

Springettsbury Township

York County, Pennsylvania



2017 Budget

Adopted December 8, 2016



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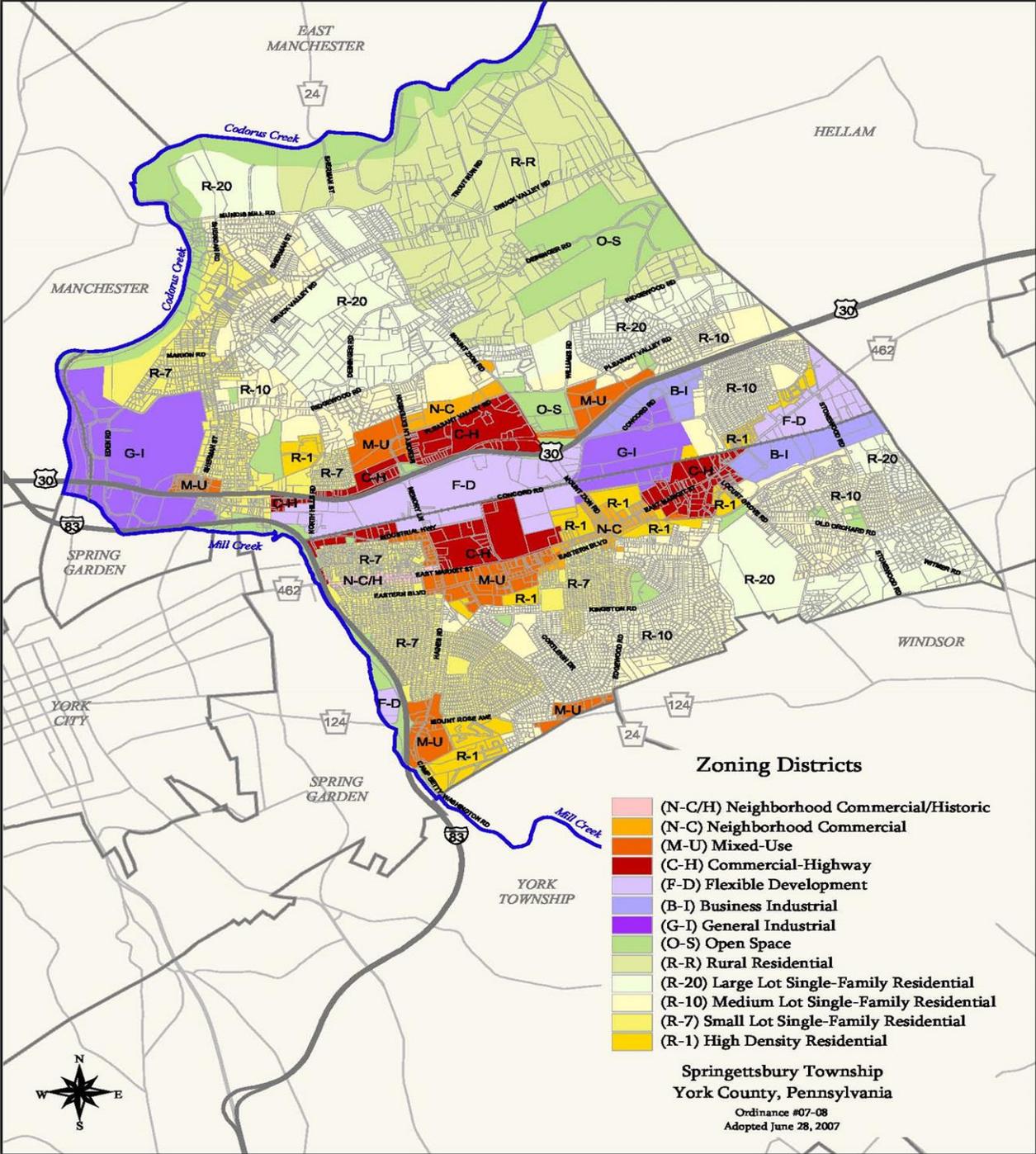
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Township Profile

Springettsbury Township is a municipal corporation organized under the Pennsylvania Second Class Township Code.

Figure 1 - Springettsbury Township Zoning Districts



Since 1963, Springettsbury Township has functioned under the supervisor-manager type of government. The board of supervisors is responsible for establishing policies of the township, as well as other legislative responsibilities. The township manager is the chief administrative officer of the township and is appointed by the board of supervisors.

The township has various boards and commissions that address specific issues such as subdivisions, planning and zoning, recreation, historic preservation, recycling and economic development. These boards are comprised of township residents appointed by the board of supervisors. Springettsbury Township is governed by a board of five supervisors elected-at-large by the voters for a six-year term.

Years ago, supervisors were mainly in charge of maintaining roads and bridges as well as plowing snow in the winter. Today, as the needs of township residents have grown, so has the role of township supervisor. From public safety, to emergency services, to environmental protection, these volunteer public servants assume ever-increasing responsibilities for providing quality services and public facilities to meet citizens' needs. Supervisors provide leadership for the Township by adopting policy and giving direction on a variety of issues, challenges and opportunities, not least of which includes seeking ways to comply with an increasing array of unfunded state and federal mandates.

The board of supervisors serves as the township's legislative body, setting policy, enacting local ordinances, adopting budgets and levying taxes.



Figure 2 – Township Administration Building



Springettsbury Township Election Structure

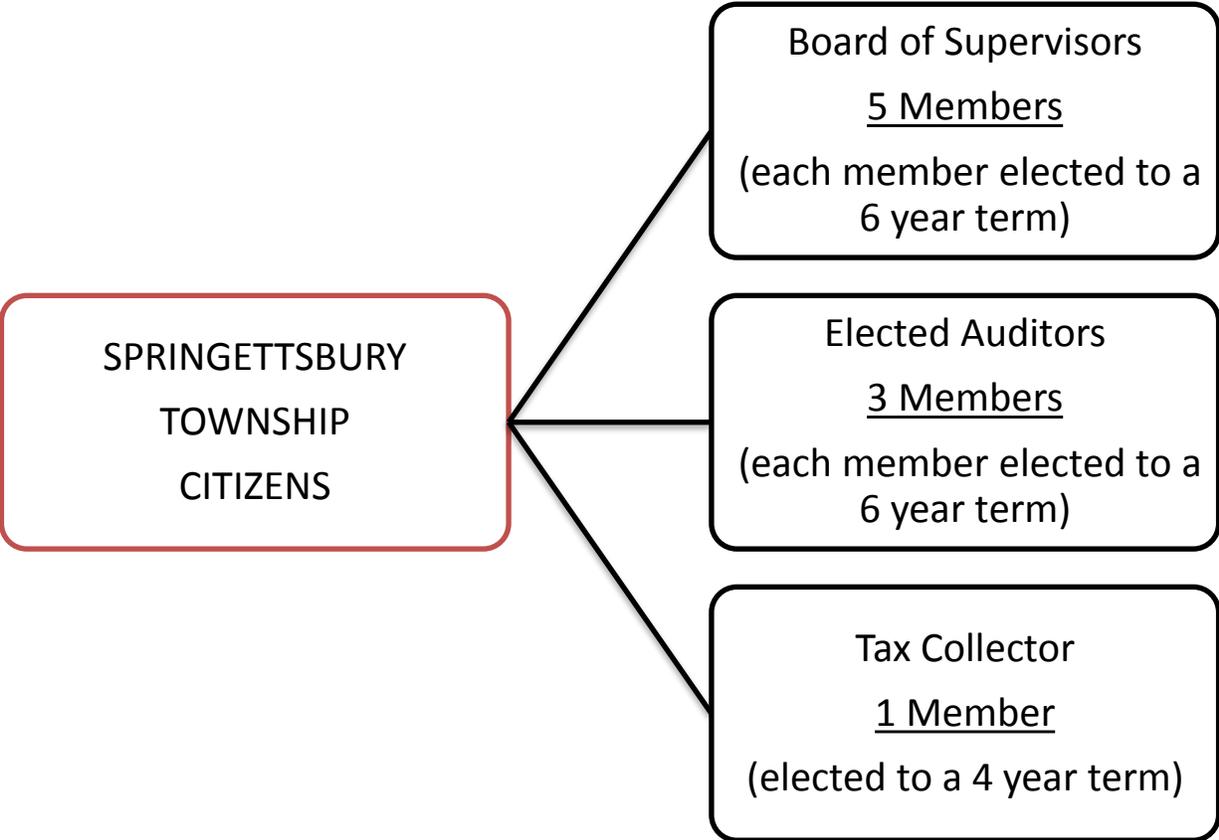


Figure 3 - Springettsbury Township Election Structure

Springettsbury Township Board of Supervisors



William Schenck



George Dvoryak



Kathleen Phan



Mark Swomley



Blanda Nace

Township Manager



Benjamin Marchant

Springettsbury Township
1501 Mt. Zion Road
York, Pennsylvania

Board of Supervisors Organizational Structure

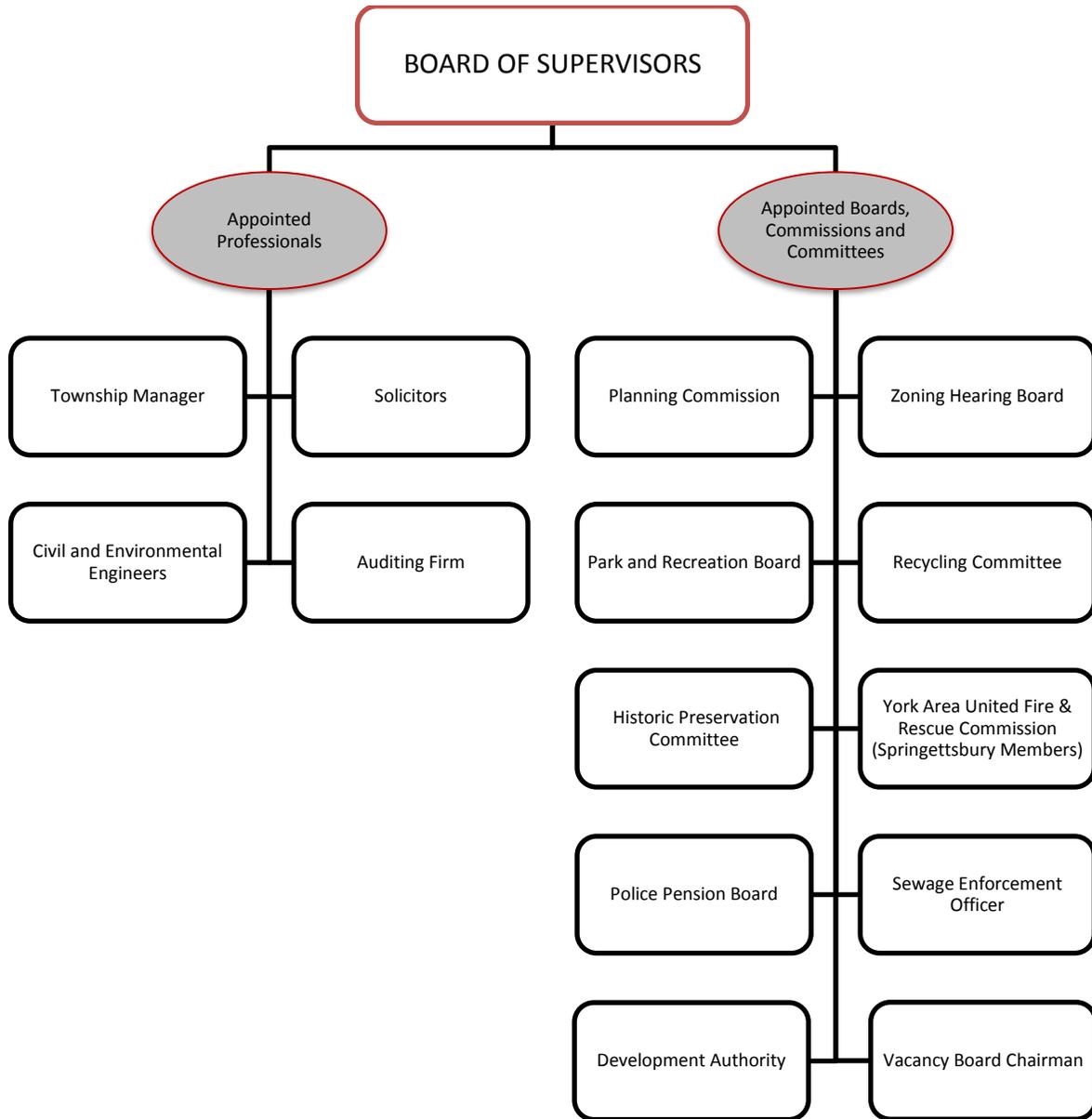


Figure 4 - Board of Supervisors Organizational Structure

Springettsbury Township Staff Organizational Structure

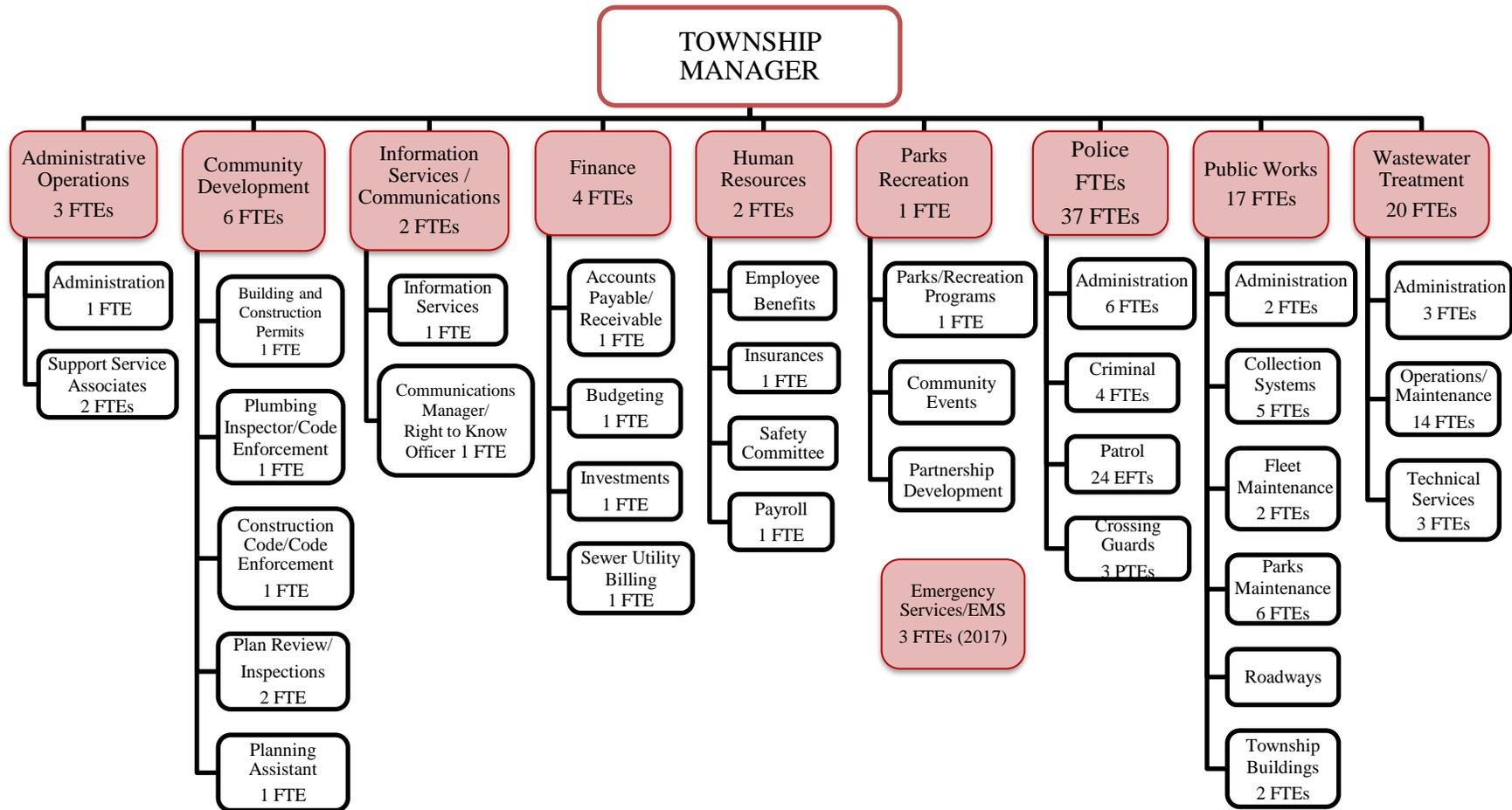


Figure 5 - Springettsbury Township Staff Organizational Structure

Budget Message from the Township Manager

Honorable Board of Supervisors,

It is my privilege to present the Springettsbury Township's proposed 2017 budget for your consideration. In accordance with chapter §40-6 of the Code of the Township of Springettsbury, the Township Manager shall "prepare and submit to the Board of Supervisors, before the close of each fiscal year, a budget for the next fiscal year and an explanatory budget message."

This message outlines the budget format, explains the process through which the budget was crafted and balanced, provides a brief overview of each of the eight major funds that comprise the budget, and describes a number of the accomplishments and initiatives that occurred in 2015 and 2016 that will affect the 2017 budget.

Budget Format

This budget format is designed to provide the reader with a document that is clear, easy to understand and easy to navigate. This format seeks to achieve the following functions:

Policy Document:

- Presents a coherent statement of departmental and Township wide policies, priorities, goals, objectives, and short term initiatives that guide the current and future budgets.

Financial Plan:

- Describes all allocated funds and the major expenditures, revenues and revenue sources for each.
- Explains how projections were determined as well as describes significant trends.
- Shows the Township's debt levels and its impact on operations.

Operations Guide:

- Explains all of the activities, services, and functions carried out by the Township's organizational units.
- Provides objective measures of progress toward accomplishing the Township's operational mission, goals and objectives.

Communication Device:

- Includes statistical and supplemental information that describe the Township including its history, population, and governmental structure.
- Furnishes background information concerning the services provided and summary information, including an overview of significant budgetary issues and trends.
- Explains the process through which the budget is adopted and amended.

It is our intent that elected officials, staff and residents will find that this format makes the Township's budget information much more accessible and easier to understand.

The 2017 Budget was prepared in accordance with the direction of the Township Board of Supervisors to prepare every level of the budget on a zero-basis justification for every request. The Board was motivated to utilize this approach following a period of considerable staff turnover and a desire to reassess the programs, operations and funding throughout the organization. The budget process began in early summer. The formal presentation of the budget to the Board on November 16, will be preceded by a series of budget review sessions in October and November. The final budget recommendation will be presented to the Board for approval at the regular meeting on December 8.

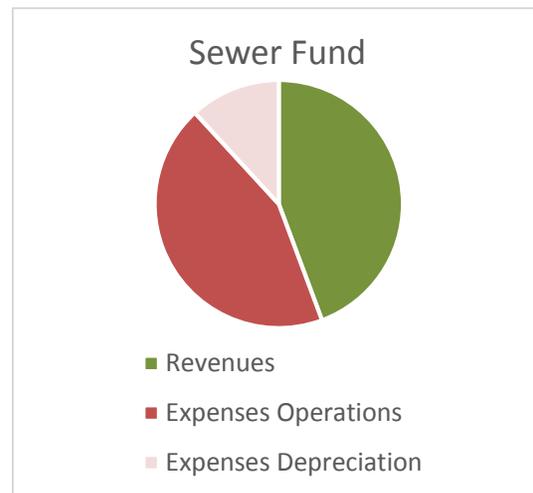
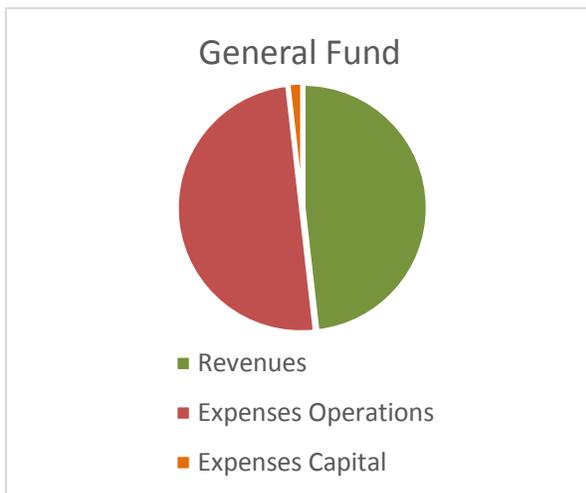


The Township is fortunate to be in a strong financial position which has been secured by prudent budgeting and financial management. The Township is blessed with a robust and diverse economy which maintains a healthy and dynamic rate of turnover and reinvestment in the community. Development of department budget requests are focused on maintaining current service levels while improving performance, productivity and efficiency within a margin not to exceed 3% over the current year budget. The previous fiscal year ended with an unanticipated excess of revenues over expenditures of \$800,000 in property tax receipts and permit fees while expenditures came in \$400,000 under budget. The current year is following a similar trend and will expect to close with a surplus of revenues over expenditures. These favorable outcomes have been achieved due to a conservative approach to estimating revenues and a careful restraint in budgeting for the Township’s operating needs. This conservative approach produced a growth projection of 1.9% in the overall proposed budget. The use of \$800,000 in fund balance will be required to adequately fund the budget while maintaining and improving existing service levels in the hopes that favorable economic conditions will continue to furnish higher than budgeted revenues in the coming year.

While the economic environment of the Township is strong, there is a good deal of uncertainty in the regulatory and political environment. Threats to the long-term financial health of the Township’s position are to be found in the prospects of rising pension cost obligations, healthcare taxation reforms and unfunded mandates. The Township maintains an aggressive maintenance program for infrastructure and capital projects which keeps costs down for the long term compared to the much higher costs of deferred repairs or replacement.

2017 Budget Summary

A conservative approach was used to prepare revenue estimates and projections. Whenever possible actual figures were used based on contractual agreements. Historic trends for the past five years were used to produce an estimate that will be consistent without relying on data from just exceptionally high or low revenue years. General economic factors, business activity, real estate activity and other means were used to estimate those revenues that are less predictable in nature. Total revenues for the Township are budgeted for \$22,969,643 comprising the General Fund \$13,504,893 and the Sewer Fund \$8,964,750. Major sources of General Fund revenue include real estate tax, real estate transfer tax, earned income tax, mercantile tax, local services tax, business privilege tax, public utility tax, permits, fines and fees. The Sewer Fund revenues come almost entirely from fees for service. Total expenditures for the Township are budgeted for \$31,929,189 which consists of the General Fund \$14,669,496, other funds (Capital Improvements, Commonwealth Liquid Fuels, Library, Petitioned Street Lights, Storm Water Reserve, Subdivision Recreation) \$2,571,805 and the Sewer Fund \$14,687,888. The General Fund is utilizing \$1,164,603 of reserve fund balance to offset the shortfall of revenues less than expenditures. Capital expenditures account for \$510,373 of the budget increase in the General Fund. The Sewer Fund shows a deficit of \$2,381,500 due to depreciation of capital assets, which is a self-funded non-cash expense.



