UPPER ST. CLAIR

2013 ADOPTED BUDGET

2012
BOARD OF COMMISSIONERS

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Russell R. Del Re - Vice President
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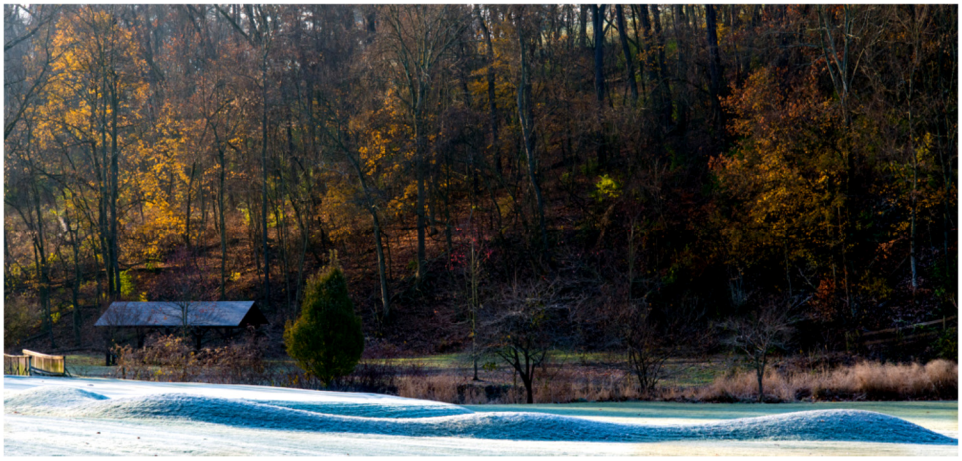
TOWNSHIP MANAGER

Matthew R. Serakowski



Township of
USC
FOUNDED 1788
Upper St. Clair

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2013 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*
Jack Smarslak, *Accounting Manager*
Dan Berty, *Finance/Recreation Accountant*
Diana Pifer, *Administrative Assistant*
August G. Stache, Jr., *Director of Finance*
Bonnie Antonelli, *Payroll & Finance Accountant*
Debi Bakowski, *Administrative Assistant*

GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Township of Upper St. Clair the GFOA's Distinguished Budget Presentation Award for the 2012 Budget. This was the fourth 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 2013 Adopted Budget for consideration of the GFOA's Distinguished Budget Presentation Award.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Township of Upper St. Clair

Pennsylvania

For the Fiscal Year Beginning

January 1, 2012

President Executive Director

The Township of Upper St. Clair

OFFICE OF THE MANAGER

December 3, 2012

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

2013 BUDGET MESSAGE

Dear Members of the Board:

I am pleased to present the 2013 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 August 2012, the Township Manager and Staff initiated the 2013 Budget preparation process. The 2013 Budget document continues to build on the objectives established by Township Management to develop a more **comprehensive and functional budget** following in line with the Township's Comprehensive Plan (see *"Long-Term Plan"* section for Summary of Plan). In 2012, the Township and Finance Department received the **Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award** for the fourth straight year. Budget elements of **financial forecasting and benchmarking** continue to be integrated into the document, so as to provide a complete picture of **the Township's future financial position** and ability to compete.

In preparation for the 2013 Budget, Staff continued with the streamlined, focused approach established in past years. The use of departmental budget worksheets **featuring trend analysis and inflation statistics** allows for Staff to more accurately predict future budgetary expenditures. The department directors were provided the opportunity to respond to the departmental budget worksheets with an acknowledgement of the projections or a justification for a change in budgetary numbers. After preparing any proposed changes, Staff met with individual departments to discuss both operating and capital budget requests. This process yielded a slight increase in the **2013 Budget Expenditures for the General Fund of (2.82%)** from the 2012 Budget. In 2013, township staff will continue to search for new ways to provide the level of services and programs that the residents have come to expect in the most cost efficient manner. This Budget **acknowledges continuing 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 5, 2012. 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 2012

- Completed construction on the Miracle League Field in Boyce Mayview Park and it was dedicated on May 26, 2012. 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. 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.

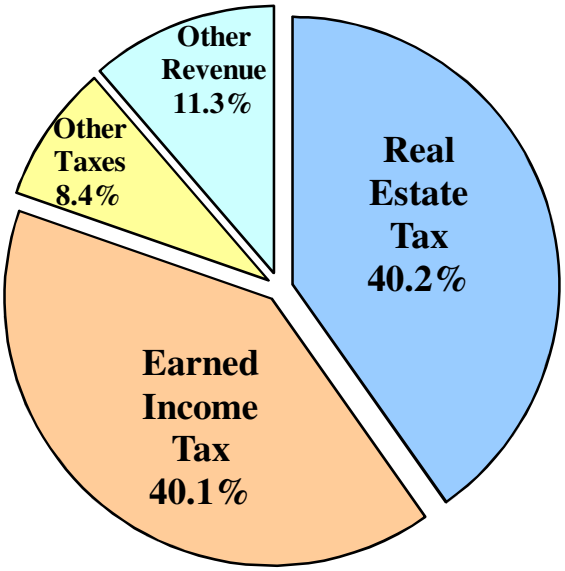
- A redevelopment plan for the South Hills Village Mall was approved in 2011. The redevelopment includes a new Target store and a new Dick's Sporting Goods. Dick's was completed in late 2012 and Target is scheduled to be completed in the spring of 2013.
- A new residential development was tentatively approved in 2012 at the old Bedner Farm site and was estimated that, upon the new development's completion, the new residences will add approximately $70,000,000 of assessed value to the Township's real estate tax rolls.
- The Community & Recreation Center at Boyce Mayview Park (C&RC) completed its third full year of operations. The C&RC was able to exceed a 10,000 membership threshold in 2012.
- The Township's Reverse 911 system called "USC Notify" was fully implemented in 2012. This system allows Staff to notify residents in case of an emergency or adverse situation in a quick and timely fashion.
- In 2012, the Township's Earned Income taxes are collected via the Southwest Allegheny County Tax Collection District and its appointed tax Collector, Jordan Tax Service. Also, the Township appointed Jordan Tax Service as its sewer user fee collector.
- The Township was able to save approximately $75,000 in workers' compensation and other insurance premiums due to good claims experience and testing of the market through requests for proposals.
- The Township refinanced the 2006 and 2007 Bond issues achieving annual savings of about $250,000.
- In addition to receiving its fourth consecutive GFOA Distinguished Budget Presentation Award for 2012, the Township was awarded for the 24th consecutive year, the GFOA Certificate of Achievement for Excellence in Financial Reporting.

New for 2013

- Since Allegheny County's reassessment of properties is to take effect in 2013, the Real Estate Tax rate has been reduced to 3.9 mills and Earned Income Tax rate will remain at 0.80%.
- The Township's Annual Street Improvement Program is projected at $1,200,000.
- The 2013 Minimum Municipal Obligations (MMO) for both Police and Public Works defined benefit plans have increased by $96,521, or 24% and $40,680 or 17%, respectively, from 2012.
- 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.
- Completion of the redesigned Township's website will allow for increased resident interactivity.
- Staff plans to begin to 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 $300,000 to the development of sidewalks along Mayview Road to allow for more pedestrian access to the C & RC.
- Safety improvements, building reconfigurations and infrastructure upgrades are planned for areas within the Township municipal building and Boyce Mayview Park.
- Library RAD Funding is projected to increase in 2013. Staff will continue to monitor Library operations through part-time wages and commodity purchases, as well as future funding impacts.
- If the proper amount of funds can be raised via private fundraising to supplement existing RAD funding, construction of a playground designed for children with special needs is planned for Boyce Mayview Park near the Miracle Field in 2013.

GENERAL FUND REVENUES

Where the Money Comes From



The 2013 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 increase from 2012 Budget amounts of $18,321,224 to $18,837,461, or (2.82%). The increase in General Fund revenue is mainly due to the effect of an increase in projected collections of real estate transfer tax (6.25%), an increase in projected earned income tax (3.19%) and an increase in projected local option sales tax (25.28%). The real estate tax rate will be adjusted to 3.90 mills due to the Allegheny County reassessment and the earned income tax rate will remain at 0.80%. The General Fund is projected to be at $3,308,123 Fund Balance, or 17.6% of estimated 2013 General Fund revenues. For more information on major funding sources, please refer to the section entitled *"Major Revenue Sources."*

	2012 Budget	2012 Estimate	2013 Budget
Real Estate Tax	$ 7,555,157	$ 7,584,500	$ 7,572,189
Earned Income Tax	7,315,000	7,365,000	7,548,350
Local Services Tax	240,000	252,000	250,000
Real Estate Transfer Tax	800,000	975,000	850,000
Public Utilities Tax	22,000	22,000	22,000
Local Option Sales & Use Tax	360,000	417,500	451,000
Licenses and Permits	134,825	184,675	151,525
Fees and Fines	477,200	487,150	489,700
Rental Income	82,400	79,900	80,900
Investment Earnings	5,000	2,700	3,500
Service Agreements	209,887	209,894	209,887
Other Non-Tax Revenue	760,055	840,450	845,960
Recreation Fees	359,700	352,707	362,450
Total Revenues	**$ 18,321,224**	**$ 18,773,476**	**$ 18,837,461**
Fund Balance	-	-	-
Total Major Revenues	**$ 18,321,224**	**$ 18,773,476**	**$ 18,837,461**

Major Revenue Sources

Revenue Source	Percentage 2013 Budget	Dollar Value Change from 2012 Budget	Percentage Change from 2012 Budget
Real Estate Tax	**40.2%**	**$17,032**	**0.2%**

- For the 2013 budget year, current Real Estate Taxes are projected to be at 3.90 mills. The current assessment base is projected to grow at 18% due the County's reassessment.

Earned Income Tax	**40.1%**	**$233,350**	**3.2%**

- Current Earned Income Taxes are projected at approximately a 3.2% growth rate over 2012 actual collections based on conservative economic forecasts for 2013.

Real Estate Transfer Tax	**4.5%**	**$50,000**	**6.3%**

- Real Estate Transfer Tax has been projected to increase at 6.3% based on collection patterns over the last three years and current housing market conditions.

Local Services Tax	**1.3%**	**$10,000**	**4.2%**

- Local Services Tax of $52.00 is levied on all employees who work within the Township earning over $12,000 a year. For 2013, Local Services Tax has increased by $10,000 to $250,000, which is consistent with 2011-2012 collection patterns.

Local Option Sales & Use Tax	**2.4%**	**$91,000**	**25.3%**

- 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 $91,000 increase over 2012 budgeted amounts. The Township has also budgeted for the RAD grant for Boyce Mayview Park in the amount of $320,000 and a higher RAD contribution of $215,247 for the Township Library. These contributions can been found in the Boyce Mayview Park RAD Fund and the Library RAD Fund, respectively.

Other Revenue	**11.3%**	**$114,855**	**5.7%**

- Taken as a whole, there is a $114,855 projected increase in other revenue. A projected increase in reimbursements and grants from the State provided to the Township for 2013 are the main sources of the increase in other revenue.

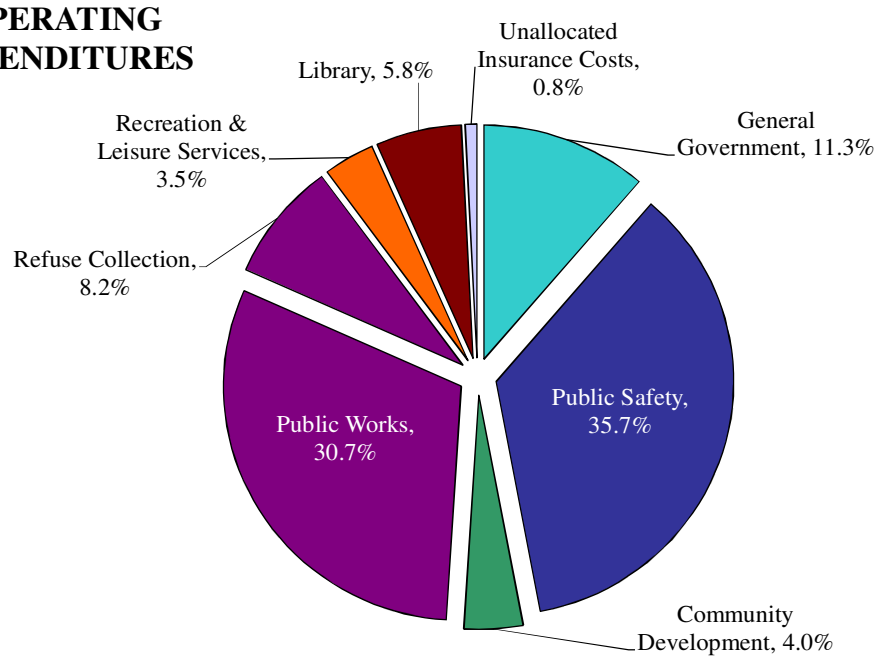
GENERAL FUND EXPENDITURES

Where the Money Goes by Program

The 2013 projected operating expenditures will increase from the 2012 budgeted amount of $14,041,430 to $14,235,981, or 1.39%. The increase of $194,551 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 66.4% of the Operating Budget.

OPERATING EXPENDITURES



The remaining difference of projected revenues over operating expenses of $4,601,480 will be used to fund the Debt Service Costs for 2013 of $1,168,299 and operating transfers of $3,433,181.

	2012 Budget	2012 Estimate	2013 Budget
General Government	$ 1,547,181	$ 1,470,238	$ 1,604,461
Public Safety	4,976,386	4,697,649	5,078,789
Community Development	618,982	569,375	570,128
Public Works	4,401,085	3,861,615	4,370,459
Refuse Collection	1,124,400	1,121,500	1,168,000
Recreation & Leisure Services	477,200	462,815	503,320
Library	780,806	792,813	821,554
Unallocated Insurance Costs	115,390	94,573	119,270
Operating Expenditures	$ 14,041,430	$ 13,070,578	$ 14,235,981

Major Program Operating Expenditures

Major Program	Percentage 2013 Budget	Dollar Value Change from 2012 Budget	Percentage Change from 2012 Budget
General Government	**8.5%**	**$57,280**	**3.7%**

- General Government Appropriations are budgeted at a 3.7% increase. The change in budgeted amounts is the result of an increase in personal services due to a new position being budgeted in the Finance Department.

Public Safety	**27.0%**	**$102,403**	**2.1%**

- Public Safety Appropriations are projected to increase by 2.1%. The increase stems mainly from an increase in Police pension costs. The Minimum Municipal Obligation (MMO) for the Police pension is $96,521, or 24% higher than 2012. A 3.0% hourly wage increase for police officers and other increases in personnel costs for the Police Department will result in an overall increase in the 2013 Public Safety budget of $113,562.

Community Development	**3.0%**	**($48,854)**	**(7.9%)**

- Community Development Appropriations are projected to decrease by (7.9%) due to decreases in personal service costs.

Public Works	**23.2%**	**($30,626)**	**(0.7%)**

- Public Works Appropriations are projected to decrease (0.7%) due to retirements of older personnel with higher wages and hiring replacement personnel at the entry level on the wage scale. Also, the Public Works Department has been able to maintain a level (no increase) material cost in its operation for 2013.

Refuse Collection	**6.2%**	**$43,600**	**3.9%**

- The Refuse Collection Budget has increased by $43,600 from the 2012 Budget based on the anticipated bid award through SHACOG for the next refuse contractor.

Recreation & Leisure Services	**2.7%**	**$26,120**	**5.5%**

- Recreation & Leisure Services Appropriations are projected to increase by 5.5% due to an increase in personal services related to various programs run by the Recreation Department.

Library	**4.4%**	**$40,748**	**5.2%**

- Library Appropriations are projected to increase 5.2% 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 2013 Budget, overall General Fund operating expenditures have increased by $194,551, or 1.39% from 2012 Budget amounts. 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 increase by 2.3%.
- For 2013, the pension Minimum Municipal Obligation (MMO) for the Police is $499,570 and $276,604 for Public Works employees. This is a net increase of $137,201, or (21%) from 2012.
- Workers' Compensation, Life Insurance and Long-Term Disability premiums are budgeted to decrease by $40,000, $15,000 and $20,000, respectively, for 2013.

The 2013 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 2013 Budget	Dollar Value Change from 2012 Budget	Percentage Change from 2012 Budget
Debt Service Payments	**6.2%**	**($160,652)**	**(12.1%)**

- The 2013 Debt Service Appropriations are based on the Debt Service Payment Schedules for the 2008, 2009, 2011 and the 2012 General Obligation Bond Issues. Total debt service payments for the General Fund are scheduled to decrease by $160,652 due to the refinancing of the Township's 2006 and 2007 General Obligation Bond Issues.

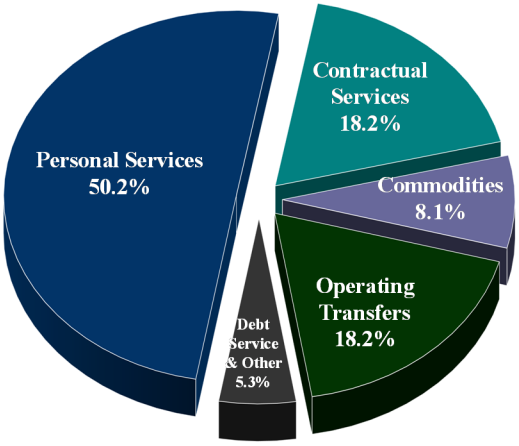
Operating Transfers	**18.2%**	**$482,338**	**16.4%**

- The 2013 General Fund Budget allocates a $978,425 transfer to the Capital Projects Fund to help finance major capital items, a transfer of $718,902 to the Boyce Mayview Park RAD Fund to fund park activities not covered by the RAD Grant and a transfer of $1,735,854 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 2013 Budget	Dollar Value Change from 2012 Budget	Percentage Change from 2012 Budget
Personal Services	**50.2%**	**($6,229)**	**(0.1%)**

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 2013 General Fund Budget reflects 50.2% in personal services, or $9,447,355, and approximately 44% of that total is obligated contractually. This is a decrease from the 2012 budgeted amounts of $6,229, or (.1%). 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, mandatory pension costs and medical insurance offset against decreases in medical insurance, life insurance, long-term disability insurance and workers compensation premiums.

Contractual Services	**18.2%**	**$156,203**	**4.8%**

Contractual services on the whole increased $156,203, or 4.8% from 2012 budgeted amounts. This is primarily due to an increase in budgeted amounts for Tax Collection and Refuse Collection.

Commodities	**8.1%**	**$39,351**	**2.7%**

Township commodities have increased by $39,351, or 2.7% mainly due to increases in and Public Works equipment and supplies.

Operating Transfers	**18.2%**	**$482,338**	**16.4%**

In the 2013 Budget, Operating Transfers account for 18.2%, or $3,433,181 of the total General Fund Budget. This is an increase of 16.4% from the 2012 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	$ 978,425
Boyce Mayview Park RAD Fund	718,902
Boyce Mayview C&RC Fund (Operating)	442,589
Boyce Mayview C&RC Fund (Debt)	1,293,265
Total Operating Transfers	**$ 3,433,181**

Debt Service & Other	**5.3%**	**($155,426)**	**(13.4%)**

The decrease in "Debt Service & Other" is primarily due to the refinancing of the General Obligation Bonds of 2006 and 2007 in December, 2011 and February, 2012, respectively.

Other Expenditure Considerations

- **Staffing Levels and Compensation** - The overall staffing level of the Township for 2013 along with salary and wage ranges has been shown in each individual department's budget and the Appendix section of the 2013 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.

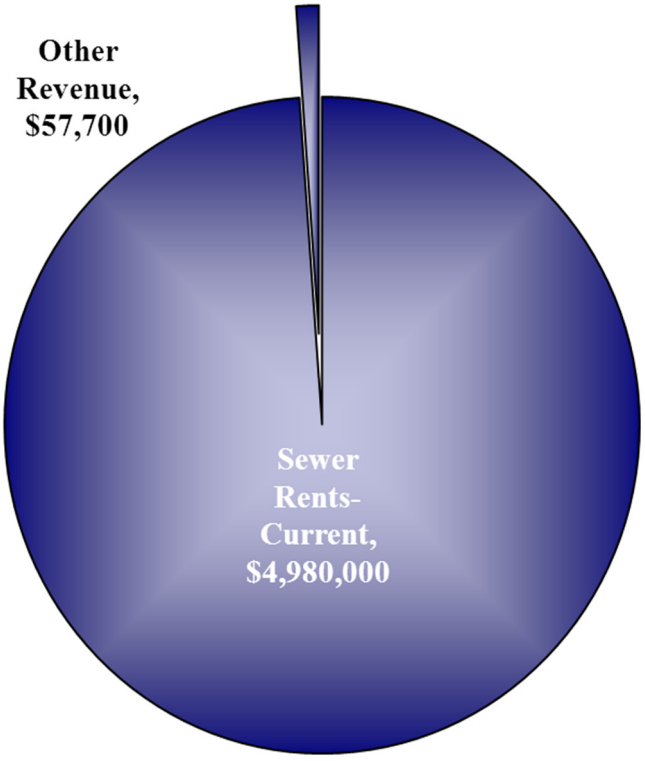
- **Fringe Benefits** – Fringe Benefits have been budgeted at contractually or actuarially established rates in all categories. Medical insurance premiums are budgeted to increase by 2.3% over 2012. All Township employees are required to contribute to their health insurance premiums in order to help offset the costs of health insurance for the Township.

MAJOR ENTERPRISE FUNDS

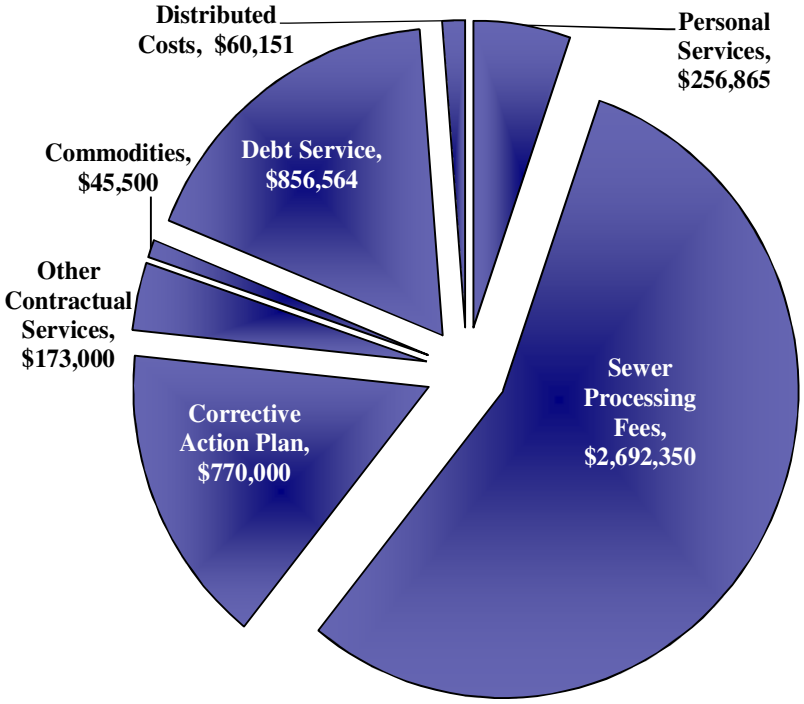
Sanitary Sewer Fund

The sewer user fee multiplier rate has been set at 2.19 in 2013, based on a no increase from ALCOSAN in 2013 and a collection rate of 97.6%. In 2013, sewer processing fees and EPA Administrative Consent Order expenses are projected at $2,692,350 and $770,000, respectively. The projected net assets at the end of 2013 are $1,180,571.

Projected Revenues



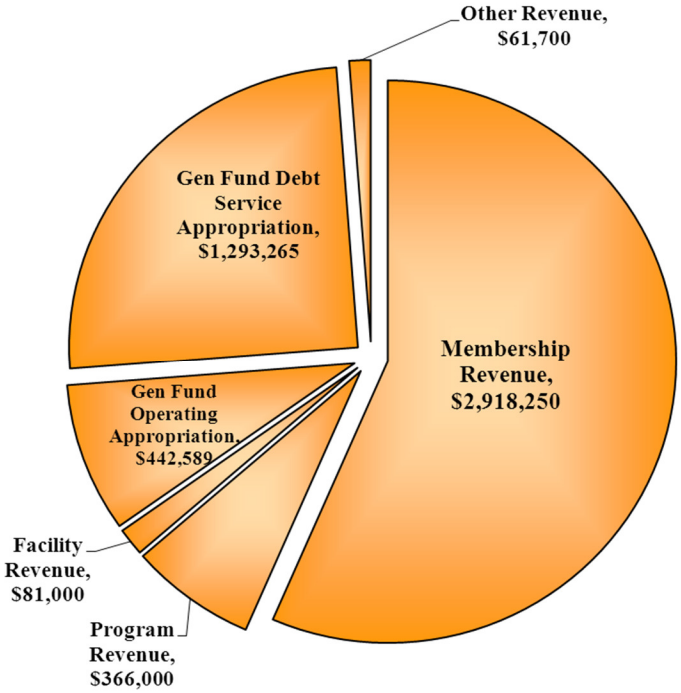
Projected Expenses



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

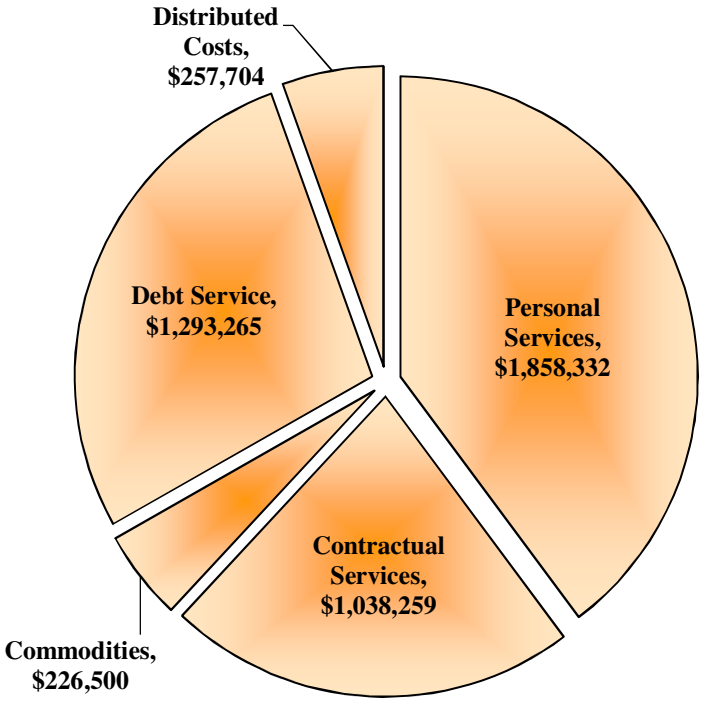
Projected Revenues

- **Membership Revenue:** Current membership demographics show members are made up of 69% residents and 31% non-residents. Assuming a slight increase in membership rates for July 2013, the Township has projected an overall increase of 2.5% in membership revenue.
- **General Fund Appropriations:** For 2013, the General Fund will appropriate $1,293,265 for debt service costs (see below) associated with the construction of the C&RC building. The General Fund will also contribute $442,589 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 $81,000 and $366,000 respectively, for 2013.
- **Total Memberships:** Total annual memberships are projected to reach 3,025 by the budgeted year end 2013. The total percentage of memberships is estimated to be 67% Residents and 33% Non-Residents.



Projected Expenses

- **Personal Services:** Personal services have increased $146,741, or 9.1% from 2012. This is mainly due to an increase in part-time wages associated with an increase in demand for aquatics services and fitness. The corresponding revenue for these services has increased to cover the increase in costs.
- **Contractual Services:** Contractual services expenses have decreased by ($17,473), or (1.7%) from 2012.
- **Commodities:** Projected to increase by $15,250 or 7.5% in 2013 due to increased supply needs.
- **Distributed Costs:** Distributed costs include Information Technology costs and depreciation costs on all equipment.
- **Capital Transfer:** There is an estimated capital transfer of $488,744 to the C&RC Capital Account for future capital funding needs of the Center.



CAPITAL PROJECTS FUND

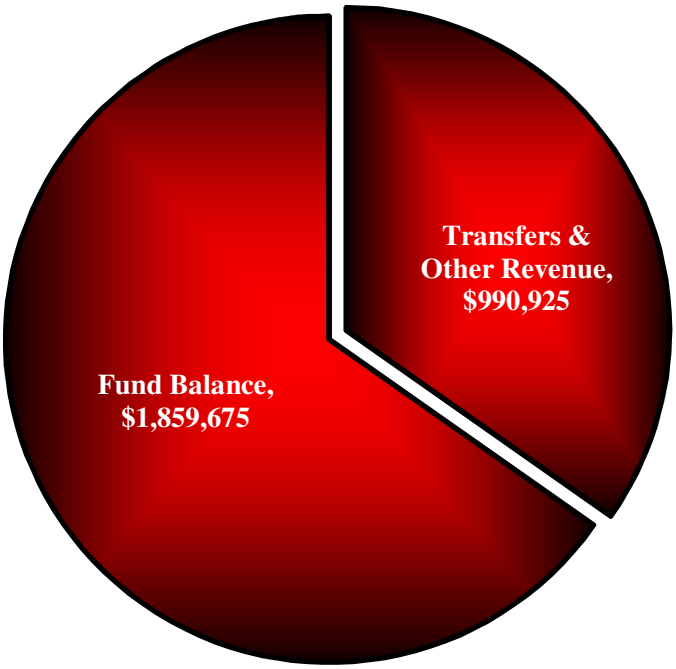
Annual Street Improvement Program

Funding Source	2010 Actual	2011 Actual	2012 Estimate	2013 Budget
State Liquid Fuels Tax Fund	$ 441,500	$ 451,259	$ 446,500	$ 426,000
General/Capital Project Funds	488,949	645,447	652,976	774,000
TOTAL	**$ 930,449**	**$ 1,096,706**	**$ 1,099,476**	**$ 1,200,000**

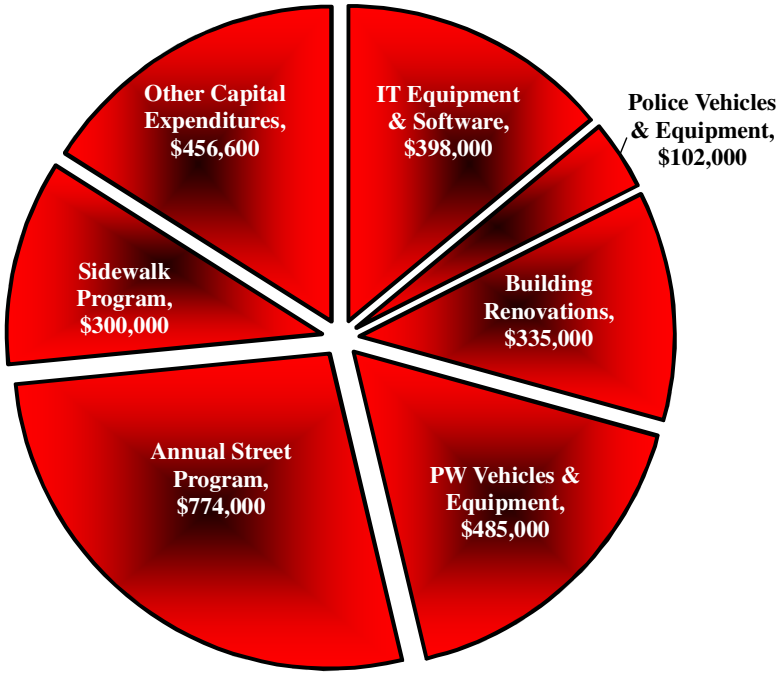
The Township recognizes the benefits of well-maintained streets and is committed to a regular schedule of street repairs. Approximately $10,500,000 has been spent during the past nine years. The Township receives many favorable comments regarding the condition of Township streets and roadways, and Staff recommends that the paving program remain at a level of $1,200,000.

Capital Projects Fund

Projected Revenues



Projected Expenditures



For the last five years, Staff has predicated the annual 5-Year Capital Improvement Program on a priority funding basis. When analyzing the 2013 priority funding for capital improvements, Staff found that $201,300 in capital expenditures could be eliminated for the 2013 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 $2,487,667 at the end of 2013, up from the 2012 Budget projection of $2,115,287.

MAJOR SPECIAL REVENUE FUNDS

Boyce Mayview Park RAD Fund

Funding Source	2010 Actual	2011 Actual	2012 Estimate	2013 Budget
RAD Funding	$ 380,127	$ 366,231	$ 300,000	$ 320,000
General Fund Appropriation	$ 318,166	$ 496,395	$ 554,291	$ 718,902

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 2013 is projected at $718,902.

For 2013, RAD funding is estimated at a level of $320,000, which includes $190,000 for operating expenditures and $130,000 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 $130,000 for construction of a playground for special needs children at Boyce Mayview Park.

LOOKING FORWARD

The 2013 Budget has been prepared with the continued underlying purpose to manage any future economic situations with a solid and stable financial foundation. In early 2012, the Board of Commissioners met to set the priorities of the Board for 2012 and 2013. As detailed below, a number of those goals have provided the desired fiscal direction including, but not limited to; keeping tax rates steady, maintaining a self-sustaining Community & Recreation Center (C&RC) and to complete the Township's Comprehensive Plan by 2015.

- 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 2013 Budget, focus continues to 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 February 2012, with the benefit of lower interest rates the Township refunded the remaining portion of the 2007 bond issue with a present value savings realized of over a $1,000,000. In 2013, Staff will be renewing the 2008 Bond Purchase Stand-by agreement and trying to keep associated costs to a minimum.

- In December 2012, Allegheny County will be forwarding the final estimate of assessed values for the Township derived from the county-wide real estate reassessment. The Township's real estate tax rate will

be adjusted downward to be revenue neutral township-wide. Based upon all available data thus far, Staff is budgeting for an 18% increase to taxable assessed values in the Township.

The 2013 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.

- 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 $22,700,000 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 $776,174. 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 had expected in 2011, the Township Board of Commissioners and Staff changed the pension plan advisors for both the Police Pension Plan and the Public Works Employees Pension Plan in 2012. Thus far, the change in advisors has increased the return on assets and stabilized the MMO costs for future years.

CONCLUSION

As with previous budgets, the 2013 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 2013 Budget reflects this premise by not raising tax rates and providing a Budget that maintains established service level standards. Current service levels will continue to be the priority to promote the health, safety and welfare of Township residents. Furthermore, Budget recommendations reflect the underlying financial premise that those who use the service or program pay for such service accordingly.

In 2013 Allegheny County property reassessment is to take effect and while our current tax base remains stable, essential services continue to be provided in a cost effective manner. As a service driven organization it is people that provide the benefit. Balancing those demands and high expectations comes at a cost. The Staff is continually challenged to minimize expenditures while managing expressed community needs and desires. Examples include the expanded programming at the Miracle Field, The Outdoor Classroom and at the C&RC. While emphasis has been on Boyce Mayview Park, the Staff intends on studying all Township parks and facilities and their interconnectivity and use as a component in the development of the upcoming 2015 Comprehensive Plan. This process is set to begin in 2013 and continue into 2014. We urge the community to continue to convey their desires with a consideration of the costs to finance those services as we embark on this study. The Staff will continue to vigorously scrutinize spending with the objective of meeting future budget targets.

The Board of Commissioners met in early 2012 to revise and set new goals and priorities for the 2012-2013 period. This resulted in a concentration on the following tasks: C&RC related items, the Budget (taxes & infrastructure), the 2015 Comprehensive Plan development, communication with the public (social media & cable) and the Administrative Consent Order. The overriding concern has been 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. for his role in developing the Budget, and to Jack Smarslak, Dan Berty, 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 2013 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 (21.8%)**, **Earned Income and Net Profits Tax (21.7%)**, **Sewer User Fees (14.4%)** and **C&RC Memberships & Recreation Program Fees (10.9%)**, which account for **68.8%** 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 (16.5%)**, **Public Safety (15.0%)**, **Recreation & Leisure Services, including the C&RC operating costs, (16.5%)**, **Sanitary Sewer Processing (ALCOSAN Payments) (7.7%)**, and **Debt Service (7.5%)**which accounts for **63.2%** 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 2013 Adopted Budget.

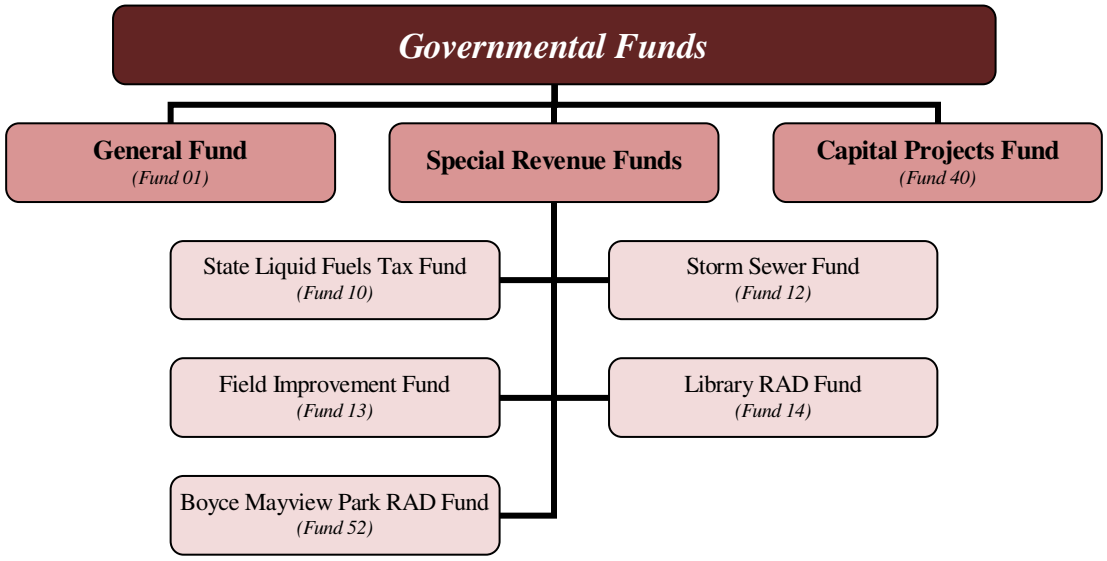
The Township of Upper St. Clair provides its residents with a full range of services. A brief listing of Township services includes:

- 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

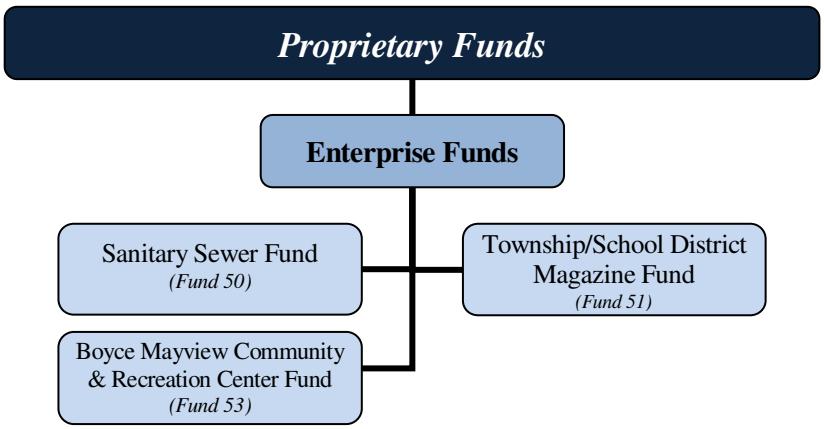
Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget. There are three (3) primary bases for budgeting: Cash Basis, Modified Accrual Basis and Accrual Basis. The Township does not use the Cash Basis for any funds within the Budget.

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 2013, 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 four sinking funds: the 2008 General Obligation Bond Issue, the 2009 General Obligation Bond Issue, the 2011 General Obligation Bond Issue and the 2012 General Obligation Bond Issue.

2013 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	$ 7,572,189	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 7,572,189**	**21.75%**
Earned Income Taxes	7,548,350	-	-	-	-	-	-	-	-	-	-	**7,548,350**	**21.68%**
Other Taxes	1,573,000	-	-	-	-	-	-	-	-	-	-	**1,573,000**	**4.52%**
Sewer User Fees	-	-	-	-	-	-	-	5,000,000	-	-	-	**5,000,000**	**14.36%**
Licenses & Permits	151,525	-	-	-	-	-	-	-	-	-	-	**151,525**	**0.44%**
Fees & Fines	489,700	-	1,000	19,000	-	-	-	20,000	197,200	-	-	**726,900**	**2.09%**
Interest & Rent	84,400	100	-	150	-	-	8,000	2,000	-	700	-	**95,350**	**0.27%**
Service Agreements	209,887	-	-	-	-	-	4,500	-	-	-	-	**214,387**	**0.62%**
Recreation Fees	362,450	-	-	-	-	-	-	-	-	3,426,250	-	**3,788,700**	**10.88%**
Grant Revenue	603,460	-	-	-	215,247	320,000	-	-	-	-	-	**1,138,707**	**3.27%**
Non-Tax Revenue	242,500	426,845	-	-	-	300,000	-	15,700	-	-	205,000	**1,190,045**	**3.42%**
Fund Balance	-	-	1,000	-	-	-	1,859,675	-	-	-	-	**1,860,675**	**5.34%**
Operating Transfers	-	-	-	30,000	-	718,902	978,425	-	-	442,589	488,744	**2,658,660**	**7.64%**
Non-Operating Transfers	-	-	-	-	-	-	-	-	-	1,293,265	-	**1,293,265**	**3.72%**
Totals	**$ 18,837,461**	**$ 426,945**	**$ 2,000**	**$ 49,150**	**$ 215,247**	**$ 1,338,902**	**$ 2,850,600**	**$ 5,037,700**	**$ 197,200**	**$ 5,162,804**	**$ 693,744**	**$ 34,811,753**	**100.00%**

2013 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	$ 1,723,731	$ -	$ -	$ -	$ -	$ -	$ 784,000	$ -	$ 191,043	$ -	$ -	**$ 2,698,774**	**7.75%**
Public Safety	5,078,789	-	-	-	-	-	139,500	-	-	-	-	**5,218,289**	**14.99%**
Comm. Development	570,128	-	-	-	-	-	68,500	-	-	-	-	**638,628**	**1.83%**
Public Works	4,370,459	-	2,000	40,000	-	-	785,000	535,516	-	-	-	**5,732,975**	**16.47%**
ALCOSAN Payments	-	-	-	-	-	-	-	2,692,350	-	-	-	**2,692,350**	**7.73%**
Corrective Action	-	-	-	-	-	-	-	770,000	-	-	-	**770,000**	**2.21%**
Refuse Collection	1,168,000	-	-	-	-	-	-	-	-	-	-	**1,168,000**	**3.36%**
Annual Street Program	-	426,000	-	-	-	-	774,000	-	-	-	-	**1,200,000**	**3.45%**
Recreation	503,320	-	-	-	-	1,338,902	230,000	-	-	3,380,795	282,500	**5,735,517**	**16.48%**
Library	821,554	-	-	-	212,623	-	39,600	-	-	-	-	**1,073,777**	**3.08%**
Debt Service	1,168,299	-	-	-	-	-	-	541,366	-	886,344	-	**2,596,009**	**7.46%**
Operating Transfers	3,433,181	-	-	-	-	-	30,000	-	-	-	-	**3,463,181**	**9.95%**
Fund Balance	-	945	-	9,150	2,624	-	-	498,468	6,157	895,665	411,244	**1,824,253**	**5.24%**
Totals	**$ 18,837,461**	**$ 426,945**	**$ 2,000**	**$ 49,150**	**$ 215,247**	**$ 1,338,902**	**$ 2,850,600**	**$ 5,037,700**	**$ 197,200**	**$ 5,162,804**	**$ 693,744**	**$ 34,811,753**	**100.00%**

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Township Taxes					
Real Estate Taxes	$ 7,594,974	$ 7,562,427	$ 7,555,157	$ 7,584,500	$ 7,572,189
Earned Income Taxes	7,088,403	7,673,078	7,315,000	7,365,000	7,548,350
Other Taxes	1,404,004	1,377,954	1,422,000	1,666,500	1,573,000
Total Township Taxes	**16,087,381**	**16,613,459**	**16,292,157**	**16,616,000**	**16,693,539**
Township Fees					
Sewer User Fees	4,570,380	4,520,342	4,787,500	4,650,000	5,000,000
Recreation Fees	2,691,526	3,280,683	3,433,400	3,727,319	3,788,700
Magazine Advertising Fees	178,237	196,990	195,200	198,410	197,200
Licenses & Permits	115,129	185,535	134,825	184,675	151,525
Fees & Fines	521,495	525,721	517,400	552,050	529,700
Total Township Fees	**8,076,767**	**8,709,271**	**9,068,325**	**9,312,454**	**9,667,125**
Township Grant Revenue					
State Pension Grant	464,983	768,034	459,256	500,677	512,960
Library State Grant	70,582	62,926	62,500	62,926	63,000
Library RAD/RUR Grants	220,810	186,489	198,547	198,547	215,247
Boyce Mayview Park RAD Grant	380,127	366,231	300,000	300,000	320,000
Other Grants	523,792	160,644	524,000	127,764	27,500
Total Township Grant Revenue	**1,660,294**	**1,544,324**	**1,544,303**	**1,189,914**	**1,138,707**
Township Non-Tax Revenue					
State Liquid Fuels Tax Allocation	440,646	451,149	446,880	445,593	426,845
Interest & Rent	102,072	93,986	102,150	92,590	95,350
Service Agreements	321,183	223,428	214,387	214,394	214,387
Other Revenue	1,076,512	537,447	520,049	497,439	763,200
Total Township Non-Tax Revenue	**1,940,413**	**1,306,010**	**1,283,466**	**1,250,016**	**1,499,782**
Township Transfers					
Transfers from Other Funds	4,895,335	4,460,269	3,248,129	5,273,266	3,951,925
Total Township Transfers	**4,895,335**	**4,460,269**	**3,248,129**	**5,273,266**	**3,951,925**
Township Fund Balance					
Transfers from Fund Balance	52,505	646,358	1,406,401	74,413	1,860,675
Total Township Fund Balance	**52,505**	**646,358**	**1,406,401**	**74,413**	**1,860,675**
Total Township Revenue	**$ 32,712,695**	**$ 33,279,691**	**$ 32,842,781**	**$ 33,716,063**	**$ 34,811,753**

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
General Government Expenditures					
Personal Services	$ 1,141,352	$ 1,157,528	$ 1,331,955	$ 1,218,433	$ 1,367,350
Contractual Services	604,866	597,031	752,400	696,422	804,250
Commodities	37,168	45,921	57,200	48,950	60,150
Distributed Costs	(235,752)	(182,643)	(291,941)	(213,026)	(316,976)
Capital Projects	78,759	134,631	759,000	323,796	784,000
Total General Government Expenditures	**$ 1,626,393**	**$ 1,752,468**	**$ 2,608,614**	**$ 2,074,575**	**$ 2,698,774**

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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Public Safety Expenditures					
Personal Services	$ 4,100,857	$ 4,634,376	$ 4,441,323	$ 4,188,093	$ 4,471,054
Contractual Services	353,566	333,815	388,726	385,898	453,668
Commodities	61,388	70,183	77,500	68,800	79,200
Distributed Costs	52,573	42,073	68,837	54,858	74,867
Capital Projects	494,602	156,570	150,100	144,556	139,500
Total Public Safety Expenditures	**$ 5,062,986**	**$ 5,237,017**	**$ 5,126,486**	**$ 4,842,205**	**$ 5,218,289**

Fund(s): General Fund, Capital Projects Fund

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Comm. Development Expenditures					
Personal Services	$ 493,007	$ 448,681	$ 466,117	$ 443,165	$ 428,594
Contractual Services	46,663	58,558	67,821	61,177	66,653
Commodities	8,169	6,276	9,000	7,500	9,000
Distributed Costs	41,889	48,695	76,044	57,533	65,881
Capital Projects	11,904	62,080	13,000	13,500	68,500
Total Comm. Development Expenditures	**$ 601,632**	**$ 624,290**	**$ 631,982**	**$ 582,875**	**$ 638,628**

Fund(s): General Fund, Capital Projects Fund

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Public Works Expenditures					
Personal Services	$ 2,451,912	$ 2,544,536	$ 2,712,086	$ 2,447,197	$ 2,637,970
Contractual Services	850,430	1,059,719	1,167,249	1,045,635	1,118,265
Commodities	946,302	1,069,370	1,213,800	1,006,950	1,220,400
Distributed Costs	(17,939)	(24,554)	7,922	(793)	29,340
Refuse Collection	1,034,430	1,079,262	1,124,400	1,121,500	1,168,000
ALCOSAN Payments	2,331,312	2,311,033	2,447,589	2,447,589	2,692,350
Capital Projects	1,328,259	3,084,546	2,721,000	2,595,952	2,697,000
Total Public Works Expenditures	**$ 8,924,706**	**$ 11,123,912**	**$ 11,394,046**	**$ 10,664,030**	**$ 11,563,325**

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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Recreation Expenditures					
Personal Services	$ 2,079,613	$ 2,271,793	$ 2,324,383	$ 2,417,535	$ 2,589,553
Contractual Services	993,250	1,060,005	1,355,884	1,179,268	1,333,074
Commodities	226,319	261,157	360,425	301,376	376,200
Distributed Costs	350,475	333,083	362,251	325,162	369,190
Capital Projects	882,856	299,083	1,010,050	417,527	1,067,500
Total Recreation Expenditures	**$ 4,532,513**	**$ 4,225,121**	**$ 5,412,993**	**$ 4,640,868**	**$ 5,735,517**

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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Library Expenditures					
Personal Services	$ 784,680	$ 777,902	$ 787,542	$ 796,770	$ 817,355
Contractual Services	20,117	21,732	24,900	24,250	25,600
Commodities	153,911	146,119	148,200	156,500	170,950
Distributed Costs	14,801	11,526	18,711	13,840	20,272
Capital Projects	-	14,999	15,000	17,156	39,600
Total Library Expenditures	**$ 973,509**	**$ 972,278**	**$ 994,353**	**$ 1,008,516**	**$ 1,073,777**

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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Debt Service Expenditures					
Contractual Services	$ 2,553,831	$ 3,054,020	$ 2,671,812	$ 2,470,255	$ 2,596,009
Total Debt Service Expenditures	**$ 2,553,831**	**$ 3,054,020**	**$ 2,671,812**	**$ 2,470,255**	**$ 2,596,009**

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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Operating Transfers Expenditures					
Contractual Services	$ 4,584,208	$ 3,996,412	$ 2,980,843	$ 4,540,703	$ 3,463,181
Transfers to Fund Balance	3,852,917	2,294,173	1,021,652	2,892,036	1,824,253
Total Operating Transfers Expenditures	**$ 8,437,125**	**$ 6,290,585**	**$ 4,002,495**	**$ 7,432,739**	**$ 5,287,434**

Fund(s): All Township Funds

Total Township Expenditures	**$ 32,712,695**	**$ 33,279,691**	**$ 32,842,781**	**$ 33,716,063**	**$ 34,811,753**

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TOWNSHIP MAJOR FUNDS – CHANGES IN FUND BALANCE OR NET ASSETS

GENERAL FUND	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Fund Balance	$ 3,251,134	$ 3,301,625	$ 3,308,123	$ 3,308,123	$ 3,308,123
Total Revenues	18,318,081	19,059,472	18,321,224	18,773,476	18,837,461
Total Expenditures	(18,267,590)	(19,052,974)	(18,321,224)	(18,773,476)	(18,837,461)
Ending Fund Balance	**$ 3,301,625**	**$ 3,308,123**	**$ 3,308,123**	**$ 3,308,123**	**$ 3,308,123**

Analysis: No Increase in Fund Balance
Discussion: The General Fund's Fund Balance is not projected to increase or decrease in 2013.

CAPITAL PROJECTS FUND	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Fund Balance	$ 986,460	$ 2,663,086	$ 3,446,085	$ 3,446,085	$ 4,347,342
Total Revenues	3,150,163	2,177,505	888,278	2,524,722	990,925
Total Expenditures	(1,473,537)	(1,394,506)	(2,219,076)	(1,623,465)	(2,850,600)
Ending Fund Balance	**$ 2,663,086**	**$ 3,446,085**	**$ 2,115,287**	**$ 4,347,342**	**$ 2,487,667**

Analysis: 42.8% 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: Public Works Trucks ($275,000), Cook School Road Project ($200,000), and sidewalk projects ($150,000). The projected increase in these expenditures coupled with annual expenditures, the Fund Balance is projected to decrease by 42.8%.

SANITARY SEWER FUND	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Net Assets	$ 2,973,321	$ 3,510,487	$ 2,131,914	$ 2,131,914	$ 1,316,598
Operating Revenue	4,600,780	4,557,526	4,823,250	4,711,194	5,035,700
Operating Expenses	(2,736,254)	(4,587,384)	(4,347,561)	(4,284,963)	(3,997,866)
Operating Income (Loss)	**1,864,526**	**(29,858)**	**475,689**	**426,231**	**1,037,834**
Non-Operating Revenue	2,425	1,930	3,000	1,100	2,000
Non-Operating Expenses	(606,478)	(598,492)	(553,448)	(488,647)	(541,366)
Total Non-Operating Revenues (Expenses)	**(604,053)**	**(596,562)**	**(550,448)**	**(487,547)**	**(539,366)**
Change in Net Assets	**1,260,473**	**(626,420)**	**(74,759)**	**(61,316)**	**498,468**
Capital Contribution	-	-	-	-	-
Less: Depreciation - Sewer Lines	(723,307)	(752,153)	(756,140)	(754,000)	(760,000)
Ending Net Assets	**$ 3,510,487**	**$ 2,131,914**	**$ 1,301,015**	**$ 1,316,598**	**$ 1,055,066**

Analysis: 19.9% 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 2013, the Township has budgeted $770,000 for the corrective action plan to be spent from the Sanitary Sewer Fund.

C&RC FUND	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Net Assets	$ 3,924,652	$ 7,155,273	$ 7,350,476	$ 7,350,476	$ 7,824,644
Operating Revenue	2,905,595	3,313,398	3,494,202	3,772,228	3,868,839
Operating Expenses	(2,594,634)	(2,849,790)	(3,227,416)	(3,040,335)	(3,380,795)
Operating Income (Loss)	**310,961**	**463,608**	**266,786**	**731,893**	**488,044**
Non-Operating Revenue	1,121,577	1,110,215	1,179,736	1,179,906	1,293,965
Non-Operating Expenses	(755,525)	(730,402)	(789,413)	(789,413)	(886,344)
Total Non-Operating Revenues (Expenses)	**366,052**	**379,813**	**390,323**	**390,493**	**407,621**
Change in Net Assets	**677,013**	**843,421**	**657,109**	**1,122,386**	**895,665**
Capital Contribution	2,877,717	-	-	-	-
Less: Depreciation - Building	(324,109)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Assets	**$ 7,155,273**	**$ 7,350,476**	**$ 7,359,367**	**$ 7,824,644**	**$ 8,072,091**

Analysis: 3.2% Increase in Net Assets
Discussion: The projected net assets for the Community & Recreation Center Fund are expected to increase slightly in 2013.

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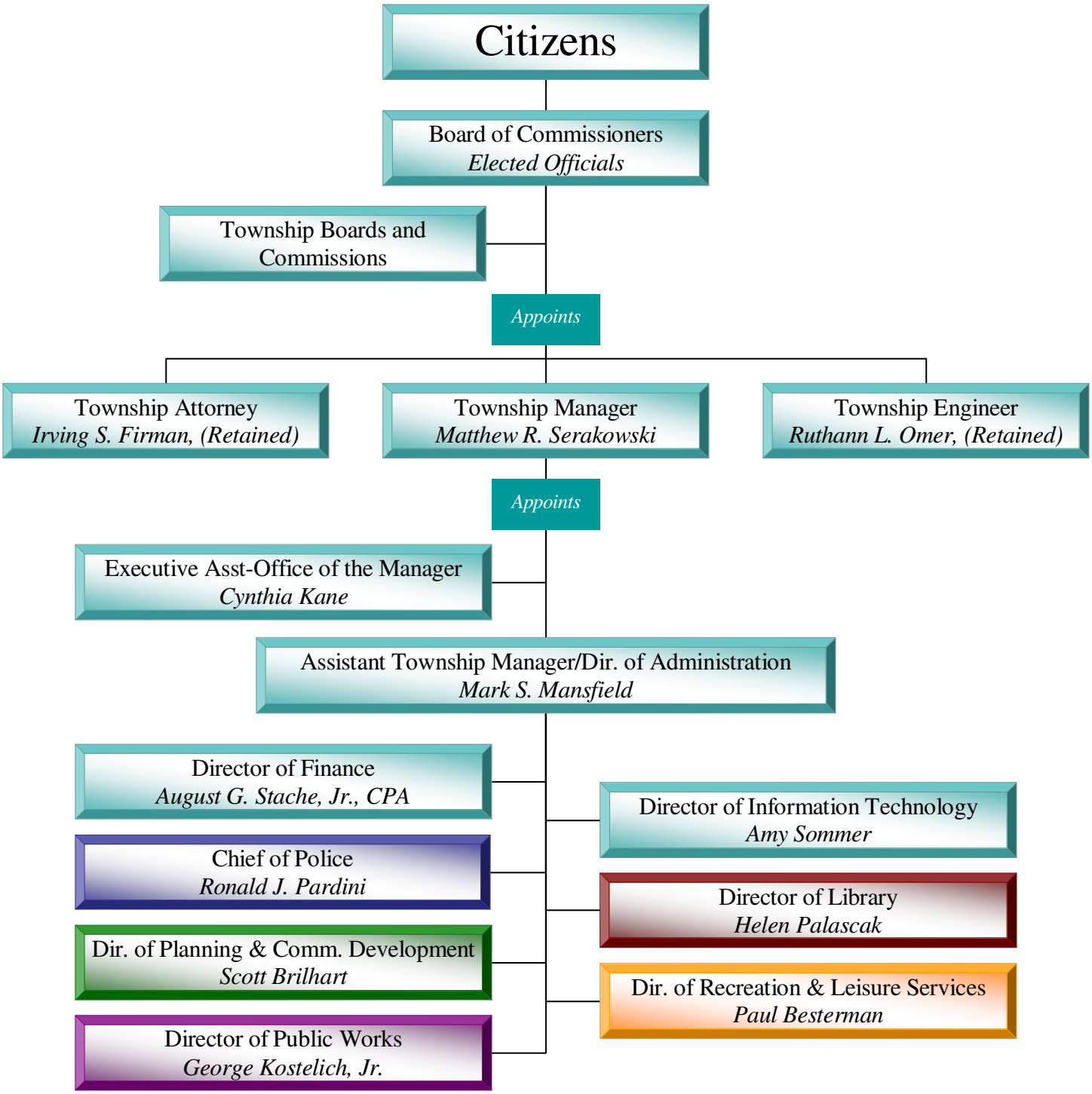
TOWNSHIP ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Township of Upper St. Clair for 2013 are as follows:



BOARD OF COMMISSIONERS PLANNING PRIORITIES HIGHLIGHTS 2012-2013

In early 2012, the Board of Commissioners met to discuss Board priorities for 2012 and 2013. Listed below are the top priorities and a status update for each priority.

BOARD PRIORITY	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
Community & Recreation Center (C&RC) ***1. Redefine Self-Sustaining*** ***2. Capital Needs for Maintenance*** ***3. Capital Needs for Expansion*** ***4. Marketing*** ***5. Maintain Membership Levels*** ***6. Rates***	1. C&RC continues to meet the guidelines of being self-sustainable for 85 % of all operational expenditures. 2. A five-year outlook for maintenance needs will be studied to determine required funds. 3. Support level is not high enough to warrant expansion, but will be monitored in 2013 and beyond. 4. Various events and advertisements are scheduled to market the C&RC. 5. Membership continues to be on an upward trend. 6. Will be monitored to keep in line with CPI and market pressures.	Board of Commissioners, Recreation, Administration
Budgetary Items ***1. Capital and Fiscal Assessment*** ***2. Hold the Line on Taxes*** ***3. Infrastructure (Roads, Sewers)***	In 2012 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. Earned Income Tax will see no increase in 2013, while Real Estate millage will remain revenue neutral once the assessment is completed. The current tax structure will allow for the Township to handle any expenditure fluctuations as well as allow the Township to fund capital needs.	All Township Departments
Comprehensive Plan Items ***1. Overall Township Traffic Study Review*** ***2. Comprehensive Plan*** ***3. Prioritize Traffic Improvements***	Requests for Proposals have been circulated and surveys are to be sent to Township residents to gather ideas on traffic improvements. Additionally, a review of past and present Comprehensive Plan priorities will take place in 2013.	Public Safety, Public Works, Community Development, Administration
Communication/IT ***1. Social Media in the Township*** ***2. Website Redesign*** ***3. Improve Cable 7*** ***4. Marketing the Township***	1. The Township takes a conservative approach to social media and will continue to monitor the most effective ways to communicate to area residents. 2. The new Township website is scheduled to be up and running in January 2013. 3. Installed background track system and installed new background. 4. Has occurred via the USC Today Magazine and Township website, as well as several other media outlets.	Information Technology, Administration
Consent Order Compliance/Feasibility Study	The Township continued the Phase II feasibility study and operation and maintenance process of the Consent Order in 2012.	Public Works

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 2012 and 2013.

PLAN OBJECTIVE	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
Create an Overlay designation for the McLaughlin Run Corridor to establish uniform development standards such as landscaping, buffer yards, lighting, and signage	• 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 2013.	Community Development
Develop a community wide gateway and way finding system	• Continued to implement Boyce Mayview Park wayfinding signage and trail identification signage. • Neighborhood parks signage being upgraded with 2012 Annual Parks Maintenance Program. • Completed Boyce Gardens and Wetland Trail entry signage. • 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
Explore the feasibility and benefits of incorporating traffic calming policies into development	• 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. Also, residents from Rossmoor Drive submitted a petition to study their street for traffic calming.	Community Development
Prioritize sidewalk / bikeway segments and produce a time schedule for their construction	• Funding has been requested in 2013 to continue construction of highest priority segments of the sidewalk master plan. • Completed installation of Cook School Sidewalk Phase III. • Began the engineering, design and permit phase for the Mayview Sidewalk Phase I Project.	Public Works, Community Development

PLAN OBJECTIVE	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
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	• Completed constructed and construction management of the Miracle Field at Boyce Mayview Park • Athletic Fields are in their fourth full year of operation and are successfully being utilized • Installed new basketball standards at the Municipal Basketball Courts • Began the Municipal Tot Lot Playground renovation, scheduled for completion in Spring of 2013	Recreation, Public Works
Complete improvements of the EPA Consent Order and, as appropriate, in conjunction with surrounding municipalities	• Public Works continued Phase II of the Consent Order and the Manhole Rehabilitation Project in 2012. • In 2013, Public Works will continue with Phase II of the Consent Order as well as explore the feasibility of future sanitary sewer projects.	Public Works
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	• Public Works has developed a Comprehensive Stormwater Management Plan 2012-2016 and has requested funding in the future budgets to institute phases and corrective action. • Installed a rain garden at the Veterans Park and at the Community & Recreation Center.	Public Works, Community Development
Continue to study and evaluate the operations of the Community & Recreation Center (C&RC)	• The C&RC completed its third full year of operations in 2012. The C&RC was able to support 85% of operational expenses in 2012. • The C&RC continued to stay under budget for operational expenses for the third straight year.	Recreation

If you would like more information regarding comprehensive plan updates please refer to the individual department sections within the Budget.

The genera1 accomplishments and goals listed below are intended to highlight the outstanding work done by Staff in 2012 and the intended goals of 2013. 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.

2012 GENERAL TOWNSHIP ACCOMPLISHMENTS

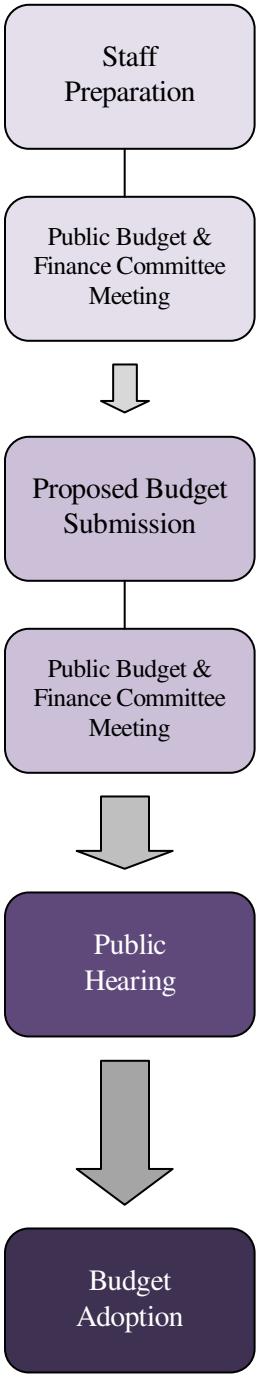
- Completed construction and construction management of the Miracle Field Project
- In addition to receiving its fourth consecutive GFOA Distinguished Budget Presentation Award for 2012, the Township was awarded for the 25th consecutive year, the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Transitioned sewage billing from Pennsylvania American Water collections to Jordan Tax Service in October 2012
- Negotiated new collective bargaining agreement for Tri-Community South EMS
- Implemented Reverse 911 Program within the Police Department
- Successfully refinanced the 2006 and 2007 Bond Issues achieving savings of about $250,000
- Conducted 12th Citizens' Police Academy
- Completed a successful Deer Culling program through the USDA
- Implemented an anti-icing program into our snow and ice removal operation
- Completed Boyce Gardens entry renovation consisting of entry signage, parking area, informational kiosk and material bins
- 2012 PRPS Award Winning Programs for Aquatics, Marketing and Maintenance at the C&RC.
- 2012 Winner of Prestigious "Green Park" Award
- Continued the SNAP Program (Special Needs Active Program) for Recreation
- The Library was awarded a Pennsylvania Humanities Grant and presented a state sponsored discussion group, Read About It Books on Screen, in the spring of 2012.
- Implemented the second phase of the adult floor space redesign, replacing the circulation desk with a smaller, modular unit and creating an area for New Books display.
- A redevelopment plan for the South Hills Village Mall was partially completed in 2012, with Dick's Sporting Goods opening in late 2012 and a new Target store scheduled to open in the spring of 2013.
- A new residential development was tentatively approved in 2012 at the old Bedner Farm site and was estimated that, upon the new development's completion, the new residences will add approximately $70,000,000 of assessed value to the Township's real estate tax rolls.

2013 GENERAL TOWNSHIP GOALS

- Develop and implement employee portal for all Township employees
- Implement $320,000 2013 funding from RAD for Boyce Mayview Park and seek continued RAD support for 2014
- 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
- Negotiate new collective bargaining agreement for the Teamsters Local 205
- Conduct the 13th Citizen's Police Academy for the Township of Upper St. Clair
- Complete Phase I of Municipal Building space renovations, and plan and budget for Phase II
- Continue to work with Casey's Clubhouse, The Miracle League and Recreation to finalize design and plans for the Miracle Field Accessible Playground
- Continue to develop the Public Works snow removal liquid program to include the entire fleet
- Complete renovations to the Municipal Tot Lot
- Meet the C&RC underlying premise of covering 85% of the operational expenses with the revenue generated from membership fees and program revenue
- Implement a monthly schedule of digital literacy classes for adults taught by staff librarians in a one-to-one tutorial setting.
- Implement a new county wide Collection Development product, Collection HQ, which will give librarians additional information to help manage the library materials collection.

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 2013 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.

2013 BUDGET SCHEDULE

DATE	ACTION	RESPONSIBILITY
July 27, 2012	Budget Worksheets to Department Directors	Director of Finance
July 27, 2012	Email for Initial Budget Input to Board of Commissioners	Township Manager
August 10, 2012	Return of Department Directors Budget Worksheets	Department Directors
August 10, 2012	Return of Board of Commissioners Initial Budget Input to Township Manager	Board of Commissioners
September 21, 2012 (8:00 AM)	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 24, 2012	Establish Public Hearing Date	Board of Commissioners
October 12, 2012	Submit advertisement of Proposed Budget Public Hearing to Newspaper for publication on October 18, 2012	Director of Finance
October 12, 2012	Submit Manager's Proposed Budget to Board of Commissioners	Township Manager Director of Finance
October 15, 2012 (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
October 18, 2012	Advertisement of Availability of 2013 Proposed Budget for Public Inspection (copies to be displayed in Reception Area and Library)	Director of Finance
October 19, 2012	Budget Narratives and Statistics to Department Directors	Director of Finance
November 5, 2012	Public Hearing	Board of Commissioners

2013 BUDGET SCHEDULE (Continued)

DATE	ACTION	RESPONSIBILITY
November 16, 2012	Return of Budget Narratives and Statistics to Director of Finance	Department Directors
November 26, 2012 (6:00 PM)	Review Public Comments (If necessary)	Budget and Finance Committee Township Manager Director of Finance
December 3, 2012	Adopt Budget (By Ordinance)	Board of Commissioners
December 5, 2012	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.

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

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

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

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

FIVE YEAR

BUDGET PROJECTIONS

FIVE YEAR PROJECTION OVERVIEW

The Five Year Projection for all Township Funds is a tool in which the Board of Commissioners and Township Staff can monitor potential funding impacts in future years. The assumptions used for 2014-2017 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	2013	2014	2015	2016	2017
Governmental Funds Revenues					
Real Estate Tax - 1.0% growth	$ 7,572,189	$ 7,647,911	$ 7,724,390	$ 7,801,634	$ 7,879,650
Earned Income Tax - 2.5% growth	7,548,350	7,737,059	7,930,485	8,128,747	8,331,966
Real Estate Transfer Tax - 1.0% growth	850,000	858,500	867,085	875,756	884,513
Local Option Sales Tax - 4.0% growth	451,000	469,040	487,802	507,314	527,606
Local Services Tax - Estimate # employees	250,000	252,000	254,000	256,000	258,000
Other Revenue - 4.0% growth	3,642,964	3,788,683	3,940,230	4,097,839	4,261,753
Fund Balance - Governmental funds used	1,735,493	1,334,426	1,089,831	1,135,258	1,083,814
Total Governmental Fund Revenues	**$ 22,049,996**	**$ 22,087,618**	**$ 22,293,823**	**$ 22,802,548**	**$ 23,227,302**
Governmental Funds Expenditures					
General Government - 2% growth	$ 1,919,202	$ 1,957,586	$ 1,996,738	$ 2,036,673	$ 2,077,406
Public Safety - 2.5% growth	5,089,948	5,217,197	5,347,627	5,481,317	5,618,350
Community Development - 2% growth	573,695	585,169	596,872	608,810	620,986
Public Works - 2.5% growth	4,429,108	4,539,836	4,653,332	4,769,665	4,888,907
Refuse Collection - 3% growth	1,168,000	1,203,040	1,239,131	1,276,305	1,314,594
Annual Street Program	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Regular Capital Improvements-estimate	1,876,600	1,200,000	1,000,000	1,100,000	1,100,000
Recreation - 2 % growth	1,847,259	1,884,204	1,921,888	1,960,326	1,999,533
Library - 2% growth	1,042,031	1,062,872	1,084,129	1,105,812	1,127,928
C&RC Operating Transfer	1,735,854	1,784,760	1,801,266	1,810,116	1,825,319
OPEB Allocation	-	200,000	200,000	200,000	200,000
Debt Service - General Fund	1,168,299	1,252,955	1,252,840	1,253,525	1,254,280
Total Governmental Fund Expenditures	**$ 22,049,996**	**$ 22,087,618**	**$ 22,293,823**	**$ 22,802,548**	**$ 23,227,302**

Sanitary Sewer Fund	2013	2014	2015	2016	2017
Sanitary Sewer Revenues					
Sewer User Fees	$ 5,000,000	$ 5,191,931	$ 5,554,065	$ 5,859,608	$ 6,197,170
Other Revenue	37,700	40,000	40,000	40,000	40,000
Use of Net Assets	(607,526)	-	-	-	-
Total Sanitary Sewer Fund Revenues	**$ 4,430,174**	**$ 5,231,931**	**$ 5,594,065**	**$ 5,899,608**	**$ 6,237,170**
Sanitary Sewer Expenses					
ALCOSAN Payments - 8.0% growth	$ 2,692,350	$ 3,123,126	$ 3,372,976	$ 3,642,814	$ 3,934,239
Township Sewer Costs - 2.75% growth	540,929	555,805	571,089	586,794	602,931
EPA Administrative Consent Order	770,000	700,000	700,000	700,000	700,000
Debt Service - Consent Order	426,895	853,000	950,000	970,000	1,000,000
Total Sanitary Sewer Fund Expenses	**$ 4,430,174**	**$ 5,231,931**	**$ 5,594,065**	**$ 5,899,608**	**$ 6,237,170**

Five Year Operating and Capital Budget Projections
All Township Funds

C&RC Fund	2013	2014	2015	2016	2017
C&RC Fund Revenues					
C&RC Revenue - 2.75% growth	$ 3,426,950	$ 3,521,191	$ 3,618,024	$ 3,717,520	$ 3,819,751
Operating Transfer - C&RC	1,735,854	1,784,760	1,801,266	1,810,116	1,825,319
Total C&RC Fund Revenues	**$ 5,162,804**	**$ 5,305,951**	**$ 5,419,290**	**$ 5,527,635**	**$ 5,645,070**
C&RC Fund Expenses					
C&RC 85% Operation Costs - 2.5% growth	$ 2,946,859	$ 3,027,898	$ 3,111,165	$ 3,196,722	$ 3,284,632
C&RC 15% Operation Costs - 2.5% growth	442,589	454,760	467,266	480,116	493,319
C&RC - Debt Service	1,293,265	1,330,000	1,334,000	1,330,000	1,332,000
C&RC - Capital Transfer	480,091	493,294	506,859	520,798	535,120
Total C&RC Fund Expenses	**$ 5,162,804**	**$ 5,305,951**	**$ 5,419,290**	**$ 5,527,635**	**$ 5,645,070**

FIVE YEAR PROJECTION ASSUMPTIONS

GOVERNMENTAL FUNDS REVENUES

* Current real estate taxes at 3.90 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 additional retail employees at South Hills Village.
* 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 2013 Budget projects $1,735,493 to be spent from all 2012 Governmental Fund Balances. The majority of the fund balance projected to be used in 2013 comes from the Capital Projects Fund. The General Fund is projected to maintain a fund balance range for 2013-2017 that will sustain its favorable bond rating.
* Fund Balance-Governmental funds used - A combination of revenue increases or expenditure reductions for 2014 to 2017. This is the amount needed to balance each year's budget either through tax increases and other revenue sources or expenditure reductions.

