219,076	\$ 4,901,009	\$ 195,200	\$ 4,673,938	\$ 472,286	\$ 32,842,790	100.00%

**EXPENDITURES/EXPENSES
BY FUND**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



**2012 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	\$ 1,662,571	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 759,000	\$ -	\$ 187,043	\$ -	\$ -	\$ 2,608,614	7.94%
Public Safety	4,976,386	-	-	-	-	-	150,100	-	-	-	-	5,126,486	15.61%
Comm. Development	618,982	-	-	-	-	-	13,000	-	-	-	-	631,982	1.92%
Public Works	4,401,085	-	2,000	40,000	-	-	379,000	549,972	-	-	-	5,372,057	16.36%
ALCOSAN Payments	-	-	-	-	-	-	-	2,447,589	-	-	-	2,447,589	7.45%
Corrective Action	-	-	-	-	-	-	-	1,350,000	-	-	-	1,350,000	4.11%
Refuse Collection	1,124,400	-	-	-	-	-	-	-	-	-	-	1,124,400	3.42%
Annual Street Program	-	447,024	-	-	-	-	652,976	-	-	-	-	1,100,000	3.35%
Recreation	477,200	-	-	-	-	1,363,327	220,000	-	-	3,227,416	109,050	5,396,993	16.43%
Library	780,806	-	-	-	198,556	-	15,000	-	-	-	-	994,362	3.03%
Debt Service	1,328,951	-	-	-	-	-	-	553,448	-	789,413	-	2,671,812	8.14%
Operating Transfers	2,950,843	-	-	-	-	-	30,000	-	-	-	-	2,980,843	9.08%
Fund Balance	-	-	-	9,150	-	-	-	-	8,157	657,109	363,236	1,037,652	3.16%
Totals	\$ 18,321,224	\$ 447,024	\$ 2,000	\$ 49,150	\$ 198,556	\$ 1,363,327	\$ 2,219,076	\$ 4,901,009	\$ 195,200	\$ 4,673,938	\$ 472,286	\$ 32,842,790	100.00%

**TOTAL REVENUES
BY REVENUE TYPE**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Township Taxes					
Real Estate Taxes	\$ 5,591,417	\$ 7,594,974	\$ 7,516,404	\$ 7,504,900	\$ 7,555,157
Earned Income Taxes	7,592,892	7,088,403	7,502,000	7,262,000	7,315,000
Other Taxes	1,356,759	1,404,004	1,413,500	1,377,495	1,422,000
Total Township Taxes	14,541,068	16,087,381	16,431,904	16,144,395	16,292,157
Township Fees					
Sewer User Fees	4,145,560	4,570,380	4,492,908	4,523,920	4,787,500
Recreation Fees	1,097,312	2,691,526	3,179,537	3,315,065	3,433,400
Magazine Advertising Fees	189,329	178,237	190,200	190,112	195,200
Licenses & Permits	154,182	115,129	124,700	152,250	134,825
Fees & Fines	428,078	521,495	482,800	512,700	517,400
Total Township Fees	6,014,461	8,076,767	8,470,145	8,694,047	9,068,325
Township Grant Revenue					
State Pension Grant	404,886	464,983	437,778	767,780	459,256
Library State Grant	98,773	70,582	62,926	62,926	62,500
Library RAD/RUR Grants	243,110	220,810	181,180	186,489	198,547
Boyce Mayview Park RAD Grant	419,000	380,127	385,000	385,000	300,000
Other Grants	294,424	523,792	17,500	82,166	524,000
Total Township Grant Revenue	1,460,193	1,660,294	1,084,384	1,484,361	1,544,303
Township Non-Tax Revenue					
State Liquid Fuels Tax Allocation	458,159	440,646	438,880	451,149	446,880
Interest & Rent	118,064	102,072	111,900	97,935	102,150
Service Agreements	213,424	321,183	205,420	204,347	214,387
Other Revenue	196,712	1,076,512	409,093	569,679	520,049
Total Township Non-Tax Revenue	986,359	1,940,413	1,165,293	1,323,110	1,283,466
Township Transfers					
Transfers from Other Funds	2,892,036	4,888,111	2,864,231	3,819,018	3,248,129
Total Township Transfers	2,892,036	4,888,111	2,864,231	3,819,018	3,248,129
Township Fund Balance					
Transfers from Fund Balance	1,264,202	52,506	2,196,176	747,856	1,406,410
Total Township Fund Balance	1,264,202	52,506	2,196,176	747,856	1,406,410
Total Township Revenue	\$ 27,158,319	\$ 32,705,472	\$ 32,212,133	\$ 32,212,787	\$ 32,842,790

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
General Government Expenditures					
Personal Services	\$ 1,090,564	\$ 1,141,351	\$ 1,286,346	\$ 1,191,983	\$ 1,331,955
Contractual Services	663,603	604,867	711,050	687,529	752,400
Commodities	37,554	37,168	56,500	42,796	57,200
Distributed Costs	(232,360)	(235,752)	(292,513)	(225,155)	(291,941)
Capital Projects	94,736	78,759	343,500	151,000	759,000
Total General Government Expenditures	\$ 1,654,097	\$ 1,626,393	\$ 2,104,883	\$ 1,848,153	\$ 2,608,614

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

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Public Safety Expenditures					
Personal Services	\$ 4,068,463	\$ 4,100,857	\$ 4,661,826	\$ 4,587,432	\$ 4,441,323
Contractual Services	363,984	353,566	419,028	341,903	388,726
Commodities	83,588	61,388	76,400	60,521	77,500
Distributed Costs	13,934	52,573	63,832	51,133	68,837
Capital Projects	104,817	494,602	147,100	142,100	150,100
Total Public Safety Expenditures	\$ 4,634,786	\$ 5,062,986	\$ 5,368,186	\$ 5,183,089	\$ 5,126,486

Fund(s): General Fund, Capital Projects Fund

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Comm. Development Expenditures					
Personal Services	\$ 467,037	\$ 493,007	\$ 460,238	\$ 446,046	\$ 466,117
Contractual Services	60,173	46,663	69,652	53,405	67,821
Commodities	4,647	8,169	8,500	6,600	9,000
Distributed Costs	58,946	41,889	73,342	58,333	76,044
Capital Projects	24,471	11,904	15,500	67,293	13,000
Total Comm. Development Expenditures	\$ 615,274	\$ 601,632	\$ 627,232	\$ 631,677	\$ 631,982

Fund(s): General Fund, Capital Projects Fund

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Public Works Expenditures					
Personal Services	\$ 2,331,732	\$ 2,451,912	\$ 2,557,564	\$ 2,563,717	\$ 2,712,086
Contractual Services	815,570	850,430	1,187,037	1,019,295	1,167,249
Commodities	898,108	946,302	1,164,900	1,074,700	1,213,800
Distributed Costs	18,477	(17,939)	1,816	(13,453)	7,922
Refuse Collection	1,033,341	1,034,430	1,080,000	1,077,100	1,124,400
ALCOSAN Payments	2,189,426	2,331,312	2,434,324	2,369,380	2,447,589
Capital Projects	1,068,061	1,328,259	3,408,000	3,171,621	2,721,000
Total Public Works Expenditures	\$ 8,354,715	\$ 8,924,706	\$ 11,833,641	\$ 11,262,360	\$ 11,394,046

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

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Recreation Expenditures					
Personal Services	\$ 1,665,812	\$ 2,079,613	\$ 2,338,519	\$ 2,262,567	\$ 2,324,383
Contractual Services	832,502	996,383	1,162,676	1,068,627	1,355,884
Commodities	311,286	230,410	351,625	274,709	360,425
Distributed Costs	203,024	350,475	371,702	343,792	362,251
Capital Projects	1,192,991	882,856	352,350	346,066	994,050
Total Recreation Expenditures	\$ 4,205,615	\$ 4,539,737	\$ 4,576,872	\$ 4,295,761	\$ 5,396,993

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

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Library Expenditures					
Personal Services	\$ 748,179	\$ 784,681	\$ 768,366	\$ 784,146	\$ 787,551
Contractual Services	20,403	20,117	22,400	19,580	24,900
Commodities	158,938	153,911	150,782	152,577	148,200
Distributed Costs	14,986	14,801	18,012	14,062	18,711
Capital Projects	-	-	15,000	19,774	15,000
Total Library Expenditures	\$ 942,506	\$ 973,510	\$ 974,560	\$ 990,139	\$ 994,362

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

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Debt Service Expenditures					
Contractual Services	\$ 3,005,511	\$ 2,553,831	\$ 3,159,027	\$ 3,130,475	\$ 2,671,812
Total Debt Service Expenditures	\$ 3,005,511	\$ 2,553,831	\$ 3,159,027	\$ 3,130,475	\$ 2,671,812
<i>Fund(s): General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund</i>					
	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Operating Transfers Expenditures					
Contractual Services	\$ 2,951,797	\$ 4,584,208	\$ 2,668,349	\$ 3,377,345	\$ 2,980,843
Transfers to Fund Balance	794,018	3,838,469	899,383	1,493,788	1,037,652
Total Operating Transfers Expenditures	\$ 3,745,815	\$ 8,422,677	\$ 3,567,732	\$ 4,871,133	\$ 4,018,495
<i>Fund(s): All Township Funds</i>					
Total Township Expenditures	\$ 27,158,319	\$ 32,705,472	\$ 32,212,133	\$ 32,212,787	\$ 32,842,790

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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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Fund Balance	\$ 3,227,081	\$ 3,251,134	\$ 3,301,625	\$ 3,301,625	\$ 3,301,625
Total Revenues	16,394,555	18,318,081	18,342,223	18,502,388	18,321,224
Total Expenditures	(16,370,502)	(18,267,590)	(18,342,223)	(18,502,388)	(18,321,224)
Ending Fund Balance	\$ 3,251,134	\$ 3,301,625	\$ 3,301,625	\$ 3,301,625	\$ 3,301,625

Analysis: No Increase in Fund Balance

Discussion: The General Fund’s Fund Balance is not projected to increase or decrease in 2012.

CAPITAL PROJECTS FUND	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Fund Balance	\$ 1,760,517	\$ 986,460	\$ 2,663,086	\$ 2,663,086	\$ 2,730,111
Total Revenues	873,943	3,150,163	506,702	1,522,054	888,278
Total Expenditures	(1,648,000)	(1,473,537)	(1,845,020)	(1,455,029)	(2,219,076)
Ending Fund Balance	\$ 986,460	\$ 2,663,086	\$ 1,324,768	\$ 2,730,111	\$ 1,399,313

Analysis: 48.7% 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: Township-wide software (\$200,000), building renovations (\$365,000) and the demolition of the Boyce Mayview Park Barn (\$150,000). The projected increase in these expenditures coupled with annual expenditures, the Fund Balance is projected to decrease by 48.7%.

SANITARY SEWER FUND	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Net Assets	\$ 2,919,775	\$ 2,973,321	\$ 3,510,487	\$ 3,510,487	\$ 2,044,964
Operating Revenue	4,190,374	4,600,780	4,527,908	4,559,604	4,823,250
Operating Expenses	(2,663,808)	(2,736,254)	(4,768,868)	(4,666,881)	(4,347,561)
Operating Income (Loss)	1,526,566	1,864,526	(240,960)	(107,277)	475,689
Non-Operating Revenue	3,923	2,425	2,000	2,500	3,000
Non-Operating Expenses	(827,059)	(606,478)	(610,761)	(606,746)	(553,448)
Total Non-Operating Revenues (Expenses)	(823,136)	(604,053)	(608,761)	(604,246)	(550,448)
Change in Net Assets	703,430	1,260,473	(849,721)	(711,523)	(74,759)
Capital Contribution	-	-	-	-	-
Less: Depreciation - Sewer Lines	(649,884)	(723,307)	(756,140)	(754,000)	(760,000)
Ending Net Assets	\$ 2,973,321	\$ 3,510,487	\$ 1,904,626	\$ 2,044,964	\$ 1,210,205

Analysis: 40.8% 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 2012, the Township has budgeted \$1,350,000 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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Net Assets	\$ 1,806,606	\$ 3,924,652	\$ 3,946,223	\$ 3,946,223	\$ 4,119,242
Operating Revenue	1,014,904	2,905,595	3,219,370	3,345,091	3,494,202
Operating Expenses	(1,860,237)	(2,601,858)	(3,024,488)	(2,903,618)	(3,227,416)
Operating Income (Loss)	(845,333)	303,737	194,882	441,473	266,786
Non-Operating Revenue	1,366,602	1,121,577	1,183,355	1,166,249	1,179,736
Non-Operating Expenses	(956,831)	(755,525)	(802,791)	(786,485)	(789,413)
Total Non-Operating Revenues (Expenses)	409,771	366,052	380,564	379,764	390,323
Change in Net Assets	(435,562)	669,789	575,446	821,237	657,109
Capital Contribution	2,877,717	-	-	-	-
Less: Depreciation - Building	(324,109)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Assets	\$ 3,924,652	\$ 3,946,223	\$ 3,873,451	\$ 4,119,242	\$ 4,128,133

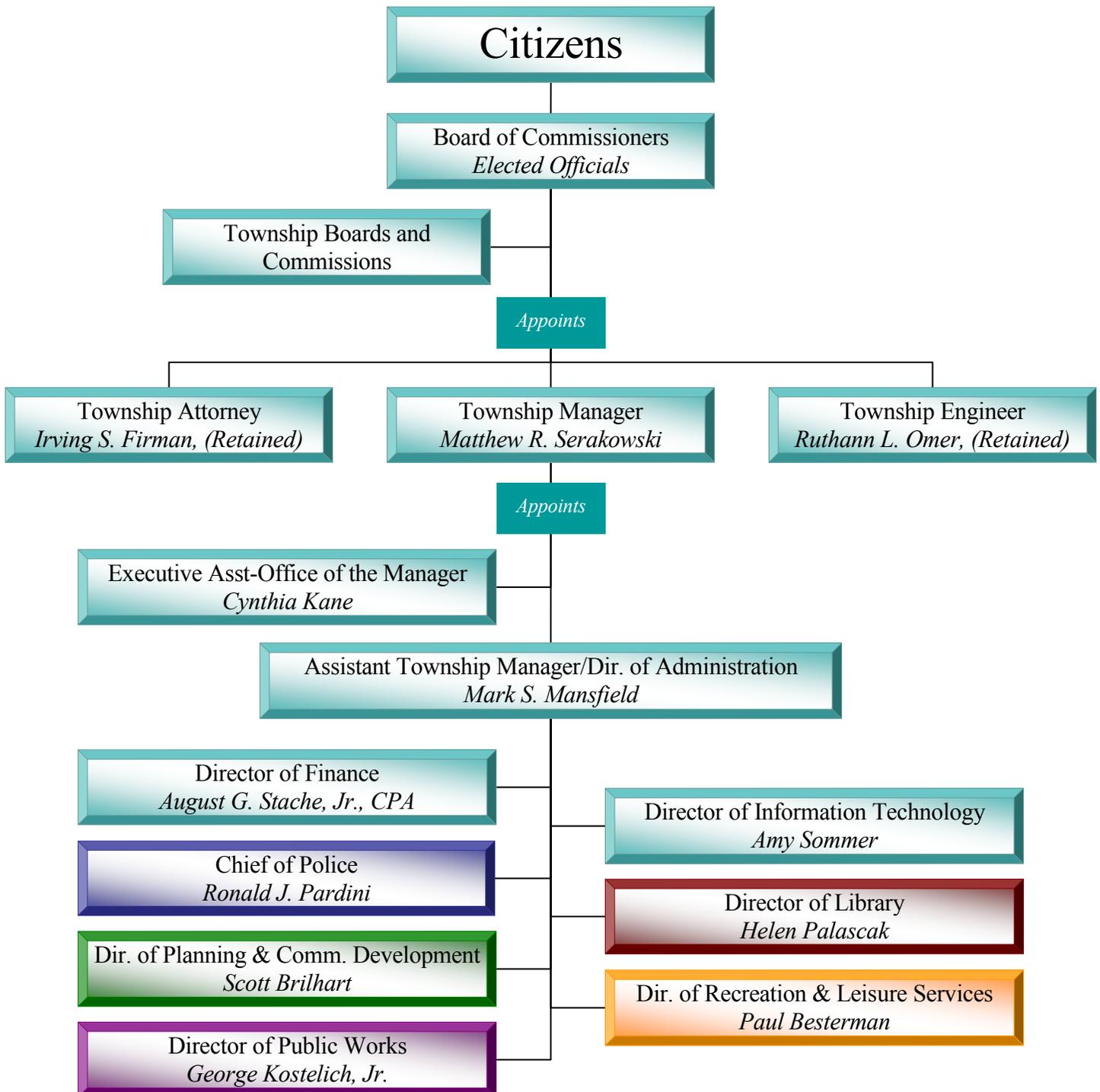
Analysis: 0.2% Increase in Net Assets

Discussion: The projected net assets for the Community & Recreation Center Fund are expected to increase slightly in 2012.

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TOWNSHIP ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Township of Upper St. Clair for 2012 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 slight growth in membership in 2011 and an increase in program revenue</p> <p>2. C&RC under budget for expenses for the second straight year</p> <p>3. Board instituted a moderate increase in membership rates for youth and three month memberships, while increasing adult and family membership rates slightly.</p> <p>4. Completed - July 2010</p> <p>5. November 2011 – EFT=88%, Paid in Full=12%</p> <p>6. Completed - 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 2011 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 2012 Budget saw decreases in mandatory pension costs, health insurance premiums and workers’ compensation expenses. The current tax structure will allow for the Township to handle any expenditure fluctuations as well as allow the Township to fund capital needs.</p>	<p>All Township Departments</p>
<p><u>Reverse 911</u></p>	<p>This will expedite communication with residents in case of emergencies or other important notifications. The implementation of a Reverse 911 program was partially completed in 2011. The full rollout of the program is expected in 2012.</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>This will allow for more streamlined communication with residents. The Township began to redesign the Township website in 2011. This is expected to be completed in 2012.</p>	<p>Information Technology, Administration</p>
<p><u>Consent Order Compliance/Feasibility Study</u></p>	<p>The Township began Phase II of the Consent Order in 2011. A feasibility study was continued in 2011 for sanitary sewer issues related to the Consent Order. The feasibility study is anticipated to wrap up in 2012. (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 2011 and 2012.

PLAN OBJECTIVE	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
<u>Create an Overlay designation for the McLaughlin Run Corridor to establish uniform development standards such as landscaping, buffer yards, lighting, and signage</u>	<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 2012. 	Community Development
<u>Develop a community wide gateway and way finding system</u>	<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 2011 Annual Parks Maintenance Program. • Upgraded Baker Park, Tustin Park and Morton Complex signs. • Upgraded Public Works Building and Public Works Storage signs. • Continue Traffic Sign Retroreflectivity requirements to bring the Township into compliance with the Manual on Uniform Traffic Control Devices (MUTCD) standards by 2015. 	Public Works, Community Development
<u>Explore the feasibility and benefits of incorporating traffic calming policies into development</u>	<ul style="list-style-type: none"> • The Community Development department has developed a traffic calming plan for Harrogate Drive. If there is consensus to make these improvements, a plan will be submitted to the Board of Commissioners for their consideration. 	Community Development
<u>Prioritize sidewalk / bikeway segments and produce a time schedule for their construction</u>	<ul style="list-style-type: none"> • Funding has been requested in 2012 to begin construction of highest priority segments of the sidewalk master plan. • Begin Cook School Sidewalk Phase II between Taper Drive and Winchester Drive. • Explore the feasibility with PennDOT of a sidewalk on Mayview Road near Boyce Mayview Park. 	Public Works, Community Development

**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 Miracle Field at Boyce Mayview Park • Athletic Fields are in their third full year of operation and are successfully being utilized • Installed walkway and driveway lighting at the Outdoor Classroom • Groomed and trimmed back growth on all walking trails within Boyce Mayview Park 	<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"> • Public Works began Phase II of the Consent Order and the Manhole Rehabilitation Project in 2011. • In 2012, Public Works will continue with Phase II of the Consent Order as well as explore the feasibility of future sanitary sewer projects. 	<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 second full year of operations in 2011. The C&RC was able to support 85% of operational expenses in 2011. • The C&RC continued to stay under budget for operational expenses for the second straight year. 	<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 2011 and the intended goals of 2012. 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.

2011 GENERAL TOWNSHIP ACCOMPLISHMENTS

- Assisted in the construction and construction management of the Veterans Park project
- Assisted in the construction and construction management of the Miracle Field project
- In addition to receiving its third consecutive GFOA Distinguished Budget Presentation Award for 2011, the Township was awarded for the 24th consecutive year, the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Created the second Popular Annual Financial Report for the Township for 2010 and submitted it for consideration of the GFOA Popular Annual Financial Report Award.3
- Successfully refinanced the 2006 Bond Issue, with a present value net savings over \$1,000,000
- Conducted 11th Citizens’ Police Academy
- Completed a successful Deer Culling program through the USDA
- Maintained the Township’s National Flood Insurance Programs (NFIP) Community Rating System (CRS) at a 7
- Installed new salt brine production system for Public Works snow and ice removal
- Developed new emergency callout notification program for Public Works
- Installed 700 +/- feet of new 15” storm sewer line to replace failing storm sewer line in the Brookside Boulevard area
- Received recognition for Excellent Public Relations for the Community & Recreation Center as cited as “Best of the Burbs” Pittsburgh Magazine, Aquatic International, NRPA Magazine
- Began the SNAP Program (Special Needs Active Program) for Recreation
- The Library was awarded the Pennsylvania Library Association 2011 Best Practice in Young Adult Services Award. This statewide award was given to only one library this year.
- Implemented the first phase of the adult floor space redesign, replacing patron Internet stations with tables that double individual workspace.
- Commercial development in the Township increased with the approval and development of “The Shops on Washington.” This redesigned building will house a Trader Joe’s grocery store, a Coldwell Banker real estate office and a Honeybaked Ham food store.
- A redevelopment plan for the South Hills Village Mall was approved in 2011. The redevelopment will include a new Target store and a new Dick’s Sporting Goods. The estimated completion date is 2012.

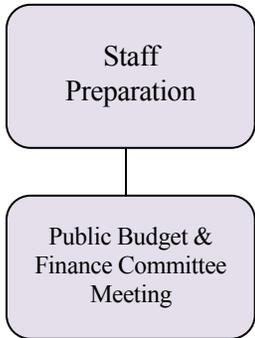
2012 GENERAL TOWNSHIP GOALS

- Develop and implement employee portal for all Township employees
- Implement \$300,000 2012 funding from RAD for Boyce Mayview Park and seek continued RAD support for 2013
- Continue to participate in the GFOA CAFR, Distinguished Budget Award and Popular Annual Financial Reporting Programs
- Complete written policies and procedures for the Township's RFP process for pensions in accordance with Act 44
- Transition sewage billing from Pennsylvania American Water collections to Township collections by October 2012
- Negotiate new collective bargaining agreement for the Teamsters Local 205 and Tri-Community South EMS
- Conduct the 12th Citizen's Police Academy for the Township of Upper St. Clair
- Continue to implement Reverse 911 Program within the Police Department
- Complete Phase II of Municipal Building space renovation
- 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 the newly constructed Miracle Field and Veterans Park
- Meet the C&RC underlying premise of covering 85% of the operational expenses with the revenue generated from membership fees and program revenue
- Implement phase two of the adult floor space redesign, installing modular units for self-checkouts, returns, and a registration desk
- Develop and implement monthly Library staff training workshops focused on improving patron service skills at all levels.

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 2012 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

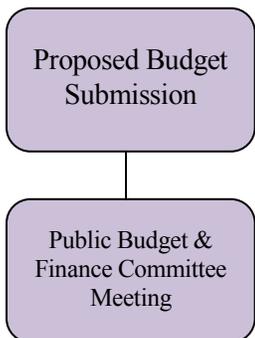
Annual Budget Preparation



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.

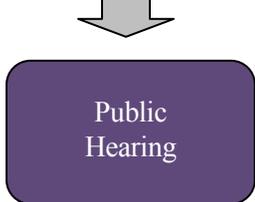
**The Budget and Finance Committee is comprised of three (3) members of the Board of Commissioners, although all Commissioners are free to attend meetings held by the Budget and Finance Committee.*

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.

2012 BUDGET SCHEDULE

<u>DATE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
July 29, 2011	Budget Worksheets to Department Directors	Director of Finance
July 29, 2011	Email for Initial Budget Input to Board of Commissioners	Township Manager
August 12, 2011	Return of Department Directors Budget Worksheets	Department Directors
August 12, 2011	Return of Board of Commissioners Initial Budget Input to Township Manager	Board of Commissioners
September 26, 2011 (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 26, 2011	Establish Public Hearing Date	Board of Commissioners
October 6, 2011	Submit advertisement of Proposed Budget Public Hearing to Newspaper for publication on October 13, 2011	Director of Finance
October 7, 2011	Submit Manager's Proposed Budget to Board of Commissioners	Township Manager Director of Finance
October 13, 2011	Advertisement of Availability of 2012 Proposed Budget for Public Inspection (copies to be displayed in Reception Area and Library)	Director of Finance
October 14, 2011	Budget Narratives and Statistics to Department Directors	Director of Finance
October 17, 2011 (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 7, 2011	Public Hearing	Board of Commissioners

2012 BUDGET SCHEDULE (Continued)

<u>DATE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
November 14, 2011	Return of Budget Narratives and Statistics to Director of Finance	Department Directors
November 28, 2011 (6:00 PM)	Review Public Comments (If necessary)	Budget and Finance Committee Township Manager Director of Finance
December 5, 2011	Adopt Budget (By Ordinance)	Board of Commissioners
December 7, 2011	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 2013-2016 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	2012	2013	2014	2015	2016
Governmental Funds Revenues					
Real Estate Tax - 1.0% growth	\$ 7,555,157	\$ 7,630,709	\$ 7,707,016	\$ 7,784,086	\$ 7,861,927
Earned Income Tax - 2.5% growth	7,315,000	7,497,875	7,685,322	7,877,455	8,074,391
Real Estate Transfer Tax - 1.0% growth	800,000	808,000	816,080	824,241	832,483
Local Option Sales Tax - 4.0% growth	360,000	374,400	389,376	404,951	421,149
Local Services Tax - Estimate # employees	240,000	252,000	254,000	256,000	258,000
Other Revenue - 4.0% growth	3,618,444	3,763,182	3,913,709	4,070,257	4,233,068
Fund Balance - Governmental funds used	1,322,501	509,785	530,422	644,997	666,780
Total Governmental Fund Revenues	\$ 21,211,102	\$ 20,835,950	\$ 21,295,925	\$ 21,861,987	\$ 22,347,798
Governmental Funds Expenditures					
General Government - 2.5% growth	\$ 1,662,571	\$ 1,704,135	\$ 1,746,739	\$ 1,790,407	\$ 1,835,167
Public Safety - 3.0% growth	4,976,386	5,125,678	5,279,448	5,437,831	5,600,966
Community Development - 2.5% growth	618,982	634,457	650,318	666,576	683,240
Public Works - 3.0% growth	4,401,085	4,533,118	4,669,111	4,809,184	4,953,460
Refuse Collection - 3.5% growth	1,124,400	1,163,754	1,204,485	1,246,642	1,290,275
Annual Street Program	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Regular Capital Improvements-estimate	2,243,100	1,200,000	1,200,000	1,300,000	1,300,000
Recreation - 2.5 % growth	1,175,527	1,204,915	1,235,038	1,265,914	1,297,562
Library - 2.5% growth	979,362	1,003,846	1,028,942	1,054,666	1,081,032
C&RC Operating Transfer	1,600,738	1,613,093	1,629,003	1,637,241	1,651,815
OPEB Allocation	-	200,000	200,000	200,000	200,000
Debt Service - General Fund	1,328,951	1,352,955	1,352,840	1,353,525	1,354,280
Total Governmental Fund Expenditures	\$ 21,211,102	\$ 20,835,950	\$ 21,295,925	\$ 21,861,987	\$ 22,347,798
Sanitary Sewer Fund					
Sanitary Sewer Revenues					
Sewer User Fees	\$ 4,787,500	\$ 4,721,492	\$ 5,095,504	\$ 5,359,861	\$ 5,652,928
Other Revenue	38,750	40,000	40,000	40,000	40,000
Use of Net Assets	425,747	-	-	-	-
Total Sanitary Sewer Fund Revenues	\$ 5,251,997	\$ 4,761,492	\$ 5,135,504	\$ 5,399,861	\$ 5,692,928
Sanitary Sewer Expenses					
ALCOSAN Payments - 8.0% growth	\$ 2,447,589	\$ 2,643,396	\$ 2,854,868	\$ 3,083,257	\$ 3,329,918
Township Sewer Costs - 2.75% growth	549,972	565,096	580,636	596,604	613,010
EPA Administrative Consent Order	1,350,000	600,000	600,000	600,000	600,000
Debt Service - Consent Order	904,436	953,000	1,100,000	1,120,000	1,150,000
Total Sanitary Sewer Fund Expenses	\$ 5,251,997	\$ 4,761,492	\$ 5,135,504	\$ 5,399,861	\$ 5,692,928

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

C&RC Fund	2012	2013	2014	2015	2016
C&RC Fund Revenues					
C&RC Revenue - 3.0% growth	\$ 3,073,200	\$ 3,165,396	\$ 3,260,358	\$ 3,358,169	\$ 3,458,914
Operating Transfer - C&RC	1,600,738	1,613,093	1,629,003	1,637,241	1,651,815
Total C&RC Fund Revenues	\$ 4,673,938	\$ 4,778,489	\$ 4,889,361	\$ 4,995,410	\$ 5,110,729
C&RC Fund Expenses					
C&RC 85% Operation Costs - 2.75% growth	\$ 2,805,914	\$ 2,883,077	\$ 2,962,361	\$ 3,043,826	\$ 3,127,531
C&RC 15% Operation Costs - 2.75% growth	421,502	433,093	445,003	457,241	469,815
C&RC - Debt Service	1,179,236	1,180,000	1,184,000	1,180,000	1,182,000
C&RC - Capital Transfer	267,286	282,319	297,997	314,342	331,382
Total C&RC Fund Expenses	\$ 4,673,938	\$ 4,778,489	\$ 4,889,361	\$ 4,995,410	\$ 5,110,729

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 2.5% growth rate and the growth rate is based on last 3 years of collection patterns. * Real estate transfer taxes are projected at a 1.0% 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 to increase beginning in 2013 with the addition of Trader Joe's, Target and Dick's Sporting Goods employees. * 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 2012 Budget projects \$1,305,501 to be spent from all 2011 Governmental Fund Balances. The majority of the fund balance projected to be used in 2012 comes from the Capital Projects Fund. The General Fund is projected to maintain a fund balance range for 2012-2016 that will sustain its favorable bond rating. * Funds needed for future years - A combination of revenue increases or expenditure reductions for 2013 to 2016. 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% based on the recent arbitration award and future anticipated retirements within the department. * 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. The contract for Teamsters ends December 31, 2012. * 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 at \$1,100,000 for the years 2012-2016. * 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 2007 Bond Issue, the 2008 Bond Issue, the 2009 Bond Issue and the 2011 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 debt service schedules of the Sanitary Sewer portion of the 2007, 2009, 2011 Bond Issues and the Sanitary Sewer portion of the estimated debt service in the variable 2008 Bond Issue. * Estimated Debt Service in years 2014-2016 increased due to the anticipated future costs of the EPA Consent Order that would require a new bond issue for the Township. * 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 73% resident and 27% 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 2013 through 2016.
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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 53-73). 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 schedule of recurring and non-recurring capital items for 2012. On the following page is a breakdown of the operational impacts of the 2012 non-recurring capital items.

2012 BUDGETED CAPITAL ASSETS & CAPITAL PROJECTS

2012 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	\$ 142,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 142,000
Public Works Equipment	87,000	-	-	-	-	100,000	-	187,000
Police Vehicles	87,000	-	-	-	-	-	-	87,000
Police Equipment	25,600	-	-	-	-	-	-	25,600
Recreation Equipment	-	-	-	-	54,900	-	74,050	128,950
General Gov. & Comm. Dev. Equipment	99,000	-	-	-	-	-	-	99,000
<i>Non-recurring Items</i>								
Community Room Furniture - Tables	-	-	-	-	-	-	22,500	22,500
Fitness Aerobics Equipment	-	-	-	-	-	-	12,500	12,500
Capital Projects								
<i>Recurring Items</i>								
Annual Street Program	652,976	447,024	-	-	-	-	-	1,100,000
Sanitary Sewer Consent Order Project	-	-	-	-	-	1,350,000	-	1,350,000
General Building Renovations	95,000	-	-	-	-	-	-	95,000
Storm Sewer Projects	-	-	2,000	-	-	-	-	2,000
Field & Park Improvements	70,000	-	-	40,000	85,100	-	-	195,100
Sidewalk Projects	150,000	-	-	-	-	-	-	150,000
<i>Non-recurring Items</i>								
Municipal Building Renovations	365,000	-	-	-	-	-	-	365,000
Township-wide Software Program	200,000	-	-	-	-	-	-	200,000
Barn Improvements/Demo	150,000	-	-	-	-	-	-	150,000
Library Adult Circulation Desk Remodel	15,000	-	-	-	-	-	-	15,000
Total Capital Items	\$ 2,138,576	\$ 447,024	\$ 2,000	\$ 40,000	\$ 140,000	\$ 1,450,000	\$ 109,050	\$ 4,326,650

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT

Asset/Project: **Community Room Furniture – Tables (Location: Community & Recreation Center)**

Description: This allocation will provide new tables, chairs and furniture for the C&RC party and community rooms. This upgrade is needed to keep tables and furniture safe, clean and updated for users of the facility. These items are heavily used and moved and reset on a daily basis.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
<u>C&RC Fund</u>	\$ 22,500	\$ -	<u>C&RC Fund</u> Maintenance	\$0	3

Asset/Project: **Fitness Aerobics Equipment (Location: Community & Recreation Center)**

Description: This allocation is needed for fitness equipment enhancement and to keep members interested in C&RC. The fitness equipment needs to remain fresh to help retain members, hence the purchasing of the pilates reformer and step mill. Pilates reformer business continues to grow at a rapid pace and will help us meet our need for requested service.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
<u>C&RC Fund</u>	\$ 12,500	\$ -	<u>C&RC Fund</u> Fitness	Minimal	3

Asset/Project: **Municipal Building Renovations**

Description: The Township is planning to make municipal building modifications and infrastructure improvements in 2012. These improvements consist of redesigning certain office space and improving security on the interior and exterior of the 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>	\$ 365,000	\$ -	<u>General Fund</u> Building Maintenance	(\$4,000)	40

Asset/Project: **Township-wide Software Program**

Description: The Township-wide Software Project would replace multiple, outdated software solutions with one up to date solution. It would allow departments to share one common parcel based database. Additionally, it would give Administration/Human Resources a solution to maintain their data instead of using Microsoft documents and spreadsheets.

Township wide Software (Continued)

The total estimated cost of the Township-wide Software Project is \$400,000. This project can be phased in over multiple years; therefore, \$200,000 was allocated in both 2012 and 2013. An additional \$30,000 to \$60,000 would be needed for hardware costs.

Currently, our annual software maintenance for Community Development, Public Works, Police, and Accounting software is approximately \$24,000. With the new Township-wide Software Program, annual maintenance would be approximately \$36,000. The increase in annual maintenance would be the result of adding additional software modules (i.e. - Administration and Human Resources).

The above figures are all estimates based on discussions with vendors. A Request for Proposal (RFP) has been submitted in October 2011. More definitive numbers will be available once responses to the RFP have been received.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
<u>Capital Projects Fund</u>	2012 - \$200,000 2013 - \$200,000	\$30,000 - \$60,000	<u>General Fund</u> Multiple Departments	(\$12,000)	10+

Asset/Project: Library Adult Circulation Desk Remodel

Description: Beginning in 2010, the Library implemented a self-service station at the adult circulation desk. In 2011, the Library reconfigured the adult floor to include new patron computer stations and a new adult reference desk. In 2012, the Library plans to finish the redesign with a newly designed circulation desk. All of these improvements are intended to maximize patron usage and reduce Township 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	\$0	10+

Asset/Project: Boyce Mayview Park Barn Improvement/Demolition

Description: The future of this existing structure has yet to be determined. The initial and future capital outlays are estimated on the assumption that this structure will be demolished.

- A. Demolition – No future Capital Financing needed after demolition.
- B. Renovation – Future use would determine Capital Outlay.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
<u>Capital Projects Fund</u>	\$ 150,000	\$ -	<u>General Fund</u> Public Works	\$0	n/a

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 2012-2016
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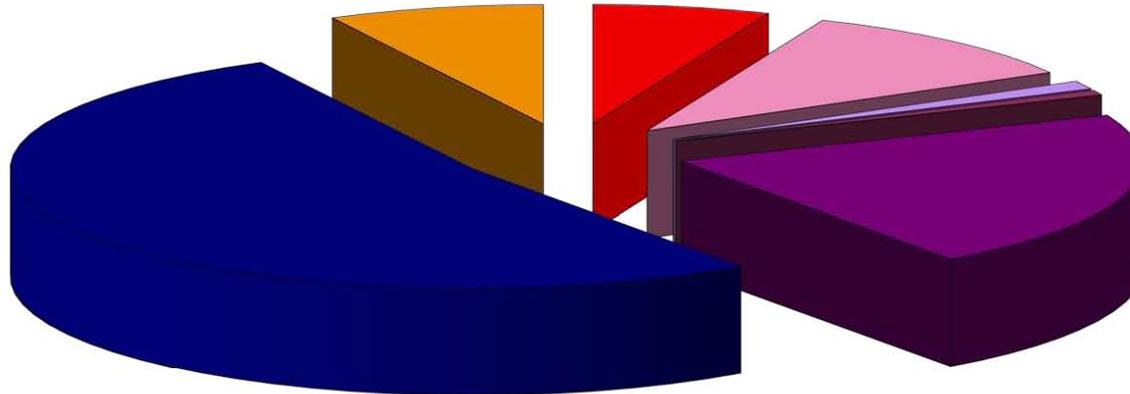
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**Proposed Capital Improvement Program 2012-2016
Summary By Major Category**

	2012	2013	2014	2015	2016	Totals
Capital Equipment (Schedule No. 1-Pages 8 thru 12)	\$ 679,100 217,500	\$ 719,800 207,500	\$ 482,000 367,500	\$ 569,000 242,700	\$ 379,000 257,500	\$ 2,828,900 1,292,700
Street Improvement Program (Schedule No. 2-Page 13)	1,170,000 200,500	1,160,000 177,500	1,160,000 290,000	1,160,000 300,000	1,160,000 300,000	5,810,000 1,268,000
Storm Sewer Projects (Schedule No. 3-Page 14)	50,000 -	150,000 -	150,000 -	200,000 -	200,000 -	750,000 -
Park Resurfacing Projects (Schedule No. 4-Page 15)	60,000 -	60,000 -	120,000 -	120,000 -	80,000 -	440,000 -
Public Bldg. & Park Improvements (Schedule No. 5-Page 16)	811,000 335,000	405,000 2,625,000	235,000 3,125,000	175,000 1,250,000	175,000 5,050,000	1,801,000 12,385,000
Sanitary Sewer Projects (Schedule No. 6-Page 17)	2,153,000 -	626,200 10,000,000	625,000 10,000,000	625,000 10,000,000	625,000 -	4,654,200 30,000,000
Community & Recreation Center (Schedule No. 7-Pages 18 thru 21)	254,150 91,300	161,650 3,581,900	175,300 39,900	160,475 374,100	95,600 80,600	847,175 4,167,800
Subtotal for Priority Funding	5,177,250	3,282,650	2,947,300	3,009,475	2,714,600	17,131,275
Subtotal for Funding Under Review	844,300	16,591,900	13,822,400	12,166,800	5,688,100	49,113,500
Total Current 5 Year Plan	\$ 6,021,550	\$ 19,874,550	\$ 16,769,700	\$ 15,176,275	\$ 8,402,700	\$ 66,244,775
Previous 5 Year Plan	\$ 4,961,200	\$ 4,956,650	\$ 15,843,650	\$ 17,944,700	\$ 18,854,400	\$ 62,560,600
Difference in 5 Year Plans	\$ 1,060,350	\$ 14,917,900	\$ 926,050	\$ (2,768,425)	\$ (10,451,700)	\$ 3,684,175

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 2012-2016
Summary By Major Category

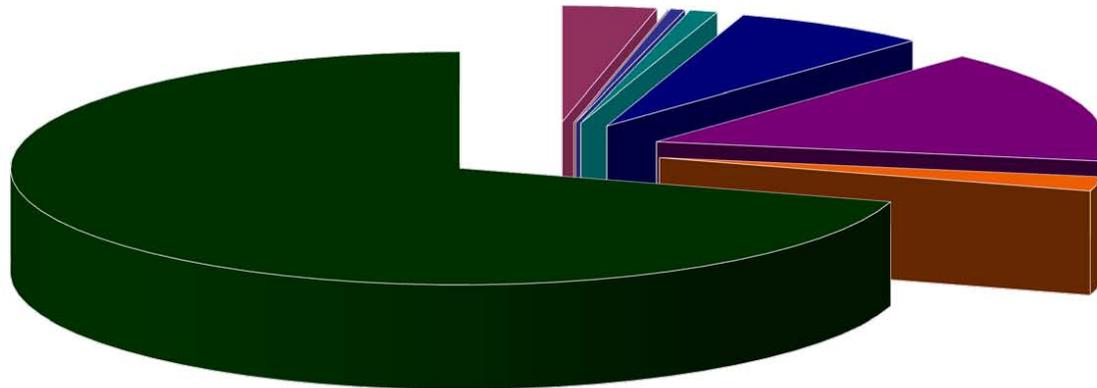


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|------------------------------------|------------------------------|
| ■ Capital Equipment | ■ Street Improvement Program |
| ■ Storm Sewer Projects | ■ Park Resurfacing Projects |
| ■ Public Bldg. & Park Improvements | ■ Sanitary Sewer Projects |
| ■ Community & Recreation Center | |

**Proposed Capital Improvement Program 2012-2016
Summary By Funding Source**

	<u>Totals</u>	<u>State Liquid Fuels</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 8 thru 12)	\$ 4,121,600	\$ -	\$ -	\$ 134,000	\$ -	\$ -	\$ 3,987,600	\$ -
Street Improvement Program (Schedule No. 2-Page 13)	7,078,000	2,250,000	-	-	-	-	4,828,000	-
Storm Sewer Projects (Schedule No. 3-Page 14)	750,000	-	-	-	-	-	50,000	700,000
Park Resurfacing Projects (Schedule No. 4-Page 15)	440,000	-	-	-	-	-	440,000	-
Public Bldg. & Park Improvements (Schedule No. 5-Page 16)	14,186,000	-	350,000	525,000	-	-	1,100,000	12,211,000
Sanitary Sewer Projects (Schedule No. 6-Page 17)	34,654,200	-	-	-	4,654,200	-	-	30,000,000
Community & Recreation Center (Schedule No. 7-Pages 18 thru 21)	5,014,975	-	-	-	-	1,314,975	-	3,700,000
Total Current 5 Year Plan	\$ 66,244,775	\$ 2,250,000	\$ 350,000	\$ 659,000	\$ 4,654,200	\$ 1,314,975	\$ 10,405,600	\$ 46,611,000

**Proposed Capital Improvement Program 2012-2016
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 |

<p>Proposed Capital Improvement Program 2012-2016 Expenditure By Major Category Comparison of Current Plan to Previous 5 Year Plan</p>

	<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-Page 8 thru 12)	\$ 3,783,700	6.05%	\$ 4,121,600	6.22%	\$ 337,900
Street Improvement Program (Schedule No. 2-Page 13)	6,985,000	11.17%	7,078,000	10.68%	93,000
Storm Sewer Projects (Schedule No. 3-Page 14)	750,000	1.20%	750,000	1.13%	-
Park Resurfacing Projects (Schedule No. 4-Page 15)	420,000	0.67%	440,000	0.66%	20,000
Public Bldg. & Park Improvements (Schedule No. 5-Page 16)	11,543,500	18.45%	14,186,000	21.41%	2,642,500
Sanitary Sewer Projects (Schedule No. 6-Page 17)	35,626,200	56.95%	34,654,200	52.31%	(972,000)
Community & Recreation Center (Schedule No. 7-Page 18 thru 21)	3,452,200	5.52%	5,014,975	7.57%	1,562,775
Totals of Each 5 Year Plan	\$ 62,560,600	100.00%	\$ 66,244,775	100.00%	\$ 3,684,175

**Proposed Capital Improvement Program 2012-2016
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

		2012	2013	2014	2015	2016	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
# 924 Ford Pick-Up Utility	2006	-	-	-	-	40,000	40,000
# 928 Ford Pick-Up Utility	2006	-	55,000	-	-	-	55,000
# 933 Ford Pick-Up Utility	2000	-	50,000	-	-	-	50,000
# 902 Ford F-550	2007	-	-	75,000	-	-	75,000
# 915 Ford F-550	2008	-	-	-	75,000	-	75,000
# 918 Ford F-550	2008	-	-	-	75,000	-	75,000
# 926 Ford F-550	2008	-	-	-	75,000	-	75,000
# 913 Ford Econoline 350 Van	2006	-	-	-	-	40,000	40,000
Dump Trucks							
# 903 Int'l Dump	2004	-	-	145,000	-	-	145,000
# 907 Int'l Dump	2002	142,000	-	-	-	-	142,000
# 932 Int'l Dump	2001	142,000	-	-	-	-	142,000
# 911 Int'l Dump	2005	-	-	-	145,000	-	145,000
Subtotal: Trucks		\$ 284,000	\$ 140,000	\$ 260,000	\$ 370,000	\$ 80,000	\$ 1,134,000
Other Vehicles							
# 923 CAT Loader	1995	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
# 930 Sterling Sweeper	2003	-	-	160,000	-	-	160,000
# 921 Toro Groundsmaster 5910	2010	-	-	-	-	90,000	90,000
Subtotal: Other Vehicles		\$ -	\$ 150,000	\$ 160,000	\$ -	\$ 90,000	\$ 400,000

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 2012-2016
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

		2012	2013	2014	2015	2016	Totals
PUBLIC WORKS (Cont'd)							
Staff Vehicles							
# 801 Chevy Pick-Up	2006	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
# 804 Chevy Pick-Up	2005	-	28,000	-	-	-	28,000
# 807 Chevy Silverado Pick-Up	2007	-	-	30,000	-	-	30,000
# 806 Chevy Colorado Pick-Up	2009	-	-	-	-	30,000	30,000
Subtotal: Staff Vehicles		\$ -	\$ 58,000	\$ 30,000	\$ -	\$ 30,000	\$ 118,000
New Equipment							
Radio Upgrade - Narrow Banding Mandate		\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Replacement Equipment							
Toro Groundsmaster	2006	25,000	-	-	-	-	25,000
Toro 3100D Reelmower	2005	25,000	-	-	-	-	25,000
Fort 2120 LCG Tractor	1994	25,000	-	-	-	-	25,000
Toro Greensmaster	2002	8,000	-	-	-	-	8,000
Toro Infield Pro 3040 (RAD)	2007	25,000	-	-	-	-	25,000
Toro Groundsmaster 328	2007	-	25,000	-	-	-	25,000
Toro Groundsmaster 328	2007	-	25,000	-	-	-	25,000
Toro Greensmaster 1600 (RAD)	2007	-	9,000	-	-	-	9,000
Kubota RTV Utility #1	2007	-	13,000	-	-	-	13,000
Kubota RTV Utility #2	2007	-	13,000	-	-	-	13,000
Toro Groundsmaster 3500-D	2009	-	-	30,000	-	-	30,000
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	-	-	14,000	-	-	14,000
Kubota RTV Utility #4 (RAD)	2008	-	-	14,000	-	-	14,000
Takeuchi Skid Loader	2005	-	-	-	60,000	-	60,000
Kubota Tractor	2005	-	-	-	27,000	-	27,000
Toyota Forklift	2001	-	-	-	60,000	-	60,000
Toro Groundsmaster 4500D (RAD)	2008	-	-	-	42,000	-	42,000
Venmeer Tub Grinder	2004	-	-	-	-	250,000	250,000
Subtotal: Equipment		\$ 120,000	\$ 85,000	\$ 88,000	\$ 189,000	\$ 250,000	\$ 732,000
TOTAL PUBLIC WORKS		\$ 404,000	\$ 433,000	\$ 538,000	\$ 559,000	\$ 450,000	\$ 2,384,000

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 2012-2016
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

	2012	2013	2014	2015	2016	Totals
PUBLIC SAFETY						
Police Vehicles (Schedule No. 1A)	\$ 98,000	\$ 129,000	\$ 108,000	\$ 112,200	\$ 81,000	\$ 528,200
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
Mobile Device Connectivity Enhancement	20,000	-	-	-	-	20,000
In-Car Video Camera	10,000	-	10,000	-	-	20,000
Hand Held Portable Radios	2,000	-	2,000	-	-	4,000
Mobile Radios	2,000	2,000	2,000	2,000	2,000	10,000
Bulletproof Vests	5,600	-	-	-	-	5,600
Office Copier	-	-	10,000	-	-	10,000
Office Furniture	-	4,800	-	-	-	4,800
Upgrade Communications Van	-	2,000	-	-	-	2,000
TOTAL PUBLIC SAFETY	\$ 149,600	\$ 143,800	\$ 142,000	\$ 120,200	\$ 89,000	\$ 644,600
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	\$ 28,500	\$ 68,500	\$ 18,500	\$ 152,500
LIBRARY						
Modular Tables for Computer Workstations	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Reference Desk	5,000	-	-	-	-	5,000
Lounge Seating & Tables	-	18,000	6,000	-	-	24,000
Bookcases with Display Shelves	-	20,000	20,000	-	-	40,000
Study Carrels	-	-	6,000	-	-	6,000
TOTAL LIBRARY	\$ 15,000	\$ 38,000	\$ 32,000	\$ -	\$ -	\$ 85,000

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 2012-2016
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

	2012	2013	2014	2015	2016	Totals
ADMINISTRATION & FINANCE						
Township Manager Ford Explorer 2007	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Asst. Township Manager Ford Explorer 2008	-	-	30,000	-	-	30,000
Photocopier-Color	-	20,000	-	-	-	20,000
TOTAL ADMINISTRATION & FINANCE	\$ 30,000	\$ 20,000	\$ 30,000	\$ -	\$ -	\$ 80,000
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	\$ 9,500	\$ 13,500	\$ 15,500	\$ 9,500	\$ 15,500	\$ 63,500
Township Laptop Program	3,000	-	-	3,000	-	6,000
Server Replacement Program	15,000	14,000	22,000	10,000	22,000	83,000
Network Equipment Replacement Program	14,000	14,000	12,000	12,000	12,000	64,000
Internet Hardware & Software Replacement	10,000	10,000	12,000	12,000	12,000	56,000
Printer Replacement Program	11,000	2,500	2,500	2,500	2,500	21,000
Township-wide Software Implementation	200,000	200,000	-	-	-	400,000
Public Works Annex Improvements	2,000	5,000	-	-	-	7,000
TOTAL INFORMATION TECHNOLOGY	\$ 264,500	\$ 259,000	\$ 64,000	\$ 49,000	\$ 64,000	\$ 700,500
Total Current 5 Year Plan	\$ 896,600	\$ 927,300	\$ 849,500	\$ 811,700	\$ 636,500	\$ 4,121,600
Previous 5 Year Plan	\$ 753,100	\$ 790,100	\$ 821,300	\$ 640,500	\$ 778,700	\$ 3,783,700
Difference in 5 Year Plans	\$ 143,500	\$ 137,200	\$ 28,200	\$ 171,200	\$ (142,200)	\$ 337,900

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 2012-2016
Police Vehicle Replacement Schedule
Schedule No. 1A**

		<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>Totals</u>
PUBLIC SAFETY							
	Asset Tag						
Patrol Vehicles							
Ford Crown Victoria (Replaced 2011)	2003 057	\$ -	\$ -	\$ -	\$ 27,000	\$ -	\$ 27,000
Ford Crown Victoria (Replaced 2011)	2006 047	-	-	-	27,000	-	27,000
Ford Crown Victoria	2007 005	24,500	-	-	-	27,000	51,500
Ford Crown Victoria	2007 006	24,500	-	-	-	27,000	51,500
Ford Crown Victoria	2007 007	24,500	-	-	-	-	24,500
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 (Replaced 2011)	2005 035	-	-	-	-	27,000	27,000
Ford Explorer	2006 046	24,500	-	-	-	-	24,500
Ford Explorer	2006 045	-	25,000	-	-	-	25,000
Ford Explorer	2008 019	-	25,000	-	-	-	25,000
Ford Explorer	2008 021	-	-	26,000	-	-	26,000
Ford Explorer	2008 022	-	-	26,000	-	-	26,000
Ford Explorer	2009 025	-	-	-	27,000	-	27,000
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		\$ 98,000	\$ 129,000	\$ 108,000	\$ 112,200	\$ 81,000	\$ 528,200
Previous 5 Year Plan		\$ 126,000	\$ 100,000	\$ 102,000	\$ 108,000	\$ 112,200	\$ 548,200
Difference in 5 Year Plans		\$ (28,000)	\$ 29,000	\$ 6,000	\$ 4,200	\$ (31,200)	\$ (20,000)

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 2012-2016
Street Improvement Program
Schedule No. 2

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</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	200,500	177,500	290,000	300,000	300,000	1,268,000
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	\$ 1,370,500	\$ 1,337,500	\$ 1,450,000	\$ 1,460,000	\$ 1,460,000	\$ 7,078,000
Previous 5 Year Plan	\$ 1,357,000	\$ 1,370,500	\$ 1,337,500	\$ 1,460,000	\$ 1,460,000	\$ 6,985,000
Difference in 5 Year Plans	\$ 13,500	\$ (33,000)	\$ 112,500	\$ -	\$ -	\$ 93,000

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 2012-2016
Storm Sewer Projects
Schedule No. 3

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>Totals</u>
PUBLIC WORKS						
Storm Sewer Improvement & Restoration Plan	<u>\$ 50,000</u>	<u>\$ 150,000 *</u>	<u>\$ 150,000 *</u>	<u>\$ 200,000 *</u>	<u>\$ 200,000 *</u>	<u>\$ 750,000 *</u>
Total Current 5 Year Plan	<u>\$ 50,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 200,000</u>	<u>\$ 200,000</u>	<u>\$ 750,000</u>
Previous 5 Year Plan	<u>\$ 150,000</u>	<u>\$ 750,000</u>				
Difference in 5 Year Plans	<u>\$ (100,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>

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

* See Page 22 for how projects will be funded

Proposed Capital Improvement Program 2012-2016
Park Resurfacing Projects
Schedule No. 4

	2012	2013	2014	2015	2016	Totals
PUBLIC WORKS						
Trotwood Park - Sports Court & Walkways	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Tustin Park - Sports Court & Walkways	-	-	-	60,000	-	60,000
Hays Park - Sports Court & Walkways	-	-	60,000	-	-	60,000
Hays Park - Paths & Parking Lot	-	-	-	-	\$ 80,000	80,000
Baker Park - Tennis Courts	-	60,000	-	-	-	60,000
Wiltshire Park - Basketball Court	-	-	-	60,000	-	60,000
Municipal Tennis Courts: Courts #7 & #8	-	-	60,000	-	-	60,000
Total Current 5 Year Plan	\$ 60,000	\$ 60,000	\$ 120,000	\$ 120,000	\$ 80,000	\$ 440,000
Previous 5 Year Plan	\$ 60,000	\$ 60,000	\$ 60,000	\$ 120,000	\$ 120,000	\$ 420,000
Difference in 5 Year Plans	\$ -	\$ -	\$ 60,000	\$ -	\$ (40,000)	\$ 20,000

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 2012-2016
Public Building and Park Improvements
Schedule No. 5**

	2012	2013	2014	2015	2016	Totals
PUBLIC WORKS						
Municipal Building Improvements						
Exterior Restoration	\$ 50,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 370,000
Interior Renovations	45,000	120,000	40,000	40,000	40,000	285,000
Space Utilization Study & Redesign	175,000	-	-	-	-	175,000
Municipal Building Safety Improvements	50,000	30,000	-	-	-	80,000
Heating & Cooling System Replacement	140,000 *	100,000 *	-	-	-	240,000 *
Emergency Generator Upgrade	-	-	50,000	-	-	50,000
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
Founder's Field Fence Replacement	20,000	-	-	-	-	20,000
Boyce Mayview Perimeter Trail	100,000 *	100,000 *	550,000 *	550,000 *	550,000 *	1,850,000 *
Boyce Mayview Playground	150,000 *	-	-	-	-	150,000 *
Bouce Mayview Sport Courts	-	200,000 *	200,000 *	200,000 *	-	600,000 *
Boyce Mayview Pavilions	25,000 *	25,000 *	25,000 *	-	-	75,000 *
Boyce Mayview Barn Improvements/Demolition	126,000	1,000,000 *	500,000 *	-	-	1,626,000 *
Morton Field - Field Turf and Lights	-	1,200,000 *	800,000 *	-	-	2,000,000 *
Other Improvements						
Township Sidewalk Plan	150,000 *	100,000 *	500,000 *	500,000 *	500,000 *	1,750,000 *
Wayfinding Signage - Sidewalks & Trails	60,000 *	20,000 *	10,000 *	-	-	90,000 *
RECREATION						
Tennis Bubble Replacement	-	-	550,000 *	-	-	550,000 *
PUBLIC SAFETY						
Police Department Building	-	-	-	-	4,000,000 *	4,000,000 *
Total Current 5 Year Plan	\$ 1,146,000	\$ 3,030,000	\$ 3,360,000	\$ 1,425,000	\$ 5,225,000	\$ 14,186,000
Previous 5 Year Plan	\$ 639,000	\$ 331,500	\$ 2,609,000	\$ 2,759,000	\$ 5,205,000	\$ 11,543,500
Difference in 5 Year Plans	\$ 507,000	\$ 2,698,500	\$ 751,000	\$ (1,334,000)	\$ 20,000	\$ 2,642,500

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

* See Page 22 for how projects will be funded

Proposed Capital Improvement Program 2012-2016						
Sanitary Sewer Projects						
Schedule No. 6						
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</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	1,200,000	10,000,000 *	10,000,000 *	10,000,000 *	-	31,200,000 *
Brush Run Pump Station - Pumps, Motors, Piping & Valves	200,000	-	-	-	-	200,000
Subtotal: Ops & Mte	<u>\$ 2,025,000</u>	<u>\$ 10,625,000</u>	<u>\$ 10,625,000</u>	<u>\$ 10,625,000</u>	<u>\$ 625,000</u>	<u>\$ 34,525,000</u>
Equipment						
<i>Public Works</i>						
#803 Chevy Pick-Up	\$ 28,000	\$ -	\$ -	\$ -	\$ -	\$ 28,000
# 920 CAT Backhoe	100,000	-	-	-	-	100,000
<i>Information Technology</i>	-	1,200	-	-	-	1,200
Subtotal: Equipment	<u>\$ 128,000</u>	<u>\$ 1,200</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 129,200</u>
Total Current 5 Year Plan	<u>\$ 2,153,000</u>	<u>\$ 10,626,200</u>	<u>\$ 10,625,000</u>	<u>\$ 10,625,000</u>	<u>\$ 625,000</u>	<u>\$ 34,654,200</u>
Previous 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>
Difference in 5 Year Plans	<u>\$ 328,000</u>	<u>\$ 8,701,200</u>	<u>\$ (1,200)</u>	<u>\$ -</u>	<u>\$ (10,000,000)</u>	<u>\$ (972,000)</u>

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

* See Page 22 for how projects will be funded

**Proposed Capital Improvement Program 2012-2016
Community & Recreation Center
Schedule No. 7**

	2012	2013	2014	2015	2016	Totals
RECREATION						
Administration						
<i>General Items</i>						
Office Furniture & Equipment	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Lobby Furniture	5,000	5,000	5,000	5,000	5,000	25,000
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/Indoor Pool Expansion	-	2,500,000 *	-	-	-	2,500,000 *
Locker Room Expansion	-	750,000 *	-	-	-	750,000 *
Fitness Area Expansion	-	250,000 *	-	-	-	250,000 *
Gym Divider Replacement	-	-	-	100,000 *	-	100,000 *
Remove Center Wall - Aerobics Room	-	-	-	200,000 *	-	200,000 *
Subtotal: General	\$ 117,500	\$ 3,520,000	\$ 47,000	\$ 320,000	\$ 20,000	\$ 4,024,500
Aquatics						
Chaise Lounge Chairs	\$ 5,000	\$ 8,000	\$ 5,000	\$ 7,875	\$ 5,000	\$ 30,875
Storage Reel	1,500	-	-	-	-	1,500
Pool Vacuums	3,750	-	2,800	-	-	6,550
Swim Suit Dryer	-	-	-	3,500	-	3,500
Lap Lanes	-	2,750	-	3,000	-	5,750
Subtotal: Aquatics	\$ 10,250	\$ 10,750	\$ 7,800	\$ 14,375	\$ 5,000	\$ 48,175
Fitness						
Aerobic Equip. Replacement Plan (Schedule 7A)	\$ 85,200	\$ 53,800	\$ 51,400	\$ 91,200	\$ 104,700	\$ 386,300
Weight Replacements	-	25,000	-	-	-	25,000
Keiser M3 Cycling Bikes	-	-	5,500	-	-	5,500
Subtotal: Fitness	\$ 85,200	\$ 78,800	\$ 56,900	\$ 91,200	\$ 104,700	\$ 416,800

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

* See Page 22 for how projects will be funded

**Proposed Capital Improvement Program 2012-2016
Community & Recreation Center
Schedule No. 7**

	2012	2013	2014	2015	2016	Totals
RECREATION (Cont'd)						
Maintenance						
<i>General Maintenance Items</i>						
Replace Motor Impellers & Seals	\$ 18,000	\$ 17,500	\$ 18,000	\$ 18,000	\$ 18,000	\$ 89,500
Outdoor Plaster Repairs	6,000	-	-	6,000	6,000	18,000
Scrub & Recoat Gym Floor	15,000	15,000	15,000	15,000	-	60,000
Scrub & Recoat Studios	-	-	8,000	-	-	8,000
Flooring & Carpet Replacements						
Lobby Area	50,000	-	-	-	-	50,000
Fitness Area	-	50,000	-	-	-	50,000
Multipurpose Room	-	10,000	-	-	-	10,000
Community Rooms	-	-	50,000	-	-	50,000
Replacement Carpet Squares	-	10,000	-	-	-	10,000
Community Room Projectors/Screen	-	-	-	-	20,000	20,000
<i>Equipment</i>						
Swim Pool Motors	-	-	-	40,500	-	40,500
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	\$ 89,000	\$ 130,500	\$ 101,000	\$ 100,500	\$ 44,000	\$ 465,000
Information Technology						
PC Replacement Program	\$ 8,500	\$ 3,500	\$ 2,500	\$ 8,500	\$ 2,500	\$ 25,500
Server Replacement Program	10,000	-	-	-	-	10,000
Surveillance System	25,000	-	-	-	-	25,000
Subtotal: IT	\$ 43,500	\$ 3,500	\$ 2,500	\$ 8,500	\$ 2,500	\$ 60,500
Total Current 5 Year Plan	\$ 345,450	\$ 3,743,550	\$ 215,200	\$ 534,575	\$ 176,200	\$ 5,014,975
Previous 5 Year Plan	\$ 177,100	\$ 329,550	\$ 239,650	\$ 2,190,200	\$ 515,700	\$ 3,452,200
Difference in 5 Year Plans	\$ 168,350	\$ 3,414,000	\$ (24,450)	\$ (1,655,625)	\$ (339,500)	\$ 1,562,775

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 2012-2016
C&RC Aerobics Equipment Replacement Schedule
Schedule No. 7A**

		2012	2013	2014	2015	2016	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 7,400	-	-	-	7,500	14,900
	Life Fitness 95ti Inspire Treadmill	2009 256 -	-	7,400	-	-	7,400
	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 7,400	-	-	-	7,500	14,900
	Life Fitness 95ti Inspire Treadmill	2009 260 7,400	-	-	-	7,500	14,900
	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	14,800 (2)	-	-	7,500 R	15,000 (2)	37,300
	Subtotal: Treadmills	\$ 37,000	\$ 22,200	\$ 14,800	\$ 22,500	\$ 37,500	\$ 134,000
Ellipticals							
<i>Existing Equipment</i>							
	Life Fitness 95xi Inspire Elliptical	2009 264 \$ 7,500	\$ -	\$ -	\$ -	\$ 7,500	\$ 15,000
	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	15,000
	Life Fitness 95xi Inspire Elliptical	2009 269 7,500	-	-	-	7,500	15,000
	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
	Cybox Arc Trainer	-	-	-	5,000	-	5,000
	Cybox Arc Trainer	-	-	-	5,000	-	5,000
	Cybox Arc Trainer	-	-	-	5,000	-	5,000
	Cybox Arc Trainer	-	-	-	-	5,000	5,000
	Precor AMT Replacements	-	-	-	-	26,000	26,000
	Subtotal: Ellipticals	\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,500	\$ 53,500	\$ 143,500

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 2012-2016
C&RC Aerobics Equipment Replacement Schedule
Schedule No. 7A**

	2012	2013	2014	2015	2016	Totals	
RECREATION (Cont'd)							
Fitness Floor Bikes							
<i>Existing Equipment</i>							
Life Fitness 95ci Inspire Upright Bike	2009 274	\$ 4,500	\$ -	\$ -	\$ -	\$ 4,500	\$ 9,000
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	9,200
Life Fitness 95ri Inspire Seated Bike	2009 277	-	4,600	-	-	-	4,600
Life Fitness 95ri Inspire Seated Bike	2009 278	4,600	-	-	-	4,600	9,200
Life Fitness 95ri Inspire Seated Bike	2009 279	-	-	-	4,600	-	4,600
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	2011 001	-	-	-	5,000	-	5,000
Expresso Interactive Bike	2011 002	-	-	-	5,000	-	5,000
Expresso Interactive Bike	2011 003	-	-	-	5,000	-	5,000
Expresso Interactive Bike	2011 004	-	-	-	5,000	-	5,000
Subtotal: Bikes		\$ 13,700	\$ 9,100	\$ 9,100	\$ 29,200	\$ 13,700	\$ 74,800
Other Aerobic Equipment							
<i>Existing Equipment</i>							
Life Fitness 95si Stairclimber	2009 283	\$ -	\$ -	5,000	\$ -	\$ -	\$ 5,000
Life Fitness 95si Stairclimber	2009 284	-	-	-	5,000	-	5,000
<i>New Equipment</i>							
Stairmaster Stepmill (2)		12,000 (2)	-	-	12,000 R	-	24,000
Subtotal: Other Equipment		\$ 12,000	\$ -	\$ 5,000	\$ 17,000	\$ -	\$ 34,000
Total Current 5 Year Plan		\$ 85,200	\$ 53,800	\$ 51,400	\$ 91,200	\$ 104,700	\$ 386,300
Previous 5 Year Plan		\$ 45,600	\$ 109,300	\$ 78,400	\$ 38,900	\$ 84,200	\$ 356,400
Difference in 5 Year Plans		\$ 39,600	\$ (55,500)	\$ (27,000)	\$ 52,300	\$ 20,500	\$ 29,900

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 2012-2016
Other Funding Sources Detail
Schedule No. 8**

<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	\$ -	\$ 700,000	\$ 50,000
Public Bldgs. & Park Improvements				
Heating & Cooling System Replacement	\$ 240,000	\$ 60,000	\$ 100,000	\$ 80,000
Boyce Mayview Perimeter Trail	1,850,000	250,000	1,600,000	-
Boyce Mayview Playground	150,000	100,000	-	50,000
Bouce Mayview Sport Courts	600,000	100,000	500,000	-
Boyce Mayview Pavilions	75,000	75,000	-	-
Boyce Mayview Barn Improvements/Demolition	1,626,000	-	1,626,000	-
Morton Field - Field Turf and Lights	2,000,000	-	1,650,000	350,000
Township Sidewalk Plan	1,750,000	190,000	1,410,000	150,000
Tennis Bubble Replacement	550,000	-	550,000	-
Police Department Building	4,000,000	-	4,000,000	-
Subtotal: Bldgs & Improvements	\$ 12,841,000	\$ 775,000	\$ 11,436,000	\$ 630,000
Sanitary Sewer Projects				
Consent Order Projects	\$ 31,200,000	\$ -	\$ 30,000,000	\$ 1,200,000
Community & Recreation Center				
Building Modifications & Expansion	\$ 3,875,000	\$ -	\$ 3,700,000	\$ 175,000
Total Funding Sources	\$ 48,666,000	\$ 775,000	\$ 45,836,000	\$ 2,055,000

PUBLIC BUDGET PRESENTATION

TOWNSHIP OF UPPER ST. CLAIR



2012 Proposed Budget | Submitted October 14, 2011



2012 Budget Revenue Summary

Major Revenue Source	General Fund	Other	Percentage
Real Estate Taxes	\$ 7,555,157	\$ -	22.66%
Earned Income Taxes	7,315,000	-	21.94%
Other Taxes	1,418,500	-	4.26%
Sewer User Fees	-	4,590,000	13.77%
Licenses & Permits	134,825	-	0.40%
Fees & Fines	477,200	235,400	2.14%
Interest & Rent	87,400	14,750	0.31%
Service Agreements	209,887	4,500	0.64%
Recreation Fees	359,700	3,073,700	10.30%
Grant Revenue	545,756	998,547	4.63%
Non-Tax Revenue	226,940	754,630	2.94%
Fund Balance	-	2,212,985	6.64%
Operating Transfers	-	1,941,825	5.83%
Non-Operating Transfers	-	1,179,236	3.54%
Totals	\$ 18,330,365	\$ 15,005,573	100.00%

2012 Proposed Budget | Submitted October 14, 2011

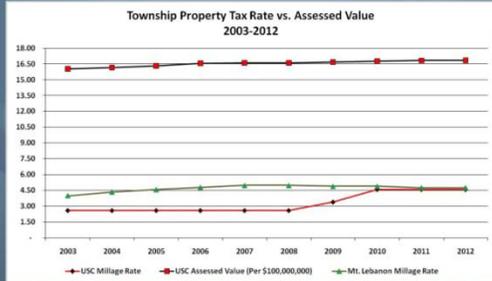
2012 Budget Expenditure Summary

Major Programs	General Fund	Other	Percentage
General Government	\$ 1,668,806	\$ 944,543	7.84%
Public Safety	5,029,379	150,100	15.54%
Community Development	627,237	13,000	1.92%
Public Works	4,435,095	975,374	16.23%
ALCOSAN Payments	-	2,523,415	7.57%
Corrective Action	-	1,350,000	4.05%
Refuse Collection	1,124,400	-	3.37%
Annual Road Program	-	1,100,000	3.30%
Recreation	478,626	4,921,786	16.20%
Library	792,443	213,587	3.02%
Debt Service	1,352,725	1,390,861	8.23%
Operating Transfers	2,821,654	30,000	8.55%
Fund Balance	-	1,392,907	4.18%
Totals	\$ 18,330,365	\$ 15,005,573	100.00%

2012 Proposed Budget | Submitted October 14, 2011

2012 General Fund Budget

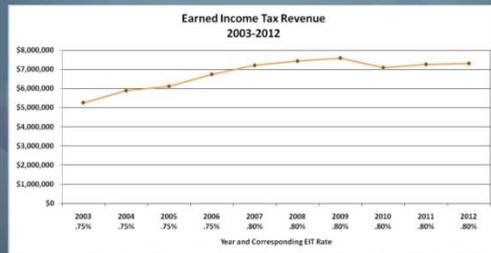
- REAL ESTATE TAXES** – For 2012, tax rate will remain 4.60 mills
- The assessment base for real estate taxes has not seen significant growth in the last 10 years.