Administrative changes in how the budget is prepared and presented include the distribution of employee benefits to the respective funds where the positions are budgeted to more accurately reflect the true costs of employees in each fund and department program. This change creates a distortion in how the budget appears to change from year to year within funds. Additional changes will be made as the budget continues to be refined to reflect the actual or true costs of services pertaining to each department and program in future years.

Fund Structure

The accounts of the township are organized based on funds and account groups, each of which is considered a separate accounting entity. Operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Township resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent and the means by which spending activities are controlled. The township appropriates all funds in its budget process. Major funds of the township include General, Sewer, Commonwealth Liquid Fuels, Subdivision Recreation, Petitioned Street Light, Capital Improvement, Storm Water, and Library.

Year in Review

In 2016, the Township issued a general obligation bond for the purpose of funding the construction of a new playground, installation of new gasoline and diesel fueling pumps, and the construction of Trout Run Road. Work on these projects began this year and will be completed in 2017. The playground will replace the "Creative Playground" with modern equipment and learning accessories that will provide a more accessible and inclusive recreational experience for all users at the Springettsbury Township Park. The new playground equipment will improve safety, durability and reduce maintenance costs. The Trout Run Road construction will be bringing the existing road up to Township standards by installing a proper base and grading. Six hundred feet of badly damaged eight-inch sanitary sewer line was replaced along East Market Street. New in-car printers and scanners were installed in all patrol vehicles which shortens the time officers spend on traffic stops. Adjustments to organizational structure and shift schedules which has improved operations and reduced overtime costs. Routine maintenance and small equipment replacement throughout all departments continues to support a strong and sustainable level of service in a cost-effective and efficient manner. Compliance with Act 167 of the state statutes and the Chesapeake Bay pollution reduction standards for MS-4 communities, which includes Springettsbury Township, poses a significant financial burden for the potential costs that must be born by the township over the next few years. To reduce the impact of this potential burden, the Township will enter into a cooperative services study with York County and other municipalities to come up with a regional plan of action to meet these new storm water pollutant discharge regulations.

Economic/Business Development in 2015 and 2016

- The Eden Road Logistics Center developed a 755,000 square foot warehouse building which opened in October 2016.
- A Rutters Fueling Station completed construction and opened on the corner of Mount Rose Avenue and Haines Road.

Short Term Goals and Initiatives in 2017

- Street construction, maintenance and improvements
 - Memory Lane Extension (south of Pleasant Valley Road)
 - Woodstone Court
 - Hickory Hill Road
 - Pleasant Acres Road
 - Stony Brook Drive
 - Trout Run Road



- Capital Improvements
 - Sidewalk and curb replacement
 - Acquisition of a new Street Sweeper (MS-4 compliant)
 - Information systems network storage
 - Upgrades to the Township Boardroom Audio Visual services
 - Desktop personal computer replacements
 - Two police vehicle replacements (scheduled capital replacement)
 - Police equipment; body cameras, rifles, tasers
 - Playground

- General
 - Strategic plan development, adoption and implementation.
 - Comprehensive Plan update (last done in 2006).
 - Township facilities review and needs assessment.
 - Improve operations and implement best practices in all administrative functions including Finance, Human Resources and Administration.
 - Develop an Economic Sustainability and Growth plan.

- Sewer Improvements
 - Develop a plan and schedule for rate increases to the sewer fund to ensure adequate and sustainable resources for capital investment and depreciation.
 - East York Interceptor will provide a direct main line for Windsor Township that will also allow for the elimination of the pump station at Penn Oaks on a shared cost basis of this \$2 million project providing both cost savings and revenue enhancements by serving more users.
 - Sewer rehabilitation
 - Replace pump #975 (1996)
 - Replace flow meters
 - Replace pump alarm dialers
 - Replace #910 (2002)

- Storm Sewer Improvements
 - Continued development of “Best Management Program” for storm water management (MS4) and meeting the requirements of state Act 167.
 - Working cooperatively with the county and other municipalities to develop a model storm water program to meet the EPA and DEP requirements.

Long Term Strategic Goals and Objectives

- Strategic Planning
 - Job retention and economic growth within the community through the Springettsbury Township Development Authority and collaboration with private agencies.
 - Capital investments for township buildings and parks: continuing review for the renovation/construction of municipal infrastructure, including the police and administration facilities. This includes a strong emphasis on environmental consciousness including geothermal and possible solar powered systems.
 - Concentrating on studying and when practicable, implementing inter-municipal program development.
 - A study is underway for designing and implementing improvements to the Wastewater Treatment Facility to take Fats, Oils and Grease content, which would serve the needs of local restaurants and commercial or industrial food processors and provide a new revenue source to the operation.



This proposed budget will allow the township to continue to address and meet the needs of the community in a timely, cost-effective manner.

I would like to thank the department directors and staff who assisted in the preparation of their various budget components for their commitment and thoughtful efforts that went into this process. I especially want to thank Barbara Lindeman for her exceptional efforts that went into a complete renovation of the budgeting process and presentation format this year in addition to her diligent administration of the accounts and financial services of all the various funds, functions and activities of the Township. I commend every staff member who was involved in this process for the high standards of service and professionalism they have performed in the compilation and preparation of this document.

Respectfully submitted,

Benjamin Marchant

Benjamin Marchant, ICMA-CM
Township Manager



Financial Overview and Policies

Fund Structure

The accounts of the township are organized based on funds and account groups, each of which is considered a separate accounting entity. Operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Township resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent and the means by which spending activities are controlled. The township appropriates all funds in its budget process.

2017 General Fund Budget Summary

The general fund budget maintains a stable revenue structure with no changes to the current property tax rate of 1.1 mills. The total 2017 budget is \$14,669,496 in contrast to the 2016 adopted budget, as amended, of \$13,797,993. The increase from 2016 to 2017 is \$871,503 or approximately 6.3 percent excluding the carryover of \$850,000 in bond revenues from 2016, which will be used for capital improvements. Reviews of each of the major line items in the budget are listed below:

Board of Supervisors (400)

Includes costs for compensation and operating expenses for the board supervisors.

Township Manager/Administration (401)

This line item includes funding for the offices of the township manager, administration and human resources. Employee benefits previously reported in human resources for the entire organization have been distributed throughout the budget consistent with staffing allocations.

Finance (402)

This line item includes funding for the finance department.

Tax Collection (403)

Payment to the elected tax collector and York Adams Tax Bureau is funded under this line item. This is based upon the estimated payment of the amount to be collected in both property and business taxes.

Professional Services (404)

Professional services include engineering, legal, auditing and consulting services. This line item provides funding for payment to Norfolk Southern for maintenance of the Concord Road rail crossing.

Information Services - MIS (407)

The MIS budget is for systems management of software programs and computer hardware. The proposal includes replacement of dated computer workstations and upgrades to the audio/video system in the Board room.

Police - Administration, Patrol, Supervision, Vehicles (410)

This provides for the department's basic responsibilities. The township will continue to implement the findings for Community Oriented Policing as developed in partnership with the US Department of Justice.

Fire - Administration, Protection (411)

Provides for the direction of all fire suppression and rescue operations through the York Area United Fire and Rescue (YAUFR) service.

Emergency Medical Services (412)

This line item provides for ambulance services. The township will be divesting itself of this business unit after 2017 and transferring ownership and management to either a public or private concern.

Community Development (414)

This budget includes funding for planning, zoning, building permits, and code enforcement. This budget provides for increased capacity to provide plan review, code enforcement, inspection and internal planning services.

Public Works - General Services (430)

This provides for vehicle maintenance and some road improvements for public works including the vast majority of personnel costs. The public works director and township manager continue to work on options of alternative fuel vehicles to help control fuel costs.



Public Works - Street Cleaning (431)

This line item includes street cleaning and leaf collection for township residents.

Public Works - Snow and Ice Removal (432)

Snow and ice removal from township roads and various state roads.

Public Works -Traffic: Signs and Lines (433)

This provides for fabrication and installation of traffic signs and line painting.

Public Works - Sidewalks and Curbs (435)

Maintenance and repair of township- owned curbs and sidewalks.

Public Works - Storm Sewers (436)

Program for cleaning approximately 1,088 catch basins.

Public Works - Highways (438)

Program, combined with the liquid fuels fund, provides for maintenance of township roads.

Public Works - Township Buildings (439)

This provides for maintenance and utilities of township buildings.

Public Works - Parks and Maintenance (440)

This line item reflects the cost of maintaining the township parks and recreation system.

Recreation (451)

Program for providing a comprehensive recreational program to all segments of the community. The programs have continued to expand but costs have been offset by program registration fees and corporate sponsorships. This line item also includes special events such as the Summer Concert Series, Saturday in the Park, Holiday Tree Lighting and others.

Fixed/Sundry - Debt Service (471)

Line items for township principal and interest payments for notes/bonds. The township established a line of credit in the amount of \$3.5 million in November 2012 at a rate of 1.85 percent for various capital projects.

Community and Cultural Services - Library (481)

Provides for contribution to the Martin Library.

Fixed/Sundry - Insurances (486)

Line items for workers compensation, liability and surety bond insurances.

Fixed/Sundry - Employee Benefits (487)

Line items for health, pension, life and other employee benefits.

Fixed Sundry - Other (489)

Postage costs, taxes, contingency and refunds.

Interfund Operating Transfers (492)

Provides an account for transferring funds from the general fund to other township funds, including the capital fund.

2017 Sewer and Other Funds Budget Summary

Listed below is a short summary of the 2017 sewer and other funds budgets:

Sewer Fund (80)

The sewer fund provides for operation of the Springettsbury Township sanitary sewer system. Overall, the fund is strong and financially viable. The budget for 2017 anticipates revenues of \$8,964,750 which is a decrease of \$92,750 due to the loss of an account that will no longer be served by the Township. Budgeted expenses are \$8,896,387 for operations plus \$2,381,500 for capital depreciation. Depreciation expenses are not capitalized however. Although no increase in sewer rates are reflected in the budget, a revenue and capital expense analysis will be conducted to determine a proposal for a sustainable long-term rate plan.

Commonwealth Liquid Fuels Fund (20)

The township receives funds through the commonwealth tax on liquid fuels. These funds are utilized for street maintenance and improvements. The budget for 2017 is \$776,500. Overall, the township will continue the local road improvement program throughout the township.

Subdivision Recreation Fund (21)

Revenues for this fund are derived from developers who are required to pay \$1,658 per proposed dwelling unit in lieu of contributing land. These funds are utilized for improvements to the township parks.



Petitioned Street Light Fund (23)

Revenue derived through an annual property assessment covers the expense of operating and repairing streetlights within the township. The 2017 budget is \$84,000. Improved and unimproved properties are assessed \$.45 per front footage.

Capital Improvement Fund (30)

The 2017 budget is \$1,360,400. This includes road and sidewalk improvements, park improvements and maintenance upgrades to the Township's gasoline and diesel fueling system.

Storm Water Fund (33)

This fund was adopted by ordinance in 1993 (Ordinance No. 93-12) and has an estimated 2016 fund balance of \$100,795. The township utilizes interest income from the fund. The 2017 budget is \$125 and is used to maintain drainage basins.

Library Fund (48)

Funds were donated to the township for the purchase of library books and/or capital purchases relating to a library. Beginning in 1998, the township entered into an agreement to transfer all interest income received during the year to The Art Institute of York and Martin Library. The proposed 2017 budget is \$2,000.

Note: Library services are available to residents of the township at The Art Institute of York located at 1409 Williams Road, York, Pennsylvania. Library hours are Monday through Thursday, 12:00 p.m. to 8:00 p.m., and Friday, 12:00 p.m. to 5:00 p.m. Find more information about the Art Institute of York's library services at www.yorklibraries.org.



Budget Highlights

The municipal tax rate for 2017 is 1.10 mills.

The proposed budget will utilize \$1,164,603 of fund balance and \$850,000 of proceeds from a 2016 bond issue to offset the difference in proposed expenditures of \$14,669,496 over revenues \$13,504,893 in the General Fund. The projected 2017 ending fund balance remaining of \$3,096,067 equals 175% of the Township’s policy of maintaining a reserve of at least 12% of annual expenditures or \$1,760,340 in unallocated fund balance.

General Fund operating expenses will increase by a modest 1% over the prior year budget, while revenues are projected to increase 1.3%. General fund capital expenditures constitute \$1,360,400 of which \$850,000 are funded by the 2016 bond issue. Non-capital expenses primarily include the addition of two full time positions in the Community Development Department to conduct Plan Review, Code Enforcement and Administrative support at \$118,000. Another \$25,000 has been allocated to update the Township’s Comprehensive Plan which will largely be undertaken by in-house staff.



2016 Bond funded capital projects:	
\$500,000	Trout Run Road construction
\$150,000	Fuel system maintenance upgrades
\$200,000	Springettsbury Township Playground
General fund capital projects:	
\$91,116	Police vehicles
\$28,357	Police equipment; rifles, tasers, body cameras
\$35,000	Sidewalks and curbs
\$10,000	Davies Drive railroad crossing
\$40,000	IS audio/video improvements
\$25,100	Data storage

Budget Schedule

JULY							AUGUST						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1							
2	3	4	5	6	7	8	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28	29	30	31		
30	31												
SEPTEMBER							OCTOBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2	1	2	3	4	5	6	7
3	4	5	6	7	8	9	8	9	10	11	12	13	14
10	11	12	13	14	15	16	15	16	17	18	19	20	21
17	18	19	20	21	22	23	22	23	24	25	26	27	28
24	25	26	27	28	29	30	29	30	31				
NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4						1	2
5	6	7	8	9	10	11	3	4	5	6	7	8	9
12	13	14	15	16	17	18	10	11	12	13	14	15	16
19	20	21	22	23	24	25	17	18	19	20	21	22	23
26	27	28	29	30			24	25	26	27	28	29	30
							31						

2018 Budget Schedule	
January 3, 2017	Publication of the 2018 Budget Calendar
March – May, 2017	Citizen survey, public input and strategic planning
June 22, 2017	Board of Supervisors adopts Budget Priorities and Strategic Plan
September 1 – September 30, 2017	Township Manager review of 2018 Budget Preparation Material with Department Directors & Managers
September 19, 2017	Joint Meeting of YAUFR and Township’s Supervisors for 2018 YAUFR Budget Presentation
October 4, 2017	Township Manager transmits draft 2018 to the Board of Supervisors for review
October 23, 2017 November 6, 2017 November 8, 2017	Board of Supervisors 2018 Budget Work Sessions
November 15, 2017	2018 Proposed Budget introduced by the Board of Supervisors
November 22, 2017	Advertisement of 2018 Proposed Budget
December 14, 2017	Adoption of the 2018 Proposed Budget by the Board of Supervisors

Figure 6 - 2018 Budget schedule

Where Resident's Tax Dollar Goes

Figure 7 - Where Resident's Tax Dollar Goes

York Suburban School District				Central York School District			
Category	Millage	Amount	Percent	Category	Millage	Amount	Percent
Township	1.000	\$ 100	3.77%	Township	1.000	\$ 100	4.30%
School	21.038	\$ 2,104	79.22%	School	17.760	\$ 1,776	76.29%
County	4.520	\$ 452	17.02%	County	4.520	\$ 452	19.42%
TOTAL	26.558	\$ 2,656	100%	TOTAL	23.280	\$ 2,328	100%

1 Mill = \$1 for every \$1,000 of Assessed Value and using \$100,000 as the Assessed Value.



Figure 8 - How the Resident's Tax Dollar is Used

Residential property taxes account for just 4% of Township revenues that pay for municipal operations and services.	
Administration	11¢
Planning	6¢
Emergency Medical Services	4¢
Finance	3¢
Information Systems	1¢
Police	34¢
Public Works	11¢
Parks and Recreation	3¢
York Area United Fire and Rescue	18¢
Capital expenses	9¢
Total	\$1.00

2017 Budget Summary

General Fund		\$14,669,496	45.95%
Other Funds			
Capital Improvement	\$1,678,070		
Commonwealth Liquid Fuels	\$801,460		
Library	\$3,000		
Petitioned Street Lights	\$84,150		
Storm Water Reserve	\$125		
Subdivision Recreation	\$5,000		
Total Other Funds		\$2,571,805	8.05%
Sewer Fund			
General Operating	\$10,524,888		
Springettsbury Capital	\$753,000		
Intermunicipal Capital	\$3,410,000		
Total Sewer Fund		\$14,687,888	46.00%
ALL FUNDS TOTAL		\$31,929,189	100%

Figure 9 - 2017 Budget Summary

2017 Revenue Comparison

Revenue Source	<i>Actual</i>				<i>Adopted</i>
	2013	2014	2015	2016	2017
Real Estate Tax	\$1,761,480	\$2,061,800	\$2,059,439	\$2,248,538	\$2,282,000
Taxes	7,103,346	7,441,218	7,771,582	7,672,889	7,646,100
Licenses & Permits	306,135	248,372	266,013	714,032	271,850
Fines & Forfeits	218,882	233,523	237,536	204,092	213,000
Interest Earnings	10,000	13,722	13,064	24,000	21,000
Intergovernmental Revenue	488,595	524,506	516,485	516,335	515,000
Charges for Services	1,557,863	1,630,958	1,298,018	1,268,011	1,581,284
Other Financing Sources	955,123	1,189,007	986,815	989,094	974,659
	\$12,401,424	\$13,343,104	\$13,148,952	\$13,636,991	\$13,504,893

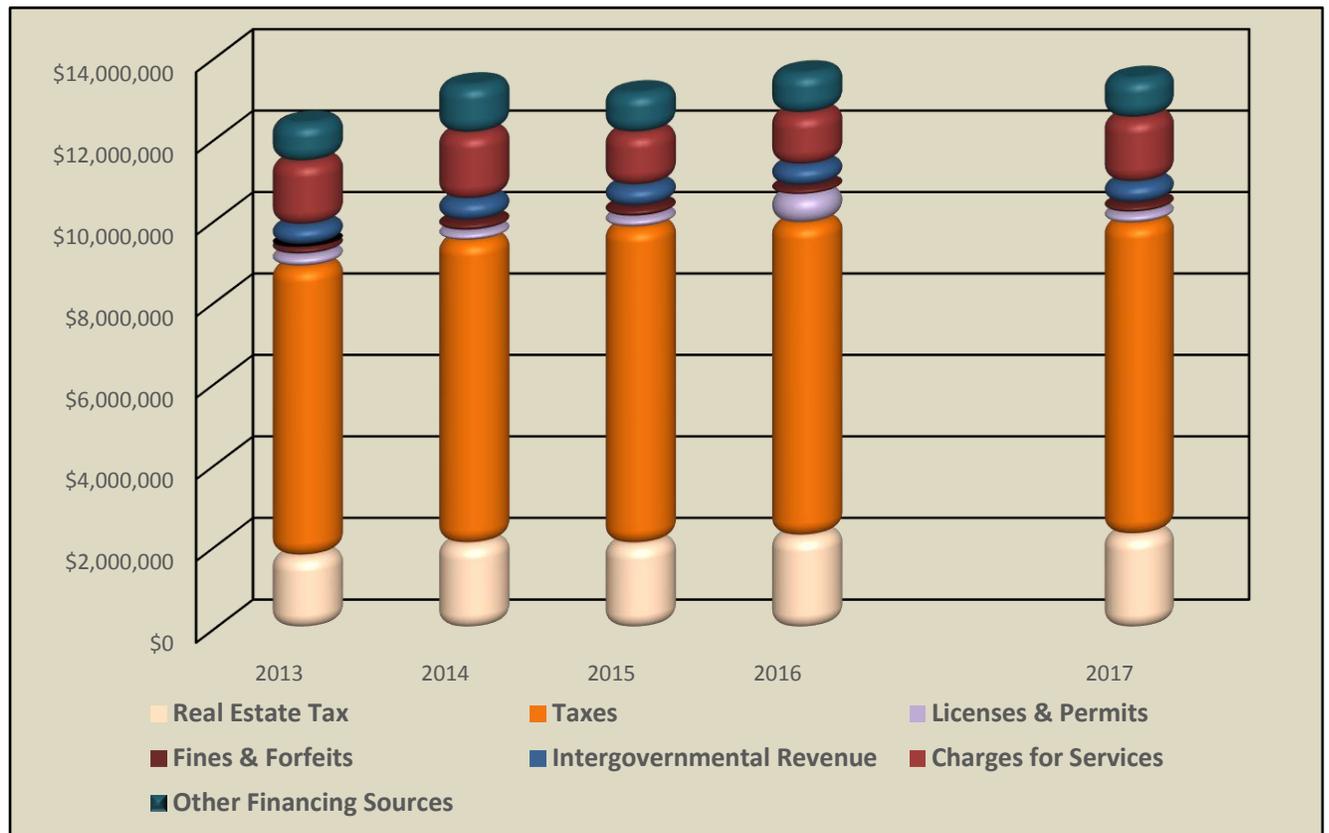


Figure 10 - Revenue Summary by source

2014 - 2017 Fund Summary

Fund	Actual			Adopted	Percent Change
	2014	2015	2016	2017	
General Fund	\$13,343,104	\$14,089,145	\$13,331,181	\$13,504,893	1.30%
Sewer Fund	\$9,617,863	\$9,316,975	\$9,385,379	\$11,277,887	20%
Other Funds	\$5,273,500	\$1,386,500	\$1,102,359	\$1,284,425	17%
Total	\$28,234,467	\$24,792,620	\$23,818,919	\$26,067,205	9%

