TOWNSHIP OF UPPER ST. CLAIR, PA
2022 BUDGET

2021 BOARD OF COMMISSIONERS

Mark D. Christie - President

Daniel R. Paoly - Vice President

Todd D. Burlingame

Pamela L. Enck

Robert W. Orchowski

Ronald J. Pardini

Dante R. Plutko



TOWNSHIP MANAGER

Matthew R. Serakowski

Township of USC Upper St. Clair
FOUNDED 1788

OVERVIEW

1. BUDGET MESSAGE 6
2. BUDGET OVERVIEW 21
FUND STRUCTURE BY BUDGETARY BASIS 22
FUND LISTING 23
REVENUES BY FUND 26
EXPENDITURES/EXPENSES BY FUND 27
TOTAL REVENUES BY REVENUE TYPE 28
TOTAL EXPENDITURES BY PROGRAM 29
FUND BALANCE/NET ASSETS HISTORY 32
TOWNSHIP ORGANIZATIONAL STRUCTURE 34
TOWNSHIP-WIDE GOALS & ACCOMPLISHMENTS 35
BUDGET PROCESS 39

3. LONG-TERM FINANCIAL PLANNING 42
FIVE YEAR BUDGET PROJECTIONS 43
COMPREHENSIVE PLAN 46
CAPITAL PLANNING 54
CAPITAL IMPROVEMENT PROGRAM 57

4. PUBLIC BUDGET PRESENTATION 70

GENERAL FUND

5. GENERAL FUND SUMMARY 78
MAJOR REVENUES 79
MAJOR PROGRAMS 81

6. GENERAL FUND REVENUE 88
REAL ESTATE TAXES 89
EARNED INCOME TAXES 93
OTHER TAXES 98
LICENSES AND PERMITS 102
FEES AND FINES 103
RENTAL INCOME 104
INTEREST INCOME 105
SERVICE AGREEMENTS 106
RECREATION PROGRAM FEES 107
OTHER NON-TAX REVENUE 108

7. GENERAL GOVERNMENT 109
SUMMARY 110
BOARD OF COMMISSIONERS 115
ADMINISTRATION 118
FINANCE OFFICE 121
TAX COLLECTION 124
LEGAL SERVICES 126
INFORMATION TECHNOLOGY 127
CABLE TELEVISION SERVICES 134

GENERAL FUND (Continued)

8. PUBLIC SAFETY 135
SUMMARY 136
POLICE PROTECTION 138
FIRE PROTECTION 151
ANIMAL CONTROL 156

9. COMMUNITY DEVELOPMENT 158
PLANNING AND CODE ENFORCEMENT 159

10. PUBLIC WORKS 169
DEPARTMENT SUMMARY 170
ADMINISTRATION 189
ENGINEERING SERVICES 191
CIVIC ACTIVITIES 192
SNOW & ICE CONTROL 193
STORM SEWER MAINTENANCE 196
TRAFFIC ENGINEERING AND SAFETY 198
STREET MAINTENANCE 200
REFUSE COLLECTION AND DISPOSAL 202
BUILDING MAINTENANCE 203
EQUIPMENT MAINTENANCE 205
GOLF COURSE MAINTENANCE 207
TENNIS COURT MAINTENANCE AND SUPERVISION 208
PARKS MAINTENANCE 210
FORESTRY 212
FORCE WORK PROJECTS 213
OVERHEAD DISTRIBUTION 214

11. RECREATION 215
DEPARTMENT SUMMARY 216
ADMINISTRATION 220
RECREATION PROGRAMS 227

12. LIBRARY 235
LIBRARY ADMINISTRATION 236

13. FRINGE BENEFITS AND INSURANCE 246
DISTRIBUTED OVERHEAD AND FRINGE BENEFITS 247
DISTRIBUTED INSURANCE 250
POST EMPLOYMENT BENEFITS 251

14. DEBT SERVICE 252
DEBT SERVICE 253
DEBT SERVICE SCHEDULES 255

15. OPERATING TRANSFERS 259

OTHER FUNDS

16. SPECIAL REVENUE FUNDS 262
STATE LIQUID FUELS TAX FUND 263
STORM SEWER IMPROVEMENT FUND 264
FIELD IMPROVEMENT FUND 266
LIBRARY RAD FUND 268
BOYCE MAYVIEW PARK RAD FUND 271

17. CAPITAL PROJECTS FUND 274

18. ENTERPRISE FUNDS 279
SANITARY SEWER FUND 280
TOWNSHIP/SCHOOL DISTRICT MAGAZINE FUND 288
BOYCE MAYVIEW COMMUNITY& RECREATION CENTER FUND 290

19. TRI-COMMUNITY SOUTH EMS FUNDS 306
TRI-COMMUNITY SOUTH EMS FUND 307
TRI-COMMUNITY SOUTH EMS CAPITAL RESERVE FUND 312

20. SINKING FUNDS 314

SUPPLEMENTARY INFORMATION

21. BUDGETARY POLICIES 323
CHARTER PROVISIONS CONCERNING ANNUAL BUDGET 323
FINANCIAL MANAGEMENT & BUDGETARY POLICIES 327
ACCOUNTING MEASUREMENT, ACCOUNTING SYSTEMS & BUDGETARY CONTROL 332

22. APPENDIX 336
APPENDIX A – PERSONNEL INFORMATION 336
APPENDIX B – VEHICLE AND EQUIPMENT SCHEDULES 345
APPENDIX C – BACKGROUND & STATISTICAL INFORMATION 352
APPENDIX D – GLOSSARY OF TERMS 359

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

BUDGET STAFF

Mark Romito, *Director of Finance*
Marlene Flatz, *Accounting Manager*
Bonnie Antonelli, *Payroll & Finance Accountant*
Kristen Burch, *Financial Support Specialist*
Mark Mansfield, *Assistant Township Manager*
Prudence Cooper, *Administrative Assistant*

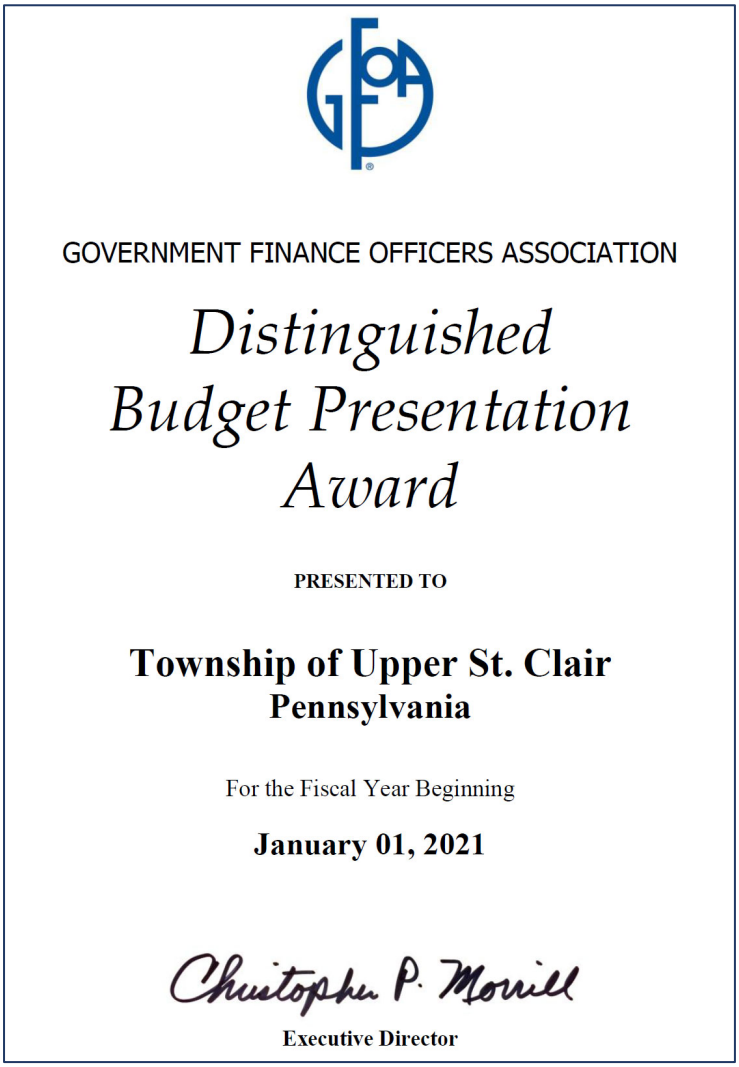
GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Township of Upper St. Clair the GFOA's Distinguished Budget Presentation Award for the 2021 Budget. This was the tenth 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 2022 Adopted Budget for consideration of the GFOA's Distinguished Budget Presentation Award.


GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Township of Upper St. Clair
Pennsylvania

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morrill

Executive Director

The Township of Upper St. Clair

OFFICE OF THE MANAGER

December 6, 2021

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

2022 BUDGET MESSAGE

Dear Members of the Board:

I am pleased to present the 2022 Budget for the Township of Upper St. Clair, which is submitted in accordance with Article IX, Section 902 of the Home Rule Charter. The purpose of this Budget Message is to highlight important aspects of the Budget. A more detailed presentation of each Budget account can be found in the accompanying worksheets.

The 2022 budget process began this past May with a focus on **implementing the many initiatives that have been the subject of much effort over the past few years**. This includes, but is not limited to, a strategic planning study of the Fire Department, a master planning process for the Morton Fields Complex, and a major renovation of the Municipal Building (more detail on each of these can be found later in this budget message). These initiatives share **the common goal of ensuring long-term sustainability** of the Township's service delivery and operations. This goal also aligns with the Township's budget philosophy which emphasizes long-term financial planning.

The budget process has included multiple internal Staff meetings and collaborative discussions, communications with external parties, the Capital Improvements Program review and public hearing, and meetings of the Budget & Finance Committee. Incorporating input from this process, trend analysis, and economic forecasts has resulted in **an increase in the 2022 Budget Operating Expenditures for the General Fund of 2.32%** from the 2021 Budget. The Township is not unlike the many other organizations in the United States who are forced to **continue operating in the challenging environment** brought about by the Federal and State governments' response to Covid-19 which has yielded significant labor and supply-chain issues, concerns about potential laws and regulations, and long-term revenue uncertainty. This budget was developed on the assumption that trends observed through 2021 will continue without significant disruption – either natural or government-mandated – and allows for additional flexibility so that **the Township remains prepared to quickly adjust to unanticipated challenges**.

This Budget recognizes a **continued commitment to strategic planning** to offer a long-term perspective for service delivery and budgeting. This approach promotes responsible budgeting by linking spending requests to broad organizational goals. This Budget also recognizes the need for **long-term financial sustainability**, which positions us to properly respond to emergencies and economic pressures we may encounter in the future.

The 2022 Proposed Budget was presented on October 20, 2021, and the Board conducted a Public Hearing on November 1, 2021. Modifications resulting from the Board's review and the public hearing are incorporated into this Adopted Budget.

BUDGET HIGHLIGHTS

Accomplished in 2021

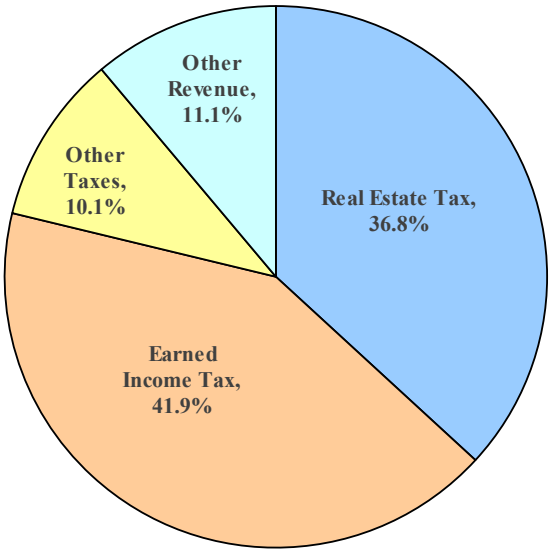
- After several years of planning, assessment, internal and public meetings, the Township finalzed the design for and began construction on the **NextGen Municipal Building renovation project**. The project involves four prime contracts – general construction, HVAC, electricial, and plumbing and fire protection work. The Township received 23 bids, and awarded contracts in September 2021. The four contracts total $7,251,000.
- To aid in funding the NextGen renovation project and several other pending projects, the Township closed on a **$12,335,000 general obligation bond issue** in March 2021. The 20-year bond issue yielded net proceeds of just over $14 million.
- In conjunction with the 2021 bond issue, **S&P Global Ratings once again assigned the Township a long-term rating of AA+**, the second-highest rating available. S&P's report states that the Township was able to maintain this rating despite the effects and uncertainty of COVID-19 because of its "*demonstrated record of consistently achieving stable financial operations and maintaining very strong reserves coupled with limited additional capital needs*".
- In April, the Township commenced a **master plan process for the Morton Fields Complex**. This comprehensive study is gathering user input through a survey and public meetings in order to develop a plan for reinvestment into the 7.5 acre property which currently consists of 3 multi-purpose fields including 2 lighted baseball fields, 2 batting cages, a concession building, shelter, storage building, small playground, and other facilities. A multi-year plan is expected to be finalized in 2022.
- **The Township and the USC Volunteer Fire Department continued the strategic planning study** that kicked off in late-2020 designed to help ensure that Township residents continue to be protected by the high level of fire service that is delivered today. The study was performed by an external consultant who conducted interviews with VFD officers and members, Township appointed and elected officials, and other stakeholders throughout the community. The plan is expected to be finalized in 2022.
- In partnership with the Municipality of Bethel Park and South Park Township, the Township oversaw an **Organizational Analysis of Tri-Community South EMS** (TCS). The process evaluated the existing structure of TCS and developed a plan for the future operation of the organization including the hiring of a full-time Finance Manager and the first ever Chief of EMS.
- The Township **continued its grant funding success**, securing multiple awards. Two grants from the Commonwealth of Pennsylvania will help fund the NextGen project – a $750,000 Keystone Grant and a $250,000 RACP grant. Also, DCNR ($200,000) and RAD ($200,000) awarded grants for the perimeter trail.
- The **Parks & Recreation Department continued to find new and creative ways of offering programming for the community**. For example, although the annual Community Day celebration was unable to be held in 2021, the department instead developed "A Day of Outdoor Play" in May, holding events within various parks and encouraging residents to get outside and re-engage with their neighbors.
- The Government Finance Officers Association of the US & Canada (GFOA) awarded the Township with its 33rd Certificate of Achievement for Excellence in Financial Reporting and 13th consecutive Distinguished Budget Presentation Award. The Township is **one of only 7 municipalities in the entire Commonwealth of Pennsylvania** (out of 2,500+) to receive both awards.
- The Township and Teamsters 205 bargaining teams negotiated terms of a **new labor agreement covering 2022 through 2024**.

New for 2022

- On the heels of finalizing design, establishing funding, and awarding bids, the construction phase of the NextGen Municipal Building renovation project will encompass most of 2022. The project will include significant interior renovations and additions throughout the building, particularly in the Library, Police Department and Community Development Department areas. The renovation will also include a full fire-suppression sprinkler system throughout the entire building, new water service to the building, and plumbing and HVAC system upgrades to many areas. More background on the project can be found on the Township's website at www.twpusc.org/renovation.
- The first of implementing the multi-year master plan of the Morton Fields Complex will begin in 2022. It is expected that the plan will include a significant financial investment in the facility which has been partially addressed through the 2021 bond issue. The 2022 Budget includes estimated funding of $1,000,000 for this initial phase while the five-year Capital Improvements Program (CIP) will project longer term costs.
- The final major phase of Boyce Mayview Park perimeter trail is planned for construction in 2022. This 0.2-mile segment will pick up the current termination point along Morton Road and will extend it to the Morton Fields Complex, connecting the southern portion of the trail with the northern portion. Upon completion, the full trail will be roughly 5 miles long. The 2022 budget includes $1,465,000 for the project. A total of $775,000 in grant funding has been secured for this phase, and several additional grant opportunities are being pursued.
- The 2022 Budget sets the foundation to begin implementing objectives from the multi-year strategic plan for the Fire Department. These objectives are expected to include future department needs, updates to the Township code, and adoption of an apparatus plan that will be incorporated into the Township's CIP.
- The Township and many other municipalities in the region entered into a Phase II Consent Order and Agreement in 2021 with the Allegheny County Health Department related to stormwater inflow in municipal sanitary sewer systems. The agreement establishes responsibilities and target dates through 2026. The Township's responsibilities during 2022 include, but are not limited to, flow monitoring and isolation, data review, and source reduction project identification. The Township will also further review and evaluate proposals for future regionalization including the potential of transferring some assets to ALCOSAN.
- Two of the Township's outstanding general obligation bond issues will become callable during 2022 – the 2017 Series A bonds ($8,665,000 remaining principal) and the 2017 Series B bonds ($8,580,000 remaining principal). The Board of Commissioners has already authorized the refunding of either or both of these bonds if the market yields an appropriate savings opportunity.
- Township Staff will continue adapting operations at the Community & Recreation Center (C&RC) in 2022. The total membership level suffered significantly due to multiple state-mandated shutdowns in 2020, hitting a low point of roughly 2,350 memberships. But the strong effort to rebuild the membership base during 2021 was successful, rebounding to nearly 2,940 memberships by the end of the summer. The 2022 Budget recommends the first C&RC membership rate increase since 2012.
- The 3-year collective bargaining agreement between the Township and the USC Police Association expires at the end of 2022. The parties will meet during the year to negotiate the terms of a new labor agreement.
- The Township continues to dedicate funding to stormwater management efforts, as it has done strongly since 2014. This budget appropriates $650,000 to the Storm Sewer Fund for projects dedicated to improving stormwater management systems and comply with the unfunded Federal mandates tied to Municipal Separate Storm Sewer System (MS4) regulations being faced by all municipalities throughout the United States.

GENERAL FUND REVENUES

Where the Money Comes From



The Township's major operating revenues are earned income tax and real estate 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 grow from $22,190,340 in the 2021 Budget to $23,818,198 in 2022 – an increase of 7.34%. No tax increases are included in the proposed budget. The Township's real estate tax rate is proposed to remain at 3.83 mills and the earned income tax rate is proposed to remain at 0.80%. The General Fund is projected to end the year with an Unassigned Fund Balance of $4,810,776, or 20.2% of budgeted 2022 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, and slightly ahead of the Township's target range of 8-20%. For more information on major funding sources, please refer to the section entitled *"Major Revenue Sources."*

	2021 Budget	2021 Estimate	2022 Budget
Real Estate Tax	$ 8,551,932	$ 8,769,300	$ 8,772,500
Earned Income Tax	9,051,000	9,828,000	9,980,000
Local Services Tax	278,400	294,600	297,500
Real Estate Transfer Tax	1,225,000	1,930,000	1,520,000
Public Utilities Tax	18,350	18,350	18,500
Local Option Sales & Use Tax	514,200	566,270	578,800
Licenses and Permits	137,725	156,445	147,450
Fees and Fines	489,100	480,350	462,500
Rental Income	2,865	2,865	2,950
Investment Earnings	9,000	19,600	12,000
Service Agreements	279,893	276,094	287,280
Other Non-Tax Revenue	1,325,525	1,452,856	1,368,118
Recreation Fees	307,350	352,610	370,600
Total Revenues	**$ 22,190,340**	**$ 24,147,340**	**$ 23,818,198**
Fund Balance	-	-	-
Total Major Revenues	**$ 22,190,340**	**$ 24,147,340**	**$ 23,818,198**

Major Revenue Sources

Revenue Source	Percentage 2022 Budget	Dollar Value Change from 2021 Budget	Percentage Change from 2021 Budget
Real Estate Tax	**36.8%**	**$220,568**	**2.6%**

- The 2021 Real Estate Tax rate is budgeted to remain at 3.83 mills. The October 2021 certified taxable assessment base from Allegheny County is $2,337,921,356. The 2022 Budget projects the assessment base to remain level with a strong collection rate and a normal percentage of bills being paid at discount. This yields a 2.6% revenue increase in relation to the 2021 Budget but is in line with the 2021 estimate.

Earned Income Tax	**41.9%**	**$929,000**	**10.3%**

- Earned Income Tax (EIT) collections returned to growth mode in 2021 after suffering from furloughs, layoffs, and income stagnation during 2020. The 2021 Budget assumes current collections will grow between 2.8% and 3.0% during 2022 while delinquent collections decline. The 10.3% increase in relation to the 2021 Budget is skewed due to much lower EIT expectations in the 2021 budget process.

Real Estate Transfer Tax	**6.4%**	**$295,000**	**24.1%**

- Real Estate Transfer Tax is budgeted to increase 24.1% compared to the 2021 Budget reflecting the expectation that sales prices will remain strong even if volume retracts from the performance in 2021 which is on pace to be at or near a record level for the Township.

Local Services Tax	**1.2%**	**$19,100**	**6.9%**

- Local Services Tax is expected to grow 6.9% compared to the 2021 Budget but is in line with the estimate for 2021 since no significant changes in the total employment numbers within Upper St. Clair are anticipated.

Local Option Sales & Use Tax	**2.4%**	**$64,600**	**12.6%**

- Local Option Sales Tax revenues are generated by an additional 1% sales tax levied within Allegheny County. Twenty-five percent of this revenue goes directly to Allegheny County, another 25% goes to the county's municipalities (including the Township), and the remaining half goes to the Allegheny Regional Asset District (RAD). The Township's direct share of this revenue is budgeted to increase 12.6% from the 2021 budget and 4.5% from the 2021 estimate (less a required Act 180 distribution of roughly $13,000). The Township also benefits from the portion of this tax that comes from RAD for the Township's Library and Boyce Mayview Park. The 2022 Budget includes $203,250 for the Library portion (a 2.0% increase) and $240,000 for the Boyce Mayview portion ($10,000 more than 2020 and 2021). Those can be viewed on the Library RAD Fund and the Boyce Mayview Park RAD Fund pages of this document.

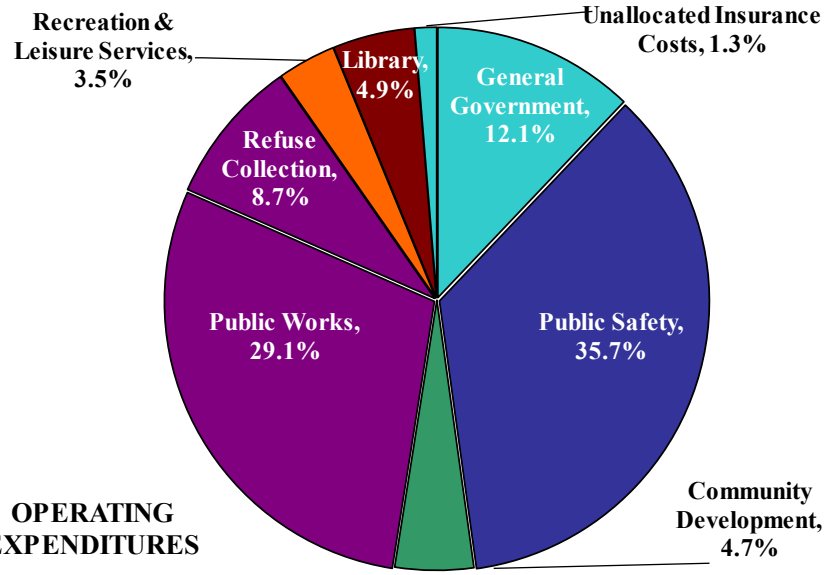
Other Revenue	**11.1%**	**$99,440**	**3.9%**

- Other revenue is budgeted to grow by 3.9% from the 2021 Budget. The most significant change is an additional $63,250 in Recreation fee revenue (20.6%) which reflects an increase in the number of program hours to be offered in 2022.

GENERAL FUND EXPENDITURES

Where the Money Goes by Program

The 2022 projected operating expenditures are budgeted to increase from $17,181,155 in the 2021 budget to $17,580,122. The result is an increase of 398,967, or 2.32%. Aside from last year's Covid-impacted budget, this is the smallest operating increase since 2016. Many factors go into this result, with increases in some areas of the budget being offset by reductions in other areas. Changes by program area are summarized on the next page.



The largest program areas of the Township by expenditure total continue to be Public Works and Public Safety (which includes the Police Department, the Fire Department and Animal Control). These two areas combine to represent 64.8% of the Operating Budget.

The remaining difference of projected revenues over operating expenses of $6,238,076 will be used to fund the 2022 budgeted debt service costs of $1,853,112, and transfers of $4,384,964.

	2021 Budget	2021 Estimate	2022 Budget
General Government	$ 2,075,566	$ 1,959,914	$ 2,127,524
Public Safety	5,966,907	5,993,432	6,268,933
Community Development	822,426	702,060	826,359
Public Works	5,090,235	4,817,119	5,112,211
Refuse Collection	1,502,500	1,494,500	1,525,500
Recreation & Leisure Services	541,554	507,021	622,482
Library	954,645	785,089	865,144
Unallocated Insurance Costs	227,322	223,548	231,969
Operating Expenditures	$ 17,181,155	$ 16,482,683	$ 17,580,122

Major Program Operating Expenditures

Major Program	Percentage 2022 Budget	Dollar Value Change from 2021 Budget	Percentage Change from 2021 Budget
General Government	8.9%	$51,958	2.5%

- General Government appropriations are budgeted at a 2.5% increase compared to 2021. The primary cause of the increase is continued cybersecurity initiatives. This category is otherwise even with 2021.

Public Safety	26.3%	$302,026	5.1%

- Public Safety appropriations are projected to increase by 5.1%. This is the second-largest increase by program area and is primarily due to an increase in Personal Services costs resulting from growth in the contractual police wage rate and the anticipation of potential staffing needs. Non-personnel items increased by roughly $62,000 mostly in the category of police contractual services.

Community Development	3.5%	$3,933	0.5%

- Community Development appropriations are budgeted to grow only slightly from 2021 resulting in an overall increase of 0.5%, or roughly $4,000.

Public Works	21.5%	$21,976	0.4%

- Public Works appropriations are also projected at a slight growth from 2021 by 0.4%, or roughly $22,000. Increases in fuel and utilities costs are offset by reductions in various contractual services.

Refuse Collection	6.4%	$23,000	1.5%

- The $23,000 increase is based on the contract with Waste Management and minimal change in the projected number of units billed.

Recreation & Leisure Services	2.6%	$80,928	14.9%

- Recreation & Leisure Services appropriations represent the largest increase by program area at 14.9%. There are several factors for this. First is an increase in the number of program hours that are planned for 2022 due to the success of certain offerings like Camp St. Clair. Second is the wage pressure being experienced throughout 2021 which impacts the hourly rates needed in order to compete for the high-quality part-time employees who deliver our recreation programs.

Library	3.6%	($89,501)	(9.4%)

- Library appropriations are budgeted to decrease by 9.4% from the 2021 Budget. While dealing with the COVID-related challenges encountered throughout 2020, the Library staff developed creative new ways to deliver service that not only continue to satisfy our patrons but also bring efficiencies that allow for financial savings. Operational adjustments include a reduction of part-time staffing hours for 2022 in comparison to the 2021 Budget.

General Fund Operating Expenditures Summarization

As stated earlier in this Budget Message, overall General Fund operating expenditures are budgeted to increase by 2.32% over the 2021 Budget amounts. Some of the specific budgeted items that contribute to the overall expenditure levels include:

- The Minimum Municipal Obligation (MMO) for the Police defined benefit pension plan decreased by roughly $101,000, to $292,168.
- The MMO for the Public Works defined benefit pension plan decreased by roughly $54,000, to $123,466.
- Workers compensation insurance premium is estimated to decrease by roughly $22,600.
- Health insurance costs are budgeted to increase 5%, or roughly $104,000.
- Hourly wage increases in the police association labor contract are obligated at 2.50%.
- Hourly wage increases in the public works labor contract are being negotiated.
- Full-time non-contractual personnel wage increases are projected at 2.75%.

The 2022 Budget will keep the General Fund's unassigned fund balance at a level which is in line with the Government Finance Officers Association's recommendation as well as the Township's target range of 8-20%, both of which are necessary to support the goal of maintaining the Township's AA+ bond rating.

Major Program Non-Operating Expenditures

Major Program	Percentage 2022 Budget	Dollar Value Change from 2021 Budget	Percentage Change from 2021 Budget
Debt Service Payments	**7.8%**	**($56,653)**	**(3.0%)**

- The Debt Service payment schedules dictate the amounts required to be included in the budget. The 2022 Budget for debt service is reduced by roughly $56,000 from the 2021 Budget. Last year's budget included an estimated figure for new debt which was higher than the required debt service for the 2021 General Obligation Bonds. That difference of $54,150 accounts for most of this year-to-year budgetary change. Other debt service covered by this appropriation is for the 2016 Series A General Obligation Bonds, and the 2017 Series A&B General Obligation Bonds.

Operating Transfers	**18.4%**	**$1,285,544**	**41.5%**

- The 2021 General Fund Budget allocates a $761,754 transfer to the Capital Projects Fund to help finance major capital items, a transfer of $1,900,000 to the Boyce Mayview Park RAD Fund to fund park activities not covered by the RAD Grant, and a transfer of $1,723,210 to the Boyce Mayview C&RC Fund for payment of the debt service originally incurred through the 2008 General Obligation Bonds issued to finance the construction of the C&RC as well as an appropriation for C&RC common area operations. The 2008 bonds have since been replaced with the 2016 Series A bonds.

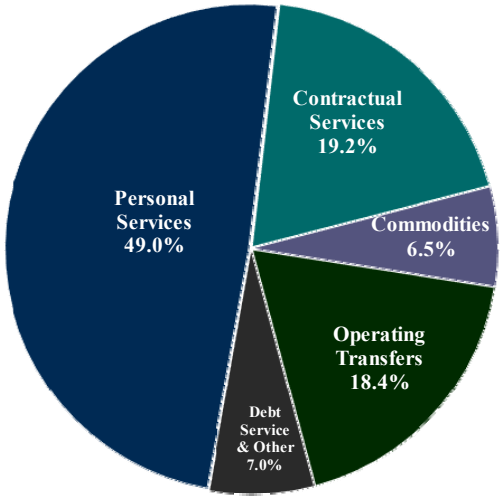
Where the Money Goes by Core Service Type

Core Service	Percentage 2022 Budget	Dollar Value Change from 2021 Budget	Percentage Change from 2021 Budget
Personal Services	**49.0%**	**$285,428**	**2.5%**

The Township has always prided itself on the core services it provides to the residents of Upper St. Clair. The foundation for this is the Township employees, who consistently rise to the challenge of delivering a high level of services within the budgetary guidelines and without compromising quality.

The Personal Services category contains the expenses associated with maintaining a high-quality staff. As is always the case, this category is the largest in the 2022 General Fund Budget, making up 49.0%, or $11,675,163, roughly 60% of which is obligated contractually. This is a $258,427, or 2.5%, increase from the 2021 budgeted amounts.

2022 GENERAL FUND EXPENDITURES BY TYPE



Contractual Services	**19.2%**	**$103,542**	**2.3%**

There are a variety of increases and decreases within the contractual services category for 2022, the most significant of which fall within the IT and Police Department budgets. Overall, this category increases in the 2022 Budget by $103,542, or 2.3%.

Commodities	**6.5%**	**$16,275**	**1.1%**

The Township's commodities expenses are budgeted to increase $16,275 from the 2021 budgeted amounts. Small reductions in a number of accounts such as supplies, and minor equipment help to partially offset increases in other areas such as fuel.

Operating Transfers	**18.4%**	**$1,285,544**	**41.5%**

Operating Transfers account for 18.4%, or $4,384,964 of the 2022 General Fund Budget. This is an increase of $1,285,544 from the 2021 budgeted amounts but slightly less than the 2021 estimate of $4,486,984. For 2022, these transfers represent contributions from the General Fund to the Capital Projects Fund ($761,754), Boyce Mayview RAD Fund ($1,900,000), and C&RC Fund ($533,968 operating, and $1,189,242 debt).

Debt Service & Other	**6.9%**	**($62,931)**	**(3.7%)**

The change in "Debt Service & Other" includes distributed costs to and from other departments, as well as the General Fund portion of the debt repayment schedules that are currently in effect for the 2016 General Obligation Bonds, the 2017 Series A&B General Obligation Bonds, and the 2021 General Obligation Bonds. The 6.9% decrease is based on approved debt service schedules.

Other Expenditure Considerations

- **Staffing Levels and Compensation** – The overall staffing level and salary ranges are reflected in each department's budget and detailed in the Appendix section of the budget document. Compensation levels for the operating budget reflect rates set either by contract, arbitration, or ranges established by the Board of Commissioners and verified via a labor and economic analysis.

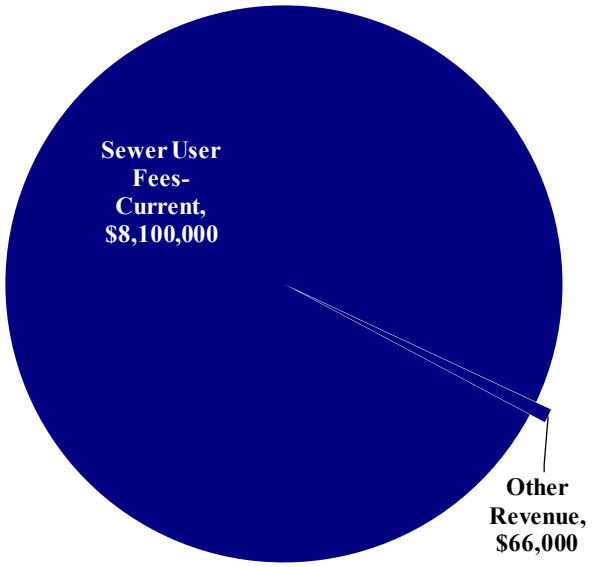
- **Fringe Benefits** – Fringe Benefits have been budgeted at contractually or actuarially established rates in all categories. Medical insurance is budgeted to increase by 5% over 2021. All Township employees are required to contribute to their health insurance premiums in order to help offset the Township's cost.

MAJOR ENTERPRISE FUNDS

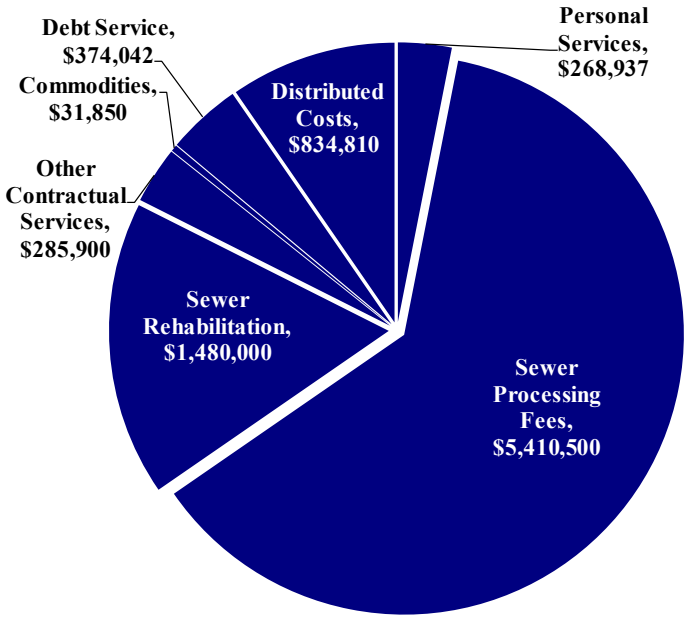
Sanitary Sewer Fund

The 2022 Budget sets the sewer user fee multiplier rate at 1.86. That is a reduction from the previous year's multiplier of 1.93. ALCOSAN announced another 7% increase in its rate for wastewater treatment in 2022. As a result, the Township's costs for wastewater treatment in 2022 are projected at $5,410,500, representing 65% of the fund's operating expenses. Major sewer rehabilitation and source reduction costs are budgeted at $1,480,000. Unrestricted net position at the end of 2022 is projected to be roughly $6,100,000.

Projected Revenues

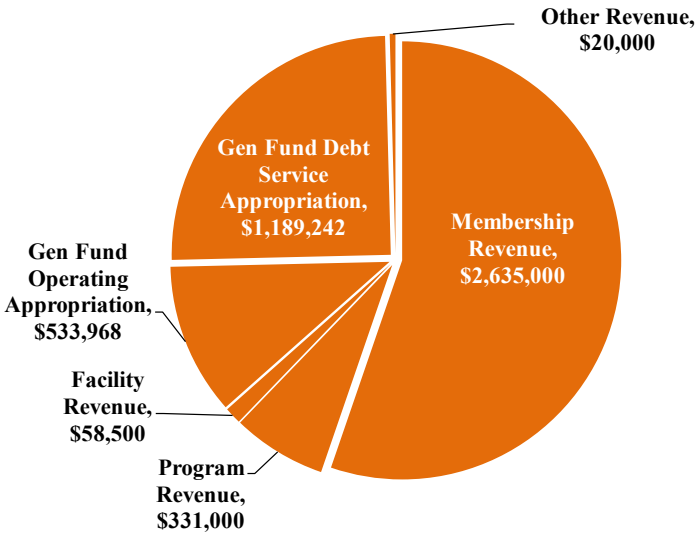


Projected Expenses



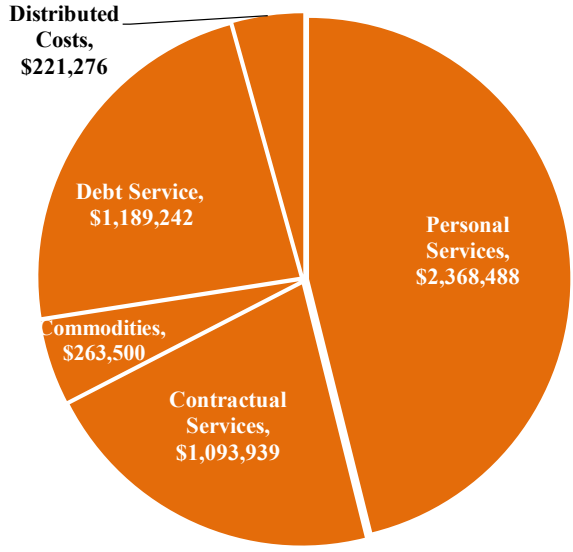
Boyce Mayview Community & Recreation Center (C&RC) Fund

Projected Revenues



- **Membership Revenue**: The 2022 Budget incorporates the first C&RC membership rate increase since 2012. This is necessary to address increasing costs that have accumulated since 2012 and particularly over the past year due to wage pressure, the challenging labor environment, and other economic strains. This budget increases the monthly family rate by $8 and all other monthly rates by $3. This change keeps rates competitive in comparison to other facilities while helping to partially address the increasing operational costs.
- **Daily Admissions:** Operational adjustments made since the state-mandated shutdown in 2020 have resulted in a significant decline in this revenue total for the past two years. For 2022, this revenue is projected at $75,000 which is higher than the 2021 estimate but significantly lower than the $380,000 record level in 2019.
- **Appropriations from the General Fund:** For 2022, the General Fund budget appropriates $1,189,242 for debt service costs associated with the construction of the C&RC building. The General Fund is also budgeted to contribute $533,968 to support the common area operations of the C&RC.
- **Other Revenue:** The most notable "other revenue" areas are fitness programs, aquatics programs, and facility rentals. In total, these revenues are projected to increase only slightly from the 2021 budgeted amounts as each areas continues to adjust and recover from the disruption in 2020.

Projected Expenses



- **Operating Expenses**: Overall operating costs are budgeted 4.2%, or $162,000, higher than in 2021. The primary driver of the increase is the personal services category (wages and benefits) which is expected to grow 4.8% over the prior budget. All other operating expenses combine to decline slightly.
- **Capital Costs:** The routine replacement of fitness equipment will occur as usual in 2022, as will the replacement of technology and aquatics equipment. The 2022 Budget also anticipates the first of two consecutive years with an HVAC unit replacement. The estimated cost for the project is $200,000. No major capital improvements resulting from Facility Assessment Report are planned for 2022.
- **Debt Service**: Debt service payments are budgeted based on the existing debt service schedules. For 2022, the scheduled payments are nearly the same as the 2021 level, dropping slightly 0.09%, or $1,129.

CAPITAL PROJECTS FUND

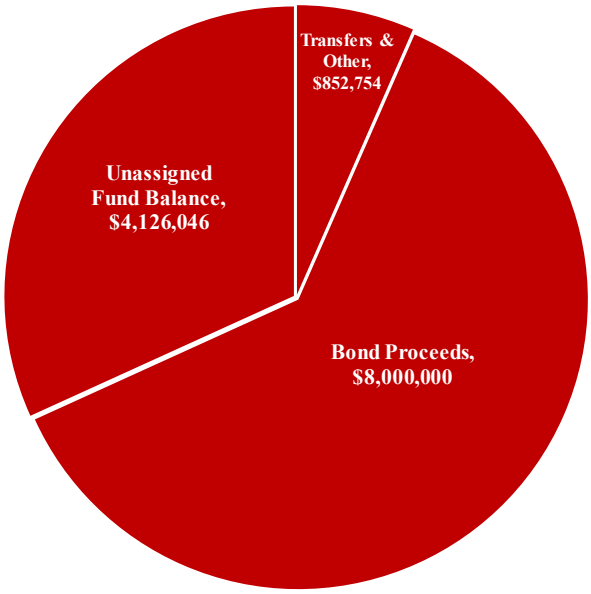
Annual Street Improvement Program

Funding Source	2019 Actual	2020 Actual	2021 Estimate	2022 Budget
State Liquid Fuels Tax Fund	$ 650,000	$ 650,000	$ 600,000	$ 600,000
General/Capital Project Funds	1,312,531	1,171,023	1,200,000	1,300,000
TOTAL	**$ 1,962,531**	**$ 1,821,023**	**$ 1,800,000**	**$ 1,900,000**

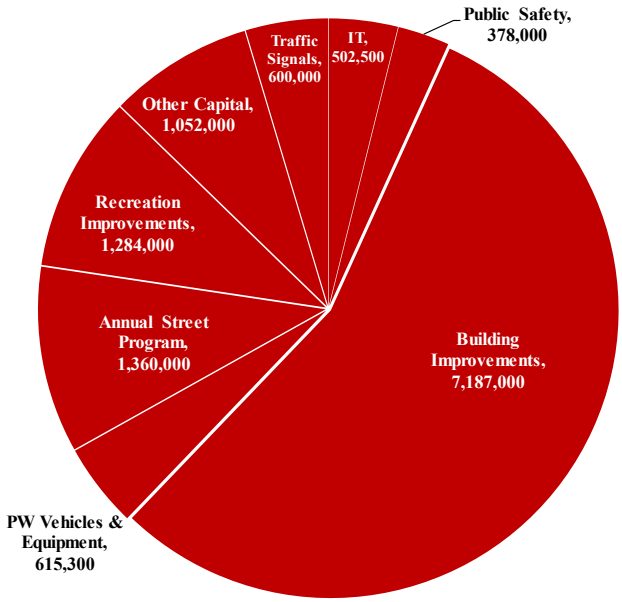
The Township recognizes the benefits of well-maintained streets and remains committed to a regular schedule of street improvements. Approximately $16,265,000 has been spent on this program during the past ten years. The Township receives many favorable comments regarding the condition of Township streets and roadways, and the 2022 Budget once again provides for achieving a high level of service in this program area. The proposed funding amount of $1,900,000 for 2022 is a $100,000 increase over the prior two years' allocations.

Capital Projects Fund

Projected Revenues



Projected Expenditures



Proceeds from the 2021 bond issue will fund several capital projects in the 2022 Budget. The most notable items are the NextGen Municipal Building renovation project and Morton Field Complex upgrades. All other items in the Capital Projects Fund would be funded by a combination of a General Fund transfers and the portion of fund balance which is specifically assigned for Capital Reserve. This is a planned use of reserve funds, which continues the Township's practice of adhering to the 5-year Capital Improvements Program while minimizing the need to issue debt.

MAJOR SPECIAL REVENUE FUNDS

Boyce Mayview Park RAD Fund

Funding Source	2019 Actual	2020 Actual	2021 Estimate	2022 Budget
RAD Funding	$ 350,000	$ 525,000	$ 230,000	$ 515,000
General Fund Appropriation	$ 1,326,801	$ 500,000	$ 515,000	$ 1,900,000

At the recommendation of the Allegheny Regional Asset District (RAD), Staff shows the RAD grant revenues and matching expenditures in this separate, special revenue fund called the Boyce Mayview Park RAD Fund. An appropriation from the General Fund supplements the operating and capital expenditures that are not covered by RAD or other grants within the fund. The General Fund appropriation for 2022 is projected at $1,900,000.

For 2022, RAD funding is estimated at a level of $240,000 to help cover a portion of the Fund's operating expenditures such as personnel costs from the Public Works, Recreation and Police departments, and utility, maintenance, and other costs within the 475-acre Boyce Mayview Park. The Township has also been awarded a capital grant from RAD in the amount of $275,000. The The 2022 capital grant will help support Miracle League playground improvements and the perimeter trail project.

LOOKING FORWARD

This 2022 Budget has been prepared with the continued underlying purpose of managing any future economic situations with a solid and stable financial foundation. In its most recent bond rating report, S&P Global Ratings noted that the Township's "*prudent management practices that maintain tight budgetary controls*" have positioned us to achieve very strong budgetary flexibility and liquidity over the years.

As it typically does every other year, the Board of Commissioners met in January 2020 to set the biannual planning priorities of the Board. Due to the disruptive operational year in 2020, the Board of Commissioners updated their planning priorities to have a one-year focus covering 2021. The next such planning session will take place in early 2022. Township staff is committed to continuing the momentum built in recent years towards the Board's planning priorities. The 2022 Budget allows for the continued implementation of those past priorities while laying the groundwork for future goals and objectives.

In observance of the past planning priorities and an understanding of the current Board's desire, the 2022 Budget provides for the following:

- For the thirteenth straight year, this budget keeps tax rates level. The real estate tax millage rate, currently 3.83, has remained flat since 2010. The Township's Earned Income Tax rate, currently 0.80%, has not changed since 2007. This continues to satisfy the Board's top budgetary priority of holding the line on taxes. The Township is, however, mindful of uncertainties and potential economic pressures that have yet to be identified which may make this goal more challenging in the near future.

- Township Staff continues its efforts to adapt operations at the Community & Recreation Center in response to COVID-19. The total membership level suffered significantly due to multiple state-mandated shutdowns in 2020, hitting a low point of roughly 2,350 memberships. But the strong effort to rebuild the membership base during 2021 was successful, rebounding to nearly 2,940 memberships by the end of the summer. Families continue to represent most C&RC memberships comprising 56% of the total membership mix, with seniors (24%) and adults (11%) in second and third, respectively. This mix is very much in line with prior years. As part of the budget process, a future rate increase plan was developed for implementation in 2022.

- Longer-term initiatives at the C&RC were put on hold in 2020 as the Staff's attention was forced to shift to a new operating environment. Although many of the administrative recommendations of the C&RC Facility Assessment Report from 2018 were incorporated, the larger capital improvements contained in that report have been deferred while staff continues to focus instead on membership and programming.

- The construction phase of the NextGen Municipal Building renovation project will run through most of 2022. The project will include significant interior renovations and additions throughout the building, particularly in the Library, Police Department and Community Development Department areas. The renovation will also include a full fire-suppression sprinkler system throughout the entire building, new water service to the building, and plumbing and HVAC system upgrades to many areas. Prior to this project, the last major physical reconfiguration to the Municipal Building was done as part of "Project 2000", a label coined in the early 1980s when the next several decades of the building's use was being planned. Roughly 40 years later, the NextGen project will address the building's use for decades to come, bringing much needed physical improvements that emphasize a more user-friendly layout, provide operational efficiencies, and enhance the experience of interacting with the Township. More background on the project can be found on the Township's website at www.twpusc.org/renovation.

- The Fire Department study and strategic plan that began in 2021 sets the stage for future fire operations in the Township. Implementation of the multi-year plan will begin in 2022 and is expected to include future department needs, updates to the Township code, and adoption of an apparatus plan that will be incorporated into the Township's five-year Capital Improvement Program. Township Staff will work alongside officers from the USC Volunteer Fire Department to advance the plan's objectives.

- Planned traffic signal improvements continue in 2022. The Township's partnership with PennDOT on a multi-year plan to improve the traffic signals along Rt. 19 throughout Upper St. Clair is expected to conclude in 2022. Staff will also continue working with PennDOT on coordination of their roundabout project at the intersection of McLaughlin Run, McMillan, and Lesnett Roads. PennDOT anticipates the roundabout project will be completed in the fall of 2022.

The 2022 Budget reflects the Township's commitment to provide stability with the known factors affecting the upcoming year. As realized in previous years, particularly in 2018 and 2020, future budget environments are never certain. However, the Board of Commissioners and Staff continuously monitor situations and factors that could have significant impacts on the Township's financial status. Some of these factors are highlighted below. For updated long-term projections, please refer to the five-year budget projections within the budget document.

- The current labor environment has proven challenging both with wage pressure and with the ability to find capable and willing candidates for job openings. This could have a negative impact on future budgets and service delivery.

- The political environment at the Federal and State levels is posing challenges for organizations across the United States. This poses concerns about potential laws and regulations, the impact of inflation on commodity and contractual services costs, long-term revenue uncertainty, and procurement delays from supply-chain issues. Each of these items is capable of causing operational disruption and financial pressures.

- The Township and many other municipalities in the region entered into a Phase II Consent Order and Agreement (COA) in 2021 with the Allegheny County Health Department related to stormwater inflow in municipal sanitary sewer systems. The agreement establishes responsibilities and target dates through 2026. The Township is also evaluating proposals for future sanitary sewer regionalization initiatives including the potential of transferring some assets to ALCOSAN. The potential costs related to the COA, and regionalization efforts are unknown at this point, but are expected to be significant. As such, the Township will need to adjust the rate multiplier in a future year as the timing and scope of construction deem necessary. ALCOSAN's $2 billion Modified Consent Order and Clean Water Plan will also have an impact on rates in the short and long-term. A mid-year rate adjustment is not anticipated.

- Municipalities throughout the United States, including Upper St. Clair Township, remain under a Federal mandate requiring a stormwater management program for reducing pollution impacts from stormwater runoff. This mandate is tied to Municipal Separate Storm Sewer System (MS4) regulations enforced by the Pennsylvania Department of Environmental Protection (PADEP) and the Environmental Protection Agency (EPA). For the 9th consecutive year, the 2022 Budget once again appropriates a significant contribution to the Storm Sewer Fund for projects dedicated to improving stormwater management systems and comply with the unfunded mandate. There is still uncertainty related to the future cost of MS4 compliance. If the costs of such compliance exceed the amount that the Storm Sewer Fund can handle, other funding mechanisms may need to be considered. The potential for this occurring in 2022 is unlikely, but it is a possibility in future years.

CONCLUSION

The 2022 Budget once again provides a financially sustainable spending plan that prepares the Township to adjust to uncertainty and economic pressures. Staff continues to monitor economic conditions so that high quality service levels can be preserved while continuing to operate within the financial means of our tax base.

Although we have been successful in operating through economic pressures, it remains challenging to meet the high service levels our residents deserve and expect. The Township is regularly confronted with the need to minimize expenditures while managing expressed community needs and desires. Staff looks forward to continuing to meet this challenge by addressing the needs and desires identified in the Board of Commissioners' Planning Priorities, the Comprehensive Plan, and annual departmental goals. Staff remains committed to vigorously scrutinizing spending with the objective of remaining financially prepared for the short and long term.

This message is intended only to provide a general overview of the Budget and its near-term progression. Additional detail on planned expenditures is provided on the following pages of this budget 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 2021 Budget for the Township of Upper St. Clair encompasses thirteen separate funds. Using the principles of fund accounting, funds are created by state constitution, state statute, Home Rule charter or local ordinance and are a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts, which include its assets, liabilities, fund equity, revenues and expenditures. This compartmentalization of resources, transactions, and statements is necessary to ensure that specific revenue sources are used to finance the specific activities for which they are intended. Funds can have transactions with other funds within the governmental unit. Funds can be continuous or can be closed out after their special purpose has been served. For a detailed listing of all Township funds, please refer to the following page.

The Township's primary sources of recurring revenue are **Real Estate Tax (15.95%)**, **Earned Income and Net Profits Tax (18.15%)**, **Sewer User Fees (14.78%)** and **C&RC & Recreation Program Revenues (6.17%)**, which combine to account for **55.05%** of the Township's revenues. Additional revenue is derived from other taxes, licenses, permits, fees, fines, rental income, interest, service agreements, grants and other non-tax revenue.

The Township's major program expenditures include **Public Works Functions (16.37%)**, **Public Safety (12.09%)**, **Recreation & Leisure Services, including the C&RC operating and capital costs, (15.71%)**, and **Sanitary Sewer Processing (ALCOSAN Payments) (9.94%)**, which combine to account for **54..11%** of the Township's expenditures. Other major programs include General Government, Community Development, Refuse Collection, Annual Street Improvement Program, and Library. For more information concerning each program, please refer to the corresponding sections of this document.

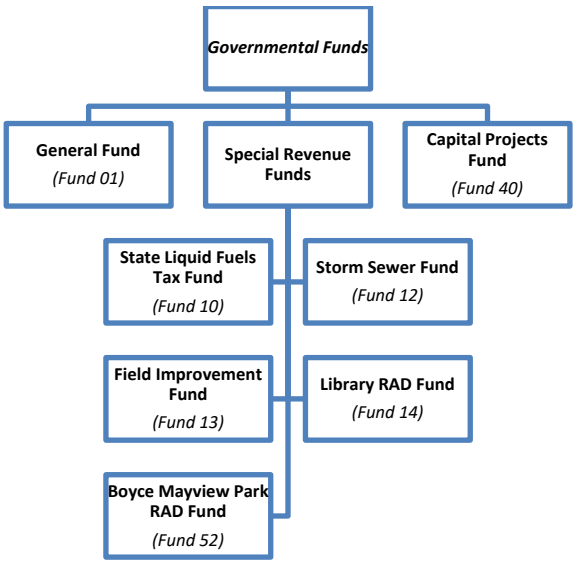
The Township of Upper St. Clair provides its residents with a full range of services. Following is a list of some of those services:

- 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
- Refuse and recycling collection services
- Enforcement of building codes and zoning ordinances
- A wide variety of recreation and leisure offerings for all age groups
- Full-service adult and children's library
- Public access television

BUDGETARY BASIS

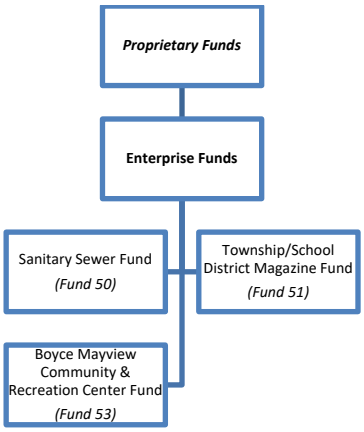
Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget. There are three primary bases for budgeting: Cash Basis, Modified Accrual Basis and Accrual Basis. The Township does not use the Cash Basis for any funds within the Budget.

Modified Accrual Basis of Budgeting



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

Accrual Basis of Budgeting



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

GENERAL FUND

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

SPECIAL REVENUE FUNDS

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

Fund 10 – State Liquid Fuels Tax Fund
State law requires a separate fund for the accounting of Liquid Fuels Tax monies. Revenues for this fund are derived from the State gasoline tax. This fund provides additional resources to finance the annual street program.

Fund 12 – Storm Sewer Improvement Fund
This fund is used to account for storm sewer improvement fees paid by developers and monies expended for storm water management projects. This fund is required by local ordinance.

Fund 13 – Field Improvement Fund
This fund is used to account for the user fees and donations from the Upper St. Clair Athletic Association and the Township appropriations made for the renovation of existing ball fields and building of new ones. This fund is required by local ordinance.

Fund 14 – Library Regional Asset District (RAD) Fund
This fund is used to account for all revenues received from the Regional Asset District that have been allocated to the Township to maintain and improve the Municipal Library. This fund is required by local ordinance.

Fund 52 – Boyce Mayview Park RAD Fund
This fund is used to account for all revenues received from the Regional Asset District that have been allocated to the Township to maintain and improve Boyce Mayview Regional Park. This fund is required by local ordinance.

CAPITAL PROJECTS FUNDS

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

Fund 40 – Capital Projects Fund
This fund is used to account for the acquisition or construction of capital equipment and other projects. The primary funding source for these projects is an annual operating transfer from the General Fund. This fund is required by local ordinance.

ENTERPRISE FUNDS

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

Fund 50 – Sanitary Sewer Fund
This enterprise fund is used to account for all revenues and expenditures associated with operation of the Township's sanitary sewer system. Both routine Sewer Maintenance and Corrective Action Plan expenses are accounted for in this fund. This fund is required by local ordinance.

Fund 51 – Township/School District Magazine Fund
This enterprise fund is used to account for all revenues and expenditures associated with operation of the Township's Magazine publication. The magazine is published four times a year, and the revenues generated from advertising fees cover all costs of publication. This fund is required by local ordinance.

Fund 53 – Boyce Mayview Community & Recreation Center Fund
This enterprise fund is used to account for all revenues and expenditures for the operation of the Township's Community Recreation Center (C&RC) located in Boyce Mayview Regional Park. Debt service payments for the construction of the C&RC are accounted for in this fund. This fund is required by local ordinance.

TRI-COMMUNITY SOUTH EMERGENCY MEDICAL SERVICES FUNDS

Fund 90 – Tri-Community South Emergency Medical Services Fund
This fund is jointly operated by the Township of Upper St. Clair, the Township of South Park and the Municipality of Bethel Park. Over 85% of the fund's operating revenues are derived from annual subscriptions and payments for medical services. This fund is required by local ordinance.

Fund 91 – Tri-Community South Emergency Medical Services 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 is funded by an annual allocation from the Tri-Community South Emergency Medical Services Fund. This fund is required by local ordinance.

SINKING FUND

State law requires sinking funds for the repayment of principal and interest of local debt. Funds must be transferred from the General Fund to the Sinking Fund, which makes the payments to the debt holder. Presently, the Township operates sinking funds for the following debt obligations: 2016 General Obligation Bonds, 2017 General Obligation Bonds Series A, 2017 General Obligation Bonds Series B, and 2021 General Obligation Bonds.

DEPARTMENT / FUND RELATIONSHIPS

The following matrix illustrates the relationships between the Township's functional units and each fund:

		General Government	Public Safety	Community Development	Public Works	Recreation	Library	Tri-Community South EMS
Fund 01	**General Fund**	X	X	X	X	X	X	
Fund 10	**State Liquid Fuels Tax Fund**				X			
Fund 12	**Storm Sewer Improvement Fund**				X			
Fund 13	**Field Improvement Fund**				X	X		
Fund 14	**Library RAD Fund**						X	
Fund 52	**Boyce Mayview Park RAD Fund**	X	X		X	X		
Fund 40	**Capital Projects Fund**	X	X	X	X	X	X	
Fund 50	**Sanitary Sewer Fund**	X			X			
Fund 51	**Township/School District Magazine Fund**	X						
Fund 53	**Boyce Mayview Community & Recreation**					X		
Fund 90	**Tri-Community South EMS Fund**							X
Fund 91	**Tri-Community South EMS Capital Reserve**							X

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

2022 OVERALL BUDGET SUMMARY
REVENUES BY FUND

Revenue Category	General Fund	Liquid Fuels	Storm Sewer	Field Improv.	Library RAD	Boyce Mayview RAD	Capital Projects	Sanitary Sewer	Twp/SD Magazine	Comm & Rec Center	C&RC Capital	Total	% of Total
Real Estate Taxes	$ 8,772,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 8,772,500**	**15.95%**
Earned Income Taxes	9,980,000	-	-	-	-	-	-	-	-	-	-	**9,980,000**	**18.15%**
Other Taxes	2,414,800	-	-	-	-	-	-	-	-	-	-	**2,414,800**	**4.39%**
Sewer User Fees	-	-	-	-	-	-	-	8,128,000	-	-	-	**8,128,000**	**14.78%**
Licenses & Permits	147,450	-	-	-	-	-	-	-	-	-	-	**147,450**	**0.27%**
Fees & Fines	462,500	-	-	24,000	-	-	-	20,000	142,050	-	-	**648,550**	**1.18%**
Interest & Rent	14,950	50	-	-	-	-	36,500	18,000	-	20,000	-	**89,500**	**0.16%**
Service Agreements	287,280	-	-	-	-	-	4,500	-	-	-	-	**291,780**	**0.53%**
Recreation Fees	370,600	-	-	-	-	-	-	-	-	3,024,500	-	**3,395,100**	**6.17%**
Grant Revenue	784,718	597,156	-	-	203,250	790,000	1,000,000	-	-	-	-	**3,375,124**	**6.14%**
Non-Tax Revenue	583,400	-	-	-	-	-	50,000	-	-	-	155,000	**788,400**	**1.43%**
Fund Balance	-	2,794	-	-	-	-	11,026,046	520,039	7,350	-	243,050	**11,799,279**	**21.46%**
Operating Transfers	-	-	750,000	30,000	-	1,900,000	761,754	-	-	533,968	-	**3,975,722**	**7.23%**
Non-Operating Transfers	-	-	-	-	-	-	-	-	-	1,189,242	-	**1,189,242**	**2.16%**
Totals	**$ 23,818,198**	**$ 600,000**	**$ 750,000**	**$ 54,000**	**$ 203,250**	**$ 2,690,000**	**$ 12,878,800**	**$ 8,686,039**	**$ 149,400**	**$ 4,767,710**	**$ 398,050**	**$ 54,995,447**	**100.00%**

2022 OVERALL BUDGET SUMMARY
EXPENDITURES/EXPENSES BY FUND

Expenditure Category	General Fund	Liquid Fuels	Storm Sewer	Field Improv.	Library RAD	Boyce Mayview RAD	Capital Projects	Sanitary Sewer	Twp/SD Magazine	Comm & Rec Center	C&RC Capital	Total	% of Total
General Government	$ 2,359,493	$ -	$ -	$ -	$ -	$ -	$ 7,402,500	$ -	$ 149,400	$ -	$ -	**$ 9,911,393**	**18.02%**
Public Safety	6,268,933	-	-	-	-	-	378,000	-	-	-	-	**6,646,933**	**12.09%**
Comm. Development	826,359	-	-	-	-	-	15,000	-	-	-	-	**841,359**	**1.53%**
Public Works	5,112,211	-	750,000	30,000	-	-	1,689,300	1,421,497	-	-	-	**9,003,008**	**16.37%**
ALCOSAN Payments	-	-	-	-	-	-	-	5,410,500	-	-	-	**5,410,500**	**9.84%**
Corrective Action	-	-	-	-	-	-	-	1,480,000	-	-	-	**1,480,000**	**2.69%**
Refuse Collection	1,525,500	-	-	-	-	-	-	-	-	-	-	**1,525,500**	**2.77%**
Annual Street Program	-	600,000	-	-	-	-	1,360,000	-	-	-	-	**1,960,000**	**3.56%**
Recreation	622,482	-	-	-	-	2,424,403	1,254,000	-	-	3,942,203	398,050	**8,641,138**	**15.71%**
Library	865,144	-	-	-	203,250	-	-	-	-	-	-	**1,068,394**	**1.94%**
Debt Service	1,853,112	-	-	-	-	-	-	374,042	-	619,766	-	**2,846,920**	**5.18%**
Operating Transfers	4,384,964	-	-	-	-	-	780,000	-	-	-	-	**5,164,964**	**9.39%**
Fund Balance	-	-	-	24,000	-	265,597	-	-	-	205,741	-	**495,338**	**0.90%**
Totals	**$ 23,818,198**	**$ 600,000**	**$ 750,000**	**$ 54,000**	**$ 203,250**	**$ 2,690,000**	**$ 12,878,800**	**$ 8,686,039**	**$ 149,400**	**$ 4,767,710**	**$ 398,050**	**$ 54,995,447**	**100.00%**

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Township Taxes					
Real Estate Taxes	$ 8,650,007	$ 8,853,274	$ 8,551,932	$ 8,769,300	$ 8,772,500
Earned Income Taxes	9,608,726	9,498,413	9,051,000	9,828,000	9,980,000
Other Taxes	2,260,006	2,790,955	2,035,950	2,809,220	2,414,800
Total Township Taxes	**20,518,739**	**21,142,642**	**19,638,882**	**21,406,520**	**21,167,300**
Township Fees					
Sewer User Fees	7,513,108	8,279,610	7,841,500	7,930,315	8,128,000
Recreation Fees	3,952,090	2,019,926	3,448,350	2,906,110	3,395,100
Magazine Advertising Fees	154,536	150,404	150,100	146,301	142,050
Licenses & Permits	133,069	156,928	137,725	156,445	147,450
Fees & Fines	608,569	643,230	533,775	524,350	506,500
Total Township Fees	**12,361,372**	**11,250,098**	**12,111,450**	**11,663,521**	**12,319,100**
Township Grant Revenue					
State Pension Grant	713,819	691,859	674,516	676,185	662,528
Library State Grant	64,059	69,940	38,759	69,940	69,940
State Liquid Fuels Tax Allocation	669,365	651,629	589,643	605,987	597,156
Library RAD Grant	231,429	225,988	209,720	199,236	203,250
Boyce Mayview Park RAD Grant	350,000	525,000	230,000	230,000	515,000
Other Grants	830,589	173,364	57,500	61,146	1,327,250
Total Township Grant Revenue	**2,859,261**	**2,337,780**	**1,800,138**	**1,842,494**	**3,375,124**
Township Non-Tax Revenue					
Interest & Rent	716,453	234,731	61,590	126,934	89,500
Service Agreements	275,264	293,235	284,793	280,594	291,780
Other Revenue	1,126,996	1,474,181	719,750	1,049,585	788,400
Total Township Non-Tax Revenue	**2,118,713**	**2,002,147**	**1,066,133**	**1,457,113**	**1,169,680**
Township Transfers					
Transfers from Bond Proceeds	-	-	5,500,000	14,177,895	-
Transfers from Other Funds	7,417,737	7,742,775	3,629,420	6,416,984	5,164,964
Total Township Transfers	**7,417,737**	**7,742,775**	**9,129,420**	**20,594,879**	**5,164,964**
Township Fund Balance					
Transfers from Fund Balance	484,168	1,610,065	4,920,959	203,219	11,799,279
Total Township Fund Balance	**484,168**	**1,610,065**	**4,920,959**	**203,219**	**11,799,279**
Total Township Revenue	**$ 45,759,990**	**$ 46,085,507**	**$ 48,666,982**	**$ 57,167,746**	**$ 54,995,447**

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
General Government Expenditures					
Personal Services	$ 1,572,500	$ 1,734,505	$ 1,816,616	$ 1,724,465	$ 1,852,534
Contractual Services	1,004,125	933,232	1,077,450	998,541	1,120,025
Commodities	27,926	31,810	41,000	38,686	39,925
Distributed Costs	(415,274)	(412,222)	(474,178)	(428,944)	(503,591)
Capital Projects	555,141	328,367	5,929,500	2,429,500	7,402,500
Total General Government Expenditures	**$ 2,744,418**	**$ 2,615,692**	**$ 8,390,388**	**$ 4,762,248**	**$ 9,911,393**

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

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Public Safety Expenditures					
Personal Services	$ 4,812,207	$ 5,140,177	$ 5,197,903	$ 5,271,046	$ 5,437,447
Contractual Services	414,559	417,081	524,448	497,739	557,654
Commodities	64,431	68,618	85,450	81,942	80,850
Distributed Costs	122,627	123,847	159,106	142,705	192,982
Capital Projects	228,444	245,700	299,500	307,876	378,000
Total Public Safety Expenditures	**$ 5,642,268**	**$ 5,995,423**	**$ 6,266,407**	**$ 6,301,308**	**$ 6,646,933**

Fund(s): General Fund, Capital Projects Fund

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Comm. Development Expenditures					
Personal Services	$ 555,692	$ 588,779	$ 675,034	$ 571,070	$ 675,636
Contractual Services	43,234	17,227	84,781	75,250	85,116
Commodities	8,255	4,660	9,500	7,500	9,500
Distributed Costs	55,361	56,713	53,111	48,240	56,107
Capital Projects	10,921	5,850	10,000	24,750	15,000
Total Comm. Development Expenditures	**$ 673,463**	**$ 673,229**	**$ 832,426**	**$ 726,810**	**$ 841,359**

Fund(s): General Fund, Capital Projects Fund

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Public Works Expenditures					
Personal Services	$ 2,904,590	$ 2,897,214	$ 3,071,993	$ 3,122,293	$ 3,108,458
Contractual Services	1,240,690	1,061,535	1,705,012	1,505,917	1,658,524
Commodities	909,011	772,752	1,235,450	1,044,225	1,248,550
Distributed Costs	780,433	805,409	795,522	735,473	768,176
Refuse Collection	1,468,053	1,452,388	1,502,500	1,494,500	1,525,500
ALCOSAN Payments	4,069,562	4,724,645	4,708,400	5,056,500	5,410,500
Capital Projects	4,381,831	3,170,897	4,613,000	3,830,606	5,659,300
Total Public Works Expenditures	**$ 15,754,170**	**$ 14,884,840**	**$ 17,631,877**	**$ 16,789,514**	**$ 19,379,008**

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

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Recreation Expenditures					
Personal Services	$ 2,932,101	$ 2,348,698	$ 3,023,996	$ 2,847,123	$ 3,212,628
Contractual Services	1,237,909	931,128	1,506,123	1,326,916	1,452,650
Commodities	409,561	192,288	405,325	353,175	415,250
Distributed Costs	350,229	366,288	361,597	381,311	398,560
Capital Projects	795,317	2,273,917	2,099,550	1,826,550	3,162,050
Total Recreation Expenditures	**$ 5,725,117**	**$ 6,112,319**	**$ 7,396,591**	**$ 6,735,075**	**$ 8,641,138**

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

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Library Expenditures					
Personal Services	$ 960,545	$ 704,291	$ 929,823	$ 789,540	$ 835,828
Contractual Services	22,502	19,372	34,300	31,740	35,200
Commodities	149,511	91,182	165,600	131,830	160,600
Distributed Costs	29,692	30,537	34,642	31,215	36,766
Capital Projects	-	19,700	-	-	-
Total Library Expenditures	**$ 1,162,250**	**$ 865,082**	**$ 1,164,365**	**$ 984,325**	**$ 1,068,394**

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

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Debt Service Expenditures					
Contractual Services	$ 2,483,137	$ 2,418,108	$ 2,934,993	$ 2,697,901	$ 2,846,920
Total Debt Service Expenditures	**$ 2,483,137**	**$ 2,418,108**	**$ 2,934,993**	**$ 2,697,901**	**$ 2,846,920**

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

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Operating Transfers Expenditures					
Contractual Services	$ 6,773,282	$ 7,742,775	$ 3,629,420	$ 6,416,984	$ 5,164,964
Transfers to Fund Balance	4,322,146	4,778,039	415,515	11,753,581	495,338
Total Operating Transfers Expenditures	**$ 11,095,428**	**$ 12,520,814**	**$ 4,044,935**	**$ 18,170,565**	**$ 5,660,302**

Fund(s): All Township Funds

Total Township Expenditures	**$ 45,280,251**	**$ 46,085,507**	**$ 48,661,982**	**$ 57,167,746**	**$ 54,995,447**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

TOWNSHIP MAJOR FUNDS – CHANGES IN FUND BALANCE OR NET ASSETS

GENERAL FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Fund Balance	$ 4,108,800	$ 4,557,922	$ 4,972,953	$ 4,972,953	$ 5,072,953
Total Revenues	23,512,514	24,052,162	22,190,340	24,147,340	23,818,198
Total Expenditures & Non-Spendables	(23,063,392)	(23,637,131)	(22,190,340)	(24,047,340)	(23,818,198)
Ending Fund Balance	**$ 4,557,922**	**$ 4,972,953**	**$ 4,972,953**	**$ 5,072,953**	**$ 5,072,953**

Analysis: Fund Balance is projected to remain level with the 2021 estimate, and roughly $100,000 higher than in 2020.
Discussion: The 2022 budget maintains an unassigned fund balance of 20% of budgeted General Fund revenues.

CAPITAL PROJECTS FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Total Fund Balance	$ 7,690,882	$ 7,815,729	$ 10,573,018	$ 10,573,018	$ 22,095,734
Revenue	4,526,345	5,576,129	6,408,006	18,197,448	1,852,754
Bond-Related Expenditures	-	-	(5,500,000)	(2,000,000)	(7,975,000)
Other Expenditures	(4,401,498)	(2,818,840)	(5,283,000)	(4,674,732)	(4,903,800)
Ending Assigned Fund Balance (Bonds)	-	-	-	12,177,895	4,202,895
Ending Unassigned Fund Balance	7,815,729	10,573,018	6,198,024	9,917,839	6,866,793
Ending Total Fund Balance	**$ 7,815,729**	**$ 10,573,018**	**$ 6,198,024**	**$ 22,095,734**	**$ 11,069,688**

Analysis: Fund Balance is projected to decrease $7,975,000 (assigned) and $3,051,046 (unassigned) from the 2021 estimate.
Discussion: The use of the Assigned Fund Balance is tied to the use of 2021 bond proceeds for the NextGen renovation project. The use of Unassigned Fund Balance has been planned in recent years in order to assist with required matches resulting from grant funding for major projects, and to fund projects using existing resources to minimize the need for debt.

SANITARY SEWER FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Net Position	$ 5,652,223	$ 6,859,305	$ 8,051,332	$ 8,051,332	$ 8,087,283
Operating Revenue	7,528,108	8,389,610	7,861,500	7,950,315	8,148,000
Operating Expenses	(6,050,894)	(6,846,566)	(7,801,142)	(7,552,289)	(8,311,997)
Operating Income (Loss)	**1,477,214**	**1,543,044**	**60,358**	**398,026**	**(163,997)**
Non-Operating Revenue	152,532	57,713	18,750	27,000	18,000
Non-Operating Expenses	(422,664)	(408,730)	(389,075)	(389,075)	(374,042)
Total Non-Operating Revenues (Expenses)	**(270,132)**	**(351,017)**	**(370,325)**	**(362,075)**	**(356,042)**
Change in Net Position	**1,207,082**	**1,192,027**	**(309,967)**	**35,951**	**(520,039)**
Ending Net Position	**6,859,305**	**8,051,332**	**7,741,365**	**8,087,283**	**7,567,244**
Less: Net Investment in Capital Assets	(898,138)	(990,296)	(2,070,000)	(1,350,000)	(1,425,000)
Ending Unrestricted Net Position	**$ 5,961,167**	**$ 7,061,036**	**$ 5,671,365**	**$ 6,737,283**	**$ 6,142,244**

Analysis: Net Position is projected to decrease $595,039 from the 2021 estimate.
Discussion: The reduction in Net Position is intentional to help limit the increase in sanitary sewer fees charged in 2022. Costs beyond next year may result in a larger decrease in Net Position as regulatory requirements continue to burden this fund.