FIVE YEAR PROJECTION ASSUMPTIONS (Continued)

GOVERNMENTAL FUNDS EXPENDITURES	* General Government expenditures are projected to grow at a rate of 2% based on the last five years data. * Public Safety expenditures are projected to grow at a rate of 2.5% 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% based on the last five years data. * Public Works expenditures are projected to grow at a rate of 2.5% based on the last five years data. The contract for Teamsters ends December 31, 2013. * 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%. * Annual Street Program expenditures are projected at $1,200,000 for the years 2013-2017. * Recreation expenditures are projected to grow at a rate of 2% based on the last five years data. * Library expenditures are projected to grow at a rate of 2% based on the last five years data. * Debt Service includes the scheduled payments of the General Fund specific portions of the 2008 Bond Issue, the 2009 Bond Issue, the 2011 Bond Issue and the 2012 Bond Issue. * Other Post-Employment Benefits (OPEB) is based on an actuarial study from Mockenhaupt Associates with no growth rate.

SANITARY SEWER FUND	* 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 2009, 2011 and 2012 Bond Issues and the Sanitary Sewer portion of the estimated debt service in the variable 2008 Bond Issue. * Estimated Debt Service in years 2014-2017 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.

C&RC FUND	* Fees and other revenues have been projected to increase at 2.5% annually. * Membership growth is based on a 67% resident and 33% 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 2014 through 2017.

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 to evaluate and decide what capital items will be funded for the current year. For budgetary purposes, recurring and non-recurring items are separated.

Recurring Capital Items are capital projects or assets that are replaced routinely. These capital items do not reflect a material operational impact after their purchase.

Non-recurring Capital Items are capital projects or assets that will have an operational effect on the current budget and future budgets. The Township estimates the impacts of these projects in order to analyze the feasibility of each project.

Listed below is a schedule of recurring and non-recurring capital items for 2013. On the following page is a breakdown of the operational impacts of the 2013 non-recurring capital items.

2013 BUDGETED CAPITAL ASSETS & CAPITAL PROJECTS

2013 Budgeted Capital Assets & Capital Projects
Summary By Funding Source

	Capital Projects Fund	Liquid Fuels Fund	Storm Sewer Fund	Field Improvement Fund	BM Park RAD Fund	Sanitary Sewer Fund	C&RC Fund	Total Capital Items
Capital Assets								
Recurring Items								
Public Works Trucks	$ 425,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 425,000
Public Works Equipment	60,000	-	-	-	-	100,000	-	160,000
Police Vehicles	90,000	-	-	-	-	-	-	90,000
Police Equipment	12,000	-	-	-	-	-	-	12,000
Recreation Equipment	-	-	-	-	-	-	117,500	117,500
General Gov. & Comm. Dev. Equipment	254,000	-	-	-	-	-	-	254,000
Non-recurring Items								
Cook School Road	200,000	-	-	-	-	-	-	200,000
Capital Projects								
Recurring Items								
Annual Street Program	774,000	426,000	-	-	-	-	-	1,200,000
Sanitary Sewer Consent Order Project	-	-	-	-	-	770,000	-	770,000
General Building Renovations	95,000	-	-	-	-	-	-	95,000
Storm Sewer Projects	-	-	2,000	-	-	-	-	2,000
Recreation Maintenance	-	-	-	-	-	-	165,000	165,000
Field & Park Improvements	30,000	-	-	40,000	125,000	-	-	195,000
Sidewalk Projects	300,000	-	-	-	-	-	-	300,000
Non-recurring Items								
Municipal Building Renovations	240,000	-	-	-	-	-	-	240,000
Township-wide Software Program	200,000	-	-	-	-	-	-	200,000
Comprehensive Plan - 2015	50,000							50,000
Library Adult Circulation Desk Remodel	39,600	-	-	-	-	-	-	39,600
Total Capital Items	**$ 2,769,600**	**$ 426,000**	**$ 2,000**	**$ 40,000**	**$ 125,000**	**$ 870,000**	**$ 282,500**	**$ 4,515,100**

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT

Asset/Project: **Municipal Building Renovations**
Description: The Township is planning to make municipal building modifications and infrastructure improvements in 2013. 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
Capital Projects Fund	$ 240,000	$ -	**General Fund** 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.

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 2013 and 2014. 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).

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	2013 - $200,000 2014 - $200,000	$30,000 - $60,000	**General Fund** Multiple Departments	($12,000)	10+

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT (Continued)

Asset/Project: **Cook School Road Project**
Description: This allocation relates to the possibility of the Township taking ownership of and making improvements to land off of Cook School Road.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	$ 200,000	$ -	**General Fund** Public Works	$0	n/a

Asset/Project: **Comprehensive Plan - 2015**
Description: In 2012, the Community Development Department began the process of updating the community's Comprehensive Plan. A meeting was held between the Board of Commissioners, the Planning Commission and Township Staff to discuss the project and prepare a Request for Proposals. In 2013, the department will review proposals for professional services, begin collecting data and holding public meetings for the preparation of the Comprehensive Plan.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	$ 50,000	$ -	**General Fund** Community Development	$0	n/a

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 and 2012, the Library reconfigured the adult floor to include new patron computer stations, a new adult reference desk, replaced the circulation desk with a smaller, modular unit, and created an area for New Books display. In 2013, the Library plans to finish the redesign. 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
Capital Projects Fund	$ 39,600	$ -	**General Fund** Library Administration	$0	10+

CAPITAL IMPROVEMENT PROGRAM

Beginning in 2008, Staff began to enhance the Capital Improvement Program (CIP) by color coding the CIP according to asset or project priority. The color coding is broken into 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 2013-2017
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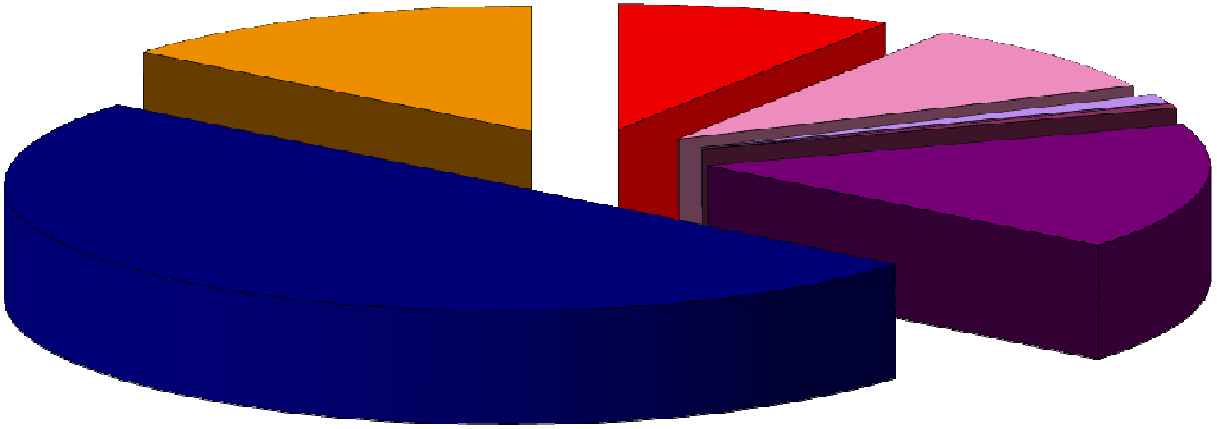
Proposed Capital Improvement Program 2013-2017
Summary By Major Category

	2013	2014	2015	2016	2017	Totals
Capital Equipment	$ 1,079,100	$ 1,104,500	$ 802,900	$ 439,500	$ 535,500	$ 3,961,500
(Schedule No. 1-Pages 8 thru 12)	201,300	418,500	236,700	382,000	776,000	2,014,500
Street Improvement Program	1,149,000	1,130,000	1,130,000	1,160,000	1,130,000	5,699,000
(Schedule No. 2-Page 13)	86,000	86,000	86,500	100,000	100,000	458,500
Storm Sewer Projects	-	-	-	-	-	-
(Schedule No. 3-Page 14)	150,000	150,000	150,000	150,000	150,000	750,000
Park Resurfacing Projects	60,000	120,000	60,000	80,000	60,000	380,000
(Schedule No. 4-Page 15)	-	-	-	-	-	-
Public Bldg. & Park Improvements	275,000	250,000	195,000	180,000	180,000	1,080,000
(Schedule No. 5-Page 16)	690,000	3,550,000	1,330,000	250,000	4,000,000	9,820,000
Sanitary Sewer Projects	1,153,000	626,200	625,000	625,000	625,000	3,654,200
(Schedule No. 6-Page 17)	-	-	10,000,000	10,000,000	10,000,000	30,000,000
Community & Recreation Center	273,000	7,796,800	667,860	172,300	197,200	9,107,160
(Schedule No. 7-Pages 18 thru 21)	57,870	33,400	203,500	30,100	51,925	376,795
Subtotal for Priority Funding	3,989,100	11,027,500	3,480,760	2,656,800	2,727,700	23,881,860
Subtotal for Funding Under Review	1,185,170	4,237,900	12,006,700	10,912,100	15,077,925	43,419,795
Total Current 5 Year Plan	$ 5,174,270	$ 15,265,400	$ 15,487,460	$ 13,568,900	$ 17,805,625	$ 67,301,655
Previous 5 Year Plan	$ 19,874,550	$ 16,769,700	$ 15,126,275	$ 8,352,700	$ 6,121,550	$ 66,244,775
Difference in 5 Year Plans	$ (14,700,280)	$ (1,504,300)	$ 361,185	$ 5,216,200	$ 11,684,075	$ 1,056,880

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 2013-2017
Summary By Major Category

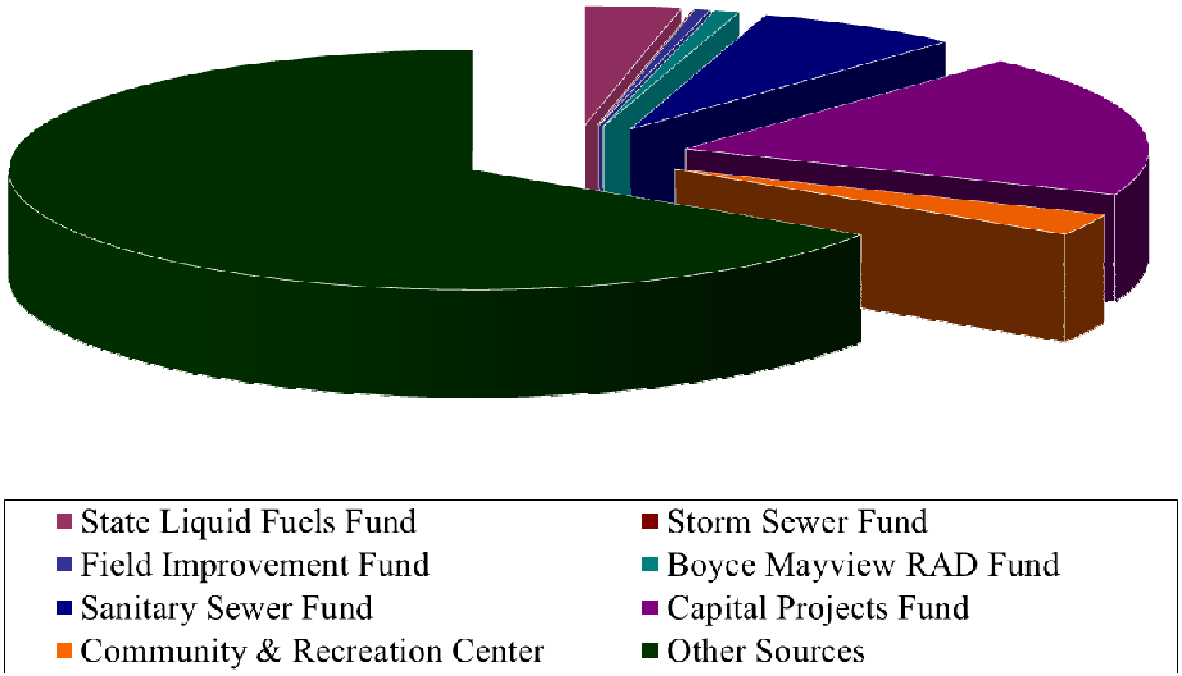


- Capital Equipment
- Street Improvement Program
- Storm Sewer Projects
- Park Resurfacing Projects
- Public Bldg. & Park Improvements
- Sanitary Sewer Projects
- Community & Recreation Center

Proposed Capital Improvement Program 2013-2017
Summary By Funding Source

	Totals	State Liquid Fuels	Field Improvement	Boyce Mayview RAD	Sanitary Sewer	Community & Recreation Center	Capital Projects	Other Sources
Capital Equipment (Schedule No. 1-Pages 8 thru 12)	$ 5,976,000	$ -	$ -	$ 564,000	$ -	$ -	$ 5,412,000	$ -
Street Improvement Program (Schedule No. 2-Page 13)	6,157,500	2,250,000	-	-	-	-	3,907,500	-
Storm Sewer Projects (Schedule No. 3-Page 14)	750,000	-	-	-	-	-	50,000	700,000
Park Resurfacing Projects (Schedule No. 4-Page 15)	380,000	-	-	-	-	-	380,000	-
Public Bldg. & Park Improvements (Schedule No. 5-Page 16)	10,900,000	-	350,000	15,000	-	-	3,225,000	7,310,000
Sanitary Sewer Projects (Schedule No. 6-Page 17)	33,654,200	-	-	-	4,854,200	-	-	28,800,000
Community & Recreation Center (Schedule No. 7-Pages 18 thru 21)	9,483,955	-	-	-	-	1,983,955	-	7,500,000
Total Current 5 Year Plan	$ 67,301,655	$ 2,250,000	$ 350,000	$ 579,000	$ 4,854,200	$ 1,983,955	$ 12,974,500	$ 44,310,000

Proposed Capital Improvement Program 2013-2017
Summary By Funding Source



Proposed Capital Improvement Program 2013-2017
Expenditure By Major Category
Comparison of Current Plan to Previous 5 Year Plan

	Previous Plan	% of Total	Current Plan	% of Total	Difference of Plans
Capital Equipment (Schedule No. 1-Pages 8 thru 12)	$ 4,121,600	6.22%	$ 5,976,000	8.88%	$ 1,854,400
Street Improvement Program (Schedule No. 2-Page 13)	7,078,000	10.68%	6,157,500	9.15%	(920,500)
Storm Sewer Projects (Schedule No. 3-Page 14)	750,000	1.13%	750,000	1.11%	-
Park Resurfacing Projects (Schedule No. 4-Page 15)	440,000	0.66%	380,000	0.56%	(60,000)
Public Bldg. & Park Improvements (Schedule No. 5-Page 16)	14,186,000	21.41%	10,900,000	16.20%	(3,286,000)
Sanitary Sewer Projects (Schedule No. 6-Page 17)	34,654,200	52.31%	33,654,200	50.01%	(1,000,000)
Community & Recreation Center (Schedule No. 7-Pages 18 thru 21)	5,014,975	7.57%	9,483,955	14.09%	4,468,980
Totals of Each 5 Year Plan	**$ 66,244,775**	**100.00%**	**$ 67,301,655**	**100.00%**	**$ 1,056,880**

Proposed Capital Improvement Program 2013-2017
Detail of Capital Equipment Purchases by Department
Schedule No. 1

		2013	2014	2015	2016	2017	Totals
PUBLIC WORKS							
Utility Trucks							
# 906 Ford Pick-Up Utility	2001	$ -	$ 40,000	$ -	$ -	$ -	$ 40,000
# 912 Ford Pick-Up Utility	2001	50,000	-	-	-	-	50,000
# 924 Ford Pick-Up Utility	2006	-	-	-	40,000	-	40,000
# 928 Ford Pick-Up Utility	2006	-	-	-	-	50,000	50,000
# 929 Ford Bucket Truck	2002	-	-	75,000	-	-	75,000
# 933 Ford Pick-Up Utility	2000	50,000	-	-	-	-	50,000
# 902 Ford F-550	2007	-	75,000	-	-	-	75,000
# 908 Ford F-550	2008	-	-	-	-	80,000	80,000
# 915 Ford F-550	2008	-	-	80,000	-	-	80,000
# 916 Ford F-550	2008	-	-	-	-	80,000	80,000
# 918 Ford F-550	2008	-	-	80,000	-	-	80,000
# 926 Ford F-550	2008	-	-	80,000	-	-	80,000
# 931 Ford F-550	2008	-	-	-	80,000	-	80,000
# 913 Ford Econoline 350 Van	2006	-	-	-	40,000	-	40,000
Dump Trucks							
# 903 Int'l Dump	2004	-	150,000	-	-	-	150,000
# 905 Int'l Dump	2008	-	-	-	-	150,000	150,000
# 910 Int'l Dump	2002	150,000	-	-	-	-	150,000
# 932 Int'l Dump	2001	-	-	-	-	-	-
# 911 Int'l Dump	2005	-	-	150,000	-	-	150,000
Subtotal: Trucks		$ 250,000	$ 265,000	$ 465,000	$ 160,000	$ 360,000	$ 1,500,000
Other Vehicles							
# 923 CAT Loader	1995	175,000	$ -	$ -	$ -	$ -	$ 175,000
# 930 Sterling Sweeper	2003	-	200,000	-	-	-	200,000
# 921 Toro Groundsmaster 5910	2010	-	-	-	90,000	-	90,000
Subtotal: Other Vehicles		$ 175,000	$ 200,000	$ -	$ 90,000	$ -	$ 465,000

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 2013-2017
Detail of Capital Equipment Purchases by Department
Schedule No. 1

		2013	2014	2015	2016	2017	Totals
PUBLIC WORKS (Cont'd)							
Staff Vehicles							
# 801 Chevy Pick-Up	2006	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000
# 804 Chevy Pick-Up	2005	24,000	-	-	-	-	24,000
# 807 Chevy Silverado Pick-Up	2007	-	25,000	-	-	-	25,000
# 806 Chevy Colorado Pick-Up	2009	-	-	-	27,000	-	27,000
# 810 Chevy Colorado Pick-Up	2003	-	30,000	-	-	-	30,000
Subtotal: Staff Vehicles		$ 54,000	$ 55,000	$ -	$ 27,000	$ -	$ 136,000
New Equipment							
Radio Upgrade - Narrow Banding Mandate		$ -	$ -	$ -	$ -	$ -	$ -
Replacement Equipment							
Toro Groundsmaster	2006	-	-	-	-	25,000	25,000
Toro 3100D Reelmower	2005	-	-	-	-	-	-
Fort 2120 LCG Tractor	1994	-	-	-	-	-	-
Toro Greensmaster	2002	-	-	-	-	-	-
Toro Infield Pro 3040 (RAD)	2007	-	-	-	-	-	-
Toro Groundsmaster 328	2007	30,000	-	-	-	-	30,000
Toro Groundsmaster 328	2007	30,000	-	-	-	-	30,000
Toro Greensmaster 1600 (RAD)	2007	9,000	-	-	-	-	9,000
Kubota RTV Utility #1	2007	-	-	-	-	-	-
Kubota RTV Utility #2	2007	-	-	-	-	-	-
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	-	-	33,000	-	-	33,000
Toyota Forklift	2001	-	-	60,000	-	-	60,000
Toro Groundsmaster 4500D (RAD)	2008	-	-	42,000	-	-	42,000
Vermeer Tub Grinder	2004	-	-	-	300,000	-	300,000
Subtotal: Equipment		$ 69,000	$ 88,000	$ 195,000	$ 300,000	$ 25,000	$ 677,000
TOTAL PUBLIC WORKS		$ 548,000	$ 608,000	$ 660,000	$ 577,000	$ 385,000	$ 2,778,000

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 2013-2017
Detail of Capital Equipment Purchases by Department
Schedule No. 1

	2013	2014	2015	2016	2017	Totals
PUBLIC SAFETY						
Police Vehicles (Schedule No. 1A)	$ 152,500	$ 134,000	$ 112,200	$ 109,000	$ 108,000	$ 615,700
Emergency Vehicle Equipment Replacement	-	4,000	-	5,000	-	9,000
Police Software	-	100,000	100,000	-	-	200,000
Laptop Replacement Program - Police	6,000	6,000	6,000	6,000	6,000	30,000
Dispatch Center Upgrade	-	-	5,000	-	-	5,000
In-Car Video System	6,000	10,000	10,000	10,000	10,000	46,000
Hand Held Portable Radios	-	2,000	-	-	-	2,000
Mobile Radios	2,000	2,000	2,000	2,000	2,000	10,000
Bulletproof Vests	2,000	2,000	2,000	6,000	6,000	18,000
Duty Weapon Replacement	-	-	-	12,000	12,000	24,000
Office Copier	-	10,000	-	-	-	10,000
Office Furniture	4,800	-	5,000	-	5,000	14,800
Upgrade Communications Van	2,000	-	-	-	-	2,000
VFD-Frie Engine & Other Vehicles	-	-	-	-	660,000	660,000
VFD-Building Renovations	-	-	-	-	35,000	35,000
TOTAL PUBLIC SAFETY	$ 175,300	$ 270,000	$ 242,200	$ 150,000	$ 844,000	$ 1,681,500
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	14,000	14,000	68,500
Comprehensive Plan 2015	50,000	50,000	20,000	-	-	120,000
TOTAL COMMUNITY DEVELOPMENT	$ 68,500	$ 68,500	$ 38,500	$ 19,000	$ 19,000	$ 213,500
LIBRARY						
New Children's Circulation Desk with self check-out	$ -	$ -	$ -	$ 15,000	$ -	$ 15,000
Indoor Book Return Unit	1,600	-	-	-	-	1,600
Lounge Seating & Tables	18,000	6,000	-	-	-	24,000
Bookcases with Display Shelves	20,000	20,000	11,000	-	-	51,000
Study Carrels	-	6,000	-	-	-	6,000
TOTAL LIBRARY	$ 39,600	$ 32,000	$ 11,000	$ 15,000	$ -	$ 97,600

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 2013-2017
Detail of Capital Equipment Purchases by Department
Schedule No. 1

		2013	2014	2015	2016	2017	Totals
ADMINISTRATION & FINANCE							
Township Manager Ford Explorer	2013	$ -	$ -	$ -	$ -	$ -	$ -
Asst. Township Manager Ford Explorer	2008	-	-	28,000	-	-	28,000
Photocopier-Color (Combination with Printers)		31,000	-	1,400	-	-	32,400
TOTAL ADMINISTRATION & FINANCE		$ 31,000	$ -	$ 29,400	$ -	$ -	$ 60,400
PUBLIC ACCESS TELEVISION							
Video and Audio Equipment		$ 20,000	$ 15,000	$ 20,000	$ 15,000	$ 15,000	$ 85,000
TOTAL PUBLIC ACCESS TELEVISION		$ 20,000	$ 15,000	$ 20,000	$ 15,000	$ 15,000	$ 85,000
INFORMATION TECHNOLOGY							
PC Replacement Program		$ 10,000	$ 12,500	$ 9,500	$ 10,500	$ 9,500	$ 52,000
Township Laptop Program		6,000	-	-	-	3,000	9,000
Server Replacement Program		10,000	15,000	8,000	8,000	15,000	56,000
Network Equipment Replacement Program		12,000	10,000	10,000	10,000	10,000	52,000
Internet Hardware & Software Replacement		8,000	12,000	11,000	12,000	11,000	54,000
Internet Service Provider		40,000	5,000	-	5,000	-	50,000
Microsoft Office Licenses		30,000	-	-	-	-	30,000
Township-wide Software Implementation		225,000	225,000	-	-	-	450,000
Time Clock Software		50,000	-	-	-	-	50,000
IT Help Desk Software		5,000	-	-	-	-	5,000
Surveilllance System Twp. & PW Buildings		-	100,000	-	-	-	100,000
Door Lock System Twp. Building		-	150,000	-	-	-	150,000
Public Works Annex Improvements		2,000	-	-	-	-	2,000
TOTAL INFORMATION TECHNOLOGY		$ 398,000	$ 529,500	$ 38,500	$ 45,500	$ 48,500	$ 1,060,000
Total Current 5 Year Plan		$ 1,280,400	$ 1,523,000	$ 1,039,600	$ 821,500	$ 1,311,500	$ 5,976,000
Previous 5 Year Plan		$ 927,300	$ 849,500	$ 811,700	$ 636,500	$ 896,600	$ 4,121,600
Difference in 5 Year Plans		$ 353,100	$ 673,500	$ 227,900	$ 185,000	$ 414,900	$ 1,854,400

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

Proposed Capital Improvement Program 2013-2017
Police Vehicle Replacement Schedule
Schedule No. 1A

	Asset Tag	2013	2014	2015	2016	2017	Totals
PUBLIC SAFETY							
Patrol Vehicles							
Ford Crown Victoria	2011 011	$ -	$ -	$ 27,000	-	$ -	$ 27,000
Ford Crown Victoria	2011 012	-	-	27,000	-	-	27,000
Ford Crown Victoria	2011 013	-	-	-	27,000	-	27,000
Ford Crown Victoria	2007 006	25,500	-	-	27,000	-	52,500
Ford Crown Victoria	2009 026	25,500	-	-	-	27,000	52,500
Ford Crown Victoria	2009 027	-	26,000	-	-	27,000	53,000
Ford Crown Victoria	2010 004	-	26,000	-	-	27,000	53,000
Ford Crown Victoria	2010 005	-	-	27,000	-	-	27,000
4-Wheel Drive Vehicles							
Ford Explorer	2005 035	25,500	-	-	27,000	-	52,500
Ford Explorer	2006 046	25,500	-	-	-	27,000	52,500
Ford Explorer	2006 045	25,500	-	-	-	-	25,500
Ford Explorer	2008 019	-	26,000	-	-	-	26,000
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	-	-	-	28,000	-	28,000
Other Vehicles							
Ford Cargo Van	2000 013	25,000	-	-	-	-	25,000
Polaris Quad #1	2001 054	-	4,000	-	-	-	4,000
Polaris Quad #2	2001 049	-	-	4,200	-	-	4,200
Total Current 5 Year Plan		**$ 152,500**	**$ 134,000**	**$ 112,200**	**$ 109,000**	**$ 108,000**	**$ 615,700**
Previous 5 Year Plan		$ 129,000	$ 108,000	$ 112,200	$ 81,000	$ 98,000	$ 528,200
Difference in 5 Year Plans		$ 23,500	$ 26,000	$ -	$ 28,000	$ 10,000	$ 87,500

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 2013-2017
Street Improvement Program
Schedule No. 2

	2013	2014	2015	2016	2017	Totals
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	86,000	86,000	86,500	100,000	100,000	458,500
Crack Sealing Program	30,000	30,000	30,000	60,000	30,000	180,000
Traffic Signal Mast Arm-McL Run	19,000	-	-	-	-	19,000
Total Current 5 Year Plan	$ 1,235,000	$ 1,216,000	$ 1,216,500	$ 1,260,000	$ 1,230,000	$ 6,157,500
Previous 5 Year Plan	$ 1,337,500	$ 1,450,000	$ 1,460,000	$ 1,460,000	$ 1,370,500	$ 7,078,000
Difference in 5 Year Plans	$ (102,500)	$ (234,000)	$ (243,500)	$ (200,000)	$ (140,500)	$ (920,500)

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 2013-2017
Storm Sewer Projects
Schedule No. 3

	2013	2014	2015	2016	2017	Totals
PUBLIC WORKS						
Storm Sewer Improvement & Restoration Plan	$ 150,000	$ 150,000 *	$ 150,000 *	$ 150,000 *	$ 150,000 *	$ 750,000 *
Total Current 5 Year Plan	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 750,000**
Previous 5 Year Plan	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
Difference in 5 Year Plans	$ -	$ -	$ -	$ -	$ -	$ -

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 2013-2017
Park Resurfacing Projects
Schedule No. 4

	2013	2014	2015	2016	2017	Totals
PUBLIC WORKS						
Clair Park	$ -	$ -	$ 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	-	-	-	-	-	-
Municipal Tennis Courts: Courts #7 & #8	-	60,000	-	-	-	60,000
Total Current 5 Year Plan	**$ 60,000**	**$ 120,000**	**$ 60,000**	**$ 80,000**	**$ 60,000**	**$ 380,000**
Previous 5 Year Plan	$ 60,000	$ 120,000	$ 120,000	$ 80,000	$ 60,000	$ 440,000
Difference in 5 Year Plans	$ -	$ -	$ (60,000)	$ -	$ -	$ (60,000)

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 2013-2017
Public Building and Park Improvements
Schedule No. 5

	2013	2014	2015	2016	2017	Totals
PUBLIC WORKS						
Municipal Building Improvements						
Exterior Restoration	$ 55,000	$ 95,000	$ 95,000	$ 80,000	$ 80,000	$ 405,000
Interior Renovations	40,000	40,000	40,000	40,000	40,000	200,000
Administrative Building Space Renovation Project	100,000	150,000	80,000	-	-	330,000
McLaughlin Run Recreation Center Renovation	30,000	-	-	-	-	30,000
Heating & Cooling System Replacement	110,000 *	-	-	-	-	110,000 *
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	30,000	30,000	30,000	30,000	30,000	150,000
Founder's Field Irrigation Replacement	25,000	-	-	-	-	25,000
Boyce Mayview Perimeter Trail	100,000 *	50,000 *	-	-	-	150,000 *
Boyce Mayview Field Lighting Project	-	500,000 *	500,000 *	200,000 *	-	1,200,000
Boyce Mayview Ampitheatre	-	-	700,000 *	-	-	700,000
Township Dek Hockey Facility	-	250,000 *	-	-	-	250,000 *
Boyce Mayview Pavilions	50,000 *	-	-	-	-	50,000 *
Cook School Field Development	285,000 *	-	-	-	-	285,000 *
Morton Field - Field Turf and Lights	-	2,000,000 *	-	-	-	2,000,000 *
Other Improvements						
Township Sidewalk Plan	100,000 *	50,000 *	50,000 *	50,000 *	-	250,000 *
Wayfinding Signage - Sidewalks & Trails	10,000 *	5,000 *	-	-	-	15,000 *
RECREATION						
Tennis Bubble Replacement	-	550,000 *	-	-	-	550,000 *
PUBLIC SAFETY						
Police Department Building	-	-	-	-	4,000,000 *	4,000,000 *
Total Current 5 Year Plan	**$ 965,000**	**$ 3,800,000**	**$ 1,525,000**	**$ 430,000**	**$ 4,180,000**	**$ 10,900,000**
Previous 5 Year Plan	$ 3,030,000	$ 3,360,000	$ 1,425,000	$ 5,225,000	$ 1,146,000	$ 14,186,000
Difference in 5 Year Plans	$ (2,065,000)	$ 440,000	$ 100,000	$ (4,795,000)	$ 3,034,000	$ (3,286,000)

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 2013-2017
Sanitary Sewer Projects
Schedule No. 6

	2013	2014	2015	2016	2017	Totals
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	-	-	10,000,000 *	10,000,000 *	10,000,000 *	30,000,000 *
Brush Run Pump Station - Pumps, Motors, Piping & Valves	400,000	-	-	-	-	400,000
Subtotal: Ops & Mte	$ 1,025,000	$ 625,000	$ 10,625,000	$ 10,625,000	$ 10,625,000	$ 33,525,000
Equipment						
Public Works						
#803 Chevy Pick-Up	$ 28,000	$ -	$ -	$ -	$ -	$ 28,000
# 920 CAT Backhoe	100,000	-	-	-	-	100,000
Information Technology	-	1,200	-	-	-	1,200
Subtotal: Equipment	$ 128,000	$ 1,200	$ -	$ -	$ -	$ 129,200
Total Current 5 Year Plan	$ 1,153,000	$ 626,200	$ 10,625,000	$ 10,625,000	$ 10,625,000	$ 33,654,200
Previous 5 Year Plan	$ 10,626,200	$ 10,625,000	$ 10,625,000	$ 625,000	$ 2,153,000	$ 34,654,200
Difference in 5 Year Plans	$ (9,473,200)	$ (9,998,800)	$ -	$ 10,000,000	$ 8,472,000	$ (1,000,000)

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 2013-2017
Community & Recreation Center
Schedule No. 7

	2013	2014	2015	2016	2017	Totals
RECREATION						
Administration						
General Items						
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	-	-	-	-	-	-
96" Folding Tables	-	-	-	-	-	-
42" LCD TVs	-	-	-	-	21,000	21,000
60" LCD TVs	-	-	-	-	6,000	6,000
Building Modifications & Expansion						
Tile for Locker/Changing Rooms	-	-	-	-	-	-
Outdoor/Indoor Pool Expansion	-	3,500,000 *	-	-	-	3,500,000
Auxiliary Gym	-	2,000,000 *	-	-	-	2,000,000
Locker Room\Fitness Area Expansion	-	2,000,000 *	-	-	-	2,000,000
Gym Divider Replacement	-	-	100,000 *	-	-	100,000
Remove Center Wall - Aerobics Room	-	-	200,000 *	-	-	200,000
Subtotal: General	$ 20,000	$ 7,520,000	$ 320,000	$ 20,000	$ 47,000	$ 7,927,000
Aquatics						
Chaise Lounge Chairs	$ 5,000	$ 5,150	$ 5,310	$ 5,500	$ 5,675	$ 26,635
Outdoor/Indoor Water Slide Restoration	4,500	-	-	-	5,000	9,500
Outdoor Pool Lifeguard Chairs	-	-	-	2,250	-	2,250
Swim Suit Dryer	-	-	3,500	-	-	3,500
Lap Lanes	-	3,000	-	-	-	3,000
Subtotal: Aquatics	$ 9,500	$ 8,150	$ 8,810	$ 7,750	$ 10,675	$ 44,885
Fitness						
Aerobic Equip. Replacement Plan (Schedule 7A)	$ 59,800	$ 67,900	$ 86,700	$ 94,100	$ 86,400	$ 394,900
Weight Replacements	-	25,000	-	-	-	25,000
Concept 2 Rowing Machine	1,050	1,050	-	1,050	1,050	4,200
Keiser M3 Cycling Bikes	-	3,600	-	-	-	3,600
Subtotal: Fitness	$ 60,850	$ 97,550	$ 86,700	$ 95,150	$ 87,450	$ 427,700

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 2013-2017
Community & Recreation Center
Schedule No. 7

	2013	2014	2015	2016	2017	Totals
RECREATION (Cont'd)						
Maintenance						
General Maintenance Items						
Replace Motor Impellers & Seals	$ 17,720	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ 89,720
Indoor/Outdoor Plaster Repairs	-	-	150,000	6,000	6,000	162,000
Scrub & Recoat Gym Floor	15,000	15,000	15,000	-	-	45,000
Stain & Top Coat Indoor Pool Deck	-	40,000	-	-	-	40,000
New Lobby Lights	60,000	-	-	-	-	60,000
Water Softner & Iron Removal System	40,000	-	-	-	-	40,000
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	-	-	-	-	-	-
Community Room Projectors/Screen	-	-	-	20,000	-	20,000
Equipment						
Swim Pool Motors	-	-	40,350	-	-	40,350
Walk behind Carpet Extractor	-	9,000	-	-	-	9,000
Trash Compactor	-	-	-	25,000	-	25,000
JLG Scissors Lift	-	-	-	-	16,000	16,000
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	$ 207,720	$ 142,000	$ 244,350	$ 69,000	$ 90,000	$ 753,070
Information Technology						
PC & Laptop Replacement Program	$ 7,100	$ 3,500	$ 5,500	$ 4,500	$ 5,000	$ 25,600
Program Registration Software	-	-	200,000	-	-	200,000
Server & Other IT Equip Replacement Program	5,700	9,000	6,000	6,000	9,000	35,700
Surveillance System & Control Desk Security	20,000	50,000	-	-	-	70,000
Subtotal: IT	$ 32,800	$ 62,500	$ 211,500	$ 10,500	$ 14,000	$ 331,300
Total Current 5 Year Plan	$ 330,870	$ 7,830,200	$ 871,360	$ 202,400	$ 249,125	$ 9,483,955
Previous 5 Year Plan	$ 3,743,550	$ 215,200	$ 534,575	$ 176,200	$ 345,450	$ 5,014,975
Difference in 5 Year Plans	$ (3,412,680)	$ 7,615,000	$ 336,785	$ 26,200	$ (96,325)	$ 4,468,980

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 2013-2017
C&RC Aerobics Equipment Replacement Schedule
Schedule No. 7A

	Asset Tag	2013	2014	2015	2016	2017	Totals
RECREATION							
Treadmills							
Existing Equipment							
Life Fitness 95ti Inspire Treadmill	2009 254	$ -	$ -	$ 7,400	$ -	$ -	$ 7,400
Life Fitness 95ti Inspire Treadmill	2009 255	-	7,400	-	-	7,400	14,800
Life Fitness 95ti Inspire Treadmill	2009 256	-	7,400	-	-	-	7,400
Life Fitness 95ti Inspire Treadmill	2009 257	7,400	-	-	7,400	-	14,800
Life Fitness 95ti Inspire Treadmill	2009 258	-	-	7,400	-	-	7,400
Life Fitness 95ti Inspire Treadmill	2009 259	-	-	7,400	-	-	7,400
Life Fitness 95ti Inspire Treadmill	2009 260	-	7,400	-	-	-	7,400
Life Fitness 95ti Inspire Treadmill	2009 261	7,400	-	-	7,400	-	14,800
Life Fitness 95ti Inspire Treadmill	2009 262	7,400	-	-	-	7,400	14,800
Life Fitness 95ti Inspire Treadmill	2009 263	-	-	-	-	7,400	7,400
New Equipment							
Treadmills		-	-	-	22,200	-	22,200
Subtotal: Treadmills		$ 22,200	$ 22,200	$ 22,200	$ 37,000	$ 22,200	$ 125,800
Ellipticals							
Existing Equipment							
Life Fitness 95xi Inspire Elliptical	2009 264	$ -	$ -	$ -	$ 7,500	$ -	$ 7,500
Life Fitness 95xi Inspire Elliptical	2009 265	-	7,500	-	-	7,500	15,000
Life Fitness 95xi Inspire Elliptical	2009 266	-	7,500	-	-	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 267	7,500	-	-	7,500	-	15,000
Life Fitness 95xi Inspire Elliptical	2009 268	-	-	7,500	-	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 269	-	-	7,500	-	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 270	-	7,500	-	-	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 271	-	-	7,500	-	-	7,500
Life Fitness 95xi Inspire Elliptical	2009 272	7,500	-	-	-	7,500	15,000
Life Fitness 95xi Inspire Elliptical	2009 273	7,500	-	-	-	7,500	15,000
Cybex Arc Trainer		-	-	5,500	-	-	5,500
Cybex Arc Trainer		-	-	5,500	-	-	5,500
Cybex Arc Trainer		-	-	-	-	5,500	5,500
Cybex Arc Trainer		-	-	-	5,500	-	5,500
Cybex Arc Trainer		-	-	-	5,500	-	5,500
Cybex Arc Trainer		-	-	-	5,500	-	5,500
Octane Recumbent Ellipitical		6,000	-	-	6,000	12,000	24,000
Subtotal: Ellipticals		$ 28,500	$ 22,500	$ 33,500	$ 37,500	$ 40,000	$ 162,000

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 2013-2017
C&RC Aerobics Equipment Replacement Schedule
Schedule No. 7A

RECREATION (Cont'd)		2013	2014	2015	2016	2017	Totals
Fitness Floor Bikes							
Existing Equipment							
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	-	9,000
Life Fitness 95ci Inspire Upright Bike	2010 007	-	4,500	-	-	4,500	9,000
Life Fitness 95ci Inspire Upright Bike	New	-	-	-	-	4,500	4,500
Life Fitness 95ri Inspire Seated Bike	2009 276	-	-	-	-	4,600	4,600
Life Fitness 95ri Inspire Seated Bike	2009 277	4,600	-	-	-	-	4,600
Life Fitness 95ri Inspire Seated Bike	2009 278	-	4,600	-	-	-	4,600
Life Fitness 95ri Inspire Seated Bike	2009 279	-	-	-	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		**$ 9,100**	**$ 18,200**	**$ 20,000**	**$ 13,600**	**$ 18,200**	**$ 79,100**
Other Aerobic Equipment							
Existing Equipment							
Life Fitness 95si Stairclimber	2009 283	$ -	$ 5,000	$ -	$ -	$ -	$ 5,000
Life Fitness 95si Stairclimber	2009 284	-	-	5,000	-	-	5,000
New Equipment							
Stairmaster Stepmill (2)		-	-	6,000	6,000	6,000	18,000
Subtotal: Other Equipment		**$ -**	**$ 5,000**	**$ 11,000**	**$ 6,000**	**$ 6,000**	**$ 28,000**
Total Current 5 Year Plan		**$ 59,800**	**$ 67,900**	**$ 86,700**	**$ 94,100**	**$ 86,400**	**$ 394,900**
Previous 5 Year Plan		$ 53,800	$ 51,400	$ 91,200	$ 104,700	$ 85,200	$ 386,300
Difference in 5 Year Plans		$ 6,000	$ 16,500	$ (4,500)	$ (10,600)	$ 1,200	$ 8,600

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 2013-2017
Other Funding Sources Detail
Schedule No. 8

PROJECT DESCRIPTION	Total Amount	Grants/ Escrows	Borrowed Funds	Governmental/ Enterprise Funds
Storm Sewer NPDES Projects	**$ 750,000**	**$ -**	**$ 700,000**	**$ 50,000**
Public Bldgs. & Park Improvements				
Heating & Cooling System Replacement	$ 110,000	$ 60,000	$ 50,000	$ -
Boyce Mayview Perimeter Trail	150,000	150,000	-	-
Township Dek Hockey Facility	250,000	250,000	-	-
Boyce Mayview Pavilions	50,000	50,000	-	
Cook School Field Development	285,000	-	285,000	-
Morton Field - Field Turf and Lights	2,000,000	-	1,650,000	350,000
Township Sidewalk Plan	250,000	190,000	60,000	-
Wayfinding Signage - Sidewalks & Trails	15,000	15,000	-	-
Tennis Bubble Replacement	550,000	-	550,000	-
Police Department Building	4,000,000	-	4,000,000	-
Subtotal: Bldgs & Improvements	**$ 7,660,000**	**$ 715,000**	**$ 6,595,000**	**$ 350,000**
Sanitary Sewer Projects				
Consent Order Projects	**$ 30,000,000**	**$ -**	**$ 28,800,000**	**$ 1,200,000**
Community & Recreation Center				
Building Modifications & Expansion	**$ 7,800,000**	**$ -**	**$ 7,500,000**	**$ 300,000**
Total Funding Sources	**$ 46,210,000**	**$ 715,000**	**$ 43,595,000**	**$ 1,900,000**

PUBLIC BUDGET

PRESENTATION

TOWNSHIP OF UPPER ST. CLAIR

Township of USC Upper St. Clair

2013 Proposed Budget | Submitted October 12, 2012

2013 Budget Revenue Summary

Major Revenue Source	General Fund	Other	Percentage
Real Estate Taxes	$ 7,572,189	$ -	21.89%
Earned Income Taxes	7,548,350	-	21.82%
Other Taxes	1,573,000	-	4.55%
Sewer User Fees	-	5,000,000	14.45%
Licenses & Permits	151,525	-	0.44%
Fees & Fines	489,700	237,200	2.10%
Interest & Rent	84,400	10,950	0.28%
Service Agreements	209,887	4,500	0.62%
Recreation Fees	362,450	3,426,250	10.95%
Grant Revenue	603,460	962,092	4.53%
Non-Tax Revenue	227,500	520,700	2.16%
Fund Balance	-	1,721,565	4.98%
Operating Transfers	-	2,593,372	7.50%
Non-Operating Transfers	-	1,293,265	3.73%
Totals	$ 18,822,461	$ 15,769,894	100.00%

2013 Proposed Budget Submitted October 12, 2012

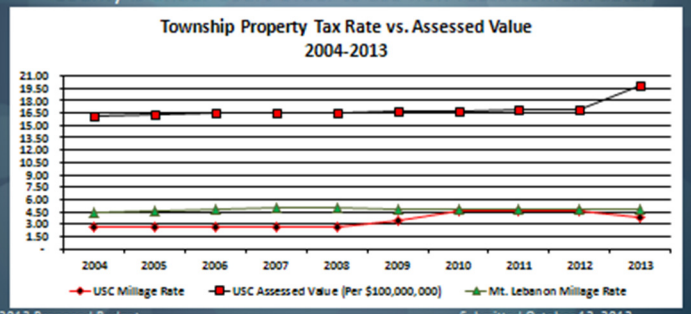
2013 Budget Expenditure Summary

Major Programs	General Fund	Other	Percentage
General Government	$ 1,728,159	$ 975,043	7.81%
Public Safety	5,089,948	139,500	15.12%
Community Development	573,695	68,500	1.86%
Public Works	4,387,108	1,367,929	16.64%
ALCOSAN Payments	-	2,692,350	7.78%
Corrective Action	-	770,000	2.23%
Refuse Collection	1,168,000	-	3.38%
Annual Road Program	-	1,200,000	3.47%
Recreation	504,102	4,871,655	15.54%
Library	826,604	254,847	3.13%
Debt Service	1,168,299	1,313,239	7.17%
Operating Transfers	3,376,546	30,000	9.85%
Fund Balance	-	2,086,831	6.02%
Totals	$ 18,822,461	$ 15,769,894	100.00%

2013 Proposed Budget Submitted October 12, 2012

2013 General Fund Budget

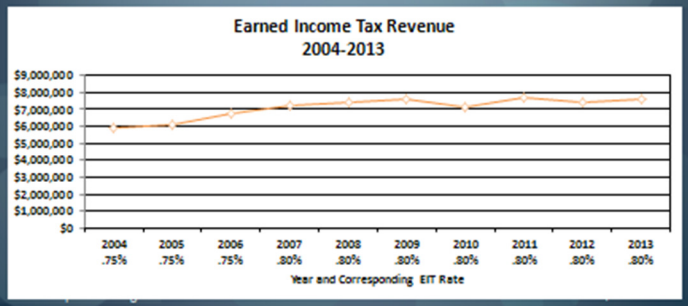
- REAL ESTATE TAXES – ***For 2013, tax rate will be set at 3.90 mills***
  - The assessment base for real estate taxes has not seen significant growth in the last 10 years, but for 2013, Allegheny County is under Court Order to use new reassessment data.



2013 Proposed Budget Submitted October 12, 2012

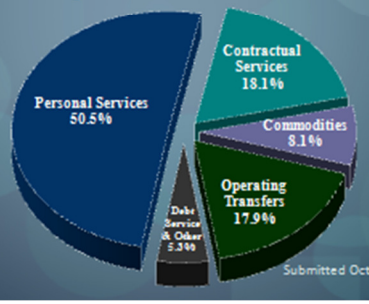
2013 General Fund Budget

- EARNED INCOME TAXES – ***For 2013, tax rate will remain at .8%***
  - Over the last 5 years, earned income tax collections have not seen any significant growth but have remained stable. EIT collections are not expected to increase by more than 2.5% in the next 5 years.



2013 General Fund Budget

- OPERATING EXPENDITURES – ***Overall increase of 1.68% from the 2012 Budget***
  - Personal Services – Budgeted increase of 0.7%
  - Contractual Services – Budgeted increase of 3.9%
  - Commodities – Budgeted increase of 2.7%



2013 Proposed Budget — Submitted October 12, 2012

2013 General Fund Budget

- NON-OPERATING EXPENDITURES
  - Debt service – Decrease in budget of 13% due to refinancing of 2006 and 2007 Bond Issues.
  - Operating Transfers – Budgeted increase of 14% due to increase in Capital Projects Fund Transfer
- FRINGE BENEFITS
  - Minimum Municipal Obligation (MMO) for the Police is $499,570 and $276,604 for Public Works employees. This is a net increase of $137,201, or (21%) from 2012
  - The Workers Compensation premium has decreased by $40,000, or (10%), due to a decrease of the experience modification factor from 1.160 in 2012 to .943 in 2013

2013 Proposed Budget — Submitted October 12, 2012

2013 General Fund Budget

- FRINGE BENEFITS (cont'd)
  - Health Insurance Costs are budgeted to increase by 10% in the proposed budget.
  - **UPDATE:** The Township received the 2013 health insurance rates with a increase of only 2.3%. This decrease will be reflected in the final 2013 Budget.

2013 Proposed Budget — Submitted October 12, 2012

2013 General Fund Budget

- NON-CONTRACTUAL EMPLOYEES WAGE SCALE HISTORY
  - 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%
2010-2011	2013	3.16%

Source: Bureau of Labor Statistics, CPI Inflation Calculator

2013 Proposed Budget — Submitted October 12, 2012

2013 Enterprise Funds Budget Factors

- COMMUNITY & RECREATION CENTER FUND
  - The Township has projected an overall increase of 2.5% in membership rates. As a benchmark for this increase, the current inflation rate is 2.88%. The present membership ratio is 69% residents and 31% non-residents.
  - Operating expenses are budgeted to increase by 5.0% due to higher demands in the aquatics and fitness areas, personnel costs and commodities have risen.

2013 Proposed Budget — Submitted October 12, 2012

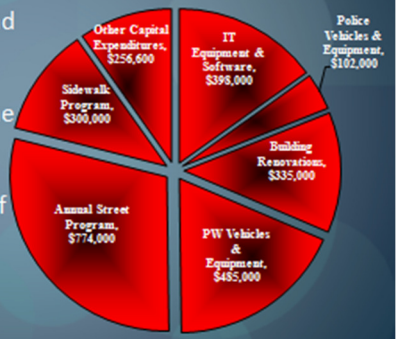
2013 Enterprise Funds Budget Factors

- SANITARY SEWER FUND
  - At the present time, the sewer user fee multiplier rate has been set at 2.19 which is the same as 2012. The Township has not been officially notified of any rate increase from ALCOSAN for 2013.
  - In 2013, sewer processing fees and EPA Administrative Consent Order expenses are projected at $2,692,350 and $770,000, respectively.

2013 Proposed Budget — Submitted October 12, 2012

2013 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 $2,597,927 at the end of 2013, up from the 2012 Budget projection of $2,115,287.



2013 Proposed Budget — Submitted October 12, 2012

2013 Fund Balance Projections

- GENERAL FUND
  - The estimated fund balance for the General Fund is projected to be $3,308,125, or 17.5% of estimated 2013 General Fund Revenues or a little over two months reserve for General Fund expenditures. This level helps the Township to maintain its AA+ Bond Rating.
- CAPITAL PROJECTS FUND
  - The estimated fund balance for the Capital Projects Fund is projected to be $2,597,927. The fund balance will be needed for the future capital needs of the Township.

2013 Proposed Budget Submitted October 12, 2012

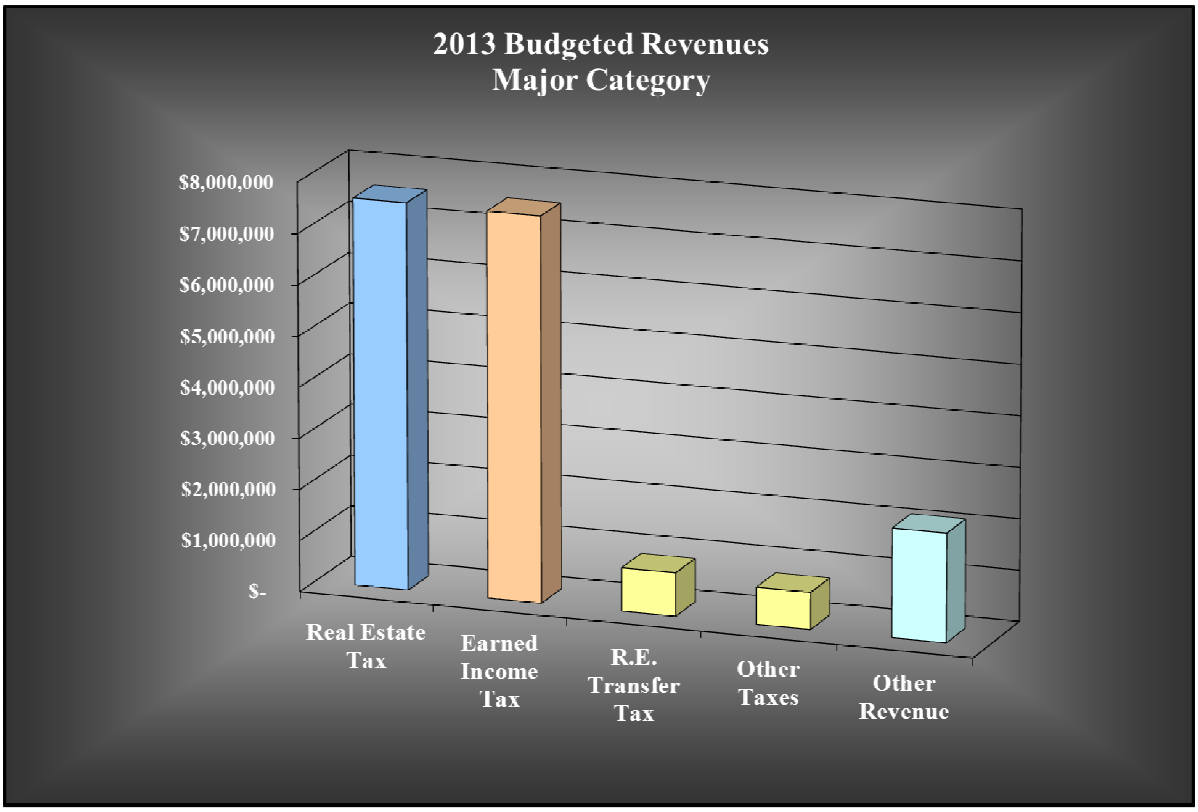
Questions?

2013 Proposed Budget Submitted October 12, 2012

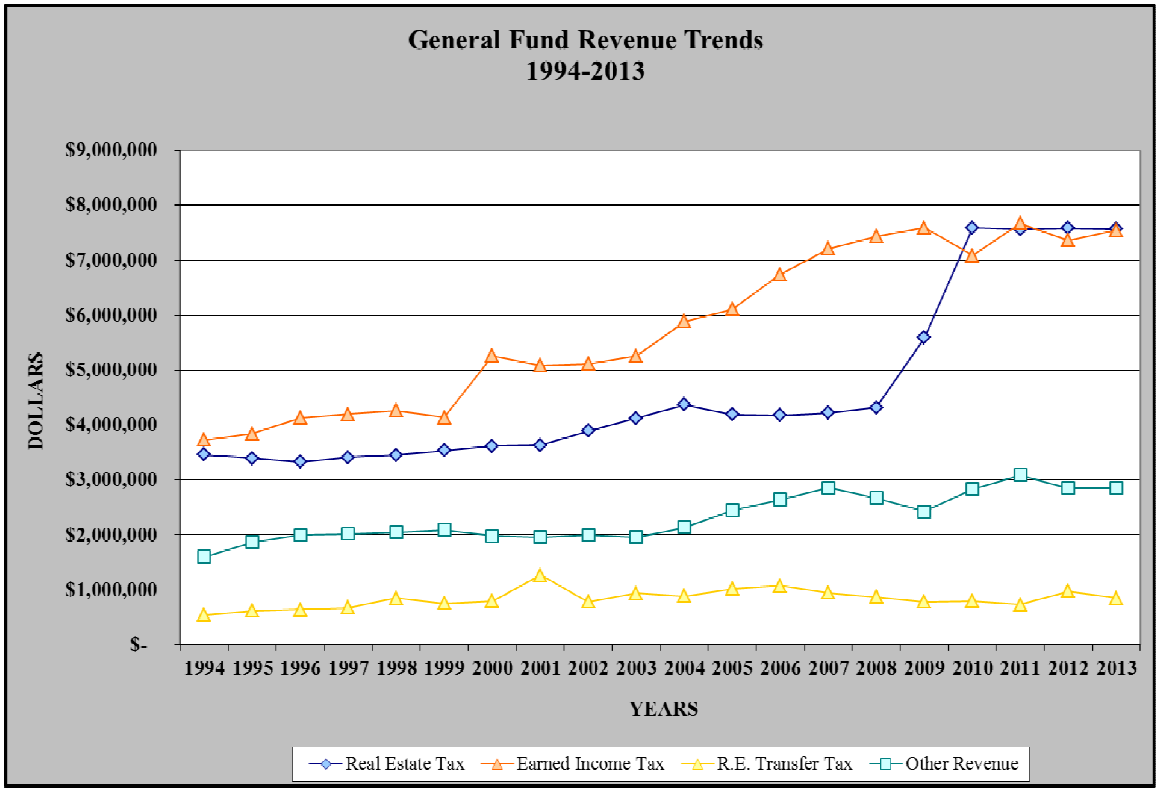
GENERAL FUND

MAJOR REVENUES

	2012 Budget	2013 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
Real Estate Tax	$ 7,555,157	$ 7,572,189	$ 17,032	0.23%
Earned Income Tax	7,315,000	7,548,350	233,350	3.19%
Local Services Tax	240,000	250,000	10,000	4.17%
Real Estate Transfer Tax	800,000	850,000	50,000	6.25%
Public Utilities Tax	22,000	22,000	-	0.00%
Local Option Sales & Use Tax	360,000	451,000	91,000	25.28%
Licenses and Permits	134,825	151,525	16,700	12.39%
Fees and Fines	477,200	489,700	12,500	2.62%
Rental Income	82,400	80,900	(1,500)	(1.82%)
Investment Earnings	5,000	3,500	(1,500)	(30.00%)
Service Agreements	209,887	209,887	-	0.00%
Other Non-Tax Revenue	760,055	845,960	85,905	11.30%
Recreation Fees	359,700	362,450	2,750	0.76%
Total Revenues	**$ 18,321,224**	**$ 18,837,461**	**$ 516,237**	**2.82%**
Fund Balance	-	-	-	0.00%
Total Major Revenues	**$ 18,321,224**	**$ 18,837,461**	**$ 516,237**	**2.82%**



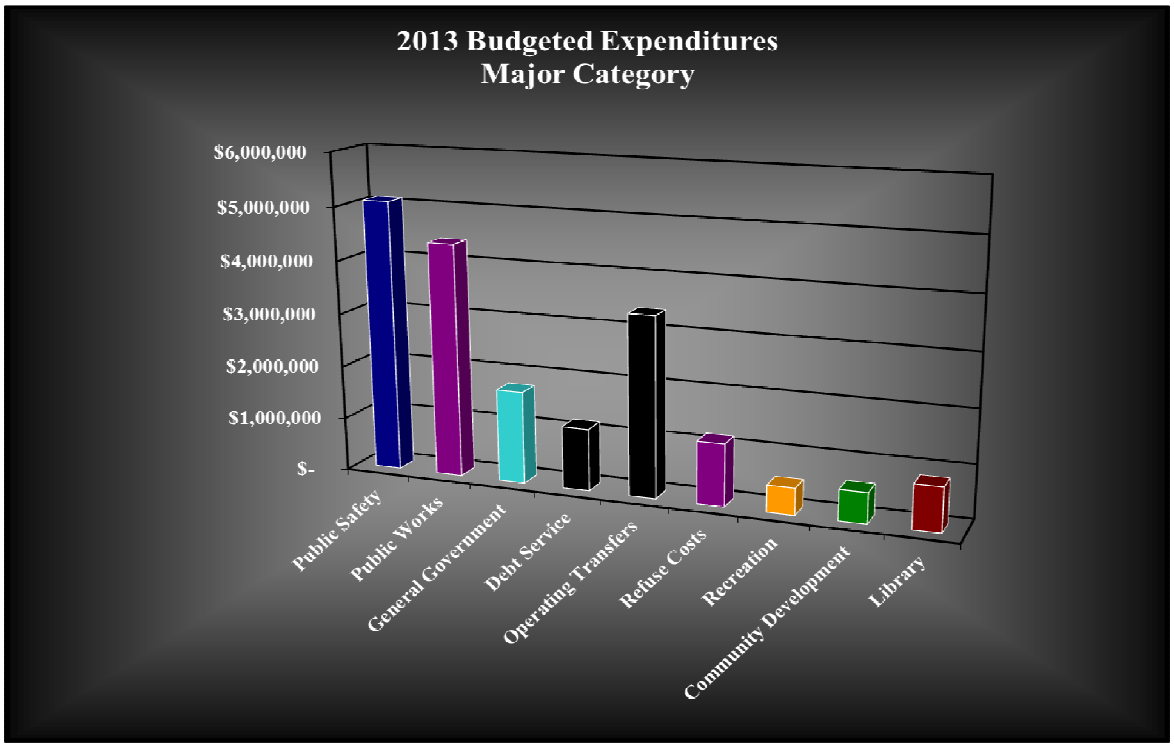
	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Real Estate Tax	$ 7,594,974	$ 7,562,427	$ 7,555,157	$ 7,584,500	$ 7,572,189
Earned Income Tax	7,088,403	7,673,078	7,315,000	7,365,000	7,548,350
Local Services Tax	239,909	246,702	240,000	252,000	250,000
Real Estate Transfer Tax	798,001	734,344	800,000	975,000	850,000
Public Utilities Tax	20,622	22,495	22,000	22,000	22,000
Local Option Sales & Use Tax	345,472	374,413	360,000	417,500	451,000
Tax Revenues	$ 16,087,381	$ 16,613,459	$ 16,292,157	$ 16,616,000	$ 16,693,539
Licenses and Permits	115,129	185,535	134,825	184,675	151,525
Fees and Fines	486,795	479,641	477,200	487,150	489,700
Rental Income	80,175	79,135	82,400	79,900	80,900
Investment Earnings	7,454	4,780	5,000	2,700	3,500
Service Agreements	310,875	218,928	209,887	209,894	209,887
Other Non-Tax Revenue	883,081	1,136,860	760,055	840,450	845,960
Recreation Fees	347,191	341,134	359,700	352,707	362,450
Non-Tax Revenues	$ 2,230,700	$ 2,446,013	$ 2,029,067	$ 2,157,476	$ 2,143,922
Total Revenues	**$ 18,318,081**	**$ 19,059,472**	**$ 18,321,224**	**$ 18,773,476**	**$ 18,837,461**
Fund Balance	-	-	-	-	-
Total Major Revenues	**$ 18,318,081**	**$ 19,059,472**	**$ 18,321,224**	**$ 18,773,476**	**$ 18,837,461**



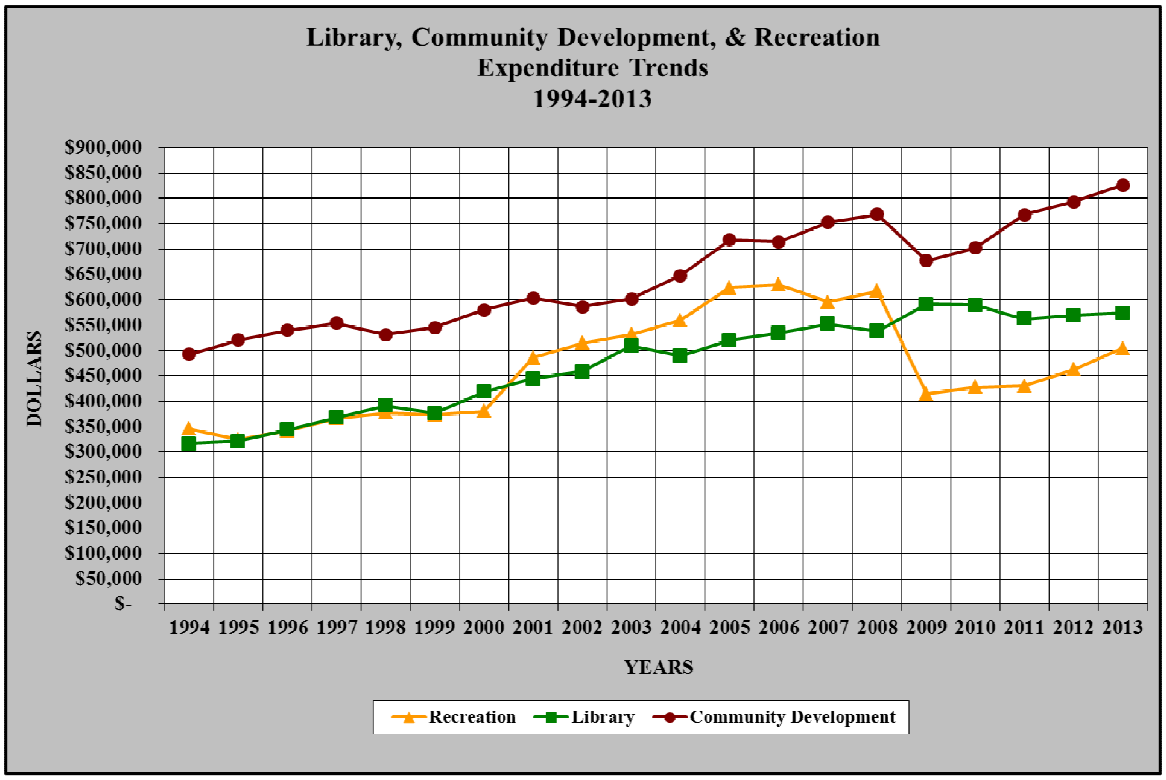
GENERAL FUND

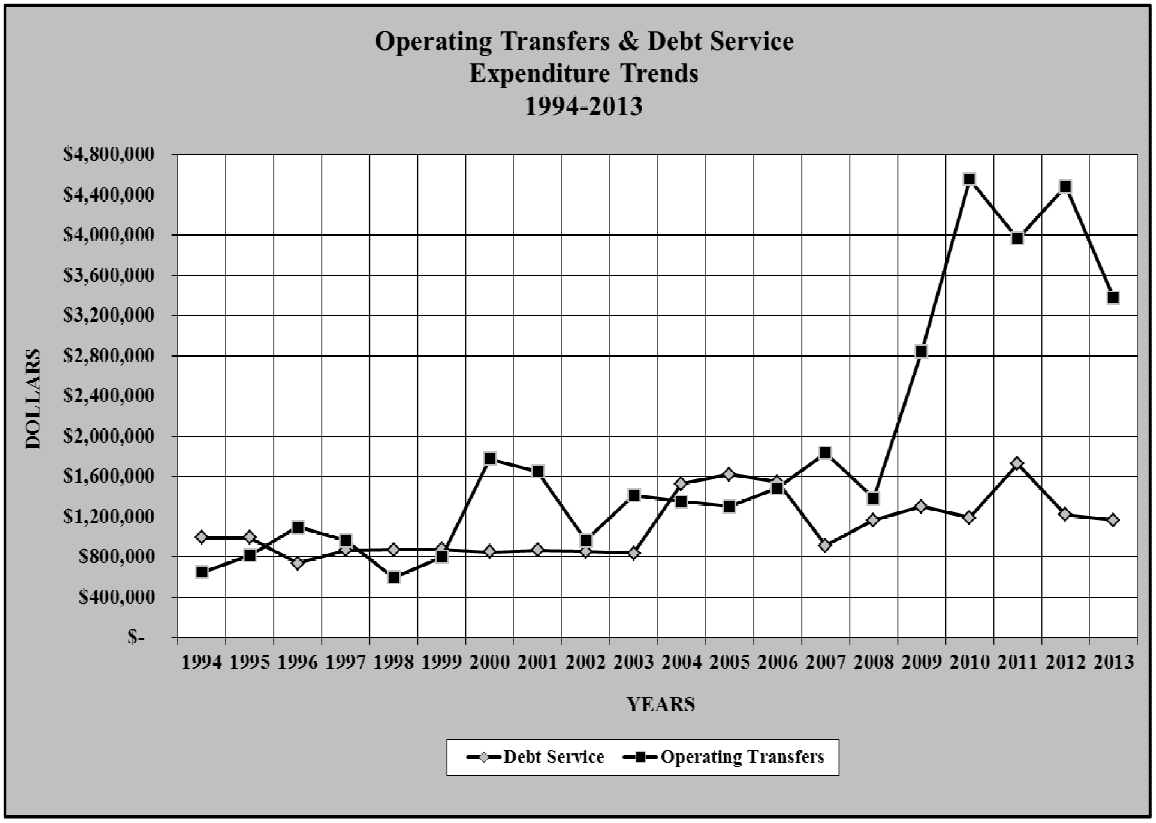
MAJOR PROGRAMS

	2012 Budget	2013 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
General Government	$ 1,547,181	$ 1,604,461	$ 57,280	3.70%
Public Safety	4,976,386	5,078,789	102,403	2.06%
Community Development	618,982	570,128	(48,854)	(7.89%)
Public Works	4,401,085	4,370,459	(30,626)	(0.70%)
Refuse Collection	1,124,400	1,168,000	43,600	3.88%
Recreation & Leisure Services	477,200	503,320	26,120	5.47%
Library	780,806	821,554	40,748	5.22%
Unallocated Insurance Costs	115,390	119,270	3,880	3.36%
Operating Expenditures	$ 14,041,430	$ 14,235,981	$ 194,551	1.39%
Operating Transfers	2,950,843	3,433,181	482,338	16.35%
Debt Service Payments	1,328,951	1,168,299	(160,652)	(12.09%)
Non-Operating Expenditures	$ 4,279,794	$ 4,601,480	$ 321,686	7.52%
Total Expenditures	**$ 18,321,224**	**$ 18,837,461**	**$ 516,237**	**2.82%**
Fund Balance	-	-	-	0.00%
Total Major Programs	**$ 18,321,224**	**$ 18,837,461**	**$ 516,237**	**2.82%**



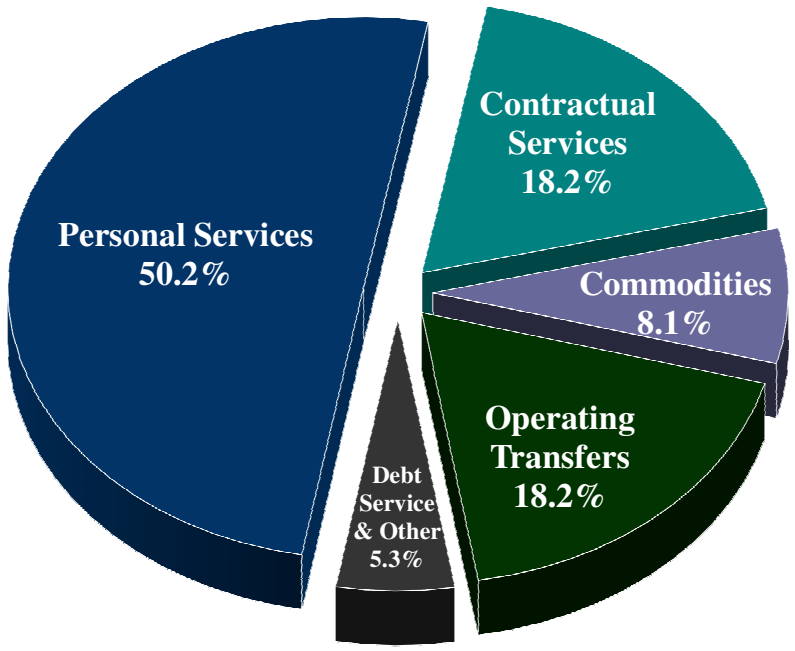
	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
General Government	$ 1,277,544	$ 1,344,676	$ 1,547,181	$ 1,470,238	$ 1,604,461
Public Safety	4,568,384	5,080,447	4,976,386	4,697,649	5,078,789
Community Development	589,728	562,210	618,982	569,375	570,128
Public Works	3,825,525	3,995,098	4,401,085	3,861,615	4,370,459
Refuse Collection	1,034,430	1,079,262	1,124,400	1,121,500	1,168,000
Recreation & Leisure Services	428,118	429,850	477,200	462,815	503,320
Library	702,831	768,304	780,806	792,813	821,554
Unallocated Insurance Costs	94,994	101,589	115,390	94,573	119,270
Operating Expenditures	$ 12,521,554	$ 13,361,436	$ 14,041,430	$ 13,070,578	$ 14,235,981
Operating Transfers	4,554,208	3,966,412	2,950,843	4,510,703	3,433,181
Debt Service Payments	1,191,828	1,725,126	1,328,951	1,192,195	1,168,299
Non-Operating Expenditures	$ 5,746,036	$ 5,691,538	$ 4,279,794	$ 5,702,898	$ 4,601,480
Total Expenditures	**$ 18,267,590**	**$ 19,052,974**	**$ 18,321,224**	**$ 18,773,476**	**$ 18,837,461**
Fund Balance	50,491	6,498	-	-	-
Total Major Programs	**$ 18,318,081**	**$ 19,059,472**	**$ 18,321,224**	**$ 18,773,476**	**$ 18,837,461**


Library, Community Development, & Recreation
Expenditure Trends
1994-2013
DOLLARS
$900,000
$850,000
$800,000
$750,000
$700,000
$650,000
$600,000
$550,000
$500,000
$450,000
$400,000
$350,000
$300,000
$250,000
$200,000
$150,000
$100,000
$50,000
$-
1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013
YEARS
Recreation
Library
Community Development


Operating Transfers & Debt Service
Expenditure Trends
1994-2013
DOLLARS
$4,800,000
$4,400,000
$4,000,000
$3,600,000
$3,200,000
$2,800,000
$2,400,000
$2,000,000
$1,600,000
$1,200,000
$800,000
$400,000
$-
1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013
YEARS
Debt Service
Operating Transfers

Category	Personal Services	Contractual Services	Commodities	Other	Total
General Government	$ 1,199,080	$ 673,000	$ 50,650	$ (318,269)	**$ 1,604,461**
Public Safety	4,471,054	453,668	79,200	74,867	**5,078,789**
Community Development	428,594	66,653	9,000	65,881	**570,128**
Public Works	2,381,105	845,265	1,174,900	(30,811)	**4,370,459**
Refuse Collection	-	1,168,000	-	-	**1,168,000**
Recreation & Leisure Services	236,846	183,315	56,300	26,859	**503,320**
Library	641,406	13,300	146,576	20,272	**821,554**
Operating Transfers	-	-	-	3,433,181	**3,433,181**
Debt Service Payments	-	-	-	1,168,299	**1,168,299**
Miscellaneous Expenditures	89,270	30,000	-	-	**119,270**
Total Expenditures	**$ 9,447,355**	**$ 3,433,201**	**$ 1,516,626**	**$ 4,440,279**	**$ 18,837,461**
Percentage of Total	***50.2%***	***18.2%***	***8.1%***	***23.5%***	***100.0%***

2013 GENERAL FUND EXPENDITURES BY TYPE



EXPENDITURE TYPES

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

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

General Government
- Legal Services
- Tax Collection Agreement

Public Safety
- Animal Control Expenses

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

Refuse Collection
- Refuse & Recycling Collection Contract

Recreation
- Contracted Instructors for various recreation programs

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

Public Works
- Snow & Ice Control – Salt & De-icing Chemicals
- Fuels & Lubricants

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

Other Expenditures
Expenditures in this category include distributed costs for vehicles and information system administration. Other expenditures also includes debt service payments for 2008, 2009, 2011 and 2012 bond issues and operating transfers to other funds.

