

TOWNSHIP OF UPPER ST. CLAIR, PA 2025 BUDGET

2024 BOARD OF COMMISSIONERS

Daniel R. Paoly - President

Dante R. Plutko, Jr. - Vice President

Todd D. Burlingame

Pamela L. Enck

Jason H. Graves

Ronald J. Pardini

Richard I. Thomas



TOWNSHIP MANAGER

Matthew R. Serakowski

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
CHANGES FROM PROPOSED TO ADOPTED BUDGET	31
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	53
CAPITAL IMPROVEMENT PROGRAM	56
4. PUBLIC BUDGET PRESENTATION	69

GENERAL FUND

5. GENERAL FUND SUMMARY	77
MAJOR REVENUES	78
MAJOR PROGRAMS	80
6. GENERAL FUND REVENUE	87
REAL ESTATE TAXES	88
EARNED INCOME TAXES	92
OTHER TAXES	97
LICENSES AND PERMITS	101
FEES AND FINES	102
RENTAL INCOME	103
INTEREST INCOME	104
SERVICE AGREEMENTS	105
RECREATION PROGRAM FEES	106
OTHER NON-TAX REVENUE	107
7. GENERAL GOVERNMENT	108
SUMMARY	109
BOARD OF COMMISSIONERS	114
ADMINISTRATION	117
FINANCE OFFICE	120
TAX COLLECTION	123
LEGAL SERVICES	125
INFORMATION TECHNOLOGY	126
CABLE TELEVISION SERVICES	133

GENERAL FUND (Continued)

8. PUBLIC SAFETY.....	134
SUMMARY	135
POLICE PROTECTION	137
FIRE PROTECTION	149
ANIMAL CONTROL	153
9. COMMUNITY DEVELOPMENT.....	155
PLANNING AND CODE ENFORCEMENT	156
10. PUBLIC WORKS.....	166
DEPARTMENT SUMMARY	167
ADMINISTRATION	186
ENGINEERING SERVICES	188
CIVIC ACTIVITIES	189
SNOW & ICE CONTROL	190
STORM SEWER MAINTENANCE	193
TRAFFIC ENGINEERING AND SAFETY	195
STREET MAINTENANCE	197
REFUSE COLLECTION AND DISPOSAL	199
BUILDING MAINTENANCE	200
EQUIPMENT MAINTENANCE	202
GOLF COURSE MAINTENANCE	204
TENNIS COURT MAINTENANCE AND SUPERVISION	205
PARKS MAINTENANCE	206
FORESTRY	208
FORCE WORK PROJECTS	209
OVERHEAD DISTRIBUTION	210
11. RECREATION	211
DEPARTMENT SUMMARY	212
ADMINISTRATION	216
RECREATION PROGRAMS	222
12. LIBRARY.....	231
LIBRARY ADMINISTRATION	232
13. FRINGE BENEFITS AND INSURANCE.....	242
DISTRIBUTED OVERHEAD AND FRINGE BENEFITS	243
DISTRIBUTED INSURANCE	246
POST EMPLOYMENT BENEFITS	247
14. DEBT SERVICE.....	248
DEBT SERVICE	249
DEBT SERVICE SCHEDULES	251
15. OPERATING TRANSFERS.....	256

OTHER FUNDS

16. SPECIAL REVENUE FUNDS 259
 STATE LIQUID FUELS TAX FUND 259
 STORM SEWER IMPROVEMENT FUND 261
 FIELD IMPROVEMENT FUND 263
 LIBRARY RAD FUND 265
 BOYCE MAYVIEW PARK RAD FUND 268

17. CAPITAL PROJECTS FUND..... 271

18. ENTERPRISE FUNDS..... 276
 SANITARY SEWER FUND 276
 TOWNSHIP/SCHOOL DISTRICT MAGAZINE FUND 285
 BOYCE MAYVIEW COMMUNITY& RECREATION CENTER FUND 287

19. TRI-COMMUNITY SOUTH EMS FUNDS..... 303
 TRI-COMMUNITY SOUTH EMS FUND 303
 TRI-COMMUNITY SOUTH EMS CAPITAL RESERVE FUND 309

20. SINKING FUNDS..... 311

SUPPLEMENTARY INFORMATION

21. BUDGETARY POLICIES..... 321
 CHARTER PROVISIONS CONCERNING ANNUAL BUDGET 321
 FINANCIAL MANAGEMENT & BUDGETARY POLICIES 325
 ACCOUNTING MEASUREMENT, ACCOUNTING SYSTEMS & BUDGETARY CONTROL 330

22. APPENDIX..... 334
 APPENDIX A – PERSONNEL INFORMATION 334
 APPENDIX B – VEHICLE AND EQUIPMENT SCHEDULES 343
 APPENDIX C – BACKGROUND & STATISTICAL INFORMATION 350
 APPENDIX D – GLOSSARY OF TERMS 357

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		

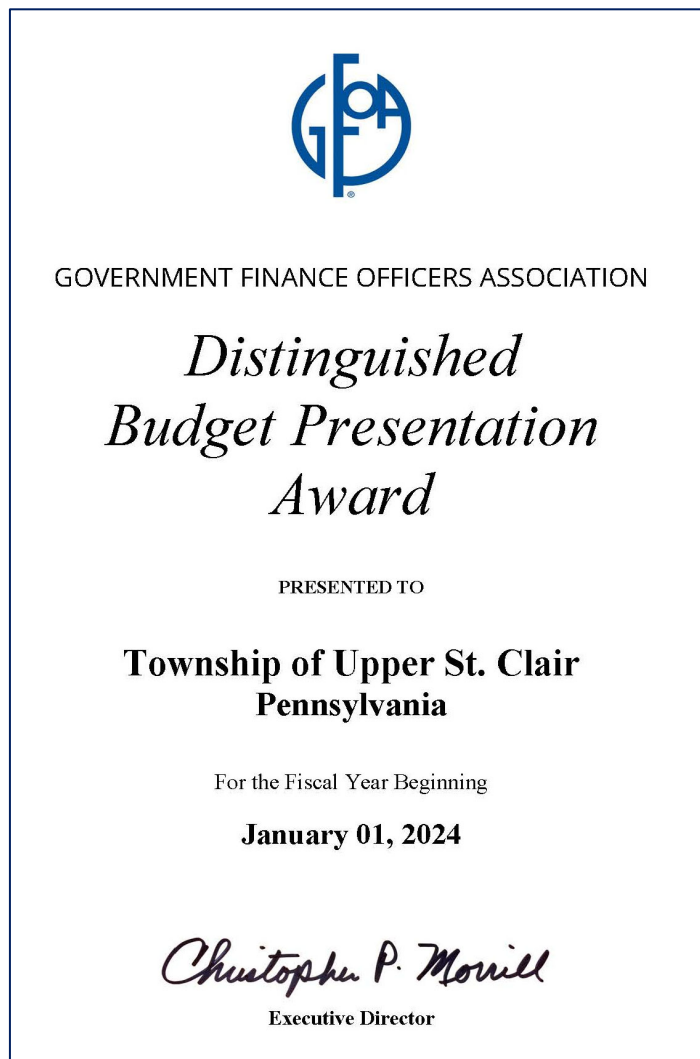
GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

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 2024 Budget. This was the fifteenth 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 2025 Adopted Budget for consideration of the GFOA’s Distinguished Budget Presentation Award.



The Township of Upper St. Clair

OFFICE OF THE MANAGER



December 2, 2024

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

2025 BUDGET MESSAGE

Dear Members of the Board:

I am pleased to present the 2025 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 next year's Budget. A more detailed presentation of each Budget account can be found in the accompanying worksheets.

The 2025 budget process began in May, focusing on navigating evolving financial realities while upholding our commitment to delivering high-quality services and preserving our existing infrastructure. Challenges such as ongoing inflationary pressures, increased operating costs, and declining real estate tax revenue exert additional financial pressures. Compounding these difficulties are unfunded Federal mandates and an increasing tax burden from overlapping governments which strain our residents. Mindful of all of this, we remain steadfast in our pursuit of the Township's long-term strategic goals and our commitment to prudent financial management.

The development of this budget has involved numerous internal and external discussions, including reviews of the Capital Improvement Plan, the Board's Planning Priorities, existing reports, collaborative meetings across departments, and input from the Budget & Finance Committee. The results of these efforts include a 2025 General Fund Budget that is balanced with no tax increase. General Fund operating expenditures are budgeted to increase by 3.44% compared to the 2024 Budget. Refuse and recycling services remain a primary factor behind this increase, while all other General Fund operating expenditures are set to rise by a lesser amount of 2.74%.

While rising costs and external pressures remain ongoing challenges, our departments are focused on forward-thinking strategies and maintaining the fiscally responsible practices that have earned the Township a consistent AA+ credit rating which was reaffirmed earlier this year. This Budget emphasizes the importance of long-term financial sustainability, ensuring we are well-positioned to respond effectively to future emergencies and economic fluctuations.

The 2025 Proposed Budget was presented on October 22, 2024, and the Board conducted a Public Hearing on November 4, 2024. Modifications resulting from the Board's review and the public hearing are incorporated into this Adopted Budget. This message is intended only to provide a general overview of the Budget and its near-term progression. Details on many of the planned expenditures are provided on the following pages.

BUDGET HIGHLIGHTS

Accomplished in 2024

- After several years of study and design, ground was broken on the Morton Fields Complex renovation project in March of 2024. The project includes re-grading the entire complex into a level surface to create a fully accessible site with enhanced pedestrian and vehicular circulation, synthetic turf fields, additional restrooms, and space for a future playground area. Construction is mostly complete in late 2024 with the facility's reopening anticipated in spring of 2025.
- Membership levels at the Community & Recreation Center (C&RC) hit record highs again in 2024, reaching 4,300 memberships for the first time. Aquatics and fitness program participation also continued to show sustained strength. The C&RC staff continues to provide a quality member experience that generates a high level of user satisfaction.
- In July, Ballard*King & Associates presented their post-COVID assessment of the C&RC to the public. To guide the implementation of the report's recommendations, the Board of Commissioners established an Implementation and Advisory Committee in October 2024. The committee will focus on prioritizing physical enhancements to the C&RC to ensure it remains a top-tier recreational facility in the region.
- The Township began the process of updating its Comprehensive Plan for 2025-2035, which was last updated in 2015. A public survey was available from April-June and mail was sent to residents to increase public engagement. The comprehensive plan consultants from HRG were present at this year's Community Day as well as multiple public meetings. The public survey received 1,196 responses, which was the highest HRG has ever received on a community survey.
- Baker Park was the most recent park in the Township to be renovated. Improvements in 2024 included replacement of playground equipment, a newly constructed pavilion, basketball court resurfacing, and updated court lighting.
- The Township's Strategic Assessment Implementation and Advisory (SAIA) Committee continued work in 2024 towards advancing the 11 objectives of the Volunteer Fire Department (VFD) strategic plan report. Accomplishments include the VFD proposing a complete rewrite of its bylaws which is currently under review with its membership, the Township hiring a Fire Services Coordinator to assist the Fire Chief with the administration of the department, receipt of a new engine which was ordered in 2023, and an order being placed to secure a new aerial truck which is anticipated to be delivered near the end of 2025.
- The Township's email communication system (launched in 2023) grew by over 83% in 2024. Township emails had a 68% open-rate which is 27% higher than the local government average. Over 100 separate email communications were sent by the Township in 2024 as a means to inform residents of the latest news and alerts. The Township's Facebook page reached over 200,000 people and the website (www.twpusc.org) was visited over 200,000 times.
- The Government Finance Officers Association of the US & Canada (GFOA) awarded the Township with its 36th Certificate of Achievement for Excellence in Financial Reporting and 16th consecutive Distinguished Budget Presentation Award. The Township is one of only 8 municipalities in the entire Commonwealth of Pennsylvania (out of 2,500+) to receive both awards.
- Township staff and Teamsters 205 (Public Works) took steps in 2024 to negotiate the terms of a new labor contract. An agreement is expected to be finalized by year end.

New for 2025

- The Morton Fields Complex renovation is set to be completed with the fields opening by spring of 2025. Staff has been preparing for the operations and required maintenance of the complex and will continually address any anticipated and unanticipated needs that arise.



Morton Fields Complex renovation in October 2024.

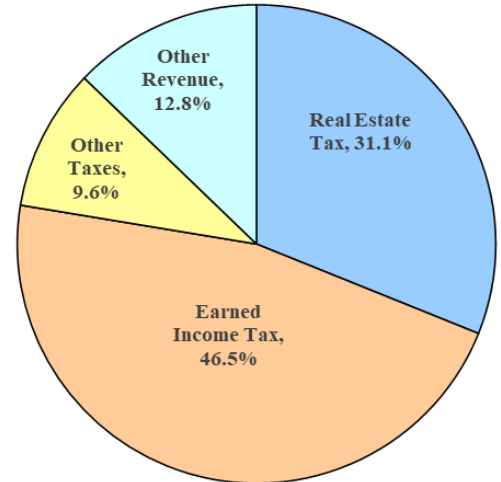
- With the completion of the Ballard*King & Associates study and the formation of the Implementation and Advisory Committee, the Township's focus will turn to the implementation of its recommendations. The 2025 Budget provides flexibility to begin those efforts.

- The final phase of the two-year Old Farm Trail project is anticipated to be completed in 2025. When completed, the project will provide a paved trail connecting the newly renovated Morton Fields Complex with the C&RC. To date, the Township has secured over \$500,000 in grant funding for this project.
- The Township's 2025-2035 Comprehensive Plan is set to be completed and adopted in 2025. After the final Planning Commission meeting in late 2024, the plan consultant, HRG, will schedule a final engagement session with the Board of Commissioners before finalizing the Comprehensive Plan. It is anticipated that the plan will be adopted in the first quarter of 2025.
- The Township and the 82 other municipalities in the ALCOSAN service area 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. In addition to analyzing flow data and threshold standards, the Township in 2025 will begin moving forward with required source reduction projects. This is the most expensive phase of compliance with the current Consent Order and has been planned for many years. The 2025 Budget does not anticipate any new debt will be needed to fund these projects. Additionally in 2025, the Township will continue to review and evaluate proposals for future regionalization including the potential of transferring some assets to ALCOSAN.
- The Township continues to aggressively fund stormwater management efforts as it has done since 2014. The 2025 Budget proposes \$500,000 in the Storm Sewer Fund for engineering and projects dedicated to improving stormwater management systems and complying with the unfunded Federal mandates tied to Municipal Separate Storm Sewer System (MS4) regulations being faced by municipalities throughout the country.
- Improvements to the exterior of the Township's recently renovated Municipal Building are planned for 2025. This will include updates to the signage and lighting around the building as well as a complete resurfacing of the building's parking lot.
- The Township's contract with the Police Association will expire at the end of 2025. The parties will take steps during the year to negotiate the terms of a new collective bargaining agreement.

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 \$26,651,395 in the 2024 Budget to \$27,576,785 in 2025 – an increase of 3.47%. **There are no tax increases in the 2025 budget.** The Township’s real estate tax rate remains at 3.83 mills and the earned income tax rate remains at 0.80%. The General Fund is projected to end the year with an Unassigned Fund Balance of \$7,066,450, or 25.6% of budgeted 2025 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. For more information on major funding sources, please refer to the section entitled “Major Revenue Sources.”

	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Real Estate Tax	\$ 8,688,250	\$ 8,656,000	\$ 8,583,500
Earned Income Tax	11,975,000	12,430,000	12,810,000
Local Services Tax	350,000	365,000	370,000
Real Estate Transfer Tax	1,445,000	1,445,000	1,525,000
Public Utilities Tax	17,500	21,943	22,250
Local Option Sales & Use Tax	748,000	724,500	732,000
Licenses and Permits	153,100	174,550	154,250
Fees and Fines	450,550	453,400	435,650
Rental Income	3,131	3,131	3,225
Investment Earnings	550,000	850,000	600,000
Service Agreements	305,169	304,369	314,289
Other Non-Tax Revenue	1,439,795	1,440,460	1,415,671
Recreation Fees	525,900	595,500	610,950
Total Revenues	\$ 26,651,395	\$ 27,463,853	\$ 27,576,785
Fund Balance	-	-	-
Total Major Revenues	<u>\$ 26,651,395</u>	<u>\$ 27,463,853</u>	<u>\$ 27,576,785</u>

Major Revenue Sources

Revenue Source	Percentage 2025 Budget	Dollar Value Change from 2024 Budget	Percentage Change from 2024 Budget
Real Estate Tax	31.1%	(\$104,750)	(1.21%)

- The 2025 Real Estate Tax rate is budgeted to remain at 3.83 mills. Revenue for 2025 is once again budgeted at a decrease due to actual and projected assessed value reductions from owner-initiated property assessment appeals resulting from the continued drop in the common level ratio.

Earned Income Tax	46.5%	\$835,000	6.97%
--------------------------	--------------	------------------	--------------

- The 2025 Earned Income Tax (EIT) rate is budgeted to remain at 0.80%. The revenue increase of 6.97% is in relation to the 2024 Budget. However, EIT revenue had strong growth during 2024 which outperformed the budgeted amount. Using the 2024 estimated actuals as a basis, the 2025 Budget projects a 3.06% increase in EIT revenue.

Real Estate Transfer Tax	5.5%	\$80,000	5.54%
---------------------------------	-------------	-----------------	--------------

- Real Estate Transfer Tax is budgeted to increase 5.54% compared to the 2024 Budget, reflecting higher purchase prices and a projected slight increase in sales volume.

Local Services Tax	1.3%	\$20,000	5.71%
---------------------------	-------------	-----------------	--------------

- New employment at South Hills Village mall is expected to contribute to an increase in Local Services Tax which is budgeted 5.71% higher than the 2024 Budget.

Local Option Sales & Use Tax	2.7%	(\$16,000)	(2.14%)
---	-------------	-------------------	----------------

- 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 decrease 2.14% from the 2024 budget but increase 1.0% from the 2024 estimate (less a required Act 180 distribution). The Township also benefits from the portion of this tax that comes from RAD for the Township’s Library and Boyce Mayview Park. Although RAD’s portion of the sales tax grew substantially in the past several years, the Upper St. Clair Library’s portion of RAD funding was cut sharply in 2023 without justification and will be 16% lower in 2025 than in 2022. Operational funding for Boyce Mayview Park portion from RAD is budgeted at \$275,000 in 2025. More can be viewed on the Library RAD Fund and Boyce Mayview Park RAD Fund pages of this document.

Other Revenue	12.8%	\$106,390	3.10%
----------------------	--------------	------------------	--------------

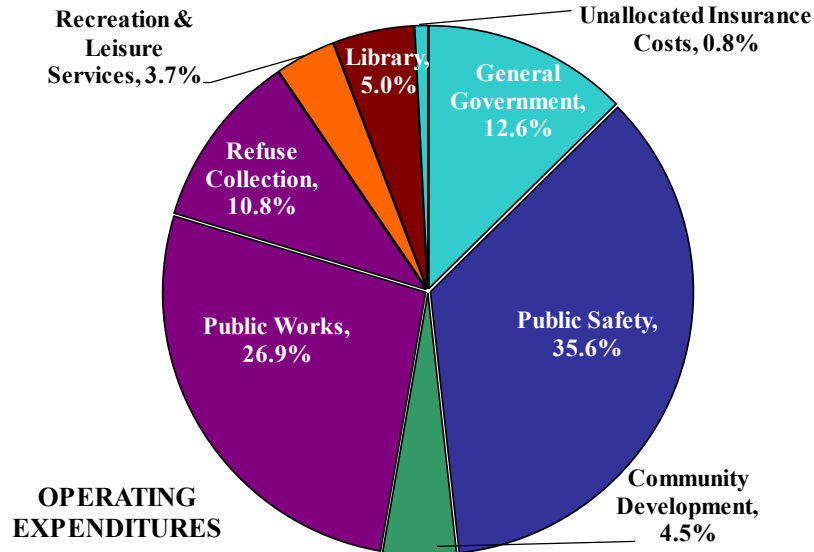
- Other revenue is budgeted to grow by 3.10% from the 2024 Budget. Reductions in interest income and state pension aid are expected to be offset by increases in other areas such as recreation fees and insurance program dividends.

GENERAL FUND EXPENDITURES

Where the Money Goes by Program

The 2025 projected operating expenditures are budgeted to increase from \$19,672,410 in the 2024 budget to \$20,349,461. The result is an increase of \$677,051, or 3.44%. Excluding the cost of the refuse and recycling contract, the increase is 2.74%. Explanations for 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 73.3% of the Operating Budget.



The remaining difference of projected revenues over operating expenses of \$7,227,324 will be used to fund the 2025 budgeted debt service costs of \$2,848,157, and transfers of \$4,379,167.

	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
General Government	\$ 2,342,536	\$ 2,319,056	\$ 2,572,295
Public Safety	6,960,441	6,880,685	7,239,837
Community Development	915,085	762,163	911,313
Public Works	5,408,850	5,294,069	5,474,814
Refuse Collection	2,010,000	2,009,000	2,202,500
Recreation & Leisure Services	743,920	711,520	759,491
Library	1,045,168	925,646	1,022,611
Unallocated Insurance Costs	246,410	247,600	166,600
Operating Expenditures	\$ 19,672,410	\$ 19,149,739	\$ 20,349,461

Major Program Operating Expenditures

Major Program	Percentage 2025 Budget	Dollar Value Change from 2024 Budget	Percentage Change from 2024 Budget
General Government	9.3%	\$229,759	9.81%

- General Government appropriations are budgeted at a 9.81% increase compared to 2024. Some of the key contributors to this change are the medical insurance budget (increased premiums and employee coverage changes), software licensing, and additional funding for a salary study in 2025.

Public Safety	26.3%	\$279,396	4.01%
----------------------	--------------	------------------	--------------

- Public Safety appropriations are projected to increase by 4.01%. The main driver of this change is the Personal Services category which includes contractual wage increases and the pension MMO payment, without which this category would have an overall increase of roughly 3%.

Community Development	3.3%	(\$3,772)	(0.41%)
------------------------------	-------------	------------------	----------------

- Community Development appropriations are budgeted to remain fairly level with 2024, decreasing by 0.41% from the prior budget.

Refuse Collection	8.0%	\$192,500	9.58%
--------------------------	-------------	------------------	--------------

- The 9.58% increase is based on rates for year two of the five-year contract with Waste Management.

Public Works	19.9%	\$65,964	1.22%
---------------------	--------------	-----------------	--------------

- Public Works appropriations other than refuse collection are budgeted to grow 1.22% from the prior budget. A variety of increases and decreases contribute to this change. The program area with the largest increase is building maintenance which is due mostly to contractual services. Minor reductions in other areas help to minimize the overall increase.

Recreation & Leisure Services	2.8%	\$15,571	2.09%
--	-------------	-----------------	--------------

- Appropriations for Recreation & Leisure Services are budgeted to increase by 2.09%. The main factor is an increase in part-time wages which is mostly to support the successful Camp St. Clair program. Revenues generated by this program will cover the cost increase.

Library	3.7%	(\$22,557)	(2.16%)
----------------	-------------	-------------------	----------------

- Library appropriations are budgeted to decrease by 2.16% from the 2024 Budget. This is due to a reduction in Personal Services costs resulting from more effective use of part-time staff.

General Fund Operating Expenditures Summarization

As stated earlier in this Budget Message, overall General Fund operating expenditures are budgeted to increase by 3.44% over the 2024 Budget amounts. Some of the specific budgeted items that contribute to the overall expenditure levels include:

- Increases in various insurance coverage premiums ranging from 6% to 15%.
- Garbage and recycling services are budgeted to increase by nearly 10%.
- Software licensing costs are budgeted to increase by 8%.
- Hourly wage increases in the police association labor contract are obligated at 3.25%.
- Part-time wage increases totaling 11%.
- The Minimum Municipal Obligation (MMO) for the Police defined benefit pension plan is budgeted to increase by 28%.
- The MMO for the Public Works defined benefit pension plan is budgeted to decrease by -16%.

The 2025 Budget will keep the General Fund’s unassigned fund balance at a level which is in line with the Government Finance Officers Association’s recommended level of being equal to at least two months of General Fund revenues. This is necessary to support the Township’s planning priority goal of maintaining the Township’s AA+ bond rating.

Major Program Non-Operating Expenditures

Major Program	Percentage 2025 Budget	Dollar Value Change from 2024 Budget	Percentage Change from 2024 Budget
Debt Service Payments	10.3%	(\$191,756)	(6.31%)

- The Debt Service payment schedules dictate the amounts required to be included in the budget. The 2025 Budget for debt service is reduced by \$191,756 from the 2024 Budget. Last year’s budget included an estimated figure for new debt which ended up being higher than what was required to service the debt from the 2024 General Obligation Bonds. That difference of \$170,500 accounts for most of this year-to-year budgetary change. Other debt service covered by this appropriation is for the 2016 General Obligation Bonds, 2017 General Obligation Bonds, 2021 General Obligation Bonds, and 2022 General Obligation Bonds.

Operating Transfers	15.9%	\$440,095	11.17%
----------------------------	--------------	------------------	---------------

- The 2025 General Fund Budget allocates a \$1,605,404 transfer to the Capital Projects Fund to help finance major capital items, a transfer of \$900,000 to the Boyce Mayview Park RAD Fund to fund park activities not covered by the RAD Grant, and a transfer of \$1,873,763 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 General Obligation Bonds.

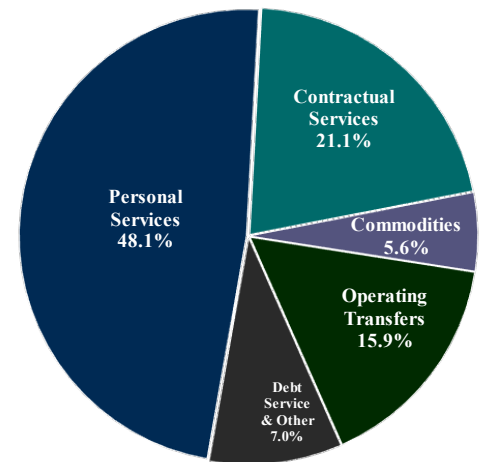
Where the Money Goes by Core Service Type

Core Service	Percentage 2025 Budget	Dollar Value Change from 2024 Budget	Percentage Change from 2024 Budget
Personal Services	48.1%	\$341,422	2.64%

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 high-quality staff. As is always the case, this category is the largest in the 2025 General Fund Budget, making up 48.1%, or \$13,256,458, roughly 55% of which is obligated contractually. This is a \$341,422, or 2.64%, increase from the 2024 budgeted amounts.

GENERAL FUND EXPENDITURES BY TYPE



Contractual Services	21.1%	\$375,250	6.90%
-----------------------------	--------------	------------------	--------------

There are a variety of changes within the contractual services category for 2025, the most significant of which is the refuse and recycling cost which once again has a substantial increase of 9.58% Other significant contributors to the change are increases in software licensing and various insurance premiums. Overall, this category increases \$375,250, or 6.9% from the prior budget.

Commodities	5.6%	(\$29,150)	(1.87%)
--------------------	-------------	-------------------	----------------

The Township’s commodities expenses are budgeted to decrease \$29,150 from the 2024 budgeted amounts. Most of the major expenses in this category will keep a level budget into 2025 while some other areas like minor supplies will have slight decreases.

Operating Transfers	15.9%	\$440,095	11.17%
----------------------------	--------------	------------------	---------------

Operating Transfers account for 15.9%, or \$4,379,167 of the 2025 General Fund Budget. This is an increase of \$440,095 from the 2024 budgeted amounts. These transfers represent contributions from the General Fund in 2025 to the following: Capital Projects Fund (\$1,605,404), Boyce Mayview RAD Fund (\$900,000), and C&RC Fund (\$692,796 operating, and \$1,180,967 debt).

Debt Service & Other	9.4%	(\$202,227)	(7.22%)
---------------------------------	-------------	--------------------	----------------

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 General Obligation Bonds, the 2021 General Obligation Bonds, the 2022 General Obligation Bonds, and the 2024 General Obligation Bonds. The 7.22% decrease is based on approved debt service schedules.

Other Expenditure Considerations

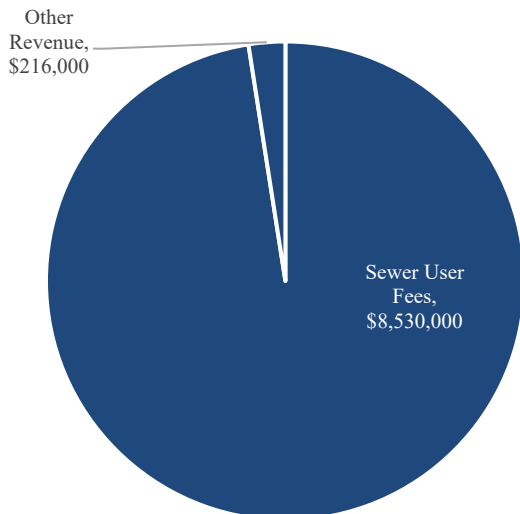
- **Staffing Levels and Compensation** – The overall staffing level and salary ranges are reflected in each department’s budget and detailed in the Appendix section of the budget document. Compensation levels for the operating budget reflect rates set either by contract, arbitration, or ranges established 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. Pension costs are budgeted to grow 11% over 2024 driven primarily by an increase in the Police defined benefit pension plan. Medical insurance is budgeted to increase by 7% over 2024. All Township employees are required to contribute to their health insurance premiums to help offset the Township’s cost.

MAJOR ENTERPRISE FUNDS

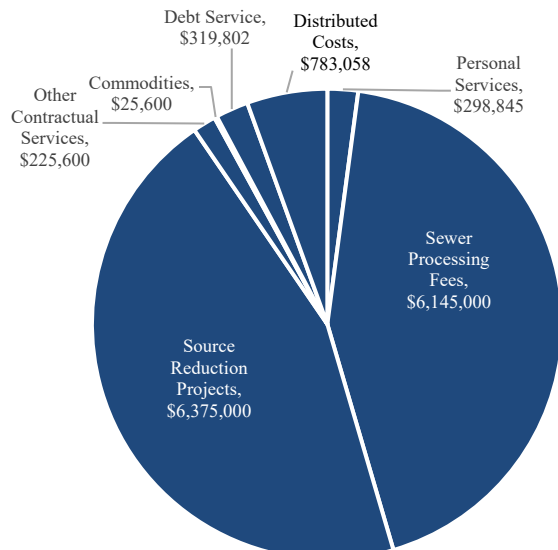
Sanitary Sewer Fund

The sewer user fee multiplier rate is set at 1.64 for 2025, a reduction from the existing multiplier of 1.68. This keeps the Township’s portion of the sewer user fee level while ALCOSAN has once again increased its rate for wastewater treatment by 7%. The Township’s costs for wastewater treatment in 2025 are projected at \$6,145,000, representing 43% of the fund’s operating expenses. While that is usually the largest expense in this fund, the 2025 budget is different. As mentioned earlier in this budget message, the 2025 Budget includes funding for the most significant and expensive stage of compliance with the Phase II Consent Order and Agreement (COA) with the Allegheny County Health Department. The related source reduction efforts are budgeted at \$6,375,000. The Sanitary Sewer Fund’s unrestricted net position is projected to be roughly \$4.8 million at the end of 2025.

Projected Revenues



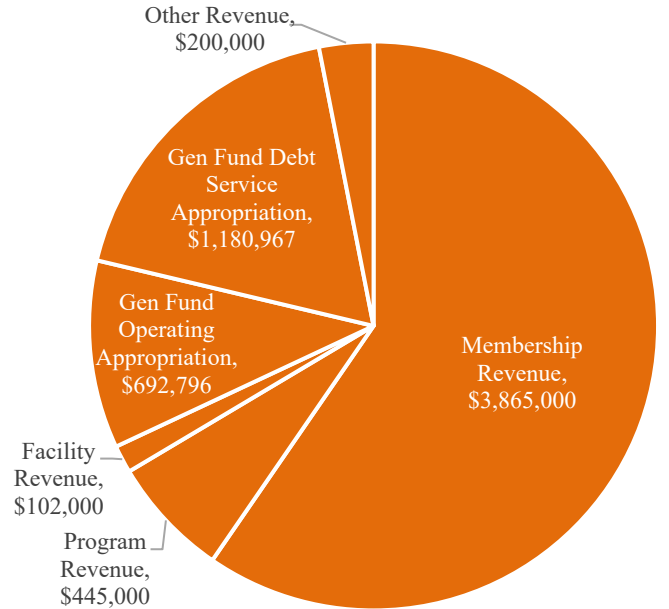
Projected Expenses



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

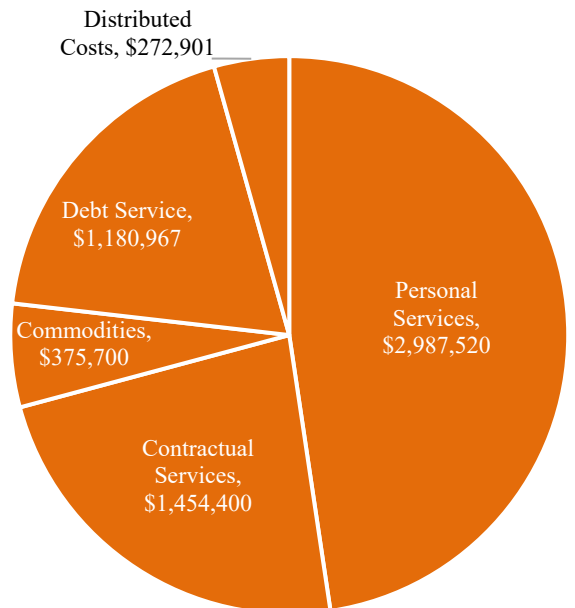
Projected Revenues

- **Membership Revenue:** Membership levels at the C&RC hit new highs again in 2024, but wages and general inflation continue to pressure the operating budget in several areas. A small increase in membership rates is reflected in the budget for 2025.
- **Daily Admissions:** Operational adjustments made in recent years have reduced daily admissions revenue from its peak in 2019, but this remains a meaningful funding source. The adjustments have also allowed for a high level of satisfaction for all users. This revenue is projected to remain fairly stable, albeit lower than the peak, moving forward. The 2025 Budget includes \$95,000 for daily admissions.
- **Appropriations from the General Fund:** For 2025, the General Fund budget appropriates \$1,180,967 for debt service costs associated with the construction of the C&RC building. The General Fund is also budgeted to contribute \$692,796 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. Program participation is expected to remain strong. The 2025 Budget projects an 11.4% increase for this category compared to the 2024 Budget.



Projected Expenses

- **Operating Expenses:** As noted above, wages and general inflation continue to pressure the operating budget. Additionally, maintenance needs are growing with the aging of the facility which increases the cost of operations. This is reflected in the 2025 Budget which has overall operating costs increasing by 4.5%, or \$219,085, over 2024.
- **Capital Costs:** The routine replacement of fitness equipment will occur as usual in 2025, as will the replacement of technology and aquatics equipment. The 2025 Budget also anticipates another HVAC unit replacement as part of the program that began several years ago.
- **Debt Service:** Debt service payments are budgeted based on the existing debt service schedules. For 2025, the scheduled payments are roughly \$900 less than in 2024.



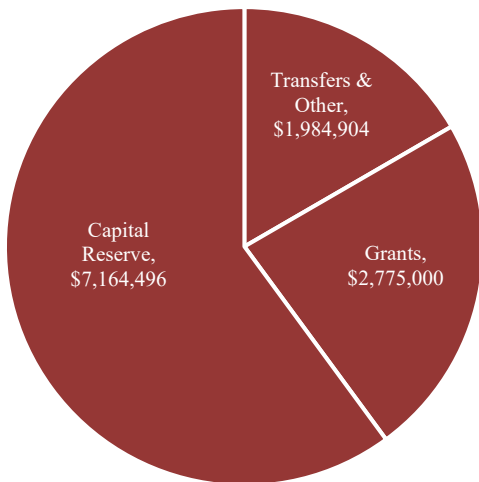
CAPITAL PROJECTS FUND

Annual Street Improvement Program

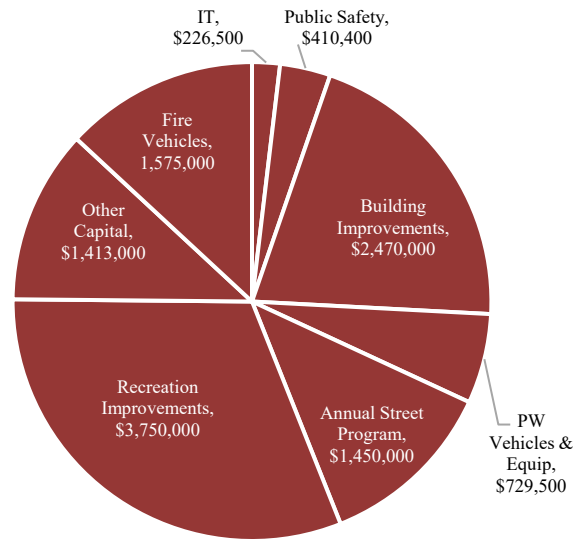
Funding Source	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
State Liquid Fuels Tax Fund	\$ 600,000	\$ 600,000	\$ 650,000	\$ 650,000
General/Capital Project Funds	1,414,300	1,406,859	1,355,000	1,450,000
TOTAL	\$ 2,014,300	\$ 2,006,859	\$ 2,005,000	\$ 2,100,000

The Township recognizes the benefits of well-maintained streets and remains committed to a regular schedule of street improvements. More than \$16.5 million 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. The funding amount of \$2,100,000 for 2025 is a \$100,000 increase from the 2024 allocation. Despite the increase, the heightened cost of asphalt over the past few years may result in less road miles being resurfaced in 2025 compared to prior years.

Capital Projects Fund Revenues



Capital Projects Fund Expenditures



Proceeds from the 2024 bond issue will continue to fund any remaining 2025 expenses for Morton Field Complex renovation. Other items in the Capital Projects Fund will be funded by a combination of grants, General Fund transfers and the portion of fund balance which is specifically assigned as 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

	2022	2023	2024	2025
Funding Source	Actual	Actual	Estimate	Budget
RAD Funding	\$ 240,000	\$ 527,000	\$ 640,000	\$ 825,000
General Fund Appropriation	\$ 1,900,000	\$ 1,000,000	\$ 577,766	\$ 900,000

At the recommendation of the Allegheny Regional Asset District (RAD), the Township 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 within the fund that are not covered by RAD or other grants. The budgeted General Fund appropriation for 2025 is \$900,000.

For 2025, RAD operational funding is estimated at \$275,000. This helps 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 2025 Budget also reflects the receipt capital grants from RAD totaling \$550,000 which will cover projects that will be reimbursed by RAD in 2025. The most significant capital project planned from this fund in 2025 is the final phase of construction and ADA improvements for the Old Farm Road Trail which links the C&RC to the Morton Fields Complex.

LOOKING FORWARD

This 2025 Budget has been prepared with the continued underlying goal of managing any future economic situations with a solid and stable financial foundation. In a 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. The Township continues to manage the budget in this manner with a long-term outlook.

The Board of Commissioners met in January 2024 to set the biannual planning priorities of the Board for 2024-2025. Township staff is committed to continuing the momentum built in recent years towards the Board’s planning priorities, and the 2025 Budget reflects that by allowing for the continued implementation of past priorities while laying the groundwork for future goals and objectives. Examples of this are as follows:

- For the sixteenth 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. External pressures may continue to make this goal more challenging in the near future. Factors outside of our direct control include the evolving economic environment, unfunded Federal mandates, the new administration in Allegheny County, and the property assessment system’s impact on the Township’s real estate tax revenue.

- The Board continues to prioritize strategic planning for the Fire Department. Immediately after a strategic assessment report for the Upper St. Clair Volunteer Fire Department (VFD) was approved by the Board of Commissioners in October 2022, the Township and VFD began working towards implementation of the report's 11 objectives. Significant progress on those objectives has been made since then, due primarily to outstanding collaboration between the VFD and the Fire Chief. The 2025 Budget allows for the continued advancement of the strategic objectives, and the long-term financial plan demonstrates the budgetary capacity to maintain these objectives in future years.
- The 2025 Budget also provides support for the Police Department's continued progress on several key goals. The significant progress made towards achieving accreditation in recent years will continue into 2025, moving onto the next steps to certify that the Department's policies and procedures meet established standards of excellence. Additionally, Police leadership continues to prioritize recruitment, training, and community engagement, with efforts to attract top talent, provide comprehensive training for the staff, and foster stronger connections with the community through outreach initiatives. Funding is also provided to continue supporting recently implemented technology enhancements, including the deployment of a CAD system, which improves operational efficiency and streamlines communication across agencies. These initiatives reflect our ongoing commitment to service improvement and operational excellence in public safety.
- The Township began the process of updating its Comprehensive Plan for 2025-2035. The plan's consultants, HRG, worked to ensure public participation through a variety of engagement methods including a survey which received 1,196 responses, the highest HRG has ever received on a community survey. The collection of all feedback is expected to be completed by the end of 2024. It is anticipated that the plan will be adopted in the first quarter of 2025.
- The Morton Fields Complex renovation is set to be completed with the fields opening by spring of 2025. Staff has been preparing for the operations and required maintenance of the complex and will continually address any anticipated and unanticipated needs that arise.

The 2025 Budget reflects the Township's continued commitment to financially sustainable operations. 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.

- Concerns persist regarding potential pressures originating from Allegheny County. One major issue is the ongoing decline in property values, as the new administration has yet to offer solutions to resolve the longstanding challenges of the property assessment system. Additionally, Township residents are facing the direct impact of a county property tax increase. The County Executive and County Council agreed to raise property taxes by 1.7 mills for 2025. This will cost the median household in Upper St. Clair an additional \$372 annually. The financial strain placed on residents by overlapping tax burdens from other government entities limits the Township's ability to generate revenue through similar means if needed in the future.
- We continue to operate in an uncertain and evolving economic environment, where both expenses and revenue sources remain unpredictable. Rising inflation, fluctuating tax bases, and broader economic volatility pose significant challenges to the long-term health of the Township's budget. Adding to this uncertainty is the looming possibility of new unfunded mandates from Federal, State, and County governments, which could impose additional financial burdens without corresponding funding. These factors have the potential to strain our budget, jeopardizing operational stability and long-term fiscal health if not carefully managed.

- The Township and the 82 other municipalities in the ALCOSAN service area 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. As mentioned earlier in this budget message, 2025 is the year when the most significant and expensive stage of compliance will be executed. Across the region, municipalities including the Township will embark on multi-million-dollar construction projects that include significant pipe lining efforts throughout the Township. But even after these projects are completed and the targets of the current COA are achieved, the responsibilities are not going to be done. It is highly expected that another COA is on the horizon which will bring additional unfunded mandates. While the Township's Sanitary Sewer Fund is in position to cover the cost of the 2025 projects without incurring new debt, that may not be the case with a future COA. If new debt is required to comply with unfunded mandates, it could force burdensome increases in user fees.
- Municipalities throughout the United States, including Upper St. Clair Township, remain under an unfunded 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 and the Environmental Protection Agency. For the 12th consecutive year, the 2025 Budget appropriates a significant contribution to the Storm Sewer Fund for projects dedicated to improving stormwater management systems and complying with the unfunded mandate. There is still uncertainty related to the future cost of MS4 compliance, and it remains possible that new funding mechanisms may need to be considered in the future to continue these efforts.

CONCLUSION

The 2025 Budget once again provides a financially sustainable spending plan that prepares the Township to adjust to uncertainty and economic pressures. Staff continues to promote a culture of fiscal responsibility 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 have come to 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.

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 2025 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 (13.44%)**, **Earned Income and Net Profits Tax (20.06%)**, **Sewer User Fees (13.44%)** and **C&RC & Recreation Program Revenues (7.87%)**, which combine to account for **54.81%** 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 (13.56%)**, **Public Safety (14.45%)**, **Recreation & Leisure Services, including the C&RC and recreation-related capital costs (18.06%)**, and **Sanitary Sewer Processing (ALCOSAN Payments) (9.62%)**, which combine to account for **55.69%** 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.

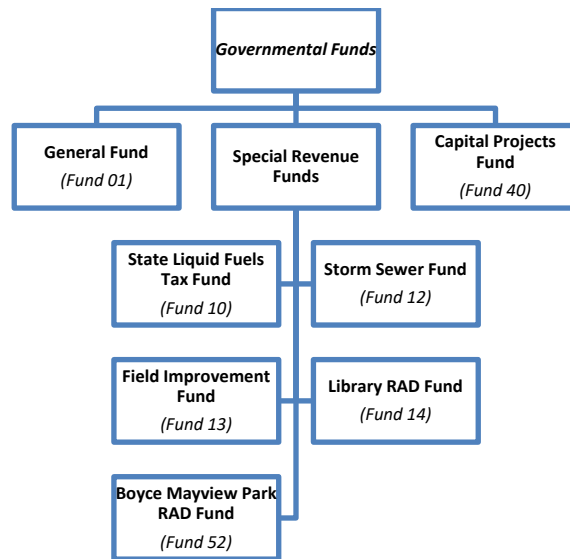
The Township of Upper St. Clair provides its residents with a full range of services. Following is a list of some of those services:

- Police protection through the Township's Police Department
- Fire protection through the Upper St. Clair Volunteer Fire Department
- 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

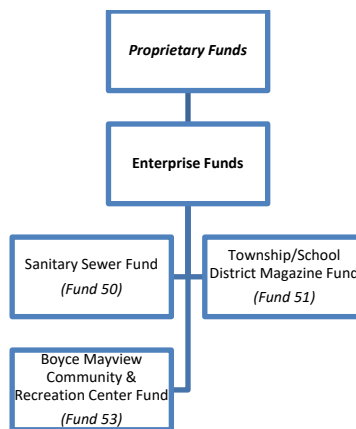
Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget. There are three primary bases for budgeting: Cash Basis, Modified Accrual Basis and Accrual Basis. The Township does not use the Cash Basis for any funds within the Budget.

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 90% 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. As of January 1, the Township operates sinking funds for the following debt obligations: 2016 General Obligation Bonds, 2017 General Obligation Bonds Series B, 2021 General Obligation Bonds, 2022 General Obligation Bonds and 2024 General Obligation Bonds.

FUND LISTING

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



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	Debt Service
Fund 01	General Fund	X	X	X	X	X	X		
Fund 10	State Liquid Fuels Tax Fund				X				
Fund 12	Strom 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	Community & Recreation Center Fund					X			
Fund 90	Tri-Community South EMS Fund							X	
Fund 91	Tri-Community South EMS Capital Reserve							X	
	Sinking Fund *								X

** Note: The Sinking Fund does is not a separately appropriated fund. Debt service paid through the Sinking Fund is appropriated in the individual funds associated with the debt – General Fund, Sanitary Sewer Fund, and Community & Recreation Center Fund. All other Township funds are appropriated.*

REVENUES BY FUND

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



**2025 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	\$ 8,583,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,583,500	13.44%
Earned Income Taxes	12,810,000	-	-	-	-	-	-	-	-	-	-	12,810,000	20.06%
Other Taxes	2,649,250	-	-	-	-	-	-	-	-	-	-	2,649,250	4.15%
Sewer User Fees	-	-	-	-	-	-	-	8,581,000	-	-	-	8,581,000	13.44%
Licenses & Permits	154,250	-	-	-	-	-	-	-	-	-	-	154,250	0.24%
Fees & Fines	435,650	-	-	29,500	-	-	-	15,000	138,000	-	-	618,150	0.97%
Interest & Rent	603,225	8,000	-	-	-	-	175,000	150,000	-	200,000	-	1,136,225	1.78%
Service Agreements	314,289	-	-	-	-	-	4,500	-	-	-	-	318,789	0.50%
Recreation Fees	610,950	-	-	-	-	-	-	-	-	4,412,000	-	5,022,950	7.87%
Grant Revenue	827,971	638,255	-	-	175,750	825,000	2,775,000	-	-	-	-	5,241,976	8.21%
Non-Tax Revenue	587,700	-	-	-	-	-	200,000	-	-	-	175,000	962,700	1.51%
Fund Balance	-	3,745	100,000	-	-	-	7,164,496	5,426,905	-	-	-	12,695,146	19.88%
Operating Transfers	-	-	500,000	30,000	-	900,000	1,605,404	-	-	692,796	164,000	3,892,200	6.10%
Non-Operating Transfers	-	-	-	-	-	-	-	-	-	1,180,967	-	1,180,967	1.85%
Totals	\$ 27,576,785	\$ 650,000	\$ 600,000	\$ 59,500	\$ 175,750	\$ 1,725,000	\$ 11,924,400	\$ 14,172,905	\$ 138,000	\$ 6,485,763	\$ 339,000	\$ 63,847,103	100.00%

**EXPENDITURES/EXPENSES
BY FUND**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



**2025 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	\$ 2,738,895	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,311,500	\$ -	\$ 138,000	\$ -	\$ -	\$ 5,188,395	8.13%
Public Safety	7,239,837	-	-	-	-	-	1,985,400	-	-	-	-	9,225,237	14.45%
Comm. Development	911,313	-	-	-	-	-	528,000	-	-	-	-	1,439,313	2.25%
Public Works	5,474,814	-	600,000	30,000	-	-	1,219,500	1,333,103	-	-	-	8,657,417	13.56%
ALCOSAN Payments	-	-	-	-	-	-	-	6,145,000	-	-	-	6,145,000	9.62%
Corrective Action	-	-	-	-	-	-	-	6,375,000	-	-	-	6,375,000	9.98%
Refuse Collection	2,202,500	-	-	-	-	-	-	-	-	-	-	2,202,500	3.45%
Annual Street Program	-	650,000	-	-	-	-	1,450,000	-	-	-	-	2,100,000	3.29%
Recreation	759,491	-	-	-	-	1,660,264	3,720,000	-	-	5,090,521	303,250	11,533,526	18.06%
Library	1,022,611	-	-	-	175,750	-	180,000	-	-	-	-	1,378,361	2.16%
Debt Service	2,848,157	-	-	-	-	-	-	319,802	-	548,359	-	3,716,318	5.82%
Operating Transfers	4,379,167	-	-	-	-	-	530,000	-	-	-	-	4,909,167	7.69%
Fund Balance	-	-	-	29,500	-	64,736	-	-	-	846,883	35,750	976,869	1.53%
Totals	\$ 27,576,785	\$ 650,000	\$ 600,000	\$ 59,500	\$ 175,750	\$ 1,725,000	\$ 11,924,400	\$ 14,172,905	\$ 138,000	\$ 6,485,763	\$ 339,000	\$ 63,847,103	100.00%

**TOTAL REVENUES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Township Taxes					
Real Estate Taxes	\$ 9,200,879	\$ 8,599,327	\$ 8,688,250	\$ 8,656,000	\$ 8,583,500
Earned Income Taxes	10,994,247	11,925,711	11,975,000	12,430,000	12,810,000
Other Taxes	2,862,068	2,536,756	2,560,500	2,556,443	2,649,250
Total Township Taxes	23,057,194	23,061,794	23,223,750	23,642,443	24,042,750
Township Fees					
Sewer User Fees	8,509,064	8,646,583	8,423,000	8,252,071	8,581,000
Recreation Fees	4,268,423	4,733,124	4,525,900	4,951,200	5,022,950
Magazine Advertising Fees	148,756	149,859	135,650	132,975	138,000
Licenses & Permits	205,513	504,266	153,100	174,550	154,250
Fees & Fines	542,804	664,744	495,050	502,900	480,150
Total Township Fees	13,674,560	14,698,576	13,732,700	14,013,696	14,376,350
Township Grant Revenue					
State Pension Grant	715,043	789,756	798,000	668,080	692,500
Library State Grant	69,940	81,995	81,995	82,821	82,821
State Liquid Fuels Tax Allocation	634,889	654,578	644,380	649,940	638,255
Library RAD Grant	209,199	235,152	169,807	169,807	175,750
Boyce Mayview Park RAD Grant	240,000	527,000	640,000	640,000	825,000
Other Grants	949,924	282,104	629,000	481,133	2,827,650
Total Township Grant Revenue	2,818,995	2,570,585	2,963,182	2,691,781	5,241,976
Township Non-Tax Revenue					
Interest & Rent	644,563	2,223,957	1,553,131	2,348,131	1,136,225
Service Agreements	303,093	295,865	309,669	308,869	318,789
Other Revenue	4,242,592	1,109,202	845,800	898,426	962,700
Total Township Non-Tax Revenue	5,190,248	3,629,024	2,708,600	3,555,426	2,417,714
Township Transfers					
Transfers from Bond Proceeds	-	-	12,000,000	12,158,972	-
Transfers from Other Funds	11,040,513	10,069,022	4,469,072	7,424,690	5,073,167
Total Township Transfers	11,040,513	10,069,022	16,469,072	19,583,662	5,073,167
Township Fund Balance					
Transfers from Fund Balance	1,398,383	2,049,737	9,783,882	1,400,419	12,893,811
Total Township Fund Balance	1,398,383	2,049,737	9,783,882	1,400,419	12,893,811
Total Township Revenue	\$ 57,179,893	\$ 56,078,738	\$ 68,881,186	\$ 64,887,427	\$ 64,045,768

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
General Government Expenditures					
Personal Services	\$ 1,777,744	\$ 1,834,731	\$ 2,040,310	\$ 2,010,283	\$ 2,116,507
Contractual Services	1,172,358	1,186,339	1,250,375	1,252,751	1,341,650
Commodities	45,248	39,623	64,375	58,250	60,375
Distributed Costs	(463,935)	(587,779)	(616,579)	(615,380)	(641,637)
Capital Projects	5,993,619	2,527,002	1,887,000	1,395,000	2,311,500
Total General Government Expenditures	\$ 8,525,034	\$ 4,999,916	\$ 4,625,481	\$ 4,100,904	\$ 5,188,395

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

Public Safety Expenditures					
Personal Services	\$ 5,160,962	\$ 5,457,184	\$ 5,962,608	\$ 5,916,041	\$ 6,202,640
Contractual Services	538,662	533,082	612,250	606,450	655,400
Commodities	54,869	67,030	97,415	85,145	90,415
Distributed Costs	179,127	252,263	288,168	273,049	291,382
Capital Projects	223,411	500,092	2,288,000	1,353,782	1,985,400
Total Public Safety Expenditures	\$ 6,157,031	\$ 6,809,651	\$ 9,248,441	\$ 8,234,467	\$ 9,225,237

Fund(s): General Fund, Capital Projects Fund

Comm. Development Expenditures					
Personal Services	\$ 542,097	\$ 586,225	\$ 759,339	\$ 607,949	\$ 747,920
Contractual Services	128,428	70,797	96,900	93,400	99,650
Commodities	6,309	5,352	8,000	8,000	8,000
Distributed Costs	52,445	67,817	50,846	52,814	55,743
Capital Projects	-	19,679	470,000	76,000	528,000
Total Comm. Development Expenditures	\$ 729,279	\$ 749,870	\$ 1,385,085	\$ 838,163	\$ 1,439,313

Fund(s): General Fund, Capital Projects Fund

Public Works Expenditures					
Personal Services	\$ 2,892,985	\$ 2,842,950	\$ 3,349,926	\$ 3,320,055	\$ 3,367,248
Contractual Services	1,663,225	1,543,072	2,076,450	1,862,482	7,554,350
Commodities	996,466	760,592	1,224,250	1,075,025	1,205,750
Distributed Costs	825,758	863,494	724,404	719,482	710,569
Refuse Collection	1,540,568	1,573,634	2,010,000	2,009,000	2,202,500
ALCOSAN Payments	4,945,969	5,321,370	5,732,000	5,732,000	6,145,000
Capital Projects	3,155,887	3,963,496	6,260,297	4,743,170	4,294,500
Total Public Works Expenditures	\$ 16,020,858	\$ 16,868,608	\$ 21,377,327	\$ 19,461,214	\$ 25,479,917

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

**TOTAL EXPENDITURES
BY PROGRAM**

TOWNSHIP OF UPPER ST. CLAIR
BUDGET OVERVIEW



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Recreation Expenditures					
Personal Services	\$ 3,006,848	\$ 3,282,376	\$ 3,783,734	\$ 3,560,978	\$ 3,918,984
Contractual Services	1,424,964	1,594,691	1,671,850	1,662,288	1,869,000
Commodities	411,318	377,809	541,250	489,054	576,950
Distributed Costs	415,857	361,487	490,972	442,591	457,842
Capital Projects	944,629	3,123,680	15,470,500	11,878,299	4,710,750
Total Recreation Expenditures	\$ 6,203,616	\$ 8,740,043	\$ 21,958,306	\$ 18,033,210	\$ 11,533,526
<i>Fund(s): General Fund, Boyce Mayview Park RAD Fund, Capital Projects Fund, Boyce Mayview C&RC Fund</i>					
Library Expenditures					
Personal Services	\$ 767,379	\$ 806,638	\$ 972,386	\$ 871,630	\$ 949,560
Contractual Services	26,613	25,478	32,550	30,911	33,700
Commodities	128,254	145,884	163,150	149,650	166,150
Distributed Costs	34,019	45,048	46,889	46,884	48,951
Capital Projects	-	4,691	9,500	-	180,000
Total Library Expenditures	\$ 956,265	\$ 1,027,739	\$ 1,224,475	\$ 1,099,075	\$ 1,378,361
<i>Fund(s): General Fund, Library RAD Fund, Capital Projects Fund</i>					
Debt Service Expenditures					
Contractual Services	\$ 2,991,986	\$ 2,796,552	\$ 3,952,423	\$ 3,101,712	\$ 3,716,318
Total Debt Service Expenditures	\$ 2,991,986	\$ 2,796,552	\$ 3,952,423	\$ 3,101,712	\$ 3,716,318
<i>Fund(s): General Fund, Sanitary Sewer Fund, Boyce Mayview C&RC Fund</i>					
Operating Transfers Expenditures					
Contractual Services	\$ 10,680,522	\$ 9,227,167	\$ 4,469,072	\$ 6,654,912	\$ 4,909,167
Transfers to Fund Balance	4,598,489	4,396,677	640,576	3,042,865	976,869
Total Operating Transfers Expenditures	\$ 15,279,011	\$ 13,623,844	\$ 5,109,648	\$ 9,697,777	\$ 5,886,036
<i>Fund(s): All Township Funds</i>					
Total Township Expenditures	\$ 56,863,080	\$ 55,616,223	\$ 68,881,186	\$ 64,566,522	\$ 63,847,103

SUMMARY OF CHANGES FROM THE PROPOSED TO ADOPTED BUDGET

Below is a list of changes that were made from the proposed budget to the adopted budget:

<u>Capital Projects Fund</u>	<u>2025 Proposed Budget</u>	<u>2025 Adopted Budget</u>	<u>Change</u>	<u>Explanation</u>
40-10-102-500732-000 Mun Bldg Capital Projects - Ext	660,000	725,000	65,000	Shift from sidewalks
40-40-408-500620-000 Sidewalk Projects	510,000	445,000	(65,000)	Shift to Municipal Building exterior
	<u>1,170,000</u>	<u>1,170,000</u>	<u>-</u>	

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

**FUND BALANCE/
NET ASSETS HISTORY**

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



TOWNSHIP MAJOR FUNDS – CHANGES IN FUND BALANCE OR NET ASSETS

GENERAL FUND	2022	2023	2024	2024	2025
	Actual	Actual	Budget	Estimate	Budget
Beginning Fund Balance	\$ 6,640,511	\$ 7,092,199	\$ 7,411,511	\$ 7,411,511	\$ 7,411,511
Total Revenues	28,748,558	27,417,312	26,651,395	27,463,853	27,576,785
Total Expenditures & Non-Spendables	(28,296,870)	(27,098,000)	(26,651,395)	(27,463,853)	(27,576,785)
Ending Fund Balance	\$ 7,092,199	\$ 7,411,511	\$ 7,411,511	\$ 7,411,511	\$ 7,411,511

Analysis: Fund Balance is projected to remain level with the 2024 estimate.

Discussion: The 2025 Budget projects the unassigned fund balance to be nearly 26% of budgeted General Fund revenues.

CAPITAL PROJECTS FUND	2022	2023	2024	2024	2025
	Actual	Actual	Budget	Estimate	Budget
Beginning Total Fund Balance	\$ 24,373,461	\$ 23,297,255	\$ 23,414,475	\$ 23,414,475	\$ 22,754,182
Revenue	8,227,137	6,483,365	14,624,489	16,642,659	4,759,904
Bond-Related Expenditures	(6,746,254)	(4,253,559)	(15,155,000)	(11,280,000)	(2,729,533)
Other Expenditures	(2,557,089)	(2,112,586)	(8,039,797)	(6,022,952)	(9,147,867)
Ending Assigned Fund Balance (Bonds)	6,022,025	1,850,561	-	2,729,533	-
Ending Unassigned Fund Balance	17,275,230	21,563,914	14,844,167	20,024,649	15,636,686
Ending Total Fund Balance	\$ 23,297,255	\$ 23,414,475	\$ 14,844,167	\$ 22,754,182	\$ 15,636,686

Analysis: Unassigned Fund Balance is projected to decrease \$7.1M from the 2024 estimate. Assigned fund balance is expected to be fully utilized by the end of 2025.

Discussion: The Assigned Fund Balance through 2024 represents bond proceeds which will be fully utilized by 2025. The use of Unassigned Fund Balance has been planned for several years and is used to assist with required grant matching funding for major projects, and to fund projects using existing resources to minimize the need for debt.

SANITARY SEWER FUND	2022	2023	2024	2024	2025
	Actual	Actual	Budget	Estimate	Budget
Beginning Net Position	\$ 9,160,669	\$ 10,166,719	\$ 11,095,691	\$ 11,095,691	\$ 11,603,462
Operating Revenue	8,521,564	8,751,083	8,438,000	8,272,071	8,596,000
Operating Expenses	(7,072,499)	(8,010,057)	(9,023,180)	(8,074,975)	(13,853,103)
Operating Income (Loss)	1,449,065	741,026	(585,180)	197,096	(5,257,103)
Non-Operating Revenue	130,773	538,267	375,000	650,000	150,000
Non-Operating Expenses	(573,788)	(350,321)	(339,325)	(339,325)	(319,802)
Total Non-Operating Revenues (Expenses)	(443,015)	187,946	35,675	310,675	(169,802)
Change in Net Position	1,006,050	928,972	(549,505)	507,771	(5,426,905)
Ending Net Position	10,166,719	11,095,691	10,546,186	11,603,462	6,176,557
Less: Net Investment in Capital Assets	(1,305,385)	(1,310,842)	(1,200,000)	(1,320,000)	(1,350,000)
Ending Unrestricted Net Position	\$ 8,861,334	\$ 9,784,849	\$ 9,346,186	\$ 10,283,462	\$ 4,826,557

Analysis: Unrestricted Net Position is projected to decrease \$5,456,905 from the 2024 estimate.

Discussion: The substantial reduction in Net Position is intentional and has been planned for several years for the one-time spike in operating expenses required in 2025 to comply with the Administrative Consent Order. This level of net position usage will not be necessary in 2026 as operating expenses will return to a normal level at that point.

**FUND BALANCE/
NET ASSETS HISTORY**

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



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

C&RC FUND	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Net Position	\$ 9,423,852	\$ 9,740,663	\$ 10,519,989	\$ 10,519,989	\$ 11,250,220
Operating Revenue	4,196,404	4,702,123	4,654,461	4,981,803	5,104,796
Operating Expenses	(3,906,266)	(4,181,499)	(4,871,436)	(4,637,025)	(5,090,521)
Operating Income (Loss)	290,138	520,624	(216,975)	344,778	14,275
Non-Operating Revenue	1,295,542	1,509,995	1,396,856	1,606,856	1,380,967
Non-Operating Expenses	(620,651)	(603,075)	(573,185)	(573,185)	(548,359)
Total Non-Operating Revenues (Expenses)	674,891	906,920	823,671	1,033,671	832,608
Change in Net Position	965,029	1,427,544	606,696	1,378,449	846,883
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Position	9,740,663	10,519,989	10,478,467	11,250,220	11,448,885
Less: Net Investment in Capital Assets	(2,209,719)	(2,317,913)	(2,773,413)	(2,617,332)	(2,745,582)
Ending Unrestricted Net Position	\$ 7,530,944	\$ 8,202,076	\$ 7,705,054	\$ 8,632,888	\$ 8,703,303

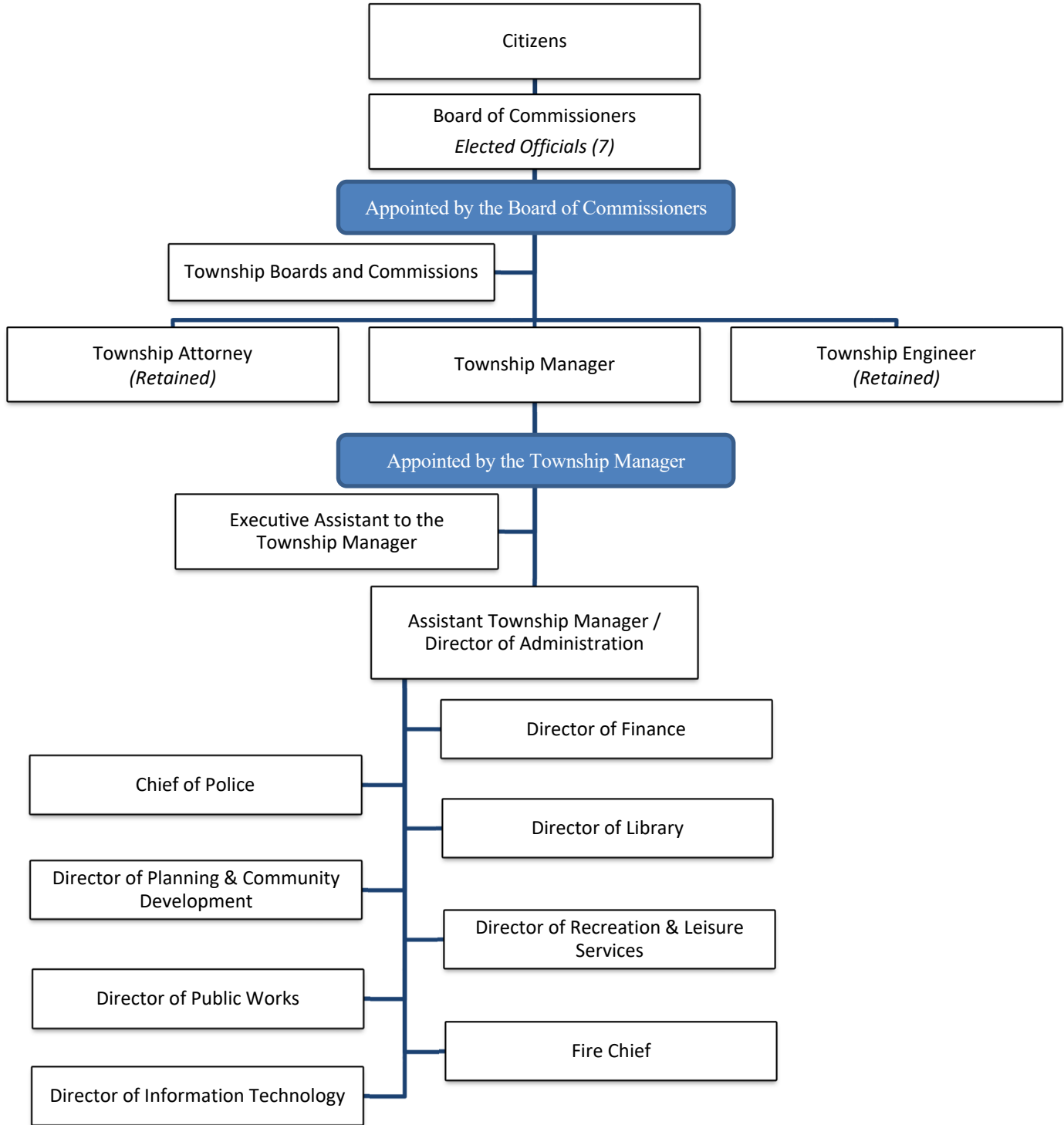
Analysis: Ending Net Position is projected to increase slightly from the 2024 estimate, by \$70,415.

Discussion: An \$846,883 positive change in net position becomes a lesser amount when including the annual building depreciation of \$648,218. The fund’s financial condition is moving in a very positive direction due to membership gains which first reached new highs in 2023 and continued climbing into 2024. A high level of memberships is expected to continue throughout 2025 which, along with a slight increase in membership fees, helps balance against the inflationary pressure experienced with the operating expenses.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

TOWNSHIP ORGANIZATIONAL STRUCTURE

The authorized personnel responsible for the Township’s programs and services are shown below. The 7 members of the Board of Commissioners are the only elected positions in the organization. All other positions are appointed.



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

**BOARD OF COMMISSIONERS PLANNING PRIORITIES
2024-2025**

The Board of Commissioners meets biannually to establish the Planning Priorities for the following 2 years. These are the Township’s highest priority goals and have a strategic, longer-term focus. The Board of Commissioners met in early 2024 to plan their priorities for 2024 and 2025. The top priorities and related status updates are below. The next such planning session will take place in early 2026. All Township Departments have additional goals listed within their sections of this document. Some of those goals also support these Planning Priorities.