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

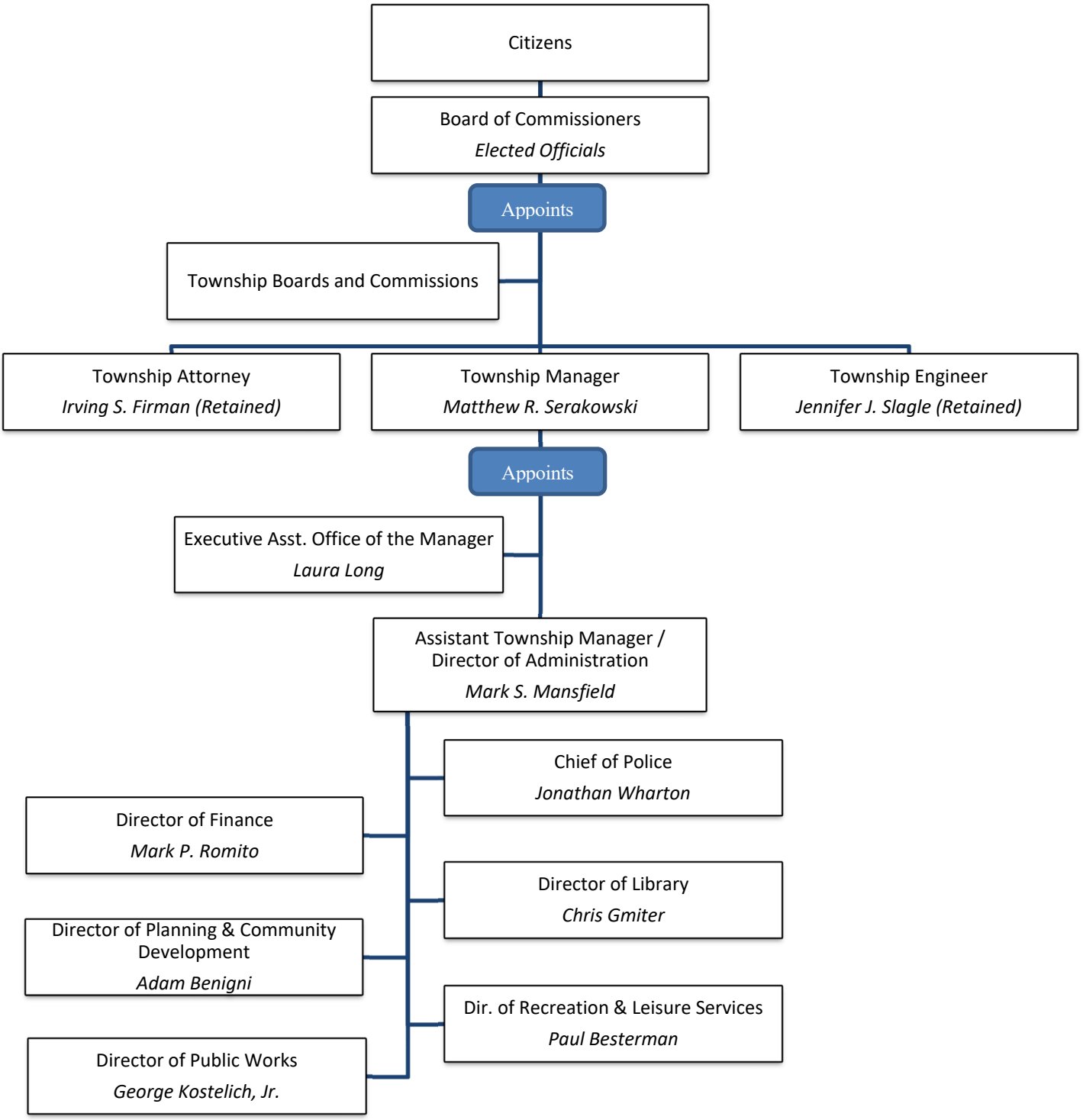
C&RC FUND	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Net Position	$ 9,612,182	$ 10,089,421	$ 10,089,421	$ 9,481,817	$ 8,893,257
Operating Revenue	4,094,349	2,209,171	3,664,443	3,022,760	3,558,468
Operating Expenses	(3,641,088)	(2,800,003)	(3,845,921)	(3,547,820)	(3,942,203)
Operating Income (Loss)	**453,261**	**(590,832)**	**(181,478)**	**(525,060)**	**(383,735)**
Non-Operating Revenue	1,389,122	1,280,137	1,207,871	1,215,871	1,209,242
Non-Operating Expenses	(716,926)	(648,691)	(636,153)	(631,153)	(619,766)
Total Non-Operating Revenues (Expenses)	**672,196**	**631,446**	**571,718**	**584,718**	**589,476**
Change in Net Position	**1,125,457**	**40,614**	**390,240**	**59,658**	**205,741**
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Position	10,089,421	9,481,817	9,831,443	8,893,257	8,450,780
Less: Net Investment in Capital Assets	(2,258,339)	(2,632,327)	(2,675,877)	(2,667,877)	(2,910,927)
Ending Unrestricted Net Position	**$ 7,831,082**	**$ 6,849,490**	**$ 7,155,566**	**$ 6,225,380**	**$ 5,539,853**

Analysis: Ending Net Position is projected to decrease $685,527 from the 2021 estimate.
Discussion: The residual impact of the COVID-related state mandate in 2020 that temporarily closed recreational facilities continued to burden the C&RC Fund through 2021 after experiencing its first ever operating deficit in 2020. Wage pressure, the challenging labor environment, and other economic challenges have added additional strain on the Fund for 2022. In response to this, membership rates will be increased in the 2nd quarter of 2022. That will help to partially address the increasing operational costs. Growth of the membership base will aid in reducing the change in Net Position.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

TOWNSHIP ORGANIZATIONAL STRUCTURE

The authorized personnel responsible for programs and services for the Township of Upper St. Clair for 2022 are as follows:



Note: Fire protection services are provided by the Upper St. Clair Volunteer Fire Department. Emergency Medical Services are provided by Tri-Community South EMS.

BOARD OF COMMISSIONERS PLANNING PRIORITIES HIGHLIGHTS 2020-2021

The Board of Commissioners typically meets biannually to establish planning priorities for a 2-year term. A meeting will be held in early 2022 to develop those priorities for 2022-2023. The top priorities for 2020-2021 and related status updates are below. The 2022 Budget provides the foundation for continued implementation of past priorities while laying the groundwork for future goals and objectives.

BOARD PRIORITY	STATUS UPDATE	IMPLEMENTATION DEPARTMENT(S)
Budgetary Items ** Hold the line on taxes* ** Maintain AA+ bond rating* ** Continue to pursue grant funding* ** Fund capital projects* ** Required/mandated capital improvements and requisite funding (storm sewers), Consent Order (sanitary sewers)* ** Use Accounts Payable software to improve payment processes and obtain early pay discounts* ** Negotiate new PW contract*	The 2020, 2021, and 2022 budgets were adopted with no tax increase and stable reserve levels. The AA+ bond rating was reaffirmed in 2021 and the long-term financial plan supports maintaining the rating. The 2021 bond issue, several major grants, and a strong capital reserve provide funding for capital projects without needing a tax increase. The Township entered into a Phase II Consent Order and Agreement in 2021 with the Allegheny County Health Department related to stormwater inflow in municipal sanitary sewer systems. The agreement establishes responsibilities and target dates through 2026. The Township and Public Works union agreed to a new 3-year contract for 2022-2024.	All Township Departments, Board of Commissioners
Buildings/Facility Improvements ** Next phases of the Municipal Building renovations (Police Department, Library, former School District wing)*	After several years of planning, assessment, internal and public meetings, the Township finalized the design for and began construction on the NextGen Municipal Building renovation project in 2021. The project involves four prime contracts. The Township received 23 bids and awarded contracts in September 2021. Project completion is expected in late 2022.	All Township Departments, Board of Commissioners
C&RC Items / Recreation ** Post-Pandemic Operations and Membership* ** Reconstitute FIT Committee* ** Implementation of Facility Needs Assessment* ** Review C&RC facility rates*	Staff continued adapting operations at the C&RC throughout 2021. Total membership suffered due to multiple state-mandated shutdowns in 2020, hitting a low point of roughly 2,350 memberships. But the strong effort to rebuild the membership base during 2021 was successful, rebounding to nearly 2,940 memberships by the end of the summer. The 2022 Budget includes the first C&RC membership rate increase since 2012. The FIT Committee remains on hold until a later date.	Recreation, Administration, Finance, Board of Commissioners
Road Infrastructure ** Annual street improvement program & continued funding enhancements* ** Implementation of prioritized intersection and traffic improvements*	The 2022 Budget increased funding for the annual street improvement funding by $100,000 to $1.9 million, reflecting the Township's continued commitment in this area. In partnership with PennDOT, intersection upgrades continued along Route 19 in 2021 and into 2022.	All Township Departments, Board of Commissioners
Future of Volunteer Fire Services ** Strategic Plan Study* ** Review, Development, Approval* ** Implement recommendations*	The Township and the USC Volunteer Fire Department continued the strategic planning study that kicked off in late-2020. The study was performed by an external consultant who conducted interviews with VFD officers and members, Township appointed and elected officials, and other stakeholders throughout the community. The plan is expected to be finalized in 2022	Community Development, Administration, Public Works, Board of Commissioners

COMPREHENSIVE PLAN HIGHLIGHTS 2015-2025

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

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

Land Use, Housing and Development

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

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

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

Infrastructure and Transportation

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

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

Civic Space

Aim 6: Prioritize and pursue public amenity enhancements.

Local Government and Services

Aim 7: Further the effectiveness of municipal communications.

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

The general accomplishments and goals listed below are intended to highlight the outstanding work done by Staff in 2021 and the intended goals of 2022. 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.

2021 GENERAL TOWNSHIP ACCOMPLISHMENTS

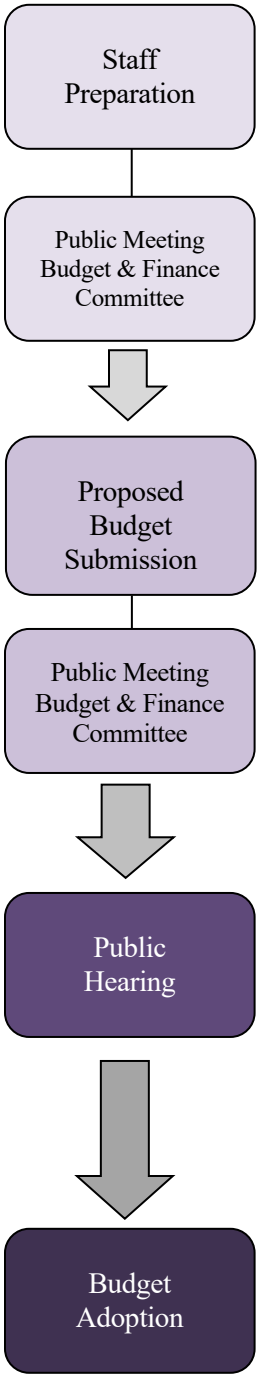
- After several years of planning, assessment, internal and public meetings, the Township finalzed the design for and began construction on the NextGen Municipal Building renovation project. The project involves four prime contracts – general construction, HVAC, electricial, and plumbing and fire protection work. The Township received 23 bids, and awarded contracts in September 2021. The four contracts total $7,251,000.
- To aid in funding the NextGen renovation project and several other pending projects, the Township closed on a $12,335,000 general obligation bond issue in March 2021. The 20-year bond issue yielded net proceeds of just over $14 million.
- In conjunction with the 2021 bond issue, S&P Global Ratings once again assigned the Township a long-term rating of AA+, the second-highest rating available.
- In April, the Township commenced a master plan process for the Morton Fields Complex. This comprehensive study is gathering user input through a survey and public meetings in order to develop a plan for reinvestment into the 7.5 acre property which currently consists of 3 multi-purpose fields including 2 lighted baseball fields, 2 batting cages, a concession building, shelter, storage building, small playground, and other facilities. A multi-year plan is expected to be finalized in 2022.
- The Township and the USC Volunteer Fire Department continued the strategic planning study that kicked off in late-2020. The study was performed by an external consultant who conducted interviews with VFD officers and members, Township appointed and elected officials, and other stakeholders throughout the community. The plan is expected to be finalized in 2022.
- In partnership with the Municipality of Bethel Park and South Park Township, the Township oversaw an Organizational Analysis of Tri-Community South EMS (TCS). The process evaluated the existing structure of TCS and developed a plan for the future operation of the organization including the hiring of a full-time Finance Manager and the first ever Chief of EMS.
- The Township continued its grant funding success, securing multiple awards. Two grants from the Commonwealth of Pennsylvania will help fund the NextGen project – a $750,000 Keystone Grant and a $250,000 RACP grant. Also, DCNR ($200,000) and RAD ($200,000) awarded grants for the perimeter trail.
- The Parks & Recreation Department continued to find new and creative ways of offering programming for the community. For example, although the annual Community Day celebration was unable to be held in 2021, the department instead developed "A Day of Outdoor Play" in May, holding events within various parks and encouraging residents to get outside and re-engage with their neighbors.
- The Government Finance Officers Association of the US & Canada (GFOA) awarded the Township with its 33rd Certificate of Achievement for Excellence in Financial Reporting and 13th consecutive Distinguished Budget Presentation Award. The Township is one of only 7 municipalities in the entire Commonwealth of Pennsylvania (out of 2,500+) to receive both awards.
- The Township and Teamsters 205 bargaining teams negotiated terms of a new 3-year labor agreement.

2022 GENERAL TOWNSHIP GOALS

- On the heels of finalizing design, establishing funding, and awarding bids, the construction phase of the NextGen Municipal Building renovation project will encompass most of 2022. The project will include significant interior renovations and additions throughout the building, particularly in the Library, Police Department and Community Development Department areas. The renovation will also include a full fire-suppression sprinkler system throughout the entire building, new water service to the building, and plumbing and HVAC system upgrades to many areas.
- The first of implementing the multi-year master plan of the Morton Fields Complex will begin in 2022. It is expected that the plan will include a significant financial investment in the facility which has been partially addressed through the 2021 bond issue. The 2022 Budget includes estimated funding of $1,000,000 for this initial phase while the five-year Capital Improvements Program (CIP) will project longer term costs.
- The final major phase of Boyce Mayview Park perimeter trail is planned for construction in 2022. This 0.2-mile segment will pick up the current termination point along Morton Road and will extend it to the Morton Fields Complex, connecting the southern portion of the trail with the northern portion. Upon completion, the full trail will be roughly 5 miles long. The 2022 budget includes $1,465,000 for the project. A total of $775,000 in grant funding has been secured for this phase, and several additional grant opportunities are being pursued.
- The 2022 Budget sets the foundation to begin implementing objectives from the multi-year strategic plan for the Fire Department. These objectives are expected to include future department needs, updates to the Township code, and adoption of an apparatus plan that will be incorporated into the Township's CIP.
- The Township and many other municipalities in the region entered into a Phase II Consent Order and Agreement in 2021 with the Allegheny County Health Department related to stormwater inflow in municipal sanitary sewer systems. The agreement establishes responsibilities and target dates through 2026. The Township's responsibilities during 2022 include, but are not limited to, flow monitoring and isolation, data review, and source reduction project identification. The Township will also further review and evaluate proposals for future regionalization including the potential of transferring some assets to ALCOSAN.
- Two of the Township's outstanding general obligation bond issues will become callable during 2022 – the 2017 Series A bonds ($8,665,000 remaining principal) and the 2017 Series B bonds ($8,580,000 remaining principal). The Board of Commissioners has already authorized the refunding of either or both of these bonds if the market yields an appropriate savings opportunity.
- Township Staff will continue adapting operations at the Community & Recreation Center (C&RC) in 2022. The total membership level suffered significantly due to multiple state-mandated shutdowns in 2020, hitting a low point of roughly 2,350 memberships. But the strong effort to rebuild the membership base during 2021 was successful, rebounding to nearly 2,940 memberships by the end of the summer. The 2022 Budget recommends the first C&RC membership rate increase since 2012.
- The 3-year collective bargaining agreement between the Township and the USC Police Association expires at the end of 2022. The parties will meet during the year to negotiate the terms of a new labor agreement.
- The Township continues to dedicate funding to stormwater management efforts, as it has done strongly since 2014. This budget appropriates $650,000 to the Storm Sewer Fund for projects dedicated to improving stormwater management systems and comply with the unfunded Federal mandates tied to Municipal Separate Storm Sewer System (MS4) regulations being faced by all municipalities throughout the United States.

The 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 2022 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 members of the Board of Commissioners, although all Commissioners are encouraged to attend meetings held by this Committee.*

Proposed Budget

1. The Board of Commissioners establishes a public hearing date for the Proposed Budget.
2. The Township Manager and the Finance Department complete the Proposed Budget and submit the document to the Board of Commissioners.
3. In accordance with the Home Rule Charter, Staff makes the Proposed Budget available for inspection by the public, not less than two 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.

2022 BUDGET DEVELOPMENT SCHEDULE

DATE	ACTION	RESPONSIBILITY
July 26, 2021	Budget worksheets sent to Department Directors along with reminder to align requests with Township goals	Director of Finance
August 13, 2021	Department Directors submit budget worksheets to Finance Department	Department Directors
September 27, 2021	Review budget assumptions and goals with Budget & Finance Committee	Budget & Finance Committee Township Manager Director of Finance
September 27, 2021	Establish Public Hearing date	Board of Commissioners
October 8, 2021	Submit Manager's Proposed Budget to Board of Commissioners	Township Manager Director of Finance
October 8, 2021	Submit advertisement of Public Hearing to newspaper.	Director of Finance
October 8, 2021	Submit advertisement of availability of Proposed Budget for Public inspection (copies to be displayed in Reception Area, Library and Township website)	Director of Finance
October 15, 2021	Review Manager's Proposed Budget with the Budget & Finance Committee	Budget & Finance Committee Township Manager Director of Finance
November 1, 2021	Public Hearing	Board of Commissioners
November 5, 2021	Request for updated budget narratives and performance measurement data sent to Department Directors	Director of Finance
November 23, 2021	Updated budget narratives and performance measurement data returned to Finance Department	Department Directors
November 29, 2021	Review Public comments, if necessary	Budget & Finance Committee Township Manager Director of Finance
December 6, 2021	Adopt Budget (by Ordinance)	Board of Commissioners
December 7, 2021	Advertise adopted Ordinance	Township Manager
December 22, 2021	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 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 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.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

FIVE YEAR

BUDGET PROJECTIONS

FIVE YEAR PROJECTION OVERVIEW

The Five Year Projection for all Township Funds is a tool in which the Board of Commissioners and Township Staff can monitor potential funding impacts in future years. The assumptions used for 2022-2026 are separated by Governmental Funds, the Sanitary Sewer Fund and the Community & Recreation Center (C&RC) Fund.

Long-Term Financial Plan Projections
All Township Funds

Governmental Funds	2022	2023	2024	2025	2026
Governmental Funds Revenues					
Real Estate Tax: 1.0% growth	$ 8,772,500	$ 8,860,225	$ 8,948,827	$ 9,038,316	$ 9,128,699
Earned Income Tax: 2.5% growth	9,980,000	10,229,500	10,485,238	10,747,368	11,016,053
Real Estate Transfer Tax: 1.0% growth	1,520,000	1,535,200	1,550,552	1,566,058	1,581,718
Local Option Sales Tax: 2.75% growth	578,800	594,717	611,072	627,876	645,143
Local Services Tax: Estimate # employees	297,500	298,280	299,060	299,840	300,620
Other Revenue: 2.5% growth on recurring items	4,915,854	3,763,750	3,857,844	3,954,290	4,053,147
Fund Balance - Bond Proceeds	8,000,000	4,177,895	-	-	-
Fund Balance - Governmental funds	3,198,243	3,212,715	2,704,395	1,263,638	990,133
Total Governmental Fund Revenues	**$ 37,262,897**	**$ 32,672,282**	**$ 28,456,988**	**$ 27,497,386**	**$ 27,715,513**
Governmental Funds Expenditures					
General Government: 2.5% growth	$ 2,359,493	$ 2,418,480	$ 2,478,942	$ 2,540,916	$ 2,604,439
Public Safety: 2.5% growth	6,268,933	6,425,656	6,586,298	6,750,955	6,919,729
Community Development: 2.5% growth	826,359	847,018	868,193	889,898	912,146
Public Works: 2.5% growth	5,112,211	5,240,016	5,371,017	5,505,292	5,642,924
Refuse Collection: 2% growth	1,525,500	1,556,010	1,587,130	1,618,873	1,651,250
Annual Street Program: estimate/CIP	1,960,000	1,960,000	2,065,000	2,065,000	2,165,000
Other Capital Improvements: estimate/CIP	13,028,800	7,963,500	3,178,000	1,751,500	1,387,500
Recreation: 2.5% growth on recurring items	1,536,885	1,571,465	1,606,823	1,642,976	1,679,943
Library: 2.25% growth	1,068,394	1,092,433	1,117,013	1,142,145	1,167,844
C&RC Transfer	1,723,210	1,736,081	1,742,856	1,755,992	1,761,699
Debt Service - General Fund	1,853,112	1,861,622	1,855,716	1,833,838	1,823,038
Total Governmental Fund Expenditures	**$ 37,262,897**	**$ 32,672,282**	**$ 28,456,988**	**$ 27,497,386**	**$ 27,715,513**

Sanitary Sewer Fund	2022	2023	2024	2025	2026
Sanitary Sewer Revenues					
Sewer User Fees: 7% growth	$ 8,100,000	$ 8,667,000	$ 9,273,690	$ 9,922,848	$ 10,617,447
Other Revenue: level	66,000	66,000	66,000	66,000	66,000
Use of Net Assets	535,072	315,848	216,230	587,347	226,755
Total Sanitary Sewer Fund Revenues	**$ 8,701,072**	**$ 9,048,848**	**$ 9,555,920**	**$ 10,576,195**	**$ 10,910,202**
Sanitary Sewer Expenses					
ALCOSAN Payments: 7% growth	$ 5,410,500	$ 5,789,235	$ 6,194,481	$ 6,628,095	$ 7,092,062
Township Sewer Costs: 5% growth	1,421,497	$ 1,492,572	$ 1,567,201	$ 1,645,561	$ 1,727,839
Sanitary Sewer Major Projects: estimate	1,480,000	743,000	785,000	1,310,000	1,110,000
Debt Service: actual + proj. new debt in 2022	389,075	1,024,041	1,009,238	992,539	975,594
Increase in Net Assets	-	-	-	-	4,707
Total Sanitary Sewer Fund Expenses	**$ 8,701,072**	**$ 9,048,848**	**$ 9,555,920**	**$ 10,576,195**	**$ 10,910,202**

C&RC Fund	2022	2023	2024	2025	2026
C&RC Fund Revenues					
C&RC Revenue: between 4-5% annual growth	$ 3,024,500	$ 3,175,725	$ 3,312,281	$ 3,444,772	$ 3,589,453
Operating Transfer - C&RC	1,723,210	1,736,081	1,742,856	1,755,992	1,761,699
Use of Net Assets	383,735	317,716	268,496	225,524	172,601
Total C&RC Fund Revenues	**$ 5,131,445**	**$ 5,229,522**	**$ 5,323,633**	**$ 5,426,288**	**$ 5,523,753**
C&RC Fund Expenses					
C&RC 85% Operating Costs: 2.5% growth	$ 3,408,235	$ 3,493,441	$ 3,580,777	$ 3,670,296	$ 3,762,054
C&RC 15% Operating Costs: 2.5% growth	533,968	547,317	561,000	575,025	589,401
C&RC - Debt Service	1,189,242	1,188,764	1,181,856	1,180,967	1,172,299
Total C&RC Fund Expenses	**$ 5,131,445**	**$ 5,229,522**	**$ 5,323,633**	**$ 5,426,288**	**$ 5,523,753**

FIVE YEAR PROJECTION ASSUMPTIONS

GOVERNMENTAL FUNDS REVENUES

- The real estate tax rate is assumed to remain at 3.83 mills during the 5-year period. The total taxable assessed value has increased roughly 2% annually over the past 5 years, but that trend is expected to slow to 1% due to build-out.
- Earned income tax (EIT) revenue is projected to grow at a rate of 2.5% annually. EIT revenue returned to growth mode in 2021 after suffering from furloughs, layoffs, and income stagnation during 2020. Short-term forecasts are positive for unemployment and wage growth, but longer-term forecasts are less certain.
- Real estate transfer taxes have consistently outperformed expectations in recent years. The 2022 budget set this revenue to reflect what is expected to be a consistent residential sales volume moving forward with more modest growth in sale prices than what has been experienced in the past 2 years.
- Local option sales taxes (RAD) recovered quickly in 2021 from the downturn in 2020. Predictions of significant GDP growth and increased consumer spending along with rising inflation would increase the prices of taxable items, yielding sales tax revenue growth of 2.75% annually over the next 5 years.
- Local services tax revenue is projected to increase modestly, adding a small number of new jobs each year.
- Other revenue is projected to grow at 2.5% annually based on historical trends and near-term expectations. One-time revenues included in the first year of the projection – primarily grants – have been removed from the model for years 2 through 5 since they will not be repeated in those years.
- Fund Balance projections are based on anticipated needs. The 2022 Budget projects $3,198,243 to be spent from fund balances in the governmental funds other than those assigned for bond-related projects. The majority of that fund balance comes from the Capital Projects Fund with the remainder coming from the Boyce Mayview RAD Fund. Both uses have been planned for several years and are not a concern. The General Fund is projected to maintain a fund balance throughout the 5-year period that will sustain its AA+ bond rating.
- Non-capital expenditures over the 5-year period project to be fully supported by recurring revenues. Future use of fund balance is dependent upon which capital projects are approved. The projected fund balance for the Governmental Funds is sufficient to cover the total fund balance requirement presented for the 5-year period.

GOVERNMENTAL FUNDS EXPENDITURES

- Expenditures in the areas of General Government, Public Safety, Community Development, Public Works, and Recreation are all expected to grow 2.5% each of the next 5 years. This projection is based on historical data, contractual obligations, and anticipated needs.
- Refuse collection expenditures are projected to grow 2% annually. The current contract for this service runs through 2023, but after absorbing a large increase in the first year of the contract (2019), the 2% trend is assumed to continue in the contract (years 2024 through 2026), but more will be known about future expectations in late-2022

FIVE YEAR PROJECTION ASSUMPTIONS (Continued)

GOVERNMENTAL FUNDS EXPENDITURES (Continued)

- Annual Street Program expenditures are based on the Township's 2022-2026 Capital Improvements Plan (CIP).
- The Other Capital Improvements category includes all items other than the Annual Street Program that are identified in the CIP as being priority items that are not funded through enterprise funds.
- Expenditures in the Library are expected to grow 2.25% annually over the next 5 years. This projection is based on historical data and anticipated needs.
- Debt Service includes the scheduled payments of the General Fund portions of the 2016 General Obligation Bonds, the 2017 A&B General Obligation Bonds, and the 2021 General Obligation Bonds. A potential refunding in 2022 of both 2017 bond issues is being explored that could reduce the debt service figures for 2023 and beyond.

SANITARY SEWER FUND

- ALCOSAN's future rate increases are unknown at this time, but a 7% increase is being projected since that is in line with the last three years' changes. In late 2019, ALCOSAN announced they are embarking on a $2 billion Clean Water Plan, and initiative that ALCOSAN stated will require continued rate increases. The 7% rate increases impact both the Sanitary Sewer User Fees (revenue) and the ALOCSAN Payments (expense).
- Major sanitary sewer project costs assume a continued high level of source reduction efforts as outlined in the CIP.
- Other Township sewer costs are projected to grow at 5% based on recent trends.
- Debt Service for 2022 includes the scheduled payments of the Sanitary Sewer portions of the 2016 General Obligation Bonds, and the 2017 A&B General Obligation Bonds. For 2023-2026, the same debt service schedules are used for the existing debt, and an additional debt service amount of $650,000 is assumed for new debt. The new debt in those years is presented for planning purposes only. The Township has neither incurred nor committed to a new bond issuance. As we get closer to learning what regulatory requirements will be imposed in the region related to sanitary sewers, it appears likely that new debt will be necessary to finance related construction. More clarity is expected in 2022 on what future debt service costs the Township may face in future years.
- The use of net assets would be necessary in all 5 years to balance the fund's budget based on the assumptions presented. This could change if expenses are less than projected, or the user fees are increased more than 7%.

COMMUNITY & RECREATION CENTER FUND

- The 5-year projection assumes an increase in membership rates beginning in 2022. Future years project modest rate increases along with continued growth in the membership base eventually returning to the level of memberships that existed prior to the state government-mandated shutdowns of the facility in 2020. For 2023-2026, growth in all revenue sources is projected to vary between 4% and 5% each year.
- The Operating Transfer for the C&RC comes from the General Fund and covers 15% of the annual indoor operating costs as well as the debt service costs for the C&RC.
- The operating costs of the C&RC are projected to grow at 2.5% based on historical trends and anticipated cost increases.
- Debt Service is based on the portion of the debt service schedule for the 2016 General Obligation Bonds that is related to the 2008 construction of the C&RC. No new debt is expected to be issued for the C&RC Fund in the five-year period.

COMPREHENSIVE PLAN

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

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

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

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

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

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

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

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

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

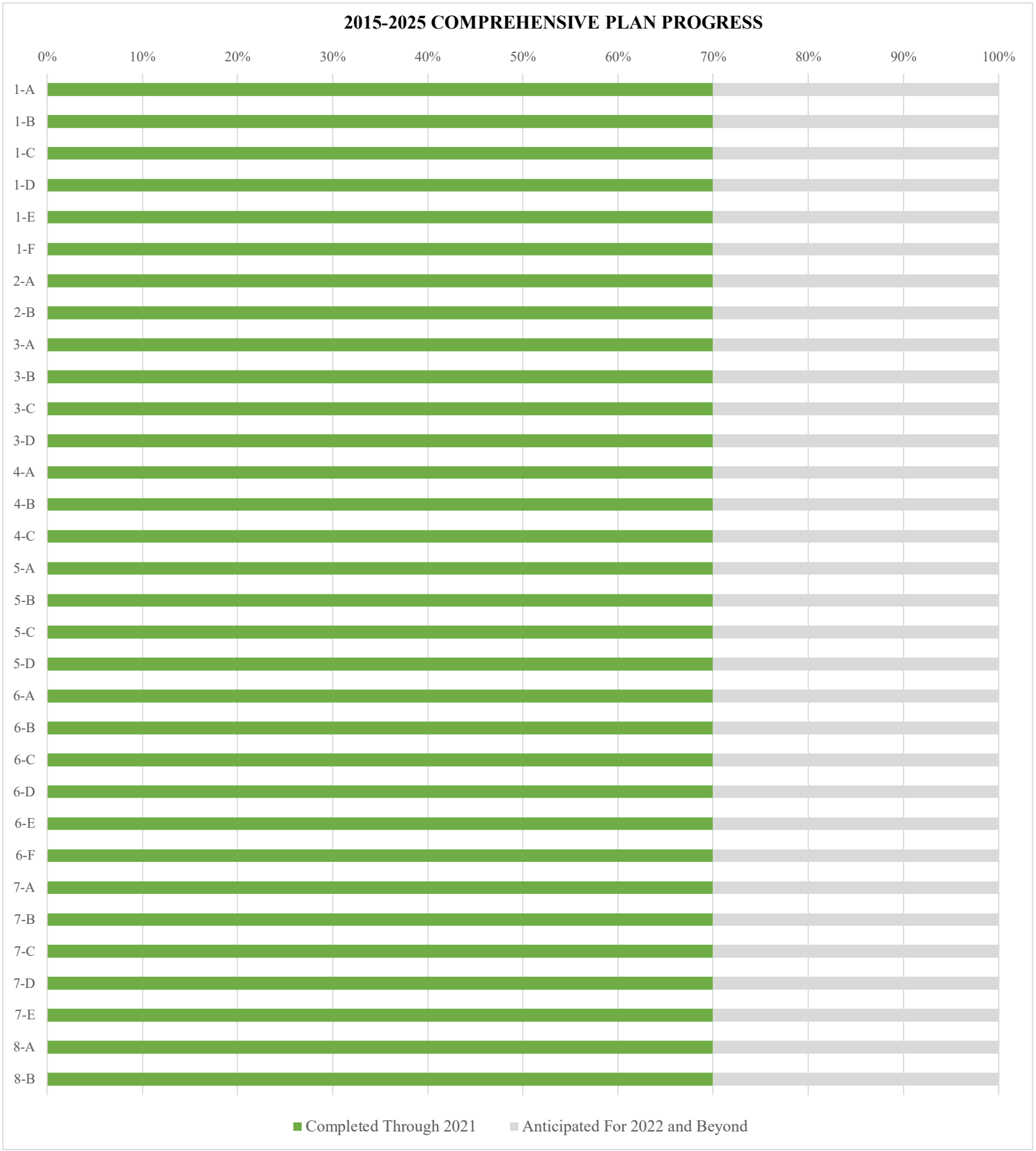
COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

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


2015-2025 COMPREHENSIVE PLAN PROGRESS
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
1-A
1-B
1-C
1-D
1-E
1-F
2-A
2-B
3-A
3-B
3-C
3-D
4-A
4-B
4-C
5-A
5-B
5-C
5-D
6-A
6-B
6-C
6-D
6-E
6-F
7-A
7-B
7-C
7-D
7-E
8-A
8-B
Completed Through 2021
Anticipated For 2022 and Beyond

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 2022. On the following page is a breakdown of the operational impacts of the 2022 non-recurring capital items.

2022 Budgeted Capital Assets & Capital Projects
Summary By Funding Source

	Capital Projects Fund	Liquid Fuels Fund	Storm Sewer Fund	Field Improvement Fund	BM Park RAD Fund	Sanitary Sewer Fund	C&RC Fund	Total Capital Items
Capital Assets								
Recurring Items								
Public Works Vehicles	$ 417,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 417,000
Public Works Equipment	205,300	-	-	-	-	-	-	205,300
Public Safety Vehicles	82,500	-	-	-	-	-	-	82,500
Public Safety Equipment	225,500	-	-	-	-	-	-	225,500
General Government Equipment	272,500	-	-	-	-	-	-	272,500
Non-recurring Items								
Field & Park Improvements	254,000	-	-	30,000	-	-	-	284,000
Recreation Equipment	-	-	-	-	-	-	398,050	398,050
Capital Projects								
Recurring Items								
Annual Street Program	1,360,000	600,000	-	-	-	-	-	1,960,000
General Building Improvements	437,000	-	-	-	-	-	-	437,000
Sidewalk Projects	205,000	-	-	-	-	-	-	205,000
Storm Sewer Projects	-	-	750,000	-	-	-	-	750,000
Sanitary Sewer Projects	-	-	-	-	-	1,480,000	-	1,480,000
Non-recurring Items								
NextGen Municipal Building Renov.	6,750,000	-	-	-	-	-	-	6,750,000
Traffic Signals & Related Improv.	600,000	-	-	-	-	-	-	600,000
Morton Complex Upgrades	1,000,000	-	-	-	-	-	-	1,000,000
Information Technology Projects	245,000	-	-	-	-	-	-	245,000
Total Capital Items	**$ 12,053,800**	**$ 600,000**	**$ 750,000**	**$ 30,000**	**$ -**	**$ 1,480,000**	**$ 398,050**	**$ 15,311,850**

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT

Information Technology Projects

Among the IT projects included in the 2022 budget are facility security upgrades which come with an annual licensing and support cost. The hardware being installed in 2022 is anticipated to add an annual cost of $20,000. An additional $1,500 annual expense is possible for equipment replacement needs, although the solution will be designed to minimize the need for this.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Annual Expense or (Savings)	Useful Life
Capital Projects Fund	$245,000	$0	General Fund Building Maint.	$21,500	5

Municipal Building Renovations

The Township's NextGen municipal building renovation project is discussed throughout this document. Features of the project include a building addition for the Library and a building addition for the Police Department. These additions will require increased utility usage. Other areas within the renovated area will receive upgrades that are expected to result in a reduction in utility usage. Additionally, the project will allow space for a possible revenue generating opportunity in the future. In order to acknowledge the possibility of a net increase in recurring costs, an additional $6,000/year is reflected below.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Annual Expense or (Savings)	Useful Life
Capital Projects Fund	$6,750,000	$ 2,000,000	General Fund Building Maint.	$6,000	40

Public Safety Equipment

Several items included within the Public Safety Equipment category will include recurring annual licensing costs. Depending upon final design of the hardware solutions, these costs could total $7,500 annually.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Annual Expense or (Savings)	Useful Life
Capital Projects Fund	$225,500	$0	General Fund Police Contractual Services	$7,500	5

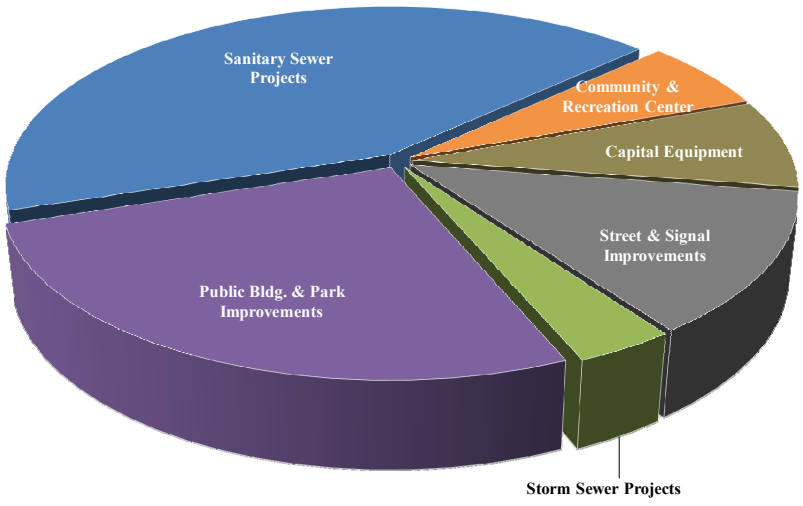
CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) includes color-coding to break items into two categories: those that are a priority (black font), and those that are subject to priority review and funding availability (orange font). The most recent 2022-2026 CIP is presented on the following pages. Schedules included in the CIP are:

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

Proposed Capital Improvement Program 2022-2026
Summary By Major Category

Major Category	2022	2023	2024	2025	2026	Totals
Capital Equipment						
Priority Funding	$ 448,500	$ 563,000	$ 666,000	$ 811,500	$ 342,500	$ 2,831,500
Under Review for Priority & Funding	1,559,300	453,000	1,401,500	123,000	503,000	4,039,800
Street & Signal Improvements						
Priority Funding	2,020,000	2,165,000	2,165,000	2,165,000	2,265,000	10,780,000
Under Review for Priority & Funding	145,000	40,000	40,000	30,000	-	255,000
Storm Sewer Projects						
Priority Funding	850,000	850,000	600,000	400,000	400,000	3,100,000
Under Review for Priority & Funding	-	-	-	-	-	-
Public Bldg. & Park Improvements						
Priority Funding	2,305,000	465,000	380,000	440,000	345,000	3,935,000
Under Review for Priority & Funding	7,905,500	8,770,000	1,910,000	400,000	25,000	19,010,500
Sanitary Sewer Projects						
Priority Funding	1,275,000	1,200,000	1,200,000	1,600,000	1,300,000	6,575,000
Under Review for Priority & Funding	55,000	6,543,000	19,585,000	4,210,000	310,000	30,703,000
Community & Recreation Center						
Priority Funding	143,050	133,150	118,000	71,200	105,500	570,900
Under Review for Priority & Funding	255,000	3,382,000	1,157,000	117,000	37,000	4,948,000
Subtotal for Priority Funding	7,041,550	5,376,150	5,129,000	5,487,700	4,758,000	27,792,400
Subtotal for Under Review Items	9,919,800	19,188,000	24,093,500	4,880,000	875,000	58,956,300
Total Current 5 Year Plan	**$ 16,961,350**	**$ 24,564,150**	**$ 29,222,500**	**$ 10,367,700**	**$ 5,633,000**	**$ 86,748,700**
Previous 5 Year Plan	$ 11,997,550	$ 24,222,200	$ 23,492,950	$ 16,399,550	$ 5,471,200	$ 81,583,450
Difference in 5 Year Plans	$ 4,963,800	$ 341,950	$ 5,729,550	$ (6,031,850)	$ 161,800	$ 5,165,250

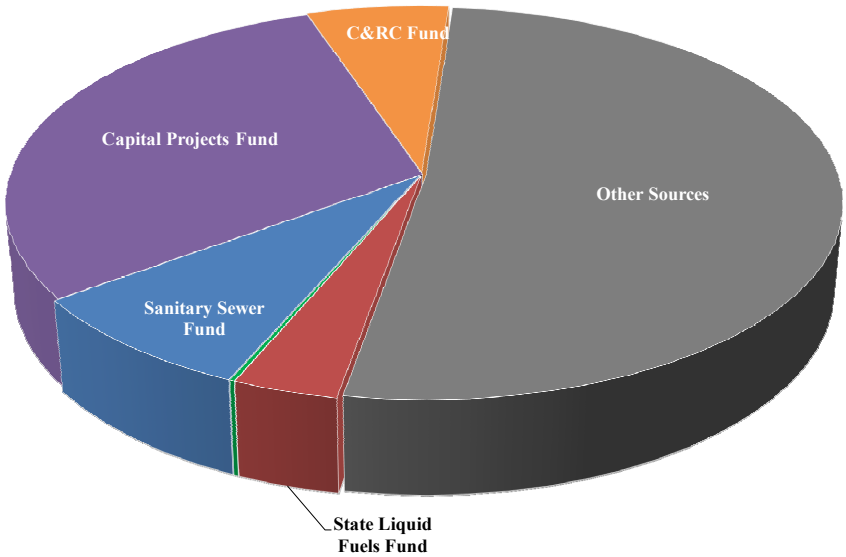


Figures in orange are subject to priority review and funding availability.

Proposed Capital Improvement Program 2022-2026
Summary By Funding Source

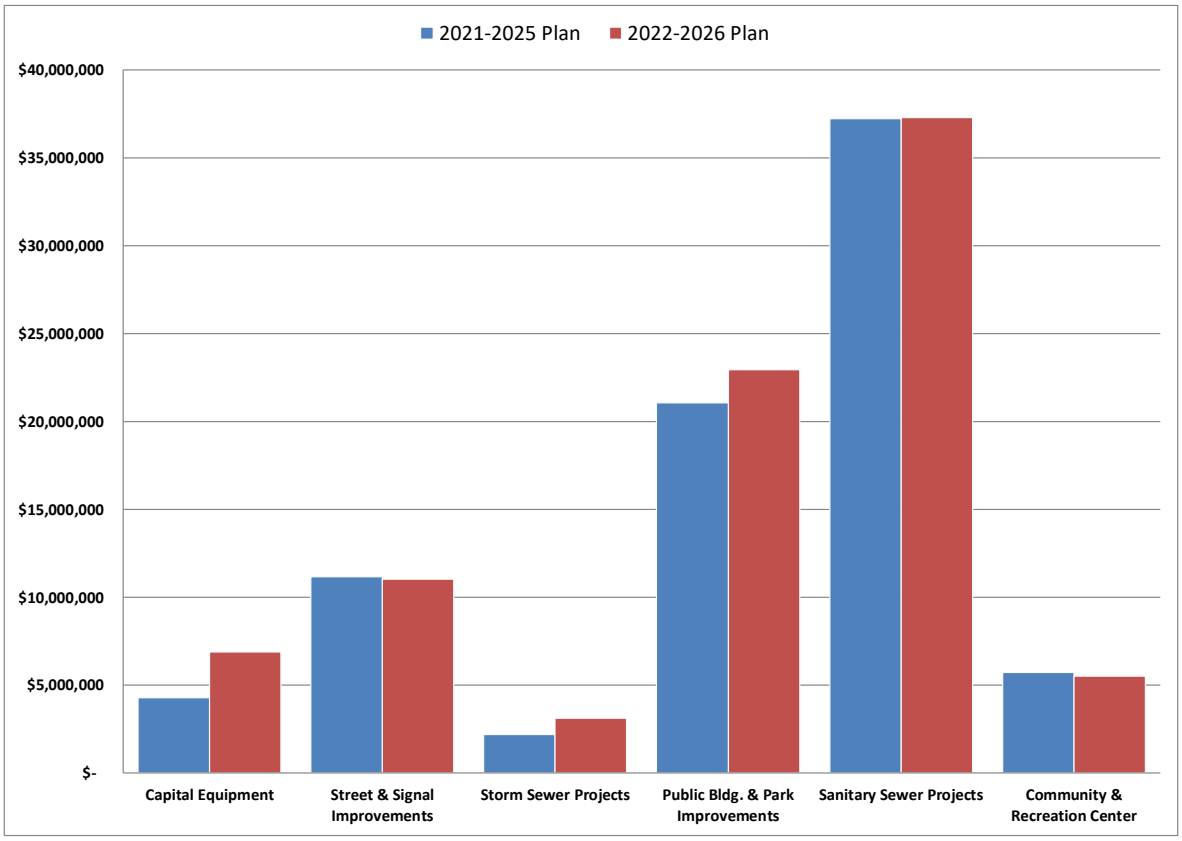
Major Category	Totals	State Liquid Fuels Fund	Field Improvement Fund	Sanitary Sewer Fund	Community & Recreation Center Fund	Capital Projects Fund	Other Sources [1]
Capital Equipment	$ 6,871,300	$ -	$ -	$ -	$ -	$ 6,871,300	$ -
Street & Signal Improvements	11,035,000	3,100,000	-	-	-	7,885,000	50,000
Storm Sewer Projects	3,100,000	-	-	-	-	3,100,000	-
Public Bldg. & Park Improvements	22,945,500	-	150,000	-	-	8,120,500	14,675,000
Sanitary Sewer Projects	37,278,000	-	-	7,278,000	-	-	30,000,000
Community & Recreation Center	5,518,900	-	-	-	5,518,900	-	-
Total Current 5 Year Plan	$ 86,748,700	$ 3,100,000	$ 150,000	$ 7,278,000	$ 5,518,900	$ 25,976,800	$ 44,725,000

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



Proposed Capital Improvement Program 2022-2026
Expenditure By Major Category
Comparison of Current Plan to Previous 5 Year Plan

Major Category	2021-2025 Plan	% of Total	2022-2026 Plan	% of Total	Difference of Plans
Capital Equipment	$ 4,263,500	5.23%	$ 6,871,300	7.92%	$ 2,607,800
Street & Signal Improvements	11,150,000	13.67%	11,035,000	12.72%	(115,000)
Storm Sewer Projects	2,200,000	2.70%	3,100,000	3.57%	900,000
Public Bldg. & Park Improvements	21,041,000	25.79%	22,945,500	26.45%	1,904,500
Sanitary Sewer Projects	37,225,000	45.63%	37,278,000	42.97%	53,000
Community & Recreation Center	5,703,950	6.99%	5,518,900	6.36%	(185,050)
Plan Totals	$ 81,583,450	100.00%	$ 86,748,700	100.00%	$ 5,165,250



Proposed Capital Improvement Program 2022-2026
Detail of Capital Equipment Purchases by Department
Schedule No. 1

		2022	2023	2024	2025	2026	Totals
PUBLIC WORKS							
Utility Trucks							
# 934 Ford E-350 Pickup Utility	2006	$ -	$ 62,000	$ -	$ -	$ -	$ 62,000
# 912 Ford F-350 Pickup Utility	2014	-	-	51,000	-	-	51,000
# 906 Ford F-550 Pickup Utility	2015	-	-	-	65,000	-	65,000
# 913 Ford F-350 Pickup Utility	2015	-	-	-	-	65,000	65,000
Dump Trucks - 19,000 GVWR							
# 918 22,000 GVWR Dump	2015	-	91,000	-	-	-	91,000
# 902 22,000 GVWR Dump	2016	-	-	92,000	-	-	92,000
# 926 22,000 GVWR Dump	2016	-	-	92,000	-	-	92,000
# 908 22,000 GVWR Dump	2017	-	-	-	93,000	-	93,000
# 915 22,000 GVWR Dump	2017	-	-	-	93,000	-	93,000
# 916 22,000 GVWR Dump	2017	-	-	-	93,000	-	93,000
# 931 22,000 GVWR Dump	2017	-	-	-	93,000	-	93,000
# 914 22,000 GVWR Dump	2018	-	-	-	-	94,000	94,000
Dump Trucks - 36,000 GVWR							
# 904 36,000 GVWR Dump	2011	183,000	-	-	-	-	183,000
# 901 36,000 GVWR Dump	2012	-	185,000	-	-	-	185,000
# 907 36,000 GVWR Dump	2013	-	-	187,000	-	-	187,000
# 910 36,000 GVWR Dump	2014	-	-	-	188,000	-	188,000
Subtotal: Trucks		$ 183,000	$ 338,000	$ 422,000	$ 625,000	$ 159,000	$ 1,727,000
Other Vehicles							
# 927 CAT Excavator Backhoe	2008	$ 122,000	$ -	$ -	$ -	$ -	$ 122,000
# 920 JCB Backhoe	2012	112,000	-	-	-	-	112,000
# 923 CAT Front Wheel Loader	2003	-	168,000	-	-	-	168,000
Subtotal: Other Vehicles		$ 234,000	$ 168,000	$ -	$ -	$ -	$ 402,000
Staff Vehicles							
# 804 Chevy Colorado Pickup	2015	$ -	37,000	$ -	$ -	$ -	$ 37,000
# 807 Chevy Colorado Pickup	2015	-	37,000	-	-	-	37,000
# 806 Chevy Colorado Pickup	2016	-	-	37,500	-	-	37,500
# 801 Ford Escape	2014	-	-	36,000	-	-	36,000
# 802 Chevy Colorado Pickup	2018	-	-	-	-	38,000	38,000
Subtotal: Staff Vehicles		$ -	$ 74,000	$ 73,500	$ -	$ 38,000	$ 185,500
New Equipment							
Refuse & Recycling Bins	n/a	$ 7,000	$ -	$ -	$ -	$ -	$ 7,000
Office Furniture	n/a	12,000	-	-	-	-	12,000
Replacement Equipment							
Toro Groundsmaster 5910	2010	122,000	-	-	-	-	122,000
Kubota Tractor 5240	2012	40,000	-	-	-	-	40,000
Toro 3500D Sidewinder Mower	2009	36,300	-	-	-	-	36,300
Toro 3100D Reel Mower	2013	-	37,000	-	-	-	37,000
Asphalt Roller	2008	-	29,000	-	-	-	29,000
Toro 50/40 Infield Groomer	2012	-	-	33,000	-	-	33,000
Toro Greensmaster 1600	2007	-	-	12,000	-	-	12,000
Toro Groundsmaster 3280	2013	-	-	-	35,000	-	35,000
Asphalt Planer	2010	-	-	-	15,000	-	15,000
AccuBrine System	n/a	-	-	-	-	200,000	200,000
Caterpillar 259D Skid Steer Loader	2016	-	-	-	-	70,000	70,000
Toro Groundsmaster 4500D	2016	-	-	-	-	60,000	60,000
Kubota RTV PW 3	2016	-	-	-	-	15,000	15,000
Subtotal: Equipment		$ 217,300	$ 66,000	$ 45,000	$ 50,000	$ 345,000	$ 723,300
TOTAL PUBLIC WORKS		$ 634,300	$ 646,000	$ 540,500	$ 675,000	$ 542,000	$ 3,037,800

Proposed Capital Improvement Program 2022-2026
Detail of Capital Equipment Purchases by Department
Schedule No. 1

	2022	2023	2024	2025	2026	Totals
PUBLIC SAFETY						
Police Vehicles (Schedule No. 1A)	$ 82,500	$ 83,500	$ 80,000	$ 81,000	$ 79,000	$ 406,000
Bulletproof Vests	10,000	10,000	10,000	10,000	10,000	50,000
Emergency Vehicle Equipment Replacement	5,000	6,000	15,000	5,000	5,000	36,000
Mobile Data Terminal (Laptop) Replacement	2,500	2,500	19,000	30,000	25,000	79,000
Fire Department Vehicles	800,000	-	1,200,000	-	-	2,000,000
Dispatch Center Maintenance	130,000	-	5,000	-	5,000	140,000
Taser Equipment	30,000	-	-	-	-	30,000
SR19 Corridor Cameras	25,000	25,000	10,000	10,000	10,000	80,000
LPR for Vehicles	20,000	20,000	20,000	20,000	20,000	100,000
Portable Radios	3,000	3,000	3,000	3,000	3,000	15,000
CODY Modules	-	10,000	-	10,000	-	20,000
In-Car Video Cameras	-	-	-	-	52,000	52,000
TOTAL PUBLIC SAFETY	$ 1,108,000	$ 160,000	$ 1,362,000	$ 169,000	$ 209,000	$ 3,008,000
COMMUNITY DEVELOPMENT						
Geographic Information System	$ 15,000	$ 15,000	$ 16,000	$ 16,000	$ 16,000	$ 78,000
Comprehensive Plan	-	60,000	60,000	-	-	120,000
TOTAL COMMUNITY DEVELOPMENT	$ -	$ 60,000	$ 60,000	$ -	$ -	$ 120,000
LIBRARY						
Library Furnishings & Equipment	$ 8,000	$ -	$ -	$ -	$ -	$ 8,000
TOTAL LIBRARY	$ 8,000	$ -	$ -	$ -	$ -	$ 8,000
ADMINISTRATION & FINANCE						
Township Manager Ford Explorer 2018	$ -	$ 37,000	$ -	$ -	$ -	$ 37,000
TOTAL ADMINISTRATION & FINANCE	$ -	$ 37,000	$ -	$ -	$ -	$ 37,000
PUBLIC ACCESS TELEVISION						
Video and Audio Equipment	$ 18,500	$ 18,000	$ 15,000	$ 15,500	$ 19,500	$ 86,500
TOTAL PUBLIC ACCESS TELEVISION	$ 18,500	$ 18,000	$ 15,000	$ 15,500	$ 19,500	$ 86,500
INFORMATION TECHNOLOGY						
PC & Laptop Replacement Program	$ 25,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 85,000
Server Replacement Program	75,000	10,000	10,000	10,000	10,000	115,000
Network Equipment Replacement Program	15,000	10,000	10,000	10,000	10,000	55,000
Server Operating System Upgrade	15,000	5,000	5,000	5,000	5,000	35,000
Internet Hardware & Software Replacement	10,000	5,000	5,000	5,000	5,000	30,000
Printer/Copier Replacement	55,000	15,000	15,000	15,000	15,000	115,000
Wireless Upgrade	30,000	25,000	5,000	5,000	5,000	70,000
Network and Phone Wiring Upgrades	10,000	10,000	10,000	10,000	10,000	50,000
Office Furniture	4,000	-	15,000	-	-	19,000
TOTAL INFORMATION TECHNOLOGY	$ 239,000	$ 95,000	$ 90,000	$ 75,000	$ 75,000	$ 574,000
Total Current 5 Year Plan	$ 2,007,800	$ 1,016,000	$ 2,067,500	$ 934,500	$ 845,500	$ 6,871,300
Previous 5 Year Plan	$ 463,000	$ 995,000	$ 1,003,500	$ 830,500	$ 971,500	$ 4,263,500
Difference in 5 Year Plans	$ 1,544,800	$ 21,000	$ 1,064,000	$ 104,000	$ (126,000)	$ 2,607,800

Proposed Capital Improvement Program 2022-2026
Police Vehicle Replacement Schedule
Schedule No. 1A

		2022	2023	2024	2025	2026	Totals
PUBLIC SAFETY							
Primary Vehicles	**Year**						
Ford Interceptor SUV	2018	$ 34,500	$ -	$ -	$ -	$ -	$ 34,500
Ford Interceptor SUV	2016	34,500	-	-	-	-	34,500
Ford Interceptor SUV	2016	-	35,000	-	-	-	35,000
Ford Interceptor SUV	2018	-	35,000	-	-	-	35,000
Ford Interceptor SUV	2015	-	-	35,500	-	-	35,500
Ford Interceptor SUV	2016	-	-	35,500	-	-	35,500
Ford Interceptor SUV	2019	-	-	-	36,000	-	36,000
Ford Interceptor SUV	2019	-	-	-	36,000	-	36,000
Ford Interceptor SUV	2020	-	-	-	-	36,500	36,500
Ford Interceptor SUV	2020	-	-	-	-	36,500	36,500
Other Vehicles							
Equipment Changeover		6,000	6,000	6,000	6,000	6,000	30,000
Polaris Quads		7,500	7,500	-	-	-	15,000
eBikes		-	-	3,000	3,000	-	6,000
Total Current 5 Year Plan		**$ 82,500**	**$ 83,500**	**$ 80,000**	**$ 81,000**	**$ 79,000**	**$ 406,000**
Previous 5 Year Plan		$ 138,500	$ 82,500	$ 141,500	$ 80,000	$ 140,000	$ 582,500
Difference in 5 Year Plans		$ (56,000)	$ 1,000	$ (61,500)	$ 1,000	$ (61,000)	$ (176,500)

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

Proposed Capital Improvement Program 2022-2026
Street & Signal Improvements
Schedule No. 2

	2022	2023	2024	2025	2026	Totals
PUBLIC WORKS						
Annual Street Improvements	**$ 1,900,000**	**$ 1,900,000**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,100,000**	**$ 9,900,000**
Crack Sealing Program	**60,000**	**65,000**	**65,000**	**65,000**	**65,000**	**320,000**
Township Sidewalk & Bikeway Plan	**60,000**	**200,000**	**100,000**	**100,000**	**100,000**	**560,000**
Pedestrian Crossings	**145,000**	**-**	**-**	**-**	**-**	**145,000**
School Zone & Warning Device Upgrades	**-**	**40,000**	**40,000**	**30,000**	**-**	**110,000**
Total Current 5 Year Plan	**$ 2,165,000**	**$ 2,205,000**	**$ 2,205,000**	**$ 2,195,000**	**$ 2,265,000**	**$ 11,035,000**
Previous 5 Year Plan	$ 2,460,000	$ 2,175,000	$ 2,180,000	$ 2,165,000	$ 2,170,000	$ 11,150,000
Difference in 5 Year Plans	$ (295,000)	$ 30,000	$ 25,000	$ 30,000	$ 95,000	$ (115,000)

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

Proposed Capital Improvement Program 2022-2026
Storm Sewer Projects
Schedule No. 3

	2022	2023	2024	2025	2026	Totals
PUBLIC WORKS						
Storm Sewer Improvement & Restoration Plan	**$ 750,000**	**$ 750,000**	**$ 500,000**	**$ 300,000**	**$ 300,000**	**$ 2,600,000**
Detention Pond & Storm Infrastructure Repair	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**
Total Current 5 Year Plan	**$ 850,000**	**$ 850,000**	**$ 600,000**	**$ 400,000**	**$ 400,000**	**$ 3,100,000**
Previous 5 Year Plan	$ 500,000	$ 750,000	$ 450,000	$ 250,000	$ 250,000	$ 2,200,000
Difference in 5 Year Plans	$ 350,000	$ 100,000	$ 150,000	$ 150,000	$ 150,000	$ 900,000

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

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

Proposed Capital Improvement Program 2022-2026
Public Building and Park Improvements
Schedule No. 4

	2022	2023	2024	2025	2026	Totals
PUBLIC WORKS						
Municipal Building Improvements						
Exterior/Interior Restoration & Renovations	$ 125,000	$ 125,000	$ 100,000	$ 100,000	$ 100,000	$ 550,000
Heating & Cooling System Replacements	25,000	25,000	25,000	25,000	-	100,000
Municipal Building Renovations	6,750,000	500,000	-	-	-	7,250,000
Other Building Improvements						
Facility Security Upgrades	245,000	155,000	85,000	145,000	75,000	705,000
PW Building Renovations	25,000	-	-	-	-	25,000
Rt. 19 Fire Hall Maintenance	20,000	65,000	55,000	50,000	25,000	215,000
Morton Fire Station Maintenance	5,000	-	-	-	-	5,000
PW Salt Storage Facility	225,000	3,300,000	-	-	-	3,525,000
PW Fuel Island Renovation	-	-	755,000	-	-	755,000
Boyce Mayview Improvements						
Perimeter Trail	1,465,000	-	-	-	-	1,465,000
Wetlands Trail Boardwalk Replacement	25,000	-	-	-	-	25,000
Boyce Mayview Field Portable Batting Cage	6,500	-	-	-	-	6,500
Parking Lot Resurfacing	-	600,000	600,000	-	-	1,200,000
Rental Shelters	-	80,000	-	-	-	80,000
Park, Field, and Other Improvements						
Neighborhood Park Equipment Replacement	80,000	70,000	80,000	80,000	80,000	390,000
Parks Resurfacing Program	60,000	60,000	60,000	60,000	60,000	300,000
Field Facilities/Park Renovations	30,000	30,000	30,000	30,000	30,000	150,000
Wiltshire Playground Surface Replacement	75,000	-	-	-	-	75,000
Tennis Courts Lighting Improvements	27,000	-	-	-	-	27,000
Municipal Basketball Court Backboards	12,000	-	-	-	-	12,000
Mayview Road Kayak Launch	10,000	100,000	-	-	-	110,000
Morton Complex Upgrades	1,000,000	3,000,000	-	-	-	4,000,000
Parks & Playing Fields Lighting Upgrades	-	600,000	500,000	350,000	-	1,450,000
Beadling Field Improvements	-	200,000	-	-	-	200,000
Cook School Field Improvements	-	200,000	-	-	-	200,000
Montour Trail Connection	-	125,000	-	-	-	125,000
Total Current 5 Year Plan	**$ 10,210,500**	**$ 9,235,000**	**$ 2,290,000**	**$ 840,000**	**$ 370,000**	**$ 22,945,500**
Previous 5 Year Plan	$ 6,911,000	$ 6,240,000	$ 5,985,000	$ 1,485,000	$ 420,000	$ 21,041,000
Difference in 5 Year Plans	$ 3,299,500	$ 2,995,000	$ (3,695,000)	$ (645,000)	$ (50,000)	$ 1,904,500

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

Proposed Capital Improvement Program 2022-2026
Sanitary Sewer Projects
Schedule No. 5

	2022	2023	2024	2025	2026	Totals
PUBLIC WORKS						
Operations & Maintenance						
Maintenance & Repairs	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,500,000
Source Reduction Projects	500,000	7,000,000	20,000,000	4,500,000	500,000	32,500,000
Flow Metering & Flow Isolation Program	200,000	200,000	200,000	600,000	300,000	1,500,000
Deerfield Pump Station Demolition	75,000	-	-	-	-	75,000
Brush Run Pump Station Upgrades	55,000	43,000	85,000	210,000	30,000	423,000
Subtotal: Operations & Maint.	$ 1,330,000	$ 7,743,000	$ 20,785,000	$ 5,810,000	$ 1,330,000	$ 36,998,000
Equipment						
# 922 Vactor Sewer Jet (2003)	$ -	$ -	$ -	$ -	$ 220,000	$ 220,000
Harben Towable Sewer Jet (2009)	-	-	-	-	60,000	60,000
Subtotal: Equipment	$ -	$ -	$ -	$ -	$ 280,000	$ 280,000
Total Current 5 Year Plan	$ 1,330,000	$ 7,743,000	$ 20,785,000	$ 5,810,000	$ 1,610,000	$ 37,278,000
Previous 5 Year Plan	$ 1,475,000	$ 11,375,000	$ 11,625,000	$ 11,375,000	$ 1,375,000	$ 37,225,000
Difference in 5 Year Plans	$ (145,000)	$ (3,632,000)	$ 9,160,000	$ (5,565,000)	$ 235,000	$ 53,000

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

Proposed Capital Improvement Program 2022-2026
Community & Recreation Center
Schedule No. 6

	2022	2023	2024	2025	2026	Totals
RECREATION						
Administration & Building						
General Equipment	$ 11,500	$ 5,400	$ 1,700	$ 3,000	$ 3,000	$ 24,600
HVAC Unit Replacements	200,000	200,000	-	-	-	400,000
Lobby / Community Room Furniture	-	5,000	5,000	5,000	5,000	20,000
Facility Enhancements	-	3,000,000	1,000,000	-	-	4,000,000
Subtotal: Administration & Building	$ 211,500	$ 3,210,400	$ 1,006,700	$ 8,000	$ 8,000	$ 4,444,600
Aquatics						
Chaise Lounge Chairs	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 25,000
Pool Vacuums	2,800	-	2,800	-	-	5,600
Lap Lanes	-	3,500	-	-	-	3,500
Subtotal: Aquatics	$ 7,800	$ 8,500	$ 7,800	$ 5,000	$ 5,000	$ 34,100
Fitness						
Treadmills	$ 41,000	$ 21,000	$ 21,000	$ 6,500	$ 41,000	$ 130,500
Ellipticals	38,500	38,000	38,000	25,000	25,000	164,500
Fitness Bikes	6,250	24,250	12,000	1,200	12,000	55,700
Other Fitness Equipment	23,000	21,000	17,500	15,500	4,500	81,500
Selectorized Strength Equipment	-	35,000	35,000	35,000	-	105,000
Subtotal: Fitness	$ 108,750	$ 139,250	$ 123,500	$ 83,200	$ 82,500	$ 537,200
Maintenance & Equipment						
Flooring Replacements	$ 25,000	$ 30,000	$ 30,000	$ 55,000	$ 25,000	$ 165,000
Gym Floor Restoration	-	50,000	-	-	-	50,000
Pool Lighting Upgrade	-	40,000	-	-	-	40,000
Pool Deck Resurfacing	-	15,000	-	15,000	-	30,000
Indoor Track Resurfacing	-	-	80,000	-	-	80,000
Subtotal: Maintenance & Equipment	$ 25,000	$ 135,000	$ 110,000	$ 70,000	$ 25,000	$ 365,000
Recreation Information Technology						
PC & Laptop Replacement Program	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000
Network Equipment Replacement Program	5,000	5,000	10,000	5,000	5,000	30,000
Security Camera Enhancements	10,000	5,000	5,000	5,000	5,000	30,000
Internet Hardware/Software Replacement	2,000	2,000	2,000	2,000	2,000	10,000
Printer/Copier Replacement	18,000	-	-	-	-	18,000
Subtotal: Recreation IT	$ 45,000	$ 22,000	$ 27,000	$ 22,000	$ 22,000	$ 138,000
Total Current 5 Year Plan	$ 398,050	$ 3,515,150	$ 1,275,000	$ 188,200	$ 142,500	$ 5,518,900
Previous 5 Year Plan	$ 188,550	$ 2,687,200	$ 2,249,450	$ 294,050	$ 284,700	$ 5,703,950
Difference in 5 Year Plans	$ 209,500	$ 827,950	$ (974,450)	$ (105,850)	$ (142,200)	$ (185,050)

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

Proposed Capital Improvement Program 2022-2026
Other Funding Sources Detail
Schedule No. 7

PROJECT DESCRIPTION	Total Project Cost	Funding from Grants, Partnerships and Contributions	Funding from Borrowing	Funding from Governmental/ Enterprise Funds
Street & Signal Improvements				
School Zone & Warning Device Upgrades	$ 110,000	**$ 50,000**	**$ -**	**$ 60,000**
Subtotal: Street & Signal Improvements	$ 110,000	**$ 50,000**	**$ -**	**$ 60,000**
Public Bldgs. & Park Improvements				
Municipal Building Space Renovation Project	$ 7,250,000	**$ 1,000,000**	**$ 6,250,000**	**$ -**
Morton Complex Upgrades	4,000,000	**-**	**3,750,000**	**250,000**
PW Salt Storage Facility	3,525,000	**-**	**3,300,000**	**225,000**
Perimeter Trail	1,465,000	**375,000**	**-**	**1,090,000**
Subtotal: Bldgs. & Park Improvements	$ 16,240,000	**$ 1,375,000**	**$ 13,300,000**	**$ 1,565,000**
Sanitary Sewer Projects				
Source Reduction Projects	$ 32,500,000	**$ -**	**$ 30,000,000**	**$ 2,500,000**
Subtotal: Sanitary Sewer Projects	$ 32,500,000	**$ -**	**$ 30,000,000**	**$ 2,500,000**
Total Funding Sources	$ 48,850,000	**$ 1,425,000**	**$ 43,300,000**	**$ 4,125,000**

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

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

PUBLIC BUDGET PRESENTATION

Township of USC Upper St. Clair
FOUNDED 1788

2022 PROPOSED BUDGET

Submitted October 20, 2021

Township of Upper St. Clair

2022 Budget Development Process

- May (through present) – Staff meetings
- Late-June – CIP reviewed with Budget & Finance Committee
- August – CIP public hearing and adoption
- Early-October – Budget assumptions reviewed with Budget & Finance Committee
- Late-October – Proposed budget presented to the Budget & Finance Committee
- November – Proposed budget public hearing
- December – Budget adoption

2022 Budget Highlights

- No tax increase
  - RET rate remains 3.83 (no increase since 2010)
  - EIT rate remains 0.8% (no increase since 2007)
- General Fund balanced at $23,818,198.
- All other funds balanced at $30,921,652.

2022 Budget Revenue Summary

General Fund:
RET & EIT remain the major revenue sources in the General Fund (79% of GF).

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

Major Revenue Source	General Fund	Other	Percentage
Real Estate Taxes	$ 8,772,500	$ -	16.03%
Earned Income Taxes	9,980,000	-	18.23%
Other Taxes	2,414,800	-	4.41%
Sewer User Fees	-	8,128,000	14.86%
Licenses & Permits	147,450	-	0.27%
Fees & Fines	462,500	186,050	1.18%
Interest & Rent	14,950	74,550	0.16%
Service Agreements	287,280	4,500	0.53%
Recreation Fees	370,600	3,024,500	6.20%
Grant Revenue	865,718	2,165,406	5.54%
Non-Tax Revenue	502,400	205,000	1.29%
Bond Proceeds	-	8,000,000	14.62%
Fund Balance / Carryover	-	3,968,682	7.25%
Operating Transfers	-	3,975,722	7.26%
Non-Operating Transfers	-	1,189,242	2.17%
Totals	**$ 23,818,198**	**$ 30,921,652**	**100.00%**

2022 Budget Expenditure Summary

Largest programs by expenditure amount:

Public Safety
(includes police)

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

Recreation
(includes C&RC)

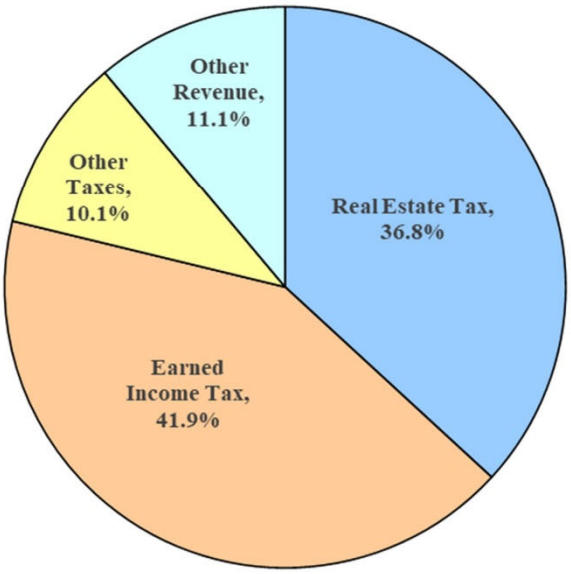
Sanitary Sewer
(includes ALCOSAN)

Major Programs	General Fund	Other	Percentage
General Government	$ 2,359,493	$ 1,301,900	6.69%
Public Safety	6,268,933	378,000	12.14%
Community Development	826,359	15,000	1.54%
Public Works	6,637,711	4,429,300	20.20%
Sanitary Sewer	-	8,311,997	15.18%
Recreation	622,482	8,018,656	15.79%
Library	865,144	203,250	1.95%
Municipal Building Project	-	6,250,000	11.42%
Debt Service	1,853,112	993,808	5.20%
Operating Transfers	4,384,964	780,000	9.44%
Fund Balance	-	239,741	0.44%
Totals	**$ 23,818,198**	**$ 30,921,652**	**100.00%**

2022 Proposed Budget

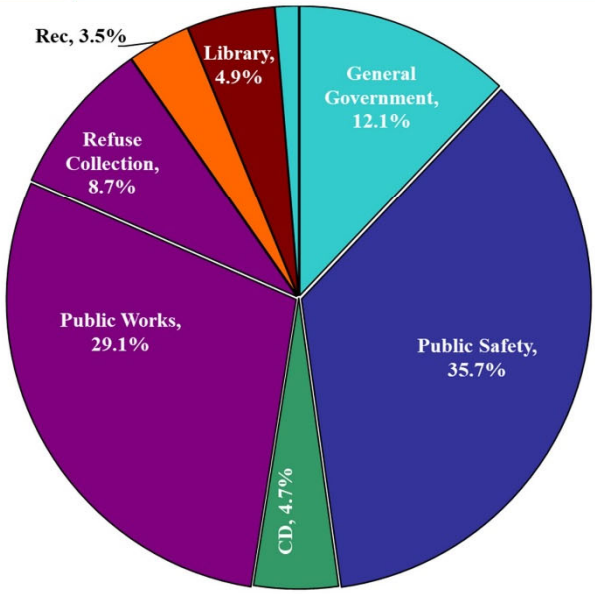
- GENERAL FUND

Where the money comes from.



- RET and EIT combine to be about 79% of the total General Fund revenues.
- Other taxes include:
  - Realty Transfer Tax
  - Local Services Tax
  - RAD Sales Tax
    - Portion of the 1% Allegheny Co levy
- Total revenue up 7.34% from 2021 budget (about $1.6 million).

2022 General Fund: Expenditures



- Public Works and Public Safety remain the top programs at nearly 65% of total (73.5% when including Refuse Collection)
- Operating expenditures are up 2.32% from 2021 Budget.

2022 Proposed Budget

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

2022 Sanitary Sewer Fund

Long-Term Items

Phase II Consent Order and Agreement (COA)

Regionalization potential

ALCOSAN rate increases through 2026

- **Sanitary sewer user fee multiplier rate:**
  - ALCOSAN will increase rates annually from 2022-2026 by 7%.
  - Rate multiplier proposed at 1.86 (a reduction from the existing 1.93).
- **Sanitary sewer expenses:**
  - Wastewater treatment budgeted at $5.4 million (65% of operating cost).
  - Continued source reduction work budgeted at $1.3 million.
- **Looking ahead:**
  - COA responsibilities and targets through 2026.
  - Evaluation of regionalization opportunities.
  - Determining costs of compliance and any need for bond funding.

2022 C&RC Fund

Community & Recreation Center Fund

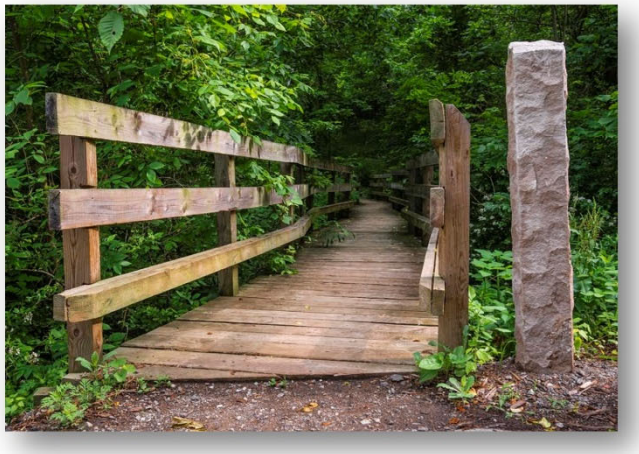
- **Operating and Capital Expenses**
  - Wage pressure is the biggest challenge with operating expenses.
  - Personal Services category up 4.8% from 2021 Budget.
  - Part-time wages alone are up $180k+ from 2021 estimates.
    - Some part-time wage rates are budgeted more than 10% higher.
  - Routine replacement of fitness and IT equipment continues in 2022.
- **Membership Revenue (72% of operating revenue)**
  - Recommending the first membership rate increase since 2012.
  - The recommended rate increase is $8/month for family membership, $3/month for other memberships.

2022 Notable Capital Projects

- **Road program** increases to $1.9M.
- Funding for **storm sewer projects** at $650,000.
- Majority of **NextGen Municipal Building renovation project** budgeted for 2022.
- Final major phase of the **Perimeter Trail** budgeted at $1.46M.
- Budget includes $1M for initial **Morton Field Complex improvements**.

Questions/Comments

- Proposed budget online at www.twpusc.org
- Questions/Comments?

