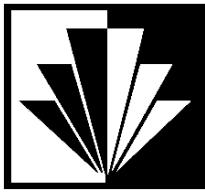




**MT. LEBANON,  
PENNSYLVANIA**  
**2017 MANAGER'S RECOMMENDED BUDGET**





## COMMISSION

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**AARON LAUTH**

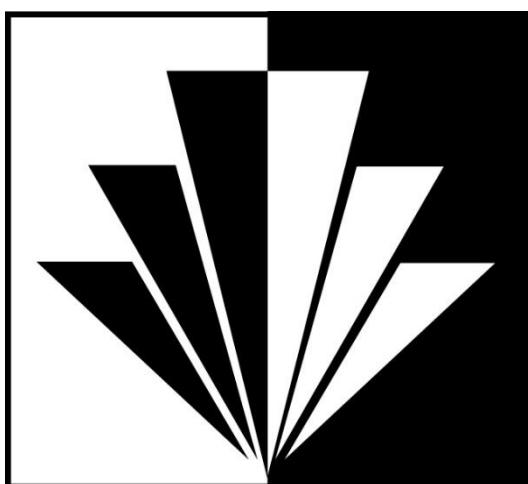
POLICE CHIEF

**NICHOLAS W. SOHYDA**

FIRE CHIEF

RECOMMENDED BY THE MANAGER NOVEMBER 1, 2016

MT. LEBANON, PENNSYLVANIA 15228

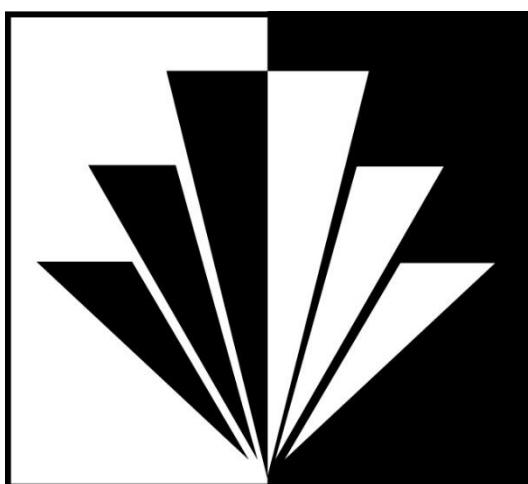


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# 2017 BUDGET MESSAGE

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Commissioners and Fellow Residents:

It is my privilege to present for your consideration the Manager's Recommended 2017 Budget. The budget has been prepared according to Article IX of the Mt. Lebanon Home Rule Charter. The Charter requires that on or before the first day of November of each year, the Manager shall submit to the Commission a proposed budget for the ensuing fiscal year. The budget is intended to serve as a financial plan of all municipal funds. The Charter mandates the total of proposed expenditures shall not exceed the total of estimated revenue. The recommended 2017 budget is in balance. The purpose of this message is to highlight the important aspects of the budget.

Every challenge contains an opportunity. This is true with local government, especially as it relates to the provision of services and available resources. Local government has a responsibility to provide its residents with certain core services such as public safety, refuse and recycling collection, snow removal, maintenance of infrastructure such as roads and sewer systems and prudent financial management.

In order to provide these services in the most efficient and cost effective manner a community must continually reinvest in itself. In 2002, this investment was in public safety with the construction of the Public Safety Center. In 2005, the Municipal Building was renovated to provide first floor public meeting space and accessible municipal services. Over the last 30 years, the only municipal facility that has not seen significant reinvestment is the Public Works Facility.

The functions performed by Public Works benefit every resident in our community. A Public Works Master Plan was completed in December 2014. The purpose of the study was to identify ways "*to improve the organization and functionality of the facility to meet the current and expected needs of the residents of the municipality*" (Department of Public Works Master Plan December 2014, pg. 2).

The Public Works Facility project is an opportunity to improve the delivery of services including improved traffic flow for public works vehicles, contractors and resident collection events; expanded vehicle maintenance capacity; improvements in site safety; prolonged useful life of equipment through the provision of adequate storage; more efficient operations related to snow removal; and the ability to remove the facility from an identified Federal Emergency Management Agency (FEMA) floodplain.

The project also calls for the relocation of the indoor shooting range that is currently in the existing Public Works Facility. A new indoor range would be constructed at the Golf Course. The relocation of the shooting range would provide a number of opportunities. A full-sized indoor shooting range within the community would potentially reduce liability and overtime costs while increasing efficiency in operations by enabling greater facility availability to meet qualification and training requirements. Additionally, there is the possibility of partnering with the Mt. Lebanon School District by replacing the range that was removed as part of the high school renovation project. There is also the possibility to generate revenue through cooperative agreements with other departments and agencies in the area and expand the classes offered by the Recreation department.

The current estimated cost of this plan to renovate the Public Works Facility and relocate the indoor shooting range is \$6,385,000

Reinvestment is also necessary to maintain and improve existing infrastructure and facilities. The Mt. Lebanon Recreation Center was constructed approximately 40 years ago and is comprised of a recently renovated swim center and two ice rinks. The defrost system for both ice rinks designed to prevent frost penetration below the soil ceased to function approximately two years ago. Attempts to reinstate the system have been unsuccessful. Without this system the rinks could potentially suffer a failure making them inoperable. The ice rink project is an opportunity to reinvest in a community asset that offers a wealth of programs to residents and consistently operates as a revenue generating asset.

The current estimated cost of the replacement of this system is \$1,715,000.

While challenging, both of these projects represent an opportunity for the municipality to meet several of the goals identified in the municipality's adopted 2013 Comprehensive Plan (Plan), including "*continue providing high-quality public services with greater efficiency and prioritized upgrades.*"

The Plan also lays out the objective "*of implementing recommendations for the Master Plan to guide development of the Public Works Facility.*" The Plan also encourages pursuing future opportunities to work together with the school district to realize "*resource and fiscal saving advantages.*" The shooting range would provide that opportunity.

The ice rink project follows the Plan's objectives to "*maintain adequate active and passive open space and recreation facilities to meet the needs of the community,*" "*prioritized renovations and new construction of recreation facilities,*" and "*replace Ice Rink Flooring.*" Both projects are consistent with the adopted Plan which is intended to serve as a guide for public policy decisions.

These two major capital projects represent our challenge. To meet that challenge, I am recommending a bond issue of \$8,255,000 to be paid over 15 years. In order to take advantage of a large debt issuance, I am also recommending financing a new pumper truck for the Fire department with a useful life of 15 years. Details of the issuance are as follows:

<u>Project</u>	<u>Funding</u>
Public Works Facility & Indoor Shooting Range	\$6,385,000
Ice Rink Renovations	1,715,000
Pumper Truck	575,000
Capital Reserve & Sale of Property	(420,000)
<b>Debt Proceeds</b>	<b>\$8,255,000</b>

To fund this bond issuance and the impacts from the ice rink facility shut down, I am proposing a 0.25 millage increase.

<u>Use</u>	<u>Millage</u>	<u>Amount</u>
Debt Service Increase	.20	\$535,000
Ice Rink Shut Down*	.05	116,980
<b>Real Estate Tax Increase</b>	<b>.25</b>	<b>\$651,980</b>

\* One-time source. Commission could authorize use of unassigned funds to reduce millage increase.

While a tax increase is never an easy or popular recommendation, difficult decisions are at the heart of true governance. I believe both of these projects provide the community with an opportunity.

A comprehensive five-year Capital Improvement Program (CIP) was submitted on August 1, 2016 as a separate volume. I also have previously submitted a proposed 2017 Comprehensive Fee Schedule and a proposed Equipment Replacement Program. These documents have been reviewed with the Commission. Copies of the Manager's 2017 Recommended Budget, the 2017 – 2021 Capital Improvement Program, the proposed 2017 Comprehensive Fee Schedule and the proposed Equipment Replacement Program are available at [www.mtlebanon.org](http://www.mtlebanon.org), the Municipal Building and Mt. Lebanon Library.

\* OpenLebo – The OpenLebo designation is scattered throughout the document for hyperlinks to certain information that can be analyzed throughout OpenLebo platform. This applies only to the digital (.pdf) version.

## OVERVIEW

The total combined budget for all funds for 2017 is \$56.7 million, and the recommended operating budget totals \$32.1 million. The Manager's 2017 Recommended Budget can be summarized by the following key points:

- The property tax millage is proposed to increase by 0.25 mills or from 4.51 to 4.76 mills. The purpose of the increase is to fund capital improvements to the Ice Rink and Public Works Facility and the replacement of a 15-year-old fire engine.

- Allegheny County (County) has not reassessed properties in the municipality since 2013; therefore, property assessments remain flat ([OpenLebo](#)).
- The earned income tax rate and real estate transfer tax rate are not proposed to change.
- No change in municipal rates for sanitary or storm water fees.
- The total operating budget decreases 0.4% compared with the 2016 budget. Personnel services increase by 1.9%, contractual services are down by 3.6%, and commodities are down by 7.1%.
- No additional employees are recommended in 2017.
- Continued full funding of pension contributions and other post-employment benefits.
- The Recommended Budget includes several capital improvement projects in addition to the Public Works Facility and Firing Range as well as the Ice Rink replacement already mentioned, including the installation of sand bunker liners and replacement of sand in all 17 sand traps at the Golf Course (\$65,450), Cedar Boulevard sidewalk and stair replacement (\$63,000), and Municipal Building façade repair work to the north fadé of the building (\$115,000).
- Replacement of additional capital equipment includes the second year of a 5-year lease for a front-end loader (\$45,650), backhoe replacement (\$109,500), Public Works large truck replacement (\$148,300) and Golf Course gang mower (\$29,500).
- The Recommended Budget includes a current funding level of \$70,000 for deer management. The budgeted amount may be reduced depending on the remaining balance of a 2016 budget of \$100,970.

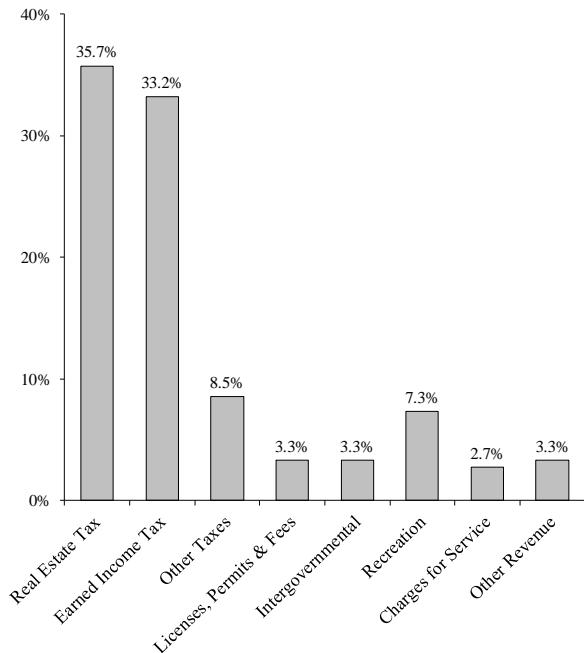
- New or expanded programs in the Recommended Budget are listed below.

<b>New or Expanded Programs</b>	<b>Budget</b>
ArcGIS Online Implementation	\$18,000
Assistant Fire Chief	(\$15,470)
New Debt Service	\$535,000

## **GENERAL FUND REVENUES**

2017 and 2016 revenues for the General Fund are compared in the following table:

	<b>Budget</b>		Increase (Decrease)	
	<b>2017</b>	<b>2016</b>	<b>\$</b>	<b>%</b>
Real Estate Tax	\$ 12,823	\$ 12,147	\$ 676	5.6
Earned Income Tax	11,917	11,913	4	0.0
Local Services Tax	455	443	12	2.7
Real Estate Transfer Tax	1,650	1,500	150	10.0
County Sales Tax	915	860	55	6.4
Utility Tax	32	32	-	-
Licenses & Permits	1,177	1,155	22	1.9
Fines	144	163	(19)	(11.7)
Investment & Rental	22	15	7	46.7
Intergovernmental	1,190	1,102	88	8.0
Recreation	2,606	3,024	(418)	(13.8)
Charges for Service & Other Revenue	1,967	1,962	5	0.3
Transfer Between Funds	985	973	12	1.2
Use of Fund Balance	-	428	(428)	(100.0)
Total Revenue	<u>\$ 35,883</u>	<u>\$ 35,717</u>	<u>\$ 166</u>	<u>0.5</u>



Notable changes in the 2017 revenue budget are as follows:

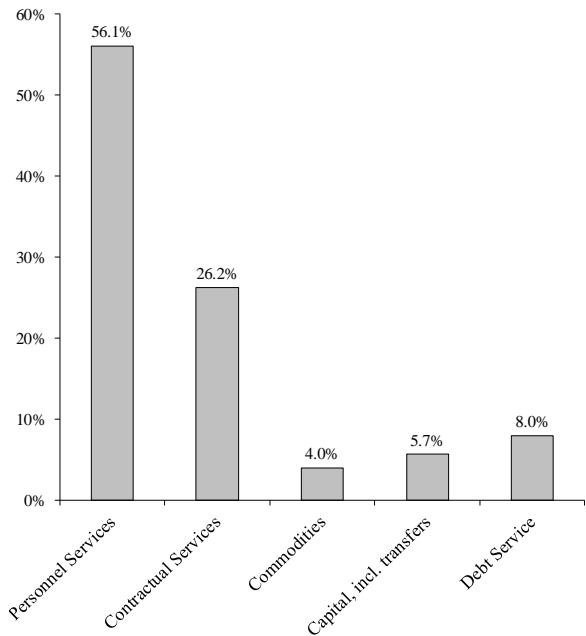
- Real Estate Tax is expected to increase by 5.6 percent. This is due to the proposed .25 millage increase.
- Real Estate Transfer Tax is expected to increase by 10 percent. 2015 and 2016 receipts have continually exceeded budget estimates ([OpenLebo](#)).
- County Sales Tax is expected to increase by 6.4 percent. 2015 and 2016 receipts have continually exceeded budget estimates ([OpenLebo](#)).
- Revenue for fines is expected to decrease 11.7 percent due to a drop in police violation collections.
- Intergovernmental revenue is budgeted to increase by 8.0 percent. State pension aid unit values went up 11 percent in 2016. The 2017 allocation reflects the increase ([OpenLebo](#)).
- Recreation is decreasing 13.8 percent. This is due to the shut down at the ice rink for the capital project scheduled in 2017.

## **GENERAL FUND EXPENDITURES**

The 2017 recommended expenditure budget for the General Fund totals \$35,882,660. Operating expenditures are \$30,956,800. All General Fund budget expenditures compare with the previous year as follows:

Type of Expenditure Detail (in thousands of dollars)					
	Budget		Increase (Decrease)		
	2017	2016	\$	%	
Personnel Services:					
Regular Wages	\$ 10,817	\$ 10,513	\$ 304	2.9	
Overtime Wages	1,063	1,004	59	5.9	
Part-time Wages	1,431	1,514	(83)	(5.5)	
Special Salaries	27	27	-	-	
Fringe Benefits	6,796	6,691	105	1.6	
Total	20,134	19,749	385	1.9	

Type of Expenditure Detail (in thousands of dollars)					
	Budget		Increase (Decrease)		
	2017	2016	\$	%	
Contractual Services:					
Special Appropriations	2,079	2,055	24	1.2	
Professional Services	1,121	1,128	(7)	(0.6)	
Training	108	131	(23)	(17.6)	
Memberships	31	27	4	14.8	
Insurance	352	368	(16)	(4.3)	
Utilities	874	916	(42)	(4.6)	
Repairs & Maintenance	122	169	(47)	(27.8)	
Printing & Photography	162	174	(12)	(6.9)	
Postage	92	94	(2)	(2.1)	
Rentals	174	178	(4)	(2.2)	
Contractual Services	4,286	4,571	(285)	(6.2)	
Total	9,401	9,811	(410)	(4.2)	
Commodities:					
Office Supplies	37	36	1	2.8	
Books & Periodicals	10	10	-	-	
Equipment	495	597	(102)	(17.1)	
Maintenance Supplies	574	568	6	1.1	
Construction Supplies	43	44	(1)	(2.3)	
Recreation & Resale Supplies	77	87	(10)	(11.5)	
Botanical Supplies	26	25	1	4.0	
Fuels & Lubricants	160	201	(41)	(20.4)	
Total	1,422	1,568	(146)	(9.3)	
Total Operating	30,957	31,128	(171)	(0.5)	
Capital, incl. transfers	2,054	2,740	(686)	(25.0)	
Debt Service	2,872	1,849	1,023	55.3	
Total Expenditures	\$ 35,883	\$ 35,717	\$ 166	0.5	



## Personnel Services

The 2017 recommended budget includes 148 full-time employees.

<u>Employee Group</u>	<u>2017</u>	<u>2016</u>
Police Officers	45	45
Police Civilians	9	9
Fire	18	18
Recreation	11	11
Public Works	27	26
Community Development	7	8
Finance, Tax & Information Services	9	9
Administration & Public Information	5	5
Parking	7	7
Library	10	10
Total	<u>148</u>	<u>148</u>

The overall 1.9 percent increase in personnel services is due to the reduction of part-time hours in recreation and the increase of contracted details and overtime projections for the police in 2017 ([OpenLebo](#)).

The proposed wage increase for non-contractual, fire contract and public works contract employees is 2.5 percent. Police contract employees wage increase is 2.75 percent.

## Contractual Services

The total cost of contractual services is decreasing by 4.2 percent, or \$410,370 ([OpenLebo](#)). The following are the most significant changes:

- Training is decreasing 17.6 percent in 2017. An expanded level was budgeted in 2016 for Public Works maintenance staff training. Police and Fire have been sending personnel for “Train the Trainer” to certify trainers within the department, reducing training costs.
- Repairs & Maintenance has decreased from the 2016 budget 27.8 percent. There were two one-time repairs budgeted in 2016 for the gazebo at the tennis center and the traffic light preemption maintenance and updates.

The maintenance costs associated with fire equipment is budgeted to decrease with the 2017 purchase of a new fire truck.

- Contractual Services is decreasing 6.2 percent. The 2016 budget included many one time projects and carryovers including: boards and authorities dinner, real estate tax software, golf clubhouse painting, additional asphalt overlay, park improvements, deer management, and paving of the commissioner’s parking lot at Main Park.

## Commodities

The total cost of commodities in 2017 is decreasing \$145,680, or 9.3 percent ([OpenLebo](#)). The following are the most significant changes.

- Equipment costs are decreasing 17.1 percent due to one-time purchases in 2016 of a tire changer for public works maintenance, a floor scrubber in recreation, a speed timing device and speed display trailer in police.

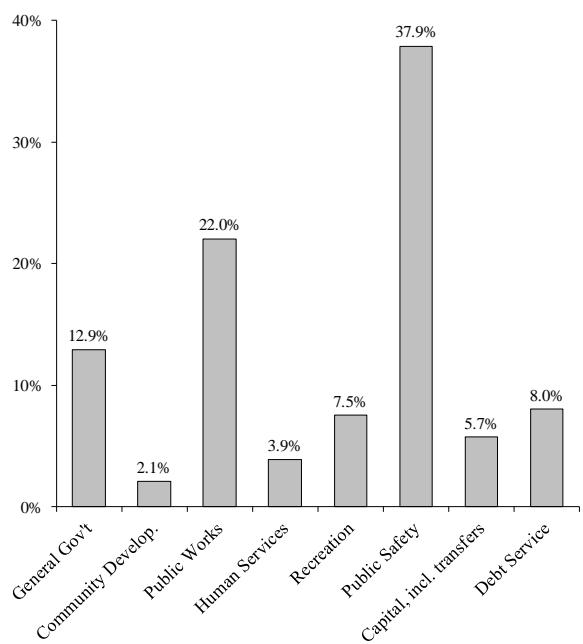
Other equipment purchases include:

- One public works small dump truck (\$93,900).
- Three replacement police squad cars with new computers, in-car cameras and caging (\$169,760) and one animal control vehicle (\$29,400).
- One public works leaf vacuum (\$45,000).
- Maintenance Supplies are budgeted to increase by \$5,970 or 1.1%. The 2016-2017 rock salt bid price remains at \$69.29 per ton.
- Fuels & Lubricants are decreasing 20.4 percent or \$40,480 due to the reduction in fuel prices.

## Costs by Function

The 0.5 percent decrease in the General Fund operating budget can be analyzed by comparing various municipal functions as follows:

	Operating Budget by Function (in thousands of dollars)		Increase (Decrease)	
	Budget 2017	2016	\$	%
General Gov.	\$ 4,618	\$ 4,733	\$ (115)	(2.4)
Community Dev.	747	936	(189)	(20.2)
Public Works	7,880	8,085	(205)	(2.5)
Human Services	1,410	1,384	26	1.9
Recreation	2,685	2,887	(202)	(7.0)
Public Safety	13,617	13,103	514	3.9
Total	<u>30,957</u>	<u>31,128</u>	<u>(171)</u>	<u>(0.5)</u>



- General Government is decreasing 2.4%. New tax software was purchased in 2016 and the state pension aid contribution increase has decreased the municipality's out-of-pocket costs in 2017 towards pension obligations.
- Community Development expenditures are projected to decrease 20.2 percent. In 2016, a one-time purchase of banners for the business district was budgeted. Also, in the 2017 budget, the Geographic Information System

decision unit was moved from Community Development to Public Works Administration. Finally, savings from hiring a new planner/assistant manager was realized in 2016 and 2017.

- The Public Works budget is decreasing 2.5 percent. The 2016 budget included many expanded levels. Some included a tire changer, preemption maintenance and emergency power backup supply for traffic signals and additional asphalt overlay in street maintenance.
- The Recreation budget is decreasing by \$202,000 or 7.0%. If the ice rink project was not done in 2017, the budget is projected to increase 2.0%. The decrease is due to the reduction of maintenance and personnel cost caused by the project shutdown.
- Public Safety costs have increased by 3.9 percent due to police personnel cost increases in the Police Field Services decision unit.

## CAPITAL BUDGET

This year's budget continues the emphasis on capital improvements to maintain the infrastructure and improve the quality of life in Mt. Lebanon. It includes the Municipal Engineer's recommendation of \$2.1 million for the reconstruction of streets.

In addition, the budget recommends sanitary sewer work required by the consent order (\$2.4 million) funded by the Sewage Fund and storm water management work (\$965,000) funded by the Storm Water Fund. Other major capital items recommended for funding are primarily equipment replacement or building improvements funded by one of four funding sources:

### General Fund

- Replace Cedar Boulevard sidewalk and staircase (\$63,000).
- Front end loader lease payment (\$45,650).
- Replacement of 14-year-old Large Truck (\$148,300).

- Provides funding for Williamsburg Park improvements (\$127,000).
- Install sand bunker liners and replace sand in all 17 sand bunkers at the Golf course (\$64,450).
- Rotary gang mower for Golf Course (\$29,500).

#### Sewage Fund

- Backhoe Replacement (\$109,500).

#### Capital Projects Fund

- Municipal building façade repair work on the north façade abutting 704 Washington Road (\$115,000).

#### Bond Proceeds/Capital Reserve

- Purchase of fire pumper truck (\$575,000).
- Replacement of the main and studio ice rinks (\$1,715,000).
- Site and building improvements to Public Works Facility and construction of indoor firing range on golf course property (\$6,385,000).

### **OTHER FUNDS BUDGET**

Mt. Lebanon maintains three special revenue funds in the 2017 budget. The budget for these funds totals \$9,440,200. Expenditures related to state highway aid, storm water maintenance and sewage maintenance funds are included in the Public Works section of the document.

#### **DEBT SERVICE**

Principal payments of \$2,517,490 and interest payments of \$638,130 are projected to be made in 2017 on various bond issues relating to general government activities. These payments are inclusive of the proposed debt issuance discussed previously.

#### **PARKING FUND**

The budget for the Parking Fund is presented separately because of the business-type nature of the fund. This fund is accounted for as an enterprise fund, which means certain revenues and expenditures are accounted for differently than governmental funds. Revenues are collected from the users of the parking system – lots, garages and on-street spaces – and expenses include all costs for operating that system. The net income of the Parking Fund remains with the fund and will be used for capital improvements in the future. For 2017, revenues of the fund total \$2,083,770 and expenses total \$1,833,650 for a net income of \$250,120.

#### **BUDGET SCHEDULE**

The following schedule is proposed to meet the requirements of the Home Rule Charter.

Nov. 1	Budget submitted to Commission and put on public display
Nov. 7	Public hearing on the Manager's Recommended Budget; introduction of budget ordinance
Dec. 13	Public hearing on Commission revisions to the Manager's Recommended Budget; adoption and enactment

The Commission's budget review sessions will be held on November 3, 14 and 16. These will be televised on Comcast channel 17 and Verizon channel 34 in the days following each meeting as well as on [www.mtlebanon.org](http://www.mtlebanon.org).

#### **FUTURE REVENUE OPPORTUNITIES**

Over the next few years, Mt. Lebanon has the opportunity to see a significant increase to the tax base due to new development.

- Summit Pointe - 11 single-family homes with prices starting at \$800,000.

- Mt. Lebanon Condominiums - 46 condominium units with a price range of \$400,000-\$600,000/unit.
- 1701 Cochran Road - Construction of an approximately 20,000 sq. ft. mixed use commercial building.
- Pennsylvania Boulevard - 30-unit multi-family apartment building with related infrastructure improvements.
- McNeilly Road/Dorchester - 60-unit multi-family senior apartment building and a 60-unit townhouse development.
- Washington Road - 5-unit townhouse development.

All of these developments should allow the municipality to generate additional revenues and continue to provide our residents with a consistent high level of service.

### **ACKNOWLEDGEMENTS**

The municipal budget process depends on the hard work and dedication of the entire municipal team. The entire municipal team deserves recognition, but special thanks are extended to Andrew McCreery and Terri Windstein.

The municipal budget is probably the single most important document that we prepare in a given year as stewards of public funds and services. The budget is more than just a listing of our revenues and expenses. It is the financial plan for municipal operations and services for the coming year. It is about the challenges that are presented in meeting the communities needs and recognizing the opportunities that come with those challenges that will allow us to continue to remain a vibrant, desirable place to call home.

The municipal staff looks forward to working with the Commission and residents to address the challenges of the coming year.