2012 Proposed Budget | Submitted October 14, 2011

2012 General Fund Budget

- **EARNED INCOME TAXES** – For 2012, tax rate will remain at .8%
 - 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.

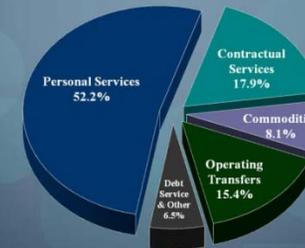


2012 Proposed Budget

Submitted October 14, 2011

2012 General Fund Budget

- **OPERATING EXPENDITURES** – Overall increase of 1.42% from the 2011 Budget
 - Personal Services – Budgeted increase of 1%
 - Contractual Services – Budgeted increase of 1%
 - Commodities – Budgeted increase of 4%



2012 Proposed Budget

Submitted October 14, 2011

2012 General Fund Budget

- **NON-OPERATING EXPENDITURES**
 - Debt service – Decrease budget of 23% due to full repayment of 2010 Note in 2011.
 - Operating Transfers – Budgeted increase of 7% due to increase in Capital Projects Fund Transfer
- **FRINGE BENEFITS**
 - Minimum Municipal Obligation (MMO) for the Police is \$403,049 and \$235,924 for Public Works employees. This is a net decrease of \$197,078, or (24%) from 2011
 - The Workers Compensation premium has decreased by \$71,735, or (15%), due to a decrease of the experience modification factor from 1.491 in 2011 to 1.160 in 2012

2012 Proposed Budget

Submitted October 14, 2011

2012 General Fund Budget

- **FRINGE BENEFITS (cont'd)**
 - Health Insurance Costs are budgeted to increase by 7% in the proposed budget.
 - **UPDATE:** The Township received the 2012 health insurance rates with a decrease of 5.8%. This decrease will be reflected in the final 2012 Budget.

2012 Proposed Budget

Submitted October 14, 2011

2012 General Fund Budget

- NON-CONTRACTUAL EMPLOYEES WAGE SCALE HISTORY**

- At the October 31, 2011 Informational and General Affairs meeting, it came to the attention of the Township Staff that the commissioners would like to see the non-contractual employees wage scale changes since the wage scale was enacted in 2008.

CPI Year Index	Budget Year	Scale Change
Baseline	2009	Base Year
2007-2008	2010	3.84%
2008-2009	2011	-0.36%
2009-2010	2012	1.64%

Source: Bureau of Labor Statistics, CPI Inflation Calculator

2012 Proposed Budget

Submitted October 14, 2011

2012 Enterprise Funds Budget Factors

- COMMUNITY & RECREATION CENTER FUND**

- The Township has projected an overall increase of 3% in membership rates. As a benchmark for this increase, the current inflation rate is 3.3% and the rate of increase is lower than 2011, which was 5%. Membership growth is assumed at growth rate of 1% based on observed membership trends in 2010 and 2011. The present membership ratio is 73% residents and 27% non-residents.
- Operating expenses are budgeted to increase by 6.6% due to an increase in contractual services, namely an allocation of \$125,000 for flooring replacements and improvements and an increase in the custodial contract for the building.



2012 Proposed Budget

Submitted October 14, 2011

2012 Enterprise Funds Budget Factors

- SANITARY SEWER FUND**

- The sewer user fee multiplier rate will remain the same as 2011 at 2.19. This is a change from the preliminary budget and changes will be reflected in the final 2012 Budget. The Township assumed a 10% increase from ALCOSAN in 2012 and a collection rate of 97.6%.
- In 2012, sewer processing fees and EPA Administrative Consent Order expenses are projected at \$2,523,415 and \$1,350,000, respectively.

2012 Proposed Budget

Submitted October 14, 2011

2012 Capital Projects Fund

- FUNDING**

- The Capital Projects Fund will be funded by an operating transfer from the General Fund and the Fund Balance, which is estimated to be \$1,247,440 at the end of 2012, down from the 2011 Budget projection of \$1,324,768.



2012 Proposed Budget

Submitted October 14, 2011

2012 Fund Balance Projections

- GENERAL FUND

- The estimated fund balance for the General Fund is projected to be \$3,301,625, or 18% of estimated 2012 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 \$1,247,440. This level of fund balance will be needed for the future capital needs of the Township.

2012 Proposed Budget

Submitted October 14, 2011

Questions?



2012 Proposed Budget

Submitted October 14, 2011

GENERAL FUND

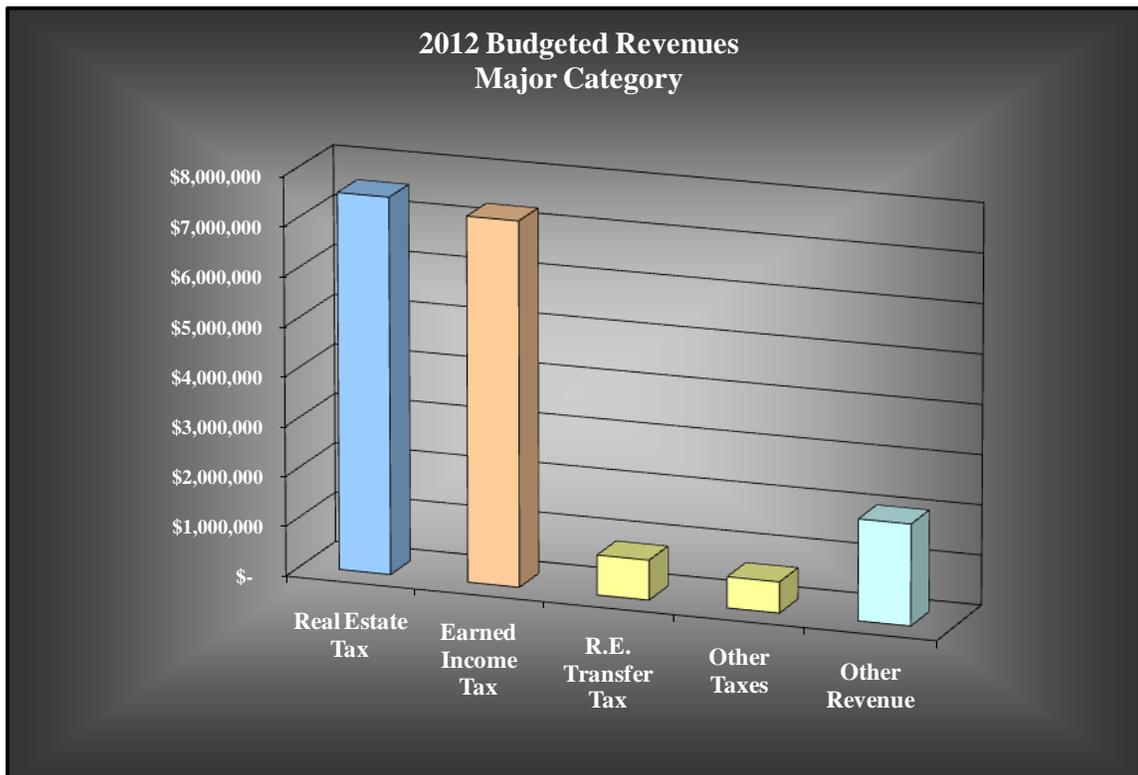
MAJOR REVENUES

MAJOR REVENUES

GENERAL FUND
SUMMARY OF BUDGETED REVENUES



	<u>2011 Budget</u>	<u>2012 Budget</u>	<u>INCREASE (DECREASE)</u>	<u>PERCENTAGE CHANGE</u>
Real Estate Tax	\$ 7,516,404	\$ 7,555,157	\$ 38,753	0.52%
Earned Income Tax	7,502,000	7,315,000	(187,000)	(2.49%)
Local Services Tax	250,000	240,000	(10,000)	(4.00%)
Real Estate Transfer Tax	800,000	800,000	-	0.00%
Public Utilities Tax	18,500	22,000	3,500	18.92%
Local Option Sales & Use Tax	345,000	360,000	15,000	4.35%
Licenses and Permits	124,700	134,825	10,125	8.12%
Fees and Fines	440,200	477,200	37,000	8.41%
Rental Income	82,400	82,400	-	0.00%
Investment Earnings	10,000	5,000	(5,000)	(50.00%)
Service Agreements	200,920	209,887	8,967	4.46%
Other Non-Tax Revenue	705,099	760,055	54,956	7.79%
Recreation Fees	347,000	359,700	12,700	3.66%
Total Revenues	\$ 18,342,223	\$ 18,321,224	\$ (20,999)	(0.11%)
Fund Balance	-	-	-	0.00%
Total Major Revenues	\$ 18,342,223	\$ 18,321,224	\$ (20,999)	(0.11%)

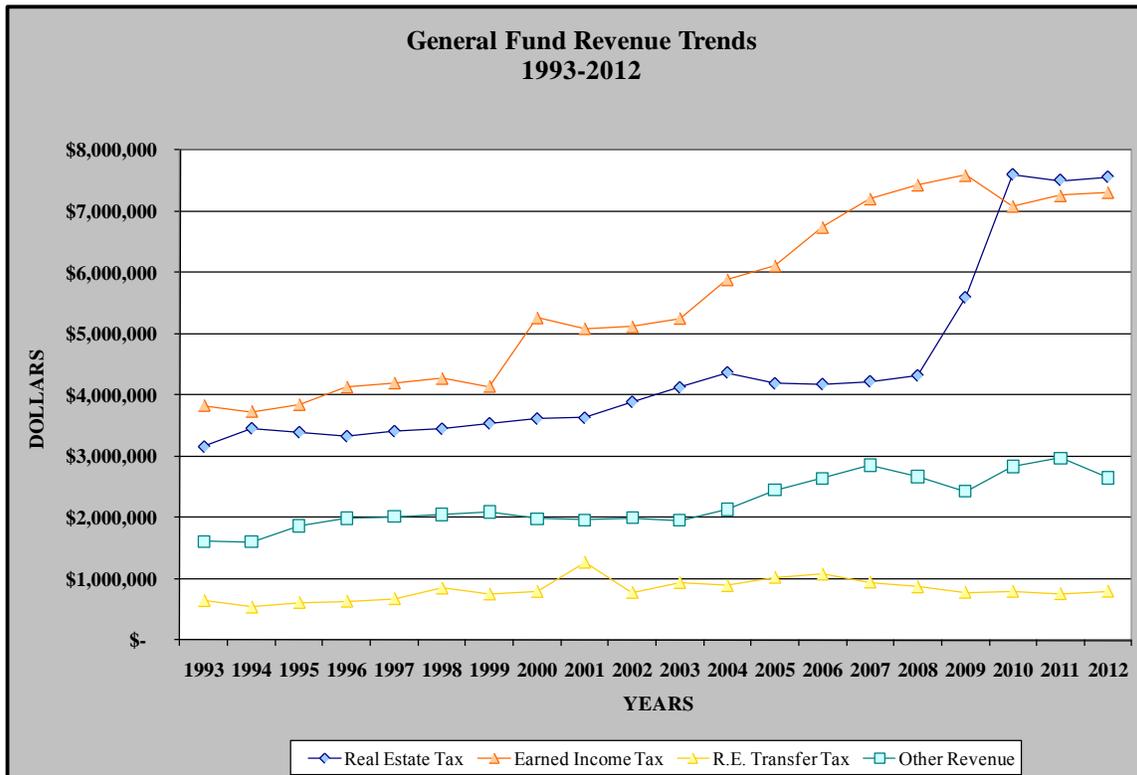


MAJOR REVENUES

GENERAL FUND HISTORY OF REVENUES



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Real Estate Tax	\$ 5,591,417	\$ 7,594,974	\$ 7,516,404	\$ 7,504,900	\$ 7,555,157
Earned Income Tax	7,592,892	7,088,403	7,502,000	7,262,000	7,315,000
Local Services Tax	224,964	239,909	250,000	237,000	240,000
Real Estate Transfer Tax	782,548	798,001	800,000	760,000	800,000
Public Utilities Tax	18,532	20,622	18,500	22,495	22,000
Local Option Sales & Use Tax	330,715	345,472	345,000	358,000	360,000
Tax Revenues	\$ 14,541,068	\$ 16,087,381	\$ 16,431,904	\$ 16,144,395	\$ 16,292,157
Licenses and Permits	154,182	115,129	124,700	152,250	134,825
Fees and Fines	379,878	486,795	440,200	472,500	477,200
Rental Income	75,096	80,175	82,400	80,400	82,400
Investment Earnings	18,472	7,454	10,000	4,000	5,000
Service Agreements	208,924	310,875	200,920	199,847	209,887
Other Non-Tax Revenue	693,452	883,081	705,099	1,099,074	760,055
Recreation Fees	323,483	347,191	347,000	349,922	359,700
Non-Tax Revenues	\$ 1,853,487	\$ 2,230,700	\$ 1,910,319	\$ 2,357,993	\$ 2,029,067
Total Revenues	\$ 16,394,555	\$ 18,318,081	\$ 18,342,223	\$ 18,502,388	\$ 18,321,224
Fund Balance	-	-	-	-	-
Total Major Revenues	\$ 16,394,555	\$ 18,318,081	\$ 18,342,223	\$ 18,502,388	\$ 18,321,224



GENERAL FUND

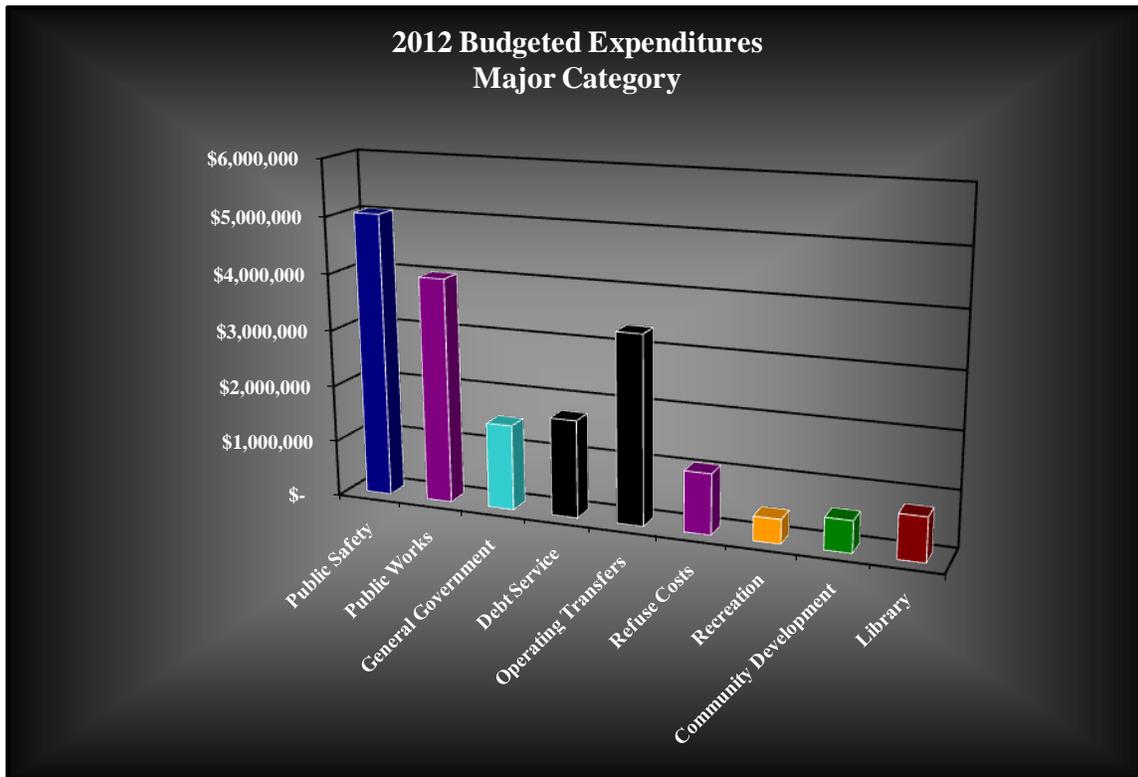
MAJOR PROGRAMS

MAJOR PROGRAMS

**GENERAL FUND
SUMMARY OF BUDGETED EXPENDITURES**



	2011 Budget	2012 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
General Government	\$ 1,464,830	\$ 1,547,181	\$ 82,351	5.62%
Public Safety	5,221,086	4,976,386	(244,700)	(4.69%)
Community Development	611,732	618,982	7,250	1.19%
Public Works	4,231,273	4,401,085	169,812	4.01%
Refuse Collection	1,080,000	1,124,400	44,400	4.11%
Recreation & Leisure Services	467,075	477,200	10,125	2.17%
Library	774,143	780,806	6,663	0.86%
Unallocated Insurance Costs	108,260	115,390	7,130	6.59%
Operating Expenditures	\$ 13,958,399	\$ 14,041,430	\$ 83,031	0.59%
Operating Transfers	2,638,349	2,950,843	312,494	11.84%
Debt Service Payments	1,745,475	1,328,951	(416,524)	(23.86%)
Non-Operating Expenditures	\$ 4,383,824	\$ 4,279,794	\$ (104,030)	(2.37%)
Total Expenditures	\$ 18,342,223	\$ 18,321,224	\$ (20,999)	(0.11%)
Fund Balance	-	-	-	0.00%
Total Major Programs	\$ 18,342,223	\$ 18,321,224	\$ (20,999)	(0.11%)

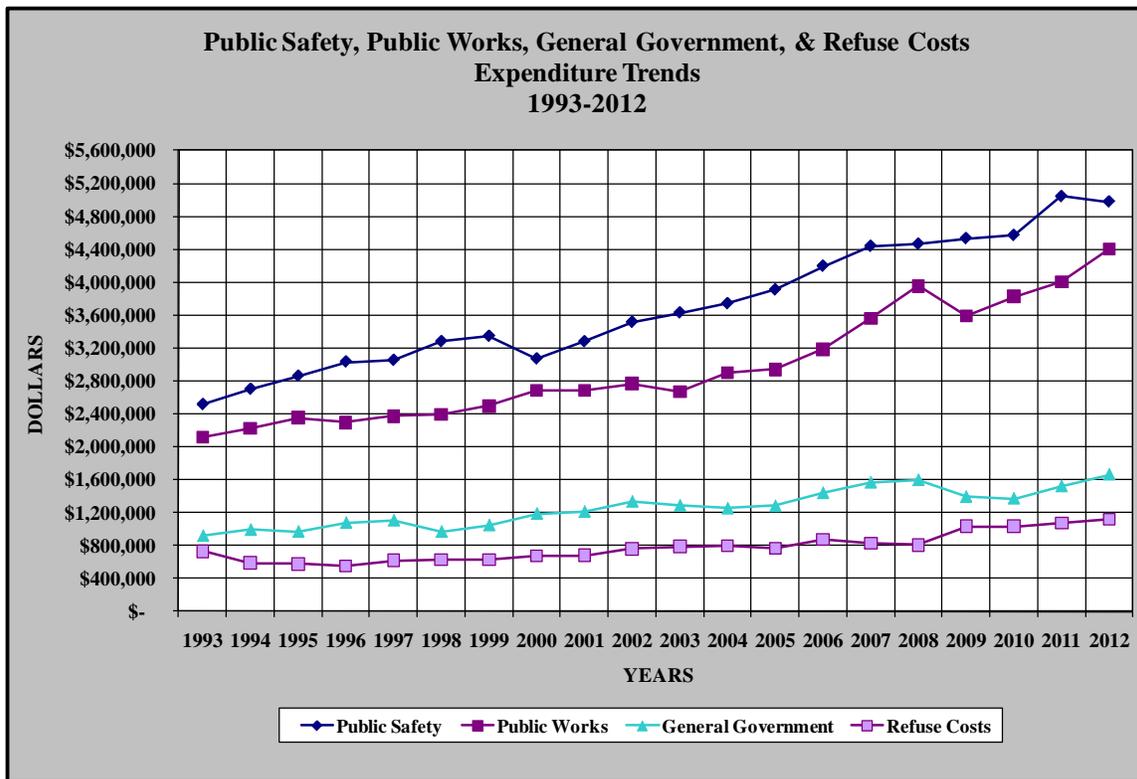


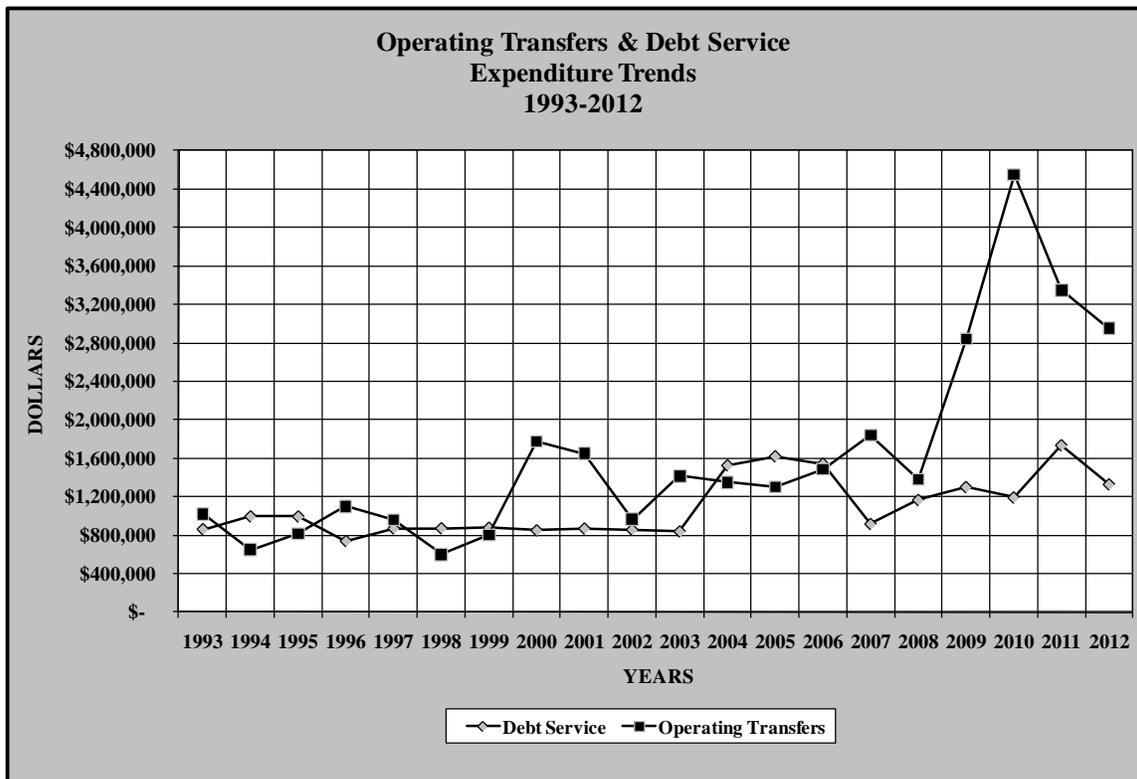
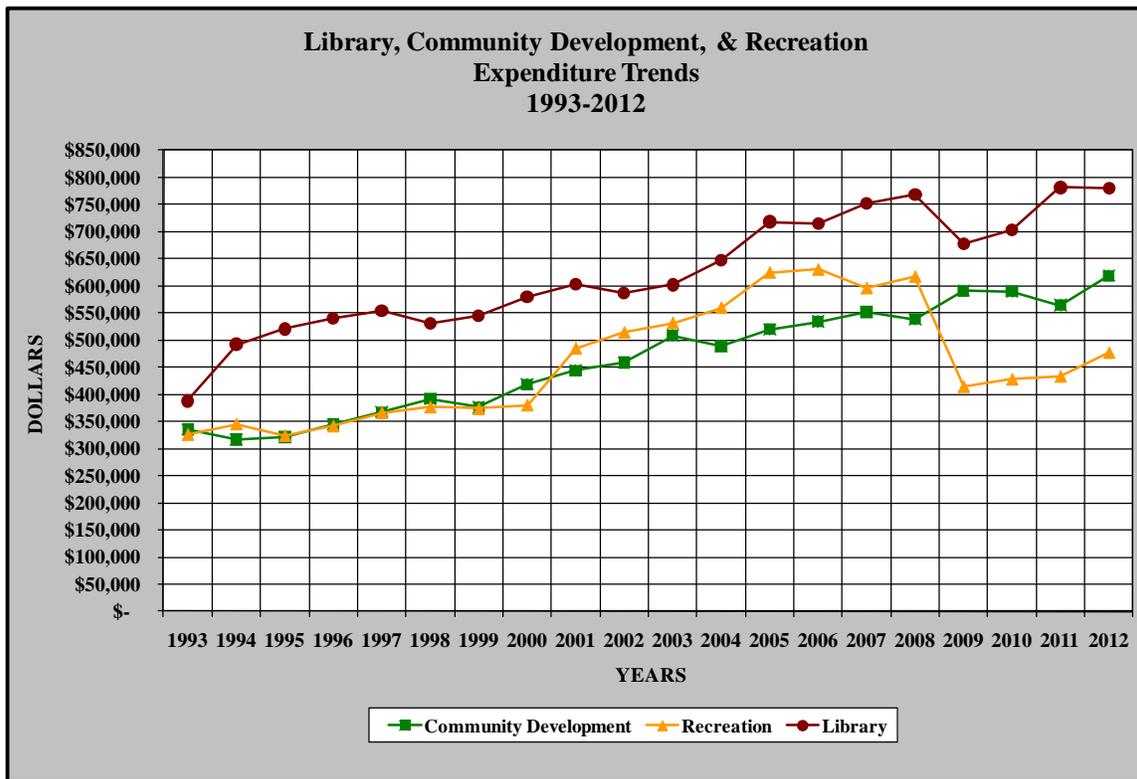
MAJOR PROGRAMS

GENERAL FUND HISTORY OF EXPENDITURES



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
General Government	\$ 1,312,584	\$ 1,277,544	\$ 1,464,830	\$ 1,413,304	\$ 1,547,181
Public Safety	4,529,969	4,568,384	5,221,086	5,040,989	4,976,386
Community Development	590,803	589,728	611,732	564,384	618,982
Public Works	3,589,018	3,825,525	4,231,273	3,999,670	4,401,085
Refuse Collection	1,033,341	1,034,430	1,080,000	1,077,100	1,124,400
Recreation & Leisure Services	414,510	428,118	467,075	433,390	477,200
Library	677,079	702,831	774,143	781,456	780,806
Unallocated Insurance Costs	79,780	94,994	108,260	107,506	115,390
Operating Expenditures	\$ 12,227,084	\$ 12,521,554	\$ 13,958,399	\$ 13,417,799	\$ 14,041,430
Operating Transfers	2,842,547	4,554,208	2,638,349	3,347,345	2,950,843
Debt Service Payments	1,300,871	1,191,828	1,745,475	1,737,244	1,328,951
Non-Operating Expenditures	\$ 4,143,418	\$ 5,746,036	\$ 4,383,824	\$ 5,084,589	\$ 4,279,794
Total Expenditures	\$ 16,370,502	\$ 18,267,590	\$ 18,342,223	\$ 18,502,388	\$ 18,321,224
Fund Balance	24,053	50,491	-	-	-
Total Major Programs	\$ 16,394,555	\$ 18,318,081	\$ 18,342,223	\$ 18,502,388	\$ 18,321,224





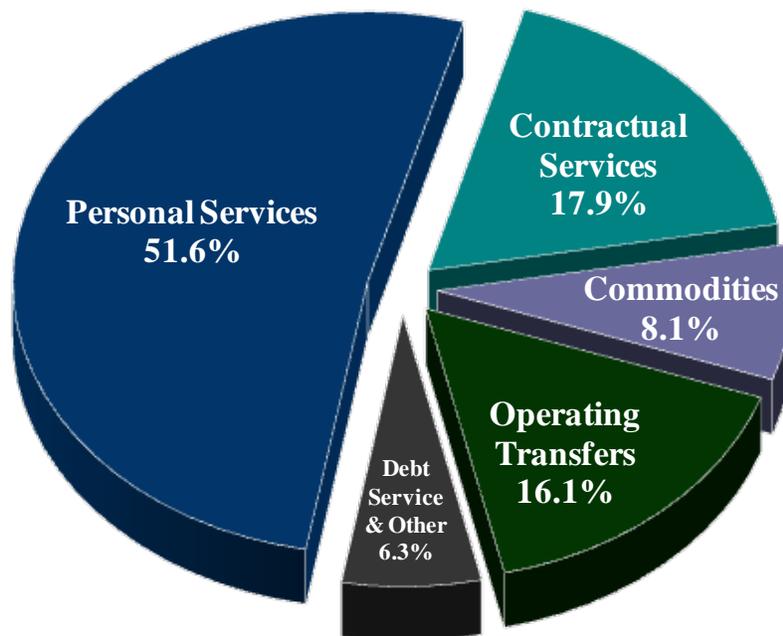
MAJOR PROGRAMS

**GENERAL FUND
BUDGETED EXPENDITURES BY TYPE**



Category	Personal Services	Contractual Services	Commodities	Other	Total
General Government	\$ 1,167,565	\$ 624,150	\$ 48,700	\$ (293,234)	\$ 1,547,181
Public Safety	4,441,323	388,726	77,500	68,837	4,976,386
Community Development	466,117	67,821	9,000	76,044	618,982
Public Works	2,440,903	844,849	1,173,300	(57,967)	4,401,085
Refuse Collection	-	1,124,400	-	-	1,124,400
Recreation & Leisure Services	211,431	191,412	53,175	21,182	477,200
Library	633,595	12,900	115,600	18,711	780,806
Operating Transfers	-	-	-	2,950,843	2,950,843
Debt Service Payments	-	-	-	1,328,951	1,328,951
Miscellaneous Expenditures	92,650	22,740	-	-	115,390
Total Expenditures	\$ 9,453,584	\$ 3,276,998	\$ 1,477,275	\$ 4,113,367	\$ 18,321,224
<i>Percentage of Total</i>	<i>51.6%</i>	<i>17.9%</i>	<i>8.1%</i>	<i>22.4%</i>	<i>100.0%</i>

2012 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 2007, 2008, 2009 and 2011 bond issues and operating transfers to other funds.

**2012 GENERAL FUND
BUDGETED EXPENDITURES PER CAPITA**

GENERAL GOVERNMENT		RECREATION & LEISURE	
<i>Board of Commissioners</i>	\$ 2.81	<i>Administration</i>	\$ 7.79
<i>Administration</i>	38.99	<i>Recreation Programs</i>	17.02
<i>Finance</i>	14.31	<i>Subtotal</i>	<u>\$ 24.81</u>
<i>Tax Collection</i>	11.49	LIBRARY SERVICE	
<i>Legal Services</i>	9.36	<i>Library Administration</i>	<u>\$ 40.61</u>
<i>Cable Television Services</i>	3.50	DEBT SERVICE	
<i>Subtotal</i>	<u>\$ 80.46</u>	<i>Debt Service</i>	<u>\$ 69.11</u>
PUBLIC SAFETY		OPERATING TRANSFERS	
<i>Police Protection</i>	\$ 241.81	<i>Operating Transfers</i>	<u>\$ 153.46</u>
<i>Fire Protection</i>	12.94	MISCELLANEOUS EXPENSES	
<i>Animal Control</i>	4.04	<i>Miscellaneous Expenses</i>	<u>\$ 6.00</u>
<i>Subtotal</i>	<u>\$ 258.79</u>	FUND BALANCE	
COMMUNITY DEVELOPMENT		<i>Fund Balance</i>	<u>\$ -</u>
<i>Planning & Code Enforcement</i>	<u>\$ 32.19</u>	PER CAPITA COST	
PUBLIC WORKS		<i>Total Budgeted Per Capita Cost</i>	<u>\$ 952.79</u>
<i>Administration</i>	\$ 32.35	<div style="border: 1px solid black; padding: 5px; background-color: #f0f0f0;"> <p align="center">Per Capita Information</p> <p>Budget: \$18,321,224</p> <p>Population*: 19,229</p> </div>	
<i>Engineering Services</i>	2.11		
<i>Civic Activities</i>	2.58		
<i>Snow & Ice Control</i>	30.97		
<i>Storm Sewer Maintenance</i>	8.54		
<i>Traffic Engineering & Safety</i>	9.40		
<i>Street Maintenance</i>	14.12		
<i>Refuse Collection & Disposal</i>	58.47		
<i>Building Maintenance</i>	37.47		
<i>Equipment Maintenance</i>	32.73		
<i>Golf Course Maintenance</i>	5.34		
<i>Tennis Court Maintenance</i>	3.64		
<i>Parks Maintenance</i>	41.48		
<i>Forestry</i>	6.98		
<i>Force Work Projects</i>	1.18		
<i>Subtotal</i>	<u>\$ 287.36</u>	* Source: 2010 U.S. Census	

GENERAL FUND

REAL ESTATE TAXES

REVENUES

GENERAL FUND
REAL ESTATE TAXES



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Real Estate Taxes					
Current Real Estate Tax	\$ 5,456,395	\$ 7,442,250	\$ 7,362,904	\$ 7,350,000	\$ 7,403,157
Delinquent Taxes	135,022	152,724	153,500	154,900	152,000
Total Real Estate Taxes	\$ 5,591,417	\$ 7,594,974	\$ 7,516,404	\$ 7,504,900	\$ 7,555,157

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. As of the beginning of 2011, 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.

Although the county-wide reassessment ordered by Allegheny County Common Pleas Court Judge Stanton R. Wettick is near completion, the Allegheny County Office of Property Assessment, at this time, has not yet delivered the certified real estate tax file for 2012 values to Upper St. Clair Township. Thus, for the purposes of the 2012 Township Budget, the millage rate used in this forecast was based upon the assessment value system as explained above. When the new values have been received by the Township, the 2012 Budget Ordinance will be revised by the Board of Commissioners to adjust the 2012 millage rate in accordance with the most recent legislation governing the “Anti-Windfall” requirements and exceptions.

REVENUES

GENERAL FUND REAL ESTATE TAXES



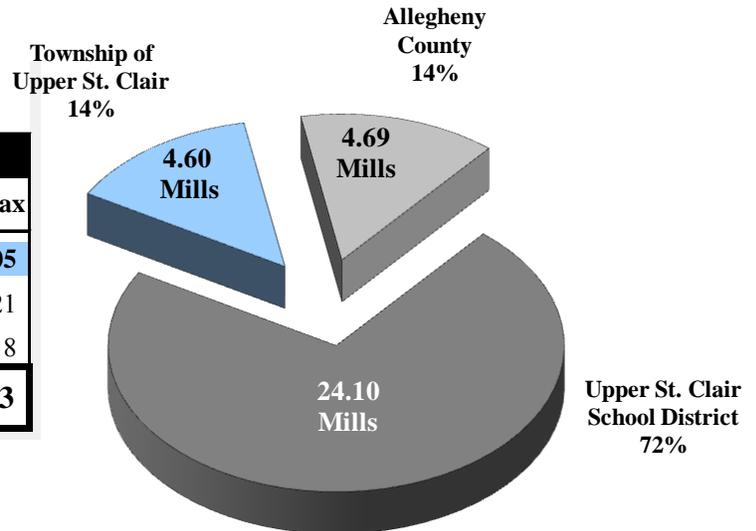
Real Estate Taxes 01-00-000-301???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Current Real Estate Tax					
001 Current Real Estate Tax (2012)	\$ 5,456,395	\$ 7,442,250	\$ 7,376,159	\$ 7,350,000	\$ 7,417,091
Allowance for tax gentrification	-	-	(13,255)	-	(13,934)
Total Net Current Real Estate Tax	\$ 5,456,395	\$ 7,442,250	\$ 7,362,904	\$ 7,350,000	\$ 7,403,157
Delinquent Taxes					
002 Penalties-Current Real Estate Tax (2012)	\$ 7,949	\$ 11,659	\$ 10,000	\$ 10,000	\$ 10,000
003 Previous Year's Real Estate Tax (2011)	71,917	81,459	83,000	89,000	84,000
004 Penalties & Interest-Previous Year's Real Estate Tax (2011)	7,420	11,335	10,000	10,300	10,000
005 Liened Real Estate Tax 2010 and Prior	29,252	23,556	30,000	28,600	30,000
006 Penalties & Interest-2010 and Prior	8,702	7,758	9,000	6,500	7,500
007 Liened Real Estate Tax Costs	9,782	16,957	11,500	10,500	10,500
Total Delinquent Taxes	\$ 135,022	\$ 152,724	\$ 153,500	\$ 154,900	\$ 152,000
Total Real Estate Taxes	\$ 5,591,417	\$ 7,594,974	\$ 7,516,404	\$ 7,504,900	\$ 7,555,157



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 2012, 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.

Home Value	\$175,000	
Real Estate Taxes		
Taxing Authority	2012 Millage Rate	R.E. Tax
Township of Upper St. Clair	4.60	\$ 805
Allegheny County	4.69	\$ 821
Upper St. Clair School District	24.10	\$ 4,218
Total Real Estate Tax		\$ 5,843



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

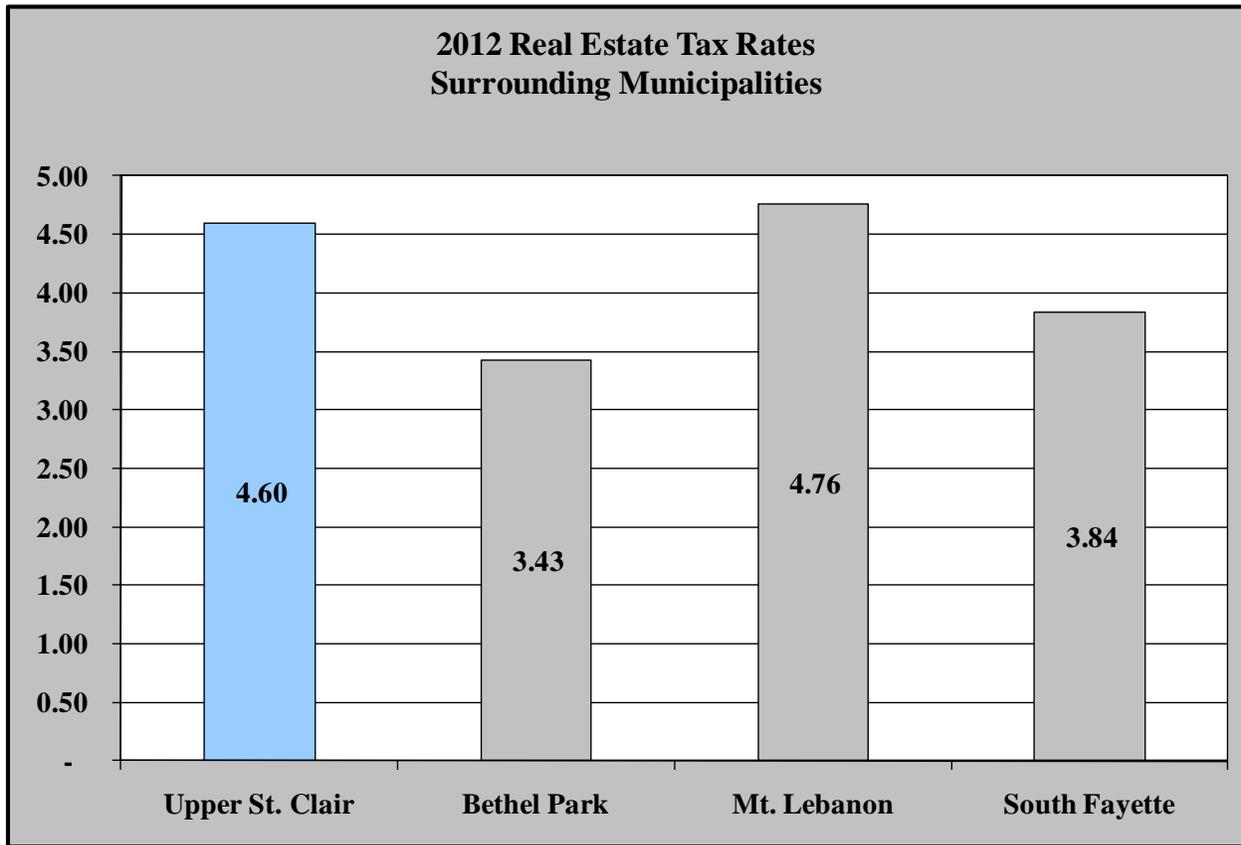
**Township of Upper St. Clair
Real Estate Millage
20 Year History**

Year	Total Assessed Value	Assessed Value % Change	Millage Rate
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	1,685,717,270	0.55%	4.60
2012*	1,688,245,846	0.15%	4.60

^ Initial Allegheny County Reassessment

*Assessed Value is Estimated

REAL ESTATE TAX MILLAGE RATES - SURROUNDING MUNICIPALITIES



Bethel Park: 2012 Rate presented in Bethel Park Budget

Mt. Lebanon: 2011 Rate

South Fayette: 2011 Rate

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GENERAL FUND

EARNED INCOME TAXES

REVENUES

GENERAL FUND EARNED INCOME TAXES



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Total Earned Income Taxes	\$ 7,592,892	\$ 7,088,403	\$ 7,502,000	\$ 7,262,000	\$ 7,315,000

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 appointed tax collector for the Allegheny Southwest TCD is Jordan Tax Service. The intent of the legislation is also to provide cost savings to each taxing district through consolidation of tax collection services.

REVENUES

GENERAL FUND
EARNED INCOME TAXES

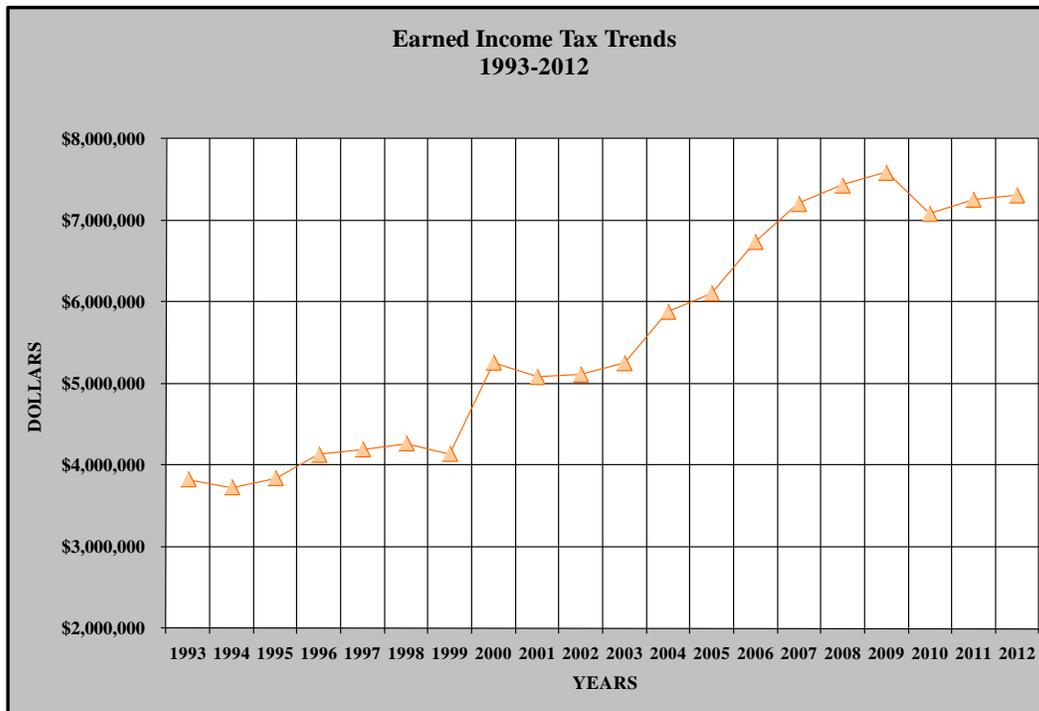


EARNED INCOME TAXES OVERVIEW (Continued)

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 2012.

Each year, refunds are issued to taxpayers that have overpaid their tax liability. In 2010, earned income tax refunds amounted to \$219,998 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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
001 Earned Income Tax Current Year	\$ 4,696,208	\$ 4,053,402	\$ 4,515,000	\$ 4,395,000	\$ 4,455,000
002 Earned Income Tax Prior Year	2,696,562	2,737,411	2,897,000	2,747,000	2,750,000
003 Earned Income Tax Previous Years	200,122	297,590	240,000	270,000	260,000
Gross Earned Income Taxes	\$ 7,592,892	\$ 7,088,403	\$ 7,652,000	\$ 7,412,000	\$ 7,465,000
Reserve for Refunds	-	-	(150,000)	(150,000)	(150,000)
Total Earned Income Taxes	\$ 7,592,892	\$ 7,088,403	\$ 7,502,000	\$ 7,262,000	\$ 7,315,000



REVENUES

GENERAL FUND
EARNED INCOME TAXES



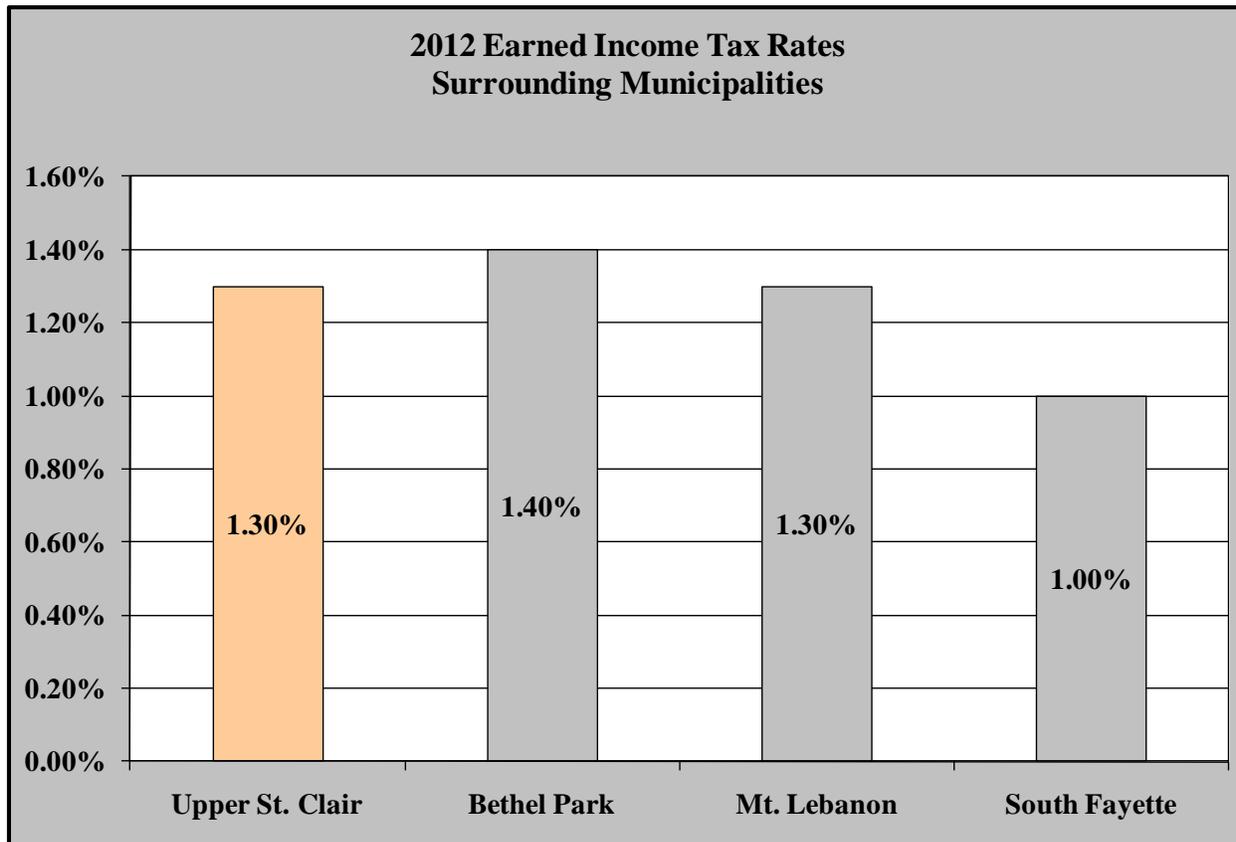
EARNED INCOME TAX RATE

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
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	\$ 7,088,403	0.80%	0.50%	1.30%
2006	\$ 6,742,917	0.75%	0.50%	1.25%	2011	\$ 7,262,000	0.80%	0.50%	1.30%
2007	\$ 7,209,380	0.80%	0.50%	1.30%	2012	\$ 7,315,000	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: 2012 Rate presented in Bethel Park Budget

Mt. Lebanon: Rate obtained from Mt. Lebanon 2012 Manager's Recommended Budget

South Fayette: 2012 Rate

EARNED INCOME TAXES DEMOGRAPHICS

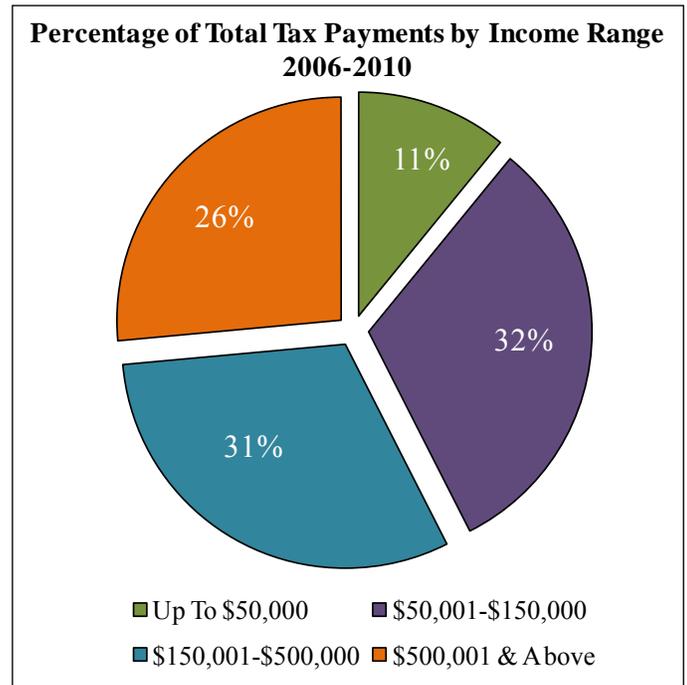
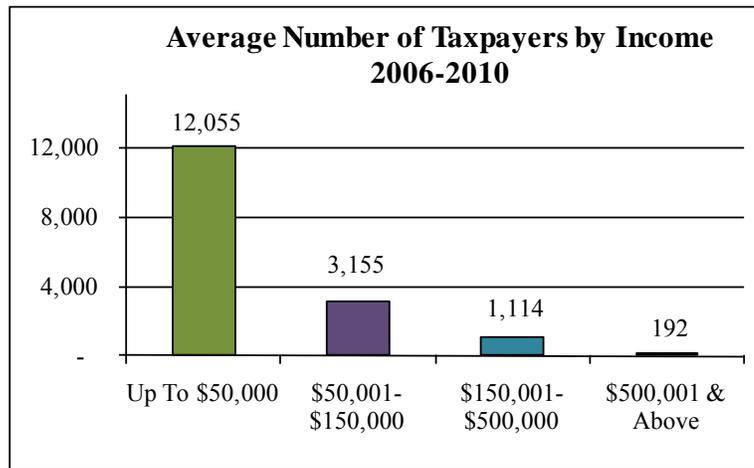
An illustration of the amount of Earned Income Tax an average individual would pay in Upper St. Clair is shown below:

Average Individual Income	\$90,000
----------------------------------	-----------------

Earned Income Taxes		
Taxing Authority	2012 EIT Rate	EIT Tax
Township of Upper St. Clair (Act 511 Tax)	0.50%	\$ 450
Township of Upper St. Clair (Act 62 Tax)	0.30%	\$ 270
Upper St. Clair School District (Act 511 Tax)	0.50%	\$ 450
Total Earned Income Tax	1.30%	\$ 1,170

Demographics Breakdown

Illustrated below and to the right are the earned income demographics of taxpayers in the Township of Upper St. Clair. For 2006 thru 2010, an average of 1,306 individual taxpayers, or 7.9% of all Township Earned Income taxpayers, accounted for 57% of total Earned Income Taxes collected.



GENERAL FUND

OTHER TAXES

REVENUES**GENERAL FUND
OTHER TAXES**

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Total Other Taxes	\$ 1,356,759	\$ 1,404,004	\$ 1,413,500	\$ 1,377,495	\$ 1,422,000

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%.

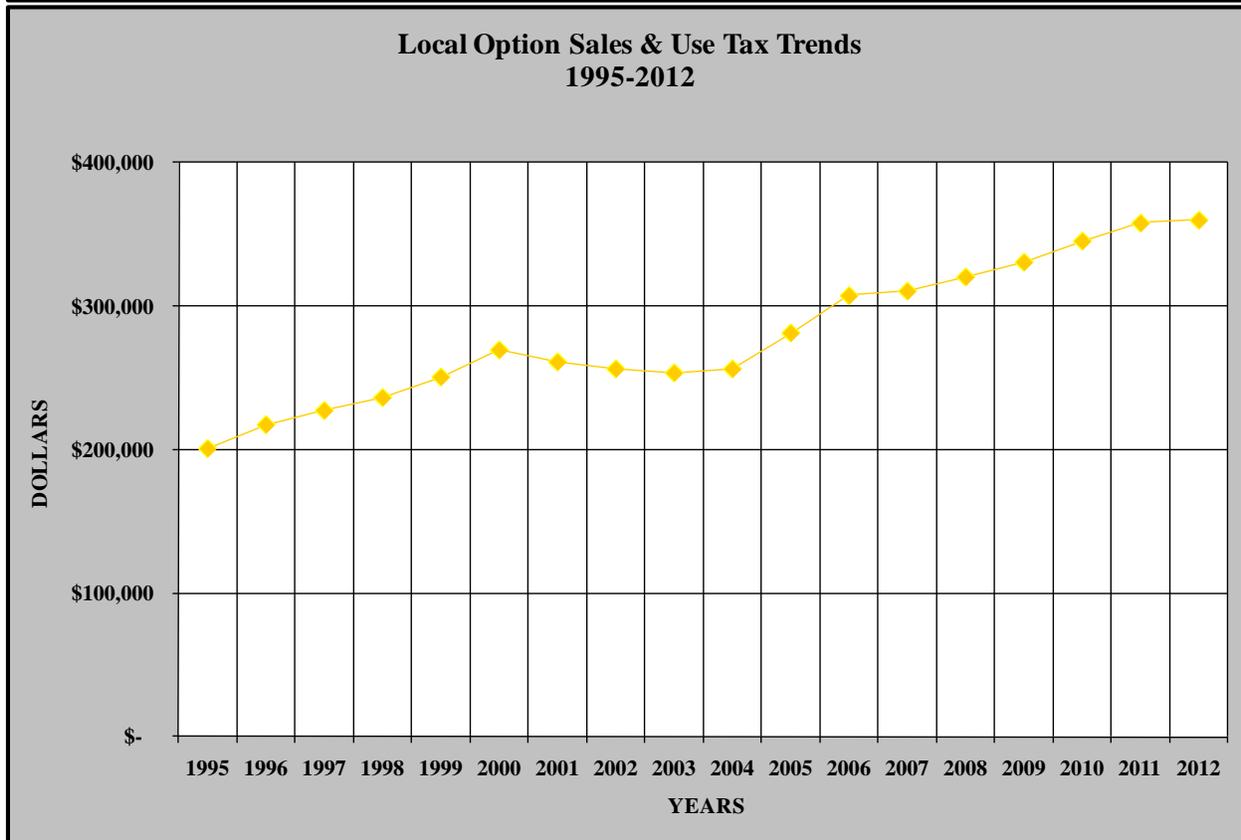
Public Utilities Tax

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 01-00-000-315???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
001 Local Services Tax	\$ 224,964	\$ 239,909	\$ 250,000	\$ 237,000	\$ 240,000
002 Real Estate Transfer Tax	782,548	798,001	800,000	760,000	800,000
003 Public Utilities Tax	18,532	20,622	18,500	22,495	22,000
004 Local Option Sales & Use Tax	330,715	345,472	345,000	358,000	360,000
Total Other Taxes	\$ 1,356,759	\$ 1,404,004	\$ 1,413,500	\$ 1,377,495	\$ 1,422,000



GENERAL FUND

OTHER REVENUES

REVENUES**GENERAL FUND
LICENSES AND PERMITS**

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Total Licenses and Permits	\$ 154,182	\$ 115,129	\$ 124,700	\$ 152,250	\$ 134,825

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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
001 Building Permits	\$ 45,119	\$ 41,623	\$ 45,000	\$ 45,000	\$ 45,000
002 Beverage Licenses	2,750	3,050	2,500	2,150	2,500
003 Grading Permits	710	1,355	2,000	1,200	1,500
004 Amusement Device Permits	875	1,600	875	1,500	1,500
007 Street Opening Permits	67,410	29,389	35,000	62,000	45,000
008 Alarm Systems Permits	25,793	25,178	28,000	26,500	28,000
009 False Alarm Fees	1,625	825	1,500	900	1,000
012 Dye Test Compliance Fees	6,800	6,475	6,825	6,500	6,825
013 Electrical Permit Fees-Net	3,100	5,634	3,000	6,500	3,500
Total Licenses and Permits	\$ 154,182	\$ 115,129	\$ 124,700	\$ 152,250	\$ 134,825

REVENUES**GENERAL FUND
FEES AND FINES**

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Total Fines and Fees	\$ 379,878	\$ 486,795	\$ 440,200	\$ 472,500	\$ 477,200

FEES AND FINES OVERVIEW

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

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

Fines and Fees	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
01-00-000-330???-000					
003 Filing and Hearing Fees	\$ 3,478	\$ 5,782	\$ 6,000	\$ 10,750	\$ 6,500
004 Animal Control Fines and Fees	10	125	200	150	200
005 Magistrate Fines	23,259	28,762	32,000	28,000	30,000
006 Local Fines	6,763	6,948	10,000	7,000	8,000
008 State Traffic Fine Distribution	16,589	17,956	19,000	18,500	19,000
011 Library Fees and Fines	26,042	28,100	28,000	28,100	28,500
012 Cable Television Franchise Fees	303,737	399,122	345,000	380,000	385,000
Total Fines and Fees	\$ 379,878	\$ 486,795	\$ 440,200	\$ 472,500	\$ 477,200

REVENUES

GENERAL FUND
RENTAL INCOME



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Total Rental Income	\$ 75,096	\$ 80,175	\$ 82,400	\$ 80,400	\$ 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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
001 School District Rental (rent plus utilities)	\$ 72,696	\$ 77,775	\$ 80,000	\$ 78,000	\$ 80,000
002 Boyce Road Radio Tower Rental	2,400	2,400	2,400	2,400	2,400
Total Rental Income	\$ 75,096	\$ 80,175	\$ 82,400	\$ 80,400	\$ 82,400

REVENUES**GENERAL FUND
INTEREST INCOME**

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Total Interest on Investments	\$ 18,472	\$ 7,454	\$ 10,000	\$ 4,000	\$ 5,000

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 2011, the investment rates available to the Township began at .3% in January and steadily decreased to .1% in December. The 2012 Budget anticipates that interest rates will remain in the range of .1% to .3%.

Interest on Investments 01-00-000-345???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
001 Interest on Investments	\$ 18,472	\$ 7,454	\$ 10,000	\$ 4,000	\$ 5,000
Total Interest on Investments	\$ 18,472	\$ 7,454	\$ 10,000	\$ 4,000	\$ 5,000

REVENUES

GENERAL FUND
SERVICE AGREEMENTS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Total Service Agreements	\$ 208,924	\$ 310,875	\$ 200,920	\$ 199,847	\$ 209,887

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 2012.

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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
01-00-000-350???-000					
001 Snow and Ice Control	\$ 151,651	\$ 261,004	\$ 150,000	\$ 150,000	\$ 160,000
002 Peters Township Service	2,681	3,504	3,000	2,960	3,000
004 School District Tax Collection Agreement	31,140	31,140	31,140	31,140	31,140
007 PennDOT Road Mte. Agreement	23,452	15,227	16,780	15,747	15,747
Total Service Agreements	\$ 208,924	\$ 310,875	\$ 200,920	\$ 199,847	\$ 209,887

REVENUES

GENERAL FUND
RECREATION PROGRAM FEES



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Total Recreation Program Fees	\$ 323,483	\$ 347,191	\$ 347,000	\$ 349,922	\$ 359,700

RECREATION PROGRAM FEES OVERVIEW

This group of revenue accounts provides estimated receipts for 2012 Recreation programs and tennis and golf course maintenance and supervision. Recreation program expenses, excluding tennis and golf course maintenance expenses, total \$327,361. Revenues do not cover administration costs and capital expenses required by the programming.

Recreation Program Fees 01-00-000-367???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
002 Football Training	\$ 10,416	\$ 10,200	\$ 10,500	\$ 9,000	\$ 10,500
003 Aerobics/Dance & Exercise	25,938	28,011	22,000	24,000	25,000
007 Soccer Programs	4,280	5,296	5,500	4,320	5,000
008 Softball	15,664	18,846	18,500	18,000	18,500
011 Summer Playground & Cultural Art Program	31,017	30,349	35,000	37,202	38,000
013 Older Adults	2,289	328	1,000	500	1,000
014 Golf Course*	9,579	8,727	10,000	6,500	8,000
015 Tennis Program*	10,085	21,967	20,000	20,500	21,000
017 Swim Program	731	-	-	-	-
018 Golf Lesson	4,172	10,974	10,000	5,000	7,500
020 Summer Music Program	8,188	6,787	8,000	6,700	7,000
021 Tennis Bubble Fees**	124,684	123,979	125,000	125,000	125,000
022 Miscellaneous Self Supporting	24,553	30,988	25,000	40,000	40,000
023 Youth Basketball	49,655	47,433	53,000	50,000	50,000
028 Instructional Baseball	3,192	3,121	3,300	3,000	3,000
999 Administration Fees	(960)	185	200	200	200
Total Recreation Program Fees	\$ 323,483	\$ 347,191	\$ 347,000	\$ 349,922	\$ 359,700

*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



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Total Other Non-Tax Revenue	\$ 693,452	\$ 883,081	\$ 705,099	\$ 1,099,074	\$ 760,055

OTHER NON-TAX REVENUE OVERVIEW

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

Library State Grant

The Commonwealth of Pennsylvania provides annual funding to qualifying libraries.

