

TOWNSHIP OF UPPER ST. CLAIR 2016 BUDGET

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

BUDGET STAFF

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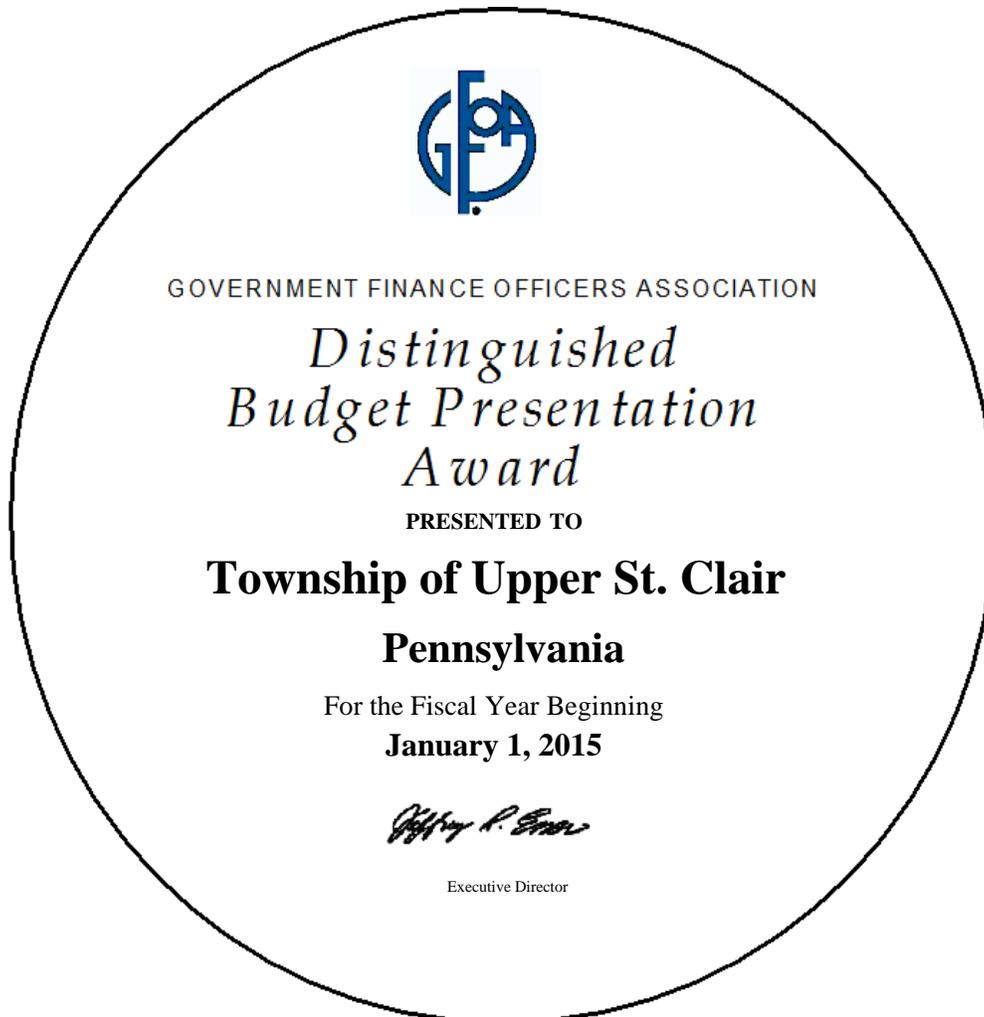
GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Township of Upper St. Clair the GFOA's Distinguished Budget Presentation Award for the 2015 Budget. This was the sixth 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 2016 Adopted Budget for consideration of the GFOA's Distinguished Budget Presentation Award.



The Township of Upper St. Clair

OFFICE OF THE MANAGER



December 7, 2015

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

2016 BUDGET MESSAGE

Dear Members of the Board:

I am pleased to present the 2016 Budget for the Township of Upper St. Clair, which is submitted in accordance with Article IX, Section 902 of the Home Rule Charter.

Commencing in July 2015, the Township Manager and Staff initiated the 2016 Budget preparation process. The 2016 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 2015, the Township and Finance Department received the **Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award** for the seventh 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**.

In preparation for the 2016 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 reviewed them with individual departments for both operating and capital budget requests. This process yielded a slight increase in the **2016 Budget Operating Expenditures for the General Fund of 0.7%** from the 2015 Budget. In 2016, 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 2, 2015. Any modifications resulting from the Board's review and the public hearing are 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 2015

- The Township **installed field lighting at Boyce Mayview Park**. The project was funded by a combination of sources including the Field Improvement Fund, the Capital Improvement Fund, and grants from the Allegheny Regional Asset District and the Allegheny County Redevelopment Authority's Gaming Economic Development Fund.
- The Township began an informational campaign to educate residents on stormwater management issues that impact the Township. The Storm Sewer Fund received a \$300,000 appropriation in the 2015 Budget for projects dedicated to **improve stormwater management systems** throughout the Township.
- Residents saw a change in their refuse collection in April 2015 with the introduction of automated recycling. The **automated recycling** began with the distribution of large containers to further enable sustainable habits from the Township's residents. The cost of the containers was covered by a grant from the PA Department of Environmental Protection.
- The Township was once again recognized by Allegheny County Council for being a **Banner Community** in 2015. Allegheny County Council considers Banner Community members to be municipalities that implement the best operation practices and maintain a collaborative approach with residents. The Township also maintained **Sustainable Community Certification** from the Pennsylvania Municipal League (PML). The Township holds a gold certification, the highest level awarded by PML.
- Two major municipal building projects were completed in 2015 – the building **roof replacement** project and the **building security** project. The new roof is a synthetic slate product that is expected to last at least 50 years. The security project continued the Township's efforts to modernize the building.
- In May, residents saw the grand opening of "**The Clubhouse**" **playground at the Miracle League Field** in Boyce Mayview Park. The playground, which is designed to address accessibility, age and developmental appropriateness, was wildly popular in its first year. The Clubhouse received national attention, including being featured on a Major League Baseball telecast where it was called "America's best playground".
- The Community & Recreation Center (C&RC) completed its sixth full year of operations. The C&RC continues to maintain **nearly 11,000 total members**, with a 2015 membership ratio of 60% residents and 40% nonresidents. The members were rewarded with \$100,000 in new fitness equipment, new multi-purpose flooring, and other improvements. The C&RC was also named one of the 10 best summer swimming spots in Pittsburgh by *NewsCastic*.
- The Township continued its commitment to **remain a leading technological community** with the implementation of new software for Public Works and Community Development. The Township also **launched official Facebook and Twitter accounts, and added digital signs throughout the municipal building and C&RC** in an effort to further enhance residents' access to Township information.
- The Township maintained its excellence in financial reporting by receiving its 27th consecutive GFOA Certificate of Achievement for Excellence in Financial Reporting for 2014. The Township also received its 7th consecutive GFOA Distinguished Budget Presentation Award for 2015 – **one of only 5 municipalities in Pennsylvania** to receive the award.

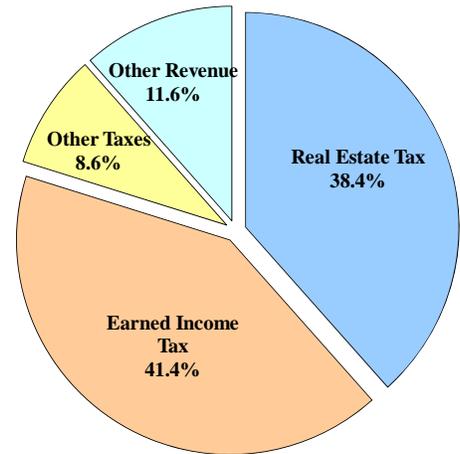
New for 2016

- Construction on phase 2 of the Mayview Road sidewalk extension is planned for 2016. The Township received a \$334,000 grant through the Federal Highway Administration's Transportation Alternatives Program to perform this work, which will extend the sidewalk from its current ending point to Star Ridge Drive.
- Two segments of the Perimeter Trail in Boyce Mayview Park will be constructed in 2016. This will include the Southern Extension as well as a segment from Morton Road to Rostron Drive. To help fund the projects, the Township received a \$250,000 grant from the PA Department of Conservation and Natural Resources; a \$200,000 grant from the PA Commonwealth Financing Authority's Greenways, Trails, and Recreation Program; and funds from the Allegheny Regional Asset District.
- Seven years of strong support from the community and members at the Community & Recreation Center (C&RC) has allowed for the Township to begin some major building improvements. This includes potential enhancements to the locker room areas that will feature direct access to the indoor pool area, a major enhancement to the fitness area that will allow for greater functional fitness programs, and various security features. Staff will also begin to explore opportunities to enhance the outdoor pool areas. Plans for these improvements will be further reviewed with the Board of Commissioners.
- The Township has planned improvements to Baker Park for 2016. This will include renovations to the small baseball field, the sand volleyball court, and the tennis courts.
- The Township anticipates the need to replace the oldest of its three tennis bubbles at the end of the 2015/16 season. Funding for the replacement bubble is included in the 2016 Capital Projects Budget.
- The Annual Street Improvement Program is projected at \$1,500,000 to maintain the quality of the streets in the Township.
- Continued planning and construction of several transportation projects will take place during the year. The Township will use a grant from the PA Department of Transportation (PennDOT) to help fund improvements to the McMurray Road/Bethel Church Road intersection. The Township will continue to work with PennDOT on improvements to the McLaughlin Run/Lesnett/McMillan intersection. The Township will also continue to work on the study and design of future Boyce Road improvements.
- Despite the current state of regional uncertainty with regards to sanitary sewers, the Township will continue to make improvements to its sanitary sewer system in 2016. Significant projects included in the 2016 Budget include continuation of the Brush Run Pump Station renovations, Deerfield Pump Station demolition, inflow source reduction, and ongoing maintenance and repairs.
- The sewer rate multiplier is planned to remain at 2.25 to begin the year, while the ALCOSAN rates are again scheduled to increase by 11% for 2016. The Township may need to adjust the multiplier if a debt issuance is required during the year to finance any major projects that are not in the 2016 Budget. As it has in the past, the Township will continue to satisfy any regulatory requirements that may be imposed with regard to sanitary sewer improvement and maintenance.
- The 3-year collective bargaining agreement between the Township and the Police Association expires at the end of 2016. The parties will meet during the year to negotiate the terms of a new labor agreement.

GENERAL FUND REVENUES

Where the Money Comes From

The Township’s major operating revenues are real estate tax and earned income tax. The balance of operating revenue is comprised of other taxes and other revenue. Other taxes include real estate transfer, public utilities, sales & use, and local services taxes. Other revenue consists of licenses and permits, fines, fees, rental & service agreements, investment earnings, recreation fees and other non-tax revenue.



General Fund revenues are projected to go from \$20,148,432 in the 2015 Budget to \$20,458,661 in 2016 – an increase of 1.54%.

Notable increases in General Fund revenue include real estate transfer tax revenue and insurance dividends, both of which are projected \$85,000 higher than their 2015 Budget amount. The Township’s real estate tax rate will remain at 3.83 mills and the earned income tax rate will remain at 0.80%. The General Fund is projected to end the year with an Unassigned Fund Balance of \$3,462,437, or 16.9% of estimated 2016 General Fund revenues, which is in line with the Government Finance Officers Association’s recommended fund balance levels of no less than 2 months of General Fund revenues, as well as the Township’s target range of 8-20%. For more information on major funding sources, please refer to the section entitled “Major Revenue Sources.”

	2015 Budget	2015 Estimate	2016 Budget
Real Estate Tax	\$ 7,805,500	\$ 7,836,673	\$ 7,856,000
Earned Income Tax	8,414,000	8,389,393	8,470,000
Local Services Tax	265,000	265,000	265,000
Real Estate Transfer Tax	890,000	1,000,000	975,000
Public Utilities Tax	22,500	22,500	22,500
Local Option Sales & Use Tax	490,000	490,000	505,000
Licenses and Permits	158,025	184,525	167,275
Fees and Fines	525,450	519,500	525,700
Rental Income	82,400	84,000	91,900
Investment Earnings	3,500	2,000	4,000
Service Agreements	216,100	221,245	221,100
Other Non-Tax Revenue	902,957	1,040,059	976,186
Recreation Fees	373,000	373,445	379,000
Total Revenues	\$ 20,148,432	\$ 20,428,340	\$ 20,458,661
Fund Balance	-	-	-
Total Major Revenues	\$ 20,148,432	\$ 20,428,340	\$ 20,458,661

Major Revenue Sources

Revenue Source	Percentage 2016 Budget	Dollar Value Change from 2015 Budget	Percentage Change from 2015 Budget
Real Estate Tax	38.4%	\$50,500	0.7%

- For the 2016 budget year, current Real Estate Taxes are projected to remain at 3.83 mills. The 2015 certified assessment base is \$2,094,831,941.

Earned Income Tax	41.4%	\$56,000	0.7%
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- Total Earned Income Tax collections are budgeted to increase 0.7% over the 2015 budgeted amount, but current collections are projected to increase 2.0% over the 2015 actual collections based on economic forecasts for 2016 and historical collection trends.

Real Estate Transfer Tax	4.8%	\$85,000	9.6%
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- Real Estate Transfer Tax has been projected to increase based on recent collection trends and current housing market conditions.

Local Services Tax	1.3%	\$0	0.0%
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- Local Services Tax of \$52 is levied annually on all employees who work within the Township earning over \$12,000 a year. For the 2016 budget, Local Services Tax is expected to remain level with the 2015 Budget.

Local Option Sales & Use Tax	2.5%	\$15,000	3.1%
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- Local Option Sales Tax is a shared Township revenue source between Allegheny County and the Allegheny Regional Asset District (ARAD or RAD). The tax was enacted by the Pennsylvania State Legislature in December 1993 and became effective in Allegheny County on July 1, 1994. The Township is budgeting for a \$15,000 increase over 2015 budgeted amounts. The Township has also estimated a RAD grant for Boyce Mayview Park in the amount of \$310,000 and a RAD contribution of \$217,979 for the Township Library. These contributions can be found in the Boyce Mayview Park RAD Fund and the Library RAD Fund, respectively.

Other Revenue	11.6%	\$103,729	4.6%
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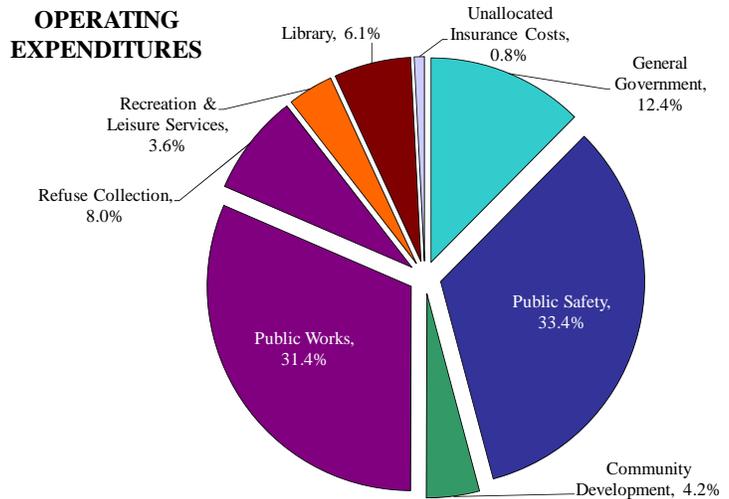
- Taken as a whole, there is a 4.6% projected increase in other revenue. Some of the more significant factors contributing to the increase are increases in dividends received from the Township's Workers' Compensation insurance program, and Property & Liability insurance program.

GENERAL FUND EXPENDITURES

Where the Money Goes by Program

The 2016 projected operating expenditures will increase from the 2015 budgeted amount of \$14,867,404 to \$14,975,529. The 0.7% increase is due to a variety of reasons which vary by department, as explained on the following page.

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 64.8% of the Operating Budget.



The remaining difference of projected revenues over operating expenses of \$5,483,132 will be used to fund the debt service costs for 2016 of \$1,122,131, transfers of \$4,033,101, and fund balance contribution of \$327,900.

	2015 Budget	2015 Estimate	2016 Budget
General Government	\$ 1,781,317	\$ 1,751,305	\$ 1,861,473
Public Safety	4,957,715	4,954,095	5,001,270
Community Development	606,662	584,647	624,717
Public Works	4,689,599	4,687,779	4,697,966
Refuse Collection	1,191,500	1,191,500	1,204,500
Recreation & Leisure Services	589,402	560,237	544,124
Library	904,559	911,909	915,064
Unallocated Insurance Costs	146,650	146,650	126,415
Operating Expenditures	\$ 14,867,404	\$ 14,788,122	\$ 14,975,529

Major Program Operating Expenditures

Major Program	Percentage 2016 Budget	Dollar Value Change from 2015 Budget	Percentage Change from 2015 Budget
General Government	9.1%	\$80,156	4.5%

- General Government Appropriations are budgeted at a 4.5% increase. The budgeted increase is the result of software licensing costs and increases in personal services costs.

Public Safety	24.4%	\$43,555	0.9%
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- Public Safety Appropriations are projected to increase by 0.9% due to increases in personal services and distributed costs. A decrease in the police pension MMO helps to minimize this increase.

Community Development	3.1%	\$18,055	3.0%
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- Community Development Appropriations are projected to increase 3.0% due to higher personal services costs.

Public Works	23.0%	\$8,367	0.1%
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- Public Works Appropriations are projected to remain in line with the 2015 Budget, showing only a slight increase of 0.1%. A decrease in the public works pension MMO helps to minimize this increase.

Refuse Collection	5.9%	\$13,000	1.1%
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- The Refuse Collection budget reflects costs associated with the multi-year contract that went into effect in 2014. The 2016 costs are expected to increase by 1.1% over the 2015 Budget.

Recreation & Leisure Services	2.7%	(\$45,278)	(7.7%)
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- Recreation & Leisure Services appropriations are projected to decrease by 7.7% due to budget adjustments within personal services. The 2016 appropriations will be closer to the estimated expenses for 2015.

Library	4.5%	\$10,505	1.2%
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- Library appropriations are projected to increase 1.2% due to increases in personal services costs.

General Fund Operating Expenditures Summarization

For the 2016 Budget, overall General Fund operating expenditures have increased by \$108,125, or 0.7% from 2015 Budget amounts. Factors lending to this change in operating expenditures include the following:

- Full-Time non-contractual personnel salary and wage increases are projected at 2.5%.
- Police Officers Contract has a set hourly wage increase of 2.5%.
- Public Works Contract has a set hourly wage increase of 2.25%.
- Health Insurance costs are budgeted to increase by 5%.
- The 2016 Minimum Municipal Obligation (MMO) is \$186,830 for the Police pension, and \$254,211 for Public Works pension. This is a net decrease of (\$161,254), or (26.7%) from 2015.
- Workers’ Compensation, Life Insurance and Long-Term Disability premiums are budgeted to remain close to the 2015 levels for 2016.

The 2016 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 2016 Budget	Dollar Value Change from 2015 Budget	Percentage Change from 2015 Budget
Debt Service Payments	5.5%	(\$10,884)	(1.0%)

- The 2016 Debt Service Appropriations are based on the Debt Service Payment Schedules for the 2008, 2011, and the 2012 General Obligation Bonds, as well as the 2015 General Obligation Note. Total debt service payments for the General Fund are scheduled to decrease by (\$10,884) or (1.0%) for 2016.

Operating Transfers	19.7%	(\$114,912)	(2.8%)
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- The 2016 General Fund Budget allocates a \$1,239,635 transfer to the Capital Projects Fund to help finance major capital items, a transfer of \$1,129,482 to the Boyce Mayview Park RAD Fund to fund park activities not covered by the RAD Grant and a transfer of \$1,663,984 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.

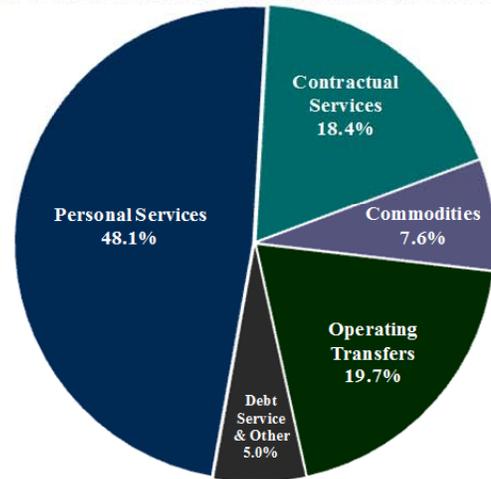
Where the Money Goes by Core Service Type

Core Service	Percentage 2016 Budget	Dollar Value Change from 2015 Budget	Percentage Change from 2015 Budget
Personal Services	48.1%	\$54,738	0.6%

The Township has always prided itself with the core services it provides to the residents. The Township’s employees are the foundation for the excellent services the Township provides.

The Personal Services category contains the expenses associated with maintaining a high-quality staff. This category makes up 48.1% of the 2016 General Fund Budget, or \$9,787,232. Approximately 44% of that total is obligated contractually. This is an increase from the 2015 budgeted amounts of \$54,738, or 0.6%. Increases in contractual and non-contractual wages were partially offset by reductions in other costs such as the pension MMOs.

2016 GENERAL FUND EXPENDITURES BY TYPE



Contractual Services	18.4%	\$88,386	2.4%
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Contractual services on the whole increased \$115,403, or 3.2% from 2015 budgeted amounts. This is primarily due to increases in budgeted amounts for software licensing costs and various professional services.

Commodities	7.6%	(\$28,960)	(1.8%)
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The Township’s commodities expenses are expected to decrease overall by \$28,960, or 1.8%. This is a result of minor decreases in a variety of items, and level costs in other areas.

Operating Transfers	19.7%	(\$114,912)	(2.8%)
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Operating Transfers account for 19.7%, or \$4,033,101 of the 2016 General Fund Budget.

Debt Service & Other	6.2%	\$310,977	32.4%
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The change in “Debt Service & Other” is based on the General Fund portion of the debt repayment schedules for the 2008, 2011 and 2012 General Obligation Bonds and the 2015 General Obligation Note, as well as a contribution to the General Fund unassigned fund balance.

Other Expenditure Considerations

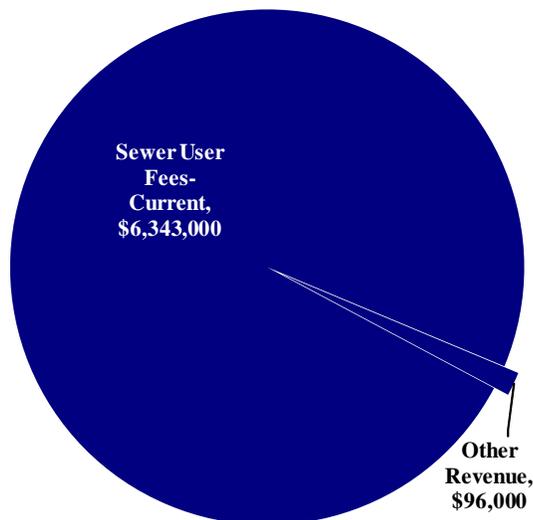
- **Staffing Levels and Compensation** - The overall staffing level of the Township for 2016 along with salary and wage ranges has been shown in each individual department’s budget and the Appendix section of the 2016 Budget. Compensation levels for the operating budget have been set at rates established by either contract, arbitration or by ranges established by the Board of Commissioners. The non-contractual ranges for 2016 are pending completion of a Township salary and pay grade study.
- **Fringe Benefits** – Fringe Benefits have been budgeted at contractually or actuarially established rates in all categories. Medical insurance is budgeted to increase by 5% over 2015. 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

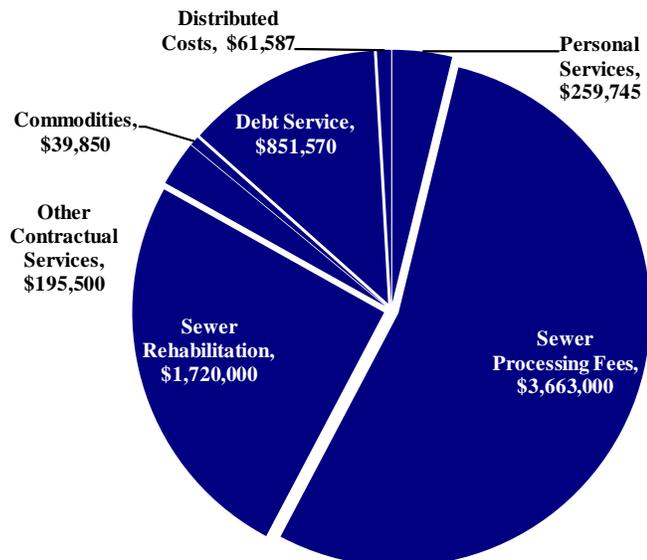
Sanitary Sewer Fund

The sewer user fee multiplier rate is projected to remain at 2.25 in 2016, but billed rates will increase by 11% due to ALCOSAN’s scheduled increase for 2016. The Township’s costs for sewer processing fees in 2016 are projected at \$3,663,000. Major sewer rehabilitation costs are budgeted at \$1,720,000. Net assets at the end of 2016 are estimated to be \$50,000.

Projected Revenues



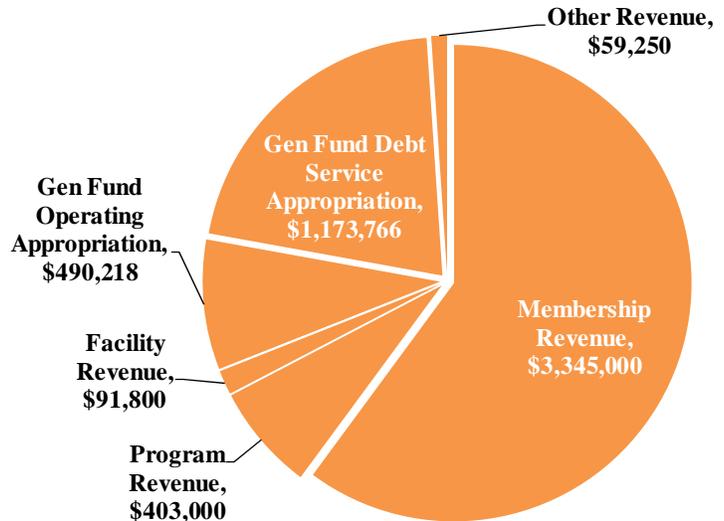
Projected Expenditures



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

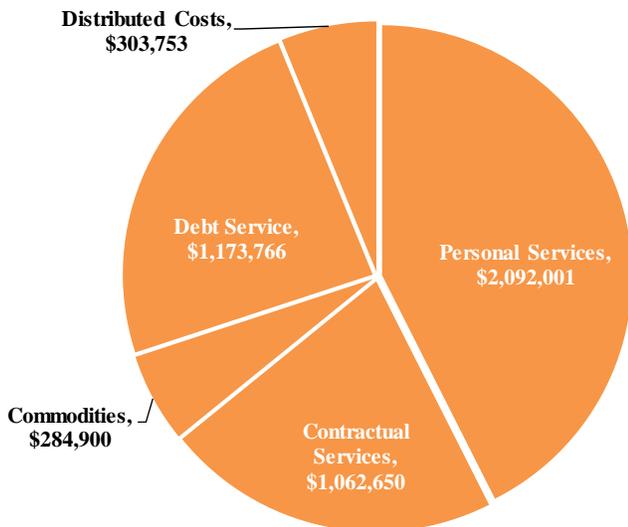
Projected Revenues

- **Membership Revenue:** Current demographics show the C&RC membership is made up of 60% residents and 40% non-residents. Membership revenue is projected to grow by 1.2% from the 2015 budgeted amount.
- **General Fund Appropriations:** For 2016, the General Fund will appropriate \$1,173,766 for debt service costs (see below) associated with the construction of the C&RC building. The General Fund is also budgeted to contribute \$490,218 to support the common area operations of the C&RC.
- **Other Revenue:** Facility Rental revenue and program revenue have been estimated at \$91,800 and \$403,000 respectively, for 2016.
- **Total Memberships:** Total annual memberships reached 3,360 in August 2015. The total percentage of memberships is estimated to be 60% residents and 40% non-residents.



Projected Expenses

- **Personal Services:** Personal services have increased \$100,164, or 5.3% from 2015. This is mainly due to an increase in wages associated with programs and increased maintenance demands.
- **Contractual Services:** Contractual services expenses are projected to decrease by \$29,350, or 2.8% from 2015.
- **Commodities:** Commodities are projected to increase by \$35,700 or 16.5% due to increases in maintenance supplies and marketing materials.
- **Distributed Costs:** Distributed costs include Information Technology costs and depreciation costs on all equipment.
- **Capital Transfer:** There is an estimated capital transfer of \$645,000 to the C&RC Capital Account for future capital funding.



CAPITAL PROJECTS FUND

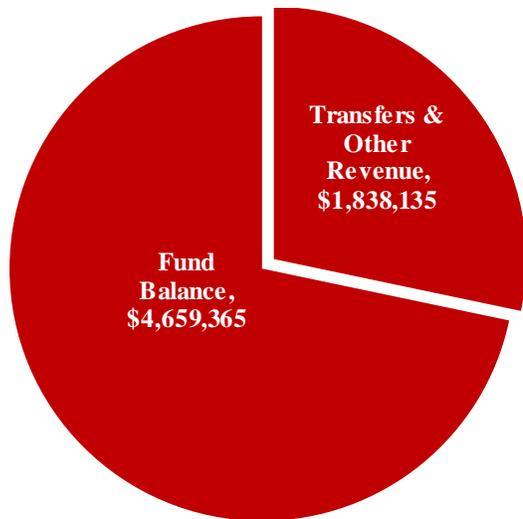
Annual Street Improvement Program

Funding Source	2013 Actual	2014 Actual	2015 Estimate	2016 Budget
State Liquid Fuels Tax Fund	\$ 439,056	\$ 469,051	\$ 478,953	\$ 500,000
General/Capital Project Funds	775,837	768,847	1,021,047	1,000,000
TOTAL	\$ 1,214,893	\$ 1,237,898	\$ 1,500,000	\$ 1,500,000

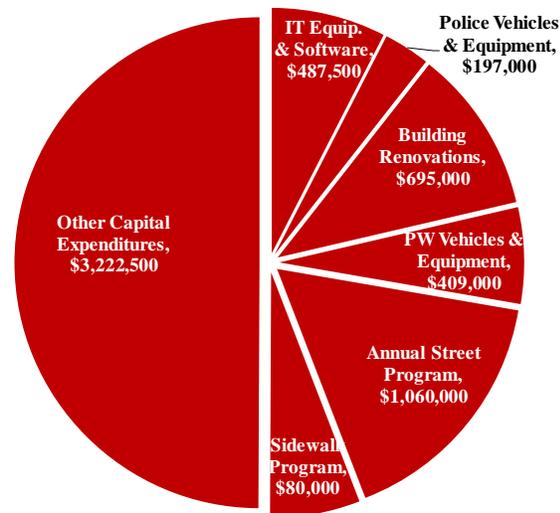
The Township recognizes the benefits of well-maintained streets and is committed to a regular schedule of street repairs. Approximately \$12,500,000 has been spent during the past ten years. The Township receives many favorable comments regarding the condition of Township streets and roadways, and Staff recommends that the paving program budget be once again funded at \$1,500,000 for 2016.

Capital Projects Fund

Projected Revenues



Projected Expenditures



For the last eight years, Staff has predicated the annual 5-Year Capital Improvement Program on a priority funding basis. The Capital Projects Fund will be funded by an operating transfer from the General Fund and the assigned Capital Reserve fund balance.

MAJOR SPECIAL REVENUE FUNDS

Boyce Mayview Park RAD Fund

Funding Source	2013 Actual	2014 Actual	2015 Estimate	2016 Budget
RAD Funding	\$ 218,000	\$ 296,000	\$ 330,000	\$ 310,000
General Fund Appropriation	\$ 497,106	\$ 626,409	\$ 1,305,997	\$ 1,129,482

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. The General Fund Appropriation supplements the operating and capital expenditures that are not covered by the RAD grant and other grants shown within the fund. The General Fund Appropriation for 2016 is projected at \$1,129,482.

For 2016, RAD funding is estimated at a level of \$310,000, which includes \$210,000 for operating expenditures and \$100,000 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 funding for trail development and shelter improvements.

LOOKING FORWARD

The 2016 Budget has been prepared with the continued underlying purpose to manage any future economic situations with a solid and stable financial foundation. In early 2016, the Board of Commissioners will meet to set the priorities of the Board for 2016 and 2017. Among the possible goals that will be discussed are keeping the tax rates steady, maintaining a self-sustaining Community & Recreation Center (C&RC), investing in the Township’s IT infrastructure, and implementation of the Township’s 2015-2025 Comprehensive Plan.

- The Township’s current millage rate has continued to remain level, taking into account the downward, revenue-neutral adjustment made in 2013 in conjunction with the Allegheny County reassessment process. The millage rate has remained at 3.83 since the reassessment, which satisfies the Board’s priority to hold the line on taxes.
- To meet the underlying premise of covering the Community & Recreation Center’s operational expenses over revenues at 85%, the Township must continue to analyze the Center’s operation and capital needs. In preparing the 2016 Budget, focus continues to be given to the C&RC’s operation, capital improvements and known financial patterns. Continued valuation of these needs along with 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.

- The collaborative efforts of Township residents, the Board of Commissioners, the Planning Commission, and Staff over 3 years serve as the foundation for the development of the 2015-2025 Comprehensive Plan. This plan sets the framework for the Township’s vision, goals, objectives, and actions in the coming decade, which will continue to enrich the quality of life in the community.
- The Township’s investment in its IT infrastructure will continue in 2016 with initiatives such as a major server replacement project, new software and hardware solutions, continuation of security & video surveillance projects, and the annual technology equipment replacement programs. These projects provide the Township with an opportunity to improve both the use of technology as well as building security for the public and Staff. They also allow the Township to remain a technological leader in local government, serving its residents in the most efficient and effective manner.

The 2016 Budget reflects the commitment of the Board of Commissioners and Staff to provide stability with the known factors affecting the upcoming budget. Future budget environments are still unknown, but the Board and Staff continuously monitor situations and factors that are projected to have significant impacts. 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.
- Since 2003, the Township has spent over \$25,000,000 towards Sanitary Sewer Consent Order projects through bond issues and the Sanitary Sewer Fund. The expiration of the Consent Order in mid-2015 has created some uncertainty with respect to future sanitary sewer projects and municipal responsibilities. Despite this, the Township must continue to include large funding requirements in its long-term plan until more information is known. The Township will continue to evaluate future needs and requirements to achieve the correct balance of funding through future bond issues and the Sanitary Sewer Fund. If additional projects are required in 2016 that are not already included in the proposed Sanitary Sewer Fund Budget, an increase to the sewer rate multiplier would likely be necessary to fund the projects.
- The Township continues to appropriate \$300,000 to the Storm Sewer Fund for projects dedicated to improve stormwater management systems throughout the Township. The Township began an informational campaign in 2015 to help educate residents on the stormwater issues that impact the Township. Due to the overall system needs, other funding mechanisms may have to be discussed at some point in order for future projects to be completed.

CONCLUSION

As with previous budgets, the 2016 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 2016 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.

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 and amenities provided throughout the Township's parks, including Boyce Mayview Park. The Staff looks forward to continuing to meet this challenge by addressing the needs and desires identified in the 2015-2025 Comprehensive Plan. We urge the community to continue to convey their desires with a consideration of the costs necessary to fund those services. The Staff will continue to vigorously scrutinize spending with the objective of meeting future budget targets.

The Board of Commissioners will be meeting in early 2016 to revise and set new goals and priorities for the next two year period. The overriding concern will be to establish goals that can be achieved within the current tax structure, while further enhancing the community and allowing 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 Mark Romito, Bonnie Antonelli, and Steven Williams as well as all department directors for their roles in developing the Budget, and to Diana Pifer and Deborah Bakowski for their efforts in preparing the finished document.

Respectfully submitted,



Matthew R. Serakowski
Township Manager

BUDGET OVERVIEW

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

The 2016 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 (17.61%)**, **Earned Income and Net Profits Tax (18.98%)**, **Sewer User Fees (14.29%)** and **C&RC Memberships & Recreation Program Fees (9.59%)**, which account for **60.47%** of the Township's revenues. Additional revenue is derived from other taxes, licenses, permits, fees, fines, rental income, interest, service agreements, grants and other non-tax revenue.

The Township's major program expenditures include **Public Works Functions (18.06%)**, **Public Safety (13.56%)**, **Recreation & Leisure Services, including the C&RC operating costs, (20.88%)**, **Sanitary Sewer Processing (ALCOSAN Payments) (8.21%)**, and **Debt Service (5.20%)** which accounts for **65.91%** 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 2016 Adopted Budget.

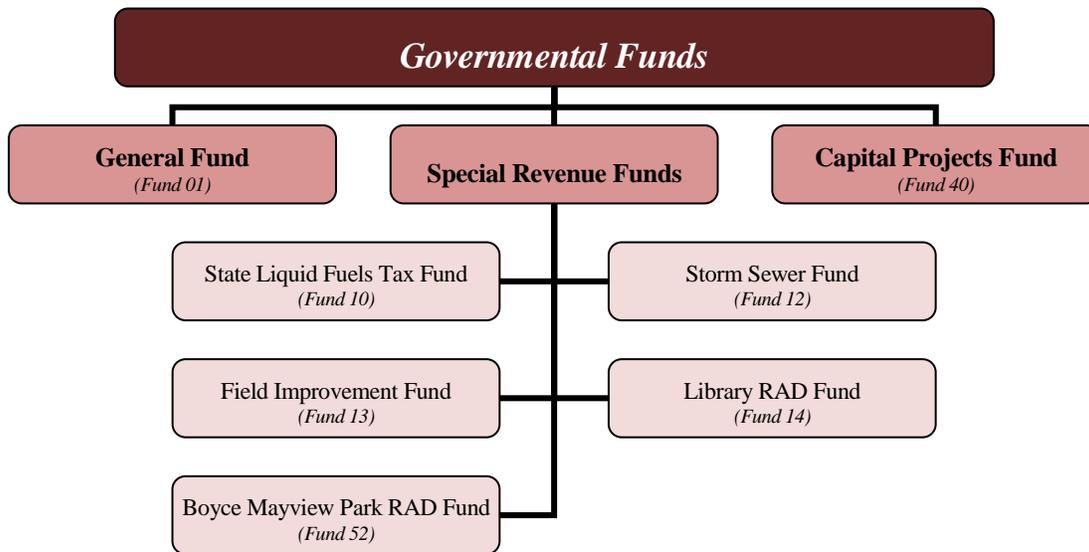
The Township of Upper St. Clair provides its residents with a full range of services. A brief listing of Township services includes:

- 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

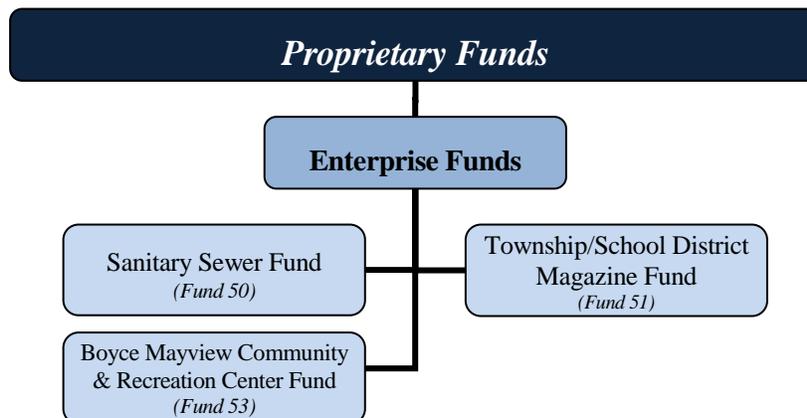
Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget. There are three (3) primary bases for budgeting: Cash Basis, Modified Accrual Basis and Accrual Basis. The Township does not use the Cash Basis for any funds within the Budget.

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

Special revenue funds are established to account for revenues that are legally restricted to expenditures for specific purposes.

Fund 10 – State Liquid Fuels Tax Fund

State law requires a separate fund for the accounting of Liquid Fuels Tax monies. Revenues for this fund are derived from the State gasoline tax. For 2016, this fund provides additional resources to finance the annual street program.

Fund 12 – Storm Sewer Improvement Fund

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

Fund 13 – Field Improvement Fund

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

Fund 14 – Library Regional Asset District (RAD) Fund

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

Fund 52 – Boyce Mayview Park RAD Fund

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

CAPITAL PROJECTS FUNDS

Capital project funds provide for capital outlays other than those from special assessment and proprietary funds, i.e., Enterprise Funds.

Fund 40 – Capital Projects Fund

This fund is used to account for the acquisition or construction of capital equipment and other projects. The primary funding source for these projects is an annual operating transfer from the General Fund. This fund is required by local ordinance.

ENTERPRISE FUNDS

Enterprise funds account for operations financed and operated in the government in a manner similar to private business. The cost of providing the goods or services in an enterprise fund is financed primarily through user charges.

Fund 50 – Sanitary Sewer Fund

This enterprise fund is used to account for all revenues and expenditures associated with operation of the Township's sanitary sewer system. Both routine Sewer Maintenance and Corrective Action Plan expenses are accounted for in this fund. This fund is required by local ordinance.

Fund 51 – Township/School District Magazine Fund

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

Fund 53 – Boyce Mayview Community & Recreation Center Fund

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

TRI-COMMUNITY SOUTH EMERGENCY MEDICAL SERVICES FUNDS**Fund 90 – Tri-Community South Emergency Medical Services Fund**

This fund is jointly operated by the Township of Upper St. Clair, the Township of South Park and the Municipality of Bethel Park. Operating revenues are provided by annual subscriptions, subscriber and non-subscriber medical charges, third party billings and non-emergency transport fees. This fund is required by local ordinance.

Fund 91 – Tri-Community South EMS Capital Reserve Fund

This fund was established in 1987 to account for the acquisition of major capital purchases including ambulances, radios and other equipment. It will be funded by an annual budget allocation from the Tri-Community South Emergency Medical Services Fund. This fund is required by local ordinance.

SINKING FUND

State law requires sinking funds for the repayment of principal and interest of local debt. Funds must be transferred from the General Fund to the Sinking Fund, which makes the payments to the debt holder. Presently, the Township operates four sinking funds: the 2008 General Obligation Bond Issue, the 2011 General Obligation Bond Issue, the 2012 General Obligation Bond Issue, and the 2015 General Obligation Note.

REVENUES BY FUND

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



**2016 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	\$ 7,856,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,856,000	17.61%
Earned Income Taxes	8,470,000	-	-	-	-	-	-	-	-	-	-	8,470,000	18.98%
Other Taxes	1,767,500	-	-	-	-	-	-	-	-	-	-	1,767,500	3.96%
Sewer User Fees	-	-	-	-	-	-	-	6,378,000	-	-	-	6,378,000	14.29%
Licenses & Permits	167,275	-	-	-	-	-	-	-	-	-	-	167,275	0.37%
Fees & Fines	525,700	-	2,400	20,000	-	-	-	35,000	178,150	-	-	761,250	1.71%
Interest & Rent	95,900	100	-	100	-	-	15,000	1,000	-	1,200	-	113,300	0.25%
Service Agreements	221,100	-	-	-	-	-	4,500	-	-	-	-	225,600	0.51%
Recreation Fees	379,000	-	-	-	-	-	-	-	-	3,897,850	-	4,276,850	9.59%
Grant Revenue	596,686	508,880	-	-	217,979	635,000	429,000	-	-	-	-	2,387,545	5.35%
Non-Tax Revenue	379,500	-	-	-	-	-	150,000	25,000	-	-	255,600	810,100	1.82%
Fund Balance	-	-	-	34,900	-	125,000	4,659,365	-	-	-	1,577,036	6,396,301	14.34%
Operating Transfers	-	-	300,000	30,000	-	1,129,482	1,239,635	-	-	490,218	645,964	3,835,299	8.60%
Non-Operating Transfers	-	-	-	-	-	-	-	-	-	1,173,766	-	1,173,766	2.63%
Totals	\$ 20,458,661	\$ 508,980	\$ 302,400	\$ 85,000	\$ 217,979	\$ 1,889,482	\$ 6,497,500	\$ 6,439,000	\$ 178,150	\$ 5,563,034	\$ 2,478,600	\$ 44,618,786	100.00%

**EXPENDITURES/EXPENSES
BY FUND**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



**2016 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	\$ 1,987,888	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,197,500	\$ -	\$ 177,640	\$ -	\$ -	\$ 3,363,028	7.54%
Public Safety	5,001,270	-	-	-	-	-	1,049,500	-	-	-	-	6,050,770	13.56%
Comm. Development	624,717	-	-	-	-	-	18,500	-	-	-	-	643,217	1.44%
Public Works	4,697,966	-	300,000	85,000	-	-	2,417,000	556,682	-	-	-	8,056,648	18.06%
ALCOSAN Payments	-	-	-	-	-	-	-	3,663,000	-	-	-	3,663,000	8.21%
Corrective Action	-	-	-	-	-	-	-	1,720,000	-	-	-	1,720,000	3.85%
Refuse Collection	1,204,500	-	-	-	-	-	-	-	-	-	-	1,204,500	2.70%
Annual Street Program	-	500,000	-	-	-	-	1,060,000	-	-	-	-	1,560,000	3.50%
Recreation	544,124	-	-	-	-	1,889,482	660,000	-	-	3,743,304	2,478,600	9,315,510	20.88%
Library	915,064	-	-	-	217,979	-	65,000	-	-	-	-	1,198,043	2.69%
Debt Service	1,122,131	-	-	-	-	-	-	470,110	-	729,231	-	2,321,472	5.20%
Operating Transfers	4,033,101	-	-	-	-	-	30,000	-	-	-	-	4,063,101	9.11%
Fund Balance	327,900	8,980	2,400	-	-	-	-	29,208	510	1,090,499	-	1,459,497	3.27%
Totals	\$ 20,458,661	\$ 508,980	\$ 302,400	\$ 85,000	\$ 217,979	\$ 1,889,482	\$ 6,497,500	\$ 6,439,000	\$ 178,150	\$ 5,563,034	\$ 2,478,600	\$ 44,618,786	100.00%

**TOTAL REVENUES
BY REVENUE TYPE**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Township Taxes					
Real Estate Taxes	\$ 7,933,009	\$ 7,924,248	\$ 7,805,500	\$ 7,836,673	\$ 7,856,000
Earned Income Taxes	8,116,840	8,285,627	8,414,000	8,389,393	8,470,000
Other Taxes	1,895,273	1,855,328	1,667,500	1,777,500	1,767,500
Total Township Taxes	17,945,122	18,065,203	17,887,000	18,003,566	18,093,500
Township Fees					
Sewer User Fees	4,639,604	5,563,098	5,930,000	5,845,000	6,378,000
Recreation Fees	3,996,928	4,272,950	4,244,750	4,229,295	4,276,850
Magazine Advertising Fees	169,624	178,140	185,175	175,100	178,150
Licenses & Permits	138,528	212,713	158,025	184,525	167,275
Fees & Fines	585,860	688,302	577,850	573,900	583,100
Total Township Fees	9,530,544	10,915,203	11,095,800	11,007,820	11,583,375
Township Grant Revenue					
State Pension Grant	540,061	537,927	530,557	540,000	501,760
Library State Grant	62,926	62,926	63,000	62,926	62,926
State Liquid Fuels Tax Allocation	439,056	469,051	449,684	514,991	508,880
Library RAD Grant	211,303	214,778	221,738	221,738	217,979
Boyce Mayview Park RAD Grant	218,000	296,000	330,000	330,000	310,000
Other Grants	36,671	126,566	238,900	606,779	786,000
Total Township Grant Revenue	1,508,017	1,707,248	1,833,879	2,276,434	2,387,545
Township Non-Tax Revenue					
Interest & Rent	92,637	101,451	98,650	100,350	113,300
Service Agreements	233,832	244,885	220,600	225,745	225,600
Other Revenue	711,403	484,894	504,000	827,702	810,100
Total Township Non-Tax Revenue	1,037,872	831,230	823,250	1,153,797	1,149,000
Township Transfers					
Transfers from Other Funds	6,514,674	6,909,111	5,302,971	5,627,306	5,009,065
Total Township Transfers	6,514,674	6,909,111	5,302,971	5,627,306	5,009,065
Township Fund Balance					
Transfers from Fund Balance	-	-	3,340,715	2,271,408	6,396,301
Total Township Fund Balance	-	-	3,340,715	2,271,408	6,396,301
Total Township Revenue	\$ 36,536,229	\$ 38,427,995	\$ 40,283,615	\$ 40,340,331	\$ 44,618,786

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
General Government Expenditures					
Personal Services	\$ 1,297,068	\$ 1,315,594	\$ 1,470,876	\$ 1,440,876	\$ 1,478,616
Contractual Services	738,166	716,180	925,289	925,727	978,750
Commodities	32,807	44,936	59,100	59,100	56,950
Distributed Costs	(247,774)	(218,504)	(343,554)	(342,805)	(348,788)
Capital Projects	549,308	515,770	1,310,000	1,310,000	1,197,500
Total General Government Expenditures	\$ 2,369,575	\$ 2,373,976	\$ 3,421,711	\$ 3,392,898	\$ 3,363,028

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

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Public Safety Expenditures					
Personal Services	\$ 4,400,321	\$ 4,223,131	\$ 4,351,057	\$ 4,342,337	\$ 4,390,604
Contractual Services	349,892	394,691	453,000	457,700	459,375
Commodities	62,475	77,312	80,150	80,550	80,700
Distributed Costs	69,571	58,250	73,508	73,508	70,591
Capital Projects	206,512	223,048	193,200	193,507	1,049,500
Total Public Safety Expenditures	\$ 5,088,771	\$ 4,976,432	\$ 5,150,915	\$ 5,147,602	\$ 6,050,770

Fund(s): General Fund, Capital Projects Fund

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Comm. Development Expenditures					
Personal Services	\$ 450,933	\$ 459,614	\$ 475,739	\$ 451,739	\$ 487,476
Contractual Services	57,101	52,697	69,765	71,750	70,950
Commodities	6,934	5,650	8,000	8,000	8,000
Distributed Costs	66,239	58,981	53,158	53,158	58,291
Capital Projects	51,279	75,455	63,500	68,500	18,500
Total Comm. Development Expenditures	\$ 632,486	\$ 652,397	\$ 670,162	\$ 653,147	\$ 643,217

Fund(s): General Fund, Capital Projects Fund

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Public Works Expenditures					
Personal Services	\$ 2,681,132	\$ 2,800,974	\$ 2,895,802	\$ 2,910,027	\$ 2,885,729
Contractual Services	921,490	1,105,935	1,277,670	1,208,125	1,283,350
Commodities	1,066,481	1,130,054	1,274,250	1,269,250	1,250,850
Distributed Costs	(31,185)	(42,557)	17,151	4,651	4,719
Refuse Collection	1,161,576	1,160,720	1,191,500	1,191,500	1,204,500
ALCOSAN Payments	2,308,893	2,674,872	3,513,000	3,300,000	3,663,000
Capital Projects	2,382,385	2,203,006	4,627,500	4,611,618	5,912,000
Total Public Works Expenditures	\$ 10,490,772	\$ 11,033,004	\$ 14,796,873	\$ 14,495,171	\$ 16,204,148

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

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Recreation Expenditures					
Personal Services	\$ 2,411,176	\$ 2,512,483	\$ 2,764,019	\$ 2,646,684	\$ 2,784,251
Contractual Services	1,075,671	1,129,205	1,435,440	1,435,325	1,447,725
Commodities	276,885	327,210	395,550	399,000	426,750
Distributed Costs	331,269	293,893	391,616	348,616	448,184
Capital Projects	145,388	792,012	1,927,900	1,626,565	4,208,600
Total Recreation Expenditures	\$ 4,240,389	\$ 5,054,803	\$ 6,914,525	\$ 6,456,190	\$ 9,315,510

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

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Library Expenditures					
Personal Services	\$ 840,064	\$ 844,650	\$ 876,972	\$ 884,322	\$ 893,090
Contractual Services	18,190	20,215	26,300	26,300	22,800
Commodities	146,386	137,366	175,060	175,060	169,000
Distributed Costs	15,987	14,155	47,965	47,965	48,153
Capital Projects	9,003	17,736	25,000	25,000	65,000
Total Library Expenditures	\$ 1,029,630	\$ 1,034,122	\$ 1,151,297	\$ 1,158,647	\$ 1,198,043

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

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Debt Service Expenditures					
Contractual Services	\$ 2,501,228	\$ 2,440,032	\$ 2,385,995	\$ 2,385,995	\$ 2,321,472
Total Debt Service Expenditures	\$ 2,501,228	\$ 2,440,032	\$ 2,385,995	\$ 2,385,995	\$ 2,321,472
<i>Fund(s): General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund</i>					
	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Operating Transfers Expenditures					
Contractual Services	\$ 5,457,398	\$ 5,613,485	\$ 4,178,013	\$ 4,528,013	\$ 4,063,101
Transfers to Fund Balance	4,722,982	5,231,496	1,609,124	2,122,668	1,459,497
Total Operating Transfers Expenditures	\$ 10,180,380	\$ 10,844,981	\$ 5,787,137	\$ 6,650,681	\$ 5,522,598
<i>Fund(s): All Township Funds</i>					
Total Township Expenditures	\$ 36,533,231	\$ 38,409,747	\$ 40,278,615	\$ 40,340,331	\$ 44,618,786

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**FUND BALANCE/
NET ASSETS HISTORY**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



TOWNSHIP MAJOR FUNDS – CHANGES IN FUND BALANCE OR NET ASSETS

GENERAL FUND	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Fund Balance	\$ 3,313,485	\$ 3,340,324	\$ 3,345,324	\$ 3,345,324	\$ 3,354,514
Total Revenues	20,216,242	20,555,430	20,148,432	20,428,340	20,458,661
Total Expenditures	20,189,403	20,550,430	20,148,432	20,419,150	20,130,761
Ending Fund Balance	\$ 3,340,324	\$ 3,345,324	\$ 3,345,324	\$ 3,354,514	\$ 3,682,414

Analysis: Fund Balance is estimated to increase by \$337,090.

Discussion: This increase is planned in order to further increase the General Fund’s fund balance.

CAPITAL PROJECTS FUND	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Fund Balance	\$ 5,176,358	\$ 6,606,541	\$ 7,343,620	\$ 7,343,620	\$ 5,416,955
Total Revenues	3,555,762	3,383,419	1,133,363	1,967,007	1,838,135
Total Expenditures	2,125,579	2,646,340	3,918,200	3,893,672	6,497,500
Ending Fund Balance	\$ 6,606,541	\$ 7,343,620	\$ 4,558,783	\$ 5,416,955	\$ 757,590

Analysis: A decrease of approximately \$3.8 million of fund balance is projected for 2016.

Discussion: This use of the Capital Projects fund balance has been planned in recent years in order to assist with required matches resulting from grant funding for major projects. This use of fund balance will support significant projects in the following areas: Municipal Building Improvements (\$695,000), Information Technology Equipment (\$487,500), Annual Street Program (\$1,000,000), and the Mayview Road sidewalk extension (\$334,000).

SANITARY SEWER FUND	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Net Assets	\$ 983,708	\$ 826,012	\$ 1,556,255	\$ 1,556,255	\$ 792,595
Operating Revenue	4,704,317	5,694,914	5,984,000	5,901,204	6,438,000
Operating Expenses	(3,560,330)	(3,679,817)	(5,708,274)	(5,404,274)	(5,939,682)
Operating Income (Loss)	1,143,987	2,015,097	275,726	496,930	498,318
Non-Operating Revenue	515	1,032	1,000	1,000	1,000
Non-Operating Expenses	(546,046)	(529,734)	(497,538)	(497,538)	(470,110)
Total Non-Operating Revenues (Expenses)	(545,531)	(528,702)	(496,538)	(496,538)	(469,110)
Change in Net Assets	598,456	1,486,395	(220,812)	392	29,208
Capital Contribution					
Less: Depreciation - Sewer Lines	(756,152)	(756,152)	(764,052)	(764,052)	(771,952)
Ending Net Assets	\$ 826,012	\$ 1,556,255	\$ 571,391	\$ 792,595	\$ 49,851

Analysis: A \$521,540 decrease in Net Assets is projected for 2016.

Discussion: Regulatory requirements continue to burden the Sanitary Sewer Fund. The reduction of Net Assets reflects the Township’s desire to minimize any sewer rate increases that would otherwise be needed to support the expenditures in this fund.

**FUND BALANCE/
NET ASSETS HISTORY**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



C&RC FUND	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Net Assets	\$ 4,739,648	\$ 5,557,007	\$ 6,521,594	\$ 6,521,594	\$ 7,175,596
Operating Revenue	4,008,012	4,315,277	4,409,684	4,325,134	4,388,068
Operating Expenses	(2,950,257)	(3,121,349)	(3,586,226)	(3,458,391)	(3,743,304)
Operating Income (Loss)	1,057,755	1,193,928	823,458	866,743	644,764
Non-Operating Revenue	1,212,347	1,177,081	1,191,219	1,190,919	1,174,966
Non-Operating Expenses	(804,525)	(758,204)	(755,442)	(755,442)	(729,231)
Total Non-Operating Revenues (Expenses)	407,822	418,877	435,777	435,477	445,735
Change in Net Assets	1,465,577	1,612,805	1,259,235	1,302,220	1,090,499
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Assets	5,557,007	6,521,594	7,132,611	7,175,596	7,617,877
Less: Net Investment in Capital Assets	(3,446,046)	(3,790,216)	(4,287,906)	(4,484,261)	(6,776,651)
Ending Unrestricted Net Assets	\$ 2,110,961	\$ 2,731,378	\$ 2,844,705	\$ 2,691,335	\$ 841,226

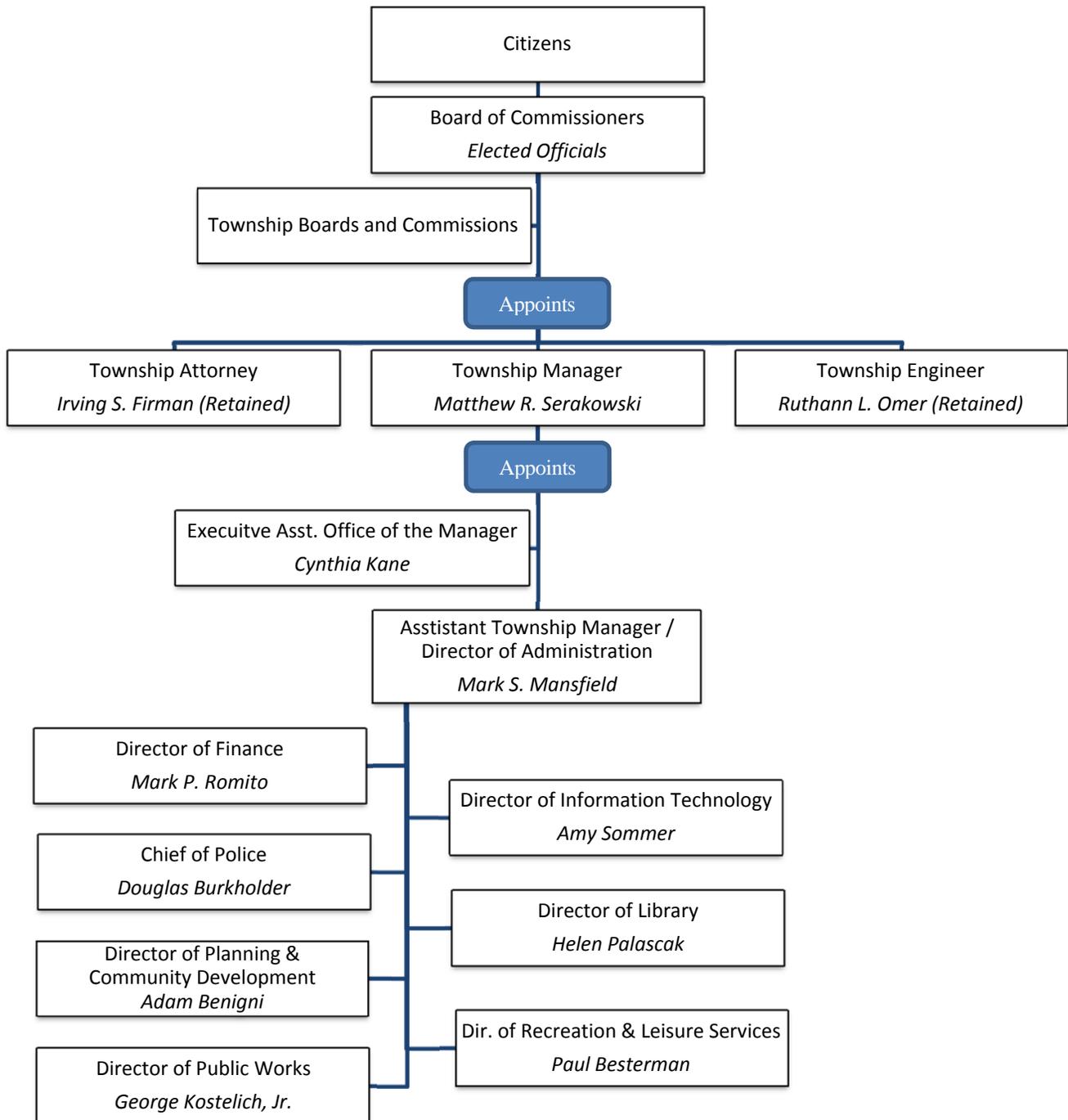
Analysis: A \$2,003,479 decrease in Net Assets.

Discussion: The decrease reflects the Township’s plan to fund planned capital improvements without borrowing. The 2016 budget includes \$2,000,000 for potential enhancements to the locker room areas, the fitness area, and various security features.

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TOWNSHIP ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Township of Upper St. Clair for 2016 are as follows:



**BOARD OF COMMISSIONERS PLANNING PRIORITIES HIGHLIGHTS
2014-2015**

In early 2014, the Board of Commissioners met to discuss Board priorities for 2014 and 2015. Listed below are the top priorities and a status update for each priority. The Board of Commissioners will meet in early 2016 to review these planning priorities and make and necessary adjustments.

BOARD PRIORITY	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
<p><u>Community & Recreation Center (C&RC)</u></p> <ol style="list-style-type: none"> 1. Re-evaluate Self-Sustaining 2. Capital Needs for Maintenance 3. Capital Needs for Expansion 4. Marketing 5. Maintain Membership Levels 6. Rates 	<ol style="list-style-type: none"> 1. C&RC continues to satisfy the goal of being self-sustainable for 85 % of all operational expenditures. 2. A five-year outlook for maintenance needs has been incorporated into the Township’s CIP. 3. Staff has begun to plan for a locker room and fitness area expansion and other potential enhancements. 4. Various events and advertisements are scheduled to market the C&RC. 5. Membership remains stable with resident to non-Resident membership ratio of 60- 40. 6. Rates continue to be monitored to keep in line with CPI and market pressures. 	<p>Board of Commissioners, Recreation, Administration</p>
<p><u>Budgetary Items</u></p> <ol style="list-style-type: none"> 1. Capital and Fiscal Assessment 2. Hold the Line on Taxes 3. Infrastructure (Roads, Sewers) 4. Evaluate Build-out Impact on Budget 	<p>In 2016, the Township’s General Fund is expected to be under budget with most excess revenues transferred to the Capital Projects Fund for future capital needs. The 2016 budget holds the line on the Real Estate and Earned Income tax rates. The Finance Department will continue to monitor revenue and expense trends related to new developments in the Township.</p>	<p>All Township Departments</p>
<p><u>Comprehensive Plan Items</u></p> <ol style="list-style-type: none"> 1. Overall Township Traffic Study Review 2. Comprehensive Plan 3. Prioritize Traffic Improvements 4. Parks and Open Space Plan 	<p>The 2015-2025 Comprehensive Plan was adopted in November 2015. The listed priorities were incorporated into the Plan’s development process.</p>	<p>All Township Departments</p>
<p><u>Communication/IT</u></p> <ol style="list-style-type: none"> 1. Township-wide Software Conversion 2. Document Management 3. Time Clock Management Software 4. Disaster Recovery Backup Data 5. Additional Data Storage 	<ol style="list-style-type: none"> 1. Software has been upgraded departmentally based on need. Software for the Community Development and Public Works departments was updated in 2015 and will be fully implemented in 2016. 2. A possible solution has been identified. Implementation is dependent upon the progress/completion of the Township-wide Software Conversion. Tentative implementation start for Document Management is 2016/2017. 3. Anticipated implementation in 2016. 4. Anticipated implementation in 2016. 5. Anticipated implementation in 2016. 	<p>Information Technology, Administration</p>
<p><u>Consent Order Compliance/Feasibility Study</u></p>	<p>In 2016, the Township will continue the operation and maintenance process of the Interim Consent Order the was approved in 2015.</p>	<p>Public Works</p>

**COMPREHENSIVE PLAN HIGHLIGHTS
2015-2025**

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

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

Land Use, Housing and Development

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

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

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

Infrastructure and Transportation

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

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

Civic Space

Aim 6: Prioritize and pursue public amenity enhancements.

Local Government and Services

Aim 7: Further the effectiveness of municipal communications.

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

The general accomplishments and goals listed below are intended to highlight the outstanding work done by Staff in 2015 and the intended goals of 2016. 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.

2015 GENERAL TOWNSHIP ACCOMPLISHMENTS

- Installation of field lighting at Boyce Mayview Park was completed.
- An informational campaign was launched to educate residents on stormwater management issues that impact the Township.
- Automated recycling was implemented in April 2015, which began with the distribution of large recycling containers provided to households within the Township. The cost of the containers was covered by a grant from the PA Department of Environmental Protection.
- The Township was once again recognized by Allegheny County Council for being a Banner Community in 2015.
- The Township also maintained Sustainable Community Certification from the Pennsylvania Municipal League (PML). The Township holds a gold certification, the highest level awarded by PML.
- Two major municipal building projects were completed in 2015 – the building roof replacement project and the building security project.
- The grand opening of “The Clubhouse” playground at the Miracle League Field in Boyce Mayview Park took place in May 2015.
- The Community & Recreation Center (C&RC) completed its sixth full year of operations. The C&RC continues to maintain nearly 11,000 total members, with a 2015 membership ratio of 60% residents and 40% nonresidents.
- New software for Public Works and Community Development was implemented.
- The Township launched official Facebook and Twitter accounts, and added digital signs throughout the municipal building and C&RC in an effort to further enhance residents’ access to Township information.
- The Township’s new 2015-2025 Comprehensive Plan was adopted in November 2015.
- The Township maintained its excellence in financial reporting by receiving its 27th consecutive GFOA Certificate of Achievement for Excellence in Financial Reporting for 2014. The Township also received its 7th consecutive GFOA Distinguished Budget Presentation Award for 2015 – one of only 5 municipalities in Pennsylvania to receive the award.

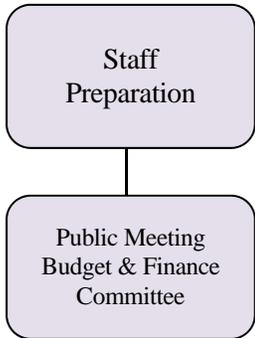
2016 GENERAL TOWNSHIP GOALS

- Construction on phase 2 of the Mayview Road sidewalk extension is planned for 2016. The Township received a \$334,000 grant through the Federal Highway Administration's Transportation Alternatives Program to perform this work, which will extend the sidewalk from its current ending point to Star Ridge Drive.
- Two segments of the Perimeter Trail in Boyce Mayview Park will be constructed in 2016. This will include the Southern Extension as well as a segment from Morton Road to Rostron Drive. To help fund the projects, the Township received a \$250,000 grant from the PA Department of Conservation and Natural Resources; a \$200,000 grant from the PA Commonwealth Financing Authority's Greenways, Trails, and Recreation Program; and funds from the Allegheny Regional Asset District.
- Continue reviewing potential major building improvements to the Community & Recreation Center (C&RC). This includes potential enhancements to the locker room areas, the fitness area, and various security features. Staff also plans to begin exploring opportunities to enhance the outdoor pool areas.
- The Township has planned improvements to Baker Park for 2016. This will include renovations to the small baseball field, the sand volleyball court, and the tennis courts.
- Replacement of the oldest of the three tennis bubbles.
- Complete design and begin working on Phase III of the Administration Building Space Renovation Project.
- Continued planning and construction of several transportation projects will take place during the year. The Township will use a grant from the PA Department of Transportation (PennDOT) to help fund improvements to the McMurray Road/Bethel Church Road intersection. The Township will continue to work with PennDOT on improvements to the McLaughlin Run/Lesnett/McMillan intersection. The Township will also continue to work on the study and design of future Boyce Road improvements.
- Continue with sanitary sewer projects including continuation of the Brush Run Pump Station renovations, Deerfield Pump Station demolition, inflow source reduction, and ongoing maintenance and repairs.
- Successful negotiation of a new collective bargaining agreement between the Township and the Police Association. The current agreement expires at the end of 2016.
- Develop and implement employee Time Clock Software for Township employees.
- Continue to participate in the GFOA Distinguished Budget Award and Comprehensive Annual Financial Reporting Programs.

The Township of Upper St. Clair establishes an Annual Budget according to Article IX of the Township’s Home Rule Charter. The Budget process is summarized below, along with the 2016 Budget Schedule and budget amendment provisions. For the complete charter provisions concerning the Annual Budget, please go to the section titled “*Budgetary Policies.*”

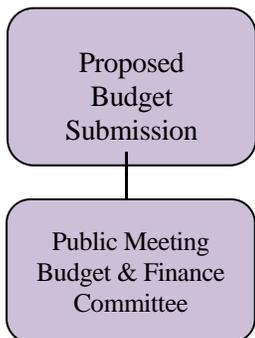
BUDGET PREPARATION AND ADOPTION

Annual Budget Preparation



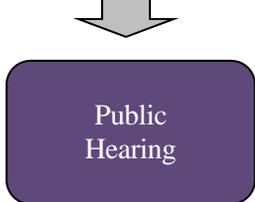
1. Department Directors and the Board of Commissioners are given departmental budget worksheets and information gathering requests.
2. After the departmental budget worksheets and other information are received, the Township Manager and the Finance Department begin preparing the Budget.
3. Near the end 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.

2016 BUDGET SCHEDULE

July 24, 2015	Budget Worksheets to Department Directors	Director of Finance
August 7, 2015	Return of Department Directors Budget Worksheets	Department Directors
September 28, 2015 (6:00 PM)	Review Session with Budget and Finance Committee prior to Public Advertisement of the Manager's Proposed Budget	Budget & Finance Committee Township Manager Director of Finance
September 28, 2015	Establish Public Hearing Date	Board of Commissioners
October 9, 2015	Submit Manager's Proposed Budget to Board of Commissioners	Township Manager Director of Finance
October 12, 2015	Submit advertisement of Proposed Budget Public Hearing to Newspaper for publication on October 16, 2015	Director of Finance
October 16, 2015	Advertisement of Availability of 2016 Proposed Budget for Public inspection (copies to be displayed in Reception Area, Library and Township website)	Director of Finance
October 16, 2015	Budget Narratives and Statistics to Department Directors	Director of Finance
October 21, 2015	Review Manager's Proposed Budget with the Budget and Finance Committee	Budget & Finance Committee Township Manager Director of Finance
November 2, 2015	Public Hearing	Board of Commissioners
November 13, 2015	Return of Budget Narratives and Statistics to Director of Finance	Department Directors
November 30, 2015	Review Public Comments (if necessary)	Budget & Finance Committee Township Manager Director of Finance
December 7, 2015	Adopt Budget (by Ordinance)	Board of Commissioners
December 9, 2015	Advertise Adopted Ordinance	Township Manager
December 10, 2015	Enter Budget into Financial Software	Director of Finance

BUDGET AMENDMENT

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

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

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

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

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

FIVE YEAR

BUDGET PROJECTIONS

**FIVE YEAR
PROJECTION**

TOWNSHIP OF UPPER ST. CLAIR
LONG-TERM PLAN



FIVE YEAR PROJECTION OVERVIEW

The Five Year Projection for all Township Funds is a tool in which the Board of Commissioners and Township Staff can monitor potential funding impacts in future years. The assumptions used for 2016-2020 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	2016	2017	2018	2019	2020
Governmental Funds Revenues					
Real Estate Tax - 1.0% growth	\$ 7,856,000	\$ 7,934,560	\$ 8,013,906	\$ 8,094,045	\$ 8,174,985
Earned Income Tax - 3.0% growth	8,470,000	8,681,750	8,898,794	9,121,264	9,349,295
Real Estate Transfer Tax - 5.0% growth	975,000	1,023,750	1,074,938	1,128,684	1,185,119
Local Option Sales Tax - 5.0% growth	505,000	530,250	556,763	584,601	613,831
Local Services Tax - Estimate # employees	265,000	270,000	275,000	280,000	285,000
Other Revenue - 4.0% growth on recurring items	4,530,520	3,774,701	3,925,689	4,082,716	4,246,025
Fund Balance - Governmental funds used	1,137,355	257,517	815,009	598,396	534,639
Total Governmental Fund Revenues	\$ 23,738,875	\$ 22,472,528	\$ 23,560,097	\$ 23,889,706	\$ 24,388,894
Governmental Funds Expenditures					
General Government - 4% growth	\$ 1,987,888	\$ 2,067,404	\$ 2,150,100	\$ 2,236,104	\$ 2,325,548
Public Safety - 2.5% growth	5,001,270	5,126,302	5,254,459	5,385,821	5,520,466
Community Development - 2% growth	624,717	637,211	649,956	662,955	676,214
Public Works - 2.5% growth	4,697,966	4,815,415	4,935,801	5,059,196	5,185,675
Refuse Collection - 3% growth	1,204,500	1,240,635	1,277,854	1,316,190	1,355,675
Annual Street Program	1,560,000	1,660,000	1,760,000	1,760,000	1,860,000
Regular Capital Improvements-estimate	2,344,914	1,232,000	1,547,700	1,354,200	1,223,500
Recreation - 4% growth on recurring items	2,398,462	1,475,200	1,534,208	1,595,577	1,659,400
Library - 3.5% growth	1,133,043	1,172,700	1,213,744	1,256,225	1,300,193
C&RC Operating Transfer	1,663,984	1,659,099	1,680,409	1,705,235	1,723,404
OPEB Allocation	-	235,000	235,000	235,000	235,000
Debt Service - General Fund	1,122,131	1,151,562	1,320,867	1,323,204	1,323,818
Total Governmental Fund Expenditures	\$ 23,738,875	\$ 22,472,528	\$ 23,560,097	\$ 23,889,706	\$ 24,388,894
Sanitary Sewer Fund	2016	2017	2018	2019	2020
Sanitary Sewer Revenues					
Sewer User Fees	\$ 6,378,000	\$ 7,451,764	\$ 8,105,842	\$ 8,822,247	\$ 9,619,994
Other Revenue	61,000	55,000	55,000	60,000	60,000
Use of Net Assets	335,881	-	-	-	-
Total Sanitary Sewer Fund Revenues	\$ 6,774,881	\$ 7,506,764	\$ 8,160,842	\$ 8,882,247	\$ 9,679,994
Sanitary Sewer Expenses					
ALCOSAN Payments - 11.0% growth	\$ 3,663,000	\$ 4,065,930	\$ 4,513,182	\$ 5,009,632	\$ 5,560,692
Township Sewer Costs -3% growth	556,682	573,382	590,584	608,301	626,550
Sanitary Sewer Major Projects - 10% growth	1,720,000	1,892,000	2,081,200	2,289,320	2,518,252
Debt Service - Consent Order	835,199	975,452	975,876	974,993	974,500
Total Sanitary Sewer Fund Expenses	\$ 6,774,881	\$ 7,506,764	\$ 8,160,842	\$ 8,882,247	\$ 9,679,994

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

C&RC Fund	2016	2017	2018	2019	2020
C&RC Fund Revenues					
C&RC Revenue - 1.2% growth	\$ 3,899,050	\$ 3,977,031	\$ 4,056,572	\$ 4,137,703	\$ 4,220,457
Operating Transfer - C&RC	1,663,984	1,659,099	1,680,409	1,705,235	1,723,404
Total C&RC Fund Revenues	\$ 5,563,034	\$ 5,636,130	\$ 5,736,980	\$ 5,842,939	\$ 5,943,861
C&RC Fund Expenses					
C&RC 85% Operation Costs - 3.75% growth	\$ 3,253,086	\$ 3,375,077	\$ 3,501,642	\$ 3,632,954	\$ 3,769,189
C&RC 15% Operation Costs - 3.75% growth	490,218	508,601	527,674	547,461	567,991
C&RC - Debt Service	1,173,766	1,150,498	1,152,735	1,157,774	1,155,413
C&RC - Capital Transfer	645,964	601,954	554,930	504,749	451,268
Total C&RC Fund Expenses	\$ 5,563,034	\$ 5,636,130	\$ 5,736,980	\$ 5,842,939	\$ 5,943,861

FIVE YEAR PROJECTION ASSUMPTIONS

**GOVERNMENTAL FUNDS
REVENUES**

- * Current real estate taxes at 3.83 mills with future collections based on a rate of increase at 1.0% annually. The rate of increase is based on historical assessment growth.
- * Earned income taxes are projected at a 2.5% growth rate and the growth rate is based on economic forecasts.
- * Real estate transfer taxes are projected at a 5.0% growth rate and the rate is based on housing market conditions.
- * Local option sales taxes (RAD) are projected at a 5% growth rate and the growth rate is based on historical collection patterns.
- * Local services taxes are projected to increase about \$5,000 per year based on historical growth pattern.
- * 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 2016 Budget projects \$2,296,097 to be spent from all Governmental Fund Balances. The majority of the fund balance projected to be used in 2016 comes from the Capital Projects Fund. The General Fund is projected to maintain a fund balance range for 2016-2020 that will sustain its favorable bond rating.
- * Fund Balance - Governmental funds used - A combination of revenue increases or expenditure reductions for 2017 to 2020. This is the projected 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	<ul style="list-style-type: none"> * General Government expenditures are projected to grow at a rate of 4% based on historical data. * Public Safety expenditures are projected to grow at rate of 2.5% based on future anticipated costs within the department. * Community Development expenditures are projected to grow at a rate of 2% based on historical data. * Public Works expenditures are projected to grow at a rate of 2.5% based on historical data. * Refuse collection expenditures have been projected in line with contractual and expected increases. * Annual Street Program expenditures are projected in line with the CIP. * Recreation expenditures are projected to grow at a rate of 4% based on historical data. * Library expenditures are projected to grow at a rate of 3.5% based on historical data. * Debt Service includes the scheduled payments of the General Fund specific portions of the 2008 Bond Issue, the 2011 Bond Issue, the 2012 Bond Issue, and the 2015 Note. * Other Post-Employment Benefits (OPEB) is based on an actuarial study and assumes no growth rate.
SANITARY SEWER FUND	<ul style="list-style-type: none"> * The Sanitary Sewer multiplier will be adjusted each year to cover any increases in expenditures. * ALCOSAN expenditures have been based on an annual 11% increase in spending for the EPA Consent Order. * Debt Service is based on the debt service schedules of the Sanitary Sewer portion of the 2011, 2012 and 2015 debt issues and the Sanitary Sewer portion of the estimated debt service in the variable 2008 Bond Issue. * Estimated Debt Service in years 2017-2020 increased due to the anticipated future costs that could require a new bond issue for the Township.
C&RC FUND	<ul style="list-style-type: none"> * Fees and other revenues have been projected to increase at 1.2% annually. * Membership growth is based on a 60% resident and 40% 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 C&RC. * The operating costs of the C&RC are projected to grow at 3.75%. * Debt Service is based on the estimated debt service in the variable 2008 Bond Issue associated with the construction of the C&RC. * A Capital Transfer has been estimated for each year.