Respectfully submitted,

Keith A. McGill  
Municipal Manager

# 2017 BUDGET RECAP

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	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Capital Projects Fund</b>	<b>Governmental Funds Total</b>	<b>Parking Fund</b>
<b>Revenues</b>					
<u>Taxes</u>					
Real Estate Tax	\$ 12,823,360	\$ -	\$ -	\$ 12,823,360	\$ -
Earned Income Tax	11,916,950	-	-	11,916,950	-
Local Services Tax	455,000	-	-	455,000	-
Real Estate Transfer Tax	1,650,000	-	-	1,650,000	-
County Sales Tax	915,000	-	-	915,000	-
Public Utility Realty Tax	32,500	-	-	32,500	-
Total Taxes	27,792,810	-	-	27,792,810	-
<u>Non-tax Revenues</u>					
Licenses, Permits & Fees	1,176,980	-	-	1,176,980	1,621,210
Fines, Forfeits & Penalties	144,100	18,000	-	162,100	283,000
Investment & Rental	21,500	12,500	-	34,000	175,460
Intergovernmental	1,190,150	860,000	-	2,050,150	-
Recreation	2,605,680	-	-	2,605,680	-
Charges for Service & Other Revenue	1,966,890	31,000	20,000	2,017,890	4,100
Assessments	-	12,700,000	-	12,700,000	-
Transfers Between Funds	(1,471,490)	(3,384,500)	5,022,500	166,510	(166,510)
Proceeds of Debt	-	-	8,255,000	8,255,000	-
Use of Surplus/Fund Balance	-	(796,800)	515,000	(281,800)	-
Total Non-tax Revenues	5,633,810	9,440,200	13,812,500	28,886,510	1,917,260
<b>Total Revenues</b>	<b>\$ 33,426,620</b>	<b>\$ 9,440,200</b>	<b>\$ 13,812,500</b>	<b>\$ 56,679,320</b>	<b>\$ 1,917,260</b>
<b>Expenditures</b>					
<u>Operating Expenditures</u>					
General Government	\$ 4,617,650	\$ 296,500	\$ -	\$ 4,914,150	\$ -
Community Development	747,060	-	-	747,060	-
Public Works	7,062,050	1,680,040	-	8,742,090	-
Human Services	1,409,750	-	-	1,409,750	-
Recreation	2,684,740	-	-	2,684,740	-
Public Safety	13,617,510	-	-	13,617,510	-
Parking Services	-	-	-	-	1,614,640
Total Operating Expenditures	30,138,760	1,976,540	-	32,115,300	1,614,640
Capital Improvements	415,900	-	13,812,500	14,228,400	-
Debt Service	2,871,960	283,660	-	3,155,620	52,500
Payments to ALCOSAN	-	7,180,000	-	7,180,000	-
Change in Net Position	-	-	-	-	250,120
<b>Total Expenditures</b>	<b>\$ 33,426,620</b>	<b>\$ 9,440,200</b>	<b>\$ 13,812,500</b>	<b>\$ 56,679,320</b>	<b>\$ 1,917,260</b>

# 2017 BUDGET COMPARISON

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
<b>Revenues</b>				
<b>Taxes</b>				
Real Estate Tax	\$ 12,056,146	\$ 12,062,778	\$ 12,147,110	\$ 12,823,360
Earned Income Tax	11,471,738	11,682,140	11,913,200	11,916,950
Local Services Tax	433,413	454,080	442,500	455,000
Real Estate Transfer Tax	1,458,034	1,615,768	1,500,000	1,650,000
County Sales Tax	853,421	899,077	860,000	915,000
Public Utility Realty Tax	32,766	30,571	32,500	32,500
Total Taxes	26,305,518	26,744,414	26,895,310	27,792,810
<b>Non-tax Revenues</b>				
Licenses, Permits & Fees	1,143,524	1,142,125	1,155,150	1,176,980
Fines, Forfeits & Penalties	172,359	163,966	176,550	162,100
Investment & Rental	25,459	36,772	26,000	34,000
Intergovernmental	1,962,182	2,136,097	1,921,680	2,050,150
Recreation	2,815,568	2,951,470	3,024,080	2,605,680
Charges for Service & Other Revenue	2,006,078	2,296,822	2,270,670	2,184,400
Assessments	9,240,389	9,947,092	11,538,400	12,700,000
Proceeds of Debt	2,576,949	-	-	8,255,000
Use of Surplus/Fund Balance	-	-	3,025,730	(281,800)
Total Non-tax Revenues	19,942,508	18,674,344	23,138,260	28,886,510
<b>Total Revenues</b>	<b>\$ 46,248,026</b>	<b>\$ 45,418,758</b>	<b>\$ 50,033,570</b>	<b>\$ 56,679,320</b>
<b>Expenditures</b>				
<b>Operating Expenditures</b>				
General Government	\$ 4,830,487	\$ 4,943,727	\$ 5,029,800	\$ 4,914,150
Community Development	857,348	1,018,392	935,660	747,060
Public Works	7,754,770	8,094,690	8,907,140	8,742,090
Human Services	1,323,611	1,366,679	1,383,790	1,409,750
Recreation	2,706,114	2,871,336	2,887,150	2,684,740
Public Safety	12,312,257	13,005,652	13,102,530	13,617,510
Total Operating Expenditures	29,784,587	31,300,476	32,246,070	32,115,300
Capital Improvements	10,987,529	8,352,355	9,190,020	14,228,400
Debt Service	2,373,073	2,617,812	2,129,740	3,155,620
Payments to ALCOSAN	4,387,686	5,089,843	6,467,740	7,180,000
<b>Total Expenditures</b>	<b>\$ 47,532,875</b>	<b>\$ 47,360,486</b>	<b>\$ 50,033,570</b>	<b>\$ 56,679,320</b>
<b>Surplus (Deficit)</b>	<b>\$ (1,284,849)</b>	<b>\$ (1,941,728)</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Schedule includes only governmental funds – General, Special Revenue and Capital Projects

# 2017 BUDGET COMPARISON BY OBJECT

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	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
<b>Personnel Services</b>				
Regular Wages	\$ 9,950,938	\$ 10,153,533	\$ 10,512,910	\$ 10,817,010
Overtime Wages	850,640	1,239,153	1,003,650	1,062,970
Part-time Wages	1,383,907	1,452,361	1,513,570	1,431,270
Special Salaries	26,428	27,100	27,200	27,400
Fringe Benefits	6,380,128	6,540,341	6,691,440	6,795,400
Total Personnel Services	<u>18,592,041</u>	<u>19,412,488</u>	<u>19,748,770</u>	<u>20,134,050</u>
<b>Contractual Services</b>				
Special Appropriations	1,904,271	2,002,333	2,054,970	2,079,030
Professional Services	818,486	1,178,853	1,127,680	1,121,020
Training	74,891	77,959	131,130	108,000
Memberships	24,442	22,848	27,220	31,300
Insurance	339,718	363,305	368,000	352,480
Utilities	1,174,437	1,161,775	1,191,740	1,155,490
Repairs & Maintenance	133,065	145,996	169,200	122,300
Printing & Photography	154,302	158,382	173,750	161,450
Postage	79,236	86,250	94,450	92,100
Rentals	165,294	169,764	177,930	174,300
Contractual Services	<u>4,482,987</u>	<u>4,659,912</u>	<u>5,042,470</u>	<u>4,781,700</u>
Total Contractual Services	<u>9,351,129</u>	<u>10,027,377</u>	<u>10,558,540</u>	<u>10,179,170</u>
<b>Commodities</b>				
Office Supplies	27,867	25,309	35,550	36,950
Books & Periodicals	7,902	7,959	10,140	10,230
Equipment	501,150	569,491	596,850	494,820
Maintenance Supplies	964,494	981,455	938,600	953,570
Construction Supplies	18,439	24,667	44,000	43,500
Recreation & Resale Supplies	77,980	79,860	86,830	76,700
Botanical Supplies	7,727	19,857	25,800	25,800
Fuels & Lubricants	235,858	152,013	200,990	160,510
Total Commodities	<u>1,841,417</u>	<u>1,860,611</u>	<u>1,938,760</u>	<u>1,802,080</u>
<b>Total Operating Expenditures</b>	<b><u>\$ 29,784,587</u></b>	<b><u>\$ 31,300,476</u></b>	<b><u>\$ 32,246,070</u></b>	<b><u>\$ 32,115,300</u></b>

Note: Schedule includes only governmental funds – General, Special Revenue and Capital Projects

# 2017 BUDGET GENERAL FUND COMPARISON

	<b>2016 Budget</b>	<b>2016 Projection</b>	<b>Variance</b>	<b>2017 Budget</b>	<b>Variance</b>
<b>Revenues</b>					
Taxes					
Real Estate Tax	\$ 12,147,110	\$ 12,281,110	\$ 134,000	\$ 12,823,360	\$ 676,250
Earned Income Tax	11,913,200	11,700,000	(213,200)	11,916,950	3,750
Local Services Tax	442,500	445,000	2,500	455,000	12,500
Real Estate Transfer Tax	1,500,000	1,730,000	230,000	1,650,000	150,000
County Sales Tax	860,000	905,000	45,000	915,000	55,000
Public Utility Realty Tax	32,500	31,000	(1,500)	32,500	-
Total Taxes	26,895,310	27,092,110	196,800	27,792,810	897,500
Non-tax Revenues					
Licenses, Permits & Fees	1,155,150	1,150,000	(5,150)	1,176,980	21,830
Fines, Forfeits & Penalties	163,050	150,000	(13,050)	144,100	(18,950)
Investment & Rental	14,500	19,000	4,500	21,500	7,000
Intergovernmental	1,101,680	1,133,680	32,000	1,190,150	88,470
Recreation	3,024,080	3,039,080	15,000	2,605,680	(418,400)
Charges for Service & Other Revenue	1,962,610	2,137,110	174,500	1,966,890	4,280
Transfers from Other Funds	* 972,670	1,022,670	50,000	984,550	11,880
Total Non-tax Revenues	8,393,740	8,651,540	257,800	8,089,850	(303,890)
<b>Total Revenues</b>	<b>\$ 35,289,050</b>	<b>\$ 35,743,650</b>	<b>\$ 454,600</b>	<b>\$ 35,882,660</b>	<b>\$ 593,610</b>
<b>Expenditures</b>					
Operating Expenditures					
General Government	\$ 4,733,300	\$ 4,800,300	\$ 67,000	\$ 4,617,650	\$ (115,650)
Community Development	935,660	829,660	(106,000)	747,060	(188,600)
Public Works	* 8,085,140	8,050,140	(35,000)	7,880,090	(205,050)
Human Services	1,383,790	1,382,290	(1,500)	1,409,750	25,960
Recreation	2,887,150	2,885,000	(2,150)	2,684,740	(202,410)
Public Safety	13,102,530	13,332,030	229,500	13,617,510	514,980
Total Operating Expenditures	31,127,570	31,279,420	151,850	30,956,800	(170,770)
Capital, including transfers	2,740,320	2,610,550	(129,770)	2,053,900	(686,420)
Debt Service	1,849,170	1,723,330	(125,840)	2,871,960	1,022,790
<b>Total Expenditures</b>	<b>\$ 35,717,060</b>	<b>\$ 35,613,300</b>	<b>\$ (103,760)</b>	<b>\$ 35,882,660</b>	<b>\$ 165,600</b>
<b>Surplus (Deficit)</b>	<b>\$ (428,010)</b>	<b>\$ 130,350</b>	<b>\$ 558,360</b>	<b>\$ -</b>	<b>\$ 428,010</b>

\*For comparison purposes, the Sewage and Storm Water Fund transfers have been included in *Transfers from Other Funds* and the corresponding expenditures have been included in the *Public Works* budget.

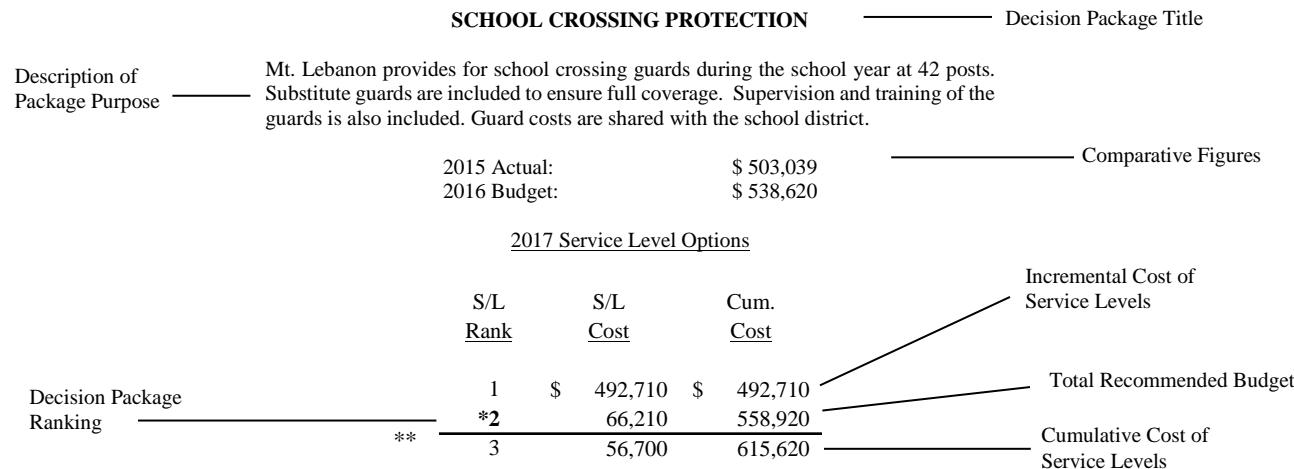
# ZERO BASED BUDGETING PRESENTATION

Mt. Lebanon has again prepared its budget using the technique known as Zero Based Budgeting (ZBB). This technique requires that the budget process begin at zero and each area of activity be justified as if it were new. This is the reverse of the normal budget process which focuses on merely increasing the previous year expenditure levels.

The method used to develop a zero based budget begins with the identification of decision packages - those programs for which separate cost figures can be maintained. After the decision packages are identified, service levels are developed for each package. Service levels begin with the minimum operating level, and each successive level provides increased service at its incremental cost. The use of service levels is best compared to building blocks - each level is unable to stand without the previous level.

After the incremental costs are determined for the various service levels, the various levels are ranked in order of overall priority of importance to municipal operations. This ranking process also starts anew each year; the level ranking clearly establishes the goals for the coming year.

The example of a decision package below shows the various components of each package.



- 1 Crossing Guards. Employs a total of 42 guards and approximately 15 substitute guards for entire school year.
- 2 Year Round Supervision (Current Level). Includes one full-time civilian supervisor that handles schedules, payroll and call-offs as well as training and day-to-day problems.
- 3 Enhanced Crossing Guard Services. Allows for adding additional crossing guard posts as student pedestrian traffic increases, without sacrificing existing crossing guard posts. Reduces the need for the crossing guard supervisor to assume duties at various posts as vacancies arise unexpectedly. Adds four guards and two substitutes.

\* Indicates current 2016 level of funding.

\*\* Line indicates proposed 2017 level of funding. Any items above the line are funded; any items below line are not funded.

# SERVICE LEVEL RANKINGS

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<u>Rank</u>	<u>Decision Unit</u>	<u>Decision Package</u>	<u>Level</u>	<u>Cost</u>	<u>Page</u>
1	Debt Service	* Required Debt Payments	1/2	2,620,620	73
2	Police Field Services	Minimum Patrol Service	1/6	3,629,830	65
3	Refuse Collection	Weekly Refuse Collection and Bi-weekly Recycling	1/5	2,096,520	46
4	Sanitary Sewers	Emergency Sewer Line Repairs	1/6	67,670	44
5	Fire Protection	Full Volunteer Company	1/11	531,790	63
6	General Management	Basic Services	1/7	252,010	25
7	Ice and Snow Control	Minimum Response	1/5	572,810	41
8	Treasury/Tax Collection	Treasury Management	1/5	51,490	27
9	Treasury/Tax Collection	Earned Income Tax Collection	2/5	214,510	27
10	Employment Benefits	State Pension Contribution	1/4	898,700	30
11	Legal Services	General Service	1/2	272,950	25
12	Treasury/Tax Collection	Real Estate Tax Collection	3/5	105,910	27
13	Engineering Services	* Basic Engineering	1/1	30,000	33
14	Financial Management	Basic Services	1/5	450,230	26
15	Storm Sewers	Emergency Sewer Line Repairs	1/5	44,430	44
16	Police Administration	Minimum Administration	1/3	281,010	64
17	Fire Protection	Weekday Career Staffing	2/11	696,370	63
18	Police Field Services	Reactive Patrol Service	2/6	906,120	65
19	Capital Improvements	Sanitary Sewer Improvements	1/22	2,310,000	70
20	Information Services	Systems Administration	1/7	283,810	26
21	Building Inspection	Minimum Inspection	1/2	273,890	34
22	Street Maintenance	Pothole Patching	1/11	186,350	38
23	Treasury/Tax Collection	Liened Real Estate Tax Collection	4/5	23,440	27
24	Insurance	* Comprehensive Coverage	1/2	352,480	29
25	Public Works Administration	Basic Administration	1/6	270,660	38
26	Traffic Signs and Painting	Destroyed Sign Replacements	1/5	68,560	42
27	Traffic Planning and Signals	Traffic Signal Maintenance	1/8	106,240	42
28	Employment Benefits	* Other Post-Employment Benefits	2/4	25,000	30
29	Treasury/Tax Collection	* Local Services Tax Collection	5/5	8,100	27
30	Street Lighting	Arterial Streets and Parks	1/5	79,300	43
31	Ice and Snow Control	Arterial Streets	2/5	37,340	41
32	Police Support Services	Support Service	1/3	164,680	66
33	Sanitary Sewers	Cleaning and Inspection Program	2/6	78,420	44
34	Storm Sewers	Minimum Maintenance	2/5	44,450	44
35	Fire Protection	24-hour Career Staffing	3/11	1,083,170	63
36	Municipal Building	Basic Cleaning and Operations	1/3	192,000	47
37	Police Field Services	Intermediate Patrol Service	3/6	804,580	65
38	Equipment Maintenance	General Maintenance and Basic Repair Service	1/2	432,810	51
39	Public Safety Center	Basic Cleaning	1/5	279,720	47
40	Investigative Services	Assignment Level	1/5	254,170	66
41	Parks Maintenance	Mowing and Refuse Control	1/10	303,170	49
42	Library	Library Appropriation	1/7	970,170	53
43	Library Building	Basic Cleaning	1/3	176,830	48
44	Public Works Building	Utilities	1/2	70,020	48
45	Capital Improvements	Street Reconstruction	2/22	2,100,000	70
46	Public Safety Center	Regular Weekly Cleaning	2/5	35,800	47
47	Ice Rink	* Basic Operation	1/5	763,770	60
48	Swimming Center	* Full Operation	1/3	407,300	60
49	Investigative Services	Evidence-Property Control/ Court Liaison	2/5	161,060	66
50	Forestry	Tree Removal and Maintenance	1/7	114,920	50
51	Library Building	Regular Weekly Cleaning	2/3	15,900	48
52	Animal Control	Mt. Lebanon Animal Control	1/4	117,440	68
53	Traffic Signs and Painting	School Zone and Street Painting	2/5	41,130	42

<u>Rank</u>	<u>Decision Unit</u>	<u>Decision Package</u>	<u>Level</u>	<u>Cost</u>	<u>Page</u>
54	Parks Maintenance	Repairs and General Maintenance	2/10	170,970	49
55	Office Services	* Full Office Service	1/1	164,500	29
56	Municipal Building	Regular Weekly Cleaning	2/3	31,600	47
57	Fire Protection	Proactive Services	4/11	982,090	63
58	Golf Course	Minimum Operations	1/6	321,020	57
59	Tennis Center	* Full Operation	1/1	189,410	58
60	Recreation Management	* Program Assistance	1/1	312,610	57
61	Community Center	* Basic Service	1/2	132,220	60
62	Financial Management	Administrative Support	2/5	16,920	26
63	Pedestrian Routes	Municipal Property	1/8	13,550	40
64	Traffic Planning and Signals	Minimum Traffic Engineering	2/8	15,000	42
65	Street Maintenance	Basic Repair	2/11	200,340	38
66	School Crossing Protection	Crossing Guards	1/3	492,710	68
67	Traffic Safety	Basic Traffic Enforcement	1/3	269,500	67
68	Public Works Administration	Operating Superintendent	2/6	87,960	38
69	Street Lighting	Collector Streets	2/5	125,840	43
70	Ice and Snow Control	Salt Boxes and Sidewalks	3/5	85,940	41
71	Traffic Safety	* Increased Traffic Enforcement and Supervision	2/3	338,840	67
72	Public Works Building	* Limited Cleaning	2/2	11,350	48
73	Public Safety Center	* Additional Cleaning and Maintenance	3/5	24,400	47
74	Curbs	Repairs and Patching	1/6	3,860	39
75	Medical Rescue Team South Authority	* MRTSA Appropriation	1/1	262,530	69
76	Animal Control	Minimum Contract Level	2/4	81,480	68
77	Civic Activities	Holiday Celebrations	1/4	7,310	34
78	Planting Areas	Washington Road	1/4	40,960	50
79	Seasonal Programs	* Full Program	1/1	469,550	57
80	Public Information	Municipal Information	1/5	164,860	28
81	Police Administration	Police Administration	2/3	256,000	64
82	Animal Control	Full Week Coverage	3/4	72,920	68
83	Planning	* Basic Service	1/1	121,260	33
84	Sanitary Sewers	Current Sewer Line Repairs	3/6	140,260	44
85	Storm Sewers	Current Maintenance Service	3/5	106,380	44
86	Sanitary Sewers	* Maintenance Service	4/6	175,820	44
87	Storm Sewers	* Video Testing	4/5	34,450	44
88	Municipal Building	* Additional Cleaning and Maintenance	3/3	30,700	47
89	Police Field Services	* Proactive Patrol Service	4/6	831,490	65
90	Crime Prevention Unit	Basic Program	1/3	179,250	67
91	Street Sweeping	Leaf Collection	1/6	239,360	45
92	Traffic Signs and Painting	* Sign Replacement	3/5	49,630	42
93	Platform Tennis Facility	* Basic Operation	1/2	10,080	59
94	Library Building	* Additional Cleaning and Maintenance	3/3	17,150	48
95	Pedestrian Routes	Arterial Pedestrian Routes	2/8	27,190	40
96	Ice and Snow Control	Eight Crews	4/5	168,550	41
97	Traffic Planning and Signals	General Traffic Engineering	3/8	25,000	42
98	Curbs	Priority Reconstruction	2/6	63,420	39
99	Forestry	Basic Tree Trimming	2/7	146,800	50
100	Golf Course	Maintenance and Equipment Enhancement	2/6	74,160	57
101	Pedestrian Routes	Local Street Program	3/8	77,460	40
102	Street Maintenance	Systematic Repair	3/11	168,420	38
103	Forestry	Replacement Planting	3/7	133,110	50
104	Outreach Program	* Minimum Support	1/4	104,040	53
105	Traffic Planning and Signals	Preventative Signal Maintenance	4/8	18,850	42
106	Public Information	Community Support	2/5	104,320	28
107	Street Sweeping	Complete Leaf Collection	2/6	96,510	45
108	Pedestrian Routes	* Residential Sidewalk Assessment Program	4/8	95,700	40
109	Emergency Management	* Maintenance and Management of Emergency	1/3	26,260	64
110	Investigative Services	Youth Service	3/5	163,390	66

<u>Rank</u>	<u>Decision Unit</u>	<u>Decision Package</u>	<u>Level</u>	<u>Cost</u>	<u>Page</u>
111	Capital Improvements	Storm Water Management	3/22	440,000	70
112	Community Organizations	Required RAD Payment	1/5	5,000	54
113	Street Maintenance	Street Crack Repairs	4/11	26,000	38
114	School Crossing Protection	* Year Round Supervision	2/3	66,210	68
115	Street Lighting	Limited Midblock Lighting	3/5	42,900	43
116	Curbs	* Increased Reconstruction	3/6	25,000	39
117	Street Sweeping	Contractual Business District Sweeping	3/6	19,690	45
118	Planting Areas	* High Visibility Plantings	2/4	6,000	50
119	Street Maintenance	Asphalt Overlay	5/11	58,710	38
120	Street Maintenance	Brick Restoration	6/11	64,000	38
121	Investigative Services	Supervision	4/5	180,540	66
122	Building Inspection	* Code Enforcement Officer	2/2	66,620	34
123	Animal Control	* Current Coverage	4/4	79,700	68
124	Police Administration	* Full Police Administration	3/3	173,380	64
125	Police Support Services	* Police Information System	2/3	91,660	66
126	Information Services	Systems Maintenance	2/7	102,050	26
127	General Management	Intergovernmental Organizations	2/7	10,280	25
128	Community and Economic Development	* Basic Service	1/3	164,160	33
129	General Management	Support Services	3/7	279,570	25
130	Public Works Administration	Geographic Information System	3/6	80,430	38
131	Debt Service	Capital Projects Bond Issue	2/2	535,000	73
132	Information Services	IT Support	3/7	72,580	26
133	Information Services	Internet and Cable	4/7	42,710	26
134	Information Services	Electronic Records Retention and Storage	5/7	12,500	26
135	Information Services	* Computer and Network Hardware	6/7	36,000	26
136	Fire Protection	Fire Prevention and Administrative Support	5/11	132,410	63
137	Capital Improvements	Fire Engine Replacement - Pumper	4/22	575,000	70
138	Public Works Administration	* Facilities and Parks Coordinator	4/6	17,910	38
139	Capital Improvements	Cedar Boulevard Sidewalk and Staircase Replacement	5/22	63,000	70
140	Ice and Snow Control	* Current Routes & Continuous Service	5/5	37,340	41
141	Investigative Services	* Full Drug Enforcement	5/5	165,290	66
142	Crime Prevention Unit	* Current Program	2/3	157,110	67
143	Public Information	* Municipal/Community Magazine	3/5	593,320	28
144	Legal Services	* Other Counsel	2/2	55,000	25
145	Street Maintenance	* Bituminous Pavement Rejuvenation	7/11	36,400	38
146	Traffic Planning and Signals	* Traffic Calming	5/8	50,000	42
147	Equipment Maintenance	* Additional Maintenance and Repair Services	2/2	88,150	51
148	Street Lighting	Additional Midblock Lighting	4/5	42,900	43
149	Street Sweeping	* Residential Street Sweeping	4/6	28,880	45
150	Parks Maintenance	Deer Management	3/10	40,000	49
151	Forestry	Increased Forestry Service	4/7	70,100	50
152	Library	Sunday Hours	2/7	42,380	53
153	Fire Protection	* Supplemental Staffing	6/11	-	63
154	General Management	Meeting Support	4/7	4,160	25
155	Financial Management	Financial Transparency Module	3/5	9,000	26
156	Financial Management	* Real Estate Tax Appeals	4/5	11,250	26
157	Forestry	* Emerald Ash Borer Treatment Program	5/7	5,000	50
158	Parks Maintenance	* Additional Deer Management	4/10	30,000	49
159	Golf Course	* Course Rangers	3/6	4,620	57
160	Fire Protection	Assistant Fire Chief	7/11	(15,470)	63
161	Library	* Additional Appropriation	3/7	256,660	53
162	Refuse Collection	* Leafy and Wood Waste Drop-off and Curbside Pickups	2/5	12,200	46
163	Public Works Administration	ArcGIS Online Implementation	5/6	18,900	38
164	Civic Activities	4th of July	2/4	47,570	34
165	Capital Improvements	Front End Loader	6/22	45,650	70
166	Civic Activities	* Community Activities	3/4	36,250	34
167	Community Organizations	Mt. Lebanon Partnership	2/5	10,000	54