BOARD PRIORITY	STATUS
<p><u>Budgetary Items</u> * Hold the line on taxes * Maintain AA+ bond rating * Morton Complex bond issue * Update Investment Policy * Continue to pursue grant funding * Negotiate new labor contracts with TCS, Public Works, and Police unions</p>	<p>The 2024 and 2025 budgets were adopted by the BOC with no tax increase and stable reserve levels. The AA+ bond rating was reaffirmed in February 2024 and the long-term financial plan supports maintaining the rating. In early 2024, the Township completed a \$12 million bond issue to fund the Morton Complex renovation project. The Township’s investment policy was updated in December 2024. Significant grant funding has been secured for several projects, and applications for more grant funding are awaiting decisions. New labor contracts were successfully negotiated in early 2024 for TCS and late 2024 for Public Works. Negotiations will take place with the Police association in 2025 to negotiate a new labor contract as the current agreement expires at the end of 2025.</p>
<p><u>Fire Dept Strategic Planning</u> * Continued implementation of the Fire Department Strategic Plan * Volunteer recruitment and retention * Fire Department facilities improvements</p>	<p>Immediately after a strategic assessment report for the Upper St. Clair Volunteer Fire Department (VFD) was approved by the Board of Commissioners in October 2022, the Township and VFD began working towards implementation of the report’s 11 objectives. Significant progress on those objectives has been made since then, due primarily to outstanding collaboration between the VFD and the Fire Chief. The 2025 Budget allows for the continued advancement of the strategic objectives, and the long-term financial plan demonstrates the budgetary capacity to maintain these objectives in future years.</p>
<p><u>Police Department Items</u> * Initiate steps towards accreditation * Add'l focus on recruitment, training, and community engagement * Implement technology enhancements * Increase bike patrols * Continue speed enforcement efforts</p>	<p>The 2025 Budget provides support for the Police Department’s continued progress on several key goals. The significant progress made towards achieving accreditation in recent years will continue into 2025, moving onto the next steps to certify that the Department’s policies and procedures meet established standards of excellence. Additionally, Police leadership continues to prioritize recruitment, training, and community engagement, with efforts to attract top talent, provide comprehensive training for the staff, and foster stronger connections with the community through outreach in initiatives. Funding is also provided to continue supporting recently implemented technology enhancements, including the deployment of a CAD system, which improves operational efficiency and streamlines communication across agencies.</p>
<p><u>2025-2035 Comprehensive Plan</u> * Navigate development and planning process * Establish goals for the next 10 years * Review, present, adopt the plan</p>	<p>In 2024, the Township began the process of updating the Comprehensive Plan for 2025-2035. The plan’s consultants, HRG, worked to ensure public participation through a variety of engagement methods including a survey which received 1,196 responses, the highest HRG has ever received on a community survey. The collection of all feedback is expected to be completed by the end of 2024. It is anticipated that the plan will be adopted in the first quarter of 2025.</p>
<p><u>Morton Fields Complex Study</u> * Coordinate with USCAA regarding field usage during project closure * Monitor project construction progress * Complete project on time and on budget</p>	<p>The Morton Fields Complex renovation is set to be completed with the fields opening by spring of 2025. Staff has been preparing for the operations and required maintenance of the complex and will continually address any anticipated and unanticipated needs that arise. The project remains on track to meet scheduling and budgeted expectations.</p>

**COMPREHENSIVE PLAN HIGHLIGHTS
2015-2025**

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

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

Land Use, Housing and Development
<p>Aim 1: Align infill opportunities and population needs within context of the Township's Development Priorities Plan.</p> <p>Aim 2: Strategically reinforce the community's high quality of development standards.</p> <p>Aim 3: Utilize existing zoning and subdivision ordinances in order to encourage greater development synergies, understanding and compliance.</p>
Infrastructure and Transportation
<p>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 .</p> <p>Aim 5: Enhance the transportation infrastructure to promote improved vehicular connectivity within the community as well as safety for non-vehicular traffic/pedestrians.</p>
Civic Space
<p>Aim 6: Prioritize and pursue public amenity enhancements.</p>
Local Government and Services
<p>Aim 7: Further the effectiveness of municipal communications.</p> <p>Aim 8: Continue to establish priorities and sequencing to ensure resource spending is balanced with the benefit of servicing the Township’s overall population</p>

The general accomplishments and goals listed below are intended to highlight the outstanding work done by Staff in 2024 and the intended goals of 2025. Other accomplishments and goals can be seen in the “*Board of Commissioners Planning Priorities Highlights*” and “*Comprehensive Plan Highlights*” on the preceding pages.

2024 GENERAL TOWNSHIP ACCOMPLISHMENTS

- After several years of study and design, ground was broken on the Morton Fields Complex renovation project in March of 2024. The project includes re-grading the entire complex into a level surface to create a fully accessible site with enhanced pedestrian and vehicular circulation, synthetic turf fields, additional restrooms, and space for a future playground area. Construction is mostly complete in late 2024 with the facility’s reopening anticipated in spring of 2025.
- Membership levels at the Community & Recreation Center (C&RC) hit record highs again in 2024, reaching 4,300 memberships for the first time. Aquatics and fitness program participation also continued to show sustained strength. The C&RC staff continues to provide a quality member experience that generates a high level of user satisfaction.
- In July, Ballard*King & Associates presented their post-COVID assessment of the C&RC to the public. To guide the implementation of the report’s recommendations, the Board of Commissioners established an Implementation and Advisory Committee in October 2024. The committee will focus on prioritizing physical enhancements to the C&RC to ensure it remains a top-tier recreational facility in the region.
- The Township began the process of updating its Comprehensive Plan for 2025-2035, which was last updated in 2015. A public survey was available from April-June and mail was sent to residents to increase public engagement. The comprehensive plan consultants from HRG were present at this year’s Community Day as well as multiple public meetings. The public survey received 1,196 responses, which was the highest HRG has ever received on a community survey.
- Baker Park was the most recent park in the Township to be renovated. Improvements in 2024 included replacement of playground equipment, a newly constructed pavilion, basketball court resurfacing, and updated court lighting.
- The Township’s Strategic Assessment Implementation and Advisory (SAIA) Committee continued work in 2024 towards advancing the 11 objectives of the Volunteer Fire Department (VFD) strategic plan report. Accomplishments include the VFD proposing a complete rewrite of its bylaws which is currently under review with its membership, the Township hiring a Fire Services Coordinator to assist the Fire Chief with the administration of the department, receipt of a new engine which was ordered in 2023, and an order being placed to secure a new aerial truck which is anticipated to be delivered near the end of 2025.
- The Township’s email communication system (launched in 2023) grew by over 83% in 2024. Township emails had a 68% open-rate which is 27% higher than the local government average. Over 100 separate email communications were sent by the Township in 2024 as a means to inform residents of the latest news and alerts. The Township’s Facebook page reached over 200,000 people and the website (www.twpusc.org) was visited over 200,000 times.
- The Government Finance Officers Association of the US & Canada (GFOA) awarded the Township with its 36th Certificate of Achievement for Excellence in Financial Reporting and 16th consecutive Distinguished Budget Presentation Award. The Township is one of only 8 municipalities in the entire Commonwealth of Pennsylvania (out of 2,500+) to receive both awards.
- Township staff and Teamsters 205 (Public Works) took steps in 2024 to negotiate the terms of a new labor contract. An agreement is expected to be finalized by year end.

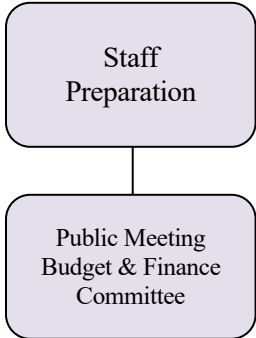
2025 GENERAL TOWNSHIP GOALS

- The Morton Fields Complex renovation is set to be completed with the fields opening by spring of 2025. Staff has been preparing for the operations and required maintenance of the complex and will continually address any anticipated and unanticipated needs that arise.
- With the completion of the Ballard*King & Associates study and the formation of the Implementation and Advisory Committee, the Township's focus will turn to the implementation of its recommendations. The 2025 Budget provides flexibility to begin those efforts.
- The final phase of the two-year Old Farm Trail project is anticipated to be completed in 2025. When completed, the project will provide a paved trail connecting the newly renovated Morton Fields Complex with the C&RC. To date, the Township has secured over \$500,000 in grant funding for this project.
- The Township's 2025-2035 Comprehensive Plan is set to be completed and adopted in 2025. After the final Planning Commission meeting in late 2024, the plan consultant, HRG, will schedule a final engagement session with the Board of Commissioners before finalizing the Comprehensive Plan. It is anticipated that the plan will be adopted in the first quarter of 2025.
- The Township and the 82 other municipalities in the ALCOSAN service area 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. In addition to analyzing flow data and threshold standards, the Township in 2025 will begin moving forward with required source reduction projects. This is the most expensive phase of compliance with the current Consent Order and has been planned for many years. The 2025 Budget does not anticipate any new debt will be needed to fund these projects. Additionally in 2025, the Township will continue to review and evaluate proposals for future regionalization including the potential of transferring some assets to ALCOSAN.
- The Township continues to aggressively fund stormwater management efforts as it has done since 2014. The 2025 Budget proposes \$500,000 in the Storm Sewer Fund for engineering and projects dedicated to improving stormwater management systems and complying with the unfunded Federal mandates tied to Municipal Separate Storm Sewer System (MS4) regulations being faced by municipalities throughout the country.
- Improvements to the exterior of the Township's recently renovated Municipal Building are planned for 2025. This will include updates to the signage and lighting around the building as well as a complete resurfacing of the building's parking lot.
- The Township's contract with the Police Association will expire at the end of 2025. The parties will take steps during the year to negotiate the terms of a new collective bargaining agreement.

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 2025 Budget Schedule and budget amendment provisions. For the complete charter provisions concerning the Annual Budget, please go to the section titled “*Budgetary Policies.*”

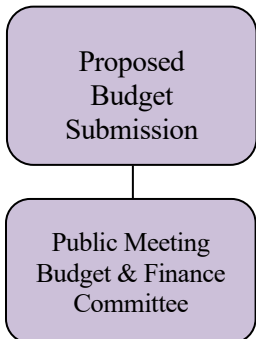
BUDGET PREPARATION AND ADOPTION

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



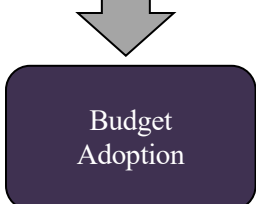
1. The Board of Commissioners establishes a public hearing date for the Proposed Budget.
2. The Township Manager and the Finance Department complete the Proposed Budget and submit the document to the Board of Commissioners.
3. In accordance with the Home Rule Charter, Staff makes the Proposed Budget 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.

2025 BUDGET DEVELOPMENT SCHEDULE

DATE	ACTION	RESPONSIBILITY
July 16, 2024	Budget worksheets sent to Department Directors along with reminder to align requests with Township goals	Director of Finance
August 15, 2024	Department Directors submit budget worksheets to Finance Department	Department Directors
September 30, 2024	Review budget assumptions and goals with Budget & Finance Committee	Budget & Finance Committee Township Manager Director of Finance
September 30, 2024	Establish Public Hearing date	Board of Commissioners
October 22, 2024	Submit Manager’s Proposed Budget to Board of Commissioners	Township Manager Director of Finance
October 22, 2024	Submit advertisement of Public Hearing to newspaper	Director of Finance
October 22, 2024	Post the Proposed Budget for Public inspection in Reception Area, Library and Township website	Director of Finance
October 22, 2024	Review Manager’s Proposed Budget with the Budget & Finance Committee	Budget & Finance Committee Township Manager Director of Finance
November 4, 2024	Public Hearing	Budget & Finance Committee Township Manager Director of Finance
November 6, 2024	Request for updated budget narratives and performance measurement data sent to Department Directors	Director of Finance
November 13, 2024	Review Public comments, if necessary	Budget & Finance Committee Township Manager Director of Finance
November 22, 2024	Updated budget narratives and performance measurement data returned to Finance Department	Department Directors
December 2, 2024	Adopt Budget (by Ordinance)	Board of Commissioners
December 3, 2024	Advertise adopted Ordinance	Township Manager
December 23, 2024	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 2025-2029 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	2025	2026	2027	2028	2029
Governmental Funds Revenues					
Real Estate Tax: 1% decline	\$ 8,583,500	\$ 8,497,665	\$ 8,412,688	\$ 8,328,561	\$ 8,245,276
Earned Income Tax: 3% growth	12,810,000	13,194,300	13,590,129	13,997,833	14,417,768
Real Estate Transfer Tax: 1.5% growth	1,525,000	1,547,875	1,571,093	1,594,660	1,618,579
Local Option Sales Tax: 2% growth	732,000	746,640	761,573	776,804	792,340
Local Services Tax: Estimate # employees	370,000	370,000	370,000	370,000	370,000
Other Revenue: 2.5% growth on recurring items	8,387,290	5,439,972	5,575,972	5,715,371	5,858,255
Fund Balance - From Prior Bond Proceeds	2,729,533	-	-	-	-
Fund Balance - Governmental Funds	4,397,472	2,035,842	2,469,437	2,816,515	2,209,013
Total Governmental Fund Revenues	\$ 39,534,795	\$ 31,832,294	\$ 32,750,892	\$ 33,599,744	\$ 33,511,232
Governmental Funds Expenditures					
General Government: 3.25% growth	\$ 2,738,895	\$ 2,827,909	\$ 2,919,816	\$ 3,014,710	\$ 3,112,688
Public Safety: 3.25% growth	7,239,837	7,475,132	7,718,073	7,968,911	8,227,900
Community Development: 3.25% growth	911,313	940,931	971,511	1,003,085	1,035,685
Public Works: 3.25% growth	5,474,814	5,652,745	5,836,460	6,026,145	6,221,994
Refuse Collection: 7.25% growth	2,202,500	2,362,181	2,533,439	2,717,114	2,914,104
Annual Street Program: estimate/CIP	2,100,000	2,100,000	2,200,000	2,200,000	2,300,000
Other Capital Improvements: estimate/CIP	11,202,400	2,707,000	2,681,000	2,666,750	1,460,000
Recreation: 3.25% growth on recurring items	1,744,755	1,801,460	1,860,007	1,920,457	1,982,872
Library: 3.25% growth	1,198,361	1,237,308	1,277,520	1,319,040	1,361,908
C&RC Transfer	1,873,763	1,889,343	1,915,277	1,934,550	1,957,262
Debt Service - General Fund	2,848,157	2,838,286	2,837,788	2,828,983	2,936,816
Total Governmental Fund Expenditures	\$ 39,534,795	\$ 31,832,294	\$ 32,750,892	\$ 33,599,744	\$ 33,511,232
Sanitary Sewer Fund	2025	2026	2027	2028	2029
Sanitary Sewer Revenues					
Sewer User Fees: 7% growth	\$ 8,431,000	\$ 9,021,170	\$ 9,652,652	\$ 10,328,338	\$ 11,051,322
Other Revenue: level	165,000	85,000	85,000	85,000	85,000
Use of Net Assets	5,576,904	667,714	539,441	404,145	237,702
Total Sanitary Sewer Fund Revenues	\$ 14,172,904	\$ 9,773,884	\$ 10,277,093	\$ 10,817,483	\$ 11,374,024
Sanitary Sewer Expenses					
ALCOSAN Payments: 7% growth	\$ 6,145,000	\$ 6,575,150	\$ 7,035,411	\$ 7,527,890	\$ 8,054,842
Township Sewer Costs: 3.5% growth	1,833,103	1,897,262	1,963,666	2,032,394	2,103,528
Sanitary Sewer Major Projects: estimate/CIP	5,875,000	1,000,000	1,000,000	1,000,000	1,000,000
Debt Service: actual	319,801	301,472	278,016	257,199	215,654
Total Sanitary Sewer Fund Expenses	\$ 14,172,904	\$ 9,773,884	\$ 10,277,093	\$ 10,817,483	\$ 11,374,024

**FIVE YEAR
PROJECTION**

**TOWNSHIP OF UPPER ST. CLAIR
LONG-TERM FINANCIAL PLANNING**



C&RC Fund	2025	2026	2027	2028	2029
C&RC Fund Revenues					
C&RC Revenue: 2% growth	\$ 4,612,000	\$ 4,704,240	\$ 4,798,325	\$ 4,894,292	\$ 4,992,178
Operating Transfer - C&RC	1,873,763	1,889,343	1,915,277	1,934,550	1,957,262
Use of Net Assets	-	-	-	-	54,312
Total C&RC Fund Revenues	\$ 6,485,763	\$ 6,593,583	\$ 6,713,602	\$ 6,828,842	\$ 7,003,752
C&RC Fund Expenses					
C&RC 85% Operating Costs: 3.5% growth	\$ 4,397,725	\$ 4,551,645	\$ 4,710,953	\$ 4,875,836	\$ 5,046,490
C&RC 15% Operating Costs: 3.5% growth	692,796	717,044	742,141	768,116	795,000
C&RC - Debt Service	1,180,967	1,172,299	1,173,136	1,166,434	1,162,262
C&RC - Capital Transfer	214,275	152,595	87,372	18,456	-
Total C&RC Fund Expenses	\$ 6,485,763	\$ 6,593,583	\$ 6,713,602	\$ 6,828,842	\$ 7,003,752

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. All local governments within Allegheny County are experiencing a decline in their taxable assessment base due to the sharp drop in the common level ration over the past couple of years. The Township’s base declined 1% in each of the last two years. This forecast assumes that trend will continue until a change to the current property assessment situation is made. The new County administration has not yet offered a solution, so this forecast assumes the current condition will remain through 2029.
- Earned income tax (EIT) revenue is conservatively projected to grow at a rate of 3% annually. Economic and labor market forecasts along with the Township’s recent experience suggest EIT could grow at a higher rate in the short-term but predications over the longer term are less confident.
- Real estate transfer tax revenue is expected to benefit from a drop in mortgage rates which could slowly improve sales volume over the next 1-2 years. As such, this forecast assumes annual growth of 1.5%.
- Local option sales tax (RAD Sales Tax) revenue is tied to inflation and consumer spending. Both factors caused significant growth in this revenue during 2022-2023, but that growth slowed in 2024. Consumer spending predictions for the next several years are mixed, so this forecast has dropped its assumptions to a modest 2% annual increase.
- Local services tax revenue should remain level after achieving slight growth in 2025.
- 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, such as grants, have been removed from the model for years 2 through 5 since they will not be repeated in those years. The Township is currently pursuing grant funding for several projects and will continue seeking grants throughout the 5-year scope of this plan, but no grants are assumed in this forecast beyond those which have been officially awarded.
- Fund Balance projections are based on anticipated needs. The 2025 Budget projects \$4,397,472 to be spent from fund balances in the governmental funds other than those assigned for bond-related projects. The majority of fund balance usage comes from the Capital Projects Fund which has been planned for several years and is 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.
- The non-capital expenditures over the 5-year period are projected to be fully supported by recurring revenues. Future use of fund balance is dependent upon what capital projects are approved. The projected fund balance for the Governmental Funds beginning in 2025 is sufficient to cover the total fund balance requirement presented for the 5-year period.

FIVE YEAR PROJECTION ASSUMPTIONS (Continued)

GOVERNMENTAL FUNDS EXPENDITURES (Continued)

- Expenditures in the areas of General Government, Public Safety, Community Development, Public Works, Recreation and Library are all expected to grow 3.25% each of the next 5 years. This projection is based on historical data, contractual obligations, anticipated needs, and economic forecasts.
- Refuse collection costs will grow 7.25% based on the existing contract which runs through 2028. The same rate is being assumed for 2029.
- Annual Street Program expenditures are based on the Township's adopted 2025-2029 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.
- The Debt Service forecast includes the actual scheduled payments of the General Fund portions of the General Obligation Bonds for 2016, 2017, 2021, 2022, and 2024. No new debt is included in the forecasted period.

SANITARY SEWER FUND

- ALCOSAN has committed to a 7% increase in its wastewater treatment rates through 2026. The 7% rate increase impacts both the Sanitary Sewer User Fees (revenue) and the ALOCSAN Payments (expense). The 7% increase forecasted for the revenue portion assumes the Township portion of the sewer billing rate will be raised at the same rate as the ALCOSAN portion of the bill. However, the fund's health is evaluated annually to establish the appropriate fees, so it is possible the revenue in this forecast will be more or less than what is reflected. Other revenue is shown to be level after a drop in 2026. Most of this revenue source is interest income which will decline due to a drop in investment rates and less available reserve due to the 2025 project spending.
- The 2025 Budget includes funding for the most significant and expensive stage of compliance with the Phase II Consent Order and Agreement (COA) with the Allegheny County Health Department. The forecast shows the major sanitary sewer project costs dropping back down to a lower level for the following four years. The costs presented for 2026-2029 align with those presented in the CIP. However, it is expected that another COA will be issued at some point during the five-year period which could have a material impact on this forecast.
- Other Township sewer costs are projected to grow at 3.5% based on trends and economic forecasts.
- The Debt Service forecast includes the actual scheduled payments of the Sanitary Sewer Fund portions of the General Obligation Bonds for 2016, 2017 and 2021. No new debt is included in the forecast in the five-year period.
- 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 beyond what is presented.

COMMUNITY & RECREATION CENTER FUND

- The 5-year projection assumes a 2% increase in revenue each year. This would result from an increase in membership volume, membership rates, program participation, and program/facility fees, or a combination of any/all of those factors.
- 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.
- Inflation had a significant impact on the C&RC's costs in the past three years, particularly in the areas of wages and other contractual services. That impact is reflected in the 2025 Budget which serves as the baseline for this five-year forecast. The C&RC's operating costs are still projected to grow another 3.5% annually based on anticipated needs and the cost of operations.
- 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:

<u>Potential Partners</u>		<u>Timeframes</u>	
BC	Board of Commissioners	S	Short Term (1-3 years)
PC	Planning Commission	M	Medium Term (4-7 years)
PD	Community Development Dept.	L	Long Term (7+ years)
PW	Public Works Department	O	Ongoing
PR	Parks & Rec Advisory Board		
RD	Recreation Department	<u>Cost</u>	
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)

	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Key Recommendations					
Land Use, Housing and Development					
Aim 1: Align infill opportunities and population needs within context of the Township's Development Priorities Plan					
A. 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)

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

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

	Time Frame	Potential Lead	Potential Partners	Prob. Costs	Possible Funding
Key Recommendations					
Infrastructure and Transportation					
Aim 4: Develop a long-term plan for the safe and effective management of stormwater runoff while improving the ecosystem health and ecological sustainability of the Township's landscape					
A. Develop webinars/portable "anytime" sessions as related to regional stormwater; distribute links to Township residents. Schedule in-person public outreach as applicable to promote discussion and understanding.	S-O	BC	IT, PW	\$\$-	Grants, Township Funds
B. Prepare re-occurring on-line and USC Today highlights regarding completed public and private stormwater management infrastructure improvements within the community along with tally of associated benefits/cost savings.	S-O	PW	IT, PC, PD	\$	Staff Time, Volunteers
C. Periodically share the Township's results and lessons learned of susatainable practices/efficiencies resulting from municipal innovations and investments in public facilities; distribute information to residents and collaborate with other vested communities as applicable.	S-O	BC	PW	\$\$	Grants, Township Funds
Key Recommendations					
Aim 5: Enhance the transportation infrastructure to promote improved vehicular connectivity within the community as well as safety for non-vehicular traffic/pedestrians.					
A. Continue to prioritize and allocate associated dollars with recommended roadway and key intersection improvements in the context of regional transportation efforts and PennDOT's Twelve Year Program.	S-O	BC	PennDOT, NM	\$\$\$\$-	Grants, Township Funds, Developer Partnerships
B. Continue to pursue sidewalk and bikeway improvements with priority toward extension of existing constructed segments as well as to connections that link neighborhoods to civic amenities; update the Township's online GIS mapping files to illustrate current and completed construction/planning progress.	S-O	PD	IT, PC	\$	Staff Time, Volunteers
C. Promote pedestrian and bicycle safety within the Township	S-O	BC	Police, RD, IT	\$	Volunteers, Staff Time
D. Coordinate with community and regional organizations as applicable regarding the extent of service and pursuit of potential funding avenues for identified multi-modal improvements.	O	BC	Township Departments, NM, AC	\$\$\$\$-	Grants, Local Business Partnerships General Fund

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

COMPREHENSIVE PLAN FOR 2015-2025 (continued)

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

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

CAPITAL PLANNING

CAPITAL PLANNING OVERVIEW

In accordance with the Township of Upper St. Clair Code, Staff creates a Five-Year Capital Improvement Program (CIP) outlining anticipated capital assets and capital projects for a five-year period. A capital asset is considered an asset of considerable value that has a useful life of several years. A capital project is considered to be a project of considerable cost that will benefit the Township for future years. The Township’s CIP is updated annually by Resolution of the Board of Commissioners. The updated CIP is used as a tool during the budget process to evaluate and decide what will be funded. Recurring and non-recurring items are separated as follows:

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 impact on the budget. 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 2025. On the following page is a breakdown of the operational impacts of the 2025 non-recurring capital items.

**2025 Budgeted Capital Assets & Capital Projects
Summary By Funding Source**

	Capital Projects Fund	Liquid Fuels Fund	Storm Sewer Fund	Field Improvement Fund	BM Park RAD Fund	Sanitary Sewer Fund	C&RC Fund	Total Capital Items
Capital Assets								
<i>Recurring Items</i>								
Public Works Vehicles	\$ 624,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 624,000
Public Works Equipment	325,500	-	-	-	-	-	-	325,500
Police Vehicles	122,000	-	-	-	-	-	-	122,000
Public Safety Equipment	116,400	-	-	-	-	-	-	116,400
Other Vehicles	65,000	-	-	-	-	-	-	65,000
General Government Equipment	418,500	-	-	-	-	-	-	418,500
Recreation Equipment	-	-	-	-	-	-	303,250	303,250
<i>Non-recurring Items</i>								
Fire Department Vehicles	1,575,000	-	-	-	-	-	-	1,575,000
Field & Park Improvements	-	-	-	30,000	675,000	-	-	705,000
Capital Projects								
<i>Recurring Items</i>								
Annual Street Program	1,450,000	650,000	-	-	-	-	-	2,100,000
General Building Improvements	125,000	-	-	-	-	-	-	125,000
Facility Security Upgrades	23,000	-	-	-	-	-	-	23,000
Sewer Projects	-	-	600,000	-	-	6,375,000	-	6,975,000
<i>Non-recurring Items</i>								
Morton Complex Upgrades	3,500,000	-	-	-	-	-	-	3,500,000
Municipal Building Improv.	1,510,000	-	-	-	-	-	-	1,510,000
Sidewalk Projects	510,000	-	-	-	-	-	-	510,000
Other Property Improvements	425,000	-	-	-	-	-	-	425,000
Parking Lot Resurfacing	410,000	-	-	-	-	-	-	410,000
Traffic Signals and Improvements	45,000	-	-	-	-	-	-	45,000
Comprehensive Plan	65,000	-	-	-	-	-	-	65,000
Software Implementation	38,000	-	-	-	-	-	-	38,000
Total Capital Items	\$ 11,347,400	\$ 650,000	\$ 600,000	\$ 30,000	\$ 675,000	\$ 6,375,000	\$ 303,250	\$ 19,980,650

NON-RECURRING CAPITAL ITEMS – FINANCIAL IMPACT

Morton Complex Upgrades

The Morton Fields Complex improvements will include multiple new features. New energy efficient lighting, replacing old infrastructure, and a better overall layout will bring savings in the areas of utilities and maintenance. Some other items will add costs such as a new concession building, landscaping, and field turf maintenance. The net impact is conservatively estimated to be an additional cost of \$30,000 annually. These changes in costs are incorporated into the 2025 Budget in anticipation of the project’s completion in the spring.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Annual Expense or (Savings)	Useful Life
Capital Projects Fund	\$3,500,000	\$ -	General Fund Building Maint.	\$30,000	10-40

Community Development Software

The Department of Planning & Community Development will implement new permitting software in 2025. After implementation, the software will carry an annual licensing and support cost. This cost is expected to be roughly \$20,000 annually.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Annual Expense or (Savings)	Useful Life
Capital Projects Fund	\$38,000	\$0	General Fund Community Development Software	\$20,000	5

Facility Security Upgrades

Among the projects included in the 2025 budget are facility security upgrades which come with an annual licensing and support cost. The hardware being installed in 2025 is anticipated to add an annual cost of \$3,500.

Capital Funding Source	Initial Capital Outlay	Additional Capital Needed	Operational Funding Source	Annual Expense or (Savings)	Useful Life
Capital Projects Fund	\$23,000	\$0	General Fund Building Maint.	\$3,500	10

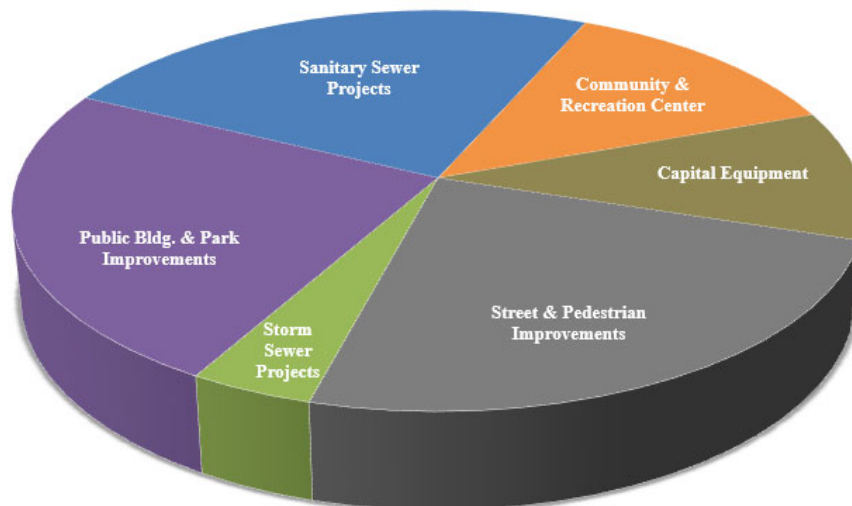
CAPITAL IMPROVEMENT PROGRAM

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 2025-2029 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 2025-2029
Summary By Major Category**

Major Category	2025	2026	2027	2028	2029	Totals
Capital Equipment						
Priority Funding	\$ 748,400	\$ 703,500	\$ 257,000	\$ 684,750	\$ 368,000	\$ 2,761,650
Under Review for Priority & Funding	722,000	749,500	1,095,000	843,000	459,000	3,868,500
Street & Pedestrian Improvements						
Priority Funding	2,100,000	2,100,000	2,200,000	2,200,000	2,300,000	10,900,000
Under Review for Priority & Funding	332,000	1,650,000	1,200,000	500,000	740,000	4,422,000
Storm Sewer Projects						
Priority Funding	600,000	300,000	300,000	310,000	310,000	1,820,000
Under Review for Priority & Funding	-	-	400,000	350,000	-	750,000
Public Bldg. & Park Improvements						
Priority Funding	1,503,500	954,000	629,000	479,000	323,000	3,888,500
Under Review for Priority & Funding	1,570,700	6,723,000	345,000	1,370,000	1,300,000	11,308,700
Sanitary Sewer Projects						
Priority Funding	500,000	575,000	500,000	850,000	500,000	2,925,000
Under Review for Priority & Funding	10,490,000	500,000	500,000	500,000	500,000	12,490,000
Community & Recreation Center						
Priority Funding	570,650	826,600	180,700	349,800	536,000	2,463,750
Under Review for Priority & Funding	192,500	2,272,750	2,788,000	340,000	65,000	5,658,250
Subtotal for Priority Funding	6,022,550	5,459,100	4,066,700	4,873,550	4,337,000	24,758,900
Subtotal for Under Review Items	13,307,200	11,895,250	6,328,000	3,903,000	3,064,000	38,497,450
Total Current 5 Year Plan	\$ 19,329,750	\$ 17,354,350	\$ 10,394,700	\$ 8,776,550	\$ 7,401,000	\$ 63,256,350
Previous 5 Year Plan	\$ 25,409,650	\$ 23,097,850	\$ 10,458,550	\$ 6,544,500	\$ 6,711,200	\$ 72,221,750
Difference in 5 Year Plans	\$ (6,079,900)	\$ (5,743,500)	\$ (63,850)	\$ 2,232,050	\$ 689,800	\$ (8,965,400)



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

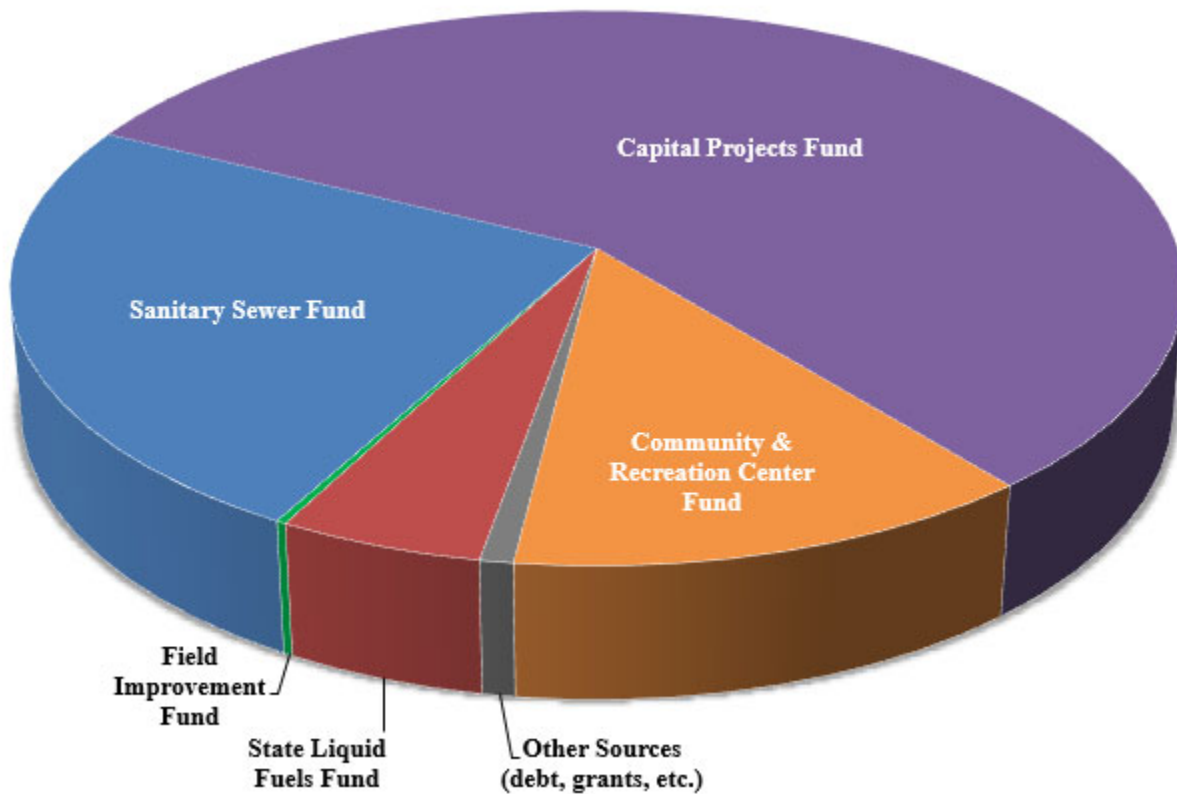
**CAPITAL
PLANNING**

**TOWNSHIP OF UPPER ST. CLAIR
LONG-TERM FINANCIAL PLANNING**



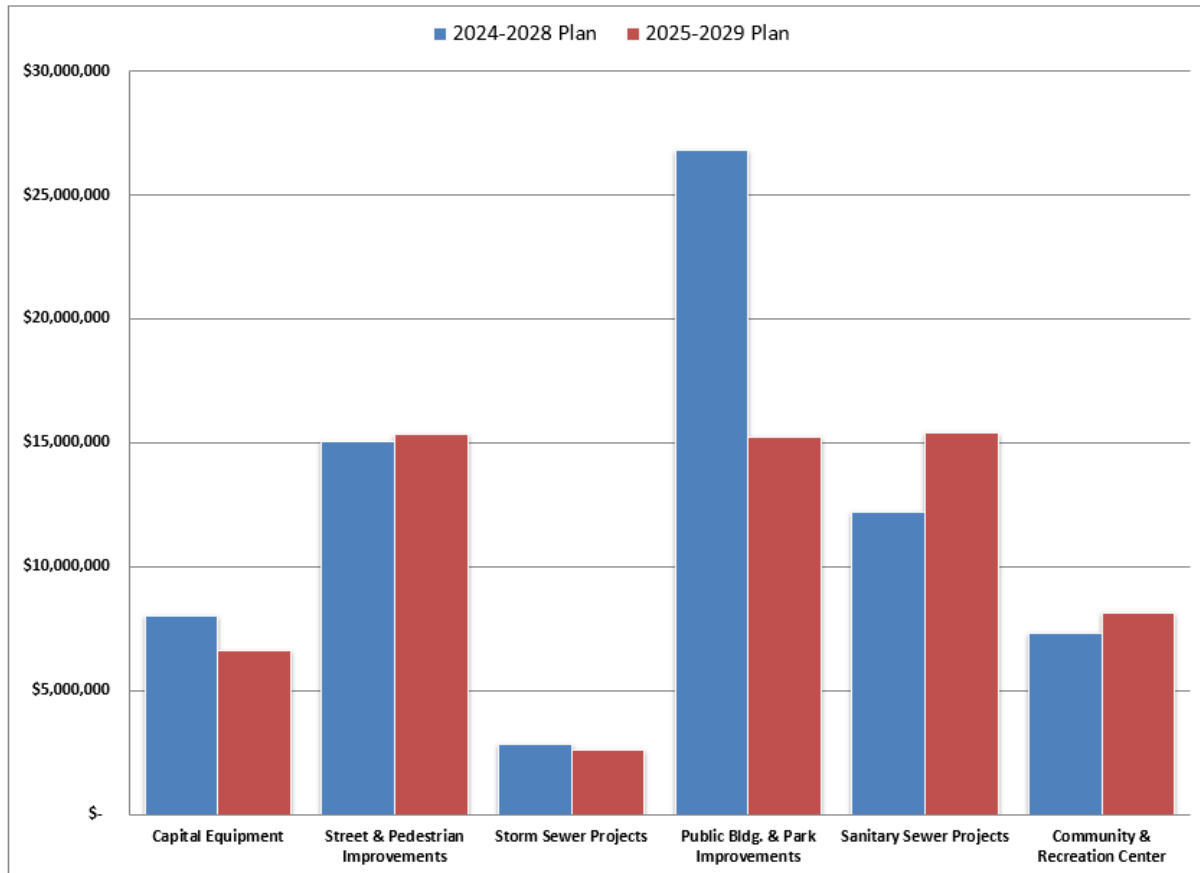
Major Category	Totals	State Liquid Fuels Fund	Field Improvement Fund	Sanitary Sewer Fund	Community & Recreation Center Fund	Capital Projects Fund	Other Sources ⁽¹⁾
Capital Equipment	\$ 6,630,150	\$ -	\$ -	\$ -	\$ -	\$ 6,630,150	\$ -
Street & Pedestrian Improvements	15,322,000	3,150,000	-	-	-	11,909,500	262,500
Storm Sewer Projects	2,570,000	-	-	-	-	2,570,000	-
Public Bldg. & Park Improvements	15,197,200	-	150,000	-	-	14,797,200	250,000
Sanitary Sewer Projects	15,415,000	-	-	15,415,000	-	-	-
Community & Recreation Center	8,122,000	-	-	-	8,122,000	-	-
Total Current 5 Year Plan	\$ 63,256,350	\$ 3,150,000	\$ 150,000	\$ 15,415,000	\$ 8,122,000	\$ 35,906,850	\$ 512,500

⁽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 2025-2029
Expenditure By Major Category
Comparison of Current Plan to Previous 5 Year Plan**

<u>Major Category</u>	<u>2024-2028 Plan</u>	<u>% of Total</u>	<u>2025-2029 Plan</u>	<u>% of Total</u>	<u>Difference of Plans</u>
Capital Equipment	\$ 8,029,000	11.12%	\$ 6,630,150	10.48%	\$ (1,398,850)
Street & Pedestrian Improvements	15,058,000	20.85%	15,322,000	24.22%	264,000
Storm Sewer Projects	2,800,000	3.88%	2,570,000	4.06%	(230,000)
Public Bldg. & Park Improvements	26,812,500	37.13%	15,197,200	24.02%	(11,615,300)
Sanitary Sewer Projects	12,195,000	16.89%	15,415,000	24.37%	3,220,000
Community & Recreation Center	7,327,250	10.15%	8,122,000	12.84%	794,750
Plan Totals	\$ 72,221,750	100.00%	\$ 63,256,350	100.00%	\$ (8,965,400)



**Proposed Capital Improvement Program 2025-2029
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

		2025	2026	2027	2028	2029	Totals
PUBLIC WORKS							
Utility Trucks							
# 906 Ford F-550 Pickup Utility	2015	\$ 76,000	\$ -	\$ -	\$ -	\$ -	\$ 76,000
# 913 Ford F-250 Pickup Utility	2016	-	85,000	-	-	-	85,000
# 928 Ford F-550 Pickup Utility	2018	-	-	-	93,000	-	93,000
# 924 Ford F-250 Pickup Utility	2018	-	-	-	86,250	-	86,250
# 933 Ford F-350 Pickup Utility	2019	-	-	-	-	87,000	87,000
Dump Trucks - 22,000 GVWR							
# 908 Ford F-600 Dump	2017	153,000	-	-	-	-	153,000
# 916 Ford F-600 Dump	2017	153,000	-	-	-	-	153,000
# 915 Ford F-600 Dump	2017	-	157,000	-	-	-	157,000
# 931 Ford F-600 Dump	2017	-	157,000	-	-	-	157,000
# 914 Ford F-600 Dump	2018	-	-	160,000	-	-	160,000
Dump Trucks - 39,000 GVWR							
# 910 39,000 GVWR Dump	2014	242,000	-	-	-	-	242,000
# 903 39,000 GVWR Dump	2014	-	-	252,000	-	-	252,000
# 911 39,000 GVWR Dump	2017	-	-	-	259,000	-	259,000
# 905 39,000 GVWR Dump	2018	-	-	-	-	264,000	264,000
Subtotal: Trucks		624,000	399,000	412,000	438,250	351,000	2,224,250
Other Vehicles							
#930 Elgin Street Sweeper	2015	-	-	375,000	-	-	375,000
Subtotal: Other Vehicles		-	-	375,000	-	-	375,000
Staff Vehicles							
# 802 Ford Ranger Pickup	2018	-	42,000	-	-	-	42,000
# 803 Ford Ranger Pickup	2019	-	-	43,000	-	-	43,000
Subtotal: Staff Vehicles		-	42,000	43,000	-	-	85,000
New & Replacement Equipment							
Artificial Turf Groomer / Magnetic Sweeper	new	20,000	-	-	-	-	20,000
Ventrac Tractor - Rough Cut/Steep Slope	n/a	41,000	-	10,000	-	-	51,000
Toro Infield Groomer	2012	39,500	-	-	-	-	39,500
Caterpillar 259D Skid Steer Loader	2016	-	90,000	-	-	-	90,000
Toro Groundsmaster 4500D	2016	-	75,000	-	-	-	75,000
Ryan Turf Aerator	2003	-	18,000	-	-	-	18,000
AccuBrine System	n/a	-	250,000	-	-	-	250,000
Service Body for Mechanic Unit (900)	2008	-	62,000	-	-	-	62,000
Kubota RTV	various	-	23,000	46,000	47,000	-	116,000
Toro Grandstand Mower	new	-	17,000	-	-	-	17,000
Debris Blower	new	-	13,000	-	-	-	13,000
Snow Equipment Trailer	2016	-	5,500	-	-	-	5,500
Kubota Tractor L476HSTC	2017	-	-	60,000	-	-	60,000
Toro Grandstand Mower	2017	-	-	17,000	-	-	17,000
MF Tractor w Flair Mower Head (919)	2018	-	-	-	110,000	-	110,000
Vermeer Tub Grinder	2004	-	-	-	500,000	-	500,000
Toro Groundsmaster 3300D	2019	-	-	-	-	48,000	48,000
Toro Groundsmaster 3500D	2019	-	-	-	-	47,000	47,000
Toro Infield Groomer	2018	-	-	-	-	44,000	44,000
Toro ProCore 864 Aerator	2008	-	-	-	-	39,000	39,000
Subtotal: Equipment		100,500	553,500	133,000	657,000	178,000	1,622,000
TOTAL PUBLIC WORKS		\$ 724,500	\$ 994,500	\$ 963,000	\$ 1,095,250	\$ 529,000	\$ 4,306,250

**Proposed Capital Improvement Program 2025-2029
Detail of Capital Equipment Purchases by Department
Schedule No. 1**

	2025	2026	2027	2028	2029	Totals
PUBLIC SAFETY						
Police Vehicles (Schedule No. 1A)	\$ 122,000	\$ 113,000	\$ 169,000	\$ 115,000	\$ 116,000	\$ 635,000
Service Weapons & Other Equipment	36,000	22,000	-	-	-	58,000
Dispatch Center Upgrades	17,400	-	-	-	-	17,400
AED Replacements	13,000	10,000	-	-	-	23,000
Bulletproof Vests	10,000	10,000	10,000	10,000	10,000	50,000
Intersection Cameras	40,000	40,000	-	-	-	80,000
CODY Modules	-	10,000	-	-	-	10,000
Police Bikes	-	6,000	-	-	-	6,000
MCSAP Scales	-	-	32,000	-	-	32,000
Mobile Data Terminal (Laptop) Replacement	-	-	-	-	70,000	70,000
Fire Department Vehicle Equipment	20,000	20,000	-	-	-	40,000
TOTAL PUBLIC SAFETY	\$ 258,400	\$ 231,000	\$ 211,000	\$ 125,000	\$ 196,000	\$ 1,021,400
COMMUNITY DEVELOPMENT						
Permitting Software Upgrade	\$ 38,000	\$ -	\$ -	\$ -	\$ -	\$ 38,000
TOTAL COMMUNITY DEVELOPMENT	\$ 38,000	\$ -	\$ -	\$ -	\$ -	\$ 38,000
LIBRARY						
Shelving Replacement - Fiction	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ 180,000
Library Furnishings & Equipment	-	24,000	-	-	-	24,000
TOTAL LIBRARY	\$ 180,000	\$ 24,000	\$ -	\$ -	\$ -	\$ 204,000
ADMINISTRATION & FINANCE						
Township Manager Ford Explorer 2018	\$ 46,000	\$ -	\$ -	\$ -	\$ -	\$ 46,000
Office Furnishings and Equipment	-	-	25,000	-	-	25,000
TOTAL ADMINISTRATION & FINANCE	\$ 46,000	\$ -	\$ 25,000	\$ -	\$ -	\$ 71,000
PUBLIC ACCESS TELEVISION						
Video and Audio Equipment	\$ 21,000	\$ 13,500	\$ 13,500	\$ 13,500	\$ 16,000	\$ 77,500
TOTAL PUBLIC ACCESS TELEVISION	\$ 21,000	\$ 13,500	\$ 13,500	\$ 13,500	\$ 16,000	\$ 77,500
INFORMATION TECHNOLOGY						
PC & Laptop Replacement Program	\$ 25,000	\$ 15,000	\$ 15,000	\$ 45,000	\$ 15,000	\$ 115,000
Network Equipment Replacement Program	40,000	25,000	15,000	30,000	15,000	125,000
Wireless Upgrade	16,000	2,000	2,000	2,000	2,000	24,000
Server Replacement Program	15,000	15,000	15,000	150,000	15,000	210,000
Network and Phone Wiring Upgrades	10,000	10,000	10,000	10,000	10,000	50,000
UPS Replacements	7,000	18,000	2,500	15,000	7,000	49,500
Internet Hardware Replacement	5,000	5,000	5,000	5,000	5,000	25,000
Meeting Rooms Technology Refresh	46,000	40,000	-	-	-	86,000
Facility Technology Upgrades	35,000	30,000	25,000	35,000	15,000	140,000
Copier & Printer Replacement	3,500	30,000	50,000	2,000	2,000	87,500
TOTAL INFORMATION TECHNOLOGY	\$ 202,500	\$ 190,000	\$ 139,500	\$ 294,000	\$ 86,000	\$ 912,000
Total Current 5 Year Plan	\$ 1,470,400	\$ 1,453,000	\$ 1,352,000	\$ 1,527,750	\$ 827,000	\$ 6,630,150
Previous 5 Year Plan	\$ 3,026,500	\$ 1,561,000	\$ 1,064,500	\$ 1,049,500	\$ 1,327,500	\$ 8,029,000
Difference in 5 Year Plans	\$ (1,556,100)	\$ (108,000)	\$ 287,500	\$ 478,250	\$ (500,500)	\$ (1,398,850)

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

**Proposed Capital Improvement Program 2025-2029
Police Vehicle Replacement Schedule
Schedule No. 1A**

			2025	2026	2027	2028	2029	Totals
PUBLIC SAFETY								
Primary Vehicles	Year	ID						
Ford Interceptor SUV	2020	2708	\$ 47,000	\$ -	\$ -	\$ -	\$ -	\$ 47,000
Ford Interceptor SUV	2020	2704	47,000	-	-	-	-	47,000
Ford Interceptor SUV	2021	2701	-	47,500	-	-	-	47,500
Ford Interceptor SUV	2021	2709	-	47,500	-	-	-	47,500
Ford Interceptor SUV	2020	2710	-	-	48,000	-	-	48,000
Ford Interceptor SUV	2020	2707	-	-	48,000	-	-	48,000
Ford Interceptor SUV	2022	2711	-	-	-	48,500	-	48,500
Ford Interceptor SUV	2023	2705	-	-	-	48,500	-	48,500
Ford Interceptor SUV	2022	2703	-	-	-	-	49,000	49,000
Ford Interceptor SUV	2023	2702	-	-	-	-	49,000	49,000
Administration Vehicle	2014	2712	-	-	50,000	-	-	50,000
Other Vehicles								
Equipment Changeover			18,000	18,000	23,000	18,000	18,000	95,000
Polaris Quad			10,000	-	-	-	-	10,000
Total Current 5 Year Plan			\$ 122,000	\$ 113,000	\$ 169,000	\$ 115,000	\$ 116,000	\$ 635,000
Previous 5 Year Plan			\$ 118,000	\$ 110,500	\$ 113,000	\$ 115,500	\$ 118,000	\$ 575,000
Difference in 5 Year Plans			\$ 4,000	\$ 2,500	\$ 56,000	\$ (500)	\$ (2,000)	\$ 60,000

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

**Proposed Capital Improvement Program 2025-2029
Street & Pedestrian Improvements
Schedule No. 2**

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>Totals</u>
PUBLIC WORKS						
Annual Street Improvements	\$ 2,100,000	\$ 2,100,000	\$ 2,200,000	\$ 2,200,000	\$ 2,300,000	\$ 10,900,000
Township Sidewalk & Bikeway Plan	300,000	850,000	1,200,000	500,000	660,000	3,510,000
School Zone & Warning Device Upgrades	32,000	30,000	-	-	-	62,000
Township-Owned Bridge Repairs	-	770,000	-	-	80,000	850,000
Total Current 5 Year Plan	<u>\$ 2,432,000</u>	<u>\$ 3,750,000</u>	<u>\$ 3,400,000</u>	<u>\$ 2,700,000</u>	<u>\$ 3,040,000</u>	<u>\$ 15,322,000</u>
Previous 5 Year Plan	<u>\$ 2,903,000</u>	<u>\$ 3,410,000</u>	<u>\$ 3,365,000</u>	<u>\$ 2,865,000</u>	<u>\$ 2,515,000</u>	<u>\$ 15,058,000</u>
Difference in 5 Year Plans	<u>\$ (471,000)</u>	<u>\$ 340,000</u>	<u>\$ 35,000</u>	<u>\$ (165,000)</u>	<u>\$ 525,000</u>	<u>\$ 264,000</u>

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

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

**Proposed Capital Improvement Program 2025-2029
Storm Sewer Projects
Schedule No. 3**

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>Totals</u>
PUBLIC WORKS						
Storm Sewer Improvement & Restoration Plan	\$ 550,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,550,000
Detention Pond & Storm Infrastructure Repair	50,000	50,000	50,000	60,000	60,000	270,000
McLaughlin Run Streambank Preservation	-	-	400,000	350,000	-	750,000
Total Current 5 Year Plan	\$ 600,000	\$ 300,000	\$ 700,000	\$ 660,000	\$ 310,000	\$ 2,570,000
Previous 5 Year Plan	\$ 650,000	\$ 600,000	\$ 600,000	\$ 500,000	\$ 450,000	\$ 2,800,000
Difference in 5 Year Plans	\$ (50,000)	\$ (300,000)	\$ 100,000	\$ 160,000	\$ (140,000)	\$ (230,000)

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

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

**Proposed Capital Improvement Program 2025-2029
Public Building and Park Improvements
Schedule No. 4**

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>Totals</u>
PUBLIC WORKS						
Municipal Building Improvements						
Exterior/Interior Restoration & Renovations	\$ 75,000	\$ 360,000	\$ 165,000	\$ 165,000	\$ 90,000	\$ 855,000
Heating & Cooling System Replacements	63,000	230,000	48,000	48,000	48,000	437,000
Exterior Signage & Lighting Upgrade	465,000	-	-	-	-	465,000
Municipal Building Parking Lot Paving	410,000	-	-	-	-	410,000
Municipal Building Renovations	675,000	450,000	-	-	-	1,125,000
Other Building Improvements						
Facility Security Upgrades	23,000	23,000	80,000	80,000	5,000	211,000
PW Fuel Island Renovation	4,700	1,225,000	-	-	-	1,229,700
PW Salt Storage Facility	-	4,800,000	-	-	-	4,800,000
PW Annex Maintenance	-	-	-	45,000	-	45,000
Rt. 19 Fire Station Maintenance	125,000	195,000	-	225,000	-	545,000
Morton Fire Station Maintenance	-	53,000	-	-	-	53,000
Boyce Mayview Improvements						
Boyce Mayview Field Scoreboards	40,000	-	-	-	-	40,000
Infield Sod Replacement - 90' Baseball Field	25,000	-	-	-	-	25,000
Trail Bridge Deck Replacements	7,500	11,000	6,000	6,000	-	30,500
Old Farm Road Trail	625,000	-	-	-	-	625,000
Announcer's Booth Furnishing Replacement	11,000	-	-	-	-	11,000
Park, Field, and Other Improvements						
Parks Improvement Program	40,000	85,000	85,000	85,000	85,000	380,000
Parks Resurfacing Program	100,000	65,000	65,000	65,000	65,000	360,000
Parks Property Addition & Maintenance	150,000	150,000	150,000	-	-	450,000
Morton Complex Soccer Goals	40,000	-	-	-	-	40,000
Field Facilities/Park Renovations	30,000	30,000	30,000	30,000	30,000	150,000
Parks High Pole Painting	20,000	-	-	-	-	20,000
Morton Complex Guiderail Installation	15,000	-	-	-	-	15,000
Basketball Courts Fencing Replacement	70,000	-	-	-	-	70,000
Little Boyce Baseball Field Fencing	60,000	-	-	-	-	60,000
Cook School Field Improvements	-	-	300,000	-	-	300,000
MAC Shelter Replacement	-	-	45,000	-	-	45,000
Parks & Playing Fields Lighting Upgrades	-	-	-	1,100,000	1,300,000	2,400,000
Total Current 5 Year Plan	\$ 3,074,200	\$ 7,677,000	\$ 974,000	\$ 1,849,000	\$ 1,623,000	\$ 15,197,200
Previous 5 Year Plan	\$ 16,397,000	\$ 7,942,500	\$ 1,276,000	\$ 386,000	\$ 811,000	\$ 26,812,500
Difference in 5 Year Plans	\$ (13,322,800)	\$ (265,500)	\$ (302,000)	\$ 1,463,000	\$ 812,000	\$ (11,615,300)

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

**Proposed Capital Improvement Program 2025-2029
Sanitary Sewer Projects
Schedule No. 5**

	2025	2026	2027	2028	2029	Totals
PUBLIC WORKS						
Operations & Maintenance						
Maintenance & Repairs	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Source Reduction C-55-02 (Brush Run)	8,300,000	200,000	200,000	200,000	200,000	9,100,000
Source Reduction C-53-00 (Painters Run)	1,640,000	100,000	100,000	100,000	100,000	2,040,000
Source Reduction C-53-10 (McLaughlin Run)	300,000	200,000	200,000	200,000	200,000	1,100,000
Brush Run Pump Station Safety Upgrades	250,000	-	-	-	-	250,000
Subtotal: Operations & Maint.	\$ 10,990,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 14,990,000
Equipment						
Harben Towable Sewer Jet (2009)	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
International Vactor Sewer Jet	-	-	-	350,000	-	350,000
Subtotal: Equipment	\$ -	\$ 75,000	\$ -	\$ 350,000	\$ -	\$ 425,000
Total Current 5 Year Plan	\$ 10,990,000	\$ 1,075,000	\$ 1,000,000	\$ 1,350,000	\$ 1,000,000	\$ 15,415,000
Previous 5 Year Plan	\$ 1,725,000	\$ 6,800,000	\$ 1,200,000	\$ 1,270,000	\$ 1,200,000	\$ 12,195,000
Difference in 5 Year Plans	\$ 9,265,000	\$ (5,725,000)	\$ (200,000)	\$ 80,000	\$ (200,000)	\$ 3,220,000

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

**Proposed Capital Improvement Program 2025-2029
Community & Recreation Center
Schedule No. 6**

	2025	2026	2027	2028	2029	Totals
RECREATION						
Major Building Equipment & Maintenance						
HVAC Unit Replacements	\$ 225,000	\$ 225,000	\$ -	\$ -	\$ -	450,000
Indoor Aquatic Pool Deck Replacement	147,000	-	-	-	-	147,000
General Flooring/Carpeting Replacement	40,000	40,000	40,000	40,000	40,000	200,000
Facility Enhancements	150,000	2,000,000	2,000,000	-	-	4,150,000
Outdoor Picnic Table Replacements	7,500	7,750	8,000	-	-	23,250
Office and Community Room Furniture	5,000	5,000	20,000	-	-	30,000
Digital Welcome Kiosk	5,000	-	-	-	-	5,000
Indoor Aquatic Playstructure Replacement	-	400,000	-	-	-	400,000
Fitness Carpeting/Surface Replacement	-	60,000	37,500	-	-	97,500
Appliance Replacements	-	12,000	14,000	-	-	26,000
Aquatics & Changing Room Door Replacements	-	75,000	-	-	-	75,000
Server Room Relocation	-	75,000	-	-	-	75,000
Defender Filter Maintenance	-	55,000	-	-	-	55,000
Pool Boiler Replacement	-	50,000	50,000	-	-	100,000
Outdoor Pool Canopy Replacement	-	-	120,000	120,000	-	240,000
Intercom Paging System	-	-	100,000	-	-	100,000
Outdoor Pool Lockers	-	-	60,000	-	-	60,000
Aquatics Area Ductwork	-	-	-	230,000	-	230,000
Pool Lighting LED Upgrade	-	-	-	160,000	-	160,000
Storage for Outdoor Group Exercise Equip	-	-	-	50,000	-	50,000
Outdoor Aquatic Playstructure Replacement	-	-	-	-	400,000	400,000
HVAC Controls Upgrade	-	-	-	-	60,000	60,000
Subtotal: Admin & Major Building Items	\$ 579,500	\$ 3,004,750	\$ 2,449,500	\$ 600,000	\$ 500,000	\$ 7,133,750
Aquatics Equipment						
Chaise Lounge Chairs	\$ 5,400	\$ 5,600	\$ 5,800	\$ 6,000	\$ 6,200	\$ 29,000
Pool Vacuums	3,000	-	-	-	-	3,000
Subtotal: Aquatics Equipment	\$ 8,400	\$ 5,600	\$ 5,800	\$ 6,000	\$ 6,200	\$ 32,000
Fitness Equipment						
Treadmills	\$ 20,000	\$ 10,000	\$ 11,000	\$ 12,000	\$ 20,000	\$ 73,000
Elliptical Cross Trainers	16,600	8,400	8,500	8,600	8,700	50,800
Strength Equipment Replacement	10,000	25,000	20,000	11,000	12,000	78,000
Stairmaster/Powermill	20,400	10,000	10,500	11,000	11,500	63,400
Spinning Bike Replacement	11,250	11,600	11,900	12,200	12,600	59,550
Subtotal: Fitness Equipment	\$ 78,250	\$ 65,000	\$ 61,900	\$ 54,800	\$ 64,800	\$ 324,750
Recreation Information Technology Equipment						
PC & Laptop Replacement Program	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
Network Equipment Replacement Program	35,000	8,000	8,000	8,000	8,000	67,000
Server Replacement Program	20,000	-	-	-	-	20,000
UPS Replacements	7,000	1,000	3,500	1,000	7,000	19,500
Facility Security Upgrades	25,000	5,000	410,000	10,000	5,000	455,000
Printer/Copier Replacement	-	-	20,000	-	-	20,000
Subtotal: Recreation IT Equipment	\$ 97,000	\$ 24,000	\$ 451,500	\$ 29,000	\$ 30,000	\$ 631,500
Total Current 5 Year Plan	\$ 763,150	\$ 3,099,350	\$ 2,968,700	\$ 689,800	\$ 601,000	\$ 8,122,000
Previous 5 Year Plan	\$ 708,150	\$ 2,784,350	\$ 2,953,050	\$ 474,000	\$ 407,700	\$ 7,327,250
Difference in 5 Year Plans	\$ 55,000	\$ 315,000	\$ 15,650	\$ 215,800	\$ 193,300	\$ 794,750

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

**Proposed Capital Improvement Program 2025-2029
Other Funding Sources Detail
Schedule No. 7**

<u>PROJECT DESCRIPTION</u> ⁽²⁾	Total Project Cost	Funding from Grants, Partnerships and Contributions ⁽¹⁾	Funding from Borrowing / Debt	Funding from Governmental/ Enterprise Funds
Street & Signal Improvements				
Township Sidewalk & Bikeway Plan	\$ 3,510,000	\$ 262,500	\$ -	\$ 3,247,500
Subtotal: Street & Signal Improvements	\$ 3,510,000	\$ 262,500	\$ -	\$ 3,247,500
Public Bldgs. & Park Improvements				
Old Farm Road Trail	\$ 625,000	\$ 250,000	\$ -	\$ 375,000
Subtotal: Bldgs. & Park Improvements	\$ 625,000	\$ 250,000	\$ -	\$ 375,000
Total Funding Sources	\$ 4,135,000	\$ 512,500	\$ -	\$ 3,622,500

⁽¹⁾ This column only includes 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.

⁽²⁾ Funding for the items not included on this list is assumed to come entirely from the Township's governmental or enterprise funds.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

PUBLIC BUDGET PRESENTATION



2025 PROPOSED BUDGET

Submitted October 22, 2024

Township of Upper St. Clair

2025 Budget Development Process

- ❑ May – Staff meetings began (still continuing)
- ❑ Late-June – CIP reviewed with Budget & Finance Committee
- ❑ August – CIP public hearing and adoption
- ❑ September – Budget assumptions reviewed with Budget & Finance Committee
- ❑ October – Proposed budget presented to the Budget & Finance Committee
- ❑ November – Proposed budget public hearing
- ❑ December – Budget adoption

2025 Budget Highlights

- **No tax increase**
 - 16th consecutive budget with level tax rates
- **Continues to accomplish the Board's planning priorities**
 - Financial sustainability, comprehensive plan, Morton project, public safety
- **Major sanitary sewer source reduction projects**
 - As anticipated, 2025 marks the most expensive phase of the current Consent Order. Over \$6 million is planned for source reduction projects during the year.

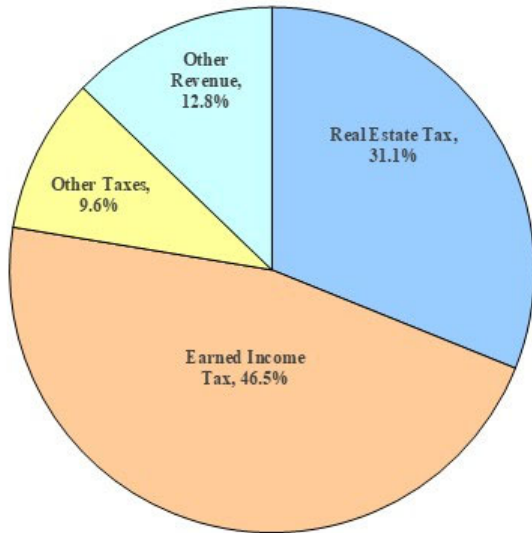
2025 Budget Highlights

- **General Fund balanced at \$27,576,785**
- **All other funds balanced at \$36,223,318**

2025 Proposed Budget

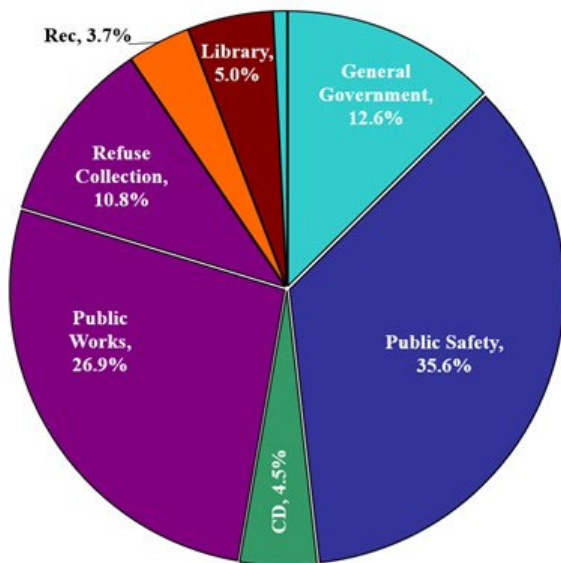
- GENERAL FUND

2025 General Fund: Revenues



- RET and EIT combine to be 78% of total General Fund revenue.
- Other taxes include:
 - ▣ Realty Transfer Tax
 - ▣ Local Services Tax
 - ▣ RAD Sales Tax
- Total revenue up 3.5% from 2024

2025 General Fund: Operating Expenditures



- Public Works and Public Safety remain the top programs at 73%
- Operating expenditures are up 3.4% from the 2024 budget.
 - ▣ Refuse collection contract increase is \$193k, or 9.6%.
 - ▣ Total operating expenditures increase is 2.7% when excluding the refuse collection contract.

2025 Proposed Budget

- SANITARY SEWER FUND
- COMMUNITY & RECREATION CENTER FUND
- STRATEGIC ALIGNMENT

2025 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 by 7% through 2026.
 - ▣ Rate multiplier proposed at 1.64 (a reduction from the existing 1.68).
- **Sanitary sewer expenses:**
 - ▣ Wastewater treatment budgeted at \$6.1 million (44% of operating cost).
 - ▣ Source reduction work budgeted at \$6.4 million (46% of operating cost).
- **Looking ahead:**
 - ▣ COA responsibilities and targets through 2026.
 - ▣ Evaluation of regionalization opportunities and potential asset transfers.
 - ▣ It is very likely that another Consent Order will be issued within the next few years. That will come with additional, new unfunded mandates that could add more of an expense burden than we're working through in 2025.

2025 C&RC Fund

Community & Recreation Center Fund

- **Operating Expenses**
 - ▣ C&RC operating budget continues to feel pressure wages and general inflation.
 - ▣ Also feeling pressure from increasing maintenance needs of the aging facility.
 - ▣ Operating expenses are budgeted 4.5% higher.
- **Operating Revenue**
 - ▣ Membership levels hit new highs in 2024 (74% of total operating revenue).
 - ▣ Program participation expected to remain strong.
 - ▣ Overall operating revenue is projected 2.5% higher than 2024 projections.
- **Capital and Non-Recurring Items**
 - ▣ Routine replacement of fitness, aquatics, and IT equipment continues in 2025.
 - ▣ Begin implementation of recommendations from Ballard*King facility assessment.

2025 Budget – Strategic Alignment

- The 2025 budget **holds the line on taxes for the 16th straight year;**
- Supports the operation and maintenance of the **Morton Field Complex** once construction ends;
- Provides funding to continue implementation of the various **strategic recommendations for the Fire Department;**
- Supports the Police Department’s initiatives for **training, accreditation and technology enhancements;**
- Allows for **completion of the Comprehensive Plan** and early stages of implementation.

2025 Proposed Budget

- ▣ Proposed budget online at:

www.twpusc.org/departments/finance

- ▣ Comments?