COMPREHENSIVE PLAN

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

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

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

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

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

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

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

<u>Potential Partners</u>		<u>Timeframes</u>	
BC	Board of Commissioners	S	Short Term (1-3 years)
PC	Planning Commission	M	Medium Term (4-7 years)
PD	Police Department	L	Long Term (7+ years)
USCD	Upper St. Clair School Dist.	O	Ongoing
NM	Neighboring Municipalities		
IT	Technology Department	<u>Cost</u>	
PR	Parks & Rec Advisory Board	\$	Up to \$5,000 (organizing events, staff sessions, etc.)
RD	Recreation Department	\$\$	\$5,000-\$20,000 (community outreach, etc.)
		\$\$\$	\$20,000-\$100,000 (rewrite ordinances, consultants, etc.)
		\$\$\$\$	\$100,000+ (construction, acquisition, development, etc.)

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Key Recommendations					
Land Use, Housing and Development					
Aim 1: Align infill opportunities and population needs within context of the Township's Development Priorities Plan					
A.	M	PC	PC, PD	\$	Grants, General Fund, Staff Time
B.	S	PD	BC, PC	\$	Staff Time
C.	L	PD	BC, PC	\$\$	Grants, County Partnership, Volunteer, Staff Time, General Fund
D.	S-M	PD	PC, NM, AC	\$	Grants, County Partnership, Volunteers, Staff Time, Local Business Partnerships
E.	S-M	PD	PC	\$	Staff Time
F.	O	PD	PC	\$	Staff Time

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

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

CAPITAL PLANNING

CAPITAL PLANNING OVERVIEW

In accordance with the Township of Upper St. Clair Code, Staff creates a Five-Year Capital Improvement Program (CIP) outlining anticipated capital assets and capital projects for a five year period. A capital asset is considered an asset of considerable value that has a useful life of several years. A capital project is considered to be a project of considerable cost that will benefit the Township for future years. Upon approving the CIP, the Board of Commissioners passes a Resolution to update the Township’s Capital Improvement Plan. After the CIP is completed for the current year, the Board of Commissioners and Staff use it as a tool to evaluate and decide what capital items will be funded for the current year. For budgetary purposes, recurring and non-recurring items are separated.

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

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

Listed below is a schedule of recurring and non-recurring capital items for 2016. On the following page is a breakdown of the operational impacts of the 2016 non-recurring capital items.

**2016 Budgeted Capital Assets & Capital Projects
Summary By Funding Source**

	Capital Projects Fund	Liquid Fuels Fund	Storm Sewer Fund	Field Improvement Fund	BM Park RAD Fund	Sanitary Sewer Fund	C&RC Fund	Total Capital Items
Capital Assets								
<i>Recurring Items</i>								
Public Works Vehicles	\$ 409,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 409,000
Public Works Equipment	274,000	-	-	-	-	-	-	274,000
Police Vehicles	147,000	-	-	-	-	-	-	147,000
Police Equipment	65,000	-	-	-	-	-	-	65,000
VFD Vehicles	800,000	-	-	-	-	-	-	800,000
General Gov. & Comm. Dev. Equip.	416,500	-	-	-	-	-	-	416,500
Recreation Equipment	-	-	-	-	-	-	278,600	278,600
Capital Projects								
<i>Recurring Items</i>								
Annual Street Program	1,060,000	500,000	-	-	-	-	-	1,560,000
Sanitary Sewer Projects	-	-	-	-	-	1,570,000	-	1,570,000
General Building Renovations	95,000	-	-	-	-	-	-	95,000
Storm Sewer Projects	300,000	-	2,400	-	-	-	-	302,400
Field & Park Improvements	180,000	-	-	50,000	900,000	-	-	1,130,000
Tennis Bubble Replacement	600,000	-	-	-	-	-	-	600,000
Sidewalk Projects	384,000	-	-	-	-	-	-	384,000
<i>Non-recurring Items</i>								
Traffic-Related Projects	210,000	-	-	-	-	-	-	210,000
Municipal Building Renovations	665,000	-	-	-	-	-	-	665,000
Other Building Renovations	555,000	-	-	-	-	-	-	555,000
C&RC Enhancements	-	-	-	-	-	-	2,000,000	2,000,000
Software Upgrades	104,500	-	-	-	-	-	200,000	304,500
Total Capital Items	\$ 6,265,000	\$ 500,000	\$ 2,400	\$ 50,000	\$ 900,000	\$ 1,570,000	\$ 2,478,600	\$ 11,766,000

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT

Municipal Building Renovations

The Township plans to continue its renovations of the municipal building in 2016. Areas of the building that are being considered for renovations this year include the lower-level multi-purpose room, and the Board of Commissioners’ meeting and conference rooms. The Township expects additional operational costs in the amount of \$5,000 for the increase in utility costs and technology maintenance associated with the improvements.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Annual Savings or (Expense)	Useful Life
Capital Projects Fund	\$665,000	\$ -	General Fund Building Maint. & Information Technology	(\$5,000)	40

Other Building Renovations

The Township plans to expand the building security system implemented last year to other Township buildings in 2016. Ongoing operational costs associated with expanding the security are estimated to be \$10,000 for the associated software licensing. Additionally, the Township is considering options to upgrade the existing salt storage facility along McLaughlin Run Road. There is a potential operational savings associated with this, but that savings has not yet been determined. There are no expected increased operational costs associated with this.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	\$555,000	\$ -	General Fund Building Maint.	(\$10,000)	20+

Community & Recreation Center Enhancements

The Township is exploring building improvements within the Community & Recreation Center that could include enhancements to the locker room areas featuring direct access to the indoor pool area, a major enhancement to the fitness area that would allow for greater functional fitness programs, and various security features. Potential associated operational costs include increases in utilities, maintenance, and personnel, but some of that will be offset by increased revenue resulting from new programming. At this stage, the net ongoing expense is very roughly estimated at \$15,000.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
C&RC Capital Projects Fund	\$2,000,000	\$ -	C&RC Operating Fund	(\$15,000)	40

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT (Continued)

Software Upgrade Program

The Township is planning software upgrades that will improve services in several departments including Public Works and Recreation. Improvements to the Township’s website are also planned. An increase in annual licensing costs of \$20,000 is currently estimated, although the final software solutions have not yet been determined.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects and C%RC Fund	\$304,500	\$ -	General Fund IT, and C&RC Operating Fund	(\$20,000)	10+

Traffic-Related Projects

Plans are continuing for eventual improvements to the Boyce Road corridor, although construction is not expected to commence until 2017. The Township is planning to upgrade its street signs throughout the Township, which will not result in any ongoing operational expense.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Savings (Expense) Annual	Useful Life
Capital Projects Fund	\$210,000	\$ -	n/a	\$0	n/a

CAPITAL IMPROVEMENT PROGRAM

Beginning in 2008, Staff began to enhance the Capital Improvement Program (CIP) by color coding the CIP according to asset or project priority. The color coding is broken into four categories: Priority for Current Year, Priority Assignment Under Review (Current Year), Priority in Future Year(s) and Priority Subject to Funding Availability (Future Years). The creation of the color coding system has enhanced the capital planning for current budgets. The most recent 2016-2020 CIP is presented on the following pages. Schedules included in the CIP are:

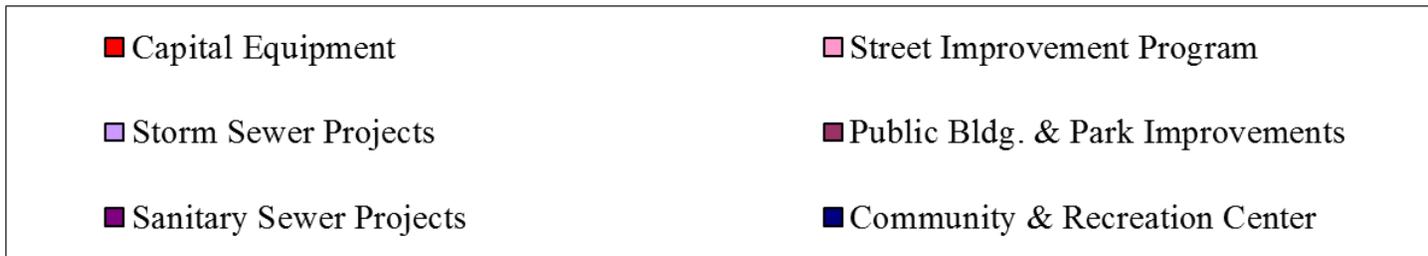
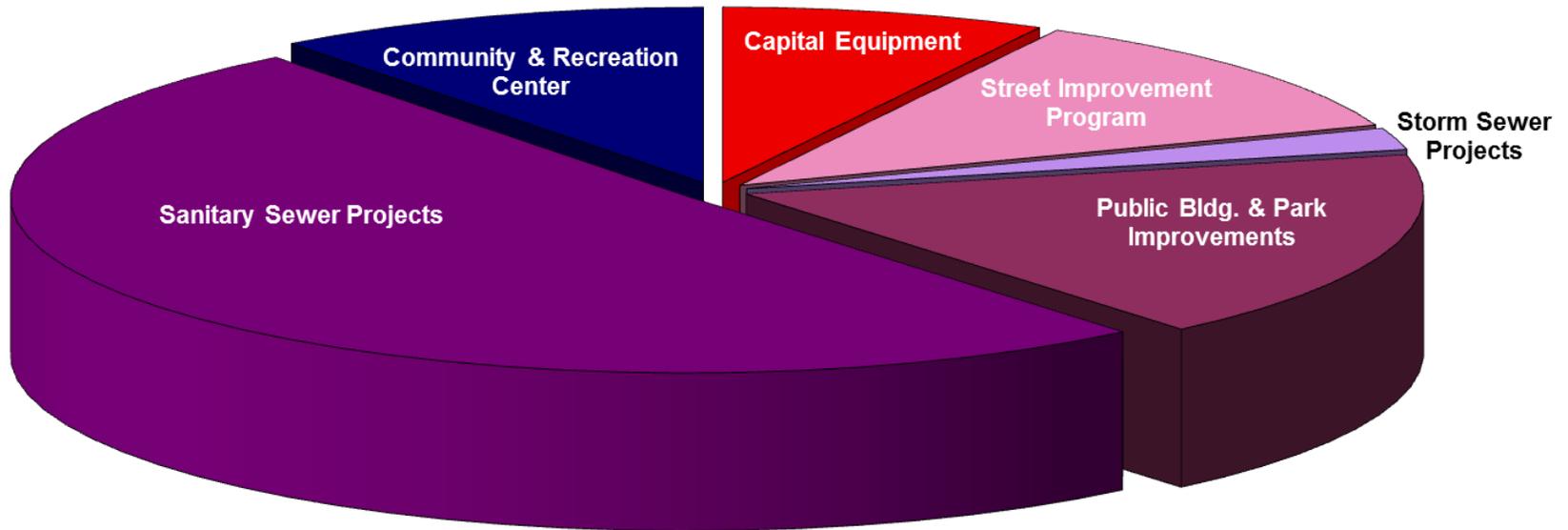
- Summary by Major Category & Accompanying Chart
- Summary by Funding Source & Accompanying Chart
- Comparison of Current Plan to Previous 5 Year Plan
- Schedule No. 1 – Capital Equipment
- Schedule No. 1A – Police Vehicle Replacement Schedule
- Schedule No. 2 – Street Improvement Program
- Schedule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

Proposed Capital Improvement Program 2016-2020
Summary By Major Category

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Totals</u>
Capital Equipment (Schedule No. 1-Pages 8 thru 12)	\$ 2,042,000 239,000	\$ 781,000 13,000	\$ 577,700 695,000	\$ 804,200 29,000	\$ 563,500 72,000	\$ 4,768,400 1,048,000
Street Improvement Program (Schedule No. 2-Page 13)	1,560,000 25,000	1,660,000 25,000	1,760,000 25,000	1,760,000 25,000	1,860,000 25,000	8,600,000 125,000
Storm Sewer Projects (Schedule No. 3-Page 14)	300,000 -	300,000 -	300,000 -	300,000 -	300,000 -	1,500,000 -
Public Bldg. & Park Improvements (Schedule No. 4-Page 15)	2,914,000 635,000	1,510,000 1,620,000	670,000 520,000	250,000 580,000	360,000 4,050,000	5,704,000 7,405,000
Sanitary Sewer Projects (Schedule No. 5-Page 16)	1,520,000 2,050,000	1,320,000 10,000,000	1,070,000 10,000,000	1,070,000 10,000,000	900,000 -	5,880,000 32,050,000
Community & Recreation Center (Schedule No. 6-Pages 17 thru 20)	445,100 2,033,500	197,000 1,510,000	199,300 2,000,000	1,148,200 -	189,100 80,000	2,178,700 5,623,500
Subtotal for Priority Funding	8,781,100	5,768,000	4,577,000	5,332,400	4,172,600	28,631,100
Subtotal for Funding Under Review	4,982,500	13,168,000	13,240,000	10,634,000	4,227,000	46,251,500
Total Current 5 Year Plan	\$ 13,763,600	\$ 18,936,000	\$ 17,817,000	\$ 15,966,400	\$ 8,399,600	\$ 74,882,600
Previous 5 Year Plan	\$ 7,787,600	\$ 22,701,500	\$ 16,026,000	\$ 15,259,000	\$ 13,962,200	\$ 75,736,300
Difference in 5 Year Plans	\$ 5,976,000	\$ (3,765,500)	\$ 1,791,000	\$ 707,400	\$ (5,562,600)	\$ (853,700)

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

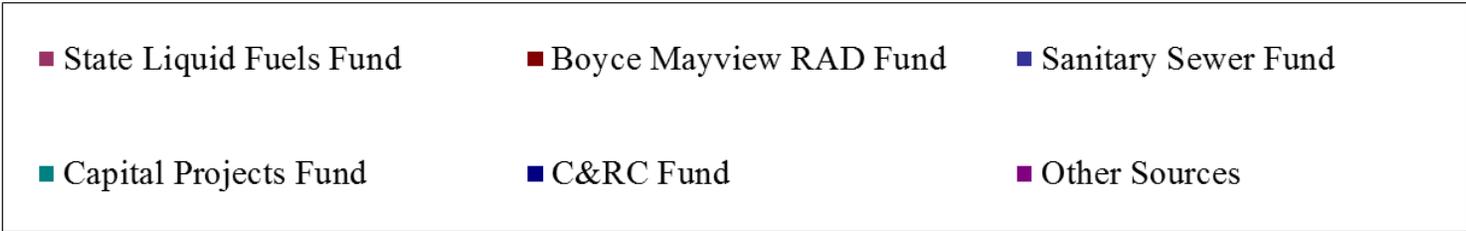
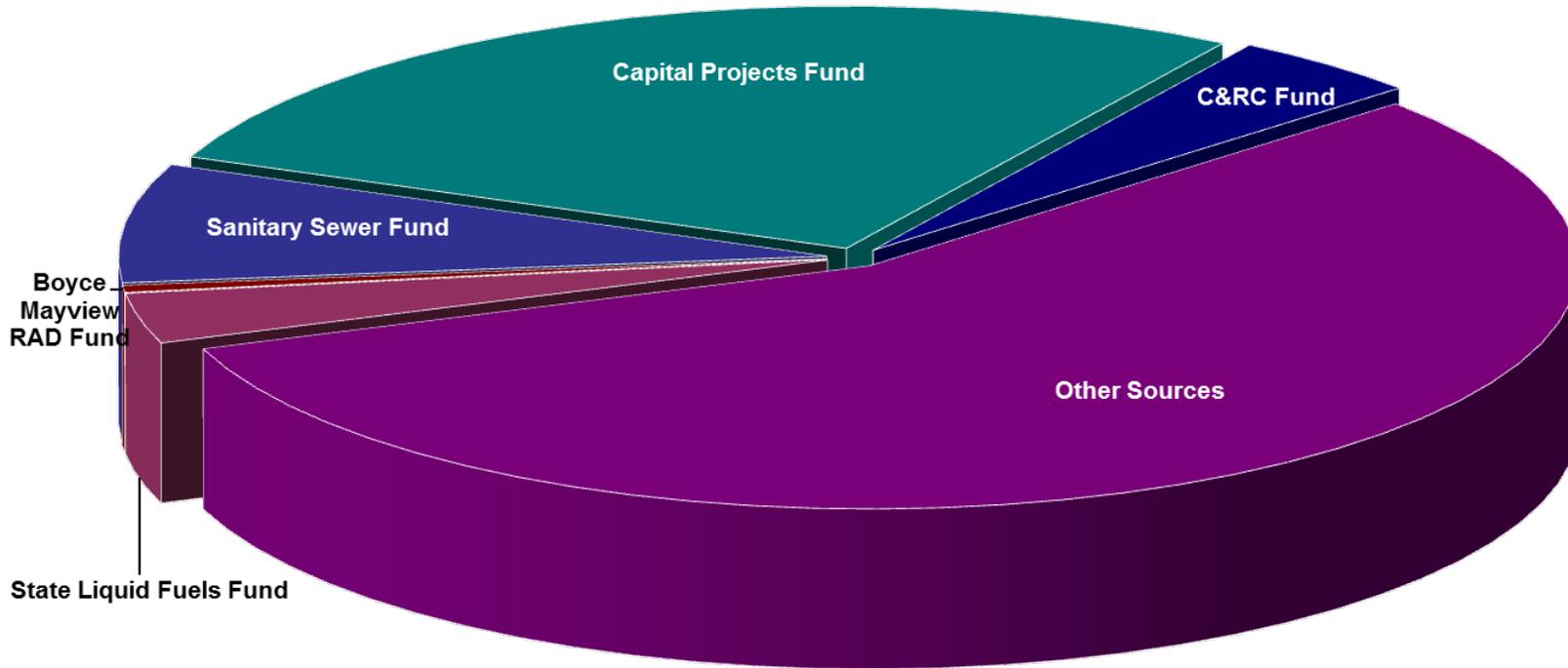
Proposed Capital Improvement Program 2016-2020
Summary By Major Category



Proposed Capital Improvement Program 2016-2020
Summary By Funding Source

	<u>Totals</u>	<u>State Liquid Fuels</u>	<u>Boyce Mayview RAD</u>	<u>Sanitary Sewer</u>	<u>Community & Recreation Center</u>	<u>Capital Projects</u>	<u>Other Sources</u>
Capital Equipment (Schedule No. 1-Pages 8 thru 12)	\$ 5,816,400	\$ -	\$ 350,000	\$ -	\$ -	\$ 5,466,400	\$ -
Street Improvement Program (Schedule No. 2-Page 13)	8,725,000	2,500,000	-	-	-	6,225,000	-
Storm Sewer Projects (Schedule No. 3-Page 14)	1,500,000	-	-	-	-	1,500,000	-
Public Bldg. & Park Improvements (Schedule No. 4-Page 15)	13,109,000	-	-	-	-	7,595,000	5,514,000
Sanitary Sewer Projects (Schedule No. 5-Page 16)	37,930,000	-	-	5,930,000	-	-	32,000,000
Community & Recreation Center (Schedule No. 6-Pages 17 thru 20)	7,802,200	-	-	-	3,302,200	-	4,500,000
Total Current 5 Year Plan	\$ 74,882,600	\$ 2,500,000	\$ 350,000	\$ 5,930,000	\$ 3,302,200	\$ 20,786,400	\$ 42,014,000

Proposed Capital Improvement Program 2016-2020
Summary By Funding Source



Proposed Capital Improvement Program 2016-2020
Expenditure By Major Category
Comparison of Current Plan to Previous 5 Year Plan

	<u>Previous Plan</u>	<u>% of Total</u>	<u>Current Plan</u>	<u>% of Total</u>	<u>Difference of Plans</u>
Capital Equipment (Schedule No. 1-Pages 8 thru 12)	\$ 6,288,100	8.30%	\$ 5,816,400	7.77%	\$ (471,700)
Street Improvement Program (Schedule No. 2-Page 13)	8,175,000	10.79%	8,725,000	11.65%	550,000
Storm Sewer Projects (Schedule No. 3-Page 14)	1,500,000	1.98%	1,500,000	2.00%	-
Public Bldg. & Park Improvements (Schedule No. 4-Page 15)	11,791,000	15.57%	13,109,000	17.51%	1,318,000
Sanitary Sewer Projects (Schedule No. 5-Page 16)	38,126,200	50.34%	37,930,000	50.65%	(196,200)
Community & Recreation Center (Schedule No. 6-Pages 17 thru 20)	9,856,000	13.01%	7,802,200	10.42%	(2,053,800)
Totals of Each 5 Year Plan	<u>\$ 75,736,300</u>	<u>100.00%</u>	<u>\$ 74,882,600</u>	<u>100.00%</u>	<u>\$ (853,700)</u>

Proposed Capital Improvement Program 2015-2019
Expenditure By Major Category
Comparison of Current Plan to Previous 5 Year Plan

	<u>Previous Plan</u>	<u>% of Total</u>	<u>Current Plan</u>	<u>% of Total</u>	<u>Difference of Plans</u>
Capital Equipment (Schedule No. 1-Pages 8 thru 12)	\$ 5,085,200	7.61%	\$ 6,288,100	8.30%	\$ 1,202,900
Street Improvement Program (Schedule No. 2-Page 13)	7,100,000	10.62%	8,175,000	10.79%	1,075,000
Storm Sewer Projects (Schedule No. 3-Page 14)	750,000	1.12%	1,500,000	1.98%	750,000
Park Resurfacing Projects (Schedule No. 4-Page 15)	330,000	0.49%	544,000	0.72%	214,000
Public Bldg. & Park Improvements (Schedule No. 5-Page 16)	10,680,000	15.98%	11,247,000	14.85%	567,000
Sanitary Sewer Projects (Schedule No. 6-Page 17)	33,852,400	50.64%	38,126,200	50.34%	4,273,800
Community & Recreation Center (Schedule No. 7-Pages 18 thru 21)	9,051,850	13.54%	9,856,000	13.01%	804,150
Totals of Each 5 Year Plan	\$ 66,849,450	100.00%	\$ 75,736,300	100.00%	\$ 8,886,850

Proposed Capital Improvement Program 2016-2020
Detail of Capital Equipment Purchases by Department
Schedule No. 1

		2016	2017	2018	2019	2020	Totals
PUBLIC WORKS							
Utility Trucks							
# 915 Ford F-550	2008	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ 85,000
# 931 Ford F-550 (RAD)	2008	85,000	-	-	-	-	85,000
# 913 Ford Econoline 350 Van	2006	49,000	-	-	-	-	49,000
# 928 Ford Pick-Up Utility	2006	-	52,000	-	-	-	52,000
# 916 Ford F-550	2003	-	88,000	-	-	-	88,000
# 908 Ford F-550	2008	-	88,000	-	-	-	88,000
# 924 Ford Pick-Up Utility	2006	-	-	55,000	-	-	55,000
# 914 Ford F-550	2011	-	-	87,000	-	-	87,000
# 929 Ford Bucket Truck	2002	-	-	-	85,000	-	85,000
# 933 Ford Pick-Up Utility	2000	-	-	-	55,000	-	55,000
# 925 Ford Pick-Up Utility	2006	-	-	-	-	55,000	55,000
# 900 Dodge Mechanics Service Vehicle	2008	-	-	-	-	65,000	65,000
Dump Trucks							
# 911 Int'l Dump	2005	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000
# 905 Int'l Dump	2008	-	163,000	-	-	-	163,000
# 909 Int'l Dump	2010	-	-	-	-	170,000	170,000
Subtotal: Trucks		\$ 379,000	\$ 391,000	\$ 142,000	\$ 140,000	\$ 290,000	\$ 1,342,000
Other Vehicles							
# 922 International Sewer Jet	2003	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
# 919 Massey Flail Mower & Tiger Boom	2001	-	-	-	100,000	-	100,000
Subtotal: Other Vehicles		\$ -	\$ -	\$ 300,000	\$ 100,000	\$ -	\$ 400,000
Staff Vehicles							
# 806 Chevy Colorado Pick-Up	2009	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
# 803 Chevy Pick-Up	2012	-	-	-	32,000	-	32,000
# 801 Ford Escape	2014	-	-	-	-	32,000	32,000
# 810 Ford C-Max Hybrid	2014	-	-	-	-	35,000	35,000
Subtotal: Staff Vehicles		\$ 30,000	\$ -	\$ -	\$ 32,000	\$ 67,000	\$ 129,000

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 2016-2020
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

		2016	2017	2018	2019	2020	Totals
PUBLIC WORKS (Cont'd)							
New Equipment							
Beamrider Laser Guided Field Painter (RAD)	\$	12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Ventrac 3400		22,000	-	-	-	-	22,000
New Holland TN55		-	-	35,000	-	-	35,000
Toro 5040 Infield Groomer (RAD)		-	-	-	37,000	-	37,000
Toyota Fork Lift		-	-	-	-	50,000	50,000
Replacement Equipment							
Toro Groundsmaster 580D	2005	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Toro Groundsmaster 4500D (RAD)	2008	50,000	-	-	-	-	50,000
Bannerman Infield Renovator	2009	22,000	-	-	-	-	22,000
Kubota RTV Utility #1	2007	17,000	-	-	-	-	17,000
Kubota RTV Utility #2	2007	17,000	-	-	-	-	17,000
Kubota RTV Utility #3 (RAD)	2008	17,000	-	-	-	-	17,000
Kubota RTV Utility #4 (RAD)	2008	17,000	-	-	-	-	17,000
Takeuchi Skid Loader	2005	-	50,000	-	-	-	50,000
Kubota Tractor	2005	-	37,000	-	-	-	37,000
Toro Groundsmaster 7210 (RAD)	2009	-	25,000	25,000	-	-	50,000
Toro Infield Pro 3040 (RAD)	2007	-	-	32,000	-	-	32,000
Toro Greensmaster	2002	-	-	15,000	-	-	15,000
Toro Greensmaster 1600 (RAD)	2007	-	-	13,000	-	-	13,000
Toro 3500D Sidewinder (RAD)	2007	-	-	37,000	-	-	37,000
Hoffman Tire Changer & Balancer	2008	-	-	12,000	-	-	12,000
Toro Groundsmaster 3280	2012	-	-	30,000	27,500	-	57,500
Vermeer Tub Grinder	2004	-	-	325,000	-	-	325,000
Groundsmaster Trailer	1992	-	-	30,000	-	-	30,000
Toro Groundsmaster 3280	2013	-	-	-	27,500	-	27,500
Toro 3100D Reelmower	2013	-	-	-	37,000	-	37,000
Toro 3500D Sidewinder	2009	-	-	-	37,000	-	37,000
Ryan Turf Aerator	2003	-	-	-	24,000	-	24,000
Subtotal: Equipment		\$ 274,000	\$ 112,000	\$ 554,000	\$ 190,000	\$ 50,000	\$ 1,180,000
TOTAL PUBLIC WORKS		\$ 683,000	\$ 503,000	\$ 996,000	\$ 462,000	\$ 407,000	\$ 3,051,000

**Proposed Capital Improvement Program 2016-2020
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

	2016	2017	2018	2019	2020	Totals
PUBLIC SAFETY						
Police Vehicles (Schedule No. 1A)	\$ 147,000	\$ 113,000	\$ 112,000	\$ 140,000	\$ 112,000	\$ 624,000
Emergency Vehicle Equipment Replacement	5,000	-	-	6,000	-	11,000
Laptop Replacement Program - Police	10,000	6,000	8,000	8,000	6,000	38,000
In-Car Video Camera	15,000	10,000	10,000	10,000	10,000	55,000
Mobile Radios	2,000	2,000	6,000	6,000	2,000	18,000
Bulletproof Vests	6,000	6,000	6,000	6,000	6,000	30,000
Duty Weapon Replacement	9,000	-	-	-	-	9,000
AED's	8,000	-	-	-	-	8,000
MIRA Recorder	10,000	-	-	-	-	10,000
Dispatch Center Upgrade	-	10,000	-	-	-	10,000
Taser	-	6,000	6,000	6,000	-	18,000
Office Furniture	-	5,000	4,000	4,000	5,000	18,000
VFD-Fire Engine & Other Vehicles	800,000	-	-	-	-	800,000
VFD-Morton Station Engine Bay Exhaust Fan	-	8,000	-	-	-	8,000
TOTAL PUBLIC SAFETY	\$ 1,012,000	\$ 166,000	\$ 152,000	\$ 186,000	\$ 141,000	\$ 1,657,000
COMMUNITY DEVELOPMENT						
Office Furniture & Equipment	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Geographic Information System	13,500	13,500	14,000	15,000	16,000	72,000
TOTAL COMMUNITY DEVELOPMENT	\$ 18,500	\$ 18,500	\$ 19,000	\$ 20,000	\$ 21,000	\$ 97,000
LIBRARY						
New Children's Circulation Desk with Self Check-Out	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Children's Area Carpeting	20,000	-	-	-	-	20,000
Bookcases with Display Shelves	20,000	20,000	-	-	-	40,000
AV Display on 2nd Floor	10,000	-	-	-	-	10,000
Children's Bathroom on 3rd Floor	-	20,000	-	-	-	20,000
2nd Floor Workroom/Storage Carpeting and Painting	-	-	10,000	-	-	10,000
TOTAL LIBRARY	\$ 65,000	\$ 40,000	\$ 10,000	\$ -	\$ -	\$ 115,000

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 2016-2020
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

		2016	2017	2018	2019	2020	Totals
ADMINISTRATION & FINANCE							
Township Manager Ford Explorer	2013	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
Asst. Township Manager Ford Explorer	2008	-	-	28,000	-	-	28,000
Photocopier-Color (Admin & PW)		-	-	-	30,000	-	30,000
TOTAL ADMINISTRATION & FINANCE		\$ -	\$ -	\$ 28,000	\$ 60,000	\$ -	\$ 88,000
PUBLIC ACCESS TELEVISION							
Video and Audio Equipment		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
TOTAL PUBLIC ACCESS TELEVISION		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
INFORMATION TECHNOLOGY							
PC Replacement Program		\$ 12,000	\$ 9,500	\$ 10,700	\$ 13,200	\$ 9,500	\$ 54,900
BOC Meeting Room Upgrades		20,000	-	-	-	-	20,000
Laptop Replacement Program		8,000	3,000	3,000	3,000	3,000	20,000
Server Replacement Program		200,000	15,000	15,000	50,000	15,000	295,000
Network Equipment Replacement Program		10,000	10,000	10,000	10,000	10,000	50,000
Off Site Backup for Disaster Recovery		5,000	-	-	-	-	5,000
Printer/Copier Replacement Program		15,000	-	-	-	-	15,000
Internet Hardware & Software Replacement		12,000	11,000	11,000	11,000	11,000	56,000
Microsoft Office Licenses		30,000	-	-	-	-	30,000
Training Room IT Equipment		40,000	-	-	-	-	40,000
Phone System Upgrades		6,000	-	-	-	-	6,000
Township-wide Software		70,000	-	-	-	-	70,000
Website Improvements		22,500	-	-	-	-	22,500
GPS for Snow Fleet		30,000	-	-	-	-	30,000
Office Furniture		3,000	3,000	3,000	3,000	3,000	15,000
Library Multi-Purpose Room Sound System		4,000	-	-	-	-	4,000
TOTAL INFORMATION TECHNOLOGY		\$ 487,500	\$ 51,500	\$ 52,700	\$ 90,200	\$ 51,500	\$ 733,400
Total Current 5 Year Plan		\$ 2,281,000	\$ 794,000	\$ 1,272,700	\$ 833,200	\$ 635,500	\$ 5,816,400
Previous 5 Year Plan		\$ 1,272,700	\$ 1,978,900	\$ 1,079,000	\$ 1,267,500	\$ 690,000	\$ 6,288,100
Difference in 5 Year Plans		\$ 1,008,300	\$ (1,184,900)	\$ 193,700	\$ (434,300)	\$ (54,500)	\$ (471,700)

Proposed Capital Improvement Program 2016-2020
Police Vehicle Replacement Schedule
Schedule No. 1A

		2016	2017	2018	2019	2020	Totals
PUBLIC SAFETY							
Patrol Vehicles							
	Veh. ID						
Ford Crown Victoria	314 2007	\$ -	\$ -	\$ -	\$ 27,000	\$ -	\$ 27,000
Ford Crown Victoria	313 2010	27,000	-	-	-	27,000	54,000
Ford Crown Victoria	304 2010	27,000	-	-	-	27,000	54,000
Ford Crown Victoria	302 2011	-	27,000	-	-	-	27,000
Chevy Caprice	309 2012	-	-	27,000	-	-	27,000
Ford Crown Victoria	303 2011	-	27,000	-	-	-	27,000
Ford Crown Victoria	306 2011	-	27,000	-	-	-	27,000
Ford Taurus	212 2012	-	-	27,000	-	-	27,000
Ford Taurus	307 2015	-	-	-	27,000	-	27,000
4-Wheel Drive Vehicles							
Ford Explorer	311 2006	-	-	-	-	27,000	27,000
Ford Explorer	0-3 2008	27,000	-	-	-	-	27,000
Ford Explorer	310 2009	27,000	-	-	-	27,000	54,000
Ford Explorer	315 2012	-	-	27,000	-	-	27,000
Ford Explorer	308 2014	-	-	27,000	-	-	27,000
Ford Explorer	305 2014	-	-	-	27,000	-	27,000
Ford Explorer	316 2015	-	-	-	27,000	-	27,000
Chevy Tahoe	301 2015	-	28,000	-	28,000	-	56,000
Other Vehicles							
Ford Cargo Van	2000 013	35,000	-	-	-	-	35,000
Polaris Quad #2	2001 049	-	-	4,000	-	-	4,000
Polaris Quad #3	2001 048	4,000	-	-	4,000	-	8,000
Polaris Quad #1	2001 050	-	4,000	-	-	4,000	8,000
Total Current 5 Year Plan		\$ 147,000	\$ 113,000	\$ 112,000	\$ 140,000	\$ 112,000	\$ 624,000
Previous 5 Year Plan		\$ 112,200	\$ 112,000	\$ 175,000	\$ 112,000	\$ 113,000	\$ 624,200
Difference in 5 Year Plans		\$ 34,800	\$ 1,000	\$ (63,000)	\$ 28,000	\$ (1,000)	\$ (200)

Proposed Capital Improvement Program 2016-2020
Street Improvement Program
Schedule No. 2

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Totals</u>
PUBLIC WORKS						
Annual Street Improvements	\$ 1,500,000	\$ 1,600,000	\$ 1,700,000	\$ 1,700,000	\$ 1,800,000	\$ 8,300,000
Crack Sealing Program	60,000	60,000	60,000	60,000	60,000	300,000
Traffic Signals (LEDs) & Signs	25,000	25,000	25,000	25,000	25,000	125,000
Total Current 5 Year Plan	\$ 1,585,000	\$ 1,685,000	\$ 1,785,000	\$ 1,785,000	\$ 1,885,000	\$ 8,725,000
Previous 5 Year Plan	\$ 1,835,000	\$ 1,585,000	\$ 1,585,000	\$ 1,585,000	\$ 1,585,000	\$ 8,175,000
Difference in 5 Year Plans	\$ (250,000)	\$ 100,000	\$ 200,000	\$ 200,000	\$ 300,000	\$ 550,000

Proposed Capital Improvement Program 2016-2020
Storm Sewer Projects
Schedule No. 3

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Totals</u>
PUBLIC WORKS						
Storm Sewer Improvement & Restoration Plan	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
Total Current 5 Year Plan	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
Previous 5 Year Plan	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
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 2016-2020
Public Building and Park Improvements
Schedule No. 4**

	2016	2017	2018	2019	2020	Totals
PUBLIC WORKS						
Municipal Building Improvements						
Exterior Restoration	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 60,000	\$ 280,000
Interior Renovations	40,000	40,000	45,000	45,000	45,000	215,000
Administrative Building Space Renovation Project	600,000	400,000	400,000	400,000	-	1,800,000
Heating & Cooling System Replacements	-	175,000	-	-	-	175,000
School District Electric Panel Upgrade	-	40,000	-	-	-	40,000
Other Building Improvements						
Public Works Building Renovations	-	100,000	100,000	100,000	100,000	400,000
Salt Dome Salt Storage	300,000	-	-	-	-	300,000
Public Works Building Roof Replacement	-	-	120,000	-	-	120,000
Public Works Building HVAC	-	-	40,000	-	-	40,000
Township-Wide Building Security	225,000	-	-	-	-	225,000
Park, Field, and Other Improvements						
Field Facilities/Park Renovations	30,000	30,000	30,000	30,000	30,000	150,000
Neighborhood Park Equipment Replacement	60,000	60,000	60,000	60,000	65,000	305,000
Parks Resurfacing Program (<i>Tennis Courts in 2015</i>)	60,000	60,000	60,000	60,000	60,000	300,000
Township Sidewalk Plan	384,000	50,000	50,000	50,000	50,000	584,000
McLaughlin Run Recreation Center Renovation	30,000	30,000	30,000	30,000	-	120,000
Boyce Mayview Perimeter Trail	900,000	200,000	-	-	-	1,100,000
Boyce Mayview Shelter	80,000	-	-	-	-	80,000
Boyce Mayview Security Project	-	300,000	-	-	-	300,000
Boyce Mayview Park Playground	-	500,000	-	-	-	500,000
Marmion Field Lighting Upgrades	-	-	200,000	-	-	200,000
Street Sign Upgrade	125,000	-	-	-	-	125,000
Boyce Road Corridor Improvements	60,000	590,000	-	-	-	650,000
McLaughlin Run Corridor Improvements	-	100,000	-	-	-	100,000
RECREATION						
Tennis Center Administration Building	-	400,000	-	-	-	400,000
Tennis Bubble Replacement	600,000	-	-	-	-	600,000
PUBLIC SAFETY						
Police Department Building	-	-	-	-	4,000,000	4,000,000
Total Current 5 Year Plan	\$ 3,549,000	\$ 3,130,000	\$ 1,190,000	\$ 830,000	\$ 4,410,000	\$ 13,109,000
Previous 5 Year Plan	\$ 1,906,000	\$ 3,095,000	\$ 1,460,000	\$ 840,000	\$ 4,490,000	\$ 11,791,000
Difference in 5 Year Plans	\$ 1,643,000	\$ 35,000	\$ (270,000)	\$ (10,000)	\$ (80,000)	\$ 1,318,000

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 2016-2020

Sanitary Sewer Projects

Schedule No. 5

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Totals</u>
PUBLIC WORKS						
Operations & Maintenance						
Maintenance & Repairs	\$ 670,000	\$ 670,000	\$ 670,000	\$ 670,000	\$ 700,000	\$ 3,380,000
Inflow Source Reduction Program	500,000	400,000	400,000	400,000	200,000	1,900,000
Brush Run Pump Station Renovations	300,000	250,000	-	-	-	550,000
Deerfield Pump Station Demolition	50,000	-	-	-	-	50,000
Brush Run Force Main Project	2,000,000	-	-	-	-	2,000,000
Flow Metering Program	50,000	-	-	-	-	50,000
Feasibility Study Projects	-	10,000,000	10,000,000	10,000,000	-	30,000,000
Subtotal: Ops & Mte	\$ 3,570,000	\$ 11,320,000	\$ 11,070,000	\$ 11,070,000	\$ 900,000	\$ 37,930,000
Total Current 5 Year Plan	\$ 3,570,000	\$ 11,320,000	\$ 11,070,000	\$ 11,070,000	\$ 900,000	\$ 37,930,000
Previous 5 Year Plan	\$ 1,625,000	\$ 13,250,000	\$ 11,150,000	\$ 11,051,200	\$ 1,050,000	\$ 38,126,200
Difference in 5 Year Plans	\$ 1,945,000	\$ (1,930,000)	\$ (80,000)	\$ 18,800	\$ (150,000)	\$ (196,200)

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

Proposed Capital Improvement Program 2016-2020
Community & Recreation Center
Schedule No. 6

	2016	2017	2018	2019	2020	Totals
RECREATION						
Administration						
<i>General Items</i>						
Office Furniture & Equipment	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Lobby Furniture	5,000	5,000	5,000	5,000	5,000	25,000
96" Folding Tables	-	-	10,500	-	-	10,500
Building Logo	30,000	-	-	-	-	30,000
<i>Building Modifications & Expansion</i>						
Fitness Area/Locker Room Expansion	2,000,000	-	-	-	-	2,000,000
Pool Enhancements	-	1,500,000	-	-	-	1,500,000
Auxiliary Gym	-	-	2,000,000	-	-	2,000,000
HVAC Unit Replacement - Aquatics	-	-	-	1,000,000	-	1,000,000
Subtotal: General	\$ 2,050,000	\$ 1,520,000	\$ 2,030,500	\$ 1,020,000	\$ 20,000	\$ 6,640,500
Aquatics						
Chaise Lounge Chairs	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Lifeguard Chairs	3,500	-	-	-	-	3,500
Pool Vacuums	2,800	-	2,800	-	2,800	8,400
Walk Behind Scrubber	3,500	-	-	-	-	3,500
Swim Suit Dryer	3,500	-	-	-	-	3,500
Lap Lane Buoys	-	-	-	3,000	-	3,000
Subtotal: Aquatics	\$ 18,300	\$ 5,000	\$ 7,800	\$ 8,000	\$ 7,800	\$ 46,900
Fitness						
Aerobic Equip. Replacement Plan (Schedule 6A)	\$ 102,300	\$ 88,000	\$ 82,000	\$ 61,200	\$ 102,300	\$ 435,800
Subtotal: Fitness	\$ 102,300	\$ 88,000	\$ 82,000	\$ 61,200	\$ 102,300	\$ 435,800

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 2016-2020
Community & Recreation Center
Schedule No. 6

	2016	2017	2018	2019	2020	Totals
RECREATION (Cont'd)						
Maintenance						
<i>General Maintenance Items</i>						
Replace Motor Impellers & Seals	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Indoor/Outdoor Plaster Repairs	5,000	5,000	5,000	5,000	5,000	25,000
Scrub & Recoat Gym Floor	10,000	10,000	10,000	10,000	10,000	50,000
Facility Painting	15,000	15,000	15,000	15,000	15,000	75,000
Flooring & Carpet Replacements	5,000	-	-	-	-	5,000
Lobby Sound System	-	5,000	-	-	-	5,000
Community Room Projectors/Screen	-	-	20,000	-	-	20,000
<i>Equipment</i>						
Walk behind Carpet Extractor	5,000	-	-	-	-	5,000
Trash Compactor	12,000	-	-	-	-	12,000
Kubota RTV	15,000	-	-	-	-	15,000
Nobles Quick Clean 1500	5,000	-	-	-	-	5,000
Pool Motors	-	25,000	-	-	-	25,000
Walk behind Scrubber	-	5,000	-	-	-	5,000
Township Mini Bus	-	-	-	-	80,000	80,000
Subtotal: Maintenance	\$ 87,000	\$ 80,000	\$ 65,000	\$ 45,000	\$ 125,000	\$ 402,000
Recreation Information Technology						
PC Replacement Program	\$ 6,000	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 20,000
Laptop Replacement Program	-	1,500	1,500	1,500	1,500	6,000
Internet Hardware & Software Replacement Program	2,000	2,000	2,000	2,000	2,000	10,000
Recreation Registration & Membership Software	200,000	-	-	-	-	200,000
Network Equipment Replacement Program	2,000	2,000	2,000	2,000	2,000	10,000
Off-Site Backup for Disaster Recovery	5,000	-	-	-	-	5,000
Server & Other IT Equip Replacement Program	6,000	5,000	5,000	5,000	5,000	26,000
Subtotal: Recreation IT	\$ 221,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 277,000
Total Current 5 Year Plan	\$ 2,478,600	\$ 1,707,000	\$ 2,199,300	\$ 1,148,200	\$ 269,100	\$ 7,802,200
Previous 5 Year Plan	\$ 848,900	\$ 2,492,600	\$ 452,000	\$ 215,300	\$ 5,847,200	\$ 9,856,000
Difference in 5 Year Plans	\$ 1,629,700	\$ (785,600)	\$ 1,747,300	\$ 932,900	\$ (5,578,100)	\$ (2,053,800)

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 2016-2020
C&RC Aerobics Equipment Replacement Schedule
Schedule No. 6A

		2016	2017	2018	2019	2020	Totals	
RECREATION								
	Asset Tag							
Treadmills								
<i>Existing Equipment</i>								
	Life Fitness 95ti Inspire Treadmill	2009 257	\$ -	\$ -	\$ -	\$ 9,400	\$ -	\$ 9,400
	Life Fitness 95ti Inspire Treadmill	2009 258	-	-	-	9,400	-	9,400
	Life Fitness 95ti Inspire Treadmill	2009 259	-	-	-	9,400	-	9,400
	Life Fitness 95ti Inspire Treadmill	2009 260	9,400	-	-	-	-	9,400
	Life Fitness 95ti Inspire Treadmill	2009 261	9,400	-	-	-	-	9,400
<i>New Equipment</i>								
	Treadmills	-	-	-	-	18,800	-	18,800
	Subtotal: Treadmills	\$ 18,800	\$ -	\$ -	\$ 28,200	\$ 18,800	\$ -	\$ 65,800
Ellipticals								
<i>Existing Equipment</i>								
	Cybox Arc Trainer	2011 019	\$ -	\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000
	Cybox Arc Trainer	2011 020	-	-	8,000	-	-	8,000
<i>New Equipment</i>								
	Octane Ellipticals (5 in 2016)		32,000	-	16,000	24,000	32,000	104,000
	Octane Seated Ellipticals (1 in 2016)		5,000	-	10,000	-	5,000	20,000
	Cybox Arc Trainers		-	48,000	-	-	-	48,000
	Subtotal: Ellipticals	\$ 37,000	\$ 48,000	\$ 42,000	\$ 24,000	\$ 37,000	\$ -	\$ 188,000

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 2016-2020
C&RC Aerobics Equipment Replacement Schedule
Schedule No. 6A

		2016	2017	2018	2019	2020	Totals
RECREATION (Cont'd)							
Fitness Floor Bikes							
<i>Existing Equipment</i>							
Life Fitness 95ci Inspire Upright Bike	2009 274	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000	\$ 12,000
Life Fitness 95ci Inspire Upright Bike	2009 275	6,000	-	-	-	6,000	12,000
Life Fitness 95ci Inspire Upright Bike	2010 007	6,000	-	-	-	6,000	12,000
Life Fitness 95ci Inspire Upright Bike	2012 037	6,000	-	-	-	6,000	12,000
Espresso Interactive Bike	2011 001	-	-	6,250	-	-	6,250
Espresso Interactive Bike	2011 002	-	-	6,250	-	-	6,250
Espresso Interactive Bike	2011 003	-	-	6,250	-	-	6,250
Espresso Interactive Bike	2011 004	-	-	6,250	-	-	6,250
Subtotal: Bikes		\$ 24,000	\$ -	\$ 25,000	\$ -	\$ 24,000	\$ 73,000
Other Aerobic Equipment							
<i>New Equipment</i>							
Recumbent Bikes (5)		\$ 22,500	\$ -	\$ -	\$ 9,000	\$ 22,500	\$ 54,000
Dumbbell Set		-	25,000	-	-	-	25,000
Stairmaster Stepmill (2)		-	15,000	15,000	-	-	\$ 30,000
Subtotal: Other Equipment		\$ 22,500	\$ 40,000	\$ 15,000	\$ 9,000	\$ 22,500	\$ 109,000
Total Current 5 Year Plan		\$ 102,300	\$ 88,000	\$ 82,000	\$ 61,200	\$ 102,300	\$ 435,800
Previous 5 Year Plan		\$ 32,000	\$ 40,200	\$ 14,500	\$ 49,600	\$ 29,900	\$ 166,200
Difference in 5 Year Plans		\$ 70,300	\$ 47,800	\$ 67,500	\$ 11,600	\$ 72,400	\$ 269,600

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 2016-2020
Other Funding Sources Detail
Schedule No. 7

PROJECT DESCRIPTION	Total Project Cost	Funding from Grants/Escrows	Funding from Borrowing	Funding from Governmental/ Enterprise Funds
Strom Sewer Projects	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000
Public Bldgs. & Park Improvements				
Township Sidewalk Plan	\$ 584,000	\$ 334,000	\$ -	\$ 250,000
Boyce Mayview Perimeter Trail	1,100,000	480,000	-	620,000
Boyce Mayview Security Project	300,000	300,000	-	-
Police Department Building	4,000,000	-	4,000,000	-
Boyce Road Corridor Improvements	650,000	400,000	-	250,000
Subtotal: Bldgs. & Improvements	\$ 6,634,000	\$ 1,514,000	\$ 4,000,000	\$ 1,120,000
Sanitary Sewer Projects				
Brush Run Force Main Project	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -
Feasibility Study Projects	30,000,000	-	30,000,000	-
Subtotal: Sanitary Sewer Projects	\$ 32,000,000	\$ -	\$ 32,000,000	\$ -
Community & Recreation Center				
Building Modifications & Expansion	\$ 6,500,000	\$ -	\$ 4,500,000	\$ 2,000,000
Total Funding Sources	\$ 46,634,000	\$ 1,514,000	\$ 40,500,000	\$ 4,620,000

PUBLIC BUDGET PRESENTATION



2016 PROPOSED BUDGET

Submitted October 9, 2015

Township of Upper St. Clair

2016 Budget Highlights

- ❑ Real Estate Tax remains at 3.83 mills.
- ❑ Earned Income Tax rate remains at 0.80%.
- ❑ Sewer usage multiplier remains at 2.25.

- ❑ General Fund balanced at \$20,458,661.
- ❑ All other funds balanced at \$24,160,125.

2016 Budget Revenue Summary

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

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

Major Revenue Source	General Fund	Other	Percentage
Real Estate Taxes	\$ 7,856,000	\$ -	17.61%
Earned Income Taxes	8,470,000	-	18.98%
Other Taxes	1,767,500	-	3.96%
Sewer User Fees	-	6,378,000	14.29%
Licenses & Permits	167,275	-	0.37%
Fees & Fines	525,700	235,550	1.71%
Interest & Rent	95,900	17,400	0.25%
Service Agreements	221,100	4,500	0.51%
Recreation Fees	379,000	3,897,850	9.59%
Grant Revenue	596,686	1,790,859	5.35%
Non-Tax Revenue	379,500	430,600	1.82%
Fund Balance	-	6,396,301	14.34%
Operating Transfers	-	3,835,299	8.60%
Non-Operating Transfers	-	1,173,766	2.61%
Totals	\$ 20,458,661	\$ 24,160,125	100.00%

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2016 Budget Expenditure Summary

Largest programs
in terms of
expenditures:

Public Safety
(includes police)

Public Works
(includes roads)

Recreation
(includes C&RC)

Sanitary Sewer
(includes Alcosan)

<u>Major Programs</u>	<u>General Fund</u>	<u>Other</u>	<u>Percentage</u>
General Government	\$ 1,987,888	\$ 1,375,140	7.54%
Public Safety	5,001,270	1,049,500	13.56%
Community Development	624,717	18,500	1.44%
Public Works	5,902,466	4,918,682	24.25%
Sanitary Sewer	-	5,383,000	12.06%
Recreation	544,124	8,771,386	20.87%
Library	915,064	282,979	2.69%
Debt Service	1,122,131	1,190,110	5.18%
Operating Transfers	4,033,101	30,000	9.11%
Fund Balance	327,900	1,140,828	3.29%
Totals	\$ 20,458,661	\$ 24,160,125	100.00%

2016 Budget Expenditure Summary

Largest programs
in terms of
expenditures:

Public Safety
(includes police)

Public Works
(includes roads)

Recreation
(includes C&RC)

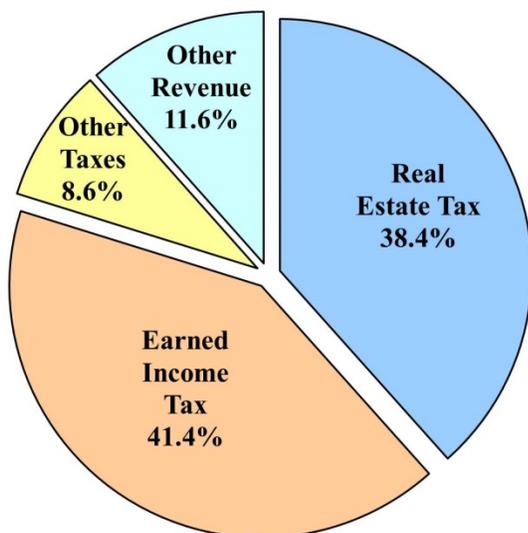
Sanitary Sewer
(includes Alcosan)

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2016 Proposed Budget

• GENERAL FUND

Where the Money Comes From



- RET and EIT combine to be about 80% of General Fund total.
- Other taxes include:
 - ▣ Local Services Tax
 - ▣ Realty Transfer Tax
 - ▣ Sales Tax

2016 General Fund: Real Estate Tax

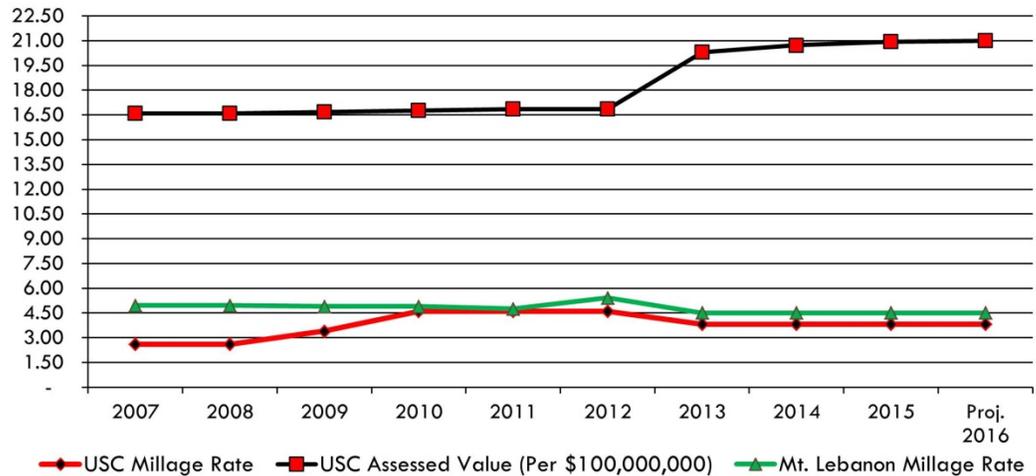
Remains at 3.83.

Millage declines as assessments go up.

Average 2015 millage rate in Allegheny County is 6.34 mills.

Of the County's 130 municipalities, 95 have a higher millage than the Township's 3.83.

**Township Property Tax Rate vs. Assessed Value
2007-2016**

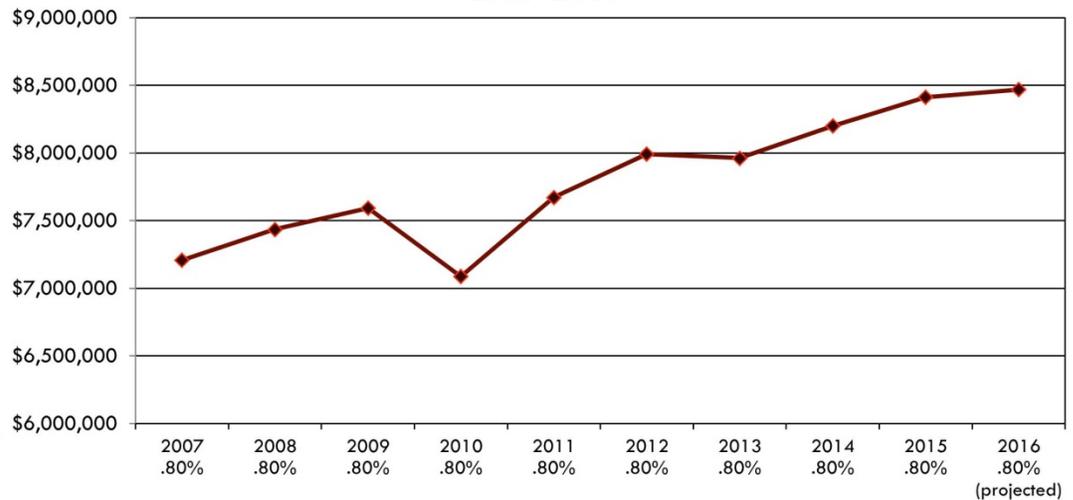


2016 General Fund: Earned Income Tax

Estimate 2.5% growth in collections.

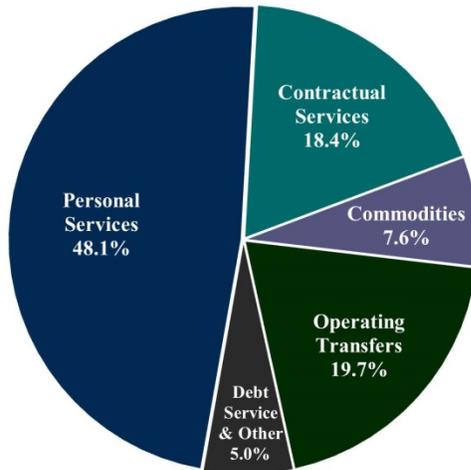
We continue to see strong performance from the Act 32 collections system that has been fully in place since 2011.

**Earned Income Tax Revenue
2007-2016**



2016 General Fund: Expenditures

2016 GENERAL FUND EXPENDITURES BY TYPE



□ Operating expenditures up 0.7% from 2015 budget.

■ **Personal, Contractual Services**

■ Up 1.1% from 2015

■ **Commodities & Other items**

■ Down 2.5% from 2015

2016 General Fund: Notable Items

- **Health insurance:** Budgeted at a 5% increase.
- **Workers comp insurance:** Remains close to 2015 levels.
- **Winter maintenance:** More favorable contract in 2015, but still high compared to 3+ years ago (up 27% over the budget from 2013).
- **Debt service:** Slight decrease of roughly \$11,000 from 2015.
- **Pension MMO:** Decreased \$161,000 from 2015.
- **Transfer:** Capital Projects & Park Maintenance ~\$2.37 million.
- **Transfer:** Boyce Mayview C&RC Fund ~\$1.66 million.

2016 General Fund: Wages

The 10-year average of the Consumer Price Index (CPI) through September was 2.46%.

- Full-Time non-contractual personnel budgeted at 2.5% increase.
- Public Works Contract has a set hourly wage increase of 2.25%.
- Police Officers Contract has a set hourly wage increase of 2.5%.

2016 Proposed Budget

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

2016 Enterprise Funds: C&RC

Community & Recreation Center Fund

- **Budget includes 1.2% increase in membership revenue.**
 - ▣ Membership rates not projected to change on January 1st, but will be reviewed during the year for potential adjustment later.
- **Budget includes 4.4% increase in operating expenses.**
 - ▣ Includes increases in the cost of building maintenance, supplies, and marketing materials.
- **Membership statistics:**
 - ▣ Nearly 11,000 members;
 - ▣ 60% residents and 40% non-residents.

2016 Enterprise Funds: Sanitary Sewer

Consent Order & Agreement (COA)

The 83 municipalities in the ALCOSAN treatment area are considering a revised interim COA to run through June 2018.

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

The long-term impact of the new COA on the Township's Sanitary Sewer Fund is not yet known.

- **Sanitary sewer user fee multiplier rate:**
 - ▣ ALCOSAN is increasing their rates 11% again in 2016.
 - ▣ Township's multiplier proposed to remain at 2.25 to start 2016.
 - ▣ Possibility of adjusting the multiplier during the year if expenditures are required that are not in the budget.
- **Sanitary sewer expenditures:**
 - ▣ Sewer processing fees budgeted at \$3,663,000 .
 - ▣ Major sewer maintenance & rehabilitation expenses are budgeted at \$1,570,000.
 - ▣ Additional major infrastructure expenses are possible in the short and long term that would require debt issuance and a likely multiplier increase.

2016 Capital Projects

- Maintained funding for the **road program** at \$1,500,000.
- Maintained funding for **Storm Sewer** projects at \$300,000.
- Over \$450,000 in grants to **extend the Perimeter Trail.**
- A \$334,000 grant for a **sidewalk extension** on Mayview Rd.
- \$950,000 for **public safety vehicles**, including a new fire truck.
- Continued investment in the Township's **IT infrastructure.**

2016 Proposed Budget

- FUND BALANCE

2016 Fund Balance Projections

- The General Fund's estimated Unassigned Fund Balance is projected at \$3,462,437, or 16.9% of estimated revenues.
- This is sufficient to demonstrate the budgetary flexibility needed for the Township to maintain its AA+ Bond Rating.
- GFOA recommends at least 2 months of revenues (16.7%).

Questions/Comments

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



GENERAL FUND

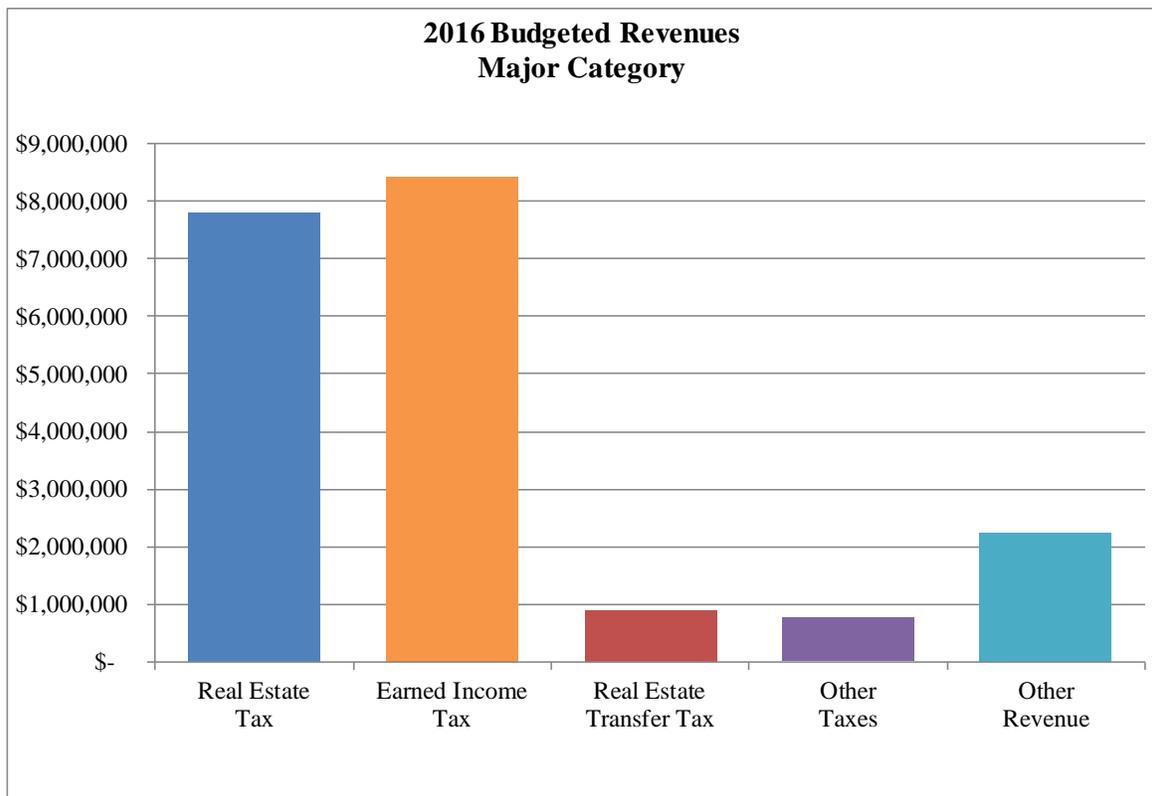
MAJOR REVENUES

MAJOR REVENUES

GENERAL FUND
SUMMARY OF BUDGETED REVENUES



	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>INCREASE (DECREASE)</u>	<u>PERCENTAGE CHANGE</u>
Real Estate Tax	\$ 7,805,500	\$ 7,856,000	\$ 50,500	0.65%
Earned Income Tax	8,414,000	8,470,000	56,000	0.67%
Local Services Tax	265,000	265,000	-	0.00%
Real Estate Transfer Tax	890,000	975,000	85,000	9.55%
Public Utilities Tax	22,500	22,500	-	0.00%
Local Option Sales & Use Tax	490,000	505,000	15,000	3.06%
Licenses and Permits	158,025	167,275	9,250	5.85%
Fees and Fines	525,450	525,700	250	0.05%
Rental Income	82,400	91,900	9,500	11.53%
Investment Earnings	3,500	4,000	500	14.29%
Service Agreements	216,100	221,100	5,000	2.31%
Other Non-Tax Revenue	902,957	976,186	73,229	8.11%
Recreation Fees	373,000	379,000	6,000	1.61%
Total Revenues	\$ 20,148,432	\$ 20,458,661	\$ 310,229	1.54%
Fund Balance	-	-	-	0.00%
Total Major Revenues	\$ 20,148,432	\$ 20,458,661	\$ 310,229	1.54%



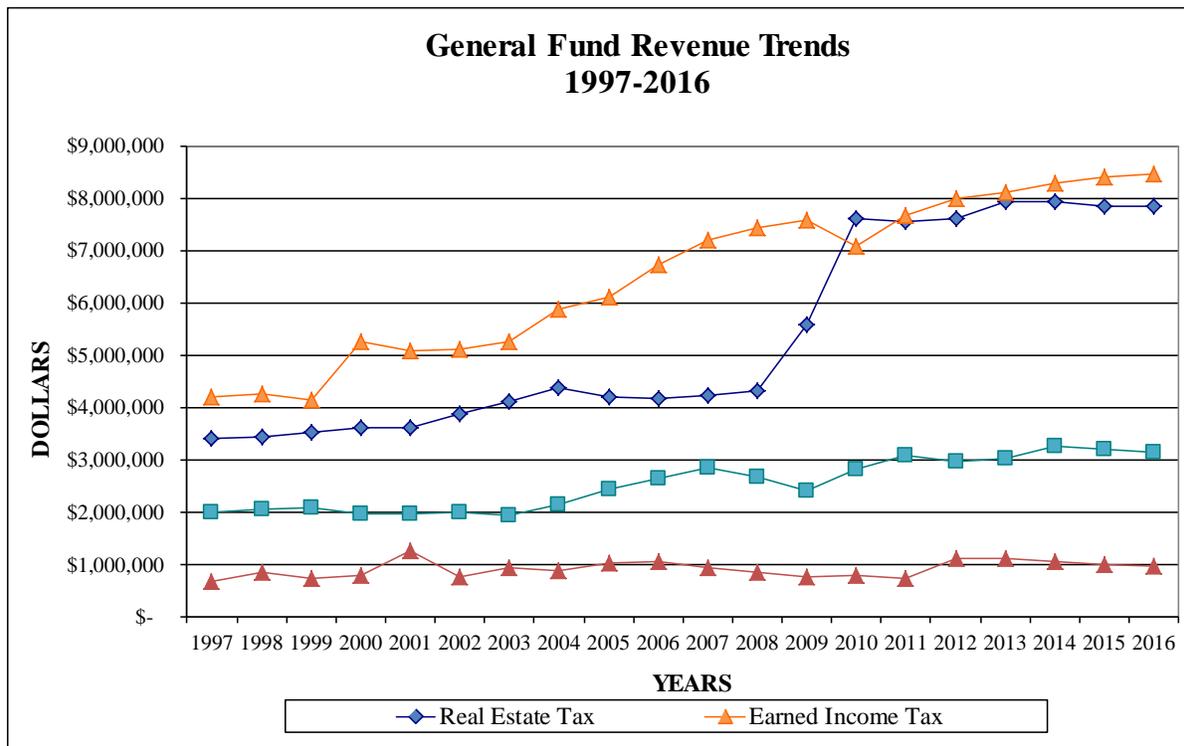
MAJOR REVENUES

GENERAL FUND HISTORY OF REVENUES



GENERAL FUND REVENUE HISTORY MAJOR REVENUE SOURCES

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Real Estate Tax	\$ 7,933,009	\$ 7,924,248	\$ 7,805,500	\$ 7,836,673	\$ 7,856,000
Earned Income Tax	8,116,840	8,285,627	8,414,000	8,389,393	8,470,000
Local Services Tax	274,724	274,454	265,000	265,000	265,000
Real Estate Transfer Tax	1,132,831	1,069,623	890,000	1,000,000	975,000
Public Utilities Tax	22,128	22,690	22,500	22,500	22,500
Local Option Sales & Use Tax	465,590	488,561	490,000	490,000	505,000
Tax Revenues	<u>\$ 17,945,122</u>	<u>\$ 18,065,203</u>	<u>\$ 17,887,000</u>	<u>\$ 18,003,566</u>	<u>\$ 18,093,500</u>
Licenses and Permits	138,528	212,713	158,025	184,525	167,275
Fees and Fines	519,320	533,772	525,450	519,500	525,700
Rental Income	77,808	85,816	82,400	84,000	91,900
Investment Earnings	2,663	2,286	3,500	2,000	4,000
Service Agreements	229,332	240,385	216,100	221,245	221,100
Other Non-Tax Revenue	925,512	1,037,987	902,957	1,040,059	976,186
Recreation Fees	377,957	377,268	373,000	373,445	379,000
Non-Tax Revenues	<u>\$ 2,271,120</u>	<u>\$ 2,490,227</u>	<u>\$ 2,261,432</u>	<u>\$ 2,424,774</u>	<u>\$ 2,365,161</u>
Total Revenues	<u>\$ 20,216,242</u>	<u>\$ 20,555,430</u>	<u>\$ 20,148,432</u>	<u>\$ 20,428,340</u>	<u>\$ 20,458,661</u>
Fund Balance	-	-	-	-	-
Total Major Revenues	<u>\$ 20,216,242</u>	<u>\$ 20,555,430</u>	<u>\$ 20,148,432</u>	<u>\$ 20,428,340</u>	<u>\$ 20,458,661</u>



GENERAL FUND

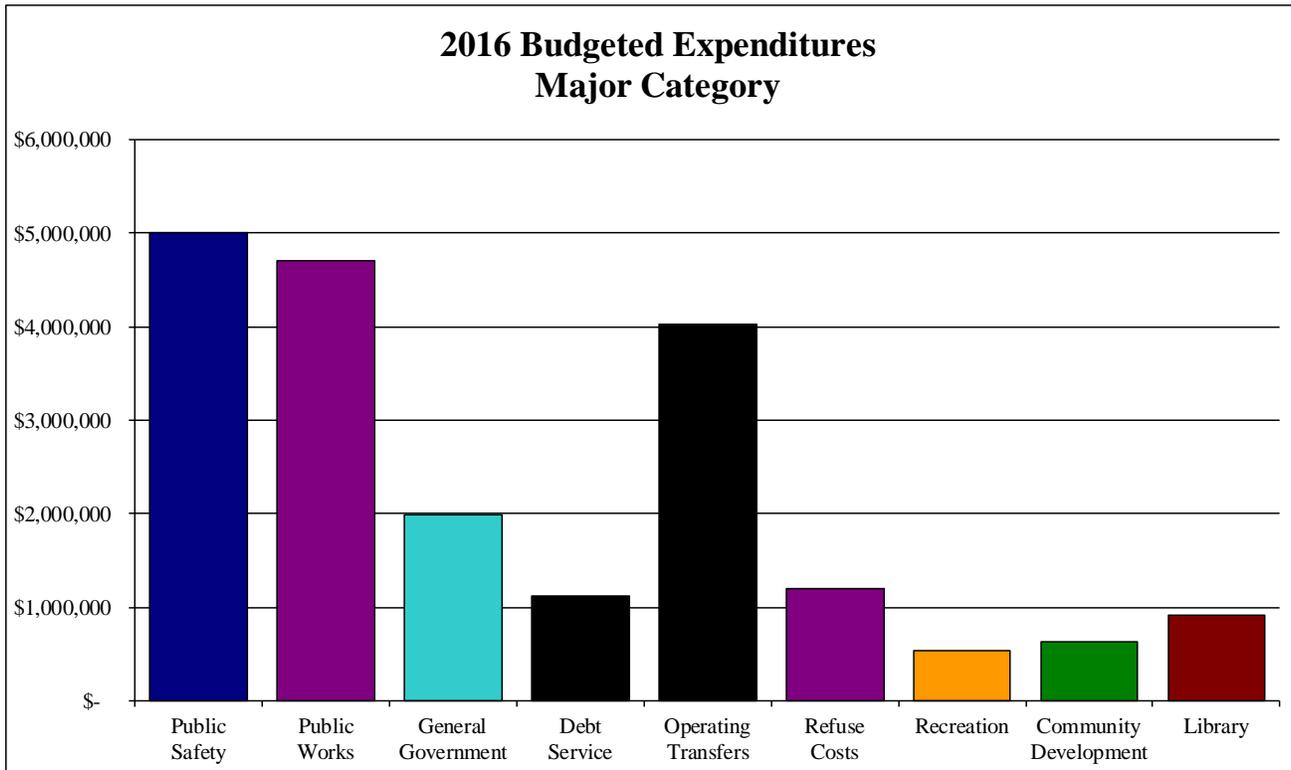
MAJOR PROGRAMS

MAJOR PROGRAMS

**GENERAL FUND
SUMMARY OF BUDGETED EXPENDITURES**



	2015 Budget	2016 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
General Government	\$ 1,781,317	\$ 1,861,473	\$ 80,156	4.50%
Public Safety	4,957,715	5,001,270	43,555	0.88%
Community Development	606,662	624,717	18,055	2.98%
Public Works	4,689,599	4,697,966	8,367	0.18%
Refuse Collection	1,191,500	1,204,500	13,000	1.09%
Recreation & Leisure Services	589,402	544,124	(45,278)	(7.68%)
Library	904,559	915,064	10,505	1.16%
Unallocated Insurance Costs	146,650	126,415	(20,235)	(13.80%)
Operating Expenditures	\$ 14,867,404	\$ 14,975,529	\$ 108,125	0.73%
Operating Transfers	4,148,013	4,033,101	(114,912)	(2.77%)
Debt Service Payments	1,133,015	1,122,131	(10,884)	(0.96%)
Non-Operating Expenditures	\$ 5,281,028	\$ 5,155,232	\$ (125,796)	(2.38%)
Total Expenditures	\$ 20,148,432	\$ 20,130,761	\$ (17,671)	(0.09%)
Fund Balance	-	327,900	327,900	0.00%
Total Major Programs	\$ 20,148,432	\$ 20,458,661	\$ 310,229	1.54%