<u>Rank</u>	<u>Decision Unit</u>	<u>Decision Package</u>	<u>Level</u>	<u>Cost</u>	<u>Page</u>
168	Community Organizations	Camp AIM	3/5	1,500	54
169	Community Organizations	Mt. Lebanon Village	4/5	10,000	54
170	Community Organizations	* Historical Society	5/5	10,000	54
171	Capital Improvements	Backhoe Replacement	7/22	109,500	70
172	Capital Improvements	Large Truck Replacement	8/22	148,300	70
173	Capital Improvements	Municipal Building Façade	9/22	115,000	70
174	Capital Improvements	Williamsburg Park Improvements	10/22	127,000	70
175	Capital Improvements	Golf Course Improvements	11/22	65,450	70
176	Capital Improvements	Ice Rink Replacement - Main and Studio Rinks	12/22	1,715,000	70
177	Capital Improvements	Public Works Facility and Firing Range	13/22	6,385,000	70
178	Capital Improvements	Golf Course Equipment	14/22	29,500	70
179	Capital Improvements	Public Safety Center Carpet	15/22	65,000	70
180	Traffic Planning and Signals	Preemption Maintenance and Updates	6/8	15,000	42
181	Traffic Planning and Signals	Emergency Power Backup Supply	7/8	14,500	42
182	Public Works Administration	Maintenance Staff Training	6/6	5,000	38
183	Parks Maintenance	Scheduled Replacement of Bleachers at Ball Fields	5/10	60,000	49
184	Civic Activities	Clearview Common Furniture	4/4	10,000	34
185	Street Sweeping	In-House Street Sweeping	5/6	(28,760)	45
186	Emergency Management	Emergency Notifications and Communication	2/3	7,900	64
187	Parks Maintenance	Playground Fall Zone Replacement	6/10	150,000	49
188	Police Support Services	Community-based Surveillance Cameras	3/3	20,000	66
189	Public Safety Center	Server Room Supplemental Air Conditioner	4/5	10,000	47
190	Refuse Collection	Expanded Wood Waste Pickup	3/5	5,470	46
191	Public Safety Center	Expanded Contractual Services	5/5	21,500	47
192	Employment Benefits	Investment Consultant	3/4	5,000	30
193	Street Sweeping	Contractual Business District Sweeping	6/6	19,690	45
194	Employment Benefits	Additional Pension Contributions	4/4	100,000	30
195	Curbs	Expanded Reconstruction	4/6	50,000	39
196	Street Maintenance	Expanded Asphalt Overlay	8/11	156,260	38
197	Street Maintenance	Alley Maintenance	9/11	134,000	38
198	Community and Economic Development	Uptown Shopping/Dining Guide	2/3	2,000	33
199	Insurance	Cyber Liability Coverage	2/2	7,700	29
200	Pedestrian Routes	Additional Residential Sidewalk Assessment Prc	5/8	155,700	40
201	Pedestrian Routes	Expanded Root Damaged Sidewalk Repair Prog	6/8	135,000	40
202	Pedestrian Routes	Additional Sidewalk Repairs	7/8	72,900	40
203	Traffic Planning and Signals	Traffic Signal Pole Maintenance	8/8	26,000	42
204	Traffic Signs and Painting	Traffic Sign Retro Reflectivity Requirements	4/5	14,000	42
205	Traffic Signs and Painting	Design and Refurbish Entry Signs	5/5	5,000	42
206	Street Lighting	* LED Street Lights Program	5/5	10,000	43
207	Street Maintenance	Additional Asphalt Overlay	10/11	93,120	38
208	Pedestrian Routes	Tree Fertilization	8/8	12,000	40
209	Information Services	Full-Time Personnel Conversion	7/7	22,130	26
210	Financial Management	Budget Software	5/5	7,500	26
211	Golf Course	Garden Plot Fence	4/6	28,330	57
212	Outreach Program	Additional Service	2/4	7,820	53
213	Refuse Collection	Pay-As-You-Throw Community Input	4/5	5,000	46
214	Golf Course	Men's and Women's Bathroom Partitions	5/6	2,700	57
215	Golf Course	Stairs to Garden Plots	6/6	4,700	57
216	Platform Tennis Facility	Video Surveillance Cameras	2/2	6,000	59
217	Library	Library Collection Reinstatement	4/7	18,570	53
218	Library	Security Guard	5/7	20,000	53
219	Street Maintenance	Expanded Brick Restoration	11/11	64,000	38
220	Parks Maintenance	Expanded Deer Management	7/10	30,000	49
221	Curbs	Additional Reconstruction	5/6	50,000	39
222	Community and Economic Development	Uptown Public Space Improvement Plan	3/3	100,000	33
223	Parks Maintenance	Basketball Court Improvements	8/10	10,000	49
224	Parks Maintenance	Additional Lighting	9/10	5,000	49

<u>Rank</u>	<u>Decision Unit</u>	<u>Decision Package</u>	<u>Level</u>	<u>Cost</u>	<u>Page</u>
225	Curbs	Brick Street Curb Reconstruction	6/6	30,000	39
226	Outreach Program	Maximum Subsidy	3/4	8,000	53
227	Library	Personnel	6/7	120,000	53
228	Capital Improvements	Mt. Lebanon Park Basketball Court Improvements	16/22	50,600	70
229	Ice Rink	Full-Time Maintenance Personnel	2/5	36,900	59
230	Capital Improvements	Parks Lighting System	17/22	159,500	70
231	Ice Rink	Lobby Benches	3/5	12,000	59
232	Capital Improvements	Recreation Center and Pool Light Pole Replacement	18/22	140,500	70
233	Ice Rink	Silo Storage/Locker Room	4/5	30,240	59
234	Capital Improvements	N. Meadowcroft Park ADA	19/22	269,300	70
235	Ice Rink	Ice Rink Facility Maintenance	5/5	12,000	59
236	Capital Improvements	Records Management System	20/22	120,000	70
237	Swimming Center	Additional Equipment	2/3	18,000	60
238	Capital Improvements	Municipal Building HVAC Upgrade	21/22	30,000	70
239	Storm Sewers	Point Repair	5/5	50,000	44
240	Swimming Center	Picnic Tables	3/3	8,000	60
241	Capital Improvements	LRT Station Stairway	22/22	164,850	70
242	Community Center	Digital Video Security System	2/2	7,000	60
243	Planting Areas	Additional Planting Program	3/4	30,000	50
244	Refuse Collection	Weekly Recycling	5/5	454,470	46
245	Outreach Program	Additional Contribution	4/4	3,000	53
246	Parks Maintenance	Parks/Planting Areas Volunteer Support	10/10	10,000	49
247	Planting Areas	Cul-de-sac Planting	4/4	30,000	50
248	Forestry	Small Tree Maintenance	6/7	180,720	50
249	Fire Protection	Ballistic Vests	8/11	10,000	63
250	Emergency Management	Pandemic and Disaster Response	3/3	10,000	64
251	Forestry	Passive Tree Maintenance	7/7	90,360	50
252	School Crossing Protection	Enhanced Crossing Guard Services	3/3	56,700	68
253	Sanitary Sewers	Sewer Lateral Inspection Program	5/6	95,000	44
254	Traffic Safety	Expanded Traffic Enforcement/Education	3/3	150,410	67
255	Sanitary Sewers	Dedicated Sewer Crew	6/6	180,720	44
256	Crime Prevention Unit	Program Expansion Level	3/3	106,610	67
257	Library	Digitized Historical and Community Collections	7/7	150,000	53
258	Public Information	ICMA National Citizens Survey	4/5	15,620	28
259	General Management	* Intern	5/7	6,490	25
260	Public Information	High School Intern	5/5	2,050	28
261	Police Field Services	Expanded Patrol Services	5/6	639,630	65
262	General Management	Additional Membership	6/7	13,500	25
263	Police Field Services	Special Deployment Utility Vehicle	6/6	15,000	65
264	Fire Protection	Full Fire Prevention and Inspection Services	9/11	100,310	63
265	Fire Protection	ISO/NFPA Engine Company Distribution	10/11	363,040	63
266	General Management	Boards and Authorities Dinner	7/7	9,300	25
267	Fire Protection	NFPA Minimum Staffing	11/11	341,440	63

# GENERAL GOVERNMENT

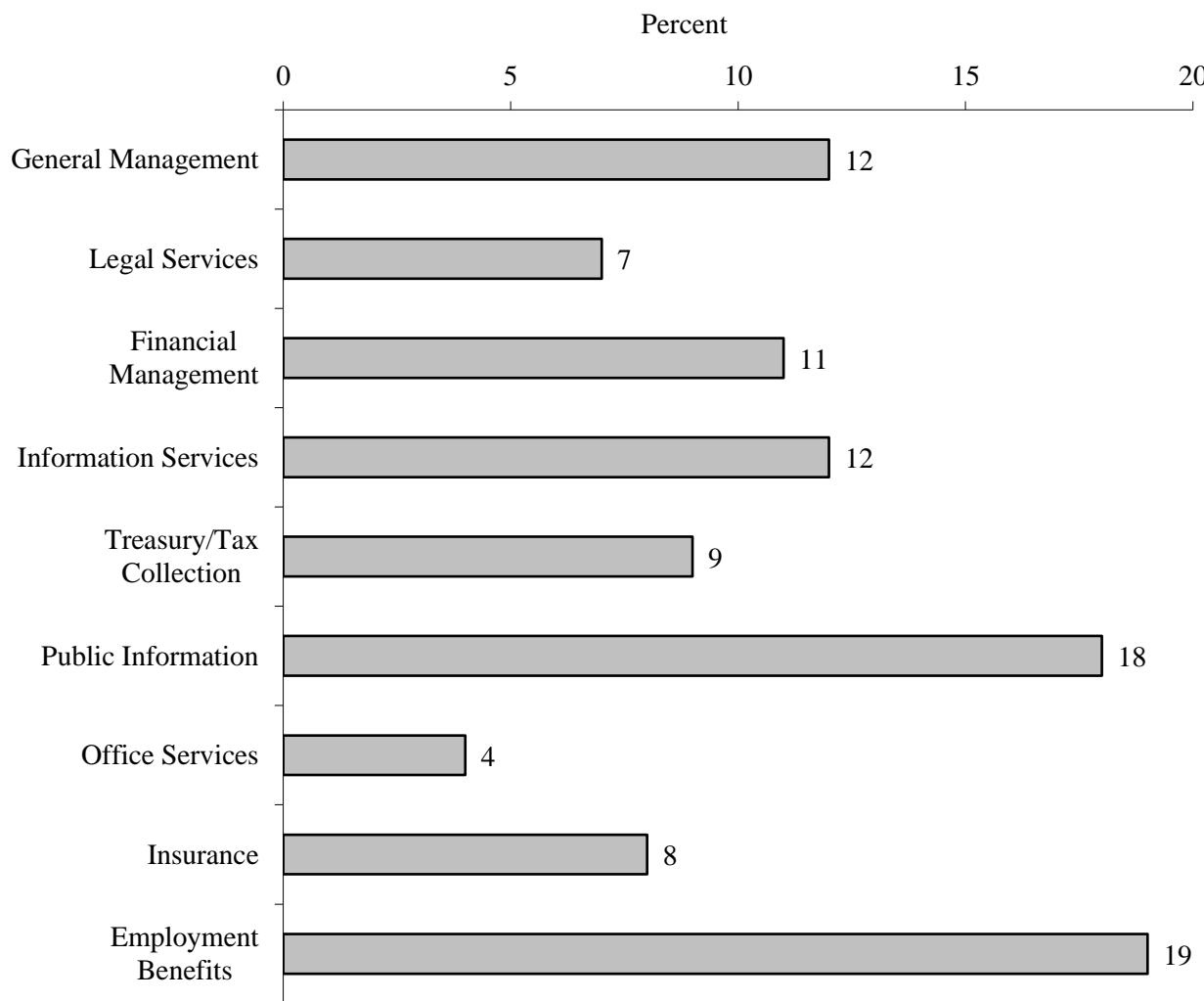
General Government does not represent any specific department of the Municipality; instead, it includes overall management and financial areas, as well as activity shared by all departments.

Fourteen full-time positions are included in General Government.

For 2017, General Government shows a decrease of 2.3 percent from the 2016 budget. The decrease is primarily caused by decreases in insurance and treasury/tax collection.

There are no recommended expanded service levels in the 2017 General Government budget.

General Government represents 8.7 percent of the overall municipal expenditures. The chart below shows the relationship of the various functions within General Government.



## GENERAL MANAGEMENT

General Management includes those matters of policy determination and overall management handled by the Commission and the manager.

2015 Actual:	\$ 558,623
2016 Budget:	\$ 561,760

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 252,010	\$ 252,010
2	10,280	262,290
3	279,570	541,860
4	4,160	546,020
<b>*5</b>	6,490	552,510
6	13,500	566,010
7	9,300	575,310

### Service Level Narrative

- 1 **Basic Services.** Provides for five elected Commissioners and appointed manager as mandated under Home Rule Charter.
- 2 **Intergovernmental Organizations.** Municipal memberships in regional and national organizations for lobbying, grants assistance and multi-community services. Includes costs of participation in the Allegheny League of Municipalities, South Hills Area Council of Governments, and CONNECT.
- 3 **Support Services.** Provides support for the municipal manager. Includes the Human Resources Manager, 25 percent of the Assistant Manager/Planner position and a full-time secretary.
- 4 **Meeting Support.** Provides staff time to record commission and board meetings for broadcast on the municipal government cable channel and stream on the website.

- 5 **Intern (Current Level).** Provides for a graduate student summer intern to assist with various improvement projects.
- 6 **Additional Membership.** Restores the community membership in Pennsylvania Municipal League.
- 7 **Boards and Authorities Dinner.** Provides funding for recognition dinner for volunteer appointed board and authority members.

## LEGAL SERVICES

The solicitor is appointed by the Commission to provide legal counsel and defend the municipality in legal actions. Special counsel is retained for certain matters.

2015 Actual:	\$ 298,488
2016 Budget:	\$ 287,000

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 272,950	\$ 272,950
<b>*2</b>	55,000	327,950

### Service Level Narrative

- 1 **General Service.** Provides general legal services, including review of documents and ordinances, attendance at meetings, routine legal advice, interpretations of the Charter, compliance with state and federal laws including Right-To-Know, and minor research. Litigation, zoning matters and special projects are completed as required.
- 2 **Other Counsel (Current Level).** Provides labor and personnel specific legal services, including labor contracts and other personnel matters. Also use specialized counsel for cable television and telecommunications issues.

## **FINANCIAL MANAGEMENT**

Financial Management is responsible for all activities involving fiscal operations and management of municipal funds. Included in this function are recording and investing revenues collected by the treasurer, expenditure of funds, exercising control over departmental budgets and preparation of financial reports to the Commission, manager or outside agencies.

2015 Actual:	\$ 469,246
2016 Budget:	\$ 477,850

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 450,230	\$ 450,230
2	16,920	467,150
3	9,000	476,150
<b>*4</b>	<b>11,250</b>	<b>487,400</b>
<b>5</b>	<b>7,500</b>	<b>494,900</b>

### Service Level Narrative

- 1 **Basic Service.** Provides accounting, payroll/personnel administration and fiscal management as required by law. Also includes insurance processing, risk management, departmental/budget reporting, and cash management. Includes director of finance, assistant finance director, personnel/payroll administrator, and accounts payable administrator.
- 2 **Administrative Support.** Administrative support to prepare Comprehensive Annual Financial Report (CAFR) to meet GASB standards and GFOA specifications, develop the five-year Capital Improvement Program (CIP), Manager's Recommended Budget and user fee program. Provides delinquent collections for sewage, storm water, and parking funds and produces municipal claims and tax certification letters. Includes funding for a portion of a full-time account clerk and part-time clerk.

3 **Financial Transparency Module.** Provides web-based financial transparency modules that integrate with the mtlebanon.org website. The modules allow ad-hoc reporting capabilities for staff and citizens alike in graphical and grid formats. Modules include annual and periodic financial statements, budget comparisons and balance sheet information.

4 **Real Estate Tax Appeals (Current Level).** Consultant hired to assist with program to identify and appeal those properties that are highly "under-assessed." Also, provide funds for representation at real estate tax appeal hearings in order to ensure uniformity and equity among properties. Cost is more than offset by additional revenues.

5 **Budget Software.** Provides for specific budget software for the preparation of a zero-based budget. The software would allow staff to keep all budgetary information on annual basis in a database format. The software would include modules for personnel costing and decision packages.

## **INFORMATION SERVICES**

Information Services coordinates the computer technology efforts of each department into a comprehensive plan. Expected results include faster access to information, increase in technology skills and secure linking of computer resources.

2015 Actual:	\$ 523,195
2016 Budget:	\$ 530,230

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 283,810	\$ 283,810
2	102,050	385,860
3	72,580	458,440
4	42,710	501,150
5	12,500	513,650
<b>*6</b>	<b>36,000</b>	<b>549,650</b>
7	22,130	571,780

### Service Level Narrative

- 1 **Systems Administration.** Provides for an IT Manager and full-time technician. Responsibilities include administering networks, AS/400, PC's, Mac's, Internet, email, security, SPAM and anti-virus. Provides access to information resources and streamlines workflow. Also provides for external email hosting and Google apps.
- 2 **Systems Maintenance.** Provides for equipment and licensing to maintain a functional organization. Includes virtual hardware, system hardware, storage devices, network appliances, servers, equipment and security devices. Also includes licensing and backup software.
- 3 **IT Support.** Provides 60 percent of an IT support coordinator (shared with office services) and a part-time technician. Responsibilities include web updates, network configuration, user management, managing community cable channels and training.
- 4 **Internet and Cable.** Daily maintenance and technology updates to www.mtlebanon.org, public access channel and government access channel. Includes e-commerce functions.
- 5 **Electronic Records Retention and Storage.** Continue to import, retain and provide access to municipal documents electronically.

Includes software licensing, maintenance and electronic storage.

- 6 **Computer and Network Hardware (Current Level).** Continue to upgrade and maintain municipal networking infrastructure. This includes purchases such as servers and networking hardware.
- 7 **Full-time Personnel Conversion.** Converts part-time technician position to a full-time position to reflect redirected work flow. Performs support tasks as directed by the IT Manager. Supports public safety systems and advanced technology such as network security, vpn maintenance, web presence security, server maintenance, web programming and secure wireless systems.

## TREASURY/TAX COLLECTION

The tax office accounts for all municipal revenue collections. The treasurer/tax collector is responsible for the collection, deposit and reporting of taxes for the Municipality and Mt. Lebanon School District (MLSD) including real estate tax and liened real estate tax. Collection costs are shared between the taxing bodies. Earned income tax and local services tax are collected by a third party.

2015 Actual:	\$ 423,383
2016 Budget:	\$ 450,560

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 51,490	\$ 51,490
2	214,510	266,000
3	105,910	371,910
4	23,440	395,350
<b>*5</b>	<b>8,100</b>	<b>403,450</b>

## Service Level Narrative

- 1 Treasury Management. Provides for the elected treasurer who is responsible for the oversight of the receipt and disbursement of municipal funds. Includes portions of salaries and benefits for the treasurer, tax office manager and account clerk.
- 2 Earned Income Tax Collection. Provides for the commission and fees associated with the State mandated collections through the Southwest Tax Collection District.
- 3 Real Estate Tax Collection. Provides for the collection of current and delinquent real estate taxes for the Municipality and MLSD. Includes portions of salaries and benefits for the treasurer, tax office manager and account clerk. The net cost to the Municipality is approximately \$53,020.
- 4 Liened Real Estate Tax Collection. Provides for the collection of real estate tax liens for the Municipality and MLSD. Includes portions of salaries and benefits for the treasurer, tax office manager and account clerk. The net cost to the Municipality is approximately \$10,500.
- 5 Local Services Tax Collection (Current Level). Provides for the collection of local services taxes for the Municipality by a third party tax collector. Fees associated with collection are 1.8% of gross collections.

## **PUBLIC INFORMATION**

Provides a comprehensive municipal communications program, including public relations, media relations, special events, publication production and web and cable content.

2015 Actual:	\$ 829,494
2016 Budget:	\$ 866,590

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 164,860	\$ 164,860
2	104,320	269,180
<b>*3</b>	<b>593,320</b>	<b>862,500</b>
4	15,620	878,120
5	2,050	880,170

### Service Level Narrative

- 1 Municipal Information. Delivers information to the public via telephone and multimedia. Serves as primary contact for the news media. Creates print and online promotional materials for Municipality, various internal departments and municipally affiliated nonprofit agencies. Maintains quality control of municipal print and online information and public and government access channels. Plans municipal special meetings and other special events. Includes 40 percent of a public information officer, 25 percent of a public information assistant and various regular part-time personnel.
- 2 Community Support. Provides liaison services to Community Relations and Historic Preservation Boards, including writing grants, preparing award applications and planning special events. Provides public relations expertise, and multimedia space to nonprofit organizations such as The Mt. Lebanon Partnership, Outreach, The Historical Society of Mt. Lebanon, the Mt. Lebanon Community Endowment, Mt. Lebanon Village and the Denis Theatre

Foundation. Partners with the school district on projects. Works closely with real estate community, hospital, churches, clubs and other groups. Includes 35 percent of a public information officer, 25 percent of a public information assistant and various regular part-time personnel.

- 3 **Municipal/Community Magazine (Current Level)**. Provides for a print and online magazine (10 issues, 64 pages). Includes 25 percent of public information officer, 50 percent of a public information assistant and various regular part-time and a number of freelance and independent contractors. The magazine provides advertising revenue of \$550,000.
- 4 **ICMA National Citizens Survey**. Provides funding for a strategic planning tool in the form of a statistically valid survey of representative residents' satisfaction with the quality and breadth of government services. Can be customized and includes several open-ended questions. Includes comparisons to benchmarks of more than 500 jurisdictions in the USA.
- 5 **High School Intern**. Provides for 5 hours a week for a high school student to perform clerical work.

## OFFICE SERVICES

This general account accumulates all costs related to document production, postage, photocopying, general supplies, website development and office equipment.

2015 Actual:	\$ 150,169
2016 Budget:	\$ 165,390

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
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<b>*1</b>	\$ 164,500	\$ 164,500
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### Service Level Narrative

- 1 **Full Office Service (Current Level)**. Provides part-time support at the Customer Service Center as well as portions of wages and benefits of the IT support coordinator and tax office account clerk. Includes equipment costs for copy machines and postage machine. Also includes customer service center and shared departmental supplies, including paper, envelopes and office supplies.

## INSURANCE

Insurance is carried to cover the Municipality from liability claims as well as damage to municipal buildings and equipment. The municipality participates in a municipal insurance trust (pool) to obtain its insurance coverage.

2015 Actual:	\$ 363,305
2016 Budget:	\$ 368,000

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
<b>*1</b>	\$ 352,480	\$ 352,480
2	7,700	360,180

### Service Level Narrative

- 1 **Comprehensive Coverage (Current Level)**. Insurance coverage includes property, business income, inland marine, automobile, general liability, public official, and police professional and faithful performance liability. Umbrella policy provides ten-million-dollar excess coverage for each of general liability, police professional, public official and auto liability.

- 2 **Cyber Liability Coverage.** Coverage includes data breach/privacy crisis management, multi-media/medical liability, extortion liability and network security liability coverage.

## **EMPLOYMENT BENEFITS**

Employment benefits that cannot be allocated to any specific department are accounted for in this decision unit.

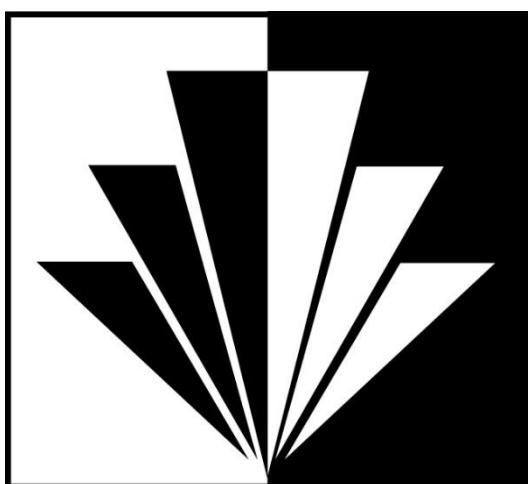
2015 Actual:	\$ 1,011,199
2016 Budget:	\$ 1,031,720

### 2017 Service Level Options

<u>S/L</u> <u>Rank</u>	<u>S/L</u> <u>Cost</u>	<u>Cum.</u> <u>Cost</u>
1	\$ 898,700	\$ 898,700
*2	25,000	923,700
3	5,000	928,700
4	100,000	1,028,700

### Service Level Narrative

- 1 **State Pension Contribution.** State's anticipated share of pension costs for 2017. Offset by state aid with a net cost of \$0.
- 2 **Other Post-Employment Benefits (OPEB) (Current Level).** Provides necessary funding for OPEB per contractual obligations and personnel agreements.
- 3 **Investment Consultant.** Provides for a consultant to evaluate current investment and administration provider for deferred compensation and defined contribution plans sponsored by the Municipality.
- 4 **Additional Pension Contributions.** Future pension contributions for the municipality's three defined benefit pension plans may increase due to variances between actual results and actuarial assumptions. This funding will offset future contribution increases in outlying years.



# COMMUNITY DEVELOPMENT

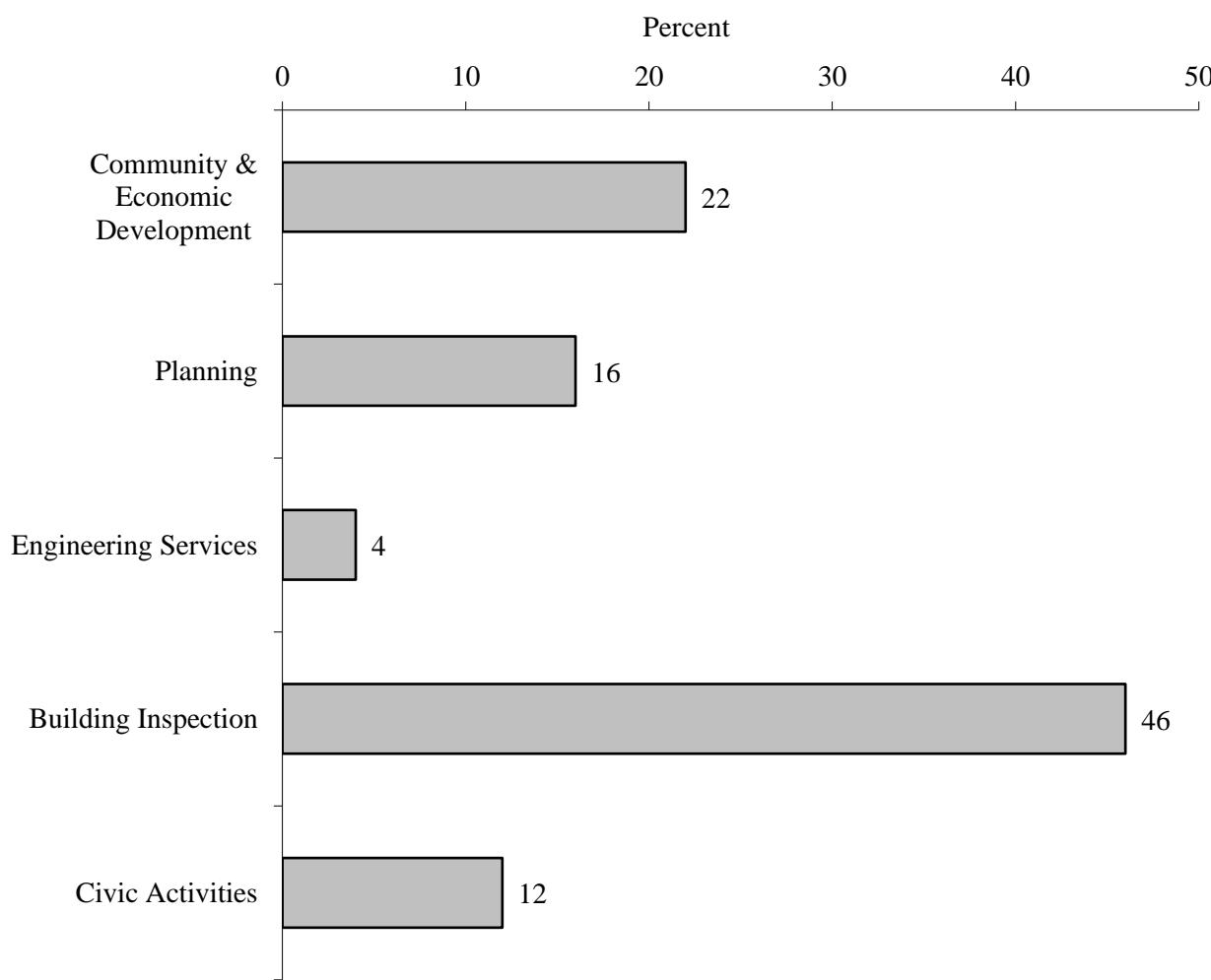
Community Development is responsible for providing the planning and coordination of land use in the municipality and preparation and development of certain municipal projects.

Seven full-time employees are included in Community Development.

For 2017, Community Development shows a decrease of 20.2 percent from the 2016 budget. The primary reason for the decrease was caused by the re-categorization of the geographic information systems function to public works.

There are no recommended expanded service levels in the 2017 Community Development budget.

Community Development represents 1.3 percent of the overall municipal expenditures. The chart below shows the relationship of the various functions within Community Development:



## COMMUNITY AND ECONOMIC DEVELOPMENT

As a mature community, Mt. Lebanon needs to encourage private and public-sector revitalization. This office is responsible for creating and maintaining an environment for development within the community.

2015 Actual:	\$ 312,332
2016 Budget:	\$ 203,000

### 2017 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
*1	\$ 164,160	\$ 164,160
2	2,000	166,160
3	100,000	266,160

### Service Level Narrative

- 1 **Basic Service (Current Level)**. Includes a commercial district manager/economic development officer, who provides staff support to the Mt. Lebanon Partnership, Economic Development Council, business associations, and manages the Main Street program. Includes grant writing, fundraising and special projects. Also includes 60 percent of a secretary (shared with Planning).
- 2 **Uptown Shopping/Dining Guide**. With the opening of Uptown's first hotel and a large variety of destination shops and dining, a shopping/dining guide is essential. The Central Business District (CBD) needs to periodically update and print shopping/dining guides for patrons of the CBD.
- 3 **Uptown Public Space Improvement Plan**. It has been a generation since the public realm in Mt. Lebanon's CBD has been updated. Funds will be used to create a community driven plan to improve sidewalks, lighting, connectivity between the light rail station and Washington Road, and community interaction. Benefits include improved safety for our residents and

allows our primary commercial hub to remain competitive.