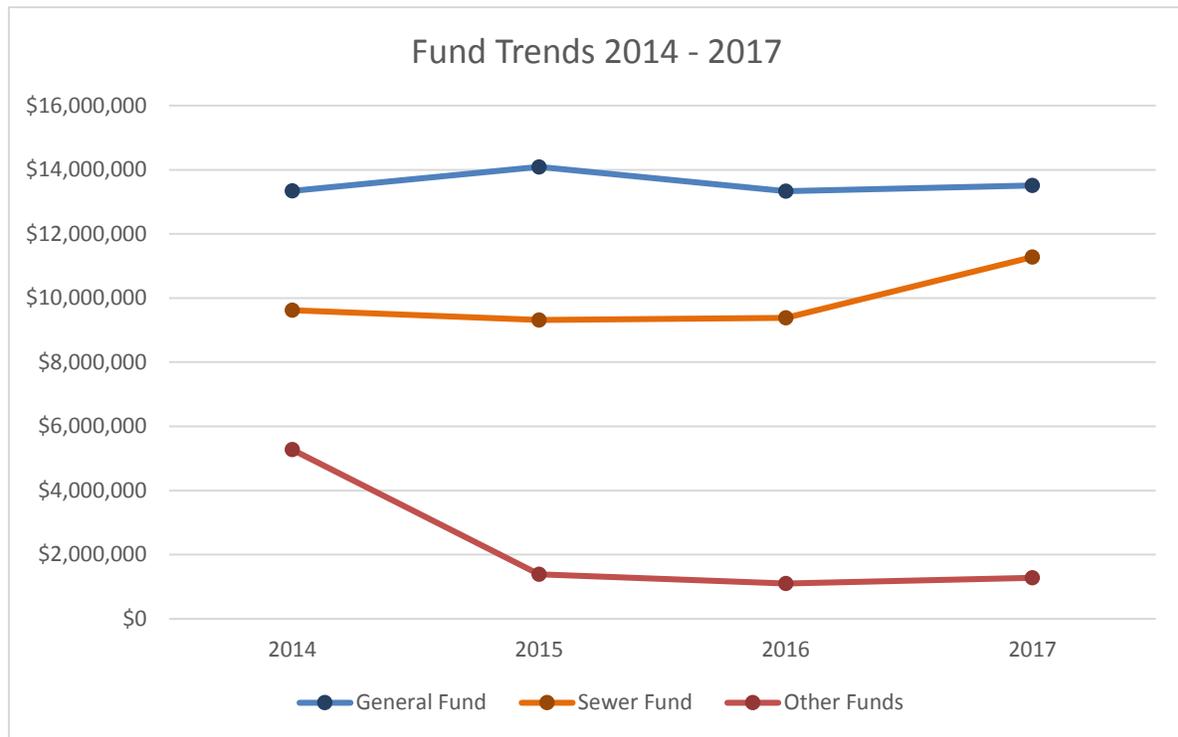


Figure 11 - 2017 Fund Summary

2017 General Fund Budget

Figure 12 - 2017 General Fund Revenues & Fund Balance, \$13,504,893

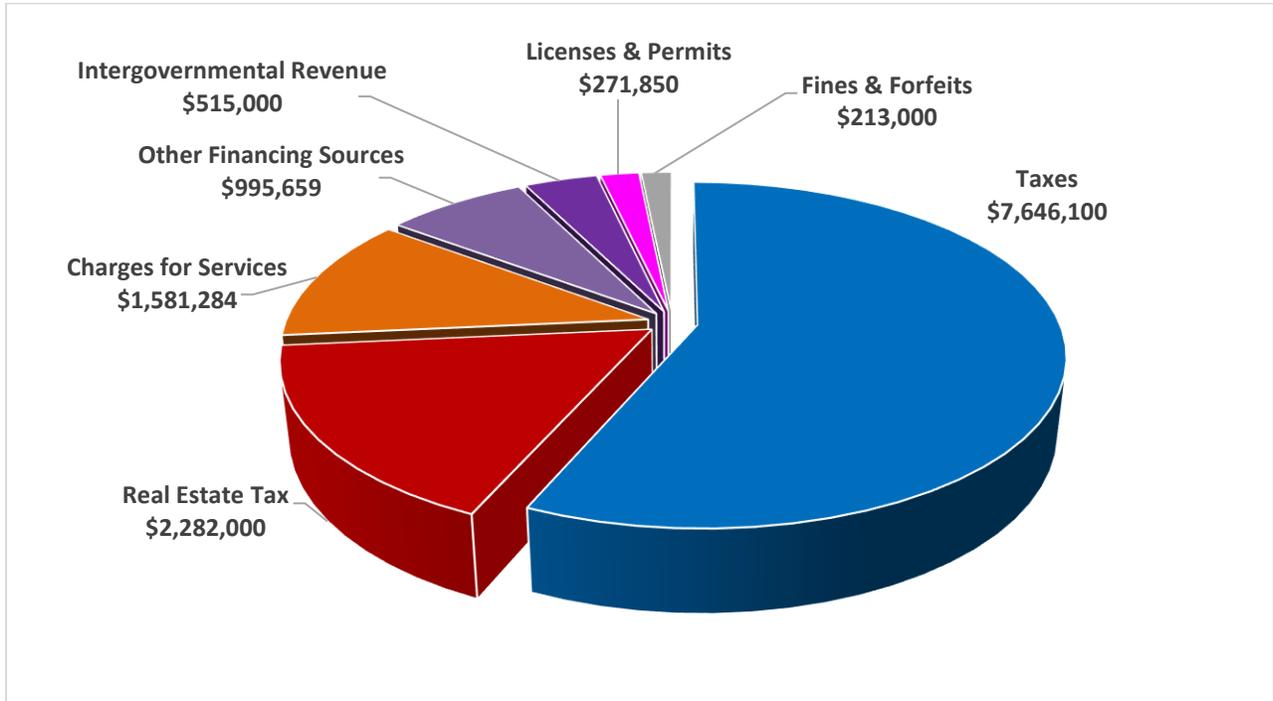
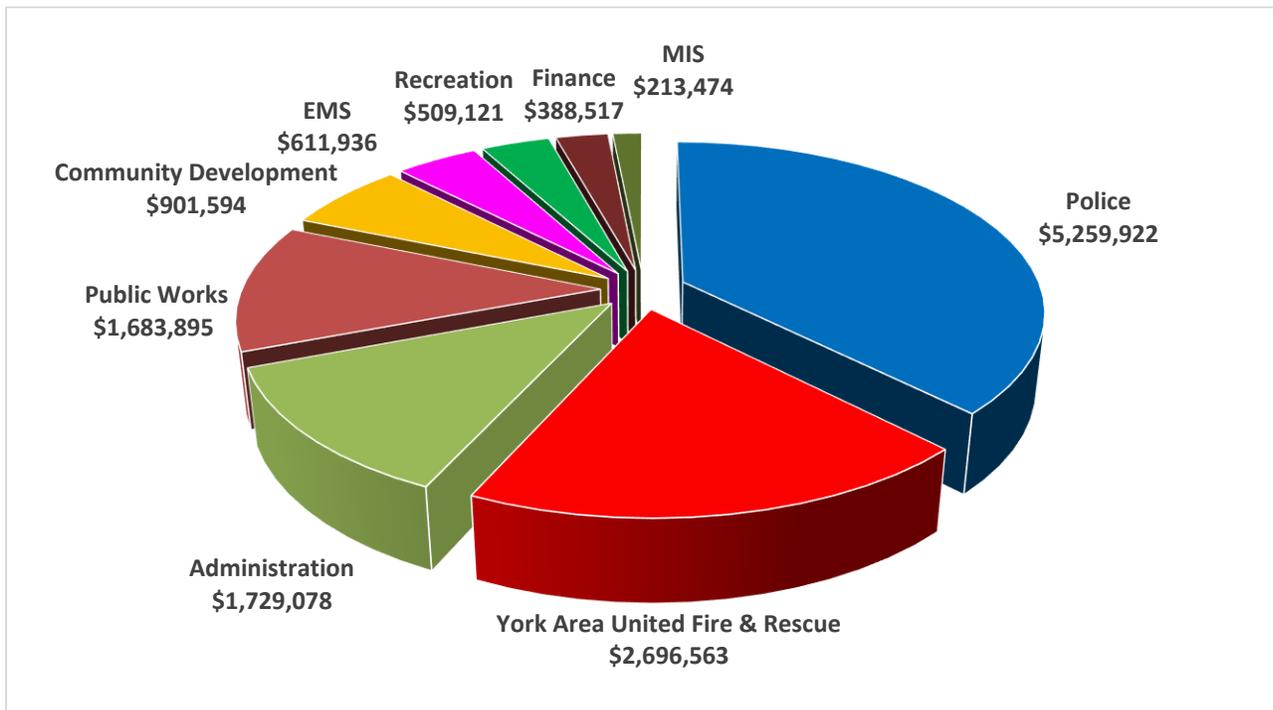


Figure 13 - General Fund Appropriations, \$13,994,100



Revenue Summary

Figure 14 - General fund revenue summary

Revenue Source	<i>Actual</i> 2014	<i>Actual</i> 2015	<i>Projected</i> 2016	<i>Adopted</i> 2016	<i>Adopted</i> 2017
Real Estate Taxes					
Real Estate Tax Cr	1,727,540	2,013,372	2,022,624	2,284,481	2,250,000
Real Estate Tax Prior	33,940	48,428	36,815	45,000	32,000
Total Real Estate Tax	1,761,480	2,061,800	2,059,439	2,329,481	2,282,000
Other Taxes					
R/E Transfer Tax	465,847	697,546	643,611	450,000	600,000
Earned Inc. Tax Cur.	2,582,151	2,415,343	2,500,000	2,350,000	2,500,000
Earned Inc. Tax PrYr	619,309	583,765	565,000	650,000	585,000
Mercantile Tax	1,873,401	2,020,690	1,907,978	1,900,000	1,900,000
Local Services Tax	1,050,901	1,092,711	1,055,258	1,100,000	1,100,000
Public Utility Tax	11,315	11,029	10,646	11,100	11,100
Beverage Licenses	10,050	10,244	9,950	10,000	10,000
Business Privilege Tax	838,294	950,497	1,030,395	900,000	950,000
Total other tax	7,451,268	7,781,826	7,722,839	7,371,100	7,656,100
Intergovernmental Revenues					
Recycling Grant	86,999	57,246	56,193	60,000	60,000
State Highway Winter Maintenance	36,536	34,222	22,000	31,000	25,000
State Pension Aid	487,970	482,263	494,335	470,000	490,000
Fire Relief Association Aid	72,197	70,435	66,296	72,000	66,296
PUBLIC SAFETY-Drug Task Force	0	0	0	80,000	0
York Co DUI Enforce.	189,637	106,723	115,811	25,000	115,000
Local School Districts - Cops in Schools	67,797	71,248	72,000	65,000	72,490
Total Intergovernmental Revenue	941,135	822,137	826,635	803,000	828,786

Licenses & Permits

CATV Franchise	387,698	404,033	283,991	370,000	424,000
Plumbing Licenses	9,460	14,424	6,359	9,000	9,000
Road Cut Permits	7,330	4,335	4,047	5,000	5,000
Total Licenses & Permits	404,488	422,792	294,397	384,000	438,000

Violations & Fines

Vehicle Code Violations	74,530	83,400	76,910	65,000	80,000
Local & State Law Violations	143,077	139,382	114,602	150,000	120,000
State Vehicle Violations	13,831	13,749	12,000	15,000	12,000
Parking Violations	2,085	1,005	580	1,500	1,000
Total Violations & Fines	233,523	237,536	204,092	231,500	213,000

Sewer/waste Revenue

Waste Reduction Fee	145,340	146,550	144,013	130,000	145,000
Sewer Fund Adm. Charge	300,000	325,000	325,000	325,000	325,000
Sewer Certifications	9,060	10,360	11,000	10,000	10,000
Total admin sewer/waste revenue	454,400	481,910	480,013	465,000	480,000

Miscellaneous Revenue

Interest Earnings	13,084	9,918	12,500	15,000	13,000
Miscellaneous Revenue	638	571	5,000	10,000	1,000
Newsletter Advertising	0	2,575	6,500	-	7,000
Insurance Reimbursement	332,176	233,294	309,500	300,000	3,978
Refund of prior year expense	52,503	42,737	32,110	5,000	35,000
Total Miscellaneous Revenue	398,401	289,094	365,610	330,000	59,978

Community Development Revenue

Subdivision Fees	2,000	21,000	4,640	3,000	3,000
Variance/Spec Except.	6,240	5,500	5,867	2,500	3,850
Land Development.Final	7,760	5,800	8,155	3,500	6,000
Building Permits	190,571	197,003	666,021	225,000	225,000
Plumbing Permits	5,400	2,921	7,119	5,000	5,000
Use & Occupancy Permits	10,150	4,025	2,687	10,000	5,000
Yard Sale Permits	2,565	2,345	2,089	2,000	2,000
Re-Inspection Fees	3,900	400	133	2,000	2,000
Other	276	2,351	1,013	100	1,000
Community Development Revenue Totals	228,862	241,345	697,724	253,100	252,850

EMS Revenues

Emergency Medical Services	680,614	660,093	623,500	677,000	607,236
EMS - Memorial Hospital	74,058	58,548	71,000	75,000	74,388
Memberships & Donations	83,950	81,522	78,212	85,000	82,660
EMS Revenue Totals	838,622	800,163	772,712	837,000	764,284

Insurance Reimbursements

Insurance Reimbursements - Community Dev	-	-	-	-	3,054
Insurance Reimbursements - EMS	-	-	-	-	2,586
Insurance Reimbursements - Finance	-	-	-	-	2,676
Insurance Reimbursements - MIS	-	-	-	-	720
Insurance Reimbursements - Police	-	-	-	-	24,552
Insurance Reimbursements - PW	-	-	-	-	13,695
Insurance Reimbursements - Recreation	-	-	-	-	612
Insurance Reimbursements Totals					47,895

Police Revenue

Police Special Services	32,447	25,890	16,161	20,000	20,000
Police Reports	12,223	12,277	10,769	10,000	12,000
Alarm Fees	13,595	14,180	17,873	14,000	15,000
Other	4,114	2,274	5,348	3,000	3,000
Donations - Comm Care Fund	0	1,100	3,193	0	0
Police Totals	62,378	55,721	53,344	47,000	50,000

Public Works

Other	8,496	941	670	2000	3,000
Fees/Sales	5,539	2,678	500	5000	5,000
Recycle Bins/Bags/Stkr	2,234	2,148	1,882	2000	2,000
Inspections	9,555	4,550	4,387	6000	4,500
Public Works Revenue	25,824	10,317	7,439	15,000	14,500

Recreation Revenue

Program Fees	75746.50	63312.96	72,257	98,000	80,000
Program Fees - Summer Park	0	15925.00	19,029	0	20,000
Ticket Sales/Commissions	16246.00	17807.02	22,827	16,000	18,000
Trip Fees	41560.00	42381.00	50,547	40000	42,000
Recreation Rentals	4390.00	5950.00	7,693	5000	6,000
Donations & Sponsors	48929.69	42891.42	32,359	50000	40,000
Radio Sponsorship	4500.00	4500.00	0	4500	
Park Celebration	41639.25	42090.87	35,116	40000	40,000
Park Meters	1769.37	1381.25	2,320	1500	2,000
Vendor Commissions	7623.75	10432.00	11,500	10000	15,000
Township Park Playground	0.00	0.00	50,000	0	150,000
Recreation Revenue Totals	242,405	246,672	303,648	265,000	413,000

Use of Fund Balance

Use of Fund Balance	0	0	0	910,000	1,164,603
Use of Fund Balance Total	0	0	0	910,000	1,164,603

Expenditure Summary

Figure 15 - General fund expenditure summary

Expense source	Actual			Adopted	
	2014	2015	2016	2016	2017
General Fund					
Police	\$3,789,737	\$3,965,136	\$3,390,994	\$4,018,000	\$5,259,922
York Area United Fire & Rescue	\$2,289,925	\$2,468,431	\$2,459,710	\$2,548,428	\$2,696,561
Administration	\$3,729,891	\$3,680,985	\$3,775,980	\$4,241,095	\$1,729,078
Public Works	\$1,121,066	\$1,178,815	\$1,272,634	\$1,257,550	\$1,683,895
Community Development	\$326,029	\$212,843	\$312,229	\$314,000	\$901,594
EMS	\$606,232	\$613,950	\$583,845	\$570,150	\$611,936
Recreation	\$475,364	\$469,748	\$488,414	\$498,000	\$509,121
Finance	\$251,136	\$215,336	\$269,209	\$261,170	\$388,517
MIS	\$90,313	\$70,854	\$86,096	\$89,600	\$213,474
Total General Fund	\$12,679,694	\$12,876,098	\$12,639,111	\$13,797,993	\$13,994,098



Operating Budgets – General Government

Board of Supervisors - Account 10400

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	21,125	21,125	21,125	21,125	21,125
22110	Materials/Supplies	3,196	2,437	2,552	2,500	2,600
49110	Training/Development	11,800	15,346	14,000	14,000	14,000
Total		36,121	38,907	37,677	37,625	37,725

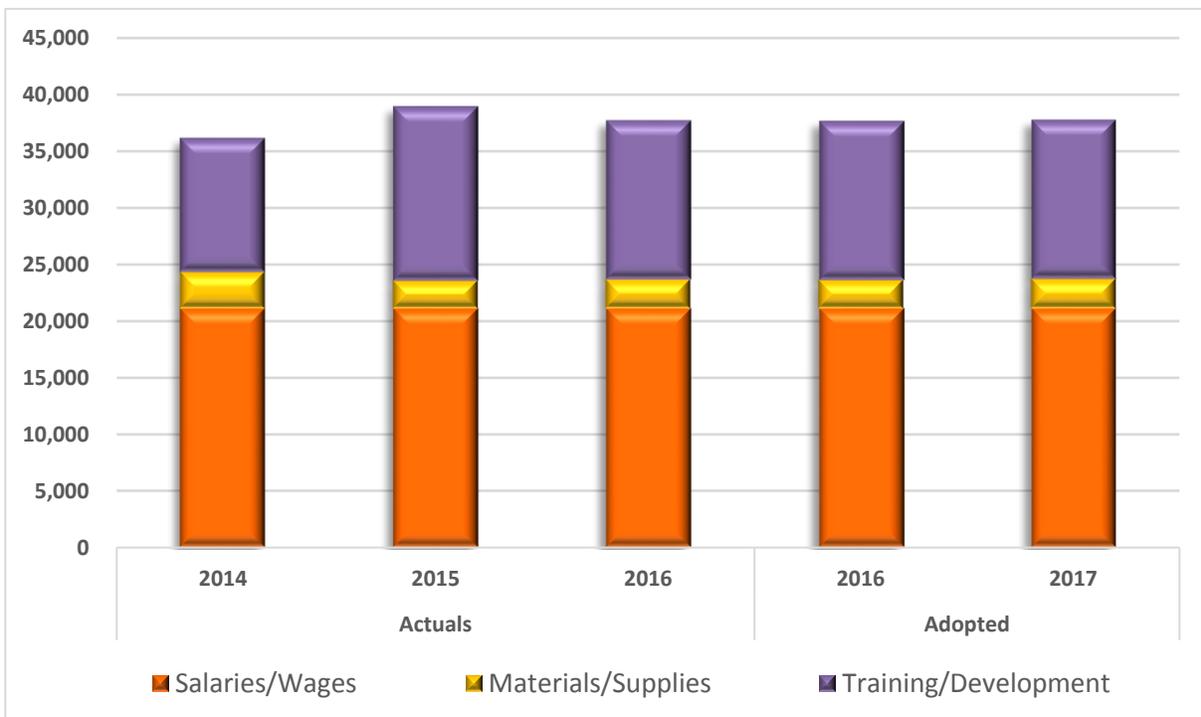


Figure 16 - Board of Supervisors Budget



Program Description

The board of supervisors is the legislative and policy-making body of the township, composed of five residents elected to six-year staggered terms. The board members select the chairman of the board. The responsibilities of the board are defined under the Commonwealth of Pennsylvania’s Second Class Township Code. The responsibilities of the board of supervisors include enacting ordinances, resolutions, and setting policy for the proper governing of the township's affairs in addition to appointing a township manager, auditor, solicitor, engineer and township residents to various boards and commissions. The supervisors establish other

policies and measures as well to promote the general welfare of the township and the safety and health of its residents. Board members also represent the township at official functions and in relationships with other organizations.

Budget Commentary

This budget category includes funds to compensate the supervisors. In accordance with Act 68 of 1985, supervisors are compensated based on an ascending scale according to population.



Operating Budgets – General Government

General Administration - Account 10401

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	405,341	411,349	430,000	462,470	442,717
19000	Benefits	*	*	*	*	214,087
22110	Materials/Supplies	7,747	7,208	7,300	9,000	7,500
33110	Advertising/Printing	28,114	38,956	28,000	32,000	32,000
45110	Contract Services	91,500	35,791	29,000	21,000	30,000
49110	Training/Development	11,800	15,346	14,000	14,000	14,000
Total		544,503	508,650	508,300	538,470	740,304

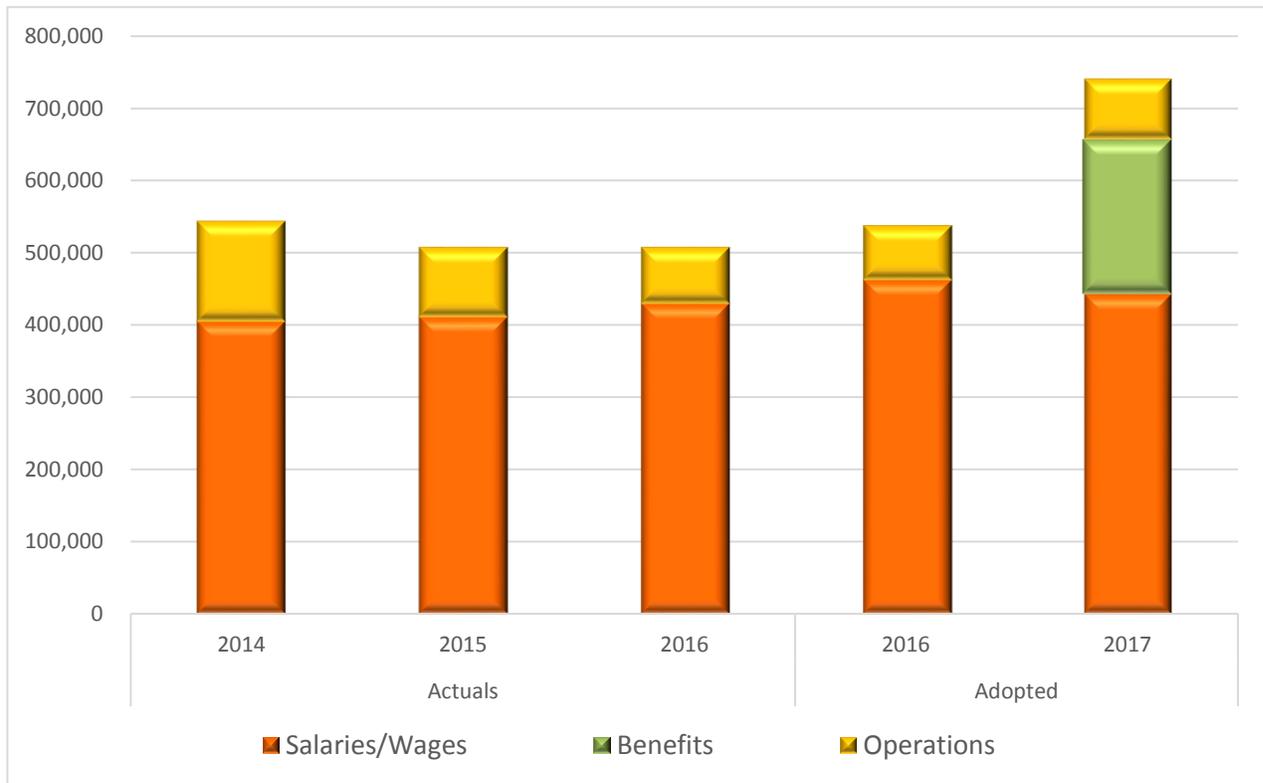


Figure 17 - Township Manager/General Administration Budget

Program Description

The township manager is the chief administrative officer of the township government and is responsible to the board of supervisors for the administration of the affairs of the township. General administration provides for various management service functions, including administration of all public meetings, notices, ordinances, policies, contracts, human resources, development authority, and pension plans. General administration salaries include the administrative operations director, human resources director, information services manager, communications manager, human resources assistant, and support services associates. Contract services provides for a stenographer to assist in recording meetings of the board of supervisors. Advertising covers a major portion of the legal and classified advertisements for the township, social media, as well as the township newsletter.