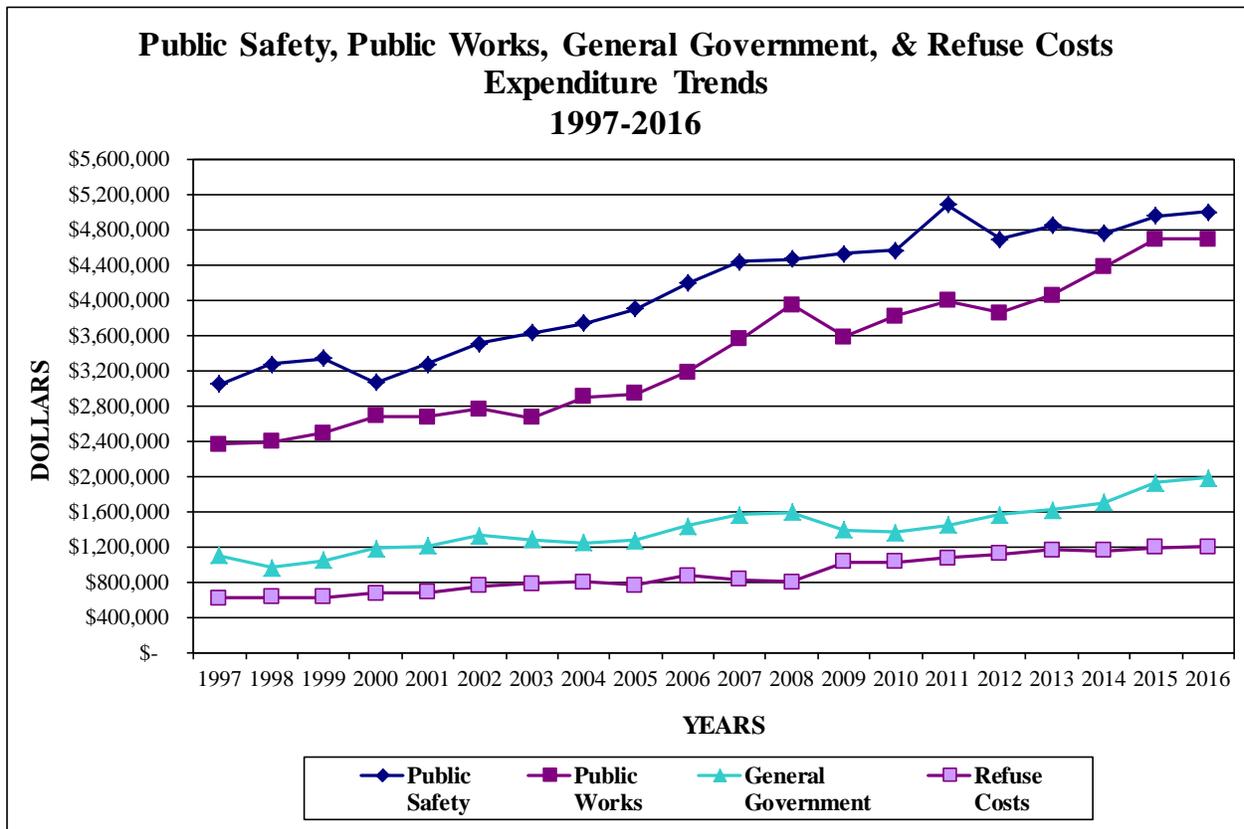


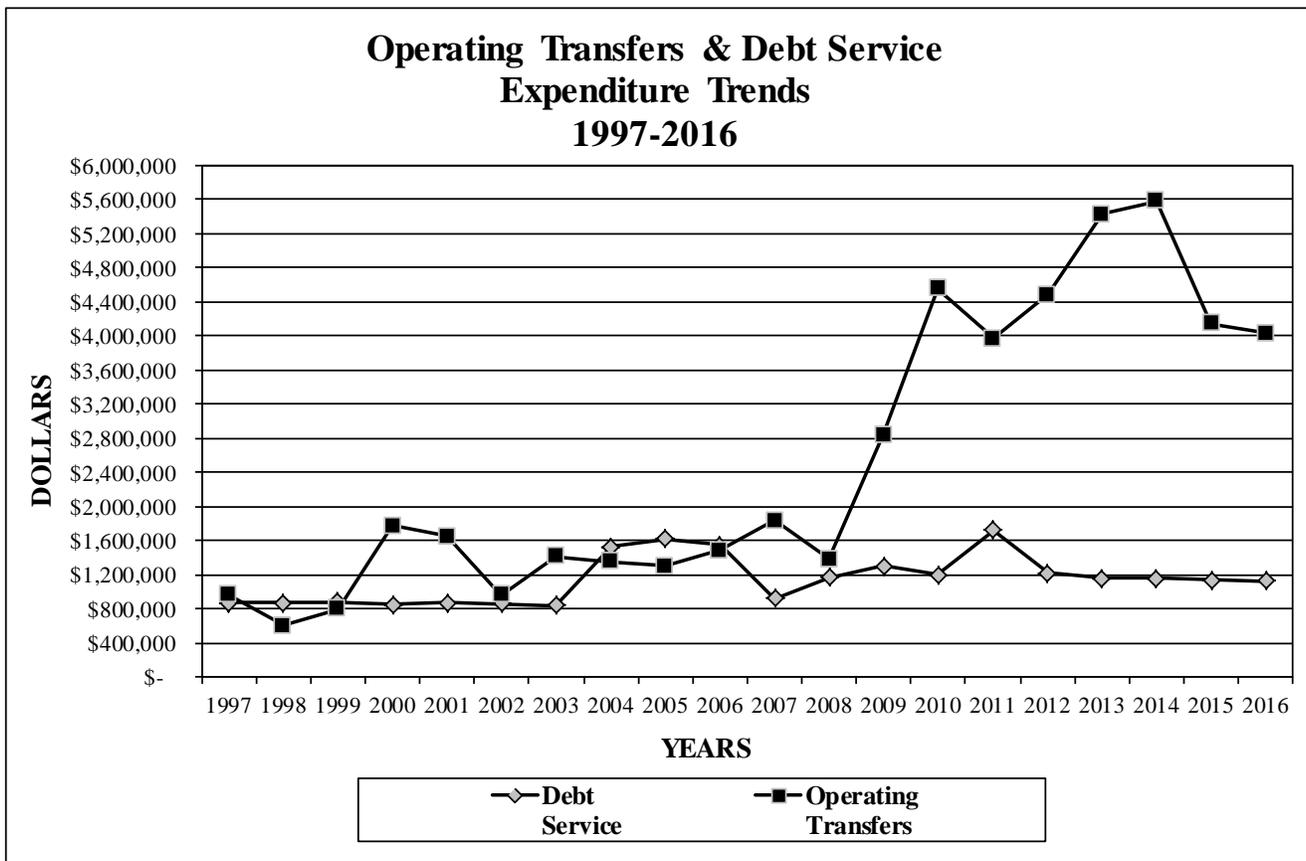
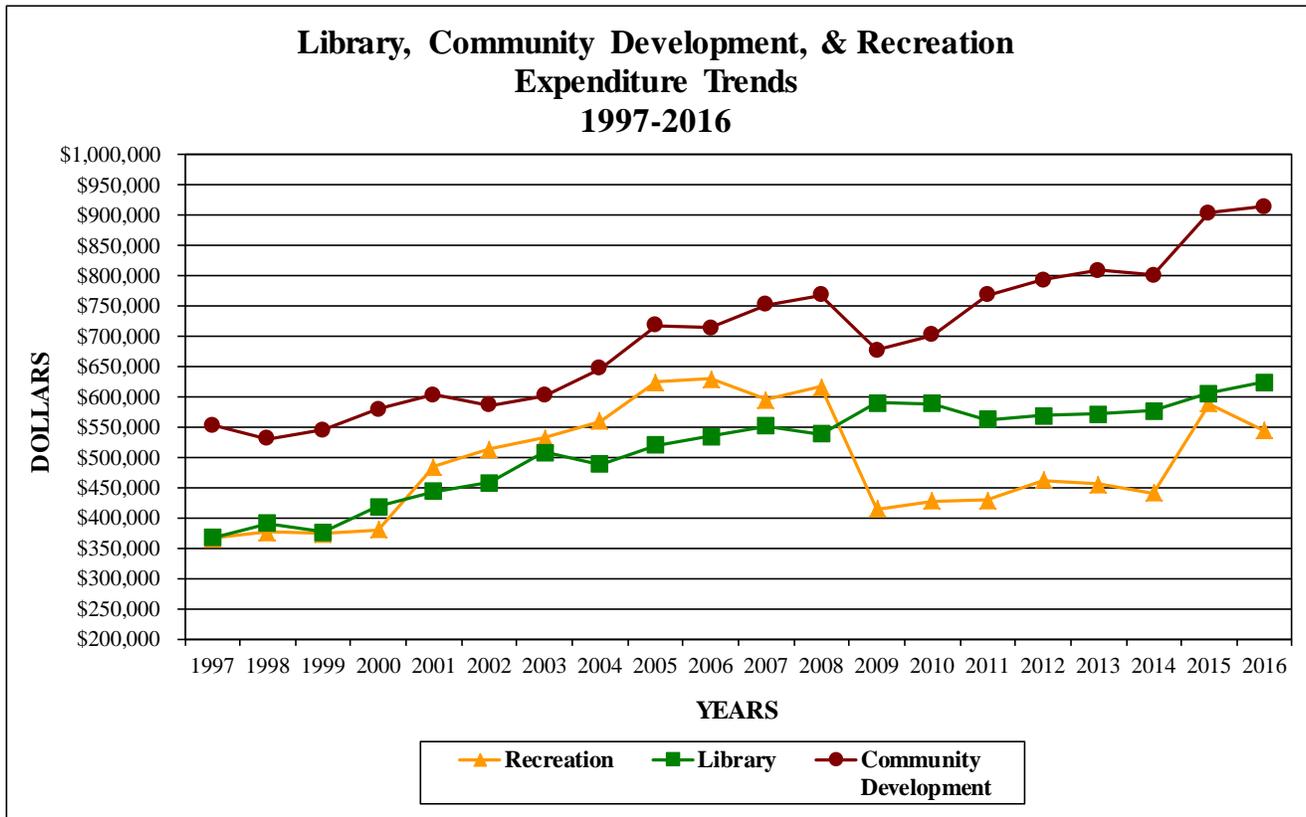
MAJOR PROGRAMS

**GENERAL FUND
HISTORY OF EXPENDITURES**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
General Government	\$ 1,555,000	\$ 1,580,993	\$ 1,781,317	\$ 1,751,305	\$ 1,861,473
Public Safety	4,882,259	4,753,384	4,957,715	4,954,095	5,001,270
Community Development	581,207	576,942	606,662	584,647	624,717
Public Works	4,055,792	4,372,831	4,689,599	4,687,779	4,697,966
Refuse Collection	1,161,576	1,160,720	1,191,500	1,191,500	1,204,500
Recreation & Leisure Services	456,520	441,587	589,402	560,237	544,124
Library	809,325	801,608	904,559	911,909	915,064
Unallocated Insurance Costs	96,802	124,187	146,650	146,650	126,415
Operating Expenditures	<u>\$ 13,598,481</u>	<u>\$ 13,812,252</u>	<u>\$ 14,867,404</u>	<u>\$ 14,788,122</u>	<u>\$ 14,975,529</u>
Operating Transfers	5,427,398	5,583,485	4,148,013	4,498,013	4,033,101
Debt Service Payments	<u>1,150,657</u>	<u>1,152,094</u>	<u>1,133,015</u>	<u>1,133,015</u>	<u>1,122,131</u>
Non-Operating Expenditures	<u>\$ 6,578,055</u>	<u>\$ 6,735,579</u>	<u>\$ 5,281,028</u>	<u>\$ 5,631,028</u>	<u>\$ 5,155,232</u>
Total Expenditures	<u>\$ 20,176,536</u>	<u>\$ 20,547,831</u>	<u>\$ 20,148,432</u>	<u>\$ 20,419,150</u>	<u>\$ 20,130,761</u>
Fund Balance	<u>39,206</u>	<u>7,599</u>	<u>-</u>	<u>9,190</u>	<u>327,900</u>
Total Major Programs	<u>\$ 20,215,742</u>	<u>\$ 20,555,430</u>	<u>\$ 20,148,432</u>	<u>\$ 20,428,340</u>	<u>\$ 20,458,661</u>





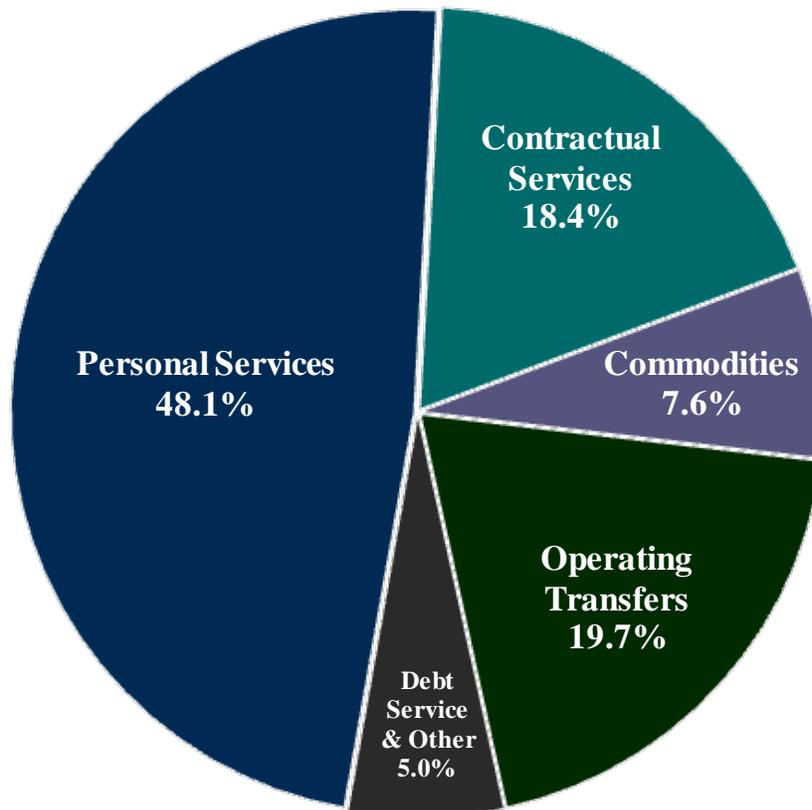
MAJOR PROGRAMS

**GENERAL FUND
BUDGETED EXPENDITURES BY TYPE**



Category	Personal Services	Contractual Services	Commodities	Other	Total
General Government	\$ 1,300,661	\$ 861,400	\$ 49,650	\$ (350,238)	\$ 1,861,473
Public Safety	4,390,604	459,375	80,700	70,591	5,001,270
Community Development	487,476	70,950	8,000	58,291	624,717
Public Works	2,625,984	917,850	1,211,000	(56,868)	4,697,966
Refuse Collection	-	1,204,500	-	-	1,204,500
Recreation & Leisure Services	217,519	220,475	55,350	50,780	544,124
Library	711,611	10,300	145,000	48,153	915,064
Operating Transfers	-	-	-	4,033,101	4,033,101
Debt Service Payments	-	-	-	1,122,131	1,122,131
Miscellaneous Expenditures	108,115	18,300	-	327,900	454,315
Total Expenditures	\$ 9,841,970	\$ 3,763,150	\$ 1,549,700	\$ 5,303,841	\$ 20,458,661
<i>Percentage of Total</i>	<i>48.1%</i>	<i>18.4%</i>	<i>7.6%</i>	<i>25.9%</i>	<i>100.0%</i>

2016 GENERAL FUND EXPENDITURES BY TYPE



EXPENDITURE TYPES

Personal Services

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

Contractual Services

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

General Government

- Legal Services
- Tax Collection Agreement

Public Safety

- Animal Control Expenses

Public Works

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

Refuse Collection

- Refuse & Recycling Collection Contract

Recreation

- Contracted Instructors for various recreation programs

Commodities

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

Public Works

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

Library

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

Other Expenditures

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

**2016 GENERAL FUND
BUDGETED EXPENDITURES PER CAPITA**

GENERAL GOVERNMENT		RECREATION & LEISURE	
<i>Board of Commissioners</i>	\$ 2.78	<i>Administration</i>	\$ 10.24
<i>Administration</i>	47.82	<i>Recreation Programs</i>	18.06
<i>Finance</i>	16.92	<i>Subtotal</i>	<u>\$ 28.30</u>
<i>Tax Collection</i>	14.64	LIBRARY SERVICE	
<i>Legal Services</i>	10.92	<i>Library Administration</i>	<u>\$ 47.59</u>
<i>Cable Television Services</i>	3.72	DEBT SERVICE	
<i>Subtotal</i>	<u>\$ 96.80</u>	<i>Debt Service</i>	<u>\$ 58.36</u>
PUBLIC SAFETY		OPERATING TRANSFERS	
<i>Police Protection</i>	\$ 238.98	<i>Operating Transfers</i>	<u>\$ 209.74</u>
<i>Fire Protection</i>	16.26	MISCELLANEOUS EXPENSES	
<i>Animal Control</i>	4.86	<i>Miscellaneous Expenses</i>	<u>\$ 6.57</u>
<i>Subtotal</i>	<u>\$ 260.10</u>	FUND BALANCE	
COMMUNITY DEVELOPMENT		<i>Fund Balance</i>	<u>\$ 17.05</u>
<i>Planning & Code Enforcement</i>	<u>\$ 32.49</u>	PER CAPITA COST	
PUBLIC WORKS		<i>Total Budgeted Per Capita Cost</i>	<u>\$ 1,063.93</u>
<i>Administration</i>	\$ 39.84	<div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>Per Capita Information</p> <p>Budget: \$20,458,661</p> <p>Population*: 19,229</p> </div>	
<i>Engineering Services</i>	3.20		
<i>Civic Activities</i>	2.50		
<i>Snow & Ice Control</i>	36.03		
<i>Storm Sewer Maintenance</i>	6.83		
<i>Traffic Engineering & Safety</i>	7.34		
<i>Street Maintenance</i>	14.70		
<i>Refuse Collection & Disposal</i>	62.64		
<i>Building Maintenance</i>	35.87		
<i>Equipment Maintenance</i>	36.42		
<i>Golf Course Maintenance</i>	4.80		
<i>Tennis Court Maintenance</i>	3.84		
<i>Parks Maintenance</i>	48.04		
<i>Forestry</i>	4.41		
<i>Force Work Projects</i>	0.47		
<i>Subtotal</i>	<u>\$ 306.93</u>		

* Source: 2010 U.S. Census

GENERAL FUND

REAL ESTATE TAXES

REVENUES

GENERAL FUND
REAL ESTATE TAXES



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Real Estate Taxes					
Current Real Estate Tax	\$7,650,141	\$7,710,108	\$7,663,000	\$7,721,000	\$7,737,000
Delinquent Taxes	282,868	214,140	142,500	115,673	119,000
Total Real Estate Taxes	<u>\$7,933,009</u>	<u>\$7,924,248</u>	<u>\$7,805,500</u>	<u>\$7,836,673</u>	<u>\$7,856,000</u>

REAL ESTATE TAX OVERVIEW

The Real Estate Tax is one of Upper St. Clair's main revenue sources and is assessed on all commercial, industrial, residential, and other non-exempt real estate. Real Estate Tax is calculated as a product of two (2) factors: the millage rate and the assessed value of a property. The tax is billed by the Township's Real Estate Tax collector, Jordan Tax Service (JTS). JTS mails the bills on or around May 1st of each year, and remits the collections to the Township on a daily basis, as necessary.

As of December 2015, the Township had a total of 7,682 real estate parcels, of which 7,553 were taxable. The breakdown is as follows:

Building + Land	Land Only	Exempt Properties
7,428	125	129

In 2012, Allegheny County completed a tax reassessment of every parcel of property in the county. 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. For 2013, the Allegheny County Office of Property Assessment delivered certified real estate tax values and the millage rate was set at 3.83 mills based upon the overall reassessed Township assessment value at the time of \$2,030,049,782. The Office of Property Assessment certifies the overall assessed values each January. The latest taxable assessed value for the Township was certified in January 2015 at \$2,094,831,941.

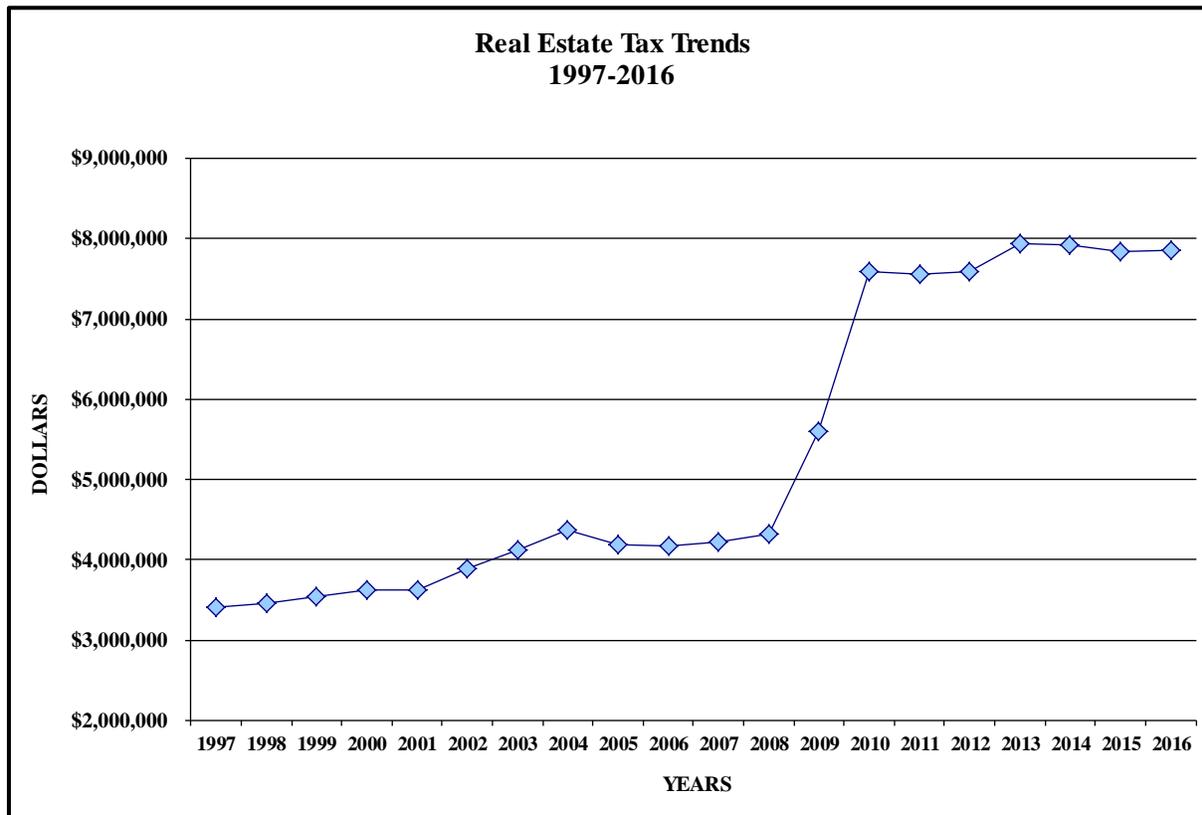
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REVENUES

GENERAL FUND REAL ESTATE TAXES



Real Estate Taxes 01-00-000-301???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Current Real Estate Tax					
001 Current Real Estate Tax (2016)	\$ 7,650,141	\$ 7,710,108	\$ 7,684,000	\$ 7,742,000	\$ 7,758,000
Allowance for tax gentrification	-	-	(21,000)	(21,000)	(21,000)
Total Net Current Real Estate Tax	\$ 7,650,141	\$ 7,710,108	\$ 7,663,000	\$ 7,721,000	\$ 7,737,000
Delinquent Taxes					
002 Penalties-Current Real Estate Tax (2016)	\$ 12,498	\$ 9,246	\$ 10,000	\$ 8,000	\$ 8,000
003 Previous Year's Real Estate Tax (2015)	116,936	113,884	70,000	62,000	70,000
004 Penalties & Interest-Previous Year's Real Estate Tax (2015)	13,861	33,409	12,500	12,500	10,000
005 Liened Real Estate Tax 2014 and Prior	101,848	36,458	28,000	19,174	20,000
006 Penalties & Interest-2014 and Prior	22,329	14,523	12,000	5,999	3,500
007 Liened Real Estate Tax Costs	15,396	6,620	10,000	8,000	7,500
Total Delinquent Taxes	\$ 282,868	\$ 214,140	\$ 142,500	\$ 115,673	\$ 119,000
Total Real Estate Taxes	\$ 7,933,009	\$ 7,924,248	\$ 7,805,500	\$ 7,836,673	\$ 7,856,000



REVENUES

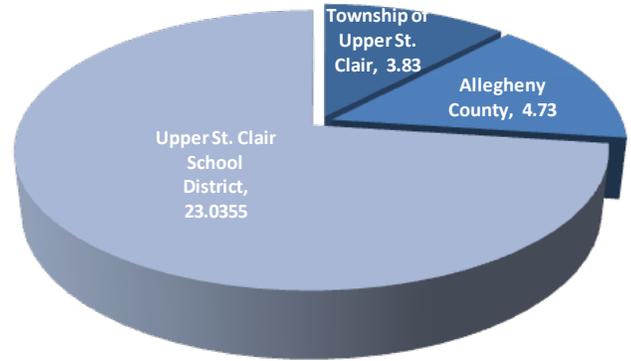
GENERAL FUND REAL ESTATE TAXES



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 2016, the Township of Upper St. Clair's Real Estate Tax Millage is 3.83 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 \$219,700, which is the median household value.

Real Estate Taxes		
Taxing Authority	2016 Millage Rate	R.E. Tax
Township of Upper St. Clair	3.83	\$ 841
Allegheny County	4.73	\$ 1,039
Upper St. Clair School District	23.0355	\$ 5,059
Total Real Estate Tax		\$ 6,938

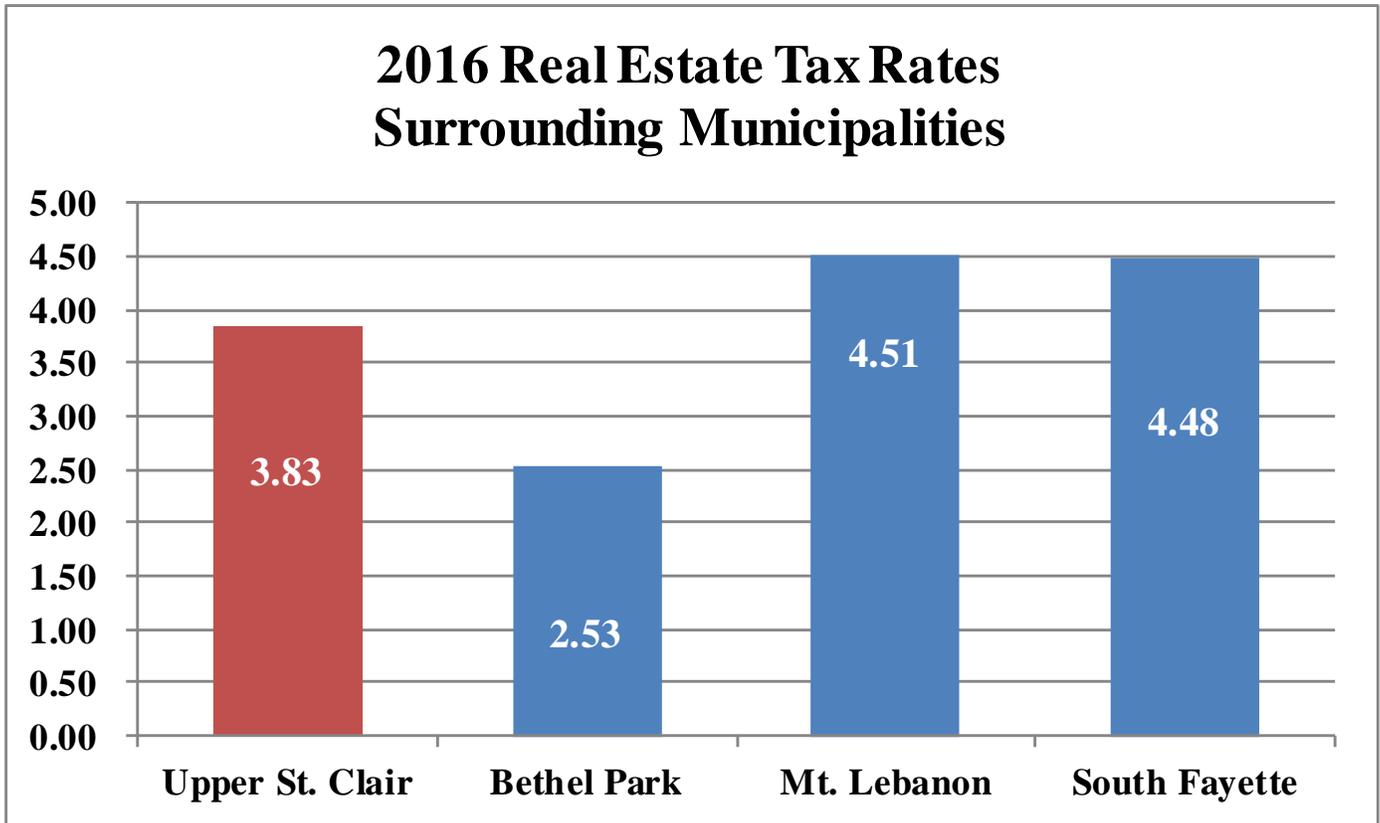


A twenty-year comparison of assessed valuation and millage rates is shown below:

Township of Upper St. Clair Real Estate Millage 20 Year History							
Year	Total Assessed Value	% Change in Value	Millage Rate	Year	Total Assessed Value	% Change in Value	Millage Rate
1997	265,687,490	0.53%	13.00	2007	1,660,339,290	0.20%	2.60
1998	269,733,620	1.52%	13.00	2008	1,660,118,320	-0.01%	2.60
1999	276,116,645	2.37%	13.00	2009	1,669,202,220	0.55%	3.40
2000	282,615,435	2.35%	13.00	2010	1,676,420,504	0.43%	4.60
2001 [^]	1,411,612,925	N/A	2.69	2011	1,685,717,270	0.55%	4.60
2002	1,634,203,390	15.77%	2.44	2012	1,686,740,170	0.06%	4.60
2003	1,603,927,301	-1.85%	2.60	2013 [^]	2,030,049,782	20.35%	3.83
2004	1,614,770,740	0.68%	2.60	2014	2,072,481,041	2.09%	3.83
2005	1,630,554,590	0.98%	2.60	2015	2,094,831,941	1.08%	3.83
2006	1,656,966,390	1.62%	2.60	2016 [*]	2,100,069,021	0.25%	3.83

[^] Countywide reassessment year
^{*} Total assessed value is estimated

REAL ESTATE TAX MILLAGE RATES - SURROUNDING MUNICIPALITIES



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GENERAL FUND

EARNED INCOME TAXES

REVENUES

GENERAL FUND
EARNED INCOME TAX



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Total Earned Income Taxes	\$8,116,840	\$8,285,627	\$8,414,000	\$8,389,393	\$8,470,000

EARNED INCOME TAXES OVERVIEW

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

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

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

REVENUES

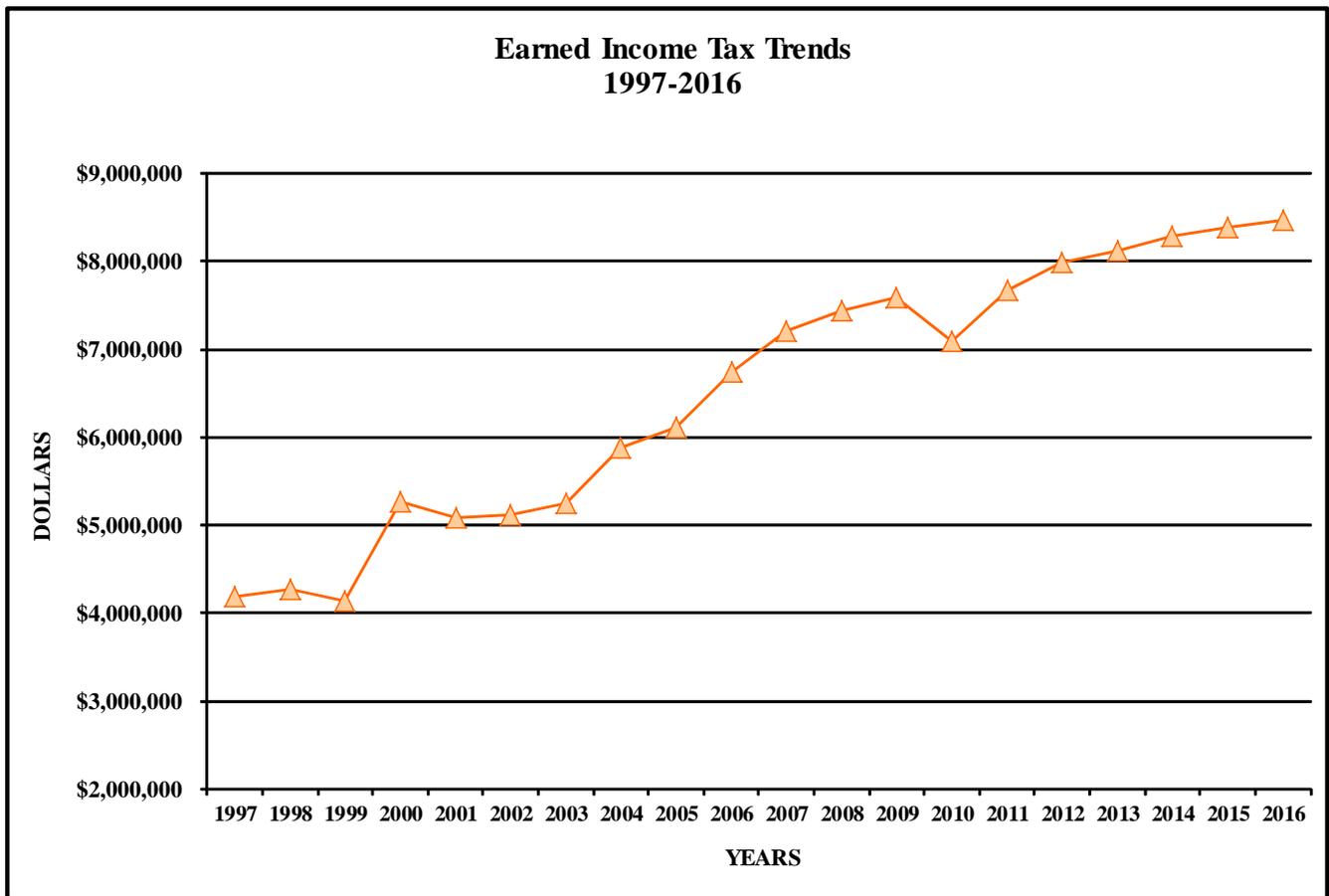
**GENERAL FUND
EARNED INCOME TAX**



EARNED INCOME TAXES OVERVIEW (Continued)

Jordan Tax Service collects earned income tax for the Township through the aforementioned TCD and remits the collections to the Township daily, as necessary. As a part of their tax auditing program, their Staff reviews earned income tax accounts for compliance with tax regulations; and through shared information from the Pennsylvania Department of Revenue, compares earned income sections submitted by a resident to the State to the amount declared on a resident's local tax return. This auditing program has generated significant additional tax revenue since its inception, and the Township plans to continue the program for 2016.

Earned Income Taxes 01-00-000-310???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
001 Earned Income Tax Current Year	\$5,289,208	\$5,681,083	\$5,894,000	\$5,857,407	\$5,974,000
002 Earned Income Tax Prior Year	2,762,342	2,455,664	2,455,000	2,349,577	2,396,000
003 Earned Income Tax Previous Years	65,290	148,880	65,000	182,409	100,000
Total Earned Income Taxes	\$8,116,840	\$8,285,627	\$8,414,000	\$8,389,393	\$8,470,000



REVENUES

GENERAL FUND
EARNED INCOME TAX



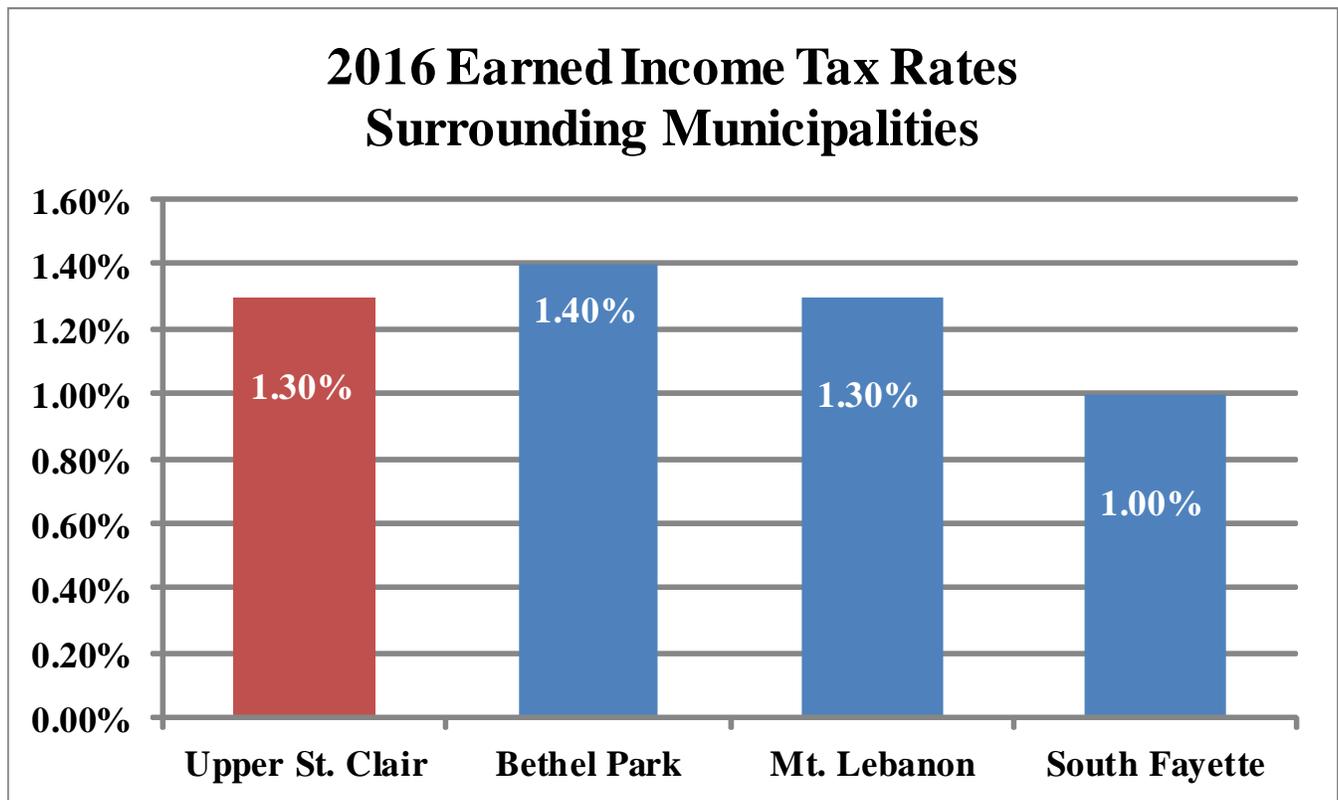
EARNED INCOME TAX RATE

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

Township of Upper St. Clair Earned Income Tax 10 Year History									
Year	EIT Collection	Township Tax Rate	School Tax Rate	Total Tax Rate	Year	EIT Collection	Township Tax Rate	School Tax Rate	Total Tax Rate
2007	\$ 7,209,380	0.80%	0.50%	1.30%	2012	\$ 7,209,380	0.80%	0.50%	1.30%
2008	\$ 7,209,380	0.80%	0.50%	1.30%	2013	\$ 7,209,380	0.80%	0.50%	1.30%
2009	\$ 7,209,380	0.80%	0.50%	1.30%	2014	\$ 7,209,380	0.80%	0.50%	1.30%
2010	\$ 7,209,380	0.80%	0.50%	1.30%	2015*	\$ 7,209,380	0.80%	0.50%	1.30%
2011	\$ 7,209,380	0.80%	0.50%	1.30%	2016*	\$ 7,209,380	0.80%	0.50%	1.30%

* EIT Collection amount is estimated

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



EARNED INCOME TAXES DEMOGRAPHICS

An illustration of the amount of local Earned Income Tax (EIT) the median household would pay in Upper St. Clair is shown below. This is based on a Median Household Income of \$106,444 as reported by the U.S Census Bureau for 2015.

Local Earned Income Tax		
Taxing Authority	2016 EIT Rate	EIT Due
Township of Upper St. Clair (Act 511 Tax)	0.50%	\$ 532
Township of Upper St. Clair (Act 62 Tax)	0.30%	\$ 319
Upper St. Clair School District (Act 511 Tax)	0.50%	\$ 532
Total Local Earned Income Tax	1.30%	\$ 1,384

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GENERAL FUND

OTHER TAXES

REVENUES

GENERAL FUND
OTHER TAXES



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Total Other Taxes	\$1,895,273	\$1,855,328	\$1,667,500	\$1,777,500	\$1,767,500

OTHER TAXES OVERVIEW

Local Services Tax

The Local Services Tax is a \$52 annual tax levied on all persons employed within the corporate limit of Upper St. Clair and who make over \$12,000 annually. The tax is collected by Jordan Tax Service and remitted to the Township on a daily basis, as necessary.

Real Estate Transfer Tax

This 1.0% tax, collected for the Township by the County Recorder of Deeds through the sale of deed transfer stamps, is on the sale price of all property in Upper St. Clair. The State also receives 1.0% and the School District receives 0.5%. Revenue derived from this tax is remitted to the Township monthly.

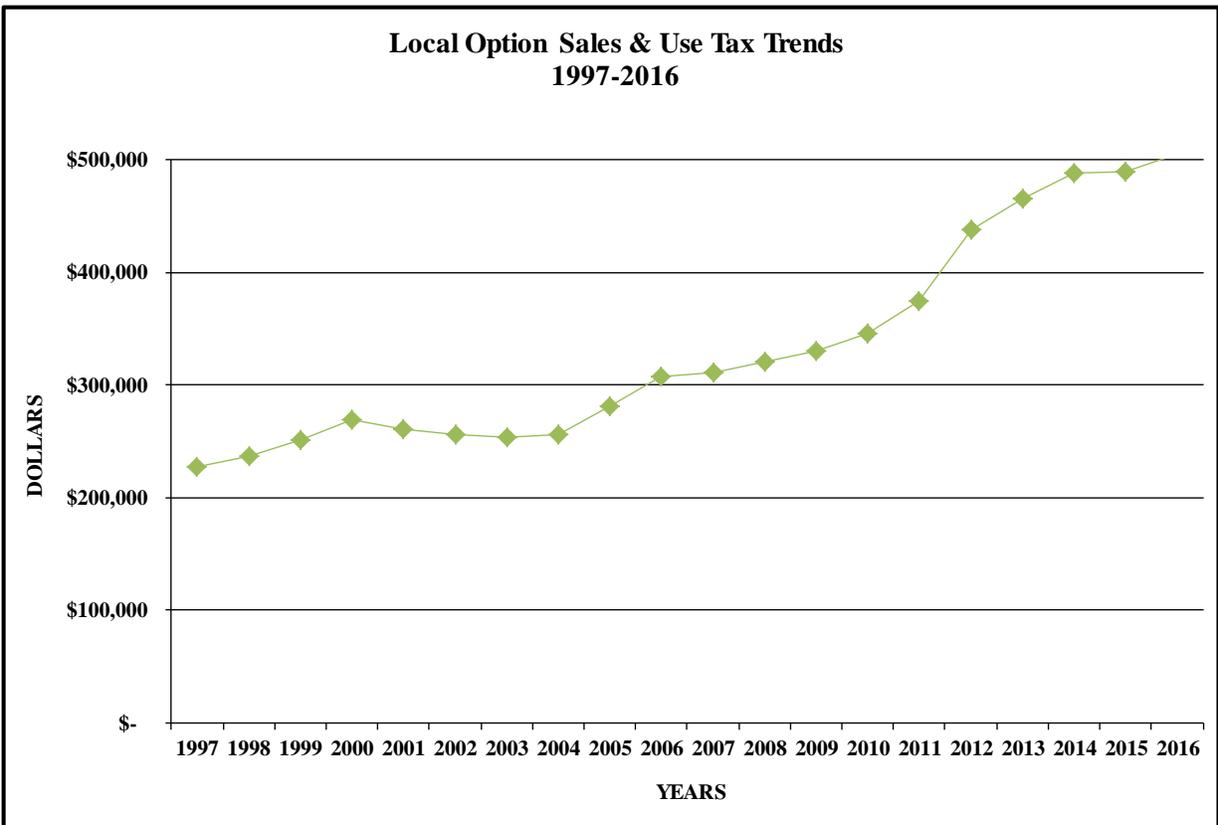
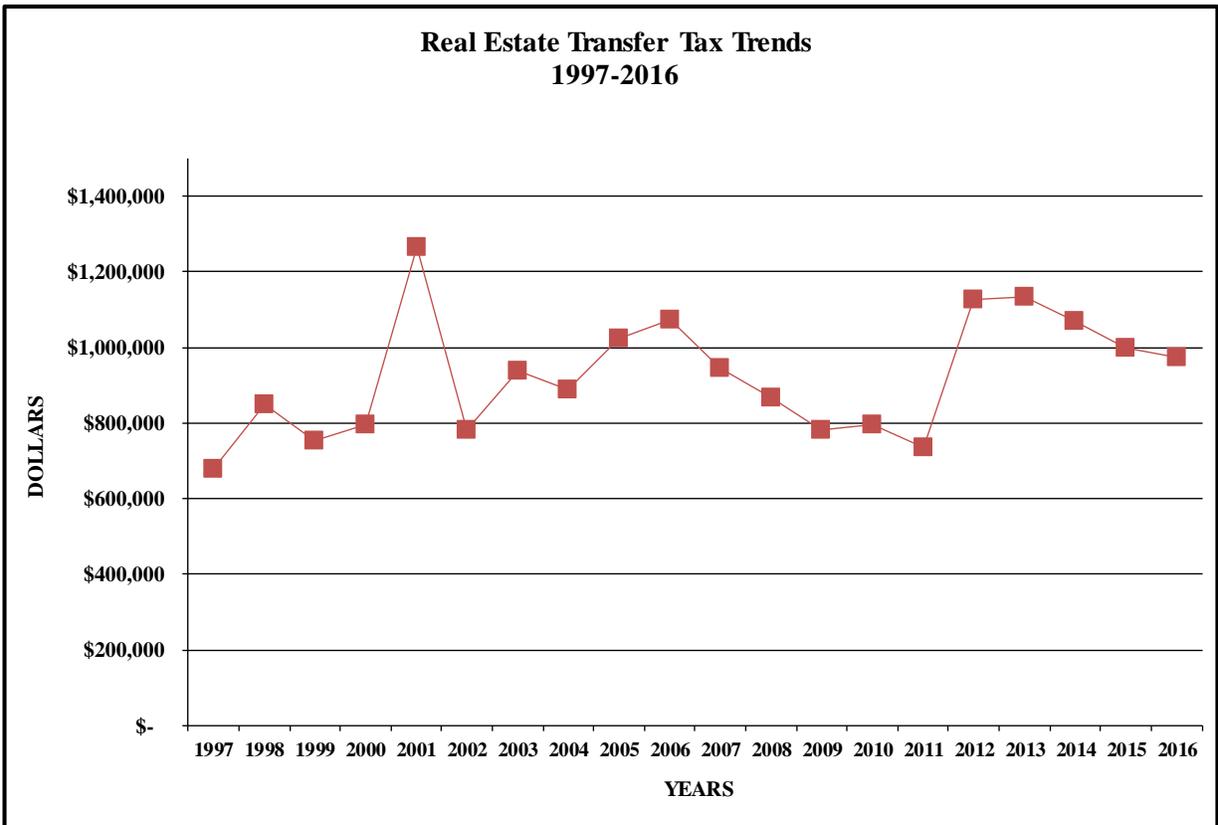
Public Utilities Tax

This is a State tax on public utilities which is distributed back to municipalities based on a distribution formula established by the Commonwealth of Pennsylvania. The Commonwealth distributes these funds to the Township in one annual payment.

Local Option Sales & Use Tax

This tax is collected by the Pennsylvania Department of Revenue and 25% of all collections are distributed to qualifying municipalities of Allegheny County. Revenue derived from this tax is remitted to the Township monthly.

Other Taxes	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
01-00-000-315???-000					
001 Local Services Tax	\$ 274,724	\$ 274,454	\$ 265,000	\$ 265,000	\$ 265,000
002 Real Estate Transfer Tax	1,132,831	1,069,623	890,000	1,000,000	975,000
003 Public Utilities Tax	22,128	22,690	22,500	22,500	22,500
004 Local Option Sales & Use Tax	465,590	488,561	490,000	490,000	505,000
Total Other Taxes	\$1,895,273	\$1,855,328	\$1,667,500	\$1,777,500	\$1,767,500



GENERAL FUND

OTHER REVENUES

REVENUES

GENERAL FUND
LICENSES AND PERMITS



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Total Licenses and Permits	\$ 138,528	\$ 212,713	\$ 158,025	\$ 184,525	\$ 167,275

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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
001 Building Permits	\$ 73,461	\$ 121,848	\$ 75,000	\$ 105,000	\$ 90,000
002 Beverage Licenses	4,850	3,500	2,500	2,500	2,500
003 Grading Permits	90	170	1,000	500	500
004 Amusement Device Permits	1,525	1,525	1,525	1,525	1,525
007 Street Opening Permits	29,240	31,729	35,000	32,000	30,000
008 Alarm Systems Permits	16,994	38,002	28,000	28,000	28,000
009 False Alarm Fees	975	425	1,000	1,000	750
012 Dye Test Compliance Fees	8,806	8,200	7,500	7,500	7,500
013 Electrical Permit Fees-Net	2,587	7,314	6,500	6,500	6,500
Total Licenses and Permits	\$ 138,528	\$ 212,713	\$ 158,025	\$ 184,525	\$ 167,275

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REVENUES**GENERAL FUND
FEES AND FINES**

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Total Fines and Fees	\$ 519,320	\$ 533,772	\$ 525,450	\$ 519,500	\$ 525,700

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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
01-00-000-330???-000					
003 Filing and Hearing Fees	\$ 19,897	\$ 14,234	\$ 13,000	\$ 14,000	\$ 14,000
004 Animal Control Fines and Fees	50	285	200	200	200
005 Magistrate Fines	21,251	24,217	23,000	22,000	23,000
006 Local Fines	6,645	15,658	9,250	5,800	6,000
008 State Traffic Fine Distribution	10,779	10,506	12,000	10,500	10,500
011 Library Fees and Fines	28,849	26,227	28,000	27,000	28,000
012 Cable Television Franchise Fees	431,849	442,645	440,000	440,000	444,000
Total Fines and Fees	\$ 519,320	\$ 533,772	\$ 525,450	\$ 519,500	\$ 525,700

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REVENUES**GENERAL FUND
RENTAL INCOME**

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Total Rental Income	\$ 77,808	\$ 85,816	\$ 82,400	\$ 84,000	\$ 91,900

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 space occupied and a proportionate share of the utility expense.

In an effort to improve its own emergency dispatch system for police, fire and public safety, the Township, in 1996, leased land to Crown Communications for the purpose of erecting a 350-foot communications tower to replace the 180 foot Township owned communications tower. The Township was provided six (6) antennae positions on the new tower and \$140,000 of new radio equipment. Crown provided these services along with an annual lease amount 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
001 School District Rental (rent plus utilities)	\$ 75,408	\$ 81,016	\$ 80,000	\$ 84,000	\$ 89,500
002 Boyce Road Radio Tower Rental	2,400	4,800	2,400	-	2,400
Total Rental Income	\$ 77,808	\$ 85,816	\$ 82,400	\$ 84,000	\$ 91,900

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REVENUES

GENERAL FUND
INTEREST INCOME



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Total Interest on Investments	<u>\$ 2,663</u>	<u>\$ 2,286</u>	<u>\$ 3,500</u>	<u>\$ 2,000</u>	<u>\$ 4,000</u>

INTEREST INCOME OVERVIEW

Through careful cash flow planning and a prudent investment policy, Upper St. Clair attempts to achieve maximum return on investment of idle cash. In accordance with the Upper St. Clair Township Code, investments are permitted in Federal treasury notes, bank or savings and loan certificates of deposit, and insured or collateralized money funds. The 2016 Budget recognizes that interest rates may increase slightly in 2016.

Interest on Investments 01-00-000-345???-000	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
001 Interest on Investments	<u>\$ 2,663</u>	<u>\$ 2,286</u>	<u>\$ 3,500</u>	<u>\$ 2,000</u>	<u>\$ 4,000</u>
Total Interest on Investments	<u>\$ 2,663</u>	<u>\$ 2,286</u>	<u>\$ 3,500</u>	<u>\$ 2,000</u>	<u>\$ 4,000</u>

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REVENUES

GENERAL FUND
SERVICE AGREEMENTS



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Total Service Agreements	\$ 229,332	\$ 240,385	\$ 216,100	\$ 221,245	\$ 221,100

SERVICE AGREEMENTS OVERVIEW

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

Snow and Ice Removal

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

Peters Township Service Agreement

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

Tax Collection Service Agreement

The Township and the School District have entered into a joint Tax Collection Agreement. The Township Tax Office collects taxes for both bodies under a shared cost Arrangement. The Tax Collection Agreement was renewed 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
01-00-000-350???-000					
001 Snow and Ice Control	\$ 164,081	\$ 189,949	\$ 165,000	\$ 165,000	\$ 170,000
002 Peters Township Service	3,084	3,053	3,100	7,412	3,100
004 School District Tax Collection Agreement	31,140	27,320	28,000	28,833	28,000
007 PennDOT Road Mte. Agreement	31,027	20,063	20,000	20,000	20,000
Total Service Agreements	\$ 229,332	\$ 240,385	\$ 216,100	\$ 221,245	\$ 221,100

REVENUES

GENERAL FUND
RECREATION PROGRAM FEES



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Total Recreation Program Fees	\$ 377,957	\$ 377,268	\$ 373,000	\$ 373,445	\$ 379,000

RECREATION PROGRAM FEES OVERVIEW

This group of revenue accounts provides estimated receipts for Recreation programs and tennis and golf course maintenance and supervision. Recreation program expenses, excluding tennis and golf course maintenance expenses, total \$347,189. Revenues do not cover administration costs and capital expenses required by the programming.

Recreation Program Fees 01-00-000-367???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
002 Football Training	\$ 8,749	\$ 7,499	\$ 9,000	\$ 9,000	\$ 9,000
003 Aerobics/Dance & Exercise	9,086	6,909	10,000	7,000	7,000
007 Soccer Programs	5,349	5,219	6,000	9,287	9,300
008 Softball	17,326	14,330	15,000	13,312	14,000
011 Summer Playground & Cultural Art Program	61,323	73,136	65,000	66,000	68,000
013 Older Adults	620	2,394	750	750	750
014 Golf Course*	8,323	6,048	7,500	6,000	6,500
015 Tennis Program*	27,663	22,416	27,500	27,500	30,000
018 Golf Lesson	-	-	1,000	4,470	4,000
020 Summer Music Program	4,114	2,575	4,000	3,776	4,000
021 Tennis Bubble Fees**	106,366	118,871	110,000	110,000	115,000
022 Miscellaneous Self Supporting	70,159	62,674	65,000	65,000	60,000
023 Youth Basketball	56,901	53,802	50,000	50,000	50,000
028 Instructional Baseball	1,768	1,200	2,000	1,300	1,400
999 Administration Fees	210	195	250	50	50
Total Recreation Program Fees	\$ 377,957	\$ 377,268	\$ 373,000	\$ 373,445	\$ 379,000

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

**Additional revenue generated by this program will be used to amortize the capital cost of three (3) tennis bubbles.

REVENUES

GENERAL FUND
OTHER NON-TAX REVENUE



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Total Other Non-Tax Revenue	\$ 925,512	\$1,037,987	\$ 902,957	\$1,040,059	\$ 976,186

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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
370011 Library State Grant	\$ 62,926	\$ 62,926	\$ 63,000	\$ 62,926	\$ 62,926
370013 State Pension Grant	540,061	537,927	530,557	540,000	501,760
370014 Recycling Program/Grant	16,929	23,230	20,000	20,000	20,000
370015 Library Table Gaming Payments	10,861	13,780	12,000	12,000	12,000
370016 Act 13 State Grant Funds	-	-	2,400	-	-
370030 Allegheny Conservation District Grant	5,000	-	-	-	-
370035 PEMA Grant - Storm Clean-up	-	84,705	-	-	-
380001 Maps, Documents & Police Rpts	6,628	7,836	7,000	7,000	7,000
380010 Facility Fees	15,100	11,525	10,000	10,000	11,000
380012 Library Copier/Printer Revenue	4,713	4,290	4,500	4,500	4,500
380022 Employee Health Ins. Reimb.	73,445	75,369	70,000	70,000	70,000
380026 COBRA Insurance Payments	3,038	1,246	5,000	1,200	1,200
380027 MRM Workers Comp. Dividends	128,586	141,038	110,000	175,072	160,000
380029 Comcast Cable - Grant for Cable 7	2,286	9,115	2,500	9,543	9,500
380030 MRM Prop & Liab Insurance Dividends	-	-	-	34,518	35,000
380040 Public Works Scrap Metal Rev.	9,621	19,726	10,000	10,000	10,000
380080 Flex Plan Year End Reimb.	7,868	7,138	6,000	1,300	1,300
380099 Miscellaneous Revenue	38,450	38,136	50,000	82,000	70,000
Total Other Non-Tax Revenue	\$ 925,512	\$1,037,987	\$ 902,957	\$1,040,059	\$ 976,186

GENERAL FUND
GENERAL GOVERNMENT
SUMMARY

SUMMARY

GENERAL FUND GENERAL GOVERNMENT



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
General Government Expenditures					
Personal Services	\$ 1,153,002	\$ 1,158,484	\$ 1,274,226	\$ 1,244,226	\$ 1,300,661
Contractual Services	622,222	605,851	800,039	800,027	861,400
Commodities	27,794	35,580	51,350	51,350	49,650
Distributed Costs	(248,018)	(218,922)	(344,298)	(344,298)	(350,238)
Total General Government Expenditures	\$ 1,555,000	\$ 1,580,993	\$ 1,781,317	\$ 1,751,305	\$ 1,861,473

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

2015 DEPARTMENT ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award for the 2015 Budget from the Government Finance Officers Association of America (GFOA).
- Received the Certificate of Achievement Award for Excellence in Financial Reporting from GFOA for the 28th consecutive year.
- Recognized by Allegheny County Council for being a Banner Community in 2015.
- Maintained the highest level (gold) of Sustainable Community Certification from the Pennsylvania Municipal League.
- Negotiated a new labor agreement with the Township's Dispatchers for the term of January 1, 2016 through December 31, 2018.
- Implemented door security and video surveillance hardware and software in municipal building.
- Installed new major software solutions including converted all GIS data to an updated platform, and implementing Cityworks.

2016 DEPARTMENT GOALS AND OBJECTIVES

- Continue to participate in the GFOA CAFR and Distinguished Budget award programs.
- Implement Time Clock Software in various Township Departments.
- Design and begin construction of Phase III of the Administration Building Space Renovation Project.
- Implement door security and video surveillance in the Public Works building.
- Complete the implementation of Cityworks software.
- Begin to implement a document management solution.
- Successfully negotiate a new collective bargaining agreement between the Township and the Police Association. The current agreement expires at the end of 2016.
- Continue pursuing grant opportunities.

SUMMARY

GENERAL FUND GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

General Government Expenditures 01-10-101-500 TO 01-10-107-500	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 828,203	\$ 840,478	\$ 920,197	\$ 890,197	\$ 935,915
110 Overtime Wages	-	-	100	100	100
120 Part-Time Wages	-	150	-	-	-
130 Elected Officials Salaries	8,400	8,400	8,400	8,400	8,400
162 Group Life Insurance	6,403	7,086	6,810	6,810	8,528
163 Medical Insurance	166,274	155,355	181,200	181,200	182,604
164 Workers' Compensation	3,889	4,080	4,005	4,005	4,229
166 Pension Costs	68,819	71,320	73,111	73,111	78,069
167 Long-term Disability Insurance	2,266	2,326	2,357	2,357	3,567
168 Post Retirement Plan	7,000	6,866	7,000	7,000	7,000
198 Social Security Expense	61,748	62,423	71,046	71,046	72,249
Total Personal Services	\$ 1,153,002	\$ 1,158,484	\$ 1,274,226	\$ 1,244,226	\$ 1,300,661
Contractual Services					
210 Professional Services-Legal	\$ 186,240	\$ 189,596	\$ 195,000	\$ 195,000	\$ 205,000
212 Professional Services-Auditing	16,821	17,123	16,789	16,789	17,750
217 Miscellaneous Consulting Services	250	50	4,000	4,000	4,000
220 Liability Insurance	13,637	13,940	14,500	13,405	14,100
223 Tax Collection Bonds	5,436	5,457	6,000	7,083	7,500
230 Association Dues	26,390	33,064	29,400	29,400	30,700
231 Travel & Conference Expense	20,662	24,620	36,000	36,000	39,250
243 Telephone	11,193	11,504	12,500	12,500	12,500
250 Repairs & Maintenance- Office Equipment	51,131	49,695	103,100	103,100	166,400
274 Legal Advertising	14,237	12,206	18,000	18,000	16,000
275 Printing & Duplicating	(4)	90	500	500	200
278 Postage	8,745	10,127	13,250	13,250	12,250
280 Mileage Reimbursement	17	-	500	500	250
290 Other Contractual Services	267,467	238,379	303,000	303,000	308,000
292 Volunteer Boards & Commissions Recognition Expense	-	-	7,500	7,500	7,500
299 Internet Connection Services	-	-	40,000	40,000	20,000
Total Contractual Services	\$ 622,222	\$ 605,851	\$ 800,039	\$ 800,027	\$ 861,400

SUMMARY

GENERAL FUND
GENERAL GOVERNMENT



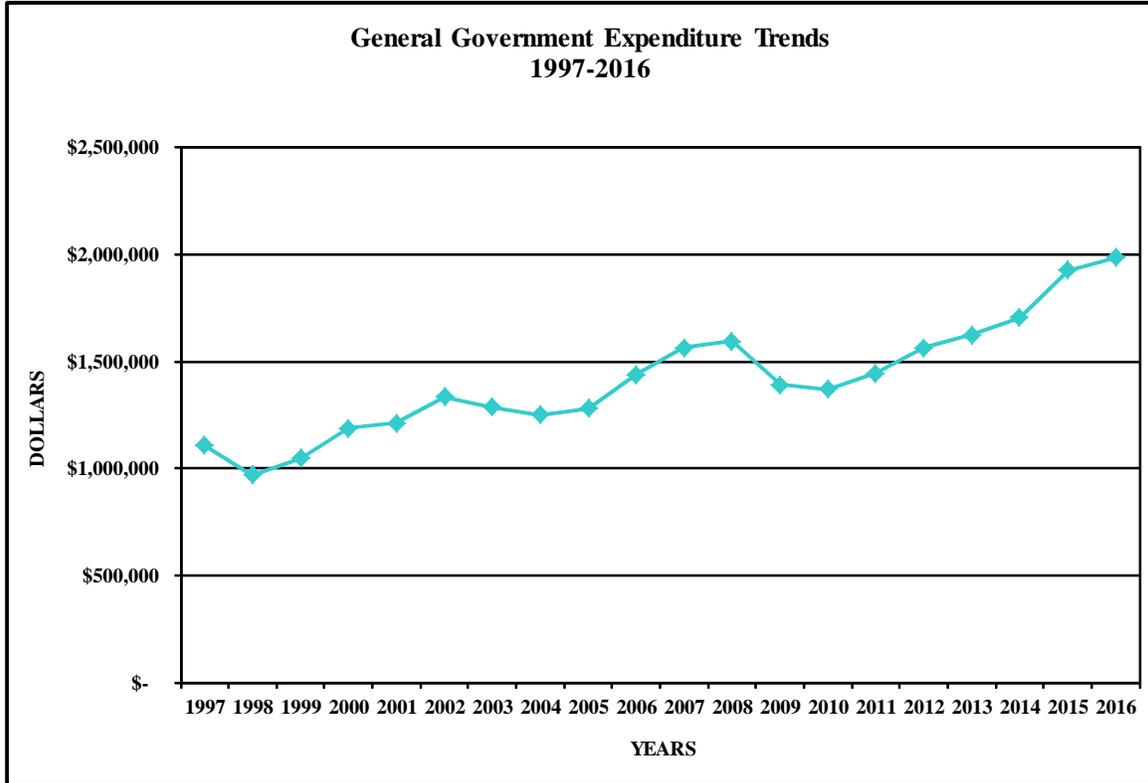
DEPARTMENT EXPENDITURES (Continued)

	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Budget</u>	<u>2015</u> <u>Estimate</u>	<u>2016</u> <u>Budget</u>
Commodities					
300 Office Furniture & Equipment	\$ 144	\$ 1,840	\$ 6,500	\$ 6,500	\$ 6,000
301 Expendable Office Supplies	9,323	16,920	17,150	17,150	16,900
302 Books & Subscriptions	639	1,021	2,200	2,200	2,500
303 Tapes	27	23	500	500	500
390 Other Supplies	17,661	15,776	25,000	25,000	23,750
Total Commodities	<u>\$ 27,794</u>	<u>\$ 35,580</u>	<u>\$ 51,350</u>	<u>\$ 51,350</u>	<u>\$ 49,650</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 10,975	\$ 10,384	\$ 10,644	\$ 10,644	\$ 10,910
602 Dist. Data Processing Costs	(258,993)	(229,306)	(354,942)	(354,942)	(361,148)
Total Distributed Costs	<u>\$ (248,018)</u>	<u>\$ (218,922)</u>	<u>\$ (344,298)</u>	<u>\$ (344,298)</u>	<u>\$ (350,238)</u>
Total General Government Expenditures	<u>\$ 1,555,000</u>	<u>\$ 1,580,993</u>	<u>\$ 1,781,317</u>	<u>\$ 1,751,305</u>	<u>\$ 1,861,473</u>

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SUPPLEMENTARY INFORMATION

The average annual cost increase of General Government expenditures over the last 20 years is 3.36%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$1,252,503
How many real estate tax mills?	0.26	\$543,823
Earned Income Tax per \$100?	\$ 6.92	\$586,327
Percentage of Other Taxes?	0.68%	\$122,353

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

SUMMARY

GENERAL FUND
GENERAL GOVERNMENT



Administrative Vehicles

Asset Tag	Year	Make	Model	Mileage (10-1-2015)	Age in Years	Condition	Anticipated Replacement Year
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Passenger Vehicles

1	2006 046	2006	Ford	Explorer	121,312	10	Poor	Rotation Vehicle
2	2007 070	2007	Ford	Explorer	64,667	9	Good	2017
3	2008 020	2008	Ford	Explorer	79,200	8	Good	2018
4	2011 005	2011	Ford	Escape	31,522	5	Good	Rotation Vehicle
5	2009 030	2009	Ford	Escape XLT	27,400	7	Good	Rotation Vehicle
6	2012 003	2013	Ford	Explorer	26,002	3	Good	2019

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GENERAL FUND

GENERAL GOVERNMENT

DEPARTMENTS

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Board of Commissioners Expenditures					
Personal Services	\$ 9,043	\$ 9,043	\$ 9,043	\$ 9,043	\$ 9,043
Contractual Services	29,231	31,185	41,900	40,805	41,500
Commodities	701	632	3,000	3,000	3,000
Total Board of Comm. Expenditures	\$ 38,975	\$ 40,860	\$ 53,943	\$ 52,848	\$ 53,543

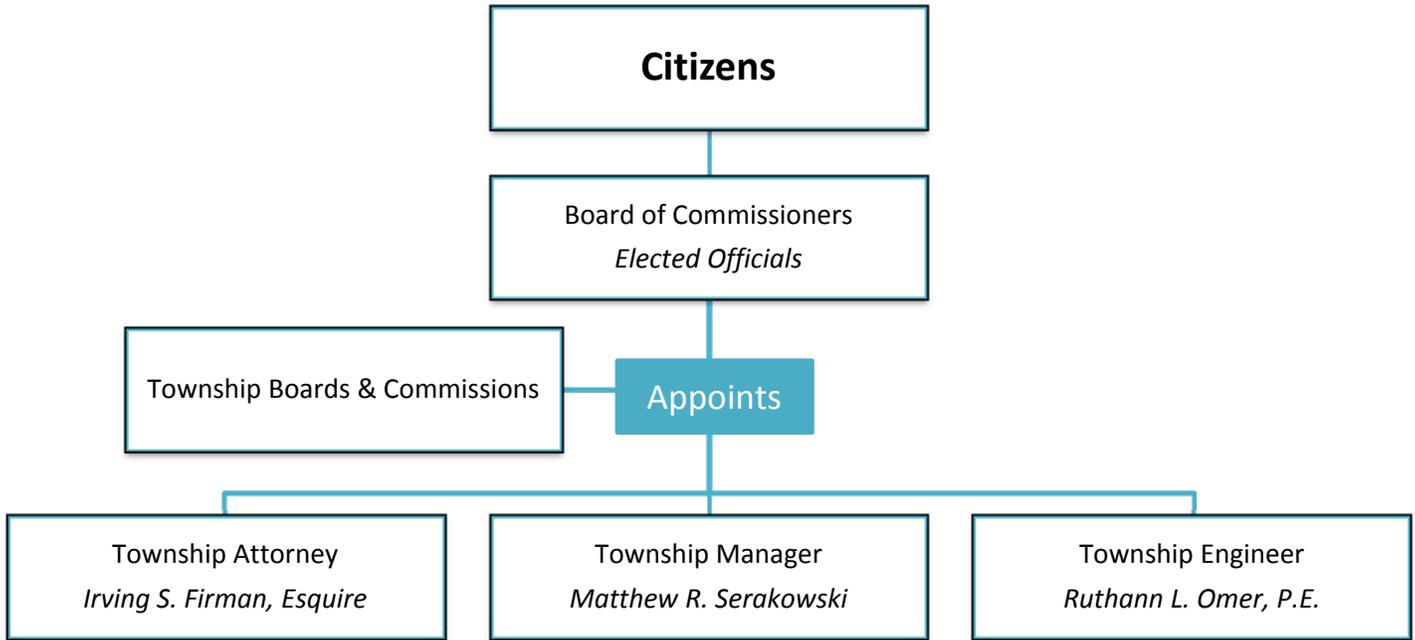
BOARD OF COMMISSIONERS OVERVIEW

The Township of Upper St. Clair is a Home Rule Municipality located in Allegheny County of the Commonwealth of Pennsylvania. As a Home Rule Municipality, a locally drafted Charter adopted by the voters of Upper St. Clair governs the Township.

Through a Commission/Manager form of government, the Charter provides for a clear distinction between policy-making functions and administrative functions. The policy-making functions of the Township are the primary responsibility of the Board of Commissioners. The Board of Commissioners consists of seven (7) members, two (2) of whom are elected at large, and five (5) of whom are elected by wards. The Board of Commissioners takes action by adopting local laws (ordinances), resolutions and motions at public meetings held not less than once monthly. The Board of Commissioners is responsible for the adoption of the annual budget and the appointment of the Township Manager.

Section 306 of the Charter provides that members will receive salaries not to exceed \$2,000 per annum so long as the Township's population is less than 25,000. The current compensation is \$1,200 per annum. The Board of Commissioners could vote to increase salaries to \$2,000 per annum for newly elected officials taking office in 2015.

DEPARTMENT ORGANIZATIONAL STRUCTURE



Board of Commissioners	Ward
Mark D. Christie, President	4
Rex A. Waller, Vice President	2
Russell R. Del Re	At Large
Robert W. Orchowski	3
Daniel R. Paoly	At Large
Ronald J. Pardini	5
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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
130 Elected Officials Salaries Seven Commissioners @ \$1200	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400
198 Social Security Expense	643	643	643	643	643
Total Personal Services	<u>\$ 9,043</u>	<u>\$ 9,043</u>	<u>\$ 9,043</u>	<u>\$ 9,043</u>	<u>\$ 9,043</u>
Contractual Services					
220 Liability Insurance	\$ 13,637	\$ 13,940	\$ 14,500	\$ 13,405	\$ 14,100
230 Association Dues	7,538	7,588	7,900	7,900	7,900
231 Travel & Conference Expense	8,056	9,657	12,000	12,000	12,000
292 Volunteer Boards & Commissions Recognition Expense	-	-	7,500	7,500	7,500
Total Contractual Services	<u>\$ 29,231</u>	<u>\$ 31,185</u>	<u>\$ 41,900</u>	<u>\$ 40,805</u>	<u>\$ 41,500</u>
Commodities					
390 Other Supplies	\$ 701	\$ 632	\$ 3,000	\$ 3,000	\$ 3,000
Total Commodities	<u>\$ 701</u>	<u>\$ 632</u>	<u>\$ 3,000</u>	<u>\$ 3,000</u>	<u>\$ 3,000</u>
Total Board of Comm. Expenditures	<u>\$ 38,975</u>	<u>\$ 40,860</u>	<u>\$ 53,943</u>	<u>\$ 52,848</u>	<u>\$ 53,543</u>

BUDGETARY COMMENT

Funds requested for the Board of Commissioners are the same as appropriated in 2015 with the exception of a small decrease in liability insurance.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Administration Expenditures					
Personal Services	\$ 580,734	\$ 596,364	\$ 642,044	\$ 612,044	\$ 702,748
Contractual Services	80,015	76,892	118,500	118,500	118,000
Commodities	22,941	22,865	30,000	30,000	30,000
Distributed Costs	36,554	33,032	72,999	72,999	68,694
Total Administration Expenditures	\$ 720,244	\$ 729,153	\$ 863,543	\$ 833,543	\$ 919,442

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 Municipal League (PML) and Chartiers Valley District Flood Control Authority. It is recommended that the Township continue support of these organizations.

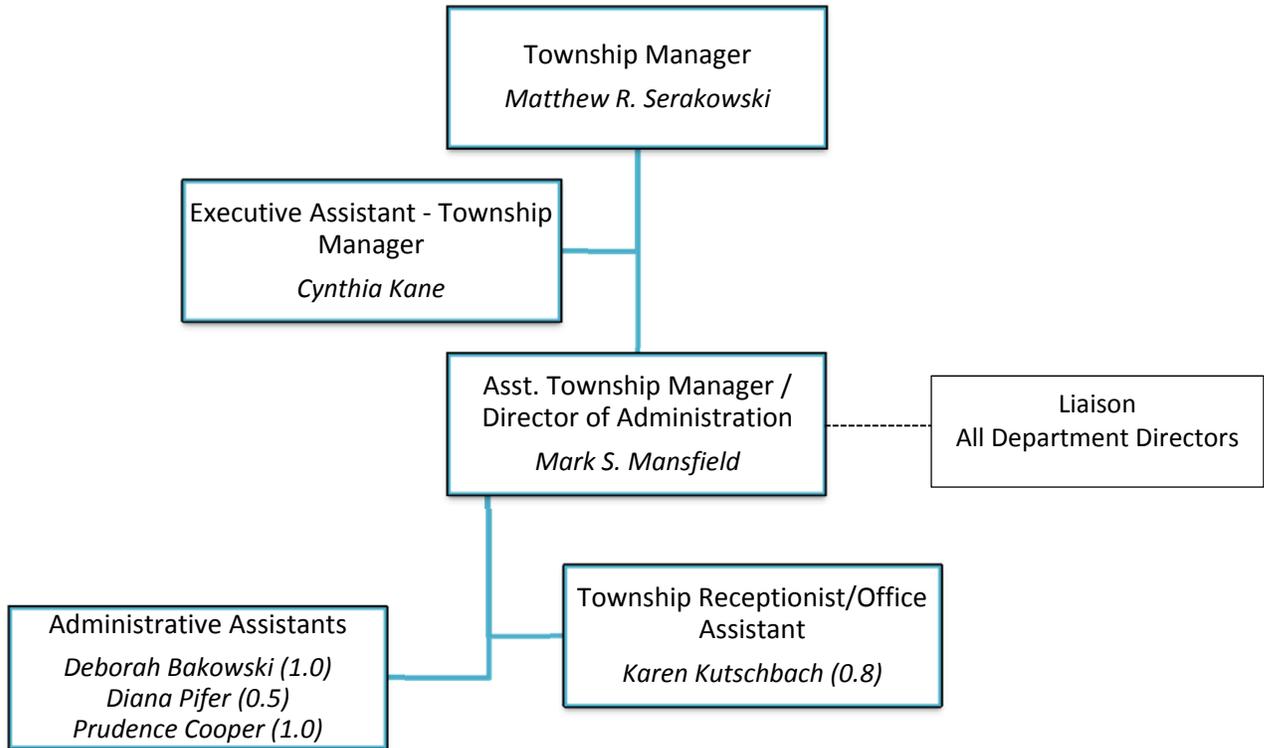
This department provides services for several other departments including grant applications, human resources, personnel functions, fleet logs, insurance management, vendor contracts, minutes of all Board of Commissioners and Informational and General Affairs Meetings, copying and office supplies.

DEPARTMENT ORGANIZATIONAL STRUCTURE

Position Title	Pay Grade	Minimum	Maximum	2016 Positions
Township Manager	1	\$108,522	\$172,550	1
Assistant Township Manager/Director of Administration	2	\$94,126	\$134,988	1
Executive Assistant - Office of the Township Manager	9	\$45,175	\$64,786	1
Administrative Assistant	10-11	\$37,335	\$58,896	3
Office Assistant	14	\$28,050	\$40,227	1
Total				7

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

The proposed authorized personnel responsible for programs and services for the Administration Department for 2016 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 418,093	\$ 432,459	\$ 467,660	\$ 437,660	\$ 508,917
110 Overtime Wages	-	-	100	100	100
120 Part-Time Wages	-	150	-	-	-
162 Group Life Insurance	3,191	3,518	3,400	3,400	4,651
163 Medical Insurance	86,470	85,180	90,000	90,000	98,585
164 Workers' Compensation	1,949	2,088	2,000	2,000	2,112
166 Pension Costs	36,335	37,374	38,500	38,500	44,106
167 Long-term Disability Insurance	1,135	1,159	1,200	1,200	1,937
168 Post Retirement Plan	3,400	3,400	3,400	3,400	3,400
198 Social Security Expense	30,161	31,036	35,784	35,784	38,940
Total Personal Services	\$ 580,734	\$ 596,364	\$ 642,044	\$ 612,044	\$ 702,748
Contractual Services					
230 Association Dues	\$ 17,392	\$ 24,281	\$ 20,000	\$ 20,000	\$ 21,000
231 Travel & Conference Expense	7,492	8,697	10,000	10,000	11,750
243 Telephone	11,193	11,504	12,500	12,500	12,500
250 Repairs & Maintenance- Office Equipment	7,114	(55)	5,000	5,000	5,000
274 Legal Advertising	14,237	12,206	18,000	18,000	16,000
278 Postage	8,405	9,516	12,500	12,500	11,500
280 Mileage Reimbursement	17	-	500	500	250
290 Other Contractual Services	14,165	10,743	40,000	40,000	40,000
Total Contractual Services	\$ 80,015	\$ 76,892	\$ 118,500	\$ 118,500	\$ 118,000
Commodities					
300 Office Furniture & Equipment	\$ -	\$ 721	\$ 2,000	\$ 2,000	\$ 2,000
301 Expendable Office Supplies	6,732	9,079	11,500	11,500	11,500
302 Books & Subscriptions	639	1,021	1,500	1,500	1,500
390 Other Supplies	15,570	12,044	15,000	15,000	15,000
Total Commodities	\$ 22,941	\$ 22,865	\$ 30,000	\$ 30,000	\$ 30,000

DEPARTMENT EXPENDITURES (Continued)

	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Budget</u>	<u>2015</u> <u>Estimate</u>	<u>2016</u> <u>Budget</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 10,975	\$ 10,384	\$ 10,644	\$ 10,644	\$ 10,910
602 Dist. Data Processing Costs	25,579	22,648	62,355	62,355	57,784
Total Distributed Costs	<u>\$ 36,554</u>	<u>\$ 33,032</u>	<u>\$ 72,999</u>	<u>\$ 72,999</u>	<u>\$ 68,694</u>
Total Administration Expenditures	<u>\$ 720,244</u>	<u>\$ 729,153</u>	<u>\$ 863,543</u>	<u>\$ 833,543</u>	<u>\$ 919,442</u>

BUDGETARY COMMENT

Funds requested for General Government Administration are \$55,899 or 6.5% more than those appropriated in 2015 due to increased personal services costs.