## PLANNING

State-mandated municipal land use regulations necessitate the availability of professional planning services on issues of zoning and land development.

2015 Actual:	\$ 195,732
2016 Budget:	\$ 177,600

### 2017 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
*1	\$ 121,260	\$ 121,260

### Service Level Narrative

- 1 **Basic Service (Current Level)**. Provides for an in-house planner to oversee planning functions required by law, as well as performing site plan reviews. Includes 75 percent of the Assistant Manager/Planner and 40 percent of a secretary (shared with Community and Economic Development).

## ENGINEERING SERVICES

The municipal charter requires a professional engineer to advise on engineering matters pertaining to physical construction and land use regulations.

2015 Actual:	\$ 26,164
2016 Budget:	\$ 33,000

### 2017 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
*1	\$ 30,000	\$ 30,000

### Service Level Narrative

- 1 **Basic Engineering (Current Level).** Retained municipal engineer provides engineering services required by law, in addition to coordinating the municipal street program and consulting on all aspects of physical development activity.

### **BUILDING INSPECTION**

Building Inspection encompasses all activities in connection with construction in Mt. Lebanon, including review of plans for code compliance, issuing permits and performing inspections. Additional activities include yearly inspection of private swimming pools, inspection of properties for compliance with regard to building, grading, health and safety, minimum property standards, and solid waste and zoning chapters of the Mt. Lebanon Code.

2015 Actual:	\$ 332,634
2016 Budget:	\$ 334,200

#### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 273,890	\$ 273,890
*2	66,620	340,510

#### Service Level Narrative

- 1 **Minimum Inspection.** Includes chief inspector, building inspector and a secretary to perform clerical and support functions, including maintenance of necessary records. Covers building plan reviews, zoning inspections and public safety with respect to property maintenance issues. Includes the State required zoning hearing board expenses.
- 2 **Code Enforcement Officer (Current Level).** Adds code enforcement officer to provide inspections of environmental conditions of property in response to complaints, conduct a street-by-street property maintenance

inspection, periodic home occupation inspections and annual pool inspections.

### **CIVIC ACTIVITIES**

The Civic Activities function provides physical services for various community activities and celebrations that are supported but not directly sponsored by Mt. Lebanon. Municipal services are performed for various holiday celebrations.

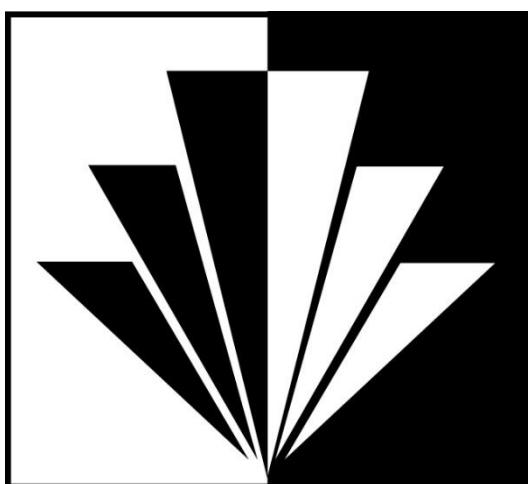
2015 Actual:	\$ 77,610
2016 Budget:	\$ 109,430

#### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 7,310	\$ 7,310
2	47,570	54,880
*3	36,250	91,130
4	10,000	101,130

#### Service Level Narrative

- 1 **Holiday Celebrations.** Support includes Washington Road holiday decorations, and holiday tree preparation at Clearview Common and Beverly Road Business District. Includes funds for decorative lighting repair and replacement.
- 2 **4th of July.** Complete arrangements for the July 4th celebration, including clean-up, part-time help, entertainment and fireworks. Provides \$12,500 in revenue.
- 3 **Community Activities (Current Level).** Includes summer concert series, First Fridays, equipment for block parties, parades and preparation and cleanup for special events.
- 4 **Clearview Common Furniture.** Provides funds to acquire durable street furniture for pocket park. Current furniture is beyond its useful life.



# PUBLIC WORKS

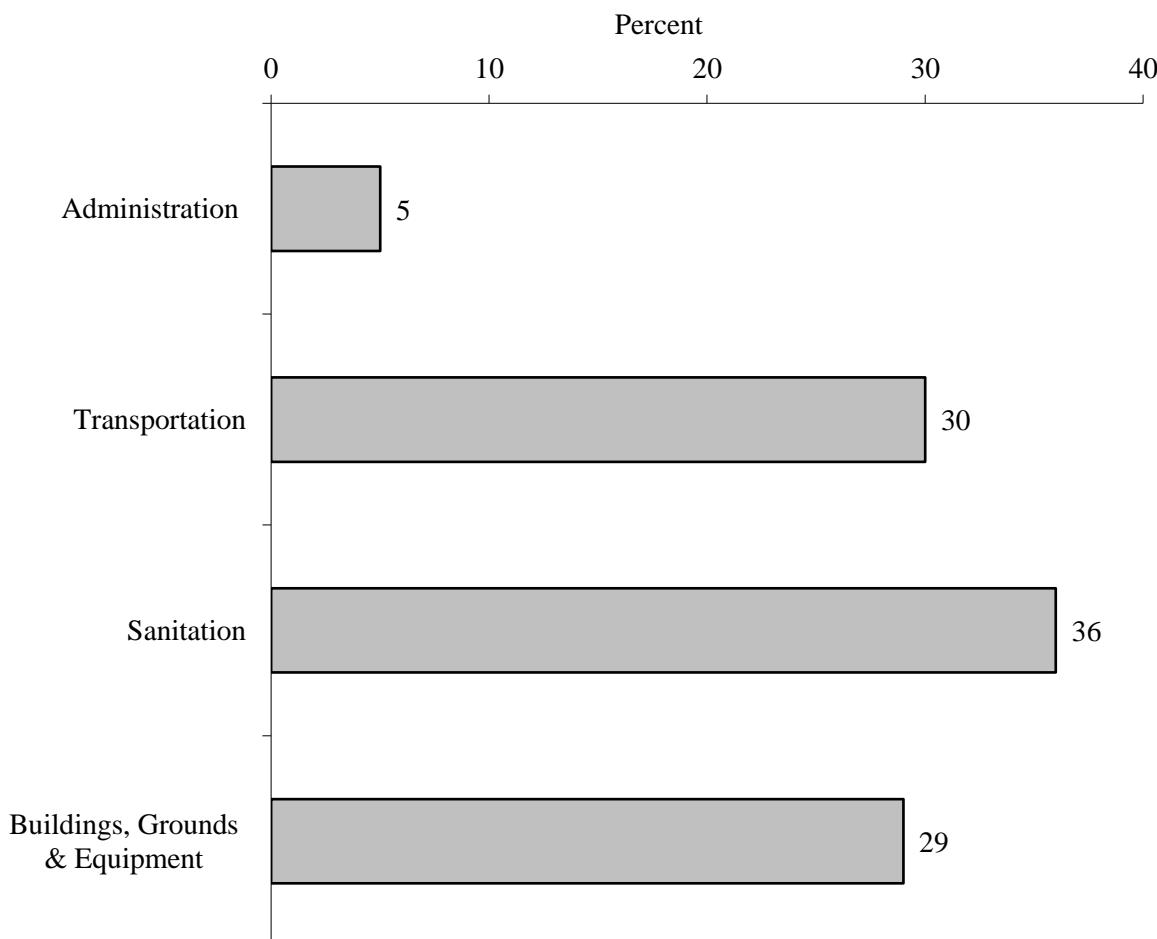
The Public Works Department is responsible for the maintenance of the physical plant—for example, buildings, streets, sewers and trees. The department is divided into four operational areas: Administration—providing management; Transportation—all street-related activities except street reconstruction; Sanitation—sewers, sweeping and refuse collection; and Buildings, Grounds & Equipment—general property maintenance activities.

Twenty-seven full-time employees are included in the four areas of Public Works. Five employees are administrative in nature and twenty-two are crew members serving in various public works capacities.

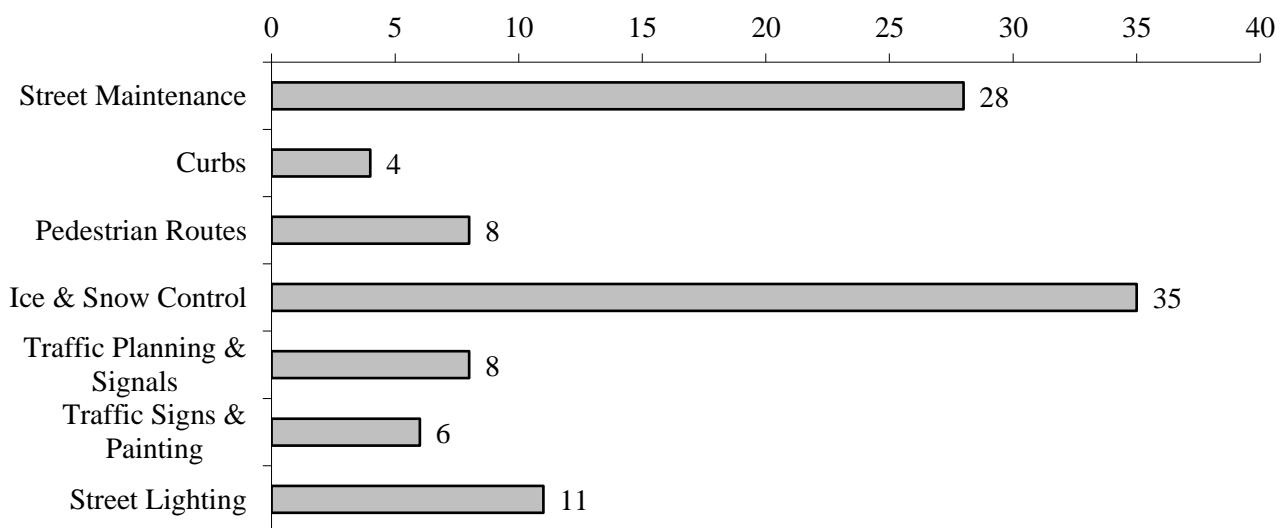
For 2017, Public Works shows a net decrease of 1.9 percent from the 2016 budget. The net decrease is due to the re-categorization of the geographic information systems function to public works, coupled with decreases in fuel costs and carryover expenditures from previous budgets.

One expanded service level, ArcGIS Online Implementation, is recommended in the 2017 Public Works budget.

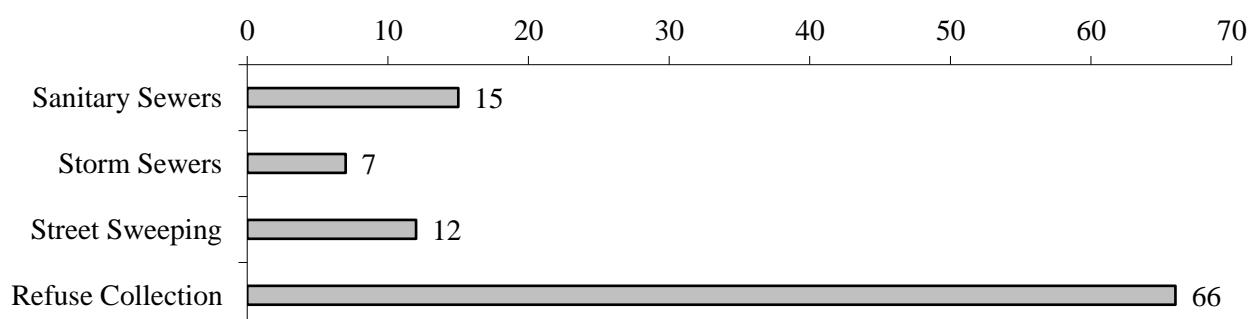
Public Works represents 15.4 percent of the overall municipal expenditures. The charts below and on the following page demonstrate the relationship of the operational areas and decision units within the operational areas of public works. Each stands alone; that is, comparisons of relative size should be made only within each chart, not from one chart to another.



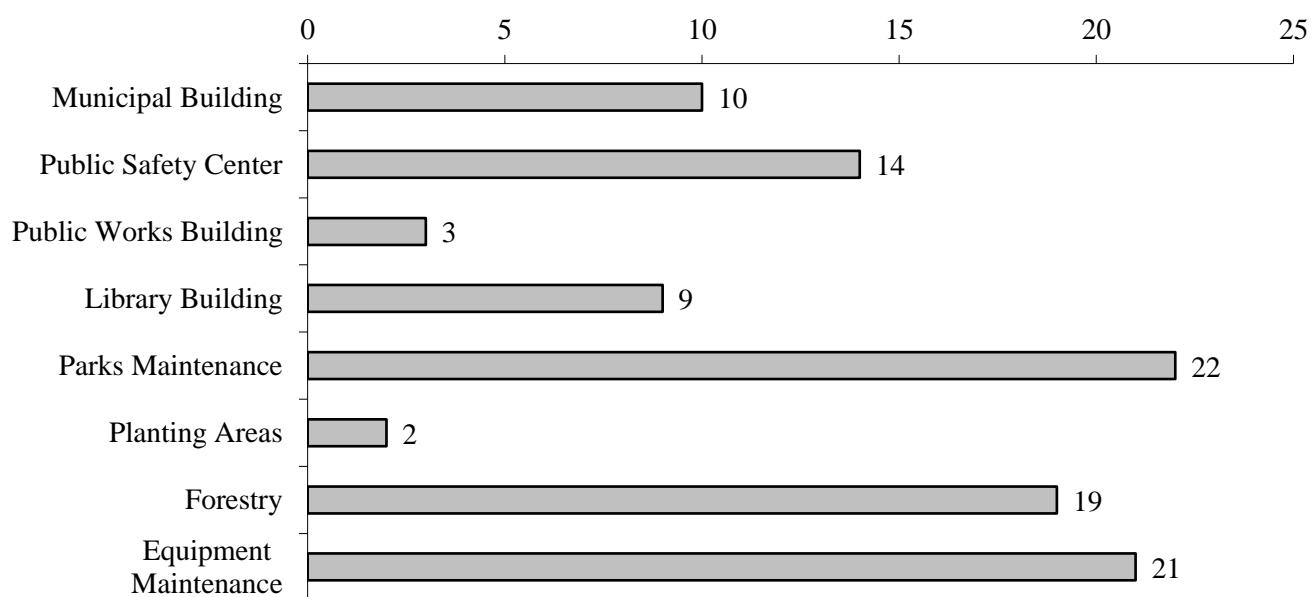
### **TRANSPORTATION**



### **SANITATION**



### **BUILDINGS, GROUNDS & EQUIPMENT**



## ADMINISTRATION

The department of public works is responsible for all facets of the physical maintenance of Mt. Lebanon, including construction and engineering.

2015 Actual:	\$ 310,474
2016 Budget:	\$ 447,470

### 2017 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 270,660	\$ 270,660
2	87,960	358,620
3	80,430	439,050
*4	17,910	456,960
5	18,900	475,860
6	5,000	480,860

### Service Level Narrative

- 1 **Basic Administration.** Provides for a Public Works Director and secretary to coordinate all departmental operations.
- 2 **Operating Superintendent.** Operating Superintendent directs day-to-day field operations, crew assignments and service requests. Eighty percent charged to administration; reminder to sanitary sewers and storm sewers.
- 3 **Geographic Information System (GIS).** Provides for a full-time GIS technician to oversee the system, coordinate data and development of new layers, and work with the engineer. Position coordinates distribution of information to other offices and provides training and support for other departments utilizing the GIS system. In prior years, this position was under the direction of the Planner. In 2017, this has been moved under the direction of the Public Works Director.
- 4 **Facilities and Parks Coordinator (Current Level).** A full time professional facilities

manager assists the director in developing and monitoring plans and programs to address the long term capital and short term maintenance needs of parks, buildings, grounds and facilities. Eighty percent of the costs are shared with building and parks maintenance.

- 5 **ArcGIS Online Implementation.** Transition to a Cloud based GIS system. The use of a centrally located, web based data storage and access platform will improve efficiency and permit real time data updates for use by the municipal staff. This system will eliminate duplication of data transfer and dissemination. Through the reduction in license fees and other savings, the conversion would be cost neutral in 4 years.
- 6 **Maintenance Staff Training.** Annual safety training of maintenance staff in work related areas including: confined space; trench shoring/excavation; traffic control and work zone, and flagging.

## TRANSPORTATION

### STREET MAINTENANCE

Street maintenance involves Mt. Lebanon's responsibility to maintain approximately 87 miles of municipal streets and paved alleys. Street maintenance includes bituminous pavement resurfacing, crack and joint sealing, pavement rejuvenation and small areas of brick restoration.

2015 Actual:	\$ 550,474
2016 Budget:	\$ 831,320

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 186,350	\$ 186,350
2	200,340	386,690
3	168,420	555,110
4	26,000	581,110
5	58,710	639,820
6	64,000	703,820
<b>*7</b>	<b>36,400</b>	<b>740,220</b>
8	156,260	896,480
9	134,000	1,030,480
10	93,120	1,123,600
11	64,000	1,187,600

### Service Level Narrative

- 1 **Pothole Patching.** Only emergency repairs of concrete, brick and asphalt streets occur on a year-round basis. Municipal crews patch holes that develop in the pavement surface. Winter patching with cold material is done on an emergency basis.
- 2 **Basic Repair.** Contractual repair of an estimated 4,900 square yards (0.38 miles) of the most seriously deteriorated asphalt street surfaces. Municipal crews will repair signs, guide rails and perform minor bituminous pavement repairs.
- 3 **Systematic Repair.** Increase contract to resurface deteriorated asphalt streets by an estimated 7,000 square yards (0.54 miles).
- 4 **Street Crack Repairs.** Contractual sealing or repair of approximately 25,000 linear feet of pavement crack or joints occurs throughout Mt. Lebanon. Cracks range up to 1/4 of an inch in width, and 80 percent are normally less than 12 feet long.
- 5 **Asphalt Overlay.** Increase contract for deteriorated bituminous street surface repair by an additional estimated 2,440 square yards (0.19 miles). The cumulative total will

provide the ability to pave enough surface area to meet program goals.

- 6 **Brick Restoration.** Contractual maintenance to restore deteriorated brick street surfaces by 4,275 square feet.
- 7 **Bituminous Pavement Rejuvenation (Current Level).** Applies asphalt rejuvenation to an estimated 35,000 square yards (2.71 miles) of roadway surface to revive aging and brittle asphalt.
- 8 **Expanded Asphalt Overlay.** Contractual repair of an additional estimated 6,453 square yards (0.50 miles) of roadway. Any additional overlay work may require additional curb reconstruction.
- 9 **Alley Maintenance.** Initiates a program of resurfacing the approved alley rights of way. One half mile to be paved each year.
- 10 **Additional Asphalt Overlay.** Increase contract for deteriorated bituminous street surface repair by an additional estimated 3,870 square yards (0.30 miles).
- 11 **Expanded Brick Restoration.** Contractual repair of an additional 4,275 square feet of damaged brick streets.

## CURBS

The Curbs function entails the repair and reconstruction of the concrete curbs and gutters that abut municipal streets. Two types of curbs are used in Mt. Lebanon. Rolled curbs are used primarily on residential streets and vertical curbs are used on arterial streets, where greater protection from vehicles is required.

2015 Actual:	\$ 67,904
2016 Budget:	\$ 57,220

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 3,860	\$ 3,860
2	63,420	67,280
<b>*3</b>	<b>25,000</b>	<b>92,280</b>
4	50,000	142,280
5	50,000	192,280
6	30,000	222,280

#### Service Level Narrative

- 1 **Repairs and Patching.** Provides for the emergency repair and patching of damaged curbs. Curbs repaired or patched are those creating hazardous conditions for vehicles and pedestrians.
- 2 **Priority Reconstruction.** Contractual reconstruction of 1,200 linear feet of curbs replaces curbs on the streets scheduled to be overlaid with asphalt. Municipal crew reconstructs curbs that must be replaced immediately.
- 3 **Increased Reconstruction (Current Level).** Contractual curb replacement increased by 500 linear feet.
- 4 **Expanded Reconstruction.** Contractual curb replacement increased by 1,000 linear feet.
- 5 **Additional Reconstruction.** Contractual curb replacement would be increased by 1,000 linear feet.
- 6 **Brick Street Curb Reconstruction.** Add contractual reconstruction of 600 linear feet of curbs along brick streets.

### **PEDESTRIAN ROUTES**

Mt. Lebanon is responsible for maintaining sidewalks and steps located on municipal property and rights-of-way. In addition, public sidewalks damaged by municipal trees and sewer castings are replaced on selected streets throughout the community.

2015 Actual:	\$ 299,385
2016 Budget:	\$ 207,100

#### 2017 Service level options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 13,550	\$ 13,550
2	27,190	40,740
3	77,460	118,200
<b>*4</b>	<b>95,700</b>	<b>213,900</b>
5	155,700	369,600
6	135,000	504,600
7	72,900	577,500
8	12,000	589,500

#### Service Level Narrative

- 1 **Municipal Property.** Repairs and replaces sidewalks and steps on municipal property. Sidewalk replacement plan is developed to divide work into sections. Repairs and replacement cover approximately 200 square feet of sidewalks.
- 2 **Arterial Pedestrian Routes.** Replaces some additional sidewalks along municipal properties and handicap accessible sidewalks (ADA) funded by a SHACOG matching funds grant.
- 3 **Local Street Program.** Adds contractual replacement of 8,100 square feet of concrete sidewalks raised by tree roots in neighborhoods. Includes use of root cutting machine to reduce current replacement costs and need for future replacement. Also includes sewer casting damage.

- 4 [Residential Sidewalk Assessment Program \(Current Level\)](#). Continue replacing of 10,000 square feet of deteriorated sidewalk along main roads. Costs are assessed to property owners for repair work.
- 5 [Additional Residential Sidewalk Assessment Program](#). Replaces an additional 17,300 square feet of deteriorated sidewalk. Costs are assessed to property owners for repair work.
- 6 [Expanded Root Damaged Sidewalk Repair Program](#). Replacement of 15,000 square feet of root damaged sidewalk slabs identified and marked during previous inspections.
- 7 [Additional Sidewalk Repairs](#). Continue to systematically replace an additional 8,100 square feet of sidewalks raised by tree roots.
- 8 [Tree Fertilization](#). Fertilize the trees after the sidewalk installation to compensate for root loss during the root cutting and replacement.

## ICE AND SNOW CONTROL

Ice and Snow Control involves the salting and plowing of all municipal streets, as well as state and county roads, to provide safe driving conditions. Sidewalks and steps on municipal property are cleaned and de-iced. A pre-staged priority street cleaning plan is employed to ensure that all primary and secondary roadways are passable and in a safe condition for vehicular traffic.

2015 Actual:	\$ 909,728
2016 Budget:	\$ 931,490

### 2017 Service level options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 572,810	\$ 572,810
2	37,340	610,150
3	85,940	696,090
4	168,550	864,640
<b>*5</b>	<b>37,340</b>	<b>901,980</b>

### Service Level Narrative

- 1 [Minimum Response](#). Main arteries, hills and intersections are salted and plowed between the hours of 4:00 a.m. and midnight using crews in small trucks. Five sections are serviced (central, north, south, east and west). State and county roads are not salted and plowed by municipal crews.
- 2 [Arterial Streets](#). A large dump truck is added to salt and plow main roads between the hours of 4:00 a.m. and midnight.
- 3 [Salt Boxes and Sidewalks](#). Provides salt boxes for resident use, and municipal sidewalks are cleared. Snow is loaded and removed from business areas when necessary.
- 4 [Eight Crews](#). Increases response coverage by using a fleet of five one-person crews in small trucks to salt and plow the five residential sections. Three large dump trucks service arterial streets. Cost is partially defrayed by state and county contracts for snow and ice control. Purchase a small dump truck according to the vehicle replacement schedule.
- 5 [Current Routes & Continuous Service \(Current Level\)](#). Adds an additional route in the northwest section of town increasing response coverage. Also provides service between the hours of midnight and 4 a.m.

## TRAFFIC PLANNING AND SIGNALS

Traffic Planning and Signals provides traffic planning and engineering services to the Commission, Traffic Board and municipal staff, and the maintenance of 41 signalized intersections and several school signals in Mt. Lebanon.

2015 Actual:	\$ 167,660
2016 Budget:	\$ 259,460

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 106,240	\$ 106,240
2	15,000	121,240
3	25,000	146,240
4	18,850	165,090
<b>*5</b>	<b>50,000</b>	<b>215,090</b>
6	15,000	230,090
7	14,500	244,590
8	26,000	270,590

### Service Level Narrative

- 1 **Traffic Signal Maintenance.** One signal technician responds to service requests and emergency calls to traffic signals and performs routine traffic signal maintenance.
- 2 **Minimum Traffic Engineering.** Provides for traffic engineering only for new developments or where required by state law, such as new signals or stop signs.
- 3 **General Traffic Engineering.** Adds traffic engineering service as required by the Commission, Traffic Board and staff, including investigation of citizen requests for traffic control.
- 4 **Preventative Signal Maintenance.** Adds contractual help to perform routine preventative maintenance on traffic signals.
- 5 **Traffic Calming (Current Level).** Provides for engineering and implementation of

traffic calming devices on neighborhood streets.

- 6 **Preemption Maintenance and Updates.** Adds funding for maintenance of emergency preemption equipment.
- 7 **Emergency Power Backup Supply.** Provides emergency battery powered backup supply for three intersections. Also provides for maintaining the emergency traffic signal override for emergency vehicles.
- 8 **Traffic Signal Pole Maintenance.** Traffic signal pole foundations and anchoring systems are inspected annually by a third party to comply with PennDOT Guidelines for Maintenance of Traffic Signals. Repairs are made to poles as indicated by inspection.

## TRAFFIC SIGNS AND PAINTING

The Traffic Signs and Painting unit is responsible for maintaining all street name signs and over 3,500 traffic signs within the Municipality, in addition to painting and striping of streets, curbs, and crosswalks. A sign shop is housed at the public works building, where signs are fabricated, prepared and serviced.

2015 Actual:	\$ 128,361
2016 Budget:	\$ 164,810

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 68,560	\$ 68,560
2	41,130	109,690
<b>*3</b>	<b>49,630</b>	<b>159,320</b>
4	14,000	173,320
5	5,000	178,320

### Service Level Narrative

- 1 Destroyed Sign Replacements. Replaces signs, such as street, stop, speed limit and parking restrictions, when destroyed by accidents or vandalism by the sign and line painting technician. Also includes replacement or new signs as recommended by the Traffic Board.
- 2 School Zone and Street Painting. Crosswalks, curbs and stop lines in school zones and major intersections are painted or repainted annually.
- 3 Sign Replacement (Current Level). Replaces illegible signs on complaint basis as time permits. Adds painting and striping of some municipal lots and contractual painting of Vascar lines and center double yellow lines. Also includes repainting street sign poles at the rate of 20 percent a year.
- 4 Traffic Sign Retro Reflectivity Requirements. Certain regulatory signs must be upgraded to Federal retro-reflectivity standards. Funds requested would replace 400 signs throughout the municipality.
- 5 Design and Refurbish Entry Signs. Funds would refurbish some Mt. Lebanon signs at various access points of the municipality. In addition, design costs for attachments to those various signs indicating historic district designation.

### **STREET LIGHTING**

The Street Lighting unit provides funding for lighting along roadways and on municipal property to assist traffic movement at night and provide safety for pedestrians.