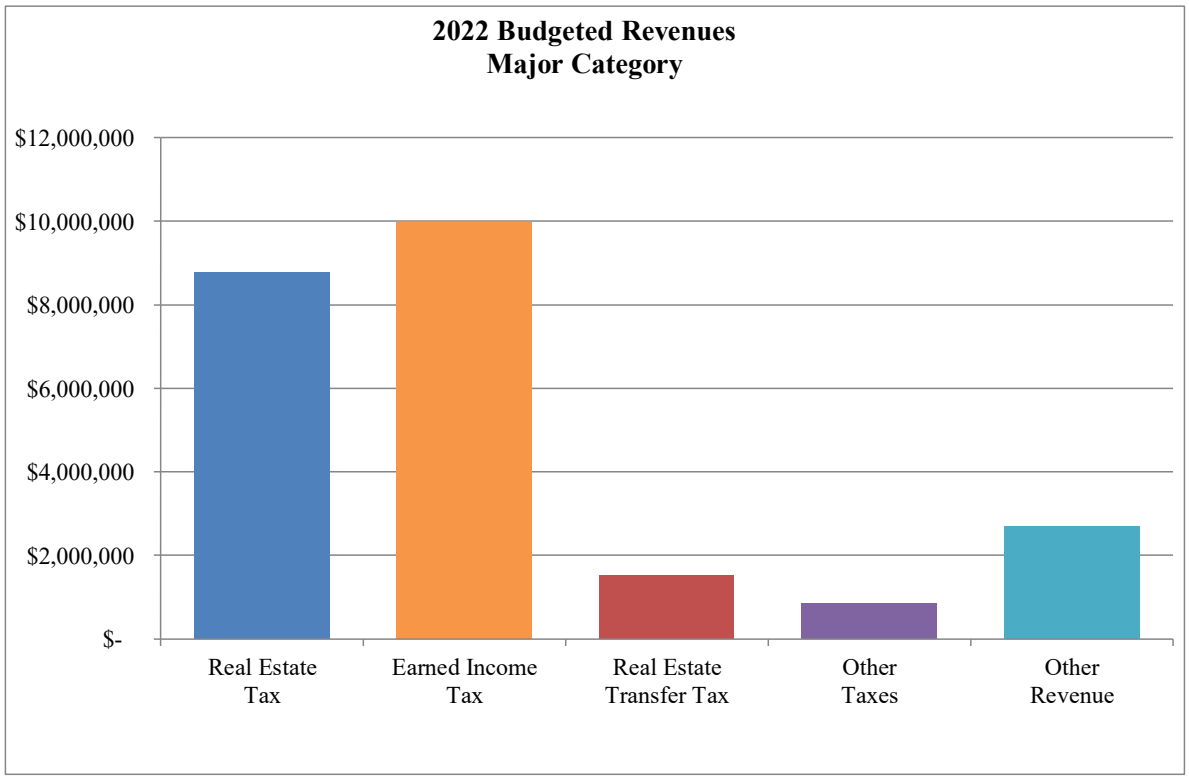


THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

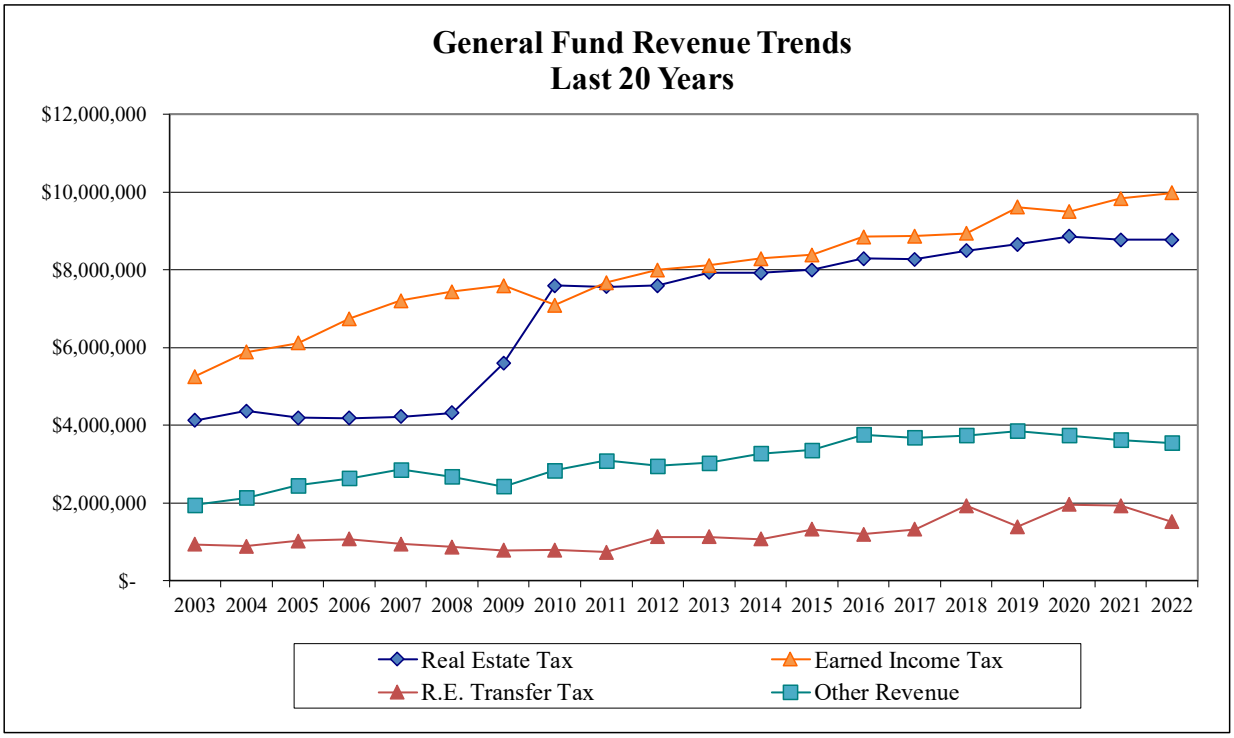
GENERAL FUND

MAJOR REVENUES

	2021 Budget	2022 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
Real Estate Tax	$ 8,551,932	$ 8,772,500	$ 220,568	2.58%
Earned Income Tax	9,051,000	9,980,000	929,000	10.26%
Local Services Tax	278,400	297,500	19,100	6.86%
Real Estate Transfer Tax	1,225,000	1,520,000	295,000	24.08%
Public Utilities Tax	18,350	18,500	150	0.82%
Local Option Sales & Use Tax	514,200	578,800	64,600	12.56%
Licenses and Permits	137,725	147,450	9,725	7.06%
Fees and Fines	489,100	462,500	(26,600)	(5.44%)
Rental Income	2,865	2,950	85	2.97%
Investment Earnings	9,000	12,000	3,000	33.33%
Service Agreements	279,893	287,280	7,387	2.64%
Other Non-Tax Revenue	1,325,525	1,368,118	42,593	3.21%
Recreation Fees	307,350	370,600	63,250	20.58%
Total Revenues	**$ 22,190,340**	**$ 23,818,198**	**$ 1,627,858**	**7.34%**
Fund Balance	-	-	-	0.00%
Total Major Revenues	**$ 22,190,340**	**$ 23,818,198**	**$ 1,627,858**	**7.34%**



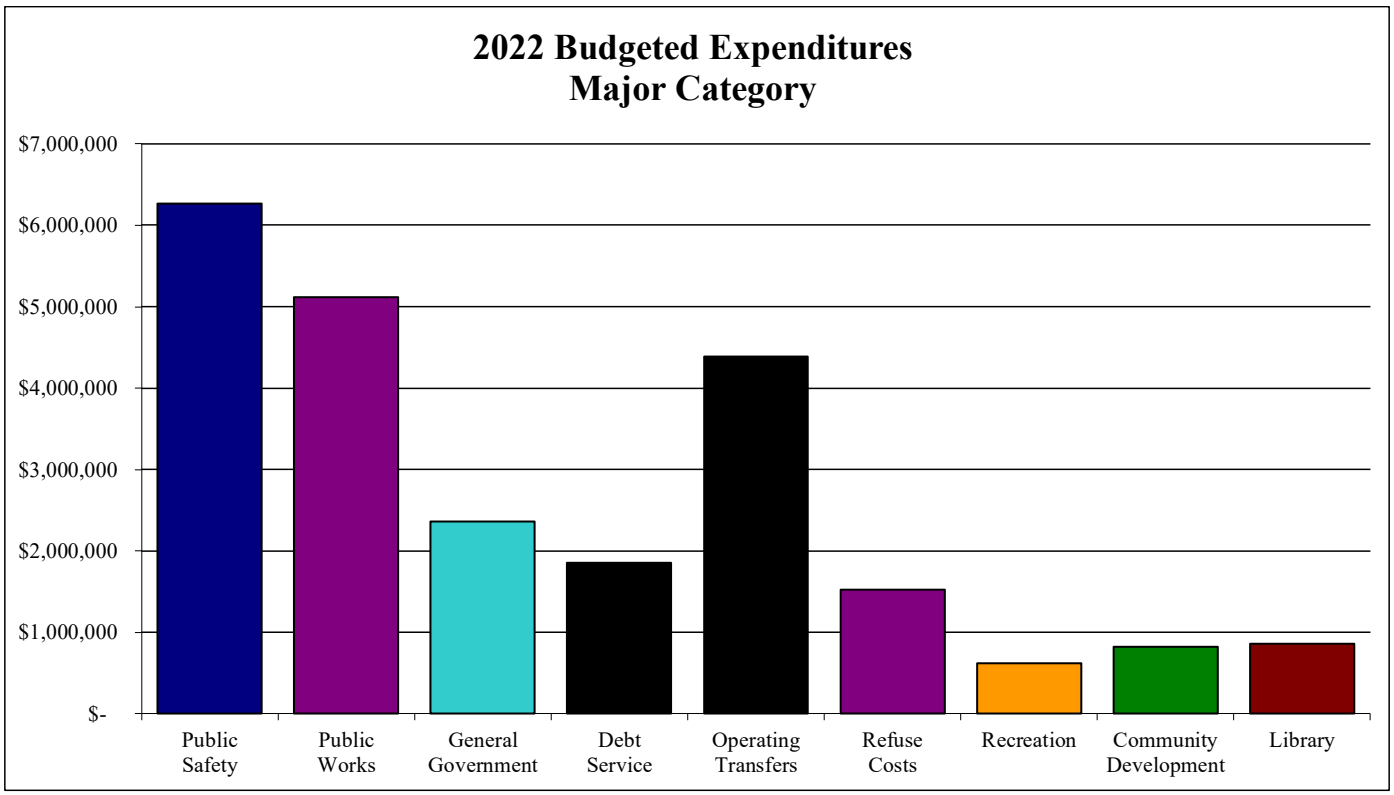
	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Real Estate Tax	$ 8,650,007	$ 8,853,274	$ 8,551,932	$ 8,769,300	$ 8,772,500
Earned Income Tax	9,608,726	9,498,413	9,051,000	9,828,000	9,980,000
Local Services Tax	297,279	292,994	278,400	294,600	297,500
Real Estate Transfer Tax	1,397,605	1,965,764	1,225,000	1,930,000	1,520,000
Public Utilities Tax	18,523	19,840	18,350	18,350	18,500
Local Option Sales & Use Tax	546,599	512,357	514,200	566,270	578,800
Tax Revenues	$ 20,518,739	$ 21,142,642	$ 19,638,882	$ 21,406,520	$ 21,167,300
Licenses and Permits	133,069	156,928	137,725	156,445	147,450
Fees and Fines	566,179	507,274	489,100	480,350	462,500
Rental Income	88,419	5,648	2,865	2,865	2,950
Investment Earnings	114,015	39,702	9,000	19,600	12,000
Service Agreements	270,364	288,735	279,893	276,094	287,280
Other Non-Tax Revenue	1,469,571	1,731,614	1,325,525	1,452,856	1,368,118
Recreation Fees	352,158	179,619	307,350	352,610	370,600
Non-Tax Revenues	$ 2,993,775	$ 2,909,520	$ 2,551,458	$ 2,740,820	$ 2,650,898
Total Revenues	**$ 23,512,514**	**$ 24,052,162**	**$ 22,190,340**	**$ 24,147,340**	**$ 23,818,198**
Fund Balance	-	-	-	-	-
Total Major Revenues	**$ 23,512,514**	**$ 24,052,162**	**$ 22,190,340**	**$ 24,147,340**	**$ 23,818,198**



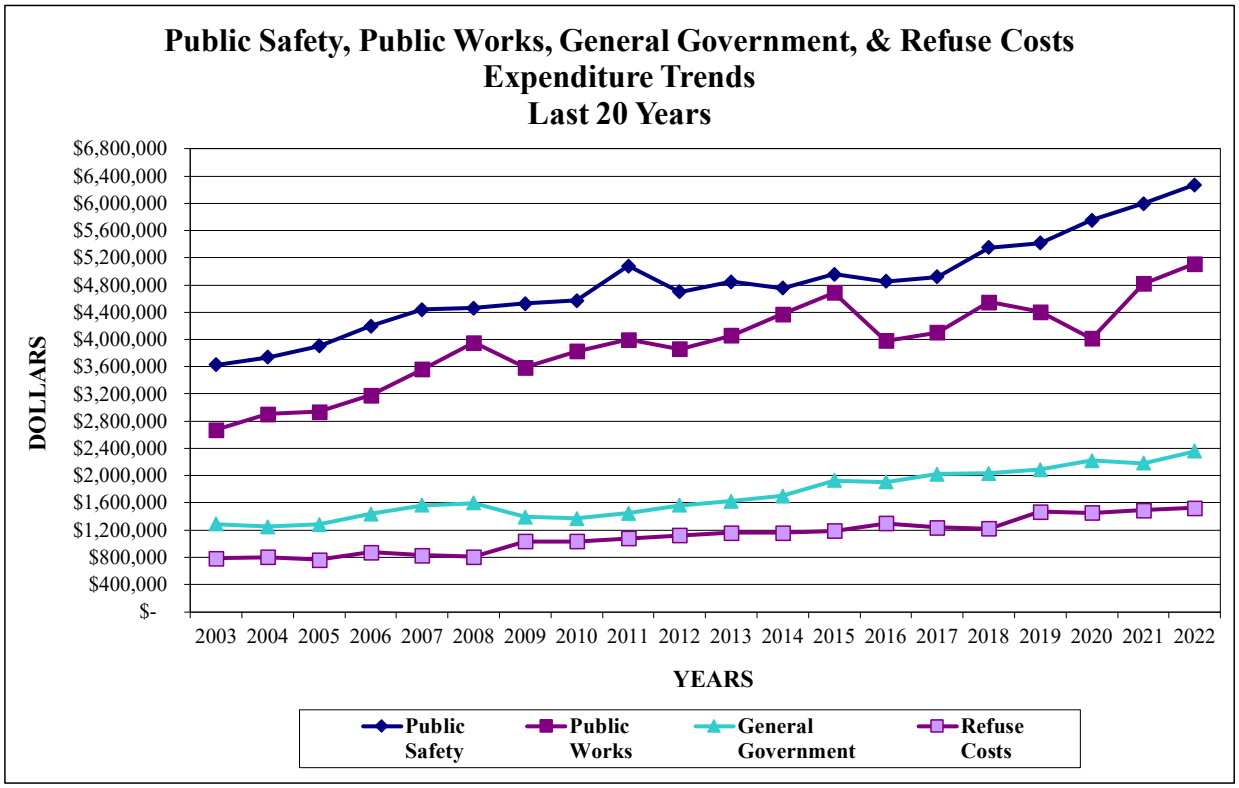
GENERAL FUND

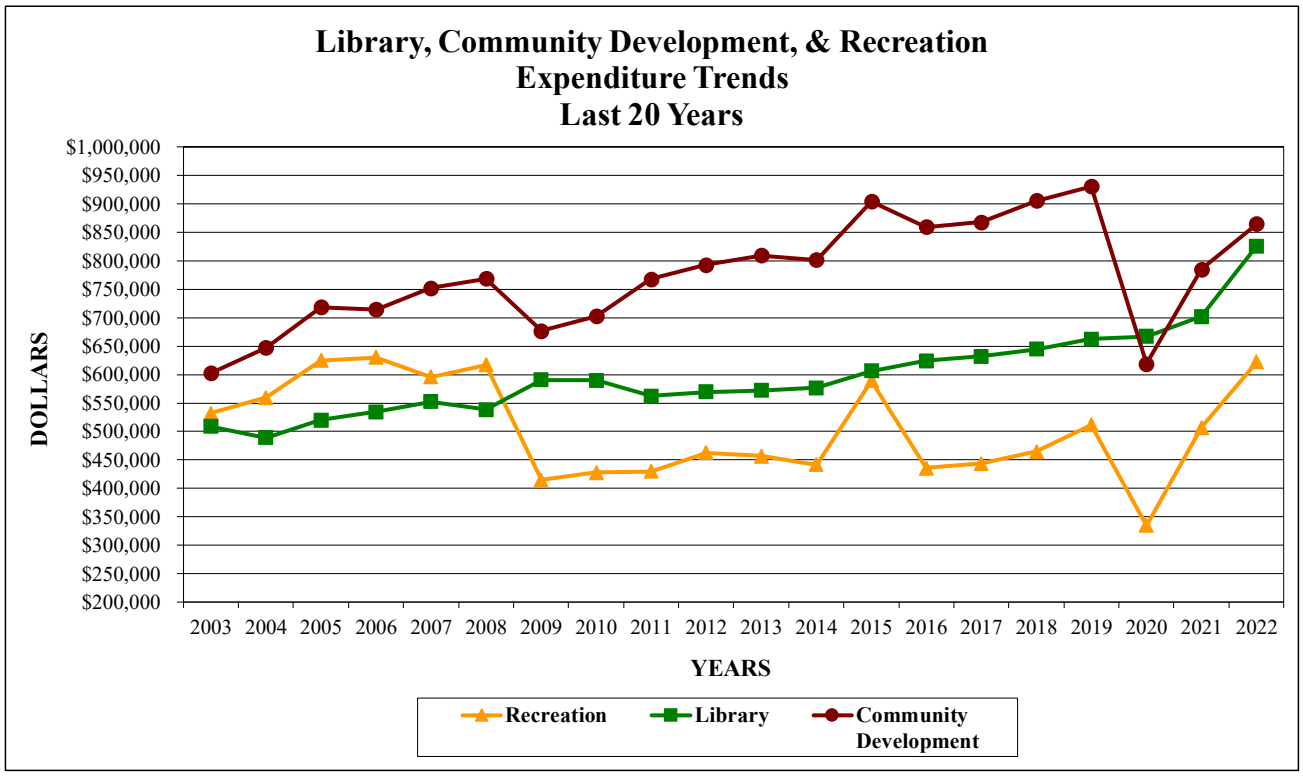
MAJOR PROGRAMS

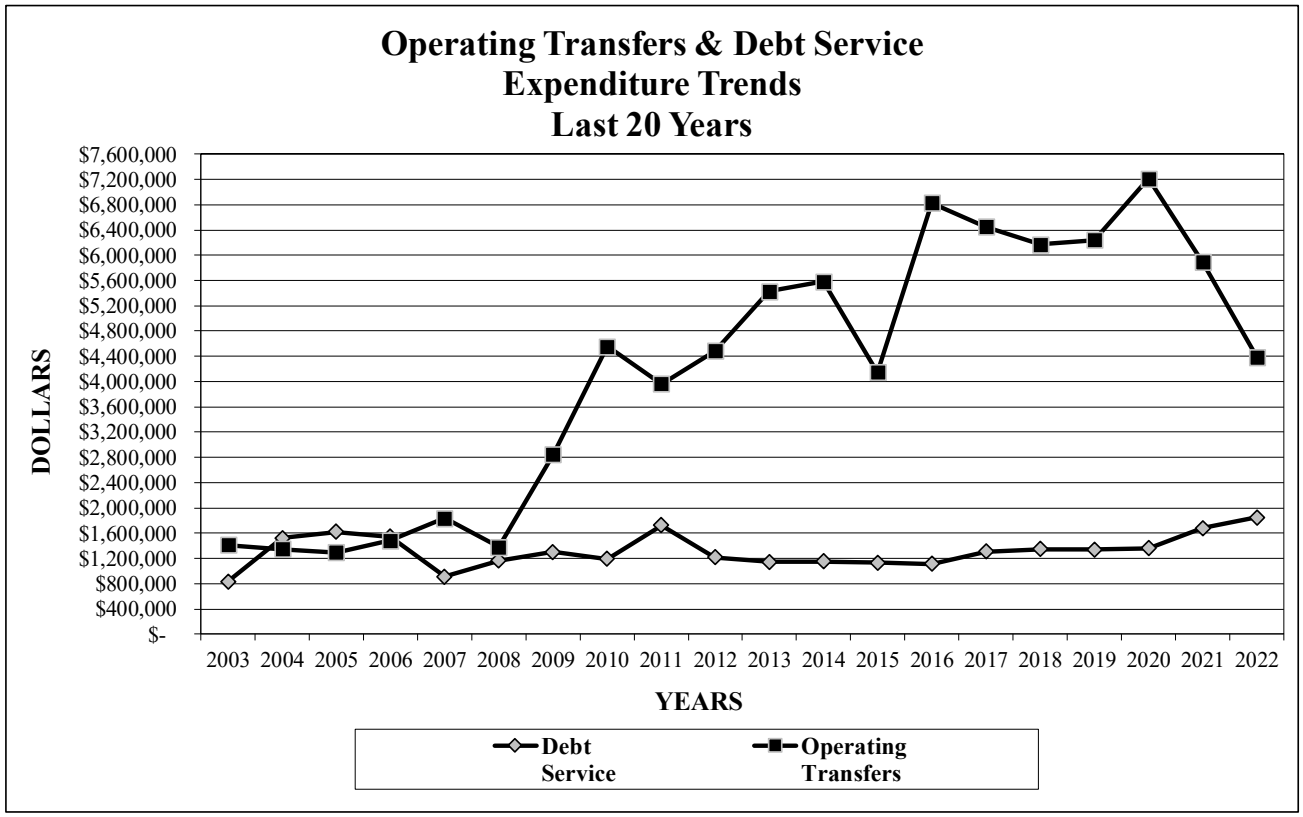
	2021 Budget	2022 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
General Government	$ 2,075,566	$ 2,127,524	$ 51,958	2.50%
Public Safety	5,966,907	6,268,933	302,026	5.06%
Community Development	822,426	826,359	3,933	0.48%
Public Works	5,090,235	5,112,211	21,976	0.43%
Refuse Collection	1,502,500	1,525,500	23,000	1.53%
Recreation & Leisure Services	541,554	622,482	80,928	14.94%
Library	954,645	865,144	(89,501)	(9.38%)
Unallocated Insurance Costs	227,322	231,969	4,647	2.04%
Operating Expenditures	$ 17,181,155	$ 17,580,122	$ 398,967	2.32%
Operating Transfers	3,099,420	4,384,964	1,285,544	41.48%
Debt Service Payments	1,909,765	1,853,112	(56,653)	(2.97%)
Non-Operating Expenditures	$ 5,009,185	$ 6,238,076	$ 1,228,891	24.53%
Total Expenditures	**$ 22,190,340**	**$ 23,818,198**	**$ 1,627,858**	**7.34%**
Fund Balance	-	-	-	**0.00%**
Total Major Programs	**$ 22,190,340**	**$ 23,818,198**	**$ 1,627,858**	**7.34%**



	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
General Government	$ 1,867,235	$ 1,774,792	$ 2,075,566	$ 1,959,914	$ 2,127,524
Public Safety	5,413,824	5,749,723	5,966,907	5,993,432	6,268,933
Community Development	662,542	667,379	822,426	702,060	826,359
Public Works	4,404,152	4,016,523	5,090,235	4,817,119	5,112,211
Refuse Collection	1,468,053	1,452,388	1,502,500	1,494,500	1,525,500
Recreation & Leisure Services	511,445	334,990	541,554	507,021	622,482
Library	930,821	619,394	954,645	785,089	865,144
Unallocated Insurance Costs	218,491	448,480	227,322	223,548	231,969
Operating Expenditures	$ 15,476,563	$ 15,063,669	$ 17,181,155	$ 16,482,683	$ 17,580,122
Operating Transfers	6,243,282	7,212,775	3,099,420	5,886,984	4,384,964
Debt Service Payments	1,343,547	1,360,687	1,909,765	1,677,673	1,853,112
Non-Operating Expenditures	$ 7,586,829	$ 8,573,462	$ 5,009,185	$ 7,564,657	$ 6,238,076
Total Expenditures	**$ 23,063,392**	**$ 23,637,131**	**$ 22,190,340**	**$ 24,047,340**	**$ 23,818,198**
Fund Balance	449,122	415,031	-	100,000	-
Total Major Programs	**$ 23,512,514**	**$ 24,052,162**	**$ 22,190,340**	**$ 24,147,340**	**$ 23,818,198**

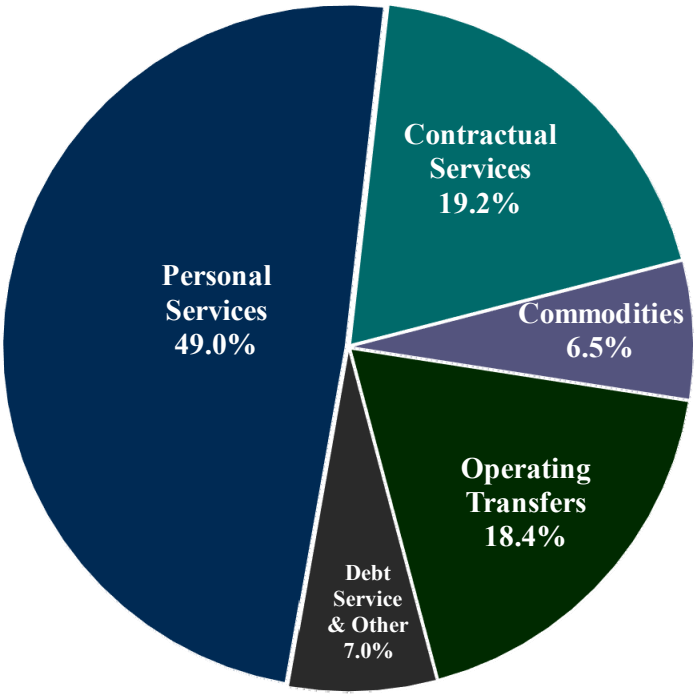



Library, Community Development, & Recreation
Expenditure Trends
Last 20 Years
DOLLARS
$1,000,000
$950,000
$900,000
$850,000
$800,000
$750,000
$700,000
$650,000
$600,000
$550,000
$500,000
$450,000
$400,000
$350,000
$300,000
$250,000
$200,000
2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022
YEARS
Recreation
Library
Community Development


Operating Transfers & Debt Service
Expenditure Trends
Last 20 Years
DOLLARS
$7,600,000
$7,200,000
$6,800,000
$6,400,000
$6,000,000
$5,600,000
$5,200,000
$4,800,000
$4,400,000
$4,000,000
$3,600,000
$3,200,000
$2,800,000
$2,400,000
$2,000,000
$1,600,000
$1,200,000
$800,000
$400,000
$-
2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022
YEARS
Debt Service
Operating Transfers

Category	Personal Services	Contractual Services	Commodities	Other	Total
General Government	$ 1,569,965	$ 1,023,375	$ 37,775	$ (503,591)	**$ 2,127,524**
Public Safety	5,437,447	557,654	80,850	192,982	**6,268,933**
Community Development	675,636	85,116	9,500	56,107	**826,359**
Public Works	2,839,521	1,122,624	1,216,700	(66,634)	**5,112,211**
Refuse Collection	-	1,525,500	-	-	**1,525,500**
Recreation & Leisure Services	286,247	200,911	58,250	77,074	**622,482**
Library	667,578	20,200	140,600	36,766	**865,144**
Operating Transfers	-	-	-	4,384,964	**4,384,964**
Debt Service Payments	-	-	-	1,853,112	**1,853,112**
Miscellaneous Expenditures	198,769	33,200	-	-	**231,969**
Total Expenditures	**$ 11,675,163**	**$ 4,568,580**	**$ 1,543,675**	**$ 6,030,780**	**$ 23,818,198**
Percentage of Total	***49.02%***	***19.18%***	***6.48%***	***25.32%***	***100.0%***

2022 GENERAL FUND EXPENDITURES BY TYPE



EXPENDITURE TYPES

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

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

General Government
- Legal services
- Engineering services
- Tax collection services
- Information technology support

Public Safety
- Animal control expenses

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

Refuse Collection
- Refuse & recycling collection contract

Recreation
- Contracted programming and instruction for various recreation activities

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

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

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

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

2022 GENERAL FUND
BUDGETED EXPENDITURES PER CAPITA

GENERAL GOVERNMENT		
Board of Commissioners	$	2.79
Administration		59.53
Finance		18.64
Tax Collection		15.73
Legal Services		9.62
Cable Television Services		4.32
Subtotal	$	110.63

PUBLIC SAFETY		
Police Protection	$	305.01
Fire Protection		16.53
Animal Control		4.47
Subtotal	$	326.01

COMMUNITY DEVELOPMENT		
Planning & Code Enforcement	$	42.97

PUBLIC WORKS		
Administration	$	46.77
Engineering Services		5.77
Civic Activities		2.56
Snow & Ice Control		35.07
Storm Sewer Maintenance		6.87
Traffic Engineering & Safety		8.11
Street Maintenance		23.07
Refuse Collection & Disposal		79.33
Building Maintenance		39.24
Equipment Maintenance		26.93
Golf Course Maintenance		6.28
Tennis Court Maintenance		4.60
Parks Maintenance		54.37
Forestry		5.64
Force Work Projects		0.57
Subtotal	$	345.18

RECREATION & LEISURE		
Administration	$	12.37
Recreation Programs		20.00
Subtotal	$	32.37

LIBRARY SERVICE		
Library Administration	$	44.99

DEBT SERVICE		
Debt Service	$	96.37

OPERATING TRANSFERS		
Operating Transfers	$	228.03

MISCELLANEOUS EXPENSES		
Miscellaneous Expenses	$	12.06

FUND BALANCE		
Fund Balance	$	-

PER CAPITA COST		
Total Budgeted Per Capita Cost	**$**	**1,238.66**

Per Capita Information
Budget: $23,818,198
Population*: 19,229

** Source: 2010 U.S. Census*

GENERAL FUND

REAL ESTATE TAXES

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Real Estate Taxes					
Current Real Estate Tax	$ 8,478,695	$ 8,653,012	$ 8,487,432	$ 8,678,800	$ 8,687,500
Delinquent Taxes	171,312	200,262	64,500	90,500	85,000
Total Real Estate Taxes	**$ 8,650,007**	**$ 8,853,274**	**$ 8,551,932**	**$ 8,769,300**	**$ 8,772,500**

REAL ESTATE TAX OVERVIEW

The Real Estate Tax is one of Upper St. Clair's main revenue sources and is assessed on all commercial, industrial, residential, and other non-exempt real estate. Real Estate Tax is calculated as a product of two factors: the millage rate and the assessed value of a property. 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.

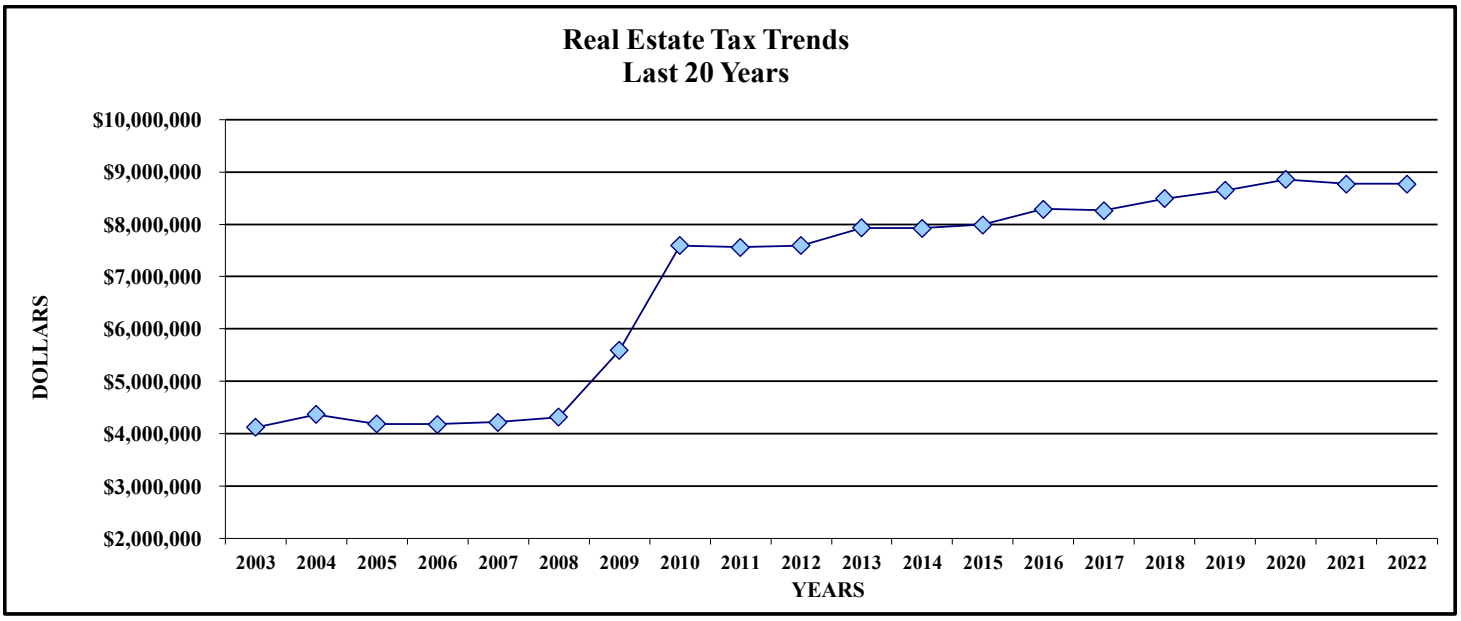
As of November 2021, the Township had a total of 7,836 real estate parcels, of which 7,706 were taxable. The breakdown is as follows:

Building + Land	Building Only	Land Only	Zero Values	Exempt Properties
7,072	126	431	77	130

Allegheny County last completed a tax reassessment of every parcel of property in the county in 2012. The County took into consideration the status and condition of adjacent properties and, in the case of commercial and industrial properties, their value in terms of business profitability. The Allegheny County Office of Property Assessment certifies the overall assessed values annually in January and issues interim assessments throughout the year based on changes in properties. The latest taxable assessed value for the Township was certified in January 2021 at $2,438,592,366.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

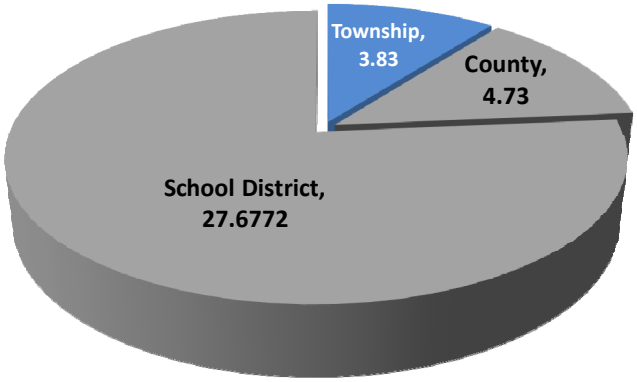
Real Estate Taxes 01-00-000-301???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Current Real Estate Tax					
001 Real Estate Tax - Current (2022)	$ 8,478,695	$ 8,653,012	$ 8,487,432	$ 8,678,800	$ 8,687,500
Total Current Real Estate Tax	$ 8,478,695	$ 8,653,012	$ 8,487,432	$ 8,678,800	$ 8,687,500
Delinquent Taxes					
002 RET Penalties & Interest Current Year (2022)	$ 8,237	$ 8,074	$ 2,500	$ 2,500	$ 2,500
003 Real Estate Tax Previous Year (2021)	102,271	120,097	40,000	25,000	30,000
004 RET Penalties & Interest Previous Year (2021)	11,278	8,368	4,000	10,000	7,000
005 Real Estate Tax 2020 and Prior	23,678	39,686	8,000	30,000	25,000
006 RET Penalties & Interest 2020 and Prior	8,356	9,245	2,000	10,000	7,500
007 Liened Real Estate Tax Costs	17,492	14,792	8,000	13,000	13,000
Total Delinquent Taxes	$ 171,312	$ 200,262	$ 64,500	$ 90,500	$ 85,000
Total Real Estate Taxes	**$ 8,650,007**	**$ 8,853,274**	**$ 8,551,932**	**$ 8,769,300**	**$ 8,772,500**



REAL ESTATE TAXES PER MEDIAN HOUSEHOLD

The Real Estate Tax is calculated by dividing the parcel's total assessed value (as determined by Allegheny County) by $1,000, then multiplying that value by the millage rate. In 2022, the Township of Upper St. Clair's Real Estate Tax millage rate is 3.83. A taxable real estate parcel in the Township is also taxed separately by Allegheny County and the Upper St. Clair School District. The following example illustrates the total Real Estate Tax paid by a taxpayer whose parcel is valued at $231,100, which is the median household value in the Township.

Real Estate Taxes			
Taxing Authority	**2022 Millage Rate**		**Real Estate Tax**
Township of Upper St. Clair	**3.83**	**$**	**885**
Allegheny County	4.73	$	1,093
Upper St. Clair School District	27.6772	$	6,396
	Total Real Estate Tax	**$**	**8,374**



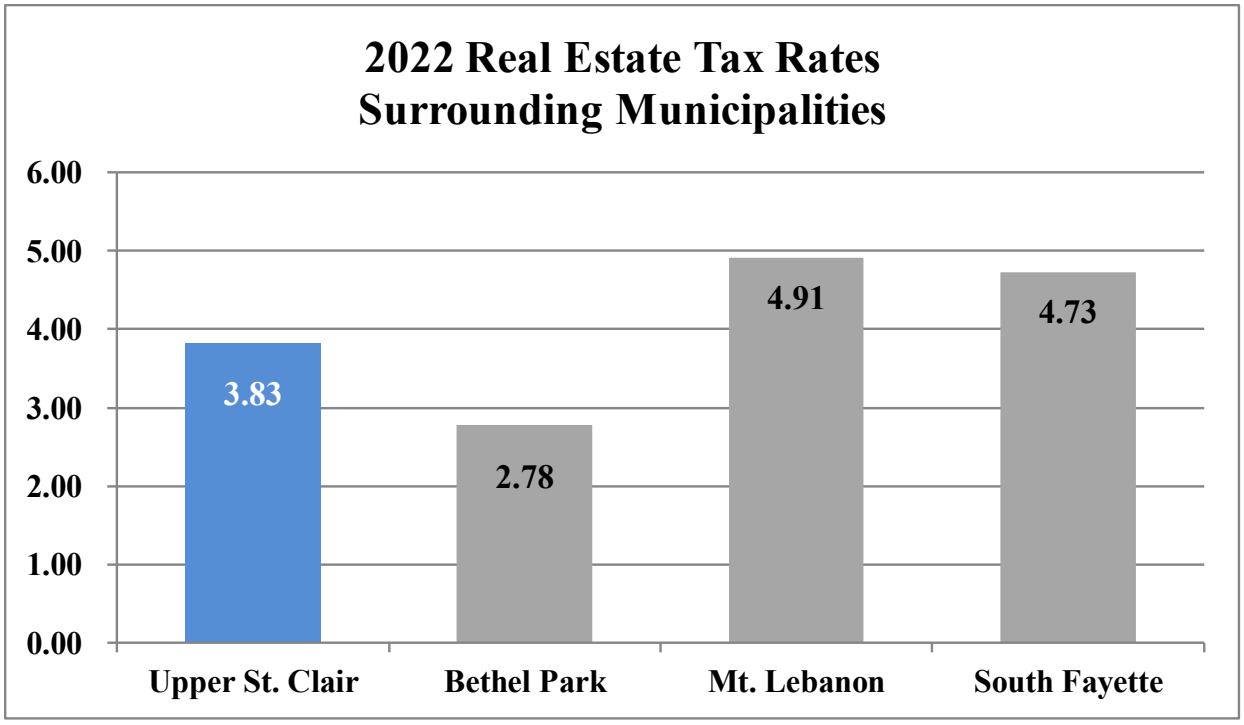
A twenty-year comparison of assessed valuation and millage rates is shown below:

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

Year	Total Taxable Assessed Value	% Change in Value	Millage Rate	Year	Total Taxable Assessed Value	% Change in Value	Millage Rate
2003	1,603,927,301	-1.85%	2.60	2013^	2,030,049,782	20.35%	3.83
2004	1,614,770,740	0.68%	2.60	2014	2,072,481,041	2.09%	3.83
2005	1,630,554,590	0.98%	2.60	2015	2,094,831,941	1.08%	3.83
2006	1,656,966,390	1.62%	2.60	2016	2,142,954,507	2.30%	3.83
2007	1,660,339,290	0.20%	2.60	2017	2,188,348,120	2.12%	3.83
2008	1,660,118,320	-0.01%	2.60	2018	2,235,513,841	2.16%	3.83
2009	1,669,202,220	0.55%	3.40	2019	2,270,288,341	1.56%	3.83
2010	1,676,420,504	0.43%	4.60	2020	2,316,969,441	2.06%	3.83
2011	1,685,717,270	0.55%	4.60	2021	2,348,592,366	1.36%	3.83
2012	1,686,740,170	0.06%	4.60	2022*	2,340,261,446	-0.35%	3.83

^ Countywide reassessment year
* Estimated values (certified values not available until January 2022)

REAL ESTATE TAX MILLAGE RATES - SURROUNDING MUNICIPALITIES



THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

GENERAL FUND

EARNED INCOME TAXES

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Total Earned Income Taxes	**$ 9,608,726**	**$ 9,498,413**	**$ 9,051,000**	**$ 9,828,000**	**$ 9,980,000**

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 0.50% 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 0.50% on the aforementioned income. 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 0.30% 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 0.80% levied for municipal purposes.

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

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

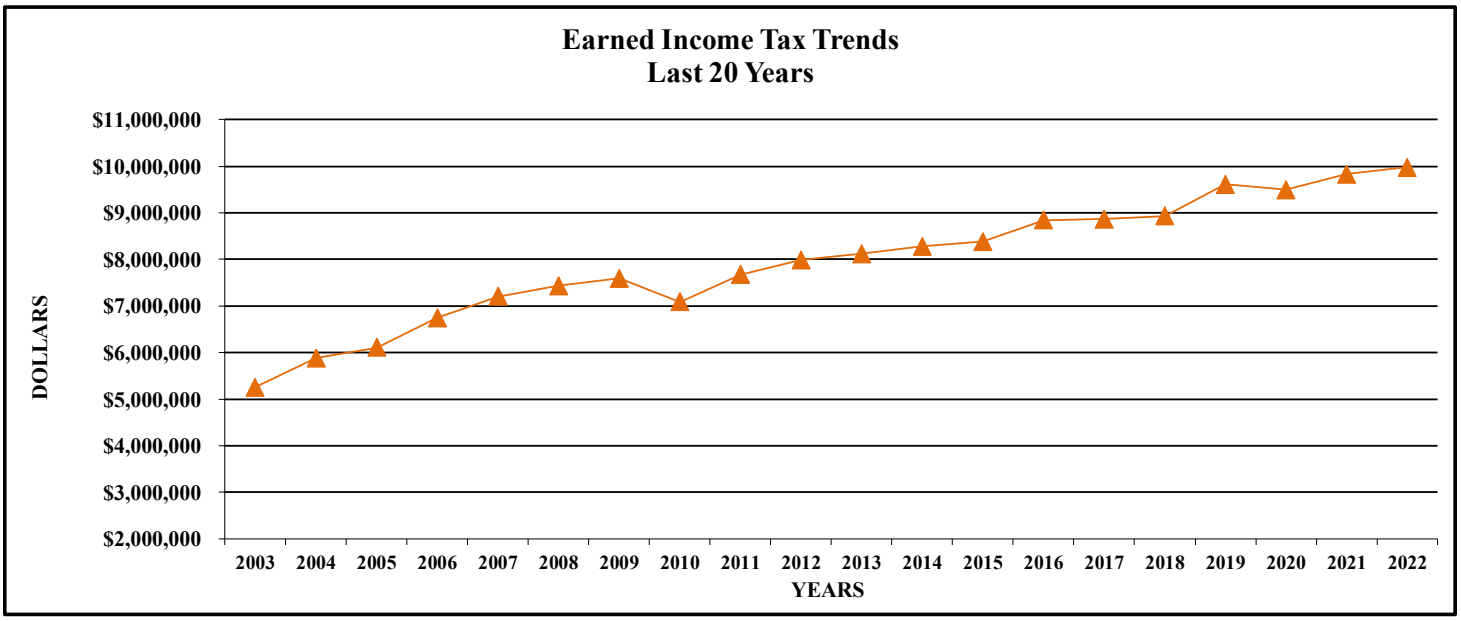
2. All employers in the state must withhold the earned income tax for each one of their employees irrespective of where they reside. The objective of the legislation is to create a streamlined tax collection system with procedures and uniform forms that will simplify the tax collection for companies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

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

EARNED INCOME TAXES OVERVIEW (Continued)

Jordan Tax Service collects earned income tax for the Township through the TCD and remits the collections to the Township daily, as necessary. The appointed tax collector reviews earned income tax accounts for compliance with tax regulations. Through shared information from the Pennsylvania Department of Revenue, the review compares earned income sections submitted by a resident to the State to the amount declared on a resident's local tax return.

Earned Income Taxes 01-00-000-310???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
001 Earned Income Tax Current Year	$ 6,793,875	$ 6,633,506	$ 6,294,000	$ 6,826,000	$ 7,031,000
002 Earned Income Tax Prior Year	2,622,999	2,715,409	2,627,000	2,752,000	2,829,000
003 Earned Income Tax Previous Years	191,852	149,498	130,000	250,000	120,000
Total Earned Income Taxes	**$ 9,608,726**	**$ 9,498,413**	**$ 9,051,000**	**$ 9,828,000**	**$ 9,980,000**



EARNED INCOME TAX RATE

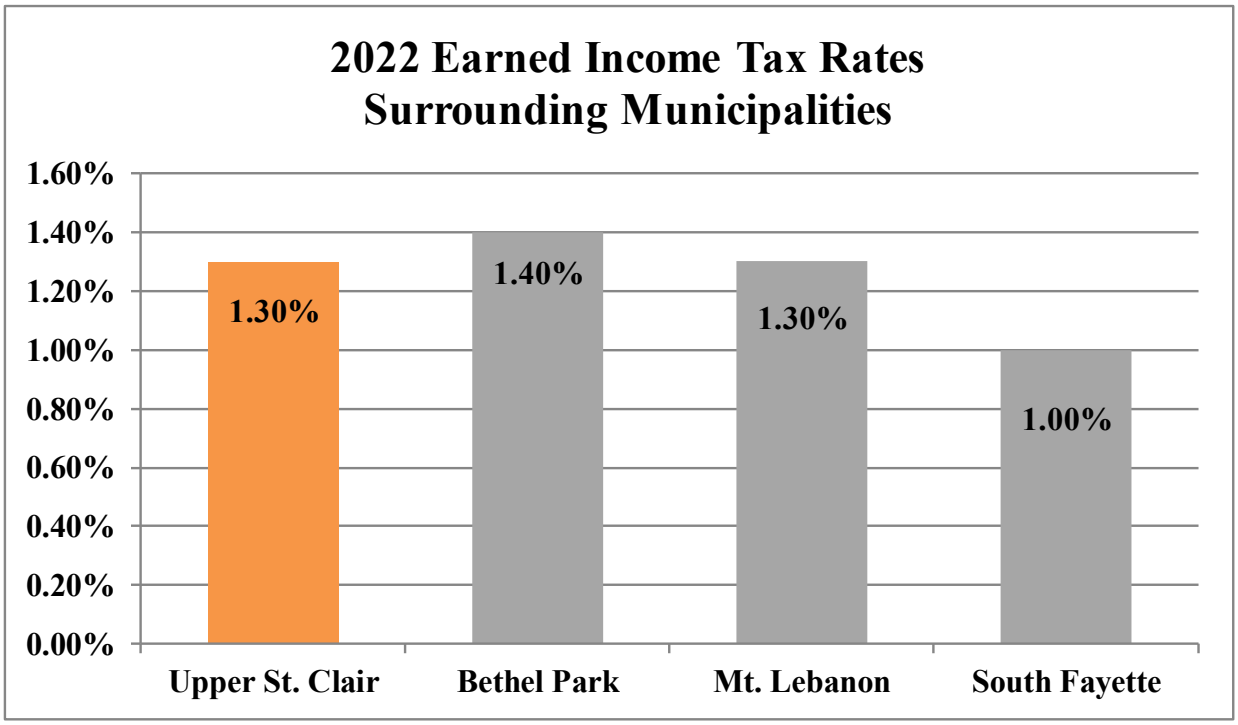
A ten-year comparison of earned income tax rates for the Township and School District are shown below:

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
2013	$8,116,840	0.80%	0.50%	1.30%	2018	$8,934,154	0.80%	0.50%	1.30%
2014	$8,285,627	0.80%	0.50%	1.30%	2019	$9,608,726	0.80%	0.50%	1.30%
2015	$8,382,576	0.80%	0.50%	1.30%	2020	$9,498,413	0.80%	0.50%	1.30%
2016	$8,844,793	0.80%	0.50%	1.30%	2021*	$9,828,000	0.80%	0.50%	1.30%
2017	$8,869,902	0.80%	0.50%	1.30%	2022*	$9,980,000	0.80%	0.50%	1.30%

** EIT Collection amount is projected*

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 $128,482 as reported by the U.S Census Bureau as of November 2021.

Local Earned Income Tax		
Taxing Authority	**2022 EIT Rate**	**EIT Due**
Township of Upper St. Clair (Act 511 Tax)	**0.50%**	**$ 642**
Township of Upper St. Clair (Act 62 Tax)	**0.30%**	**$ 385**
Upper St. Clair School District (Act 511 Tax)	0.50%	$ 642
Total Local Earned Income Tax	**1.30%**	**$ 1,670**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

GENERAL FUND

OTHER TAXES

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Total Other Taxes	**$ 2,260,006**	**$ 2,790,955**	**$ 2,035,950**	**$ 2,809,220**	**$ 2,414,800**

OTHER TAXES OVERVIEW

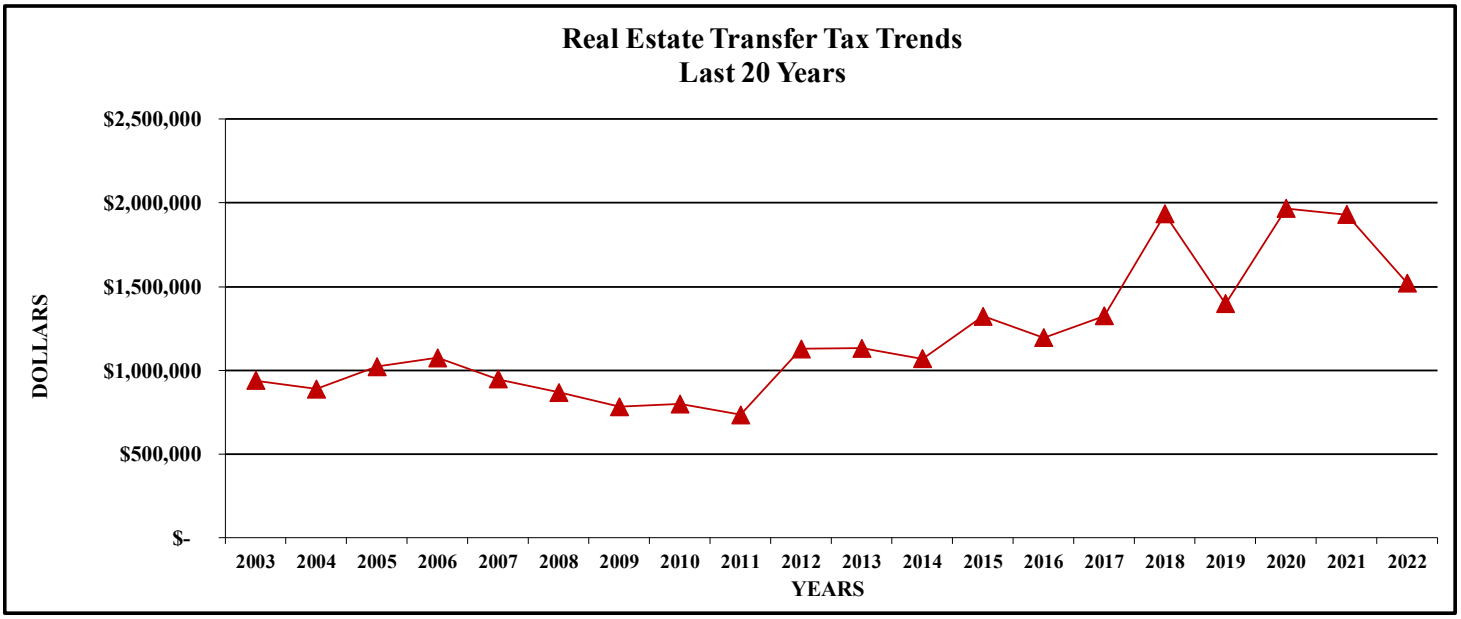
Local Services Tax
The Local Services Tax is a $52 annual tax levied on all persons employed within the corporate limit of Upper St. Clair and who make over $12,000 annually. The tax is collected by Jordan Tax Service and remitted to the Township on a daily basis, as necessary.

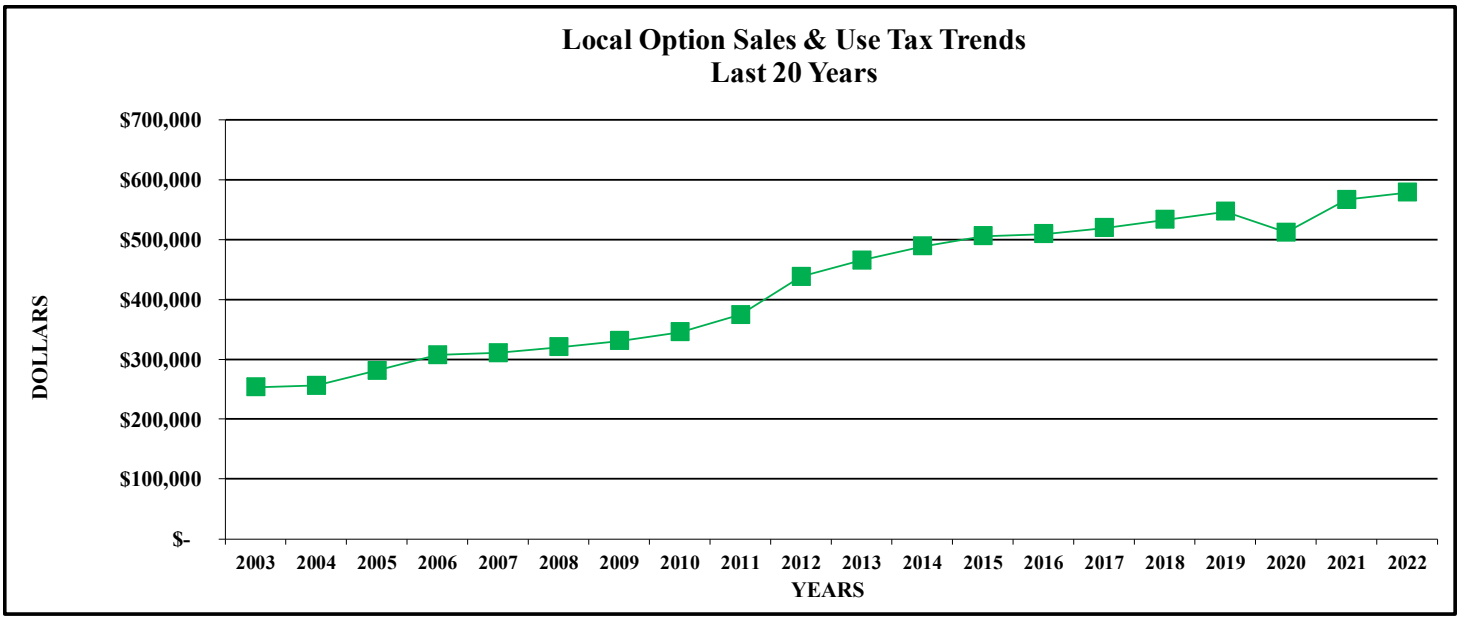
Real Estate Transfer Tax
This 1.0% tax, collected for the Township by the County Recorder of Deeds through the sale of deed transfer stamps, is on the sale price of all property in Upper St. Clair. The State also receives 1.0% and the School District receives 0.5%. Revenue derived from this tax is remitted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

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

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

Other Taxes **01-00-000-315???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
001 Local Services Tax	$ 297,279	$ 292,994	$ 278,400	$ 294,600	$ 297,500
002 Real Estate Transfer Tax	1,397,605	1,965,764	1,225,000	1,930,000	1,520,000
003 Public Utilities Tax	18,523	19,840	18,350	18,350	18,500
004 Local Option Sales & Use Tax	546,599	512,357	514,200	566,270	578,800
Total Other Taxes	**$ 2,260,006**	**$ 2,790,955**	**$ 2,035,950**	**$ 2,809,220**	**$ 2,414,800**


Real Estate Transfer Tax Trends
Last 20 Years
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$-
DOLLARS
2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022
YEARS


Local Option Sales & Use Tax Trends
Last 20 Years
$700,000
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$-
DOLLARS
2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022
YEARS

GENERAL FUND

OTHER REVENUES

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Total Licenses and Permits	**$ 133,069**	**$ 156,928**	**$ 137,725**	**$ 156,445**	**$ 147,450**

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	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
001 Building Permits	$ 66,533	$ 95,491	$ 75,000	$ 86,000	$ 80,000
002 Beverage Licenses	3,050	3,050	3,050	3,050	3,050
003 Grading Permits	475	195	400	195	200
004 Amusement Device Permits	1,275	1,315	1,275	1,200	1,200
007 Street Opening Permits	19,132	9,956	14,000	15,000	15,000
008 Alarm Systems Permits	25,457	19,632	22,000	22,000	22,000
009 False Alarm Fees	50	200	-	-	-
012 Dye Test Compliance Fees	19,950	20,300	16,000	23,000	20,000
013 Electrical Permit Fees-Net	(2,853)	6,789	6,000	6,000	6,000
Total Licenses and Permits	**$ 133,069**	**$ 156,928**	**$ 137,725**	**$ 156,445**	**$ 147,450**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Total Fines and Fees	**$ 566,179**	**$ 507,274**	**$ 489,100**	**$ 480,350**	**$ 462,500**

FEES AND FINES OVERVIEW

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

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

Fines and Fees **01-00-000-330???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
003 Filing and Hearing Fees	$ 10,470	$ 7,660	$ 9,000	$ 8,000	$ 8,000
004 Animal Control Fines and Fees	180	100	-	50	-
005 Magistrate Fines	37,546	19,519	18,000	23,000	23,000
006 Local Fines	5,440	2,045	4,000	1,400	1,400
008 State Traffic Fine Distribution	12,499	11,051	10,000	14,000	11,000
011 Library Fees and Fines	30,020	9,305	12,000	3,100	9,300
012 Cable Television Franchise Fees	459,794	446,544	427,000	424,300	403,100
040 Compost Site Tipping Fees	10,230	11,050	9,100	6,500	6,700
Total Fines and Fees	**$ 566,179**	**$ 507,274**	**$ 489,100**	**$ 480,350**	**$ 462,500**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Total Rental Income	**$ 88,419**	**$ 5,648**	**$ 2,865**	**$ 2,865**	**$ 2,950**

RENTAL INCOME OVERVIEW

Through 2019, the Township received rental income from the Upper St. Clair School District, which leased a portion of the Municipal Building and reimbursed the Township for space occupied and a proportionate share of the utility expense. The School District ended its lease of space within the Municipal Building during 2019 to move into its own newly constructed facility, thus the elimination of this revenue source beginning in 2020.

To improve its own emergency dispatch system for police, fire and public safety, the Township leased land to Crown Communications in 1996 for the purpose of erecting a 350-foot communications tower to replace the 180-foot Township-owned communications tower. The Township was provided six antennae positions on the new tower and $140,000 of new radio equipment. Crown provided these services along with an annual lease amount in exchange for the commercial use of the remaining antennae positions on the new tower. The annual lease amount was $2,400 for the first 20 years and then 3% annual increases for each subsequent year. Accordingly, the 2022 lease amount is $2,950.

Rental Income **01-00-000-340???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
001 School District Rental	$ 88,419	$ -	$ -	$ -	$ -
002 Boyce Road Radio Tower Rental	-	5,648	2,865	2,865	2,950
Total Rental Income	**$ 88,419**	**$ 5,648**	**$ 2,865**	**$ 2,865**	**$ 2,950**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Total Interest on Investments	**$ 114,015**	**$ 39,702**	**$ 9,000**	**$ 19,600**	**$ 12,000**

INTEREST INCOME OVERVIEW

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

Interest on Investments **01-00-000-345???-000**	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
001 Interest on Investments	$ 114,015	$ 39,702	$ 9,000	$ 19,600	$ 12,000
Total Interest on Investments	**$ 114,015**	**$ 39,702**	**$ 9,000**	**$ 19,600**	**$ 12,000**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Total Service Agreements	**$ 270,364**	**$ 288,735**	**$ 279,893**	**$ 276,094**	**$ 287,280**

SERVICE AGREEMENTS OVERVIEW

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

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

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

Tax Collection Service Agreement
The Township and the School District have entered into a joint Tax Collection Agreement. The Township Tax Office collects taxes for both bodies under a shared cost arrangement. The existing Tax Collection Agreement runs through 2022, and reimburses the Township for Staff personnel, office space and data processing costs. The School District is invoiced separately for any costs of the Jordan Tax Service contract that are directly applicable to the School District.

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

Service Agreements 01-00-000-350???-000	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
001 Snow and Ice Control	$ 215,404	$ 226,347	$ 220,731	$ 220,731	$ 232,300
002 Peters Township Service	9,322	10,132	10,250	5,383	5,000
004 School District Tax Collection	25,036	29,588	27,312	27,312	27,312
007 PennDOT Road Mte. Agreement	20,602	22,668	21,600	22,668	22,668
Total Service Agreements	**$ 270,364**	**$ 288,735**	**$ 279,893**	**$ 276,094**	**$ 287,280**

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Total Recreation Program Fees	**$ 352,158**	**$ 179,619**	**$ 307,350**	**$ 352,610**	**$ 370,600**

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 $384,661. Revenues do not cover administration costs and capital expenses required by the programming.

Recreation Program Fees **01-00-000-367???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
011 Summer Program Fees	72,835	39,615	70,000	131,010	140,000
013 Older Adults	250	100	100	100	100
014 Golf Course	6,567	57	6,250	6,500	6,500
015 Tennis Program	34,080	19,429	23,000	23,000	24,000
021 Tennis Bubble Fees	79,264	88,264	60,000	65,000	70,000
022 Miscellaneous Self Supporting	98,172	32,154	88,000	70,000	70,000
023 Youth Basketball	60,990	-	60,000	57,000	60,000
Total Recreation Program Fees	**$ 352,158**	**$ 179,619**	**$ 307,350**	**$ 352,610**	**$ 370,600**

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

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Total Other Non-Tax Revenue	**$ 1,469,571**	**$ 1,731,614**	**$ 1,325,525**	**$ 1,452,856**	**$ 1,368,118**

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 Act 205, the Township receives an allocation from the State of Pennsylvania for each qualified full-time employee in the pension plan.

Employee Health Insurance Reimbursements
All full-time employees are required to pay a portion of their Health insurance premiums.

Dividends for Workers Compensation and Property & Liability Insurance
The Township belongs to a pooled trust for both insurance products and receives an annual dividend payment.

Other Non-Tax Revenue 01-00-000-??????-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
370010 Special Police Detail	$ 39,307	$ 211,266	$ 65,000	$ 95,000	$ 81,000
370011 Library State Grant	64,059	69,940	38,759	69,940	69,940
370013 State Pension Grant	713,819	691,859	674,516	676,185	662,528
370014 Recycling Program/Grant	87,207	-	38,000	43,453	35,000
370015 Library Table Gaming Revenue	12,601	8,955	8,000	10,250	10,250
370016 Act 13 State Grant Funds	13,075	11,222	10,000	7,443	7,000
370024 Federal Bulletproof Vest Grant	-	3,340	-	-	-
370028 Police Highway Safety Grant	10,275	4,847	1,500	-	-
370051 Intergovernnmental Aid	-	175,000	-	-	-
380001 Maps, Docs & Police Reports	6,965	6,082	7,000	7,000	7,000
380002 IdentoGO Services	16,479	7,214	12,000	6,500	6,500
380010 Facility Fees	15,550	10,964	11,500	15,000	15,000
380022 Employee Health Ins. Reimb.	131,127	139,805	139,000	139,000	145,000
380026 COBRA Insurance Payments	2,557	3,040	750	1,400	800
380027 Workers Comp. Dividends	166,870	204,124	168,000	191,137	174,000
380029 Cable 7 PEG Grant	9,179	8,730	8,300	8,078	7,500
380030 Prop & Liab Ins. Dividends	60,502	55,866	51,000	77,074	52,000
380040 Public Works Scrap Metal Rev.	6,629	9,067	6,500	11,165	6,500
380050 Payment Rebates	24,581	20,430	19,200	21,000	21,600
380080 Flex Plan Year End Reimb.	7,277	9,266	1,500	2,231	1,500
380099 Miscellaneous Revenue	81,512	80,597	65,000	71,000	65,000
Total Other Non-Tax Revenue	**$ 1,469,571**	**$ 1,731,614**	**$ 1,325,525**	**$ 1,452,856**	**$ 1,368,118**

GENERAL FUND

GENERAL GOVERNMENT SUMMARY

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
General Government Expenditures					
Personal Services	$ 1,360,793	$ 1,326,323	$ 1,539,294	$ 1,450,317	$ 1,569,965
Contractual Services	898,196	830,817	971,600	902,291	1,023,375
Commodities	24,017	29,874	38,850	36,250	37,775
Distributed Costs	(415,771)	(412,222)	(474,178)	(428,944)	(503,591)
Total General Government Expenditures	**$ 1,867,235**	**$ 1,774,792**	**$ 2,075,566**	**$ 1,959,914**	**$ 2,127,524**

GENERAL GOVERNMENT OVERVIEW

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

2021 DEPARTMENT ACCOMPLISHMENTS

- Finalized the design, awarded bids, and began construction on the NextGen Municipal Building renovation project.
- Closed on a 20-year, $12,335,000 General Obligation Bond issue to aid in funding the NextGen project and several other pending projects.
- Reaffirmed the Township's AA+ bond rating as part of the 2021 bond issue.
- Received several large grant awards including 2 each for the NextGen project and Perimeter Trail.
- Launched new websites for the Township (www.twpusc.org) and TCS (www.tcsems.org).
- Implemented a paperless solution for the Board of Commissioners to use for meetings.
- Received the 90+ cashvest® Award representing outstanding leadership in liquidity management.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of America (GFOA) for the 13th consecutive year and the Certificate of Achievement Award for Excellence in Financial Reporting from GFOA for the 33rd consecutive year.
- Made progress on the joint Township & Fire Department strategic planning study that began in late-2020.
- Successfully negotiated a new collective bargaining agreement between the Township and the Teamsters 205 (Public Works employees). Also successfully negotiated a new collective bargaining agreement between Tri-Community South EMS and its Emergency Medical Services personnel union.

2022 DEPARTMENT GOALS AND OBJECTIVES

- Continue to meet the requirements of the GFOA's Distinguished Budget and CAFR award programs.
- Maintain the Township's AA+ bond rating.
- Evaluate two potential bond refunding opportunities and execute if the savings threshold can be achieved.
- Coordinate activities related to the completion of the NextGen renovation project.
- Coordinate grant, debt, capital, and any other financing necessary for approved capital projects.
- Adopt and begin implementation of the Fire Department strategic plan.
- Further refine the organization's cybersecurity strategy.
- Negotiate a new collective bargaining agreement between the Township and the Police Association.

DEPARTMENT EXPENDITURES

General Government Expenditures 01-10-101-500 TO 01-10-107-500	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 968,920	$ 951,505	$ 1,096,416	$ 1,033,423	$ 1,116,807
120 Part-Time Wages	-	-	-	5,200	19,500
130 Elected Officials Salaries	8,400	7,300	8,400	9,600	8,400
162 Group Life Insurance	3,567	4,991	5,004	5,105	5,826
163 Medical Insurance	215,210	199,882	240,833	215,957	226,374
164 Workers' Compensation	5,461	4,633	3,809	3,809	3,602
166 Pension Costs	80,084	80,960	90,749	89,472	93,953
167 Long-term Disability Insurance	2,015	1,949	2,662	2,662	3,033
168 Post Retirement Plan	5,333	5,000	6,900	4,900	4,900
198 Social Security Expense	71,803	70,103	84,521	80,189	87,570
Total Personal Services	$ 1,360,793	$ 1,326,323	$ 1,539,294	$ 1,450,317	$ 1,569,965
Contractual Services					
210 Professional Services-Legal	$ 198,142	$ 128,735	$ 190,000	$ 165,000	$ 180,000
212 Professional Services-Auditing	5,671	17,954	18,500	18,783	19,100
213 Recurring Contractual	62,416	81,969	70,000	70,000	124,000
217 Miscellaneous Consulting Services	200	-	1,000	-	1,000
220 Liability Insurance	23,377	25,365	25,500	27,300	29,300
223 Tax Collection Bonds	6,043	7,785	7,500	6,700	6,800
230 Association Dues	25,217	27,387	33,100	31,425	33,725
231 Travel & Conference Expense	29,465	3,516	46,350	22,730	47,600
243 Telephone	13,916	16,991	23,700	20,500	21,250
250 Repairs/Maint - Office Equip	36,219	28,161	32,625	24,500	28,000
270 Software Licensing	98,444	121,087	78,500	81,000	90,000
274 Legal Advertising	6,131	5,829	11,000	7,800	11,000
275 Printing & Duplicating	1,360	2,286	3,100	3,813	3,100
278 Postage	6,492	8,169	5,350	2,190	3,100
280 Mileage Reimbursement	9	-	200	200	200
290 Other Contractual Services	348,444	320,373	377,175	372,350	377,200
292 Volunteer Boards & Commissions Recognition Expense	1,955	-	6,500	6,500	6,500
298 Credit Card Processing	1,006	510	1,500	1,500	1,500
299 Internet Connection Services	33,689	34,700	40,000	40,000	40,000
Total Contractual Services	$ 898,196	$ 830,817	$ 971,600	$ 902,291	$ 1,023,375

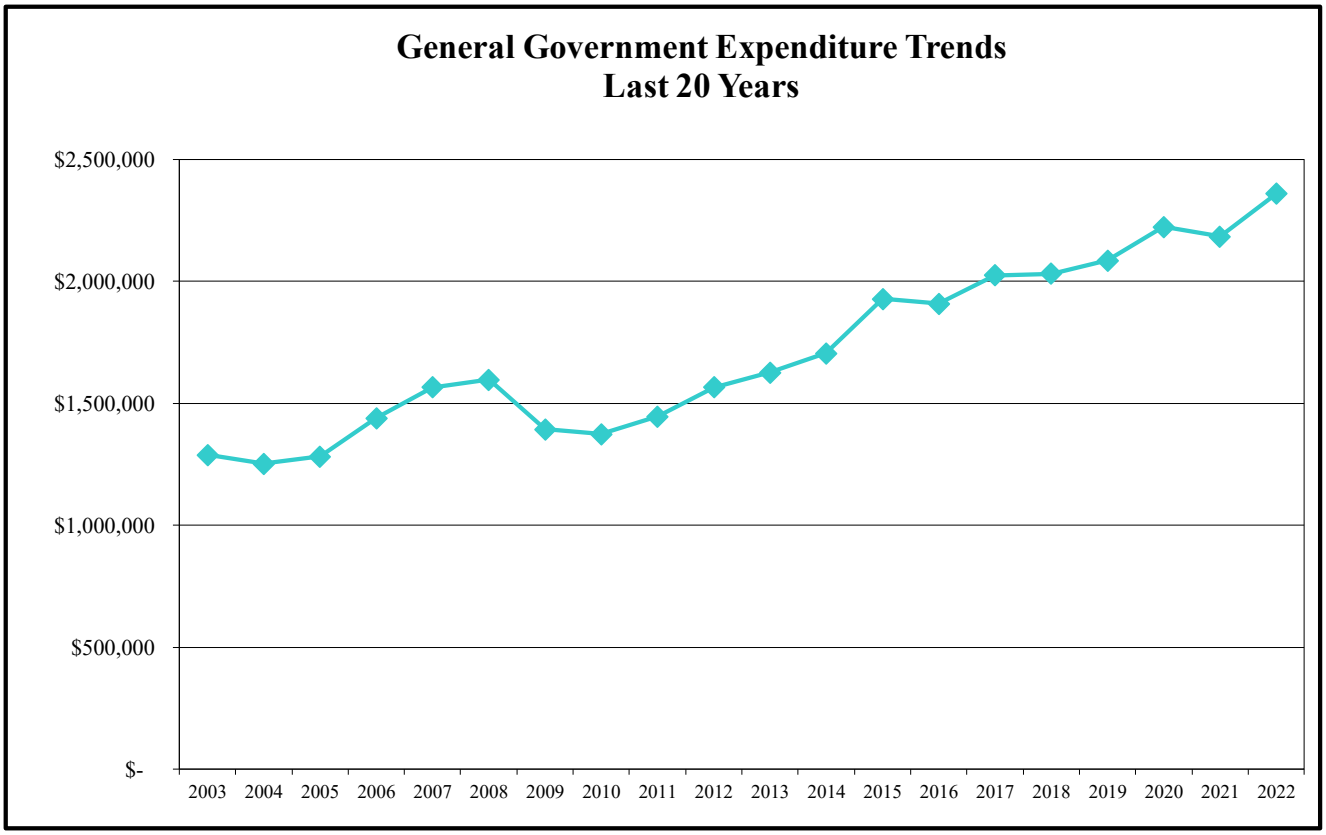
DEPARTMENT EXPENDITURES (Continued)

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Commodities					
300 Office Furniture & Equipment	$ -	$ 701	$ 2,800	$ 1,300	$ 2,700
301 Expendable Office Supplies	7,534	7,035	10,500	10,200	10,100
302 Books & Subscriptions	2,725	2,173	3,800	3,700	3,525
303 Tapes	-	95	700	250	500
304 Publicity Material	269	240	500	500	500
390 Other Supplies	13,489	8,201	20,550	20,300	20,450
399 Bad Debt Expense	-	11,429	-	-	-
Total Commodities	$ 24,017	$ 29,874	$ 38,850	$ 36,250	$ 37,775
Distributed Costs					
601 Dist. Vehicle Costs	$ 11,692	$ 11,925	$ 10,385	$ 9,930	$ 10,629
602 Dist. Data Processing Costs	(427,463)	(424,147)	(484,563)	(438,874)	(514,220)
Total Distributed Costs	$ (415,771)	$ (412,222)	$ (474,178)	$ (428,944)	$ (503,591)
Total General Government Expenditures	**$ 1,867,235**	**$ 1,774,792**	**$ 2,075,566**	**$ 1,959,914**	**$ 2,127,524**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION

The average annual cost increase of General Government expenditures over the last 20 years is 3.06%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$1,674,636***
How many real estate tax mills?		**0.30**	**$694,030**
Earned Income Tax per $100?	**$**	**7.91**	**$789,561**
Percentage of Other Taxes?		**0.90%**	**$191,045**

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

SUPPLEMENTARY INFORMATION (continued)

Administrative Vehicles

	Year	Make	Model	Mileage (9/17/2021)	Condition	Anticipated Replacement Year
Passenger Vehicles						
1	2011	Ford	Escape	53,981	Fair	Rotation Vehicle
2	2009	Ford	Escape XLT	40,471	Fair	Rotation Vehicle
3	2014	Ford	C-Max - Hybrid	14,378	Good	2027
4	2013	Ford	Explorer	77,835	Good	Rotation Vehicle
5	2018	Ford	Explorer	23,518	Good	2023
6	2018	Ford	Escape	16,691	Good	2026
7	2015	Ford	Taurus	36,243	Fair	Rotation Vehicle

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Board of Commissioners Expenditures					
Personal Services	$ 9,043	$ 7,858	$ 9,043	$ 10,334	$ 9,043
Contractual Services	29,696	21,353	40,750	41,250	42,050
Commodities	865	790	2,500	2,500	2,500
Total Board of Comm. Expenditures	**$ 39,604**	**$ 30,001**	**$ 52,293**	**$ 54,084**	**$ 53,593**

BOARD OF COMMISSIONERS OVERVIEW

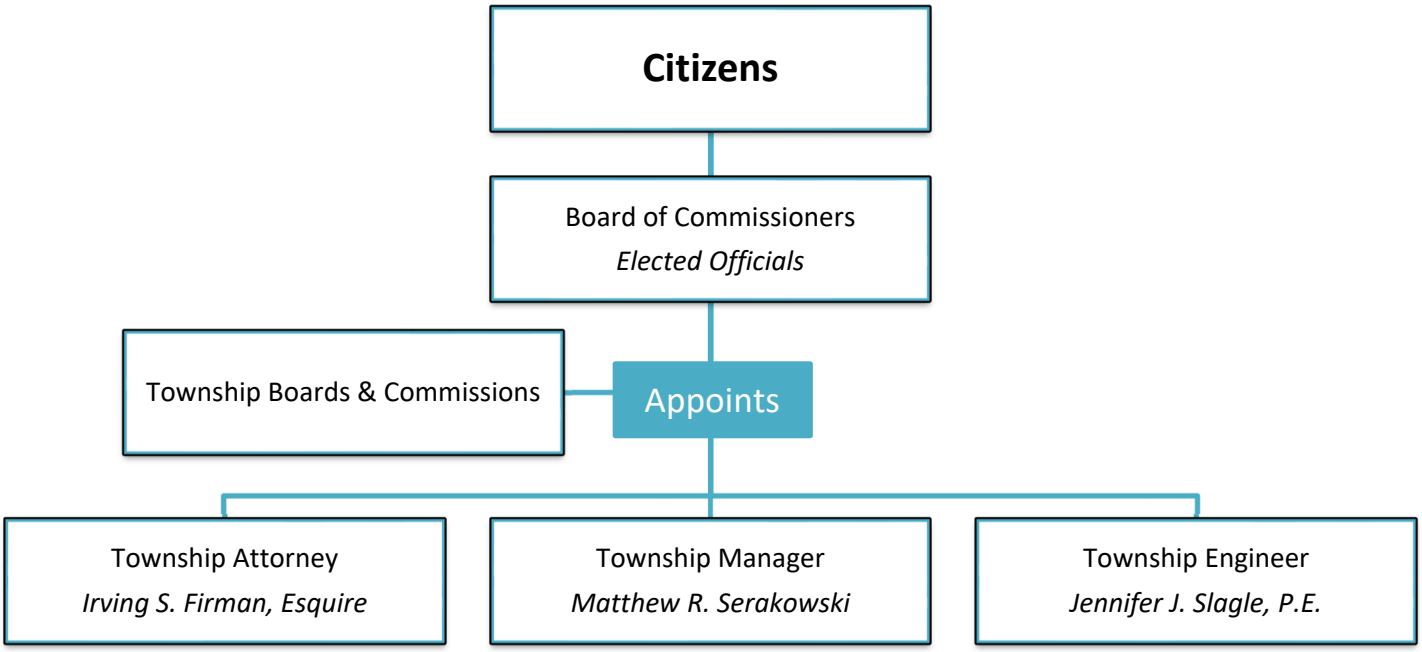
The Township of Upper St. Clair is a Home Rule Municipality located in Allegheny County of the Commonwealth of Pennsylvania. As a Home Rule Municipality, a locally drafted Charter adopted by the voters of Upper St. Clair governs the Township.

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

Section 306 of the Charter provides that members will receive salaries not to exceed $2,000 per annum so long as the Township's population is less than 25,000. The current compensation is $1,200 per annum. The Board of Commissioners could vote to increase salaries to $2,000 per annum for newly elected officials taking office in 2022.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT ORGANIZATIONAL STRUCTURE



Board of Commissioners	Ward
Daniel R. Paoly, President	At Large
Dante R. Plutko, Vice President	1
Todd D. Burlingame	4
Pamela L. Enck	2
Robert W. Orchowski	3
Ronald J. Pardini	5
Richard I. Thomas	At Large

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

DEPARTMENT EXPENDITURES

Board of Commissioners Expenditures 01-10-101-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
130 Elected Officials Salaries Seven Commissioners @ $1200	$ 8,400	$ 7,300	$ 8,400	$ 9,600	$ 8,400
198 Social Security Expense	643	558	643	734	643
Total Personal Services	$ 9,043	$ 7,858	$ 9,043	$ 10,334	$ 9,043
Contractual Services					
220 Liability Insurance	$ 14,757	$ 14,705	$ 15,000	$ 15,500	$ 16,300
230 Association Dues	6,153	6,153	7,250	7,250	7,250
231 Travel & Conference Expense	6,831	495	12,000	12,000	12,000
292 Volunteer Boards & Commissions Recognition Expense	1,955	-	6,500	6,500	6,500
Total Contractual Services	$ 29,696	$ 21,353	$ 40,750	$ 41,250	$ 42,050
Commodities					
390 Other Supplies	$ 865	$ 790	$ 2,500	$ 2,500	$ 2,500
Total Commodities	$ 865	$ 790	$ 2,500	$ 2,500	$ 2,500
Total Board of Comm. Expenditures	**$ 39,604**	**$ 30,001**	**$ 52,293**	**$ 54,084**	**$ 53,593**

BUDGETARY COMMENT

Funds for the Board of Commissioners are $1,300 more than appropriated in 2021 due to an increase in liability insurance premiums.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Administration Expenditures					
Personal Services	$ 738,063	$ 721,342	$ 832,068	$ 793,898	$ 875,825
Contractual Services	123,098	100,514	151,850	124,983	140,900
Commodities	19,928	24,943	25,500	24,300	25,500
Distributed Costs	71,076	88,267	96,989	87,967	102,543
Total Administration Expenditures	**$ 952,165**	**$ 935,066**	**$ 1,106,407**	**$ 1,031,148**	**$ 1,144,768**

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 and full-time Staff shown on the next page. 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 and joint purchasing. Other organizations allocated through this department include Pennsylvania Municipal League (PML) and Chartiers Valley District Flood Control Authority. This Budget allows for the Township to continue participation in these organizations.