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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Finance Office Expenditures					
Personal Services	\$ 218,127	\$ 203,508	\$ 214,578	\$ 214,578	\$ 223,123
Contractual Services	39,415	37,747	44,185	44,185	46,250
Commodities	2,250	7,555	8,750	8,750	7,800
Distributed Costs	25,579	59,648	47,965	47,965	48,153
Total Finance Office Expenditures	\$ 285,371	\$ 308,458	\$ 315,478	\$ 315,478	\$ 325,326

FINANCE OFFICE OVERVIEW

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

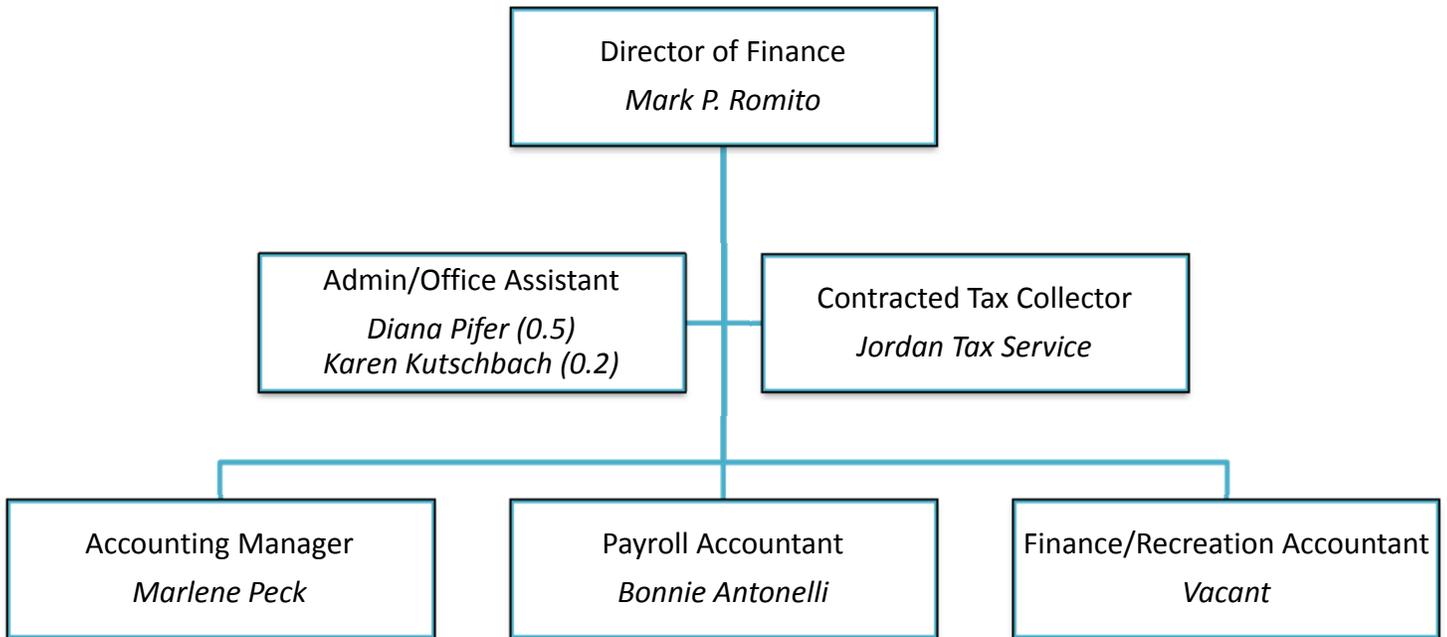
- Administering payroll for the Township and Tri-Community South EMS
- Administration of lien programs
- Budget preparation and expenditure control
- Financial reporting and projecting
- Preparation of all payroll and expenditure vouchers
- Purchasing systems
- Coordination of independent audit activity
- 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	2011	2012	2013	2014	2015
Effectiveness					
Consecutive Years Receiving GFOA Certificate of Achievement for Excellence in Financial Reporting	24	25	26	27	28
Consecutive Years Receiving GFOA Distinguished Budget Presentation Award	3	4	5	6	7
Workload					
Accounts Payable Checks	2,974	2,872	3,511	3,620	3,577
Accounts Payable Electronic Funds Transfers	888	1,016	804	768	500
Percentage of Accounts Payable paid via EFT	23.0%	26.1%	18.6%	17.5%	12.3%
Vouchers	6,316	7,222	7,381	7,307	7,107
Payroll Checks	2,288	2,152	1,708	1,661	1,324
Payroll Direct Deposits	5,793	6,006	7,058	7,226	7,598
Percentage of Paychecks deposited via Direct Deposit	71.7%	73.6%	80.5%	81.3%	85.2%
Timesheets	8,081	8,158	8,766	8,887	8,922
Accounts Receivable Invoices	659	652	574	507	557
Deposits	2,610	2,463	2,943	2,925	2,893

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Finance and Tax Collection Departments for 2016 are as follows:



Position Title	Pay Grade	Minimum	Maximum	2016 Positions
Director of Finance	3	\$81,849	\$117,381	1
Accounting Manager	7	\$54,662	\$78,391	1
Payroll Accountant	10	\$41,068	\$58,896	1
Finance/Recreation Accountant	12	\$33,941	\$48,675	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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 160,627	\$ 154,375	\$ 153,750	\$ 153,750	\$ 165,930
162 Group Life Insurance	1,249	1,257	1,270	1,270	1,505
163 Medical Insurance	28,559	21,576	32,000	32,000	26,745
164 Workers' Compensation	749	683	700	700	739
166 Pension Costs	13,246	12,553	13,596	13,596	13,777
167 Long-term Disability Insurance	439	405	400	400	633
168 Post Retirement Plan	1,100	1,008	1,100	1,100	1,100
198 Social Security Expense	12,158	11,651	11,762	11,762	12,694
Total Personal Services	\$ 218,127	\$ 203,508	\$ 214,578	\$ 214,578	\$ 223,123
Contractual Services					
212 Professional Services-Auditing	\$ 14,000	\$ 15,830	\$ 15,435	\$ 15,435	\$ 15,750
230 Association Dues	1,460	1,195	1,500	1,500	1,800
231 Travel & Conference Expense	5,114	6,266	6,500	6,500	8,500
250 Repairs & Maintenance- Office Equipment	8,679	8,564	9,250	9,250	9,000
275 Printing & Duplicating	(4)	90	500	500	200
290 Other Contractual Services	10,166	5,802	11,000	11,000	11,000
Total Contractual Services	\$ 39,415	\$ 37,747	\$ 44,185	\$ 44,185	\$ 46,250
Commodities					
300 Office Furniture & Equipment	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ 1,500
301 Expendable Office Supplies	1,831	6,064	3,250	3,250	3,000
302 Books & Subscriptions	-	-	500	500	800
390 Other Supplies	419	1,491	3,500	3,500	2,500
Total Commodities	\$ 2,250	\$ 7,555	\$ 8,750	\$ 8,750	\$ 7,800
Distributed Costs					
602 Dist. Data Processing Costs	\$ 25,579	\$ 59,648	\$ 47,965	\$ 47,965	\$ 48,153
Total Distributed Costs	\$ 25,579	\$ 59,648	\$ 47,965	\$ 47,965	\$ 48,153
Total Finance Office Expenditures	\$ 285,371	\$ 308,458	\$ 315,478	\$ 315,478	\$ 325,326

BUDGETARY COMMENT

Funds requested for the Finance Office are \$9,848 or 3.1% more than appropriated in 2015 due to increased personal services costs.

TAX COLLECTION

GENERAL FUND
GENERAL GOVERNMENT



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Tax Collection Expenditures					
Personal Services	\$ 47,794	\$ 42,261	\$ 49,333	\$ 49,333	\$ 45,798
Contractual Services	208,119	194,168	213,454	214,537	220,650
Commodities	97	68	950	950	700
Distributed Costs	9,592	8,493	14,390	14,390	14,446
Total Tax Collection Expenditures	\$ 265,602	\$ 244,990	\$ 278,127	\$ 279,210	\$ 281,594

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 five (5) year contract with Jordan Tax Service to collect these taxes.

DEPARTMENT STATISTICS AND BENCHMARKS

Collection Summary as of October 31st of 2014 and 2015

Taxes	Approximate No. of Accounts	School District Amount		Township Amount	
		<i>Thru Oct 2014</i>	<i>Thru Oct 2015</i>	<i>Thru Oct 2014</i>	<i>Thru Oct 2015</i>
Current Real Estate Tax	7,553	\$41,156,888	\$43,326,709	\$7,695,860	\$7,741,719
Current Earned Income Tax	12,399	4,317,759	4,320,071	6,908,414	6,912,113
Current Local Services Tax	5,302	n/a	n/a	237,390	226,449
Current Mercantile Tax	93	291,298	307,610	n/a	n/a
Total		\$45,765,945	\$47,954,390	\$14,841,664	\$14,880,281

The estimated total Real Estate, Earned Income, and Local Services tax collected for the Township in 2016 is \$16,591,000. The estimated total cost of operating the tax collection office in 2016 is \$281,594. Also in 2016, the School District will reimburse the Township approximately \$28,000 (see "General Fund Revenue-Service Agreements") for ongoing collection services held in the Township Municipal Building. The total net expenditures of \$253,594 represent 1.5% of the estimated total taxes collected for 2016.

TAX COLLECTION

GENERAL FUND
GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

Tax Collection Expenditures 01-10-104-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 35,273	\$ 32,652	\$ 36,900	\$ 36,900	\$ 33,901
162 Group Life Insurance	276	246	290	290	320
163 Medical Insurance	5,518	3,154	5,200	5,200	5,020
164 Workers' Compensation	163	175	175	175	185
166 Pension Costs	3,268	3,006	3,348	3,348	3,148
167 Long-term Disability Insurance	97	85	97	97	131
168 Post Retirement Plan	500	458	500	500	500
198 Social Security Expense	2,699	2,485	2,823	2,823	2,593
Total Personal Services	\$ 47,794	\$ 42,261	\$ 49,333	\$ 49,333	\$ 45,798
Contractual Services					
212 Professional Services-Auditing	\$ 2,821	\$ 1,293	\$ 1,354	\$ 1,354	\$ 2,000
223 Tax Collection Bonds	5,436	5,457	6,000	7,083	7,500
250 Repairs & Maintenance- Office Equipment	344	347	350	350	400
278 Postage	340	611	750	750	750
290 Other Contractual Services	199,178	186,460	205,000	205,000	210,000
Total Contractual Services	\$ 208,119	\$ 194,168	\$ 213,454	\$ 214,537	\$ 220,650
Commodities					
301 Expendable Office Supplies	\$ 97	\$ 68	\$ 200	\$ 200	\$ 200
390 Other Supplies	-	-	750	750	500
Total Commodities	\$ 97	\$ 68	\$ 950	\$ 950	\$ 700
Distributed Costs					
602 Dist. Data Processing Costs	\$ 9,592	\$ 8,493	\$ 14,390	\$ 14,390	\$ 14,446
Total Distributed Costs	\$ 9,592	\$ 8,493	\$ 14,390	\$ 14,390	\$ 14,446
Total Tax Collection Expenditures	\$ 265,602	\$ 244,990	\$ 278,127	\$ 279,210	\$ 281,594

BUDGETARY COMMENT

Funds requested for Tax Collection are \$3,467 more than appropriated in 2015. The negotiated commission rate structure results in increased commission payments when the related collections also increase.

LEGAL SERVICES

GENERAL FUND
GENERAL GOVERNMENT



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Legal Services Expenditures					
Contractual Services	\$ 187,818	\$ 193,358	\$ 200,000	\$ 200,000	\$ 210,000
Total Legal Services Expenditures	\$ 187,818	\$ 193,358	\$ 200,000	\$ 200,000	\$ 210,000

LEGAL SERVICES OVERVIEW

The Township Attorney who is appointed by the Board of Commissioners provides legal services. The Attorney provides all major services on a retainer basis. Any service beyond the major services covered by the retainer is billed on an hourly basis.

The Township Attorney provides legal advice for all Township departments. The Board of Commissioners, the Planning Commission, the Department of Community Development, the Police Department, the Tax Collection Office, the Civil Service Board and the Township Manager requires legal services. Outside legal counsel is needed for the Civil Service and the Zoning Hearing Board due to the quasi-judicial responsibilities of these Boards.

DEPARTMENT EXPENDITURES

Legal Services Expenditures 01-10-105-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Contractual Services					
210 Professional Services-Legal	\$ 186,240	\$ 189,596	\$ 195,000	\$ 195,000	\$ 205,000
290 Other Contractual Services	1,578	3,762	5,000	5,000	5,000
Total Contractual Services	\$ 187,818	\$ 193,358	\$ 200,000	\$ 200,000	\$ 210,000
Total Legal Services Expenditures	\$ 187,818	\$ 193,358	\$ 200,000	\$ 200,000	\$ 210,000

BUDGETARY COMMENT

Funds requested for Legal Services are \$10,000 more than appropriated in 2015. Expenses for legal services expenses for the past ten (10) years have been as follows:

Year	Amount	Year	Amount
2007	\$295,036	2012	168,250
2008	192,134	2013	187,818
2009	221,977	2014	193,358
2010	135,157	2015	200,000
2011	154,316	2016	210,000

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Information Technology Expenditures					
Personal Services	\$ 243,396	\$ 251,992	\$ 300,952	\$ 300,952	\$ 260,331
Contractual Services	75,512	68,712	174,500	174,500	217,000
Commodities	1,435	2,915	4,200	4,200	4,200
Distributed Costs	(319,743)	(320,095)	(479,652)	(479,652)	(481,531)
Total Information Tech. Expenditures	\$ 600	\$ 3,524	\$ -	\$ -	\$ -

INFORMATION TECHNOLOGY OVERVIEW

Information Technology (IT) services are provided by the Director and four (4) assistants. These individuals are responsible for keeping the computer networks of the Township, Tri-Community South EMS, and the Upper St. Clair Volunteer Fire Department functional with as little disruption as possible. The Department utilizes the most cost-effective technologies to suit the needs of the Township. The efficiency of the Department is dependent upon the stability of the platforms chosen which keeps the Township at a very high percentage of uptime. Many of the applications supported by the IT Department assist the other departments of the Township with their initiatives as defined in the Comprehensive Plan. In addition, the IT Department maintains other systems for the Township, Tri-Community South EMS, and the Upper St. Clair Volunteer Fire Department. Some of these systems include phone systems, presentation equipment, websites, and building security.

The Director is also responsible for overseeing the Public Access Television Coordinator. For many years Comcast Cable provided a cable technician to run the Township's Local Access Channel (Cable 7) as part of the consideration given under the Cable Franchise Agreement. Given changes promulgated under legislative amendments to the Telecommunications Act and new competition, Comcast discontinued this practice in 2012. The Township retained the Public Access Television Coordinator position that was formerly employed by Comcast. The budget for Township's Public Access Television service can be found in the General Government section under "Cable Television Services."

The Director is under the supervision of the Township Manager.

2015 DEPARTMENT ACCOMPLISHMENTS

- Copier replacements in the Police Department and Community & Recreation Center.
- Added digital signs in the Library and Community & Recreation Center (main and mini signs).
- Implemented a door security and video surveillance system in municipal building.
- Replace/upgraded iPrism internet security device.
- Added WiFi to the Public Works building.
- Migrated GIS Data to ArcGIS Online.
- Implemented Cityworks software.
- Purchased and installed a new plotter.
- Upgraded wireless vehicle upload for the Police Department.

2015 DEPARTMENT ACCOMPLISHMENTS (continued)

- Software and hardware improvements to the C&RC included installing and configuring a new server, migrating the Class application to the new server and upgrading to the latest version, setting up Polar fitness software to work with heart monitors and iPad, reconfiguring all fiber connections between floors and buildings, consolidating multiple UPS's into one.
- Implemented video surveillance at the Tri-Community South EMS base and at Boyce Mayview Park.
- Launched official Facebook and Twitter accounts for the Township, and made enhancements to the Township's website.
- Made modifications necessary to allow the Township to move forward with implementing time clocks.
- Improved the storage capacity and aesthetics of the USC cable studio.
- Multiple improvements at the Fire Department including replacing the server, replacing core networking, making network enhancements, and making wireless/ISP enhancements.

2016 DEPARTMENT GOALS AND OBJECTIVES

- Implement door security and video surveillance in the Public Works building.
- Revamp desktop imaging.
- Improve the network backup solution.
- Improve the network configuration and storage.
- Replace core network storage devices.
- Complete the implementation of Cityworks software.
- Begin to implement a document management solution.
- Update the existing Electronic Data Retention/Destruction Policy, and educate employees.
- Update the existing IT Usage Policy, and educate employees.
- Continue to improve upon the aesthetics and technology of the USC cable studio.

COMPREHENSIVE PLAN STATUS

The Township's Comprehensive Plan, which is updated every ten years, consists of goals and objectives for the community over the next decade. A new Comprehensive Plan was adopted in November of 2015 to cover the goals for the Township for the years 2015 through 2025. Below are goals and status updates for which the Information technology Department serves either the lead role or a partner role. Although progress has been made on some items, the timing of the Plan's adoption did not allow for significant status updates for each goal. The Township expects to make significant progress on the goals during 2016.

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

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

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

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

GOAL: Promote pedestrian and bicycle safety within the Township.

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

GOAL: Conduct online and/or in-person get-togethers with representatives in real estate, Upper St. Clair School District, and entrepreneurs to discuss factors and amenities that contribute to the affordability and current offerings of community life.

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DEPARTMENT STATISTICS AND BENCHMARKS

Listed below are the estimated percentages of time that the Information Technology Department will be spending in each department in 2016 based on budgeted projects and past history. Please note that 20-25% of one Support Technician is spent at Tri-Community South EMS, which is excluded from the table below.

Department	2015 %	2015 Estimate	2016 %	2016 Budget
Administration	13.0%	62,355	12.0%	57,784
Finance	10.0%	47,965	10.0%	48,153
Tax Office	3.0%	14,390	3.0%	14,446
Police	14.0%	67,151	14.0%	67,415
Community Development	10.0%	47,965	11.0%	52,968
Public Works	13.0%	62,355	13.0%	62,599
Recreation	10.0%	47,965	10.0%	48,153
Library	10.0%	47,965	10.0%	48,153
Sanitary Sewer Fund	7.0%	33,576	7.0%	33,707
C&RC Fund	10.0%	47,965	10.0%	48,153
Total Allocation	100.0%	479,652	100.0%	481,531

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DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

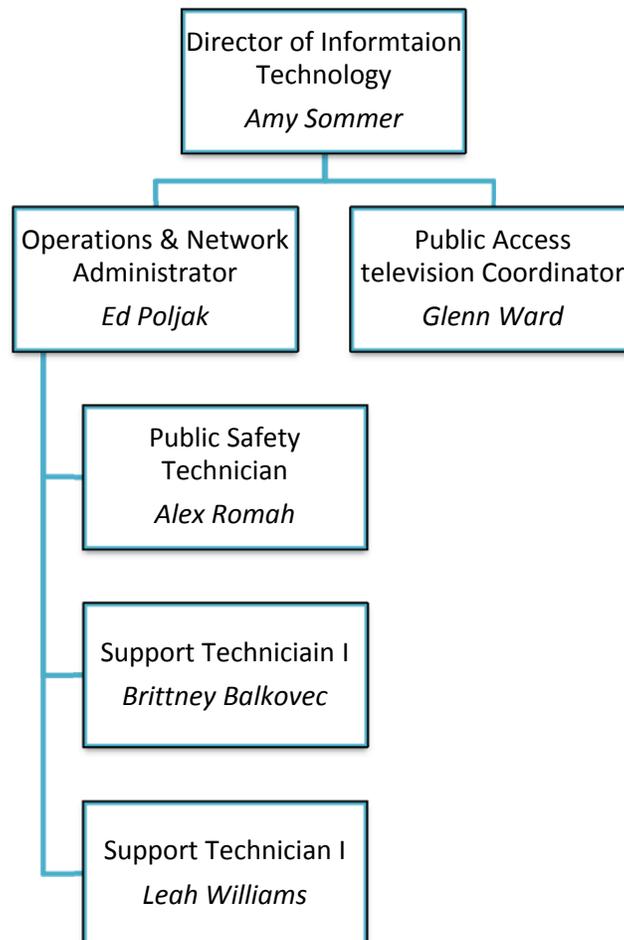
The Information Technology Department is responsible for and manages the following:

Support Devices	2009	2010	2011	2012	2013	2014	Oct-15					
Copiers & Fax Machines	17	18	18	15	16	13	12					
Desktops	105	105	108	106	112	133	132					
Laptops & MDT's		22	22	24	24	31	36					
Scanners, Projectors, Speakers	40	49	49	82	92	84	80					
Phones	125	130	130	135	145	171	170					
Cell Phones/Air Cards	19	19	20	18	17	37	37					
Servers	27	27	27	39	38	47	50					
Network Devices	59	59	59	73	76	84	100					
Security Cameras/DVRs/Door Security System	<i>Not reported prior to 2014.</i>					87	165					
TV's/Cable Boxes						37	44					
UPS's						80	86					
Air Cards						13	13					
Point-to-Point Connections						2	2					
Ipads/Tablets						0	18					
Time Clocks						0	5					
Wireless Doors						0	58					
Hardwired Doors						0	27					
Door Wireless						0	9					
Network Wireless						0	11					
Printers												
Desktop Printers						26	31	29	26	28	30	28
Network Printers	31	31	28	28	22	27	29					
Cable 7												
Camcorders	<i>Not reported prior to 2012.</i>			8	8	8	8					
Monitors				32	41	41	35					
Switches				5	3	3	3					
VCR's				11	7	7	7					
Editor Systems				3	3	3	3					
DVD players/burners/copiers				8	7	8	7					
Camera Support Equipment	<i>Not reported prior to 2014.</i>					7	9					
Video Recorder						1	1					
Computers						4	5					
Audio Mixers						2	5					
Microphones						13	15					
Total Support Devices						449	491	490	613	639	973	1210
Network Users	149	154	154	156	160	222	224					
Software Applications	66	67	67	75	67	82	89					
Number of Help Desk Calls	969	642	848	2102	770	1968	1448					

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Information Technology Department for 2016 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2016 Positions
Director of Information Technology	3	\$81,849	\$117,381	1
Operations & Network Administrator	7	\$54,662	\$78,391	1
Public Access Television Coordinator	10	\$41,068	\$58,896	1
Public Safety Technician	10	\$41,068	\$58,896	1
Support Technician I	11	\$37,335	\$53,542	2
Total				6



**INFORMATION
TECHNOLOGY**

**GENERAL FUND
GENERAL GOVERNMENT**



DEPARTMENT EXPENDITURES

Information Technology Expenditures 01-10-106-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 178,210	\$ 184,022	\$ 223,962	\$ 223,962	\$ 188,363
162 Group Life Insurance	1,402	1,750	1,550	1,550	1,687
163 Medical Insurance	33,764	33,256	40,000	40,000	38,048
164 Workers' Compensation	846	927	925	925	977
166 Pension Costs	13,266	15,605	14,832	14,832	14,128
167 Long-term Disability Insurance	494	574	550	550	718
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	13,414	13,858	17,133	17,133	14,410
Total Personal Services	\$ 243,396	\$ 251,992	\$ 300,952	\$ 300,952	\$ 260,331
Contractual Services					
231 Travel & Conference Expense	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ 7,000
250 Repairs & Maintenance- Office Equipment	33,132	37,100	85,000	85,000	148,000
290 Other Contractual Services	42,380	31,612	42,000	42,000	42,000
299 Internet Connection Costs	-	-	40,000	40,000	20,000
Total Contractual Services	\$ 75,512	\$ 68,712	\$ 174,500	\$ 174,500	\$ 217,000
Commodities					
301 Expendable Office Supplies	\$ 503	\$ 1,669	\$ 2,000	\$ 2,000	\$ 2,000
302 Books & Subscriptions	-	-	200	200	200
390 Other Supplies	932	1,246	2,000	2,000	2,000
Total Commodities	\$ 1,435	\$ 2,915	\$ 4,200	\$ 4,200	\$ 4,200
Distributed Costs					
602 Dist. Data Processing Costs	\$ (319,743)	\$ (320,095)	\$ (479,652)	\$ (479,652)	\$ (481,531)
Total Distributed Costs	\$ (319,743)	\$ (320,095)	\$ (479,652)	\$ (479,652)	\$ (481,531)
Total Information Tech. Expenditures	\$ 600	\$ 3,524	\$ -	\$ -	\$ -

BUDGETARY COMMENT

For 2016, Information Technology distributed costs are projected to increase by \$1,879 or 0.4%. An increase in contractual services related to new software licensing costs is balanced out by a reduction in personal services costs due to reallocating a portion of a position from IT to Public Safety.

CABLE TELEVISION SERVICES

GENERAL FUND
GENERAL GOVERNMENT



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Cable Television Services Expenditures					
Personal Services	\$ 53,908	\$ 55,316	\$ 58,276	\$ 58,276	\$ 59,618
Contractual Services	2,112	3,789	7,500	7,500	8,000
Commodities	370	1,545	4,450	4,450	3,950
Total Cable Television Services Exp.	\$ 56,390	\$ 60,650	\$ 70,226	\$ 70,226	\$ 71,568

Cable Television Services Expenditures 01-10-107-500???-000	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Personal Services					
101 Full-Time Wages	\$ 36,000	\$ 36,970	\$ 37,925	\$ 37,925	\$ 38,804
162 Group Life Insurance	285	315	300	300	365
163 Medical Insurance	11,963	12,189	14,000	14,000	14,206
164 Workers' Compensation	182	207	205	205	216
166 Pension Costs	2,704	2,782	2,835	2,835	2,910
167 Long-term Disability Insurance	101	103	110	110	148
198 Social Security Expense	2,673	2,750	2,901	2,901	2,969
Total Personal Services	\$ 53,908	\$ 55,316	\$ 58,276	\$ 58,276	\$ 59,618
Contractual Services					
217 Miscellaneous Consulting Services	\$ 250	\$ 50	\$ 4,000	\$ 4,000	\$ 4,000
250 Equipment Maintenance	1,862	3,739	3,500	3,500	4,000
Total Contractual Services	\$ 2,112	\$ 3,789	\$ 7,500	\$ 7,500	\$ 8,000
Commodities					
300 Office Furniture & Equipment	\$ 144	\$ 1,119	\$ 3,000	\$ 3,000	\$ 2,500
301 Expendable Office Supplies	160	40	200	200	200
303 Tapes	27	23	500	500	500
390 Other Supplies	39	363	750	750	750
Total Commodities	\$ 370	\$ 1,545	\$ 4,450	\$ 4,450	\$ 3,950
Total Cable Television Services Exp.	\$ 56,390	\$ 60,650	\$ 70,226	\$ 70,226	\$ 71,568

GENERAL FUND

PUBLIC SAFETY

SUMMARY

SUMMARY

**GENERAL FUND
PUBLIC SAFETY**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Public Safety Expenditures					
Personal Services	\$ 4,400,321	\$ 4,223,131	\$ 4,351,057	\$ 4,342,337	\$ 4,390,604
Contractual Services	349,892	394,691	453,000	457,700	459,375
Commodities	62,475	77,312	80,150	80,550	80,700
Distributed Costs	69,571	58,250	73,508	73,508	70,591
Total Public Safety Expenditures	\$ 4,882,259	\$ 4,753,384	\$ 4,957,715	\$ 4,954,095	\$ 5,001,270

PUBLIC SAFETY OVERVIEW

Public Safety for the Township of Upper St. Clair includes the Police Department, Volunteer Fire Department and Animal Control. Below is a summary of expenditures for the three (3) departments within Public Safety. Please refer to the following three (3) sections titled Police Protection, Fire Protection and Animal Control for specific information relating to each department.

Public Safety Expenditures 01-20-201-500 TO 01-20-210-500	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
100 Full-Time Wages	\$ 2,563,897	\$ 2,633,195	\$ 2,727,189	\$ 2,727,189	\$ 2,813,237
102 Wages for Workers' Comp.	13,015	24,302	20,000	20,000	20,000
110 Overtime Wages	102,635	109,751	105,000	95,000	100,000
150 Longevity Pay	90,050	89,648	96,000	96,000	96,856
151 Residence and Travel Pay	7,050	8,900	9,100	9,100	9,200
152 Education Pay	28,967	30,167	33,367	33,367	34,567
153 Holiday Pay	117,059	108,618	110,000	110,000	110,000
154 Court Pay	8,326	11,750	13,000	13,000	13,000
155 Acting Sergeant Pay	8,840	10,252	11,000	11,000	11,000
156 Shift Differential Pay	18,317	18,491	19,000	19,000	20,000
162 Group Life Insurance	13,142	17,054	17,000	17,100	19,176
163 Medical Insurance	452,094	465,165	480,000	483,100	470,252
164 Workers' Compensation	191,016	180,083	175,626	173,626	179,336
166 Pension Costs	518,901	252,581	261,718	261,718	207,083
167 Long-term Disability Insurance	7,005	7,078	7,350	7,430	10,715
168 Post Retirement VEBA Plan	35,707	25,666	28,000	28,000	29,250
198 Social Security Expense	224,300	230,430	237,707	237,707	246,932
Total Personal Services	\$ 4,400,321	\$ 4,223,131	\$ 4,351,057	\$ 4,342,337	\$ 4,390,604

SUMMARY

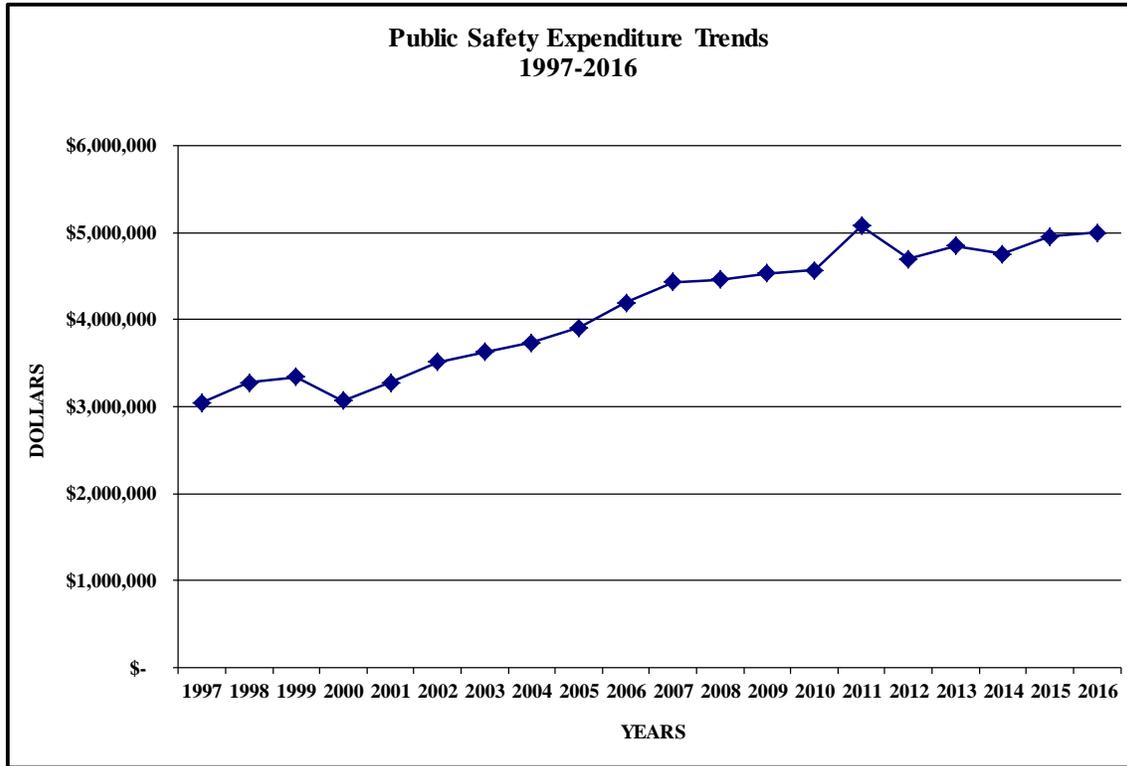
**GENERAL FUND
PUBLIC SAFETY**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Contractual Services					
220 Liability Insurance	\$ 25,575	\$ 25,105	\$ 26,000	\$ 28,000	\$ 30,000
222 Vehicle Insurance-Fire Trucks	-	1,500	7,000	7,000	5,000
224 Police Professional Liability Ins.	18,144	20,437	20,500	21,200	22,300
230 Association Dues	1,000	1,420	1,750	1,750	1,750
231 Travel & Conference Expense	11,070	15,379	15,000	17,000	18,000
240 Water and Sewerage	101,860	115,230	113,600	113,600	120,675
241 Natural Gas	13,825	21,744	17,500	17,500	26,500
242 Electricity	15,829	17,652	18,000	18,000	19,000
243 Telephone	32,586	32,495	33,000	33,000	35,000
250 Repairs & Maintenance- Office Equipment	7,368	11,992	10,000	10,000	11,000
252 Repairs & Maintenance- Other Equipment	3,976	4,878	5,400	5,400	5,400
254 Repairs & Maintenance-Vehicles	30,666	29,816	42,000	42,000	39,000
272 Animal Control Services	70,425	75,386	110,000	110,000	90,000
275 Printing & Duplicating	2,053	1,772	3,000	3,000	2,500
280 Mileage Reimbursement	307	220	750	750	750
290 Other Contractual Services	15,208	19,665	29,500	29,500	32,500
Total Contractual Services	\$ 349,892	\$ 394,691	\$ 453,000	\$ 457,700	\$ 459,375
Commodities					
300 Office Furniture & Equipment	\$ 3,698	\$ 2,414	\$ 2,100	\$ 2,500	\$ 2,500
301 Expendable Office Supplies	3,913	6,586	5,150	5,150	5,000
302 Books & Subscriptions	1,296	721	1,200	1,200	1,000
304 Publicity Material	3,816	5,695	2,500	2,500	4,000
330 Public Safety Equipment	12,289	15,615	18,000	18,000	17,000
335 Fire Fighting Equipment	13,699	16,184	19,000	19,000	19,000
351 Uniform Allowance	18,467	20,802	23,500	23,500	23,500
355 Uniform-Initial Issuance	2,250	8,112	6,000	6,000	6,000
390 Other Supplies	3,047	1,183	2,700	2,700	2,700
401 MPOETC Training Expense	-	-	-	-	-
Total Commodities	\$ 62,475	\$ 77,312	\$ 80,150	\$ 80,550	\$ 80,700
Distributed Costs					
601 Dist. Vehicle Costs	\$ 54,875	\$ 51,920	\$ 45,615	\$ 45,615	\$ 46,755
602 Dist. Data Processing Costs	54,356	48,126	67,151	67,151	67,415
604 Boyce Mayview RAD Patrol Costs	(39,660)	(41,796)	(39,258)	(39,258)	(43,579)
605 Dist. Gambling Grant Exp.	-	-	-	-	-
Total Distributed Costs	\$ 69,571	\$ 58,250	\$ 73,508	\$ 73,508	\$ 70,591
Total Public Safety Expenditures	\$ 4,882,259	\$ 4,753,384	\$ 4,957,715	\$ 4,954,095	\$ 5,001,270

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Safety expenditures over the last 20 years is 2.65%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$4,640,102
How many real estate tax mills?	0.99	\$2,014,682
Earned Income Tax per \$100?	\$ 25.65	\$2,172,143
Percentage of Other Taxes?	2.51%	\$453,278

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

GENERAL FUND

PUBLIC SAFETY

POLICE PROTECTION

POLICE PROTECTION

GENERAL FUND PUBLIC SAFETY



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Police Protection Expenditures					
Personal Services	\$ 4,367,910	\$ 4,175,876	\$ 4,300,480	\$ 4,290,480	\$ 4,336,392
Contractual Services	100,470	114,329	120,500	125,200	133,800
Commodities	43,738	53,832	54,450	54,850	54,500
Distributed Costs	69,571	58,250	73,508	73,508	70,591
Total Police Protection Expenditures	<u>\$ 4,581,689</u>	<u>\$ 4,402,287</u>	<u>\$ 4,548,938</u>	<u>\$ 4,544,038</u>	<u>\$ 4,595,283</u>

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.

2015 DEPARTMENT ACCOMPLISHMENTS

- Maintained a response time of four minutes or less
- Installed an additional Data 911 radio system
- Outfitted two patrol cars with new emergency light bar systems
- Replaced twelve duty weapons
- Received grants for equipment including Preliminary Breath Test (PBT) instruments and a new fingerprinting system
- Underwent training in Voice Stress Analysis to replace the polygraph instrument
- Developed a Facebook page for the Department
- Completed an inventory of the evidence/property room
- Revised the Department General Orders & Procedural Orders and the Dispatch Center Protocols
- Participated in the DEA Drug Take Back program in September
- Continue to develop the Cody Records Management system

2016 DEPARTMENT GOALS AND OBJECTIVES

- Maintain a response time of four minutes or less
- Participate in the DEA Drug Take Back program
- Complete the hiring process to replace a Dispatcher and a Patrol Officer due to retirement
- Conduct a Citizens' Police Academy
- Continue department training
- Continue the deer culling program
- Replace three emergency light bar systems on patrol vehicles
- Installed another Data 911 radio system
- Coordinate with the Bethel Park Police Department and South Hills Village Management on the installation of a video surveillance system for the Mall property

DEPARTMENT STATISTICS

Crime statistics in the Township of Upper St. Clair are influenced by the presence of a regional shopping center. The Township is predominantly a residential community and has experienced growth over the past several years. Non-residential developments such as Friendship Village, Boyce Plaza, Summerfield Commons and other projects increase the demand for police services.

Crime statistics are prepared in accordance with the guidelines of the Uniform Crime Reporting System which is prepared by the Federal Bureau of Investigation and compiled, analyzed and distributed in conformance with the Uniform Criminal Statistics Act of 1970 (71 P.S. 307.8 – 71 P.S. 755-7).

Crime is graded in two (2) parts by the Federal Bureau of Investigation. They are as follows:

Part One Offenses Consist Of:

- Arson
- Assault (w/gun, knife or other weapon)
- Burglary
- Criminal Homicide
- Motor Vehicle Theft
- Rape
- Robbery
- Theft

Part Two Offenses Consist Of:

- Assault (Simple)
- Disorderly Conduct
- Driving Under the Influence
- Drug Abuse Violation (All Categories)
- Drunkenness
- Embezzlement
- Forgery/Counterfeiting
- Fraud
- Gambling
- Prostitution
- Runaway Juveniles
- Sex Offenses
- Stolen Property (Buying, Possessing)
- Vagrancy
- Vandalism
- Violation of Liquor Laws
- Weapons
- All Other Offenses

DEPARTMENT STATISTICS (Continued)

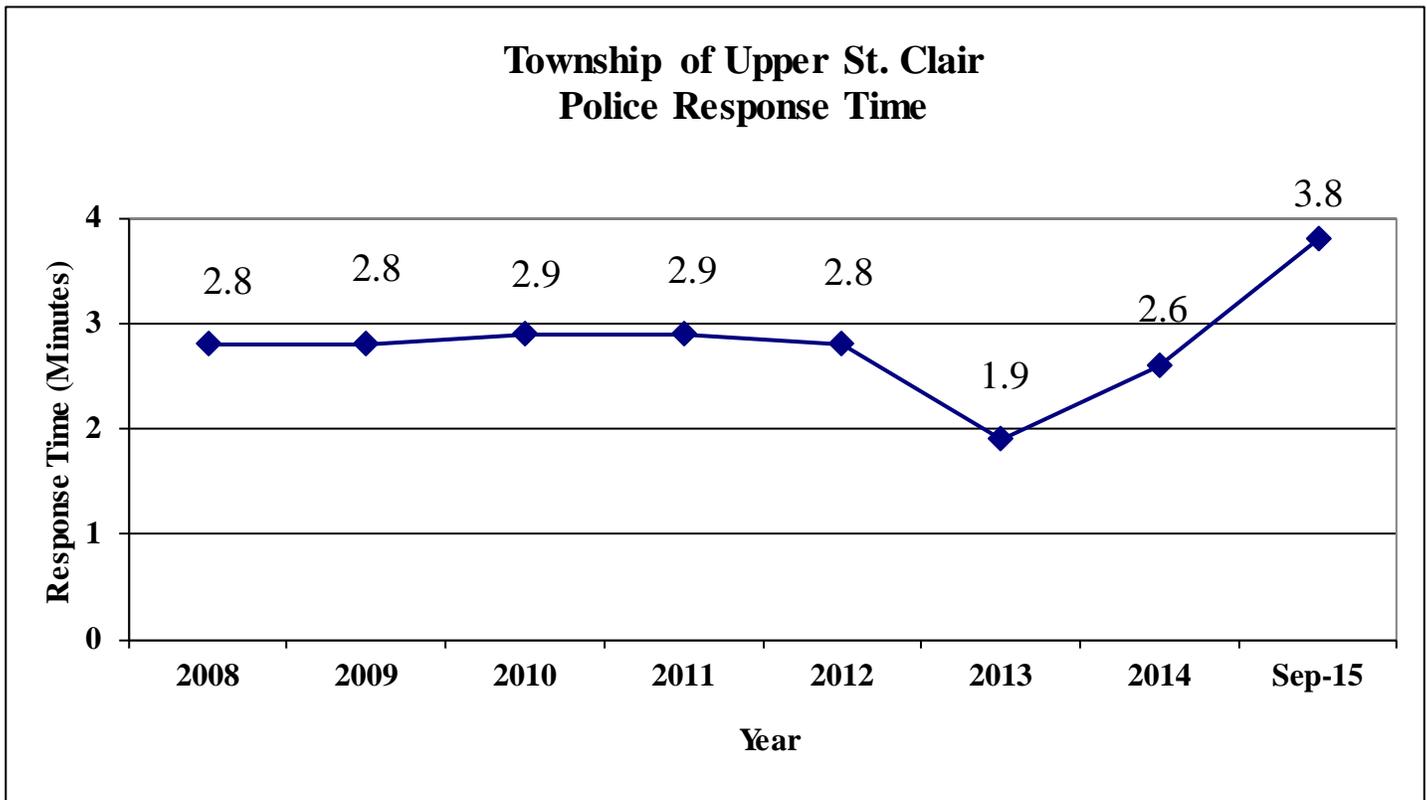
Township Crime Statistics for 2008 – September 2015 are listed below.

Category	2008	2009	2010	2011	2012	2013	2014	Sep-15
Offenses								
Part I	119	106	137	102	109	127	114	63
Part II	165	191	172	179	249	178	152	97
Arrests								
Adults	92	111	49	67	77	150	109	81
Juveniles	65	39	16	11	25	39	50	21
Clearance Rates								
Part I Offenses	29%	42%	22%	24%	41%	36%	38%	35%
Part II Offenses	66%	73%	74%	56%	54%	85%	67%	59%
Traffic Safety Statistics								
Driving Under the Influence	16	20	17	14	22	15	16	9
All Other Traffic Citations	1,013	665	727	922	516	720	692	466
Citations								
Traffic Citations	1,013	665	727	922	516	720	692	466
Non-Traffic Citation	124	96	100	81	77	87	95	49
Township Ordinance Violation	902	800	858	821	675	822	937	514
Warnings	2,777	1,918	2,189	2,904	1,708	2,154	2,396	1,799
Calls for Service								
Accidents	452	441	359	410	408	421	462	316
Alarms	754	770	804	725	713	682	801	622
Ambulance Requests	1,347	1,320	1,359	1,504	1,459	1,249	1,390	1,182
Burglaries	14	10	11	5	13	9	9	3
Criminal Mischief	232	348	237	174	339	157	146	64
Domestics	220	218	199	257	206	207	179	119
Open Doors	1,452	1,083	987	856	708	660	351	225
Vehicle Thefts	2	2	1	0	0	2	4	2
Total Number of Calls for Service	11,617	11,117	11,341	10,868	11,162	10,342	10,666	7,864
Response Time (in minutes)								
Average Time Dispatch to Arrival	2.8	2.8	2.9	2.9	2.8	1.9	2.6	3.8
Average Time Spent at Scene	13.9	13.8	13.7	13.9	13.8	12.3	14.0	14.5
Average Time Dispatch to Completion	16.7	16.6	16.6	16.8	16.6	14.2	16.6	18.3

DEPARTMENT BENCHMARKS

The Police Department’s benchmark for response time is four (4) minutes or less. Since this benchmark has been established in 2004, the Police Department’s actual response time has been under three (3) minutes. The Police Department accomplishes this by assigning officers to an area of the Township called a grid. The officer assigned to the grid cannot leave the grid without permission from the shift supervisor. Calls for service are dispatched according to the grid; therefore, an officer is already in the area, which permits a rapid response. Through September 2015, the Police Department response time has been 3.8 minutes.

The Uniform Crime Reporting (UCR) system was started in 1929 by the International Chiefs of Police organization to meet the need for reliable uniform crime data across the United States. The UCR details the number, location, and types of crime reported. Crime Data is reported from over 18,000 local, county, state, federal, and tribal law enforcement agencies to the FBI. They have been tasked with collecting and publishing the statistics. They developed a rating system based on the number of crimes per 100,000 population; therefore the lower the rating, the lower the crime is in an area. In 2014, the state of Pennsylvania had a 2.3 rating. Upper St. Clair Township had a rating of 1.3. Rating for some surrounding communities are: Mt. Lebanon – 2.8, South Fayette – 1.5, Peters Township – 1.8, and Bethel Park – 2.8. The average for these five South Hills communities is 2.0. The goal for Upper St. Clair is to remain below the average of these communities.

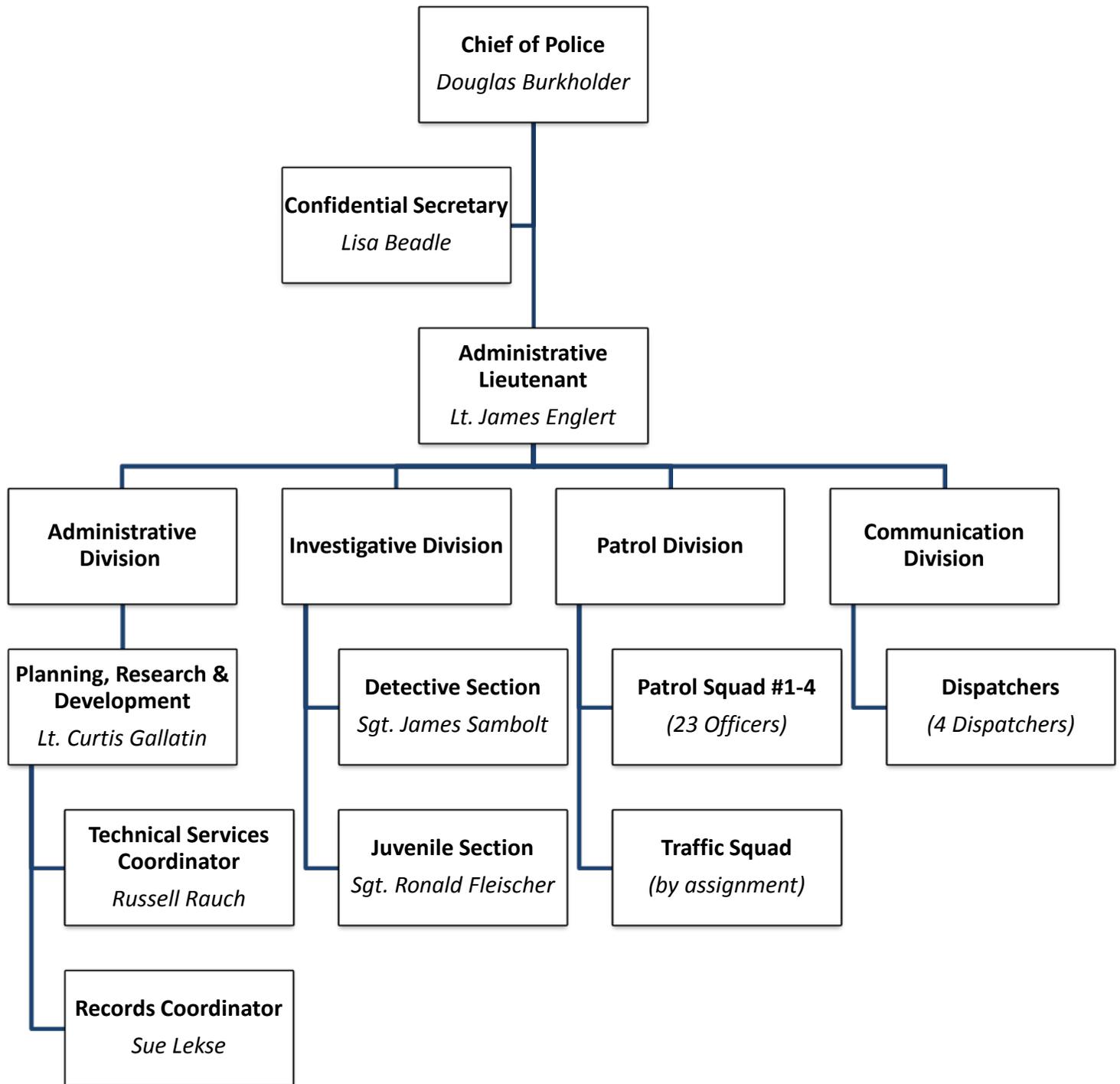


DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Police Department for 2016 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2016 Positions
Chief of Police	2	\$94,126	\$134,988	1
<i>Uniformed Police Officers</i>				
Lieutenant	Union Contract	\$50.70/hr	\$50.70/hr	2
Sergeant	Union Contract	\$46.08/hr	\$46.08/hr	6
Police Officer 6	Union Contract	\$41.89/hr	\$41.89/hr	12
Police Officer 5	Union Contract	\$39.26/hr	\$39.26/hr	1
Police Officer 4	Union Contract	\$36.60/hr	\$36.60/hr	0
Police Officer 3	Union Contract	\$31.23/hr	\$31.23/hr	2
Police Officer 2	Union Contract	\$28.58/hr	\$28.58/hr	1
Police Officer 1	Union Contract	\$26.39/hr	\$26.39/hr	3
Dispatcher	Union Contract	\$18.89/hr	\$23.61/hr	4
Technical Services Coordinator	7	\$54,662	\$78,391	1
Records Coordinator	14	\$28,050	\$40,227	1
Confidential Secretary to the Chief of Police	13	\$30,855	\$44,250	1
Total				35

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POLICE PROTECTION

**GENERAL FUND
PUBLIC SAFETY**



DEPARTMENT EXPENDITURES

Police Protection Expenditures 01-20-201-500??-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 2,563,897	\$ 2,618,234	\$ 2,709,932	\$ 2,709,932	\$ 2,791,712
102 Wages for Workers' Comp.	13,015	24,302	20,000	20,000	20,000
110 Overtime Wages	102,635	109,751	105,000	95,000	100,000
150 Longevity Pay	90,050	89,648	96,000	96,000	96,856
151 Residence and Travel Pay	7,050	8,900	9,100	9,100	9,200
152 Education Pay	28,967	30,167	33,367	33,367	34,567
153 Holiday Pay	117,059	108,618	110,000	110,000	110,000
154 Court Pay	8,326	11,750	13,000	13,000	13,000
155 Acting Sergeant Pay	8,840	10,252	11,000	11,000	11,000
156 Shift Differential Pay	18,317	18,491	19,000	19,000	20,000
162 Group Life Insurance	13,142	17,054	17,000	17,000	18,994
163 Medical Insurance	452,094	465,165	480,000	480,000	467,136
164 Workers' Compensation	158,605	148,920	143,626	143,626	151,676
166 Pension Costs	518,901	252,581	261,718	261,718	207,083
167 Long-term Disability Insurance	7,005	7,078	7,350	7,350	10,633
168 Post Retirement VEBA Plan	35,707	25,666	28,000	28,000	29,250
198 Social Security Expense	224,300	229,299	236,387	236,387	245,285
Total Personal Services	\$ 4,367,910	\$ 4,175,876	\$ 4,300,480	\$ 4,290,480	\$ 4,336,392
Contractual Services					
220 Liability Insurance	\$ 25,575	\$ 25,105	\$ 26,000	\$ 28,000	\$ 30,000
224 Police Professional Liability Ins.	18,144	20,437	20,500	21,200	22,300
230 Association Dues	1,000	1,420	1,750	1,750	1,750
231 Travel & Conference Expense*	11,070	15,379	15,000	17,000	18,000
243 Telephone	14,997	12,874	16,000	16,000	15,000
250 Repairs & Maintenance- Office Equipment	7,368	11,992	10,000	10,000	11,000
252 Repairs & Maintenance- Other Equipment	2,267	5,035	4,000	4,000	4,000
254 Repairs & Maintenance-Vehicles	2,481	430	4,000	4,000	4,000
275 Printing & Duplicating	2,053	1,772	3,000	3,000	2,500
280 Mileage Reimbursement	307	220	750	750	750
290 Other Contractual Services	15,208	19,665	19,500	19,500	24,500
Total Contractual Services	\$ 100,470	\$ 114,329	\$ 120,500	\$ 125,200	\$ 133,800

^Wages for Workers' Comp.: Net wages of officers paid workers' compensation and 2/3 insurance reimbursement.
*Travel & Conference Expenses: Management Conferences, Traffic Training, Staff Training, and Act 120 Training

POLICE PROTECTION

GENERAL FUND
PUBLIC SAFETY



	<u>2014 Actual</u>	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Commodities					
300 Office Furniture & Equipment	\$ 3,698	\$ 2,414	\$ 2,100	\$ 2,500	\$ 2,500
301 Expendable Office Supplies	3,913	6,586	5,150	5,150	5,000
302 Books & Subscriptions	1,296	721	1,200	1,200	1,000
330 Public Safety Equipment	11,132	14,083	14,000	14,000	14,000
351 Uniform Allowance	18,467	20,802	23,500	23,500	23,500
355 Uniform-Initial Issuance	2,250	8,112	6,000	6,000	6,000
390 Other Supplies	2,982	1,114	2,500	2,500	2,500
Total Commodities	<u>\$ 43,738</u>	<u>\$ 53,832</u>	<u>\$ 54,450</u>	<u>\$ 54,850</u>	<u>\$ 54,500</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 54,875	\$ 51,920	\$ 45,615	\$ 45,615	\$ 46,755
602 Dist. Data Processing Costs	54,356	48,126	67,151	67,151	67,415
604 Boyce Mayview RAD Patrol Costs	(39,660)	(41,796)	(39,258)	(39,258)	(43,579)
Total Distributed Costs	<u>\$ 69,571</u>	<u>\$ 58,250</u>	<u>\$ 73,508</u>	<u>\$ 73,508</u>	<u>\$ 70,591</u>
Total Police Protection Expenditures	<u>\$ 4,581,689</u>	<u>\$ 4,402,287</u>	<u>\$ 4,548,938</u>	<u>\$ 4,544,038</u>	<u>\$ 4,595,283</u>

BUDGETARY COMMENT

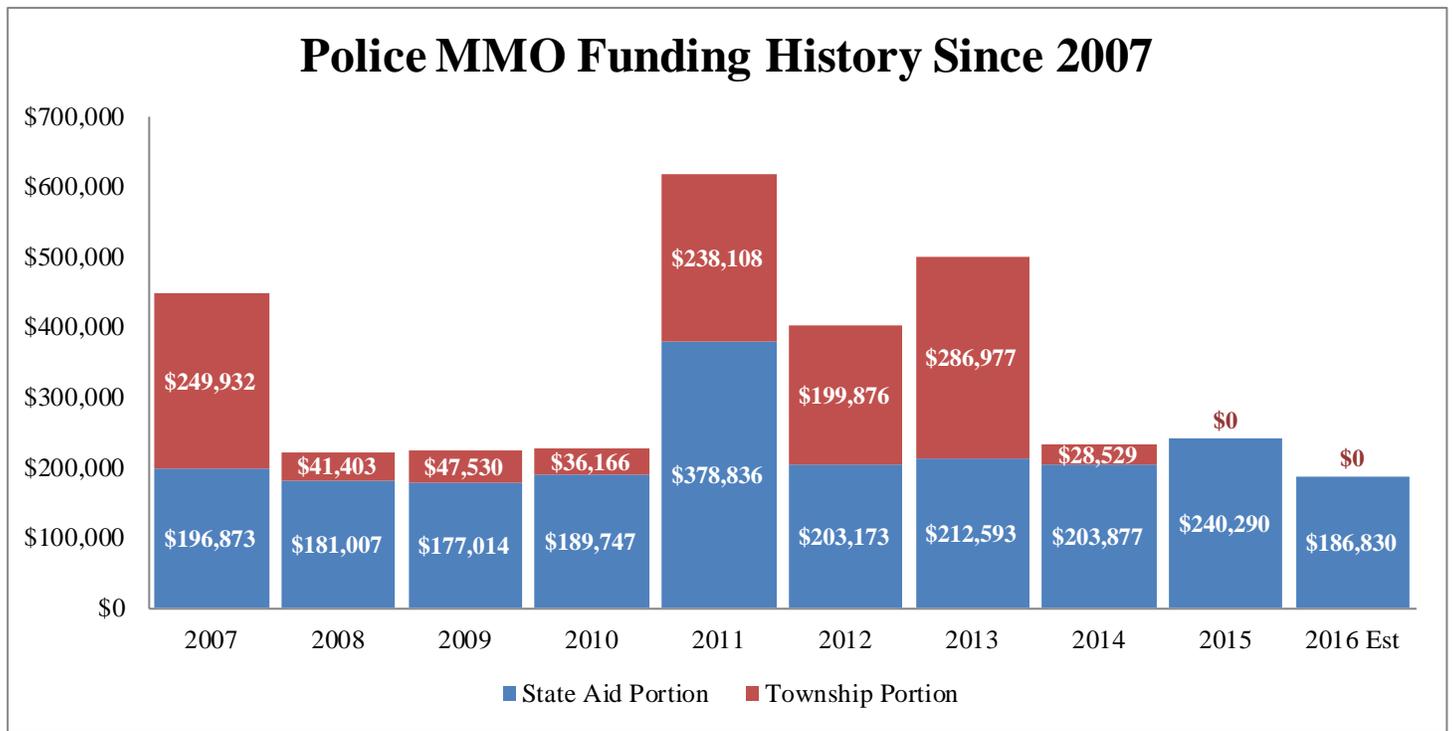
Funds requested for Police Protection are \$46,345 or 1.02% more than appropriated in 2015. The most significant changes occur within Personal Services where Full-Time Wages are budgeted to increase \$81,780 while the Pension Costs are scheduled to drop by \$54,635.

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SUPPLEMENTARY INFORMATION

Police Minimum Municipal Obligation

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



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Police Vehicles & Equipment

Asset Tag	Year	Make	Model	Mileage (10-1-2015)	Age in Years	Condition	Anticipated Replacement Year
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Patrol Vehicles / Traffic Vehicles								
1	2010 004	2010	Ford	Crown Victoria P.I.	66,200	6	Fair	2016
2	2011 011	2011	Ford	Crown Victoria P.I.	55,500	5	Fair	2016
3	2011 013	2011	Ford	Crown Victoria P.I.	61,200	5	Fair	2017
4	2011 012	2011	Ford	Crown Victoria P.I.	70,000	5	Poor	2016
5	2012 006	2012	Chevy	Caprice Police Ed.	24,700	4	Good	2017
6	2013 025	2014	Ford	Interceptor SDN	25,500	2	Good	2019
7	2014 001	2015	Ford	Interceptor SDN	14,400	1	Excellent	2019
8	2014 006	2015	Chevy	Tahoe	42,500	1	Good	2017

4-Wheel Drive Vehicles								
1	2008 021	2008	Ford	Explorer XLT	123,500	8	Poor	2016
2	2009 025	2009	Ford	Explorer XLT	85,600	7	Poor	2016
3	2012 004	2013	Ford	Explorer XLT	56,400	3	Good	2017
4	2013 026	2014	Ford	Interceptor SUV	33,000	2	Good	2017
5	2013 027	2014	Ford	Interceptor SUV	30,500	2	Good	2018
6	2014 001	2014	Ford	Interceptor SUV	15,700	2	Good	2019
7	2015 001	2015	Ford	Interceptor SDN	1,000	1	Excellent	2020
8	2015 002	2015	Ford	Interceptor SDN	500	1	Excellent	2020
9	2015 003	2016	Ford	Interceptor SUV	1,000	New	New	2020

Other Equipment								
1	2000 013	2001	Ford	E-350 Cargo Van	54,934	15	Poor	2016
2	2001 054	2001	Polaris	Quad #1	N/A	15	Fair	2017
3	2001 049	2001	Polaris	Quad #2	N/A	15	Fair	2018
4	2001 048	2001	Polaris	Quad #3	N/A	15	Fair	2016
5	2001 050	2001	Mustang	Trailer	N/A	15	Fair	TBD

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GENERAL FUND

PUBLIC SAFETY

FIRE PROTECTION

FIRE PROTECTION

GENERAL FUND PUBLIC SAFETY



	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Budget</u>	<u>2015</u> <u>Estimate</u>	<u>2016</u> <u>Budget</u>
Fire Protection Expenditures					
Personal Services	\$ 32,411	\$ 47,255	\$ 50,577	\$ 51,857	\$ 54,212
Contractual Services	176,944	203,710	219,400	219,400	232,400
Commodities	18,672	23,411	25,500	25,500	26,000
Total Fire Protection Expenditures	\$ 228,027	\$ 274,376	\$ 295,477	\$ 296,757	\$ 312,612

FIRE PROTECTION OVERVIEW

Fire Protection Services for the Township of Upper St. Clair are provided by a totally *volunteer* force which has grown from 19 members in 1971 to a present force of 43 members as of November 2015.

2015 DEPARTMENT ACCOMPLISHMENTS

- Developed specifications for a new engine.
- Replaced and put in service a new command vehicle.
- Continued making upgrades to the computer system including replacement of three computers, and installing a new server.
- Completed purchasing of tablet computers so all four Chiefs are equipped with one.

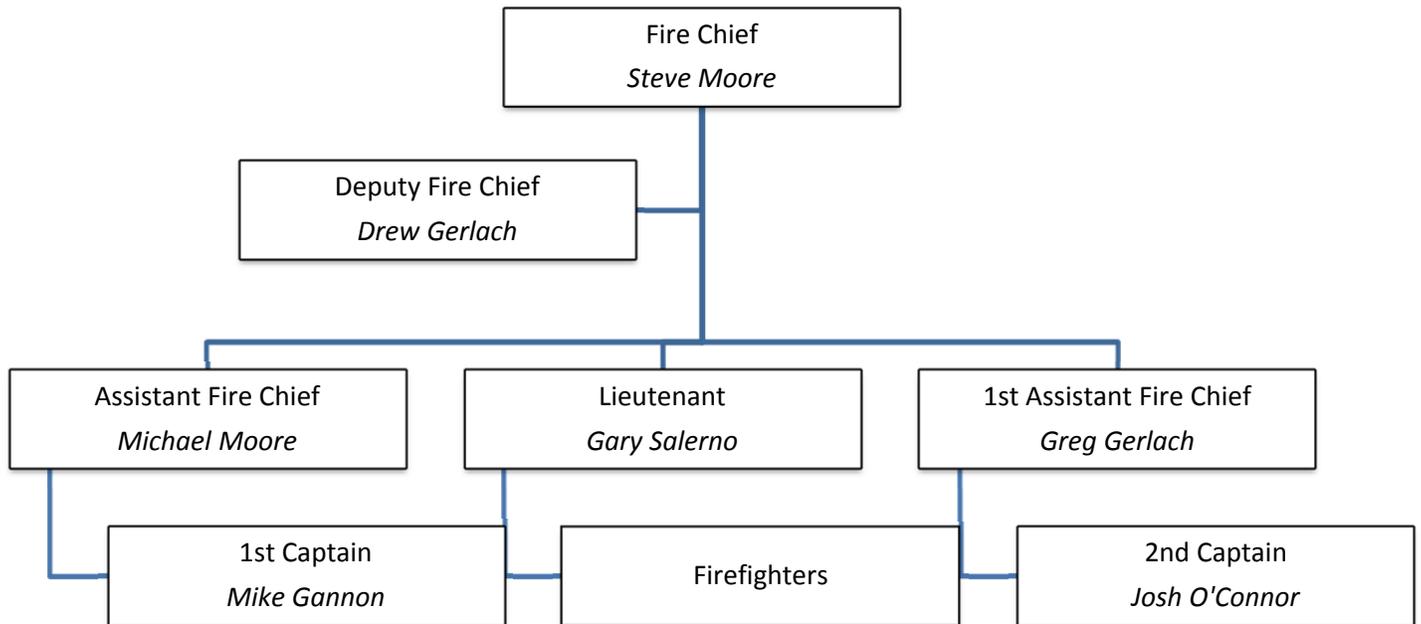
2016 DEPARTMENT GOALS AND OBJECTIVES

- Purchase and place in service a new engine.
- Implement a recruitment and retention program for members.
- Place in service and train using our drone.
- Maintain and seek to improve membership levels.

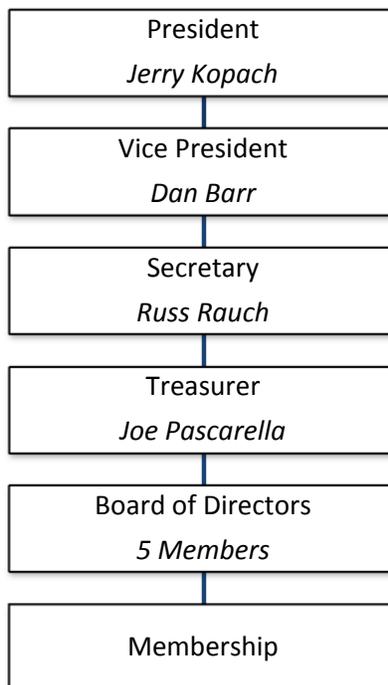
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Volunteer Fire Department for 2016 are as follows:

Firefighting Operations



Administrative Operations



DEPARTMENT STATISTICS AND BENCHMARKS

The Volunteer Fire Department 2007-2014 year-end key statistics are as follows:

Year	Number of Emergencies	Fire Alarms	Avg. Response Time (Minutes)	Estimated Fire Losses	Estimated Property Saved
2006	271	135	2.85	\$ 122,100	\$ 5,376,402
2007	275	111	2.83	92,300	2,453,700
2008	257	104	6.10	147,000	22,410,600
2009	266	82	5.36	373,000	37,988,000
2010	258	106	4.13	101,700	12,136,400
2011	238	119	5.39	634,250	8,567,450
2012	250	122	5.59	168,000	291,900
2013	235	87	6.16	322,500	466,300
2014	292	123	5.45	64,500	296,550

SUPPLEMENTARY INFORMATION

Volunteer Fire Department Vehicles

	Vin Number	Year	Make	Model	Mileage (10-1-2015)	Age in Years	Condition	Anticipated Replacement Year
1	2053	1989	Amer LaFrance	Engine	44,054	27	Poor	2017
2	4Z3HAACK85RU02102	2005	Amer LaFrance	Ladder	28,844	11	Good	2025
3	4Z3AAACG02RJ49205	2002	Freightliner	Engine	22,371	14	Poor	2016
4	1AFAAACK68RZ60906	2008	Amer LaFrance	Engine	12,857	8	Good	2023
5	1AFAAACG08RZ44177	2009	Amer LaFrance	Rescue	4,486	7	Excellent	2029
6	3CZWDNFL9CG233506	2012	Dodge	Rescue	2,640	4	Excellent	2022
7	3C6TR5DT9EG191352	2014	Dodge	2500	3,742	2	Excellent	2023
8	3C6TR5DT6EG141251	2014	Dodge	Pick Up	5,656	2	Excellent	2024
9	1GNSKFKC3GR119008	2016	Chevrolet	Tahoe	229	New	Excellent	2021

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FIRE PROTECTION**GENERAL FUND
PUBLIC SAFETY****DEPARTMENT EXPENDITURES**

Fire Protection Expenditures 01-20-202-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
100 Full Time Wages-IT	\$ -	\$ 14,961	\$ 17,257	\$ 17,257	\$ 21,525
162 Group Life Insurance	-	-	-	100	182
163 Medical Insurance	-	-	-	3,100	3,116
164 Workers' Compensation	32,411	31,163	32,000	30,000	27,660
167 Long-term Disability Insurance	-	-	-	80	82
198 Social Security Expense	-	1,131	1,320	1,320	1,647
Total Personal Services	\$ 32,411	\$ 47,255	\$ 50,577	\$ 51,857	\$ 54,212
Contractual Services					
222 Vehicle Insurance-Fire Trucks	\$ -	\$ 1,500	\$ 7,000	\$ 7,000	\$ 5,000
240 Water and Sewerage	101,424	114,621	113,000	113,000	120,000
241 Natural Gas	12,938	20,467	16,000	16,000	25,000
242 Electricity	15,099	16,759	17,000	17,000	18,000
243 Telephone	17,589	19,621	17,000	17,000	20,000
252 Repairs & Maintenance- Other Equipment	1,709	(157)	1,400	1,400	1,400
254 Repairs & Maintenance-Vehicles	28,185	29,386	38,000	38,000	35,000
290 Other Contractual Services	-	1,513	10,000	10,000	8,000
Total Contractual Services	\$ 176,944	\$ 203,710	\$ 219,400	\$ 219,400	\$ 232,400
Commodities					
304 Publicity Material	\$ 3,816	\$ 5,695	\$ 2,500	\$ 2,500	\$ 4,000
330 Public Safety Equipment	1,157	1,532	4,000	4,000	3,000
335 Fire Fighting Equipment	13,699	16,184	19,000	19,000	19,000
Total Commodities	\$ 18,672	\$ 23,411	\$ 25,500	\$ 25,500	\$ 26,000
Total Fire Protection Expenditures	\$ 228,027	\$ 274,376	\$ 295,477	\$ 296,757	\$ 312,612

BUDGETARY COMMENT

The Volunteer Fire Department is funded by three (3) sources: The Neighborhood Fund Drive, Foreign Fire Insurance Taxes and Township appropriations. Funds requested from Township appropriations for 2016 increased by \$17,135 or 5.80% due primarily to anticipated increases in utility costs.

GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

ANIMAL CONTROL

GENERAL FUND
PUBLIC SAFETY



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Animal Control Expenditures					
Contractual Services	\$ 72,478	\$ 78,165	\$ 113,100	\$ 113,100	\$ 93,175
Commodities	65	69	200	200	200
Total Animal Control Expenditures	<u>\$ 72,543</u>	<u>\$ 78,234</u>	<u>\$ 113,300</u>	<u>\$ 113,300</u>	<u>\$ 93,375</u>

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, Carnegie Borough, Baldwin Township and Green Tree Borough. Costs of the program are divided between the nine (9) communities under a formula, which incorporates road mileage, area of land and population statistics.

In 2016, Animal Control Officers are projected to receive approximately 21% of total calls for service from Upper St. Clair residents based on historical data. The officers are also responsible for the daily care of animals and for the maintenance of the kennels, which are located in Upper St. Clair. Animal Control Officers are on duty seven days a week and provide emergency service 24-hours a day.

Animal Control Expenditures 01-20-210-500???-000	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Contractual Services					
240 Water and Sewerage	\$ 436	\$ 609	\$ 600	\$ 600	\$ 675
241 Natural Gas	887	1,277	1,500	1,500	1,500
242 Electricity	730	893	1,000	1,000	1,000
272 Animal Control Services	70,425	75,386	110,000	110,000	90,000
Total Contractual Services	<u>\$ 72,478</u>	<u>\$ 78,165</u>	<u>\$ 113,100</u>	<u>\$ 113,100</u>	<u>\$ 93,175</u>
Commodities					
390 Other Supplies	\$ 65	\$ 69	\$ 200	\$ 200	\$ 200
Total Commodities	<u>\$ 65</u>	<u>\$ 69</u>	<u>\$ 200</u>	<u>\$ 200</u>	<u>\$ 200</u>
Total Animal Control Expenditures	<u>\$ 72,543</u>	<u>\$ 78,234</u>	<u>\$ 113,300</u>	<u>\$ 113,300</u>	<u>\$ 93,375</u>

BUDGETARY COMMENT

Total costs of the Animal Control program are shared among the nine (9) 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 nine (9) communities under the established formula.

GENERAL FUND

COMMUNITY DEVELOPMENT

SUMMARY

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Community Development Expenditures					
Personal Services	\$ 450,933	\$ 459,614	\$ 475,739	\$ 451,739	\$ 487,476
Contractual Services	57,101	52,697	69,765	71,750	70,950
Commodities	6,934	5,650	8,000	8,000	8,000
Distributed Costs	66,239	58,981	53,158	53,158	58,291
Total Comm. Development Expenditures	<u>\$ 581,207</u>	<u>\$ 576,942</u>	<u>\$ 606,662</u>	<u>\$ 584,647</u>	<u>\$ 624,717</u>

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.

2015 DEPARTMENT ACCOMPLISHMENTS

- Completed the 2015-2025 Comprehensive Plan development process.
- Began to implement the 2015-2025 Comprehensive Plan.
- Continued to coordinate and inspect the development of the Siena at St. Clair project.
- Continued to oversee development of large land tracts within the Township.
- Coordinated with PennDOT to provide input regarding transportation improvements at McLaughlin Run Road / McMillan Road / Lesnett Road.
- Coordinated with PennDOT to provide input on the Morrow Road bridge replacement project.
- Made various text amendments to the Township Code including a new ordinance for DAS antennas.
- Maintained all storm water management activities and changes as required by the NPDES permit revisions from the PA Department of Environmental Protection.
- Participated in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) activities, and maintained the Township’s the 7 rating from FEMA.
- Staff continued to attend relevant trainings and maintain advanced professional certifications.
- The review of land developments, subdivisions, conditional uses and ordinance amendment applications are a significant function of the Department. In 2015, there were 16 applications reviewed.
- Reviewed a total of 300 building permit applications.

2016 DEPARTMENT GOALS AND OBJECTIVES

- Continue to coordinate and inspect the development of the former Consol site.
- Continue to oversee development of large land tracts within the Township.
- Remain in communication with PennDOT to provide input regarding transportation improvements at McLaughlin Run Road / McMillan Road / Lesnett Road.
- Remain in communication with PennDOT to provide further input in the Morrow Road bridge replacement project.
- Maintain all storm water management activities and changes as required by the NPDES permit revisions from the PA Department of Environmental Protection.
- Participate in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) activities, and maintained the Township's current rating from FEMA.
- Continued to stay informed on trends in planning and development by attending relevant trainings and maintaining advanced professional certifications.
- Continue the reviewing of applications for land development, subdivisions, conditional uses & ordinance amendments.
- Continue to provide timely review of building permit applications and permit inspections.
- Continue to enforce the Township Code and the Property Maintenance Code.
- Continue to serve as the lead for implementation and monitoring of the 2015-2025 Comprehensive Plan.

2015-2025 COMPREHENSIVE PLAN

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

Following is a list of goals included in the 2015-2025 Comprehensive Plan that identify the Department as having a specific role. Being that the Plan was not adopted until November of 2015, progress on many of the goals is minimal.

GOAL: Assess zoning ordinance provisions to identify the feasibility and opportunities for locations, standards and development incentives associated with potential additional neighborhood cafes, up-scale restaurants, neighborhood-scale office and medical services development within the Township.

UPDATE: The Community Development Department will begin to review the Township Code in 2016 to determine the feasibility of creating new standards and development incentives associated with potential additional neighborhood cafes, up-scale restaurants, neighborhood-scale office and medical services development within the Township.

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

UPDATE: The Community Development Department will review current real estate trends on an ongoing basis and update the Township's development strategies as needed.

2015-2025 COMPREHENSIVE PLAN (continued)

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

UPDATE: The Community Development Department will continue to pursue opportunities to partner with real estate and regional entities to advertise and promote available housing programs that attract young adults to invest in housing within the Township.

GOAL: Align policies and encourage quality, coordinated development for priority development/redevelopment parcels along the Boyce and Painters Run Corridors.

UPDATE: The Community Development Department will begin to review the properties along the Boyce and Painters Run Corridors and ensure that the Township's policies encourage quality, coordinated development and redevelopment.

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

UPDATE: The Community Development Department will continue to monitor patterns of resident moves within and from the Township on an ongoing basis.

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

UPDATE: The Community Development Department is currently partnering with the Public Works Department to examine design guidelines related to street lighting.

GOAL: Create an online system for development application submission and Township Commission access/review.

UPDATE: The Community Development Department will partner with the IT Department to explore the feasibility of creating an online system for development application submission.

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

UPDATE: The Community Development Department continues to support applicable zoning provisions that concentrate commercial and residential development in the areas where they already exist and in those areas where the land meets these specific uses.

2015-2025 COMPREHENSIVE PLAN (continued)

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

UPDATE: The Community Development Department will review options to incorporate innovative construction requirements such as Leadership in Energy & Environmental Design (LEED) and other best management practices into the Township's Code.

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

UPDATE: The Community Development Department will continue to pursue opportunities for sidewalk and bikeway improvements with priority toward extension of existing constructed segments as well as to connections that link neighborhoods to civic amenities. The Township's Sidewalks and Bikeways Plan serves as a guide to implement future improvements.

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

UPDATE: Community Development staff will begin to create the biannual Progress report in 2016.

GOAL: Assess the fiscal, physical, social and environmental impacts of infill development prior to executing infill development strategies.

UPDATE: The Community Development Department monitors fiscal, physical, social and environmental impacts of infill development prior to development and redevelopment on an ongoing basis.

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

UPDATE: Community Development Department staff will be reviewing the Township Code in 2016 to determine necessary ordinance amendments in order to align sidewalks, bikeway, lighting, signage and stormwater management improvements with priority areas for development and connectivity.

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

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

2015-2025 COMPREHENSIVE PLAN (continued)

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

UPDATE: The Community Development Department will be partnering with the Public Works Department and the Township Engineer to provide quarterly articles and other informational material related to public and private stormwater management infrastructure improvements during 2016.

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

UPDATE: The Community Development Department will continue to partner with other Township Departments, community groups and applicable private entities to address Township-prioritized improvements for public space, pedestrian linkages and the community's natural heritage system.

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

UPDATE: The Community Development Department will continue to coordinate landscape review with the Township's Arborist in 2016.

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

UPDATE: The Community Development Department will continue to implement updated stormwater management and floodplain management initiatives to protect public safety, public health, local streams and water quality through continuing education, processing any necessary Code amendments and Code enforcement activities.

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

UPDATE: The Community Development Department will continue to pursue opportunities to acquire land in "core areas" of the Township to expand recreational and public spaces in 2016.