2015 Actual:	\$ 307,752
2016 Budget:	\$ 314,500

### 2017 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 79,300	\$ 79,300
2	125,840	205,140
3	42,900	248,040
4	42,900	290,940
<b>*5</b>	<b>10,000</b>	<b>300,940</b>

### Service Level Narrative

- 1 Arterial Streets and Parks. Provides street lighting in business districts, on arterial streets and in municipal parks. Total of 367 lights.
- 2 Collector Streets. Increases street lighting to include non-arterial streets that connect local residential areas to arterial streets. Also includes streetlights at most intersections in residential areas. Streetlights increased by 616.
- 3 Limited Midblock Lighting. Lights between intersections in residential areas are spaced to meet minimum standards. Provides approximately 215 lights.
- 4 Additional Midblock Lighting. Lights between intersections in residential areas are spaced to meet minimum standards. Provides approximately 215 additional lights.
- 5 LED Street Lights Program (Current Level). Through participation in a pilot program offered by Duquesne Light, approximately 90 high pressure sodium street lights will be replaced with new LED lamps. The new lamps will produce a savings of \$2.00 per lamp per month and a one-time replacement cost of \$109.00 per lamp, a payback period of 4.8 years.

## SANITATION

### SANITARY SEWERS

The Sanitary Sewers unit provides for the maintenance of more than 145 miles of sanitary sewer lines, and 5,230 manholes. As required by the Administrative Consent Order, the Municipality has implemented an Operation Maintenance Plan to ensure that assets are properly maintained and function according to original design. Year-round maintenance activities entail root cutting, flushing, inspecting, dye testing, repairing and reconstructing sewer lines. In addition to collecting sewage within the municipality, these lines also carry sewage from six surrounding communities. The cost of this decision unit is paid by sewage assessments.

2015 Actual:	\$ 478,672
2016 Budget:	\$ 461,650

#### 2017 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 67,670	\$ 67,670
2	78,420	146,090
3	140,260	286,350
<b>*4</b>	<b>175,820</b>	<b>462,170</b>
5	95,000	557,170
6	180,720	737,890

#### Service Level Narrative

- 1 **Emergency Sewer Line Repairs.** Provides for the emergency repair and reconstruction of blocked or collapsed sewer lines. Municipal workers repair and clean damaged property only when serious health hazards exist.
- 2 **Cleaning and Inspection Program.** Provides for inspecting and flushing 5.4 miles of sewers per year with repairs made to damaged lines. Sewers beneath streets scheduled for reconstruction are videotaped and repaired as needed. Dye testing is

performed for specific problems or by request. Manholes in critical areas are cleaned, lined or grouted to prevent inflow. Manholes unsafe for workers are reconstructed.

- 3 **Current Sewer Line Repairs.** Repair or replace sewer lines that are found to be in danger of complete failure or have a high rate of infiltration and inflow. Sewers on the periodic checklist where tree roots have infiltrated the sanitary sewer system are chemically treated, then evaluated as to condition and extent of needed repairs.
- 4 **Maintenance Service (Current Level).** Establishes crew to flush lines and remove roots from problem areas in the sanitary sewer system.
- 5 **Sewer Lateral Inspection Program.** Implements a program that requires the inspection of privately owned portions of the sanitary sewer system at the time of sale or transfer. The primary purpose is to identify broken pipes and illegal connections that allow storm and ground water (infiltration and inflow) to enter into the sanitary sewer conveyance system. All repair costs will be the responsibility of the property owner at approximately \$150-\$190 per inspection.
- 6 **Dedicated Sewer Crew.** Create a full time two-man sewer crew.

## STORM SEWERS

The Storm Sewers unit encompasses the repair of, and debris removal from, more than 75 miles of storm sewers and over 2,000 storm inlets throughout Mt. Lebanon. Responsibilities include periodic inspections of the municipal storm drain system, storm inlet construction and reconstruction, and response to general storm sewer problems. This decision unit is funded by storm water assessments.

2015 Actual:	\$ 197,778
2016 Budget:	\$ 227,570

### 2017 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	Cum. <u>Cost</u>
1	\$ 44,430	\$ 44,430
2	44,450	88,880
3	106,380	195,260
<b>*4</b>	<b>34,450</b>	<b>229,710</b>
<b>5</b>	<b>50,000</b>	<b>279,710</b>

#### Service Level Narrative

- 1 **Emergency Sewer Line Repairs.** Includes emergency reconstruction and repair of blocked or collapsed storm sewer lines. Only minimum requirements to prevent impassable roads and serious property damage are provided.
- 2 **Minimum Maintenance.** Provides for inspecting and cleaning 25 percent of storm inlets annually and for cleaning and flushing 0.25 miles of storm sewers. Minor repairs are provided to storm inlets and adjacent storm sewers only as required to avoid property damage and health hazards.
- 3 **Current Maintenance Service.** Establishes crew to inspect and clean the remaining 75 percent of storm inlets, complete storm sewer repairs and maintenance, construction of needed manholes and reconstruction of storm inlets.
- 4 **Video Testing (Current Level).** In-house videotaping and dye testing of storm sewers in known problem areas. Continuous dye testing program searches for possible cross connections of sanitary and storm sewers. Also, videotape the storm sewers under the streets listed for reconstruction.
- 5 **Point Repair.** Correct problems identified from inlet inspections. Excavate to make point repairs of crushed pipes and structural deficiencies.

### **STREET SWEEPING**

The Street Sweeping unit is responsible for sweeping and cleaning nearly 100 miles of residential and business district streets. In order to maintain roads in a safe and clean condition, a variety of equipment is utilized to remove dirt, debris and leaves from streets.

2015 Actual: \$ 307,759  
2016 Budget: \$ 409,920

#### 2017 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	Cum. <u>Cost</u>
1	\$ 239,360	\$ 239,360
2	96,510	335,870
3	19,690	355,560
<b>*4</b>	<b>28,880</b>	<b>384,440</b>
<b>5</b>	<b>(28,760)</b>	<b>355,680</b>
<b>6</b>	<b>19,690</b>	<b>375,370</b>

#### Service Level Narrative

- 1 **Leaf Collection.** Leaves are collected at the curb in residential areas using five vacuum units. Leaves are collected weekly one day prior to regular refuse collection during the fall season, utilizing part-time seasonal employees to supplement the public works crew. Includes the replacement of one leaf loader.
- 2 **Complete Leaf Collection.** Collection of leaves from main road and various dead end streets utilizing a paper bag collection system. Pick-up service is scheduled and performed on an overtime basis on Saturdays. Includes the cost of contract to remove ground leaves from both yard waste staging sites. Ground leaves are hauled outside of community for composting.
- 3 **Contractual Business District Sweeping.** Except during sub-freezing temperatures, sweeping of business areas once a week. Sidewalks once every two weeks.

- 4 Residential Street Sweeping (Current Level). Contractual sweeping of residential and main roads from April through September (three sweeps). Funded through storm water assessments.
- 5 In-House Street Sweeping. Provides distributed hours for sweeping that is currently outsourced. This level is dependent on the purchase of a new street sweeper (\$240,000). Contractual services in level three and four would be reduced if outsourcing is eliminated.
- 6 Contractual Business District Sweeping. Adds one additional business district contractual sweep per week for a total of two per week.

## REFUSE COLLECTION

Refuse Collection entails the collection of refuse and garbage from over 12,100 residential units in Mt. Lebanon, the maintenance and emptying of refuse containers in the parks and on business district streets, and recycling in compliance with State law.

2015 Actual:	\$ 2,052,074
2016 Budget:	\$ 2,102,300

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 2,096,520	\$ 2,096,520
*2	12,200	2,108,720
3	5,470	2,114,190
4	5,000	2,119,190
5	454,470	2,573,660

### Service Level Narrative

- 1 Weekly Refuse Collection and Bi-weekly Recycling. Provides residential curbside garbage, rubbish and large refuse collection once a week. Residents have option to contract with the collector for back yard

collections. Also includes Christmas trees, newspaper and bi-weekly curbside single-stream recycling. Waste and recyclables are also collected once per month at municipal facilities and the public works facility

- 2 Leafy and Wood Waste Drop-off and Curbside Pickups (Current Level). The PA Department of Environmental Resources requires communities to hold monthly drop-off events for residents wishing to dispose of woody waste materials. Also, at least four curbside pickups of woody garden waste must be provided annually. In house forces will also conduct six drop-off events.
- 3 Expanded Wood Waste Pickup. Two additional curbside pickups of woody garden waste will be provided annually.
- 4 Pay-As-You-Throw Community Input. In 2014, an ad hoc committee determined that a metered refuse collection program like Pay-As-You-Throw (PAYT) was feasible as long as certain conditions were met. Funding would engage the community for the input needed to customize a possible program. Outreach would include community informational forums, statistically valid surveys and educational materials.
- 5 Weekly Recycling. Weekly recycling will be added, and an outreach and education program will be implemented to make sure that residents understand the operation of the program.

## BUILDINGS, GROUNDS & EQUIPMENT

### MUNICIPAL BUILDING

The Municipal Building decision unit provides maintenance for the six-story municipal building, which houses administrative activities, public works, community development, finance, information services, tax office, public information and the customer service center.

2015 Actual:	\$ 241,773
2016 Budget:	\$ 254,850

#### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 192,000	\$ 192,000
2	31,600	223,600
*3	30,700	254,300

#### Service Level Narrative

- 1 Basic Cleaning and Operations. Building maintenance service contract provides basic cleaning of common areas: clean restrooms twice a week, buff floors once a month, sweep floors and steps once a week, vacuum carpets twice a year. Employees are responsible for custodial maintenance of their individual work areas, including emptying waste containers, dusting and cleaning windows. Distributed hours are included for building repairs and maintenance projects.
- 2 Regular Weekly Cleaning. Building maintenance service contract increases regular cleaning of common areas: clean restrooms daily, sweep and buff floors once a week, vacuum carpet once a month, empty trash once a week. Municipal crew handles complex maintenance problems.
- 3 Additional Cleaning and Maintenance (Current Level). Additional building maintenance provides sweeping, mopping,

dusting, vacuuming, trash and waste collection, entranceway cleaning, and periodic window cleaning. Floors are waxed twice a year. Provides for minimum maintenance and repair of HVAC systems, life safety systems and elevator maintenance.

### PUBLIC SAFETY CENTER

The Public Safety Center is a five story building located at the corner of Washington Road and Shady Drive East which houses the Police and Fire departments.

2015 Actual:	\$ 332,909
2016 Budget:	\$ 301,150

#### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 279,720	\$ 279,720
2	35,800	315,520
*3	24,400	339,920
4	10,000	349,920
5	21,500	371,420

#### Service Level Narrative

- 1 Basic Cleaning. Building custodial service contract provides basic cleaning and operation of common areas: clean restrooms twice a week, buff floors once a month, sweep floors and steps once a week, vacuum carpets twice a year. Employees are responsible for custodial maintenance of their work areas, including emptying waste containers, dusting and cleaning windows. Distributed hours are included for repairs and maintenance.
- 2 Regular Weekly Cleaning. Building custodial service contracts increase regular cleaning of common areas: clean restrooms daily, sweep and buff floors once a week, vacuum carpet once a month, empty trash

cans once a week. Municipal crew to handle building maintenance problems.

- 3 **Additional Cleaning and Maintenance (Current Level)**. Additional contracted custodial maintenance provides daily sweeping, mopping, dusting, vacuuming, trash and waste collection, and periodic window cleaning. Floors are waxed twice a year. Contractor continues to provide routine preventative maintenance to the building controls, HVAC, life safety and mechanical systems.
- 4 **Server Room Supplemental Air Conditioner**. Adds a supplemental and additional air conditioning unit to the 3rd floor server room to provide additional and backup cooling for the existing unit.
- 5 **Expanded Contractual Services**. Additional contracted services added to the facility on a proactive level. These services will help to reduce the reactive calls to outside contractors, and extend the building and equipment's useful life while adding esthetic enhancements.

## PUBLIC WORKS BUILDING

The Public Works Building, located at Cedar Boulevard and Lindendale Drive, houses the municipal garage and all operating activities related to construction and maintenance.

2015 Actual:	\$ 76,998
2016 Budget:	\$ 58,010

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 70,020	\$ 70,020
*2	11,350	81,370

### Service Level Narrative

- 1 **Utilities**. Provides utility service. No regular maintenance or cleaning is provided. Public works laborers perform maintenance only when absolutely necessary or an average of one day every other week.
- 2 **Limited Cleaning (Current Level)**. Public works laborers provide limited additional maintenance and custodial functions. Any repairs or major maintenance activities are completed by supervisors, mechanics or laborers. Building maintenance is performed an average of 1.5 days every other week.

## LIBRARY BUILDING

The municipality owns the library building and is responsible for maintenance of the building and property.

2015 Actual:	\$ 173,498
2016 Budget:	\$ 165,140

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 176,830	\$ 176,830
2	15,900	192,730
*3	17,150	209,880

### Service Level Narrative

- 1 **Basic Cleaning**. Building maintenance service contract provides basic cleaning and operation of common areas: clean restrooms twice a week, buff floors once a month, sweep floors and steps once a week, vacuum carpets twice a year. Library employees are responsible for custodial maintenance not covered by contract, such as emptying waste containers, arranging meeting setups and dusting. Part-time custodian works four evenings a week to provide other services, such as handling books and cartons, meeting set-ups, window cleaning, bookshelf

dusting, carpet cleaning and locking the building when it closes. Contractual crew provides weekly grounds maintenance. Distributed hours provided for mechanical and electrical system maintenance.

- 2 **Regular Weekly Cleaning.** Building maintenance service contract increases regular cleaning of common areas: clean restrooms daily, sweep and buff floors once a week, empty trash once a week, vacuum carpets once a month. Library employees are responsible for cleaning their own work areas. Municipal crews handle complex maintenance problems.
- 3 **Additional Cleaning and Maintenance (Current Level).** Additional building maintenance services include daily sweeping, mopping, dusting, vacuuming, trash and waste collection, entranceway cleaning and periodic window cleaning. Floors are waxed twice a year. Provides for minimum maintenance and repair of HVAC systems, life safety systems and elevator maintenance.

## PARKS MAINTENANCE

The Mt. Lebanon parks system includes almost 200 acres in 11 parks and numerous parklets. Park facilities include five ballfields, eight basketball courts, eight children's play areas, six picnic shelters, restroom facilities, as well as volleyball and tennis courts and hiking trails.

2015 Actual:	\$ 459,509
2016 Budget:	\$ 652,550

### 2017 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 303,170	\$ 303,170
2	170,970	474,140
3	40,000	514,140
<b>*4</b>	<b>30,000</b>	<b>544,140</b>
5	60,000	604,140
6	150,000	754,140
7	30,000	784,140
8	10,000	794,140
9	5,000	799,140
10	10,000	809,140

### Service Level Narrative

- 1 **Mowing and Refuse Control.** Provides for an average of four mowings a month during the growing season and refuse collection from park containers twice each week in the summer and once a week in the winter months. Maintenance inspections are made once a month with repairs only as required to prevent injuries to park users.
- 2 **Repairs and General Maintenance.** Increases park refuse collection to daily pickup in the summer. Bi-weekly maintenance inspections determine repairs and cleaning necessary to maintain park beautification and prevent equipment deterioration. Basic plumbing and electrical repairs are provided. Municipal ballfields are mowed weekly to include preseason preparation and regular maintenance.
- 3 **Deer Management.** Provides funds for a Commission approved deer management plan with the stated goal of reducing vehicular accidents.
- 4 **Additional Deer Management (Current Level).** Provides additional funding for a Commission approved deer management plan.

- 5 Scheduled Replacement of Bleachers at Ball Fields. New code compliant aluminum bleachers will be installed to replace existing non-compliant units. All bleachers will be replaced over a three-year period.
- 6 Playground Fall Zone Replacement. Replace rubber fall zone material under the playground equipment at both the upper and lower playgrounds in Main park.
- 7 Expanded Deer Management. Provides funding expansion for a Commission approved deer management plan.
- 8 Basketball Court Improvements. Purchase and install padding on every basketball vertical pole.
- 9 Additional Lighting. Purchase and install new solar powered LED lighting in areas of parks where additional lighting could be beneficial.
- 10 Parks/Planting Areas Volunteer Support. Add funds to support volunteers who assist in park clean-up and planting bed maintenance.

## PLANTING AREAS

Planting Areas encompasses the maintenance of 31 planting areas throughout the municipality, consisting of flowers and ornamental shrubs and trees. In addition, trees planted throughout the business districts are maintained and trimmed.

2015 Actual:	\$ 69,892
2016 Budget:	\$ 44,540

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 40,960	\$ 40,960
*2	6,000	46,960
3	30,000	76,960
4	30,000	106,960

### Service Level Narrative

- 1 Washington Road. Planter beds, trees and shrubs in business district are maintained. Trees are replaced if damaged by vandalism, accidents or disease. Includes routine watering of flower beds twice a week.
- 2 High Visibility Plantings (Current Level). Provides for flower planting, maintenance and mowing of 31 planting areas located on arterial streets and other highly visible areas. Average size of areas is 150 square feet, with an average of 100 plants per bed. Includes routine watering of planting areas once a week during dry weather.
- 3 Additional Planting Program. Adds flower planting with contractual maintenance of 26 planting areas located in residential areas. Average size of areas is increased by 50 square feet and average number of plants per bed is increased by 65. Includes funds to purchase plants for volunteers maintaining over 20 flower beds throughout the community.
- 4 Cul-de-sac Planting. Adds flower planting and maintenance of 30 cul-de-sac areas. Adds tilling, topsoil and leaf mulch replacement in 20 percent of beds each year.

## FORESTRY

The Forestry function is responsible for the trimming, maintenance, removal and replanting of 12,000 street trees and 10,000 park trees in Mt. Lebanon. As trees are removed, the logs are shredded and the woodchips are made available to residents and landscapers. A nursery is also operated, in which trees are heeled in and stored until needed for planting.

2015 Actual:	\$ 392,892
2016 Budget:	\$ 437,010

#### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 114,920	\$ 114,920
2	146,800	261,720
3	133,110	394,830
4	70,100	464,930
<b>*5</b>	<b>5,000</b>	<b>469,930</b>
6	180,720	650,650
7	90,360	741,010

#### Service Level Narrative

- 1 **Tree Removal and Maintenance.** Removes diseased and dying trees as required and handles service calls. Requires one forester.
- 2 **Basic Tree Trimming.** Provides for municipal trimming program with the trimming of 300 trees annually. Includes dormant trimming of sycamore and pin oak trees. All trees are trimmed on a priority basis following inspection. Adds a climber and creates supervisory position for forester.
- 3 **Replacement Planting.** Plants new trees after trees are removed. Approximately 200 trees are planted, with requests for new plantings handled as time permits. Requires one additional climber.
- 4 **Increased Forestry Service.** Adds contractual crew to assist with the trimming program by trimming the species of trees which require pruning during the dormant season to reduce the backlog of service requests. Twenty-five trees will be pruned by contractor.
- 5 **Emerald Ash Borer Treatment Program (Current Level).** Continues current preventative application of municipally owned Ash trees along streets and in parks to control Emerald Ash Borer. An estimated 200 trees will be treated during this budget cycle.

6 **Small Tree Maintenance.** Begin raising limbs on 500 small municipal street trees and park trees. Requires two additional full time climbers and the purchase of one additional wood chipper and additional truck.

7 **Passive Tree Maintenance.** Additional staffing added to provide regular and routine maintenance along trails in passive parks.

#### **EQUIPMENT MAINTENANCE**

Equipment Maintenance encompasses the necessary maintenance and repairs for Mt. Lebanon's fleet of over 100 vehicles, trucks and pieces of equipment. Responsibilities also include the maintenance of all equipment records.

2015 Actual:	\$ 569,196
2016 Budget:	\$ 579,080

#### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 432,810	\$ 432,810
<b>*2</b>	<b>88,150</b>	<b>520,960</b>

#### Service Level Narrative

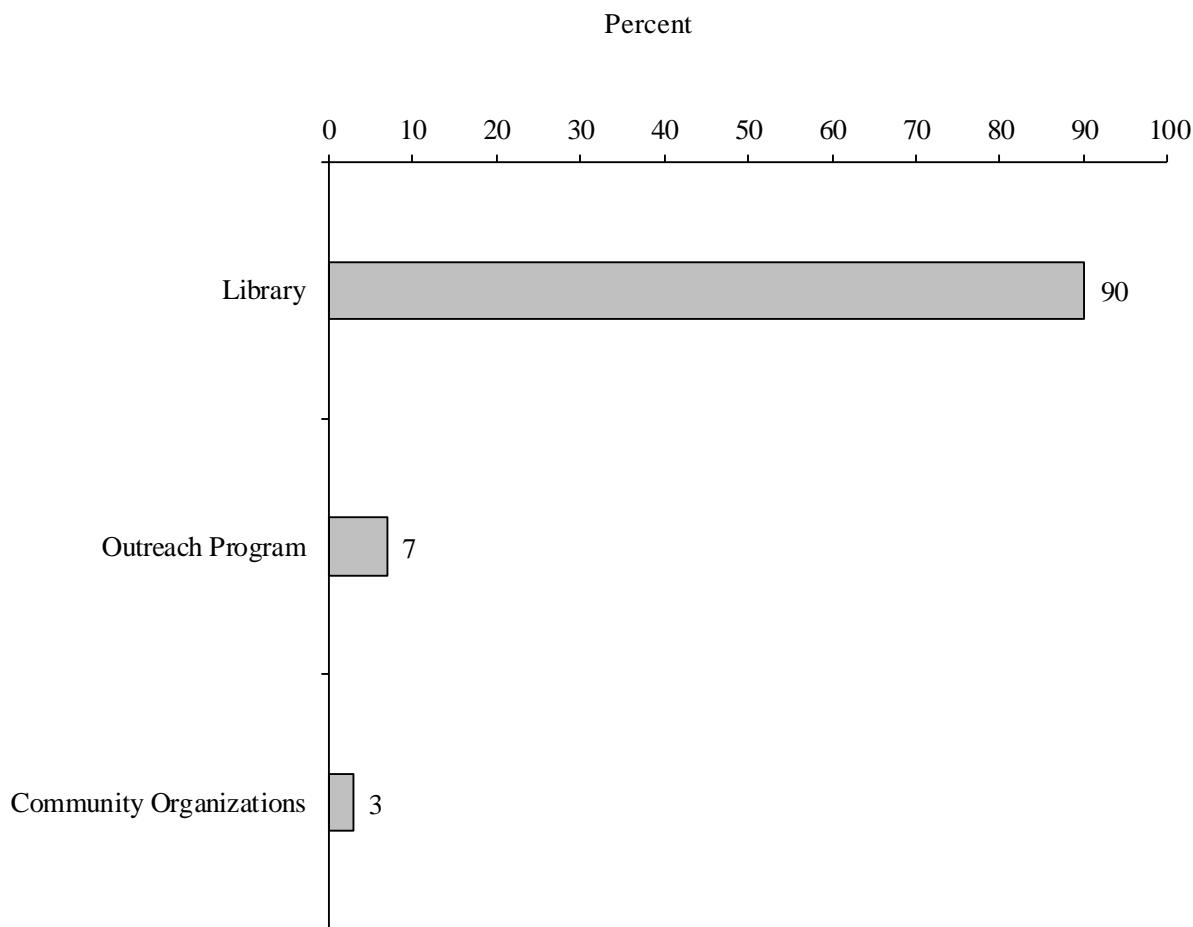
- 1 **General Maintenance and Basic Repair Service.** Provides one mechanic to perform general repairs, scheduled routine maintenance, and necessary emergency services for municipal vehicles and equipment. Includes all fuels, lubricants and repair parts for all vehicular equipment owned by municipal departments.
- 2 **Additional Maintenance and Repair Services (Current Level).** Adds additional mechanic to provide maintenance of all municipal vehicles and equipment. Additional man-hours provided for maintenance of salt spreaders, plows, leaf boxes, and other equipment.

## HUMAN SERVICES

Human Services represents programs supported by, but not directly operated by, the municipality. The Library, whose ten full-time employees are municipal employees, is operated by a Board of Trustees appointed by the Commission. The Outreach Program is operated by an independent nonprofit corporation.

For 2017, Human Services shows an increase of 1.9 percent from the 2016 budget. The increase is due to an increase in the appropriation to the Library.

Human Services represents 2.5 percent of overall municipal expenditures. The chart below shows the relationship of the various functions within Human Services.



## LIBRARY

The Library is operated by a Library Board appointed by the Commission. The Library has a collection of catalogued items including books; compact discs, unabridged audio books, and DVDs; downloadable electronic books, videos and music; large print books; a business library; and a study resource center. In addition the Library provides online databases, Internet access and wireless access, homebound delivery service, an interactive website, and a schedule of programs for patrons of all ages.

2015 Actual:	\$ 1,212,110
2016 Budget:	\$ 1,238,250

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 970,170	\$ 970,170
2	42,380	1,012,550
<b>*3</b>	<b>256,660</b>	<b>1,269,210</b>
4	18,570	1,287,780
5	20,000	1,307,780
6	120,000	1,427,780
7	150,000	1,577,780

### Service Level Narrative

- 1 **Library Appropriation.** Provides for basic, six-day operation 54 hours per week with staff of professional librarians, library assistants, clerks, and pages; purchase of materials; and programs for patrons of all ages.
- 2 **Sunday Hours.** Provides for opening four hours each Sunday.
- 3 **Additional Appropriation (Current Level).** Provides additional funding for six-day operation 64 hours per week with increase in material purchases, services, and programs.

- 4 **Library Collection Reinstatement.** Provides increased funds to maintain and grow current, dynamic collection of materials.
- 5 **Security Guard.** Provides for off-duty MLPD Officer from 3 – 7 p.m. Monday – Thursday and 3 – 5 p.m. Fridays during months school is in session.
- 6 **Personnel.** Provides for creation of one full-time librarian position for the purpose of expanding services to teen patrons; increase part-time hours for adequate coverage of service desks.
- 7 **Digitized Historical and Community Collections.** In conjunction with the Historical Society, expands accessibility of historical collection and community information by digitizing stored photographs, documents, microforms, and clippings.

## OUTREACH PROGRAM

Outreach Teen and Family Services provides support and counseling services to troubled teens with a wide variety of problems, helping divert them from the justice system, promoting good mental health for Mt. Lebanon teens and helping them become healthy and productive adults.

2015 Actual:	\$ 104,500
2016 Budget:	\$ 104,040

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
<b>*1</b>	<b>\$ 104,040</b>	<b>\$ 104,040</b>
2	7,820	111,860
3	8,000	119,860
4	3,000	122,860

### Service Level Narrative

- 1 **Minimum Support (Current Level).** Subsidy to provide the current range of counseling services to Mt. Lebanon clients at no charge for two sessions and reduced session costs for sessions 3-10. Provides for free parent consultations. Includes office and counseling staff with facility located within Mt. Lebanon. Provides for 1,045 hours of direct services.
  
- 2 **Additional Service.** Provides for an additional 484 subsidized sessions. (1,529 subsidized sessions in 2015)
  
- 3 **Maximum Subsidy.** Provides the resources necessary for an Outreach Teen & Family Services on-site teen drop-in center with set hours, 2 days each week.
  
- 4 **Additional Contribution.** Develop and implement community driven presentations addressing specific identified needs of youth and their families. Programs include: Middle School girls psycho-education programs focused on negotiation and self-confidence techniques; orientations at middle schools and high school; depression presentation at the high school; health presentations; TeenScreen® screenings; Parenting Discussion Series held in Mt. Lebanon.

### **COMMUNITY ORGANIZATIONS**

Various community organizations provide assistance to residents. These residents may be physically or mentally handicapped or a special needs segment such as the elderly or teens.

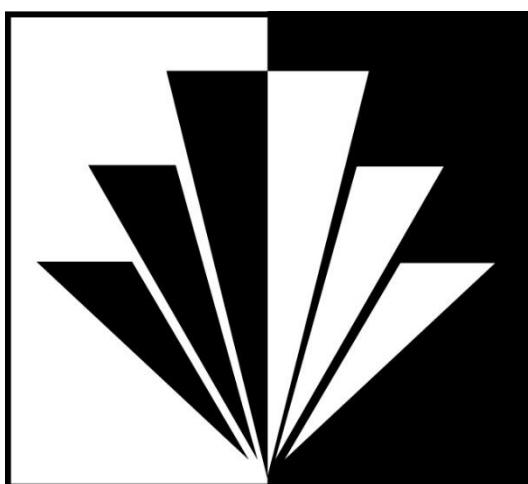
2015 Actual:	\$ 50,069
2016 Budget:	\$ 55,580

### 2017 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 5,000	\$ 5,000
2	10,000	15,000
3	1,500	16,500
4	10,000	26,500
<b>*5</b>	<b>10,000</b>	<b>36,500</b>

### Service Level Narrative

- 1 **Required RAD Payment.** Provides payment to SHACOG for percentage of increase in Regional Asset District revenues from the prior year required under Act 180 of 1972.
  