The Township Manager:

- Appoints all department heads, supervises and is responsible for the activities of all municipal departments, including administration of personnel policies and actions pertaining to recruiting, hiring, training, discipline and discharge of employees.
- Prepares and administers the annual budget for the township according to direction received from the board of supervisors.
- Develops long-range fiscal plans, including revenue forecasting, investment programs and policies, in conjunction with budget preparations.
- Prepares the agenda for meetings of the board of supervisors.
- Administers all contracts and oversees project management for township projects.
- Responsible for all franchises, leases, permits, grants and contracts related to the privileges of the township.
- Makes recommendations regarding needed legislation in the form of appropriate ordinances related to the health, safety, welfare and administration of the township.
- Coordinates development of joint services with various municipalities.
- Responsible for the Springettsbury Township Development Authority.

The township manager performs other functions as indicated in Chapter 40 of the Springettsbury Township Municipal Code.

Program Objectives

General Administration will be undertaking the following program directives:

- Continue development of the township economic development program through the Springettsbury Township Development Authority with emphasis on increasing employment opportunities.
- Continue grant program administration and coordination of the grant fund in support of township objectives.
- Continue development of public awareness of township programs and projects through various channels of communication, outreach and civic engagement.
- Continue programs to update policy documents in accordance with state and federal statutes.
- Continue to administer payroll and benefits programs.
- Coordinate strategic planning initiative and capital development projects.



Operating Budgets – General Government

Finance Department – Account 10402

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	241,467	206,367	245,300	246,170	243,959
19000	Benefits	*	*	13,284	*	133,407
22110	Materials/Supplies	2,822	1,405	2,000	2,500	2,000
45110	Contract Services	2,521	5,598	5,000	6,000	5,000
49110	Training/Development	4,098	1,830	3,500	6,000	4,000
52110	Service Charges	228	137	125	500	150
Total		251,136	215,337	269,209	261,170	388,516

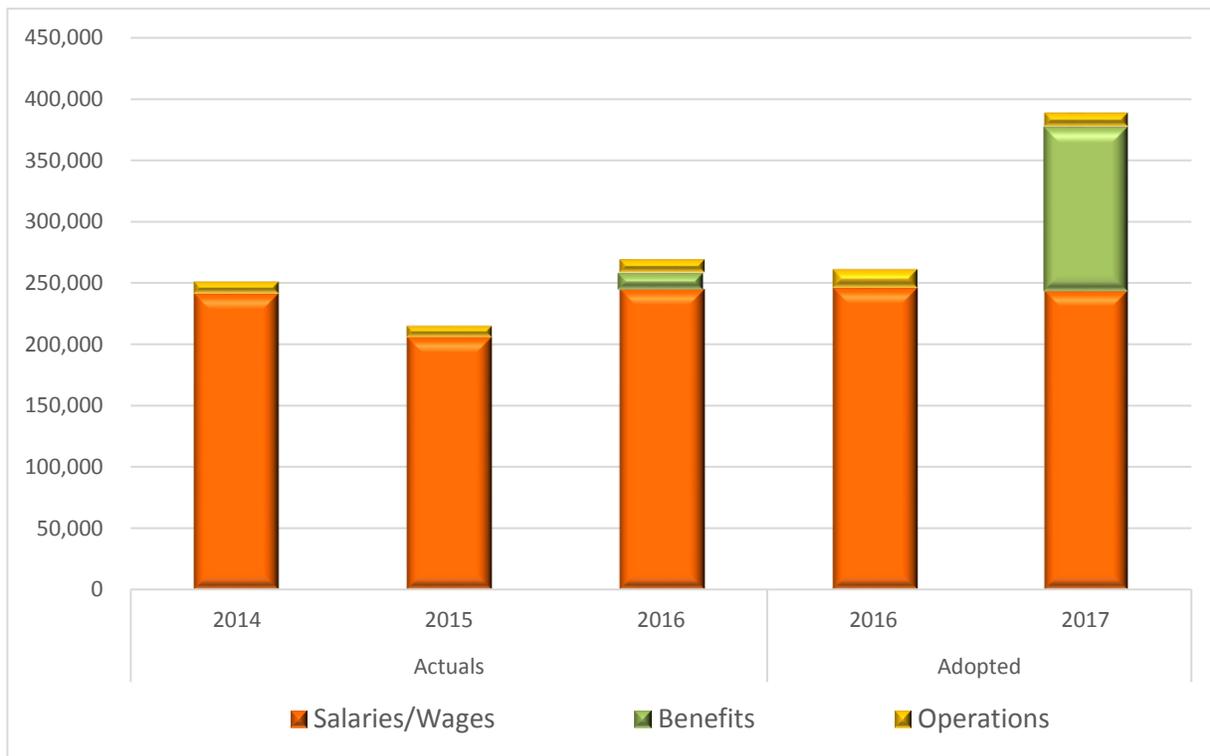


Figure 18 - Finance Department Budget

Program Description

The finance department is responsible for the overall financial affairs of the township. These matters include, but are not limited to, the maintenance of the financial records of the township, financial reporting, budget reporting, budget preparation, investments of township funds, tax reporting, reconciling all township accounts, the receipt of public funds and the disbursement of those funds. In summary, all activities of a financial nature, with the exception of payroll, culminate in the finance department.

*Program Objectives*

- A new Finance Director was appointed in the last quarter of 2015 and has been working to restore the department's organization and management procedures to improve services. A renewed focus on training and cross training of staff will be emphasized in 2017.
- Objectives in 2017 will be to develop procedures for the implementation of best practices in budget and audit standards to improve the Township's preparation, presentation and reporting of its financial records.

Operating Budgets – General Government

Tax Collection – Account 10403

Tax Collector’s Commissions	
Tax	Rate
Real Estate Tax	1.00%
Mercantile and Business Privilege Tax	2.00%
Local Services Tax	2.00%

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Commissions	20,864	21,169	23,000	22,000	23,000
Total		20,864	21,169	23,000	22,000	23,000

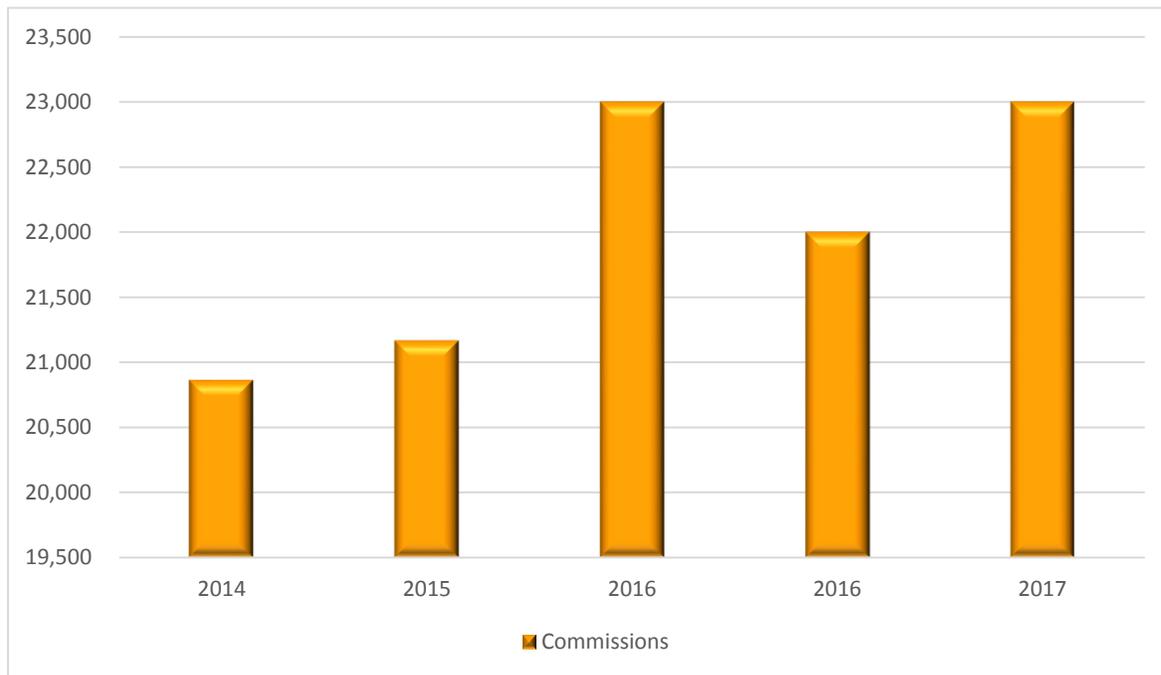


Figure 19 - Tax Collection Budget

Program Description

The township tax collector is an elected official and is responsible for the collection of real estate taxes and street light assessments. In 2009, the township contracted with the York Adams Tax Bureau to serve as collector of business, mercantile, and local services taxes.

Budget Commentary

The tax collector receives compensation on a commission basis at a rate established by Springettsbury Township Ordinance 2009-01. Materials and supplies include funds for forms, envelopes, postage, and other office supplies.



Operating Budgets – General Government

Professional Services – Account 10404

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
29111	Auditing Services	20,000	20,000	19,000	24,000	20,000
30100	Architect/Engineer Svcs	195,277	261,839	400,000	140,000	50,000
31110	Legal Services	141,890	132,193	83,000	100,000	100,000
31115	Other Professional Svcs	14,302	23,215	28,692	100,000	10,000
45110	Contract Services-Paytime	0	0	15,000	0	15,000
Total		371,469	437,247	545,692	364,000	195,000

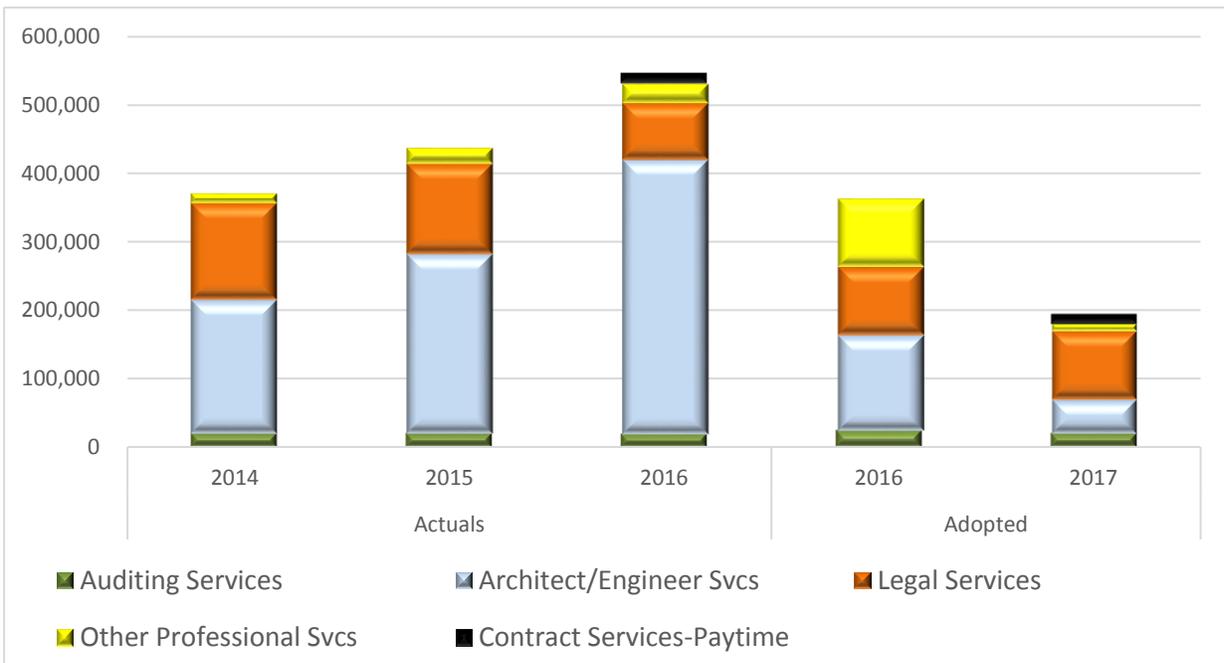


Figure 20 - Professional Services Budget

Program Description

Township Auditors prepare the annual audit based upon the township’s financial system. This financial statement becomes the official report concerning the financial condition and status of the township. The annual audit also serves as a record of how well the township finance department conducts its financial transactions.

Township Engineer prepares the design and specifications for municipal projects. The engineer also assists in the review of all land development within the township.

Township Environmental Engineer prepares the design and specifications for municipal environmental projects.

Township Solicitor is the legal counsel to the board of supervisors, township manager, other township officials, and to the planning commission. The solicitor represents the township in litigation and hearings and prepares ordinances, contracts, deeds and other legal instruments.



Operating Budgets – General Government

Information Services – Account 10407

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	*	*	*	*	60,377
19000	Benefits	*	*	4,409	*	36,977
22110	Materials/Supplies	9,529	6,428	7,943	8,500	8,520
26110	Minor Equipment	1,006	2,422	3,328	2,500	2,500
27110	Repair/Maintenance	6,827	4,384	6,905	7,000	7,080
32210	Communications	1,028	904	1,200	1,500	1,500
45110	Contract services	71,768	56,220	61,682	67,600	94,000
49110	Training/Development	156	498	628	2,500	2,520
Total		90,313	70,855	86,096	89,600	213,474

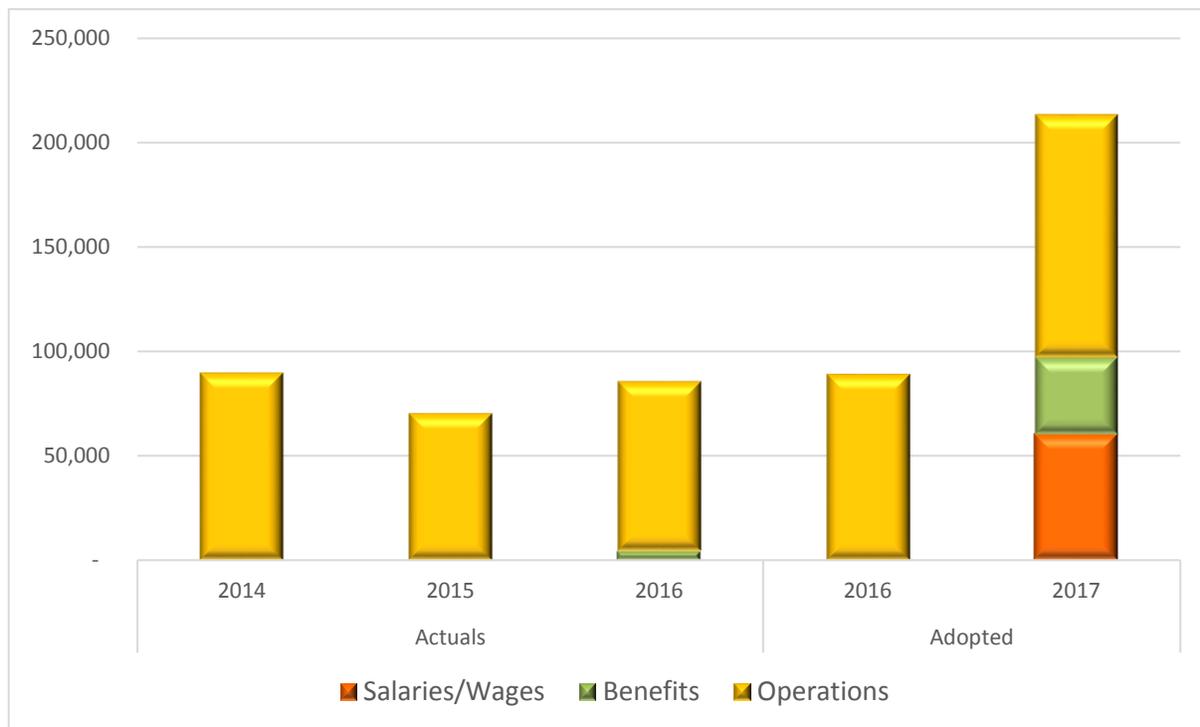


Figure 21 - Information Services Budget

Program Description

This program provides information services to the township’s LAN/WAN systems, on-line auction services, telecommunications, audio/video systems, print/copy systems, fire/security systems, internet services, website, social media, wastewater PLC system and wireless communications. MIS is a functional division within administration and reports to the manager of administrative operations. This program activity also provides technical and substantial service support and training to staff. The township also uses outside contractors for additional specialized support services.



Program Objectives

In 2015-2016, information services completed the following program projects:

- Replaced of Network Firewall
- Virtualization of Township’s VoIP Telephone System
- Replaced Wireless Access Points in Administration, Springettsbury Park and Police Buildings. Virtualized Wireless controller
- Implemented NovusAgenda meeting management software for Board of Supervisors, would like to expand to other Boards (I.e: Planning Board, Recreation, etc.).
- Assisted with the new installation and startup of time clock/ID card systems
- Upgraded security camera system in the Administration Building
- Upgraded Wastewater’s PLC/Network server to the latest Microsoft server and SQL software. Upgraded Rockwell PLC system software to current versions.
- Replaced 29 PC/Laptops due to age and/or unsupported operating system
- Worked with JungleLaser and Community Development staff on NatGeo30 training and implementation of GIS/Data management (Ongoing project)
- Upgrade with the Munis Financial software versions.

In 2017, information services will be undertaking the following program projects:

- Continue to provide additional enhancements to the township’s information network through software, hardware and virtualization configurations.
- Working with Finance Department on Credit Card Merchant account through PACE. Working with Parks & Recreation on accepting donations via web site utilizing PACE.
- Currently working on migration to Office365 Township Wide, looking to have in place by the end of October to mid-November.
- Working on replacing current Dell EqualLogic network storage. Would like to purchase in 2016 or in the 2017 Budget. We need to increase capacity due to current low volume and to migrate the Police Department’s in-car video system as well as to accommodate the body-camera system the Department will purchase in 2016/2017. Total cost for this project is \$47,500 to \$54,100, still working with Dell on the numbers
- Will be working with Human Resources on IT policy updates and revisions.
- Working on Audio/Video upgrades and additions the Public Meeting Room and the main conference room. Currently in the process of working with vendors to determine best options and costs. This will be a 2017 IT Capital item with preliminary estimates from \$40,000 to \$55,000.
- Looking to replace additional PC/Laptops/Thin Clients in 2017 at an estimated IT Capital cost \$6,000. Police and Community Development have placed new/replacement PCs in their own budgets, with both departments looking to replace 4 PCs each.
- Will be working with staff on redesign of Township websites, including Recreation portion with Jungle Lasers with the focus on more user-friendly and on-line payment and purchasing.
- Currently working with Mark Hodgkinson on upgrades to Fuel Management/Monitoring system with an approved budget of \$150,000.
- Replacement of municipal sewer billing flow meters at an estimated cost of \$125,000.
- Replacement of sewer pump stations alarm monitoring/dialing systems at an estimated cost of \$10,000 to \$12,000.



Operating Budgets – Public Safety

Police Department – Account 10410

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
	Salaries/Wages	2,986,801	3,029,340	3,083,355	3,118,500	3,160,000
11110	Salaries/Wages	415,870	430,787	444,976	439,000	450,500
12110	Salaries Patrol	1,780,397	1,820,912	1,792,138	1,838,000	1,866,000
12112	Salaries Sergeant	334,432	385,270	379,937	294,500	303,000
12113	Salaries Corporal	297,671	236,278	308,884	372,000	380,500
12114	Crossing Guard	20,909	21,302	19,371	21,500	21,500
12115	Patrol Overtime	137,522	134,791	138,050	153,500	138,500
19000	Benefits	*	*	*	*	1,871,422
22110	Materials/Supplies	12,541	10,461	8,521	15,000	13,000
22410	Ammunition	15,364	14,913	18,903	15,000	15,000
23210	Vehicle Equipment Expense	8,449	6,757	6,884	13,000	11,500
24110	Uniforms	27,248	34,980	45,313	38,000	38,500
26110	Minor Equipment	15,526	7,706	17,870	16,000	36,500
27110	Repair/Maintenance	2,919	3,878	2,869	5,000	5,000
29410	Animal Control	15,573	15,086	18,699	17,000	16,000
32210	Communications	8,814	8,407	6,094	10,500	10,500
45110	Contract Services	18,688	19,531	23,274	21,500	36,500
46110	Rental/Lease	19,500	21,437	22,005	23,000	23,500
49110	Training/Development	18,253	9,610	15,392	15,500	22,500
Total		\$3,149,677	\$3,182,105	\$3,269,179	\$3,308,000	\$5,259,922

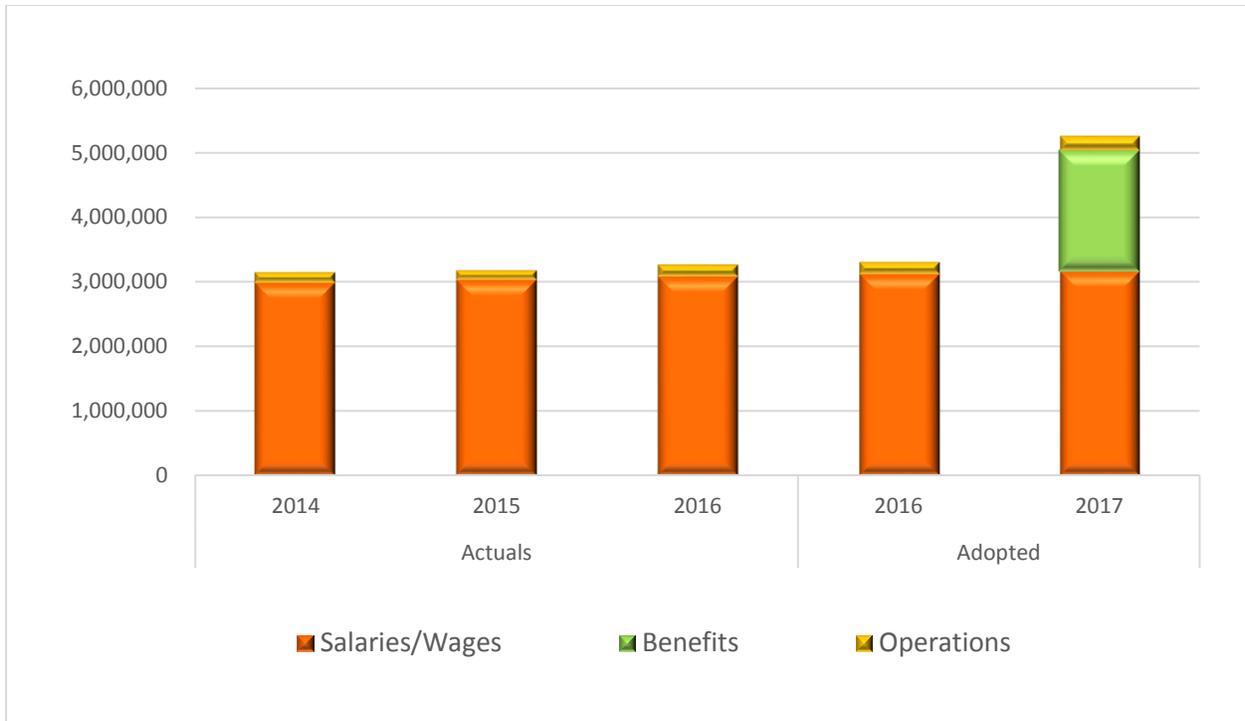


Figure 22 - Police Department: Administration Budget

Police Administration

The police department’s basic responsibilities include crime prevention, the protection of life and property, detection and arrest of criminals, accident investigation, and enforcement of all laws and ordinances in the township.