DEPARTMENT STATISTICS

Category	2009	2010	2011	2012	2013	2014	Oct-15
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Summary of Department Approvals and Appeals

Number of Building Permits Processed	267	272	266	272	298	269	267
Number of Zoning Hearing Board Appeals	2	1	3	4	1	3	2
Number of Single Family Lots Approved (new lots)	1	0	50	16	107	7	57
Number of Multi-Family Units Approved	0	0	0	0	220	0	0
Number of Non-Residential Plans Approved	3	9	2	1	0	5	5
Number of Two-Family Attached Units Approved	0	0	0	0	0	0	0
Simple Subdivisions	3	3	1	1	3	1	4

Number of Permits Issued

Certificates of Use & Occupancy	65	31	34	45	47	38	46
Sewer Permits (Sewer Taps)	12	6	6	25	18	46	12
Nonconforming Registrations	1	0	0	0	0	0	0
Demolition Permits	10	4	6	7	7	12	9
Grading Permits	13	3	7	8	7	5	5
Driveway Permits	22	13	13	33	40	27	44
Fire Prevention Permits	18	22	32	52	41	44	54
Electrical Permits	216	241	205	218	273	224	197
Street Opening Permits	757	444	629	392	234	215	167
Complaint Cases - Received/Pending	373	455	332	391	348	354	283
Complaint Cases - Closed/Transferred	336	389	326	334	266	253	310
Home Occupation Registrations	16	23	15	3	12	8	14
Annual Alarm Notices	844	844	850	747	737	738	729

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DEPARTMENT ORGANIZATIONAL STRUCTURE

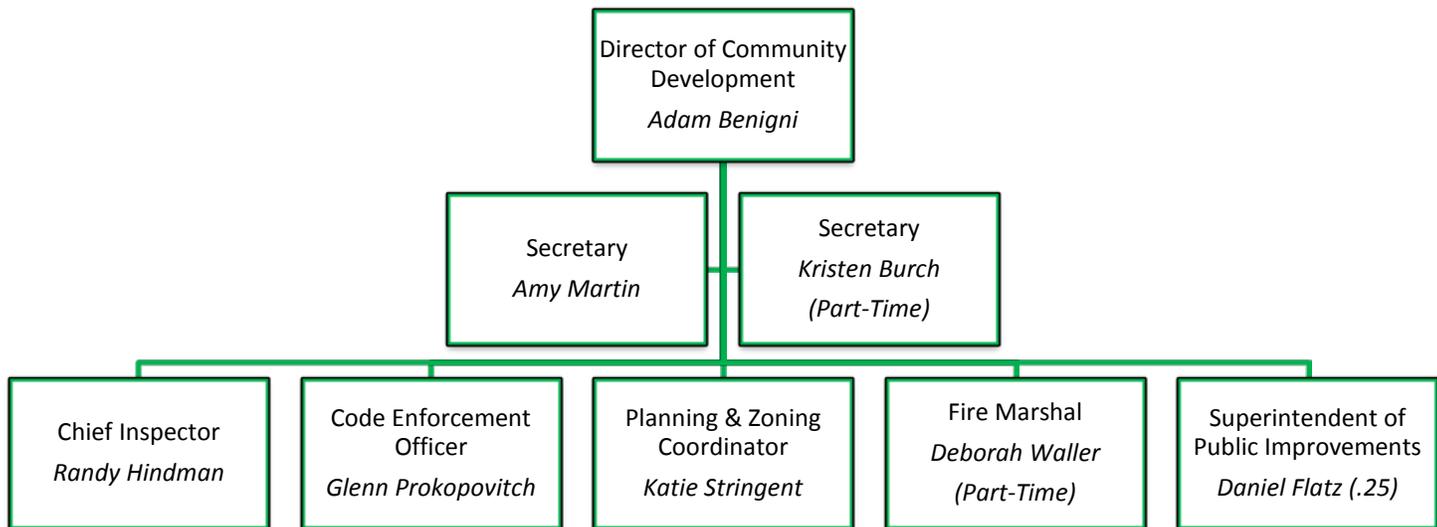
The proposed authorized personnel responsible for programs and services for the Community Development Department for 2016 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2016 Positions
Director of Planning and Community Development	4	\$72,754	\$104,338	1
Planning & Zoning Coordinator	9	\$45,175	\$64,786	1
Chief Inspector	7	\$54,662	\$78,391	1
Code Enforcement Officer	9	\$45,175	\$64,786	1
Fire Marshal	6	\$60,128	\$86,230	1 PT
Department Secretary	11	\$37,335	\$53,542	1 FT, 1 PT
Total				5 FT, 2 PT

Budgetary Allocations

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

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



**PLANNING & CODE
ENFORCEMENT**

**GENERAL FUND
COMMUNITY DEVELOPMENT**



DEPARTMENT EXPENDITURES

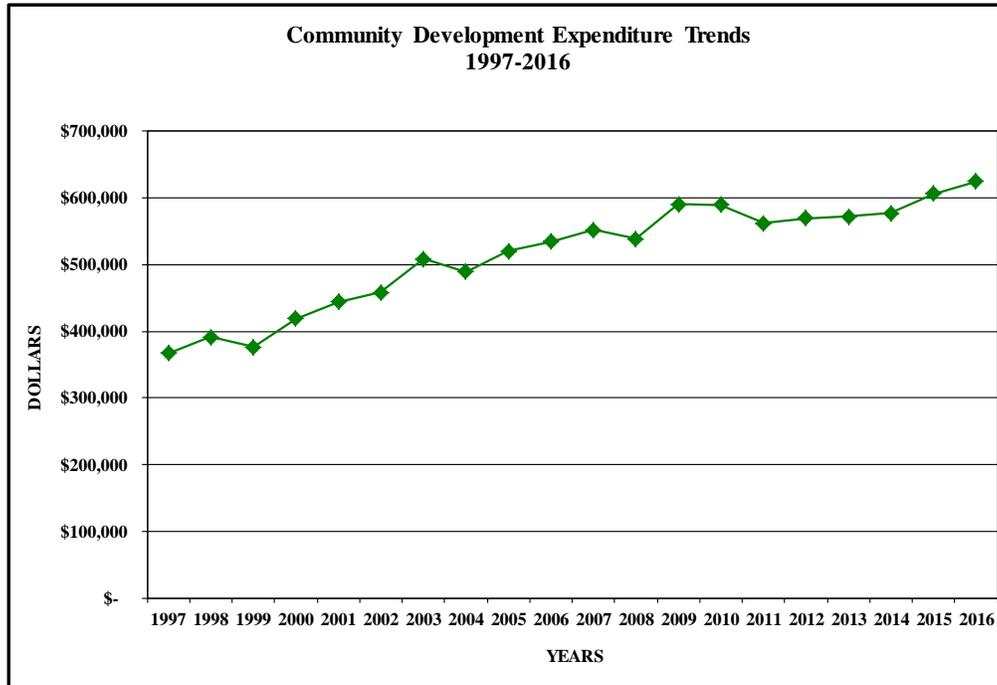
Community Development Expenditures 01-30-301-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 270,266	\$ 282,354	\$ 288,400	\$ 264,400	\$ 290,658
110 Overtime Wages	842	368	1,000	1,000	1,000
120 Part-Time Wages	70,947	64,753	70,000	70,000	70,000
162 Group Life Insurance	2,284	2,575	2,450	2,450	2,872
163 Medical Insurance	56,818	58,581	60,500	60,500	65,770
164 Workers' Compensation	1,566	1,489	1,500	1,500	1,584
166 Pension Costs	19,825	20,746	21,470	21,470	25,137
167 Long-term Disability Insurance	851	893	925	925	1,277
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	25,534	25,855	27,494	27,494	27,178
Total Personal Services	\$ 450,933	\$ 459,614	\$ 475,739	\$ 451,739	\$ 487,476
Contractual Services					
213 Professional Services-Legal	\$ 10,672	\$ 5,172	\$ 8,000	\$ 8,000	\$ 8,000
220 Liability Insurance	20,610	20,231	21,015	23,000	24,200
230 Association Dues	1,869	1,505	2,000	2,000	2,000
231 Travel & Conference Expense	5,146	3,324	4,500	4,500	4,500
232 Personnel Training	1,235	1,869	2,000	2,000	2,000
250 Repairs & Maint. - Office Equip.	(608)	-	2,000	2,000	1,500
274 Legal Advertising	-	386	750	750	750
275 Printing & Duplicating	983	1,912	2,500	2,500	3,000
290 Other Contractual Services	17,194	18,298	27,000	27,000	25,000
Total Contractual Services	\$ 57,101	\$ 52,697	\$ 69,765	\$ 71,750	\$ 70,950
Commodities					
300 Office Furniture & Equipment	\$ 755	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
301 Expendable Office Supplies	3,272	3,830	4,000	4,000	5,000
302 Books & Subscriptions	1,708	1,693	2,000	2,000	2,000
390 Other Supplies	1,199	127	1,000	1,000	-
Total Commodities	\$ 6,934	\$ 5,650	\$ 8,000	\$ 8,000	\$ 8,000
Distributed Costs					
601 Dist. Vehicle Costs	\$ 5,488	\$ 5,193	\$ 5,193	\$ 5,193	\$ 5,323
602 Dist. Data Processing Costs	60,751	53,788	47,965	47,965	52,968
Total Distributed Costs	\$ 66,239	\$ 58,981	\$ 53,158	\$ 53,158	\$ 58,291
Total Comm. Development Expenditures	\$ 581,207	\$ 576,942	\$ 606,662	\$ 584,647	\$ 624,717

BUDGETARY COMMENT

Funds requested for Community Development are \$18,055 or 2.98% more than appropriated in 2015 due primarily to increased personal services costs.

SUPPLEMENTARY INFORMATION

The average annual cost increase of Community Development expenditures over the last 20 years is 3.13%



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$411,698
How many real estate tax mills?	0.08	\$178,755
Earned Income Tax per \$100?	\$ 2.28	\$192,726
Percentage of Other Taxes?	0.22%	\$40,218

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

GENERAL FUND

PUBLIC WORKS

SUMMARY

DEPARTMENT SUMMARY

GENERAL FUND PUBLIC WORKS

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Public Works Expenditures					
Personal Services	\$ 2,407,403	\$ 2,557,323	\$ 2,615,792	\$ 2,630,517	\$ 2,625,984
Contractual Services	1,849,972	1,944,794	2,086,170	2,069,625	2,122,350
Commodities	1,035,964	1,114,675	1,233,250	1,233,250	1,211,000
Distributed Costs	(75,971)	(83,241)	(54,113)	(54,113)	(56,868)
Total Public Works Expenditures	<u>\$ 5,217,368</u>	<u>\$ 5,533,551</u>	<u>\$ 5,881,099</u>	<u>\$ 5,879,279</u>	<u>\$ 5,902,466</u>

PUBLIC WORKS OVERVIEW

As the Public Works Department looks ahead to the challenges of 2016, its focus remains on providing first rate service to our residents, while preparing for the approved Capital Projects, Facility Improvements, Department Goals and the newly adopted 2015-2025 Comprehensive Plan.

With a stable yearly budget and staffing numbers, the Public Works Department will continue to service the community and fellow departments with all of its available resources.

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

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

The Parks Improvement Fund is vital in maintaining and improving the Township's 747+ acres of park space and to ensure our play equipment is kept current, safe and enjoyable.

The Storm Sewer Appropriation Fund has been put in place to ensure the good working order of our storm sewer infrastructure and ultimately comply with DEP Municipal Separate Storm Sewer System Standards.

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



Above: Public Works fleet



Above: Wiltshire Park Pavilion

2015 DEPARTMENT ACCOMPLISHMENTS

- Sanitary Sewer Administrative Consent Order
 - Continued implementation of the mandated Operation & Maintenance Plan
- Storm Sewer Improvement Program
 - Televising and cleaning of storm sewer infrastructure
 - Developed and mapped precise GIS coordinates of Township Storm Sewer System
 - Prioritized and budgeted improvements
- Completed construction of Phase II Renovations of the Brush Run Pumping Station
- Completed Clair Park renovations
 - Basketball court surface, standards and fencing
 - New pavilion
 - New splash pad and surface
 - New tot equipment
 - New LED walkway lighting
 - New electrical service
- Progressed on Phase III of the Township Administration Building project
 - Replaced building roof in its entirety
- Completed 2015 Street Paving Program
- Completed Marmion Field Complex irrigation upgrade
- Completed installation of Boyce Mayview Park Playing Field lights and Miracle League Field lights
- Completed Boyce Mayview Park mine subsidence remediation
- Completed delivery and implementation of the new Township recycling containers
- Implemented, staffed and managed the Township monthly Yard Waste Drop Off Program
- Met with ALCOSAN and provided data for Trunk Sewer Regionalization Program



Above: Clair Park (left) and Brush Run Pump Station (right)

2016 DEPARTMENT GOALS AND OBJECTIVES

- Sanitary Sewer:
 - Compliance with the Interim Consent Order
 - Preparation for the signing of the New Consent Order II
 - Continue implementation of the mandated Sanitary Sewer Operations & Maintenance Plan
 - Engineer and design Phase III renovation of the Brush Run Pump Station
 - Engineer and design new Brush Run Pump Station Force Main
- Storm Sewer Municipal separate storm sewer system:
 - Televising and cleaning of the Township storm sewer infrastructure
 - Develop precise GIS mapping and data base for entire system
 - Perform upgrades to system as problem areas are identified and engineered
 - Institute Industry Best Management Practices (BMP's) for all improvement projects
- Continue design and engineering for Mayview Road Sidewalk Phase II, part of the Sidewalk & Bikeway Program.
- Complete planned parks and equipment upgrades for the Township neighborhood parks.
- Complete planned Playing Field Improvements for our youth sports.
- Complete installation of departmental software "CityWorks".
- Complete the 2016 Annual Street Paving Contract.
- Design and engineer Phase IV for the Administration Building Space Renovation Project.
- Design, engineer and let for construction the Boyce Mayview Park Perimeter Trail Southern Extension and Morton Complex/Community Gardens phases.
- Continue to upgrade the Township streets, regulatory and informational signs to the current reflectivity and text standards per the Manual on Uniform Traffic Control Devices (MUTCD).
- Complete design and begin installation of new Township street name signs per the MUTCD.
- Continue to develop and upgrade the Township's snow and ice operation as it relates to liquid anti-icing and de-icing.
- Continue to seek Grant opportunities to assist the Township with the high cost of funding necessary Capital Projects and Improvements throughout the Municipality.
- Ensure the Department continues to use best sustainability practices and strives to be environmentally responsible.

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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. A new Comprehensive Plan was adopted in November of 2015 to cover the goals for the Township for the years 2015 through 2025. Below are goals and status updates for which the Public Works Department serves either the lead role or a partner role. Due to the timing of the Plan's adoption, some of the goals do not have much progress to report. Please refer to the "Long Term Plan" section of the budget for a summary status update.

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

UPDATE: The Township began an informational campaign in 2015 to educate residents on stormwater management issues that impact the Township. Education will continue in 2016 online, via the USC Today, and potentially other communication avenues.

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

UPDATE: A \$300,000 appropriation to the Storm Sewer Fund is once again provided the 2016 Budget which will be used for projects dedicated to improve stormwater management systems throughout the Township.

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

UPDATE: Funding of the Township's forestry effort continues in 2016 with a 20% increase in the budget for contractual services related to tree maintenance.

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

UPDATE: The Township's 2016 Capital Improvement Plan includes upgrades and renovations to the Municipal Building (including meeting space), the McLaughlin Run Activity Center, the Public Works building and the C&RC. The Township's 5-year CIP also includes consideration of a Tennis Administration building, a Public Safety building, and further enhancements to the C&RC.

COMPREHENSIVE PLAN STATUS (Continued)

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

UPDATE: The Township participates in professional forums where municipalities share such experiences. In 2016, the Township will continue to work towards enhancing its resident communications on these efforts as well as its collaboration with other municipalities.

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

UPDATE: The Township expects to make progress towards this goal in 2016.

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

UPDATE: The Township expects to make progress towards this goal in 2016.

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DEPARTMENT STATISTICS AND BENCHMARKS

Public Works Benchmarks & Statistics	2013	2014	2015
Efficiency			
% Service Calls Outstanding	<1%	<1%	<1%
% Critical Sign Repairs completed within 4 Hours	100.0%	100.0%	100.0%
% Pothole Repairs completed within 1 working day	25.0%	25.0%	25.0%
% Hazardous Road Repairs responded to within 24 Hours	100.0%	100.0%	100.0%
% Sewer Spills responded within 1 Hour	100.0%	100.0%	100.0%
% Fleet Maintenance Completed On-Time	95.0%	95.0%	95.0%
% Permit Inspections performed in a timely manner	100.0%	100.0%	100.0%
Workload			
<i>Sanitary Sewer & Storm Sewer</i>			
Storm Drain Inlets inspected and/or cleaned	100	110	150
Miles of open/closed storm drains cleaned	2.5 miles	1.5 miles	1.5
Miles of Sanitary Sewer lines cleaned/inspected	66 miles	32 miles	32 miles
<i>Street & Sidewalk Program</i>			
Square feet of deteriorated pavement replaced	516, 069 sf	454,563 sf	698,631 sf
Lineal feet of deteriorated pavement sealed	50,000+ lf	50,000 lf	50,000 lf
Square feet of Sidewalks Built	4,500 sf	4,500 sf	0
Miles of roadway swept annually	1,486 Miles	1,502 Miles	1,546 Miles
Amount of Debris removed by Street Sweepers	122 tons	159 tons	148 tons
<i>Vehicle & Equipment Maintenance</i>			
Number of Vehicles maintained by Public Works	65	65	65
Number of Pieces of Equipment maintained by Public Works	86	86	86
Number of Vehicles per mechanic	76	76	76
Number of Work Orders processed	3,000	2,594	3,123

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

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

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

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



DEPARTMENT STATISTICS AND BENCHMARKS (continued)

**PUBLIC WORKS REQUESTS FOR SERVICE
AUGUST 2014 - JULY 2015**

	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Total
One Calls	106	149	140	97	84	73	49	149	178	156	203	217	1,601
Blue Cards/Police	23	30	30	8	49	49	9	13	19	26	7	30	293
Inspections	2	0	0	1	3	1	3	3	9	10	6	6	44
Ballfield Maintenance	1	2	0	0	1	0	0	1	2	0	4	7	18
Building Maintenance	21	27	34	32	17	25	42	22	23	33	15	27	318
Dead Animal	19	29	18	12	15	2	2	9	15	17	14	12	164
Dye Tests	25	23	29	26	20	15	17	41	41	42	33	46	358
Forestry	9	6	7	4	8	11	3	2	8	13	15	25	111
Garbage	37	33	27	25	38	31	10	37	32	30	24	22	346
Ground Maintenance General	1	9	1	2	2	2	0	5	3	5	3	1	34
Leaf Recycling	0	0	0	11	14	0	0	0	0	2	0	0	27
Mailbox/Snowplow Damage	1	0	0	1	0	12	12	28	14	2	0	0	70
Manhole Repair	1	0	0	0	0	0	0	1	0	0	0	0	2
Other	26	20	34	25	27	23	22	22	31	29	24	38	321
Parks	19	9	27	19	12	13	10	16	29	46	13	26	239
Recycling	32	18	13	22	21	25	7	55	16	18	4	9	240
Sanitary Sewer	2	3	3	0	0	0	2	3	1	2	1	2	19
Sewer backup	1	1	0	0	1	1	1	2	2	0	0	0	9
Signs	10	14	7	7	25	3	10	5	12	13	15	14	135
Snow/Ice	0	0	0	0	0	25	20	9	0	0	0	0	54
Snow/rain storms	5	0	0	5	0	0	0	0	0	0	0	0	10
Special Events	0	0	0	0	0	0	0	0	0	0	0	0	0
Storm Sewer	7	2	1	2	1	0	2	15	12	7	17	11	77
Street Repair	22	3	6	5	19	12	3	24	22	17	19	12	164
Street/Park Resurfacing Program	0	1	0	2	0	0	0	0	0	0	0	2	5
Water Problems	4	5	0	3	3	3	3	6	9	4	2	6	48
Yard Damage	0	0	0	0	0	1	0	1	0	1	1	0	4
Golf Course	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Requests for Service	374	384	377	309	360	327	227	469	478	473	420	513	4,711
Requests Outstanding	<1%												

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DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Public Works Department for 2016 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2016 Positions
Director of Public Works	3	\$81,849	\$117,381	1
Superintendent of Operations	5	\$66,140	\$94,853	1
Superintendent of Projects	5	\$66,140	\$94,853	1
Superintendent of Public Improvements	5	\$66,140	\$94,853	1
Building/Grounds & Sustainability Administrator	6	\$60,128	\$86,230	1
Park & Forestry Administrator	6	\$60,128	\$86,230	1
Confidential Secretary to the Director	13	\$30,855	\$44,250	1
Department Secretary	13	\$30,855	\$44,250	1
Teamsters Local 205	Union Contract	\$13.21/hr	\$30.61/hr	24
Total				32

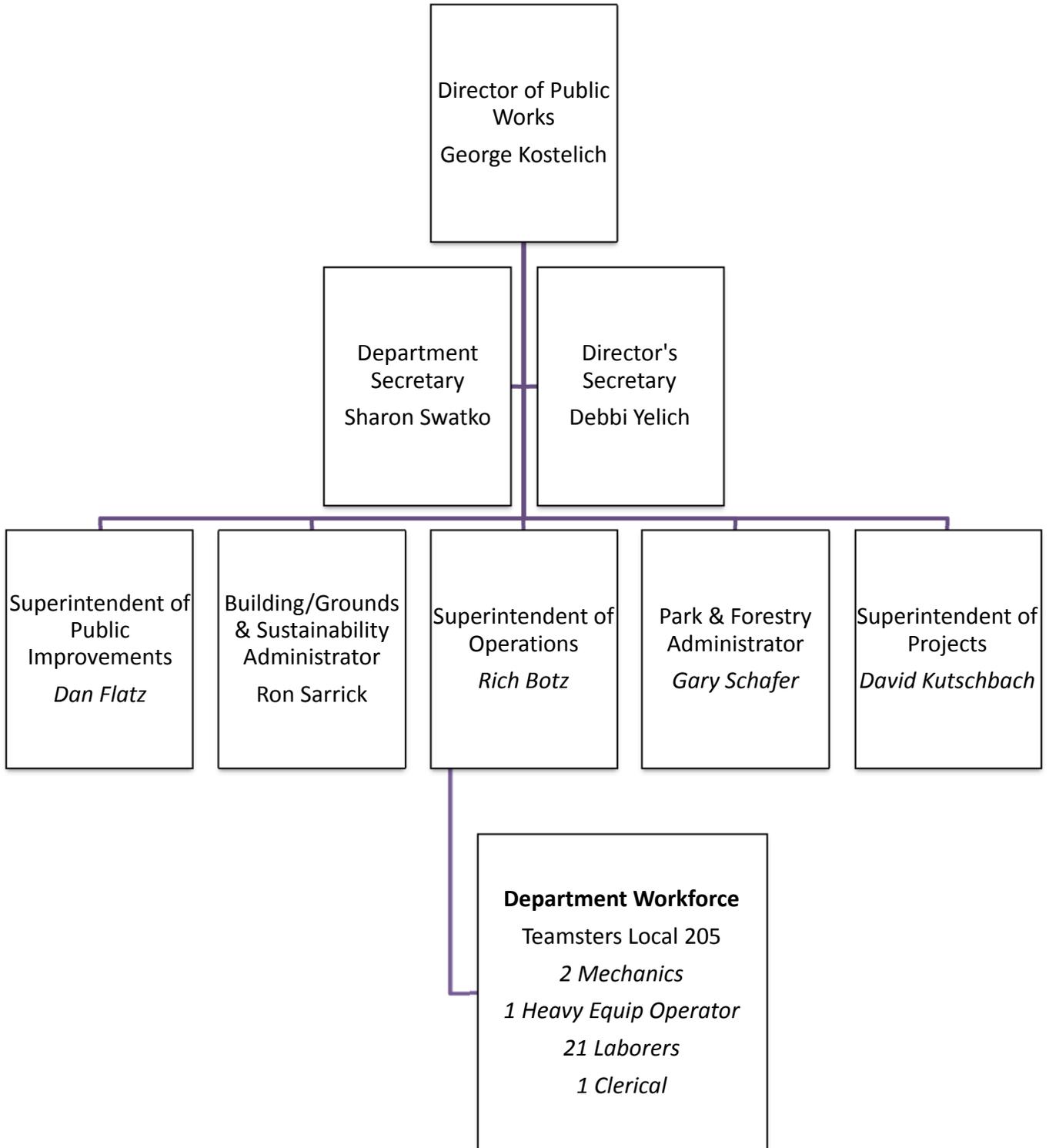
Public Works - Local 205 Union Contract 2016 Salary & Wage Scale		
I.	Master Mechanic	\$30.61/hr
II.	Mechanic	\$30.27/hr
III.	Heavy Equipment Operator	\$30.27/hr
IV.	Foreman	\$30.27/hr
V.	Laborer III (after 36 mos.)	\$28.26/hr
	Laborer II (13-36 months)	\$25.64/hr
	Laborer I (0-12 months)	\$22.98/hr
VI.	Semi-Skilled Laborer III	\$20.54/hr
	Semi-Skilled Laborer II	\$18.88/hr
	Semi-Skilled Laborer I	\$17.37/hr
	Semi-Skilled Laborer Probationary	\$13.21/hr
VII.	C&RC Attendant	\$20.54/hr
VIII.	Public Works Clerk	\$26.08/hr

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 Operations	50.0%	25.0%	25.0%	n/a
Superintendent of Public Improvements	n/a	n/a	100.0%	n/a
Park & Forestry Administrator	n/a	n/a	n/a	100.0%

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



DEPARTMENT EXPENDITURES

Public Works Expenditures 01-40-401-500 TO 01-40-418-500	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 1,168,383	\$ 1,203,094	\$ 1,261,310	\$ 1,267,986	\$ 1,305,714
110 Overtime Wages	162,699	152,047	161,400	173,200	187,100
111 Snow Driver Wages	1,889	2,057	2,500	2,500	3,000
120 Part-Time Wages	68,039	71,765	75,900	75,900	75,400
140 Township Engineer-Retainer	6,600	6,600	6,600	6,600	6,600
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	106,748	108,674	115,147	115,580	120,121
199 Overhead Distribution	891,045	1,011,086	990,935	986,751	926,049
Total Personal Services	\$ 2,407,403	\$ 2,557,323	\$ 2,615,792	\$ 2,630,517	\$ 2,625,984
Contractual Services					
211 Professional Services-Engineering	\$ 52,514	\$ 65,269	\$ 50,000	\$ 50,000	\$ 55,000
217 Miscellaneous Consulting Services	2,711	2,574	2,750	2,750	2,750
220 Liability Insurance	32,441	31,844	32,115	35,000	38,000
221 Flood/Property Damage Insurance	26,776	23,137	25,555	28,125	35,700
222 Vehicle Insurance	45,755	47,775	46,500	48,500	51,000
230 Association Dues	2,277	2,911	2,000	2,000	2,500
231 Travel & Conference Expense	3,875	5,102	5,500	5,500	5,500
240 Water and Sewerage	42,863	45,736	65,500	61,500	64,500
241 Natural Gas	34,488	49,078	51,100	51,100	61,500
242 Electricity	138,862	147,293	167,050	162,050	165,050
243 Telephone	66	72	100	100	100
244 Street Light Installation	-	600	750	750	750
252 Communication Equipment Mte.	3,054	1,923	5,000	5,000	4,000
253 Traffic Signal Maintenance	7,362	14,734	10,000	10,000	12,500
254 Repairs & Maintenance-Vehicles	12,216	21,456	20,000	20,000	22,000
255 Repairs & Maintenance-Building	30,146	36,889	50,000	50,000	50,000
256 Heating/Air Conditioning Mte.	38,898	18,277	45,000	45,000	45,000
271 Garbage Collection Services	967,959	959,337	972,000	972,000	975,000
272 Recycling Collection Services	191,905	196,869	215,000	215,000	225,000
290 Other Contractual Services	207,357	257,733	292,250	277,250	278,500
299 Annual Park Maintenance Prog.	8,447	16,185	28,000	28,000	28,000
Total Contractual Services	\$ 1,849,972	\$ 1,944,794	\$ 2,086,170	\$ 2,069,625	\$ 2,122,350

DEPARTMENT SUMMARY

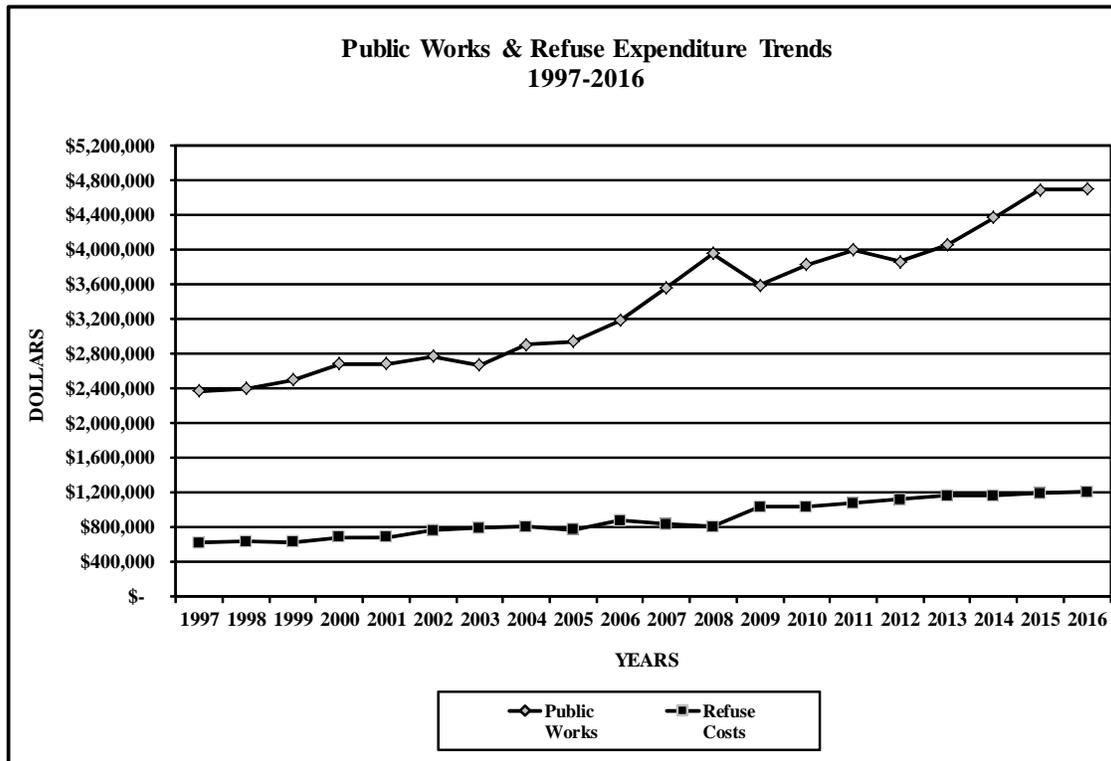
**GENERAL FUND
PUBLIC WORKS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Commodities					
300 Office Furniture & Equipment	\$ 3,479	\$ 3,528	\$ 5,000	\$ 5,000	\$ 5,000
301 Expendable Office Supplies	5,195	6,894	7,000	7,000	7,500
305 Building Maintenance Equipment	8,198	17,649	16,000	16,000	18,000
306 Building Maintenance Supplies	48,753	59,103	65,000	65,000	65,000
311 Traffic Control Parts	5,611	9,813	16,000	16,000	15,000
312 Traffic Paint	50	105	1,000	1,000	500
313 Street Sign Supplies	1,719	5,391	7,000	7,000	7,000
315 Construction Supplies	109,179	76,933	122,850	122,850	125,500
316 Asphalt Supplies	18,495	14,718	15,000	15,000	17,000
319 Snow & Ice Chemicals	361,257	481,365	400,000	400,000	400,000
326 Tennis Court Supplies	486	161	500	500	500
327 Botanical Supplies	44,319	34,322	72,000	72,000	65,000
328 Park Maintenance Supplies	28,617	23,749	28,000	28,000	30,000
340 Vehicle Supplies	57,187	75,468	80,000	80,000	80,000
341 Fuels & Lubricants	241,559	205,171	245,000	245,000	230,000
342 Mechanical Equipment & Supplies	40,685	29,987	43,500	43,500	43,500
343 Tools & Equipment	14,060	19,236	27,500	27,500	27,500
344 Tires	23,189	23,824	32,000	32,000	27,000
390 Other Supplies	23,926	27,258	49,900	49,900	47,000
Total Commodities	\$ 1,035,964	\$ 1,114,675	\$ 1,233,250	\$ 1,233,250	\$ 1,211,000
Distributed Costs					
600 Scrap Metal Account	\$ 3,681	\$ 4,581	\$ 4,100	\$ 4,100	\$ 4,100
601 Dist. Vehicle Costs	(86,224)	(81,580)	(75,494)	(75,494)	(77,381)
602 Dist. Data Processing Costs	47,961	42,464	62,355	62,355	62,599
605 Dist. Boyce Mayview RAD Costs	(41,389)	(48,706)	(45,074)	(45,074)	(46,186)
Total Distributed Costs	\$ (75,971)	\$ (83,241)	\$ (54,113)	\$ (54,113)	\$ (56,868)
Total Public Works Expenditures	\$ 5,217,368	\$ 5,533,551	\$ 5,881,099	\$ 5,879,279	\$ 5,902,466

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Safety expenditures over the last 20 years is 3.78%. The average annual cost increase of Public Safety expenditures over the last 20 years is 4.20%.



General Fund Revenue Breakdown

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

Net Expenditures*		\$4,325,277
How many real estate tax mills?	0.92	\$1,877,988
Earned Income Tax per \$100?	\$ 23.91	\$2,024,766
Percentage of Other Taxes?	2.34%	\$422,523

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

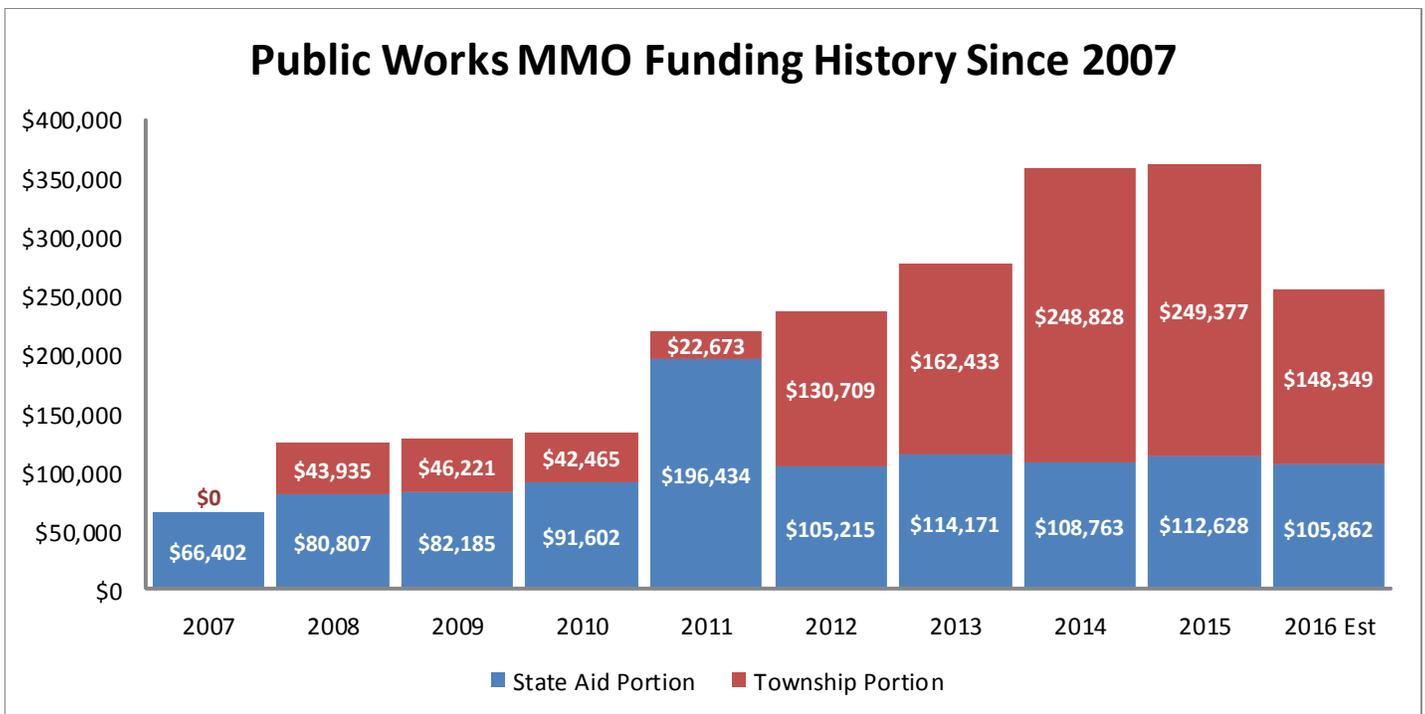
SUPPLEMENTARY INFORMATION (Continued)

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

Net Expenditures*		\$1,184,500
How many real estate tax mills?	0.25	\$514,297
Earned Income Tax per \$100?	\$ 6.55	\$554,493
Percentage of Other Taxes?	0.64%	\$115,710

Public Works Minimum Municipal Obligation

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



DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles

Asset Tag	Year	Make	Model	Mileage (10-1-2015)	Age in Years	Condition	Anticipated Replacement Year
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Staff Vehicles

1	2009 029	2009	Chevy	Pick-Up	75,570	7	Good	2016
2	2012 001	2012	Chevy	Pick-Up	15,151	4	Good	2019
3	2013 023	2014	Ford	Escape - Hybrid	5,926	2	Excellent	2020
4	2013 024	2014	Ford	Escape	19,016	2	Excellent	2019
5	2015 001	2015	Chevy	Colorado Pick-Up	3,980	1	Excellent	2020
6	2015 002	2015	Chevy	Colorado 4WD	11,070	1	Excellent	2020

Utility Trucks

1	2006 049	2006	Ford	Pick-Up Utility	29,990	10	Good	2018
2	2006 050	2006	Ford	Pick-Up Utility	43,967	10	Good	2020
3	2005 041	2006	Ford	Pick-Up Utility	45,436	10	Fair	2017
4	2007 055	2008	Ford	F-550	26,263	8	Fair	2016
5	2010 045	2011	Ford	F-550 XL Tr	25,942	5	Good	2017
6	2010 046	2011	Ford	F-550 XL Tr	29,346	5	Good	2017
7	2011 052	2011	Ford	F-550	23,570	5	Good	2018
8	2013 014	2013	Ford	Truck	9,755	3	Good	2020
9	2013 021	2014	Ford	F-550	10,616	1	Good	2021
10	2008 066	2008	Dodge	Mechanics Service Vehicle	2,486	8	Good	2020
11	2002 061	2002	Ford	Bucket Truck	10,669	14	Good	2017
12	2005 039	2006	Ford	Econoline 350 Van	29,856	10	Good	2016
13	2014 004	2015	Ford	F-550	5,517	1	Excellent	2024
14	2015 003	2015	Ford	F-550	4,305	1	Excellent	2024
15	2015 007	2016	Ford	F-550 w/Dump Body/Snow Plow	New	New	New	2023
16	2015 008	2016	Ford	F-550 w/Dump Body/Snow Plow	New	New	New	2023

Dump Trucks

1	2003 065	2004	Int'l	Dump	18,900	12	Fair	2016
2	2004 047	2005	Int'l	Dump	20,424	11	Good	2016
3	2007 054	2008	Int'l	Dump	17,701	8	Good	2017
4	2009 048	2010	Int'l	Dump	9,844	6	Good	2020
5	2010 044	2011	Int'l	Dump	6,534	5	Excellent	2021
6	2011 051	2012	Int'l	Dump	6,889	4	Good	2022
7	2012 028	2013	Int'l	Dump	6,525	3	Excellent	2023
8	2013 022	2014	Int'l	Dump	5,055	2	Excellent	2024
9	2015 009	2016	Int'l	Dump	New	New	New	2024

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Vehicles (Continued)

Asset Tag	Year	Make	Model	Mileage (10-1-2015)	Age in Years	Condition	Anticipated Replacement Year	
Other Vehicles								
1	2003 005	2003	CAT	Wheel Loader	8,878 hrs	13	Good	2023
2	2003 060	2003	Int'l	Sewer Jet	2,797	13	Good	2018
3	2001 007	2010	Massey	Flail Mower	2,346 hrs	6	Good	2019
4	2014 005	2015	M2106	Elgin Street Sweeper	3,291	1	Excellent	2025
5	2010 027	2010	Toro	Mower 5910	3,753 hrs	6	Good	2016
6	2012 002	2012	JCB	Backhoe 3CX15	993 hrs	4	Good	2022
7	2013 015	2013	CAT	924K Wheel Loader	1,703 hrs	3	Good	2023

Public Works Equipment

VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year	
1	112H8V3277LO73142	2007	20 Ton Trailer	9	Good	As Needed
2	Not Applicable	2013	30 Ton Shop Press	3	Excellent	As Needed
3	HSRA 36"	2001	3 M Sign Machine	15	Good	As Needed
4	209 ABS2	2011	Accubrine Automated Brine Maker	5	Good	As Needed
5	Not Applicable	1993	Aeroway 8' Quickaway Angle Aerator	23	Fair	DNR
6	1020211	2010	Asphalt Planer	6	Good	As Needed
7	550FB0813FS06681	2015	Asphalt Utility Trailer	1	Excellent	As Needed
8	Not Applicable	1993	Asphalt Wacker	23	Fair	As Needed
9	209-28-1491	2009	Bannerman Diamond Master Groomer	7	Good	2016
10	28-1236	1999	Bannerman Infield Renovator	17	Poor	As Needed
11	15-0452-010012093	1993	Bannerman Turf Topper	23	Good	As Needed
12	CAT037CLBNE01989	2008	Caterpillar Backhoe	8	Good	2021
13	5355	1997	Chicago Pneumatic Air Comp.	19	Good	As Needed
14	2M01823	2015	Clousing Drill Press	1	Excellent	As Needed
15	209EG0932-040552	2009	Club Car Utility Vehicle	7	Fair	2016
16	431FS101981000714	2008	Cross Country Roller Trailer	8	Good	As Needed
17	36590	2001	Esab Plasma Cutter	15	Good	As Needed
18	D130874	2014	Gardner Denver Air Compressor	2	Excellent	As Needed
19	12D-GX160	2008	Gorman-Rupp Water 1 Pump 2"	8	Good	As Needed
20	209 13A52-GX390	2008	Gorman-Rupp Water 1 Pump 3"	8	Good	As Needed
21	2058	1992	Groundsmaster Trailer	24	Fair	As Needed
22	4K8AX1213X1A40828	1999	Groundsmaster Trailer	17	Good	As Needed

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Equipment (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
23	209 DAS-12725G1004	2011	GVM Anti-Icing Unit	5	Good	As Needed
24	209 DAS-13725G1007	2012	GVM Anti-Icing Unit	4	Good	As Needed
25	1H9X151019C122006	2009	Harben Sewer Jet	7	Good	2024
26	209 27231284	2008	Hoffman 1625EM Tire Changer	8	Good	2018
27	209-G84BB012	2008	Hoffman 2400 Tire Balancer	8	Good	2018
28	H1202-71693	2002	Hotsy Gas-Fired Pressure Washer	14	Fair	As Needed
29	0512	2002	John Deere 4x2 Gator	14	Fair	DNR
30	Not Applicable	2000	Jumping Jack Tamper	16	Good	DNR
31	36739	2005	Kubota Tractor	11	Good	2017
32	68850	2007	Kubota RTV Utility #1	9	Good	2016
33	68851	2007	Kubota RTV Utility #2	9	Good	2016
34	209-89681	2008	Kubota RTV900 Utility Vehicle #3	8	Good	2016
35	209-89684	2008	Kubota RTV900 Utility Vehicle #4	8	Good	2016
36	20970915	2012	Kubota Tractor, Model L5240HSTC	4	Good	2022
37	18388	2012	Kubota	4	Excellent	As Needed
38	23201110025018	2004	Lely Broadcast Spreader	12	Good	As Needed
39	2052	2010	Liftmore	6	Excellent	DNR
40	0160	2002	Tital Speedflo Wet Line Painter	14	Fair	DNR
41	2433	1995	Line Painting Trailer	24	Good	As Needed
42	LB285316	2001	Miller Welder	15	Fair	As Needed
43	MA410666H	2011	Miller Welder 275 EFI	5	Good	As Needed
44	CE1311998	2005	Multiguip plate compactor	11	Good	As Needed
45	TN55-1198663	2000	New Holland Tractor	16	Good	2018
46	O72491	2007	Pavement Cutting Trailer	9	Good	As Needed
47	30980	2009	Pro Tech Snow Pusher	7	Good	As Needed
48	JP008F0006	2008	Rotary Electric Lift	8	Good	As Needed
49	Not Applicable	1972	Ryan Renothin	44	Poor	DNR
50	544954C	2011	Ryan Sod Cutter	5	Good	As Needed
51	Serial No. 110	2003	Ryan Turf Aerator	13	Poor	2019
52	SE1823E	2004	Seeda- Vator	12	Good	As Needed
53	3535	2002	Sewer Machine	14	Fair	DNR
54	7251	2001	Swenson Tailgate Conveyor	15	Fair	As Needed
55	209-21302982	2005	Takeuchi Loader	11	Good	2017
56	4687	1996	Takeuchi Trailer	20	Good	As Needed

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

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



Public Works Equipment (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
57	209-F6-4812	2011	Tennsmith Metal Brake	5	Excellent	As Needed
58	1W9R1121OFF341441	2015	Terex 730 Wood Chipper	1	Excellent	2030
59	O81901	2008	Top Brand 6x12 Trailer (Tom's)	8	Good	As Needed
60	250000319	2005	Toro 580-D Mower	11	Fair	DNR
61	313999410	2013	Toro Reelmaster 3100-D	3	Excellent	2017
62	270000482	2007	Toro 3500D Sidewinder	9	Good	2018
63	S270000176	2008	Toro Debris Blower 600	8	Good	As Needed
64	260000507	2007	Toro Field Line Painter 1200	9	Fair	As Needed
65	04021-230001808	2004	Toro Greenmaster Flex 21	12	Good	2018
66	Not Applicable	1994	Toro Greensmaster	22	Fair	As Needed
67	04129-60248	1996	Toro Greensmaster	20	Fair	As Needed
68	200000519	2002	Toro Greensmaster	14	Fair	2018
69	2600003001	2007	Toro Greensmaster 1600	9	Good	2018
70	230000128	2008	Toro Greensmaster 500	8	Good	As Needed
71	312000325	2012	Toro Groundsmaster 3280-D	4	Good	2018
72	312000285	2012	Toro Groundsmaster 3280-D 4WD	4	Good	2019
73	313000183	2013	Toro Groundsmaster 3280-D	3	Good	2019
74	S280000207	2008	Toro Groundsmaster 4500-D	8	Good	2016
75	S290000147	2009	Toro Groundmaster 7210	7	Good	2018
76	290000352	2009	Toro Groundsmaster 3500-D	7	Good	2018
77	S290000455	2009	Toro Grandstand 48" Mower	7	Good	2017
78	270000433	2007	Toro Infield Pro 3040	9	Good	As Needed
79	312000210	2012	Toro Infield Pro 5040	4	Excellent	As Needed
80	S280000106	2008	Toro Pro Core 864	8	Good	As Needed
81	312000101	2012	Toro Procore Processor	4	Excellent	As Needed
82	60100	2001	Toyota Forklift	15	Good	2020
83	135-100-220	2009	Tuff Screen Player Protector	7	Good	As Needed
84	TG525	2004	Vermeer Tub Grinder	12	Good	2018
85	Not Applicable	1987	Vicon Spreader	29	Fair	DNR
86	209-5788322	2008	Wacker Vibratory Roller	8	Good	As Needed
87	209-270-245-419	2009	Weighted Field Tarp	7	Excellent	As Needed

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

GENERAL FUND

PUBLIC WORKS

DEPARTMENTS

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Administration Expenditures					
Personal Services	\$ 487,972	\$ 490,580	\$ 552,158	\$ 552,158	\$ 594,391
Contractual Services	70,142	70,783	78,215	81,100	90,400
Commodities	8,935	11,438	14,500	14,500	14,500
Distributed Costs	51,642	47,045	66,455	66,455	66,699
Total Administration Expenditures	<u>\$ 618,691</u>	<u>\$ 619,846</u>	<u>\$ 711,328</u>	<u>\$ 714,213</u>	<u>\$ 765,990</u>

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
- Street Paving
- Tennis Court Maintenance
- Traffic Engineering
- Sustainability
- Project Public Improvement Inspection

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

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

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

ADMINISTRATION

**GENERAL FUND
PUBLIC WORKS**



Administration Expenditures 01-40-401-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 352,122	\$ 356,203	\$ 375,071	\$ 375,071	\$ 386,341
110 Overtime Wages	\$ 821	\$ 2,444	\$ -	\$ -	\$ 2,500
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	27,601	27,958	29,005	29,005	29,746
199 Overhead Distribution	105,428	101,975	146,082	146,082	173,804
Total Personal Services	\$ 487,972	\$ 490,580	\$ 552,158	\$ 552,158	\$ 594,391
Contractual Services					
217 Miscellaneous Consulting Services	\$ 1,921	\$ 2,034	\$ 2,000	\$ 2,000	\$ 2,000
220 Liability Insurance	32,441	31,844	32,115	35,000	38,000
221 Flood Insurance	20,555	16,711	21,600	21,600	27,400
230 Association Dues	2,277	2,911	2,000	2,000	2,500
231 Travel & Conference Expense	3,875	5,102	5,500	5,500	5,500
290 Other Contractual Services	9,073	12,181	15,000	15,000	15,000
Total Contractual Services	\$ 70,142	\$ 70,783	\$ 78,215	\$ 81,100	\$ 90,400
Commodities					
300 Office Furniture & Equipment	\$ 3,479	\$ 3,528	\$ 5,000	\$ 5,000	\$ 5,000
301 Expendable Office Supplies	5,195	6,894	7,000	7,000	7,500
390 Other Supplies	261	1,016	2,500	2,500	2,000
Total Commodities	\$ 8,935	\$ 11,438	\$ 14,500	\$ 14,500	\$ 14,500
Distributed Costs					
600 Scrap Metal Account	\$ 3,681	\$ 4,581	\$ 4,100	\$ 4,100	\$ 4,100
602 Dist. Data Processing Costs	47,961	42,464	62,355	62,355	62,599
Total Distributed Costs	\$ 51,642	\$ 47,045	\$ 66,455	\$ 66,455	\$ 66,699
Total Administration Expenditures	\$ 618,691	\$ 619,846	\$ 711,328	\$ 714,213	\$ 765,990

BUDGETARY COMMENT

Funds allocated for Public Works Administration in 2016 are \$54,662 or 7.7% more than appropriated in 2015 due to increases in overhead and insurance costs.

ENGINEERING SERVICES

GENERAL FUND
PUBLIC WORKS



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Engineering Expenditures					
Personal Services	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600
Contractual Services	52,514	65,269	50,000	50,000	55,000
Total Engineering Expenditures	<u>\$ 59,114</u>	<u>\$ 71,869</u>	<u>\$ 56,600</u>	<u>\$ 56,600</u>	<u>\$ 61,600</u>

ENGINEERING SERVICES OVERVIEW

The Township Engineer and Traffic Engineer are appointed by the Board of Commissioners. The Township Engineer provides basic engineering services for a monthly retainer of \$550. Services provided beyond those covered by the retainer are billed on an hourly basis. The Engineer 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	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Personal Services					
140 Township Engineer-Retainer	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600
Total Personal Services	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600
Contractual Services					
211 Professional Services-Engineering	\$ 52,514	\$ 65,269	\$ 50,000	\$ 50,000	\$ 55,000
Total Contractual Services	\$ 52,514	\$ 65,269	\$ 50,000	\$ 50,000	\$ 55,000
Total Engineering Expenditures	<u>\$ 59,114</u>	<u>\$ 71,869</u>	<u>\$ 56,600</u>	<u>\$ 56,600</u>	<u>\$ 61,600</u>

BUDGETARY COMMENT

Funds allocated for Engineering Services in 2016 are higher than 2015 due to an anticipated increase in activity.

CIVIC ACTIVITIES

GENERAL FUND PUBLIC WORKS

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Civic Activities Expenditures					
Personal Services	\$ 17,170	\$ 17,959	\$ 18,282	\$ 24,353	\$ 17,995
Contractual Services	12,300	12,375	13,000	3,000	13,000
Commodities	13,911	14,055	17,350	17,350	17,000
Total Civic Activities Expenditures	\$ 43,381	\$ 44,389	\$ 48,632	\$ 44,703	\$ 47,995

CIVIC ACTIVITIES OVERVIEW

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

Civic Activities Expenditures 01-40-403-500???-000	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Personal Services					
101 Full-Time Wages	\$ 5,934	\$ 5,983	\$ 5,824	\$ 12,000	\$ 6,413
110 Overtime Wages	4,600	4,411	5,000	4,500	4,500
120 Part Time Wages	120	330	1,000	1,000	1,000
198 Social Security Expense	804	812	905	1,300	835
199 Overhead Distribution	5,712	6,423	5,553	5,553	5,247
Total Personal Services	\$ 17,170	\$ 17,959	\$ 18,282	\$ 24,353	\$ 17,995
Contractual Services					
290 Other Contractual Services	\$ 12,300	\$ 12,375	\$ 13,000	\$ 3,000	\$ 13,000
Total Contractual Services	\$ 12,300	\$ 12,375	\$ 13,000	\$ 3,000	\$ 13,000
Commodities					
315 Construction Supplies	\$ 628	\$ 880	\$ 1,350	\$ 1,350	\$ 1,000
390 Other Supplies	13,283	13,175	16,000	16,000	16,000
Total Commodities	\$ 13,911	\$ 14,055	\$ 17,350	\$ 17,350	\$ 17,000
Total Civic Activities Expenditures	\$ 43,381	\$ 44,389	\$ 48,632	\$ 44,703	\$ 47,995

BUDGETARY COMMENT

Funds for Civic Activities in 2016 are \$637 less than appropriated in 2015. 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.



Right: Snow Plow from Public Works Day 2015

SNOW & ICE CONTROL

GENERAL FUND PUBLIC WORKS



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Snow & Ice Control Expenditures					
Personal Services	\$ 266,814	\$ 277,834	\$ 287,134	\$ 287,134	\$ 305,226
Contractual Services	790	540	750	750	750
Commodities	394,621	500,915	433,300	433,300	433,000
Distributed Costs	(41,389)	(48,706)	(45,074)	(45,074)	(46,186)
Total Snow & Ice Control Expenditures	<u>\$ 620,836</u>	<u>\$ 730,583</u>	<u>\$ 676,110</u>	<u>\$ 676,110</u>	<u>\$ 692,790</u>

SNOW & ICE CONTROL OVERVIEW

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

This preparation involves the installation of salt spreaders and snow plows on all snow removal trucks; building tire chains for the large dump trucks; stocking of all de-icing materials, including 6,000 tons of sodium chloride (rock salt), 5,000 gallons of Calcium Chloride, 5,000 gallons of Magnesium Chloride, 10 tons of sidewalk safe de-icer, 45,000 gallons of salt brine blend and approximately 500 tons of anti-skid aggregate.

The Public Works Department on average will use 5,500 to 6,500 tons of sodium chloride (rock salt) and 100,000 gallons of salt brine blend to treat our Township Roadways, State Roadways, Schools and Parking Lots. In addition, the Department will add in an average of 5,000 gallons of Liquid Calcium Chloride and Magnesium Chloride, which is added to the rock salt and salt brine when temperatures dip below 23 degrees, due to the lack of effectiveness of rock salt at these lower temperatures. Anti-skid is only used in extraordinary circumstances.

During a "Normal" snow removal effort (a storm event which requires salting only to de-ice the roadways), the Public Works Department will deploy eight (8) 33,000 GVW Dump Trucks, eight (8) 19,500 GVW Dump Trucks, one (1) Front End Loader, and a crew of personnel for clearing snow and ice from the roadways and sidewalks. During a "Normal" event, the Public Works crews will use an average of 120-150 tons of rock salt, approximately 900 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 2016 snow and ice control budget is based on a fifteen (15) year average snowfall pattern, the current contract cost of rock salt plus a ten (10) percent emergency contingency. In the chart below, total winter snowfall is shown for the Pittsburgh area from 1999 to 2015:

Snowfall Winter			
Year	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	38
2010-2011	56.2	32.6	31
2011-2012	36.9	34.8	36
2012-2013	57.4	34.8	41
2013-2014	65.9	31.1	41
2014-2015	47.2	30.7	43
Average Season	46.7	34.5	35

SNOW & ICE CONTROL

GENERAL FUND PUBLIC WORKS

Snow & Ice Control Expenditures 01-40-404-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 61,585	\$ 69,896	\$ 71,184	\$ 71,184	\$ 79,849
110 Overtime Wages	129,481	116,585	130,000	130,000	140,000
111 Snow Driver Wages	1,889	2,057	2,500	2,500	3,000
198 Social Security Expense	14,586	14,265	15,582	15,582	17,048
199 Overhead Distribution	59,273	75,031	67,868	67,868	65,329
Total Personal Services	\$ 266,814	\$ 277,834	\$ 287,134	\$ 287,134	\$ 305,226
Contractual Services					
217 Miscellaneous Consulting Services	\$ 790	\$ 540	\$ 750	\$ 750	\$ 750
Total Contractual Services	\$ 790	\$ 540	\$ 750	\$ 750	\$ 750
Commodities					
319 Snow & Ice Chemicals	\$ 361,257	\$ 481,365	\$ 400,000	\$ 400,000	\$ 400,000
342 Mechanical Equipment Supplies	30,290	17,129	30,000	30,000	30,000
390 Other Supplies	3,074	2,421	3,300	3,300	3,000
Total Commodities	\$ 394,621	\$ 500,915	\$ 433,300	\$ 433,300	\$ 433,000
Distributed Costs					
605 Dist. Boyce Mayview RAD Costs	(41,389)	(48,706)	\$ (45,074)	(45,074)	(46,186)
Total Distributed Costs	\$ (41,389)	\$ (48,706)	\$ (45,074)	\$ (45,074)	\$ (46,186)
Total Snow & Ice Control Expenditures	\$ 620,836	\$ 730,583	\$ 676,110	\$ 676,110	\$ 692,790

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 2016 are \$16,680 more than appropriated in 2015, due mainly to increases in Personal Services costs.



Above: Public Works Brine Truck

**STORM SEWER
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Storm Sewer Mte. Expenditures					
Personal Services	\$ 50,111	\$ 37,691	\$ 55,893	\$ 55,893	\$ 36,294
Contractual Services	2,525	4,904	15,000	15,000	15,000
Commodities	68,352	40,712	80,000	80,000	80,000
Total Storm Sewer Mte. Expenditures	\$ 120,988	\$ 83,307	\$ 150,893	\$ 150,893	\$ 131,294

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

	2008	2009	2010	2011	2012	2013	2014	Oct-15
Storm Sewer Inlets Rebuilt/Maintained	113	52	62	64	87	73	85	95

Storm Sewer Mte. Expenditures 01-40-405-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 24,025	\$ 16,627	\$ 26,209	\$ 26,209	\$ 18,304
110 Overtime Wages	675	1,497	2,000	2,000	1,000
120 Part-Time Wages	416	339	500	500	500
198 Social Security Expense	1,872	1,380	2,196	2,196	1,515
199 Overhead Distribution	23,123	17,848	24,988	24,988	14,975
Total Personal Services	\$ 50,111	\$ 37,691	\$ 55,893	\$ 55,893	\$ 36,294
Contractual Services					
290 Other Contractual Services	\$ 2,525	\$ 4,904	\$ 15,000	\$ 15,000	\$ 15,000
Total Contractual Services	\$ 2,525	\$ 4,904	\$ 15,000	\$ 15,000	\$ 15,000

**STORM SEWER
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Commodities					
315 Construction Supplies	\$ 67,223	\$ 40,124	\$ 75,000	\$ 75,000	\$ 75,000
390 Other Supplies	1,129	588	5,000	5,000	5,000
Total Commodities	<u>\$ 68,352</u>	<u>\$ 40,712</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>
Total Storm Sewer Mte. Expenditures	<u>\$ 120,988</u>	<u>\$ 83,307</u>	<u>\$ 150,893</u>	<u>\$ 150,893</u>	<u>\$ 131,294</u>

BUDGETARY COMMENT

Funds appropriated for Storm Sewer Maintenance are \$19,599 less than appropriated in 2015, due to adjusting the overhead distribution for 2016.



Above: Fluvial in the Township

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Traffic Eng. & Safety Expenditures					
Personal Services	\$ 24,777	\$ 19,159	\$ 16,736	\$ 16,736	\$ 22,902
Contractual Services	82,264	101,419	115,750	105,750	98,750
Commodities	5,701	12,809	21,000	21,000	19,500
Total Traffic Eng. & Safety Expenditures	\$ 112,742	\$ 133,387	\$ 153,486	\$ 143,486	\$ 141,152

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 ten years are:

2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
313	313	315	314	314	314	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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 11,889	\$ 8,728	\$ 7,873	\$ 7,873	\$ 11,690
110 Overtime Wages	365	229	200	200	200
120 Part-Time Wages	138	153	500	500	500
198 Social Security Expense	942	680	656	656	948
199 Overhead Distribution	11,443	9,369	7,507	7,507	9,564
Total Personal Services	\$ 24,777	\$ 19,159	\$ 16,736	\$ 16,736	\$ 22,902

**TRAFFIC ENGINEERING
& SAFETY**

GENERAL FUND
PUBLIC WORKS



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Contractual Services					
242 Electricity*	\$ 49,903	\$ 54,726	\$ 65,000	\$ 60,000	\$ 63,000
244 Street Light Installation	-	600	750	750	750
253 Traffic Signal Maintenance	7,362	14,734	10,000	10,000	12,500
290 Other Contractual Services	24,999	31,359	40,000	35,000	22,500
Total Contractual Services	\$ 82,264	\$ 101,419	\$ 115,750	\$ 105,750	\$ 98,750
Commodities					
311 Traffic Control Parts**	\$ 5,611	\$ 9,813	\$ 16,000	\$ 16,000	\$ 15,000
312 Traffic Paint	50	105	1,000	1,000	500
390 Other Supplies	40	2,891	4,000	4,000	4,000
Total Commodities	\$ 5,701	\$ 12,809	\$ 21,000	\$ 21,000	\$ 19,500
Total Traffic Eng. & Safety Expenditures	\$ 112,742	\$ 133,387	\$ 153,486	\$ 143,486	\$ 141,152

*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 2016 are \$12,334 less than appropriated in 2015 due to a decrease in the Contractual Services cost allocation.

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STREET MAINTENANCE

GENERAL FUND
PUBLIC WORKS



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Street Maintenance Expenditures					
Personal Services	\$ 294,082	\$ 236,758	\$ 290,647	\$ 286,463	\$ 221,654
Contractual Services	2,546	14,006	14,500	14,500	14,500
Commodities	37,934	30,361	44,500	44,500	46,500
Total Street Maintenance Expenditures	<u>\$ 334,562</u>	<u>\$ 281,125</u>	<u>\$ 349,647</u>	<u>\$ 345,463</u>	<u>\$ 282,654</u>

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.

2011	2012	2013	2014	2015
3.39	3.27	3.7	3.61	5.72

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 2016, the State will reimburse the Township approximately \$20,000 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 2016, the anticipated revenue from the State Road Turnback program is \$18,880.

STREET MAINTENANCE

GENERAL FUND
PUBLIC WORKS



Street Maintenance Expenditures 01-40-408-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 138,622	\$ 105,773	\$ 137,083	\$ 137,083	\$ 110,690
110 Overtime Wages	7,176	2,920	5,000	5,000	5,000
120 Part-Time Wages	3,617	5,889	6,500	6,500	6,000
198 Social Security Expense	11,249	8,632	11,367	11,367	9,309
199 Overhead Distribution	133,418	113,544	130,697	126,513	90,655
Total Personal Services	\$ 294,082	\$ 236,758	\$ 290,647	\$ 286,463	\$ 221,654
Contractual Services					
290 Other Contractual Services*	\$ 2,546	\$ 14,006	\$ 14,500	\$ 14,500	\$ 14,500
Total Contractual Services	\$ 2,546	\$ 14,006	\$ 14,500	\$ 14,500	\$ 14,500
Commodities					
313 Street Sign Supplies	\$ 1,719	\$ 5,391	\$ 7,000	\$ 7,000	\$ 7,000
315 Construction Supplies	12,096	3,936	12,500	12,500	12,500
316 Asphalt Supplies**	18,495	14,718	15,000	15,000	17,000
343 Tools & Equipment***	5,108	4,704	7,500	7,500	7,500
390 Other Supplies	516	1,612	2,500	2,500	2,500
Total Commodities	\$ 37,934	\$ 30,361	\$ 44,500	\$ 44,500	\$ 46,500
Total Street Maintenance Expenditures	\$ 334,562	\$ 281,125	\$ 349,647	\$ 345,463	\$ 282,654

*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 2016 are \$66,993 less than appropriated in 2015 due to a reduction in Personal Services costs.

REFUSE COLLECTION

GENERAL FUND
PUBLIC WORKS



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Refuse Collection Expenditures					
Contractual Services	\$ 1,161,576	\$ 1,160,720	\$ 1,191,500	\$ 1,191,500	\$ 1,204,500
Total Refuse Collection Expenditures	<u>\$ 1,161,576</u>	<u>\$ 1,160,720</u>	<u>\$ 1,191,500</u>	<u>\$ 1,191,500</u>	<u>\$ 1,204,500</u>

REFUSE COLLECTION & DISPOSAL OVERVIEW

Garbage and refuse collection service is provided by the Township through a contractual service arrangement. Weekly curb pickup of all household waste, rubbish, grass clippings and other materials, as defined by ordinance and contracts, is provided to all residential areas of the Township. Recycling at the curb is bi-weekly. Christmas Trees are recycled at a designated spot each year. Trees must be delivered to the site for recycling.

Refuse Collection Expenditures 01-40-409-500???-000	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Contractual Services					
271 Garbage Collection Services*	\$ 967,959	\$ 959,337	\$ 972,000	\$ 972,000	\$ 975,000
272 Recycling Collection Services	191,905	196,869	215,000	215,000	225,000
290 Other Contractual Services**	1,712	4,515	4,500	4,500	4,500
Total Contractual Services	<u>\$ 1,161,576</u>	<u>\$ 1,160,720</u>	<u>\$ 1,191,500</u>	<u>\$ 1,191,500</u>	<u>\$ 1,204,500</u>
Total Refuse Collection Expenditures	<u>\$ 1,161,576</u>	<u>\$ 1,160,720</u>	<u>\$ 1,191,500</u>	<u>\$ 1,191,500</u>	<u>\$ 1,204,500</u>

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

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

BUDGETARY COMMENT

Prior to 1973, refuse collection was financed by special user fees billed to residents on a quarterly basis. In 1974, these special fees were eliminated and refuse collection costs were absorbed into the General Fund, where they are financed by general tax revenue. 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 2016 Budget is \$13,000 more than appropriated in 2015 due to contractual cost increases.

BUILDING MAINTENANCE**GENERAL FUND
PUBLIC WORKS**

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Building Maintenance Expenditures					
Personal Services	\$ 289,242	\$ 264,380	\$ 287,637	\$ 287,637	\$ 248,500
Contractual Services	297,147	302,945	349,455	352,025	358,300
Commodities	56,951	76,752	81,100	81,100	83,000
Total Building Maintenance Expenditures	\$ 643,340	\$ 644,077	\$ 718,192	\$ 720,762	\$ 689,800

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, Morton Road Fire Hall, the Public Works Annex Building at Boyce Mayview Park, all concession and bathroom buildings, and assistance at the Community & Recreation Center. Building maintenance duties include, but are not limited to, HVAC repairs, electrical system repairs and installations, office renovation, carpet installation, along with all phases of building maintenance. This department also manages and oversees the Township's Buildings Cleaning Contracts.

Building Maintenance Expenditures 01-40-411-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 129,823	\$ 111,454	\$ 130,827	\$ 130,827	\$ 119,227
110 Overtime Wages	7,975	4,554	4,500	4,500	5,000
120 Part-Time Wages	14,989	18,604	16,000	16,000	16,000
198 Social Security Expense	11,506	10,125	11,577	11,577	10,727
199 Overhead Distribution	124,949	119,643	124,733	124,733	97,546
Total Personal Services	\$ 289,242	\$ 264,380	\$ 287,637	\$ 287,637	\$ 248,500
Contractual Services					
221 Property Damage Insurance	\$ 6,221	\$ 6,426	\$ 3,955	\$ 6,525	\$ 8,300
240 Water and Sewerage	14,541	13,838	17,500	17,500	17,000
241 Natural Gas	31,269	44,573	45,000	45,000	55,000
242 Electricity	80,584	84,382	90,000	90,000	90,000
255 Repairs & Maintenance-Building	30,146	36,889	50,000	50,000	50,000
256 Heating/Air Conditioning Mte.	38,898	18,277	45,000	45,000	45,000
290 Other Contractual Services	95,488	98,560	98,000	98,000	93,000
Total Contractual Services	\$ 297,147	\$ 302,945	\$ 349,455	\$ 352,025	\$ 358,300

BUILDING MAINTENANCE**GENERAL FUND
PUBLIC WORKS**

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Commodities					
305 Building Maintenance Equipment	\$ 8,198	\$ 17,649	\$ 16,000	\$ 16,000	\$ 18,000
306 Building Maintenance Supplies	48,753	59,103	65,000	65,000	65,000
390 Other Supplies	-	-	100	100	-
Total Commodities	<u>\$ 56,951</u>	<u>\$ 76,752</u>	<u>\$ 81,100</u>	<u>\$ 81,100</u>	<u>\$ 83,000</u>
Total Building Maintenance Expenditures	<u>\$ 643,340</u>	<u>\$ 644,077</u>	<u>\$ 718,192</u>	<u>\$ 720,762</u>	<u>\$ 689,800</u>

BUDGETARY COMMENT

Funds requested for Building Maintenance in 2016 are \$28,392 less than appropriated in 2015. The decrease is mainly due to decreased Personal Services cost allocation.

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EQUIPMENT MAINTENANCE

**GENERAL FUND
PUBLIC WORKS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Equipment Maintenance Expenditures					
Personal Services	\$ 285,154	\$ 338,334	\$ 327,163	\$ 327,163	\$ 344,700
Contractual Services	65,243	74,289	77,500	79,500	82,000
Commodities	329,139	317,155	377,000	377,000	357,000
Distributed Costs	(92,165)	(87,201)	(81,256)	(81,256)	(83,287)
Total Equipment Mte. Expenditures	\$ 587,371	\$ 642,577	\$ 700,407	\$ 702,407	\$ 700,413

EQUIPMENT MAINTENANCE OVERVIEW

The Public Works equipment maintenance garage is staffed by one (1) mechanic and one (1) master mechanic. This program is responsible for the maintenance of Township equipment (administration, police, Public Works trucks, loaders, backhoes and mowing equipment, etc.).

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

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

Equipment Maintenance Expenditures 01-40-412-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 136,864	\$ 156,182	\$ 156,928	\$ 156,928	\$ 177,388
110 Overtime Wages	4,442	821	6,000	6,000	6,000
120 Part-Time Wages	1,349	1,682	2,000	2,000	2,000
198 Social Security Expense	10,773	11,993	12,617	12,617	14,182
199 Overhead Distribution	131,726	167,656	149,618	149,618	145,130
Total Personal Services	\$ 285,154	\$ 338,334	\$ 327,163	\$ 327,163	\$ 344,700
Contractual Services					
222 Vehicle Insurance	\$ 45,755	\$ 47,775	\$ 46,500	\$ 48,500	\$ 51,000
252 Communication Equipment Mte.	3,054	1,923	5,000	5,000	4,000
254 Repairs & Maintenance-Vehicles*	12,216	21,456	20,000	20,000	22,000
290 Other Contractual Services**	4,218	3,135	6,000	6,000	5,000
Total Contractual Services	\$ 65,243	\$ 74,289	\$ 77,500	\$ 79,500	\$ 82,000

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

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

EQUIPMENT MAINTENANCE

**GENERAL FUND
PUBLIC WORKS**



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Commodities					
340 Vehicle Supplies	\$ 57,187	\$ 75,468	\$ 80,000	\$ 80,000	\$ 80,000
341 Fuels & Lubricants	241,559	205,171	245,000	245,000	230,000
343 Tools & Equipment	5,326	10,135	15,000	15,000	15,000
344 Tires	23,189	23,824	32,000	32,000	27,000
390 Other Supplies	1,878	2,557	5,000	5,000	5,000
Total Commodities	\$ 329,139	\$ 317,155	\$ 377,000	\$ 377,000	\$ 357,000
Distributed Costs					
601 Less: Dist. Vehicle Costs	\$ (92,165)	\$ (87,201)	\$ (81,256)	\$ (81,256)	\$ (83,287)
Total Distributed Costs	\$ (92,165)	\$ (87,201)	\$ (81,256)	\$ (81,256)	\$ (83,287)
Total Equipment Mte. Expenditures	\$ 587,371	\$ 642,577	\$ 700,407	\$ 702,407	\$ 700,413

BUDGETARY COMMENT

A portion of vehicle maintenance costs is distributed to other programs. The distributed vehicle cost estimates for 2016 are:

Fund - Acct.		2015	2016
No.	Program	Vehicles Distribution	Distribution
01-102	Administration	4	\$ 10,644
01-201	Police	20	\$ 46,755
01-301	Comm. Development	2	5,323
01-415	Parks Maintenance	Mowing Equip.	5,906
01-501	Recreation	1	2,627
50-425	Sanitary Sewer Fund	3	7,880
52-415	Boyce Mayview RAD	1	2,810
52-415	Boyce Mayview RAD	Mowing Equip.	1,076
Total Vehicle Distribution			\$ 83,287

The undistributed portion of the Equipment Maintenance budget of \$700,413 represents an estimate of the vehicle maintenance and operation costs associated with all other Public Works programs. Funds requested for Equipment Maintenance are roughly the same as 2015.

**GOLF COURSE
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Golf Course Maintenance Expenditures					
Personal Services	\$ 57,854	\$ 51,374	\$ 54,066	\$ 54,066	\$ 46,807
Contractual Services	8,556	14,461	14,050	14,050	14,550
Commodities	19,522	14,859	35,000	35,000	31,000
Total Golf Course Mte. Expenditures	\$ 85,932	\$ 80,694	\$ 103,116	\$ 103,116	\$ 92,357

GOLF COURSE MAINTENANCE OVERVIEW

A course consisting of three (3) golf holes owned by the Township and located in the McLaughlin Run Community Park, is open to all residents during the summer season. 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 \$7,500 in revenue in 2016. This revenue represents 7.27% of the direct operating costs.

Golf Course Maintenance Expenditures 01-40-413-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 28,167	\$ 23,852	\$ 26,316	\$ 26,316	\$ 24,364
110 Overtime Wages	100	111	200	200	200
120 Part-Time Wages	342	23	400	400	400
198 Social Security Expense	2,136	1,783	2,059	2,059	1,910
199 Overhead Distribution	27,109	25,605	25,091	25,091	19,933
Total Personal Services	\$ 57,854	\$ 51,374	\$ 54,066	\$ 54,066	\$ 46,807
Contractual Services					
240 Water and Sewerage	\$ 8,513	\$ 14,407	\$ 14,000	\$ 14,000	\$ 14,500
242 Electricity	43	54	50	50	50
Total Contractual Services	\$ 8,556	\$ 14,461	\$ 14,050	\$ 14,050	\$ 14,550
Commodities					
315 Construction Supplies	\$ 961	\$ 1,130	\$ 3,000	\$ 3,000	\$ 3,000
327 Botanical Supplies	17,046	12,257	30,000	30,000	25,000
328 Park Maintenance Supplies	1,515	1,472	2,000	2,000	3,000
Total Commodities	\$ 19,522	\$ 14,859	\$ 35,000	\$ 35,000	\$ 31,000
Total Golf Course Mte. Expenditures	\$ 85,932	\$ 80,694	\$ 103,116	\$ 103,116	\$ 92,357

BUDGETARY COMMENT

Funds requested for Golf Course Maintenance in 2016 are \$10,759 less than 2015 due to decreases in Personal Services and Commodities costs.

**TENNIS COURT MAINTENANCE
& SUPERVISION**

GENERAL FUND
PUBLIC WORKS

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Tennis Court Mte. Expenditures					
Personal Services	\$ 51,200	\$ 62,510	\$ 58,767	\$ 58,767	\$ 59,696
Contractual Services	1,423	2,165	3,600	3,600	3,600
Commodities	9,666	7,644	9,500	9,500	10,500
Total Tennis Court Mte. Expenditures	\$ 62,289	\$ 72,319	\$ 71,867	\$ 71,867	\$ 73,796

TENNIS COURT MAINTENANCE & SUPERVISION OVERVIEW

The tennis program is conducted at ten (10) lighted courts located in the community park. The courts are available for a fee seven (7) days per week during the months of April through October. Day and evening supervision is provided during the summer months of June, July and August. Township supervisors schedule advanced reservations for informal singles and doubles play. Two (2) Township courts located at Baker are also available for permit play during the summer months. Paddle tennis courts are also available at the 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 2016. 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 14,652	\$ 20,111	\$ 18,875	\$ 18,875	\$ 20,826
110 Overtime Wages	1,349	907	1,000	1,000	800
120 Part-Time Wages	18,479	17,026	18,000	18,000	18,000
198 Social Security Expense	2,618	2,877	2,897	2,897	3,031
199 Overhead Distribution	14,102	21,589	17,995	17,995	17,039
Total Personal Services	\$ 51,200	\$ 62,510	\$ 58,767	\$ 58,767	\$ 59,696



Right: The Township 3-Hole Golf Course

**TENNIS COURT MAINTENANCE
& SUPERVISION**

**GENERAL FUND
PUBLIC WORKS**

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Contractual Services					
241 Natural Gas	\$ 1,185	\$ 1,593	\$ 3,000	\$ 3,000	\$ 3,000
243 Telephone	66	72	100	100	100
290 Other Contractual Services	172	500	500	500	500
Total Contractual Services	\$ 1,423	\$ 2,165	\$ 3,600	\$ 3,600	\$ 3,600
Commodities					
326 Tennis Court Supplies	\$ 486	\$ 161	\$ 500	\$ 500	\$ 500
328 Park Maintenance Supplies	9,180	7,483	9,000	9,000	10,000
Total Commodities	\$ 9,666	\$ 7,644	\$ 9,500	\$ 9,500	\$ 10,500
Total Tennis Court Mte. Expenditures	\$ 62,289	\$ 72,319	\$ 71,867	\$ 71,867	\$ 73,796

BUDGETARY COMMENT

Funds requested for Tennis Court Maintenance and Supervision are \$1,929 more than requested in 2015 due to increases in Personal Services and Commodities costs.