2013 GENERAL FUND
BUDGETED EXPENDITURES PER CAPITA

GENERAL GOVERNMENT		
Board of Commissioners	$	2.81
Administration		39.20
Finance		16.05
Tax Collection		12.13
Legal Services		9.36
Cable Television Services		3.90
Subtotal	$	83.45

PUBLIC SAFETY		
Police Protection	$	243.35
Fire Protection		14.69
Animal Control		6.08
Subtotal	$	264.12

COMMUNITY DEVELOPMENT		
Planning & Code Enforcement	$	29.65

PUBLIC WORKS		
Administration	$	36.12
Engineering Services		2.11
Civic Activities		2.21
Snow & Ice Control		28.32
Storm Sewer Maintenance		7.34
Traffic Engineering & Safety		8.98
Street Maintenance		17.01
Refuse Collection & Disposal		60.74
Building Maintenance		40.65
Equipment Maintenance		31.35
Golf Course Maintenance		5.24
Tennis Court Maintenance		2.78
Parks Maintenance		40.39
Forestry		3.64
Force Work Projects		1.14
Subtotal	$	288.02

RECREATION & LEISURE		
Administration	$	8.44
Recreation Programs		17.73
Subtotal	$	26.17

LIBRARY SERVICE		
Library Administration	$	42.72

DEBT SERVICE		
Debt Service	$	60.76

OPERATING TRANSFERS		
Operating Transfers	$	178.54

MISCELLANEOUS EXPENSES		
Miscellaneous Expenses	$	6.20

FUND BALANCE		
Fund Balance	$	-

PER CAPITA COST		
Total Budgeted Per Capita Cost	**$**	**979.63**

Per Capita Information
Budget: $18,837,461
Population*: 19,229

** Source: 2010 U.S. Census*

GENERAL FUND

REAL ESTATE TAXES

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Real Estate Taxes					
Current Real Estate Tax	$ 7,442,250	$ 7,406,208	$ 7,403,157	$ 7,425,000	$ 7,411,689
Delinquent Taxes	152,724	156,219	152,000	159,500	160,500
Total Real Estate Taxes	**$ 7,594,974**	**$ 7,562,427**	**$ 7,555,157**	**$ 7,584,500**	**$ 7,572,189**

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 2012, the Township had a total of 7,694 real estate parcels, of which 7,564 were taxable. The breakdown is as follows:

Building + Land	Land Only	Exempt Properties
7,001	563	118

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 2013 values to Upper St. Clair Township. Thus, for the purposes of the 2013 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 2013 Budget Ordinance will be revised by the Board of Commissioners to adjust the 2013 millage rate in accordance with the most recent legislation governing the “Anti-Windfall “requirements and exceptions.

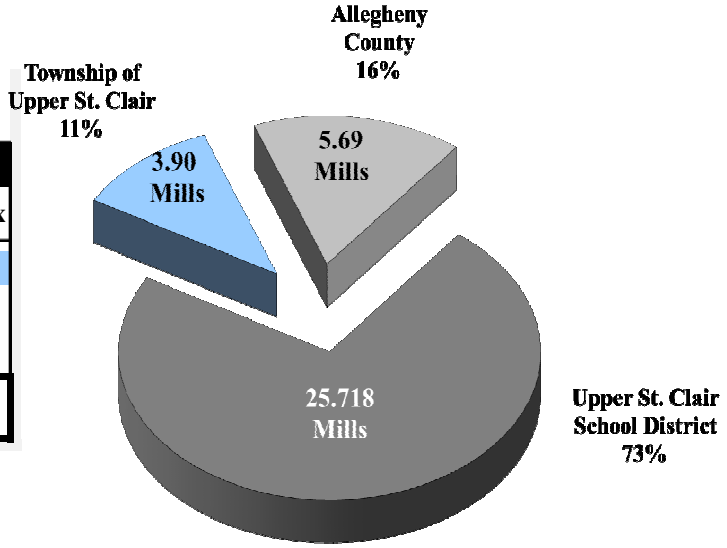
Real Estate Taxes 01-00-000-301???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Current Real Estate Tax					
001 Current Real Estate Tax (2013)	$ 7,442,250	$ 7,406,208	$ 7,417,091	$ 7,425,000	$ 7,432,789
Allowance for tax gentrification	-	-	(13,934)	-	(21,100)
Total Net Current Real Estate Tax	$ 7,442,250	$ 7,406,208	$ 7,403,157	$ 7,425,000	$ 7,411,689
Delinquent Taxes					
002 Penalties-Current Real Estate Tax (2013)	$ 11,659	$ 9,092	$ 10,000	$ 10,000	$ 10,000
003 Previous Year's Real Estate Tax (2012)	81,459	85,202	84,000	81,000	85,000
004 Penalties & Interest-Previous Year's Real Estate Tax (2012)	11,335	15,310	10,000	10,000	10,500
005 Liened Real Estate Tax 2011 and Prior	23,556	23,122	30,000	40,000	35,000
006 Penalties & Interest- 2011 and Prior	7,758	11,482	7,500	7,500	8,000
007 Liened Real Estate Tax Costs	16,957	12,011	10,500	11,000	12,000
Total Delinquent Taxes	$ 152,724	$ 156,219	$ 152,000	$ 159,500	$ 160,500
Total Real Estate Taxes	**$ 7,594,974**	**$ 7,562,427**	**$ 7,555,157**	**$ 7,584,500**	**$ 7,572,189**

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 2013, the Township of Upper St. Clair's Real Estate Tax Millage is 3.90 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 $176,100.

Home Value	$176,100

Real Estate Taxes		
Taxing Authority	**2013 Millage Rate**	**R.E. Tax**
Township of Upper St. Clair	**3.90**	**$ 687**
Allegheny County	5.69	$ 1,002
Upper St. Clair School District	25.718	$ 4,529
Total Real Estate Tax		**$ 6,218**



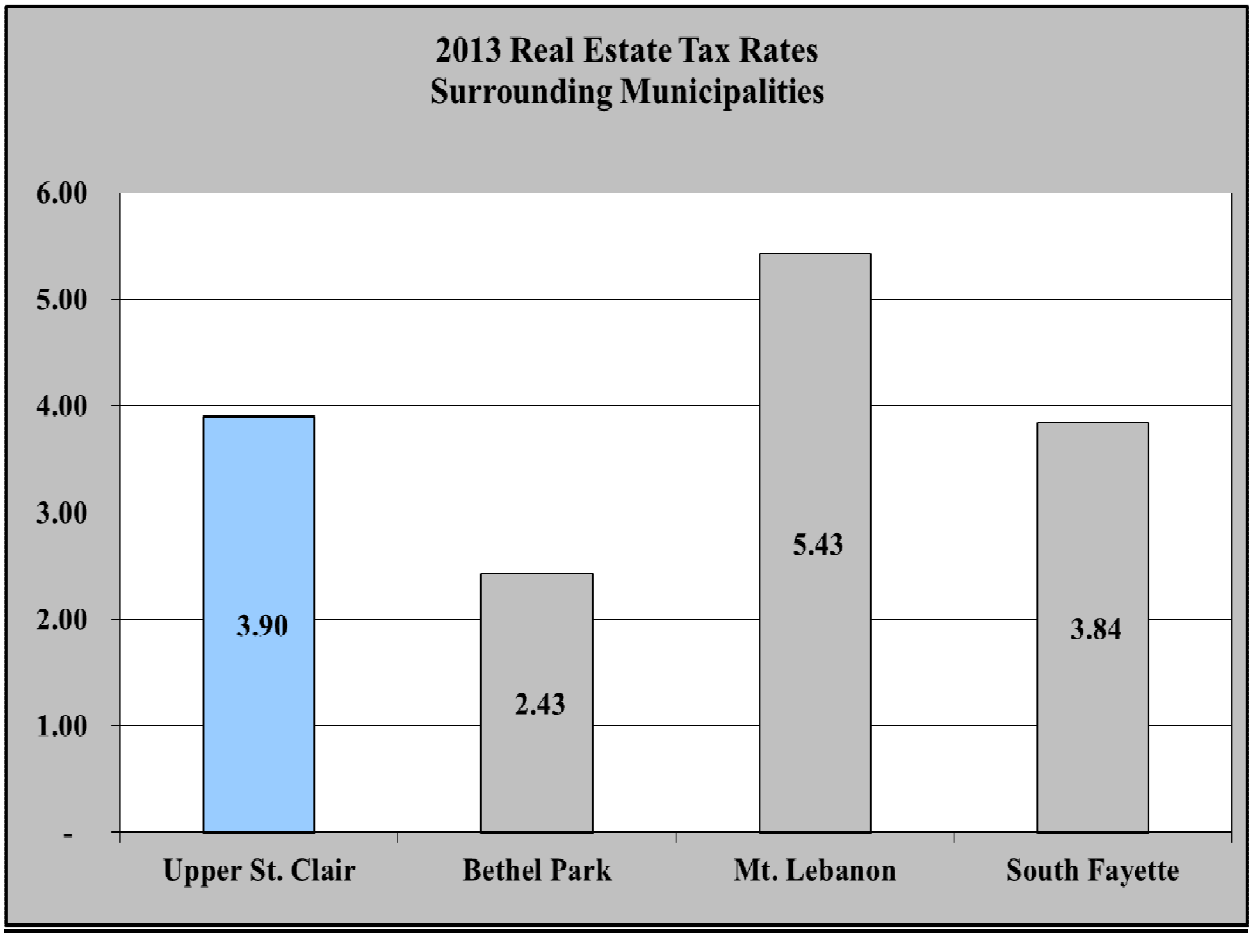
A twenty-year comparison of assessed valuation and millage rates is shown below:

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

Year	Total Assessed Value	Assessed Value % Change	Millage Rate
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	1,686,740,170	0.06%	4.60
2013^*	1,990,353,401	N/A	3.90

^ Allegheny County Reassessment
*** Assessed Value is Estimated**

REAL ESTATE TAX MILLAGE RATES - SURROUNDING MUNICIPALITIES



Bethel Park: *2012 Rate*
Mt. Lebanon: *2012 Rate*
South Fayette: *2012 Rate*

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GENERAL FUND

EARNED INCOME TAXES

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Total Earned Income Taxes	**$ 7,088,403**	**$ 7,673,078**	**$ 7,315,000**	**$ 7,365,000**	**$ 7,548,350**

EARNED INCOME TAXES OVERVIEW

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

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

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

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

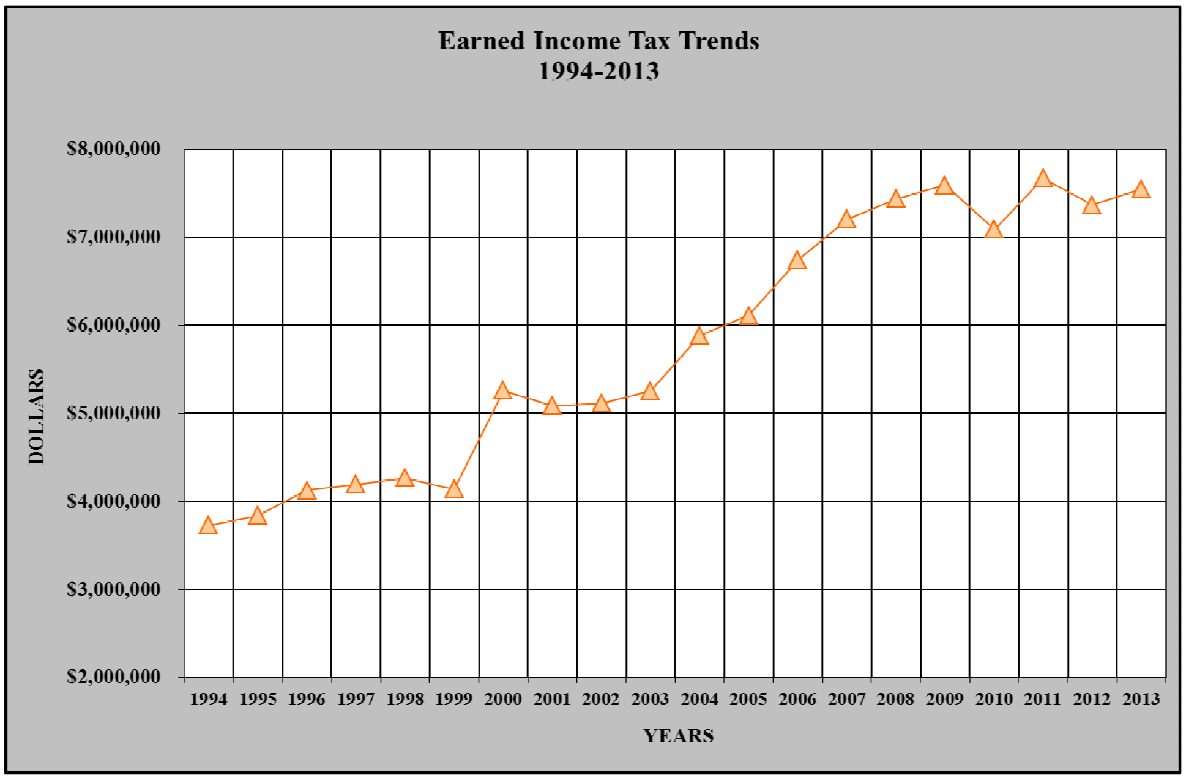
2. The new collection system requires all employers in the state to withhold the earned income tax for each one of their employees irrespective of where they reside. The objective of the legislation is to create a streamlined tax collection system with uniform forms and procedures that will simplify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

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 2013.

Earned Income Taxes 01-00-000-310???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
001 Earned Income Tax Current Year	$ 4,053,402	$ 4,638,062	$ 4,455,000	$ 4,670,000	$ 4,786,750
002 Earned Income Tax Prior Year	2,737,411	2,788,499	2,600,000	2,465,000	2,526,600
003 Earned Income Tax Previous Years	297,590	246,517	260,000	230,000	235,000
Total Earned Income Taxes	**$ 7,088,403**	**$ 7,673,078**	**$ 7,315,000**	**$ 7,365,000**	**$ 7,548,350**



EARNED INCOME TAX RATE

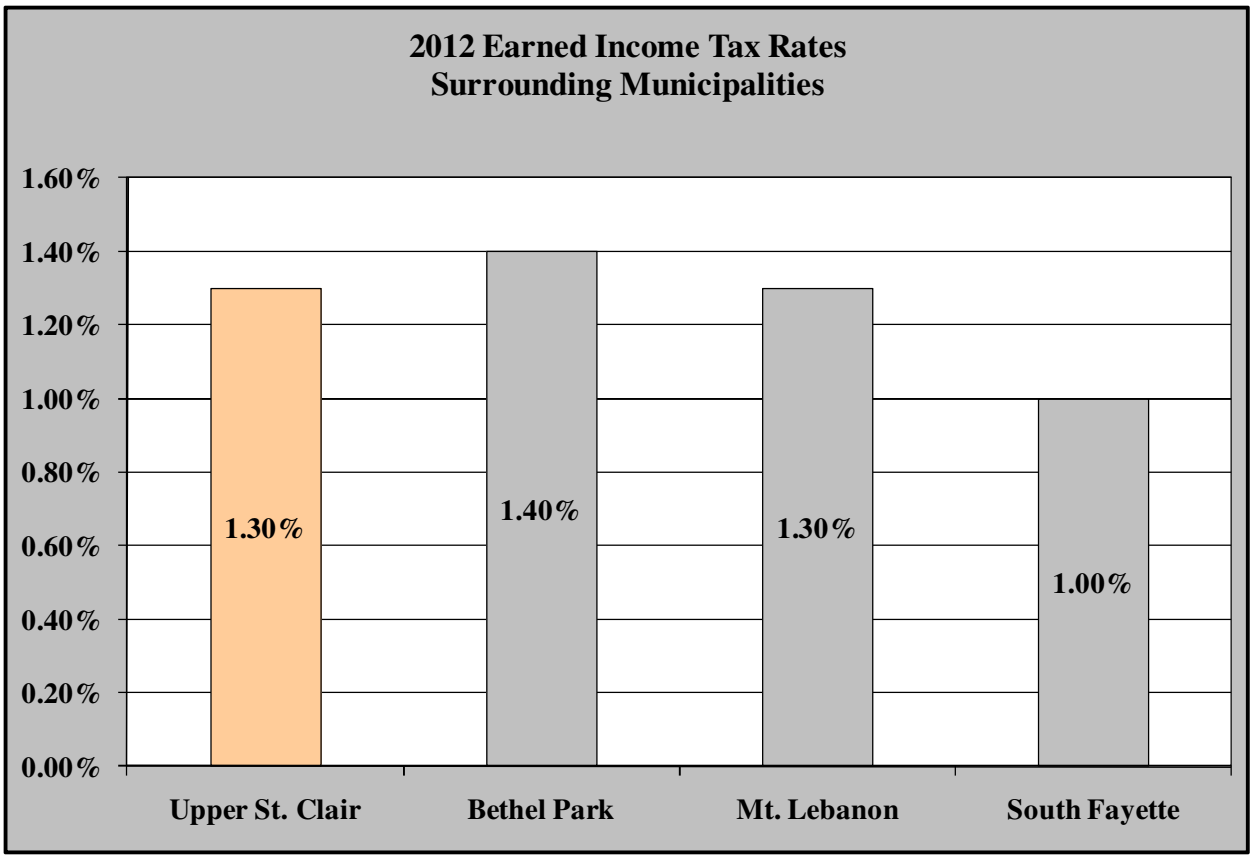
A ten-year comparison of earned income tax rates for the Township and School District are shown below:

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
2004	$ 5,885,288	**0.75%**	0.50%	1.25%
2005	$ 6,112,019	**0.75%**	0.50%	1.25%
2006	$ 6,742,917	**0.75%**	0.50%	1.25%
2007	$ 7,209,380	**0.80%**	0.50%	1.30%
2008	$ 7,436,388	**0.80%**	0.50%	1.30%

Year	EIT Collection	Township Tax Rate	Sch. Dist. Tax Rate	Total EIT Tax Rate
2009	$ 7,592,892	**0.80%**	0.50%	1.30%
2010	$ 7,088,403	**0.80%**	0.50%	1.30%
2011	$ 7,673,078	**0.80%**	0.50%	1.30%
2012	$ 7,365,000	**0.80%**	0.50%	1.30%
2013	$ 7,548,350	**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: *2013 Rate presented in Bethel Park Preliminary Budget*
Mt. Lebanon: *Rate obtained from Mt. Lebanon 2013 Manager's Recommended Budget*
South Fayette: *2012 Rate*

EARNED INCOME TAXES DEMOGRAPHICS

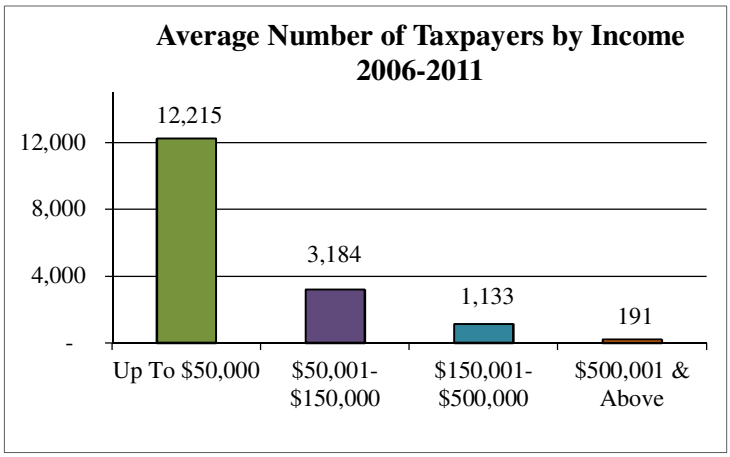
An illustration of the amount of Earned Income Tax an average individual would pay in Upper St. Clair is shown below:

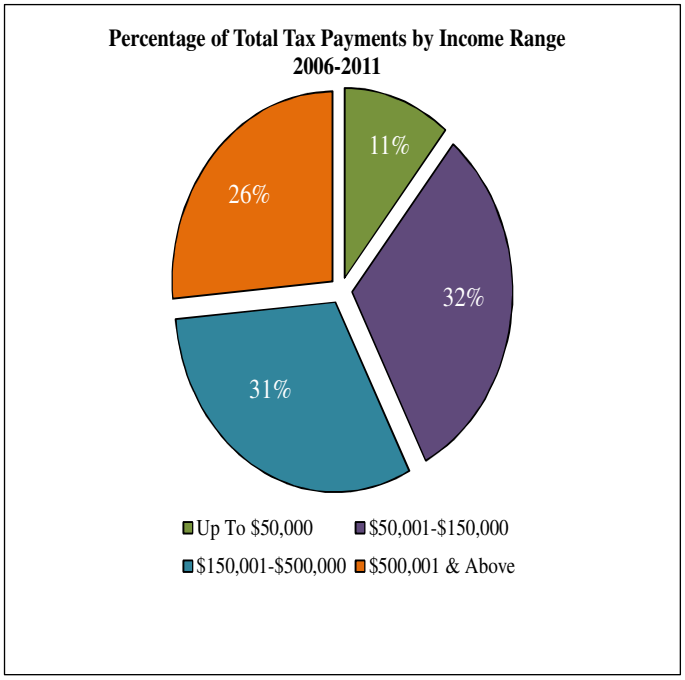
Average Individual Income	$90,000

Earned Income Taxes		
Taxing Authority	**2013 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 2011, an average of 1,324 individual taxpayers, or 7.9% of all Township Earned Income taxpayers, accounted for 57% of total Earned Income Taxes collected.





GENERAL FUND

OTHER TAXES

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Total Other Taxes	**$ 1,404,004**	**$ 1,377,954**	**$ 1,422,000**	**$ 1,666,500**	**$ 1,573,000**

OTHER TAXES OVERVIEW

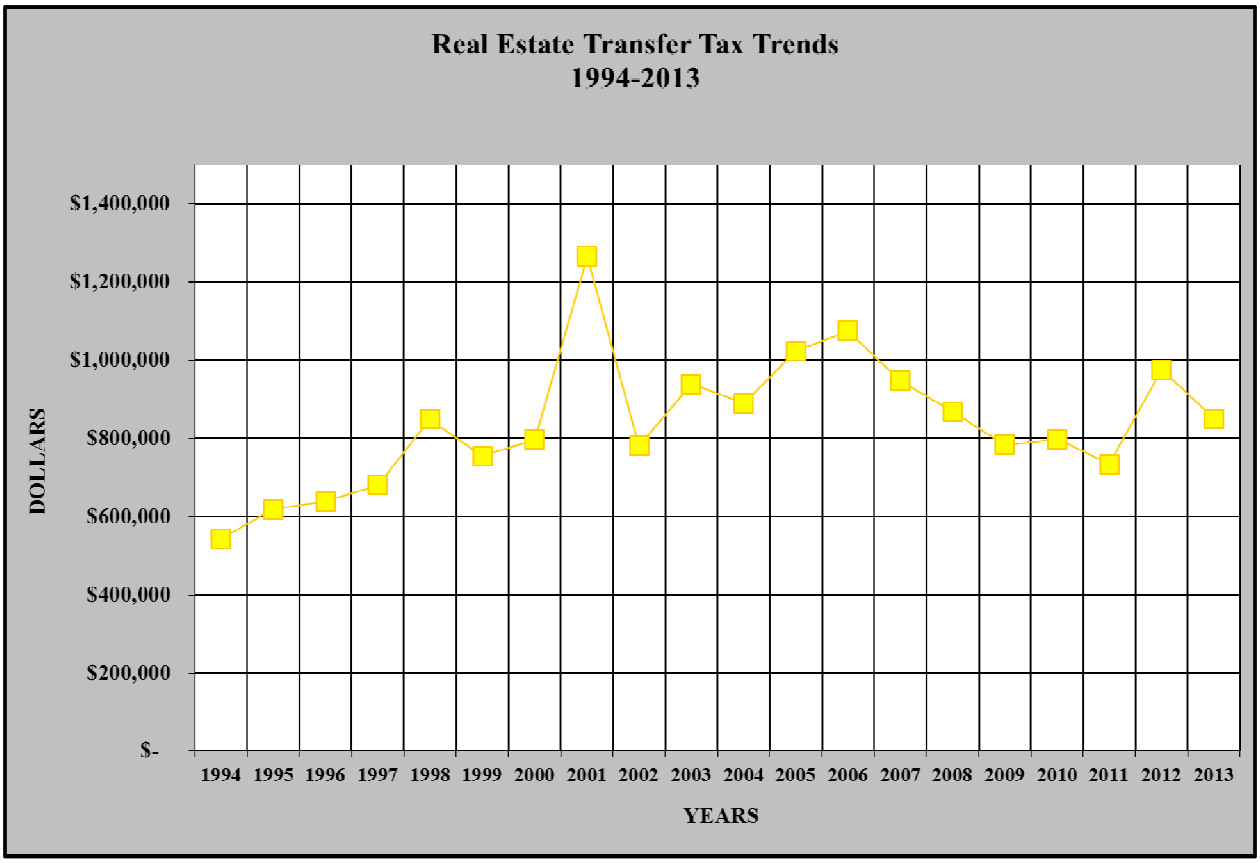
Local Services Tax
The Local Services Tax is a $52.00 annual tax levied on all persons employed within the corporate limit of Upper St. Clair and who make over $12,000 annually.

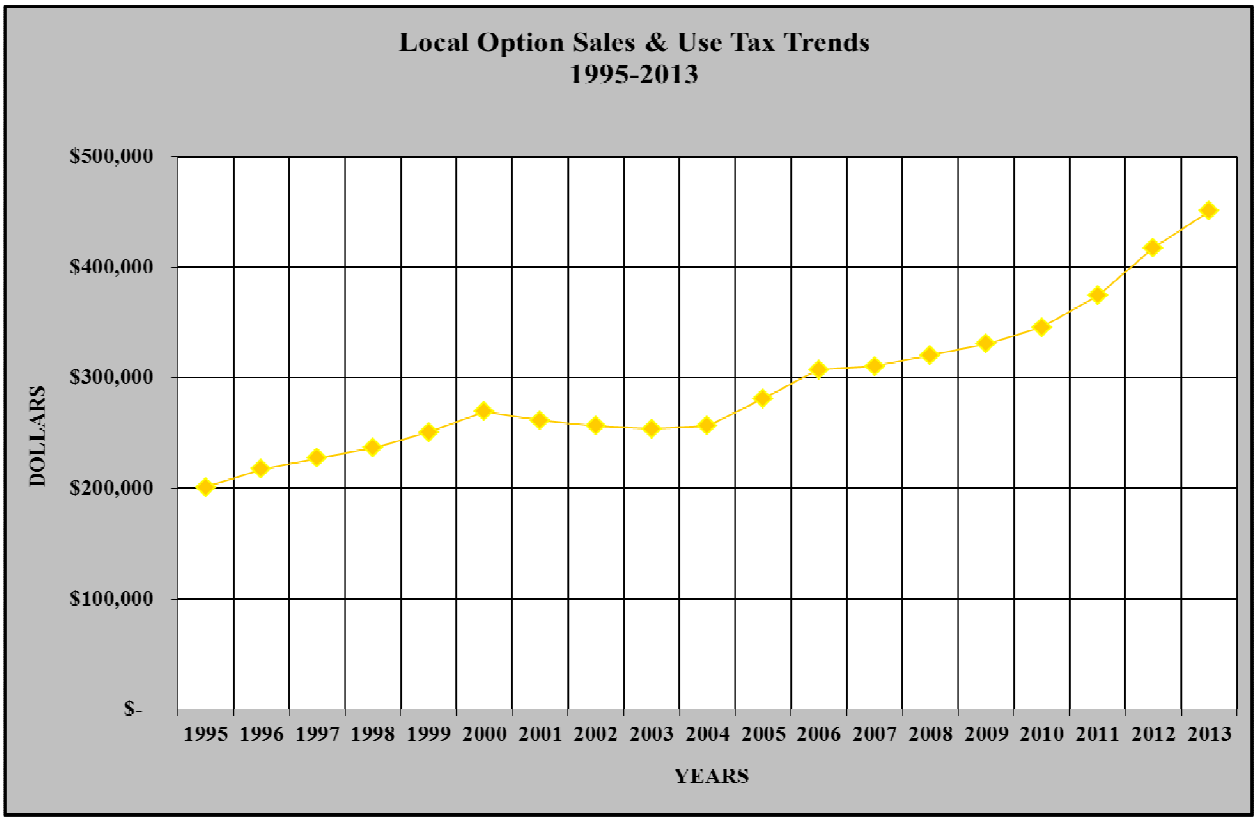
Real Estate Transfer Tax
This 1.0% tax, collected for the Township by the County Recorder of Deeds through the sale of deed transfer stamps, is on the sale price of all property in Upper St. Clair. The State also receives 1.0% and the School District receives 0.5%.

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**	**2010 Actual**	**2011 Actual**	**2012 Budget**	**2012 Estimate**	**2013 Budget**
001 Local Services Tax	$ 239,909	$ 246,702	$ 240,000	$ 252,000	$ 250,000
002 Real Estate Transfer Tax	798,001	734,344	800,000	975,000	850,000
003 Public Utilities Tax	20,622	22,495	22,000	22,000	22,000
004 Local Option Sales & Use Tax	345,472	374,413	360,000	417,500	451,000
Total Other Taxes	**$ 1,404,004**	**$ 1,377,954**	**$ 1,422,000**	**$ 1,666,500**	**$ 1,573,000**


Real Estate Transfer Tax Trends
1994-2013
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$-
DOLLARS
1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013
YEARS


Local Option Sales & Use Tax Trends
1995-2013
$500,000
$400,000
$300,000
$200,000
$100,000
$-
DOLLARS
1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013
YEARS

GENERAL FUND

OTHER REVENUES

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Total Licenses and Permits	**$ 115,129**	**$ 185,535**	**$ 134,825**	**$ 184,675**	**$ 151,525**

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
001 Building Permits	$ 41,623	$ 78,099	$ 45,000	$ 89,000	$ 60,000
002 Beverage Licenses	3,050	2,150	2,500	2,150	3,000
003 Grading Permits	1,355	650	1,500	500	1,000
004 Amusement Device Permits	1,600	2,125	1,500	1,525	1,525
007 Street Opening Permits	29,389	68,453	45,000	48,000	45,000
008 Alarm Systems Permits	25,178	24,970	28,000	28,000	28,000
009 False Alarm Fees	825	1,150	1,000	1,000	1,000
012 Dye Test Compliance Fees	6,475	6,000	6,825	7,500	7,000
013 Electrical Permit Fees-Net	5,634	1,938	3,500	7,000	5,000
Total Licenses and Permits	**$ 115,129**	**$ 185,535**	**$ 134,825**	**$ 184,675**	**$ 151,525**

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Total Fines and Fees	**$ 486,795**	**$ 479,641**	**$ 477,200**	**$ 487,150**	**$ 489,700**

FEES AND FINES OVERVIEW

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

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

Fines and Fees **01-00-000-330???-000**	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
003 Filing and Hearing Fees	$ 5,782	$ 13,405	$ 6,500	$ 11,500	$ 10,000
004 Animal Control Fines and Fees	125	100	200	150	200
005 Magistrate Fines	28,762	27,334	30,000	30,000	30,000
006 Local Fines	6,948	7,265	8,000	7,000	7,000
008 State Traffic Fine Distribution	17,956	19,012	19,000	18,000	19,000
011 Library Fees and Fines	28,100	29,469	28,500	27,500	28,500
012 Cable Television Franchise Fees	399,122	383,056	385,000	393,000	395,000
Total Fines and Fees	**$ 486,795**	**$ 479,641**	**$ 477,200**	**$ 487,150**	**$ 489,700**

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Total Rental Income	**$ 80,175**	**$ 79,135**	**$ 82,400**	**$ 79,900**	**$ 80,900**

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**	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
001 School District Rental (rent plus utilities)	$ 77,775	$ 76,735	$ 80,000	$ 77,500	$ 78,500
002 Boyce Road Radio Tower Rental	2,400	2,400	2,400	2,400	2,400
Total Rental Income	**$ 80,175**	**$ 79,135**	**$ 82,400**	**$ 79,900**	**$ 80,900**

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Total Interest on Investments	**$ 7,454**	**$ 4,780**	**$ 5,000**	**$ 2,700**	**$ 3,500**

INTEREST INCOME OVERVIEW

Through careful cash flow planning and a prudent investment policy, Upper St. Clair attempts to achieve maximum return on investment of idle cash. In accordance with the Upper St. Clair Township Code, investments are permitted in Federal treasury notes, bank or savings and loan certificates of deposit, and insured or collateralized money funds. The 2013 Budget anticipates that interest rates will remain consistent with 2012, with a range of .1% to .3%.

Interest on Investments **01-00-000-345???-000**	**2010 Actual**	**2011 Actual**	**2012 Budget**	**2012 Estimate**	**2013 Budget**
001 Interest on Investments	$ 7,454	$ 4,780	$ 5,000	$ 2,700	$ 3,500
Total Interest on Investments	**$ 7,454**	**$ 4,780**	**$ 5,000**	**$ 2,700**	**$ 3,500**

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Total Service Agreements	**$ 310,875**	**$ 218,928**	**$ 209,887**	**$ 209,894**	**$ 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 2013.

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

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

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

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

Service Agreements 01-00-000-350???-000	**2010 Actual**	**2011 Actual**	**2012 Budget**	**2012 Estimate**	**2013 Budget**
001 Snow and Ice Control	$ 261,004	$ 169,081	$ 160,000	$ 160,000	$ 160,000
002 Peters Township Service	3,504	2,960	3,000	3,007	3,000
004 School District Tax Collection Agreement	31,140	31,140	31,140	31,140	31,140
007 PennDOT Road Mte. Agreement	15,227	15,747	15,747	15,747	15,747
Total Service Agreements	**$ 310,875**	**$ 218,928**	**$ 209,887**	**$ 209,894**	**$ 209,887**

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Total Recreation Program Fees	**$ 347,191**	**$ 341,134**	**$ 359,700**	**$ 352,707**	**$ 362,450**

RECREATION PROGRAM FEES OVERVIEW

This group of revenue accounts provides estimated receipts for 2013 Recreation programs and tennis and golf course maintenance and supervision. Recreation program expenses, excluding tennis and golf course maintenance expenses, total $341,001. Revenues do not cover administration costs and capital expenses required by the programming.

Recreation Program Fees 01-00-000-367???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
002 Football Training	$ 10,200	$ 10,310	$ 10,500	$ 9,016	$ 10,000
003 Aerobics/Dance & Exercise	28,011	21,569	25,000	18,000	22,000
007 Soccer Programs	5,296	4,320	5,000	5,915	6,000
008 Softball	18,846	17,506	18,500	14,686	17,500
011 Summer Playground & Cultural Art Program	30,349	38,384	38,000	48,807	42,000
013 Older Adults	328	744	1,000	750	750
014 Golf Course*	8,727	7,442	8,000	8,000	8,000
015 Tennis Program*	21,967	30,917	21,000	21,000	21,000
018 Golf Lesson	10,974	5,157	7,500	4,000	5,000
020 Summer Music Program	6,787	6,609	7,000	6,288	7,000
021 Tennis Bubble Fees**	123,979	92,804	125,000	122,000	125,000
022 Miscellaneous Self Supporting	30,988	52,263	40,000	48,000	45,000
023 Youth Basketball	47,433	49,929	50,000	44,000	50,000
028 Instructional Baseball	3,121	3,000	3,000	2,045	3,000
999 Administration Fees	185	180	200	200	200
Total Recreation Program Fees	**$ 347,191**	**$ 341,134**	**$ 359,700**	**$ 352,707**	**$ 362,450**

***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.**

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Total Other Non-Tax Revenue	**$ 883,081**	**$ 1,136,860**	**$ 760,055**	**$ 840,450**	**$ 845,960**

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
370011 Library State Grant	$ 70,582	$ 62,926	$ 62,500	$ 62,926	$ 63,000
370012 Library LSTA Grant	3,462	4,654	-	-	-
370013 State Pension Grant	464,983	768,034	459,256	500,677	512,960
370014 Recycling Program/Grant	21,375	28,746	17,500	17,500	17,500
370015 Library Table Gaming Payments	-	12,244	6,500	11,400	10,000
370024 Federal Bulletproof Vest Grant	-	-	-	5,562	-
380001 Maps, Documents & Police Rpts	6,636	6,742	7,000	8,000	7,000
380010 Facility Fees	10,525	8,450	8,000	12,000	10,000
380012 Library Copier/Printer Revenue	4,350	3,715	4,000	4,500	4,000
380013 Library Donations/Fundraising	7,340	3,436	4,000	4,000	4,000
380022 Employee Health Ins. Reimb.	83,294	53,905	47,299	46,000	47,500
380024 MPOETC Training Grant	-	-	-	-	-
380026 COBRA Insurance Payments	16,513	26,869	15,000	9,000	10,000
380027 MRM Workers Comp. Dividends	53,077	69,449	70,000	81,055	75,000
380028 MEIT Insurance Subsidy	70,308	-	-	-	-
380029 Comcast Cable - Grant for Cable 7	-	17,535	-	-	-
380040 Public Works Scrap Metal Rev.	6,335	18,209	8,000	15,000	12,000
380080 Flex Plan Year End Reimb.	670	2,348	1,000	4,830	3,000
380099 Miscellaneous Revenue	63,631	49,598	50,000	58,000	70,000
Total Other Non-Tax Revenue	**$ 883,081**	**$ 1,136,860**	**$ 760,055**	**$ 840,450**	**$ 845,960**

GENERAL FUND

GENERAL GOVERNMENT SUMMARY

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
General Government Expenditures					
Personal Services	$ 1,001,134	$ 1,010,574	$ 1,167,565	$ 1,075,360	$ 1,199,080
Contractual Services	480,601	478,345	624,150	569,147	673,000
Commodities	31,727	39,597	48,700	40,050	50,650
Distributed Costs	(235,918)	(183,840)	(293,234)	(214,319)	(318,269)
Total General Government Expenditures	**$ 1,277,544**	**$ 1,344,676**	**$ 1,547,181**	**$ 1,470,238**	**$ 1,604,461**

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.

2012 DEPARTMENT ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award for the 2012 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, 2012 from GFOA
- Successfully refinanced the 2006 and 2007 Bond Issues, with annual savings of about $250,000.
- Negotiated a new two- year contract with the Tri-Community South EMS employee union for the years 2012-2013.
- Negotiated a new five-year tax collection contract with Jordan Tax Service for 2013 thru 2017
- Transitioned sewage billing from Pennsylvania American Water collections to Jordan Tax Service

2013 DEPARTMENT GOALS AND OBJECTIVES

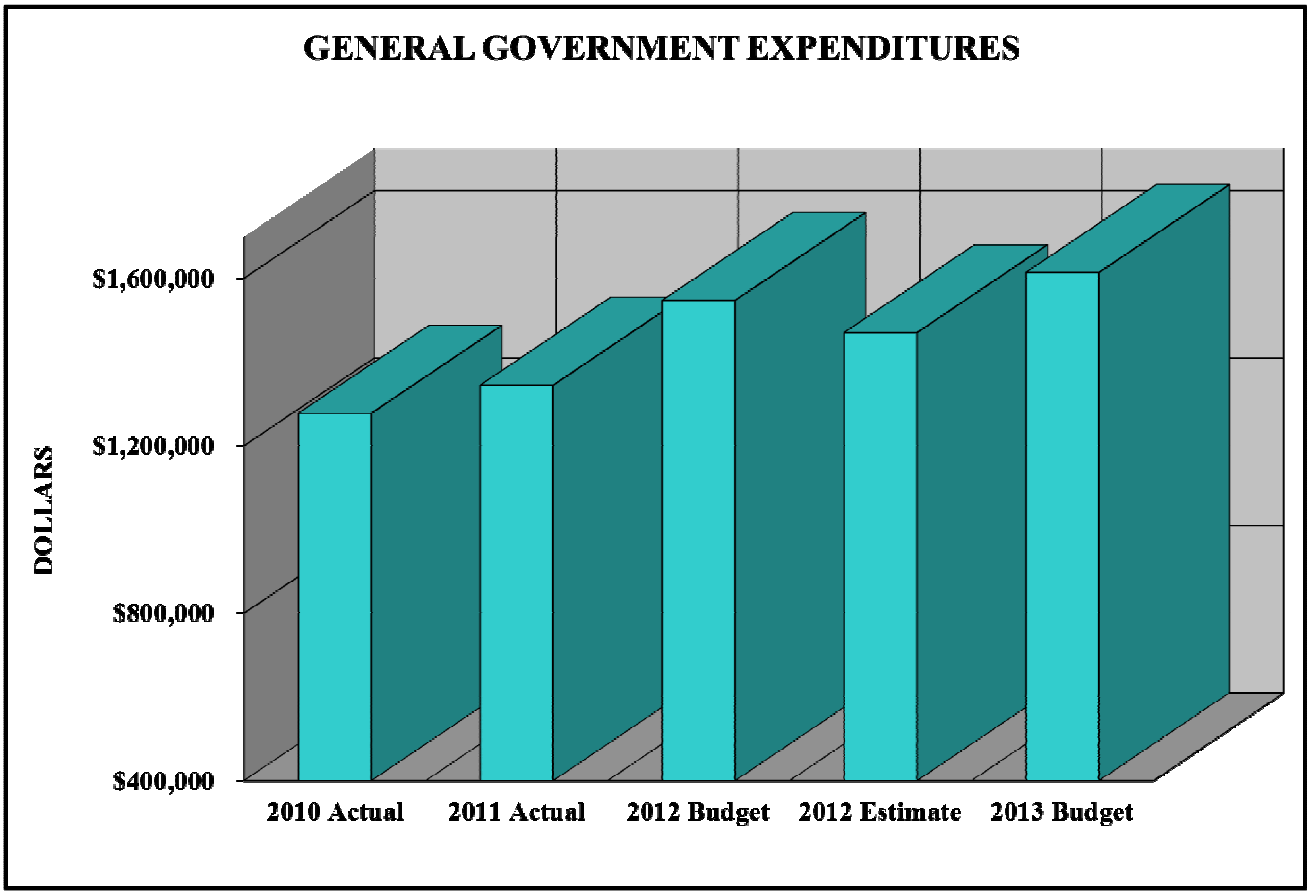
- Continue to participate in the GFOA CAFR, Distinguished Budget Award and Popular Annual Financial Reporting Programs
- Develop and implement employee portal for all Township employees
- Convert all Police Officers to the Township's high deductible health insurance plan
- Implement $320,000 2013 funding from RAD for Boyce Mayview Park and seek continued RAD support for 2014
- Negotiate new collective bargaining agreement for the Teamsters Local 205
- Complete written policies and procedures for the Township's RFP process for pensions in accordance with Act 44

DEPARTMENT EXPENDITURES

General Government Expenditures 01-10-101-500 TO 01-10-107-500	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 676,315	$ 689,547	$ 801,371	$ 743,840	$ 830,322
110 Overtime Wages	-	41	100	50	100
120 Part-Time Wages	10,924	8,537	12,232	9,150	11,440
130 Elected Officials Salaries	8,400	8,400	8,400	8,300	8,400
162 Group Life Insurance	7,337	7,767	9,159	6,497	6,554
163 Medical Insurance	173,438	169,917	190,081	171,079	195,001
164 Workers' Compensation	5,342	5,522	3,797	3,797	3,458
166 Pension Costs	56,417	57,583	67,189	64,355	69,589
167 Long-term Disability Insurance	4,510	4,659	5,344	3,001	2,171
168 Post Retirement Plan	7,167	7,000	7,000	7,000	7,000
198 Social Security Expense	51,284	51,601	62,892	58,291	65,045
Total Personal Services	$ 1,001,134	$ 1,010,574	$ 1,167,565	$ 1,075,360	$ 1,199,080
Contractual Services					
210 Professional Services-Legal	$ 132,119	$ 150,713	$ 170,000	$ 160,000	$ 170,000
212 Professional Services-Auditing	16,100	16,100	16,100	16,100	16,700
217 Miscellaneous Consulting Services	-	-	-	-	10,000
220 Liability Insurance	12,269	14,120	14,500	14,500	14,500
223 Tax Collection Bonds	6,488	5,445	6,000	5,436	6,000
230 Association Dues	25,420	26,043	29,400	25,900	27,400
231 Travel & Conference Expense	21,572	26,095	33,500	23,700	33,500
243 Telephone	14,234	14,441	16,500	15,000	15,000
250 Repairs & Maintenance-Office Equipment	42,670	33,456	50,150	45,141	57,850
274 Legal Advertising	12,594	10,588	16,000	16,000	16,000
275 Printing & Duplicating	556	482	1,500	600	1,500
278 Postage	4,592	5,065	11,500	7,700	10,750
280 Mileage Reimbursement	-	39	500	100	500
290 Other Contractual Services	190,621	175,758	239,000	237,470	260,800
291 Real Estate Appraisal Services	-	-	-	-	-
292 Volunteer Boards & Commissions Recognition Expense	1,204	-	7,500	1,500	7,500
299 Internet Connection Services	162	-	12,000	-	25,000
Total Contractual Services	$ 480,601	$ 478,345	$ 624,150	$ 569,147	$ 673,000

DEPARTMENT EXPENDITURES (Continued)

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Commodities					
300 Office Furniture & Equipment	$ 2,122	$ -	$ 3,650	$ 2,150	$ 6,000
301 Expendable Office Supplies	11,849	13,967	16,300	13,300	16,900
302 Books & Subscriptions	1,133	1,904	2,450	1,600	2,450
303 Tapes	416	-	1,000	500	500
304 Publicity Material	-	3,402	-	-	-
390 Other Supplies	16,207	20,324	25,300	22,500	24,800
Total Commodities	$ 31,727	$ 39,597	$ 48,700	$ 40,050	$ 50,650
Distributed Costs					
601 Dist. Vehicle Costs	$ 9,774	$ 9,794	$ 9,884	$ 9,884	$ 10,131
602 Dist. Data Processing Costs	(245,692)	(193,634)	(303,118)	(224,203)	(328,400)
Total Distributed Costs	$ (235,918)	$ (183,840)	$ (293,234)	$ (214,319)	$ (318,269)
Total General Government Expenditures	**$ 1,277,544**	**$ 1,344,676**	**$ 1,547,181**	**$ 1,470,238**	**$ 1,604,461**



**Average Annual Cost Increase Rate – 3.50%*

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*			***$1,033,063***
How many real estate tax mills?		**0.20**	**$468,597**
Earned Income Tax per $100?	**$**	**6.19**	**$467,122**
Percentage of Other Taxes?		**0.58%**	**$97,344**

**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.*

Administrative Vehicles

	Asset Tag	Year	Make	Model	Mileage (as of 10-1-2012)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2007 070	2007	Ford	Explorer	52,671	6	Good	2016
2	2008 020	2008	Ford	Explorer	47,200	5	Good	2014
3	2009 021	2001	Chevy	PU Truck	103,954	12	Poor	Rotation Vehicle
4	2011	2011	Ford	Escape	10,613	2	Good	Rotation Vehicle
5	2009 030	2009	Ford	Escape XLT	15,607	4	Good	2018
6	2012 003	2013	Ford	Explorer	3,668	New	Excellent	2017

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GENERAL FUND

GENERAL GOVERNMENT DEPARTMENTS

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Board of Commissioners Expenditures					
Personal Services	$ 9,043	$ 9,043	$ 9,043	$ 8,935	$ 9,043
Contractual Services	32,997	34,263	41,900	34,600	41,900
Commodities	554	3,702	3,000	3,000	3,000
Total Board of Comm. Expenditures	**$ 42,594**	**$ 47,008**	**$ 53,943**	**$ 46,535**	**$ 53,943**

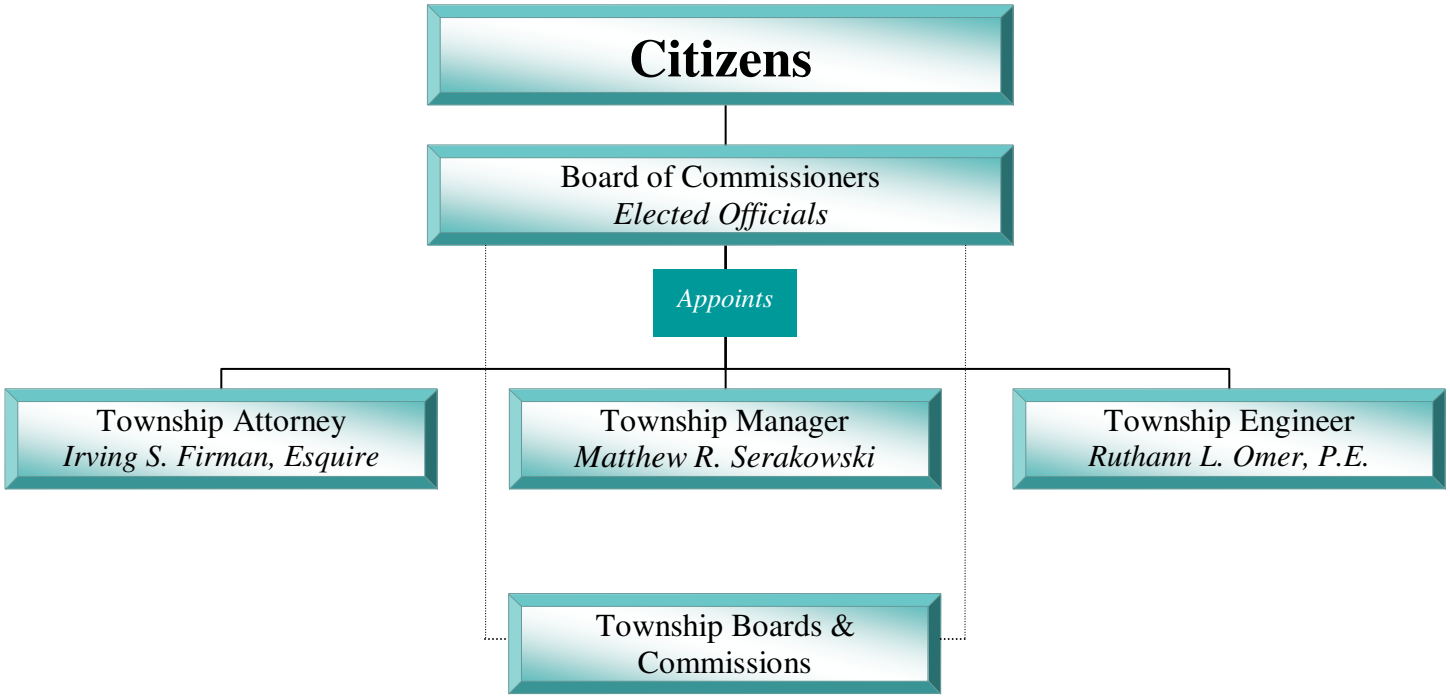
BOARD OF COMMISSIONERS OVERVIEW

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 2014.

DEPARTMENT ORGANIZATIONAL STRUCTURE



Board of Commissioners	Ward
Robert W. Orchowski, *President*	3
Russell R. Del Re, *Vice President*	5
Mark D. Christie	4
Glenn R. Dandoy	At Large
Daniel R. Paoly	At Large
Donald P. Rectenwald, Jr.	2
Nicholas J. Seitanakis	1

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

DEPARTMENT EXPENDITURES

Board of Commissioners Expenditures 01-10-101-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
130 Elected Officials Salaries	$ 8,400	$ 8,400	$ 8,400	$ 8,300	$ 8,400
Seven Commissioners @ $1200					
198 Social Security Expense	643	643	643	635	643
Total Personal Services	$ 9,043	$ 9,043	$ 9,043	$ 8,935	$ 9,043
Contractual Services					
220 Liability Insurance	$ 12,269	$ 14,120	$ 14,500	$ 14,500	$ 14,500
Public Official Liability Policy					
230 Association Dues	7,861	7,861	7,900	7,600	7,900
PA League of Cities					
231 Travel & Conference Expense					
PA League of Cities					
Allegheny League of Muns.					
Allegheny Cnty. Borough Assoc.					
National League Of Cities	11,663	12,282	12,000	11,000	12,000
292 Volunteer Boards & Commissions					
Recognition Expense	1,204	-	7,500	1,500	7,500
Total Contractual Services	$ 32,997	$ 34,263	$ 41,900	$ 34,600	$ 41,900
Commodities					
390 Other Supplies	$ 554	$ 3,702	$ 3,000	$ 3,000	$ 3,000
Total Commodities	$ 554	$ 3,702	$ 3,000	$ 3,000	$ 3,000
Total Board of Comm. Expenditures	**$ 42,594**	**$ 47,008**	**$ 53,943**	**$ 46,535**	**$ 53,943**

BUDGETARY COMMENT

Funds requested for the Board of Commissioners are the same as appropriated in 2012.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Administration Expenditures					
Personal Services	$ 528,984	$ 564,855	$ 573,949	$ 576,001	$ 583,147
Contractual Services	78,358	81,867	106,000	90,300	98,000
Commodities	21,623	26,225	30,000	25,200	30,000
Distributed Costs	39,375	28,235	39,821	32,028	42,566
Total Administration Expenditures	**$ 668,340**	**$ 701,182**	**$ 749,770**	**$ 723,529**	**$ 753,713**

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, and one (1) office assistant. Part-time interns who are working on public administration degrees at local universities augment the staff. The employment of interns expands the capabilities of the professional staff and at the same time provides on-the-job experience to potential municipal managers at little cost to the Township.

This department includes an allocation for South Hills Area Council of Governments (SHACOG) membership dues. Major areas in which Upper St. Clair and other communities cooperate through SHACOG include: data collection; joint purchasing; and a credit union. There are many other opportunities for reducing the cost of government through joint cooperation with neighboring municipalities. Other organizations allocated through this department include Pennsylvania League of Cities and Municipalities (PLCM) and Chartiers Valley District Flood Control Authority. It is recommended that the Township continue support of these organizations.

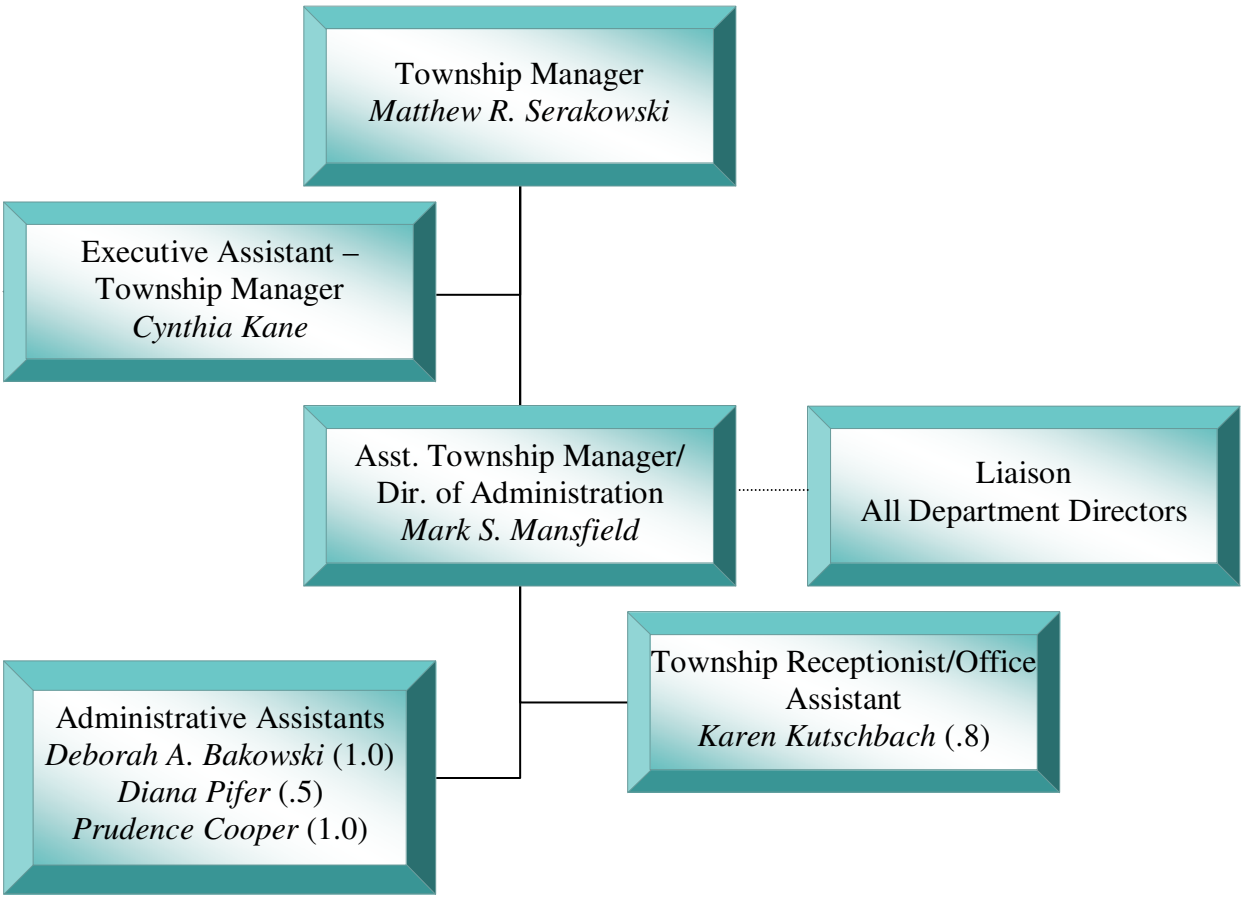
This department provides services for several other departments including grant applications, human resources, personnel functions, fleet logs, insurance management, vendor contracts, minutes of all Board of Commissioners and Informational and General Affairs Meetings, copying and office supplies.

DEPARTMENT ORGANIZATIONAL STRUCTURE

Position Title	Pay Grade	Minimum	Maximum	2013 Positions
Township Manager	1	$117,652	$164,710	1
Assistant Township Manager/Director of Administration	2	$96,436	$135,010	1
Executive Assistant - Office of the Township Manager	6	$43,532	$60,946	1
Administrative Assistant	7	$35,683	$49,954	3
Office Assistant	8	$23,789	$41,629	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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 362,440	$ 387,181	$ 402,253	$ 402,250	$ 412,800
110 Overtime Wages	-	41	100	50	100
120 Part-Time Wages	10,924	8,537	9,732	9,150	9,940
162 Group Life Insurance	3,958	4,372	4,586	3,560	3,250
163 Medical Insurance	84,995	94,368	82,653	87,220	82,357
164 Workers' Compensation	2,623	2,856	1,896	1,896	1,733
166 Pension Costs	31,009	33,207	35,179	35,300	36,155
167 Long-term Disability Insurance	2,429	2,625	2,625	1,650	1,065
168 Post Retirement Plan	3,400	3,400	3,400	3,400	3,400
198 Social Security Expense	27,206	28,268	31,525	31,525	32,347
Total Personal Services	$ 528,984	$ 564,855	$ 573,949	$ 576,001	$ 583,147
Contractual Services					
230 Association Dues	$ 16,314	$ 16,977	$ 20,000	$ 17,000	$ 18,000
231 Travel & Conference Expense	6,743	10,095	10,500	8,700	9,500
243 Telephone	14,234	14,441	16,500	15,000	15,000
250 Repairs & Maintenance-Office Equipment	5,373	5,009	5,500	5,500	6,000
274 Legal Advertising	12,594	10,588	16,000	16,000	16,000
278 Postage	3,803	4,251	10,000	7,000	10,000
280 Mileage Reimbursement	-	39	500	100	500
290 Other Contractual Services	19,297	20,467	27,000	21,000	23,000
Total Contractual Services	$ 78,358	$ 81,867	$ 106,000	$ 90,300	$ 98,000
Commodities					
300 Office Furniture & Equipment	$ 1,442	$ -	$ 2,000	$ 1,000	$ 2,000
301 Expendable Office Supplies	8,182	10,534	11,500	10,000	11,500
302 Books & Subscriptions	692	1,234	1,500	1,200	1,500
304 Publicity Material	-	3,402	-	-	-
390 Other Supplies	11,307	11,055	15,000	13,000	15,000
Total Commodities	$ 21,623	$ 26,225	$ 30,000	$ 25,200	$ 30,000

DEPARTMENT EXPENDITURES (Continued)

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Distributed Costs					
601 Dist. Vehicle Costs	$ 9,774	$ 9,794	$ 9,884	$ 9,884	$ 10,131
602 Dist. Data Processing Costs	29,601	18,441	29,937	22,144	32,435
Total Distributed Costs	$ 39,375	$ 28,235	$ 39,821	$ 32,028	$ 42,566
Total Administration Expenditures	**$ 668,340**	**$ 701,182**	**$ 749,770**	**$ 723,529**	**$ 753,713**

BUDGETARY COMMENT

Funds requested for General Government Administration are $3,943 or 0.5% more than those appropriated in 2012.

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Finance Office Expenditures					
Personal Services	$ 186,725	$ 194,197	$ 196,174	$ 188,389	$ 226,393
Contractual Services	33,611	37,318	40,110	36,510	41,000
Commodities	6,892	6,853	9,000	7,100	8,750
Distributed Costs	11,841	11,526	29,938	22,144	32,435
Total Finance Office Expenditures	**$ 239,069**	**$ 249,894**	**$ 275,222**	**$ 254,143**	**$ 308,578**

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:

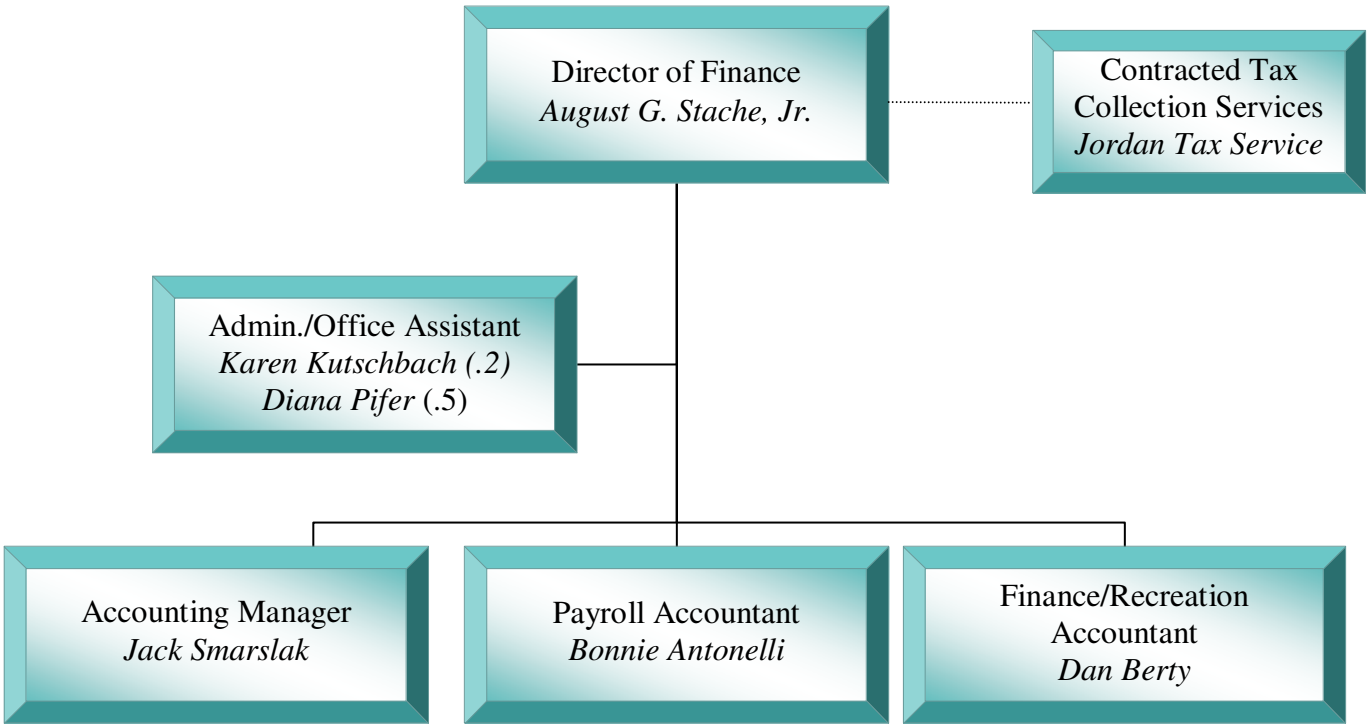
- Budget preparation and expenditure control
- Financial reporting and projecting
- Administering Payroll for the Township and Tri-Community South EMS
- Purchasing systems
- Preparation of all payroll and expenditure vouchers
- Administration of lien programs
- Coordination of independent audit activity
- 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	2008	2009	2010	2011	2012	Increase/ (Decrease)
Effectiveness						
Consecutive Years Receiving GFOA Certificate of Achievement for Excellence in Financial Reporting	21	22	23	24	25	n/a
Consecutive Years Receiving GFOA Distinguished Budget Presentation Award	0	1	2	3	4	n/a
Workload						
Accounts Payable Checks	4,892	4,296	5,641	2,974	2,872	(102)
Accounts Payable Electronic Funds Transfers	n/a	n/a	205	888	1,016	128
Percentage of Accounts Payable paid via EFT	n/a	n/a	n/a	23.0%	26.1%	3.1%
Vouchers	8,073	7,382	9,748	7,529	8,261	732
Payroll Checks	1,533	2,613	3,724	2,288	2,152	(136)
Payroll Direct Deposits	3,756	3,900	4,246	5,793	6,006	213
Percentage of Paychecks deposited via Direct Deposit	71.0%	59.9%	53.3%	71.7%	73.6%	1.9%
Timesheets	5,289	6,513	7,970	8,081	8,158	77
Accounts Receivable Invoices	575	546	564	658	643	(15)
Deposits	2,260	2,820	2,667	2,610	2,463	(147)

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Finance and Tax Collection Departments for 2013 are as follows:



Position Title	Pay Grade	Minimum	Maximum	2013 Positions
Director of Finance	3	$79,044	$110,665	1
Accounting Manager	5	$53,107	$74,349	1
Payroll Accountant	7	$35,683	$49,954	1
Finance/Recreation Accountant	7	$35,683	$49,954	1
Total				**4**

Budgetary Allocations

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

Position Title	Administration	Finance	Tax Collection	Sanitary Sewer	C&RC
Director of Finance	n/a	55.0%	25.0%	17.5%	2.5%
Accounting Manager	n/a	62.5%	10.0%	20.0%	7.5%
Payroll Accountant	n/a	80.0%	5.0%	5.0%	10.0%
Finance/Recreation Accountant	n/a	50.0%	n/a	n/a	50.0%
Office Assistant	80.0%	20.0%	n/a	n/a	n/a

DEPARTMENT EXPENDITURES

Finance Office Expenditures 01-10-103-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 130,283	$ 136,539	$ 140,394	$ 136,450	$ 162,566
162 Group Life Insurance	1,408	1,529	1,604	1,230	1,285
163 Medical Insurance	31,425	31,368	28,830	26,765	34,330
164 Workers' Compensation	902	953	646	646	666
166 Pension Costs	10,931	11,486	11,943	11,200	13,635
167 Long-term Disability Insurance	867	917	917	560	375
168 Post Retirement Plan	1,100	1,100	1,100	1,100	1,100
198 Social Security Expense	9,809	10,305	10,740	10,438	12,436
Total Personal Services	$ 186,725	$ 194,197	$ 196,174	$ 188,389	$ 226,393
Contractual Services					
212 Professional Services-Auditing	$ 14,510	$ 14,510	$ 14,510	$ 14,510	$ 15,000
230 Association Dues	1,245	1,205	1,500	1,300	1,500
231 Travel & Conference Expense	3,033	3,708	4,000	3,500	5,000
250 Repairs & Maintenance-Office Equipment	7,514	8,015	8,100	8,100	8,500
275 Printing & Duplicating	556	482	1,500	600	1,500
290 Other Contractual Services	6,753	9,398	10,500	8,500	9,500
Total Contractual Services	$ 33,611	$ 37,318	$ 40,110	$ 36,510	$ 41,000
Commodities					
300 Office Furniture & Equipment	$ -	$ -	$ 1,000	$ 500	$ 1,000
301 Expendable Office Supplies	3,159	2,854	2,500	2,500	3,000
302 Books & Subscriptions	441	670	750	300	750
390 Other Supplies	3,292	3,329	4,750	3,800	4,000
Total Commodities	$ 6,892	$ 6,853	$ 9,000	$ 7,100	$ 8,750
Distributed Costs					
602 Dist. Data Processing Costs	$ 11,841	$ 11,526	$ 29,938	$ 22,144	$ 32,435
Total Distributed Costs	$ 11,841	$ 11,526	$ 29,938	$ 22,144	$ 32,435
Total Finance Office Expenditures	**$ 239,069**	**$ 249,894**	**$ 275,222**	**$ 254,143**	**$ 308,578**

BUDGETARY COMMENT

Funds requested for the Finance Office are $33,356 or 12.1% more than appropriated in 2012 mainly due to increases in personnel costs.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Tax Collection Expenditures					
Personal Services	$ 44,996	$ 47,474	$ 47,886	$ 44,688	$ 48,053
Contractual Services	135,603	133,289	160,940	167,787	172,100
Commodities	580	1,069	950	950	950
Distributed Costs	8,880	6,916	11,227	8,304	12,163
Total Tax Collection Expenditures	**$ 190,059**	**$ 188,748**	**$ 221,003**	**$ 221,729**	**$ 233,266**

TAX COLLECTION OVERVIEW

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

Under an agreement with the Upper St. Clair School District, the Township Tax Office collects taxes for the School District, as well as the Township. In 2012, the Township agreed to a new five (5) year contract with Jordan Tax Service to collect these taxes.

DEPARTMENT STATISTICS AND BENCHMARKS

Collection Summary as of October 31st of 2011 and 2012

Taxes	Approximate No. of Accounts	School District Amount		Township Amount	
		Oct-11	*Oct-12*	*Oct-11*	*Oct-12*
Real Estate Tax	7,564	$ 35,949,767	$ 39,693,276	**$ 7,390,817**	**$ 7,576,310**
Earned Income Tax	16,722	4,129,309	4,150,442	**6,602,830**	**6,640,707**
Local Services Tax (Twp)	4,693	n/a	n/a	**198,134**	**215,597**
Mercantile Tax (SD)	127	146,336	150,532	**n/a**	**n/a**
Total		$ 40,225,412	$ 43,994,250	**$ 14,191,781**	**$ 14,432,614**

The estimated total taxes collected for the Township in 2012 is $15,201,500. The estimated total cost of operating the tax collection office in 2012 is $221,729. Also in 2012, 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 $190,589 represent 1.25% of the estimated total taxes collected for 2012.

For 2013, the budgeted total taxes collected are $15,370,539 and net expenditures are budgeted at $202,126, which represents 1.32% of budgeted total taxes collected.