Police Command & Supervision

Program Description

The current command structure of the police department consists of the chief of police who reports directly to the township manager, two lieutenants, four sergeants and three corporals. This management team provides direction and supervision to all subordinate patrol and investigative personnel. The department is divided into an operational and administrative component, both of which are led by a specific lieutenant. There three sergeants and four corporals assigned to each patrol squad with the remaining sergeant assigned as the commander of the criminal investigations division. Each member of the management team has supervisory and administrative responsibilities.





Police Patrol

Program Description

The patrol force is responsible for conducting numerous operational and investigative tasks including traffic enforcement, accident investigation, community relations and emergency response to other 911 related calls for service.

School Crossing Guards

Program Description

The township employs three school crossing guards during the school year and is under the direction of the chief of police. Two crossing guards work at locations within Central York School District, and the third one at a location within York Suburban School District.

Police Vehicles

Program Description

The police department fleet consists of eleven marked and five unmarked emergency response vehicles. The department also maintains one all-terrain vehicle for use during off-road investigative and patrol purposes.



Unit #	Year	Make	Use	Mileage
1	2010	Ford Explorer	Chief's Vehicle	46,599
2	2010	Ford Crown Victoria	Patrol Unit	74,858
3	2011	Ford Crown Victoria	Patrol Unit	37,953
4	2009	Ford Crown Victoria	Patrol Unit	134,510
5	2013	Ford Interceptor Sedan	Patrol Unit	19,203
6	2008	Ford Crown Victoria	Patrol Unit	127,640
7	2013	Ford Interceptor Utility	Corporal's Vehicle	21,244
8	2007	Ford Expedition	Emergency Management	92,582
9	2007	Ford Crown Victoria	Patrol Unit & K-9	103,196
10	2003	Chevrolet Trailblazer	Investigation Unit	111,299

11	2005	Ford Crown Victoria	Lieutenants/Administration	86,995
12	2010	Ford Escape	Investigation Unit	38,990
13	2008	Ford Explorer	Patrol Unit	72,470
14	2013	Ford Interceptor Utility	Sergeant’s Vehicle	7,310
15	2002	Ford Crown Victoria	Lieutenants/Administration	121,316
17	2010	Ford Crown Victoria	Patrol Unit	80,996
Average Mileage				73,568

2015-2016 program accomplishments

- In car printers/scanners (Completed March 2016). Installed scanners and printers in all marked patrol vehicles. This shortened the time period Officers spend on traffic stops and motor vehicle accidents. Prior to their installation an Officer would have to hand-write a citation and handwrite the accident exchange sheet. Officers would later enter accident information again into our Record Management System (RMS) and Support Staff would enter the traffic citations into the RMS. Scanning reduced the repetitive process and we are able to print out accident exchange sheets and citations immediately that are legible. Also, the information scanned goes directly into our RMS resulting in less time entering data for the Officers and Support staff. Total cost was about \$8,000.
- Organizational structure change. Eliminated a Sergeant position and added a Corporal position. This gives us consistent supervision/ quality control on the street. Resulted in about a \$3,500 per year savings. Completed January 2016
- January 2016 implemented a 12-hour schedule to provide more consistent coverage with our call volume. Provides a better response time and with a full staff reduces the amount of overtime needed. Between January through September of 2016 we have paid about \$6,200 less in shift coverage overtime than we paid for the same time period in 2015. Added benefit is Officers claim they feel healthier on this schedule.
- Traffic Court Liaison- Reduced the court overtime pay by having a designate officer handle most traffic hearings. Started mid-February 2016. Between January through September of 2016 we have paid about \$5,500 less in court overtime than we paid for the same time period in 2015.
- Non-sworn administrative personnel assigned as Accreditation Manager. Implementation of the in car scanners and printer allowed us to add this responsibility to the support staff. It also allows sworn members to stay on the street to conduct patrol activities. Started mid- year 2016
- Department supervisors reviewed all organization policies and procedures. Completed April 2016.
- Replace handguns with Generation 4 handguns. Completed in 2015
- Partnered with DOJ Diagnostic Center- February 2016
- Upgraded to 4g modems in patrol vehicles. Resolved most of our issues with completing reports and charges in the vehicle. Benefit is keeping officers on the road with the rare need to come back to station. Total cost was \$7,420.
- Update the video cameras in the department. Prior cameras were non-functional and opened us up to liability issues if false claims were made against us.

2017 Program objectives

- Replace 16 of our AR-15's. Our current AR 15's are 14-15 years old and in need of repair. The estimated cost per rifle to have an Armorer go over them is \$200 assuming there is no major issues. The cost of a new rifle after trading in our current rifles is \$325 per rifle. Total cost for 16 new rifles is \$5,200.
- Purchase a Speed Display Board/Traffic Survey Equipment at a cost of \$4,515. We currently have two speed display boards that are unrepairable. They are both 16 years old.
- Purchase Power DMS software. This is a software program that allows us to have a paperless accreditation program, policy manual and training evaluations. All Officer's would have up-to-date policy manuals on every electronic device owned by the department as well as their cell phones. Policies will be able to be researched by a key word index. Accreditation process is able to be done paperless. Officer's are able to be given written exams on training and policies through the software which stores all the information and results. Initial cost is \$5,926 and the annual reoccurring cost is \$4,526.
- Implement Body Cameras. There is a bill being proposed that would resolve many of the concerns surrounding body worn cameras in the state of PA. I would like to wait and see if the bill is passed before implementing the program. If the bill is not passed, we will need to calculate the risks vs rewards and make a decision. Total cost for 20 body cameras and server memory upgrades \$18,500.
- Implement Procedural Justice and Police Legitimacy training. Create an organizational action plan to implement procedural justice and community activities. The action plan will define roles and responsibilities and expectations related to procedural justice core components and community policing within Springettsbury Township. (Funded through a grant from our DOJ partnership)
- Implicit Bias Training. Training focusing on the key concepts of implicit bias as well as scenario based training that uses implicit bias concepts to evaluate police-community interactions. (Funded through a grant from our DOJ partnership)
- Community Trust and Collaboration. Identify potential law enforcement researchers who can assist in developing robust survey tools to evaluate the impact of community policing initiatives and training on the level of community trust. Also develop a survey tool to assess the level of internal procedural justice within our department. (Funded through a grant from our DOJ partnership)
- Revise and enhance development of a comprehensive internal administrative processes on citizens' complaints, use force, internal investigations, discipline, grievance and employee training on the process. (Funded through a grant from our DOJ partnership)
- Develop an Employee Intervention Program designed to provide early intervention for problem employees. (Funded through a grant from our DOJ partnership)
- Formalize a community policing philosophy and implement problem oriented policing projects. This will include our own definition of community policing to fit our department and community. Will formalize a problem solving method supported by enhanced problem analysis will be followed to define problems, develop strategies and assess the outcomes of problem solving strategies. (Funded through a grant from our DOJ partnership)



- Develop Strategic Communication Plan. Plan will be for improving communications with local media, enhance community understanding of police work and community policing practices, promote our positive outreach initiatives and successes, enhance crisis communications, develop messaging around procedural justice and building community trust, improve awareness within our department of community policing strategy, partnerships, and improve departments transparency and community trust. (Funded through a grant from our DOJ partnership)
- Unmarked traffic safety vehicle. This vehicle will replace the former K-9 vehicle and we will stay on track of replacing 2 vehicles per year.
- Traffic Safety Unit. Year 2018- 2 Additional Officers to handle traffic enforcement, traffic complaints, traffic education, MCSAP trained, drug interdiction, set up speed display board, traffic studies, organize traffic details and other traffic related programs (Click it or Ticket, Buckle Up, Aggressive driving). Unless there is an emergency this unit will be dedicated to dealing with all our traffic safety issues. With approval of the Township Manager and Board of Supervisors. Cost will be determined by the Collective Bargaining Agreement in place at that time.
- AED's in all patrol vehicles. Will require 6 new AED's for a total cost of \$14,224.50
- New gas masks for all Officers. Most of our gas masks are 15 years old and in poor condition. Due to the current state of our Country with riots and protests all Officers should be prepared to handle these situations. The total cost of 28 new gas masks and filters is \$6,772.
- Complete inventory of evidence and purging old evidence to create space. We started this project in 2016 and plan on completing it early 2017.
- Facility planning for a new police station.



Operating Budgets – Public Safety

Fire Services (YAUFR) – Account 10411

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
45110	Contract Services	2,501,760	2,636,920	2,735,426	2,735,998	2,734,964
45110	Contract Services Contributions - Fire	(103,764)	(243,506)	(258,998)	(258,998)	(104,697)
54000	Relief Association	72,197	70,435	66,296	72,000	66,296
Total		\$2,470,193	\$2,463,849	\$2,542,724	\$2,549,000	\$2,696,563

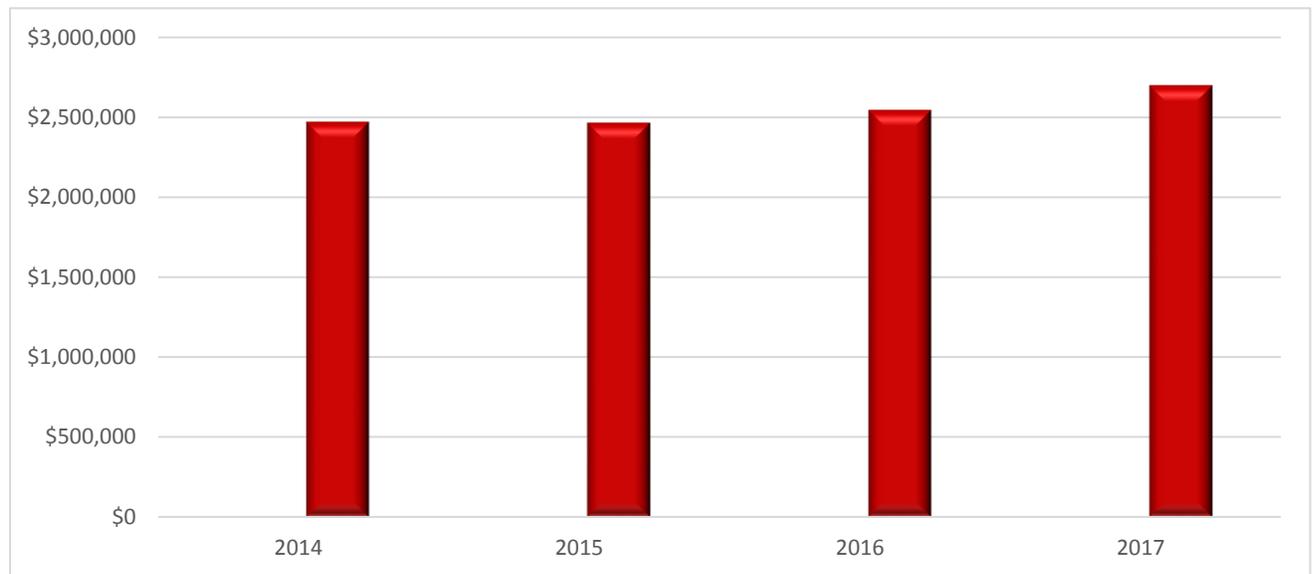


Figure 23 - Fire Services (YAUFR) Budget



Program Description

Springettsbury Township is one of two charter municipalities in the York Area United Fire and Rescue (YAUFR) service; the first regional combination fire department in Pennsylvania. YAUFR was formed to improve efficiency in fire service delivery to our customers while reducing long-term capital costs. Numerous enhancements in equipment, training, and administration have been realized through regionalization. YAUFR currently provides management services to Manchester Township and continues to be approached regarding regional opportunities and training for other municipalities. The department also serves as an

operational mentor for two neighboring volunteer fire companies. The department consists of thirty (30) career firefighters that staff four stations, six pumpers and a ladder truck. The administration of the department consists of a fire chief, three battalion chiefs and an administrative assistant that report to a fire commission consisting of representation from the municipalities.



Program Objectives

- Continue to support the mission of the merged department to improve service and eliminate redundant costs.
- Assist in promoting the merged department to neighboring jurisdictions to expand the opportunities for the future.
- Continue to review the provision of administrative support of the merged department by township employees and make recommendations to the fire commission based on abilities of the township.
- Support the long-term future of fire service delivery in Springettsbury Township through the township's construction of a new fire station based on a regional service delivery model.
- Assist the fire commission and volunteer fire company in evaluating future capital projects.



Operating Budgets – Public Safety

Emergency Medical Services – Account 10412

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	271,566	270,250	227,564	235,000	145,601
12110	Part-time Wages	25,853	28,006	26,715	26,650	27,067
12130	Overtime			41,992	60,000	44,000
19000	Benefits	*	*	14,570	*	72,308
22110	Materials/Supplies	15,728	14,693	17,500	17,500	17,500
23110	Gas/Oil	0	0	241	0	0
24110	Uniforms	2,233	2,152	3,400	8,000	2,400
26110	Minor Equipment	1,361	2,678	2,000	5,000	1,600
27110	Repair/Maintenance	22,329	40,184	23,475	19,000	19,000
32210	Communications	2,052	2,134	2,066	3,000	3,000
45110	Contract Services	122,809	151,411	150,000	118,000	199,000
	Contract Services-Memorial					
45115	Hospital	74,058	63,526	73,042	75,000	80,000
49110	Training/Development	1,281	1,292	1,280	3,000	460
Total		539,271	576,325	583,845	570,150	611,936

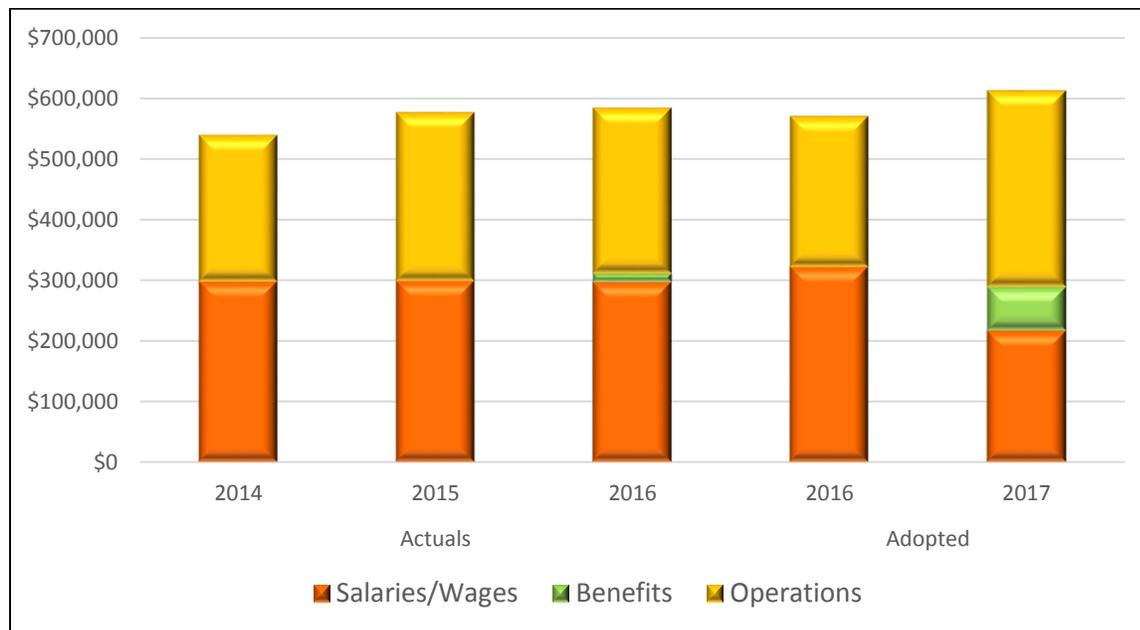


Figure 24 - Emergency Medical Services Budget

Program Description

Springettsbury Township residents are provided Basic Life Support (BLS) services on a twenty-four hour basis from the York Area United Fire and Rescue’s Springetts Station on East Market Street. This service is provided by full-time emergency medical technicians (EMTs).



The EMTs remain current on all protocol and technological advancements, providing automatic external defibrillator (AED) service. They also advance their knowledge through cooperative services with the Advanced Life Support (ALS) units that respond in the township.

A part-time staff member is on board to assist the township with proper documentation and serves as the liaison with the various state and federal offices and insurance agencies. Employee leave obligations are addressed with outside contract services and funds budgeted for leave impact.

Program Objectives

- Continue to provide BLS services to the residents while enhancing knowledge to assist on ALS incidents.
- 2017 is a transition year as the Township prepares to divest itself of the EMS business unit and transfer it to a public or private entity to provide this service. This change is anticipated to provide residents with the same or improved levels of service at lower costs than the Township has been able to achieve.

Operating Budgets – Community Development

Community Development Department – Account 10414

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	254,228	132,610	125,177	220,000	340,630
19000	Benefits	*	*	2,879	*	194,086
31300	Engineering	*	*	*	*	130,000
31110	Legal	*	*	*	*	33,000
22110	Materials/Supplies	3,501	2,880	5,016	5,000	3,880
26110	Minor Equipment	109	-	0	500	14,066
29110	Planning/Zoning Board	1,650	1,500	1,500	1,500	61,500
29115	Historic Preservation	700	437	250	1,000	1,000
31115	Other Professional Svcs	-	-	0	-	15,000
32210	Communications	-	-	0	0	4,032
33110	Advertising/Printing	3,541	4,099	2,280	2,500	14,400
45110	Contract Services	58,224	69,633	173,049	50,000	59,000
45115	Comprehensive Plan	-	-	0	30,000	25,000
49110	Training/Development	4,076	1,684	2,077	3,500	6,000
Total		\$326,029	\$212,843	\$312,229	\$314,000	\$901,594

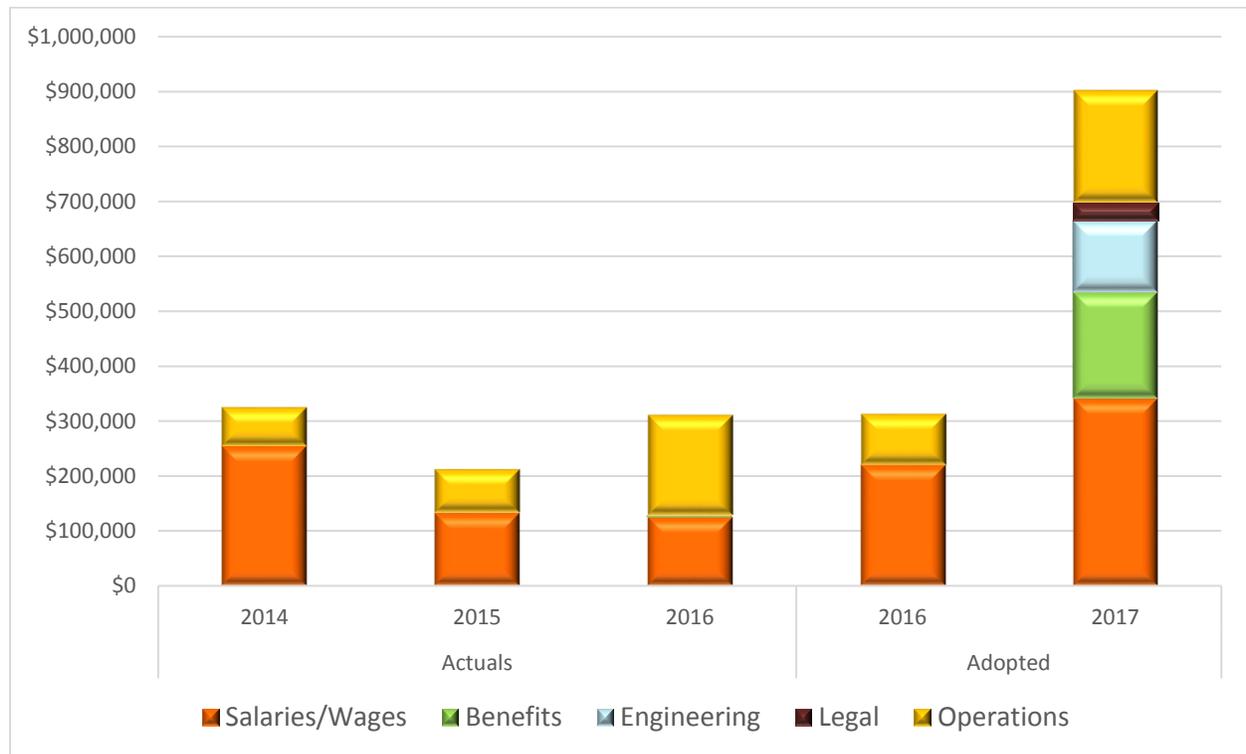


Figure 25 - Community Development Budget



Program Description

The community development department is involved in the review of all new development that occurs in the community. In addition, through administration of the International Property Code, the department’s staff works to determine that the community retains a high quality of life. Work performed by the department includes updating and implementing the township’s comprehensive plan, zoning ordinance, and subdivision and land development ordinance. Review of subdivision and land development plans, construction plans, issuance of building and zoning permits to implement those plans and inspections of the completed work.