Above: Hays Tennis Court

PARKS MAINTENANCE

GENERAL FUND
PUBLIC WORKS



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Parks Maintenance Expenditures					
Personal Services	\$ 550,136	\$ 732,360	\$ 622,770	\$ 634,770	\$ 701,340
Contractual Services	59,668	68,413	110,100	106,100	109,500
Commodities	87,372	85,849	106,000	106,000	107,000
Distributed Costs	5,941	5,621	5,762	5,762	5,906
Total Parks Maintenance Expenditures	\$ 703,117	\$ 892,243	\$ 844,632	\$ 852,632	\$ 923,746

PARKS MAINTENANCE OVERVIEW

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

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

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

PARKS MAINTENANCE

**GENERAL FUND
PUBLIC WORKS**

Parks Maintenance Expenditures 01-40-415-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 251,957	\$ 318,709	\$ 287,755	\$ 287,755	\$ 341,778
110 Overtime Wages	5,414	16,560	6,000	18,000	20,000
120 Part-Time Wages	28,589	27,599	30,000	30,000	30,000
198 Social Security Expense	21,678	27,368	24,767	24,767	29,971
199 Overhead Distribution	242,498	342,124	274,248	274,248	279,591
Total Personal Services	\$ 550,136	\$ 732,360	\$ 622,770	\$ 634,770	\$ 701,340
Contractual Services					
240 Water and Sewerage	\$ 19,809	\$ 17,491	\$ 34,000	\$ 30,000	\$ 33,000
241 Natural Gas	2,034	2,912	3,100	3,100	3,500
242 Electricity	8,332	8,131	12,000	12,000	12,000
290 Other Contractual Services	21,046	23,694	33,000	33,000	33,000
299 Annual Park Maintenance Prog.	8,447	16,185	28,000	28,000	28,000
Total Contractual Services	\$ 59,668	\$ 68,413	\$ 110,100	\$ 106,100	\$ 109,500
Commodities					
315 Construction Supplies	\$ 28,271	\$ 30,863	\$ 31,000	\$ 31,000	\$ 34,000
327 Botanical Supplies	25,245	20,734	37,000	37,000	35,000
328 Park Maintenance Supplies	17,922	14,794	17,000	17,000	17,000
342 Mechanical Equipment & Supplies	10,395	12,858	13,500	13,500	13,500
343 Tools & Equipment	3,626	4,397	5,000	5,000	5,000
390 Other Supplies	1,913	2,203	2,500	2,500	2,500
Total Commodities	\$ 87,372	\$ 85,849	\$ 106,000	\$ 106,000	\$ 107,000
Distributed Costs					
601 Dist. Vehicle Costs	\$ 5,941	\$ 5,621	\$ 5,762	\$ 5,762	\$ 5,906
Total Distributed Costs	\$ 5,941	\$ 5,621	\$ 5,762	\$ 5,762	\$ 5,906
Total Parks Maintenance Expenditures	\$ 703,117	\$ 892,243	\$ 844,632	\$ 852,632	\$ 923,746

BUDGETARY COMMENT

Funds requested for Parks Maintenance in 2016 are \$79,114 more than appropriated in 2015 due to an increase in Personal Services cost allocation.

Right: Wiltshire Park Hockey and Basketball Courts



FORESTRY

GENERAL FUND
PUBLIC WORKS



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Forestry Expenditures					
Personal Services	\$ 26,291	\$ 20,548	\$ 33,579	\$ 33,879	\$ 17,739
Contractual Services	33,278	50,504	50,000	50,000	60,000
Commodities	3,860	2,126	7,000	7,000	7,000
Total Forestry Expenditures	<u>\$ 63,429</u>	<u>\$ 73,178</u>	<u>\$ 90,579</u>	<u>\$ 90,879</u>	<u>\$ 84,739</u>

FORESTRY OVERVIEW

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

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

Forestry Expenditures 01-40-416-500???-000	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Personal Services					
101 Full-Time Wages	\$ 12,743	\$ 9,001	\$ 15,747	\$ 15,747	\$ 8,283
110 Overtime Wages	301	1,008	1,000	1,300	1,400
120 Part Time Wages	-	120	500	500	500
198 Social Security Expense	983	757	1,319	1,319	779
199 Overhead Distribution	12,264	9,662	15,013	15,013	6,777
Total Personal Services	<u>\$ 26,291</u>	<u>\$ 20,548</u>	<u>\$ 33,579</u>	<u>\$ 33,879</u>	<u>\$ 17,739</u>
Contractual Services					
290 Other Contractual Services	<u>\$ 33,278</u>	<u>\$ 50,504</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 60,000</u>
Total Contractual Services	<u>\$ 33,278</u>	<u>\$ 50,504</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 60,000</u>

FORESTRY

GENERAL FUND
PUBLIC WORKS



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Commodities					
327 Botanical Supplies*	\$ 2,028	\$ 1,331	\$ 5,000	\$ 5,000	\$ 5,000
390 Other Supplies**	1,832	795	2,000	2,000	2,000
Total Commodities	<u>\$ 3,860</u>	<u>\$ 2,126</u>	<u>\$ 7,000</u>	<u>\$ 7,000</u>	<u>\$ 7,000</u>
Total Forestry	<u>\$ 63,429</u>	<u>\$ 73,178</u>	<u>\$ 90,579</u>	<u>\$ 90,879</u>	<u>\$ 84,739</u>

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

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

BUDGETARY COMMENT

Funds requested for Forestry in 2016 are \$5,840 less than appropriated in 2015 due to a decrease in the Personal Services cost allocation. However, that decrease is partially offset by an increase in Contractual Services necessary to address trees affected by the Emerald Ash Borer.

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**SCHOOL GROUNDS
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
School Grounds Mte. Expenditures					
Personal Services	\$ -	\$ 619	\$ -	\$ 538	\$ 604
Total School Grounds Mte. Expenditures	\$ -	\$ 619	\$ -	\$ 538	\$ 604

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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ -	\$ 575	\$ -	\$ 500	\$ 561
110 Overtime Wages	-	-	-	-	-
198 Social Security Expense	-	44	-	38	43
Total Personal Services	\$ -	\$ 619	\$ -	\$ 538	\$ 604
Total School Grounds Mte. Expenditures	\$ -	\$ 619	\$ -	\$ 538	\$ 604

BUDGETARY COMMENT

Since 2002, the School District has used their own maintenance staff to provide these services. The Township now only provides occasional maintenance support.

FORCE WORK PROJECTS

GENERAL FUND
PUBLIC WORKS



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Force Work Projects Expenditures					
Personal Services	\$ -	\$ 617	\$ 4,360	\$ 4,360	\$ 1,536
Contractual Services	-	2,000	2,750	2,750	2,500
Commodities	-	-	7,000	7,000	5,000
Total Force Work Projects Expenditures	\$ -	\$ 2,617	\$ 14,110	\$ 14,110	\$ 9,036

FORCE WORK PROJECTS OVERVIEW

The purpose of this account is to collect labor costs associated with a number of projects planned for 2016 to be accomplished by Township forces. These projects include replacing sidewalks, curbs, roadwork and emergency repairs.

Force Work Projects Expenditures 01-40-418-500???-000	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Personal Services					
101 Full-Time Wages	\$ -	\$ -	\$ 1,618	\$ 1,618	\$ -
110 Overtime Wages	-	-	500	500	500
120 Part Time Wages	-	-	500	500	500
198 Social Security Expense	-	-	200	200	77
199 Overhead Distribution	-	617	1,542	1,542	459
Total Personal Services	\$ -	\$ 617	\$ 4,360	\$ 4,360	\$ 1,536
Contractual Services					
290 Other Contractual Services	\$ -	\$ 2,000	\$ 2,750	\$ 2,750	\$ 2,500
Total Contractual Services	\$ -	\$ 2,000	\$ 2,750	\$ 2,750	\$ 2,500
Commodities					
390 Other Supplies	\$ -	\$ -	\$ 7,000	\$ 7,000	\$ 5,000
Total Commodities	\$ -	\$ -	\$ 7,000	\$ 7,000	\$ 5,000
Total Force Work Projects Expenditures	\$ -	\$ 2,617	\$ 14,110	\$ 14,110	\$ 9,036

BUDGETARY COMMENT

This program provides an appropriation for labor expenses and equipment rental. Funds requested for Force Work Projects in 2016 are \$5,074 more than appropriated in 2015 mainly due to decreases in various categories.

OVERHEAD DISTRIBUTION

**GENERAL FUND
PUBLIC WORKS**



OVERHEAD DISTRIBUTION OVERVIEW

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

Public Works Overhead Distribution 01-40-499-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
101 Full-Time Wages	\$ 245,153	\$ 278,592	\$ 240,624	\$ 240,624	\$ 273,606
112 Craft Wages	12,837	10,819	16,000	16,000	13,000
162 Group Life Insurance	7,752	8,410	8,600	8,600	9,376
163 Medical Insurance	340,712	339,839	362,750	362,750	368,897
164 Workers' Compensation	95,804	91,608	87,330	87,330	92,224
166 Pension Costs	298,125	379,050	402,142	402,142	277,653
167 Long-term Disability Insurance	4,496	4,563	4,725	4,725	6,546
198 Social Security Expense	20,348	25,658	19,632	19,632	21,925
262 Uniform Reimbursement	25,251	25,126	28,500	28,500	28,500
199 Less: Dist. Operating Costs	(1,050,478)	(1,163,665)	(1,170,303)	(1,170,303)	(1,091,727)
Total Public Works Overhead Distribution	\$ -	\$ -	\$ -	\$ -	\$ -

In 2016, the total overhead Fringe Benefit expense estimate of \$1,170,405 is distributed to the Public Works departments based on actual costs. The distribution is as follows:

Fund-Acct. No.	2015 Distribution	2016 Distribution
01-401 Public Works Administration	\$ 146,082	\$ 173,804
01-403 Civic Activities	5,553	5,247
01-404 Snow and Ice Control	67,868	65,329
01-405 Storm Sewer Maintenance	24,988	14,975
01-406 Traffic Safety	7,507	9,564
01-408 Street Maintenance	126,513	90,656
01-411 Building Maintenance	124,733	97,546
01-412 Equipment Maintenance	149,618	145,130
01-413 Golf Course Maintenance	25,091	19,933
01-414 Tennis Court Maintenance	17,995	17,039
01-415 Parks Maintenance	274,248	279,591
01-416 Forestry	15,013	6,777
01-418 Force Work Projects	1,542	459
50-425 Sanitary Sewer Fund	19,949	6,504
52-102 Boyce Mayview Park RAD Fund	163,603	159,173
Total Distributed Amount	\$ 1,170,303	\$ 1,091,727

GENERAL FUND

RECREATION

SUMMARY

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Recreation Expenditures					
Personal Services	\$ 229,745	\$ 208,146	\$ 261,284	\$ 228,884	\$ 217,519
Contractual Services	167,481	174,848	221,240	224,025	220,475
Commodities	40,563	41,842	56,350	56,800	55,350
Distributed Costs	18,731	16,751	50,528	50,528	50,780
Total Recreation Expenditures	\$ 456,520	\$ 441,587	\$ 589,402	\$ 560,237	\$ 544,124

RECREATION AND LEISURE SERVICES OVERVIEW

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

In 2009, the Recreation Department opened a new 90,000 square foot Community & Recreation Center (C&RC) serving both residents and non-residents. This facility depends on revenues from membership fees and other program related revenue. 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 consist of those costs that do not originate from the C&RC. Please refer to the “*Boyce Mayview Community & Recreation Center Fund*” in the “*Enterprise Funds*” section for detailed information on the C&RC operations.



PROGRAM AREAS SERVED

Preschool, Youth and Teen

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

Summer Camp Program

Revering nature serves as the foundation for community programs summer camp programs for 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 children in an enjoyable way.

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



Community Program Youth and Adult Sports

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

Older 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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 54,262	\$ 63,164	\$ 66,700	\$ 66,700	\$ 56,299
110 Overtime Wages	189	-	300	300	300
120 Part-Time Wages	134,541	106,172	150,400	118,000	118,000
162 Group Life Insurance	417	455	500	500	547
163 Medical Insurance	10,599	9,386	10,500	10,500	11,832
164 Workers' Compensation	10,707	11,444	11,500	11,500	12,144
166 Pension Costs	3,956	3,998	4,000	4,000	4,223
167 Long-term Disability Insurance	147	144	150	150	215
168 Post Retirement Plan	600	600	600	600	600
198 Social Security Expense	14,327	12,783	16,634	16,634	13,359
Total Personal Services	\$ 229,745	\$ 208,146	\$ 261,284	\$ 228,884	\$ 217,519
Contractual Services					
213 Professional Services-Pathfinder	\$ 1,325	\$ 1,475	\$ 1,625	\$ 1,625	\$ 1,775
220 Liability Insurance	22,441	22,028	22,215	25,000	26,300
230 Association Dues	700	390	1,000	1,000	1,000
231 Travel & Conference Expense	421	447	3,500	3,500	3,500
241 Natural Gas	35,657	54,990	65,000	65,000	60,000
242 Electricity	20,294	18,178	23,000	23,000	23,000
261 Rental Charges-Transportation	1,237	1,004	1,500	1,500	1,500
264 Rental Charges-Facilities	-	-	3,000	3,000	3,000
275 Printing & Duplicating	11,712	11,307	12,100	12,100	12,600
278 Postage	4,005	4,736	5,000	5,000	6,000
279 Self Supporting Programs	41,471	37,216	40,000	40,000	41,500
290 Other Contractual Services	28,218	23,077	43,300	43,300	40,300
Total Contractual Services	\$ 167,481	\$ 174,848	\$ 221,240	\$ 224,025	\$ 220,475

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



DEPARTMENT EXPENDITURES (Continued)

Commodities

301 Expendable Office Supplies	\$ 1,002	\$ 1,258	\$ 2,000	\$ 2,000	\$ 2,000
302 Books & Subscriptions	160	-	250	250	250
326 Recreation Supplies	38,501	39,795	52,850	53,150	51,850
328 Parks Maintenance Supplies	16	83	250	250	250
390 Other Supplies	884	706	1,000	1,150	1,000
Total Commodities	<u>\$ 40,563</u>	<u>\$ 41,842</u>	<u>\$ 56,350</u>	<u>\$ 56,800</u>	<u>\$ 55,350</u>

Distributed Costs

601 Dist. Vehicle Costs	\$ 2,744	\$ 2,596	\$ 2,563	\$ 2,563	\$ 2,627
602 Dist. Data Processing Costs	15,987	14,155	47,965	47,965	48,153
Total Distributed Costs	<u>\$ 18,731</u>	<u>\$ 16,751</u>	<u>\$ 50,528</u>	<u>\$ 50,528</u>	<u>\$ 50,780</u>

Total Recreation Expenditures	<u>\$ 456,520</u>	<u>\$ 441,587</u>	<u>\$ 589,402</u>	<u>\$ 560,237</u>	<u>\$ 544,124</u>
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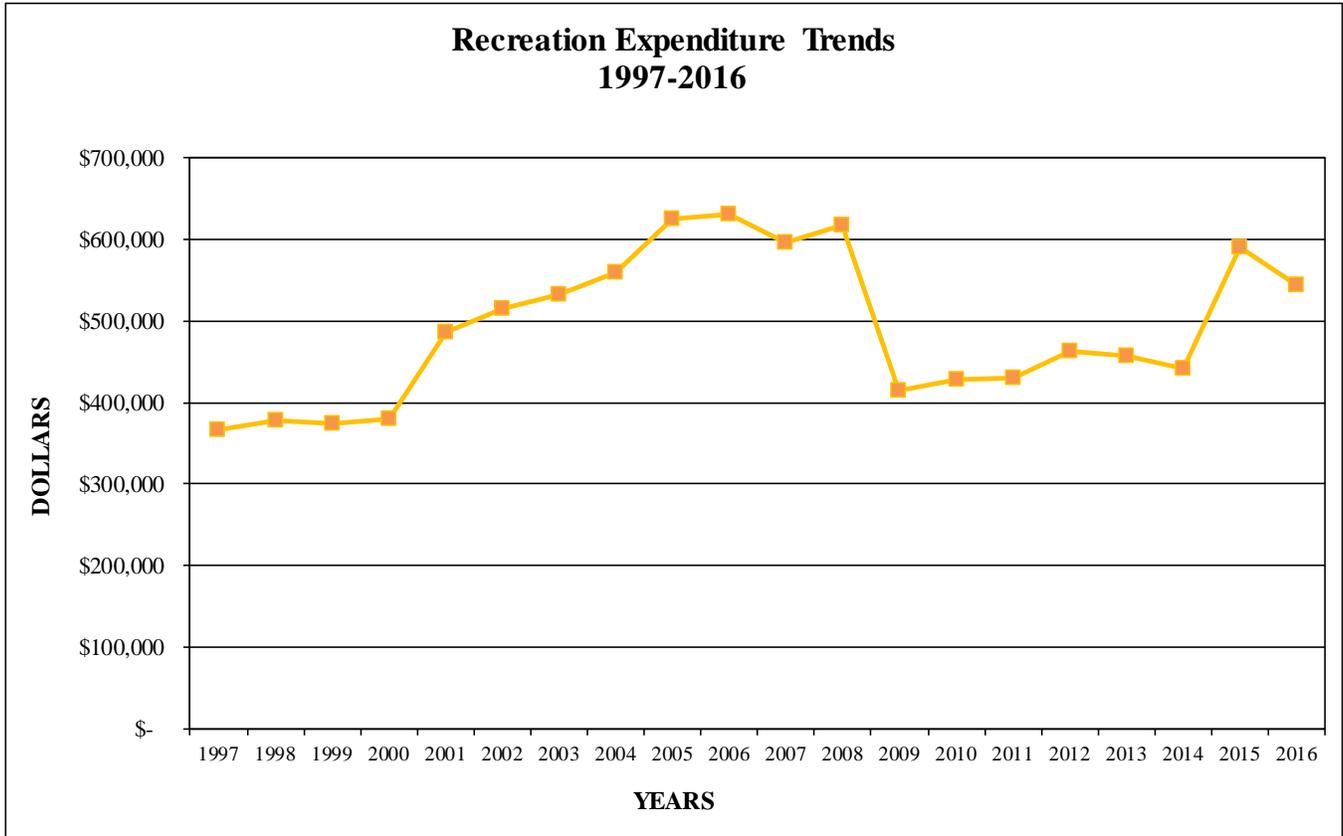
BUDGETARY COMMENT

Funds requested for recreation in 2016 are \$45,278 less than appropriated in 2015 due to a decrease in personal services related to various programs.

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SUPPLEMENTARY INFORMATION

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



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$ 52,519
How many real estate tax mills?	0.01	\$ 22,803.18
Earned Income Tax per \$100?	\$ 0.29	\$ 24,585.40
Percentage of Other Taxes?	0.03%	\$ 5,130.42

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

GENERAL FUND

RECREATION

ADMINISTRATION

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Administration Expenditures					
Personal Services	\$ 89,830	\$ 100,009	\$ 105,727	\$ 101,327	\$ 92,105
Contractual Services	39,984	39,565	44,715	47,500	50,300
Commodities	2,155	2,217	3,750	3,900	3,750
Distributed Costs	18,731	16,751	50,528	50,528	50,780
Total Administration Expenditures	\$ 150,700	\$ 158,542	\$ 204,720	\$ 203,255	\$ 196,935

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

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

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

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

2015 DEPARTMENT ACCOMPLISHMENTS

- Continued to work closely with the USC Athletic Association, South Hills YMCA, Boy Scouts, Girl Scouts, and other organizations to expand the recreation and leisure opportunities for USC residents.
- Created new events such as the Annual Color Crawl Race which had over 160 participants.
- Continued to employ/train high school students with special needs.
- Continued with staff professional growth opportunities/training/seminars and involvement.
- Performed work on the Township Park Plan.

2016 DEPARTMENT GOALS AND OBJECTIVES

- Continue to be the regional leader in Parks and Recreation while focusing on the quality of life in Upper St. Clair.
- Continued to work closely with the USC Athletic Association, South Hills YMCA, Boy Scouts, Girl Scouts, and other organizations to expand the recreation and leisure opportunities for USC residents.
- Continue to expand regional awareness of Boyce Mayview Park through various marketing efforts.
- Continue to promote and manage large community events.
- Continue the NRPA (National Recreation and Park Association) National Accreditation process
- Continued to employ/train high school students with special needs.
- Continued with staff professional growth opportunities/training/seminars and involvement.
- Identify and implement efficiencies within the Administration Office.

COMPREHENSIVE PLAN STATUS

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

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

GOAL: Promote pedestrian and bicycle safety within the Township.

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

GOAL: Empower our community to learn and create by providing library spaces, programs and services which are relevant for people of all ages and backgrounds, and by anticipating the changing needs of our community and adapting to provide the best service possible.

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

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

UPDATE: Due to the timing of the Plan's adoption, there is little progress to report on these goals as they relate to the current Comprehensive Plan. The Township expects to make significant progress on the goals during 2016.

DEPARTMENT STATISTICS AND BENCHMARKS

- Through October 2015, 2,379 participants have registered for 162 program offerings.
- \$379,000 is budgeted to be collected from program revenue in 2016.
- Program areas include Adult, Family, Preschool, Senior, Teen, and Youth.
- Large community wide events include USC Community Day, USC Community-Wide Flea Market, Community-Wide Easter Egg Hunt, Bounty at Boyce Mayview Park, and the Chili Golf Classic.

Community Programs	2011	2012	2013	2014	Oct-15
All Programs					
Total Participants	3,193	3,335	3,167	3,252	2,379
Total Program Offerings	172	175	168	167	162
Permits for Meeting Rooms (MAC)	391	363	358	349	372
Permits for Fields	54	52	47	47	48
Field Bookings	2,498	2,628	2,309	2,397	2,615
Permits for Pavilions	14	24	92	40	43
Permits for C&RC Meeting Rooms	799	1,027	92	422	497
Program Participants					
Football Training	125	125	125	100	96
Aerobics/Dance & Exercise Classes	201	144	113	119	90
Soccer Programs	72	144	170	184	215
Summer Playground & Cultural Arts	583	697	707	924	545
Girl's Softball Camp	n/a	13	32	32	47
Golf Lesson	46	n/a	n/a	n/a	62
Summer Music	70	70	46	26	29
Tennis Bubble/Paddle Tennis	135	123	130	124	81
Miscellaneous Self-Supporting	805	728	944	988	728
Youth Basketball	792	797	853	739	153
Instructional Baseball	41	32	26	16	54
Other Program Statistics					
Softball Programs	19 Teams	16 Teams	22 Teams	15 Teams	15 Teams
Older Adults	2,116 Meals	2,104 Meals	2,249 Meals	1,802 Meals	1,382 Meals

Parks and Facilities

The Township of Upper St. Clair has 15 parks covering 747 acres and several facilities including:

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

Community Organizations

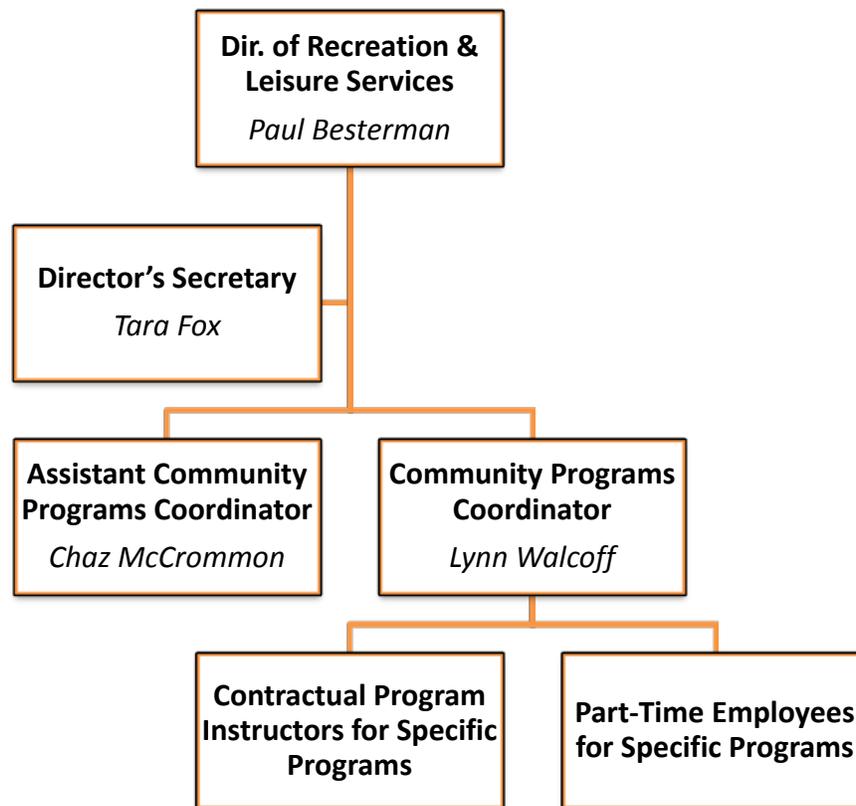
The following is a list of community organizations that the Department of Recreation and Leisure Services assisted in coordination during 2015. Through October 2015, 497 permits for Township meeting rooms and fields were issued.

- 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 South Continuing Education
- Tri-Community South EMS
- Trotwood Garden Club
- U.S. Postal Service
- USC Boy Scouts, Cub Scouts, Tiger Cubs
- USC Citizens for Land Stewardship
- USC Coral Boosters
- USC Crew Boosters
- USC Democratic Committee
- USC Fly Fishing
- USC Football Boosters
- USC Founders Group
- USC Girl Scouts, Daisy's Cookie Delivery and Sale
- USC Historical Society
- USC Hockey Club
- USC HS Band Parents/Luminaries
- USC HS Football
- USC HS Girls Basketball
- USC HS Marching Band
- USC HS Musical
- USC HS Swim Team
- USC HS Thespians
- USC League for the Arts/Sugar Plum Shop
- USC Library
- USC Lions Club
- USC Newcomers Club
- USC Public Works
- USC Republican Committee
- USC Republican Forum
- USC School District Counselors
- USC Senior Citizens
- USC Stroke Survivors
- USC Swim Club
- USC Volleyball Boosters
- USC Women's Club
- USC Youth Cheerleaders
- USCAA Baseball
- USCAA Football
- USCAA Lacrosse
- USCAA Soccer
- USCAA Softball
- USCAA Travel Soccer
- USCAA Wrestling
- Welcome Wagon of USC
- Woodland Hills Swim Club
- Wyngate Homeowners

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Recreation and Leisure Services Department for 2016 are listed below.

Position Title	Pay Grade	Minimum	Maximum	2016 Positions
Director of Recreation and Leisure Services	3	\$81,849	\$117,381	1
Community Program Coordinator	11	\$37,335	\$53,542	1
Office Secretary	13	\$30,855	\$44,250	1



Budgetary Allocations

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

Position Title	Recreation	C&RC Fund	BM RAD
Director of Recreation and Leisure Services	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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 54,262	\$ 63,164	\$ 66,700	\$ 66,700	\$ 56,299
110 Overtime Wages	189	-	300	300	300
120 Part-Time Wages	4,570	5,721	5,900	1,500	1,500
162 Group Life Insurance	417	455	500	500	547
163 Medical Insurance	10,599	9,386	10,500	10,500	11,832
164 Workers' Compensation	10,707	11,444	11,500	11,500	12,144
166 Pension Costs	3,956	3,998	4,000	4,000	4,223
167 Long-term Disability Insurance	147	144	150	150	215
168 Post Retirement Plan	600	600	600	600	600
198 Social Security Expense	4,383	5,097	5,577	5,577	4,445
Total Personal Services	\$ 89,830	\$ 100,009	\$ 105,727	\$ 101,327	\$ 92,105
Contractual Services					
220 Liability Insurance	\$ 22,441	\$ 22,028	\$ 22,215	\$ 25,000	\$ 26,300
230 Association Dues	700	390	1,000	1,000	1,000
231 Travel & Conference Expense	421	447	3,500	3,500	3,500
275 Printing & Duplicating	11,712	11,307	12,000	12,000	12,500
278 Postage	4,005	4,736	5,000	5,000	6,000
290 Other Contractual Services	705	657	1,000	1,000	1,000
Total Contractual Services	\$ 39,984	\$ 39,565	\$ 44,715	\$ 47,500	\$ 50,300
Commodities					
301 Expendable Office Supplies	\$ 1,002	\$ 1,258	\$ 2,000	\$ 2,000	\$ 2,000
302 Books & Subscriptions	160	-	250	250	250
326 Recreation Supplies	109	253	500	500	500
390 Other Supplies	884	706	1,000	1,150	1,000
Total Commodities	\$ 2,155	\$ 2,217	\$ 3,750	\$ 3,900	\$ 3,750
Distributed Costs					
601 Dist. Vehicle Costs	\$ 2,744	\$ 2,596	\$ 2,563	\$ 2,563	\$ 2,627
602 Dist. Data Processing Costs	15,987	14,155	47,965	47,965	48,153
Total Distributed Costs	\$ 18,731	\$ 16,751	\$ 50,528	\$ 50,528	\$ 50,780
Total Administration Expenditures	\$ 150,700	\$ 158,542	\$ 204,720	\$ 203,255	\$ 196,935

BUDGETARY COMMENT

Funds for recreation administration in 2016 are \$7,785 less than 2015 due to changes in personal services costs.

GENERAL FUND

RECREATION

PROGRAM SUMMARY

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Program Expenditures					
Personal Services	\$ 139,915	\$ 108,137	\$ 155,557	\$ 127,557	\$ 125,414
Contractual Services	127,497	135,283	176,525	176,525	170,175
Commodities	38,408	39,625	52,600	52,900	51,600
Total Program Expenditures	\$ 305,820	\$ 283,045	\$ 384,682	\$ 356,982	\$ 347,189

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 2015 are \$347,189. Anticipated fees generated by these programs are \$379,000. Thus, recreation programs are fully fee supported.

Program Expenditures 01-50-502-500 TO 01-50-530-500	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Personal Services					
120 Part-Time Wages	\$ 129,971	\$ 100,451	\$ 144,500	\$ 116,500	\$ 116,500
198 Social Security Expense	9,944	7,686	11,057	11,057	8,914
Total Personal Services	\$ 139,915	\$ 108,137	\$ 155,557	\$ 127,557	\$ 125,414
Contractual Services					
213 Professional Services-Pathfinder	\$ 1,325	\$ 1,475	\$ 1,625	\$ 1,625	\$ 1,775
241 Natural Gas	35,657	54,990	65,000	65,000	60,000
242 Electricity	20,294	18,178	23,000	23,000	23,000
260 Rental Charges-Transportation	1,237	1,004	1,500	1,500	1,500
264 Rental Charges-Facilities	-	-	3,000	3,000	3,000
275 Printing & Duplicating	-	-	100	100	100
279 Self Supporting Programs	41,471	37,216	40,000	40,000	41,500
290 Other Contractual Services	27,513	22,420	42,300	42,300	39,300
Total Contractual Services	\$ 127,497	\$ 135,283	\$ 176,525	\$ 176,525	\$ 170,175
Commodities					
326 Recreation Supplies	\$ 38,392	\$ 39,542	\$ 52,350	\$ 52,650	\$ 51,350
328 Parks Maintenance Supplies	16	83	250	250	250
Total Commodities	\$ 38,408	\$ 39,625	\$ 52,600	\$ 52,900	\$ 51,600
Total Program Expenditures	\$ 305,820	\$ 283,045	\$ 384,682	\$ 356,982	\$ 347,189

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



FOOTBALL TRAINING

This program is offered for students in grades six through twelve. One hundred and fifty hours in activities are designed to develop strength, flexibility, agility, and endurance. No limit is placed on registration. In 2015, fees ranged from \$70.00 to \$82.00 depending on age.

Football Training Expenditures 01-50-502-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
120 Part-Time Wages	\$ 6,714	\$ 7,424	\$ 9,000	\$ 9,000	\$ 9,000
198 Social Security Expense	514	568	689	689	689
Total Personal Services	\$ 7,228	\$ 7,992	\$ 9,689	\$ 9,689	\$ 9,689
Commodities					
326 Recreation Supplies	\$ 1,775	\$ 1,287	\$ 2,000	\$ 2,000	\$ 2,000
Total Commodities	\$ 1,775	\$ 1,287	\$ 2,000	\$ 2,000	\$ 2,000
Total Football Training Expenditures	\$ 9,003	\$ 9,279	\$ 11,689	\$ 11,689	\$ 11,689
Estimated Revenue					
002 Football Training	\$ 8,749	\$ 7,499	\$ 9,000	\$ 9,000	\$ 9,000
Percent Fee Supported					77%

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	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
120 Part-Time Wages	\$ 468	\$ 20	\$ 2,000	\$ 1,000	\$ 1,000
198 Social Security Expense	36	2	153	153	77
Total Personal Services	\$ 504	\$ 22	\$ 2,153	\$ 1,153	\$ 1,077
Contractual Services					
290 Other Contractual Services	\$ 4,639	\$ 2,484	\$ 8,500	\$ 8,500	\$ 7,500
Total Contractual Services	\$ 4,639	\$ 2,484	\$ 8,500	\$ 8,500	\$ 7,500
Commodities					
326 Recreation Supplies	\$ 84	\$ 661	\$ 700	\$ 1,000	\$ 1,000
Total Commodities	\$ 84	\$ 661	\$ 700	\$ 1,000	\$ 1,000
Total Aerobics/Dance Class Expenditures	\$ 5,227	\$ 3,167	\$ 11,353	\$ 10,653	\$ 9,577
Estimated Revenue					
003 Aerobics/Dance & Exercise	\$ 9,086	\$ 6,909	\$ 10,000	\$ 7,000	\$ 7,000
Percent Fee Supported					73%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



SOCCER PROGRAMS

Summer soccer programs are provided for students in grades one through eight. The program includes instruction in fundamentals, daily scrimmages, films, and competitions. In 2015, a fee of \$95.00 provided 29 hours of activity.

Soccer Program Expenditures 01-50-507-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
120 Part-Time Wages	\$ 5,459	\$ 5,636	\$ 7,000	\$ 6,000	\$ 6,000
198 Social Security Expense	418	431	536	536	459
Total Personal Services	\$ 5,877	\$ 6,067	\$ 7,536	\$ 6,536	\$ 6,459
Commodities					
326 Recreation Supplies	\$ 732	\$ 484	\$ 1,000	\$ 1,000	\$ 1,000
Total Commodities	\$ 732	\$ 484	\$ 1,000	\$ 1,000	\$ 1,000
Total Soccer Program Expenditures	\$ 6,609	\$ 6,551	\$ 8,536	\$ 7,536	\$ 7,459
Estimated Revenue					
007 Soccer Programs	\$ 5,349	\$ 5,219	\$ 6,000	\$ 9,287	\$ 9,300
Percent Fee Supported					125%

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 2015, fees were set at \$55.00 to \$65.00 per person.



**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



SOFTBALL PROGRAMS (CONTINUED)

Softball Programs Expenditures 01-50-508-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Contractual Services					
290 Other Contractual Services	\$ 9,909	\$ 8,226	\$ 12,000	\$ 12,000	\$ 10,000
Total Contractual Services	\$ 9,909	\$ 8,226	\$ 12,000	\$ 12,000	\$ 10,000
Commodities					
326 Recreation Supplies	\$ 2,134	\$ 1,884	\$ 3,000	\$ 3,000	\$ 3,000
Total Commodities	\$ 2,134	\$ 1,884	\$ 3,000	\$ 3,000	\$ 3,000
Total Softball Programs Expenditures	\$ 12,043	\$ 10,110	\$ 15,000	\$ 15,000	\$ 13,000
Estimated Revenue					
008 Softball	\$ 17,326	\$ 14,330	\$ 15,000	\$ 13,312	\$ 14,000
Percent Fee Supported					108%

SUMMER PLAYGROUND AND CULTURAL ARTS PROGRAM

The Summer Playground and Cultural Arts program provides five weeks of supervised activity to students in grades one through six. Activities include arts and crafts, films, children performers, and the Summer Pathfinder School for exceptional children. In 2015, fees were set at \$225.00 per person (family maximum of \$350.00).

Summer Playground Expenditures 01-50-511-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
120 Part-Time Wages	\$ 55,230	\$ 52,846	\$ 56,000	\$ 56,000	\$ 56,000
198 Social Security Expense	4,225	4,043	4,284	4,284	4,284
Total Personal Services	\$ 59,455	\$ 56,889	\$ 60,284	\$ 60,284	\$ 60,284
Contractual Services					
213 Professional Services-Pathfinder	\$ 1,325	\$ 1,475	\$ 1,625	\$ 1,625	\$ 1,775
290 Other Contractual Services	-	-	2,500	2,500	2,500
Total Contractual Services	\$ 1,325	\$ 1,475	\$ 4,125	\$ 4,125	\$ 4,275
Commodities					
326 Recreation Supplies	\$ 4,170	\$ 6,957	\$ 7,000	\$ 7,000	\$ 8,000
Total Commodities	\$ 4,170	\$ 6,957	\$ 7,000	\$ 7,000	\$ 8,000
Total Summer Playground Expenditures	\$ 64,950	\$ 65,321	\$ 71,409	\$ 71,409	\$ 72,559
Estimated Revenue					
011 Summer Playground & Cultural Art Program	\$ 61,323	\$ 73,136	\$ 65,000	\$ 66,000	\$ 68,000
Percent Fee Supported					94%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



OLDER ADULTS PROGRAM

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

The schedule of programs includes films, arts and crafts lessons, lectures, card tournaments, pool, Ping-Pong, field trips, and a weekly luncheon program. In 2015, programs were also offered that did not require registration. These included Driver Education for Older Adults, Shakespeare Seminars, Seniors at Leisure Series (including Brain Fitness), Art Experience, Movie Day, and Card and Game Day. Continuation of the programs is recommended for 2016.

Older Adults Program Expenditures 01-50-513-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
120 Part-Time Wages	\$ 17,289	\$ 2,239	\$ 18,500	\$ 2,500	\$ 2,500
198 Social Security Expense	1,323	171	1,415	1,415	191
Total Personal Services	\$ 18,612	\$ 2,410	\$ 19,915	\$ 3,915	\$ 2,691
Contractual Services					
260 Rental Charges-Transportation	\$ 1,237	\$ 1,004	\$ 1,500	\$ 1,500	\$ 1,500
Total Contractual Services	\$ 1,237	\$ 1,004	\$ 1,500	\$ 1,500	\$ 1,500
Commodities					
326 Recreation Supplies	\$ 11,307	\$ 12,730	\$ 12,000	\$ 12,000	\$ 13,000
Total Commodities	\$ 11,307	\$ 12,730	\$ 12,000	\$ 12,000	\$ 13,000
Total Older Adults Program Expenditures	\$ 31,156	\$ 16,144	\$ 33,415	\$ 17,415	\$ 17,191
Estimated Revenue					
013 Older Adults	\$ 620	\$ 2,394	\$ 750	\$ 750	\$ 750
Percent Fee Supported					4%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



GOLF LESSON PROGRAM

Beginner and intermediate golf lessons are offered at the Municipal Golf Course. In 2015, fees were set at \$95.00 for 5 hours of instruction.

Golf Lesson Program Expenditures 01-50-518-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Contractual Services					
290 Other Contractual Services	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ 4,000
Total Contractual Services	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ 4,000
Commodities					
326 Recreation Supplies	\$ -	\$ -	\$ 150	\$ 150	\$ 150
Total Commodities	\$ -	\$ -	\$ 150	\$ 150	\$ 150
Total Golf Lesson Program Expenditures	\$ -	\$ -	\$ 4,150	\$ 4,150	\$ 4,150
Estimated Revenue					
018 Golf Lesson	\$ -	\$ -	\$ 1,000	\$ 4,470	\$ 4,000
Percent Fee Supported					96%

SUMMER MUSIC PROGRAM

The Township offers a summer music program to youths in grades 3 through 10. Instruction in string and band instruments is provided, as well as an opportunity for small group playing. In 2015, fees were set at \$125.00.

Summer Music Program Expenditures 01-50-520-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
120 Part-Time Wages	\$ 3,024	\$ 1,523	\$ 5,000	\$ 3,500	\$ 3,500
198 Social Security Expense	231	117	383	383	268
Total Personal Services	\$ 3,255	\$ 1,640	\$ 5,383	\$ 3,883	\$ 3,768
Commodities					
326 Recreation Supplies	\$ 573	\$ -	\$ 1,500	\$ 1,500	\$ 1,200
Total Commodities	\$ 573	\$ -	\$ 1,500	\$ 1,500	\$ 1,200
Total Summer Music Prog. Expenditures	\$ 3,828	\$ 1,640	\$ 6,883	\$ 5,383	\$ 4,968
Estimated Revenue					
020 Summer Music Program	\$ 4,114	\$ 2,575	\$ 4,000	\$ 3,776	\$ 4,000
Percent Fee Supported					81%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



TENNIS BUBBLE/PADDLE TENNIS PROGRAM

The Township's three tennis bubbles provide tennis play to program subscribers during the months of October through April. Subscribers purchase a fixed hour each week for the season. Fees for a season subscription per hour are \$448.00 to \$571.00 for the 2015/16 season.

Fee projections include amortized capital costs of three (3) tennis bubbles constructed in 1997, 2000, and 2008. The Township expects to repay the capital costs through user fees charged over the subsequent ten-year period.

Tennis Bubble/Paddle Tennis Exp. 01-50-521-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
120 Part-Time Wages	\$ 20,870	\$ 22,558	\$ 25,000	\$ 25,000	\$ 25,000
198 Social Security Expense	1,597	1,726	1,913	1,913	1,913
Total Personal Services	\$ 22,467	\$ 24,284	\$ 26,913	\$ 26,913	\$ 26,913
Contractual Services					
241 Natural Gas	\$ 35,657	\$ 54,990	\$ 65,000	\$ 65,000	\$ 60,000
242 Electricity	20,294	18,178	23,000	23,000	23,000
Total Contractual Services	\$ 55,951	\$ 73,168	\$ 88,000	\$ 88,000	\$ 83,000
Commodities					
328 Parks Maintenance Supplies	\$ 16	\$ 83	\$ 250	\$ 250	\$ 250
Total Commodities	\$ 16	\$ 83	\$ 250	\$ 250	\$ 250
Total Tennis Bubble/Paddle Tennis Exp.	\$ 78,434	\$ 97,535	\$ 115,163	\$ 115,163	\$ 110,163
Estimated Revenue					
021 Tennis Bubble Fees**	\$ 106,366	\$ 118,871	\$ 110,000	\$ 110,000	\$ 115,000
Percent Fee Supported					104%



**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



MISCELLANEOUS SELF-SUPPORTING PROGRAMS

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

Self Supporting Programs Expenditures 01-50-522-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
120 Part-Time Wages	\$ 13,098	\$ 4,728	\$ 13,000	\$ 5,000	\$ 5,000
198 Social Security Expense	1,002	362	995	995	383
Total Personal Services	\$ 14,100	\$ 5,090	\$ 13,995	\$ 5,995	\$ 5,383
Contractual Services					
279 Self Supporting Programs	\$ 41,471	\$ 37,216	\$ 40,000	\$ 40,000	\$ 41,500
Total Contractual Services	\$ 41,471	\$ 37,216	\$ 40,000	\$ 40,000	\$ 41,500
Total Self Supporting Prog. Expenditures	\$ 55,571	\$ 42,306	\$ 53,995	\$ 45,995	\$ 46,883
Estimated Revenue					
022 Miscellaneous Self Supporting	\$ 70,159	\$ 62,674	\$ 65,000	\$ 65,000	\$ 60,000
Percent Fee Supported					128%

YOUTH BASKETBALL PROGRAMS

Winter and summer basketball programs are offered in order to teach basketball fundamentals and provide opportunities for organized play. The summer program provides up to 100 hours of play and instruction at a fee of \$60.00. In the winter program, up to 140 hours of play and instruction are provided at a fee of \$80.00.

Youth Basketball Expenditures 01-50-523-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
120 Part-Time Wages	\$ 5,650	\$ 1,867	\$ 6,000	\$ 6,000	\$ 6,000
198 Social Security Expense	432	143	459	459	459
Total Personal Services	\$ 6,082	\$ 2,010	\$ 6,459	\$ 6,459	\$ 6,459
Contractual Services					
264 Rental Charges-Facilities	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000
290 Other Contractual Services	12,965	11,710	15,000	15,000	15,000
Total Contractual Services	\$ 12,965	\$ 11,710	\$ 18,000	\$ 18,000	\$ 18,000
Commodities					
326 Recreation Supplies	\$ 16,183	\$ 14,879	\$ 23,000	\$ 23,000	\$ 20,000
Total Commodities	\$ 16,183	\$ 14,879	\$ 23,000	\$ 23,000	\$ 20,000
Total Youth Basketball Expenditures	\$ 35,230	\$ 28,599	\$ 47,459	\$ 47,459	\$ 44,459
Estimated Revenue					
023 Youth Basketball	\$ 56,901	\$ 53,802	\$ 50,000	\$ 50,000	\$ 50,000
Percent Fee Supported					112%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES

INSTRUCTIONAL BASEBALL

Lessons on the fundamentals of baseball are provided for boys and girls from age six through twelve. This summer program provided instruction for 34 participants in 2015 at a fee of \$44.00.



Instructional Baseball Expenditures 01-50-528-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
120 Part-Time Wages	\$ 2,169	\$ 1,610	\$ 3,000	\$ 2,500	\$ 2,500
198 Social Security Expense	166	123	230	230	191
Total Personal Services	\$ 2,335	\$ 1,733	\$ 3,230	\$ 2,730	\$ 2,691
Commodities					
326 Recreation Supplies	\$ 452	\$ 180	\$ 1,000	\$ 1,000	\$ 1,000
Total Commodities	\$ 452	\$ 180	\$ 1,000	\$ 1,000	\$ 1,000
Total Instructional Baseball Expenditures	\$ 2,787	\$ 1,913	\$ 4,230	\$ 3,730	\$ 3,691
Estimated Revenue					
028 Instructional Baseball	\$ 1,768	\$ 1,200	\$ 2,000	\$ 1,300	\$ 1,400
Percent Fee Supported					38%

YOUTH DEVELOPMENT

This budget represents the Teen Center Support for 2016.

Youth Development Expenditures 01-50-530-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Contractual Services					
275 Printing & Duplication	\$ -	\$ -	\$ 100	\$ 100	\$ 100
290 Other Contractual Services	-	-	300	300	300
Total Contractual Services	\$ -	\$ -	\$ 400	\$ 400	\$ 400
Commodities					
390 Other Supplies	\$ 982	\$ 480	\$ 1,000	\$ 1,000	\$ 1,000
Total Commodities	\$ 982	\$ 480	\$ 1,000	\$ 1,000	\$ 1,000
Total Youth Development Expenditures	\$ 982	\$ 480	\$ 1,400	\$ 1,400	\$ 1,400

GENERAL FUND

LIBRARY

SUMMARY

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Administration Expenditures					
Personal Services	\$ 666,747	\$ 667,763	\$ 693,234	\$ 700,584	\$ 711,611
Contractual Services	7,190	7,487	13,800	13,800	10,300
Commodities	119,401	112,203	149,560	149,560	145,000
Distributed Costs	15,987	14,155	47,965	47,965	48,153
Total Administration Expenditures	<u>\$ 809,325</u>	<u>\$ 801,608</u>	<u>\$ 904,559</u>	<u>\$ 911,909</u>	<u>\$ 915,064</u>

LIBRARY ADMINISTRATION OVERVIEW

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

Library hours are: 9:30 AM to 9:00 PM Monday through Thursday, 9:30 AM to 5:00 PM Friday and Saturday, and 1:00 PM to 5:00 PM Sundays from Labor Day to Memorial Day. The Library is closed on Sunday during the summer.

Library Materials

The circulating collection includes approximately 80,000 cataloged items for children, teens and adults. Books, large print materials, magazines, audiovisual items such as videos, DVDs, audiobooks, and music CDs, are available. There are puppets and puzzles for children. Downloadable e-books, e-magazines, e-audio and e-video are also available online with a library card. The catalog is available on the Internet at <http://librarycatalog.einetwork.net>, and patrons may view their account to renew items on loan, request new materials, and pay fines online.



Library Services

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

DEPARTMENT OVERVIEW (Continued)

Library Programs & Activities

The Library provides numerous activities for children and youth, including infant, toddler and preschool story-times, summer reading programs, special events, and a teen volunteer program. Outreach programs are delivered to classes in the School District, the 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. Older kids can use materials designed to help them understand science and math concepts in the Explore to Learn Center, a new space created in 2014.

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



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

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

2015 DEPARTMENT ACCOMPLISHMENTS

- Expanded the kids Explore to Learn center with new furniture and more workspace and seating (shown to the right).
- Provided 67 individualized digital literacy classes to community residents.
- Expanded promotion and marketing of the library’s digital resources through increased use of Facebook and the installation of a digital sign in the library lobby to promote library and community events.
- Created new non-fiction neighborhoods to house materials related to travel, consumer education and DIY Handicrafts.
- Renovated the library multipurpose room and created space in that room for the Friends of the Library book collections.
- Redesigned the staff workspace on the 2nd floor to facilitate the creation of additional public space for the library collection.



2015 DEPARTMENT ACCOMPLISHMENTS (Continued)

- Library Director, Helen Palascak, chaired a county taskforce tasked with investigating a new bibliographic services vendor.
- The library database was transitioned to RDA, a new county-wide cataloging standard. USC Head of Technical Services, Maureen Case, served on the county taskforce charged with developing training materials.
- Head of Circulation, Vanessa Ryzner, served on the county-wide circulation services taskforce.
- Helen Palascak, Maureen Case, and Deb Conn, Head of Children’s, presented sessions at an ACLA Unconference in October.

2016 DEPARTMENT GOALS AND OBJECTIVES

- Renovate and reorganize three spaces on the kids floor, including designing and installing a new circulation desk to facilitate work flow with a user friendly book drop and individual work spaces, reconfiguring the staff office for more effective use and organizing the new alcove storage space.
- Kids Programming goals include:
 - Summer reading revamp including state requirement of reporting in minutes; simplifying registration; changing the reward system and prize drawings.
 - Implementing a new concept for school-age activity programs during the summer.
 - Adding a monthly program for teens to encourage library use.
 - Explore paperless methods of record keeping for our volunteer program.
 - Continue the development of the summer EDS reading program.
- Create 3-D printing opportunities for patrons with the purchase of a 3-D printer for public use, and offer 3-D printing classes for the community.
- Migrate staff and patron workstations to Windows 10 and implement Microsoft OneDrive© and Microsoft SharePoint© for staff.
- Install modular bookcases in the adult non-fiction room to house the new neighborhood collections.
- Install a sound system in the library multi-purpose room for library events which will also include components for those with hearing disabilities.

DEPARTMENT STATISTICS AND BENCHMARKS

Library Performance Statistics

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

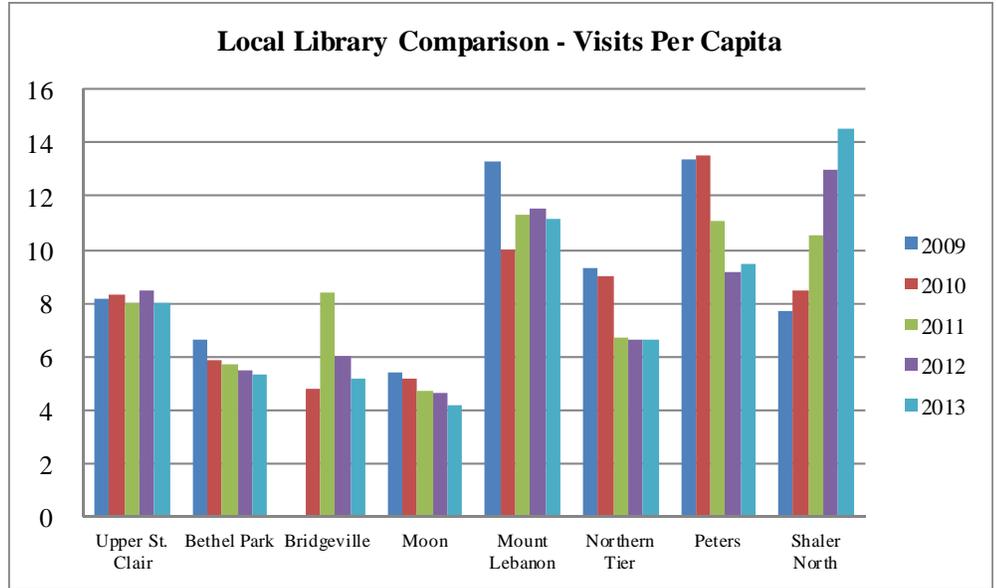
Library Statistics and Service Measures Compared with Local Area Libraries									
<i>Data from Institute of Museum and Library Services, Public Library Survey Fiscal Year 2013</i>									
Library	Population of Service Area	Hours Open Weekly	Total Staff (FTE equiv)	Collection Size	Circulation	Library Visitors	Total Library Programs	Total Program Attendance	Internet Terminals
Upper St. Clair	19,229	65	18.81	79,820	375,615	153,593	810	15,006	15
Bethel Park	32,313	65	18.73	102,823	337,716	171,957	1,969	24,701	28
Bridgeville	5,148	42	4.50	23,997	64,580	26,613	404	4,313	14
Moon	24,185	56	9.05	55,210	226,963	101,582	771	23,177	20
Mount Lebanon	33,137	66	23.18	151,136	554,384	370,274	1,438	30,738	49
Northern Tier	22,597	60	13.70	74,953	248,518	149,000	364	7,768	21
Peters	21,213	64	17.13	127,156	337,181	201,399	1,252	29,576	30
Shaler North	28,757	58	19.88	136,274	430,751	417,412	2,275	69,619	27

DEPARTMENT STATISTICS AND BENCHMARKS (continued)

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

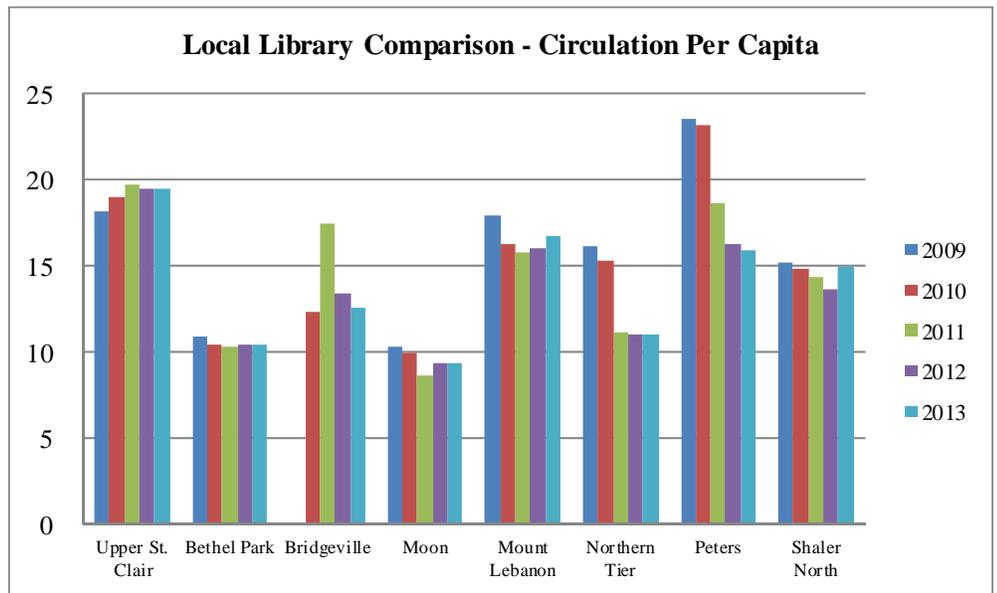
Per capita comparisons with other local libraries indicate the performance of the library relative to the size of the library’s legal service population.

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



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

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

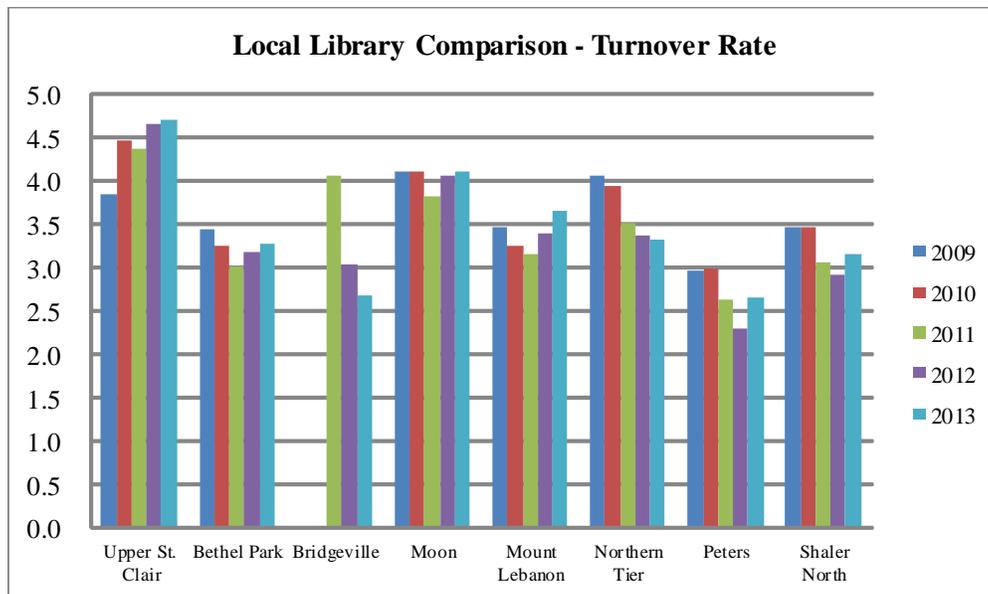
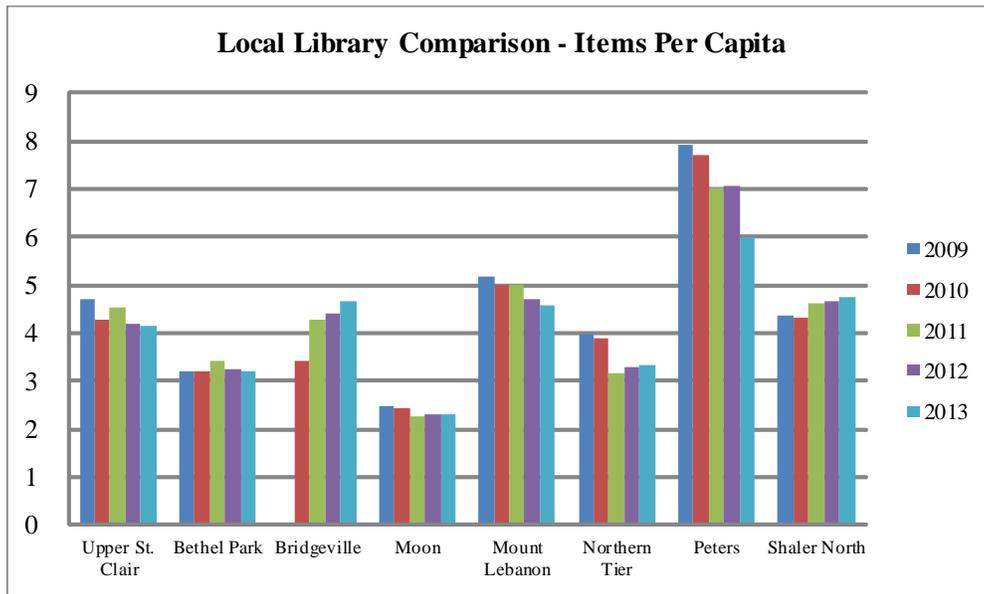


DEPARTMENT STATISTICS AND BENCHMARKS (continued)

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

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 collection. Upper St. Clair’s latest Items Per Capita measurement is 4.15 and the Turnover Rate is 4.71.



COMPREHENSIVE PLAN STATUS

The Library continues to meet its goals under the Township’s Comprehensive Plan. Its goal is to empower the community to learn and create by providing library spaces, programs and services which are relevant for people of all ages and backgrounds, and by anticipating the changing needs of our community and adapting to provide the best service possible. To achieve this goal, the Library provides the following:



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

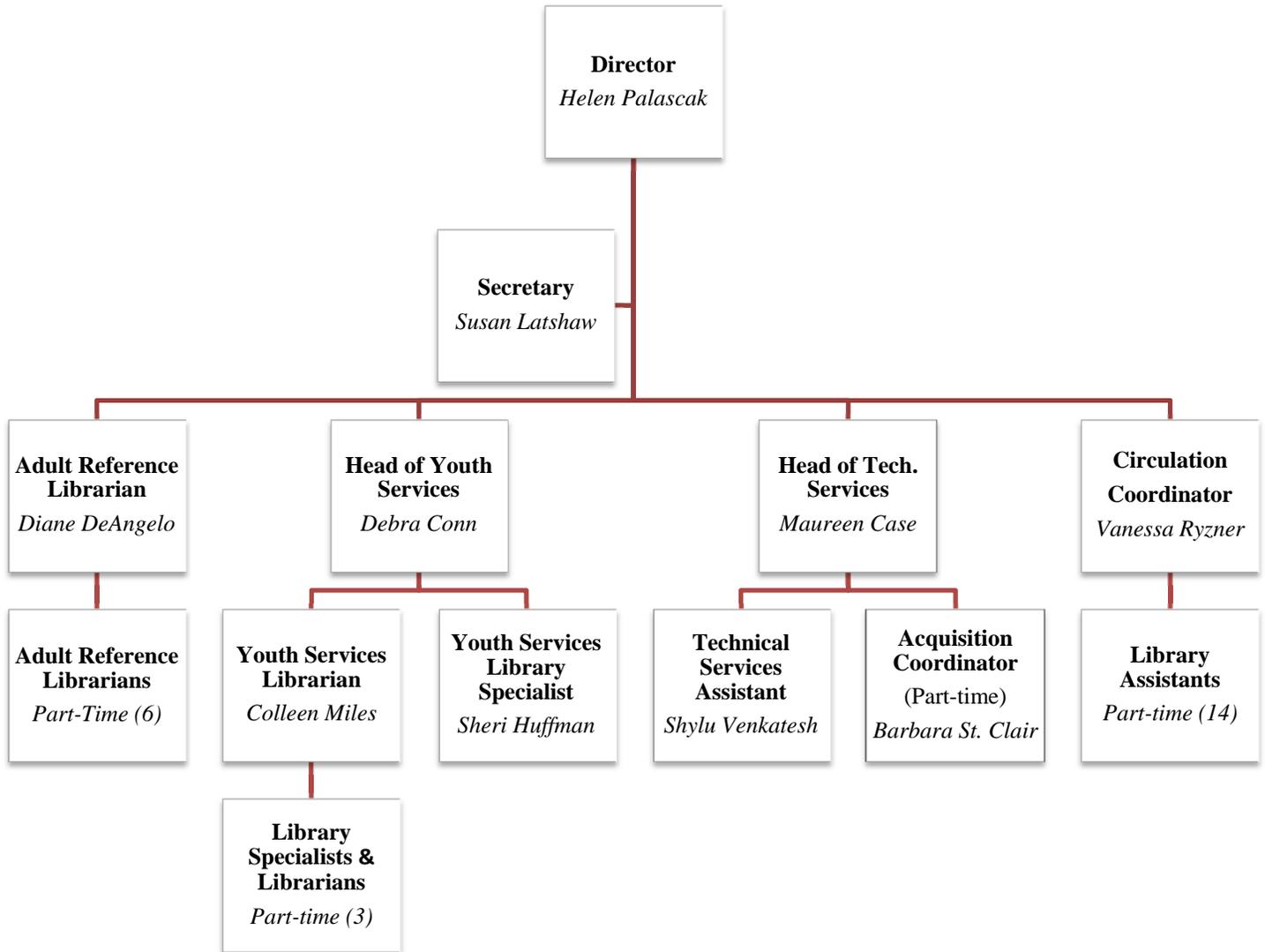
DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Library Department for 2016 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2016 Positions
Director of the Library	4	\$72,754	\$104,338	1
Head of Youth Services	9	\$45,175	\$64,786	1
Youth Services Librarian	11	\$37,335	\$53,542	1
Head of Technical Services	9	\$45,175	\$64,786	1
Circulation Coordinator	13	\$30,855	\$44,250	1
Youth Services Library Specialist	15	\$25,500	\$36,570	1
Technical Services Assistant	15	\$25,500	\$36,570	1
Secretary to the Director of the Library	13	\$30,855	\$44,250	1
Reference Librarian	11	\$37,335	\$53,542	1
Total				9

In 2016, three (3) current positions within the Library will be funded through the Library RAD Fund. The positions are: Circulation Coordinator, Technical Services Assistant and a Reference Librarian.

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



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LIBRARY ADMINISTRATION

**GENERAL FUND
LIBRARY**



DEPARTMENT EXPENDITURES

Administration Expenditures 01-60-601-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
101 Full-Time Wages	\$ 264,139	\$ 272,284	\$ 280,345	\$ 280,345	\$ 283,836
120 Part-Time Wages	261,612	255,332	262,650	270,000	277,160
162 Group Life Insurance	1,635	1,785	1,700	1,700	2,554
163 Medical Insurance	77,191	75,625	84,000	84,000	80,945
164 Workers' Compensation	4,690	4,769	4,750	4,750	5,016
166 Pension Costs	14,974	15,338	15,500	15,500	16,102
167 Long-term Disability Insurance	740	759	750	750	1,082
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	39,766	39,871	41,539	41,539	42,916
Total Personal Services	\$ 666,747	\$ 667,763	\$ 693,234	\$ 700,584	\$ 711,611
Contractual Services					
230 Association Dues	\$ 490	\$ 1,180	\$ 1,500	\$ 1,500	\$ 1,500
231 Travel & Conference Expense	1,055	2,240	4,000	4,000	4,000
243 Telephone	766	900	1,000	1,000	1,000
250 Repairs & Maint. Office Equip.	240	1,592	2,000	2,000	2,000
275 Printing & Duplicating	2,595	271	3,000	3,000	-
278 Postage	1,332	564	1,500	1,500	1,000
281 Storage Space Rental	712	740	800	800	800
Total Contractual Services	\$ 7,190	\$ 7,487	\$ 13,800	\$ 13,800	\$ 10,300
Commodities					
301 Expendable Office Supplies	\$ 6,919	\$ 9,068	\$ 8,000	\$ 8,000	\$ 8,000
302 Periodicals & Subscriptions	7,716	5,684	8,000	8,000	8,000
310 Adult Books	70,740	55,512	82,000	82,000	87,000
311 Juvenile Books	12,364	12,518	15,000	15,000	15,000
314 Adult Non-Print Materials	9,583	8,638	12,360	12,360	13,000
315 Juvenile Non-Print Materials	(80)	175	1,500	1,500	1,500
320 E-Resources	6,904	12,619	15,000	15,000	4,000
380 Miscellaneous Supplies	(141)	328	200	200	500
381 Program Expenses	3,246	3,521	4,000	4,000	4,500
382 Library Specific Supplies	2,150	4,140	3,500	3,500	3,500
Total Commodities	\$ 119,401	\$ 112,203	\$ 149,560	\$ 149,560	\$ 145,000

DEPARTMENT EXPENDITURES (Continued)

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Distributed Costs					
602 Dist. Data Processing Costs	\$ 15,987	\$ 14,155	\$ 47,965	\$ 47,965	\$ 48,153
Total Distributed Costs	\$ 15,987	\$ 14,155	\$ 47,965	\$ 47,965	\$ 48,153
Total Administration Expenditures	<u>\$ 809,325</u>	<u>\$ 801,608</u>	<u>\$ 904,559</u>	<u>\$ 911,909</u>	<u>\$ 915,064</u>

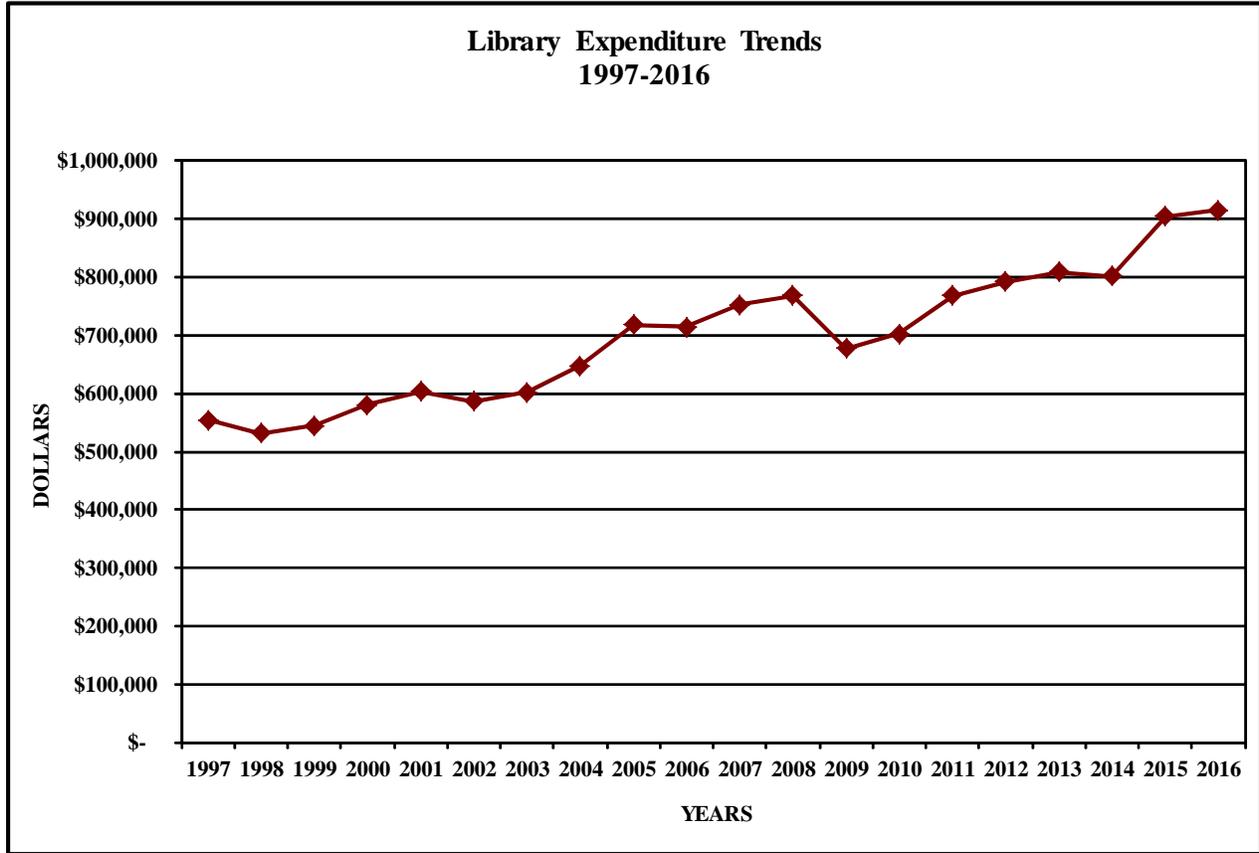
BUDGETARY COMMENT

The 2016 Budget is \$10,505 or 1.16% more than appropriated in 2015 due to an increase in personal services costs.

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SUPPLEMENTARY INFORMATION

The average annual cost increase of Library expenditures over the last 20 years is 2.82%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$763,669
How many real estate tax mills?	0.16	\$331,577
Earned Income Tax per \$100?	\$ 4.22	\$357,492
Percentage of Other Taxes?	0.41%	\$74,601

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

FRINGE BENEFITS

&

INSURANCE

**DISTRIBUTED OVERHEAD
& FRINGE BENEFITS**

GENERAL FUND
TOWNSHIP WIDE



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services	\$ 3,456,044	\$ 3,340,352	\$ 3,568,667	\$ 3,568,667	\$ 3,443,460
Less: Dist. Operating Costs	(3,465,543)	(3,338,934)	(3,558,667)	(3,558,667)	(3,443,460)
Total Personal Services	\$ (9,499)	\$ 1,418	\$ 10,000	\$ 10,000	\$ -

DISTRIBUTED OVERHEAD & FRINGE BENEFITS OVERVIEW

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

DEPARTMENT EXPENDITURES

Distributed Overhead & Fringe Benefits 01-90-902-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
160 Social Security Expense	\$ 632,971	\$ 652,430	\$ 741,673	\$ 741,673	\$ 710,068
162 Group Life Insurance	39,200	49,962	45,815	45,815	53,784
163 Medical Insurance	1,423,666	1,441,522	1,553,415	1,553,415	1,590,554
164 Workers' Compensation	352,136	368,439	355,411	355,411	369,194
165 Unemployment Compensation	4,121	1,417	10,000	10,000	10,000
166 Pension Costs	985,912	808,150	843,416	843,416	682,239
167 Long-term Disability Insurance	18,038	18,432	18,937	18,937	27,621
199 Less: Dist. Operating Costs	(3,465,543)	(3,338,934)	(3,558,667)	(3,558,667)	(3,443,460)
Total Personal Services	\$ (9,499)	\$ 1,418	\$ 10,000	\$ 10,000	\$ -

BUDGETARY COMMENT

In 2016, the total overhead Fringe Benefit expense is estimated at \$3,443,460, which is a decrease of \$115,207 or 3.24% from the 2015 Budget. The increase is primarily due to the decrease in the MMO for the Police and General Employees' Pension Plans.

**DISTRIBUTED OVERHEAD
& FRINGE BENEFITS**

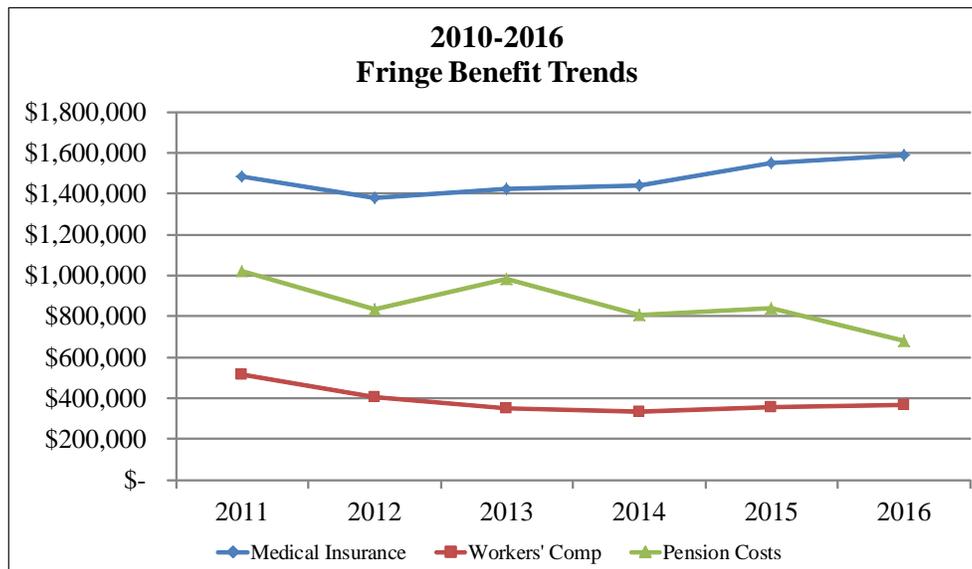
**GENERAL FUND
TOWNSHIP WIDE**



FRINGE BENEFIT DISTRIBUTION

Fund - Acct. No.	Program	Social Security	Life Insurance	Medical Insurance	Workers' Comp.	Pension Costs	LTD Insurance
01-101	Commissioners	\$ 643	\$ -	\$ -	\$ -	\$ -	\$ -
01-102	Administration	38,940	4,651	98,585	2,112	44,106	1,937
01-103	Finance Office	12,694	1,505	26,745	739	13,777	633
01-104	Tax Collection	2,593	320	5,020	185	3,148	131
01-106	Information Technology	14,410	1,687	38,048	977	14,128	718
01-107	Cable Television	2,969	365	14,206	216	2,910	148
01-201	Police	246,080	19,039	467,136	151,676	207,383	10,648
01-202	VFD	1,647	182	3,116	27,660	1,614	82
01-301	Comm. Development	27,178	2,872	85,769	1,584	25,137	1,277
01-501	Recreation - Admin	4,445	547	11,832	12,144	4,223	215
01-502-530	Recreation Programs	8,914	-	-	-	-	-
01-601	Library	42,916	2,554	80,945	5,016	16,102	1,082
01-499	Public Works	142,046	9,376	368,897	92,224	277,653	6,546
01-904	Post Employment Benefits	-	1,041	107,074	-	-	-
14-601	Library RAD Fund	9,212	866	44,680	950	4,971	380
50-425	Sanitary Sewer	14,697	1,687	26,902	950	15,245	696
52-102	BM Park RAD Fund	16,601	502	16,640	317	4,280	218
53-50-501	BM Rec	124,083	6,590	214,959	72,444	47,562	2,910
Total Benefits		\$ 710,068	\$ 53,784	\$ 1,610,554	\$ 369,194	\$ 682,239	\$ 27,621

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 – 3% of premiums

Police Officers – 6% of premiums

Police Dispatchers – 4% of premiums

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

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

2016 Budget	
Medical Insurance	
Employee Reimbursements	
Police Officers	\$ 20,000
Non-Contractual Employees	40,000
Teamsters	8,500
Dispatchers	1,500
Total Employee Reimbursement	\$ 70,000
Net % of Medical Insurance	4%

Workers' Compensation

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

	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Estimated 2015	Budget 2016
Workers' Comp	\$517,371	\$406,433	\$352,136	\$368,439	\$355,411	\$369,194
Annual Dividends	(69,449)	(81,055)	(128,586)	(141,038)	(175,072)	(160,000)
Net Workers' Comp	\$447,922	\$325,378	\$223,550	\$227,401	\$180,339	\$209,194

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
2016 Minimum Municipal Obligation	\$ 254,211	\$ 186,830	\$ 238,888	\$ 679,929
Less: State Pension Grant	(101,920)	(180,320)	(219,520)	(501,760)
Difference - Net Cost to Township	\$ 152,291	\$ 6,510	\$ 19,368	\$ 178,169

DISTRIBUTED INSURANCE**GENERAL FUND
TOWNSHIP WIDE**

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Contractual Services	\$ 166,409	\$ 164,714	\$ 176,650	\$ 176,650	\$ 180,500
Less: Dist. Operating Costs	(138,694)	(136,143)	(145,900)	(145,900)	(162,200)
Total Contractual Services	\$ 27,715	\$ 28,571	\$ 30,750	\$ 30,750	\$ 18,300

DISTRIBUTED INSURANCE OVERVIEW

This account represents the Township's cost for General Liability Insurance. In 2016, the total cost will be distributed based on actual costs.