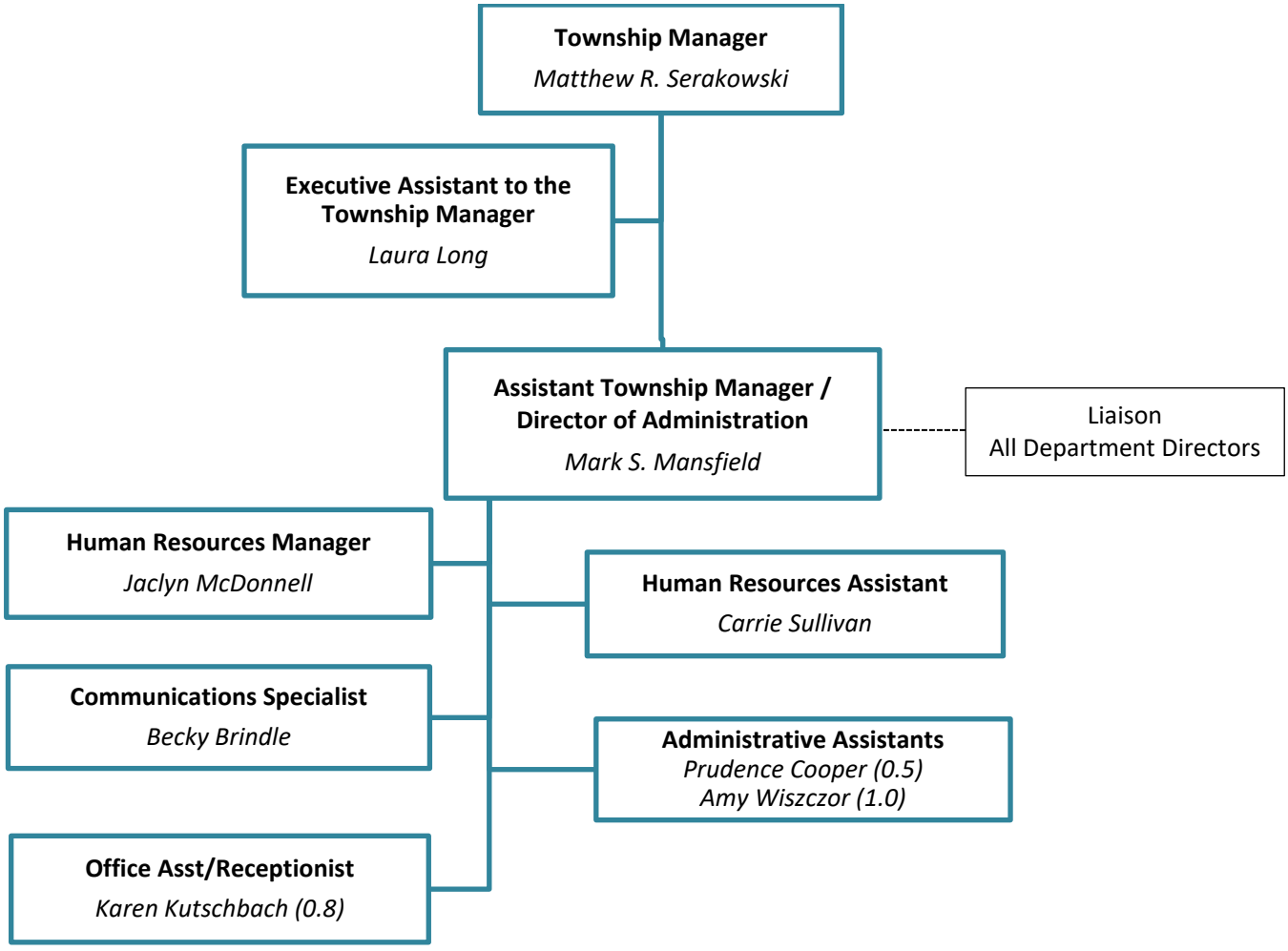
This department provides services for several other departments including grant applications, human resources, personnel functions, insurance management, vendor contracts, minutes of all Board of Commissioners and Informational and General Affairs Meetings, copying and office supplies.

DEPARTMENT ORGANIZATIONAL STRUCTURE

Position Title	Pay Grade	Minimum	Maximum	2022 Positions
Township Manager	13	$123,800	$206,300	1
Asst. Township Manager / Director of Admin.	12	$97,500	$162,500	1
Human Resources Manager	7	$64,000	$96,000	1
Executive Assistant to the Township Manager	5	$48,000	$72,000	1
Human Resources Assistant	4	$44,000	$66,000	1
Administrative Assistant	3	$40,000	$60,000	2
Communications Specialist	3	$40,000	$60,000	1
Office Assistant / Receptionist	1	$28,800	$43,200	1
Total				**9**

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

The authorized personnel responsible for programs and services for the Administration Department for 2021 are as follows:



Budgetary Allocations

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

Position Title	Administration	Finance	Sanitary Sewer	C&RC
Township Manager	70.0%	n/a	15.0%	15.0%
Office Assistant / Receptionist	80.0%	20.0%	n/a	n/a
Human Resources Manager	80.0%	n/a	n/a	20.0%

DEPARTMENT EXPENDITURES

Administration Expenditures 01-10-102-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 539,416	$ 526,804	$ 598,286	$ 571,336	$ 624,551
120 Part-Time Wages	-	-	-	5,200	19,500
162 Group Life Insurance	1,263	2,757	2,697	2,697	3,076
163 Medical Insurance	104,890	99,540	124,229	110,750	116,146
164 Workers' Compensation	2,728	2,314	1,902	1,902	1,799
166 Pension Costs	45,851	47,616	54,277	53,000	56,359
167 Long-term Disability Insurance	1,077	1,046	1,508	1,508	1,724
168 Post Retirement Plan	3,400	3,400	3,400	3,400	3,400
198 Social Security Expense	39,438	37,865	45,769	44,105	49,270
Total Personal Services	$ 738,063	$ 721,342	$ 832,068	$ 793,898	$ 875,825
Contractual Services					
230 Association Dues	$ 18,475	$ 20,244	$ 21,000	$ 21,000	$ 21,000
231 Travel & Conference Expense	11,677	1,230	17,500	1,630	19,500
243 Telephone	12,104	13,845	18,700	15,500	16,000
250 Repairs/Maint - Office Equip	2,666	230	2,600	-	-
274 Legal Advertising	6,131	5,829	11,000	7,800	11,000
275 Printing & Duplicating	1,229	2,286	3,000	3,713	3,000
278 Postage	6,116	7,731	4,750	2,040	2,500
280 Mileage Reimbursement	9	-	200	200	200
290 Other Contractual Services	64,691	49,119	73,100	73,100	67,700
Total Contractual Services	$ 123,098	$ 100,514	$ 151,850	$ 124,983	$ 140,900
Commodities					
300 Office Furniture & Equipment	$ -	$ 190	$ 1,200	$ -	$ 1,200
301 Expendable Office Supplies	6,321	5,754	7,500	7,500	7,500
302 Books & Subscriptions	1,197	689	1,300	1,300	1,300
304 Publicity Material	269	240	500	500	500
390 Other Supplies	12,141	6,641	15,000	15,000	15,000
399 Bad Debt Expense	-	11,429	-	-	-
Total Commodities	$ 19,928	$ 24,943	$ 25,500	$ 24,300	$ 25,500
Distributed Costs					
601 Dist. Vehicle Costs	$ 11,692	$ 11,925	$ 10,385	$ 9,930	$ 10,629
602 Dist. Data Processing Costs	59,384	76,342	86,604	78,037	91,914
Total Distributed Costs	$ 71,076	$ 88,267	$ 96,989	$ 87,967	$ 102,543
Total Administration Expenditures	**$ 952,165**	**$ 935,066**	**$ 1,106,407**	**$ 1,031,148**	**$ 1,144,768**

BUDGETARY COMMENT

Funds requested for General Government Administration are $38,361 more than in 2021. A reduction in contractual services partially offsets the personal services increase.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Finance Office Expenditures					
Personal Services	$ 230,170	$ 239,398	$ 238,633	$ 240,918	$ 248,833
Contractual Services	55,033	62,132	81,900	70,158	82,775
Commodities	698	1,017	2,550	2,450	2,375
Distributed Costs	19,965	20,358	23,094	20,810	24,510
Total Finance Office Expenditures	**$ 305,866**	**$ 322,905**	**$ 346,177**	**$ 334,336**	**$ 358,493**

FINANCE OFFICE OVERVIEW

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

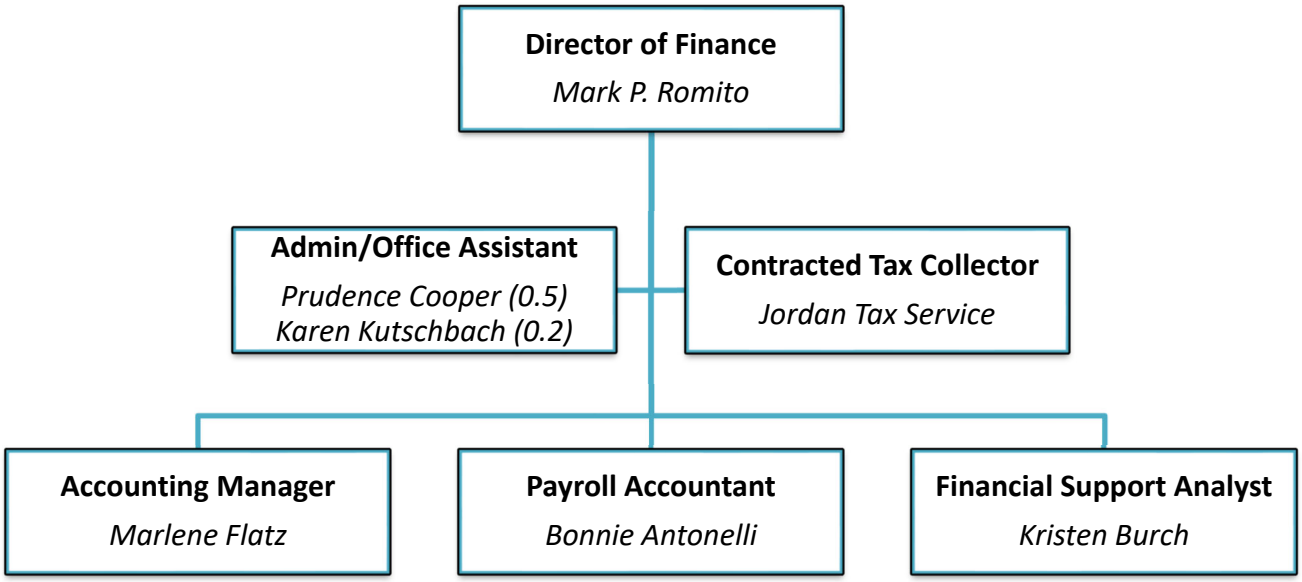
- Accounts payable
- Accounts receivable
- Budget development and management
- Financial reporting and projecting
- Payroll administration
- Purchasing systems
- Coordination of external audits
- Debt management
- Insurance management
- Cash & investment management
- Pension plan administration
- Tax collector oversight
- Assist all Township departments
- Support for Tri-Community South EMS

DEPARTMENT STATISTICS AND BENCHMARKS

Performance Measures	2017	2018	2019	2020	2021
Consecutive Years Receiving GFOA Certificate of Achievement for Excellence in Financial Reporting	29	30	31	32	33
Consecutive Years Receiving GFOA Distinguished Budget Presentation Award	9	10	11	12	13
AP - Paper Check Payments	2,250	0	0	0	0
AP - Electronic Payments via Check	714	1,458	1,426	1,197	1,344
AP - Electronic Payments via ACH	444	1,222	1,309	1,110	1,062
AP - Electronic Payments via Card	376	957	1,029	893	843
AP - Percentage of Payments made via Paper Check	59.5%	0.0%	0.0%	0.0%	0.0%
AP - Bills Paid	8,355	7,825	6,986	5,718	5,923
Payroll - Paper Check Payments	43	22	12	0	0
Payroll - Direct Deposit Payments	9,039	9,296	9,280	6,744	7,769
Payroll - % of Paychecks paid via Direct Deposit	99.5%	99.8%	99.9%	100.0%	100.0%
Payroll - Timesheets Processed	9,082	9,318	9,292	6,744	7,769
AR - Invoices Processed	396	316	187	102	118
Number of Deposits Processed	3,321	3,373	3,551	2,549	2,281
Cash & Investments - three+one cashVest score	69	89	88	92	93

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Finance and Tax Collection Departments for 2022 are as follows:



Position Title	Pay Grade	Minimum	Maximum	2022 Positions
Director of Finance	11	$86,250	$143,750	1
Accounting Manager	7	$64,000	$96,000	1
Financial Support Analyst	5	$48,000	$72,000	1
Payroll Accountant	4	$44,000	$66,000	1
Total				**4**

Budgetary Allocations

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

Position Title	Administration	Finance	Tax Collection	Sanitary Sewer	C&RC
Director of Finance	n/a	50%	25%	15%	10%
Accounting Manager	n/a	63%	15%	10%	10%
Payroll Accountant	n/a	70%	n/a	n/a	30%
Financial Support Specialist	n/a	40%	n/a	10%	50%
Office Assistant / Receptionist	80%	20%	n/a	n/a	n/a

DEPARTMENT EXPENDITURES

Finance Office Expenditures 01-10-103-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 157,894	$ 173,685	$ 171,886	$ 171,886	$ 176,956
162 Group Life Insurance	849	901	853	925	1,050
163 Medical Insurance	44,242	35,551	36,346	38,560	40,448
164 Workers' Compensation	955	810	666	666	630
166 Pension Costs	13,110	13,963	14,299	14,299	14,721
167 Long-term Disability Insurance	346	366	433	433	491
168 Post Retirement Plan	1,100	1,100	1,000	1,000	1,000
198 Social Security Expense	11,674	13,022	13,150	13,149	13,537
Total Personal Services	$ 230,170	$ 239,398	$ 238,633	$ 240,918	$ 248,833
Contractual Services					
212 Professional Services-Auditing	$ 4,421	$ 17,954	$ 18,500	$ 18,783	$ 19,100
230 Association Dues	589	990	1,850	1,675	2,475
231 Travel & Conference Expense	5,418	947	9,850	7,100	11,100
250 Repairs/Maint - Office Equip	8,438	13,486	16,025	13,500	14,000
275 Printing & Duplicating	131	-	100	100	100
290 Other Contractual Services	35,030	28,245	34,075	27,500	34,500
298 Credit Card Processing	1,006	510	1,500	1,500	1,500
Total Contractual Services	$ 55,033	$ 62,132	$ 81,900	$ 70,158	$ 82,775
Commodities					
300 Office Furniture & Equipment	$ -	$ 511	$ 800	$ 800	$ 1,000
301 Expendable Office Supplies	212	137	500	500	400
302 Books & Subscriptions	328	200	1,000	900	725
390 Other Supplies	158	169	250	250	250
Total Commodities	$ 698	$ 1,017	$ 2,550	$ 2,450	$ 2,375
Distributed Costs					
602 Dist. Data Processing Costs	$ 19,965	$ 20,358	$ 23,094	$ 20,810	$ 24,510
Total Distributed Costs	$ 19,965	$ 20,358	$ 23,094	$ 20,810	$ 24,510
Total Finance Office Expenditures	**$ 305,866**	**$ 322,905**	**$ 346,177**	**$ 334,336**	**$ 358,493**

BUDGETARY COMMENT

Funds requested for the Finance Office are $12,316, or 3.56%, more than appropriated in 2021, mostly due to the increase in personal services costs.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Tax Collection Expenditures					
Personal Services	$ 50,142	$ 51,020	$ 52,357	$ 52,362	$ 54,001
Contractual Services	226,513	223,392	238,100	238,600	242,400
Commodities	-	-	300	-	-
Distributed Costs	5,119	5,088	5,774	5,202	6,128
Total Tax Collection Expenditures	**$ 281,774**	**$ 279,500**	**$ 296,531**	**$ 296,164**	**$ 302,529**

TAX COLLECTION OVERVIEW

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

Under an Agreement with the Upper St. Clair School District, the Township Tax Office collects taxes for the School District, as well as the Township. The Township is under contract with Jordan Tax Service to collect these taxes through 2022.

DEPARTMENT STATISTICS AND BENCHMARKS

Collection Summary as of November 30th of 2020 and 2021

Tax Type	Approximate # of Accounts	School District Amount		Township Amount	
		Thru Nov 2020	*Thru Nov 2021*	*Thru Nov 2020*	*Thru Nov 2021*
Current Real Estate Tax	7,800	$58,930,492	$60,612,324	$8,712,728	$8,728,835
Current Earned Income Tax	12,500	5,465,981	5,902,054	8,745,570	9,443,287
Current Local Services Tax	6,300	n/a	n/a	294,669	310,155
Current Mercantile Tax	90	359,822	396,386	n/a	n/a
Total		$64,756,295	$66,910,764	$17,752,968	$18,482,277

The budgeted total Real Estate, Earned Income, and Local Services Tax to be collected for the Township in 2022 is $19,050,000. The estimated total cost of operating the tax collection office in 2022 is $302,529, of which approximately $27,312 will be reimbursed to the Township by the Upper St. Clair School District (see *"General Fund Revenue-Service Agreements"*) for ongoing collection services held in the Township Municipal Building. The total net expenditures of $275,217 represent 1.4% of the estimated total taxes collected for 2022.

DEPARTMENT EXPENDITURES

Tax Collection Expenditures 01-10-104-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 36,675	$ 38,991	$ 38,769	$ 38,769	$ 39,913
162 Group Life Insurance	196	203	200	205	250
163 Medical Insurance	6,345	4,584	6,046	6,046	6,298
164 Workers' Compensation	238	202	166	166	157
166 Pension Costs	3,398	3,526	3,612	3,612	3,719
167 Long-term Disability Insurance	80	83	98	98	111
168 Post Retirement Plan	500	500	500	500	500
198 Social Security Expense	2,710	2,931	2,966	2,966	3,053
Total Personal Services	$ 50,142	$ 51,020	$ 52,357	$ 52,362	$ 54,001
Contractual Services					
212 Professional Services-Auditing	$ 1,250	$ -	$ -	$ -	$ -
223 Tax Collection Bonds	6,043	7,785	7,500	6,700	6,800
278 Postage	376	438	600	150	600
290 Other Contractual Services	218,844	215,169	230,000	231,750	235,000
Total Contractual Services	$ 226,513	$ 223,392	$ 238,100	$ 238,600	$ 242,400
Commodities					
301 Office Supplies	$ -	$ -	$ 300	$ -	$ -
Total Commodities	$ -	$ -	$ 300	$ -	$ -
Distributed Costs					
602 Dist. Data Processing Costs	$ 5,119	$ 5,088	$ 5,774	$ 5,202	$ 6,128
Total Distributed Costs	$ 5,119	$ 5,088	$ 5,774	$ 5,202	$ 6,128
Total Tax Collection Expenditures	**$ 281,774**	**$ 279,500**	**$ 296,531**	**$ 296,164**	**$ 302,529**

BUDGETARY COMMENT

Funds requested for Tax Collection are $5,998 more than appropriated in 2021 based on the expected commission payments for the year.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Legal Services Expenditures					
Contractual Services	$ 202,182	$ 131,592	$ 195,000	$ 170,000	$ 185,000
Total Legal Services Expenditures	**$ 202,182**	**$ 131,592**	**$ 195,000**	**$ 170,000**	**$ 185,000**

LEGAL SERVICES OVERVIEW

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

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

DEPARTMENT EXPENDITURES

Legal Services Expenditures **01-10-105-500???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Contractual Services					
210 Professional Services-Legal	$ 198,142	$ 128,735	$ 190,000	$ 165,000	$ 180,000
290 Other Contractual Services	4,040	2,857	5,000	5,000	5,000
Total Contractual Services	$ 202,182	$ 131,592	$ 195,000	$ 170,000	$ 185,000
Total Legal Services Expenditures	**$ 202,182**	**$ 131,592**	**$ 195,000**	**$ 170,000**	**$ 185,000**

BUDGETARY COMMENT

Funds requested for Legal Services are $10,000 less than appropriated in 2021, but $15,000 more than the 2021 estimate. Expenses for legal services expenses for the past ten years have been as follows:

Year	Amount		Year	Amount
2013	$ 187,818		2018	114,634
2014	193,358		2019	202,182
2015	227,348		2020	131,592
2016	179,843		2021 est.	170,000
2017	168,347		2022 est.	185,000

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Information Technology Expenditures					
Personal Services	$ 268,738	$ 240,701	$ 337,535	$ 283,123	$ 308,022
Contractual Services	259,915	288,027	257,000	254,300	323,250
Commodities	2,393	2,962	5,500	5,500	5,500
Distributed Costs	(511,931)	(525,935)	(600,035)	(542,923)	(636,772)
Total Information Tech. Expenditures	**$ 19,115**	**$ 5,755**	**$ -**	**$ -**	**$ -**

INFORMATION TECHNOLOGY OVERVIEW

The Information Technology (IT) Department is responsible for keeping the computer networks of the Township, Tri-Community South EMS, and the Upper St. Clair Volunteer Fire Department functional with as little disruption as possible. The Department utilizes the most cost-effective technologies to suit the needs of the Township. The efficiency of the Department is dependent upon the stability of the platforms chosen, which keeps the Township at a very high percentage of uptime. Many of the applications supported by the IT Department assist the other departments of the Township with their initiatives as defined in the Planning Priorities, the Comprehensive Plan, and individual departmental goals and objectives. In addition, the IT Department maintains other systems for the Township including, but not limited to, phone systems, presentation equipment, websites, and building security.

The Department also encompasses the Township's Public Access Television activities. 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."*

2021 DEPARTMENT ACCOMPLISHMENTS

- Launched new websites for the Township (www.twpusc.org) and TCS (www.tcsems.org).
- Finalized technology placement for the Municipal Building renovation project.
- Facility security upgrades.
- Improved business continuity for all sites.
- Implemented a paperless solution for the Board of Commissioners.
- Network, Server and hardware refresh for the Township, TCS & Fire Department.
- Continued cybersecurity awareness monthly cyber security training for all staff.
- Public Works fuel island software replacement and fleet diagnostic software upgrade.
- Small Board Room audio/video conferencing refresh.
- Verizon copper to fiber network transformation.
- Administrative Recreation Center technology placement.
- Police communications recorder Server refresh.
- Android to Apple cell phone migration.
- Phone system enhancements for TCS & Fire Department.
- Expanded Township desktop-to-laptop initiative.
- Print management software.

2021 DEPARTMENT ACCOMPLISHMENTS (continued)

- C&RC Board meetings equipment upgrade, Community Rooms presentation equipment improvements, and digital signage improvements.

2022 DEPARTMENT GOALS AND OBJECTIVES

- Further refine the organization's cybersecurity strategy.
- Improve business continuity for all sites.
- Technology installation for NextGen Renovation project.
- Network, Server and hardware refresh for the Township, TCS & Fire Department.
- Replacement of core ESXi cluster/storage infrastructure.
- Microsoft Server operating system upgrade.
- Copier refresh in Community Development and Police.
- C&RC Community Rooms audio upgrade.
- Training Room audio/video refresh.
- Phone systems for TCS and Fire Department.

COMPREHENSIVE PLAN STATUS

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

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

STATUS: The Township Engineer, Public Works, Community Development, IT and Communications Specialist collaborate on bi-monthly Facebook and Twitter posts to keep residents informed on stormwater management, flooding, pollution, dumping, in addition to relevant resources located on the Township website.

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

STATUS: The Public Works and Community Development departments, together with the Township Engineer, work collaboratively on this item which includes quarterly (and sometimes more frequent) updates relative to public and private stormwater management infrastructure improvements. Education is offered online, in print (USC Today), and other communication avenues. The Public Works Department also offers educational information regarding stormwater management, public and private improvements, and other related topics at the Township's annual "Bounty at Boyce Mayview Park Fall Fest", in addition to their education day for all of the kindergarten classes in the USC School District and Westminster Presbyterian Church preschoolers ages 3-4 known as "Public Works Day". The Community Development Department provides bimonthly reminders/updates on the Township's social media pages to keep residents informed on stormwater management, flooding, pollution, dumping, in addition to relevant resources located on the Township website.

COMPREHENSIVE PLAN STATUS (continued)

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

STATUS: Staff continues to pursue sidewalk and bikeway improvements/connections that link neighborhoods to civic amenities. Staff is collaborating with PennDOT regarding sidewalk and ADA improvements along Washington Road. Intersection improvements of Washington Road/Boyce Road and Washington Road/Old Washington Road were completed in Fall 2020. PennDOT will be starting work on an adaptive signalization project on Washington Road/Route 19 in 2021. As of December 2020, there is approximately 4.5 miles of the 10' wide multi-use Perimeter Trail in Boyce Mayview Park. Approximately, 3 miles of the trail is located around the Community and Recreation Center (C&RC) and along the north and northeastern portion of the Park's property. This section connects the C&RC to Baker Park and the Morton Complex at the eastern side of Boyce Mayview Park. Approximately 1.5 miles of the Perimeter Trail traverses along the south and southeastern portion of Boyce Mayview Park along Boyce Road and Morton Road. Staff continues to work towards the final Perimeter Trail connection along Morton Road, by seeking grant opportunities. The final trail gap along Morton Road has been designed and engineered, and the Township looks to seek bids for construction in year 2022.

GOAL: Outline and implement a coordinated communications strategy that convenes and publishes up-to-date opportunities for involvement in public and quasi-public groups' activities; provide Township Staff the opportunity to develop and maintain a variety of purpose-specific electronic and print media sources that raise resident awareness of programs and policies. Determine the media type (e.g. Facebook, Township blog, enhanced website, magazine) based on Township Staff capacity and realistic goals for ongoing maintenance and production. (7-B)

STATUS: The Township contracted with a Communications Specialist in 2017. The Communications Specialist refines the Township's communication processes, policies, social media management and website updates, and disseminating information in accordance with processes in place. This effort has resulted in a more visible, active presence on various social media platforms.

GOAL: Continue to align technological needs with services as needed to promote excellence among internal Township communication and as part of Township-wide communication to residents/businesses. (8-B)

STATUS: The Township continuously evaluates its current and future technological needs. Recent projects include a continued refresh of network infrastructure at all sites, expanded remote field use to multiple departments with desktop-to-laptop initiative, VPN & Office 365 subscription, replacement of digital phone system with new VoIP phone system, bolstering and addition of security improvements at all sites, continued monthly security awareness training for all employees, an in-progress refresh of the Township's website, continued ongoing Cable 7 interview series, 15241 TODAY TALK, in cooperation with USC TODAY Magazine and Upper St. Clair School District, established an online presence for the Public Access Channel, which includes a "mirror" of Cable 7 channel on YouTube, and created an additional YouTube channel devoted to telecasts of live events and information.

DEPARTMENT STATISTICS AND BENCHMARKS

Listed below are the estimated percentages of time that the Information Technology Department will be spending in each department in 2022 based on budgeted projects and past history. Please note that 25% of one Support Technician is allocated directly to Tri-Community South EMS, which is excluded from the table below.

Department	2021 %	2021 Estimate	2022 %	2022 Budget
Administration	15%	86,604	14%	91,914
Finance	4%	23,094	4%	24,510
Tax Office	1%	5,774	1%	6,128
Police	18%	103,925	21%	134,807
Community Development	8%	46,188	8%	49,021
Public Works	14%	80,831	12%	73,531
Recreation	14%	80,831	12%	73,531
Library	6%	34,642	6%	36,766
Fire	9%	51,542	9%	54,650
Sanitary Sewer Fund	5%	28,868	5%	30,638
C&RC Fund	5%	27,736	10%	61,276
Total Allocation	99%	570,035	102%	636,772

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT STATISTICS AND BENCHMARKS (Continued)

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

Server Performance

Servers reaching or exceeding capacity can impact the ability to respond to requests in a timely manner. Shown here is a review of the server infrastructure based on its average resource consumption during December 2021:

Server Status	Dec-18	Dec-19	Dec-20	Oct-21
Wthin capacity	92%	75%	83%	85%
Reaching capacity	8%	8%	0%	8%
Exceeding capacity	0%	17%	17%	8%
Category Score	**A+**	**B+**	**B+**	**A**

Security Monitoring

Devices connected to the network without up-to-date antivirus protection are vulnerable to attack and pose a potential security risk. Shown here is an overview of the antivirus coverage and whether their definitions are current as of December 2021:

Device Class	Dec-18	Dec-19	Dec-20	Oct-21
Windows Laptop	0%	79%	81%	77%
Windows Server	92%	98%	79%	100%
Windows Workstation	n/a	n/a	88%	99%
Overall	86%	93%	88%	92%
Category Score	**A-**	**A**	**A-**	**A**

Business Service Availability

Downtime of business services can translate into lost service delivery and productivity. Shown here is a representation of the uptime of critical applications within the Township's environment as of December 2021:

Service	Dec-18	Dec-19	Dec-20	Oct-21
Connectivity	99.98%	99.90%	99.97%	100.00%
Overall Availability	99.98%	99.98%	99.97%	100.00%
Category Score	**A+**	**A+**	**A+**	**A+**

Network Reliability

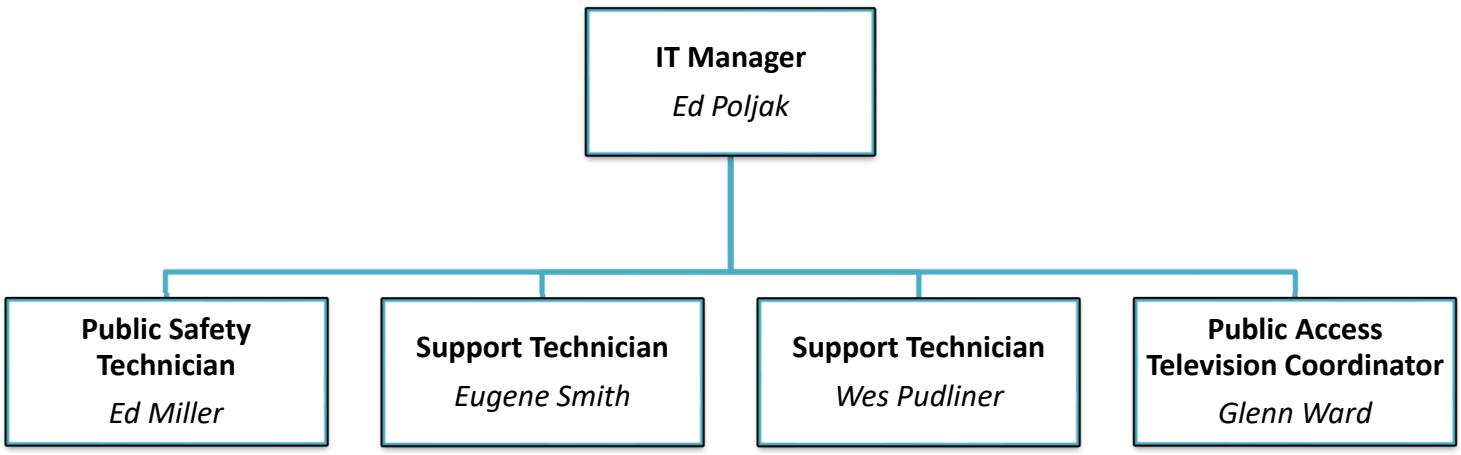
Downtime of server and network infrastructure can affect the ability to serve the public. Shown here is a representation of the uptime of critical hardware in the Township's environment as of December 2021:

Device Class	Dec-18	Dec-19	Dec-20	Oct-21
ESXi Server	100.00%	99.99%	99.62%	99.90%
Switch/Router	99.99%	99.78%	99.39%	99.90%
Windows Server	99.90%	99.97%	99.67%	99.99%
Overall Availability	99.94%	99.92%	99.57%	100.00%
Category Score	**A+**	**A+**	**A+**	**A+**

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Information Technology Department for 2022 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2022 Positions
IT Manager	8	$67,500	$112,500	1
Public Safety Technician	5	$48,000	$72,000	1
Public Access Television Coordinator	4	$44,000	$66,000	1
Support Technician II	4	$44,000	$66,000	1
Support Technician I	3	$40,000	$60,000	1
Total				**5**



DEPARTMENT EXPENDITURES

Information Technology Expenditures 01-10-106-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 191,888	$ 168,598	$ 243,337	$ 207,294	$ 227,961
162 Group Life Insurance	1,033	897	1,028	1,028	1,170
163 Medical Insurance	45,030	44,626	55,911	42,300	44,447
164 Workers' Compensation	1,261	1,070	880	880	832
166 Pension Costs	14,579	12,631	15,251	15,251	15,597
167 Long-term Disability Insurance	420	360	512	512	576
168 Post Retirement Plan	333	-	2,000	-	-
198 Social Security Expense	14,194	12,519	18,616	15,858	17,439
Total Personal Services	$ 268,738	$ 240,701	$ 337,535	$ 283,123	$ 308,022
Contractual Services					
213 Recurring Contractual	$ 62,416	$ 81,969	$ 70,000	$ 70,000	$ 124,000
220 Liability Insurance	8,620	10,660	10,500	11,800	13,000
230 Association Dues	-	-	3,000	1,500	3,000
231 Travel & Conference Expense	5,539	844	7,000	2,000	5,000
243 Telephone	1,812	3,146	5,000	5,000	5,250
250 Equipment Repair	23,556	10,638	8,000	8,000	8,000
270 Software Licensing	98,444	121,087	78,500	81,000	90,000
290 Other Contractual Services	25,839	24,983	35,000	35,000	35,000
299 Internet Connection Costs	33,689	34,700	40,000	40,000	40,000
Total Contractual Services	$ 259,915	$ 288,027	$ 257,000	$ 254,300	$ 323,250
Commodities					
301 Expendable Office Supplies	$ 1,001	$ 1,144	$ 2,000	$ 2,000	$ 2,000
302 Books & Subscriptions	1,200	1,284	1,500	1,500	1,500
390 Other Supplies	192	534	2,000	2,000	2,000
Total Commodities	$ 2,393	$ 2,962	$ 5,500	$ 5,500	$ 5,500
Distributed Costs					
602 Dist. Data Processing Costs	$ (511,931)	$ (525,935)	$ (600,035)	$ (542,923)	$ (636,772)
Total Distributed Costs	$ (511,931)	$ (525,935)	$ (600,035)	$ (542,923)	$ (636,772)
Total Information Tech. Expenditures	**$ 19,115**	**$ 5,755**	**$ -**	**$ -**	**$ -**

BUDGETARY COMMENT

For 2022, Information Technology distributed costs are projected to increase by $36,737 or 6.12% from the 2021 appropriated amount. This is due to the continued investment in cybersecurity initiatives.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Cable Television Services Expenditures					
Personal Services	$ 64,637	$ 66,004	$ 69,658	$ 69,682	$ 74,241
Contractual Services	1,759	3,807	7,000	3,000	7,000
Commodities	133	162	2,500	1,500	1,900
Total Cable Television Services Exp.	**$ 66,529**	**$ 69,973**	**$ 79,158**	**$ 74,182**	**$ 83,141**

Cable Television Services Expenditures **01-10-107-500???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
101 Full-Time Wages	$ 43,047	$ 43,427	$ 44,138	$ 44,138	$ 47,426
162 Group Life Insurance	226	233	226	250	280
163 Medical Insurance	14,703	15,581	18,301	18,301	19,035
164 Workers' Compensation	279	237	195	195	184
166 Pension Costs	3,146	3,224	3,310	3,310	3,557
167 Long-term Disability Insurance	92	94	111	111	131
198 Social Security Expense	3,144	3,208	3,377	3,377	3,628
Total Personal Services	$ 64,637	$ 66,004	$ 69,658	$ 69,682	$ 74,241
Contractual Services					
217 Miscellaneous Consulting Services	$ 200	$ -	$ 1,000	$ -	$ 1,000
250 Equipment Maintenance	1,559	3,807	6,000	3,000	6,000
Total Contractual Services	$ 1,759	$ 3,807	$ 7,000	$ 3,000	$ 7,000
Commodities					
300 Office Furniture & Equipment	$ -	$ -	$ 800	$ 500	$ 500
301 Expendable Office Supplies	-	-	200	200	200
303 Recording Medium	-	95	700	250	500
390 Other Supplies	133	67	800	550	700
Total Commodities	$ 133	$ 162	$ 2,500	$ 1,500	$ 1,900
Total Cable Television Services Exp.	**$ 66,529**	**$ 69,973**	**$ 79,158**	**$ 74,182**	**$ 83,141**

BUDGETARY COMMENT

Funds requested for Cable Television Services are $3,983, or 5.0%, more than appropriated in 2021 due to an increase in personal services costs.

GENERAL FUND

PUBLIC SAFETY SUMMARY

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Public Safety Expenditures					
Personal Services	$ 4,812,207	$ 5,140,177	$ 5,197,903	$ 5,271,046	$ 5,437,447
Contractual Services	414,559	417,081	524,448	497,739	557,654
Commodities	64,431	68,618	85,450	81,942	80,850
Distributed Costs	122,627	123,847	159,106	142,705	192,982
Total Public Safety Expenditures	**$ 5,413,824**	**$ 5,749,723**	**$ 5,966,907**	**$ 5,993,432**	**$ 6,268,933**

PUBLIC SAFETY OVERVIEW

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

Public Safety Expenditures 01-20-201-500 TO 01-20-210-500	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
100 Full-Time Wages	$ 2,907,504	$ 2,993,791	$ 3,155,619	$ 3,155,619	$ 3,249,821
110 Overtime Wages	167,460	301,806	150,000	213,000	181,000
120 Part-Time Wages	-	3,608	19,500	17,300	18,000
150 Longevity Pay	79,942	84,803	88,365	88,365	85,214
151 Residence and Travel Pay	9,700	9,100	9,200	9,200	9,200
152 Education Pay	27,600	24,600	26,200	24,600	27,400
153 Holiday Pay	138,738	141,351	145,800	145,800	150,000
154 Court Pay	11,007	8,180	12,750	12,750	13,500
155 Acting Sergeant Pay	33,284	43,630	45,300	34,000	20,000
156 Shift Differential Pay	21,885	22,241	23,100	22,100	24,500
162 Group Life Insurance	11,091	11,082	10,533	10,925	12,696
163 Medical Insurance	561,693	553,385	570,856	593,120	644,348
164 Workers' Compensation	229,960	197,293	160,048	160,048	162,484
166 Pension Costs	311,919	409,402	416,978	416,978	425,246
167 Long-term Disability Insurance	6,367	6,514	7,952	7,952	9,147
168 Post Employment VEBA Plan	38,374	56,714	74,500	74,500	112,000
198 Social Security Expense	255,683	272,677	281,202	284,789	292,891
Total Personal Services	$ 4,812,207	$ 5,140,177	$ 5,197,903	$ 5,271,046	$ 5,437,447

PUBLIC SAFETY SUMMARY (Continued)

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Contractual Services					
220 Liability Insurance	$ 30,658	$ -	$ 35,498	$ 31,439	$ 36,254
222 Vehicle Insurance-Fire Trucks	-	-	6,300	6,100	6,300
224 Police Professional Liability Ins.	24,595	24,508	25,900	25,900	27,200
230 Association Dues	1,447	1,150	1,750	1,650	2,000
231 Travel & Conference Expense	39,806	19,150	35,000	33,000	35,000
240 Water and Sewerage	109,698	105,924	111,700	111,700	117,400
241 Natural Gas	14,244	13,965	19,300	18,500	20,500
242 Electricity	17,557	16,242	18,900	18,200	19,200
243 Telephone	41,091	46,644	55,800	43,400	44,300
250 Repairs & Maintenance-Office Equipment	7,281	2,318	8,000	6,500	5,000
252 Repairs & Maintenance-Other Equipment	2,541	1,309	4,800	4,050	4,500
254 Repairs & Maintenance-Vehicles	38,933	44,345	36,500	36,500	41,500
272 Animal Control Services	47,901	63,268	82,000	76,000	82,000
275 Printing & Duplicating	5,841	3,624	4,000	3,800	5,500
280 Mileage Reimbursement	1,753	175	1,500	1,500	1,500
290 Other Contractual Services	31,213	74,459	77,500	79,500	109,500
Total Contractual Services	$ 414,559	$ 417,081	$ 524,448	$ 497,739	$ 557,654
Commodities					
300 Office Furniture & Equipment	$ -	$ 2,977	$ 2,500	$ 2,642	$ 5,000
301 Expendable Office Supplies	4,049	3,864	5,000	4,500	5,000
302 Books & Subscriptions	80	2,554	1,250	1,100	1,250
304 Publicity Material	2,670	1,000	2,500	2,500	2,000
330 Public Safety Equipment	18,500	18,550	22,750	19,750	17,750
335 Fire Fighting Equipment	11,791	7,867	14,600	14,600	13,000
351 Uniform Allowance	17,676	21,130	21,750	21,750	21,750
355 Uniform-Initial Issuance	7,001	6,732	10,000	10,000	10,000
390 Other Supplies	2,664	3,944	5,100	5,100	5,100
Total Commodities	$ 64,431	$ 68,618	$ 85,450	$ 81,942	$ 80,850
Distributed Costs					
601 Dist. Vehicle Costs	$ 50,104	$ 51,106	$ 55,384	$ 52,963	$ 56,689
602 Dist. Data Processing Costs	120,304	123,868	155,467	142,332	189,457
604 Boyce Mayview RAD Patrol Costs	(47,781)	(51,127)	(51,745)	(52,590)	(53,164)
Total Distributed Costs	$ 122,627	$ 123,847	$ 159,106	$ 142,705	$ 192,982
Total Public Safety Expenditures	**$ 5,413,824**	**$ 5,749,723**	**$ 5,966,907**	**$ 5,993,432**	**$ 6,268,933**

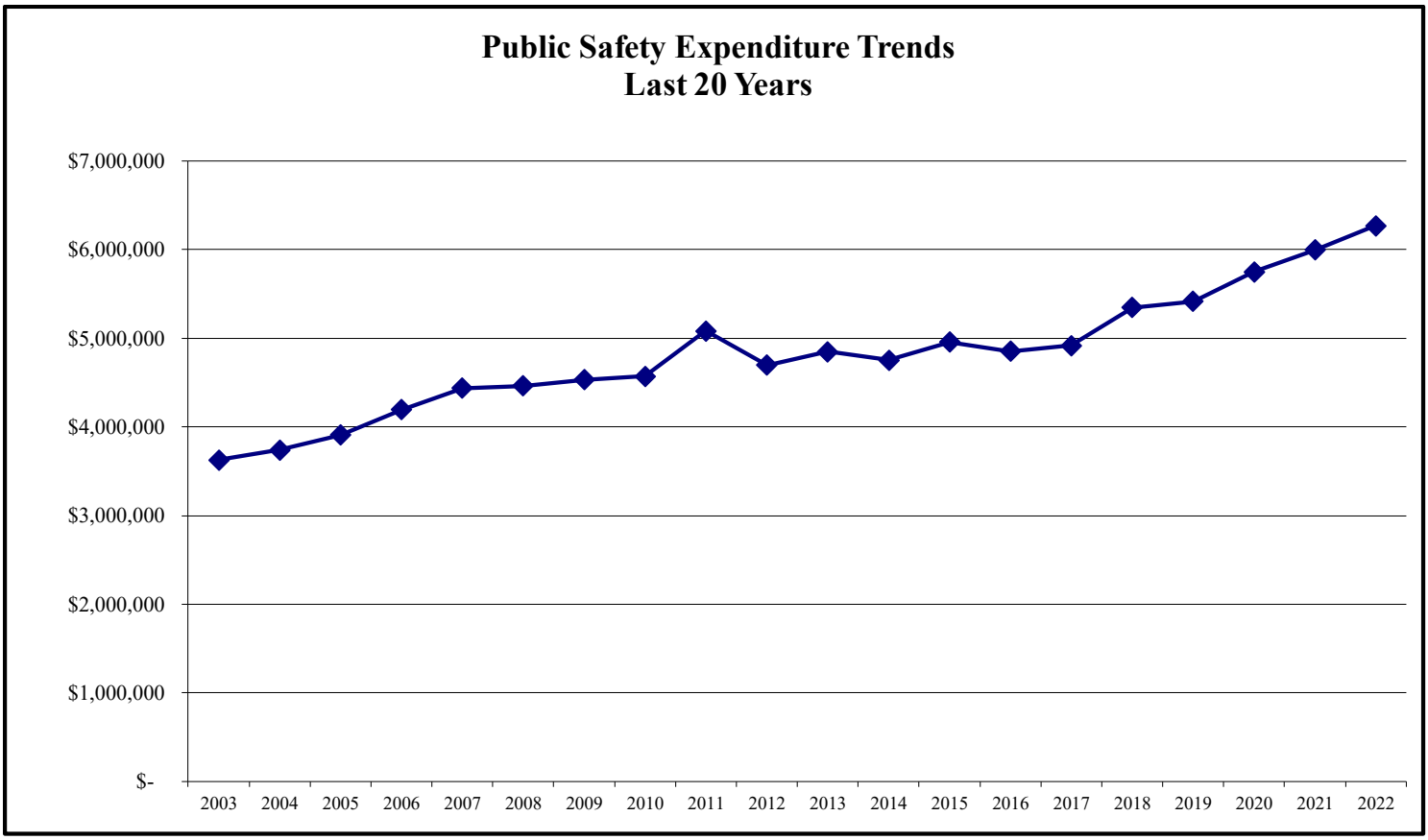
GENERAL FUND

PUBLIC SAFETY

POLICE PROTECTION

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Safety expenditures over the last 20 years is 3.02%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$5,757,488***
How many real estate tax mills?		**1.05**	**$2,386,113**
Earned Income Tax per $100?	**$**	**27.20**	**$2,714,552**
Percentage of Other Taxes?		**3.10%**	**$656,824**

**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.*

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Police Protection Expenditures					
Personal Services	$ 4,778,112	$ 5,112,741	$ 5,174,453	$ 5,247,596	$ 5,404,179
Contractual Services	167,192	154,147	228,598	218,789	259,554
Commodities	42,819	54,812	65,500	61,992	63,000
Distributed Costs	91,399	91,589	107,564	94,019	138,332
Total Police Protection Expenditures	**$ 5,079,522**	**$ 5,413,289**	**$ 5,576,115**	**$ 5,622,396**	**$ 5,865,065**

POLICE PROTECTION OVERVIEW

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

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

POLICE DEPARTMENT CODE OF ETHICS

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

CODE OF ETHICS

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

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

POLICE DEPARTMENT CODE OF ETHICS (Continued)

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

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

2021 DEPARTMENT ACCOMPLISHMENTS

- Average response time remained at a low number of under four minutes
- Reviewed and adopted Emergency Response Plans with some local businesses
- Installed remaining upgraded Mobile Data systems & in-car cameras; entire fleet complete
- Issued new portable radios to all officers
- New Traffic Squad enhanced to incorporate MCSAP (commercial vehicle safety)
- Participated in the Buckle-Up PA and Aggressive Driver programs
- Continued involvement in the South Hills Area DUI Task Force
- Continued participation with the co-operative SHACOG Teams; CIRT, CIT, Crash, SST
- SHACOG Collision Reconstruction Team remained vital to the South Hills
- Successful operation of SHACOG Support Team (Mobile Field Force)
- One additional USC Officer certified as a Reconstructionist
- Increased the number of officers assigned to Quad & Bicycle Teams for patrol of Boyce / Mayview Park
- Purchased first replacement quad to begin the process of updating the three 20-year-old quads
- Participated twice in the DEA Drug Take-Back Program
- Transitioned to Galls Portal for Clothing Allowance purchases and managing balances
- Completed over 3,000 hours of training for officers and dispatchers
- Officers trained as instructors for various needs
- Two additional Sergeants certified as CVSA (truth verification) Examiners
- One Lieutenant & two Admin Sergeants received the FBI-LEEDA Trilogy Award
- All Employees received training for Diversity in Social Encounters
- Promoted two Lieutenants and four Sergeants; full complement of Command Staff
- Hired four officers to replace retired officers from 2020 and 2021
- Hired and trained a new part-time Identification Technician for IdentoGo

2022 DEPARTMENT GOALS AND OBJECTIVES

- Transition into the newly renovated area resulting from the NextGen renovation project
- Incorporate new Lexipol software to ensure policies & procedures are current
- Further expand the Traffic Squad with additional officers over more shifts
- Continue to participate with the co-operative SHACOG Teams; CIRT, CIT, Crash, SST
- Continue to participate in the Buckle-Up PA, Aggressive Driver programs and the DUI Task Force
- Conduct an exterior door-lock drill at the Municipal Building
- Install video cameras at major intersections and participate in the countywide video camera program

2022 DEPARTMENT GOALS AND OBJECTIVES (continued)

- Install license plate reading cameras at Community & Recreation Center
- Continue discussions with Bethel Park Police and South Hills Village Management on the installation of a video surveillance camera system at the mall
- Develop a new Officer Evaluation program
- Develop a Quality Control & Assurance Review Program for the Communication Center
- Hire and train officers to replace retiring officers
- Evaluate civilian job titles to reflect changing culture in Law Enforcement
- Hire and train civilian personnel to replace retiring staff
- Conduct the USC Citizens Police Academy

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 2012 through 2021 are listed below.

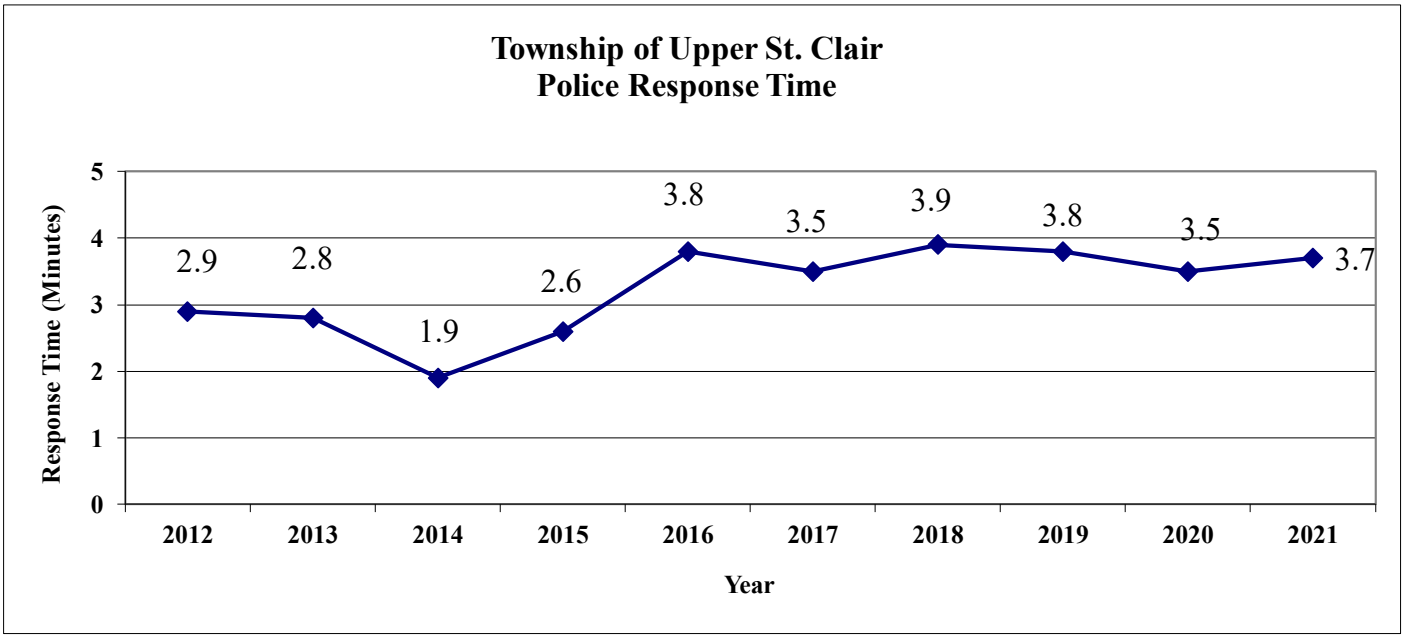
Category	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Offenses										
Part I	109	127	114	96	129	111	136	163	97	52
Part II	249	178	152	138	146	137	123	128	114	121
Arrests										
Adults	77	150	109	115	197	170	94	90	128	98
Juveniles	25	39	50	34	33	41	69	10	26	17
Clearance Rates										
Part I Offenses	41%	36%	38%	36%	57%	43%	59%	61%	73%	52%
Part II Offenses	54%	85%	67%	64%	65%	72%	63%	60%	74%	74%

Category	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Traffic Safety Statistics										
Driving Under the Influence	22	15	16	14	19	18	18	25	14	24
All Other Traffic Citations	516	720	692	617	750	706	649	787	465	582
Citations										
Traffic Citations	516	720	692	617	750	706	649	787	465	582
Non-Traffic Citation	77	87	95	84	56	70	77	127	52	41
Township Ordinance Violation	675	822	937	681	882	814	763	630	211	231
Warnings	1,708	2,154	2,396	2,395	4,037	3,802	4,283	3,243	1,468	1,740
Calls for Service										
Accidents	408	421	462	430	423	381	411	372	255	301
Alarms	713	682	801	796	765	745	716	703	530	549
Ambulance Requests	1,459	1,249	1,390	1,527	1,372	1,439	1,392	1,464	1,192	1,275
Burglaries	13	9	9	4	6	8	4	6	1	4
Criminal Mischief	339	157	146	117	103	79	47	27	34	20
Domestics	206	207	179	186	190	125	130	127	91	104
Open Doors	708	660	351	260	250	210	248	138	73	67
Vehicle Thefts	0	2	4	2	1	0	1	2	2	0
Total Number of Calls for Service	11,162	10,342	10,666	10,143	10,579	9,930	9,661	9,104	9,617	10,507
Response Time (in minutes)										
Average Time Dispatch to Arrival	2.9	2.8	1.9	2.6	3.8	3.5	3.9	3.8	3.5	3.7
Average Time Spent at Scene	13.9	13.8	12.3	14	14.9	17.2	17.4	21.5	21.5	23.3
Average Time Dispatch to Completion	16.8	16.6	14.2	16.6	18.7	20.7	21.3	25.3	25	27

DEPARTMENT BENCHMARKS

The Police Department's benchmark for response time is four minutes or less. The Police Department accomplishes this by assigning officers to an area of the Township called a grid. The officer assigned to the grid cannot leave the grid without permission from the shift supervisor. Calls for service are dispatched according to the grid; therefore, an officer is already in the area, which permits a rapid response. In 2021, the Police Department met the benchmark with a response time of 3.7 minutes.

The Uniform Crime Reporting (UCR) system was started in 1929 by the International Chiefs of Police organization to meet the need for reliable uniform crime data across the United States. The UCR details the number, location, and types of crime reported. Crime Data is reported from over 18,000 local, county, state, federal, and tribal law enforcement agencies to the FBI. They have been tasked with collecting and publishing the statistics. They developed a rating system based on the number of crimes per 100,000 population; therefore, the lower the rating, the lower the crime is in an area. The most recent UCR Report available is from 2020, in which the state of Pennsylvania had a 5.1 rating and Upper St. Clair Township had a rating of 1.2. Ratings for some surrounding communities were as follows: Mt. Lebanon – 2.3, South Fayette – 0.7, Peters Township – 2.3, and Bethel Park – 0.6. The average for these five South Hills communities is 1.5. The goal for Upper St. Clair is to maintain a rating that is lower than the average of these communities.

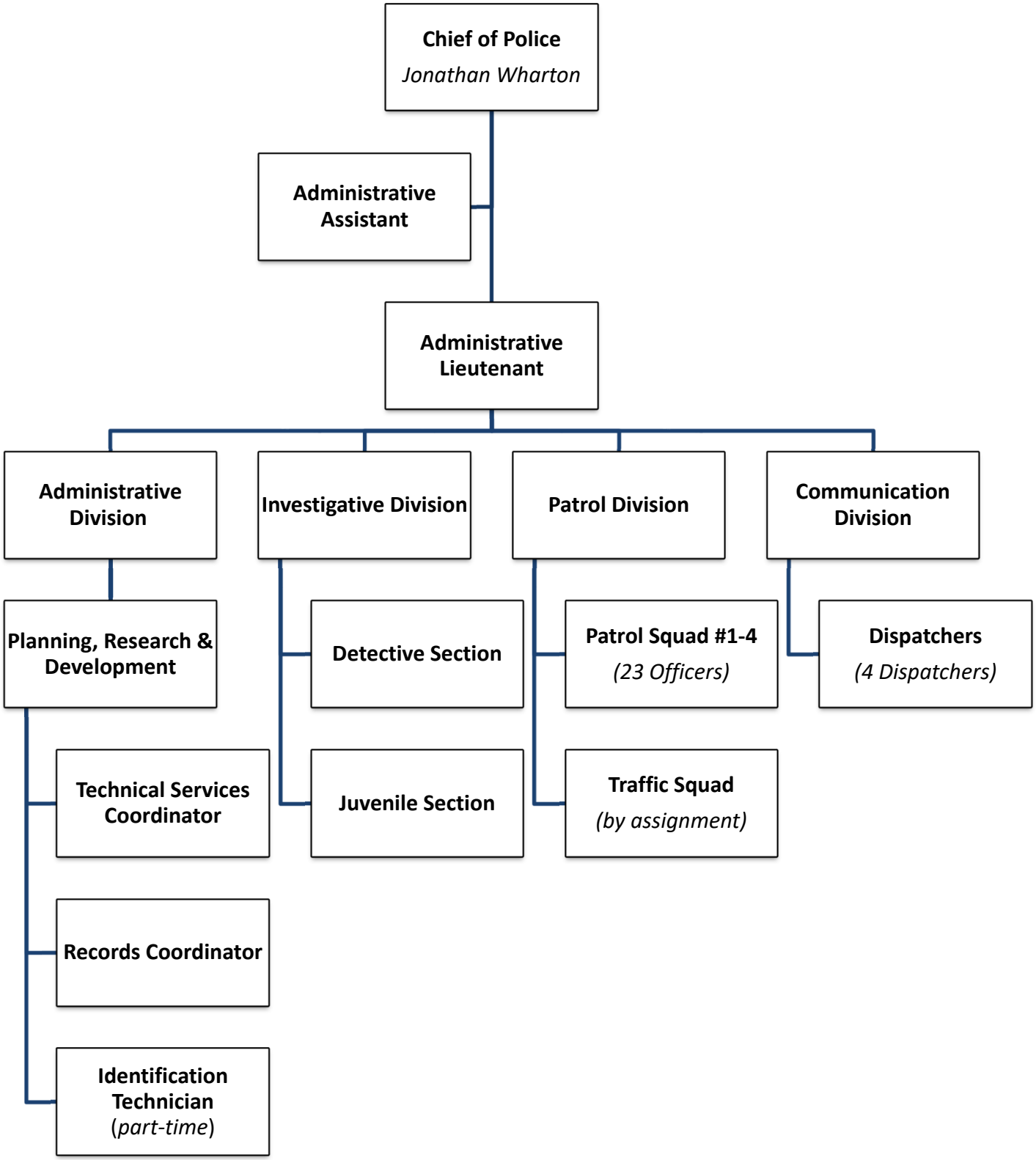


DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Police Department for 2022 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2022 Positions
Chief of Police	12	$97,500	$162,500	1
Uniformed Police Officers				
Lieutenant	Union Contract	$58.63/hr		2
Sergeant	Union Contract	$53.30/hr		8
Police Officer 6	Union Contract	$48.45/hr		8
Police Officer 5	Union Contract	$45.41/hr		3
Police Officer 4	Union Contract	$42.33/hr		1
Police Officer 3	Union Contract	$36.12/hr		2
Police Officer 2	Union Contract	$33.07/hr		2
Police Officer 1	Union Contract	$31.67/hr		1
Dispatcher	Union Contract	$21.85/hr	$27.31/hr	4
Records Coordinator	4	$44,000	$66,000	1
Administrative Assistant, Police	3	$40,000	$60,000	2
Total				**35**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK


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

DEPARTMENT EXPENDITURES

Police Protection Expenditures 01-20-201-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 2,907,504	$ 2,993,791	$ 3,155,619	$ 3,155,619	$ 3,249,821
110 Overtime Wages	167,460	301,806	150,000	213,000	181,000
120 Part-Time Wages	-	3,608	19,500	17,300	18,000
150 Longevity Pay	79,942	84,803	88,365	88,365	85,214
151 Residence and Travel Pay	9,700	9,100	9,200	9,200	9,200
152 Education Pay	27,600	24,600	26,200	24,600	27,400
153 Holiday Pay	138,738	141,351	145,800	145,800	150,000
154 Court Pay	11,007	8,180	12,750	12,750	13,500
155 Acting Sergeant Pay	33,284	43,630	45,300	34,000	20,000
156 Shift Differential Pay	21,885	22,241	23,100	22,100	24,500
162 Group Life Insurance	11,091	11,082	10,533	10,925	12,696
163 Medical Insurance	561,693	553,385	570,856	593,120	644,348
164 Workers' Compensation	195,865	169,857	136,598	136,598	129,216
166 Pension Costs	311,919	409,402	416,978	416,978	425,246
167 Long-term Disability Insurance	6,367	6,514	7,952	7,952	9,147
168 Post Employment VEBA Plan	38,374	56,714	74,500	74,500	112,000
198 Social Security Expense	255,683	272,677	281,202	284,789	292,891
Total Personal Services	$ 4,778,112	$ 5,112,741	$ 5,174,453	$ 5,247,596	$ 5,404,179
Contractual Services					
220 Liability Insurance	$ 30,658	$ -	$ 35,498	$ 31,439	$ 36,254
224 Police Professional Liability Ins.	24,595	24,508	25,900	25,900	27,200
230 Association Dues	1,447	1,150	1,750	1,650	2,000
231 Travel & Conference Expense	39,806	19,150	35,000	33,000	35,000
243 Telephone	20,111	24,782	31,700	28,500	29,100
250 Repairs/Maint - Office Equip	7,281	2,318	8,000	6,500	5,000
250 Repairs/Maint - Other Equip	2,541	959	4,250	3,500	4,000
250 Repairs/Maint - Vehicles	2,021	4,342	4,000	4,000	5,000
275 Printing & Duplicating	5,841	3,624	4,000	3,800	5,500
280 Mileage Reimbursement	1,753	175	1,500	1,500	1,500
290 Other Contractual Services	31,138	73,139	77,000	79,000	109,000
Total Contractual Services	$ 167,192	$ 154,147	$ 228,598	$ 218,789	$ 259,554

DEPARTMENT EXPENDITURES (Continued)

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Commodities					
300 Office Furniture & Equipment	$ -	$ 2,977	$ 2,500	$ 2,642	$ 5,000
301 Expendable Office Supplies	4,049	3,864	5,000	4,500	5,000
302 Books & Subscriptions	80	2,554	1,250	1,100	1,250
330 Public Safety Equipment	11,428	13,690	20,000	17,000	15,000
351 Uniform Allowance	17,676	21,130	21,750	21,750	21,750
355 Uniform-Initial Issuance	7,001	6,732	10,000	10,000	10,000
390 Other Supplies	2,585	3,865	5,000	5,000	5,000
Total Commodities	$ 42,819	$ 54,812	$ 65,500	$ 61,992	$ 63,000
Distributed Costs					
601 Dist. Vehicle Costs	$ 50,104	$ 51,106	$ 55,384	$ 52,963	$ 56,689
602 Dist. Data Processing Costs	89,076	91,610	103,925	93,646	134,807
604 Boyce Mayview RAD Patrol Costs	(47,781)	(51,127)	(51,745)	(52,590)	(53,164)
Total Distributed Costs	$ 91,399	$ 91,589	$ 107,564	$ 94,019	$ 138,332
Total Police Protection Expenditures	**$ 5,079,522**	**$ 5,413,289**	**$ 5,576,115**	**$ 5,622,396**	**$ 5,865,065**

BUDGETARY COMMENT

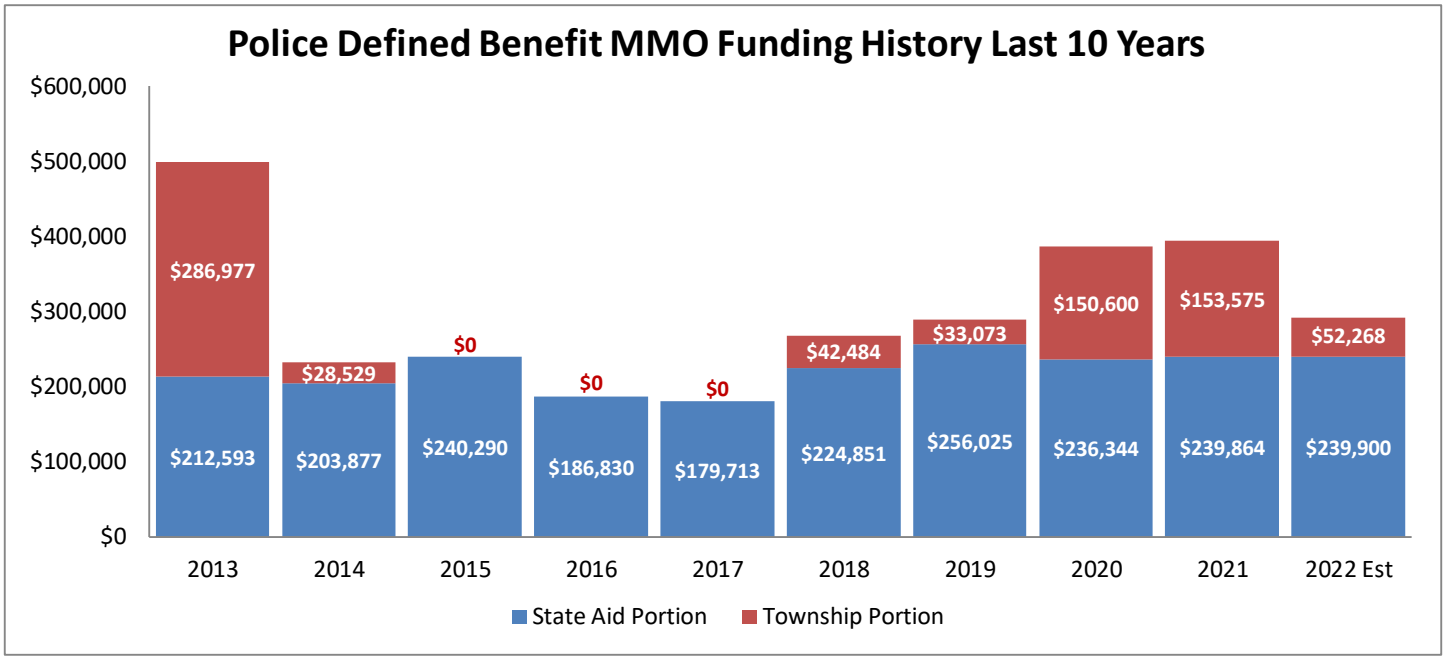
Funds requested for Police Protection are $288,950, or 5.18%, more than appropriated in 2021 primarily due to an increase in Personal Services costs resulting from growth in the contractual police wage rate and the anticipation of potential staffing needs. Non-personnel items increased by roughly $59,224 mostly in the category of police contractual services.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

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 following chart shows the history of the Police Pension Plan MMO for the last 10 years identified by funding source.



THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

Police Vehicles & Equipment

	Year	Make	Model	Mileage (9-24-2021)	Age in Years	Condition	Anticipated Replacement Year
Patrol Vehicles							
1	2014	Ford	Interceptor SUV	71,928	7	Poor	As Needed
2	2016	Ford	Interceptor Sdn	44,044	5	Fair	As Needed
3	2017	Ford	Police Explorer	38,800	4	Fair	2022
4	2017	Ford	Explorer	64,347	4	Poor	2021
5	2017	Ford	Explorer	76,187	4	Poor	2022
6	2018	Ford	Interceptor SUV	75,132	3	Poor	2022
7	2018	Chevy	Tahoe	93,828	3	Poor	2021
8	2020	Ford	Interceptor SUV	46,332	2	Fair	2023
9	2020	Ford	Interceptor SUV	14,651	2	Good	2024
10	2020	Ford	Interceptor AWD	33,388	1	Good	2024
11	2020	Ford	Explorer	3,639	1	Fair	2025
12	2020	Ford	Explorer	13,773	1	Good	2025
Traffic Vehicles							
1	2014	Ford	Interceptor SDN	61,049	7	Fair	As Needed
2	2016	Ford	Explorer	61,992	5	Fair	2021
3	2020	Ford	Interceptor AWD	13,118	2	Good	2025
4	2013	Ford	F-350 Truck	38,528	8	Fair	As Needed
Administrative Vehi							
1	2016	Chevy	Tahoe	100,237	5	Poor	As Needed
Other Equipment							
1	2001	Polaris	Quad #1	N/A	20	Poor	TBD
2	2001	Polaris	Quad #2	N/A	20	Poor	TBD
3	2001	Polaris	Quad #3	N/A	20	Poor	TBD

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

GENERAL FUND

PUBLIC SAFETY

FIRE PROTECTION

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Fire Protection Expenditures					
Personal Services	$ 34,095	$ 27,436	$ 23,450	$ 23,450	$ 33,268
Contractual Services	196,405	196,620	210,250	199,450	212,200
Commodities	21,533	13,727	19,850	19,850	17,750
Distributed Costs	31,228	32,258	51,542	48,686	54,650
Total Fire Protection Expenditures	**$ 283,261**	**$ 270,041**	**$ 305,092**	**$ 291,436**	**$ 317,868**

FIRE PROTECTION OVERVIEW

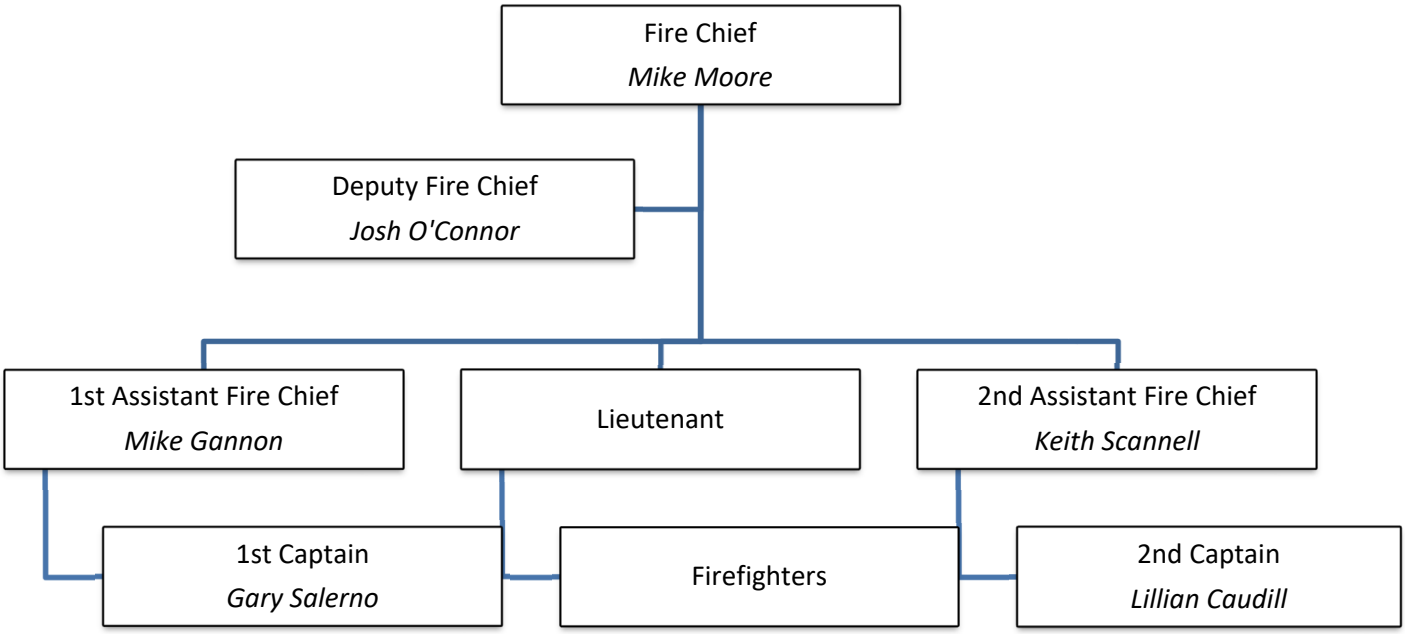
Fire Protection Services for the Township of Upper St. Clair are provided by a totally volunteer force which has grown from 19 members in 1971 to a force of 39 members (active, associate, and life status) as of December 2021.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

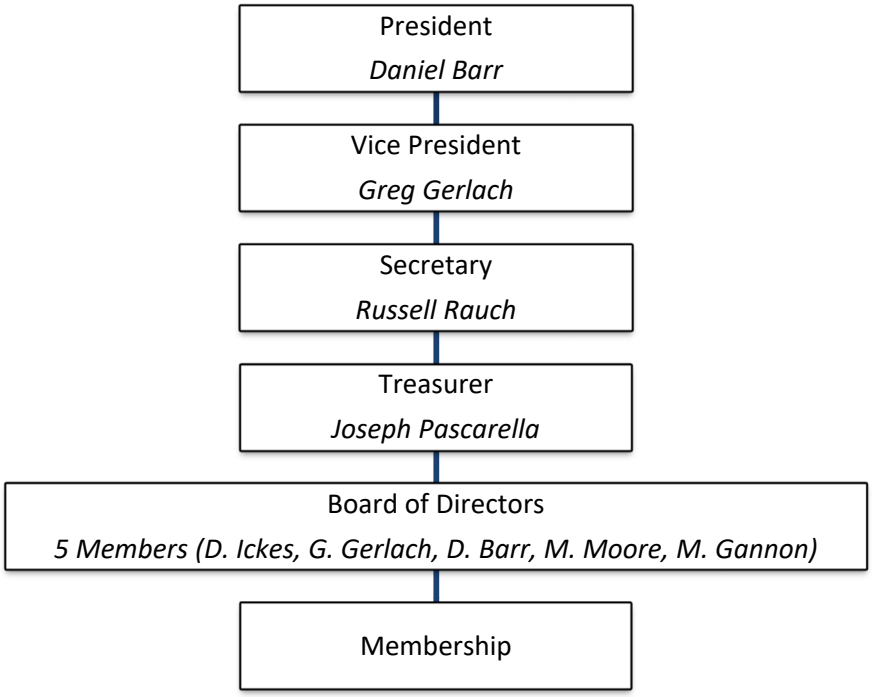
DEPARTMENT ORGANIZATIONAL STRUCTURE

The personnel responsible for programs and services for the Volunteer Fire Department for 2022 are as follows:

Firefighting Operations



Administrative Operations



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

DEPARTMENT STATISTICS AND BENCHMARKS

Key year-end statistics for the Volunteer Fire Department from 2012 through December 2021, are as follows:

Year	Calls for Service	Fire Alarms	Structural Incidents	Avg. Response Time (Minutes)	Estimated Property Saved
2012	250	122	24	5:59	291,900
2013	235	87	22	6:16	466,300
2014	292	123	9	5:45	296,550
2015	266	117	12	6:26	1,521,600
2016	267	139	16	6:44	727,300
2017	283	154	11	6:48	2,500
2018	394	161	18	5:40	not available
2019	316	133	16	6:30	6,700,000
2020	250	118	32	7:00	626,300
2021	316	116	29	4:00	6,311,300

SUPPLEMENTARY INFORMATION

Volunteer Fire Department Vehicles

	Year	Make	Model	Mileage (9-24-2021)	Age in Years	Condition	Anticipated Replacement Year
1	2005	Amer LaFrance	Ladder	31,218	16	Fair	2025
2	2002	Freightliner	Engine	28,030	19	Poor	2023
3	2008	Amer LaFrance	Engine	17,861	13	Fair	2023
4	2009	Amer LaFrance	Rescue	6,327	12	Good	2029
5	2012	Dodge	Rescue	8,848	9	Good	2027
6	2014	Dodge	Pick Up	22,968	7	Fair	2024
7	2017	Rosenbauer	Engine	8,231	4	Good	2032
8	2019	Chevrolet	Tahoe	13,576	2	Good	2028
9	2020	Chevrolet	Silverado	6,980	1	Excellent	2029

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT EXPENDITURES

Fire Protection Expenditures 01-20-202-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
164 Workers' Compensation	$ 34,095	$ 27,436	$ 23,450	$ 23,450	$ 33,268
Total Personal Services	$ 34,095	$ 27,436	$ 23,450	$ 23,450	$ 33,268
Contractual Services					
222 Vehicle Insurance-Fire Trucks	$ -	$ -	$ 6,300	$ 6,100	$ 6,300
240 Water and Sewerage	109,153	105,430	111,000	111,000	116,600
241 Natural Gas	13,093	12,693	17,900	17,100	18,900
242 Electricity	16,192	14,962	17,400	16,800	17,700
243 Telephone	20,980	21,862	24,100	14,900	15,200
252 Radio Equipment Maintenance	-	350	550	550	500
254 Vehicle Repairs	36,912	40,003	32,500	32,500	36,500
290 Other Contractual Services	75	1,320	500	500	500
Total Contractual Services	$ 196,405	$ 196,620	$ 210,250	$ 199,450	$ 212,200
Commodities					
304 Publicity Material	$ 2,670	$ 1,000	$ 2,500	$ 2,500	$ 2,000
330 Communication Equipment	7,072	4,860	2,750	2,750	2,750
335 Vehicle Equipment	11,791	7,867	14,600	14,600	13,000
Total Commodities	$ 21,533	$ 13,727	$ 19,850	$ 19,850	$ 17,750
Distributed Costs					
602 Dist. Data Processing Costs	$ 31,228	$ 32,258	$ 51,542	$ 48,686	$ 54,650
Total Distributed Costs	$ 31,228	$ 32,258	$ 51,542	$ 48,686	$ 54,650
Total Fire Protection Expenditures	**$ 283,261**	**$ 270,041**	**$ 305,092**	**$ 291,436**	**$ 317,868**

BUDGETARY COMMENT

The Volunteer Fire Department is funded by three sources: The Neighborhood Fund Drive, Foreign Fire Insurance Taxes and Township appropriations. The overall Township appropriation for 2022 is $12,776 higher than 2021. The workers' compensation insurance premium is the largest increase for 2022.

GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Animal Control Expenditures					
Contractual Services	$ 50,962	$ 66,314	$ 85,600	$ 79,500	$ 85,900
Commodities	79	79	100	100	100
Total Animal Control Expenditures	**$ 51,041**	**$ 66,393**	**$ 85,700**	**$ 79,600**	**$ 86,000**

ANIMAL CONTROL OVERVIEW

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

In 2022, Animal Control Officers are projected to receive approximately 15% 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**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Contractual Services					
240 Water and Sewerage	$ 545	$ 494	$ 700	$ 700	$ 800
241 Natural Gas	1,151	1,272	1,400	1,400	1,600
242 Electricity	1,365	1,280	1,500	1,400	1,500
272 Animal Control Services	47,901	63,268	82,000	76,000	82,000
Total Contractual Services	$ 50,962	$ 66,314	$ 85,600	$ 79,500	$ 85,900
Commodities					
390 Other Supplies	$ 79	$ 79	$ 100	$ 100	$ 100
Total Commodities	$ 79	$ 79	$ 100	$ 100	$ 100
Total Animal Control Expenditures	**$ 51,041**	**$ 66,393**	**$ 85,700**	**$ 79,600**	**$ 86,000**

BUDGETARY COMMENT

Total costs of the Animal Control program are shared among the 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 communities under the established formula.

GENERAL FUND

COMMUNITY DEVELOPMENT

SUMMARY

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Community Development Expenditures					
Personal Services	$ 555,692	$ 588,779	$ 675,034	$ 571,070	$ 675,636
Contractual Services	43,234	17,227	84,781	75,250	85,116
Commodities	8,255	4,660	9,500	7,500	9,500
Distributed Costs	55,361	56,713	53,111	48,240	56,107
Total Comm. Development Expenditures	**$ 662,542**	**$ 667,379**	**$ 822,426**	**$ 702,060**	**$ 826,359**

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-term and short-term development. Important initiatives include oversight of the Township's Comprehensive Plan, ensuring that any new or renovated structures comply with the building code for the safety of its occupants, and efficiently and effectively guiding construction to benefit present and future generations.

2021 DEPARTMENT ACCOMPLISHMENTS

- Continued to serve as lead department on the execution of the 2015-2025 Comprehensive Plan.
- Participated in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) activities, and maintained the Township's 7 rating from FEMA.
- Staff continued to attend relevant trainings and maintained advanced professional certifications.
- Through October, reviewed 250 building permit applications valued at $24,815,404. The value of the construction in the Township through October 2021 was over 18% higher than the same period in 2020.
- The review of land development, subdivision, conditional use and related applications are a significant function of the Department. Through October, there were 17 applications submitted to the Department for review.
- Through October, processed 31 stormwater management applications for building projects in excess of 400 square feet, as a result of the Township's adoption of the stormwater management ordinance in January 2019.
- Through October, received and responded to 69 complaints.
- Coordinated with PennDOT and the Township Traffic Engineer on several transportation projects including the improvements to the intersections and pedestrian facilities on Washington Road from Brookside Boulevard to Fort Couch Road and the roundabout under construction at McLaughlin Run/McMillan/Lesnett roads.
- The Department Director continued to serve on the Boyce Mayview Rail-with-Trail Ad Hoc Committee, working towards the goal of connecting the Township's existing trail system to the Montour Trail.

2022 DEPARTMENT GOALS AND OBJECTIVES

- Continue to serve as the lead department on the implementation of the 2015-2025 Comprehensive Plan.
- Continue to participate in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) and continue to work towards improving the Township's rating from a "7" to a "6."
- Continue to apply for grant funding for targeted intersection improvements, sidewalks and other projects.
- Continue to provide timely review of building permit applications and permit inspections.
- Continue to enforce the Township Code and the Property Maintenance Code.
- Continue to oversee development on residential and commercial properties within the Township.
- Continue to provide timely review of stormwater management and grading permit applications.
- Continue to identify parcels of land for potential Township sale or purchase.
- Continue to coordinate with PennDOT on the plan to improve the traffic signals along Rt. 19 throughout Upper St. Clair. The Department will also continue to work with PennDOT and its contractors to coordinate their project at the intersection of McLaughlin Run, McMillan, and Lesnett Roads, which will introduce the first roundabout in the Township.
- Continue to stay informed on trends in planning and development by attending relevant training and maintaining advanced professional certifications.

2015-2025 COMPREHENSIVE PLAN

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

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

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

UPDATE: Staff continues to assess the fiscal, physical, social and environmental impacts of infill development in the Township. Most of the future infill development potential in the Township is single-family redevelopment. No policies or codes relative to this recommendation were amended as of October 2021.

GOAL: Assess zoning ordinance provisions to identify the feasibility and opportunities for locations, standards and development incentives associated with potential additional neighborhood cafes, up-scale restaurants, neighborhood-scale office and medical services development within the Township. (1-B)

UPDATE: Staff continues to identify corridors and districts in the Township that can support additional cafes, restaurants, neighborhood-scale office and medical services development. Future work on this recommendation will include a thorough review of current zoning provisions, recommendation to the Board of Commissioners and processing the appropriate amendments.

2015-2025 COMPREHENSIVE PLAN (continued)

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

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

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

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

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

UPDATE: Staff will continue to align Township policies and codes to encourage development and redevelopment in the Boyce Road and Painters Run Road Corridors. In 2019, the Board of Commissioners approved Ordinance No. 2209 for the Ardolino Development Plan that will permit the construction of a new restaurant and parking area located at 1141 Boyce Road and 2585 Maple Lane. Also in 2019, the Board of Commissioners approved USC-PD 2-2019 and Ordinance No. 2210 that will permit the conversion of an existing single-family dwelling at 1140 Boyce Road into office space for Defender Properties, LLC. In 2020, the Board of Commissioners approved Ordinance No. 2219 for the Frosty Valley Planned Development to authorize conditional use approval for massage therapy establishments and photography studios within the professional building located at 2652 Hidden Valley Drive, and approved Ordinance No. 2223 which permitted a subdivision of the Frosty Valley Planned Development.

GOAL: Continue to monitor the patterns of resident moves within and from the Township, especially as tied to population age, to determine the applicability of any land use policies tied to permissible housing types, intensities, parking, vehicular access, pedestrian connectivity & natural resource sensitivities. (1-F)

UPDATE: Staff continues to monitor and assess the patterns of resident moves within and from the Township to determine the possibility of adjusting policies and codes related to the development of various housing types, density and intensity, pedestrian connectivity and sensitivity to natural resources.

GOAL: Complete strategic ordinance updates to align sidewalks, bikeway, lighting, signage and stormwater management improvements with priority areas for development and connectivity. (2-A)

UPDATE: Staff continues to evaluate the Township Code to identify potential amendments that can improve development and connectivity opportunities related to sidewalks, bikeways, lighting, signage and stormwater improvements in priority areas in the Township.

2015-2025 COMPREHENSIVE PLAN (continued)

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

UPDATE: In order to comply with the Allegheny County Act 167 Stormwater Management Plan, the Board of Commissioners adopted Ordinance No. 2201 on January 7, 2019 which updated the Township's stormwater management requirements. This amendment provides a basis for best management practices, flood prevention and mitigation and improving water quality. As of October 2021, there have been over 70 residential properties that have installed a new stormwater management facility.

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

UPDATE: Cityworks software was implemented for Community Development and Public Works in 2017. The Township partnered with Revize, a government website developer, to redevelop its website launching a new, user-friendly website in 2020. The Community Development Department will be working towards a new software solution in 2022 that will provide online application functionality.

GOAL: Continue to support zoning provisions as applicable that concentrate commercial and residential development in the areas where they already exist and in those areas where the land meets these specific uses. (3-B)

UPDATE: The Township continues to support zoning provisions that concentrate commercial and residential development in the areas where they already exist. In addition, the Township supports development that is consistent with the Future Land Use and Housing Plan.

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

UPDATE: Community Development staff will continue to research the possibility of adopting incentives for projects that seek and/or obtain Leadership in Energy & Environmental Design (LEED) certification and incorporate best management practices into the design of the project. The Township encourages sustainable outcomes for the community and its people by maintaining its status as a Certified Gold Community through Sustainable Pittsburgh.

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

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

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. (4-B)

UPDATE: The Public Works and Community Development departments, together with the Township Engineer, work collaboratively on this item which includes quarterly (and sometimes more frequent) updates relative to public and private stormwater management infrastructure improvements. Education is offered online, in print (USC Today), and other communication avenues. The Public Works Department also offers educational information regarding stormwater management, public and private improvements, and other related topics at the Township's annual "Bounty at Boyce Mayview Park Fall Fest", in addition to their education day for all of the kindergarten classes in the USC School District and Westminster Presbyterian Church preschoolers ages 3-4 known as "Public Works Day". The Community Development Department provides bimonthly reminders/updates on the Township's social media pages to keep residents informed on stormwater management, flooding, pollution, dumping, in addition to relevant resources located on the Township website. The Township has completed annual inspections of public and private stormwater detention structures and continues to work with the private owners and HOAs to comply with all mandates. The Township completed extensive renovations to the Dominion Plan and Heartwood Plan stormwater detention facilities.

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

UPDATE: Staff continues to pursue sidewalk and bikeway improvements/connections that link neighborhoods to civic amenities. Staff is collaborating with PennDOT regarding sidewalk and ADA improvements along Washington Road. Intersection improvements of Washington Road/Boyce Road and Washington Road/Old Washington Road were completed in Fall 2020. PennDOT will be starting work on an adaptive signalization project on Washington Road/Route 19 in 2021. As of December 2020, there is approximately 4.5 miles of the 10' wide multi-use Perimeter Trail in Boyce Mayview Park. Approximately, 3 miles of the trail is located around the Community and Recreation Center (C&RC) and along the north and northeastern portion of the Park's property. This section connects the C&RC to Baker Park and the Morton Complex at the eastern side of Boyce Mayview Park. Approximately 1.5 miles of the Perimeter Trail traverses along the south and southeastern portion of Boyce Mayview Park along Boyce Road and Morton Road. Staff continues to work towards the final Perimeter Trail connection along Morton Road, by seeking grant opportunities. The final trail gap along Morton Road has been designed and engineered, and the Township looks to seek bids for construction in year 2022.

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

UPDATE: The Boyce Mayview Rail-with-Trail Ad Hoc Committee has continued to examine the feasibility of a connection from the Boyce Mayview Park trail system to the Montour Trail. The committee's goals include the connection with adjacent amenities including, but not limited to, Fairview Park, the Hastings development (former Mayview State Hospital property) and Peters Township. The 2022 Budget includes funding for the construction of the final phase of the Boyce Mayview Park Perimeter Trail system.

2015-2025 COMPREHENSIVE PLAN (continued)

GOAL: Maintain a healthy tree canopy and understory landscape within the public realm. Formulate, implement and monitor actions to promote coordinated conservation of the Township's established landscape. (6-C)

UPDATE: The Township employs a Certified Arborist performing silviculture practices to maintain and promote healthy forest stands within the Township's parks and provide for proper development of newly planted and mature canopy and understory trees on the Township's grounds. The Township's Parks and Forestry Administrator maintains a recently implemented integrated pest management program to suppress pest populations and provide specific fertilizing applications as needed for a thriving landscape. The Township has continued to work with contractors to keep a safe, healthy, and pleasing landscape while strategically incorporating new plantings to provide future enjoyment.

GOAL: Continue to implement updated stormwater management and floodplain management initiatives to protect public safety, public health, local streams and water quality. (6-D)

UPDATE: Public Works and Community Development continue to utilize and encourage the usage of best management practices for stormwater management in new and existing developments. An appropriation of $500,000 to the Storm Sewer Fund is provided in the 2019 Budget that will be used for projects dedicated to improving stormwater management systems throughout the Township. The Board of Commissioners adopted Ordinance No. 2201 on January 7, 2019, to update the Township's stormwater management ordinance. The Township has also been an eligible community under FEMA's Community Rating System since 1998 and intends on remaining an eligible community for the foreseeable future. Currently, the Township's class rating is "7." Class ratings determine the premium discount for flood insurance policyholders. The Township's "7" class rating results in a 15% premium discount for flood insurance policyholders. The Township will continue to pursue a higher-class rating to provide additional flood insurance premium discounts.

The Township completed a 2021 audit with the Pennsylvania Department of Environmental Protection and completed renovations to two owned stormwater detention ponds. The Township also partnered with its engineer to identify future Pollutant Reduction Projects to reduce erosion and siltation. The 2022 Budget includes $750,000 to continue supporting these efforts.

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

UPDATE: The Township continues to pursue opportunities to acquire land in core areas of the Township. In July 2016, the Township purchased 108 Hays Road using a FEMA Hazard Mitigation Grant in order to mitigate future losses as a result of flood damage. This property will remain as open space. In 2019 and 2020, the Township purchased property adjacent to the Beadling Soccer Field and in 2019, the Township purchased property adjacent to Marmion Field that may be utilized to help meet this goal.

2015-2025 COMPREHENSIVE PLAN (continued)

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

UPDATE: The Progress Report was updated as of November 2020. Staff will prepare the next Progress Report in late 2022.

DEPARTMENT STATISTICS

Category	2014	2015	2016	2017	2018	2019	2020	Oct-21
Summary of Department Approvals and Appeals								
Number of Building Permits Processed	269	283	263	265	271	236	250	250
Number of Zoning Hearing Board Appeals	3	2	1	1	1	4	1	1
Number of Single Family Lots Approved (new lots)	7	58	2	0	0	0	1	1
Number of Multi-Family Units Approved	0	0	144	118	0	0	0	0
Number of Non-Residential Plans Approved	5	6	1	14	7	0	1	0
Number of Two-Family Attached Units Approved	0	0	0	14	0	0	0	0
Simple Subdivisions	1	5	1	4	6	2	3	7
Number of Permits Issued								
Certificates of Use & Occupancy	38	59	43	60	70	61	23	49
Sewer Permits (Sewer Taps)	46	65	26	47	81	8	44	13
Stormwater Management Permits	0	0	0	0	0	21	21	31
Nonconforming Registrations	0	0	1	1	0	0	0	0
Demolition Permits	12	9	9	8	11	3	5	4
Grading Permits	5	6	2	11	7	5	3	0
Driveway Permits	27	46	23	48	43	28	22	17
Fire Prevention Permits	44	62	46	63	42	43	10	22
Electrical Permits	224	212	256	303	294	248	230	232
Street Opening Permits	215	195	196	236	161	138	77	98
Complaint Cases - Received/Pending	354	322	382	237	83	229	133	69
Complaint Cases - Closed/Transferred	253	263	302	202	83	137	1	0
Home Occupation Registrations	8	15	4	9	12	10	10	0
Annual Alarm Notices	738	729	725	745	769	714	724	46

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT ORGANIZATIONAL STRUCTURE

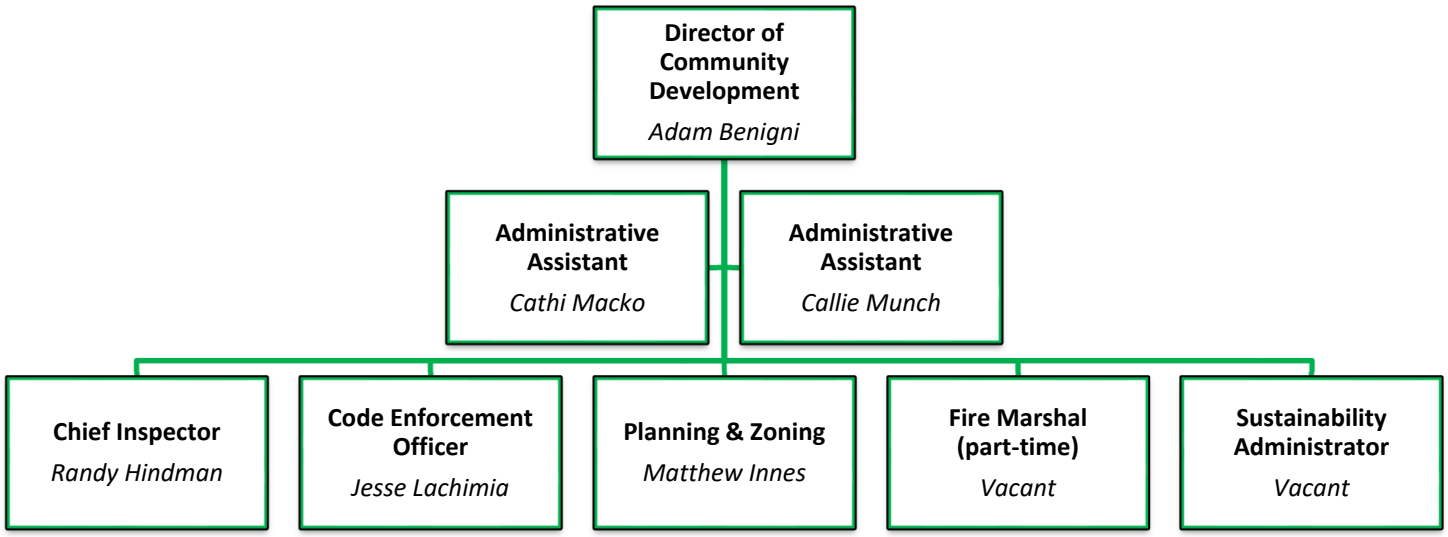
The proposed authorized personnel responsible for programs and services for the Community Development Department for 2022 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2022 Positions
Director of Planning and Community Development	11	$86,250	$143,750	1
Chief Inspector	7	$64,000	$96,000	1
Code Enforcement Officer	5	$48,000	$72,000	1
Sustainability Administrator	5	$48,000	$72,000	1
Planning & Zoning Assistant	4	$44,000	$66,000	1
Administrative Assistant, Community Development	3	$40,000	$60,000	2
Total Full-Time Positions				**7**

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 (Public Works)	25%	50%	25%



DEPARTMENT EXPENDITURES

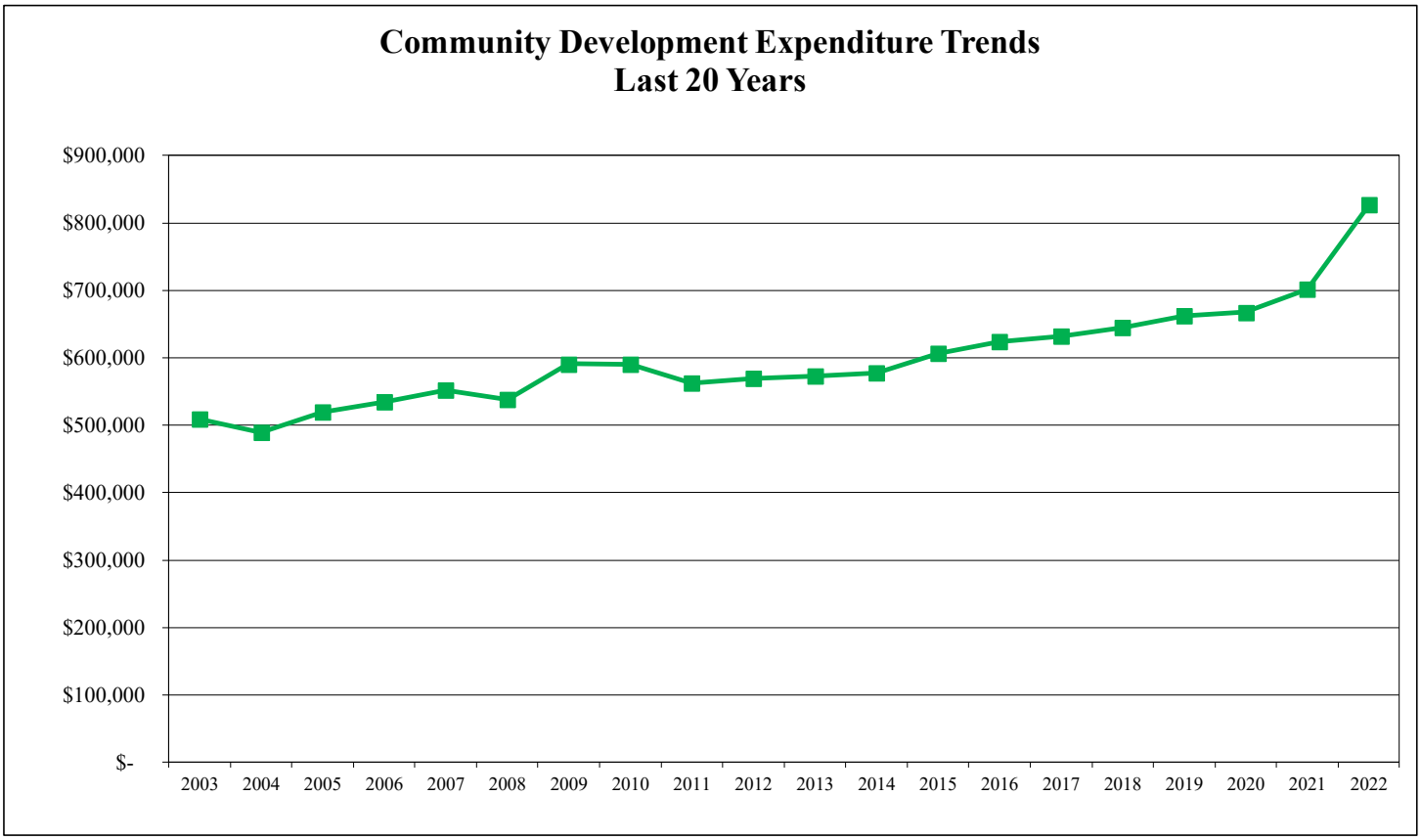
Community Development Expenditures 01-30-301-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 338,073	$ 352,727	$ 405,128	$ 348,983	$ 439,863
120 Part-Time Wages	47,232	49,799	51,044	19,500	19,588
162 Group Life Insurance	1,907	2,022	2,107	2,107	2,199
163 Medical Insurance	110,633	123,236	143,066	133,500	140,338
164 Workers' Compensation	2,045	1,735	1,427	1,427	1,350
165 Unemployment Compensation	-	1,116	-	-	-
166 Pension Costs	24,644	25,738	34,214	34,214	33,897
167 Long-term Disability Insurance	825	876	1,150	1,150	1,253
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	28,333	29,530	34,898	28,189	35,148
Total Personal Services	$ 555,692	$ 588,779	$ 675,034	$ 571,070	$ 675,636
Contractual Services					
213 Professional Services-Legal	$ 5,460	$ 2,936	$ 5,000	$ 5,000	$ 5,000
220 Liability Insurance	24,706	-	28,606	25,335	29,216
230 Association Dues	2,679	2,706	3,000	2,800	3,000
231 Travel & Conference Expense	3,582	43	5,000	2,000	5,000
232 Personnel Training	918	3,309	6,200	2,700	4,000
243 Telephone	-	1,756	4,200	4,200	4,300
250 Repairs/Maint - Office Equip	592	-	500	500	1,250
270 Software Licensing	-	-	15,275	15,400	16,000
274 Legal Advertising	363	-	500	500	500
275 Printing & Duplicating	1,433	745	500	815	850
290 Other Contractual Services	3,501	5,732	16,000	16,000	16,000
Total Contractual Services	$ 43,234	$ 17,227	$ 84,781	$ 75,250	$ 85,116
Commodities					
300 Office Furniture & Equipment	$ -	$ -	$ 500	$ 500	$ 500
301 Expendable Office Supplies	3,289	1,534	4,500	3,000	3,500
302 Books & Subscriptions	2,600	1,366	3,000	2,000	3,000
390 Other Supplies	2,366	1,760	1,500	2,000	2,500
Total Commodities	$ 8,255	$ 4,660	$ 9,500	$ 7,500	$ 9,500
Distributed Costs					
601 Dist. Vehicle Costs	$ 5,704	$ 5,818	$ 6,923	$ 6,620	$ 7,086
602 Dist. Data Processing Costs	49,657	50,895	46,188	41,620	49,021
Total Distributed Costs	$ 55,361	$ 56,713	$ 53,111	$ 48,240	$ 56,107
Total Comm. Development Expenditures	**$ 662,542**	**$ 667,379**	**$ 822,426**	**$ 702,060**	**$ 826,359**

BUDGETARY COMMENT

Funds requested for Community Development are slightly higher than 2021 by $3,933, or 0.48%. The increase in full-time wages is mostly offset by the part-time wage reduction. Most other items remain nearly level with 2021.

SUPPLEMENTARY INFORMATION

The average annual cost increase of Community Development expenditures over the last 20 years is 3.11%



General Fund Revenue Breakdown

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

Net Expenditures*			***$619,011***
How many real estate tax mills?		**0.11**	**$256,541**
Earned Income Tax per $100?	**$**	**2.92**	**$291,853**
Percentage of Other Taxes?		**0.33%**	**$70,618**

**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.*

GENERAL FUND

PUBLIC WORKS SUMMARY

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Public Works Expenditures					
Personal Services	$ 2,660,474	$ 2,635,330	$ 2,820,715	$ 2,871,291	$ 2,839,521
Contractual Services	2,375,498	2,121,102	2,626,412	2,481,732	2,648,124
Commodities	885,114	757,360	1,203,600	1,017,375	1,216,700
Distributed Costs	(48,881)	(44,881)	(57,992)	(58,779)	(66,634)
Total Public Works Expenditures	**$ 5,872,205**	**$ 5,468,911**	**$ 6,592,735**	**$ 6,311,619**	**$ 6,637,711**

PUBLIC WORKS OVERVIEW

As the Public Works Department moves forward into next year, its focus remains on providing first-rate service to our residents, while preparing for all approved Capital Projects, Facility Improvements, Department Goals and the 2015-2025 Comprehensive Plan. With a stable annual budget and staffing numbers, the Public Works Department will continue to service the community and fellow departments with all 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 Clean Water Act, which governs the Township's sanitary sewer wastewater transfer improvements.

The Field Improvement Fund and Parks Maintenance Budget are vital in maintaining and improving our neighborhood park system and the Township's 747+ acres of park space, ensuring our play equipment and facilities are kept current, safe and enjoyable.

The Storm Sewer Improvement Fund remains in place to ensure the good working order of our storm sewer infrastructure and to comply with DEP Municipal Separate Storm Sewer System mandates and Watershed Pollutant Reduction Plans.

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



Above: Public Works Building identification sign

2021 DEPARTMENT ACCOMPLISHMENTS

- Maintained compliance with Sanitary Sewer Operation & Maintenance Plan.
- Completed 2021 Closed Circuit Televising (CCTV) Contract of approximately 165,000' of sanitary sewer infrastructure.
- Completed 3,890' of sanitary sewer defect repairs.
- Completed rehabilitation of 3 sanitary sewer manhole structures.
- Continue to work with ALCOSAN, Peters Township Sanitary Authority and engineers to complete due diligence for Deerfield Pump Station decommissioning.
- Maintained compliance with the Township's Municipal Separate Storm Sewer System (MS4) mandates.
- Completed cleaning, televising, GPS and mapping of 64,758.01' of storm sewer infrastructure.
- Completed inspections of 52 storm sewer outfalls.
- Completed annual inspections of 83 stormwater detention facilities.
- Completed maintenance program for all Township owned stormwater retention facilities.
- Completed reconstruction of both the Dominion Plan and Heartwood Plan stormwater detention ponds.
- Rebuilt 77 storm sewer inlets.
- Replaced 221' of storm sewer piping.
- Completed 2021 Street Paving Program.
- Completed Township wide spring and fall street sweeping program.
- Completed the Truxton Slope Remediation Project with the Upper St. Clair School District and Gateway Engineers.
- Continued planning and grant financing efforts for Phase IIA of the Perimeter Trail system.
- Completed Trotwood Park play equipment replacement, court paving and color coating, and amenities upgrades.
- Installed infrastructure and fabric structure of Municipal Tennis Courts Tennis Bubble 7/8.
- Completed Township's leaf and yard waste recycling program.
- Completed Paddle Tennis facility court resurfacing, lighting LED upgrades, snowboard replacement and heater replacement.
- Completed Public Works Building roof replacement contract.
- Completed HVAC unit upgrades within the Administration area of the Township Municipal Building.



Left: From the 2021 street paving program

Right: New tennis bubble installation



2022 DEPARTMENT GOALS AND OBJECTIVES

- **Sanitary Sewer**:
  - Compliance with the mandates of the upcoming Allegheny County Consent Order II.
  - Continue implementation of the mandated Sanitary Sewer Operation & Maintenance Program.
  - Conduct Sanitary Sewer flow monitoring efforts within the various sewer sheds in the municipality.
  - Complete defined Source Reduction Projects per 2022 Budget.
- **Storm Sewer**:
  - Maintain compliance with the Total Maximum Daily Load Plan (TMDL) and Pollutant Reduction Plan (PRP).
  - Budget engineer and plan for 2022 Pollutant Reduction Plan projects.
  - Continue the Township's catch basin replacement program.
- **Parks**
  - Complete the Parks Improvement Program, as per designated 2022 Parks.
  - Complete construction of Boyce Mayview Park Perimeter Trail Phase IIA.
  - Complete Morton Fields Complex upgrades, as per 2022 Budget.
  - Complete Wiltshire Park playground safety surface replacement, per budget allocations.
  - Municipal Tennis Courts lighting upgrades, per budget allocation
- **Buildings**
  - Assist in construction management of the Municipal Space Renovation Phase V.
  - Continue HVAC upgrades, per department.
  - Complete Fire Station HVAC upgrades.
  - Plan and design for salt storage facility.
- **Streets**
  - Complete 2022 Street Paving Program.
  - Assist in the traffic signal upgrade of SR19 corridor.
  - Continue phase guide rail improvement and upgrade program.
  - Continue exploring opportunities for sidewalk construction and rehabilitation to link existing segments and designated Township and community facilities.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

COMPREHENSIVE PLAN STATUS

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

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

UPDATE: The Public Works and Community Development departments, together with the Township Engineer, work collaboratively on this item which includes quarterly (and sometimes more frequent) updates relative to public and private stormwater management infrastructure improvements. Education is offered online, in print (USC Today), and other communication avenues. The Public Works Department also offers educational information regarding stormwater management, public and private improvements, and other related topics at the Township's annual "Bounty at Boyce Mayview Park Fall Fest", in addition to their education day for all of the kindergarten classes in the USC School District and Westminster Presbyterian Church preschoolers ages 3-4 known as "Public Works Day". The Community Development Department provides bimonthly reminders/updates on the Township's social media pages to keep residents informed on stormwater management, flooding, pollution, dumping, in addition to relevant resources located on the Township website. The Township has completed annual inspections of public and private stormwater detention structures and continues to work with the private owners and HOAs to comply with all mandates. The Township completed extensive renovations to the Dominion Plan and Heartwood Plan stormwater detention facilities

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

UPDATE: The Township regularly participates in professional forums where municipalities collaborate with each other to promote sustainable practices that could benefit the entire region. The Township will continue to work towards enhancing its resident communications on these efforts as well as its collaboration with other municipalities. The Township completed additional installations of the LED lighting conversion program in such areas as parking lot lighting, street lighting and parks courts lighting. The Township also completed HVAC upgrades resulting in energy savings at Township buildings.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

COMPREHENSIVE PLAN STATUS (Continued)

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

UPDATE: The Boyce Mayview Rail-with-Trail Ad Hoc Committee has continued to examine the feasibility of a connection from the Boyce Mayview Park trail system to the Montour Trail. The committee's goals include the connection with adjacent amenities including, but not limited to, Fairview Park, the Hastings development (former Mayview State Hospital property) and Peters Township. The 2022 Budget includes funding for the construction of the final phase of the Boyce Mayview Park Perimeter Trail 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. (6-C)

UPDATE: The Township employs a Certified Arborist performing silviculture practices to maintain and promote healthy forest stands within the Township's parks and provide for proper development of newly planted and mature canopy and understory trees on the Township's grounds. The Township's Parks and Forestry Administrator maintains a recently implemented integrated pest management program to suppress pest populations and provide specific fertilizing applications as needed for a thriving landscape. The Township has continued to work with contractors to keep a safe, healthy, and pleasing landscape while strategically incorporating new plantings to provide future enjoyment.

GOAL: Continue to implement updated stormwater management and floodplain management initiatives to protect public safety, public health, local streams and water quality. (6-D)

UPDATE: Public Works and Community Development continue to utilize and encourage the usage of best management practices for stormwater management in new and existing developments. An appropriation of $500,000 to the Storm Sewer Fund is provided in the 2019 Budget that will be used for projects dedicated to improving stormwater management systems throughout the Township. The Board of Commissioners adopted Ordinance No. 2201 on January 7, 2019, to update the Township's stormwater management ordinance. The Township has also been an eligible community under FEMA's Community Rating System since 1998 and intends on remaining an eligible community for the foreseeable future. Currently, the Township's class rating is "7." Class ratings determine the premium discount for flood insurance policyholders. The Township's "7" class rating results in a 15% premium discount for flood insurance policyholders. The Township will continue to pursue a higher-class rating to provide additional flood insurance premium discounts.

The Township completed a 2021 audit with the Pennsylvania Department of Environmental Protection and completed renovations to two owned stormwater detention ponds. The Township also partnered with its engineer to identify future Pollutant Reduction Projects to reduce erosion and siltation. The 2022 Budget includes $750,000 to continue supporting these efforts.

COMPREHENSIVE PLAN STATUS (Continued)

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

UPDATE: Following is a summary of some annual progress towards this goal:

- *In 2016, the Township made improvements to Baker Park including renovations to the basketball, tennis/pickeball, volleyball and bocce courts and the small baseball field. Also in 2016, the Township replaced the oldest tennis bubble. This replacement included upgrades to the HVAC and inflation units, the court surface, the perimeter fencing and the gas line that services the entire tennis complex.*
- *Additional parking was added at Wiltshire Park in 2017 to address on-street parking challenges following the 2014-15 renovation of the park. At Trotwood Park, equipment was refreshed and upgraded, walk lights were converted to LED, old fencing was removed, and cosmetic improvements were made. Two pavilion projects took place in Boyce Mayview Park, including construction of a new pavilion adjacent to the Miracle League Field and the addition of restrooms to the existing pavilion.*
- *In 2018, A new pavilion was constructed at the Miracle League Field in Boyce Mayview Park, providing shelter for groups who use the field, allowing visitors to enjoy much needed shade in the area, and space to be used for picnic or parties. Also in 2018, a facility assessment of the C&RC was conducted. The execution of the recommendations will be a multi-year process, and it may be difficult to implement all the recommendations due to funding requirements, staffing limitations, and other time & resource constraints.*
- *The McLaughlin Run Activity Center was renovated in 2018/2019 with new interior finishes, bathroom upgrades, a handicapped accessible restroom, kitchen cabinet upgrades, a covered patio, and a new front façade. The Municipal Building's windows replacement project also took place in 2019, a project that included the replacement of more than 100 windows that were over 30 years old.*
- *The Board-appointed Community & Recreation Center Facilities Implementation Team (FIT) Committee launched in early 2019, for a multi-year process to prioritize and implement the recommendations of the 2018 C&RC facility assessment report. This process was interrupted in early 2020 as a result of the Township's response to COVID-19, but is expected to resume in the future.*
- *To ensure the highest level of air quality within the C&RC aquatics center, a new, high-efficiency air handling unit was installed to replace the original system.*
- *In 2021, the Township the Township commenced a master plan process for the Morton Fields Complex. This comprehensive study is gathering user input through a survey and public meetings in order to develop a plan for reinvestment into the 7.5 acre property which currently consists of 3 multi-purpose fields including 2 lighted baseball fields, 2 batting cages, a concession building, shelter, storage building, small playground, and other facilities. New roofing was installed on the Public Works building in 2021. The Township also moved forwarded on the NextGen Renovation project of the Municipal Building which is discussed throughout this document.*

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

COMPREHENSIVE PLAN STATUS (Continued)

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

UPDATE: The Township continues to pursue opportunities to acquire land in core areas of the Township. In July 2016, the Township purchased 108 Hays Road using a FEMA Hazard Mitigation Grant in order to mitigate future losses as a result of flood damage. This property will remain as open space. In 2019 and 2020, the Township purchased property adjacent to the Beadling Soccer Field and in 2019, the Township purchased property adjacent to Marmion Field that may be utilized to help meet this goal.

DEPARTMENT STATISTICS AND BENCHMARKS

Public Works Benchmarks & Statistics	2018	2019	2020	Thru Oct-21
Efficiency				
% Hazardous Road Repairs responded to within 24 Hours	100%	100%	100%	100%
% Sanitary Sewer Related Calls Responded to in 1 hour	100%	100%	100%	100%
% Fleet Maintenance Completed On-Time	95%	95%	95%	93%
% Permit Inspections performed in a timely manner	100%	100%	100%	100%
Number of Work Orders processed	5,636	3,980	3,427	3,215
Workload				
Sanitary Sewer & Storm Sewer				
Miles of open/closed storm drains cleaned	6.9	14.2	5.7	12.3
Miles of Sanitary Sewer lines cleaned/inspected	31.25	31.25	31.25	31.25
Street & Sidewalk Program				
Miles of Streets Paved	5.64	4.71	4.92	6.02
Lineal feet of deteriorated pavement sealed	100,000	100,000	100,000	100,000
Square feet of sidewalks built	0	0	0	400
Miles of roadway swept annually	2,491	3,048	2,199	2,633
Amounts of debris removed by street sweeper (tons)	127	387	198	317
Vehicle & Equipment Maintenance				
Number of vehicles/equipment maintained by Public Works	152	152	152	152
Number of vehicles/equipment per mechanic	76	76	76	76

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT STATISTICS AND BENCHMARKS (continued)

PUBLIC WORKS REQUESTS FOR SERVICE
PRIOR 12 MONTHS COMPARED TO HISTORICAL AVERAGES

Call Type	Annual Average Last 10 Yrs	Annual Average Last 5 Yrs	12-Month Period of 11/2020 - 10/2021
Ballfield Maintenance	29	27	97
Building Maintenance	285	279	226
Dead Animal	146	121	61
Dye Tests	354	372	396
Forestry	118	102	89
Garbage	325	174	155
Ground Maintenance General	88	97	65
Inspections	37	35	49
Leaf Recycling	41	42	85
One Calls	1,720	1,822	1,974
Other	270	241	148
Rain Events/Snow & Ice	57	47	55
Sanitary Sewer	39	48	38
Signs	87	55	52
Storm Sewer	100	131	66
Street Repair	112	106	60
Water Problems	29	13	5
Totals	**3,837**	**3,713**	**3,621**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Public Works Department for 2022 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2022 Positions
Director of Public Works	11	$86,250	$143,750	1
Superintendent of Operations	8	$67,500	$112,500	1
Superintendent of Projects	7	$64,000	$96,000	1
Superintendent of Public Improvements	7	$64,000	$96,000	1
Buildings & Grounds Administrator	7	$64,000	$96,000	1
Parks & Forestry Administrator	7	$64,000	$96,000	1
Administrative Assistant, Public Works	3	$40,000	$60,000	2
Teamsters Local 205	Union Contract	$14.91/hr	$35.42/hr	24
Total				**32**

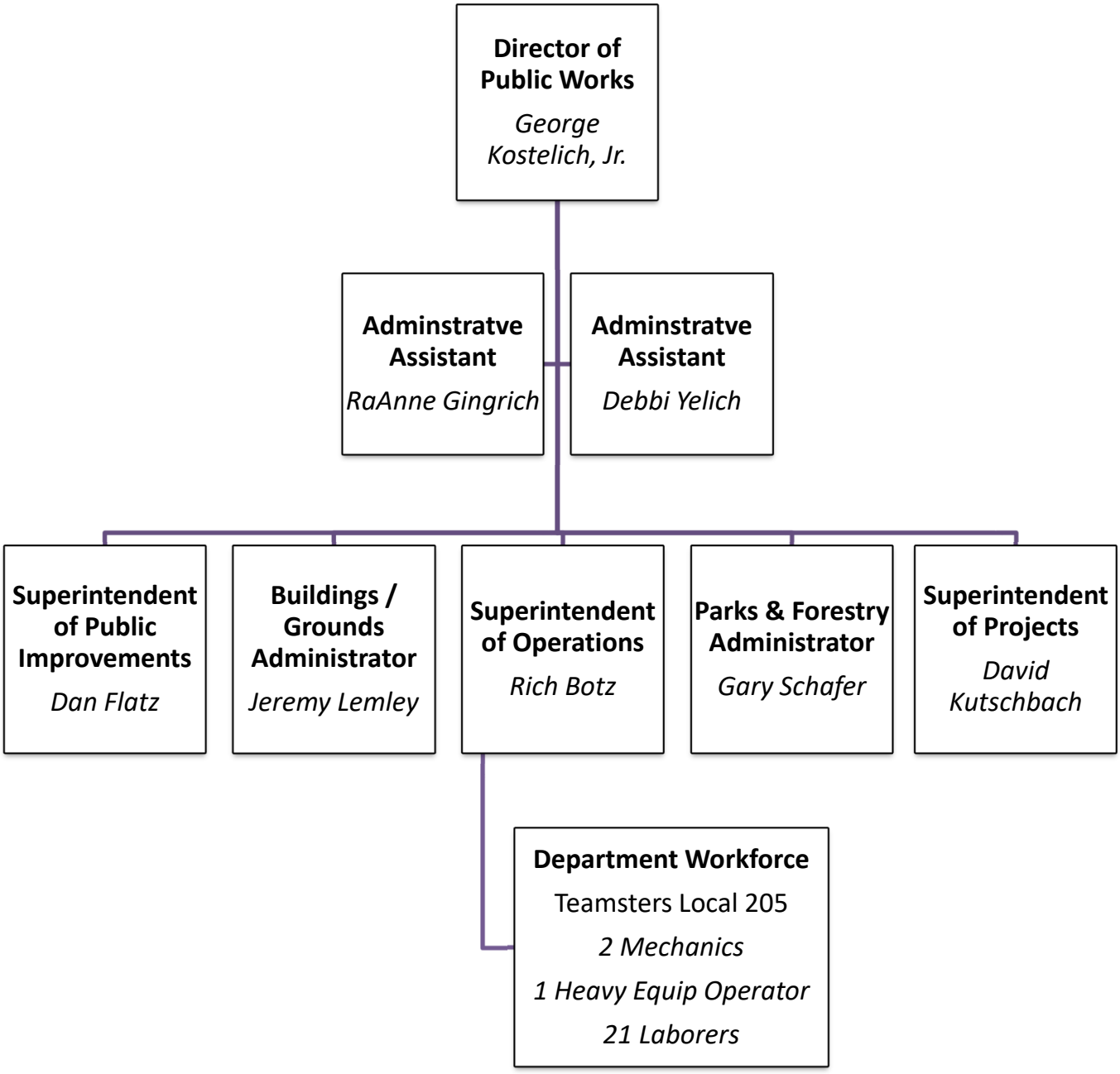
Public Works - Teamsters Local 205 Union Contract 2022 Salary & Wage Scale		
I.	Master Mechanic	$35.42/hr
II.	Mechanic	$33.90/hr
III.	Heavy Equipment Operator	$33.90/hr
IV.	Foreman	$33.90/hr
V.	Laborer III (after 36 months)	$31.90/hr
	Laborer II (13-36 months)	$28.94/hr
	Laborer I (0-12 months)	$25.94/hr
VI.	Semi-Skilled Laborer III	$23.18/hr
	Semi-Skilled Laborer II	$21.31/hr
	Semi-Skilled Laborer I	$19.60/hr
	Semi-Skilled Laborer Probationary	$14.91/hr
VII.	C&RC Attendant	$23.18/hr

Budgetary Allocations

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

Position Title	General Fund	C&RC	Sanitary Sewer	BM RAD
Superintendent of Operations	75%	n/a	25%	n/a
Superintendent of Public Improvements	n/a	n/a	100%	n/a
Buildings & Grounds Administrator	50%	50%	n/a	n/a
Parks & Forestry Administrator	n/a	n/a	n/a	100%

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



DEPARTMENT EXPENDITURES

Public Works Expenditures 01-40-401-500 TO 01-40-418-500	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 1,372,345	$ 1,411,102	$ 1,480,847	$ 1,555,448	$ 1,481,444
110 Overtime Wages	159,365	102,962	159,800	178,800	171,150
111 Snow Driver Wages	1,526	1,047	2,150	2,200	2,300
120 Part-Time Wages	88,579	29,105	80,950	73,550	78,450
140 Township Engineer-Retainer	6,050	6,050	6,000	6,000	6,000
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	122,275	115,580	131,873	138,465	132,599
199 Overhead Distribution	908,334	967,484	957,095	914,828	965,578
Total Personal Services	$ 2,660,474	$ 2,635,330	$ 2,820,715	$ 2,871,291	$ 2,839,521
Contractual Services					
211 Professional Services-Engineering	$ 119,805	$ 9,951	$ 132,000	$ 40,000	$ 105,000
217 Miscellaneous Consulting Services	4,563	4,635	5,700	5,700	5,800
220 Liability Insurance	38,887	-	45,027	39,879	45,986
221 Flood/Property Damage Insurance	24,372	25,214	27,047	25,895	29,091
222 Vehicle Insurance	52,510	52,727	56,113	54,133	57,922
230 Association Dues	2,574	2,510	3,500	3,000	3,300
231 Travel & Conference Expense	3,331	1,263	5,000	3,500	5,000
240 Water and Sewerage	64,771	58,484	71,000	70,400	74,100
241 Natural Gas	35,586	35,965	42,300	41,300	45,600
242 Electricity	138,789	135,674	151,700	146,600	154,100
243 Telephone	72	11,138	25,000	30,000	31,200
244 Street Light Installation	-	-	1,000	500	1,000
252 Communication Equipment Mte.	2,560	1,212	4,000	4,000	4,000
253 Traffic Signal Maintenance	5,739	3,179	12,700	9,000	12,700
254 Repairs & Maintenance-Vehicles	21,572	25,588	25,000	25,000	25,000
255 Repairs & Maintenance-Building	27,882	29,816	50,000	47,000	50,000
256 Heating/Air Conditioning Mte.	12,045	13,481	50,000	42,000	42,000
270 Software Licensing	-	-	41,325	41,325	41,325
271 Garbage Collection Services	1,122,323	1,088,765	1,100,000	1,100,000	1,123,000
272 Recycling Collection Services	340,830	358,723	389,000	389,000	397,000
290 Other Contractual Services	347,683	262,678	364,000	345,500	370,000
299 Annual Park Maintenance Prog.	9,604	99	25,000	18,000	25,000
Total Contractual Services	$ 2,375,498	$ 2,121,102	$ 2,626,412	$ 2,481,732	$ 2,648,124

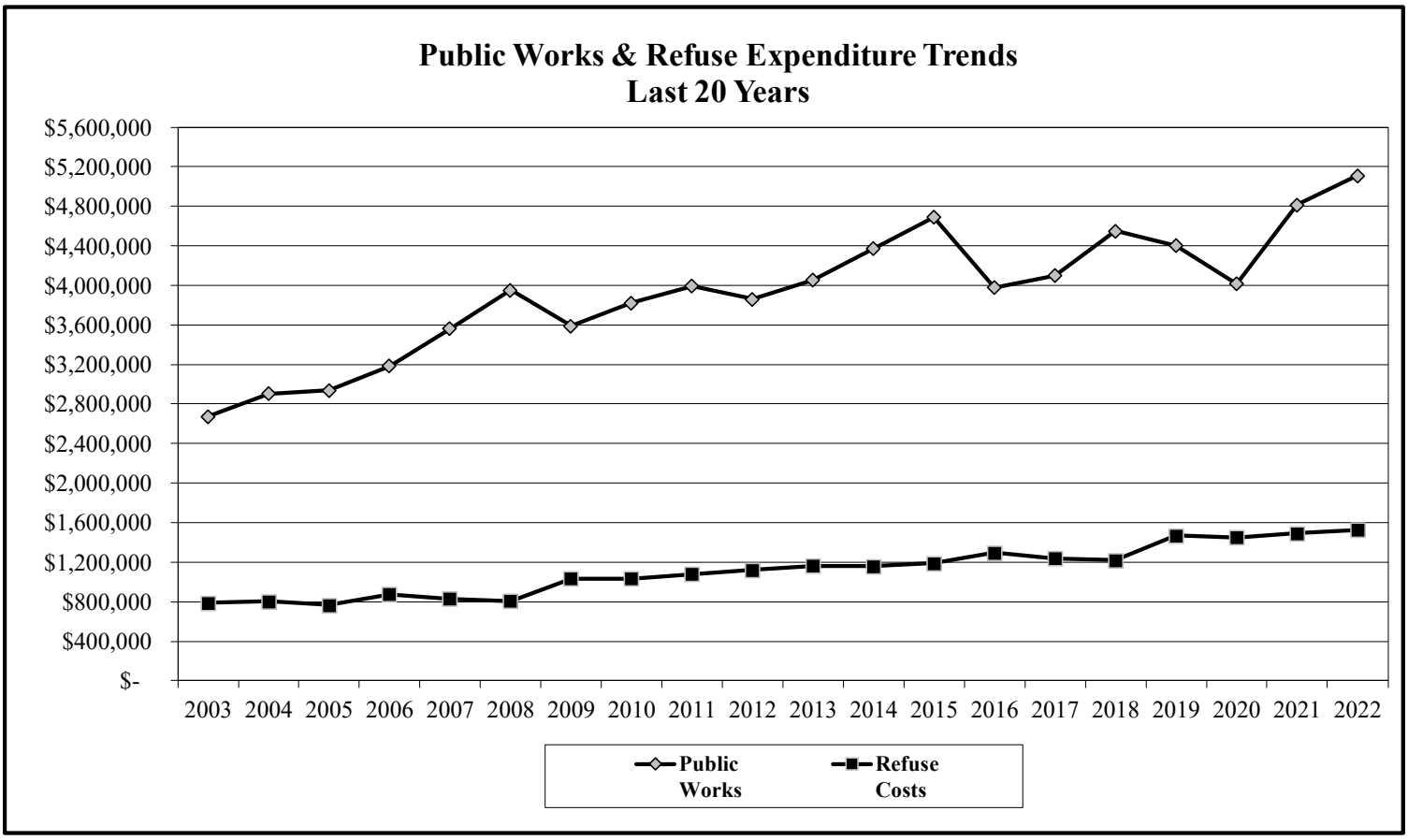
DEPARTMENT EXPENDITURES (Continued)

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Commodities					
300 Office Furniture & Equipment	$ 3,637	$ 125	$ 4,000	$ 3,000	$ 4,000
301 Expendable Office Supplies	4,243	4,553	7,000	7,000	7,000
305 Building Maintenance Equipment	19,360	11,595	18,000	17,000	18,000
306 Building Maintenance Supplies	47,125	42,103	55,000	51,000	55,000
311 Traffic Control Parts	7,756	97	15,000	5,000	15,000
312 Traffic Paint	-	59	500	500	500
313 Street Sign Supplies	6,186	15,723	15,000	15,000	15,000
315 Construction Supplies	68,574	61,421	124,500	114,500	122,500
316 Asphalt Supplies	23,183	13,021	24,000	23,000	24,000
319 Snow & Ice Chemicals	312,082	302,460	458,000	350,000	463,500
326 Tennis Court Supplies	124	133	1,100	1,100	1,100
327 Botanical Supplies	74,223	52,591	63,500	62,500	63,000
328 Park Maintenance Supplies	27,333	19,651	33,000	32,480	33,000
340 Vehicle Supplies	60,669	52,515	80,000	70,000	80,000
341 Fuels & Lubricants	121,229	93,455	150,000	130,000	160,000
342 Mechanical Equipment & Supplies	14,165	38,607	43,500	38,000	43,500
343 Tools & Equipment	29,971	12,834	26,500	26,000	26,500
344 Tires	33,113	23,681	27,000	25,000	27,000
390 Other Supplies	32,141	12,736	58,000	46,295	58,100
Total Commodities	$ 885,114	$ 757,360	$ 1,203,600	$ 1,017,375	$ 1,216,700
Distributed Costs					
600 Scrap Metal Account	$ 3,200	$ 2,025	$ 4,000	$ 2,000	$ 4,000
601 Dist. Vehicle Costs	(82,924)	(84,582)	(96,923)	(92,683)	(99,205)
602 Dist. Data Processing Costs	64,503	71,253	80,831	72,835	73,531
605 Dist. Boyce Mayview RAD Costs	(33,660)	(33,577)	(45,900)	(40,931)	(44,960)
Total Distributed Costs	$ (48,881)	$ (44,881)	$ (57,992)	$ (58,779)	$ (66,634)
Total Public Works Expenditures	**$ 5,872,205**	**$ 5,468,911**	**$ 6,592,735**	**$ 6,311,619**	**$ 6,637,711**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Works expenditures over the last 20 years is 3.45%. The average annual cost increase of Refuse Collection expenditures over the last 20 years is 3.84%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$4,560,023***
How many real estate tax mills?		**0.83**	**$1,889,840**
Earned Income Tax per $100?	**$**	**21.54**	**$2,149,969**
Percentage of Other Taxes?		**2.46%**	**$520,215**

**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.*

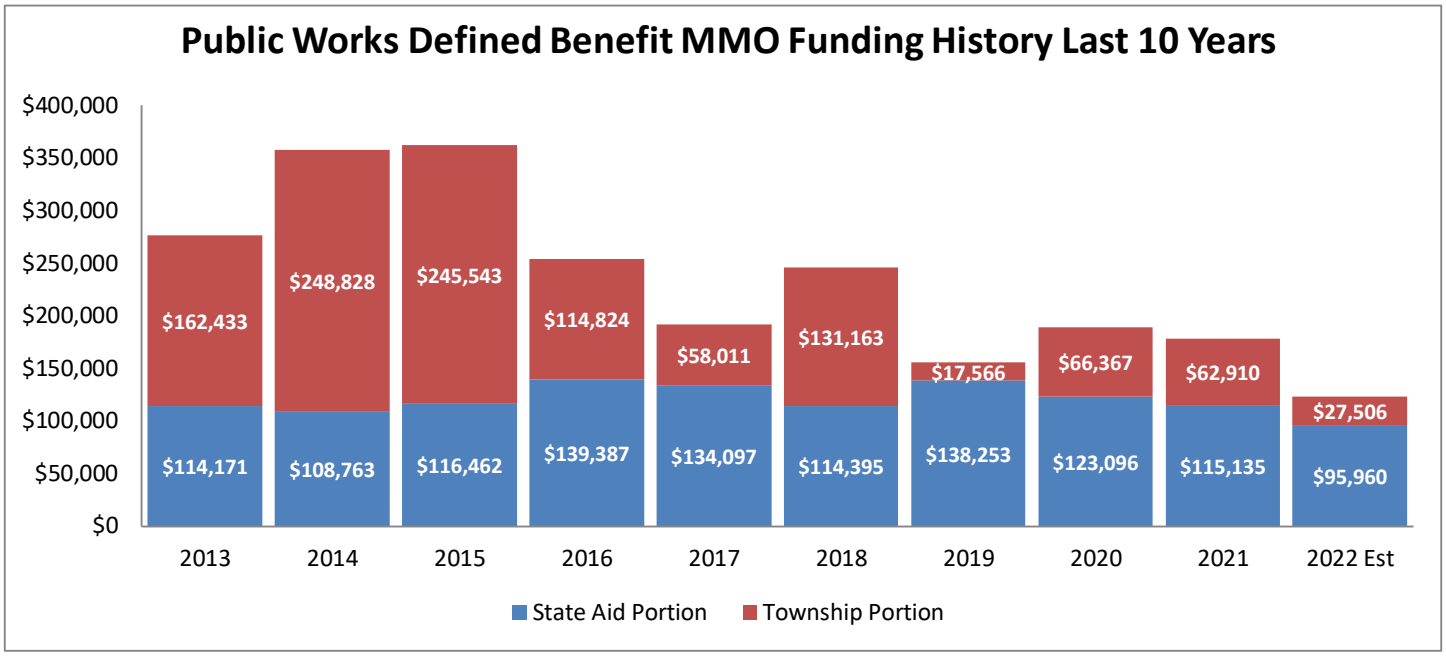
SUPPLEMENTARY INFORMATION (Continued)

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

Net Expenditures*			***$1,490,500***
How many real estate tax mills?		**0.27**	**$617,717**
Earned Income Tax per $100?	**$**	**7.04**	**$702,744**
Percentage of Other Taxes?		**0.80%**	**$170,039**

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' Defined Benefit 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 hired prior to 2018 are eligible to participate in the Plan. Actuarial valuations are performed biannually on the plan and are used in determining the annual MMO. Act 205 also provides state funding to help offset the annual MMO of the Public Works Employees' Pension Plan. The following chart shows the history of the Public Works Employees' Defined Benefit Pension Plan MMO for the last 10 years identified by funding source.



SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles

	Year	Make	Model	Mileage (9-28-2021)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles							
1	2018	Chevy	Colorado Pick-Up	18,252	3	Good	2026
2	2014	Ford	Escape	70,609	7	Good	2024
3	2015	Chevy	Colorado Pick-Up	103,660	6	Good	2023
4	2015	Chevy	Colorado 4WD	67,455	6	Good	2023
5	2016	Chevy	Colorado	84,906	5	Good	2024
6	2019	Chevy	Colorado	10,732	2	Good	2027
Utility Trucks							
1	2014	Ford	Pick-Up Utility	36,657	7	Good	2024
2	2008	Dodge	Mechanics Service Vehicle	49,535	13	Good	As Needed
3	2006	Ford	Econoline 350 Van	48,611	15	Fair	2023
4	2015	Ford	F-550 w/Dump Body/Snow Plow	19,129	6	Good	2025
5	2015	Ford	F-550 w/Dump Body/Snow Plow	35,280	6	Good	2023
6	2016	Ford	F-550 w/Dump Body/Snow Plow	34,944	5	Good	2024
7	2016	Ford	F-550 w/Dump Body/Snow Plow	24,576	5	Good	2024
8	2016	Ford	F-350 XL 4x4	16,441	5	Good	2026
9	2018	Ford	F-350 w/9' Body Upfit	9,943	3	Good	2028
10	2018	Ford	F-550 w/9' Body Upfit	13,623	3	Good	2028
11	2018	Ford	F-550 w/9' Body Upfit	18,632	3	Good	2026
12	2019	Ford	F-350 w/Utility Body & Plow	10,702	2	Good	2029
13	2020	Int'l	Model HV507 w/Dump/Plow/Spreader	2720	1	Good	2031
14	2020	Ford	F-550 Bucket Truck	849	1	Good	2035
15	2020	Ford	F350 Pickup Utility	5,802	1	Good	2030
Dump Trucks							
1	2011	Int'l	Dump	14,199	10	Good	2022
2	2012	Int'l	Dump	17,615	9	Good	2023
3	2013	Int'l	Dump	18,917	8	Good	2024
4	2014	Int'l	Dump	13,267	7	Good	2025
5	2016	Int'l	Dump	8,029	5	Good	2027
6	2017	Int'l	Dump	7,368	4	Good	2028
7	2017	Ford	Dump	26,012	4	Good	2025
8	2017	Ford	Dump	22,719	4	Good	2025
9	2017	Ford	Dump	28,732	4	Good	2025
10	2017	Ford	Dump	25,476	4	Good	2025
11	2018	Int'l	Dump	8,931	3	Good	2029
12	2020	Int'l	Dump	3,669	1	Good	2031

SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles (Continued)

	Year	Make	Model	Mileage (9-28-2021)	Age in Years	Condition	Anticipated Replacement Year
Other Vehicles							
1	2003	CAT	Wheel Loader	9,745 hrs	18	Fair	2023
2	2003	Int'l	Sewer Jet (Cab & Vactor)	3,830	18	Good	2026
3	2010	Toro	Mower 5910	3,735 hrs	11	Fair	2022
4	2012	JCB	Backhoe 3CX15	2,815 hrs	9	Good	2022
5	2013	CAT	924K Wheel Loader	6,249 hrs	8	Good	2033
6	2015	M2106	Elgin Street Sweeper	22,940	6	Good	2027
7	2018	Massey	Flail Mower	1,008 hrs	3	Good	2028
8	2019	Premier	6x12 Equip Premier Trailer	N/A	2	Good	As needed
9	2001	Mustang	Trailer	N/A	20	Good	As needed

Public Works Equipment

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
1	2007	20 Ton Trailer/3142	14	Good	As Needed
2	2013	30 Ton Shop Press	8	Good	As Needed
3	2001	3 M Sign Machine/HSRA36	20	Good	As Needed
4	2011	Accubrine Automated Brine Maker	10	Good	2026
5	1993	Aeroway 8' Quickaway Angle Aerator	28	Fair	DNR
6	2010	Asphalt Planer	11	Good	2025
7	2016	Beam Rider Field Line Painter	5	Good	As Needed
8	2008	Caterpillar Exacavator/Backhoe	13	Good	2022
9	2017	Caterpillar 259D Skid Steer	4	Good	2026
10	1997	Chicago Pneumatic Air Comp.	24	Fair	As Needed
11	2015	Clausing Drill Press	6	Good	As Needed
12	2009	Club Car Utility Vehicle	12	Fair	2021
13	2018	Core Cut Walk Behid Pavement Cutting Saw	3	Good	As Needed
14	2018	Corn Pro Trailer/2333	3	Good	As Needed
15	2008	Cross Country Roller Trailer/0714	13	Good	As Needed
16	2001	Esab Plasma Cutter	20	Good	As Needed
17	2019	Falcon Asphalt Hot Box Trailer/9204	2	Good	As Needed
18	2014	Gardner Denver Air Compressor	7	Good	As Needed
19	2008	Gorman-Rupp Water 1 Pump 2"	13	Good	As Needed
20	2008	Gorman-Rupp Water 1 Pump 3"	13	Good	As Needed
21	2011	GVM Anti-Icing Unit/ 1004	10	Good	As Needed
22	2012	GVM Anti-Icing Unit/ 1007	9	Good	As Needed
23	2009	Harben Sanitary Sewer Jet/2006	12	Good	2026

SUPPLEMENTARY INFORMATION (Continued)

Public Works Equipment (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
24	2018	Hotsy Pressure Washer	3	Good	As Needed
25	2016	HTC Tailgate Conveyor	5	Fair	As Needed
26	2000	Jumping Jack Tamper	21	Fair	DNR
27	2012	Kubota Tractor, Model	9	Good	2022
28	2012	Kubota RTV 1140CPX-H/18388	9	Good	As Needed
29	2014	Kubota RTV X900 / 20597	6	Good	2027
30	2014	Kubota RTV X900 WL-A/21709	6	Good	2027
31	2015	Kubota RTV X900 WL-4/23312	6	Good	2027
32	2016	Kubota RTV-X900WL-A / 35460	5	Good	2026
33	2017	Kubota RTV 900 UTV / 40087	4	Good	2028
34	2017	Kubota RTV 900 UTV / 40110	4	Good	2028
35	2017	Kubota L476HSTC Tractor/41339	4	Good	2027
36	2018	Kubota MX5200DT Tractor/62185	3	Good	2028
37	2004	Lely Broadcast Spreader	17	Good	As Needed
38	2010	Liftmore	11	Good	DNR
39	2001	Miller Welder	20	Good	As Needed
40	2011	Miller Welder 275 EFI	10	Good	As Needed
41	2005	Multiguip Plate Compactor	16	Good	As Needed
42	2007	Pavement Cutting Trailer/2491	14	Good	As Needed
43	2009	Pro Tech Snow Pusher	12	Good	As Needed
44	2018	Quality Trailer/4106	3	Good	As Needed
45	2002	Ridged K1000 Sewer Machine	19	Good	DNR
46	2008	Rotary Electric Lift	13	Fair	As Needed
47	2011	Ryan Sod Cutter	10	Good	As Needed
48	2003	Ryan Turf Aerator	18	Good	2027
49	2004	Seeda-Vator	17	Good	As Needed
50	2011	Tennsmith Metal Brake	10	Good	As Needed
51	2015	Terex 730 Wood Chipper	6	Good	2030
52	2008	Top Brand 6x12 Trailer /1901	13	Good	As Needed
53	2013	Toro Reelmower 3100-D/0410	8	Good	2023
54	2008	Toro Debris Blower 600/0176	13	Good	As Needed
55	2004	Toro Greenmaster Flex 21/1808	17	Fair	As Needed
56	1994	Toro Greensmaster	27	Fair	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.

SUPPLEMENTARY INFORMATION (Continued)

Public Works Equipment (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
57	1996	Toro Greensmaster / 60248	25	Fair	As Needed
58	2002	Toro Greensmaster / 500/0519	19	Fair	As Needed
59	2007	Toro Greensmaster 1600/3001	14	Good	2024
60	2018	Toro Greensmaster Flex 2100/0561	3	Good	As Needed
61	2018	Toro Groundsmaster 3280-D/3661	3	Good	2028
62	2008	Toro Greensmaster 500/0128	13	Good	As Needed
63	2013	Toro Groundsmaster 3280-D/0183	8	Good	2023
64	2009	Toro Groundsmaster 3500-D/0352	12	Good	2022
65	2009	Toro Grandstand 48" Mower/0455	12	Good	As Needed
66	2010	Toro Groundsmaster 5910/0303	11	Fair	2022
67	2017	Toro Grandstand 48" Mower/0188	4	Good	2027
68	2016	Toro Groundsmaster 4500D/0311	5	Good	2026
69	2016	Toro Groundsmaster 5910/0208	5	Good	2028
70	2019	Toro Groundsmaster 3500-D/1303	2	Good	2029
71	2019	Toro Groundsmaster 3280-D /3753	2	Good	2029
72	2012	Toro Infield Pro 5040/0210	9	Good	2024
73	2018	Toro Infield Groomer 5040/9666	3	Good	2028
74	2019	Toro MH 400 Turf Topdresser/0385	2	Good	As Needed
75	2008	Toro Pro Core 864/0106	12	Good	2028
76	2012	Toro Procore Processor /0101	9	Good	As Needed
77	2001	Toyota Forklift / 60100	20	Good	As Needed
78	2018	Toyota Fork Lift Model 8FD35U	2	Good	2038
79	2016	US Cargo Enclosed Trailer /1778	5	Fair	As Needed
80	2004	Vermeer Tub Grinder	17	Good	2028
81	2008	Wacker Vibratory Roller / 8322	13	Good	As Needed
82	2009	Weighted Field Tarp/419	12	Good	As Needed
83	2020	Toro Groundsmaster 3300/3374	1	Good	2030
84	2019	Vermac Pro Full Matrix Sign Board / 2530	2	Good	As Needed
85	2021	Mohawk TP-16-3SA Vehicle Lift / C1B144	New	Good	As Needed
86	2021	Kubota RTV 900 / 59093	New	Good	As Needed
87	2021	Bannerman Diamond Master Ballfield Drag / 28-1731	New	Good	As Needed
88	2021	Hunter TCX53H Tire Changer / 208-230-BC	New	Good	As Needed
89	2021	Hunter SWT02 Tire Balancer / 72-671-1	New	Good	As Needed

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

GENERAL FUND

PUBLIC WORKS DEPARTMENTS

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Administration Expenditures					
Personal Services	$ 531,617	$ 526,013	$ 599,006	$ 571,932	$ 629,455
Contractual Services	83,042	49,579	170,652	167,618	179,311
Commodities	8,915	5,005	13,000	11,800	13,000
Distributed Costs	67,703	73,278	84,831	74,835	77,531
Total Administration Expenditures	**$ 691,277**	**$ 653,875**	**$ 867,489**	**$ 826,185**	**$ 899,297**

PUBLIC WORKS ADMINISTRATION OVERVIEW

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

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

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

Public Works administration is staffed by a Director of Public Works, a Superintendent of Operations, a Superintendent of Projects, a Superintendent of Public Improvements, a Building/Grounds Administrator, a Parks & Forestry Administrator and two Administrative Assistants. 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-four Public Works employees who are members of the Teamsters Local 205. Of these, there are two mechanics, one heavy equipment operator, and twenty-one laborers. The salaries, wages, and fringe benefits of these Public Works employees are allocated between fifteen programs across the General Fund, the Sanitary Sewer Fund and the Boyce Mayview Park RAD Fund.

Administration Expenditures 01-40-401-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 383,016	$ 383,605	$ 386,738	$ 369,000	$ 403,191
110 Overtime Wages	3,452	801	-	-	-
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	29,788	29,354	29,586	28,229	30,844
199 Overhead Distribution	113,361	110,253	180,682	172,703	193,420
Total Personal Services	$ 531,617	$ 526,013	$ 599,006	$ 571,932	$ 629,455
Contractual Services					
217 Miscellaneous Consulting Services	$ 2,043	$ 1,915	$ 3,000	$ 3,000	$ 3,000
220 Liability Insurance	38,887	-	45,027	39,879	45,986
221 Flood Insurance	14,580	15,476	17,800	16,914	19,500
230 Association Dues	2,574	2,510	3,500	3,000	3,300
231 Travel & Conference Expense	3,331	1,263	5,000	3,500	5,000
243 Telephone	-	11,090	25,000	30,000	31,200
270 Software Licensing	-	-	41,325	41,325	41,325
290 Other Contractual Services	21,627	17,325	30,000	30,000	30,000
Total Contractual Services	$ 83,042	$ 49,579	$ 170,652	$ 167,618	$ 179,311
Commodities					
300 Office Furniture & Equipment	$ 3,637	$ 125	$ 4,000	$ 3,000	$ 4,000
301 Expendable Office Supplies	4,243	4,553	7,000	7,000	7,000
390 Other Supplies	1,035	327	2,000	1,800	2,000
Total Commodities	$ 8,915	$ 5,005	$ 13,000	$ 11,800	$ 13,000
Distributed Costs					
600 Scrap Metal Account	$ 3,200	$ 2,025	$ 4,000	$ 2,000	$ 4,000
602 Dist. Data Processing Costs	64,503	71,253	80,831	72,835	73,531
Total Distributed Costs	$ 67,703	$ 73,278	$ 84,831	$ 74,835	$ 77,531
Total Administration Expenditures	**$ 691,277**	**$ 653,875**	**$ 867,489**	**$ 826,185**	**$ 899,297**

BUDGETARY COMMENT

Funds allocated for Public Works Administration are $31,808 or 3.7% more than appropriated in 2021. This is primarily due to an increase in personal services and contractual services costs which are partially offset by a reduction in distributed IT costs.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Engineering Expenditures					
Personal Services	$ 6,050	$ 6,050	$ 6,000	$ 6,000	$ 6,000
Contractual Services	119,805	9,951	132,000	40,000	105,000
Total Engineering Expenditures	**$ 125,855**	**$ 16,001**	**$ 138,000**	**$ 46,000**	**$ 111,000**

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. Services provided beyond those covered by the retainer are billed on an hourly basis. The Engineer assists the Township with storm sewer projects and compliance, sanitary sewer improvements and compliance, code enforcement, land development, zoning and Public Works maintenance. The Township Traffic Engineer performs traffic studies and associated engineering 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**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
140 Township Engineer-Retainer	$ 6,050	$ 6,050	$ 6,000	$ 6,000	$ 6,000
Total Personal Services	$ 6,050	$ 6,050	$ 6,000	$ 6,000	$ 6,000
Contractual Services					
211 Professional Services-Engineering	$ 119,805	$ 9,951	$ 132,000	$ 40,000	$ 105,000
Total Contractual Services	$ 119,805	$ 9,951	$ 132,000	$ 40,000	$ 105,000
Total Engineering Expenditures	**$ 125,855**	**$ 16,001**	**$ 138,000**	**$ 46,000**	**$ 111,000**

BUDGETARY COMMENT

Funds allocated for Engineering Services are $27,000 less than 2021 and are based on engineering needs for the upcoming year that are not otherwise budgeted in a specific project.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Civic Activities Expenditures					
Personal Services	$ 23,804	$ 8,114	$ 24,223	$ 18,724	$ 12,286
Contractual Services	2,742	-	6,000	1,000	7,000
Commodities	21,862	865	30,000	19,500	30,000
Total Civic Activities Expenditures	**$ 48,408**	**$ 8,979**	**$ 60,223**	**$ 39,224**	**$ 49,286**

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 annual Community Day celebration, the 4th of July Fireworks display, National Public Works Day, Bounty at Boyce Mayview Park, and the Flea Market.

Civic Activities Expenditures **01-40-403-500???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
101 Full-Time Wages	$ 8,063	$ 2,605	$ 8,830	$ 8,830	$ 2,650
110 Overtime Wages	8,046	2,054	7,350	2,500	6,500
120 Part Time Wages	-	-	500	500	500
198 Social Security Expense	1,214	350	1,277	905	738
199 Overhead Distribution	6,481	3,105	6,266	5,989	1,898
Total Personal Services	$ 23,804	$ 8,114	$ 24,223	$ 18,724	$ 12,286
Contractual Services					
290 Other Contractual Services	$ 2,742	$ -	$ 6,000	$ 1,000	$ 7,000
Total Contractual Services	$ 2,742	$ -	$ 6,000	$ 1,000	$ 7,000
Commodities					
315 Construction Supplies	$ 1,614	$ -	$ 2,000	$ 1,500	$ 2,000
390 Other Supplies	20,248	865	28,000	18,000	28,000
Total Commodities	$ 21,862	$ 865	$ 30,000	$ 19,500	$ 30,000
Total Civic Activities Expenditures	**$ 48,408**	**$ 8,979**	**$ 60,223**	**$ 39,224**	**$ 49,286**

BUDGETARY COMMENT

Funds for Civic Activities are $10,937 less than 2021 due to a reduction in the distribution of personal services costs associated with this program area. The contractual services category is increased by $1,000 for 2022.



Right: Picture from the 2021 Bounty at Boyce Mayview Park.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Snow & Ice Control Expenditures					
Personal Services	$ 215,449	$ 199,583	$ 240,767	$ 271,197	$ 219,954
Contractual Services	2,520	2,720	2,700	2,700	2,800
Commodities	320,593	334,921	491,000	381,000	496,600
Distributed Costs	(33,660)	(33,577)	(45,900)	(40,931)	(44,960)
Total Snow & Ice Control Expenditures	**$ 504,902**	**$ 503,647**	**$ 688,567**	**$ 613,966**	**$ 674,394**

SNOW & ICE CONTROL OVERVIEW

Every fall, the Public Works Department begins to prepare 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, assembling tire chains for the large dump trucks, and stocking of all de-icing materials including 6,000 tons of sodium chloride (rock salt), 10,000 gallons of Calcium Chloride, 10,000 gallons of Magnesium Chloride, 10 tons of sidewalk safe de-icer, and 200,000 gallons of salt brine blend

The Public Works Department on average will use 5,500 to 6,500 tons of sodium chloride (rock salt) and 200,000 gallons of salt brine blend to treat our Township roadways, State roadways, Schools and parking lots. In addition, the Department will add in an average of 5,000 gallons of liquid calcium chloride and magnesium chloride, which is added to the rock salt and salt brine when temperatures dip below 23 degrees, due to the lack of effectiveness of rock salt at these lower temperatures.

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 33,000 GVW Dump Trucks, eight 19,500 GVW Dump Trucks, one Front End Loader, and crew for clearing snow and ice from the Township owned sidewalks. During a "normal" event, the Public Works crews will use an average of 120-150 tons of rock salt, approximately 1,600 gallons of salt brine, and take approximately 4 hours to complete the salting of all Township roadways.

The Township divides its snow removal fleet into 16 snow 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 have a specific and calculated order in which the route is run, with priority roads being at the front end of the route.

Currently the Public Works Department is responsible for clearing and maintaining a total of 203 lane miles of Roadway, 38 of which are State owned. The Township has entered into an agreement with the Pennsylvania Department of Transportation (PennDOT) to provide snow and ice control services for all state-owned roads in the Township. Also, by agreement, the Township will provide snow and ice control services for the School District's seven school parking lots and driveways. Reimbursements from PennDOT and the School District are expected to total roughly $232,000.