GENERAL FUND

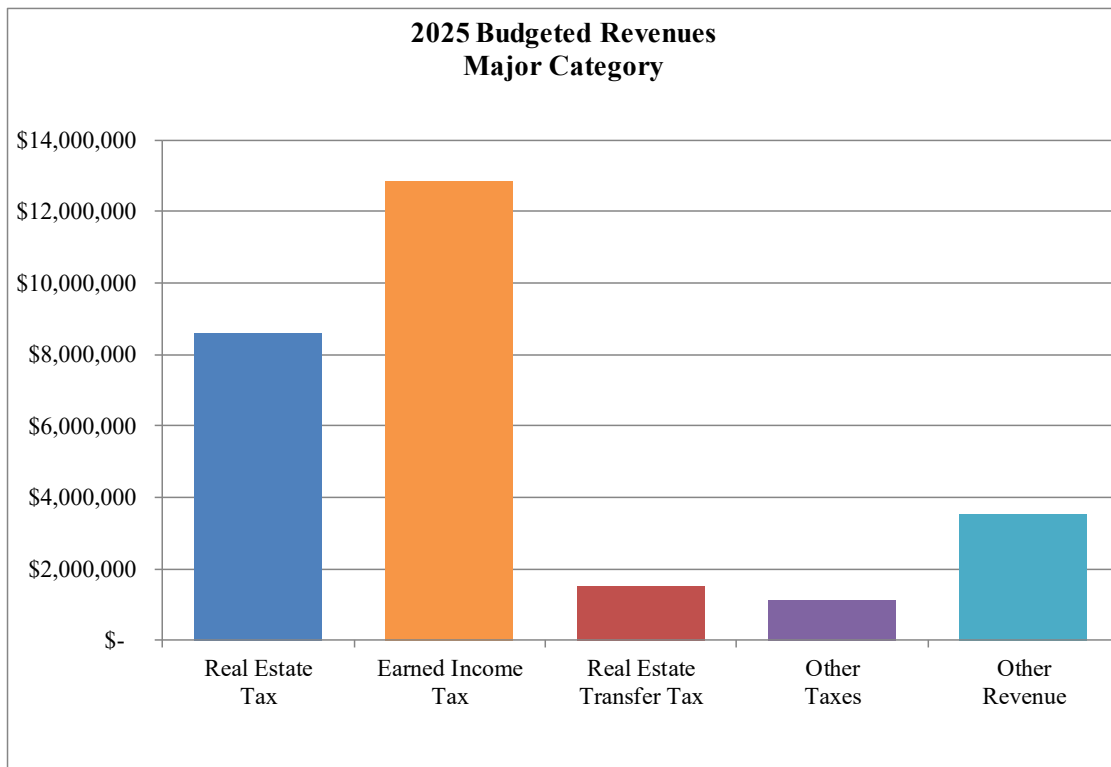
MAJOR REVENUES

MAJOR REVENUES

GENERAL FUND
SUMMARY OF BUDGETED REVENUES



	2024 Budget	2025 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
Real Estate Tax	\$ 8,688,250	\$ 8,583,500	\$ (104,750)	(1.21%)
Earned Income Tax	11,975,000	12,810,000	835,000	6.97%
Local Services Tax	350,000	370,000	20,000	5.71%
Real Estate Transfer Tax	1,445,000	1,525,000	80,000	5.54%
Public Utilities Tax	17,500	22,250	4,750	27.14%
Local Option Sales & Use Tax	748,000	732,000	(16,000)	(2.14%)
Licenses and Permits	153,100	154,250	1,150	0.75%
Fees and Fines	450,550	435,650	(14,900)	(3.31%)
Rental Income	3,131	3,225	94	3.00%
Investment Earnings	550,000	600,000	50,000	9.09%
Service Agreements	305,169	314,289	9,120	2.99%
Other Non-Tax Revenue	1,439,795	1,415,671	(24,124)	(1.68%)
Recreation Fees	525,900	610,950	85,050	16.17%
Total Revenues	\$ 26,651,395	\$ 27,576,785	\$ 925,390	3.47%
Fund Balance	-	-	-	0.00%
Total Major Revenues	\$ 26,651,395	\$ 27,576,785	\$ 925,390	3.47%

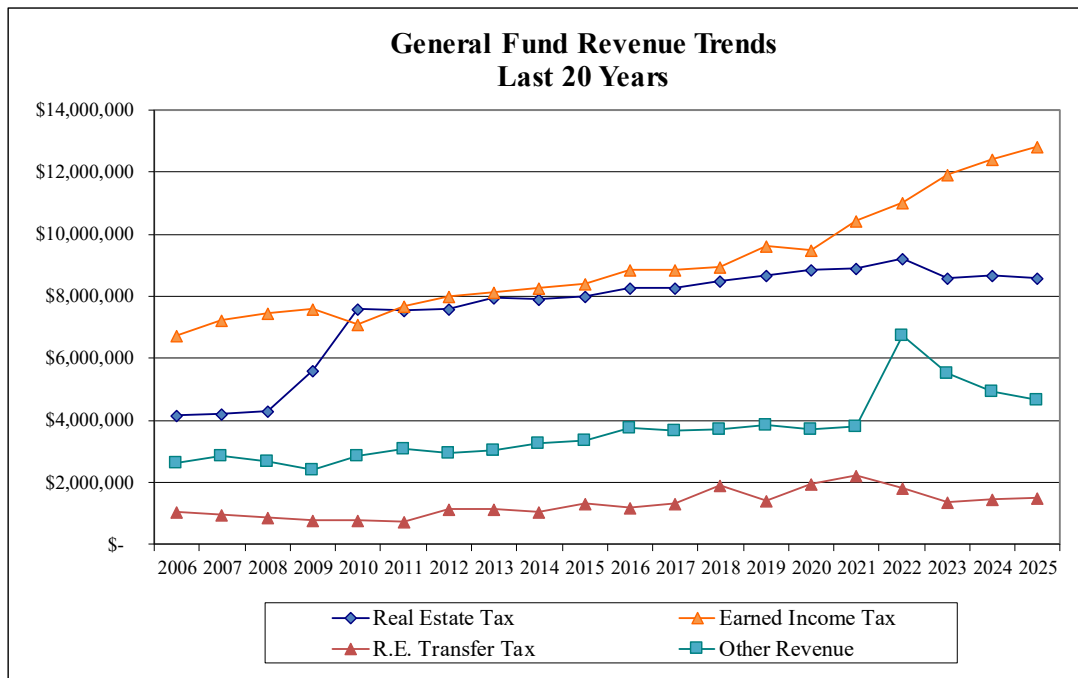


MAJOR REVENUES

**GENERAL FUND
HISTORY OF REVENUES**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Real Estate Tax	\$ 9,200,879	\$ 8,599,327	\$ 8,688,250	\$ 8,656,000	\$ 8,583,500
Earned Income Tax	10,994,247	11,925,711	11,975,000	12,430,000	12,810,000
Local Services Tax	344,809	362,753	350,000	365,000	370,000
Real Estate Transfer Tax	1,834,524	1,389,505	1,445,000	1,445,000	1,525,000
Public Utilities Tax	21,562	20,606	17,500	21,943	22,250
Local Option Sales & Use Tax	661,173	763,892	748,000	724,500	732,000
Tax Revenues	\$ 23,057,194	\$ 23,061,794	\$ 23,223,750	\$ 23,642,443	\$ 24,042,750
Licenses and Permits	205,513	504,266	153,100	174,550	154,250
Fees and Fines	499,239	529,824	450,550	453,400	435,650
Rental Income	2,952	3,040	3,131	3,131	3,225
Investment Earnings	204,065	921,853	550,000	850,000	600,000
Service Agreements	298,593	291,365	305,169	304,369	314,289
Other Non-Tax Revenue	3,895,904	1,518,837	1,439,795	1,440,460	1,415,671
Recreation Fees	585,098	586,333	525,900	595,500	610,950
Non-Tax Revenues	\$ 5,691,364	\$ 4,355,518	\$ 3,427,645	\$ 3,821,410	\$ 3,534,035
Total Revenues	\$ 28,748,558	\$ 27,417,312	\$ 26,651,395	\$ 27,463,853	\$ 27,576,785
Fund Balance	-	-	-	-	-
Total Major Revenues	\$ 28,748,558	\$ 27,417,312	\$ 26,651,395	\$ 27,463,853	\$ 27,576,785



GENERAL FUND

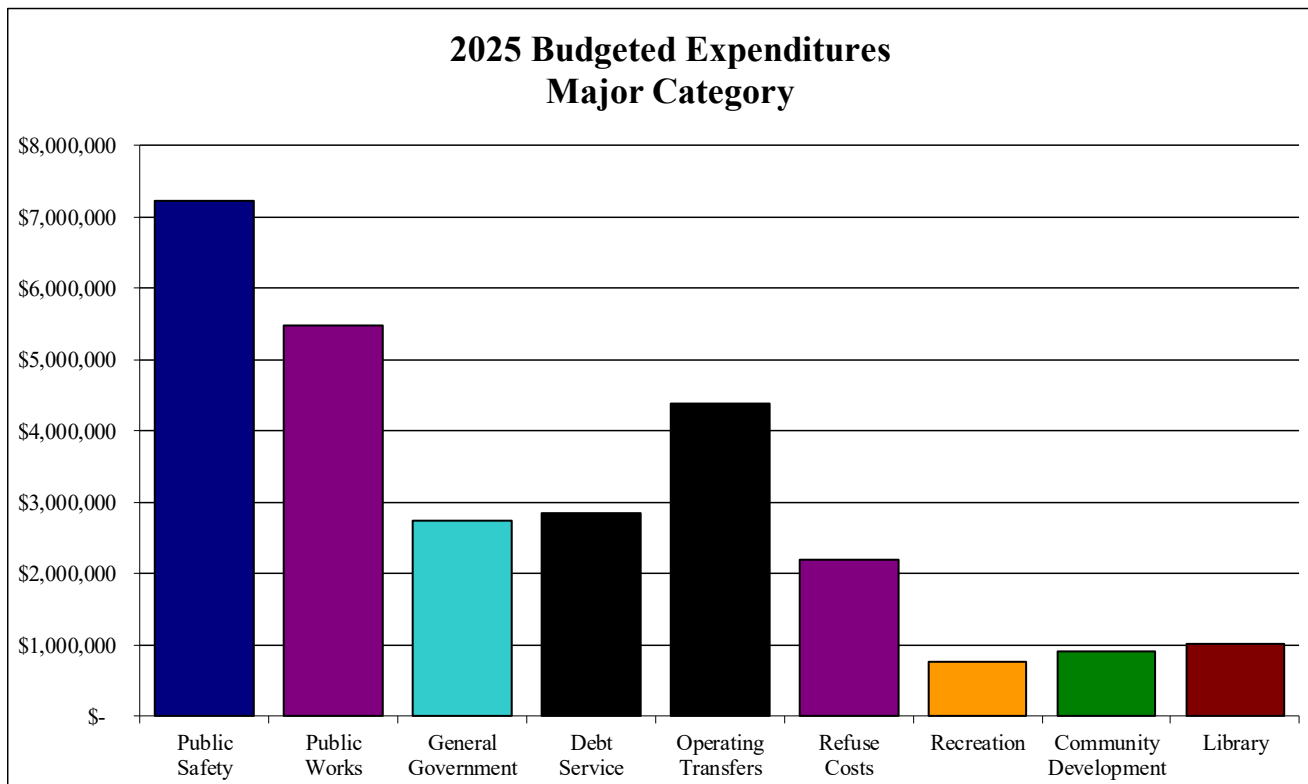
MAJOR PROGRAMS

MAJOR PROGRAMS

**GENERAL FUND
SUMMARY OF BUDGETED EXPENDITURES**



	2024 Budget	2025 Budget	INCREASE (DECREASE)	PERCENTAGE CHANGE
General Government	\$ 2,342,536	\$ 2,572,295	\$ 229,759	9.81%
Public Safety	6,960,441	7,239,837	279,396	4.01%
Community Development	915,085	911,313	(3,772)	(0.41%)
Public Works	5,408,850	5,474,814	65,964	1.22%
Refuse Collection	2,010,000	2,202,500	192,500	9.58%
Recreation & Leisure Services	743,920	759,491	15,571	2.09%
Library	1,045,168	1,022,611	(22,557)	(2.16%)
Unallocated Insurance Costs	246,410	166,600	(79,810)	(32.39%)
Operating Expenditures	\$ 19,672,410	\$ 20,349,461	\$ 677,051	3.44%
Operating Transfers	3,939,072	4,379,167	440,095	11.17%
Debt Service Payments	3,039,913	2,848,157	(191,756)	(6.31%)
Non-Operating Expenditures	\$ 6,978,985	\$ 7,227,324	\$ 248,339	3.56%
Total Expenditures	\$ 26,651,395	\$ 27,576,785	\$ 925,390	3.47%
Fund Balance	-	-	-	0.00%
Total Major Programs	\$ 26,651,395	\$ 27,576,785	\$ 925,390	3.47%

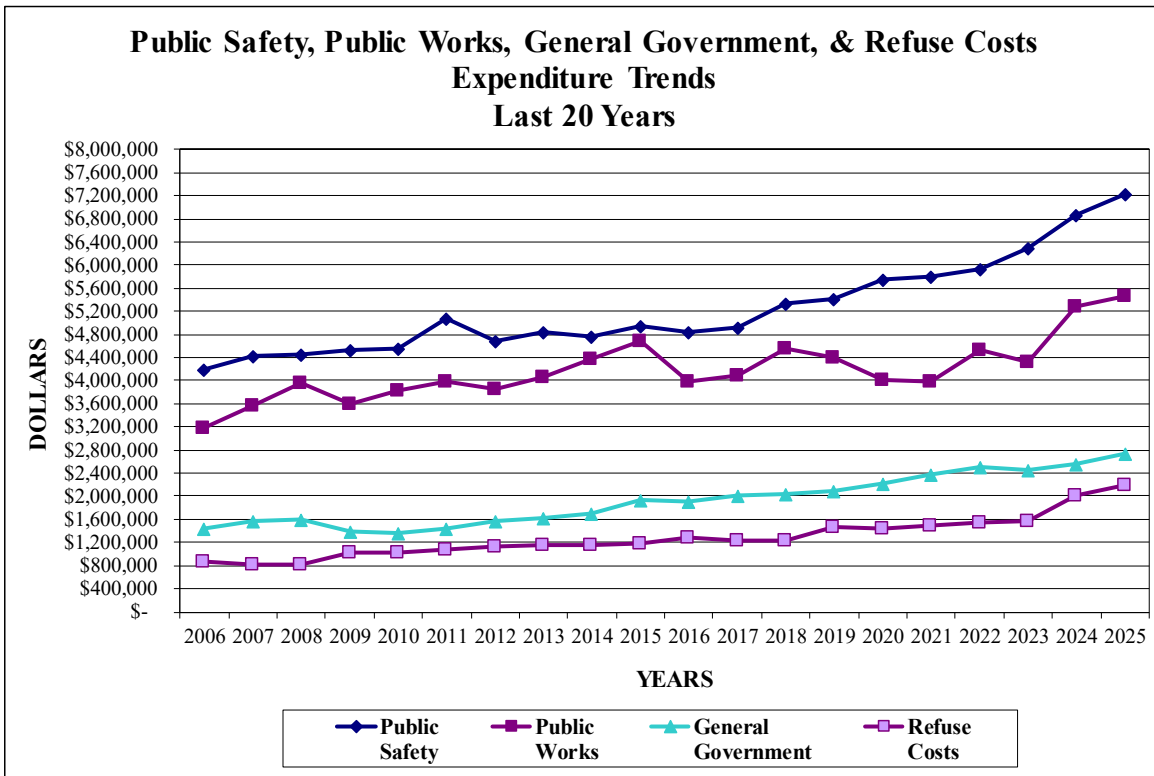


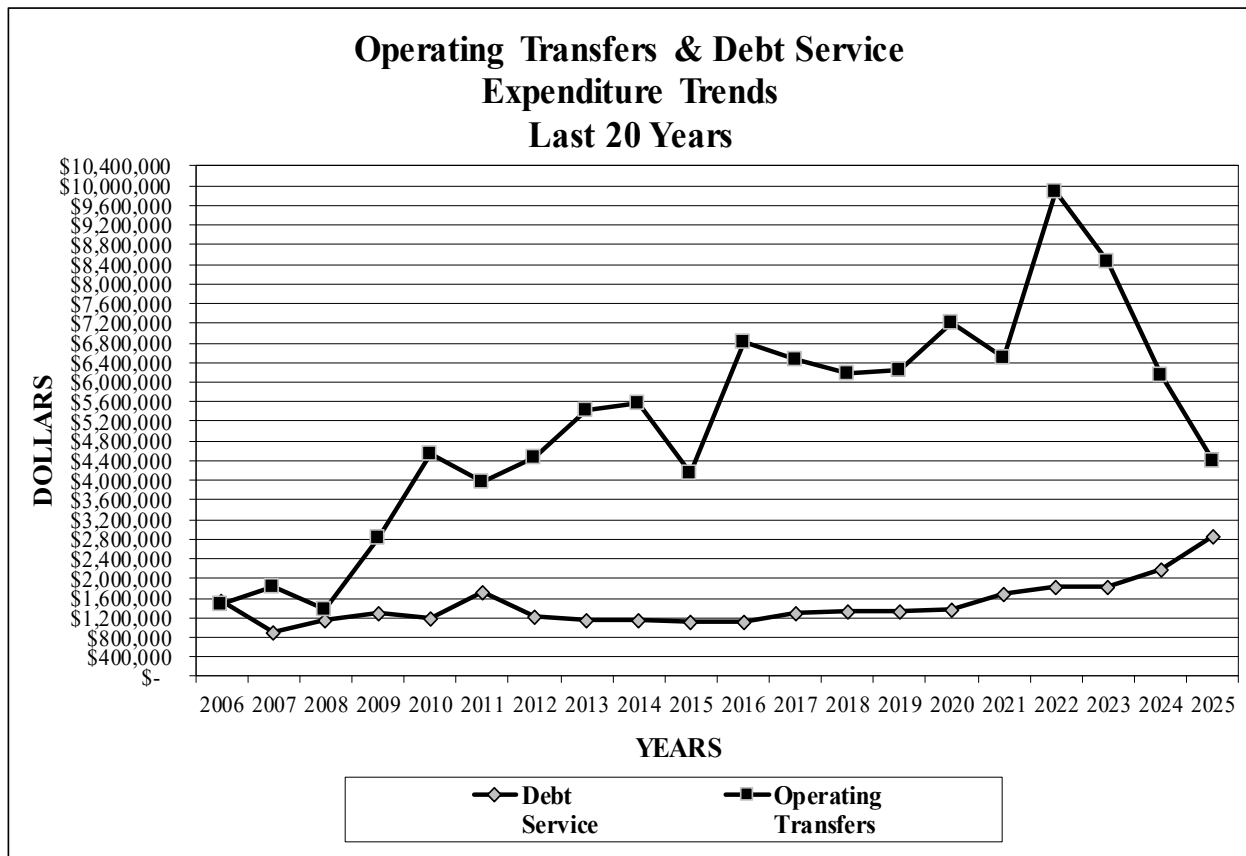
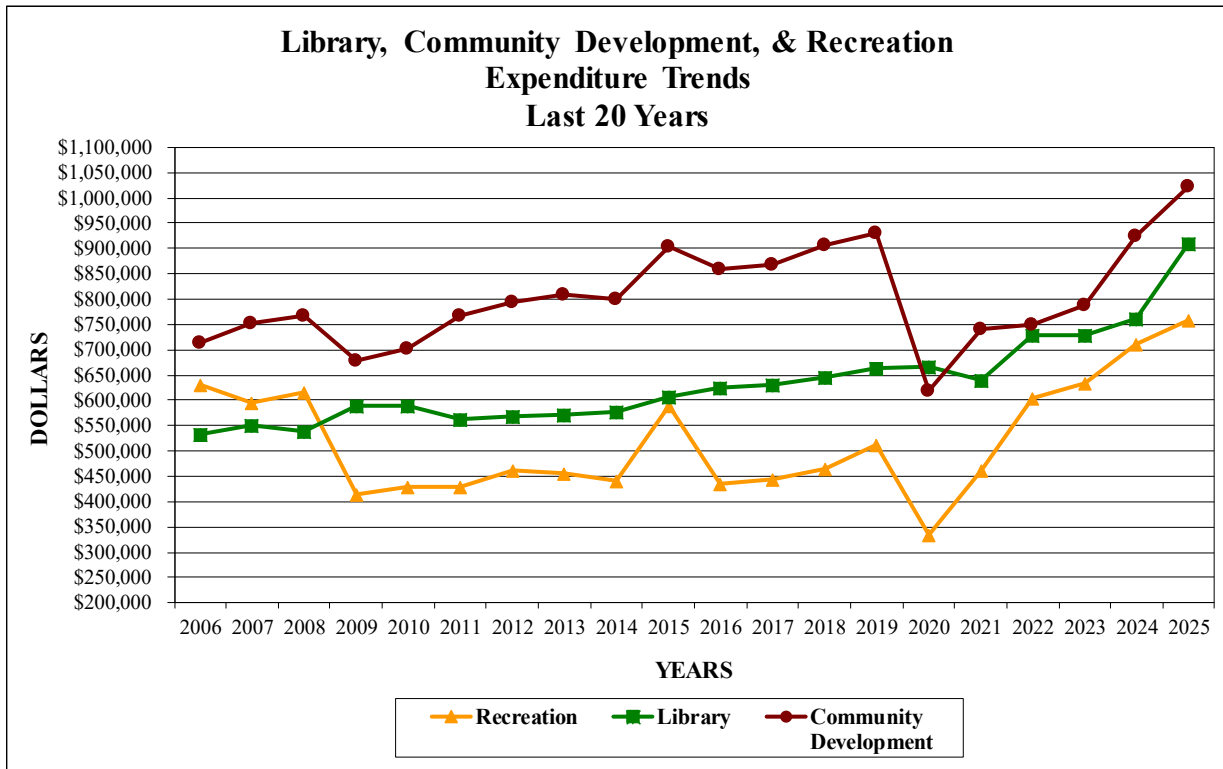
MAJOR PROGRAMS

**GENERAL FUND
HISTORY OF EXPENDITURES**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
General Government	\$ 2,143,652	\$ 2,191,545	\$ 2,342,536	\$ 2,319,056	\$ 2,572,295
Public Safety	5,933,620	6,309,559	6,960,441	6,880,685	7,239,837
Community Development	729,279	730,191	915,085	762,163	911,313
Public Works	4,537,291	4,324,982	5,408,850	5,294,069	5,474,814
Refuse Collection	1,540,568	1,573,634	2,010,000	2,009,000	2,202,500
Recreation & Leisure Services	603,739	633,512	743,920	711,520	759,491
Library	750,688	787,896	1,045,168	925,646	1,022,611
Unallocated Insurance Costs	359,967	256,360	246,410	247,600	166,600
Operating Expenditures	\$ 16,598,804	\$ 16,807,679	\$ 19,672,410	\$ 19,149,739	\$ 20,349,461
Operating Transfers	9,864,075	8,447,167	3,939,072	6,124,912	4,379,167
Debt Service Payments	1,833,994	1,843,156	3,039,913	2,189,202	2,848,157
Non-Operating Expenditures	\$ 11,698,069	\$ 10,290,323	\$ 6,978,985	\$ 8,314,114	\$ 7,227,324
Total Expenditures	\$ 28,296,873	\$ 27,098,002	\$ 26,651,395	\$ 27,463,853	\$ 27,576,785
Fund Balance	451,685	319,310	-	-	-
Total Major Programs	\$ 28,748,558	\$ 27,417,312	\$ 26,651,395	\$ 27,463,853	\$ 27,576,785





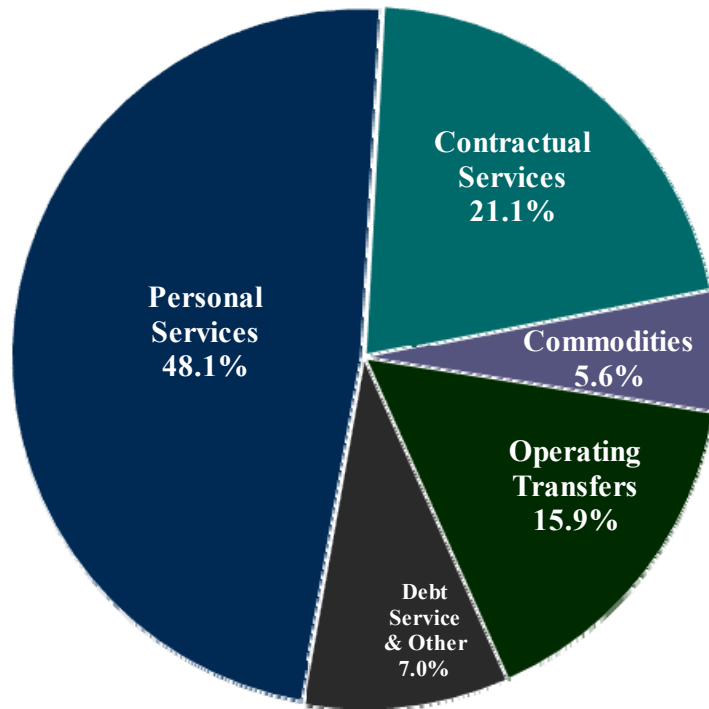
MAJOR PROGRAMS

**GENERAL FUND
BUDGETED EXPENDITURES BY TYPE**



Category	Personal Services	Contractual Services	Commodities	Other	Total
General Government	\$ 1,911,907	\$ 1,243,900	\$ 58,975	\$ (642,487)	\$ 2,572,295
Public Safety	6,202,640	655,400	90,415	291,382	7,239,837
Community Development	747,920	99,650	8,000	55,743	911,313
Public Works	3,068,403	1,298,750	1,180,150	(72,489)	5,474,814
Refuse Collection	-	2,202,500	-	-	2,202,500
Recreation & Leisure Services	375,478	268,700	46,650	68,663	759,491
Library	807,810	18,700	147,150	48,951	1,022,611
Operating Transfers	-	-	-	4,379,167	4,379,167
Debt Service Payments	-	-	-	2,848,157	2,848,157
Miscellaneous Expenditures	142,300	24,300	-	-	166,600
Total Expenditures	\$ 13,256,458	\$ 5,811,900	\$ 1,531,340	\$ 6,977,087	\$ 27,576,785

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.

**2025 GENERAL FUND
BUDGETED EXPENDITURES PER CAPITA**

GENERAL GOVERNMENT		RECREATION & LEISURE	
<i>Board of Commissioners</i>	\$ 2.56	<i>Administration</i>	\$ 13.80
<i>Administration</i>	67.85	<i>Recreation Programs</i>	22.72
<i>Finance</i>	20.50	<i>Subtotal</i>	<u>\$ 36.52</u>
<i>Tax Collection</i>	16.88		
<i>Legal Services</i>	11.06	LIBRARY SERVICE	
<i>Cable Television Services</i>	4.85	<i>Library Administration</i>	\$ 49.18
<i>Subtotal</i>	<u>\$ 123.70</u>		
		DEBT SERVICE	
PUBLIC SAFETY		<i>Debt Service</i>	\$ 136.97
<i>Police Protection</i>	\$ 309.16		
<i>Fire Protection</i>	34.99	OPERATING TRANSFERS	
<i>Animal Control</i>	4.02	<i>Operating Transfers</i>	\$ 210.60
<i>Subtotal</i>	<u>\$ 348.17</u>		
		MISCELLANEOUS EXPENSES	
COMMUNITY DEVELOPMENT		<i>Miscellaneous Expenses</i>	\$ 8.01
<i>Planning & Code Enforcement</i>	\$ 43.83		
		FUND BALANCE	
PUBLIC WORKS		<i>Fund Balance</i>	\$ -
<i>Administration</i>	\$ 47.47		
<i>Engineering Services</i>	3.92	PER CAPITA COST	
<i>Civic Activities</i>	2.24	<i>Total Budgeted Per Capita Cost</i>	<u>\$ 1,326.20</u>
<i>Snow & Ice Control</i>	33.19		
<i>Storm Sewer Maintenance</i>	5.01		
<i>Traffic Engineering & Safety</i>	7.32		
<i>Street Maintenance</i>	20.23		
<i>Refuse Collection & Disposal</i>	105.92		
<i>Building Maintenance</i>	44.92		
<i>Equipment Maintenance</i>	28.49		
<i>Golf Course Maintenance</i>	5.91		
<i>Tennis Court Maintenance</i>	5.40		
<i>Parks Maintenance</i>	53.67		
<i>Forestry</i>	5.13		
<i>Force Work Projects</i>	0.40		
<i>Subtotal</i>	<u>\$ 369.22</u>		

Per Capita Information
Budget: \$27,576,785
Population:* 20,581

* Source: US Census Bureau population estimate, July 2023

GENERAL FUND

REAL ESTATE TAXES

REVENUES

GENERAL FUND
REAL ESTATE TAXES



	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Real Estate Taxes					
Current Real Estate Tax	\$ 8,936,597	\$ 8,744,094	\$ 8,648,250	\$ 8,620,000	\$ 8,556,000
Prior Years Real Estate Tax	264,282	(144,767)	40,000	36,000	27,500
Total Real Estate Taxes	<u><u>\$ 9,200,879</u></u>	<u><u>\$ 8,599,327</u></u>	<u><u>\$ 8,688,250</u></u>	<u><u>\$ 8,656,000</u></u>	<u><u>\$ 8,583,500</u></u>

REAL ESTATE TAX OVERVIEW

The Real Estate Tax is one of Upper St. Clair's main revenue sources and is assessed on all commercial, industrial, residential, and other non-exempt real estate. Real Estate Tax is calculated as a product of two 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 daily, as necessary.

As of the last certification in 2024, the Township had a total of 7,882 real estate parcels, of which 7,746 were taxable. The breakdown is as follows:

Building + Land	Building Only	Land Only	Zero Values	Exempt Properties
7,143	127	400	76	136

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 2024 at \$2,372,950,489.

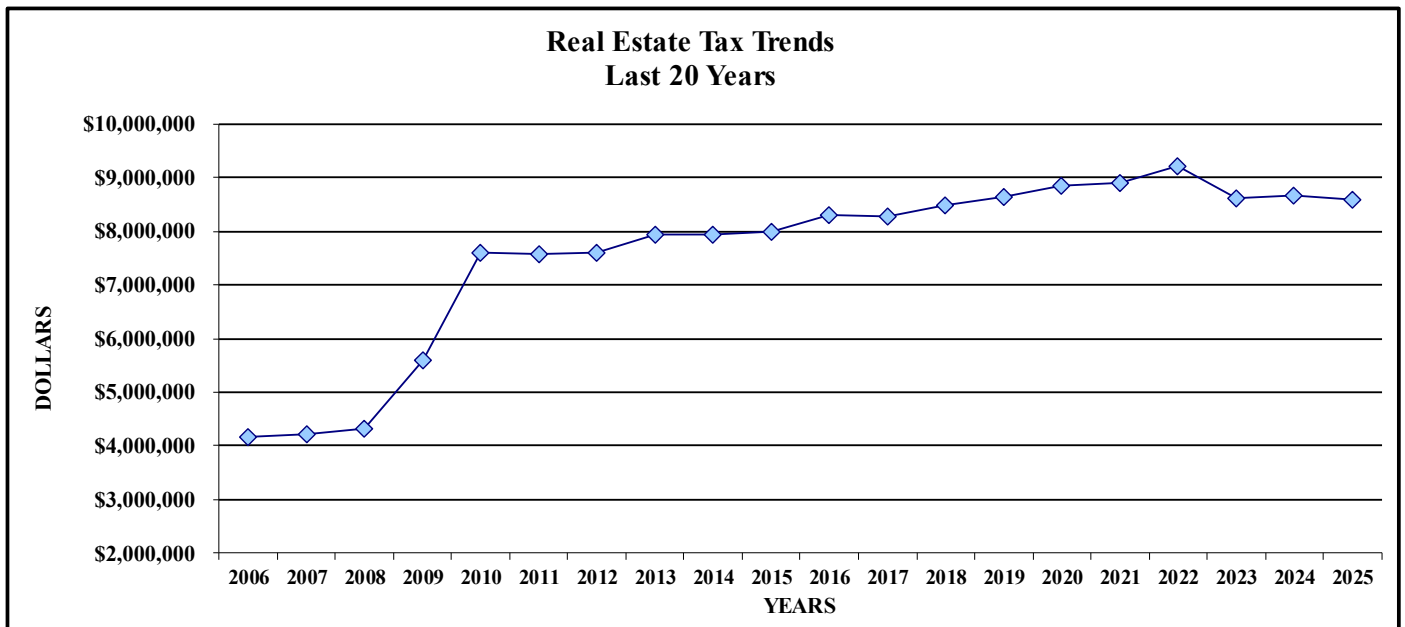
THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

REVENUES

**GENERAL FUND
REAL ESTATE TAXES**



Real Estate Taxes 01-00-000-301???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Current Real Estate Tax					
001 Real Estate Tax - Current (2025)	\$ 8,936,597	\$ 8,744,094	\$ 8,648,250	\$ 8,620,000	\$ 8,556,000
Total Current Real Estate Tax	\$ 8,936,597	\$ 8,744,094	\$ 8,648,250	\$ 8,620,000	\$ 8,556,000
Delinquent Taxes					
002 RET Penalties & Interest Current Year (2025)	\$ 29,650	\$ 9,223	\$ 2,500	\$ 2,500	\$ 2,500
003 Real Estate Tax Previous Year (2024)	109,386	(75,801)	15,000	2,000	1,500
004 RET Penalties & Interest Previous Year (2024)	9,260	6,950	3,000	4,500	4,000
005 Real Estate Tax 2023 and Prior	79,845	(129,212)	5,000	10,000	5,000
006 RET Penalties & Interest 2023 and Prior	13,818	6,593	1,500	3,500	1,500
007 Liated Real Estate Tax Costs	22,323	37,480	13,000	13,500	13,000
Total Delinquent Taxes	\$ 264,282	\$ (144,767)	\$ 40,000	\$ 36,000	\$ 27,500
Total Real Estate Taxes	\$ 9,200,879	\$ 8,599,327	\$ 8,688,250	\$ 8,656,000	\$ 8,583,500



REVENUES

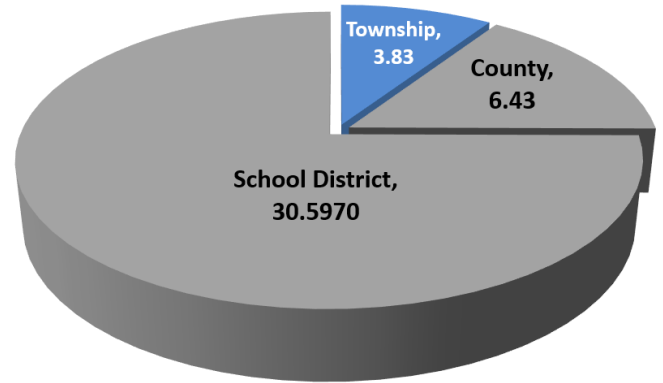
**GENERAL FUND
REAL ESTATE TAXES**



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 and then multiplying that value by the millage rate. In 2025, 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 \$236,700, which is the median household value in the Township.

Real Estate Taxes		
Taxing Authority	2025 Millage Rate	Real Estate Tax Due
Township of Upper St. Clair	3.83	\$ 907
Allegheny County	6.43	\$ 1,522
Upper St. Clair School District *	30.5970	\$ 7,242
Total Real Estate Tax		\$ 9,671



* The millage rate for the USC School District is for the 2024/25 school year.

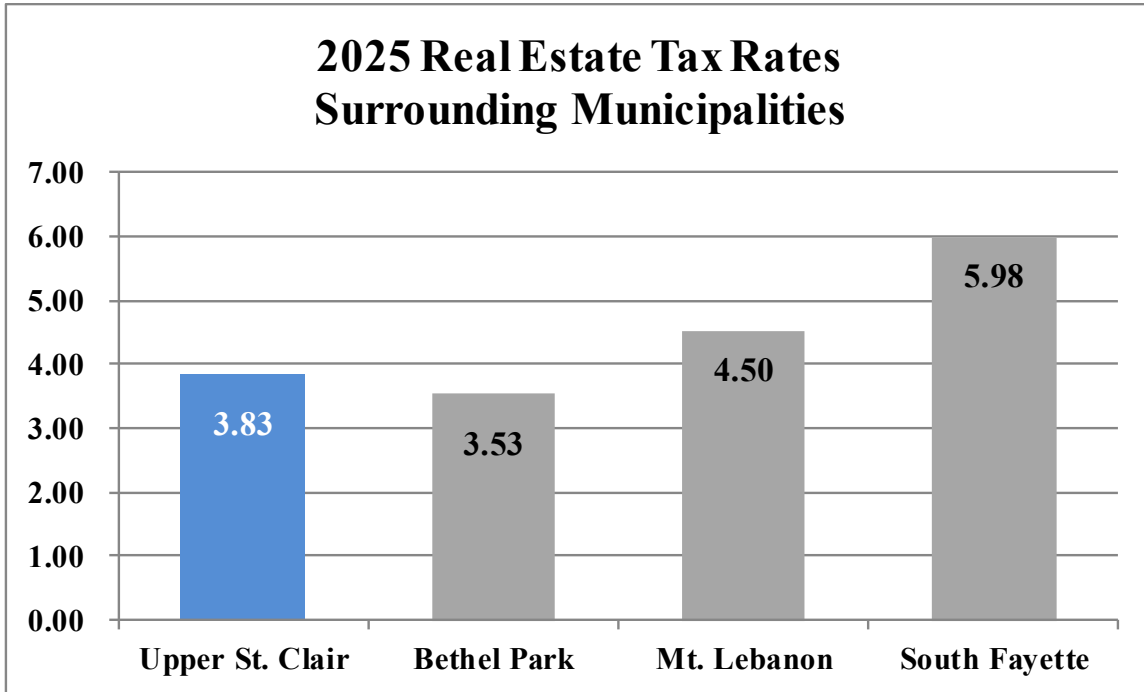
A twenty-year comparison of assessed valuation and millage rates is shown below:

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
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	2,386,736,548	1.62%	3.83
2013^	2,030,049,782	20.35%	3.83	2023	2,399,462,591	0.53%	3.83
2014	2,072,481,041	2.09%	3.83	2024	2,372,950,489	-1.10%	3.83
2015	2,094,831,941	1.08%	3.83	2025*	2,322,056,549	-2.14%	3.83

^ Countywide reassessment year

* Estimated values (actual certified values are not available until mid-January 2025)

REAL ESTATE TAX MILLAGE RATES - SURROUNDING MUNICIPALITIES



THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

GENERAL FUND

EARNED INCOME TAXES

REVENUES

GENERAL FUND
EARNED INCOME TAX



	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Total Earned Income Taxes	\$ 10,994,247	\$ 11,925,711	\$ 11,975,000	\$ 12,430,000	\$ 12,810,000

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.

REVENUES

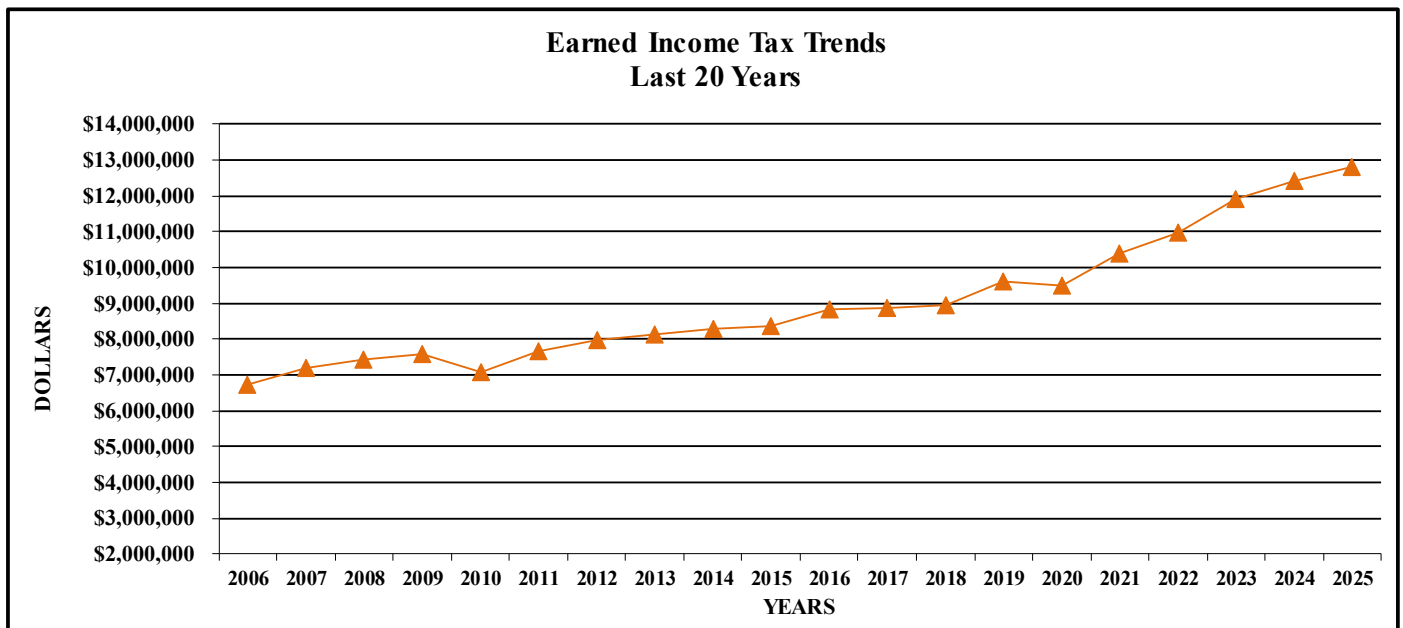
**GENERAL FUND
EARNED INCOME TAX**



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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
001 Earned Income Tax Current Year	\$ 7,816,013	\$ 8,817,183	\$ 8,815,000	\$ 9,050,000	\$ 9,330,000
002 Earned Income Tax Prior Year	3,123,502	3,036,634	3,115,000	3,300,000	3,400,000
003 Earned Income Tax Previous Years	54,732	71,894	45,000	80,000	80,000
Total Earned Income Taxes	\$ 10,994,247	\$ 11,925,711	\$ 11,975,000	\$ 12,430,000	\$ 12,810,000



REVENUES

GENERAL FUND
EARNED INCOME TAX



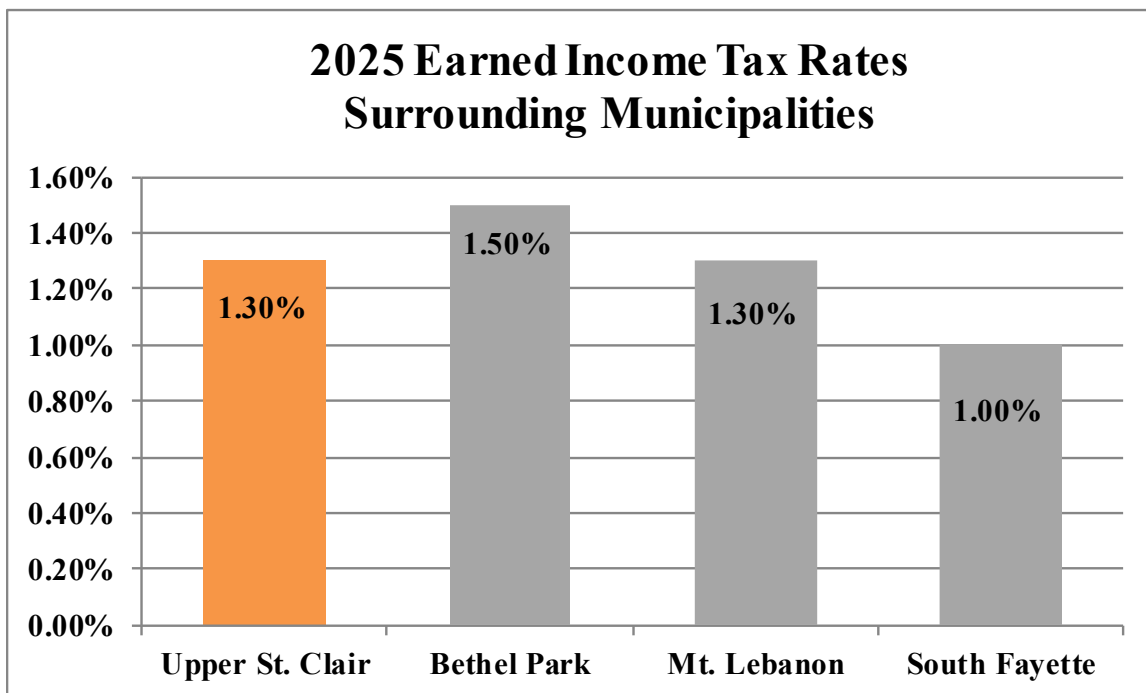
EARNED INCOME TAX RATE

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

Township of Upper St. Clair Earned Income Tax 10 Year History									
Year	EIT Collection	Township Tax Rate	School Tax Rate	Total Tax Rate	Year	EIT Collection	Township Tax Rate	School Tax Rate	Total Tax Rate
2016	\$8,844,793	0.80%	0.50%	1.30%	2021	\$10,408,315	0.80%	0.50%	1.30%
2017	\$8,869,902	0.80%	0.50%	1.30%	2022	\$10,994,248	0.80%	0.50%	1.30%
2018	\$8,934,154	0.80%	0.50%	1.30%	2023	\$11,925,711	0.80%	0.50%	1.30%
2019	\$9,608,726	0.80%	0.50%	1.30%	2024*	\$12,430,000	0.80%	0.50%	1.30%
2020	\$9,498,413	0.80%	0.50%	1.30%	2025*	\$12,810,000	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 \$149,369, the most recent data reported by the U.S Census Bureau (for July 2023).

Local Earned Income Tax		
Taxing Authority	2025 EIT Rate	EIT Due
Township of Upper St. Clair (Act 511 Tax)	0.50%	\$ 747
Township of Upper St. Clair (Act 62 Tax)	0.30%	\$ 448
Upper St. Clair School District (Act 511 Tax)	0.50%	\$ 747
Total Local Earned Income Tax	1.30%	\$ 1,942

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

GENERAL FUND

OTHER TAXES

REVENUES

**GENERAL FUND
OTHER TAXES**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Total Other Taxes	\$ 2,862,068	\$ 2,536,756	\$ 2,560,500	\$ 2,556,443	\$ 2,649,250

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.

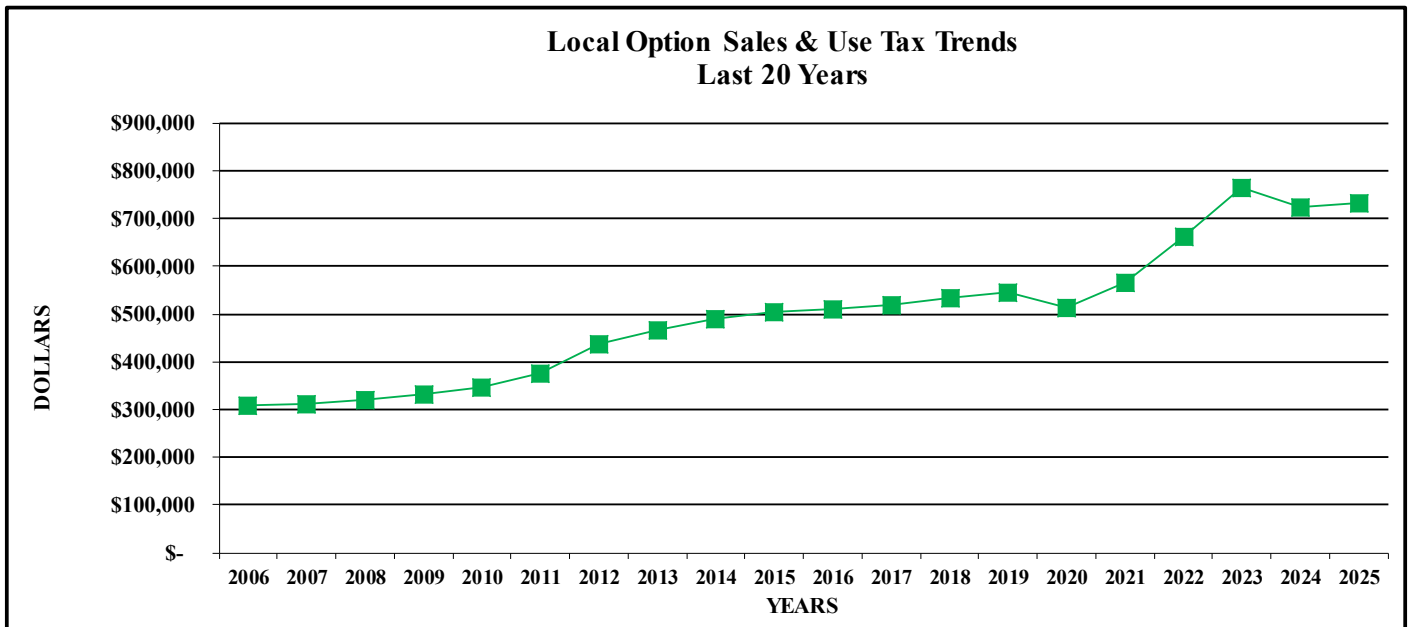
Public Utilities Tax

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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
01-00-000-315???-000					
001 Local Services Tax	\$ 344,809	\$ 362,753	\$ 350,000	\$ 365,000	\$ 370,000
002 Real Estate Transfer Tax	1,834,524	1,389,505	1,445,000	1,445,000	1,525,000
003 Public Utilities Tax	21,562	20,606	17,500	21,943	22,250
004 Local Option Sales & Use Tax	661,173	763,892	748,000	724,500	732,000
Total Other Taxes	\$ 2,862,068	\$ 2,536,756	\$ 2,560,500	\$ 2,556,443	\$ 2,649,250



GENERAL FUND

OTHER REVENUES

REVENUES

GENERAL FUND
LICENSES AND PERMITS



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Total Licenses and Permits	\$ 205,513	\$ 504,266	\$ 153,100	\$ 174,550	\$ 154,250

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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
001 Building Permits	\$ 135,708	\$ 415,512	\$ 90,000	\$ 115,000	\$ 92,000
002 Beverage Licenses	3,050	-	3,050	3,350	3,050
003 Grading Permits	765	-	200	200	200
004 Amusement Device Permits	812	4,125	800	600	600
007 Street Opening Permits	24,626	33,147	17,500	16,500	17,000
008 Alarm Systems Permits	9,129	29,085	19,250	19,250	19,250
009 False Alarm Fees	900	650	300	150	150
012 Dye Test Compliance Fees	17,475	13,450	12,000	12,000	12,000
013 Electrical Permit Fees-Net	13,048	8,297	10,000	7,500	10,000
Total Licenses and Permits	\$ 205,513	\$ 504,266	\$ 153,100	\$ 174,550	\$ 154,250

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

REVENUES

**GENERAL FUND
FEES AND FINES**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Total Fines and Fees	\$ 499,239	\$ 529,824	\$ 450,550	\$ 453,400	\$ 435,650

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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
003 Filing and Hearing Fees	\$ 7,485	\$ 8,125	\$ 7,500	\$ 7,500	\$ 7,500
004 Animal Control Fines and Fees	-	-	-	-	-
005 Magistrate Fines	33,387	24,280	23,000	23,000	23,000
006 Local Fines	1,995	1,300	1,400	1,800	1,800
008 State Traffic Fine Distribution	14,803	12,474	11,000	9,500	9,500
011 Library Fees and Fines	4,188	2,150	2,000	2,100	2,100
012 Cable Television Franchise Fees	424,454	444,548	393,500	393,500	375,500
040 Compost Site Tipping Fees	12,927	36,947	12,150	16,000	16,250
Total Fines and Fees	\$ 499,239	\$ 529,824	\$ 450,550	\$ 453,400	\$ 435,650

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

REVENUES

**GENERAL FUND
RENTAL INCOME**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Total Rental Income	\$ 2,952	\$ 3,040	\$ 3,131	\$ 3,131	\$ 3,225

RENTAL INCOME OVERVIEW

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 2025 lease amount is \$3,225.

Rental Income 01-00-000-340???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
002 Boyce Road Radio Tower Rental	2,952	3,040	3,131	3,131	3,225
Total Rental Income	\$ 2,952	\$ 3,040	\$ 3,131	\$ 3,131	\$ 3,225

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

REVENUES

GENERAL FUND
INTEREST INCOME



	<u>2022</u> Actual	<u>2023</u> Actual	<u>2024</u> Budget	<u>2024</u> Estimate	<u>2025</u> Budget
Total Interest on Investments	<u>\$ 204,065</u>	<u>\$ 921,853</u>	<u>\$ 550,000</u>	<u>\$ 850,000</u>	<u>\$ 600,000</u>

INTEREST INCOME OVERVIEW

The primary objectives of the Township’s investment activities are, in priority order, Safety (to adequately safeguard principal), liquidity (to provide sufficient liquidity to meet all operating requirements), and yield (to obtain a reasonable rate of return). To appropriately meet these objectives, the Township makes investment decisions based on categories of cash with which the time horizon is regularly calculated using a liquidity analysis, cash flow forecast, or other methodology identifying past and anticipated future financial requirements.

Township investments are restricted to financial instruments which are identified as permitted investments under applicable laws of the Commonwealth of Pennsylvania, as supplemented by Act 10 of 2016 (Act No. 10 of 2016, H.B. 1296, Gen. Assemb., Reg. Sess. (Pa. 2016)), and all other applicable federal, state, and local requirements

	<u>2022</u> Actual	<u>2023</u> Actual	<u>2024</u> Budget	<u>2024</u> Estimate	<u>2025</u> Budget
Interest on Investments 01-00-000-345???-000					
001 Interest on Investments	<u>\$ 204,065</u>	<u>\$ 921,853</u>	<u>\$ 550,000</u>	<u>\$ 850,000</u>	<u>\$ 600,000</u>
Total Interest on Investments	<u>\$ 204,065</u>	<u>\$ 921,853</u>	<u>\$ 550,000</u>	<u>\$ 850,000</u>	<u>\$ 600,000</u>

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

REVENUES

GENERAL FUND
SERVICE AGREEMENTS



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Total Service Agreements	\$ 298,593	\$ 291,365	\$ 305,169	\$ 304,369	\$ 314,289

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 2027, 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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
001 Snow and Ice Control	\$ 247,709	\$ 246,534	\$ 248,800	\$ 247,800	\$ 256,800
002 Peters Township Service	3,257	6,302	3,500	3,700	3,800
004 School District Tax Collection	24,959	14,340	28,680	28,680	29,500
007 PennDOT Road Mte. Agreement	22,668	24,189	24,189	24,189	24,189
Total Service Agreements	\$ 298,593	\$ 291,365	\$ 305,169	\$ 304,369	\$ 314,289

REVENUES

GENERAL FUND
RECREATION PROGRAM FEES



	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Total Recreation Program Fees	\$ 585,098	\$ 586,333	\$ 525,900	\$ 595,500	\$ 610,950

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 \$472,521. These revenues do not cover administration costs and capital expenses required by the programming.

Recreation Program Fees	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
01-00-000-367???-000					
011 Summer Program Fees	183,477	161,700	160,000	182,500	193,450
013 Older Adults	4,691	7,470	4,000	4,000	4,000
014 Golf Course	14,072	18,121	15,000	13,000	14,000
015 Tennis Program	59,576	45,944	38,000	45,000	45,000
021 Tennis Bubble Fees	113,709	125,077	116,000	116,000	119,500
022 Miscellaneous Self Supporting	171,006	220,573	180,000	235,000	235,000
023 Youth Basketball	38,567	7,448	12,900	-	-
Total Recreation Program Fees	\$ 585,098	\$ 586,333	\$ 525,900	\$ 595,500	\$ 610,950

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

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

REVENUES

GENERAL FUND
OTHER NON-TAX REVENUE



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Total Other Non-Tax Revenue	\$ 3,895,904	\$ 1,518,837	\$ 1,439,795	\$ 1,440,460	\$ 1,415,671

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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
370010 Special Police Detail	\$ 139,452	\$ 89,093	\$ 77,500	\$ 175,000	\$ 125,000
370011 Library State Grant	69,940	81,995	81,995	82,821	82,821
370013 State Pension Grant	715,043	789,756	798,000	668,080	692,500
370014 Recycling Program/Grant	34,187	23,045	27,000	32,388	29,000
370015 Library Table Gaming Revenue	14,710	14,751	14,000	12,000	12,400
370016 Act 13 State Grant Funds	13,101	16,304	13,000	9,995	9,500
370024 Federal Bulletproof Vest Grant	-	3,004	-	1,750	1,750
370051 Intergovernmental Aid	2,073,123	-	-	-	-
380001 Maps, Docs & Police Reports	3,630	7,344	4,500	4,500	4,500
380002 IdentoGO Services	8,168	5,868	6,600	850	3,500
380010 Facility Fees	26,165	26,880	21,000	22,000	25,000
380022 Employee Health Ins. Reimb.	379,949	196,393	170,000	170,000	180,500
380026 COBRA Insurance Payments	1,216	1,163	900	900	1,200
380027 Workers Comp. Dividends	219,573	82,823	85,000	127,888	115,000
380029 Cable 7 PEG Grant	7,486	6,888	6,300	4,828	-
380030 Prop & Liab Ins. Dividends	50,294	32,294	20,000	34,460	28,000
380040 Public Works Scrap Metal Rev.	8,542	3,256	5,000	5,000	5,000
380050 Payment Rebates	17,849	26,255	35,000	48,000	55,000
380099 Miscellaneous Revenue	100,550	111,725	74,000	40,000	45,000
Total Other Non-Tax Revenue	\$ 3,895,904	\$ 1,518,837	\$ 1,439,795	\$ 1,440,460	\$ 1,415,671

GENERAL FUND

GENERAL GOVERNMENT

SUMMARY

SUMMARY

GENERAL FUND
GENERAL GOVERNMENT



	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
General Government Expenditures					
Personal Services	\$ 1,493,917	\$ 1,659,456	\$ 1,751,540	\$ 1,718,403	\$ 1,911,907
Contractual Services	1,071,431	1,082,886	1,145,300	1,159,998	1,243,900
Commodities	43,479	38,213	62,975	56,875	58,975
Distributed Costs	(465,175)	(589,010)	(617,279)	(616,220)	(642,487)
Total General Government Expenditures	<u>\$ 2,143,652</u>	<u>\$ 2,191,545</u>	<u>\$ 2,342,536</u>	<u>\$ 2,319,056</u>	<u>\$ 2,572,295</u>

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.

2024 DEPARTMENT ACCOMPLISHMENTS

- Presented a budget with no tax increase for the 16th consecutive year.
- S&P Global Ratings reaffirmed the Township’s AA+ bond rating in February in conjunction with the successful issuance of a \$12 million bond issue to fund the Morton Complex renovation project.
- The Township’s email communication system (launched in 2023) grew by over 83% in 2024 and had a 68% open rate.
- Completed a variety of major technology projects including equipment replacements, security upgrades, and network infrastructure enhancements.
- Collaboration between Cable 7 and other departments led to the production of 17 monthly videos about all things happening in Upper St. Clair and made the videos available on the Cable 7 YouTube page.
- Updated the Township’s investment policy.
- Received the 90+ cashVest award for the third time.
- Successfully negotiated two labor contracts – one with the Tri-Community South EMS union and the other with Teamsters 205 representing Public Works.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of America (GFOA) for the 16th consecutive year and the Certificate of Achievement Award for Excellence in Financial Reporting from GFOA for the 36th consecutive year.

2025 DEPARTMENT GOALS AND OBJECTIVES

- Develop and present a 2026 budget with no tax increase.
- Maintain the Township’s AA+ bond rating.
- Improve the cashVest score to the upper-90s.
- Continue to meet the requirements of the GFOA’s Distinguished Budget and ACFR award programs.
- Pursue grant funding for capital projects.
- Continued focus on the Township’s cybersecurity strategy and posture.
- Further refine the Township’s communications efforts.
- Successfully negotiate a new labor contract with the USC Police Association.

SUMMARY

**GENERAL FUND
GENERAL GOVERNMENT**



DEPARTMENT EXPENDITURES

General Government Expenditures 01-10-101-500 TO 01-10-107-500	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 1,070,638	\$ 1,177,741	\$ 1,196,580	\$ 1,189,459	\$ 1,290,299
120 Part-Time Wages	7,341	23,292	19,200	19,200	25,200
130 Elected Officials Salaries	9,100	8,300	8,400	8,400	8,400
162 Group Life Insurance	5,211	5,539	6,070	5,700	6,100
163 Medical Insurance	220,150	244,809	308,000	283,600	352,800
164 Workers' Compensation	3,955	4,106	4,989	4,989	4,829
166 Pension Costs	89,393	97,333	105,100	104,550	113,500
167 Long-term Disability Insurance	2,138	2,314	2,650	2,500	2,600
168 Post Retirement Plan	6,750	7,000	6,900	6,900	6,900
198 Social Security Expense	79,241	89,022	93,651	93,105	101,279
Total Personal Services	\$ 1,493,917	\$ 1,659,456	\$ 1,751,540	\$ 1,718,403	\$ 1,911,907
Contractual Services					
210 Professional Services-Legal	\$ 217,724	\$ 223,585	\$ 225,000	\$ 225,000	\$ 225,000
212 Professional Services-Auditing	25,102	17,600	30,500	30,500	32,050
213 Recurring Contractual	112,912	99,592	100,000	100,000	100,000
217 Miscellaneous Consulting Services	-	-	2,000	1,200	2,000
220 Liability Insurance	48,043	41,007	44,500	44,750	47,000
223 Tax Collection Bonds	7,470	6,724	7,000	6,750	6,900
230 Association Dues	41,140	19,875	31,850	31,650	33,450
231 Travel & Conference Expense	18,832	24,801	46,200	40,915	47,650
243 Telephone	19,326	21,964	22,500	23,400	27,250
250 Repairs/Maint - Equipment	16,721	8,348	14,250	14,791	14,800
270 Software Licensing	116,406	236,367	263,000	242,654	275,000
274 Legal Advertising	5,986	8,727	7,000	7,000	7,000
275 Printing & Duplicating	2,598	1,982	3,000	3,438	3,500
278 Postage	(716)	3,028	3,000	3,000	3,000
280 Mileage Reimbursement	223	237	600	450	450
290 Other Contractual Services	402,783	335,610	306,100	346,400	380,600
292 Volunteer Boards & Commissions					
Recognition Expense	-	-	4,500	4,500	4,500
298 Credit Card Processing	1,883	1,966	2,800	2,100	2,250
299 Internet Connection Services	34,998	31,473	31,500	31,500	31,500
Total Contractual Services	\$ 1,071,431	\$ 1,082,886	\$ 1,145,300	\$ 1,159,998	\$ 1,243,900

SUMMARY

GENERAL FUND
GENERAL GOVERNMENT



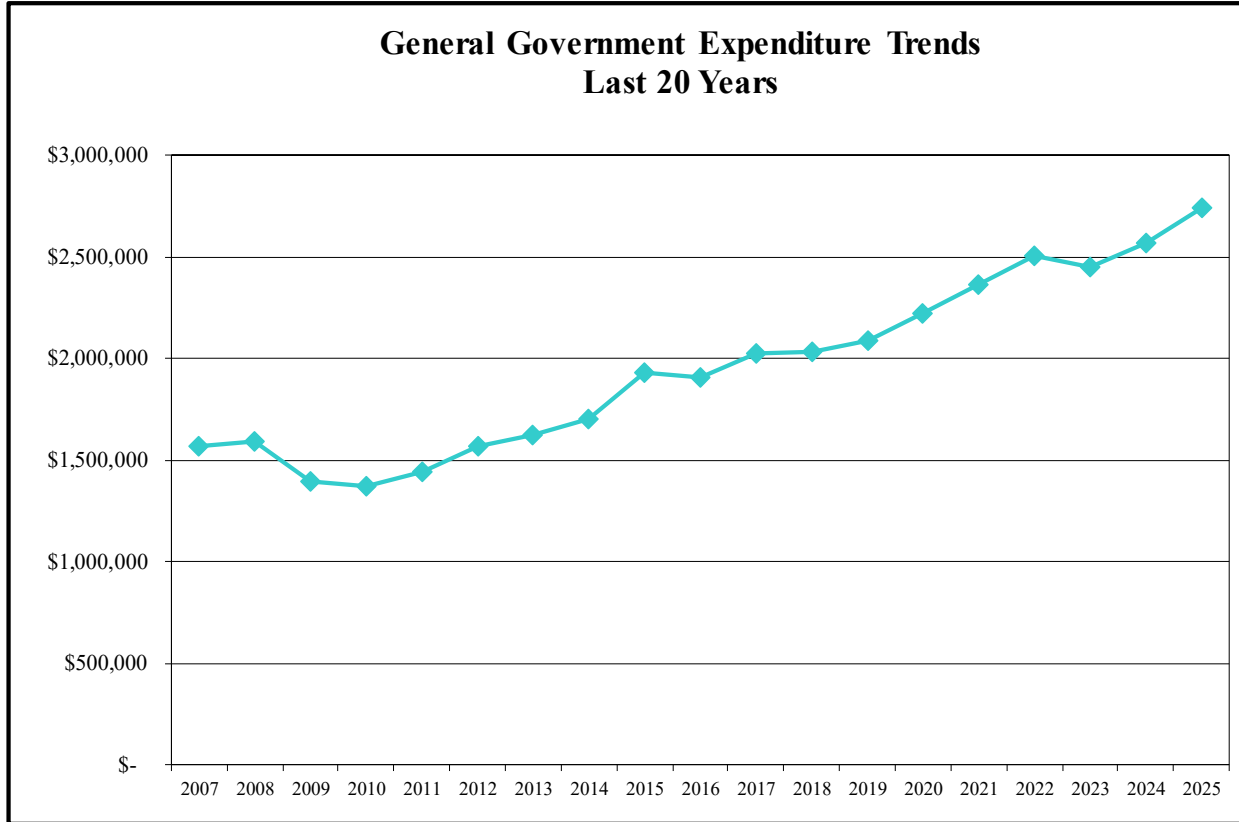
DEPARTMENT EXPENDITURES (Continued)

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Commodities					
300 Office Furniture & Equipment	\$ 548	\$ 1,202	\$ 2,500	\$ 2,500	\$ 3,300
301 Expendable Office Supplies	5,738	6,580	9,350	9,350	9,350
302 Books & Subscriptions	2,948	2,471	3,575	3,575	3,475
303 Tapes	-	382	500	500	500
304 Publicity Material	143	5,520	11,000	11,000	12,000
390 Other Supplies	34,102	22,058	36,050	29,950	30,350
Total Commodities	<u>\$ 43,479</u>	<u>\$ 38,213</u>	<u>\$ 62,975</u>	<u>\$ 56,875</u>	<u>\$ 58,975</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 10,629	\$ 11,634	\$ 7,913	\$ 8,895	\$ 10,187
602 Dist. Data Processing Costs	(475,804)	(600,644)	(625,192)	(625,115)	(652,674)
Total Distributed Costs	<u>\$ (465,175)</u>	<u>\$ (589,010)</u>	<u>\$ (617,279)</u>	<u>\$ (616,220)</u>	<u>\$ (642,487)</u>
Total General Government Expenditures	<u><u>\$ 2,143,652</u></u>	<u><u>\$ 2,191,545</u></u>	<u><u>\$ 2,342,536</u></u>	<u><u>\$ 2,319,056</u></u>	<u><u>\$ 2,572,295</u></u>

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION

The average annual cost increase of General Government expenditures over the last 20 years is 3.54%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$1,459,148
How many real estate tax mills?	0.23	\$520,930
Earned Income Tax per \$100?	\$ 6.07	\$777,435
Percentage of Other Taxes?	0.67%	\$160,782

**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	Age	Condition
------	------	-------	-----	-----------

Passenger Vehicles				
1	2011	Ford	Escape	Fair
2	2009	Ford	Escape XLT	Fair
3	2014	Ford	C-Max - Hybrid	Good
4	2013	Ford	Explorer	Fair
5	2018	Ford	Explorer	Fair
6	2018	Ford	Escape	Good
7	2015	Ford	Taurus	Fair

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Board of Commissioners Expenditures					
Personal Services	\$ 9,796	\$ 8,935	\$ 9,043	\$ 9,043	\$ 9,043
Contractual Services	31,456	27,068	40,250	40,500	41,250
Commodities	1,857	644	3,000	3,000	3,000
Total Board of Comm. Expenditures	<u>\$ 43,109</u>	<u>\$ 36,647</u>	<u>\$ 52,293</u>	<u>\$ 52,543</u>	<u>\$ 53,293</u>

BOARD OF COMMISSIONERS OVERVIEW

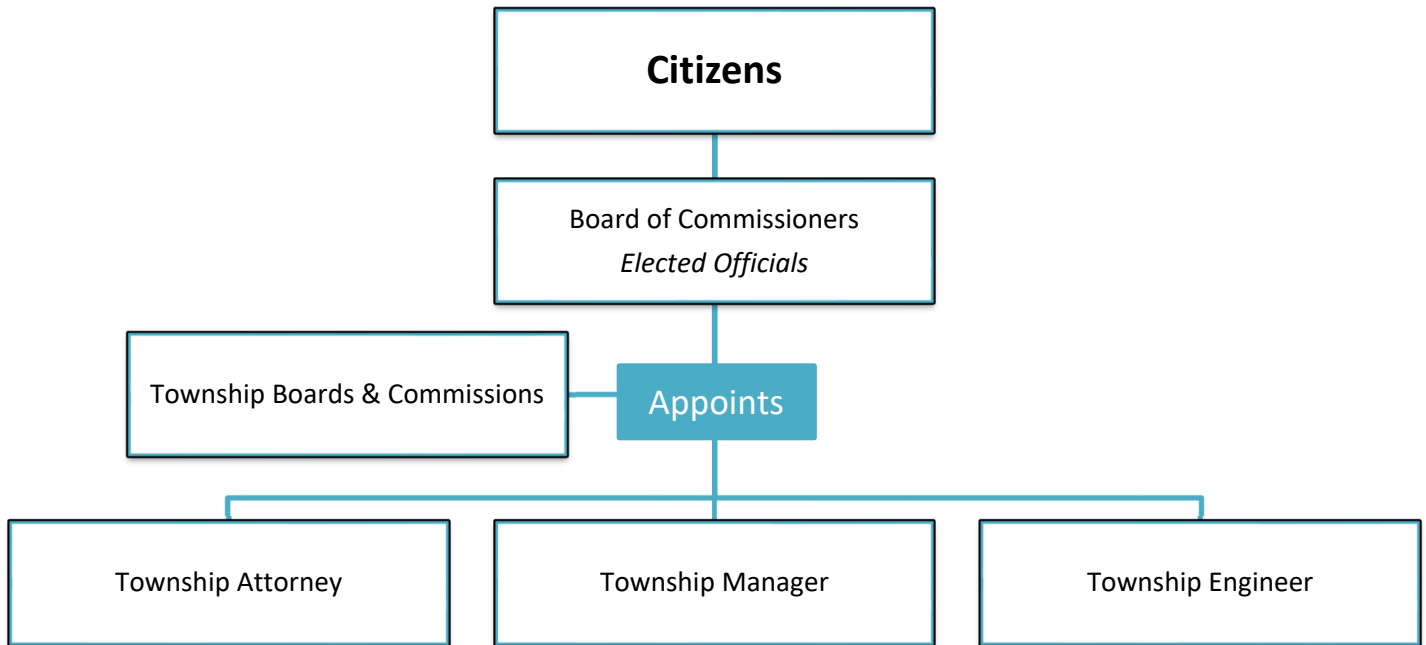
The Township of Upper St. Clair is a Home Rule Municipality located in Allegheny County of the Commonwealth of Pennsylvania. As a Home Rule Municipality, a locally drafted Charter adopted by the voters of Upper St. Clair governs the Township.

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 a future year.