Code enforcement staff in the department is responsible for responding to complaints about property maintenance including high grass and weeds, ensuring the safe and sanitary condition of the interior and exterior of structures, and monitoring the storage of inoperative or unlicensed vehicles in the township.



Budget Commentary

Department revenue is entirely dependent on the number of permits, inspections, and plan reviews submitted by developers and contractors in the private sector. The economic climate over the past several years has been very active in the amount of new development occurring in the township. It is uncertain whether this is a positive trend or a short-lived anomaly as the national economy approaches the end of ultra-low interest rates as rates begin to rise. Additionally, as the land available for new development decreases, this stream of revenue will continue to decline since permits for new construction normally have the highest value. It is anticipated that the department will become more dependent on small projects that include alterations or expansions to existing facilities.

However, the redevelopment of entire sites within the community remains a possibility.

The economic climate over the past several years has also led to an increase of abandoned and foreclosed homes in the township. Ensuring the upkeep of these properties is often absorbed by the township when fees cannot be recovered from out of town landowners and banks which hold title to these properties. Dormant subdivision projects with vacant and unsold lots are also a result of the downturn in the market and often present maintenance concerns to those who occupy new homes in the development. Continual monitoring and inspection of these sites can consume a significant amount of staff time that is not covered by fines or fees.

Operating under the current fee schedule, the department sometimes breaks even but often spends more than it takes in on the small, higher volume permits such as decks, pools, fences and patios. Additionally, there are a number of permits for which no fee is charged and the department incurs both administrative and inspection costs as well as the loss of money which is paid to the state for every permit issued. Finally, the expenses associated with the mandated advertising requirements for public hearings and meetings have increased and often this expense exceeds the fee charged for the hearing.

The department operates with six full-time staff, as well as assistance from third party agencies that are contracted to perform plan reviews, inspections, and provide all engineering work.



Program Objectives

As noted above, the work of the department has adapted to address the changes in the building industry that have altered both the number and type of permits being provided. New challenges for staff in 2017 will involve:

- Implementation of the adopted Town Center Plan
- Update of the Comprehensive Plan
- Focus resources on code enforcement of property maintenance
- Improving the permit review and approval process
- Implementing a process to establish record retention in a digital format
- Continue staff training and certification as required.



Figure 26 – Completed Project, The First Post Restaurant on East Market Street

Operating Budgets – Public Works

General Services – Account 10430

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	188,582	326,864	267,044	232,000	240,879
11130	Overtime	313	732	845	600	1,000
12114	Salaries/Wages - Mechanics	109,033	123,990	105,858	116,000	98,542
12134	Overtime - Mechanics	458	26	152	500	1,000
19000	Benefits	*	*	42,985	*	415,074
22110	Materials/Supplies	7,026	5,301	6,278	4,000	5,000
23110	Gas/Oil	124,088	83,460	79,579	135,950	135,000
23210	Vehicle Equipment Expense	20,219	20,715	14,699	25,000	25,000
24110	Uniforms	4,324	4,931	5,882	6,000	6,000
26110	Minor Equipment	2,807	2,084	3,021	2,000	2,000
27110	Repair/Maintenance	40,113	42,471	42,065	39,000	39,000
49110	Training/Development	1,596	1,369	299	1,500	1,500
Total		\$498,558	\$611,942	\$568,707	\$562,550	\$969,995

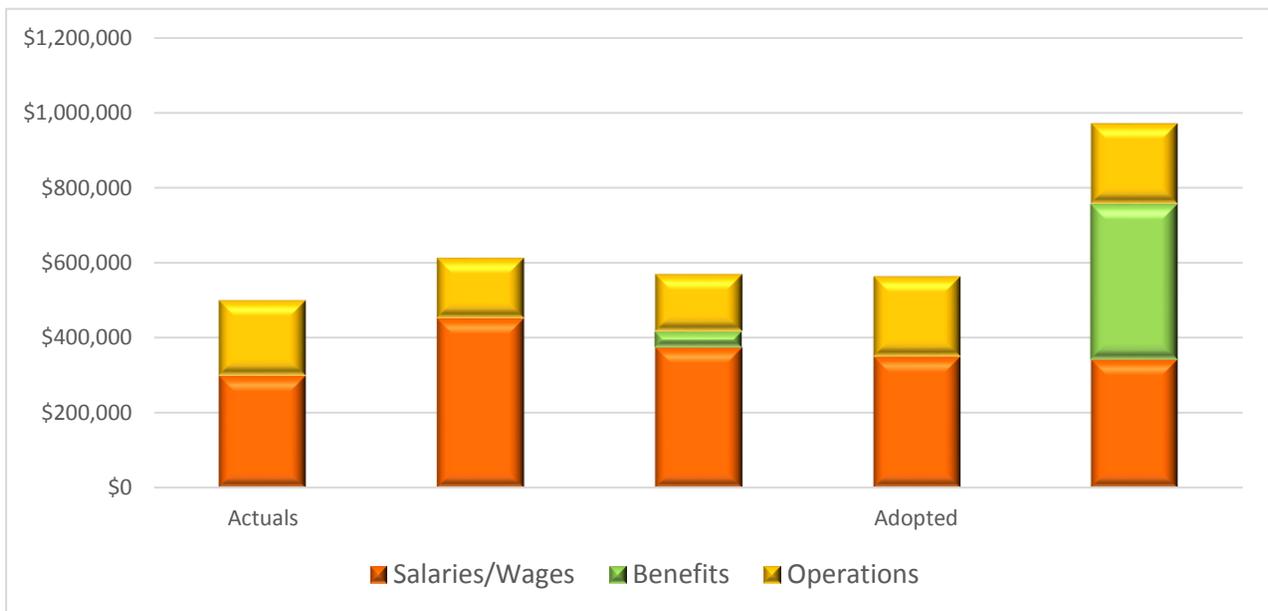


Figure 27 - Public Works Department: General Services Budget

Program Description

Public works department personnel and various seasonal employees maintain and repair 95.5 miles of township roads, 10 parks (124 acres), township buildings, rights-of way, police vehicles, and related municipal equipment.



Salaries include the director of public works and a portion of the salaries of the other departmental employees. The seventeen regular full-time positions include the director, two superintendents, two crew leaders, one laborer/operator II, eight laborer/operator I, one general laborer, and two automotive mechanics. There is also an administrative assistant whose salary is charged to both public works department and wastewater treatment department.

2016 Department Accomplishments

In 2016 the Department ordered a new International dump truck and associated snow removal equipment. This new truck replaced a 1990 Ford dump truck. We have not received this yet but is expected to arrive by the end of October. The grand total for the truck, dump body, snowplow, and salt spreader is ~ \$173,000.

The Board authorized me to develop specifications and bid the replacement of the Township’s existing fuel monitoring and dispensing system. All departments utilize the existing system for their gasoline and/or diesel fuel. The existing system is 25+ years old and no longer reliable. The new system will utilize the most current and reliable tracking methods and will also include very robust dispensing pumps. I anticipate that the bids will go out in November. The completed project may not be until early 2017. The estimated project cost is \$150,000. This project does not include replacing the two 12,000 underground storage tanks. One for diesel fuel and one for gasoline. The existing tanks are double wall fiberglass and are in very good condition.

The Board borrowed money earlier in 2016 for several capital projects. One of the projects is the fuel monitoring and dispensing system mentioned above. Another is to profile and pave Trout Run Road. Trout Run Road is approximately 1.5 miles long and is in poor condition. One of the main contributing factors to its poor condition is that it was never built properly. Originally Trout Run was a dirt road, then a gravel road, then paved. It does not have a proper stone foundation (base). Another reason that it has failed is that it doesn’t have the proper slope to allow proper water drainage. In early 2017, I will develop specifications for Trout Run Road to have a full depth reclamation (FDR) performed and then paved. The FDR will basically grind down to around 8 inches like a rototiller. This will provide the proper base and also profile the roadway to the appropriate slope to allow for proper drainage. The final step of the project will be to place asphalt over the new compacted base.

For 2017 I will request to replace the Township’s only street sweeper. It is a 1994 Elgin and has become very unreliable over the past several years. The Township currently has 100 miles of its own roadways. Due to the condition of the current sweeper and us trying to make it last we only sweep the roads once per year, which is in the Spring. If the weather permits, we also sweep after the final leaf collection is completed in mid-December. A new and reliable street sweeper will allow us to sweep all of the roadways more often throughout the year. In addition, it would also have the capability to vacuum out the storm water catch basins to meet MS4 guidelines. The new street sweeper is ~\$285,000.



Operating Budgets – Public Works

Street Cleaning – Account 10431

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages - street sweeper	12,145	8,249	13,306	12,000	12,400
11130	Overtime - Street Cleaning	0	-	0	500	500
12114	Salary - Leaf Collection	46,442	24,801	40,000	45,000	45,000
12134	Contract Services	3,258	3,015	3,631	5,000	4,000
Total		61,846	36,065	56,937	62,500	61,900

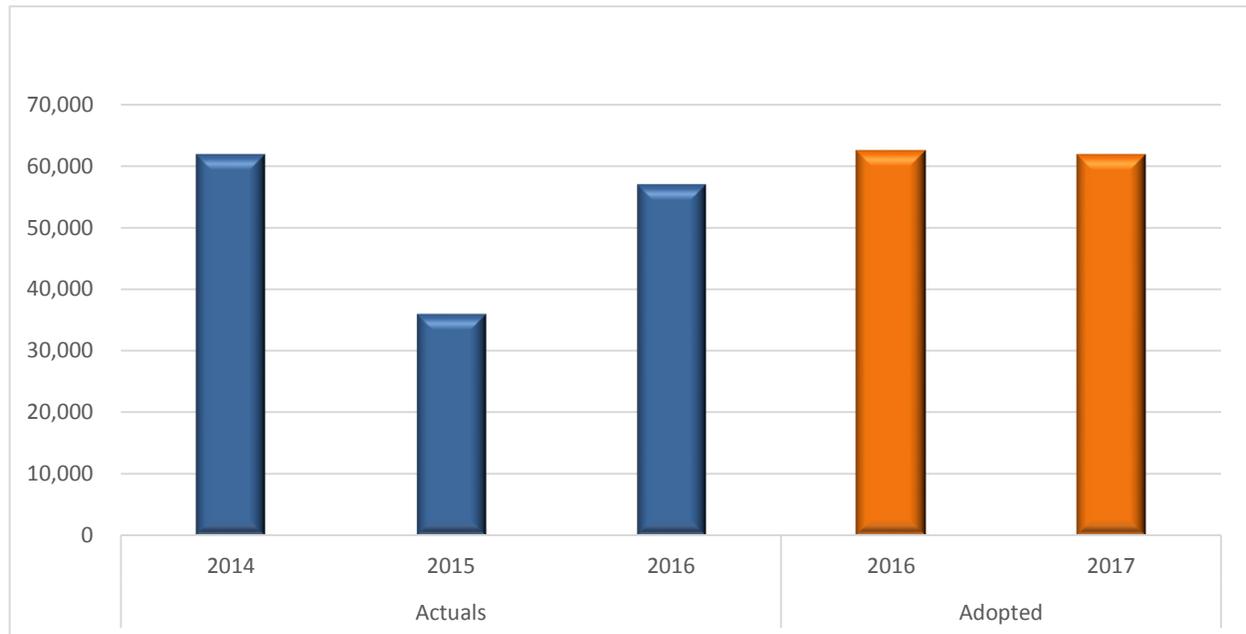


Figure 28 - Public Works Department: Street Cleaning Budget

Program Description

This program provides for the sweeping and removal of debris from all township roads, as well as the annual leaf collection program.

Budget Commentary

Leaf collection contract service covers the cost of three employees from a temporary employment agency needed to assist in the program. Funds for leaf collection are part of our recycling grant.

Operating Budgets – Public Works

Snow and Ice Removal – Account 10432

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	30,555	11,905	19,417	18,000	18,000
11130	Overtime	20,502	26,572	30,474	14,000	21,000
22110	Materials and Supplies	2,273	-	2,004	500	2,000
26110	Minor Equipment	81	380	0	500	500
Total		\$53,410	\$38,856	\$51,896	\$33,000	\$41,500

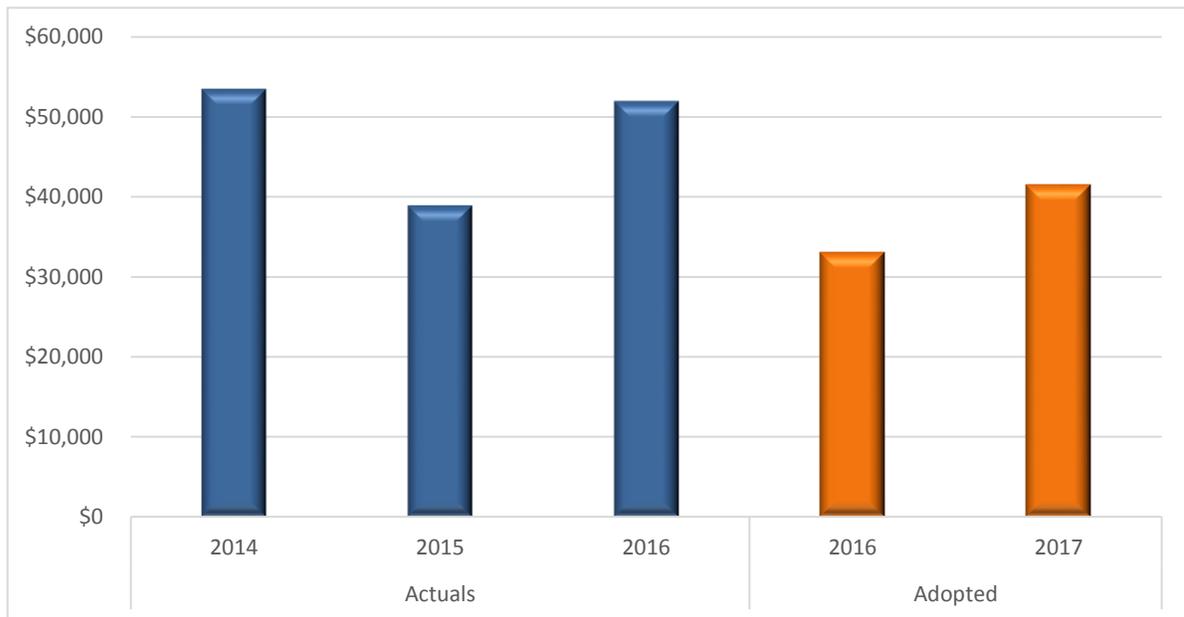


Figure 29 - Public Works Department: Snow & Ice Removal Budget

Program Description

This program provides plowing and cindering of 95.5 miles of township roads.

Budget Commentary

Snow and ice removal materials are also budgeted in the commonwealth liquid fuels fund at a cost of \$50,000. In 2017 the township will no longer have an agreement with the Pennsylvania Department of Transportation (PennDOT) to perform storm control activities on 5.5 miles of state roads within the township. The reduction in revenue from PennDOT will be offset by the reduction in labor and equipment costs to provide this service.



Operating Budgets – Public Works

Traffic Signs and Lines – Account 10433

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	8635.48	12,481	22,146	13,000	20,000
11130	Overtime	314.58	422	366	500	500
Total		\$8,950	\$12,902	\$22,512	\$13,500	\$20,500

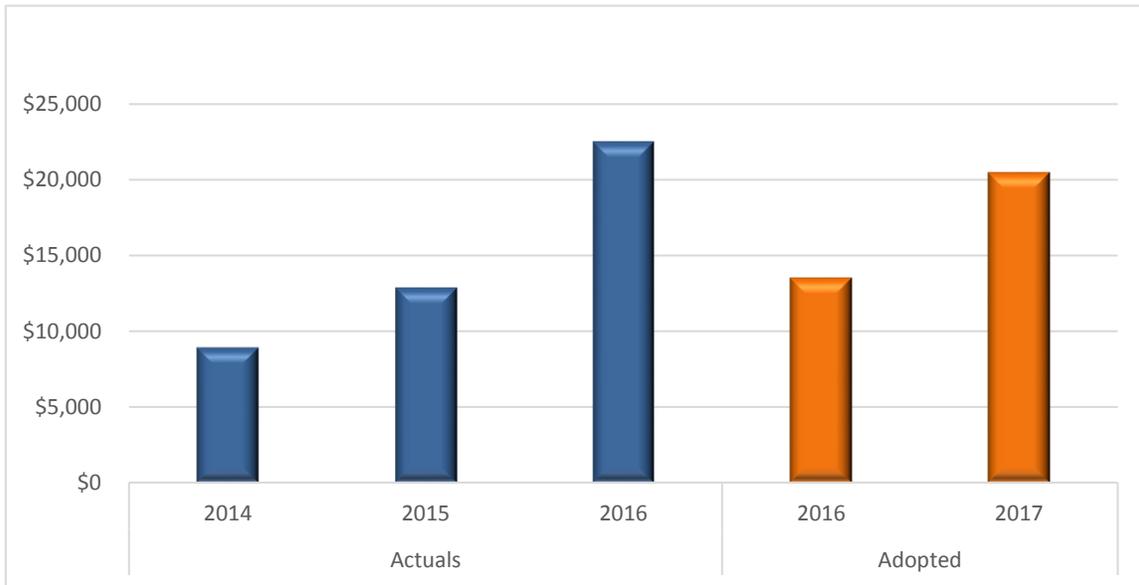


Figure 30 - Public Works Department: Traffic Signs & Lines Budget

Program Description

This program includes the fabrication and installation of traffic signs throughout the township as well as the annual marking of roads for centerlines, crosswalks, arrows, and stop bars.



Budget Commentary

The cost of traffic marking is an annual contract in the amount of \$15,000. Signs, posts, and other hardware (\$20,000) are included in the commonwealth liquid fuels budget.

Operating Budgets – Public Works

Sidewalks/Curbs Maintenance and Repairs – Account 10435

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
22110	Materials and Supplies	2273.00	3,345	3,944	3,000	4,000
Total		\$2,273	\$3,345	\$3,944	\$3,000	\$4,000

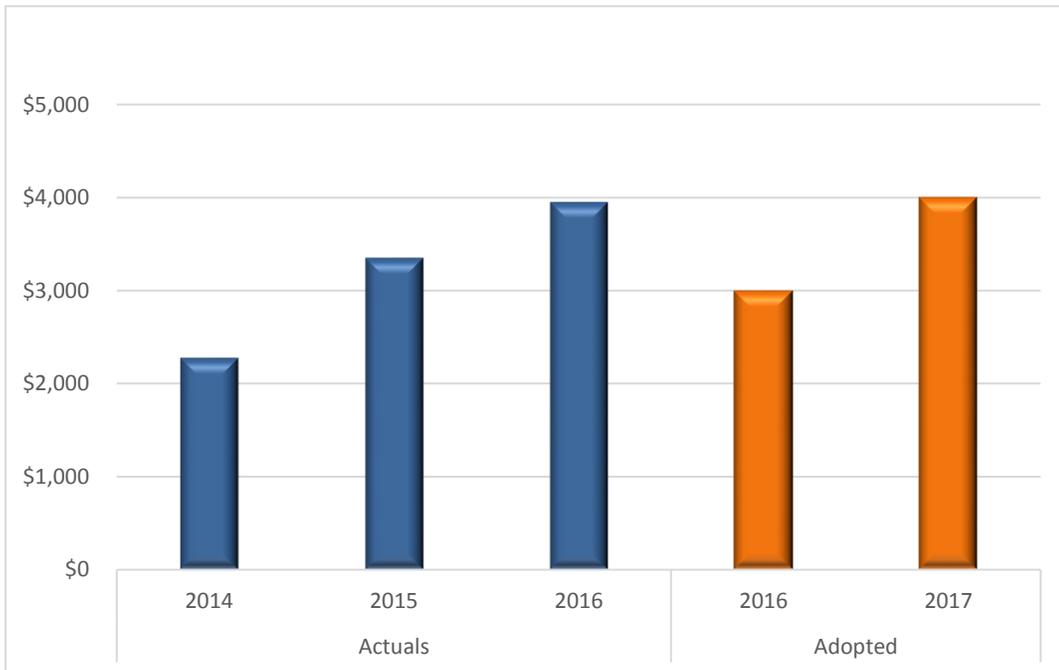


Figure 31 - Public Works Department: Sidewalks & Curbs Budget

Program Description

This program provides for the maintenance and repair of township-owned curbs and sidewalks.

Budget Commentary

Materials and supplies include the cost of curb repairs and replacements in conjunction with the sidewalk improvement program are budgeted in the capital improvement fund. The public works department continues to replace deteriorated curbs with handicapped ramps in areas slated for sidewalk improvements.

Operating Budgets – Public Works

Storm Sewers Maintenance and Repairs – Account 10436

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	2,273	3,738	8,291	20,000	10,000
11130	Overtime	12,271	102	-	500	500
22110	Materials/Supplies	102	8,012	17,170	8,000	15,000
46110	Rental/Lease	8,544	-	-	500	500
Total		\$23,190	\$11,851	\$25,461	\$29,000	\$26,000

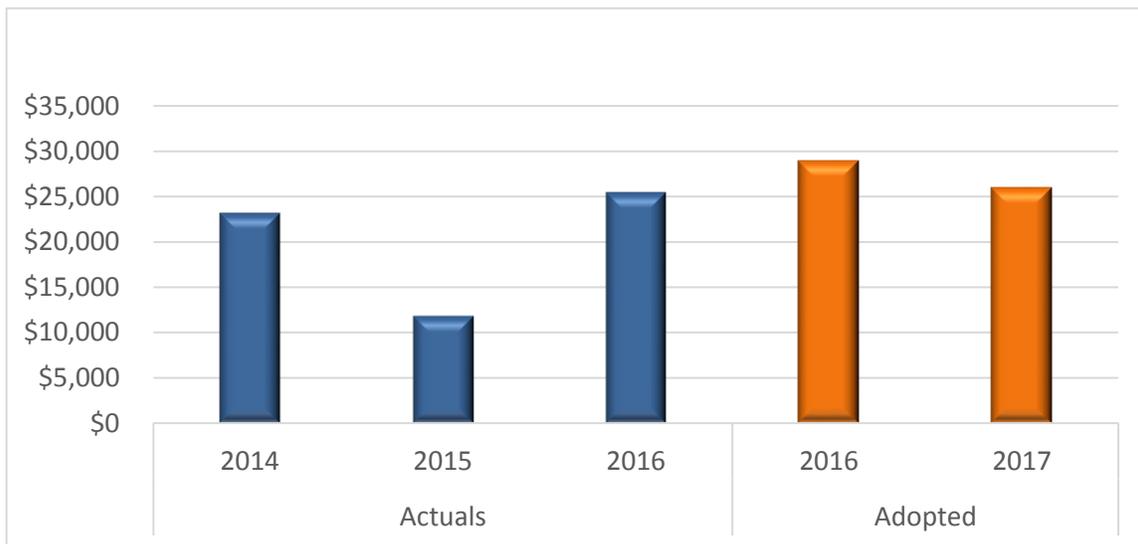


Figure 32 - Public Works Department: Storm Sewers Budget

Program Description

This program provides for the cleaning of approximately 1,088 catch basins and repairs to the storm sewer system.