DEPARTMENT EXPENDITURES

Tax Collection Expenditures 01-10-104-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 32,458	$ 34,355	$ 34,978	$ 32,620	$ 35,368
162 Group Life Insurance	361	386	402	308	280
163 Medical Insurance	5,691	5,968	5,653	5,260	5,632
164 Workers' Compensation	229	242	160	160	145
166 Pension Costs	3,065	3,176	3,286	3,205	3,330
167 Long-term Disability Insurance	222	231	231	140	93
168 Post Retirement Plan	500	500	500	500	500
198 Social Security Expense	2,470	2,616	2,676	2,495	2,705
Total Personal Services	$ 44,996	$ 47,474	$ 47,886	$ 44,688	$ 48,053
Contractual Services					
212 Professional Services-Auditing	$ 1,590	$ 1,590	$ 1,590	$ 1,590	$ 1,700
223 Tax Collection Bonds	6,488	5,445	6,000	5,436	6,000
250 Repairs & Maintenance-Office Equipment	335	338	350	341	350
278 Postage	789	814	1,500	700	750
290 Other Contractual Services	126,401	125,102	151,500	159,720	163,300
291 Real Estate Appraisal Services	-	-	-	-	-
Total Contractual Services	$ 135,603	$ 133,289	$ 160,940	$ 167,787	$ 172,100
Commodities					
301 Expendable Office Supplies	$ 36	$ 138	$ 200	$ 200	$ 200
390 Other Supplies	544	931	750	750	750
Total Commodities	$ 580	$ 1,069	$ 950	$ 950	$ 950
Distributed Costs					
602 Dist. Data Processing Costs	$ 8,880	$ 6,916	$ 11,227	$ 8,304	$ 12,163
Total Distributed Costs	$ 8,880	$ 6,916	$ 11,227	$ 8,304	$ 12,163
Total Tax Collection Expenditures	**$ 190,059**	**$ 188,748**	**$ 221,003**	**$ 221,729**	**$ 233,266**

BUDGETARY COMMENT

Funds requested for Tax Collection are $12,263 more than appropriated in 2012. The increase is due to the negotiated commission rate for the Township regarding requirements of Pennsylvania Act 32 of 2008.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Legal Services Expenditures					
Contractual Services	$ 135,157	$ 154,316	$ 180,000	$ 168,250	$ 180,000
Total Legal Services Expenditures	**$ 135,157**	**$ 154,316**	**$ 180,000**	**$ 168,250**	**$ 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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
210 Professional Services-Legal	$ 132,119	$ 150,713	$ 170,000	$ 160,000	$ 170,000
290 Other Contractual Services	3,038	3,603	10,000	8,250	10,000
Total Contractual Services	$ 135,157	$ 154,316	$ 180,000	$ 168,250	$ 180,000
Total Legal Services Expenditures	**$ 135,157**	**$ 154,316**	**$ 180,000**	**$ 168,250**	**$ 180,000**

BUDGETARY COMMENT

Funds requested for Legal Services are the same as appropriated in 2012. Expenses for legal services expenses for the past ten (10) years have been as follows:

Year	Amount	Year	Amount
2004	$ 129,166	2009	$ 221,977
2005	180,119	2010	135,157
2006	174,564	2011	154,316
2007	295,036	2012	168,250
2008	192,134	2013	180,000

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Information Technology Expenditures					
Personal Services	$ 231,145	$ 191,790	$ 276,720	$ 204,495	$ 274,933
Contractual Services	64,031	37,265	94,000	70,500	127,000
Commodities	838	1,462	3,500	1,800	3,500
Distributed Costs	(296,014)	(230,517)	(374,220)	(276,795)	(405,433)
Total Information Tech. Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

INFORMATION TECHNOLOGY OVERVIEW

Information Technology Services (IT) are provided by the Director and four 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 dependent on the stability of the platforms chosen which keeps the Township at a very high percentage of uptime. Many of the applications, supported by the IT Department, assist the other Departments of the Township with their initiatives as defined in the Comprehensive Plan. In addition, the IT Department maintains the phone system, presentation equipment, and maintains and updates the websites for the Township, the Community & Recreation Center, Tri-Community South EMS, the Volunteer Fire Department and USC Today magazine.

The Director is also responsible for overseeing the Public Access Television Coordinator. 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 employed by Comcast. 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.

2012 DEPARTMENT ACCOMPLISHMENTS

Wireless Internet Access (Completed May 2012)

- Installed and configured wireless internet access for Public Meeting room and Community Development conference room

Temperature/Humidity Sensor (Completed June 2012)

- Installed and configured temperature, humidity, and moisture sensors in the IT data room
- Setup notification system for alarms

2012 DEPARTMENT ACCOMPLISHMENTS (Continued)

Redesign Police Laptop Procedures – Phase 2 (Completed June 2012)
- Configured/installed hardware
- Implemented new procedures in Police vehicles
- Conducted user training

Cable 7 Studio Improvements – Phase 1 (Completed July 2012)
- Installed background track system
- Installed new background

Class Upgrade (Completed August 2012)
- Upgraded Recreation to the newest version of Class that allows for use of updated credit card readers

Replacement Editor in Cable 7 (Completed October 2012)
- Purchase, configuration, and installation of new editor

Website Redesign – Phase 2 (Anticipated Completion – December 2012)
- Redesign look and layout of Township website
- Update content
- Update pictures
- Conduct user training

Backup and Disaster Recovery – Phase 1 (Anticipated Completion – December 2012)
- Improve upon existing backup and disaster recovery solutions

Township Wide Software – Phase 1 (Anticipated Completion – December 2012)
- Upon receiving RFP responses, demonstrations were scheduled
- Vendor selection and implementation time line established

Microsoft Office 2010 (Anticipated Completion - December 2012)
- Township wide implementation of Microsoft Office 2010

2013 DEPARTMENT GOALS AND OBJECTIVES

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

2013 DEPARTMENT GOALS AND OBJECTIVES (Continued)

Time Clock Software

- Implement time clock solution
- Install time clocks
- Conduct user training

Implement Help Desk Software

- Select and implement help desk software

Door Security Implementation – Phase 1

Upgrade Tri-Community South EMS Time Clock Software

Improve Upon Existing Network Design

- Revamp desktop imaging
- Integrate existing domain controller into new domain
- Improve upon existing backup solution
- Improve upon existing network configuration and storage

Update Existing Electronic Data Retention/Destruction Policy

- Update policy
- Educate all employees on updates to the policy

DEPARTMENT STATISTICS AND BENCHMARKS

Listed below are the estimated percentages of time that the Information Technology Department will be spending in each department in 2013 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	2012 %	2012 Estimate	2013 %	2013 Budget
Administration	8.0%	22,144	8.0%	32,435
Finance	8.0%	22,144	8.0%	32,435
Tax Office	3.0%	8,304	3.0%	12,163
Police	17.0%	47,055	17.0%	68,924
Community Development	19.0%	52,591	15.0%	60,815
Public Works	15.0%	41,519	20.0%	81,087
Recreation	5.0%	13,840	6.0%	24,326
Library	5.0%	13,840	5.0%	20,272
Sanitary Sewer Fund	7.0%	19,376	5.0%	20,272
C&RC Fund	13.0%	35,982	13.0%	52,704
Total Allocation	100.0%	276,795	100.0%	405,433

DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

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

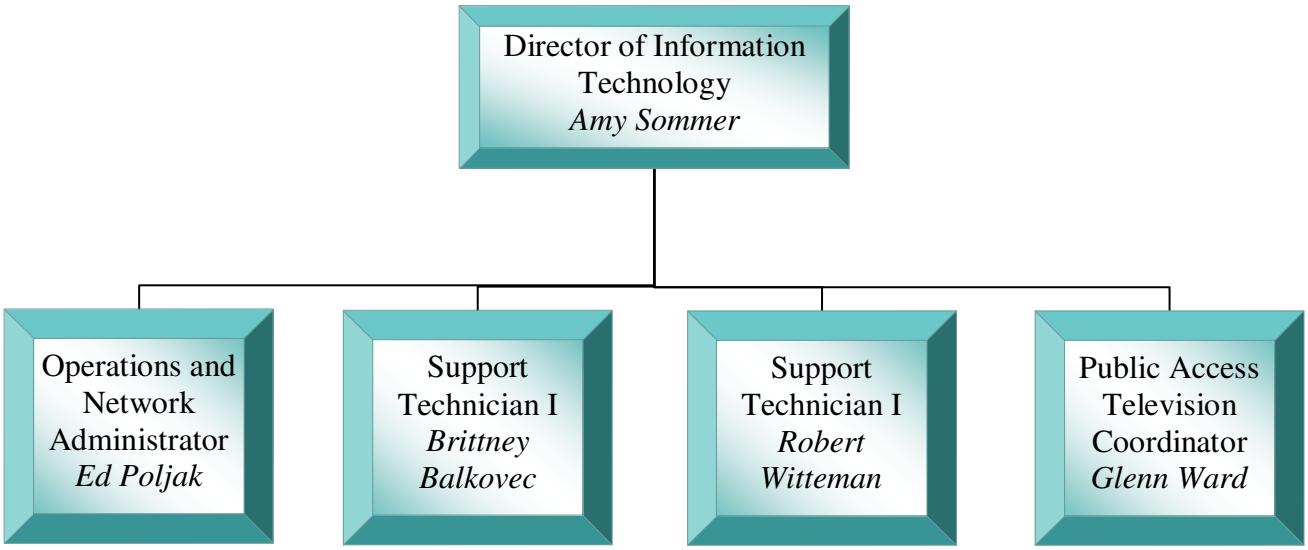
Support Devices	2008	2009	2010	2011	Oct-12
Copiers & Fax Machines	18	17	18	18	15
Desktops	92	105	105	108	106
Laptops			22	22	24
Scanners, Projectors, Cameras, UPS's, DVR's	30	40	49	49	82
Phones	97	125	130	130	135
Cell Phones	16	19	19	20	18
Servers	26	27	27	27	39
Network Devices	48	59	59	59	73
Printers					
Desktop Printers	20	26	31	29	26
Network Printers	31	31	31	28	28
Cable 7					
Camcorders	-	-	-	-	8
Monitors	-	-	-	-	32
Switches	-	-	-	-	5
VCR's	-	-	-	-	11
Editor Systems	-	-	-	-	3
DVD players/burners/copiers	-	-	-	-	8
Total Support Devices	**378**	**449**	**491**	**490**	**613**
Network Users	124	149	154	154	156
Software Applications	65	66	67	67	75
Number of Help Desk Calls	501	969	642	848	2000

Help Desk Calls By Department	2011	Oct-12
Administration	121	384
Community Development	90	237
Finance	35	70
IT	35	0
Library	45	81
Recreation	223	179
Public Works	121	401
Police	113	314
TCS	60	223
The Outdoor Classroom	0	2
Tax Office	5	10
Cable 7		
Productions	N/A	99
Total	**848**	**2000**

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	2013 Positions
Director of Information Technology	4	$64,794	$90,710	1
Operations and Network Administrator	7	$35,683	$49,954	1
Public Access Television Coordinator	7	$35,683	$49,954	1
Support Technician I	8	$23,789	$41,629	2
Total				**5**



DEPARTMENT EXPENDITURES

Information Technology Expenditures 01-10-106-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 151,134	$ 128,780	$ 183,746	$ 137,520	$ 183,625
162 Group Life Insurance	1,610	1,480	2,108	1,080	1,454
163 Medical Insurance	51,327	38,213	59,026	40,000	58,812
164 Workers' Compensation	1,347	1,251	845	845	752
166 Pension Costs	11,412	9,613	13,781	12,025	13,772
167 Long-term Disability Insurance	992	886	1,157	505	470
168 Post Retirement Plan	2,167	2,000	2,000	2,000	2,000
198 Social Security Expense	11,156	9,567	14,057	10,520	14,048
Total Personal Services	$ 231,145	$ 191,790	$ 276,720	$ 204,495	$ 274,933
Contractual Services					
231 Travel & Conference Expense	$ 133	$ 10	$ 7,000	$ 500	$ 7,000
250 Repairs & Maintenance-Office Equipment	28,604	20,067	35,000	30,000	40,000
290 Other Contractual Services	35,132	17,188	40,000	40,000	55,000
299 Internet Connection Costs	162	-	12,000	-	25,000
Total Contractual Services	$ 64,031	$ 37,265	$ 94,000	$ 70,500	$ 127,000
Commodities					
301 Expendable Office Supplies	$ 430	$ 396	$ 2,000	$ 500	$ 2,000
302 Books & Subscriptions	-	-	200	100	200
390 Other Supplies	408	1,066	1,300	1,200	1,300
Total Commodities	$ 838	$ 1,462	$ 3,500	$ 1,800	$ 3,500
Distributed Costs					
602 Dist. Data Processing Costs	$ (296,014)	$ (230,517)	$ (374,220)	$ (276,795)	$ (405,433)
Total Distributed Costs	$ (296,014)	$ (230,517)	$ (374,220)	$ (276,795)	$ (405,433)
Total Information Tech. Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

BUDGETARY COMMENT

For 2013, Information Technology costs are projected to increase by $31,213 or 8.3%. The increase is due to an increase in internet connection costs and other contractual services.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Cable Television Services Expenditures					
Personal Services	$ 241	$ 3,215	$ 63,793	$ 52,852	$ 57,511
Contractual Services	844	27	1,200	1,200	13,000
Commodities	1,240	286	2,250	2,000	4,450
Total Cable Television Services Exp.	**$ 2,325**	**$ 3,528**	**$ 67,243**	**$ 56,052**	**$ 74,961**

Cable Television Services Expenditures 01-10-107-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ -	$ 2,692	$ 40,000	$ 35,000	$ 35,963
120 Part-Time Wages	-	-	2,500	-	1,500
162 Group Life Insurance	-	-	459	319	285
163 Medical Insurance	-	-	13,919	11,834	13,870
164 Workers' Compensation	241	220	250	250	162
166 Pension Costs	-	101	3,000	2,625	2,697
167 Long-term Disability Insurance	-	-	414	146	168
198 Social Security Expense	-	202	3,251	2,678	2,866
Total Personal Services	$ 241	$ 3,215	$ 63,793	$ 52,852	$ 57,511
Contractual Services					
217 Miscellaneous Consulting Services	$ -	$ -	$ -	$ -	$ 10,000
250 Equipment Maintenance	844	27	1,200	1,200	3,000
Total Contractual Services	$ 844	$ 27	$ 1,200	$ 1,200	$ 13,000
Commodities					
300 Office Furniture & Equipment	$ 680	$ -	$ 650	$ 650	$ 3,000
301 Expendable Office Supplies	42	45	100	100	200
302 Books & Subscriptions	-				
303 Tapes	416	-	1,000	500	500
304 Publicity Material	-				
390 Other Supplies	102	241	500	750	750
Total Commodities	$ 1,240	$ 286	$ 2,250	$ 2,000	$ 4,450
Total Cable Television Services Exp.	**$ 2,325**	**$ 3,528**	**$ 67,243**	**$ 56,052**	**$ 74,961**

GENERAL FUND

PUBLIC SAFETY SUMMARY

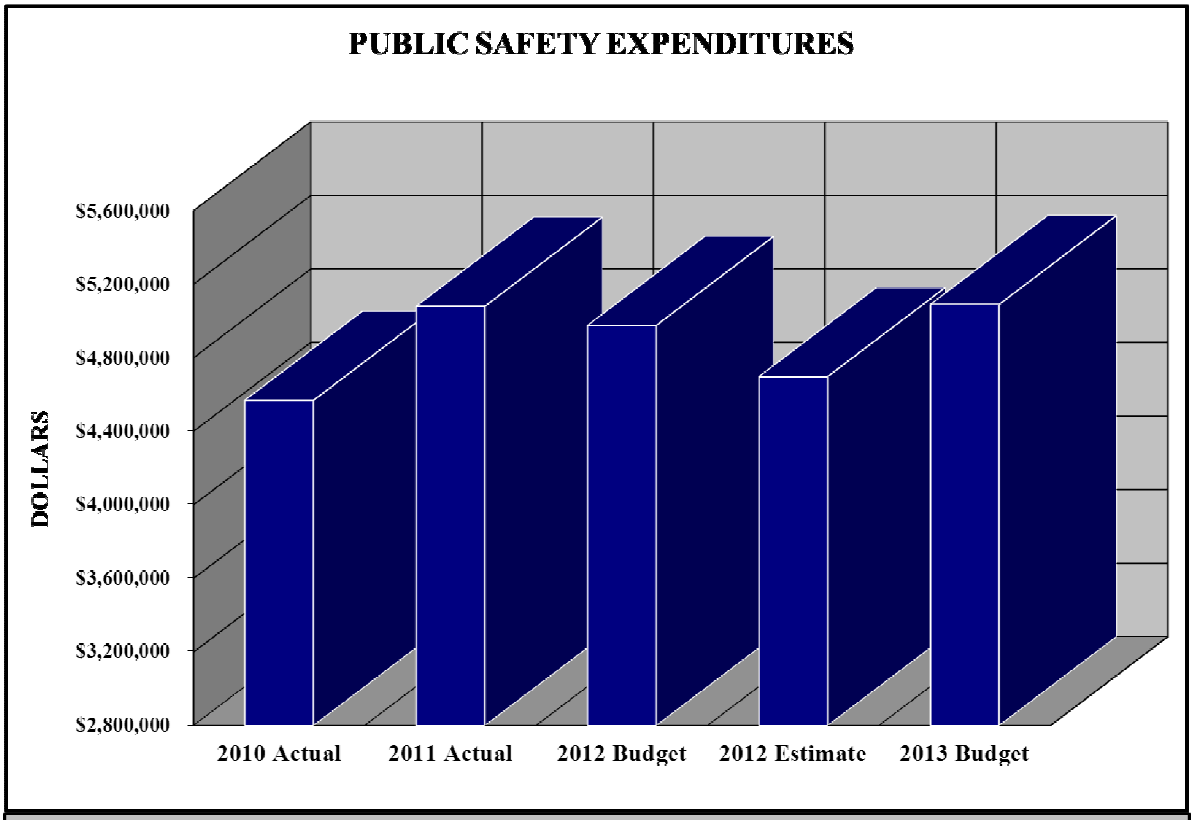
	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Public Safety Expenditures					
Personal Services	$ 4,100,857	$ 4,634,376	$ 4,441,323	$ 4,188,093	$ 4,471,054
Contractual Services	353,566	333,815	388,726	385,898	453,668
Commodities	61,388	70,183	77,500	68,800	79,200
Distributed Costs	52,573	42,073	68,837	54,858	74,867
Total Public Safety Expenditures	**$ 4,568,384**	**$ 5,080,447**	**$ 4,976,386**	**$ 4,697,649**	**$ 5,078,789**

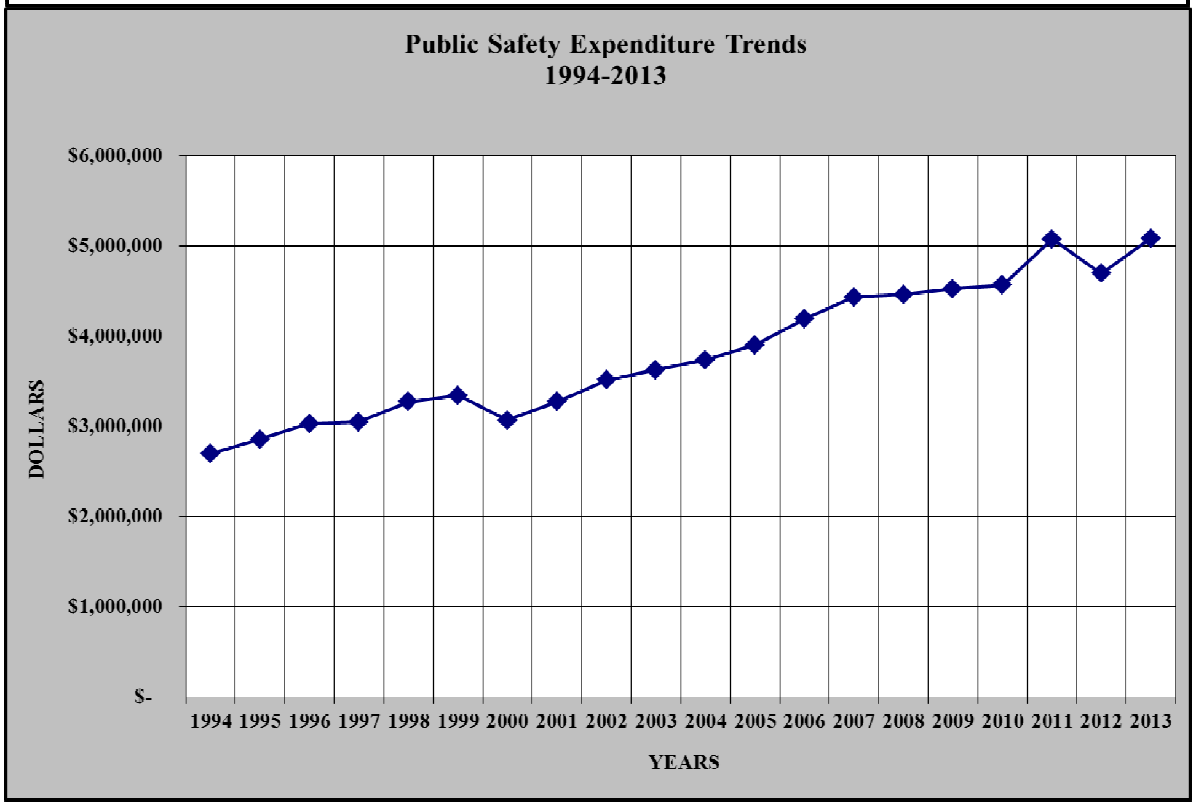
PUBLIC SAFETY OVERVIEW

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
100 Full-Time Wages	$ 2,432,183	$ 2,553,974	$ 2,657,749	$ 2,462,000	$ 2,625,437
102 Wages for Workers' Comp.	293	9,228	15,000	20,851	20,000
110 Overtime Wages	59,211	65,499	85,000	85,000	87,550
150 Longevity Pay	94,443	101,927	108,969	104,700	100,253
151 Residence and Travel Pay	5,600	7,300	6,600	7,500	8,250
152 Education Pay	28,039	31,917	31,917	30,117	30,167
153 Holiday Pay	102,392	107,151	106,000	108,000	109,000
154 Court Pay	9,583	11,172	12,500	12,500	13,000
155 Acting Sergeant Pay	6,120	6,394	6,300	11,000	10,000
156 Shift Differential Pay	17,744	18,478	19,500	17,500	19,500
162 Group Life Insurance	18,974	20,120	20,328	15,925	14,090
163 Medical Insurance	562,927	525,715	462,730	421,000	477,198
164 Workers' Compensation	264,904	271,012	209,407	214,512	173,027
166 Pension Costs	242,088	634,873	422,062	422,300	519,175
167 Long-term Disability Insurance	16,639	17,038	17,119	10,800	6,665
168 Post Retirement VEBA Plan	27,249	27,999	28,000	27,000	28,000
198 Social Security Expense	212,468	224,579	232,142	217,388	229,742
Total Personal Services	$ 4,100,857	$ 4,634,376	$ 4,441,323	$ 4,188,093	$ 4,471,054

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
220 Liability Insurance	$ 23,332	$ 22,734	$ 22,921	$ 24,851	$ 25,318
222 Vehicle Insurance-Fire Trucks	5,183	5,041	5,200	6,000	7,000
224 Police Professional Liability Ins.	16,553	16,553	16,555	17,797	18,000
230 Association Dues	1,360	840	1,750	1,500	1,750
231 Travel & Conference Expense	9,892	6,949	15,000	12,000	15,000
240 Water and Sewerage	104,253	105,421	107,500	107,600	109,100
241 Natural Gas	14,975	12,661	19,500	15,100	16,200
242 Electricity	18,536	18,757	20,500	19,700	21,000
243 Telephone	28,815	30,942	30,250	33,000	32,250
250 Repairs & Maintenance-Office Equipment	7,701	9,511	10,500	10,000	10,500
252 Repairs & Maintenance-Other Equipment	5,033	1,187	7,750	4,750	5,750
254 Repairs & Maintenance-Vehicles	30,562	35,748	41,500	38,500	42,000
272 Animal Control Services	76,920	54,250	75,000	75,000	114,000
275 Printing & Duplicating	2,362	2,050	3,000	2,500	3,000
280 Mileage Reimbursement	734	445	800	600	800
290 Other Contractual Services	7,355	10,726	11,000	17,000	32,000
Total Contractual Services	$ 353,566	$ 333,815	$ 388,726	$ 385,898	$ 453,668
Commodities					
300 Office Furniture & Equipment	$ 1,149	$ 1,148	$ 2,000	$ 1,200	$ 2,000
301 Expendable Office Supplies	4,491	4,200	4,000	4,000	4,500
302 Books & Subscriptions	977	426	1,000	700	1,000
304 Publicity Material	850	3,079	2,500	2,500	2,500
330 Public Safety Equipment	12,129	19,095	17,800	14,800	18,000
335 Fire Fighting Equipment	19,332	19,360	18,000	19,000	19,000
351 Uniform Allowance	19,648	20,473	23,500	20,500	23,500
355 Uniform-Initial Issuance	1,884	1,480	6,000	5,000	6,000
390 Other Supplies	928	901	2,700	1,100	2,700
401 MPOETC Training Expense	-	21	-	-	-
Total Commodities	$ 61,388	$ 70,183	$ 77,500	$ 68,800	$ 79,200
Distributed Costs					
601 Dist. Vehicle Costs	$ 48,871	$ 48,968	$ 49,419	$ 49,419	$ 50,654
602 Dist. Data Processing Costs	44,402	39,188	63,617	47,055	68,924
604 Boyce Mayview RAD Patrol Costs	(40,700)	(46,083)	(44,199)	(41,616)	(44,711)
605 Dist. Gambling Grant Exp.	-	-	-	-	-
Total Distributed Costs	$ 52,573	$ 42,073	$ 68,837	$ 54,858	$ 74,867
Total Public Safety Expenditures	**$ 4,568,384**	**$ 5,080,447**	**$ 4,976,386**	**$ 4,697,649**	**$ 5,078,789**





**Average Annual Cost Increase Rate – 3.70%*

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*			***$4,770,118***
How many real estate tax mills?		**0.93**	**$2,163,725**
Earned Income Tax per $100?	**$**	**28.57**	**$2,156,914**
Percentage of Other Taxes?		**2.69%**	**$449,479**

**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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Police Protection Expenditures					
Personal Services	$ 4,069,957	$ 4,608,262	$ 4,419,928	$ 4,161,593	$ 4,439,054
Contractual Services	88,310	86,643	108,026	108,248	111,868
Commodities	37,574	42,362	53,000	43,400	53,500
Distributed Costs	52,573	42,073	68,837	54,858	74,867
Total Police Protection Expenditures	**$ 4,248,414**	**$ 4,779,340**	**$ 4,649,791**	**$ 4,368,099**	**$ 4,679,289**

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.

2012 DEPARTMENT ACCOMPLISHMENTS

- Maintained a response time of four minutes or less
- Completed implementation of Reverse 911 Program within the Police Department
- Continued the Officer Training program for the 25th year
- Conducted 12th Citizens' Police Academy
- Completed a successful Deer Culling program through the USDA
- Began hiring process of 3 officers to replace retirees
- Completed narrow banding of radios in compliance with FCC regulations
- Installed 2 Data 911 Mobile computer/video systems in patrol vehicles

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2013 DEPARTMENT GOALS AND OBJECTIVES

- Maintain a response time of four minutes or less
- Begin implementation of new Records Management Software
- Continue to install additional Data 911 Mobile computer/video systems in patrol vehicles
- Complete hiring process of 3 officers to replace retirees
- Continue the Officer Training program for the 26th year
- To conduct the 13th 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

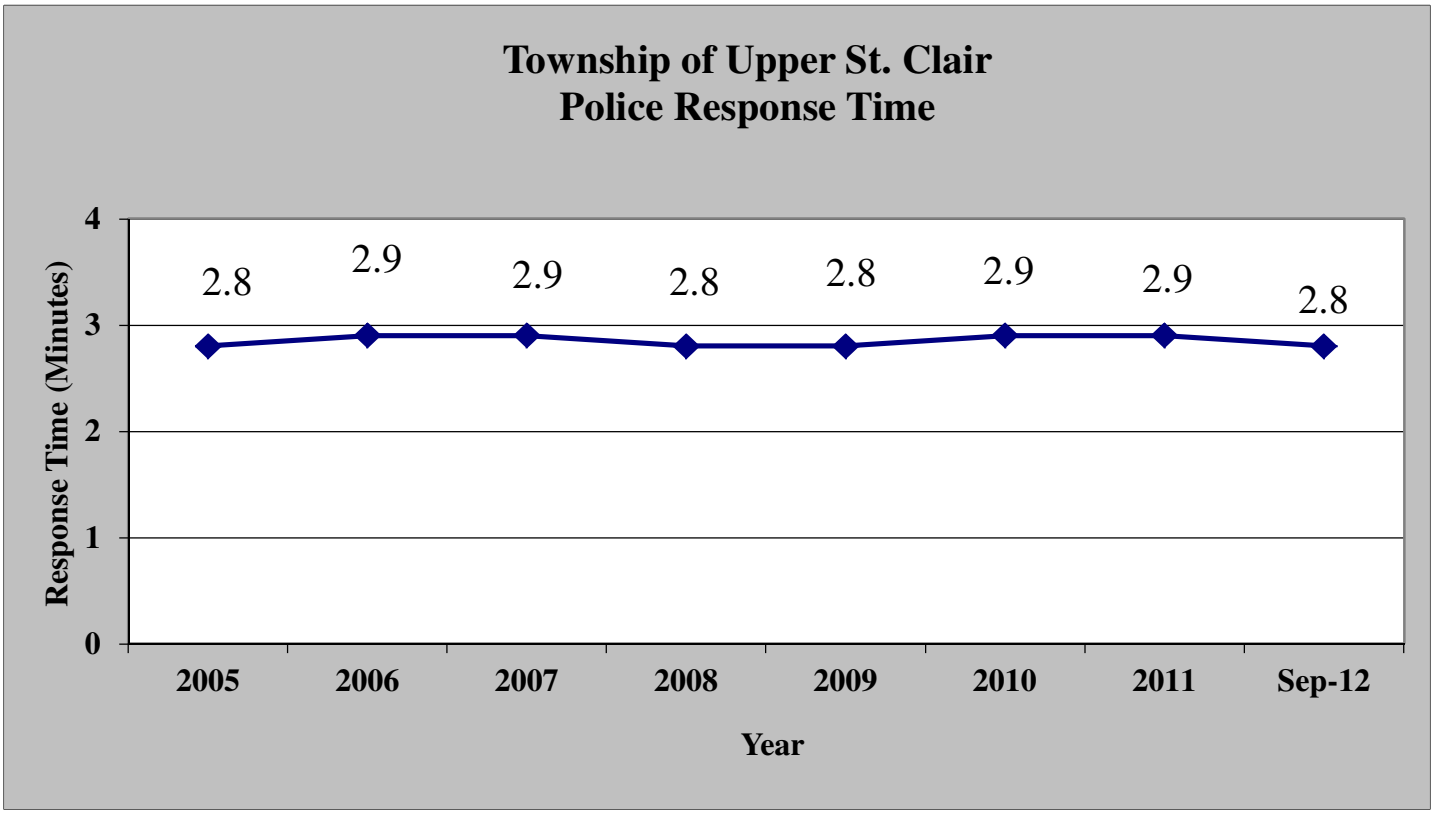
DEPARTMENT STATISTICS (Continued)

Township Crime Statistics for 2005 – September 2012 are listed below.

Category	2005	2006	2007	2008	2009	2010	2011	Sep-12
Offenses								
Part I	120	96	134	119	106	137	102	88
Part II	208	223	182	165	191	172	179	184
Arrests								
Adults	55	65	109	92	111	49	67	56
Juveniles	10	9	37	65	39	16	11	21
Clearance Rates								
Part I Offenses	28%	32%	25%	29%	42%	22%	24%	44%
Part II Offenses	65%	73%	73%	66%	73%	74%	56%	50%
Traffic Safety Statistics								
Driving Under the Influence	23	24	23	16	20	17	14	16
All Other Traffic Citations	1,018	855	998	1,013	665	727	922	408
Citations								
Traffic Citations	1,018	855	998	1,013	665	727	922	408
Non-Traffic Citation	99	140	122	124	96	100	81	53
Township Ordinance Violation	1,195	1,134	998	902	800	858	821	514
Warnings	2,735	2,505	2,520	2,777	1,918	2,189	2,904	1,374
Calls for Service								
Accidents	584	518	503	452	441	359	410	280
Alarms	1,087	1,175	952	754	770	804	725	578
Ambulance Requests	1,144	1,221	1,402	1,347	1,320	1,359	1,504	1,065
Burglaries	24	14	9	14	10	11	5	9
Criminal Mischief	298	364	246	232	348	237	174	228
Domestics	263	208	163	220	218	199	257	162
Open Doors	1,468	731	826	1,452	1,083	987	856	554
Vehicle Thefts	8	2	4	2	2	1	0	0
Total Number of Calls for Service	13,785	12,216	11,469	11,617	11,117	11,341	10,868	8,433
Response Time (in minutes)								
Average Time Dispatch to Arrival	2.8	2.9	2.9	2.8	2.8	2.9	2.9	2.8
Average Time Spent at Scene	13.8	13.7	13.6	13.9	13.8	13.7	13.9	13.7
Average Time Dispatch to Completion	16.6	16.6	16.5	16.7	16.6	16.6	16.8	16.5

DEPARTMENT BENCHMARKS

The Police Department's benchmark for response time is four (4) minutes or less. Since this benchmark has been kept (2004), the Police Department's response time has been under three (3) minutes. The Police Department accomplishes this by assigning officers to an area of the Township called a grid. The officer assigned to the grid cannot leave the grid without permission. Calls for services are dispatched according to grid; therefore, an officer is already in the area, which permits a rapid response. Through September 2012, the Police Department's response time has been 2.8 minutes.



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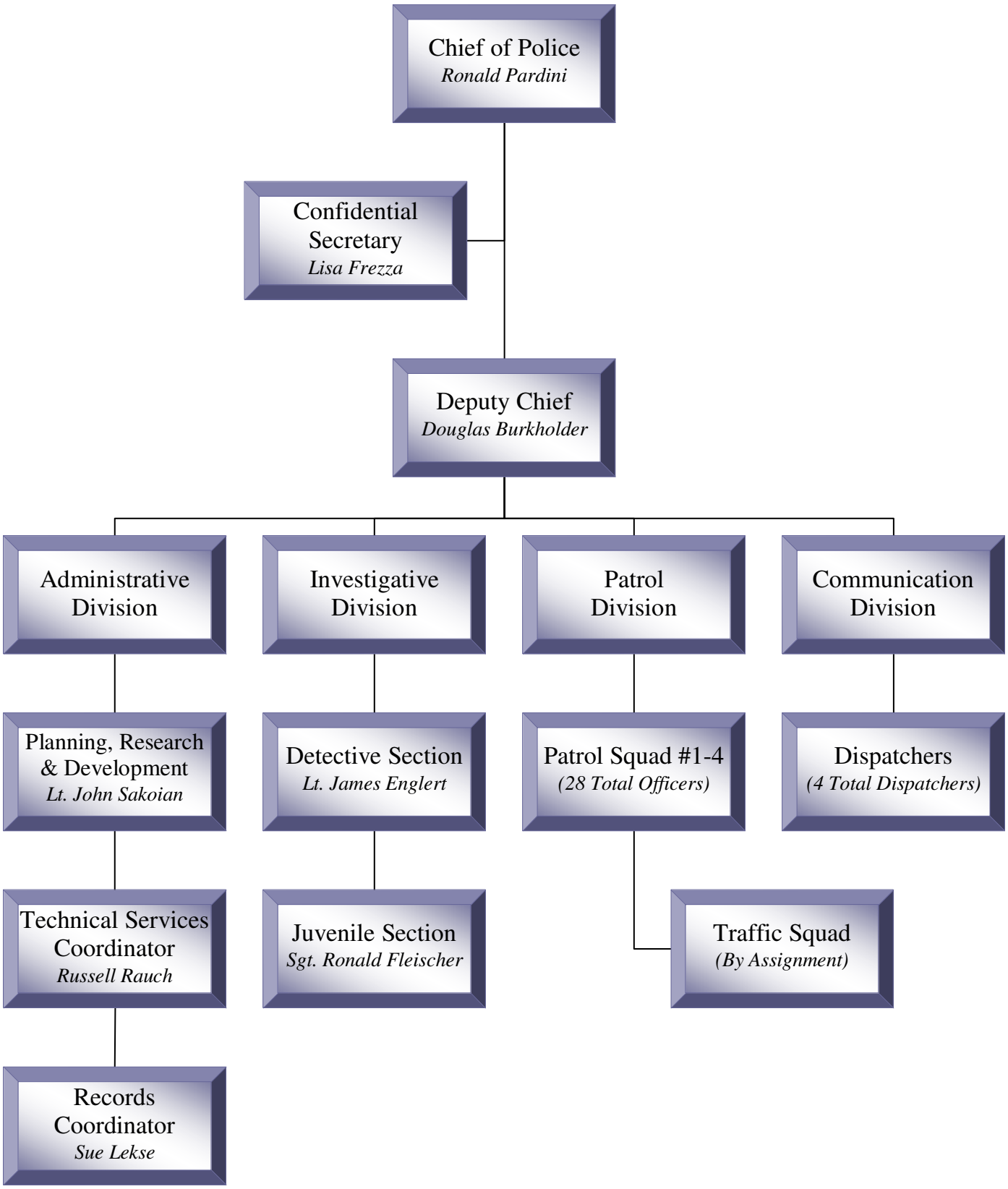
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Police Department for 2013 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2013 Positions
Chief of Police	2	$96,436	$135,010	1
Deputy Chief of Police	3	$79,044	$110,665	1
Uniformed Police Officers				
Lieutenant	Union Contract	$48.37/hr	$48.37/hr	2
Sergeant	Union Contract	$43.97/hr	$43.97/hr	4
Police Officer 6	Union Contract	$39.97/hr	$39.97/hr	14
Police Officer 4	Union Contract	$34.92/hr	$34.92/hr	1
Police Officer 3	Union Contract	$29.80/hr	$29.80/hr	1
Police Officer 2	Union Contract	$27.27/hr	$27.27/hr	1
Police Officer 1	Union Contract	$25.18/hr	$25.18/hr	3
Dispatcher	Union Contract	$17.54/hr	$21.94/hr	4
Technical Services Coordinator	5	$53,107	$74,349	1
Records Coordinator	8	$23,789	$41,629	1
Confidential Secretary to the Chief of Police	8	$23,789	$41,629	1
Total				**35**

Police Union Contracts 2013 Salary & Wage Scale	
Officer 1	$25.18/hr
Officer 2	$27.27/hr
Officer 3	$29.80/hr
Officer 4	$34.92/hr
Officer 5	$37.46/hr
Officer 6	$39.97/hr
Sergeant	$43.97/hr
Lieutenant	$48.37/hr
Dispatcher	$17.54 - $21.94/hr


Chief of Police
Ronald Pardini
Confidential Secretary
Lisa Frezza
Deputy Chief
Douglas Burkholder
Administrative Division
Investigative Division
Patrol Division
Communication Division
Planning, Research & Development
Lt. John Sakoian
Detective Section
Lt. James Englert
Patrol Squad #1-4
(28 Total Officers)
Dispatchers
(4 Total Dispatchers)
Technical Services Coordinator
Russell Rauch
Juvenile Section
Sgt. Ronald Fleischer
Traffic Squad
(By Assignment)
Records Coordinator
Sue Lekse

DEPARTMENT EXPENDITURES

Police Protection Expenditures 01-20-201-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 2,432,183	$ 2,553,974	$ 2,657,749	$ 2,462,000	$ 2,625,437
102 Wages for Workers' Comp. ^	293	9,228	15,000	20,851	20,000
110 Overtime Wages	59,211	65,499	85,000	85,000	87,550
150 Longevity Pay	94,443	101,927	108,969	104,700	100,253
151 Residence and Travel Pay	5,600	7,300	6,600	7,500	8,250
152 Education Pay	28,039	31,917	31,917	30,117	30,167
153 Holiday Pay	102,392	107,151	106,000	108,000	109,000
154 Court Pay	9,583	11,172	12,500	12,500	13,000
155 Acting Sergeant Pay	6,120	6,394	6,300	11,000	10,000
156 Shift Differential Pay	17,744	18,478	19,500	17,500	19,500
162 Group Life Insurance	18,974	20,120	20,328	15,925	14,090
163 Medical Insurance	562,927	525,715	462,730	421,000	477,198
164 Workers' Compensation	234,004	244,898	188,012	188,012	141,027
166 Pension Costs	242,088	634,873	422,062	422,300	519,175
167 Long-term Disability Insurance	16,639	17,038	17,119	10,800	6,665
168 Post Retirement VEBA Plan	27,249	27,999	28,000	27,000	28,000
198 Social Security Expense	212,468	224,579	232,142	217,388	229,742
Total Personal Services	$ 4,069,957	$ 4,608,262	$ 4,419,928	$ 4,161,593	$ 4,439,054
Contractual Services					
220 Liability Insurance	$ 23,332	$ 22,734	$ 22,921	$ 24,851	$ 25,318
224 Police Professional Liability Ins.	16,553	16,553	16,555	17,797	18,000
230 Association Dues	1,360	840	1,750	1,500	1,750
231 Travel & Conference Expense*	9,892	6,949	15,000	12,000	15,000
243 Telephone	15,617	16,715	16,500	18,000	18,500
250 Repairs & Maintenance-Office Equipment	7,701	9,511	10,500	10,000	10,500
252 Repairs & Maintenance-Other Equipment	2,213	-	5,000	2,000	3,000
254 Repairs & Maintenance-Vehicles	1,191	120	5,000	2,000	4,000
275 Printing & Duplicating	2,362	2,050	3,000	2,500	3,000
280 Mileage Reimbursement	734	445	800	600	800
290 Other Contractual Services	7,355	10,726	11,000	17,000	12,000
Total Contractual Services	$ 88,310	$ 86,643	$ 108,026	$ 108,248	$ 111,868

^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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Commodities					
300 Office Furniture & Equipment	$ 1,149	$ 1,148	$ 2,000	$ 1,200	$ 2,000
301 Expendable Office Supplies	4,491	4,200	4,000	4,000	4,500
302 Books & Subscriptions	977	426	1,000	700	1,000
330 Public Safety Equipment	8,638	13,799	14,000	11,000	14,000
351 Uniform Allowance	19,648	20,473	23,500	20,500	23,500
355 Uniform-Initial Issuance	1,884	1,480	6,000	5,000	6,000
390 Other Supplies	787	815	2,500	1,000	2,500
401 MPOETC Training Expense	-	21	-	-	-
Total Commodities	$ 37,574	$ 42,362	$ 53,000	$ 43,400	$ 53,500
Distributed Costs					
601 Dist. Vehicle Costs	$ 48,871	$ 48,968	$ 49,419	$ 49,419	$ 50,654
602 Dist. Data Processing Costs	44,402	39,188	63,617	47,055	68,924
604 Boyce Mayview RAD Patrol Costs	(40,700)	(46,083)	(44,199)	(41,616)	(44,711)
605 Dist. Gambling Grant Exp.					
Total Distributed Costs	$ 52,573	$ 42,073	$ 68,837	$ 54,858	$ 74,867
Total Police Protection Expenditures	**$ 4,248,414**	**$ 4,779,340**	**$ 4,649,791**	**$ 4,368,099**	**$ 4,679,289**

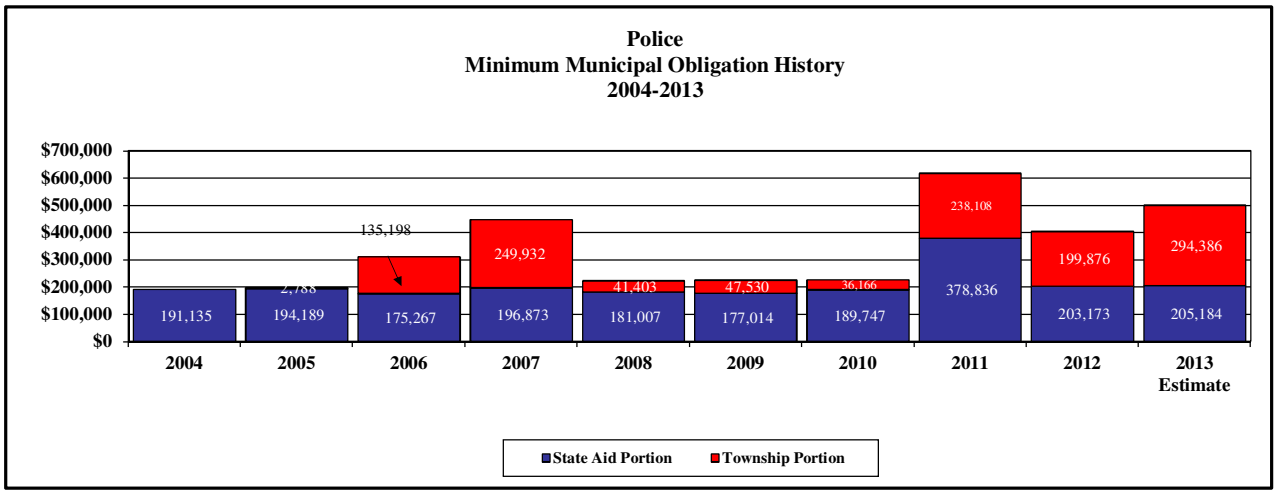
BUDGETARY COMMENT

Funds requested for Police Protection are $29,498 or 0.6% more than appropriated in 2012. This is primarily due to increases in pension costs, as illustrated below, while being offset by a decrease in workers' compensation.

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 2004 and identifies the funding sources for it.



Police Vehicles & Equipment

	Asset Tag	Year	Make	Model	Mileage (as of 10-1-2012)	Age in Years	Condition	Anticipated Replacement Year
Patrol Vehicles / Traffic Vehicles								
1	2003 057	2003	Ford	Crown Victoria	89,633	10	Poor	Pending Sale
2	2007 007	2007	Ford	Crown Victoria	67,324	6	Poor	2013
3	2009 026	2009	Ford	Crown Victoria	61,833	4	Poor	2014
4	2009 027	2009	Ford	Crown Victoria	6,601	4	Poor	2013
5	2010 005	2010	Ford	Crown Victoria	15,900	3	Good	2014
6	2010 004	2010	Ford	Crown Victoria	25,656	3	Good	2014
7	2011 011	2011	Ford	Crown Victoria	10,610	2	Excellent	2015
8	2011 013	2011	Ford	Crown Victoria	5,024	2	Excellent	2015
9	2011 012	2011	Ford	Crown Victoria	8,945	2	Excellent	2015
4-Wheel Drive Vehicles								
1	2006 046	2006	Ford	Explorer	95,000	7	Poor	2013
2	2006 045	2006	Ford	Explorer	116,000	7	Poor	2013
3	2008 019	2008	Ford	Explorer	44,199	5	Good	2014
4	2008 021	2008	Ford	Explorer	81,000	5	Fair	2013
5	2008 022	2008	Ford	Explorer	41,736	5	Good	2014
6	2009 025	2009	Ford	Explorer	39,000	4	Fair	2014
7	2012 004	2013	Ford	Explorer	732	1	Excellent	2016
8	2012 005	2012	Chevy	Tahoe	9,237	1	Excellent	2015
9	2012 006	2012	Chevy	Caprice	72	1	Excellent	2016
Other Equipment								
1	1992 027	1992	Chevy	Communication Van	3,800	21	Poor	2014
2	2000 013	2001	Ford	Cargo Van	53,800	12	Poor	2013
3	2001 054	2001	Polaris	Quad #1	N/A	12	Fair	If Grant Becomes Available
4	2001 049	2001	Polaris	Quad #2	N/A	12	Fair	If Grant Becomes Available
5	2001 048	2001	Polaris	Quad #3	N/A	12	Fair	If Grant Becomes Available
6	2001 050	2001	Mustang	Trailer	N/A	12	Fair	If Grant Becomes Available

GENERAL FUND

PUBLIC SAFETY

FIRE PROTECTION

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Fire Protection Expenditures					
Personal Services	$ 30,900	$ 26,114	$ 21,395	$ 26,500	$ 32,000
Contractual Services	186,353	190,816	203,200	199,750	225,000
Commodities	23,673	27,735	24,300	25,300	25,500
Total Fire Protection Expenditures	**$ 240,926**	**$ 244,665**	**$ 248,895**	**$ 251,550**	**$ 282,500**

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 50 members as of November 2012.

2012 DEPARTMENT ACCOMPLISHMENTS

- Equipped two additional vehicles with Data 911 computers
- Replaced Command Vehicle
- Began building new squad for Boyce Mayview rescues
- Continued aggressive recruitment of new volunteers
- Completed narrow banding of radio equipment in compliance with FCC Regulations
- Completed ISO rating inspection

2013 DEPARTMENT GOALS AND OBJECTIVES

- Complete building new squad for Boyce Mayview rescues
- Equip all remaining vehicles with Data 911 computers
- Continue aggressive recruitment of new volunteers

DEPARTMENT STATISTICS AND BENCHMARKS

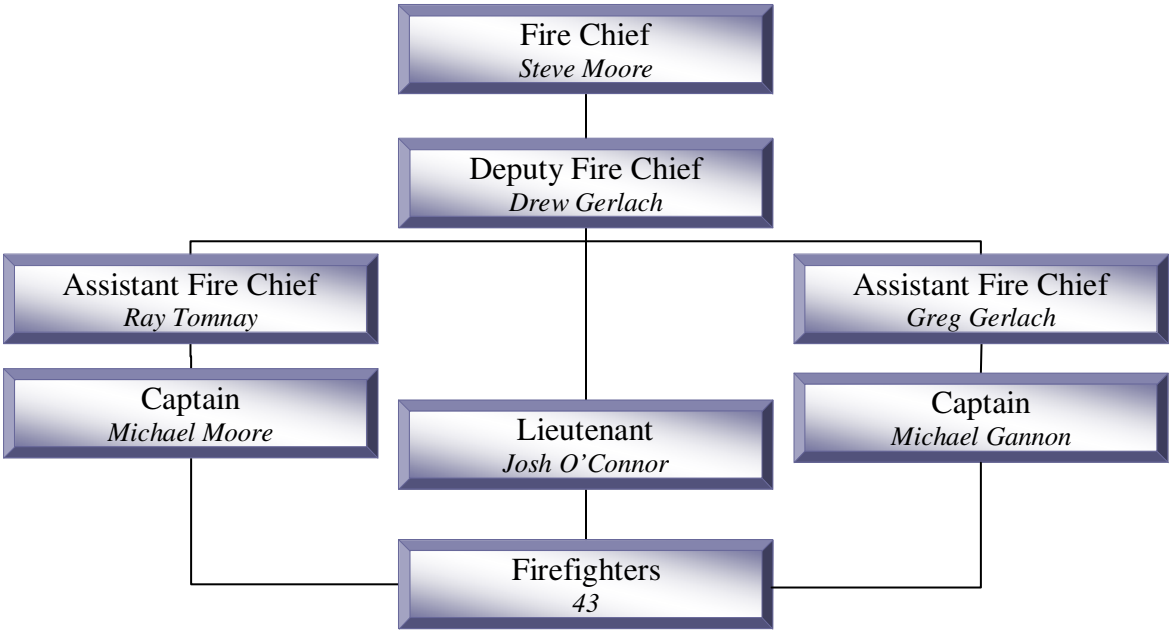
The Volunteer Fire Department 2006-2011 year-end key statistics are as follows:

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
2011	238	119	22	5.39	634,250	8,567,450
Total	**1,565**	**657**	**172**		**$ 1,470,350**	**$ 88,932,552**

DEPARTMENT ORGANIZATIONAL STRUCTURE

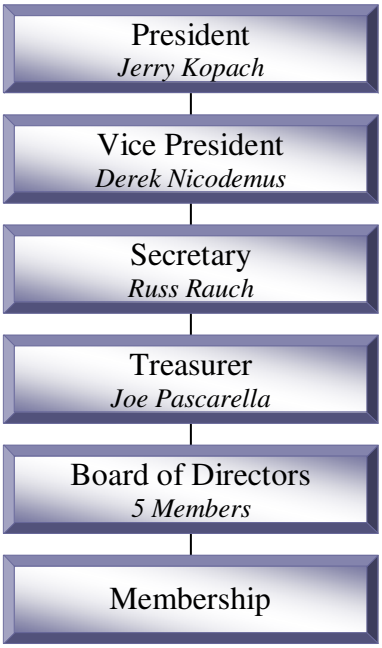
The proposed authorized personnel responsible for programs and services for the Volunteer Fire Department for 2013 are as follows:

Firefighting Operations



DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

Administrative Operations



DEPARTMENT EXPENDITURES

Fire Protection Expenditures 01-20-202-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
164 Workers' Compensation	$ 30,900	$ 26,114	$ 21,395	$ 26,500	$ 32,000
Total Personal Services	$ 30,900	$ 26,114	$ 21,395	$ 26,500	$ 32,000
Contractual Services					
222 Vehicle Insurance-Fire Trucks	$ 5,183	$ 5,041	$ 5,200	$ 6,000	$ 7,000
240 Water and Sewerage	103,780	104,832	107,000	107,000	108,500
241 Natural Gas	13,945	11,596	18,000	14,000	15,000
242 Electricity	18,056	18,305	20,000	18,500	20,000
243 Telephone	13,198	14,227	13,750	15,000	13,750
252 Repairs & Maintenance-Other Equipment	2,820	1,187	2,750	2,750	2,750
254 Repairs & Maintenance-Vehicles	29,371	35,628	36,500	36,500	38,000
290 Other Contractual Services	-	-	-	-	20,000
Total Contractual Services	$ 186,353	$ 190,816	$ 203,200	$ 199,750	$ 225,000

DEPARTMENT EXPENDITURES (Continued)

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Commodities					
304 Publicity Material	$ 850	$ 3,079	$ 2,500	$ 2,500	$ 2,500
330 Public Safety Equipment	3,491	5,296	3,800	3,800	4,000
335 Fire Fighting Equipment	19,332	19,360	18,000	19,000	19,000
Total Commodities	$ 23,673	$ 27,735	$ 24,300	$ 25,300	$ 25,500
Total Fire Protection Expenditures	**$ 240,926**	**$ 244,665**	**$ 248,895**	**$ 251,550**	**$ 282,500**

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 2013 increased by $33,605 or 13.5% due to increases in workers compensation and other contractual services.

SUPPLEMENTARY INFORMATION

Volunteer Fire Department Vehicles

	Vin Number	Year	Make	Model	Mileage (as of 10-1-2012)	Age in Years	Condition	Anticipated Replacement Year
Fire Protection Vehicles								
1	2053	1989	Amer LaFrance	Engine	43,374	24	Poor	2014
2	4Z3HAACK85RU02102	2005	Amer LaFrance	Ladder	27,687	8	Good	2025
3	1FMFU16588LA19358	2008	Ford	n	40,239	5	Fair	2014
4	1FDSW35F71EC97502	2001	Ford	F-350	22,615	12	Fair	2014
5	1FDSW35P73EC28157	2003	Ford	F-350	26,639	10	Poor	DNR
6	4Z3AAACG02RJ49205	2002	Freightliner	Engine	19,852	11	Good	2017
7	1AFAAACK68RZ60906	2008	Amer LaFrance	Engine	8,552	5	Excellent	2023
8	1AFAAACG08RZ44177	2009	Amer LaFrance	Rescue	3,695	4	Excellent	2029
9	1GNSK2E03CR247169	2012	Chevy	Tahoe	6,400	1	Excellent	2016
10	3CZWDNFL9CG233506	2012	Dodge	Rescue	300	1	Excellent	2022

GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Animal Control Expenditures					
Contractual Services	$ 78,903	$ 56,356	$ 77,500	$ 77,900	$ 116,800
Commodities	141	86	200	100	200
Total Animal Control Expenditures	**$ 79,044**	**$ 56,442**	**$ 77,700**	**$ 78,000**	**$ 117,000**

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 2013, 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**	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
240 Water and Sewerage	$ 473	$ 589	$ 500	$ 600	$ 600
241 Natural Gas	1,030	1,065	1,500	1,100	1,200
242 Electricity	480	452	500	1,200	1,000
272 Animal Control Services	76,920	54,250	75,000	75,000	114,000
Total Contractual Services	$ 78,903	$ 56,356	$ 77,500	$ 77,900	$ 116,800
Commodities					
390 Other Supplies	$ 141	$ 86	$ 200	$ 100	$ 200
Total Commodities	$ 141	$ 86	$ 200	$ 100	$ 200
Total Animal Control Expenditures	**$ 79,044**	**$ 56,442**	**$ 77,700**	**$ 78,000**	**$ 117,000**

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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Community Development Expenditures					
Personal Services	$ 493,007	$ 448,681	$ 466,117	$ 443,165	$ 428,594
Contractual Services	46,663	58,558	67,821	61,177	66,653
Commodities	8,169	6,276	9,000	7,500	9,000
Distributed Costs	41,889	48,695	76,044	57,533	65,881
Total Comm. Development Expenditures	**$ 589,728**	**$ 562,210**	**$ 618,982**	**$ 569,375**	**$ 570,128**

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.

2012 DEPARTMENT ACCOMPLISHMENTS & GOALS FOR 2013

The Department of Planning and Community Development has accomplished and assisted various other Departments in the Township to achieve many goals throughout 2012. The following outline details 2012 accomplishments and goals for 2013 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 2012. In addition, goals for 2013 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.

CP I Encourage re-development of the Consol site to expand business opportunities along the Township's regional corridor.

2012 – The property owner initiated demolition of the office building. They plan to submit a Master Plan to the Township for consideration in the beginning of 2013. We will continue to work with all parties involved with this project through the redevelopment process.

2013 – The Township will review the Master Plan for the property.

Project	% Complete thru 2012	% Complete in 2013	% Complete in the Future
CP I	80%	15%	5%

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

2012 – The CD Department has prepared a development capacity report for this property. The report was presented to the Planning Commissioners and neighboring property owners for their input. The property will consider preparing a Zoning Ordinance Amendment for this type of development.

2013 – The property owner may prepare an ordinance amendment for the property. In addition, this will be reviewed as part of the 2015 Comprehensive Plan.

Project	% Complete thru 2012	% Complete in 2013	% 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.

2012 - 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.

2013 - The revised regulation will be presented to the Planning Commission and Board of Commissioners for their consideration.

Project	% Complete thru 2012	% Complete in 2013	% Complete in the Future
CPIII	85%	15%	0%

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

2012 - 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.

2013 - The Overlay Ordinance for the McLaughlin Run Corridor may include a provision for other housing types. The approved plans for Bedner Farms include different sizes and types of single family residential homes. The development of the former Consol property will include multi-family residential. Also, a developer is planning to construct garden apartments at the end Boyce Plaza Road.

Project	% Complete thru 2012	% Complete in 2013	% Complete in the Future
CP IV	70%	20%	10%

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

2012 – The Township will be reviewing plans for mixed use development at the former Consol property.

2013 - We will continue to explore revising the code for these areas of the Township as the property owners approach development.

Project	% Complete thru 2012	% Complete in 2013	% Complete in the Future
CP V	75%	15%	10%

CP VI Develop a community wide gateway and wayfinding system.

2012 - The Public Works Department has installed new signage at Boyce Mayview Park and at various Township facilities.

2013 - The CD Department will assist with this project in the future.

Project	% Complete thru 2012	% Complete in 2013	% Complete in the Future
CP VI	50%	20%	30%

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

2012 – The Township installed a rain garden at the Veterans Park and at the Community & Recreation Center.

2013 - We will continue to encourage these types of storm water management techniques and pursue amending our code.

Project	% Complete thru 2012	% Complete in 2013	% Complete in the Future
CP VII	40%	30%	30%

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

2012 - The CD Department submitted a Congestion Management and Air Quality (CMAQ) application to the Southwest Pennsylvania Commission (SPC) for improvements to this intersection.

2013 - The intersection is a priority and the Township will study improvements as the corridor develops.

Project	% Complete thru 2012	% Complete in 2013	% Complete in the Future
CP VIII	10%	10%	80%

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

2012 – 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. Also, residents from Rossmoor Drive submitted a petition to study their street for traffic calming.

2013 – We will continue to monitor the effectiveness of traffic calming improvement and review future requests as they are received.

Project	% Complete thru 2012	% Complete in 2013	% Complete in the Future
CP IX	95%	5%	0%

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

2012 - The CD Department updated the sidewalk plan for the community.

2013 – We will study our pedestrian and bicycle infrastructure with the 2015 Comprehensive Plan.

Project	% Complete thru 2012	% Complete in 2013	% Complete in the Future
CP X	70%	20%	10%

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

2012 - 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.

2013 – 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 2012	% Complete in 2013	% Complete in the Future
CP XI	70%	10%	20%

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

2012 - We will focus on constructing pedestrian improvements on Mayview Road and extending the Perimeter Trail around Boyce Mayview Park. The Township has submitted a permit application to construct a segment of sidewalk along Mayview Road.

2013 – We will construct additional pedestrian improvements in this area as funding is available.

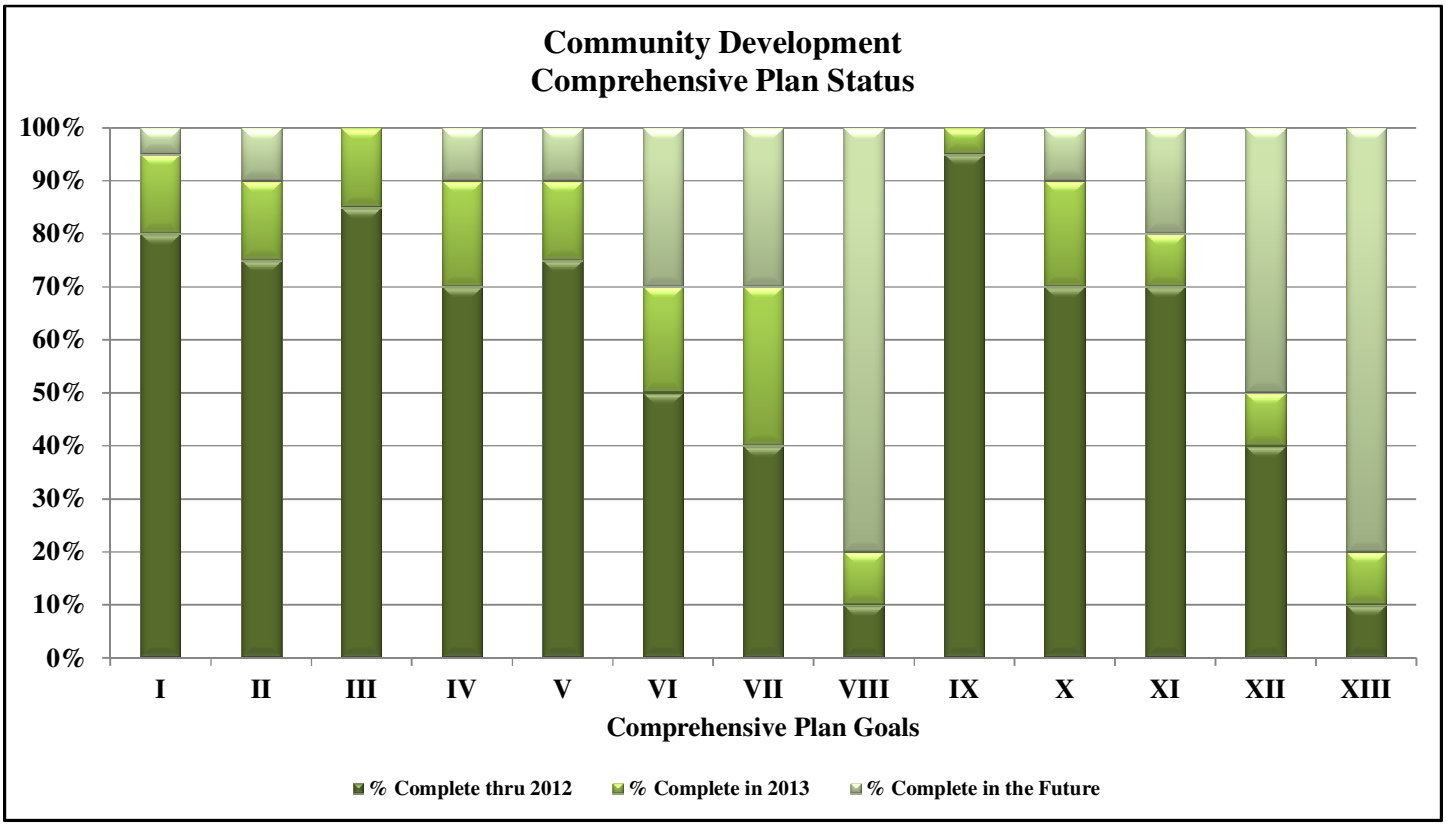
Project	% Complete thru 2012	% Complete in 2013	% Complete in the Future
CP XII	40%	10%	50%

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.

2012 – The Township maintained communication with South Fayette regarding future development of the former Mayview State Hospital and expanding our trails.

2013 - We will continue to look for opportunities to expand this trail network.

Project	% Complete thru 2012	% Complete in 2013	% Complete in the Future
CP XIII	10%	10%	80%



OBJECTIVE 2: Township of Upper St. Clair Comprehensive Plan 2015

2012 - The Community Development Department began the process of updating the community's Comprehensive Plan. A meeting was held between the Board of Commissioners, the Planning Commission and Township Staff to discuss the project and prepare a Request for Proposals.

2013 – We will review proposals for professional services, begin collecting data and holding public meetings for the preparation of the Comp Plan.

OBJECTIVE 3: Various Text Amendments to the Township Code:

2012 – The CD Department prepared a revision to the Zoning Ordinance for an Airport Hazard Overlay District that was adopted by the Board of Commissioners.

2013 – 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 4: NPDES Stormwater Phase II:

2012 - 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 9 report with all accomplishments that have occurred under this program. This submission completed this phase of the program. Also, we submitted a new Notice of Intent for the Township's NPDES Permit.

2013 – The CD Department will maintain all storm water management activities and make changes as required by the anticipated revisions from the PA DEP.

OBJECTIVE 5: NFIP CRS Program:

2012 - 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 2012 Annual Recertification for the Township and maintained a rating of 7.

2013 – The CD Department will maintain all CRS activities and rating by FEMA.

OBJECTIVE 6: 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.

2013 – The CD Department will obtain the required hours of training and maintain all certifications.

OBJECTIVE 7: 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 2012:

- Revised Plan for Ardolino's Pizza
- Bedner Estates Residential Development
- Willowbrooke Estates
- Piatt Plan
- Friendship Village Expansion
- Bonefish Grill
- Norman Center Parking Expansion
- Rohrich-Salem Subdivision
- Zahalsky Plan of Lots
- Deerfield Manor Plan No. 9
- Reese Plan of Lots
- Marmion Field Subdivision

DEPARTMENT STATISTICS

Category	2004	2005	2006	2007	2008	2009	2010	2011	Oct-12
Summary of Department Approvals and Appeals									
Number of Building Permits Processed	165	300	284	209	281	267	272	266	240
Number of Zoning Hearing Board Appeals	6	13	6	1	1	2	1	3	4
Number of Single Family Lots Approved	0	64	38	3	1	1	0	50	17
(New lots only, not re-subdivisions)									
Number of Multi-Family Units Approved	0	0	0	0	0	0	0	0	0
Number of Non-Residential Plans Approved	1	5	4	5	1	3	9	2	4
Number of Two-Family Attached Units Approved	0	0	0	0	0	0	0	0	0
Simple Subdivisions	1	3	0	0	0	3	3	1	1

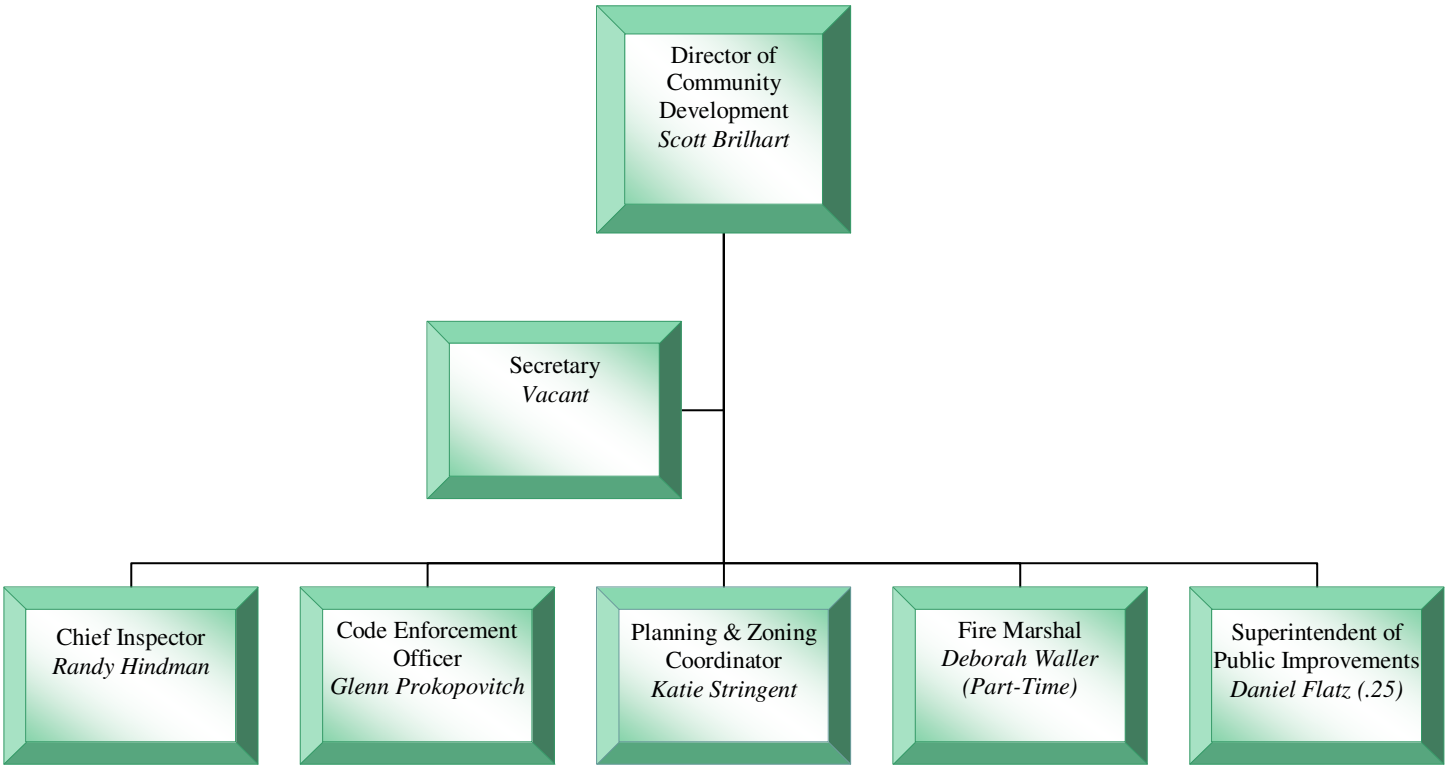
Category	2004	2005	2006	2007	2008	2009	2010	2011	Oct-12
Number of Permits Issued									
Certificates of Use & Occupancy	37	168	76	45	54	65	31	34	23
Sewer Permits (Sewer Taps)	18	18	4	10	14	12	6	6	20
Nonconforming Registrations	2	1	3	5	6	1	0	0	0
Demolition Permits	3	7	4	5	3	10	4	6	5
Grading Permits	7	10	10	8	8	13	3	7	6
Driveway Permits	25	24	17	22	23	22	13	13	22
Fire Prevention Permits	16	38	37	30	29	18	22	32	46
Electrical Permits	178	281	257	265	238	216	241	205	184
Street Opening Permits	97	179	322	431	478	757	444	629	348
Complaint Cases									
Received/Pending	165	320	315	304	339	373	455	332	338
Closed/Transferred	147	233	306	321	303	336	389	326	234
Home Occupation Registrations	7	7	5	14	7	16	23	15	16
Annual Alarm Notices	n/a	n/a	920	879	859	844	844	850	753

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Community Development Department for 2013 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2013 Positions
Director of Planning and Community Development	4	$64,794	$90,710	1
Planning & Zoning Coordinator	6	$43,532	$60,946	1
Chief Inspector	6	$43,532	$60,946	1
Code Enforcement Officer	7	$35,683	$49,954	1
Fire Marshal	7	$35,683	$49,954	1
Secretary	Union Contract	$18.38/hr	$27.54/hr	1
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:

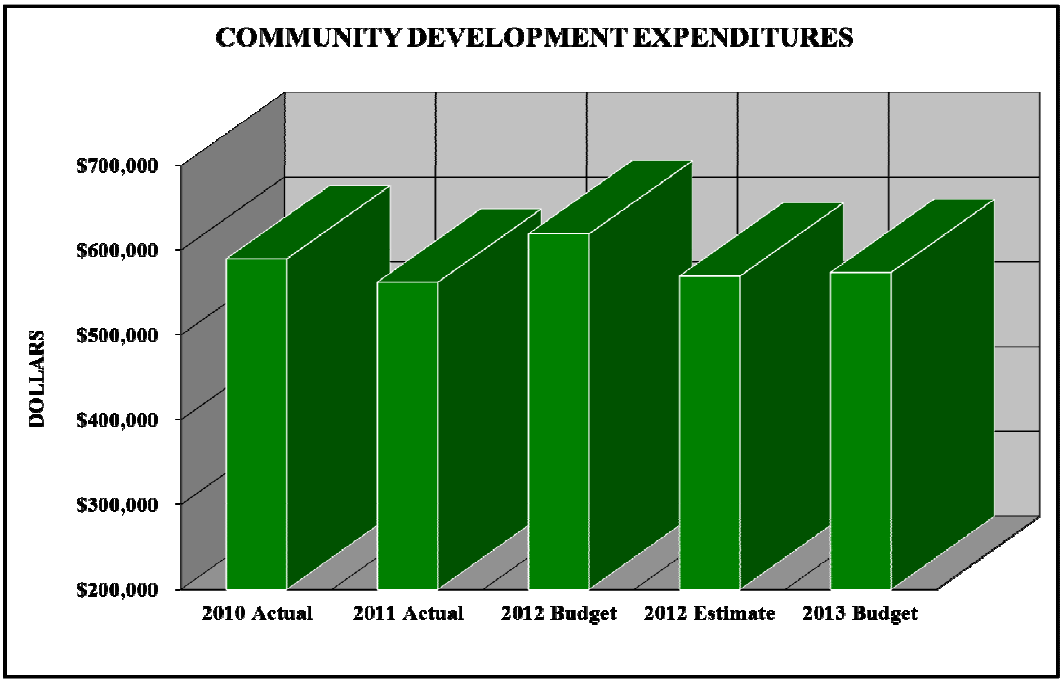
Position Title	Comm. Dev.	Public Works	Sanitary Sewer
Superintendent of Public Improvements	25.0%	50.0%	25.0%

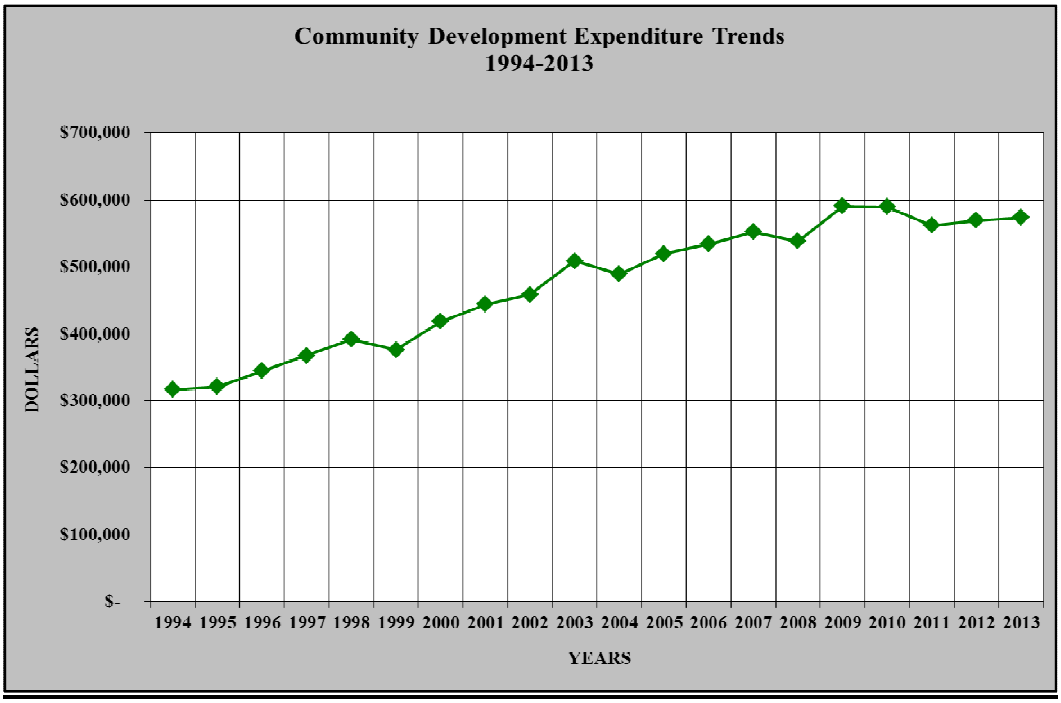
DEPARTMENT EXPENDITURES

Community Development Expenditures 01-30-301-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 312,323	$ 284,430	$ 290,351	$ 284,975	$ 279,370
110 Overtime Wages	156	1,319	1,000	1,250	1,000
120 Part-Time Wages	40,728	41,898	55,657	44,500	46,000
162 Group Life Insurance	3,245	3,007	3,055	2,430	2,380
163 Medical Insurance	77,679	57,222	52,899	47,158	49,936
164 Workers' Compensation	2,887	2,761	1,815	1,815	1,392
166 Pension Costs	25,268	29,606	30,616	32,387	20,666
167 Long-term Disability Insurance	2,248	2,178	2,178	1,350	883
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	26,473	24,260	26,546	25,300	24,967
Total Personal Services	$ 493,007	$ 448,681	$ 466,117	$ 443,165	$ 428,594
Contractual Services					
213 Professional Services-Legal	$ 604	$ 7,730	$ 1,500	$ 3,500	$ 3,000
220 Liability Insurance	18,802	18,320	18,471	20,027	20,403
230 Association Dues	1,729	1,664	1,850	1,850	2,000
231 Travel & Conference Expense	1,743	1,506	4,200	2,500	4,200
232 Personnel Training	1,238	1,711	1,800	1,800	1,800
250 Repairs & Maintenance-Office Equipment	7,700	6,534	8,000	7,000	8,000
274 Legal Advertising	-	-	750	500	750
275 Printing & Duplicating	672	1,291	1,250	2,000	1,500
290 Other Contractual Services	14,175	19,802	30,000	22,000	25,000
Total Contractual Services	$ 46,663	$ 58,558	$ 67,821	$ 61,177	$ 66,653
Commodities					
300 Office Furniture & Equipment	$ 545	$ 90	$ 1,000	$ 500	$ 1,000
301 Expendable Office Supplies	2,794	4,595	4,000	3,500	4,000
302 Books & Subscriptions	4,376	1,591	3,000	3,000	3,000
390 Other Supplies	454	-	1,000	500	1,000
Total Commodities	$ 8,169	$ 6,276	$ 9,000	$ 7,500	$ 9,000
Distributed Costs					
601 Dist. Vehicle Costs	$ 4,887	$ 4,897	$ 4,942	$ 4,942	$ 5,066
602 Dist. Data Processing Costs	37,002	43,798	71,102	52,591	60,815
Total Distributed Costs	$ 41,889	$ 48,695	$ 76,044	$ 57,533	$ 65,881
Total Comm. Development Expenditures	**$ 589,728**	**$ 562,210**	**$ 618,982**	**$ 569,375**	**$ 570,128**

BUDGETARY COMMENT

Funds requested for Community Development are $48,854 or 7.9% less than appropriated in 2012. The decrease is primarily due to personnel costs.