- 2 **Mt. Lebanon Partnership.** Provides support for various projects of the Mt. Lebanon Partnership, a community development corporation, for revitalization of the central business district and other commercial districts, in accordance with the Main Street program. The partnership requested an allocation of \$10,000.
  
- 3 **Camp AIM.** Provides support for children from Mt. Lebanon to attend the YMCA's Camp Aim for the mentally and physically handicapped.
  
- 4 **Mt. Lebanon Village.** Provides a support service and enrichment opportunities to assist Mt. Lebanon seniors in leading rewarding, active lives while remaining in their own homes. The village requested an allocation of \$10,000.
  
- 5 **Historical Society.** Provides an appropriation to help the society sustain current activities as well as support their efforts to maintain a location in the community. The Historical Society requested an allocation of \$15,000.



# RECREATION

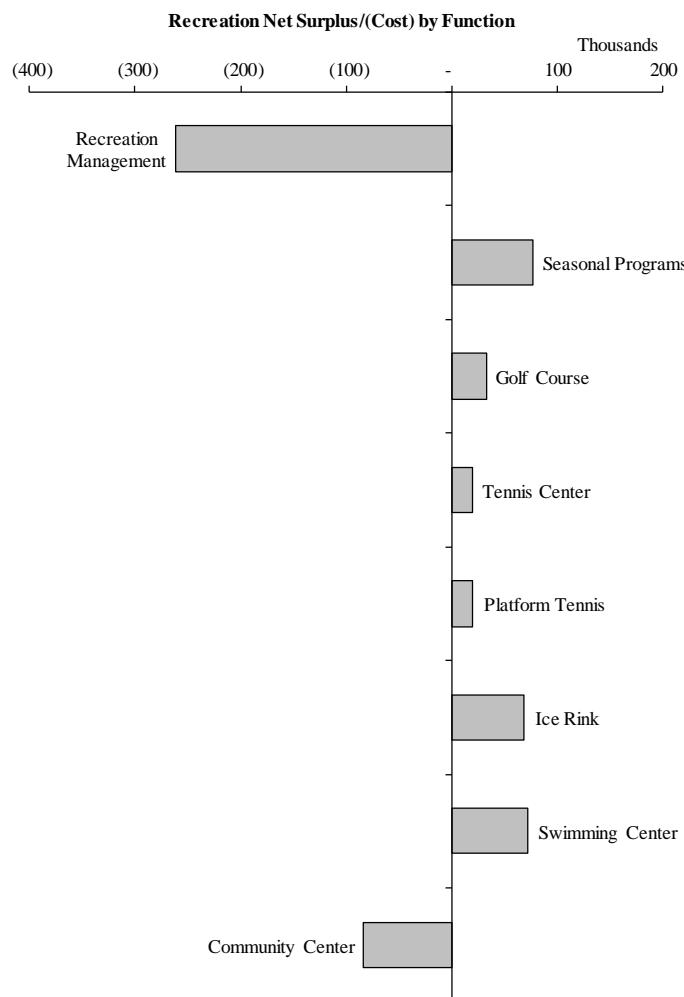
The Recreation Department is responsible for the operation and maintenance of all recreation facilities and programs. The department has five main functional areas: Management, Seasonal Programs, Golf, Tennis and Recreation Center. The Recreation Center is divided into three separate cost centers: Ice Rink, Swimming Center and Community Center.

Eleven full-time positions are included in Recreation, although most of its operations are staffed by part-time employees or instructors.

For 2017, Recreation shows a decrease of 7.0 percent from the 2016 budget. The decrease is due the anticipated decrease in expenditures for the renovation of both the main and studio rinks. Cost avoidance estimates were made on a six-month timeframe.

There are no recommended expanded service levels in the 2017 Recreation budget.

Recreation accounts for 4.7 percent of total municipal expenditures and 4.6 percent of total municipal revenues. Revenues by cost center are presented in the Line Item Budget. The chart below shows the relationship of Recreation revenues and expenditures by function.



## **RECREATION MANAGEMENT**

Recreation Management is responsible for operation and direction of all recreation programs and facilities. Although not directly responsible for maintenance of parks, this unit handles the scheduling of all park facilities.

2015 Actual:	\$ 299,173
2016 Budget:	\$ 306,960

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
*1	\$ 318,120	\$ 312,610

### Service Level Narrative

- 1 **Program Assistance (Current Level).** Includes the recreation director, secretary, one half of program assistant to assist in recreation operation and 30 percent of program manager time to assist with administrative duties (shared with Seasonal Programs).

## **SEASONAL PROGRAMS**

A variety of athletic, instructional and cultural programs and services are offered throughout the year by the Recreation Department. Programs are staffed by a large number of part-time employees utilizing municipal and school district facilities. Activities are available for everyone, children through seniors.

2015 Actual:	\$ 436,045
2016 Budget:	\$ 456,670

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
*1	\$ 469,550	\$ 469,550

### Service Level Narrative

- 1 **Full Program (Current Level).** Offers full complement of programs. Includes 70 percent of the program manager's time, half of the program assistant's time (shared with Recreation Management) and part time personnel. Additional programs, such as athletic leagues, senior activities and special events are offered. Provides revenue of \$546,510 for a net profit of \$76,960.

## **GOLF COURSE**

The historic 9-hole Mt. Lebanon Municipal Golf Course, located on Pine Avenue, is open year-round, weather permitting, for use by the general public. The course provides an outstanding recreational opportunity for the golfing enthusiast. The golf course includes a clubhouse with pro shop and locker room facilities.

2015 Actual:	\$ 387,200
2016 Budget:	\$ 400,330

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 321,020	\$ 321,020
2	74,160	395,180
*3	4,620	399,800
4	28,330	428,130
5	2,700	430,830
6	4,700	435,530

## Service Level Narrative

- 1 **Minimum Operation.** Allows for play seven days per week throughout the year, weather permitting. Course maintenance includes only limited mowing and fertilization. Operation includes golf course manager and golf course superintendent and minimal seasonal maintenance. Part-time employees operate starting times. Golf shop is managed by golf course manager. Provides revenue of \$228,630 for a net cost of \$92,390.
- 2 **Maintenance and Equipment Enhancement.** Part-time maintenance employees and a part-time laborer are employed to assist golf course superintendent in daily maintenance duties. Distributed hours are included for additional maintenance. Full mowing, fertilization, pesticide applications, sand bunker raking and irrigation maintenance are performed. Increases revenue by \$191,610 for a net profit of \$25,060.
- 3 **Course Rangers (Current Level).** Employs course rangers at peak times to assist golfers, speed up play and monitor the golf course. U.S.G.A. handicap services are offered. Increases revenue by \$12,200 for a net profit of \$32,640.
- 4 **Garden Plot Fence.** The fencing surrounding the two garden plots is replaced with 8 ft. high fencing to deter deer. Net profit of \$4,310.
- 5 **Men's and Women's Bathroom Partitions.** Replace all metal stall and urinal partitions in both the men's and women's bathrooms with new metal partitions. Net profit of \$1,610.
- 6 **Stairs to Garden Plots.** Wooden steps are constructed to provide an additional access route to the garden plots. Net cost of \$3,090.

## **TENNIS CENTER**

The Tennis Center, located in Mt. Lebanon Park provides 15 fast-dry courts (soft surface) and the Founders Room for community rentals. The center also provides instructional and competitive tennis programming as well as a full-service pro shop.

2015 Actual:	\$ 200,698
2016 Budget:	\$ 190,470

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
*1	\$ 189,410	\$ 189,410

### Service Level Narrative

- 1 **Full Operation (Current Level).** Center is open from 7:30 a.m. - 10:30 p.m. daily for a full 23-week season (May 1 through September 30). Contracts include pre-season court preparation and summer mowing. Includes part-time tennis center manager and part-time personnel to handle cashier and daily maintenance duties. Provides administrative support from the assistant recreation facilities manager. Provides \$209,100 in revenue for net profit of \$19,690.

## PLATFORM TENNIS FACILITY

Four platform tennis courts, offering year-round play, are located in Mt. Lebanon Park. The platform courts are primarily used in the fall and winter seasons. All courts are equipped with lights to provide residents ample playing time.

2015 Actual:	\$ 9,541
2016 Budget:	\$ 10,200

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
<b>*1</b>	\$ 10,080	\$ 10,080
2	6,000	16,080

### Service Level Narrative

- 1 **Basic Operation (Current Level).** Provides for the operation of the four platform courts and hut from 8:30 A.M. to 11 P.M. Includes heavy snow removal and the operation of the court heaters to melt snow and ice. Provides basic and routine maintenance services. Provides \$30,000 in revenue for a net profit of \$19,920.
- 2 **Video Surveillance Cameras.** Provides video recording cameras and equipment to supervise the use of the courts. Net profit of \$13,920.

## ICE RINK

Two indoor ice skating rinks are operated in the recreation center in Main Park. The rink offers public skating, hockey and figure skating programs.

2015 Actual:	\$ 969,612
2016 Budget:	\$ 949,570

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
<b>*1</b>	\$ 763,770	\$ 763,770
2	36,900	800,670
3	12,000	812,670
4	30,240	842,910
5	12,000	854,910

### Service Level Narrative

- 1 **Basic Operation (Current Level).** Provides full 12-month operation of both main and studio rinks with active public skating, instructional programming, private rentals, figure skating, speed skating, and hockey leagues. Part-time staff covers operational hours. A full preventative maintenance program is included and full-time employees are allocated as needed to rink operations: facilities manager, assistant manager, building superintendent, maintenance staff, and secretary. Rink dasher boards and gates are repaired as needed. Provides revenue of \$832,730 for a net profit of \$68,960.
- 2 **Full-Time Maintenance Personnel.** A full-time maintenance person is added to the staff. With increased operational hours and the reallocation of part-time hours due to the Affordable Care Act, it is increasingly difficult to find capable part-time help. Net profit of \$32,060.
- 3 **Lobby Benches.** Lobby Benches are deteriorating and need to be replaced. Current benches are 25 years old. Net profit of \$20,060.
- 4 **Silo Storage / Locker Room.** Converts the vacant air handling silo to a 2 level storage room and allows for storage at the end of the hall to be converted to an additional changing room to service the studio rink. Net cost of \$10,180.
- 5 **Ice Rink Facility Maintenance.** Cashier's office furniture is replaced. Carpet and entry

door access is replaced. Flooring and lockers are replaced in coach's room. Net cost of \$22,180.

## SWIMMING CENTER

The Swimming Center is a nine-lane Olympic-size (50 meter) swimming pool with separate diving and wading areas. The swim center also includes a bath house with changing facilities and concessions.

2015 Actual:	\$ 414,535
2016 Budget:	\$ 410,780

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
*1	\$ 407,300	\$ 407,300
2	18,000	425,300
3	8,000	433,300

### Service Level Narrative

- 1 **Full Operation (Current Level).** Opens the pool for the season beginning Memorial Day and closes the pool following Labor Day. Allows the pool to be open on weekends and evenings while school is in session. Provides for general swimming 56 hours per week with specialty swims. Full-time and part-time employees are allocated as needed to swimming center operations. Provides revenue of \$479,600 for a net profit of \$72,300.
- 2 **Additional Equipment.** Additional shade structure, trash cans, lounge chairs, office and deck equipment are purchased for a net profit of \$54,300.
- 3 **Picnic Tables.** Purchase 6 additional Picnic Tables for the snack bar area. Canister vacuum is replaced for a net profit of \$46,300.

## COMMUNITY CENTER

The community center provides meeting rooms for use by residents, nonresidents, organizations and private groups. There are two meeting rooms: a large wooden floor room (Room A 2,220 sq. ft.) with a view of the park, and a smaller vinyl tiled floor room (Room B 1,248 sq. ft.) overlooking the rink, both of which can be subdivided. A kitchen is provided adjoining the smaller room.

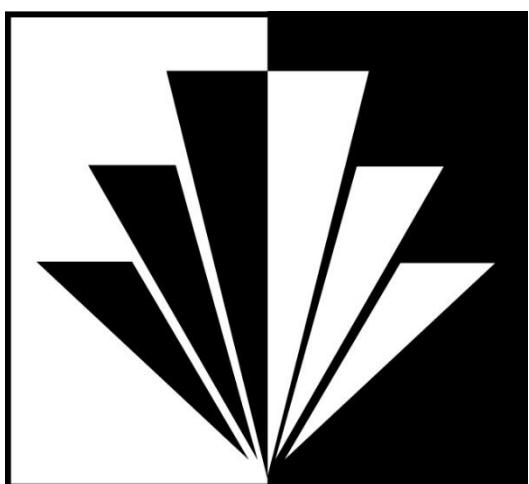
2015 Actual:	\$ 154,531
2016 Budget:	\$ 136,640

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
*1	\$ 132,220	\$ 132,220
2	7,000	139,220

### Service Level Narrative

- 1 **Basic Service (Current Level).** Allows rental of the community center from 9:00 a.m. to midnight, seven days a week. Maintenance is performed on a regular basis. Expanded tables and chairs replaced as needed. Table and chair carriers are purchased enabling storage in former mechanical room. Full-time and part-time employees are allocated as needed to community center operations. Includes maintenance on room A floor to prevent wear. Provides revenue of \$49,000 for a net cost of \$83,220.
- 2 **Digital Video Security System.** Installs a digital surveillance system. Net cost of \$90,220.



# PUBLIC SAFETY

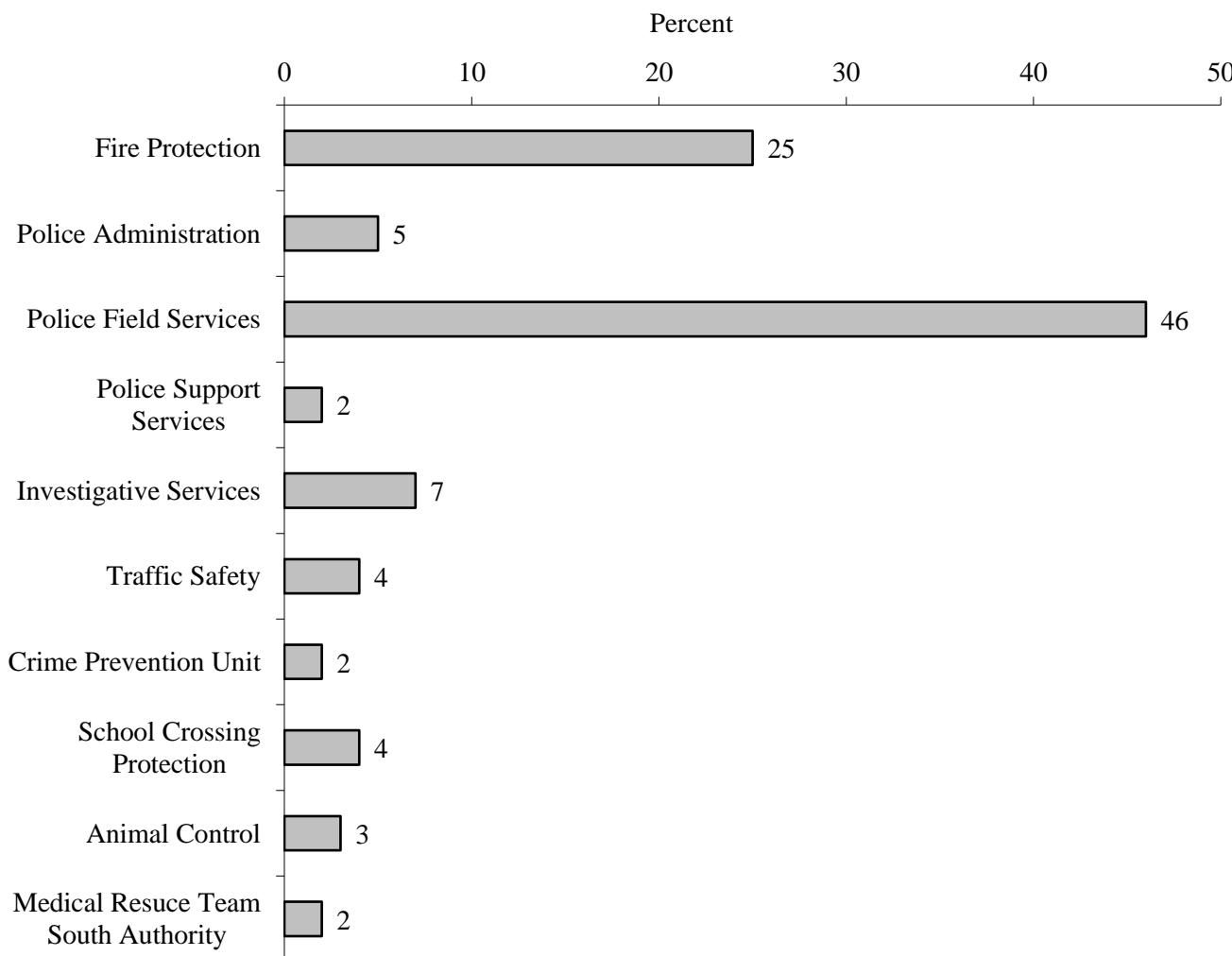
Public Safety includes all services provided by the Fire and Police Departments as well as Medical Rescue Team South Authority's appropriation. The Fire Department is divided into two operational areas while the Police Department is divided into eight.

Overall, Public Safety includes approximately 50 percent of total full-time municipal employees. 17 full-time firefighters, 45 police officers, one police dog, and 10 (9 police and 1 fire) civilians are accounted for in this area.

For 2017, Public Safety shows an increase of 3.9 percent from the 2016 budget. The primary reason for the increase is related to personnel costs within the police department. The 2017 budget more accurately reflects the overtime wages needed to provide the current level of service.

One expanded service level, Assistant Fire Chief, is recommended in the 2017 fire protection budget.

Public Safety represents 24.0 percent of the overall municipal expenditures. The chart below shows the relationship of the various functions within Public Safety.



Note: Emergency Management is less than 1%.

## FIRE PROTECTION

The fire department responds to a variety of emergency and service calls annually, with a fleet of four pumpers, an aerial platform and other equipment. A wide range of proactive and reactive emergency protective services is delivered from a central fire station.

2015 Actual: \$ 3,432,155  
 2016 Budget: \$ 3,376,030

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 531,790	\$ 531,790
2	696,370	1,228,160
3	1,083,170	2,311,330
4	982,090	3,293,420
5	132,410	3,425,830
<b>*6</b>	-	3,425,830
7	(15,470)	3,410,360
8	10,000	3,420,360
9	100,310	3,520,670
10	363,040	3,883,710
11	341,440	4,225,150

### Service Level Narrative

- 1 **Full Volunteer Company.** Provides equipment and facilities for volunteer company. Organization and direction of the department is outside municipal control.
- 2 **Weekday Career Staffing.** Provides four career staff: a chief, platoon chief and two fire lieutenants. Career staff on duty Monday through Friday from 8 a.m. to 6 p.m. Full volunteer coverage at all other times.
- 3 **24-Hour Career Staffing.** Provides 10 career staff by adding three platoon chiefs and three fire lieutenants. Adds a full-time secretary. Allows for four rotating two-person shifts providing 24-hour, seven-day a week coverage. Volunteers supplement at all times.

- 4 **Proactive Services.** Provides 16 career staff by adding one platoon chief and five fire lieutenants. All platoons are staffed with three persons. A wide range of proactive services are provided including building inspections, facility staff training, building plan review, and numerous community outreach activities. Allows for flexibility in providing volunteer training opportunities. Minimum staffing of three persons on weekdays and two for nights and weekends. A part-time clerk assists with required volunteer and career fire company record keeping.
- 5 **Fire Prevention & Administrative Support.** Provides 17 career staff by adding one additional fire lieutenant to deliver fire prevention education programs in the schools. Moves one platoon chief onto daylight schedule, providing assistance and administrative support to the fire chief.
- 6 **Supplemental Staffing (Current Level).** Provides stipend for volunteers to work duty shifts to meet NFPA minimum staffing requirements, primarily nights and weekends, when career staffing is less than four fire fighters on duty
- 7 **Assistant Fire Chief.** Adds the position of Assistant Fire Chief to assist with the management, administration, and leadership of the fire department. Assistant Fire Chief would replace one platoon chief.
- 8 **Ballistic Vests.** Purchase of ten ballistic vests for first responder protection.
- 9 **Full Fire Prevention & Inspection Services.** Increases daylight staffing and provides an additional fire lieutenant, Monday – Friday, 9 a.m. – 5 p.m. to provide for required annual fire safety inspections of all commercial occupancies.
- 10 **ISO / NFPA Engine Company Distribution.** Provides for a second fire station in the area of Public Works to increase engine company distribution and response times to allow for greater compliance with NFPA deployment

- standards and improved ISO ratings. Service level does not include cost of constructing the new station, only the maintenance, staffing and relocation of an engine.
- 11 **NFPA Minimum Staffing.** Provides 25 career staff. Adds eight fire fighters. Meets the minimum four-person response requirement outlined in the NFPA standard on fire department deployment. Improves the level of prevention and associated services. Minimum shift strength is six career staff on weekdays and four on nights and weekends.
- EMERGENCY MANAGEMENT**
- Emergency Management reflects the needs of Mt. Lebanon in the establishment, planning, and training for the management of emergencies that go beyond the routine public safety emergencies. Included are weather-related and man-made emergencies. It also addresses mitigation and recovery from incidents affecting Mt. Lebanon facilities and personnel.
- 2 Emergency Notification & Communication. Provides mass notification that enables users to send notifications to individuals or groups using lists, locations, and visual intelligence. Everbridge Mass Notification provides robust analytics, GIS targeting, flexible group management, distributed contact data, language localization, multiple options for contact data management, and a “globally local” approach to optimize voice and SMS routing.
- 3 Pandemic and Disaster Response. Provides funds for the mitigation of large scale emergencies, both natural and man-made. Includes personnel, food, shelter, contractors and other private assistance. Provides for a supply cache in the event of a pandemic including respirators, water, and gloves. Also upgrades ventilation systems in public safety building and municipal building and provides for additional cleaning services such as daily cleaning of computer keyboards, phones, door knobs, etc.

2015 Actual:	\$ 24,499
2016 Budget:	\$ 33,720

**2017 Service Level Options**

S/L Rank	S/L Cost	Cum. Cost
*1	\$ 26,260	\$ 26,260
2	7,900	34,160
3	10,000	44,160

**Service Level Narrative**

- 1 **Maintenance and Management of Emergency Operations Facilities (Current Level).** Includes emergency management center maintenance, antenna maintenance, maps, hazardous materials management, siren maintenance, staff training, disaster plan updates, satellite broadcast service, cell phone and rooftop weather station maintenance.

**POLICE ADMINISTRATION**

Police Administration is charged with the overall direction, planning and control of the law enforcement functions performed by the Municipality, as well as control of the department budget, computer systems and office equipment.

2015 Actual:	\$ 632,024
2016 Budget:	\$ 695,400

**2017 Service Level Options**

S/L Rank	S/L Cost	Cum. Cost
1	\$ 281,010	\$ 281,010
2	256,000	537,010
*3	173,380	710,390

### Service Level Narrative

- 1 **Minimum Administration.** Provides for a chief of police. Basic administrative and field operation control only.
- 2 **Police Administration.** Provides for a deputy chief of police to oversee the operations division which includes: patrol, traffic, investigations, crime prevention and tactical operations. Also includes one administrative secretary position to control internal personnel, administrative, and departmental training files and perform administrative clerical duties.
- 3 **Full Police Administration (Current Level).** Provides for a deputy chief of police to oversee the support services division which includes support services unit, information technology services, animal control, fleet and facility maintenance and administration functions.

## **POLICE FIELD SERVICES**

The largest organizational unit in the police department, police field services provides traditional uniformed police patrol functions, including response to calls for service, enforcement of all laws, apprehension of violators, regulation of conduct and prevention of crime through patrol activities.

2015 Actual:	\$ 5,804,932
2016 Budget:	\$ 5,637,010

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 3,629,830	\$ 3,629,830
2	906,120	4,535,950
3	804,580	5,340,530
<b>*4</b>	<b>831,490</b>	<b>6,172,020</b>
5	639,630	6,811,650
6	15,000	6,826,650

### Service Level Narrative

- 1 **Minimum Patrol Service.** Provides for two one-officer patrol units per shift, with supervision on 50% of all shifts. Includes three lieutenants, three corporals and 12 police officers.
- 2 **Reactive Patrol Service.** Provides for three one-officer patrol units per shift, with supervision on 70% of all shifts. Increases ability to deploy by beat on all three shifts. Includes one lieutenant, one corporal and three police officers.
- 3 **Intermediate Patrol Service.** Provides for three one-officer patrol units per shift, with supervision on 85% of all shifts. Increases number of patrol units on two shifts, allows for some proactive enforcement, and expands geographical deployment. Adds one lieutenant, one corporal and two police officers.
- 4 **Proactive Patrol Service (Current Level).** Provides for four one-officer patrol units per shift with supervision. Includes one lieutenant, one corporal, three police officers and one police dog.
- 5 **Expanded Patrol Services.** Provides additional patrol officers above minimum staffing to allow for focused patrol/traffic enforcement at schools and other designated hot spots. Allows for increased ability to adjust shift scheduling to meet required staffing without incurring overtime. Permits the assignment of an officer as accreditation manager. Includes five police officers.
- 6 **Special Deployment Utility Vehicle.** At all special events held in the community, police have the responsibility to ensure safety. Often space constraints and large numbers of people make patrolling with a regular size Police vehicle impossible. Provides for a smaller and more environment friendly vehicle to increase coverage during these events held in a variety of locations throughout the community.

## POLICE SUPPORT SERVICES

Staff support for all operating units is provided by Police Support Services. All the functions of revenue collection, records management and data collection and dissemination are included.

2015 Actual:	\$ 234,143
2016 Budget:	\$ 253,790

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 164,680	\$ 164,680
*2	91,660	256,340
3	20,000	276,340

### Service Level Narrative

- 1 **Support Service.** Provides one records clerk to maintain police records five days a week. Provides funds for support functions including supplies, telecommunications and maintenance agreements.
- 2 **Police Information System (Current Level).** Provides the ability to update police records and information five days a week, including computer processing and input and the UCR reports. Also provides for part-time coverage on the night shift to handle night parking requests and input and update of police records. Includes one police records clerk.
- 3 **Community-Based Surveillance Cameras.** Surveillance cameras are an effective tool in reducing crime and assisting in investigative measures after crimes have been committed. Provides for the initial setup and installation of a network of surveillance cameras placed at strategic locations throughout the community.

## INVESTIGATIVE SERVICES

Investigative Services (ISU) provides investigation of complex and serious crimes, drug investigation, youth services, follow-up investigations, court liaison, and case management. ISU also provides property and evidence control, prisoner processing, crime scene processing, fingerprinting services, and technical support to Police Field Services and other police agencies.

2015 Actual:	\$ 905,302
2016 Budget:	\$ 1,035,950

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 254,170	\$ 254,170
2	161,060	415,230
3	163,390	578,620
4	180,540	759,160
*5	165,290	924,450

### Service Level Narrative

- 1 **Assignment Level.** Provides follow-up investigation of some felonies and misdemeanors, and minor review of youth crime without referral or counseling. Provides minimal court liaison assistance. Includes one police officer and one secretary.
- 2 **Evidence-Property Control/Court Liaison.** Assists unit members in all other primary and secondary follow-up investigations, including the ability to conduct serious felony investigations. Provides court liaison and pretrial assistance to District Attorney, thus reducing patrol involvement. Provides supervision and system of accountability for all evidence in department custody. Includes one corporal.
- 3 **Youth Service.** Allows for current youth services program. Provides one full-time youth services officer/juvenile court liaison. Includes one police officer.