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
Jason H. Graves	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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
130 Elected Officials Salaries Seven Commissioners @ \$1200	\$ 9,100	\$ 8,300	\$ 8,400	\$ 8,400	\$ 8,400
198 Social Security Expense	696	635	643	643	643
Total Personal Services	<u>\$ 9,796</u>	<u>\$ 8,935</u>	<u>\$ 9,043</u>	<u>\$ 9,043</u>	<u>\$ 9,043</u>
Contractual Services					
220 Liability Insurance	\$ 21,217	\$ 12,987	\$ 14,500	\$ 14,750	\$ 15,500
230 Association Dues	6,846	6,771	7,250	7,250	7,250
231 Travel & Conference Expense	3,393	7,310	14,000	14,000	14,000
292 Volunteer Boards & Commissions Recognition Expense	-	-	4,500	4,500	4,500
Total Contractual Services	<u>\$ 31,456</u>	<u>\$ 27,068</u>	<u>\$ 40,250</u>	<u>\$ 40,500</u>	<u>\$ 41,250</u>
Commodities					
390 Other Supplies	\$ 1,857	\$ 644	\$ 3,000	\$ 3,000	\$ 3,000
Total Commodities	<u>\$ 1,857</u>	<u>\$ 644</u>	<u>\$ 3,000</u>	<u>\$ 3,000</u>	<u>\$ 3,000</u>
Total Board of Comm. Expenditures	<u><u>\$ 43,109</u></u>	<u><u>\$ 36,647</u></u>	<u><u>\$ 52,293</u></u>	<u><u>\$ 52,543</u></u>	<u><u>\$ 53,293</u></u>

BUDGETARY COMMENT

The total allocation for the Board of Commissioners is nearly even with 2024 other than a slight change to the liability insurance expense.

ADMINISTRATION

GENERAL FUND
GENERAL GOVERNMENT



	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 826,265	\$ 882,434	\$ 934,969	\$ 900,046	\$ 1,022,105
Contractual Services	133,031	97,919	170,200	145,094	209,050
Commodities	37,184	30,848	51,025	44,925	47,125
Distributed Costs	95,676	124,254	125,137	126,104	132,563
Total Administration Expenditures	<u>\$ 1,092,156</u>	<u>\$ 1,135,455</u>	<u>\$ 1,281,331</u>	<u>\$ 1,216,169</u>	<u>\$ 1,410,843</u>

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.

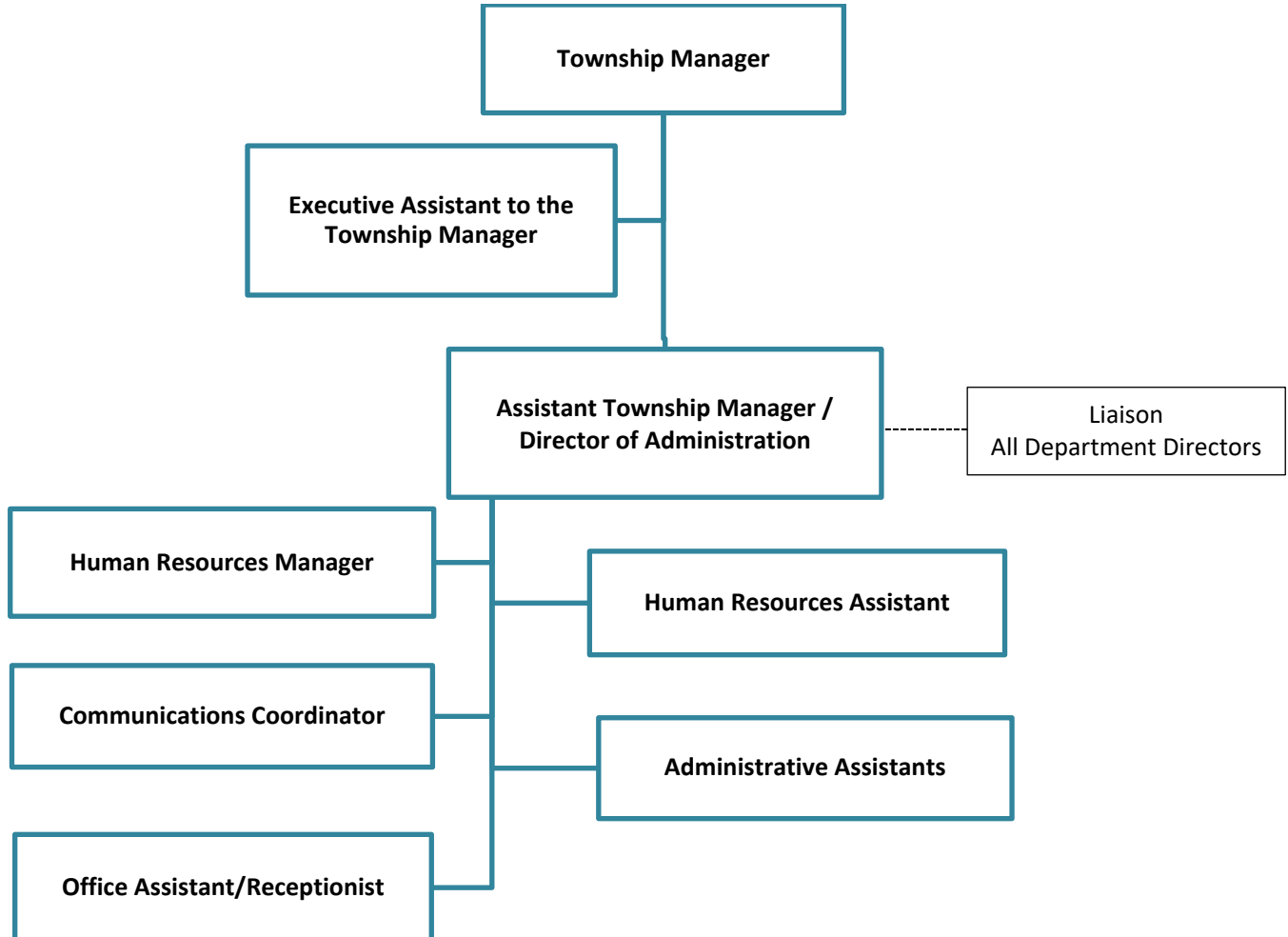
This department provides services for several other departments including grant applications, human resources, personnel functions, insurance management, vendor contracts, minutes of all Board of Commissioners and Informational and General Affairs Meetings, copying and office supplies.

DEPARTMENT ORGANIZATIONAL STRUCTURE

Position Title	Pay Grade	Minimum	Maximum	2025 Positions
Township Manager	13	\$138,100	\$230,100	1
Asst. Township Manager / Director of Admin.	12	\$108,700	\$181,100	1
Human Resources Manager	7	\$71,400	\$107,000	1
Executive Assistant to the Township Manager	5	\$53,600	\$80,400	1
Human Resources Assistant	4	\$49,100	\$73,700	1
Administrative Assistant	3	\$44,600	\$67,000	2
Communications Coordinator	3	\$44,600	\$67,000	1
Office Assistant / Receptionist	1	\$32,200	\$48,200	1
Total				9

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)

The authorized personnel responsible for programs and services for the Administration Department for 2025 are as follows:



Budgetary Allocations

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

Position Title	Administration	Sanitary Sewer	C&RC
Township Manager	70.0%	15.0%	15.0%
Communications Coordinator	50.0%	n/a	50.0%
Human Resources Manager	70.0%	n/a	30.0%
Human Resources Assistant	50.0%	n/a	50.0%

ADMINISTRATION

**GENERAL FUND
GENERAL GOVERNMENT**



DEPARTMENT EXPENDITURES

Administration Expenditures 01-10-102-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 609,358	\$ 629,541	\$ 636,886	\$ 632,453	\$ 689,982
120 Part-Time Wages	7,341	23,292	19,200	19,200	25,200
162 Group Life Insurance	2,820	2,776	3,050	2,600	2,800
163 Medical Insurance	101,255	116,729	160,000	131,000	179,600
164 Workers' Compensation	1,973	2,050	2,492	2,492	2,412
166 Pension Costs	54,212	55,855	58,350	57,950	62,800
167 Long-term Disability Insurance	1,179	1,187	1,400	1,100	1,200
168 Post Retirement Plan	3,683	3,400	3,400	3,400	3,400
198 Social Security Expense	44,444	47,604	50,191	49,851	54,711
Total Personal Services	\$ 826,265	\$ 882,434	\$ 934,969	\$ 900,046	\$ 1,022,105
Contractual Services					
230 Association Dues	\$ 29,804	\$ 9,314	\$ 20,100	\$ 20,100	\$ 21,800
231 Travel & Conference Expense	8,699	8,562	15,200	13,415	16,650
243 Telephone	15,402	17,767	18,400	19,200	22,250
250 Repairs/Maint - Equipment	124	221	250	791	800
270 Software Licensing	-	24,265	54,500	32,800	64,500
274 Legal Advertising	5,986	8,727	7,000	7,000	7,000
275 Printing & Duplicating	2,598	1,982	2,000	2,438	2,500
278 Postage	(993)	2,776	2,500	2,500	2,500
280 Mileage Reimbursement	223	237	600	450	450
290 Other Contractual Services	71,188	24,068	49,650	46,400	70,600
Total Contractual Services	\$ 133,031	\$ 97,919	\$ 170,200	\$ 145,094	\$ 209,050
Commodities					
300 Office Furniture & Equipment	\$ -	\$ 695	\$ 1,200	\$ 1,200	\$ 2,000
301 Expendable Office Supplies	4,695	4,446	7,750	7,750	7,750
302 Books & Subscriptions	1,595	976	1,475	1,475	1,475
304 Publicity Material	143	5,520	11,000	11,000	12,000
390 Other Supplies	30,751	19,211	29,600	23,500	23,900
Total Commodities	\$ 37,184	\$ 30,848	\$ 51,025	\$ 44,925	\$ 47,125
Distributed Costs					
601 Dist. Vehicle Costs	\$ 10,629	\$ 11,634	\$ 7,913	\$ 8,895	\$ 10,187
602 Dist. Data Processing Costs	85,047	112,620	117,224	117,209	122,376
Total Distributed Costs	\$ 95,676	\$ 124,254	\$ 125,137	\$ 126,104	\$ 132,563
Total Administration Expenditures	\$ 1,092,156	\$ 1,135,455	\$ 1,281,331	\$ 1,216,169	\$ 1,410,843

BUDGETARY COMMENT

Funds budgeted for General Government Administration are \$129,512, or 10.1% more than in 2024 due to increases in Personal Services cost and funding for a salary study in 2025.

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Finance Office Expenditures					
Personal Services	\$ 240,370	\$ 258,691	\$ 269,982	\$ 273,357	\$ 282,004
Contractual Services	80,405	80,599	108,250	104,400	109,200
Commodities	1,113	656	2,550	2,550	2,450
Distributed Costs	22,679	30,033	31,260	31,256	32,634
Total Finance Office Expenditures	\$ 344,567	\$ 369,979	\$ 412,042	\$ 411,563	\$ 426,288

FINANCE OFFICE OVERVIEW

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

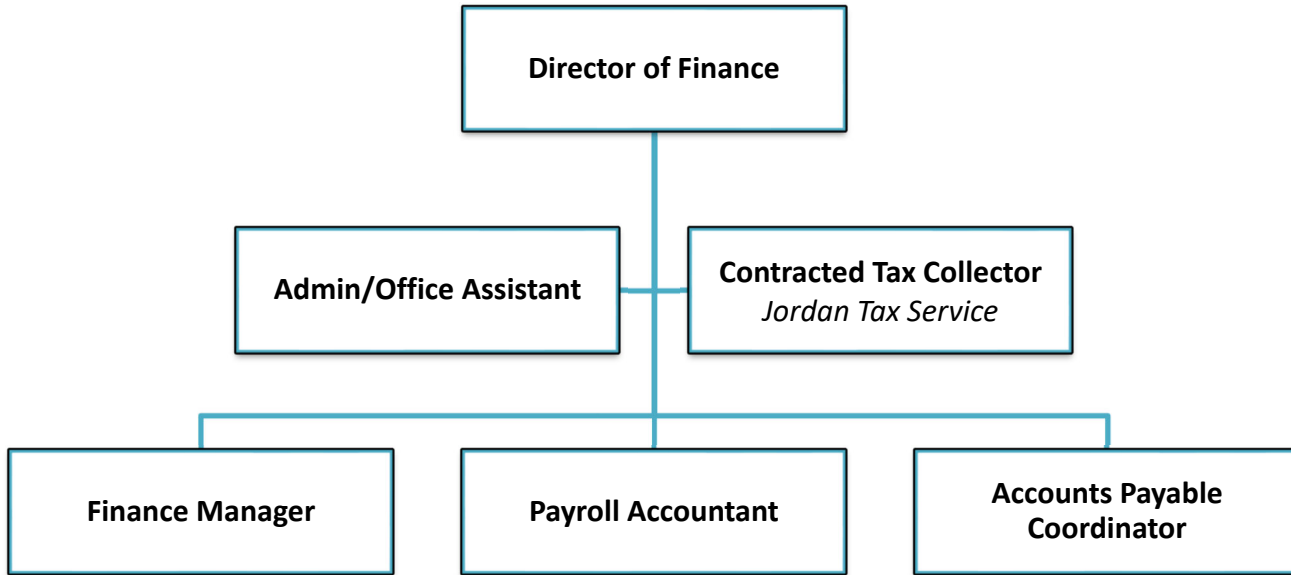
- Accounts payable
- Accounts receivable
- Budget development and management
- Financial reporting and projecting
- Payroll administration
- Purchasing systems
- Coordination of external audits
- Debt management
- Insurance management
- Cash & investment management
- Pension plan administration
- Tax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

DEPARTMENT STATISTICS AND BENCHMARKS

Performance Measures	2020	2021	2022	2023	2024
Consecutive Years Receiving GFOA Certificate of Achievement for Excellence in Financial Reporting	32	33	34	35	36
Consecutive Years Receiving GFOA Distinguished Budget Presentation Award	12	13	14	15	16
AP - Paper Check Payments	0	0	0	0	0
AP - Electronic Payments via Check	1,197	1,344	1,386	1,715	1,675
AP - Electronic Payments via ACH	1,110	1,062	948	599	560
AP - Electronic Payments via Card	893	843	735	789	885
AP - Bills Paid	5,718	5,923	6,054	5,877	5,808
Payroll - Paper Check Payments	0	0	0	0	0
Payroll - % of Paychecks paid via Direct Deposit	100.0%	100.0%	100.0%	100.0%	100.0%
Payroll - Timesheets Processed	6,744	7,769	8,261	9,166	9,490
AR - Invoices Processed	98	118	157	183	212
Number of Deposits Processed	2,460	2,224	2,265	1,315	1,184
Cash & Investments - three+one cashVest score	92	93	87	94	94

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Finance and Tax Collection Departments for 2025 are as follows:



Position Title	Pay Grade	Minimum	Maximum	2025 Positions
Director of Finance	11	\$96,200	\$160,300	1
Finance Manager	7	\$71,400	\$107,000	1
Accounts Payable Coordinator	4	\$49,100	\$73,700	1
Payroll Accountant	4	\$49,100	\$73,700	1
Total				4

Budgetary Allocations

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

Position Title	Finance	Tax Collection	Sanitary Sewer	C&RC
Director of Finance	50%	25%	15%	10%
Finance Manager	65%	15%	10%	10%
Payroll Accountant	70%	n/a	n/a	30%
Accounts Payable Specialist	40%	n/a	10%	50%

DEPARTMENT EXPENDITURES

Finance Office Expenditures 01-10-103-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 163,925	\$ 177,877	\$ 182,847	\$ 182,847	\$ 193,182
162 Group Life Insurance	890	926	1,000	900	1,000
163 Medical Insurance	47,413	49,794	54,500	58,000	54,300
164 Workers' Compensation	692	718	872	872	844
166 Pension Costs	13,837	14,729	15,350	15,350	16,500
167 Long-term Disability Insurance	351	383	425	400	400
168 Post Retirement Plan	1,192	1,100	1,000	1,000	1,000
198 Social Security Expense	12,070	13,164	13,988	13,988	14,778
Total Personal Services	\$ 240,370	\$ 258,691	\$ 269,982	\$ 273,357	\$ 282,004
Contractual Services					
212 Professional Services-Auditing	\$ 25,102	\$ 17,600	\$ 30,500	\$ 30,500	\$ 32,050
230 Association Dues	1,340	1,450	2,000	1,800	1,900
231 Travel & Conference Expense	5,895	5,271	12,000	9,500	12,000
250 Repairs/Maint - Equipment	13,226	-	-	-	-
270 Software Licensing	-	44,194	48,500	48,500	49,000
290 Other Contractual Services	32,959	10,118	12,450	12,000	12,000
298 Credit Card Processing	1,883	1,966	2,800	2,100	2,250
Total Contractual Services	\$ 80,405	\$ 80,599	\$ 108,250	\$ 104,400	\$ 109,200
Commodities					
300 Office Furniture & Equipment	\$ 385	\$ -	\$ 800	\$ 800	\$ 800
301 Expendable Office Supplies	388	278	400	400	400
302 Books & Subscriptions	131	211	600	600	500
390 Other Supplies	209	167	750	750	750
Total Commodities	\$ 1,113	\$ 656	\$ 2,550	\$ 2,550	\$ 2,450
Distributed Costs					
602 Dist. Data Processing Costs	\$ 22,679	\$ 30,033	\$ 31,260	\$ 31,256	\$ 32,634
Total Distributed Costs	\$ 22,679	\$ 30,033	\$ 31,260	\$ 31,256	\$ 32,634
Total Finance Office Expenditures	\$ 344,567	\$ 369,979	\$ 412,042	\$ 411,563	\$ 426,288

BUDGETARY COMMENT

Funds budgeted for the Finance Office are \$14,246, or 3.46% more than in 2024 due to increases in Personal Services and auditing costs for 2025.

TAX COLLECTION

GENERAL FUND
GENERAL GOVERNMENT



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Tax Collection Expenditures					
Personal Services	\$ 53,696	\$ 57,813	\$ 62,386	\$ 61,526	\$ 71,366
Contractual Services	275,660	273,153	217,500	261,250	271,400
Distributed Costs	5,670	7,508	7,815	7,814	8,158
Total Tax Collection Expenditures	\$ 335,026	\$ 338,474	\$ 287,701	\$ 330,590	\$ 350,924

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 Real Estate Tax, Local Services Tax, and Mercantile Tax through 2027. Jordan Tax Service collects Earned Income Tax for Upper St. Clair under a separate contract with the Allegheny County Southwest Tax Collection District, a contract which runs through 2025.

DEPARTMENT STATISTICS AND BENCHMARKS

Collection Summary as of November 30th of 2023 and 2024

Tax Type	Approximate # of Accounts	School District Amount		Township Amount	
		Thru Nov 2023	Thru Nov 2024	Thru Nov 2023	Thru Nov 2024
Current Real Estate Tax	7,879	\$64,993,906	\$66,307,185	\$8,782,937	\$8,706,857
Current Earned Income Tax	10,997	7,068,094	7,610,812	11,308,950	12,177,299
Current Local Services Tax	2,782	n/a	n/a	363,077	373,611
Current Mercantile Tax	115	451,913	531,853	n/a	n/a
Total		\$72,513,913	\$74,449,850	\$20,454,964	\$21,257,767

The budgeted total Real Estate, Earned Income, and Local Services Tax to be collected for the Township in 2025 is \$21,763,500. The estimated total cost of operating the tax collection office in 2024 is \$350,924, of which approximately \$29,500 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 \$321,424 represent 1.5% of the estimated total taxes collected for 2025.

TAX COLLECTION

GENERAL FUND
GENERAL GOVERNMENT



DEPARTMENT EXPENDITURES

Tax Collection Expenditures 01-10-104-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 39,077	\$ 41,690	\$ 42,971	\$ 42,971	\$ 50,399
162 Group Life Insurance	212	222	260	300	300
163 Medical Insurance	7,055	8,179	11,000	10,100	11,200
164 Workers' Compensation	172	179	218	218	211
166 Pension Costs	3,711	3,882	4,050	4,050	4,800
167 Long-term Disability Insurance	84	90	100	100	100
168 Post Retirement Plan	542	500	500	500	500
198 Social Security Expense	2,843	3,071	3,287	3,287	3,856
Total Personal Services	\$ 53,696	\$ 57,813	\$ 62,386	\$ 61,526	\$ 71,366
Contractual Services					
223 Tax Collection Bonds	\$ 7,470	\$ 6,724	\$ 7,000	\$ 6,750	\$ 6,900
278 Postage	277	252	500	500	500
290 Other Contractual Services	267,913	266,177	210,000	254,000	264,000
Total Contractual Services	\$ 275,660	\$ 273,153	\$ 217,500	\$ 261,250	\$ 271,400
Distributed Costs					
602 Dist. Data Processing Costs	\$ 5,670	\$ 7,508	\$ 7,815	\$ 7,814	\$ 8,158
Total Distributed Costs	\$ 5,670	\$ 7,508	\$ 7,815	\$ 7,814	\$ 8,158
Total Tax Collection Expenditures	\$ 335,026	\$ 338,474	\$ 287,701	\$ 330,590	\$ 350,924

BUDGETARY COMMENT

Funds requested for Tax Collection are \$63,223, or 21.98% more than appropriated in 2024. This is due to a jump in the contractual services cost which is based upon the expected commission payments for the year. The increase for 2025 is directly related to the higher expectation for Earned Income Tax revenue.

LEGAL SERVICES

GENERAL FUND
GENERAL GOVERNMENT



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Legal Services Expenditures					
Contractual Services	\$ 221,563	\$ 226,485	\$ 230,000	\$ 230,000	\$ 230,000
Total Legal Services Expenditures	\$ 221,563	\$ 226,485	\$ 230,000	\$ 230,000	\$ 230,000

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 require 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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Contractual Services					
210 Professional Services-Legal	\$ 217,724	\$ 223,585	\$ 225,000	\$ 225,000	\$ 225,000
290 Other Contractual Services	3,839	2,900	5,000	5,000	5,000
Total Contractual Services	\$ 221,563	\$ 226,485	\$ 230,000	\$ 230,000	\$ 230,000
Total Legal Services Expenditures	\$ 221,563	\$ 226,485	\$ 230,000	\$ 230,000	\$ 230,000

BUDGETARY COMMENT

Funds requested for Legal Services are budgeted level with 2024. Expenses for legal services expenses for the past ten years have been as follows:

Year	Amount		Year	Amount
2016	179,843		2021	170,178
2017	168,347		2022	221,563
2018	114,634		2023	226,485
2019	202,182		2024 est.	230,000
2020	131,592		2025 est.	230,000

	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Information Technology Expenditures					
Personal Services	\$ 291,630	\$ 378,751	\$ 405,891	\$ 406,694	\$ 437,842
Contractual Services	329,124	376,904	371,100	370,200	373,500
Commodities	3,104	4,203	4,500	4,500	4,500
Distributed Costs	(589,200)	(750,805)	(781,491)	(781,394)	(815,842)
Total Information Tech. Expenditures	\$ 34,658	\$ 9,053	\$ -	\$ -	\$ -

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.”

2024 DEPARTMENT ACCOMPLISHMENTS

- Continued improvements to the Township’s cybersecurity strategy and posture.
- Refined and improved business continuity for all sites.
- Completed additional Police Mobile Data Terminals deployment in Police vehicle fleet with Patrol PC.
- Network core equipment replacement at various sites.
- Workstation refresh at all locations.
- New Township department software implementations and software upgrades.
- Digital display hardware upgrade at the Community and Recreation Center.
- Community and Recreation Center Community rooms audio/video refresh.
- Facility security camera additions/refreshes at Township and Community Recreation Center.
- Tri Community South EMS renovation audio/video conferencing technology installations.
- Digital signage and smart board installations at both Fire Departments.
- Migrated legacy Toshiba phone system to new modern VoIP phone system at the Fire Departments.
- Internet Service Provider (ISP) upgrades at both Volunteer Fire Department Stations.
- Redundant Internet connection at Volunteer Fire Department.
- Cable 7 collaborated with Township departments to produce 17 monthly videos about all things happening in Upper St. Clair. All videos are accessible on the Cable 7 YouTube page.

2025 DEPARTMENT GOALS AND OBJECTIVES

- Continued focus on the Township’s cybersecurity strategy and posture.
- Improved business continuity for all sites.
- Network redesign with segmentation.
- Network, server, and hardware refresh for the Township, TCS & VFD.
- Police MDT peripheral refresh.
- Microsoft cloud services implementation.
- Meeting rooms audio/video enhancements and refresh.
- Technology planning and installation for Morton Sports Complex.
- Facility and parks security camera additions and upgrades.
- Facility and parks controlled access additions and upgrades.
- Technology planning for old Community Development location.
- Refresh and expansion of Township desktop-to-laptop initiative.
- Desk phone and cell phone refresh.
- Various Township department software implementations.
- Community & Recreation Center Intermediate Data Frame (IDF) planning relocation.
- Tri Community South EMS controlled door access expansion to more doors.

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 Coordinator have collaborated on regular social media 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”.

COMPREHENSIVE PLAN STATUS (continued)

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. In 2022 and 2023, the Township completed two streambank renovation projects each consisting of a contract to remediate 400+ ' of streambank in Ravine Park to stop erosion and sedimentation of the Stream. The Township also managed a complete rebuilding of the Tall Trees HOA Stormwater Facility.

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 from 2017 through 2020. In 2021, the Township created a full-time Communications Coordinator position. The Communications Coordinator 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 2025 based on budgeted projects and history. Please note that 50% of one Support Technician is allocated directly to Tri-Community South EMS, which is excluded from the table below.

Department	2024 %	2024 Estimate	2025 %	2025 Budget
Administration	15%	117,224	15%	122,376
Finance	4%	31,260	4%	32,634
Tax Office	1%	7,815	1%	8,158
Police	23%	179,743	23%	187,644
Community Development	6%	46,889	6%	48,951
Public Works	10%	78,149	10%	81,584
Recreation	8%	62,519	8%	65,267
Library	6%	46,889	6%	48,951
Fire	12%	93,779	12%	97,901
Sanitary Sewer Fund	3%	23,445	3%	24,475
C&RC Fund	12%	93,779	12%	97,901
Total Allocation	100%	781,491	100%	815,842

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 October 2024:

<u>Server Status</u>	<u>Oct-21</u>	<u>Oct-22</u>	<u>Oct-23</u>	<u>Oct-24</u>
Within capacity	85%	85%	100%	88%
Reaching capacity	8%	8%	0%	6%
Exceeding capacity	8%	8%	0%	6%
Category Score	A	A	A+	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 October 2024:

<u>Device Class</u>	<u>Oct-21</u>	<u>Oct-22</u>	<u>Oct-23</u>	<u>Oct-24</u>
Windows Laptop	77%	94%	100%	100%
Windows Server	60%	94%	94%	100%
Windows Workstation	99%	94%	100%	100%
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 October 2024:

<u>Service</u>	<u>Oct-21</u>	<u>Oct-22</u>	<u>Oct-23</u>	<u>Oct-24</u>
Connectivity	100.00%	100.00%	99.79%	99.75%
Overall Availability	100.00%	100.00%	99.79%	99.75%
Category Score	A+	A+	A+	A+

Network Reliability

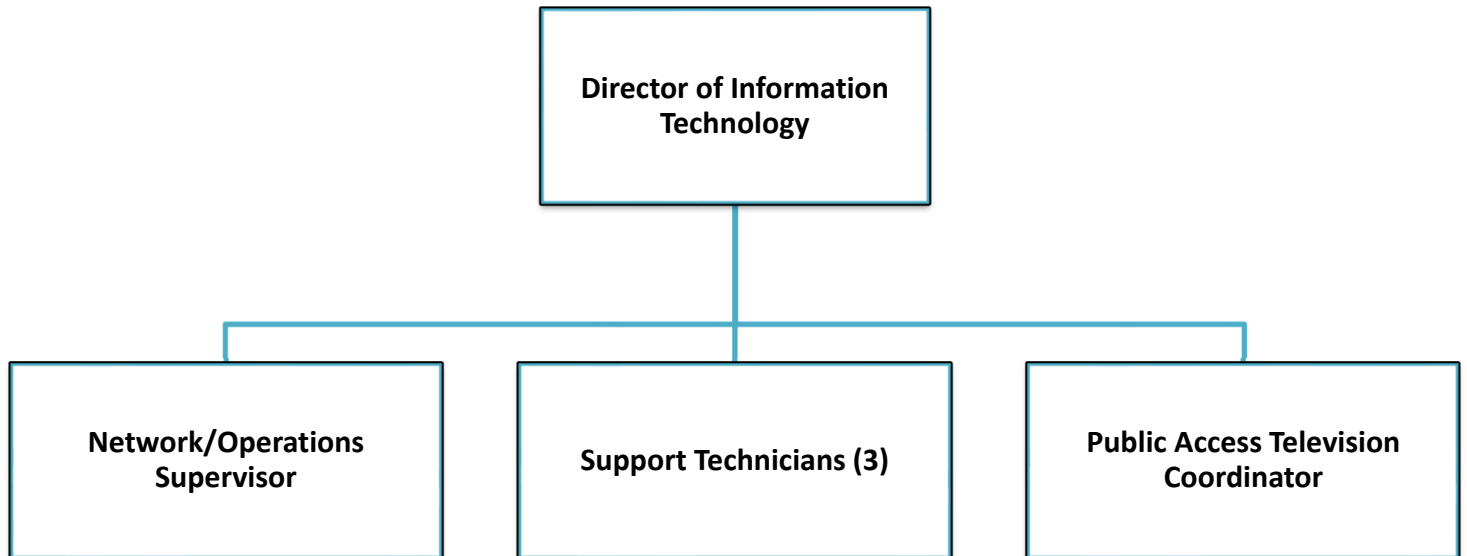
Downtime of server and network infrastructure can affect the ability to serve the public. Shown here is a representation of the uptime of critical hardware in the Township’s environment as of October 2024:

<u>Device Class</u>	<u>Oct-21</u>	<u>Oct-22</u>	<u>Oct-23</u>	<u>Oct-24</u>
ESXi Server	99.90%	100.00%	99.90%	100%
Switch/Router	99.90%	99.98%	99.47%	100%
Windows Server	99.99%	100.00%	99.81%	100%
Overall Availability	99.97%	100.00%	99.79%	100%
Category Score	A+	A+	A+	A+

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Information Technology Department for 2025 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2025 Positions
Director of Information Technology	10	\$83,600	\$139,400	1
Network/Operations Supervisor	7	\$71,400	\$107,000	1
Public Access Television Coordinator	4	\$49,100	\$73,700	1
Support Technician I and II	3/4	\$44,600	\$73,700	3
Total				6



**INFORMATION
TECHNOLOGY**

**GENERAL FUND
GENERAL GOVERNMENT**



DEPARTMENT EXPENDITURES

Information Technology Expenditures 01-10-106-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 210,830	\$ 269,216	\$ 283,436	\$ 280,438	\$ 304,530
162 Group Life Insurance	1,034	1,350	1,470	1,600	1,700
163 Medical Insurance	47,291	65,294	72,000	76,000	79,100
164 Workers' Compensation	914	948	1,152	1,152	1,115
166 Pension Costs	14,071	19,351	23,550	23,350	25,400
167 Long-term Disability Insurance	420	548	600	700	700
168 Post Retirement Plan	1,333	2,000	2,000	2,000	2,000
198 Social Security Expense	15,737	20,044	21,683	21,454	23,297
Total Personal Services	\$ 291,630	\$ 378,751	\$ 405,891	\$ 406,694	\$ 437,842
Contractual Services					
213 Recurring Contractual	\$ 112,912	\$ 99,592	\$ 100,000	\$ 100,000	\$ 100,000
220 Liability Insurance	26,826	28,020	30,000	30,000	31,500
230 Association Dues	3,150	2,340	2,500	2,500	2,500
231 Travel & Conference Expense	845	3,658	5,000	4,000	5,000
243 Telephone	3,924	4,197	4,100	4,200	5,000
250 Repairs/Maint - Equipment	3,179	7,369	8,000	8,000	8,000
270 Software Licensing	116,406	167,908	160,000	160,000	160,000
275 Printing & Duplicating	-	-	1,000	1,000	1,000
290 Other Contractual Services	26,884	32,347	29,000	29,000	29,000
299 Internet Connection Costs	34,998	31,473	31,500	31,500	31,500
Total Contractual Services	\$ 329,124	\$ 376,904	\$ 371,100	\$ 370,200	\$ 373,500
Commodities					
301 Expendable Office Supplies	\$ 597	\$ 1,082	\$ 1,000	\$ 1,000	\$ 1,000
302 Books & Subscriptions	1,222	1,284	1,500	1,500	1,500
390 Other Supplies	1,285	1,837	2,000	2,000	2,000
Total Commodities	\$ 3,104	\$ 4,203	\$ 4,500	\$ 4,500	\$ 4,500
Distributed Costs					
602 Dist. Data Processing Costs	\$ (589,200)	\$ (750,805)	\$ (781,491)	\$ (781,394)	\$ (815,842)
Total Distributed Costs	\$ (589,200)	\$ (750,805)	\$ (781,491)	\$ (781,394)	\$ (815,842)
Total Information Tech. Expenditures	\$ 34,658	\$ 9,053	\$ -	\$ -	\$ -

BUDGETARY COMMENT

Information Technology distributed costs are projected to increase by \$34,351, or 4.4%, from the 2024 appropriated amount. Increased personal services costs are the primary driver of this change.

CABLE TELEVISION SERVICES

**GENERAL FUND
GENERAL GOVERNMENT**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Cable Television Services Expenditures					
Personal Services	\$ 72,160	\$ 72,832	\$ 69,269	\$ 67,737	\$ 89,547
Contractual Services	192	758	8,000	8,554	9,500
Commodities	221	1,862	1,900	1,900	1,900
Total Cable Television Services Exp.	\$ 72,573	\$ 75,452	\$ 79,169	\$ 78,191	\$ 100,947

Cable Television Services Expenditures 01-10-107-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 47,448	\$ 59,417	\$ 50,440	\$ 50,750	\$ 52,206
162 Group Life Insurance	255	265	290	300	300
163 Medical Insurance	17,136	4,813	10,500	8,500	28,600
164 Workers' Compensation	204	211	255	255	247
166 Pension Costs	3,562	3,516	3,800	3,850	4,000
167 Long-term Disability Insurance	104	106	125	200	200
198 Social Security Expense	3,451	4,504	3,859	3,882	3,994
Total Personal Services	\$ 72,160	\$ 72,832	\$ 69,269	\$ 67,737	\$ 89,547
Contractual Services					
217 Miscellaneous Consulting Services	\$ -	\$ -	\$ 2,000	\$ 1,200	\$ 2,000
250 Repairs/Maint - Equipment	192	758	6,000	6,000	6,000
270 Software Licensing	-	-	-	1,354	1,500
Total Contractual Services	\$ 192	\$ 758	\$ 8,000	\$ 8,554	\$ 9,500
Commodities					
300 Office Furniture & Equipment	\$ 163	\$ 507	\$ 500	\$ 500	\$ 500
301 Expendable Office Supplies	58	774	200	200	200
303 Recording Medium	-	382	500	500	500
390 Other Supplies	-	199	700	700	700
Total Commodities	\$ 221	\$ 1,862	\$ 1,900	\$ 1,900	\$ 1,900
Total Cable Television Services Exp.	\$ 72,573	\$ 75,452	\$ 79,169	\$ 78,191	\$ 100,947

BUDGETARY COMMENT

Funds requested for Cable Television Services are \$21,778, or 27.5% more than appropriated in 2024. Increased personal services costs are the primary driver of this change.

GENERAL FUND

PUBLIC SAFETY

SUMMARY

SUMMARY

**GENERAL FUND
PUBLIC SAFETY**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Public Safety Expenditures					
Personal Services	\$ 5,160,962	\$ 5,457,184	\$ 5,962,608	\$ 5,916,041	\$ 6,202,640
Contractual Services	538,662	533,082	612,250	606,450	655,400
Commodities	54,869	67,030	97,415	85,145	90,415
Distributed Costs	179,127	252,263	288,168	273,049	291,382
Total Public Safety Expenditures	\$ 5,933,620	\$ 6,309,559	\$ 6,960,441	\$ 6,880,685	\$ 7,239,837

PUBLIC SAFETY OVERVIEW

Public Safety for the Township of Upper St. Clair includes the Police Department, the Department of Fire Protection, 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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
100 Full-Time Wages	\$ 3,106,497	\$ 3,265,954	\$ 3,551,095	\$ 3,504,549	\$ 3,684,584
110 Overtime Wages	254,527	257,594	270,000	270,000	270,000
120 Part-Time Wages	17,856	13,015	20,800	10,000	22,050
150 Longevity Pay	81,005	84,817	91,348	91,348	86,218
151 Residence and Travel Pay	8,900	8,600	9,200	9,200	8,900
152 Education Pay	23,400	26,200	36,400	36,400	38,200
153 Holiday Pay	162,798	149,002	168,000	162,500	167,800
154 Court Pay	13,005	13,667	14,000	18,400	19,000
155 Acting Sergeant Pay	14,109	10,239	13,500	13,500	13,900
156 Shift Differential Pay	25,442	25,584	27,000	27,000	27,750
162 Group Life Insurance	11,177	11,415	13,550	12,300	13,200
163 Medical Insurance	611,099	697,415	790,000	811,350	848,500
164 Workers' Compensation	176,078	192,852	239,462	239,462	222,150
166 Pension Costs	312,157	343,305	297,000	294,100	371,000
167 Long-term Disability Insurance	6,849	7,163	8,350	7,500	8,000
168 Post Employment VEBA Plan	62,516	58,017	91,500	91,500	69,500
198 Social Security Expense	273,547	292,345	321,403	316,932	331,888
Total Personal Services	\$ 5,160,962	\$ 5,457,184	\$ 5,962,608	\$ 5,916,041	\$ 6,202,640

SUMMARY

**GENERAL FUND
PUBLIC SAFETY**



PUBLIC SAFETY SUMMARY (Continued)

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Contractual Services					
220 Liability Insurance	\$ 32,177	\$ 32,638	\$ 34,500	\$ 36,600	\$ 39,350
222 Vehicle Insurance-Fire Trucks	-	-	6,600	6,600	6,600
224 Police Professional Liability Ins.	35,361	27,475	31,000	29,000	30,500
230 Association Dues	1,922	2,809	2,950	2,750	3,550
231 Travel & Conference Expense	59,125	35,978	38,000	38,000	34,800
240 Water and Sewerage	101,759	125,251	121,700	122,100	131,700
241 Natural Gas	18,666	18,943	27,400	29,000	23,000
242 Electricity	14,261	15,955	17,700	15,600	16,400
243 Telephone	38,002	38,578	38,300	38,300	41,500
250 Repairs/Maint - Equipment	688	-	-	-	-
252 Repairs/Maint - Other Equip	2,451	3,889	4,750	2,500	2,500
254 Repairs & Maintenance-Vehicles	43,521	35,966	47,000	47,000	47,000
270 Software Licensing	1,717	97,381	112,000	117,000	134,000
272 Animal Control Services	63,446	53,942	83,000	75,000	80,000
275 Printing & Duplicating	2,231	1,938	4,000	2,000	2,000
280 Mileage Reimbursement	108	182	500	500	500
290 Other Contractual Services	123,227	42,157	42,850	44,500	62,000
Total Contractual Services	\$ 538,662	\$ 533,082	\$ 612,250	\$ 606,450	\$ 655,400
Commodities					
300 Office Furniture & Equipment	\$ 1,344	\$ 3,652	\$ 10,750	\$ 10,500	\$ 6,500
301 Expendable Office Supplies	5,689	4,548	5,000	3,000	3,000
302 Books & Subscriptions	2,471	422	1,250	1,250	1,250
304 Publicity Material	2,283	3,597	2,500	2,500	2,500
330 Public Safety Equipment	16,042	9,145	24,000	14,000	32,000
335 Fire Fighting Equipment	2,917	3,401	10,000	10,000	7,500
351 Uniform Allowance	16,889	21,307	21,295	21,295	21,295
355 Uniform-Initial Issuance	2,021	9,507	10,000	10,000	6,000
390 Other Supplies	5,213	11,451	12,620	12,600	10,370
Total Commodities	\$ 54,869	\$ 67,030	\$ 97,415	\$ 85,145	\$ 90,415
Distributed Costs					
601 Dist. Vehicle Costs	\$ 56,689	\$ 62,025	\$ 71,218	\$ 56,340	\$ 64,521
602 Dist. Data Processing Costs	175,303	240,259	273,522	273,487	285,545
604 Boyce Mayview RAD Patrol Costs	(52,865)	(50,021)	(56,572)	(56,778)	(58,684)
Total Distributed Costs	\$ 179,127	\$ 252,263	\$ 288,168	\$ 273,049	\$ 291,382
Total Public Safety Expenditures	\$ 5,933,620	\$ 6,309,559	\$ 6,960,441	\$ 6,880,685	\$ 7,239,837

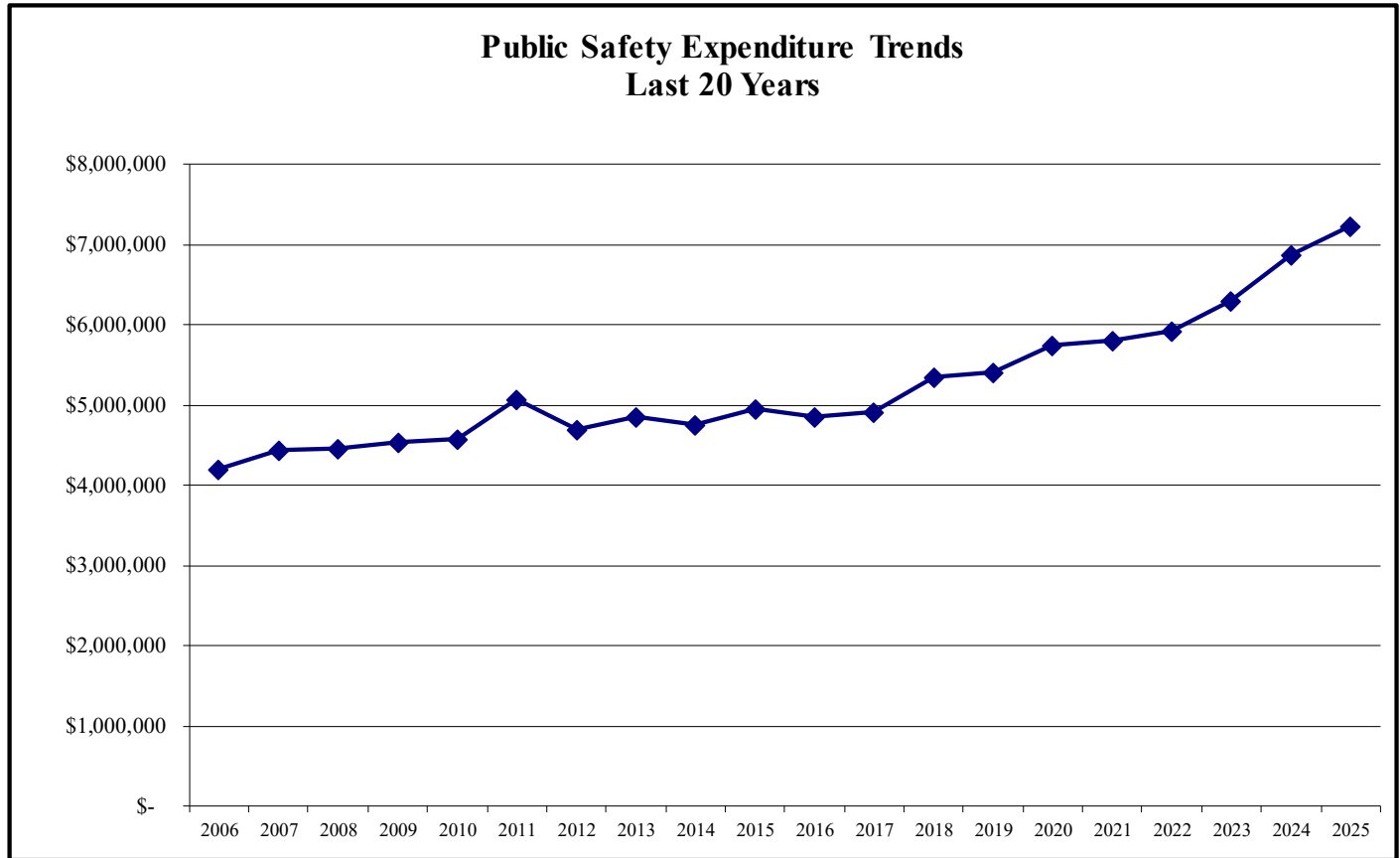
GENERAL FUND

PUBLIC SAFETY

POLICE PROTECTION

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Safety expenditures over the last 20 years is 3.23%.



General Fund Revenue Breakdown

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

Net Expenditures*		\$6,701,173
How many real estate tax mills?	1.07	\$2,392,385
Earned Income Tax per \$100?	\$ 27.87	\$3,570,391
Percentage of Other Taxes?	3.07%	\$738,397

**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.*

POLICE PROTECTION

GENERAL FUND
PUBLIC SAFETY



	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Police Protection Expenditures					
Personal Services	\$ 5,126,742	\$ 5,330,476	\$ 5,668,013	\$ 5,677,760	\$ 5,868,401
Contractual Services	296,235	273,526	290,350	292,900	313,750
Commodities	46,467	53,851	61,295	59,045	53,045
Distributed Costs	128,560	177,182	194,389	179,282	193,481
Total Police Protection Expenditures	<u>\$ 5,598,004</u>	<u>\$ 5,835,035</u>	<u>\$ 6,214,047</u>	<u>\$ 6,208,987</u>	<u>\$ 6,428,677</u>

POLICE PROTECTION OVERVIEW

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

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

POLICE DEPARTMENT CODE OF ETHICS

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

CODE OF ETHICS

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

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

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

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.

2024 DEPARTMENT ACCOMPLISHMENTS

- Average response time remained at a low number of under five minutes
- Finalized transition to the Lexipol system; new procedural orders to launch end-of-year
- Established a time-management and scheduling program with In-Time
- Implemented a CAD system for dispatching at the Communications Center
- Installed intersection cameras along McLaughlin Run Road
- Traffic officers continued their increased activities to promote safe streets
- Participated in the Buckle-Up PA and the Aggressive Driver programs
- Continued involvement in the South Hills Area DUI Task Force
- Earned the AAA Platinum Award for traffic safety in 2024
- Continued participation with the co-operative SHACOG Teams; CIRT, CIT, Crash, SST
- Participated twice in the DEA Drug Take-Back Program
- Continued safety discussions with Simon Management / Allied Security at South Hills Village
- Continued increased patrols of the Terrain Patrol teams
- Obtained grant from the USC - Bethel Park Rotary for an Evidence Processing kit
- Hired and trained three new officers who replaced exiting officers
- Completed over 3,000 hours of training for officers and dispatchers
- Continued the ABLE (Active Bystander – police intervention) training
- Finalized the review and preparation of the accreditation process

2025 DEPARTMENT GOALS AND OBJECTIVES

- Continue to ensure that the Communications Center is operating with updated technology
- Reconfigure the radio setup at the Communications Center to a more fluid system
- Complete final step of PLEAC’s review and inspection, approving State Accreditation
- Continue to participate with the co-operative SHACOG Teams; CIRT, CIT, Crash, SST
- Continue to participate in the Buckle-Up PA, Aggressive Driver and DUI Task Force programs
- Install cameras at other major intersections
- Conduct an exterior door-lock drill at the Municipal Building
- Develop a Quality Control & Assurance Review Program for the Communication Center
- Participate in the DEA Drug Take-Back Program
- Conduct our in-house testing process for new officer(s)
- Hire and Train officers to replace retiring officer(s)
- 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 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

Township Crime Statistics for the last 10 years are listed on the next page.

DEPARTMENT STATISTICS (Continued)

Category	2015	2016	2017	2018	2019	2020	2021	2022	2023	10/31/24
Offenses										
Part I	96	129	111	136	163	97	52	159	209	185
Part II	138	146	137	123	128	114	121	129	130	96
Arrests										
Adults	115	197	170	94	90	128	97	100	183	156
Juveniles	34	33	41	69	10	26	24	55	63	58
Clearance Rates										
Part I Offenses	36%	57%	43%	59%	61%	57%	42%	47%	45%	42%
Part II Offenses	64%	65%	72%	63%	60%	64%	63%	47%	32%	42%
Traffic Safety Statistics										
Driving Under the Influence	14	19	18	18	25	14	24	16	24	15
All Other Traffic Citations	617	750	706	649	787	465	582	689	532	505
Citations										
Traffic Citations	617	750	706	649	787	465	582	689	532	505
Non-Traffic Citation	84	56	70	77	127	52	33	66	108	103
Township Ordinance Violation	681	882	814	763	630	211	231	232	215	197
Warnings	2,395	4,037	3,802	4,283	3,243	1,468	1,740	2,458	2,472	2,394
Calls for Service										
Accidents	430	423	381	411	372	255	311	331	354	310
Alarms	796	765	745	716	703	530	550	606	483	494
Ambulance Requests	1,527	1,372	1,439	1,392	1,464	1,192	1,281	1,283	1,398	1,309
Burglaries	4	6	8	4	6	1	5	7	3	3
Criminal Mischief	117	103	79	47	27	34	19	16	20	14
Domestics	186	190	125	130	127	91	83	139	125	141
Open Doors	260	250	210	248	138	73	67	69	64	66
Vehicle Thefts	2	1	0	1	2	2	0	3	2	1
Total Calls for Service	10,143	10,579	9,930	9,661	9,104	9,617	9,408	13,523	13,718	10,553

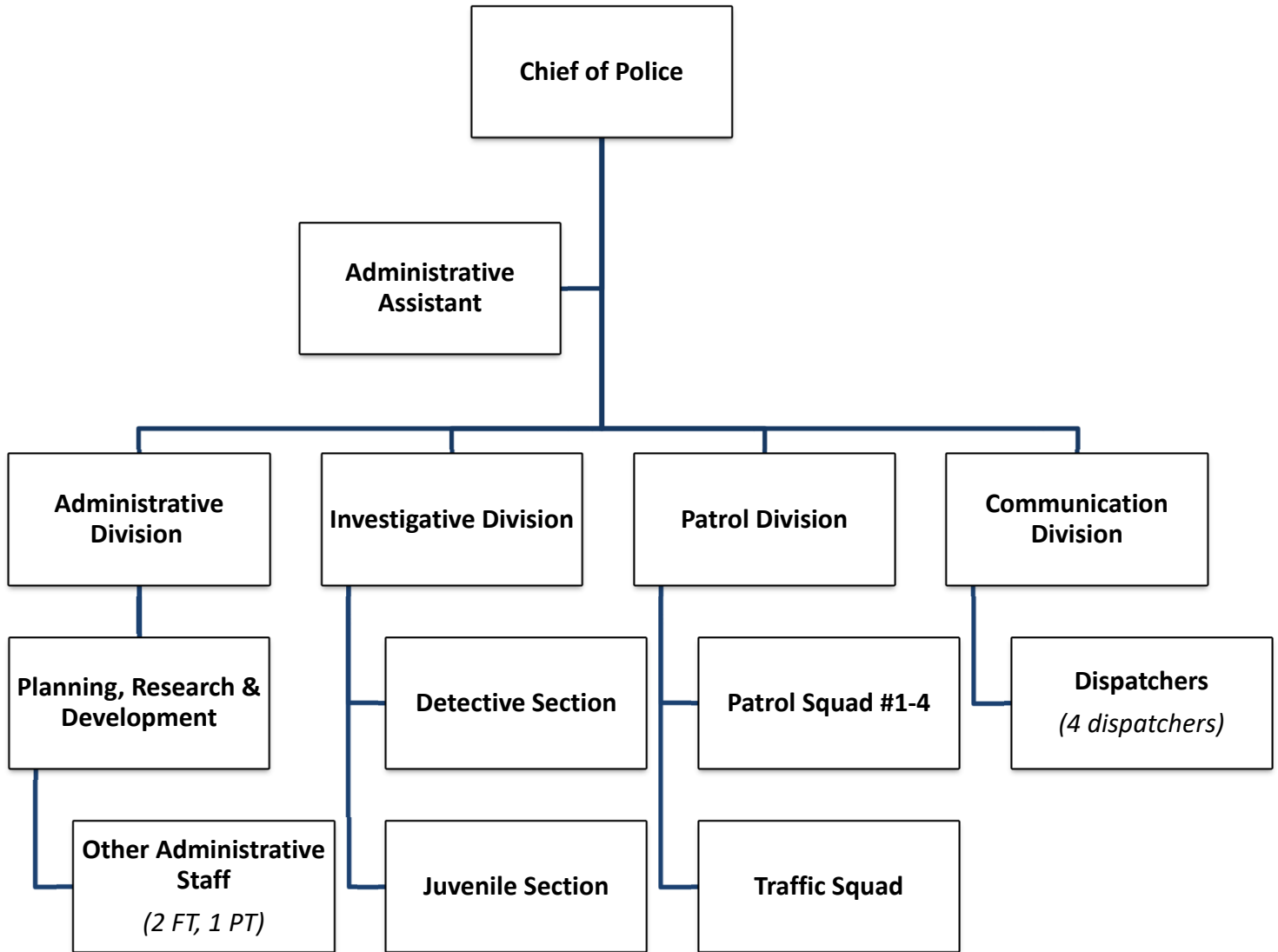
THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Police Department for 2025 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2025 Positions
Chief of Police	12	\$108,700	\$181,100	1
<i>Uniformed Police Officers</i>				
Lieutenant	Union Contract	\$64.53/hr		2
Sergeant	Union Contract	\$58.66/hr		6
Police Officer 6	Union Contract	\$53.33/hr		11
Police Officer 5	Union Contract	\$49.98/hr		2
Police Officer 4	Union Contract	\$46.60/hr		1
Police Officer 3	Union Contract	\$39.75/hr		2
Police Officer 2	Union Contract	\$36.40/hr		3
Police Officer 1	Union Contract	\$34.86/hr		0
Dispatcher	Union Contract	\$28.19/hr	\$29.62/hr	4
Police Analyst	4	\$49,100	\$73,700	1
Records Coordinator	4	\$49,100	\$73,700	1
Administrative Assistant, Police	3	\$44,600	\$67,000	1
Total				35

Police Union Contract 2025 Salary & Wage Scale	
Lieutenant	\$64.53/hr
Sergeant	\$58.66/hr
Officer 6	\$53.33/hr
Officer 5	\$49.98/hr
Officer 4	\$46.60/hr
Officer 3	\$39.75/hr
Officer 2	\$36.40/hr
Officer 1	\$34.86/hr
Dispatcher	\$28.19 - \$29.62/hr



POLICE PROTECTION

**GENERAL FUND
PUBLIC SAFETY**



DEPARTMENT EXPENDITURES

Police Protection Expenditures 01-20-201-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 3,106,497	\$ 3,207,339	\$ 3,397,095	\$ 3,380,799	\$ 3,489,724
110 Overtime Wages	254,527	257,594	270,000	270,000	270,000
120 Part-Time Wages	17,856	13,015	20,800	10,000	22,050
150 Longevity Pay	81,005	84,817	91,348	91,348	86,218
151 Residence and Travel Pay	8,900	8,600	9,200	9,200	8,900
152 Education Pay	23,400	26,200	36,400	36,400	38,200
153 Holiday Pay	162,798	149,002	168,000	162,500	167,800
154 Court Pay	13,005	13,667	14,000	18,400	19,000
155 Acting Sergeant Pay	14,109	10,239	13,500	13,500	13,900
156 Shift Differential Pay	25,442	25,584	27,000	27,000	27,750
162 Group Life Insurance	11,177	11,100	12,600	11,500	12,300
163 Medical Insurance	611,099	685,094	740,000	782,000	792,500
164 Workers' Compensation	141,858	147,212	178,948	178,948	173,178
166 Pension Costs	312,157	339,215	282,000	282,000	354,700
167 Long-term Disability Insurance	6,849	7,035	8,000	7,200	7,700
168 Post Employment VEBA Plan	62,516	56,850	89,500	89,500	67,500
198 Social Security Expense	273,547	287,913	309,622	307,465	316,981
Total Personal Services	\$ 5,126,742	\$ 5,330,476	\$ 5,668,013	\$ 5,677,760	\$ 5,868,401
Contractual Services					
220 Liability Insurance	\$ 32,177	\$ 32,638	\$ 34,500	\$ 36,600	\$ 39,350
224 Police Professional Liability Ins.	35,361	27,475	31,000	29,000	30,500
230 Association Dues	1,922	2,364	2,200	2,000	2,400
231 Travel & Conference Expense	59,125	35,978	35,000	35,000	30,000
243 Telephone	24,365	23,057	21,800	21,800	20,000
250 Repairs/Maint - Equipment	688	-	-	-	-
252 Repairs/Maint - Other Equip	2,451	1,190	2,000	2,000	2,000
254 Repairs/Maint - Vehicles	12,863	9,166	7,000	7,000	7,000
270 Software Licensing	1,717	97,381	112,000	117,000	134,000
275 Printing & Duplicating	2,231	1,938	4,000	2,000	2,000
280 Mileage Reimbursement	108	182	500	500	500
290 Other Contractual Services	123,227	42,157	40,350	40,000	46,000
Total Contractual Services	\$ 296,235	\$ 273,526	\$ 290,350	\$ 292,900	\$ 313,750

DEPARTMENT EXPENDITURES (Continued)

	2022	2023	2024	2024	2025
	Actual	Actual	Budget	Estimate	Budget
Commodities					
300 Office Furniture & Equipment	\$ 1,344	\$ 3,652	\$ 5,750	\$ 5,500	\$ 3,500
301 Expendable Office Supplies	5,689	4,548	5,000	3,000	3,000
302 Books & Subscriptions	2,471	422	1,250	1,250	1,250
330 Public Safety Equipment	12,939	9,145	13,000	13,000	12,000
351 Uniform Allowance	16,889	21,307	21,295	21,295	21,295
355 Uniform-Initial Issuance	2,021	9,507	10,000	10,000	6,000
390 Other Supplies	5,114	5,270	5,000	5,000	6,000
Total Commodities	<u>\$ 46,467</u>	<u>\$ 53,851</u>	<u>\$ 61,295</u>	<u>\$ 59,045</u>	<u>\$ 53,045</u>
Distributed Costs					
601 Dist. Vehicle Costs	\$ 56,689	\$ 62,025	\$ 71,218	\$ 56,340	\$ 64,521
602 Dist. Data Processing Costs	124,736	165,178	179,743	179,720	187,644
604 Boyce Mayview RAD Patrol Costs	(52,865)	(50,021)	(56,572)	(56,778)	(58,684)
Total Distributed Costs	<u>\$ 128,560</u>	<u>\$ 177,182</u>	<u>\$ 194,389</u>	<u>\$ 179,282</u>	<u>\$ 193,481</u>
Total Police Protection Expenditures	<u>\$ 5,598,004</u>	<u>\$ 5,835,035</u>	<u>\$ 6,214,047</u>	<u>\$ 6,208,987</u>	<u>\$ 6,428,677</u>

BUDGETARY COMMENT

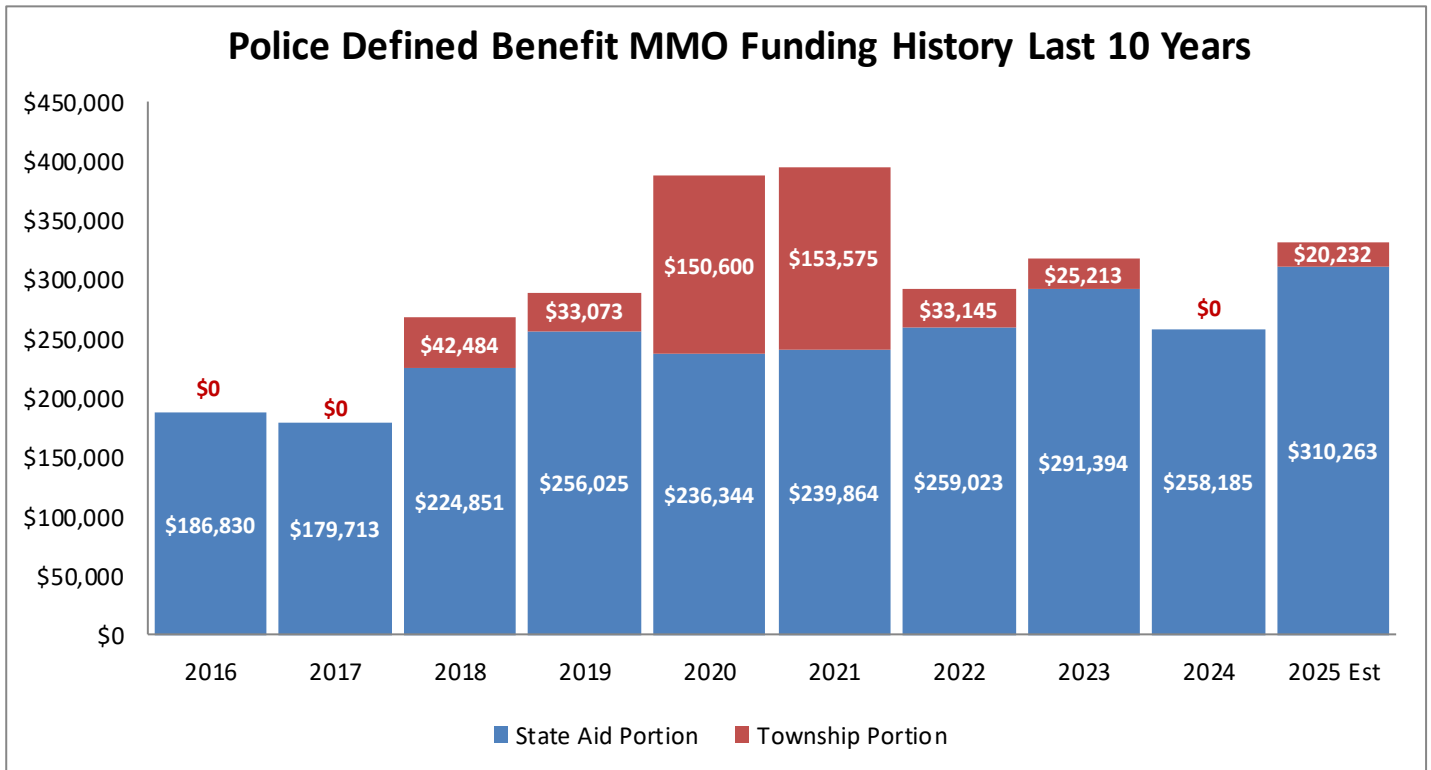
Funds budgeted for Police Protection are \$214,630, or 3.45%, more than appropriated in 2024. The change reflects increases in wage, medical, and pension costs as well as an increase in software licensing resulting from the department’s focus on technology enhancements.

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	Age	Condition	
Patrol Vehicles					
1	2016	Ford	Interceptor SDN	8	Poor
2	2017	Ford	Police Explorer	7	Fair
3	2018	Chevy	Tahoe	6	Fair
4	2020	Ford	Interceptor SUV	4	Poor
5	2020	Ford	Interceptor SUV	4	Fair
6	2020	Ford	Interceptor SUV	4	Fair
7	2020	Ford	Explorer	4	Good
8	2020	Ford	Explorer	4	Fair
9	2021	Ford	Explorer	3	Good
10	2021	Ford	Explorer	3	Good
11	2022	Ford	Explorer	2	Good
12	2022	Ford	Sport Utility	2	Good
13	2023	Ford	Interceptor SUV	1	New
14	2023	Ford	Interceptor SUV	1	New
15	2025	Ford	Police Explorer	0	New
16	2025	Ford	Police Explorer	0	New

Traffic Vehicles					
1	2014	Ford	Interceptor SDN	10	Poor
2	2016	Ford	Explorer	8	Fair
3	2020	Ford	Interceptor SUV	4	Fair
4	2013	Ford	F-350 Truck	11	Fair

Other Equipment					
1	2001	Polaris	Quad #3	23	Poor
2	2022	Polaris	Quad #2	2	New
3	2022	Polaris	Quad #1	2	New

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

GENERAL FUND

PUBLIC SAFETY

FIRE PROTECTION

FIRE PROTECTION

GENERAL FUND PUBLIC SAFETY



	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Fire Protection Expenditures					
Personal Services	\$ 34,220	\$ 126,708	\$ 294,595	\$ 238,281	\$ 334,239
Contractual Services	176,609	203,169	235,400	227,350	258,250
Commodities	8,303	13,085	36,000	26,000	37,250
Distributed Costs	50,567	75,081	93,779	93,767	97,901
Total Fire Protection Expenditures	\$ 269,699	\$ 418,043	\$ 659,774	\$ 585,398	\$ 727,640

FIRE PROTECTION OVERVIEW

The Upper St. Clair Volunteer Fire Department (USCVFD) is a volunteer department with 28 volunteers, providing fire and rescue services to the Township of Upper St. Clair and surrounding communities since 1939. The Upper St. Clair Volunteer Fire Department services more than 20,000 people within its jurisdiction, running approximately 300 calls per year on average.

DEPARTMENT ORGANIZATIONAL STRUCTURE

In October 2020, the Township and USCVFD embarked on a strategic planning process using an external assessment to provide recommendations and guidance for improvements along with new initiatives to help in charting a sustainable path for the future of fire service delivery in Upper St. Clair. The plan was finalized in 2022, and the Township Board of Commissioners unanimously approved it in October 2022.

One of the plan's recommendations is to reorganize and elevate the Department of Fire Protection. The Township acted upon this recommendation in November 2022. This action paved the way for the Township to accomplish another recommendation which was to hire a full-time, paid Fire Chief. This was accomplished in 2023. The Fire Chief functions as the top fire-rescue officer for the Township, serves as the Director of the Department of Fire Protection, and assists with and oversees the activities of the Volunteer Fire Department.

These actions necessitated amendment of the USCVFD's bylaws which began to occur in 2023 and will continue in 2025.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT STATISTICS AND BENCHMARKS

Key annual statistics for the Volunteer Fire Department are available beginning with 2020. They are as follows:

Year	Number of Calls	Number of Alarms	Building Fires	Average Response Time	Total Training Hours
2020	250	118	32	8:20	1,258
2021	316	116	40	7:34	2,288
2022	318	136	40	7:38	2,594
2023	267	108	8	7:30	4,627
2024	343	135	15	7:38	3,452

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Fire Department for 2025 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2025 Positions
Fire Chief	10	\$83,600	\$139,400	1
Fire Services Coordinator	6	\$58,000	\$87,000	1
Total				2

The Fire Chief functions as the top fire-rescue officer for the Township, serves as the Director of the Department of Fire Protection, and assists with and oversees the activities of the Upper St. Clair Volunteer Fire Department (USCVFD). The USCVFD is a volunteer department with 50 volunteers, providing fire and rescue services to the Township of Upper St. Clair and surrounding communities since 1939.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

FIRE PROTECTION

GENERAL FUND PUBLIC SAFETY



DEPARTMENT EXPENDITURES

Fire Protection Expenditures 01-20-202-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ -	\$ 58,615	\$ 154,000	\$ 123,750	\$ 194,860
162 Group Life Insurance	-	315	950	800	900
163 Medical Insurance	-	12,321	50,000	29,350	56,000
164 Workers' Compensation	34,220	45,640	60,514	60,514	48,972
166 Pension Costs	-	4,090	15,000	12,100	16,300
167 Long-term Disability Insurance	-	128	350	300	300
168 Post Retirement Plan	-	1,167	2,000	2,000	2,000
198 Social Security Expense	-	4,432	11,781	9,467	14,907
Total Personal Services	\$ 34,220	\$ 126,708	\$ 294,595	\$ 238,281	\$ 334,239
Contractual Services					
222 Vehicle Insurance-Fire Trucks	\$ -	\$ -	\$ 6,600	\$ 6,600	\$ 6,600
230 Association Dues	-	445	750	750	1,150
231 Travel & Conference Expense	-	-	3,000	3,000	4,800
240 Water and Sewerage	101,256	124,889	121,000	121,500	131,000
241 Natural Gas	17,815	18,236	26,200	20,000	22,000
242 Electricity	13,243	14,579	16,100	14,000	14,700
243 Telephone	13,637	15,521	16,500	16,500	21,500
252 Radio Equipment Maintenance	-	2,699	2,750	500	500
254 Vehicle Repairs	30,658	26,800	40,000	40,000	40,000
290 Other Contractual Services	-	-	2,500	4,500	16,000
Total Contractual Services	\$ 176,609	\$ 203,169	\$ 235,400	\$ 227,350	\$ 258,250
Commodities					
300 Office Furniture & Equipment	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 3,000
304 Publicity Material	2,283	3,597	2,500	2,500	2,500
330 Communication Equipment	3,103	-	11,000	1,000	20,000
335 Vehicle Equipment	2,917	3,401	10,000	10,000	7,500
390 Other Supplies	-	6,087	7,500	7,500	4,250
Total Commodities	\$ 8,303	\$ 13,085	\$ 36,000	\$ 26,000	\$ 37,250
Distributed Costs					
602 Dist. Data Processing Costs	\$ 50,567	\$ 75,081	\$ 93,779	\$ 93,767	\$ 97,901
Total Distributed Costs	\$ 50,567	\$ 75,081	\$ 93,779	\$ 93,767	\$ 97,901
Total Fire Protection Expenditures	\$ 269,699	\$ 418,043	\$ 659,774	\$ 585,398	\$ 727,640

BUDGETARY COMMENT

Funds budgeted for Fire Protection are \$67,866, or 10.3% more than appropriated in 2024. The largest change is in personal services reflecting a full year's salary and benefits for the Fire Services Coordinator position filled in 2024.

GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

ANIMAL CONTROL

**GENERAL FUND
PUBLIC SAFETY**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Animal Control Expenditures					
Contractual Services	\$ 65,818	\$ 56,387	\$ 86,500	\$ 86,200	\$ 83,400
Commodities	99	94	120	100	120
Total Animal Control Expenditures	\$ 65,917	\$ 56,481	\$ 86,620	\$ 86,300	\$ 83,520

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, Baldwin Borough, Rosslyn Farms Borough, Heidelberg Borough, and Green Tree Borough. Costs of the program are divided between the communities based primarily on call volume throughout the year.

In 2024, Animal Control Officers are projected to receive approximately 13% 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 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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Contractual Services					
240 Water and Sewerage	\$ 503	\$ 362	\$ 700	\$ 600	\$ 700
241 Natural Gas	851	707	1,200	9,000	1,000
242 Electricity	1,018	1,376	1,600	1,600	1,700
272 Animal Control Services	63,446	53,942	83,000	75,000	80,000
Total Contractual Services	\$ 65,818	\$ 56,387	\$ 86,500	\$ 86,200	\$ 83,400
Commodities					
390 Other Supplies	\$ 99	\$ 94	\$ 120	\$ 100	\$ 120
Total Commodities	\$ 99	\$ 94	\$ 120	\$ 100	\$ 120
Total Animal Control Expenditures	\$ 65,917	\$ 56,481	\$ 86,620	\$ 86,300	\$ 83,520

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

	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Community Development Expenditures					
Personal Services	\$ 542,097	\$ 586,225	\$ 759,339	\$ 607,949	\$ 747,920
Contractual Services	128,428	70,797	96,900	93,400	99,650
Commodities	6,309	5,352	8,000	8,000	8,000
Distributed Costs	52,445	67,817	50,846	52,814	55,743
Total Comm. Development Expenditures	\$ 729,279	\$ 730,191	\$ 915,085	\$ 762,163	\$ 911,313

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.

2024 DEPARTMENT ACCOMPLISHMENTS

- Continued to serve as lead department on the execution of the 2015-2025 Comprehensive Plan and began the process of updating the Comprehensive Plan for adoption in early 2025.
- Participated in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) activities and maintained the Township’s rating of “7” from FEMA.
- Staff attended relevant training sessions and maintained advanced professional certifications.
- Through October 2024, reviewed 246 building permit applications. This is a 32.25% increase over the number of building permits reviewed by the Department in the same period in 2023. This increase may be attributed to several factors such as robust local economic growth and a post-pandemic shift towards remote work or a desire for larger, updated living spaces.
- Coordinated demolition of 1600 Painters Run Road following a lengthy Code Enforcement process. The cost was paid through an Act 152 grant obtained by the Department in the amount of \$117,000.
- Received and responded to 137 Code Enforcement complaints through October.
- Coordinated with the Township Traffic Engineer on the pedestrian crossings project which will enhance pedestrian safety at four key intersections in the Township. This project will be primarily funded through a Multimodal Transportation Fund grant in the amount of \$175,000. It is anticipated that this project will be under construction in early 2025.
- Wrote two grant applications for proposed projects in the Township.

2025 DEPARTMENT GOALS AND OBJECTIVES

- Continue participation in the National Flood Insurance Program’s (NFIP) Community Rating System (CRS) and work towards improving the Township’s rating from a “7” to a “6.”
- Pursue Certified Floodplain Manager certification.
- 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 flow of traffic throughout the Township.
- Continue to stay informed on trends in planning and development by attending relevant training and maintaining advanced professional certifications.
- Coordinate the process to draft and adopt the 2025-2035 Comprehensive Plan.
- Present roundabout study findings for the intersection of Mayview Road/Lesnett Road/Chartiers Street to PennDOT.

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. In December 2022, the Board of Commissioners approved Ordinance #2243 which added breweries and distilleries as conditional uses in the RM – Restricted Light Industrial District. Since approval, there is a pending application to allow a distillery in the RM District.

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. As mentioned above, the Board of Commissioners approved Ordinance #2243 which added breweries and distilleries as conditional uses in the RM – Restricted Light Industrial District.

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. In December 2022, the Board of Commissioners approved Ordinance #2243 which added breweries and distilleries as conditional uses in the RM – Restricted Light Industrial District.

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. Since 2022, there have been nearly 120 residential properties that have installed an on-site stormwater management facility.

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

UPDATE: Community Development will be implementing a new permitting and code enforcement software package in 2025 that will allow residents and contractors to submit permit applications online.

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. In 2022, The Township completed a streambank renovation project consisting of a contract to remediate 400+' of streambank in Ravine Park to stop erosion and sedimentation of the Stream. The Township also managed a complete rebuilding of the Tall Trees HOA Stormwater Facility. In 2023 the Township completed a second phase of the Ravine Park Streambank Restoration plan. The Hays Road Streambank project will be completed in 2025.

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 2020. PennDOT completed an adaptive signalization project on Washington Road/Route 19 in 2021. There is approximately 4.5 miles of the 10' wide multi-use Perimeter Trail in Boyce Mayview Park with approximately 3 miles 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. The final trail segment along Morton Road was completed in 2023. Staff received grant funding to install upgraded pedestrian crossings at four locations in the Township. Public Works and Community Development have worked together on a new sidewalk segment on Meadowcrest Drive which will be constructed in early 2025. Community Development also received grant funding to support the potential construction of a sidewalk segment on Fort Couch Road. Staff will seek additional funding to support this possible project in 2025.

2015-2025 COMPREHENSIVE PLAN (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. As the Township continues to update its Comprehensive Plan, it is anticipated that more clarity will be obtained regarding the process to get approval from the railroad company and potential cost of the connection.

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. In 2022, the Township completed a 400'+ streambank restoration project within Ravine Park property. Additionally, a complete renovation of the Tall Trees development stormwater detention facilities took place in 2022. Another 400'+ streambank restoration project was completed within Ravine Park property in 2023. The Hays Road Streambank project will be completed in 2025. The 2025 Budget includes \$600,000 to continue supporting these efforts.

2015-2025 COMPREHENSIVE PLAN (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 2016, the Township purchased 108 Hays Road using a FEMA Hazard Mitigation Grant to mitigate future losses as a result of flood damage. This property will remain as open space. In recent years, the Township purchased property adjacent to the Beadling Soccer Field and purchased property adjacent to Marmion Field that may be utilized to help meet this goal.

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 January 2022. In 2023, the Township hired a consultant to assist with the development of the 2025-2035 Comprehensive Plan. It is anticipated that this Plan will be adopted in early 2025.

DEPARTMENT STATISTICS

Category	2017	2018	2019	2020	2021	2022	2023	Thru Oct-24
----------	------	------	------	------	------	------	------	----------------

Summary of Department Approvals and Appeals

Number of Building Permits Processed	265	271	236	250	291	279	249	246
Number of Zoning Hearing Board Appeals	1	1	4	1	1	2	1	2
Number of Single Family Lots Approved (new lots)	0	0	0	1	1	0	4	0
Number of Multi-Family Units Approved	118	0	0	0	0	0	0	0
Number of Non-Residential Plans Approved	14	7	0	1	2	5	6	0
Number of Two-Family Attached Units Approved	14	0	0	0	0	1	1	0
Simple Subdivisions	4	6	2	3	10	3	1	0

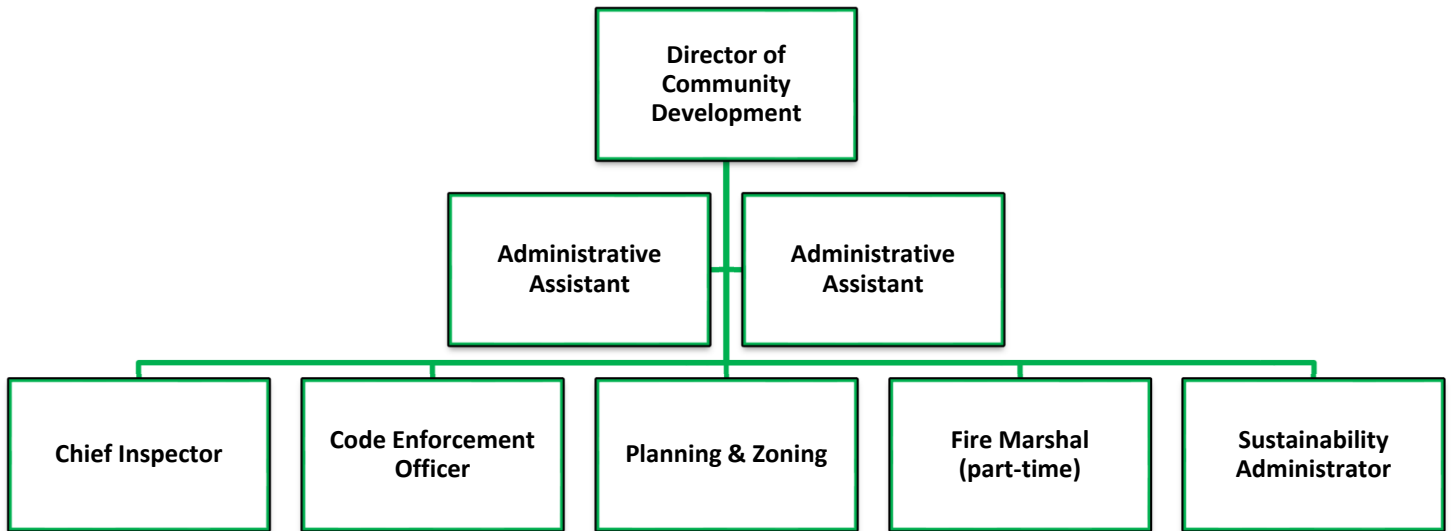
Number of Permits Issued

Certificates of Use & Occupancy	60	70	61	23	71	44	19	40
Sewer Permits (Sewer Taps)	47	81	8	44	10	4	7	7
Stormwater Management Permits	0	0	21	21	29	28	9	11
Nonconforming Registrations	1	0	0	0	0	1	0	0
Demolition Permits	8	11	3	5	4	5	8	9
Grading Permits	11	7	5	3	7	5	1	5
Driveway Permits	48	43	28	22	22	27	22	15
Fire Prevention Permits	63	42	43	10	27	28	14	19
Electrical Permits	303	294	248	230	261	244	195	197
Street Opening Permits	236	161	138	77	142	121	126	79
Complaint Cases - Received/Pending	237	83	229	133	71	200	95	137
Complaint Cases - Closed/Transferred	202	83	137	1	2	100	45	50
Home Occupation Registrations	9	12	10	10	0	2	12	4
Annual Alarm Notices	745	769	714	724	727	731	634	516

DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Community Development Department for 2025 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2025 Positions
Director of Planning and Community Development	11	\$96,200	\$160,300	1
Chief Inspector	7	\$71,400	\$107,000	1
Code Enforcement Officer	5	\$53,600	\$80,400	1
Sustainability Administrator	5	\$53,600	\$80,400	1
Planning & Zoning Assistant	4	\$49,100	\$73,700	1
Administrative Assistant, Community Development	3	\$44,600	\$67,000	2
Total Full-Time Positions				7



**PLANNING & CODE
ENFORCEMENT**

**GENERAL FUND
COMMUNITY DEVELOPMENT**



DEPARTMENT EXPENDITURES

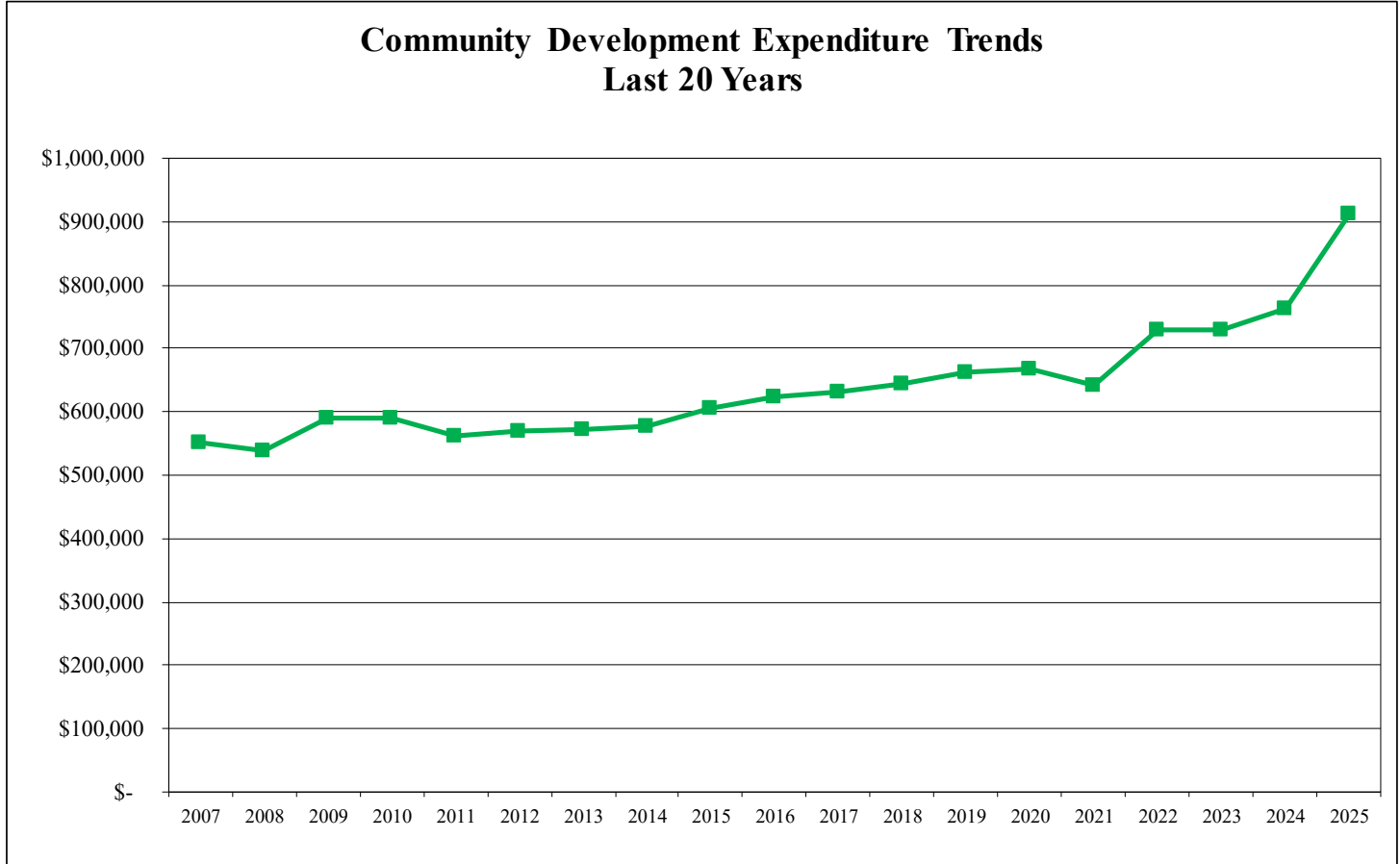
Community Development Expenditures 01-30-301-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 377,290	\$ 400,712	\$ 486,419	\$ 405,899	\$ 471,232
120 Part-Time Wages	731	-	20,000	20,000	20,000
162 Group Life Insurance	1,996	2,070	2,210	2,500	2,700
163 Medical Insurance	101,667	119,671	168,000	109,500	173,600
164 Workers' Compensation	1,482	1,538	1,869	1,869	1,809
166 Pension Costs	27,917	29,648	39,100	32,800	38,100
167 Long-term Disability Insurance	817	857	1,000	800	900
168 Post Retirement Plan	2,167	2,000	2,000	2,000	2,000
198 Social Security Expense	28,030	29,729	38,741	32,581	37,579
Total Personal Services	\$ 542,097	\$ 586,225	\$ 759,339	\$ 607,949	\$ 747,920
Contractual Services					
213 Professional Services-Legal	\$ 1,690	\$ 5,464	\$ 5,000	\$ 5,000	\$ 5,000
220 Liability Insurance	25,930	26,301	29,600	29,500	31,750
230 Association Dues	1,252	1,626	2,700	2,700	2,700
231 Travel & Conference Expense	1,350	633	5,000	3,000	4,000
232 Personnel Training	2,000	199	3,000	3,000	3,000
243 Telephone	3,736	4,600	4,900	5,000	6,500
270 Software Licensing	69,847	25,841	25,000	11,000	30,000
274 Legal Advertising	133	102	500	500	500
275 Printing & Duplicating	899	1,188	1,200	1,200	1,200
290 Other Contractual Services	21,591	4,843	20,000	32,500	15,000
Total Contractual Services	\$ 128,428	\$ 70,797	\$ 96,900	\$ 93,400	\$ 99,650
Commodities					
300 Office Furniture & Equipment	\$ -	\$ -	\$ 500	\$ 900	\$ 500
301 Office Supplies	2,696	1,909	3,500	3,100	3,500
302 Books & Subscriptions	2,076	43	2,000	2,000	2,000
390 Other Supplies	1,537	3,400	2,000	2,000	2,000
Total Commodities	\$ 6,309	\$ 5,352	\$ 8,000	\$ 8,000	\$ 8,000
Distributed Costs					
601 Dist. Vehicle Costs	\$ 7,086	\$ 7,753	\$ 3,957	\$ 5,930	\$ 6,792
602 Dist. Data Processing Costs	45,359	60,064	46,889	46,884	48,951
Total Distributed Costs	\$ 52,445	\$ 67,817	\$ 50,846	\$ 52,814	\$ 55,743
Total Comm. Development Expenditures	\$ 729,279	\$ 730,191	\$ 915,085	\$ 762,163	\$ 911,313

BUDGETARY COMMENT

Community Development appropriations are budgeted to remain fairly level with 2024, decreasing by 0.41%, or \$3,772, from the prior budget.

SUPPLEMENTARY INFORMATION

The average annual cost increase of Community Development expenditures over the last 20 years is 2.99%



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		<i>\$699,520</i>
How many real estate tax mills?	0.11	\$249,736
Earned Income Tax per \$100?	\$ 2.91	\$372,705
Percentage of Other Taxes?	0.32%	\$77,080

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

GENERAL FUND

PUBLIC WORKS

SUMMARY

DEPARTMENT SUMMARY

GENERAL FUND PUBLIC WORKS

	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Public Works Expenditures					
Personal Services	\$ 2,609,490	\$ 2,575,691	\$ 3,043,916	\$ 3,037,071	\$ 3,068,403
Contractual Services	2,547,673	2,609,711	3,257,350	3,264,082	3,501,250
Commodities	983,812	750,023	1,192,450	1,057,735	1,180,150
Distributed Costs	(63,116)	(36,809)	(74,866)	(55,819)	(72,489)
Total Public Works Expenditures	<u>\$ 6,077,859</u>	<u>\$ 5,898,616</u>	<u>\$ 7,418,850</u>	<u>\$ 7,303,069</u>	<u>\$ 7,677,314</u>

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 and the Consent Order Agreement, which govern the Township’s sanitary sewer wastewater transfer improvements.

The Field Improvement Fund and Parks Equipment Replacement 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.



Left: Morton Complex renovation



Right: Field maintenance

2024 DEPARTMENT ACCOMPLISHMENTS

- Completed 2024 Closed Circuit Televising (CCTV) contract of 170,000’ of sanitary sewer system.
- Completed 8,257’ of sanitary sewer segment repairs.
- Completed rehabilitation of sanitary sewer system manholes as needed.
- Completed the Source Reduction Project contract, per the current Administrative Consent Order, as mandated.
- Continued progress related to transferring trunk lines and pumping station.
- Completed inspection of 225 storm sewer system outfalls.
- Completed annual inspections of 83 existing stormwater retention facilities.
- Completed maintenance obligations for all Township owned stormwater retention facilities.
- Reconstructed 21 storm sewer inlets.
- Repaired or replaced 92’ of storm sewer infrastructure piping.
- Completed 4.88 miles of street paving.
- Continued asphalt pavement patching and maintenance program.
- Completed Phase I of the Old Farm Trail improvement project involving stormwater retention due diligence.
- Began construction of the Morton Fields Complex project.
- Completed spring and fall cycles of the street sweeping program.
- Completed Phase II of the Public Works garage concrete floor remediation efforts.
- Completed additional removal and replacement of the Municipal Building sidewalk and curbing infrastructure.
- Completed specifications for bid of the Municipal Building exterior lighting and signage project.
- Completed Route 19 Firehall improvements related to painting, carpeting, and LED lighting upgrades.
- Worked with contractor on Route 19 Firehall preemptive exit lighting upgrades.
- Renovated Baker Park, which included replacing playground equipment, constructing new playground pavilion, constructing and paving new basketball court, paving all walkway paths and tennis court parking lot, and installing new basketball and sand volleyball court lighting.
- Completed 500+’ of Tustin Park walking trail paving.
- Completed Township programming related to leaf and yard waste, e-cycling, and document shredding.



Left: Tustin Park trail paving

Right: Baker Park renovation



2025 DEPARTMENT GOALS AND OBJECTIVES

- **Sanitary Sewer:**
 - Maintain timeline and complete mandates of the Administrative Consent Order.
 - Continue implementation of the Sanitary Sewer Operation and Maintenance Plan.
 - Continue to work with staff, engineers, and regulators on the sanitary sewer trunk line and pumping station transfers.
- **Storm Sewer:**
 - Maintain compliance with the Township’s Municipal Separate Storm Sewer System (MS4) and Pollutant Reduction Plan (PRP) mandates and efforts.
 - Engineer specifications and bid for the Hays Road Streambank Restoration Project.
 - Continue the Township’s catch basin/storm sewer replacement program.
- **Parks**
 - Complete the Parks Improvement Program for 2025.
 - Complete the Morton Fields Complex project.
 - Renovate/maintain various segments of walking trails within Township parks.
 - Renovate Boyce Mayview Park infield infrastructure.
 - Complete reconstruction and paving of Old Farm Trail.
 - Continue playing field fencing replacement program.
- **Buildings**
 - Complete Municipal Building site lighting and signage replacement project.
 - Continue Municipal Building exterior upgrades.
 - Continue Municipal Building HVAC upgrades.
 - Continue Route 19 Firehall HVAC infrastructure upgrades.
- **Streets**
 - Complete 2025 Streets Paving Program.
 - Complete paving of the Municipal Building parking lots and driveways.
 - Complete construction of the Meadowcrest Drive sidewalk.
 - Continue efforts to fund additional priority segments of sidewalks.



Left: Phase I of Old Farm Trail

Right: Perimeter Trail pipe replacement



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. In 2022, The Township completed a streambank renovation project consisting of a contract to remediate 400+’ of streambank in Ravine Park to stop erosion and sedimentation of the Stream. The Township also managed a complete rebuilding of the Tall Trees HOA Stormwater Facility. In 2023 the Township completed a second phase of the Ravine Park Streambank Restoration plan. The Hays Road Streambank project will be completed in 2025.

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 continued to complete 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. The Township is phasing in LED lighting upgrades to the Route 19 Firehall facility in 2024-2025.

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. As the Township continues to update its Comprehensive Plan, it is anticipated that more clarity will be obtained regarding the process to get approval from the railroad company and potential cost of the connection.

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. In 2022, the Township completed a 400'+ streambank restoration project within Ravine Park property. Additionally, a complete renovation of the Tall Trees development stormwater detention facilities took place in 2022. Another 400'+ streambank restoration project was completed within Ravine Park property in 2023. The Hays Road Streambank project will be completed in 2025. The 2025 Budget includes \$600,000 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/pickleball, 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 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 NextGen Renovation project of the Municipal Building was completed in 2023.*
- *Renovation of the Morton Fields Complex began in 2024 and will be completed in 2025.*

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 2016, the Township purchased 108 Hays Road using a FEMA Hazard Mitigation Grant to mitigate future losses as a result of flood damage. This property will remain as open space. In recent years, the Township purchased property adjacent to the Beadling Soccer Field and purchased property adjacent to Marmion Field that may be utilized to help meet this goal.

DEPARTMENT STATISTICS AND BENCHMARKS

Public Works Benchmarks & Statistics	2021	2022	2023	Thru Oct-24
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%	95%
% Permit Inspections performed in a timely manner	100%	100%	100%	100%
Number of Work Orders processed	3,660	3,431	3,346	3,453
Workload				
<i>Sanitary Sewer & Storm Sewer</i>				
Miles of Storm Sewer lines inspected/cleaned/GPS	12.3	2.8	1.0	0.5
Miles of Sanitary Sewer lines inspected/cleaned	31.25	31.81	32.19	33.00
<i>Street & Sidewalk Program</i>				
Miles of Streets Paved	6.02	6.61	6.28	4.88
Lineal feet of deteriorated pavement sealed	100,000	100,000	100,000	100,000
Square feet of sidewalks built	400	170	765	835
Miles of roadway swept annually	3,360	2,954	2,791	1,355
Amounts of debris removed by street sweeper (tons)	417	181	376	154
<i>Vehicle & Equipment Maintenance</i>				
Number of vehicles/equipment maintained by Public Works	152	180	180	180
Number of vehicles/equipment per mechanic	76	90	90	90

DEPARTMENT STATISTICS AND BENCHMARKS (continued)

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

<u>Call Type</u>	<u>Annual Average Last 10 Yrs</u>	<u>Annual Average Last 5 Yrs</u>	<u>12-Month Period of 11/2023 - 10/2024</u>
Parks/Ballfield Maintenance	55	97	114
Building Maintenance	280	264	293
Animal Pickup	106	78	75
Dye Tests	335	312	246
Forestry	95	68	64
Trash & Recycling Complaints	208	201	328
Ground Maintenance General	64	42	7
Inspections	31	24	9
Utility One Calls	1,782	1,845	1,847
Other	229	167	219
Rain Events/Snow & Ice	39	28	27
Sanitary Sewer	38	36	15
Signs	60	47	60
Storm Sewer	92	57	55
Street Repair	104	80	69
Water Breaks/Issues	16	7	13
Totals	3,532	3,353	3,441

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 2025 are as follows:

Position Title	Pay Grade	Minimum	Maximum	2025 Positions
Director of Public Works	11	\$96,200	\$160,300	1
Superintendent of Operations	8	\$75,200	\$125,400	1
Superintendent of Projects	7	\$71,400	\$107,000	1
Buildings & Grounds Administrator	7	\$71,400	\$107,000	1
Parks & Forestry Administrator	7	\$71,400	\$107,000	1
Public Improvements & Projects Coordinator	5	\$53,600	\$80,400	1
Administrative Assistant, Public Works	3	\$44,600	\$67,000	2
Teamsters Local 205	Union Contract	\$21.63/hr	\$39.07/hr	24
Total				32

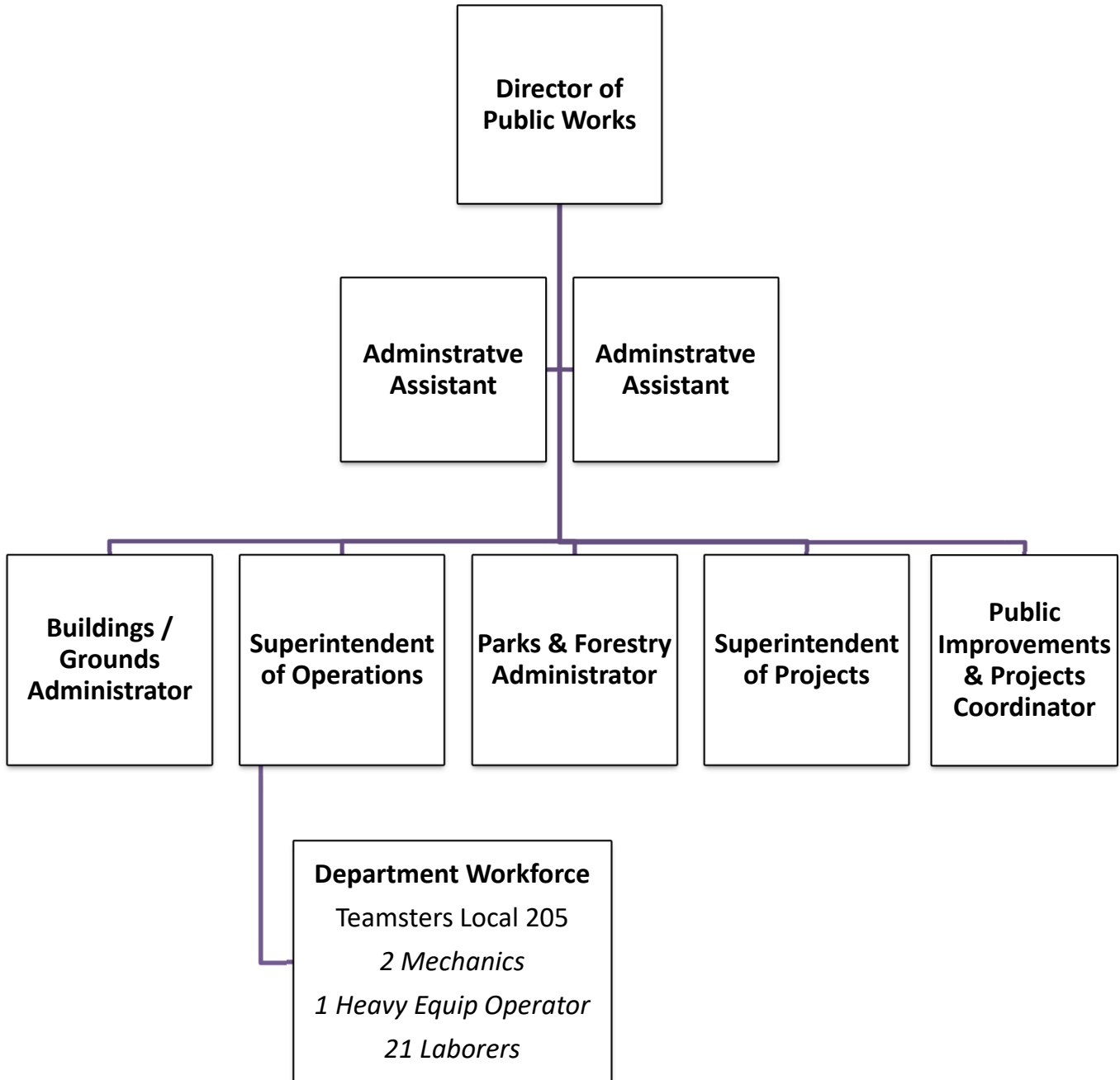
Public Works - Teamsters Local 205 Union Contract 2025 Salary & Wage Scale		
I.	Master Mechanic	\$39.07 /hr
II.	Mechanic	\$37.20 /hr
III.	Heavy Equipment Operator	\$37.20 /hr
IV.	Foreman	\$37.20 /hr
V.	Laborer III (after 36 months)	\$35.20 /hr
	Laborer II (13-36 months)	\$31.93 /hr
	Laborer I (0-12 months)	\$28.62 /hr
VI.	Semi-Skilled Laborer III	\$25.58 /hr
	Semi-Skilled Laborer II	\$25.58 /hr
	Semi-Skilled Laborer I	\$23.51 /hr
	Semi-Skilled Laborer Probationary	\$21.63 /hr
VII.	C&RC Attendant	\$16.45 /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
Public Improvements & Projects Coordinator	75%	n/a	25%
Buildings & Grounds Administrator	50%	50%	n/a

DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



DEPARTMENT EXPENDITURES

Public Works Expenditures 01-40-401-500 TO 01-40-418-500	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 1,428,569	\$ 1,432,509	\$ 1,580,129	\$ 1,640,802	\$ 1,612,606
110 Overtime Wages	185,872	71,238	151,850	155,550	160,500
111 Snow Driver Wages	1,854	523	2,000	2,000	2,000
120 Part-Time Wages	79,691	60,556	69,000	74,200	77,000
140 Township Engineer-Retainer	6,050	6,600	6,600	6,600	6,600
168 Post Retirement Plan	2,167	2,000	2,000	2,000	2,000
198 Social Security Expense	126,832	116,779	137,775	143,174	141,594
199 Overhead Distribution	778,455	885,486	1,094,562	1,012,745	1,066,103
Total Personal Services	\$ 2,609,490	\$ 2,575,691	\$ 3,043,916	\$ 3,037,071	\$ 3,068,403
Contractual Services					
211 Professional Services-Engineering	\$ 10,934	\$ 20,130	\$ 120,000	\$ 90,000	\$ 75,000
217 Miscellaneous Consulting Services	3,340	3,381	6,000	5,300	5,900
220 Liability Insurance	40,814	41,399	44,000	46,450	50,000
221 Flood/Property Damage Insurance	27,896	31,094	35,200	34,300	38,500
222 Vehicle Insurance	55,278	56,696	59,700	64,400	70,000
230 Association Dues	2,750	1,748	3,300	2,900	3,200
231 Travel & Conference Expense	2,872	531	4,500	3,200	4,400
240 Water and Sewerage	65,105	78,328	77,300	81,300	85,400
241 Natural Gas	58,680	69,945	88,500	84,100	92,600
242 Electricity	133,044	182,057	201,100	193,500	203,300
243 Telephone	32,825	35,238	36,300	34,000	36,000
244 Street Light Installation	-	-	750	750	750
252 Communication Equipment Mte.	2,920	642	3,000	3,000	3,000
253 Traffic Signal Maintenance	2,810	3,213	11,000	11,000	11,000
254 Repairs & Maintenance-Vehicles	31,297	23,822	28,000	28,000	28,000
255 Repairs & Maintenance-Building	29,742	37,213	45,000	41,000	45,000
256 Heating/Air Conditioning Mte.	25,591	27,479	39,000	36,000	36,000
270 Software Licensing	74,913	37,181	45,000	38,000	38,000
271 Garbage Collection Services	1,164,293	1,189,143	1,460,000	1,460,000	1,560,000
272 Recycling Collection Services	364,993	366,659	540,000	540,000	635,000
275 Printing & Duplicating	-	1,506	1,200	1,382	1,400
290 Other Contractual Services	386,750	377,270	383,500	440,500	453,800
299 Annual Park Maintenance Prog.	30,826	25,036	25,000	25,000	25,000
Total Contractual Services	\$ 2,547,673	\$ 2,609,711	\$ 3,257,350	\$ 3,264,082	\$ 3,501,250

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



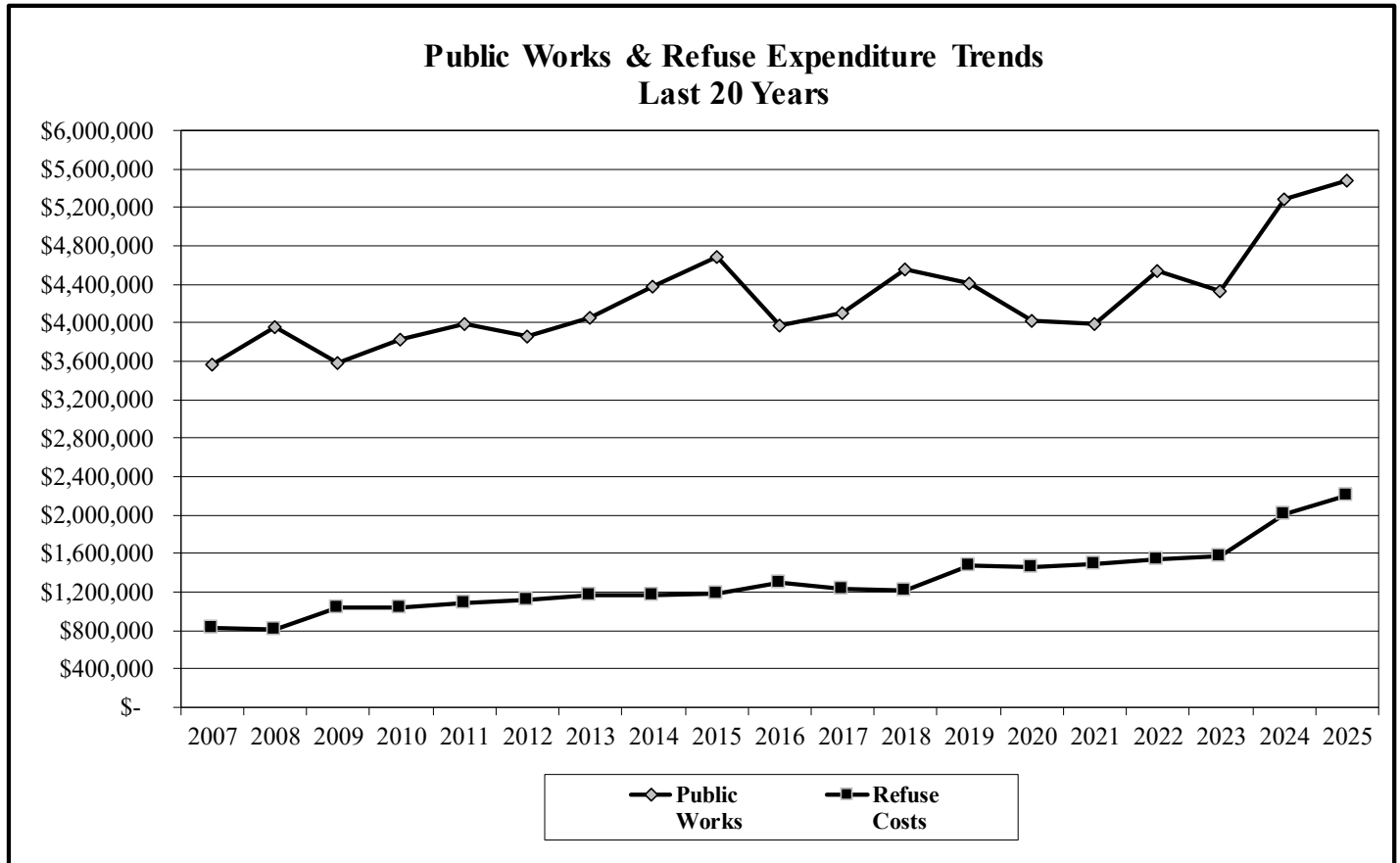
DEPARTMENT EXPENDITURES (Continued)

	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Commodities					
300 Office Furniture & Equipment	\$ 280	\$ 3,084	\$ 3,900	\$ 3,600	\$ 3,900
301 Expendable Office Supplies	4,427	5,069	7,000	5,500	6,900
305 Building Maintenance Equipment	9,002	2,803	15,000	15,000	15,000
306 Building Maintenance Supplies	33,651	72,231	51,500	51,500	51,500
311 Traffic Control Parts	-	2,781	11,000	11,000	11,000
312 Traffic Paint	-	-	250	250	250
313 Street Sign Supplies	6,440	13,278	15,000	15,000	15,000
315 Construction Supplies	70,245	35,246	98,000	88,500	93,700
316 Asphalt Supplies	8,223	15,666	21,000	21,000	21,000
319 Snow & Ice Chemicals	387,435	207,716	480,000	385,000	480,000
326 Tennis Court Supplies	563	1,345	1,200	1,985	1,200
327 Botanical Supplies	50,822	39,122	61,000	59,000	61,000
328 Park Maintenance Supplies	28,232	22,673	30,500	29,500	30,400
340 Vehicle Supplies	69,916	84,751	80,000	80,000	80,000
341 Fuels & Lubricants	217,798	145,298	170,000	145,000	165,000
342 Mechanical Equipment & Supplies	29,211	19,896	42,000	42,000	41,000
343 Tools & Equipment	17,461	21,876	26,800	26,800	25,800
344 Tires	20,313	23,520	27,000	27,000	27,000
390 Other Supplies	29,793	33,668	51,300	50,100	50,500
Total Commodities	\$ 983,812	\$ 750,023	\$ 1,192,450	\$ 1,057,735	\$ 1,180,150
Distributed Costs					
600 Scrap Metal Account	\$ 2,000	\$ 2,433	\$ 4,000	\$ 3,600	\$ 4,000
601 Dist. Vehicle Costs	(99,205)	(108,543)	(110,783)	(97,849)	(112,062)
602 Dist. Data Processing Costs	68,038	90,097	78,149	78,139	81,584
605 Dist. Boyce Mayview RAD Costs	(33,949)	(20,796)	(46,232)	(39,709)	(46,011)
Total Distributed Costs	\$ (63,116)	\$ (36,809)	\$ (74,866)	\$ (55,819)	\$ (72,489)
Total Public Works Expenditures	\$ 6,077,859	\$ 5,898,616	\$ 7,418,850	\$ 7,303,069	\$ 7,677,314

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION

The average annual cost increase of Public Works expenditures over the last 20 years is 3.54%. The average annual cost increase of Refuse Collection expenditures over the last 20 years is 5.81%.



General Fund Revenue Breakdown

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

Net Expenditures*		\$4,904,967
How many real estate tax mills?	0.78	\$1,751,122
Earned Income Tax per \$100?	\$ 20.40	\$2,613,371
Percentage of Other Taxes?	2.25%	\$540,474

*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.

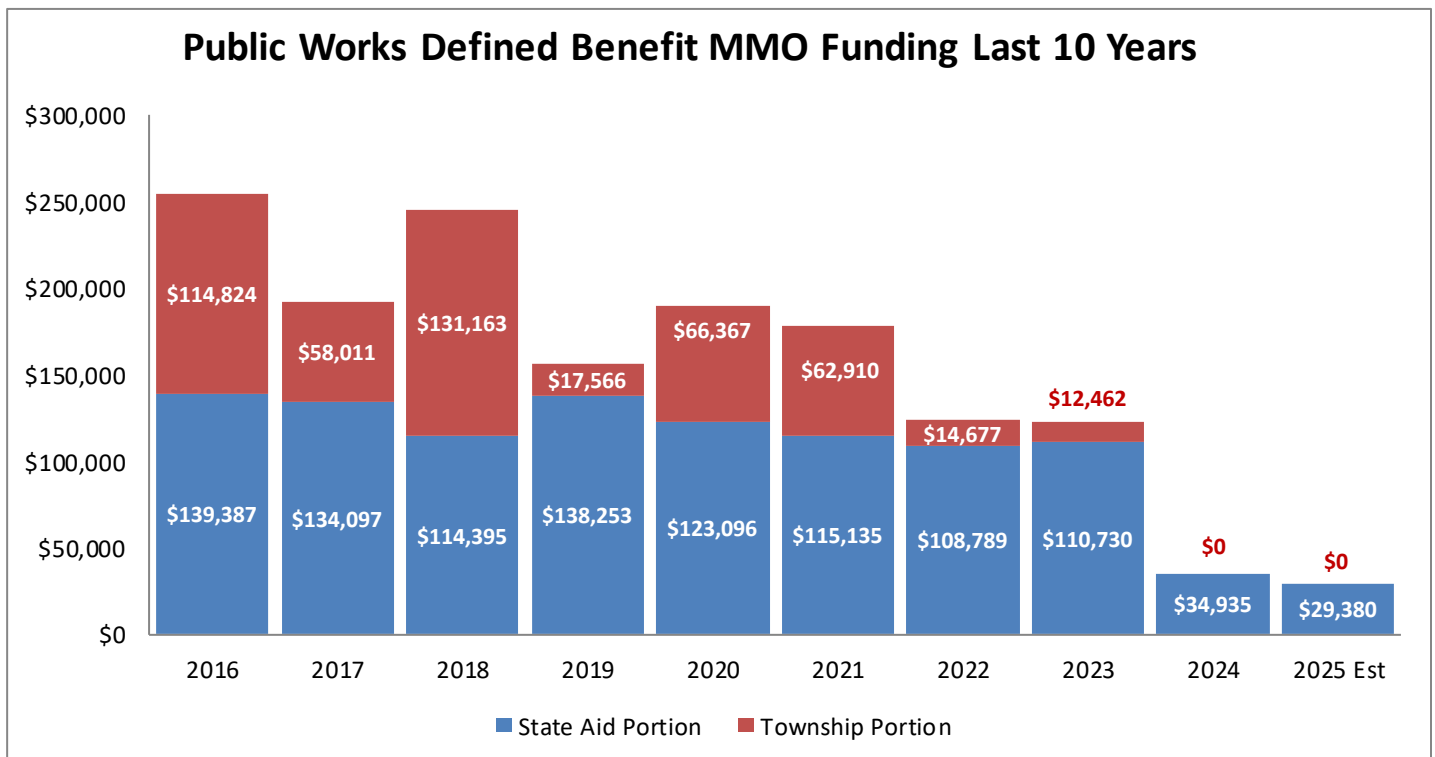
SUPPLEMENTARY INFORMATION (Continued)

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

Net Expenditures*		\$2,173,500
How many real estate tax mills?	0.34	\$775,961
Earned Income Tax per \$100?	\$ 9.04	\$1,158,043
Percentage of Other Taxes?	1.00%	\$239,496

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.



DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles

	Year	Make	Model	Age	Condition
Staff Vehicles					
1	2018	Chevy	Colorado Pick-Up	6	Good
2	2014	Ford	Escape	10	Good
3	2015	Chevy	Colorado 4WD	9	Good
4	2016	Chevy	Colorado	8	Good
5	2019	Chevy	Colorado	5	Good
6	2024	Chevy	Colorado	0	New
7	2024	Chevy	Colorado	0	New
8	2024	Chevy	Colorado	0	New

Utility Trucks					
1	2014	Ford	Pick-Up Utility	10	Good
2	2008	Dodge	Mechanics Service Vehicle	16	Good
3	2006	Ford	Econoline 350 Van	18	Fair
4	2015	Ford	F-550 w/Dump Body/Snow Plow	9	Good
5	2016	Ford	F-550 w/Dump Body/Snow Plow	8	Good
6	2016	Ford	F-550 w/Dump Body/Snow Plow	8	Good
7	2016	Ford	F-350 XL 4x4	8	Good
8	2018	Ford	F-350 w/9' Body Upfit	6	Good
9	2018	Ford	F-550 w/9' Body Upfit	6	Good
10	2018	Ford	F-550 w/9' Body Upfit	6	Good
11	2019	Ford	F-350 w/Utility Body & Plow	5	Good
12	2020	Int'l	HV507 w/Dump/Plow/Spreader	4	Good
13	2020	Ford	F-550 Bucket Truck	4	Good
14	2020	Ford	F-350 Pickup Utility	4	Good
15	2023	Ford	F-600 Super Duty	1	Good
16	2024	Ford	F-600 Super Duty	0	New
17	2024	Ford	F-600 Super Duty	0	New
18	2024	Ford	F-350 Super Duty w/body upfit	0	New
19	2024	Ford	F-550 Crew Cab & Chassis	0	New

Dump Trucks					
1	2012	Int'l	Dump	12	Good
2	2013	Int'l	Dump	11	Good
3	2014	Int'l	Dump	10	Good
4	2016	Int'l	Dump	8	Good
5	2017	Int'l	Dump	7	Good
6	2017	Ford	Dump	7	Good
7	2017	Ford	Dump	7	Good
8	2017	Ford	Dump	7	Good
9	2017	Ford	Dump	7	Good
10	2018	Int'l	Dump	6	Good
11	2020	Int'l	Dump	4	Good
12	2023	Int'l	Dump	1	New

SUPPLEMENTARY INFORMATION (Continued)

Public Works Vehicles (Continued)

Year	Make	Model	Age	Condition	
Other Vehicles					
1	2003	Int'l	Sewer Jet (Cab & Vactor)	21	Good
2	2013	CAT	924K Wheel Loader	11	Good
3	2015	M2106	Elgin Street Sweeper	9	Good
4	2018	Massey	Flail Mower	6	Good
5	2019	Premier	6x12 Equip Premier Trailer	5	Good
6	2001	Mustang	Trailer	23	Good
7	2022	CAT	Model 420 Backhoe	2	Good
8	2022	CAT	308T Excavator	2	Good
9	2023	CAT	Model 920 Wheel Loader	1	Good
10	2022	CAT	Utility Compactor/Roller	2	Good

Public Works Equipment

Year	Equipment	Age	Condition	
1	2007	20 Ton Trailer/3142	17	Good
2	2013	30 Ton Shop Press	11	Good
3	2001	3 M Sign Machine/HSRA36	23	Good
4	2011	Accubrine Automated Brine Maker	13	Good
5	1993	Aeroway 8' Quickaway Angle Aerator	31	Fair
6	2010	Asphalt Planer	14	Good
7	2021	Bannerman Diamond Master Ballfield Drag / 28-1731	3	Good
8	2016	Beam Rider Field Line Painter	8	Good
9	2017	Caterpillar 259D Skid Steer	7	Good
10	2022	Caterpillar Utility Compactor/Roller	2	New
11	1997	Chicago Pneumatic Air Comp.	27	Fair
12	2015	Clausing Drill Press	9	Good
13	2009	Club Car Utility Vehicle	15	Fair
14	2018	Core Cut Walk Behind Pavement Cutting Saw	6	Good
15	2018	Corn Pro Trailer/2333	6	Good
16	2008	Cross Country Roller Trailer/0714	16	Good
17	2001	Esab Plasma Cutter	23	Good
18	2019	Falcon Asphalt Hot Box Trailer/9204	5	Good
19	2014	Gardner Denver Air Compressor	10	Good
20	2008	Gorman-Rupp Water 1 Pump 2"	16	Good
21	2008	Gorman-Rupp Water 1 Pump 3"	16	Good
22	2011	GVM Anti-Icing Unit/ 1004	13	Good
23	2012	GVM Anti-Icing Unit/ 1007	12	Good
24	2009	Harben Sanitary Sewer Jet/2006	15	Good
25	2018	Hotsy Pressure Washer	6	Good

DEPARTMENT SUMMARY

**GENERAL FUND
PUBLIC WORKS**



SUPPLEMENTARY INFORMATION (Continued)

Public Works Equipment (Continued)

	Year	Equipment	Age	Condition
26	2016	HTC Tailgate Conveyor	8	Fair
27	2021	Hunter TCX53H Tire Changer / 208-230-BC	3	Good
28	2021	Hunter SWT02 Tire Balancer / 72-671-1	3	Good
29	2000	Jumping Jack Tamper	24	Fair
30	2012	Kubota RTV 1140CPX-H/18388	12	Good
31	2016	Kubota RTV X900 / 20597	8	Good
32	2014	Kubota RTV X900 WL-A/21709	10	Good
33	2015	Kubota RTV X900 WL-4/23312	9	Good
34	2016	Kubota RTV-X900WL-A / 35460	8	Good
35	2017	Kubota RTV 900 UTV / 40087	7	Good
36	2017	Kubota RTV 900 UTV / 40110	7	Good
37	2017	Kubota L476HSTC Tractor/41339	7	Good
38	2018	Kubota MX5200DT Tractor/62185	6	Good
39	2021	Kubota RTV 900 / 59093	3	Good
40	2004	Lely Broadcast Spreader	20	Fair
41	2010	Liftmore	14	Good
42	2001	Miller Welder	23	Good
43	2011	Miller Welder 275 EFI	13	Good
44	2021	Mohawk TP-16-3SA Vehicle Lift / C1B144	3	Good
45	2005	Multiguip Plate Compactor	19	Fair
46	2007	Pavement Cutting Trailer/2491	17	Good
47	2009	Pro Tech Snow Pusher	15	Good
48	2018	Quality Trailer/4106	6	Good
49	2008	Rotary Electric Lift	16	Fair
50	2011	Ryan Sod Cutter	13	Good
51	2003	Ryan Turf Aerator	21	Good
52	2004	Seeda-Vator	20	Good
53	2011	Tennsmith Metal Brake	13	Good
54	2015	Terex 730 Wood Chipper	9	Good
55	2008	Top Brand 6x12 Trailer /1901	16	Good
56	2013	Toro Reelmower 3100-D/0410	11	Good
57	2008	Toro Debris Blower 600/0176	16	Good
58	2004	Toro Greenmaster Flex 21/1808	20	Fair
59	1994	Toro Greensmaster	30	Fair
60	2007	Toro Greensmaster 1600/3001	17	Good
61	2018	Toro Greensmaster Flex 2100/0561	6	Good
62	2024	Toro Greensmaster Flex 1021	1	New
63	2018	Toro Groundsmaster 3280-D/3661	6	Good

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	Condition
64	2008 Toro Greensmaster 500/0128	16	Fair
65	2013 Toro Groundsmaster 3280-D/0183	11	Good
66	2009 Toro Grandstand 48" Mower/0455	15	Good
67	2017 Toro Grandstand 48" Mower/0188	7	Good
68	2016 Toro Groundsmaster 4500D/0311	8	Good
69	2016 Toro Groundsmaster 5910/0208	8	Good
70	2019 Toro Groundsmaster 3500-D/1303	5	Good
71	2019 Toro Groundsmaster 3280-D /3753	5	Good
72	2020 Toro Groundsmaster 3300/3374	4	Good
73	2024 Toro Groundsmaster 3500D (415268350)	0	New
74	2022 Toro Groundsmaster 5910 (416498534)	2	Good
75	2012 Toro Infield Pro 5040/0210	12	Good
76	2018 Toro Infield Groomer 5040/9666	6	Good
77	2019 Toro MH 400 Turf Topdresser/0385	5	Good
78	2008 Toro Pro Core 864/0106	16	Good
79	2012 Toro Procore Processor /0101	12	Good
80	2001 Toyota Forklift / 60100	23	Fair
81	2018 Toyota Fork Lift Model 8FD35U	6	Good
82	2016 US Cargo Enclosed Trailer /1778	8	Fair
83	2004 Vermeer Tub Grinder	20	Good
84	2019 Vermac Pro Full Matrix Sign Board / 2530	5	Good
85	2008 Wacker Vibratory Roller / 8322	16	Good

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

GENERAL FUND

PUBLIC WORKS

DEPARTMENTS

	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 501,654	\$ 500,903	\$ 737,439	\$ 711,559	\$ 721,601
Contractual Services	178,217	142,681	166,600	155,932	167,200
Commodities	6,409	10,260	12,900	10,900	12,800
Distributed Costs	70,038	92,530	82,149	81,739	85,584
Total Administration Expenditures	<u>\$ 756,318</u>	<u>\$ 746,374</u>	<u>\$ 999,088</u>	<u>\$ 960,130</u>	<u>\$ 987,185</u>

PUBLIC WORKS ADMINISTRATION OVERVIEW

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

- Building Maintenance
- Civic Activities
- Equipment Maintenance (*including Administrative & Police 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
- 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, Superintendent of Operations, Superintendent of Projects, Public Improvements & Projects Coordinator, Building/Grounds Administrator, 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

**GENERAL FUND
PUBLIC WORKS**



Administration Expenditures 01-40-401-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 360,668	\$ 369,623	\$ 457,155	\$ 452,889	\$ 451,351
168 Post Retirement Plan	2,167	2,000	2,000	2,000	2,000
198 Social Security Expense	27,256	27,763	34,972	34,646	34,528
199 Overhead Distribution	111,563	101,517	243,312	222,024	233,722
Total Personal Services	\$ 501,654	\$ 500,903	\$ 737,439	\$ 711,559	\$ 721,601
Contractual Services					
217 Miscellaneous Consulting Services	\$ 1,029	\$ 1,036	\$ 3,000	\$ 2,300	\$ 2,900
220 Liability Insurance	40,814	41,399	44,000	46,450	50,000
221 Flood Insurance	18,322	21,047	24,300	23,000	26,300
230 Association Dues	2,750	1,748	3,300	2,900	3,200
231 Travel & Conference Expense	2,872	531	4,500	3,200	4,400
243 Telephone	32,825	35,238	36,300	34,000	36,000
270 Software Licensing	74,913	37,181	45,000	38,000	38,000
275 Printing & Duplicating	-	1,506	1,200	1,382	1,400
290 Other Contractual Services	4,692	2,995	5,000	4,700	5,000
Total Contractual Services	\$ 178,217	\$ 142,681	\$ 166,600	\$ 155,932	\$ 167,200
Commodities					
300 Office Furniture & Equipment	\$ 280	\$ 3,084	\$ 3,900	\$ 3,600	\$ 3,900
301 Expendable Office Supplies	4,427	5,069	7,000	5,500	6,900
390 Other Supplies	1,702	2,107	2,000	1,800	2,000
Total Commodities	\$ 6,409	\$ 10,260	\$ 12,900	\$ 10,900	\$ 12,800
Distributed Costs					
600 Scrap Metal Account	\$ 2,000	\$ 2,433	\$ 4,000	\$ 3,600	\$ 4,000
602 Dist. Data Processing Costs	68,038	90,097	78,149	78,139	81,584
Total Distributed Costs	\$ 70,038	\$ 92,530	\$ 82,149	\$ 81,739	\$ 85,584
Total Administration Expenditures	\$ 756,318	\$ 746,374	\$ 999,088	\$ 960,130	\$ 987,185

BUDGETARY COMMENT

Funds allocated for Public Works Administration are \$11,903 or 1.2% less than appropriated in 2024. Reductions in personal services costs, particularly the overhead distribution cost, offset increases in insurance costs.

ENGINEERING SERVICES

GENERAL FUND
PUBLIC WORKS



	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Engineering Expenditures					
Personal Services	\$ 6,050	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600
Contractual Services	10,934	20,130	120,000	90,000	75,000
Total Engineering Expenditures	<u><u>\$ 16,984</u></u>	<u><u>\$ 26,730</u></u>	<u><u>\$ 126,600</u></u>	<u><u>\$ 96,600</u></u>	<u><u>\$ 81,600</u></u>

ENGINEERING SERVICES OVERVIEW

The Township Engineer and Traffic Engineer are appointed by the Board of Commissioners. The Township Engineer provides basic engineering services for a monthly retainer. 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	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Personal Services					
140 Township Engineer-Retainer	\$ 6,050	\$ 6,600	\$ 6,600	\$ 6,600	\$ 6,600
Total Personal Services	<u>\$ 6,050</u>	<u>\$ 6,600</u>	<u>\$ 6,600</u>	<u>\$ 6,600</u>	<u>\$ 6,600</u>
Contractual Services					
211 Professional Services-Engineering	\$ 10,934	\$ 20,130	\$ 120,000	\$ 90,000	\$ 75,000
Total Contractual Services	<u>\$ 10,934</u>	<u>\$ 20,130</u>	<u>\$ 120,000</u>	<u>\$ 90,000</u>	<u>\$ 75,000</u>
Total Engineering Expenditures	<u><u>\$ 16,984</u></u>	<u><u>\$ 26,730</u></u>	<u><u>\$ 126,600</u></u>	<u><u>\$ 96,600</u></u>	<u><u>\$ 81,600</u></u>

BUDGETARY COMMENT

Funds allocated for Engineering Services are \$45,000 less that 2024 based on engineering needs for the upcoming year that are not otherwise budgeted in a specific project.

CIVIC ACTIVITIES

**GENERAL FUND
PUBLIC WORKS**

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Civic Activities Expenditures					
Personal Services	\$ 11,910	\$ 13,358	\$ 13,958	\$ 14,386	\$ 13,509
Contractual Services	1,000	1,000	7,000	7,000	7,000
Commodities	16,879	18,486	26,000	26,000	26,000
Total Civic Activities Expenditures	\$ 29,789	\$ 32,844	\$ 46,958	\$ 47,386	\$ 46,509

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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 7,057	\$ 2,931	\$ 4,171	\$ 5,650	\$ 4,403
110 Overtime Wages	1,969	5,110	4,000	4,000	4,100
120 Part Time Wages	533	2,774	2,000	1,000	1,200
198 Social Security Expense	712	808	625	738	650
199 Overhead Distribution	1,639	1,735	3,162	2,998	3,156
Total Personal Services	\$ 11,910	\$ 13,358	\$ 13,958	\$ 14,386	\$ 13,509
Contractual Services					
290 Other Contractual Services	\$ 1,000	\$ 1,000	\$ 7,000	\$ 7,000	\$ 7,000
Total Contractual Services	\$ 1,000	\$ 1,000	\$ 7,000	\$ 7,000	\$ 7,000
Commodities					
315 Construction Supplies	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
390 Other Supplies	16,879	18,486	25,000	25,000	25,000
Total Commodities	\$ 16,879	\$ 18,486	\$ 26,000	\$ 26,000	\$ 26,000
Total Civic Activities Expenditures	\$ 29,789	\$ 32,844	\$ 46,958	\$ 47,386	\$ 46,509

BUDGETARY COMMENT

Funds for Civic Activities are nearly even with 2024 due to costs associated with this program area holding steady.



Right: Paint a Plow from Library / Public Works Day

SNOW & ICE CONTROL

GENERAL FUND
PUBLIC WORKS



	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Snow & Ice Control Expenditures					
Personal Services	\$ 260,937	\$ 106,703	\$ 223,204	\$ 217,150	\$ 219,672
Contractual Services	2,311	2,345	3,000	3,000	3,000
Commodities	419,881	223,684	513,500	418,500	513,500
Distributed Costs	(33,949)	(20,796)	(46,232)	(39,709)	(46,011)
Total Snow & Ice Control Expenditures	\$ 649,180	\$ 311,936	\$ 693,472	\$ 598,941	\$ 690,161

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 39,000 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 six school parking lots and driveways. Reimbursements from PennDOT and the School District in 2025 are expected to total roughly \$257,000.

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 2025 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:

Snowfall Winter			
Year	Season (Inches)	Season Average Temperature	Number of De-Icing Efforts
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
2021-2022	42.5	34.0	36
2022-2023	10.2	34.0	18
2023-2024	22.0	38.4	18
Average Season	43.8	33.3	32

SNOW & ICE CONTROL

**GENERAL FUND
PUBLIC WORKS**

Snow & Ice Control Expenditures 01-40-404-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 55,248	\$ 27,876	\$ 50,079	\$ 50,079	\$ 46,859
110 Overtime Wages	162,509	37,542	120,000	120,000	124,000
111 Snow Driver Wages	1,854	523	2,000	2,000	2,000
198 Social Security Expense	16,432	5,181	13,164	13,164	13,224
199 Overhead Distribution	24,894	35,581	37,961	31,907	33,589
Total Personal Services	\$ 260,937	\$ 106,703	\$ 223,204	\$ 217,150	\$ 219,672
Contractual Services					
217 Miscellaneous Consulting Services	\$ 2,311	\$ 2,345	\$ 3,000	\$ 3,000	\$ 3,000
Total Contractual Services	\$ 2,311	\$ 2,345	\$ 3,000	\$ 3,000	\$ 3,000
Commodities					
319 Snow & Ice Chemicals	\$ 387,435	\$ 207,716	\$ 480,000	\$ 385,000	\$ 480,000
342 Mechanical Equipment Supplies	29,211	11,429	30,000	30,000	30,000
390 Other Supplies	3,235	4,539	3,500	3,500	3,500
Total Commodities	\$ 419,881	\$ 223,684	\$ 513,500	\$ 418,500	\$ 513,500
Distributed Costs					
605 Dist. Boyce Mayview RAD Costs	\$ (33,949)	\$ (20,796)	\$ (46,232)	\$ (39,709)	\$ (46,011)
Total Distributed Costs	\$ (33,949)	\$ (20,796)	\$ (46,232)	\$ (39,709)	\$ (46,011)
Total Snow & Ice Control Expenditures	\$ 649,180	\$ 311,936	\$ 693,472	\$ 598,941	\$ 690,161

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 \$3,311 less than in 2024. The lack of an increase in the rock salt budget is due to having sufficient stock on hand to begin the next winter season.



Right: Snow removal at the Community & Recreation Center

**STORM SEWER
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Storm Sewer Mte. Expenditures					
Personal Services	\$ 26,426	\$ 44,399	\$ 37,739	\$ 27,074	\$ 39,602
Contractual Services	11,573	9,447	12,000	12,000	12,000
Commodities	32,931	18,523	54,800	50,500	52,600
Total Storm Sewer Mte. Expenditures	\$ 70,930	\$ 72,369	\$ 104,539	\$ 89,574	\$ 104,202

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:

2015	2016	2017	2018	2019	2020	2021	2022	2023	Oct-24
117	65	76	86	51	23	77	67	22	21

Storm Sewer Mte. Expenditures 01-40-405-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 12,168	\$ 24,371	\$ 20,425	\$ 11,026	\$ 21,933
110 Overtime Wages	-	202	250	250	250
198 Social Security Expense	915	1,823	1,582	863	1,697
199 Overhead Distribution	13,343	18,003	15,482	14,935	15,722
Total Personal Services	\$ 26,426	\$ 44,399	\$ 37,739	\$ 27,074	\$ 39,602
Contractual Services					
290 Other Contractual Services	\$ 11,573	\$ 9,447	\$ 12,000	\$ 12,000	\$ 12,000
Total Contractual Services	\$ 11,573	\$ 9,447	\$ 12,000	\$ 12,000	\$ 12,000

**STORM SEWER
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Commodities					
315 Construction Supplies	\$ 32,043	\$ 17,426	\$ 50,000	\$ 46,000	\$ 48,000
390 Other Supplies	888	1,097	4,800	4,500	4,600
Total Commodities	\$ 32,931	\$ 18,523	\$ 54,800	\$ 50,500	\$ 52,600
Total Storm Sewer Mte. Expenditures	\$ 70,930	\$ 72,369	\$ 104,539	\$ 89,574	\$ 104,202

BUDGETARY COMMENT

Funds appropriated for Storm Sewer Maintenance are almost even with 2024 at just a \$337 decrease. Reductions in personal services costs offset slight increases in commodities expense.



Above: Storm sewer maintenance.



Above: Storm sewer replacement.

**TRAFFIC ENGINEERING
& SAFETY**

GENERAL FUND
PUBLIC WORKS



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Traffic Eng. & Safety Expenditures					
Personal Services	\$ 13,547	\$ 10,279	\$ 16,019	\$ 6,970	\$ 11,854
Contractual Services	84,890	94,892	124,750	122,750	125,350
Commodities	1,408	3,265	15,250	15,250	14,950
Total Traffic Eng. & Safety Expenditures	\$ 99,845	\$ 108,436	\$ 156,019	\$ 144,970	\$ 152,154

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 11 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:

2015	2016	2017	2018	2019	2020	2021	2022	2023	Oct-24
314	315	315	315	317	317	317	315	315	315

Traffic Eng. & Safety Expenditures 01-40-406-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 6,654	\$ 4,072	\$ 8,732	\$ 2,294	\$ 6,610
198 Social Security Expense	489	295	668	175	506
199 Overhead Distribution	6,404	5,912	6,619	4,501	4,738
Total Personal Services	\$ 13,547	\$ 10,279	\$ 16,019	\$ 6,970	\$ 11,854

**TRAFFIC ENGINEERING
& SAFETY**

**GENERAL FUND
PUBLIC WORKS**

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Contractual Services					
242 Electricity	\$ 33,896	\$ 50,211	\$ 53,000	\$ 51,000	\$ 53,600
244 Street Light Installation	-	-	750	750	750
253 Traffic Signal Maintenance	2,810	3,213	11,000	11,000	11,000
290 Other Contractual Services	48,184	41,468	60,000	60,000	60,000
Total Contractual Services	\$ 84,890	\$ 94,892	\$ 124,750	\$ 122,750	\$ 125,350
Commodities					
311 Traffic Control Parts	\$ -	\$ 2,781	\$ 11,000	\$ 11,000	\$ 11,000
312 Traffic Paint	-	-	250	250	250
390 Other Supplies	1,408	484	4,000	4,000	3,700
Total Commodities	\$ 1,408	\$ 3,265	\$ 15,250	\$ 15,250	\$ 14,950
Total Traffic Eng. & Safety Expenditures	\$ 99,845	\$ 108,436	\$ 156,019	\$ 144,970	\$ 152,154

BUDGETARY COMMENT

Funds requested for Traffic Engineering & Safety are \$3,865 less than 2024 due primarily to lower overhead distribution costs.



Above: Traffic signal maintenance

STREET MAINTENANCE

GENERAL FUND
PUBLIC WORKS



	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Street Maintenance Expenditures					
Personal Services	\$ 280,644	\$ 291,296	\$ 316,934	\$ 288,564	\$ 314,521
Contractual Services	23,228	35,455	40,000	38,000	50,000
Commodities	25,352	40,217	56,500	56,000	56,200
Total Street Maintenance Expenditures	\$ 329,224	\$ 366,968	\$ 413,434	\$ 382,564	\$ 420,721

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:

2015	2016	2017	2018	2019	2020	2021	2022	2023	Oct-24
5.72	4.59	5.64	5.64	4.71	4.92	6.02	6.61	6.28	4.88

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 2025, the State is expected to reimburse the Township \$24,189 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

**GENERAL FUND
PUBLIC WORKS**

Street Maintenance Expenditures 01-40-408-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 147,547	\$ 160,278	\$ 169,239	\$ 153,474	\$ 171,665
110 Overtime Wages	8,942	3,003	6,000	6,000	6,200
120 Part-Time Wages	-	1,000	-	-	-
198 Social Security Expense	11,637	12,156	13,406	12,200	13,607
199 Overhead Distribution	112,518	114,859	128,289	116,890	123,049
Total Personal Services	\$ 280,644	\$ 291,296	\$ 316,934	\$ 288,564	\$ 314,521
Contractual Services					
290 Other Contractual Services	\$ 23,228	\$ 35,455	\$ 40,000	\$ 38,000	\$ 50,000
Total Contractual Services	\$ 23,228	\$ 35,455	\$ 40,000	\$ 38,000	\$ 50,000
Commodities					
313 Street Sign Supplies	\$ 6,440	\$ 13,278	\$ 15,000	\$ 15,000	\$ 15,000
315 Construction Supplies	4,589	2,181	11,000	10,500	10,700
316 Asphalt Supplies	8,223	15,666	21,000	21,000	21,000
343 Tools & Equipment	3,985	6,783	7,000	7,000	7,000
390 Other Supplies	2,115	2,309	2,500	2,500	2,500
Total Commodities	\$ 25,352	\$ 40,217	\$ 56,500	\$ 56,000	\$ 56,200
Total Street Maintenance Expenditures	\$ 329,224	\$ 366,968	\$ 413,434	\$ 382,564	\$ 420,721

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 \$7,287, or 1.8%, more than appropriated in 2024. The change is due to an increase in contractual services cost resulting from the crack sealing program cost being reallocated to this account from the Capital Projects Fund where it had previously been accounted.



Right: Street resurfacing program in action.