**Average Annual Cost Increase Rate – 2.85%*

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*			***$380,128***
How many real estate tax mills?		**0.07**	**$172,426**
Earned Income Tax per $100?	**$**	**2.28**	**$171,883**
Percentage of Other Taxes?		**0.21%**	**$35,819**

**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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Public Works Expenditures					
Personal Services	$ 2,234,763	$ 2,297,648	$ 2,440,903	$ 2,196,272	$ 2,381,105
Contractual Services	1,770,724	1,815,437	1,969,249	1,882,006	2,013,265
Commodities	930,442	1,036,534	1,173,300	964,700	1,174,900
Distributed Costs	(75,974)	(75,259)	(57,967)	(59,863)	(30,811)
Total Public Works Expenditures	**$ 4,859,955**	**$ 5,074,360**	**$ 5,525,485**	**$ 4,983,115**	**$ 5,538,459**

PUBLIC WORKS OVERVIEW

As the Public Works Department looks forward to 2013, its focus is on efficiency and the importance of providing first rate service to all of our residents. A stable and veteran department allows for accomplishment of this priority, along with tackling goals set forth in the Township Comprehensive Plan, scheduled Capital Projects and the 2013 Department Goals.

The Capital Projects Fund, guided by the Five-Year Capital Improvement Plan, continues to be vital as it supports essential programs such as the annual street paving program, the vehicle purchasing program and various important projects such as sidewalk construction, parks equipment replacement and field improvement.

The Sanitary Sewer Fund continues to support the corrections mandated in the Sanitary Sewer Administrative Consent Order, now in its 9th year of existence, maintenance and upgrades to our sanitary sewer infrastructure, and also maintenance and upgrades to our Brush Run and Deerfield Manor pumping stations. This fund is vital to the Municipality and assures that our aging system remains dependable and in good working condition.

Stable funding in the Parks Maintenance Fund has permitted the Department to maintain our 747 acres of parks and open spaces that provides our residents with enjoyable safe playgrounds, quality playing fields and developed trail systems.

The Public Works Department takes great pride in its tradition of providing a high level of service to all of our residents, and in the future, stable budgets, staff support and resident support will ensure this same level of quality service.

2012 DEPARTMENT ACCOMPLISHMENTS

- Completed construction and construction management of the Miracle Field Project
- Continued traffic and regulatory sign retroreflectivity upgrade program
- Continued to develop and identify the new Township wide software program in conjunction with Information Technology and all Departments
- Completed installation of Cook School Sidewalk Phase III
- Continued to implement Boyce Mayview Park wayfinding signage and trail identification signage
- Implemented an anti-icing program into our snow and ice removal operation
- Began the engineering, design and permit phase for the Mayview Sidewalk Phase I Project
- Completed privacy fencing and security gate for salt dome storage area
- Completed Boyce Gardens entry renovation consisting of entry signage, parking area, informational kiosk and material bins
- Completed Wetland Trail entrance signage and informational kiosk
- Completed Public Works mechanics' garage renovations and material storage renovations
- Completed Mayview Barn demolition project
- Completed construction of the Midway Trail at Gilfillan Trail Park
- Completed storm sewer extension on Little Meadow Road
- Completed engineering and bid selection process for 75 ton chiller replacement at the Administration Building
- Completed Phase I renovations to the Brush Run Pumping Station, consisting of infrastructure valving and bypass valve installation
- Completed the 2012 Street Resurfacing Program
- Installed new basketball standards at the Municipal Basketball Courts
- Began the Municipal Tot Lot Playground renovation, scheduled for completion in Spring of 2013
- Continued to work with the Township selected architect to finalize design for the Township Building space renovation project Phase I
- Continued the Sanitary Sewer Consent Order Phase II feasibility study and operation and maintenance process

Above: Cook School Road Sidewalk

2013 DEPARTMENT GOALS AND OBJECTIVES

- Continue Phase II and the Operation and Maintenance Program as it relates to the mandated Sanitary Sewer Consent Order
- Continue to manage the Township storm sewer system and make corrections where needed, using best management practices
- Continue to ensure the department uses best sustainability management practices and the department remains environmentally responsible
- Complete the Township wide park and wayfinding signage program
- Continue to develop, with available funding, the Township wide sidewalk and bikeway plan
- Attempt to acquire funding for the Boyce Mayview Park Perimeter Trail Phase III
- Complete Phase I of the Municipal Building Space Renovations, plan and budget for Phase II
- Continue to develop the Public Works snow removal liquid program to include the entire fleet
- Complete renovations to the Municipal Tot Lot
- Continue to work with Casey's Clubhouse, The Miracle League and Recreation to finalize design and plans for the Miracle Field Accessible Playground
- Complete Phase IV of Cook School Sidewalk from Winchester Drive to Scarlett Drive

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COMPREHENSIVE PLAN STATUS

The Township's Comprehensive Plan, which is updated every ten years, consists of goals and objectives for the community over the next decade. The 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: ***Incorporate signage related to the community's historic and natural resources into the Township's overall wayfinding system***

Update:
- Percent completion through 2012 = 80%
- Boyce Mayview Park signage design has been identified and installation has begun and is being located through the parks and trails as funding permits.
- Neighborhood parks signage has been upgraded through the 2012 Annual Parks Maintenance Budget
- Continue Traffic Sign Retroreflectivity improvements to bring the Township signage up to date with the Manual on Uniform Traffic Control Devices (MUTCD) standards by 2015
- Upgraded Perimeter Trails and Interior Trail Signage
- Upgraded Public Works Building and Public Works Storage signs
- Continue to develop a traffic, safety and street sign database
- Installed Boyce Gardens Signage and Kiosk
- Installed Wetlands Trail Signage and Kiosk

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:
- Percent completion through 2012 = 95%
- Athletic Fields are in their fourth full year of operation and are successfully being utilized
- Opened the Miracle Field at Boyce Mayview Park
- Groomed and trimmed back growth on all walking trails within Boyce Mayview Park
- Improved the parking area Bio-Swale System
- Completed demolition of the Mayview Barn

Goal: ***Explore the possibilities of creating a Township comprehensive park, recreation and open space plan***

Update:
- Percent completion through 2012 = 55%
- 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: ***Study facilities and space allocation for the Civic Center/Administration Building***

Update:
- Percent completion through 2012 = 40%
- Finalize plans and priorities for Phase I of the Administration Building space renovation project, prepare for bid and schedule for construction
- Finalize space analysis study for Phase II of Administration Building renovations
- Finalize cost and construction analysis of the building access security management system

Goal: ***Evaluate the suitability of and promote the best management practices through the completion of additional stormwater management***

Update:
- Percent completion through 2012 = 45%
- Public Works has developed a Comprehensive Stormwater Management Plan 2012-2016 and has requested funding in future budgets to institute phases and corrective action
- Continue to improve and rebuild all storm water inlets
- Continue to replace failing storm sewer lines, as funding permits
- Completed McLaughlin Run Stream Fish Habitat Project
- Improved parking lot bio-swales at the C&RC

Goal: ***Complete improvements of the EPA Consent Order and, as appropriate, in conjunction with surrounding municipalities***

Update:
- Phase I of Consent Order 100% completed
- Continue to complete Phase II mandates as scheduled
- Continue to Rehabilitate sanitary sewer manholes as Budget permits
- Continue to work on feasibility and probability of future sanitary sewer construction plans
- Complete Phase I of upgrades to the Brush Run Pump Station
- Begin engineering and planning for Phase II of the Brush Run Pumping Station
- Continue to work with Alcosan, Gateway Engineers and Peters Township towards the elimination of the Deerfield Sanitary Sewer Pumping Station

Goal: ***Prioritize sidewalk/bikeway segments and produce a time schedule for their construction***

Update:
- Percent completion through 2012 = 50%
- Funding requested in 2013 to begin construction of highest priority segments of the sidewalk master plan
- Complete Cook School Sidewalk Phase III between Taper Drive and Winchester Drive
- Begin planning Cook School Sidewalk Phase IV from Winchester Drive to Scarlett Drive
- Continue engineering and permit phase for Mayview Sidewalk Phase I from Perimeter Trail to 1481 Mayview Road

COMPREHENSIVE PLAN STATUS (Continued)

Goal:	***Continue to collaborate with the Upper St. Clair School District to expand joint opportunities for cultural, recreational and educational programming.***
Update:	• 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 • Develop a list of future priorities for all playing fields for the purpose of planning and budgeting

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DEPARTMENT STATISTICS AND BENCHMARKS

Public Works Benchmarks & Statistics	2010	2011	2012
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	97.0%	95.0%	95.0%
% Permit Inspections performed in a timely manner	100.0%	100.0%	100.0%
Workload			
Sanitary Sewer & Storm Sewer			
Storm Drain Inlets inspected and/or cleaned	125	70	55
Miles of open/closed storm drains cleaned	1.5 miles	1.3 miles	1.6 miles
Miles of Sanitary Sewer lines cleaned/inspected	31 Miles	38 miles	31 miles
Street & Sidewalk Program			
Square feet of deteriorated pavement replaced	385,000 sf	476,631 sf	479,568 sf
Lineal feet of deteriorated pavement sealed	50,000 lf	55,738 lf	50,000 lf
Square feet of Sidewalks Built	3,273 sf	7,500 sf	7,240 sf
Miles of roadway swept annually	1,786 Miles	1,800 Miles	1,337 Miles
Amount of Debris removed by Street Sweepers	174 Tons	165 tons	165 tons
Vehicle & Equipment Maintenance			
Number of Vehicles maintained by Public Works	80	80	80
Number of Pieces of Equipment maintained by Public Works	84	84	84
Number of Vehicles per mechanic	40	40	40
Number of Work Orders processed	3,582	2,469	2,496

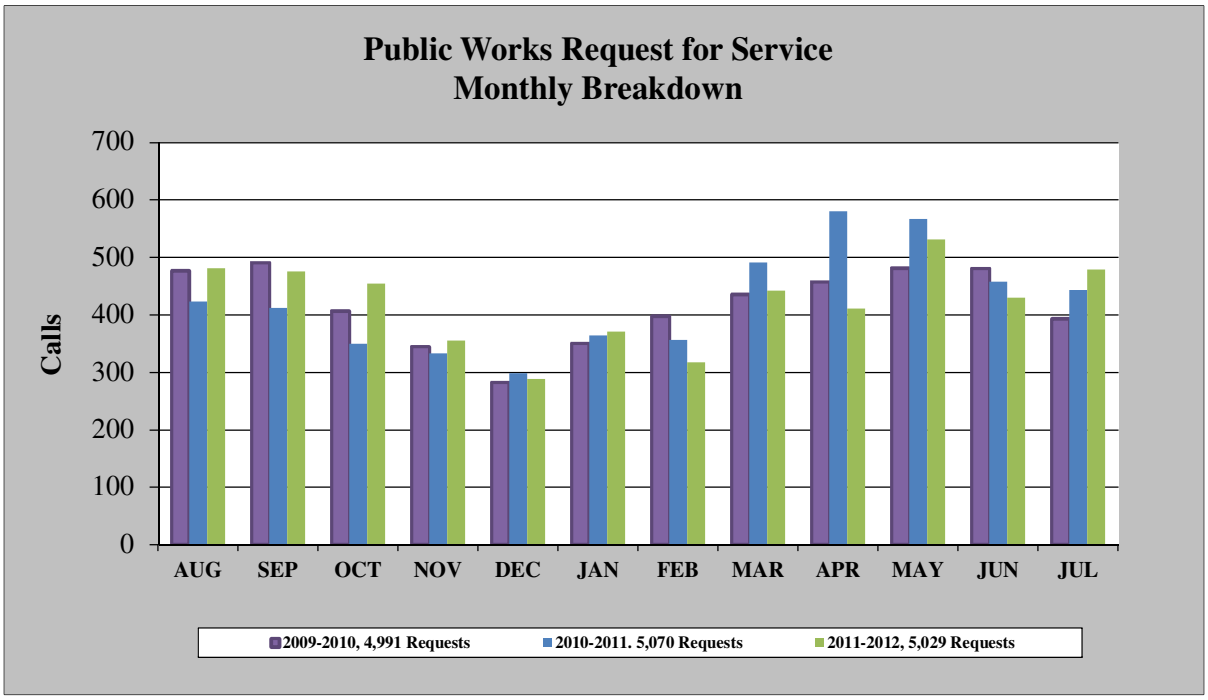
Requests for Service: One Calls and Blue Cards, which comprise approximately 40% of Public Works requests for service, are detailed below:

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.

PUBLIC WORKS REQUESTS FOR SERVICE
AUGUST 2011 - JULY 2012

	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Total
One Calls	176	183	160	132	99	87	88	140	168	196	134	133	**1,696**
Blue Cards/Police	29	39	34	20	19	28	29	22	16	21	21	31	**309**
Inspections	0	1	0	2	1	0	0	2	3	3	1	8	**21**
Ballfield Maintenance	1	1	0	1	0	0	0	11	12	3	4	4	**37**
Building Maintenance	28	21	20	16	21	19	9	19	12	17	17	25	**224**
Dead Animal	19	36	35	7	7	6	13	14	15	27	22	33	**234**
Dye Tests	22	16	22	15	14	24	20	39	32	55	37	39	**335**
Forestry	20	17	13	2	4	8	5	11	10	14	16	18	**138**
Garbage	53	44	36	50	32	51	31	52	34	49	64	45	**541**
Ground Maintenance General	11	0	5	3	2	3	6	4	10	20	16	25	**105**
Leaf Recycling	0	0	30	23	8	0	0	0	0	1	0	0	**62**
Mailbox/Snowplow Damage	0	0	0	0	0	7	2	0	0	1	0	1	**11**
Manhole Repair	2	0	0	0	0	0	2	1	1	1	0	0	**7**
Other	18	25	28	29	15	20	24	21	24	33	23	21	**281**
Parks	23	22	10	4	7	9	11	15	17	26	19	29	**192**
Recycling	39	27	19	17	26	52	22	27	25	29	18	32	**333**
Sanitary Sewer	4	1	2	3	3	2	3	6	2	7	3	0	**36**
Sewer backup	2	0	4	4	3	0	4	2	3	2	2	1	**27**
Signs	10	22	16	6	11	14	25	9	12	8	5	14	**152**
Snow/Ice	0	0	0	0	1	12	1	0	0	0	0	0	**14**
Snow/rain storms	0	2	0	0	0	5	2	1	0	0	0	0	**10**
Special Events	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Storm Sewer	6	7	5	3	2	6	5	15	0	6	11	8	**74**
Street Repair	8	8	11	10	7	12	9	24	4	5	8	7	**113**
Street/Park Resurfacing Program	7	0	0	0	0	0	0	0	1	4	7	2	**21**
Water Problems	3	1	4	7	6	4	6	7	8	2	0	1	**49**
Yard Damage	0	2	0	1	0	1	0	0	1	0	1	1	**7**
Golf Course	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Total Requests for Service	**481**	**475**	**454**	**355**	**288**	**370**	**317**	**442**	**410**	**530**	**429**	**478**	**5,029**
Requests Outstanding	**<1%**	**<1%**	**<1%**	**<1%**	**<1%**	**<1%**	**<1%**	**<1%**	**<1%**	**<1%**	**<1%**	**<1%**	

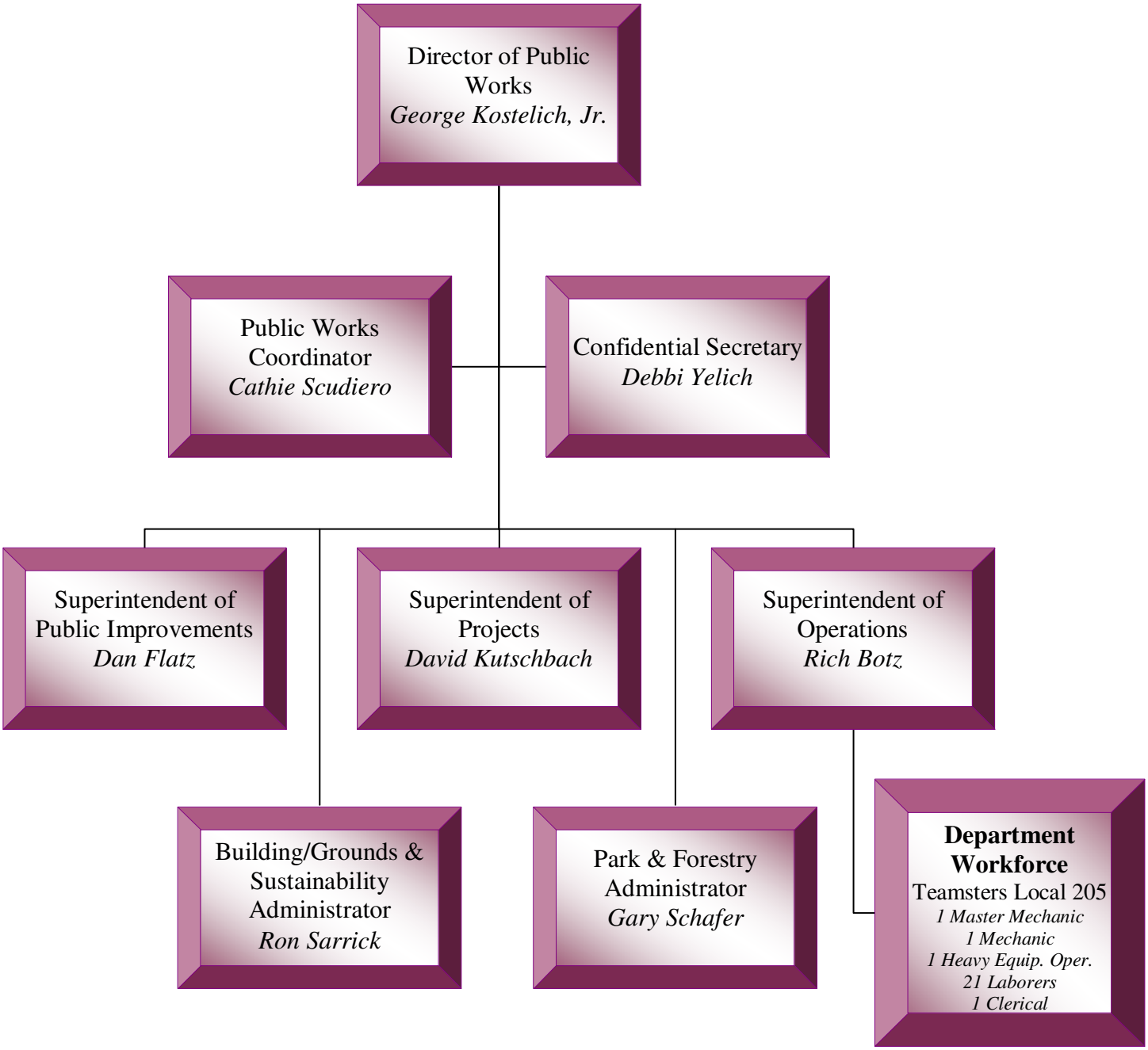


DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Public Works Department for 2013 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2013 Positions
Director of Public Works	3	$79,044	$110,665	1
Superintendent of Public Improvements	4	$64,794	$90,710	1
Superintendent of Operations	4	$64,794	$90,710	1
Superintendent of Projects	4	$64,794	$90,710	1
Building/Grounds & Sustainability Administrator	5	$53,107	$74,349	1
Park & Forestry Administrator	6	$43,532	$60,946	1
Confidential Secretary to the Director of Public Works	8	$23,789	$41,629	1
Department Coordinator	8	$23,789	$41,629	1
Teamsters Local 205	Union Contract	$12.30/hr	$29.21/hr	25
Total				**33**

Public Works - Local 205 Union Contract 2013 Salary & Wage Scale		
I.	Master Mechanic	$29.21/hr
II.	Mechanic	$28.17/hr
III.	Heavy Equipment Operator	$28.17/hr
IV.	Foreman	$28.17/hr
V.	Laborer III (after 36 mos.)	$26.31/hr
	Laborer II (13-36 months)	$23.87/hr
	Laborer I (0-12 months)	$21.39/hr
VI.	Semi-Skilled Laborer III	$19.12/hr
	Semi-Skilled Laborer II	$17.57/hr
	Semi-Skilled Laborer I	$16.17/hr
	Semi-Skilled Laborer Probationary	$12.30/hr
VII.	C&RC Attendant	$18.07/hr
VIII.	Public Works Clerk	$24.28/hr



Budgetary Allocations

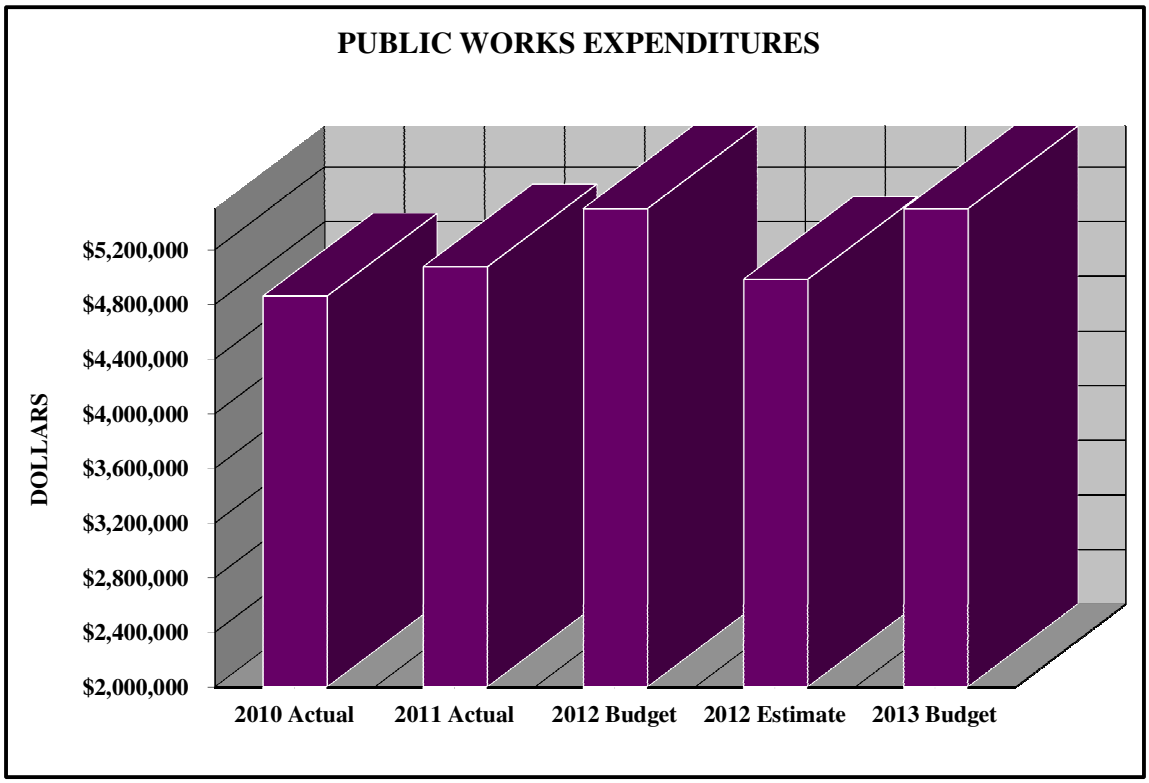
Certain Township employees have responsibilities outside of their primary department. A budgetary allocation for Public Works employee's wages and benefits has been made as follows:

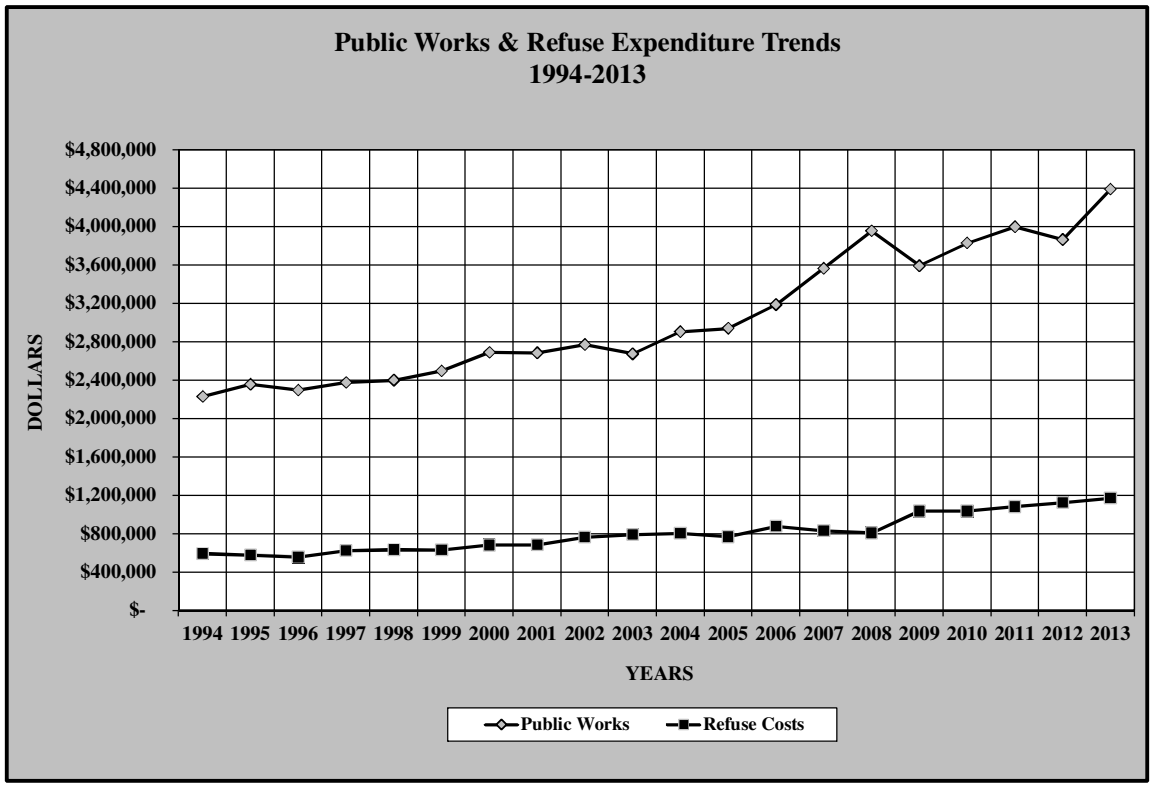
Position Title	Public Works	Comm. Dev	Sanitary Sewer	BM RAD
Superintendent of Public Improvements	50.0%	25.0%	25.0%	n/a
Superintendent of Projects	n/a	n/a	100.0%	n/a
Park & Forestry Administrator	n/a	n/a	n/a	100.0%

DEPARTMENT EXPENDITURES

Public Works Expenditures 01-40-401-500 TO 01-40-418-500	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 1,061,510	$ 1,118,743	$ 1,216,417	$ 1,105,989	$ 1,180,385
110 Overtime Wages	170,357	127,086	152,400	120,050	157,000
111 Snow Driver Wages	2,365	1,539	2,000	1,100	2,000
120 Part-Time Wages	61,122	67,693	77,300	64,100	72,500
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	99,072	100,328	111,069	99,067	108,296
199 Overhead Distribution	831,737	873,659	873,117	797,366	852,324
Total Personal Services	$ 2,234,763	$ 2,297,648	$ 2,440,903	$ 2,196,272	$ 2,381,105
Contractual Services					
211 Professional Services-Engineering	$ 30,900	$ 48,420	$ 34,000	$ 34,000	$ 34,000
217 Miscellaneous Consulting Services	1,969	2,611	3,000	2,525	2,700
220 Liability Insurance	29,595	28,836	29,074	31,523	32,115
221 Flood/Property Damage Insurance	21,534	22,813	23,000	26,048	27,000
222 Vehicle Insurance	44,650	43,434	44,500	43,960	44,500
230 Association Dues	1,185	1,860	1,600	1,600	1,700
231 Travel & Conference Expense	1,229	3,405	4,000	5,500	5,000
240 Water and Sewerage	57,560	54,193	65,750	63,250	67,500
241 Natural Gas	35,725	33,910	48,600	37,800	41,000
242 Electricity	185,956	165,967	164,050	174,025	177,050
243 Telephone	72	72	75	75	100
244 Street Light Installation	-	-	600	-	600
252 Communication Equipment Mte.	4,903	4,178	7,000	5,000	6,000
253 Traffic Signal Maintenance	6,254	7,915	12,000	8,000	10,000
254 Repairs & Maintenance-Vehicles	29,622	14,460	31,000	20,000	25,000
255 Repairs & Maintenance-Building	32,243	39,583	45,000	45,000	47,000
256 Heating/Air Conditioning Mte.	21,725	20,913	50,000	20,000	46,000
271 Garbage Collection Services	829,384	863,378	898,500	897,600	934,000
272 Recycling Collection Services	204,322	212,063	220,900	220,900	230,000
290 Other Contractual Services	214,134	229,864	256,600	225,200	254,000
299 Annual Park Maintenance Prog.	17,762	17,562	30,000	20,000	28,000
Total Contractual Services	$ 1,770,724	$ 1,815,437	$ 1,969,249	$ 1,882,006	$ 2,013,265

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Commodities					
300 Office Furniture & Equipment	$ 1,701	$ 4,999	$ 5,000	$ 4,900	$ 5,000
301 Expendable Office Supplies	6,254	8,516	6,500	6,500	7,000
305 Building Maintenance Equipment	8,518	10,279	16,000	14,000	16,000
306 Building Maintenance Supplies	50,734	55,385	60,000	60,000	60,000
311 Traffic Control Parts	5,932	7,670	20,000	7,000	18,000
312 Traffic Paint	12	376	1,000	500	1,000
313 Street Sign Supplies	1,571	4,635	10,000	5,000	7,000
315 Construction Supplies	74,166	100,327	121,500	87,000	121,500
316 Asphalt Supplies	13,744	13,283	15,500	13,500	15,000
319 Snow & Ice Chemicals	317,129	349,073	365,000	275,000	365,000
326 Tennis Court Supplies	-	-	500	-	500
327 Botanical Supplies	53,623	52,787	76,000	59,000	71,000
328 Park Maintenance Supplies	19,031	19,250	25,000	22,500	26,000
340 Vehicle Supplies	77,407	69,295	90,000	75,000	88,000
341 Fuels & Lubricants	183,842	222,061	212,000	212,000	220,000
342 Mechanical Equipment & Supplies	36,640	30,902	41,000	33,000	43,000
343 Tools & Equipment	16,504	19,452	24,500	26,500	27,500
344 Tires	33,704	28,507	34,000	25,000	34,000
390 Other Supplies	29,930	39,737	49,800	38,300	49,400
Total Commodities	$ 930,442	$ 1,036,534	$ 1,173,300	$ 964,700	$ 1,174,900
Distributed Costs					
600 Scrap Metal Account	$ 4,016	$ 4,718	$ 3,250	$ 4,000	$ 4,000
601 Dist. Vehicle Costs	(76,751)	(76,950)	(77,650)	(77,650)	(79,591)
602 Dist. Data Processing Costs	37,002	34,578	56,133	41,519	81,087
605 Dist. Boyce Mayview RAD Costs	(40,241)	(37,605)	(39,700)	(27,732)	(36,307)
Total Distributed Costs	$ (75,974)	$ (75,259)	$ (57,967)	$ (59,863)	$ (30,811)
Total Public Works Expenditures	**$ 4,859,955**	**$ 5,074,360**	**$ 5,525,485**	**$ 4,983,115**	**$ 5,538,459**



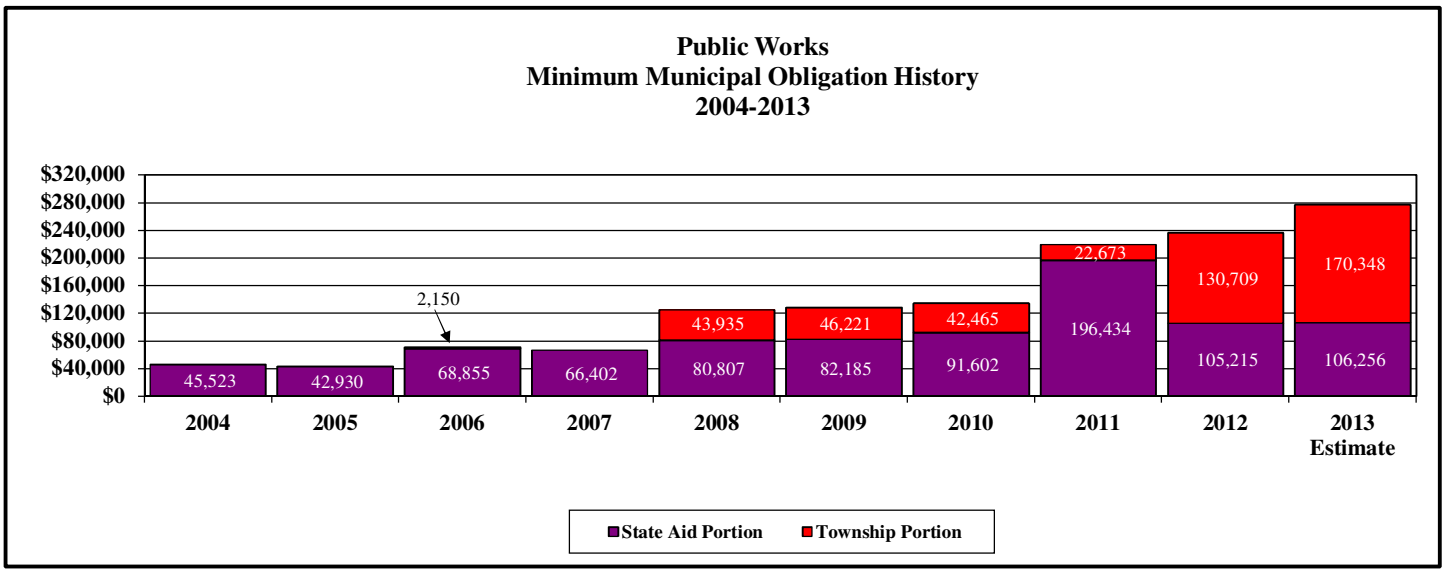


**Public Works - Average Annual Cost Increase Rate – 3.85%*
**Refuse Collection - Average Annual Cost Increase Rate – 2.78%*

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 2004 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*			***$4,041,818***
How many real estate tax mills?		**0.79**	**$1,833,369**
Earned Income Tax per $100?	**$**	**24.21**	**$1,827,597**
Percentage of Other Taxes?		**2.28%**	**$380,853**

**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 10-1-2012)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2005 040	2005	Chevy	Pick-Up	118,596	8	Fair	2013
2	2006 052	2006	Chevy	Pick-Up	112,997	7	Fair	2013
3	2007 042	2007	Chevy	Silverado Pick-up	59,278	6	Good	2014
4	2009 029	2009	Chevy	Colorado Pick-Up	35,760	4	Good	2016
5	2012 001	2012	Chevy	Colorado Pick-Up	1,492	1	Excellent	2019
Utility Trucks								
1	2000 018	2000	Ford	Pick-Up Utility	47,869	13	Poor	2013
2	2001 056	2001	Ford	Pick-Up Utility	34,407	12	Fair	2014
3	2001 057	2001	Ford	Pick-Up Utility	80,922	12	Poor	2013
4	2006 049	2006	Ford	Pick-Up Utility	19,745	7	Good	2016
5	2006 050	2006	Ford	Pick-Up Utility	29,497	7	Good	2019
6	2005 041	2006	Ford	Pick-Up Utility	32,858	7	Fair	2017
7	2003 066	2003	Ford	Pick-Up Utility	35,033	10	Good	2014
8	2007 052	2008	Ford	F-550	40,072	5	Good	2015
9	2007 053	2008	Ford	F-550	26,548	5	Good	2015
10	2007 055	2008	Ford	F-550	15,838	5	Good	2015
11	2006 051	2007	Ford	F-550	29,689	6	Good	2015
12	2008 067	2008	Ford	F-550	19,654	5	Good	2015
13	2010 045	2011	Ford	F-550 XL Tr	97,446	2	Excellent	2017
14	2010 046	2011	Ford	F-550 XL Tr	10,319	2	Excellent	2017
15	2011 052	2011	Ford	F-550	4,889	2	Excellent	2018
16	2008 066	2008	Dodge	Vehicle	10,251	5	Good	2018
17	2002 061	2002	Ford	Bucket Truck	7,893	11	Good	2015
18	2005 039	2006	Ford	Econoline 350 Van	19,463	7	Good	2016

Public Works Vehicles (Continued)

	Asset Tag	Year	Make	Model	Mileage (as of 10-1-2012)	Age in Years	Condition	Anticipated Replacement Year
Dump Trucks								
1	2003 065	2004	Int'l	Dump	13,201	9	Good	2014
2	2001 059	2002	Int'l	Dump	19,948	11	Fair	2013
3	2002 060	2002	Int'l	Dump	181,223	11	Fair	2013
4	2004 047	2005	Int'l	Dump	13,693	8	Good	2015
5	2007 054	2008	Int'l	Dump	9,213	5	Good	2018
6	2009 048	2010	Int'l	Dump	4,500	3	Good	2020
7	2010 044	2011	Int'l	Dump	1,173	2	Excellent	2021
8	2011 051	2012	Int'l	Dump	1,901	1	Excellent	2022
Other Vehicles								
1	1995 001	1995	CAT	Loader	9,149 hrs	18	Poor	2013
2	2003 005	2003	CAT	Wheel Loader	7,623 hrs	10	Good	2018
3	2003 060	2003	Int'l	Sewer Jet	2,481	10	Good	2014
4	2001 007	2010	Massey	Flail Mower	8,888 hrs	3	Excellent	2020
5	2002 062	2003	Sterling	Sweeper	30,042	10	Fair	2014
6	2010 027	2010	Toro	Groundsmaster 5910	1,744 hrs	3	Good	2016
7	2012 002	2012	JCB	Backhoe 3CX15	103	1	Excellent	2022

Public Works Equipment

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
1	112H8V3277LO73142	2007	20 Ton Trailer	6	Good	As Needed
2	HSRA 36"	2001	3 M Sign Machine	12	Good	As Needed
3	209 ABS2	2011	Accubrine Automated Brine Maker	2	Excellent	As Needed
4	Not Applicable	1993	Aeroway 8' Quickaway Tire Angle Aerator	20	Fair	DNR
5	1020211	2010	Asphalt Planer	3	Good	As Needed
6	1ZFUF0819NB001827	1992	Asphalt Trailer	21	Fair	As Needed
7	Not Applicable	1993	Asphalt Wacker	20	Fair	As Needed
8	6781	1993	Bandit Chipper	20	Fair	2015
9	28-1491	2009	Bannerman Diamond Master Groomer	4	Good	2019
10	28-1236	1999	Bannerman Infield Renovator	14	Poor	As Needed

Public Works Equipment (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
11	15-0452-010012093	1993	Bannerman Turf Topper	20	Good	As Needed
12	961667WP	2001	Bermeme FB-60S Gas Driving Hammer	12	Poor	As Needed
13	CAT037CLBNE01989	2008	Caterpillar Backhoe	5	Good	2018
14	15355	1997	Chicago Pneumatic Air Comp.	16	Good	As Needed
15	EG0932-040552	2009	Club Car Utility Vehicle	4	Good	2014
16	473A51215L1110643	1990	Cronkite Trailer	23	Fair	As Needed
17	431FS101981000714	2008	Cross Country Roller Trailer	5	Good	As Needed
18	36590	2001	Esab Plasma Cutter	12	Good	As Needed
19	12D-GX160	2008	Gorman-Rupp Water 1 Pump 2"	5	Good	As Needed
20	13A52-GX390	2008	Groman-Rupp Water 1 Pump 3"	5	Good	As Needed
21	1ZFUF2015NB002058	1992	Groundsmaster Trailer	21	Fair	As Needed
22	4K8AX1213X1A40828	1999	Groundsmaster Trailer	14	Good	As Needed
23	209 DAS-12725G1004	2011	GVM Anti-Icing Unit	2	Good	As Needed
24	209 DAS-13725G1007	2012	GVM Anti-Icing Unit	1	Excellent	As Needed
25	1H9X151019C122006	2009	Harben Sewer Jet	4	Good	2024
26	27231284	2008	Hoffman 1625EM Tire Changer	5	Good	2018
27	G84BB012	2008	Hoffman 2400 Tire Balancer	5	Good	2018
28	H1202-71693	2002	Hotsy Gas-Fired Pressure Washer	11	Fair	As Needed
29	W004X2X080512	2002	John Deere 4x2 Gator	11	Fair	DNR
30	Not Applicable	2000	Jumping Jack Tamper	13	Good	As Needed
31	36739	2005	Kubota Tractor	8	Good	2015
32	KRTV900A61068850	2007	Kubota RTV Utility #1	6	Good	2016
33	KRTV900A61068851	2007	Kubota RTV Utility #2	6	Good	2016
34	89681	2008	Kubota RTV900 Utility Vehicle #3	5	Good	2014
35	89684	2008	Kubota RTV900 Utility Vehicle #4	5	Good	2014
36	L5240HSTC	2012	Kubota Tractor	1	Excellent	2022
37	18388	2012	Kubota RTV	1	Excellent	As Needed
38	23201110025018	2004	Lely Broadcast Spreader	9	Good	As Needed
39	Not Applicable	2010	Liftmore	3	Excellent	DNR
40	10930160	2002	Line Painter	11	Fair	DNR
41	1ZFUF1018SB002433	1992	Line Painting Trailer	21	Good	As Needed
42	MA4106664	2011	Miller Welder 275 EFI	2	Good	As Needed
43	CE1311998	2005	Multiguip plate compactor	8	Good	As Needed
44	5401	1996	National Triplex Mower	17	Fair	As Needed

Public Works Equipment (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
45	TN55-1198663	2000	New Holland Tractor	13	Good	As Needed
46	5HLET08107FO72491	2007	Pavement Cutting Trailer	6	Good	As Needed
47	30980	2009	Pro Tech Sno Pusher	4	Good	As Needed
48	JP008F006	2008	Rotary Electric Lift	5	Good	As Needed
49	Not Applicable	1972	Ryan Renothin	41	F/P	DNR
50	544954C	2011	Ryan Sod Cutter	2	Good	As Needed
51	Not Applicable	1972	Ryan Turf Aerator	41	Poor	As Needed
52	Serial No. 110	2003	Ryan Turf Aerator	10	Good	2013
53	SE1823E	2004	Seeda-Vator	9	Good	As Needed
54	VS03535	2002	Sewer Machine	11	Good	DNR
55	97251	2001	Swenson Tailgate Conveyor	12	Fair	As Needed
56	21302982	2005	Takeuchi Loader	8	Good	2015
57	1ZFCF1422TB004687	1996	Takeuchi Trailer	17	Good	As Needed
58	209-F6-4812	2011	Tennsmith Metal Brake	2	Excellent	As Needed
59	5HLUT122X8FO81901	2008	Top Brand 6x12 Trailer (Tom's)	5	Good	As Needed
60	250000319	2005	Toro 580-D Mower	8	Fair	DNR
61	250000221	2005	Toro 3100D Reelmower	8	Good	2016
62	270000482	2007	Toro 3500D Sidewinder	6	Good	2016
63	S270000176	2008	Toro Debris Blower 600	5	Good	As Needed
64	260000507	2007	Toro Field Line Painter 1200	6	Fair	As Needed
65	04021-230001808	2004	Toro Greenmaster Flex 21	9	Good	As Needed
66	Not Applicable	1994	Toro Greensmaster	19	Fair	As Needed
67	04129-60248	1996	Toro Greensmaster	17	Fair	As Needed
68	200000519	2002	Toro Greensmaster	11	Fair	As Needed
69	2600003001	2007	Toro Greensmaster 1600	6	Good	As Needed
70	230000128	2008	Toro Greensmaster 500	5	Good	As Needed
71	312000325	2012	Toro Groundsmaster 3280-D	1	Excellent	2018
72	312000285	2012	Toro Groundsmaster 3280-D 4WD	1	Excellent	2019
73	S280000207	2008	Toro Groundsmaster 4500-D	5	Good	2015
74	S290000147	2009	Toro Groundmaster 7210	4	Good	2014
75	290000352	2009	Toro Groundsmaster 3500-D	4	Good	2013
76	S290000455	2009	Toro Grandstand 48" Mower	4	Good	2017
77	270000433	2007	Toro Infield Pro 3040	6	Good	DNR
78	312000210	2012	Toro Infield Pro 5040	1	Excellent	As Needed
79	S280000106	2008	Toro Pro Core 864	5	Good	As Needed
80	312000101	2012	Toro Procore Processor	1	Excellent	As Needed
81	60100	2001	Toyota Forklift	12	Good	2015
82	135-100-220	2009	Tuff Screen Player Protector	4	Excellent	As Needed
83	TG525	2004	Vermeer Tub Grinder	9	Good	2016
84	Not Applicable	1987	Vicon Spreader	26	Fair	DNR
85	5788322	2008	Wacker Vibratory Roller	5	Good	As Needed
86	270-245-419	2009	Weighted Field Tarp	4	Excellent	As Needed

GENERAL FUND

PUBLIC WORKS DEPARTMENTS

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Administration Expenditures					
Personal Services	$ 442,067	$ 469,554	$ 480,527	$ 469,737	$ 518,209
Contractual Services	61,072	67,420	68,174	75,171	76,815
Commodities	10,390	16,147	14,000	13,900	14,500
Distributed Costs	41,018	39,296	59,383	45,519	85,087
Total Administration Expenditures	**$ 554,547**	**$ 592,417**	**$ 622,084**	**$ 604,327**	**$ 694,611**

PUBLIC WORKS ADMINISTRATION OVERVIEW

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

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

In addition, the Public Works Department is responsible for the implementation of snow and ice control contracts and general road maintenance contracts 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 Expenditures 01-40-401-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 315,463	$ 331,430	$ 348,301	$ 322,089	$ 352,729
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	24,940	26,087	26,932	24,927	27,271
199 Overhead Distribution	99,664	110,038	103,294	120,721	136,209
Total Personal Services	$ 442,067	$ 469,554	$ 480,527	$ 469,737	$ 518,209
Contractual Services					
217 Miscellaneous Consulting Services	$ 1,444	$ 2,086	$ 2,000	$ 2,000	$ 2,000
220 Liability Insurance	29,595	28,836	29,074	31,523	32,115
221 Flood Insurance	15,534	16,813	17,000	20,048	21,000
230 Association Dues	1,185	1,860	1,600	1,600	1,700
231 Travel & Conference Expense	1,229	3,405	4,000	5,500	5,000
290 Other Contractual Services	12,085	14,420	14,500	14,500	15,000
Total Contractual Services	$ 61,072	$ 67,420	$ 68,174	$ 75,171	$ 76,815
Commodities					
300 Office Furniture & Equipment	$ 1,701	$ 4,999	$ 5,000	$ 4,900	$ 5,000
301 Expendable Office Supplies	6,254	8,516	6,500	6,500	7,000
390 Other Supplies	2,435	2,632	2,500	2,500	2,500
Total Commodities	$ 10,390	$ 16,147	$ 14,000	$ 13,900	$ 14,500
Distributed Costs					
600 Scrap Metal Account	$ 4,016	$ 4,718	$ 3,250	$ 4,000	$ 4,000
602 Dist. Data Processing Costs	37,002	34,578	56,133	41,519	81,087
Total Distributed Costs	$ 41,018	$ 39,296	$ 59,383	$ 45,519	$ 85,087
Total Administration Expenditures	**$ 554,547**	**$ 592,417**	**$ 622,084**	**$ 604,327**	**$ 694,611**

BUDGETARY COMMENT

Funds requested for Public Works Administration in 2013 are $72,527 or 11.7% more than appropriated in 2012. This increase is mainly due to personnel and distributed data processing cost increases.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Engineering Expenditures					
Personal Services	$ 6,600	$ 6,600	$ 6,600	$ 6,600	$ 6,600
Contractual Services	30,900	48,420	34,000	34,000	34,000
Total Engineering Expenditures	**$ 37,500**	**$ 55,020**	**$ 40,600**	**$ 40,600**	**$ 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**	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 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	$ 30,900	$ 48,420	$ 34,000	$ 34,000	$ 34,000
Total Contractual Services	$ 30,900	$ 48,420	$ 34,000	$ 34,000	$ 34,000
Total Engineering Expenditures	**$ 37,500**	**$ 55,020**	**$ 40,600**	**$ 40,600**	**$ 40,600**

BUDGETARY COMMENT

The Township anticipates the same level of project activity for 2013; therefore, funds requested for Engineering Services remain consistent with 2012.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Civic Activities Expenditures					
Personal Services	$ 21,608	$ 14,693	$ 19,672	$ 10,180	$ 12,578
Contractual Services	12,529	12,393	13,000	12,500	13,000
Commodities	13,625	12,535	17,000	13,500	17,000
Total Civic Activities Expenditures	**$ 47,762**	**$ 39,621**	**$ 49,672**	**$ 36,180**	**$ 42,578**

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, National Public Works Day 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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 6,682	$ 4,362	$ 5,579	$ 3,000	$ 3,151
110 Overtime Wages	4,108	5,361	5,000	4,000	5,000
120 Part Time Wages	3,194	-	3,100	64	1,000
198 Social Security Expense	1,067	737	1,046	540	700
199 Overhead Distribution	6,557	4,233	4,947	2,576	2,727
Total Personal Services	$ 21,608	$ 14,693	$ 19,672	$ 10,180	$ 12,578
Contractual Services					
290 Other Contractual Services	$ 12,529	$ 12,393	$ 13,000	$ 12,500	$ 13,000
Total Contractual Services	$ 12,529	$ 12,393	$ 13,000	$ 12,500	$ 13,000
Commodities					
315 Construction Supplies	$ 23	$ 200	$ 1,000	$ 500	$ 1,000
390 Other Supplies	13,602	12,335	16,000	13,000	16,000
Total Commodities	$ 13,625	$ 12,535	$ 17,000	$ 13,500	$ 17,000
Total Civic Activities Expenditures	**$ 47,762**	**$ 39,621**	**$ 49,672**	**$ 36,180**	**$ 42,578**

BUDGETARY COMMENT

Funds proposed in 2013 for Civic Activities are $7,094 less than appropriated in 2012. 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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Snow & Ice Control Expenditures					
Personal Services	$ 308,437	$ 181,614	$ 236,093	$ 145,089	$ 181,915
Contractual Services	525	525	1,000	525	700
Commodities	343,861	375,723	398,100	298,100	398,300
Distributed Costs	(40,241)	(37,605)	(39,700)	(27,732)	(36,307)
Total Snow & Ice Control Expenditures	**$ 612,582**	**$ 520,257**	**$ 595,493**	**$ 415,982**	**$ 544,608**

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 25,000 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.

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

Unlike most public service operations, it is impossible to accurately predict costs of snow and ice control. The 2013 snow and ice control budget is based on a thirteen (13) 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 1999 to 2012:

Year	Snowfall Winter Season (Inches)	Season Average Temperature	Number of De-Icing Efforts
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	41
2010-2011	56.2	32.6	55
2011-2012	36.9	32.6	29
Average Season	**44.4**	**34.8**	**36**

Snow & Ice Control Expenditures 01-40-404-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 76,081	$ 37,115	$ 50,618	$ 22,000	$ 23,278
110 Overtime Wages	138,846	96,706	125,000	94,000	125,000
111 Snow Driver Wages	2,365	1,539	2,000	1,100	2,000
198 Social Security Expense	16,482	10,236	13,588	8,958	11,496
199 Overhead Distribution	74,663	36,018	44,887	19,031	20,141
Total Personal Services	$ 308,437	$ 181,614	$ 236,093	$ 145,089	$ 181,915
Contractual Services					
217 Miscellaneous Consulting Services	$ 525	$ 525	$ 1,000	$ 525	$ 700
Total Contractual Services	$ 525	$ 525	$ 1,000	$ 525	$ 700
Commodities					
319 Snow & Ice Chemicals	$ 317,129	$ 349,073	$ 365,000	$ 275,000	$ 365,000
342 Mechanical Equipment Supplies	23,684	23,641	30,000	20,000	30,000
390 Other Supplies	3,048	3,010	3,100	3,100	3,300
Total Commodities	$ 343,861	$ 375,723	$ 398,100	$ 298,100	$ 398,300
Distributed Costs					
605 Dist. Boyce Mayview RAD Costs	$ (40,241)	(37,605)	$ (39,700)	$ (27,732)	$ (36,307)
Total Distributed Costs	$ (40,241)	$ (37,605)	$ (39,700)	$ (27,732)	$ (36,307)
Total Snow & Ice Control Expenditures	**$ 612,582**	**$ 520,257**	**$ 595,493**	**$ 415,982**	**$ 544,608**

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 2013 are $50,885 less than appropriated in 2012. This is due to a decrease in personnel costs.

Above: Public Works AccuBrine System

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Storm Sewer Mte. Expenditures					
Personal Services	$ 90,494	$ 73,636	$ 86,196	$ 59,468	$ 63,198
Contractual Services	1,050	952	3,000	3,000	3,000
Commodities	61,641	65,427	75,000	60,000	75,000
Total Storm Sewer Mte. Expenditures	**$ 153,185**	**$ 140,015**	**$ 164,196**	**$ 122,468**	**$ 141,198**

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 fifteen years and the following is a summary of the past seven and a half years of activity:

	2005	2006	2007	2008	2009	2010	2011	Oct-12
Number of Storm Sewer Inlets Rebuilt/Maintained	96	60	97	113	52	62	64	87

Storm Sewer Mte. Expenditures 01-40-405-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 43,636	$ 35,579	$ 42,807	$ 30,000	$ 31,716
110 Overtime Wages	651	790	1,000	900	1,000
120 Part-Time Wages	38	-	1,000	256	500
198 Social Security Expense	3,346	2,739	3,428	2,383	2,541
199 Overhead Distribution	42,823	34,528	37,961	25,929	27,441
Total Personal Services	$ 90,494	$ 73,636	$ 86,196	$ 59,468	$ 63,198
Contractual Services					
290 Other Contractual Services	$ 1,050	$ 952	$ 3,000	$ 3,000	$ 3,000
Total Contractual Services	$ 1,050	$ 952	$ 3,000	$ 3,000	$ 3,000

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Commodities					
315 Construction Supplies	$ 59,497	$ 64,109	$ 70,000	$ 55,000	$ 70,000
390 Other Supplies	2,144	1,318	5,000	5,000	5,000
Total Commodities	$ 61,641	$ 65,427	$ 75,000	$ 60,000	$ 75,000
Total Storm Sewer Mte. Expenditures	**$ 153,185**	**$ 140,015**	**$ 164,196**	**$ 122,468**	**$ 141,198**

BUDGETARY COMMENT

Funds requested for Storm Sewer Maintenance are $22,998 less than appropriated in 2012, which has been based on the allocation of the work force needed for 2013.

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Traffic Eng. & Safety Expenditures					
Personal Services	$ 37,389	$ 47,541	$ 42,092	$ 31,774	$ 34,057
Contractual Services	114,000	93,875	112,600	108,000	115,600
Commodities	6,319	12,468	26,000	9,500	23,000
Total Traffic Eng. & Safety Expenditures	**$ 157,708**	**$ 153,884**	**$ 180,692**	**$ 149,274**	**$ 172,657**

TRAFFIC ENGINEERING & SAFETY OVERVIEW

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

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

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

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

2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
296	296	312	313	313	313	315	314	314	314	314

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

Traffic Eng. & Safety Expenditures 01-40-406-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 17,984	$ 23,201	$ 20,288	$ 16,000	$ 16,874
110 Overtime Wages	14	54	100	100	200
120 Part-Time Wages	344	-	2,000	600	1,000
198 Social Security Expense	1,398	1,770	1,713	1,278	1,383
199 Overhead Distribution	17,649	22,516	17,991	13,796	14,600
Total Personal Services	$ 37,389	$ 47,541	$ 42,092	$ 31,774	$ 34,057

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
242 Electricity*	$ 64,784	$ 56,776	$ 60,000	$ 65,000	$ 65,000
244 Street Light Installation	-	-	600	-	600
253 Traffic Signal Maintenance	6,254	7,915	12,000	8,000	10,000
290 Other Contractual Services	42,962	29,184	40,000	35,000	40,000
Total Contractual Services	$ 114,000	$ 93,875	$ 112,600	$ 108,000	$ 115,600
Commodities					
311 Traffic Control Parts**	$ 5,932	$ 7,670	$ 20,000	$ 7,000	$ 18,000
312 Traffic Paint	12	376	1,000	500	1,000
390 Other Supplies	375	4,422	5,000	2,000	4,000
Total Commodities	$ 6,319	$ 12,468	$ 26,000	$ 9,500	$ 23,000
Total Traffic Eng. & Safety Expenditures	**$ 157,708**	**$ 153,884**	**$ 180,692**	**$ 149,274**	**$ 172,657**

***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 2013 are $8,035 less than appropriated in 2012 mainly due to a decrease in personnel costs.

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Street Maintenance Expenditures					
Personal Services	$ 175,254	$ 220,635	$ 206,075	$ 251,104	$ 264,994
Contractual Services	5,322	14,500	14,000	13,000	14,000
Commodities	36,511	38,679	51,500	36,500	48,000
Total Street Maintenance Expenditures	**$ 217,087**	**$ 273,814**	**$ 271,575**	**$ 300,604**	**$ 326,994**

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.

2008	2009	2010	2011	2012
3.47	3.32	2.76	3.39	3.27

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 2013, 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 2013, the anticipated revenue from the State Road Turnback program is $18,880.

Street Maintenance Expenditures 01-40-408-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 82,168	$ 103,357	$ 101,236	$ 124,000	$ 130,929
110 Overtime Wages	1,304	6,287	2,100	5,000	5,000
120 Part-Time Wages	4,507	2,278	4,700	4,826	5,000
198 Social Security Expense	6,638	8,410	8,265	10,238	10,781
199 Overhead Distribution	80,637	100,303	89,774	107,040	113,284
Total Personal Services	$ 175,254	$ 220,635	$ 206,075	$ 251,104	$ 264,994
Contractual Services					
290 Other Contractual Services*	$ 5,322	$ 14,500	$ 14,000	$ 13,000	$ 14,000
Total Contractual Services	$ 5,322	$ 14,500	$ 14,000	$ 13,000	$ 14,000
Commodities					
313 Street Sign Supplies	$ 1,571	$ 4,635	$ 10,000	$ 5,000	$ 7,000
315 Construction Supplies	11,580	13,617	15,500	10,000	15,500
316 Asphalt Supplies**	13,744	13,283	15,500	13,500	15,000
343 Tools & Equipment***	7,218	6,274	8,000	7,000	8,000
390 Other Supplies	2,398	870	2,500	1,000	2,500
Total Commodities	$ 36,511	$ 38,679	$ 51,500	$ 36,500	$ 48,000
Total Street Maintenance Expenditures	**$ 217,087**	**$ 273,814**	**$ 271,575**	**$ 300,604**	**$ 326,994**

***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 2013 are $55,419 more than appropriated in 2012 due to an allocation change of the workforce.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Refuse Collection Expenditures					
Contractual Services	$ 1,034,430	$ 1,079,262	$ 1,124,400	$ 1,121,500	$ 1,168,000
Total Refuse Collection Expenditures	**$ 1,034,430**	**$ 1,079,262**	**$ 1,124,400**	**$ 1,121,500**	**$ 1,168,000**

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**	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
271 Garbage Collection Services*	$ 829,384	$ 863,378	$ 898,500	$ 897,600	$ 934,000
272 Recycling Collection Services	204,322	212,063	220,900	220,900	230,000
290 Other Contractual Services**	724	3,821	5,000	3,000	4,000
Total Contractual Services	$ 1,034,430	$ 1,079,262	$ 1,124,400	$ 1,121,500	$ 1,168,000
Total Refuse Collection Expenditures	**$ 1,034,430**	**$ 1,079,262**	**$ 1,124,400**	**$ 1,121,500**	**$ 1,168,000**

***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 2013 Budget is $43,600 or 3.9% more than appropriated in 2012.

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*			***$1,150,500***
How many real estate tax mills?		**0.22**	**$521,867**
Earned Income Tax per $100?	**$**	**6.89**	**$520,224**
Percentage of Other Taxes?		**0.65%**	**$108,409**

**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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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Building Maintenance Expenditures					
Personal Services	$ 255,902	$ 298,005	$ 301,388	$ 342,068	$ 360,580
Contractual Services	278,620	290,780	343,000	301,000	345,000
Commodities	59,252	65,742	76,100	74,100	76,100
Total Building Maintenance Expenditures	**$ 593,774**	**$ 654,527**	**$ 720,488**	**$ 717,168**	**$ 781,680**

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 117,449	$ 139,320	$ 146,275	$ 168,000	$ 177,384
110 Overtime Wages	5,672	2,705	2,200	4,300	4,000
120 Part-Time Wages	7,585	9,307	11,000	10,746	11,000
198 Social Security Expense	9,936	11,470	12,200	14,003	14,717
199 Overhead Distribution	115,260	135,203	129,713	145,019	153,479
Total Personal Services	$ 255,902	$ 298,005	$ 301,388	$ 342,068	$ 360,580
Contractual Services					
221 Property Damage Insurance	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000
240 Water and Sewerage	16,154	18,234	20,000	20,000	21,000
241 Natural Gas	30,866	30,176	42,000	32,000	35,000
242 Electricity	109,270	99,832	90,000	98,000	100,000
255 Repairs & Maintenance-Building	32,243	39,583	45,000	45,000	47,000
256 Heating/Air Conditioning Mte.	21,725	20,913	50,000	20,000	46,000
290 Other Contractual Services	62,362	76,042	90,000	80,000	90,000
Total Contractual Services	$ 278,620	$ 290,780	$ 343,000	$ 301,000	$ 345,000

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Commodities					
305 Building Maintenance Equipment	$ 8,518	$ 10,279	$ 16,000	$ 14,000	$ 16,000
306 Building Maintenance Supplies	50,734	55,385	60,000	60,000	60,000
390 Other Supplies	-	79	100	100	100
Total Commodities	$ 59,252	$ 65,742	$ 76,100	$ 74,100	$ 76,100
Total Building Maintenance Expenditures	**$ 593,774**	**$ 654,527**	**$ 720,488**	**$ 717,168**	**$ 781,680**

BUDGETARY COMMENT

Funds requested for Building Maintenance in 2013 are $61,192 more than appropriated in 2012. The increase is due to an allocation change of the workforce for 2013.

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Equipment Maintenance Expenditures					
Personal Services	$ 249,928	$ 261,559	$ 268,189	$ 230,548	$ 245,363
Contractual Services	82,227	64,842	91,500	72,960	80,500
Commodities	302,771	329,511	352,600	331,600	362,000
Distributed Costs	(82,001)	(82,250)	(83,000)	(83,000)	(85,075)
Total Equipment Mte. Expenditures	**$ 552,925**	**$ 573,662**	**$ 629,289**	**$ 552,108**	**$ 602,788**

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 113,914	$ 123,139	$ 131,668	$ 115,000	$ 121,373
110 Overtime Wages	13,633	8,426	8,000	6,500	8,000
120 Part-Time Wages	880	531	1,000	488	1,000
198 Social Security Expense	9,710	9,963	10,761	9,332	9,974
199 Overhead Distribution	111,791	119,500	116,760	99,228	105,016
Total Personal Services	$ 249,928	$ 261,559	$ 268,189	$ 230,548	$ 245,363
Contractual Services					
222 Vehicle Insurance	$ 44,650	$ 43,434	$ 44,500	$ 43,960	$ 44,500
252 Communication Equipment Mte.	4,903	4,178	7,000	5,000	6,000
254 Repairs & Maintenance-Vehicles*	29,622	14,460	31,000	20,000	25,000
290 Other Contractual Services**	3,052	2,770	9,000	4,000	5,000
Total Contractual Services	$ 82,227	$ 64,842	$ 91,500	$ 72,960	$ 80,500

***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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Commodities					
340 Vehicle Supplies	$ 77,407	$ 69,295	$ 90,000	$ 75,000	$ 88,000
341 Fuels & Lubricants	183,842	222,061	212,000	212,000	220,000
343 Tools & Equipment	5,768	8,156	12,000	15,000	15,000
344 Tires	33,704	28,507	34,000	25,000	34,000
390 Other Supplies	2,050	1,492	4,600	4,600	5,000
Total Commodities	$ 302,771	$ 329,511	$ 352,600	$ 331,600	$ 362,000
Distributed Costs					
601 Less: Dist. Vehicle Costs	$ (82,001)	$ (82,250)	$ (83,000)	$ (83,000)	$ (85,075)
Total Distributed Costs	$ (82,001)	$ (82,250)	$ (83,000)	$ (83,000)	$ (85,075)
Total Equipment Mte. Expenditures	**$ 552,925**	**$ 573,662**	**$ 629,289**	**$ 552,108**	**$ 602,788**

BUDGETARY COMMENT

A portion of vehicle maintenance costs is distributed to other programs. The distributed vehicle cost estimates for 2013 are:

Fund - Acct. No.	Program	Vehicles	2012 Distribution	2013 Distribution
01-102	**Administration**	4	$ 9,884	$ 10,131
01-201	**Police**	20	49,419	50,654
01-301	**Comm. Development**	2	4,942	5,066
01-415	**Parks Maintenance**	Mowing Equip.	5,350	5,484
01-501	**Recreation**	1	2,471	2,533
50-425	**Sanitary Sewer Fund**	3	7,413	7,598
52-415	**Boyce Mayview RAD**	1	2,471	2,533
52-415	**Boyce Mayview RAD**	Mowing Equip.	1,050	1,076
	Total Vehicle Distribution		**$ 83,000**	**$ 85,075**

The undistributed portion of the Equipment Maintenance budget of $602,788 represents an estimate of the vehicle maintenance and operation costs associated with all other Public Works programs. Funds requested for Equipment Maintenance are $26,501 less than appropriated in 2012.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Golf Course Maintenance Expenditures					
Personal Services	$ 48,935	$ 50,265	$ 50,865	$ 46,266	$ 49,614
Contractual Services	12,406	9,086	13,300	13,275	14,050
Commodities	32,584	26,447	38,500	28,500	37,000
Total Golf Course Mte. Expenditures	**$ 93,925**	**$ 85,798**	**$ 102,665**	**$ 88,041**	**$ 100,664**

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 2013. This revenue represents 7.9% of the direct operating costs.