DEPARTMENT EXPENDITURES

Distributed Insurance 01-90-903-500??-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Contractual Services					
199 Less: Dist. Operating Costs	\$ (138,694)	\$ (136,143)	\$ (145,900)	\$ (145,900)	\$ (162,200)
220 Umbrella Policy	10,064	10,263	10,900	10,900	11,000
221 Special Multi-Peril Policy	118,630	115,880	125,000	125,000	129,900
223 Employment Practices Liability	21,161	20,910	23,000	23,000	21,200
224 Pollution Liability	7,387	7,661	7,750	7,750	8,400
295 Brokerage Services	9,167	10,000	10,000	10,000	10,000
Total Contractual Services	\$ 27,715	\$ 28,571	\$ 30,750	\$ 30,750	\$ 18,300

BUDGETARY COMMENT

The 2016 Budget reflects an increase of \$3,850, or 2.18%, due to various changes in premiums.

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**POST EMPLOYMENT
BENEFITS**

GENERAL FUND
TOWNSHIP WIDE



POST-EMPLOYMENT BENEFITS OVERVIEW

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

DEPARTMENT EXPENDITURES

Post Employment Benefits 01-90-904-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
162 Group Life Insurance	\$ 705	\$ 929	\$ 900	\$ 900	\$ 1,041
163 Medical Insurance	71,826	74,288	95,000	95,000	97,074
Total Personal Services	\$ 72,531	\$ 75,217	\$ 95,900	\$ 95,900	\$ 98,115
COBRA Insurance Benefits 01-90-905-500???-000	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personal Services					
163 Medical Insurance	\$ 6,055	\$ 731	\$ 10,000	\$ 10,000	\$ 10,000
Total Personal Services	\$ 6,055	\$ 731	\$ 10,000	\$ 10,000	\$ 10,000

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

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GENERAL FUND

DEBT SERVICE

DEBT SERVICE

GENERAL FUND
DEBT SERVICE



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Debt Service Expenditures					
Contractual Services	\$ 1,150,657	\$ 1,152,094	\$ 1,133,015	\$ 1,133,015	\$ 1,122,131
Total Debt Service Expenditures	\$ 1,150,657	\$ 1,152,094	\$ 1,133,015	\$ 1,133,015	\$ 1,122,131

DEBT SERVICE OVERVIEW

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

Debt Service Expenditures 01-70-701-500??-000	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Contractual Services					
501 Principal Payment-Gen Oblig Bonds	\$ 562,882	\$ 585,097	\$ 578,790	\$ 578,790	\$ 634,005
511 Interest Payment-Gen Oblig Bonds	587,775	566,997	554,225	554,225	488,126
Total Contractual Services	\$ 1,150,657	\$ 1,152,094	\$ 1,133,015	\$ 1,133,015	\$ 1,122,131
Total Debt Service Expenditures	\$ 1,150,657	\$ 1,152,094	\$ 1,133,015	\$ 1,133,015	\$ 1,122,131

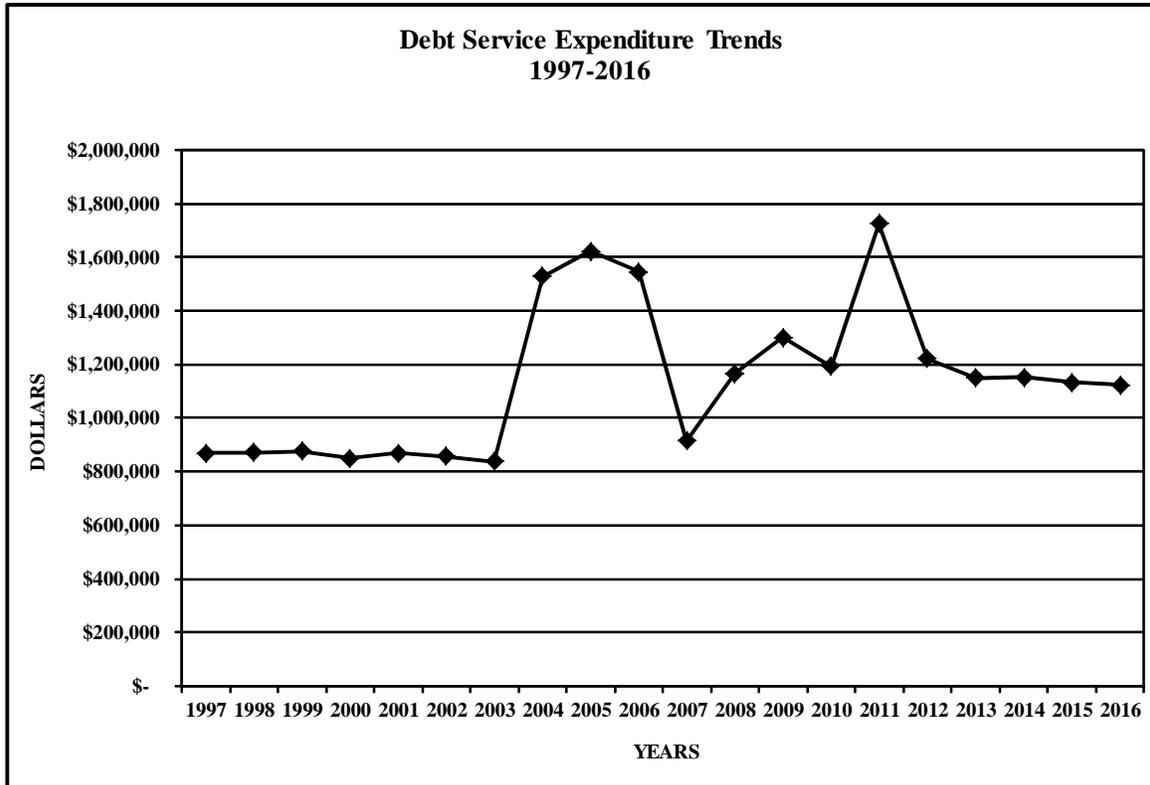
BUDGETARY COMMENT

Funds requested for this program are \$10,844 less than appropriated in 2015. This is due to changes in the debt service schedule for 2016.

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SUPPLEMENTARY INFORMATION

The average annual cost increase of Debt Service expenditures over the last 20 years is 4.76%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$1,122,131
How many real estate tax mills?	0.24	\$487,217
Earned Income Tax per \$100?	\$ 6.20	\$525,296
Percentage of Other Taxes?	0.61%	\$109,618

**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.*

DEBT SERVICE SCHEDULES

**GENERAL FUND
DEBT SERVICE**



2016 PROJECTED DEBT SERVICE SCHEDULE

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 General Fund Portion					
Year of Maturity	Rate Coupon	Principal	Interest	Remarketing Fees	Annual Debt Service
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		\$ 4,169,571	\$ 1,943,855	\$ 111,499	\$ 6,224,925

Interest and Remarketing fees are variable and subject to change. The schedule presented shows the anticipated market conditions for bond payments. In each of the years, the impact of the variable interest rate on General Fund interest payments could be higher than indicated on the schedule.

2016 PROJECTED DEBT SERVICE SCHEDULE (Continued)

II. 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 (Non-Taxable Bonds)				
General Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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		\$ 5,210,000	\$ 1,394,879	\$ 6,604,879

Note: Taxable portion retired in 2014.

2016 PROJECTED DEBT SERVICE SCHEDULE (Continued)

III. 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
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	\$ 1,946,235	\$ 7,856,235

2016 PROJECTED DEBT SERVICE SCHEDULE (Continued)

IV. BONDED INDEBTEDNESS

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

2015 General Obligation Note General Fund Portion				
Year of Maturity	Rate	Principal	Interest	Annual Debt Service
2016	1.400%	\$ 450,000	\$ 66,117	\$ 516,117
2017	1.400%	460,000	53,713	513,713
2018	1.400%	480,000	39,958	519,958
2019	1.400%	495,000	24,837	519,837
2020	1.400%	505,000	8,459	513,459
	Total	\$ 2,390,000	\$ 193,084	\$ 2,583,084

GENERAL FUND

OPERATING TRANSFERS

OPERATING TRANSFERS

GENERAL FUND
OPERATING TRANSFERS



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Operating Transfers Expenditures					
Contractual Services	\$ 5,427,398	\$ 5,583,485	\$ 4,148,013	\$ 4,498,013	\$ 4,033,101
Total Operating Transfers Expenditures	<u>\$ 5,427,398</u>	<u>\$ 5,583,485</u>	<u>\$ 4,148,013</u>	<u>\$ 4,498,013</u>	<u>\$ 4,033,101</u>

OPERATING TRANSFERS OVERVIEW

The Township of Upper St. Clair makes operating transfers from the General Fund to three (3) other funds. Please refer to the specific other funds for budgeted expenditures.

Capital Projects Fund (Capital Fund)

The transfer provides support for Township capital expenditures.

Boyce Mayview Park RAD Fund (Special Revenue Funds)

The transfer covers any costs that were not funded by the RAD grant.

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

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

DEPARTMENT EXPENDITURES

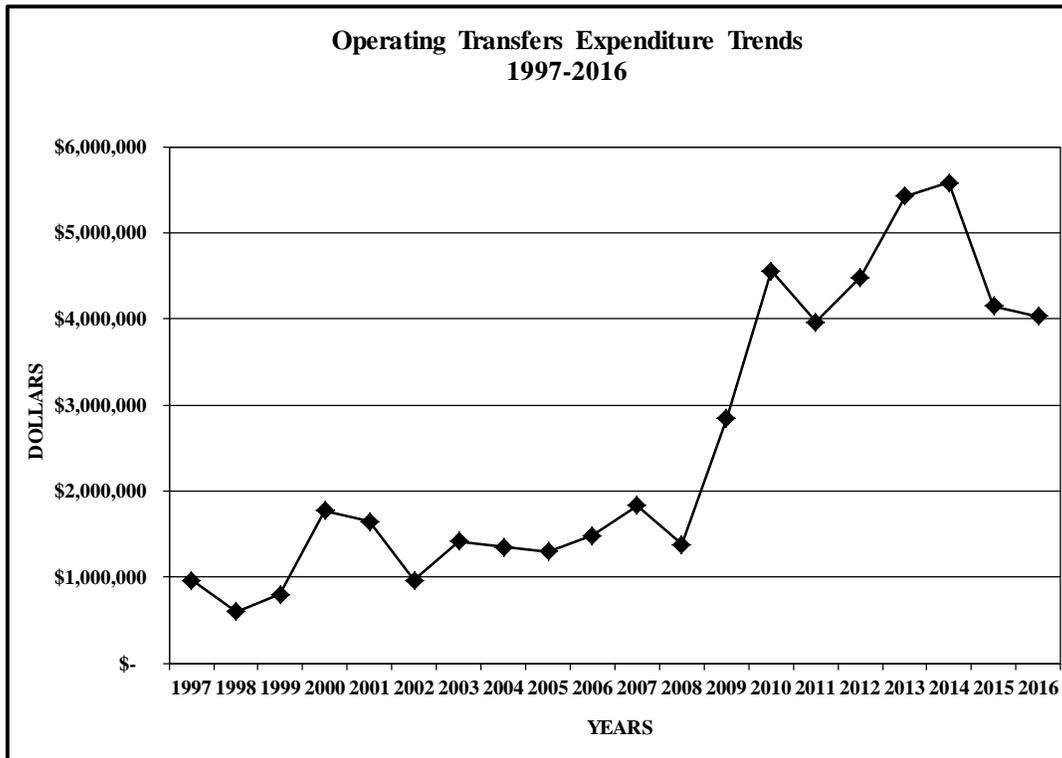
Operating Transfers Expenditures 01-80-801-500???-???	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Contractual Services					
401-000 Capital Projects Fund	\$ 3,328,425	\$ 3,362,098	\$ 1,114,363	\$ 1,464,363	\$ 1,239,635
452-000 Boyce Mayview Park RAD Fund	498,487	626,409	1,305,997	1,305,997	1,129,482
453-000 Boyce Mayview C&RC Fund Debt Service Portion	1,211,445	1,175,383	1,189,719	1,189,719	1,173,766
453-001 Boyce Mayview C&RC Fund 15% Operation Approp.	389,041	419,595	537,934	537,934	490,218
Total Contractual Services	<u>\$ 5,427,398</u>	<u>\$ 5,583,485</u>	<u>\$ 4,148,013</u>	<u>\$ 4,498,013</u>	<u>\$ 4,033,101</u>
Total Operating Transfers Expenditures	<u>\$ 5,427,398</u>	<u>\$ 5,583,485</u>	<u>\$ 4,148,013</u>	<u>\$ 4,498,013</u>	<u>\$ 4,033,101</u>

BUDGETARY COMMENTS

In 2016, the Township plans to transfer \$1,239,635 from the General Fund to the Capital Projects Fund, \$1,129,482 to the Boyce Mayview Park RAD Fund, and \$1,663,984 to the Boyce Mayview Community & Recreation Center (C&RC) Fund.

SUPPLEMENTARY INFORMATION

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



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$1,122,131
How many real estate tax mills?	0.24	\$487,217
Earned Income Tax per \$100?	\$ 6.20	\$525,296
Percentage of Other Taxes?	0.61%	\$109,618

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

STATE LIQUID FUELS TAX FUND

ANNUAL STREET PROGRAM

**STATE LIQUID FUELS TAX FUND
CAPITAL IMPROVEMENTS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Fund Balance	\$ 1,057	\$ 1,123	\$ 1,180	\$ 1,180	\$ 37,268
Revenue	439,122	469,108	449,784	515,041	508,980
Expenditures	(439,056)	(469,051)	(450,000)	(478,953)	(500,000)
Ending Fund Balance	\$ 1,123	\$ 1,180	\$ 964	\$ 37,268	\$ 46,248

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.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Revenue					
10-00-000-?????-000					
345001 Interest on Investments	\$ 66	\$ 57	\$ 100	\$ 50	\$ 100
355002 State Allocation	420,176	450,171	430,804	496,111	490,000
355003 Turnback Revenue	18,880	18,880	18,880	18,880	18,880
Total Revenue	\$ 439,122	\$ 469,108	\$ 449,784	\$ 515,041	\$ 508,980
Expenditures					
10-40-408-500???-000					
401 Annual Street Program	\$ 439,056	\$ 469,051	\$ 450,000	\$ 478,953	\$ 500,000
Total Expenditures	\$ 439,056	\$ 469,051	\$ 450,000	\$ 478,953	\$ 500,000

BUDGETARY COMMENT

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

Year	Grant Amount	Year	Grant Amount
2006	\$ 399,204	2011	\$ 432,269
2007	414,059	2012	426,713
2008	455,805	2013	420,176
2009	439,279	2014	450,171
2010	421,766	2015	496,111

STORM SEWER IMPROVEMENT FUND

**SEWER
MAINTENANCE**

**STORM SEWER IMPROVEMENT FUND
PUBLIC WORKS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Fund Balance	\$ 4,966	\$ 9,366	\$ 53,086	\$ 53,086	\$ 55,486
Revenue	4,400	124,400	302,400	302,400	302,400
Expenditures	-	(80,680)	(300,000)	(300,000)	(300,000)
Ending Fund Balance	\$ 9,366	\$ 53,086	\$ 55,486	\$ 55,486	\$ 57,886

PROGRAM OVERVIEW

The Storm Sewer Improvement Fund is used to account for developer fees charged by the Township and specifically earmarked for storm sewer improvement and maintenance projects. In the 2016 Budget, \$300,000 has been appropriated in the Storm Sewer Fund.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Revenue					
12-00-000-?????-000					
320001 Developer Fees	\$ 4,400	\$ 24,400	\$ 2,400	\$ 2,400	\$ 2,400
360008 Township Appropriation	-	100,000	300,000	300,000	300,000
Total Revenue	\$ 4,400	\$ 124,400	\$ 302,400	\$ 302,400	\$ 302,400
Expenditures					
12-40-405-500???-000					
211 Prof. Services-Engr. & Mapping	\$ -	\$ 38,793	\$ 50,000	\$ 20,000	\$ 20,000
430 Storm Sewer Projects	-	41,887	250,000	280,000	280,000
Total Expenditures	\$ -	\$ 80,680	\$ 300,000	\$ 300,000	\$ 300,000

BUDGETARY COMMENT

Funds requested for this program are the same as what was appropriated in 2015.

FIELD IMPROVEMENT FUND

**FIELD
MAINTENANCE**

**FIELD IMPROVEMENT FUND
PUBLIC WORKS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Fund Balance	\$ 340,410	\$ 362,815	\$ 401,390	\$ 401,390	\$ 66,490
Revenue	49,810	50,242	50,150	50,100	50,100
Expenditures	(27,405)	(11,667)	(385,000)	(385,000)	(85,000)
Ending Fund Balance	\$ 362,815	\$ 401,390	\$ 66,540	\$ 66,490	\$ 31,590

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 2016.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Revenue					
13-00-000-?????-000					
320001 Athletic Association-User Fees	\$ 19,640	\$ 20,130	\$ 20,000	\$ 20,000	\$ 20,000
345001 Interest on Investments	170	112	150	100	100
360008 Township Appropriation	30,000	30,000	30,000	30,000	30,000
Total Revenue	\$ 49,810	\$ 50,242	\$ 50,150	\$ 50,100	\$ 50,100
Expenditures					
13-40-415-500???-000					
702 Field Renovation Projects	\$ 27,405	\$ 11,667	\$ 85,000	\$ 85,000	\$ 85,000
703 Boyce Mayview Field Lighting	-	-	300,000	300,000	-
Total Expenditures	\$ 27,405	\$ 11,667	\$ 385,000	\$ 385,000	\$ 85,000

BUDGETARY COMMENT

Funds for this program are \$300,000 less than appropriated in 2015 due to the completion of the Boyce Mayview Field Lighting project in 2015.

LIBRARY RAD FUND

**LIBRARY
ADMINISTRATION**

LIBRARY RAD FUND
LIBRARY



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Beginning Fund Balance	\$ -	\$ 1	\$ 1	\$ 1	\$ 1
Revenue	211,303	214,778	221,738	221,738	217,979
Expenditures	(211,302)	(214,778)	(221,738)	(221,738)	(217,979)
Ending Fund Balance	<u>\$ 1</u>	<u>\$ 1</u>	<u>\$ 1</u>	<u>\$ 1</u>	<u>\$ 1</u>

PROGRAM OVERVIEW

The Library Regional Asset District (RAD) Fund was established in 1995 to account for monies allocated to the Upper St. Clair Library by the Allegheny County Library Association, which is an organization that has received funding from the Allegheny County Regional Asset District since 1995. These funds are required to be spent upgrading the existing capabilities of the Library and to create new and innovative ways of administering programs of the Library. This fund is required by local Ordinance.

For a description of operations for the Upper St. Clair Library, please refer to the “Library” section of the General Fund.

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Revenue					
14-00-000-?????-000					
360020 Regional Asset District	\$ 211,303	\$ 214,778	\$ 221,738	\$ 221,738	\$ 217,979
Total Revenue	<u>\$ 211,303</u>	<u>\$ 214,778</u>	<u>\$ 221,738</u>	<u>\$ 221,738</u>	<u>\$ 217,979</u>
RAD Expenditures					
14-60-601-500???-000					
Personal Services					
101 Full-Time Wages	\$ 92,951	\$ 95,194	\$ 100,250	\$ 100,250	\$ 99,420
120 Part-Time Wages	17,910	21,170	20,050	20,050	21,000
162 Group Life Insurance	594	639	600	600	866
163 Medical Insurance	47,962	45,381	47,565	47,565	44,680
164 Workers' Compensation	900	954	900	900	950
166 Pension Costs	4,602	4,732	4,900	4,900	4,971
167 Long-term Disability Insurance	259	265	270	270	380
198 Social Security Expense	8,139	8,552	9,203	9,203	9,212
Total Personal Services	<u>\$ 173,317</u>	<u>\$ 176,887</u>	<u>\$ 183,738</u>	<u>\$ 183,738</u>	<u>\$ 181,479</u>

**LIBRARY
ADMINISTRATION**

**LIBRARY RAD FUND
LIBRARY**



	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Contractual Services					
250 Computer Maintenance	11,000	12,728	12,500	12,500	12,500
Total Contractual Services	<u>\$ 11,000</u>	<u>\$ 12,728</u>	<u>\$ 12,500</u>	<u>\$ 12,500</u>	<u>\$ 12,500</u>
Commodities					
300 Furniture & Equipment	\$ 4,787	\$ 4,711	\$ 5,500	\$ 5,500	\$ 5,000
310 Adult Books	4,472	3,848	1,500	1,500	1,500
314 Adult Non-Print Materials	7,146	7,676	7,500	7,500	7,000
315 Juvenile Non-Print Materials	5,154	3,622	5,500	5,500	5,000
380 Library Specific Supplies	5,426	5,306	5,500	5,500	5,500
Total Commodities	<u>\$ 26,985</u>	<u>\$ 25,163</u>	<u>\$ 25,500</u>	<u>\$ 25,500</u>	<u>\$ 24,000</u>
 Total RAD Expenditures	 <u><u>\$ 211,302</u></u>	 <u><u>\$ 214,778</u></u>	 <u><u>\$ 221,738</u></u>	 <u><u>\$ 221,738</u></u>	 <u><u>\$ 217,979</u></u>

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BOYCE MAYVIEW PARK RAD FUND

**OPERATIONS &
MAINTENANCE**

**BOYCE MAYVIEW PARK RAD FUND
PUBLIC WORKS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Fund Balance	\$ 5,495	\$ 5,493	\$ 5,491	\$ 5,491	\$ 130,491
Revenue	720,106	922,409	1,835,997	1,960,997	1,764,482
Expenditures	(720,108)	(922,411)	(1,835,997)	(1,835,997)	(1,889,482)
Ending Fund Balance	\$ 5,493	\$ 5,491	\$ 5,491	\$ 130,491	\$ 5,491

PROGRAM OVERVIEW

For 2016, the Township budgeted to receive an Allegheny County Regional Asset District (RAD) grant of \$310,000 for operation and development costs associated with Boyce Mayview Park because the park meets the definition of a regional asset. These funds are required to be spent in accordance with the Agreement between the Township and the Regional Asset District for only Boyce Mayview Park. Upon the recommendation of RAD, Staff began to show all expenditures that are matching the RAD grant in this Special Revenue Fund; therefore, an operating transfer from the General Fund of \$1,129,482 is budgeted to be made for 2016 to support the remainder of the fund’s costs for the year.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Revenue					
52-00-000-?????-000					
360008 General Fund Appropriation	\$ 497,106	\$ 626,409	\$ 1,305,997	\$ 1,305,997	\$ 1,129,482
360020 RAD Grant	218,000	296,000	330,000	330,000	310,000
360030 Park Memorials	5,000	-	-	-	-
365003 Perimeter Trail DCNR Grant	-	-	-	125,000	125,000
365006 Gaming Development Grant	-	-	200,000	200,000	-
365007 Perimeter Trail GTRP Grant	-	-	-	-	200,000
Total Revenue	\$ 720,106	\$ 922,409	\$ 1,835,997	\$ 1,960,997	\$ 1,764,482

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**OPERATIONS &
MAINTENANCE**

**BOYCE MAYVIEW PARK RAD FUND
PUBLIC WORKS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Park Personal Services					
52-10-102-500???-000					
101 Full-Time Wages	\$ 193,903	\$ 183,496	\$ 225,573	\$ 224,073	\$ 191,000
110 Overtime Wages	3,816	2,396	6,200	7,700	8,800
120 Part-Time Wages	12,707	18,127	16,700	16,700	17,200
162 Group Life Insurance	409	459	455	455	502
163 Medical Insurance	15,199	16,548	15,900	15,900	16,640
164 Workers' Compensation	259	318	300	300	317
166 Pension Costs	3,848	4,023	4,075	4,075	4,280
167 Long-term Disability Insurance	144	150	160	160	218
198 Social Security Expense	15,854	15,297	19,008	19,008	16,601
199 Fringe Benefit Distribution	136,832	135,184	163,603	163,603	159,173
290 The Outdoor Classroom Payments	60,000	60,000	60,000	60,000	60,000
Total Park Personal Services	\$ 442,971	\$ 435,998	\$ 511,974	\$ 511,974	\$ 474,731
Park Capital Expenditures					
52-40-401-500???-000					
307 Perimeter & Interior Trail Const.	\$ 100	\$ 110	\$ 85,000	\$ 85,000	\$ 980,000
310 Miracle Field and Playground	479	7,540	-	-	-
311 Park Playgrounds	29,598	192,998	30,000	30,000	10,000
320 Park Improvements - Capital	1,707	21,908	860,000	860,000	80,000
331 Soil & Erosion Control	-	-	50,000	50,000	-
Total Park Capital Expenditures	\$ 31,884	\$ 222,556	\$ 1,025,000	\$ 1,025,000	\$ 1,070,000
Park Maintenance Expenditures					
52-40-415-500???-000					
240 Water and Sewerage	\$ 28,226	\$ 27,560	\$ 38,100	\$ 38,100	\$ 30,600
241 Natural Gas	3,962	3,823	5,000	5,000	5,000
242 Electricity	23,379	27,530	26,300	26,300	85,500
243 Telephone	1,013	-	-	-	-
299 Field Maintenance Services	31,256	40,008	51,000	51,000	43,500
328 Field Maintenance Supplies	72,293	70,735	89,500	89,500	86,500
343 Tools & Equipment	165	-	500	500	-
367 Park Community Programs	-	-	500	500	-
601 Dist. Vehicle Costs	3,910	3,699	3,791	3,791	3,886
604 Police Patrol Distribution	39,660	41,796	39,258	39,258	43,579
605 Snow & Ice Distribution	41,389	48,706	45,074	45,074	46,186
Total Park Maintenance Exp.	\$ 245,253	\$ 263,857	\$ 299,023	\$ 299,023	\$ 344,751
Total Expenditures	\$ 720,108	\$ 922,411	\$ 1,835,997	\$ 1,835,997	\$ 1,889,482

CAPITAL PROJECTS FUND

CAPITAL EXPENDITURES

CAPITAL PROJECTS FUND VARIOUS DEPARTMENTS



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Fund Balance	\$ 5,176,358	\$ 6,606,541	\$ 7,343,620	\$ 7,343,620	\$ 5,416,955
Revenue	3,555,762	3,383,419	1,133,363	1,967,007	1,838,135
Expenditures	(2,125,579)	(2,646,340)	(3,918,200)	(3,893,672)	(6,497,500)
Ending Fund Balance	\$ 6,606,541	\$ 7,343,620	\$ 4,558,783	\$ 5,416,955	\$ 757,590

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 2016, an operating transfer of \$1,239,635 has been budgeted to help support Township capital expenditures.

The Five-Year Capital Improvement Plan for 2016-2020, 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.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Revenue					
40-00-000-?????-000					
345001 Interest on Investments	\$ 10,513	\$ 10,450	\$ 10,000	\$ 12,000	\$ 15,000
350002 Peters Twp Compost Agmt	4,500	4,500	4,500	4,500	4,500
360008 General Fund Appropriation	3,328,425	3,362,098	1,114,363	1,464,363	1,239,635
360009 Refunding Bond Proceeds	117	1,520	-	-	-
360017 DCED Wiltshire Park Grant	-	-	-	245,279	-
360018 ARLE Traffic Signal Safety Grant	-	-	-	-	92,000
370013 PA Grant-Act 13 Funds	3,881	4,851	4,500	4,500	3,000
370017 Mayview Sidewalk TAP Grant	-	-	-	-	334,000
370022 Boyce Road Corridor Contributions	-	-	-	236,365	150,000
380010 Sale of Township Property	208,326	-	-	-	-
Total Revenue	\$ 3,555,762	\$ 3,383,419	\$ 1,133,363	\$ 1,967,007	\$ 1,838,135

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CAPITAL EXPENDITURES

CAPITAL PROJECTS FUND VARIOUS DEPARTMENTS



Expenditures	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
General Government					
40-10-102-500???-000					
300 Admin. Office Equipment	\$ 14,281	\$ -	\$ -	\$ -	\$ -
730 Bldg Mte-Interior & Exterior	41,879	65,698	95,000	95,000	95,000
731 Municipal Building Improvements	237,715	338,471	600,000	600,000	600,000
750 Information Technology Equipment	241,321	106,988	600,000	600,000	487,500
752 Cable Television Equipment	18,810	4,613	15,000	15,000	15,000
Total General Government	\$ 549,308	\$ 515,770	\$ 1,310,000	\$ 1,310,000	\$ 1,197,500
Public Safety					
40-20-???-500???-000					
201-740 Police Cars & Lights	\$ 78,093	\$ 73,821	\$ 112,200	\$ 112,200	\$ 152,000
201-746 Deer Culling Program	36,201	35,223	37,500	37,500	37,500
201-747 Mobile Data Units	6,458	6,000	12,000	12,190	10,000
201-750 Eagle Eye Video & Software	4,357	101,322	10,000	10,117	15,000
201-761 Police Console Radio	64,714	1,792	2,000	2,000	2,000
201-762 Other Equipment	-	-	-	-	18,000
201-780 Bulletproof Vests, Weapons & AEDs	7,920	4,890	2,000	2,000	15,000
202-740 Fire Vehicles	-	-	-	-	800,000
202-760 Office Equipment	-	-	17,500	17,500	-
202-762 Phone System	8,769	-	-	-	-
Total Public Safety	\$ 206,512	\$ 223,048	\$ 193,200	\$ 193,507	\$ 1,049,500
Community Development					
40-30-301-500???-???					
702-000 GIS Digital Mapping	\$ 7,559	\$ 14,980	\$ 13,500	\$ 13,500	\$ 13,500
750-000 Office Equipment & Furniture	-	-	5,000	5,000	5,000
760-000 Comprehensive Plan-2015	43,720	60,475	50,000	50,000	-
Total Community Development	\$ 51,279	\$ 75,455	\$ 68,500	\$ 68,500	\$ 18,500
Public Works					
40-40-???-500???-000					
401-740 Dump Trucks	\$ 112,372	\$ 71,040	\$ 160,000	\$ 160,000	\$ 160,000
401-741 Other Trucks, CAT Loader, Sweeper	206,110	253,510	234,000	234,000	219,000
401-745 Staff Vehicles	47,595	25,288	30,000	30,000	30,000
401-760 Groundskeeper Mowers	52,343	-	-	-	150,000
401-787 Electric/Hydraulic Crane	-	39,400	-	-	-
401-790 Other Equipment	-	-	17,000	17,000	124,000
404-720 Salt Brine Production System	104	-	-	-	-
404-721 Salt Storage	-	-	-	-	300,000
405-712 Storm Sewer Fund Appropriation	-	100,000	300,000	300,000	300,000
406-741 Boyce Road Corridor Improvements	-	-	100,000	10,165	150,000
406-742 Traffic Improv. McMurray/Bethel Ch	-	-	-	20,000	195,000
406-743 Traffic Signals & Signs Upgrades	-	-	-	-	150,000
408-610 Annual Street Program	775,837	768,847	1,110,000	1,110,000	1,060,000
408-615 Act 13 Expenditures	3,881	-	4,500	4,500	-
408-620 Sidewalk Projects	50,871	153	85,000	130,000	384,000
411-725 Other Building Improvements	-	-	32,000	32,000	255,000
Total Public Works	\$ 1,249,113	\$ 1,258,238	\$ 2,072,500	\$ 2,047,665	\$ 3,477,000

CAPITAL EXPENDITURES

**CAPITAL PROJECTS FUND
VARIOUS DEPARTMENTS**



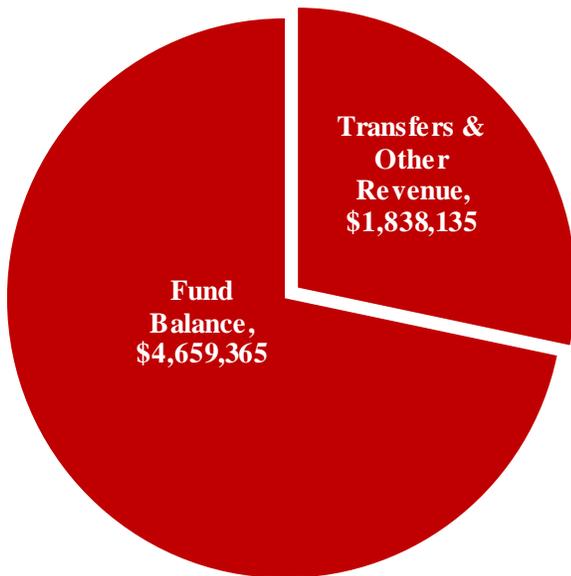
	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Recreation					
40-40-???-500???-000					
415-710 Field Improvement Fund Appr.	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
415-720 Park Equipment Replacement	30,364	512,322	189,000	189,000	60,000
415-722 Founder's Field Fence & Irrigation	-	13,771	-	-	-
40-50-501-500???-000					
721 Office Enhancement & Furniture	-	-	30,000	30,000	-
724 Tennis Bubble Replacement	-	-	-	-	600,000
Total Recreation	\$ 60,364	\$ 556,093	\$ 249,000	\$ 249,000	\$ 690,000
Library					
40-60-601-500???-000					
722 Adult Circulation Desk Remodel	\$ 9,003	\$ 17,736	\$ 25,000	\$ 25,000	\$ -
723 Space Renovations	-	-	-	-	65,000
Total Library	\$ 9,003	\$ 17,736	\$ 25,000	\$ 25,000	\$ 65,000
Total Expenditures	\$ 2,125,579	\$ 2,646,340	\$ 3,918,200	\$ 3,893,672	\$ 6,497,500

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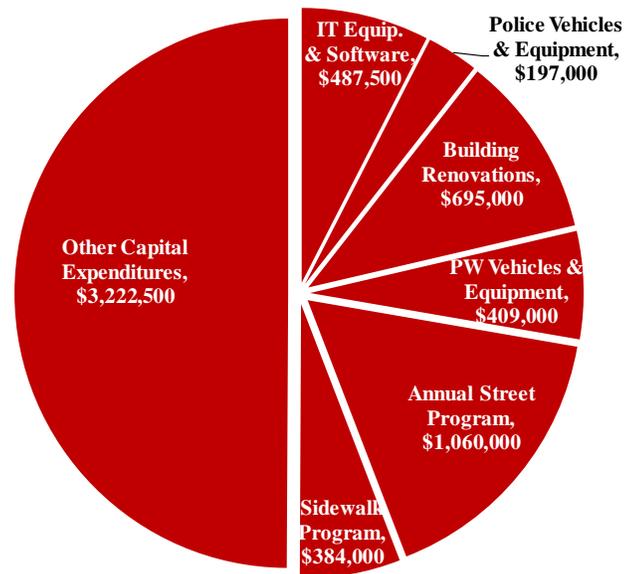
BUDGETARY COMMENT

In 2016, the Capital Projects Fund is budgeted to contribute \$1,000,000 toward the Annual Street Program. Combined with monies from the State Liquid Fuels Tax Fund, the Annual Street Program will total \$1,500,000. Also in 2016, the Capital Projects Fund is budgeted for building improvements, vehicle replacements, computer software and equipment, and various other capital improvements and purchases. Included in this year's budget are funds to replace equipment in the Township parks and renovations to the Township Municipal Building.

Projected Revenues



Projected Expenditures



Capital Projects Fund Approved Capital Project Listing			
Improvements		Vehicles	
Annual Street Program*	\$ 1,000,000	Public Works Dump Truck	409,000
<i>*Total: \$1,500,000 (see State Liquid Fuels Tax Fund)</i>		Police Vehicles	152,000
Sidewalk Projects	384,000	Fire Truck	800,000
Field Improvement Fund Appropriation	30,000	Equipment	
Storm Sewer Fund Appropriation	300,000	Public Works Equipment	274,000
Park Resurfacing / Equipment Replacement Program	120,000	Police Equipment	60,000
Tennis Bubble Replacement	600,000	Information Technology Equipment	487,500
Municipal Building Renovations	695,000	Cable 7 Television Equipment	15,000
Library Renovations	65,000	Community Development Office Equipment	5,000
Traffic Signal / Intersection Improvements	495,000	Programs	
Public Works Building Improvements	255,000	Community Development GIS Program	13,500
Salt Storage Improvements	300,000	Public Safety Deer Culling	37,500
		Total Budget: Capital Projects Fund	\$ 6,497,500

SANITARY SEWER FUND

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Net Assets	\$ 983,708	\$ 826,012	\$ 1,556,255	\$ 1,556,255	\$ 792,595
Operating Revenue	4,704,317	5,694,914	5,984,000	5,901,204	6,438,000
Operating Expenses	(3,560,330)	(3,679,817)	(5,708,274)	(5,404,274)	(5,939,682)
Total Operating Income (Loss)	1,143,987	2,015,097	275,726	496,930	498,318
Non-Operating Revenue	515	1,032	1,000	1,000	1,000
Non-Operating Expenses	(546,046)	(529,734)	(497,538)	(497,538)	(470,110)
Total Non-Operating Revenues (Expenses)	(545,531)	(528,702)	(496,538)	(496,538)	(469,110)
Change in Net Assets	598,456	1,486,395	(220,812)	392	29,208
Capital Contribution	-	-	-	-	-
Less: Depreciation - Sewer Lines	(756,152)	(756,152)	(764,052)	(764,052)	(771,952)
Ending Net Assets	\$ 826,012	\$ 1,556,255	\$ 571,391	\$ 792,595	\$ 49,851

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:

2011	2012	2013	2014	Projected 2015
2.16 Miles	0.39 Miles	0.31 Miles	0.16 Miles	1.04 Miles

As with any materials transport system, continual maintenance must be provided to maintain good operational order. Maintenance activities provided by this fund include cleaning and flushing, sewer manhole maintenance, cleaning and sealing manholes, smoke and dye testing of lines, pump station maintenance, and various activities associated with the Corrective Action Plan.

Until 1985, sanitary sewer maintenance expenses had been budgeted for in the General Fund. Recognizing the deteriorating condition of the aging sewer system, and the need to implement the Corrective Action Plan for the McLaughlin Run Watershed, the Township established the Sanitary Sewer Fund. This fund, which is to be funded primarily through sewer user fees, accounts for all the costs associated with regular system maintenance and Corrective Action Plan projects.

MULTIPLIER HISTORY

In July 2005, the Township began billing residents each month for ALCOSAN and Township sewer user fees through the Pennsylvania American Water Company (PAWC). A monthly bill from PAWC includes an ALCOSAN and Township processing charge, as well as an ALCOSAN and Township service charge.

The Township calculates the total sewer fees for residents on a multiplier basis. The total charge to the residents is calculated by applying a multiplier to the ALCOSAN processing and service charges. In 2016, ALCOSAN will raise rates 11 percent while the Township multiplier will remain at 2.25. A history of the Township’s sewer multiplier is listed below.

Sanitary Sewer Fund 20 Year Multiplier History			
Year	Multiplier	Year	Multiplier
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
2004	1.95	2014	2.25
2005	2.00	2015	2.25
2006	1.93	2016	2.25

WINTER AVERAGE METHOD

During the summer months, residents use water for irrigation systems and swimming pools. The water used for these purposes, does not pass through the Township sanitary sewer system. In order to give residents credit for the water that does not pass through the Township sanitary sewer system, the Township implemented the Winter Average Method (WAM) for the benefit of Township residents in 2008. This is accomplished by reducing a resident’s sewer usage during the summer months (May-September) based on the resident’s average usage during the winter months (November-April). The WAM program is illustrated below.

Winter Average Method (WAM) 2016 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	\$13.99	\$280	5,000	\$13.99	\$70	\$210

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Operating Revenue					
50-00-000-?????-000					
330450 Current Sewer User Fees	\$ 4,679,517	\$ 5,484,901	\$ 5,900,000	\$ 5,810,000	\$ 6,343,000
330456 Liened Sewer User Fees	(39,913)	78,197	30,000	35,000	35,000
330460 ALCOSAN Reimbursements	16,173	17,073	18,000	18,204	19,000
330502 Sanitary Sewer Permit Fees	42,500	110,000	30,000	32,000	35,000
380081 Lien Cost Reimbursement	6,040	4,743	6,000	6,000	6,000
Total Operating Revenue	\$ 4,704,317	\$ 5,694,914	\$ 5,984,000	\$ 5,901,204	\$ 6,438,000
Operating Expenses					
50-40-425-500??-000					
Personal Services					
101 Full-Time Wages	\$ 190,492	\$ 179,830	\$ 193,609	\$ 193,609	\$ 190,114
110 Overtime Wages	1,057	443	2,000	2,000	2,000
120 Part-Time Wages	451	-	500	-	-
162 Group Life Insurance	1,305	1,373	1,600	1,600	1,687
163 Medical Insurance	30,009	24,560	30,000	30,000	26,902
164 Workers' Compensation	900	795	900	900	950
166 Pension Costs	14,151	14,288	15,000	15,000	15,245
167 Long-term Disability Insurance	471	471	500	500	696
168 Post Retirement Plan	950	921	950	950	950
198 Social Security Expense	14,256	13,203	15,002	15,002	14,697
199 Overhead Distribution	19,687	7,767	19,949	19,949	6,504
Total Personal Services	\$ 273,729	\$ 243,651	\$ 280,010	\$ 279,510	\$ 259,745
Contractual Services					
202 Sewer Processing Fees	\$ 2,308,893	\$ 2,674,872	\$ 3,513,000	\$ 3,300,000	\$ 3,663,000
210 Professional Services-Legal	-	4,401	2,000	10,000	8,000
211 Professional Services-Engineering	15,899	89,523	25,000	65,000	25,000
212 Engineering Services-Corrective Action	106,745	41,106	150,000	75,000	150,000
221 Flood Insurance	539	-	-	-	-
240 Water and Sewerage	4,266	3,217	5,000	5,000	5,000
242 Electricity	17,865	20,171	21,000	25,000	27,500
250 Corrective Action-Sewer Rehabilitation	666,811	422,163	1,470,000	1,420,000	1,570,000
258 Repairs & Maintenance-Mechanical Equipment	16,459	29,105	35,000	35,000	35,000
262 Sewer Billing & Collection	71,533	91,357	90,000	90,000	90,000
290 Other Contractual Services	2,288	4,188	5,000	5,000	5,000
Total Contractual Services	\$ 3,211,298	\$ 3,380,103	\$ 5,316,000	\$ 5,030,000	\$ 5,578,500

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



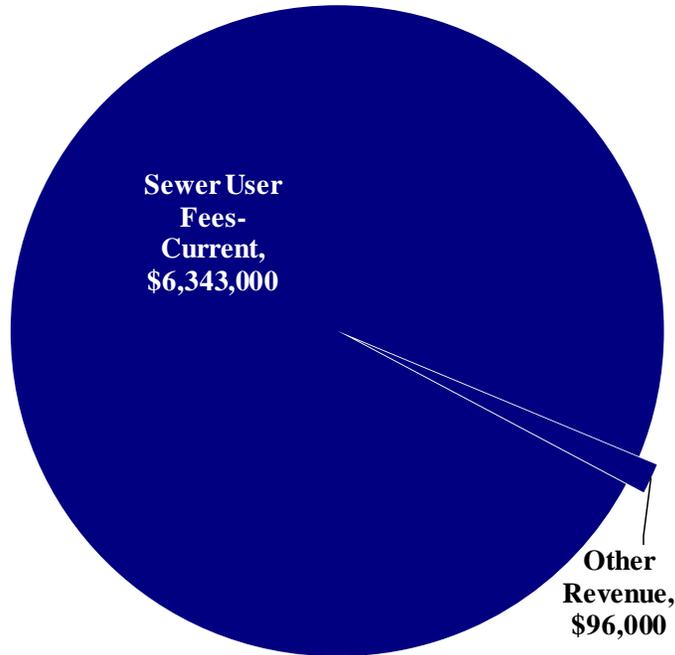
	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Commodities					
315 Construction Supplies	\$ 22,184	\$ 12,595	\$ 25,000	\$ 25,000	\$ 25,000
318 Sewer Maintenance Supplies	2,617	771	8,000	3,000	7,500
350 Protective Wearing Apparel	347	122	500	500	350
390 Other Supplies	5,369	1,891	7,500	7,500	7,000
Total Commodities	\$ 30,517	\$ 15,379	\$ 41,000	\$ 36,000	\$ 39,850
Distributed Costs					
601 Dist. Vehicle Costs	\$ 8,231	\$ 7,788	\$ 7,688	\$ 7,688	\$ 7,880
602 Depreciation Expense	14,173	13,079	30,000	17,500	20,000
603 Dist. Data Processing Costs	22,382	19,817	33,576	33,576	33,707
Total Distributed Costs	\$ 44,786	\$ 40,684	\$ 71,264	\$ 58,764	\$ 61,587
Total Operating Expenses	\$ 3,560,330	\$ 3,679,817	\$ 5,708,274	\$ 5,404,274	\$ 5,939,682
Total Operating Income (Loss)	\$ 1,143,987	\$ 2,015,097	\$ 275,726	\$ 496,930	\$ 498,318

BUDGETARY COMMENT

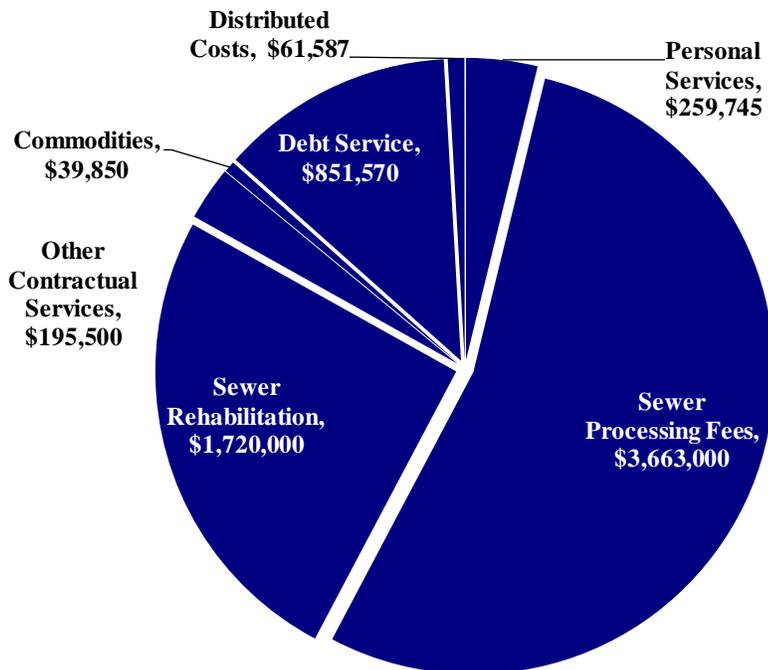
Along with performing routine sewer maintenance, the Township plans to continue correcting the sewer system deficiencies identified by dye testing. For the years 2007-2012, corrective sewer rehabilitation spending has been from Township bond issues and the Sanitary Sewer Fund. Since 2013, corrective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

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Non-Operating Revenues					
50-00-000-?????-???					
345001 Interest on Investments	\$ 515	\$ 1,032	\$ 1,000	\$ 1,000	\$ 1,000
Total Non-Operating Revenues	\$ 515	\$ 1,032	\$ 1,000	\$ 1,000	\$ 1,000
Non-Operating Expenses					
50-40-425-500???-???					
401-000 Bond Payments-Principal	\$ 315,198	\$ 317,724	\$ 351,934	\$ 351,934	\$ 381,460
401-001 Bonds Payable Allocation	(315,198)	(317,724)	(351,934)	(351,934)	(381,460)
402-000 Bond Payments-Interest	546,046	529,734	497,538	497,538	470,110
Total Non-Operating Expenses	\$ 546,046	\$ 529,734	\$ 497,538	\$ 497,538	\$ 470,110
Total Non-Operating Revenues (Expenses)	\$ (545,531)	\$ (528,702)	\$ (496,538)	\$ (496,538)	\$ (469,110)

Projected Revenues



Projected Expenditures



SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



SUPPLEMENTARY INFORMATION

Portions of the 2008, 2011, and 2012 General Obligation Bonds and 2015 General Obligation Note issued by the Township are directly related to the sanitary sewers. The debt was issued to finance Sanitary Sewer Consent Order projects that were agreed upon by the Township and the Allegheny County Health Department. The debt service schedule for each applicable portion follows.

2008 Bond Issue Sanitary Sewer Fund Portion					
Year of Maturity	Rate Coupon	Principal	Interest	Remarketing Fees	Annual Debt Service
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		\$ 4,753,932	\$ 2,216,285	\$ 127,126	\$ 7,097,342

Interest and remarketing fees are variable and subject to change. The schedule presented shows the anticipated market conditions for bond payments. In each of the years, the impact of the variable interest rate on Sanitary Sewer Fund interest payments could be higher than indicated on the schedule.

SUPPLEMENTARY INFORMATION (Continued)

2011 Bond Issue (Non-Taxable Bonds)					
Sanitary Sewer Fund Portion					
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service	
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		\$ 4,705,000	\$ 1,846,410	\$ 6,551,410	

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SUPPLEMENTARY INFORMATION (Continued)

2012 Bond Issue				
Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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		\$ 4,005,000	\$ 1,921,177	\$ 5,926,177

2015 General Obligation Note				
Sanitary Sewer Fund Portion				
Year of Maturity	Rate	Principal	Interest	Annual Debt Service
2016	1.400%	\$ 220,000	\$ 32,068	\$ 252,068
2017	1.400%	225,000	26,001	251,001
2018	1.400%	230,000	19,345	249,345
2019	1.400%	235,000	12,135	247,135
2020	1.400%	250,000	4,187	254,187
Total		\$ 1,160,000	\$ 93,736	\$ 1,253,736

TOWNSHIP/SCHOOL DISTRICT MAGAZINE FUND

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Net Assets	\$ 164,168	\$ 165,327	\$ 172,191	\$ 172,191	\$ 162,348
Operating Revenue	169,624	178,140	185,175	175,100	178,150
Operating Expenses	(168,465)	(171,276)	(183,744)	(184,943)	(177,640)
Total Operating Income (Loss)	1,159	6,864	1,431	(9,843)	510
Change in Net Assets	1,159	6,864	1,431	(9,843)	510
Ending Net Assets	\$ 165,327	\$ 172,191	\$ 173,622	\$ 162,348	\$ 162,858

PROGRAM OVERVIEW

The Magazine Fund was established to fund a joint effort of the Township and School District to inform the residents of the Township of news pertaining to both entities through a publication. The Fund is an enterprise fund, which means that it is to be supported mostly through advertising fees, becoming self-sufficient in 1999.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Operating Revenue					
51-00-000-367???-000					
001 Advertising Fees	\$ 169,671	\$ 177,905	\$ 185,000	\$ 175,000	\$ 178,000
002 Magazine Subscriptions	12	12	25	-	-
003 Late Fees	(59)	223	150	100	150
Total Operating Revenue	\$ 169,624	\$ 178,140	\$ 185,175	\$ 175,100	\$ 178,150
Operating Expenses					
51-10-102-500???-000					
101 Steering Committee Payments	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
111 Editorial Staff	33,800	35,966	35,500	35,500	36,540
121 Office Management	9,464	11,207	10,500	10,500	11,000
215 Photography Costs	1,000	1,225	1,150	1,600	2,000
275 Printing Costs	58,168	50,322	58,000	58,000	50,000
278 Postage	11,351	12,683	14,750	14,750	14,000
280 Mileage	309	227	350	350	350
290 Commissions-Ad Salesman	29,993	30,292	35,000	35,000	35,000
292 Graphic Art Services	15,123	15,580	16,000	16,000	16,000
300 Office Furniture	-	4,616	500	500	600
301 Office Supplies	773	731	1,500	1,500	1,200
304 Publicity Material/Marketing	163	1,223	1,750	1,750	1,500
390 Other Supplies	4,077	2,786	4,000	4,000	4,000
400 Bad Debt Expense	-	-	500	1,043	1,000
602 Depreciation Expense	244	418	244	450	450
Total Operating Expenses	\$ 168,465	\$ 171,276	\$ 183,744	\$ 184,943	\$ 177,640
Total Operating Income (Loss)	\$ 1,159	\$ 6,864	\$ 1,431	\$ (9,843)	\$ 510

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND

OVERVIEW

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND RECREATION



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Net Assets	\$ 4,739,648	\$ 5,557,007	\$ 6,521,594	\$ 6,521,594	\$ 7,175,596
Operating Revenue	4,008,012	4,315,277	4,409,684	4,325,134	4,388,068
Operating Expenses	(2,950,257)	(3,121,349)	(3,586,226)	(3,458,391)	(3,743,304)
Total Operating Income (Loss)	1,057,755	1,193,928	823,458	866,743	644,764
Non-Operating Revenue	1,212,347	1,177,081	1,191,219	1,190,919	1,174,966
Non-Operating Expenses	(804,525)	(758,204)	(755,442)	(755,442)	(729,231)
Total Non-Operating Revenues (Expenses)	407,822	418,877	435,777	435,477	445,735
Change in Net Assets	1,465,577	1,612,805	1,259,235	1,302,220	1,090,499
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Assets	5,557,007	6,521,594	7,132,611	7,175,596	7,617,877
Less: Net Investment in Capital Assets	(3,446,046)	(3,790,216)	(4,287,906)	(4,484,261)	(6,776,651)
Ending Unrestricted Net Assets	\$ 2,110,961	\$ 2,731,378	\$ 2,844,705	\$ 2,691,335	\$ 841,226

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 Outdoor Classroom, 4 playing fields, perimeter trail, and over 10 miles of interior trails. In 2004, the Board of Commissioners began discussing the Community & Recreation Center concepts. The Board created a 50-member Ad Hoc group to research other facilities and gather information from their neighborhood and various interest groups. The Board also contracted with Ballard King and Associates for a financial feasibility study. This study was the footprint for the C&RC and served as the pro forma upon startup of operations. It was stated in this study, that some small percentage of Township financial support would always be required.

For the first time in Township history, the focus of service has changed from serving residents, to also serving residents in surrounding communities. The effort is to capture fees to cover the operating expenses for the 90,000 square foot C&RC and outdoor Aquatics Facility. In order to tackle this task, the Department of Recreation and Leisure Services includes a Membership/Marketing Department, Fitness Department, Aquatics Department, and Maintenance Department.

For 2016, the Boyce Mayview Community & Recreation Center Fund accounts for all financial activities of the operation of the C&RC. There are specific revenue and expenditure accounts to identify these cost centers.

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

2015 C&RC ACCOMPLISHMENTS

- Maintained strong membership levels.
- Created new outdoor warm weather fitness area.
- Created a privacy wall at the administration entrance.
- Replaced plaster in the aquatics hot tub.
- Expanded the Fitness wall to include mirrors and new squat rack.
- Replaced aging tread mills, aging elliptical machines, and locker room carpeting.
- Added Fitness technology including Motivator, Polar Body Age Software and heart rate monitors.
- Re-branded the Mind Body Area for Pilates, Yoga, Barre and Movement programs.
- Hosted the Pennsylvania Recreation and Parks Society Fall Professional Workshop in conjunction with California University of PA.
- Held the following special events: Winter Wellness Dash, Martin Luther King Day of Service, Blood Drives, Arts & Chocolate Spring Spectacular, Annual Community Day (voted # 1 in Pittsburgh), Flea Market, Outdoor Pool After-Hour Events, Youth Triathlon, Freaky Friday Halloween Event, The Bounty at Boyce Mayview, Thanksgiving Spin-a-Thon, Holidays at the C&RC, Zumba Jingle Jam and the Very Merry Mix.

2016 C&RC GOALS AND OBJECTIVES

- Continue to be the regional leader in Parks and Recreation while focusing on the quality of life in Upper St. Clair.
- Continue with staff professional growth opportunities/training/seminars and involvement.
- Continue to retain and attract membership base through membership and marketing.
- Continue to achieve revenue generation goals.
- Review opportunities to enhance the Fitness area, Locker room areas and aquatics area.



C&RC ORGANIZATIONAL STRUCTURE

The 2016 proposed staffing for the C&RC is as follows:

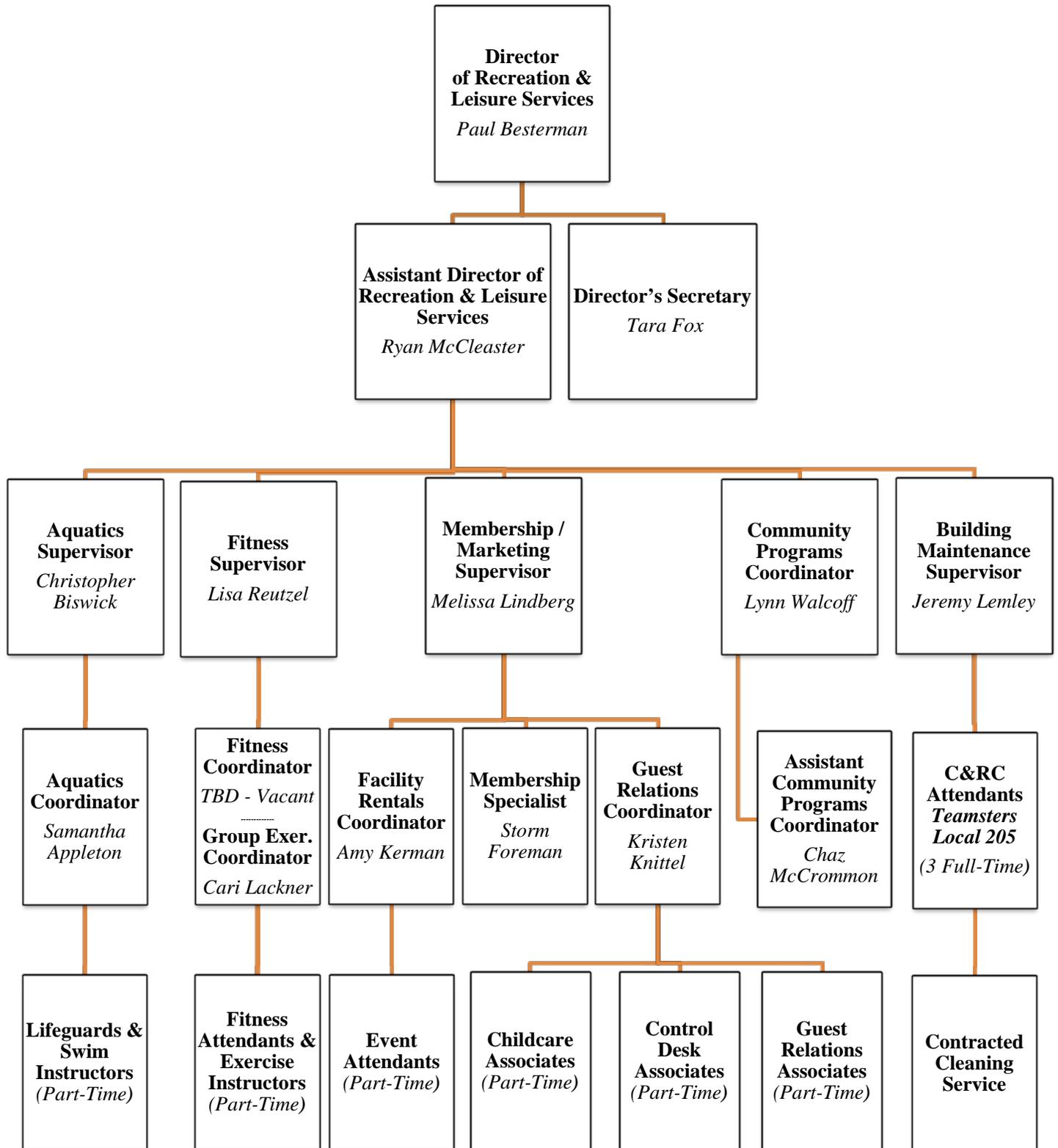
Position Title	Pay Grade	Minimum	Maximum	2016 Positions
Director of Recreation and Leisure Services	3	\$81,849	\$117,381	1
Asst. Director of Recreation & Leisure Services	7	\$54,662	\$78,391	1
Building Maintenance Supervisor	7	\$54,662	\$78,391	1
Aquatics Coordinator	14	\$28,050	\$40,227	1
Aquatics Supervisor	11	\$37,335	\$53,542	1
Asst. Programs and Older Adults Coordinator	14	\$28,050	\$40,227	1
Community Program Coordinator	11	\$37,335	\$53,542	1
Facility/Banquet Rental Coordinator	13	\$30,855	\$44,250	1
Fitness Coordinator	11	\$37,335	\$53,542	1
Fitness Supervisor	9	\$45,175	\$64,786	1
Group Exercise Coordinator	14	\$28,050	\$40,227	1
Guest Relations Coordinator	11	\$37,335	\$53,542	1
Membership & Marketing Supervisor	9	\$45,175	\$64,786	1
Membership Specialist	13	\$30,855	\$44,250	1
Office Secretary	13	\$30,855	\$44,250	1
Building Maintenance Custodian (Attendant)	Union Contract	\$20.54/hr	\$20.54/hr	3
Total				18

Budgetary Allocations

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

Position Title	Recreation	C&RC Fund	BM RAD
Director of Recreation and Leisure Services	30.0%	70.0%	n/a
Community Program Coordinator	50.0%	50.0%	n/a
Office Secretary	25.0%	70.0%	5.0%

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AQUATICS OVERVIEW

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

Indoor Lap Pool

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

Resistance Channel

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

Recreational/Leisure Pool

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

Outdoor Pool Area

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

Programming

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

Programs include:

- Swim Lessons
- Private Swim Lessons
- Water Aerobics Classes

Staffing

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

FITNESS OVERVIEW

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

Programming

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

Programs provided by the Fitness Department are as follows:

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

Staffing

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

Equipment

The Fitness Department has seen consistent participation since the opening of the C&RC. In order to keep the Fitness Department on the cutting edge, the Township has planned to purchase additional equipment to keep pace with the demand for fitness activities. Equipment includes six (6) treadmills, five (5) ellipticals, and four (4) interactive bikes. For more information, please see the “C&RC Capital Account” section.

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MEMBERSHIP & MARKETING OVERVIEW

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

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

Staffing

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

Vital Statistics

Annual memberships are the basis for sustainability of the C&RC. A sustainable membership base will depend on several statistics that are tracked continuously. Those statistics include: Total Annual Memberships (the total number of memberships sold for all membership types); Total Individual Members (the total number of people with active memberships in a given month); and, Turnover Rate (the number of times on average an individual enters the facility in a given month). Below are membership statistics for the 12-month period of November 2014 through October 2015:

Annual Memberships	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15
Youth	72	65	63	61	64	68	68	69	73	73	70	67
Adult	436	428	431	432	449	450	459	467	481	476	485	487
Family	2,096	2,088	2,083	2,101	2,112	2,144	2,181	2,228	2,286	2,306	2,295	2,230
Senior	479	486	487	487	493	497	499	500	508	505	514	517
Total Annual Memberships	3,083	3,067	3,064	3,081	3,118	3,159	3,207	3,264	3,348	3,360	3,364	3,301

Individual Members												
3-Month Members	84	135	185	250	239	189	116	118	205	206	88	45
Annual Members	9,734	9,676	9,647	9,711	9,792	9,936	10,098	10,301	10,561	10,611	10,596	10,319
Total Individual Members	9,818	9,811	9,832	9,961	10,031	10,125	10,214	10,419	10,766	10,817	10,684	10,364

Turnover Rate / Membership Pass Scans												
Indoor Scanning Stations	24,998	26,154	32,498	30,428	33,293	26,082	24,275	28,853	27,230	18,027	3,214	21,327
Outdoor Scanning Stations	-	-	-	-	-	-	3,549	9,188	15,309	10,473	19,385	-
Total Membership Scans	24,998	26,154	32,498	30,428	33,293	26,082	27,824	38,041	42,539	28,500	22,599	21,327

MEMBERSHIP & MARKETING OVERVIEW (continued)

In 2015, the annual membership base reached a high of 3,364 memberships, while the number of individuals having access to the facility reached 10,817. The monthly turnover rate indicates the facility usage. The peak usage for the C&RC occurs during the summer months June through August, due to the Outdoor Pool being open during these months. The number of individuals having access to the facility will be monitored on a monthly basis to prevent overcrowding and ensure a positive experience at the C&RC. As the C&RC staff acquires historical data, staffing and policy adjustments will be made to ensure a quality C&RC experience.

BUILDING MAINTENANCE OVERVIEW

The Building Maintenance Department is responsible for the cleaning, both day-to-day and long-term maintenance, and general upkeep of the Community & Recreation Center. Currently, the cleaning services for the building are contracted to a third party.

Staffing: The Building Maintenance Department is staffed by one (1) Building Maintenance Supervisor and two (2) C&RC Attendants. One (1) additional C&RC Attendant position has been budgeted for 2016 due to increased maintenance needs.

GUEST RELATIONS OVERVIEW

The Guest Relations Department is responsible for general administration, front desk administration, and childcare at the Community & Recreation Center. Customer service is valued at the C&RC, and the Guest Relations Department handles all initial customer service requests. The Guest Relations Department also handles all childcare responsibilities in the Tot Room at the C&RC. Childcare is available to children from ages 8 weeks to 10 years old.

Staffing: The Guest Relations Department is staffed by one (1) Guest Relations Coordinator, one (1) Secretary to the Director, and part-time Control Desk and Childcare Associates.

COMMUNITY PROGRAMS OVERVIEW

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

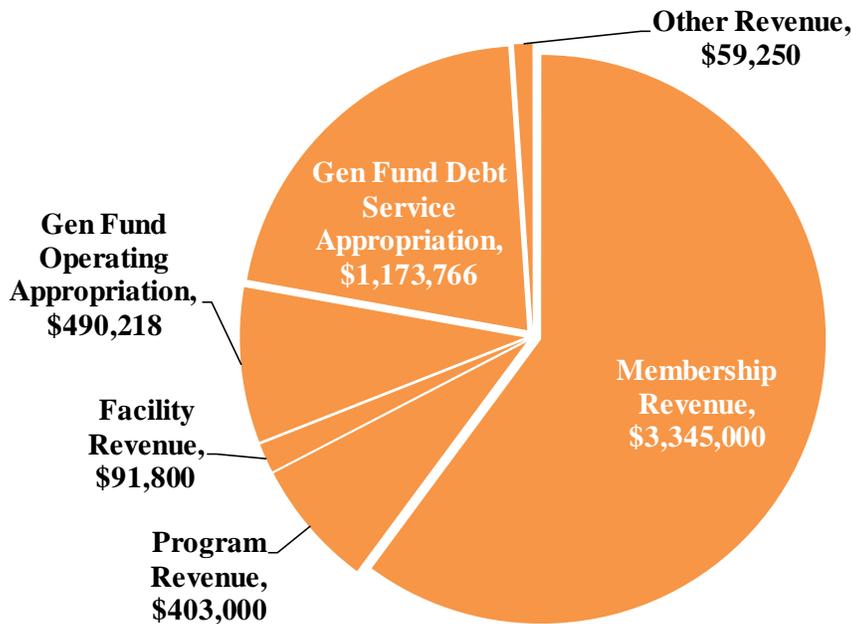
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REVENUE

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



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Operating Revenue					
53-00-000-?????-000					
Membership Revenue					
350003 Combined Memberships	\$ 2,823,876	\$ 3,033,528	\$ 3,000,000	\$ 3,010,000	\$ 3,050,000
350004 Daily Admissions	162,971	197,568	195,000	200,000	205,000
350005 Three Month Memberships	82,083	107,750	110,000	92,000	90,000
Program Revenue					
367003 Fitness Programs	129,409	128,009	135,000	135,000	135,000
367017 Aquatic Programs	274,145	265,555	265,000	260,000	260,000
367022 Misc. Self Supporting Fees	8,833	1,489	4,000	9,000	8,000
367030 League Fees	-	-	500	-	-
Facility Revenue					
380010 Non-Aquatic Facility Fees	11,475	14,083	15,000	10,000	10,000
380011 Aquatic Facility Fees	65,213	80,189	82,000	80,000	80,000
380012 Party Rental Extra Fees	580	625	700	1,800	1,800
Other Revenue					
360008 General Fund Appropriation	389,041	419,595	537,934	469,284	490,218
370001 Babysitting Services	29,109	27,044	28,000	25,000	25,000
370010 Vending Revenue	8,863	8,619	10,000	6,500	6,500
370020 Indoor Facility Misc. Revenue	21,871	30,686	26,000	26,000	26,000
370021 Outdoor Pool Facility Misc. Rev.	543	537	550	550	550
Total Operating Revenue	\$ 4,008,012	\$ 4,315,277	\$ 4,409,684	\$ 4,325,134	\$ 4,388,068



EXPENSES

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



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Indoor Facility Operating Expenses					
53-50-501-500??-000					
Indoor Personal Services					
101 Full-Time Wages	\$ 632,035	\$ 667,852	\$ 674,350	\$ 674,350	\$ 763,203
110 Overtime Wages	6,523	8,913	11,200	9,200	9,000
120 Part-Time Wages	651,419	698,651	754,450	754,450	761,800
162 Group Life Insurance	4,555	5,280	5,200	6,400	6,590
163 Medical Insurance	150,369	180,157	176,000	196,000	214,959
164 Workers' Compensation	65,595	68,348	68,600	68,600	72,444
166 Pension Costs	38,711	42,076	41,500	41,500	47,562
167 Long-term Disability Insurance	1,660	1,783	1,750	2,000	2,910
168 Post Retirement Plan	1,450	1,446	1,450	1,450	1,450
198 Social Security Expense	97,204	102,965	162,605	110,007	117,351
Total Indoor Personal Services	\$ 1,649,521	\$ 1,777,471	\$ 1,897,105	\$ 1,863,957	\$ 1,997,269
Indoor Contractual Services					
220 Liability Insurance	\$ 37,628	\$ 36,936	\$ 38,000	\$ 41,900	\$ 44,400
230 Association Dues	6,159	6,892	12,600	12,600	12,100
231 Travel & Conference Expense	8,840	7,306	16,250	16,250	16,250
232 Personnel Training	841	2,293	2,500	2,500	2,500
240 Water and Sewerage	36,624	42,143	40,000	40,000	42,000
241 Natural Gas	61,765	66,016	65,000	65,000	66,000
242 Electricity	211,000	229,177	245,000	240,000	240,000
243 Telephone	8,128	1,177	3,000	1,700	1,700
250 Repairs & Maintenance- Office Equipment	17,570	18,208	20,000	20,000	20,000
251 Repairs & Maintenance- Recreation Equipment	8,958	8,575	11,000	10,000	10,000
255 Building Maintenance	63,442	35,561	90,500	91,000	90,000
256 Pool Maintenance	41,992	41,757	45,000	45,000	45,000
259 Flooring Replacements/Improvements	26,573	26,140	80,000	80,000	50,000
262 Uniforms	2,191	5,503	7,500	7,500	8,000
275 Printing & Duplicating	21,323	22,718	31,500	31,500	26,500
278 Postage	3,742	3,303	7,500	7,500	5,500
290 Other Contractual Services	159,155	183,396	231,950	231,950	235,000
297 Interest Expense	454	18	1,000	1,000	1,000
298 Credit Card Fees	73,817	84,228	85,000	85,000	90,000
299 Internet Connection Costs	9,344	12,320	15,000	15,000	13,000
Total Indoor Contractual Services	\$ 799,546	\$ 833,667	\$ 1,048,300	\$ 1,045,400	\$ 1,018,950

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EXPENSES

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



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Indoor Commodities					
300 Office Furniture & Equipment	\$ 3,775	\$ 1,218	\$ 3,500	\$ 3,500	\$ 3,500
301 Expendable Office Supplies	14,549	16,748	19,000	19,000	18,500
302 Books & Subscriptions	-	-	500	500	200
304 Publicity Material/Marketing	21,155	44,871	52,500	52,500	73,500
306 Building Maintenance Supplies	35,051	48,142	51,200	51,200	67,000
307 Tools & Equipment	11,293	20,890	20,000	20,000	20,000
326 Department Specific Supplies	27,976	22,768	29,500	30,000	30,000
329 Pool Chemicals	25,873	22,601	30,000	30,000	27,000
390 Other Supplies	4,868	7,749	10,000	12,500	12,200
Total Indoor Commodities	\$ 144,540	\$ 184,987	\$ 216,200	\$ 219,200	\$ 251,900
Distributed Costs					
602 Depreciation Expense - Equipment	\$ 186,012	\$ 146,139	\$ 205,000	\$ 162,000	\$ 255,600
603 Dist. Data Processing Costs	41,567	36,802	47,965	47,965	48,153
Total Distributed Costs	\$ 227,579	\$ 182,941	\$ 252,965	\$ 209,965	\$ 303,753
Total Indoor Facility Operating Expenses	\$ 2,821,186	\$ 2,979,066	\$ 3,414,570	\$ 3,338,522	\$ 3,571,872
Outdoor Pool Facility Operating Expenses					
53-50-510-500???-???					
Outdoor Personal Services					
120 Part-Time Wages	\$ 82,619	\$ 84,411	\$ 87,000	\$ 38,894	\$ 88,000
198 Social Security Expense	6,320	6,457	6,656	2,975	6,732
Total Outdoor Personal Services	\$ 88,939	\$ 90,868	\$ 93,656	\$ 41,869	\$ 94,732
Outdoor Contractual Services					
232 Personnel Training	\$ -	\$ 603	\$ 1,000	\$ 1,000	\$ 700
240 Water and Sewerage	10,544	6,479	11,000	11,000	11,000
256 Pool Maintenance	8,352	12,616	30,000	30,000	30,000
262 Uniforms	1,912	2,041	2,500	2,500	2,000
275 Printing & Duplicating	-	30	-	-	-
290 Other Contractual Services	-	-	1,000	1,000	-
Total Outdoor Contractual Services	\$ 20,808	\$ 21,769	\$ 45,500	\$ 45,500	\$ 43,700

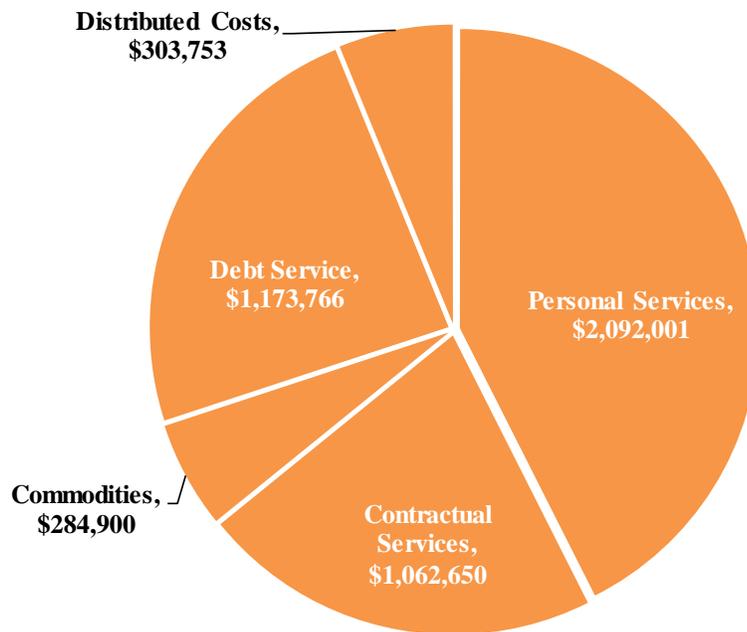
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EXPENSES

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



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Outdoor Commodities					
304 Publicity Material	762	-	-	-	-
306 Pool Maintenance Supplies	4,781	8,730	10,000	10,000	10,000
326 Aquatics Supplies	3,138	7,061	6,500	6,500	8,500
329 Pool Chemicals	9,734	12,876	14,500	14,500	13,000
390 Other Supplies	909	979	1,500	1,500	1,500
Total Outdoor Commodities	\$ 19,324	\$ 29,646	\$ 32,500	\$ 32,500	\$ 33,000
Total Outdoor Facility Operating Expenses	\$ 129,071	\$ 142,283	\$ 171,656	\$ 119,869	\$ 171,432
Total Operating Expenses	\$ 2,950,257	\$ 3,121,349	\$ 3,586,226	\$ 3,458,391	\$ 3,743,304
Total Operating Income (Loss)	\$ 1,057,755	\$ 1,193,928	\$ 823,458	\$ 866,743	\$ 644,764



BUDGETARY COMMENT

The Community & Recreation Center completed its sixth full year of operations in 2015. A 1.2% increase over last year's budgeted membership revenue is projected in the 2016 C&RC budget based on membership trends.