REFUSE COLLECTION

**GENERAL FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Refuse Collection Expenditures					
Contractual Services	\$ 1,540,568	\$ 1,573,634	\$ 2,010,000	\$ 2,009,000	\$ 2,202,500
Total Refuse Collection Expenditures	\$ 1,540,568	\$ 1,573,634	\$ 2,010,000	\$ 2,009,000	\$ 2,202,500

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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Contractual Services					
271 Garbage Collection Services	\$ 1,164,293	\$ 1,189,143	\$ 1,460,000	\$ 1,460,000	\$ 1,560,000
272 Recycling Collection Services	364,993	366,659	540,000	540,000	635,000
290 Other Contractual Services	11,282	17,832	10,000	9,000	7,500
Total Contractual Services	\$ 1,540,568	\$ 1,573,634	\$ 2,010,000	\$ 2,009,000	\$ 2,202,500
Total Refuse Collection Expenditures	\$ 1,540,568	\$ 1,573,634	\$ 2,010,000	\$ 2,009,000	\$ 2,202,500

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 \$192,500, or 9.6% increase in this program area for 2025 is based on the fees outlined in the 5-year Waste Management contract which began in 2024. The cost of this service has increased substantially across the region in recent years.

BUILDING MAINTENANCE

**GENERAL FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Building Maintenance Expenditures					
Personal Services	\$ 306,094	\$ 344,605	\$ 326,524	\$ 495,852	\$ 346,645
Contractual Services	403,291	451,690	444,800	498,600	520,900
Commodities	42,653	75,034	66,500	66,500	66,500
Total Building Maintenance Expenditures	\$ 752,038	\$ 871,329	\$ 837,824	\$ 1,060,952	\$ 934,045

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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 176,600	\$ 201,726	\$ 165,841	\$ 324,694	\$ 179,314
110 Overtime Wages	2,803	6,203	3,700	5,500	5,700
120 Part-Time Wages	9,938	15,369	17,000	17,000	17,600
198 Social Security Expense	14,128	16,567	14,270	26,560	15,500
199 Overhead Distribution	102,625	104,740	125,713	122,098	128,531
Total Personal Services	\$ 306,094	\$ 344,605	\$ 326,524	\$ 495,852	\$ 346,645
Contractual Services					
221 Property Damage Insurance	\$ 9,574	\$ 10,047	\$ 10,900	\$ 11,300	\$ 12,200
240 Water and Sewerage	16,729	13,527	17,300	23,800	25,000
241 Natural Gas	49,953	66,368	80,300	78,000	85,800
242 Electricity	89,122	118,121	132,300	127,500	133,900
255 Repairs & Maintenance-Building	29,742	37,213	45,000	41,000	45,000
256 Heating/Air Conditioning Mte.	25,591	27,479	39,000	36,000	36,000
290 Other Contractual Services	182,580	178,935	120,000	181,000	183,000
Total Contractual Services	\$ 403,291	\$ 451,690	\$ 444,800	\$ 498,600	\$ 520,900

BUILDING MAINTENANCE

**GENERAL FUND
PUBLIC WORKS**

	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Commodities					
305 Building Maintenance Equipment	\$ 9,002	\$ 2,803	\$ 15,000	\$ 15,000	\$ 15,000
306 Building Maintenance Supplies	33,651	72,231	51,500	51,500	51,500
Total Commodities	<u>\$ 42,653</u>	<u>\$ 75,034</u>	<u>\$ 66,500</u>	<u>\$ 66,500</u>	<u>\$ 66,500</u>
Total Building Maintenance Expenditures	<u>\$ 752,038</u>	<u>\$ 871,329</u>	<u>\$ 837,824</u>	<u>\$ 1,060,952</u>	<u>\$ 934,045</u>

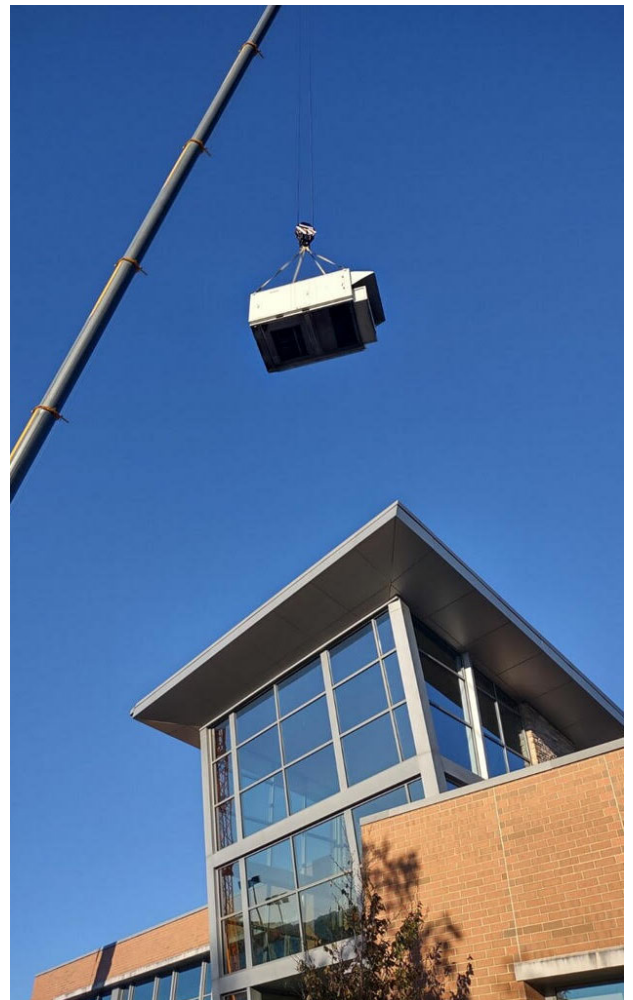
BUDGETARY COMMENT

Funds requested for Building Maintenance are \$96,221, or 11.5%, more than appropriated in 2024. There are increases across the board in this program area including wages, utilities, and contractual services costs.



Above: Outdoor rooftop terrace at the Municipal building.

Right: Air handler replacement at the C&RC.



EQUIPMENT MAINTENANCE

**GENERAL FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Equipment Maintenance Expenditures					
Personal Services	\$ 303,910	\$ 287,132	\$ 312,675	\$ 283,505	\$ 325,566
Contractual Services	93,394	86,984	95,700	100,400	106,000
Commodities	316,301	262,597	292,500	267,500	286,400
Distributed Costs	(109,834)	(120,173)	(122,653)	(109,709)	(125,645)
Total Equipment Mte. Expenditures	\$ 603,771	\$ 516,540	\$ 578,222	\$ 541,696	\$ 592,321

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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 199,447	\$ 158,832	\$ 169,265	\$ 147,489	\$ 180,496
110 Overtime Wages	3,235	611	2,000	1,700	1,750
120 Part-Time Wages	96	-	-	-	-
198 Social Security Expense	15,166	11,880	13,102	11,413	13,942
199 Overhead Distribution	85,966	115,809	128,308	122,903	129,378
Total Personal Services	\$ 303,910	\$ 287,132	\$ 312,675	\$ 283,505	\$ 325,566
Contractual Services					
222 Vehicle Insurance	\$ 55,278	\$ 56,696	\$ 59,700	\$ 64,400	\$ 70,000
252 Communication Equipment Mte.	2,920	642	3,000	3,000	3,000
254 Repairs & Maintenance-Vehicles	31,297	23,822	28,000	28,000	28,000
290 Other Contractual Services	3,899	5,824	5,000	5,000	5,000
Total Contractual Services	\$ 93,394	\$ 86,984	\$ 95,700	\$ 100,400	\$ 106,000

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.

EQUIPMENT MAINTENANCE

**GENERAL FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Commodities					
340 Vehicle Supplies	\$ 69,916	\$ 84,751	\$ 80,000	\$ 80,000	\$ 80,000
341 Fuels & Lubricants	217,798	145,298	170,000	145,000	165,000
343 Tools & Equipment	7,783	8,343	13,000	13,000	12,000
344 Tires	20,313	23,520	27,000	27,000	27,000
390 Other Supplies	491	685	2,500	2,500	2,400
Total Commodities	\$ 316,301	\$ 262,597	\$ 292,500	\$ 267,500	\$ 286,400
Distributed Costs					
601 Less: Dist. Vehicle Costs	\$ (109,834)	\$ (120,173)	\$ (122,653)	\$ (109,709)	\$ (125,645)
Total Distributed Costs	\$ (109,834)	\$ (120,173)	\$ (122,653)	\$ (109,709)	\$ (125,645)
Total Equipment Mte. Expenditures	\$ 603,771	\$ 516,540	\$ 578,222	\$ 541,696	\$ 592,321

BUDGETARY COMMENT

A portion of vehicle maintenance costs is distributed to other programs. The distributed vehicle cost estimates for 2025 are:

Fund - Acct. No.	Program	Vehicles	2024 Distribution	2025 Distribution
01-102	Administration	3	\$ 8,895	\$ 10,187
01-201	Police	16	56,340	64,521
01-301	Comm. Development	2	5,930	6,792
01-415	Parks Maintenance	3	11,860	13,583
01-501	Recreation	1	2,965	3,396
50-425	Sanitary Sewer Fund	4	11,859	13,583
52-415	Boyce Mayview RAD	2	11,860	13,583
Total Vehicle Distribution			\$ 109,709	\$ 125,645

The undistributed portion of the Equipment Maintenance budget of \$592,321 represents an estimate of the vehicle maintenance and operation costs associated with all other Public Works programs. Funds requested for Equipment Maintenance are \$14,099, or 2.4%, more than 2025 which is in line with increases for this program area in recent budgets.

**GOLF COURSE
MAINTENANCE**

**GENERAL FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Golf Course Maintenance Expenditures					
Personal Services	\$ 66,413	\$ 71,846	\$ 73,869	\$ 61,235	\$ 75,569
Contractual Services	11,298	13,849	13,700	16,500	17,400
Commodities	30,924	26,323	30,000	29,500	29,900
Total Golf Course Mte. Expenditures	\$ 108,635	\$ 112,018	\$ 117,569	\$ 107,235	\$ 122,869

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 \$14,000 in revenue in 2025. This revenue represents 11.4% of the direct operating costs outlined below.

Golf Course Maintenance Expenditures 01-40-413-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 38,139	\$ 41,950	\$ 40,266	\$ 30,073	\$ 41,990
110 Overtime Wages	24	-	-	250	250
198 Social Security Expense	2,804	3,070	3,080	2,320	3,231
199 Overhead Distribution	25,446	26,826	30,523	28,592	30,098
Total Personal Services	\$ 66,413	\$ 71,846	\$ 73,869	\$ 61,235	\$ 75,569
Contractual Services					
240 Water and Sewerage	\$ 9,516	\$ 11,205	\$ 10,500	\$ 13,500	\$ 14,200
242 Electricity	1,782	2,644	3,200	3,000	3,200
Total Contractual Services	\$ 11,298	\$ 13,849	\$ 13,700	\$ 16,500	\$ 17,400
Commodities					
315 Construction Supplies	\$ 4,870	\$ 3,380	\$ 3,000	\$ 3,000	\$ 3,000
327 Botanical Supplies	25,899	22,309	24,000	24,000	24,000
328 Park Maintenance Supplies	155	634	3,000	2,500	2,900
Total Commodities	\$ 30,924	\$ 26,323	\$ 30,000	\$ 29,500	\$ 29,900
Total Golf Course Mte. Expenditures	\$ 108,635	\$ 112,018	\$ 117,569	\$ 107,235	\$ 122,869

BUDGETARY COMMENT

Funds requested for Golf Course Maintenance are \$5,300 more than 2024 due mostly to an increase in water service costs.

TENNIS COURT MAINTENANCE GENERAL FUND
PUBLIC WORKS



	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Tennis Court Mte. Expenditures					
Personal Services	\$ 71,829	\$ 82,778	\$ 90,266	\$ 62,785	\$ 92,312
Contractual Services	8,690	1,804	7,500	6,700	7,200
Commodities	4,075	9,786	12,700	12,985	12,700
Total Tennis Court Mte. Expenditures	\$ 84,594	\$ 94,368	\$ 110,466	\$ 82,470	\$ 112,212

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	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Personal Services					
101 Full-Time Wages	\$ 31,148	\$ 24,525	\$ 35,825	\$ 12,141	\$ 37,519
110 Overtime Wages	570	-	800	350	350
120 Part-Time Wages	21,385	19,774	22,000	22,100	22,900
198 Social Security Expense	3,992	3,323	4,485	2,646	4,649
199 Overhead Distribution	14,734	35,156	27,156	25,548	26,894
Total Personal Services	\$ 71,829	\$ 82,778	\$ 90,266	\$ 62,785	\$ 92,312
Contractual Services					
241 Natural Gas	\$ 2,825	\$ 1,136	\$ 3,500	\$ 2,900	\$ 3,200
290 Other Contractual Services	5,865	668	4,000	3,800	4,000
Total Contractual Services	\$ 8,690	\$ 1,804	\$ 7,500	\$ 6,700	\$ 7,200
Commodities					
326 Tennis Court Supplies	\$ 563	\$ 1,345	\$ 1,200	\$ 1,985	\$ 1,200
328 Park Maintenance Supplies	3,512	8,441	11,500	11,000	11,500
Total Commodities	\$ 4,075	\$ 9,786	\$ 12,700	\$ 12,985	\$ 12,700
Total Tennis Court Mte. Expenditures	\$ 84,594	\$ 94,368	\$ 110,466	\$ 82,470	\$ 112,212

BUDGETARY COMMENT

Funds requested for Tennis Court Maintenance and Supervision are \$1,746 more than requested in 2024. Increased personal services costs are partially offset by a reduction in natural gas expense.

PARKS MAINTENANCE

**GENERAL FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Parks Maintenance Expenditures					
Personal Services	\$ 735,679	\$ 793,990	\$ 855,422	\$ 840,273	\$ 880,236
Contractual Services	94,368	115,017	124,800	117,200	120,400
Commodities	82,104	60,630	104,800	97,300	101,800
Distributed Costs	10,629	11,630	11,870	11,860	13,583
Total Parks Maintenance Expenditures	\$ 922,780	\$ 981,267	\$ 1,096,892	\$ 1,066,633	\$ 1,116,019

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

PARKS MAINTENANCE

GENERAL FUND
PUBLIC WORKS

Parks Maintenance Expenditures 01-40-415-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 382,787	\$ 409,710	\$ 443,990	\$ 439,342	\$ 459,454
110 Overtime Wages	5,248	13,804	10,000	16,500	17,000
120 Part-Time Wages	47,739	21,639	28,000	34,100	35,300
198 Social Security Expense	32,438	33,073	36,872	37,481	39,149
199 Overhead Distribution	267,467	315,764	336,560	312,850	329,333
Total Personal Services	\$ 735,679	\$ 793,990	\$ 855,422	\$ 840,273	\$ 880,236
Contractual Services					
240 Water and Sewerage	\$ 38,860	\$ 53,596	\$ 49,500	\$ 44,000	\$ 46,200
241 Natural Gas	5,902	2,441	4,700	3,200	3,600
242 Electricity	8,244	11,081	12,600	12,000	12,600
290 Other Contractual Services	10,536	22,863	33,000	33,000	33,000
299 Annual Park Maintenance Prog.	30,826	25,036	25,000	25,000	25,000
Total Contractual Services	\$ 94,368	\$ 115,017	\$ 124,800	\$ 117,200	\$ 120,400
Commodities					
315 Construction Supplies	\$ 28,743	\$ 12,259	\$ 33,000	\$ 28,000	\$ 31,000
327 Botanical Supplies	20,936	16,813	34,000	32,000	34,000
328 Park Maintenance Supplies	24,565	13,598	16,000	16,000	16,000
342 Mechanical Equipment & Supplies	-	8,467	12,000	12,000	11,000
343 Tools & Equipment	5,693	6,750	6,800	6,800	6,800
390 Other Supplies	2,167	2,743	3,000	2,500	3,000
Total Commodities	\$ 82,104	\$ 60,630	\$ 104,800	\$ 97,300	\$ 101,800
Distributed Costs					
601 Dist. Vehicle Costs	\$ 10,629	\$ 11,630	\$ 11,870	\$ 11,860	\$ 13,583
Total Distributed Costs	\$ 10,629	\$ 11,630	\$ 11,870	\$ 11,860	\$ 13,583
Total Parks Maintenance Expenditures	\$ 922,780	\$ 981,267	\$ 1,096,892	\$ 1,066,633	\$ 1,116,019

BUDGETARY COMMENT

Funds requested for Parks Maintenance are \$19,127 more than appropriated in 2024, a change of 1.7%. This is due mostly to increased personal services expense which is partially offset by reductions in other areas.



Right: Interior trail bridge repairs.

FORESTRY

GENERAL FUND
PUBLIC WORKS



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Forestry Expenditures					
Personal Services	\$ 21,137	\$ 18,267	\$ 28,528	\$ 18,471	\$ 16,595
Contractual Services	83,911	60,783	85,000	85,000	85,000
Commodities	4,895	1,218	5,000	5,000	5,000
Total Forestry Expenditures	\$ 109,943	\$ 80,268	\$ 118,528	\$ 108,471	\$ 106,595

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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 9,256	\$ 5,826	\$ 12,558	\$ 10,646	\$ 8,714
110 Overtime Wages	521	4,763	5,100	1,000	900
198 Social Security Expense	724	781	1,351	891	735
199 Overhead Distribution	10,636	6,897	9,519	5,934	6,246
Total Personal Services	\$ 21,137	\$ 18,267	\$ 28,528	\$ 18,471	\$ 16,595
Contractual Services					
290 Other Contractual Services	\$ 83,911	\$ 60,783	\$ 85,000	\$ 85,000	\$ 85,000
Total Contractual Services	\$ 83,911	\$ 60,783	\$ 85,000	\$ 85,000	\$ 85,000
Commodities					
327 Botanical Supplies	\$ 3,987	\$ -	\$ 3,000	\$ 3,000	\$ 3,000
390 Other Supplies	908	1,218	2,000	2,000	2,000
Total Commodities	\$ 4,895	\$ 1,218	\$ 5,000	\$ 5,000	\$ 5,000
Total Forestry	\$ 109,943	\$ 80,268	\$ 118,528	\$ 108,471	\$ 106,595

BUDGETARY COMMENT

Funds requested for Forestry are \$11,933 lower than the 2024 appropriation due to entirely to a reduction in personal services costs in this program area.

FORCE WORK PROJECTS

GENERAL FUND PUBLIC WORKS

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Force Work Projects Expenditures					
Personal Services	\$ 3,260	\$ 3,535	\$ 4,739	\$ 2,647	\$ 4,121
Contractual Services	-	-	2,500	2,000	2,300
Commodities	-	-	2,000	1,800	1,800
Total Force Work Projects Expenditures	\$ 3,260	\$ 3,535	\$ 9,239	\$ 6,447	\$ 8,221

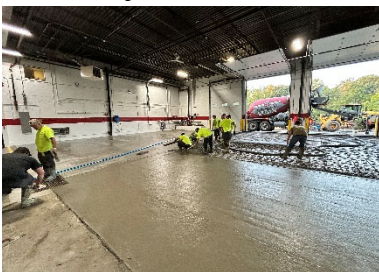
FORCE WORK PROJECTS OVERVIEW

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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 1,850	\$ 789	\$ 2,583	\$ 1,005	\$ 2,298
110 Overtime Wages	51	-	-	-	-
198 Social Security Expense	139	59	198	77	176
199 Overhead Distribution	1,220	2,687	1,958	1,565	1,647
Total Personal Services	\$ 3,260	\$ 3,535	\$ 4,739	\$ 2,647	\$ 4,121
Contractual Services					
290 Other Contractual Services	\$ -	\$ -	\$ 2,500	\$ 2,000	\$ 2,300
Total Contractual Services	\$ -	\$ -	\$ 2,500	\$ 2,000	\$ 2,300
Commodities					
390 Other Supplies	\$ -	\$ -	\$ 2,000	\$ 1,800	\$ 1,800
Total Commodities	\$ -	\$ -	\$ 2,000	\$ 1,800	\$ 1,800
Total Force Work Projects Expenditures	\$ 3,260	\$ 3,535	\$ 9,239	\$ 6,447	\$ 8,221

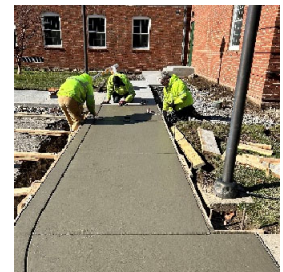
BUDGETARY COMMENT

This program provides an appropriation for labor expenses and equipment rental. Funds requested for Force Work Projects are \$1,018 less than the 2024 appropriation.



Left: Public Works garage floor replacement

Right: Municipal building sidewalk replacement



OVERHEAD DISTRIBUTION

**GENERAL FUND
PUBLIC WORKS**



OVERHEAD DISTRIBUTION OVERVIEW

This account represents the total Public Works Budget cost for wages for vacation and sick days, craft wages, medical insurance, group life insurance, 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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
101 Full-Time Wages	\$ 253,204	\$ 253,832	\$ 320,978	\$ 256,036	\$ 326,066
112 Craft Wages	9,524	8,233	10,500	12,000	12,350
162 Group Life Insurance	5,322	5,288	5,780	5,700	6,100
163 Medical Insurance	480,279	543,057	645,000	632,000	623,000
164 Workers' Compensation	86,255	89,510	108,807	108,807	105,299
166 Pension Costs	167,442	171,853	98,000	98,000	93,400
167 Long-term Disability Insurance	4,057	4,227	4,700	4,500	4,800
198 Social Security Expense	19,394	19,431	25,358	20,505	25,889
262 Uniform Reimbursement	24,759	25,146	29,000	27,000	29,000
199 Less: Dist. Operating Costs	<u>(923,910)</u>	<u>(994,939)</u>	<u>(1,248,123)</u>	<u>(1,164,548)</u>	<u>(1,225,904)</u>
Total Public Works Overhead Distribution	\$ 126,326	\$ 125,638	\$ -	\$ -	\$ -

In 2025, the total overhead Fringe Benefit expense estimate of \$1,225,904 is distributed to the Public Works departments based on actual costs. The distribution is as follows:

Fund-Acct. No.	2024 Distribution	2025 Distribution
01-401 Public Works Administration	\$ 243,312	\$ 233,722
01-403 Civic Activities	3,162	3,156
01-404 Snow and Ice Control	37,961	33,589
01-405 Storm Sewer Maintenance	15,482	15,722
01-406 Traffic Safety	6,619	4,738
01-408 Street Maintenance	128,289	123,049
01-411 Building Maintenance	125,713	128,531
01-412 Equipment Maintenance	128,308	129,378
01-413 Golf Course Maintenance	30,523	30,098
01-414 Tennis Court Maintenance	27,156	26,894
01-415 Parks Maintenance	336,560	329,333
01-416 Forestry	9,519	6,246
01-418 Force Work Projects	1,958	1,647
50-425 Sanitary Sewer Fund	13,861	11,922
52-102 Boyce Mayview Park RAD Fund	139,700	147,879
Total Distributed Amount	\$ 1,248,123	\$ 1,225,904

GENERAL FUND

RECREATION

SUMMARY

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES

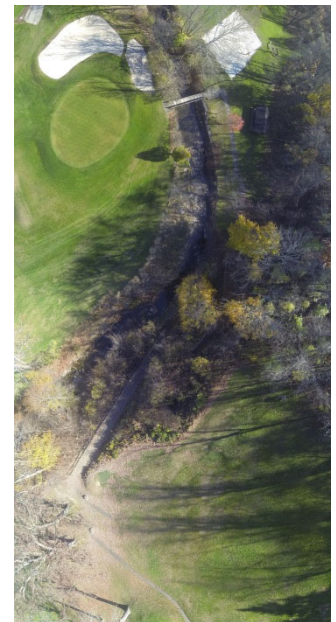


	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Recreation Expenditures					
Personal Services	\$ 265,473	\$ 288,883	\$ 348,294	\$ 340,043	\$ 375,478
Contractual Services	213,246	258,852	273,650	261,000	268,700
Commodities	53,439	44,360	55,500	45,000	46,650
Distributed Costs	71,581	41,417	66,476	65,477	68,663
Total Recreation Expenditures	<u>\$ 603,739</u>	<u>\$ 633,512</u>	<u>\$ 743,920</u>	<u>\$ 711,520</u>	<u>\$ 759,491</u>

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 20,000 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 90,000 square foot Community & Recreation Center (C&RC) serving both residents and non-residents. The operation of 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.

**DEPARTMENT
SUMMARY**

**GENERAL FUND
RECREATION AND LEISURE SERVICES**



Community Program Youth and Adult Sports

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

Older 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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 60,070	\$ 66,416	\$ 100,320	\$ 86,787	\$ 103,800
120 Part-Time Wages	156,686	169,926	177,550	188,750	197,650
162 Group Life Insurance	263	273	290	400	400
163 Medical Insurance	15,403	17,038	25,000	20,000	26,800
164 Workers' Compensation	11,359	11,787	14,328	14,328	13,866
166 Pension Costs	4,498	4,798	8,350	7,500	8,700
167 Long-term Disability Insurance	131	136	200	200	200
168 Post Retirement Plan	650	600	1,000	1,000	1,000
198 Social Security Expense	16,413	17,909	21,256	21,078	23,062
Total Personal Services	\$ 265,473	\$ 288,883	\$ 348,294	\$ 340,043	\$ 375,478
Contractual Services					
220 Liability Insurance	\$ 28,233	\$ 28,637	\$ 30,250	\$ 32,200	\$ 34,600
230 Association Dues	175	965	2,000	2,000	2,000
231 Travel & Conference Expense	2,111	688	2,500	2,500	2,500
241 Natural Gas	55,482	54,453	62,700	55,500	61,100
242 Electricity	8,276	16,206	22,900	19,000	20,000
243 Telephone	5,754	4,981	2,800	2,800	1,500
261 Rental Charges-Transportation	1,920	3,510	6,000	6,000	6,000
275 Printing & Duplicating	-	-	10,000	6,500	6,500
278 Postage	-	-	2,000	2,000	2,000
279 Self Supporting Programs	104,530	141,772	120,000	120,000	120,000
290 Other Contractual Services	6,765	7,640	12,500	12,500	12,500
Total Contractual Services	\$ 213,246	\$ 258,852	\$ 273,650	\$ 261,000	\$ 268,700

**DEPARTMENT
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



DEPARTMENT EXPENDITURES (Continued)

Recreation Expenditures 01-50-501-500 TO 01-50-545-500	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Commodities					
301 Expendable Office Supplies	\$ 108	\$ 241	\$ 1,500	\$ 1,500	\$ 1,500
326 Recreation Supplies	52,845	39,700	52,500	42,000	43,650
328 Parks Maintenance Supplies	-	3,633	500	500	500
390 Other Supplies	486	786	1,000	1,000	1,000
Total Commodities	\$ 53,439	\$ 44,360	\$ 55,500	\$ 45,000	\$ 46,650
Distributed Costs					
601 Dist. Vehicle Costs	\$ 3,543	\$ 3,877	\$ 3,957	\$ 2,965	\$ 3,396
602 Dist. Data Processing Costs	68,038	37,540	62,519	62,512	65,267
Total Distributed Costs	\$ 71,581	\$ 41,417	\$ 66,476	\$ 65,477	\$ 68,663
Total Recreation Expenditures	\$ 603,739	\$ 633,512	\$ 743,920	\$ 711,520	\$ 759,491

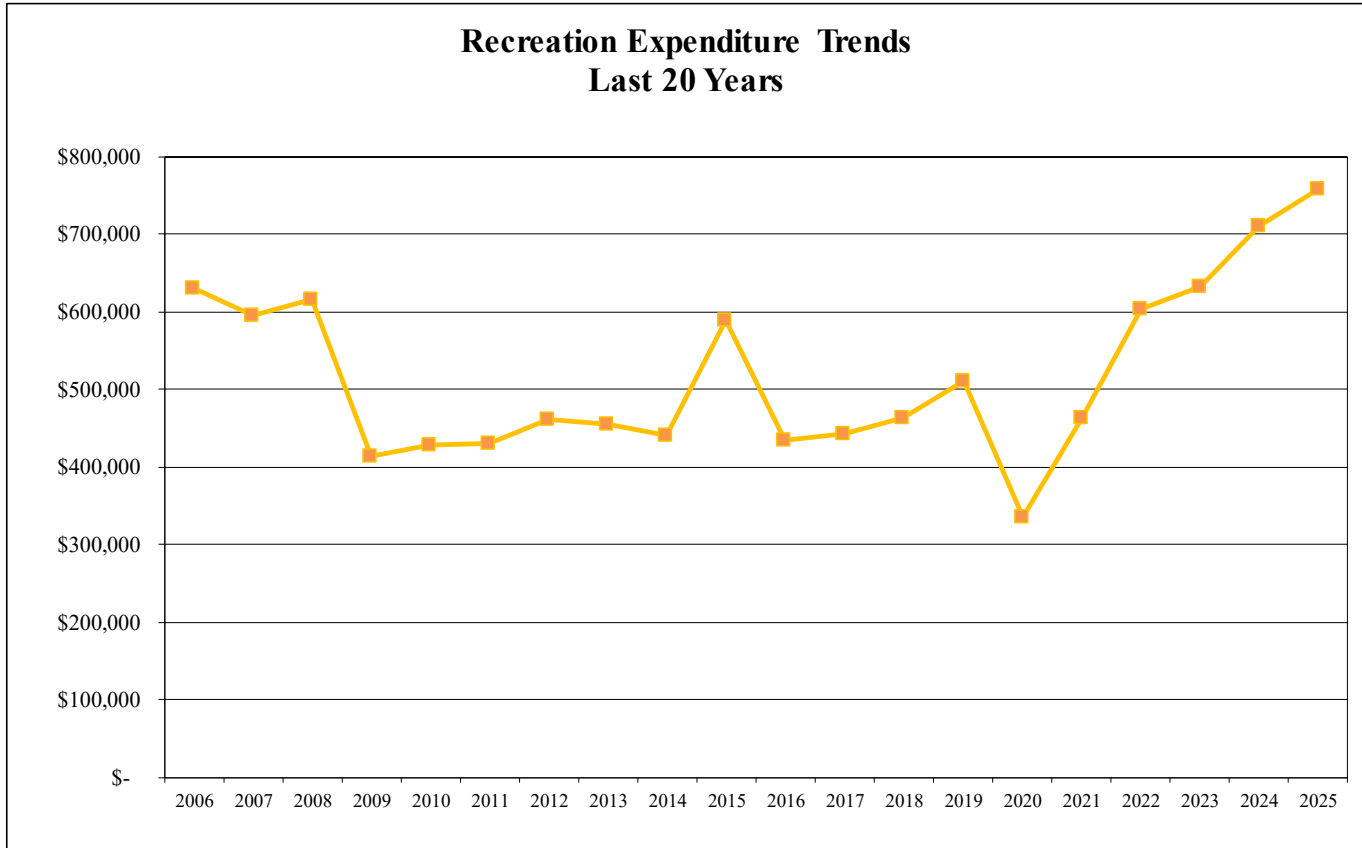
BUDGETARY COMMENT

Several factors contribute to the \$15,571, or 2.1% increase in Recreation & Leisure Services. The largest change is within Personal Services costs which reflects an increase in part-time wages which is related to the success of the Camp St. Clair program. This will be more than covered by the increase in General Recreation program revenue, which is budgeted \$85,050, or 16.2%, higher in 2025.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION

The average annual cost increase of Recreation expenditures over the last 20 years is 2.75%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$ 15,551
How many real estate tax mills?	-	\$ 5,551.86
Earned Income Tax per \$100?	\$ 0.06	\$ 8,285.59
Percentage of Other Taxes?	0.01%	\$ 1,713.55

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

GENERAL FUND

RECREATION

ADMINISTRATION

	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Administration Expenditures					
Personal Services	\$ 96,800	\$ 105,957	\$ 157,162	\$ 136,854	\$ 162,707
Contractual Services	36,273	35,271	52,550	51,000	52,100
Commodities	5,291	2,497	3,500	3,500	3,500
Distributed Costs	71,581	41,417	66,476	65,477	68,663
Total Administration Expenditures	\$ 209,945	\$ 185,142	\$ 279,688	\$ 256,831	\$ 286,970

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 reorganization 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.

2024 DEPARTMENT ACCOMPLISHMENTS

- Camp St. Clair had a record number of participants (475) and Counselors-in-Training (19).
- Through October of 2024, 129 programs and 54 unique summer camp opportunities were conducted.
- The Wednesday gatherings of the United Senior Citizens of Upper St. Clair grew to an average of 55 weekly attendees for luncheons and other social programs. In addition, the group took four trips (Johnstown Flood Memorial, Oil Creek Fall Foliage train ride, Washington Wild Things game, and a holiday play).
- Supported five large-scale community events: Bethel St. Clair Evening Rotary Annual Egg Hunt, for which the department provides assistance; "Community Day", once again partnering with the School District to encourage community spirit, unity, and participation; the Monster Hunt at Boyce Mayview Park, which had 500+ attendees; the Creature Crawl family fun race, which had 150+ attendees; and the Bounty Fall Fest, which continued to be a very popular festival with over 2,500 attendees in 2024.
- Completed a successful outdoor tennis and golf season where players could enjoy the recreational and wellness benefits of both activities, including significant usage by resident Silver Card holders.
- Continued to work together with community organizations such as the USCSO, USCAA, community volunteer groups to enhance the opportunity and quality of life for USC residents.

2025 DEPARTMENT GOALS AND OBJECTIVES

- Continue to grow the variety of year-round programming and summer camps by infusing new topics and subjects based on interests of the community and across the age spectrum.
- Research options to streamline registration for and scheduling of courts, permit sales, and additional tennis/golf usage.
- Evaluate additional monitoring and lighting options to increase safety, security, and growth.
- Evaluate options for pickleball play.
- Continue to build upon community program successes and the implementation of a part-time staff structure with strong yearly retention in program staff.
- Continue to partner with other community entities to offer events and programming that promote unity and wellness.
- Continue to implement a leadership succession plan that continues to provide high quality recreation services to the community.

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. Following is a list of goals included in the 2015-2025 Comprehensive Plan that identify the Recreation Department as having a specific role.

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 budget continues to fund construction and maintenance of the Boyce Mayview Park Perimeter Trail system. The final segment of the Perimeter Trail along Morton Road is on track to be completed in 2023. Staff has also applied for grant funding to install upgraded pedestrian crossings at four locations in the Township.

GOAL: Work with community groups and other applicable private entities to address Township-prioritized improvements for public spaces, pedestrian linkages and the community's natural heritage system. (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. As the Township continues to update its Comprehensive Plan, it is anticipated that more clarity will be obtained regarding the process to get approval from the railroad company and potential cost of the connection.

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 2016, the Township purchased 108 Hays Road using a FEMA Hazard Mitigation Grant to mitigate future losses as a result of flood damage. This property will remain as open space. In recent years, the Township purchased property adjacent to the Beadling Soccer Field and purchased property adjacent to Marmion Field that may be utilized to help meet this goal.

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.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT STATISTICS AND BENCHMARKS

COMMUNITY PROGRAM STATISTICS	2020	2021	2022	2023	Oct-24
Rental Permits					
McLaughlin Run Activity Center (MAC)	101	227	395	443	290
% USCAA / Township Organizations	28%	29%	58%	75%	63%
% Private Party	42%	56%	37%	27%	29%
% School District	31%	15%	5%	6%	8%
Boyce Mayview Pavilion	40	64	97	85	87
% USCAA / Township Organizations	18%	14%	62%	56%	53%
% Private Party	80%	73%	36%	39%	45%
% School District	3%	13%	2%	5%	2%
Township Fields			2,060	1,944	1,237
% USCAA / Township Organizations	69%	92%	92%	97%	89%
% Private Party	0%	0%	1%	0%	0%
% School District	31%	8%	7%	3%	11%
Boyce Mayview Fields			861	930	964
% USCAA / Township Organizations	72%	83%	87%	89%	84%
% Private Party	0%	15%	2%	1%	15%
% School District	28%	15%	11%	10%	1%
Program Registrations (estimated)					
Total Registrations	1,211	3,745	6,511	5,495	3,915
% Resident	76%	75%	75%	80%	62%
% Non Resident	24%	25%	25%	20%	38%
Camp St. Clair Registrations	890	2,503	2,839	2,107	475
Preschool/Youth Enrichment Registrations	87	272	1,120	1,590	1,572
Adult Sports (Volleyball, Basketball, Softball)	-	-	1,124	348	-
Older Adults Trips and Monthly Programs	752	496	1,310	1,450	1,868
Tennis and Golf Programs (estimated)					
Outdoor / Indoor Bubble (up to 4 people per permit) *	44	144	145	191	176
# Hours - Upper St. Clair Different Strokes Tennis League	868	975	616	1,218	624
# Hours - Upper St. Clair Tennis Development Program	2485	1,268	7,081	2,927	2,639
Paddle Tennis (includes permits and match fees)	94	66	101	48	67
Golf Permits (effective 2021)	-	34	97	198	139

- \$610,950 is budgeted to be collected from program revenue in 2025.
- 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.

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 during 2024:

- 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
- 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

GENERAL FUND

RECREATION

PROGRAM SUMMARY

**PROGRAM
SUMMARY**

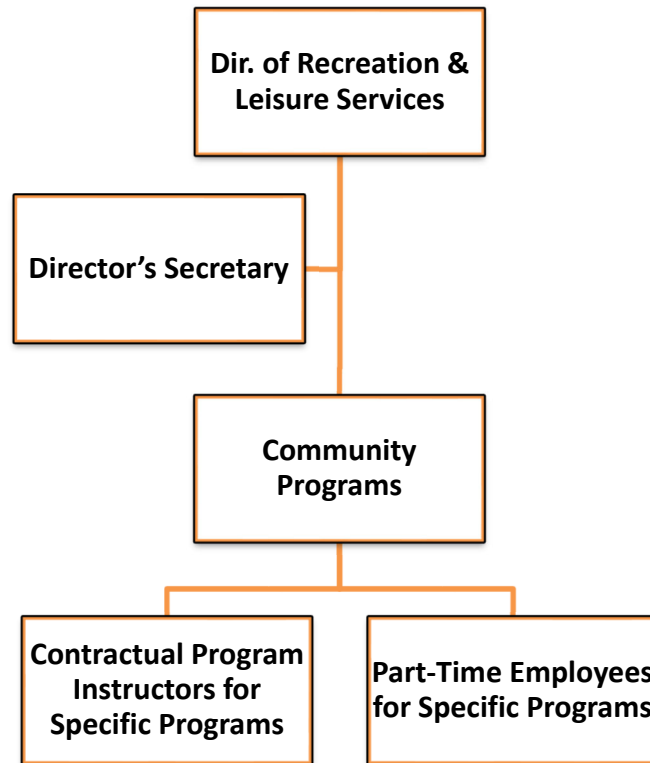
GENERAL FUND
RECREATION AND LEISURE SERVICES



DEPARTMENT ORGANIZATIONAL STRUCTURE

The proposed authorized personnel responsible for programs and services for the Recreation and Leisure Services Department for 2025 are listed below.

Position Title	Pay Grade	Minimum	Maximum	2025 Positions
Director of Recreation & Leisure Services	11	\$96,200	\$160,300	1
Senior Strategic Advisor, Recreation & Leisure	9	\$79,500	\$132,500	1
Coordinator, Community Programs	3	\$44,600	\$67,000	1
Secretary to the Director of Recreation	2	\$40,200	\$60,200	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	General Fund	C&RC Fund	BM RAD
Director of Recreation and Leisure Services	25.0%	75.0%	n/a
Senior Strategic Advisor, Recreation & Leisure	25.0%	75.0%	n/a
Coordinator, Community Programs	50.0%	50.0%	n/a
Secretary to the Director of Recreation	25.0%	70.0%	5.0%

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



DEPARTMENT EXPENDITURES

Administration Expenditures 01-50-501-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 60,070	\$ 66,416	\$ 100,320	\$ 86,787	\$ 103,800
162 Group Life Insurance	263	273	290	400	400
163 Medical Insurance	15,403	17,038	25,000	20,000	26,800
164 Workers' Compensation	11,359	11,787	14,328	14,328	13,866
166 Pension Costs	4,498	4,798	8,350	7,500	8,700
167 Long-term Disability Insurance	131	136	200	200	200
168 Post Retirement Plan	650	600	1,000	1,000	1,000
198 Social Security Expense	4,426	4,909	7,674	6,639	7,941
Total Personal Services	\$ 96,800	\$ 105,957	\$ 157,162	\$ 136,854	\$ 162,707
Contractual Services					
220 Liability Insurance	\$ 28,233	\$ 28,637	\$ 30,250	\$ 32,200	\$ 34,600
230 Association Dues	175	965	2,000	2,000	2,000
231 Travel & Conference Expense	2,111	688	2,500	2,500	2,500
243 Telephone	5,754	4,981	2,800	2,800	1,500
275 Printing & Duplicating	-	-	10,000	6,500	6,500
278 Postage	-	-	2,000	2,000	2,000
290 Other Contractual Services	-	-	3,000	3,000	3,000
Total Contractual Services	\$ 36,273	\$ 35,271	\$ 52,550	\$ 51,000	\$ 52,100
Commodities					
301 Office Supplies	\$ 108	\$ 241	\$ 1,500	\$ 1,500	\$ 1,500
326 Recreation Program Supplies	4,697	1,470	1,000	1,000	1,000
390 Other Supplies	486	786	1,000	1,000	1,000
Total Commodities	\$ 5,291	\$ 2,497	\$ 3,500	\$ 3,500	\$ 3,500
Distributed Costs					
601 Dist. Vehicle Costs	\$ 3,543	\$ 3,877	\$ 3,957	\$ 2,965	\$ 3,396
602 Dist. Data Processing Costs	68,038	37,540	62,519	62,512	65,267
Total Distributed Costs	\$ 71,581	\$ 41,417	\$ 66,476	\$ 65,477	\$ 68,663
Total Administration Expenditures	\$ 209,945	\$ 185,142	\$ 279,688	\$ 256,831	\$ 286,970

BUDGETARY COMMENT

Funds requested for Recreation Administration are \$7,282, or 2.6% more than appropriated in 2024. An increase within Personal Services costs is partially offset by reductions in contractual services.

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Program Expenditures					
Personal Services	\$ 168,673	\$ 182,926	\$ 191,132	\$ 203,189	\$ 212,771
Contractual Services	176,973	223,581	221,100	210,000	216,600
Commodities	48,148	41,863	52,000	41,500	43,150
Total Program Expenditures	\$ 393,794	\$ 448,370	\$ 464,232	\$ 454,689	\$ 472,521

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 2025 are \$472,521. Anticipated fees generated by these programs are \$610,950. Thus, recreation programs are fully supported by fees.

Program Expenditures 01-50-502-500 TO 01-50-530-500	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
120 Part-Time Wages	\$ 156,686	\$ 169,926	\$ 177,550	\$ 188,750	\$ 197,650
198 Social Security Expense	11,987	13,000	13,582	14,439	15,121
Total Personal Services	\$ 168,673	\$ 182,926	\$ 191,132	\$ 203,189	\$ 212,771
Contractual Services					
241 Natural Gas	\$ 55,482	\$ 54,453	\$ 62,700	\$ 55,500	\$ 61,100
242 Electricity	8,276	16,206	22,900	19,000	20,000
260 Rental Charges-Transportation	1,920	3,510	6,000	6,000	6,000
279 Self Supporting Programs	104,530	141,772	120,000	120,000	120,000
290 Other Contractual Services	6,765	7,640	9,500	9,500	9,500
Total Contractual Services	\$ 176,973	\$ 223,581	\$ 221,100	\$ 210,000	\$ 216,600
Commodities					
326 Recreation Supplies	\$ 48,148	\$ 38,230	\$ 51,500	\$ 41,000	\$ 42,650
328 Parks Maintenance Supplies	-	3,633	500	500	500
Total Commodities	\$ 48,148	\$ 41,863	\$ 52,000	\$ 41,500	\$ 43,150
Total Program Expenditures	\$ 393,794	\$ 448,370	\$ 464,232	\$ 454,689	\$ 472,521

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



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.

Summer Playground Expenditures 01-50-511-500??-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
120 Part-Time Wages	\$ 109,091	\$ 123,607	\$ 126,600	\$ 137,800	\$ 144,000
198 Social Security Expense	8,346	9,456	9,685	10,542	11,016
Total Personal Services	\$ 117,437	\$ 133,063	\$ 136,285	\$ 148,342	\$ 155,016
Contractual Services					
290 Other Contractual Services	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Total Contractual Services	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Commodities					
326 Recreation Program Supplies	\$ 8,505	\$ 13,310	\$ 13,000	\$ 13,000	\$ 14,500
Total Commodities	\$ 8,505	\$ 13,310	\$ 13,000	\$ 13,000	\$ 14,500
Total Summer Playground Expenditures	\$ 125,942	\$ 146,373	\$ 150,285	\$ 162,342	\$ 170,516
Estimated Revenue					
011 Summer Program Fees	\$ 183,477	\$ 161,700	\$ 160,000	\$ 182,500	\$ 193,450
Percent Fee Supported					113%

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



OLDER ADULTS PROGRAM

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

Older Adults Program Expenditures 01-50-513-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
120 Part-Time Wages	\$ 8,147	\$ 8,916	\$ 9,300	\$ 9,300	\$ 9,500
198 Social Security Expense	623	682	711	711	727
Total Personal Services	\$ 8,770	\$ 9,598	\$ 10,011	\$ 10,011	\$ 10,227
Contractual Services					
260 Transportation Expense	\$ 1,920	\$ 3,510	\$ 6,000	\$ 6,000	\$ 6,000
Total Contractual Services	\$ 1,920	\$ 3,510	\$ 6,000	\$ 6,000	\$ 6,000
Commodities					
326 Recreation Program Supplies	\$ 20,250	\$ 19,707	\$ 23,000	\$ 23,000	\$ 23,000
Total Commodities	\$ 20,250	\$ 19,707	\$ 23,000	\$ 23,000	\$ 23,000
Total Older Adults Program Expenditures	\$ 30,940	\$ 32,815	\$ 39,011	\$ 39,011	\$ 39,227
Estimated Revenue					
013 Older Adults	\$ 4,691	\$ 7,470	\$ 4,000	\$ 4,000	\$ 4,000
Percent Fee Supported					10%

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



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.

Tennis Bubble/Paddle Tennis Exp. 01-50-521-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
120 Part-Time Wages	\$ 28,750	\$ 25,109	\$ 27,300	\$ 25,400	\$ 27,500
198 Social Security Expense	2,200	1,921	2,088	1,943	2,104
Total Personal Services	\$ 30,950	\$ 27,030	\$ 29,388	\$ 27,343	\$ 29,604
Contractual Services					
241 Natural Gas	\$ 55,482	\$ 54,453	\$ 62,700	\$ 55,500	\$ 61,100
242 Electricity	8,276	16,206	22,900	19,000	20,000
Total Contractual Services	\$ 63,758	\$ 70,659	\$ 85,600	\$ 74,500	\$ 81,100
Commodities					
328 Parks Maintenance Supplies	\$ -	\$ 3,633	\$ 500	\$ 500	\$ 500
Total Commodities	\$ -	\$ 3,633	\$ 500	\$ 500	\$ 500
Total Tennis Bubble/Paddle Tennis Exp.	\$ 94,708	\$ 101,322	\$ 115,488	\$ 102,343	\$ 111,204
Estimated Revenue					
021 Tennis Bubble Fees	\$ 113,709	\$ 125,077	\$ 116,000	\$ 116,000	\$ 119,500
Percent Fee Supported					107%



**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



YOUTH BASKETBALL PROGRAMS

Winter and summer basketball programs are offered in order to teach basketball fundamentals and provide opportunities for organized play.

Youth Basketball Expenditures 01-50-523-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
120 Part-Time Wages	\$ -	\$ -	\$ 1,750	\$ 1,750	\$ 1,850
198 Social Security Expense	-	-	134	134	142
Total Personal Services	\$ -	\$ -	\$ 1,884	\$ 1,884	\$ 1,992
Commodities					
326 Recreation Program Supplies	\$ 18,286	\$ -	\$ 11,000	\$ 500	\$ 500
Total Commodities	\$ 18,286	\$ -	\$ 11,000	\$ 500	\$ 500
Total Youth Basketball Expenditures	\$ 18,286	\$ -	\$ 12,884	\$ 2,384	\$ 2,492
Estimated Revenue					
023 Youth Basketball	\$ 38,567	\$ 7,448	\$ 12,900	\$ -	\$ -
Percent Fee Supported					0%

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

**PROGRAM
SUMMARY**

GENERAL FUND
RECREATION AND LEISURE SERVICES



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	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
120 Part-Time Wages	\$ 10,698	\$ 12,294	\$ 12,600	\$ 14,500	\$ 14,800
198 Social Security Expense	818	941	964	1,109	1,132
Total Personal Services	\$ 11,516	\$ 13,235	\$ 13,564	\$ 15,609	\$ 15,932
Contractual Services					
279 Self Supporting Programs	\$ 104,530	\$ 141,772	\$ 120,000	\$ 120,000	\$ 120,000
290 Other Contractual Services	6,765	7,640	8,500	8,500	8,500
Total Contractual Services	\$ 111,295	\$ 149,412	\$ 128,500	\$ 128,500	\$ 128,500
Commodities					
326 Recreation Program Supplies	\$ 1,107	\$ 5,213	\$ 4,500	\$ 4,500	\$ 4,650
Total Commodities	\$ 1,107	\$ 5,213	\$ 4,500	\$ 4,500	\$ 4,650
Total Self Supporting Prog. Expenditures	\$ 123,918	\$ 167,860	\$ 146,564	\$ 148,609	\$ 149,082
Estimated Revenue					
022 Miscellaneous Self Supporting	\$ 171,006	\$ 220,573	\$ 180,000	\$ 235,000	\$ 235,000
Percent Fee Supported					158%

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

GENERAL FUND

LIBRARY

SUMMARY

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Administration Expenditures					
Personal Services	\$ 596,450	\$ 632,948	\$ 836,579	\$ 732,201	\$ 807,810
Contractual Services	12,386	14,779	17,550	15,911	18,700
Commodities	107,833	95,121	144,150	130,650	147,150
Distributed Costs	34,019	45,048	46,889	46,884	48,951
Total Administration Expenditures	\$ 750,688	\$ 787,896	\$ 1,045,168	\$ 925,646	\$ 1,022,611

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. The Library is a member of the Allegheny County Library Association (ACLA). For information about ARAD, please see the “*Special Revenue Funds*” section of the budget.



Library Materials

The circulating physical collection includes approximately 60,000 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. In 2022, the Library joined in with other ACLA libraries in the introduction of a mobile app which is available on both Apple and Android platforms.

Library Services

The Library connects people with information through services such as personal reference help answering questions, book recommendations and reviews, and staff facilitated interlibrary loans. Computers equipped with Microsoft Office products connect users to the world of digital information. The Library provides free, public Wi-Fi access, and printing is possible from adult computers and personal devices. 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, scanner, and 3-D printer are all available for patron use at the Library. The number of available study rooms in the Library increased from three to five in 2023. A Library multipurpose room is also 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 story times, afterschool programs; summer reading programs; special events; and a teen volunteer program. Outreach programs are offered to classes in area nursery and preschools. Collaborative and outreach services are provided to the Community & Recreation Center at Boyce-Mayview Park. The Playroom, in the Children’s Department, provides developmentally appropriate materials for young children.



The Library continued its adult programming efforts in 2024 covering a wide variety of topics including: author talks and appearances; health; investing and personal finance; U.S. and world history; and entertainment.

Adult programming in 2024 continued with the newer, more interactive program types that were implemented in the prior year. These included a senior citizen driving course in collaboration with AAA, Friday movie matinees, cooking demonstrations such as pie making and cookie decorating, bingo for seniors, a cookbook book group, a “Clue”-like mystery program/scavenger hunt, and nature walks presented in cooperation with the Allegheny County Parks Service.

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

2024 DEPARTMENT ACCOMPLISHMENTS

- Expanded programs and classes for preschoolers, kids and teens and their families. To date (October 2024), the Kids & Teens Library has offered 372 programs for children aged 0-5; 217 programs for children aged 6-11; and 42 programs for tweens and teens aged 12-18.
- Offered a variety of reading and activity challenges to encourage use of the Township Library. Over 300 children and teens participated in the Summer Activity Challenge. The Kids & Teens Library expanded its “Books Before...” programs, offering Books Before Kindergarten, Middle School, High School and Graduation programs. 385 children and teens are participating in one of these reading challenges.
- Expanded collaboration with other departments. In addition to making weekly visits to Camp St. Clair, monthly story time visits to the C&RC, and our already established Public Works Day, Police, Fire & EMS Day, and Gilfillan Farm Carnival, the Library offered teen “adulting” programs with the Police Department, Fire Department, and C&RC Aquatics.
- Developed a Love Your Library month rewards program to encourage library use. This was shared at the C&RC, Township Administration Office, Community Development Office, and each school district library.
- Hosted a Poolside Book Club over the summer at the C&RC.
- Represented the Library at large-scale community events such as Bounty and Community Day.
- Developed a partnership with the Upper St. Clair School District’s Special Education Department and began hosting a student employee from the high school for two days a week in April.

2024 DEPARTMENT ACCOMPLISHMENTS (continued)

- The Township Flex Space opened on the Library’s 3rd Floor in January, giving the Library and its users a new and modern area for programming space.
- Newly renovated Study Rooms opened in April on the Library’s 3rd Floor.
- The Library’s Outdoor Rooftop Courtyard opened in September.
- Received an honorable mention in the 2024 Library Journal Year in Architecture issue recognizing the facility’s renovation.
- Awarded a \$4,000 Arts Grant from the Community Foundation of Upper St. Clair to enhance and modernize the audiovisual area of the Library’s adult section.
- Began planning for the revitalization and renovation of the shelving and fixtures in the adult fiction area.
- Achieved PA Forward Gold Star Status for the ninth consecutive year.

2025 DEPARTMENT GOALS AND OBJECTIVES

- With the school district’s librarians, develop and offer “school” nights at the library to promote usage of the Township Library to all Upper St. Clair School District schools.
- Offer the Association of Fish & Wildlife Agencies Project Wild K-12 Curriculum & Activities to Camp St. Clair.
- Ongoing reevaluation of library collections between Adult and Kids & Teens Library to create a cohesive, single-floor library space.
- Achieve PA Forward Gold Star Status for the tenth consecutive year.
- Implement Kanopy, an interesting and appealing streaming service which is similar to Netflix and Prime for Upper St. Clair residents to be accessed with any valid Upper St. Clair library card.
- Start and complete a redesign of the adult fiction area. Old shelves will be removed, newly designed shelves, fixtures, and furniture will be assembled in the space, and the collection will be rearranged.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

DEPARTMENT STATISTICS AND BENCHMARKS

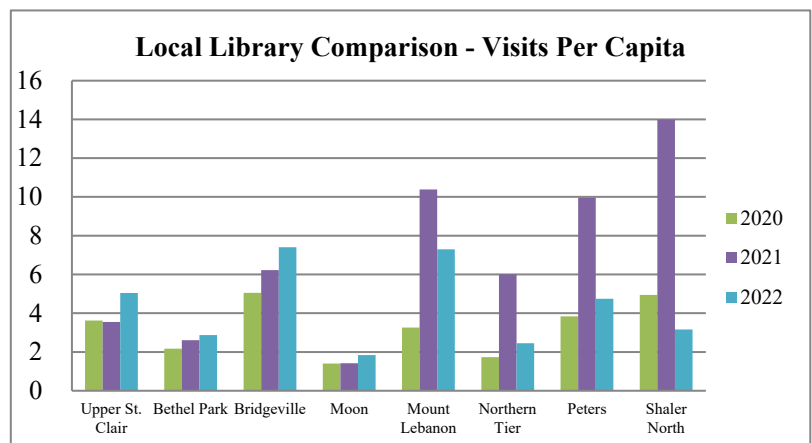
Library Performance Statistics

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

Library Statistics and Service Measures Compared with Local Area Libraries									
<i>Data from Institute of Museum and Library Services, Public Library Survey Fiscal Year 2022</i>									
Library	Population of Service Area	Hours Open Weekly	Total Staff (FTE equiv)	Collection Size	Circulation	Library Visitors	Total Library Programs	Total Program Attendance	Internet Terminals
Upper St. Clair	21,160	49	19.48	56,908	296,580	106,588	266	13,135	8
Bethel Park	33,577	55	19.20	91,091	314,048	96,316	1,315	22,868	23
Bridgeville	4,804	48	7.00	20,126	90,542	35,547	771	11,255	13
Moon	27,240	45	10.00	56,592	282,634	50,084	782	66,700	12
Mount Lebanon	34,075	66	25.58	136,636	709,292	248,872	1,391	22,522	39
Northern Tier	22,597	53	14.95	73,324	258,262	55,353	661	14,596	20
Peters	21,213	56	14.26	107,661	324,972	100,730	668	11,268	16
Shaler North	28,757	50	20.60	124,383	444,369	91,000	1,397	37,735	22

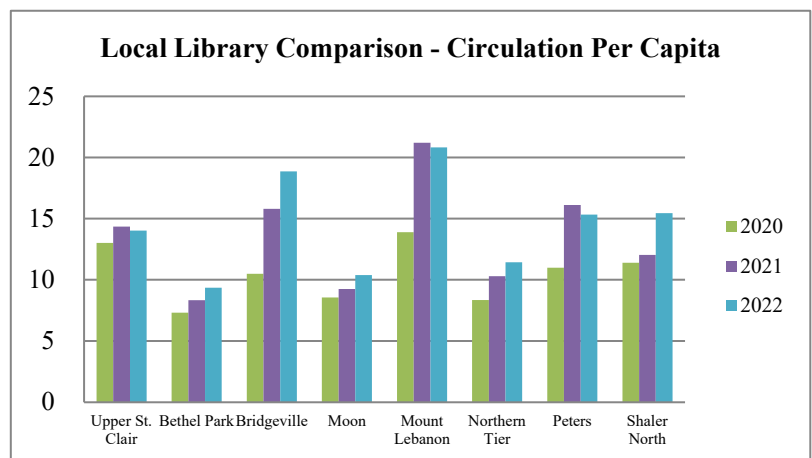
Visits Per Capita – Indicates to what extent the community uses their local library facility. Per capita comparisons with other local libraries indicate the performance of the library relative to the size of the library’s legal service population.

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.



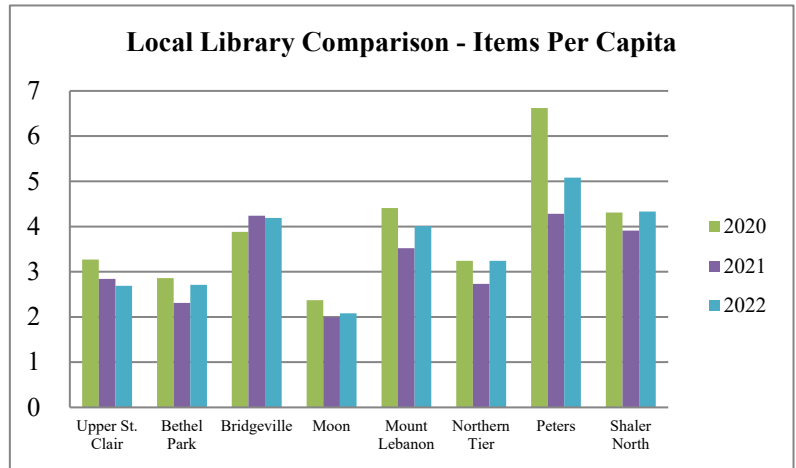
Circulation Per Capita – Relates the number of library materials lent to the population of the library service area. It is calculated by dividing total annual circulation by the library's legal service area population.

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.



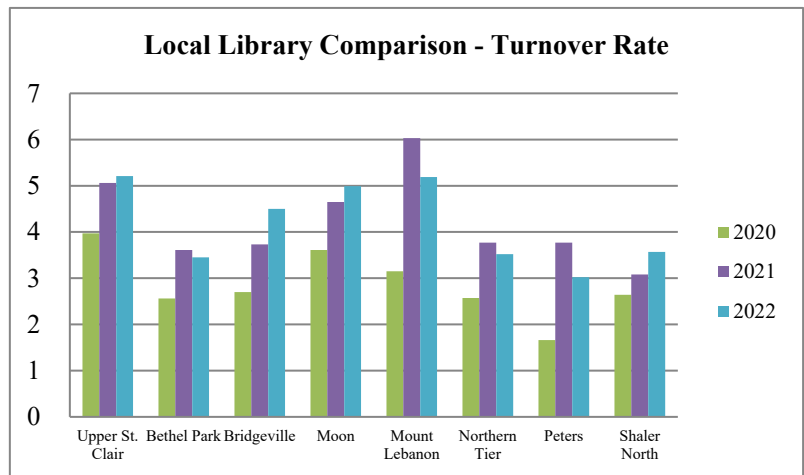
DEPARTMENT STATISTICS AND BENCHMARKS (continued)

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



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. 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 full-time personnel responsible for programs and services for the Library Department for 2025 is below. Library also has part-time librarians, library specialists, library assistants, and volunteers.

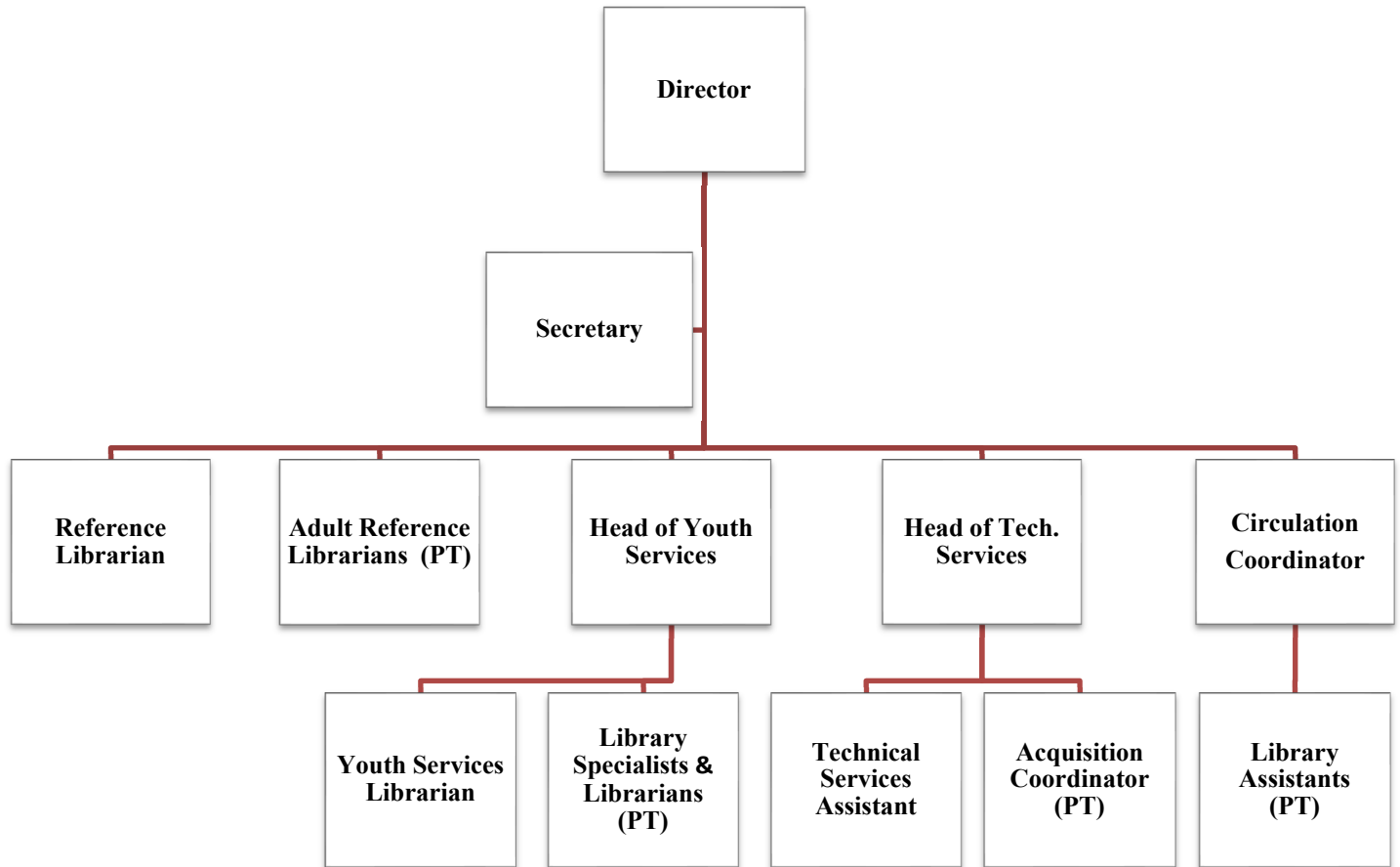
Position Title	Pay Grade	Minimum	Maximum	2025 Positions
Director of the Library	10	\$83,600	\$139,400	1
Head of Youth Services	5	\$53,600	\$80,400	1
Head of Technical Services	5	\$53,600	\$80,400	1
Youth Services Librarian	3	\$44,600	\$67,000	1
Reference Librarian	3	\$44,600	\$67,000	1
Secretary to the Director of the Library	2	\$40,200	\$60,200	1
Circulation Coordinator	2	\$40,200	\$60,200	1
Technical Services Assistant	1	\$32,200	\$48,200	1
Total				8

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

Below: The Library's outdoor rooftop terrace can be accessed through the 3rd floor programming and study area. Both spaces opened in 2024.



DEPARTMENT ORGANIZATIONAL STRUCTURE (Continued)



Above: Pictures from the new Kids Library portion that opened in July 2022.