- 4 Supervision. Provides for supervision of department criminal investigations and evidence/property management. Includes one lieutenant.
- 5 Full Drug Enforcement (Current Level). Allows for full drug enforcement capabilities to include surveillance, cultivating informants, etc. Allows for participation in regional or federal narcotics task forces. Provides vacation relief. Adds one police officer.

## TRAFFIC SAFETY

Traffic Safety (TSU) is responsible for extended traffic enforcement, accident investigation, and follow-up investigation of all hit-and-run, near-fatal and fatal accidents. The unit maintains all accident and citation records and correspondence with the National Safety Council and the American Automobile Association. TSU responds to speed and other traffic survey requests, and provides significant input for MLPD's comprehensive traffic safety planning.

2015 Actual:	\$ 591,265
2016 Budget:	\$ 622,530

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 269,500	\$ 269,500
*2	338,840	608,340
3	150,410	758,750

### Service Level Narrative

- 1 Basic Traffic Enforcement. Provides one police officer to maintain accident and traffic enforcement statistics. Provides for some field enforcement and hit-and-run investigations.
- 2 Increased Traffic Enforcement and Supervision (Current Level). Provides for

operation of one traffic unit on two shifts at least five days per week. Allows for coverage during peak traffic hours and investigation of traffic accidents by traffic personnel. Also provides supervision of department traffic services and administration of regional traffic enforcement grants. Allows for a liaison to the municipal traffic board. Includes one lieutenant and one police officer.

- 3 Expanded Traffic Enforcement/Education. One shift, five days a week. Increases ability to provide traffic and pedestrian safety educational programs to school students and to the general public, and to targeted pedestrian and traffic safety enforcement efforts. Adds one police officer.

## CRIME PREVENTION UNIT

The Crime Prevention Unit assists community organizations, neighborhood groups, schools and individual citizens to become actively involved in crime prevention. These activities reduce crime, abate the fear of crime and contribute to neighborhood awareness of crime problems.

2015 Actual:	\$ 315,176
2016 Budget:	\$ 325,250

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 179,250	\$ 179,250
*2	157,110	336,360
3	106,610	442,970

### Service Level Narrative

- 1 Basic Program. Continuation of school programs, D.A.R.E., neighborhood watch programs and other programs as time is available. Current projects match available officer time. Includes one corporal.
- 2 Current Program (Current Level). Provides additional time to expand the school

program, D.A.R.E., and neighborhood watch programs, and design programs for the reduction of criminal incidents. Adds one police officer.

- 3 **Program Expansion Level.** Allows the unit to provide expanded education, counseling and assistance to community, school and safety programs. Includes one police officer.

## SCHOOL CROSSING PROTECTION

Mt. Lebanon provides for school crossing guards during the school year at 42 posts. Substitute guards are included to ensure full coverage. Supervision and training of the guards is also included. Guard costs are shared with the school district.

2015 Actual:	\$ 503,039
2016 Budget:	\$ 538,620

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 492,710	\$ 492,710
*2	66,210	558,920
3	56,700	615,620

### Service Level Narrative

- 1 **Crossing Guards.** Employs a total of 42 guards and approximately 15 substitute guards for entire school year.
- 2 **Year Around Supervision (Current Level).** Includes one full-time civilian supervisor that handles schedules, payroll and call-offs as well as training and day-to-day problems.
- 3 **Enhanced Crossing Guard Services.** Allows for additional crossing guard posts as student pedestrian traffic increases, without sacrificing existing crossing guard posts. Reduces the need for the crossing guard supervisor to assume duties at various posts

as vacancies arise unexpectedly. Adds four guards and two substitutes.

## ANIMAL CONTROL

This activity, administered through the police department, provides for domestic and wild animal control within the municipality. Responsibilities include enforcement of state, county and local laws pertaining to animals, housing of animals, and, if necessary, disposing of injured or unwanted animals. Animal Control operates on a cooperative operation basis with seven other communities.

2015 Actual:	\$ 324,982
2016 Budget:	\$ 336,300

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	\$ 117,440	\$ 117,440
2	81,480	198,920
3	72,920	271,840
*4	79,700	351,540

### Service Level Narrative

- 1 **Mt. Lebanon Animal Control.** Provides an eight-hour, five-day week service only to Mt. Lebanon. Utilizes one truck, needed control equipment and pound facilities. No relief factor. Includes one animal control officer.
- 2 **Minimum Contract Level.** Provides limited animal control and cooperative operation with seven other communities. Coverage expanded to 16 hours per day, five days per week with no relief. Includes one animal control officer. Provides \$132,950 in revenue from other communities.
- 3 **Full Week Coverage.** Provides seven-day coverage with extended dual coverage during peak volume hours. Provides vacation, holiday and emergency relief. Adds one

animal control officer. Provides \$45,220 in additional revenue.

- 4 **Current Coverage (Current Level)**. Provides for quicker response time and optimum area coverage in contracted communities. Includes one animal control officer. Provides \$49,420 in additional revenue.

### **MEDICAL RESCUE TEAM SOUTH AUTHORITY (MRTSA)**

Since 1977, MRTSA has provided health care to patients and transportation to and from providers of medical services. MRTSA is committed to the continuous improvement of their preventive and dynamic health care services to its six communities.

2015 Actual:	\$ 238,136
2016 Budget:	\$ 247,930

#### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
*1	\$ 262,530	\$ 262,530

#### Service Level Narrative

- 1 **MRTSA Appropriation (Current Level)**. Provides for Mt. Lebanon's share of the Medical Rescue Team South annual assessment and the restricted capital expenditure fund.

# CAPITAL IMPROVEMENTS

## CAPITAL IMPROVEMENTS

Capital improvements, the replacement of certain equipment and infrastructure, are necessary to maintain and improve the investment Mt. Lebanon has in its physical facilities and equipment. These expenditures are programmed under the long-range capital improvement program required by the Home Rule Charter.

2015 Actual: \$8,352,354  
2016 Budget: \$9,190,020

### 2017 Service Level Options

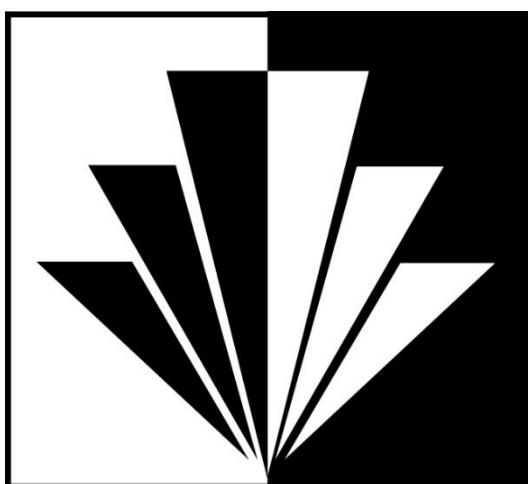
<u>Rank</u>	<u>Cost</u>	<u>Cost</u>
1	\$ 2,310,000	\$ 2,310,000
2	2,100,000	4,410,000
3	440,000	4,850,000
4	575,000	5,425,000
5	63,000	5,488,000
6	45,650	5,533,650
7	109,500	5,643,150
8	148,300	5,791,450
9	115,000	5,906,450
10	127,000	6,033,450
11	65,450	6,098,900
12	1,715,000	7,813,900
13	6,385,000	14,198,900
14	29,500	14,228,400
15	65,000	14,293,400
16	50,600	14,344,000
17	159,500	14,503,500
18	140,550	14,644,050
19	269,300	14,913,350
20	120,000	15,033,350
21	30,000	15,063,350
22	164,850	15,228,200

### Service Level Narrative

- 1 Sanitary Sewer Improvements. An operation and maintenance plan has been adopted that requires continuous evaluation and proactive upgrades and repairs to the sanitary sewer system. Improvements are funded through a surcharge on ALCOSAN bills.

- 2 Street Reconstruction. Reconstruction of approximately 5,235 linear feet (0.9915 miles) of deteriorated streets. Partially funded through storm water fee for curb and inlet reconstruction.
- 3 Storm Water Management. Upgrades, installations and repairs to storm sewer lines throughout the Municipality. Improvements are funded through the storm water fee.
- 4 Fire Engine Replacement – Pumper. This engine will replace a 15-year old fire engine and be placed into front-line service, while the 2012 engine will be placed into a second-run position. Funding would come from a bond issue.
- 5 Cedar Boulevard Sidewalk and Staircase Replacement. Removal of existing path and installation of new concrete sidewalk, steps and handrail system.
- 6 Front End Loader. Provides funding for the second year of a five-year lease for a front end loader used for leaf collection, winter operations and other public works daily operations.
- 7 Backhoe Replacement. Purchase of a four-wheel drive backhoe to replace a 2002 model. Funded through the Sewage Fund.
- 8 Large Truck Replacement. Replaces 14-year-old dump truck used to haul leaf loaders and leaf boxes in the fall and rock salt during the winter.
- 9 Municipal Building Façade. Repair work is done to prevent water infiltration from occurring and help preserve the building facade. The north façade (side of building abutting 704 Washington Road) would be repaired.
- 10 Williamsburg Park Improvements. This project includes the resurfacing of the tennis and basketball courts as well as the replacement of the existing fencing along the perimeter of both courts.

- 11 Golf Course Improvements. Install sand bunker liners and replace sand in all 17 sand bunkers.
- 12 Ice Rink Replacement – Main and Studio Rinks. Replace the main and studio rinks at the recreation center, which are over 40 years old. The underground piping network, which prevents permafrost from effecting the rink floors, is not serviceable and past its useful life. Funding would come from a bond issue.
- 13 Public Works Facility and Firing Range. New vehicle maintenance bays constructed, addition to the existing building and site improvements to existing public works building and firing range built on golf course property. Funding would come from a bond issue.
- 14 Golf Course Equipment. Purchase of a rotary gang mower used for mowing roughs. This replaces a 2004 model.
- 15 Public Safety Center Carpet. First year of a three-year project to replace the original carpet in the Public Safety Center. The third floor will be replaced in the first year.
- 16 Mt. Lebanon Park Basketball Court Improvements. Resurface basketball courts with a specialized acrylic sports surfacing system. In addition, new striping is applied and backboards, hoops and benches are replaced.
- 17 Parks Lighting System. Upgrade lighting throughout Main Park, including the basketball courts. The upgrades include replacement of poles, underground conduit, transformers and panels.
- 18 Recreation Center & Pool Light Pole Replacement. Replaces 24 Light Poles surrounding the Recreation Center and Pool.
- 19 N. Meadowcroft Park ADA. A grant will assist with the costs to make accessibility improvements to the basketball and tennis court areas of the park.
- 20 Records Management System. Replace current police reporting software allowing the creation of an integrated and centralized police management system for preserving data integrity and enhancing departmental efficiency.
- 21 Municipal Building HVAC Upgrades. Provides funding for the installation of a web-based Municipal Building energy management system.
- 22 LRT Station Stairway. Provides for upgrades in lighting and appearance in the stairway between Washington Road and the LRT Station.



# DEBT SERVICE

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The debt service budget represents payments to be made in 2017 for long-term bond issues. The total outstanding principal for governmental funds as of December 31, 2016, is \$22,741,810.

2015 Actual:	\$ 2,617,811
2016 Budget:	\$ 2,129,740

## 2017 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 2,620,620	\$ 2,620,620
<b>2</b>	<b>535,000</b>	<b>3,155,620</b>

## Service Level Narrative

- 1 **Required Debt Payments (Current Level).** In 2017, principal payments of \$2,092,490 and interest payments of \$528,130 will be made on bond issues. The payments will be paid as follows:

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
General Fund	\$ 1,873,840	\$ 463,120	\$ 2,336,960
Special Revenue Funds	218,650	65,010	283,660
<b>Total Debt Service</b>	<b>\$ 2,092,490</b>	<b>\$ 528,130</b>	<b>\$ 2,620,620</b>

- 2 **Capital Projects Bond Issue.** In 2016, the Commission and Staff have been investigating improvements to the ice rink at the recreation center and renovations to the public works building. Funding would provide payments on a new bond issuance for the aforementioned capital projects as well as a new fire pumper truck. See capital improvements for more details on total project and equipment costs.

The details of the issues are:

## Governmental Funds

<u>Issue</u>	<u>Purpose</u>	<u>Original Principal</u>	<u>Outstanding Principal</u>	<u>Interest Rate</u>	<u>Year of Maturity</u>
2010 A & B	Refunding of 2003 A & B, 2004 and 2006 bond issues	\$ 10,128,362	\$ 660,946	1.0 to 3.375%	2025
2011	Refunding of 2007 bond issue	3,620,000	555,000	1.5 to 3.25%	2027
2012	Refunding of 2009 bond issue	2,285,000	2,210,000	.85 to 3.0%	2028
2012 A&B	Guaranteed energy savings program improvements and refunding of 2008 bonds (partial)	2,535,000	725,000	.35 to 2.625%	2027
2013	Municipal pool & other improvements	3,370,000	3,045,000	.65 to 3.0%	2025
2014	Building improvements, equipment & storm water capital improvements	2,365,000	2,175,000	2.0 to 3.5%	2028
2015	Refunding of 2010 A & B bonds	9,015,864	9,015,864	2.0 to 4.0%	2025
2016	Refunding of 2011 and 2012A bonds	4,355,000	4,355,000	2.0 to 3.25%	2027
		<b>\$ 37,674,226</b>	<b>\$ 22,741,810</b>		

# SPECIAL REVENUE FUNDS

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Special revenue funds account for the proceeds of specific revenue sources that are legally restricted to be expended for specific purposes. The three individual funds are as follows:

- State Highway Aid – Funds received from the Commonwealth from liquid fuel taxes to be used on appropriate street related expenditures.
- Sewage – Funds collected from residents/owners through a municipal sewage charge and transferred to the General Fund for sanitary sewer maintenance and to the Capital Projects Fund for sanitary sewer capital improvements.
- Storm Water – Funds collected from residents/owners through a municipal storm water charge and transferred to the General Fund for storm sewer maintenance and to the Capital Projects Fund for storm sewer capital improvements.

	<b>2017 Budget</b>			
	<b>State Highway Aid</b>	<b>Sewage</b>	<b>Storm Water</b>	<b>Total</b>
<b>Revenues</b>				
Investment	\$ 2,000	\$ 7,500	\$ 3,000	\$ 12,500
Refund from ALCOSAN	-	31,000	-	31,000
Fines, Forfeits & Penalties	-	18,000	-	18,000
Intergovernmental	860,000	-	-	860,000
Assessments	-	11,300,000	1,400,000	12,700,000
Transfer to Capital Projects Fund	-	(2,419,500)	(965,000)	(3,384,500)
Use of Surplus/Fund Balance	-	(891,850)	95,050	(796,800)
<b>Total Revenues</b>	<b>\$ 862,000</b>	<b>\$ 8,045,150</b>	<b>\$ 533,050</b>	<b>\$ 9,440,200</b>
<b>Expenditures</b>				
<u>Operating Expenditures</u>				
General Government	\$ -	\$ 253,000	\$ 43,500	\$ 296,500
Public Works	862,000	462,170	355,870	1,680,040
Total Operating Expenditures	862,000	715,170	399,370	1,976,540
Debt Service	-	149,980	133,680	283,660
Payments to ALCOSAN	-	7,180,000	-	7,180,000
<b>Total Expenditures</b>	<b>\$ 862,000</b>	<b>\$ 8,045,150</b>	<b>\$ 533,050</b>	<b>\$ 9,440,200</b>

# CAPITAL PROJECTS FUND

The Capital Projects Fund accounts for all resources and expenditures concerning the acquisition, construction or improvements of capital facilities or infrastructure by the Municipality.

In 2017, funding will be provided by the municipal sewage charge, storm water charge, the General Fund, bond proceeds and funds from the Capital Projects Fund.

Nine (9) capital improvement budget levels are included in the 2017 Capital Projects Fund Budget:

Level	Description	2017 Budget				
		General Fund	Sewage Fund	Storm Water Fund	Capital Proj. Fund	Total
1	Sanitary Sewer Improvements	\$ -	\$ 2,310,000	\$ -	\$ -	\$ 2,310,000
2	Street Reconstruction	1,575,000	-	525,000	-	2,100,000
3	Storm Water Management	-	-	440,000	-	440,000
4	Fire Engine Replacement - Pumper	-	-	-	575,000	575,000
5	Cedar Blvd Sidewalk and Staircase Replacement	63,000	-	-	-	63,000
7	Backhoe Replacement	-	109,500	-	-	109,500
9	Municipal Building Façade	-	-	-	115,000	115,000
12	Ice Rink Replacement - Main & Studio Rinks	-	-	-	1,715,000	1,715,000
13	Public Works Facility and Firing Range	-	-	-	6,385,000	6,385,000
<b>Total Revenues</b>		<b>\$ 1,638,000</b>	<b>\$ 2,419,500</b>	<b>\$ 965,000</b>	<b>\$ 8,790,000</b>	<b>\$ 13,812,500</b>

# LINE ITEM BUDGET

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## Taxes

Real Estate	
2017	\$ 12,542,360
2016	114,500
Prior Years	<u>166,500</u>
Subtotal - Real Estate	<u>12,823,360</u>
Earned Income	11,916,950
Local Services	455,000
Real Estate Transfer	1,650,000
County Sales	915,000
Utility	<u>32,500</u>
Total Taxes	<u>27,792,810</u>

## Recreation

Recreation Management	\$ 38,500
Seasonal Programs	546,310
Golf Course	423,440
Tennis Center	209,100
Platform Tennis	30,000
Recreation Center	
Ice Rink	829,730
Swimming Pool	479,600
Community Center	<u>49,000</u>
Subtotal - Recreation Center	<u>1,358,330</u>
Total	2,605,680

## Non-tax Revenues

### Licenses, Permits & Fees

Cable TV Franchise Fee	800,250
Building Permits	185,280
Public Works Permits	60,000
Video Licenses	8,000
Lien Letter Fee	52,000
Liquor Licenses	7,650
Fire Permits	59,800
Vendor Permits	<u>4,000</u>

Total 1,176,980

## Charges for Services & Other Revenue

Contributions	12,700
Tax Office Cost Sharing	62,730
Crossing Guard Cost Sharing	279,470
Animal Control Program	227,490
Public Information	551,500
Snow/Ice Control	91,960
Sale of/Damage to Property	60,050
Rebates and Reimbursements	601,740
Sidewalk Assessments	63,000
Transfer from Parking Fund	166,510
Proceeds of Debt	8,255,000
Miscellaneous	<u>67,250</u>

Total 10,439,400

## Fines, Forfeitures & Penalties

Police/Magistrate Fines	141,100
Other	<u>21,000</u>
Total	162,100

## Sewage & Storm Water Assessments

12,700,000

## Use of Fund Balance

(281,800)

Total Non-tax Revenues

28,886,510

## Investment & Rental

34,000

## Total Revenues

**\$56,679,320**

## Intergovernmental

State Pension Contribution	898,700
State Highway Aid	860,000
Public Works Grants	50,000
Fire Relief Association	165,000
Police Grants	70,000
General Grants	<u>6,450</u>

Total 2,050,150

General Management

Regular Salaries & Wages	\$ 298,540
Overtime Wages	3,770
Part-time & Temporary Wages	2,900
Retainers & Special Salaries	17,500
Fringe Benefits	112,190
Special Appropriations	2,600
Professional Services	37,500
Training & Conferences	7,130
Memberships	10,800
Utilities	4,560
Printing & Photography	4,000
Postage	750
Rental	11,900
Contractual Services	30,120
Office Supplies	1,500
Books & Periodicals	260

Total 546,020

Legal Services

Professional Services	\$ 327,950
Total	327,950

Financial Management

Regular Salaries & Wages	\$ 309,270
Part-time & Temporary Wages	2,730
Fringe Benefits	111,800
Professional Services	45,150
Training & Conferences	3,970
Memberships	750
Printing & Photography	2,250
Rental	4,020
Contractual Services	6,010
Books & Periodicals	700
Equipment & Furniture	750

Total 487,400

Information Services

Regular Salaries & Wages	\$ 185,740
Part-time & Temporary Wages	27,300
Fringe Benefits	70,950
Professional Services	66,500
Training & Conferences	4,850
Memberships	250
Utilities	1,700
Postage	200
Contractual Services	135,260
Office Supplies	2,500
Books & Periodicals	400
Equipment & Furniture	54,000

Total 549,650

Treasury/Tax Collection

Regular Salaries & Wages	\$ 92,060
Overtime Wages	1,000
Retainers & Special Salaries	9,000
Fringe Benefits	21,100
Professional Services	235,010
Training & Conferences	1,000
Memberships	100
Repairs & Maintenance	400
Printing & Photography	2,200
Postage	14,720
Rental	10,340
Contractual Services	15,220
Office Supplies	800
Equipment & Furniture	500

Total 403,450

Public Information

Regular Salaries & Wages	\$ 150,880
Part-time & Temporary Wages	267,640
Fringe Benefits	79,180
Professional Services	43,700
Training & Conferences	2,980
Memberships	430
Utilities	600
Printing & Photography	143,500
Postage	52,430
Contractual Services	107,300
Office Supplies	1,500
Books & Periodicals	360
Equipment & Furniture	12,000

Total 862,500

**Office Services**

Regular Salaries & Wages	\$	35,410
Part-time & Temporary Wages		29,750
Fringe Benefits		16,090
Utilities		800
Printing & Photography		1,250
Postage		24,000
Rental		20,060
Contractual Services		14,640
Office Supplies		19,000
Equipment & Furniture		3,500
Total		164,500

**Insurance**

Comprehensive Business Policy	\$	352,480
Total		352,480

**Employment Benefits**

Fringe Benefits	\$	923,700
Total		923,700

**Community and Economic Development**

Regular Salaries & Wages	\$	114,710
Fringe Benefits		44,760
Training & Conferences		2,300
Memberships		850
Rental		1,490
Books & Periodicals		50
Total		164,160

**Planning**

Regular Salaries & Wages	\$	83,010
Fringe Benefits		32,520
Training & Conferences		1,850
Memberships		1,690
Utilities		700
Rental		1,490
Total		121,260

**Engineering**

Professional Services	\$	30,000
Total		30,000

**Building Inspection**

Regular Salaries & Wages	\$	259,490
Retainers & Special Salaries		900
Fringe Benefits		65,750
Professional Services		3,000
Training & Conferences		4,700
Memberships		900
Utilities		1,580
Printing & Photography		700
Rental		1,690
Contractual Services		1,500
Office Supplies		300
Total		340,510

**Civic Activities**

Regular Salaries & Wages	\$	13,540
Overtime Wages		15,700
Part-time & Temporary Wages		2,550
Fringe Benefits		9,390
Printing & Photography		2,000
Contractual Services		45,450
Recreation & Resale Supplies		2,500
Total		91,130

**Public Works Administration**

Regular Salaries & Wages	\$	329,330
Overtime Wages		2,000
Fringe Benefits		93,810
Training & Conferences		4,600
Memberships		3,250
Utilities		2,400
Repairs & Maintenance		400
Printing & Photography		2,000
Rental		16,520
Contractual Services		18,900
Office Supplies		500
Books & Periodicals		150
Equipment & Furniture		2,000
Total		475,860

Street Maintenance

Regular Salaries & Wages	\$	143,590
Overtime Wages		950
Part-time & Temporary Wages		5,000
Fringe Benefits		56,250
Professional Services		50,000
Contractual Services		471,430
Maintenance Supplies		1,000
Construction Supplies		<u>12,000</u>
Total		740,220

Traffic Planning & Signals

Regular Salaries & Wages	\$	57,160
Overtime Wages		2,050
Fringe Benefits		22,370
Special Appropriations		3,600
Professional Services		57,500
Training & Conferences		2,550
Utilities		12,360
Repairs & Maintenance		20,000
Contractual Services		35,500
Maintenance Supplies		<u>2,000</u>

Curbs

Regular Salaries & Wages	\$	1,700
Part-time & Temporary Wages		3,000
Fringe Benefits		1,080
Contractual Services		85,000
Maintenance Supplies		<u>1,500</u>
Total		92,280

Total 215,090

Traffic Signs & Painting

Regular Salaries & Wages	\$	84,350
Overtime Wages		200
Part-time & Temporary Wages		12,000
Fringe Benefits		34,270
Contractual Services		7,000
Equipment & Furniture		1,500
Maintenance Supplies		<u>20,000</u>

Pedestrian Routes

Regular Salaries & Wages	\$	12,860
Part-time & Temporary Wages		12,000
Fringe Benefits		6,640
Professional Services		4,000
Contractual Services		177,900
Construction Supplies		<u>500</u>
Total		213,900

Total 159,320

Street Lighting

Utilities	\$	286,940
Maintenance Supplies		<u>4,000</u>

Ice & Snow Control

Regular Salaries & Wages	\$	119,990
Overtime Wages		82,520
Fringe Benefits		58,900
Contractual Services		41,600
Equipment & Furniture		93,900
Maintenance Supplies		<u>505,070</u>
Total		901,980

Sanitary Sewers

Regular Salaries & Wages	\$	122,100
Overtime Wages		9,090
Part-time & Temporary Wages		20,340
Fringe Benefits		49,660
Professional Services		170,000
Utilities		480
Contractual Services		68,000
Equipment & Furniture		5,000
Maintenance Supplies		15,000
Construction Supplies		<u>2,500</u>

Total 462,170

Storm Sewers

Regular Salaries & Wages	\$ 114,960
Overtime Wages	1,150
Part-time & Temporary Wages	4,090
Fringe Benefits	44,510
Professional Services	35,000
Contractual Services	10,000
Construction Supplies	20,000

Total 229,710

Street Sweeping

Regular Salaries & Wages	\$ 128,360
Overtime Wages	50,270
Part-time & Temporary Wages	18,000
Fringe Benefits	59,740
Contractual Services	80,070
Equipment & Furniture	45,000
Maintenance Supplies	3,000

Total 384,440

Refuse Collection

Overtime Wages	\$ 10,580
Fringe Benefits	1,620
Contractual Services	2,096,520

Total 2,108,720

Municipal Building

Regular Salaries & Wages	\$ 26,270
Overtime Wages	190
Fringe Benefits	10,540
Utilities	112,950
Contractual Services	90,850
Maintenance Supplies	13,500

Total 254,300

Public Safety Center

Regular Salaries & Wages	\$ 36,360
Overtime Wages	190
Fringe Benefits	14,430
Utilities	133,540
Contractual Services	128,400
Maintenance Supplies	27,000

Total 339,920

Public Works Building

Regular Salaries & Wages	\$ 17,620
Overtime Wages	190
Fringe Benefits	6,850
Utilities	26,590
Contractual Services	12,520
Maintenance Supplies	17,600

Total 81,370

Library Building

Regular Salaries & Wages	\$ 27,830
Overtime Wages	190
Part-time & Temporary Wages	20,640
Fringe Benefits	14,020
Utilities	66,200
Contractual Services	64,750
Maintenance Supplies	16,250

Total 209,880

Parks Maintenance

Regular Salaries & Wages	\$ 206,810
Overtime Wages	380
Part-time & Temporary Wages	5,600
Fringe Benefits	81,000
Training & Conferences	1,400
Utilities	24,000
Contractual Services	167,450
Equipment & Furniture	7,000
Maintenance Supplies	40,000
Construction Supplies	6,000
Botanical Supplies	4,500

Total 544,140

Planting Areas

Regular Salaries & Wages	\$ 6,460
Fringe Benefits	2,500
Contractual Services	37,000
Maintenance Supplies	1,000

Total 46,960

Forestry

Regular Salaries & Wages	\$ 264,860
Overtime Wages	4,140
Fringe Benefits	102,830
Rental	25,100
Contractual Services	45,000
Equipment & Furniture	1,500
Maintenance Supplies	6,500
Botanical Supplies	<u>20,000</u>
Total	469,930