Golf Course Maintenance Expenditures 01-40-413-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 23,570	$ 24,579	$ 25,360	$ 23,800	$ 25,108
110 Overtime Wages	388	29	500	50	300
120 Part-Time Wages	72	-	500	60	500
198 Social Security Expense	1,774	1,803	2,017	1,829	1,982
199 Overhead Distribution	23,131	23,853	22,488	20,527	21,724
Total Personal Services	$ 48,935	$ 50,265	$ 50,865	$ 46,266	$ 49,614
Contractual Services					
240 Water and Sewerage	$ 12,345	$ 9,061	$ 13,250	$ 13,250	$ 14,000
242 Electricity	61	25	50	25	50
Total Contractual Services	$ 12,406	$ 9,086	$ 13,300	$ 13,275	$ 14,050
Commodities					
315 Construction Supplies	$ 1,708	$ 1,447	$ 5,000	$ 1,500	$ 5,000
327 Botanical Supplies	30,655	23,934	32,000	25,000	30,000
328 Park Maintenance Supplies	221	1,066	1,500	2,000	2,000
Total Commodities	$ 32,584	$ 26,447	$ 38,500	$ 28,500	$ 37,000
Total Golf Course Mte. Expenditures	**$ 93,925**	**$ 85,798**	**$ 102,665**	**$ 88,041**	**$ 100,664**

BUDGETARY COMMENT

Funds requested for Golf Course Maintenance in 2013 are $2,001 less than 2012.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Tennis Court Mte. Expenditures					
Personal Services	$ 45,714	$ 50,654	$ 56,242	$ 38,139	$ 40,443
Contractual Services	2,831	1,066	3,175	3,275	3,600
Commodities	6,391	6,480	10,500	7,000	9,500
Total Tennis Court Mte. Expenditures	**$ 54,936**	**$ 58,200**	**$ 69,917**	**$ 48,414**	**$ 53,543**

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 $49.00; Individual Junior $44.00; and Family $105.00; Hourly fees are Junior $3.00; Non-Resident Guest $10.00; and Resident Guest $8.00. Group tennis instruction and private lessons are offered throughout the year. One thousand participants are expected to register in 2013. Paddle tennis fees are: Permit $65.00; Resident Senior Silver Card Holder $50.00; Non-Resident $100.00; 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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 12,951	$ 15,072	$ 17,955	$ 10,000	$ 10,572
110 Overtime Wages	37	370	500	400	500
120 Part-Time Wages	17,685	18,042	19,000	17,000	18,000
198 Social Security Expense	2,332	2,543	2,865	2,096	2,224
199 Overhead Distribution	12,709	14,627	15,922	8,643	9,147
Total Personal Services	$ 45,714	$ 50,654	$ 56,242	$ 38,139	$ 40,443

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
241 Natural Gas	$ 2,052	$ 994	$ 2,500	$ 3,000	$ 3,000
243 Telephone	72	72	75	75	100
290 Other Contractual Services	707	-	600	200	500
Total Contractual Services	$ 2,831	$ 1,066	$ 3,175	$ 3,275	$ 3,600
Commodities					
326 Tennis Court Supplies	$ -	$ -	$ 500	$ -	$ 500
328 Park Maintenance Supplies	6,391	6,480	10,000	7,000	9,000
Total Commodities	$ 6,391	$ 6,480	$ 10,500	$ 7,000	$ 9,500
Total Tennis Court Mte. Expenditures	**$ 54,936**	**$ 58,200**	**$ 69,917**	**$ 48,414**	**$ 53,543**

BUDGETARY COMMENT

Funds requested for Tennis Court Maintenance and Supervision are $16,374 less than requested in 2012.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Parks Maintenance Expenditures					
Personal Services	$ 486,108	$ 503,571	$ 580,590	$ 530,179	$ 562,158
Contractual Services	103,874	95,493	110,600	93,800	107,500
Commodities	53,385	72,664	101,000	83,000	101,500
Distributed Costs	5,250	5,300	5,350	5,350	5,484
Total Parks Maintenance Expenditures	**$ 648,617**	**$ 677,028**	**$ 797,540**	**$ 712,329**	**$ 776,642**

PARKS MAINTENANCE OVERVIEW

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

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

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

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

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

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

GRAND TOTAL ACREAGE	**747.03**

Parks Maintenance Expenditures 01-40-415-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 222,392	$ 226,005	$ 275,712	$ 255,000	$ 269,278
110 Overtime Wages	1,603	1,365	4,000	3,000	4,000
120 Part-Time Wages	25,046	36,917	32,500	30,000	32,500
198 Social Security Expense	18,820	19,958	23,884	22,032	23,392
199 Overhead Distribution	218,247	219,327	244,494	220,147	232,988
Total Personal Services	$ 486,108	$ 503,571	$ 580,590	$ 530,179	$ 562,158
Contractual Services					
240 Water and Sewerage	$ 29,061	$ 26,898	$ 32,500	$ 30,000	$ 32,500
241 Natural Gas	2,807	2,740	4,100	2,800	3,000
242 Electricity	11,841	9,334	14,000	11,000	12,000
290 Other Contractual Services	42,403	38,959	30,000	30,000	32,000
299 Annual Park Maintenance Prog.	17,762	17,562	30,000	20,000	28,000
Total Contractual Services	$ 103,874	$ 95,493	$ 110,600	$ 93,800	$ 107,500
Commodities					
315 Construction Supplies	$ 1,358	$ 20,953	$ 30,000	$ 20,000	$ 30,000
327 Botanical Supplies	22,317	26,871	40,000	30,000	37,000
328 Park Maintenance Supplies	12,419	11,704	13,500	13,500	15,000
342 Mechanical Equipment & Supplies	12,956	7,261	11,000	13,000	13,000
343 Tools & Equipment	3,518	5,022	4,500	4,500	4,500
390 Other Supplies	817	853	2,000	2,000	2,000
Total Commodities	$ 53,385	$ 72,664	$ 101,000	$ 83,000	$ 101,500
Distributed Costs					
601 Dist. Vehicle Costs	$ 5,250	$ 5,300	$ 5,350	$ 5,350	$ 5,484
Total Distributed Costs	$ 5,250	$ 5,300	$ 5,350	$ 5,350	$ 5,484
Total Parks Maintenance Expenditures	**$ 648,617**	**$ 677,028**	**$ 797,540**	**$ 712,329**	**$ 776,642**

BUDGETARY COMMENT

Funds requested for Parks Maintenance in 2013 are $20,898 less than appropriated in 2012 due to the work force allocation planned for 2013.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Forestry Expenditures					
Personal Services	$ 52,327	$ 75,051	$ 93,268	$ 24,447	$ 28,979
Contractual Services	30,938	34,324	35,000	30,000	35,000
Commodities	872	3,272	6,000	6,000	6,000
Total Forestry Expenditures	**$ 84,137**	**$ 112,647**	**$ 134,268**	**$ 60,447**	**$ 69,979**

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
- Resident assistance
- Township sight distance program
- Stump removal
- All contracted tree trimming and maintenance

Forestry Expenditures 01-40-416-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 23,239	$ 34,512	$ 45,039	$ 12,000	$ 12,707
110 Overtime Wages	4,042	3,527	3,000	1,000	3,000
120 Part Time Wages	184	619	1,500	60	1,000
198 Social Security Expense	2,056	2,901	3,790	999	1,278
199 Overhead Distribution	22,806	33,492	39,939	10,388	10,994
Total Personal Services	$ 52,327	$ 75,051	$ 93,268	$ 24,447	$ 28,979
Contractual Services					
290 Other Contractual Services	$ 30,938	$ 34,324	$ 35,000	$ 30,000	$ 35,000
Total Contractual Services	$ 30,938	$ 34,324	$ 35,000	$ 30,000	$ 35,000

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Commodities					
327 Botanical Supplies*	$ 651	$ 1,983	$ 4,000	$ 4,000	$ 4,000
390 Other Supplies**	221	1,289	2,000	2,000	2,000
Total Commodities	$ 872	$ 3,272	$ 6,000	$ 6,000	$ 6,000
Total Forestry	**$ 84,137**	**$ 112,647**	**$ 134,268**	**$ 60,447**	**$ 69,979**

***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 2013 are $64,289 less than those appropriated in 2012 due to the work force allocation planned for 2013.

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
School Grounds Mte. Expenditures					
Personal Services	$ 80	$ 574	$ -	$ 431	$ -
Total School Grounds Mte. Expenditures	**$ 80**	**$ 574**	**$ -**	**$ 431**	**$ -**

SCHOOL GROUNDS MAINTENANCE OVERVIEW

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

The basic general maintenance includes:

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

School Grounds Mte. Expenditures 01-40-417-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 71	$ 442	$ -	$ 100	$ -
110 Overtime Wages	3	92	-	300	-
198 Social Security Expense	6	40	-	31	-
Total Personal Services	$ 80	$ 574	$ -	$ 431	$ -
Total School Grounds Mte. Expenditures	**$ 80**	**$ 574**	**$ -**	**$ 431**	**$ -**

BUDGETARY COMMENT

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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Force Work Projects Expenditures					
Personal Services	$ 13,920	$ 43,697	$ 13,106	$ 10,242	$ 12,417
Contractual Services	-	2,500	2,500	-	2,500
Commodities	2,840	11,437	7,000	3,000	7,000
Total Force Work Projects Expenditures	**$ 16,760**	**$ 57,634**	**$ 22,606**	**$ 13,242**	**$ 21,917**

FORCE WORK PROJECTS OVERVIEW

The purpose of this account is to collect labor costs associated with a number of projects planned for 2013 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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 5,910	$ 20,630	$ 5,579	$ 5,000	$ 5,286
110 Overtime Wages	56	1,374	1,000	500	1,000
120 Part Time Wages	1,587	-	1,000	-	1,000
198 Social Security Expense	567	1,671	580	421	557
199 Overhead Distribution	5,800	20,021	4,947	4,321	4,574
Total Personal Services	$ 13,920	$ 43,697	$ 13,106	$ 10,242	$ 12,417
Contractual Services					
290 Other Contractual Services	$ -	$ 2,500	$ 2,500	$ -	$ 2,500
Total Contractual Services	$ -	$ 2,500	$ 2,500	$ -	$ 2,500
Commodities					
390 Other Supplies	$ 2,840	$ 11,437	$ 7,000	$ 3,000	$ 7,000
Total Commodities	$ 2,840	$ 11,437	$ 7,000	$ 3,000	$ 7,000
Total Force Work Projects Expenditures	**$ 16,760**	**$ 57,634**	**$ 22,606**	**$ 13,242**	**$ 21,917**

BUDGETARY COMMENT

This program provides an appropriation for labor expenses and equipment rental. Funds requested for Force Work Projects in 2013 are $689 less than those appropriated in 2012.

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
101 Full-Time Wages	$ 262,950	$ 203,519	$ 222,463	$ 175,766	$ 223,549
112 Craft Wages	13,695	13,888	15,500	15,500	16,000
162 Group Life Insurance	10,292	10,932	11,219	9,460	7,797
163 Medical Insurance	337,645	359,931	351,827	358,860	351,446
164 Workers' Compensation	138,738	145,736	116,505	116,505	84,507
166 Pension Costs	138,527	207,996	224,409	224,470	277,594
167 Long-term Disability Insurance	10,048	10,218	10,451	6,830	4,270
198 Social Security Expense	21,806	18,165	18,204	14,632	18,325
262 Uniform Reimbursement	27,636	30,701	28,500	26,000	28,500
199 Less: Dist. Operating Costs	(961,337)	(1,001,086)	(999,078)	(948,023)	(1,011,988)
Total Public Works Overhead Distribution	$ -	$ -	$ -	$ -	$ -

In 2013, the total overhead Fringe Benefit expense estimate of $1,011,988 is distributed to the Public Works departments based on actual costs. The distribution is as follows:

Fund-Acct. No.		2012 Distribution	2013 Distribution
01-401	Public Works Administration	$ 116,967	$ 132,455
01-403	Civic Activities	2,576	2,727
01-404	Snow and Ice Control	19,031	20,141
01-405	Storm Sewer Maintenance	25,929	27,441
01-406	Traffic Safety	13,796	14,600
01-408	Street Maintenance	107,040	113,284
01-411	Building Maintenance	145,019	153,479
01-412	Equipment Maintenance	99,228	105,016
01-413	Golf Course Maintenance	20,527	21,724
01-414	Tennis Court Maintenance	8,643	9,147
01-415	Parks Maintenance	220,147	232,988
01-416	Forestry	10,388	10,994
01-418	Force Work Projects	4,321	4,574
50-425	Sanitary Sewer Fund	12,964	13,721
52-102	Boyce Mayview Park RAD Fund	141,447	149,693
	Total Distributed Amount	$ 948,023	$ 1,011,984

GENERAL FUND

RECREATION SUMMARY

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Recreation Expenditures					
Personal Services	$ 188,320	$ 209,785	$ 211,431	$ 222,058	$ 236,846
Contractual Services	164,364	160,492	191,412	174,001	183,315
Commodities	43,389	45,599	53,175	50,445	56,300
Distributed Costs	32,045	13,974	21,182	16,311	26,859
Total Recreation Expenditures	**$ 428,118**	**$ 429,850**	**$ 477,200**	**$ 462,815**	**$ 503,320**

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.

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

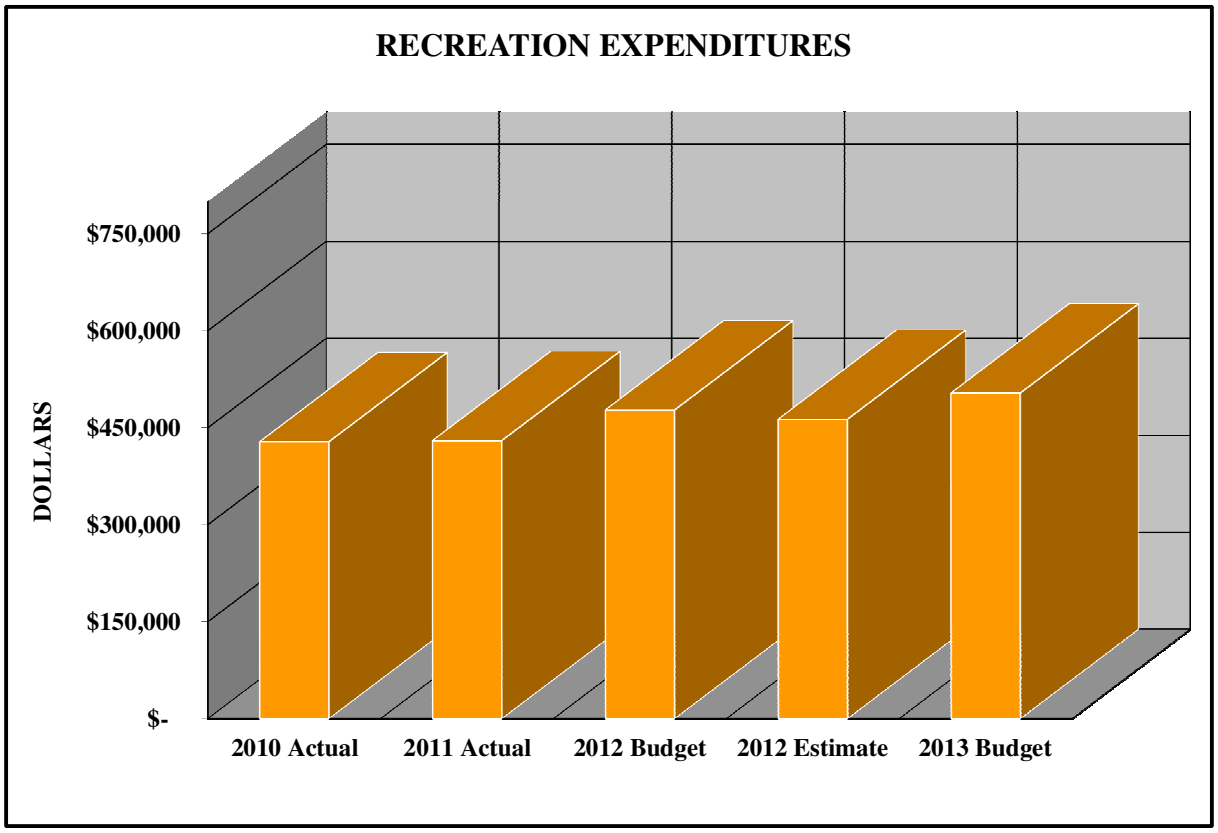
Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 49,337	$ 50,798	$ 51,826	$ 52,470	$ 53,884
110 Overtime Wages	94	-	-	-	-
120 Part-Time Wages	107,662	121,668	123,400	132,375	144,000
162 Group Life Insurance	541	572	584	495	418
163 Medical Insurance	9,712	10,101	9,238	9,713	9,215
164 Workers' Compensation	4,723	8,911	8,219	8,219	9,520
166 Pension Costs	3,416	3,714	3,816	3,832	3,965
167 Long-term Disability Insurance	331	342	341	211	138
168 Post Retirement Plan	600	600	600	600	600
198 Social Security Expense	11,904	13,079	13,407	14,143	15,106
Total Personal Services	$ 188,320	$ 209,785	$ 211,431	$ 222,058	$ 236,846
Contractual Services					
213 Professional Services-Pathfinder	$ -	$ 1,100	$ -	$ 1,175	$ 1,200
220 Liability Insurance	20,472	19,947	20,112	21,806	22,215
230 Association Dues	85	245	400	320	400
231 Travel & Conference Expense	968	1,091	1,500	1,750	1,750
241 Natural Gas	46,949	40,342	55,000	40,000	45,000
242 Electricity	23,402	21,187	25,000	22,500	23,000
261 Rental Charges-Transportation	1,000	1,019	1,000	500	1,500
264 Rental Charges-Facilities	3,560	2,712	3,000	3,000	3,000
275 Printing & Duplicating	11,132	10,838	15,100	13,100	13,100
278 Postage	2,150	2,877	2,750	5,000	5,000
279 Self Supporting Programs	20,176	23,045	17,500	25,000	24,000
290 Other Contractual Services	34,470	36,089	50,050	39,850	43,150
Total Contractual Services	$ 164,364	$ 160,492	$ 191,412	$ 174,001	$ 183,315

DEPARTMENT EXPENDITURES (Continued)

Commodities					
301 Expendable Office Supplies	$ 2,434	$ 1,560	$ 3,000	$ 2,000	$ 2,500
302 Books & Subscriptions	-	-	-	300	500
326 Recreation Supplies	40,552	43,846	49,425	46,645	51,800
328 Parks Maintenance Supplies	-	-	500	500	500
390 Other Supplies	403	193	250	1,000	1,000
Total Commodities	$ 43,389	$ 45,599	$ 53,175	$ 50,445	$ 56,300
Distributed Costs					
601 Dist. Vehicle Costs	$ 2,444	$ 2,448	$ 2,471	$ 2,471	$ 2,533
602 Dist. Data Processing Costs	29,601	11,526	18,711	13,840	24,326
Total Distributed Costs	$ 32,045	$ 13,974	$ 21,182	$ 16,311	$ 26,859
Total Recreation Expenditures	**$ 428,118**	**$ 429,850**	**$ 477,200**	**$ 462,815**	**$ 503,320**

BUDGETARY COMMENT

Funds requested for Recreation in 2013 are $26,120 or 5.5% more than appropriated in 2012.



** Average Annual Cost Increase Rate – 2.82%*

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*			***$46,578***
How many real estate tax mills?		**-**	**$21,128**
Earned Income Tax per $100?	**$**	**0.28**	**$21,061**
Percentage of Other Taxes?		**0.03%**	**$4,389**

**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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Administration Expenditures					
Personal Services	$ 74,730	$ 82,601	$ 82,895	$ 85,001	$ 87,245
Contractual Services	35,413	35,803	41,012	42,726	43,215
Commodities	3,213	2,319	4,750	4,300	5,000
Distributed Costs	32,045	13,974	21,182	16,311	26,859
Total Administration Expenditures	**$ 145,401**	**$ 134,697**	**$ 149,839**	**$ 148,338**	**$ 162,319**

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.

2012 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*"

2013 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 2012, 2,200 participants have registered into 175 program offerings
- $362,450 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	2009	2010	2011	Oct-12
All Programs				
Total Participants	3,028	3,101	3,193	2,200
Total Program Offerings	150	147	172	175
Permits for Meeting Rooms	287	630	391	281
Permits for Fields	64	52	54 permits (2,498 bookings)	52 permits (2,696 bookings)
Permits for Pavilions	6	11	14	21
Permits for C&RC Meeting Rooms			799	1,001
Program Participants				
Football Training	147	135	125	125
Aerobics/Dance & Exercise Classes	577	298	201	137
Soccer Programs	75	96	72	88
Summer Playground & Cultural Arts	468	471	583	648
Swim Program	52			
Golf Lesson	69	69	46	0
Summer Music	90	75	70	70
Tennis Bubble/Paddle Tennis	133	132	135	117
Miscellaneous Self-Supporting	570	583	805	650
Youth Basketball	791	784	792	134 summer
Instructional Baseball	56	58	41	32
Other Program Statistics				
Softball Programs	18 Teams	20 Teams	19 Teams	16 Teams
Older Adults	2,342 Meals	2,245 Meals	2,116 Meals	1900 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
- Baker Park
- Beadling Soccer Fields
- Boyce Mayview Park and Athletic Fields
- Brookshire Park
- Byrnwick Park
- Marmion Field
- Clair Park
- Community Rooms
- Current Recreation Center
- Gilfillan Park
- Hays Park
- Johnson Park
- Memorial Garden
- Morton Field Complex
- Municipal Tennis Court
- Ravine Park
- Tustin Park
- Wiltshire Park

Community Organizations

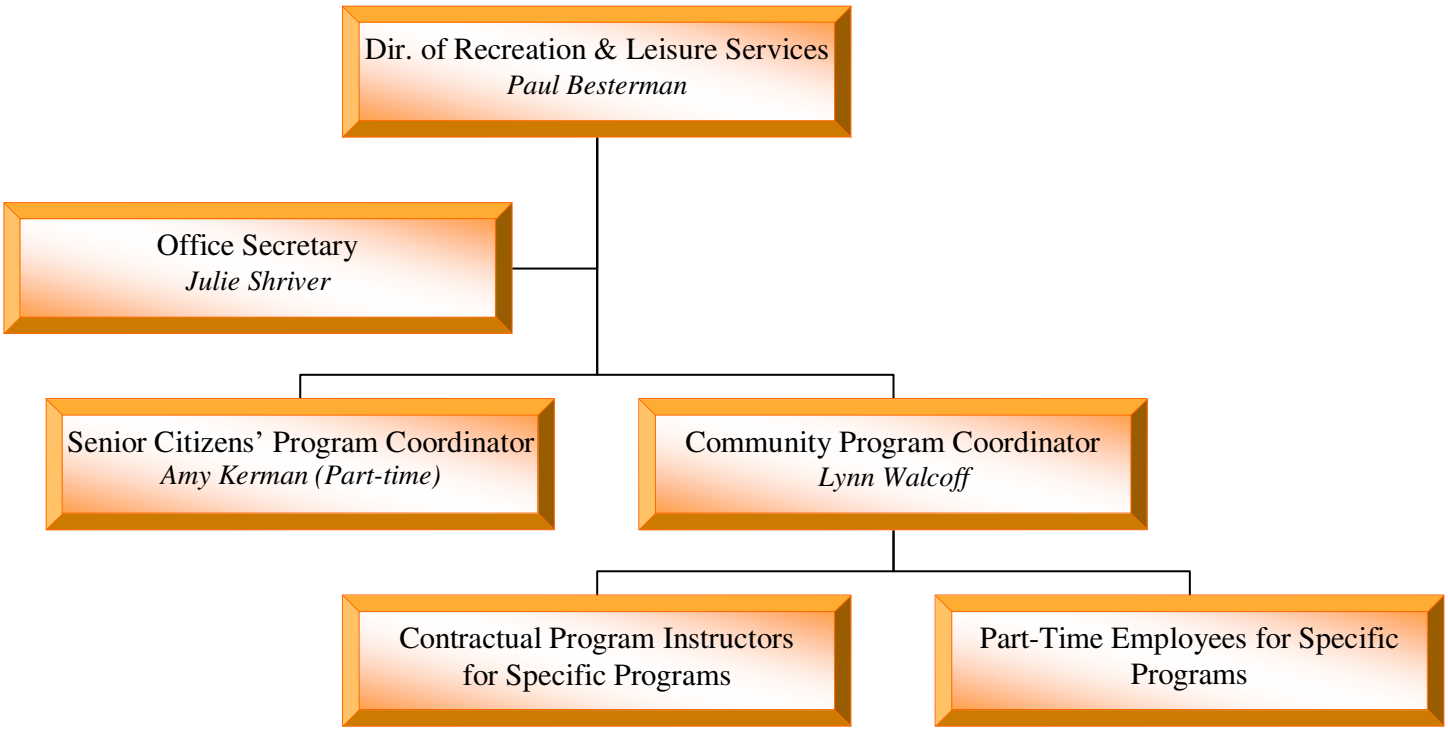
The following is a list of Community Organizations that the Department of Recreation and Leisure Services assisted in coordination so far during 2012. Through October 2012, 1,001 permits for Township meeting rooms and fields were issued.

- 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 2013 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2013 Positions
Director of Recreation and Leisure Services	3	$79,044	$110,665	1
Community Program Coordinator	7	$35,683	$49,954	1
Office Secretary	8	$23,789	$41,629	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%

DEPARTMENT EXPENDITURES

Administration Expenditures 01-50-501-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 49,337	$ 50,798	$ 51,826	$ 52,470	$ 53,884
110 Overtime Wages	94	-	-	-	-
120 Part-Time Wages	2,144	3,522	4,000	5,060	5,000
162 Group Life Insurance	541	572	584	495	418
163 Medical Insurance	9,712	10,101	9,238	9,713	9,215
164 Workers' Compensation	4,723	8,911	8,219	8,219	9,520
166 Pension Costs	3,416	3,714	3,816	3,832	3,965
167 Long-term Disability Insurance	331	342	341	211	138
168 Post Retirement Plan	600	600	600	600	600
198 Social Security Expense	3,832	4,041	4,271	4,401	4,505
Total Personal Services	$ 74,730	$ 82,601	$ 82,895	$ 85,001	$ 87,245
Contractual Services					
220 Liability Insurance	$ 20,472	$ 19,947	$ 20,112	$ 21,806	$ 22,215
230 Association Dues	85	245	400	320	400
231 Travel & Conference Expense	968	1,091	1,500	1,750	1,750
275 Printing & Duplicating	11,132	10,777	15,000	13,000	13,000
278 Postage	2,150	2,877	2,750	5,000	5,000
290 Other Contractual Services	606	866	1,250	850	850
Total Contractual Services	$ 35,413	$ 35,803	$ 41,012	$ 42,726	$ 43,215
Commodities					
301 Expendable Office Supplies	$ 2,434	$ 1,560	$ 3,000	$ 2,000	$ 2,500
302 Books & Subscriptions	-	-	-	300	500
326 Recreation Supplies	376	566	1,500	1,000	1,000
390 Other Supplies	403	193	250	1,000	1,000
Total Commodities	$ 3,213	$ 2,319	$ 4,750	$ 4,300	$ 5,000
Distributed Costs					
601 Dist. Vehicle Costs	$ 2,444	$ 2,448	$ 2,471	$ 2,471	$ 2,533
602 Dist. Data Processing Costs	29,601	11,526	18,711	13,840	24,326
Total Distributed Costs	$ 32,045	$ 13,974	$ 21,182	$ 16,311	$ 26,859
Total Administration Expenditures	**$ 145,401**	**$ 134,697**	**$ 149,839**	**$ 148,338**	**$ 162,319**

BUDGETARY COMMENT

Funds for Recreation Administration have been increased by $12,400 due to an increase in personnel and data processing costs.

GENERAL FUND

RECREATION

PROGRAM SUMMARY

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Program Expenditures					
Personal Services	$ 113,590	$ 127,184	$ 128,536	$ 137,057	$ 149,601
Contractual Services	128,951	124,689	150,400	131,275	140,100
Commodities	40,176	43,280	48,425	46,145	51,300
Total Program Expenditures	**$ 282,717**	**$ 295,153**	**$ 327,361**	**$ 314,477**	**$ 341,001**

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 2013 are $341,001. Anticipated fees generated by these programs are $362,450. Thus, recreation programs are 100% fee supported.

Program Expenditures 01-50-502-500 TO 01-50-530-500	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
120 Part-Time Wages	$ 105,518	$ 118,146	$ 119,400	$ 127,315	$ 139,000
198 Social Security Expense	8,072	9,038	9,136	9,742	10,601
Total Personal Services	$ 113,590	$ 127,184	$ 128,536	$ 137,057	$ 149,601
Contractual Services					
213 Professional Services-Pathfinder	$ -	$ 1,100	$ -	$ 1,175	$ 1,200
241 Natural Gas	46,949	40,342	55,000	40,000	45,000
242 Electricity	23,402	21,187	25,000	22,500	23,000
260 Rental Charges-Transportation	1,000	1,019	1,000	500	1,500
264 Rental Charges-Facilities	3,560	2,712	3,000	3,000	3,000
275 Printing & Duplicating	-	61	100	100	100
279 Self Supporting Programs	20,176	23,045	17,500	25,000	24,000
290 Other Contractual Services	33,864	35,223	48,800	39,000	42,300
Total Contractual Services	$ 128,951	$ 124,689	$ 150,400	$ 131,275	$ 140,100
Commodities					
326 Recreation Supplies	$ 40,176	$ 43,280	$ 47,925	$ 45,645	$ 50,800
328 Parks Maintenance Supplies	-	-	500	500	500
Total Commodities	$ 40,176	$ 43,280	$ 48,425	$ 46,145	$ 51,300
Total Program Expenditures	**$ 282,717**	**$ 295,153**	**$ 327,361**	**$ 314,477**	**$ 341,001**

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 2012, fees ranged from $60.00 to $80.00 depending on age.

Football Training Expenditures 01-50-502-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
120 Part-Time Wages	$ 8,588	$ 8,406	$ 9,500	$ 7,578	$ 9,000
198 Social Security Expense	657	643	727	580	690
Total Personal Services	$ 9,245	$ 9,049	$ 10,227	$ 8,158	$ 9,690
Commodities					
326 Recreation Supplies	$ 1,662	$ 1,933	$ 1,700	$ 1,700	$ 1,900
Total Commodities	$ 1,662	$ 1,933	$ 1,700	$ 1,700	$ 1,900
Total Football Training Expenditures	**$ 10,907**	**$ 10,982**	**$ 11,927**	**$ 9,858**	**$ 11,590**
Estimated Revenue					
002 Football Training	**$ 10,200**	**$ 10,310**	**$ 10,500**	**$ 9,016**	**$ 10,000**
Percent Fee Supported					**86%**

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
120 Part-Time Wages	$ 3,460	$ 2,265	$ 5,000	$ 3,500	$ 3,500
198 Social Security Expense	265	173	383	268	268
Total Personal Services	$ 3,725	$ 2,438	$ 5,383	$ 3,768	$ 3,768
Contractual Services					
290 Other Contractual Services	$ 7,220	$ 8,377	$ 10,000	$ 9,000	$ 10,000
Total Contractual Services	$ 7,220	$ 8,377	$ 10,000	$ 9,000	$ 10,000
Commodities					
326 Recreation Supplies	$ 162	$ 216	$ 700	$ 400	$ 1,000
Total Commodities	$ 162	$ 216	$ 700	$ 400	$ 1,000
Total Aerobics/Dance Class Expenditures	**$ 11,107**	**$ 11,031**	**$ 16,083**	**$ 13,168**	**$ 14,768**
Estimated Revenue					
003 Aerobics/Dance & Exercise	**$ 28,011**	**$ 21,569**	**$ 25,000**	**$ 18,000**	**$ 22,000**
Percent Fee Supported					**149%**

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
120 Part-Time Wages	$ 7,731	$ 6,277	$ 7,500	$ 6,000	$ 7,500
198 Social Security Expense	591	480	574	460	574
Total Personal Services	$ 8,322	$ 6,757	$ 8,074	$ 6,460	$ 8,074
Commodities					
326 Recreation Supplies	$ -	$ 675	$ 1,200	$ 1,200	$ 1,400
Total Commodities	$ -	$ 675	$ 1,200	$ 1,200	$ 1,400
Total Soccer Program Expenditures	**$ 8,322**	**$ 7,432**	**$ 9,274**	**$ 7,660**	**$ 9,474**
Estimated Revenue					
007 Soccer Programs	**$ 5,296**	**$ 4,320**	**$ 5,000**	**$ 5,915**	**$ 6,000**
Percent Fee Supported					**63%**

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 2012, fees were set at $52.00 to $62.00 per person.

Softball Programs Expenditures 01-50-508-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
290 Other Contractual Services	$ 8,366	$ 8,850	$ 10,000	$ 10,000	$ 10,000
Total Contractual Services	$ 8,366	$ 8,850	$ 10,000	$ 10,000	$ 10,000
Commodities					
326 Recreation Supplies	$ 2,894	$ 2,496	$ 2,500	$ 2,500	$ 3,500
Total Commodities	$ 2,894	$ 2,496	$ 2,500	$ 2,500	$ 3,500
Total Softball Programs Expenditures	**$ 11,260**	**$ 11,346**	**$ 12,500**	**$ 12,500**	**$ 13,500**
Estimated Revenue					
008 Softball	**$ 18,846**	**$ 17,506**	**$ 18,500**	**$ 14,686**	**$ 17,500**
Percent Fee Supported					**130%**

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 2012, fees were set at $83.00 per person (family maximum of $134.00).

Summer Playground Expenditures 01-50-511-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
120 Part-Time Wages	$ 37,366	$ 44,343	$ 42,000	$ 52,315	$ 55,000
198 Social Security Expense	2,858	3,392	3,213	4,002	4,208
Total Personal Services	$ 40,224	$ 47,735	$ 45,213	$ 56,317	$ 59,208
Contractual Services					
213 Professional Services-Pathfinder	$ -	$ 1,100	$ -	$ 1,175	$ 1,200
290 Other Contractual Services	158	2,486	5,000	2,500	2,500
Total Contractual Services	$ 158	$ 3,586	$ 5,000	$ 3,675	$ 3,700
Commodities					
326 Recreation Supplies	$ 2,122	$ 2,812	$ 5,000	$ 4,520	$ 5,000
Total Commodities	$ 2,122	$ 2,812	$ 5,000	$ 4,520	$ 5,000
Total Summer Playground Expenditures	**$ 42,504**	**$ 54,133**	**$ 55,213**	**$ 64,512**	**$ 67,908**
Estimated Revenue					
011 Summer Playground & Cultural Art Program	**$ 30,349**	**$ 38,384**	**$ 38,000**	**$ 48,807**	**$ 42,000**
Percent Fee Supported					**62%**

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 2013.

Older Adults Program Expenditures 01-50-513-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
120 Part-Time Wages	$ 14,700	$ 13,969	$ 15,000	$ 15,000	$ 17,500
198 Social Security Expense	1,125	1,069	1,148	1,148	1,340
Total Personal Services	$ 15,825	$ 15,038	$ 16,148	$ 16,148	$ 18,840
Contractual Services					
260 Rental Charges-Transportation	$ 1,000	$ 1,019	$ 1,000	$ 500	$ 1,500
Total Contractual Services	$ 1,000	$ 1,019	$ 1,000	$ 500	$ 1,500
Commodities					
326 Recreation Supplies	$ 9,205	$ 10,729	$ 9,750	$ 10,000	$ 12,000
Total Commodities	$ 9,205	$ 10,729	$ 9,750	$ 10,000	$ 12,000
Total Older Adults Program Expenditures	**$ 26,030**	**$ 26,786**	**$ 26,898**	**$ 26,648**	**$ 32,340**
Estimated Revenue					
013 Older Adults	**$ 328**	**$ 744**	**$ 1,000**	**$ 750**	**$ 750**
Percent Fee Supported					**2%**

GOLF LESSON PROGRAM

Beginner and Intermediate golf lessons are offered at the Municipal Golf Course. In 2012, fees were set at $62.00 to $78.00 for 4 hours of instruction.

Golf Lesson Program Expenditures 01-50-518-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
290 Other Contractual Services	$ 4,161	$ 3,800	$ 6,000	$ 4,000	$ 4,500
Total Contractual Services	$ 4,161	$ 3,800	$ 6,000	$ 4,000	$ 4,500
Commodities					
326 Recreation Supplies	$ -	$ -	$ 125	$ 125	$ 150
Total Commodities	$ -	$ -	$ 125	$ 125	$ 150
Total Golf Lesson Program Expenditures	**$ 4,161**	**$ 3,800**	**$ 6,125**	**$ 4,125**	**$ 4,650**
Estimated Revenue					
018 Golf Lesson	**$ 10,974**	**$ 5,157**	**$ 7,500**	**$ 4,000**	**$ 5,000**
Percent Fee Supported					**108%**

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 2012, fees were set at $75.00 to $100.00.

Summer Music Program Expenditures 01-50-520-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
120 Part-Time Wages	$ 4,915	$ 4,904	$ 5,500	$ 4,358	$ 5,500
198 Social Security Expense	376	375	421	333	421
Total Personal Services	$ 5,291	$ 5,279	$ 5,921	$ 4,691	$ 5,921
Commodities					
326 Recreation Supplies	$ 1,624	$ 1,311	$ 2,600	$ 1,200	$ 1,500
Total Commodities	$ 1,624	$ 1,311	$ 2,600	$ 1,200	$ 1,500
Total Summer Music Prog. Expenditures	**$ 6,915**	**$ 6,590**	**$ 8,521**	**$ 5,891**	**$ 7,421**
Estimated Revenue					
020 Summer Music Program	**$ 6,787**	**$ 6,609**	**$ 7,000**	**$ 6,288**	**$ 7,000**
Percent Fee Supported					**94%**

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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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
120 Part-Time Wages	$ 21,048	$ 20,977	$ 23,000	$ 22,000	$ 23,000
198 Social Security Expense	1,611	1,605	1,760	1,685	1,760
Total Personal Services	$ 22,659	$ 22,582	$ 24,760	$ 23,685	$ 24,760
Contractual Services					
241 Natural Gas	$ 46,949	$ 40,342	$ 55,000	$ 40,000	$ 45,000
242 Electricity	23,402	21,187	25,000	22,500	23,000
Total Contractual Services	$ 70,351	$ 61,529	$ 80,000	$ 62,500	$ 68,000
Commodities					
328 Parks Maintenance Supplies	$ -	$ -	$ 500	$ 500	$ 500
Total Commodities	$ -	$ -	$ 500	$ 500	$ 500
Total Tennis Bubble/Paddle Tennis Exp.	**$ 93,010**	**$ 84,111**	**$ 105,260**	**$ 86,685**	**$ 93,260**
Estimated Revenue					
021 Tennis Bubble Fees**	**$ 123,979**	**$ 92,804**	**$ 125,000**	**$ 122,000**	**$ 125,000**
Percent Fee Supported					**134%**

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
120 Part-Time Wages	$ -	$ 8,398	$ 2,500	$ 8,500	$ 8,500
198 Social Security Expense	-	643	191	650	650
Total Personal Services	$ -	$ 9,041	$ 2,691	$ 9,150	$ 9,150
Contractual Services					
279 Self Supporting Programs	$ 20,176	$ 23,045	$ 17,500	$ 25,000	$ 24,000
Total Contractual Services	$ 20,176	$ 23,045	$ 17,500	$ 25,000	$ 24,000
Total Self Supporting Prog. Expenditures	**$ 20,176**	**$ 32,086**	**$ 20,191**	**$ 34,150**	**$ 33,150**
Estimated Revenue					
022 Miscellaneous Self Supporting	**$ 30,988**	**$ 52,263**	**$ 40,000**	**$ 48,000**	**$ 45,000**
Percent Fee Supported					**136%**

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
120 Part-Time Wages	$ 5,508	$ 6,670	$ 5,900	$ 5,500	$ 6,500
198 Social Security Expense	421	510	451	420	460
Total Personal Services	$ 5,929	$ 7,180	$ 6,351	$ 5,920	$ 6,960
Contractual Services					
264 Rental Charges-Facilities	$ 3,560	$ 2,712	$ 3,000	$ 3,000	$ 3,000
290 Other Contractual Services	13,959	11,710	17,500	13,500	15,000
Total Contractual Services	$ 17,519	$ 14,422	$ 20,500	$ 16,500	$ 18,000
Commodities					
326 Recreation Supplies	$ 21,993	$ 21,809	$ 23,000	$ 23,000	$ 23,000
Total Commodities	$ 21,993	$ 21,809	$ 23,000	$ 23,000	$ 23,000
Total Youth Basketball Expenditures	**$ 45,441**	**$ 43,411**	**$ 49,851**	**$ 45,420**	**$ 47,960**
Estimated Revenue					
023 Youth Basketball	**$ 47,433**	**$ 49,929**	**$ 50,000**	**$ 44,000**	**$ 50,000**
Percent Fee Supported					**104%**

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
120 Part-Time Wages	$ 2,202	$ 1,938	$ 3,500	$ 2,564	$ 3,000
198 Social Security Expense	168	148	268	196	230
Total Personal Services	$ 2,370	$ 2,086	$ 3,768	$ 2,760	$ 3,230
Commodities					
326 Recreation Supplies	$ 514	$ 1,041	$ 1,250	$ 900	$ 1,250
Total Commodities	$ 514	$ 1,041	$ 1,250	$ 900	$ 1,250
Total Instructional Baseball Expenditures	**$ 2,884**	**$ 3,127**	**$ 5,018**	**$ 3,660**	**$ 4,480**
Estimated Revenue					
028 Instructional Baseball	**$ 3,121**	**$ 3,000**	**$ 3,000**	**$ 2,045**	**$ 3,000**
Percent Fee Supported					**67%**

YOUTH DEVELOPMENT

This budget represents the Teen Center Support for 2013.

Youth Development Expenditures 01-50-530-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
275 Printing & Duplication	$ -	$ 61	$ 100	$ 100	$ 100
290 Other Contractual Services		-	300	-	300
Total Contractual Services	$ -	$ 61	$ 400	$ 100	$ 400
Commodities					
390 Other Supplies	$ -	$ 258	$ 100	$ 100	$ 100
Total Commodities	$ -	$ 258	$ 100	$ 100	$ 100
Total Youth Development Expenditures	**$ -**	**$ 319**	**$ 500**	**$ 200**	**$ 500**

GENERAL FUND

LIBRARY SUMMARY

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Administration Expenditures					
Personal Services	$ 571,151	$ 626,853	$ 633,595	$ 632,422	$ 641,406
Contractual Services	8,605	10,637	12,900	12,950	13,300
Commodities	108,274	119,288	115,600	133,601	146,576
Distributed Costs	14,801	11,526	18,711	13,840	20,272
Total Administration Expenditures	**$ 702,831**	**$ 768,304**	**$ 780,806**	**$ 792,813**	**$ 821,554**

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 85,000 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 Wi-Fi 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 and can be requested online from the library homepage.

DEPARTMENT OVERVIEW (Continued)

Library Programs & Activities

The Library provides numerous activities for children and youth, including infant, toddler and preschool story-times, summer reading programs, special events, and a teen volunteer program. Outreach programs are delivered to classes in the School District, the 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.

2012 DEPARTMENT ACCOMPLISHMENTS

Awards

- The Library won an early literacy Duplo kit for the kids Play to Learn Center by participating in an online nationwide contest.
- The Library was awarded a Pennsylvania Humanities Grant and presented a state sponsored discussion group, Read About It Books on Screen, in the spring of 2012.
- The Library won a book cart through a Brodart Facebook contest.
- The Library won a live presentation by nationally known children's entertainer, Gustafer Yellowgold, scheduled for February 21, 2013.
- Staff member Sarah Fetterman was a scholarship recipient for a Public Library Association sponsored online course, "The Accidental Public Library Technology Trainer".

2012 DEPARTMENT ACCOMPLISHMENTS (Continued)

Accomplishments

- Implemented the second phase of the adult floor space redesign, replacing the circulation desk with a smaller, modular unit and creating an area for New Books display.
- Continued to process at least 60% of each day's transactions through our self-checkout stations.
- Reorganized & relabeled 10,000 items in the fiction collection into genre categories to facilitate browsing.
- Added online functionality – the multi-purpose room may be requested online; a new service New Book Alerts, posts a weekly newsletter of all new additions to the library collection; and donations to the library may be made online via a library PayPal account.
- Children's librarian, Debra Conn, presented a session at the Pennsylvania Library Association's Southwest Chapter Fall Workshop on our Play to Learn Center.

2013 DEPARTMENT GOALS AND OBJECTIVES

- Implement a monthly schedule of digital literacy classes for adults taught by staff librarians in a one-to-one tutorial setting.
- Implement a new county wide Collection Development product, Collection HQ, which will give librarians additional information to help manage the library materials collection.
- Create new multi-week summer activity programs for kids and teens, in addition to the current summer reading programs.
- Work with the Teen Advisory Board (TAB) to develop a program using stop animation techniques to create animated story books using iPads.
- Develop further staff training for library assistants.
- Launch an updated website.

DEPARTMENT STATISTICS AND BENCHMARKS

Library Performance Statistics

The following libraries were chosen as similar to Upper St. Clair in both their population and economic circumstances. All statistics in this section are taken from the 2008-2010 Public Library Survey. 2010 is the latest date available for comparative data.

Library Statistics and Service Measures Compared with Local Area Libraries

Data from Institute of Museum and Library Services, Public Library Survey Fiscal Year 2010

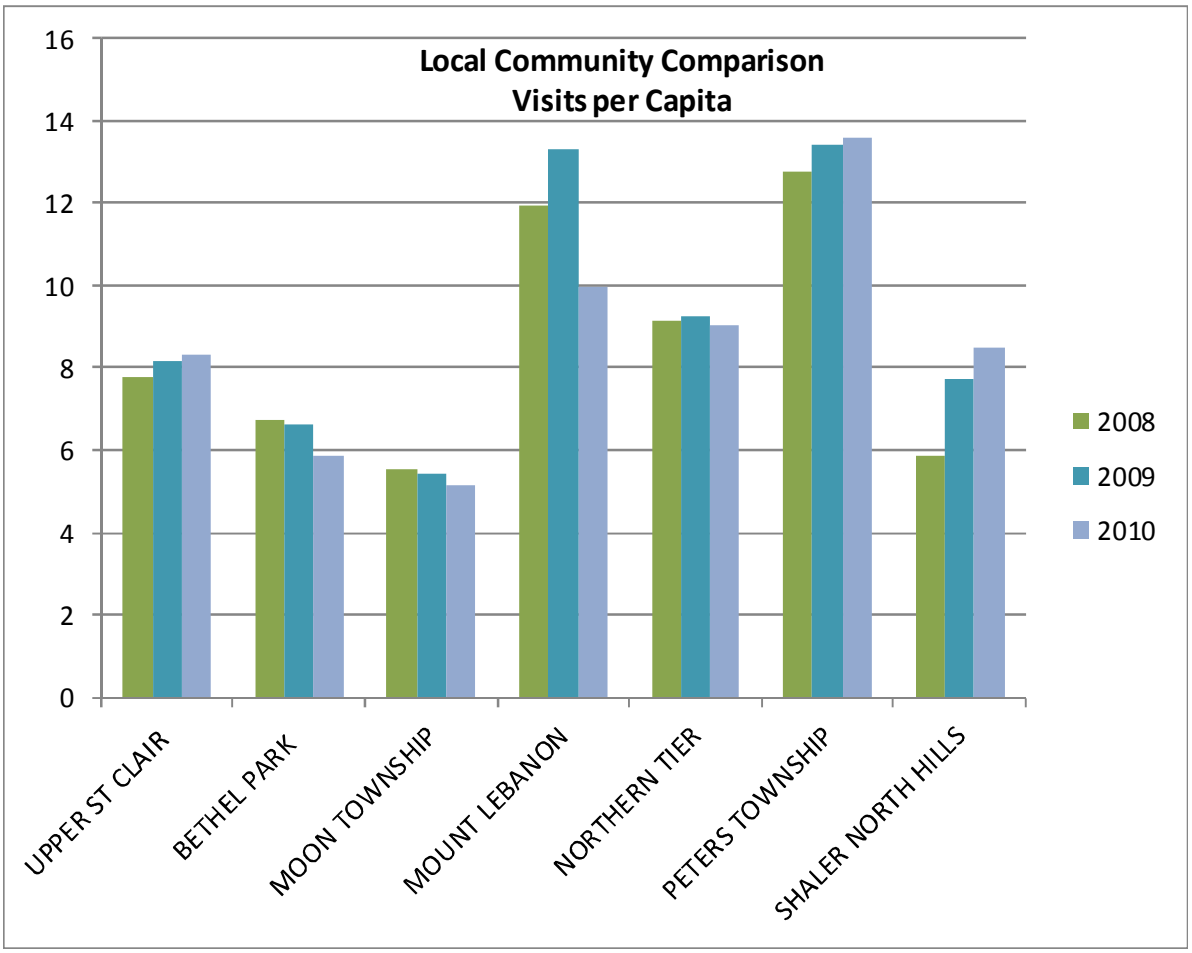
Library name	Population of Service Area	Hours Open Weekly	Total Staff (FTE equiv)	Collection Size	Circulation	Library Visitors	Total Library Programs	Total Program Attendance	Internet Terminals
UPPER ST CLAIR	20,053	65	19	85,486	381,271	167,024	551	14,797	20
BETHEL PARK	33,556	65	20	108,048	351,549	197,671	1,770	28,115	28
MOON TOWNSHIP	22,290	59	13	53,773	221,578	114,572	697	10,819	20
MOUNT LEBANON	33,017	62	24	164,933	537,989	329,637	1,240	26,446	51
NORTHERN TIER	16,914	56	13	65,723	259,458	152,500	336	4,355	21

DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

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

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

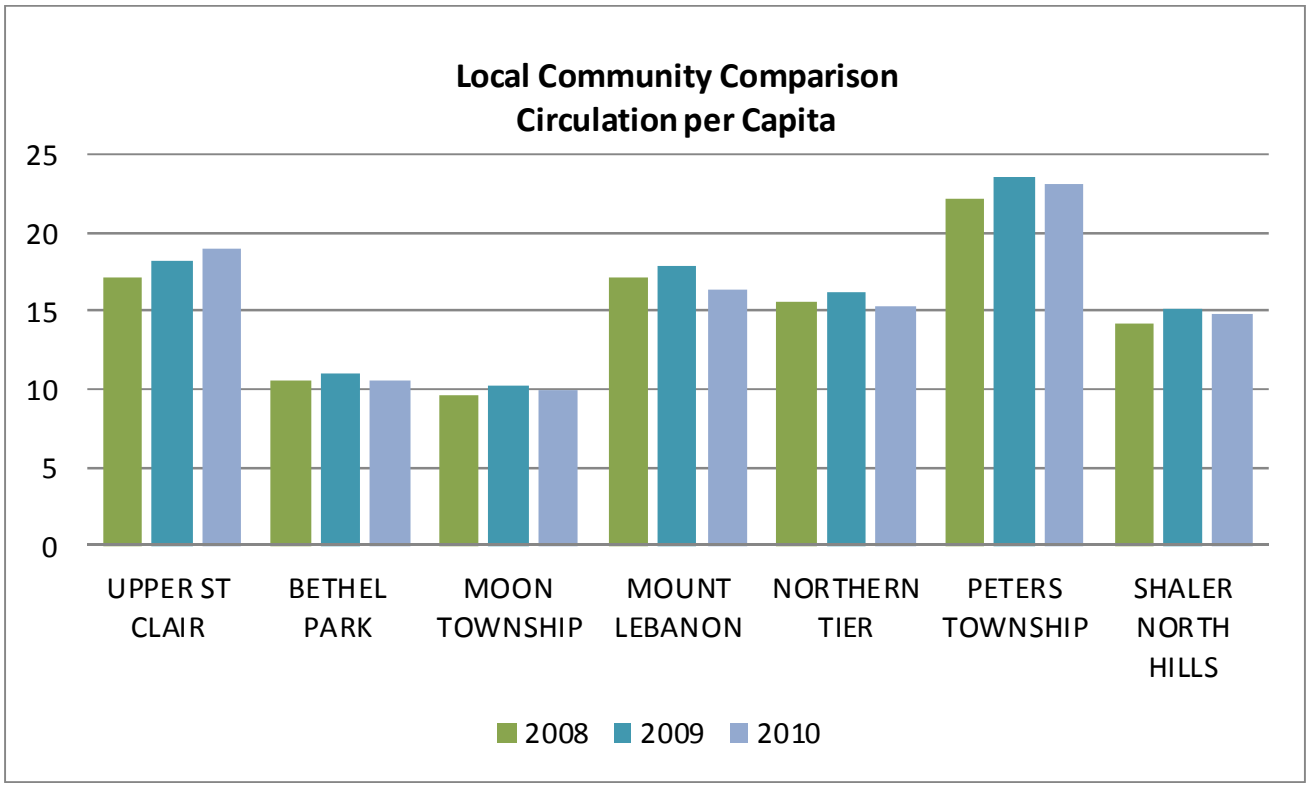
Visits per capita illustrates a dimension of library performance, one which focuses on how well the library facility is used by the community. Visits per capita captures attendance at programs, computer users, and casual readers as well as serious students.



DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

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.

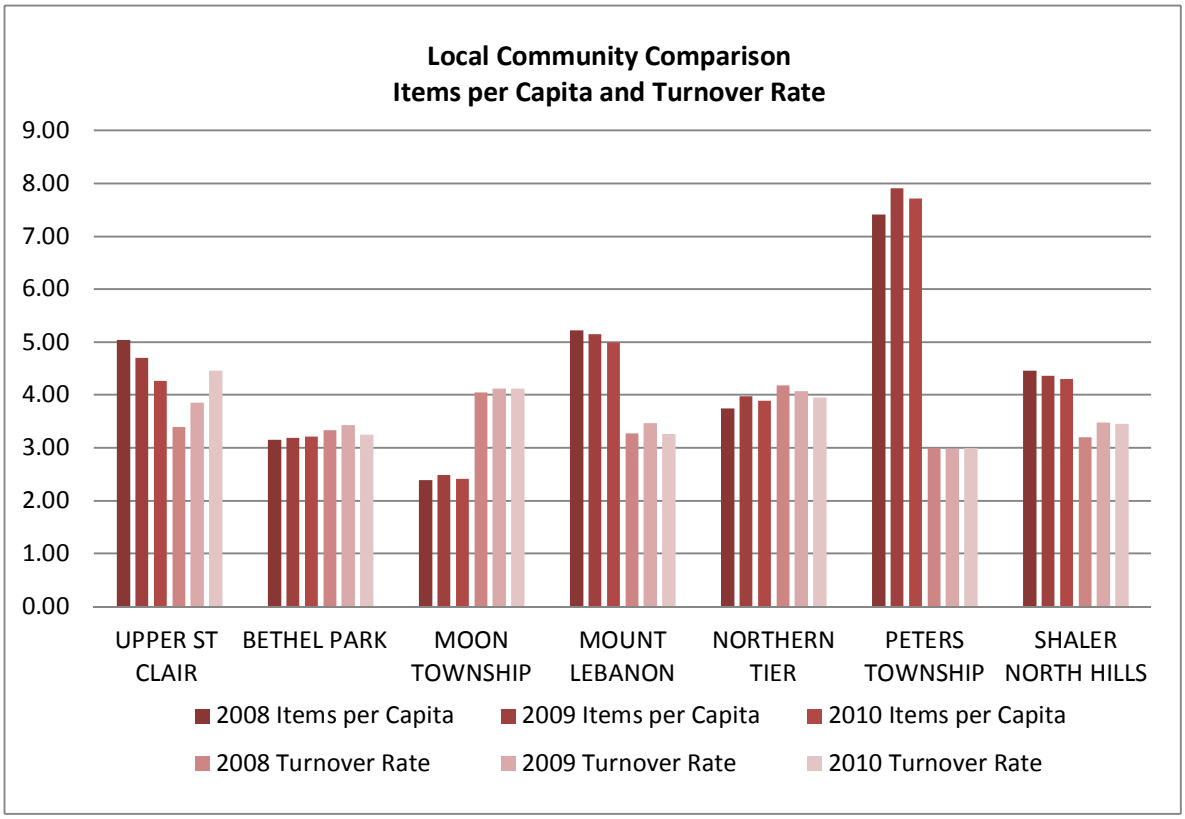
These numbers only document circulation within the library. Not reflected in the chart is the number of items shared through the Inter Library Loan system, or the number of library e-books USC residents have downloaded. E-book statistics are not yet part of the state definition for circulation. Circulation and turnover rates are critical measures of the library's performance. Librarians now use these statistics, at a more granular level than shown here, to make informed collection development decisions in a systematic way. Non-fiction areas are analyzed by subject, and additional space has been allotted to the specific areas with the greatest use.



DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

Items Per Capita - The number of 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 now at 4.2 and the turn-over rate is 4.4. The Pennsylvania average items per capita is 2.6, while the standard the state requires for state aid payments is 1.5 items per capita. Items per capita analysis showed our collection was slightly larger than recommended for a community this size. Judicious elimination of materials no longer in regular use 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 are clearly documented by the trend illustrated in the following chart.



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.

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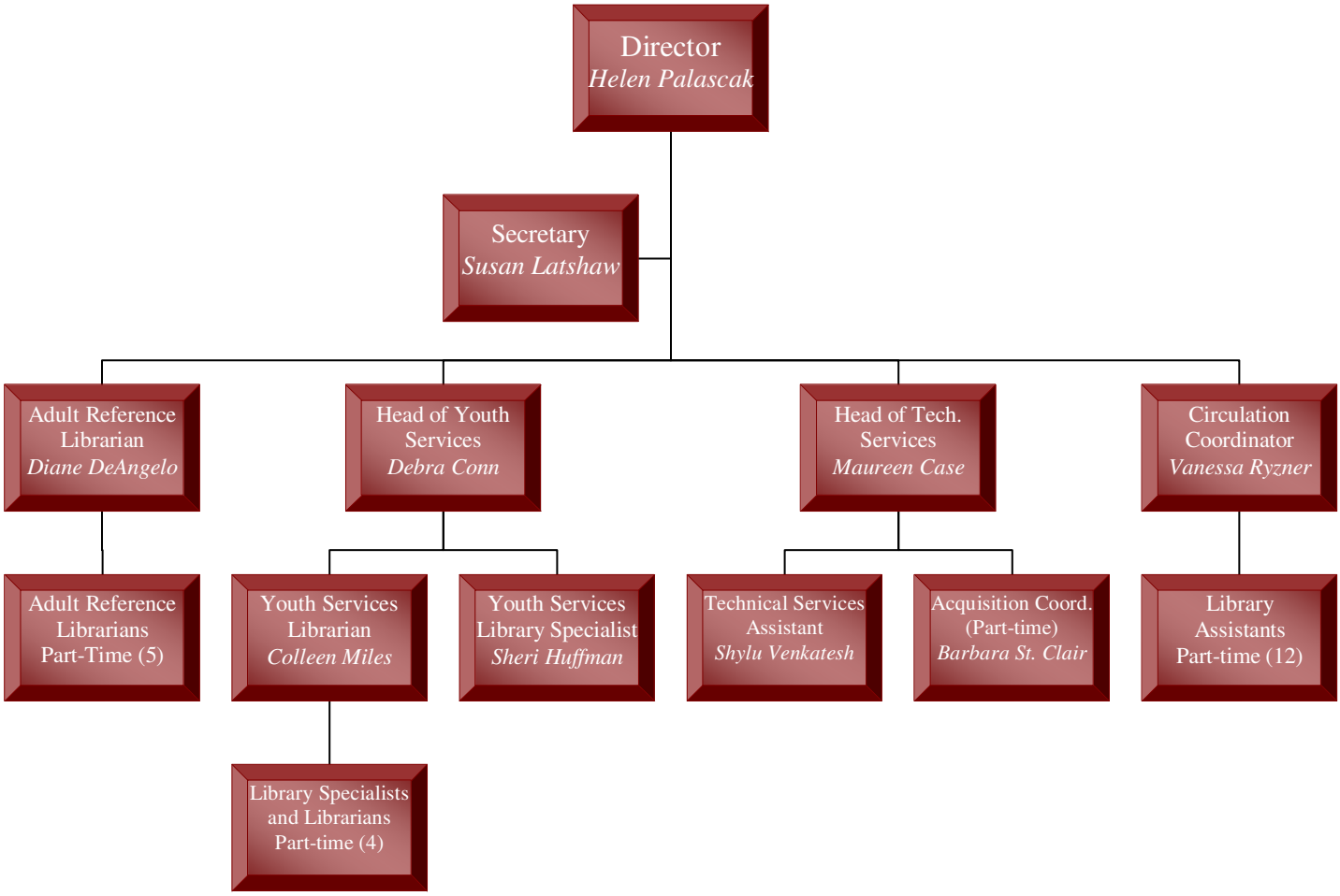
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Library Department for 2013 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2013 Positions
Director of the Library	4	$64,794	$90,710	1
Head of Youth Services	6	$43,532	$60,946	1
Head of Technical Services	7	$35,683	$49,954	1
Youth Services Librarian	7	$35,683	$49,954	1
Secretary to the Director of the Library	8	$23,789	$41,629	1
Youth Services Library Specialist	8	$23,789	$41,629	1
Circulation Coordinator*	8	$23,789	$41,629	1
Technical Services Assistant*	8	$23,789	$41,629	1
Reference Librarian*	8	$23,789	$41,629	1
Total				**9**

* In 2013, there are three (3) current positions within the Library that will be funded through the Library RAD Fund. The positions are: Circulation Coordinator, Technical Services Assistant and a Reference Librarian.

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



DEPARTMENT EXPENDITURES

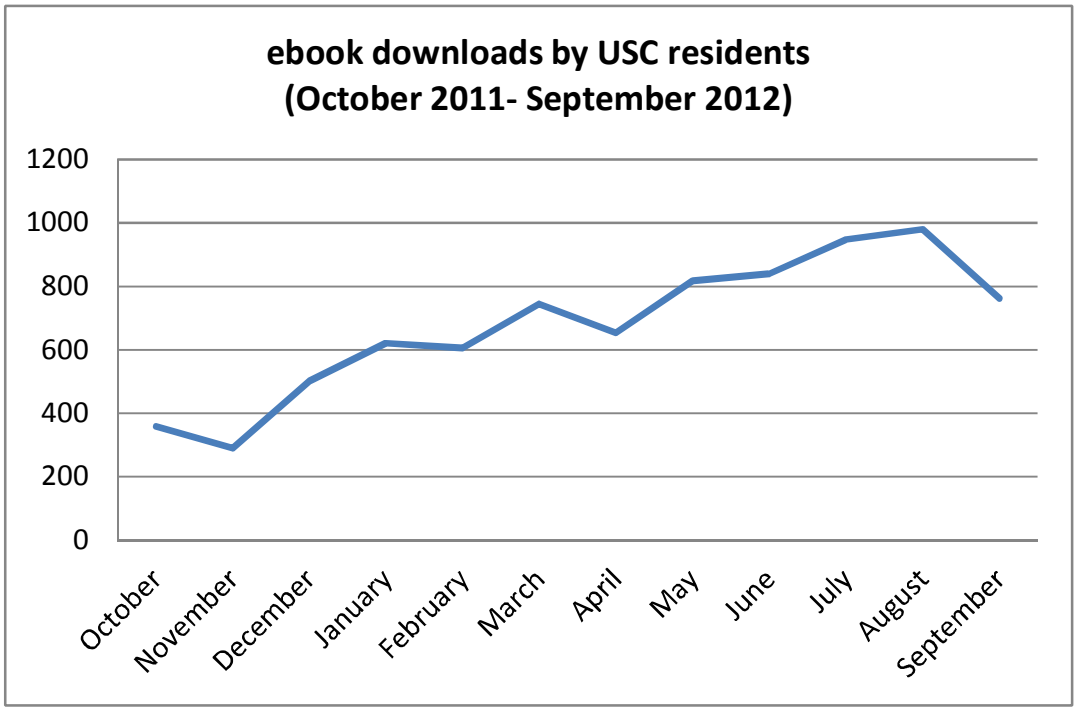
Administration Expenditures 01-60-601-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
101 Full-Time Wages	$ 207,771	$ 250,685	$ 257,344	$ 257,368	$ 264,446
120 Part-Time Wages	239,109	230,248	236,000	236,000	238,000
162 Group Life Insurance	1,931	2,312	2,335	1,857	1,634
163 Medical Insurance	69,417	84,066	77,284	77,227	77,024
164 Workers' Compensation	3,801	5,422	4,570	4,570	4,170
166 Pension Costs	11,848	14,193	14,592	14,585	14,994
167 Long-term Disability Insurance	1,413	1,728	1,729	1,072	701
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	33,861	36,199	37,741	37,743	38,437
Total Personal Services	$ 571,151	$ 626,853	$ 633,595	$ 632,422	$ 641,406
Contractual Services					
230 Association Dues	$ 728	$ 1,713	$ 1,400	$ 1,400	$ 1,500
231 Travel & Conference Expense	2,566	3,618	6,000	4,000	4,000
243 Telephone	642	647	800	800	1,000
250 Repairs & Maintenance-Office Equipment	551	312	500	300	500
275 Printing & Duplicating	1,965	2,305	2,750	4,000	4,000
278 Postage	1,463	1,330	1,450	1,750	1,500
281 Storage Space Rental	690	712	-	700	800
Total Contractual Services	$ 8,605	$ 10,637	$ 12,900	$ 12,950	$ 13,300
Commodities					
301 Expendable Office Supplies	$ 7,508	$ 7,464	$ 6,800	$ 6,800	$ 7,000
302 Periodicals & Subscriptions	8,414	8,054	7,650	8,000	8,500
310 Adult Books	55,572	71,078	59,700	79,301	81,626
311 Juvenile Books	12,167	12,042	17,000	13,000	17,000
314 Adult Non-Print Materials	10,690	10,383	12,000	11,000	12,000
315 Juvenile Non-Print Materials	(257)	517	2,200	1,000	3,000
320 E-Resources	-	-	3,500	8,000	10,000
380 Miscellaneous Supplies	106	(512)	-	200	200
381 Program Expenses	3,606	3,720	3,750	3,300	3,750
382 Library Specific Supplies	2,641	2,994	3,000	3,000	3,500
400 LSTA Grant Expenses ^	7,827	3,548	-	-	-
Total Commodities	$ 108,274	$ 119,288	$ 115,600	$ 133,601	$ 146,576

DEPARTMENT EXPENDITURES (Continued)

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Distributed Costs					
602 Dist. Data Processing Costs	$ 14,801	$ 11,526	$ 18,711	$ 13,840	$ 20,272
Total Distributed Costs	$ 14,801	$ 11,526	$ 18,711	$ 13,840	$ 20,272
Total Administration Expenditures	**$ 702,831**	**$ 768,304**	**$ 780,806**	**$ 792,813**	**$ 821,554**

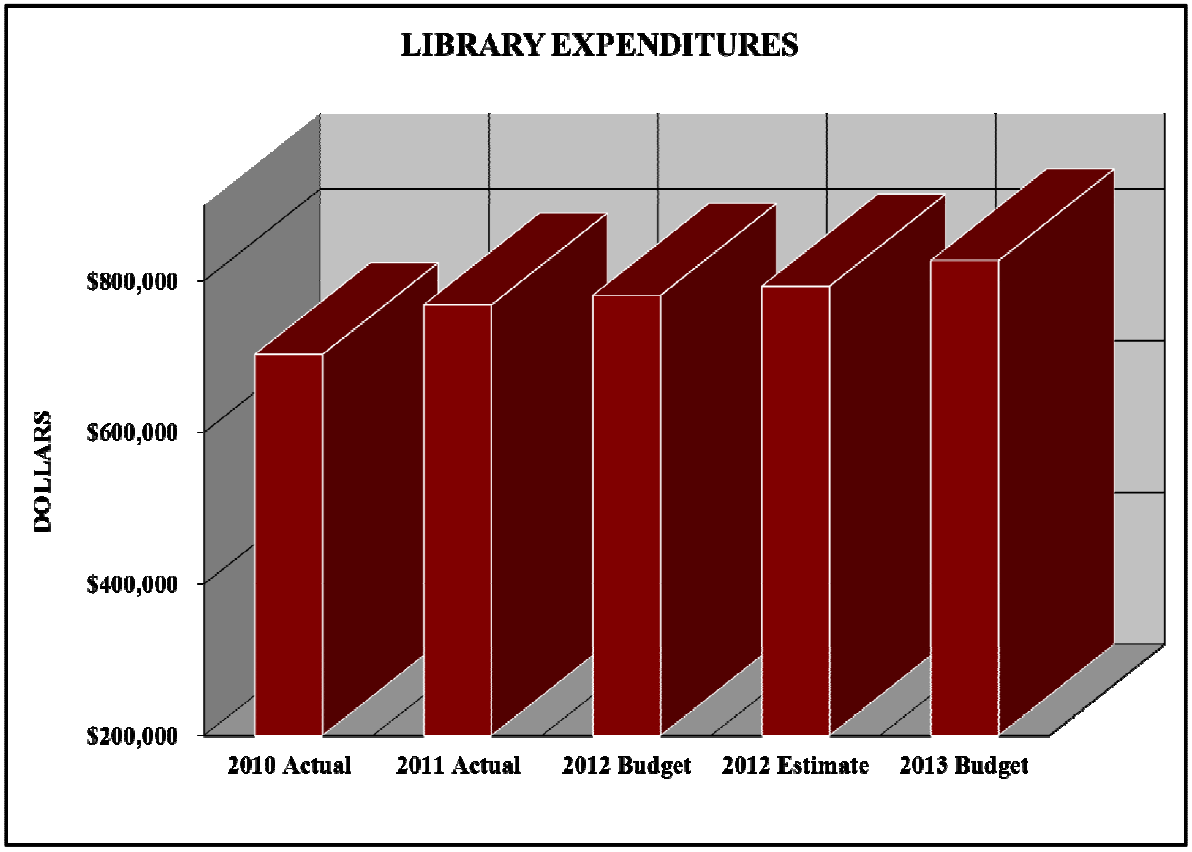
BUDGETARY COMMENT

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. In 2012, the library began to contribute to a consortia initiative by the libraries in Allegheny County to provide e-books to library patrons. Additional resources were committed for 2013 as e-book usage continues to increase.



BUDGETARY COMMENT (Continued)

The 2013 Budget is $40,748 or 5.2% more than appropriated in 2012 due to an increase in commodities and personnel costs.



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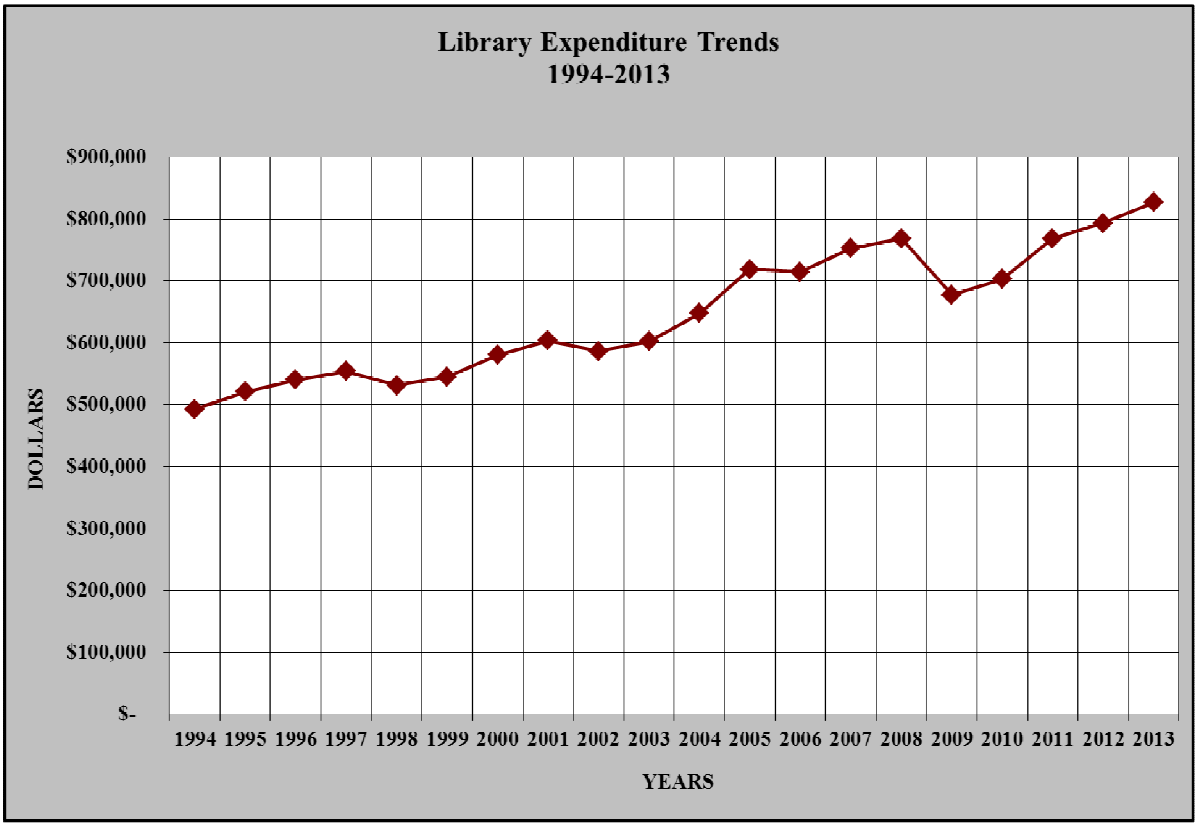


** Average Annual Cost Increase Rate – 4.06%*

SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*			***$672,768***
How many real estate tax mills?		**0.13**	**$305,168**
Earned Income Tax per $100?	**$**	**4.03**	**$304,207**
Percentage of Other Taxes?		**0.38%**	**$63,394**

**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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services	$ 3,203,993	$ 3,732,387	$ 3,433,884	$ 3,341,556	$ 3,568,942
Less: Dist. Operating Costs	(3,193,211)	(3,723,477)	(3,423,884)	(3,335,556)	(3,558,942)
Total Personal Services	**$ 10,782**	**$ 8,910**	**$ 10,000**	**$ 6,000**	**$ 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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
160 Social Security Expense	$ 582,628	$ 598,979	$ 642,877	$ 653,683	$ 703,899
162 Group Life Insurance	51,844	55,047	57,505	45,085	40,802
163 Medical Insurance	1,499,386	1,487,171	1,430,434	1,356,004	1,468,594
164 Workers' Compensation	480,226	517,370	408,474	413,579	336,229
165 Unemployment Compensation	10,782	8,910	10,000	6,000	10,000
166 Pension Costs	538,119	1,022,686	841,283	840,226	992,071
167 Long-term Disability Insurance	41,008	42,224	43,311	26,979	17,347
199 Less: Dist. Operating Costs	(3,193,211)	(3,723,477)	(3,423,884)	(3,335,556)	(3,558,942)
Total Personal Services	**$ 10,782**	**$ 8,910**	**$ 10,000**	**$ 6,000**	**$ 10,000**

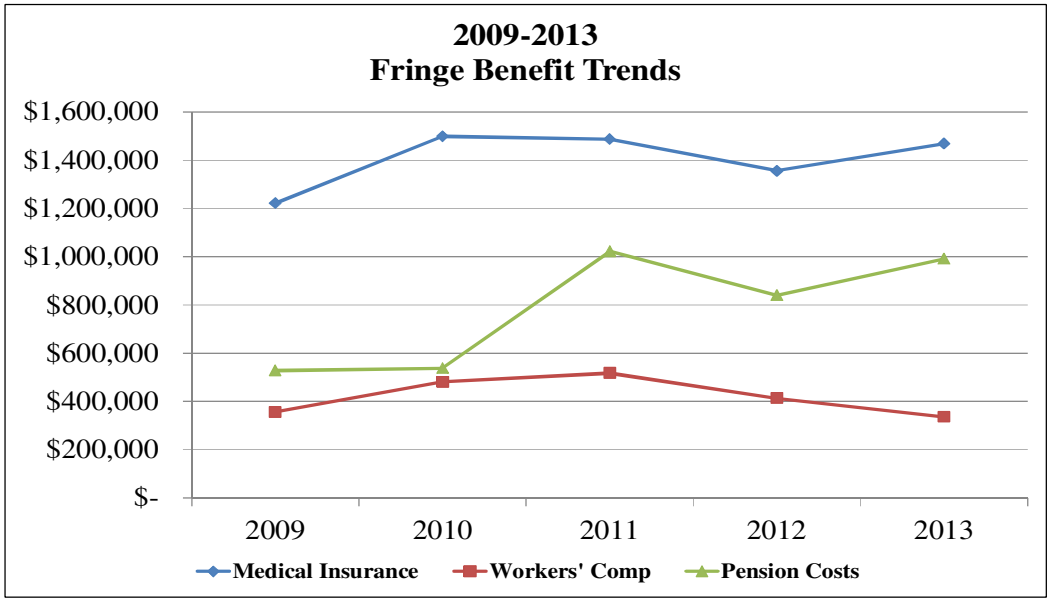
BUDGETARY COMMENT

In 2013, the total overhead Fringe Benefit expense is estimated at $3,558,942 which is an increase of $135,058 or 3.9% from the 2012 Budget. The increase is primarily due to mandatory pension costs.