Operating Budgets – Public Works

Highway Maintenance and Repairs – Account 10438

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	86,032	83,565	132,755	80,000	110,000
11130	Overtime	1,886	650	134	1,000	1,000
22110	Materials/Supplies	9,251	11,837	9,557	9,000	9,000
45110	Contract Services	4,786	7,789	12,345	10,000	10,000
Total		\$101,956	\$103,841	\$154,791	\$100,000	\$130,000

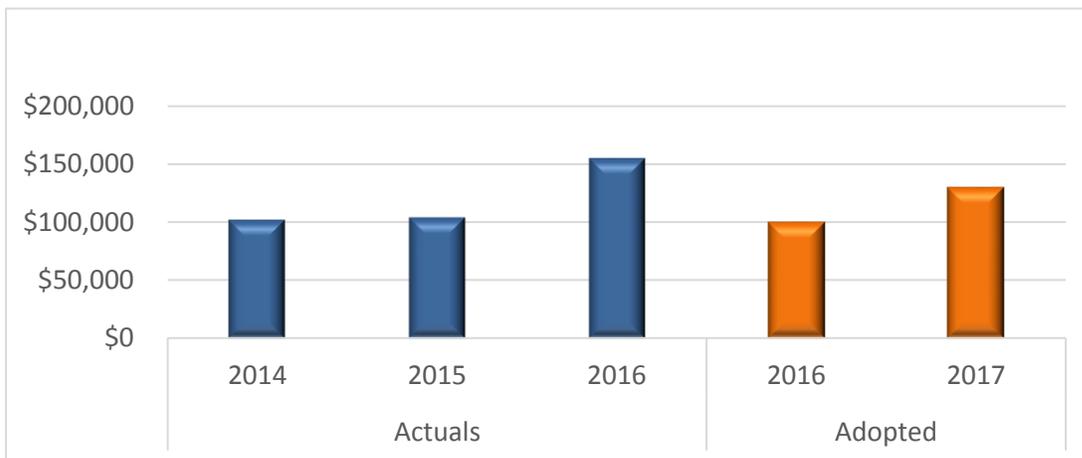


Figure 33 - Public Works Department: Highway Maintenance & Repairs Budget

Program Description

This program provides for patching and other repairs to township roads. The program is augmented by the annual resurfacing program, which is accomplished with commonwealth liquid fuels funds received from the commonwealth of Pennsylvania.

Budget Commentary

Annual road maintenance costs are budgeted in the commonwealth liquid fuels fund. Labor costs to prepare for the annual road maintenance program are paid from the general fund. Contract services consist of guide rail spraying, weed control, tree spraying and tree service.



Operating Budgets – Public Works

Township Buildings – Account 10439

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	37,309	26,461	17,881	37,000	20,000
11130	Overtime	68	982	0	500	500
12114	Materials/Supplies	9,648	7,995	9,577	8,000	8,500
12134	Repair/Maintenance	27,890	23,011	34,596	25,000	75,000
19000	Communications	12,412	13,753	16,549	-	16,000
36110	Electric - Admin	22,798	21,025	23,577	87,000	24,000
36110	Electric - Farm house	3,481	3,821	4,153	-	3,500
36110	Electric - PW	9,214	9,656	10,011	-	10,000
36110	Electric - Police	45,408	55,076	50,612	-	52,500
36120	Gas - Admin	4,195	3,790	2,507	13,000	4,000
36120	Gas - Farm house	337	348	340	-	500
36120	Gas - PW	5,278	6,055	4,577	-	5,500
36120	Gas - Police	2,159	2,280	1,967	-	2,500
36130	Sewer - Admin	268	447	735	3,000	1,000
36130	Sewer - Farm house	358	368	275	-	500
36130	Sewer - PW	284	517	296	-	500
36130	Sewer - Police	531	320	275	-	1,000
36130	Sewer - Park	302	316	275	-	500
36140	Disposal Services	3,270	2,271	2,200	2,500	2,500
36150	Water - Admin	3,754	2,541	2,947	6,000	3,000
36150	Water - PW	1,534	2,132	1,648	-	2,000
36150	Water - Police	1,497	1,951	1,771	-	2,000
45110	Contract Services	26,634	34,637	37,040	28,000	33,000
46110	Rental Lease	-	-	0	500	500
Total		\$ 218,630	\$ 219,757	\$ 223,809	\$ 210,500	\$ 269,000

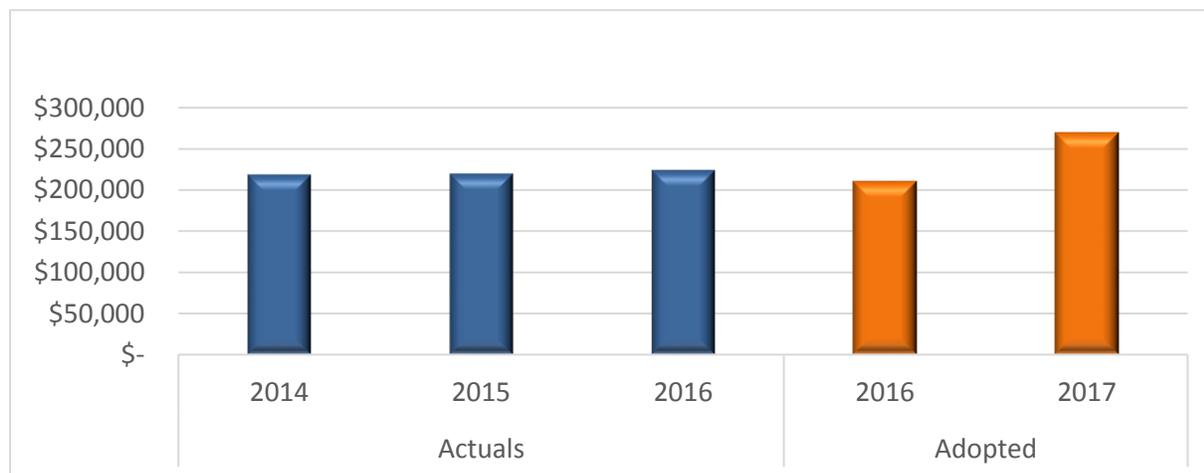


Figure 34 - Public Works Department: Township Buildings

Program Description

This program provides for the maintenance and repair of township buildings, with the exception of the wastewater treatment facility which is part of the sewer fund. The township building accounts include funding for the administration building, public works maintenance facility, police building and farmhouse.

Budget Commentary

These budget line items include costs for the utilities and maintenance of township property and any other costs related to the maintenance and repair of township buildings. Salaries also include the wages for custodial services in the police department.



Operating Budgets – Public Works

Parks Maintenance – Account 10440

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages	109,610	98,196	111,640	125,000	115,000
11130	Overtime	1,048	1,065	0	1,500	1,500
22110	Materials/Supplies	8,758	8,793	14,972	10,000	10,000
26110	Minor Equipment	1,248	521	0	1,500	1,000
27110	Repair and Maintenance	2,744	2,283	6,046	3,000	4,000
36150	Water	6,566	6,745	7,189	6,500	7,000
45110	Contract Services	22,279	22,654	24,729	21,000	22,500
Total		\$ 152,254	\$ 140,256	\$ 164,576	\$ 168,500	\$ 161,000

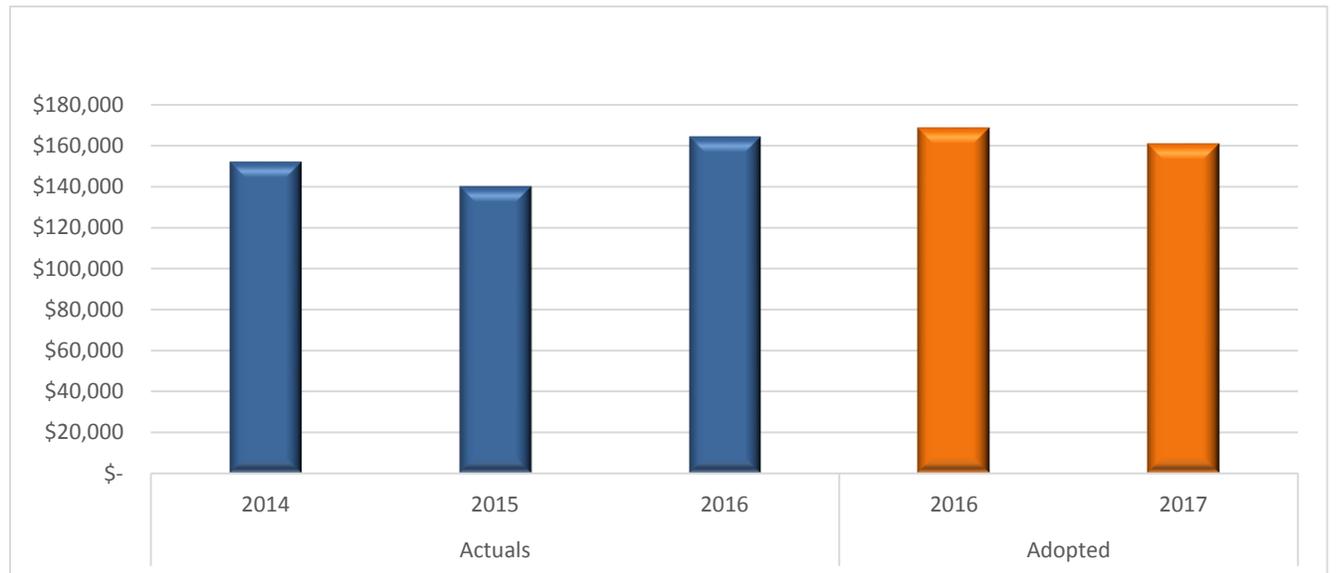


Figure 35 - Public Works Department: Parks Maintenance



Program Description

This program provides for the maintenance of township parks and playgrounds.

Budget Commentary

This program activity covers the cost of repairing playground equipment, ball diamond backstops, water fountains, and other equipment. Minor equipment includes tennis nets, swing seats, picnic tables, and related items.

Operating Budgets – Community and Cultural Services

Parks and Recreation Department – Account 10451

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
11110	Salaries/Wages Office	85,917	73,622	35,356	86000	67,218
11116	Salaries/Wages Specialists	17,965	21,563	22,844	21500	24,000
11117	Directors	53,589	51,008	74,602	61000	58,000
	Salaries/Wages	157,471	146,193	132,802	168,500	149,218
19000	Benefits	*	*	*	*	23,403
22110	Materials/Supplies	9,384	11,083	16,370	13000	15,000
22115	Park Celebration	37,074	39,134	36,254	40000	40,000
22310	Trips/Tickets	54,366	58,048	53,033	56000	56,000
26110	Minor Equipment	293	657	2,500	4000	7,000
27110	Repair/Maintenance	0	891	0	0	1,000
29310	Performances	70,131	65,735	87,035	67500	72,000
29710	Program Services	72,304	66,883	68,267	65000	65,000
33110	Advertising/Printing	25,236	25,345	25,919	25500	25,000
45110	Contract Services	18,601	17,323	28,034	16000	23,000
46110	Rental/Lease	27,204	35,962	30,000	30000	30,000
49110	Training/Development	3,300	2,495	1,487	2500	2,500
	Operations	317,893	323,555	348,899	319,500	336,500
Total		\$ 632,836	\$ 615,941	\$ 614,504	\$ 656,500	\$ 658,339



Figure 36 - Parks & Recreation Department Budget

Program Description

The parks and recreation department provides a diverse and, comprehensive array of community-based services that promote active and healthy lifestyles, cultural experiences and lifelong learning opportunities for residents of Springettsbury Township. Our core program areas include: health and fitness, adult enrichment, S.T.A.R.S (Senior Time Activities for Residents of Springettsbury, children and youth activities and trips. Additionally, the department is responsible for planning and coordinating a number of community events including Sounds of Summer, Saturday in the Park and Holiday Tree Lighting. The department operates, manages and helps coordinate the maintenance and improvement projects for 11 parks totaling over 100 acres. Facilities include an amphitheater, athletic fields, playgrounds, concession stand, inline hockey rink, tennis courts, sand volleyball courts, picnic pavilions and basketball courts.



This summary provides an overview of the current funding and the financial plans of the Parks and Recreation program. This department serves the residents and visitors of the community by providing access to recreation for all to enjoy. Each quarter the department releases a seasonal recreation guide that illustrates the upcoming programs, classes, trips and events that will be offered to the community. The department seeks to deliver a high

quality experience for the best cost and value with every offering. The total approved budget for Parks and Recreation services was \$488,000 in 2016. The proposed budget for 2017 is \$509,000 to continue providing the same quality of service and variety of recreation experiences that our residents now enjoy and have come to expect.

The Parks and Recreation Department is staffed with just two regular employees (one fulltime and one part time) who are responsible for managing all department activities and operations. During the summer season an additional 30 to 40 employees are hired for the Summer Park Program. In addition to the salaries and benefits which budget for the personnel costs, the Department is also funded to provide for materials such as athletic equipment, arts, crafts and first aid supplies. The Summer Park Program serves more than 800 children ages 6-14 years old. The Sounds of Summer Concert Series is another popular program that draws many large crowds during the summer season. Our July 3rd Concert attracts as many as 15,000 people to Springettsbury Township Park for the music and fireworks celebration.

Recreation classes advertised in the Township Newsletter are provided in locations throughout the township including; Central York School District facilities, White Rose Senior Center and the Commonwealth Fire Department to name a few. The lease of these sites allows the Township to serve nearly 1,000 children with these classes at convenient locations in different neighborhoods. The department continues to look for ways to increase participation in the programs that we offer in order to meet the diverse needs of this community.

“Saturday in the Park” is Springettsbury Township’s largest single day event, attracting crowds of 10,000 to 15,000 from York County and beyond to share in this community celebration. This free event features concerts and exhibitions with musical and local group performances, athletic competitions, food, games, prizes and concludes with a grand fireworks display. This annual event has become a tradition that this department is charged with carrying on in order to promote and showcase the community pride in Springettsbury Township.

A major goal and focus of this budget will be the construction of a new playground in Springettsbury Township Park, in May 2017. The new playground will replace the “Creative Playground” that was built in 1991. The successful completion of this playground will be contingent upon a community engagement effort to raise the remaining \$150,000 needed to fund the project. We are confident that this goal will be met because of the strong collaborative effort which has already been committed by the Department of Conservation and Natural Resources, Harley Davidson, several local businesses, and many individual community supporters. The Parks & Recreation Board along with the Department looks forward to the successful completion of this park for the community to enjoy.



Operating Budgets – Debt Service

Debt Service – Account 10471

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
71410	Debt service	264,850	3,756,000	265,000	265,000	265,000
Total		\$264,850	\$ 3,756,000	\$265,000	\$ 265,000	\$265,000

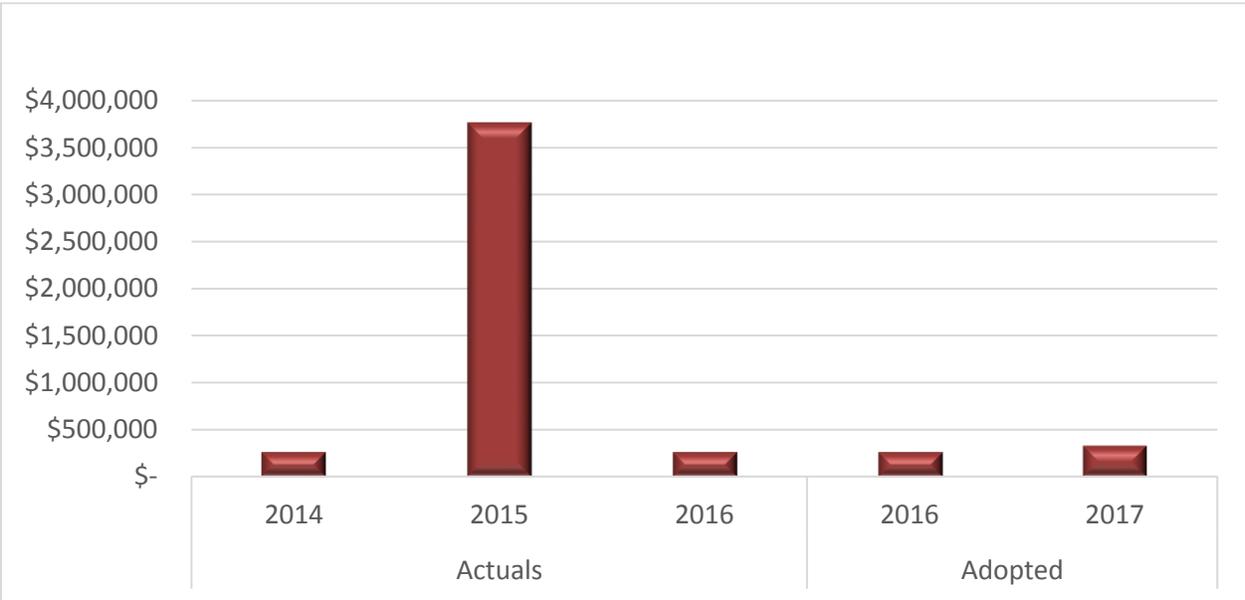


Figure 37 - Debt Service Budget

Program Description

The debt service account budgeted in the general fund is for the payment of principal and interest on township general fund borrowings. General fund bonds matured and were paid on November 15, 2009 for the previous Springetts elementary school, land acquisitions and township administration building.

In November 2013, a three year note was then secured for \$3.5 million for a new fire station, preliminary design/engineering costs for the police building and the township administration building. Park projects totaling \$100,000 were also included. After further review, funds were transferred from the police and administration building for the new fire station. Interest cost is increasing due to the borrowing reaching the \$3.5 million maximum amount.

In May 2016, the debt was refinanced and an additional \$850,000 was issued to pay for capital projects; Trout Run Road, Castle Park Playground and upgrades to the municipal fuel pumps.

Operating Budgets – Contributions

Contributions – Account 10481

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
54000	Martin Library	37,000	37,000	37,000	37,000	37,000
Total		\$ 37,000				

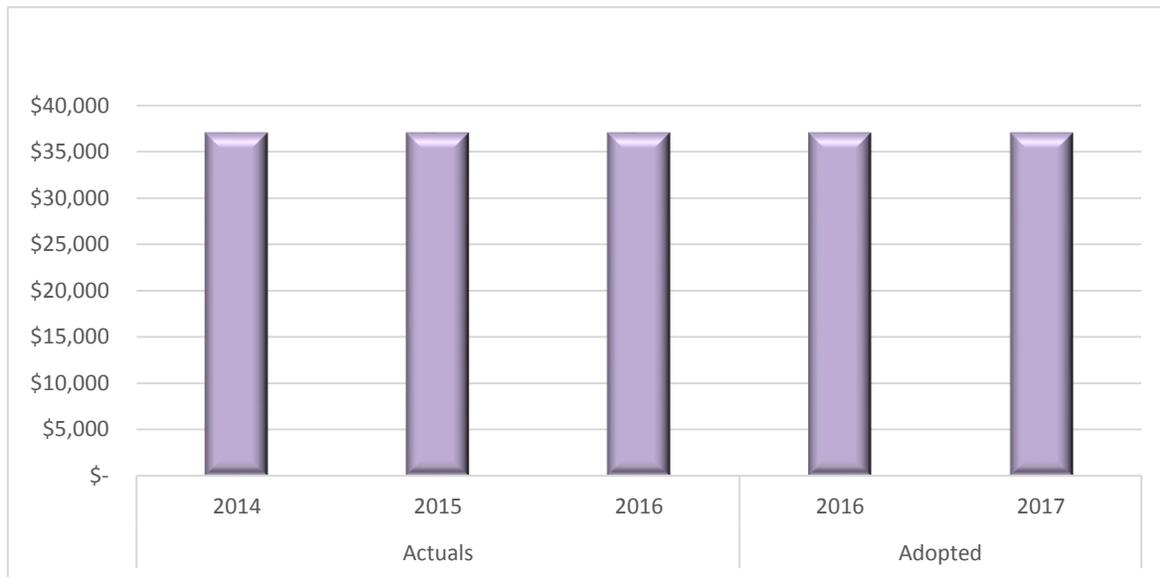


Figure 38 - Contributions Budget

Program Description

This account includes the support of Martin Library.

Budget Commentary

The library proposal reflects the continuing financial assistance to Martin Library.