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

RECREATION



NON-OPERATING REVENUES & EXPENSES

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Non-Operating Revenues					
53-00-000-?????-???					
345001-000 Interest on Investments	\$ 902	\$ 1,698	\$ 1,500	\$ 1,200	\$ 1,200
360008-000 Transfer In-Debt Service App	1,211,445	1,175,383	1,189,719	1,189,719	1,173,766
Total Non-Operating Revenues	\$ 1,212,347	\$ 1,177,081	\$ 1,191,219	\$ 1,190,919	\$ 1,174,966
Non-Operating Expenses					
53-50-501-500??-???					
501-000 Bond Payments-Principal	\$ 406,921	\$ 417,179	\$ 434,277	\$ 434,277	\$ 444,535
501-001 Bonds Payable Allocation	(406,921)	(417,179)	(434,277)	(434,277)	(444,535)
511-000 Bond Payments-Interest	804,525	758,204	755,442	755,442	729,231
Total Non-Operating Expenses	\$ 804,525	\$ 758,204	\$ 755,442	\$ 755,442	\$ 729,231
Total Non-Operating Revenues (Expenses)	\$ 407,822	\$ 418,877	\$ 435,777	\$ 435,477	\$ 445,735

C&RC CAPITAL PROJECTS ACCOUNT

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Account Balance	\$ 1,716,368	\$ 2,877,897	\$ 4,176,299	\$ 4,176,299	\$ 4,823,677
Revenue	1,244,669	1,341,765	1,029,958	1,029,943	901,564
Expenses	(83,140)	(43,363)	(683,900)	(382,565)	(2,478,600)
Ending Account Balance	\$ 2,877,897	\$ 4,176,299	\$ 4,522,357	\$ 4,823,677	\$ 3,246,641

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.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Revenue					
54-00-000-?????-000					
360053 Transfer from C&RC Fund	\$ 1,058,657	\$ 1,195,626	\$ 824,958	\$ 867,943	\$ 645,964
360602 Depreciation Credit	186,012	146,139	205,000	162,000	255,600
Total Revenue	\$ 1,244,669	\$ 1,341,765	\$ 1,029,958	\$ 1,029,943	\$ 901,564

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

RECREATION



C&RC CAPITAL PROJECTS ACCOUNT (Continued)

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Expenses					
C&RC Administration					
54-50-501-500600-???					
001 Comm. Room Furniture	\$ 18,103	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
097 Building Logo	-	-	30,000	-	30,000
098 General Furniture	7,201	4,588	15,000	15,000	15,000
099 Computer Equipment	-	2,297	239,000	39,000	221,000
Total C&RC Administration	\$ 25,304	\$ 6,885	\$ 289,000	\$ 59,000	\$ 271,000
C&RC Fitness					
54-50-501-500600-???					
301 Arc Trainers	\$ -	\$ 2,949	\$ -	\$ 861	\$ -
302 Treadmills	-	-	56,400	54,082	18,800
303 Ellipticals	-	18,000	32,000	38,998	37,000
304 Upright Bikes	-	-	-	-	24,000
305 Step Mill	11,298	14,000	-	-	-
306 Other Cardio Equipment	-	1,529	-	680	22,500
321 Espresso Bikes	-	-	25,000	22,996	-
Total C&RC Fitness	\$ 11,298	\$ 36,478	\$ 113,400	\$ 117,617	\$ 102,300
C&RC Aquatics					
54-50-501-500600-???					
401 Chaise Lounge Chairs	\$ -	\$ -	\$ 5,000	\$ 4,545	\$ 5,000
420 Swim Suit Dryer	-	-	3,500	-	3,500
421 Pool Equipment	5,038	-	33,000	16,626	9,800
422 Pool Lighting	41,500	-	-	-	-
Total C&RC Aquatics	\$ 46,538	\$ -	\$ 41,500	\$ 21,171	\$ 18,300
C&RC Maintenance					
54-50-501-500600-???					
503 Floor & Gym Scrubber	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
505 Pool Maintenance & Repairs	-	-	165,000	158,277	20,000
506 Flooring Replacement	-	-	-	10,000	5,000
507 Facility Painting	-	-	-	-	15,000
508 Other General Equipment	-	-	65,000	6,500	37,000
509 Building Improvements	-	-	-	-	2,000,000
Total C&RC Maintenance	\$ -	\$ -	\$ 240,000	\$ 184,777	\$ 2,087,000
Total Expenses	\$ 83,140	\$ 43,363	\$ 683,900	\$ 382,565	\$ 2,478,600

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
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		\$ 19,306,497	\$ 9,000,696	\$ 516,277	\$ 28,823,470

Interest and remarketing fees are variable and subject to change. The schedule presented shows the anticipated market conditions for bond payments. In each of the years, the impact of the variable interest rate on C&RC Fund interest payments could be higher than indicated on the schedule.

TRI-COMMUNITY SOUTH EMS FUND

OPERATIONS

TRI-COMMUNITY SOUTH EMS FUND EMERGENCY MEDICAL SERVICE



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Fund Balance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Revenue	2,979,761	3,107,872	2,967,000	2,999,000	2,932,000
Expenditures	(2,979,761)	(3,107,872)	(2,967,000)	(2,999,000)	(2,932,000)
Ending Fund Balance	<u>\$ 100,000</u>				

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 (7) days per week in providing emergency medical care to the residents of Bethel Park, South Park, Upper St. Clair and Allegheny County South Park. In addition, TCS EMS provides mutual aid to areas surrounding these communities. To provide these services, TCS EMS maintains a fleet of six (6) ambulances, one (1) 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

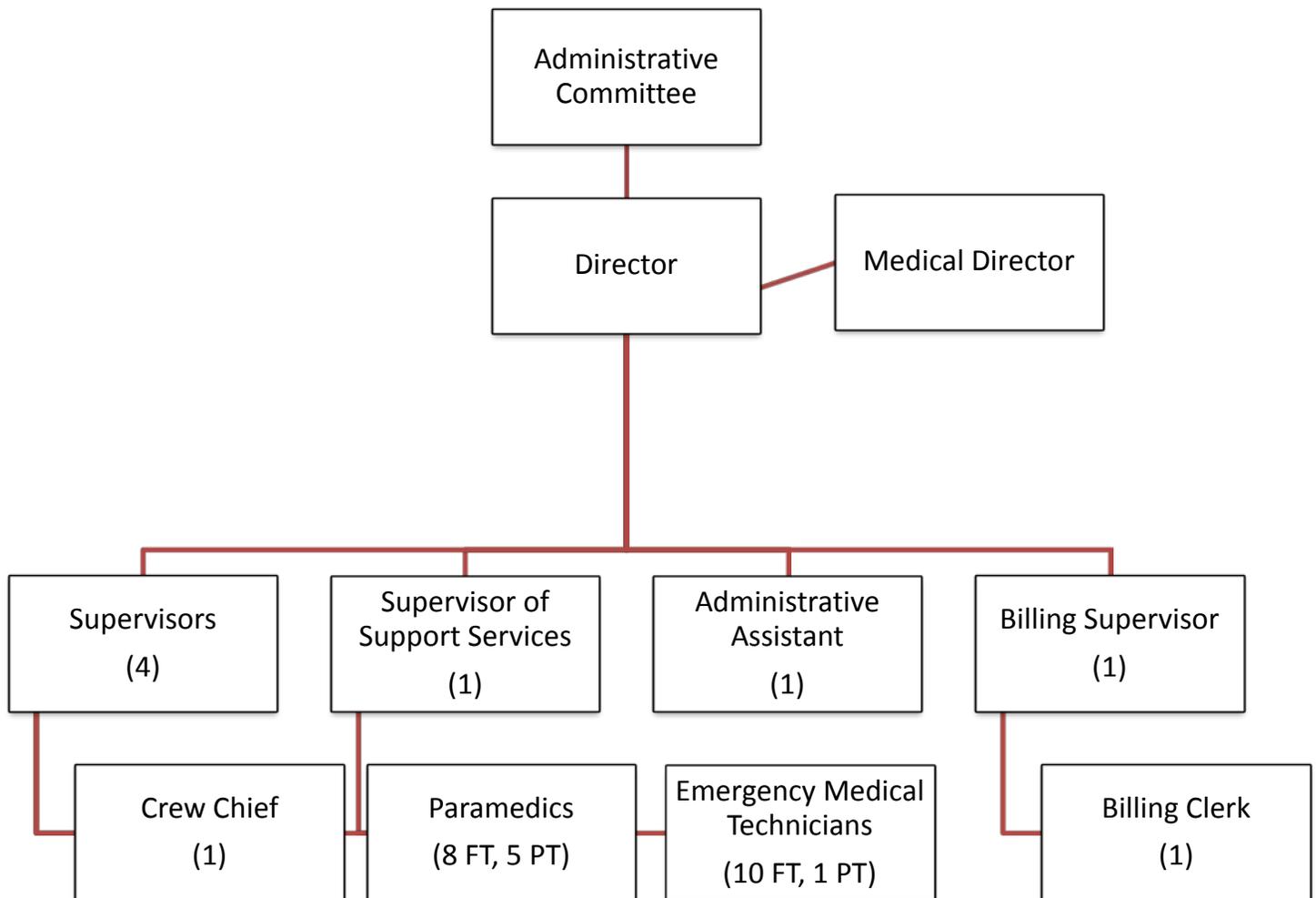
The number of calls for service and transports provided by the system for the past several years is summarized below:

Category	2007	2008	2009	2010	2011	2012	2013	Oct-14
Calls for Service	6,678	6,687	6,496	6,616	6,850	7,052	6,584	5,640
Transports	5,163	5,172	5,105	5,322	5,444	5,566	6,353	5,414
Advanced Life Support	4,000	3,939	3,886	3,981	3,901	4,064	3,662	3,199
Basic Life Support	1,163	1,233	1,219	1,350	1,543	1,501	1,459	1,306
Non-Emergency Transports	224	157	139	131	113	62	41	45



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, one (1) Paramedic Crew Chief, and eight (8) full-time Paramedics, ten (10) full-time Emergency Medical Technicians, five (5) part-time Paramedics, and one (1) part-time Emergency Medical Technician.



OPERATIONS

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



PROGRAM REVENUE

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Revenue					
90-00-000-?????-000					
320400 Subscriptions	\$ 451,804	\$ 440,490	\$ 465,000	\$ 465,000	\$ 465,000
355710 Non-Subscriber Billings	1,436,905	1,512,339	1,425,000	1,425,000	1,400,000
356720 Subscriber Billings	857,730	923,967	870,000	880,000	865,000
360013 PA State Pension Grant	62,072	51,903	64,000	62,000	62,000
367006 CPR Program Fees	42,823	39,182	40,000	41,500	35,000
367007 CPR Material Reimbursements	40,169	53,570	33,000	50,000	40,000
367021 NETS Revenue	12,310	10,654	11,000	6,500	10,000
367072 Outside Detail	30,439	31,204	20,000	40,000	20,000
380022 Employee Health Ins. Reimb.	9,122	10,815	10,000	10,000	20,000
380890 Donations	27,339	27,509	24,000	10,000	10,000
380099 Miscellaneous Revenue	9,049	6,239	5,000	9,000	5,000
Total Revenue	\$ 2,979,761	\$ 3,107,872	\$ 2,967,000	\$ 2,999,000	\$ 2,932,000

PROGRAM EXPENDITURES

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Expenditures					
90-20-204-500???-000					
Personal Services					
101 Full-Time Wages	\$ 1,292,155	\$ 1,296,626	\$ 1,373,073	\$ 1,368,900	\$ 1,403,967
111 Overtime Wages	55,570	62,675	60,000	60,000	60,000
120 Part-Time Wages	77,305	84,152	77,520	85,000	80,000
153 Holiday Pay	44,381	44,949	46,920	46,920	48,000
161 Continuing Education	1,762	-	3,500	3,500	3,000
162 Group Life Insurance	6,316	7,308	8,000	8,000	8,000
163 Medical Insurance	354,344	339,585	375,000	375,000	393,750
164 Workers' Compensation	81,075	87,619	83,646	83,646	81,535
165 Unemployment Compensation	-	3,061	3,000	3,000	3,500
166 Pension Costs	69,591	67,516	73,176	73,176	74,168
167 Long-term Disability Insurance	3,572	3,812	4,200	4,200	4,400
172 Outside Detail	24,019	30,308	20,000	24,000	20,000
198 Social Security Expense	112,505	115,332	122,064	119,403	121,785
Total Personal Services	\$ 2,122,595	\$ 2,142,943	\$ 2,250,099	\$ 2,254,745	\$ 2,302,105

OPERATIONS

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



PROGRAM EXPENDITURES (Continued)

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Contractual Services					
210 Professional Services-Legal	\$ 69,142	\$ 24,436	\$ 50,000	\$ 50,000	\$ 50,000
220 Liability Insurance	31,637	44,242	46,000	46,000	46,000
222 Vehicle Insurance	15,132	18,412	18,600	18,600	19,500
232 Conference & Training Expense	6,276	2,809	6,000	6,000	6,000
240 Water and Sewerage	3,684	4,004	4,300	4,300	4,400
241 Natural Gas	2,254	3,289	4,000	4,000	4,000
242 Electricity	9,985	12,083	12,000	12,000	12,500
243 Telephone	8,627	8,936	11,000	11,000	10,500
254 Vehicle Repairs & Maintenance	3,929	6,582	10,000	10,000	10,000
255 Building Repairs & Maintenance	5,385	4,955	8,500	8,500	8,000
257 Radio & Other Equip. Mte	2,455	253	3,500	3,500	3,500
265 Equipment Rental	11,959	20,305	16,000	16,000	16,000
270 CPR Instruction Pay	7,343	10,148	14,600	14,600	12,500
275 Volunteer Reimbursement	-	-	100	100	100
278 Postage	7,903	7,445	9,000	9,000	7,000
280 Travel & Mileage Expense	7,301	3,074	4,000	4,000	4,000
281 CPR Mileage Reimbursement	-	(261)	500	500	500
289 Administrative Services	35,000	50,000	50,000	50,000	50,000
290 Other Contractual Services	45,542	61,085	50,000	60,000	173,000
291 Subscription Services	20,916	21,898	26,000	26,000	27,000
Total Contractual Services	\$ 294,469	\$ 303,695	\$ 344,100	\$ 354,100	\$ 464,500
Commodities					
301 Expendable Office Supplies	\$ 4,928	\$ 5,558	\$ 6,000	\$ 6,000	\$ 6,000
304 Publicity Materials	84	1,285	2,500	2,500	2,500
307 Ambulance Equip. Supplies	532	2,513	5,000	5,000	5,000
308 CPR Program Supplies	43,900	45,700	40,000	40,000	40,000
314 Medical Supplies	6,769	6,191	8,200	8,200	8,000
328 Maintenance Supplies	1,615	1,359	2,000	2,000	2,000
340 Vehicle Supplies	11,145	11,398	20,000	20,000	15,000
341 Fuels and Lubricants	52,329	43,049	45,000	45,000	45,000
351 Clothing Allowance	6,568	10,955	15,000	15,000	15,000
390 Other Supplies	5,399	5,701	15,000	15,000	10,000
Total Commodities	\$ 133,270	\$ 133,709	\$ 158,700	\$ 158,700	\$ 148,500

OPERATIONS

TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE



PROGRAM EXPENDITURES (Continued)

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Estimate</u>	<u>2016 Budget</u>
Debt Service Payments					
531 Capital Note Payments	\$ 137,746	\$ -	\$ -	\$ -	\$ -
Total Debt Service Payments	\$ 137,746	\$ -	\$ -	\$ -	\$ -
Capital Equipment Transfer					
903 Transfer to Capital Reserve	\$ 291,681	\$ 527,525	\$ 214,101	\$ 231,455	\$ 16,895
Total Capital Equipment	\$ 291,681	\$ 527,525	\$ 214,101	\$ 231,455	\$ 16,895
Total Expenditures	\$ 2,979,761	\$ 3,107,872	\$ 2,967,000	\$ 2,999,000	\$ 2,932,000

BUDGETARY COMMENT

The 2016 Budget is \$35,000, or 1.1%, less than the 2015 Budget. The decrease is due mainly to a reduction in the transfer to Capital Reserve.

SUPPLEMENTARY INFORMATION

Tri-Community South EMS Vehicles

Asset Tag	Year	Make	Model	Mileage (10-01-2015)	Age in Years	Condition	Anticipated Replacement Year
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Ambulances								
1	2012 007	2011	Ford	AMB	54,873	5	Good	2016
2	2012 008	2011	Ford	AMB	43,273	5	Good	2016
3	2012 009	2011	Ford	AMB	45,282	5	Good	2016
4	2013 016	2013	Ford	AMB	47,889	3	Good	TBD
5	2013 017	2013	Ford	AMB	45,745	3	Good	TBD
6	2013 018	2013	Ford	AMB	58,836	3	Good	TBD

Other Emergency Vehicles								
1	2007 075	2007	Chevy	Suburban	32,548	9	Good	TBD
2	2002 066	2003	Chevy	Suburban	49,862	13	Fair	TBD

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

**CAPITAL
IMPROVEMENTS**

TRI-COMMUNITY SOUTH EMS CAPITAL RESERVE FUND
EMERGENCY MEDICAL SERVICE



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Fund Balance	\$ 2,700,200	\$ 1,828,696	\$ 2,308,255	\$ 2,308,255	\$ 2,447,091
Revenue	335,002	538,889	240,901	257,665	125,895
Expenditures	(1,206,506)	(59,330)	(85,000)	(118,829)	(652,000)
Ending Fund Balance	\$ 1,828,696	\$ 2,308,255	\$ 2,464,156	\$ 2,447,091	\$ 1,920,986

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.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Revenue					
91-00-000-?????-000					
345001 Interest Revenue	\$ 679	\$ 388	\$ 800	\$ 4,500	\$ 5,000
360005 PA VFC Grant	6,547	-	6,000	1,710	6,000
360009 Transfer from TCS EMS Fund	291,681	527,525	214,101	231,455	16,895
360012 Bethel Park Donation-RAD	15,697	-	8,000	8,000	6,000
360013 South Park Donation-RAD	3,514	1,880	2,000	2,000	1,500
360014 Upper St. Clair Donation-RAD	16,885	9,096	10,000	10,000	7,500
380010 Sale of Property	-	-	-	-	83,000
Total Revenue	\$ 335,002	\$ 538,889	\$ 240,901	\$ 257,665	\$ 125,895
Expenditures					
91-20-206-500???-000					
401 Medical Equipment	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 15,000
402 Vehicles/Ambulances	314,729	-	-	-	570,000
403 Life Paks	41,822	34,852	10,000	35,000	35,000
404 Computer Equipment	14,266	14,544	40,000	12,000	20,000
405 Furniture & Equipment	-	-	2,000	2,000	6,000
406 Copier Equipment	-	8,994	-	-	-
415 EMSOF Grant Equipment	10,915	(2,284)	-	2,629	-
416 VFC Grant Equipment	7,424	3,224	8,000	2,000	6,000
420 EMS Base & Security Renovations	-	-	20,000	60,200	-
431 Capital Note Prepayment	817,351	-	-	-	-
Total Expenditures	\$ 1,206,506	\$ 59,330	\$ 85,000	\$ 118,829	\$ 652,000

BUDGETARY COMMENT

The 2016 Budget includes funds to purchase and equip 3 new ambulances to replace 3 existing units.

SINKING FUNDS

DEBT SERVICE

**SINKING FUNDS
DEBT SERVICE**



	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	3,223,347	3,174,935	3,172,206	3,172,206	3,147,467
Expenditures	(3,223,347)	(3,174,935)	(3,172,206)	(3,172,206)	(3,147,467)
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, 2011 and 2012 and the General Obligation Note of 2015.

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Revenue					
Transfer from General Fund	\$ 1,150,657	\$ 1,152,094	\$ 1,133,015	\$ 1,133,015	\$ 1,122,131
Transfer from Sanitary Sewer Fund	861,244	847,458	849,472	849,472	851,570
Transfer from Boyce Mayview C&RC Fund	1,211,446	1,175,383	1,189,719	1,189,719	1,173,766
Total Revenue	\$ 3,223,347	\$ 3,174,935	\$ 3,172,206	\$ 3,172,206	\$ 3,147,467
Expenditures					
2008 General Obligation Bonds-Principal	595,001	610,000	635,001	637,828	650,000
2009 General Obligation Bonds-Principal	620,000	630,000	650,000	650,000	-
2011 General Obligation Bonds-Principal	70,000	75,000	75,000	75,000	80,000
2012 General Obligation Bonds-Principal	-	5,000	5,000	5,000	20,000
2015 General Obligation Note-Principal	-	-	-	-	710,000
2008 General Obligation Bonds-Interest	1,200,961	1,133,588	1,104,545	1,101,718	1,051,923
2009 General Obligation Bonds-Interest	149,120	134,270	116,645	116,645	-
2011 General Obligation Bonds-Interest	307,832	306,670	305,657	305,657	304,783
2012 General Obligation Bonds-Interest	280,433	280,407	280,358	280,358	280,232
2015 General Obligation Note-Interest	-	-	-	-	50,529
Total Expenditures	\$ 3,223,347	\$ 3,174,935	\$ 3,172,206	\$ 3,172,206	\$ 3,147,467

BUDGETARY COMMENT

Total estimated debt payments for 2016 have decreased by \$24,739 from the 2015 Budget primarily due to the refunding of the 2009 General Obligation Bonds in May of 2015.

DEBT AND DEBT LIMITS

The following table shows the net debt of the Township as of December 31, 2015 including premiums and discounts:

Electoral Debt	\$ -
Nonelectoral Debt	
General Obligation Bonds of 2008	28,251,500
General Obligation Bonds of 2011	9,915,000
General Obligation Bonds of 2012	9,915,000
General Obligation Note of 2015	3,550,000
Total Nonelectoral Debt	<u>51,631,500</u>
Add: Lease Rental Debt	-
Total Gross Indebtedness	<u>51,631,500</u>
Less: Debt Excluded as self-liquidating or separately stated pursuant to §8242(a) of the Debt Act	<u>(14,648,932)</u>
Net Nonelectoral and Lease Rental Debt	<u>\$ 36,982,568</u>

The statutory debt limit of the Township is calculated under the Debt Act as a percentage of the Township's "Borrowing Base." The Borrowing Base is defined as the arithmetic average of "Total Revenues" (as defined by the Debt Act) for the three fiscal years ended next preceding the date of incurring debt. The Township calculated Borrowing Base as reported in the 2014 Comprehensive Annual Financial Report is as follows:

Arithmetic Average (Borrowing Base)	<u>\$ 30,027,352</u>
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The debt limits of the Township are therefore as follows:

<u>Type of Debt Limit</u>	<u>Legal Limit</u>	<u>Net Debt Outstanding</u>	<u>Remaining Capacity</u>
Nonelectoral Debt Limit (250% of Borrowing Base)	\$ 75,068,380	\$ 36,982,568	\$ 38,085,812
Nonelectoral and Lease Rental Debt Limit (350% of Borrowing Base)	\$ 105,095,732	\$ 36,982,568	\$ 68,113,164

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 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 bore coupon interest rates between 1.25-1.75% and were retired in 2014. The tax exempt bonds bear coupon interest rates between 1.00-3.80% and the principal will be paid by 2033.

3. 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.

4. General Obligation Note of 2015

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

LONG-TERM DEBT SCHEDULES

**TOWNSHIP OF UPPER ST. CLAIR
RETIREMENT OF PRINCIPAL
AS OF DECEMBER 31, 2015**

Bond Series	Principal Outstanding at 1/1/2015	Principal Incurred in 2015	Principal Paid in 2015	Principal Outstanding at 12/31/2015
2008 General Obligation Bonds	28,886,500	-	(635,000)	28,251,500
2009 General Obligation Bonds	4,200,000	-	(4,200,000)	-
2011 General Obligation Bonds	9,990,000	-	(75,000)	9,915,000
2012 General Obligation Bonds	9,920,000	-	(5,000)	9,915,000
2015 General Obligation Note	-	3,550,000	-	3,550,000
Total Long Term Debt-Principal	\$ 52,996,500	\$ 3,550,000	\$ (4,915,000)	\$ 51,631,500

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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
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		\$ 28,230,000	\$ 13,160,836	\$ 754,902	\$ 42,145,738

Interest and remarketing fees are variable and subject to change. The schedule presented shows the anticipated market conditions for bond payments. In each of the years, the impact of the variable interest rate and on interest payments could be higher than indicated on the schedule.

LONG-TERM DEBT SCHEDULES (Continued)

II. 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 (Non-Taxable Bonds)				
Total Debt Service				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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		\$ 9,915,000	\$ 3,241,289	\$ 13,156,289

Note: Taxable portion retired in 2014.

LONG-TERM DEBT SCHEDULES (Continued)

III. 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
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		\$ 9,915,000	\$ 3,867,412	\$ 13,782,412

LONG-TERM DEBT SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

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

2015 General Obligation Note				
Total Debt Service				
Year of Maturity	Rate	Principal	Interest	Annual Debt Service
2016	1.400%	\$ 670,000	\$ 98,185	\$ 768,185
2017	1.400%	685,000	79,714	764,714
2018	1.400%	710,000	59,303	769,303
2019	1.400%	730,000	36,972	766,972
2020	1.400%	755,000	12,646	767,646
	Total	\$ 3,550,000	\$ 286,820	\$ 3,836,820

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**CHARTER PROVISIONS
CONCERNING
ANNUAL BUDGET**

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

**ARTICLE IX
BUDGET AND FISCAL AFFAIRS**

C-901. Fiscal year.

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

C-902. Submission of budget and budget messages.

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

C-903. Budget message.

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

C-904. Budget.

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

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

C-904. (Cont'd)

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

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

C-905. Public record.

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

C-906. Adoption of Budget.

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

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

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

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

C-907. Amendment of Budget.

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

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

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

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

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

C-908. Appropriations and levy.

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

FINANCIAL MANAGEMENT

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BUDGETARY POLICIES

FINANCIAL MANAGEMENT AND BUDGETARY POLICIES OVERVIEW

The Township of Upper St. Clair has an important responsibility to its citizens to carefully account for public funds, to manage municipal finances wisely, and to plan the adequate funding of services, including the provision and maintenance of public facilities. Financial management and budgetary policies are adopted 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.

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 2016, this fund provides additional resources to finance the annual street program.

Storm Sewer Improvement Fund

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

Field Improvement Fund

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

Library Regional Asset District (RAD) Fund

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

Boyce Mayview Park RAD Fund

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

Capital Projects Fund

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

Budgeted Governmental Funds

Proprietary Funds

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

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

ENTERPRISE FUNDS

Budgeted Proprietary Funds

Sanitary Sewer Fund

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

Township/School District Magazine Fund

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

Boyce Mayview Community & Recreation Center Fund

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

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

ACCOUNTING SYSTEMS

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

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

BUDGETARY CONTROL

An operating budget is legally adopted each year for the General Fund, State Liquid Fuels Tax Fund, Storm Sewer Improvement Fund, Field Improvement Fund, Library Regional Asset District Fund and Boyce Mayview Park Regional Asset District Fund (Special Revenue Funds), the General Obligation Bonds of 2008, 2011 and 2012 and General Obligation Note of 2015 (Debt Service Funds), the Capital Projects Fund (Capital Projects Funds), the Sanitary Sewer Fund, the Township/School District Magazine Fund and the Boyce Mayview Community & Recreation Center Fund (Enterprise Funds) on a basis consistent with accounting principles generally accepted in the United States of America (GAAP). No budgets were legally adopted for the Pension Trust Funds, the Library Endowment Fund or MATUSC (Special Revenue Funds).

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

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

APPENDIX A

PERSONNEL INFORMATION

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



STAFF LEVEL CHANGES – FULL TIME PERSONNEL

Department	2015 Staff Level	2016 Staff Level	Increase/(Decrease)
Administration	7	7	0

Explanation: Funding for a new Human Resources position continues to be budgeted in 2016.

Finance	3.5	3.5	0
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Explanation: No staff level changes expected in 2016.

Information Technology	6	6	0
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Explanation: No staff level changes expected in 2016.

Police	35	35	0
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Explanation: No staff level changes expected in 2016.

Community Development	5	5	0
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Explanation: No staff level changes expected in 2016.

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

Explanation: No staff level changes expected in 2016.

Recreation	17.5	18.5	1
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Explanation: Funding is included for an additional Building Custodian due to increasing maintenance needs.

Library	9	9	0
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Explanation: No staff level changes expected in 2016.

STAFF LEVEL CHANGES – PART-TIME PERSONNEL

Administration	0	0	0
Community Development	2	2	0
Public Works - Summer Laborers	17	21	4
Recreation	405	405	0
Library	25	25	0

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
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	0	0	0
Director of Public Works	1	1	1	1	1	1	1	1	1	1
Director of Planning & Community Development	0	0	0	1	1	1	1	1	1	1
Director of Information Technology	1	1	1	1	1	1	1	1	1	1
Director of the Library	1	1	1	1	1	1	1	1	1	1
Director of Recreation & Leisure Services	1	1	1	1	1	1	1	1	1	1
Deputy Director of Public Works	1	0	0	0	0	0	0	0	0	0
Assistant Township Manager/Director of Community Development	1	1	1	0	0	0	0	0	0	0
Management Subtotal	11	10	10	10	10	10	10	9	9	9
ADMINISTRATION										
Executive Assistant - Office of the Township Manager	1	1	1	1	1	1	1	1	1	1
Administrative Assistant	2	2	2	2	3	3	3	3	3	3
Office Assistant	1	1	1	1	1	1	1	1	1	1
Employee Benefit Specialist	0	1	0	0	0	0	0	0	0	0
Administration Subtotal	4	5	4	4	5	5	5	5	5	5
FINANCE										
Accounting Manager	1	1	1	1	1	1	1	1	1	1
Payroll & Finance Accountant	1	1	1	1	1	1	0	0	0	0
Payroll Accountant	0	0	0	0	0	0	1	1	1	1
Finance/Recreation Accountant	0	0	0	0	0	0	0.5	0.5	0.5	0.5
Finance Assistant	1	1	0	0	0	0	0	0	0	0
Finance Subtotal	3	3	2	2	2	2	2.5	2.5	2.5	2.5
INFORMATION TECHNOLOGY										
Database/Support Technician	1	1	1	1	1	1	0	0	0	0
Operations & Network Administrator	1	1	1	1	1	1	1	1	1	1
Public Access Television Coordinator	0	0	0	0	0	1	1	1	1	1
Public Safety Technician	0	0	0	0	0	0	0	1	1	1
Support Technician I	1	1	1	1	1	1	2	2	2	2
Information Technology Subtotal	3	3	3	3	3	4	4	5	5	5

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS (Continued)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
POLICE										
Uniformed Police Officer	26	25	26	25	26	26	26	26	27	27
Police Dispatcher	4	4	4	3	4	4	4	4	4	4
Technical Services Coordinator	1	1	1	1	1	1	1	1	1	1
Records Coordinator	1	1	1	1	1	1	1	1	1	1
Confidential Secretary to the Chief	1	1	1	1	1	1	1	1	1	1
Police Subtotal	33	32	33	31	33	33	33	33	34	34
COMMUNITY DEVELOPMENT										
Planning & Zoning Administrator	1	1	0	0	0	0	0	0	0	0
Planning & Zoning Coordinator	0	0	0	0	0	0	1	1	1	1
Chief Inspector	1	1	1	1	1	1	1	1	1	1
Code Enforcement Officer	1	1	1	1	1	1	1	1	1	1
Secretary to the Director of Community Development	1	1	1	1	1	1	1	0	0	0
Department Secretary	1	1	1	2	2	1	1	1	1	1
Community Development Subtotal	5	5	4	5	5	4	5	4	4	4
PUBLIC WORKS ADMINISTRATION										
Superintendent of Operations	1	1	1	1	1	1	1	1	1	1
Superintendent of Projects	1	1	1	1	1	1	1	1	1	1
Superintendent of Public Improvements	1	1	1	1	1	1	1	1	1	1
Building/Grounds & Sustainability Administrator	0	0	0	1	1	1	1	1	1	1
Park & Forestry Administrator	0	0	0	0	1	1	1	1	1	1
Department Coordinator	1	1	1	1	1	1	1	1	0	0
Confidential Secretary to the Director	1	1	1	1	1	1	1	1	1	1
Public Works Clerk	1	1	1	1	1	1	1	1	1	1
Superintendent of Parks/Buildings/Forester	1	1	1	0	0	0	0	0	0	0
Improvements Inspector/Technician	2	1	1	0	0	0	0	0	0	0
Department Secretary	0	0	0	0	0	0	0	0	1	1
Public Works Administration Subtotal	9	8	8	7	8	8	8	8	8	8
PUBLIC WORKS LABORERS										
Laborer	20	20	20	20	21	21	21	21	21	21
Mechanic	1	1	2	2	2	2	2	2	2	2
Working Foremen	3	3	1	0	0	0	0	0	0	0
Heavy Equipment Operator	0	0	1	1	1	1	1	1	1	1
Public Works Laborers Subtotal	24	24	24	23	24	24	24	24	24	24

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS (Continued)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
RECREATION										
Asst. Director of Recreation & Leisure Svcs	0	1	1	1	1	1	1	1	1	1
C&RC Membership & Marketing Supervisor	0	1	1	1	1	1	1	1	1	1
C&RC Aquatics Supervisor	0	0	1	1	1	1	1	1	1	1
C&RC Building Maintenance Supervisor	0	0	1	1	1	1	1	1	1	1
C&RC Fitness Supervisor	0	0	1	1	1	1	1	1	1	1
C&RC Aquatics Coordinator	0	0	1	1	1	1	1	1	1	1
C&RC Guest Relations Coordinator	0	0	1	1	1	1	1	1	1	1
C&RC Membership Specialist	0	0	1	1	1	1	1	1	1	1
C&RC Group Exercise Coordinator	0	0	0	1	1	1	1	1	1	1
C&RC Exercise Psychologist	0	0	2	1	1	1	0	0	0	0
C&RC Fitness Coordinator	0	0	0	0	0	0	1	1	1	1
C&RC Building Maintenance Custodian	0	0	0	2	2	2	2	2	2	3
Community Program Coordinator	1	1	1	1	1	1	1	1	1	1
Asst. Programs & Older Adults Coordinator	0	0	0	0	0	0	0	0	1	1
Office Secretary	1	1	1	1	1	1	1	1	1	1
Recreation Accountant	0	0	0	0	0	0.5	0.5	0.5	0.5	0.5
C&RC Facility/Banquet Rental Coordinator	0	0	0	0	1	1	1	1	1	1
Recreation Subtotal	2	4	12	14	15	15.5	15.5	15.5	16.5	17.5
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	1	1	1	1	1	1	1	1	1
Technical Services Assistant	1	1	1	1	1	1	1	1	1	1
Secretary to the Director of the Library	1	1	1	1	1	1	1	1	1	1
Reference Librarian	0	0	0	1	1	1	1	1	1	1
Acquisition Coordinator	1	0	0	0	0	0	0	0	0	0
Library Subtotal	7	7	7	8	8	8	8	8	8	8
Total Full-Time Positions	101	101	107	107	113	114	115	114	116	117

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



PART-TIME POSITIONS

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
ADMINISTRATION										
Department Secretary	1	1	1	1	1	1	0	0	0	0
COMMUNITY DEVELOPMENT										
Fire Marshal	1	1	1	1	1	1	1	1	1	1
Department Secretary	1	0	0	0	0	1	0	1	1	1
PUBLIC WORKS SUMMER LABORERS										
Part-Time Seasonal	0	0	17	17	17	17	17	17	17	21
RECREATION										
Aquatics Part-Time Staff	0	0	58	64	73	73	100	100	100	100
Fitness Part-Time Staff	0	0	6	29	32	32	44	44	44	44
Guest Relations Part-Time Staff	0	0	18	25	33	33	36	36	36	36
Membership Part-Time Staff	0	0	3	6	5	5	15	15	15	15
Summer Seasonal Staff	0	0	49	63	50	50	90	90	90	90
Community Programs Part-Time Staff	0	0	96	100	105	105	120	120	120	120
Older Adult Coordinator	1	1	1	1	1	1	1	1	0	0
LIBRARY										
Acquisition Coordinator	0	1	1	1	1	1	1	1	1	1
Reference Librarians	5	9	7	5	5	5	7	7	7	7
Library Assistants	19	12	10	12	12	12	10	10	14	14
Library Pages	6	10	8	3	3	0	0	0	0	0
Library Specialists	0	5	3	4	4	4	5	5	0	0
Youth Services Library Specialist	0	0	0	0	0	0	0	0	3	3
Total Part-Time Personnel	34	40	279	332	343	341	447	448	449	453

**SALARY &
WAGE SCALE**

APPENDIX A
PERSONNEL INFORMATION



NON-CONTRACTUAL SALARY & WAGE SCALE

Department	Position	Pay Grade	2016 Minimum	2016 Maximum
Administration	Township Manager	1	108,522	172,550
Administration Police	Assistant Township Manager/Director of Administration Chief of Police	2	94,126	134,988
Finance Information Technology Public Works Recreation	Director of Finance Director of Information Technology Director of Public Works Director of Recreation and Leisure Services	3	81,849	117,381
Community Development Library	Director of Planning and Community Development Director of the Library	4	72,754	104,338
Public Works Public Works Public Works	Superintendent of Public Improvements Superintendent of Operations Superintendent of Projects	5	66,140	94,853
Community Development Public Works Public Works	Fire Marshall Building/Grounds & Sustainability Administrator Park & Forestry Administrator	6	60,128	86,230
Community Development Finance Information Technology Police Recreation Recreation	Chief Inspector Accounting Manager Network Administrator Technical Services Coordinator Assistant Director of Recreation and Leisure Services C&RC Building Maintenance Supervisor	7	54,662	78,391
Open	Open	8	49,692	71,265
Administration Community Development Community Development Library Library Recreation Recreation	Executive Assistant - Township Manager Code Enforcement Officer Planning & Zoning Coordinator Head of Technical Services Head of Youth Services C&RC Fitness Supervisor C&RC Membership & Marketing Supervisor	9	45,175	64,786
Administration Finance Information Technology Information Technology	Administrative Assistant - Assistant Township Manager Payroll Accountant Public Safety Technician Public Access Television Coordinator	10	41,068	58,896

**SALARY &
WAGE SCALE**

APPENDIX A
PERSONNEL INFORMATION



NON-CONTRACTUAL SALARY & WAGE SCALE (Continued)

Department	Position	Pay Grade	2016 Minimum	2016 Maximum
Administration Administration Information Technology Library Library Recreation Recreation Recreation Recreation Community Development	Administrative Assistant - Administration Senior Administrative Assistant - Finance Support Technician I Reference Librarian Youth Services Librarian C&RC Aquatics Supervisor C&RC Fitness Coordinator C&RC Guest Relations Coordinator Community Program Coordinator Department Secretary	11	37,335	53,542
Finance	Finance/Recreation Accountant	12	33,941	48,675
Library Library Police Public Works Public Works Recreation Recreation Recreation	Circulation Coordinator Secretary to the Director of the Library Confidential Secretary to the Chief of Police Confidential Secretary to the Director of Public Works Department Secretary C&RC Membership Specialist C&RC Facility/Banquet Rental Coordinator Office Secretary	13	30,855	44,250
Administration Police Recreation Recreation	Office Assistant Records Coordinator Assistant Programs and Older Adults Coordinator C&RC Aquatics Coordinator	14	28,050	40,227
Library Library	Technical Services Assistant Youth Services Library Specialist	15	25,500	36,570

CONTRACTUAL SALARY & WAGE SCALES

Public Works - Local 205 Union Contract 2016 Salary & Wage Scale		
I.	Master Mechanic	\$30.61/hr
II.	Mechanic	\$30.27/hr
III.	Heavy Equipment Operator	\$30.27/hr
IV.	Foreman	\$30.27/hr
V.	Laborer III (after 36 mos.)	\$28.26/hr
	Laborer II (13-36 months)	\$25.64/hr
	Laborer I (0-12 months)	\$22.98/hr
VI.	Semi-Skilled Laborer III	\$20.54/hr
	Semi-Skilled Laborer II	\$18.88/hr
	Semi-Skilled Laborer I	\$17.37/hr
	Semi-Skilled Laborer Probationary	\$13.21/hr
VII.	C&RC Attendant	\$20.54/hr
VIII.	Public Works Clerk	\$26.08/hr

Police Union Contracts 2016 Salary & Wage Scale	
Officer 1	\$26.39/hr
Officer 2	\$28.58/hr
Officer 3	\$31.23/hr
Officer 4	\$36.60/hr
Officer 5	\$39.26/hr
Officer 6	\$41.89/hr
Sergeant	\$46.08/hr
Lieutenant	\$50.70/hr
Dispatcher	\$18.89 - \$23.61/hr

APPENDIX B

VEHICLES & EQUIPMENT

PUBLIC WORKS VEHICLES

Asset Tag	Year	Make	Model	Mileage (10-1-2015)	Age in Years	Condition	Anticipated Replacement Year
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Staff Vehicles

1	2009 029	2009	Chevy	Pick-Up	75,570	7	Good	2016
2	2012 001	2012	Chevy	Pick-Up	15,151	4	Good	2019
3	2013 023	2014	Ford	Escape - Hybrid	5,926	2	Excellent	2020
4	2013 024	2014	Ford	Escape	19,016	2	Excellent	2019
5	2015 001	2015	Chevy	Colorado Pick-Up	3,980	1	Excellent	2020
6	2015 002	2015	Chevy	Colorado 4WD	11,070	1	Excellent	2020

Utility Trucks

1	2006 049	2006	Ford	Pick-Up Utility	29,990	10	Good	2018
2	2006 050	2006	Ford	Pick-Up Utility	43,967	10	Good	2020
3	2005 041	2006	Ford	Pick-Up Utility	45,436	10	Fair	2017
4	2007 055	2008	Ford	F-550	26,263	8	Fair	2016
5	2010 045	2011	Ford	F-550 XL Tr	25,942	5	Good	2017
6	2010 046	2011	Ford	F-550 XL Tr	29,346	5	Good	2017
7	2011 052	2011	Ford	F-550	23,570	5	Good	2018
8	2013 014	2013	Ford	Truck	9,755	3	Good	2020
9	2013 021	2014	Ford	F-550	10,616	1	Good	2021
10	2008 066	2008	Dodge	Mechanics Service Vehicle	2,486	8	Good	2020
11	2002 061	2002	Ford	Bucket Truck	10,669	14	Good	2017
12	2005 039	2006	Ford	Econoline 350 Van	29,856	10	Good	2016
13	2014 004	2015	Ford	F-550	5,517	1	Excellent	2024
14	2015 003	2015	Ford	F-550	4,305	1	Excellent	2024
15	2015 007	2016	Ford	F-550 w/Dump Body/Snow Plow	New	New	New	2023
16	2015 008	2016	Ford	F-550 w/Dump Body/Snow Plow	New	New	New	2023

Dump Trucks

1	2003 065	2004	Int'l	Dump	18,900	12	Fair	2016
2	2004 047	2005	Int'l	Dump	20,424	11	Good	2016
3	2007 054	2008	Int'l	Dump	17,701	8	Good	2017
4	2009 048	2010	Int'l	Dump	9,844	6	Good	2020
5	2010 044	2011	Int'l	Dump	6,534	5	Excellent	2021
6	2011 051	2012	Int'l	Dump	6,889	4	Good	2022
7	2012 028	2013	Int'l	Dump	6,525	3	Excellent	2023
8	2013 022	2014	Int'l	Dump	5,055	2	Excellent	2024
9	2015 009	2016	Int'l	Dump	New	New	New	2024

PUBLIC WORKS VEHICLES (Continued)

				Mileage	Age in		Anticipated	
Asset Tag	Year	Make	Model	(10-1-2015)	Years	Condition	Replacement Year	
Other Vehicles								
1	2003 005	2003	CAT	Wheel Loader	8,878 hrs	13	Good	2023
2	2003 060	2003	Int'l	Sewer Jet	2,797	13	Good	2018
3	2001 007	2010	Massey	Flail Mower	2,346 hrs	6	Good	2019
4	2014 005	2015	M2106	Elgin Street Sweeper	3,291	1	Excellent	2025
5	2010 027	2010	Toro	Mower 5910	3,753 hrs	6	Good	2016
6	2012 002	2012	JCB	Backhoe 3CX15	993 hrs	4	Good	2022
7	2013 015	2013	CAT	924K Wheel Loader	1,703 hrs	3	Good	2023

PUBLIC WORKS EQUIPMENT

				Age in		Anticipated
VIN Number	Year	Equipment	Years	Condition	Replacement Year	
1	112H8V3277LO73142	2007	20 Ton Trailer	9	Good	As Needed
2	Not Applicable	2013	30 Ton Shop Press	3	Excellent	As Needed
3	HSRA 36"	2001	3 M Sign Machine	15	Good	As Needed
4	209 ABS2	2011	Accubrine Automated Brine Maker	5	Good	As Needed
5	Not Applicable	1993	Aeroway 8' Quickaway Angle Aerator	23	Fair	DNR
6	1020211	2010	Asphalt Planer	6	Good	As Needed
7	550FB0813FS06681	2015	Asphalt Utility Trailer	1	Excellent	As Needed
8	Not Applicable	1993	Asphalt Wacker	23	Fair	As Needed
9	209-28-1491	2009	Bannerman Diamond Master Groomer	7	Good	2016
10	28-1236	1999	Bannerman Infield Renovator	17	Poor	As Needed
11	15-0452-010012093	1993	Bannerman Turf Topper	23	Good	As Needed
12	CAT037CLBNE01989	2008	Caterpillar Backhoe	8	Good	2021
13	5355	1997	Chicago Pneumatic Air Comp.	19	Good	As Needed
14	2M01823	2015	Clousing Drill Press	1	Excellent	As Needed
15	209EG0932-040552	2009	Club Car Utility Vehicle	7	Fair	2016
16	431FS101981000714	2008	Cross Country Roller Trailer	8	Good	As Needed
17	36590	2001	Esab Plasma Cutter	15	Good	As Needed
18	D130874	2014	Gardner Denver Air Compressor	2	Excellent	As Needed
19	12D-GX160	2008	Gorman-Rupp Water 1 Pump 2"	8	Good	As Needed
20	209 13A52-GX390	2008	Gorman-Rupp Water 1 Pump 3"	8	Good	As Needed
21	2058	1992	Groundsmaster Trailer	24	Fair	As Needed
22	4K8AX1213X1A40828	1999	Groundsmaster Trailer	17	Good	As Needed

PUBLIC WORKS EQUIPMENT (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
23	209 DAS-12725G1004	2011	GVM Anti-Icing Unit	5	Good	As Needed
24	209 DAS-13725G1007	2012	GVM Anti-Icing Unit	4	Good	As Needed
25	1H9X151019C122006	2009	Harben Sewer Jet	7	Good	2024
26	209 27231284	2008	Hoffman 1625EM Tire Changer	8	Good	2018
27	209-G84BB012	2008	Hoffman 2400 Tire Balancer	8	Good	2018
28	H1202-71693	2002	Hotsy Gas-Fired Pressure Washer	14	Fair	As Needed
29	0512	2002	John Deere 4x2 Gator	14	Fair	DNR
30	Not Applicable	2000	Jumping Jack Tamper	16	Good	DNR
31	36739	2005	Kubota Tractor	11	Good	2017
32	68850	2007	Kubota RTV Utility #1	9	Good	2016
33	68851	2007	Kubota RTV Utility #2	9	Good	2016
34	209-89681	2008	Kubota RTV900 Utility Vehicle #3	8	Good	2016
35	209-89684	2008	Kubota RTV900 Utility Vehicle #4	8	Good	2016
36	20970915	2012	Kubota Tractor, Model L5240HSTC	4	Good	2022
37	18388	2012	Kubota	4	Excellent	As Needed
38	23201110025018	2004	Lely Broadcast Spreader	12	Good	As Needed
39	2052	2010	Liftmore	6	Excellent	DNR
40	0160	2002	Tital Speedflo Wet Line Painter	14	Fair	DNR
41	2433	1995	Line Painting Trailer	24	Good	As Needed
42	LB285316	2001	Miller Welder	15	Fair	As Needed
43	MA410666H	2011	Miller Welder 275 EFI	5	Good	As Needed
44	CE1311998	2005	Multiguip plate compactor	11	Good	As Needed
45	TN55-1198663	2000	New Holland Tractor	16	Good	2018
46	O72491	2007	Pavement Cutting Trailer	9	Good	As Needed
47	30980	2009	Pro Tech Snow Pusher	7	Good	As Needed
48	JP008F0006	2008	Rotary Electric Lift	8	Good	As Needed
49	Not Applicable	1972	Ryan Renothin	44	Poor	DNR
50	544954C	2011	Ryan Sod Cutter	5	Good	As Needed
51	Serial No. 110	2003	Ryan Turf Aerator	13	Poor	2019
52	SE1823E	2004	Seeda-Vator	12	Good	As Needed
53	3535	2002	Sewer Machine	14	Fair	DNR
54	7251	2001	Swenson Tailgate Conveyor	15	Fair	As Needed
55	209-21302982	2005	Takeuchi Loader	11	Good	2017
56	4687	1996	Takeuchi Trailer	20	Good	As Needed

PUBLIC WORKS EQUIPMENT (Continued)

	VIN Number	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
57	209-F6-4812	2011	Tennsmith Metal Brake	5	Excellent	As Needed
58	1W9R1121OFF341441	2015	Terex 730 Wood Chipper	1	Excellent	2030
59	O81901	2008	Top Brand 6x12 Trailer (Tom's)	8	Good	As Needed
60	250000319	2005	Toro 580-D Mower	11	Fair	DNR
61	313999410	2013	Toro Reelmaster 3100-D	3	Excellent	2017
62	270000482	2007	Toro 3500D Sidewinder	9	Good	2018
63	S270000176	2008	Toro Debris Blower 600	8	Good	As Needed
64	260000507	2007	Toro Field Line Painter 1200	9	Fair	As Needed
65	04021-230001808	2004	Toro Greenmaster Flex 21	12	Good	2018
66	Not Applicable	1994	Toro Greensmaster	22	Fair	As Needed
67	04129-60248	1996	Toro Greensmaster	20	Fair	As Needed
68	200000519	2002	Toro Greensmaster	14	Fair	2018
69	2600003001	2007	Toro Greensmaster 1600	9	Good	2018
70	230000128	2008	Toro Greensmaster 500	8	Good	As Needed
71	312000325	2012	Toro Groundsmaster 3280-D	4	Good	2018
72	312000285	2012	Toro Groundsmaster 3280-D 4WD	4	Good	2019
73	313000183	2013	Toro Groundsmaster 3280-D	3	Good	2019
74	S280000207	2008	Toro Groundsmaster 4500-D	8	Good	2016
75	S290000147	2009	Toro Groundmaster 7210	7	Good	2018
76	290000352	2009	Toro Groundsmaster 3500-D	7	Good	2018
77	S290000455	2009	Toro Grandstand 48" Mower	7	Good	2017
78	270000433	2007	Toro Infield Pro 3040	9	Good	As Needed
79	312000210	2012	Toro Infield Pro 5040	4	Excellent	As Needed
80	S280000106	2008	Toro Pro Core 864	8	Good	As Needed
81	312000101	2012	Toro Procore Processor	4	Excellent	As Needed
82	60100	2001	Toyota Forklift	15	Good	2020
83	135-100-220	2009	Tuff Screen Player Protector	7	Good	As Needed
84	TG525	2004	Vermeer Tub Grinder	12	Good	2018
85	Not Applicable	1987	Vicon Spreader	29	Fair	DNR
86	209-5788322	2008	Wacker Vibratory Roller	8	Good	As Needed
87	209-270-245-419	2009	Weighted Field Tarp	7	Excellent	As Needed

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

POLICE DEPARTMENT VEHICLES

					Mileage	Age in			Anticipated
Asset Tag	Year	Make	Model		(10-1-2015)	Years	Condition		Replacement Year
Patrol Vehicles / Traffic Vehicles									
1	2010 004	2010	Ford	Crown Victoria P.I.	66,200	6	Fair		2016
2	2011 011	2011	Ford	Crown Victoria P.I.	55,500	5	Fair		2016
3	2011 013	2011	Ford	Crown Victoria P.I.	61,200	5	Fair		2017
4	2011 012	2011	Ford	Crown Victoria P.I.	70,000	5	Poor		2016
5	2012 006	2012	Chevy	Caprice Police Ed.	24,700	4	Good		2017
6	2013 025	2014	Ford	Interceptor SDN	25,500	2	Good		2019
7	2014 001	2015	Ford	Interceptor SDN	14,400	1	Excellent		2019
8	2014 006	2015	Chevy	Tahoe	42,500	1	Good		2017
4-Wheel Drive Vehicles									
1	2008 021	2008	Ford	Explorer XLT	123,500	8	Poor		2016
2	2009 025	2009	Ford	Explorer XLT	85,600	7	Poor		2016
3	2012 004	2013	Ford	Explorer XLT	56,400	3	Good		2017
4	2013 026	2014	Ford	Interceptor SUV	33,000	2	Good		2017
5	2013 027	2014	Ford	Interceptor SUV	30,500	2	Good		2018
6	2014 001	2014	Ford	Interceptor SUV	15,700	2	Good		2019
7	2015 004	2015	Ford	Interceptor SDN	1,000	1	Excellent		2020
8	2015 005	2015	Ford	Interceptor SDN	500	1	Excellent		2020
9	2015 006	2016	Ford	Interceptor SUV	1,000	New	New		2020
Other Equipment									
1	2000 013	2001	Ford	E-350 Cargo Van	54,934	15	Poor		2016
2	2001 054	2001	Polaris	Quad #1	N/A	15	Fair		2017
3	2001 049	2001	Polaris	Quad #2	N/A	15	Fair		2018
4	2001 048	2001	Polaris	Quad #3	N/A	15	Fair		2016
5	2001 050	2001	Mustang	Trailer	N/A	15	Fair		TBD

VOLUNTEER FIRE DEPARTMENT VEHICLES

					Mileage	Age in			Anticipated
Vin Number	Year	Make	Model		(10-1-2015)	Years	Condition		Replacement Year
1	2053	1989	Amer LaFrance	Engine	44,054	27	Poor		2017
2	4Z3HAACK85RU02102	2005	Amer LaFrance	Ladder	28,844	11	Good		2025
3	4Z3AAACG02RJ49205	2002	Freightliner	Engine	22,371	14	Poor		2016
4	1AFAAACK68RZ60906	2008	Amer LaFrance	Engine	12,857	8	Good		2023
5	1AFAAACG08RZ44177	2009	Amer LaFrance	Rescue	4,486	7	Excellent		2029
6	3CZWDN9FL9CG233506	2012	Dodge	Rescue	2,640	4	Excellent		2022
7	3C6TR5DT9EG191352	2014	Dodge	2500	3,742	2	Excellent		2023
8	3C6TR5DT6EG141251	2014	Dodge	Pick Up	5,656	2	Excellent		2024
9	1GNSKFKC3GR119008	2016	Chevrolet	Tahoe	229	New	Excellent		2021

ADMINISTRATION VEHICLES

Asset Tag	Year	Make	Model	Mileage (10-1-2015)	Age in Years	Condition	Anticipated Replacement Year
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Passenger Vehicles								
1	2006 046	2006	Ford	Explorer	121,312	10	Poor	Rotation Vehicle
2	2007 070	2007	Ford	Explorer	64,667	9	Good	2017
3	2008 020	2008	Ford	Explorer	79,200	8	Good	2018
4	2011 005	2011	Ford	Escape	31,522	5	Good	Rotation Vehicle
5	2009 030	2009	Ford	Escape XLT	27,400	7	Good	Rotation Vehicle
6	2012 003	2013	Ford	Explorer	26,002	3	Good	2019

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APPENDIX C

BACKGROUND

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STATISTICAL

INFORMATION

HISTORY

The area known as “Upper St. Clair” can trace its origins in recorded history back to the mid-eighteenth century when the first know settler, a Scotsman named John Fife, arrived from Virginia in 1762. At that time, the land was part of Yohogania County, District of West Augusta, Virginia, which was settled in 1784. The area now known as “Upper St. Clair” was placed in Peters Township, Washington County, Pennsylvania. In 1788, Allegheny County was formed from parts of Washington and Westmoreland Counties and was divided into seven townships, one of which was called St. Clair. The Township was divided into two parts, Upper and Lower St. Clair in 1839; the latter is now fully within the Pittsburgh City limits. Two more townships were formed from the original township – Snowden Township in 1845 and Scott Township in 1861. The Borough of Bridgeville was separated in 1902.

The Township derives its name from Arthur St. Clair, a Scotsman, who settled in the Ligonier Valley in 1760. St. Clair had served in the British Army prior to settling in Pennsylvania. In the course of his public life, he served as land agent of the Penns, as a county official in Bedford and Washington Counties, and as a representative for Pennsylvania in the United States Continental Congress, including a year as its President in 1787. He was commander of the army that was defeated by Indians of the Northwest in 1791 and was Governor of the Northwest Territory from 1788 until 1802.

The Township area is approximately 85% developed. Upper St. Clair’s most rapid growth occurred during the 1950’s and 1960’s with its recognition as a most desirable residential community within practical commuting distance to the City of Pittsburgh.

In January 1954, Upper St. Clair was designated a First Class Township of the Commonwealth of Pennsylvania. On January 1, 1976, a Home Rule Charter went into effect officially designating Upper St. Clair a Home Rule Community.

The Township is bordered on the north by the Municipality of Mt. Lebanon and the Township of Scott, on the east by the Municipality of Bethel Park, on the south by Washington County, and on the west by the Townships of Collier, South Fayette and Bridgeville.

MUNICIPAL GOVERNMENT

The Home Rule Charter provides for a Board of seven (7) Township Commissioners, two of whom are elected at large by all the voters of the Township, and one who is elected from each of the five wards in the Township. Each Commissioner serves a term of four (4) years. The Board of Commissioners are the final policy authority of the Township. The Township Manager is appointed by the Board of Commissioners and is the Chief Administrative Officer of the Township, directly responsible and accountable to the Board of Commissioners. The Manager also serves as Secretary and Tax Collector of the Township. The taxes levied by the Township are on the value and transfers of real property within its borders, earned income and net profits of its residents and a tax of \$52 per person employed within the municipality.

MUNICIPAL GOVERNMENT (Continued)

The principal duties and responsibilities of the Township Manager, as prescribed in the Home Rule Charter, include the following: to appoint, suspend or remove all Township employees, except as otherwise provided by law or the Home Rule Charter; direction and supervision of the Finance and Tax Collection office; direction and supervision of all operating departments; preparation of the annual budget and an annual financial report to the Commissioners; the signing of papers, contracts, obligations and documents on behalf of the Township as required by law; preservation of order in the Township and enforcement of its ordinances and regulations; official representation of the Township to other governmental organizations and agencies.

BOARDS OF COMMISSIONERS

The Township is organized into eight departments under the direction of the Township Manager. The departments include Administration, Finance, Information Technology, Public Works, Recreation and Leisure Services, Police, Community Development and Library. Each department is managed by the Director who is supervised by the Township Manager.

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

Civil Service Board	3 Members	3 Year Terms
Library Board	3 Members	3 Year Terms
Planning Commission	7 Members	4 Year Terms
Parks and Recreation Board	7 Members	3 Year Terms
Zoning Hearing Board	3 Members	3 Year Terms
Building and Fire Codes Appeals and Advisory Board	5 Members	3 Year Terms
Municipal Authority	5 Members	5 Year Terms

TRANSPORTATION

The Township is ideally located relative to the major sources of transportation available within the County. This enables the Township and its residents to derive the benefits of easy accessibility. U.S. Route 19 passes through the Township in a north-south direction. Interstate 79, running in a north-south direction, lies approximately 3 miles west of the Township line.

Township residents also enjoy the use of other transportation facilities including airlines, bus, light rail and motor freight. Greater Pittsburgh International Airport is located 10 miles west of the Township and provides passenger service by most major airlines including Air Canada, Allegiant, American Airlines, Delta Air Lines, JetBlue, OneJet, Porter, Southwest, Sun Air Express, and United Airlines. The Port Authority of Allegheny County has bus lines and a light rail line with service to downtown Pittsburgh and the Oakland area of the City. First Transit, Inc. also operates buses through the Township connecting it with the City to the north and the city of Washington, Washington County, to the south. Bus and rail service to other major cities is provided to residents by Greyhound Lines, Inc. and Amtrak. The area's ground freight transportation requirements are serviced by over 250 major freight carriers.

UTILITIES

West Penn Power Company provides electricity to residents and businesses in the Township. Columbia Gas of Pennsylvania and Peoples Natural Gas provide natural gas service. Telephone service is provided by Verizon and Comcast. Water is supplied by PA American Water Company. The Allegheny County Sanitary Authority (ALCOSAN) provides sewage treatment service; however, feeder and trunk lines are the responsibility of the Township.

COMMERCIAL DEVELOPMENTS

The South Hills Village Shopping Center, completed in 1965, is located at the intersection of Route 19 and the Fort Couch Road on 90 acres divided equally between the Township and the Municipality of Bethel Park. This is a two-level air-conditioned shopping mall with facilities for 110 stores, including Macy’s Department Store, Sears Roebuck & Company, Dick’s Sporting Goods, and Target. The parking area accommodates approximately 6,500 cars.

HIGHER EDUCATION

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

LIBRARY & RECREATION

The Township operates and maintains 775 acres of parks, parklets and open space which includes a 3-hole municipal golf course, recreation center, tennis center and nature areas. Two all-weather platform tennis courts and three tennis bubbles are available at the facilities in McLaughlin Run Park. The Township Library contains approximately 85,000 volumes with an estimated annual circulation of 381,000.

HEALTH FACILITIES

St. Clair Memorial Hospital, a 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 2015					
Rank	Principal Employers	Description	Number of Employees	Percentage of Principal Employers	Percentage of Township Wide Employees
1	USC School District	Local Public School	562	30.01%	10.62%
2	Friendship Village	Retirement Community	210	11.21%	3.97%
3	Target Corporation	Retail Department Store	189	10.09%	3.57%
4	USC Township	Municipality	167	8.92%	3.16%
5	OS Restaurant Service Inc.	Restaurant	137	7.31%	2.59%
6	Southwood Psychiatric Hospital	Medical Facility	130	6.94%	2.46%
7	Dick's Sporting Goods	Retail Department Store	127	6.78%	2.40%
8	Port Authority of Allegheny County	Transit Authority	119	6.35%	2.25%
9	St. Clair Country Club	Country Club	113	6.03%	2.13%
10	Sears Roebuck & Co.	Retail Department Store	119	6.35%	2.25%
Total			1,873	100.00%	35.39%
Township Wide Employees			5,293		

Source: Upper St. Clair Local Services Tax Records

TOWNSHIP PRINCIPAL REAL ESTATE TAXPAYERS

PRINCIPAL REAL ESTATE TAXPAYERS YEAR END DECEMBER 31, 2015				
Rank	Principal Real Estate Taxpayers	Estimated Actual Values of Real Property	Percentage of Principal Real Estate Taxpayers	Percentage of Township Wide Assessed Valuation
1	South Hills Village Associates	\$ 89,715,450	48.2%	4.3%
2	Friendship Village of South Hills	38,225,900	20.5%	1.8%
3	Target	11,462,200	6.2%	0.5%
4	Upper St. Clair Senior Living	8,391,200	4.5%	0.4%
5	1800 Washington Road Associates LP	8,209,800	4.4%	0.4%
6	Forty-Two Company LLC	7,595,200	4.1%	0.4%
7	McMurray Road Family Limited PTR	7,424,900	4.0%	0.4%
8	St. Clair Country Club	6,066,000	3.3%	0.3%
9	Painters Plaza Associates	5,018,200	2.7%	0.2%
10	1614 Washington Road	4,172,300	2.2%	0.2%
Total		\$ 186,281,150	100.0%	8.9%
Total Township Taxable Assessed Valuation		\$ 2,094,831,941		

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
2014	19,335	4.2%
2013	19,354	5.5%
2012	19,304	6.8%
2011	19,270	6.5%
2010	19,229	6.8%
2009	18,849	6.8%
2008	18,849	5.4%
2007	18,941	4.1%
2006	19,075	3.8%
2005	19,248	4.3%

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 2004-2014			
Year	Total Earned Income ¹	Per Capita Earned Income ²	Change in Per Capita Income
2014	\$1,026,245,750	\$53,077	0.6%
2013	1,014,372,875	52,764	1.5%
2012	981,043,375	51,966	4.2%
2011	959,134,875	49,880	8.2%
2010	886,050,375	46,079	(6.6%)
2009	949,111,500	49,358	0.1%
2008	929,548,500	49,316	3.1%
2007	901,172,500	47,810	0.7%
2006	899,055,600	47,466	11.1%
2005	814,935,867	42,723	4.8%
2004	784,705,067	40,768	(3.3%)

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 2009-2015							
Function/Program	2015	2014	2013	2012	2011	2010	2009
General Government							
Municipal Bldg Square Footage Occupied	11,000	11,000	11,000	11,000	11,000	11,000	5,000
Staff Vehicles	3	3	3	3	3	3	2
Community Development							
Municipal Bldg Square Footage Occupied	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Inspection Vehicles	2	2	2	2	2	2	3
Public Works							
Municipal Street (miles)	84	84	84	84	84	84	84
Number of Traffic Lighted Intersections	11	11	11	11	11	11	11
Sanitary Sewers (miles)	157	157	157	157	157	157	157
Storm Sewers (miles)	50	50	50	50	50	50	50
Staff Vehicles	4	4	4	4	3	3	4
Inspection Vehicles	2	2	2	2	3	3	3
Utility Trucks and Dump Trucks	26	26	26	26	26	26	25
Public Works Building Square Footage	36,500	36,500	36,500	36,500	36,500	36,500	36,500
Recreation							
Staff Vehicles	1	1	1	1	1	1	1
Number of Parks	11	11	11	11	11	11	11
Acreage of Park Land	733	733	733	733	733	733	733
Recreation Centers	2	2	2	2	2	2	2
Recreation Center Square Footage	96,500	96,500	96,500	96,500	96,500	96,500	96,500
Basketball Courts	12	12	12	12	12	12	12
Tennis Courts	10	10	10	10	10	10	10
Ball Fields	12	12	12	12	12	12	12
Public Safety							
Municipal Bldg Square Footage Occupied	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Police Vehicles	17	17	17	17	17	17	17
Library							
Municipal Bldg Square Footage Occupied	10,000	10,000	10,000	10,000	10,000	10,000	10,000

Source: Upper St. Clair Township

APPENDIX D

GLOSSARY OF TERMS

A

AA+ BOND RATING	A bond credit rating assesses the credit worthiness of the Townships debt issues. According to Standard & Poor's rating, the Township is considered to be a high grade or high quality investment.
ACCESS PA	The Access Pennsylvania Database is a project of the Pennsylvania Department of Education and the Office of Commonwealth Libraries that was started in 1985 as a way to provide a united catalog across the State of Pennsylvania. It was the first and remains the largest statewide united catalog that includes the holdings of all types of libraries.
ACCOUNTING SYSTEM	The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.
ACCRUAL BASIS	Basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.
ALCOSAN	Allegheny County Sanitary Authority (ALCOSAN) provides wastewater treatment services to 83 communities located in Allegheny County, Pennsylvania, including the City of Pittsburgh. ALCOSAN's 56-acre treatment plant is the largest wastewater treatment facility in the Ohio River Valley, processing up to 225 million gallons of wastewater daily. ALCOSAN was created in 1946 under the Pennsylvania Municipal Authorities Act and began treating wastewater in 1959. Secondary (biological) treatment processes were added in 1972.
APPROPRIATION	An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.
ARAD (also RAD)	Allegheny Regional Asset District supports and finances regional assets in the areas of libraries, parks & recreation, cultural, sports and civic facilities.
ARBITRAGE	In government finance, the reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities.
ASSESSED VALUATION	A valuation set upon real estate by the Assessment Office of Allegheny County as a basis for levying property taxes.
ASSETS	Property owned by a government which has a monetary value.

B

BALANCED BUDGET	A budget in which all current expenditures are paid from current revenues and fund balance.
BENCHMARKING	A process of comparing an organization's performance to that of other organizations using objective and subjective criteria.
BOND	A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date[s] along with periodic interest paid at a specified % of the principal [interest rate]). Bonds are typically used for long-term debt.
BUDGET	A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.
BUDGET DOCUMENT	The official written statement prepared by the Township Manager and supporting Staff which presents the Proposed Budget to the Board of Commissioners.
BUDGET MESSAGE	A general discussion of the Proposed Budget presented in writing as a part of the Budget document. The Budget Message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the Township Manager.

C

CAPITAL ASSETS	Assets of significant value and having a useful life of several years. Capital Assets are also called Fixed Assets.
CAPITAL IMPROVEMENT PROGRAM	A plan for Capital Expenditures to be incurred each year over a fixed period of several future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.
CAPITAL OUTLAYS	Expenditures for the acquisition of capital assets.
CAPITAL PROJECTS	Projects in which the Township purchases or constructs capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.
CAPITAL PROJECT FUND	A governmental fund that provides for capital outlays other than those from special assessment and proprietary funds, i.e., Enterprise Funds.
CASH BASIS	The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

COUNCIL OF GOVERNMENTS Council of Governments (COGs) are general or multipurpose organizations. They are established to enable a group of Municipalities to work together on whatever programs are in their mutual interest. The COGs do not run local governments, local governments run the COGs. They are not another form of government, but a tool of government. In their most elementary form COGs can serve as convenient forums for the open exchange of information of regional concern. Through COGs neighboring municipalities can ensure effective communications and avoid actions that might negatively affect each other. Cooperation can save municipalities money when purchasing supplies and services. Communities can offer a wider variety of services to their residents than would otherwise be possible. Intergovernmental cooperation can alleviate duplication, overlap and fragmentation in delivery of community services, while lowering cost to individual communities.

**CHARTIERS VALLEY
DISTRICT FLOOD
CONTROL AUTHORITY**

Concerned environmentalists established the Chartiers Nature Conservancy in 1992 as a private, nonprofit corporation to study, promote, and preserve the Chartiers Creek and its watershed, an area that comprises approximately 277 square miles within Washington and Allegheny Counties. The Conservancy enjoys tax exempt status under § 501 (c) (3) of the Internal Revenue Code, and is duly registered with the Pennsylvania Bureau of Charitable Organizations.

The ultimate endeavor of the Conservancy is to establish a "greenway" along the Chartiers Creek from the point at which the creek crosses from Washington County into Allegheny County to the point at which the creek empties into the Ohio River. Because the Chartiers Creek flows through several heavily populated Pittsburgh area suburbs, the creek itself is an invaluable natural corridor for wildlife migrating between the Ohio River and rural Allegheny and Washington Counties. The Conservancy's formal mission is to protect these undisturbed natural habitats along the banks of the Chartiers Creek.

COMMUNITY DEVELOPMENT This program provides for essential community services including land use control and zoning code enforcement.

**COMMUNITY &
RECREATION CENTER
(C&RC)**

A facility within the Township that provides recreational activities to residents and neighboring communities. Activities and classes are geared for all ages. A variety of physical activities such as swimming, basketball, indoor walking track, weight management, educational classes, etc. are offered.

COMPREHENSIVE PLAN	Comprehensive planning is an attempt to establish guidelines for the future growth of the Township. It should be a comprehensive or all-inclusive approach at addressing the issue of the future growth of the Township. A comprehensive plan is the document that is the final product from the efforts of this process. The document is a ten year plan formally adopted by the Board of Commissioners. The document is then used as a policy guide for decisions about the development of the community
CONSUMER PRICE INDEX	An index of prices maintained by the Department of Labor used to measure the change in the cost of basic goods and services in comparison with a fixed base period.
COST ALLOCATION	An allocation of those general governmental costs that are necessary to the operation of the Township to particular cost centers, functions or programs.
COST CENTER	The smallest unit of budgetary accountability and control. A cost center is made up of a group of related services responsibility for which is assigned to a specific individual or organizational unit.

D

DEBT SERVICE	Payment of interest and repayment of principal to holders of a government's debt instruments.
DEBT SERVICE COSTS	Cash required over a given period for the repayment of interest and debt principal as well as payment of related periodic financing charges.
DEBT SERVICE FUND	A governmental fund that is used to account for the payment of interest and principal on serial bonds and capital notes incurred in connection with all funds except Special Assessment and Enterprise Funds.
DEFICIT	The excess of an entity's liabilities over its assets. (See Fund Balance)
DEPRECIATION	The portion of the cost of the expiration in the service life of a fixed asset which is charged as an expense during a particular accounting period.
DIRECT COSTS	A category of expenditures which includes contractual services, insurance, legal judgments, taxes, abatements, and other similar costs.

E

EARNED INCOME TAX	The earned income tax is a tax levied as a percent of earned income.
EiNETWORK	The Library Electronic Information Network provides registered Allegheny County patrons access to materials in all County libraries.

ENCUMBRANCES

Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of resources are recorded to reserve that portion of the application appropriation, is utilized in the governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures or liabilities because the commitment will be honored during the subsequent year.

ENTERPRISE FUND

A proprietary fund which accounts for operations financed and operated in the government in a manner similar to private business. The cost of providing the goods or services is financed primarily through user charges.

**EQUIPMENT AND CAPITAL
OUTLAY**

A category of expenditures which includes the initial acquisition, replacement or improvement of land, buildings, facilities, machinery, rolling stock, and other fixed assets which are not consumed within one year.

EXPENDITURES

It is an outflow of cash or other valuable assets from the Township to another person or company.

F**FINANCIAL FORECASTING**

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

FRINGE BENEFITS

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

FULL FAITH AND CREDIT

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

FUNCTION

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

FUND

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

FUND ACCOUNTING

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

FUND BALANCE

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

FUND RESERVE

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

G**GAAP**

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

GASB

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

GENERAL FUND

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

GENERAL GOVERNMENT

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

**GENERAL OBLIGATION
BOND**

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

GOVERNMENTAL FUNDS

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

GRANT

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

H**HOME RULE CHARTER**

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

I**INFLATION**

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

INTER-FUND TRANSFER

The transfer of monies from one fund to another.

L**LOCAL OPTION SALES
& USE TAX**

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

LIBRARY SERVICES

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

LOCAL SERVICES TAX

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

LONG -TERM DEBT	Debt payable more than 1 year after date of issue.
LOCAL TAX ENABLING ACT	Law enacted to provide Pennsylvania municipalities and school districts a means of funding their operations by levying certain types of taxes as defined by the Act.

M

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

N

NET COST	The cost of a program, function or cost center after deducting all revenues generated by it which must be supported by the general revenues of the Township. If revenues exceed the costs, it becomes a "net contribution" available to offset costs of other programs, functions or cost centers.
NOMINAL INTEREST RATE	The contractual interest rate appearing on a bond and determining the amount of interest to be paid to a holder.

O

OBJECT OF EXPENDITURE	A uniform classification identifying the transactions of the government by the nature of the goods or services purchased (such as personnel compensation, supplies and materials, and equipment).
OBLIGATIONS	Obligations are binding agreements that result in outlays. Budgetary resources must be available before obligations can be incurred legally.
OPERATING BUDGET	A financial plan that presents proposed expenditures for a given period and estimates of revenue to finance them. Excludes expenditure for capital assets.
ORDINANCE	An authoritative rule or law; a decree.

P

PENNSYLVANIA AMERICAN WATER COMPANY (PAWC)	Pennsylvania American Water Company (PAWC) is the local water company. In Pennsylvania, PAWC serves more than 2 million people, in more than 370 communities, supplying high quality water service. The Pennsylvania Public Utility Commission (PA PUC) and the Pennsylvania Department of Environmental Protection (PA DEP) sets rules and PAWC carefully follows them. Those regulations are what help to ensure everyone is receiving quality water service at a fair price. All changes and increases to service rates are directly related to the cost of providing high quality service and are subjected to a public review process and approval by the PA PUC.
PENNDOT	The Pennsylvania Department of Transportation (PennDOT) is responsible for design, construction and maintenance of 2,167 miles of state highway and 1,772 bridges in the Pittsburgh metro area.

PERCENTAGE (%) OF COSTS COVERED	The percentage of total expenditures that is covered by total revenues.
PERSONAL SERVICES	Amounts paid for compensation of officers and employees of the Township. Personal services consist of gross compensation before deductions for taxes, retirement plans and other fringe benefits.
PA LEAGUE OF CITIES & MUNICIPALITIES (PLCM)	A nonprofit, nonpartisan association established in 1900, the Pennsylvania League of Cities and Municipalities is dedicated to preserving the autonomy of local governments by serving as an advocate for cities and urban municipalities.
PROGRAM	A group of activities (functions and cost centers) directed at attaining specific purposes and objectives.
PROPRIETARY FUNDS	Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.
PUBLIC SAFETY	This program provides the surveillance, prevention and protection system necessary to ensure public safety from dangers which include crime, traffic violations, fire and hazardous conditions, disasters, uncontrolled animals and medical emergencies.
PUBLIC WORKS	This program provides for the collection and disposal of refuse from Township residents, the building and improving of streets and storm sewers of the Township, the monitoring of the sanitary sewer system, the maintenance of parks, forest areas, and all recreational facilities of the Township, and the general upkeep of the buildings and equipment owned by the Township.
PUBLIC UTILITIES TAX	This is a state tax on public utilities which is distributed back to municipalities based on a distribution formula established by the Commonwealth of Pennsylvania.

Q

QUASI-JUDICIAL	Quasi – translates to having a likeness to something; resembling and used in this text Quasi-Judicial relative to the legal issues for civil and/or zoning that are similar but not specific.
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R

RAD	See ARAD.
REAL ESTATE TAX LEVY	The total amount to be raised by general property taxes.
REAL ESTATE TAX RATE	The amount of taxes levied for each \$1,000 of assessed valuation.
REAL ESTATE TRANSFER TAX	This is a 1.0% tax collected for the Township by the County Recorder of Deeds through the sale of deed transfer stamps on the sale price of all property in the Township. The State of Pennsylvania and Upper St. Clair School District tax rates are 1.0% and 0.5%, respectively.
RECREATION AND LEISURE SERVICES	This program encompasses the culture and recreational activities and facilities which are provided by the Township of Upper St. Clair for the participation and enjoyment of all residents.
REVENUE	All amounts of money received by a government from external sources-net of refunds and other correcting transactions-other than from issue debt, liquidation of investments, and as agency and private trust transactions. Note that revenue excludes noncash transactions such as receipt of services, commodities, or other “receipt in kind.”
REVENUE ESTIMATE	A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.
RISK	The uncertainty of loss, chance of loss, or variance of actual from expected results.

S

SALARIES AND WAGES	A category of expenditures which includes the compensation paid to all full-time, part-time, or seasonal employees. This category also includes payments for vacation and sick leave.
SERIAL BONDS	A bond that is retired by annual installments directly from appropriations. Payments are made in installments during each year bonds are outstanding.
SINKING FUND	Fund used to accumulate periodic payments toward redemption of bonds at maturity: Payments on Schedule plus interest will accumulate to par value of the bonds.

SHACOG

The South Hills Area Council of Governments (SHACOG), incorporated in 1973, is a voluntary organization of municipalities located in the South Hills area of Allegheny County. SHACOG's purpose is to meet at regular intervals to discuss and study community challenges of mutual interest and concern and also to develop policy and action recommendations. Members seek, by agreement, solutions to common problems for their collective benefit. In addition, SHACOG can and does undertake, coordinate and administer programs of regional interest that benefit some or all of the member municipal governments. SHACOG encompasses 17 communities and/or townships.

SPECIAL REVENUE FUND

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

SURPLUS

See "Fund Balance."

T**TAX**

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

**THE OUTDOOR CLASSROOM
(FORMERLY REEC)**

The Outdoor Classroom, formerly the Regional Environmental Education Center (REEC), is located within the Township's Boyce Mayview Park area. The Outdoor Classroom holds environmental education programs throughout the year, and has been 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.