State Pension Grant

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

Employee Health Insurance Reimbursements

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

MRM Workers Compensation Dividends

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

Other Non-Tax Revenue 01-00-000-?????-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
370011 Library State Grant	\$ 98,773	\$ 70,582	\$ 62,926	\$ 62,926	\$ 62,500
370012 Library LSTA Grant	-	3,462	-	4,667	-
370013 State Pension Grant	404,886	464,983	437,778	767,780	459,256
370014 Recycling Program/Grant	17,422	21,375	17,500	17,500	17,500
370015 Library Table Gaming Payments	-	-	-	6,706	6,500
370027 D.A.R.E Program Reimb.	2,466	-	-	-	-
380001 Maps, Documents & Police Rpts	6,882	6,636	7,000	7,600	7,000
380010 Facility Fees	6,430	10,525	8,000	8,000	8,000
380012 Library Copier/Printer Revenue	4,654	4,350	5,000	3,800	4,000
380013 Library Donations/Fundraising	-	7,340	8,000	3,800	4,000
380022 Employee Health Ins. Reimb.	51,975	83,294	83,565	66,100	47,299
380024 MPOETC Training Grant	5,431	-	-	-	-
380026 COBRA Insurance Payments	7,930	16,513	16,830	25,670	15,000
380027 MRM Workers Comp. Dividends	38,596	53,077	-	69,449	70,000
380028 MEIT Insurance Subsidy	-	70,308	-	-	-
380040 Public Works Scrap Metal Rev.	8,473	6,335	8,000	10,728	8,000
380080 Flex Plan Year End Reimb.	469	670	500	2,348	1,000
380099 Miscellaneous Revenue	39,065	63,631	50,000	42,000	50,000
Total Other Non-Tax Revenue	\$ 693,452	\$ 883,081	\$ 705,099	\$ 1,099,074	\$ 760,055

GENERAL FUND
GENERAL GOVERNMENT
SUMMARY

SUMMARY

GENERAL FUND GENERAL GOVERNMENT



	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
General Government Expenditures					
Personal Services	\$ 966,112	\$ 1,001,133	\$ 1,130,086	\$ 1,037,977	\$ 1,167,565
Contractual Services	547,432	480,602	577,050	564,979	624,150
Commodities	35,322	31,727	50,500	36,796	48,700
Distributed Costs	<u>(236,282)</u>	<u>(235,918)</u>	<u>(292,806)</u>	<u>(226,448)</u>	<u>(293,234)</u>
Total General Government Expenditures	<u>\$ 1,312,584</u>	<u>\$ 1,277,544</u>	<u>\$ 1,464,830</u>	<u>\$ 1,413,304</u>	<u>\$ 1,547,181</u>

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 Television. For specific information on each department please refer to the department sections following the summary section.

2011 DEPARTMENT ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award for the 2011 Budget from the Government Finance Officers Association (GFOA) of America
- Received the Certificate of Achievement Award for Excellence in Financial Reporting (CAFR) for year ending December 31, 2010 from GFOA
- Submitted a Popular Annual Financial Report for consideration of the Popular Annual Financial Reporting Award from GFOA for the year ending December 31, 2010,
- Successfully refinanced the 2006 Bond Issue, with a present value net savings over \$1,000,000.
- Negotiated a new three year contract with the Police Officers Association for the years 2011-2013.

2012 DEPARTMENT GOALS AND OBJECTIVES

- Continue to participate in the GFOA CAFR, Distinguished Budget Award and Popular Annual Financial Reporting Programs
- Develop and implement employee portal for all Township employees
- Convert all Police Officers to the Township's high deductible health insurance plan
- Implement \$305,000 2012 funding from RAD for Boyce Mayview Park and seek continued RAD support for 2013
- Complete contract negotiations with the Tri-Community South EMS employee union
- Negotiate new collective bargaining agreement for the Teamsters Local 205
- Negotiate new five-year tax collection contract with Jordan Tax Service for 2013 thru 2017
- Complete written policies and procedures for the Township's RFP process for pensions in accordance with Act 44
- Transition sewage billing from Pennsylvania American Water collections to Township collections by October 2012

SUMMARY

GENERAL FUND GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

General Government Expenditures 01-10-101-500 TO 01-10-107-500	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 673,552	\$ 676,315	\$ 760,309	\$ 706,450	\$ 801,371
110 Overtime Wages	-	-	500	-	100
120 Part-Time Wages	12,558	10,924	13,967	9,472	12,232
130 Elected Officials Salaries	8,400	8,400	8,400	8,400	8,400
162 Group Life Insurance	7,185	7,337	8,681	7,981	9,159
163 Medical Insurance	140,411	173,438	197,854	174,760	190,081
164 Workers' Compensation	5,076	5,342	5,126	4,827	3,797
166 Pension Costs	55,837	56,417	63,192	58,850	67,189
167 Long-term Disability Insurance	4,501	4,510	5,144	4,826	5,344
168 Post Retirement Plan	6,850	7,167	7,000	7,000	7,000
198 Social Security Expense	51,742	51,283	59,913	55,411	62,892
Total Personal Services	\$ 966,112	\$ 1,001,133	\$ 1,130,086	\$ 1,037,977	\$ 1,167,565
Contractual Services					
210 Professional Services-Legal	\$ 213,362	\$ 132,119	\$ 145,000	\$ 190,000	\$ 170,000
212 Professional Services-Auditing	16,204	16,100	16,100	16,100	16,100
220 Liability Insurance	13,031	12,269	13,000	14,120	14,500
223 Tax Collection Bonds	6,488	6,488	6,500	5,445	6,000
230 Association Dues	20,466	25,420	29,400	26,111	29,400
231 Travel & Conference Expense	24,363	21,572	31,000	26,600	33,500
243 Telephone	14,565	14,234	17,000	14,500	16,500
250 Repairs & Maintenance- Office Equipment	39,717	42,670	49,300	46,103	50,150
274 Legal Advertising	8,898	12,594	16,000	10,000	16,000
275 Printing & Duplicating	1,402	556	3,000	1,000	1,500
278 Postage	7,826	4,592	11,500	8,400	11,500
280 Mileage Reimbursement	495	-	750	100	500
290 Other Contractual Services	174,966	190,622	217,000	201,000	239,000
291 Real Estate Appraisal Services	-	-	2,000	-	-
292 Volunteer Boards & Commissions Recognition Expense	5,499	1,204	7,500	5,000	7,500
299 Internet Connection Services	150	162	12,000	500	12,000
Total Contractual Services	\$ 547,432	\$ 480,602	\$ 577,050	\$ 564,979	\$ 624,150

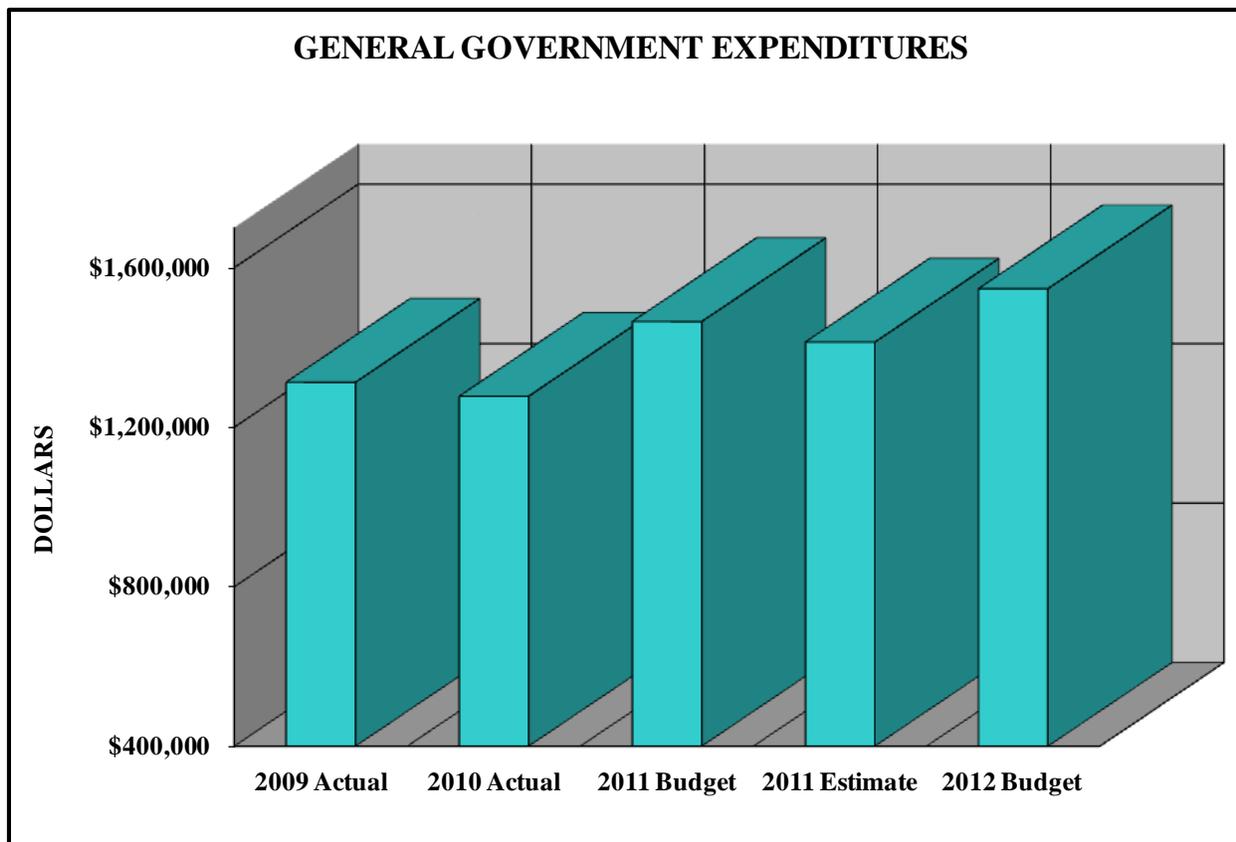
SUMMARY

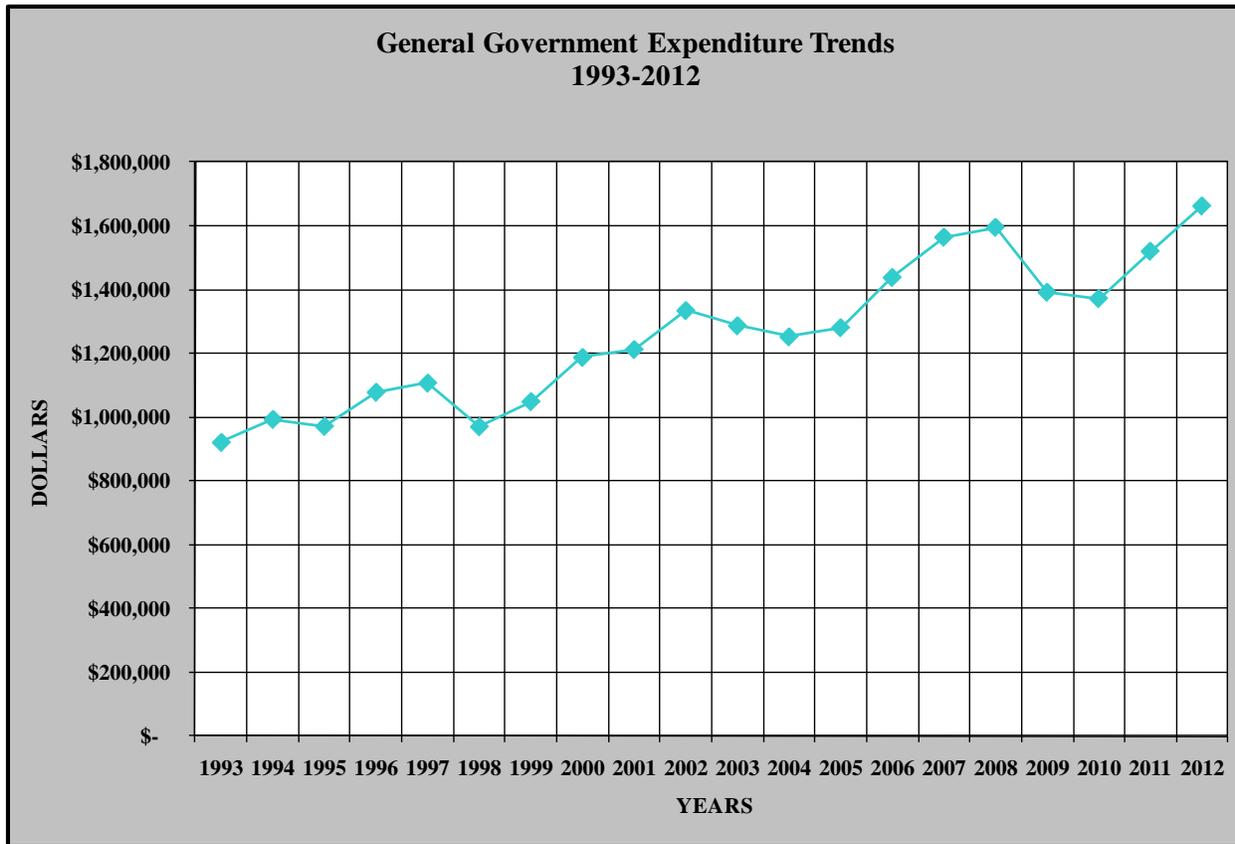
GENERAL FUND
GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES (Continued)

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Commodities					
300 Office Furniture & Equipment	\$ 1,858	\$ 2,122	\$ 4,650	\$ 700	\$ 3,650
301 Expendable Office Supplies	13,449	11,849	15,050	13,232	16,300
302 Books & Subscriptions	867	1,133	2,750	1,970	2,450
303 Tapes	29	416	1,200	200	1,000
304 Publicity Material	130	-	1,100	-	-
390 Other Supplies	18,989	16,207	25,750	20,694	25,300
Total Commodities	<u>\$ 35,322</u>	<u>\$ 31,727</u>	<u>\$ 50,500</u>	<u>\$ 36,796</u>	<u>\$ 48,700</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 6,494	\$ 9,774	\$ 9,794	\$ 9,794	\$ 9,884
602 Dist. Data Processing Costs	(242,776)	(245,692)	(302,600)	(236,242)	(303,118)
Total Distributed Costs	<u>\$ (236,282)</u>	<u>\$ (235,918)</u>	<u>\$ (292,806)</u>	<u>\$ (226,448)</u>	<u>\$ (293,234)</u>
Total General Government Expenditures	<u>\$ 1,312,584</u>	<u>\$ 1,277,544</u>	<u>\$ 1,464,830</u>	<u>\$ 1,413,304</u>	<u>\$ 1,547,181</u>





*Average Annual Cost Increase Rate – 2.88%

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*		\$1,001,389
How many real estate tax mills?	0.28	\$464,374
Earned Income Tax per \$100?	\$ 6.15	\$449,613
Percentage of Other Taxes?	0.54%	\$87,402

*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 10-1- 2011)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2004 042	2004	Chevy	Tahoe	55,841	8	Good	Rotation Vehicle
2	2007 070	2007	Ford	Explorer	45,920	5	Good	2012
3	2008 020	2008	Ford	Explorer	36,795	4	Excellent	2014
4	2009 021	2001	Chevy	PU Truck	96,946	11	Poor	Rotation Vehicle
5	2011	2011	Ford	Escape	3,743	1	Excellent	Rotation Vehicle
6	2009 030	2009	Ford	Escape XLT	11,711	3	Excellent	2018

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GENERAL FUND

GENERAL GOVERNMENT

DEPARTMENTS

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Board of Commissioners Expenditures					
Personal Services	\$ 9,043	\$ 9,043	\$ 9,043	\$ 9,043	\$ 9,043
Contractual Services	37,551	32,997	40,400	38,581	41,900
Commodities	757	554	3,000	1,000	3,000
Total Board of Comm. Expenditures	\$ 47,351	\$ 42,594	\$ 52,443	\$ 48,624	\$ 53,943

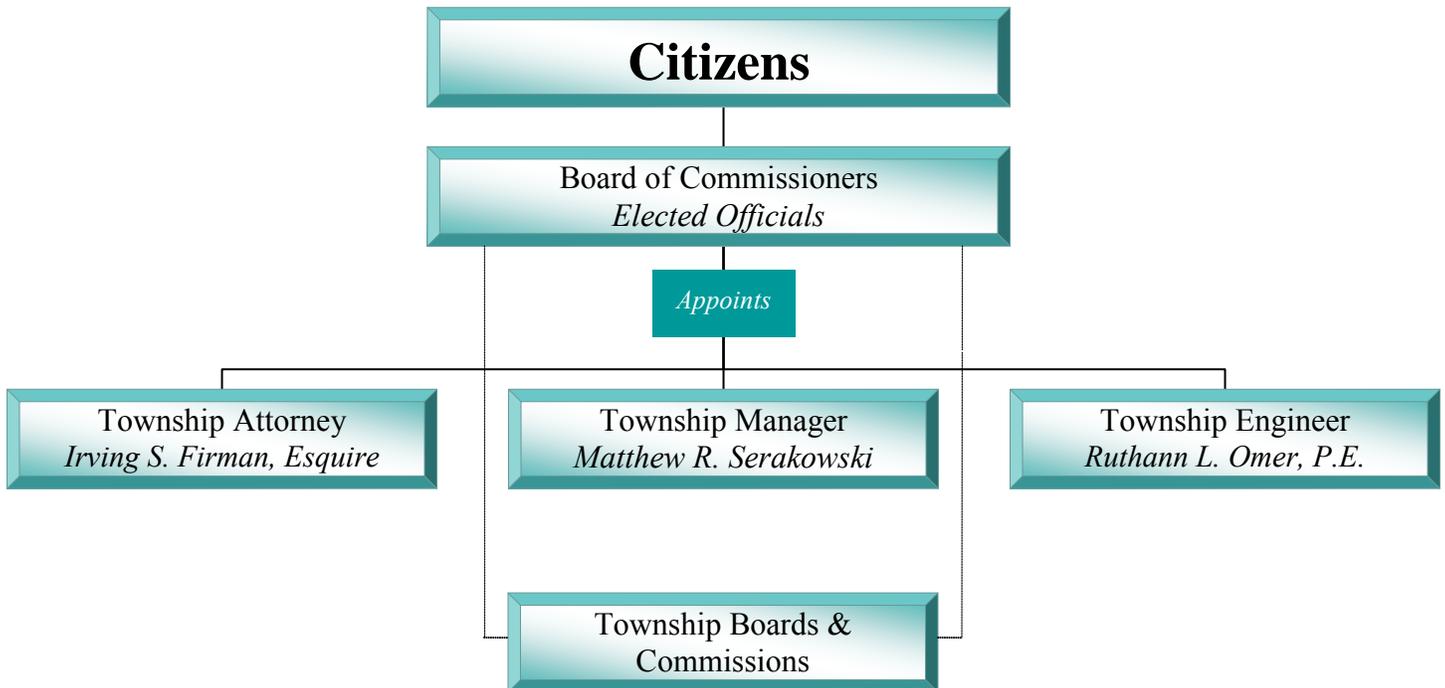
BOARD OF COMMISSIONERS OVERVIEW

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

DEPARTMENT EXPENDITURES

Board of Commissioners Expenditures 01-10-101-500???-000	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
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	\$ 13,031	\$ 12,269	\$ 13,000	\$ 14,120	\$ 14,500
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	11,160	11,663	12,000	11,600	12,000
292 Volunteer Boards & Commissions Recognition Expense	5,499	1,204	7,500	5,000	7,500
Total Contractual Services	<u>\$ 37,551</u>	<u>\$ 32,997</u>	<u>\$ 40,400</u>	<u>\$ 38,581</u>	<u>\$ 41,900</u>
Commodities					
390 Other Supplies	\$ 757	\$ 554	\$ 3,000	\$ 1,000	\$ 3,000
Total Commodities	<u>\$ 757</u>	<u>\$ 554</u>	<u>\$ 3,000</u>	<u>\$ 1,000</u>	<u>\$ 3,000</u>
Total Board of Comm. Expenditures	<u><u>\$ 47,351</u></u>	<u><u>\$ 42,594</u></u>	<u><u>\$ 52,443</u></u>	<u><u>\$ 48,624</u></u>	<u><u>\$ 53,943</u></u>

BUDGETARY COMMENT

Funds requested for the Board of Commissioners are \$1,500 more than appropriated in 2011.

ADMINISTRATION

GENERAL FUND
GENERAL GOVERNMENT



	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 508,638	\$ 528,984	\$ 558,758	\$ 564,331	\$ 573,949
Contractual Services	67,170	78,358	106,750	86,350	106,000
Commodities	25,915	21,623	31,000	26,300	30,000
Distributed Costs	36,466	39,375	38,612	32,293	39,821
Total Administration Expenditures	\$ 638,189	\$ 668,340	\$ 735,120	\$ 709,274	\$ 749,770

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.

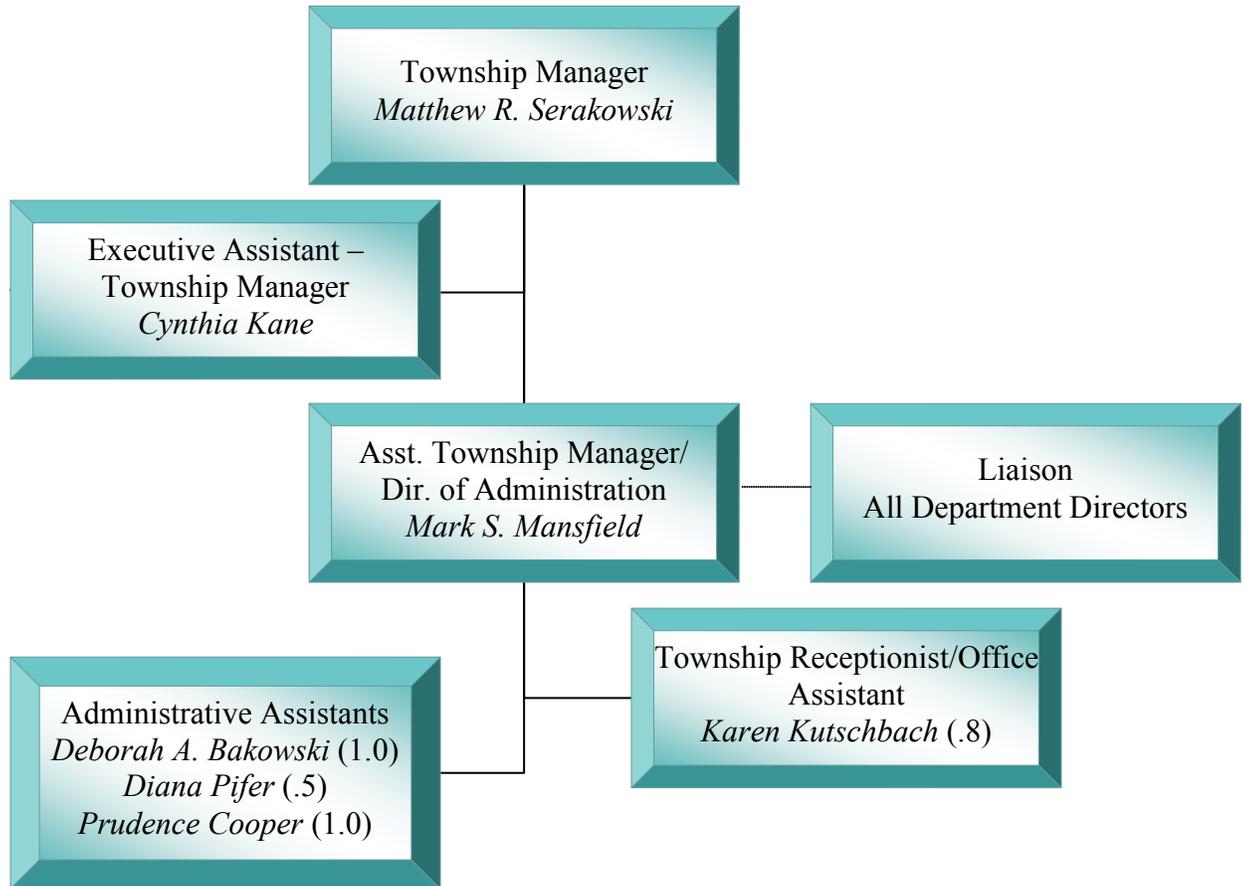
This department provides services for several other departments including grant applications, human resources, personnel functions, fleet logs, insurance management, vendor contracts, minutes of all Board of Commissioners and Informational and General Affairs Meetings, copying and office supplies.

DEPARTMENT ORGANIZATIONAL STRUCTURE

Position Title	Pay Grade	Minimum	Maximum	2012 Positions
Township Manager	1	\$114,850	\$160,787	1
Assistant Township Manager/Director of Administration	2	\$94,139	\$131,794	1
Executive Assistant - Office of the Township Manager	6	\$42,495	\$59,494	1
Administrative Assistant	7	\$34,833	\$48,764	3
Office Assistant	8	\$23,222	\$40,637	1
Total				7

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

The proposed authorized personnel responsible for programs and services for the Administration Department for 2012 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

DEPARTMENT EXPENDITURES

Administration Expenditures 01-10-102-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 354,472	\$ 362,440	\$ 381,511	\$ 390,195	\$ 402,253
110 Overtime Wages	-	-	500	-	100
120 Part-Time Wages	12,558	10,924	13,967	9,472	9,732
162 Group Life Insurance	3,743	3,958	4,345	4,372	4,586
163 Medical Insurance	71,995	84,995	86,803	88,000	82,653
164 Workers' Compensation	2,564	2,623	2,651	2,497	1,896
166 Pension Costs	30,431	31,009	32,749	33,195	35,179
167 Long-term Disability Insurance	2,346	2,429	2,540	2,625	2,625
168 Post Retirement Plan	3,400	3,400	3,400	3,400	3,400
198 Social Security Expense	27,129	27,206	30,292	30,575	31,525
Total Personal Services	\$ 508,638	\$ 528,984	\$ 558,758	\$ 564,331	\$ 573,949
Contractual Services					
230 Association Dues	\$ 11,615	\$ 16,314	\$ 20,000	\$ 17,000	\$ 20,000
231 Travel & Conference Expense	6,822	6,743	10,000	10,000	10,500
243 Telephone	14,565	14,234	17,000	14,500	16,500
250 Repairs & Maintenance- Office Equipment	3,850	5,373	5,000	5,250	5,500
274 Legal Advertising	8,898	12,594	16,000	10,000	16,000
275 Printing & Duplicating	210	-	1,000	-	-
278 Postage	6,809	3,803	10,000	7,500	10,000
280 Mileage Reimbursement	495	-	750	100	500
290 Other Contractual Services	13,906	19,297	27,000	22,000	27,000
Total Contractual Services	\$ 67,170	\$ 78,358	\$ 106,750	\$ 86,350	\$ 106,000
Commodities					
300 Office Furniture & Equipment	\$ 1,598	\$ 1,442	\$ 2,000	\$ 500	\$ 2,000
301 Expendable Office Supplies	10,073	8,182	11,500	10,500	11,500
302 Books & Subscriptions	567	692	1,500	1,300	1,500
304 Publicity Material	130	-	1,000	-	-
390 Other Supplies	13,547	11,307	15,000	14,000	15,000
Total Commodities	\$ 25,915	\$ 21,623	\$ 31,000	\$ 26,300	\$ 30,000

DEPARTMENT EXPENDITURES (Continued)

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 6,494	\$ 9,774	\$ 9,794	\$ 9,794	\$ 9,884
602 Dist. Data Processing Costs	29,972	29,601	28,818	22,499	29,937
Total Distributed Costs	<u>\$ 36,466</u>	<u>\$ 39,375</u>	<u>\$ 38,612</u>	<u>\$ 32,293</u>	<u>\$ 39,821</u>
Total Administration Expenditures	<u>\$ 638,189</u>	<u>\$ 668,340</u>	<u>\$ 735,120</u>	<u>\$ 709,274</u>	<u>\$ 749,770</u>

BUDGETARY COMMENT

Funds requested for General Government Administration are \$14,650 or 2.0% more than those appropriated in 2011. This is due to projected increase in personnel costs in 2012.

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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Finance Office Expenditures					
Personal Services	\$ 160,773	\$ 186,725	\$ 188,062	\$ 192,889	\$ 196,174
Contractual Services	36,800	33,611	39,760	38,775	40,110
Commodities	7,207	6,892	10,500	6,170	9,000
Distributed Costs	14,986	11,841	18,012	14,062	29,938
Total Finance Office Expenditures	\$ 219,766	\$ 239,069	\$ 256,334	\$ 251,896	\$ 275,222

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:

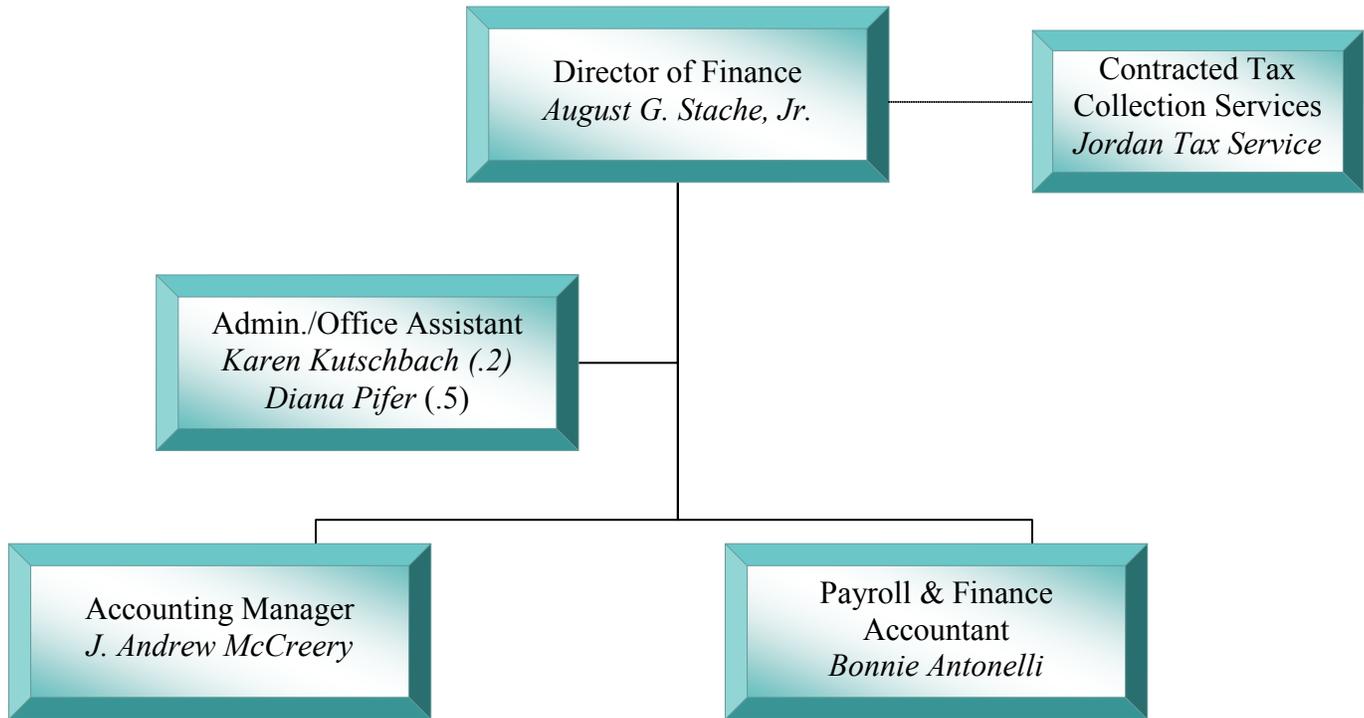
- Budget preparation and expenditure control
- Financial reporting and projecting
- Administering Payroll for the Township and Tri-Community South EMS
- Purchasing systems
- Preparation of all payroll and expenditure vouchers
- Administration of lien programs
- Coordination of independent audit activity
- 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	2011	Increase/ (Decrease)
Effectiveness						
Consecutive Years Receiving GFOA Certificate of Achievement for Excellence in Financial Reporting	20	21	22	23	24	n/a
Consecutive Years Receiving GFOA Distinguished Budget Presentation Award	0	0	1	2	3	n/a
Workload						
Accounts Payable Checks	4,529	4,892	4,296	5,641	2,974	(2,667)
Accounts Payable Electronic Funds Transfers	n/a	n/a	n/a	205	888	683
Percentage of Accounts Payable paid via EFT	n/a	n/a	n/a	3.5%	23.0%	19.5%
Vouchers	7,289	8,073	7,382	9,748	7,529	(2,219)
Payroll Checks	1,705	1,533	2,613	3,724	2,288	(1,436)
Payroll Direct Deposits	3,347	3,756	3,900	4,246	5,793	1,547
Percentage of Paychecks deposited via Direct Deposit	66.3%	71.0%	59.9%	53.3%	71.7%	18.4%
Timesheets	5,052	5,289	6,513	7,970	8,081	111
Accounts Receivable Invoices	545	575	546	564	658	94
Deposits	1,978	2,260	2,820	2,667	2,610	(57)

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Finance and Tax Collection Departments for 2012 are as follows:



Position Title	Pay Grade	Minimum	Maximum	2012 Positions
Director of Finance	3	\$77,161	\$108,029	1
Accounting Manager	5	\$51,842	\$72,578	1
Payroll and Finance Accountant	7	\$34,833	\$48,764	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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 114,588	\$ 130,283	\$ 132,036	\$ 135,650	\$ 140,394
162 Group Life Insurance	1,244	1,408	1,506	1,529	1,604
163 Medical Insurance	24,077	31,425	30,280	31,000	28,830
164 Workers' Compensation	833	902	885	833	646
166 Pension Costs	9,646	10,931	11,287	11,485	11,943
167 Long-term Disability Insurance	780	867	867	915	917
168 Post Retirement Plan	950	1,100	1,100	1,100	1,100
198 Social Security Expense	8,655	9,809	10,101	10,377	10,740
Total Personal Services	\$ 160,773	\$ 186,725	\$ 188,062	\$ 192,889	\$ 196,174
Contractual Services					
212 Professional Services-Auditing	\$ 14,854	\$ 14,510	\$ 14,510	\$ 14,510	\$ 14,510
230 Association Dues	990	1,245	1,500	1,250	1,500
231 Travel & Conference Expense	2,559	3,033	4,000	4,000	4,000
250 Repairs & Maintenance- Office Equipment	8,493	7,514	7,750	8,015	8,100
275 Printing & Duplicating	1,192	556	2,000	1,000	1,500
290 Other Contractual Services	8,712	6,753	10,000	10,000	10,500
Total Contractual Services	\$ 36,800	\$ 33,611	\$ 39,760	\$ 38,775	\$ 40,110
Commodities					
300 Office Furniture & Equipment	\$ -	\$ -	\$ 2,000	\$ -	\$ 1,000
301 Expendable Office Supplies	2,758	3,159	2,500	2,000	2,500
302 Books & Subscriptions	300	441	1,000	670	750
390 Other Supplies	4,149	3,292	5,000	3,500	4,750
Total Commodities	\$ 7,207	\$ 6,892	\$ 10,500	\$ 6,170	\$ 9,000
Distributed Costs					
602 Dist. Data Processing Costs	\$ 14,986	\$ 11,841	\$ 18,012	\$ 14,062	\$ 29,938
Total Distributed Costs	\$ 14,986	\$ 11,841	\$ 18,012	\$ 14,062	\$ 29,938
Total Finance Office Expenditures	\$ 219,766	\$ 239,069	\$ 256,334	\$ 251,896	\$ 275,222

BUDGETARY COMMENT

Funds requested for the Finance Office are \$18,888 or 7.4% more than appropriated in 2011 mainly due to increases in personnel costs and distributed costs from the Information Technology department.

TAX COLLECTION

GENERAL FUND GENERAL GOVERNMENT



	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Tax Collection Expenditures					
Personal Services	\$ 42,463	\$ 44,996	\$ 46,437	\$ 47,279	\$ 47,886
Contractual Services	128,565	135,603	141,940	136,273	160,940
Commodities	575	580	1,200	744	950
Distributed Costs	11,989	8,880	10,807	8,437	11,227
Total Tax Collection Expenditures	\$ 183,592	\$ 190,059	\$ 200,384	\$ 192,733	\$ 221,003

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 2010 and 2011

Taxes	Approximate No. of Accounts	School District Amount		Township Amount	
		Oct-10	Oct-11	Oct-10	Oct-11
Real Estate Tax	7,528	\$ 35,169,820	\$ 35,949,767	\$ 7,373,776	\$ 7,390,817
Earned Income Tax	16,515	3,826,857	4,129,309	6,175,588	6,602,830
Local Services Tax (Twp)	4,580	n/a	n/a	210,367	198,134
Mercantile Tax (SD)	76	137,480	146,336	n/a	n/a
Total		\$ 39,134,157	\$ 40,225,412	\$ 13,759,731	\$ 14,191,781

The estimated total taxes collected for the Township in 2011 is \$15,003,900. The estimated total cost of operating the tax collection office in 2011 is \$192,733. Also in 2011, 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 \$161,593 represent 1.1% of the estimated total taxes collected for 2011.

For 2012, the budgeted total taxes collected are \$15,110,157 and net expenditures are budgeted at \$189,863, which represents 1.3% of budgeted total taxes collected.

TAX COLLECTION

GENERAL FUND
GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

Tax Collection Expenditures 01-10-104-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 31,122	\$ 32,458	\$ 33,452	\$ 34,070	\$ 34,978
162 Group Life Insurance	337	361	383	385	402
163 Medical Insurance	4,780	5,691	5,935	6,100	5,653
164 Workers' Compensation	206	229	225	212	160
166 Pension Costs	2,933	3,065	3,161	3,175	3,286
167 Long-term Disability Insurance	211	222	222	231	231
168 Post Retirement Plan	500	500	500	500	500
198 Social Security Expense	2,374	2,470	2,559	2,606	2,676
Total Personal Services	\$ 42,463	\$ 44,996	\$ 46,437	\$ 47,279	\$ 47,886
Contractual Services					
212 Professional Services-Auditing	\$ 1,350	\$ 1,590	\$ 1,590	\$ 1,590	\$ 1,590
223 Tax Collection Bonds	6,488	6,488	6,500	5,445	6,000
250 Repairs & Maintenance- Office Equipment	332	335	350	338	350
278 Postage	1,017	789	1,500	900	1,500
290 Other Contractual Services	119,378	126,401	130,000	128,000	151,500
291 Real Estate Appraisal Services	-	-	2,000	-	-
Total Contractual Services	\$ 128,565	\$ 135,603	\$ 141,940	\$ 136,273	\$ 160,940
Commodities					
301 Expendable Office Supplies	\$ 76	\$ 36	\$ 200	\$ 200	\$ 200
390 Other Supplies	499	544	1,000	544	750
Total Commodities	\$ 575	\$ 580	\$ 1,200	\$ 744	\$ 950
Distributed Costs					
602 Dist. Data Processing Costs	\$ 11,989	\$ 8,880	\$ 10,807	\$ 8,437	\$ 11,227
Total Distributed Costs	\$ 11,989	\$ 8,880	\$ 10,807	\$ 8,437	\$ 11,227
Total Tax Collection Expenditures	\$ 183,592	\$ 190,059	\$ 200,384	\$ 192,733	\$ 221,003

BUDGETARY COMMENT

Funds requested for Tax Collection are \$20,619 more than appropriated in 2011. The increase is due to the requirements of Pennsylvania Act 32 of 2008. Under this Act, the Township is obligated to have its earned income tax collected through a regional tax collection system in 2012. The projected increase is based on the negotiated commission rate for the Township increasing from 1.1% to 1.8% on current gross collections.

LEGAL SERVICES

GENERAL FUND
GENERAL GOVERNMENT



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Legal Services Expenditures					
Contractual Services	\$ 221,977	\$ 135,157	\$ 155,000	\$ 195,000	\$ 180,000
Total Legal Services Expenditures	\$ 221,977	\$ 135,157	\$ 155,000	\$ 195,000	\$ 180,000

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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Contractual Services					
210 Professional Services-Legal	\$ 213,362	\$ 132,119	\$ 145,000	\$ 190,000	\$ 170,000
290 Other Contractual Services	8,615	3,038	10,000	5,000	10,000
Total Contractual Services	\$ 221,977	\$ 135,157	\$ 155,000	\$ 195,000	\$ 180,000
Total Legal Services Expenditures	\$ 221,977	\$ 135,157	\$ 155,000	\$ 195,000	\$ 180,000

BUDGETARY COMMENT

Funds requested for Legal Services are \$25,000 more than appropriated in 2011. The increase is due to recent legal expenditure trends and a possible hourly rate increase for our Township Attorney’s firm. Expenses for legal services expenses for the past ten (10) years have been as follows:

Year	Amount	Year	Amount
2003	\$ 138,141	2008	\$ 192,134
2004	129,166	2009	221,977
2005	180,119	2010	135,157
2006	174,564	2011	195,000
2007	295,036	2012	180,000

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Information Technology Expenditures					
Personal Services	\$ 244,933	\$ 231,144	\$ 266,037	\$ 209,990	\$ 276,720
Contractual Services	54,223	64,032	92,000	69,500	94,000
Commodities	567	838	2,200	1,750	3,500
Distributed Costs	(299,723)	(296,014)	(360,237)	(281,240)	(374,220)
Total Information Tech. Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

INFORMATION TECHNOLOGY OVERVIEW

Information Technology Services (IT) are provided by the Director and two 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. Beginning in 2012, the Director is also responsible for overseeing the Public Access Television Coordinator. The budget for the public access station can be found in the General Government section under “Cable Television Services.” The Director is under the supervision of the Township Manager.

2011 DEPARTMENT ACCOMPLISHMENTS

GeoPlan Upgrade (Completed March 2011)

- Upgraded Public Works to the newest version of GeoPlan that allows for compatibility with Windows 7

QuickTrip Upgrade for Tri-Community South (Completed March 2011)

- Upgraded Tri-Community South EMS to the newest version of QuickTrip that allows for compatibility with Windows 7

Class Upgrade (Completed April 2011)

- Upgraded Recreation to the newest version of Class that allows for compatibility with Windows 7.

Sophos Upgrade (Completed April 2011)

- Upgraded Sophos Anti-Virus to the newest version that allows for compatibility with Windows 7.

Migration from GroupWise to Gmail (Completed May 2011)

- Migrated Township wide email system to Google's Gmail

2011 DEPARTMENT ACCOMPLISHMENTS (Continued)

Migration from Novell to Windows (Completed June 2011)

- Migrated Township wide data to new hardware
- Migrated platform from Novell to Windows
- Implemented new backup solution
- Implemented off site backup for disaster recovery

Migrate Websites to Off Site Location (Completed July 2011)

- Moved websites to hosting company

Internet/Computer Usage Policy (Completed September 2011)

- Made additions/changes to existing policy

Automation of Public Works Snow Call Outs (Completed October 2011)

- Imported employee contact information
- Configured call out system for Full/Partial call outs
- Documented operating procedures

Server Replacement at TCS (Anticipated Completion November 2011)

- Migrate existing data to new hardware
- Upgrade domain to Windows Server 2008 R2
- Create a virtual environment

Emergency Notification System (Anticipated Completion December 2011)

- Configured predefined notification areas
- Configured predefined message templates

Township Wide Software Solution - Phase 1 (Anticipated Completion January 2012)

- Constructed RFP and submitted for advertisement
- Upon receiving RFP responses, select a vendor and begin implementation planning

Redesign Police Laptop Procedures - Phase I (Completed September 2011)

- Determined redesign process
- Determined hardware and licensing needs
- Setup testing environment
- Conducted user testing

2012 DEPARTMENT GOALS AND OBJECTIVES

Redesign Police laptop Procedures - Phase 2

- Configure/install hardware
- Implement new procedures in Police vehicles
- Conduct user training

Website Redesign - Phase 2

- Continue working with staff and redesign firm on layout and design
- Determine who will be have permission to perform website updates
- Conduct user training

Township Wide Software Solution - Phase 2

- Complete implementation planning
- Review/adjust current work flows
- Migrate existing data to new solution
- Begin to implement new software
- Conduct user training

Improve Upon Existing Network Design

- Revamp desktop imaging
- Integrated old domain controller into new domain
- Implement help desk software

DEPARTMENT STATISTICS AND BENCHMARKS

Listed below are the estimated percentages of time that the Information Technology Department will be spending in each department in 2012 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	2011 %	2011 Estimate	2012 %	2012 Budget
Administration	8.0%	22,499	8.0%	29,937
Finance	5.0%	14,062	8.0%	29,938
Tax Office	3.0%	8,437	3.0%	11,227
Police	17.0%	47,811	17.0%	63,617
Community Development	19.0%	53,436	19.0%	71,102
Public Works	15.0%	42,186	15.0%	56,133
Recreation	5.0%	14,062	5.0%	18,711
Library	5.0%	14,062	5.0%	18,711
Sanitary Sewer Fund	8.0%	22,499	7.0%	26,195
C&RC Fund	15.0%	42,186	13.0%	48,649
Total Allocation	100.0%	281,240	100.0%	374,220

DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

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

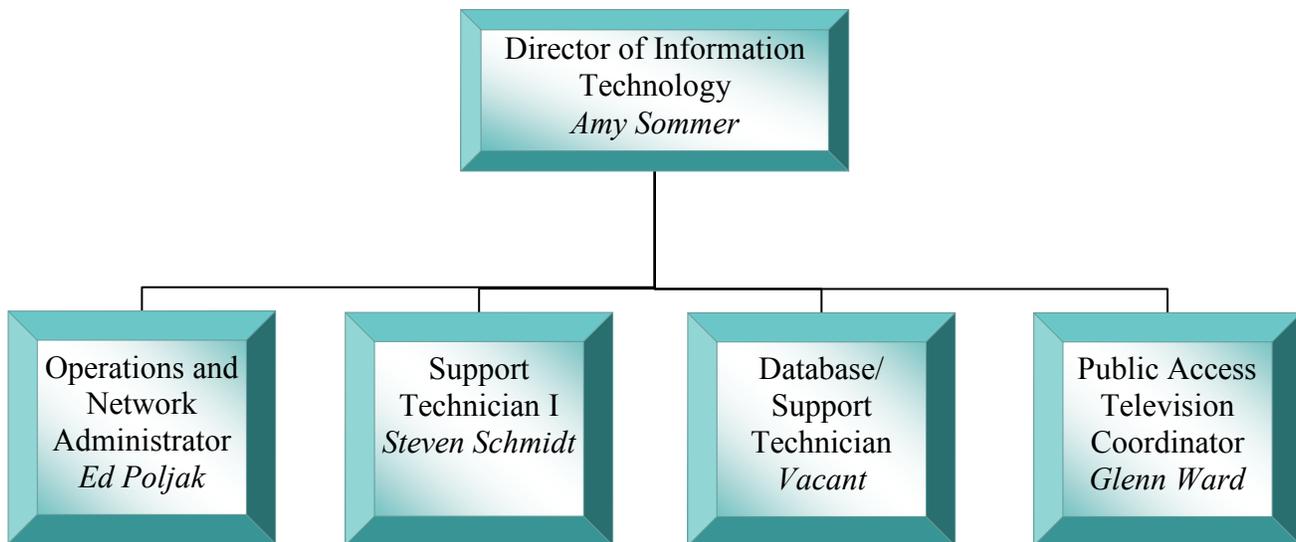
Support Devices	2007	2008	2009	2010	Oct-11
Copiers & Fax Machines	18	18	17	18	18
Desktops	95	92	105	105	108
Laptops				22	22
PDA's, Scanners, Projectors, Digital	26	30	40	49	49
Phones	95	97	125	130	130
Cell Phones	19	16	19	19	20
Servers	22	26	27	27	27
Network Devices	48	48	59	59	59
Printers					
Desktop Printers	19	20	26	31	29
Network Printers	31	31	31	31	28
Total Support Devices	373	378	449	491	490
Network Users	122	124	149	154	160
Software Applications	55	65	66	67	65
Number of Help Desk Calls	468	501	969	642	781

Help Desk Calls By Department	2010	Oct-11
Administration	83	110
Community Development	73	81
Finance	30	35
IT	48	35
Library	42	45
Recreation	175	203
Public Works	85	115
Police	62	100
TCS	43	52
The Outdoor Classroom	0	0
Tax Office	1	5
Total	642	781

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Information Technology Department for 2012 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2012 Positions
Director of Information Technology	4	\$63,251	\$88,549	1
Database/Support Technician	7	\$34,833	\$48,764	1
Operations and Network Administrator	7	\$34,833	\$48,764	1
Public Access Television Coordinator	7	\$34,833	\$48,764	1
Support Technician I	8	\$23,222	\$40,637	1
Total				5



**INFORMATION
TECHNOLOGY**

GENERAL FUND
GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

Information Technology Expenditures 01-10-106-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 173,370	\$ 151,134	\$ 173,310	\$ 137,285	\$ 183,746
162 Group Life Insurance	1,861	1,610	1,988	1,580	2,108
163 Medical Insurance	39,559	51,327	60,224	46,285	59,026
164 Workers' Compensation	1,211	1,347	1,161	1,093	845
166 Pension Costs	12,827	11,412	12,995	10,295	13,781
167 Long-term Disability Insurance	1,164	992	1,101	950	1,157
168 Post Retirement Plan	2,000	2,167	2,000	2,000	2,000
198 Social Security Expense	12,941	11,155	13,258	10,502	14,057
Total Personal Services	\$ 244,933	\$ 231,144	\$ 266,037	\$ 209,990	\$ 276,720
Contractual Services					
231 Travel & Conference Expense	\$ 3,822	\$ 133	\$ 5,000	\$ 1,000	\$ 7,000
250 Repairs & Maintenance- Office Equipment	25,896	28,604	35,000	32,000	35,000
290 Other Contractual Services	24,355	35,133	40,000	36,000	40,000
299 Internet Connection Costs	150	162	12,000	500	12,000
Total Contractual Services	\$ 54,223	\$ 64,032	\$ 92,000	\$ 69,500	\$ 94,000
Commodities					
301 Expendable Office Supplies	\$ 530	\$ 430	\$ 750	\$ 500	\$ 2,000
302 Books & Subscriptions	-	-	200	-	200
390 Other Supplies	37	408	1,250	1,250	1,300
Total Commodities	\$ 567	\$ 838	\$ 2,200	\$ 1,750	\$ 3,500
Distributed Costs					
602 Dist. Data Processing Costs	\$ (299,723)	\$ (296,014)	\$ (360,237)	\$ (281,240)	\$ (374,220)
Total Distributed Costs	\$ (299,723)	\$ (296,014)	\$ (360,237)	\$ (281,240)	\$ (374,220)
Total Information Tech. Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

BUDGETARY COMMENT

For 2012, Information Technology costs are projected to increase by \$13,983 or 3.9%. The increase is due a projected increase in personnel costs in 2012.

CABLE TELEVISION SERVICES

GENERAL FUND
GENERAL GOVERNMENT



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Cable Television Services Expenditures					
Personal Services	\$ 262	\$ 241	\$ 61,749	\$ 14,445	\$ 63,793
Contractual Services	1,146	844	1,200	500	1,200
Commodities	301	1,240	2,600	832	2,250
Total Cable Television Services Exp.	\$ 1,709	\$ 2,325	\$ 65,549	\$ 15,777	\$ 67,243

DEPARTMENT OVERVIEW

For many years Comcast Cable Communications 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 discontinued this practice with the renewal of the expired cable franchise agreement. The Township has retained the Public Access Television Coordinator who was formerly with Comcast. Listed below are the projected expenditures for the department for the entire 2012 budget year.

Cable Television Services Expenditures 01-10-107-500???-000	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Personal Services					
101 Full-Time Wages	\$ -	\$ -	\$ 40,000	\$ 9,250	\$ 40,000
120 Part-Time Wages	-	-	-	-	2,500
162 Group Life Insurance	-	-	459	115	459
163 Medical Insurance	-	-	14,612	3,375	13,919
164 Workers' Compensation	262	241	204	192	250
166 Pension Costs	-	-	3,000	700	3,000
167 Long-term Disability Insurance	-	-	414	105	414
198 Social Security Expense	-	-	3,060	708	3,251
Total Personal Services	\$ 262	\$ 241	\$ 61,749	\$ 14,445	\$ 63,793
Contractual Services					
250 Equipment Maintenance	\$ 1,146	\$ 844	\$ 1,200	\$ 500	\$ 1,200
Total Contractual Services	\$ 1,146	\$ 844	\$ 1,200	\$ 500	\$ 1,200
Commodities					
300 Office Furniture & Equipment	\$ 260	\$ 680	\$ 650	\$ 200	\$ 650
301 Expendable Office Supplies	12	42	100	32	100
302 Books & Subscriptions	-	-	50	-	-
303 Tapes	29	416	1,200	200	1,000
304 Publicity Material	-	-	100	-	-
390 Other Supplies	-	102	500	400	500
Total Commodities	\$ 301	\$ 1,240	\$ 2,600	\$ 832	\$ 2,250
Total Cable Television Services Exp.	\$ 1,709	\$ 2,325	\$ 65,549	\$ 15,777	\$ 67,243

GENERAL FUND

PUBLIC SAFETY

SUMMARY

SUMMARY

GENERAL FUND
PUBLIC SAFETY



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Public Safety Expenditures					
Personal Services	\$ 4,068,463	\$ 4,100,857	\$ 4,661,826	\$ 4,587,432	\$ 4,441,323
Contractual Services	363,984	353,566	419,028	341,903	388,726
Commodities	83,588	61,388	76,400	60,521	77,500
Distributed Costs	13,934	52,573	63,832	51,133	68,837
Total Public Safety Expenditures	\$ 4,529,969	\$ 4,568,384	\$ 5,221,086	\$ 5,040,989	\$ 4,976,386

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.

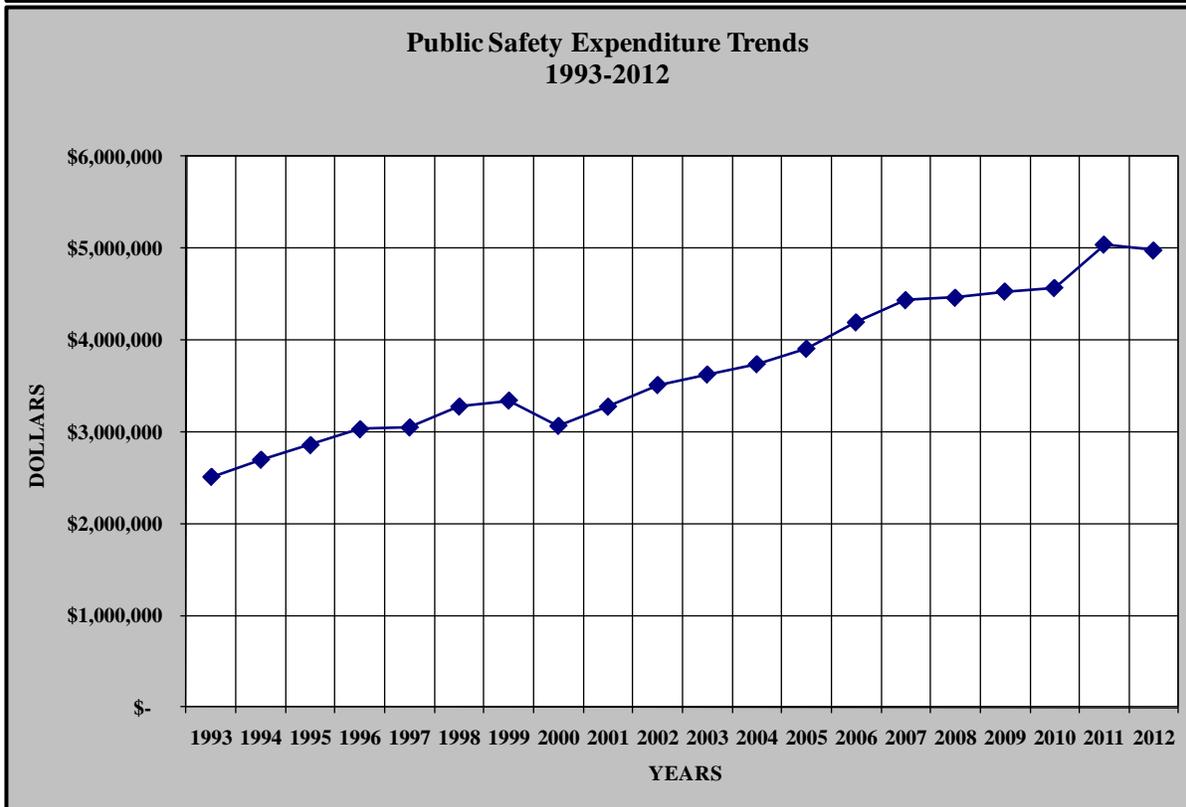
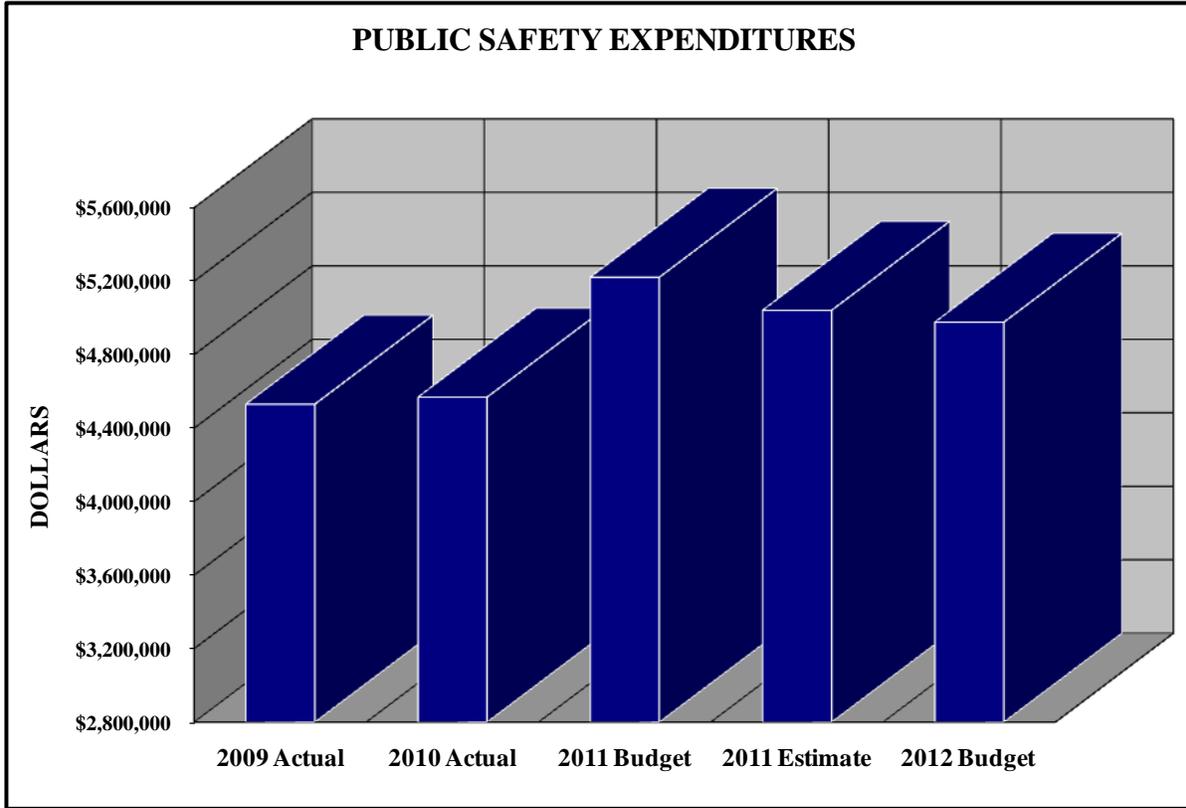
Public Safety Expenditures 01-20-201-500 TO 01-20-210-500	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
100 Full-Time Wages	\$ 2,424,828	\$ 2,432,183	\$ 2,571,342	\$ 2,535,000	\$ 2,657,749
102 Wages for Workers' Comp.	4,981	293	15,000	12,000	15,000
110 Overtime Wages	124,582	59,211	85,000	70,000	85,000
150 Longevity Pay	108,750	94,443	105,600	106,027	108,969
151 Residence and Travel Pay	6,800	5,600	6,600	6,600	6,600
152 Education Pay	28,989	28,039	30,339	31,917	31,917
153 Holiday Pay	102,176	102,392	103,000	104,000	106,000
154 Court Pay	10,570	9,583	12,500	10,000	12,500
155 Acting Sergeant Pay	6,128	6,120	6,100	6,100	6,300
156 Shift Differential Pay	17,985	17,744	19,000	18,000	19,500
162 Group Life Insurance	19,063	18,974	20,263	20,250	20,328
163 Medical Insurance	478,666	562,927	530,317	530,000	462,730
164 Workers' Compensation	222,756	264,904	251,545	236,701	209,407
166 Pension Costs	241,897	242,088	635,353	634,875	422,062
167 Long-term Disability Insurance	16,749	16,639	16,997	17,057	17,119
168 Post Retirement VEBA Plan	35,824	27,249	28,000	28,000	28,000
198 Social Security Expense	217,719	212,468	224,870	220,905	232,142
Total Personal Services	\$ 4,068,463	\$ 4,100,857	\$ 4,661,826	\$ 4,587,432	\$ 4,441,323

SUMMARY

**GENERAL FUND
PUBLIC SAFETY**



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Contractual Services					
220 Liability Insurance	\$ 24,515	\$ 23,332	\$ 22,773	\$ 22,734	\$ 22,921
222 Vehicle Insurance-Fire Trucks	5,062	5,183	5,200	5,041	5,200
224 Police Professional Liability Ins.	16,553	16,553	16,555	16,553	16,555
230 Association Dues	1,155	1,360	1,750	1,400	1,750
231 Travel & Conference Expense	11,932	9,892	15,000	13,000	15,000
240 Water and Sewerage	103,730	104,253	107,500	104,475	107,500
241 Natural Gas	12,955	14,975	23,000	14,300	19,500
242 Electricity	18,376	18,536	23,550	17,400	20,500
243 Telephone	27,119	28,815	28,750	29,500	30,250
250 Repairs & Maintenance- Office Equipment	7,430	7,701	8,200	10,000	10,500
252 Repairs & Maintenance- Other Equipment	2,571	5,033	8,500	6,500	7,750
254 Repairs & Maintenance-Vehicles	25,899	30,562	42,000	34,500	41,500
272 Animal Control Services	94,599	76,920	102,000	54,250	75,000
275 Printing & Duplicating	1,905	2,362	3,000	2,500	3,000
280 Mileage Reimbursement	317	734	750	750	800
290 Other Contractual Services	9,866	7,355	10,500	9,000	11,000
Total Contractual Services	\$ 363,984	\$ 353,566	\$ 419,028	\$ 341,903	\$ 388,726
Commodities					
300 Office Furniture & Equipment	\$ 210	\$ 1,149	\$ 2,000	\$ 1,500	\$ 2,000
301 Expendable Office Supplies	3,165	4,491	4,000	3,500	4,000
302 Books & Subscriptions	418	977	800	850	1,000
304 Publicity Material	1,138	850	2,600	1,000	2,500
330 Public Safety Equipment	33,802	12,129	17,800	12,000	17,800
335 Fire Fighting Equipment	16,108	19,332	17,000	16,000	18,000
351 Uniform Allowance	22,185	19,648	23,500	22,000	23,500
355 Uniform-Initial Issuance	4,849	1,884	6,000	2,000	6,000
390 Other Supplies	1,713	928	2,700	1,650	2,700
401 MPOETC Training Expense	-	-	-	21	-
Total Commodities	\$ 83,588	\$ 61,388	\$ 76,400	\$ 60,521	\$ 77,500
Distributed Costs					
601 Dist. Vehicle Costs	\$ 50,275	\$ 48,871	\$ 48,968	\$ 48,968	\$ 49,419
602 Dist. Data Processing Costs	44,958	44,402	61,240	47,811	63,617
604 Boyce Mayview RAD Patrol Costs	(40,329)	(40,700)	(46,376)	(45,646)	(44,199)
605 Dist. Gambling Grant Exp.	(40,970)	-	-	-	-
Total Distributed Costs	\$ 13,934	\$ 52,573	\$ 63,832	\$ 51,133	\$ 68,837
Total Public Safety Expenditures	\$ 4,529,969	\$ 4,568,384	\$ 5,221,086	\$ 5,040,989	\$ 4,976,386



*Average Annual Cost Increase Rate – 3.67%

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$4,686,774
How many real estate tax mills?	1.35	\$2,173,396
Earned Income Tax per \$100?	\$ 28.77	\$2,104,310
Percentage of Other Taxes?	2.51%	\$409,068

**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>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Police Protection Expenditures					
Personal Services	\$ 4,032,937	\$ 4,069,957	\$ 4,637,588	\$ 4,564,605	\$ 4,419,928
Contractual Services	92,494	88,310	105,528	98,437	108,026
Commodities	65,247	37,574	52,800	39,871	53,000
Distributed Costs	13,934	52,573	63,832	51,133	68,837
Total Police Protection Expenditures	\$ 4,204,612	\$ 4,248,414	\$ 4,859,748	\$ 4,754,046	\$ 4,649,791

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.