DEPARTMENT EXPENDITURES

Administration Expenditures 01-60-601-500???-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Personal Services					
101 Full-Time Wages	\$ 308,777	\$ 325,363	\$ 402,897	\$ 314,090	\$ 359,890
120 Part-Time Wages	152,440	173,773	205,000	227,000	257,000
162 Group Life Insurance	1,139	1,147	1,260	1,200	1,300
163 Medical Insurance	75,089	72,349	141,000	111,000	104,500
164 Workers' Compensation	4,691	4,868	5,918	5,918	5,728
165 Unemployment Compensation	1,037	-	-	-	-
166 Pension Costs	16,691	16,297	31,200	28,800	29,300
167 Long-term Disability Insurance	699	709	800	800	900
168 Post Retirement Plan	2,167	2,000	2,000	2,000	2,000
198 Social Security Expense	33,720	36,442	46,504	41,393	47,192
Total Personal Services	\$ 596,450	\$ 632,948	\$ 836,579	\$ 732,201	\$ 807,810
Contractual Services					
230 Association Dues	\$ 616	\$ 340	\$ 1,400	\$ 300	\$ 800
231 Travel & Conference Expense	124	100	800	200	1,200
243 Telephone	7,298	8,107	7,200	7,200	8,250
250 Repairs/Maint - Equipment	2,598	2,622	3,500	2,676	2,800
275 Software Licensing	-	1,123	2,500	2,500	2,500
275 Printing & Duplicating	1,426	2,084	1,750	2,485	2,500
278 Postage	324	403	400	550	650
Total Contractual Services	\$ 12,386	\$ 14,779	\$ 17,550	\$ 15,911	\$ 18,700
Commodities					
301 Expendable Office Supplies	\$ 4,589	\$ 4,293	\$ 5,000	\$ 5,000	\$ 5,000
302 Periodicals & Subscriptions	6,643	6,054	6,000	6,000	7,000
310 Adult Books	49,707	31,408	58,500	58,500	62,000
311 Juvenile Books	17,308	8,729	17,000	14,000	17,000
314 Adult Non-Print Materials	5,171	4,196	8,000	4,000	5,000
315 Juvenile Non-Print Materials	-	390	400	400	450
320 E-Resources	11,251	23,010	31,500	25,000	31,500
380 Miscellaneous Supplies	685	524	750	750	1,000
381 Program Expenses	11,525	13,479	14,000	14,000	15,200
382 Library Specific Supplies	954	3,038	3,000	3,000	3,000
Total Commodities	\$ 107,833	\$ 95,121	\$ 144,150	\$ 130,650	\$ 147,150

Continued on next page

DEPARTMENT EXPENDITURES (Continued)

Administration Expenditures 01-60-601-500??-000	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Distributed Costs					
602 Dist. Data Processing Costs	\$ 34,019	\$ 45,048	\$ 46,889	\$ 46,884	\$ 48,951
Total Distributed Costs	\$ 34,019	\$ 45,048	\$ 46,889	\$ 46,884	\$ 48,951
Total Administration Expenditures	\$ 750,688	\$ 787,896	\$ 1,045,168	\$ 925,646	\$ 1,022,611

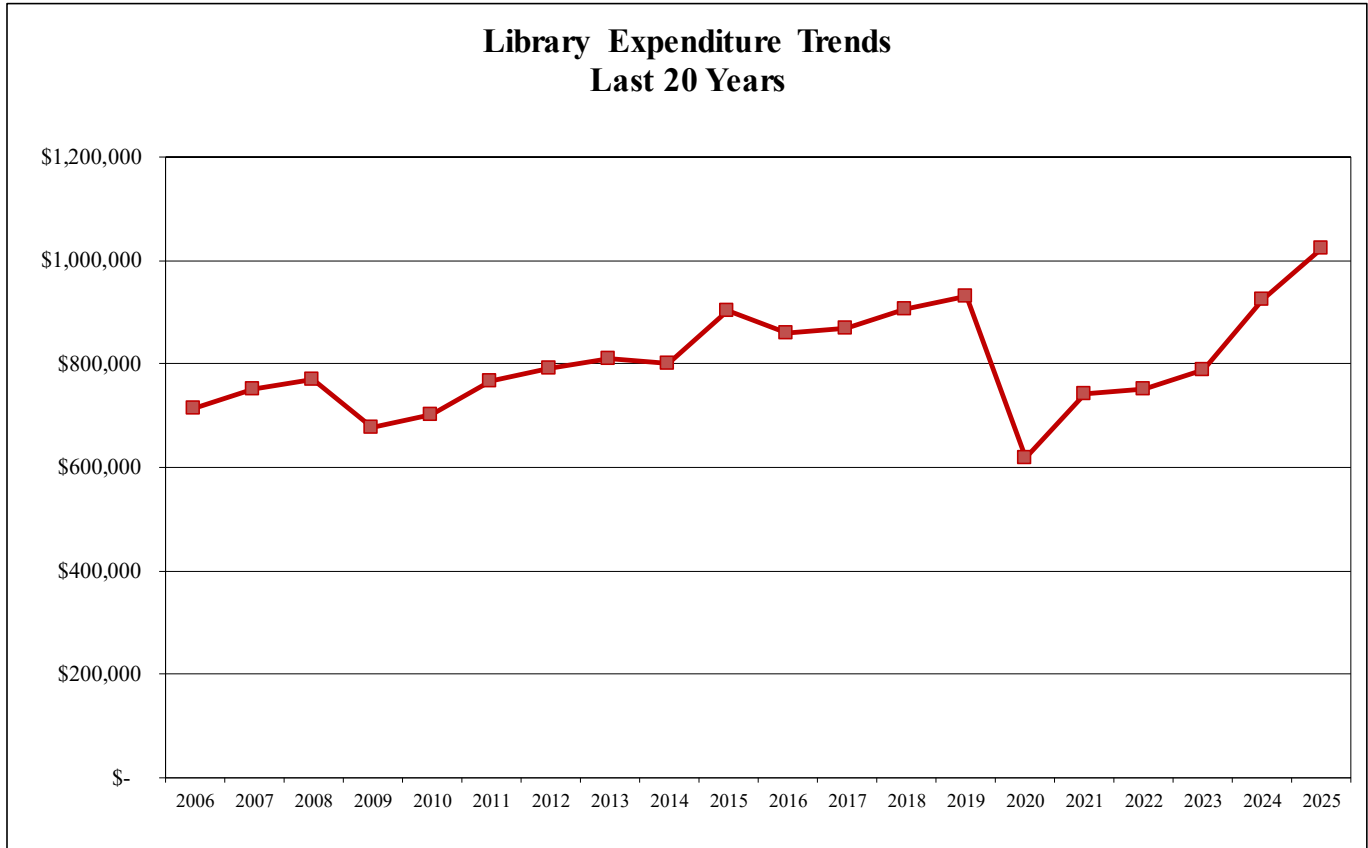
BUDGETARY COMMENT

The General Fund portion of the Library budget is \$22,557, or 2.16%, lower than 2024. This is primarily due to the reeducation of one full-time position, the savings of which was partially offset by an increase in part-time wages.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION

The average annual cost increase of Library expenditures over the last 20 years is 2.44%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$868,806
How many real estate tax mills?	0.13	\$310,172
Earned Income Tax per \$100?	\$ 3.61	\$462,901
Percentage of Other Taxes?	0.40%	\$95,733

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

FRINGE BENEFITS

&

INSURANCE

**DISTRIBUTED OVERHEAD
& FRINGE BENEFITS**

GENERAL FUND
TOWNSHIP WIDE



	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Personal Services	\$ 3,800,234	\$ 4,150,044	\$ 4,834,287	\$ 4,639,860	\$ 4,946,051
Less: Dist. Operating Costs	(3,760,054)	(4,222,522)	(4,834,287)	(4,639,860)	(4,946,051)
Total Personal Services	\$ 40,180	\$ (72,478)	\$ -	\$ -	\$ -

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	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Personal Services					
160 Social Security Expense	\$ 880,263	\$ 934,584	\$ 902,767	\$ 872,650	\$ 931,023
162 Group Life Insurance	29,253	30,111	36,510	35,600	38,000
163 Medical Insurance	1,805,172	2,024,329	2,711,000	2,577,150	2,744,100
164 Workers' Compensation	337,260	390,960	463,460	463,460	438,928
165 Unemployment Compensation	29,871	-	2,500	-	-
166 Pension Costs	702,697	753,502	697,650	671,800	773,600
167 Long-Term Disability Insurance	15,718	16,558	20,400	19,200	20,400
199 Less: Dist. Operating Costs	(3,760,054)	(4,222,522)	(4,834,287)	(4,639,860)	(4,946,051)
Total Personal Services	\$ 40,180	\$ (72,478)	\$ -	\$ -	\$ -

BUDGETARY COMMENT

In 2025, the total overhead Fringe Benefit expense is estimated at \$4,946,051, which is an increase of \$111,764, or 2.3%, from the 2024 budget. Pension costs make up the largest dollar value increase at \$75,950, or 10.9%. Workers compensation insurance is the largest dollar value decrease at 5.3%, or \$24,532.

**DISTRIBUTED OVERHEAD
& FRINGE BENEFITS**

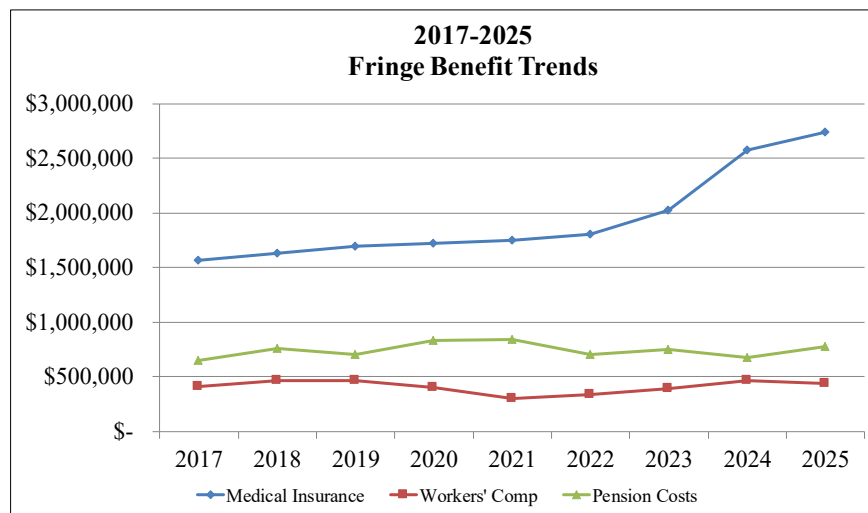
**GENERAL FUND
TOWNSHIP WIDE**



FRINGE BENEFIT DISTRIBUTION

Fund - Acct. No.	Program	Social Security	Life Insurance	Medical Insurance	Workers' Comp.	Pension Costs	LTD Insurance
01-101	Commissioners	\$ 643	\$ -	\$ -	\$ -	\$ -	\$ -
01-102	Administration	54,711	2,800	179,600	2,412	62,800	1,200
01-103	Finance Office	14,778	1,000	54,300	844	16,500	400
01-104	Tax Collection	3,856	300	11,200	211	4,800	100
01-106	Information Technology	23,297	1,700	79,100	1,115	25,400	700
01-107	Cable Television	3,994	300	28,600	247	4,000	200
01-201	Police	316,981	12,300	792,500	173,178	354,700	7,700
01-202	VFD	14,907	900	56,000	48,972	16,300	300
01-301	Comm. Development	37,579	2,700	173,600	1,809	38,100	900
01-501	Recreation - Admin	7,941	400	26,800	13,866	8,700	200
01-502-530	Recreation Programs	15,121	-	-	-	-	-
01-601	Library	47,192	1,300	104,500	5,728	29,300	900
01-499	Public Works	167,483	6,100	623,000	105,299	93,400	4,800
01-904	Post Employment Benefits	-	1,800	140,500	-	-	-
14-601	Library RAD Fund	6,905	300	36,200	1,085	6,800	200
50-425	Sanitary Sewer	16,248	700	38,900	1,085	16,600	400
52-102	BM Park RAD Fund	26,439	500	28,900	362	6,100	200
53-50-501	BM Rec	172,948	4,900	370,400	82,715	90,100	2,200
Total Benefits		\$ 931,023	\$ 38,000	\$ 2,744,100	\$ 438,928	\$ 773,600	\$ 20,400

Fringe benefit costs for Administration, Finance, IT, Police, Community Development, Public Works, Recreation Administration and Library Administration are based on actual costs per employee. Fringe benefit expenses for 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 – 10% of premiums
- Police Officers – 10% of premiums
- Police Dispatchers – 10% of premiums
- All other Non-contractual Employees – 10% of premiums
- Retired Police Officers – Responsible for all premium increases above retirement year premium cost.

2025 Budget Medical Insurance Employee Reimbursements	
Police Officers	\$ 34,000
Non-Contractual Employees	97,500
Teamsters	43,000
Dispatchers	6,000
Total Employee Reimbursement	\$ 180,500
Net % of Medical Insurance	6.6%

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 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Estimated 2024	Budget 2025
WC Premium	\$413,457	\$461,866	\$467,252	\$368,439	\$296,507	337,260	\$390,960	\$463,460	\$438,928
WC Dividends	(128,247)	(135,127)	(166,870)	(204,124)	(191,137)	(219,573)	(82,823)	(127,888)	(115,000)
Net Premium	\$285,210	\$326,739	\$300,382	\$164,315	\$105,370	\$117,687	\$308,137	\$335,572	\$323,928

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
2025 Minimum Municipal Obligation	\$ 29,380	\$ 330,495	\$ 413,725	\$ 773,600
Less: State Pension Grant	(29,380)	(310,263)	(352,857)	(692,500)
Difference - Net Cost to Township	\$ -	\$ 20,232	\$ 60,868	\$ 81,100

DISTRIBUTED INSURANCE

GENERAL FUND
TOWNSHIP WIDE



	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Contractual Services	\$ 198,767	\$ 205,557	\$ 222,750	\$ 246,500	\$ 238,000
Less: Dist. Operating Costs	(174,495)	(176,993)	(189,100)	(198,600)	(213,700)
Total Contractual Services	\$ 24,272	\$ 28,564	\$ 33,650	\$ 47,900	\$ 24,300

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	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Contractual Services					
199 Less: Dist. Operating Costs	\$ (174,495)	\$ (176,993)	\$ (189,100)	\$ (198,600)	\$ (213,700)
220 Umbrella Policy	11,724	12,012	11,500	11,000	11,500
221 Special Multi-Peril Policy	152,771	156,527	166,000	178,000	193,000
223 Employment Practices Liability	31,824	19,480	22,000	22,500	23,500
224 Pollution Liability	10,975	11,361	13,250	25,000	-
295 Brokerage Services	10,000	10,000	10,000	10,000	10,000
400 Distribution Account	(18,527)	(3,823)	-	-	-
Total Contractual Services	\$ 24,272	\$ 28,564	\$ 33,650	\$ 47,900	\$ 24,300

BUDGETARY COMMENT

The distributed insurance cost is budgeted to decrease by \$23,600 from the 2024 estimate. The primary reason for this is savings resulting from incorporating pollution liability coverage into another policy.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

**POST EMPLOYMENT
BENEFITS**

GENERAL FUND
TOWNSHIP WIDE



POST-EMPLOYMENT BENEFITS OVERVIEW

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

DEPARTMENT EXPENDITURES

Post Employment Benefits 01-90-904-500???-000	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Personal Services					
162 Group Life Insurance	\$ 1,505	\$ 1,628	\$ 1,760	\$ 1,700	\$ 1,800
163 Medical Insurance	166,300	172,563	205,000	197,000	134,500
Total Personal Services	<u>\$ 167,805</u>	<u>\$ 174,191</u>	<u>\$ 206,760</u>	<u>\$ 198,700</u>	<u>\$ 136,300</u>
COBRA Insurance Benefits 01-90-905-500???-000	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Personal Services					
163 Medical Insurance	\$ 1,384	\$ 445	\$ 6,000	\$ 1,000	\$ 6,000
Total Personal Services	<u>\$ 1,384</u>	<u>\$ 445</u>	<u>\$ 6,000</u>	<u>\$ 1,000</u>	<u>\$ 6,000</u>
Total Unallocated Costs	<u>\$ 233,641</u>	<u>\$ 130,722</u>	<u>\$ 246,410</u>	<u>\$ 247,600</u>	<u>\$ 166,600</u>

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

DEBT SERVICE

GENERAL FUND
DEBT SERVICE



	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Debt Service Expenditures					
Contractual Services	\$ 1,833,994	\$ 1,843,156	\$ 3,039,913	\$ 2,189,202	\$ 2,848,157
Total Debt Service Expenditures	<u>\$ 1,833,994</u>	<u>\$ 1,843,156</u>	<u>\$ 3,039,913</u>	<u>\$ 2,189,202</u>	<u>\$ 2,848,157</u>

DEBT SERVICE OVERVIEW

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

Debt Service Expenditures 01-70-701-500???-000	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Contractual Services					
501 Principal - General Oblig Bonds	\$ 904,695	\$ 967,760	\$ 1,471,453	\$ 991,453	\$ 1,501,623
511 Interest - General Oblig Bonds	929,299	875,396	1,568,460	1,197,749	1,346,534
Total Contractual Services	<u>\$ 1,833,994</u>	<u>\$ 1,843,156</u>	<u>\$ 3,039,913</u>	<u>\$ 2,189,202</u>	<u>\$ 2,848,157</u>
Total Debt Service Expenditures	<u>\$ 1,833,994</u>	<u>\$ 1,843,156</u>	<u>\$ 3,039,913</u>	<u>\$ 2,189,202</u>	<u>\$ 2,848,157</u>

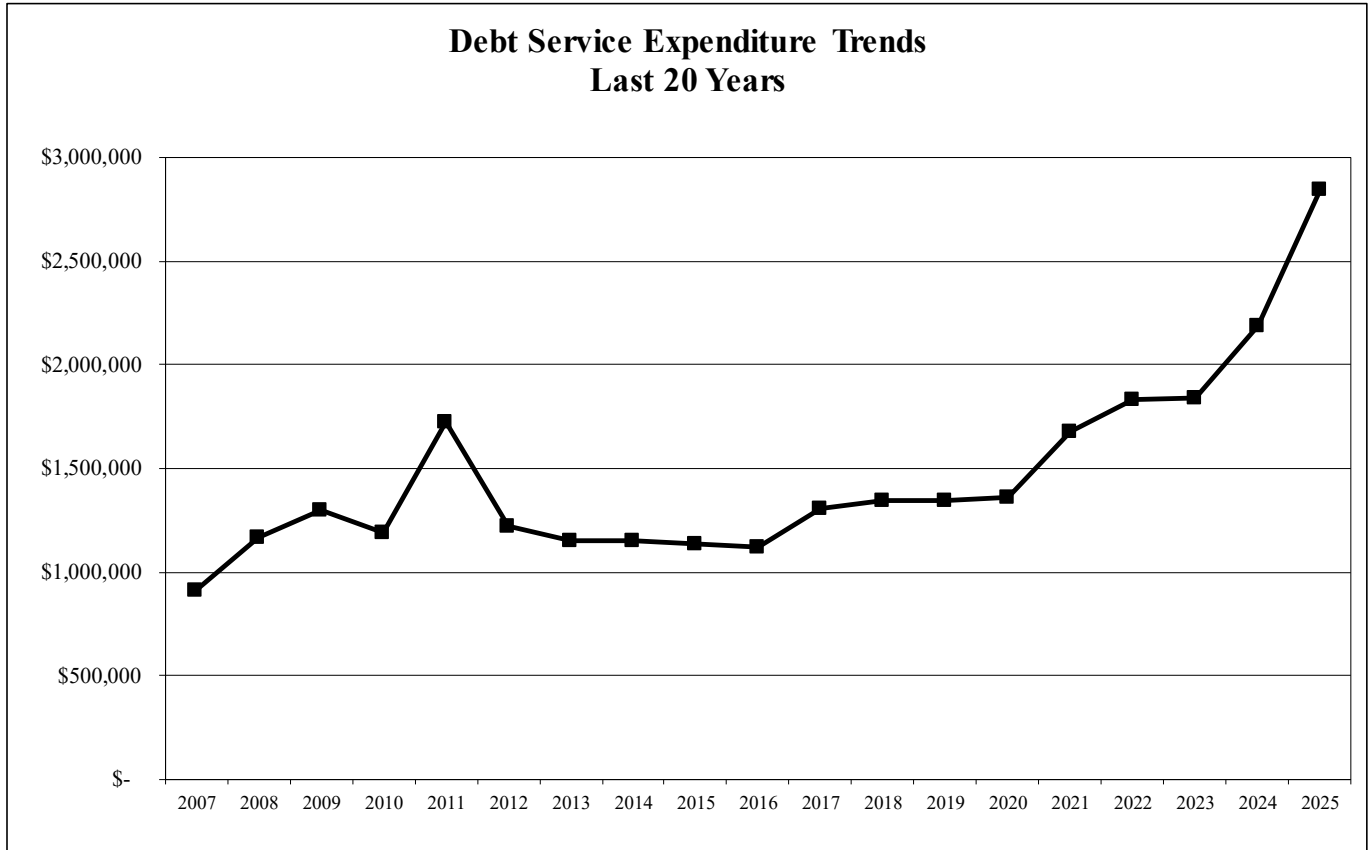
BUDGETARY COMMENT

The General Fund’s debt service is budgeted to decrease by \$191,756 from the 2024 Budget. Last year’s budget included an estimated figure for new debt which ended up being higher than what was required to service the debt from the 2024 General Obligation Bonds. That difference was \$170,500 and accounts for most of this year-to-year budgetary change. Other debt service covered by this appropriation is for the 2016 General Obligation Bonds, 2017 General Obligation Bonds, 2021 General Obligation Bonds, and 2022 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 9.51%.



General Fund Revenue Breakdown

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

<i>Net Expenditures*</i>		\$2,848,157
How many real estate tax mills?	0.45	\$1,016,820
Earned Income Tax per \$100?	\$ 11.85	\$1,517,501
Percentage of Other Taxes?	1.31%	\$313,836

**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 Rates 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
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		\$ 3,179,243	\$ 1,006,708	\$ 4,185,950

PROJECTED DEBT SERVICE SCHEDULES (Continued)

II. BONDED INDEBTEDNESS

Issue: 2017 General Obligation Bonds, Series B
 Date: August 29, 2017
 Rating: AA+
 Principal Amount: \$9,910,000
 Interest Rate: See Coupon Rates 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
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		\$ 4,340,000	\$ 798,517	\$ 5,138,517

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 Rates 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
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		\$ 12,320,000	\$ 7,320,600	\$ 19,640,600

PROJECTED DEBT SERVICE SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

Issue: 2022 General Obligation Bonds
 Date: February 15, 2022
 Rating: AA+
 Principal Amount: \$7,620,000
 Interest Rate: See Coupon Rates Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding the 2017-A General Obligation Bond Issue.

2022 Bond Issue				
General Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2025	3.000%	\$ 620,000	\$ 82,945	\$ 702,945
2026	3.000%	640,000	63,833	703,833
2027	3.000%	655,000	44,252	699,252
2028	2.000%	670,000	27,631	697,631
Total		\$ 2,585,000	\$ 218,661	\$ 2,803,661

DEBT SERVICE SCHEDULES

**GENERAL FUND
DEBT SERVICE**



PROJECTED DEBT SERVICE SCHEDULES (Continued)

V. BONDED INDEBTEDNESS

Issue: 2024 General Obligation Bonds
 Date: April 9, 2024
 Rating: AA+
 Principal Amount: \$10,840,000
 Interest Rate: 5.00%
 Debt Service Source: General Fund
 Purpose: Various capital and infrastructure improvements throughout the Township including the Morton Fields Complex renovation project.

2024 General Obligation Bonds General Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2025	5.00%	\$ 500,000	\$ 529,500	\$ 1,029,500
2026	5.00%	525,000	503,875	1,028,875
2027	5.00%	550,000	477,000	1,027,000
2028	5.00%	580,000	448,750	1,028,750
2029	5.00%	610,000	419,000	1,029,000
2030	5.00%	640,000	387,750	1,027,750
2031	5.00%	670,000	355,000	1,025,000
2032	5.00%	705,000	320,625	1,025,625
2033	5.00%	740,000	284,500	1,024,500
2034	5.00%	780,000	246,500	1,026,500
2035	5.00%	820,000	206,500	1,026,500
2036	5.00%	860,000	164,500	1,024,500
2037	5.00%	905,000	120,375	1,025,375
2038	5.00%	955,000	73,875	1,028,875
2039	5.00%	1,000,000	25,000	1,025,000
Total		\$ 10,840,000	\$ 4,562,750	\$ 15,402,750

GENERAL FUND

OPERATING TRANSFERS

OPERATING TRANSFERS

GENERAL FUND
OPERATING TRANSFERS



	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Operating Transfers Expenditures					
Contractual Services	\$ 9,864,075	\$ 8,447,167	\$ 3,939,072	\$ 6,124,912	\$ 4,379,167
Total Operating Transfers Expenditures	<u><u>\$ 9,864,075</u></u>	<u><u>\$ 8,447,167</u></u>	<u><u>\$ 3,939,072</u></u>	<u><u>\$ 6,124,912</u></u>	<u><u>\$ 4,379,167</u></u>

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

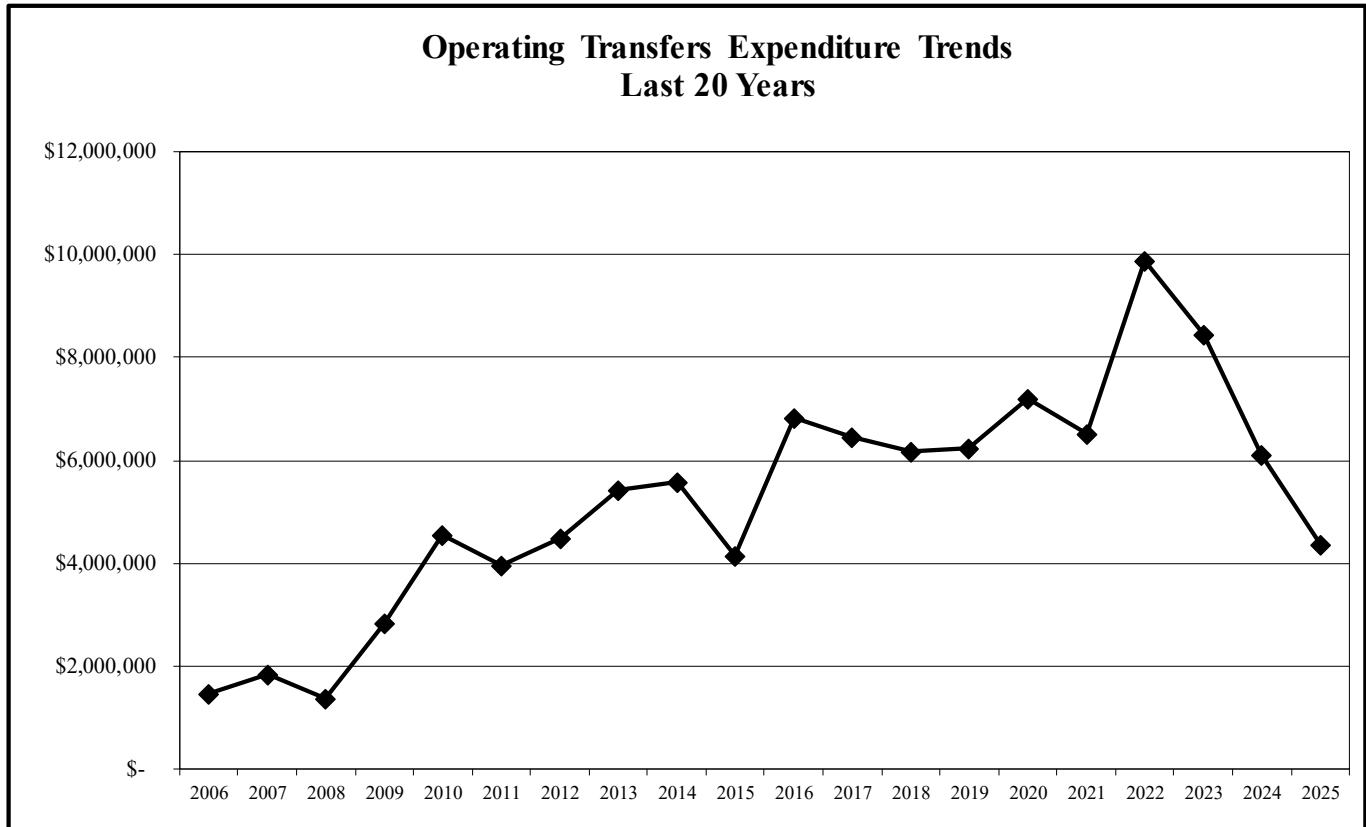
Operating Transfers Expenditures 01-80-801-500???-???	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Contractual Services					
401-000 Capital Projects Fund	\$ 6,261,754	\$ 5,703,071	\$ 1,524,989	\$ 3,739,187	\$ 1,605,404
452-000 Boyce Mayview Park RAD Fund	1,900,000	1,000,000	577,766	577,766	900,000
453-000 Boyce Mayview C&RC Fund Debt Service Portion	1,189,242	1,188,764	1,181,856	1,181,856	1,180,967
453-001 Boyce Mayview C&RC Fund 15% Operation Approp.	513,079	555,332	654,461	626,103	692,796
Total Contractual Services	<u>\$ 9,864,075</u>	<u>\$ 8,447,167</u>	<u>\$ 3,939,072</u>	<u>\$ 6,124,912</u>	<u>\$ 4,379,167</u>
Total Operating Transfers Expenditures	<u><u>\$ 9,864,075</u></u>	<u><u>\$ 8,447,167</u></u>	<u><u>\$ 3,939,072</u></u>	<u><u>\$ 6,124,912</u></u>	<u><u>\$ 4,379,167</u></u>

BUDGETARY COMMENTS

In 2025, the Township plans to transfer \$1,605,404 from the General Fund to the Capital Projects Fund, \$900,000 to the Boyce Mayview Park RAD Fund, and \$1,873,763 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?

<i>Net Expenditures*</i>		\$4,379,167
How many real estate tax mills?	0.69	\$1,563,406
Earned Income Tax per \$100?	\$ 18.21	\$2,333,224
Percentage of Other Taxes?	2.01%	\$482,537

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

STATE LIQUID FUELS TAX FUND

ANNUAL STREET PROGRAM

**STATE LIQUID FUELS TAX FUND
CAPITAL IMPROVEMENTS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Fund Balance	\$ 42,197	\$ 79,593	\$ 148,346	\$ 148,346	\$ 168,286
Revenue	637,396	668,753	654,380	669,940	646,255
Expenditures	(600,000)	(600,000)	(650,000)	(650,000)	(650,000)
Ending Fund Balance	\$ 79,593	\$ 148,346	\$ 152,726	\$ 168,286	\$ 164,541

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.

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Revenue					
10-00-000-?????-000					
345001 Interest on Investments	\$ 2,507	\$ 14,175	\$ 10,000	\$ 20,000	\$ 8,000
355002 State Allocation	616,009	635,698	625,500	631,060	619,375
355003 Turnback Revenue	18,880	18,880	18,880	18,880	18,880
Total Revenue	\$ 637,396	\$ 668,753	\$ 654,380	\$ 669,940	\$ 646,255
Expenditures					
10-40-408-500???-000					
401 Annual Street Program	\$ 600,000	\$ 600,000	\$ 650,000	\$ 650,000	\$ 650,000
Total Expenditures	\$ 600,000	\$ 600,000	\$ 650,000	\$ 650,000	\$ 650,000

BUDGETARY COMMENT

The Liquid Fuels distribution received from the Commonwealth of Pennsylvania for 2025 is expected to decrease by \$11,685 from the 2024 amount. State Liquid Fuels Tax received in each of the past ten years is shown below.

Year	Grant Amount	Year	Grant Amount
2016	\$ 579,052	2021	\$ 587,107
2017	606,056	2022	616,009
2018	634,682	2023	635,698
2019	650,485	2024	631,060
2020	632,749	2025 est.	619,375

STORM SEWER IMPROVEMENT FUND

**STORM SEWER
MAINTENANCE**

**STORM SEWER IMPROVEMENT FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Fund Balance	\$ 840,862	\$ 1,291,373	\$ 1,805,402	\$ 1,805,402	\$ 1,955,402
Revenue	750,000	767,414	500,000	500,000	500,000
Expenditures	(299,489)	(253,385)	(650,000)	(350,000)	(600,000)
Ending Fund Balance	\$ 1,291,373	\$ 1,805,402	\$ 1,655,402	\$ 1,955,402	\$ 1,855,402

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 2025 Budget appropriates \$500,000 to this fund.

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Revenue					
12-00-000-?????-000					
360008 Township Appropriation	\$ 750,000	\$ 750,000	\$ 500,000	\$ 500,000	\$ 500,000
380099 Miscellaneous Revenue	-	17,414	-	-	-
Total Revenue	\$ 750,000	\$ 767,414	\$ 500,000	\$ 500,000	\$ 500,000
Expenditures					
12-40-405-500???-000					
211 Prof. Services-Engr. & Mapping	\$ 269,941	\$ 86,085	\$ 100,000	\$ 90,000	\$ 55,000
430 Storm Sewer Projects	29,548	167,300	550,000	260,000	545,000
Total Expenditures	\$ 299,489	\$ 253,385	\$ 650,000	\$ 350,000	\$ 600,000

BUDGETARY COMMENT

Expenditures are budgeted \$50,000 less than 2024 but higher than the three years prior and reflective of the Township’s plans for storm sewer efforts during the year.

FIELD IMPROVEMENT FUND

**FIELD
MAINTENANCE**

**FIELD IMPROVEMENT FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Fund Balance	\$ 517,584	\$ 578,649	\$ 639,069	\$ 639,069	\$ 668,569
Revenue	61,065	60,420	59,500	59,500	59,500
Expenditures	-	-	(30,000)	(30,000)	(30,000)
Ending Fund Balance	\$ 578,649	\$ 639,069	\$ 668,569	\$ 668,569	\$ 698,069

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.

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Revenue					
13-00-000-?????-000					
320001 Athletic Association-User Fees	\$ 31,065	\$ 30,420	\$ 29,500	\$ 29,500	\$ 29,500
360008 Township Appropriation	30,000	30,000	30,000	30,000	30,000
Total Revenue	\$ 61,065	\$ 60,420	\$ 59,500	\$ 59,500	\$ 59,500
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 2024 appropriation.

LIBRARY RAD FUND

**LIBRARY
ADMINISTRATION**

**LIBRARY RAD FUND
LIBRARY**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Fund Balance	\$ -	\$ 3,622	\$ 3,622	\$ 3,622	\$ -
Revenue	209,199	235,152	169,807	169,807	175,750
Expenditures	(205,577)	(235,152)	(169,807)	(173,429)	(175,750)
Ending Fund Balance	<u>\$ 3,622</u>	<u>\$ 3,622</u>	<u>\$ 3,622</u>	<u>\$ -</u>	<u>\$ -</u>

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.

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Revenue					
14-00-000-?????-000					
360020 Regional Asset District	\$ 209,199	\$ 163,277	\$ 169,807	\$ 169,807	\$ 175,750
360021 Supplemental Distribution	-	71,875	-	-	-
Total Revenue	<u>\$ 209,199</u>	<u>\$ 235,152</u>	<u>\$ 169,807</u>	<u>\$ 169,807</u>	<u>\$ 175,750</u>

RAD Expenditures

14-60-601-500???-000

Personal Services

101 Full-Time Wages	\$ 88,522	\$ 91,038	\$ 66,507	\$ 95,104	\$ 86,260
120 Part-Time Wages	9,346	2,362	4,000	4,000	4,000
162 Group Life Insurance	223	213	260	300	300
163 Medical Insurance	57,633	64,722	52,000	23,500	36,200
164 Workers' Compensation	889	922	1,121	1,121	1,085
166 Pension Costs	6,766	7,189	6,300	7,622	6,800
167 Long-term Disability Insurance	169	176	225	200	200
198 Social Security Expense	7,381	7,068	5,394	7,582	6,905
Total Personal Services	<u>\$ 170,929</u>	<u>\$ 173,690</u>	<u>\$ 135,807</u>	<u>\$ 139,429</u>	<u>\$ 141,750</u>

**LIBRARY
ADMINISTRATION**

**LIBRARY RAD FUND
LIBRARY**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Contractual Services					
250 Computer Maintenance	\$ 14,227	\$ 10,699	\$ 15,000	\$ 15,000	\$ 15,000
Total Contractual Services	\$ 14,227	\$ 10,699	\$ 15,000	\$ 15,000	\$ 15,000
Commodities					
300 Furniture & Equipment	\$ 5,385	\$ 6,623	\$ 7,000	\$ 7,000	\$ 7,000
310 Adult Print Materials	5,670	32,506	-	-	-
314 Adult Non-Print Materials	2,421	2,577	4,000	4,000	4,000
315 Juvenile Non-Print Materials	12	-	1,000	1,000	1,000
380 Library Specific Supplies	6,933	9,057	7,000	7,000	7,000
Total Commodities	\$ 20,421	\$ 50,763	\$ 19,000	\$ 19,000	\$ 19,000
Total RAD Expenditures	\$ 205,577	\$ 235,152	\$ 169,807	\$ 173,429	\$ 175,750

BUDGETARY COMMENT

Funds for this program are \$5,943, or 3.5% higher than in 2024 reflecting the request of the Allegheny County Library Association (ACLA) to the Allegheny Regional Asset District (RAD) Board for an increase in the funding. Although this is an increase from 2024, it is still at a much lower level than in prior years due to RAD’s decision to accept ACLA’s 2022 recommendation to sharply cut the Township’s library funding. As a result, this fund cannot handle the amount of expenses it had in prior years which shifts the burden to the Township’s General Fund budget.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

BOYCE MAYVIEW PARK RAD FUND

**OPERATIONS &
MAINTENANCE**

**BOYCE MAYVIEW PARK RAD FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Fund Balance	\$ 321,478	\$ 1,417,012	\$ 147,389	\$ 147,389	\$ 224,909
Revenue	2,265,000	1,752,000	1,217,766	1,392,766	1,725,000
Expenditures	(1,169,466)	(3,021,623)	(1,262,450)	(1,315,246)	(1,660,264)
Ending Fund Balance	\$ 1,417,012	\$ 147,389	\$ 102,705	\$ 224,909	\$ 289,645

PROGRAM OVERVIEW

For 2025, the Township is budgeted to receive an Allegheny County Regional Asset District (RAD) operating grant of \$275,000 for operation and development costs associated with Boyce Mayview Park which is 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 \$900,000 is budgeted to be made which, along with a portion of the existing fund balance, will support the remainder of the fund's expenditures for the year.

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Revenue					
52-00-000-?????-000					
360008 General Fund Appropriation	\$ 1,900,000	\$ 1,000,000	\$ 577,766	\$ 577,766	\$ 900,000
360020 RAD Operating Grant	240,000	252,000	265,000	265,000	275,000
360021 RAD Capital Grant	-	275,000	375,000	375,000	550,000
365003 Perimeter Trail DCNR Grant	-	100,000	-	25,000	-
365006 Perimeter Trail GEDF Grant	-	-	-	150,000	-
365007 Perimeter Trail GTRP Grant	125,000	125,000	-	-	-
Total Revenue	\$ 2,265,000	\$ 1,752,000	\$ 1,217,766	\$ 1,392,766	\$ 1,725,000

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

**OPERATIONS &
MAINTENANCE**

**BOYCE MAYVIEW PARK RAD FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Park Personal Services					
52-10-102-500???-000					
101 Full-Time Wages	\$ 240,053	\$ 312,163	\$ 257,571	\$ 239,890	\$ 287,156
110 Overtime Wages	23,501	24,536	26,500	25,000	25,850
120 Part-Time Wages	20,679	30,582	28,850	31,500	32,600
162 Group Life Insurance	386	402	450	500	500
163 Medical Insurance	21,193	22,789	28,000	26,000	28,900
164 Workers' Compensation	296	308	374	374	362
166 Pension Costs	5,368	5,607	5,850	5,850	6,100
167 Long-term Disability Insurance	157	163	200	200	200
198 Social Security Expense	21,146	29,074	23,938	22,674	26,439
199 Fringe Benefit Distribution	137,373	100,877	139,700	140,478	147,879
Total Park Personal Services	\$ 470,152	\$ 526,501	\$ 511,433	\$ 492,466	\$ 555,986
Park Capital Expenditures					
52-40-401-500???-000					
307 Perimeter & Interior Trail Const.	\$ 412,610	\$ 833,368	\$ 195,000	\$ 405,694	\$ 675,000
310 Miracle Field and Playground	1,931	-	180,000	91,986	-
311 Park Playgrounds	5,251	4,798	5,000	4,200	5,000
312 Trail Maintenance	690	9,066	10,000	7,000	7,500
321 Parking Lot - Capital	-	1,373,039	-	-	-
Total Park Capital Expenditures	\$ 420,482	\$ 2,220,271	\$ 390,000	\$ 508,880	\$ 687,500
	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Park Maintenance Expenditures					
52-40-415-500???-000					
240 Water and Sewerage	\$ 31,663	\$ 36,541	\$ 39,400	\$ 30,300	\$ 42,300
241 Natural Gas	8,560	4,755	6,500	5,500	6,100
242 Electricity	27,521	48,577	55,800	45,000	47,400
290 Other Contractual Services	-	3,071	-	-	-
299 Field Maintenance Services	35,775	45,201	49,800	42,938	50,100
328 Field Maintenance Supplies	75,008	51,561	78,800	62,800	78,600
343 Tools & Equipment	6,405	6,575	20,000	19,015	76,000
601 Dist. Vehicle Costs	7,086	7,753	7,913	11,860	13,583
604 Police Patrol Distribution	52,865	50,021	56,572	56,778	56,684
605 Snow & Ice Distribution	33,949	20,796	46,232	39,709	46,011
Total Park Maintenance Exp.	\$ 278,832	\$ 274,851	\$ 361,017	\$ 313,900	\$ 416,778
Total Expenditures	\$ 1,169,466	\$ 3,021,623	\$ 1,262,450	\$ 1,315,246	\$ 1,660,264

CAPITAL PROJECTS FUND

CAPITAL EXPENDITURES

**CAPITAL PROJECTS FUND
VARIOUS DEPARTMENTS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Fund Balance	\$24,373,461	\$23,297,255	\$23,414,475	\$23,414,475	\$22,754,182
Revenue	8,227,137	6,483,365	14,624,489	16,642,659	4,759,904
Bond-Related Expenditures	(6,746,254)	(4,253,559)	(15,155,000)	(11,280,000)	(2,729,533)
Other Expenditures	(2,557,089)	(2,112,586)	(8,039,797)	(6,022,952)	(9,194,867)
Ending Assigned Fund Balance (Bonds)	6,022,025	1,850,561	-	2,729,533	-
Ending Unassigned Fund Balance	17,275,230	21,563,914	14,844,167	20,024,649	15,589,686
Total Ending Fund Balance	\$23,297,255	\$23,414,475	\$14,844,167	\$22,754,182	\$15,589,686

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 2025, an operating transfer of \$1,605,404 has been budgeted to help support Township capital expenditures.

The Five-Year Capital Improvement Plan for 2025-2029, 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.

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Revenue					
40-00-000-?????-000					
345001 Interest on Investments	\$ 197,966	\$ 425,391	\$ 400,000	\$ 400,000	\$ 175,000
350002 Peters Twp Compost Agmt	4,500	4,500	4,500	4,500	4,500
360008 General Fund Appropriation	6,261,754	5,703,071	1,524,989	3,739,187	1,605,404
360009 Bond Proceeds	-	-	12,000,000	12,158,972	-
370041 PennDOT MTF Grant	-	-	175,000	-	175,000
370043 NextGen Library State Grants	750,000	-	250,000	250,000	-
370044 Other State Grants	-	-	150,000	-	2,600,000
380099 Miscellaneous Revenue	1,012,917	350,403	120,000	90,000	200,000
Total Revenue	\$ 8,227,137	\$ 6,483,365	\$14,624,489	\$16,642,659	\$ 4,759,904

CAPITAL EXPENDITURES

**CAPITAL PROJECTS FUND
VARIOUS DEPARTMENTS**



	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Expenditures					
General Government					
40-10-102-500???-000					
300 Office Equipment	\$ -	\$ 4,495	\$ 35,000	\$ -	\$ 35,000
730 Mun Bldg Capital Maintenance	10,172	15,623	105,000	100,000	75,000
731 Mun Bldg Capital Projects - Int	39,722	15,683	110,000	80,000	775,000
732 Mun Bldg Capital Projects - Ext	5,772,962	2,343,874	780,000	780,000	725,000
733 Parking Lot Resurfacing	-	-	375,000	-	410,000
740 Staff Vehicles	-	-	-	-	65,000
750 Information Technology Equip	95,143	106,692	305,000	265,000	182,500
752 Cable Television Equipment	10,930	6,580	17,000	10,000	21,000
760 Facility Security Upgrades	64,690	34,055	160,000	160,000	23,000
Total General Government	\$ 5,993,619	\$ 2,527,002	\$ 1,887,000	\$ 1,395,000	\$ 2,311,500
	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Public Safety					
40-20-???-500???-000					
201-740 Police Vehicles	\$ 97,163	\$ 73,476	\$ 185,000	\$ 185,000	\$ 122,000
201-745 Rt. 19 Corridor Cameras	30,900	36,488	40,000	40,000	40,000
201-746 Deer Culling Program	44,699	44,604	47,000	47,000	47,000
201-747 Mobile Data Units	547	35,739	32,500	30,282	-
201-749 Dispatch Center	1,829	31,551	-	-	17,400
201-754 Software Upgrades	-	25,036	73,500	70,000	-
201-762 Other Equipment	17,994	11,368	-	-	49,000
201-780 BP Vests, Weapons & AEDs	2,822	9,637	10,000	13,500	10,000
202-730 Fire Station Maintenance	27,457	185,530	150,000	150,000	125,000
202-740 Fire Trucks	-	46,663	1,750,000	818,000	1,575,000
Total Public Safety	\$ 223,411	\$ 500,092	\$ 2,288,000	\$ 1,353,782	\$ 1,985,400
Community Development					
40-30-301-500???-???					
702-000 Software Implementation	\$ -	\$ -	\$ -	\$ -	\$ 38,000
760-000 Comprehensive Plan	-	-	150,000	70,000	65,000
770-000 Other Property	-	19,679	320,000	6,000	425,000
Total Community Development	\$ -	\$ 19,679	\$ 470,000	\$ 76,000	\$ 528,000

CAPITAL EXPENDITURES

**CAPITAL PROJECTS FUND
VARIOUS DEPARTMENTS**

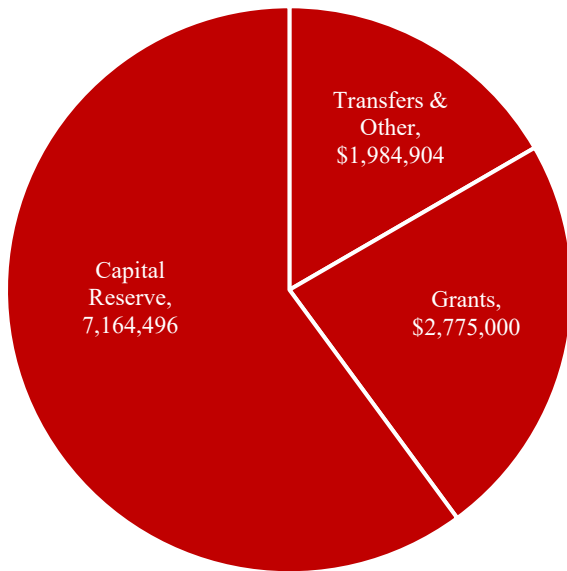


	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Public Works					
40-40-???-500???-000					
401-740 Dump Trucks	\$ 97,216	\$ 154,048	\$ 783,011	\$ 783,011	\$ 548,000
401-741 Other Trucks, CAT, Sweeper	256,250	-	164,519	160,000	76,000
401-745 Staff Vehicles	-	-	168,000	158,245	-
401-746 Fuel Island	-	-	-	-	5,000
401-760 Groundsmaster Mowers	-	-	-	174,414	-
401-784 Bobcat Loader & Tractors	-	190,617	50,000	50,000	-
401-790 Other Equipment	-	36,148	137,267	135,000	100,500
404-721 Salt Storage Facility	-	-	275,000	-	-
405-712 Storm Sewer Fund Approp.	750,000	750,000	500,000	500,000	500,000
406-743 Traffic Signals & Signs	-	34,165	63,000	63,000	45,000
406-747 Rt. 19 Signals/PennDOT	34,990	-	-	-	-
408-610 Annual Street Program	1,414,300	1,406,859	1,415,000	1,415,000	1,450,000
408-620 Sidewalk Projects	15,182	40,170	480,000	45,000	445,000
409-710 Refuse & Recycling Bins	4,785	6,563	22,500	22,500	-
411-725 Other Building Improvements	21,962	112,342	47,000	47,000	-
Total Public Works	\$ 2,594,685	\$ 2,730,912	\$ 4,105,297	\$ 3,553,170	\$ 3,169,500
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	170,971	147,929	405,000	395,000	220,000
415-725 Golf Course Improvements	23,880	-	-	-	-
415-751 Other Property Improvements	198,292	-	-	-	-
40-50-501-500???-000					
724 Tennis Bubble Replacement	29,810	-	-	-	-
762 Morton Complex Upgrades	38,675	405,840	14,000,000	10,500,000	3,500,000
Total Recreation	\$ 491,628	\$ 583,769	\$14,435,000	\$10,925,000	\$ 3,750,000
Library					
40-60-601-500???-000					
722 Other Equipment	\$ -	\$ 4,691	\$ 9,500	\$ -	\$ 180,000
Total Library	\$ -	\$ 4,691	\$ 9,500	\$ -	\$ 180,000
Total Expenditures	\$ 9,303,343	\$ 6,366,145	\$23,194,797	\$17,302,952	\$11,924,400

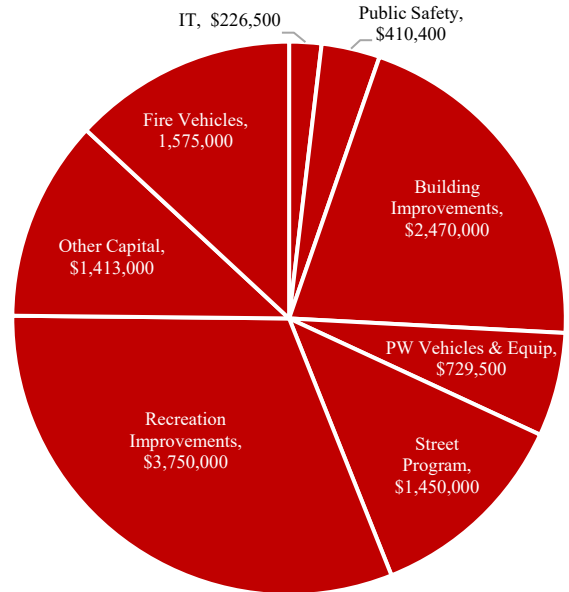
BUDGETARY COMMENT

In 2025, the Capital Projects Fund is budgeted to contribute \$1,450,000 toward the Annual Street Program. Combined with an appropriation from the State Liquid Fuels Tax Fund, the Annual Street Program budget will total \$2,100,000. The 2025 Capital Projects Fund also includes funding to complete Morton Fields Complex renovation. Other typical capital items are also included for 2025 such as building improvements, vehicle replacements, computer software and equipment, parks maintenance, and general equipment replacement.

Capital Projects Fund Revenues



Capital Projects Fund Expenditures



Capital Projects Fund			
Approved Capital Project Listing			
Improvements		Vehicles	
Annual Street Program *	\$ 1,450,000	Public Safety Vehicles	1,697,000
<i>*Total: \$2,100,000 with \$650,000 from State Liquid Fuels Tax Fund</i>		Public Works Vehicles	624,000
Morton Complex Upgrades	3,500,000	Other Vehicles	65,000
Municipal Building Improvements	1,510,000	Equipment	
Sidewalk Projects	510,000	Public Safety Equipment	116,400
Other Property Improvements	425,000	Public Works Equipment	325,500
Parking Lot Resurfacing	410,000	IT, Cable, and General Equipment	441,500
General Building Maintenance & Improvements	125,000	Programs	
Traffic Signals and Improvements	45,000	Comprehensive Plan	65,000
Software Implementation	38,000	Public Safety Deer Culling	47,000
Storm Sewer Appropriation	500,000	Total Budget: Capital Projects Fund	
Field Improvement Fund Appropriation	30,000	\$ 11,924,400	

SANITARY SEWER FUND

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Net Position	\$ 9,160,669	\$ 10,166,719	\$ 11,095,691	\$ 11,095,691	\$ 11,603,462
Operating Revenue	8,521,564	8,751,083	8,438,000	8,272,071	8,596,000
Operating Expenses	(7,072,499)	(8,010,057)	(9,023,180)	(8,074,975)	(13,853,103)
Total Operating Income (Loss)	1,449,065	741,026	(585,180)	197,096	(5,257,103)
Non-Operating Revenue	130,773	538,267	375,000	650,000	150,000
Non-Operating Expenses	(573,788)	(350,321)	(339,325)	(339,325)	(319,802)
Total Non-Operating Rev. (Expenses)	(443,015)	187,946	35,675	310,675	(169,802)
Change in Net Position	1,006,050	928,972	(549,505)	507,771	(5,426,905)
Ending Net Position	10,166,719	11,095,691	10,546,186	11,603,462	6,176,557
Net Investment in Capital Assets	(1,305,385)	(1,310,842)	(1,200,000)	(1,320,000)	(1,350,000)
Ending Unrestricted Net Position	\$ 8,861,334	\$ 9,784,849	\$ 9,346,186	\$ 10,283,462	\$ 4,826,557

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:

2020	2021	2022	2023	2024 Projected
0.95 miles	1.30 miles	1.40 miles	1.59 miles	1.56 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 2025, ALCOSAN will increase its rates by 7%. The Township multiplier will be reduced from 1.68 to 1.64. A history of the Township’s sewer multiplier is listed below.

Sanitary Sewer Fund 20 Year Multiplier History			
Year	Multiplier	Year	Multiplier
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
2013	2.19	2023	1.80
2014	2.25	2024	1.68
2015	2.25	2025	1.64

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) 2025 Monthly Billing Example						
No Winter Average Method			Winter Average Method			WAM Savings
Total Usage (gallons)	Sewer Rate (per 1,000 gallons)	Usage Charge	WAM Usage (gallons)	Sewer Rate (per 1,000 gallons)	Usage Charge	
15,000	\$19.55	\$293	5,000	\$19.55	\$98	

SANITARY SEWERS

**SANITARY SEWER FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Operating Revenue					
50-00-000-?????-000					
330450 Current Sewer User Fees	\$ 8,216,328	\$ 8,558,202	\$ 8,370,000	\$ 8,200,000	\$ 8,530,000
330456 Liened Sewer User Fees	251,005	54,726	20,000	20,000	20,000
330460 ALCOSAN Reimbursement	23,511	24,972	25,000	24,071	23,000
330502 Sanitary Sewer Permit Fees	12,500	104,500	15,000	20,000	15,000
380081 Lien Cost Reimbursement	18,220	8,683	8,000	8,000	8,000
Total Operating Revenue	\$ 8,521,564	\$ 8,751,083	\$ 8,438,000	\$ 8,272,071	\$ 8,596,000
Operating Expenses					
50-40-425-500???-000					
Personal Services					
101 Full-Time Wages	\$ 204,485	\$ 188,038	\$ 211,793	\$ 192,740	\$ 210,290
110 Overtime Wages	2,140	1,657	2,000	2,000	2,100
162 Group Life Insurance	610	605	680	700	700
163 Medical Insurance	35,768	36,710	43,000	44,200	38,900
164 Workers' Compensation	889	922	1,121	1,121	1,085
166 Pension Costs	14,835	15,336	16,200	15,000	16,600
167 Long-term Disability Insurance	359	374	400	400	400
168 Post Retirement Plan	1,029	950	600	600	600
198 Social Security Expense	15,298	14,090	16,355	14,898	16,248
199 Overhead Distribution	8,082	8,577	13,861	11,325	11,922
Total Personal Services	\$ 283,495	\$ 267,259	\$ 306,010	\$ 282,984	\$ 298,845
Contractual Services					
202 Sewer Processing Fees	\$ 4,945,969	\$ 5,321,370	\$ 5,732,000	\$ 5,732,000	\$ 6,145,000
210 Professional Svcs-Legal	3,099	9,399	40,000	25,000	40,000
211 Professional Svcs-Engineering	10,311	2,957	150,000	50,000	-
212 Engineering-Corrective Action	152,435	233,658	300,000	275,000	100,000
213 Engineering-Source Reduction	-	-	-	-	745,000
221 Flood Insurance	2,079	1,975	2,600	1,500	1,700
240 Water and Sewerage	37,122	16,844	31,800	16,000	16,800
242 Electricity	35,460	65,124	75,800	40,000	42,000
243 Telephone	3,350	3,588	3,800	3,800	4,000
250 Corrective Action-Sewer Rehab	681,654	1,215,284	1,425,000	750,000	400,000
251 Source Reduction Construction	-	-	-	-	5,130,000
258 Repairs & Maint-Mech. Equip.	64,772	10,028	37,000	20,000	32,000
262 Sewer Billing & Collection	70,720	74,639	81,600	81,600	82,800
290 Other Contractual Services	6,831	2,698	6,500	4,500	6,300
Total Contractual Services	\$ 6,013,802	\$ 6,957,564	\$ 7,886,100	\$ 6,999,400	\$ 12,745,600

SANITARY SEWERS

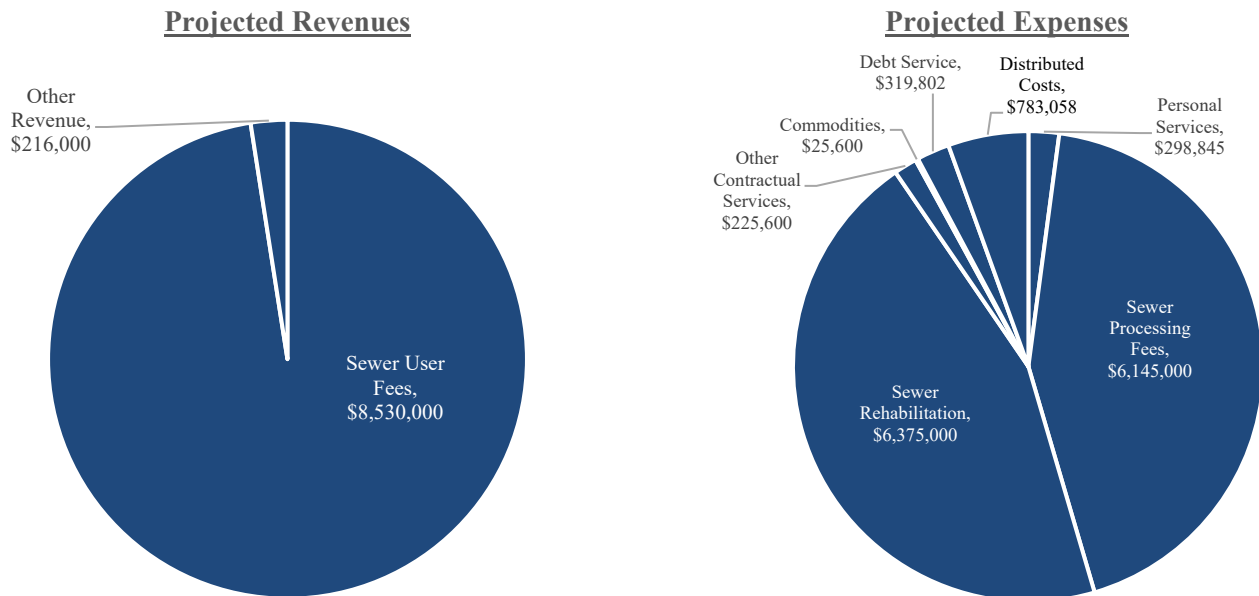
**SANITARY SEWER FUND
PUBLIC WORKS**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Commodities					
315 Construction Supplies	\$ 9,743	\$ 9,638	\$ 20,000	\$ 9,000	\$ 15,000
318 Sewer Maintenance Supplies	2,394	145	6,500	4,000	6,300
350 Protective Wearing Apparel	-	-	300	290	300
390 Other Supplies	517	786	5,000	4,000	4,000
Total Commodities	\$ 12,654	\$ 10,569	\$ 31,800	\$ 17,290	\$ 25,600
Distributed Costs					
601 Dist. Vehicle Costs	\$ 14,172	\$ 15,505	\$ 15,825	\$ 11,859	\$ 13,583
602 Depreciation Expense	720,027	721,620	760,000	740,000	745,000
603 Dist. Data Processing Costs	28,349	37,540	23,445	23,442	24,475
Total Distributed Costs	\$ 762,548	\$ 774,665	\$ 799,270	\$ 775,301	\$ 783,058
Total Operating Expenses	\$ 7,072,499	\$ 8,010,057	\$ 9,023,180	\$ 8,074,975	\$ 13,853,103
Total Operating Income (Loss)	\$ 1,449,065	\$ 741,026	\$ (585,180)	\$ 197,096	\$ (5,257,103)
Non-Operating Revenues					
50-00-000-?????-???					
345001 Interest on Investments	\$ 130,773	\$ 538,267	\$ 375,000	\$ 650,000	\$ 150,000
Total Non-Operating Revenues	\$ 130,773	\$ 538,267	\$ 375,000	\$ 650,000	\$ 150,000
Non-Operating Expenses					
50-40-425-500???-???					
401-000 Bond Payments-Principal	\$ 642,357	\$ 665,666	\$ 689,876	\$ 689,876	\$ 720,770
401-001 Bonds Payable Allocation	(642,357)	(665,666)	(689,876)	(689,876)	(720,770)
402-000 Bond Payments-Interest	537,341	350,321	339,325	339,325	319,802
405-000 Bond Issuance Costs	36,447	-	-	-	-
Total Non-Operating Expenses	\$ 573,788	\$ 350,321	\$ 339,325	\$ 339,325	\$ 319,802
Total Non-Operating Rev (Expenses)	\$ (443,015)	\$ 187,946	\$ 35,675	\$ 310,675	\$ (169,802)

BUDGETARY COMMENT

Operating expenses in the Sanitary Sewer Fund are budgeted to increase by \$4,829,923, or 53.5% over the 2024 Budget. As discussed throughout this document, this is the result of the source reduction efforts required in 2025. This is the most expensive phase of compliance with the current Consent Order and has been planned for many years. This increased level of expense is temporary, and the fund will return to a lower expense level in 2026.



THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION

Portions of the 2016 General Obligation Bonds, the 2017 General Obligation Bonds, and the 2022 General Obligation Bonds 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
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		\$ 5,509,810	\$ 1,840,515	\$ 7,350,325

SUPPLEMENTARY INFORMATION (Continued)

2017-B Bond Issue Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
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	\$ 3,160,000	\$ 475,947	\$ 3,635,947

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

SUPPLEMENTARY INFORMATION (Continued)

2022 Bond Issue				
Sanitary Sewer Fund Portion				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2025	3.000%	\$ 350,000	\$ 47,205	\$ 397,205
2026	3.000%	365,000	36,692	401,692
2027	3.000%	380,000	25,673	405,673
2028	2.000%	390,000	16,169	406,169
2029	2.000%	320,000	30,000	350,000
2030	2.000%	325,000	23,550	348,550
2031	2.000%	335,000	16,950	351,950
2032	2.000%	335,000	10,250	345,250
2033	2.000%	345,000	3,450	348,450
Total		\$ 3,145,000	\$ 209,939	\$ 3,354,939

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

**TOWNSHIP/SCHOOL DISTRICT
MAGAZINE FUND**

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Net Position	\$ 167,426	\$ 162,060	\$ 161,272	\$ 161,272	\$ 154,999
Operating Revenue	148,756	149,859	135,650	132,975	138,000
Operating Expenses	(154,122)	(150,647)	(149,535)	(139,248)	(138,000)
Total Operating Income (Loss)	(5,366)	(788)	(13,885)	(6,273)	-
Change in Net Position	(5,366)	(788)	(13,885)	(6,273)	-
Ending Net Position	\$ 162,060	\$ 161,272	\$ 147,387	\$ 154,999	\$ 154,999

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.

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Operating Revenue					
51-00-000-367???-000					
001 Advertising Fees	\$ 148,756	\$ 149,859	\$ 135,650	\$ 132,975	\$ 138,000
Total Operating Revenue	\$ 148,756	\$ 149,859	\$ 135,650	\$ 132,975	\$ 138,000
Operating Expenses					
51-10-102-500???-000					
101 Steering Committee Payments	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
111 Editorial Staff	39,540	38,880	37,160	37,280	31,000
121 Office Management	6,646	1,673	1,200	3,000	3,000
215 Photography Costs	1,900	1,000	2,000	-	410
243 Telephone	100	-	200	-	-
275 Printing Costs	45,954	48,214	49,250	42,282	43,900
278 Postage	11,387	13,434	13,600	12,076	13,000
280 Mileage	67	22	100	100	100
290 Commissions	26,544	25,663	24,425	23,931	24,840
292 Graphic Art Services	14,975	15,120	15,500	14,364	15,500
301 Office Supplies	275	110	100	100	100
302 Software Licensing	-	-	-	525	550
304 Software Licensing	1,494	1,300	1,300	750	750
390 Other Supplies	1,240	1,231	700	840	850
Total Operating Expenses	\$ 154,122	\$ 150,647	\$ 149,535	\$ 139,248	\$ 138,000
Total Operating Income (Loss)	\$ (5,366)	\$ (788)	\$ (13,885)	\$ (6,273)	\$ -

**BOYCE MAYVIEW COMMUNITY &
RECREATION CENTER FUND**

OVERVIEW

BOYCE MAYVIEW COMMUNITY & RECREATION CENTER FUND RECREATION



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Net Position	\$ 9,423,852	\$ 9,740,663	\$10,519,989	\$10,519,989	\$11,250,220
Operating Revenue	4,196,404	4,702,123	4,654,461	4,981,803	5,104,796
Operating Expenses	(3,906,266)	(4,181,499)	(4,871,436)	(4,637,025)	(5,090,521)
Total Operating Income (Loss)	<u>290,138</u>	<u>520,624</u>	<u>(216,975)</u>	<u>344,778</u>	<u>14,275</u>
Non-Operating Revenue	1,295,542	1,509,995	1,396,856	1,606,856	1,380,967
Non-Operating Expenses	(620,651)	(603,075)	(573,185)	(573,185)	(548,359)
Total Non-Operating Rev. (Expenses)	<u>674,891</u>	<u>906,920</u>	<u>823,671</u>	<u>1,033,671</u>	<u>832,608</u>
Change in Net Position	965,029	1,427,544	606,696	1,378,449	846,883
Capital Contribution					
Less: Depreciation - Building	(648,218)	(648,218)	(648,218)	(648,218)	(648,218)
Ending Net Position	9,740,663	10,519,989	10,478,467	11,250,220	11,448,885
Net Investment in Capital Assets	(2,209,719)	(2,317,913)	(2,773,413)	(2,617,332)	(2,745,582)
Ending Unrestricted Net Position	<u>\$ 7,530,944</u>	<u>\$ 8,202,076</u>	<u>\$ 7,705,054</u>	<u>\$ 8,632,888</u>	<u>\$ 8,703,303</u>

COMMUNITY & RECREATION CENTER OVERVIEW

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

From an historical perspective, the process of building the Community Center development 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 served 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. The facility assessment process was revisited in 2023 with implementation of recommendations anticipated to begin in 2025.

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.

2024 C&RC ACCOMPLISHMENTS

- Delivered 3,101 personalized 1-on-1 private swim lessons.
- Enrolled 2,030 participants in group swim lessons.
- Issued 233 aquatic certifications through department training programs in lifeguarding, water safety instruction, and lifeguard instructor courses.
- Added over 200 openings in Pilates Reformer, totaling 792 participants.
- Personal Training increased 15% in 2024.
- Family wellness programs/opportunities expanded by offering Mommy & Me Yoga.
- Continued the membership value plan and growth strategy that resulted in record membership levels.
- Continued the membership retention plan through targeted marketing and new member journey communications, maintaining retention at over 80%.
- Continued success with marketing strategy of targeted member/community outreach with monthly membership e-mails. The contact list has grown to 11,000 individuals with over a 70% open rate.

2025 C&RC GOALS AND OBJECTIVES

- Increase overall aquatic participation satisfaction by improving communication and program quality.
- Optimize Group Swim Lessons
- Continue to add Pilates Reformer classes for increased revenue/participation.
- Provide ongoing growth and training opportunities for frontline staff in all department areas.
- Focus on customer experience and member satisfaction, particularly in areas of facility usage and program demand.
- Continue integrating other group sports into our offerings, utilizing as many in-house staff members as possible.
- Continue working with the communications team to develop a C&RC social media marketing plan and continue providing a recreation update for the monthly YouTube video distributed throughout the Township.
- Provide opportunities for membership sales to be conducted online while also improving the customer-user interface.
- Continue to grow and retain membership units with special emphasis on family and senior demographics.
- Continue to expand target marketing strategies to include SMS messaging.

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

C&RC ORGANIZATIONAL STRUCTURE

The 2025 proposed staffing for the C&RC is as follows:

Position Title	Pay Grade	Minimum	Maximum	2025 Positions
Director of Recreation and Leisure Services	11	\$96,200	\$160,300	1
Senior Strategic Advisor, Recreation & Leisure	9	\$79,500	\$132,500	1
Aquatics Supervisor	6	\$58,000	\$87,000	1
Membership & Marketing Supervisor	6	\$58,000	\$87,000	1
Fitness Supervisor	6	\$58,000	\$87,000	1
Recreation Supervisor	5	\$53,600	\$80,400	1
Aquatics Coordinator	3	\$44,600	\$67,000	1
Coordinator, Community Programs	3	\$44,600	\$67,000	1
Group Exercise Coordinator	3	\$44,600	\$67,000	1
Guest Relations Coordinator	3	\$44,600	\$67,000	1
Facility/Banquet Rental Coordinator	2	\$40,200	\$60,200	1
Marketing Assistant	2	\$40,200	\$60,200	1
Membership Specialist	2	\$40,200	\$60,200	1
Secretary to the Director of Recreation	2	\$40,200	\$60,200	1
Bldg Maintenance Custodian /Attendant	Union Contract	\$24.60/hr	\$24.60/hr	3
Total				17

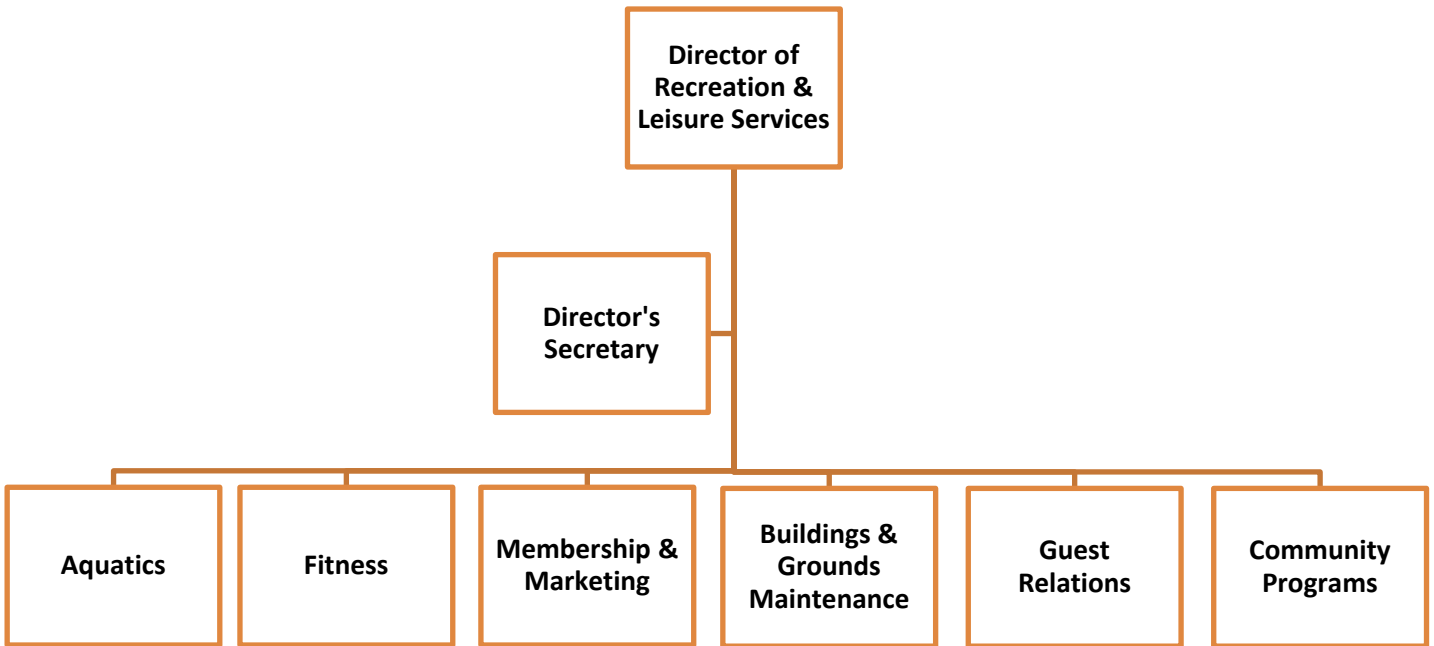
Budgetary Allocations

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
Director of Recreation and Leisure Services	25.0%	75.0%	n/a
Senior Strategic Advisor, Recreation & Leisure	25.0%	75.0%	n/a
Coordinator, Community Programs	50.0%	50.0%	n/a
Secretary to the Director of Recreation	25.0%	70.0%	5.0%

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

C&RC ORGANIZATIONAL STRUCTURE (continued)



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.