Equipment Maintenance

Regular Salaries & Wages	\$ 127,330
Fringe Benefits	49,120
Repairs & Maintenance	34,500
Maintenance Supplies	149,500
Fuels & Lubricants	<u>160,510</u>
Total	520,960

Library

Special Appropriations	\$ 1,269,210
Total	1,269,210

Outreach

Special Appropriations	\$ 104,040
Total	104,040

Community Organizations

Special Appropriations	\$ 36,500
Total	36,500

Recreation Management

Regular Salaries & Wages	\$ 215,680
Overtime Wages	1,530
Fringe Benefits	78,060
Training & Conferences	2,670
Memberships	470
Utilities	1,600
Printing & Photography	750
Rental	3,680
Contractual Services	4,470
Office Supplies	2,900
Recreation & Resale Supplies	<u>800</u>

Total 312,610

Seasonal Recreation Programs

Regular Salaries & Wages	\$ 79,540
Overtime Wages	690
Part-time & Temporary Wages	67,900
Fringe Benefits	35,250
Rental	100
Contractual Services	247,470
Recreation & Resale Supplies	<u>38,600</u>

Total 469,550

Golf Course

Regular Salaries & Wages	\$ 135,110
Overtime Wages	3,500
Part-time & Temporary Wages	72,200
Fringe Benefits	41,720
Training & Conferences	250
Memberships	380
Utilities	51,350
Repairs & Maintenance	12,000
Printing & Photography	500
Rental	24,040
Contractual Services	16,300
Office Supplies	500
Maintenance Supplies	25,450
Botanical Supplies	1,000
Recreation & Resale Supplies	<u>15,500</u>

Total 399,800

Tennis Center

Regular Salaries & Wages	\$	16,500
Part-time & Temporary Wages		67,400
Fringe Benefits		15,930
Utilities		22,940
Repairs & Maintenance		1,000
Printing & Photography		100
Rental		7,000
Contractual Services		52,440
Office Supplies		300
Equipment & Furniture		2,000
Maintenance Supplies		2,000
Construction Supplies		500
Botanical Supplies		300
Recreation & Resale Supplies		1,000

Total 189,410

Platform Tennis

Fringe Benefits	\$	610
Utilities		4,900
Contractual Services		2,570
Maintenance Supplies		2,000

Total 10,080

Ice Rink

Regular Salaries & Wages	\$	219,200
Overtime Wages		500
Part-time & Temporary Wages		158,800
Fringe Benefits		104,190
Memberships		400
Utilities		165,660
Repairs & Maintenance		5,000
Printing & Photography		700
Rental		2,300
Contractual Services		70,520
Office Supplies		1,800
Equipment & Furniture		1,500
Maintenance Supplies		16,100
Construction Supplies		2,000
Recreation & Resale Supplies		15,100

Total 763,770

Swimming Pool

Regular Salaries & Wages	\$	63,830
Part-time & Temporary Wages		180,000
Fringe Benefits		50,360
Training & Conferences		500
Utilities		47,590
Repairs & Maintenance		5,000
Contractual Services		19,320
Office Supplies		500
Maintenance Supplies		37,000
Recreation & Resale Supplies		3,200

Total 407,300

Community Center

Regular Salaries & Wages	\$	31,930
Part-time & Temporary Wages		11,250
Fringe Benefits		13,890
Utilities		47,150
Repairs & Maintenance		6,000
Contractual Services		12,000
Equipment & Furniture		4,000
Maintenance Supplies		6,000

Total 132,220

Fire Protection

Regular Salaries & Wages	\$	1,734,980
Overtime Wages		246,440
Part-time & Temporary Wages		7,670
Fringe Benefits		791,520
Special Appropriations		369,050
Professional Services		9,580
Training & Conferences		15,350
Memberships		1,250
Utilities		110,760
Repairs & Maintenance		35,000
Rental		7,290
Contractual Services		14,760
Office Supplies		3,600
Books & Periodicals		4,510
Equipment & Furniture		45,050
Maintenance Supplies		13,550

Total 3,410,360

**Emergency Management**

Professional Services	\$ 1,750
Training & Conferences	9,300
Memberships	2,500
Utilities	2,460
Contractual Services	4,000
Equipment & Furniture	4,250
Maintenance Supplies	2,000

Total 26,260

**Police Administration**

Regular Salaries & Wages	\$ 399,150
Fringe Benefits	229,840
Professional Services	880
Training & Conferences	38,100
Memberships	6,330
Utilities	7,080
Rental	11,610
Contractual Services	5,000
Office Supplies	1,250
Books & Periodicals	800
Equipment & Furniture	9,550
Maintenance Supplies	800

Total 710,390

**Police Field Services**

Regular Salaries & Wages	\$ 3,155,810
Overtime Wages	540,000
Fringe Benefits	2,306,450
Equipment & Furniture	169,760

Total 6,172,020

**Police Support Services**

Regular Salaries & Wages	\$ 92,420
Part-time & Temporary Wages	29,510
Fringe Benefits	40,050
Professional Services	3,000
Memberships	200
Utilities	17,400
Repairs & Maintenance	1,500
Printing & Photography	1,000
Rental	15,050
Contractual Services	32,710
Books & Periodicals	3,000
Maintenance Supplies	20,500

Total 256,340

**Investigative Services**

Regular Salaries & Wages	\$ 538,230
Overtime Wages	21,000
Fringe Benefits	361,220
Special Appropriations	1,000
Professional Services	500
Maintenance Supplies	2,500

Total 924,450

**Traffic Safety**

Regular Salaries & Wages	\$ 298,570
Overtime Wages	47,750
Fringe Benefits	223,750
Special Appropriations	25,000
Memberships	650
Repairs & Maintenance	1,500
Printing & Photography	500
Rental	10,620

Total 608,340

**Crime Prevention Unit**

Regular Salaries & Wages	\$ 196,420
Overtime Wages	5,000
Fringe Benefits	129,340
Special Appropriations	5,500
Memberships	100

Total 336,360

**School Crossing Protection**

Regular Salaries & Wages	\$ 56,400
Part-time & Temporary Wages	403,000
Fringe Benefits	89,020
Training & Conferences	2,500
Contractual Services	8,000

Total 558,920

Animal Control

Regular Salaries & Wages	\$ 212,650
Overtime Wages	12,000
Fringe Benefits	86,630
Training & Conferences	2,000
Utilities	1,200
Contractual Services	2,250
Equipment & Furniture	32,060
Maintenance Supplies	2,750
	<hr/>
Total	351,540

Debt Service

Bonds	
Principal	\$ 2,517,490
Interest	<hr/> 638,130
	<hr/>
Total	3,155,620

Sanitary Sewer Treatment

ALCOSAN	\$ 7,180,000
Total	<hr/> 7,180,000
	<hr/>

Medical Rescue Team South Authority

Special Appropriations	\$ 262,530
Total	<hr/> 262,530
Subtotal: Operating Functions	<u>\$ 31,818,800</u>

**Total Expenditures** **\$ 56,679,320**Administrative Collection Costs

Sanitary Sewer Fees	\$ 253,000
Storm Water Fees	<hr/> 43,500
	<hr/>
Total	296,500
<b>Total Operating Expenditures</b>	<u><b>\$ 32,115,300</b></u>

Capital Improvements

Streets	\$ 2,100,000
Storm Sewers	440,000
Sanitary Sewers	2,310,000
Equipment	878,450
Buildings	6,500,000
Parks/Fields	127,000
Recreation	1,809,950
General	<hr/> 63,000
	<hr/>
Total	14,228,400

# TAX COST OF SERVICES

The Tax Cost Per Capita chart shown below represents the total tax dollar cost of providing the recommended level of service. All revenues generated directly by a decision unit are netted against the expenditures of that unit. The resultant ‘net budget’ is then converted to per capita dollars to facilitate comparisons. Certain decision units have been combined to enhance comparisons.

## General Government

General Management	\$ 15.50
Legal Services	9.60
Financial Management	11.55
Information Services	16.17
Tax Collection	10.28
Public Information Office	9.40
Office Services	6.50
Employment Benefits	<u>0.76</u>
Total - General Government	<u>\$ 79.76</u>

## Human Services

Library	\$ 38.30
Outreach	3.14
Community Organizations	<u>1.10</u>
Total - Human Services	<u>\$ 42.54</u>

## Recreation

Recreation Management	\$ 7.89
Seasonal Programs	(2.32)
Golf Course	(0.96)
Tennis Courts	(0.58)
Platform Tennis Courts	(0.60)
Ice Rink	(2.05)
Swimming Pool	(2.15)
Community Rooms	<u>2.52</u>
Total - Recreation	<u>\$ 1.75</u>

## Community Development

Economic Development	\$ 4.93
Planning	3.46
Engineering	0.91
Inspections	4.53
Civic Activities	<u>2.29</u>
Total - Community Development	<u>\$ 16.12</u>

## Public Safety

<i>Police Protection</i>	
Administration	21.21
Field Services	171.20
Investigative Services Unit	27.85
Traffic Safety	16.26
Crime Prevention	<u>10.15</u>
Subtotal - Police Protection	<u>246.67</u>
Fire Protection	95.63
Emergency Management	0.79
Police Support Services	7.11
School Crossing Protection	8.45
Animal Control	3.75
Medical Rescue Team South Auth.	<u>7.92</u>
Total - Public Safety	<u>\$ 370.32</u>

## Public Works

Administration	\$ 14.01
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## *Transportation*

Street Maintenance	14.49
Pedestrian Routes	4.56
Ice & Snow Control	12.96
Traffic, Signals & Signs	<u>11.56</u>
Subtotal - Transportation	43.57

## *Sanitation*

Refuse Collection	62.13
Street Sweeping	<u>10.73</u>
Subtotal - Sanitation	72.86

## *Buildings, Grounds & Equipment*

Building Maintenance	26.67
Parks Maintenance	16.41
Planting Areas	1.42
Forestry	14.18
Equipment Maintenance	<u>15.69</u>
Subtotal - Bldgs, Grds, Equip	<u>74.37</u>

Total - Public Works	<u>\$ 204.81</u>
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## Capital Improvements

Equipment & Other Improvements	\$ 13.85
Street Reconstruction	<u>47.53</u>
Total - Capital Improvements	<u>\$ 61.38</u>

Debt Service	86.63
Franchise Fee & Interest Earnings	<u>(24.59)</u>

## **Tax Cost of Services**

**\$ 838.72**

# MILLAGE HISTORY

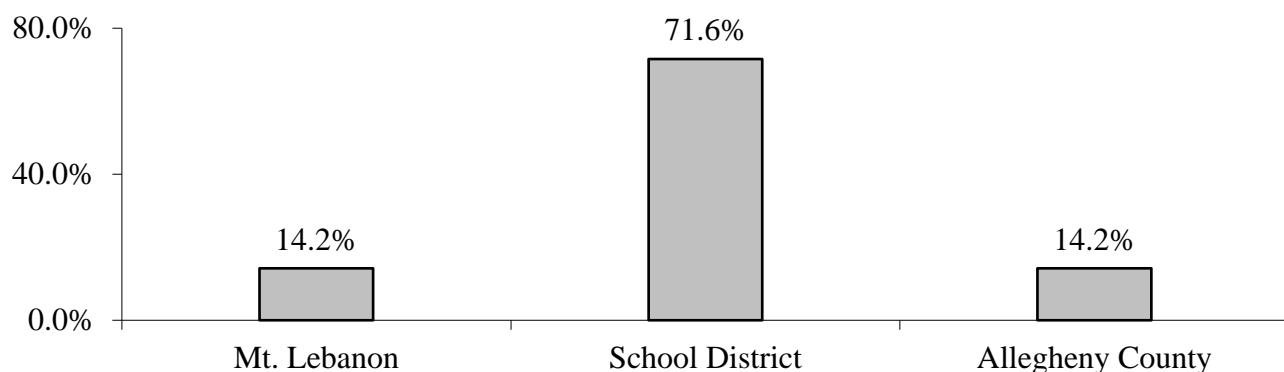
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Year	Taxable Real Property	Mills Levied				Total
		Municipal	School	County		
2002 *	2,122,631,133	3.99	18.12	4.69		26.80
2003	2,141,508,681	3.99	20.16	4.69		28.84
2004	2,113,921,663	4.34	22.76	4.69		31.79
2005	2,171,329,944	4.57	23.18	4.69		32.44
2006	2,164,018,756	4.79	23.56	4.69		33.04
2007	2,154,641,502	4.97	23.56	4.69		33.22
2008	2,171,398,932	4.97	23.81	4.69		33.47
2009	2,175,275,286	4.89	24.11	4.69		33.69
2010	2,159,216,301	4.89	26.63	4.69		36.21
2011	2,164,809,298	4.76	26.63	4.69		36.08
2012	2,156,859,685	5.43	27.13	5.69		38.25
2013 *	2,698,042,173	4.51	22.61	4.73		31.85
2014	2,718,872,379	4.51	23.15	4.73		32.39
2015	2,732,801,335	4.51	23.55	4.73		32.79
2016	2,735,991,745	4.51	23.93	4.73		33.17
2017	2,737,320,842 **	4.76	23.93 ^	4.73 ^		33.42

\* For years 2002-2012, the base year for assessments was 2002. For years 2013 forward, the base year is 2013 until any future reassessments are conducted.

\*\* Finance Department estimate for 2017

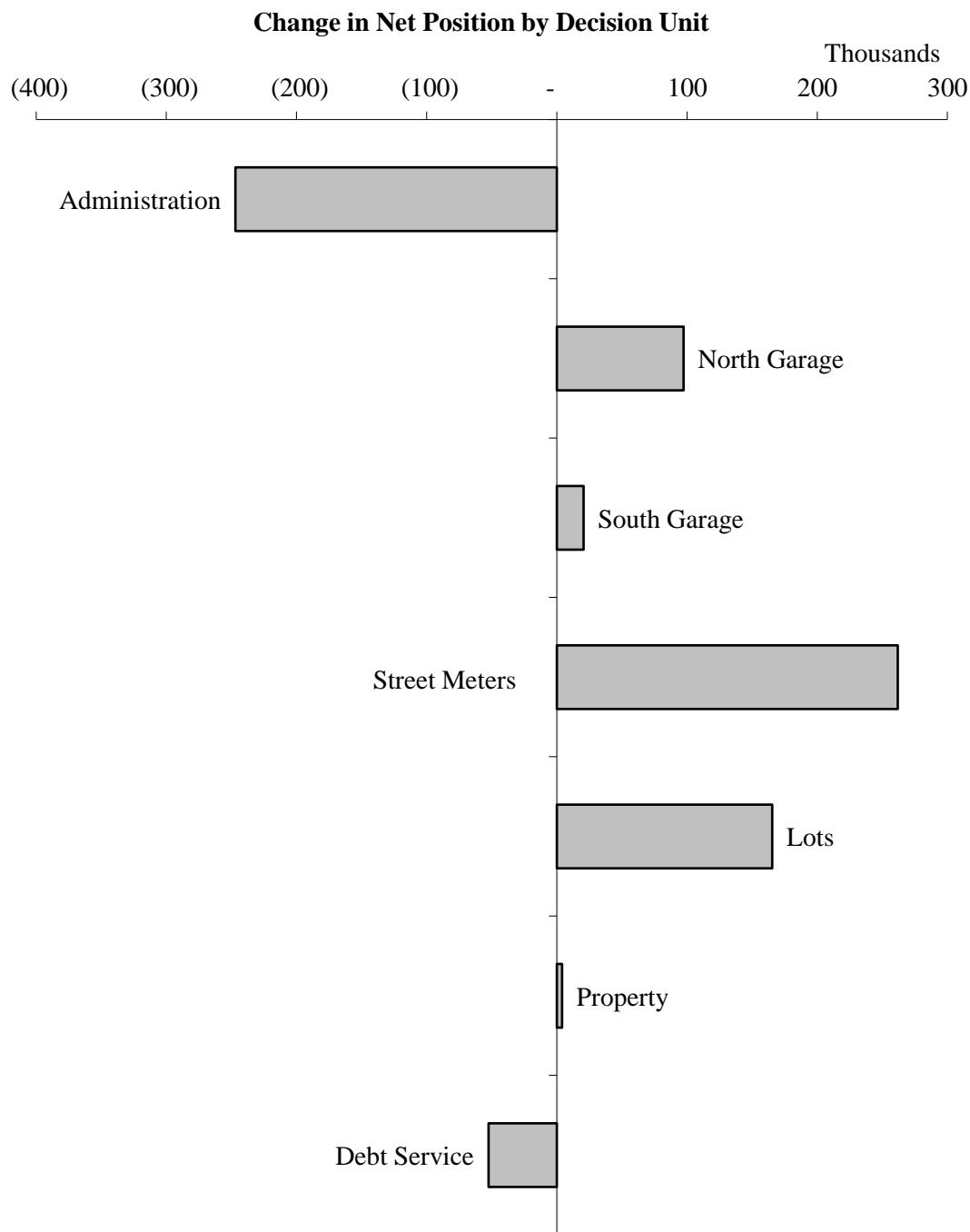
^Assumes no increase for 2017



# PARKING FUND

The Parking Fund is accounted for as a business-type activity, or Enterprise Fund; therefore, the operational budget for this fund is not aggregated with the other funds of the Municipality, which are all governmental in nature.

The parking operations are broken down by decision units: administration, north garage, south garage, street meters, lots, property, and debt service. The chart below shows the change in net position from each decision unit. In 2017, the Parking Fund is projected to have a positive change in net position of \$250,120.



# PARKING FUND COMPARISON BY OBJECT

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
<b>Revenues</b>				
Transient Fees	\$ 393,201	\$ 384,568	\$ 390,000	\$ 404,000
Meter Collections	566,417	548,939	560,000	560,000
Permits	588,352	636,882	675,000	657,210
Fines, Forfeits & Penalties	286,741	261,178	303,000	283,000
Investment & Rental	179,112	175,800	178,500	175,460
Sale of Property	154,754	10,000	-	-
Other Income	14,995	4,581	7,700	4,100
<b>Total Revenues</b>	<b>\$ 2,183,572</b>	<b>\$ 2,021,948</b>	<b>\$ 2,114,200</b>	<b>\$ 2,083,770</b>
<b>Expenditures</b>				
<b>Personnel Services</b>				
Regular Wages	\$ 335,740	\$ 367,524	\$ 388,670	\$ 392,410
Overtime Wages	17,545	21,804	28,500	34,700
Part-time Wages	145,004	140,076	124,230	129,380
Fringe Benefits	187,632	175,294	164,560	167,220
Total Personnel Services	685,921	704,698	705,960	723,710
<b>Contractual Services</b>				
Professional Services	16,064	7,754	40,000	18,560
Training	-	-	-	2,900
Memberships	-	-	100	100
Insurance	22,821	26,986	26,000	25,000
Utilities	39,055	44,186	49,500	54,680
Repairs & Maintenance	35	7,365	4,300	7,750
Printing & Photography	23,162	9,851	29,000	28,900
Postage	10,199	7,198	11,600	7,750
Rentals	4,551	4,552	4,600	4,560
Contractual Services	201,858	167,032	162,040	219,730
Total Contractual Services	317,745	274,924	327,140	369,930
<b>Commodities</b>				
Office Supplies	4,074	1,909	5,600	3,450
Equipment	27,500	-	1,000	1,000
Maintenance Supplies	36,086	24,810	24,000	25,350
Fuels & Lubricants	7,346	4,344	8,400	7,000
Total Commodities	75,006	31,063	39,000	36,800
<b>Other Expenses</b>				
Interest on Debt	45,888	72,651	57,940	52,500
Depreciation	376,103	404,635	446,580	484,200
Sale of Property	9,218	-	-	-
Transfer to General Fund	155,189	157,597	174,060	166,510
	586,398	634,883	678,580	703,210
<b>Total Expenses</b>	<b>\$ 1,665,070</b>	<b>\$ 1,645,568</b>	<b>\$ 1,750,680</b>	<b>\$ 1,833,650</b>
<b>Change in Net Posision</b>	<b>\$ 518,502</b>	<b>\$ 376,380</b>	<b>\$ 363,520</b>	<b>\$ 250,120</b>

## PARKING ADMINISTRATION

Administration for parking services includes matters of policy determination, supervision of parking enforcement, cash collections and overall management by various departments within the Municipality.

2015 Actual:	\$ 233,387
2016 Budget:	\$ 270,080

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
*1	248,440	248,440

### Service Level Narrative

- 1 **Support Services (Current Level).** Provides for general administrative support from the parking enforcement supervisor and various municipal departments. Additional non-distributive costs include insurance, programming, and audit fees.

## NORTH GARAGE

The North Garage is located on the north end of the Washington Road Business District. The six level, 269 space parking garage is open to the public seven days a week and provides day and evening parking. Hourly and permit parking rates are set by the Mt. Lebanon Commission and many businesses along Washington Road validate parking.

2015 Actual:	\$ 430,286
2016 Budget:	\$ 480,070

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	221,010	221,010
2	169,100	390,110
*3	103,450	493,560
4	10,000	503,560

### Service Level Narrative

- 1 **North Garage Depreciation.** The Parking Fund is considered an enterprise fund, which expenses the cost of capital assets and improvements over the useful life of the asset or improvement. The Municipality separates depreciation by parking function.
- 2 **North Garage Operation.** The North Garage is staffed Monday through Friday, 7:00 a.m. to 11:00 p.m. and Saturday 8:00 a.m. to 11:00 p.m. Parking is free on Sunday. Evening, daily and twenty-four hour monthly permits are available for purchase. A validation program for local businesses is offered that allows for free or reduced parking fees in the garage for business patrons. In addition, 8,590 square feet of the ground floor is leased for retail business.
- 3 **North Garage Maintenance (Current Level).** The Public Works Department provides daily maintenance services which include: basic masonry repairs; painting; basic custodial services; deck washing and snow and ice control in the winter. Other services that are provided through contract include: life safety system inspection and preventative maintenance; elevator inspection and preventative maintenance; and HVAC system preventative maintenance. Total revenue for the operation of the garage is \$600,960.
- 4 **Digital Entry Signs.** The electronic entry signs to the garage are outdated and past their useful life. Funding would provide electronic digital signs for directional and community notifications.

## SOUTH GARAGE

The South Garage is located on the south end of the Washington Road Business District. The six level, 298 space parking garage is open to the public seven days a week and provides day and evening parking. Hourly and permit parking rates are set by the Mt. Lebanon Commission and many businesses along Washington Road validate parking.

2015 Actual:	\$ 389,030
2016 Budget:	\$ 418,670

### 2017 Service Level Options

<u>S/L</u>	<u>S/L</u>	Cum.
<u>Rank</u>	<u>Cost</u>	<u>Cost</u>
1	179,020	179,020
2	136,310	315,330
*3	115,870	431,200
4	9,000	440,200

### Service Level Narrative

- 1 **South Garage Depreciation.** The Parking Fund is considered an enterprise fund, which expenses the cost of capital assets and improvements over the useful life of the asset or improvement. The Municipality separates depreciation by parking function.
- 2 **South Garage Operation.** The South Garage is staffed Monday through Friday, 7:00 a.m. to 10:00 p.m. and Saturday from 8:00 a.m. to 6:00 p.m. Parking is free Saturday evening and on Sunday. Evening, daily and twenty-four hour monthly permits are available for purchase. A validation program for local businesses is offered that allows for free or reduced parking fees in the garage for business patrons.
- 3 **South Garage Maintenance (Current Level).** The Public Works Department provides daily maintenance services which include: basic masonry repairs; painting; basic custodial services; deck washing and snow and ice control in the winter. Other services that are

provided through contract, include: life safety system inspection and preventative maintenance; elevator inspection and preventative maintenance; and HVAC system preventative maintenance. Total revenue for the operation of the garage is \$460,730.

- 4 **Entry Sign Fabrication.** The existing entry sign to the south garage is back lit with a white light with the wording "Public Parking Garage." In order to make the garage more apparent, a new fabricated sign would indicate the location of the parking garage with a blue back light highlighting a circled letter P.

## STREET METERS

Mt. Lebanon provides convenient on street meter parking along thirteen streets near the Washington Road and Beverly Road Business Districts. More than 240 street meters are located along these streets. The state of the art solar powered parking meters accept credit cards and coin. Street meter parking is restricted to short term use, either two or three hours depending on the location.

2015 Actual:	\$ 321,013
2016 Budget:	\$ 342,500

### 2017 Service Level Options

<u>S/L</u>	<u>S/L</u>	Cum.
<u>Rank</u>	<u>Cost</u>	<u>Cost</u>
1	35,910	35,910
2	289,240	325,150
*3	19,900	345,050

### Service Level Narrative

- 1 **Meter Depreciation.** The Parking Fund is considered an enterprise fund, which expenses the cost of capital assets and improvements over the useful life of the asset or improvement. The Municipality separates depreciation by parking function.

### Service Level Narrative

- 2 Enforcement and Collections. Enforcement and collections of municipal street meters and fine boxes is performed by the Police Department's parking enforcement personnel. Enforcement hours, rates and ticket costs are set by the Mt. Lebanon Commission.
- 3 Meter Maintenance (Current Level). The Public Works Department maintains the meters and parking spaces through the Municipality. Maintenance services include: line and meter painting; street sweeping, and snow and ice removal during the winter. Total revenue for the operation of the meters is \$607,000.

### **LOTS**

The Municipality maintains six parking lots in the Washington and Beverly Road Business Districts. These lots provide 205 off street metered and pay station spaces for short and long-term parking. Patrons have the option of paying with credit cards, coin or cash at the meters and pay stations. Day and night permits are available for lot parking.

2015 Actual:	\$ 195,065
2016 Budget:	\$ 178,200

#### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
1	43,640	43,640
2	74,560	118,200
<b>*3</b>	<b>121,780</b>	<b>239,980</b>
4	25,000	264,980

- 1 Lots Depreciation. The Parking Fund is considered an enterprise fund, which expenses the cost of capital assets and improvements over the useful life of the asset or improvement. The Municipality separates depreciation by parking function.
- 2 Enforcement and Collections. Enforcement and collections of municipal lots and fine boxes is performed by the Police Department's parking enforcement personnel. Rates and ticket costs are set by the Mt. Lebanon Commission.
- 3 Lots Maintenance (Current Level). The Public Works Department provides maintenance services at the lots which include: power sweeping; line and meter painting; snow and ice removal and basic meter maintenance. Total revenue for the operation of the lots is \$405,480.
- 4 Pay Station Expansion. Funding would provide for an expansion of pay stations into our surface lots, similar to the Academy Lot.

### **PROPERTY**

The former Parking Authority owned property located at 794 Washington Road. Currently, the property is under a lease arrangement with the Mt. Lebanon Historical Society.

2015 Actual:	\$ 4,136
2016 Budget:	\$ 3,220

#### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
<b>*1</b>	<b>3,920</b>	<b>3,920</b>

### Service Level Narrative

- 1 General Management (Current Level). Provides for general management of the property including contractual obligations and miscellaneous service requests. Also includes depreciation tied to the property. Total rental revenue is \$8,000.

### **DEBT SERVICE**

The debt service budget for the Parking Fund represents interest payments to be made in 2017 for long-term bond issues. Since the Parking Fund is an enterprise fund, principal payments are shown as a reduction in liabilities not an expense. The total projected outstanding principal for the Parking Fund as of December 31, 2016 is \$2,568,190.

2015 Actual:	\$ 72,651
2016 Budget:	\$ 57,940

### 2017 Service Level Options

S/L <u>Rank</u>	S/L <u>Cost</u>	Cum. <u>Cost</u>
<b>*1</b>	52,500	52,500

### Service Level Narrative

- 1 Required Debt Payments (Current Level). In 2017, principal payments of \$722,532 and interest payments of \$52,500 will be made on bond issues. A listing of outstanding bond issues is shown below.

<u>Issue</u>	Outstanding <u>Principal</u>	Year of <u>Maturity</u>
2010 A	\$ 54,054	2017
2010 C	280,000	2017
2014	1,630,000	2019
2015	604,136	2025

### **CAPITAL IMPROVEMENTS**

The Municipality prepares an annual five-year capital improvement program. Incorporated in the current 2017-2021 Capital Improvement Program are projects anticipated to be funded beyond 2017; therefore no major capital improvements are shown for the parking function.



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