2011 DEPARTMENT ACCOMPLISHMENTS

- Maintained a response time of four minutes or less
- Continued the Officer Training program for the 24th year
- Conducted 11th Citizens' Police Academy
- Completed a successful Deer Culling program through the USDA
- Updated department manuals

2012 DEPARTMENT GOALS AND OBJECTIVES

- Maintain a response time of four minutes or less
- Continue to implement Reverse 911 Program within the Police Department
- Continue the Officer Training program for the 25th year
- To conduct the 12th 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

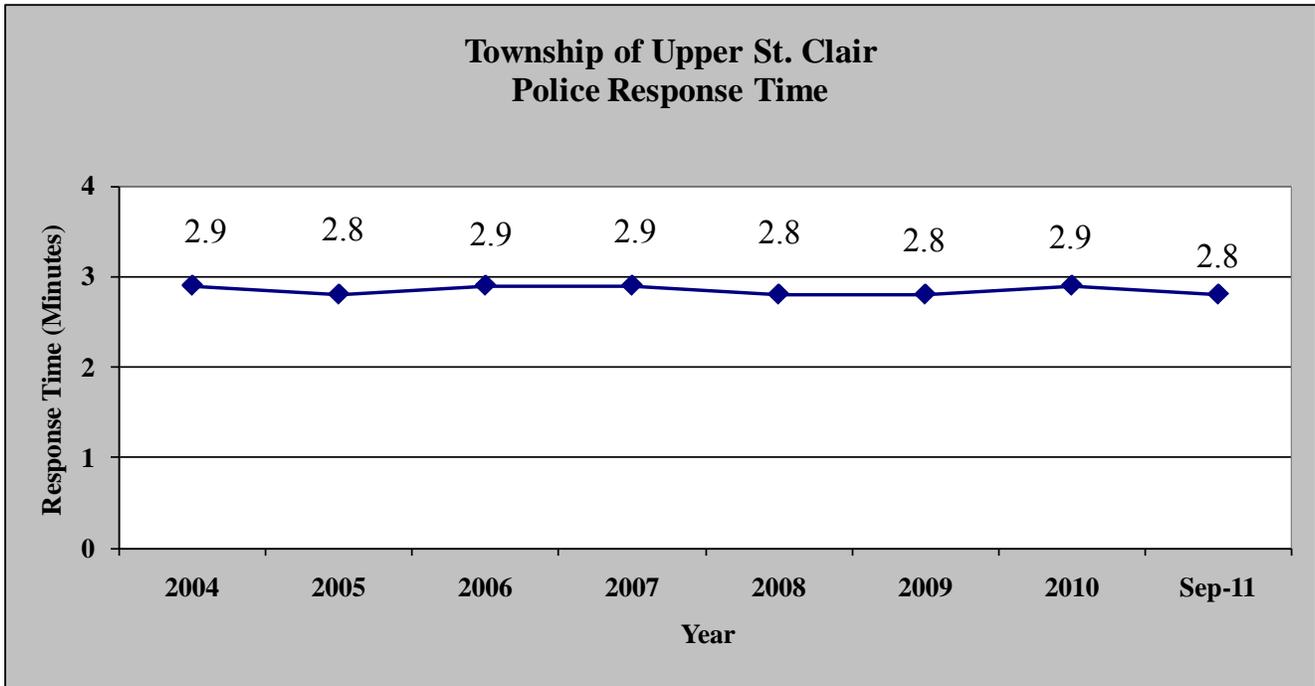
DEPARTMENT STATISTICS (Continued)

Township Crime Statistics for 2004 – September 2011 are listed below.

Category	2004	2005	2006	2007	2008	2009	2010	Sep-11
Offenses								
Part I	118	120	96	134	119	106	137	74
Part II	202	208	223	182	165	191	172	116
Arrests								
Adults	73	55	65	109	92	111	49	53
Juveniles	17	10	9	37	65	39	16	8
Clearance Rates								
Part I Offenses	27%	28%	32%	25%	29%	42%	22%	24%
Part II Offenses	68%	65%	73%	73%	66%	73%	74%	52%
Traffic Safety Statistics								
Driving Under the Influence	24	23	24	23	16	20	17	13
All Other Traffic Citations	1,385	1,018	855	998	1,013	665	727	758
Citations								
Traffic Citations	1,385	1,018	855	998	1,013	665	727	758
Non-Traffic Citation	159	99	140	122	124	96	100	62
Township Ordinance Violation	1,307	1,195	1,134	998	902	800	858	644
Warnings	3,091	2,735	2,505	2,520	2,777	1,918	2,189	2,299
Calls for Service								
Accidents	675	584	518	503	452	441	359	286
Alarms	1,290	1,087	1,175	952	754	770	804	535
Ambulance Requests	1,064	1,144	1,221	1,402	1,347	1,320	1,359	1,123
Burglaries	11	24	14	9	14	10	11	3
Criminal Mischief	404	298	364	246	232	348	237	97
Domestics	219	263	208	163	220	218	199	200
Open Doors	1,643	1,468	731	826	1,452	1,083	987	714
Vehicle Thefts	9	8	2	4	2	2	1	0
Total Number of Calls for Service	14,349	13,785	12,216	11,469	11,617	11,117	11,341	8,096
Response Time (in minutes)								
Average Time Dispatch to Arrival	2.9	2.8	2.9	2.9	2.8	2.8	2.9	2.8
Average Time Spent at Scene	13.9	13.8	13.7	13.6	13.9	13.8	13.7	13.8
Average Time Dispatch to Completion	16.8	16.6	16.6	16.5	16.7	16.6	16.6	16.6

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 September 2011, the Police Department’s response time has been 2.8 minutes.



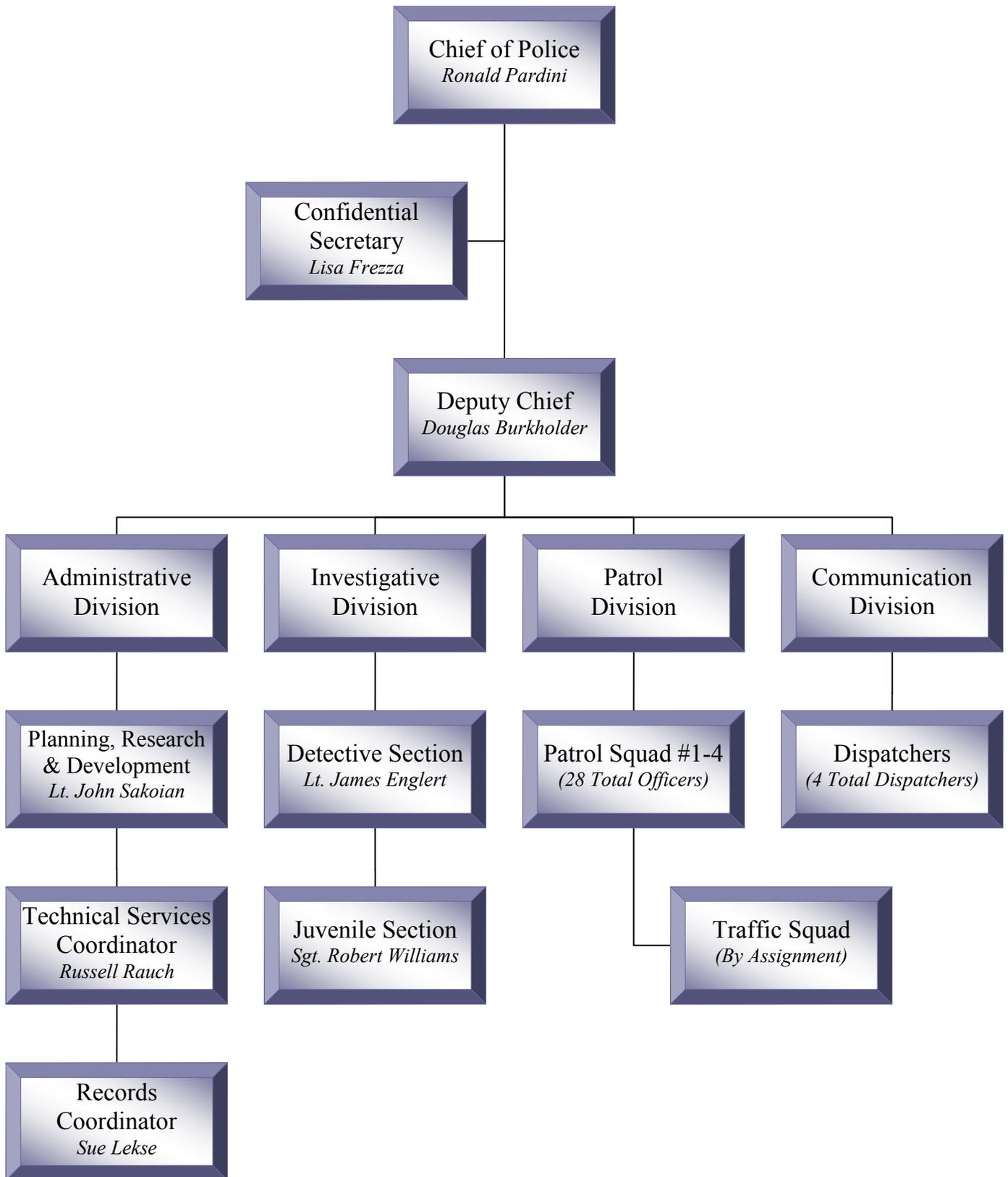
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DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Police Department for 2012 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2012 Positions
Chief of Police	2	\$94,139	\$131,794	1
Deputy Chief of Police	3	\$77,161	\$108,029	1
<i>Uniformed Police Officers</i>				
Lieutenant	Union Contract	\$46.96/hr	\$46.96/hr	2
Sergeant	Union Contract	\$42.69/hr	\$42.69/hr	6
Police Officer 6	Union Contract	\$38.81/hr	\$38.81/hr	15
Police Officer 2	Union Contract	\$26.48/hr	\$26.48/hr	2
Police Officer 1	Union Contract	\$24.45/hr	\$24.45/hr	1
Dispatcher	Union Contract	\$16.60/hr	\$20.77/hr	4
Technical Services Coordinator	5	\$51,842	\$72,578	1
Records Coordinator	8	\$23,222	\$40,637	1
Confidential Secretary to the Chief of Police	8	\$23,222	\$40,637	1
Total				35

Police Union Contracts 2012 Salary & Wage Scale	
Officer 1	\$24.45/hr
Officer 2	\$26.48/hr
Officer 3	\$28.93/hr
Officer 4	\$33.90/hr
Officer 5	\$36.37/hr
Officer 6	\$38.81/hr
Sergeant	\$42.69/hr
Lieutenant	\$46.96/hr
Dispatcher	\$17.07 - \$21.35/hr



POLICE PROTECTION

GENERAL FUND
PUBLIC SAFETY



DEPARTMENT EXPENDITURES

Police Protection Expenditures 01-20-201-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 2,424,828	\$ 2,432,183	\$ 2,571,342	\$ 2,535,000	\$ 2,657,749
102 Wages for Workers' Comp. ^	4,981	293	15,000	12,000	15,000
110 Overtime Wages	124,582	59,211	85,000	70,000	85,000
150 Longevity Pay	108,750	94,443	105,600	106,027	108,969
151 Residence and Travel Pay	6,800	5,600	6,600	6,600	6,600
152 Education Pay	28,989	28,039	30,339	31,917	31,917
153 Holiday Pay	102,176	102,392	103,000	104,000	106,000
154 Court Pay	10,570	9,583	12,500	10,000	12,500
155 Acting Sergeant Pay	6,128	6,120	6,100	6,100	6,300
156 Shift Differential Pay	17,985	17,744	19,000	18,000	19,500
162 Group Life Insurance	19,063	18,974	20,263	20,250	20,328
163 Medical Insurance	478,666	562,927	530,317	530,000	462,730
164 Workers' Compensation	187,230	234,004	227,307	213,874	188,012
166 Pension Costs	241,897	242,088	635,353	634,875	422,062
167 Long-term Disability Insurance	16,749	16,639	16,997	17,057	17,119
168 Post Retirement VEBA Plan	35,824	27,249	28,000	28,000	28,000
198 Social Security Expense	217,719	212,468	224,870	220,905	232,142
Total Personal Services	\$ 4,032,937	\$ 4,069,957	\$ 4,637,588	\$ 4,564,605	\$ 4,419,928
Contractual Services					
220 Liability Insurance	\$ 24,515	\$ 23,332	\$ 22,773	\$ 22,734	\$ 22,921
224 Police Professional Liability Ins.	16,553	16,553	16,555	16,553	16,555
230 Association Dues	1,155	1,360	1,750	1,400	1,750
231 Travel & Conference Expense*	11,932	9,892	15,000	13,000	15,000
243 Telephone	14,470	15,617	15,000	16,000	16,500
250 Repairs & Maintenance- Office Equipment	7,430	7,701	8,200	10,000	10,500
252 Repairs & Maintenance- Other Equipment	2,015	2,213	6,000	4,000	5,000
254 Repairs & Maintenance-Vehicles	2,336	1,191	6,000	2,500	5,000
275 Printing & Duplicating	1,905	2,362	3,000	2,500	3,000
280 Mileage Reimbursement	317	734	750	750	800
290 Other Contractual Services	9,866	7,355	10,500	9,000	11,000
Total Contractual Services	\$ 92,494	\$ 88,310	\$ 105,528	\$ 98,437	\$ 108,026

^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



	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Commodities					
300 Office Furniture & Equipment	\$ 210	\$ 1,149	\$ 2,000	\$ 1,500	\$ 2,000
301 Expendable Office Supplies	3,165	4,491	4,000	3,500	4,000
302 Books & Subscriptions	418	977	800	850	1,000
330 Public Safety Equipment	32,814	8,638	14,000	8,500	14,000
351 Uniform Allowance	22,185	19,648	23,500	22,000	23,500
355 Uniform-Initial Issuance	4,849	1,884	6,000	2,000	6,000
390 Other Supplies	1,606	787	2,500	1,500	2,500
401 MPOETC Training Expense	-	-	-	21	-
Total Commodities	<u>\$ 65,247</u>	<u>\$ 37,574</u>	<u>\$ 52,800</u>	<u>\$ 39,871</u>	<u>\$ 53,000</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 50,275	\$ 48,871	\$ 48,968	\$ 48,968	\$ 49,419
602 Dist. Data Processing Costs	44,958	44,402	61,240	47,811	63,617
604 Boyce Mayview RAD Patrol Costs	(40,329)	(40,700)	(46,376)	(45,646)	(44,199)
605 Dist. Gambling Grant Exp.	(40,970)	-	-	-	-
Total Distributed Costs	<u>\$ 13,934</u>	<u>\$ 52,573</u>	<u>\$ 63,832</u>	<u>\$ 51,133</u>	<u>\$ 68,837</u>
Total Police Protection Expenditures	<u><u>\$ 4,204,612</u></u>	<u><u>\$ 4,248,414</u></u>	<u><u>\$ 4,859,748</u></u>	<u><u>\$ 4,754,046</u></u>	<u><u>\$ 4,649,791</u></u>

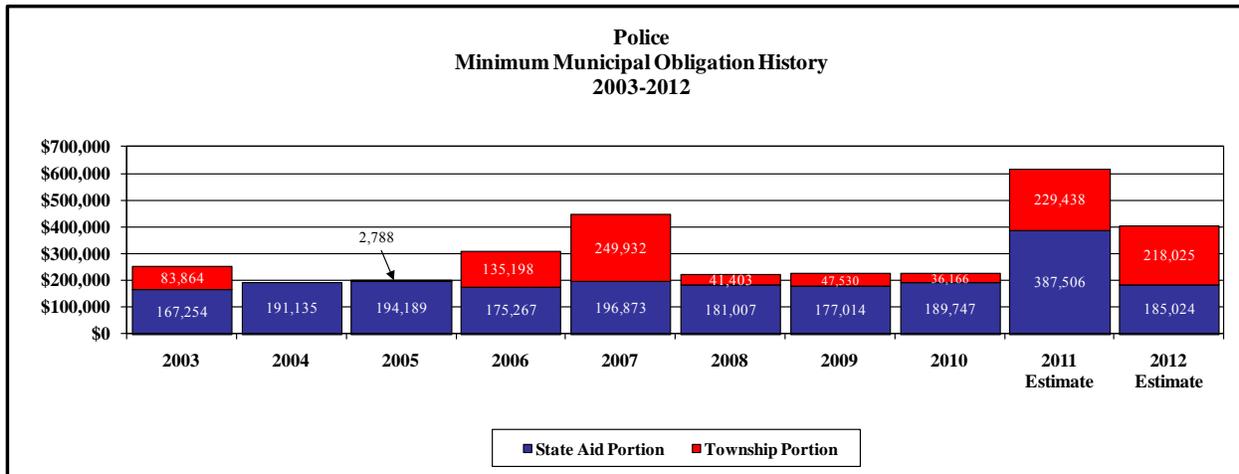
BUDGETARY COMMENT

Funds requested for Police Protection are \$209,957 or 4.3% less than appropriated in 2011. This is primarily due to decreases in pension costs, as illustrated below.

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 2003 and identifies the funding sources for it.



Police Vehicles & Equipment

Asset Tag	Year	Make	Model	Mileage (as of 10-1- 2011)	Age in Years	Condition	Anticipated Replacement Year	
Patrol Vehicles / Traffic Vehicles								
1	2003 057	2003	Ford	Crown Victoria	85,402	9	Poor	Pending Sale
2	2006 047	2006	Ford	Crown Victoria	77,036	6	Poor	Pending Sale
3	2007 007	2007	Ford	Crown Victoria	52,045	5	Fair	2012
4	2007 005	2007	Ford	Crown Victoria	76,820	5	Fair	2013
5	2009 026	2009	Ford	Crown Victoria	12,635	3	Good	2014
6	2009 027	2009	Ford	Crown Victoria	26,062	3	Good	2013
7	2010 005	2010	Ford	Crown Victoria	7,299	2	Excellent	2014
8	2010 004	2010	Ford	Crown Victoria	12,748	2	Excellent	2014
9	2011 011	2011	Ford	Crown Victoria	254	1	Excellent	2015
10	2011 013	2011	Ford	Crown Victoria	554	1	Excellent	2015
11	2011 012	2011	Ford	Crown Victoria	312	1	Excellent	2015
4-Wheel Drive Vehicles								
1	2005 035	2005	Ford	Explorer	88,529	7	Poor	2012
2	2006 046	2006	Ford	Explorer	76,432	6	Fair	2013
3	2006 045	2006	Ford	Explorer	97,525	6	Poor	2012
4	2008 019	2008	Ford	Explorer	37,705	4	Good	2013
5	2008 021	2008	Ford	Explorer	67,241	4	Fair	2013
6	2008 022	2008	Ford	Explorer	31,592	4	Good	2014
7	2009 025	2009	Ford	Explorer	34,152	3	Good	2014
8	2010 006	2010	Ford	Expedition	61,633	2	Fair	2016
Other Equipment								
1	1992 027	1992	Chevy	Communication Van	3,654	20	Poor	2014
2	2000 013	2001	Ford	Cargo Van	57,215	11	Poor	2013
3	2001 054	2001	Polaris	Quad #1	N/A	11	Fair	If Grant Becomes Available
4	2001 049	2001	Polaris	Quad #2	N/A	11	Fair	If Grant Becomes Available
5	2001 048	2001	Polaris	Quad #3	N/A	11	Fair	If Grant Becomes Available
6	2001 050	2001	Mustang	Trailer	N/A	11	Fair	If Grant Becomes Available

GENERAL FUND

PUBLIC SAFETY

FIRE PROTECTION

FIRE PROTECTION

GENERAL FUND PUBLIC SAFETY



	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Fire Protection Expenditures					
Personal Services	\$ 35,526	\$ 30,900	\$ 24,238	\$ 22,827	\$ 21,395
Contractual Services	174,908	186,353	208,450	187,041	203,200
Commodities	18,234	23,673	23,400	20,500	24,300
Total Fire Protection Expenditures	\$ 228,668	\$ 240,926	\$ 256,088	\$ 230,368	\$ 248,895

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 2011.

2011 DEPARTMENT ACCOMPLISHMENTS

- Equipped two vehicles with Data 911 computers
- Put in service new Rescue Truck
- Upgraded radios and bunker gear
- Continued aggressive recruitment of new volunteers

2012 DEPARTMENT GOALS AND OBJECTIVES

- Replace Command Vehicle
- Build new squad for Boyce Mayview rescues
- Equip all remaining vehicles with Data 911 computers
- Continue aggressive recruitment of new volunteers

DEPARTMENT STATISTICS AND BENCHMARKS

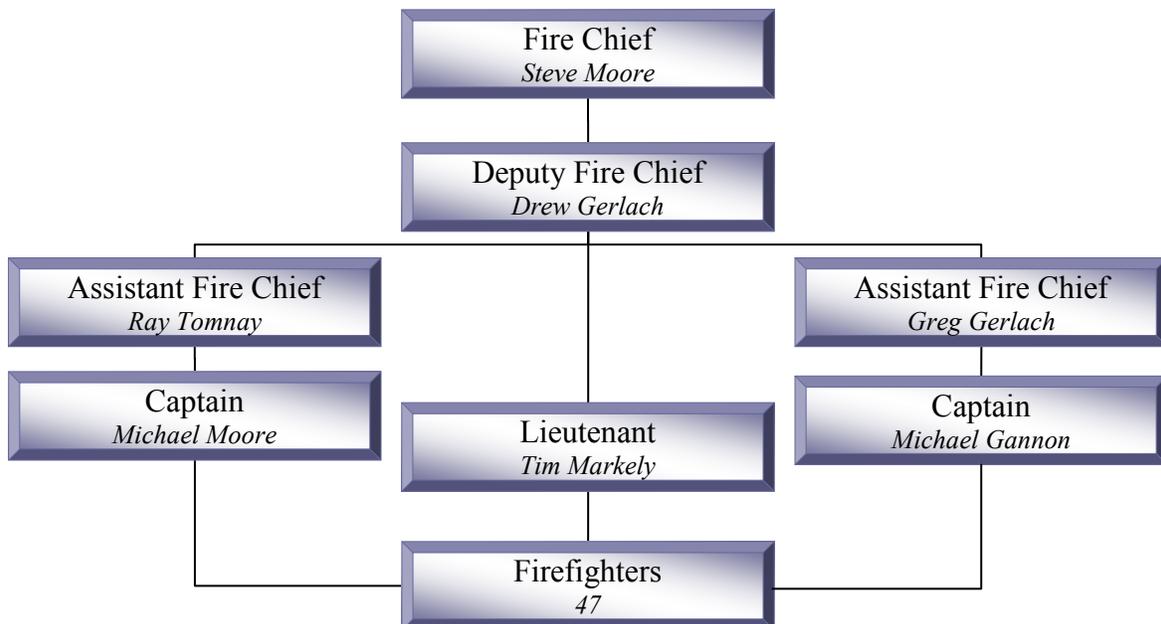
The Volunteer Fire Department 2006-2010 year-end key statistics are as follows:

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
2010	258	106	32	4.13	101,700	12,136,400
Total	1,327	538	150		\$ 836,100	\$ 80,365,102

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Volunteer Fire Department for 2012 are as follows:

Firefighting Operations



DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

Administrative Operations



DEPARTMENT EXPENDITURES

Fire Protection Expenditures 01-20-202-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
164 Workers' Compensation	\$ 35,526	\$ 30,900	\$ 24,238	\$ 22,827	\$ 21,395
Total Personal Services	\$ 35,526	\$ 30,900	\$ 24,238	\$ 22,827	\$ 21,395
Contractual Services					
222 Vehicle Insurance-Fire Trucks	\$ 5,062	\$ 5,183	\$ 5,200	\$ 5,041	\$ 5,200
240 Water and Sewerage	103,363	103,780	107,000	104,000	107,000
241 Natural Gas	11,800	13,945	21,000	13,000	18,000
242 Electricity	17,915	18,056	23,000	17,000	20,000
243 Telephone	12,649	13,198	13,750	13,500	13,750
252 Repairs & Maintenance- Other Equipment	556	2,820	2,500	2,500	2,750
254 Repairs & Maintenance-Vehicles	23,563	29,371	36,000	32,000	36,500
Total Contractual Services	\$ 174,908	\$ 186,353	\$ 208,450	\$ 187,041	\$ 203,200

FIRE PROTECTION

GENERAL FUND
PUBLIC SAFETY



DEPARTMENT EXPENDITURES (Continued)

	<u>2009</u> Actual	<u>2010</u> Actual	<u>2011</u> Budget	<u>2011</u> Estimate	<u>2012</u> Budget
Commodities					
304 Publicity Material	\$ 1,138	\$ 850	\$ 2,600	\$ 1,000	\$ 2,500
330 Public Safety Equipment	988	3,491	3,800	3,500	3,800
335 Fire Fighting Equipment	16,108	19,332	17,000	16,000	18,000
Total Commodities	\$ 18,234	\$ 23,673	\$ 23,400	\$ 20,500	\$ 24,300
Total Fire Protection Expenditures	\$ 228,668	\$ 240,926	\$ 256,088	\$ 230,368	\$ 248,895

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 2012 decreased by \$7,193 or 2.8% due to decreases in workers compensation and utility costs.

SUPPLEMENTARY INFORMATION

Volunteer Fire Department Vehicles

	Vin Number	Year	Make	Model	Mileage (as of 10-1- 2011)	Age in Years	Condition	Anticipated Replacement Year
Fire Protection Vehicles								
1	2053	1989	Amer La France	Engine	43,126	23	Poor	2013
2	1AFAC1187D1A17890	1983	Amer LaFrance	Rescue	18,542	29	Poor	Sale Pending
3	4Z3HAACK85RU02102	2005	Amer LaFrance	Ladder	27,259	7	Good	2025
4	1FMFU16588LA19358	2008	Ford	n	29,692	4	Good	2014
5	1FDSW35F71EC97502	2001	Ford	F-350	20,891	11	Fair	2013
6	1FDSW35P73EC28157	2003	Ford	F-350	24,014	9	Fair	2012
7	4Z3AAACG02RJ49205	2002	Freightliner	Engine	18,699	11	Good	2017
8	1AFAAACK68RZ60906	2008	Amer LaFrance	Engine	6,974	4	Excellent	2023
9	1AFAAACG08RZ44177	2009	Amer La France	Rescue	3383	3	Excellent	2029

GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

ANIMAL CONTROL

GENERAL FUND PUBLIC SAFETY



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Animal Control Expenditures					
Contractual Services	\$ 96,582	\$ 78,903	\$ 105,050	\$ 56,425	\$ 77,500
Commodities	107	141	200	150	200
Total Animal Control Expenditures	\$ 96,689	\$ 79,044	\$ 105,250	\$ 56,575	\$ 77,700

ANIMAL CONTROL OVERVIEW

Upper St. Clair participates in a joint Animal Control program with Mt. Lebanon, Scott Township, Dormont Borough, Whitehall Borough, Castle Shannon Borough 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 2012, Animal Control Officers are projected to receive approximately 30% 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>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Contractual Services					
240 Water and Sewerage	\$ 367	\$ 473	\$ 500	\$ 475	\$ 500
241 Natural Gas	1,155	1,030	2,000	1,300	1,500
242 Electricity	461	480	550	400	500
272 Animal Control Services	94,599	76,920	102,000	54,250	75,000
Total Contractual Services	\$ 96,582	\$ 78,903	\$ 105,050	\$ 56,425	\$ 77,500
Commodities					
390 Other Supplies	\$ 107	\$ 141	\$ 200	\$ 150	\$ 200
Total Commodities	\$ 107	\$ 141	\$ 200	\$ 150	\$ 200
Total Animal Control Expenditures	\$ 96,689	\$ 79,044	\$ 105,250	\$ 56,575	\$ 77,700

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>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Community Development Expenditures					
Personal Services	\$ 467,037	\$ 493,007	\$ 460,238	\$ 446,046	\$ 466,117
Contractual Services	60,173	46,663	69,652	53,405	67,821
Commodities	4,647	8,169	8,500	6,600	9,000
Distributed Costs	58,946	41,889	73,342	58,333	76,044
Total Comm. Development Expenditures	\$ 590,803	\$ 589,728	\$ 611,732	\$ 564,384	\$ 618,982

COMMUNITY DEVELOPMENT OVERVIEW

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

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

2011 DEPARTMENT ACCOMPLISHMENTS & GOALS FOR 2012

The Department of Planning and Community Development has accomplished and assisted various other Departments in the Township to achieve many goals throughout 2011. The following outline details 2011 accomplishments and goals for 2012 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 planning 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 2011. In addition, goals for 2012 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.

2011 – The property owner submitted a text amendment to the Zoning Ordinance to allow mixed use development in the SB District. The Township approved the ordinance after careful review of community needs and concerns.

2012 – The next step for development of the property would entail the property owner submitting a Master Plan consistent with a Mixed Use Development for the Township’s consideration.

Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP I	75%	5%	20%

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

2011 – The CD Department has prepared a draft development capacity report of this intersection. The report was presented to the Planning Commissioners and neighboring property owners for their input.

2012 – The report will be finalized and presented to the Board of Commissioners for their review.

Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP II	75%	15%	10%

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

2011 - 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.

2012 - The revised regulation will be presented to the Planning Commission and Board of Commissioners for their consideration.

Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP III	85%	15%	0%

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

2011 - 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. Also, the new mixed use ordinance allows for multi-family developments in the Township.

2012 - The Overlay Ordinance for the McLaughlin Run Corridor may include a provision for other housing types. In addition, Bedner Estates is proposing to construct different sizes and types of single family residential homes.

Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP IV	60%	30%	10%

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

2011 - This type of development will be explored in the Boyce Road Study. The Bedner Farm should be developed with a mixture of single family homes. Also, the Consol property may develop with a mixture of uses in the future.

2012 - We will continue to explore revising the code for these areas of the Township as the property owners approach development.

Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP V	60%	30%	10%

CP VI Develop a community wide gateway and wayfinding system.

2011 - 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.

2012 - The CD Department will assist with this project in the future.

Project	% Complete thru 2011	% Complete in 2012	% 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.

2011 - The CD Department has encouraged the use of BMPs with new developments. For example, the Trader Joe’s development has constructed a rain garden in their parking lot. Also, the developer of Bedner Estates will incorporate green infrastructure into the plan.

2012 - We will continue to encourage these types of storm water management techniques and pursue amending our code.

Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP VII	30%	50%	20%

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

2011 - The CD Department submitted a Congestion Management and Air Quality (CMAQ) application to the Southwest Pennsylvania Commission (SPC) for improvements to this intersection.

2012 - The intersection is a priority and the Township will study improvements as the corridor develops.

Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP VIII	10%	10%	80%

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

2011 – The CD Department has developed a traffic calming plan for Harrogate Drive. If there is consensus to make these improvements, a plan will be submitted to the Board of Commissioners for their consideration.

2012 – We will continue to monitor the effectiveness of traffic calming improvement and review future requests as they are received.

Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP IX	90%	10%	0%

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

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

2012 – Continue with the implementation of the sidewalks plan.

Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP X	60%	40%	0%

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

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.

2012 – The Township will construct the next phase of this sidewalk as funds are available. Also, development of Bedner Farm will contribute to pedestrian improvements along this corridor.

Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP XI	60%	10%	30%

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

2011 - We will focus on constructing pedestrian improvements on Mayview Road and extending the Perimeter Trail around Boyce Mayview Park. The Township is in the process of preparing a permit application to construct a segment of sidewalk along Mayview Road.

2012 – We will construct additional pedestrian improvements in this area as funding is available.

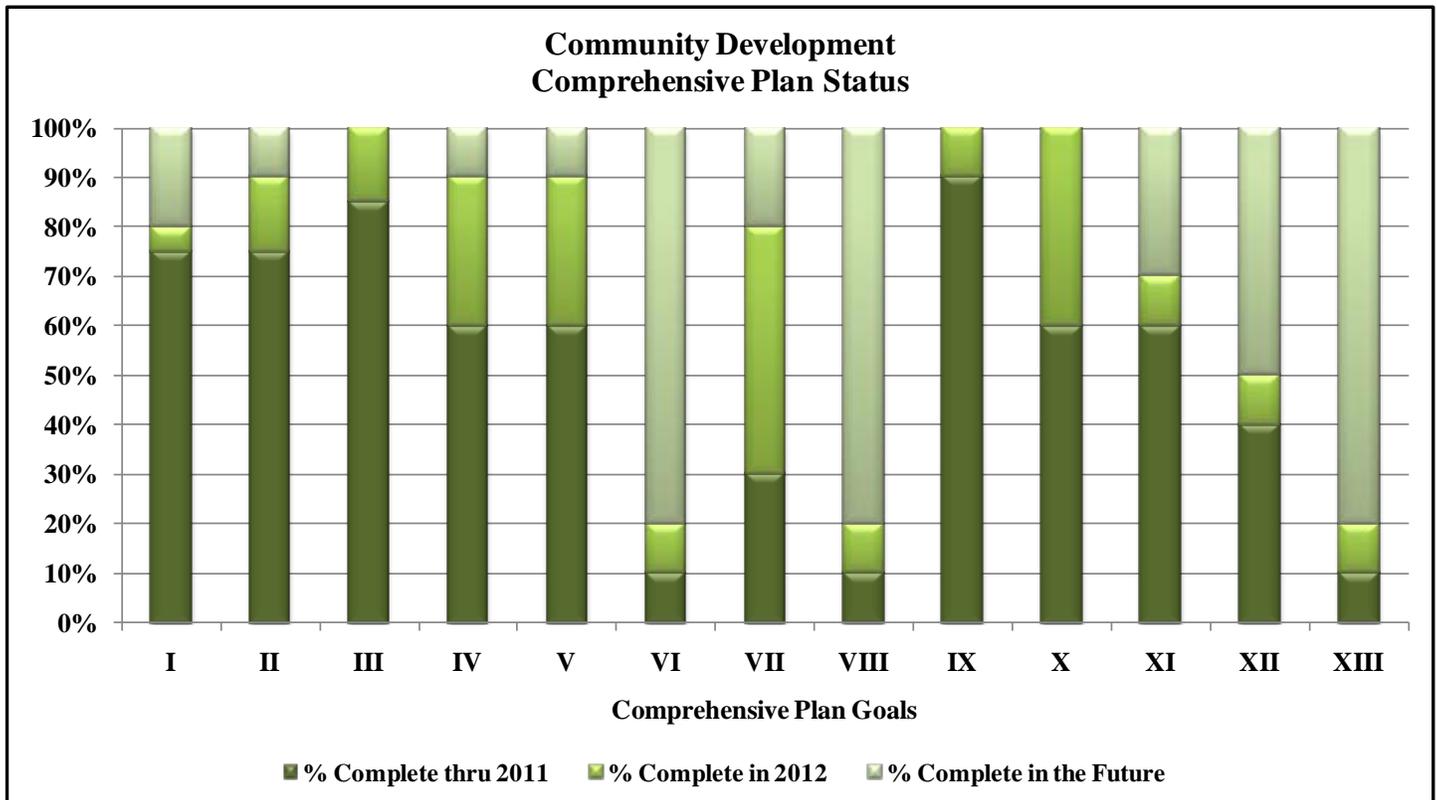
Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP XII	40%	10%	50%

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.

2011 – The Township maintained communication with South Fayette regarding future development of the former Mayview State Hospital and expanding our trails.

2012 - We will continue to look for opportunities to expand this trail network.

Project	% Complete thru 2011	% Complete in 2012	% Complete in the Future
CP XIII	10%	10%	80%



OBJECTIVE 2: Various Text Amendments to the Township Code:

2011 – The CD Department prepared a revision to the Zoning Ordinance for Electronic Message Center Signs that was adopted by the Board of Commissions on November 7th. The owner of 1800 Washington Road submitted a Zoning Ordinance Text Amendment for the Township’s consideration. The amendment included provisions for mixed use development within the SB Zoning District.

2012 – The Township Code will be 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 and, riparian buffers. Also, the grading ordinance will be reviewed and amended.

OBJECTIVE 3: NPDES Stormwater Phase II:

2011 - 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 8 report with all accomplishments that have occurred under this program. This submission completed this phase of the program.

2012 – 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:

2011 - 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 Community Rating System 2011 Annual Recertification for the Township and succeeded in improving our rating to a 7.

2012 – 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.

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 maintained all required certifications and attended workshops for professional development.

2012 – The CD Department will obtain the required hours of training and maintain all certifications.

OBJECTIVE 6: Land Development and Subdivision Review: The review of land developments, subdivisions, conditional uses and ordinance amendment applications are a significant function of the CD Department. This process entails reviewing all applications for compliance with the Township’s Ordinances, ensuring that applications follow the proper process, that they comply with all applicable state and federal laws and inspecting the construction to ensure that the project was built as approved by the Township. The following is a list of applications reviewed in 2011:

- Ardolino’s Pizza
- Bedner Estates Residential Development
- Boyce Middle School Addition
- Fair Acres Residential Development
- Fort Couch Middle School Addition
- Jordan Estates Residential Development
- South Hills Village Redevelopment (Target and Dick’s)
- Trader Joe’s
- Wesley Academy
- Zoning Ordinance Text Amendment for Mixed Use Development

DEPARTMENT STATISTICS

Category	2004	2005	2006	2007	2008	2009	2010	Oct-11
Summary of Department Approvals and Appeals								
Number of Building Permits Processed	165	300	284	209	281	267	272	240
Number of Zoning Hearing Board Appeals	6	13	6	1	1	2	1	3
Number of Single Family Lots Approved (New lots only, not re-subdivisions)	0	64	38	3	1	1	0	12
Number of Multi-Family Units Approved	0	0	0	0	0	0	0	0
Number of Non-Residential Plans Approved	1	5	4	5	1	3	9	2
Number of Two-Family Attached Units Approved	0	0	0	0	0	0	0	0
Simple Subdivisions	1	3	0	0	0	3	3	1

DEPARTMENT STATISTICS (Continued)

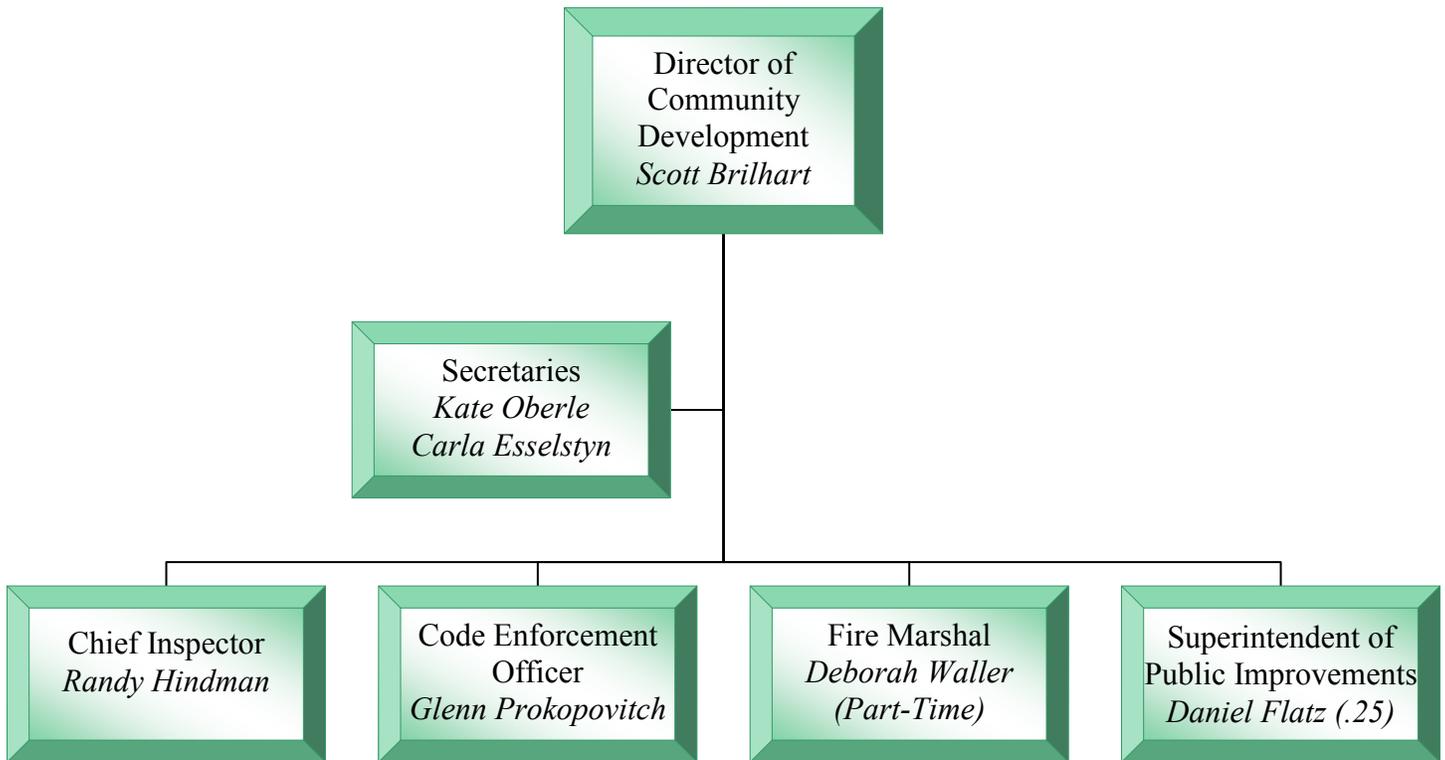
Category	2004	2005	2006	2007	2008	2009	2010	Oct-11
Number of Permits Issued								
Certificates of Use & Occupancy	37	168	76	45	54	65	31	26
Sewer Permits (Sewer Taps)	18	18	4	10	14	12	6	6
Nonconforming Registrations	2	1	3	5	6	1	0	0
Demolition Permits	3	7	4	5	3	10	4	5
Grading Permits	7	10	10	8	8	13	3	5
Driveway Permits	25	24	17	22	23	22	13	13
Fire Prevention Permits	16	38	37	30	29	18	22	30
Electrical Permits	178	281	257	265	238	216	241	188
Street Opening Permits	97	179	322	431	478	757	444	485
Complaint Cases								
Received/Pending	165	320	315	304	339	373	455	302
Closed/Transferred	147	233	306	321	303	336	389	294
Home Occupation Registrations	7	7	5	14	7	16	23	14
Annual Alarm Notices	n/a	n/a	920	879	859	844	844	0

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Community Development Department for 2012 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2012 Positions
Director of Planning and Community Development	4	\$63,251	\$88,549	1
Planning & Zoning Administrator	6	\$42,495	\$59,494	0
Chief Inspector	6	\$42,495	\$59,494	1
Code Enforcement Officer	7	\$34,833	\$48,764	1
Fire Marshal	7	\$34,833	\$48,764	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

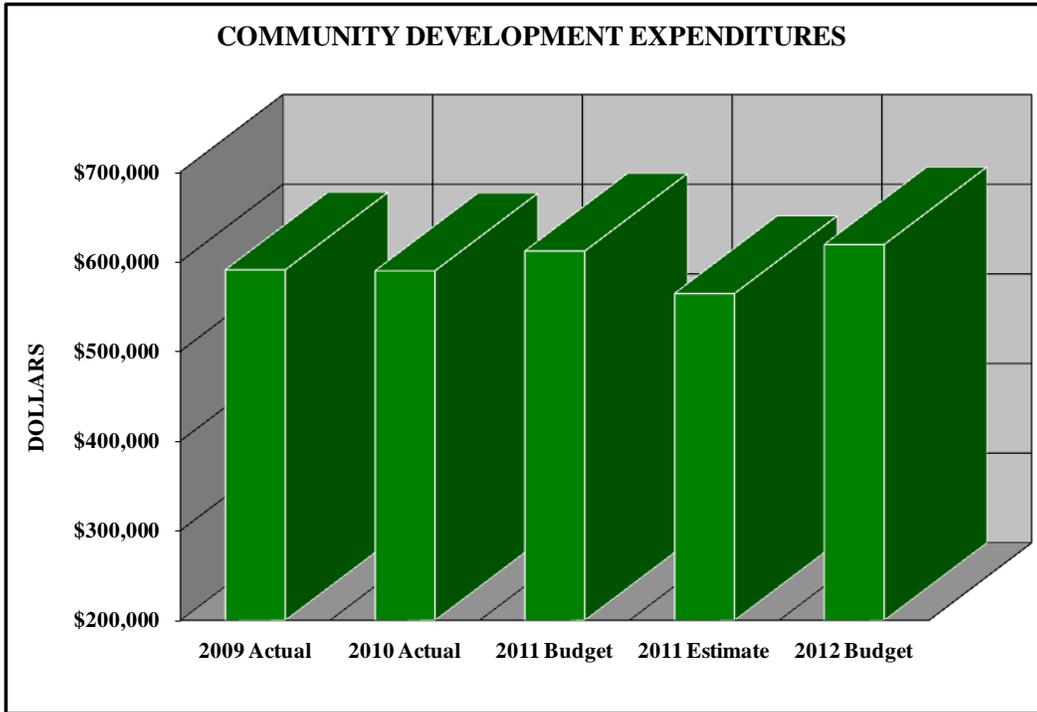


DEPARTMENT EXPENDITURES

Community Development Expenditures 01-30-301-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 302,602	\$ 312,323	\$ 283,835	\$ 284,235	\$ 290,351
110 Overtime Wages	612	156	1,000	600	1,000
120 Part-Time Wages	39,031	40,728	54,764	39,219	55,657
162 Group Life Insurance	3,109	3,245	3,000	3,006	3,055
163 Medical Insurance	63,950	77,679	55,449	58,000	52,899
164 Workers' Compensation	2,750	2,887	2,563	2,413	1,815
166 Pension Costs	25,116	25,268	29,630	29,605	30,616
167 Long-term Disability Insurance	2,192	2,248	2,018	2,178	2,178
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	25,675	26,473	25,979	24,790	26,546
Total Personal Services	\$ 467,037	\$ 493,007	\$ 460,238	\$ 446,046	\$ 466,117
Contractual Services					
213 Professional Services-Legal	\$ 9,474	\$ 604	\$ 1,500	\$ 500	\$ 1,500
220 Liability Insurance	19,756	18,802	18,352	18,320	18,471
230 Association Dues	1,188	1,729	1,800	1,500	1,850
231 Travel & Conference Expense	4,251	1,743	4,200	3,500	4,200
232 Personnel Training	2,561	1,238	1,800	1,800	1,800
250 Repairs & Maintenance- Office Equipment	7,510	7,700	10,000	6,535	8,000
274 Legal Advertising	263	-	750	250	750
275 Printing & Duplicating	526	672	1,250	1,000	1,250
290 Other Contractual Services	14,644	14,175	30,000	20,000	30,000
Total Contractual Services	\$ 60,173	\$ 46,663	\$ 69,652	\$ 53,405	\$ 67,821
Commodities					
300 Office Furniture & Equipment	\$ 1,204	\$ 545	\$ 1,000	\$ 600	\$ 1,000
301 Expendable Office Supplies	1,905	2,794	4,000	3,000	4,000
302 Books & Subscriptions	1,339	4,376	2,500	2,500	3,000
390 Other Supplies	199	454	1,000	500	1,000
Total Commodities	\$ 4,647	\$ 8,169	\$ 8,500	\$ 6,600	\$ 9,000
Distributed Costs					
601 Dist. Vehicle Costs	\$ 6,494	\$ 4,887	\$ 4,897	\$ 4,897	\$ 4,942
602 Dist. Data Processing Costs	52,452	37,002	68,445	53,436	71,102
Total Distributed Costs	\$ 58,946	\$ 41,889	\$ 73,342	\$ 58,333	\$ 76,044
Total Comm. Development Expenditures	\$ 590,803	\$ 589,728	\$ 611,732	\$ 564,384	\$ 618,982

BUDGETARY COMMENT

Funds requested for Community Development are \$7,250 or 1.2% more than appropriated in 2011. The increase is due to slight increases in personnel costs.



**Average Annual Cost Increase Rate – 3.23%*

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$451,042
How many real estate tax mills?	0.12	\$209,162
Earned Income Tax per \$100?	\$ 2.77	\$202,513
Percentage of Other Taxes?	0.24%	\$39,368

**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



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Public Works Expenditures					
Personal Services	\$ 2,086,708	\$ 2,234,763	\$ 2,294,084	\$ 2,300,789	\$ 2,440,903
Contractual Services	1,719,431	1,770,724	1,951,837	1,805,497	1,969,249
Commodities	866,167	930,442	1,125,400	1,038,700	1,173,300
Distributed Costs	(49,947)	(75,974)	(60,048)	(68,216)	(57,967)
Total Public Works Expenditures	\$ 4,622,359	\$ 4,859,955	\$ 5,311,273	\$ 5,076,770	\$ 5,525,485

PUBLIC WORKS OVERVIEW

As the Public Works Department looks toward 2012, we strive to keep the department’s focus on the accomplishment of goals set forth in the Township Comprehensive Plan, while providing a high level of service to all of our residents and their needs. Stability of the department’s manpower has allowed for the staff to meet the demands of our ever increasing duties at the Boyce Mayview Park as it continues to develop further.

The Township Capital Projects Fund continues to support essential programs such as the Annual Street Paving Program, Vehicle and Equipment Replacement, Special Projects and additional Township sidewalk and bikeway segments. The successful funding of the Annual Streets Paving Program has allowed the Department to provide safe, quality roadways within the Township.

The Sanitary Sewer Consent Order has now entered Phase II and the Public Works Department continues to meet the mandated deadlines of the Order and operate its maintenance, construction program, manhole rehabilitation and the Brush Run Pumping Station.

In 2012 Public Works will continue to move forward with the Township’s improvements to its Storm Sewer Infrastructure and institute best management practices in order to protect our streams and waterways.

The Public Works Department maintains great pride in providing a high level of service to all Township residents while providing quality roadways, safe and enjoyable parks, quality playing fields, trails, modern buildings and a dependable infrastructure. Stable manpower levels and a supporting Budget will continue to allow Public Works to deliver this same service in 2012 and in the future.



2011 DEPARTMENT ACCOMPLISHMENTS

- Assisted in the construction and construction management of the Veterans Park project
- Assisted in the construction and construction management of the Miracle Field Project
- Continued traffic sign retroreflectivity compliance program
- Installed new salt brine production system
- Developed new emergency callout notification program
- Updated Public Works master file system and developed a tracking program for the system
- Began installation of phase III of the Cook School Road Sidewalk from Taper Drive to Winchester Drive
- Installed security gate at Public Works salt and material storage facility
- Enhanced and improved bioswale near the entrance of the Community & Recreation Center
- Installed walkways for pedestrian crossing at Boyce Mayview Park
- Repaired failing slope on Orr Road
- Installed 700 +/- feet of new 15” storm sewer line to replace failing storm sewer line in the Brookside Boulevard area



Above: Brookside Boulevard Storm Sewer Project

2012 DEPARTMENT GOALS AND OBJECTIVES

- Continue Phase II Sanitary Sewer EPA Consent Order
- Continue to develop and research equipment and software for Township wide Building Access Security Management Program
- Explore planning and funding for Boyce Mayview Park perimeter trail phase III
- Continue to develop the Township wide sidewalk and bikeway plan
- Continue to Implement Township Wide Park and Wayfinding Signage Program

2012 DEPARTMENT GOALS AND OBJECTIVES (Continued)

- Complete Municipal Building renovations to administration wing and lobby areas
- Continue to ensure the department uses best sustainability management practices and the department remains environmentally responsible

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"> • Percent completion through 2011 = 65% • 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 2011 Annual Parks Maintenance Budget • Continue Traffic Sign Retroreflectivity requirements to bring the Township into compliance with the Manual on Uniform Traffic Control Devices (MUTCD) standards by 2015 • Upgraded Baker Park, Tustin Park and Morton Complex signs • Upgraded Public Works Building and Public Works Storage signs • Begin to develop a traffic, safety and street sign database

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"> • Percent completion through 2011 = 90% • Athletic Fields are in their third full year of operation and are successfully being utilized • Constructed Miracle Field at Boyce Mayview Park • Installed walkway and driveway lighting at the Outdoor Classroom • Groomed and trimmed back growth on all walking trails within Boyce Mayview Park

Goal:	<i>Explore the possibilities of creating a Township comprehensive park, recreation and open space plan</i>
Update:	<ul style="list-style-type: none"> • Percent completion through 2011 = 50% • Public Works, in conjunction with Recreation and Leisure Services, continues to implement the developed sidewalk plan to link Township neighborhood parks

COMPREHENSIVE PLAN STATUS (Continued)

Goal:	<i>Study facilities and space allocation for the Civic Center/Administration Building</i>
Update:	<ul style="list-style-type: none"> • Percent completion through 2011 = 25% • Begin space analysis study for Phase II of Administration Building renovations • 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"> • Percent completion through 2011 = 45% • 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 • Continue to improve and rebuild all storm water inlets • Continue to replace failing storm sewer lines, funding permitting • Continue McLaughlin Run Stream Fish Habitat 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 • Continue to complete Phase II mandates as scheduled • Continue to Rehabilitate sanitary manholes as Budget permits • Continue to work on feasibility and probability of future sanitary sewer construction plans • Begin the upgrades to the Brush Run Pump Station

Goal:	<i>Prioritize sidewalk/bikeway segments and produce a time schedule for their construction</i>
Update:	<ul style="list-style-type: none"> • Percent completion through 2011 = 50% • Funding requested in 2012 to begin construction of highest priority segments of the sidewalk master plan • Begin Cook School Sidewalk Phase II between Taper Drive and Winchester Drive

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	2011
Efficiency			
% Service Calls Outstanding	<1%	<1%	<1%
% Critical Sign Repairs completed within 4 Hours	100.0%	100.0%	100.0%
% Pothole Repairs completed within 1 working day	25.0%	25.0%	25.0%
% Hazardous Road Repairs responded to within 24 Hours	100.0%	100.0%	100.0%
% Sewer Spills responded within 1 Hour	100.0%	100.0%	100.0%
% Fleet Maintenance Completed On-Time	94.5%	97.0%	95.0%
% Permit Inspections performed in a timely manner	100.0%	100.0%	100.0%
Workload			
<i>Sanitary Sewer & Storm Sewer</i>			
Storm Drain Inlets inspected and/or cleaned	113	125	70
Miles of open/closed storm drains cleaned	1.2 Miles	1.5 miles	1.3 miles
Miles of Sanitary Sewer lines cleaned/inspected	155 Miles	31 Miles	38 miles
<i>Street & Sidewalk Program</i>			
Square feet of deteriorated pavement replaced	420,000 sf	385,000 sf	476,631 sf
Lineal feet of deteriorated pavement sealed	60,000 lf	50,000 lf	55,738 lf
Square feet of Sidewalks Built	2,800 sf	3,273 sf	7,500 sf
Miles of roadway swept annually	500 Miles	1,786 Miles	1,800 Miles
Amount of Debris removed by Street Sweepers	172 Tons	174 Tons	165 tons
<i>Vehicle & Equipment Maintenance</i>			
Number of Vehicles maintained by Public Works	77	80	80
Number of Pieces of Equipment maintained by Public Works	78	84	84
Number of Vehicles per mechanic	39	40	40
Number of Work Orders processed	937	3,582	2,469

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.

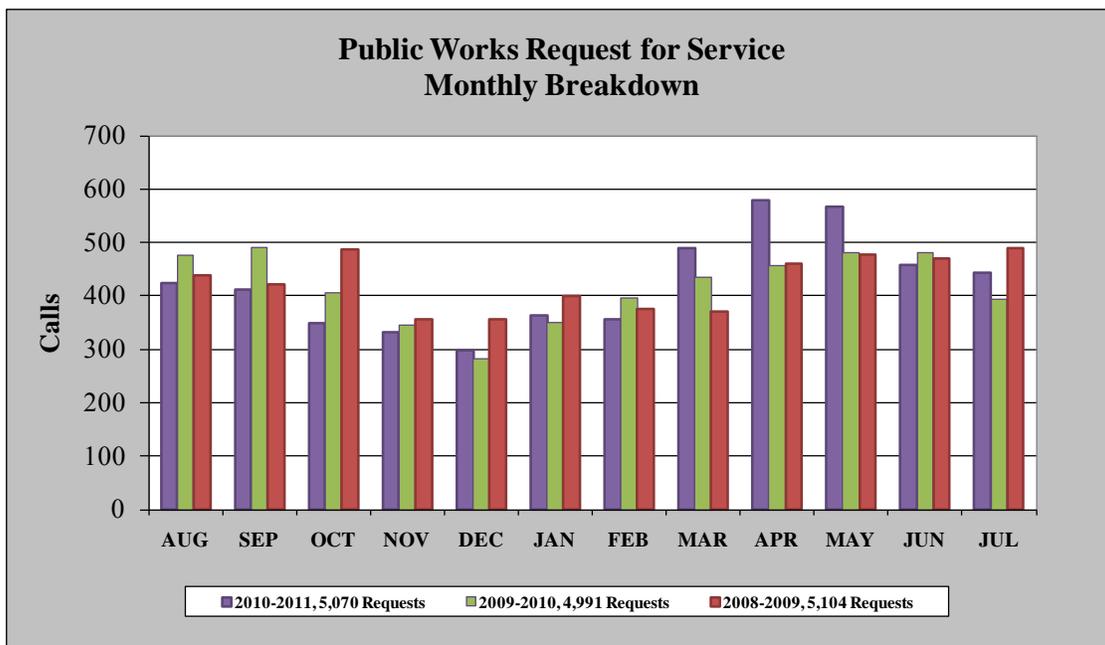
DEPARTMENT SUMMARY

GENERAL FUND PUBLIC WORKS



PUBLIC WORKS REQUESTS FOR SERVICE AUGUST 2010 - JULY 2011

	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Total
One Calls	152	129	111	100	91	99	127	216	254	261	180	173	1,893
Blue Cards/Police	39	28	24	19	23	27	20	19	27	24	9	40	299
Inspections	1	0	1	2	0	1	0	0	1	2	2	0	10
Ballfield Maintenance	3	1	1	0	0	0	0	0	4	2	2	6	19
Building Maintenance	23	32	35	19	20	17	13	16	25	25	11	19	255
Dead Animal	16	15	10	6	7	5	9	8	14	12	16	15	133
Dye Tests	27	28	22	18	11	10	13	34	17	34	41	27	282
Forestry	12	18	10	4	3	4	8	2	7	7	19	11	105
Garbage	39	47	31	31	37	49	37	54	62	35	39	51	512
Ground Maintenance General	1	0	0	0	1	1	0	1	9	3	7	1	24
Leaf Recycling	0	1	24	59	12	0	0	0	2	2	0	0	100
Mailbox/Snowplow Damage	1	1	1	1	4	11	27	9	22	22	2	0	101
Manhole Repair	0	1	1	0	1	0	0	1	1	1	1	0	7
Other	22	30	13	23	20	27	17	17	25	32	30	14	270
Parks	19	17	10	7	11	9	6	11	17	25	20	17	169
Recycling	30	31	31	28	28	60	26	34	27	32	19	28	374
Sanitary Sewer	5	8	3	5	3	4	3	7	6	2	14	4	64
Sewer backup	2	3	1	1	4	0	5	3	4	4	2	2	31
Signs	4	12	6	3	2	11	20	7	8	8	15	12	108
Snow/Ice	0	0	0	0	6	17	13	3	1	0	0	0	40
Snow/rain storms	1	0	1	0	1	2	0	0	1	1	1	0	8
Special Events	0	0	0	0	0	0	0	0	0	0	0	0	0
Storm Sewer	8	4	5	3	2	3	6	16	15	5	4	3	74
Street Repair	11	2	5	0	0	3	3	18	9	20	17	15	103
Street/Park Resurfacing Program	1	2	0	0	0	0	0	1	0	2	0	4	10
Water Problems	5	2	2	3	7	3	3	12	11	2	3	1	54
Yard Damage	1	0	1	0	4	0	0	1	11	1	2	0	21
Golf Course	0	0	0	0	0	1	0	0	0	2	1	0	4
Total Requests for Service	423	412	349	332	298	364	356	490	580	566	457	443	5,070
Requests Outstanding	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	

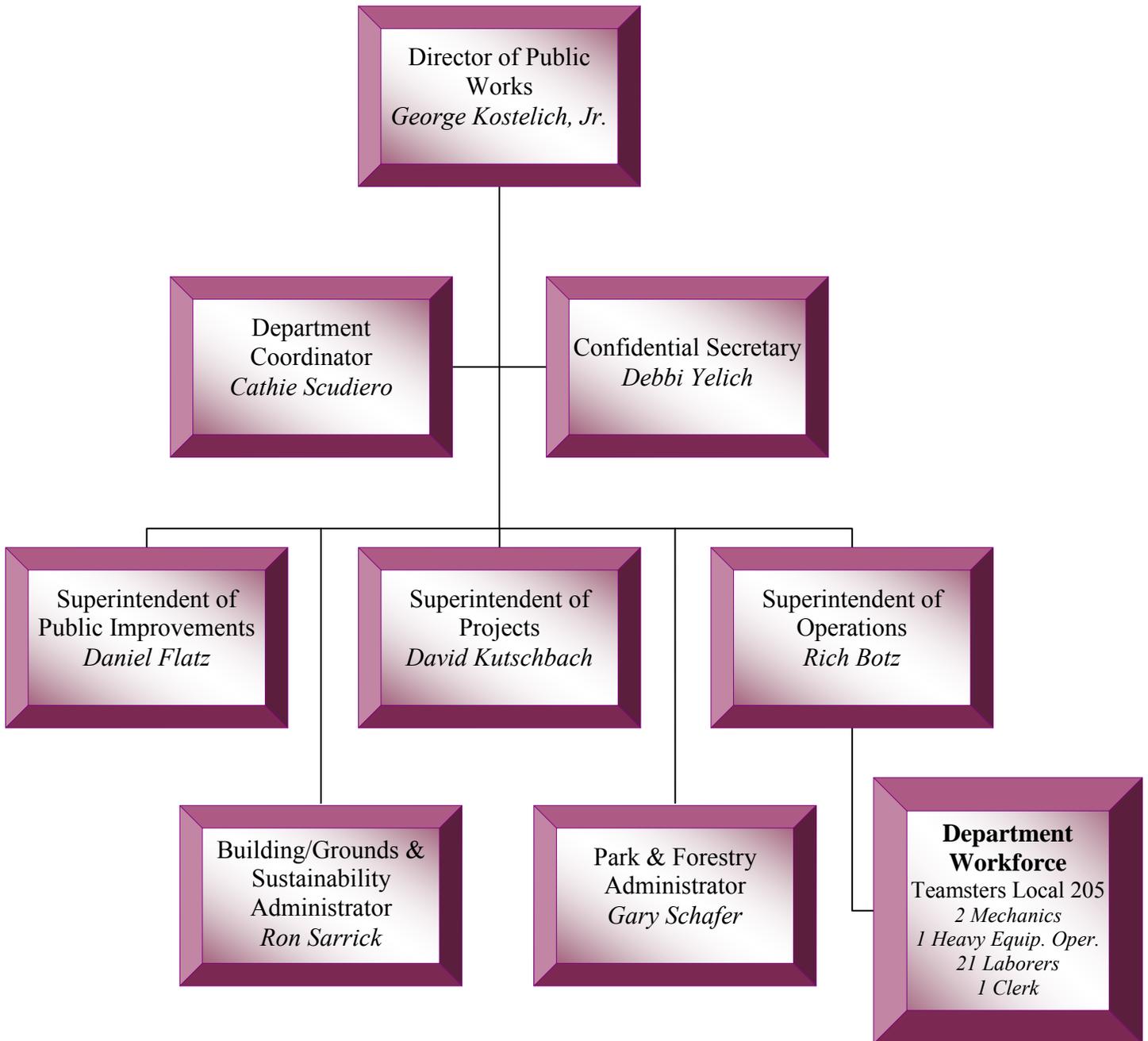


DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Public Works Department for 2012 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2012 Positions
Director of Public Works	3	\$77,161	\$108,029	1
Superintendent of Public Improvements	4	\$63,251	\$88,549	1
Superintendent of Operations	4	\$63,251	\$88,549	1
Superintendent of Projects	4	\$63,251	\$88,549	1
Building/Grounds & Sustainability Administrator	5	\$51,842	\$72,578	1
Park & Forestry Administrator	6	\$42,495	\$59,494	1
Confidential Secretary to the Director of Public Works	8	\$23,222	\$40,637	1
Department Coordinator	8	\$23,222	\$40,637	1
Teamsters Local 205	Union Contract	\$11.88/hr	\$28.22/hr	25
Total				33

Public Works - Local 205 Union Contract 2012 Salary & Wage Scale		
I.	Master Mechanic	\$28.22/hr
II.	Mechanic	\$27.22/hr
III.	Heavy Equipment Operator	\$27.22/hr
IV.	Foreman	\$27.22/hr
V.	Laborer III (after 36 mos.)	\$25.42/hr
	Laborer II (13-36 months)	\$23.06/hr
	Laborer I (0-12 months)	\$20.67/hr
VI.	Semi-Skilled Laborer III	\$18.47/hr
	Semi-Skilled Laborer II	\$16.98/hr
	Semi-Skilled Laborer I	\$15.62/hr
	Semi-Skilled Laborer Probationary	\$11.88/hr
VII.	C&RC Attendant	\$17.46/hr
VIII.	Public Works Clerk	\$23.46/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