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	32,347	3,250	82,357	1,733	36,155	1,065
01-103	Finance Office	12,436	1,285	34,330	666	13,635	375
01-104	Tax Collection	2,705	280	5,632	145	3,330	93
01-106	Information Technology	14,048	1,454	58,812	752	13,772	470
01-107	Cable Television	2,866	285	13,870	162	2,697	168
01-201	Police	229,742	14,090	477,198	141,027	519,175	6,665
01-202	VFD	-	-	-	32,000	-	-
01-301	Comm. Development	24,967	2,380	49,936	1,392	20,666	883
01-501	Recreation - Admin	4,505	418	9,215	9,520	3,965	138
01-502-530	Recreation Programs	10,601	-	-	-	-	-
01-601	Library	38,437	1,634	77,024	4,170	14,994	701
01-499	Public Works	126,621	7,797	351,446	84,507	277,594	4,270
01-904	Post Employment Benefits	-	640	78,630	-	-	-
14-601	Library RAD Fund	8,998	450	43,276	800	4,565	240
50-425	Sanitary Sewer	13,960	1,300	28,394	800	14,770	480
52-102	BM Park RAD Fund	18,898	404	14,171	230	3,820	125
53-50-501	BM Rec	162,125	5,135	144,303	58,325	62,933	1,674
	Total Benefits	**$ 703,899**	**$ 40,802**	**$ 1,468,594**	**$ 336,229**	**$ 992,071**	**$ 17,347**

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 (Base Rate from 2010)
Police Officers – 3% of premiums
Police Dispatchers - 25% of any increase in premiums (Base Rate from 2010)
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

2013 Budget Medical Insurance Employee Reimbursements	
Police Officers	8,637
Non-Contractual Employees	38,021
Teamsters	-
Dispatchers	-
Retired Police Officers	842
Total Employee Reimbursement	**$ 47,500**
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.

	2009	2010	2011	2012	2013
Workers' Comp	355,682	480,226	517,371	413,579	336,229
Annual Dividends	(38,596)	(53,077)	(69,449)	(81,055)	(81,000)
Net Workers' Comp	**317,086**	**427,149**	**447,922**	**332,524**	**255,229**

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
2013 Minimum Municipal Obligation	$ 276,604	$ 499,570	$ 215,897	$ 992,071
State Pension Grant	(106,256)	(205,184)	(201,520)	(512,960)
Difference - Net Cost to Township	$ 170,348	$ 294,386	$ 14,377	$ 479,111

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services	$ 153,168	$ 151,990	$ 153,040	$ 169,240	$ 173,300
Less: Dist. Operating Costs	(132,530)	(129,285)	(130,300)	(140,769)	(143,300)
Total Contractual Services	**$ 20,638**	**$ 22,705**	**$ 22,740**	**$ 28,471**	**$ 30,000**

DISTRIBUTED INSURANCE OVERVIEW

This account represents the Township's cost for General Liability Insurance. In 2013, the total cost will be distributed based on actual costs.

DEPARTMENT EXPENDITURES

Distributed Insurance 01-90-903-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
199 Less: Dist. Operating Costs	$ (132,530)	$ (129,285)	$ (130,300)	$ (140,769)	$ (143,300)
220 Umbrella Policy	7,394	10,289	10,300	10,237	10,300
221 Special Multi-Peril Policy	110,969	108,996	110,000	120,532	123,000
223 Employment Practices Liability	13,698	15,765	15,800	21,531	22,500
224 Pollution Liability	6,940	6,940	6,940	6,940	7,500
295 Brokerage Services	14,167	10,000	10,000	10,000	10,000
Total Contractual Services	**$ 20,638**	**$ 22,705**	**$ 22,740**	**$ 28,471**	**$ 30,000**

BUDGETARY COMMENT

The 2013 insurance costs will be distributed as follows:

Fund - Acct. No.	Program	2012 Distribution	2013 Distribution
01-201	**Police**	$ 24,851	$ 25,318
01-301	**Comm. Development**	20,027	20,403
01-401	**Public Works - Admin**	31,523	32,115
01-411	**Property Damage - Bldg**	6,000	6,000
01-501	**Recreation**	21,806	22,215
53-501	**Comm. & Rec. Center**	36,562	37,249
	Total Insurance	**$ 140,769**	**$ 143,300**

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	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
162 Group Life Insurance	$ 503	$ 610	$ 650	$ 602	$ 640
163 Medical Insurance	45,708	45,982	62,000	49,500	64,530
Total Personal Services	**$ 46,211**	**$ 46,592**	**$ 62,650**	**$ 50,102**	**$ 65,170**

COBRA Insurance Benefits 01-90-905-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Personal Services					
163 Medical Insurance	$ 17,363	$ 23,382	$ 20,000	$ 10,000	$ 14,100
Total Personal Services	**$ 17,363**	**$ 23,382**	**$ 20,000**	**$ 10,000**	**$ 14,100**

* 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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Debt Service Expenditures					
Contractual Services	$1,191,828	$1,725,126	$1,328,951	$1,192,195	$1,168,299
Total Debt Service Expenditures	**$1,191,828**	**$1,725,126**	**$1,328,951**	**$1,192,195**	**$1,168,299**

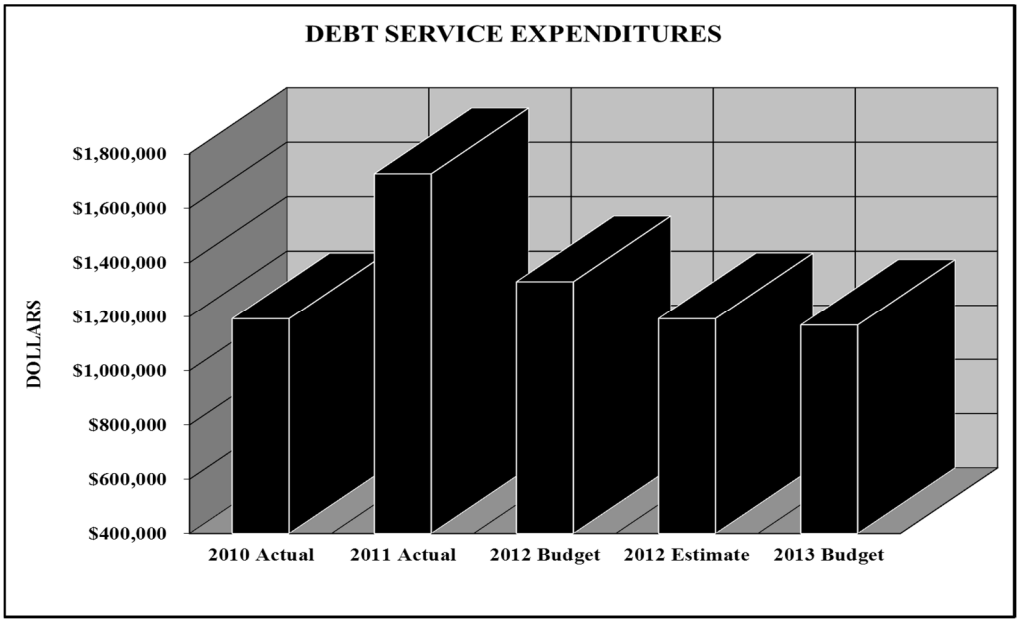
DEBT SERVICE OVERVIEW

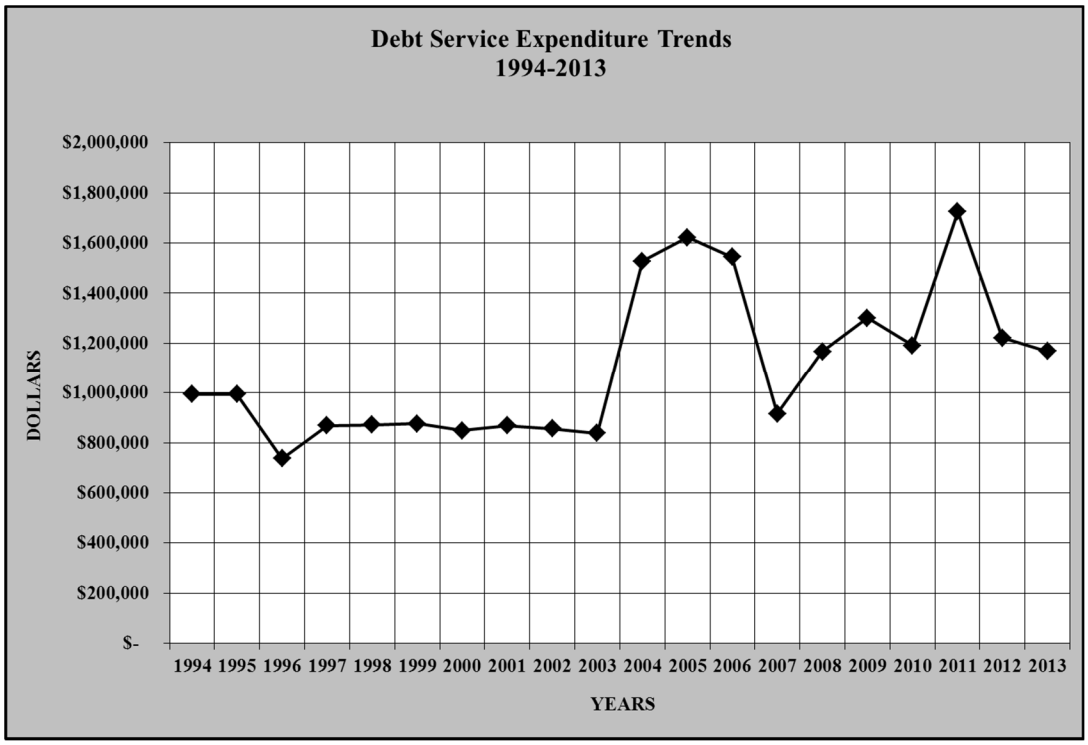
The payments of bond or note obligations that are General Fund specific are provided by this program account. Please refer to the *"Sinking Funds"* section of the budget for a full description of the uses of all Township bonds and notes.

Debt Service Expenditures 01-70-701-500???-000	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
501 Principal Payment-Gen Oblig Bonds	$ 439,020	$ 591,974	$ 649,189	$ 593,440	$ 562,882
502 Principal Payments-Gen Oblig Note	-	375,000	-	-	-
511 Interest Payment-Gen Oblig Bonds	752,808	747,855	679,762	598,755	605,417
512 Interest Payments-Gen Oblig Note	-	10,297	-	-	-
Total Contractual Services	$1,191,828	$1,725,126	$1,328,951	$1,192,195	$1,168,299
Total Debt Service Expenditures	**$1,191,828**	**$1,725,126**	**$1,328,951**	**$1,192,195**	**$1,168,299**

BUDGETARY COMMENT

Funds requested for this program are $160,652 less than appropriated in 2012. This is mainly due to the refinancing of the Township's 2006 and 2007 General Obligation Bond Issues.





SUPPLEMENTARY INFORMATION

General Fund Revenue Breakdown

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

Net Expenditures*			***$1,168,299***
How many real estate tax mills?		**0.22**	**$529,940**
Earned Income Tax per $100?	**$**	**7.00**	**$528,272**
Percentage of Other Taxes?		**0.66%**	**$110,087**

**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.*

2013 PROJECTED DEBT SERVICE SCHEDULE

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
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	**$ 4,441,339**	**$ 2,367,706**	**$ 136,433**	**$ 6,945,478**

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2013, the impact of the variable interest rate on General Fund interest payments is expected to be $38,696 higher than indicated on the schedule.**

2013 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
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	**$ 3,670,000**	**$ 462,274**	**$ 4,132,274**

2013 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
2013	1.500%	$ 55,000	$ 1,375	$ 56,375
2014	1.750%	55,000	481	55,481
	Total	**$ 110,000**	**$ 1,856**	**$ 111,856**

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

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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**	**$ 1,853,441**	**$ 7,118,441**

2013 PROJECTED DEBT SERVICE SCHEDULE (Continued)

IV. BONDED INDEBTEDNESS

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

2012 Bond Issue
General Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2013	0.000%	$ -	$ 159,292	$ 159,292
2014	1.000%	-	159,291	159,291
2015	1.000%	-	159,292	159,292
2016	1.000%	10,000	159,241	169,241
2017	3.000%	185,000	156,417	341,417
2018	1.200%	185,000	152,531	337,531
2019	1.450%	185,000	150,080	335,080
2020	1.625%	180,000	147,276	327,276
2021	1.850%	215,000	143,825	358,825
2022	2.000%	215,000	139,686	354,686
2023	2.100%	225,000	135,174	360,174
2024	2.200%	230,000	130,281	360,281
2025	2.625%	230,000	124,733	354,733
2026	2.625%	230,000	118,695	348,695
2027	2.625%	235,000	112,592	347,592
2028	3.000%	240,000	105,907	345,907
2029	3.000%	1,020,000	87,008	1,107,008
2030	3.000%	1,050,000	55,957	1,105,957
2031	3.100%	1,080,000	23,468	1,103,468
2032	3.450%	195,000	3,364	198,364
	Total	**$ 5,910,000**	**$ 2,424,110**	**$ 8,334,110**

GENERAL FUND

OPERATING TRANSFERS

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Operating Transfers Expenditures					
Contractual Services	$ 4,554,208	$ 3,966,412	$ 2,950,843	$ 4,510,703	$ 3,433,181
Total Operating Transfers Expenditures	**$ 4,554,208**	**$ 3,966,412**	**$ 2,950,843**	**$ 4,510,703**	**$ 3,433,181**

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.

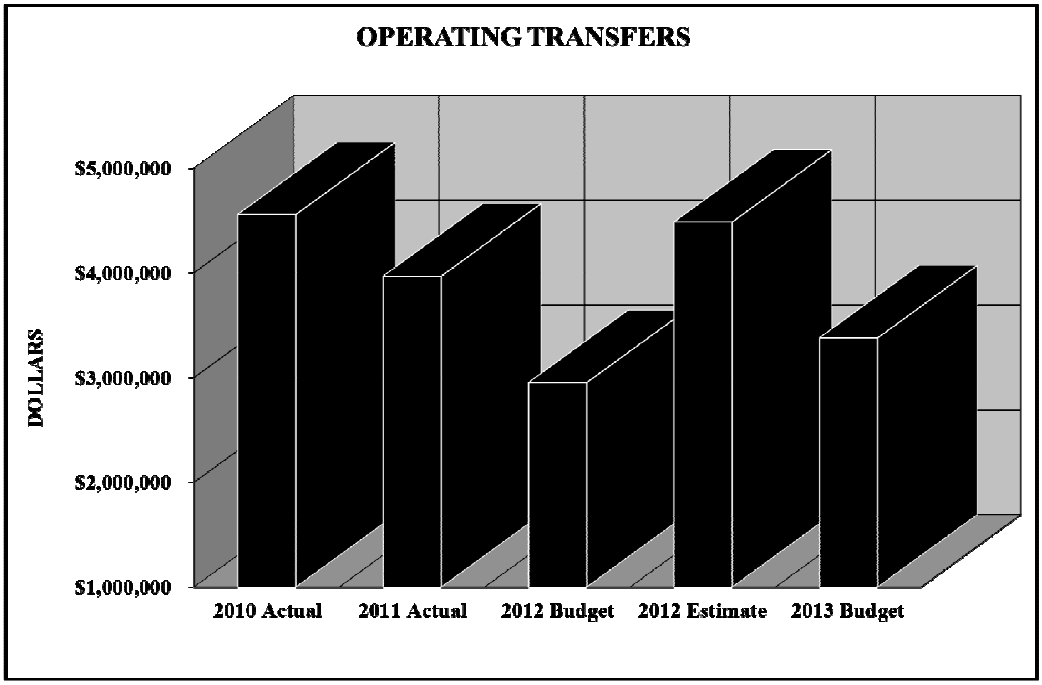
Boyce Mayview Community & Recreation Center (C&RC) Fund (Enterprise Funds)
The transfer covers the debt service, a portion of the common area expenses and any additional operation appropriation needed at the Community & Recreation Center.

DEPARTMENT EXPENDITURES

Operating Transfers Expenditures 01-80-801-500???-???	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
401-000 Capital Projects Fund	$ 2,552,901	$ 1,986,202	$ 812,778	$ 2,379,560	$ 978,425
452-000 Boyce Mayview Park RAD Fund	318,166	496,395	537,327	554,291	718,902
453-000 Boyce Mayview C&RC Fund Debt Service Portion	1,121,411	1,109,966	1,179,236	1,179,236	1,293,265
453-001 Boyce Mayview C&RC Fund 15% Operation Approp.	561,730	373,849	421,502	397,616	442,589
Total Contractual Services	$ 4,554,208	$ 3,966,412	$ 2,950,843	$ 4,510,703	$ 3,433,181
Total Operating Transfers Expenditures	**$ 4,554,208**	**$ 3,966,412**	**$ 2,950,843**	**$ 4,510,703**	**$ 3,433,181**

BUDGETARY COMMENTS

In 2013, the Township plans to transfer $978,425 from the General Fund to the Capital Projects Fund, $718,902 to the Boyce Mayview Park RAD Fund, and $1,735,854 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?

Net Expenditures*			***$3,433,181***
How many real estate tax mills?		**0.67**	**$1,557,291**
Earned Income Tax per $100?	**$**	**20.57**	**$1,552,388**
Percentage of Other Taxes?		**1.94%**	**$323,502**

**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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Fund Balance	$ 1,722	$ 1,069	$ 1,057	$ 1,057	$ 210
Revenue	440,847	451,247	446,980	445,653	426,945
Expenditures	(441,500)	(451,259)	(447,024)	(446,500)	(426,000)
Ending Fund Balance	**$ 1,069**	**$ 1,057**	**$ 1,013**	**$ 210**	**$ 1,155**

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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue					
10-00-000-??????-000					
345001 Interest on Investments	$ 201	$ 98	$ 100	$ 60	$ 100
355002 State Allocation	421,766	432,269	428,000	426,713	407,965
355003 Turnback Revenue	18,880	18,880	18,880	18,880	18,880
Total Revenue	**$ 440,847**	**$ 451,247**	**$ 446,980**	**$ 445,653**	**$ 426,945**
Expenditures					
10-40-408-500???-000					
401 Annual Street Program	$ 441,500	$ 451,259	$ 447,024	$ 446,500	$ 426,000
Total Expenditures	**$ 441,500**	**$ 451,259**	**$ 447,024**	**$ 446,500**	**$ 426,000**

BUDGETARY COMMENT

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

Year	Grant Amount	Year	Grant Amount
2012	$ 426,713	2007	$ 414,059
2011	432,269	2006	399,204
2010	421,766	2005	373,412
2009	439,279	2004	363,294
2008	455,805	2003	356,692

STORM SEWER IMPROVEMENT FUND

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Fund Balance	$ 12,592	$ 12,354	$ 4,966	$ 4,966	$ 5,366
Revenue	-	5,200	1,200	400	1,000
Expenditures	(238)	(12,588)	(2,000)	-	(2,000)
Ending Fund Balance	**$ 12,354**	**$ 4,966**	**$ 4,166**	**$ 5,366**	**$ 4,366**

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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue					
12-00-000-??????-000					
320001 Developer Fees	$ -	$ 5,200	$ 1,200	$ 400	$ 1,000
Total Revenue	**$ -**	**$ 5,200**	**$ 1,200**	**$ 400**	**$ 1,000**
Expenditures					
12-40-405-500???-000					
211 Professional Services-Engineering	$ 238	$ 2,088	$ -	$ -	$ -
430 Storm Sewer Projects	-	10,500	2,000	-	2,000
Total Expenditures	**$ 238**	**$ 12,588**	**$ 2,000**	**$ -**	**$ 2,000**

FIELD IMPROVEMENT FUND

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Fund Balance	$ 294,718	$ 292,972	$ 340,410	$ 340,410	$ 379,570
Revenue	49,968	49,533	49,150	49,160	49,150
Expenditures	(51,714)	(2,095)	(40,000)	(10,000)	(40,000)
Ending Fund Balance	**$ 292,972**	**$ 340,410**	**$ 349,560**	**$ 379,570**	**$ 388,720**

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 2013.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue					
13-00-000-??????-000					
320001 Athletic Association-User Fees	$ 19,700	$ 19,380	$ 19,000	$ 19,000	$ 19,000
345001 Interest on Investments	268	153	150	160	150
360008 Township Appropriation	30,000	30,000	30,000	30,000	30,000
Total Revenue	**$ 49,968**	**$ 49,533**	**$ 49,150**	**$ 49,160**	**$ 49,150**
Expenditures					
13-40-415-500???-000					
702 Field Renovation Projects	$ 51,714	$ 2,095	$ 40,000	$ 10,000	$ 40,000
Total Expenditures	**$ 51,714**	**$ 2,095**	**$ 40,000**	**$ 10,000**	**$ 40,000**

LIBRARY RAD FUND

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Fund Balance	$ 52,354	$ 2,486	$ -	$ -	$ -
Revenue	220,810	186,489	198,547	198,547	215,247
Expenditures	(270,678)	(188,975)	(198,547)	(198,547)	(212,623)
Ending Fund Balance	**$ 2,486**	**$ -**	**$ -**	**$ -**	**$ 2,624**

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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue					
14-00-000-??????-000					
360020 Regional Asset District	$ 220,810	$ 186,489	$ 198,547	$ 198,547	$ 215,247
360021 Regional Use Reimbursement	-				
Total Revenue	**$ 220,810**	**$ 186,489**	**$ 198,547**	**$ 198,547**	**$ 215,247**
RAD Expenditures					
14-60-601-500???-000					
Personal Services					
101 Full-Time Wages	$ 127,843	$ 91,604	$ 93,773	$ 92,200	$ 96,120
120 Part-Time Wages	20,465	20,951	21,500	20,120	21,500
162 Group Life Insurance	1,119	860	861	684	450
163 Medical Insurance	44,250	22,984	22,741	37,052	43,276
164 Workers' Compensation	1,679	1,195	1,127	1,127	800
166 Pension Costs	6,214	4,420	4,528	4,200	4,565
167 Long-term Disability Insurance	858	608	608	373	240
198 Social Security Expense	11,101	8,427	8,809	8,592	8,998
Total Personal Services	$ 213,529	$ 151,049	$ 153,947	$ 164,348	$ 175,949

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
250 Computer Maintenance	$ 11,512	$ 11,095	$ 12,000	$ 11,300	$ 12,300
290 Other Contractual Services	-	-	-	-	-
Total Contractual Services	$ 11,512	$ 11,095	$ 12,000	$ 11,300	$ 12,300
Commodities					
300 Furniture & Equipment	$ 4,191	$ 2,264	$ 2,500	$ 2,500	$ 5,000
310 Adult Books	16,344	4,571	14,300	2,199	374
314 Adult Non-Print Materials	10,161	7,285	5,000	8,500	7,500
315 Juvenile Non-Print Materials	9,925	7,205	7,800	5,200	6,500
380 Library Specific Supplies	5,016	5,505	3,000	4,500	5,000
Total Commodities	$ 45,637	$ 26,831	$ 32,600	$ 22,899	$ 24,374
Total RAD Expenditures	**$ 270,678**	**$ 188,975**	**$ 198,547**	**$ 198,547**	**$ 212,623**
RUR Expenditures					
14-60-602-500???-000					
300 Furniture & Equipment	$ -	$ -	$ -	$ -	$ -
380 Library Specific Supplies	-	-	-	-	-
Total RUR Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Expenditures	**$ 270,678**	**$ 188,975**	**$ 198,547**	**$ 198,547**	**$ 212,623**

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BOYCE MAYVIEW PARK RAD FUND

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Fund Balance	$ 5,493	$ 27,993	$ 17,941	$ 17,941	$ 5,691
Revenue	1,182,718	862,626	1,363,327	854,291	1,338,902
Expenditures	(1,160,218)	(872,678)	(1,363,327)	(866,541)	(1,338,902)
Ending Fund Balance	**$ 27,993**	**$ 17,941**	**$ 17,941**	**$ 5,691**	**$ 5,691**

PROGRAM OVERVIEW

For 2013, the Allegheny County Regional Asset District (RAD) allocated a grant of $320,000 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 $718,902 is budgeted to be made for 2013.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue					
52-00-000-??????-000					
360002 Athletic Association-User Fees	$ -				
360008 General Fund Appropriation	318,166	496,395	537,327	554,291	718,902
360020 RAD Grant	380,127	366,231	300,000	300,000	320,000
360040 Donations	-	-	25,000	-	300,000
365002 PennDOT SPC Grant	-	-	-	-	-
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	155,825	-	-	-	-
367001 Recreation Fees	470	-	1,000	-	-
Total Revenue	**$ 1,182,718**	**$ 862,626**	**$ 1,363,327**	**$ 854,291**	**$ 1,338,902**

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Park Personal Services					
52-10-102-500???-000					
101 Full-Time Wages	$ 175,084	$ 172,248	$ 174,078	$ 213,320	$ 224,034
110 Overtime Wages	4,764	3,859	6,500	6,770	7,000
120 Part-Time Wages	18,644	15,543	20,750	16,000	16,000
162 Group Life Insurance	456	491	577	442	404
163 Medical Insurance	2,417	15,294	14,220	16,100	14,171
164 Workers' Compensation	691	400	300	300	230
166 Pension Costs	3,067	3,199	3,774	3,680	3,820
167 Long-term Disability Insurance	286	295	321	202	125
198 Social Security Expense	15,088	14,420	15,402	18,061	18,898
199 Fringe Benefit Distribution	130,584	124,070	109,745	141,447	149,693
290 The Outdoor Classroom Payments	50,000	50,000	60,000	60,000	60,000
Total Park Personal Services	$ 401,081	$ 399,819	$ 405,667	$ 476,322	$ 494,375
Park Capital Expenditures					
52-40-401-500???-000					
307 Perimeter & Interior Trail Const.	$ 231,641	$ -	$ -	$ -	$ -
308 Open Space Enhancement & Access Improvements	-	-	-	-	-
309 Park Video Production	2,500	10,050	-	12,250	-
310 Miracle Field and Playground	-	130,399	-	2,100	-
311 Park Playgrounds	-	-	525,000	-	430,000
320 Park Improvements - Capital	110,263	59,296	124,400	85,000	-
330 Northern Tributary Grant Exp.	155,826	-	-	-	-
331 Soil & Erosion Control	33,083	26,535	15,600	47,000	-
750 Capital Equipment-Park Security	-	-	-	-	125,000
Total Park Capital Expenditures	$ 533,313	$ 226,280	$ 665,000	$ 146,350	$ 555,000

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Park Maintenance Expenditures					
52-40-415-500???-000					
240 Water and Sewerage	$ 29,921	$ 31,097	$ 29,500	$ 29,500	$ 30,000
241 Natural Gas	3,676	2,693	5,000	4,000	5,000
242 Electricity	27,165	23,305	25,280	23,500	25,000
243 Telephone	422	456	460	900	1,000
299 Field Maintenance Services	31,458	38,209	48,500	47,000	50,500
328 Field Maintenance Supplies	47,949	61,957	95,000	64,500	91,500
343 Tools & Equipment	-	313	500	300	500
367 Park Community Programs	848	1,363	1,000	1,300	1,400
601 Dist. Vehicle Costs	3,444	3,498	3,521	3,521	3,609
604 Police Patrol Distribution	40,700	46,083	44,199	41,616	44,711
605 Snow & Ice Distribution	40,241	37,605	39,700	27,732	36,307
Total Park Maintenance Exp.	$ 225,824	$ 246,579	$ 292,660	$ 243,869	$ 289,527
Total Expenditures	**$ 1,160,218**	**$ 872,678**	**$ 1,363,327**	**$ 866,541**	**$ 1,338,902**

CAPITAL PROJECTS FUND

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Fund Balance	$ 986,460	$ 2,663,086	$ 3,446,085	$ 3,446,085	$ 4,347,342
Revenue	3,150,163	2,177,505	888,278	2,524,722	990,925
Expenditures	(1,473,537)	(1,394,506)	(2,219,076)	(1,623,465)	(2,850,600)
Ending Fund Balance	**$ 2,663,086**	**$ 3,446,085**	**$ 2,115,287**	**$ 4,347,342**	**$ 2,487,667**

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 2013, an operating transfer of $978,425 has been budgeted to help support Township capital expenditures.

The Five-Year Capital Improvement Plan for 2013-2017, 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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue					
40-00-000-??????-000					
345001 Interest on Investments	$ 11,383	$ 7,641	$ 11,000	$ 8,000	$ 8,000
350002 Peters Twp Compost Agmt	10,308	4,500	4,500	4,500	4,500
360008 General Fund Appropriation	2,552,901	1,986,202	812,778	2,379,560	978,425
360009 Refunding Bond Proceeds	-	7,214	-	5,748	-
360010 Capital Note Proceeds	375,000	53,293	-	-	-
370016 3RWW Grant	-	115,000	-	-	-
370021 Cook School Road Contributions	-	-	-	98,864	-
370043 DCNR Grant Payments	15,000	-	-	-	-
380099 Miscellaneous Revenue	185,571	3,655	60,000	28,050	-
Total Revenue	**$ 3,150,163**	**$ 2,177,505**	**$ 888,278**	**$ 2,524,722**	**$ 990,925**

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Expenditures					
General Government					
40-10-102-500???-000					
300 Admin. Office Equipment	$ 1,528	$ -	$ 2,500	$ 2,500	$ 31,000
730 Bldg Mte-Interior & Exterior	16,374	54,101	95,000	95,000	95,000
731 Municipal Building Improvements	-	-	365,000	100,000	240,000
740 Staff Vehicles	-	10,055	30,000	31,296	-
750 Information Technology Equipment	49,305	66,702	251,500	80,000	398,000
752 Cable Television Equipment	11,552	3,773	15,000	15,000	20,000
Total General Government	$ 78,759	$ 134,631	$ 759,000	$ 323,796	$ 784,000
Public Safety					
40-20-???-500???-000					
201-740 Police Cars & Lights	$ 57,286	$ 69,039	$ 87,000	$ 77,000	$ 90,000
201-746 Deer Culling Program	30,079	37,500	37,500	37,500	37,500
201-747 Mobile Data Units	2,443	25,361	6,000	6,456	6,000
201-749 Alarm Center	-	2,210	-	-	-
201-750 Eagle Eye Video/Audio	-	-	10,000	12,000	6,000
201-761 Police Console Radio	14,025	11,640	4,000	6,000	-
201-780 Bulletproof Vests & Weapons	-	10,820	5,600	5,600	-
202-740 Fire Trucks	272,700	-	-	-	-
210-700 Public Safety - Land Purchase	118,069	-	-	-	-
Total Public Safety	$ 494,602	$ 156,570	$ 150,100	$ 144,556	$ 139,500
Community Development					
40-30-301-500???-???					
211-002 Prof. Fees-3RWWD Grant	$ -	$ 53,293	$ -	$ -	$ -
702-000 GIS Digital Mapping	11,904	8,787	13,000	13,500	13,500
750-000 Office Equipment & Furniture	-	-	-	-	5,000
760-000 Comprehensive Plan-2015	-	-	-	-	50,000
Total Community Development	$ 11,904	$ 62,080	$ 13,000	$ 13,500	$ 68,500

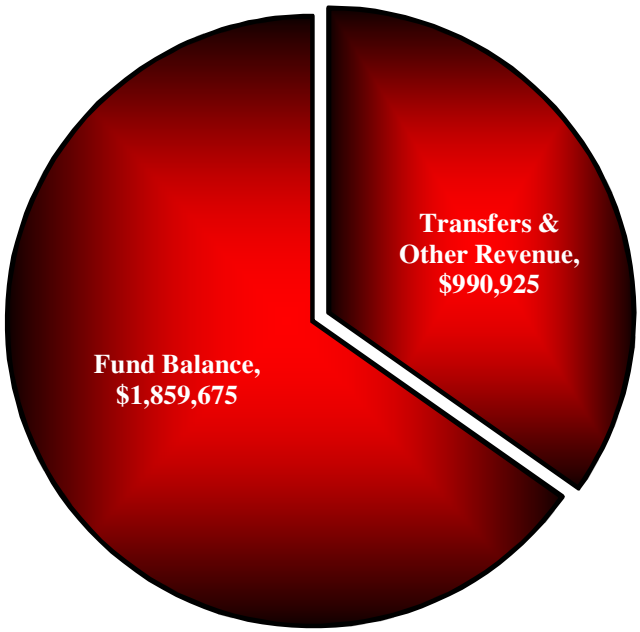
	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Public Works					
40-40-???-500???-000					
401-740 37,000 GVW Dump Trucks	$ 116,924	$ 120,192	$ 142,000	$ 130,000	$ 150,000
401-741 Other Trucks & CAT Loader	128,906	42,102	-	-	275,000
401-742 Radio Upgrade	-	11,769	12,000	12,000	-
401-745 Staff Vehicles	-	-	-	-	-
401-751 Flail Mower	82,760	63,246	-	-	-
401-760 Groundsmaster Mowers	-	-	25,000	23,751	60,000
401-761 Greensmowers	-	-	25,000	30,657	-
401-763 Turf Renovators	-	-	-	-	-
401-784 Bobcat Loader & Tractors	-	-	25,000	30,098	-
401-787 Electric/Hydraulic Crane	17,506	-	-	-	-
401-788 MIG Welder	-	5,685	-	-	-
404-720 Salt Brine Production System	-	97,945	-	1,000	-
408-610 Annual Street Program	488,949	645,447	652,976	652,976	774,000
408-620 Sidewalk Projects	-	9,840	150,000	58,970	300,000
Total Public Works	$ 835,045	$ 996,226	$ 1,031,976	$ 939,452	$ 1,559,000
Recreation					
40-40-???-500???-000					
415-710 Field Improvement Fund Appr.	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
415-720 Park Equipment Replacement	23,227	-	50,000	50,000	30,000
415-722 Founder's Field Fence	-	-	20,000	20,005	-
415-730 Barn Improvements/Demo	-	-	150,000	85,000	-
415-740 Cook School Road Project	-	-	-	-	200,000
40-50-501-500???-000					
721 Office Enhancement & Furniture	-	-	-	-	-
722 C&RC Asset Expenditures	-	-	-	-	-
723 Remaining Bond Expenditures	-	-	-	-	-
Total Recreation	$ 53,227	$ 30,000	$ 250,000	$ 185,005	$ 260,000
Library					
40-60-601-500???-000					
722 Adult Circulation Desk Remodel	$ -	$ 14,999	$ 15,000	$ 17,156	$ 39,600
Total Library	$ -	$ 14,999	$ 15,000	$ 17,156	$ 39,600
Total Expenditures	**$ 1,473,537**	**$ 1,394,506**	**$ 2,219,076**	**$ 1,623,465**	**$ 2,850,600**

BUDGETARY COMMENT

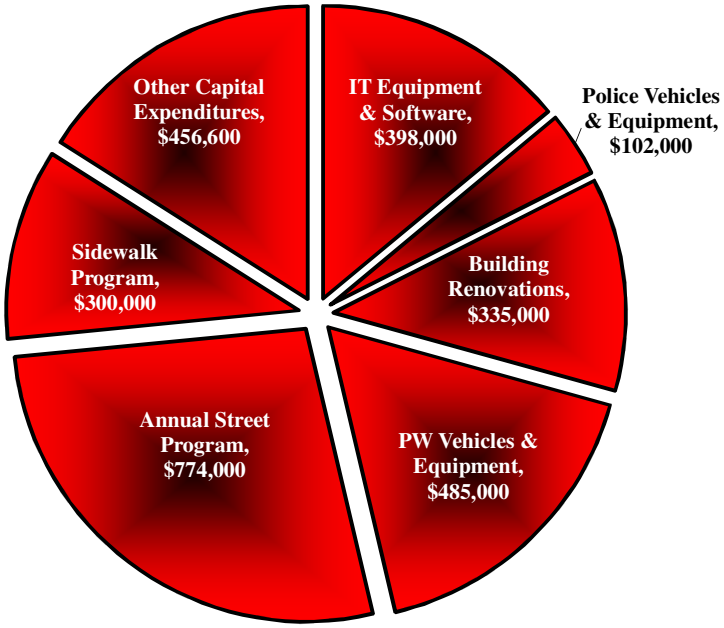
In 2013, the Capital Projects Fund is budgeted to contribute $774,000 toward the Annual Street Program. Combined with monies from the State Liquid Fuels Tax Fund, the Annual Street Program will total $1,200,000.

Also in 2013, 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	
Annual Street Program*	$ 774,000
**Total: $1,200,000 (see State Liquid Fuels Tax Fund)*	
Field Improvement Fund Appropriation	30,000
Park Equipment Replacement Program	30,000
Building Renovations	335,000
Sidewalk Projects	300,000
Library Adult Circulation Desk Remodel	39,600
Cook School Road Project	200,000
Programs	
Community Development GIS Program	13,500
Public Safety Deer Culling	37,500
Community Development Comprehensive Plan-2015	50,000
Vehicles	
Public Works Dump Truck	150,000
Police Vehicles (3)	90,000
Equipment	
Public Works Equipment	335,000
Police Equipment	12,000
Information Technology Equipment	398,000
Cable 7 Television Equipment	20,000
Administration Office Equipment	31,000
Community Development Office Equipment	5,000
Total Budget: Capital Projects Fund	**$ 2,850,600**

SANITARY SEWER FUND

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Net Assets	$ 2,973,321	$ 3,510,487	$ 2,131,914	$ 2,131,914	$ 1,316,598
Operating Revenue	4,600,780	4,557,526	4,823,250	4,711,194	5,035,700
Operating Expenses	(2,736,254)	(4,587,384)	(4,347,561)	(4,284,963)	(3,997,866)
Total Operating Income (Loss)	**1,864,526**	**(29,858)**	**475,689**	**426,231**	**1,037,834**
Non-Operating Revenue	2,425	1,930	3,000	1,100	2,000
Non-Operating Expenses	(606,478)	(598,492)	(553,448)	(488,647)	(541,366)
Total Non-Operating Revenues (Expenses)	**(604,053)**	**(596,562)**	**(550,448)**	**(487,547)**	**(539,366)**
Change in Net Assets	**1,260,473**	**(626,420)**	**(74,759)**	**(61,316)**	**498,468**
Capital Contribution	-	-	-	-	-
Less: Depreciation - Sewer Lines	(723,307)	(752,153)	(756,140)	(754,000)	(760,000)
Ending Net Assets	**$ 3,510,487**	**$ 2,131,914**	**$ 1,301,015**	**$ 1,316,598**	**$ 1,055,066**

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:

2008	2009	2010	2011	Projected 2012
5.41 Miles	5.91 Miles	1.84 Miles	2.16 Miles	.39 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
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
2003	1.67	2013	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)
2013 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**

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Operating Revenue					
50-00-000-??????-000					
330450 Current Sewer User Fees	$ 4,514,294	$ 4,491,123	$ 4,772,500	$ 4,625,000	$ 4,980,000
330456 Liened Sewer User Fees	56,086	29,219	15,000	25,000	20,000
330460 ALCOSAN Reimbursements	15,400	15,684	15,750	15,694	15,700
330502 Sanitary Sewer Permit Fees	15,000	21,500	20,000	45,500	20,000
Total Operating Revenue	**$ 4,600,780**	**$ 4,557,526**	**$ 4,823,250**	**$ 4,711,194**	**$ 5,035,700**
Operating Expenses					
50-40-425-500???-000					
Personal Services					
101 Full-Time Wages	$ 153,773	$ 172,347	$ 186,652	$ 174,405	$ 179,990
110 Overtime Wages	574	1,745	2,000	1,500	2,000
120 Part-Time Wages	-	64	1,000	-	500
162 Group Life Insurance	1,606	1,824	1,882	1,465	1,300
163 Medical Insurance	26,784	28,954	28,496	30,285	28,394
164 Workers' Compensation	1,156	1,316	884	884	800
166 Pension Costs	12,116	13,457	13,746	14,340	14,770
167 Long-term Disability Insurance	988	1,095	1,095	675	480
168 Post Retirement Plan	950	950	950	950	950
198 Social Security Expense	11,535	12,983	14,508	13,457	13,960
199 Fringe Benefit Distribution	7,667	12,153	19,970	12,964	13,721
Total Personal Services	$ 217,149	$ 246,888	$ 271,183	$ 250,925	$ 256,865
Contractual Services					
202 Sewer Processing Fees	$ 2,331,312	$ 2,311,033	$ 2,447,589	$ 2,447,589	$ 2,692,350
210 Professional Services-Legal	-	5,637	2,500	1,500	2,500
211 Professional Services-Engineering	2,878	46,422	30,000	21,200	30,000
212 Engineering Services-Corrective Action	-	148,094	150,000	140,000	100,000
221 Flood Insurance	2,122	2,310	2,400	2,429	3,000
240 Water and Sewerage	6,375	7,471	12,000	7,500	8,000
242 Electricity	20,373	20,665	21,500	21,500	22,500
250 Corrective Action-Sewer Rehabilitation	-	1,624,466	1,200,000	1,200,000	670,000
258 Repairs & Maintenance-Mechanical Equipment	24,646	30,373	32,000	20,000	30,000
262 Sewer Billing & Collection	56,880	56,221	62,000	68,000	72,000
290 Other Contractual Services	624	4,263	10,000	3,000	5,000
Total Contractual Services	$ 2,445,210	$ 4,256,955	$ 3,969,989	$ 3,932,718	$ 3,635,350

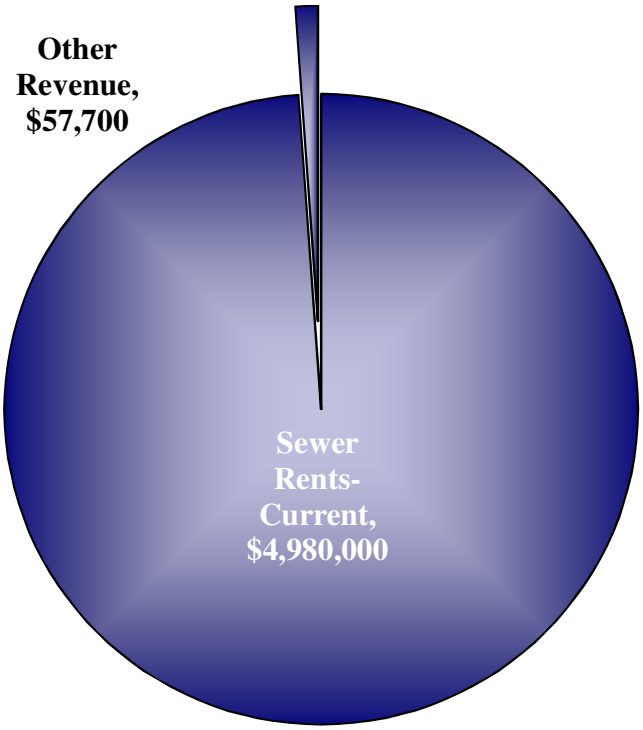
	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Commodities					
315 Construction Supplies	$ 9,277	$ 19,190	$ 25,000	$ 25,000	$ 25,000
318 Sewer Maintenance Supplies	1,643	7,586	8,000	10,000	12,000
350 Protective Wearing Apparel	203	148	500	250	500
390 Other Supplies	4,737	5,912	7,000	7,000	8,000
Total Commodities	$ 15,860	$ 32,836	$ 40,500	$ 42,250	$ 45,500
Distributed Costs					
601 Dist. Vehicle Costs	$ 7,331	$ 7,345	$ 7,413	$ 7,413	$ 7,598
602 Depreciation Expense	27,023	24,919	32,281	32,281	32,281
603 Dist. Data Processing Costs	23,681	18,441	26,195	19,376	20,272
Total Distributed Costs	$ 58,035	$ 50,705	$ 65,889	$ 59,070	$ 60,151
Total Operating Expenses	**$ 2,736,254**	**$ 4,587,384**	**$ 4,347,561**	**$ 4,284,963**	**$ 3,997,866**
Total Operating Income (Loss)	**$ 1,864,526**	**$ (29,858)**	**$ 475,689**	**$ 426,231**	**$ 1,037,834**

BUDGETARY COMMENT

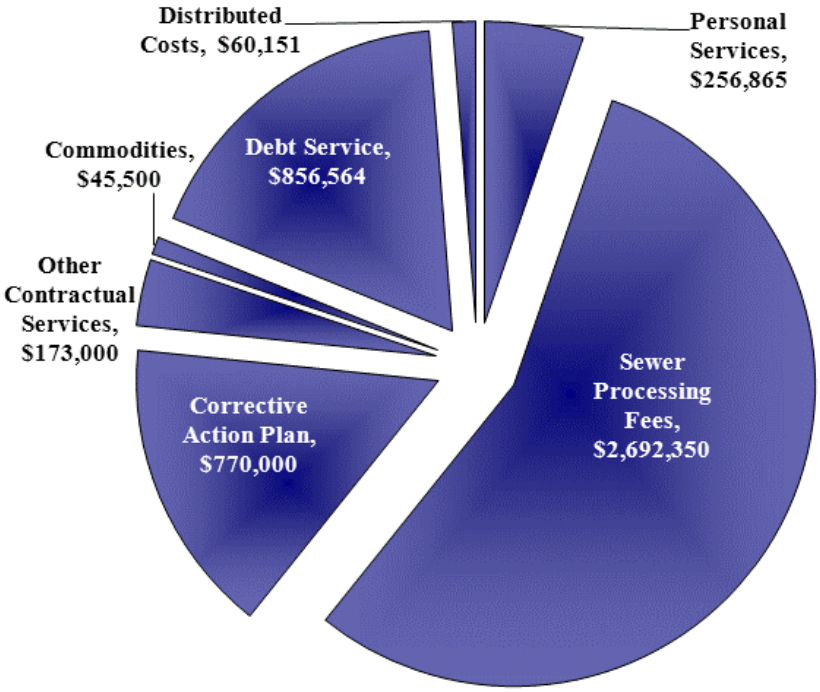
Along with performing routine sewer maintenance, the Township plans to continue correcting the sewer system deficiencies identified by dye testing. For the years 2007-2012, corrective sewer rehabilitation spending has been from Township bond issues and the Sanitary Sewer Fund. In 2013, corrective sewer rehabilitation spending mandated by the Environmental Protection Agency will be exclusively from the Sanitary Sewer Fund ($770,000).

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Non-Operating Revenues					
50-00-000-??????-???					
345001 Interest on Investments	$ 2,425	$ 1,930	$ 3,000	$ 1,100	$ 2,000
Total Non-Operating Revenues	$ 2,425	$ 1,930	$ 3,000	$ 1,100	$ 2,000
Non-Operating Expenses					
50-40-425-500???-???					
401-000 Bond Payments-Principal	$ 260,094	$ 343,462	$ 350,988	$ 350,988	$ 315,198
401-001 Bonds Payable Allocation	(260,094)	(343,462)	(350,988)	(350,988)	(315,198)
402-000 Bond Payments-Interest	606,478	598,492	553,448	488,647	541,366
500-000 Interfund Transfer Out	-	-	-		
Total Non-Operating Expenses	$ 606,478	$ 598,492	$ 553,448	$ 488,647	$ 541,366
Total Non-Operating Revenues (Expenses)	**$ (604,053)**	**$ (596,562)**	**$ (550,448)**	**$ (487,547)**	**$ (539,366)**

Projected Revenues



Projected Expenditures



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SUPPLEMENTARY INFORMATION

Portions of the 2008, 2009, 2011 and 2012 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 portion are below.

2008 Bond Issue Sanitary Sewer Fund Portion					
Year of Maturity	Rate Coupon	Principal	Interest	Remarketing Fees	Annual Debt Service
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	**$ 5,063,788**	**$ 2,699,538**	**$ 155,553**	**$ 7,918,879**

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2013, the impact of the variable interest rate on Sanitary Sewer Fund interest payments is expected to be $43,850 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
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	**$ 1,780,000**	**$ 224,581**	**$ 2,004,581**

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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
2013	1.500%	$ 15,000	$ 375	$ 15,375
2014	1.750%	15,000	131	15,131
	Total	**$ 30,000**	**$ 506**	**$ 30,506**

2011 Bond Issue (Non-Taxable Bonds) Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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**	**$ 2,305,645**	**$ 7,035,645**

SUPPLEMENTARY INFORMATION (Continued)

2012 Bond Issue Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2013	0.000%	$ -	$ 121,141	$ 121,141
2014	1.000%	5,000	121,116	126,116
2015	1.000%	5,000	121,066	126,066
2016	1.000%	10,000	120,991	130,991
2017	3.000%	85,000	119,666	204,666
2018	1.200%	90,000	117,851	207,851
2019	1.450%	95,000	116,623	211,623
2020	1.625%	100,000	115,121	215,121
2021	1.850%	110,000	113,291	223,291
2022	2.000%	105,000	111,224	216,224
2023	2.100%	115,000	108,966	223,966
2024	2.200%	120,000	106,439	226,439
2025	2.625%	125,000	103,478	228,478
2026	2.625%	135,000	100,066	235,066
2027	2.625%	135,000	96,522	231,522
2028	3.000%	145,000	92,575	237,575
2029	3.000%	140,000	88,300	228,300
2030	3.000%	145,000	84,025	229,025
2031	3.100%	150,000	79,525	229,525
2032	3.450%	160,000	74,440	234,440
2033	3.450%	140,000	69,265	209,265
2034	3.500%	610,000	56,327	666,327
2035	3.500%	635,000	34,692	669,692
2036	3.600%	655,000	11,790	666,790
	Total	**$ 4,015,000**	**$ 2,284,500**	**$ 6,299,500**

TOWNSHIP/SCHOOL DISTRICT MAGAZINE FUND

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Net Assets	$ 97,535	$ 103,696	$ 129,114	$ 129,114	$ 141,556
Operating Revenue	181,257	196,990	195,200	198,410	197,200
Operating Expenses	(175,096)	(171,572)	(187,043)	(185,968)	(191,043)
Total Operating Income (Loss)	**6,161**	**25,418**	**8,157**	**12,442**	**6,157**
Change in Net Assets	**6,161**	**25,418**	**8,157**	**12,442**	**6,157**
Ending Net Assets	**$ 103,696**	**$ 129,114**	**$ 137,271**	**$ 141,556**	**$ 147,713**

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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Operating Revenue					
51-00-000-367???-000					
001 Advertising Fees	$ 178,181	$ 196,813	$ 195,000	$ 198,200	$ 197,000
002 Magazine Subscriptions	24	12	50	10	50
003 Late Fees	32	165	150	200	150
099 Miscellaneous Revenue	3,020	-	-	-	-
Total Operating Revenue	**$ 181,257**	**$ 196,990**	**$ 195,200**	**$ 198,410**	**$ 197,200**
Operating Expenses					
51-10-102-500???-000					
101 Steering Committee Payments	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000
111 Editorial Staff	32,968	33,017	35,000	34,000	35,000
121 Office Management	8,256	8,348	10,000	10,500	10,000
215 Photography Costs	100	160	500	650	650
243 Telephone	270	-	250	-	250
275 Printing Costs	71,985	55,655	60,000	60,500	62,000
278 Postage	11,881	11,817	13,500	14,185	14,500
280 Mileage	246	337	500	275	350
290 Commissions-Ad Salesman	37,068	35,667	37,500	36,000	37,500
292 Graphic Art Services	2,715	15,050	16,000	15,665	16,000
300 Office Furniture	604	673	1,000	600	1,000
301 Office Supplies	1,044	1,095	1,000	2,500	2,000
304 Publicity Material/Marketing	-	-	2,500	1,000	2,000
390 Other Supplies	3,793	4,556	4,000	4,800	4,500
400 Bad Debt Expense	(126)	905	1,000	1,000	1,000
602 Depreciation Expense	292	292	293	293	293
Total Operating Expenses	**$ 175,096**	**$ 171,572**	**$ 187,043**	**$ 185,968**	**$ 191,043**
Total Operating Income (Loss)	**$ 6,161**	**$ 25,418**	**$ 8,157**	**$ 12,442**	**$ 6,157**

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Net Assets	$ 3,924,652	$ 7,155,273	$ 7,350,476	$ 7,350,476	$ 7,824,644
Operating Revenue	2,905,595	3,313,398	3,494,202	3,772,228	3,868,839
Operating Expenses	(2,594,634)	(2,849,790)	(3,227,416)	(3,040,335)	(3,380,795)
Total Operating Income (Loss)	**310,961**	**463,608**	**266,786**	**731,893**	**488,044**
Non-Operating Revenue	1,121,577	1,110,215	1,179,736	1,179,906	1,293,965
Non-Operating Expenses	(755,525)	(730,402)	(789,413)	(789,413)	(886,344)
Total Non-Operating Revenues (Expenses)	**366,052**	**379,813**	**390,323**	**390,493**	**407,621**
Change in Net Assets	**677,013**	**843,421**	**657,109**	**1,122,386**	**895,665**
Capital Contribution	2,877,717	-	-	-	-
Less: Depreciation - Building	(324,109)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Assets	**$ 7,155,273**	**$ 7,350,476**	**$ 7,359,367**	**$ 7,824,644**	**$ 8,072,091**
Budgetary Transfer to C&RC Capital:	$ 311,127	$ 463,857	$ 267,286	$ 732,563	$ 488,744

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 2013, the Boyce Mayview Community & Recreation Center Fund accounts for all financial activities of the operation of the C&RC. There are specific revenue and expenditure accounts to identify these cost centers.

For current information about the Community & Recreation Center, please visit www.livesmarterplayharder.org.

2012 C&RC ACCOMPLISHMENTS

- C&RC Operations self-sustaining with operating revenues exceeding expenses
- C&RC Membership continued growth
- Enhancement of program/services including food/beverage at outdoor pool
- Continued to work closely with community groups/USCSD/Community Foundation/USCAA
- Continued to provide large special events(Community Day, Flea Market, Bounty)
- Enhanced partnership opportunities with local USC businesses(Stonepeppers, Basket of Pittsburgh, Heartland Homes, Friendship Village, Rusmur Flooring)
- Excellent Public Relations as cited by Aquatic International, NRPA Magazine
- Continued SNAP Program (Special Needs Active Program).
- 2012 PRPS Award Winning Programs for Aquatics, Marketing and Maintenance.
- 2012 Winner of Prestigious "Green Park" Award
- Continued work with Parks and Recreation Advisory Board/Public Works on Gilfillan Park renovations as well as the Mayview Barn.
- Continued work with Parks and Recreation Advisory Board/Public Works on Municipal Park renovations.
- Continued professional growth of Recreation staff
- Continued asset protection through proper building maintenance
- Transitioned through contracted cleaning services
- Continued to work closely with the Outdoor Classroom.
- Began the NRPA National Accreditation process

2013 C&RC GOALS AND OBJECTIVES

- Continue self-sustaining operations at C&RC
- Continue growth of membership/programs/services
- Continue enhancement of food/beverage
- Move forward on NRPA National Accreditation process
- Continue partnership with local businesses
- Continue collaborating with community groups
- Ongoing large special events management
- Begin developing C&RC facility enhancement process

C&RC ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for the C&RC for 2013 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2013 Positions
Director of Recreation and Leisure Services	3	$79,044	$110,665	1
Assistant Director of Recreation and Leisure Services	5	$53,107	$74,349	1
C&RC Membership & Marketing Coordinator	6	$43,532	$60,946	1
C&RC Aquatics Supervisor	7	$35,683	$49,954	1
C&RC Building Maintenance Supervisor	7	$35,683	$49,954	1
C&RC Fitness Supervisor	7	$35,683	$49,954	1
C&RC Guest Relations Coordinator	7	$35,683	$49,954	1
Community Program Coordinator	7	$35,683	$49,954	1
C&RC Assistant Aquatics Supervisor	8	$23,789	$41,629	1
C&RC Membership Specialist	8	$23,789	$41,629	1
C&RC Group Exercise Coordinator	8	$23,789	$41,629	1
C&RC Fitness Coordinator	8	$23,789	$41,629	1
Office Secretary	8	$23,789	$41,629	1
C&RC Facility/Banquet Rental Coordinator	8	$23,789	$41,629	1
C&RC Building Custodian (Attendant)	Union Contract	$18.07/hr	$18.07/hr	1
C&RC Maintenance Custodian (Attendant)	Union Contract	$18.07/hr	$18.07/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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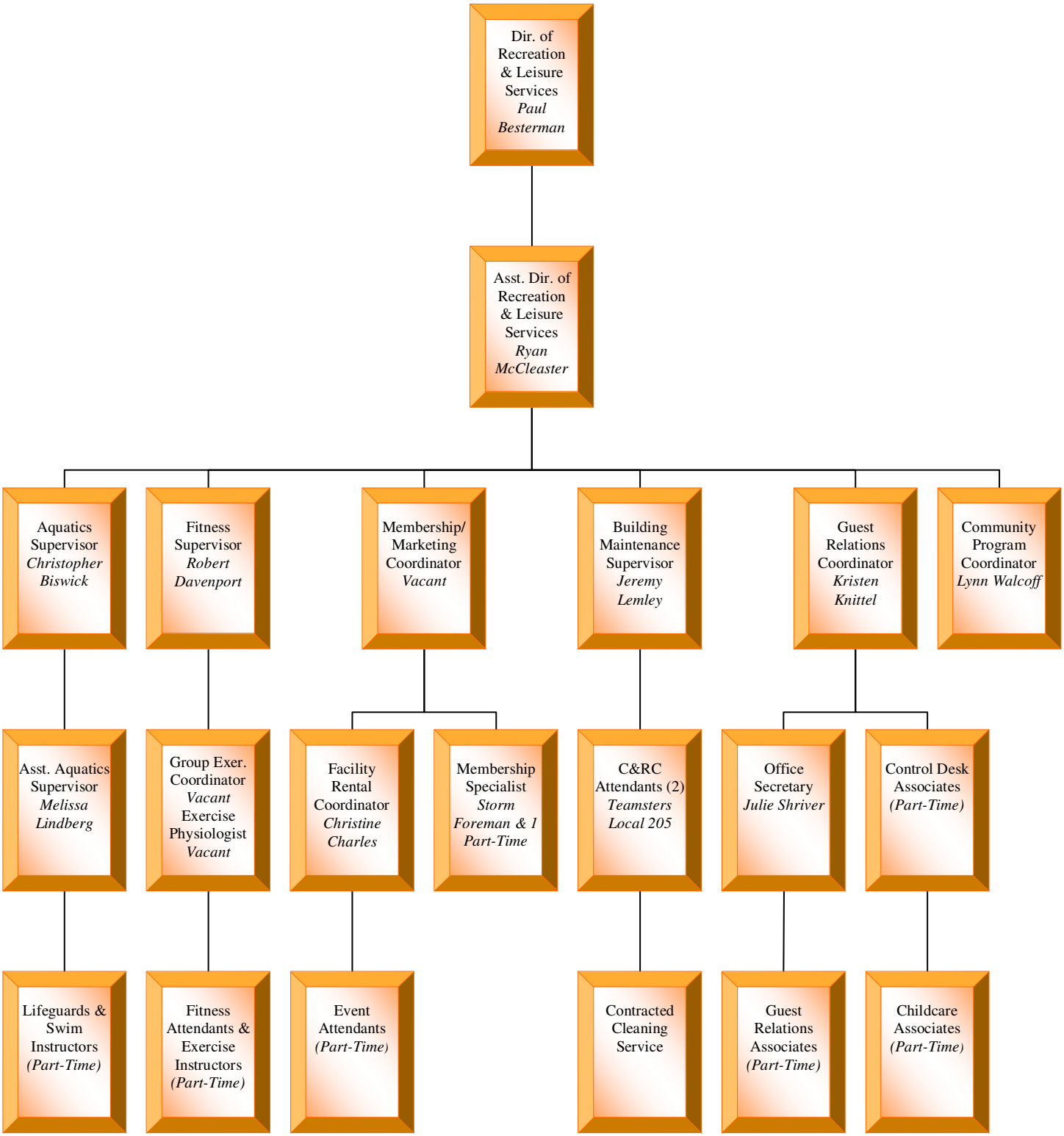

Dir. of Recreation & Leisure Services *Paul Besterman*
Asst. Dir. of Recreation & Leisure Services *Ryan McCleaster*
Aquatics Supervisor *Christopher Biswick*
Fitness Supervisor *Robert Davenport*
Membership/ Marketing Coordinator *Vacant*
Building Maintenance Supervisor *Jeremy Lemley*
Guest Relations Coordinator *Kristen Knittel*
Community Program Coordinator *Lynn Walcoff*
Asst. Aquatics Supervisor *Melissa Lindberg*
Group Exer. Coordinator *Vacant* Exercise Physiologist *Vacant*
Facility Rental Coordinator *Christine Charles*
Membership Specialist *Storm Foreman & 1 Part-Time*
C&RC Attendants (2) *Teamsters Local 205*
Office Secretary *Julie Shriver*
Control Desk Associates *(Part-Time)*
Lifeguards & Swim Instructors *(Part-Time)*
Fitness Attendants & Exercise Instructors *(Part-Time)*
Event Attendants *(Part-Time)*
Contracted Cleaning Service
Guest Relations Associates *(Part-Time)*
Childcare Associates *(Part-Time)*

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 side, 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 2013 is to maintain a resident to non-resident ratio of 73% to 27%. The current rate is 68% to 32%. Below are the annual membership statistics through October 2012.

Community & Recreation Center at Boyce Mayview Park
Membership Statistics
November 2011 - October 2012

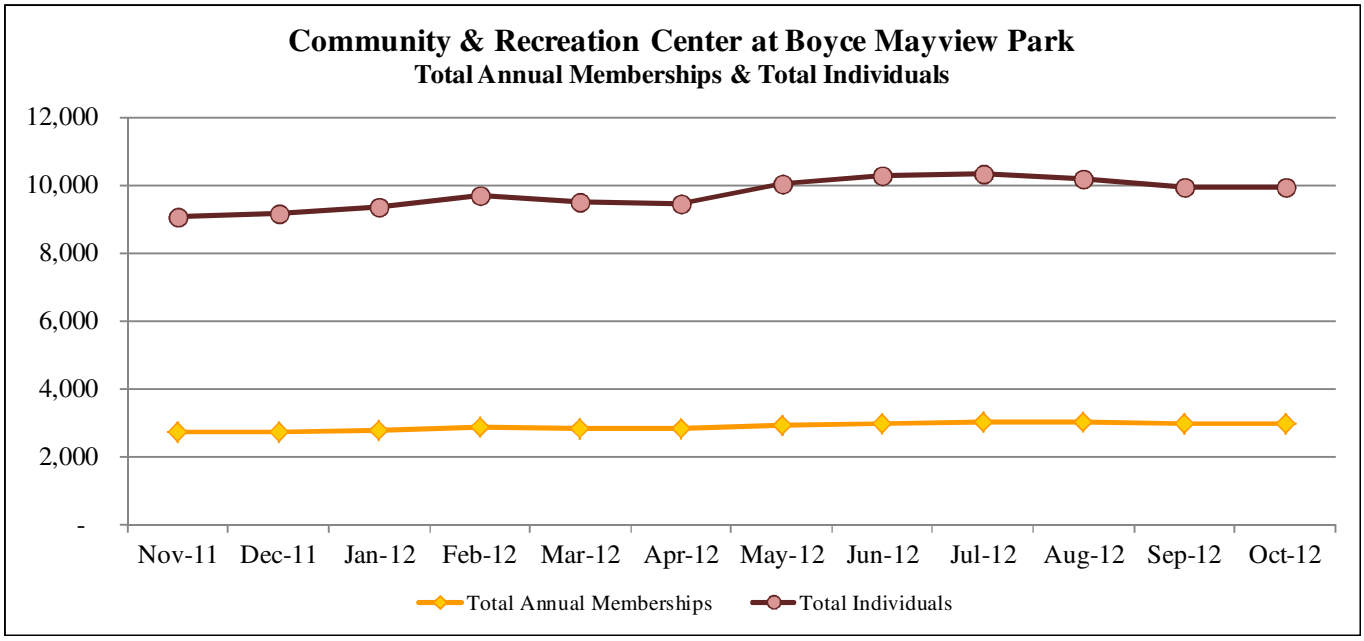
Annual Membership Type	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12
Youth	138	132	128	133	122	117	116	108	102	97	90	84
Adult	310	318	325	343	332	337	337	343	342	349	359	369
Family	1,940	1,958	1,985	2,050	2,028	2,034	2,097	2,152	2,168	2,161	2,143	2,127
Senior	326	335	335	344	344	348	368	376	379	386	388	390
Total Annual Memberships	**2,714**	**2,743**	**2,773**	**2,870**	**2,826**	**2,836**	**2,918**	**2,979**	**2,991**	**2,993**	**2,980**	**2,970**
Inc. (Dec.) Percentage	*0%*	*1%*	*1%*	*3%*	*-2%*	*0%*	*3%*	*2%*	*0%*	*0%*	*0%*	*0%*
							30					
Percentage of Residents	73%	73%	72%	71%	71%	71%	70%	69%	69%	69%	68%	68%
Percentage of Non-Residents	27%	27%	28%	29%	29%	29%	30%	31%	31%	31%	32%	32%

Individuals	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12
3 Month Members	89	130	176	167	134	67	168	322	321	195	43	53
Annual Members	8,952	9,034	9,167	9,499	9,361	9,393	9,857	9,932	9,985	9,969	9,907	9,867
Total Individuals	**9,041**	**9,164**	**9,343**	**9,666**	**9,495**	**9,460**	**10,025**	**10,254**	**10,306**	**10,164**	**9,950**	**9,920**

Number of Scans	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12
Indoor Scanning Station	19,880	21,875	27,802	27,866	26,046	20,900	21,929	21,804	13,717	16,604	18,290	23,125
Outdoor Scanning Station							3,303	13,489	22,914	9,733	592	
Total Participation	**19,880**	**21,875**	**27,802**	**27,866**	**26,046**	**20,900**	**25,232**	**35,293**	**36,631**	**26,337**	**18,882**	**23,125**

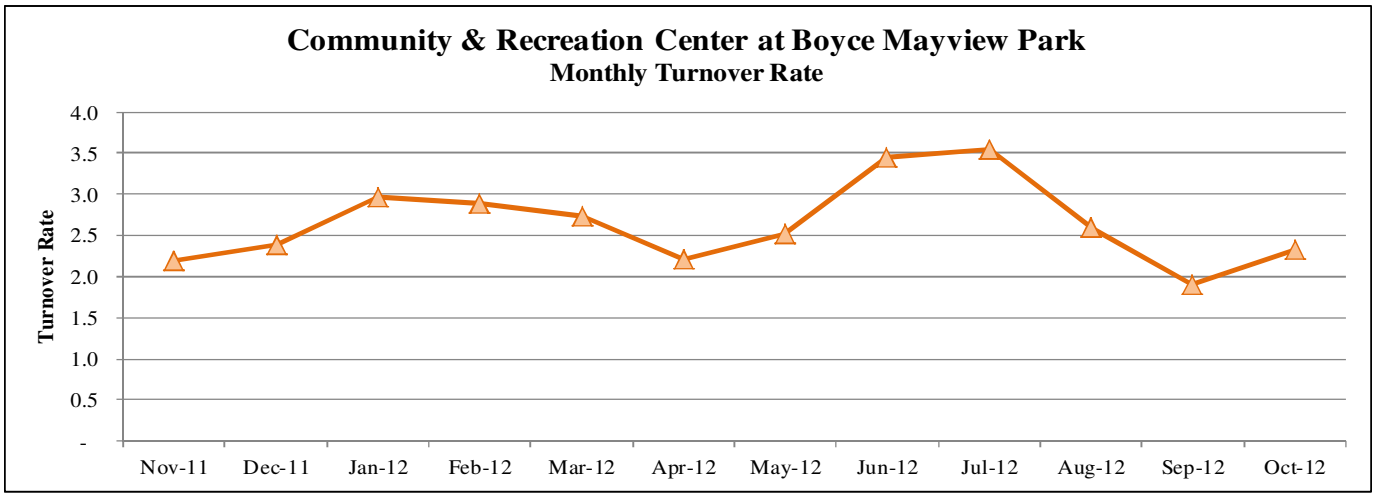
Monthly Turnover Rate	2.2	2.4	3.0	2.9	2.7	2.2	2.5	3.4	3.6	2.6	1.9	2.3

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 2012, the annual membership base grew to a level over 2,970 memberships, while the number of individuals having access to the facility grew to 9,920. The membership base is expected to grow slightly in 2013, 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

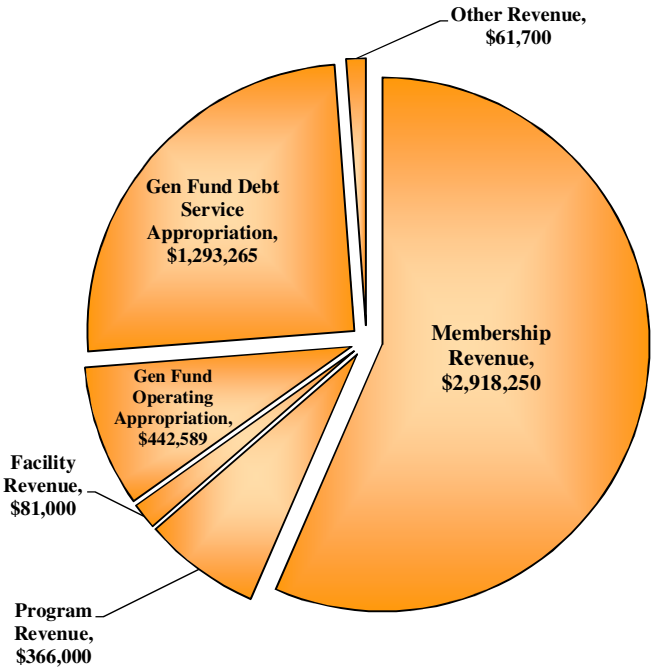
The Guest Relations Department is responsible for general administration, front desk administration and childcare at the Community & Recreation Center. Customer service is valued at the C&RC and the Guest Relations Department handles all initial customer service requests and if they are unable to resolve 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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Operating Revenue					
53-00-000-??????-000					
Membership Revenue					
350001 Indoor Memberships	$ 223,052	$ 1,393	$ -	$ -	$ -
350002 Outdoor Pool Memberships	-	-	-	-	-
350003 Combined Memberships	1,560,362	2,299,943	2,350,000	2,610,000	2,675,250
350004 Daily Admissions	114,922	135,772	140,000	147,000	150,000
350005 Three Month Memberships	111,909	98,311	125,000	91,000	93,000
Program Revenue					
367003 Fitness Programs	95,214	105,550	110,000	144,000	130,000
367017 Aquatic Programs	112,276	160,235	180,000	238,000	225,000
367022 Misc. Self Supporting Fees	5,498	2,812	6,000	9,500	10,000
367030 League Fees	300	-	2,500	-	1,000
Facility Revenue					
380010 Non-Aquatic Facility Fees	15,275	12,030	20,000	10,500	12,000
380011 Aquatic Facility Fees	59,176	61,311	76,000	65,000	68,000
380012 Party Rental Extra Fees	2,966	2,049	3,200	750	1,000
Other Revenue					
360008 General Fund Appropriation	561,730	373,849	421,502	397,616	442,589
370001 Babysitting Services	21,770	25,918	27,000	28,000	28,000
370010 Vending Revenue	6,461	11,982	12,000	10,300	12,000
370020 Indoor Facility Misc. Revenue	13,948	21,613	20,000	20,000	20,000
370021 Outdoor Pool Facility Misc. Rev.	736	630	1,000	562	1,000
Total Operating Revenue	**$ 2,905,595**	**$ 3,313,398**	**$ 3,494,202**	**$ 3,772,228**	**$ 3,868,839**



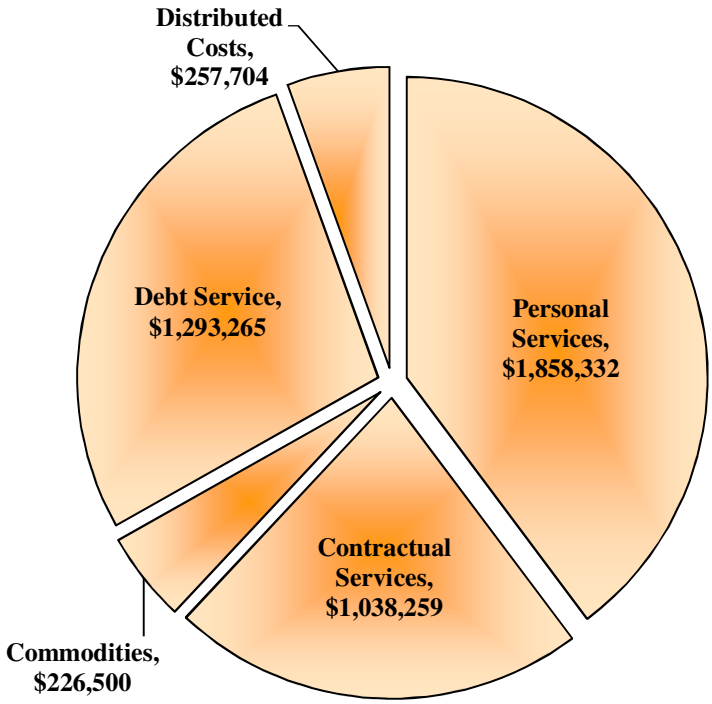
	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Indoor Facility Operating Expenses 53-50-501-500???-000					
Indoor Personal Services					
101 Full-Time Wages	$ 558,504	$ 605,095	$ 625,054	$ 595,434	$ 687,387
110 Overtime Wages	10,099	11,872	5,000	9,200	9,500
120 Part-Time Wages	507,835	580,294	618,325	627,371	634,500
162 Group Life Insurance	5,840	6,552	6,855	5,228	5,135
163 Medical Insurance	132,046	143,623	138,918	128,030	144,303
164 Workers' Compensation	56,305	75,095	61,850	61,850	58,325
166 Pension Costs	39,158	53,645	56,551	56,077	62,933
167 Long-term Disability Insurance	3,687	4,063	4,125	2,465	1,674
168 Post Retirement Plan	1,450	1,450	1,450	1,450	1,450
198 Social Security Expense	81,387	89,895	95,501	140,503	155,163
Total Indoor Personal Services	$ 1,396,311	$ 1,571,584	$ 1,613,629	$ 1,627,608	$ 1,760,370
Indoor Contractual Services					
220 Liability Insurance	$ 34,327	$ 33,447	$ 33,722	$ 36,562	$ 37,249
230 Association Dues	8,279	5,980	15,600	8,250	12,500
231 Travel & Conference Expense	4,339	10,790	16,000	8,200	17,950
232 Personnel Training	-	390	1,500	1,500	2,000
240 Water and Sewerage	34,649	31,440	37,500	42,500	42,000
241 Natural Gas	58,322	73,511	80,000	55,000	60,000
242 Electricity	239,387	247,691	245,000	247,000	250,000
243 Telephone	7,627	8,221	9,000	8,000	9,000
250 Repairs & Maintenance- Office Equipment	19,474	16,346	20,500	20,500	21,000
251 Repairs & Maintenance- Recreation Equipment	6,846	6,664	7,500	7,500	8,000
255 Building Maintenance	35,076	49,862	55,000	90,000	55,000
256 Pool Maintenance	6,296	32,693	45,000	20,000	45,000
259 Flooring Replacements/Improvements	-	-	125,000	23,000	100,000
262 Uniforms	5,581	7,421	7,250	6,750	7,500
275 Printing & Duplicating	32,811	28,582	40,000	30,000	41,000
278 Postage	6,590	5,622	8,500	7,000	8,000
290 Other Contractual Services	181,670	160,750	192,000	174,000	187,000
297 Interest Expense	1,428	3,002	1,060	990	1,060
298 Credit Card Fees	33,989	53,881	55,000	67,600	70,000
299 Internet Connection Costs	5,445	8,757	10,000	8,765	10,000
Total Indoor Contractual Services	$ 722,136	$ 785,050	$ 1,005,132	$ 863,117	$ 984,259

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Indoor Commodities					
300 Office Furniture & Equipment	$ 1,521	$ 1,370	$ 2,000	$ 2,000	$ 2,000
301 Expendable Office Supplies	14,400	13,979	16,200	14,200	16,700
302 Books & Subscriptions	-	192	1,000	200	1,000
304 Publicity Material/Marketing	16,645	19,449	53,000	33,450	52,500
306 Building Maintenance Supplies	42,463	37,064	48,300	38,500	48,600
307 Tools & Equipment	7,149	6,292	7,500	10,500	11,000
326 Department Specific Supplies	17,096	26,859	29,000	27,500	30,200
329 Pool Chemicals	19,516	26,830	26,000	28,000	30,000
390 Other Supplies	2,458	3,663	8,250	5,700	8,500
Total Indoor Commodities	$ 121,248	$ 135,698	$ 191,250	$ 160,050	$ 200,500
Distributed Costs					
602 Depreciation Expense - Equipment	$ 174,842	$ 197,345	$ 205,000	$ 200,000	$ 205,000
603 Dist. Data Processing Costs	59,203	34,578	48,649	35,982	52,704
Total Distributed Costs	$ 234,045	$ 231,923	$ 253,649	$ 235,982	$ 257,704
Total Indoor Facility Operating Expenses	**$ 2,473,740**	**$ 2,724,255**	**$ 3,063,660**	**$ 2,886,757**	**$ 3,202,833**
Outdoor Pool Facility Operating Expenses 53-50-510-500???-000					
Outdoor Personal Services					
120 Part-Time Wages	$ 87,228	$ 84,166	$ 87,000	$ 85,041	$ 91,000
198 Social Security Expense	6,673	6,439	6,656	6,506	6,962
Total Outdoor Personal Services	$ 93,901	$ 90,605	$ 93,656	$ 91,547	$ 97,962
Outdoor Contractual Services					
232 Personnel Training	$ 209	$ -	$ 1,000	$ -	$ 1,000
240 Water and Sewerage	7,142	8,409	7,500	10,000	10,000
256 Pool Maintenance	6,467	9,635	40,000	25,000	40,000
262 Uniforms	290	659	1,100	1,500	2,000
275 Printing & Duplicating	-	-	-	-	-
290 Other Contractual Services	-	-	1,000	750	1,000
Total Outdoor Contractual Services	$ 14,108	$ 18,703	$ 50,600	$ 37,250	$ 54,000

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Outdoor Commodities					
300 Office Furniture & Equipment	$ -	$ -	$ -	$ -	$ -
302 Books & Subscriptions	-	-	-	-	-
304 Publicity Material	-	-	-	-	-
306 Pool Maintenance Supplies	1,639	2,330	5,000	9,781	10,000
326 Aquatics Supplies	418	3,592	3,000	2,000	3,000
329 Pool Chemicals	10,210	10,129	10,500	12,000	12,000
390 Other Supplies	618	176	1,000	1,000	1,000
Total Outdoor Commodities	$ 12,885	$ 16,227	$ 19,500	$ 24,781	$ 26,000
Total Outdoor Facility Operating Expenses	**$ 120,894**	**$ 125,535**	**$ 163,756**	**$ 153,578**	**$ 177,962**
Total Operating Expenses	**$ 2,594,634**	**$ 2,849,790**	**$ 3,227,416**	**$ 3,040,335**	**$ 3,380,795**
Total Operating Income (Loss)	**$ 310,961**	**$ 463,608**	**$ 266,786**	**$ 731,893**	**$ 488,044**

BUDGETARY COMMENT

The Community & Recreation Center completed its third full year of operations in 2012. An overall 2.5% increase in membership revenue is projected in the 2013 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 2013, 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 REVENUES & EXPENSES

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Non-Operating Revenues					
53-00-000-??????-???					
345001-000 Interest on Investments	$ 166	$ 249	$ 500	$ 670	$ 700
360008-000 Transfer In-Debt Service App	1,121,411	1,109,966	1,179,236	1,179,236	1,293,265
360008-003 Transfer In-Cap. Proj. Fund	-	-	-	-	-
Total Non-Operating Revenues	$ 1,121,577	$ 1,110,215	$ 1,179,736	$ 1,179,906	$ 1,293,965
Non-Operating Expenses					
53-50-501-500???-???					
501-000 Bond Payments-Principal	$ 365,887	$ 379,565	$ 389,823	$ 389,823	$ 406,921
501-001 Bonds Payable Allocation	(365,887)	(379,565)	(389,823)	(389,823)	(406,921)
511-000 Bond Payments-Interest	755,525	730,402	789,413	789,413	886,344
Total Non-Operating Expenses	$ 755,525	$ 730,402	$ 789,413	$ 789,413	$ 886,344
Total Non-Operating Revenues (Expenses)	**$ 366,052**	**$ 379,813**	**$ 390,323**	**$ 390,493**	**$ 407,621**

C&RC CAPITAL PROJECTS ACCOUNT

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Account Balance	$ (7,195)	$ 152,458	$ 740,857	$ 740,857	$ 1,557,248
Revenue	485,969	661,202	472,286	932,563	693,744
Expenses	(326,316)	(72,803)	(125,050)	(116,172)	(282,500)
Ending Account Balance	**$ 152,458**	**$ 740,857**	**$ 1,088,093**	**$ 1,557,248**	**$ 1,968,492**

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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue					
54-00-000-??????-000					
360053 Transfer from C&RC Fund	$ 311,127	$ 463,857	$ 267,286	$ 732,563	$ 488,744
360602 Depreciation Credit	174,842	197,345	205,000	200,000	205,000
Total Revenue	**$ 485,969**	**$ 661,202**	**$ 472,286**	**$ 932,563**	**$ 693,744**

C&RC CAPITAL PROJECTS ACCOUNT (Continued)

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Expenses					
C&RC Administration					
54-50-501-500600-???					
001 Comm. Room Furniture	$ -	$ 4,006	$ 22,500	$ 5,000	$ 15,000
098 General Furniture	2,997	2,750	5,000	2,800	5,000
099 Computer Equipment	9,742	4,844	18,500	10,000	32,800
Total C&RC Administration	$ 12,739	$ 11,600	$ 46,000	$ 17,800	$ 52,800
C&RC Fitness					
54-50-501-500600-???					
301 Arc Trainers	$ -	$ 45,150	$ -	$ 8,320	$ -
302 Treadmills	-	-	14,800	19,150	22,200
303 Ellipticals	-	-	21,200	35,971	28,500
304 Upright Bikes	-	-	4,300	4,300	4,500
305 Step Mill	-	-	7,000	7,000	-
306 Reformer	-	-	5,500	-	-
320 Keiser M3 Cycling Bikes	-	5,929	-	-	-
321 Expresso Bikes	-	-	-	-	-
Total C&RC Fitness	$ -	$ 51,079	$ 52,800	$ 74,741	$ 55,200
C&RC Aquatics					
54-50-501-500600-???					
401 Chaise Lounge Chairs	$ 4,554	$ 3,461	$ 5,000	$ 5,292	$ 5,000
420 Swim Suit Dryer	-	2,910	-	-	-
421 Pool Equipment	-	-	5,250	2,339	4,500
Total C&RC Aquatics	$ 4,554	$ 6,371	$ 10,250	$ 7,631	$ 9,500
C&RC Maintenance					
54-50-501-500600-???					
501 JLG Scissors Lift	$ -	$ -	$ 16,000	$ 16,000	$ -
502 Emergency Generator	309,023	-	-	-	-
503 Floor & Gym Scrubber	-	3,753	-	-	15,000
504 Lobby Lights	-	-	-	-	60,000
505 Water Softner & Iron Remover	-	-	-	-	40,000
506 Flooring Replacement	-	-	-	-	50,000
Total C&RC Maintenance	$ 309,023	$ 3,753	$ 16,000	$ 16,000	$ 165,000
Total Expenses	**$ 326,316**	**$ 72,803**	**$ 125,050**	**$ 116,172**	**$ 282,500**

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
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	**$ 20,564,873**	**$ 10,963,264**	**$ 631,728**	**$ 32,159,865**

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2013, the impact of the variable interest rate on C&RC Fund interest payments is expected to be $179,182 higher than indicated on the schedule.**

TRI-COMMUNITY SOUTH EMS FUND

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Fund Balance	$ 100,000	$ 100,000	$ 99,985	$ 99,985	$ 99,985
Revenue	2,961,091	2,948,880	2,946,000	3,052,591	2,960,000
Expenditures	(2,961,091)	(2,948,895)	(2,946,000)	(3,052,591)	(2,960,000)
Ending Fund Balance	**$ 100,000**	**$ 99,985**	**$ 99,985**	**$ 99,985**	**$ 99,985**

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.