SNOW & ICE CONTROL OVERVIEW (Continued)

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

Unlike most public service operations, it is impossible to accurately predict costs of snow and ice control. The 2022 snow and ice control budget is based on a fifteen year average snowfall pattern, the current contract cost of rock salt plus a ten percent emergency contingency. In the chart below, total winter snowfall is shown for the Pittsburgh area for the last fifteen winter seasons:

Year	Snowfall Winter Season (Inches)	Season Average Temperature	Number of De-Icing Efforts
2006-2007	35.7	36.1	32
2007-2008	44.1	35.0	31
2008-2009	40.6	33.8	32
2009-2010	77.2	34.8	38
2010-2011	56.2	32.6	31
2011-2012	36.9	34.8	36
2012-2013	57.4	34.8	41
2013-2014	65.9	31.1	41
2014-2015	47.2	30.7	43
2015-2016	26.5	31.7	39
2016-2017	39.6	30.0	26
2017-2018	60.0	30.0	37
2018-2019	37.0	34.0	32
2019-2020	22.0	34.0	9
2020-2021	56.1	34.0	34
Average Season	**46.8**	**33.2**	**33**

Snow & Ice Control Expenditures 01-40-404-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 55,585	$ 38,052	$ 61,178	$ 61,178	$ 40,249
110 Overtime Wages	114,148	90,401	120,000	150,000	135,000
111 Snow Driver Wages	1,526	1,047	2,150	2,200	2,300
198 Social Security Expense	12,847	9,023	14,025	16,323	13,582
199 Overhead Distribution	31,343	61,060	43,414	41,496	28,823
Total Personal Services	$ 215,449	$ 199,583	$ 240,767	$ 271,197	$ 219,954
Contractual Services					
217 Miscellaneous Consulting Services	$ 2,520	$ 2,720	$ 2,700	$ 2,700	$ 2,800
Total Contractual Services	$ 2,520	$ 2,720	$ 2,700	$ 2,700	$ 2,800
Commodities					
319 Snow & Ice Chemicals	$ 312,082	$ 302,460	$ 458,000	$ 350,000	$ 463,500
342 Mechanical Equipment Supplies	7,021	29,364	30,000	28,000	30,000
390 Other Supplies	1,490	3,097	3,000	3,000	3,100
Total Commodities	$ 320,593	$ 334,921	$ 491,000	$ 381,000	$ 496,600
Distributed Costs					
605 Dist. Boyce Mayview RAD Costs	$ (33,660)	$ (33,577)	$ (45,900)	$ (40,931)	$ (44,960)
Total Distributed Costs	$ (33,660)	$ (33,577)	$ (45,900)	$ (40,931)	$ (44,960)
Total Snow & Ice Control Expenditures	**$ 504,902**	**$ 503,647**	**$ 688,567**	**$ 613,966**	**$ 674,394**

BUDGETARY COMMENT

The Snow and Ice Control budget includes funding to purchase Sodium Chloride and Liquid Calcium Chloride as needed. Funds appropriated for this program are $14,173 less than in 2021. This is due to a reduction in the distribution of personal services costs associated with this program area while the budget for rock salt purchasing is up $5,500.



Left: Preparing for snow and ice control.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Storm Sewer Mte. Expenditures					
Personal Services	$ 70,517	$ 64,218	$ 92,623	$ 75,711	$ 41,094
Contractual Services	10,008	7,563	15,000	12,000	15,000
Commodities	28,995	27,693	78,000	69,500	76,000
Total Storm Sewer Mte. Expenditures	**$ 109,520**	**$ 99,474**	**$ 185,623**	**$ 157,211**	**$ 132,094**

STORM SEWER MAINTENANCE OVERVIEW

The Storm Sewer Maintenance account provides funds for the maintenance of the storm sewer drainage system in the Township's five major watersheds. Funds are allocated for the cleaning of catch basins and storm sewers, general maintenance, and the construction and repair of storm sewer systems. The Township's Pollutant Reduction Plan is available in the Public Works Department's Storm Water Management section of the Township website at http://www.twpusc.org/public-works/sewers.

The Township presently maintains and services over 50 miles of storm sewers with approximately 2,600 inlets and 560 storm sewer manholes. Many of the inlets are more than 20 years of age and are now requiring total reconstruction. The Township has been rebuilding the storm sewer system over the past twenty years.

The number of storm sewer inlets rebuilt/maintained for each of the last 10 years is below:

2012	2013	2014	2015	2016	2017	2018	2019	2020	Oct-21
87	73	85	117	65	76	86	51	23	77

Storm Sewer Mte. Expenditures **01-40-405-500???-000**	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 45,293	$ 21,270	$ 49,566	$ 38,000	$ 21,573
110 Overtime Wages	1,659	699	2,300	800	1,500
120 Part-Time Wages	-	-	1,500	300	750
198 Social Security Expense	3,532	1,646	4,083	2,991	1,822
199 Overhead Distribution	20,033	40,603	35,174	33,620	15,449
Total Personal Services	$ 70,517	$ 64,218	$ 92,623	$ 75,711	$ 41,094
Contractual Services					
290 Other Contractual Services	$ 10,008	$ 7,563	$ 15,000	$ 12,000	$ 15,000
Total Contractual Services	$ 10,008	$ 7,563	$ 15,000	$ 12,000	$ 15,000

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Commodities					
315 Construction Supplies	$ 28,696	$ 25,294	$ 73,000	$ 65,000	$ 71,000
390 Other Supplies	299	2,399	5,000	4,500	5,000
Total Commodities	$ 28,995	$ 27,693	$ 78,000	$ 69,500	$ 76,000
Total Storm Sewer Mte. Expenditures	**$ 109,520**	**$ 99,474**	**$ 185,623**	**$ 157,211**	**$ 132,094**

BUDGETARY COMMENT

Funds appropriated for Storm Sewer Maintenance are $53,529 less than 2021 appropriations. This is reflective of a reduced personal services cost distribution in this program area.



Above: USC Public Works rebuilding a storm sewer inlet

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Traffic Eng. & Safety Expenditures					
Personal Services	$ 37,326	$ 17,858	$ 54,933	$ 40,906	$ 19,154
Contractual Services	99,904	53,284	117,800	110,500	117,300
Commodities	7,967	156	19,500	9,500	19,500
Total Traffic Eng. & Safety Expenditures	**$ 145,197**	**$ 71,298**	**$ 192,233**	**$ 160,906**	**$ 155,954**

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 12 signalized intersections and 6 advance warning device sign locations. Traffic control maintenance is handled by a private contractor.

The numbers of streetlights in use for the past ten years is shown below:

2012	2013	2014	2015	2016	2017	2018	2019	2020	Oct-21
314	314	314	315	315	315	317	317	317	317

Traffic Eng. & Safety Expenditures **01-40-406-500???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
101 Full-Time Wages	$ 24,752	$ 9,906	$ 30,152	$ 18,500	$ 10,355
110 Overtime Wages	882	-	750	250	300
120 Part-Time Wages	192	-	250	250	250
198 Social Security Expense	1,895	734	2,384	1,454	834
199 Overhead Distribution	9,605	7,218	21,397	20,452	7,415
Total Personal Services	$ 37,326	$ 17,858	$ 54,933	$ 40,906	$ 19,154

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Contractual Services					
242 Electricity	$ 42,714	$ 50,105	$ 54,100	$ 51,000	$ 53,600
244 Street Light Installation	-	-	1,000	500	1,000
253 Traffic Signal Maintenance	5,739	3,179	12,700	9,000	12,700
290 Other Contractual Services	51,451	-	50,000	50,000	50,000
Total Contractual Services	$ 99,904	$ 53,284	$ 117,800	$ 110,500	$ 117,300
Commodities					
311 Traffic Control Parts	$ 7,756	$ 97	$ 15,000	$ 5,000	$ 15,000
312 Traffic Paint	-	59	500	500	500
390 Other Supplies	211	-	4,000	4,000	4,000
Total Commodities	$ 7,967	$ 156	$ 19,500	$ 9,500	$ 19,500
Total Traffic Eng. & Safety Expenditures	**$ 145,197**	**$ 71,298**	**$ 192,233**	**$ 160,906**	**$ 155,954**

BUDGETARY COMMENT

Funds requested for Traffic Engineering & Safety are $36,279 less than the 2021 appropriations due to a reduction in the distribution of personal services costs in this program area.



Above: Construction of the future roundabout at McLaughlin Run Road, Lesnett Road, and McMillan Road

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Street Maintenance Expenditures					
Personal Services	$ 408,720	$ 339,463	$ 469,463	$ 442,083	$ 342,158
Contractual Services	20,287	11,508	40,000	40,000	40,000
Commodities	41,845	40,800	61,500	60,839	61,500
Total Street Maintenance Expenditures	**$ 470,852**	**$ 391,771**	**$ 570,963**	**$ 542,922**	**$ 443,658**

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 Township's network 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
- Joint and crack sealing
- Miscellaneous repairs
- Street Sweeping and Cleaning
- Guide rail installation/replacement
- 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 each of the last ten years is shown below:

2012	2013	2014	2015	2016	2017	2018	2019	2020	Oct-21
3.27	3.70	3.61	5.72	4.59	5.64	5.64	4.71	4.92	6.02

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 2022, the State is expected to reimburse the Township approximately $21,600 for the maintenance of State roads located in the Township.

The Township also participates in a State Road Turnback program. This program permits the State to turn back control of State roads to participating municipalities, in the event that the road is actually used as a local road. The anticipated revenue from the State Road Turnback program is $18,880 – an amount which has not changed since 2007.

Street Maintenance Expenditures 01-40-408-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 230,180	$ 168,651	$ 256,419	$ 235,000	$ 181,923
110 Overtime Wages	14,144	333	6,350	13,000	13,500
120 Part-Time Wages	1,740	-	4,300	1,100	1,400
198 Social Security Expense	18,370	12,697	20,431	19,056	15,057
199 Overhead Distribution	144,286	157,782	181,963	173,927	130,278
Total Personal Services	$ 408,720	$ 339,463	$ 469,463	$ 442,083	$ 342,158
Contractual Services					
290 Other Contractual Services	$ 20,287	$ 11,508	$ 40,000	$ 40,000	$ 40,000
Total Contractual Services	$ 20,287	$ 11,508	$ 40,000	$ 40,000	$ 40,000
Commodities					
313 Street Sign Supplies	$ 6,186	$ 15,723	$ 15,000	$ 15,000	$ 15,000
315 Construction Supplies	1,823	7,262	12,500	12,000	12,500
316 Asphalt Supplies	23,183	13,021	24,000	23,000	24,000
343 Tools & Equipment	8,344	3,823	7,500	7,000	7,500
390 Other Supplies	2,309	971	2,500	3,839	2,500
Total Commodities	$ 41,845	$ 40,800	$ 61,500	$ 60,839	$ 61,500
Total Street Maintenance Expenditures	**$ 470,852**	**$ 391,771**	**$ 570,963**	**$ 542,922**	**$ 443,658**

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 are $127,305, or 22.3%, less than appropriated in 2021. The change is due to a reduction in the distribution of personal services costs in this program area back to a level that is more in line with 2020.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Refuse Collection Expenditures					
Contractual Services	$ 1,468,053	$ 1,452,388	$ 1,502,500	$ 1,494,500	$ 1,525,500
Total Refuse Collection Expenditures	**$ 1,468,053**	**$ 1,452,388**	**$ 1,502,500**	**$ 1,494,500**	**$ 1,525,500**

REFUSE COLLECTION & DISPOSAL OVERVIEW

Garbage and refuse collection services are 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**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Contractual Services					
271 Garbage Collection Services	$ 1,122,323	$ 1,088,765	$ 1,100,000	$ 1,100,000	$ 1,123,000
272 Recycling Collection Services	340,830	358,723	389,000	389,000	397,000
290 Other Contractual Services	4,900	4,900	13,500	5,500	5,500
Total Contractual Services	$ 1,468,053	$ 1,452,388	$ 1,502,500	$ 1,494,500	$ 1,525,500
Total Refuse Collection Expenditures	**$ 1,468,053**	**$ 1,452,388**	**$ 1,502,500**	**$ 1,494,500**	**$ 1,525,500**

***Garbage Collection Services**: Includes State tipping service*
***Other Contractual Services**: Dumpster switches, planning and public education, 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. The 2022 Budget is $23,000 more than appropriated in 2021 due to contractual cost increases and additional houses.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Building Maintenance Expenditures					
Personal Services	$ 348,187	$ 326,477	$ 317,027	$ 300,477	$ 321,774
Contractual Services	298,924	287,558	345,947	337,081	359,691
Commodities	66,485	53,698	73,000	68,000	73,000
Total Building Maintenance Expenditures	**$ 713,596**	**$ 667,733**	**$ 735,974**	**$ 705,558**	**$ 754,465**

BUILDING MAINTENANCE OVERVIEW

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

Building Maintenance Expenditures **01-40-411-500???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
101 Full-Time Wages	$ 149,702	$ 162,502	$ 158,810	$ 158,810	$ 165,928
110 Overtime Wages	3,561	1,295	5,000	750	1,000
120 Part-Time Wages	26,211	13,027	26,000	19,500	21,600
198 Social Security Expense	13,377	13,174	14,521	13,698	14,422
199 Overhead Distribution	155,336	136,479	112,696	107,719	118,824
Total Personal Services	$ 348,187	$ 326,477	$ 317,027	$ 300,477	$ 321,774
Contractual Services					
221 Property Damage Insurance	$ 9,792	$ 9,738	$ 9,247	$ 8,981	$ 9,591
240 Water and Sewerage	20,320	13,042	22,100	22,100	23,300
241 Natural Gas	31,858	30,559	35,700	35,100	38,700
242 Electricity	82,820	74,727	83,900	83,900	88,100
255 Repairs & Maintenance-Building	27,882	29,816	50,000	47,000	50,000
256 Heating/Air Conditioning Mte.	12,045	13,481	50,000	42,000	42,000
290 Other Contractual Services	114,207	116,195	95,000	98,000	108,000
Total Contractual Services	$ 298,924	$ 287,558	$ 345,947	$ 337,081	$ 359,691

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Commodities					
305 Building Maintenance Equipment	$ 19,360	$ 11,595	$ 18,000	$ 17,000	$ 18,000
306 Building Maintenance Supplies	47,125	42,103	55,000	51,000	55,000
Total Commodities	$ 66,485	$ 53,698	$ 73,000	$ 68,000	$ 73,000
Total Building Maintenance Expenditures	**$ 713,596**	**$ 667,733**	**$ 735,974**	**$ 705,558**	**$ 754,465**

BUDGETARY COMMENT

Funds requested for Building Maintenance are $18,491, or 2.5%, more than appropriated in 2021. The largest increase is related to a new custodial services contract.



Above: Roof shingles on the Log House were replaced in 2021.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Equipment Maintenance Expenditures					
Personal Services	$ 259,207	$ 275,289	$ 249,555	$ 258,227	$ 253,197
Contractual Services	82,040	85,513	90,113	88,133	91,922
Commodities	227,857	176,558	272,500	240,000	282,500
Distributed Costs	(89,253)	(91,038)	(107,308)	(102,613)	(109,834)
Total Equipment Mte. Expenditures	**$ 479,851**	**$ 446,322**	**$ 504,860**	**$ 483,747**	**$ 517,785**

EQUIPMENT MAINTENANCE OVERVIEW

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

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

Equipment Maintenance Expenditures **01-40-412-500???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
101 Full-Time Wages	$ 135,205	$ 142,443	$ 135,499	$ 152,000	$ 138,992
110 Overtime Wages	695	1,381	2,500	200	1,250
120 Part-Time Wages	4,747	2,154	4,500	2,300	2,500
198 Social Security Expense	10,606	10,969	10,902	11,819	10,920
199 Overhead Distribution	107,954	118,342	96,154	91,908	99,535
Total Personal Services	$ 259,207	$ 275,289	$ 249,555	$ 258,227	$ 253,197
Contractual Services					
222 Vehicle Insurance	$ 52,510	$ 52,727	$ 56,113	$ 54,133	$ 57,922
252 Communication Equipment Mte.	2,560	1,212	4,000	4,000	4,000
254 Repairs & Maintenance-Vehicles	21,572	25,588	25,000	25,000	25,000
290 Other Contractual Services	5,398	5,986	5,000	5,000	5,000
Total Contractual Services	$ 82,040	$ 85,513	$ 90,113	$ 88,133	$ 91,922

Repairs & Maintenance-Vehicles*: All general repairs to Police, Administration and Public Works fleets.*
Other Contractual Services: *Includes emission inspections, towing services, and waste oil recycling.*

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Commodities					
340 Vehicle Supplies	$ 60,669	$ 52,515	$ 80,000	$ 70,000	$ 80,000
341 Fuels & Lubricants	121,229	93,455	150,000	130,000	160,000
343 Tools & Equipment	11,527	5,313	12,000	12,000	12,000
344 Tires	33,113	23,681	27,000	25,000	27,000
390 Other Supplies	1,319	1,594	3,500	3,000	3,500
Total Commodities	$ 227,857	$ 176,558	$ 272,500	$ 240,000	$ 282,500
Distributed Costs					
601 Less: Dist. Vehicle Costs	$ (89,253)	$ (91,038)	$ (107,308)	$ (102,613)	$ (109,834)
Total Distributed Costs	$ (89,253)	$ (91,038)	$ (107,308)	$ (102,613)	$ (109,834)
Total Equipment Mte. Expenditures	**$ 479,851**	**$ 446,322**	**$ 504,860**	**$ 483,747**	**$ 517,785**

BUDGETARY COMMENT

A portion of vehicle maintenance costs is distributed to other programs. The distributed vehicle cost estimates for 2022 are:

Fund - Acct. No.	Program	Vehicles	2021 Distribution	2022 Distribution
01-102	**Administration**	3	$ 9,930	$ 10,629
01-201	**Police**	16	52,963	56,689
01-301	**Comm. Development**	2	6,620	7,086
01-415	**Parks Maintenance**	3	9,930	10,629
01-501	**Recreation**	1	3,310	3,543
50-425	**Sanitary Sewer Fund**	4	13,240	14,172
52-415	**Boyce Mayview RAD**	2	6,620	7,086
	Total Vehicle Distribution		**$ 102,613**	**$ 109,834**

The undistributed portion of the Equipment Maintenance budget of $517,785 represents an estimate of the vehicle maintenance and operation costs associated with all other Public Works programs. Funds requested for Equipment Maintenance are $12,295, or 2.6%, more than 2021 due mostly to an increase in fuel costs.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Golf Course Maintenance Expenditures					
Personal Services	$ 59,752	$ 75,265	$ 63,589	$ 67,271	$ 74,507
Contractual Services	10,927	15,601	12,500	13,400	14,200
Commodities	30,331	20,370	31,500	29,500	32,000
Total Golf Course Mte. Expenditures	**$ 101,010**	**$ 111,236**	**$ 107,589**	**$ 110,171**	**$ 120,707**

GOLF COURSE MAINTENANCE OVERVIEW

A course consisting of three golf holes owned by the Township and located in the McLaughlin Run Park, is open to residents and non-residents during the summer season. The tennis supervisor on duty at the McLaughlin Run Park Tennis/Golf Administration Building administers golf course admissions. The Township estimates that the course will generate $6,500 in revenue in 2022. This revenue represents 5.4% of the direct operating costs outlined below.

Golf Course Maintenance Expenditures **01-40-413-500???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
101 Full-Time Wages	$ 31,746	$ 40,215	$ 35,059	$ 40,000	$ 41,143
110 Overtime Wages	481	218	700	200	500
120 Part-Time Wages	-	-	200	200	200
198 Social Security Expense	2,372	2,990	2,751	3,091	3,201
199 Overhead Distribution	25,153	31,842	24,879	23,780	29,463
Total Personal Services	$ 59,752	$ 75,265	$ 63,589	$ 67,271	$ 74,507
Contractual Services					
240 Water and Sewerage	$ 8,124	$ 13,028	$ 9,000	$ 10,700	$ 11,300
242 Electricity	2,803	2,573	3,500	2,700	2,900
Total Contractual Services	$ 10,927	$ 15,601	$ 12,500	$ 13,400	$ 14,200
Commodities					
315 Construction Supplies	$ 2,999	$ 188	$ 3,000	$ 2,000	$ 3,000
327 Botanical Supplies	26,028	19,504	25,500	25,500	26,000
328 Park Maintenance Supplies	1,304	678	3,000	2,000	3,000
Total Commodities	$ 30,331	$ 20,370	$ 31,500	$ 29,500	$ 32,000
Total Golf Course Mte. Expenditures	**$ 101,010**	**$ 111,236**	**$ 107,589**	**$ 110,171**	**$ 120,707**

BUDGETARY COMMENT

Funds requested for Golf Course Maintenance are $13,118 higher than 2021 due mostly to an increase in the distribution of personal services costs in this program area back to a level that is more in line with 2020.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Tennis Court Mte. Expenditures					
Personal Services	$ 67,445	$ 79,138	$ 63,692	$ 93,266	$ 68,649
Contractual Services	2,901	2,915	5,900	5,500	5,800
Commodities	11,739	6,647	14,100	13,100	14,100
Total Tennis Court Mte. Expenditures	**$ 82,085**	**$ 88,700**	**$ 83,692**	**$ 111,866**	**$ 88,549**

TENNIS COURT MAINTENANCE & SUPERVISION OVERVIEW

The tennis program is conducted at ten lighted courts located in the Municipal Park. Outdoor courts are available in season by reservation. In winter months, three air structures are erected to provide for indoor play. These facilities are available by reservation. Two Township courts located at Baker Park are also available for permit play during the summer months. Paddle tennis courts are also available at the Municipal Park

Tennis Court Mte. Expenditures **01-40-414-500???-000**	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 22,683	$ 23,215	$ 24,660	$ 48,000	$ 23,823
110 Overtime Wages	671	392	2,250	1,100	1,400
120 Part-Time Wages	20,177	1,589	16,000	22,000	22,700
198 Social Security Expense	3,285	1,890	3,283	5,439	3,666
199 Overhead Distribution	20,629	52,052	17,499	16,727	17,060
Total Personal Services	$ 67,445	$ 79,138	$ 63,692	$ 93,266	$ 68,649

BUDGETARY COMMENT

Funds requested for Tennis Court Maintenance and Supervision are $4,857 more than requested in 2021 which is reflective of higher part-time staffing costs.



Right: Improvements made at the Township's paddle tennis courts in 2021.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Contractual Services					
241 Natural Gas	$ 642	$ 2,427	$ 2,900	$ 2,500	$ 2,800
243 Telephone	72	48	-	-	-
290 Other Contractual Services	2,187	440	3,000	3,000	3,000
Total Contractual Services	$ 2,901	$ 2,915	$ 5,900	$ 5,500	$ 5,800
Commodities					
326 Tennis Court Supplies	$ 124	$ 133	$ 1,100	$ 1,100	$ 1,100
328 Park Maintenance Supplies	11,615	6,514	13,000	12,000	13,000
Total Commodities	$ 11,739	$ 6,647	$ 14,100	$ 13,100	$ 14,100
Total Tennis Court Mte. Expenditures	**$ 82,085**	**$ 88,700**	**$ 83,692**	**$ 111,866**	**$ 88,549**



Above: Tennis bubble interior

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Parks Maintenance Expenditures					
Personal Services	$ 599,845	$ 685,353	$ 617,232	$ 704,515	$ 814,293
Contractual Services	99,230	78,122	112,800	98,300	112,100
Commodities	113,163	86,293	109,500	107,636	108,500
Distributed Costs	6,329	6,456	10,385	9,930	10,629
Total Parks Maintenance Expenditures	**$ 818,567**	**$ 856,224**	**$ 849,917**	**$ 920,381**	**$ 1,045,522**

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 include general parks maintenance, planting flowers, shrubs and seed, mowing, parks equipment maintenance, and fertilization.

The Township owns and maintains approximately 747 acres of parks and open space, requiring varying degrees of maintenance attention. A description of Township park sites is presented below.

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

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

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

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

GRAND TOTAL ACREAGE	**747.03**

Parks Maintenance Expenditures 01-40-415-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 278,113	$ 401,348	$ 324,475	$ 415,000	$ 432,448
110 Overtime Wages	7,183	2,850	8,000	8,000	8,200
120 Part-Time Wages	35,512	11,503	27,000	27,000	28,100
198 Social Security Expense	24,058	31,205	27,500	34,425	35,859
199 Overhead Distribution	254,979	238,447	230,257	220,090	309,686
Total Personal Services	$ 599,845	$ 685,353	$ 617,232	$ 704,515	$ 814,293
Contractual Services					
240 Water and Sewerage	$ 36,327	$ 32,414	$ 39,900	$ 37,600	$ 39,500
241 Natural Gas	3,086	2,979	3,700	3,700	4,100
242 Electricity	10,452	8,269	10,200	9,000	9,500
290 Other Contractual Services	39,761	34,361	34,000	30,000	34,000
299 Annual Park Maintenance Prog.	9,604	99	25,000	18,000	25,000
Total Contractual Services	$ 99,230	$ 78,122	$ 112,800	$ 98,300	$ 112,100
Commodities					
315 Construction Supplies	$ 33,442	$ 28,677	$ 34,000	$ 34,000	$ 34,000
327 Botanical Supplies	44,987	29,975	35,000	34,000	34,000
328 Park Maintenance Supplies	14,414	12,459	17,000	18,480	17,000
342 Mechanical Equipment & Supplies	7,144	9,243	13,500	10,000	13,500
343 Tools & Equipment	10,100	3,698	7,000	7,000	7,000
390 Other Supplies	3,076	2,241	3,000	4,156	3,000
Total Commodities	$ 113,163	$ 86,293	$ 109,500	$ 107,636	$ 108,500
Distributed Costs					
601 Dist. Vehicle Costs	$ 6,329	$ 6,456	$ 10,385	$ 9,930	$ 10,629
Total Distributed Costs	$ 6,329	$ 6,456	$ 10,385	$ 9,930	$ 10,629
Total Parks Maintenance Expenditures	**$ 818,567**	**$ 856,224**	**$ 849,917**	**$ 920,381**	**$ 1,045,522**

BUDGETARY COMMENT

Funds requested for Parks Maintenance are $195,605, or 23.0%, more than appropriated in 2021. This is due to an increase in the distribution of personal services costs associated with this program area.



Left: Trotwood Park renovations during 2021.

Right: Asphalt trail in Baker Park



	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Forestry Expenditures					
Personal Services	$ 27,026	$ 29,753	$ 17,440	$ 14,218	$ 33,465
Contractual Services	75,090	64,400	70,000	70,000	70,000
Commodities	5,157	4,178	5,000	5,000	5,000
Total Forestry Expenditures	**$ 107,273**	**$ 98,331**	**$ 92,440**	**$ 89,218**	**$ 108,465**

FORESTRY OVERVIEW

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

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

Forestry Expenditures **01-40-416-500???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
101 Full-Time Wages	$ 5,257	$ 15,351	$ 6,630	$ 6,630	$ 17,197
110 Overtime Wages	4,348	2,538	4,500	2,000	2,000
120 Part Time Wages	-	832	700	400	450
198 Social Security Expense	718	1,405	905	691	1,503
199 Overhead Distribution	16,703	9,627	4,705	4,497	12,315
Total Personal Services	$ 27,026	$ 29,753	$ 17,440	$ 14,218	$ 33,465
Contractual Services					
290 Other Contractual Services	$ 75,090	$ 64,400	$ 70,000	$ 70,000	$ 70,000
Total Contractual Services	$ 75,090	$ 64,400	$ 70,000	$ 70,000	$ 70,000
Commodities					
327 Botanical Supplies	$ 3,208	$ 3,112	$ 3,000	$ 3,000	$ 3,000
390 Other Supplies	1,949	1,066	2,000	2,000	2,000
Total Commodities	$ 5,157	$ 4,178	$ 5,000	$ 5,000	$ 5,000
Total Forestry	**$ 107,273**	**$ 98,331**	**$ 92,440**	**$ 89,218**	**$ 108,465**

BUDGETARY COMMENT

Funds requested for Forestry are $16,025 more than appropriated in 2021 due to an increase in the distribution of personal services costs associated with this program area.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Force Work Projects Expenditures					
Personal Services	$ 5,529	$ 2,756	$ 5,165	$ 6,764	$ 3,535
Contractual Services	25	-	2,500	1,000	2,500
Commodities	205	176	5,000	2,000	5,000
Total Force Work Projects Expenditures	**$ 5,759**	**$ 2,932**	**$ 12,665**	**$ 9,764**	**$ 11,035**

FORCE WORK PROJECTS OVERVIEW

The purpose of this account is to connect labor costs associated with several projects to be accomplished by the Township Public Works force in the upcoming year. These include repairing sidewalks, curbs, emergency repairs, and various small projects.

Force Work Projects Expenditures **01-40-418-500???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
101 Full-Time Wages	$ 2,750	$ 1,939	$ 2,831	$ 4,500	$ 1,972
110 Overtime Wages	95	-	100	-	-
198 Social Security Expense	213	143	225	344	151
199 Overhead Distribution	2,471	674	2,009	1,920	1,412
Total Personal Services	$ 5,529	$ 2,756	$ 5,165	$ 6,764	$ 3,535
Contractual Services					
290 Other Contractual Services	$ 25	$ -	$ 2,500	$ 1,000	$ 2,500
Total Contractual Services	$ 25	$ -	$ 2,500	$ 1,000	$ 2,500
Commodities					
390 Other Supplies	$ 205	$ 176	$ 5,000	$ 2,000	$ 5,000
Total Commodities	$ 205	$ 176	$ 5,000	$ 2,000	$ 5,000
Total Force Work Projects Expenditures	**$ 5,759**	**$ 2,932**	**$ 12,665**	**$ 9,764**	**$ 11,035**

BUDGETARY COMMENT

This program provides an appropriation for labor expenses and equipment rental. Funds requested for Force Work Projects are $1,630 less than appropriated in 2021 due to a reduction is expected personal services costs associated with this program area.



Left: Sidewalk maintenance performed by the Public Works force in 2021.

Right: The Public Works force performing storm cleanup and repair.



OVERHEAD DISTRIBUTION OVERVIEW

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

Public Works Overhead Distribution 01-40-499-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
101 Full-Time Wages	$ 260,977	$ 311,576	$ 254,615	$ 235,000	$ 270,095
112 Craft Wages	14,614	12,643	15,000	13,000	14,000
162 Group Life Insurance	5,576	5,609	5,383	5,383	5,900
163 Medical Insurance	447,879	472,883	489,442	465,750	489,335
164 Workers' Compensation	119,093	99,645	83,057	83,057	78,568
166 Pension Costs	180,380	225,172	218,408	218,408	220,363
167 Long-term Disability Insurance	4,007	4,133	4,952	4,952	5,499
198 Social Security Expense	20,788	25,409	20,626	18,972	21,733
262 Uniform Reimbursement	25,220	23,233	28,500	26,000	28,500
199 Less: Dist. Operating Costs	(1,020,620)	(1,089,815)	(1,119,983)	(1,070,522)	(1,133,993)
Total Public Works Overhead Distribution	**$ 57,914**	**$ 90,488**	**$ -**	**$ -**	**$ -**

In 2022, the total overhead Fringe Benefit expense estimate of $1,133,993 is distributed to the Public Works departments based on actual costs. The distribution is as follows:

Fund-Acct. No.		2021 Distribution	2022 Distribution
01-401	Public Works Administration	$ 180,682	$ 193,420
01-403	Civic Activities	6,266	1,898
01-404	Snow and Ice Control	43,414	28,823
01-405	Storm Sewer Maintenance	35,174	15,449
01-406	Traffic Safety	21,397	7,415
01-408	Street Maintenance	181,963	130,278
01-411	Building Maintenance	112,696	118,824
01-412	Equipment Maintenance	96,154	99,535
01-413	Golf Course Maintenance	24,879	29,463
01-414	Tennis Court Maintenance	17,499	17,060
01-415	Parks Maintenance	230,257	309,686
01-416	Forestry	4,705	12,315
01-418	Force Work Projects	2,009	1,412
50-425	Sanitary Sewer Fund	5,611	9,358
52-102	Boyce Mayview Park RAD Fund	157,277	159,057
	Total Distributed Amount	**$ 1,119,983**	**$ 1,133,993**

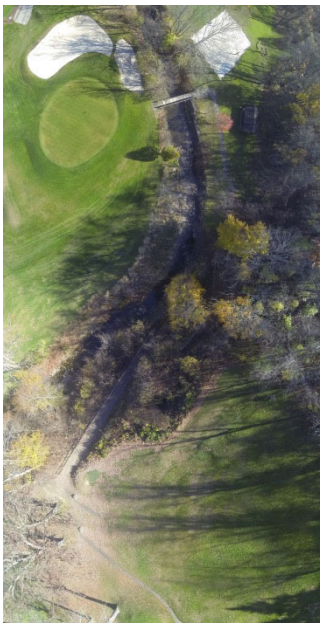
GENERAL FUND

RECREATION

SUMMARY

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Recreation Expenditures					
Personal Services	$ 207,279	$ 164,009	$ 206,864	$ 216,740	$ 286,247
Contractual Services	145,503	85,951	205,997	176,986	200,911
Commodities	66,772	10,905	44,400	37,150	58,250
Distributed Costs	91,891	74,125	84,293	76,145	77,074
Total Recreation Expenditures	**$ 511,445**	**$ 334,990**	**$ 541,554**	**$ 507,021**	**$ 622,482**

RECREATION AND LEISURE SERVICES OVERVIEW



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

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

PROGRAM AREAS SERVED

Preschool, Youth and Teen

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

Summer Camp Program

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

Family

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

Community Program Youth and Adult Sports

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

Older Adults Program

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

DEPARTMENT EXPENDITURES

Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 55,680	$ 53,100	$ 58,376	$ 58,376	$ 60,038
120 Part-Time Wages	106,402	63,926	105,500	113,200	175,625
162 Group Life Insurance	258	249	275	275	362
163 Medical Insurance	12,818	13,316	14,211	15,800	16,678
164 Workers' Compensation	15,683	13,304	10,937	10,937	10,346
165 Unemployment Compensation	-	6,903	-	-	-
166 Pension Costs	4,154	3,820	4,379	4,379	4,503
167 Long-term Disability Insurance	121	124	147	147	166
168 Post Retirement Plan	600	600	500	500	500
198 Social Security Expense	11,563	8,667	12,539	13,126	18,029
Total Personal Services	$ 207,279	$ 164,009	$ 206,864	$ 216,740	$ 286,247
Contractual Services					
213 Professional Services	$ -	$ -	$ 2,000	$ -	$ -
220 Liability Insurance	26,900	-	31,147	27,586	31,811
230 Association Dues	2,000	135	1,000	1,000	1,000
231 Travel & Conference Expense	1,292	182	1,750	2,100	2,500
241 Natural Gas	36,214	40,259	52,700	45,000	49,500
242 Electricity	18,820	16,125	19,400	18,000	18,900
243 Telephone	-	1,754	4,300	6,600	7,000
261 Rental Charges-Transportation	5,589	-	2,500	1,000	2,500
264 Rental Charges-Facilities	-	-	-	-	-
275 Printing & Duplicating	-	6,735	13,000	5,000	10,000
278 Postage	-	-	4,000	1,000	2,000
279 Self Supporting Programs	37,306	18,721	40,000	44,000	45,000
290 Other Contractual Services	17,382	2,040	34,200	25,700	30,700
Total Contractual Services	$ 145,503	$ 85,951	$ 205,997	$ 176,986	$ 200,911

DEPARTMENT EXPENDITURES (Continued)

Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Commodities					
301 Expendable Office Supplies	$ 258	$ 1,080	$ 2,000	$ 1,000	$ 2,000
302 Books & Subscriptions	-	-	250	250	250
326 Recreation Supplies	64,135	9,359	40,500	34,500	54,000
328 Parks Maintenance Supplies	679	-	400	400	500
390 Other Supplies	1,700	466	1,250	1,000	1,500
Total Commodities	$ 66,772	$ 10,905	$ 44,400	$ 37,150	$ 58,250
Distributed Costs					
601 Dist. Vehicle Costs	$ 2,815	$ 2,872	$ 3,462	$ 3,310	$ 3,543
602 Dist. Data Processing Costs	89,076	71,253	80,831	72,835	73,531
Total Distributed Costs	$ 91,891	$ 74,125	$ 84,293	$ 76,145	$ 77,074
Total Recreation Expenditures	**$ 511,445**	**$ 334,990**	**$ 541,554**	**$ 507,021**	**$ 622,482**

BUDGETARY COMMENT

Funds requested for General Fund recreation programming are $80,928, or 14.94%, higher than appropriated in 2021. There are several factors for this. First is an increase in the number of program hours that are planned for 2022 due to the success of certain offerings like Camp St. Clair. Second is the wage pressure being experienced throughout 2021 which impacts the hourly rates needed in order to compete for the high-quality part-time employees who deliver our recreation programs

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION

The average annual cost increase of Recreation expenditures over the last 20 years is 2.84%.



General Fund Revenue Breakdown

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

Net Expenditures*		***$***	***102,445***
How many real estate tax mills?	**0.01**	**$**	**42,456.94**
Earned Income Tax per $100?	**$ 0.48**	**$**	**48,300.97**
Percentage of Other Taxes?	**0.06%**	**$**	**11,687.09**

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

GENERAL FUND

RECREATION

ADMINISTRATION

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Administration Expenditures					
Personal Services	$ 92,737	$ 95,192	$ 93,291	$ 94,880	$ 97,186
Contractual Services	38,304	10,635	60,197	46,286	57,311
Commodities	5,496	4,758	5,500	4,750	6,250
Distributed Costs	91,891	74,125	84,293	76,145	77,074
Total Administration Expenditures	**$ 228,428**	**$ 184,710**	**$ 243,281**	**$ 222,061**	**$ 237,821**

RECREATION ADMINISTRATION OVERVIEW

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

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

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

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

2021 DEPARTMENT ACCOMPLISHMENTS

- Despite the challenges of coronavirus-related restrictions, Staff successfully ran Camp St. Clair in 2021, increasing participation by providing several more focused camp sessions that combine learning and fun. For the second time, Camp was held exclusively at Boyce Mayview Park and staff was trained to manage day-to-day camp activities following CDC recommendations.
- Coordinated several special events including the Scary Swim, Monster Hunt at the C&RC. Parkwide the Bounty of Boyce Mayview returned with 3,000 participants.
- Continued to operate the McLaughlin Run Road Golf Course/Tennis Courts/Tennis Bubbles.

2022 DEPARTMENT GOALS AND OBJECTIVES

- Continue to be the regional leader in Parks and Recreation while focusing on the quality of life for the residents of Upper St. Clair.
- Continue with staff professional growth opportunities.
- Continue working with community groups, USCAA/USCSD and Parks and Recreation Advisory Board.

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.

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

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

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

GOAL: Promote pedestrian and bicycle safety within the Township. (5-C)

UPDATE: The Township continues to promote pedestrian and bicycle safety by providing and improving appropriate sidewalks, trails, and bikeways. The 2022 Budget includes funding for the construction of the final phase of the Boyce Mayview Park Perimeter Trail system.

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

UPDATE: The Boyce Mayview Rail-with-Trail Ad Hoc Committee has continued to examine the feasibility of a connection from the Boyce Mayview Park trail system to the Montour Trail. The committee's goals include the connection with adjacent amenities including, but not limited to, Fairview Park, the Hastings development (former Mayview State Hospital property) and Peters Township. The 2022 Budget includes funding for the construction of the final phase of the Boyce Mayview Park Perimeter Trail system.

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

UPDATE: The Township continues to pursue opportunities to acquire land in core areas of the Township. In July 2016, the Township purchased 108 Hays Road using a FEMA Hazard Mitigation Grant in order to mitigate future losses as a result of flood damage. This property will remain as open space. In 2019 and 2020, the Township purchased property adjacent to the Beadling Soccer Field and in 2019, the Township purchased property adjacent to Marmion Field that may be utilized to help meet this goal.

COMPREHENSIVE PLAN STATUS (continued)

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

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

DEPARTMENT STATISTICS AND BENCHMARKS

- $370,600 is budgeted to be collected from program revenue in 2022.
- Program areas include Adult, Family, Preschool, Senior, Teen, and Youth.
- Large community-wide events include USC Community Day, USC Flea Market, Easter Egg Hunt, Bounty at Boyce Mayview Park, Arts & Chocolate, and Holidays at the C&RC.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT STATISTICS AND BENCHMARKS (continued)

COMMUNITY PROGRAM STATISTICS	2017	2018	2019	2020	Oct-21
Rental Permits					
McLaughlin Run Activity Center (MAC)	277	221	307	101	99
% USCAA / Township Organizations	-	-	*81%*	*28%*	*28%*
% Private Party	-	-	*16%*	*42%*	*55%*
% School District	-	-	*2%*	*31%*	*17%*
Boyce Mayview Pavilion	n/a	n/a	12	40	63
% USCAA / Township Organizations	-	-	*8%*	*18%*	*14%*
% Private Party	-	-	*75%*	*80%*	*73%*
% School District	-	-	*17%*	*3%*	*13%*
Township Fields	n/a	n/a	19	16	26
% USCAA / Township Organizations	-	-	*79%*	*69%*	*92%*
% Private Party	-	-	*0%*	*0%*	*0%*
% School District	-	-	*16%*	*31%*	*8%*
Boyce Mayview Fields	n/a	n/a	26	18	26
% USCAA / Township Organizations	-	-	*88%*	*72%*	*85%*
% Private Party	-	-	*0%*	*0%*	*0%*
% School District	-	-	*12%*	*28%*	*15%*
Program Registrations					
Total Registrations	3,175	3,463	4,228	1,211	3,745
% Resident	-	-	-	76%	77%
% Non Resident	-	-	-	24%	23%
Camp St. Clair Registrations	987	827	720	890	2,503
Older Adults Registrations	1,450	1,875	2,520	752	496
Preschooll/Youth Enrichment Registrations	-	-	-	-	494
Adult Softball Teams	14	13	11	-	8
Rec Basketball Registrations *(resident-only program)*	-	-	394	390	0
Pickleball Registrations	n/a	n/a	n/a	681	124
Tennis and Golf Programs					
Outdoor / Indoor Bubble *(up to 4 people per permit)* *	103	90	175	44	142
# Hours - Upper St. Clair Different Strokes Tennis League	-	-	-	868	1,200
# Hours - Upper St Clair Tennis Development Program	-	-	-	2,485	1,268
Paddle Tennis *(includes permits and match fees)*	-	-	-	94	100
Golf Permits *(effective 2021)*	-	-	-	-	73

** Outdoor tennis permits are not calculated for 2020 as it was free play due to COVID-19.*
** Bubble permits can have up to 4 people on a court a time, but the permit is in one person's name.*

DEPARTMENT STATISTICS AND BENCHMARKS (continued)

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

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

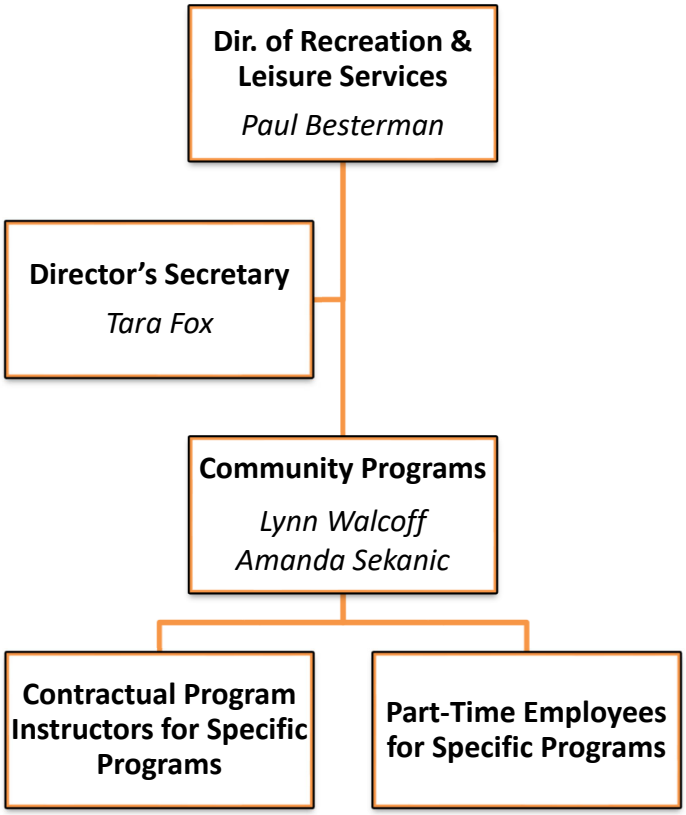
Community Organizations
The following is a list of community organizations that the Department assisted or coordinated with in 2021:

- 1830 Log House Committee
- Allegheny Health Dept.
- Athletes Taking Action
- Baker Elementary
- Bethel Park/St. Clair Rotary
- Boyce Road Gardeners
- Community Foundation of USC
- Council of Republican Women
- Different Strokes Tennis Club
- Eisenhower Elementary
- Friends of the Library
- Ft. Couch Middle School
- Hastings Village Homeowners
- Hidden Valley Homeowners
- Lower Chartiers Watershed
- Miracle League of the South Hills
- Montclair Homeowners
- Odyssey of the Mind
- Pacer Track Club
- Parks and Recreation Board
- Pineview Condominium Association
- Police Department Training
- Primary and General Elections
- PTA Council
- Sky Ridge Homeowners
- Streams Elementary
- Tall Trees Homeowners
- 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,
- 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
- 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

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Recreation and Leisure Services Department for 2022 are listed below.

Position Title	Pay Grade	Minimum	Maximum	2022 Positions
Director of Recreation & Leisure Services	11	$86,250	$143,750	1
Coordinator, Community Programs	3	$40,000	$60,000	2
Secretary to the Director of Recreation	2	$36,000	$54,000	1
Total				**4**



Budgetary Allocations

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

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

GENERAL FUND

RECREATION

PROGRAM SUMMARY

DEPARTMENT EXPENDITURES

Administration Expenditures 01-50-501-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 55,680	$ 53,100	$ 58,376	$ 58,376	$ 60,038
162 Group Life Insurance	258	249	275	275	362
163 Medical Insurance	12,818	13,316	14,211	15,800	16,678
164 Workers' Compensation	15,683	13,304	10,937	10,937	10,346
165 Unemployment Compensation	-	6,903	-	-	-
166 Pension Costs	4,154	3,820	4,379	4,379	4,503
167 Long-term Disability Insurance	121	124	147	147	166
168 Post Retirement Plan	600	600	500	500	500
198 Social Security Expense	3,423	3,776	4,466	4,466	4,593
Total Personal Services	$ 92,737	$ 95,192	$ 93,291	$ 94,880	$ 97,186
Contractual Services					
220 Liability Insurance	$ 26,900	$ -	$ 31,147	$ 27,586	$ 31,811
230 Association Dues	2,000	135	1,000	1,000	1,000
231 Travel & Conference Expense	1,292	182	1,750	2,100	2,500
243 Telephone	-	1,754	4,300	6,600	7,000
275 Printing & Duplicating	-	6,735	13,000	5,000	10,000
278 Postage	-	-	4,000	1,000	2,000
290 Other Contractual Services	8,112	1,829	5,000	3,000	3,000
Total Contractual Services	$ 38,304	$ 10,635	$ 60,197	$ 46,286	$ 57,311
Commodities					
301 Expendable Office Supplies	$ 258	$ 1,080	$ 2,000	$ 1,000	$ 2,000
302 Books & Subscriptions	-	-	250	250	250
326 Recreation Supplies	3,538	3,212	2,000	2,500	2,500
390 Other Supplies	1,700	466	1,250	1,000	1,500
Total Commodities	$ 5,496	$ 4,758	$ 5,500	$ 4,750	$ 6,250
Distributed Costs					
601 Dist. Vehicle Costs	$ 2,815	$ 2,872	$ 3,462	$ 3,310	$ 3,543
602 Dist. Data Processing Costs	89,076	71,253	80,831	72,835	73,531
Total Distributed Costs	$ 91,891	$ 74,125	$ 84,293	$ 76,145	$ 77,074
Total Administration Expenditures	**$ 228,428**	**$ 184,710**	**$ 243,281**	**$ 222,061**	**$ 237,821**

BUDGETARY COMMENT

Funds requested for Recreation Administration are $5,460 less than appropriated in 2021. The biggest change is a reduction in distributed Information Technology costs.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Program Expenditures					
Personal Services	$ 114,542	$ 68,817	$ 113,573	$ 121,860	$ 189,061
Contractual Services	107,199	75,316	145,800	130,700	143,600
Commodities	61,276	6,147	38,900	32,400	52,000
Total Program Expenditures	**$ 283,017**	**$ 150,280**	**$ 298,273**	**$ 284,960**	**$ 384,661**

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 programs are managed by the Recreation Department. Total recreation program expenses for 2022 are $384,661. Anticipated fees generated by these programs are $370,600. Thus, recreation programs are 96.4% fee supported.

Program Expenditures 01-50-502-500 TO 01-50-530-500	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
120 Part-Time Wages	$ 106,402	$ 63,926	$ 105,500	$ 113,200	$ 175,625
198 Social Security Expense	8,140	4,891	8,073	8,660	13,436
Total Personal Services	$ 114,542	$ 68,817	$ 113,573	$ 121,860	$ 189,061
Contractual Services					
213 Professional Services	$ -	$ -	$ 2,000	$ -	$ -
241 Natural Gas	36,214	40,259	52,700	45,000	49,500
242 Electricity	18,820	16,125	19,400	18,000	18,900
260 Rental Charges-Transportation	5,589	-	2,500	1,000	2,500
264 Rental Charges-Facilities	-	-	-	-	-
279 Self Supporting Programs	37,306	18,721	40,000	44,000	45,000
290 Other Contractual Services	9,270	211	29,200	22,700	27,700
Total Contractual Services	$ 107,199	$ 75,316	$ 145,800	$ 130,700	$ 143,600
Commodities					
326 Recreation Supplies	$ 60,597	$ 6,147	$ 38,500	$ 32,000	$ 51,500
328 Parks Maintenance Supplies	679	-	400	400	500
Total Commodities	$ 61,276	$ 6,147	$ 38,900	$ 32,400	$ 52,000
Total Program Expenditures	**$ 283,017**	**$ 150,280**	**$ 298,273**	**$ 284,960**	**$ 384,661**

SUMMER PLAYGROUND (CAMP ST. CLAIR) PROGRAM

Camp St. Clair provides seven weeks of supervised activity during the summer months to students in grades one through six. Activities include arts and crafts, films, child performances, and the Summer Pathfinder School for exceptional children. In 2021, full-time enrollment fees for the Camp St. Clair program were set at $100 per week/person. Part-time enrollment fees were $50 per week/person

Summer Playground Expenditures 01-50-511-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
120 Part-Time Wages	$ 56,547	$ 40,625	$ 53,000	$ 67,700	$ 115,000
198 Social Security Expense	4,326	3,108	4,055	5,179	8,798
Total Personal Services	$ 60,873	$ 43,733	$ 57,055	$ 72,879	$ 123,798
Contractual Services					
213 Professional Services	$ -	$ -	$ 2,000	$ -	$ -
290 Other Contractual Services	1,461	211	2,500	1,000	1,000
Total Contractual Services	$ 1,461	$ 211	$ 4,500	$ 1,000	$ 1,000
Commodities					
326 Recreation Supplies	$ 2,424	$ 1,691	$ 7,000	$ 4,000	$ 7,000
Total Commodities	$ 2,424	$ 1,691	$ 7,000	$ 4,000	$ 7,000
Total Summer Playground Expenditures	**$ 64,758**	**$ 45,635**	**$ 68,555**	**$ 77,879**	**$ 131,798**
Estimated Revenue					
011 Summer Program Fees	**$ 72,835**	**$ 39,615**	**$ 70,000**	**$ 131,010**	**$ 140,000**
Percent Fee Supported					**106%**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

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 2021, coronavirus restrictions forced a change in program offerings. Prior to the pandemic, program offerings included Driver Education for Older Adults, Shakespeare Seminars, Seniors at Leisure Series (including Brain Fitness), Art Experience, Entertainment Day, and Card and Game Day. Months into the Pandemic, staff found new ways to serve the senior population with Friday Outdoor Picnics, and pickleball. Continuation of these programs is recommended for 2022.

Older Adults Program Expenditures **01-50-513-500???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
120 Part-Time Wages	$ -	$ -	$ 500	$ 3,000	$ 6,000
198 Social Security Expense	-	-	39	230	459
Total Personal Services	$ -	$ -	$ 539	$ 3,230	$ 6,459
Contractual Services					
260 Transportation Expense	$ 5,589	$ -	$ 2,500	$ 1,000	$ 2,500
Total Contractual Services	$ 5,589	$ -	$ 2,500	$ 1,000	$ 2,500
Commodities					
326 Recreation Supplies	$ 22,194	$ 3,211	$ 7,000	$ 5,000	$ 15,000
Total Commodities	$ 22,194	$ 3,211	$ 7,000	$ 5,000	$ 15,000
Total Older Adults Program Expenditures	**$ 27,783**	**$ 3,211**	**$ 10,039**	**$ 9,230**	**$ 23,959**
Estimated Revenue					
013 Older Adults	**$ 250**	**$ 100**	**$ 100**	**$ 100**	**$ 100**
Percent Fee Supported					**0%**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

TENNIS BUBBLE/PADDLE TENNIS PROGRAM

The Township's three tennis bubbles provide tennis play during the months of October through April. Participants purchase a fixed hour each week for the season. Season fees for each fixed hour range from $530 to $690 for the 2021/2022 season. Fee projections include amortized capital costs of three tennis bubbles constructed in 2008, 2016 and 2021.

Tennis Bubble/Paddle Tennis Exp. 01-50-521-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
120 Part-Time Wages	$ 20,327	$ 15,842	$ 26,000	$ 26,000	$ 28,500
198 Social Security Expense	1,555	1,212	1,989	1,989	2,180
Total Personal Services	$ 21,882	$ 17,054	$ 27,989	$ 27,989	$ 30,680
Contractual Services					
241 Natural Gas	$ 36,214	$ 40,259	$ 52,700	$ 45,000	$ 49,500
242 Electricity	18,820	16,125	19,400	18,000	18,900
Total Contractual Services	$ 55,034	$ 56,384	$ 72,100	$ 63,000	$ 68,400
Commodities					
328 Parks Maintenance Supplies	$ 679	$ -	$ 400	$ 400	$ 500
Total Commodities	$ 679	$ -	$ 400	$ 400	$ 500
Total Tennis Bubble/Paddle Tennis Exp.	**$ 77,595**	**$ 73,438**	**$ 100,489**	**$ 91,389**	**$ 99,580**
Estimated Revenue					
021 Tennis Bubble Fees	**$ 79,264**	**$ 88,264**	**$ 60,000**	**$ 65,000**	**$ 70,000**
Percent Fee Supported					**70%**



YOUTH BASKETBALL PROGRAMS

Winter and summer basketball programs are offered in order to teach basketball fundamentals and provide opportunities for organized play. In 2020, fees ranged from $75 for the preschool Little Hoopstars program to $90 for the residents-only program.

Youth Basketball Expenditures 01-50-523-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
120 Part-Time Wages	$ 200	$ -	$ 2,500	$ 2,500	$ 2,625
198 Social Security Expense	15	-	192	191	201
Total Personal Services	$ 215	$ -	$ 2,692	$ 2,691	$ 2,826
Contractual Services					
264 Rental Charges-Facilities	$ -	$ -	$ -	$ -	$ -
290 Other Contractual Services	203	-	15,000	10,000	15,000
Total Contractual Services	$ 203	$ -	$ 15,000	$ 10,000	$ 15,000
Commodities					
326 Recreation Supplies	$ 33,424	$ 1,245	$ 20,000	$ 20,000	$ 25,000
Total Commodities	$ 33,424	$ 1,245	$ 20,000	$ 20,000	$ 25,000
Total Youth Basketball Expenditures	**$ 33,842**	**$ 1,245**	**$ 37,692**	**$ 32,691**	**$ 42,826**
Estimated Revenue					
023 Youth Basketball	**$ 60,990**	**$ -**	**$ 60,000**	**$ 57,000**	**$ 60,000**
Percent Fee Supported					**140%**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

MISCELLANEOUS SELF-SUPPORTING PROGRAMS

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

Self Supporting Programs Expenditures 01-50-522-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
120 Part-Time Wages	$ 29,328	$ 7,459	$ 23,500	$ 14,000	$ 23,500
198 Social Security Expense	2,244	571	1,798	1,071	1,798
Total Personal Services	$ 31,572	$ 8,030	$ 25,298	$ 15,071	$ 25,298
Contractual Services					
279 Self Supporting Programs	$ 37,306	$ 18,721	$ 40,000	$ 44,000	$ 45,000
290 Other Contractual Services	7,606	-	11,700	11,700	11,700
Total Contractual Services	$ 44,912	$ 18,721	$ 51,700	$ 55,700	$ 56,700
Commodities					
326 Recreation Supplies	$ 2,555	$ -	$ 4,500	$ 3,000	$ 4,500
Total Commodities	$ 2,555	$ -	$ 4,500	$ 3,000	$ 4,500
Total Self Supporting Prog. Expenditures	**$ 79,039**	**$ 26,751**	**$ 81,498**	**$ 73,771**	**$ 86,498**
Estimated Revenue					
022 Miscellaneous Self Supporting	**$ 98,172**	**$ 32,154**	**$ 88,000**	**$ 70,000**	**$ 70,000**
Percent Fee Supported					**81%**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

GENERAL FUND

LIBRARY

SUMMARY

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Administration Expenditures					
Personal Services	$ 764,173	$ 504,537	$ 755,103	$ 625,304	$ 667,578
Contractual Services	10,461	7,042	19,300	16,740	20,200
Commodities	126,495	77,278	145,600	111,830	140,600
Distributed Costs	29,692	30,537	34,642	31,215	36,766
Total Administration Expenditures	**$ 930,821**	**$ 619,394**	**$ 954,645**	**$ 785,089**	**$ 865,144**

DEPARTMENT 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 Materials

The circulating physical collection includes approximately 67,000 cataloged items for children, teens, and adults. Books, large print materials, magazines, audiovisual items such as DVDs, audiobooks, and music CDs, are available. There are puzzles for children and board games for adults. Downloadable e-books, e-magazines, e-audio, and e-video are also available 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 and white and color printing is possible from adult computers and personal devices. There are iPads available for use in the library for both kids and adults. The library computers are equipped with assistive technology software. Magic, a screen enlargement program, enables users to enlarge the screen up to 20 times the normal display size. JAWS synthesizes speech for "screen reading" to read words displayed on-screen aloud to patrons who are visually impaired. Multi-language software is also on every desktop computer, allowing users to both read and write in other languages. A large-print keyboard is also available. A photocopier, fax, scanner, and 3-D printer are all available for patron use at the Library. Study Rooms and a Multipurpose Room are available for large and small meetings. 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 aims to provide numerous activities for children and youth, including infant, toddler, and preschool storytimes, summer reading programs, special events, and a teen volunteer program. Outreach programs are offered to classes in 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.

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

2021 DEPARTMENT ACCOMPLISHMENTS

The return to in-person activities in 2021 was a highlight for the Children's Room which began to transition from an all-online programming model to a hybrid of online and in-person offerings. The Children's Play Room reopened in the summer of 2021. In-person programming for children & teens resumed in September with Storytimes and "Listen, Learn, and Create" programs geared towards 2, 3, 4, and 5 year-olds. Teen volunteering resumed at the beginning of the 2021-2022 school year. Popular recurring programs such as Battle of the Books, Winter Reading Club, and Summer Reading Club returned. The Children's Room has been responding to patron requests for additional times for current programs and striving to exceed those goals.

The Take and Make kit initiative continued from 2020, when it was discovered that these craft-based kits would be a way of extending the library to the people when the building was mandated to close at the beginning of the pandemic. Hundreds of Take and Make kits were distributed each week, and were met with much fanfare from the community. This was the case throughout the year no matter what the season. In warm months, kits are hung on the fence at the Municipal Playground, and in colder months, kits are made available in the library lobby.

Online Zoom-based programming for kids and families expanded in 2021. Programs included Kids Learn and Teen Classes, Songs and Rhymes, Storytimes (for age groups), and Let's Get Ready for Kindergarten classes. Some "how to" videos and homework help tutorials were recorded and uploaded to YouTube.

A partnership between the Library and the Township's Recreation Department allowed for Story Walks to be installed on a weekly basis in various Township Parks throughout the summer. Story Walks entail placing enlarged pages from a children's picture book along a path or walkway in parks. Major Township Parks and smaller Neighborhood Parks hosted Story Walks in order for all areas of the Township to be able to enjoy these installations. Similar activities with coding quiz themes and seasonal themes were placed at Wiltshire Park and the Municipal Playground during warmer months.

2021 DEPARTMENT ACCOMPLISHMENTS (continued)

The Library launched a new website in February, 2021. With that, the social media presence of the Library was expanded. The Library's Facebook page increased postings, with staff creating no less than three posts a week. A library Instagram page was created, as was a YouTube page. Metrics show the Library is typically the third most visited area of the Township website. The Library's Facebook page has about 2,200 followers and almost 2,000 people have "liked" the page. The Library also redesigned its logo to match the Township's color scheme.

The Library continued adult programming efforts over the majority of 2021 using Zoom. A wide variety of subjects were covered, including author talks, earth and life sciences, gardening, health, personal finance, cryptocurrency, and entertainment. Programs routinely eclipsed 20 participants. The highest attended Zoom program for adults was an author talk that attracted 50 participants.

In-person programming resumed in November, 2021 and included a cooking demo, speaking engagements regarding local history and Western Pennsylvania Sports, and a return of the Vintage Radio Players series.

The Library once again attained PA-Forward Gold Star Status. The program is coordinated through the Pennsylvania Library Association. Gold Star Status is the highest designation, certifying the Library has exceeds benchmarks in Basic Literacy, Information Literacy, Civic Literacy, Health Literacy, and Financial Literacy.

The Library's hours of operation were increased incrementally throughout 2021, adding extended days and weekend hours. Despite the Library being open to the public for most of the year 2021, curbside service was not eliminated and still proves to be a popular option for patrons that are on the go.

2022 DEPARTMENT GOALS AND OBJECTIVES

The Library will be undergoing a large-scale renovation in 2022, the most notable transformation of the space since 1987. During this time, it will be the main goal of the staff to continue to offer the same services and patron experience as the Library had been creating for users pre-renovation. This includes access to collections, public computers, and meeting and study space.

Collection maintenance will be conducted on an ongoing basis on both the Adult and Children's Floors, and alteration of the layout of collections to accommodate construction while still maintaining an open and user-friendly library will be of utmost importance.

Continue programming for adults, children, and teens. In-person programming for all age groups has resumed, and this momentum will be carried into 2022. The focal point of 2022's programming initiatives in the adult, teen, and children's disciplines will be to have programs conducted on-site, in-person. This will also be the case for outreach to senior centers, schools, daycares, and preschools. While this is occurring, the Library can continue video-based programming on an as-needed basis since it has proven to be successful.

Implement a reservation system for study rooms using Microsoft Outlook. This will allow the Library and study room users to employ a more organized, orderly, and structured system.

The Library will reinstate fines for overdue materials in 2022 after being "fine free" since March of 2020. Fees for printing from public computers will also be reinstated.

DEPARTMENT STATISTICS AND BENCHMARKS

Library Performance Statistics

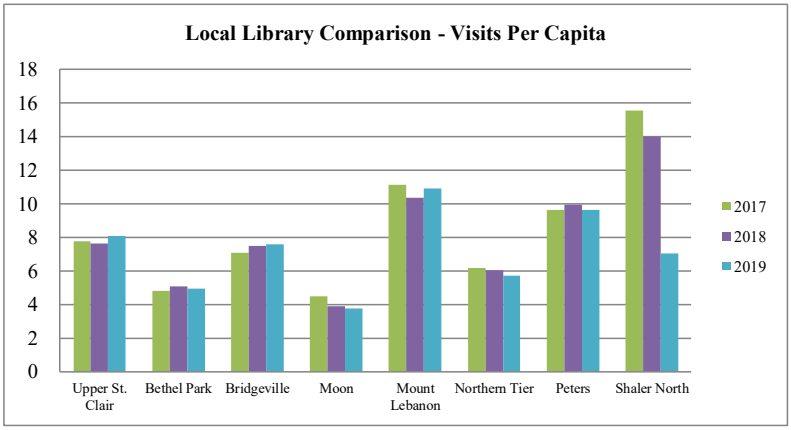
The following libraries are similar to Upper St. Clair in both their population and economic circumstances.

Library Statistics and Service Measures Compared with Local Area Libraries

Data from Institute of Museum and Library Services, Public Library Survey Fiscal Year 2018

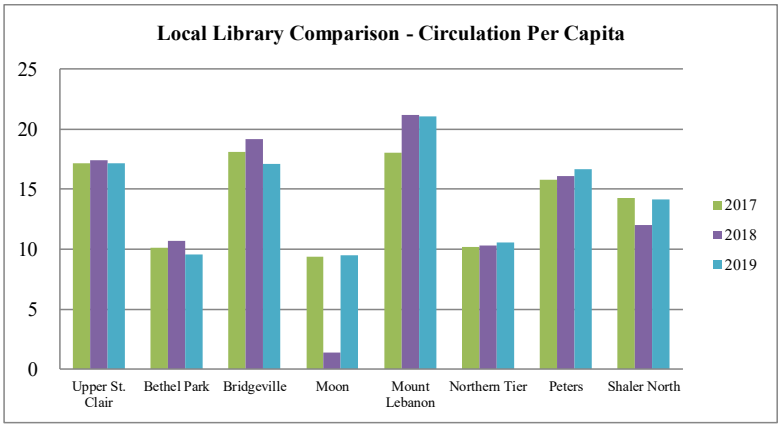
Library	Population of Service Area	Hours Open Weekly	Total Staff (FTE equiv)	Collection Size	Circulation	Library Visitors	Total Library Programs	Total Program Attendance	Internet Terminals
Upper St. Clair	19,229	65	19.48	57,149	335,391	146,319	884	18,115	12
Bethel Park	32,313	65	19.83	77,930	345,224	164,731	1,480	21,467	28
Bridgeville	5,148	52	5.73	17,251	98,734	38,517	896	10,934	16
Moon	24,185	56	9.20	50,304	33,219	94,243	1,323	33,731	16
Mount Lebanon	33,137	66	22.58	118,705	702,637	343,995	2,095	46,399	44
Northern Tier	22,597	54	14.95	61,658	232,529	135,900	1,011	16,762	20
Peters	21,213	64	14.26	90,739	341,701	211,209	2,055	33,302	16
Shaler North	28,757	57	20.60	112,387	345,871	402,300	3,145	117,064	22

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.

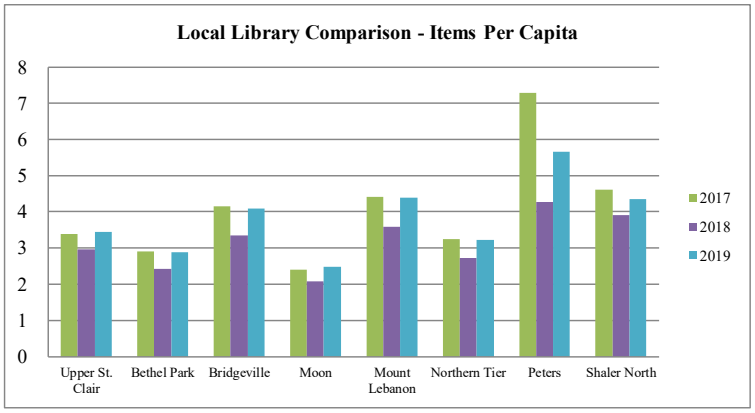
Circulation Per Capita – Relates the number of library materials lent to the population of the library service area. It is calculated by dividing total annual circulation by the library's legal service area population.



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

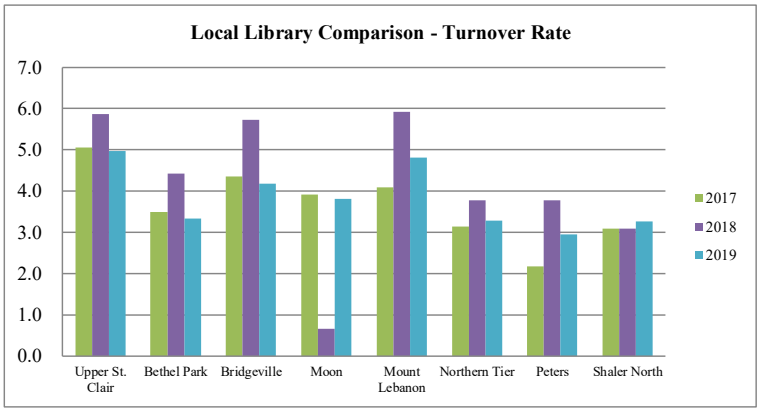
DEPARTMENT STATISTICS AND BENCHMARKS (continued)

Items Per Capita – The number of physical items available with respect to the legal service population. With the continued growth of online information sources, e-books, e-audios, this number has been consistent given the numbers of print/nonprint virtual resources that are available to borrowers.



Turn-Over Rate - Calculated by dividing circulation by collection size, this statistic is used to indicate how well the library's collection circulates and meets community needs.

The number of items available, as well as how much each item is used, is a key determiner of the vitality of the library collection. Increases in turnover rate increases are signs of a healthy collection that is relevant to the community and is regularly maintained via collection development methods and statistical analysis.



COMPREHENSIVE PLAN STATUS

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

With a focus on upgrading technology and helping our residents with digital literacy skills, the library is facing forward and anticipating the changes technology is bringing to how people access information and how they want to use their library.

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized full-time personnel responsible for programs and services for the Library Department for 2022 is below. Library also has part-time librarians, library specialists, library assistants, and volunteers.

Position Title	Pay Grade	Minimum	Maximum	2021 Positions
Director of the Library	4	$82,073	$117,701	1
Head of Youth Services	9	$50,962	$73,084	1
Head of Technical Services	9	$50,962	$73,084	1
Youth Services Librarian	11	$42,117	$60,400	1
Reference Librarian	11	$42,117	$60,400	1
Secretary to the Director of the Library	13	$34,807	$49,918	1
Circulation Coordinator	13	$34,807	$49,918	1
Technical Services Assistant	15	$28,767	$41,253	1
Youth Services Library Specialist	15	$28,767	$41,253	1
Total				**9**

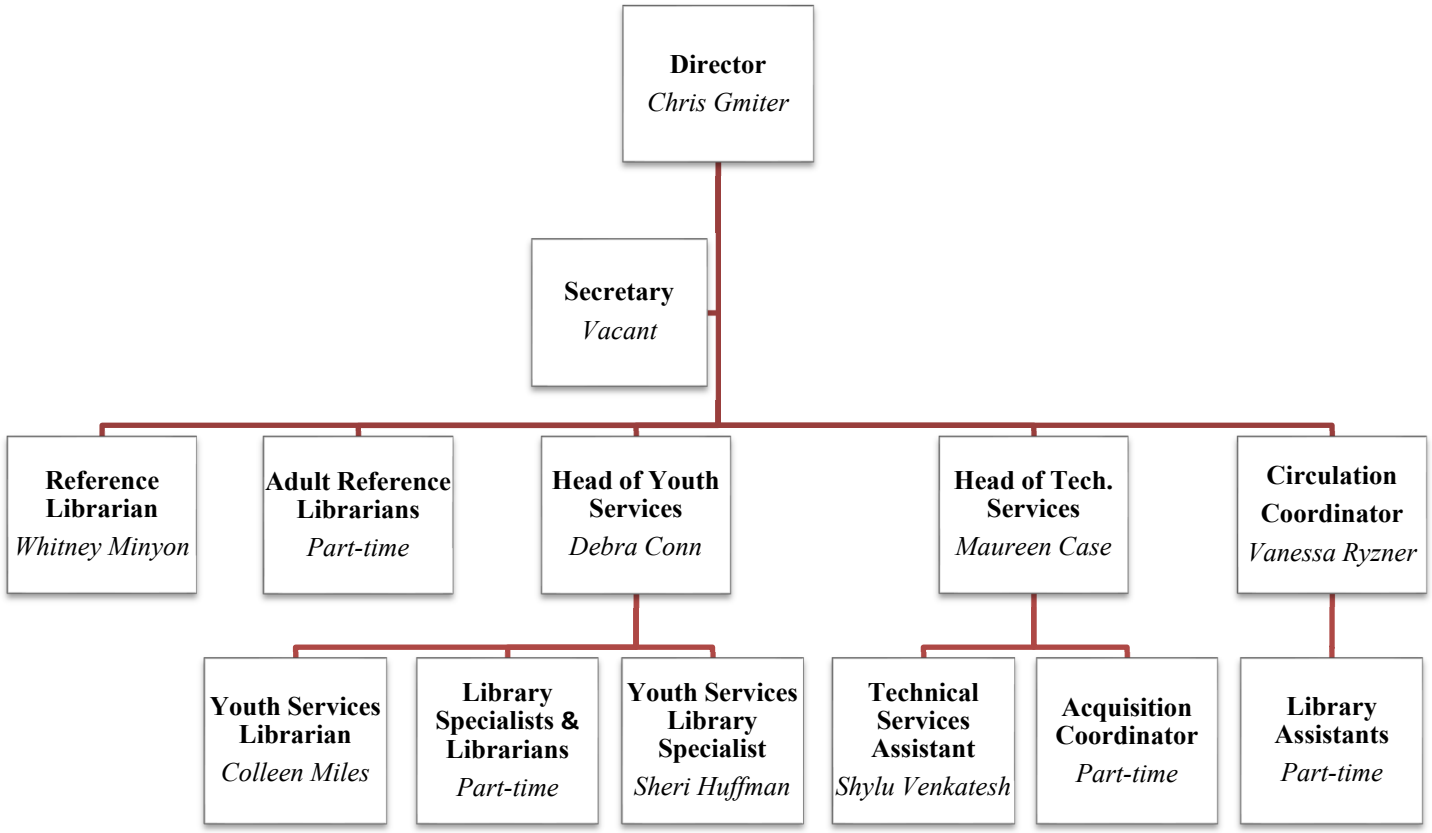
Right: Story Walks were installed on a weekly basis in various Township Parks throughout the summer.

Below: Similar activities with coding quiz themes and seasonal themes were placed at Wiltshire Park and the Municipal Playground during warmer months.





DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT EXPENDITURES

Administration Expenditures 01-60-601-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
101 Full-Time Wages	$ 309,925	$ 250,133	$ 343,522	$ 333,522	$ 339,472
120 Part-Time Wages	278,911	69,320	240,500	115,000	145,000
162 Group Life Insurance	1,008	1,087	1,152	1,350	1,485
163 Medical Insurance	104,284	85,511	99,946	113,750	119,344
164 Workers' Compensation	6,478	4,110	4,518	4,518	4,273
165 Unemployment Compensation	-	47,281	-	2,065	-
166 Pension Costs	17,392	16,187	17,984	17,984	18,139
167 Long-term Disability Insurance	673	667	803	803	889
168 Post Retirement Plan	2,000	2,000	2,000	2,000	2,000
198 Social Security Expense	43,502	28,241	44,678	34,312	36,976
Total Personal Services	$ 764,173	$ 504,537	$ 755,103	$ 625,304	$ 667,578
Contractual Services					
230 Association Dues	$ 871	$ 652	$ 3,000	$ 1,100	$ 2,000
231 Travel & Conference Expense	1,396	105	2,000	-	2,000
243 Telephone	729	3,460	7,700	7,000	7,300
250 Repairs/Maint - Office Equip	5,854	2,554	5,800	7,940	8,000
275 Printing & Duplicating	1,210	24	300	300	300
278 Postage	401	247	500	400	600
Total Contractual Services	$ 10,461	$ 7,042	$ 19,300	$ 16,740	$ 20,200
Commodities					
301 Expendable Office Supplies	$ 3,898	$ 3,442	$ 4,000	$ 4,000	$ 4,000
302 Periodicals & Subscriptions	7,505	6,100	6,000	6,000	6,000
310 Adult Books	57,478	34,542	65,000	55,000	65,000
311 Juvenile Books	13,643	7,087	16,000	13,000	16,000
314 Adult Non-Print Materials	7,029	2,214	12,000	8,000	10,000
315 Juvenile Non-Print Materials	648	166	400	80	400
320 E-Resources	19,227	16,489	27,000	20,000	24,000
380 Miscellaneous Supplies	171	48	200	50	200
381 Program Expenses	13,138	6,978	12,000	5,500	12,000
382 Library Specific Supplies	3,758	212	3,000	200	3,000
Total Commodities	$ 126,495	$ 77,278	$ 145,600	$ 111,830	$ 140,600

DEPARTMENT EXPENDITURES (Continued)

Administration Expenditures 01-60-601-500???-000	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Distributed Costs					
602 Dist. Data Processing Costs	$ 29,692	$ 30,537	$ 34,642	$ 31,215	$ 36,766
Total Distributed Costs	$ 29,692	$ 30,537	$ 34,642	$ 31,215	$ 36,766
Total Administration Expenditures	**$ 930,821**	**$ 619,394**	**$ 954,645**	**$ 785,089**	**$ 865,144**

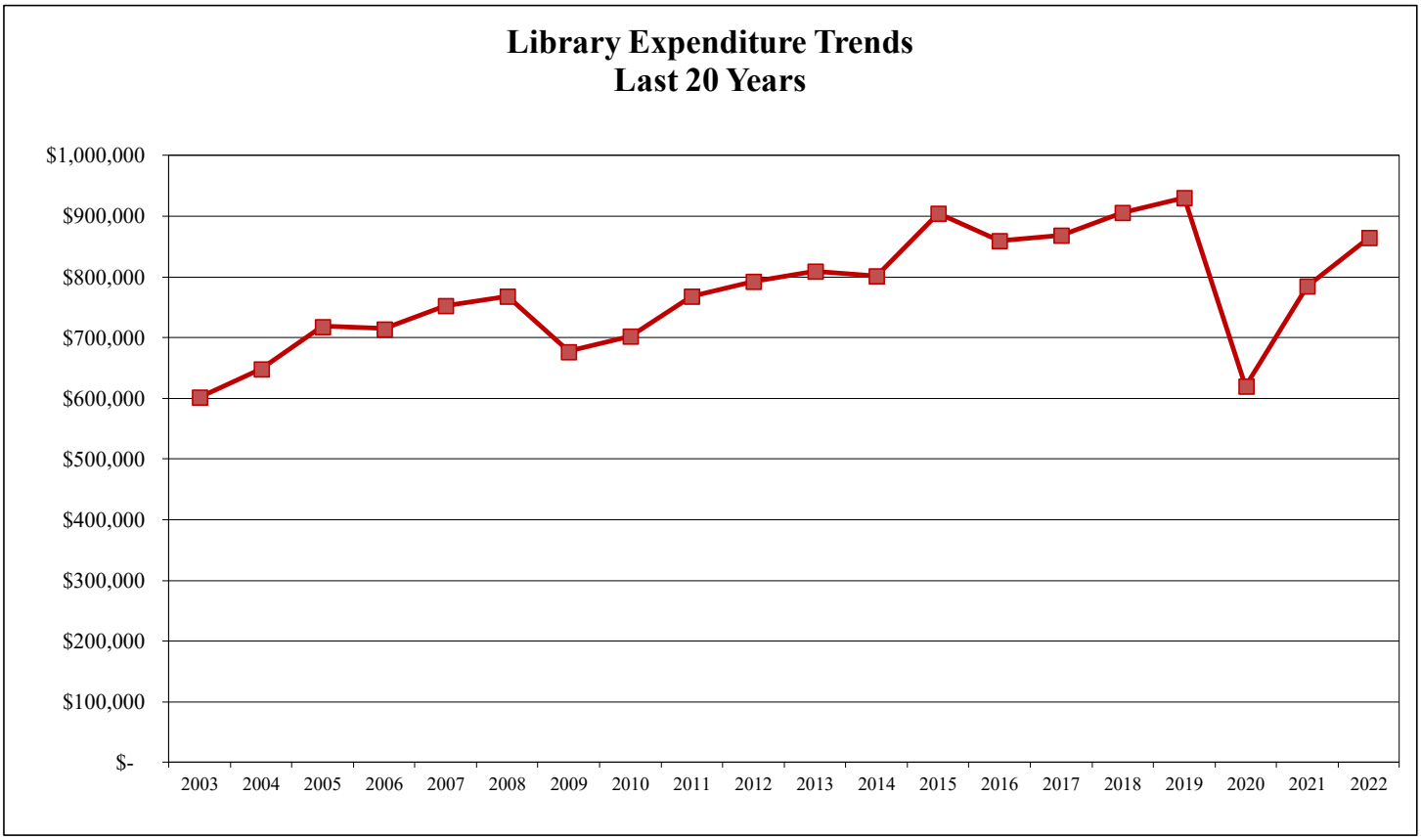
BUDGETARY COMMENT

The General Fund portion of the Library budget is $89,501 less than appropriated in 2021 primarily due to a reduction in personal services cost. This is a reflection of a more efficient staff scheduling.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION

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



General Fund Revenue Breakdown

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

Net Expenditures*			***$713,054***
How many real estate tax mills?		**0.13**	**$295,516**
Earned Income Tax per $100?	**$**	**3.37**	**$336,192**
Percentage of Other Taxes?		**0.38%**	**$81,346**

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

FRINGE BENEFITS

&

INSURANCE

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services	$ 3,780,577	$ 3,801,380	$ 4,122,888	$ 4,063,543	$ 4,247,662
Less: Dist. Operating Costs	(3,764,331)	(3,799,269)	(4,092,888)	(4,033,543)	(4,237,662)
Total Personal Services	**$ 16,246**	**$ 2,111**	**$ 30,000**	**$ 30,000**	**$ 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. Most 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	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Personal Services					
160 Social Security Expense	$ 864,149	$ 796,344	$ 767,881	$ 769,683	$ 816,976
162 Group Life Insurance	31,252	31,447	30,839	31,695	36,116
163 Medical Insurance	1,693,830	1,724,686	2,079,298	2,018,572	2,158,091
164 Workers' Compensation	467,252	396,443	331,036	331,036	324,230
165 Unemployment Compensation	751	-	30,000	30,000	10,000
166 Pension Costs	706,769	835,648	863,113	861,836	878,874
167 Long-Term Disability Insurance	16,574	16,812	20,721	20,721	23,375
199 Less: Dist. Operating Costs	(3,764,331)	(3,799,269)	(4,092,888)	(4,033,543)	(4,237,662)
Total Personal Services	**$ 16,246**	**$ 2,111**	**$ 30,000**	**$ 30,000**	**$ 10,000**

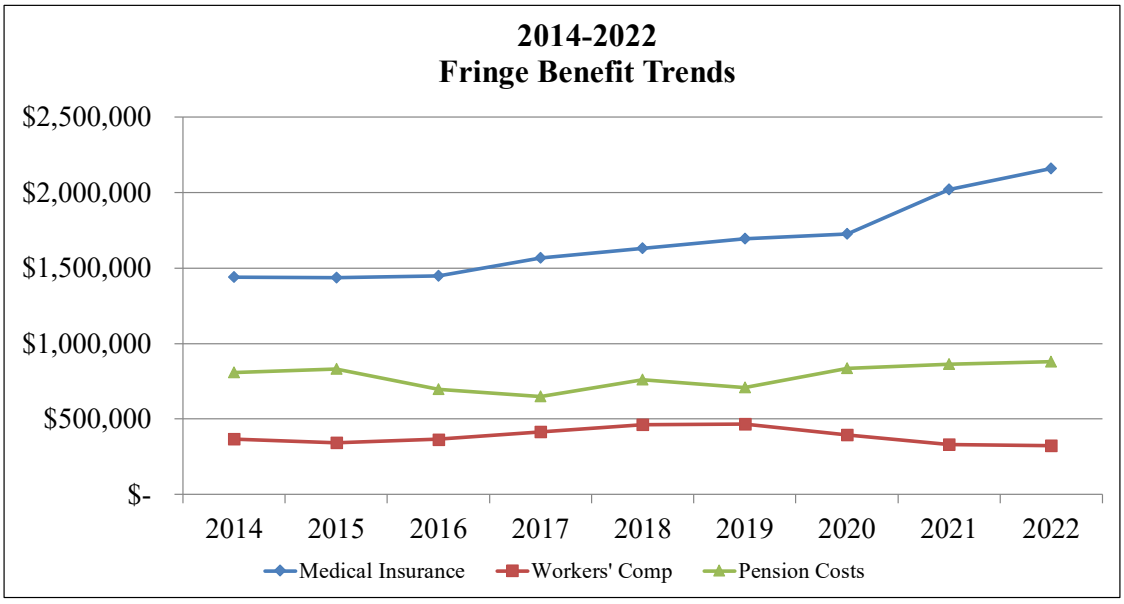
BUDGETARY COMMENT

In 2022, the total overhead Fringe Benefit expense is estimated at $4,247,662, which is an increase of $184,119, or 4.5%, from the 2021 estimate. Medical insurance premiums make up the largest dollar value increase at $78,793, or 3.8%.

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	49,270	3,076	116,146	1,799	56,359	1,724
01-103	Finance Office	13,537	1,050	40,448	630	14,721	491
01-104	Tax Collection	3,053	250	6,298	157	3,719	111
01-106	Information Technology	17,439	1,170	44,447	832	15,597	576
01-107	Cable Television	3,628	280	19,035	184	3,557	131
01-201	Police	292,891	12,696	644,348	129,216	425,246	9,147
01-202	VFD	-	-	-	-	-	-
01-301	Comm. Development	35,148	2,199	140,338	1,350	33,897	1,253
01-501	Recreation - Admin	4,593	362	16,678	10,346	4,503	166
01-502-530	Recreation Programs	13,436	-	-	-	-	-
01-601	Library	36,976	1,485	119,344	4,273	18,139	889
01-499	Public Works	154,332	5,900	489,335	78,568	220,363	5,499
01-904	Post Employment Benefits	-	1,600	187,169	-	-	-
14-601	Library RAD Fund	8,776	417	37,374	810	5,826	323
50-425	Sanitary Sewer	14,670	912	35,287	810	15,039	493
52-102	BM Park RAD Fund	26,307	425	22,369	270	5,386	199
53-50-501	BM Rec	142,277	4,294	239,475	61,717	56,522	2,373
	Total Benefits	**$ 816,976**	**$ 36,116**	**$ 2,158,091**	**$ 290,962**	**$ 878,874**	**$ 23,375**

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



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

Medical Insurance

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

Teamsters Local 205 – 8% of premiums
Police Officers – 8% of premiums
Police Dispatchers – 8%-10% of premiums
All other Non-contractual Employees – 10% of premiums
Retired Police Officers – Responsible for all premium increases above retirement year premium cost.

2022 Budget Medical Insurance Employee Reimbursements		
Police Officers	$	34,200
Non-Contractual Employees		78,700
Teamsters		28,600
Dispatchers		3,500
Total Employee Reimbursement	**$**	**145,000**
Net % of Medical Insurance		6.8%

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 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Estimated 2021	Budget 2022
WC Premium	$368,439	$344,655	$364,977	$368,439	$461,866	$467,252	396,443	$331,036	$324,230
WC Dividends	(141,038)	(175,072)	(156,696)	(128,247)	(135,127)	(166,870)	(204,124)	(191,137)	(174,000)
Net Premium	**$227,401**	**$169,583**	**$208,281**	**$240,192**	**$326,739**	**$300,382**	**$192,319**	**$139,899**	**$150,230**

Pension Costs

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

	Public Works DB Pension	Police DB Pension	General Employees' DC Pension	Total
2022 Minimum Municipal Obligation	$ 178,045	$ 393,439	$ 307,390	$ 878,874
Less: State Pension Grant	(115,631)	(240,899)	(305,998)	(662,528)
Difference - Net Cost to Township	$ 62,414	$ 152,540	$ 1,392	$ 216,346

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Contractual Services	$ 196,628	$ 200,980	$ 225,003	$ 202,231	$ 229,805
Less: Dist. Operating Costs	(166,257)	-	(192,503)	(177,503)	(196,605)
Total Contractual Services	**$ 30,371**	**$ 200,980**	**$ 32,500**	**$ 24,728**	**$ 33,200**

DISTRIBUTED INSURANCE OVERVIEW

This account represents the Township's cost for General Liability Insurance. The total cost will be distributed based on actual expenditures.

DEPARTMENT EXPENDITURES

Distributed Insurance **01-90-903-500???-000**	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Contractual Services					
199 Less: Dist. Operating Costs	$ (166,257)	$ -	$ (192,503)	$ (177,503)	$ (196,605)
220 Umbrella Policy	11,137	11,182	12,400	11,000	11,500
221 Special Multi-Peril Policy	145,120	145,718	155,103	149,631	160,105
223 Employment Practices Liability	22,135	22,058	23,300	23,300	24,500
224 Pollution Liability	8,236	7,978	9,200	8,300	8,700
295 Brokerage Services	10,000	10,000	25,000	10,000	25,000
400 Distribution Account	-	4,044	-	-	-
Total Contractual Services	**$ 30,371**	**$ 200,980**	**$ 32,500**	**$ 24,728**	**$ 33,200**

BUDGETARY COMMENT

Distributed insurance is budgeted to increase by $8,472 over the 2021 estimate due to anticipated increases in the insurance policy premiums.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

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**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
162 Group Life Insurance	$ 1,022	$ 1,197	$ 1,094	$ 1,320	$ 1,600
163 Medical Insurance	111,983	152,693	153,728	162,000	177,169
Total Personal Services	**$ 113,005**	**$ 153,890**	**$ 154,822**	**$ 163,320**	**$ 178,769**

COBRA Insurance Benefits **01-90-905-500???-000**	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2021 Estimate**	**2022 Budget**
Personal Services					
163 Medical Insurance	955	5,055	10,000	5,500	10,000
Total Personal Services	**$ 955**	**$ 5,055**	**$ 10,000**	**$ 5,500**	**$ 10,000**
Total Unallocated Costs	**$ 160,577**	**$ 362,036**	**$ 227,322**	**$ 223,548**	**$ 231,969**

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

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

GENERAL FUND

DEBT SERVICE

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Debt Service Expenditures					
Contractual Services	$ 1,343,547	$ 1,360,687	$ 1,909,765	$ 1,677,673	$ 1,853,112
Total Debt Service Expenditures	**$ 1,343,547**	**$ 1,360,687**	**$ 1,909,765**	**$ 1,677,673**	**$ 1,853,112**

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**	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Contractual Services					
501 Principal - General Oblig Bonds	$ 390,206	$ 398,899	$ 931,853	$ 931,853	$ 949,068
502 Principal - General Oblig Notes	473,000	498,000	-	-	-
511 Interest - General Oblig Bonds	466,922	457,088	977,912	745,820	904,044
512 Interest - General Oblig Notes	13,419	6,700	-	-	-
Total Contractual Services	$ 1,343,547	$ 1,360,687	$ 1,909,765	$ 1,677,673	$ 1,853,112
Total Debt Service Expenditures	**$ 1,343,547**	**$ 1,360,687**	**$ 1,909,765**	**$ 1,677,673**	**$ 1,853,112**

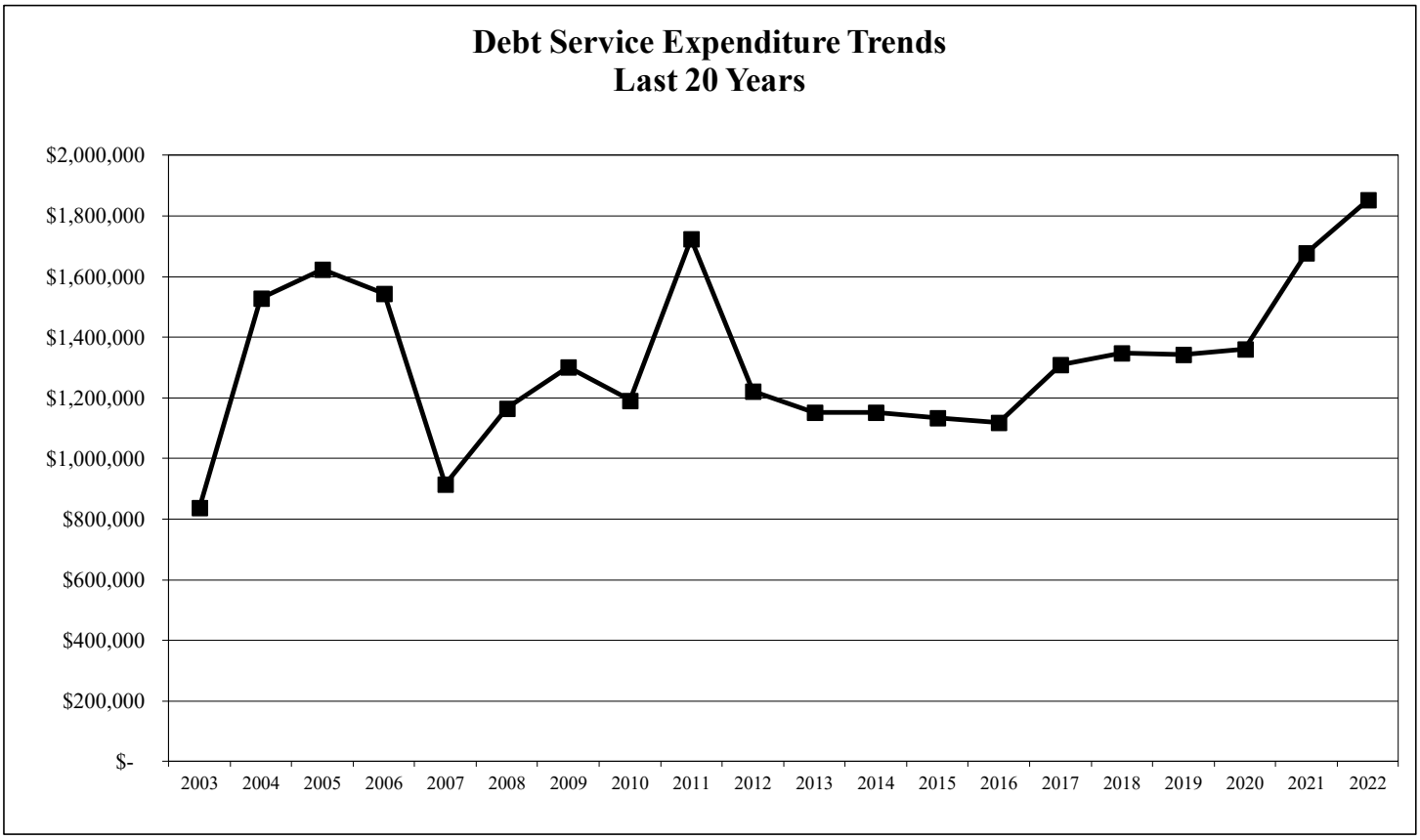
BUDGETARY COMMENT

The General Fund's debt service budget for 2022 is based upon pre-determined payment schedules. The $175,439 increase from the 2021 estimate reflects the first full year of debt service payments on the 2021 General Obligation Bonds.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION

The average annual cost increase of Debt Service expenditures over the last 20 years is 6.96%.



General Fund Revenue Breakdown

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

Net Expenditures*			***$1,853,112***
How many real estate tax mills?		**0.33**	**$767,997**
Earned Income Tax per $100?	**$**	**8.75**	**$873,709**
Percentage of Other Taxes?		**1.00%**	**$211,406**

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

PROJECTED DEBT SERVICE SCHEDULES

I. BONDED INDEBTEDNESS

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

2016 General Obligation Bonds
General Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	2.00%	$ 124,068	$ 132,769	$ 256,837
2023	4.00%	127,761	128,973	256,734
2024	4.00%	131,453	123,789	255,242
2025	4.00%	136,623	118,428	255,050
2026	3.00%	139,577	113,602	253,178
2027	4.00%	144,746	108,613	253,359
2028	4.00%	149,177	102,735	251,912
2029	4.00%	154,347	96,664	251,011
2030	3.25%	158,778	90,997	249,775
2031	3.25%	163,947	85,753	249,700
2032	3.25%	292,446	78,336	370,782
2033	4.00%	335,279	66,879	402,158
2034	4.00%	347,834	53,216	401,050
2035	4.00%	360,388	39,052	399,440
2036	4.00%	191,272	28,019	219,290
2037	4.00%	296,877	18,256	315,133
2038	4.00%	307,955	6,159	314,114
	Total	**$ 3,562,524**	**$ 1,392,240**	**$ 4,954,764**

PROJECTED DEBT SERVICE SCHEDULES (Continued)

II. BONDED INDEBTEDNESS

Issue:	2017 General Obligation Bonds, Series A
Date:	May 5, 2017
Rating:	AA+
Principal Amount:	$9,905,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2011 General Obligation Bond Issue

2017-A Bond Issue
General Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	3.000%	$ 600,000	$ 136,621	$ 736,621
2023	2.000%	610,000	121,595	731,595
2024	2.125%	620,000	108,058	728,058
2025	2.350%	625,000	93,126	718,126
2026	2.500%	640,000	77,460	717,460
2027	2.600%	655,000	60,693	715,693
2028	2.700%	675,000	42,942	717,942
	Total	**$ 4,425,000**	**$ 640,495**	**$ 5,065,494**

PROJECTED DEBT SERVICE SCHEDULES (Continued)

III. BONDED INDEBTEDNESS

Issue:	2017 General Obligation Bonds, Series B
Date:	August 29, 2017
Rating:	AA+
Principal Amount:	$9,910,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2012 General Obligation Bond Issue

2017-B Bond Issue
General Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	1.500%	$ 220,000	$ 141,804	$ 361,804
2023	2.000%	240,000	135,543	375,543
2024	2.000%	245,000	129,766	374,766
2025	2.000%	240,000	123,112	363,112
2026	2.000%	240,000	114,950	354,950
2027	2.050%	250,000	110,877	360,877
2028	2.200%	250,000	103,590	353,590
2029	2.400%	1,030,000	129,905	1,159,905
2030	2.550%	1,055,000	104,029	1,159,029
2031	2.650%	1,080,000	76,212	1,156,212
2032	3.000%	195,000	35,842	230,842
	Total	**$ 5,045,000**	**$ 1,205,630**	**$ 6,250,630**

PROJECTED DEBT SERVICE SCHEDULES (Continued)

III. BONDED INDEBTEDNESS

Issue:	2021 General Obligation Bonds
Date:	March 25, 2021
Rating:	AA+
Principal Amount:	$12,335,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund
Purpose:	Various capital and infrastructure improvements throughout the Township including the NextGen Municipal Renovation project.

2021 General Obligation Bonds
General Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	2.00%	$ 5,000	$ 492,850	$ 497,850
2023	2.00%	5,000	492,750	497,750
2024	2.00%	5,000	492,650	497,650
2025	2.00%	5,000	492,550	497,550
2026	2.00%	5,000	492,450	497,450
2027	4.00%	5,000	492,300	497,300
2028	4.00%	5,000	492,100	497,100
2029	4.00%	5,000	491,900	496,900
2030	4.00%	5,000	491,700	496,700
2031	4.00%	5,000	491,500	496,500
2032	4.00%	5,000	491,300	496,300
2033	4.00%	5,000	491,100	496,100
2034	4.00%	5,000	490,900	495,900
2035	4.00%	5,000	490,700	495,700
2036	4.00%	820,000	474,200	1,294,200
2037	4.00%	855,000	440,700	1,295,700
2038	4.00%	900,000	405,600	1,305,600
2039	4.00%	3,105,000	325,500	3,430,500
2040	4.00%	3,225,000	198,900	3,423,900
2041	4.00%	3,360,000	67,200	3,427,200
	Total	**$ 12,335,000**	**$ 8,798,850**	**$ 21,133,850**

GENERAL FUND

OPERATING TRANSFERS

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Operating Transfers Expenditures					
Contractual Services	$ 6,243,282	$ 7,212,775	$ 3,099,420	$ 5,886,984	$ 4,384,964
Total Operating Transfers Expenditures	**$ 6,243,282**	**$ 7,212,775**	**$ 3,099,420**	**$ 5,886,984**	**$ 4,384,964**

OPERATING TRANSFERS OVERVIEW

The Township of Upper St. Clair makes operating transfers from the General Fund to three 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???-???		2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Contractual Services						
401-000	**Capital Projects Fund**	$ 3,224,136	$ 5,150,565	$ 870,606	$ 3,712,353	$ 761,754
452-000	**Boyce Mayview Park RAD Fund**	1,326,801	500,000	515,000	515,000	1,900,000
453-000	**Boyce Mayview C&RC Fund Debt Service Portion**	1,197,928	1,193,346	1,190,371	1,190,371	1,189,242
453-001	**Boyce Mayview C&RC Fund 15% Operation Approp.**	494,417	368,864	523,443	469,260	533,968
	Total Contractual Services	$ 6,243,282	$ 7,212,775	$ 3,099,420	$ 5,886,984	$ 4,384,964
Total Operating Transfers Expenditures		**$ 6,243,282**	**$ 7,212,775**	**$ 3,099,420**	**$ 5,886,984**	**$ 4,384,964**

BUDGETARY COMMENTS

In 2022, the Township plans to transfer $761,754 from the General Fund to the Capital Projects Fund, $1,900,000 to the Boyce Mayview Park RAD Fund, and $1,723,210 to the Boyce Mayview Community & Recreation Center (C&RC) Fund.

SUPPLEMENTARY INFORMATION

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



General Fund Revenue Breakdown

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

Net Expenditures*			***$4,384,964***
How many real estate tax mills?		**0.80**	**$1,817,289**
Earned Income Tax per $100?	**$**	**20.72**	**$2,067,431**
Percentage of Other Taxes?		**2.36%**	**$500,244**

**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

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Fund Balance	$ 7,093	$ 32,844	$ 36,095	$ 36,095	$ 42,247
Revenue	675,751	653,251	590,018	606,152	597,206
Expenditures	(650,000)	(650,000)	(600,000)	(600,000)	(600,000)
Ending Fund Balance	**$ 32,844**	**$ 36,095**	**$ 26,113**	**$ 42,247**	**$ 39,453**

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.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Revenue					
10-00-000-??????-000					
345001 Interest on Investments	$ 6,386	$ 1,622	$ 375	$ 165	$ 50
355002 State Allocation	650,485	632,749	570,763	587,107	578,276
355003 Turnback Revenue	18,880	18,880	18,880	18,880	18,880
Total Revenue	**$ 675,751**	**$ 653,251**	**$ 590,018**	**$ 606,152**	**$ 597,206**
Expenditures					
10-40-408-500???-000					
401 Annual Street Program	$ 650,000	$ 650,000	$ 600,000	$ 600,000	$ 600,000
Total Expenditures	**$ 650,000**	**$ 650,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**

BUDGETARY COMMENT

The Liquid Fuels allocation is expected to decline statewide again in 2022 just as was the case the previous year, a direct result of reduced fuel consumption during the past few years. State Liquid Fuels Tax received in each of the past ten years is shown below.

Year	Grant Amount	Year	Grant Amount
2013	$ 420,176	2018	$ 634,682
2014	450,171	2019	650,485
2015	496,111	2020	632,749
2016	579,052	2021	587,107
2017	606,056	2022 est.	578,276

STORM SEWER IMPROVEMENT FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Fund Balance	$ 292,636	$ 398,248	$ 711,141	$ 711,141	$ 716,141
Revenue	500,000	501,626	500,675	500,000	750,000
Expenditures	(394,388)	(188,733)	(500,000)	(495,000)	(750,000)
Ending Fund Balance	**$ 398,248**	**$ 711,141**	**$ 711,816**	**$ 716,141**	**$ 716,141**

PROGRAM OVERVIEW

The Storm Sewer Improvement Fund is used to account Township contributions specifically earmarked for storm sewer improvement and maintenance projects. These projects are dedicated to improving stormwater management systems and comply with the unfunded Federal mandates tied to Municipal Separate Storm Sewer System (MS4) regulations being faced by all municipalities throughout the United States. The 2022 Budget once calls for a $650,000 appropriation to this fund.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Revenue					
12-00-000-??????-000					
345001 Interest Revenue	$ -	$ 1,626	$ 675	$ -	$ -
360008 Township Appropriation	500,000	500,000	500,000	500,000	750,000
Total Revenue	**$ 500,000**	**$ 501,626**	**$ 500,675**	**$ 500,000**	**$ 750,000**
Expenditures					
12-40-405-500???-000					
211 Prof. Services-Engr. & Mapping	$ 11,848	$ 45,275	$ 100,000	$ 95,000	$ 100,000
430 Storm Sewer Projects	382,540	143,458	400,000	400,000	650,000
Total Expenditures	**$ 394,388**	**$ 188,733**	**$ 500,000**	**$ 495,000**	**$ 750,000**

BUDGETARY COMMENT

Funds allocated for this program are higher than what was appropriated in the past three years, reflecting increased funding called for within the Township's five-year Capital Improvements Program.

FIELD IMPROVEMENT FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Fund Balance	$ 334,122	$ 401,266	$ 458,200	$ 458,200	$ 482,304
Revenue	67,144	56,934	54,600	54,104	54,000
Expenditures	-	-	(30,000)	(30,000)	(30,000)
Ending Fund Balance	**$ 401,266**	**$ 458,200**	**$ 482,800**	**$ 482,304**	**$ 506,304**

PROGRAM OVERVIEW

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

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Revenue					
13-00-000-??????-000					
320001 Athletic Association-User Fees	$ 27,390	$ 24,330	$ 24,000	$ 24,000	$ 24,000
345001 Interest on Investments	9,754	2,604	600	104	-
360008 Township Appropriation	30,000	30,000	30,000	30,000	30,000
Total Revenue	**$ 67,144**	**$ 56,934**	**$ 54,600**	**$ 54,104**	**$ 54,000**
Expenditures					
13-40-415-500???-000					
702 Field Renovation Projects	$ -	$ -	$ 30,000	$ 30,000	$ 30,000
Total Expenditures	**$ -**	**$ -**	**$ 30,000**	**$ 30,000**	**$ 30,000**

BUDGETARY COMMENT

Funds for this program remain in line with the 2021 appropriation.

LIBRARY RAD FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenue	231,429	225,988	209,720	199,236	203,250
Expenditures	(231,429)	(225,988)	(209,720)	(199,236)	(203,250)
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

PROGRAM OVERVIEW

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

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Revenue					
14-00-000-??????-000					
360020 Regional Asset District	$ 231,429	$ 225,988	$ 209,720	$ 199,236	$ 203,250
Total Revenue	**$ 231,429**	**$ 225,988**	**$ 209,720**	**$ 199,236**	**$ 203,250**
RAD Expenditures					
14-60-601-500???-000					
Personal Services					
101 Full-Time Wages	$ 107,039	$ 106,764	$ 87,494	$ 91,000	$ 101,724
120 Part-Time Wages	20,853	29,857	13,000	22,321	13,000
162 Group Life Insurance	358	256	290	290	417
163 Medical Insurance	52,083	53,091	59,493	35,200	37,374
164 Workers' Compensation	1,227	1,027	856	856	810
166 Pension Costs	5,382	3,441	5,616	5,616	5,826
167 Long-term Disability Insurance	236	174	283	283	323
198 Social Security Expense	9,194	5,144	7,688	8,670	8,776
Total Personal Services	$ 196,372	$ 199,754	$ 174,720	$ 164,236	$ 168,250

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Contractual Services					
250 Computer Maintenance	$ 12,041	$ 12,330	$ 15,000	$ 15,000	$ 15,000
Total Contractual Services	$ 12,041	$ 12,330	$ 15,000	$ 15,000	$ 15,000
Commodities					
300 Furniture & Equipment	$ 5,731	$ 6,836	$ 7,000	$ 7,000	$ 6,000
310 Adult Books	3,565	-	-	-	-
314 Adult Non-Print Materials	5,425	2,305	6,000	6,000	6,000
315 Juvenile Non-Print Materials	1,767	1,370	2,000	2,000	3,000
380 Library Specific Supplies	6,528	3,393	5,000	5,000	5,000
Total Commodities	$ 23,016	$ 13,904	$ 20,000	$ 20,000	$ 20,000
Total RAD Expenditures	**$ 231,429**	**$ 225,988**	**$ 209,720**	**$ 199,236**	**$ 203,250**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

BOYCE MAYVIEW PARK RAD FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Fund Balance	$ 741,994	$ 1,386,915	$ 258,540	$ 258,540	$ 93,856
Revenue	1,676,801	1,170,000	745,000	745,000	2,690,000
Expenditures	(1,031,880)	(2,298,375)	(919,566)	(909,684)	(2,424,403)
Ending Fund Balance	**$ 1,386,915**	**$ 258,540**	**$ 83,974**	**$ 93,856**	**$ 359,453**

PROGRAM OVERVIEW

For 2022, the Township is budgeted to receive an Allegheny County Regional Asset District (RAD) grant of $240,000 for operation and development costs associated with Boyce Mayview Park because the park meets the definition of a regional asset. These RAD funds are required to be spent in accordance with the Agreement between the Township and RAD solely for Boyce Mayview Park. At the recommendation of RAD, the Township reports all expenditures that are matching the RAD grant in this Special Revenue Fund. A transfer from the General Fund of $1,900,000 is budgeted to be made for 2022 which, along with existing fund balance, will support the remainder of the fund's expenditures for the year.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Revenue					
52-00-000-??????-000					
360008 General Fund Appropriation	$ 1,326,801	$ 500,000	$ 515,000	$ 515,000	$ 1,900,000
360020 RAD Operating Grant	220,000	230,000	230,000	230,000	240,000
360021 RAD Capital Grant	130,000	295,000	-	-	275,000
365003 Perimeter Trail DCNR Grant	-	145,000	-	-	-
365006 Perimeter Trail GEDF Grant	-	-	-	-	150,000
365007 Perimeter Trail GTRP Grant	-	-	-	-	125,000
Total Revenue	**$ 1,676,801**	**$ 1,170,000**	**$ 745,000**	**$ 745,000**	**$ 2,690,000**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Park Personal Services					
52-10-102-500???-000					
101 Full-Time Wages	$ 264,024	$ 263,989	$ 291,397	$ 283,500	$ 293,930
110 Overtime Wages	28,996	15,263	19,950	19,250	19,850
120 Part-Time Wages	34,601	11,329	35,500	25,000	30,100
162 Group Life Insurance	356	366	351	375	425
163 Medical Insurance	18,811	19,209	21,495	21,495	22,369
164 Workers' Compensation	409	343	285	285	270
165 Unemployment Compensation	-	81	-	-	-
166 Pension Costs	5,041	5,077	5,233	5,233	5,386
167 Long-term Disability Insurance	145	149	176	176	199
198 Social Security Expense	24,337	21,629	26,534	25,073	26,307
199 Fringe Benefit Distribution	128,219	113,598	157,277	150,331	159,057
Total Park Personal Services	$ 504,939	$ 451,033	$ 558,198	$ 530,718	$ 557,893
Park Capital Expenditures					
52-40-401-500???-000					
307 Perimeter & Interior Trail Const.	$ 223,642	$ 1,546,003	$ -	$ 40,000	$ 1,465,000
310 Miracle Field and Playground	-	48,899	-	8,000	-
311 Park Playgrounds	5,649	64	10,000	8,000	10,000
312 Trail Maintenance	-	-	-	-	25,000
320 Park Improvements - Capital	25,322	-	-	-	10,000
Total Park Capital Expenditures	$ 254,613	$ 1,594,966	$ 10,000	$ 56,000	$ 1,510,000
Park Maintenance Expenditures					
52-40-415-500???-000					
240 Water and Sewerage	$ 28,478	$ 45,771	$ 35,600	$ 38,325	$ 40,400
241 Natural Gas	4,352	3,755	4,800	4,500	5,000
242 Electricity	28,710	32,639	33,900	35,000	36,900
290 Other Contractual Services	-	-	35,000	18,000	25,000
299 Field Maintenance Services	45,786	41,148	50,500	46,500	50,500
328 Field Maintenance Supplies	79,057	40,112	87,000	80,500	87,000
343 Tools & Equipment	-	-	-	-	6,500
601 Dist. Vehicle Costs	4,504	4,247	6,923	6,620	7,086
604 Police Patrol Distribution	47,781	51,127	51,745	52,590	53,164
605 Snow & Ice Distribution	33,660	33,577	45,900	40,931	44,960
Total Park Maintenance Exp.	$ 272,328	$ 252,376	$ 351,368	$ 322,966	$ 356,510
Total Expenditures	**$ 1,031,880**	**$ 2,298,375**	**$ 919,566**	**$ 909,684**	**$ 2,424,403**

CAPITAL PROJECTS FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Fund Balance	$ 7,690,882	$ 7,815,729	$ 10,573,018	$ 10,573,018	$ 22,095,734
Revenue	4,526,345	5,576,129	6,408,006	18,197,448	1,852,754
Bond-Related Expenditures	-	-	(5,500,000)	(2,000,000)	(7,975,000)
Other Expenditures	(4,401,498)	(2,818,840)	(5,283,000)	(4,674,732)	(4,903,800)
Ending Assigned Fund Balance (Bonds)	-	-	-	12,177,895	4,202,895
Ending Unassigned Fund Balance	7,815,729	10,573,018	6,198,024	9,917,839	6,866,793
Total Ending Fund Balance	**$ 7,815,729**	**$ 10,573,018**	**$ 6,198,024**	**$ 22,095,734**	**$ 11,069,688**

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 2022, an operating transfer of $761,754 has been budgeted to help support Township capital expenditures.

The Five-Year Capital Improvement Plan for 2022-2026, 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.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Revenue					
40-00-000-??????-000					
345001 Interest on Investments	$ 154,153	$ 40,651	$ 12,500	$ 51,700	$ 36,500
350002 Peters Twp Compost Agmt	4,500	4,500	4,500	4,500	4,500
350004 Canonsburg Compost Agmt	400	-	400	-	-
360008 General Fund Appropriation	3,224,136	5,150,565	870,606	3,712,353	761,754
360009 Bond Proceeds	-	-	5,500,000	14,177,895	-
370025 PennDOT GLG Grant	431,431	-	-	-	-
370027 DCED Grant Boyce Road	276,000	-	-	-	-
370043 NextGen Library State Grants	-	-	-	-	1,000,000
380099 Miscellaneous Revenue	435,725	380,413	20,000	251,000	50,000
Total Revenue	**$ 4,526,345**	**$ 5,576,129**	**$ 6,408,006**	**$ 18,197,448**	**$ 1,852,754**

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Expenditures					
General Government					
40-10-102-500???-000					
730 Bldg Mte-Interior & Exterior	$ 37,194	$ 47,383	$ 75,000	$ 75,000	$ 125,000
731 Municipal Building Improvements	438,416	31,061	110,000	110,000	25,000
732 Municipal Building Renovation	-	111,061	5,500,000	2,000,000	6,750,000
750 Information Technology Equip	65,209	130,153	102,000	102,000	239,000
752 Cable Television Equipment	14,322	6,824	12,500	12,500	18,500
760 Facility Security Upgrades	-	1,885	130,000	130,000	245,000
Total General Government	$ 555,141	$ 328,367	$ 5,929,500	$ 2,429,500	$ 7,402,500
Public Safety					
40-20-???-500???-000					
201-740 Police Cars & Lights	$ 113,073	$ 136,132	$ 138,500	$ 138,500	$ 82,500
201-745 Rt. 19 Corridor Cameras	-	-	25,000	25,000	25,000
201-746 Deer Culling Program	41,361	46,921	45,000	45,000	45,000
201-747 Mobile Data Units	2,287	30,634	31,000	30,500	2,500
201-749 Dispatch Center	11,514	-	-	-	130,000
201-750 Video Equipment	949	18,802	15,000	15,000	-
201-753 LPR Equipment	-	-	-	-	20,000
201-754 Software Upgrades	4,185	-	-	-	-
201-761 Radios	-	-	15,000	23,876	3,000
201-762 Other Equipment	6,850	10,795	20,000	20,000	35,000
201-763 PBC System	36,385	-	-	-	-
201-780 BP Vests, Weapons & AEDs	3,520	2,416	10,000	10,000	10,000
202-730 Fire Station Maintenance	8,320	-	-	-	25,000
Total Public Safety	$ 228,444	$ 245,700	$ 299,500	$ 307,876	$ 378,000
Community Development					
40-30-301-500???-???					
702-000 GIS Digital Mapping	$ 10,921	$ 5,850	$ 15,000	$ 24,750	$ 15,000
Total Community Development	$ 10,921	$ 5,850	$ 15,000	$ 24,750	$ 15,000

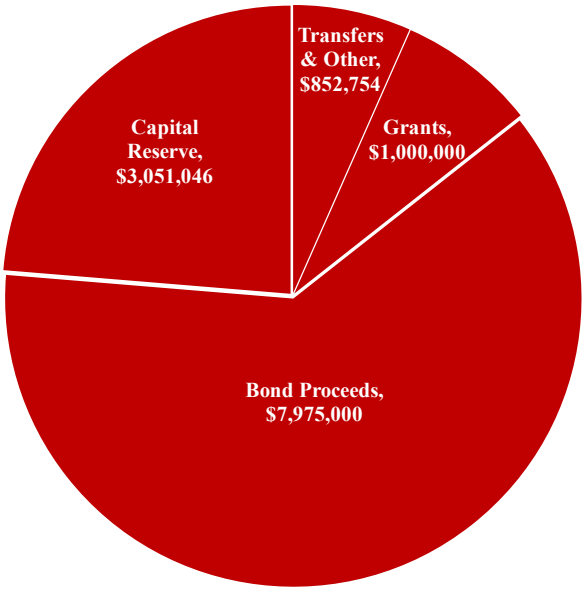
THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Public Works					
40-40-???-500???-000					
401-740 Dump Trucks	$ 97,371	$ 241,146	$ -	$ -	$ 183,000
401-741 Other Trucks, CAT, Sweeper	135,759	180,154	-	-	234,000
401-745 Staff Vehicles	29,992	-	-	-	-
401-746 Fuel Island	-	-	15,000	13,000	-
401-760 Groundsmaster Mowers	59,536	27,102	-	-	122,000
401-790 Other Equipment	135,477	19,006	76,000	68,000	76,300
404-720 Salt Brine Production System	64,100	-	-	-	-
404-721 Salt Storage Facility	-	-	-	-	225,000
405-712 Storm Sewer Fund Approp.	500,000	500,000	500,000	500,000	750,000
406-741 Boyce Rd Corridor Improv.	71,075	(9,796)	-	-	-
406-744 McMurray/McLaug/Panther	267,471	-	-	-	-
406-745 McMurray/Johnston	356,504	-	-	-	-
406-747 Rt. 19 Signals/PennDOT	-	-	600,000	312,656	600,000
408-610 Annual Street Program	1,312,531	1,171,023	1,260,000	1,260,000	1,360,000
408-620 Sidewalk Projects	38,824	487	-	-	205,000
409-710 Refuse & Recycling Bins	14,703	-	7,000	6,950	7,000
411-725 Other Building Improvements	81,523	11,020	150,000	140,000	37,000
411-726 MAC Improvements	66,403	-	-	-	-
Total Public Works	$ 3,231,269	$ 2,140,142	$ 2,608,000	$ 2,300,606	$ 3,799,300
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	57,383	4,670	125,000	125,000	254,000
415-723 Pedestrian Bridge Replacemt.	23,180	-	-	-	-
415-724 Gilfillan Trail Improvements	-	-	150,000	-	-
415-742 Paddle Tennis Courts Maint.	-	18	26,000	26,000	-
415-751 Other Property Improvements	128	35,003	1,000,000	925,000	-
40-50-501-500???-000					
700 Property Acquisition	225,510	9,390	-	-	-
724 Tennis Bubble Replacement	-	-	600,000	506,000	-
725 Tennis & Golf Admin. Building	39,522	-	-	-	-
730 Morton Complex Upgrades	-	-	-	-	1,000,000
Total Recreation	$ 375,723	$ 79,081	$ 1,931,000	$ 1,612,000	$ 1,284,000
Library					
40-60-601-500???-000					
723 Space Renovations	$ -	$ 19,700	$ -	$ -	$ -
Total Library	$ -	$ 19,700	$ -	$ -	$ -
Total Expenditures	**$ 4,401,498**	**$ 2,818,840**	**$ 10,783,000**	**$ 6,674,732**	**$ 12,878,800**

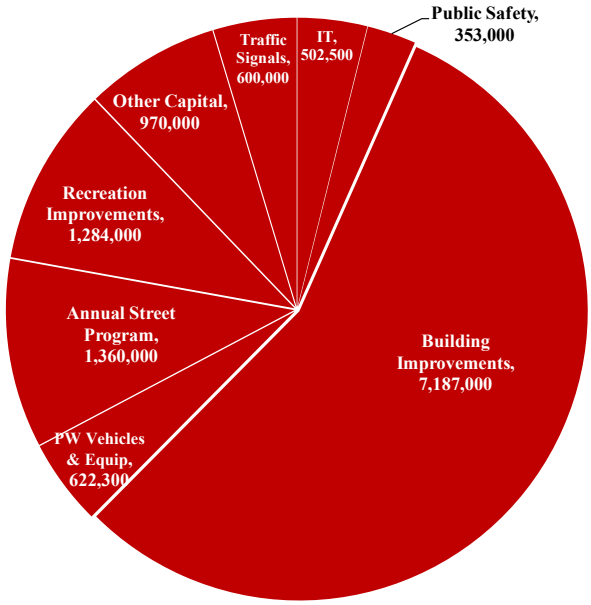
BUDGETARY COMMENT

In 2022, the Capital Projects Fund is budgeted to contribute $1,300,000 toward the Annual Street Program. Combined with an appropriation from the State Liquid Fuels Tax Fund, the Annual Street Program budget will total $1,900,000. The 2022 Capital Projects Fund also includes the continuation of the NextGen Municipal Building renovation project along with other typical items such as building improvements, vehicle replacements, computer software and equipment, public works and parks vehicles, and general equipment replacement.

Projected Revenues



Projected Expenditures



Capital Projects Fund
Approved Capital Project Listing

Improvements	
Annual Street Program & Crack Sealing*	$ 1,360,000
**Total: $1,960,000 (see State Liquid Fuels Tax Fund)*	
Field Improvement Fund Appropriation	30,000
Storm Sewer Fund Appropriation	750,000
Field & Park Improvements	254,000
General Building Maintenance & Improvements	437,000
Sidewalk Projects	205,000
Traffic Signal / Intersection Improvements	600,000
Morton Complex Upgrades	1,000,000
Information Technology Projects	245,000
NextGen Municipal Building Renovation	6,750,000

Vehicles	
Public Safety Vehicles	82,500
Public Works Vehicles	417,000
Equipment	
Public Safety Equipment	225,500
Public Works Equipment	205,300
Information Technology Equipment	239,000
Cable 7 Television Equipment	18,500
Programs	
Community Development GIS Program	15,000
Public Safety Deer Culling	45,000
Total Budget: Capital Projects Fund	**$12,878,800**

SANITARY SEWER FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Net Position	$ 5,652,223	$ 6,859,305	$ 8,051,332	$ 8,051,332	$ 8,087,283
Operating Revenue	7,528,108	8,389,610	7,861,500	7,950,315	8,148,000
Operating Expenses	(6,050,894)	(6,846,566)	(7,801,142)	(7,552,289)	(8,311,997)
Total Operating Income (Loss)	**1,477,214**	**1,543,044**	**60,358**	**398,026**	**(163,997)**
Non-Operating Revenue	152,532	57,713	18,750	27,000	18,000
Non-Operating Expenses	(422,664)	(408,730)	(389,075)	(389,075)	(374,042)
Total Non-Operating Rev. (Expenses)	**(270,132)**	**(351,017)**	**(370,325)**	**(362,075)**	**(356,042)**
Change in Net Position	1,207,082	1,192,027	(309,967)	35,951	(520,039)
Ending Net Position	6,859,305	8,051,332	7,741,365	8,087,283	7,567,244
Net Investment in Capital Assets	(898,138)	(990,296)	(2,070,000)	(1,350,000)	(1,425,000)
Ending Unrestricted Net Position	**$ 5,961,167**	**$ 7,061,036**	**$ 5,671,365**	**$ 6,737,283**	**$ 6,142,244**

PROGRAM OVERVIEW

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

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

2017	2018	2019	2020	2021 Projected
0.53 miles	0.28 miles	0.24 miles	0.95 miles	0.90 miles

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

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

MULTIPLIER HISTORY

The Township contracts with Jordan Tax Service (JTS) to bill residents each month for ALCOSAN and Township sewer user fees. A monthly bill from JTS includes an ALCOSAN and Township usage charge, as well as an ALCOSAN and Township service charge.

The Township calculates the total sewer fees for residents on a multiplier basis. The total charge to the residents is calculated by applying a multiplier to the ALCOSAN processing and service charges. In 2022, ALCOSAN will increase its rates by 7%. The Township multiplier will be reduced from 1.93 to 1.86. A history of the Township's sewer multiplier is listed below.

Sanitary Sewer Fund
20 Year Multiplier History

Year	Multiplier	Year	Multiplier
2003	1.67	2013	2.19
2004	1.95	2014	2.25
2005	2.00	2015	2.25
2006	1.93	2016	2.25
2007	1.80	2017	2.15
2008	1.85	2018	2.05
2009	2.15	2019	2.00
2010	2.19	2020	2.00
2011	2.19	2021	1.93
2012	2.19	2022	1.86

WINTER AVERAGE METHOD (WAM)

Winter averaging is a sewer billing method used by the Township to provide savings for residents during the summer months. The method uses an average of a residential household's water usage during the winter months (November-April) as the basis for billing sewer charges during the summer months (May-September). Winter averaging reduces the likelihood that residents will be charged for warm weather activities such as watering lawns, washing cars, landscaping, gardening, or filling pools, and more accurately reflects the amount of water that passes through the Township's sanitary sewer system to get treated by ALCOSAN. Below is an example of the impact of the WAM program for a household that used 15,000 gallons of water in a summer month but was only charged for their winter average usage of 5,000 gallons.

Winter Average Method (WAM)
2022 Monthly Billing Example

No Winter Average Method			Winter Average Method			
Total Usage (gallons)	Sewer Rate (per 1,000 gallons)	Usage Charge	WAM Usage (gallons)	Sewer Rate (per 1,000 gallons)	Usage Charge	**WAM Savings**
15,000	$18.10	**$272**	5,000	$18.10	**$91**	**$181**

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Operating Revenue					
50-00-000-??????-000					
330450 Current Sewer User Fees	$ 7,445,571	$ 8,168,982	$ 7,790,000	$ 7,903,000	$ 8,100,000
330456 Liened Sewer User Fees	38,639	82,558	25,000	1,800	3,000
330460 ALCOSAN Reimbursement	22,030	22,352	22,000	23,015	22,000
330502 Sanitary Sewer Permit Fees	15,000	110,000	20,000	20,000	20,000
380081 Lien Cost Reimbursement	6,868	5,718	4,500	2,500	3,000
Total Operating Revenue	**$ 7,528,108**	**$ 8,389,610**	**$ 7,861,500**	**$ 7,950,315**	**$ 8,148,000**

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Operating Expenses					
50-40-425-500???-000					
Personal Services					
101 Full-Time Wages	$ 171,438	$ 183,339	$ 180,509	$ 180,509	$ 190,868
110 Overtime Wages	-	857	1,500	500	900
162 Group Life Insurance	669	689	796	796	912
163 Medical Insurance	32,298	34,443	32,451	33,500	35,287
164 Workers' Compensation	1,227	1,027	856	856	810
166 Pension Costs	13,328	14,247	14,596	14,596	15,039
167 Long-term Disability Insurance	344	354	435	435	493
168 Post Retirement Plan	950	950	600	600	600
198 Social Security Expense	12,696	13,667	13,924	13,847	14,670
199 Overhead Distribution	11,166	12,311	5,611	5,363	9,358
Total Personal Services	**$ 244,116**	**$ 261,884**	**$ 251,278**	**$ 251,002**	**$ 268,937**
Contractual Services					
202 Sewer Processing Fees	$ 4,069,562	$ 4,724,645	$ 4,708,400	$ 5,056,500	$ 5,410,500
210 Professional Svcs-Legal	21,776	28,573	40,000	40,000	40,000
211 Professional Svcs-Engineering	91,751	9,834	30,000	30,000	30,000
212 Engineering-Corrective Action	35,044	94,698	150,000	150,000	150,000
221 Flood Insurance	3,273	3,361	3,900	3,585	4,100
240 Water and Sewerage	38,131	64,706	68,300	30,000	31,500
242 Electricity	50,270	52,937	57,200	48,800	51,300
243 Telephone	-	969	2,500	3,300	3,500
250 Corrective Action-Sewer Rehab	618,022	737,297	1,475,000	1,000,000	1,330,000
258 Repairs & Maint-Mech. Equip.	13,325	16,809	35,000	35,000	35,000
262 Sewer Billing & Collection	65,891	72,970	89,200	78,000	85,500
290 Other Contractual Services	4,436	2,689	5,000	5,000	5,000
Total Contractual Services	**$ 5,011,481**	**$ 5,809,488**	**$ 6,664,500**	**$ 6,480,185**	**$ 7,176,400**

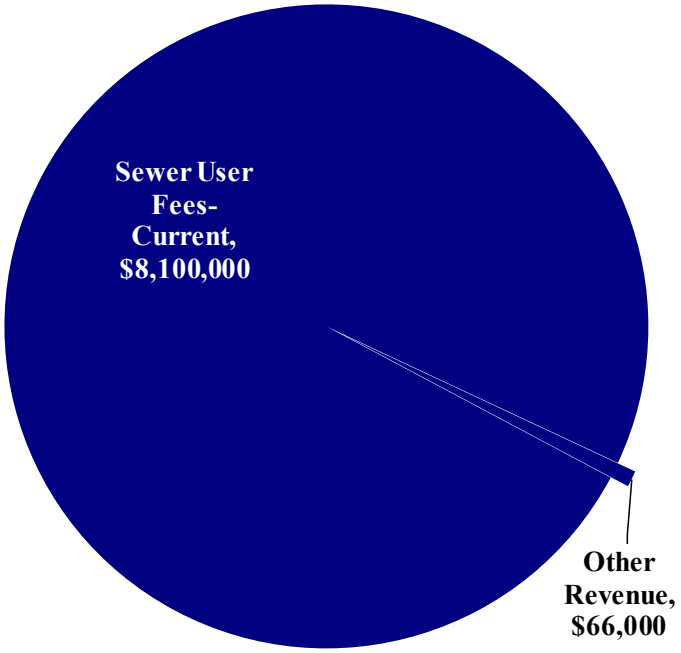
	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Commodities					
315 Construction Supplies	$ 16,848	$ 13,677	$ 20,000	$ 15,000	$ 20,000
318 Sewer Maintenance Supplies	2,243	153	6,500	6,500	6,500
350 Protective Wearing Apparel	-	-	350	350	350
390 Other Supplies	4,806	1,562	5,000	5,000	5,000
Total Commodities	**$ 23,897**	**$ 15,392**	**$ 31,850**	**$ 26,850**	**$ 31,850**
Distributed Costs					
601 Dist. Vehicle Costs	$ 8,105	$ 8,614	$ 13,846	$ 13,240	$ 14,172
602 Depreciation Expense	738,722	725,741	810,800	755,000	790,000
603 Dist. Data Processing Costs	24,573	25,447	28,868	26,012	30,638
Total Distributed Costs	**$ 771,400**	**$ 759,802**	**$ 853,514**	**$ 794,252**	**$ 834,810**
Total Operating Expenses	**$ 6,050,894**	**$ 6,846,566**	**$ 7,801,142**	**$ 7,552,289**	**$ 8,311,997**
Total Operating Income (Loss)	$ 1,477,214	$ 1,543,044	$ 60,358	$ 398,026	$ (163,997)

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Non-Operating Revenues					
50-00-000-??????-???					
345001 Interest on Investments	$ 152,532	$ 57,713	$ 18,750	$ 27,000	$ 18,000
Total Non-Operating Revenues	**$ 152,532**	**$ 57,713**	**$ 18,750**	**$ 27,000**	**$ 18,000**
Non-Operating Expenses					
50-40-425-500???-???					
401-000 Bond Payments-Principal	$ 341,352	$ 350,561	$ 643,930	$ 643,930	$ 666,456
401-001 Bonds Payable Allocation	(341,352)	(350,561)	(643,930)	(643,930)	(666,456)
402-000 Bond Payments-Interest	415,954	405,380	389,075	389,075	374,042
403-000 Note Payments-Principal	237,000	212,000	-	-	-
403-001 Note Payable Allocation	(237,000)	(212,000)	-	-	-
404-000 Note Payments-Interest	6,710	3,350	-	-	-
Total Non-Operating Expenses	**$ 422,664**	**$ 408,730**	**$ 389,075**	**$ 389,075**	**$ 374,042**
Total Non-Operating Rev (Expenses)	$ (270,132)	$ (351,017)	$ (370,325)	$ (362,075)	$ (356,042)

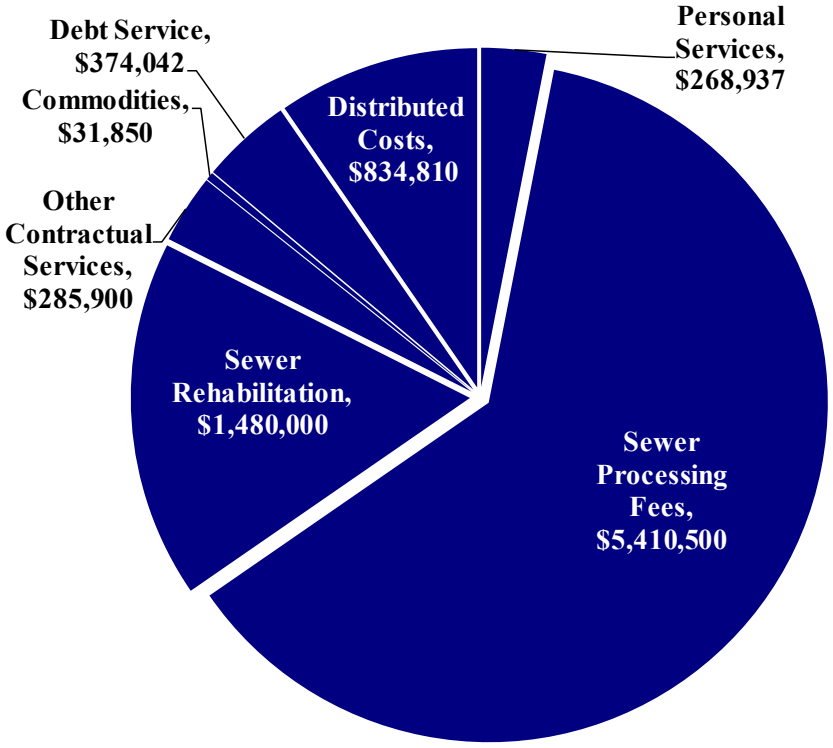
BUDGETARY COMMENT

The largest change in expense is once again in contractual services, where the sewer processing fees (what ALCOSAN changes the Township for wastewater treatment) are expected to increase $702,100, or 14.9% over the 2021 appropriation and 7.0% over the 2021 estimated cost. Operating expenses as a whole are expected to increase $510,855, or 6.5%, from 2021.

Projected Revenues



Projected Expenses



SUPPLEMENTARY INFORMATION

Portions of the 2016 General Obligation Bonds and the 2017 General Obligation Bonds Series A&B 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. More information on each of these bond issues can be found within the "Sinking Funds" section found later in this document.

2016 General Obligation Bonds
Sanitary Sewer Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	2.00%	$ 216,456	$ 230,589	$ 447,045
2023	4.00%	220,666	224,011	444,677
2024	4.00%	229,876	215,001	444,877
2025	4.00%	235,770	205,688	441,458
2026	3.00%	244,138	197,310	441,448
2027	4.00%	250,032	188,648	438,680
2028	4.00%	260,084	178,445	438,529
2029	4.00%	270,978	167,824	438,802
2030	3.25%	281,030	157,838	438,868
2031	3.25%	286,924	148,608	435,532
2032	3.25%	438,432	136,821	575,253
2033	4.00%	492,268	119,852	612,120
2034	4.00%	511,582	99,775	611,357
2035	4.00%	525,896	79,025	604,921
2036	4.00%	338,078	61,745	399,823
2037	4.00%	463,484	45,714	509,198
2038	4.00%	481,114	26,822	507,936
2039	4.00%	135,000	14,500	149,500
2040	4.00%	145,000	8,900	153,900
2041	4.00%	150,000	3,000	153,000
	Total	**$ 6,176,808**	**$ 2,510,117**	**$ 8,686,925**

SUPPLEMENTARY INFORMATION (Continued)

2017-A Bond Issue Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	3.000%	$ 325,000	$ 74,199	$ 399,199
2023	2.000%	330,000	65,950	395,950
2024	2.125%	345,000	59,834	404,834
2025	2.350%	355,000	52,998	407,998
2026	2.500%	370,000	44,524	414,524
2027	2.600%	380,000	35,211	415,211
2028	2.700%	390,000	25,129	415,129
2029	3.000%	330,000	48,744	378,744
2030	3.000%	340,000	38,694	378,694
2031	3.125%	350,000	28,125	378,125
2032	3.125%	355,000	17,109	372,109
2033	3.125%	370,000	5,781	375,781
	Total	**$ 4,240,000**	**$ 496,298**	**$ 4,736,298**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION (Continued)

2017-B Bond Issue Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	1.500%	$ 125,000	$ 69,253	$ 194,253
2023	2.000%	125,000	69,277	194,277
2024	2.000%	125,000	67,704	192,704
2025	2.000%	135,000	66,908	201,908
2026	2.000%	145,000	67,470	212,470
2027	2.050%	140,000	63,695	203,695
2028	2.200%	150,000	62,585	212,585
2029	2.400%	140,000	17,830	157,830
2030	2.550%	145,000	14,366	159,366
2031	2.650%	150,000	10,585	160,585
2032	3.000%	155,000	29,408	184,408
2033	3.000%	135,000	57,975	192,975
2034	3.000%	600,000	46,950	646,950
2035	3.000%	625,000	28,575	653,575
2036	3.000%	640,000	9,600	649,600
	Total	**$ 3,535,000**	**$ 682,181**	**$ 4,217,181**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

TOWNSHIP/SCHOOL DISTRICT MAGAZINE FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Net Position	$ 168,268	$ 161,339	$ 157,202	$ 157,202	$ 154,217
Operating Revenue	154,536	150,404	150,100	146,301	142,050
Operating Expenses	(161,465)	(154,541)	(158,000)	(149,286)	(149,400)
Total Operating Income (Loss)	**(6,929)**	**(4,137)**	**(7,900)**	**(2,985)**	**(7,350)**
Change in Net Position	**(6,929)**	**(4,137)**	**(7,900)**	**(2,985)**	**(7,350)**
Ending Net Position	**$ 161,339**	**$ 157,202**	**$ 149,302**	**$ 154,217**	**$ 146,867**

PROGRAM OVERVIEW

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

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Operating Revenue					
51-00-000-367???-000					
001 Advertising Fees	$ 154,536	$ 150,404	$ 150,100	$ 146,301	$ 142,050
Total Operating Revenue	**$ 154,536**	**$ 150,404**	**$ 150,100**	**$ 146,301**	**$ 142,050**
Operating Expenses					
51-10-102-500???-000					
101 Steering Committee Payments	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000
111 Editorial Staff	37,200	38,600	38,000	38,600	38,600
121 Office Management	9,930	7,590	8,000	8,000	8,000
215 Photography Costs	1,800	900	2,000	1,800	1,800
243 Telephone	200	230	200	200	200
275 Printing Costs	48,565	47,121	48,000	40,000	40,000
278 Postage	12,837	12,287	12,400	12,400	12,400
280 Mileage	230	143	250	250	250
290 Commissions	25,673	26,110	27,000	25,600	26,000
292 Graphic Art Services	16,316	15,624	16,000	16,000	16,000
293 Website Expenses	308	-	-	-	-
300 Office Furniture	237	-	250	250	250
301 Office Supplies	61	34	100	309	100
304 Publicity Material/Marketing	2,354	1,337	1,300	1,300	1,300
390 Other Supplies	1,257	565	500	577	500
602 Depreciation Expense	497	-	-	-	-
Total Operating Expenses	**$ 161,465**	**$ 154,541**	**$ 158,000**	**$ 149,286**	**$ 149,400**
Total Operating Income (Loss)	**$ (6,929)**	**$ (4,137)**	**$ (7,900)**	**$ (2,985)**	**$ (7,350)**

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Net Position	$ 9,612,182	$ 10,089,421	$ 9,481,817	$ 9,481,817	$ 8,893,257
Operating Revenue	4,094,349	2,209,171	3,664,443	3,022,760	3,558,468
Operating Expenses	(3,641,088)	(2,800,003)	(3,845,921)	(3,547,820)	(3,942,203)
Total Operating Income (Loss)	**453,261**	**(590,832)**	**(181,478)**	**(525,060)**	**(383,735)**
Non-Operating Revenue	1,389,122	1,280,137	1,207,871	1,215,871	1,209,242
Non-Operating Expenses	(716,926)	(648,691)	(636,153)	(631,153)	(619,766)
Total Non-Operating Rev. (Expenses)	**672,196**	**631,446**	**571,718**	**584,718**	**589,476**
Change in Net Position	**1,125,457**	**40,614**	**390,240**	**59,658**	**205,741**
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Position	10,089,421	9,481,817	9,223,839	8,893,257	8,450,780
Net Investment in Capital Assets	(2,258,339)	(2,632,327)	(2,675,877)	(2,667,877)	(2,910,927)
Ending Unrestricted Net Position	**$ 7,831,082**	**$ 6,849,490**	**$ 6,547,962**	**$ 6,225,380**	**$ 5,539,853**

COMMUNITY & RECREATION CENTER OVERVIEW

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

From an historical perspective, the process of building this Community Center began in the late 1990's with the creation of the Master Plan for Boyce Mayview Park. The Master Plan led to the creation of the Outdoor Classroom, 4 playing fields, perimeter trail, and over 10 miles of interior trails. In 2004, the Board of Commissioners began discussing the Community & Recreation Center concepts. The Board created a 50-member Ad Hoc group to research other facilities and gather information from their neighborhood and various interest groups. The Board also contracted with Ballard King and Associates (BK) for a feasibility study which was the footprint for the C&RC and served as the pro forma upon startup of operations. It was stated in this study, that some small percentage of Township financial support would always be required. In 2018, the Township contracted with BK to update the feasibility study and make physical and operational recommendations for the future of the C&RC. The study serves as a guide for the C&RC Facility Implementation Team (FIT) which was formed in late-2018 to develop a plan to execute the recommendations. This process was interrupted in early 2020 as a result of the Township's response to the global pandemic. While the work of the FIT Committee will resume at some juncture, the staff remains focused on continuing to provide a safe and engaging environment at the facility.

The C&RC serves residents of the Township and surrounding communities and continues to be designed to cover operating expenses through fees. To tackle this task, the Department of Recreation and Leisure Services includes a Membership/Marketing Department, Fitness Department, Aquatics Department, and Maintenance Department. For current information about the Community & Recreation Center, please visit www.twpusc.org/crc/crc-home.

2021 C&RC ACCOMPLISHMENTS

- All fitness facilities in Pennsylvania, including the C&RC, were closed in the beginning of January as part of the Commonwealth's response to the coronavirus pandemic. As a result, the C&RC was tasked with rebuilding and growing critical wellness and enrichment initiatives across all program areas.
- Membership growth and retention were a top priority in 2021, with membership staff selling over 1,000 new and returning memberships throughout the course of the year.
- The 2021 outdoor pool season was a success with over 500 regular users per day, providing an important recreational activity to both residents and members of the surrounding community.
- The aquatics department was the leading provider of lifeguard certifications across Western Pennsylvania, certifying over 125 lifeguards for the summer season.
- Demand for swimming lessons remained very strong throughout 2021, with nearly 1,000 lessons conducted in 2021 to individuals of all ages.
- The fitness department continued to provide both in-person and virtual programs to facility members and residents, providing nearly 50 cardio, strength, and mind/body classes per week.
- Outdoor fitness became a strength of the center, with several different cycling, yoga and other fitness opportunities being offered both outdoors and at the outdoor classroom structure.
- The C&RC provided three large-scale events in 2021, The Monster Hunt at Boyce Mayview Park, Bounty, and the Color Crawl, serving over 5,000 individuals collectively.
- The Facility rentals department of the C&RC successfully relaunched our birthday party, business, private event, and non-profit rentals across the facility. In addition, the C&RC hosted several different township functions such as steering committee meetings and monthly commissioner meetings.

2022 C&RC GOALS AND OBJECTIVES

- Continue to identify new recreational opportunities and offerings while promoting membership growth and retention.
- Mitigate the impact of the nationwide staffing challenges on the C&RC by creating new recruitment and employee retention initiatives across all sub-departments.
- Continue to be a regional and national leader in parks and recreation while focusing on enhancing the quality of life for residents of Upper St. Clair.
- Continue to promote sufficient revenue generation to meet or exceed operational expenses.
- Continue to promote a strong working relationship with community groups such as the Parks and Recreation Advisory board, USCAA/USCSD.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

C&RC ORGANIZATIONAL STRUCTURE

The 2022 proposed staffing for the C&RC is as follows:

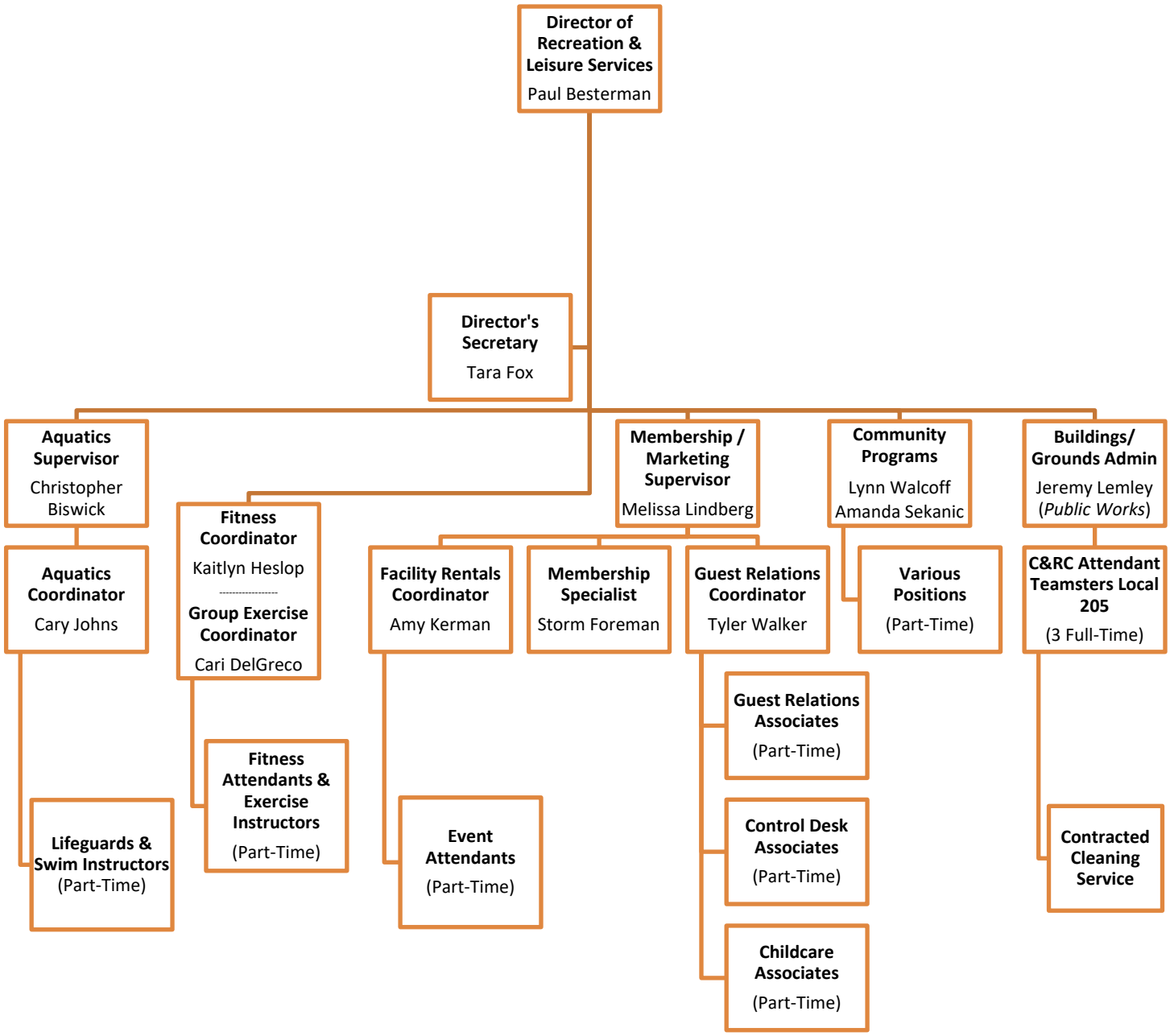
Position Title	Pay Grade	Minimum	Maximum	2022 Positions
Director of Recreation and Leisure Services	11	$86,250	$143,750	1
Aquatics Supervisor	6	$52,000	$78,000	1
Membership & Marketing Supervisor	6	$52,000	$78,000	1
Aquatics Coordinator	3	$40,000	$60,000	1
Coordinator, Community Programs	3	$40,000	$60,000	2
Fitness Coordinator	3	$40,000	$60,000	1
Group Exercise Coordinator	3	$40,000	$60,000	1
Guest Relations Coordinator	3	$40,000	$60,000	1
Facility/Banquet Rental Coordinator	2	$36,000	$54,000	1
Marketing Assistant	2	$36,000	$54,000	1
Membership Specialist	2	$36,000	$54,000	1
Secretary to the Director of Recreation	2	$36,000	$54,000	1
Bldg Maintenance Custodian /Attendant	Union Contract	$23.18/hr	$23.18/hr	3
Total				**16**

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	General Fund	C&RC Fund	BM RAD	Sanitary Sewer
Director of Recreation and Leisure Services	25.0%	75.0%	n/a	n/a
Community Program Coordinator	50.0%	50.0%	n/a	n/a
Secretary to the Director of Recreation	25.0%	70.0%	5.0%	n/a
Buildings & Grounds Administrator (Public Works)	50.0%	50.0%	n/a	n/a
Financial Support Analyst (Finance)	40.0%	50.0%	n/a	10.0%

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK


Director of Recreation & Leisure Services
Paul Besterman
Director's Secretary
Tara Fox
Aquatics Supervisor
Christopher Biswick
Aquatics Coordinator
Cary Johns
Lifeguards & Swim Instructors
(Part-Time)
Fitness Coordinator
Kaitlyn Heslop
Group Exercise Coordinator
Cari DelGreco
Fitness Attendants & Exercise Instructors
(Part-Time)
Membership / Marketing Supervisor
Melissa Lindberg
Facility Rentals Coordinator
Amy Kerman
Event Attendants
(Part-Time)
Membership Specialist
Storm Foreman
Guest Relations Coordinator
Tyler Walker
Guest Relations Associates
(Part-Time)
Control Desk Associates
(Part-Time)
Childcare Associates
(Part-Time)
Community Programs
Lynn Walcoff
Amanda Sekanic
Various Positions
(Part-Time)
Buildings/ Grounds Admin
Jeremy Lemley
(Public Works)
C&RC Attendant Teamsters Local 205
(3 Full-Time)
Contracted Cleaning Service

AQUATICS OVERVIEW

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

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

Resistance Channel
The resistance channel is a 3.5-foot deep, sidewinding "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 Aquatics Supervisor, one 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 Fitness Coordinator, one Group Exercise 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 treadmills, four ellipticals, two interactive bikes, two upright bikes, two rowers, and a linear leg press. For additional information, please see the "*C&RC Capital Account"* section.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

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 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 agreements related to rental space throughout the facility.

Staffing

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

Vital Statistics

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

In 2020, the Commonwealth of Pennsylvania's response to the COVID-19 pandemic mandated that facilities like the C&RC be closed for two separate periods during the year. In the two years prior to that time, the membership base averaged roughly 3,150 memberships. As a result of the state-mandated closures, C&RC membership dropped sharply to a low of roughly 2,350 memberships. This nearly recovered by the end of 2021 to 3,050 total memberships. The total memberships by month are shown in the following table:

2021 Total Paid Memberships by Month

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2,386	2,381	2,367	2,381	2,399	2,549	2,788	2,913	2,934	2,941	2,994	3,046

Peak membership levels and usage for the C&RC is typically experienced during the summer months of June through August, due to the operation of the outdoor pool. As the C&RC staff continues to evaluate new and changing guidance, restrictions, and expectations, operational adjustments will continue to be made to ensure a quality experience at the facility.

BUILDING MAINTENANCE OVERVIEW

The Building Maintenance Department is responsible for the cleaning, both day-to-day and long-term maintenance, and general upkeep of the Community & Recreation Center. Currently, the cleaning services for the building are contracted to a third party.

Staffing: The Building Maintenance Department is staffed by three C&RC Attendants and shares a Buildings/Grounds Administrator with the Public Works department.

GUEST RELATIONS OVERVIEW

The Guest Relations Department is responsible for general administration, front desk administration, and childcare at the Community & Recreation Center. Customer service is valued at the C&RC, and the Guest Relations Department handles all initial customer service requests. The Guest Relations Department also handles all childcare responsibilities in the Tot Room at the C&RC. Childcare is available to children from ages 8 weeks to 10 years old.

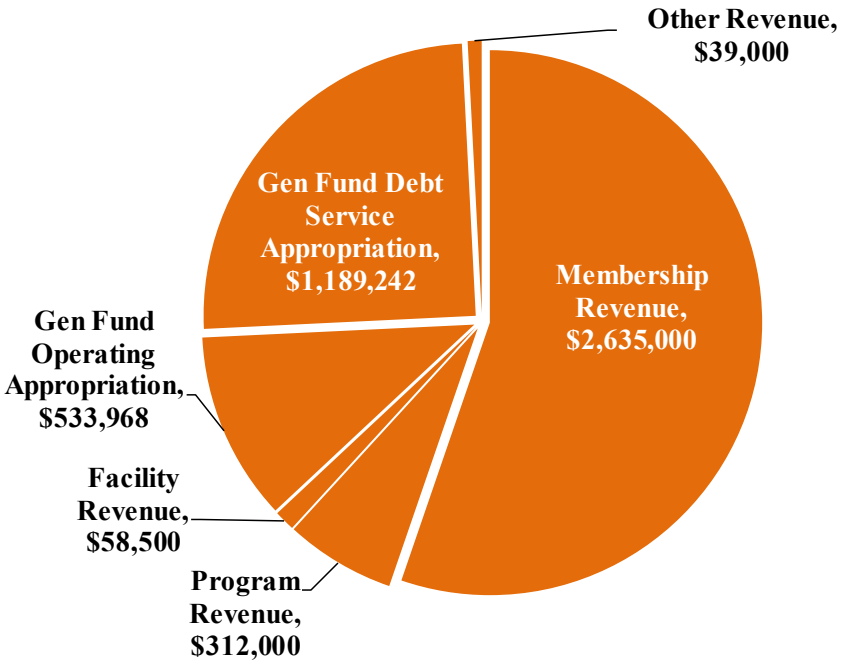
Staffing: The Guest Relations Department is staffed by one Guest Relations Coordinator, one Secretary to the Director, and part-time Control Desk and Childcare Associates.