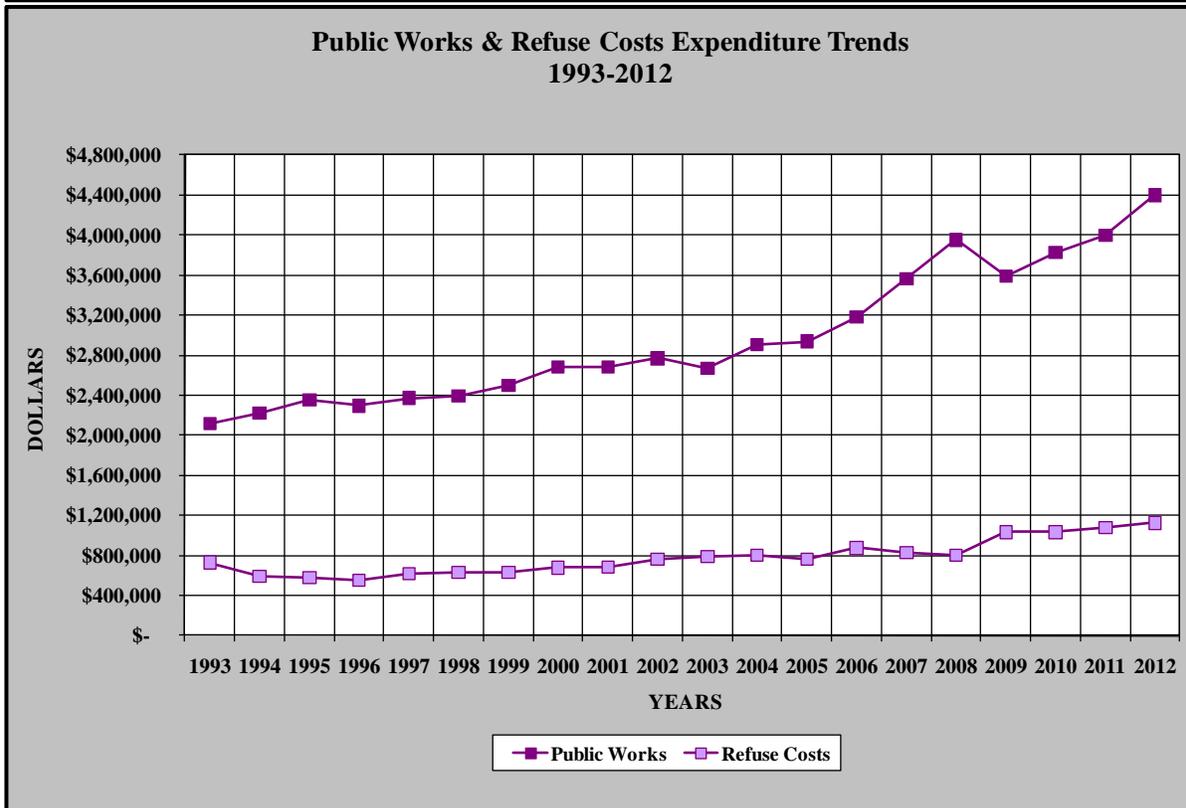
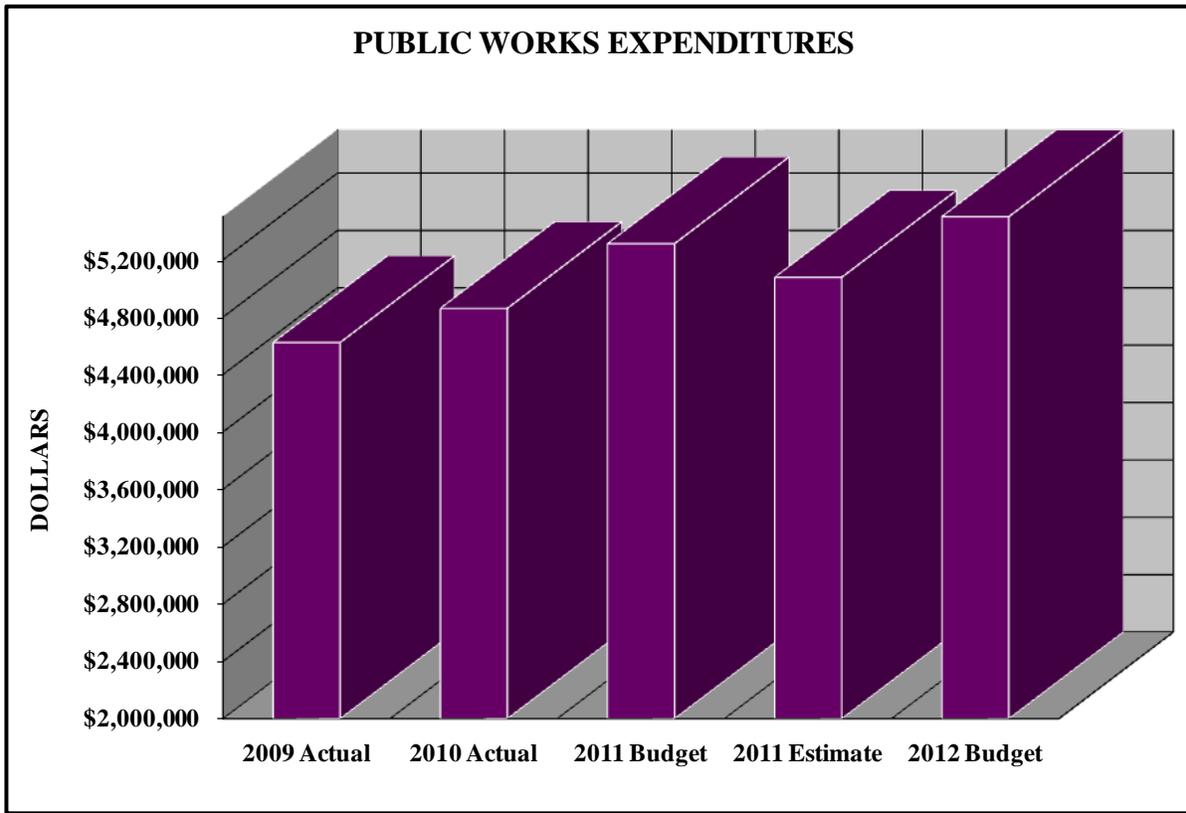
Public Works Expenditures 01-40-401-500 TO 01-40-418-500	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 1,065,120	\$ 1,061,510	\$ 1,123,497	\$ 1,104,254	\$ 1,216,417
110 Overtime Wages	128,050	170,357	127,500	138,277	152,400
111 Snow Driver Wages	1,807	2,365	1,700	2,000	2,000
120 Part-Time Wages	72,912	61,122	77,700	62,190	77,300
140 Township Engineer-Retainer	6,600	6,600	6,600	6,600	6,600
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	97,152	99,072	102,053	100,243	111,069
199 Overhead Distribution	713,067	831,737	853,034	885,225	873,117
Total Personal Services	\$ 2,086,708	\$ 2,234,763	\$ 2,294,084	\$ 2,300,789	\$ 2,440,903
Contractual Services					
211 Professional Services-Engineering	\$ 17,423	\$ 30,900	\$ 33,000	\$ 32,000	\$ 34,000
217 Miscellaneous Consulting Services	2,169	1,969	4,000	2,275	3,000
220 Liability Insurance	31,096	29,595	28,887	28,836	29,074
221 Flood/Property Damage Insurance	20,962	21,534	22,000	22,813	23,000
222 Vehicle Insurance	43,610	44,650	44,800	43,435	44,500
230 Association Dues	1,395	1,185	1,600	1,400	1,600
231 Travel & Conference Expense	3,194	1,229	3,500	3,250	4,000
240 Water and Sewerage	37,841	57,560	55,400	60,500	65,750
241 Natural Gas	41,117	35,725	48,650	43,400	48,600
242 Electricity	169,215	185,956	189,100	154,020	164,050
243 Telephone	72	72	100	75	75
244 Street Light Installation	931	-	600	200	600
252 Communication Equipment Mte.	3,181	4,903	7,000	5,500	7,000
253 Traffic Signal Maintenance	4,588	6,254	12,000	7,000	12,000
254 Repairs & Maintenance-Vehicles	8,789	29,622	30,000	25,000	31,000
255 Repairs & Maintenance-Building	34,239	32,243	43,000	43,000	45,000
256 Heating/Air Conditioning Mte.	36,172	21,725	40,000	25,000	50,000
271 Garbage Collection Services	819,844	829,384	863,000	863,500	898,500
272 Recycling Collection Services	212,433	204,322	212,000	212,100	220,900
290 Other Contractual Services	214,597	214,134	283,200	207,193	256,600
299 Annual Park Maintenance Prog.	16,563	17,762	30,000	25,000	30,000
Total Contractual Services	\$ 1,719,431	\$ 1,770,724	\$ 1,951,837	\$ 1,805,497	\$ 1,969,249

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Commodities					
300 Office Furniture & Equipment	\$ -	\$ 1,701	\$ 5,000	\$ 5,000	\$ 5,000
301 Expendable Office Supplies	3,713	6,254	6,500	6,500	6,500
305 Building Maintenance Equipment	8,080	8,518	16,000	11,000	16,000
306 Building Maintenance Supplies	40,879	50,734	59,000	55,000	60,000
311 Traffic Control Parts	7,773	5,932	20,000	10,000	20,000
312 Traffic Paint	-	12	1,000	500	1,000
313 Street Sign Supplies	2,278	1,571	7,500	5,000	10,000
315 Construction Supplies	91,129	74,166	117,200	105,000	121,500
316 Asphalt Supplies	16,135	13,744	15,000	14,500	15,500
319 Snow & Ice Chemicals	308,559	317,129	340,000	335,000	365,000
326 Tennis Court Supplies	15	-	500	100	500
327 Botanical Supplies	60,426	53,623	76,000	57,500	76,000
328 Park Maintenance Supplies	12,892	19,031	24,500	21,500	25,000
340 Vehicle Supplies	66,915	77,407	97,500	85,000	90,000
341 Fuels & Lubricants	146,957	183,842	210,000	205,000	212,000
342 Mechanical Equipment & Supplies	36,842	36,640	26,500	35,500	41,000
343 Tools & Equipment	13,340	16,504	23,500	20,000	24,500
344 Tires	23,319	33,704	32,000	32,000	34,000
390 Other Supplies	26,915	29,930	47,700	34,600	49,800
Total Commodities	\$ 866,167	\$ 930,442	\$ 1,125,400	\$ 1,038,700	\$ 1,173,300
Distributed Costs					
600 Scrap Metal Account	\$ 2,211	\$ 4,016	\$ 3,000	\$ 3,000	\$ 3,250
601 Dist. Vehicle Costs	(73,508)	(76,751)	(76,950)	(76,950)	(77,650)
602 Dist. Data Processing Costs	37,465	37,002	54,036	42,186	56,133
605 Dist. Boyce Mayview RAD Costs	(16,115)	(40,241)	(40,134)	(36,452)	(39,700)
Total Distributed Costs	\$ (49,947)	\$ (75,974)	\$ (60,048)	\$ (68,216)	\$ (57,967)
Total Public Works Expenditures	\$ 4,622,359	\$ 4,859,955	\$ 5,311,273	\$ 5,076,770	\$ 5,525,485



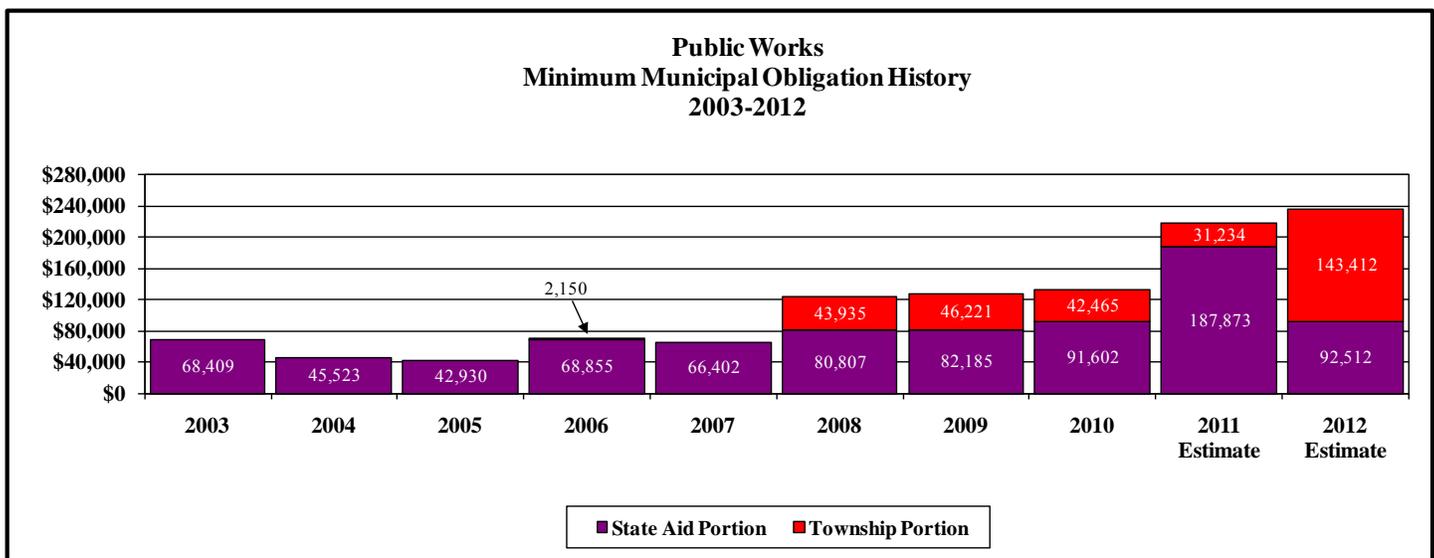
*Public Works - Average Annual Cost Increase Rate – 3.93%

*Refuse Collection - Average Annual Cost Increase Rate – 2.30%

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 2003 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*		\$4,089,824
How many real estate tax mills?	1.17	\$1,896,573
Earned Income Tax per \$100?	\$ 25.10	\$1,836,286
Percentage of Other Taxes?	2.19%	\$356,965

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

SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles

	Asset Tag	Year	Make	Model	Mileage (as of 10-1-2011)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2001 060	2001	Chevy	Pick-Up	54,223	11	Fair	2013
2	2005 040	2005	Chevy	Pick-Up	100,727	7	Good	2013
3	2006 052	2006	Chevy	Pick-Up	95,890	6	Good	2013
4	2007 042	2007	Chevy	Silverado Pick-up	48,636	5	Excellent	2014
5	2009 029	2009	Chevy	Colorado Pick-Up	22,684	3	Excellent	2016
Utility Trucks								
1	2000 018	2000	Ford	Pick-Up Utility	45,120	12	Fair	2013
2	2001 056	2001	Ford	Pick-Up Utility	31,865	11	Good	2014
3	2001 057	2001	Ford	Pick-Up Utility	75,285	11	Good	2013
4	2006 049	2006	Ford	Pick-Up Utility	16,104	6	Excellent	2016
5	2006 050	2006	Ford	Pick-Up Utility	24,918	6	Good	2013
6	2005 041	2006	Ford	Pick-Up Utility	29,303	6	Good	2013
7	2003 066	2003	Ford	Pick-Up Utility	31,504	9	Good	2013
8	2007 052	2008	Ford	F-550	33,099	4	Excellent	2014
9	2007 053	2008	Ford	F-550	22,669	4	Excellent	2014
10	2007 055	2008	Ford	F-550	13,830	4	Excellent	2015
11	2006 051	2007	Ford	F-550	24,959	5	Good	2014
12	2008 067	2008	Ford	F-550	15,297	4	Excellent	2015
13	2010 045	2011	Ford	F-550 XL Tr	4,977	1	Excellent	2017
14	2010 046	2011	Ford	F-550 XL Tr	4,942	1	Excellent	2017
15	TBD	2011	Ford	F-550	783	1	Excellent	2018
16	2008 066	2008	Dodge	Vehicle	11,848	4	Excellent	2018
17	2002 061	2002	Ford	Bucket Truck	6,970	10	Excellent	2015
18	2005 039	2006	Ford	Econoline 350 Van	17,250	6	Good	2016

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Vehicles (Continued)

	Asset Tag	Year	Make	Model	Mileage (as of 10- 1-2011)	Age in Years	Condition	Anticipated Replacement Year
Dump Trucks								
1	2003 065	2004	Int'l	Dump	11,877	8	Good	2013
2	2000 021	2001	Int'l	Dump	15,265	11	Poor	Pending Sale
3	2000 019	2001	Int'l	Dump	20,632	11	Poor	2012
4	2001 059	2002	Int'l	Dump	17,427	4	Poor	2013
5	2002 060	2002	Int'l	Dump	16,551	4	Good	2013
6	2004 047	2005	Int'l	Dump	12,331	7	Good	2015
7	2007 054	2008	Int'l	Dump	8,016	4	Good	2017
8	2009 048	2010	Int'l	Dump	3,716	2	Excellent	2020
9	2010 044	2011	Int'l	Dump	441	1	Excellent	2021
10	TBD	2012	Int'l	Dump	200	1	Excellent	2022
Other Vehicles								
1	2002 063	2002	CAT	Backhoe	5,069 hr	10	Fair	2012
2	1995 001	1995	CAT	Loader	8939/hr	17	Fair	2014
3	2003 005	2003	CAT	Wheel Loader	7,003	9	Good	2013
4	2003 060	2003	Int'l	Sewer Jet	2,373	9	Good	2014
5	2001 007	2010	Massey	Flail Mower	3,639 hr	11	Excellent	2020
6	2002 062	2003	Sterling	Sweeper	27,214	9	Good	2014
7	2010 027	2010	Toro	Groundsmaster 5910	982 hr.	2	Good	2016

Public Works Equipment

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
1	112H8V3277LO73142	2007	20 Ton Trailer	5	Excellent	As Needed
2	Not Applicable	2001	3 M Sign Machine	11	Good	As Needed
3	209 ABS2	2011	Accubrine Automated Brine Maker	1	Excellent	As Needed
4	Not Applicable	1993	Aeroway 8' Quickaway Tire Angle Aerator	19	Good	DNR
5	1020211	2010	Asphalt Planer	1	Excellent	As Needed
6	1ZFUF0819NB001827	1992	Asphalt Trailer	20	Fair	DNR
7	Not Applicable	1993	Asphalt Wacker	19	Fair	As Needed
8	Not Applicable	1962	Back-Up Sewer Machine	50	Good	DNR
9	6781	1993	Bandit Chipper	19	Good	2018
10	28-1491	2009	Bannerman Diamond Master Groomer	3	Good	2019
11	Not Applicable	1999	Bannerman Infield Renovator	13	Poor	DNR

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Equipment (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
12	Not Applicable	1993	Bannerman Turf Topper	19	Good	2013
13	Not Applicable	2001	Bermeme FB-60S Gas Driving Hammer	11	Fair	As Needed
14	CAT037CLBNE01989	2008	Caterpillar Backhoe	3	Excellent	2018
15	15355	1997	Chicago Pneumatic Air Comp.	14	Good	2013
16	EG0932-040552	2009	Club Car Utility Vehicle	2	Excellent	2014
17	473A51215L1110643	1990	Cronkite Trailer	21	Fair	DNR
18	431FS101981000714	2008	Cross Country Roller Trailer	3	Excellent	As Needed
19	36590	2001	Esab Plasma Cutter	10	Excellent	As Needed
20	UV26715/Modl AV413P	1994	Ford 2120 (LCG Tractor)	17	Fair	2012
21	12D-GX160	2008	Gorman-Rupp Water 1 Pump 2"	3	Excellent	As Needed
22	13A52-GX390	2008	Groman-Rupp Water 1 Pump 3"	3	Excellent	As Needed
23	1ZFUF2015NB002058	1992	Groundsmaster Trailer	19	Fair	DNR
24	4K8AX1213X1A40828	1999	Groundsmaster Trailer	12	Good	As Needed
25	209 DAS-12725G1004	2011	GVM Anti-Icing Unit	1	Excellent	As Needed
26	1H9X151019C122006	2009	Harben Sewer Jet	3	Excellent	2024
27	27231284	2008	Hoffman 1625EM Tire Changer	4	Good	2018
28	G84BB012	2008	Hoffman 2400 Tire Balancer	4	Good	2018
29	Not Applicable	2002	Hotsy Gas-Fired Pressure Washer	10	Good	As Needed
30	W004X2X080512	2002	John Deere 4x2 Gator	10	Fair	DNR
31	Not Applicable	2000	Jumping Jack Tamper	12	Good	DNR
32	36739	2005	Kubota Tractor	7	Good	2015
33	KRTV900A61068850	2007	Kubota RTV Utility #1	5	Good	2013
34	KRTV900A61068851	2007	Kubota RTV Utility #2	5	Good	2013
35	89681	2008	Kubota RTV900 Utility Vehicle #3	4	Good	2014
36	89684	2008	Kubota RTV900 Utility Vehicle #4	4	Good	2014
37	Not Applicable	2002	Leaf Blower Attachment for Groundsmaster	10	Good	2012
38	Not Applicable	2002	Leaf Blower Attachment for Groundsmaster	10	Good	2012
39	23201110025018	2004	Lely Broadcast Spreader	8	Good	2014
40	Not Applicable	2010	Liftmore	3	Excellent	DNR
41	10930160	2002	Line Painter	10	Good	DNR
42	1ZFUF1018SB002433	1992	Line Painting Trailer	20	Good	As Needed
43	MA4106664	2011	Miller Welder 275 EFI	1	Excellent	As Needed
44	Not Applicable	2005	Multiguip plate compactor	7	Good	As Needed
45	Not Applicable	1996	National Triplex Mower	16	Fair	As Needed

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Equipment (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
46	04831-1	2000	New Holland Tractor	12	Good	2012
47	5HLET08107FO72491	2007	Pavement Cutting Trailer	9	Excellent	As Needed
48	30980	2009	Pro Tech Sno Pusher	3	Excellent	As Needed
49	Not Applicable	2008	Rotary Electric Lift	4	Excellent	As Needed
50	Not Applicable	1972	Ryan Renothin	40	F/P	DNR
51	Not Applicable	2011	Ryan Sod Cutter	1	Excellent	As Needed
52	Not Applicable	1972	Ryan Turf Aerator	40	Poor	As Needed
53	Serial No. 110	2003	Ryan Turf Aerator	9	Good	2013
54	SE1823E	2004	Seeda-Vator	8	Good	As Needed
55	VS03535	2002	Sewer Machine	10	Good	DNR
56	97251	2001	Swenson tailgate conveyor	11	Good	As Needed
57	21302982	2005	Takeuchi Loader	7	Good	2015
58	1ZFCF1422TB004687	1996	Takeuchi Trailer	16	Good	As Needed
59	209-F6-4812	2011	Tennsmith Metal Brake	1	Excellent	As Needed
60	5HLUT122X8FO81901	2008	Top Brand 6x12 Trailer (Tom's)	4	Excellent	As Needed
61	250000319	2005	Toro 580-D Mower	7	Fair	DNR
62	250000221	2005	Toro 3100D Reelmower	7	Good	2012
63	270000482	2007	Toro 3500D Sidewinder	5	Excellent	2012
64	S270000176	2008	Toro Debris Blower 600	4	Excellent	As Needed
65	260000507	2007	Toro Field Line Painter 1200	5	Excellent	As Needed
66	04021-230001808	2004	Toro Greenmaster Flex 21	8	Good	As Needed
67	Not Applicable	1994	Toro Greensmaster	18	Good	As Needed
68	Not Applicable	1996	Toro Greensmaster	16	Good	As Needed
69	200000519	2002	Toro Greensmaster	10	Good	2012
70	2600003001	2007	Toro Greensmaster 1600	5	Good	2012
71	230000128	2008	Toro Greensmaster 500	4	Excellent	As Needed
72	250000260	2006	Toro Groundsmaster	6	Good	2012
73	270000118	2007	Toro Groundsmaster 328	5	Good	2013
74	270000117	2007	Toro Groundsmaster 328	5	Good	2013
75	S280000207	2008	Toro Groundsmaster 4500-D	4	Excellent	2015
76	S290000147	2009	Toro Groundmaster 7210	3	Excellent	2014
77	290000352	2009	Toro Groundsmaster 3500-D	3	Excellent	2013
78	S290000455	2009	Toro Grandstand 48" Mower	3	Excellent	2017
79	270000433	2007	Toro Infield Pro 3040	5	Good	2012
80	S280000106	2008	Toro Pro Core 864	4	Excellent	As Needed
81	60100	2001	Toyota Forklift	11	Good/Used	2015
82	135-100-220	2009	Tuff Screen Player Protector	3	Excellent	As Needed
83	TG525	2004	Vermeer Tub Grinder	8	Good	2016
84	Not Applicable	1987	Vicon Spreader	25	Fair	DNR
85	5788322	2008	Wacker Vibratory Roller	4	Excellent	As Needed
86	270-245-419	2009	Weighted Field Tarp	3	Excellent	As Needed

GENERAL FUND

PUBLIC WORKS

DEPARTMENTS

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 460,033	\$ 442,067	\$ 467,309	\$ 468,366	\$ 480,527
Contractual Services	64,892	61,072	65,987	65,549	68,174
Commodities	5,472	10,390	14,000	13,750	14,000
Distributed Costs	39,676	41,018	57,036	45,186	59,383
Total Administration Expenditures	\$ 570,073	\$ 554,547	\$ 604,332	\$ 592,851	\$ 622,084

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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 338,231	\$ 315,463	\$ 333,890	\$ 332,459	\$ 348,301
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	26,768	24,940	25,820	25,711	26,932
199 Overhead Distribution	93,034	99,664	105,599	108,196	103,294
Total Personal Services	\$ 460,033	\$ 442,067	\$ 467,309	\$ 468,366	\$ 480,527
Contractual Services					
217 Miscellaneous Consulting Services	\$ 2,169	\$ 1,444	\$ 2,000	\$ 1,750	\$ 2,000
220 Liability Insurance	31,096	29,595	28,887	28,836	29,074
221 Flood Insurance	14,962	15,534	16,000	16,813	17,000
230 Association Dues	1,395	1,185	1,600	1,400	1,600
231 Travel & Conference Expense	3,194	1,229	3,500	3,250	4,000
290 Other Contractual Services	12,076	12,085	14,000	13,500	14,500
Total Contractual Services	\$ 64,892	\$ 61,072	\$ 65,987	\$ 65,549	\$ 68,174
Commodities					
300 Office Furniture & Equipment	\$ -	\$ 1,701	\$ 5,000	\$ 5,000	\$ 5,000
301 Expendable Office Supplies	3,713	6,254	6,500	6,500	6,500
390 Other Supplies	1,759	2,435	2,500	2,250	2,500
Total Commodities	\$ 5,472	\$ 10,390	\$ 14,000	\$ 13,750	\$ 14,000
Distributed Costs					
600 Scrap Metal Account	\$ 2,211	\$ 4,016	\$ 3,000	\$ 3,000	\$ 3,250
602 Dist. Data Processing Costs	37,465	37,002	54,036	42,186	56,133
Total Distributed Costs	\$ 39,676	\$ 41,018	\$ 57,036	\$ 45,186	\$ 59,383
Total Administration Expenditures	\$ 570,073	\$ 554,547	\$ 604,332	\$ 592,851	\$ 622,084

BUDGETARY COMMENT

Funds requested for Public Works Administration in 2012 are \$17,752 or 2.9% more than appropriated in 2011. This increase is mainly due to personnel cost increases.

ENGINEERING SERVICES**GENERAL FUND
PUBLIC WORKS**

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Engineering Expenditures					
Personal Services	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600
Contractual Services	17,423	30,900	33,000	32,000	34,000
Total Engineering Expenditures	\$ 24,023	\$ 37,500	\$ 39,600	\$ 38,600	\$ 40,600

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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 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	\$ 17,423	\$ 30,900	\$ 33,000	\$ 32,000	\$ 34,000
Total Contractual Services	\$ 17,423	\$ 30,900	\$ 33,000	\$ 32,000	\$ 34,000
Total Engineering Expenditures	\$ 24,023	\$ 37,500	\$ 39,600	\$ 38,600	\$ 40,600

BUDGETARY COMMENT

The Township anticipates the same level of project activity for 2012; therefore, funds requested for Engineering Services remain consistent with 2011.

CIVIC ACTIVITIES

GENERAL FUND PUBLIC WORKS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Civic Activities Expenditures					
Personal Services	\$ 27,765	\$ 21,608	\$ 22,655	\$ 15,608	\$ 19,672
Contractual Services	12,530	12,529	13,000	12,393	13,000
Commodities	11,833	13,625	16,200	13,000	17,000
Total Civic Activities Expenditures	\$ 52,128	\$ 47,762	\$ 51,855	\$ 41,001	\$ 49,672

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-third 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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 8,686	\$ 6,682	\$ 6,888	\$ 5,000	\$ 5,579
110 Overtime Wages	5,591	4,108	5,000	4,860	5,000
120 Part Time Wages	4,638	3,194	3,100	-	3,100
198 Social Security Expense	1,439	1,067	1,147	754	1,046
199 Overhead Distribution	7,411	6,557	6,520	4,994	4,947
Total Personal Services	\$ 27,765	\$ 21,608	\$ 22,655	\$ 15,608	\$ 19,672
Contractual Services					
290 Other Contractual Services	\$ 12,530	\$ 12,529	\$ 13,000	\$ 12,393	\$ 13,000
Total Contractual Services	\$ 12,530	\$ 12,529	\$ 13,000	\$ 12,393	\$ 13,000
Commodities					
315 Construction Supplies	\$ -	\$ 23	\$ 200	\$ -	\$ 1,000
390 Other Supplies	11,833	13,602	16,000	13,000	16,000
Total Commodities	\$ 11,833	\$ 13,625	\$ 16,200	\$ 13,000	\$ 17,000
Total Civic Activities Expenditures	\$ 52,128	\$ 47,762	\$ 51,855	\$ 41,001	\$ 49,672

BUDGETARY COMMENT

Funds proposed in 2012 for Civic Activities are \$2,183 less than appropriated in 2011. 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>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Snow & Ice Control Expenditures					
Personal Services	\$ 186,198	\$ 308,437	\$ 281,146	\$ 219,700	\$ 236,093
Contractual Services	-	525	2,000	525	1,000
Commodities	339,124	343,861	359,000	363,000	398,100
Distributed Costs	(16,115)	(40,241)	(40,134)	(36,452)	(39,700)
Total Snow & Ice Control Expenditures	\$ 509,207	\$ 612,582	\$ 602,012	\$ 546,773	\$ 595,493

SNOW & ICE CONTROL OVERVIEW

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

This preparation involves the installation of salt spreaders and snow plows on all snow removal trucks, building tire chains for the large dump trucks, stocking of all de-icing materials, including 4,800 tons of sodium chloride (rock salt), 5,000 gallons of Calcium Chloride, 6 tons of sidewalk safe de-icer, 10,000 gallons of salt brine and approximately 2,000 tons of anti-skid aggregate.

The Public Works Department on average will use 4,500 to 5,500 tons of sodium chloride (rock salt) and 15,000 gallons of salt brine to treat our Township Roadways, State Roadways, Schools and Parking Lots. In addition, the Department will add in an average of 5,000 gallons of Liquid Calcium Chloride, which is added to the rock salt and salt brine when temperatures dip below 23 degrees, due to the lack of effectiveness of rock salt at these lower temperatures. Anti-skid is only used in extraordinary circumstances.

During a “Normal” snow removal effort (a storm event which requires salting only to de-ice the roadways), the Public Works Department will deploy nine (9) 33,000 GVW Dump Trucks, seven (7) 19,000 GVW Dump Trucks, one (1) Front End Loader, and a crew of personnel for clearing snow and ice from the roadways and sidewalks. During a “Normal” event, the Public Works crews will use an average of 120-150 tons of rock salt, approximately 300 gallons of salt brine and take approximately 4 hours to complete the salting of all Township Roadways.

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

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 \$160,000.

For 2011-2012, the Public Works Department has implemented a liquid salt brine program. Salt Brine is produced by adding water to rock salt, producing a solution of brine with a 23.3% salt content, which is applied to the granular salt before spreading on the trucks (pre-wet process) and applied directly to roadways by spray nozzles (anti-icing process). This produces a more efficient and productive process of de-icing the Township roadways while using less granular material and being more environmentally responsible.

Unlike most public service operations, it is impossible to accurately predict costs of snow and ice control. The 2012 snow and ice control budget is based on a twelve (12) year average snowfall pattern, the current contract cost of rock salt plus a ten (10) percent emergency contingency. In the chart below, total winter snowfall is shown for the Pittsburgh area from 2000 to 2011:

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
2010-2011	56.2	32.6	31
Average Season	45.0	35.0	34

SNOW & ICE CONTROL

GENERAL FUND PUBLIC WORKS

Snow & Ice Control Expenditures 01-40-404-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 34,518	\$ 76,081	\$ 84,853	\$ 45,000	\$ 50,618
110 Overtime Wages	109,354	138,846	100,000	115,000	125,000
111 Snow Driver Wages	1,807	2,365	1,700	2,000	2,000
198 Social Security Expense	11,070	16,482	14,271	12,393	13,588
199 Overhead Distribution	29,449	74,663	80,322	45,307	44,887
Total Personal Services	\$ 186,198	\$ 308,437	\$ 281,146	\$ 219,700	\$ 236,093
Contractual Services					
217 Miscellaneous Consulting Services	\$ -	\$ 525	\$ 2,000	\$ 525	\$ 1,000
Total Contractual Services	\$ -	\$ 525	\$ 2,000	\$ 525	\$ 1,000
Commodities					
319 Snow & Ice Chemicals	\$ 308,559	\$ 317,129	\$ 340,000	\$ 335,000	\$ 365,000
342 Mechanical Equipment Supplies	28,397	23,684	16,000	25,000	30,000
390 Other Supplies	2,168	3,048	3,000	3,000	3,100
Total Commodities	\$ 339,124	\$ 343,861	\$ 359,000	\$ 363,000	\$ 398,100
Distributed Costs					
605 Dist. Boyce Mayview RAD Costs	\$ (16,115)	\$ (40,241)	\$ (40,134)	\$ (36,452)	\$ (39,700)
Total Distributed Costs	\$ (16,115)	\$ (40,241)	\$ (40,134)	\$ (36,452)	\$ (39,700)
Total Snow & Ice Control Expenditures	\$ 509,207	\$ 612,582	\$ 602,012	\$ 546,773	\$ 595,493

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 2012 are \$6,519 less than appropriated in 2011. This is due to a combination of decreases in personnel costs and increases in the base price of Sodium Chloride.



**STORM SEWER
MAINTENANCE**

GENERAL FUND
PUBLIC WORKS



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Storm Sewer Mte. Expenditures					
Personal Services	\$ 87,262	\$ 90,494	\$ 110,341	\$ 79,761	\$ 86,196
Contractual Services	2,605	1,050	3,100	1,200	3,000
Commodities	59,967	61,641	70,000	69,500	75,000
Total Storm Sewer Mte. Expenditures	\$ 149,834	\$ 153,185	\$ 183,441	\$ 150,461	\$ 164,196

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 six and a half years of activity:

	2005	2006	2007	2008	2009	2010	Oct-11
Number of Storm Sewer Inlets Rebuilt/Maintained	96	60	97	113	52	62	64

Storm Sewer Mte. Expenditures 01-40-405-500???-000	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Personal Services					
101 Full-Time Wages	\$ 44,178	\$ 43,636	\$ 52,998	\$ 38,000	\$ 42,807
110 Overtime Wages	1,565	651	1,500	500	1,000
120 Part-Time Wages	342	38	1,400	-	1,000
198 Social Security Expense	3,486	3,346	4,276	2,945	3,428
199 Overhead Distribution	37,691	42,823	50,167	38,316	37,961
Total Personal Services	\$ 87,262	\$ 90,494	\$ 110,341	\$ 79,761	\$ 86,196
Contractual Services					
290 Other Contractual Services	\$ 2,605	\$ 1,050	\$ 3,100	\$ 1,200	\$ 3,000
Total Contractual Services	\$ 2,605	\$ 1,050	\$ 3,100	\$ 1,200	\$ 3,000

**STORM SEWER
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Commodities					
315 Construction Supplies	\$ 57,384	\$ 59,497	\$ 67,000	\$ 67,000	\$ 70,000
390 Other Supplies	2,583	2,144	3,000	2,500	5,000
Total Commodities	<u>\$ 59,967</u>	<u>\$ 61,641</u>	<u>\$ 70,000</u>	<u>\$ 69,500</u>	<u>\$ 75,000</u>
Total Storm Sewer Mte. Expenditures	<u>\$ 149,834</u>	<u>\$ 153,185</u>	<u>\$ 183,441</u>	<u>\$ 150,461</u>	<u>\$ 164,196</u>

BUDGETARY COMMENT

Funds requested for Storm Sewer Maintenance are \$19,245 less than appropriated in 2011, which has been based on the allocation of the work force needed for 2012.

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**TRAFFIC ENGINEERING
& SAFETY**

GENERAL FUND
PUBLIC WORKS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Traffic Eng. & Safety Expenditures					
Personal Services	\$ 34,069	\$ 37,389	\$ 40,968	\$ 37,617	\$ 42,092
Contractual Services	89,269	114,000	119,600	103,200	112,600
Commodities	8,181	6,319	26,000	11,500	26,000
Total Traffic Eng. & Safety Expenditures	\$ 131,519	\$ 157,708	\$ 186,568	\$ 152,317	\$ 180,692

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 ten years are:

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
296	296	312	313	313	313	315	314	314	314

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

Traffic Eng. & Safety Expenditures 01-40-406-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 17,228	\$ 17,984	\$ 19,133	\$ 18,000	\$ 20,288
110 Overtime Wages	88	14	100	75	100
120 Part-Time Wages	686	344	2,000	-	2,000
198 Social Security Expense	1,368	1,398	1,624	1,383	1,713
199 Overhead Distribution	14,699	17,649	18,111	18,159	17,991
Total Personal Services	\$ 34,069	\$ 37,389	\$ 40,968	\$ 37,617	\$ 42,092

**TRAFFIC ENGINEERING
& SAFETY**

GENERAL FUND
PUBLIC WORKS



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Contractual Services					
242 Electricity*	\$ 59,847	\$ 64,784	\$ 67,000	\$ 58,000	\$ 60,000
244 Street Light Installation	931	-	600	200	600
253 Traffic Signal Maintenance	4,588	6,254	12,000	7,000	12,000
290 Other Contractual Services	23,903	42,962	40,000	38,000	40,000
Total Contractual Services	<u>\$ 89,269</u>	<u>\$ 114,000</u>	<u>\$ 119,600</u>	<u>\$ 103,200</u>	<u>\$ 112,600</u>
Commodities					
311 Traffic Control Parts**	\$ 7,773	\$ 5,932	\$ 20,000	\$ 10,000	\$ 20,000
312 Traffic Paint	-	12	1,000	500	1,000
390 Other Supplies	408	375	5,000	1,000	5,000
Total Commodities	<u>\$ 8,181</u>	<u>\$ 6,319</u>	<u>\$ 26,000</u>	<u>\$ 11,500</u>	<u>\$ 26,000</u>
Total Traffic Eng. & Safety Expenditures	<u>\$ 131,519</u>	<u>\$ 157,708</u>	<u>\$ 186,568</u>	<u>\$ 152,317</u>	<u>\$ 180,692</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 2012 are \$5,876 less than appropriated in 2011 due to a decrease in contractual services.

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STREET MAINTENANCE

GENERAL FUND
PUBLIC WORKS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Street Maintenance Expenditures					
Personal Services	\$ 171,469	\$ 175,254	\$ 189,523	\$ 191,902	\$ 206,075
Contractual Services	8,070	5,322	15,000	12,000	14,000
Commodities	48,135	36,511	48,000	43,750	51,500
Total Street Maintenance Expenditures	\$ 227,674	\$ 217,087	\$ 252,523	\$ 247,652	\$ 271,575

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.

2007	2008	2009	2010	2011
3.66	3.47	3.32	2.76	3.39

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 2012, the State will reimburse the Township approximately \$15,747 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 2012, 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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 85,134	\$ 82,168	\$ 90,115	\$ 90,000	\$ 101,236
110 Overtime Wages	1,809	1,304	2,000	2,000	2,100
120 Part-Time Wages	4,950	4,507	4,700	2,090	4,700
198 Social Security Expense	6,944	6,638	7,406	7,198	8,265
199 Overhead Distribution	72,632	80,637	85,302	90,614	89,774
Total Personal Services	\$ 171,469	\$ 175,254	\$ 189,523	\$ 191,902	\$ 206,075
Contractual Services					
290 Other Contractual Services*	\$ 8,070	\$ 5,322	\$ 15,000	\$ 12,000	\$ 14,000
Total Contractual Services	\$ 8,070	\$ 5,322	\$ 15,000	\$ 12,000	\$ 14,000
Commodities					
313 Street Sign Supplies	\$ 2,278	\$ 1,571	\$ 7,500	\$ 5,000	\$ 10,000
315 Construction Supplies	23,623	11,580	15,000	15,000	15,500
316 Asphalt Supplies**	16,135	13,744	15,000	14,500	15,500
343 Tools & Equipment***	3,503	7,218	8,000	7,500	8,000
390 Other Supplies	2,596	2,398	2,500	1,750	2,500
Total Commodities	\$ 48,135	\$ 36,511	\$ 48,000	\$ 43,750	\$ 51,500
Total Street Maintenance Expenditures	\$ 227,674	\$ 217,087	\$ 252,523	\$ 247,652	\$ 271,575

***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 2012 are \$19,052 more than appropriated in 2011 due to an allocation change of the workforce and an increase in street sign supplies.

REFUSE COLLECTION & DISPOSAL

GENERAL FUND
PUBLIC WORKS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Refuse Collection Expenditures					
Contractual Services	\$ 1,033,341	\$ 1,034,430	\$ 1,080,000	\$ 1,077,100	\$ 1,124,400
Total Refuse Collection Expenditures	\$ 1,033,341	\$ 1,034,430	\$ 1,080,000	\$ 1,077,100	\$ 1,124,400

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. Recycling at the curb is bi-weekly. Christmas Trees are recycled at the YMCA parking lot each year. Trees must be delivered to the site.

Refuse Collection Expenditures 01-40-409-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Contractual Services					
271 Garbage Collection Services*	\$ 819,844	\$ 829,384	\$ 863,000	\$ 863,500	\$ 898,500
272 Recycling Collection Services	212,433	204,322	212,000	212,100	220,900
290 Other Contractual Services**	1,064	724	5,000	1,500	5,000
Total Contractual Services	\$ 1,033,341	\$ 1,034,430	\$ 1,080,000	\$ 1,077,100	\$ 1,124,400
Total Refuse Collection Expenditures	\$ 1,033,341	\$ 1,034,430	\$ 1,080,000	\$ 1,077,100	\$ 1,124,400

***Garbage Collection Services:** Includes State tipping service

****Other Contractual Services:** Dumpster switches, planning and public education, site and equipment.

BUDGETARY COMMENT

Prior to 1973, refuse collection was financed by special user fees billed to residents on a quarterly basis. In 1974, these special fees were eliminated and refuse collection costs were absorbed into the General Fund, where they are financed by general tax revenue. Under Act 101, which is known as the State Recycling Law, the State of Pennsylvania mandates that a municipality must provide certain recycling services and a leaf waste management program to comply with the Act. The 2012 Budget is \$44,400 or 4.1% more than appropriated in 2011.

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*		\$1,106,900
How many real estate tax mills?	0.31	\$513,302
Earned Income Tax per \$100?	\$ 6.79	\$496,986
Percentage of Other Taxes?	0.59%	\$96,612

**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**

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Building Maintenance Expenditures					
Personal Services	\$ 194,385	\$ 255,902	\$ 211,616	\$ 282,714	\$ 301,388
Contractual Services	301,384	278,620	350,000	288,500	343,000
Commodities	48,959	59,252	75,100	66,100	76,100
Total Building Maintenance Expenditures	\$ 544,728	\$ 593,774	\$ 636,716	\$ 637,314	\$ 720,488

BUILDING MAINTENANCE OVERVIEW

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

Building Maintenance Expenditures 01-40-411-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 94,641	\$ 117,449	\$ 97,577	\$ 130,000	\$ 146,275
110 Overtime Wages	1,276	5,672	2,200	2,000	2,200
120 Part-Time Wages	9,717	7,585	11,000	9,000	11,000
198 Social Security Expense	8,007	9,936	8,474	10,787	12,200
199 Overhead Distribution	80,744	115,260	92,365	130,927	129,713
Total Personal Services	\$ 194,385	\$ 255,902	\$ 211,616	\$ 282,714	\$ 301,388
Contractual Services					
221 Property Damage Insurance	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
240 Water and Sewerage	13,272	16,154	22,000	16,500	20,000
241 Natural Gas	37,439	30,866	42,000	38,000	42,000
242 Electricity	97,391	109,270	107,000	85,000	90,000
255 Repairs & Maintenance-Building	34,239	32,243	43,000	43,000	45,000
256 Heating/Air Conditioning Mte.	36,172	21,725	40,000	25,000	50,000
290 Other Contractual Services	76,871	62,362	90,000	75,000	90,000
Total Contractual Services	\$ 301,384	\$ 278,620	\$ 350,000	\$ 288,500	\$ 343,000

BUILDING MAINTENANCEGENERAL FUND
PUBLIC WORKS

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Commodities					
305 Building Maintenance Equipment	\$ 8,080	\$ 8,518	\$ 16,000	\$ 11,000	\$ 16,000
306 Building Maintenance Supplies	40,879	50,734	59,000	55,000	60,000
390 Other Supplies	-	-	100	100	100
Total Commodities	<u>\$ 48,959</u>	<u>\$ 59,252</u>	<u>\$ 75,100</u>	<u>\$ 66,100</u>	<u>\$ 76,100</u>
Total Building Maintenance Expenditures	<u>\$ 544,728</u>	<u>\$ 593,774</u>	<u>\$ 636,716</u>	<u>\$ 637,314</u>	<u>\$ 720,488</u>

BUDGETARY COMMENT

Funds requested for Building Maintenance in 2012 are \$83,772 more than appropriated in 2011. The increase is due to an allocation change of the workforce for 2012.

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EQUIPMENT MAINTENANCE

GENERAL FUND PUBLIC WORKS



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Equipment Maintenance Expenditures					
Personal Services	\$ 229,573	\$ 249,928	\$ 245,802	\$ 252,846	\$ 268,189
Contractual Services	64,789	82,227	90,800	79,935	91,500
Commodities	248,706	302,771	356,100	334,000	352,600
Distributed Costs	(78,715)	(82,001)	(82,250)	(82,250)	(83,000)
Total Equipment Mte. Expenditures	<u>\$ 464,353</u>	<u>\$ 552,925</u>	<u>\$ 610,452</u>	<u>\$ 584,531</u>	<u>\$ 629,289</u>

EQUIPMENT MAINTENANCE OVERVIEW

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

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

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

Equipment Maintenance Expenditures 01-40-412-500???-000	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Personal Services					
101 Full-Time Wages	\$ 116,128	\$ 113,914	\$ 116,709	\$ 117,000	\$ 131,668
110 Overtime Wages	5,058	13,633	8,000	7,900	8,000
120 Part-Time Wages	102	880	1,000	500	1,000
198 Social Security Expense	9,208	9,710	9,617	9,593	10,761
199 Overhead Distribution	99,077	111,791	110,476	117,853	116,760
Total Personal Services	<u>\$ 229,573</u>	<u>\$ 249,928</u>	<u>\$ 245,802</u>	<u>\$ 252,846</u>	<u>\$ 268,189</u>
Contractual Services					
222 Vehicle Insurance	\$ 43,610	\$ 44,650	\$ 44,800	\$ 43,435	\$ 44,500
252 Communication Equipment Mte.	3,181	4,903	7,000	5,500	7,000
254 Repairs & Maintenance-Vehicles*	8,789	29,622	30,000	25,000	31,000
290 Other Contractual Services**	9,209	3,052	9,000	6,000	9,000
Total Contractual Services	<u>\$ 64,789</u>	<u>\$ 82,227</u>	<u>\$ 90,800</u>	<u>\$ 79,935</u>	<u>\$ 91,500</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



	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Commodities					
340 Vehicle Supplies	\$ 66,915	\$ 77,407	\$ 97,500	\$ 85,000	\$ 90,000
341 Fuels & Lubricants	146,957	183,842	210,000	205,000	212,000
343 Tools & Equipment	7,349	5,768	12,000	8,500	12,000
344 Tires	23,319	33,704	32,000	32,000	34,000
390 Other Supplies	4,166	2,050	4,600	3,500	4,600
Total Commodities	\$ 248,706	\$ 302,771	\$ 356,100	\$ 334,000	\$ 352,600
Distributed Costs					
601 Less: Dist. Vehicle Costs	\$ (78,715)	\$ (82,001)	\$ (82,250)	\$ (82,250)	\$ (83,000)
Total Distributed Costs	\$ (78,715)	\$ (82,001)	\$ (82,250)	\$ (82,250)	\$ (83,000)
Total Equipment Mte. Expenditures	\$ 464,353	\$ 552,925	\$ 610,452	\$ 584,531	\$ 629,289

BUDGETARY COMMENT

A portion of vehicle maintenance costs is distributed to other programs. The distributed vehicle cost estimates for 2012 are:

Fund - Acct.			2011	2012
No.	Program	Vehicles	Distribution	Distribution
01-102	Administration	4	\$ 9,794	\$ 9,884
01-201	Police	20	48,968	49,419
01-301	Comm. Development	2	4,897	4,942
01-415	Parks Maintenance	Mowing Equip.	5,300	5,350
01-501	Recreation	1	2,448	2,471
50-425	Sanitary Sewer Fund	3	7,345	7,413
52-415	Boyce Mayview RAD	1	2,448	2,471
52-415	Boyce Mayview RAD	Mowing Equip.	1,050	1,050
Total Vehicle Distribution			\$ 82,250	\$ 83,000

The undistributed portion of the Equipment Maintenance budget of \$629,289 represents an estimate of the vehicle maintenance and operation costs associated with all other Public Works programs. Funds requested for Equipment Maintenance are \$18,837 more than appropriated in 2011.

**GOLF COURSE
MAINTENANCE**

GENERAL FUND
PUBLIC WORKS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Golf Course Maintenance Expenditures					
Personal Services	\$ 41,668	\$ 48,935	\$ 46,171	\$ 47,351	\$ 50,865
Contractual Services	1,073	12,406	1,500	13,020	13,300
Commodities	29,720	32,584	38,500	29,500	38,500
Total Golf Course Mte. Expenditures	\$ 72,461	\$ 93,925	\$ 86,171	\$ 89,871	\$ 102,665

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 \$8,000 in revenue in 2012. This revenue represents 7.8% of the direct operating costs.

Golf Course Maintenance Expenditures 01-40-413-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 21,212	\$ 23,570	\$ 22,290	\$ 22,500	\$ 25,360
110 Overtime Wages	155	388	500	400	500
120 Part-Time Wages	568	72	500	-	500
198 Social Security Expense	1,636	1,774	1,782	1,752	2,017
199 Overhead Distribution	18,097	23,131	21,099	22,699	22,488
Total Personal Services	\$ 41,668	\$ 48,935	\$ 46,171	\$ 47,351	\$ 50,865
Contractual Services					
240 Water and Sewerage	\$ 1,012	\$ 12,345	\$ 1,400	\$ 13,000	\$ 13,250
242 Electricity	61	61	100	20	50
Total Contractual Services	\$ 1,073	\$ 12,406	\$ 1,500	\$ 13,020	\$ 13,300
Commodities					
315 Construction Supplies	\$ 3,009	\$ 1,708	\$ 5,000	\$ 3,000	\$ 5,000
327 Botanical Supplies	26,694	30,655	32,000	25,000	32,000
328 Park Maintenance Supplies	17	221	1,500	1,500	1,500
Total Commodities	\$ 29,720	\$ 32,584	\$ 38,500	\$ 29,500	\$ 38,500
Total Golf Course Mte. Expenditures	\$ 72,461	\$ 93,925	\$ 86,171	\$ 89,871	\$ 102,665

BUDGETARY COMMENT

Funds requested for Golf Course Maintenance in 2012 are \$16,494 more than 2011.

**TENNIS COURT MAINTENANCE
& SUPERVISION**

GENERAL FUND
PUBLIC WORKS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Tennis Court Mte. Expenditures					
Personal Services	\$ 53,419	\$ 45,714	\$ 57,915	\$ 52,780	\$ 56,242
Contractual Services	917	2,831	3,200	2,875	3,175
Commodities	5,995	6,391	10,500	7,100	10,500
Total Tennis Court Mte. Expenditures	\$ 60,331	\$ 54,936	\$ 71,615	\$ 62,755	\$ 69,917

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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 17,106	\$ 12,951	\$ 17,985	\$ 16,000	\$ 17,955
110 Overtime Wages	712	37	1,000	100	500
120 Part-Time Wages	18,261	17,685	19,000	18,000	19,000
198 Social Security Expense	2,745	2,332	2,906	2,609	2,865
199 Overhead Distribution	14,595	12,709	17,024	16,071	15,922
Total Personal Services	\$ 53,419	\$ 45,714	\$ 57,915	\$ 52,780	\$ 56,242

**TENNIS COURT MAINTENANCE
& SUPERVISION**

**GENERAL FUND
PUBLIC WORKS**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Contractual Services					
241 Natural Gas	\$ 845	\$ 2,052	\$ 2,500	\$ 2,200	\$ 2,500
243 Telephone	72	72	100	75	75
290 Other Contractual Services	-	707	600	600	600
Total Contractual Services	\$ 917	\$ 2,831	\$ 3,200	\$ 2,875	\$ 3,175
Commodities					
326 Tennis Court Supplies	\$ 15	\$ -	\$ 500	\$ 100	\$ 500
328 Park Maintenance Supplies	5,980	6,391	10,000	7,000	10,000
Total Commodities	\$ 5,995	\$ 6,391	\$ 10,500	\$ 7,100	\$ 10,500
Total Tennis Court Mte. Expenditures	\$ 60,331	\$ 54,936	\$ 71,615	\$ 62,755	\$ 69,917

BUDGETARY COMMENT

Funds requested for Tennis Court Maintenance and Supervision are \$1,698 less than requested in 2011.



PARKS MAINTENANCE

GENERAL FUND
PUBLIC WORKS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Parks Maintenance Expenditures					
Personal Services	\$ 554,829	\$ 486,108	\$ 542,915	\$ 546,856	\$ 580,590
Contractual Services	107,568	103,874	137,150	85,200	110,600
Commodities	53,389	53,385	99,000	78,500	101,000
Distributed Costs	5,207	5,250	5,300	5,300	5,350
Total Parks Maintenance Expenditures	\$ 720,993	\$ 648,617	\$ 784,365	\$ 715,856	\$ 797,540

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	Byrnewick 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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 268,273	\$ 222,392	\$ 249,203	\$ 245,000	\$ 275,712
110 Overtime Wages	1,561	1,603	4,000	1,750	4,000
120 Part-Time Wages	33,217	25,046	32,000	32,000	32,500
198 Social Security Expense	22,897	18,820	21,818	21,324	23,884
199 Overhead Distribution	228,881	218,247	235,894	246,782	244,494
Total Personal Services	\$ 554,829	\$ 486,108	\$ 542,915	\$ 546,856	\$ 580,590
Contractual Services					
240 Water and Sewerage	\$ 23,557	\$ 29,061	\$ 32,000	\$ 31,000	\$ 32,500
241 Natural Gas	2,833	2,807	4,150	3,200	4,100
242 Electricity	11,916	11,841	15,000	11,000	14,000
290 Other Contractual Services	52,699	42,403	56,000	15,000	30,000
299 Annual Park Maintenance Prog.	16,563	17,762	30,000	25,000	30,000
Total Contractual Services	\$ 107,568	\$ 103,874	\$ 137,150	\$ 85,200	\$ 110,600
Commodities					
315 Construction Supplies	\$ 7,113	\$ 1,358	\$ 30,000	\$ 20,000	\$ 30,000
327 Botanical Supplies	27,856	22,317	40,000	30,000	40,000
328 Park Maintenance Supplies	6,895	12,419	13,000	13,000	13,500
342 Mechanical Equipment & Supplies	8,445	12,956	10,500	10,500	11,000
343 Tools & Equipment	2,488	3,518	3,500	4,000	4,500
390 Other Supplies	592	817	2,000	1,000	2,000
Total Commodities	\$ 53,389	\$ 53,385	\$ 99,000	\$ 78,500	\$ 101,000
Distributed Costs					
601 Dist. Vehicle Costs	\$ 5,207	\$ 5,250	\$ 5,300	\$ 5,300	\$ 5,350
Total Distributed Costs	\$ 5,207	\$ 5,250	\$ 5,300	\$ 5,300	\$ 5,350
Total Parks Maintenance Expenditures	\$ 720,993	\$ 648,617	\$ 784,365	\$ 715,856	\$ 797,540

BUDGETARY COMMENT

Funds requested for Parks Maintenance in 2012 are \$13,175 more than appropriated in 2011 due to the work force allocation planned for 2012.

FORESTRY

GENERAL FUND
PUBLIC WORKS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Forestry Expenditures					
Personal Services	\$ 32,644	\$ 52,327	\$ 42,691	\$ 87,679	\$ 93,268
Contractual Services	14,660	30,938	35,000	30,000	35,000
Commodities	6,686	872	6,000	4,000	6,000
Total Forestry Expenditures	\$ 53,990	\$ 84,137	\$ 83,691	\$ 121,679	\$ 134,268

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 and insect control
- Tree planting on all Township properties
- Township right-of-way maintenance program
- Township sight distance program
- Stump removal
- All contracted tree trimming and maintenance

Forestry Expenditures 01-40-416-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 16,362	\$ 23,239	\$ 19,133	\$ 40,000	\$ 45,039
110 Overtime Wages	585	4,042	2,200	3,500	3,000
120 Part Time Wages	431	184	1,500	500	1,500
198 Social Security Expense	1,306	2,056	1,747	3,366	3,790
199 Overhead Distribution	13,960	22,806	18,111	40,313	39,939
Total Personal Services	\$ 32,644	\$ 52,327	\$ 42,691	\$ 87,679	\$ 93,268
Contractual Services					
290 Other Contractual Services	\$ 14,660	\$ 30,938	\$ 35,000	\$ 30,000	\$ 35,000
Total Contractual Services	\$ 14,660	\$ 30,938	\$ 35,000	\$ 30,000	\$ 35,000

FORESTRY**GENERAL FUND
PUBLIC WORKS**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Commodities					
327 Botanical Supplies*	\$ 5,876	\$ 651	\$ 4,000	\$ 2,500	\$ 4,000
390 Other Supplies**	810	221	2,000	1,500	2,000
Total Commodities	<u>\$ 6,686</u>	<u>\$ 872</u>	<u>\$ 6,000</u>	<u>\$ 4,000</u>	<u>\$ 6,000</u>
Total Forestry	<u>\$ 53,990</u>	<u>\$ 84,137</u>	<u>\$ 83,691</u>	<u>\$ 121,679</u>	<u>\$ 134,268</u>

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

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

BUDGETARY COMMENT

Funds requested for Forestry in 2012 are \$50,577 more than those appropriated in 2011 due to the work force allocation planned for 2012.

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**SCHOOL GROUNDS
MAINTENANCE**

GENERAL FUND
PUBLIC WORKS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
School Grounds Mte. Expenditures					
Personal Services	\$ 389	\$ 80	\$ -	\$ 417	\$ -
Total School Grounds Mte. Expenditures	\$ 389	\$ 80	\$ -	\$ 417	\$ -

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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 145	\$ 71	\$ -	\$ 295	\$ -
110 Overtime Wages	217	3	-	92	-
198 Social Security Expense	27	6	-	30	-
Total Personal Services	\$ 389	\$ 80	\$ -	\$ 417	\$ -
Total School Grounds Mte. Expenditures	\$ 389	\$ 80	\$ -	\$ 417	\$ -

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>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Force Work Projects Expenditures					
Personal Services	\$ 6,405	\$ 13,920	\$ 28,432	\$ 10,592	\$ 13,106
Contractual Services	910	-	2,500	2,000	2,500
Commodities	-	2,840	7,000	5,000	7,000
Total Force Work Projects Expenditures	\$ 7,315	\$ 16,760	\$ 37,932	\$ 17,592	\$ 22,606

FORCE WORK PROJECTS OVERVIEW

The purpose of this account is to collect labor costs associated with a number of projects planned for 2012 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>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Personal Services					
101 Full-Time Wages	\$ 3,278	\$ 5,910	\$ 12,723	\$ 5,000	\$ 5,579
110 Overtime Wages	79	56	1,000	100	1,000
120 Part Time Wages	-	1,587	1,500	100	1,000
198 Social Security Expense	251	567	1,165	398	580
199 Overhead Distribution	2,797	5,800	12,044	4,994	4,947
Total Personal Services	\$ 6,405	\$ 13,920	\$ 28,432	\$ 10,592	\$ 13,106
Contractual Services					
290 Other Contractual Services	\$ 910	\$ -	\$ 2,500	\$ 2,000	\$ 2,500
Total Contractual Services	\$ 910	\$ -	\$ 2,500	\$ 2,000	\$ 2,500
Commodities					
390 Other Supplies	\$ -	\$ 2,840	\$ 7,000	\$ 5,000	\$ 7,000
Total Commodities	\$ -	\$ 2,840	\$ 7,000	\$ 5,000	\$ 7,000
Total Force Work Projects Expenditures	\$ 7,315	\$ 16,760	\$ 37,932	\$ 17,592	\$ 22,606

BUDGETARY COMMENT

This program provides an appropriation for labor expenses and equipment rental. Funds requested for Force Work Projects in 2012 are \$15,326 less than those appropriated in 2011 due to the workforce allocation planned for 2012.

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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
101 Full-Time Wages	\$ 230,102	\$ 262,950	\$ 213,004	\$ 220,064	\$ 222,463
112 Craft Wages	15,117	13,695	15,500	14,500	15,500
162 Group Life Insurance	10,736	10,292	11,090	11,185	11,219
163 Medical Insurance	289,362	337,645	369,053	375,000	351,827
164 Workers' Compensation	107,300	138,738	135,268	127,393	116,505
166 Pension Costs	139,196	138,527	207,886	207,990	224,409
167 Long-term Disability Insurance	10,217	10,048	10,235	10,450	10,451
198 Social Security Expense	20,204	21,806	17,481	17,944	18,204
262 Uniform Reimbursement	25,162	27,636	28,000	28,000	28,500
199 Less: Dist. Operating Costs	(847,396)	(961,337)	(1,007,517)	(1,012,526)	(999,078)
Total Public Works Overhead Distribution	\$ -	\$ -	\$ -	\$ -	\$ -

In 2012, the total overhead Fringe Benefit expense estimate of \$999,078 is distributed to the Public Works departments based on actual costs. The distribution is as follows:

Fund-Acct. No.	2011 Distribution	2012 Distribution
01-401 Public Works Administration	\$ 104,570	\$ 99,540
01-403 Civic Activities	4,994	4,947
01-404 Snow and Ice Control	45,307	44,887
01-405 Storm Sewer Maintenance	38,316	37,961
01-406 Traffic Safety	18,159	17,991
01-408 Street Maintenance	90,614	89,774
01-411 Building Maintenance	130,927	129,713
01-412 Equipment Maintenance	117,853	116,760
01-413 Golf Course Maintenance	22,699	22,488
01-414 Tennis Court Maintenance	16,071	15,922
01-415 Parks Maintenance	246,782	244,494
01-416 Forestry	40,313	39,939
01-418 Force Work Projects	4,994	4,947
50-425 Sanitary Sewer Fund	20,157	19,970
52-102 Boyce Mayview Park RAD Fund	110,770	109,745
Total Distributed Amount	\$ 1,012,526	\$ 999,078

GENERAL FUND

RECREATION

SUMMARY

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Recreation Expenditures					
Personal Services	\$ 179,611	\$ 188,320	\$ 198,558	\$ 202,964	\$ 211,431
Contractual Services	174,118	164,364	195,432	167,210	191,412
Commodities	45,795	43,389	52,625	46,706	53,175
Distributed Costs	14,986	32,045	20,460	16,510	21,182
Total Recreation Expenditures	\$ 414,510	\$ 428,118	\$ 467,075	\$ 433,390	\$ 477,200

RECREATION AND LEISURE SERVICES OVERVIEW

The Department of Recreation and Leisure Services is responsible for the recreational programming, playground enhancements, park planning, facility management, athletic field management, community group management as well as community outreach for more than 19,000 residents. As the steward of these valuable community assets, the Department maintains these properties/organizations to protect the public investment and to provide safe, fun, 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) serving 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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 48,133	\$ 49,337	\$ 50,487	\$ 50,521	\$ 51,826
110 Overtime Wages	593	94	100	-	-
120 Part-Time Wages	104,037	107,661	112,500	116,640	123,400
162 Group Life Insurance	510	541	568	572	584
163 Medical Insurance	10,171	9,712	9,700	10,000	9,238
164 Workers' Compensation	311	4,723	8,271	7,789	8,219
166 Pension Costs	3,318	3,416	3,522	3,714	3,816
167 Long-term Disability Insurance	319	331	332	341	341
168 Post Retirement Plan	600	600	600	600	600
198 Social Security Expense	11,619	11,905	12,478	12,787	13,407
Total Personal Services	\$ 179,611	\$ 188,320	\$ 198,558	\$ 202,964	\$ 211,431
Contractual Services					
213 Professional Services-Pathfinder	\$ 875	\$ -	\$ 600	\$ -	\$ -
220 Liability Insurance	21,511	20,472	19,982	19,948	20,112
230 Association Dues	320	85	450	350	400
231 Travel & Conference Expense	663	968	1,000	950	1,500
241 Natural Gas	50,788	46,949	60,000	48,000	55,000
242 Electricity	22,372	23,402	25,000	23,000	25,000
261 Rental Charges-Transportation	1,119	1,000	1,000	1,000	1,000
264 Rental Charges-Facilities	-	3,560	2,500	2,712	3,000
275 Printing & Duplicating	20,607	11,132	16,100	11,000	15,100
278 Postage	3,357	2,150	2,500	2,500	2,750
279 Self Supporting Programs	9,163	20,176	17,000	16,500	17,500
290 Other Contractual Services	43,343	34,470	49,300	41,250	50,050
Total Contractual Services	\$ 174,118	\$ 164,364	\$ 195,432	\$ 167,210	\$ 191,412

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES

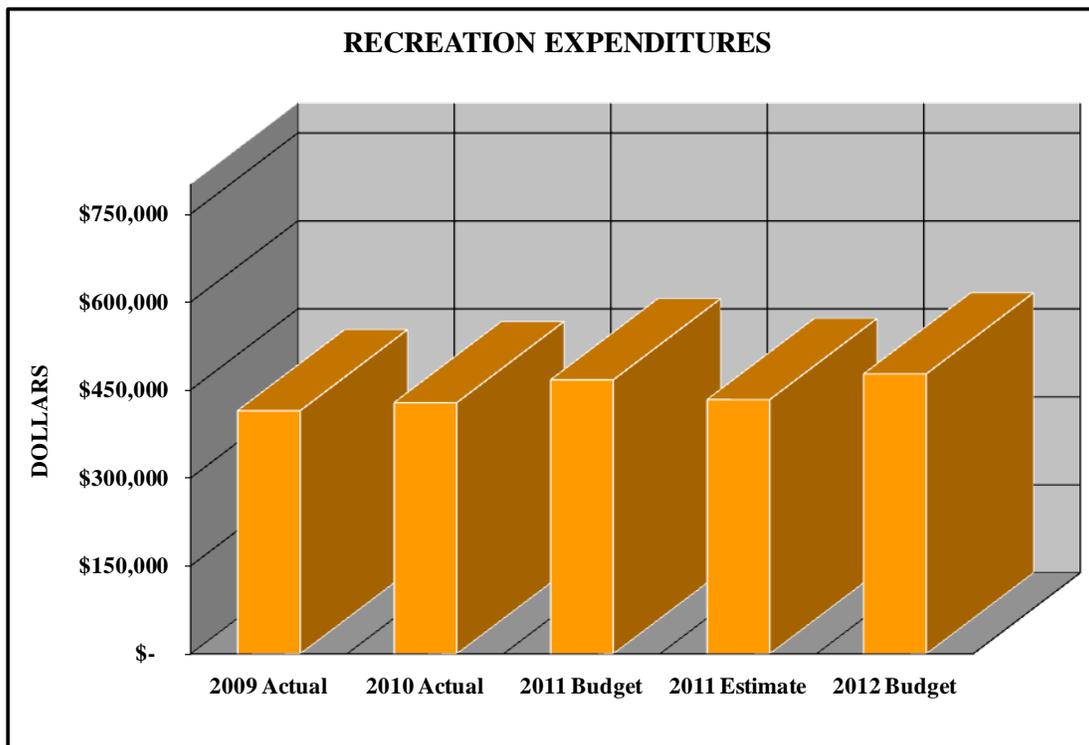


DEPARTMENT EXPENDITURES (Continued)

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Commodities					
301 Expendable Office Supplies	\$ 2,628	\$ 2,434	\$ 3,000	\$ 2,500	\$ 3,000
302 Books & Subscriptions	80	-	150	-	-
326 Recreation Supplies	43,072	40,551	48,725	43,956	49,425
328 Parks Maintenance Supplies	-	-	500	-	500
390 Other Supplies	15	404	250	250	250
Total Commodities	\$ 45,795	\$ 43,389	\$ 52,625	\$ 46,706	\$ 53,175
Distributed Costs					
601 Dist. Vehicle Costs	\$ -	\$ 2,444	\$ 2,448	\$ 2,448	\$ 2,471
602 Dist. Data Processing Costs	14,986	29,601	18,012	14,062	18,711
Total Distributed Costs	\$ 14,986	\$ 32,045	\$ 20,460	\$ 16,510	\$ 21,182
Total Recreation Expenditures	\$ 414,510	\$ 428,118	\$ 467,075	\$ 433,390	\$ 477,200

BUDGETARY COMMENT

Funds requested for Recreation in 2012 are \$10,125 or 2.2% more than appropriated in 2011.