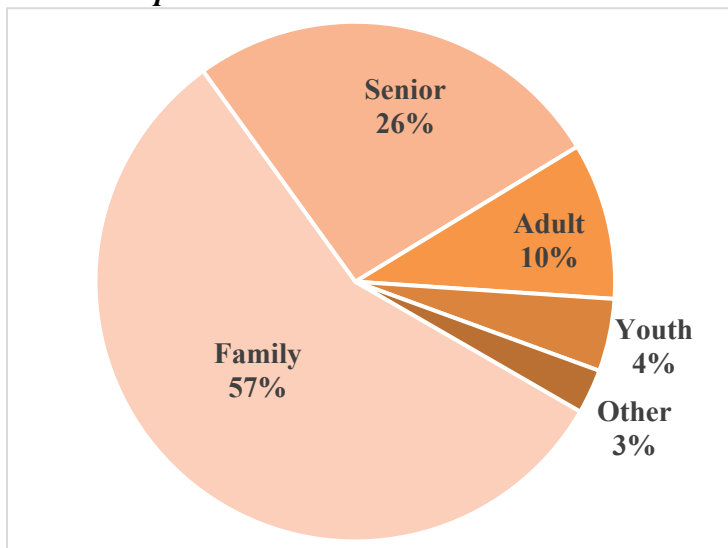
Vital Statistics

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 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 Membership Mix (total memberships by membership type).

Total Memberships by Month Compared to Prior Year

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021	2,386	2,381	2,367	2,381	2,399	2,549	2,788	2,913	2,934	2,941	2,994	3,046
2022	3,123	3,195	3,255	3,267	3,297	3,382	3,556	3,557	3,476	3,428	3,440	3,491
2023	3,537	3,689	3,715	3,749	3,740	3,819	3,960	4,004	3,908	3,869	3,860	3,865
2024	3,888	3,973	4,017	4,041	4,018	4,122	4,308	4,342	4,275	4,209	-	-

Membership Mix in October 2024



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. The membership mix continues to show the importance of family memberships which are by far the most common type of membership, comprising well over half of the total memberships.

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.

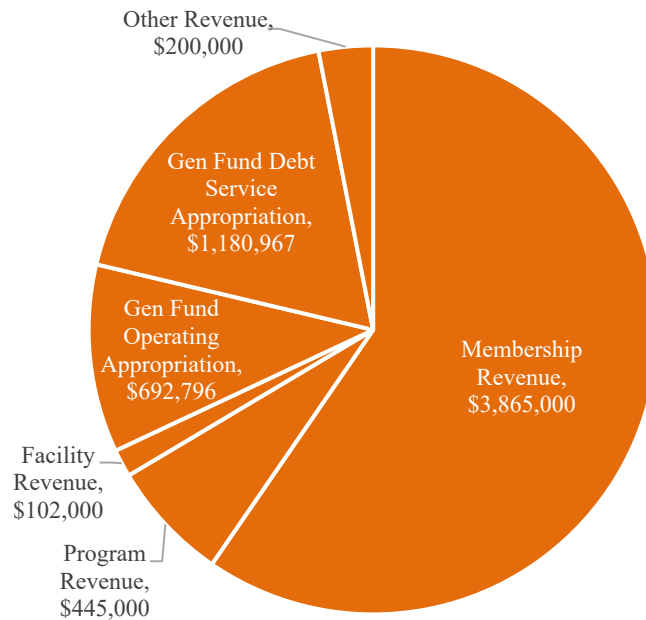
THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

REVENUE

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



	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Operating Revenue					
53-00-000-?????-000					
Membership Revenue					
350003 Combined Memberships	\$ 2,879,151	\$ 3,343,461	\$ 3,295,000	\$ 3,610,000	\$ 3,645,000
350004 Daily Admissions	110,712	102,516	100,000	92,000	95,000
350005 Three Month Memberships	136,805	149,607	125,000	125,000	125,000
Program Revenue					
367003 Fitness Programs	99,549	140,521	118,500	140,500	145,000
367017 Aquatic Programs	297,324	256,493	256,000	254,700	262,000
367022 Misc. Self Supporting Fees	40,706	33,889	25,000	38,000	38,000
Facility Revenue					
380010 Non-Aquatic Facility Fees	14,190	20,346	17,000	17,000	19,000
380011 Aquatic Facility Fees	69,920	70,819	40,000	52,000	55,000
Other Revenue					
360008 General Fund Appropriation	513,079	555,332	654,461	626,103	692,796
370001 Babysitting Services	10,510	12,424	11,000	12,500	13,500
370010 Vending Revenue	6,792	5,559	2,500	3,000	3,000
370020 Indoor Facility Misc. Rev.	17,666	11,156	10,000	11,000	11,500
Total Operating Revenue	<u>\$ 4,196,404</u>	<u>\$ 4,702,123</u>	<u>\$ 4,654,461</u>	<u>\$ 4,981,803</u>	<u>\$ 5,104,796</u>



EXPENSES

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



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Indoor Facility Operating Expenses					
53-50-501-500???-000					
Indoor Personal Services					
101 Full-Time Wages	\$ 820,326	\$ 897,316	\$ 1,202,794	\$ 1,039,370	\$ 1,192,257
110 Overtime Wages	16,138	19,245	19,000	19,000	19,000
120 Part-Time Wages	856,981	914,218	917,500	894,400	924,300
162 Group Life Insurance	3,743	3,972	4,200	4,600	4,900
163 Medical Insurance	201,006	233,303	300,000	318,000	370,400
164 Workers' Compensation	67,705	70,313	85,471	85,471	82,715
166 Pension Costs	55,123	60,499	90,550	81,200	90,100
167 Long-term Disability Insurance	1,677	1,807	2,000	2,100	2,200
168 Post Retirement Plan	1,571	1,450	3,500	3,500	3,500
198 Social Security Expense	126,427	134,360	162,707	149,387	163,370
Total Indoor Personal Services	\$ 2,150,697	\$ 2,336,483	\$ 2,787,722	\$ 2,597,028	\$ 2,852,742
Indoor Contractual Services					
220 Liability Insurance	\$ 47,492	\$ 58,191	\$ 50,750	\$ 53,850	\$ 58,000
230 Association Dues	1,089	1,878	3,500	3,500	3,500
231 Travel & Conference Expense	10,502	7,244	14,500	14,500	14,500
232 Personnel Training	12,654	2,780	4,500	4,500	4,500
240 Water and Sewerage	50,799	72,715	55,700	53,000	55,700
241 Natural Gas	82,715	55,856	77,000	54,500	60,000
242 Electricity	292,298	267,445	267,800	295,000	309,800
243 Telephone	12,737	16,524	17,700	17,700	18,500
250 Repair/Maint-Office Equip.	3,914	881	8,500	8,500	8,500
251 Repair/Maint-Recreation Equip.	13,808	21,686	18,500	18,500	18,500
255 Building Maintenance	85,449	103,768	101,000	101,000	101,000
256 Pool Maintenance	27,512	23,131	50,000	50,000	50,000
259 Flooring Replacements/Imprvmts.	16,378	6,277	50,000	50,000	40,000
262 Uniforms	1,518	4,662	8,500	8,500	8,500
270 Software Licensing	-	11,971	11,850	14,500	15,000
275 Printing & Duplicating	5,818	7,254	14,000	14,000	14,000
278 Postage	953	939	3,000	3,000	3,000
290 Other Contractual Services	251,485	303,540	260,500	260,500	410,500
298 Credit Card Fees	155,716	180,181	191,000	211,000	218,500
299 Internet Connection Costs	11,810	11,462	14,400	13,000	13,000
Total Indoor Contractual Services	\$ 1,084,647	\$ 1,158,385	\$ 1,222,700	\$ 1,249,050	\$ 1,425,000

EXPENSES

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



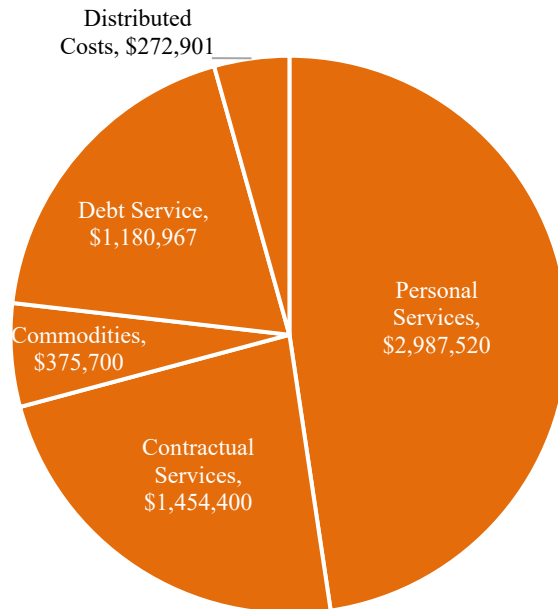
	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Indoor Commodities					
300 Office Furniture & Equipment	\$ 9,069	\$ 63,429	\$ 147,650	\$ 110,939	\$ 122,900
301 Office Supplies	7,169	8,509	12,000	12,000	12,000
304 Publicity Material/Marketing	57,569	50,574	55,000	57,500	57,500
306 Building Maintenance Supplies	36,353	41,514	43,000	43,000	43,000
307 Tools & Equipment	41,867	17,138	15,000	15,000	15,000
326 Department Specific Supplies	25,800	13,771	24,250	24,250	24,250
329 Pool Chemicals	34,926	36,592	38,000	38,000	39,500
390 Other Supplies	32,589	18,350	17,750	27,250	26,750
Total Indoor Commodities	\$ 245,342	\$ 249,877	\$ 352,650	\$ 327,939	\$ 340,900
Distributed Costs					
602 Depreciation Expense - Equip.	\$ 193,678	\$ 151,403	\$ 220,000	\$ 175,000	\$ 175,000
603 Dist. Data Processing Costs	56,698	90,097	93,779	93,767	97,901
Total Distributed Costs	\$ 250,376	\$ 241,500	\$ 313,779	\$ 268,767	\$ 272,901
Total Indoor Facility Operating Exp.	\$ 3,731,062	\$ 3,986,245	\$ 4,676,851	\$ 4,442,784	\$ 4,891,543
Outdoor Pool Facility Operating Expenses 53-50-510-500??-???					
Outdoor Personal Services					
120 Part-Time Wages	\$ 111,961	\$ 121,234	\$ 126,600	\$ 122,100	\$ 125,200
198 Social Security Expense	8,565	9,275	9,685	9,341	9,578
Total Outdoor Personal Services	\$ 120,526	\$ 130,509	\$ 136,285	\$ 131,441	\$ 134,778
Outdoor Contractual Services					
232 Personnel Training	\$ -	\$ 554	\$ -	\$ -	\$ -
240 Water and Sewerage	12,742	25,946	9,000	13,500	14,200
256 Pool Maintenance	7,845	10,101	12,000	12,000	12,200
262 Uniforms	2,965	2,708	3,000	3,000	3,000
Total Outdoor Contractual Services	\$ 23,552	\$ 39,309	\$ 24,000	\$ 28,500	\$ 29,400

EXPENSES

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



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Outdoor Commodities					
306 Pool Maintenance Supplies	\$ 18,393	\$ 8,567	\$ 12,000	\$ 12,000	\$ 12,000
326 Aquatics Supplies	3,110	4,819	11,000	11,000	11,000
329 Pool Chemicals	8,145	10,838	9,500	9,500	10,000
390 Other Supplies	1,476	1,212	1,800	1,800	1,800
Total Outdoor Commodities	\$ 31,124	\$ 25,436	\$ 34,300	\$ 34,300	\$ 34,800
Total Outdoor Facility Operating Exp.	\$ 175,202	\$ 195,254	\$ 194,585	\$ 194,241	\$ 198,978
Total Operating Expenses	\$ 3,906,264	\$ 4,181,499	\$ 4,871,436	\$ 4,637,025	\$ 5,090,521
Total Operating Income (Loss)	\$ 290,140	\$ 520,624	\$ (216,975)	\$ 344,778	\$ 14,275



BUDGETARY COMMENT

Operating revenues are budgeted \$450,335, or 9.7%, higher than the 2024 budget reflecting the continued strong membership levels which have been increasing since 2021. Operating expenses are budgeted to increase \$219,085, or 4.5% with higher costs for personal services and contractual services being only partially offset by reductions in commodities and distributed costs.

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



NON-OPERATING REVENUES & EXPENSES

	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Non-Operating Revenues					
53-00-000-?????-???					
345001-000 Interest on Investments	\$ 106,300	\$ 321,231	\$ 215,000	\$ 425,000	\$ 200,000
360008-000 Transfer In-Debt Service	1,189,242	1,188,764	1,181,856	1,181,856	1,180,967
Total Non-Operating Revenues	\$ 1,295,542	\$ 1,509,995	\$ 1,396,856	\$ 1,606,856	\$ 1,380,967
Non-Operating Expenses					
53-50-501-500??-???					
501-000 Bond Payments-Principal	\$ 574,476	\$ 591,574	\$ 608,671	\$ 608,671	\$ 632,608
501-001 Bonds Payable Allocation	(574,476)	(591,574)	(608,671)	(608,671)	(632,608)
511-000 Bond Payments-Interest	620,651	603,075	573,185	573,185	548,359
Total Non-Operating Expenses	\$ 620,651	\$ 603,075	\$ 573,185	\$ 573,185	\$ 548,359
Total Non-Operating Rev. (Expenses)	\$ 674,891	\$ 906,920	\$ 823,671	\$ 1,033,671	\$ 832,608

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.

	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Revenue					
54-00-000-?????-000					
360053 Transfer from C&RC Fund	\$ 396,438	\$ 841,855	\$ -	\$ 769,778	\$ 214,275
360602 Depreciation Credit	193,678	151,403	220,000	175,000	175,000
Total Revenue	\$ 590,116	\$ 993,258	\$ 220,000	\$ 944,778	\$ 389,275

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

RECREATION



C&RC CAPITAL PROJECTS ACCOUNT (Continued)

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Expenses					
C&RC Administration					
54-50-501-500600-???					
098 General Furniture & Equip.	\$ 4,839	\$ -	\$ -	\$ -	\$ -
099 Computer Equipment	1,074	8,733	-	4,419	-
Total C&RC Administration	\$ 5,913	\$ 8,733	\$ -	\$ 4,419	\$ -
C&RC Fitness					
54-50-501-500600-???					
302 Treadmills	\$ -	\$ -	\$ 30,000	\$ -	20,000
303 Ellipticals	56,606	-	15,500	-	16,600
304 Upright Bikes	-	-	15,000	-	-
307 Selectorized Strength Equip.	-	-	30,000	-	10,000
321 Spin Bikes	-	-	-	-	11,250
322 Stairmaster/Powermills	-	-	-	-	20,400
323 Other Fitness Equipment	-	11,982	-	-	-
Total C&RC Fitness	\$ 56,606	\$ 11,982	\$ 90,500	\$ -	\$ 78,250
C&RC Maintenance					
54-50-501-500600-???					
505 Pool Maintenance & Repairs	\$ -	\$ 21,065	\$ 335,000	\$ 270,000	\$ -
507 HVAC Equipment	-	307,860	200,000	200,000	225,000
508 Other General Equipment	-	-	-	-	-
510 Pool Lighting Upgrade	-	-	50,000	-	-
Total C&RC Maintenance	\$ -	\$ 328,925	\$ 585,000	\$ 470,000	\$ 225,000
Total Expenses	\$ 62,519	\$ 349,640	\$ 675,500	\$ 474,419	\$ 303,250

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
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		\$ 14,720,948	\$ 4,661,390	\$ 19,382,337

TRI-COMMUNITY SOUTH EMS FUND

OPERATIONS

**TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Fund Balance	\$ 1,151,129	\$ 1,347,589	\$ 1,612,568	\$ 1,612,568	\$ 1,876,835
Revenue	3,318,636	3,594,335	3,548,315	3,821,032	3,854,020
Expenditures	(3,122,176)	(3,329,356)	(3,548,291)	(3,556,765)	(3,853,425)
Ending Fund Balance	\$ 1,347,589	\$ 1,612,568	\$ 1,612,592	\$ 1,876,835	\$ 1,877,430

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

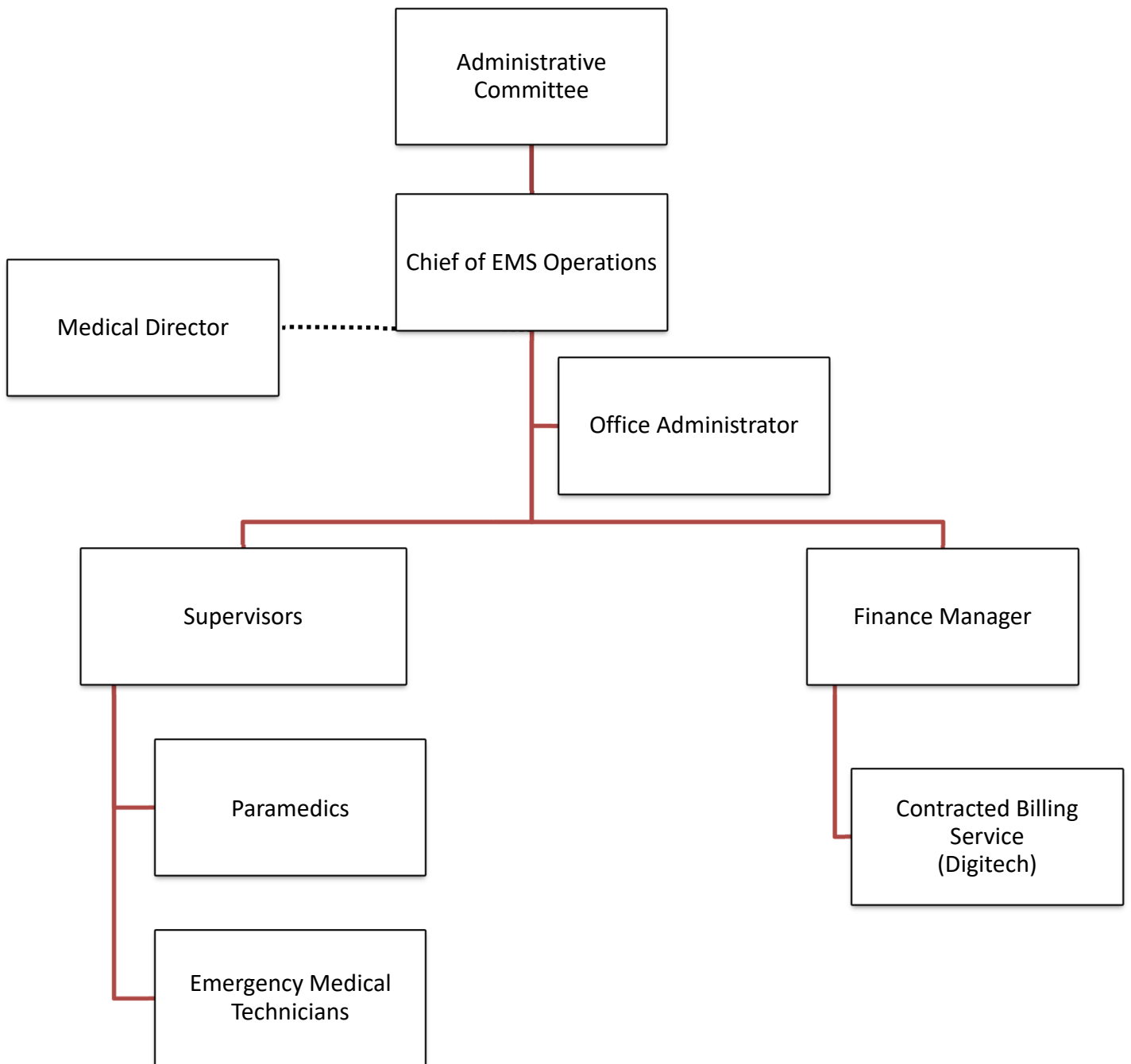
The number of calls for service and transports provided by the system for the past several years is summarized below:

Category	2016	2017	2018	2019	2020	2021	2022	2023	2024
Calls for Service	7,133	7,275	7,039	7,128	6,338	6,672	6,953	7,280	7,955
Transports	5,573	5,729	5,439	5,523	4,869	5,194	5,470	5,721	6,000
Advanced Life Support	4,180	4,289	3,907	3,503	3,022	3,070	3,097	3,036	3,291
Basic Life Support	1,393	1,440	1,532	2,020	1,847	2,124	2,373	2,685	2,709



DEPARTMENT ORGANIZATIONAL STRUCTURE

The 2025 staffing structure for Tri-Community South Emergency Medical Services is shown below. The full-time medical staff is supported by several part-time and casual pool employees.



OPERATIONS

**TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE**



PROGRAM REVENUE

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
90-00-000-?????-000					
320400 Subscriptions	\$ 440,255	\$ 422,650	\$ 460,000	\$ 390,000	\$ 410,000
345001 Interest	6,635	20,706	21,000	21,000	17,500
357002 Billings	2,578,380	2,888,394	2,795,000	3,140,500	3,137,520
360013 PA State Pension Grant	63,295	65,187	66,815	82,471	84,000
367005 EVOC & EMT Program Fees	5,210	-	3,000	-	3,000
367006 CPR Program Fees	26,333	30,120	35,000	16,000	20,000
367007 CPR Material Reimbursements	67,332	-	-	-	-
367072 Outside Detail	24,543	45,552	42,500	48,000	50,000
380022 Employee Health Ins. Reimb.	27,752	38,238	48,500	52,000	57,000
380050 Payment Rebates	1,207	1,207	1,000	1,500	1,500
380070 Promotional Events	-	25,725	27,000	25,561	25,000
380083 Intergovernmental Aid	37,237	-	-	-	-
380099 Miscellaneous Revenue	40,457	56,556	48,500	44,000	48,500
Total Revenue	\$ 3,318,636	\$ 3,594,335	\$ 3,548,315	\$ 3,821,032	\$ 3,854,020

PROGRAM EXPENDITURES

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
90-20-204-500???-000					
Personal Services					
101 Full-Time Wages	\$ 1,340,011	\$ 1,582,560	\$ 1,713,100	\$ 1,630,000	\$ 1,773,500
111 Overtime Wages	122,835	89,071	88,000	134,800	140,000
120 Part-Time Wages	215,669	163,768	165,000	200,000	208,000
153 Holiday Pay	52,526	66,198	63,000	63,000	65,500
161 Continuing Education	3,408	2,489	3,250	3,250	3,400
162 Group Life Insurance	5,060	5,806	7,000	7,600	8,000
163 Medical Insurance	349,916	400,265	467,180	502,500	552,625
164 Workers' Compensation	74,330	72,761	70,000	68,500	73,500
165 Unemployment Compensation	-	-	-	-	-
166 Pension Costs	79,440	92,660	95,000	98,700	102,500
167 Long-term Disability Insurance	2,785	3,349	4,300	4,600	4,900
172 Outside Detail	15,285	29,303	22,500	27,500	30,000
198 Social Security Expense	130,298	143,622	157,961	157,690	170,250
Total Personal Services	\$ 2,391,563	\$ 2,651,852	\$ 2,856,291	\$ 2,898,140	\$ 3,132,175

OPERATIONS

**TRI-COMMUNITY SOUTH EMS FUND
EMERGENCY MEDICAL SERVICE**



PROGRAM EXPENDITURES (Continued)

	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Budget</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
Contractual Services					
210 Professional Services-Legal	\$ 2,816	\$ 10,491	\$ 7,500	\$ 4,854	\$ 7,500
220 Liability Insurance	54,803	60,168	68,000	67,000	68,000
222 Vehicle Insurance	24,982	28,843	34,000	33,000	42,000
232 Conference & Training Expense	-	1,390	2,500	500	2,500
240 Water and Sewerage	4,445	4,672	5,500	5,000	5,500
241 Natural Gas	5,043	5,454	7,000	4,100	7,000
242 Electricity	19,219	15,343	20,000	18,500	22,500
243 Telephone	13,432	20,137	21,000	21,500	25,000
254 Vehicle Repairs & Maintenance	21,880	28,729	25,000	28,500	31,000
255 Building Repairs & Maintenance	1,724	9,672	7,500	6,500	7,500
257 Radio & Other Equip. Mte	1,706	1,365	1,500	2,000	1,500
270 CPR Instruction Pay	9,425	7,228	10,000	6,000	8,500
275 Printing & Duplicating	-	503	500	550	650
278 Postage	8	12	250	-	250
280 Travel & Mileage Expense	-	213	1,000	487	1,000
281 CPR Mileage Reimbursement	-	-	250	-	-
289 Administrative Services	64,700	66,500	68,500	68,500	71,100
290 Other Contractual Services	298,618	237,712	238,500	237,000	238,500
291 Subscription Services	27,120	28,959	20,000	21,500	24,000
Total Contractual Services	\$ 549,921	\$ 527,391	\$ 538,500	\$ 525,491	\$ 564,000
Commodities					
301 Expendable Office Supplies	\$ 1,884	\$ 1,850	\$ 2,000	\$ 1,500	\$ 2,000
304 Publicity Materials	4,437	1,617	3,500	2,100	3,500
305 Promotional Events	72	15,731	16,000	14,410	16,000
307 Ambulance Equip. Supplies	211	1,189	2,000	3,000	4,000
308 CPR Program Supplies	65,030	11,563	15,000	8,000	12,000
314 Medical Supplies	26,328	16,785	17,500	12,000	17,500
328 Maintenance Supplies	96	-	-	-	-
340 Vehicle Supplies	610	4,008	1,000	474	1,000
341 Fuels and Lubricants	58,563	64,939	67,500	65,750	69,000
351 Clothing Allowance	15,317	24,648	22,000	19,000	25,000
390 Other Supplies	8,144	7,783	7,000	6,900	7,250
Total Commodities	\$ 180,692	\$ 150,113	\$ 153,500	\$ 133,134	\$ 157,250
Capital Equipment Transfer					
903 Transfer to Capital Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 3,122,176	\$ 3,329,356	\$ 3,548,291	\$ 3,556,765	\$ 3,853,425



BUDGETARY COMMENT

Expenditures for 2025 are budgeted \$305,134, or 8.6% higher than in 2024. The primary reason for this is a continued increase in personal services costs.

SUPPLEMENTARY INFORMATION

Tri-Community South EMS Vehicles

Year	Make	Model	Mileage (Sept 2023)	Age in Years	Condition	Anticipated Replacement Year
------	------	-------	------------------------	-----------------	-----------	------------------------------------

Ambulances							
1	2018	Ford	AMB	98,484	5	Fair	2024
2	2018	Ford	AMB	94,167	5	Fair	2024
3	2018	Ford	AMB	82,378	5	Fair	2024
4	2022	Ford	AMB	38,624	1	Good	2027
5	2022	Ford	AMB	38,482	1	Good	2027
6	2022	Ford	AMB	34,586	1	Good	2027

Other Emergency Vehicles							
1	2007	Chevy	Suburban	58,087	16	Fair	2026
2	2022	Chevy	Tahoe	1,307	1	New	2032

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

**CAPITAL
IMPROVEMENTS**

TRI-COMMUNITY SOUTH EMS CAPITAL RESERVE FUND
EMERGENCY MEDICAL SERVICE



	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Beginning Fund Balance	\$ 2,754,334	\$ 2,281,664	\$ 2,503,027	\$ 2,503,027	\$ 1,591,401
Revenue	212,139	281,959	143,100	165,374	125,000
Expenditures	(684,809)	(60,596)	(1,930,000)	(1,077,000)	(947,000)
Ending Fund Balance	<u><u>\$ 2,281,664</u></u>	<u><u>\$ 2,503,027</u></u>	<u><u>\$ 716,127</u></u>	<u><u>\$ 1,591,401</u></u>	<u><u>\$ 769,401</u></u>

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.

	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Budget</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
Revenue					
91-00-000-?????-000					
345001 Interest Revenue	\$ 51,035	\$ 166,763	\$ 70,000	\$ 120,000	\$ 35,000
360005 PA VFC Grant	8,325	20,000	20,000	10,000	15,000
36001? Municipal Donations-RAD	53,579	95,196	38,100	35,374	-
380010 Sale of Property	99,200	-	15,000	-	75,000
Total Revenue	<u><u>\$ 212,139</u></u>	<u><u>\$ 281,959</u></u>	<u><u>\$ 143,100</u></u>	<u><u>\$ 165,374</u></u>	<u><u>\$ 125,000</u></u>
Expenditures					
91-20-206-500???-000					
402 Vehicles/Ambulance Equip	\$ 601,259	\$ 25,931	\$ 630,000	\$ -	\$ 760,000
404 Computer Equipment	59,231	12,947	90,000	62,000	82,000
405 Furniture & Equipment	300	-	-	-	-
407 Other Equipment	15,396	2,875	55,000	40,000	25,000
416 VFC Grant Equipment	8,623	-	10,000	10,000	15,000
420 EMS Base & Security Renov.	-	18,843	965,000	965,000	65,000
531 Capital Note Payments	-	-	180,000	-	-
Total Expenditures	<u><u>\$ 684,809</u></u>	<u><u>\$ 60,596</u></u>	<u><u>\$ 1,930,000</u></u>	<u><u>\$ 1,077,000</u></u>	<u><u>\$ 947,000</u></u>

BUDGETARY COMMENT

The 2025 Budget includes funding for replacement of the 3 ambulance vehicles, various technology equipment purchases, and building improvements.

SINKING FUNDS

DEBT SERVICE

**SINKING FUNDS
DEBT SERVICE**



	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	4,208,819	4,053,792	5,250,970	4,400,259	5,069,696
Expenditures	(4,208,819)	(4,053,792)	(5,250,970)	(4,400,259)	(5,069,696)
Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

PROGRAM OVERVIEW

A Sinking Fund is required by the Local Unit Debt Act (Act 185 of 1972) for the payment of principal and interest of local debt. The repayment of debt directly from the General Fund or some other operating fund is not allowed by this state law. Under the law; funds must first be transferred from the operating fund to the sinking fund; 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-B, Series 2021, Series 2022, and Series 2024 General Obligation Bonds.

	2022 Actual	2023 Actual	2024 Budget	2024 Estimate	2025 Budget
Revenue					
Transfer from General Fund	\$ 1,833,994	\$ 1,843,156	\$ 3,039,913	\$ 2,189,202	\$ 2,848,157
Transfer from Sanitary Sewer Fund	1,179,698	1,015,987	1,029,201	1,029,201	1,040,572
Transfer from Boyce Mayview C&RC Fund	1,195,127	1,194,649	1,181,856	1,181,856	1,180,967
Total Revenue	<u>\$ 4,208,819</u>	<u>\$ 4,053,792</u>	<u>\$ 5,250,970</u>	<u>\$ 4,400,259</u>	<u>\$ 5,069,696</u>
Expenditures					
2016 General Obligation Bonds-Principal	915,000	940,000	970,000	970,000	1,005,001
2017A General Obligation Bonds-Principal	826,528	-	-	-	-
2017B General Obligation Bonds-Principal	345,000	365,000	370,000	370,000	375,000
2021 General Obligation Bonds-Principal	5,000	5,000	5,000	5,000	5,000
2022 General Obligation Bonds-Principal	30,000	915,000	945,000	945,000	970,000
2024 General Obligation Bonds-Principal	-	-	480,000	-	500,000
2016 General Obligation Bonds-Interest	976,972	949,022	911,975	911,975	872,474
2017A General Obligation Bonds-Interest	268,969	-	-	-	-
2017B General Obligation Bonds-Interest	211,057	204,820	197,470	197,470	190,021
2021 General Obligation Bonds-Interest	492,850	492,750	492,650	492,650	492,550
2022 General Obligation Bonds-Interest	137,443	182,200	158,875	158,875	130,150
2024 General Obligation Bonds-Interest	-	-	720,000	349,289	529,500
Total Expenditures	<u>\$ 4,208,819</u>	<u>\$ 4,053,792</u>	<u>\$ 5,250,970</u>	<u>\$ 4,400,259</u>	<u>\$ 5,069,696</u>

BUDGETARY COMMENT

Debt service payments for existing debt are scheduled to be \$181,274 lower in 2025 than the 2024 Budget, but \$669,437 higher than the 2024 estimate. Last year’s budget included an estimated figure for new debt which ended up being higher than what was required to service the debt from the 2024 General Obligation Bonds. That difference was \$170,500 and accounts for most of this year-to-year budgetary change.

DEBT AND DEBT LIMITS

The following table shows the net debt of the Township as of December 31, 2024 including premiums and discounts:

Electoral Debt	\$ -
Nonelectoral Debt	
General Obligation Bonds of 2024	10,840,000
General Obligation Bonds of 2022	5,730,000
General Obligation Bonds of 2021	12,320,000
General Obligation Bonds of 2017, Series B	7,500,000
General Obligation Bonds of 2016, Series A	23,410,000
Total Nonelectoral Debt	<u>59,800,000</u>
Add: Lease Rental Debt	-
Total Gross Indebtedness	<u>59,800,000</u>
Less: Debt Excluded as self-liquidating or separately stated pursuant to §8242(a) of the Debt Act	<u>(11,814,810)</u>
Net Nonelectoral and Lease Rental Debt	<u>\$ 47,985,190</u>

The statutory debt limit of the Township is calculated under the Debt Act as a percentage of the Township's "Borrowing Base." The Borrowing Base is defined as the arithmetic average of "Total Revenues" (as defined by the Debt Act) for the three fiscal years ended next preceding the date of incurring debt. The Township calculated Borrowing Base as reported in the 2023 Annual Comprehensive Financial Report is as follows:

Arithmetic Average (Borrowing Base)	<u>\$ 41,898,422</u>
--	-----------------------------

The debt limits of the Township are therefore as follows:

<u>Type of Debt Limit</u>	<u>Legal Limit</u>	<u>Net Debt Outstanding</u>	<u>Remaining Capacity</u>
Nonelectoral Debt Limit (250% of Borrowing Base)	\$ 104,746,055	\$ 47,985,190	\$ 56,760,865

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 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.

3. 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.

4. General Obligation Bonds of 2022

In February 2022, the Township issued \$7,620,000 in general obligation bonds to refund the remaining portion of the 2017-A general obligation bond issue. The bonds included a net original issue premium amount of \$351,091 and bear coupon interest rates of 2.00% and 3.00% with a final maturity date of 2033.

5. General Obligation Bonds of 2024

In April 2024, the Township issued \$10,840,000 in general obligation bonds to finance all or a portion of the costs of various capital projects. The most notable of these projects is the Morton Fields Complex renovation project. The bonds bear coupon interest rates of 5.00% and the principal will be paid by 2039.

LONG-TERM DEBT SERVICE SCHEDULES

TOWNSHIP OF UPPER ST. CLAIR
RETIREMENT OF PRINCIPAL
AS OF DECEMBER 31, 2024

Bond Series	Principal Outstanding at 1/1/2024	Principal Incurred in 2024	Principal Paid in 2024	Principal Outstanding at 12/31/2024
2016 General Obligation Bonds	24,380,000	-	(970,000)	23,410,000
2017-B General Obligation Bonds	7,870,000	-	(370,000)	7,500,000
2021 General Obligation Bonds	12,325,000	-	(5,000)	12,320,000
2022 General Obligation Bonds	6,675,000	-	(945,000)	5,730,000
2024 General Obligation Bonds	-	10,840,000	-	10,840,000
Total Long Term Debt-Principal	\$ 51,250,000	\$ 10,840,000	\$ (2,290,000)	\$ 59,800,000

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 Rates 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
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		\$ 24,380,000	\$ 8,420,588	\$ 32,800,588

LONG-TERM DEBT SERVICE SCHEDULES (Continued)

II. BONDED INDEBTEDNESS

Issue: 2017 General Obligation Bonds, Series B
 Date: August 29, 2017
 Rating: AA+
 Principal Amount: \$9,910,000
 Interest Rate: See Coupon Rates 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
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		\$ 7,870,000	\$ 1,471,935	\$ 9,341,935

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

LONG-TERM 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 Rates 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	
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		\$ 12,325,000	\$ 7,813,250	\$ 20,138,250	

LONG-TERM DEBT SERVICE SCHEDULES (Continued)

IV. BONDED INDEBTEDNESS

Issue: 2022 General Obligation Bonds
 Date: February 15, 2022
 Rating: AA+
 Principal Amount: \$7,620,000
 Interest Rate: See Coupon Rates Below
 Debt Service Source: General Fund, Sanitary Sewer Fund
 Purpose: Refunding the 2017-A General Obligation Bond Issue.

2022 General Obligation Bonds				
Total Debt Service				
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service
2024	3.000%	\$ 945,000	\$ 158,875	\$ 1,103,875
2025	3.000%	970,000	130,150	1,100,150
2026	3.000%	1,005,000	100,525	1,105,525
2027	3.000%	1,035,000	69,925	1,104,925
2028	2.000%	1,060,000	43,800	1,103,800
2029	2.000%	320,000	30,000	350,000
2030	2.000%	325,000	23,550	348,550
2031	2.000%	335,000	16,950	351,950
2032	2.000%	335,000	10,250	345,250
2033	2.000%	345,000	3,450	348,450
Total		\$ 6,675,000	\$ 587,475	\$ 7,262,475

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

LONG-TERM DEBT SERVICE SCHEDULES (Continued)

V. BONDED INDEBTEDNESS

Issue: 2024 General Obligation Bonds
 Date: April 9, 2024
 Rating: AA+
 Principal Amount: \$10,840,000
 Interest Rate: 5.00%
 Debt Service Source: General Fund
 Purpose: Various capital and infrastructure improvements throughout the Township including the Morton Fields Complex renovation project.

2024 General Obligation Bonds					
Total Debt Service					
Year of Maturity	Rate Coupon	Principal	Interest	Annual Debt Service	
2025	5.00%	\$ 500,000	\$ 529,500	\$ 1,029,500	
2026	5.00%	525,000	503,875	1,028,875	
2027	5.00%	550,000	477,000	1,027,000	
2028	5.00%	580,000	448,750	1,028,750	
2029	5.00%	610,000	419,000	1,029,000	
2030	5.00%	640,000	387,750	1,027,750	
2031	5.00%	670,000	355,000	1,025,000	
2032	5.00%	705,000	320,625	1,025,625	
2033	5.00%	740,000	284,500	1,024,500	
2034	5.00%	780,000	246,500	1,026,500	
2035	5.00%	820,000	206,500	1,026,500	
2036	5.00%	860,000	164,500	1,024,500	
2037	5.00%	905,000	120,375	1,025,375	
2038	5.00%	955,000	73,875	1,028,875	
2039	5.00%	1,000,000	25,000	1,025,000	
Total		\$ 10,840,000	\$ 4,562,750	\$ 15,402,750	

THIS SPACE HAS BEEN INTENTIONALLY LEFT BLANK

**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 aggressively pursue grant funding to support 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 invest its moneys only in accordance with the Township's Investment Policy adopted by the Board of Commissioners.
2. The Township administration will analyze the cash flow and liquidity needs on a regular basis. Disbursements, collections, deposits and investments will be managed in accordance with the Township's Investment Policy.
3. The Township will pool cash from its various funds when appropriate for investment purposes. Interest will be credited to the source of the invested moneys.
4. The accounting system will provide regular information concerning cash positions and investment performance.
5. 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 where appropriate 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.

ENTERPRISE FUNDS

Budgeted Proprietary Funds

Sanitary Sewer Fund

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

Township/School District Magazine Fund

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

Boyce Mayview Community & Recreation Center Fund

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

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

ACCOUNTING SYSTEMS

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

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

BUDGETARY CONTROL

An operating budget is legally adopted 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, 2021, 2022, and 2024 (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	2024 Staff Level	2025 Staff Level	Increase/(Decrease)
Administration	9	9	0

Explanation: No staff level changes expected in 2025.

Finance	4	4	0
---------	---	---	---

Explanation: No staff level changes expected in 2025.

Information Technology	6	6	0
------------------------	---	---	---

Explanation: No staff level changes expected in 2025.

Police	35	35	0
--------	----	----	---

Explanation: No staff level changes expected in 2025.

Fire	2	2	0
------	---	---	---

Explanation: No staff level changes expected in 2025.

Community Development	7	7	0
-----------------------	---	---	---

Explanation: No staff level changes expected in 2025.

Public Works - Administration	9	8	(1)
Public Works - Laborers	24	24	0

Explanation: The reduction reflects the continuation of the Public Works Department’s succession plan which commenced in 2024 to help the department transition through several upcoming retirements.

Recreation	17	17	0
------------	----	----	---

Explanation: No staff level changes expected in 2025.

Library	9	8	(1)
---------	---	---	-----

Explanation: The decrease reflects the closing of the Youth Services Library Specialist position.

STAFF LEVEL CHANGES – PART-TIME PERSONNEL

Police	1	1	0
Community Development	1	1	0
Public Works	16	16	0
Recreation	269	269	0
Library	23	23	0

Explanation: No staff level changes expected in 2025.

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
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
Director of Finance	1	1	1	1	1	1	1	1	1	1
Fire Chief	0	0	0	0	0	0	0	1	1	1
Director of Information Technology	1	1	1	1	1	0	0	1	1	1
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	9	9	9	9	9	8	8	10	10	10
ADMINISTRATION										
Administrative Assistant	3	3	3	3	3	3	2	2	2	2
Communications Coordinator	0	0	0	0	0	1	1	1	1	1
Executive Assistant to the Township Manager	1	1	1	1	1	1	1	1	1	1
Human Resources Administrator	1	1	1	1	0	0	0	0	0	0
Human Resources Assistant	0	0	0	0	0	0	1	1	1	1
Human Resources Manager	0	0	0	0	1	1	1	1	1	1
Office Assistant / Receptionist	1	1	1	1	1	1	1	1	1	1
Administration Subtotal	6	6	6	6	6	7	7	7	7	7
FINANCE										
Accounting Manager	1	1	1	1	1	1	1	0	0	0
Finance Supervisor	0	0	0	0	0	0	0	1	1	1
Accounts Payable Coordinator	0	0	0	0	0	0	0	1	1	1
Financial Support Analyst	1	1	1	1	1	1	1	0	0	0
Payroll Accountant	1	1	1	1	1	1	1	1	1	1
Finance Subtotal	3	3	3	3	3	3	3	3	3	3
INFORMATION TECHNOLOGY										
IT Manager	0	0	0	0	1	1	1	0	0	0
Network/Operations Administrator	1	1	1	0	0	0	0	0	0	0
Network/Operations Supervisor	0	0	0	1	0	0	0	1	1	1
Public Access Television Coordinator	1	1	1	1	1	1	1	1	1	1
Public Safety Technician	1	1	1	1	1	1	1	0	0	0
Support Technician	2	2	2	2	2	2	2	3	3	3
Information Technology Subtotal	5	5	5	5	5	5	5	5	5	5

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS (Continued)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
POLICE										
Uniformed Police Officer	27	27	27	27	27	27	27	27	27	27
Police Dispatcher	4	4	4	4	4	4	4	4	4	4
Administrative Assistant	1	1	1	1	1	1	1	1	1	1
Records Coordinator	1	1	1	1	1	1	1	1	1	1
Police Analyst	0	0	0	0	0	0	0	1	1	1
Technical Services Coordinator	1	1	1	1	1	1	1	0	0	0
Police Subtotal	34	34	34	34	34	34	34	34	34	34
FIRE										
Fire Services Coordinator	0	0	0	0	0	0	0	1	1	1
Fire Subtotal	0	0	0	0	0	0	0	1	1	1
COMMUNITY DEVELOPMENT										
Administrative Assistant	1	2	2	2	2	2	2	2	2	2
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 Assistant	0	0	0	1	1	1	1	1	1	1
Planning & Zoning Coordinator	1	1	1	0	0	0	0	0	0	0
Sustainability Administrator	0	0	0	0	0	1	1	1	1	1
Community Development Subtotal	4	5	5	5	5	6	6	6	6	6
PUBLIC WORKS ADMINISTRATION										
Administrative Assistant	2	2	2	2	2	2	2	2	2	2
Buildings/Grounds & Sustainability Admin.	1	0	0	1	1	0	0	0	0	0
Buildings/Grounds Administrator	0	1	1	1	1	1	1	1	1	1
Public Improvements & Projects Coordinator	0	0	0	0	0	0	0	0	1	1
Park & Forestry Administrator	1	1	1	1	1	1	1	1	1	1
Public Works Clerk	1	1	1	1	1	0	0	0	0	0
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	0
Public Works Administration Subtotal	8	8	8	9	9	7	7	7	8	7
PUBLIC WORKS LABORERS										
Laborer	21	21	21	22	22	22	21	21	21	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	25	25	25	24	24	24	24

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



FULL-TIME POSITIONS (Continued)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
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	0	0	0	0	0
Building Maintenance Custodian	3	3	3	3	3	3	3	3	3	3
Building Maintenance Supervisor	1	0	0	0	0	0	0	0	0	0
Coordinator, Community Programs	2	2	2	2	2	2	2	1	1	1
Facility/Banquet Rental Coordinator	1	1	1	1	1	1	1	1	1	1
Fitness Coordinator	1	1	1	1	1	0	1	0	0	0
Fitness Supervisor	1	1	1	1	1	1	0	1	1	1
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	1	1	1	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
Recreation Supervisor	0	0	0	0	0	0	0	1	1	1
Secretary to the Director of Recreation	1	1	1	1	1	1	1	1	1	1
Senior Strategic Advisor, Recreation & Leisure	0	0	0	0	0	0	0	0	1	1
Recreation Subtotal	17	16	16	16	17	15	15	15	16	16
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	1	1	1	1	0	0	0	0	0
Reference Librarian	1	0	0	0	0	1	1	1	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	0
Library Subtotal	8	8	8	8	8	8	8	8	8	7
Total Full-Time Positions	118	118	118	120	121	118	117	120	122	120

Positions are shown above entirely within their primary assigned department regardless of budgetary allocation. This table incorporates historical adjustments to reflect this consistently.

**PERSONNEL
SCHEDULE**

APPENDIX A
PERSONNEL INFORMATION



PART-TIME POSITIONS

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
POLICE										
Fingerprinting Technician	0	0	0	0	0	1	1	1	1	1
COMMUNITY DEVELOPMENT										
Fire Marshal	1	1	1	1	1	1	1	1	1	1
Department Secretary	1	0	0	0	0	0	0	0	0	0
PUBLIC WORKS										
Summer Laborers	19	21	18	18	5	16	16	16	16	16
RECREATION										
Aquatics Staff	144	125	130	115	105	102	128	134	134	134
Fitness Staff	76	80	89	78	65	67	71	76	76	76
Guest Relations Staff	54	53	53	57	50	55	47	60	60	60
Membership Staff	21	19	14	18	7	9	13	17	17	17
Other Part-Time & Seasonal Staff	53	60	61	75	44	47	51	60	60	60
LIBRARY										
Acquisition Coordinator	1	1	1	1	0	0	0	0	0	0
Reference Librarians	7	7	6	6	6	6	4	4	4	4
Library Assistants	14	14	14	14	14	14	14	14	14	14
Library Pages	0	0	0	0	0	0	0	0	0	0
Library Specialists	0	0	0	0	0	0	0	0	0	0
Youth Services Library Specialists	3	3	3	3	3	3	3	3	3	3
Adult Services Library Specialists	0	0	0	0	2	2	2	2	2	2
Total Part-Time Personnel	394	384	390	386	302	323	351	388	388	388

**SALARY &
WAGE SCALE**

APPENDIX A
PERSONNEL INFORMATION



NON-CONTRACTUAL SALARY & WAGE SCALE

Department	Position	Job Grade	2025 Minimum	2025 Maximum
Administration	Township Manager	13	138,100	230,100
Administration Police	Asst. Township Manager/Director of Administration Chief of Police	12	108,700	181,100
Community Dev. Finance Public Works Recreation	Director of Planning & Community Development Director of Finance Director of Public Works Director of Recreation & Leisure Services	11	96,200	160,300
Fire IT Library	Fire Chief Director of Information Technology Director of Library	10	83,600	139,400
Recreation	Senior Strategic Advisor, Recreation & Leisure	9	79,500	132,500
Public Works	Superintendent of Operations	8	75,200	125,400
Administration Community Dev. Finance IT Public Works Public Works Public Works Public Works	Human Resources Manager Chief Inspector Finance Manager Network/Operations Supervisor Superintendent of Projects Superintendent of Public Improvements Buildings & Grounds Administrator Parks & Forestry Administrator	7	71,400	107,000
Fire Recreation Recreation Recreation	Fire Services Coordinator Fitness Supervisor Membership & Marketing Supervisor Aquatics Supervisor	6	58,000	87,000
Administration Community Dev. Community Dev. IT Library Library Public Works Recreation	Executive Assistant to the Township Manager Code Enforcement Officer Sustainability Administrator Public Safety Technician Head of Youth Services Head of Technical Services Public Improvements & Projects Coordinator Recreation Supervisor	5	53,600	80,400

**SALARY &
WAGE SCALE**

APPENDIX A
PERSONNEL INFORMATION



NON-CONTRACTUAL SALARY & WAGE SCALE (Continued)

Department	Position	Job Grade	2025 Minimum	2025 Maximum
Administration	Human Resources Assistant	4	49,100	73,700
Administration	Administrative Assistant, Finance			
Community Dev.	Planning & Zoning Assistant			
Finance	Accounts Payable Coordinator			
Finance	Payroll Accountant			
IT	Public Access Television Coordinator			
IT	Support Technician II			
Police	Police Analyst			
Police	Records Coordinator			
Administration	Communications Coordinator	3	44,600	67,000
Administration	Administrative Assistant, Administration			
Community Dev.	Administrative Assistant, Community Development			
IT	Support Technician I			
Library	Youth Services Librarian			
Library	Reference Librarian			
Library	Technical Services Librarian			
Police	Administrative Assistant, Police			
Public Works	Administrative Assistant, Public Works			
Recreation	Guest Relations Coordinator			
Recreation	Group Exercise Coordinator			
Recreation	Aquatics Coordinator			
Recreation	Community Programs Coordinator			
Library	Secretary to the Director of Library	2	40,200	60,200
Library	Circulation Coordinator			
Recreation	Secretary to the Director of Recreation			
Recreation	Facility Rental Coordinator			
Recreation	Membership Specialist			
Recreation	Marketing Assistant			
Administration	Office Assistant / Receptionist	1	32,200	48,200
Library	Youth Services Library Specialist			
Library	Technical Services Assistant			

CONTRACTUAL SALARY & WAGE SCALES

Public Works - Teamsters Local 205 Union Contract 2025 Salary & Wage Scale		
I.	Master Mechanic	\$39.07 /hr
II.	Mechanic	\$37.20 /hr
III.	Heavy Equipment Operator	\$37.20 /hr
IV.	Foreman	\$37.20 /hr
V.	Laborer III (after 36 months)	\$35.20 /hr
	Laborer II (13-36 months)	\$31.93 /hr
	Laborer I (0-12 months)	\$28.62 /hr
VI.	Semi-Skilled Laborer III	\$25.58 /hr
	Semi-Skilled Laborer II	\$25.58 /hr
	Semi-Skilled Laborer I	\$23.51 /hr
	Semi-Skilled Laborer Probationary	\$21.63 /hr
VII.	C&RC Attendant	\$16.45 /hr

Police Union Contract 2025 Salary & Wage Scale	
Lieutenant	\$64.53/hr
Sergeant	\$58.66/hr
Officer 6	\$53.33/hr
Officer 5	\$49.98/hr
Officer 4	\$46.60/hr
Officer 3	\$39.75/hr
Officer 2	\$36.40/hr
Officer 1	\$34.86/hr
Dispatcher	\$28.19 - \$29.62/hr

APPENDIX B

VEHICLES & EQUIPMENT

APPENDIX B
VEHICLE AND EQUIPMENT SCHEDULES

PUBLIC WORKS VEHICLES

Year	Make	Model	Age	Condition	
Staff Vehicles					
1	2018	Chevy	Colorado Pick-Up	6	Good
2	2014	Ford	Escape	10	Good
3	2015	Chevy	Colorado 4WD	9	Good
4	2016	Chevy	Colorado	8	Good
5	2019	Chevy	Colorado	5	Good
6	2024	Chevy	Colorado	0	New
7	2024	Chevy	Colorado	0	New
8	2024	Chevy	Colorado	0	New

Utility Trucks					
1	2014	Ford	Pick-Up Utility	10	Good
2	2008	Dodge	Mechanics Service Vehicle	16	Good
3	2006	Ford	Econoline 350 Van	18	Fair
4	2015	Ford	F-550 w/Dump Body/Snow Plow	9	Good
5	2016	Ford	F-550 w/Dump Body/Snow Plow	8	Good
6	2016	Ford	F-550 w/Dump Body/Snow Plow	8	Good
7	2016	Ford	F-350 XL 4x4	8	Good
8	2018	Ford	F-350 w/9' Body Upfit	6	Good
9	2018	Ford	F-550 w/9' Body Upfit	6	Good
10	2018	Ford	F-550 w/9' Body Upfit	6	Good
11	2019	Ford	F-350 w/Utility Body & Plow	5	Good
12	2020	Int'l	HV507 w/Dump/Plow/Spreader	4	Good
13	2020	Ford	F-550 Bucket Truck	4	Good
14	2020	Ford	F-350 Pickup Utility	4	Good
15	2023	Ford	F-600 Super Duty	1	Good
16	2024	Ford	F-600 Super Duty	0	New
17	2024	Ford	F-600 Super Duty	0	New
18	2024	Ford	F-350 Super Duty w/body upfit	0	New
19	2024	Ford	F-550 Crew Cab & Chassis	0	New

Dump Trucks					
1	2012	Int'l	Dump	12	Good
2	2013	Int'l	Dump	11	Good
3	2014	Int'l	Dump	10	Good
4	2016	Int'l	Dump	8	Good
5	2017	Int'l	Dump	7	Good
6	2017	Ford	Dump	7	Good
7	2017	Ford	Dump	7	Good
8	2017	Ford	Dump	7	Good
9	2017	Ford	Dump	7	Good
10	2018	Int'l	Dump	6	Good
11	2020	Int'l	Dump	4	Good
12	2023	Int'l	Dump	1	New

APPENDIX B
VEHICLE AND EQUIPMENT SCHEDULES

PUBLIC WORKS VEHICLES (Continued)

Year	Make	Model	Age	Condition	
Other Vehicles					
1	2003	Int'l	Sewer Jet (Cab & Vactor)	21	Good
2	2013	CAT	924K Wheel Loader	11	Good
3	2015	M2106	Elgin Street Sweeper	9	Good
4	2018	Massey	Flail Mower	6	Good
5	2019	Premier	6x12 Equip Premier Trailer	5	Good
6	2001	Mustang	Trailer	23	Good
7	2022	CAT	Model 420 Backhoe	2	Good
8	2022	CAT	308T Excavator	2	Good
9	2023	CAT	Model 920 Wheel Loader	1	Good
10	2022	CAT	Utility Compactor/Roller	2	Good

PUBLIC WORKS EQUIPMENT

Year	Equipment	Age	Condition	
1	2007	20 Ton Trailer/3142	17	Good
2	2013	30 Ton Shop Press	11	Good
3	2001	3 M Sign Machine/HSRA36	23	Good
4	2011	Accubrine Automated Brine Maker	13	Good
5	1993	Aeroway 8' Quickaway Angle Aerator	31	Fair
6	2010	Asphalt Planer	14	Good
7	2021	Bannerman Diamond Master Ballfield Drag / 28-1731	3	Good
8	2016	Beam Rider Field Line Painter	8	Good
9	2017	Caterpillar 259D Skid Steer	7	Good
10	2022	Caterpillar Utility Compactor/Roller	2	New
11	1997	Chicago Pneumatic Air Comp.	27	Fair
12	2015	Clausing Drill Press	9	Good
13	2009	Club Car Utility Vehicle	15	Fair
14	2018	Core Cut Walk Behind Pavement Cutting Saw	6	Good
15	2018	Corn Pro Trailer/2333	6	Good
16	2008	Cross Country Roller Trailer/0714	16	Good
17	2001	Esab Plasma Cutter	23	Good
18	2019	Falcon Asphalt Hot Box Trailer/9204	5	Good
19	2014	Gardner Denver Air Compressor	10	Good
20	2008	Gorman-Rupp Water 1 Pump 2"	16	Good
21	2008	Gorman-Rupp Water 1 Pump 3"	16	Good
22	2011	GVM Anti-Icing Unit/ 1004	13	Good
23	2012	GVM Anti-Icing Unit/ 1007	12	Good
24	2009	Harben Sanitary Sewer Jet/2006	15	Good
25	2018	Hotsy Pressure Washer	6	Good

APPENDIX B
VEHICLE AND EQUIPMENT SCHEDULES

PUBLIC WORKS EQUIPMENT (Continued)

Year	Equipment	Age	Condition	
26	2016	HTC Tailgate Conveyor	8	Fair
27	2021	Hunter TCX53H Tire Changer / 208-230-BC	3	Good
28	2021	Hunter SWT02 Tire Balancer / 72-671-1	3	Good
29	2000	Jumping Jack Tamper	24	Fair
30	2012	Kubota RTV 1140CPX-H/18388	12	Good
31	2016	Kubota RTV X900 / 20597	8	Good
32	2014	Kubota RTV X900 WL-A/21709	10	Good
33	2015	Kubota RTV X900 WL-4/23312	9	Good
34	2016	Kubota RTV-X900WL-A / 35460	8	Good
35	2017	Kubota RTV 900 UTV / 40087	7	Good
36	2017	Kubota RTV 900 UTV / 40110	7	Good
37	2017	Kubota L476HSTC Tractor/41339	7	Good
38	2018	Kubota MX5200DT Tractor/62185	6	Good
39	2021	Kubota RTV 900 / 59093	3	Good
40	2004	Lely Broadcast Spreader	20	Fair
41	2010	Liftmore	14	Good
42	2001	Miller Welder	23	Good
43	2011	Miller Welder 275 EFI	13	Good
44	2021	Mohawk TP-16-3SA Vehicle Lift / C1B144	3	Good
45	2005	Multiguip Plate Compactor	19	Fair
46	2007	Pavement Cutting Trailer/2491	17	Good
47	2009	Pro Tech Snow Pusher	15	Good
48	2018	Quality Trailer/4106	6	Good
49	2008	Rotary Electric Lift	16	Fair
50	2011	Ryan Sod Cutter	13	Good
51	2003	Ryan Turf Aerator	21	Good
52	2004	Seeda-Vator	20	Good
53	2011	Tennsmith Metal Brake	13	Good
54	2015	Terex 730 Wood Chipper	9	Good
55	2008	Top Brand 6x12 Trailer /1901	16	Good
56	2013	Toro Reelmower 3100-D/0410	11	Good
57	2008	Toro Debris Blower 600/0176	16	Good
58	2004	Toro Greenmaster Flex 21/1808	20	Fair
59	1994	Toro Greensmaster	30	Fair
60	2007	Toro Greensmaster 1600/3001	17	Good
61	2018	Toro Greensmaster Flex 2100/0561	6	Good
62	2024	Toro Greensmaster Flex 1021	1	New
63	2018	Toro Groundsmaster 3280-D/3661	6	Good

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.

APPENDIX B
VEHICLE AND EQUIPMENT SCHEDULES

PUBLIC WORKS EQUIPMENT (Continued)

Year	Equipment	Age	Condition
64	2008 Toro Greensmaster 500/0128	16	Fair
65	2013 Toro Groundsmaster 3280-D/0183	11	Good
66	2009 Toro Grandstand 48" Mower/0455	15	Good
67	2017 Toro Grandstand 48" Mower/0188	7	Good
68	2016 Toro Groundsmaster 4500D/0311	8	Good
69	2016 Toro Groundsmaster 5910/0208	8	Good
70	2019 Toro Groundsmaster 3500-D/1303	5	Good
71	2019 Toro Groundsmaster 3280-D /3753	5	Good
72	2020 Toro Groundsmaster 3300/3374	4	Good
73	2024 Toro Groundsmaster 3500D (415268350)	0	New
74	2022 Toro Groundsmaster 5910 (416498534)	2	Good
75	2012 Toro Infield Pro 5040/0210	12	Good
76	2018 Toro Infield Groomer 5040/9666	6	Good
77	2019 Toro MH 400 Turf Topdresser/0385	5	Good
78	2008 Toro Pro Core 864/0106	16	Good
79	2012 Toro Procure Processor /0101	12	Good
80	2001 Toyota Forklift / 60100	23	Fair
81	2018 Toyota Fork Lift Model 8FD35U	6	Good
82	2016 US Cargo Enclosed Trailer /1778	8	Fair
83	2004 Vermeer Tub Grinder	20	Good
84	2019 Vermac Pro Full Matrix Sign Board / 2530	5	Good
85	2008 Wacker Vibratory Roller / 8322	16	Good

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.

APPENDIX B
VEHICLE AND EQUIPMENT SCHEDULES

POLICE DEPARTMENT VEHICLES

Year	Make	Model	Age	Condition	
Patrol Vehicles					
1	2016	Ford	Interceptor SDN	8	Poor
2	2017	Ford	Police Explorer	7	Fair
3	2018	Chevy	Tahoe	6	Fair
4	2020	Ford	Interceptor SUV	4	Poor
5	2020	Ford	Interceptor SUV	4	Fair
6	2020	Ford	Interceptor SUV	4	Fair
7	2020	Ford	Explorer	4	Good
8	2020	Ford	Explorer	4	Fair
9	2021	Ford	Explorer	3	Good
10	2021	Ford	Explorer	3	Good
11	2022	Ford	Explorer	2	Good
12	2022	Ford	Sport Utility	2	Good
13	2023	Ford	Interceptor SUV	1	New
14	2023	Ford	Interceptor SUV	1	New
15	2025	Ford	Police Explorer	0	New
16	2025	Ford	Police Explorer	0	New

Traffic Vehicles					
1	2014	Ford	Interceptor SDN	10	Poor
2	2016	Ford	Explorer	8	Fair
3	2020	Ford	Interceptor SUV	4	Fair
4	2013	Ford	F-350 Truck	11	Fair

Other Equipment					
1	2001	Polaris	Quad #3	23	Poor
2	2022	Polaris	Quad #2	2	New
3	2022	Polaris	Quad #1	2	New

APPENDIX B
VEHICLE AND EQUIPMENT SCHEDULES

VOLUNTEER FIRE DEPARTMENT VEHICLES

Year	Make	Model	Age	Condition	
Fire Protection Vehicles					
1	2001	Amer LaFrance	Engine	23	Poor
2	2005	Amer LaFrance	Ladder	19	Poor
3	2009	Amer LaFrance	Rescue	15	Good
4	2009	Amer LaFrance	Pumper	15	Fair
5	2012	Dodge	Pickup	12	Fair
6	2012	Dodge Ram	Utility	12	Good
7	2018	Rosenbauer	Pumper	6	Good
8	2019	Chevrolet	Tahoe	5	Good
9	2020	Chevrolet	Silverado	4	Excellent
10	2023	Chevrolet	Tahoe	1	Excellent
11	2023	Pierce	Pumper	1	Excellent

ADMINISTRATION VEHICLES

Year	Make	Model	Age	Condition	
Passenger Vehicles					
1	2011	Ford	Escape	13	Fair
2	2009	Ford	Escape XLT	15	Fair
3	2014	Ford	C-Max - Hybrid	10	Good
4	2013	Ford	Explorer	11	Fair
5	2018	Ford	Explorer	6	Fair
6	2018	Ford	Escape	6	Good
7	2015	Ford	Taurus	9	Fair

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, Breeze Airways, 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 50 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 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 more than 20 colleges and universities which offer a variety of undergraduate, graduate and non-credit programs.

LIBRARY & RECREATION

The Township operates and maintains over 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 along McLaughlin Run Road. The Township Library contains approximately 60,000 volumes with an annual circulation of approximately 300,000.

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

1990 - 2020 POPULATION GROWTH TRENDS UPPER ST. CLAIR AND SELECTED AREAS								
	1990		2000		2010		2020	
	Population	Change From 1980	Population	Change From 1990	Population	Change From 2000	Population	Change From 2010
Upper St. Clair	19,692	3.5%	20,053	1.8%	19,229	(4.1%)	21,160	10.0%
Pittsburgh	369,879	(18.5%)	334,563	(9.5%)	305,704	(8.6%)	302,971	(0.9%)
Allegheny County	1,336,449	(9.7%)	1,281,666	(4.1%)	1,223,348	(4.6%)	1,250,578	2.2%

Source: U.S. Census, Census of Population

TOWNSHIP PRINCIPAL EMPLOYERS

PRINCIPAL EMPLOYERS AT DECEMBER 31, 2024 AND JANUARY 1, 2025					
Rank	Principal Employers	Description	Number of Employees	Percentage of Principal Employers	Percentage of Township Wide Employees
1	Upper St. Clair School District	Education	591	25.61%	8.48%
2	Lifespace Communities (Friendship)	Senior Living	279	12.09%	4.01%
3	Target Corporation	Retailer	276	11.96%	3.96%
4	St. Clair Country Club	Country Club	239	10.36%	3.43%
5	Whole Foods Market Group	Supermarket	203	8.80%	2.91%
6	Southwood Psychiatric Hospital	Health Care	169	7.32%	2.43%
7	Township of Upper St. Clair	Local Government	158	6.85%	2.27%
8	Dicks Sporting Goods	Retailer	145	6.28%	2.08%
9	Port Authority of Allegheny County	Public Transit System	129	5.59%	1.85%
10	Extended Day Services	Education	119	5.16%	1.71%
Total			2,308	100.00%	33.13%
Township Wide Employees			6,966		

Source: Upper St. Clair Local Services Tax Records

TOWNSHIP PRINCIPAL REAL ESTATE TAXPAYERS

PRINCIPAL REAL ESTATE TAXPAYERS AT DECEMBER 31, 2024 AND JANUARY 1, 2025				
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	\$ 62,095,700	31.21%	2.64%
2	Friendship Village of South Hills	44,500,000	22.37%	1.89%
3	Torrente Apartments	23,964,500	12.04%	1.02%
4	W F Preston, LLC	18,357,300	9.23%	0.78%
5	1800 Washington Road Associates LP	12,833,300	6.45%	0.55%
6	Target Corporation	11,462,200	5.76%	0.49%
7	St. Clair Country Club	6,867,300	3.45%	0.29%
8	McMurray Road Family LP	6,500,000	3.27%	0.28%
9	Upper St. Clair Senior Living	6,378,600	3.21%	0.27%
10	Forty-Two Company LLC	6,000,000	3.02%	0.26%
Total		\$ 198,958,900	100.00%	8.47%
Total Township Taxable Assessed Valuation		\$ 2,349,931,361		

Source: Allegheny County Office of Property Assessments and Jordan Tax Service

UNEMPLOYMENT RATE STATISTICS

TOWNSHIP OF UPPER ST. CLAIR UNEMPLOYMENT RATE 10 YEAR HISTORY		
Year	Population ¹	Unemployment Rate ²
2023	20,581	2.7%
2022	20,794	3.2%
2021	21,148	3.4%
2020	21,160	7.8%
2019	19,737	3.8%
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%

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 2013-2022			
Year	Total Earned Income ¹	Per Capita Earned Income ²	Change in Per Capita Income
2023	\$1,490,714,125	\$71,690	8.9%
2022	1,368,299,792	65,803	6.5%
2021	1,307,061,858	61,805	11.8%
2020	1,170,248,186	55,305	(7.3%)
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	4.6%

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 2019-2024						
Function/Program	2024	2023	2022	2021	2020	2019
General Government						
Municipal Bldg Square Footage Occupied	16,232	16,232	12,150	12,150	12,150	12,150
Staff Vehicles	3	3	3	3	3	3
Community Development						
Municipal Bldg Square Footage Occupied	4,294	4,294	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	11	11	11	12	12	12
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	26
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	14,734	14,734	8,230	8,230	8,230	8,230
Police Vehicles	16	16	16	16	16	16
Library						
Municipal Bldg Square Footage Occupied	22,222	22,222	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.
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.
AUDIT	An examination of financial records and processes to ensure financial reports are accurate and in compliance with regulations and standards.

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.
FTE	See "Full Time Equivalent"
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.
FULL TIME EQUIVALENT	Also referred to as FTE, this reflects an employee's workload compared to one full-time position.

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.
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.
GFOA	Government Finance Officers Association is a professional organization promoting excellence in public finance by providing resources, training, and best practices for government financial management.
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 one year after the 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

MAJOR FUND	A fund with significant financial activity or importance, typically meeting specified criteria for assets, liabilities, revenues, or expenditures.
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 and estimates of revenue to finance them. Excludes expenditure for capital assets.

ORDINANCE An authoritative rule or law; a decree.

P

PENNSYLVANIA AMERICAN WATER COMPANY (PAWC) Pennsylvania American Water Company (PAWC) is the local water company. In Pennsylvania, PAWC serves more than 2 million people, in more than 370 communities, supplying high quality water service. The Pennsylvania Public Utility Commission (PA PUC) and the Pennsylvania Department of Environmental Protection (PA DEP) sets rules and PAWC carefully follows them. Those regulations are what help to ensure everyone is receiving quality water service at a fair price. All changes and increases to service rates are directly related to the cost of providing high quality service and are subjected to a public review process and approval by the PA PUC.

PENNDOT The Pennsylvania Department of Transportation (PennDOT) is responsible for design, construction and maintenance of 2,167 miles of state highway and 1,772 bridges in the Pittsburgh metro area.

PERCENTAGE (%) OF COSTS COVERED The percentage of total expenditures that is covered by total revenues.

PERSONAL SERVICES	Amounts paid for compensation of officers and employees of the Township. Personal services consist of gross compensation before deductions for taxes, retirement plans and other fringe benefits.
PA 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.

TCS EMS Tri-Community South Emergency Medical Services (TCS EMS) is an intergovernmental organization jointly operated by the Township of Upper St. Clair, South Park Township, and the Municipality of Bethel Park which provides emergency medical services within the 3 communities and mutual aid to neighboring communities. The Township of Upper St. Clair is the appointed treasurer municipality for TCS EMS. As such, all financial and budgetary policies and approvals for TCS EMS are run through the Township of Upper St. Clair.

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.

V

VFD Volunteer Fire Department. Fire protection services for the Township of Upper St. Clair are provided by the Upper St. Clair VFD.

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 as the basis for billing sewer charges during the summer months.