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.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

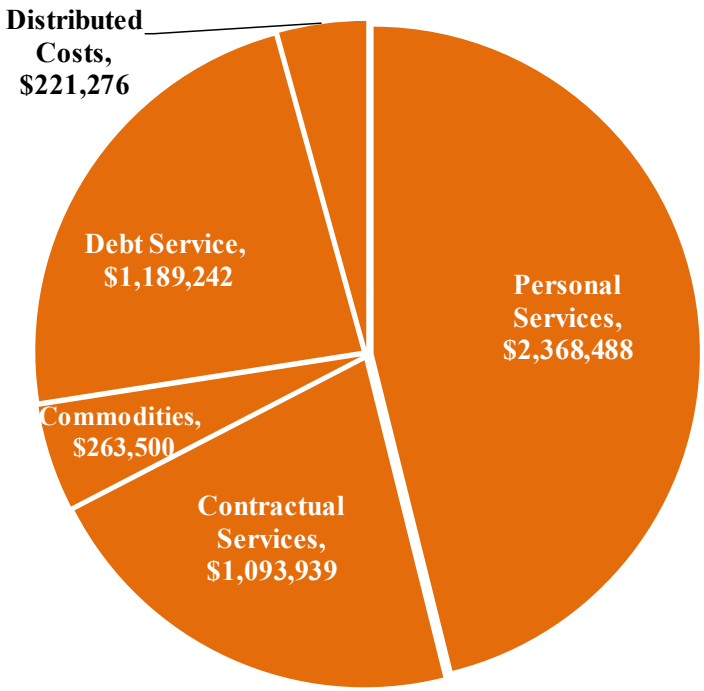
	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Operating Revenue					
53-00-000-??????-000					
Membership Revenue					
350003 Combined Memberships	$ 2,684,349	$ 1,544,196	$ 2,542,000	$ 2,105,000	$ 2,450,000
350004 Daily Admissions	377,981	77,020	200,000	60,000	75,000
350005 Three Month Memberships	54,954	34,341	50,000	67,000	110,000
Program Revenue					
367003 Fitness Programs	150,216	54,572	105,000	60,000	72,000
367017 Aquatic Programs	199,135	90,251	156,000	210,000	225,000
367022 Misc. Self Supporting Fees	7,841	2,257	3,500	13,000	15,000
Facility Revenue					
380010 Non-Aquatic Facility Fees	15,116	3,783	12,000	6,000	8,500
380011 Aquatic Facility Fees	71,003	19,555	40,000	18,000	50,000
Other Revenue					
360008 General Fund Appropriation	494,417	368,864	523,443	469,260	533,968
370001 Babysitting Services	18,288	7,883	15,000	5,000	7,500
370010 Vending Revenue	3,135	1,247	2,500	2,500	2,500
370020 Indoor Facility Misc. Rev.	17,914	5,202	15,000	7,000	9,000
Total Operating Revenue	**$ 4,094,349**	**$ 2,209,171**	**$ 3,664,443**	**$ 3,022,760**	**$ 3,558,468**



	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Indoor Facility Operating Expenses					
53-50-501-500???-000					
Indoor Personal Services					
101 Full-Time Wages	$ 860,809	$ 778,687	$ 850,780	$ 832,635	$ 879,680
110 Overtime Wages	21,424	8,226	19,150	14,250	17,750
120 Part-Time Wages	772,400	433,209	806,200	658,400	830,500
162 Group Life Insurance	4,960	4,055	3,769	3,769	4,294
163 Medical Insurance	185,334	188,841	243,777	223,000	239,475
164 Workers' Compensation	93,551	37,340	65,243	65,243	61,717
165 Unemployment Compensation	-	59,113	-	2,900	-
166 Pension Costs	52,136	49,417	54,956	54,956	56,522
167 Long-term Disability Insurance	1,776	1,805	2,161	2,161	2,373
168 Post Retirement Plan	1,450	1,450	2,000	2,000	2,000
198 Social Security Expense	123,096	90,565	101,633	115,154	132,187
Total Indoor Personal Services	**$ 2,116,936**	**$ 1,652,708**	**$ 2,149,669**	**$ 1,974,468**	**$ 2,226,498**
Indoor Contractual Services					
220 Liability Insurance	$ 45,363	$ 258	$ 52,526	$ 46,555	$ 53,739
230 Association Dues	8,664	2,889	7,000	7,000	7,000
231 Travel & Conference Expense	6,669	3,156	11,000	9,000	11,000
232 Personnel Training	2,600	1,486	2,500	7,000	4,500
240 Water and Sewerage	45,678	45,844	49,400	52,000	54,600
241 Natural Gas	39,637	47,831	48,300	55,400	61,000
242 Electricity	215,090	184,401	230,000	219,000	230,000
243 Telephone	329	4,978	11,900	11,900	12,800
250 Repair/Maint-Office Equip.	2,822	11,965	3,000	10,000	7,200
251 Repair/Maint-Recreation Equip.	14,250	9,452	15,100	12,750	15,100
255 Building Maintenance	96,995	62,722	86,000	70,000	86,000
256 Pool Maintenance	56,134	4,506	60,000	30,000	55,000
259 Flooring Replacements/Imprvmts.	6,947	5,032	35,000	10,000	20,000
262 Uniforms	9,791	3,624	8,000	8,000	8,000
275 Printing & Duplicating	7,477	8,373	28,000	18,500	17,000
278 Postage	2,338	1,241	6,000	3,000	5,500
290 Other Contractual Services	256,161	194,993	295,000	266,000	268,000
298 Credit Card Fees	117,360	71,708	126,000	115,000	118,000
299 Internet Connection Costs	14,530	11,568	20,000	14,000	14,000
Total Indoor Contractual Services	**$ 948,835**	**$ 676,027**	**$ 1,094,726**	**$ 965,105**	**$ 1,048,439**

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Indoor Commodities					
300 Office Furniture & Equipment	$ 2,785	$ 1,323	$ 7,500	$ 5,000	$ 5,000
301 Expendable Office Supplies	12,171	5,418	15,250	12,750	12,750
302 Books & Subscriptions	-	-	200	100	200
304 Publicity Material/Marketing	94,391	31,443	91,500	63,500	80,000
306 Building Maintenance Supplies	41,416	45,810	49,500	44,500	50,500
307 Tools & Equipment	24,973	1,570	15,000	15,000	15,000
326 Department Specific Supplies	24,279	17,351	26,000	26,000	26,250
329 Pool Chemicals	21,268	16,606	25,000	25,000	27,000
390 Other Supplies	18,843	10,840	15,275	16,975	17,500
Total Indoor Commodities	**$ 240,126**	**$ 130,361**	**$ 245,225**	**$ 208,825**	**$ 234,200**
Distributed Costs					
602 Depreciation Expense - Equip.	$ 122,736	$ 152,317	$ 145,000	$ 153,000	$ 155,000
603 Dist. Data Processing Costs	49,657	50,895	27,736	52,025	61,276
Total Distributed Costs	**$ 172,393**	**$ 203,212**	**$ 172,736**	**$ 205,025**	**$ 216,276**
Total Indoor Facility Operating Exp.	**$ 3,478,290**	**$ 2,662,308**	**$ 3,662,356**	**$ 3,353,423**	**$ 3,725,413**
Outdoor Pool Facility Operating Expenses					
53-50-510-500???-???					
Outdoor Personal Services					
120 Part-Time Wages	$ 95,631	$ 75,195	$ 101,500	$ 116,300	$ 131,900
198 Social Security Expense	7,316	5,753	7,765	8,897	10,090
Total Outdoor Personal Services	**$ 102,947**	**$ 80,948**	**$ 109,265**	**$ 125,197**	**$ 141,990**
Outdoor Contractual Services					
232 Personnel Training	$ -	$ 620	$ 500	$ 1,000	$ 1,000
240 Water and Sewerage	8,574	5,641	12,600	9,000	9,500
256 Pool Maintenance	27,637	13,523	30,000	30,000	32,000
262 Uniforms	34	-	2,000	2,000	2,500
290 Other Contractual Services	-	26,053	500	500	500
Total Outdoor Contractual Services	**$ 36,245**	**$ 45,837**	**$ 45,600**	**$ 42,500**	**$ 45,500**

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Outdoor Commodities					
306 Pool Maintenance Supplies	$ 7,507	$ 1,782	$ 10,000	$ 10,000	$ 10,000
326 Aquatics Supplies	8,611	3,753	11,000	9,000	11,000
329 Pool Chemicals	5,140	4,655	6,000	6,000	6,500
390 Other Supplies	2,348	720	1,700	1,700	1,800
Total Outdoor Commodities	**$ 23,606**	**$ 10,910**	**$ 28,700**	**$ 26,700**	**$ 29,300**
Total Outdoor Facility Operating Exp.	**$ 162,798**	**$ 137,695**	**$ 183,565**	**$ 194,397**	**$ 216,790**
Total Operating Expenses	**$ 3,641,088**	**$ 2,800,003**	**$ 3,845,921**	**$ 3,547,820**	**$ 3,942,203**
Total Operating Income (Loss)	**$ 453,261**	**$ (590,832)**	**$ (181,478)**	**$ (525,060)**	**$ (383,735)**



BUDGETARY COMMENT

Operating revenues are budgeted $92,000, or 3.62%, less than the 2021 Budget but $345,000, or 16.4%, higher than the 2021 estimated amount. The increase is due to a combination of continued membership recovery from the COVID-related decline in 2020, and the first recommended C&RC membership rate increase since 2012. The rate increase is necessary to address increasing costs that have accumulated since 2012 and particularly over the past year due to wage pressure, the challenging labor environment, and other economic strains. Operating expenses are expected to increase another 2.5% in 2022.

NON-OPERATING REVENUES & EXPENSES

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Non-Operating Revenues					
53-00-000-??????-???					
345001-000 Interest on Investments	$ 191,194	$ 86,791	$ 17,500	$ 25,500	$ 20,000
360008-000 Transfer In-Debt Service	1,197,928	1,193,346	1,190,371	1,190,371	1,189,242
Total Non-Operating Revenues	**$ 1,389,122**	**$ 1,280,137**	**$ 1,207,871**	**$ 1,215,871**	**$ 1,209,242**
Non-Operating Expenses					
53-50-501-500???-???					
400-000 Bad Debt Expense	$ 46,555	$ -	$ 10,000	$ 5,000	$ 5,000
501-000 Bond Payments-Principal	533,442	550,540	564,218	564,218	574,476
501-001 Bonds Payable Allocation	(533,442)	(550,540)	(564,218)	(564,218)	(574,476)
511-000 Bond Payments-Interest	670,371	648,691	626,153	626,153	614,766
Total Non-Operating Expenses	**$ 716,926**	**$ 648,691**	**$ 636,153**	**$ 631,153**	**$ 619,766**
Total Non-Operating Rev. (Expenses)	**$ 672,196**	**$ 631,446**	**$ 571,718**	**$ 584,718**	**$ 589,476**

C&RC CAPITAL PROJECTS ACCOUNT

Beginning in 2011, staff began to track C&RC capital expenses through the C&RC Capital Projects Account. This is not a separate fund for the Township, but a tracking mechanism for capital purchases. All actual expenses shown in this account will be expensed in an asset account of the C&RC Fund and depreciated over the useful life of the asset. No revenue contribution is anticipated for 2021 or 2022 due to the anticipated lack of an operating surplus in the C&RC Fund for both years.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Revenue					
54-00-000-??????-000					
360053 Transfer from C&RC Fund	$ 644,455	$ -	$ -	$ -	$ -
360602 Depreciation Credit	122,736	152,317	145,000	153,000	155,000
Total Revenue	**$ 767,191**	**$ 152,317**	**$ 145,000**	**$ 153,000**	**$ 155,000**

C&RC CAPITAL PROJECTS ACCOUNT (Continued)

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Expenses					
C&RC Administration					
54-50-501-500600-???					
098 General Furniture & Equip.	$ -	$ -	$ 30,000	$ 30,000	$ 11,500
099 Computer Equipment	25,158	124,407	33,000	33,000	45,000
Total C&RC Administration	**$ 25,158**	**$ 124,407**	**$ 63,000**	**$ 63,000**	**$ 56,500**
C&RC Fitness					
54-50-501-500600-???					
302 Treadmills	$ -	$ -	$ 40,800	$ 40,800	$ 41,000
303 Ellipticals	42,836	-	38,500	38,500	38,500
304 Upright Bikes	5,999	-	12,250	12,250	6,250
306 Other Cardio Equipment	4,828	-	9,000	9,000	23,000
Total C&RC Fitness	**$ 53,663**	**$ -**	**$ 100,550**	**$ 100,550**	**$ 108,750**
C&RC Aquatics					
54-50-501-500600-???					
401 Chaise Lounge Chairs	$ 4,460	$ -	$ -	$ -	$ 5,000
421 Pool Equipment	-	17,300	-	-	2,800
Total C&RC Aquatics	**$ 4,460**	**$ 17,300**	**$ -**	**$ -**	**$ 7,800**
C&RC Maintenance					
54-50-501-500600-???					
505 Pool Maintenance & Repairs	$ 111,700	$ -	$ -	$ -	$ -
507 HVAC Equipment	-	488,163	-	-	200,000
508 Other General Equipment	-	-	25,000	25,000	25,000
Total C&RC Maintenance	**$ 111,700**	**$ 488,163**	**$ 25,000**	**$ 25,000**	**$ 225,000**
Total Expenses	**$ 194,981**	**$ 629,870**	**$ 188,550**	**$ 188,550**	**$ 398,050**

SUPPLEMENTARY INFORMATION

In 2008, the Township of Upper St. Clair issued General Obligation Bonds which were used for several purposes including to finance the construction of the Community & Recreation Center (C&RC). The 2008 Bonds were refunded in December 2016. The debt service related to the C&RC portion of the 2016 Bonds is to be repaid based on the schedule shown below. More information on this bond issue can be found within the "Sinking Funds" section found later in this document.

2016 General Obligation Bonds
Community & Recreation Center Fund Portion

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	2.00%	$ 574,476	$ 614,766	$ 1,189,242
2023	4.00%	591,574	597,190	1,188,764
2024	4.00%	608,671	573,185	1,181,856
2025	4.00%	632,608	548,360	1,180,967
2026	3.00%	646,286	526,013	1,172,299
2027	4.00%	670,222	502,914	1,173,136
2028	4.00%	690,739	475,695	1,166,434
2029	4.00%	714,676	447,587	1,162,262
2030	3.25%	735,193	421,347	1,156,539
2031	3.25%	759,129	397,064	1,156,193
2032	3.25%	1,354,122	362,723	1,716,845
2033	4.00%	1,552,453	309,670	1,862,123
2034	4.00%	1,610,585	246,409	1,856,994
2035	4.00%	1,668,716	180,823	1,849,539
2036	4.00%	885,651	129,736	1,015,386
2037	4.00%	1,374,639	84,530	1,459,169
2038	4.00%	1,425,932	28,519	1,454,450
	Total	**$ 16,495,668**	**$ 6,446,531**	**$ 22,942,199**

TRI-COMMUNITY SOUTH EMS FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Fund Balance	$ 257,472	$ 257,472	$ 532,069	$ 532,069	$ 677,973
Revenue	3,365,304	3,089,362	2,901,365	3,258,150	3,389,865
Expenditures	(3,365,304)	(2,814,765)	(3,109,215)	(3,112,246)	(3,515,465)
Ending Fund Balance	**$ 257,472**	**$ 532,069**	**$ 324,219**	**$ 677,973**	**$ 552,373**

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 billings, CPR program fees, and other miscellaneous items. Under the third-party agreement governing TCS EMS, the Township of Upper St. Clair acts as the system's treasurer and manages the funds' activities in the same manner it treats its own funds.

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

Pennsylvania's Emergency Medical Service system is defined by the EMS Act of 1985 (Act 45) Pa C.S. §6921-6938, updated as of 2009. Tri-Community South EMS falls under the organization known as EMS West and is the designated agency by the Bureau of EMS that monitors regulation of Act 45.

Tri-Community South Emergency Medical Services operates 24-hours per day, seven 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 ambulances, one licensed Advanced Life Support command vehicle, and one unlicensed response unit. Each ambulance and the medical command vehicle contain state-of-the-art medical equipment required by the PA Department of Health to provide Emergency Medical Services. Tri-Community South EMS paramedics/EMT's provide ALS and BLS care and transport to local community hospitals and specialty hospitals.

DEPARTMENT STATISTICS AND BENCHMARKS

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

Category	2014	2015	2016	2017	2018	2019	2020	2021
Calls for Service	6,754	7,169	7,133	7,275	7,039	7,128	6,338	6,672
Transports	5,399	5,699	5,573	5,729	5,439	5,523	4,869	5,194
Advanced Life Support	3,865	4,204	4,180	4,289	3,907	3,503	3,022	3,070
Basic Life Support	1,534	1,495	1,393	1,440	1,532	2,020	1,847	2,124

DEPARTMENT ORGANIZATIONAL STRUCTURE

The Administrative Committee contracted with a third-party in 2021 to conduct an Organization Assessment of TCS EMS. This purpose was to develop a report to aid and support the effort of TCS EMS to build on the strengths of a strong organizational history and provide guidance for enhancing a sustainable organizational structure by understanding where the organization stands currently and where it is going.

Recommendations from the report, including those related to staffing, began to be implemented in late 2021 and will continue through 2022. As TCS EMS progresses through 2022, more definitive decisions on the future organizational structure will be determined.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

PROGRAM REVENUE

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
90-00-000-??????-000					
320400 Subscriptions	$ 401,055	$ 430,477	$ 400,000	$ 451,000	$ 460,000
357002 Billings	2,545,394	2,320,968	2,217,750	2,476,933	2,563,700
360013 PA State Pension Grant	65,855	56,103	55,640	62,152	62,150
367005 EVOC & EMT Program Fees	-	-	-	7,685	16,200
367006 CPR Program Fees	67,825	36,067	33,600	53,460	55,000
367007 CPR Material Reimbursements	137,369	84,402	84,000	86,750	90,000
367072 Outside Detail	50,108	13,430	32,375	16,290	32,375
380022 Employee Health Ins. Reimb.	27,905	26,793	33,500	26,350	33,500
380050 Payment Rebates	3,061	2,056	2,500	2,265	2,500
380070 Promotional Events	21,910	-	22,000	-	22,000
380083 Intergovernmental Aid	-	90,127	-	42,315	-
380099 Miscellaneous Revenue	44,822	28,939	20,000	32,950	52,440
Total Revenue	**$ 3,365,304**	**$ 3,089,362**	**$ 2,901,365**	**$ 3,258,150**	**$ 3,389,865**

PROGRAM EXPENDITURES

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
90-20-204-500???-000					
Personal Services					
101 Full-Time Wages	$ 1,497,930	$ 1,324,535	$ 1,398,000	$ 1,241,465	$ 1,623,011
111 Overtime Wages	48,056	52,464	64,400	60,718	64,400
120 Part-Time Wages	152,018	169,440	194,000	206,847	288,536
153 Holiday Pay	51,496	46,027	54,350	42,408	54,350
161 Continuing Education	1,197	416	1,500	3,467	1,500
162 Group Life Insurance	5,290	4,687	5,900	5,112	5,900
163 Medical Insurance	391,983	364,143	418,260	360,000	432,000
164 Workers' Compensation	110,196	107,225	105,065	80,565	105,065
165 Unemployment Compensation	-	6,628	4,500	4,500	4,500
166 Pension Costs	77,482	64,248	72,400	64,573	87,559
167 Long-term Disability Insurance	3,288	2,842	3,900	3,043	3,900
172 Outside Detail	26,635	6,703	25,900	9,185	25,900
198 Social Security Expense	133,017	119,357	132,968	119,653	157,414
Total Personal Services	$ 2,498,588	$ 2,268,715	$ 2,481,143	$ 2,201,536	$ 2,854,035

PROGRAM EXPENDITURES (Continued)

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Contractual Services					
210 Professional Services-Legal	$ 12,386	$ 14,762	$ 18,000	$ 17,785	$ 12,000
220 Liability Insurance	44,455	47,432	48,381	47,784	48,000
222 Vehicle Insurance	21,217	22,124	24,091	23,794	25,000
232 Conference & Training Expense	3,960	3,386	5,000	986	5,000
240 Water and Sewerage	4,525	5,530	5,500	4,800	5,500
241 Natural Gas	3,562	2,819	4,100	7,500	8,300
242 Electricity	11,556	9,968	12,500	10,800	11,400
243 Telephone	9,914	10,064	10,200	11,500	13,000
254 Vehicle Repairs & Maintenance	10,788	11,898	10,000	12,892	12,000
255 Building Repairs & Maintenance	5,003	2,982	6,500	1,264	6,500
257 Radio & Other Equip. Mte	169	822	2,400	-	-
265 Equipment Rental	10,199	537	1,500	-	-
270 CPR Instruction Pay	10,390	7,335	8,200	6,345	14,200
278 Postage	6,812	1,516	1,500	800	1,500
280 Travel & Mileage Expense	543	-	2,000	40	1,000
281 CPR Mileage Reimbursement	-	15	250	-	250
289 Administrative Services	60,000	61,800	63,500	63,500	64,770
290 Other Contractual Services	149,779	179,166	180,000	269,334	200,000
291 Subscription Services	18,240	24,546	26,600	23,861	45,000
Total Contractual Services	$ 383,498	$ 406,702	$ 430,222	$ 502,985	$ 473,420
Commodities					
301 Expendable Office Supplies	$ 2,072	$ 1,385	$ 3,000	$ 1,650	$ 2,000
304 Publicity Materials	2,891	1,426	2,250	1,827	2,250
305 Promotional Events	20,267	-	22,000	-	20,000
307 Ambulance Equip. Supplies	1,176	1,818	4,100	405	2,000
308 CPR Program Supplies	119,525	67,000	84,000	86,750	90,000
314 Medical Supplies	5,308	2,055	7,000	5,595	5,760
328 Maintenance Supplies	1,698	590	1,500	-	1,000
340 Vehicle Supplies	16,114	8,394	15,000	5,540	6,000
341 Fuels and Lubricants	51,369	41,645	42,000	33,675	42,000
351 Clothing Allowance	11,644	8,993	12,000	6,080	12,000
390 Other Supplies	4,465	6,042	5,000	2,052	5,000
Total Commodities	$ 236,529	$ 139,348	$ 197,850	$ 143,574	$ 188,010
Capital Equipment Transfer					
903 Transfer to Capital Reserve	$ 246,689	$ -	$ -	$ 264,151	$ -
Total Capital Equipment	$ 246,689	$ -	$ -	$ 264,151	$ -
Total Expenditures	**$ 3,365,304**	**$ 2,814,765**	**$ 3,109,215**	**$ 3,112,246**	**$ 3,515,465**

BUDGETARY COMMENT

Expenditures for 2022 are budgeted $406,250, or 13%, higher than in 2021. The most significant change is a 15% increase in personal services costs resulting mostly from full-time salary increases that eliminate the former Executive Director position and add two new full-time positions – a Finance Manager and Chief of EMS Operations.

SUPPLEMENTARY INFORMATION

Tri-Community South EMS Vehicles

	Asset Tag	Year	Make	Model	Mileage (9-16-2021)	Age in Years	Condition	Anticipated Replacement Year
Ambulances								
1	2016A	2016	Ford	AMB	106,302	5	Fair	2022
2	2016B	2016	Ford	AMB	102,711	5	Fair	2022
3	2016C	2016	Ford	AMB	105,041	5	Fair	2022
4	2018A	2018	Ford	AMB	65,480	3	Fair	2024
5	2018B	2018	Ford	AMB	62,992	3	Fair	2024
6	2018C	2018	Ford	AMB	67,578	3	Fair	2024
Other Emergency Vehicles								
1	2007 075	2007	Chevy	Suburban	56,126	14	Fair	2022

TRI-COMMUNITY SOUTH EMS

CAPITAL RESERVE FUND

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Fund Balance	$ 2,584,092	$ 2,810,076	$ 2,796,690	$ 2,796,690	$ 3,005,298
Revenue	324,909	42,747	107,000	264,961	141,900
Expenditures	(98,925)	(56,133)	(611,250)	(56,353)	(737,750)
Ending Fund Balance	**$ 2,810,076**	**$ 2,796,690**	**$ 2,292,440**	**$ 3,005,298**	**$ 2,409,448**

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.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Revenue					
91-00-000-??????-000					
345001 Interest Revenue	$ 65,955	$ 17,743	$ 3,000	$ 810	$ 2,000
360005 PA VFC Grant	7,155	9,192	8,000	-	10,000
360009 Transfer from TCS EMS Fund	246,689	-	-	264,151	-
36001? Municipal Donations-RAD	5,110	15,812	-	-	33,900
380010 Sale of Property	-	-	96,000	-	96,000
Total Revenue	**$ 324,909**	**$ 42,747**	**$ 107,000**	**$ 264,961**	**$ 141,900**
Expenditures					
91-20-206-500???-000					
402 Vehicles/Ambulance Equip	$ -	$ -	$ 554,000	$ -	$ 604,000
404 Computer Equipment	25,277	11,188	31,250	21,500	119,000
405 Furniture & Equipment	-	-	-	-	-
407 Other Equipment	-	978	3,000	1,435	3,000
416 VFC Grant Equipment	11,611	11,288	8,000	11,288	11,750
420 EMS Base & Security Renov.	62,037	32,679	15,000	22,130	-
Total Expenditures	**$ 98,925**	**$ 56,133**	**$ 611,250**	**$ 56,353**	**$ 737,750**

BUDGETARY COMMENT

The 2022 Budget includes funding for replacement of the 3 ambulance vehicles that were carried over from the 2021 Budget, a replacement utility vehicle, various technology equipment purchases, and minor building improvements.

SINKING FUNDS

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenue	3,548,376	3,531,209	4,133,141	3,901,049	4,082,852
Expenditures	(3,548,376)	(3,531,209)	(4,133,141)	(3,901,049)	(4,082,852)
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; the sinking fund then makes payment to the Paying Agent who then pays the bondholders. The Township operates one sinking fund for each debt issue, which includes the Series 2016, Series 2017-A, Series 2017-B, and Series 2021 General Obligation Bonds.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Revenue					
Transfer from General Fund	$ 1,343,547	$ 1,360,687	$ 1,909,765	$ 1,677,673	$ 1,853,112
Transfer from Sanitary Sewer Fund	1,001,016	971,291	1,033,005	1,033,005	1,040,498
Transfer from Boyce Mayview C&RC Fund	1,203,813	1,199,231	1,190,371	1,190,371	1,189,242
Total Revenue	**$ 3,548,376**	**$ 3,531,209**	**$ 4,133,141**	**$ 3,901,049**	**$ 4,082,852**
Expenditures					
2015 General Obligation Note-Principal	710,000	710,000	-	-	-
2016 General Obligation Bonds-Principal	845,000	875,000	895,001	894,461	914,998
2017A General Obligation Bonds-Principal	115,000	120,000	895,000	895,000	925,000
2017B General Obligation Bonds-Principal	305,000	305,000	350,000	350,000	345,000
2021 General Obligation Bonds-Principal	-	-	-	-	5,000
2015 General Obligation Note-Interest	20,129	35,069	-	-	-
2016 General Obligation Bonds-Interest	1,080,581	1,021,162	996,225	996,765	978,126
2017A General Obligation Bonds-Interest	246,145	243,795	233,645	233,645	210,821
2017B General Obligation Bonds-Interest	226,521	221,183	216,270	216,270	211,057
2021 General Obligation Bonds-Interest	-	-	547,000	314,908	492,850
Total Expenditures	**$ 3,548,376**	**$ 3,531,209**	**$ 4,133,141**	**$ 3,901,049**	**$ 4,082,852**

BUDGETARY COMMENT

Debt payments for 2022 are budgeted $50,289 lower than the 2021 budget but $181,803 higher than the 2021 estimate due to the addition of the 2021 General Obligation Bonds for which a full year of debt service will be paid in 2022.

DEBT AND DEBT LIMITS

The following table shows the net debt of the Township as of December 31, 2021 including premiums and discounts:

Electoral Debt	$ -
Nonelectoral Debt	
General Obligation Bonds of 2021	12,335,000
General Obligation Bonds of 2017, Series A	8,665,000
General Obligation Bonds of 2017, Series B	8,580,000
General Obligation Bonds of 2016, Series A	26,235,000
Total Nonelectoral Debt	**55,815,000**
Add: Lease Rental Debt	-
Total Gross Indebtedness	**55,815,000**
Less: Debt Excluded as self-liquidating or separately stated pursuant to §8242(a) of the Debt Act	(13,951,808)
Net Nonelectoral and Lease Rental Debt	**$ 41,863,192**

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 2020 Comprehensive Annual Financial Report is as follows:

Arithmetic Average (Borrowing Base)	**$ 36,731,903**

The debt limits of the Township are therefore as follows:

Type of Debt Limit	Legal Limit	Net Debt Outstanding	Remaining Capacity
Nonelectoral Debt Limit (250% of Borrowing Base)	$ 91,829,758	$ 41,863,192	$ 49,966,566
Nonelectoral and Lease Rental Debt Limit (350% of Borrowing Base)	$ 128,561,661	$ 41,863,192	$ 86,698,469

TOWNSHIP GENERAL OBLIGATION DEBT OVERVIEW

1. General Obligation Bonds of 2016

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

2. General Obligation Bonds of 2017, Series A

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

3. General Obligation Bonds of 2017, Series B

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

4. General Obligation Bonds of 2021

In March 2021, the Township issued $12,335,000 in general obligation bonds to finance all or a portion of the costs of various capital projects consisting of (i) the renovation and improvement of Township buildings and facilities, (ii) the renovation and improvement of park and recreational facilities within the Township; and (iii) various other capital and infrastructure improvements throughout the Township. The most notable of these projects is the NextGen Municipal Renovation project. The bonds bear coupon interest rates of either 2.00% or 4.00% and the principal will be paid by 2041.

LONG-TERM DEBT SERVICE SCHEDULES

TOWNSHIP OF UPPER ST. CLAIR
RETIREMENT OF PRINCIPAL
AS OF DECEMBER 31, 2021

Bond Series	Principal Outstanding at 1/1/2021	Principal Incurred in 2021	Principal Paid in 2021	Principal Outstanding at 12/31/2021
2016 General Obligation Bonds	27,130,000	-	(895,000)	26,235,000
2017-A General Obligation Bonds	9,560,000	-	(895,000)	8,665,000
2017-B General Obligation Bonds	8,930,000	-	(350,000)	8,580,000
2021 General Obligation Bonds	-	12,335,000	-	12,335,000
Total Long Term Debt-Principal	**$ 45,620,000**	**$ 12,335,000**	**$ (2,140,000)**	**$ 55,815,000**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

LONG-TERM DEBT SERVICE SCHEDULES (Continued)

I. BONDED INDEBTEDNESS

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

2016 General Obligation Bonds
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	2.00%	$ 915,000	$ 978,125	$ 1,893,125
2023	4.00%	940,000	950,175	1,890,175
2024	4.00%	970,000	911,975	1,881,975
2025	4.00%	1,005,000	872,475	1,877,475
2026	3.00%	1,030,000	836,925	1,866,925
2027	4.00%	1,065,000	800,175	1,865,175
2028	4.00%	1,100,000	756,875	1,856,875
2029	4.00%	1,140,000	712,075	1,852,075
2030	3.25%	1,175,000	670,181	1,845,181
2031	3.25%	1,210,000	631,425	1,841,425
2032	3.25%	2,085,000	577,881	2,662,881
2033	4.00%	2,380,000	496,400	2,876,400
2034	4.00%	2,470,000	399,400	2,869,400
2035	4.00%	2,555,000	298,900	2,853,900
2036	4.00%	1,415,000	219,500	1,634,500
2037	4.00%	2,135,000	148,500	2,283,500
2038	4.00%	2,215,000	61,500	2,276,500
2039	4.00%	135,000	14,500	149,500
2040	4.00%	145,000	8,900	153,900
2041	4.00%	150,000	3,000	153,000
	Total	**$ 26,235,000**	**$ 10,348,888**	**$ 36,583,888**

LONG-TERM DEBT SERVICE SCHEDULES (Continued)

II. BONDED INDEBTEDNESS

Issue:	2017 General Obligation Bonds, Series A
Date:	May 5, 2017
Rating:	AA+
Principal Amount:	$9,905,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2011 General Obligation Bond Issue

2017-A General Obligation Bonds
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	3.000%	$ 925,000	$ 210,820	$ 1,135,820
2023	2.000%	940,000	187,545	1,127,545
2024	2.125%	965,000	167,892	1,132,892
2025	2.350%	980,000	146,124	1,126,124
2026	2.500%	1,010,000	121,984	1,131,984
2027	2.600%	1,035,000	95,904	1,130,904
2028	2.700%	1,065,000	68,071	1,133,071
2029	3.000%	330,000	48,744	378,744
2030	3.000%	340,000	38,694	378,694
2031	3.125%	350,000	28,125	378,125
2032	3.125%	355,000	17,109	372,109
2033	3.125%	370,000	5,781	375,781
	Total	**$ 8,665,000**	**$ 1,136,793**	**$ 9,801,793**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

LONG-TERM DEBT SERVICE SCHEDULES (Continued)

III. BONDED INDEBTEDNESS

Issue:	2017 General Obligation Bonds, Series B
Date:	August 29, 2017
Rating:	AA+
Principal Amount:	$9,910,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund, Sanitary Sewer Fund
Purpose:	Refunding the 2012 General Obligation Bond Issue

2017-B General Obligation Bonds
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	1.500%	$ 345,000	$ 211,058	$ 556,058
2023	2.000%	365,000	204,820	569,820
2024	2.000%	370,000	197,470	567,470
2025	2.000%	375,000	190,020	565,020
2026	2.000%	385,000	182,420	567,420
2027	2.050%	390,000	174,572	564,572
2028	2.200%	400,000	166,175	566,175
2029	2.400%	1,170,000	147,735	1,317,735
2030	2.550%	1,200,000	118,395	1,318,395
2031	2.650%	1,230,000	86,798	1,316,798
2032	3.000%	350,000	65,250	415,250
2033	3.000%	135,000	57,975	192,975
2034	3.000%	600,000	46,950	646,950
2035	3.000%	625,000	28,575	653,575
2036	3.000%	640,000	9,600	649,600
	Total	**$ 8,580,000**	**$ 1,887,812**	**$ 10,467,812**

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

LONG-TERM DEBT SERVICE SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

Issue:	2021 General Obligation Bonds
Date:	March 25, 2021
Rating:	AA+
Principal Amount:	$12,335,000
Interest Rate:	See Coupon Rate Below
Debt Service Source:	General Fund
Purpose:	Various capital and infrastructure improvements throughout the Township including the NextGen Municipal Renovation project.

2021 General Obligation Bonds
Total Debt Service

Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2022	2.00%	$ 5,000	$ 492,850	$ 497,850
2023	2.00%	5,000	492,750	497,750
2024	2.00%	5,000	492,650	497,650
2025	2.00%	5,000	492,550	497,550
2026	2.00%	5,000	492,450	497,450
2027	4.00%	5,000	492,300	497,300
2028	4.00%	5,000	492,100	497,100
2029	4.00%	5,000	491,900	496,900
2030	4.00%	5,000	491,700	496,700
2031	4.00%	5,000	491,500	496,500
2032	4.00%	5,000	491,300	496,300
2033	4.00%	5,000	491,100	496,100
2034	4.00%	5,000	490,900	495,900
2035	4.00%	5,000	490,700	495,700
2036	4.00%	820,000	474,200	1,294,200
2037	4.00%	855,000	440,700	1,295,700
2038	4.00%	900,000	405,600	1,305,600
2039	4.00%	3,105,000	325,500	3,430,500
2040	4.00%	3,225,000	198,900	3,423,900
2041	4.00%	3,360,000	67,200	3,427,200
	Total	**$ 12,335,000**	**$ 8,798,850**	**$ 21,133,850**

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

&

BUDGETARY POLICIES

FINANCIAL MANAGEMENT AND BUDGETARY POLICIES OVERVIEW

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

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

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

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

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

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

OPERATING BUDGET POLICIES

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

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

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

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

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

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

OPERATING BUDGET POLICIES (Continued)

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

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

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

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

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

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

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

REVENUE POLICIES

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

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

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

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

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

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

CASH MANAGEMENT INVESTMENT POLICIES

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

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

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

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

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

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

DEBT MANAGEMENT POLICIES

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

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

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

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

CAPITAL IMPROVEMENT PROGRAM POLICIES

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

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

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

CAPITAL IMPROVEMENT PROGRAM POLICIES (Continued)

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

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

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

PURCHASING POLICIES

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

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

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

RESERVE POLICIES

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

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

1. An independent audit will be performed annually.

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

ACCOUNTING MEASUREMENT

ACCOUNTING SYSTEMS

&

BUDGETARY CONTROL

ACCOUNTING MEASUREMENT

Governmental Funds

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

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

Budgeted Governmental Funds

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

State Liquid Fuels Tax Fund
State law requires a separate fund for the accounting of Liquid Fuels Tax monies. Revenues for this fund are derived from the State gasoline tax. This fund is used to provide additional resources to finance the annual street program.

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

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

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

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

Capital Projects Fund
This fund accounts for costs of capital assets acquired for use in the Township for general government, public safety, public works, library or parks and recreation purposes. This fund is required by local ordinance.

Proprietary Funds

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

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

Budgeted Proprietary Funds

ENTERPRISE FUNDS

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

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

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

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

ACCOUNTING SYSTEMS

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

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

BUDGETARY CONTROL

An operating budget is legally adopted by the Board of Commissioners each year for the General Fund, State Liquid Fuels Tax Fund, Storm Sewer Improvement Fund, Field Improvement Fund, Library Regional Asset District Fund and Boyce Mayview Park Regional Asset District Fund (Special Revenue Funds), the General Obligation Bonds of 2016, 2017, and 2021 (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 are legally adopted for the Pension Trust Funds, the Library Endowment Fund or MATUSC (Special Revenue Funds).

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

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

APPENDIX A

PERSONNEL INFORMATION

STAFF LEVEL CHANGES – FULL TIME PERSONNEL

Department	2021 Staff Level	2022 Staff Level	Increase/(Decrease)
Administration	9	9	0

Explanation: No staff level changes expected in 2022.

Finance	4	4	0

Explanation: No staff level changes expected in 2022.

Information Technology	5	5	0

Explanation: No staff level changes expected in 2022.

Police	35	35	0

Explanation: No staff level changes expected in 2022.

Community Development	7	7	0

Explanation: No staff level changes expected in 2022.

Public Works - Administration	8	8	0
Public Works - Laborers	25	24	(1)

Explanation: The closing of one laborer position was planned. An additional laborer was hired in a prior year as a succession planning strategy, and the budget now returns to 24 laborers as anticipated.

Recreation	16	16	0

Explanation: No staff level changes expected in 2022.

Library	9	9	0

Explanation: No staff level changes expected in 2022.

STAFF LEVEL CHANGES – PART-TIME PERSONNEL

Police	1	1	0
Community Development	1	1	0
Public Works	16	16	0
Recreation	280	280	0
Library	25	26	1

Explanation: The part-time Library personnel change is to reduce two Reference Librarian positions and add three Library Assistant positions.

FULL-TIME POSITIONS

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
MANAGEMENT										
Township Manager	1	1	1	1	1	1	1	1	1	1
Assistant Township Manager/Director of Admin.	1	1	1	1	1	1	1	1	1	1
Chief of Police	1	1	1	1	1	1	1	1	1	1
Deputy Chief of Police	1	0	0	0	0	0	0	0	0	0
Director of Finance	1	1	1	1	1	1	1	1	1	1
Director of Information Technology	1	1	1	1	1	1	1	1	0	0
Director of Library	1	1	1	1	1	1	1	1	1	1
Director of Planning & Community Development	1	1	1	1	1	1	1	1	1	1
Director of Public Works	1	1	1	1	1	1	1	1	1	1
Director of Recreation & Leisure Services	1	1	1	1	1	1	1	1	1	1
Management Subtotal	**10**	**9**	**9**	**9**	**9**	**9**	**9**	**9**	**8**	**8**
ADMINISTRATION										
Executive Assistant to the Township Manager	1	1	1	1	1	1	1	1	1	1
Human Resources Manager	0	0	0	0	0	0	0	1	1	1
Human Resources Administrator	0	0	0	1	1	1	1	0	0	0
Human Resources Assistant	0	0	0	0	0	0	0	0	0	1
Administrative Assistant	3	3	3	3	3	3	3	3	3	2
Office Assistant / Receptionist	1	1	1	1	1	1	1	1	1	1
Communications Coordinator	0	0	0	0	0	0	0	0	1	1
Administration Subtotal	**5**	**5**	**5**	**6**	**6**	**6**	**6**	**6**	**7**	**7**
FINANCE										
Accounting Manager	1	1	1	1	1	1	1	1	1	1
Payroll Accountant	1	1	1	1	1	1	1	1	1	1
Financial Support Analyst	0	0	0	0	0	0	0	1	1	1
Finance/Recreation Accountant	1	1	1	1	1	1	1	0	0	0
Finance Subtotal	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
INFORMATION TECHNOLOGY										
IT Manager	0	0	0	0	0	0	0	1	1	1
Operations/Network Supervisor	0	0	0	0	0	0	1	0	0	0
Operations/Network Administrator	1	1	1	1	1	1	0	0	0	0
Public Access Television Coordinator	1	1	1	1	1	1	1	1	1	1
Public Safety Technician	0	1	1	1	1	1	1	1	1	1
Support Technician	2	2	2	2	2	2	2	2	2	2
Information Technology Subtotal	**4**	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**5**

FULL-TIME POSITIONS (Continued)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
POLICE										
Uniformed Police Officer	26	26	26	27	27	27	27	27	27	27
Police Dispatcher	4	4	4	4	4	4	4	4	4	4
Technical Services Coordinator	1	1	1	1	1	1	1	1	1	1
Records Coordinator	1	1	1	1	1	1	1	1	1	1
Confidential Secretary to the Chief	1	1	1	1	1	1	1	1	1	1
Police Subtotal	**33**	**33**	**33**	**34**	**34**	**34**	**34**	**34**	**34**	**34**
COMMUNITY DEVELOPMENT										
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
Planning & Zoning Coordinator	1	1	1	1	1	1	0	0	0	0
Planning & Zoning Assistant	0	0	0	0	0	0	1	1	1	1
Sustainability Administrator	0	0	0	0	0	0	0	0	1	1
Community Development Coordinator	0	0	0	0	0	0	0	0	0	1
Administrative Assistant	2	1	1	1	2	2	2	2	2	1
Community Development Subtotal	**5**	**4**	**4**	**4**	**5**	**5**	**5**	**5**	**6**	**6**
PUBLIC WORKS ADMINISTRATION										
Superintendent of Operations	1	1	1	1	1	1	1	1	1	1
Superintendent of Projects	1	1	1	1	1	1	1	1	1	1
Superintendent of Public Improvements	1	1	1	1	1	1	1	1	1	1
Buildings/Grounds & Sustainability Admin.	1	1	1	1	0	0	0	0	0	0
Buildings/Grounds Administrator	0	0	0	0	1	1	1	1	1	1
Sustainability Administrator	0	0	0	0	0	0	1	1	0	0
Park & Forestry Administrator	1	1	1	1	1	1	1	1	1	1
Administrative Assistant	1	1	2	2	2	2	2	2	2	2
Department Coordinator	1	1	0	0	0	0	0	0	0	0
Public Works Clerk	1	1	1	1	1	1	1	1	0	0
Public Works Administration Subtotal	**8**	**8**	**8**	**8**	**8**	**8**	**9**	**9**	**7**	**7**
PUBLIC WORKS LABORERS										
Laborer	21	21	21	21	21	21	22	22	22	21
Mechanic	2	2	2	2	2	2	2	2	2	2
Heavy Equipment Operator	1	1	1	1	1	1	1	1	1	1
Public Works Laborers Subtotal	**24**	**24**	**24**	**24**	**24**	**24**	**25**	**25**	**25**	**24**

FULL-TIME POSITIONS (Continued)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
RECREATION										
Aquatics Coordinator	1	1	1	1	1	1	1	1	1	1
Aquatics Supervisor	1	1	1	1	1	1	1	1	1	1
Asst. Director of Recreation & Leisure Services	1	1	1	1	1	1	1	1	0	0
Building Maintenance Custodian	2	2	2	3	3	3	3	3	3	3
Building Maintenance Supervisor	1	1	1	1	0	0	0	0	0	0
Coordinator, Community Programs	1	1	2	2	2	2	2	2	2	2
Facility/Banquet Rental Coordinator	1	1	1	1	1	1	1	1	1	1
Fitness Coordinator	1	1	1	1	1	1	1	1	0	1
Fitness Supervisor	1	1	1	1	1	1	1	1	1	0
Group Exercise Coordinator	1	1	1	1	1	1	1	1	1	1
Guest Relations Coordinator	1	1	1	1	1	1	1	1	1	1
Marketing Assistant	0	0	0	0	0	0	0	1	1	1
Membership & Marketing Supervisor	1	1	1	1	1	1	1	1	1	1
Membership Specialist	1	1	1	1	1	1	1	1	1	1
Secretary to the Director of Recreation	1	1	1	1	1	1	1	1	1	1
Recreation Subtotal	**15**	**15**	**16**	**17**	**16**	**16**	**16**	**17**	**15**	**15**
LIBRARY										
Circulation Coordinator	1	1	1	1	1	1	1	1	1	1
Head of Technical Services	1	1	1	1	1	1	1	1	1	1
Head of Youth Services	1	1	1	1	1	1	1	1	1	1
Programs & Outreach Services Librarian	0	0	0	0	1	1	1	1	0	0
Reference Librarian	1	1	1	1	0	0	0	0	1	1
Secretary to the Director of Library	1	1	1	1	1	1	1	1	1	1
Technical Services Assistant	1	1	1	1	1	1	1	1	1	1
Youth Services Librarian	1	1	1	1	1	1	1	1	1	1
Youth Services Library Specialist	1	1	1	1	1	1	1	1	1	1
Library Subtotal	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**	**8**

Total Full-Time Positions	**115**	**114**	**115**	**118**	**118**	**118**	**120**	**121**	**118**	**117**

Positions are shown above entirely within their primary assigned department regardless of budgetary allocation. This table incorporates historical adjustments to reflect this consistently.

PART-TIME POSITIONS

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
POLICE										
IdentoGO Tech	0	0	0	0	0	0	0	1	1	1
COMMUNITY DEVELOPMENT										
Fire Marshal	1	1	1	1	1	1	1	1	1	1
Department Secretary	0	1	1	1	0	0	0	0	0	0
PUBLIC WORKS										
Summer Laborers	17	17	17	19	21	18	18	5	16	16
RECREATION										
Aquatics Staff	118	127	139	144	125	130	115	105	102	102
Fitness Staff	56	69	74	76	80	89	78	65	67	67
Guest Relations Staff	50	58	56	54	53	53	57	50	55	55
Membership Staff	21	18	20	21	19	14	18	7	9	9
Other Part-Time & Seasonal Staff	94	82	82	53	60	61	75	44	47	47
LIBRARY										
Acquisition Coordinator	1	1	1	1	1	1	1	0	0	0
Reference Librarians	7	7	7	7	7	6	6	6	6	4
Library Assistants	10	10	14	14	14	14	14	14	14	17
Library Pages	0	0	0	0	0	0	0	0	0	0
Library Specialists	5	5	0	0	0	0	0	0	0	0
Youth Services Library Specialists	0	0	3	3	3	3	3	3	3	3
Adult Services Library Specialists	0	0	0	0	0	0	0	2	2	2
Total Part-Time Personnel	**380**	**396**	**415**	**394**	**384**	**390**	**386**	**303**	**323**	**324**

NON-CONTRACTUAL SALARY & WAGE SCALE

Department	Position	Job Grade	2022 Minimum	2022 Maximum
Administration	Township Manager	13	123,800	206,300
Administration Police	Asst. Township Manager/Director of Administration Chief of Police	12	97,500	162,500
Community Dev. Finance Public Works Recreation	Director of Planning & Community Development Director of Finance Director of Public Works Director of Recreation & Leisure Services	11	86,250	143,750
Library	Director of Library	10	75,000	125,000
Open	Open	9	71,250	118,750
IT Public Works	IT Manager Superintendent of Operations	8	67,500	112,500
Administration Community Dev. Finance Public Works Public Works Public Works Public Works	Human Resources Manager Chief Inspector Accounting Manager Superintendent of Projects Superintendent of Public Improvements Buildings & Grounds Administrator Parks & Forestry Administrator	7	64,000	96,000
Recreation Recreation Recreation	Fitness Supervisor Membership & Marketing Supervisor Aquatics Supervisor	6	52,000	78,000
Administration Community Dev. Community Dev. Finance IT Library Library Recreation	Executive Assistant to the Township Manager Code Enforcement Officer Sustainability Administrator Financial Support Analyst Public Safety Technician Head of Youth Services Head of Technical Services Head of Community Programs	5	48,000	72,000

NON-CONTRACTUAL SALARY & WAGE SCALE (Continued)

Department	Position	Job Grade	2022 Minimum	2022 Maximum
Administration	Human Resources Assistant	4	44,000	66,000
Administration	Administrative Assistant, Finance			
Community Dev.	Planning & Zoning Assistant			
Finance	Payroll Accountant			
IT	Support Technician II			
IT	Public Access Television Coordinator			
Police	Records Coordinator			
Administration	Communications Coordinator	3	40,000	60,000
Administration	Administrative Assistant, Administration			
Community Dev.	Community Development Coordinator			
Community Dev.	Administrative Assistant, Community Development			
IT	Support Technician I			
Library	Youth Services Librarian			
Library	Reference Librarian			
Police	Administrative Assistant, Police			
Public Works	Administrative Assistant, Public Works			
Recreation	Fitness Coordinator			
Recreation	Guest Relations Coordinator			
Recreation	Group Exercise Coordinator			
Recreation	Aquatics Coordinator			
Recreation	Coordinator, Community Programs			
Library	Secretary to the Director of Library	2	36,000	54,000
Library	Circulation Coordinator			
Recreation	Secretary to the Director of Recreation			
Recreation	Facility/Banquet Rental Coordinator			
Recreation	Membership Specialist			
Recreation	Marketing Assistant			
Administration	Office Assistant / Receptionist	1	28,800	43,200
Library	Youth Services Library Specialist			
Library	Technical Services Assistant			

CONTRACTUAL SALARY & WAGE SCALES

Public Works - Teamsters Local 205 Union Contract 2022 Salary & Wage Scale		
I.	Master Mechanic	$35.42/hr
II.	Mechanic	$33.90/hr
III.	Heavy Equipment Operator	$33.90/hr
IV.	Foreman	$33.90/hr
V.	Laborer III (after 36 months)	$31.90/hr
	Laborer II (13-36 months)	$28.94/hr
	Laborer I (0-12 months)	$25.94/hr
VI.	Semi-Skilled Laborer III	$23.18/hr
	Semi-Skilled Laborer II	$21.31/hr
	Semi-Skilled Laborer I	$19.60/hr
	Semi-Skilled Laborer Probationary	$14.91/hr
VII.	C&RC Attendant	$23.18/hr

Police Union Contracts 2022 Salary & Wage Scale	
Officer 1	$31.67/hr
Officer 2	$33.07/hr
Officer 3	$36.12/hr
Officer 4	$42.33/hr
Officer 5	$45.41/hr
Officer 6	$48.45/hr
Sergeant	$53.30/hr
Lieutenant	$58.63/hr
Dispatcher	$21.85 - $27.31/hr

APPENDIX B

VEHICLES & EQUIPMENT

PUBLIC WORKS VEHICLES

	Year	Make	Model	Mileage (9-28-2021)	Age in Years	Condition	Anticipated Replacement Year
Staff Vehicles							
1	2018	Chevy	Colorado Pick-Up	18,252	3	Good	2026
2	2014	Ford	Escape	70,609	7	Good	2024
3	2015	Chevy	Colorado Pick-Up	103,660	6	Good	2023
4	2015	Chevy	Colorado 4WD	67,455	6	Good	2023
5	2016	Chevy	Colorado	84,906	5	Good	2024
6	2019	Chevy	Colorado	10,732	2	Good	2027
Utility Trucks							
1	2014	Ford	Pick-Up Utility	36,657	7	Good	2024
2	2008	Dodge	Mechanics Service Vehicle	49,535	13	Good	As Needed
3	2006	Ford	Econoline 350 Van	48,611	15	Fair	2023
4	2015	Ford	F-550 w/Dump Body/Snow Plow	19,129	6	Good	2025
5	2015	Ford	F-550 w/Dump Body/Snow Plow	35,280	6	Good	2023
6	2016	Ford	F-550 w/Dump Body/Snow Plow	34,944	5	Good	2024
7	2016	Ford	F-550 w/Dump Body/Snow Plow	24,576	5	Good	2024
8	2016	Ford	F-350 XL 4x4	16,441	5	Good	2026
9	2018	Ford	F-350 w/9' Body Upfit	9,943	3	Good	2028
10	2018	Ford	F-550 w/9' Body Upfit	13,623	3	Good	2028
11	2018	Ford	F-550 w/9' Body Upfit	18,632	3	Good	2026
12	2019	Ford	F-350 w/Utility Body & Plow	10,702	2	Good	2029
13	2020	Int'l	Model HV507 w/Dump/Plow/Spreader	2720	1	Good	2031
14	2020	Ford	F-550 Bucket Truck	849	1	Good	2035
15	2020	Ford	F350 Pickup Utility	5,802	1	Good	2030
Dump Trucks							
1	2011	Int'l	Dump	14,199	10	Good	2022
2	2012	Int'l	Dump	17,615	9	Good	2023
3	2013	Int'l	Dump	18,917	8	Good	2024
4	2014	Int'l	Dump	13,267	7	Good	2025
5	2016	Int'l	Dump	8,029	5	Good	2027
6	2017	Int'l	Dump	7,368	4	Good	2028
7	2017	Ford	Dump	26,012	4	Good	2025
8	2017	Ford	Dump	22,719	4	Good	2025
9	2017	Ford	Dump	28,732	4	Good	2025
10	2017	Ford	Dump	25,476	4	Good	2025
11	2018	Int'l	Dump	8,931	3	Good	2029
12	2020	Int'l	Dump	3,669	1	Good	2031

PUBLIC WORKS VEHICLES (Continued)

	Year	Make	Model	Mileage (9-28-2021)	Age in Years	Condition	Anticipated Replacement Year
Other Vehicles							
1	2003	CAT	Wheel Loader	9,745 hrs	18	Fair	2023
2	2003	Int'l	Sewer Jet (Cab & Vactor)	3,830	18	Good	2026
3	2010	Toro	Mower 5910	3,735 hrs	11	Fair	2022
4	2012	JCB	Backhoe 3CX15	2,815 hrs	9	Good	2022
5	2013	CAT	924K Wheel Loader	6,249 hrs	8	Good	2033
6	2015	M2106	Elgin Street Sweeper	22,940	6	Good	2027
7	2018	Massey	Flail Mower	1,008 hrs	3	Good	2028
8	2019	Premier	6x12 Equip Premier Trailer	N/A	2	Good	As needed
9	2001	Mustang	Trailer	N/A	20	Good	As needed

PUBLIC WORKS EQUIPMENT

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
1	2007	20 Ton Trailer/3142	14	Good	As Needed
2	2013	30 Ton Shop Press	8	Good	As Needed
3	2001	3 M Sign Machine/HSRA36	20	Good	As Needed
4	2011	Accubrine Automated Brine Maker	10	Good	2026
5	1993	Aeroway 8' Quickaway Angle Aerator	28	Fair	DNR
6	2010	Asphalt Planer	11	Good	2025
7	2016	Beam Rider Field Line Painter	5	Good	As Needed
8	2008	Caterpillar Exacavator/Backhoe	13	Good	2022
9	2017	Caterpillar 259D Skid Steer	4	Good	2026
10	1997	Chicago Pneumatic Air Comp.	24	Fair	As Needed
11	2015	Clausing Drill Press	6	Good	As Needed
12	2009	Club Car Utility Vehicle	12	Fair	2021
13	2018	Core Cut Walk Behid Pavement Cutting Saw	3	Good	As Needed
14	2018	Corn Pro Trailer/2333	3	Good	As Needed
15	2008	Cross Country Roller Trailer/0714	13	Good	As Needed
16	2001	Esab Plasma Cutter	20	Good	As Needed
17	2019	Falcon Asphalt Hot Box Trailer/9204	2	Good	As Needed
18	2014	Gardner Denver Air Compressor	7	Good	As Needed
19	2008	Gorman-Rupp Water 1 Pump 2"	13	Good	As Needed
20	2008	Gorman-Rupp Water 1 Pump 3"	13	Good	As Needed
21	2011	GVM Anti-Icing Unit/ 1004	10	Good	As Needed
22	2012	GVM Anti-Icing Unit/ 1007	9	Good	As Needed
23	2009	Harben Sanitary Sewer Jet/2006	12	Good	2026

PUBLIC WORKS EQUIPMENT (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
24	2018	Hotsy Pressure Washer	3	Good	As Needed
25	2016	HTC Tailgate Conveyor	5	Fair	As Needed
26	2000	Jumping Jack Tamper	21	Fair	DNR
27	2012	Kubota Tractor, Model	9	Good	2022
28	2012	Kubota RTV 1140CPX-H/18388	9	Good	As Needed
29	2014	Kubota RTV X900 / 20597	6	Good	2027
30	2014	Kubota RTV X900 WL-A/21709	6	Good	2027
31	2015	Kubota RTV X900 WL-4/23312	6	Good	2027
32	2016	Kubota RTV-X900WL-A / 35460	5	Good	2026
33	2017	Kubota RTV 900 UTV / 40087	4	Good	2028
34	2017	Kubota RTV 900 UTV / 40110	4	Good	2028
35	2017	Kubota L476HSTC Tractor/41339	4	Good	2027
36	2018	Kubota MX5200DT Tractor/62185	3	Good	2028
37	2004	Lely Broadcast Spreader	17	Good	As Needed
38	2010	Liftmore	11	Good	DNR
39	2001	Miller Welder	20	Good	As Needed
40	2011	Miller Welder 275 EFI	10	Good	As Needed
41	2005	Multiguip Plate Compactor	16	Good	As Needed
42	2007	Pavement Cutting Trailer/2491	14	Good	As Needed
43	2009	Pro Tech Snow Pusher	12	Good	As Needed
44	2018	Quality Trailer/4106	3	Good	As Needed
45	2002	Ridged K1000 Sewer Machine	19	Good	DNR
46	2008	Rotary Electric Lift	13	Fair	As Needed
47	2011	Ryan Sod Cutter	10	Good	As Needed
48	2003	Ryan Turf Aerator	18	Good	2027
49	2004	Seeda-Vator	17	Good	As Needed
50	2011	Tennsmith Metal Brake	10	Good	As Needed
51	2015	Terex 730 Wood Chipper	6	Good	2030
52	2008	Top Brand 6x12 Trailer /1901	13	Good	As Needed
53	2013	Toro Reelmower 3100-D/0410	8	Good	2023
54	2008	Toro Debris Blower 600/0176	13	Good	As Needed
55	2004	Toro Greenmaster Flex 21/1808	17	Fair	As Needed
56	1994	Toro Greensmaster	27	Fair	As Needed

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

PUBLIC WORKS EQUIPMENT (Continued)

	Year	Equipment	Age in Years	Condition	Anticipated Replacement Year
57	1996	Toro Greensmaster / 60248	25	Fair	As Needed
58	2002	Toro Greensmaster / 500/0519	19	Fair	As Needed
59	2007	Toro Greensmaster 1600/3001	14	Good	2024
60	2018	Toro Greensmaster Flex 2100/0561	3	Good	As Needed
61	2018	Toro Groundsmaster 3280-D/3661	3	Good	2028
62	2008	Toro Greensmaster 500/0128	13	Good	As Needed
63	2013	Toro Groundsmaster 3280-D/0183	8	Good	2023
64	2009	Toro Groundsmaster 3500-D/0352	12	Good	2022
65	2009	Toro Grandstand 48" Mower/0455	12	Good	As Needed
66	2010	Toro Groundsmaster 5910/0303	11	Fair	2022
67	2017	Toro Grandstand 48" Mower/0188	4	Good	2027
68	2016	Toro Groundsmaster 4500D/0311	5	Good	2026
69	2016	Toro Groundsmaster 5910/0208	5	Good	2028
70	2019	Toro Groundsmaster 3500-D/1303	2	Good	2029
71	2019	Toro Groundsmaster 3280-D /3753	2	Good	2029
72	2012	Toro Infield Pro 5040/0210	9	Good	2024
73	2018	Toro Infield Groomer 5040/9666	3	Good	2028
74	2019	Toro MH 400 Turf Topdresser/0385	2	Good	As Needed
75	2008	Toro Pro Core 864/0106	12	Good	2028
76	2012	Toro Procore Processor /0101	9	Good	As Needed
77	2001	Toyota Forklift / 60100	20	Good	As Needed
78	2018	Toyota Fork Lift Model 8FD35U	2	Good	2038
79	2016	US Cargo Enclosed Trailer /1778	5	Fair	As Needed
80	2004	Vermeer Tub Grinder	17	Good	2028
81	2008	Wacker Vibratory Roller / 8322	13	Good	As Needed
82	2009	Weighted Field Tarp/419	12	Good	As Needed
83	2020	Toro Groundsmaster 3300/3374	1	Good	2030
84	2019	Vermac Pro Full Matrix Sign Board / 2530	2	Good	As Needed
85	2021	Mohawk TP-16-3SA Vehicle Lift / C1B144	New	Good	As Needed
86	2021	Kubota RTV 900 / 59093	New	Good	As Needed
87	2021	Bannerman Diamond Master Ballfield Drag / 28-1731	New	Good	As Needed
88	2021	Hunter TCX53H Tire Changer / 208-230-BC	New	Good	As Needed
89	2021	Hunter SWT02 Tire Balancer / 72-671-1	New	Good	As Needed

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

POLICE DEPARTMENT VEHICLES

	Year	Make	Model	Mileage (9-24-2021)	Age in Years	Condition	Anticipated Replacement Year
Patrol Vehicles							
1	2014	Ford	Interceptor SUV	71,928	7	Poor	As Needed
2	2016	Ford	Interceptor Sdn	44,044	5	Fair	As Needed
3	2017	Ford	Police Explorer	38,800	4	Fair	2022
4	2017	Ford	Explorer	64,347	4	Poor	2021
5	2017	Ford	Explorer	76,187	4	Poor	2022
6	2018	Ford	Interceptor SUV	75,132	3	Poor	2022
7	2018	Chevy	Tahoe	93,828	3	Poor	2021
8	2020	Ford	Interceptor SUV	46,332	2	Fair	2023
9	2020	Ford	Interceptor SUV	14,651	2	Good	2024
10	2020	Ford	Interceptor AWD	33,388	1	Good	2024
11	2020	Ford	Explorer	3,639	1	Fair	2025
12	2020	Ford	Explorer	13,773	1	Good	2025
Traffic Vehicles							
1	2014	Ford	Interceptor SDN	61,049	7	Fair	As Needed
2	2016	Ford	Explorer	61,992	5	Fair	2021
3	2020	Ford	Interceptor AWD	13,118	2	Good	2025
4	2013	Ford	F-350 Truck	38,528	8	Fair	As Needed
Administrative Vehi							
1	2016	Chevy	Tahoe	100,237	5	Poor	As Needed
Other Equipment							
1	2001	Polaris	Quad #1	N/A	20	Poor	TBD
2	2001	Polaris	Quad #2	N/A	20	Poor	TBD
3	2001	Polaris	Quad #3	N/A	20	Poor	TBD

VOLUNTEER FIRE DEPARTMENT VEHICLES

	Year	Make	Model	Mileage (9-24-2021)	Age in Years	Condition	Anticipated Replacement Year
1	2005	Amer LaFrance	Ladder	31,218	16	Fair	2025
2	2002	Freightliner	Engine	28,030	19	Poor	2023
3	2008	Amer LaFrance	Engine	17,861	13	Fair	2023
4	2009	Amer LaFrance	Rescue	6,327	12	Good	2029
5	2012	Dodge	Rescue	8,848	9	Good	2027
6	2014	Dodge	Pick Up	22,968	7	Fair	2024
7	2017	Rosenbauer	Engine	8,231	4	Good	2032
8	2019	Chevrolet	Tahoe	13,576	2	Good	2028
9	2020	Chevrolet	Silverado	6,980	1	Excellent	2029

ADMINISTRATION VEHICLES

	Year	Make	Model	Mileage (9/17/2021)	Condition	Anticipated Replacement Year
Passenger Vehicles						
1	2011	Ford	Escape	53,981	Fair	Rotation Vehicle
2	2009	Ford	Escape XLT	40,471	Fair	Rotation Vehicle
3	2014	Ford	C-Max - Hybrid	14,378	Good	2027
4	2013	Ford	Explorer	77,835	Good	Rotation Vehicle
5	2018	Ford	Explorer	23,518	Good	2023
6	2018	Ford	Escape	16,691	Good	2026
7	2015	Ford	Taurus	36,243	Fair	Rotation Vehicle

APPENDIX C

BACKGROUND & STATISTICAL INFORMATION

HISTORY

The area known as "Upper St. Clair" can trace its origins in recorded history back to the mid-eighteenth century when the first know settler, a Scotsman named John Fife, arrived from Virginia in 1762. At that time, the land was part of Yohogania County, District of West Augusta, Virginia, which was settled in 1784. The area now known as "Upper St. Clair" was placed in Peters Township, Washington County, Pennsylvania. In 1788, Allegheny County was formed from parts of Washington and Westmoreland Counties and was divided into seven townships, one of which was called St. Clair. The Township was divided into two parts, Upper and Lower St. Clair in 1839; the latter is now fully within the Pittsburgh City limits. Two more townships were formed from the original township – Snowden Township in 1845 and Scott Township in 1861. The Borough of Bridgeville was separated in 1902.

The Township derives its name from Arthur St. Clair, a Scotsman, who settled in the Ligonier Valley in 1760. St. Clair had served in the British Army prior to settling in Pennsylvania. In the course of his public life, he served as land agent of the Penns, as a county official in Bedford and Washington Counties, and as a representative for Pennsylvania in the United States Continental Congress, including a year as its President in 1787. He was commander of the army that was defeated by Indians of the Northwest in 1791 and was Governor of the Northwest Territory from 1788 until 1802.

The Township area is approximately 90% 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 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 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 20 miles west of the Township and provides passenger service by most major airlines including Air Canada, Alaska Airlines, Allegiant, American, British Airways, Delta, Frontier, Jet Blue, Southwest, Spirit, and United Airlines. The Port Authority of Allegheny County has bus lines and a light rail line with service to downtown Pittsburgh and other areas of the region. First Transit, Inc. also operates buses through the Township connecting it with the City to the north and the city of Washington, Washington County, to the south. Bus and rail service to other major cities is provided to residents by Greyhound Lines, Inc., Megabus, and Amtrak. The area's ground freight transportation requirements are serviced by over 250 major freight carriers.

UTILITIES

West Penn Power Company provides electricity to residents and businesses in Upper St. Clair. 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, but feeder and trunk lines are the responsibility of the Township.

COMMERCIAL DEVELOPMENTS

The intersection of Route 19 and Fort Couch Road hosts much of the Township's commercial activity. The South Hills Village Shopping Center, completed in 1965, covers 90 acres divided equally between the Township and the Municipality of Bethel Park. This two-level shopping mall with parking for 6,500 cars has facilities for 110 stores, and features Macy's Department Store, Dick's Sporting Goods, Target, and several outparcels. Adjacent to the mall property is Siena at St. Clair, a 120,000 square foot mixed-use development that began opening in 2016. Siena is anchored by Whole Foods Market and has a separate two-story commercial building housing 20+ tenants. The Siena property also offers more than 30 newly constructed townhomes and patio homes between 2,200 and 3,400 sq. ft.

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 750 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 65,000 volumes with an annual circulation of approximately 330,000.

HEALTH FACILITIES

St. Clair Hospital is a 329-bed acute-care medical center located in the adjacent municipality of Mt. Lebanon, which serves Upper St. Clair and southwestern Pennsylvania. A member of the Mayo Clinic Care Network, its services include advanced cardiovascular, specialized care for women and children, oncology, orthopedics, emergency care, urgent care, and psychiatry and mental health. The Township jointly operates an emergency medical service with neighboring Municipality of Bethel Park and South Park Township, providing advanced and basic life support.

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 2021

Rank	Principal Employers	Description	Number of Employees	Percentage of Principal Employers	Percentage of Township Wide Employees
1	Upper St. Clair School District	Education	554	26.89%	9.19%
2	Target Corporation	Retailer	245	11.89%	4.06%
3	Oasis AHR (Friendship Village)	Senior Living	224	10.87%	3.71%
4	St. Clair Country Club	Country Club	188	9.13%	3.12%
5	Whole Foods Market Group	Supermarket	187	9.08%	3.10%
6	Upper St. Clair Township	Local Government	150	7.28%	2.49%
7	Southwood Psychiatric Hospital	Health Care	147	7.14%	2.44%
8	Port Authority of Allegheny County	Public Transportation System	127	6.17%	2.11%
9	Dicks Sporting Goods	Retailer	123	5.97%	2.04%
10	MDRPT Enterprises (Chik-Fil-A)	Restaurant Operator	115	5.58%	1.91%
		Total	**2,060**	**100.00%**	**34.16%**
		Township Wide Employees	**6,030**		

Source: Upper St. Clair Local Services Tax Records

TOWNSHIP PRINCIPAL REAL ESTATE TAXPAYERS

PRINCIPAL REAL ESTATE TAXPAYERS
YEAR END DECEMBER 31, 2021

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	$ 89,910,200	36.31%	3.83%
2	Friendship Village of South Hills	53,283,500	21.52%	2.27%
3	Torrente Apartments	31,807,800	12.85%	1.35%
4	W F Preston, LLC	18,357,300	7.41%	0.78%
5	1800 Washington Road Associates LP	12,833,300	5.18%	0.55%
7	Target	11,462,200	4.63%	0.49%
6	Upper St. Clair Senior Living	8,391,200	3.39%	0.36%
8	Forty-Two Company LLC	8,200,000	3.31%	0.35%
9	St. Clair Country Club	6,867,300	2.77%	0.29%
10	McMurray Road Family Limited PTR	6,500,000	2.63%	0.28%
	Total	**$ 247,612,800**	**100.00%**	**10.54%**
Total Township Taxable Assessed Valuation		**$ 2,348,897,022**		

Source: Allegheny County Department of Real Estate

UNEMPLOYMENT RATE STATISTICS

TOWNSHIP OF UPPER ST. CLAIR
UNEMPLOYMENT RATE
10 YEAR HISTORY

Year	Population [1]	Unemployment Rate [2]
2020	19,737	6.9%
2019	19,737	4.0%
2018	19,592	3.7%
2017	19,524	4.2%
2016	19,521	4.6%
2015	19,385	4.5%
2014	19,303	4.7%
2013	19,272	5.4%
2012	19,233	6.5%
2011	19,210	6.4%

[1] **Source: U.S. Census, Census of Population**

[2] **Source: U.S. Bureau of Labor Statistics for Allegheny County**

PER CAPITA EARNED INCOME

PER CAPITA EARNED INCOME
2011-2020

Year	Total Earned Income [1]	Per Capita Earned Income [2]	Change in Per Capita Income
2020	$1,187,301,625	$60,156	0.8%
2019	1,177,307,208	59,650	3.4%
2018	1,129,706,848	57,662	3.2%
2017	1,090,901,604	55,875	4.6%
2016	1,042,561,481	53,407	0.4%
2015	1,030,764,258	53,173	1.9%
2014	1,007,403,640	52,189	2.7%
2013	979,311,735	50,815	1.8%
2012	959,689,663	49,898	(0.5%)
2011	963,040,000	50,132	0.8%

[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
2016-2021

Function/Program	2021	2020	2019	2018	2017	2016
General Government						
Municipal Bldg Square Footage Occupied	12,150	12,150	12,150	12,150	12,150	12,150
Staff Vehicles	3	3	3	3	3	3
Community Development						
Municipal Bldg Square Footage Occupied	2,950	2,950	2,950	2,950	2,950	2,950
Inspection Vehicles	2	2	2	2	2	2
Public Works						
Municipal Street (miles)	84	84	84	84	84	84
Number of Traffic Lighted Intersections	12	12	12	11	11	11
Sanitary Sewers (miles)	157	157	157	157	157	157
Storm Sewers (miles)	50	50	50	50	50	50
Staff Vehicles	4	4	4	4	4	4
Inspection Vehicles	3	3	3	3	3	3
Utility Trucks and Dump Trucks	26	26	26	26	26	25
Public Works Building Square Footage	36,500	36,500	36,500	36,500	36,500	36,500
Recreation						
Staff Vehicles	1	1	1	1	1	1
Number of Parks	15	15	15	15	15	15
Acreage of Park Land	747	747	747	747	747	747
Recreation Centers	2	2	2	2	2	2
Recreation Center Square Footage	96,500	96,500	96,500	96,500	96,500	96,500
Basketball Courts	12	12	12	12	12	12
Tennis Courts	10	10	10	10	10	10
Ball Fields	12	12	12	12	12	12
Public Safety						
Municipal Bldg Square Footage Occupied	8,230	8,230	8,230	8,230	8,230	8,230
Police Vehicles	17	16	16	17	17	17
Library						
Municipal Bldg Square Footage Occupied	18,475	18,475	18,475	18,475	18,475	18,475

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 for 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.

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 a fund's 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 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 Binding agreements that result in outlays. Budgetary resources must be available before obligations can be incurred legally.

OPERATING BUDGET A financial plan that presents proposed expenditures for a given period an estimates of revenue to finance them. Excludes expenditure for capital assets.

ORDINANCE An authoritative rule or law; a decree.

P

PENNSYLVANIA AMERICAN WATER COMPANY (PAWC) Pennsylvania American Water Company (PAWC) is the local water company. In Pennsylvania, PAWC serves more than 2 million people, in more than 370 communities, supplying high quality water service. The Pennsylvania Public Utility Commission (PA PUC) and the Pennsylvania Department of Environmental Protection (PA DEP) sets rules and PAWC carefully follows them. Those regulations are what help to ensure everyone is receiving quality water service at a fair price. All changes and increases to service rates are directly related to the cost of providing high quality service and are subjected to a public review process and approval by the PA PUC.

PENNDOT The Pennsylvania Department of Transportation (PennDOT) is responsible for design, construction and maintenance of 2,167 miles of state highway and 1,772 bridges in the Pittsburgh metro area.

PERCENTAGE (%) OF COSTS COVERED The percentage of total expenditures that is covered by total revenues.

PERSONAL SERVICES Amounts paid for compensation of officers and employees of the Township. Personal services consist of gross compensation before deductions for taxes, retirement plans and other fringe benefits.

PA MUNICIPAL LEAGUE (PML) A nonprofit, nonpartisan association established in 1900, the Pennsylvania Municipal League is dedicated to preserving the autonomy of local governments by serving as an advocate for cities and urban municipalities.

PROGRAM A group of activities (functions and cost centers) directed at attaining specific purposes and objectives.

PROPRIETARY FUNDS Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PUBLIC SAFETY This program provides the surveillance, prevention and protection system necessary to ensure public safety from dangers which include crime, traffic violations, fire and hazardous conditions, disasters, uncontrolled animals and medical emergencies.

PUBLIC WORKS This program provides for the collection and disposal of refuse from Township residents, the building and improving of streets and storm sewers of the Township, the monitoring of the sanitary sewer system, the maintenance of parks, forest areas, and all recreational facilities of the Township, and the general upkeep of the buildings and equipment owned by the Township.

PUBLIC UTILITIES TAX This is a state tax on public utilities which is distributed back to municipalities based on a distribution formula established by the Commonwealth of Pennsylvania.

Q

QUASI-JUDICIAL Quasi- translates to having a likeness to something; resembling and used in this text Quasi-Judicial relative to the legal issues for civil and/or zoning that are similar but not specific.

R

RAD See ARAD.

REAL ESTATE TAX LEVY The total amount to be raised by general property taxes.

REAL ESTATE TAX RATE The amount of taxes levied for each $1,000 of assessed valuation.

REAL ESTATE TRANSFER TAX

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 Commonwealth of Pennsylvania and Upper St. Clair School District tax rates are 1.0% and 0.5%, respectively.

RECREATION AND LEISURE SERVICES

This program encompasses the culture and recreational activities and facilities which are provided by the Township of Upper St. Clair for the participation and enjoyment of all residents.

REVENUE

All amounts of money received by a government from external sources-net of refunds and other correcting transactions-other than from issue debt, liquidation of investments, and as agency and private trust transactions. Note that revenue excludes noncash transactions such as receipt of services, commodities, or other "receipt in kind."

REVENUE ESTIMATE

A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

RISK

The uncertainty of loss, chance of loss, or variance of actual from expected results.

S

SALARIES AND WAGES

A category of expenditures which includes the compensation paid to all full-time, part-time, or seasonal employees. This category also includes payments for vacation and sick leave.

SERIAL BONDS

A bond that is retired by annual installments directly from appropriations. Payments are made in installments during each year bonds are outstanding.

SINKING FUND

Fund used to accumulate periodic payments toward redemption of bonds at maturity: Payments on Schedule plus interest will accumulate to par value of the bonds.

SHACOG

The South Hills Area Council of Governments (SHACOG), incorporated in 1973, is a voluntary organization of municipalities located in the South Hills area of Allegheny County. SHACOG's purpose is to meet at regular intervals to discuss and study community challenges of mutual interest and concern and also to develop policy and action recommendations. Members seek, by agreement, solutions to common problems for their collective benefit. In addition, SHACOG can and does undertake, coordinate and administer programs of regional interest that benefit some or all of the member municipal governments. SHACOG encompasses 17 communities and/or townships.

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

SURPLUS See "Fund Balance."

T

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

TREND ANALYSIS The analysis of a variable's past value changes to determine if a trend exists and, if so, what the trend indicates. Trend analysis is based on the idea that what has happened in the past gives insight to what will happen in the future. There are three main types of trends: short-, intermediate- and long-term.

U

USER CHARGES The payment of a fee for direct receipt of a public service by the party benefiting from the service.

W

WINTER AVERAGING A sewer billing method used by the Township to provide savings for residents during the summer months. The method uses an average of a residential household's water usage during the winter months (November-April) as the basis for billing sewer charges during the summer months (May-September).