* Average Annual Cost Increase Rate - 1.90%

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*		\$36,354
How many real estate tax mills?	0.01	\$16,858
Earned Income Tax per \$100?	\$ 0.22	\$16,323
Percentage of Other Taxes?	0.02%	\$3,173

*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>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 74,523	\$ 74,731	\$ 79,603	\$ 81,193	\$ 82,895
Contractual Services	47,198	35,413	40,432	35,498	41,012
Commodities	3,623	3,214	4,900	3,750	4,750
Distributed Costs	14,986	32,045	20,460	16,510	21,182
Total Administration Expenditures	\$ 140,330	\$ 145,403	\$ 145,395	\$ 136,951	\$ 149,839

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.

2011 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 and the Boyce Mayview Park Barn.
- Continued two large special events: “*Bounty at Boyce Mayview*” and “*The Chili Golf Classic*”

2012 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

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 2011, 2,496 participants have registered into 172 program offerings
- \$359,700 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	2010	Oct-11
All Programs				
Total Participants	3,928	3,028	3,101	2,496
Total Program Offerings	127	150	147	172
Permits for Meeting Rooms	410	287	630	724
Permits for Fields	39	64	52	52
Permits for Pavilions	n/a	6	11	23
Program Participants				
Football Training	152	147	135	125
Aerobics/Dance & Exercise Classes	922	577	298	201
Ski Programs	0	0	0	0
Soccer Programs	107	75	96	72
Summer Playground & Cultural Arts	571	468	471	583
Swim Program	279	52		
Golf Lesson	81	69	69	46
Summer Music	92	90	75	70
Tennis Bubble/Paddle Tennis	93	133	132	135
Miscellaneous Self-Supporting	725	570	583	709
Youth Basketball	824	791	784	135 summer
Instructional Baseball	58	56	58	41
Other Program Statistics				
Softball Programs	24 Teams	18 Teams	20 Teams	19 Teams
Older Adults	2,391 Meals	2,342 Meals	2,245 Meals	1,829 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

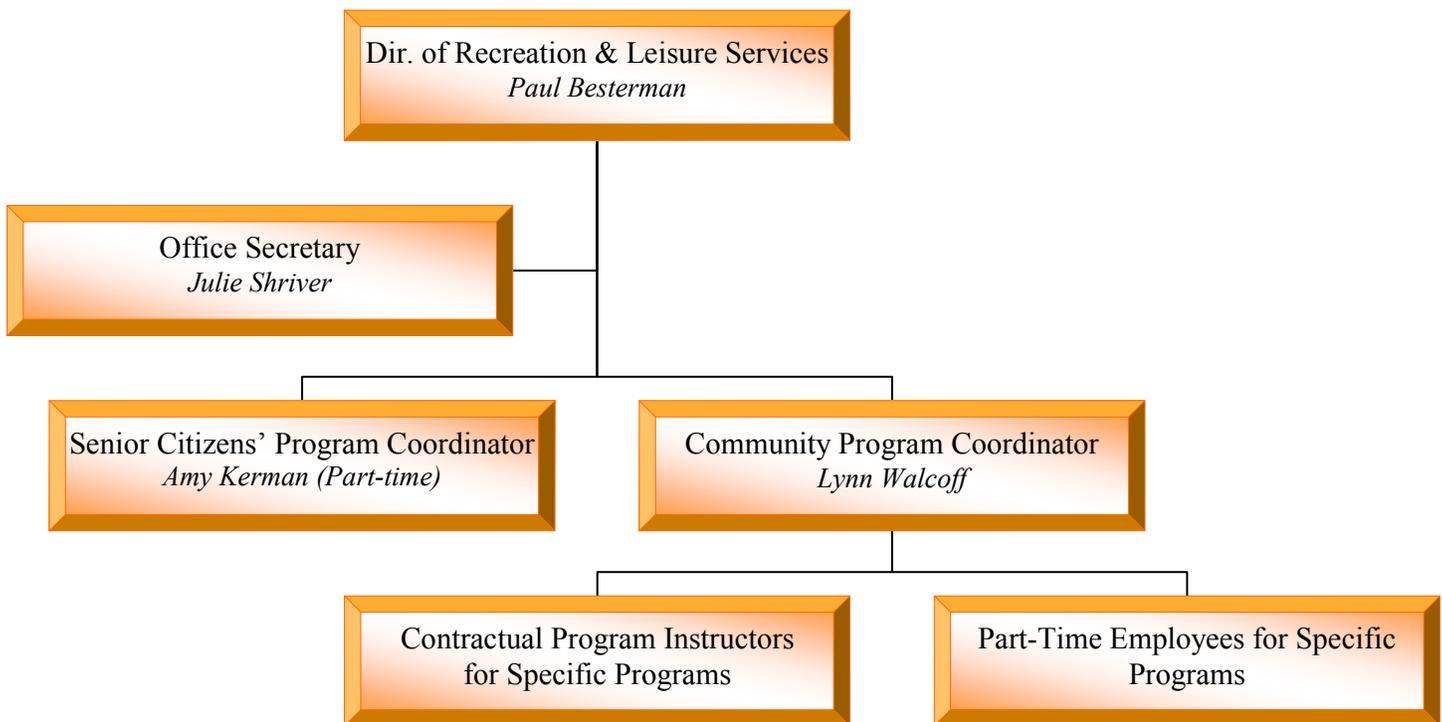
The following is a list of Community Organizations that the Department of Recreation and Leisure Services assisted in coordination so far during 2011. Through October 2011, 799 permits for Township meeting rooms and fields were issued.

- 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 2012 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2012 Positions
Director of Recreation and Leisure Services	4	\$63,251	\$88,549	1
Community Program Coordinator	7	\$34,833	\$48,764	1
Office Secretary	8	\$23,222	\$40,637	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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 48,133	\$ 49,337	\$ 50,487	\$ 50,521	\$ 51,826
110 Overtime Wages	593	94	100	-	-
120 Part-Time Wages	6,417	2,144	2,000	3,522	4,000
162 Group Life Insurance	510	541	568	572	584
163 Medical Insurance	10,171	9,712	9,700	10,000	9,238
164 Workers' Compensation	311	4,723	8,271	7,789	8,219
166 Pension Costs	3,318	3,416	3,522	3,714	3,816
167 Long-term Disability Insurance	319	331	332	341	341
168 Post Retirement Plan	600	600	600	600	600
198 Social Security Expense	4,151	3,833	4,023	4,134	4,271
Total Personal Services	\$ 74,523	\$ 74,731	\$ 79,603	\$ 81,193	\$ 82,895
Contractual Services					
220 Liability Insurance	\$ 21,511	\$ 20,472	\$ 19,982	\$ 19,948	\$ 20,112
230 Association Dues	320	85	450	350	400
231 Travel & Conference Expense	663	968	1,000	950	1,500
275 Printing & Duplicating	20,607	11,132	16,000	11,000	15,000
278 Postage	3,357	2,150	2,500	2,500	2,750
290 Other Contractual Services	740	606	500	750	1,250
Total Contractual Services	\$ 47,198	\$ 35,413	\$ 40,432	\$ 35,498	\$ 41,012
Commodities					
301 Expendable Office Supplies	\$ 2,628	\$ 2,434	\$ 3,000	\$ 2,500	\$ 3,000
302 Books & Subscriptions	80	-	150	-	-
326 Recreation Supplies	900	376	1,500	1,000	1,500
390 Other Supplies	15	404	250	250	250
Total Commodities	\$ 3,623	\$ 3,214	\$ 4,900	\$ 3,750	\$ 4,750
Distributed Costs					
601 Dist. Vehicle Costs	\$ -	\$ 2,444	\$ 2,448	\$ 2,448	\$ 2,471
602 Dist. Data Processing Costs	14,986	29,601	18,012	14,062	18,711
Total Distributed Costs	\$ 14,986	\$ 32,045	\$ 20,460	\$ 16,510	\$ 21,182
Total Administration Expenditures	\$ 140,330	\$ 145,403	\$ 145,395	\$ 136,951	\$ 149,839

BUDGETARY COMMENT

Funds for Recreation Administration have been increased by \$4,444 due to an increase in personnel and contractual costs.

GENERAL FUND

RECREATION

PROGRAM SUMMARY

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Program Expenditures					
Personal Services	\$ 105,088	\$ 113,589	\$ 118,955	\$ 121,771	\$ 128,536
Contractual Services	126,920	128,951	155,000	131,712	150,400
Commodities	42,172	40,175	47,725	42,956	48,425
Total Program Expenditures	\$ 274,180	\$ 282,715	\$ 321,680	\$ 296,439	\$ 327,361

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 2012 are \$327,361. Anticipated fees generated by these programs are \$330,500. Thus, recreation programs are 100% fee supported.

Program Expenditures 01-50-502-500 TO 01-50-530-500	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ 97,620	\$ 105,517	\$ 110,500	\$ 113,118	\$ 119,400
198 Social Security Expense	7,468	8,072	8,455	8,653	9,136
Total Personal Services	\$ 105,088	\$ 113,589	\$ 118,955	\$ 121,771	\$ 128,536
Contractual Services					
213 Professional Services-Pathfinder	\$ 875	\$ -	\$ 600	\$ -	\$ -
241 Natural Gas	50,788	46,949	60,000	48,000	55,000
242 Electricity	22,372	23,402	25,000	23,000	25,000
260 Rental Charges-Transportation	1,119	1,000	1,000	1,000	1,000
264 Rental Charges-Facilities	-	3,560	2,500	2,712	3,000
275 Printing & Duplicating	-	-	100	-	100
279 Self Supporting Programs	9,163	20,176	17,000	16,500	17,500
290 Other Contractual Services	42,603	33,864	48,800	40,500	48,800
Total Contractual Services	\$ 126,920	\$ 128,951	\$ 155,000	\$ 131,712	\$ 150,400
Commodities					
326 Recreation Supplies	\$ 42,172	\$ 40,175	\$ 47,225	\$ 42,956	\$ 47,925
328 Parks Maintenance Supplies	-	-	500	-	500
Total Commodities	\$ 42,172	\$ 40,175	\$ 47,725	\$ 42,956	\$ 48,425
Total Program Expenditures	\$ 274,180	\$ 282,715	\$ 321,680	\$ 296,439	\$ 327,361

**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 2011, fees ranged from \$60.00 to \$80.00 depending on age.

Football Training Expenditures 01-50-502-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ 8,465	\$ 8,588	\$ 9,500	\$ 9,500	\$ 9,500
198 Social Security Expense	648	657	727	727	727
Total Personal Services	\$ 9,113	\$ 9,245	\$ 10,227	\$ 10,227	\$ 10,227
Commodities					
326 Recreation Supplies	\$ 1,049	\$ 1,661	\$ 1,200	\$ 1,700	\$ 1,700
Total Commodities	\$ 1,049	\$ 1,661	\$ 1,200	\$ 1,700	\$ 1,700
Total Football Training Expenditures	\$ 10,162	\$ 10,906	\$ 11,427	\$ 11,927	\$ 11,927
Estimated Revenue					
002 Football Training	\$ 10,416	\$ 10,200	\$ 10,500	\$ 9,000	\$ 10,500
Percent Fee Supported					88%

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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ 1,120	\$ 3,460	\$ 5,000	\$ 4,500	\$ 5,000
198 Social Security Expense	86	265	383	344	383
Total Personal Services	\$ 1,206	\$ 3,725	\$ 5,383	\$ 4,844	\$ 5,383
Contractual Services					
290 Other Contractual Services	\$ 16,344	\$ 7,220	\$ 10,000	\$ 9,500	\$ 10,000
Total Contractual Services	\$ 16,344	\$ 7,220	\$ 10,000	\$ 9,500	\$ 10,000
Commodities					
326 Recreation Supplies	\$ 21	\$ 162	\$ 700	\$ 500	\$ 700
Total Commodities	\$ 21	\$ 162	\$ 700	\$ 500	\$ 700
Total Aerobics/Dance Class Expenditures	\$ 17,571	\$ 11,107	\$ 16,083	\$ 14,844	\$ 16,083
Estimated Revenue					
003 Aerobics/Dance & Exercise	\$ 25,938	\$ 28,011	\$ 22,000	\$ 24,000	\$ 25,000
Percent Fee Supported					155%

**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 \$60.00.

Soccer Program Expenditures 01-50-507-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ 5,666	\$ 7,731	\$ 7,500	\$ 6,276	\$ 7,500
198 Social Security Expense	433	591	574	480	574
Total Personal Services	\$ 6,099	\$ 8,322	\$ 8,074	\$ 6,756	\$ 8,074
Commodities					
326 Recreation Supplies	\$ 638	\$ -	\$ 1,200	\$ 675	\$ 1,200
Total Commodities	\$ 638	\$ -	\$ 1,200	\$ 675	\$ 1,200
Total Soccer Program Expenditures	\$ 6,737	\$ 8,322	\$ 9,274	\$ 7,431	\$ 9,274
Estimated Revenue					
007 Soccer Programs	\$ 4,280	\$ 5,296	\$ 5,500	\$ 4,320	\$ 5,000
Percent Fee Supported					54%

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 2011, fees were set at \$52.00 to \$62.00 per person.

Softball Programs Expenditures 01-50-508-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Contractual Services					
290 Other Contractual Services	\$ 7,725	\$ 8,366	\$ 10,000	\$ 8,500	\$ 10,000
Total Contractual Services	\$ 7,725	\$ 8,366	\$ 10,000	\$ 8,500	\$ 10,000
Commodities					
326 Recreation Supplies	\$ 2,141	\$ 2,894	\$ 2,500	\$ 2,500	\$ 2,500
Total Commodities	\$ 2,141	\$ 2,894	\$ 2,500	\$ 2,500	\$ 2,500
Total Softball Programs Expenditures	\$ 9,866	\$ 11,260	\$ 12,500	\$ 11,000	\$ 12,500
Estimated Revenue					
008 Softball	\$ 15,664	\$ 18,846	\$ 18,500	\$ 18,000	\$ 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 2011, fees were set at \$83.00 per person (family maximum of \$134.00).

Summer Playground Expenditures 01-50-511-500??-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ 32,304	\$ 37,366	\$ 35,000	\$ 42,000	\$ 42,000
198 Social Security Expense	2,471	2,859	2,678	3,213	3,213
Total Personal Services	\$ 34,775	\$ 40,225	\$ 37,678	\$ 45,213	\$ 45,213
Contractual Services					
213 Professional Services-Pathfinder	\$ 875	\$ -	\$ 600	\$ -	\$ -
290 Other Contractual Services	1,739	158	5,000	1,500	5,000
Total Contractual Services	\$ 2,614	\$ 158	\$ 5,600	\$ 1,500	\$ 5,000
Commodities					
326 Recreation Supplies	\$ 2,226	\$ 2,122	\$ 5,000	\$ 2,500	\$ 5,000
Total Commodities	\$ 2,226	\$ 2,122	\$ 5,000	\$ 2,500	\$ 5,000
Total Summer Playground Expenditures	\$ 39,615	\$ 42,505	\$ 48,278	\$ 49,213	\$ 55,213
Estimated Revenue					
011 Summer Playground & Cultural Art Program	\$ 31,017	\$ 30,349	\$ 35,000	\$ 37,202	\$ 38,000
Percent Fee Supported					69%

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 2012.

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



Older Adults Program Expenditures 01-50-513-500??-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ 12,965	\$ 14,700	\$ 15,000	\$ 14,000	\$ 15,000
198 Social Security Expense	992	1,124	1,148	1,071	1,148
Total Personal Services	\$ 13,957	\$ 15,824	\$ 16,148	\$ 15,071	\$ 16,148
Contractual Services					
260 Rental Charges-Transportation	\$ 1,119	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Total Contractual Services	\$ 1,119	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Commodities					
326 Recreation Supplies	\$ 10,750	\$ 9,205	\$ 9,500	\$ 9,500	\$ 9,750
Total Commodities	\$ 10,750	\$ 9,205	\$ 9,500	\$ 9,500	\$ 9,750
Total Older Adults Program Expenditures	\$ 25,826	\$ 26,029	\$ 26,648	\$ 25,571	\$ 26,898
Estimated Revenue					
013 Older Adults	\$ 2,289	\$ 328	\$ 1,000	\$ 500	\$ 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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ 1,875	\$ -	\$ -	\$ -	\$ -
198 Social Security Expense	143	-	-	-	-
Total Personal Services	\$ 2,018	\$ -	\$ -	\$ -	\$ -
Contractual Services					
264 Rental Charges-Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
290 Other Contractual Services	-	-	-	-	-
Total Contractual Services	\$ -	\$ -	\$ -	\$ -	\$ -
Total Swim Program Expenditures	\$ 2,018	\$ -	\$ -	\$ -	\$ -
Estimate Revenue					
017 Swim Program	\$ 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 2011, fees were set at \$62.00 to \$78.00 for 4 hours of instruction.

Golf Lesson Program Expenditures 01-50-518-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Contractual Services					
290 Other Contractual Services	\$ 3,069	\$ 4,161	\$ 6,000	\$ 5,000	\$ 6,000
Total Contractual Services	\$ 3,069	\$ 4,161	\$ 6,000	\$ 5,000	\$ 6,000
Commodities					
326 Recreation Supplies	\$ -	\$ -	\$ 125	\$ -	\$ 125
Total Commodities	\$ -	\$ -	\$ 125	\$ -	\$ 125
Total Golf Lesson Program Expenditures	\$ 3,069	\$ 4,161	\$ 6,125	\$ 5,000	\$ 6,125
Estimated Revenue					
018 Golf Lesson	\$ 4,172	\$ 10,974	\$ 10,000	\$ 5,000	\$ 7,500
Percent Fee Supported					122%

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 2011, fees were set at \$75.00 to \$100.00.

Summer Music Program Expenditures 01-50-520-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ 5,660	\$ 4,915	\$ 5,900	\$ 4,904	\$ 5,500
198 Social Security Expense	433	376	451	375	421
Total Personal Services	\$ 6,093	\$ 5,291	\$ 6,351	\$ 5,279	\$ 5,921
Commodities					
326 Recreation Supplies	\$ 2,376	\$ 1,624	\$ 2,600	\$ 2,000	\$ 2,600
Total Commodities	\$ 2,376	\$ 1,624	\$ 2,600	\$ 2,000	\$ 2,600
Total Summer Music Prog. Expenditures	\$ 8,469	\$ 6,915	\$ 8,951	\$ 7,279	\$ 8,521
Estimated Revenue					
020 Summer Music Program	\$ 8,188	\$ 6,787	\$ 8,000	\$ 6,700	\$ 7,000
Percent Fee Supported					82%

**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 \$435.00 to \$554.00.

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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ 20,624	\$ 21,048	\$ 23,000	\$ 22,000	\$ 23,000
198 Social Security Expense	1,578	1,610	1,760	1,683	1,760
Total Personal Services	\$ 22,202	\$ 22,658	\$ 24,760	\$ 23,683	\$ 24,760
Contractual Services					
241 Natural Gas	\$ 50,788	\$ 46,949	\$ 60,000	\$ 48,000	\$ 55,000
242 Electricity	22,372	23,402	25,000	23,000	25,000
Total Contractual Services	\$ 73,160	\$ 70,351	\$ 85,000	\$ 71,000	\$ 80,000
Commodities					
328 Parks Maintenance Supplies	\$ -	\$ -	\$ 500	\$ -	\$ 500
Total Commodities	\$ -	\$ -	\$ 500	\$ -	\$ 500
Total Tennis Bubble/Paddle Tennis Exp.	\$ 95,362	\$ 93,009	\$ 110,260	\$ 94,683	\$ 105,260
Estimated Revenue					
021 Tennis Bubble Fees**	\$ 124,684	\$ 123,979	\$ 125,000	\$ 125,000	\$ 125,000
Percent Fee Supported					119%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



MISCELLANEOUS SELF-SUPPORTING PROGRAMS

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

Self Supporting Programs Expenditures 01-50-522-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,500
198 Social Security Expense	-	-	-	191	191
Total Personal Services	\$ -	\$ -	\$ -	\$ 2,691	\$ 2,691
Contractual Services					
279 Self Supporting Programs	\$ 9,163	\$ 20,176	\$ 17,000	\$ 16,500	\$ 17,500
Total Contractual Services	\$ 9,163	\$ 20,176	\$ 17,000	\$ 16,500	\$ 17,500
Total Self Supporting Prog. Expenditures	\$ 9,163	\$ 20,176	\$ 17,000	\$ 19,191	\$ 20,191
Estimated Revenue					
022 Miscellaneous Self Supporting	\$ 24,553	\$ 30,988	\$ 25,000	\$ 40,000	\$ 40,000
Percent Fee Supported					198%

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 \$64.00. In the winter program, up to 140 hours of play and instruction are provided at a fee of \$64.00.

Youth Basketball Expenditures 01-50-523-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ 5,833	\$ 5,507	\$ 5,900	\$ 5,500	\$ 5,900
198 Social Security Expense	446	421	451	421	451
Total Personal Services	\$ 6,279	\$ 5,928	\$ 6,351	\$ 5,921	\$ 6,351
Contractual Services					
264 Rental Charges-Facilities	\$ -	\$ 3,560	\$ 2,500	\$ 2,712	\$ 3,000
290 Other Contractual Services	13,426	13,959	17,500	16,000	17,500
Total Contractual Services	\$ 13,426	\$ 17,519	\$ 20,000	\$ 18,712	\$ 20,500
Commodities					
326 Recreation Supplies	\$ 22,071	\$ 21,993	\$ 23,000	\$ 22,500	\$ 23,000
Total Commodities	\$ 22,071	\$ 21,993	\$ 23,000	\$ 22,500	\$ 23,000
Total Youth Basketball Expenditures	\$ 41,776	\$ 45,440	\$ 49,351	\$ 47,133	\$ 49,851
Estimated Revenue					
023 Youth Basketball	\$ 49,655	\$ 47,433	\$ 53,000	\$ 50,000	\$ 50,000
Percent Fee Supported					100%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



INSTRUCTIONAL BASEBALL

Lessons on the fundamentals of baseball are provided for boys and girls from age six through fifteen. This summer program provides instructions for 56 participants at a fee of \$60.00.

Instructional Baseball Expenditures 01-50-528-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
120 Part-Time Wages	\$ 3,108	\$ 2,202	\$ 3,700	\$ 1,938	\$ 3,500
198 Social Security Expense	238	169	283	148	268
Total Personal Services	\$ 3,346	\$ 2,371	\$ 3,983	\$ 2,086	\$ 3,768
Commodities					
326 Recreation Supplies	\$ 900	\$ 514	\$ 1,000	\$ 1,031	\$ 1,250
Total Commodities	\$ 900	\$ 514	\$ 1,000	\$ 1,031	\$ 1,250
Total Instructional Baseball Expenditures	\$ 4,246	\$ 2,885	\$ 4,983	\$ 3,117	\$ 5,018
Estimated Revenue					
028 Instructional Baseball	\$ 3,192	\$ 3,121	\$ 3,300	\$ 3,000	\$ 3,000
Percent Fee Supported					60%

YOUTH DEVELOPMENT

This budget represents the Teen Center Support for 2012.

Youth Development Expenditures 01-50-530-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 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	\$ -	\$ -	\$ 400	\$ 50	\$ 100
Total Commodities	\$ -	\$ -	\$ 400	\$ 50	\$ 100
Total Youth Development Expenditures	\$ 300	\$ -	\$ 800	\$ 50	\$ 500

GENERAL FUND

LIBRARY

SUMMARY

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Administration Expenditures					
Personal Services	\$ 555,108	\$ 571,152	\$ 636,526	\$ 631,951	\$ 633,595
Contractual Services	8,705	8,604	10,900	8,345	12,900
Commodities	98,280	108,274	108,705	127,098	115,600
Distributed Costs	14,986	14,801	18,012	14,062	18,711
Total Administration Expenditures	\$ 677,079	\$ 702,831	\$ 774,143	\$ 781,456	\$ 780,806

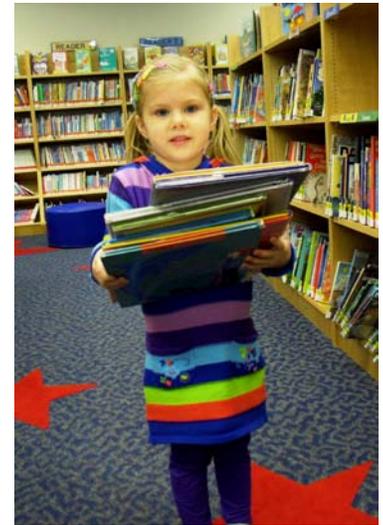
LIBRARY ADMINISTRATION OVERVIEW

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

Library hours are: 9:30 AM to 9 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.

Library Materials

The circulating collection includes approximately 91,000 cataloged items for children, teens and adults. Books, large print materials, magazines, audiovisual items such as videos, DVDs, audiobooks, and music CDs, are available. There are puppets and puzzles for children. Downloadable e-books, e-audio and e-video are also available online with a library card. 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 Services

The Library connects people with information through services such as reader’s advisory assistance, personal reference help answering questions, and staff facilitated interlibrary loans. Internet computers equipped with Microsoft Office products connect users to the world of digital information. The Library is a WiFi hotspot. Both black & white and color printing is possible from library computers and personal laptops connected to the library wireless network. The library computers are equipped with assistive technology software for the handicapped. Magic, a screen enlargement program, enables users to enlarge the screen information up to 20 times the normal display size. JAWS synthesizes speech for “screen reading” to read the screen to the patron who is visually impaired. Multi-language software is also on every desktop, allowing users to both read and write in other languages. Quiet study rooms, photocopiers, and a fax machine are also available in the Library. The Library Multipurpose Room is available for non-profit community group meetings.

DEPARTMENT OVERVIEW (Continued)***Library Programs & Activities***

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

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. USCconnect will deliver library materials to the door of eligible residents who are unable to get to the library.



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

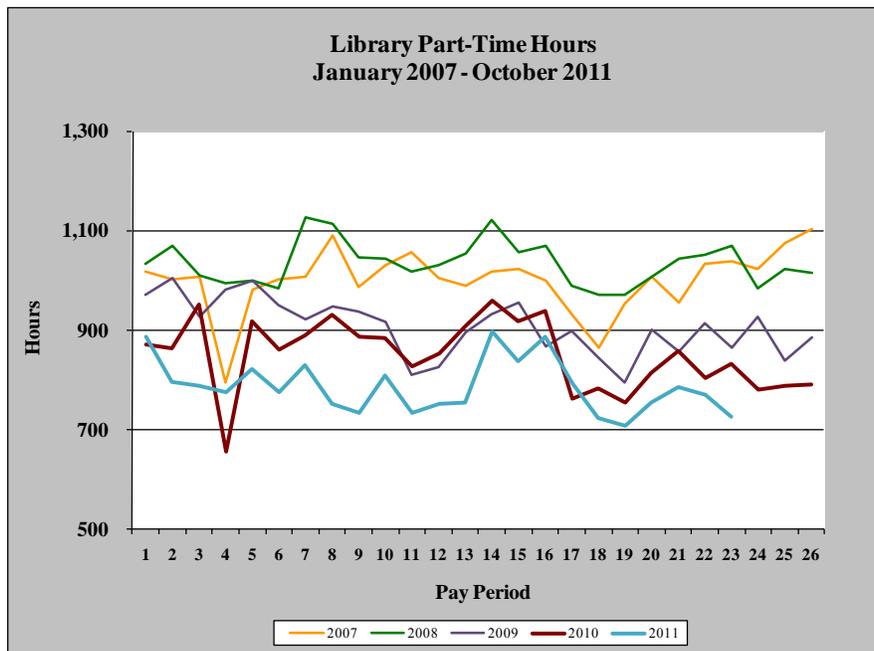
The Library is currently staffed by a Director, eight full-time staff, part-time librarians, library specialists, library assistants, and volunteers. Volunteer work at the library is always available.

2011 DEPARTMENT ACCOMPLISHMENTS

- The Library was awarded the Pennsylvania Library Association 2011 Best Practice in Young Adult Services Award. This statewide award was given to only one library this year.
- The Library was awarded a Pennsylvania Humanities Council grant to present a state sponsored book discussion program, Read About It! Books on Screen. This four part series will run in the spring of 2012.
- Implemented self-checkout stations on both floors of the Library. On average, 60% of our daily transactions are processed through the self-checkout stations. Other county libraries that implemented self checkout at the same time, report less than 15% of their transactions are self-checkout.
- Developed a new summer reading program, "Teen Read," in 2011 which successfully integrated teen reading with teen volunteering.

2011 DEPARTMENT ACCOMPLISHMENTS (Continued)

- Implemented the first phase of the adult floor space redesign, replacing patron Internet stations with tables that double individual workspace.
- Re-cataloged the children’s nonfiction collection using shortened Dewey Decimal numbers. Books are easier to find and shelve.
- Maintained all library hours and services while discontinuing the use of student pages to shelve books. Shelving of all library materials was integrated into the library assistant duties.
- Through pay period 23 of 2011, part-time hours have been further reduced by 8% as compared to the same time period last year. Since 2007, there has been a 20% decrease in part-time hours.



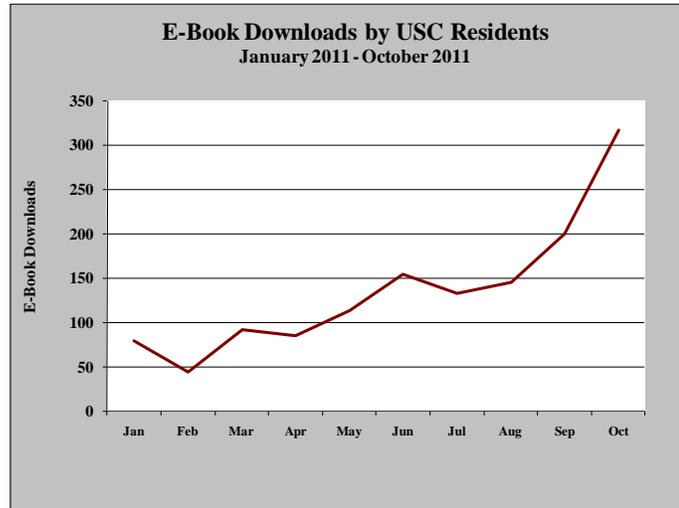
Total Part-Time Hours through PP #23.2011					
Year	2007	2008	2009	2010	2011
Total Hours	22,797	23,870	20,913	19,719	18,084
% Inc/(Dec)		4.7%	(12.4%)	(5.7%)	(8.3%)

2012 DEPARTMENT GOALS AND OBJECTIVES

- Implement phase two of the adult floor space redesign, installing modular units for self-checkouts, returns, and a registration desk.
- Refine current children programs and add additional sessions to increase participation.
- Review all library brochures, publicity, and forms, and develop an identifiable style brand which includes options for both adult and children’s materials.
- Reformat monthly library statistical reports, adding graphics and explanatory material.
- Develop and implement monthly staff training workshops focused on improving patron service skills at all levels.

2012 DEPARTMENT GOALS AND OBJECTIVES (Continued)

- Launch an updated library website with increased usability, interactivity, and access to more online features.
- Gather information on the Upper St. Clair community’s use of new technology, smart phones, tablets, e-readers and other devices so that the library can budget for usage of digital media, downloadable e-books in particular. This year’s statistics on e-book usage indicate a definite upward trend.



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. 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 2009 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	94,307	363,924	19	163,726	511	27
Mt. Lebanon	33,017	65	170,153	590,882	24	438,623	1,358	48
Bethel Park	33,556	65	107,987	368,080	20	222,135	2,276	28
Northern Tier Regional	16,914	62	67,203	273,904	16	156,980	453	18
Peters Township	17,566	65	138,886	413,856	20	235,382	957	34
Moon Township	22,290	56	55,509	228,809	13	120,651	683	20
Shaler North Hills	29,757	64	129,927	452,100	27	230,000	1,322	36

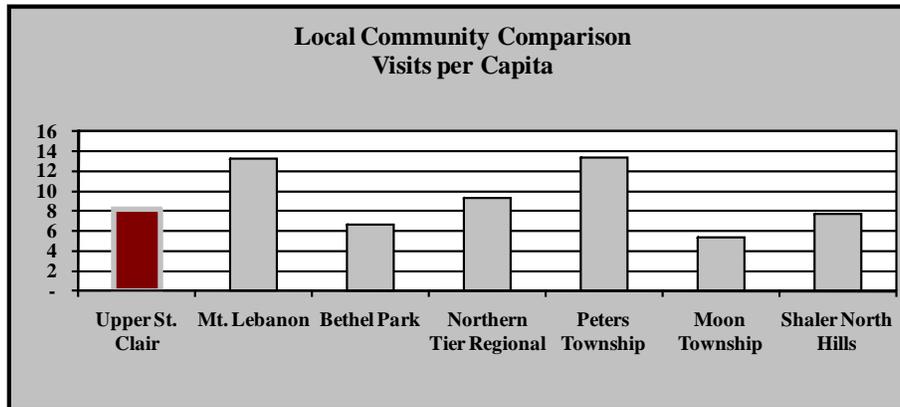
Statistics from the 2009 Institute of Museum and Library Services Public Library Survey

DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

Per Capita Comparisons

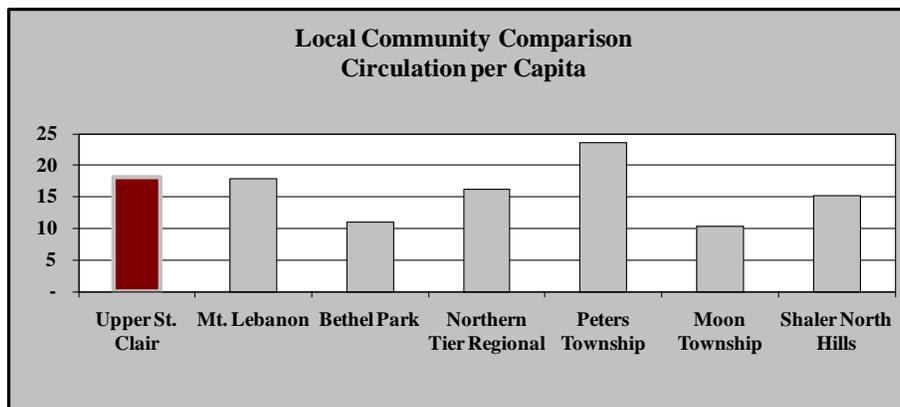
Per capita comparisons with other local libraries indicate the performance of the library relative to the size of the library’s legal service population.

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 is used by the community. Visits per capita captures attendance at programs, computer users, and casual readers as well as serious students.

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

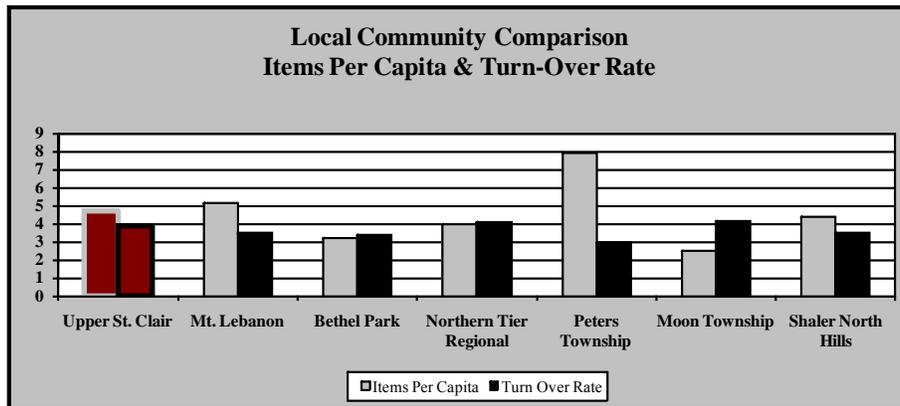


These numbers only document circulation within the library. Not reflected in the chart is the number of items shared through the Inter Library Loan system. In 2010, USC supplied an additional 46,663 items to other libraries for circulation to their patrons.

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 4.7 and the turn-over Rate is 3.9. 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 is reducing our collection size while increasing the turn-over rate, resulting in a more vital and dynamic selection of materials. The results of these efforts will be documented in the 2010 and 2011 statistics as they are verified and become available on the Public Library Survey website.

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:



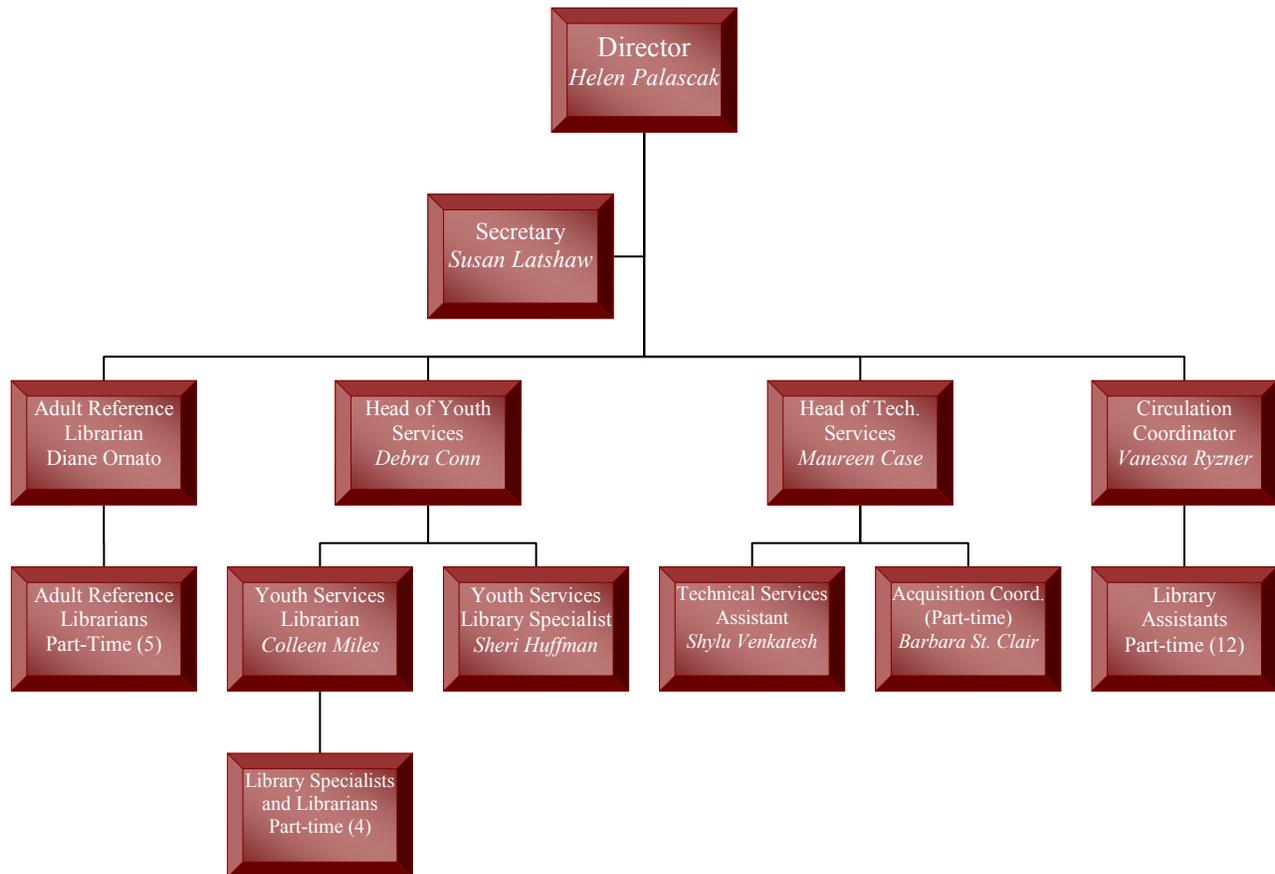
- A wide variety of print and non-print materials for the educational, informational and recreational needs of library patrons
- Access to computer workstations, with Microsoft Office products and Internet access, and wireless access for laptop users
- Information and help for all
- Children’s story-times 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 2012 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2012 Positions
Director of the Library	4	\$63,251	\$88,549	1
Head of Youth Services	6	\$42,495	\$59,494	1
Head of Technical Services	7	\$34,833	\$48,764	1
Youth Services Librarian	7	\$34,833	\$48,764	1
Secretary to the Director of the Library	8	\$23,222	\$40,637	1
Youth Services Library Specialist	8	\$23,222	\$40,637	1
Circulation Coordinator*	8	\$23,222	\$40,637	1
Technical Services Assistant*	8	\$23,222	\$40,637	1
Reference Librarian*	8	\$23,222	\$40,637	1
Total				9

* In 2012, 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 EXPENDITURES

Administration Expenditures 01-60-601-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
101 Full-Time Wages	\$ 199,216	\$ 207,771	\$ 250,852	\$ 250,810	\$ 257,344
120 Part-Time Wages	246,673	239,109	240,000	235,000	236,000
162 Group Life Insurance	1,985	1,931	2,299	2,312	2,335
163 Medical Insurance	56,612	69,417	82,894	84,000	77,284
164 Workers' Compensation	1,921	3,801	5,033	4,740	4,570
166 Pension Costs	11,465	11,848	14,216	14,196	14,592
167 Long-term Disability Insurance	1,358	1,413	1,682	1,729	1,729
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	33,878	33,862	37,550	37,164	37,741
Total Personal Services	\$ 555,108	\$ 571,152	\$ 636,526	\$ 631,951	\$ 633,595
Contractual Services					
230 Association Dues	\$ 1,277	\$ 728	\$ 1,400	\$ 1,225	\$ 1,400
231 Travel & Conference Expense	2,789	2,566	3,600	2,600	6,000
243 Telephone	599	642	800	645	800
250 Repairs & Maintenance- Office Equipment	-	551	500	-	500
275 Printing & Duplicating	2,173	1,965	2,500	2,500	2,750
278 Postage	1,205	1,463	1,400	1,375	1,450
281 Storage Space Rental	662	689	700	-	-
Total Contractual Services	\$ 8,705	\$ 8,604	\$ 10,900	\$ 8,345	\$ 12,900
Commodities					
301 Expendable Office Supplies	\$ 5,748	\$ 7,508	\$ 6,750	\$ 6,500	\$ 6,800
302 Periodicals & Subscriptions	8,722	8,414	7,500	7,400	7,650
310 Adult Books	53,054	55,572	61,005	71,000	59,700
311 Juvenile Books	18,158	12,167	17,000	17,000	17,000
314 Adult Non-Print Materials	9,902	10,690	10,450	16,450	12,000
315 Juvenile Non-Print Materials	(247)	(257)	-	(500)	2,200
320 E-Resources	-	-	-	-	3,500
380 Miscellaneous Supplies	187	106	-	(500)	-
381 Program Expenses	2,756	3,606	3,000	3,500	3,750
382 Library Specific Supplies	-	2,641	3,000	2,700	3,000
400 LSTA Grant Expenses ^	-	7,827	-	3,548	-
Total Commodities	\$ 98,280	\$ 108,274	\$ 108,705	\$ 127,098	\$ 115,600

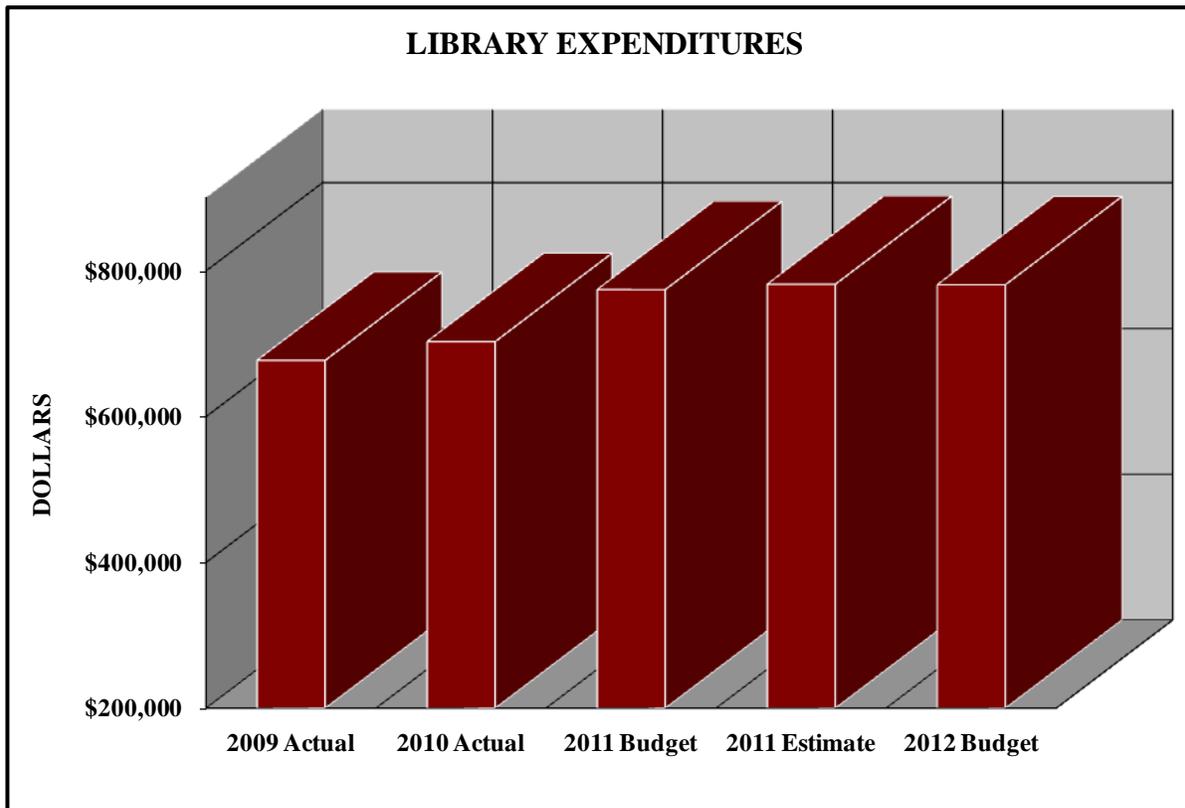
DEPARTMENT EXPENDITURES (Continued)

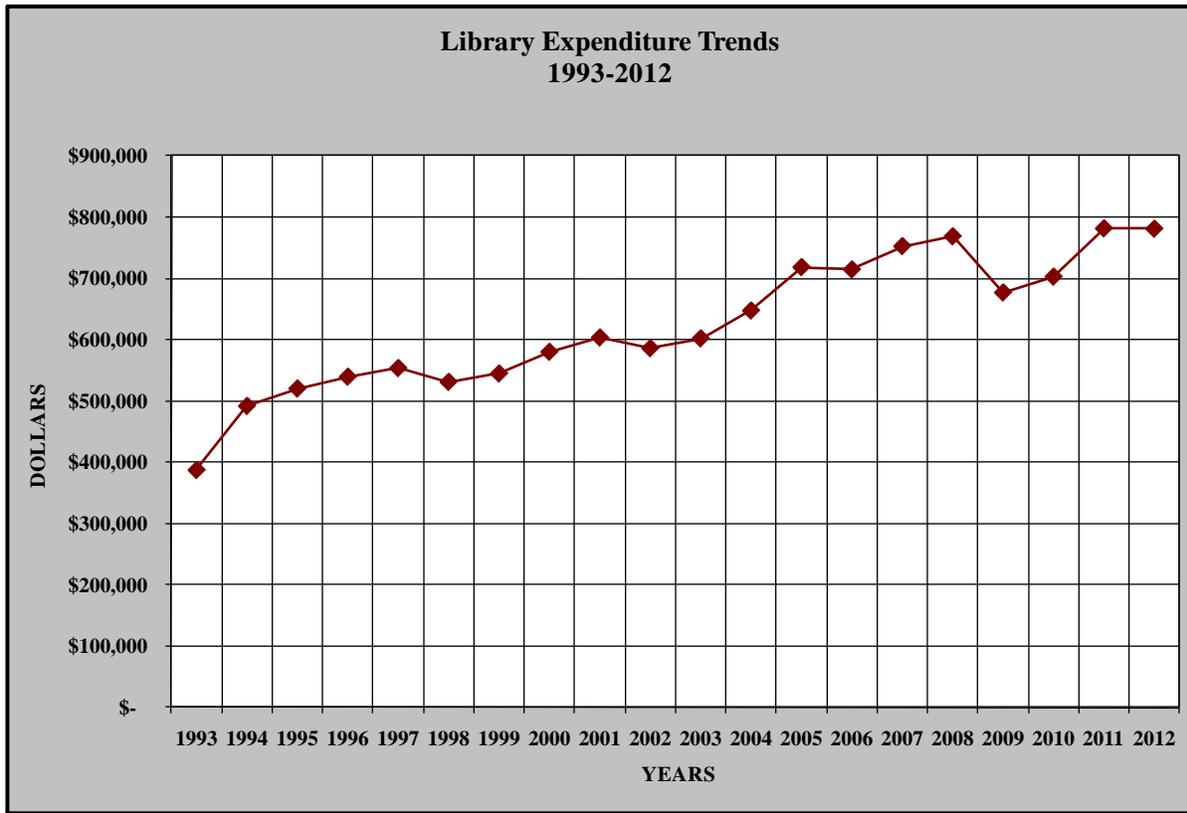
	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Distributed Costs					
602 Dist. Data Processing Costs	\$ 14,986	\$ 14,801	\$ 18,012	\$ 14,062	\$ 18,711
Total Distributed Costs	\$ 14,986	\$ 14,801	\$ 18,012	\$ 14,062	\$ 18,711
Total Administration Expenditures	<u>\$ 677,079</u>	<u>\$ 702,831</u>	<u>\$ 774,143</u>	<u>\$ 781,456</u>	<u>\$ 780,806</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 2012 Budget is \$6,663 or 0.9% more than appropriated in 2011 due to an increase in commodities.





* Average Annual Cost Increase Rate – 3.68%

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*		\$640,080
How many real estate tax mills?	0.18	\$296,824
Earned Income Tax per \$100?	\$ 3.93	\$287,389
Percentage of Other Taxes?	0.34%	\$55,867

*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>2009</u> Actual	<u>2010</u> Actual	<u>2011</u> Budget	<u>2011</u> Estimate	<u>2012</u> Budget
Personal Services	\$ 2,770,832	\$ 3,203,993	\$ 3,776,957	\$ 3,711,246	\$ 3,433,893
Less: Dist. Operating Costs	(2,751,756)	(3,193,211)	(3,766,957)	(3,701,246)	(3,423,893)
Total Personal Services	\$ 19,076	\$ 10,782	\$ 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>2009</u> Actual	<u>2010</u> Actual	<u>2011</u> Budget	<u>2011</u> Estimate	<u>2012</u> Budget
Personal Services					
160 Social Security Expense	\$ 554,277	\$ 582,628	\$ 618,398	\$ 605,485	\$ 642,886
162 Group Life Insurance	51,105	51,844	56,288	55,627	57,505
163 Medical Insurance	1,222,126	1,499,386	1,541,842	1,521,466	1,430,434
164 Workers' Compensation	355,682	480,226	480,208	452,049	408,474
165 Unemployment Compensation	19,076	10,782	10,000	10,000	10,000
166 Pension Costs	528,015	538,119	1,028,094	1,023,985	841,283
167 Long-term Disability Insurance	40,551	41,008	42,127	42,634	43,311
199 Less: Dist. Operating Costs	(2,751,756)	(3,193,211)	(3,766,957)	(3,701,246)	(3,423,893)
Total Personal Services	\$ 19,076	\$ 10,782	\$ 10,000	\$ 10,000	\$ 10,000

BUDGETARY COMMENT

In 2012, the total overhead Fringe Benefit expense is estimated at \$3,423,893 which is a decrease of \$343,064 or 9.1% from the 2011 Budget. The majority of this decrease is due to mandatory pension costs, workers' compensation and medical insurance costs.

**DISTRIBUTED OVERHEAD
& FRINGE BENEFITS**

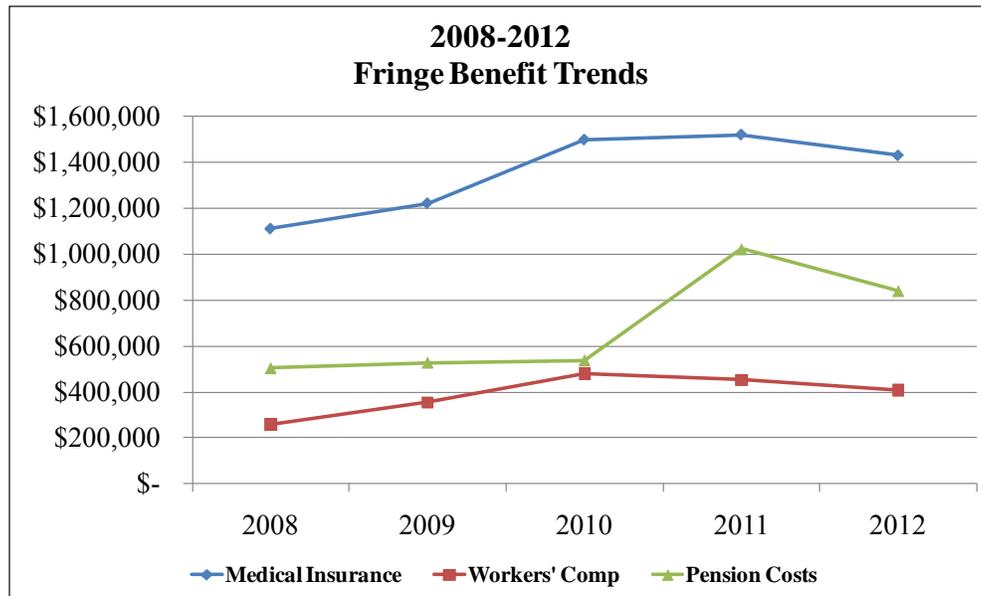
GENERAL FUND
TOWNSHIP WIDE



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	31,525	4,586	82,653	1,896	35,179	2,625
01-103	Finance Office	10,740	1,604	28,830	646	11,943	917
01-104	Tax Collection	2,676	402	5,653	160	3,286	231
01-106	Information Technology	14,057	2,108	59,026	845	13,781	1,157
01-107	Cable Television	3,251	459	13,919	250	3,000	414
01-201	Police	232,142	20,328	462,730	188,012	422,062	17,119
01-202	VFD	-	-	-	21,395	-	-
01-301	Comm. Development	26,546	3,055	52,899	1,815	30,616	2,178
01-501	Recreation - Admin	4,271	584	9,238	8,219	3,816	341
01-502-530	Recreation Programs	9,136	-	-	-	-	-
01-601	Library	37,741	2,335	77,284	4,570	14,592	1,729
01-499	Public Works	129,273	11,219	351,827	116,505	224,409	10,451
01-904	Post Employment Benefits	-	650	82,000	-	-	-
14-601	Library RAD Fund	8,818	861	22,741	1,127	4,528	608
50-425	Sanitary Sewer	14,508	1,882	28,496	884	13,746	1,095
52-102	BM Park RAD Fund	15,402	577	14,220	300	3,774	321
53-501	C&RC Fund	102,157	6,855	138,918	61,850	56,551	4,125
Total Benefits		\$ 642,886	\$ 57,505	\$ 1,430,434	\$ 408,474	\$ 841,283	\$ 43,311

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



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

Medical Insurance

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

Teamsters Local 205 - 10% of any increase in premiums, not to exceed 1% of base pay

Police Officers – 3% of premiums

Police Dispatchers - 25% of any increase in premiums

All other Non-contractual Employees – Hire Date before 2003 = 5% of premiums, otherwise 10% of premiums

Retired Police Officers – Responsible for all premium increases above retirement year premium amount

2012 Budget	
Medical Insurance	
Employee Reimbursements	
Police Officers	\$ 8,448
Non-Contractual Employees	38,482
Teamsters	-
Dispatchers	-
Retired Police Officers	-
Coverage Changes	369
Total Employee Reimbursement	\$ 47,299
Net % of Medical Insurance	3%

Workers' Compensation

The Township belongs to a trust that pools multiple government entities for the administration of workers' compensation insurance. This managed care plan reduces costs, risks, and returns surplus funds to members in the form of annual dividends. Below is a history of the net cost to the Township for workers' compensation.

	2008	2009	2010	2011	2012
Workers' Comp	258,942	355,682	480,226	452,049	408,474
Annual Dividends	(44,288)	(38,596)	(53,077)	(69,449)	(70,000)
Net Workers' Comp	214,654	317,086	427,149	382,600	338,474

Pension Costs

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

	Public Works Employees Pension	Police Pension	Management & Admin Pension	Total
2012 Minimum Municipal Obligation	\$ 235,924	\$ 403,049	\$ 202,310	\$ 841,283
State Pension Grant	(92,512)	(185,024)	(181,720)	(459,256)
Difference - Net Cost to Township	\$ 143,412	\$ 218,025	\$ 20,590	\$ 382,027

DISTRIBUTED INSURANCE

GENERAL FUND
TOWNSHIP WIDE



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Contractual Services	\$ 160,433	\$ 153,168	\$ 150,200	\$ 151,990	\$ 153,040
Less: Dist. Operating Costs	(138,945)	(132,530)	(129,500)	(129,285)	(130,300)
Total Contractual Services	\$ 21,488	\$ 20,638	\$ 20,700	\$ 22,705	\$ 22,740

DISTRIBUTED INSURANCE OVERVIEW

This account represents the Township's cost for General Liability Insurance. In 2012, the total cost will be distributed based on actual costs.

DEPARTMENT EXPENDITURES

Distributed Insurance 01-90-903-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Contractual Services					
199 Less: Dist. Operating Costs	\$ (138,945)	\$ (132,530)	\$ (129,500)	\$ (129,285)	\$ (130,300)
220 Umbrella Policy	7,302	7,394	7,500	10,289	10,300
221 Special Multi-Peril Policy	111,643	110,969	112,000	108,996	110,000
223 Employment Practices Liability	14,548	13,698	13,750	15,765	15,800
224 Pollution Liability	6,940	6,940	6,950	6,940	6,940
295 Brokerage Services	20,000	14,167	10,000	10,000	10,000
Total Contractual Services	\$ 21,488	\$ 20,638	\$ 20,700	\$ 22,705	\$ 22,740

BUDGETARY COMMENT

The 2012 insurance costs will be distributed as follows:

Fund - Acct.		2011 Distribution	2012 Distribution
01-201	Police	\$ 22,734	\$ 22,921
01-301	Comm. Development	18,320	18,471
01-401	Public Works - Admin	28,836	29,074
01-411	Property Damage - Bldg	6,000	6,000
01-501	Recreation	19,948	20,112
53-501	Comm. & Rec. Center	33,447	33,722
	Total Insurance	\$ 129,285	\$ 130,300

**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	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
162 Group Life Insurance	\$ 402	\$ 503	\$ 560	\$ 595	\$ 650
163 Medical Insurance	31,557	45,708	60,500	46,206	62,000
Total Personal Services	\$ 31,959	\$ 46,211	\$ 61,060	\$ 46,801	\$ 62,650
COBRA Insurance Benefits 01-90-905-500???-000	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Personal Services					
163 Medical Insurance	\$ 7,257	\$ 17,363	\$ 16,500	\$ 28,000	\$ 20,000
Total Personal Services	\$ 7,257	\$ 17,363	\$ 16,500	\$ 28,000	\$ 20,000

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

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GENERAL FUND

DEBT SERVICE

DEBT SERVICE

GENERAL FUND
DEBT SERVICE



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Debt Service Expenditures					
Contractual Services	\$ 1,300,871	\$ 1,191,828	\$ 1,745,475	\$ 1,737,244	\$ 1,328,951
Total Debt Service Expenditures	<u>\$ 1,300,871</u>	<u>\$ 1,191,828</u>	<u>\$ 1,745,475</u>	<u>\$ 1,737,244</u>	<u>\$ 1,328,951</u>

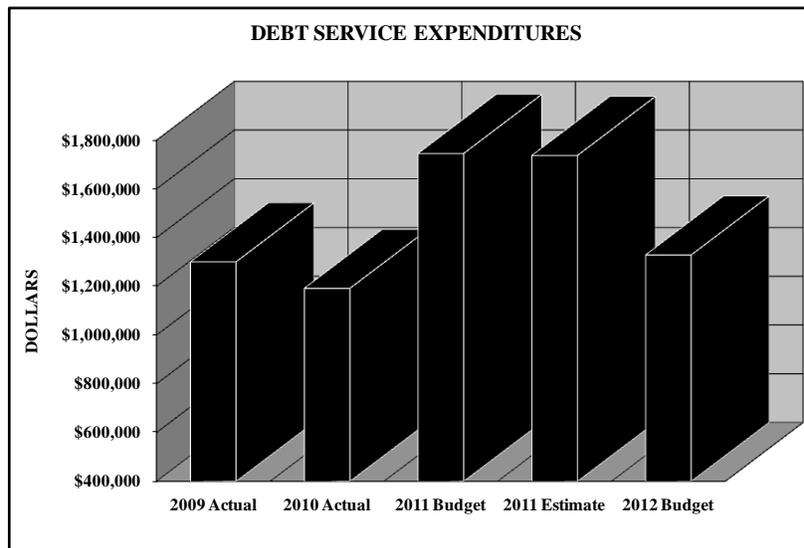
DEBT SERVICE OVERVIEW

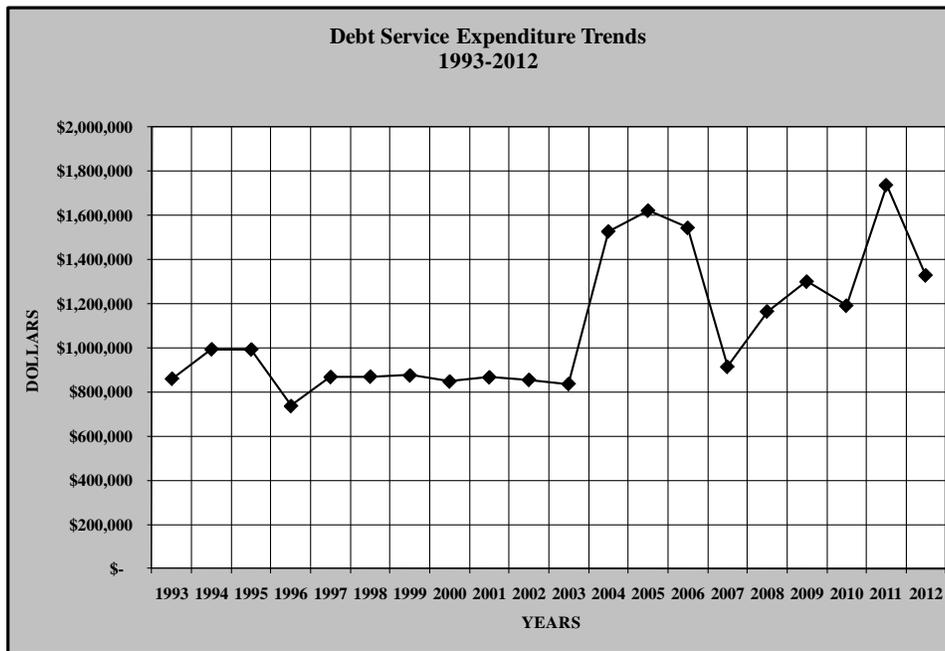
The payments of bond or note obligations that are General Fund specific are provided by this program account. Please refer to the “*Sinking Funds*” section of the budget for a full description of the uses of all Township bonds and notes.

Debt Service Expenditures 01-70-701-500???-000	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Contractual Services					
501 Principal Payment-Gen Oblig Bonds	\$ 434,189	\$ 439,020	\$ 591,974	\$ 591,974	\$ 649,189
502 Principal Payments-Gen Oblig Note	-	-	375,000	375,000	-
511 Interest Payment-Gen Oblig Bonds	866,682	752,808	763,501	759,973	679,762
512 Interest Payments-Gen Oblig Note	-	-	15,000	10,297	-
Total Contractual Services	<u>\$ 1,300,871</u>	<u>\$ 1,191,828</u>	<u>\$ 1,745,475</u>	<u>\$ 1,737,244</u>	<u>\$ 1,328,951</u>
Total Debt Service Expenditures	<u>\$ 1,300,871</u>	<u>\$ 1,191,828</u>	<u>\$ 1,745,475</u>	<u>\$ 1,737,244</u>	<u>\$ 1,328,951</u>

BUDGETARY COMMENT

Funds requested for this program are \$416,524 less than appropriated in 2011. This is mainly due to the Township’s full repayment (\$375,000) of the 2010 General Obligation Note in 2011.





SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*		\$1,328,951
How many real estate tax mills?	0.38	\$616,274
Earned Income Tax per \$100?	\$ 8.16	\$596,684
Percentage of Other Taxes?	0.71%	\$115,993

**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.*

2012 PROJECTED DEBT SERVICE SCHEDULE

I. 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
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
Total		\$ 5,990,000	\$ 3,704,663	\$ 9,694,663

DEBT SERVICE SCHEDULES

**GENERAL FUND
DEBT SERVICE**



2012 PROJECTED DEBT SERVICE SCHEDULE (Continued)

II. 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	
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		\$ 4,525,528	\$ 2,514,763	\$ 145,093	\$ 7,185,384	

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2012, the impact of the variable interest rate on General Fund interest payments is expected to be \$14,770 higher than indicated on the schedule.**

2012 PROJECTED DEBT SERVICE SCHEDULE (Continued)

III. 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
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		\$ 4,080,000	\$ 571,467	\$ 4,651,467

2012 PROJECTED DEBT SERVICE SCHEDULE (Continued)

IV. BONDED INDEBTEDNESS

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

2011 Bond Issue (Taxable Bonds)				
General Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2012	1.250%	\$ 60,000	\$ 2,163	\$ 62,163
2013	1.500%	55,000	1,375	56,375
2014	1.750%	55,000	481	55,481
Total		\$ 170,000	\$ 4,019	\$ 174,019

2011 Bond Issue (Non-Taxable Bonds)				
General Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2012	-	\$ -	\$ 152,963	\$ 152,963
2013	-	-	152,962	152,962
2014	1.000%	5,000	152,938	157,938
2015	1.000%	50,000	152,662	202,662
2016	1.250%	55,000	152,069	207,069
2017	1.500%	55,000	151,312	206,312
2018	1.800%	55,000	150,405	205,405
2019	2.000%	60,000	149,310	209,310
2020	2.250%	65,000	147,979	212,979
2021	2.450%	565,000	140,326	705,326
2022	2.600%	580,000	125,865	705,865
2023	2.750%	590,000	110,213	700,213
2024	3.000%	605,000	93,025	698,025
2025	3.100%	615,000	74,417	689,417
2026	3.200%	635,000	54,725	689,725
2027	3.300%	655,000	33,758	688,758
2028	3.400%	675,000	11,475	686,475
Total		\$ 5,265,000	\$ 2,006,404	\$ 7,271,404

GENERAL FUND

OPERATING TRANSFERS

OPERATING TRANSFERS

GENERAL FUND
OPERATING TRANSFERS



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Operating Transfers Expenditures					
Contractual Services	\$ 2,842,547	\$ 4,554,208	\$ 2,638,349	\$ 3,347,345	\$ 2,950,843
Total Operating Transfers Expenditures	<u>\$ 2,842,547</u>	<u>\$ 4,554,208</u>	<u>\$ 2,638,349</u>	<u>\$ 3,347,345</u>	<u>\$ 2,950,843</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)

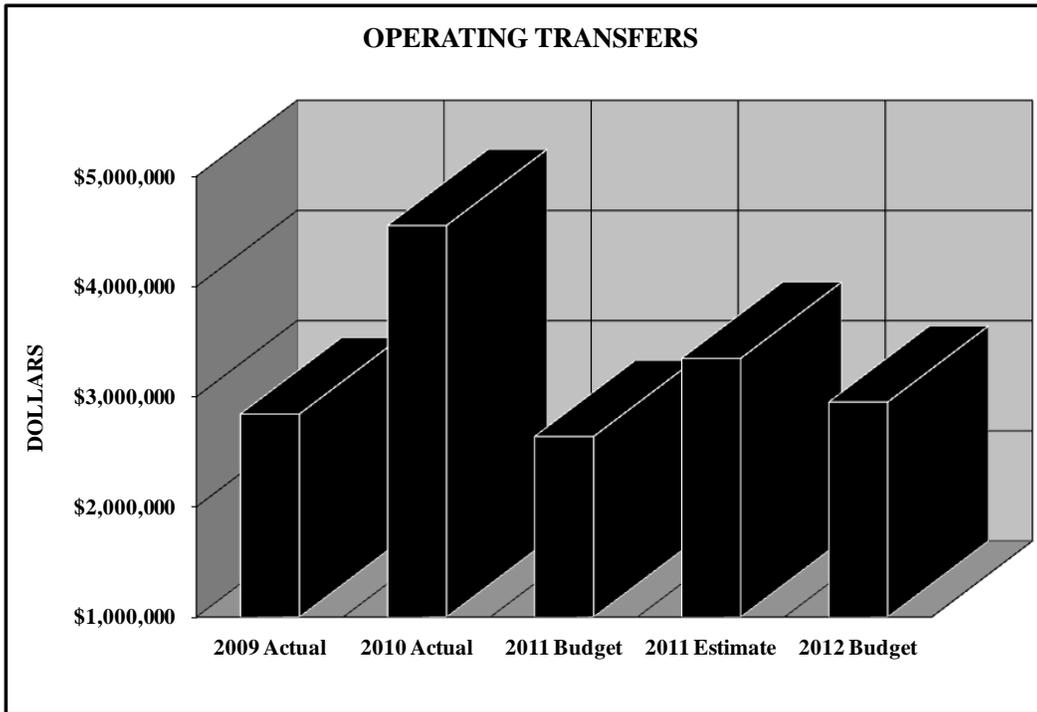
The transfer covers the debt service, a portion of the common area expenses and any additional operation appropriation needed at the Community & Recreation Center.

DEPARTMENT EXPENDITURES

Operating Transfers Expenditures 01-80-801-500???-???	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Contractual Services					
401-000 Capital Projects Fund	\$ 701,317	\$ 2,552,901	\$ 486,202	\$ 1,338,661	\$ 812,778
452-000 Boyce Mayview Park RAD Fund	553,085	318,166	581,959	462,187	537,327
453-000 Boyce Mayview C&RC Fund Debt Service Portion	1,346,754	1,121,411	1,182,355	1,166,049	1,179,236
453-001 Boyce Mayview C&RC Fund 15% Operation Approp.	241,391	561,730	387,833	380,448	421,502
Total Contractual Services	<u>\$ 2,842,547</u>	<u>\$ 4,554,208</u>	<u>\$ 2,638,349</u>	<u>\$ 3,347,345</u>	<u>\$ 2,950,843</u>
Total Operating Transfers Expenditures	<u>\$ 2,842,547</u>	<u>\$ 4,554,208</u>	<u>\$ 2,638,349</u>	<u>\$ 3,347,345</u>	<u>\$ 2,950,843</u>

BUDGETARY COMMENTS

In 2012, the Township plans to transfer \$812,778 from the General Fund to the Capital Projects Fund, \$537,327 to the Boyce Mayview Park RAD Fund, and \$1,600,738 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>		\$2,950,843
How many real estate tax mills?	0.85	\$1,368,394
Earned Income Tax per \$100?	\$ 18.11	\$1,324,896
Percentage of Other Taxes?	1.58%	\$257,553

**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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STATE LIQUID FUELS TAX FUND

ANNUAL STREET PROGRAM

STATE LIQUID FUELS TAX FUND
CAPITAL IMPROVEMENTS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Fund Balance	\$ 2,372	\$ 1,722	\$ 1,069	\$ 1,069	\$ 1,044
Revenue	459,350	440,847	439,080	451,234	446,980
Expenditures	(460,000)	(441,500)	(439,080)	(451,259)	(447,024)
Ending Fund Balance	\$ 1,722	\$ 1,069	\$ 1,069	\$ 1,044	\$ 1,000

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.

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Revenue					
10-00-000-?????-000					
345001 Interest on Investments	\$ 1,191	\$ 201	\$ 200	\$ 85	\$ 100
355002 State Allocation	439,279	421,766	420,000	432,269	428,000
355003 Turnback Revenue	18,880	18,880	18,880	18,880	18,880
Total Revenue	\$ 459,350	\$ 440,847	\$ 439,080	\$ 451,234	\$ 446,980
Expenditures					
10-40-408-500???-000					
401 Annual Street Program	\$ 460,000	\$ 441,500	\$ 439,080	\$ 451,259	\$ 447,024
Total Expenditures	\$ 460,000	\$ 441,500	\$ 439,080	\$ 451,259	\$ 447,024

BUDGETARY COMMENT

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

Year	Grant Amount	Year	Grant Amount
2011	\$ 432,269	2006	\$ 399,204
2010	421,766	2005	373,412
2009	439,279	2004	363,294
2008	455,805	2003	356,692
2007	414,059	2002	349,594

STORM SEWER IMPROVEMENT FUND

**SEWER
MAINTENANCE**

STORM SEWER IMPROVEMENT FUND
PUBLIC WORKS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Fund Balance	\$ 44,208	\$ 12,592	\$ 12,354	\$ 12,354	\$ 966
Revenue	252	-	1,600	1,200	1,200
Expenditures	(31,868)	(238)	(5,500)	(12,588)	(2,000)
Ending Fund Balance	\$ 12,592	\$ 12,354	\$ 8,454	\$ 966	\$ 166

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.

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Revenue					
12-00-000-?????-000					
320001 Developer Fees	\$ -	\$ -	\$ 1,600	\$ 1,200	\$ 1,200
345001 Interest on Investments	252	-	-	-	-
Total Revenue	\$ 252	\$ -	\$ 1,600	\$ 1,200	\$ 1,200
Expenditures					
12-40-405-500???-000					
211 Professional Services-Engineering	\$ 487	\$ 238	\$ 500	\$ 2,088	\$ -
430 Storm Sewer Projects	31,381	-	5,000	10,500	2,000
Total Expenditures	\$ 31,868	\$ 238	\$ 5,500	\$ 12,588	\$ 2,000

FIELD IMPROVEMENT FUND

**FIELD
MAINTENANCE**

**FIELD IMPROVEMENT FUND
PUBLIC WORKS**



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Fund Balance	\$ 250,515	\$ 294,718	\$ 292,972	\$ 292,972	\$ 332,122
Revenue	48,803	49,968	49,300	49,150	49,150
Expenditures	(4,600)	(51,714)	(40,000)	(10,000)	(40,000)
Ending Fund Balance	\$ 294,718	\$ 292,972	\$ 302,272	\$ 332,122	\$ 341,272

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 2012.

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Revenue					
13-00-000-?????-000					
320001 Athletic Association-User Fees	\$ 18,200	\$ 19,700	\$ 19,000	\$ 19,000	\$ 19,000
345001 Interest on Investments	603	268	300	150	150
360008 Township Appropriation	30,000	30,000	30,000	30,000	30,000
Total Revenue	\$ 48,803	\$ 49,968	\$ 49,300	\$ 49,150	\$ 49,150
Expenditures					
13-40-415-500???-000					
702 Field Renovation Projects	\$ 4,600	\$ 51,714	\$ 40,000	\$ 10,000	\$ 40,000
Total Expenditures	\$ 4,600	\$ 51,714	\$ 40,000	\$ 10,000	\$ 40,000

LIBRARY RAD FUND

**LIBRARY
ADMINISTRATION**

LIBRARY RAD FUND
LIBRARY



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Fund Balance	\$ 74,671	\$ 52,354	\$ 2,485	\$ 2,485	\$ 65
Revenue	243,110	220,810	181,180	186,489	198,547
Expenditures	(265,427)	(270,679)	(185,417)	(188,909)	(198,556)
Ending Fund Balance	\$ 52,354	\$ 2,485	\$ (1,752)	\$ 65	\$ 56

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.

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Revenue					
14-00-000-?????-000					
360020 Regional Asset District	\$ 207,298	\$ 220,810	\$ 181,180	\$ 186,489	\$ 198,547
360021 Regional Use Reimbursement	35,812	-	-	-	-
Total Revenue	\$ 243,110	\$ 220,810	\$ 181,180	\$ 186,489	\$ 198,547
RAD Expenditures					
14-60-601-500???-000					
Personal Services					
101 Full-Time Wages	\$ 118,546	\$ 127,843	\$ 91,677	\$ 91,645	\$ 93,773
120 Part-Time Wages	21,318	20,465	2,200	21,000	21,500
162 Group Life Insurance	1,122	1,119	861	861	861
163 Medical Insurance	33,817	44,250	23,807	24,000	22,741
164 Workers' Compensation	1,239	1,679	1,109	1,044	1,127
166 Pension Costs	5,686	6,214	4,413	4,420	4,528
167 Long-term Disability Insurance	829	858	591	608	608
198 Social Security Expense	10,514	11,101	7,182	8,617	8,818
Total Personal Services	\$ 193,071	\$ 213,529	\$ 131,840	\$ 152,195	\$ 153,956

**LIBRARY
ADMINISTRATION**

LIBRARY RAD FUND
LIBRARY



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Contractual Services					
250 Computer Maintenance	\$ 10,832	\$ 11,513	\$ 11,500	\$ 11,235	\$ 12,000
290 Other Contractual Services	866	-	-	-	-
Total Contractual Services	<u>\$ 11,698</u>	<u>\$ 11,513</u>	<u>\$ 11,500</u>	<u>\$ 11,235</u>	<u>\$ 12,000</u>
Commodities					
300 Furniture & Equipment	\$ 3,414	\$ 4,190	\$ 3,000	\$ 2,500	\$ 2,500
310 Adult Books	22,091	16,344	13,077	3,000	14,300
314 Adult Non-Print Materials	8,259	10,161	10,000	4,000	5,000
315 Juvenile Non-Print Materials	9,682	9,925	10,000	10,000	7,800
380 Library Specific Supplies	-	5,017	6,000	5,979	3,000
Total Commodities	<u>\$ 43,446</u>	<u>\$ 45,637</u>	<u>\$ 42,077</u>	<u>\$ 25,479</u>	<u>\$ 32,600</u>
Total RAD Expenditures	<u>\$ 248,215</u>	<u>\$ 270,679</u>	<u>\$ 185,417</u>	<u>\$ 188,909</u>	<u>\$ 198,556</u>
RUR Expenditures					
14-60-602-500???-000					
300 Furniture & Equipment	\$ 4,004	\$ -	\$ -	\$ -	\$ -
380 Library Specific Supplies	13,208	-	-	-	-
Total RUR Expenditures	<u>\$ 17,212</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Expenditures	<u>\$ 265,427</u>	<u>\$ 270,679</u>	<u>\$ 185,417</u>	<u>\$ 188,909</u>	<u>\$ 198,556</u>

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BOYCE MAYVIEW PARK RAD FUND

**OPERATIONS &
MAINTENANCE**

BOYCE MAYVIEW PARK RAD FUND
PUBLIC WORKS



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Fund Balance	\$ 5,493	\$ 5,493	\$ 27,993	\$ 27,993	\$ 5,493
Revenue	1,108,972	1,182,718	969,959	847,687	1,363,327
Expenditures	(1,108,972)	(1,160,218)	(967,959)	(870,187)	(1,363,327)
Ending Fund Balance	\$ 5,493	\$ 27,993	\$ 29,993	\$ 5,493	\$ 5,493

PROGRAM OVERVIEW

For 2012, the Allegheny County Regional Asset District (RAD) allocated a grant of \$300,000 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 \$537,327 is budgeted to be made for 2012.

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Revenue					
52-00-000-?????-000					
360002 Athletic Association-User Fees	\$ -	\$ -	\$ 2,000	\$ -	\$ -
360008 General Fund Appropriation	553,085	318,166	581,959	462,187	537,327
360020 RAD Grant	419,000	380,127	385,000	385,000	300,000
360040 Donations	-	-	-	-	25,000
365002 PennDOT SPC Grant	92,396	-	-	-	-
365003 DCNR Keystone Grant	-	75,000	-	-	-
365004 Allegheny Cty Tourism Grant	-	228,130	-	-	-
365005 DCED Video Production Grant	-	25,000	-	-	-
365006 Gaming Development Grant	-	-	-	-	500,000
365010 Growing Greener Grant-N. Trib	44,175	155,825	-	-	-
367001 Recreation Fees	316	470	1,000	500	1,000
Total Revenue	\$ 1,108,972	\$ 1,182,718	\$ 969,959	\$ 847,687	\$ 1,363,327

**OPERATIONS &
MAINTENANCE**

**BOYCE MAYVIEW PARK RAD FUND
PUBLIC WORKS**



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Park Personal Services					
52-10-102-500???-000					
101 Full-Time Wages	\$ 218,794	\$ 175,084	\$ 189,302	\$ 155,000	\$ 174,078
110 Overtime Wages	9,778	4,764	6,000	5,100	6,500
120 Part-Time Wages	5,827	18,644	20,500	16,621	20,750
162 Group Life Insurance	747	456	499	490	577
163 Medical Insurance	5,610	2,417	14,931	15,000	14,220
164 Workers' Compensation	607	691	371	349	300
166 Pension Costs	5,064	3,067	3,226	3,175	3,774
167 Long-term Disability Insurance	468	286	258	294	321
198 Social Security Expense	17,840	15,088	16,509	13,519	15,402
199 Fringe Benefit Distribution	125,025	130,584	138,005	110,770	109,745
290 The Outdoor Classroom Payments	100,000	50,000	50,000	50,000	60,000
Total Park Personal Services	\$ 489,760	\$ 401,081	\$ 439,601	\$ 370,318	\$ 405,667
Park Capital Expenditures					
52-40-401-500???-000					
307 Perimeter & Interior Trail Const.	\$ 202,755	\$ 231,641	\$ -	\$ -	\$ -
308 Open Space Enhancement & Access Improvements	39,973	-	-	-	-
309 Park Video Production	-	2,500	-	22,500	-
310 Miracle Field and Playground	-	-	125,000	125,000	-
311 Park Playgrounds	-	-	-	-	525,000
320 Park Improvements - Capital	58,192	110,263	60,000	60,000	124,400
330 Northern Tributary Grant Exp.	44,175	155,826	-	-	-
331 Soil & Erosion Control	-	33,083	50,000	50,000	15,600
750 Capital Equipment	26,000	-	-	-	-
Total Park Capital Expenditures	\$ 371,095	\$ 533,313	\$ 235,000	\$ 257,500	\$ 665,000

**OPERATIONS &
MAINTENANCE**

BOYCE MAYVIEW PARK RAD FUND
PUBLIC WORKS



	<u>2009</u> Actual	<u>2010</u> Actual	<u>2011</u> Budget	<u>2011</u> Estimate	<u>2012</u> Budget
Park Maintenance Expenditures					
52-40-415-500???-000					
240 Water and Sewerage	\$ 28,534	\$ 29,921	\$ 27,000	\$ 28,600	\$ 29,500
241 Natural Gas	3,991	3,676	5,500	4,000	5,000
242 Electricity	26,626	27,165	28,400	23,623	25,280
243 Telephone	357	422	450	450	460
299 Field Maintenance Services	38,518	31,458	45,500	41,000	48,500
328 Field Maintenance Supplies	93,066	47,949	95,000	58,500	95,000
343 Tools & Equipment	81	-	500	100	500
367 Park Community Programs	-	848	1,000	500	1,000
601 Dist. Vehicle Costs	500	3,444	3,498	3,498	3,521
604 Police Patrol Distribution	40,329	40,700	46,376	45,646	44,199
605 Snow & Ice Distribution	16,115	40,241	40,134	36,452	39,700
Total Park Maintenance Exp.	<u>\$ 248,117</u>	<u>\$ 225,824</u>	<u>\$ 293,358</u>	<u>\$ 242,369</u>	<u>\$ 292,660</u>
Total Expenditures	<u><u>\$ 1,108,972</u></u>	<u><u>\$ 1,160,218</u></u>	<u><u>\$ 967,959</u></u>	<u><u>\$ 870,187</u></u>	<u><u>\$ 1,363,327</u></u>

CAPITAL PROJECTS FUND

CAPITAL EXPENDITURES

**CAPITAL PROJECTS FUND
VARIOUS DEPARTMENTS**



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Fund Balance	\$ 1,760,517	\$ 986,460	\$ 2,663,086	\$ 2,663,086	\$ 2,730,111
Revenue	873,943	3,150,163	506,702	1,522,054	888,278
Expenditures	(1,648,000)	(1,473,537)	(1,845,020)	(1,455,029)	(2,219,076)
Ending Fund Balance	\$ 986,460	\$ 2,663,086	\$ 1,324,768	\$ 2,730,111	\$ 1,399,313

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 2012, an operating transfer of \$812,778 has been budgeted to help support Township capital expenditures.

The Five-Year Capital Improvement Plan for 2012-2016, 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.

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Revenue					
40-00-000-??????-000					
345001 Interest on Investments	\$ 18,167	\$ 11,383	\$ 16,000	\$ 10,600	\$ 11,000
350002 Peters Twp Compost Agmt	4,500	10,308	4,500	4,500	4,500
360008 General Fund Appropriation	701,318	2,552,901	486,202	1,338,661	812,778
360009 Refunding Bond Proceeds	14,958	-	-	-	-
360010 Capital Note Proceeds	-	375,000	-	-	-
370016 3RWW Grant	-	-	-	53,293	-
370043 DCNR Grant Payments	135,000	15,000	-	-	-
380099 Miscellaneous Revenue	-	185,571	-	115,000	60,000
Total Revenue	\$ 873,943	\$ 3,150,163	\$ 506,702	\$ 1,522,054	\$ 888,278

CAPITAL EXPENDITURES

CAPITAL PROJECTS FUND VARIOUS DEPARTMENTS



	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Expenditures					
General Government					
40-10-102-500???-000					
300 Admin. Office Equipment	\$ 2,500	\$ 1,528	\$ 2,500	\$ 2,500	\$ 2,500
730 Bldg Mte-Interior & Exterior	42,071	16,374	50,000	50,000	95,000
731 Municipal Building Improvements	-	-	200,000	-	365,000
740 Staff Vehicles	-	-	-	10,500	30,000
750 Information Technology Equipment	38,520	49,305	76,000	76,000	251,500
752 Cable Television Equipment	11,645	11,552	15,000	12,000	15,000
Total General Government	\$ 94,736	\$ 78,759	\$ 343,500	\$ 151,000	\$ 759,000
Public Safety					
40-20-???-500???-000					
201-740 Police Cars & Lights	\$ 66,708	\$ 57,286	\$ 73,500	\$ 72,000	\$ 87,000
201-746 Deer Culling Program	37,500	30,079	37,500	34,000	37,500
201-747 Mobile Data Units	-	2,443	6,000	6,000	6,000
201-749 Alarm Center	-	-	2,500	2,500	-
201-750 Eagle Eye Video/Audio	-	-	-	-	10,000
201-761 Police Console Radio	609	14,025	22,000	22,000	4,000
201-780 Bulletproof Vests & Weapons	-	-	5,600	5,600	5,600
202-740 Fire Trucks	-	272,700	-	-	-
210-700 Public Safety - Land Purchase	-	118,069	-	-	-
Total Public Safety	\$ 104,817	\$ 494,602	\$ 147,100	\$ 142,100	\$ 150,100
Community Development					
40-30-301-500???-???					
211-002 Prof. Fees-3RWWD Grant	\$ -	\$ -	\$ -	\$ 53,293	\$ -
702-000 GIS Digital Mapping	10,076	11,904	13,500	12,000	13,000
750-000 Office Equipment & Furniture	14,395	-	2,000	2,000	-
Total Community Development	\$ 24,471	\$ 11,904	\$ 15,500	\$ 67,293	\$ 13,000

CAPITAL EXPENDITURES

CAPITAL PROJECTS FUND VARIOUS DEPARTMENTS



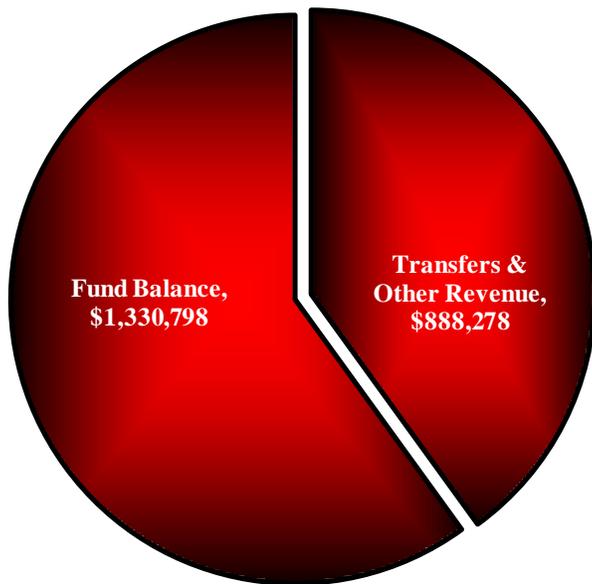
	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
Public Works					
40-40-???-500???-000					
401-740 37,000 GVW Dump Trucks	\$ 124,250	\$ 116,924	\$ 135,000	\$ 120,192	\$ 142,000
401-741 Other Trucks	(6,240)	128,906	70,000	38,102	-
401-742 Radio Upgrade	-	-	12,000	12,000	12,000
401-745 Staff Vehicles	39,774	-	-	-	-
401-751 Flail Mower	-	82,760	85,000	63,250	-
401-760 Groundsmaster Mowers	23,151	-	-	-	25,000
401-761 Greensmowers	-	-	-	-	25,000
401-763 Turf Renovators	7,938	-	-	-	-
401-784 Bobcat Loader & Tractors	-	-	-	-	25,000
401-787 Electric/Hydraulic Crane	-	17,506	-	-	-
401-788 MIG Welder	-	-	6,000	5,685	-
404-720 Salt Brine Production System	-	-	100,000	100,633	-
408-610 Annual Street Program	383,207	488,949	660,920	655,000	652,976
408-620 Sidewalk Projects	-	-	200,000	50,000	150,000
Total Public Works	\$ 572,080	\$ 835,045	\$ 1,268,920	\$ 1,044,862	\$ 1,031,976
Recreation					
40-40-???-500???-000					
415-710 Field Improvement Fund Appr.	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
415-720 Park Equipment Replacement	-	23,227	25,000	-	50,000
415-722 Founder's Field Fence	-	-	-	-	20,000
415-730 Barn Improvements/Demo	-	-	-	-	150,000
40-50-501-500???-000					
721 Office Enhancement & Furniture	(1,301)	-	-	-	-
722 C&RC Asset Expenditures	19,488	-	-	-	-
723 Remaining Bond Expenditures	803,709	-	-	-	-
Total Recreation	\$ 851,896	\$ 53,227	\$ 55,000	\$ 30,000	\$ 250,000
Library					
40-60-601-500???-000					
722 Adult Circulation Desk Remodel	\$ -	\$ -	\$ 15,000	\$ 19,774	\$ 15,000
Total Library	\$ -	\$ -	\$ 15,000	\$ 19,774	\$ 15,000
Total Expenditures	\$ 1,648,000	\$ 1,473,537	\$ 1,845,020	\$ 1,455,029	\$ 2,219,076

BUDGETARY COMMENT

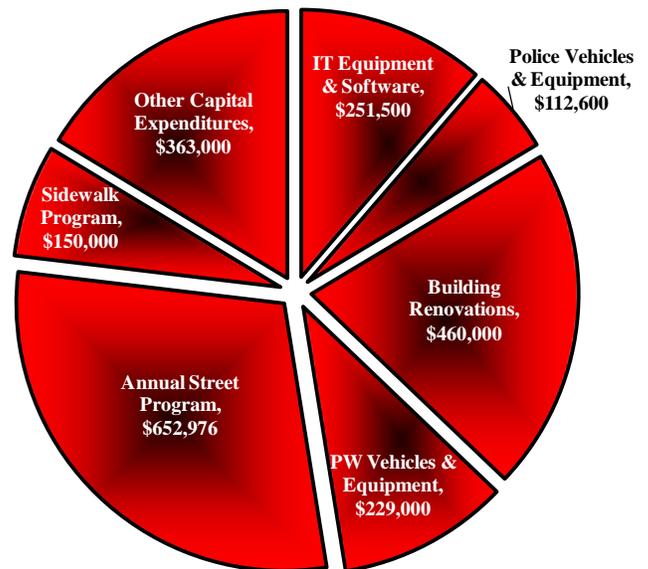
In 2012, the Capital Projects Fund is budgeted to contribute \$652,976 toward the Annual Street Program. Combined with monies from the State Liquid Fuels Tax Fund, the Annual Street Program will total \$1,100,000.

Also in 2012, 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		Vehicles	
Annual Street Program*	\$ 652,976	Administration Staff Vehicle	30,000
<i>*Total: \$1,100,000 (see State Liquid Fuels Tax Fund)</i>		Public Works Dump Truck	142,000
Field Improvement Fund Appropriation	30,000	Police Vehicles (3)	87,000
Park Equipment Replacement Program	50,000	Equipment	
Building Renovations	460,000	Public Works Equipment	87,000
Sidewalk Projects	150,000	Police Equipment	25,600
Library Adult Circulation Desk Remodel	15,000	Information Technology Equipment	251,500
Boyce Mayview Barn Improvements/Demo	150,000	Cable 7 Television Equipment	15,000
Founders Field Fence	20,000	Administration Office Equipment	2,500
Programs		Total Budget: Capital Projects Fund	
Community Development GIS Program	13,000	\$ 2,219,076	
Public Safety Deer Culling	37,500		

SANITARY SEWER FUND

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Net Assets	\$ 2,919,775	\$ 2,973,321	\$ 3,510,487	\$ 3,510,487	\$ 2,044,964
Operating Revenue	4,190,374	4,600,780	4,527,908	4,559,604	4,823,250
Operating Expenses	(2,663,808)	(2,736,254)	(4,768,868)	(4,666,881)	(4,347,561)
Total Operating Income (Loss)	1,526,566	1,864,526	(240,960)	(107,277)	475,689
Non-Operating Revenue	3,923	2,425	2,000	2,500	3,000
Non-Operating Expenses	(827,059)	(606,478)	(610,761)	(606,746)	(553,448)
Total Non-Operating Revenues (Expenses)	(823,136)	(604,053)	(608,761)	(604,246)	(550,448)
Change in Net Assets	703,430	1,260,473	(849,721)	(711,523)	(74,759)
Capital Contribution	-	-	-	-	-
Less: Depreciation - Sewer Lines	(649,884)	(723,307)	(756,140)	(754,000)	(760,000)
Ending Net Assets	\$ 2,973,321	\$ 3,510,487	\$ 1,904,626	\$ 2,044,964	\$ 1,210,205

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:

2007	2008	2009	2010	Projected 2011
4.17 Miles	5.41 Miles	5.91 Miles	1.84 Miles	2.16 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 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
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
2002	1.60	2012	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) 2012 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	\$9.46	\$189	5,000	\$9.46	\$47	\$142

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Operating Revenue					
50-00-000-?????-000					
330450 Current Sewer User Fees	\$ 4,112,165	\$ 4,514,294	\$ 4,462,908	\$ 4,511,920	\$ 4,772,500
330456 Liened Sewer User Fees	33,395	56,086	30,000	12,000	15,000
330460 ALCOSAN Reimbursements	14,814	15,400	15,000	15,684	15,750
330502 Sanitary Sewer Permit Fees	30,000	15,000	20,000	20,000	20,000
Total Operating Revenue	\$ 4,190,374	\$ 4,600,780	\$ 4,527,908	\$ 4,559,604	\$ 4,823,250
Operating Expenses					
50-40-425-500???-000					
Personal Services					
101 Full-Time Wages	\$ 168,145	\$ 153,773	\$ 178,385	\$ 179,405	\$ 186,652
110 Overtime Wages	1,316	574	2,000	1,500	2,000
120 Part-Time Wages	196	-	1,000	100	1,000
162 Group Life Insurance	1,616	1,606	1,801	1,824	1,882
163 Medical Insurance	23,915	26,784	29,926	29,500	28,496
164 Workers' Compensation	4,372	1,156	1,221	1,150	884
166 Pension Costs	12,592	12,116	13,170	13,400	13,746
167 Long-term Disability Insurance	1,010	988	1,048	1,095	1,095
168 Post Retirement Plan	1,100	950	950	950	950
198 Social Security Expense	12,836	11,535	13,876	13,847	14,508
199 Fringe Benefit Distribution	17,926	7,667	20,103	20,157	19,970
Total Personal Services	\$ 245,024	\$ 217,149	\$ 263,480	\$ 262,928	\$ 271,183
Contractual Services					
202 Sewer Processing Fees	\$ 2,189,426	\$ 2,331,312	\$ 2,434,324	\$ 2,369,380	\$ 2,447,589
210 Professional Services-Legal	1,105	-	2,500	5,500	2,500
211 Professional Services-Engineering	8,638	2,878	30,000	10,000	30,000
212 Engineering Services-Corrective Action	-	-	145,000	145,000	150,000
221 Flood Insurance	2,112	2,122	2,200	2,310	2,400
240 Water and Sewerage	3,040	6,375	6,000	10,000	12,000
242 Electricity	19,212	20,373	22,000	21,000	21,500
250 Corrective Action-Sewer Rehabilitation	-	-	1,655,000	1,655,000	1,200,000
258 Repairs & Maintenance-Mechanical Equipment	37,347	24,646	32,000	32,000	32,000
262 Sewer Billing & Collection	54,067	56,880	65,000	58,000	62,000
290 Other Contractual Services	3,472	624	10,000	5,000	10,000
Total Contractual Services	\$ 2,318,419	\$ 2,445,210	\$ 4,404,024	\$ 4,313,190	\$ 3,969,989

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



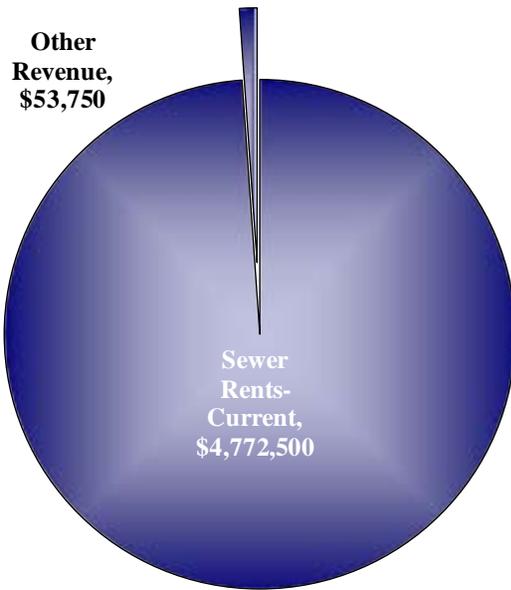
	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Commodities					
315 Construction Supplies	\$ 20,736	\$ 9,277	\$ 25,000	\$ 22,000	\$ 25,000
318 Sewer Maintenance Supplies	4,247	1,643	7,500	7,500	8,000
350 Protective Wearing Apparel	208	203	500	250	500
390 Other Supplies	6,750	4,737	6,500	6,250	7,000
Total Commodities	\$ 31,941	\$ 15,860	\$ 39,500	\$ 36,000	\$ 40,500
Distributed Costs					
601 Dist. Vehicle Costs	\$ 9,745	\$ 7,331	\$ 7,345	\$ 7,345	\$ 7,413
602 Depreciation Expense	25,709	27,023	25,700	24,919	32,281
603 Dist. Data Processing Costs	32,970	23,681	28,819	22,499	26,195
Total Distributed Costs	\$ 68,424	\$ 58,035	\$ 61,864	\$ 54,763	\$ 65,889
Total Operating Expenses	\$ 2,663,808	\$ 2,736,254	\$ 4,768,868	\$ 4,666,881	\$ 4,347,561
Total Operating Income (Loss)	\$ 1,526,566	\$ 1,864,526	\$ (240,960)	\$ (107,277)	\$ 475,689

BUDGETARY COMMENT

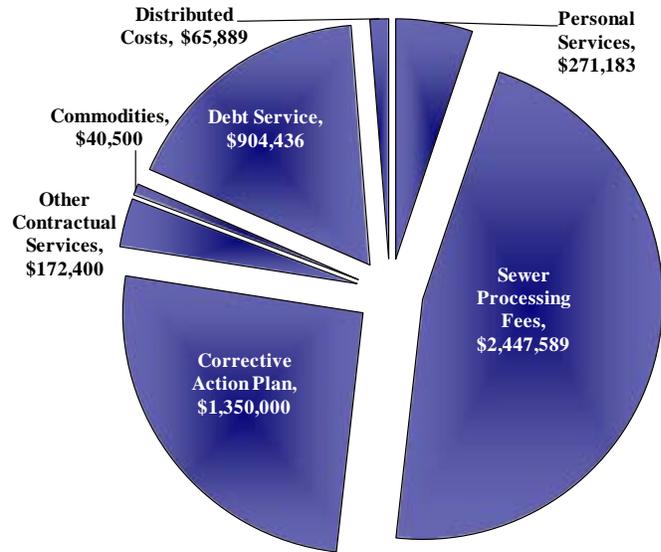
Along with performing routine sewer maintenance, the Township plans to continue correcting the sewer system deficiencies identified by dye testing. For the years 2007-2011, corrective sewer rehabilitation spending has been from Township bond issues and the Sanitary Sewer Fund. In 2012, corrective sewer rehabilitation spending mandated by the Environmental Protection Agency will be exclusively from the Sanitary Sewer Fund (\$1,350,000).

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Non-Operating Revenues					
50-00-000-??????-???					
345001 Interest on Investments	\$ 3,923	\$ 2,425	\$ 2,000	\$ 2,500	\$ 3,000
Total Non-Operating Revenues	\$ 3,923	\$ 2,425	\$ 2,000	\$ 2,500	\$ 3,000
Non-Operating Expenses					
50-40-425-500???-???					
401-000 Bond Payments-Principal	\$ 260,988	\$ 260,094	\$ 343,462	\$ 343,462	\$ 350,988
401-001 Bonds Payable Allocation	(260,988)	(260,094)	(343,462)	(343,462)	(350,988)
402-000 Bond Payments-Interest	747,809	606,478	610,761	606,746	553,448
500-000 Interfund Transfer Out	79,250	-	-	-	-
Total Non-Operating Expenses	\$ 827,059	\$ 606,478	\$ 610,761	\$ 606,746	\$ 553,448
Total Non-Operating Revenues (Expenses)	\$ (823,136)	\$ (604,053)	\$ (608,761)	\$ (604,246)	\$ (550,448)

Projected Revenues



Projected Expenditures



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SUPPLEMENTARY INFORMATION

Portions of the 2007, 2008, 2009 and 2011 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.

2007 Bond Issue Sanitary Sewer Fund Portion						
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service		
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		
Total		\$ 3,690,000	\$ 2,821,588	\$ 6,511,588		

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



SUPPLEMENTARY INFORMATION (Continued)

2008 Bond Issue Sanitary Sewer Fund Portion						
Year of Maturity	Rate Coupon	Principal	Interest	Remarketing Fees	Annual Debt Service	
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		\$ 5,159,776	\$ 2,867,204	\$ 165,428	\$ 8,192,408	

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2012, 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
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	\$ 1,975,000	\$ 277,533	\$ 2,252,533

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SUPPLEMENTARY INFORMATION (Continued)

2011 Bond Issue (Taxable Bonds)				
Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2012	1.250%	\$ 10,000	\$ 550	\$ 10,550
2013	1.500%	15,000	375	15,375
2014	1.750%	15,000	131	15,131
Total		\$ 40,000	\$ 1,056	\$ 41,056

2011 Bond Issue (Non-Taxable Bonds)				
Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2012	-	\$ -	\$ 153,120	\$ 153,120
2013	-	-	153,120	153,120
2014	1.000%	-	153,120	153,120
2015	1.000%	25,000	152,995	177,995
2016	1.250%	25,000	152,714	177,714
2017	1.500%	25,000	152,370	177,370
2018	1.800%	25,000	151,958	176,958
2019	2.000%	25,000	151,482	176,482
2020	2.250%	25,000	150,951	175,951
2021	2.450%	300,000	146,995	446,995
2022	2.600%	315,000	139,225	454,225
2023	2.750%	320,000	130,730	450,730
2024	3.000%	335,000	121,305	456,305
2025	3.100%	350,000	110,855	460,855
2026	3.200%	365,000	99,590	464,590
2027	3.300%	380,000	87,480	467,480
2028	3.400%	395,000	74,495	469,495
2029	3.600%	340,000	61,660	401,660
2030	3.600%	350,000	49,240	399,240
2031	3.800%	365,000	36,005	401,005
2032	3.800%	375,000	21,945	396,945
2033	3.800%	390,000	7,410	397,410
Total		\$ 4,730,000	\$ 2,458,765	\$ 7,188,765

TOWNSHIP/SCHOOL DISTRICT MAGAZINE FUND

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Net Assets	\$ 97,535	\$ 119,867	\$ 126,028	\$ 126,028	\$ 139,797
Operating Revenue	189,329	181,257	190,200	190,112	195,200
Operating Expenses	(166,997)	(175,096)	(188,293)	(176,343)	(187,043)
Total Operating Income (Loss)	22,332	6,161	1,907	13,769	8,157
Change in Net Assets	22,332	6,161	1,907	13,769	8,157
Ending Net Assets	\$ 119,867	\$ 126,028	\$ 127,935	\$ 139,797	\$ 147,954

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.

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Operating Revenue					
51-00-000-367???-000					
001 Advertising Fees	\$ 189,098	\$ 178,181	\$ 190,000	\$ 190,000	\$ 195,000
002 Magazine Subscriptions	38	24	50	12	50
003 Late Fees	193	32	150	100	150
099 Miscellaneous Revenue	-	3,020	-	-	-
Total Operating Revenue	\$ 189,329	\$ 181,257	\$ 190,200	\$ 190,112	\$ 195,200
Operating Expenses					
51-10-102-500???-000					
101 Steering Committee Payments	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
111 Editorial Staff	32,653	32,968	34,000	34,000	35,000
121 Office Management	8,019	8,256	10,000	8,500	10,000
215 Photography Costs	245	100	500	200	500
243 Telephone	330	270	500	-	250
275 Printing Costs	70,965	71,985	80,000	58,000	60,000
278 Postage	12,687	11,881	13,500	12,500	13,500
280 Mileage	265	246	500	350	500
290 Commissions-Ad Salesman	28,234	37,068	35,000	36,000	37,500
292 Graphic Art Services	3,445	2,715	4,000	15,500	16,000
300 Office Furniture	91	604	1,000	1,000	1,000
301 Office Supplies	698	1,044	1,000	1,000	1,000
304 Publicity Material/Marketing	-	-	-	-	2,500
390 Other Supplies	1,443	3,793	4,000	4,000	4,000
400 Bad Debt Expense	3,630	(126)	-	1,000	1,000
602 Depreciation Expense	292	292	293	293	293
Total Operating Expenses	\$ 166,997	\$ 175,096	\$ 188,293	\$ 176,343	\$ 187,043
Total Operating Income (Loss)	\$ 22,332	\$ 6,161	\$ 1,907	\$ 13,769	\$ 8,157

**BOYCE MAYVIEW COMMUNITY &
RECREATION CENTER FUND**

OVERVIEW

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND RECREATION



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Beginning Net Assets	\$ 1,806,606	\$ 3,924,652	\$ 3,946,223	\$ 3,946,223	\$ 4,119,242
Operating Revenue	1,014,904	2,905,595	3,219,370	3,345,091	3,494,202
Operating Expenses	(1,860,237)	(2,601,858)	(3,024,488)	(2,903,618)	(3,227,416)
Total Operating Income (Loss)	<u>(845,333)</u>	<u>303,737</u>	<u>194,882</u>	<u>441,473</u>	<u>266,786</u>
Non-Operating Revenue	1,366,602	1,121,577	1,183,355	1,166,249	1,179,736
Non-Operating Expenses	(956,831)	(755,525)	(802,791)	(786,485)	(789,413)
Total Non-Operating Revenues (Expenses)	<u>409,771</u>	<u>366,052</u>	<u>380,564</u>	<u>379,764</u>	<u>390,323</u>
Change in Net Assets	<u>(435,562)</u>	<u>669,789</u>	<u>575,446</u>	<u>821,237</u>	<u>657,109</u>
Capital Contribution	2,877,717	-	-	-	-
Less: Depreciation - Building	(324,109)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Assets	<u>\$ 3,924,652</u>	<u>\$ 3,946,223</u>	<u>\$ 3,873,451</u>	<u>\$ 4,119,242</u>	<u>\$ 4,128,133</u>
Budgetary Transfer to C&RC Capital:	N/A	\$ 303,903	\$ 195,882	\$ 441,673	\$ 267,286

COMMUNITY & RECREATION CENTER OVERVIEW

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

From 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 the first time in Township history, the focus of service has changed from serving residents to also serving residents in 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.

For 2012, the Boyce Mayview Community & Recreation Center Fund accounts for all financial activities of the operation of the 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.

2011 C&RC ACCOMPLISHMENTS

- Maintained a high level of Membership and Participation at the C&RC (See page Membership & Marketing Overview for Actual Data)
- Through actively managing expenses and monitoring revenues, the C&RC met 2011 budget obligations
- Enhanced partnership opportunities with local USC businesses (Stonepeppers, Basket of Pittsburgh, Heartland Homes, Friendship Village, Rasmus Flooring)
- Received recognition for Excellent Public Relations as cited as “Best of the Burbs” Pittsburgh Magazine, Aquatic International, NRPA Magazine
- Began SNAP Program (Special Needs Active Program).
- PRPS Award Winning Programs for Aquatics and Marketing
- Logo brand development

2012 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
- Continue to attract and retain a membership base through marketing and promotion
- Continue to expand and enhance C&RC programs and room rentals
- Monitor membership through 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 foster intern opportunities with California University of PA, University of Pittsburgh, Robert Morris University and Slippery Rock University.
- Continue to enhance the food and beverage services
- Begin the NRPA National Accreditation process



C&RC ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for the C&RC for 2012 are as follows:

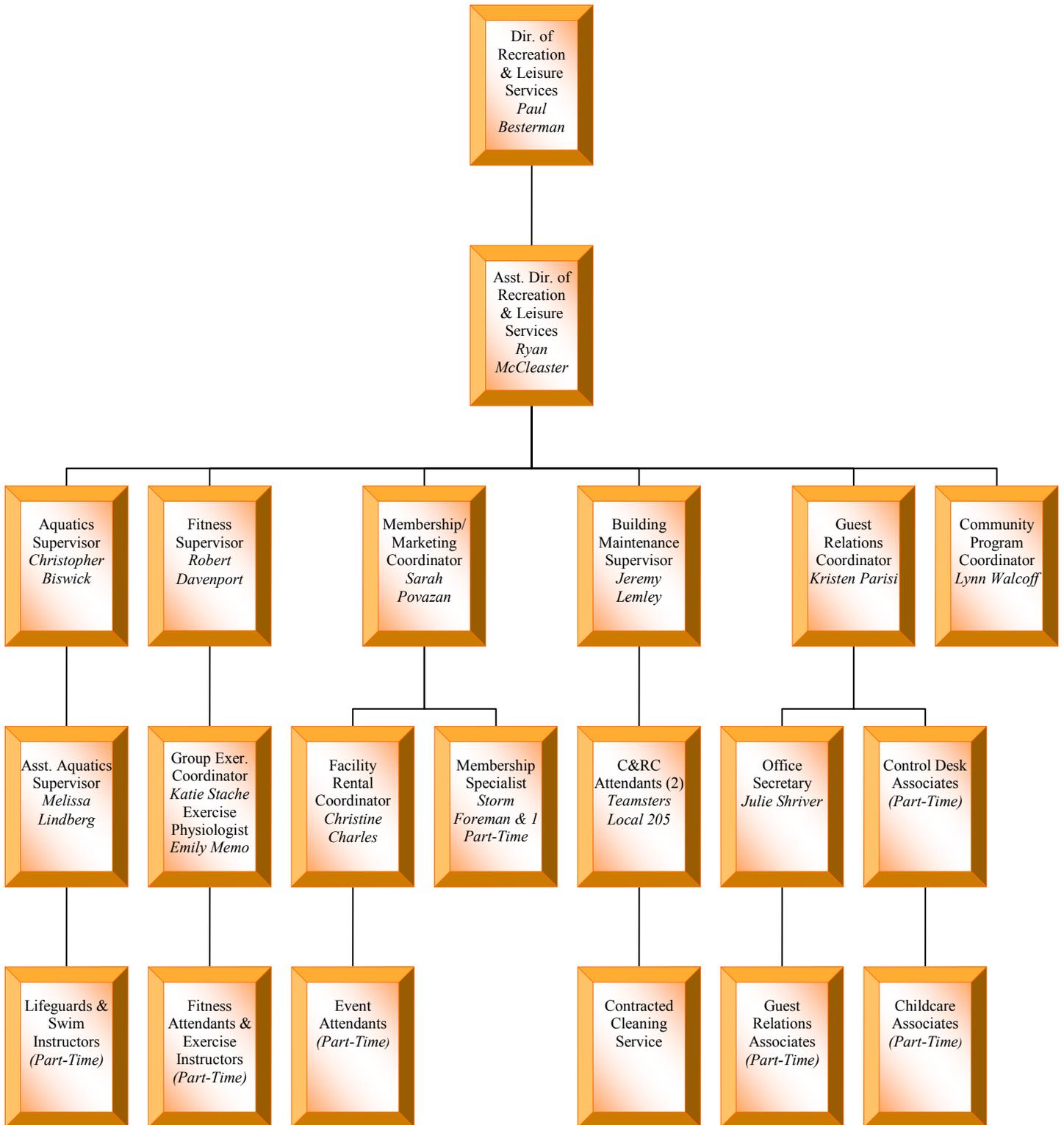
Position Title	Pay Grade	Minimum	Maximum	2012 Positions
Director of Recreation and Leisure Services	4	\$63,251	\$88,549	1
Assistant Director of Recreation and Leisure Services	5	\$51,842	\$72,578	1
C&RC Membership & Marketing Coordinator	6	\$42,495	\$59,494	1
C&RC Aquatics Supervisor	7	\$34,833	\$48,764	1
C&RC Building Maintenance Supervisor	7	\$34,833	\$48,764	1
C&RC Fitness Supervisor	7	\$34,833	\$48,764	1
C&RC Guest Relations Coordinator	7	\$34,833	\$48,764	1
Community Program Coordinator	7	\$34,833	\$48,764	1
C&RC Assistant Aquatics Supervisor	8	\$23,222	\$40,637	1
C&RC Membership Specialist	8	\$23,222	\$40,637	1
C&RC Group Exercise Coordinator	8	\$23,222	\$40,637	1
C&RC Exercise Physiologist	8	\$23,222	\$40,637	1
Office Secretary	8	\$23,222	\$40,637	1
C&RC Facility Rental Coordinator	8	\$23,222	\$40,637	1
C&RC Building Custodian (Attendant)	Union Contract	\$17.46/hr	\$17.46/hr	1
C&RC Maintenance Custodian (Attendant)	Union Contract	\$17.46/hr	\$17.46/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.

Equipment

The Fitness department has seen consistent participation since the opening of the C&RC. In order to keep the Fitness department on the cutting edge, the Township has planned to purchase 9 additional fitness machines to keep pace with the demand for fitness activities. For more information, please see the “*C&RC Capital Account*” section.

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

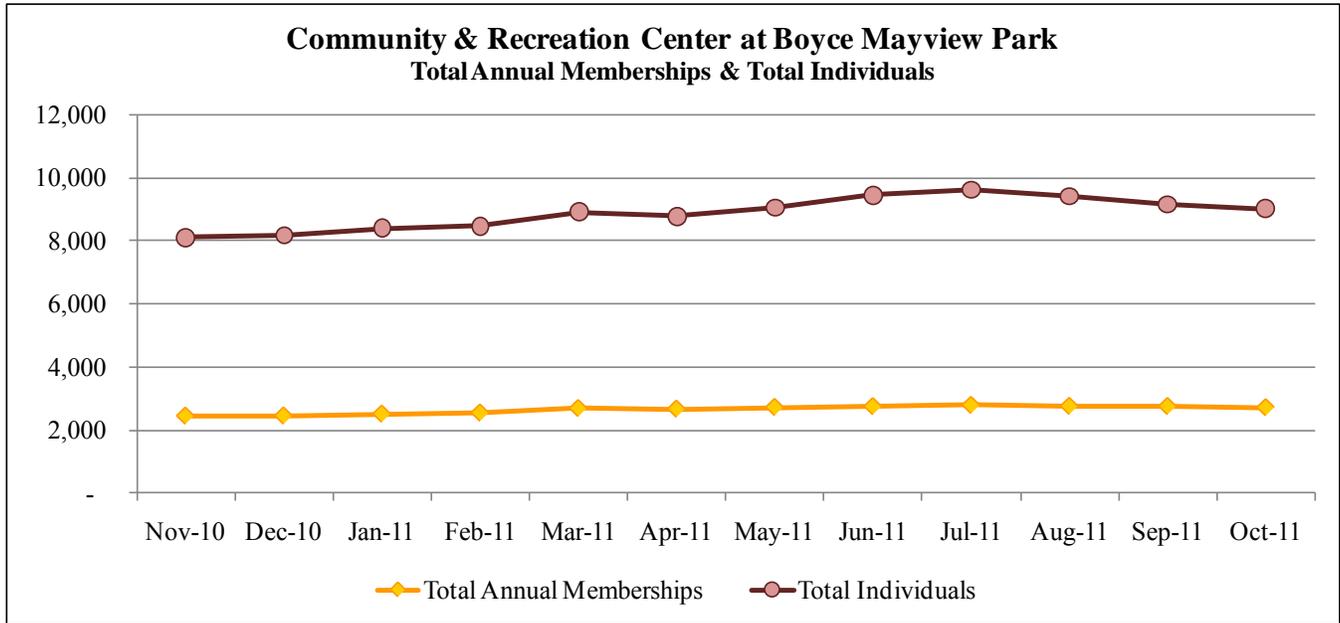
The Membership & Marketing Department is staffed by one (1) Membership & Marketing Coordinator, one (1) Membership Specialist, one (1) Facility Rental Coordinator, part-time membership specialists and part-time event attendants.

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 2012 is to maintain a resident to non-resident ratio of 73% to 27%. Below are the annual membership statistics through October 2011.

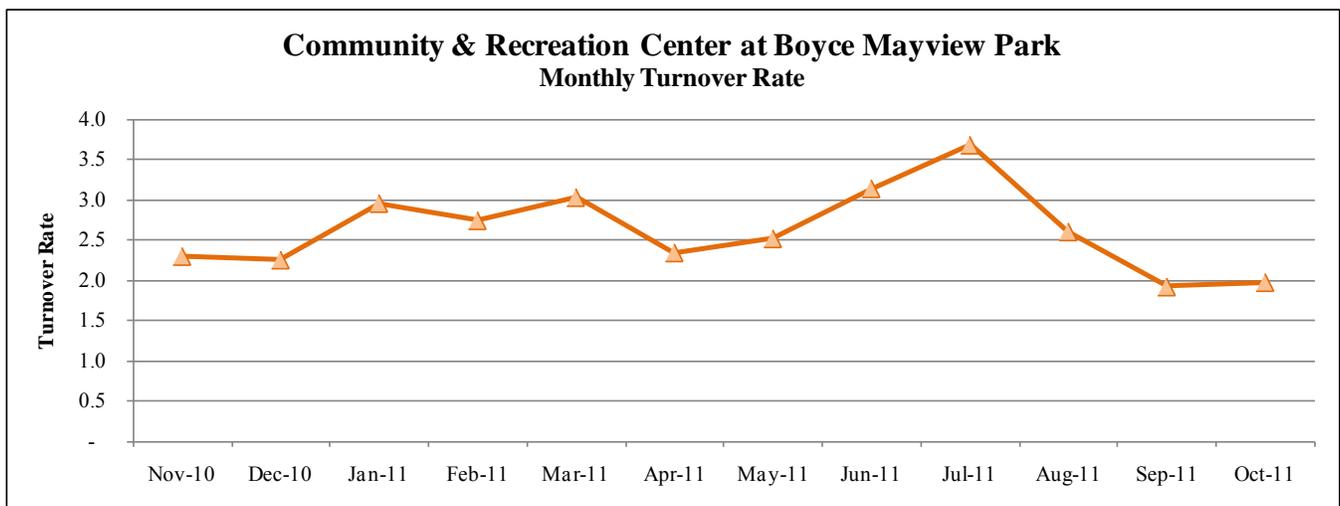
Community & Recreation Center at Boyce Mayview Park Membership Statistics November 2010 - October 2011												
Annual Membership Type	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11
Youth	180	177	182	186	199	192	191	172	156	150	153	143
Adult	277	275	283	288	320	308	310	303	308	302	309	307
Family	1,703	1,704	1,740	1,755	1,847	1,840	1,890	1,959	2,002	1,980	1,958	1,938
Senior	276	284	295	307	316	322	325	310	317	320	327	321
Total Annual Memberships	2,436	2,440	2,500	2,536	2,682	2,662	2,716	2,744	2,783	2,752	2,747	2,709
<i>Inc. (Dec.) Percentage</i>	0%	0%	2%	1%	6%	-1%	2%	1%	1%	-1%	0%	-1%
Percentage of Residents	78%	77%	77%	77%	76%	76%	75%	73%	73%	73%	73%	73%
Percentage of Non-Residents	22%	23%	23%	23%	24%	24%	25%	27%	27%	27%	27%	27%
Individuals	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11
3 Month Members	108	171	240	229	195	114	195	324	336	228	60	59
Annual Members	7,989	7,999	8,150	8,241	8,716	8,655	8,860	9,117	9,288	9,185	9,088	8,955
Total Individuals	8,097	8,170	8,390	8,470	8,911	8,769	9,055	9,441	9,624	9,413	9,148	9,014
Number of Scans	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11
Indoor Scanning Station	18,645	18,452	24,826	23,257	27,027	20,583	19,968	19,359	18,597	15,400	16,275	17,840
Outdoor Scanning Station							2,866	10,304	16,844	9,143	1,333	
Total Participation	18,645	18,452	24,826	23,257	27,027	20,583	22,834	29,663	35,441	24,543	17,608	17,840
Monthly Turnover Rate	2.3	2.3	3.0	2.7	3.0	2.3	2.5	3.1	3.7	2.6	1.9	2.0

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 2011, the annual membership base grew to a level over 2,709 memberships, while the number of individuals having access to the facility grew to 9,014. The membership base is expected to grow slightly in 2012, 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

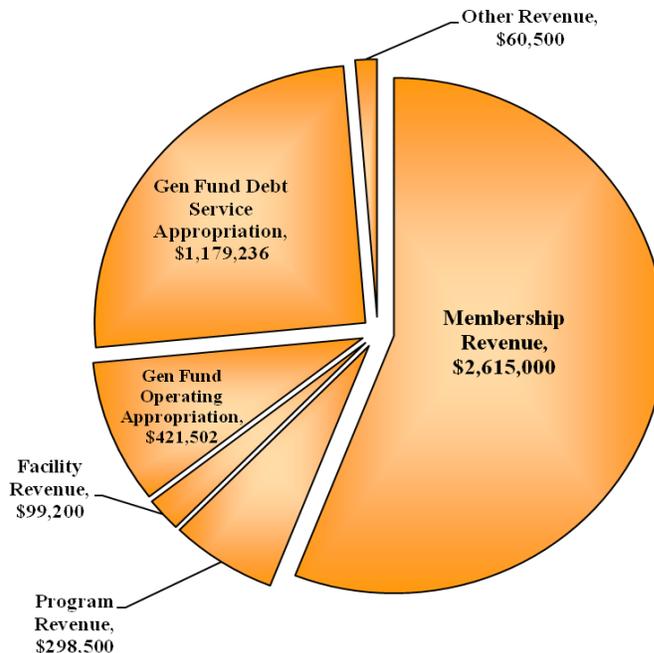
Please refer to the General Fund-Recreation section of the Budget for a detailed description of the Community Programs offered by the Township of Upper St. Clair.

REVENUE

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND
RECREATION



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Operating Revenue					
53-00-000-?????-000					
Membership Revenue					
350001 Indoor Memberships	\$ 96,255	\$ 223,052	\$ 1,450	\$ 1,393	\$ -
350002 Outdoor Pool Memberships	29,188	-	-	-	-
350003 Combined Memberships	506,077	1,560,362	2,125,371	2,285,000	2,350,000
350004 Daily Admissions	57,222	114,922	110,000	135,000	140,000
350005 Three Month Memberships	-	111,909	198,216	115,000	125,000
Program Revenue					
367003 Fitness Programs	20,639	95,214	110,000	97,000	110,000
367017 Aquatic Programs	32,125	112,276	125,000	180,000	180,000
367022 Misc. Self Supporting Fees	701	5,498	6,000	4,000	6,000
367030 League Fees	28	300	5,000	-	2,500
Facility Revenue					
380010 Non-Aquatic Facility Fees	3,435	15,275	25,000	15,500	20,000
380011 Aquatic Facility Fees	11,677	59,176	75,000	75,000	76,000
380012 Party Rental Extra Fees	1,765	2,966	2,000	3,000	3,200
Other Revenue					
360008 General Fund Appropriation	241,391	561,730	387,833	380,448	421,502
370001 Babysitting Services	7,981	21,770	22,500	25,000	27,000
370010 Vending Revenue	2,209	6,461	10,000	10,000	12,000
370020 Indoor Facility Misc. Revenue	3,715	13,948	15,000	18,000	20,000
370021 Outdoor Pool Facility Misc. Rev.	496	736	1,000	750	1,000
Total Operating Revenue	\$ 1,014,904	\$ 2,905,595	\$ 3,219,370	\$ 3,345,091	\$ 3,494,202



EXPENSES

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



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Indoor Facility Operating Expenses					
53-50-501-500???-000					
Indoor Personal Services					
101 Full-Time Wages	\$ 429,082	\$ 558,504	\$ 606,597	\$ 608,671	\$ 625,054
110 Overtime Wages	14,277	10,099	13,500	10,700	5,000
120 Part-Time Wages	280,707	507,835	593,720	608,696	618,325
162 Group Life Insurance	4,630	5,840	6,666	6,551	6,855
163 Medical Insurance	80,798	132,046	150,911	147,000	138,918
164 Workers' Compensation	9,350	56,305	69,701	65,643	61,850
166 Pension Costs	27,844	39,158	53,486	53,760	56,551
167 Long-term Disability Insurance	2,908	3,687	3,822	4,056	4,125
168 Post Retirement Plan	1,450	1,450	1,450	1,450	1,450
198 Social Security Expense	54,857	81,387	92,857	93,947	95,501
Total Indoor Personal Services	\$ 905,903	\$ 1,396,311	\$ 1,592,710	\$ 1,600,474	\$ 1,613,629
Indoor Contractual Services					
220 Liability Insurance	\$ 41,283	\$ 34,327	\$ 33,506	\$ 33,447	\$ 33,722
230 Association Dues	4,660	8,279	13,560	10,000	15,600
231 Travel & Conference Expense	183	4,339	13,500	10,000	16,000
232 Personnel Training	430	-	1,000	500	1,500
240 Water and Sewerage	28,622	34,649	37,000	36,000	37,500
241 Natural Gas	97,197	58,322	90,000	65,000	80,000
242 Electricity	130,821	239,387	240,000	238,000	245,000
243 Telephone	5,730	7,627	8,000	8,415	9,000
250 Repairs & Maintenance- Office Equipment	15,290	19,474	20,000	19,500	20,500
251 Repairs & Maintenance- Recreation Equipment	2,080	6,846	7,000	6,875	7,500
255 Building Maintenance	17,790	35,076	32,000	47,000	55,000
256 Pool Maintenance	-	6,296	43,000	40,000	45,000
259 Flooring Replacements/Improvements	-	-	-	-	125,000
262 Uniforms	2,775	5,581	7,000	6,500	7,250
275 Printing & Duplicating	41,826	32,811	44,000	32,250	40,000
278 Postage	18,719	6,590	13,500	5,425	8,500
290 Other Contractual Services	123,188	181,670	157,350	161,000	192,000
297 Interest Expense	952	1,428	1,428	3,001	1,060
298 Credit Card Fees	14,209	33,989	38,000	52,986	55,000
299 Internet Connection Costs	5,445	8,578	10,000	8,745	10,000
Total Indoor Contractual Services	\$ 551,200	\$ 725,269	\$ 809,844	\$ 784,644	\$ 1,005,132

EXPENSES

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND
RECREATION



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Indoor Commodities					
300 Office Furniture & Equipment	\$ 3,352	\$ 1,521	\$ 2,000	\$ 1,000	\$ 2,000
301 Expendable Office Supplies	15,745	14,400	13,200	15,000	16,200
302 Books & Subscriptions	57	-	1,000	100	1,000
304 Publicity Material/Marketing	32,923	16,645	52,000	28,700	53,000
306 Building Maintenance Supplies	56,766	42,463	46,000	43,500	48,300
307 Tools & Equipment	10,423	7,149	7,500	5,000	7,500
326 Department Specific Supplies	16,264	17,096	28,100	26,500	29,000
329 Pool Chemicals	14,181	19,516	25,200	25,000	26,000
390 Other Supplies	2,458	6,549	8,000	6,400	8,250
Total Indoor Commodities	<u>\$ 152,169</u>	<u>\$ 125,339</u>	<u>\$ 183,000</u>	<u>\$ 151,200</u>	<u>\$ 191,250</u>
Distributed Costs					
602 Depreciation Expense - Equipment	\$ 86,136	\$ 174,842	\$ 207,198	\$ 199,500	\$ 205,000
603 Dist. Data Processing Costs	44,958	59,203	54,036	42,186	48,649
Total Distributed Costs	<u>\$ 131,094</u>	<u>\$ 234,045</u>	<u>\$ 261,234</u>	<u>\$ 241,686</u>	<u>\$ 253,649</u>
Total Indoor Facility Operating Expenses	<u>\$ 1,740,366</u>	<u>\$ 2,480,964</u>	<u>\$ 2,846,788</u>	<u>\$ 2,778,004</u>	<u>\$ 3,063,660</u>
Outdoor Pool Facility Operating Expenses 53-50-510-500???-000					
Outdoor Personal Services					
120 Part-Time Wages	\$ 84,104	\$ 87,228	\$ 100,000	\$ 82,500	\$ 87,000
198 Social Security Expense	6,434	6,673	7,650	6,311	6,656
Total Outdoor Personal Services	<u>\$ 90,538</u>	<u>\$ 93,901</u>	<u>\$ 107,650</u>	<u>\$ 88,811</u>	<u>\$ 93,656</u>
Outdoor Contractual Services					
232 Personnel Training	\$ -	\$ 209	\$ 1,000	\$ 100	\$ 1,000
240 Water and Sewerage	6,637	7,142	7,500	7,500	7,500
256 Pool Maintenance	1,161	6,467	40,000	10,000	40,000
262 Uniforms	494	290	1,050	1,000	1,100
275 Printing & Duplicating	459	-	-	-	-
290 Other Contractual Services	407	-	1,000	500	1,000
Total Outdoor Contractual Services	<u>\$ 9,158</u>	<u>\$ 14,108</u>	<u>\$ 50,550</u>	<u>\$ 19,100</u>	<u>\$ 50,600</u>

EXPENSES

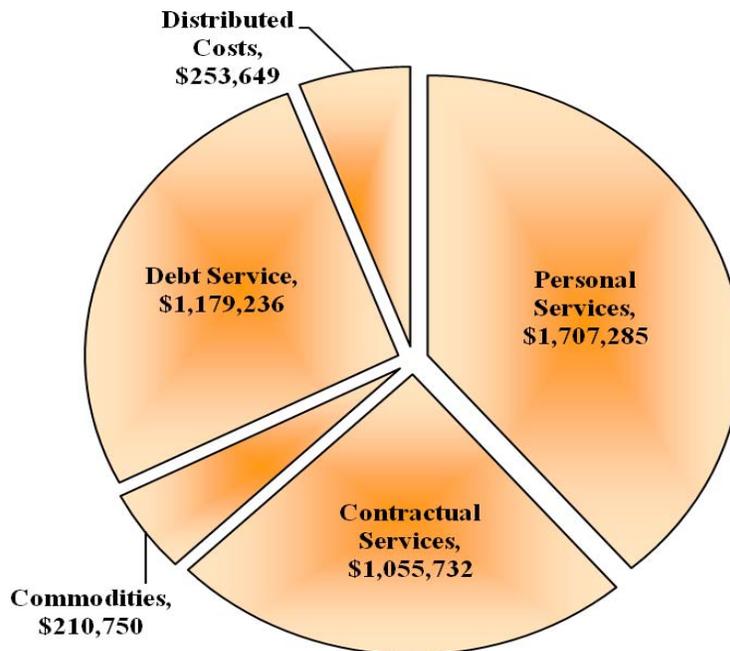
**BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND
RECREATION**



	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Outdoor Commodities					
300 Office Furniture & Equipment	\$ 261	\$ -	\$ -	\$ -	\$ -
302 Books & Subscriptions	47	-	-	-	-
304 Publicity Material	195	-	-	-	-
306 Pool Maintenance Supplies	9,381	1,639	5,000	4,000	5,000
326 Aquatics Supplies	1,151	418	3,000	3,203	3,000
329 Pool Chemicals	9,140	10,210	10,500	10,000	10,500
390 Other Supplies	-	618	1,000	500	1,000
Total Outdoor Commodities	<u>\$ 20,175</u>	<u>\$ 12,885</u>	<u>\$ 19,500</u>	<u>\$ 17,703</u>	<u>\$ 19,500</u>
Total Outdoor Facility Operating Expenses	<u>\$ 119,871</u>	<u>\$ 120,894</u>	<u>\$ 177,700</u>	<u>\$ 125,614</u>	<u>\$ 163,756</u>
Total Operating Expenses	<u>\$ 1,860,237</u>	<u>\$ 2,601,858</u>	<u>\$ 3,024,488</u>	<u>\$ 2,903,618</u>	<u>\$ 3,227,416</u>
Total Operating Income (Loss)	<u>\$ (845,333)</u>	<u>\$ 303,737</u>	<u>\$ 194,882</u>	<u>\$ 441,473</u>	<u>\$ 266,786</u>

BUDGETARY COMMENT

The Community & Recreation Center completed its second full year of operations in 2011. An overall 3% increase in membership revenue is projected in the 2012 C&RC Budget. The projected increase is from a possible membership fee increase and a growth in the membership base. Before an increase is implemented in 2012, 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>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Non-Operating Revenues					
53-00-000-??????-???					
345001-000 Interest on Investments	\$ 360	\$ 166	\$ 1,000	\$ 200	\$ 500
360008-000 Transfer In-Debt Service App	1,346,754	1,121,411	1,182,355	1,166,049	1,179,236
360008-003 Transfer In-Cap. Proj. Fund	19,488	-	-	-	-
Total Non-Operating Revenues	\$ 1,366,602	\$ 1,121,577	\$ 1,183,355	\$ 1,166,249	\$ 1,179,736
Non-Operating Expenses					
53-50-501-500???-???					
501-000 Bond Payments-Principal	\$ 389,823	\$ 365,887	\$ 379,564	\$ 379,564	\$ 389,823
501-001 Bonds Payable Allocation	(389,923)	(365,887)	(379,564)	(379,564)	(389,823)
511-000 Bond Payments-Interest	956,931	755,525	802,791	786,485	789,413
Total Non-Operating Expenses	\$ 956,831	\$ 755,525	\$ 802,791	\$ 786,485	\$ 789,413
Total Non-Operating Revenues (Expenses)	\$ 409,771	\$ 366,052	\$ 380,564	\$ 379,764	\$ 390,323

C&RC CAPITAL PROJECTS ACCOUNT

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Beginning Account Balance	\$ -	\$ (7,195)	\$ 145,234	\$ 145,234	\$ 697,841
Revenue	-	478,745	403,080	641,173	472,286
Expenses	-	(326,316)	(92,350)	(88,566)	(109,050)
Ending Account Balance	\$ -	\$ 145,234	\$ 455,964	\$ 697,841	\$ 1,061,077

Beginning in 2011, Staff began to track C&RC capital expenses through the C&RC Capital Projects Account. This is not a separate fund for the Township, but a tracking mechanism for capital purchases. All actual expenses shown in this account will be expensed in an asset account of the C&RC Fund and depreciated over the useful life of the asset.