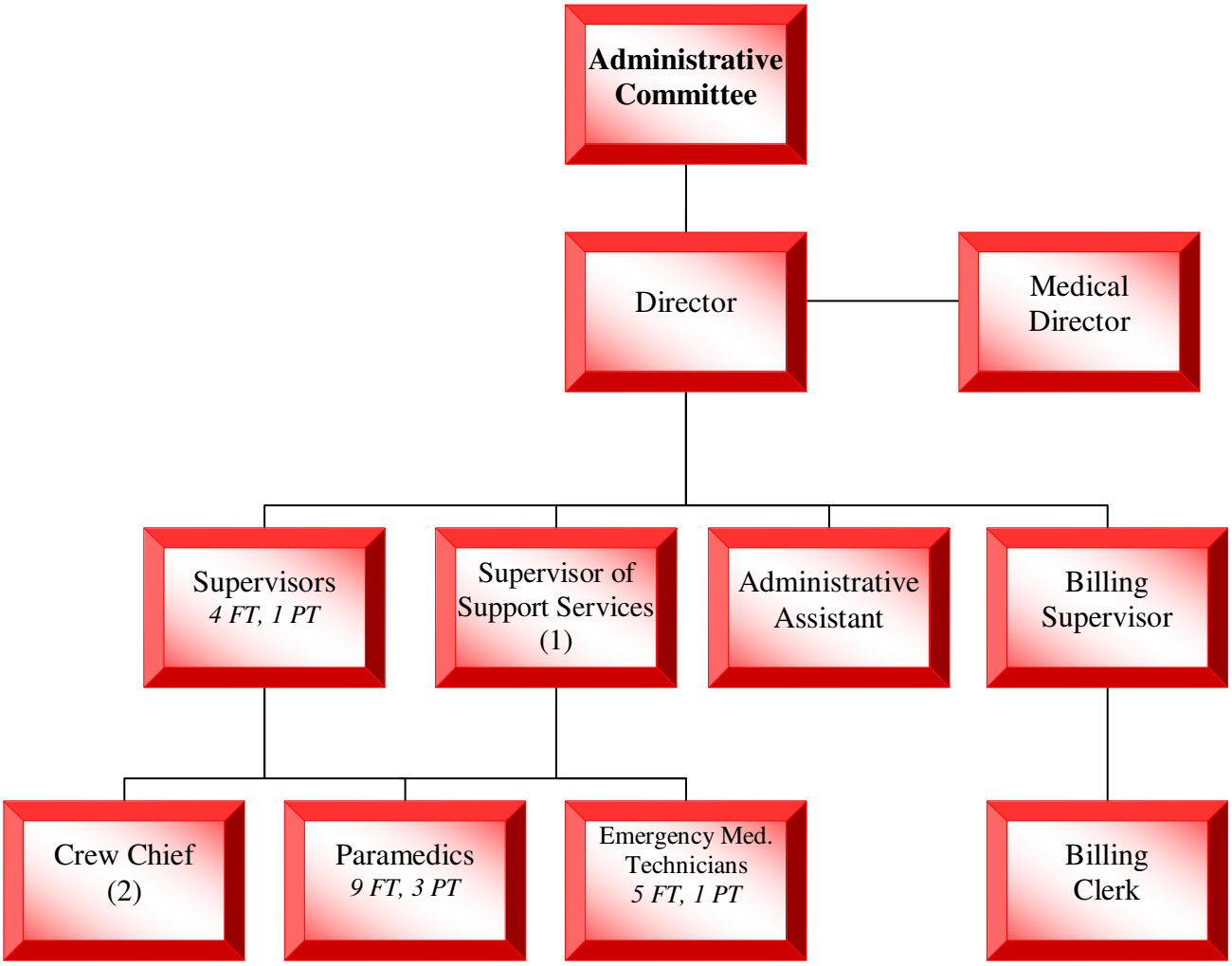
DEPARTMENT STATISTICS AND BENCHMARKS

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

Category	2006	2007	2008	2009	2010	2011	Oct-12
Calls for Service	6,123	6,678	6,687	6,496	6,616	6,850	5,797
Transports	4,619	5,163	5,172	5,105	5,322	5,444	4,567
Advanced Life Support	3,673	4,000	3,939	3,886	3,981	3,901	3,330
Basic Life Support	946	1,163	1,233	1,219	1,350	1,543	1,237
Non-Emergency Transports	200	224	157	139	131	113	59

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, five (5) Paramedic Supervisors, two (2) Paramedic Crew Chiefs, and nine (9) full-time Paramedics, five (5) full-time Emergency Medical Technicians, one (1) part-time Paramedic Supervisor, three (3) part-time Paramedics, and one (1) part-time Emergency Medical Technician.



PROGRAM REVENUE

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue					
90-00-000-??????-000					
320400 Subscriptions	$ 464,102	$ 461,298	$ 460,000	$ 461,000	$ 462,000
355710 Non-Subscriber Billings	1,376,768	1,377,509	1,385,000	1,483,520	1,400,000
356720 Subscriber Billings	877,213	894,233	840,000	877,000	855,000
360013 PA State Pension Grant	65,129	63,638	66,000	62,471	64,000
367006 CPR Program Fees	69,642	48,650	67,000	54,000	57,000
367007 CPR Material Reimbursements	-	-	27,000	36,000	32,000
367021 NETS Revenue	45,578	34,763	46,000	15,000	16,000
367072 Outside Detail	33,192	34,067	28,000	31,100	33,000
380022 Employee Health Ins. Reimb.	-	-	-	-	10,000
380890 Donations	25,071	26,809	22,000	26,000	25,000
380999 Miscellaneous Revenue	4,396	7,913	5,000	6,500	6,000
Total Revenue	**$ 2,961,091**	**$ 2,948,880**	**$ 2,946,000**	**$ 3,052,591**	**$ 2,960,000**

PROGRAM EXPENDITURES

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Expenditures					
90-20-204-500???-000					
Personal Services					
101 Full-Time Wages	$ 1,287,995	$ 1,265,291	$ 1,378,130	$ 1,231,715	$ 1,340,000
111 Overtime Wages	58,793	57,997	62,000	58,500	60,000
120 Part-Time Wages	55,650	70,178	70,000	70,150	105,000
153 Holiday Pay	45,226	43,687	46,000	44,000	46,000
161 Continuing Education	1,666	370	5,000	2,500	3,000
162 Group Life Insurance	9,760	9,519	10,100	8,000	6,300
163 Medical Insurance	374,778	377,817	385,000	350,235	375,000
164 Workers' Compensation	68,799	108,118	95,000	106,920	111,200
165 Unemployment Compensation	-	-	2,000	-	2,000
166 Pension Costs	72,337	69,514	73,785	63,500	66,172
167 Long-term Disability Insurance	8,780	8,843	9,220	5,260	3,800
172 Outside Detail	23,470	25,013	25,500	24,500	25,500
198 Social Security Expense	112,137	111,246	122,104	110,226	121,597
Total Personal Services	$ 2,119,391	$ 2,147,593	$ 2,283,839	$ 2,075,506	$ 2,265,569

PROGRAM EXPENDITURES (Continued)

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Contractual Services					
210 Professional Services-Legal	$ 7,378	$ 17,735	$ 20,000	$ 18,900	$ 20,000
220 Liability Insurance	40,815	40,423	42,500	41,100	42,500
222 Vehicle Insurance	19,717	19,890	21,000	20,265	21,000
232 Conference & Training Expense	3,591	3,235	6,000	3,500	5,000
240 Water and Sewerage	3,521	3,716	4,000	3,690	4,000
241 Natural Gas	2,865	2,336	4,000	1,600	3,000
242 Electricity	13,797	13,252	14,000	13,250	14,000
243 Telephone	10,173	8,676	11,000	9,750	10,500
254 Vehicle Repairs & Maintenance	3,356	5,130	10,000	7,700	10,000
255 Building Repairs & Maintenance	15,123	4,481	8,500	8,500	8,500
257 Radio & Other Equip. Mte	2,966	290	5,200	4,500	5,200
265 Equipment Rental	12,821	11,148	13,500	13,500	13,500
270 CPR Instruction Pay	8,931	7,067	9,500	9,500	10,000
275 Volunteer Reimbursement	-	-	100	-	100
278 Postage	6,428	5,835	8,000	7,000	8,000
280 Travel & Mileage Expense	4,050	4,246	6,100	3,800	4,500
281 CPR Mileage Reimbursement	392	-	800	-	500
289 Administrative Services	35,000	35,000	35,000	35,000	50,000
290 Other Contractual Services	27,556	48,065	45,000	45,000	47,000
291 Subscription Services	20,631	20,689	22,000	22,000	23,000
Total Contractual Services	$ 239,111	$ 251,214	$ 286,200	$ 268,555	$ 300,300
Commodities					
301 Expendable Office Supplies	$ 5,241	$ 5,065	$ 7,000	$ 6,000	$ 7,000
304 Publicity Materials	281	2,061	3,000	3,000	3,000
307 Ambulance Equip. Supplies	851	124	5,000	2,000	5,000
308 CPR Program Supplies	5,140	(1,265)	30,000	38,000	35,000
314 Medical Supplies	3,325	5,208	8,000	8,200	8,000
328 Maintenance Supplies	1,784	922	3,500	1,500	2,000
340 Vehicle Supplies	10,362	17,155	15,000	21,000	20,000
341 Fuels and Lubricants	35,842	44,666	40,000	40,000	42,000
351 Clothing Allowance	9,984	11,452	17,000	9,000	12,000
390 Other Supplies	8,654	6,358	8,000	6,500	15,000
Total Commodities	$ 81,464	$ 91,746	$ 136,500	$ 135,200	$ 149,000

PROGRAM EXPENDITURES (Continued)

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Debt Service Payments					
531 Capital Note Payments	$ 137,746	$ 137,746	$ 137,746	$ 137,746	$ 137,746
Total Debt Service Payments	$ 137,746	$ 137,746	$ 137,746	$ 137,746	$ 137,746
Capital Equipment Transfer					
903 Transfer to Capital Reserve	$ 383,379	$ 320,596	$ 101,715	$ 435,584	$ 107,385
Total Capital Equipment	$ 383,379	$ 320,596	$ 101,715	$ 435,584	$ 107,385
Total Expenditures	**$ 2,961,091**	**$ 2,948,895**	**$ 2,946,000**	**$ 3,052,591**	**$ 2,960,000**

BUDGETARY COMMENT

The 2013 Budget is $14,000 or 0.5% more than the 2012 Budget. The increase is due mainly to increases in contractual services and commodities, while being partially offset by a decrease in personnel services for 2013.

SUPPLEMENTARY INFORMATION

Tri-Community South EMS Vehicles

	Asset Tag	Year	Make	Model	Mileage (as of 10-01-2012)	Age in Years	Condition	Anticipated Replacement Year
Ambulances								
1	2009 018	2008	Ford	AMB	62,633	5	Good	TBD per Adm Committee
2	2009 019	2008	Ford	AMB	62,657	5	Good	TBD per Adm Committee
3	2010 008	2009	Ford	AMB	57,576	4	Good	TBD per Adm Committee
4	2012 007	2011	Ford	AMB	1,126	2	Excellent	TBD per Adm Committee
5	2012 008	2011	Ford	AMB	1,186	2	Excellent	TBD per Adm Committee
6	2012 009	2011	Ford	AMB	1,134	2	Excellent	TBD per Adm Committee
Other Emergency Vehicles								
1	2007 075	2007	Chevy	Suburban	23,383	6	Good	TBD per Adm Committee
2	2002 066	2003	Chevy	Suburban	41,052	10	Fair	TBD per Adm Committee

TRI-COMMUNITY SOUTH EMS

CAPITAL RESERVE FUND

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Fund Balance	$ 1,913,339	$ 1,995,183	$ 2,292,306	$ 2,292,306	$ 2,400,471
Revenue	398,421	320,613	114,215	452,707	134,573
Expenditures	(316,577)	(23,490)	(434,000)	(344,542)	(327,000)
Ending Fund Balance	**$ 1,995,183**	**$ 2,292,306**	**$ 1,972,521**	**$ 2,400,471**	**$ 2,208,044**

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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue					
90-00-000-??????-000					
345001 Interest Revenue	$ 1,734	$ 17	$ 1,500	$ 760	$ 800
360005 PA VFC Grant	5,264	-	3,500	-	9,800
360007 EMSOF Grant	5,572	-	4,000	5,220	5,588
360009 Transfer from TCS EMS Fund	383,379	320,596	101,715	435,584	107,385
360012 Bethel Park Donation-RAD	-	-	1,000	9,965	5,000
360013 South Park Donation-RAD	-	-	-	1,178	1,000
360014 Upper St. Clair Donation-RAD	2,472	-	2,500	-	5,000
Total Revenue	**$ 398,421**	**$ 320,613**	**$ 114,215**	**$ 452,707**	**$ 134,573**
Expenditures					
91-20-206-500???-000					
401 Medical Equipment	$ -	$ -	$ 5,000	$ 2,000	$ 5,000
402 Vehicles/Ambulances	287,097	-	400,000	285,000	300,000
403 Life Paks	-	-	-	31,730	-
404 Computer Equipment	7,598	7,584	12,000	12,000	-
405 Furniture	-	-	2,000	2,000	2,000
406 Copier Equipment	-	-	-	-	-
415 EMSOF Grant Equipment	16,410	8,864	10,000	11,812	12,000
416 VFC Grant Equipment	5,472	7,042	5,000	-	8,000
Total Expenditures	**$ 316,577**	**$ 23,490**	**$ 434,000**	**$ 344,542**	**$ 327,000**

BUDGETARY COMMENT

In 2013, TCS plans on replacing three (3) ambulances as well as certain medical equipment.

SINKING FUNDS

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenue	3,179,812	3,777,047	3,412,623	3,211,066	3,318,128
Expenditures	(3,179,812)	(3,777,047)	(3,412,623)	(3,211,066)	(3,318,128)
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

PROGRAM OVERVIEW

A Sinking Fund is required by the Local Unit Debt Act (Act 185 of 1972) for the payment of principal and interest of local debt. The repayment of debt directly from the General Fund or some other operating fund is not allowed by this state law. Under the law; funds must first be transferred from the operating fund to the sinking fund; then sinking fund in turn makes payment to the debt holder. The Township operates one sinking fund for each debt issue, which includes the General Obligation Bond Issues of 2008, 2009, 2011 and 2012.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Revenue					
Transfer from General Fund	$ 1,191,828	$ 1,725,126	$ 1,328,951	$ 1,192,195	$ 1,168,299
Transfer from Sanitary Sewer Fund	866,572	941,954	904,436	839,635	856,564
Transfer from Boyce Mayview C&RC Fund	1,121,412	1,109,967	1,179,236	1,179,236	1,293,265
Total Revenue	**$ 3,179,812**	**$ 3,777,047**	**$ 3,412,623**	**$ 3,211,066**	**$ 3,318,128**
Expenditures					
2006 General Obligation Bonds-Principal	20,000	25,000	-	-	-
2007 General Obligation Bonds-Principal	145,000	145,000	145,000	89,251	-
2008 General Obligation Bonds-Principal	535,001	555,000	570,000	570,000	595,001
2009 General Obligation Bonds-Principal	365,000	590,000	605,000	605,000	620,000
2010 General Obligation Note-Principal	-	375,000	-	-	-
2011 General Obligation Bonds-Principal	-	-	70,000	70,000	70,000
2012 General Obligation Bonds-Principal	-	-	-	-	-
2006 General Obligation Bonds-Interest	427,227	426,453	-	-	-
2007 General Obligation Bonds-Interest	407,887	402,654	397,401	58,328	-
2008 General Obligation Bonds-Interest	1,112,180	1,073,553	1,154,280	1,154,280	1,295,744
2009 General Obligation Bonds-Interest	167,517	174,090	162,146	162,146	149,120
2010 General Obligation Note-Interest	-	10,297	-	-	-
2011 General Obligation Bonds-Interest	-	-	308,796	308,874	307,830
2012 General Obligation Bonds-Interest	-	-	-	193,187	280,433
Total Expenditures	**$ 3,179,812**	**$ 3,777,047**	**$ 3,412,623**	**$ 3,211,066**	**$ 3,318,128**

BUDGETARY COMMENT

Total estimated debt payments for 2013 have decreased by $94,495 from the 2012 Budget primarily due to the refinancing of the Township's 2006 and 2007 General Obligation Bond Issues.

DEBT AND DEBT LIMITS

The following table shows the debt of the Township as of December 31, 2012 including bonds and notes:

Electoral Debt	$ -
Nonelectoral Debt	
General Obligation Note of 2005	240,560
General Obligation Bonds of 2008	30,070,000
General Obligation Bonds of 2009	5,450,000
General Obligation Bonds of 2011 (Taxable)	140,000
General Obligation Bonds of 2011 (Non-Taxable)	9,995,000
General Obligation Bonds of 2012	9,925,000
Total Nonelectoral Debt	**55,820,560**
Add: Lease Rental Debt	-
Total Gross Indebtedness	**55,820,560**
Less: Debt Excluded as self-liquidating or separately stated pursuant to §8242(a) of the Debt Act	(15,618,788)
Net Nonelectoral and Lease Rental Debt	**$ 40,201,772**

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)	**$ 26,104,933**

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)	$ 65,262,333	$ 40,201,772	$ 25,060,561
Nonelectoral and Lease Rental Debt Limit (350% of Borrowing Base)	$ 91,367,266	$ 40,201,772	$ 51,165,494

TOWNSHIP BOND OBLIGATIONS OVERVIEW

1. 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

2. 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%.

3. 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.

4. General Obligation Bonds of 2012

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

LONG-TERM DEBT SCHEDULES

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

Bond Series	Unpaid Principal Balance 12.31.12	2013 Principal Retirement General Fund	2013 Principal Retirement Sanitary Sewer Fund	2013 Principal Retirement C&RC Fund	Unpaid Principal Balance 12.31.13
2008 General Obligation Bonds	30,070,000	87,882	100,198	406,921	29,475,000
2009 General Obligation Bonds	5,450,000	420,000	200,000		4,830,000
2011 GOB (Taxable)	140,000	55,000	15,000		70,000
2011 GOB (Non-Taxable)	9,995,000	-	-		9,995,000
2012 General Obligation Bonds	9,925,000	-	-		9,925,000
Total Long Term Debt-Principal	**$ 55,580,000**	**$ 562,882**	**$ 315,198**	**$ 406,921**	**$ 54,295,000**

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LONG-TERM DEBT SCHEDULES (Continued)

I. 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
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	**$ 30,070,000**	**$ 16,030,508**	**$ 923,714**	**$ 47,024,222**

***Interest and Remarketing fees are variable and subject to increase. The schedule presented shows the anticipated market conditions for bond payments. In 2013, the total impact of the variable interest rate and remarketing fees on interest payments is expected to be $261,730 higher than indicated on the schedule.**

LONG-TERM DEBT SCHEDULES (Continued)

II. 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
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	**$ 5,450,000**	**$ 686,855**	**$ 6,136,855**

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LONG-TERM DEBT SCHEDULES (Continued)

III. 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
2013	1.500%	$ 70,000	$ 1,750	$ 71,750
2014	1.750%	70,000	612	70,612
	Total	**$ 140,000**	**$ 2,362**	**$ 142,362**

2011 Bond Issue (Non-Taxable Bonds)
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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**	**$ 4,159,086**	**$ 14,154,086**

LONG-TERM DEBT SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

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

2012 Bond Issue
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2013	0.000%	$ -	$ 280,433	$ 280,433
2014	1.000%	5,000	280,407	285,407
2015	1.000%	5,000	280,358	285,358
2016	1.000%	20,000	280,232	300,232
2017	3.000%	270,000	276,083	546,083
2018	1.200%	275,000	270,382	545,382
2019	1.450%	280,000	266,703	546,703
2020	1.625%	280,000	262,397	542,397
2021	1.850%	325,000	257,116	582,116
2022	2.000%	320,000	250,910	570,910
2023	2.100%	340,000	244,140	584,140
2024	2.200%	350,000	236,720	586,720
2025	2.625%	355,000	228,211	583,211
2026	2.625%	365,000	218,761	583,761
2027	2.625%	370,000	209,114	579,114
2028	3.000%	385,000	198,482	583,482
2029	3.000%	1,160,000	175,308	1,335,308
2030	3.000%	1,195,000	139,982	1,334,982
2031	3.100%	1,230,000	102,993	1,332,993
2032	3.450%	355,000	77,804	432,804
2033	3.450%	140,000	69,265	209,265
2034	3.450%	610,000	56,327	666,327
2035	3.500%	635,000	34,692	669,692
2036	3.600%	655,000	11,790	666,790
	Total	**$ 9,925,000**	**$ 4,708,610**	**$ 14,633,610**

CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

TOWNSHIP OF UPPER ST. CLAIR
CHARTER PROVISIONS CONCERNING ANNUAL BUDGET

ARTICLE IX
BUDGET AND FISCAL AFFAIRS

C-901. Fiscal year.

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

C-902. Submission of budget and budget messages.

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

C-903. Budget message.

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

C-904. Budget.

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

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

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

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

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

C-904. (Cont'd)

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

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

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

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

C-905. Public record.

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

C-906. Adoption of Budget.

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

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

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

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

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

C-907. Amendment of Budget.

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

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

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

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

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

C-908. Appropriations and levy.

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

FINANCIAL MANAGEMENT

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BUDGETARY POLICIES

FINANCIAL MANAGEMENT AND BUDGETARY POLICIES OVERVIEW

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

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

- To preserve the quality of life in Upper St. Clair through the proper financial management of its resources and to fund a sufficient level of municipal services required for the maintenance of the Township's infrastructure.

- To have the ability to withstand local and regional economic shocks, to adjust to changes in the service requirements of our community, and to respond to changes in Federal, State and County priorities and funding as they affect the Township's residents.

- To maintain a good credit rating in the financial community to assure the Township's taxpayers that Township government is well managed and financially sound.

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

OPERATING BUDGET POLICIES

1. The Township will maintain a balanced budget by paying for all current expenditures with current revenues and fund balance. The Township will avoid budgetary procedures that balance current expenditures at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.

2. The budget will provide for adequate maintenance and repair of capital assets and for their orderly replacement.

3. The budget will provide for adequate funding of all retirement plans and other employee benefits.

4. The Township will maintain a budgetary control system, to help it adhere to the budget.

5. The Township administration will prepare monthly reports of revenues and expenditures for the Board of Commissioners and Township Department Heads.

6. The Township will update expenditure projections for each fiscal year. Projections will include estimated operating costs of future capital improvements.

OPERATING BUDGET POLICIES (Continued)

7. Where possible, the Township will integrate performance measurements, service level, and productivity indicators within the budget.

8. Enterprise funds for sanitary sewer and magazine operations as well as recreation programs in the General Fund are to be self-supporting. The membership and program fee structure of the Community & Recreation Center (C&RC) is to support 85% of all C&RC operating costs.

9. The Township will seek state and federal funds that are available for operating and capital projects.

10. The Township will encourage the delivery of services, in whole or in part, by other public and private organizations whenever and wherever greater efficiency and effectiveness can be expected.

11. The Township will utilize technology and productivity advancements that will help reduce or avoid increasing personnel costs.

12. The Township will maintain an effective risk management program to minimize losses and reduce insurance costs.

13. The Township will seek arrangements to share services with other municipalities where cost reductions can be achieved and where the quality of service will not be endangered.

REVENUE POLICIES

1. The Township will strive to maintain a diversified and stable revenue base as protection from short-term fluctuations in any one revenue source.

2. The Township will strive to maintain the annual rate of property tax collections at 98%.

3. The Township will strive to reduce its reliance on intergovernmental revenue sources for operating purposes.

4. The Enterprise Funds will generate revenue sufficient to support the full direct and indirect costs of these funds.

5. The Township will establish all user charges and fees at a level related to full cost (operating, direct, indirect and capital) of providing the service.

6. The Township will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

CASH MANAGEMENT INVESTMENT POLICIES

1. The Township will deposit its moneys only in bank or trust companies located and authorized to do business in Pennsylvania; and authorized as an official Township depository by the Board of Commissioners.

2. The Township will invest its moneys only in accordance with the Township's Investment Policy adopted by the Board of Commissioners.

3. The Township administration will analyze the cash flow of all funds on a regular basis. Disbursements, collections, deposits and investments will be managed to ensure maximum cash availability.

4. The Township will pool cash from its various funds to obtain the maximum possible return on its investments. Interest will be credited to the source of the invested moneys.

5. The accounting system will provide regular information concerning cash positions and investment performance.

6. The Township will collect revenues aggressively, including past due bills of any type.

DEBT MANAGEMENT POLICIES

1. The Township will use long-term debt for only those capital improvements that cannot be readily financed from current revenues.

2. The final maturity date for any long-term debt will not exceed the expected useful life of the capital improvement so financed.

3. The Township will encourage and maintain good relations with financial and bond rating agencies, and will follow a policy of full and open disclosure on every financial report and bond prospectus.

4. The Township will not issue notes to finance operating deficits.

CAPITAL IMPROVEMENT PROGRAM POLICIES

1. The Township will prepare a five-year capital improvements program each year.

2. The Township will base all capital improvements on the Township's long-term needs in order to minimize future maintenance and replacement cost.

3. The Township will coordinate the development of the capital improvement program with the annual operating budget in order to maintain a reasonably stable total tax levy.

CAPITAL IMPROVEMENT PROGRAM POLICIES (Continued)

4. The Township will estimate and consider future maintenance needs for all new equipment and capital facilities prior to deciding to proceed with the project.

5. The Township will identify the funding source for each capital improvement prior to deciding to proceed with the project. Intergovernmental and private sources will be sought out and used as available to assist in financing capital improvements.

6. The Township will provide for the adequate maintenance of capital assets and equipment in the annual budget.

PURCHASING POLICIES

1. Purchases will be made in accordance with all federal, state, and municipal requirements. If there are no specific requirements, purchases will be made in the best interest of the Township.

2. Purchases will be made in an impartial, economical, competitive, and efficient manner.

3. Purchases will be made from the lowest priced and most responsible vendor. Qualitative factors such as vendor reputation and financial condition will be considered, as well as price.

RESERVE POLICIES

1. The Township will maintain an adequate fund balance to accommodate unanticipated expenditures, expenditures of a non-recurring nature, or unanticipated revenue declines.

2. The Township will strive to maintain the unreserved, undesignated fund balance of the General Fund at a level at least equal to 8% of the total General Fund Budget.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

1. An independent audit will be performed annually.

2. The Township will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

ACCOUNTING MEASUREMENT

ACCOUNTING SYSTEMS

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BUDGETARY CONTROL

ACCOUNTING MEASUREMENT

Governmental Funds

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

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

Budgeted Governmental Funds

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

State Liquid Fuels Tax Fund
State law requires a separate fund for the accounting of Liquid Fuels Tax monies. Revenues for this fund are derived from the State gasoline tax. For 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.

Proprietary Funds

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

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

Budgeted Proprietary Funds

ENTERPRISE FUNDS

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

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

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

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

ACCOUNTING SYSTEMS

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

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

BUDGETARY CONTROL

An operating budget is legally adopted each year for the General Fund, State Liquid Fuels Tax Fund, Storm Sewer Improvement Fund, Field Improvement Fund, Library Regional Asset District Fund and Boyce Mayview Park Regional Asset District Fund (Special Revenue Funds), the General Obligation Bonds of 2008, 2009, 2011 and 2012 (Debt Service Funds), the Capital Projects Fund (Capital Projects Funds), the Sanitary Sewer Fund, the Township/School District Magazine Fund and the Boyce Mayview Community & Recreation Center Fund (Enterprise Funds) on a basis consistent with accounting principles generally accepted in the United States of America (GAAP). No budgets were legally adopted for the Pension Trust Funds, the Library Endowment Fund or MATUSC (Special Revenue Funds).

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

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

APPENDIX A

PERSONNEL INFORMATION

STAFF LEVEL CHANGES – FULL TIME PERSONNEL

Department	2012 Staff Level	2013 Staff Level	Increase/(Decrease)
Administration	7	7	0

Explanation: No staff level changes expected in 2013.

Finance	3.5	3.5	0

Explanation: No staff level changes expected in 2013.

Information Technology	5	5	0

Explanation: No staff level changes expected in 2013.

Police	35	35	0

Explanation: No staff level changes expected in 2013.

Community Development	6	5	(1)

Explanation: Community Development will not fill a Departmental Secretary position upon retirement of current personnel.

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

Explanation: No staff level changes expected in 2013.

Recreation	16.5	16.5	0

Explanation: No staff level changes expected in 2013.

Library	9	9	0

Explanation: No staff level changes expected in 2013.

STAFF LEVEL CHANGES – PART-TIME REGULAR PERSONNEL

Administration	1	0	(1)
Community Development	2	1	(1)
Public Works - Summer Laborers	17	17	0
Recreation	406	406	0
Library	22	23	1

Explanation: Administration and Community Development are eliminating from their budgets a part-time Departmental Secretary. The Library is budgeting for one (1) Library Specialist in 2013.

FULL-TIME POSITIONS

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
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	1	1	1	1	1	1
Director of Information Technology	1	1	1	1	1	1	1	1	1	1
Director of the Library	1	1	1	1	1	1	1	1	1	1
Director of Recreation and Leisure Services	1	1	1	1	1	1	1	1	1	1
Deputy Director of Public Works	1	1	0	0	0	0	0	0	0	0
Director of Community Dev./Assistant Twp. Mgr.	1	1	1	1	0	0	0	0	0	0
Management Subtotal	**11**	**11**	**10**	**10**	**10**	**10**	**10**	**10**	**10**	**10**
ADMINISTRATION										
Executive Assistant - Office of the Township Manager	1	1	1	1	1	1	1	1	1	1
Administrative Assistant	2	2	2	2	2	2	2	3	3	3
Office Assistant	1	1	1	1	1	1	1	1	1	1
Employee Benefit Specialist	0	0	0	0	1	0	0	0	0	0
Administration Subtotal	**4**	**4**	**4**	**4**	**5**	**4**	**4**	**5**	**5**	**5**
FINANCE										
Accounting Manager	0	0	0	1	1	1	1	1	1	1
Payroll and Finance Accountant	1	1	1	1	1	1	1	1	1	0
Payroll Accountant	0	0	0	0	0	0	0	0	0	1
Finance/Recreation Accountant	0	0	0	0	0	0	0	0	0.5	0.5
Finance Assistant	1	1	1	1	1	0	0	0	0	0
Finance Subtotal	**2**	**2**	**2**	**3**	**3**	**2**	**2**	**2**	**2.5**	**2.5**
INFORMATION TECHNOLOGY										
Database/Support Technician	1	1	1	1	1	1	1	1	0	0
Operations and Network Administrator	0	0	1	1	1	1	1	1	1	1
Public Access Television Coordinator	0	0	0	0	0	0	0	0	1	1
Support Technician I	1	1	1	1	1	1	1	1	2	2
Information Technology Subtotal	**2**	**2**	**3**	**3**	**3**	**3**	**3**	**3**	**4**	**4**

FULL-TIME POSITIONS (Continued)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
POLICE										
Uniformed Police Officer	26	26	26	26	25	26	25	26	26	26
Police Dispatcher	4	4	4	4	4	4	3	4	4	4
Technical Services Coordinator	1	1	1	1	1	1	1	1	1	1
Records Coordinator	1	1	1	1	1	1	1	1	1	1
Confidential Secretary to the Chief of Police	1	1	1	1	1	1	1	1	1	1
Police Subtotal	**33**	**33**	**33**	**33**	**32**	**33**	**31**	**33**	**33**	**33**
COMMUNITY DEVELOPMENT										
Planning & Zoning Administrator	1	1	1	1	0	0	0	0	0	0
Planning & Zoning Coordinator	0	0	0	0	0	0	0	0	1	1
Chief Inspector	1	1	1	1	1	1	1	1	1	1
Code Enforcement Officer	1	1	1	1	1	1	1	1	1	1
Secretary - Director of Community Development	1	1	1	1	1	1	1	1	1	0
Department Secretary	1	1	1	1	1	2	2	1	1	1
Community Development Subtotal	**5**	**5**	**5**	**5**	**4**	**5**	**5**	**4**	**5**	**4**
PUBLIC WORKS ADMINISTRATION										
Superintendent of Operations	1	1	1	1	1	1	1	1	1	1
Superintendent of Projects	1	1	1	1	1	1	1	1	1	1
Superintendent of Public Improvements	0	1	1	1	1	1	1	1	1	1
Building/Grounds & Sustainability Administrator	0	0	0	0	0	0	1	1	1	1
Park & Forestry Administrator	0	0	0	0	0	0	0	1	1	1
Department Coordinator	0	0	0	1	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	0	0	0	0
Improvements Inspector/Technician	1	2	2	2	1	1	0	0	0	0
Public Improvements Inspector	1	0	0	0	0	0	0	0	0	0
Public Works Administration Subtotal	**7**	**8**	**8**	**9**	**8**	**8**	**7**	**8**	**8**	**8**
PUBLIC WORKS LABORERS										
Laborer	19	18	19	20	20	20	20	21	21	21
Mechanic	1	1	1	1	1	2	2	2	2	2
Working Foremen	3	3	3	3	3	1	0	0	0	0
Heavy Equipment Operator	1	0	0	0	0	1	1	1	1	1
Public Works Laborers Subtotal	**24**	**22**	**23**	**24**	**24**	**24**	**23**	**24**	**24**	**24**

FULL-TIME POSITIONS (Continued)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
RECREATION										
Assistant Director of Recreation and Leisure Services	0	0	0	0	1	1	1	1	1	1
C&RC Membership & Marketing Coordinator	0	0	0	0	1	1	1	1	1	1
C&RC Aquatics Supervisor	0	0	0	0	0	1	1	1	1	1
C&RC Building Maintenance Supervisor	0	0	0	0	0	1	1	1	1	1
C&RC Fitness Supervisor	0	0	0	0	0	1	1	1	1	1
C&RC Guest Relations Coordinator	0	0	0	0	0	1	1	1	1	1
C&RC Assistant Aquatics Supervisor	0	0	0	0	0	1	1	1	1	1
C&RC Membership Specialist	0	0	0	0	0	1	1	1	1	1
C&RC Group Exercise Coordinator	0	0	0	0	0	0	1	1	1	1
C&RC Exercise Psysiologist	0	0	0	0	0	2	1	1	1	0
C&RC Fitness Coordinator	0	0	0	0	0	0	0	0	0	1
C&RC Building Custodian (Attendant)	0	0	0	0	0	1	1	1	1	1
C&RC Maintenance Custodian (Attendant)	0	0	0	0	0	0	1	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
Finance/Recreation Accountant	0	0	0	0	0	0	0	0	0.5	0.5
C&RC Facility/Banquet Rental Coordinator	0	0	0	0	0	0	0	1	1	1
Recreation Subtotal	**2**	**2**	**2**	**2**	**4**	**13**	**14**	**15**	**15.5**	**15.5**
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	1	1	1	1	1	1
Technical Services Assistant	1	1	1	1	1	1	1	1	1	1
Secretary to the Director of the Library	1	1	1	1	1	1	1	1	1	1
Reference Librarian	0	0	0	0	0	1	1	1	1	1
Acquisition Coordinator	1	1	1	1	0	0	0	0	0	0
Library Subtotal	**7**	**7**	**7**	**7**	**7**	**8**	**8**	**8**	**8**	**8**
Total Full-Time Positions	**97**	**96**	**97**	**100**	**100**	**110**	**107**	**112**	**115**	**114**

PART-TIME POSITIONS

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
ADMINISTRATION										
Department Secretary	0	0	1	1	1	1	1	1	1	0
COMMUNITY DEVELOPMENT										
Fire Marshal	1	1	1	1	1	1	1	1	1	1
Department Secretary	1	1	1	1	0	0	0	0	1	0
Inspector	1	0	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	17	17	17	17	17
RECREATION										
C&RC Aquatics Part-Time Staff	0	0	0	0	0	58	64	73	100	100
C&RC Fitness Part-Time Staff	0	0	0	0	0	6	29	32	44	44
C&RC Guest Relations Part-Time Staff	0	0	0	0	0	18	25	33	36	36
C&RC Membership Part-Time Staff	0	0	0	0	0	3	6	5	15	15
C&RC Summer Seasonal Staff	0	0	0	0	0	49	63	50	90	90
Community Programs Part-Time Staff	N/A	N/A	N/A	N/A	N/A	96	100	105	120	120
Older Adult Coordinator	1	1	1	1	1	1	1	1	1	1
LIBRARY										
Acquisition Coordinator	0	0	0	0	1	1	1	1	1	1
Reference Librarians	7	5	5	5	9	7	5	5	5	7
Library Assistants	15	19	19	19	12	10	12	12	12	10
Library Pages	9	6	6	6	10	8	3	3	0	0
Library Specialists	0	0	0	0	5	3	4	4	4	5
Total Part-Time Personnel	**35**	**33**	**34**	**34**	**40**	**279**	**332**	**343**	**448**	**447**

NON-CONTRACTUAL SALARY & WAGE SCALE

Department	Position	Pay Grade	Minimum	Maximum
Administration	Township Manager	1	117,652	164,710
Administration Police	Assistant Township Manager/Director of Administration Chief of Police	2	96,436	135,010
Finance Police Public Works Recreation	Director of Finance Deputy Chief of Police Director of Public Works Director of Recreation and Leisure Services	3	79,044	110,665
Community Development Information Technology Library Public Works Public Works Public Works	Director of Planning and Community Development Director of Information Technology Director of the Library Superintendent of Public Improvements Superintendent of Operations Superintendent of Projects	4	64,794	90,710
Finance Police Public Works Recreation	Accounting Manager Technical Services Coordinator Building/Grounds & Sustainability Administrator Assistant Director of Recreation and Leisure Services	5	53,107	74,349
Administration Community Development Community Development Library Public Works Recreation	Executive Assistant - Office of the Township Manager Chief Inspector Planning & Zoning Coordinator Head of Youth Services Park & Forestry Administrator C&RC Membership & Marketing Coordinator	6	43,532	60,946
Administration Finance Finance Community Development Community Development Information Technology Information Technology Library Library Recreation Recreation Recreation Recreation Recreation	Administrative Assistant Payroll Accountant Finance/Recreation Accountant Code Enforcement Officer Fire Marshal 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	35,683	49,954

NON-CONTRACTUAL SALARY & WAGE SCALE (Continued)

Department	Position	Pay Grade	Minimum	Maximum
Administration	Office Assistant	**8**	**23,789**	**41,629**
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 Fitness Coordinator			
Recreation	Office Secretary			
Recreation	C&RC Facility/Banquet Rental Coordinator			

CONTRACTUAL SALARY & WAGE SCALES

Public Works - Local 205 Union Contract 2013 Salary & Wage Scale		
I.	Master Mechanic	$29.21/hr
II.	Mechanic	$28.17/hr
III.	Heavy Equipment Operator	$28.17/hr
IV.	Foreman	$28.17/hr
V.	Laborer III (after 36 mos.)	$26.31/hr
	Laborer II (13-36 months)	$23.87/hr
	Laborer I (0-12 months)	$21.39/hr
VI.	Semi-Skilled Laborer III	$19.12/hr
	Semi-Skilled Laborer II	$17.57/hr
	Semi-Skilled Laborer I	$16.17/hr
	Semi-Skilled Laborer Probationary	$12.30/hr
VII.	C&RC Attendant	$18.07/hr
VIII.	Public Works Clerk	$24.28/hr

Police Union Contracts 2013 Salary & Wage Scale	
Officer 1	$25.18/hr
Officer 2	$27.27/hr
Officer 3	$29.80/hr
Officer 4	$34.92/hr
Officer 5	$37.46/hr
Officer 6	$39.97/hr
Sergeant	$43.97/hr
Lieutenant	$48.37/hr
Dispatcher	$17.54 - $21.94/hr

APPENDIX B

VEHICLES & EQUIPMENT

PUBLIC WORKS VEHICLES

	Asset Tag	Year	Make	Model	Mileage (as of 10-1-2012)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles								
1	2005 040	2005	Chevy	Pick-Up	118,596	8	Fair	2013
2	2006 052	2006	Chevy	Pick-Up	112,997	7	Fair	2013
3	2007 042	2007	Chevy	Silverado Pick-up	59,278	6	Good	2014
4	2009 029	2009	Chevy	Colorado Pick-Up	35,760	4	Good	2016
5	2012 001	2012	Chevy	Colorado Pick-Up	1,492	1	Excellent	2019
Utility Trucks								
1	2000 018	2000	Ford	Pick-Up Utility	47,869	13	Poor	2013
2	2001 056	2001	Ford	Pick-Up Utility	34,407	12	Fair	2014
3	2001 057	2001	Ford	Pick-Up Utility	80,922	12	Poor	2013
4	2006 049	2006	Ford	Pick-Up Utility	19,745	7	Good	2016
5	2006 050	2006	Ford	Pick-Up Utility	29,497	7	Good	2019
6	2005 041	2006	Ford	Pick-Up Utility	32,858	7	Fair	2017
7	2003 066	2003	Ford	Pick-Up Utility	35,033	10	Good	2014
8	2007 052	2008	Ford	F-550	40,072	5	Good	2015
9	2007 053	2008	Ford	F-550	26,548	5	Good	2015
10	2007 055	2008	Ford	F-550	15,838	5	Good	2015
11	2006 051	2007	Ford	F-550	29,689	6	Good	2015
12	2008 067	2008	Ford	F-550	19,654	5	Good	2015
13	2010 045	2011	Ford	F-550 XL Tr	97,446	2	Excellent	2017
14	2010 046	2011	Ford	F-550 XL Tr	10,319	2	Excellent	2017
15	2011 052	2011	Ford	F-550	4,889	2	Excellent	2018
16	2008 066	2008	Dodge	Vehicle	10,251	5	Good	2018
17	2002 061	2002	Ford	Bucket Truck	7,893	11	Good	2015
18	2005 039	2006	Ford	Econoline 350 Van	19,463	7	Good	2016

PUBLIC WORKS VEHICLES (Continued)

	Asset Tag	Year	Make	Model	Mileage (as of 10-1-2012)	Age in Years	Condition	Anticipated Replacement Year
Dump Trucks								
1	2003 065	2004	Int'l	Dump	13,201	9	Good	2014
2	2001 059	2002	Int'l	Dump	19,948	11	Fair	2013
3	2002 060	2002	Int'l	Dump	181,223	11	Fair	2013
4	2004 047	2005	Int'l	Dump	13,693	8	Good	2015
5	2007 054	2008	Int'l	Dump	9,213	5	Good	2018
6	2009 048	2010	Int'l	Dump	4,500	3	Good	2020
7	2010 044	2011	Int'l	Dump	1,173	2	Excellent	2021
8	2011 051	2012	Int'l	Dump	1,901	1	Excellent	2022
Other Vehicles								
1	1995 001	1995	CAT	Loader	9,149 hrs	18	Poor	2013
2	2003 005	2003	CAT	Wheel Loader	7,623 hrs	10	Good	2018
3	2003 060	2003	Int'l	Sewer Jet	2,481	10	Good	2014
4	2001 007	2010	Massey	Flail Mower	8,888 hrs	3	Excellent	2020
5	2002 062	2003	Sterling	Sweeper	30,042	10	Fair	2014
6	2010 027	2010	Toro	Groundsmaster 5910	1,744 hrs	3	Good	2016
7	2012 002	2012	JCB	Backhoe 3CX15	103	1	Excellent	2022

PUBLIC WORKS EQUIPMENT

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
1	112H8V3277LO73142	2007	20 Ton Trailer	6	Good	As Needed
2	HSRA 36"	2001	3 M Sign Machine	12	Good	As Needed
3	209 ABS2	2011	Accubrine Automated Brine Maker	2	Excellent	As Needed
4	Not Applicable	1993	Aeroway 8' Quickaway Tire Angle Aerator	20	Fair	DNR
5	1020211	2010	Asphalt Planer	3	Good	As Needed
6	1ZFUF0819NB001827	1992	Asphalt Trailer	21	Fair	As Needed
7	Not Applicable	1993	Asphalt Wacker	20	Fair	As Needed
8	6781	1993	Bandit Chipper	20	Fair	2015
9	28-1491	2009	Bannerman Diamond Master Groomer	4	Good	2019
10	28-1236	1999	Bannerman Infield Renovator	14	Poor	As Needed

PUBLIC WORKS EQUIPMENT (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
11	15-0452-010012093	1993	Bannerman Turf Topper	20	Good	As Needed
12	961667WP	2001	Bermeme FB-60S Gas Driving Hammer	12	Poor	As Needed
13	CAT037CLBNE01989	2008	Caterpillar Backhoe	5	Good	2018
14	15355	1997	Chicago Pneumatic Air Comp.	16	Good	As Needed
15	EG0932-040552	2009	Club Car Utility Vehicle	4	Good	2014
16	473A51215L1110643	1990	Cronkite Trailer	23	Fair	As Needed
17	431FS101981000714	2008	Cross Country Roller Trailer	5	Good	As Needed
18	36590	2001	Esab Plasma Cutter	12	Good	As Needed
19	12D-GX160	2008	Gorman-Rupp Water 1 Pump 2"	5	Good	As Needed
20	13A52-GX390	2008	Groman-Rupp Water 1 Pump 3"	5	Good	As Needed
21	1ZFUF2015NB002058	1992	Groundsmaster Trailer	21	Fair	As Needed
22	4K8AX1213X1A40828	1999	Groundsmaster Trailer	14	Good	As Needed
23	209 DAS-12725G1004	2011	GVM Anti-Icing Unit	2	Good	As Needed
24	209 DAS-13725G1007	2012	GVM Anti-Icing Unit	1	Excellent	As Needed
25	1H9X151019C122006	2009	Harben Sewer Jet	4	Good	2024
26	27231284	2008	Hoffman 1625EM Tire Changer	5	Good	2018
27	G84BB012	2008	Hoffman 2400 Tire Balancer	5	Good	2018
28	H1202-71693	2002	Hotsy Gas-Fired Pressure Washer	11	Fair	As Needed
29	W004X2X080512	2002	John Deere 4x2 Gator	11	Fair	DNR
30	Not Applicable	2000	Jumping Jack Tamper	13	Good	As Needed
31	36739	2005	Kubota Tractor	8	Good	2015
32	KRTV900A61068850	2007	Kubota RTV Utility #1	6	Good	2016
33	KRTV900A61068851	2007	Kubota RTV Utility #2	6	Good	2016
34	89681	2008	Kubota RTV900 Utility Vehicle #3	5	Good	2014
35	89684	2008	Kubota RTV900 Utility Vehicle #4	5	Good	2014
36	L5240HSTC	2012	Kubota Tractor	1	Excellent	2022
37	18388	2012	Kubota RTV	1	Excellent	As Needed
38	23201110025018	2004	Lely Broadcast Spreader	9	Good	As Needed
39	Not Applicable	2010	Liftmore	3	Excellent	DNR
40	10930160	2002	Line Painter	11	Fair	DNR
41	1ZFUF1018SB002433	1992	Line Painting Trailer	21	Good	As Needed
42	MA4106664	2011	Miller Welder 275 EFI	2	Good	As Needed
43	CE1311998	2005	Multiguip plate compactor	8	Good	As Needed
44	5401	1996	National Triplex Mower	17	Fair	As Needed

PUBLIC WORKS EQUIPMENT (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
45	TN55-1198663	2000	New Holland Tractor	13	Good	As Needed
46	5HLET08107FO72491	2007	Pavement Cutting Trailer	6	Good	As Needed
47	30980	2009	Pro Tech Sno Pusher	4	Good	As Needed
48	JP008F006	2008	Rotary Electric Lift	5	Good	As Needed
49	Not Applicable	1972	Ryan Renothin	41	F/P	DNR
50	544954C	2011	Ryan Sod Cutter	2	Good	As Needed
51	Not Applicable	1972	Ryan Turf Aerator	41	Poor	As Needed
52	Serial No. 110	2003	Ryan Turf Aerator	10	Good	2013
53	SE1823E	2004	Seeda-Vator	9	Good	As Needed
54	VS03535	2002	Sewer Machine	11	Good	DNR
55	97251	2001	Swenson Tailgate Conveyor	12	Fair	As Needed
56	21302982	2005	Takeuchi Loader	8	Good	2015
57	1ZFCF1422TB004687	1996	Takeuchi Trailer	17	Good	As Needed
58	209-F6-4812	2011	Tennsmith Metal Brake	2	Excellent	As Needed
59	5HLUT122X8FO81901	2008	Top Brand 6x12 Trailer (Tom's)	5	Good	As Needed
60	250000319	2005	Toro 580-D Mower	8	Fair	DNR
61	250000221	2005	Toro 3100D Reelmower	8	Good	2016
62	270000482	2007	Toro 3500D Sidewinder	6	Good	2016
63	S270000176	2008	Toro Debris Blower 600	5	Good	As Needed
64	260000507	2007	Toro Field Line Painter 1200	6	Fair	As Needed
65	04021-230001808	2004	Toro Greenmaster Flex 21	9	Good	As Needed
66	Not Applicable	1994	Toro Greensmaster	19	Fair	As Needed
67	04129-60248	1996	Toro Greensmaster	17	Fair	As Needed
68	200000519	2002	Toro Greensmaster	11	Fair	As Needed
69	2600003001	2007	Toro Greensmaster 1600	6	Good	As Needed
70	230000128	2008	Toro Greensmaster 500	5	Good	As Needed
71	312000325	2012	Toro Groundsmaster 3280-D	1	Excellent	2018
72	312000285	2012	Toro Groundsmaster 3280-D 4WD	1	Excellent	2019
73	S280000207	2008	Toro Groundsmaster 4500-D	5	Good	2015
74	S290000147	2009	Toro Groundmaster 7210	4	Good	2014
75	290000352	2009	Toro Groundsmaster 3500-D	4	Good	2013
76	S290000455	2009	Toro Grandstand 48" Mower	4	Good	2017
77	270000433	2007	Toro Infield Pro 3040	6	Good	DNR
78	312000210	2012	Toro Infield Pro 5040	1	Excellent	As Needed
79	S280000106	2008	Toro Pro Core 864	5	Good	As Needed
80	312000101	2012	Toro Procore Processor	1	Excellent	As Needed
81	60100	2001	Toyota Forklift	12	Good	2015
82	135-100-220	2009	Tuff Screen Player Protector	4	Excellent	As Needed
83	TG525	2004	Vermeer Tub Grinder	9	Good	2016
84	Not Applicable	1987	Vicon Spreader	26	Fair	DNR
85	5788322	2008	Wacker Vibratory Roller	5	Good	As Needed
86	270-245-419	2009	Weighted Field Tarp	4	Excellent	As Needed

POLICE DEPARTMENT VEHICLES

	Asset Tag	Year	Make	Model	Mileage (as of 10-1-2012)	Age in Years	Condition	Anticipated Replacement Year
Patrol Vehicles / Traffic Vehicles								
1	2003 057	2003	Ford	Crown Victoria	89,633	10	Poor	Pending Sale
2	2007 007	2007	Ford	Crown Victoria	67,324	6	Poor	2013
3	2009 026	2009	Ford	Crown Victoria	61,833	4	Poor	2014
4	2009 027	2009	Ford	Crown Victoria	6,601	4	Poor	2013
5	2010 005	2010	Ford	Crown Victoria	15,900	3	Good	2014
6	2010 004	2010	Ford	Crown Victoria	25,656	3	Good	2014
7	2011 011	2011	Ford	Crown Victoria	10,610	2	Excellent	2015
8	2011 013	2011	Ford	Crown Victoria	5,024	2	Excellent	2015
9	2011 012	2011	Ford	Crown Victoria	8,945	2	Excellent	2015
4-Wheel Drive Vehicles								
1	2006 046	2006	Ford	Explorer	95,000	7	Poor	2013
2	2006 045	2006	Ford	Explorer	116,000	7	Poor	2013
3	2008 019	2008	Ford	Explorer	44,199	5	Good	2014
4	2008 021	2008	Ford	Explorer	81,000	5	Fair	2013
5	2008 022	2008	Ford	Explorer	41,736	5	Good	2014
6	2009 025	2009	Ford	Explorer	39,000	4	Fair	2014
7	2012 004	2013	Ford	Explorer	732	1	Excellent	2016
8	2012 005	2012	Chevy	Tahoe	9,237	1	Excellent	2015
9	2012 006	2012	Chevy	Caprice	72	1	Excellent	2016
Other Equipment								
1	1992 027	1992	Chevy	Communication Van	3,800	21	Poor	2014
2	2000 013	2001	Ford	Cargo Van	53,800	12	Poor	2013
3	2001 054	2001	Polaris	Quad #1	N/A	12	Fair	If Grant Becomes Available
4	2001 049	2001	Polaris	Quad #2	N/A	12	Fair	If Grant Becomes Available
5	2001 048	2001	Polaris	Quad #3	N/A	12	Fair	If Grant Becomes Available
6	2001 050	2001	Mustang	Trailer	N/A	12	Fair	If Grant Becomes Available

VOLUNTEER FIRE DEPARTMENT VEHICLES

	Vin Number	Year	Make	Model	Mileage (as of 10-1-2012)	Age in Years	Condition	Anticipated Replacement Year
Fire Protection Vehicles								
1	2053	1989	Amer LaFrance	Engine	43,374	24	Poor	2014
2	4Z3HAACK85RU02102	2005	Amer LaFrance	Ladder	27,687	8	Good	2025
3	1FMFU16588LA19358	2008	Ford	Expedition	40,239	5	Fair	2014
4	1FDSW35F71EC97502	2001	Ford	F-350	22,615	12	Fair	2014
5	1FDSW35P73EC28157	2003	Ford	F-350	26,639	10	Poor	DNR
6	4Z3AAACG02RJ49205	2002	Freightliner	Engine	19,852	11	Good	2017
7	1AFAAACK68RZ60906	2008	Amer LaFrance	Engine	8,552	5	Excellent	2023
8	1AFAAACG08RZ44177	2009	Amer LaFrance	Rescue	3,695	4	Excellent	2029
9	1GNSK2E03CR247169	2012	Chevy	Tahoe	6,400	1	Excellent	2016
10	3CZWDNFL9CG233506	2012	Dodge	Rescue	300	1	Excellent	2022

ADMINISTRATION VEHICLES

	Asset Tag	Year	Make	Model	Mileage (as of 10-1-2012)	Age in Years	Condition	Anticipated Replacement Year
Passenger Vehicles								
1	2007 070	2007	Ford	Explorer	52,671	6	Good	2016
2	2008 020	2008	Ford	Explorer	47,200	5	Good	2014
3	2009 021	2001	Chevy	PU Truck	103,954	12	Poor	Rotation Vehicle
4	2011	2011	Ford	Escape	10,613	2	Good	Rotation Vehicle
5	2009 030	2009	Ford	Escape XLT	15,607	4	Good	2018
6	2012 003	2013	Ford	Explorer	3,668	New	Excellent	2017

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APPENDIX C

BACKGROUND & STATISTICAL INFORMATION

HISTORY

The area known as "Upper St. Clair" can trace its origins in recorded history back to the mid-eighteenth century when the first know settler, a Scotsman named John Fife, arrived from Virginia in 1762. At that time, the land was part of Yohogania County, District of West Augusta, Virginia, which was settled in 1784. The area now known as "Upper St. Clair" was placed in Peters Township, Washington County, Pennsylvania. In 1788, Allegheny County was formed from parts of Washington and Westmoreland Counties and was divided into seven townships, one of which was called St. Clair. The Township was divided into two parts, Upper and Lower St. Clair in 1839; the latter is now fully within the Pittsburgh City limits. Two more townships were formed from the original township – Snowden Township in 1845 and Scott Township in 1861. The Borough of Bridgeville was separated in 1902.

The Township derives its name from Arthur St. Clair, a Scotsman, who settled in the Ligonier Valley in 1760. St. Clair had served in the British Army prior to settling in Pennsylvania. In the course of his public life, he served as land agent of the Penns, as a county official in Bedford and Washington Counties, and as a representative for Pennsylvania in the United States Continental Congress, including a year as its President in 1787. He was commander of the army that was defeated by Indians of the Northwest in 1791 and was Governor of the Northwest Territory from 1788 until 1802.

The Township area is approximately 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

West Penn Power Company provides electricity to residents and businesses in the Township. Columbia Gas of Pennsylvania and Peoples Natural Gas provide natural gas service. Telephone service is provided by Verizon and Comcast. Water is supplied by PA American Water Company. The Allegheny County Sanitary Authority (ALCOSAN) provides sewage treatment service; however, feeder and trunk lines are the responsibility of the Township.

COMMERCIAL DEVELOPMENTS

The South Hills Village Shopping Center, completed in 1965, is located at the intersection of Route 19 and the Fort Couch Road on 90 acres divided equally between the Township and the Municipality of Bethel Park. This is a two-level air-conditioned shopping mall with facilities for 110 stores, including Macy's Department Store, Sears Roebuck & Company, and Dick's Sporting Goods. In 2013, Target 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 85,000 volumes with an estimated annual circulation of 381,000.

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 2011

Rank	Principal Employers	Description	Number of Employees	Percentage of Principal Employers	Percentage of Township Wide Employees
1	USC School District	Local Public School	612	32.7%	13.4%
2	Home Loan Services, Inc.	Mortgage Service Company	232	12.4%	5.1%
3	Friendship Village	Retirement Community	191	10.2%	4.2%
4	USC Township	Municipality	161	8.6%	3.5%
5	Sears Roebuck & Co.	Retail Department Store	146	7.8%	3.2%
6	Southwood Psychiatric Hospital	Medical Facility	135	7.2%	2.9%
7	Port Authority of Allegheny County	Transit Authority	122	6.5%	2.7%
8	I Mortgage Services	Mortgage Service Company	99	5.3%	2.2%
9	St. Clair Country Club	Country Club	87	4.7%	1.9%
10	OS Restaurant Service Inc.	Restaurant	85	4.5%	1.9%
		Total	**1,870**	**100.0%**	**40.8%**
		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, 2011

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	$ 81,597,200	51.7%	4.8%
2	Friendship Village of South Hills	29,705,500	18.8%	1.8%
3	1800 Washington Road Associates LP	13,700,000	8.7%	0.8%
4	Summerfield Commons Associates	6,886,700	4.4%	0.4%
5	McMurray Road Family Limited PTR	6,065,900	3.8%	0.4%
6	Upper St. Clair Senior Living	6,000,000	3.8%	0.4%
7	St. Clair Country Club	5,422,000	3.4%	0.3%
8	Southwood Psychiatric Hospital	2,900,000	1.8%	0.2%
9	Painters Plaza Associates	2,841,000	1.8%	0.2%
10	Peter C. Rossin	2,600,000	1.6%	0.2%
	Total	**$ 157,718,300**	**100.0%**	**9.4%**
	Township Wide Assessed Valuation	**$ 1,685,717,270**		

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]
2011	19,229	6.7%
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%

[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
2002-2011

Year	Total Earned Income [1]	Per Capita Earned Income [2]	Increase in Per Capita Income
2011	$959,134,875	$49,880	8.2%
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%

[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
2006-2011

Function/Program	2011	2010	2009	2008	2007	2006
General Government						
Municipal Bldg Square Footage Occupied	11,000	11,000	5,000	5,000	5,000	5,000
Staff Vehicles	3	3	2	2	2	2
Community Development						
Municipal Bldg Square Footage Occupied	2,500	2,500	2,500	2,500	2,500	2,500
Inspection Vehicles	2	2	3	3	3	3
Public Works						
Municipal Street (lane miles)	110	110	110	110	110	110
Number of Traffic Lighted Intersections	9	9	9	9	9	9
Sanitary Sewers (miles)	66	66	66	66	66	66
Storm Sewers (miles)	50	50	50	50	50	50
Staff Vehicles	3	3	4	4	4	4
Inspection Vehicles	3	3	3	3	3	3
Vehicles	26	26	25	25	25	25
Public Works Building Square Footage	36,500	36,500	36,500	36,500	36,500	36,500
Recreation						
Staff Vehicles	1	1	1	1	1	1
Number of Parks	11	11	11	11	11	11
Acreage of Park Land	733	733	733	733	733	613
Recreation Centers	2	2	2	1	1	1
Recreation Center Square Footage	96,500	96,500	96,500	6,500	6,500	6,500
Basketball Courts	12	12	12	10	10	10
Tennis Courts	10	10	10	10	10	10
Ball Fields	12	12	12	12	8	8
Public Safety						
Municipal Bldg Square Footage Occupied	4,500	4,500	4,500	4,500	4,500	4,500
Police Vehicles	20	20	20	20	20	20
Library						
Municipal Bldg Square Footage Occupied	10,000	10,000	10,000	10,000	10,000	10,000

Source: Upper St. Clair Township

APPENDIX D

GLOSSARY OF TERMS

A

AA+ BOND RATING A bond credit rating assesses the credit worthiness of the Townships debt issues. According to Standard & Poor's rating, the Township is considered to be a high grade or high quality investment.

ACCESS PA The Access Pennsylvania Database is a project of the Pennsylvania Department of Education and the Office of Commonwealth Libraries that was started in 1985 as a way to provide a united catalog across the State of Pennsylvania. It was the first and remains the largest statewide united catalog that includes the holdings of all types of libraries.

ACCOUNTING SYSTEM The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

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

ALCOSAN 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 1/1000th of each dollar of assessed property value.

MILLAGE Tax rate expressed in mills per dollar, of property taxation.

MINIMUM MUNICIPAL OBLIGATIONS (MMO) In the United States, the state-mandated smallest amount a municipality must contribute to any pension plan established for its employees. The amount is calculated using actuarial science to ensure that municipal pension plans are sufficiently funded. The Township, regardless of the amount contributed by it, is also required to keep the pension plan solvent. If the pension funds become insufficient to meet obligations then the Township must augment the pension funds using money from other sources. The general funds of the Township are thus in effect a guarantor and insurance policy against under-contributions by employees or poor performance of pension fund investments. However, the Township is responsible for making up any shortfall between the MMO and the sum of contributions the Township makes for each employee as a percentage of that employee's wages, plus realized earnings on the pension fund investments.

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

MUNICIPAL BOND A bond issued by a local government. (See Bond)

N

NET COST The cost of a program, function or cost center after deducting all revenues generated by it which must be supported by the general revenues of the Township. If revenues exceed the costs, it becomes a "net contribution" available to offset costs of other programs, functions or cost centers.

NOMINAL INTEREST RATE The contractual interest rate appearing on a bond and determining the amount of interest to be paid to a holder.

O

OBJECT OF EXPENDITURE A uniform classification identifying the transactions of the government by the nature of the goods or services purchased (such as personnel compensation, supplies and materials, and equipment).

OBLIGATIONS Obligations are binding agreements that result in outlays. Budgetary resources must be available before obligations can be incurred legally.

OPERATING BUDGET A financial plan that presents proposed expenditures for a given period an estimates of revenue to finance them. Excludes expenditure for capital assets.

ORDINANCE An authoritative rule or law; a decree.

P

PENNSYLVANIA AMERICAN WATER COMPANY (PAWC) Pennsylvania American Water Company (PAWC) is the local water company. In Pennsylvania, PAWC serves more than 2 million people, in more than 370 communities, supplying high quality water service. The Pennsylvania Public Utility Commission (PA PUC) and the Pennsylvania Department of Environmental Protection (PA DEP) sets rules and PAWC carefully follows them. Those regulations are what help to ensure everyone is receiving quality water service at a fair price. All changes and increases to service rates are directly related to the cost of providing high quality service and are subjected to a public review process and approval by the PA PUC.

PENNDOT The Pennsylvania Department of Transportation (PennDOT) is responsible for design, construction and maintenance of 2,167 miles of state highway and 1,772 bridges in the Pittsburgh metro area.

PERCENTAGE (%) OF COSTS COVERED — The percentage of total expenditures that is covered by total revenues.

PERSONAL SERVICES — Amounts paid for compensation of officers and employees of the Township. Personal services consist of gross compensation before deductions for taxes, retirement plans and other fringe benefits.

PA 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.

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 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.