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Revenue					
54-00-000-??????-000					
360053 Transfer from C&RC Fund	\$ -	\$ 303,903	\$ 195,882	\$ 441,673	\$ 267,286
360602 Depreciation Credit	-	174,842	207,198	199,500	205,000
Total Revenue	\$ -	\$ 478,745	\$ 403,080	\$ 641,173	\$ 472,286

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



C&RC CAPITAL PROJECTS ACCOUNT (Continued)

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Expenses					
C&RC Administration					
54-50-501-500600-???					
001 Comm. Room Furniture	\$ -	\$ -	\$ 15,000	\$ 4,006	\$ 22,500
098 General Furniture	-	2,997	-	2,750	5,000
099 Computer Equipment	-	9,742	2,500	3,650	18,500
Total C&RC Administration	\$ -	\$ 12,739	\$ 17,500	\$ 10,406	\$ 46,000
C&RC Fitness					
54-50-501-500600-???					
301 Arc Trainers	\$ -	\$ -	\$ 45,600	\$ 45,150	\$ -
302 Treadmills	-	-	-	-	14,800
303 Ellipticals	-	-	-	-	21,200
304 Upright Bikes	-	-	-	-	4,300
305 Step Mill	-	-	-	-	7,000
306 Reformer	-	-	-	-	5,500
320 Keiser M3 Cycling Bikes	-	-	6,000	5,929	-
321 Espresso Bikes	-	-	-	4,120	-
Total C&RC Fitness	\$ -	\$ -	\$ 51,600	\$ 55,199	\$ 52,800
C&RC Aquatics					
54-50-501-500600-???					
401 Chaise Lounge Chairs	\$ -	\$ 4,554	\$ 4,000	\$ 3,461	\$ 5,000
420 Swim Suit Dryer	-	-	3,250	3,500	-
421 Pool Equipment	-	-	-	-	5,250
Total C&RC Aquatics	\$ -	\$ 4,554	\$ 7,250	\$ 6,961	\$ 10,250
C&RC Maintenance					
54-50-501-500600-???					
501 JLG Scissors Lift	\$ -	\$ -	\$ 16,000	\$ 16,000	\$ -
502 Emergency Generator	-	309,023	-	-	-
Total C&RC Maintenance	\$ -	\$ 309,023	\$ 16,000	\$ 16,000	\$ -
Total Expenses	\$ -	\$ 326,316	\$ 92,350	\$ 88,566	\$ 109,050

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	
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		\$ 20,954,696	\$ 11,644,185	\$ 671,830	\$ 33,270,711	

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2012, 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



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Fund Balance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Revenue	2,915,254	2,961,091	2,872,500	2,954,027	2,946,000
Expenditures	(2,915,254)	(2,961,091)	(2,872,500)	(2,954,027)	(2,946,000)
Ending Fund Balance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

TRI-COMMUNITY SOUTH EMS OVERVIEW

The Tri Community South Emergency Medical Services (TCS EMS) Fund is a fund jointly operated by the Township of Upper St. Clair, South Park Township and the Municipality of Bethel Park. This fund pays all expenses related to the ambulance program. TCS EMS revenue consists of annual subscriptions, non-subscriber and subscriber medical charges, third party billings and non-emergency transport fees. Under the third party Agreement governing the program, the Township of Upper St. Clair acts as the system’s treasurer and manages the funds’ activities in the same manner in which it treats its own funds.

The Department of Health is the lead agency for emergency medical services in the Commonwealth of Pennsylvania. The Department’s Bureau of Emergency Medical Services (BEMS) is responsible for the statewide development and coordination of a comprehensive system to prevent and reduce premature death and disability.

Pennsylvania’s Emergency Medical Services system is defined by the EMS Act of 1985 (Act 45) Pa C.S. §6921-6938, updated as of 2009. Tri-Community South EMS falls under the Emergency Medical Services Institute (EMSI), one of 16 regional EMS Councils in the Commonwealth of Pennsylvania.

Tri-Community South Emergency Medical Services operates 24-hours per day, seven 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

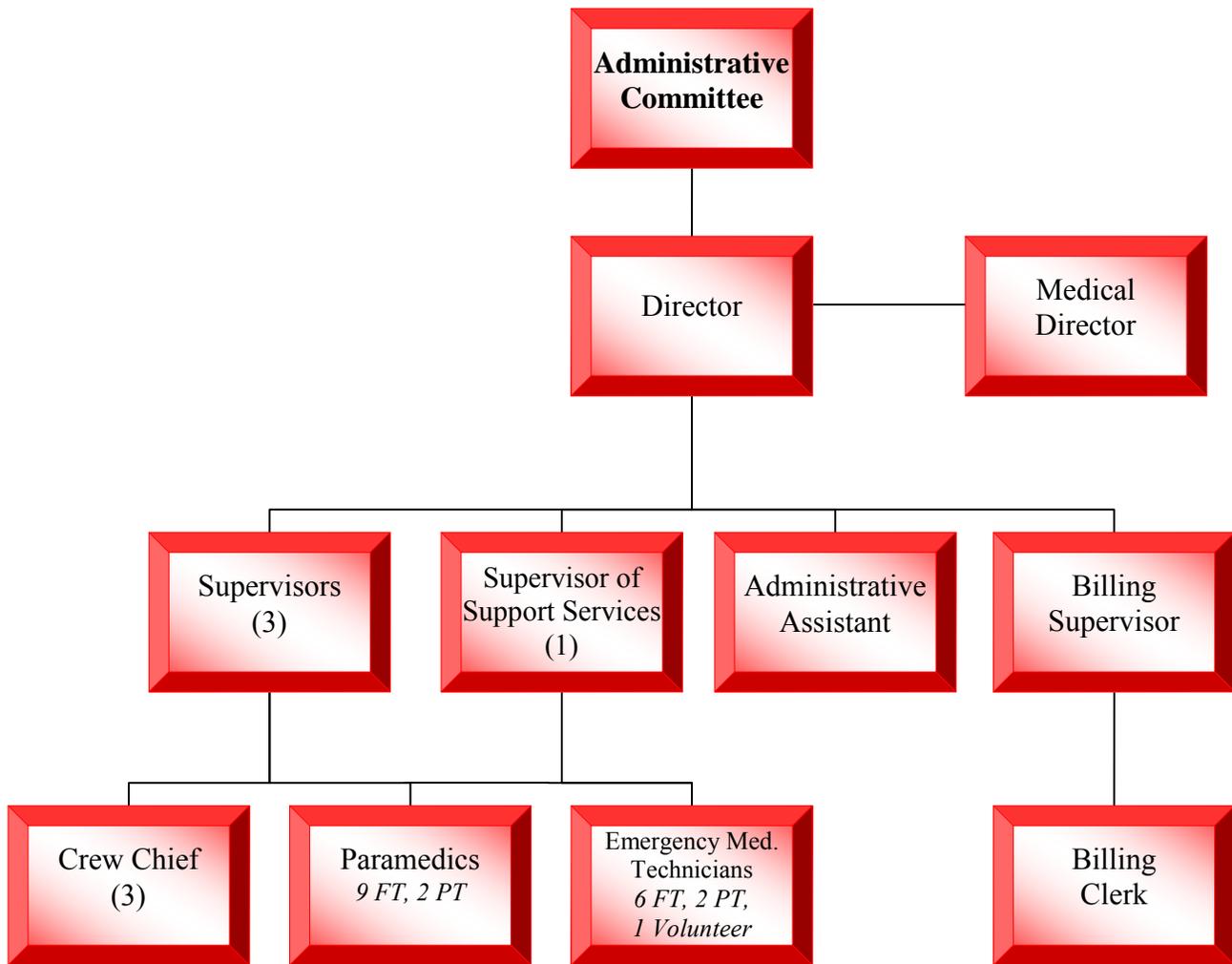
The number of calls for service and transports provided by the system for the past several years is summarized below:

Category	2005	2006	2007	2008	2009	2010	Oct-11
Calls for Service	5,935	6,123	6,678	6,687	6,496	6,616	5,742
Transports	4,467	4,619	5,163	5,172	5,105	5,322	4,567
Advanced Life Support	3,574	3,673	4,000	3,939	3,886	3,981	3,291
Basic Life Support	893	946	1,163	1,233	1,219	1,350	1,274
Non-Emergency Transports	244	200	224	157	139	131	100



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, six (6) full-time Emergency Medical Technicians, two (2) part-time Paramedics, two (2) part-time Emergency Medical Technicians and one (1) Volunteer emergency personnel.



OPERATIONS

TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE



PROGRAM REVENUE

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Revenue					
90-00-000-??????-000					
320400 Subscriptions	\$ 451,988	\$ 464,102	\$ 460,000	\$ 455,000	\$ 460,000
355710 Non-Subscriber Billings	1,419,967	1,376,768	1,320,000	1,380,000	1,385,000
356720 Subscriber Billings	827,443	877,213	860,000	860,000	840,000
360013 PA State Pension Grant	54,222	65,129	65,500	65,027	66,000
367006 CPR Program Fees	65,688	69,642	66,000	66,000	67,000
367007 CPR Material Reimbursements	-	-	-	27,000	27,000
367021 NETS Revenue	48,805	45,578	48,000	46,000	46,000
367072 Outside Detail	23,041	33,192	27,000	27,000	28,000
380890 Donations	21,274	25,071	20,000	22,000	22,000
380999 Miscellaneous Revenue	2,826	4,396	6,000	6,000	5,000
Total Revenue	\$ 2,915,254	\$ 2,961,091	\$ 2,872,500	\$ 2,954,027	\$ 2,946,000

PROGRAM EXPENDITURES

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Expenditures					
90-20-204-500???-000					
Personal Services					
101 Full-Time Wages	\$ 1,322,437	\$ 1,287,995	\$ 1,331,718	\$ 1,288,500	\$ 1,378,130
111 Overtime Wages	56,730	58,793	62,000	57,500	62,000
120 Part-Time Wages	35,712	55,650	45,000	65,000	70,000
153 Holiday Pay	44,805	45,226	45,000	45,500	46,000
161 Continuing Education	10,646	1,666	10,000	2,000	5,000
162 Group Life Insurance	10,447	9,760	10,075	9,650	10,100
163 Medical Insurance	307,068	374,778	394,614	390,000	385,000
164 Workers' Compensation	85,210	68,799	86,000	98,515	95,000
165 Unemployment Compensation	-	-	2,000	-	2,000
166 Pension Costs	75,979	72,337	78,000	72,000	73,785
167 Long-term Disability Insurance	8,950	8,780	8,890	8,875	9,220
172 Outside Detail	14,367	23,470	25,000	24,000	25,500
198 Social Security Expense	113,491	112,137	116,909	114,100	122,104
Total Personal Services	\$ 2,085,842	\$ 2,119,391	\$ 2,215,206	\$ 2,175,640	\$ 2,283,839

OPERATIONS

TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE



PROGRAM EXPENDITURES (Continued)

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Estimate	Budget
Contractual Services					
210 Professional Services-Legal	\$ 2,223	\$ 7,378	\$ 10,000	\$ 10,000	\$ 20,000
220 Liability Insurance	37,385	40,815	42,000	41,750	42,500
222 Vehicle Insurance	18,675	19,717	26,000	20,500	21,000
232 Conference & Training Expense	4,287	3,591	5,000	4,900	6,000
240 Water and Sewerage	3,563	3,521	4,000	3,550	4,000
241 Natural Gas	2,990	2,865	5,000	3,200	4,000
242 Electricity	12,157	13,797	13,000	13,500	14,000
243 Telephone	10,343	10,173	11,000	10,500	11,000
254 Vehicle Repairs & Maintenance	9,288	3,356	10,000	8,000	10,000
255 Building Repairs & Maintenance	5,026	15,123	8,400	8,000	8,500
257 Radio & Other Equip. Mte	5,804	2,966	5,200	2,500	5,200
265 Equipment Rental	12,803	12,821	13,500	12,900	13,500
270 CPR Instruction Pay	8,834	8,931	9,500	9,000	9,500
275 Volunteer Reimbursement	-	-	100	-	100
278 Postage	5,169	6,428	8,000	6,500	8,000
280 Travel & Mileage Expense	4,817	4,050	6,000	5,500	6,100
281 CPR Mileage Reimbursement	7	392	800	500	800
289 Administrative Services	35,000	35,000	35,000	35,000	35,000
290 Other Contractual Services	43,616	27,556	45,000	49,000	45,000
291 Subscription Services	20,751	20,631	22,000	21,000	22,000
Total Contractual Services	\$ 242,738	\$ 239,111	\$ 279,500	\$ 265,800	\$ 286,200
Commodities					
301 Expendable Office Supplies	\$ 4,897	\$ 5,241	\$ 8,000	\$ 5,500	\$ 7,000
304 Publicity Materials	2,115	281	3,000	2,500	3,000
307 Ambulance Equip. Supplies	2,183	851	5,000	2,000	5,000
308 CPR Program Supplies	11,033	5,140	21,000	28,000	30,000
314 Medical Supplies	3,829	3,325	8,000	5,000	8,000
328 Maintenance Supplies	1,653	1,784	3,500	1,800	3,500
340 Vehicle Supplies	15,603	10,362	14,000	14,000	15,000
341 Fuels and Lubricants	27,207	35,842	40,000	37,000	40,000
351 Clothing Allowance	10,210	9,984	17,000	11,000	17,000
390 Other Supplies	7,309	8,654	5,200	7,500	8,000
Total Commodities	\$ 86,039	\$ 81,464	\$ 124,700	\$ 114,300	\$ 136,500

OPERATIONS

TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE



PROGRAM EXPENDITURES (Continued)

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 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	\$ 362,889	\$ 383,379	\$ 115,348	\$ 260,541	\$ 101,715
Total Capital Equipment	<u>\$ 362,889</u>	<u>\$ 383,379</u>	<u>\$ 115,348</u>	<u>\$ 260,541</u>	<u>\$ 101,715</u>
Total Expenditures	<u><u>\$ 2,915,254</u></u>	<u><u>\$ 2,961,091</u></u>	<u><u>\$ 2,872,500</u></u>	<u><u>\$ 2,954,027</u></u>	<u><u>\$ 2,946,000</u></u>

BUDGETARY COMMENT

The 2012 Budget is \$73,500 or 2.6% more than the 2011 Budget. The increase is due mainly to an increase in contractual wages and workers compensation for 2012.

SUPPLEMENTARY INFORMATION

Tri-Community South EMS Vehicles

Asset Tag		Year	Make	Model	Mileage (as of 10-01- 2011)	Age in Years	Condition	Anticipated Replacement Year
Ambulances								
1	2009 018	2008	Ford	AMB	45,700	4	Good	TBD per Adm Committee
2	2009 019	2008	Ford	AMB	46,988	4	Good	TBD per Adm Committee
3	2009 020	2008	Ford	AMB	46,117	4	Good	TBD per Adm Committee
4	2010 008	2009	Ford	AMB	32,022	3	Good	TBD per Adm Committee
5	2010 010	2009	Ford	AMB	31,679	3	Good	TBD per Adm Committee
6	2010 009	2009	Ford	AMB	34,198	3	Good	TBD per Adm Committee
Other Emergency Vehicles								
1	2007 075	2007	Chevy	Suburban	20,005	5	Good	TBD per Adm Committee
2	2002 066	2003	Chevy	Suburban	35,857	9	Fair to Poor	TBD per Adm Committee

**TRI-COMMUNITY SOUTH EMS
CAPITAL RESERVE FUND**

**CAPITAL
IMPROVEMENTS**

TRI-COMMUNITY SOUTH EMS CAPITAL RESERVE FUND
EMERGENCY MEDICAL SERVICE



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Fund Balance	\$ 1,913,339	\$ 2,037,712	\$ 2,119,556	\$ 2,119,556	\$ 2,364,288
Revenue	395,640	398,421	130,048	275,638	114,215
Expenditures	(271,267)	(316,577)	(42,200)	(30,906)	(434,000)
Ending Fund Balance	\$ 2,037,712	\$ 2,119,556	\$ 2,207,404	\$ 2,364,288	\$ 2,044,503

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.

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Revenue					
90-00-000-?????-000					
345001 Interest Revenue	\$ 14,145	\$ 1,734	\$ 2,000	\$ 1,050	\$ 1,500
360005 PA VFC Grant	4,917	5,264	5,000	3,755	3,500
360006 DCED Grant	8,568	-	-	-	-
360007 EMSOF Grant	4,445	5,572	5,200	4,800	4,000
360009 Transfer from TCS EMS Fund	362,889	383,379	115,348	260,541	101,715
360012 Bethel Park Donation-RAD	-	-	-	1,354	1,000
360014 Upper St. Clair Donation-RAD	676	2,472	2,500	4,138	2,500
Total Revenue	\$ 395,640	\$ 398,421	\$ 130,048	\$ 275,638	\$ 114,215
Expenditures					
91-20-206-500???-000					
401 Medical Equipment	\$ -	\$ -	\$ 10,000	\$ 5,000	\$ 5,000
402 Vehicles/Ambulances	234,522	287,097	-	-	400,000
403 Life Paks	(583)	-	-	-	-
404 Computer Equipment	11,305	7,598	15,000	10,000	12,000
405 Furniture	360	-	-	-	2,000
406 Copier Equipment	8,955	-	-	-	-
415 EMSOF Grant Equipment	11,662	16,410	12,000	8,864	10,000
416 VFC Grant Equipment	5,046	5,472	5,200	7,042	5,000
Total Expenditures	\$ 271,267	\$ 316,577	\$ 42,200	\$ 30,906	\$ 434,000

BUDGETARY COMMENT

In 2012, TCS plans on replacing three (3) ambulances as well as certain computer and medical equipment.

SINKING FUNDS

DEBT SERVICE

SINKING FUNDS
DEBT SERVICE



	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	3,656,422	3,179,812	3,882,053	3,853,501	3,412,623
Expenditures	(3,656,422)	(3,179,812)	(3,882,053)	(3,853,501)	(3,412,623)
Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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 2007, 2008, 2009 and 2011.

	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Revenue					
Transfer from General Fund	\$ 1,300,871	\$ 1,191,828	\$ 1,745,475	\$ 1,737,244	\$ 1,328,951
Transfer from Sanitary Sewer Fund	1,008,797	866,572	954,223	950,208	904,436
Transfer from Boyce Mayview C&RC Fund	1,346,754	1,121,412	1,182,355	1,166,049	1,179,236
Total Revenue	<u>\$3,656,422</u>	<u>\$3,179,812</u>	<u>\$3,882,053</u>	<u>\$3,853,501</u>	<u>\$3,412,623</u>
Expenditures					
2003 General Obligation Bonds-Principal	\$ 495,000	\$ -	\$ -	\$ -	\$ -
2006 General Obligation Bonds-Principal	5,000	20,000	25,000	25,000	-
2007 General Obligation Bonds-Principal	15,000	145,000	145,000	145,000	145,000
2008 General Obligation Bonds-Principal	570,000	535,001	555,000	555,000	570,000
2009 General Obligation Bonds-Principal	-	365,000	590,000	590,000	605,000
2010 General Obligation Note-Principal	-	-	375,000	375,000	-
2011 General Obligation Bonds-Principal	-	-	-	-	70,000
2003 General Obligation Bonds-Interest	268,996	-	-	-	-
2006 General Obligation Bonds-Interest	427,542	434,406	426,458	426,455	-
2007 General Obligation Bonds-Interest	410,654	401,123	402,657	402,655	397,401
2008 General Obligation Bonds-Interest	1,464,230	1,104,731	1,173,843	1,150,000	1,154,281
2009 General Obligation Bonds-Interest	-	174,551	174,095	174,094	162,145
2010 General Obligation Note-Interest	-	-	15,000	10,297	-
2011 General Obligation Bonds-Interest	-	-	-	-	308,796
Total Expenditures	<u>\$3,656,422</u>	<u>\$3,179,812</u>	<u>\$3,882,053</u>	<u>\$3,853,501</u>	<u>\$3,412,623</u>

BUDGETARY COMMENT

Total estimated debt payments for 2012 have decreased by \$469,430 from the 2011 Budget primarily due to the full repayment (\$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 August 31, 2011 including bonds and notes:

Electoral Debt	\$ -
Nonelectoral Debt	
General Obligation Note of 2005	265,351
General Obligation Bonds of 2006	9,935,000
General Obligation Bonds of 2007	9,680,000
General Obligation Bonds of 2008	30,639,999
General Obligation Bonds of 2009	6,055,000
Total Nonelectoral Debt	<u>56,575,350</u>
 Add: Lease Rental Debt	 -
Total Gross Indebtedness	<u>56,575,350</u>
 Less: Debt Excluded as self-liquidating or separately stated pursuant to §8242(a) of the Debt Act	 <u>(16,100,799)</u>
Net Nonelectoral and Lease Rental Debt	<u>\$ 40,474,551</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 2010 Comprehensive Annual Financial Report is as follows:

Arithmetic Average (Borrowing Base)	<u>\$ 23,820,959</u>
--	-----------------------------

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)	\$ 59,552,398	\$ 40,474,551	\$ 19,077,847
Nonelectoral and Lease Rental Debt Limit (350% of Borrowing Base)	\$ 83,373,357	\$ 40,474,551	\$ 42,898,806

TOWNSHIP BOND OBLIGATIONS OVERVIEW**1. 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%

2. 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

3. 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%.

4. General Obligation Bonds of 2011

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

LONG-TERM DEBT SCHEDULES

**TOWNSHIP OF UPPER ST. CLAIR
RETIREMENT OF PRINCIPAL
AS OF DECEMBER 31, 2012**

Bond Series	Unpaid Principal Balance 12.31.11	2012 Principal Retirement General Fund	2012 Principal Retirement Sanitary Sewer Fund	2012 Principal Retirement C&RC Fund	Unpaid Principal Balance 12.31.12
2007 General Obligation Bonds	9,680,000	95,000	50,000		9,535,000
2008 General Obligation Bonds	30,640,000	84,189	95,988	389,823	30,070,000
2009 General Obligation Bonds	6,055,000	410,000	195,000		5,450,000
2011 GOB (Taxable)	210,000	60,000	10,000		140,000
2011 GOB (Non-Taxable)	9,995,000	-	-		9,995,000
Total Long Term Debt-Principal	\$ 56,580,000	\$ 649,189	\$ 350,988	\$ 389,823	\$ 55,190,000

LONG-TERM DEBT SCHEDULES (Continued)

I. 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
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		\$ 9,680,000	\$ 6,526,251	\$ 16,206,251

LONG-TERM DEBT SCHEDULES (Continued)

II. 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	
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		\$ 30,640,000	\$ 17,026,152	\$ 982,351	\$ 48,648,503	

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2012, 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)

III. 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
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		\$ 6,055,000	\$ 849,000	\$ 6,904,000

LONG-TERM DEBT SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

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

2011 Bond Issue (Taxable Bonds)				
Total Debt Service				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2012	1.250%	\$ 70,000	\$ 2,713	\$ 72,713
2013	1.500%	70,000	1,750	71,750
2014	1.750%	70,000	612	70,612
Total		\$ 210,000	\$ 5,075	\$ 215,075

2011 Bond Issue (Non-Taxable Bonds)				
Total Debt Service				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2012	-	\$ -	\$ 306,083	\$ 306,083
2013	-	-	306,082	306,082
2014	1.000%	5,000	306,058	311,058
2015	1.000%	75,000	305,657	380,657
2016	1.250%	80,000	304,783	384,783
2017	1.500%	80,000	303,682	383,682
2018	1.800%	80,000	302,363	382,363
2019	2.000%	85,000	300,792	385,792
2020	2.250%	90,000	298,930	388,930
2021	2.450%	865,000	287,321	1,152,321
2022	2.600%	895,000	265,090	1,160,090
2023	2.750%	910,000	240,943	1,150,943
2024	3.000%	940,000	214,330	1,154,330
2025	3.100%	965,000	185,272	1,150,272
2026	3.200%	1,000,000	154,315	1,154,315
2027	3.300%	1,035,000	121,238	1,156,238
2028	3.400%	1,070,000	85,970	1,155,970
2029	3.600%	340,000	61,660	401,660
2030	3.600%	350,000	49,240	399,240
2031	3.800%	365,000	36,005	401,005
2032	3.800%	375,000	21,945	396,945
2033	3.800%	390,000	7,410	397,410
Total		\$ 9,995,000	\$ 4,465,169	\$ 14,460,169

**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

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BUDGETARY POLICIES

FINANCIAL MANAGEMENT AND BUDGETARY POLICIES OVERVIEW

The Township of Upper St. Clair has an important responsibility to its citizens to carefully account for public funds, to manage municipal finances wisely, and to plan the adequate funding of services, including the provision and maintenance of public facilities. Financial management and budgetary policies are adopted 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. Enterprise funds for sanitary sewer and magazine operations as well as recreation programs in the General Fund are to be self-supporting. The membership and program fee structure of the Community & Recreation Center (C&RC) is to support 85% of all C&RC operating costs.
9. The Township will seek state and federal funds that are available for operating and capital projects.
10. The Township will encourage the delivery of services, in whole or in part, by other public and private organizations whenever and wherever greater efficiency and effectiveness can be expected.
11. The Township will utilize technology and productivity advancements that will help reduce or avoid increasing personnel costs.
12. The Township will maintain an effective risk management program to minimize losses and reduce insurance costs.
13. The Township will seek arrangements to share services with other municipalities where cost reductions can be achieved and where the quality of service will not be endangered.

REVENUE POLICIES

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

CASH MANAGEMENT INVESTMENT POLICIES

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

DEBT MANAGEMENT POLICIES

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

CAPITAL IMPROVEMENT PROGRAM POLICIES

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

CAPITAL IMPROVEMENT PROGRAM POLICIES (Continued)

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

PURCHASING POLICIES

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

RESERVE POLICIES

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

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

ACCOUNTING MEASUREMENT

ACCOUNTING SYSTEMS

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BUDGETARY CONTROL

ACCOUNTING MEASUREMENT

Governmental Funds

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

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

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 2012, 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.

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

ACCOUNTING SYSTEMS

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

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

BUDGETARY CONTROL

An operating budget is legally adopted each year for the General Fund, State Liquid Fuels Tax Fund, Storm Sewer Improvement Fund, Field Improvement Fund, Library Regional Asset District Fund and Boyce Mayview Park Regional Asset District Fund (Special Revenue Funds), the General Obligation Bonds of 2007, 2008, 2009 and 2011 (Debt Service Funds), the Capital Projects Fund (Capital Projects Funds), the Sanitary Sewer Fund, the Township/School District Magazine Fund and the Boyce Mayview Community & Recreation Center Fund (Enterprise Funds) on a basis consistent with accounting principles generally accepted in the United States of America (GAAP). No budgets were legally adopted for the Pension Trust Funds, the Library Endowment Fund or MATUSC (Special Revenue Funds).

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

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

APPENDIX A

PERSONNEL INFORMATION

**STAFF LEVEL
CHANGES**

APPENDIX A
PERSONNEL INFORMATION



STAFF LEVEL CHANGES – FULL TIME PERSONNEL

Department	2011 Staff Level	2012 Staff Level	Increase/(Decrease)
Administration	7	7	0

Explanation: No staff level changes expected in 2012.

Finance	3	3	0
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Explanation: No staff level changes expected in 2012.

Information Technology	4	5	1
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Explanation: Prior to 2012, the Township was given the services of a Public Access Television Coordinator under the Township's cable franchise agreement. An amendment to the agreement in 2011 has now shifted the responsibility of the coordinator to the Township. This position will fall under the direction of Information Technology.

Police	35	35	0
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Explanation: No staff level changes expected in 2012.

Community Development	5	5	0
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Explanation: No staff level changes expected in 2012.

Public Works - Administration	9	9	0
Public Works - Laborers	24	24	0

Explanation: No staff level changes expected in 2012.

Recreation	16	16	0
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Explanation: No staff level changes expected in 2012.

Library	9	9	0
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Explanation: No staff level changes expected in 2012.

STAFF LEVEL CHANGES – PART-TIME REGULAR PERSONNEL

Administration	1	1	0
Community Development	1	2	1
Public Works - Summer Laborers	17	17	0
Recreation	299	299	0
Library	25	22	(3)

Explanation: Community Development is budgeting for one (1) additional part-time Departmental Secretary in 2012. The Library will no longer employ part-time employees under the page program.

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
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	1	1	1	1	1
Director of Information Technology	1	1	1	1	1	1	1	1	1	1
Director of the Library	1	1	1	1	1	1	1	1	1	1
Director of Recreation and Leisure Services	1	1	1	1	1	1	1	1	1	1
Deputy Director of Public Works	1	1	1	0	0	0	0	0	0	0
Director of Community Dev./Assistant Twp. Mgr.	1	1	1	1	1	0	0	0	0	0
Management Subtotal	11	11	11	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	3	3
Office Assistant	1	1	1	1	1	1	1	1	1	1
Employee Benefit Specialist	0	0	0	0	0	1	0	0	0	0
Administration Subtotal	4	4	4	4	4	5	4	4	5	5
FINANCE										
Accounting Manager	0	0	0	0	1	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	0	0	0	0
Finance Subtotal	2	2	2	2	3	3	2	2	2	2
INFORMATION TECHNOLOGY										
Database/Support Technician	1	1	1	1	1	1	1	1	1	1
Operations and Network Administrator	0	0	0	1	1	1	1	1	1	1
Public Access Television Coordinator	0	0	0	0	0	0	0	0	0	1
Support Technician I	0	1	1	1	1	1	1	1	1	1
Information Technology Subtotal	1	2	2	3	3	3	3	3	3	4

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS (Continued)

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
POLICE										
Uniformed Police Officer	25	26	26	26	26	25	26	25	26	26
Police Dispatcher	4	4	4	4	4	4	4	3	4	4
Technical Services Coordinator	1	1	1	1	1	1	1	1	1	1
Records Coordinator	1	1	1	1	1	1	1	1	1	1
Confidential Secretary to the Chief of Police	1	1	1	1	1	1	1	1	1	1
Police Subtotal	32	33	33	33	33	32	33	31	33	33
COMMUNITY DEVELOPMENT										
Planning & Zoning Administrator	1	1	1	1	1	0	0	0	0	0
Chief Inspector	1	1	1	1	1	1	1	1	1	1
Code Enforcement Officer	1	1	1	1	1	1	1	1	1	1
Secretary - Director of Community Development	1	1	1	1	1	1	1	1	1	1
Department Secretary	1	1	1	1	1	1	2	2	1	1
Community Development Subtotal	5	5	5	5	5	4	5	5	4	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	1	1	1	1	1	1	1	1
Building/Grounds & Sustainability Administrator	0	0	0	0	0	0	0	1	1	1
Park & Forestry Administrator	0	0	0	0	0	0	0	0	1	1
Department Coordinator	0	0	0	0	1	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	0	0	0
Improvements Inspector/Technician	1	1	2	2	2	1	1	0	0	0
Public Improvements Inspector	1	1	0	0	0	0	0	0	0	0
Public Works Administration Subtotal	7	7	8	8	9	8	8	7	8	8
PUBLIC WORKS LABORERS										
Laborer	20	19	18	19	20	20	20	20	21	21
Mechanic	1	1	1	1	1	1	2	2	2	2
Working Foremen	3	3	3	3	3	3	1	0	0	0
Heavy Equipment Operator	1	1	0	0	0	0	1	1	1	1
Public Works Laborers Subtotal	25	24	22	23	24	24	24	23	24	24

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS (Continued)

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
RECREATION										
Assistant Director of Recreation and Leisure Services	0	0	0	0	0	1	1	1	1	1
C&RC Membership & Marketing Coordinator	0	0	0	0	0	1	1	1	1	1
C&RC Aquatics Supervisor	0	0	0	0	0	0	1	1	1	1
C&RC Building Maintenance Supervisor	0	0	0	0	0	0	1	1	1	1
C&RC Fitness Supervisor	0	0	0	0	0	0	1	1	1	1
C&RC Guest Relations Coordinator	0	0	0	0	0	0	1	1	1	1
C&RC Assistant Aquatics Supervisor	0	0	0	0	0	0	1	1	1	1
C&RC Membership Specialist	0	0	0	0	0	0	1	1	1	1
C&RC Group Exercise Coordinator	0	0	0	0	0	0	0	1	1	1
C&RC Exercise Physiologist	0	0	0	0	0	0	2	1	1	1
C&RC Building Custodian (Attendant)	0	0	0	0	0	0	1	1	1	1
C&RC Maintenance Custodian (Attendant)	0	0	0	0	0	0	0	1	1	1
Community Program Coordinator	1	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	1	1
Recreation Subtotal	2	2	2	2	2	4	13	14	15	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	1	1	1	1	1
Technical Services Assistant	1	1	1	1	1	1	1	1	1	1
Secretary to the Director of the Library	1	1	1	1	1	1	1	1	1	1
Reference Librarian	0	0	0	0	0	0	1	1	1	1
Acquisition Coordinator	1	1	1	1	1	0	0	0	0	0
Library Subtotal	7	7	7	7	7	7	8	8	8	8
Total Full-Time Positions	96	97	96	97	100	100	110	107	112	113

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



PART-TIME POSITIONS

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
ADMINISTRATION										
Department Secretary	1	0	0	1	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	0	0	0	0	1
Inspector	1	1	0	0	0	0	0	0	0	0
PUBLIC WORKS SUMMER LABORERS										
Part-Time Seasonal	N/A	N/A	N/A	N/A	N/A	N/A	17	17	17	17
RECREATION										
C&RC Aquatics Part-Time Staff	0	0	0	0	0	0	58	64	73	73
C&RC Fitness Part-Time Staff	0	0	0	0	0	0	6	29	32	32
C&RC Guest Relations Part-Time Staff	0	0	0	0	0	0	18	25	33	33
C&RC Membership Part-Time Staff	0	0	0	0	0	0	3	6	5	5
C&RC Summer Seasonal Staff	0	0	0	0	0	0	49	63	50	50
Community Programs Part-Time Staff	N/A	N/A	N/A	N/A	N/A	N/A	96	100	105	105
Older Adult Coordinator	1	1	1	1	1	1	1	1	1	1
LIBRARY										
Acquisition Coordinator	0	0	0	0	0	1	1	1	1	1
Reference Librarians	7	7	5	5	5	9	7	5	5	5
Library Assistants	15	15	19	19	19	12	10	12	12	12
Library Pages	9	9	6	6	6	10	8	3	3	0
Library Specialists	0	0	0	0	0	5	3	4	4	4
Total Part-Time Personnel	36	35	33	34	34	40	279	332	343	341

**SALARY &
WAGE SCALE**

APPENDIX A
PERSONNEL INFORMATION



NON-CONTRACTUAL SALARY & WAGE SCALE

Department	Position	Pay Grade	Minimum	Maximum
Administration	Township Manager	1	114,850	160,787
Administration Police	Assistant Township Manager/Director of Administration Chief of Police	2	94,139	131,794
Finance Police Public Works	Director of Finance Deputy Chief of Police Director of Public Works	3	77,161	108,029
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	63,251	88,549
Finance Police Public Works Recreation	Accounting Manager Technical Services Coordinator Building/Grounds & Sustainability Administrator Assistant Director of Recreation and Leisure Services	5	51,842	72,578
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	42,495	59,494
Administration Finance Community Development Community Development Information Technology Information Technology Information Technology Library Library Recreation Recreation Recreation Recreation Recreation	Administrative Assistant Payroll and Finance Accountant Code Enforcement Officer Fire Marshal Database/Support Technician Operations and Network Administrator Public Access Television Coordinator 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	34,833	48,764

**SALARY &
WAGE SCALE**

APPENDIX A
PERSONNEL INFORMATION



NON-CONTRACTUAL SALARY & WAGE SCALE (Continued)

Department	Position	Pay Grade	Minimum	Maximum
Administration	Office Assistant	8	23,222	40,637
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 2012 Salary & Wage Scale		
I.	Master Mechanic	\$28.22/hr
II.	Mechanic	\$27.22/hr
III.	Heavy Equipment Operator	\$27.22/hr
IV.	Foreman	\$27.22/hr
V.	Laborer III (after 36 mos.)	\$25.42/hr
	Laborer II (13-36 months)	\$23.06/hr
	Laborer I (0-12 months)	\$20.67/hr
VI.	Semi-Skilled Laborer III	\$18.47/hr
	Semi-Skilled Laborer II	\$16.98/hr
	Semi-Skilled Laborer I	\$15.62/hr
	Semi-Skilled Laborer Probationary	\$11.88/hr
VII.	C&RC Attendant	\$17.46/hr
VIII.	Public Works Clerk	\$23.46/hr

Police Union Contracts 2012 Salary & Wage Scale	
Officer 1	\$24.45/hr
Officer 2	\$26.48/hr
Officer 3	\$28.93/hr
Officer 4	\$33.90/hr
Officer 5	\$36.37/hr
Officer 6	\$38.81/hr
Sergeant	\$42.69/hr
Lieutenant	\$46.96/hr
Dispatcher	\$17.07 - \$21.35/hr

APPENDIX B

VEHICLES & EQUIPMENT

PUBLIC WORKS VEHICLES

	Asset Tag	Year	Make	Model	Mileage (as of 10- 1-2011)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2001 060	2001	Chevy	Pick-Up	54,223	11	Fair	2013
2	2005 040	2005	Chevy	Pick-Up	100,727	7	Good	2013
3	2006 052	2006	Chevy	Pick-Up	95,890	6	Good	2013
4	2007 042	2007	Chevy	Silverado Pick-up	48,636	5	Excellent	2014
5	2009 029	2009	Chevy	Colorado Pick-Up	22,684	3	Excellent	2016
Utility Trucks								
1	2000 018	2000	Ford	Pick-Up Utility	45,120	12	Fair	2013
2	2001 056	2001	Ford	Pick-Up Utility	31,865	11	Good	2014
3	2001 057	2001	Ford	Pick-Up Utility	75,285	11	Good	2013
4	2006 049	2006	Ford	Pick-Up Utility	16,104	6	Excellent	2016
5	2006 050	2006	Ford	Pick-Up Utility	24,918	6	Good	2013
6	2005 041	2006	Ford	Pick-Up Utility	29,303	6	Good	2013
7	2003 066	2003	Ford	Pick-Up Utility	31,504	9	Good	2013
8	2007 052	2008	Ford	F-550	33,099	4	Excellent	2014
9	2007 053	2008	Ford	F-550	22,669	4	Excellent	2014
10	2007 055	2008	Ford	F-550	13,830	4	Excellent	2015
11	2006 051	2007	Ford	F-550	24,959	5	Good	2014
12	2008 067	2008	Ford	F-550	15,297	4	Excellent	2015
13	2010 045	2011	Ford	F-550 XL Tr	4,977	1	Excellent	2017
14	2010 046	2011	Ford	F-550 XL Tr	4,942	1	Excellent	2017
15	TBD	2011	Ford	F-550	783	1	Excellent	2018
16	2008 066	2008	Dodge	Vehicle	11,848	4	Excellent	2018
17	2002 061	2002	Ford	Bucket Truck	6,970	10	Excellent	2015
18	2005 039	2006	Ford	Econoline 350 Van	17,250	6	Good	2016

PUBLIC WORKS VEHICLES (Continued)

	Asset Tag	Year	Make	Model	Mileage (as of 10- 1-2011)	Age in Years	Condition	Anticipated Replacement Year
Dump Trucks								
1	2003 065	2004	Int'l	Dump	11,877	8	Good	2013
2	2000 021	2001	Int'l	Dump	15,265	11	Poor	Pending Sale
3	2000 019	2001	Int'l	Dump	20,632	11	Poor	2012
4	2001 059	2002	Int'l	Dump	17,427	4	Poor	2013
5	2002 060	2002	Int'l	Dump	16,551	4	Good	2013
6	2004 047	2005	Int'l	Dump	12,331	7	Good	2015
7	2007 054	2008	Int'l	Dump	8,016	4	Good	2017
8	2009 048	2010	Int'l	Dump	3,716	2	Excellent	2020
9	2010 044	2011	Int'l	Dump	441	1	Excellent	2021
10	TBD	2012	Int'l	Dump	200	1	Excellent	2022
Other Vehicles								
1	2002 063	2002	CAT	Backhoe	5,069 hr	10	Fair	2012
2	1995 001	1995	CAT	Loader	8939/hr	17	Fair	2014
3	2003 005	2003	CAT	Wheel Loader	7,003	9	Good	2013
4	2003 060	2003	Int'l	Sewer Jet	2,373	9	Good	2014
5	2001 007	2010	Massey	Flail Mower	3,639 hr	11	Excellent	2020
6	2002 062	2003	Sterling	Sweeper	27,214	9	Good	2014
7	2010 027	2010	Toro	Groundsmaster 5910	982 hr.	2	Good	2016

PUBLIC WORKS EQUIPMENT

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
1	112H8V3277LO73142	2007	20 Ton Trailer	5	Excellent	As Needed
2	Not Applicable	2001	3 M Sign Machine	11	Good	As Needed
3	209 ABS2	2011	Accubrine Automated Brine Maker	1	Excellent	As Needed
4	Not Applicable	1993	Aeroway 8' Quickaway Tire Angle Aerator	19	Good	DNR
5	1020211	2010	Asphalt Planer	1	Excellent	As Needed
6	1ZFUF0819NB001827	1992	Asphalt Trailer	20	Fair	DNR
7	Not Applicable	1993	Asphalt Wacker	19	Fair	As Needed
8	Not Applicable	1962	Back-Up Sewer Machine	50	Good	DNR
9	6781	1993	Bandit Chipper	19	Good	2018
10	28-1491	2009	Bannerman Diamond Master Groomer	3	Good	2019
11	Not Applicable	1999	Bannerman Infield Renovator	13	Poor	DNR

PUBLIC WORKS EQUIPMENT (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
12	Not Applicable	1993	Bannerman Turf Topper	19	Good	2013
13	Not Applicable	2001	Bermeme FB-60S Gas Driving Hammer	11	Fair	As Needed
14	CAT037CLBNE01989	2008	Caterpillar Backhoe	3	Excellent	2018
15	15355	1997	Chicago Pneumatic Air Comp.	14	Good	2013
16	EG0932-040552	2009	Club Car Utility Vehicle	2	Excellent	2014
17	473A51215L1110643	1990	Cronkite Trailer	21	Fair	DNR
18	431FS101981000714	2008	Cross Country Roller Trailer	3	Excellent	As Needed
19	36590	2001	Esab Plasma Cutter	10	Excellent	As Needed
20	UV26715/Modl AV413P	1994	Ford 2120 (LCG Tractor)	17	Fair	2012
21	12D-GX160	2008	Gorman-Rupp Water 1 Pump 2"	3	Excellent	As Needed
22	13A52-GX390	2008	Groman-Rupp Water 1 Pump 3"	3	Excellent	As Needed
23	1ZFUF2015NB002058	1992	Groundsmaster Trailer	19	Fair	DNR
24	4K8AX1213X1A40828	1999	Groundsmaster Trailer	12	Good	As Needed
25	209 DAS-12725G1004	2011	GVM Anti-Icing Unit	1	Excellent	As Needed
26	1H9X151019C122006	2009	Harben Sewer Jet	3	Excellent	2024
27	27231284	2008	Hoffman 1625EM Tire Changer	4	Good	2018
28	G84BB012	2008	Hoffman 2400 Tire Balancer	4	Good	2018
29	Not Applicable	2002	Hotsy Gas-Fired Pressure Washer	10	Good	As Needed
30	W004X2X080512	2002	John Deere 4x2 Gator	10	Fair	DNR
31	Not Applicable	2000	Jumping Jack Tamper	12	Good	DNR
32	36739	2005	Kubota Tractor	7	Good	2015
33	KRTV900A61068850	2007	Kubota RTV Utility #1	5	Good	2013
34	KRTV900A61068851	2007	Kubota RTV Utility #2	5	Good	2013
35	89681	2008	Kubota RTV900 Utility Vehicle #3	4	Good	2014
36	89684	2008	Kubota RTV900 Utility Vehicle #4	4	Good	2014
37	Not Applicable	2002	Leaf Blower Attachment for Groundsmaster	10	Good	2012
38	Not Applicable	2002	Leaf Blower Attachment for Groundsmaster	10	Good	2012
39	23201110025018	2004	Lely Broadcast Spreader	8	Good	2014
40	Not Applicable	2010	Liftmore	3	Excellent	DNR
41	10930160	2002	Line Painter	10	Good	DNR
42	1ZFUF1018SB002433	1992	Line Painting Trailer	20	Good	As Needed
43	MA4106664	2011	Miller Welder 275 EFI	1	Excellent	As Needed
44	Not Applicable	2005	Multiguip plate compactor	7	Good	As Needed
45	Not Applicable	1996	National Triplex Mower	16	Fair	As Needed

PUBLIC WORKS EQUIPMENT (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
46	04831-1	2000	New Holland Tractor	12	Good	2012
47	5HLET08107FO72491	2007	Pavement Cutting Trailer	9	Excellent	As Needed
48	30980	2009	Pro Tech Sno Pusher	3	Excellent	As Needed
49	Not Applicable	2008	Rotary Electric Lift	4	Excellent	As Needed
50	Not Applicable	1972	Ryan Renothin	40	F/P	DNR
51	Not Applicable	2011	Ryan Sod Cutter	1	Excellent	As Needed
52	Not Applicable	1972	Ryan Turf Aerator	40	Poor	As Needed
53	Serial No. 110	2003	Ryan Turf Aerator	9	Good	2013
54	SE1823E	2004	Seeda-Vator	8	Good	As Needed
55	VS03535	2002	Sewer Machine	10	Good	DNR
56	97251	2001	Swenson tailgate conveyor	11	Good	As Needed
57	21302982	2005	Takeuchi Loader	7	Good	2015
58	1ZFCF1422TB004687	1996	Takeuchi Trailer	16	Good	As Needed
59	209-F6-4812	2011	Tennsmith Metal Brake	1	Excellent	As Needed
60	5HLUT122X8FO81901	2008	Top Brand 6x12 Trailer (Tom's)	4	Excellent	As Needed
61	250000319	2005	Toro 580-D Mower	7	Fair	DNR
62	250000221	2005	Toro 3100D Reelmower	7	Good	2012
63	270000482	2007	Toro 3500D Sidewinder	5	Excellent	2012
64	S270000176	2008	Toro Debris Blower 600	4	Excellent	As Needed
65	260000507	2007	Toro Field Line Painter 1200	5	Excellent	As Needed
66	04021-230001808	2004	Toro Greenmaster Flex 21	8	Good	As Needed
67	Not Applicable	1994	Toro Greensmaster	18	Good	As Needed
68	Not Applicable	1996	Toro Greensmaster	16	Good	As Needed
69	200000519	2002	Toro Greensmaster	10	Good	2012
70	2600003001	2007	Toro Greensmaster 1600	5	Good	2012
71	230000128	2008	Toro Greensmaster 500	4	Excellent	As Needed
72	250000260	2006	Toro Groundsmaster	6	Good	2012
73	270000118	2007	Toro Groundsmaster 328	5	Good	2013
74	270000117	2007	Toro Groundsmaster 328	5	Good	2013
75	S280000207	2008	Toro Groundsmaster 4500-D	4	Excellent	2015
76	S290000147	2009	Toro Groundmaster 7210	3	Excellent	2014
77	290000352	2009	Toro Groundsmaster 3500-D	3	Excellent	2013
78	S290000455	2009	Toro Grandstand 48" Mower	3	Excellent	2017
79	270000433	2007	Toro Infield Pro 3040	5	Good	2012
80	S280000106	2008	Toro Pro Core 864	4	Excellent	As Needed
81	60100	2001	Toyota Forklift	11	Good/Used	2015
82	135-100-220	2009	Tuff Screen Player Protector	3	Excellent	As Needed
83	TG525	2004	Vermeer Tub Grinder	8	Good	2016
84	Not Applicable	1987	Vicon Spreader	25	Fair	DNR
85	5788322	2008	Wacker Vibratory Roller	4	Excellent	As Needed
86	270-245-419	2009	Weighted Field Tarp	3	Excellent	As Needed

POLICE DEPARTMENT VEHICLES

Asset Tag	Year	Make	Model	Mileage (as of 10-1- 2011)	Age in Years	Condition	Anticipated Replacement Year	
Patrol Vehicles / Traffic Vehicles								
1	2003 057	2003	Ford	Crown Victoria	85,402	9	Poor	Pending Sale
2	2006 047	2006	Ford	Crown Victoria	77,036	6	Poor	Pending Sale
3	2007 007	2007	Ford	Crown Victoria	52,045	5	Fair	2012
4	2007 005	2007	Ford	Crown Victoria	76,820	5	Fair	2013
5	2009 026	2009	Ford	Crown Victoria	12,635	3	Good	2014
6	2009 027	2009	Ford	Crown Victoria	26,062	3	Good	2013
7	2010 005	2010	Ford	Crown Victoria	7,299	2	Excellent	2014
8	2010 004	2010	Ford	Crown Victoria	12,748	2	Excellent	2014
9	2011 011	2011	Ford	Crown Victoria	254	1	Excellent	2015
10	2011 013	2011	Ford	Crown Victoria	554	1	Excellent	2015
11	2011 012	2011	Ford	Crown Victoria	312	1	Excellent	2015
4-Wheel Drive Vehicles								
1	2005 035	2005	Ford	Explorer	88,529	7	Poor	2012
2	2006 046	2006	Ford	Explorer	76,432	6	Fair	2013
3	2006 045	2006	Ford	Explorer	97,525	6	Poor	2012
4	2008 019	2008	Ford	Explorer	37,705	4	Good	2013
5	2008 021	2008	Ford	Explorer	67,241	4	Fair	2013
6	2008 022	2008	Ford	Explorer	31,592	4	Good	2014
7	2009 025	2009	Ford	Explorer	34,152	3	Good	2014
8	2010 006	2010	Ford	Expedition	61,633	2	Fair	2016
Other Equipment								
1	1992 027	1992	Chevy	Communication Van	3,654	20	Poor	2014
2	2000 013	2001	Ford	Cargo Van	57,215	11	Poor	2013
3	2001 054	2001	Polaris	Quad #1	N/A	11	Fair	If Grant Becomes Available
4	2001 049	2001	Polaris	Quad #2	N/A	11	Fair	If Grant Becomes Available
5	2001 048	2001	Polaris	Quad #3	N/A	11	Fair	If Grant Becomes Available
6	2001 050	2001	Mustang	Trailer	N/A	11	Fair	If Grant Becomes Available

VOLUNTEER FIRE DEPARTMENT VEHICLES

Vin Number	Year	Make	Model	Mileage (as of 10-1- 2011)	Age in Years	Condition	Anticipated Replacement Year	
Fire Protection Vehicles								
1	2053	1989	Amer La France	Engine	43,126	23	Poor	2013
2	1AFAC1187D1A17890	1983	Amer LaFrance	Rescue	18,542	29	Poor	Sale Pending
3	4Z3HAACK85RU02102	2005	Amer LaFrance	Ladder	27,259	7	Good	2025
4	1FMFU16588LA19358	2008	Ford	n	29,692	4	Good	2014
5	1FDSW35F71EC97502	2001	Ford	F-350	20,891	11	Fair	2013
6	1FDSW35P73EC28157	2003	Ford	F-350	24,014	9	Fair	2012
7	4Z3AAACG02RJ49205	2002	Freightliner	Engine	18,699	11	Good	2017
8	1AFAAAACK68RZ60906	2008	Amer LaFrance	Engine	6,974	4	Excellent	2023
9	1AFAAACG08RZ44177	2009	Amer La France	Rescue	3383	3	Excellent	2029

ADMINISTRATION VEHICLES

	Asset Tag	Year	Make	Model	Mileage (as of 10-1- 2011)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2004 042	2004	Chevy	Tahoe	55,841	8	Good	Rotation Vehicle
2	2007 070	2007	Ford	Explorer	45,920	5	Good	2012
3	2008 020	2008	Ford	Explorer	36,795	4	Excellent	2014
4	2009 021	2001	Chevy	PU Truck	96,946	11	Poor	Rotation Vehicle
5	2011	2011	Ford	Escape	3,743	1	Excellent	Rotation Vehicle
6	2009 030	2009	Ford	Escape XLT	11,711	3	Excellent	2018

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APPENDIX C

BACKGROUND

&

STATISTICAL

INFORMATION

HISTORY

The area known as “Upper St. Clair” can trace its origins in recorded history back to the mid-eighteenth century when the first known 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 eight departments under the direction of the Township Manager. The departments include Administration, Finance, Information Technology, Public Works, Recreation and Leisure Services, Police, Community Development and Library. Each department is managed by the Director who is supervised by the Township Manager.

Citizens Boards and Commissions, appointed by the Board of Commissioners, play an important role in the governmental process. These Boards specialize in selected types of problems and serve as advisors to the elected Board of Commissioners. Active Boards and Commissions are:

Civil Service Board	3 Members	3 Year Terms
Library Board	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. 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. In 2012, Target and Dick’s Sporting Goods will be developed in the South Hills Village Shopping Center. The parking area accommodates approximately 6,500 cars.

HIGHER EDUCATION

In addition to the educational facilities provided by the School District, the Township is within 15 miles of 16 colleges and universities which offer a variety of undergraduate, graduate and non-credit programs.

LIBRARY & RECREATION

The Township operates and maintains 775 acres of parks, parklets and open space which includes a 3-hole municipal golf course, recreation center, tennis center and nature areas. Two all-weather platform tennis courts and three tennis bubbles are available at the facilities in McLaughlin Run Park. The Township Library contains approximately 94,000 volumes with an estimated annual circulation of 364,000.

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 - 2010 POPULATION GROWTH TRENDS UPPER ST. CLAIR AND SELECTED AREAS								
	1980		1990		2000		2010	
	Population	Change From 1970	Population	Change From 1980	Population	Change From 1990	Population	Change From 2000
Upper St. Clair	19,023	23.0%	19,692	3.5%	20,053	1.8%	19,229	(4.1%)
Pittsburgh	423,938	(18.5%)	369,879	(12.8%)	334,563	(9.5%)	305,704	(8.6%)
Allegheny County	1,450,085	(9.7%)	1,336,449	(7.8%)	1,281,666	(4.1%)	1,223,348	(4.6%)

Source: U.S. Census, Census of Population

TOWNSHIP PRINCIPAL EMPLOYERS

PRINCIPAL EMPLOYERS YEAR END 2010					
Rank	Principal Employers	Description	Number of Employees	Percentage of Principal Employers	Percentage of Township Wide Employees
1	USC School District	Local Public School	608	32.6%	13.3%
2	Home Loan Services, Inc.	Mortgage Service Company	216	11.6%	4.7%
3	Friendship Village	Retirement Community	198	10.6%	4.3%
4	USC Township	Municipality	153	8.2%	3.3%
5	Sears Roebuck & Co.	Retail Department Store	135	7.2%	2.9%
6	Southwood Psychiatric Hospital	Medical Facility	123	6.6%	2.7%
7	Port Authority of Allegheny County	Transit Authority	127	6.8%	2.8%
8	AE Corporate Services, Co.	Retail Department Store	112	6.0%	2.4%
9	I Mortgage Services	Mortgage Service Company	104	5.6%	2.3%
10	St. Clair Country Club	Country Club	87	4.7%	1.9%
Total			1,863	100.0%	40.7%
Township Wide Employees			4,580		

Source: Upper St. Clair Local Services Tax Records

TOWNSHIP PRINCIPAL REAL ESTATE TAXPAYERS

PRINCIPAL REAL ESTATE TAXPAYERS YEAR END DECEMBER 31, 2010				
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%	4.4%
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%	0.3%
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%	9.7%
Township Wide Assessed Valuation		\$ 1,676,420,504		

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
2010	19,229	8.1%
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%

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 2001-2010			
Year	Total Earned Income ¹	Per Capita Earned Income ²	Increase in Per Capita Income
2010	\$886,050,375	\$46,079	(8.5%)
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	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 2006-2010					
Function/Program	2010	2009	2008	2007	2006
General Government					
Municipal Bldg Square Footage Occupied	11,000	5,000	5,000	5,000	5,000
Staff Vehicles	3	2	2	2	2
Community Development					
Municipal Bldg Square Footage Occupied	2,500	2,500	2,500	2,500	2,500
Inspection Vehicles	2	3	3	3	3
Public Works					
Municipal Street (lane miles)	110	110	110	110	110
Number of Traffic Lighted Intersections	9	9	9	9	9
Sanitary Sewers (miles)	66	66	66	66	66
Storm Sewers (miles)	50	50	50	50	50
Staff Vehicles	3	4	4	4	4
Inspection Vehicles	3	3	3	3	3
Vehicles	26	25	25	25	25
Public Works Building Square Footage	36,500	36,500	36,500	36,500	36,500
Recreation					
Staff Vehicles	1	1	1	1	1
Number of Parks	11	11	11	11	11
Acreage of Park Land	733	733	733	733	613
Recreation Centers	2	2	1	1	1
Recreation Center Square Footage	96,500	96,500	6,500	6,500	6,500
Basketball Courts	12	12	10	10	10
Tennis Courts	10	10	10	10	10
Ball Fields	12	12	12	8	8
Public Safety					
Municipal Bldg Square Footage Occupied	4,500	4,500	4,500	4,500	4,500
Police Vehicles	20	20	20	20	20
Library					
Municipal Bldg Square Footage Occupied	10,000	10,000	10,000	10,000	10,000

Source: Upper St. Clair Township

APPENDIX D

GLOSSARY OF TERMS

A

AA+ BOND RATING	A bond credit rating assesses the credit worthiness of the Townships debt issues. According to Standard & Poor's rating, the Township is considered to be a high grade or high quality investment.
ACCESS PA	The Access Pennsylvania Database is a project of the Pennsylvania Department of Education and the Office of Commonwealth Libraries that was started in 1985 as a way to provide a united catalog across the State of Pennsylvania. It was the first and remains the largest statewide united catalog that includes the holdings of all types of libraries.
ACCOUNTING SYSTEM	The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.
ACCRUAL BASIS	Basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.
ALCOSAN	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**FINANCIAL FORECASTING**

Is a prediction of the economy in the future based on current trends and other statistics such as national wealth and global market status.

FRINGE BENEFITS

A category of expenditures which includes the Township's share of Social Security, Group Life Insurance, Medical Insurance, Workmen's Compensation Insurance, Long-term Disability Insurance and Retirement Fund Contributions for Township employees. Fringe Benefits also include any benefit received by an employee in addition to regular pay, i.e. paid holidays or vacation time.

FULL FAITH AND CREDIT

A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

FUNCTION

A portion of a program made up of related cost centers (See Cost Center and Program).

FUND

A self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND ACCOUNTING The legal requirement for the Township to establish accounts for segregating revenues and other resources, together with all related liabilities, obligations, and reserves, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE The excess of funds assets over its liabilities. A negative fund balance is sometimes called a deficit.

FUND RESERVE The portion of prior years fund balance that is authorized for expenditure in the current year.

G

GAAP Generally Accepted Accounting Principles (GAAP): A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.

GASB Governmental Accounting Standards Board: Organization that formulates accounting standards for governmental units.

GENERAL FUND A governmental fund supported by taxes, fees, and other revenues that may be used for any lawful purpose. This is the principal fund of the Township and includes all operations not required by law or policy to be recorded in other funds.

GENERAL GOVERNMENT This program provides the legislative, executive and staff activities essential for effective policy making and professional administration of the Township of Upper St. Clair government.

GENERAL OBLIGATION BOND When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

GOVERNMENTAL FUNDS Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

GRANT A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually awarded for specified purposes.

H**HOME RULE CHARTER**

In 1972, the "Home Rule Charter and Optional Plans Law" [Act 62 of 1972 (53 P.S. § 1-101 et seq.)] was passed by the Pennsylvania Legislature, giving to municipalities the right and power to adopt a home rule charter, or one of several optional plans, and to exercise the powers and authority of local self-government. In accordance with that law, the electorate of the township voted in November 1972 to elect a Government Study Commission to study and draft a Home Rule Charter and to recommend whether or not a home rule charter should be adopted. The report of that commission recommended adoption of a charter which provided for a commission-manager form of government, with a seven-member Board of Commissioners. The recommended charter was approved by the voters of the township on November 6, 1973, and became effective on the first Monday of January 1976. The Home Rule Charter established a 7 member Board of Commissioners, 2 of whom serve "at large" and 5 of whom serve by ward. The Township Manager implements all programs, policies and general directives of the Board of Commissioners.

I**INFLATION**

The rate at which the general level of prices for goods and services is rising and, subsequently, purchasing power is falling. Refer to Consumer Price Index for measurement.

INTER-FUND TRANSFER

The transfer of monies from one fund to another.

L**LOCAL OPTION SALES
& USE TAX**

This tax is collected by the Pennsylvania Department of Revenue and 25% of all collections are distributed to qualifying municipalities of Allegheny County.

LIBRARY SERVICES

This program provides Township residents with a full array of library services such as the standard loaning of books, newspapers, magazines and reference materials to patrons being able to borrow stereo recordings, compact discs, audio and video cassettes, Polaroid cameras and cassette recorders. Additional programs for children, the handicapped, the blind, and senior citizens are also provided.

LOCAL SERVICES TAX

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

LONG -TERM DEBT	Debt payable more than 1 year after date of issue.
LOCAL TAX ENABLING ACT	Law enacted to provide Pennsylvania municipalities and school districts a means of funding their operations by levying certain types of taxes as defined by the Act.
M	
MATERIALS AND SUPPLIES	A category of expenditures which includes goods or services that are consumed in achieving cost center objectives.
MATURITY	The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.
MATURITY DATE	The date on which all or a stated portion of the principal of a security is due and payable.
MILL	Tax rate of 1/1000 th of each dollar of assessed property value.
MILLAGE	Tax rate expressed in mills per dollar, of property taxation.
MINIMUM MUNICIPAL OBLIGATIONS (MMO)	In the United States, the state-mandated smallest amount a municipality must contribute to any pension plan established for its employees. The amount is calculated using actuarial science to ensure that municipal pension plans are sufficiently funded. The Township, regardless of the amount contributed by it, is also required to keep the pension plan solvent. If the pension funds become insufficient to meet obligations then the Township must augment the pension funds using money from other sources. The general funds of the Township are thus in effect a guarantor and insurance policy against under-contributions by employees or poor performance of pension fund investments. However, the Township is responsible for making up any shortfall between the MMO and the sum of contributions the Township makes for each employee as a percentage of that employee's wages, plus realized earnings on the pension fund investments.
MODIFIED ACCRUAL BASIS	The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.
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 17 communities and/or townships.

SPECIAL REVENUE FUND A governmental fund established to account for revenues that are legally restricted to expenditure for specific purposes.

SURPLUS See "Fund Balance."

T

TAX A compulsory payment to a government based on holdings of a tax base.

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.