Operating Budgets – Fixed/Sundry

Insurances – Account 10486

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
53120	Property	30,399	33,936	30,000	40,050	40,000
53130	Motor vehicles	31,625	36,028	36,500	36,750	36,500
53140	Law Enforcement	106,700	95,476	102,000	115,000	105,000
53150	General Liability	78,196	62,568	94,000	93,500	95,000
53155	Pollution Liability	1,773	1,363	1,400	1,500	1,500
53160	Insurance/Bonds	18,590	3,580	15,000	30,000	20,000
Total		\$ 267,283	\$ 232,951	\$ 278,900	\$ 316,800	\$ 298,000

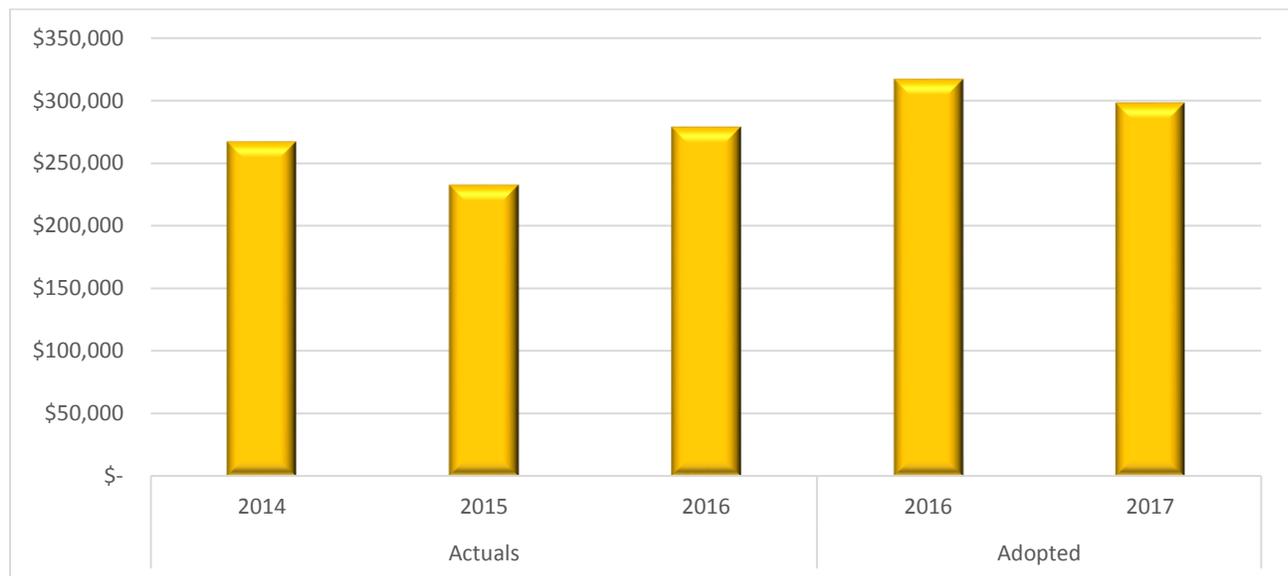


Figure 39 - Insurances Budget

Program Description

The insurance program provides protection against financial loss resulting from fire, theft or other problems that might occur with township property, including buildings, parks, vehicles and equipment, traffic signals, and other items. Also included in the program are policies covering liability for police officers, emergency medical technicians, as well as protection for various township officials.

Operating Budgets – Fixed/Sundry

Other – Account 10489

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
32410	Postage	29,038	22,222	35,444	26,000	32,000
43000	Taxes	920	1,380	1,442	500	1,500
	Refund/Prior Year					
55110	Adjustment	1,270	6,374	4,000	1,000	4,000
99900	Contingency	0	6,736	0	50,000	0
Total		\$ 31,229	\$ 36,712	\$ 40,886	\$ 77,500	\$ 37,500

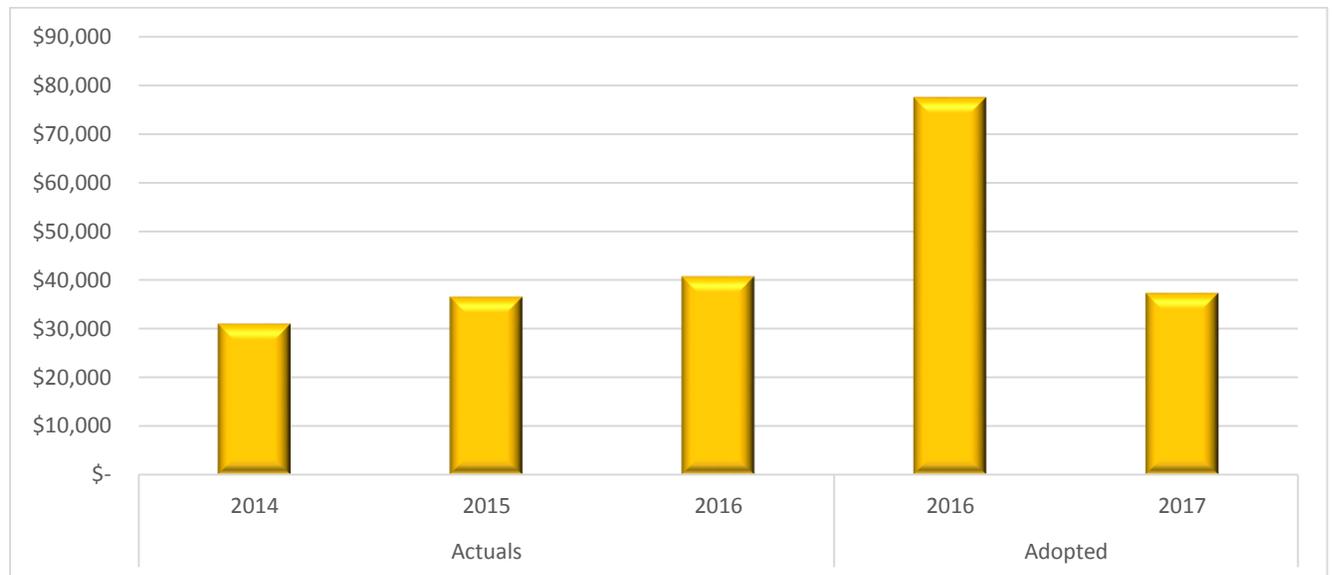


Figure 40 - Fixed/Sundry Other Budget

Program Description

Other appropriations include a variety of generic township-related expenditures as shown above.

Operating Budgets – Transfers

Interfund Operating Transfers – Account 10749

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2016	2017
10749	Capital reserve	350,000	11,000	-	350,000	310,000
Total		\$ 350,000	\$ 11,000	\$ -	\$ 350,000	\$ 310,000

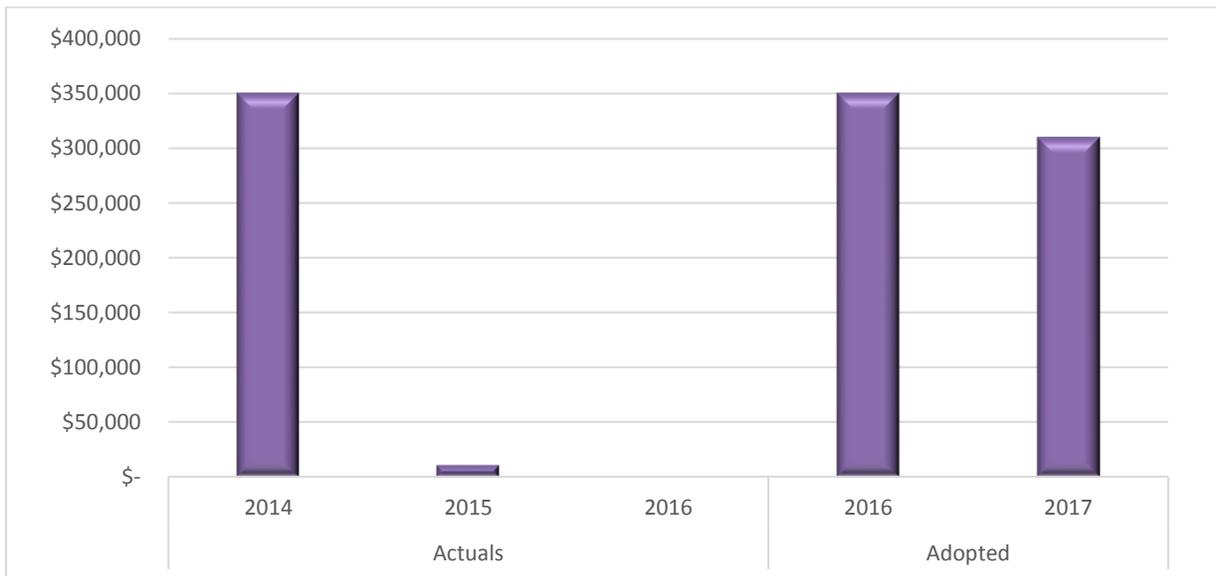


Figure 40 - Interfund Operating Transfers Budget

Program Description

This program primarily contains general funds authorized to be transferred to other funds. The account was first established in 1988 to assist the volunteer fire companies as they replaced fire apparatus, outlined under Resolution 1993-25.

Operating Budgets – Other Funds

Commonwealth Liquid Fuels – Fund 20

Classification	Actuals			Adopted	
	2014	2015	2016	2016	2017
Revenues					
20341-06110 Interest	440	477	819	500	700
20355-07510 State allocations	593,184	662,403	773,403	668,000	792,000
20355-07515 State Road Turnback Program	8,760	8,760	8,760	8,500	8,760
Total revenues	\$602,384	\$671,640	\$782,982	\$677,000	\$ 801,460
Expenditures					
20430-26610 Minor Equipment	3,466	0	0	5,000	5,000
20430-71410 Capital Equipment	0	0	0	3,000	5,000
20432-22110 Snow/Ice Materials & Supplies	145,759	97,178	45,256	90,000	100,000
20433-22110 Traffic Signals - Material & Supplies	24,682	30,399	26,891	45,000	45,000
20433-32210 Traffic Signals - Communication	820	1,064	924	1,000	1,000
20433-36110 Traffic Signals - Electric	22,102	25,005	26,807	25,000	25,000
20433-45110 Traffic Signals - Contract Services	22,228	29,481	17,823	23,000	25,000
20433-71410 Traffic Signals - Capital Equipment	0	0	0	5,000	10,000
20434-36110 Street Lights - Electric	53,686	65,780	66,835	84,000	75,000
20434-45110 Street Lights - Contract Services	2,085	2,856	2,700	8,000	2,500
20437-27110 Tool/Machinery - Maintenance/Repairs	254	0	0	5,000	1,000
20438-22110 Road Maintenance - Materials & Supplies	10,440	3,072	14,324	20,000	20,000
20438-45110 Road Maintenance - Contract Services	36,320	72,801	83,053	113,000	62,000
20439-45110 Road Construction - Contract Services	281,896	310,078	244,598	250,000	400,000
Total expenditures	\$603,737	\$637,714	\$529,211	\$677,000	\$ 776,500

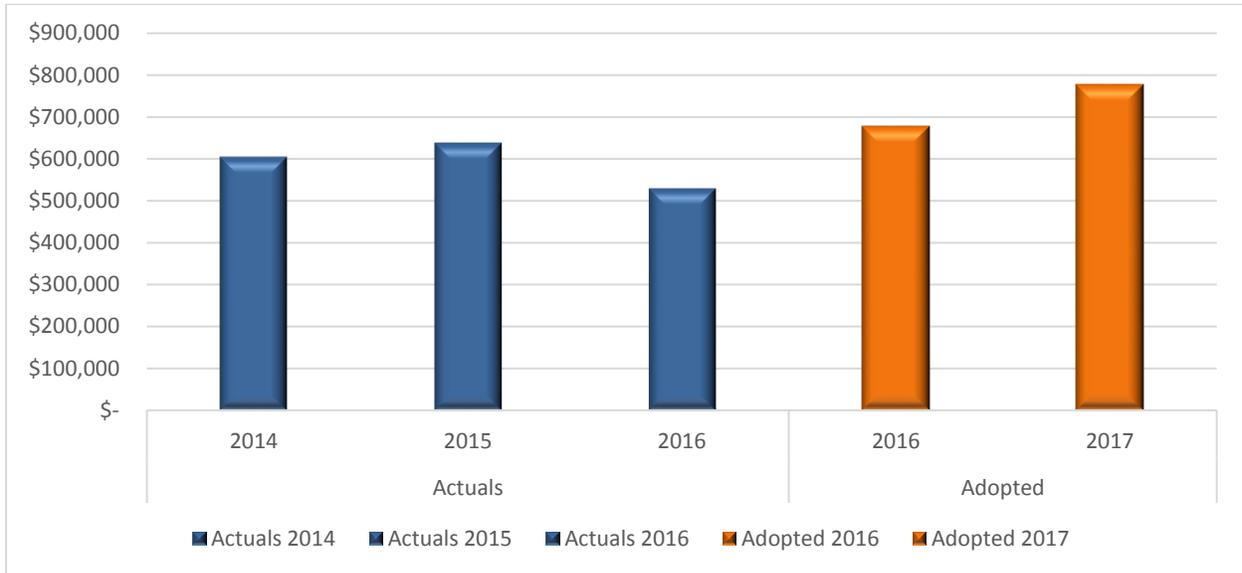


Figure 42 - Commonwealth Liquid Fuels Fund Budget

Program Description

The township receives funds through the commonwealth tax on liquid fuels. The money is designated for the construction and maintenance of roadways, and for the purchase of related highway equipment. The township anticipates commonwealth liquid fuel revenue to be \$529,000 in addition to \$8,500 for roads designated in the turn-back program.

Operating Budgets – Other Funds

Subdivision Recreation – Fund 21

Classification	Actuals			Adopted	
	2014	2015	2016	2016	2017
Revenues					
21341-06110 Interest	27	20	17	500	20
21341-06112 Contributions	1,665	3,450	3,550	-	2,000
21341-08470 Other (Use of Fund Balance)	-	-	-	9,500	2,980
Total revenues	\$1,692	\$ 3,470	\$ 3,567	\$ 10,000	\$ 5,000
Expenditures					
21454-22711 District 1	-	-	-	-	-
21454-22712 District 2	-	-	-	-	-
21454-22713 District 3	-	-	-	-	-
21454-22714 District 4	1,569	1,586	-	-	-
21454-22715 District 5	7,298	11,035	4,899	10,000	5,000
Total expenditures	\$8,867	\$ 12,621	\$ 4,899	\$ 10,000	\$ 5,000
		Percentage of Fund (%)	Balance at 12/31/16	2017 Net increase (decrease)	Estimated balance at 12/31/17
District 1	North of Route 30, West of Mount Zion	7.46%	1,020.84	0	1,020.84
District 2	North of Route 30, East of Mount Zion	14.73%	2,015.01	0	2,015.01
District 3	South of Route 30, West of Mount Zion Road	22.11%	3,024.98	0	3,024.98
District 4	South of Route 30, East of Mount Zion Road	6.31%	863.15	0	863.15
District 5	Community Centralized Parks	49.38%	6,754.52	0	6,754.52
Total revenues		44.31%	\$13,679	0	\$13,679

Figure 41 - Subdivision Recreation Fund Budget

Program Description

The Subdivision recreation revenue is derived from subdivisions in which developers are required to pay a per-lot fee (\$1,658) in lieu of contributing land. In 1996, District 5 (Community Centralized Parks) was created. The combination of the Springettsbury Township park complex and the North Hills Park are included in this district. Through ordinance, forty percent (40%) of the fund equity from the other four districts was transferred into District 5 in 1996. In 2005, Ordinance 2005-06 was adopted. In accordance with the ordinance, fees collected from developers shall be applied sixty percent (60%) to the neighborhood parks accessible to the development for which the fees were paid and forty percent (40%) for capital improvements to the community parks. In 2014, Resolution 2014-26 was passed transferring balances among the various park districts in accordance with Ordinance 2005-06 cited above in order to also accommodate the various needs of the districts.



Operating Budgets – Other Funds

Petitioned Street Light – Fund 23

Classification	Actuals			Adopted	
	2014	2015	2016	2016	2017
Revenues					
23301-03110 Real Estate Tax - Current	85,043	86,988	86,000	81,000	83,000
23301-03111 Real Estate Tax - Prior	1,754	1,464	1,400	500	1,000
23341-06110 Interest Earnings	108	124	159	500	150
Total revenues	\$ 86,905	\$ 88,576	\$ 87,559	\$ 82,000	\$ 84,150
Expenditures					
23434-36110 Electric	60,632	68,393	60,000	65,000	68,000
23434-45110 Contract Services	8,471	15,089	10,377	15,000	16,000
Total expenditures	\$ 69,103	\$ 83,482	\$ 70,377	\$ 80,000	\$ 84,000

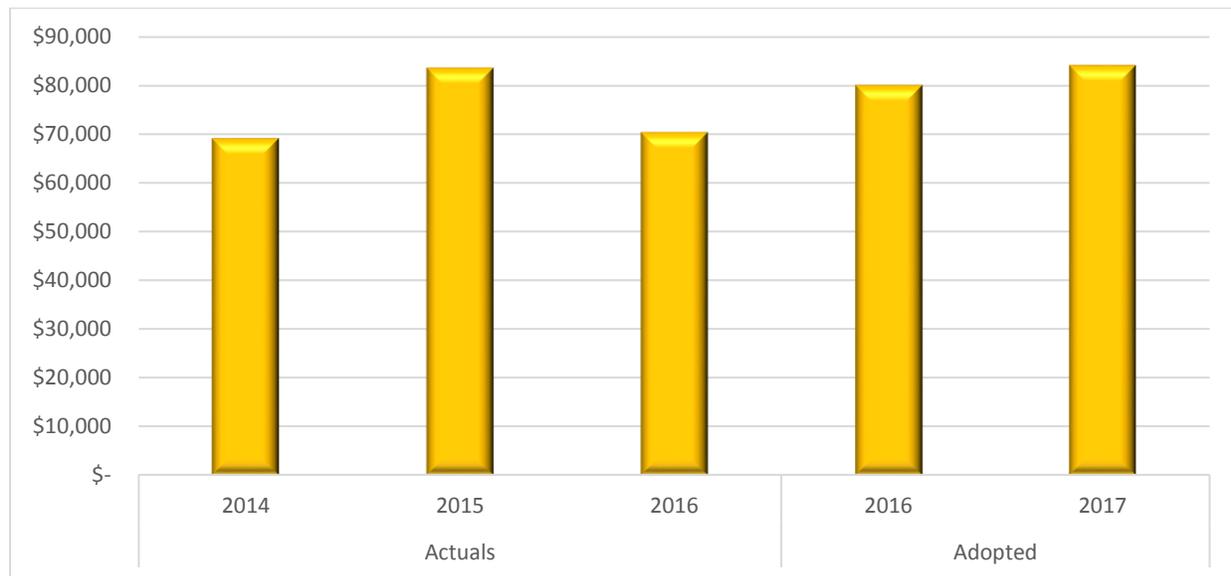


Figure 42 - Petitioned Street Light Fund Budget

Program Description

Revenue derived through an annual property assessment covers the expenses of operating streetlights within the township. Improved and unimproved properties are \$.45 per front footage.

Operating Budgets – Other Funds

Capital Improvement – Fund 30

Classification	Actuals			Adopted		
	2014	2015	2016	2016	2017	
Revenues						
30341-01122	Interest earnings (PLIGIT - 2016 bond)	0	0	2,590	0	3,800
30341-06110	Interest earnings	278	308	287	0	4,200
30374-10750	Use of Fund Balance	-	-	-	-	1,363,870
30392-10710	General Fund transfer	350,000	11,000	-	350,000	310,000
30393-13000	Note proceeds	3,000,000	3,765,000	1,331,583	0	0
Total revenues		\$3,350,278	\$3,776,308	\$1,334,460	\$350,000	\$1,681,870
Expenditures						
30430-27110	PW R&M (Fuel Pump system)	-	-	-	-	150,000
30435-71410	Sidewalks/Curb contract	68,121	29,305	17,559	30,000	35,000
30438-45110	Highway R&M (Trout Run Road)	-	-	-	-	500,000
40439-71410	PW Equipment	34,831	24,653	172,557	35,000	450,000
30439-72005	Davies Dr. railroad crossing	-	-	-	10,000	10,000
30454-61110	Park Improvements (Township Park playground)	-	-	299,999	-	200,000
30471-30000	Debt service	264,850	3,756,000	31,061	265,000	220,000
30472-00000	Traffic Signals - Material & Supplies	-	45,154	-	-	113,070
Total expenditures		\$ 367,802	\$3,855,112	\$ 521,176	\$340,000	\$1,678,070

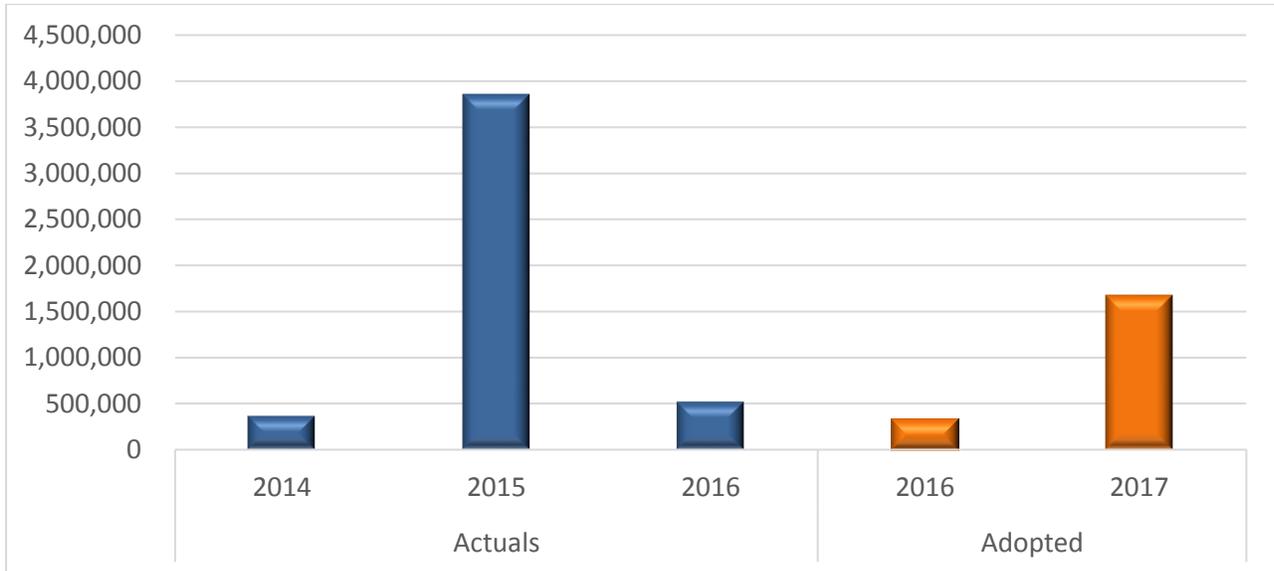


Figure 43 - Capital Improvement Fund Budget

Program Description

The capital improvements fund is financed, in part, by general fund transfers of approximately \$300,000 each year. In prior budget years a .170 mills tax rate was in effect.

Operating Budgets – Other Funds

Storm Water – Fund 33

Classification	Actuals			Adopted	
	2014	2015	2016	2016	2017
Revenues					
341-06110 Interest	101	101	110	500	125
21341-06112 Donations					
Total revenues	\$ 101	\$ 101	\$ 110	\$ 500	\$ 125
Expenditures					
446-45110 Contract services	160	0	0	500	125
446-45110 Contract services Mill Creek	-	-	-	-	-
446-45110 Contract services Kreutz Creek	-	-	-	-	-
446-45110 Contract services Codorus Creek	-	-	-	-	-
446-45110 Contract services Penn Oaks	-	-	-	-	-
446-45110 Contract services Pleasantrees	-	-	-	-	-
Total expenditures	\$ 160	\$ -	\$ -	\$ 500	\$ 125

	Percentage of Fund (%)	Balance at 12/31/16	Estimated balance at 12/31/17
Mill Creek Drainage Basin	7.30%	\$7,364	\$7,364
Kreutz Creek Drainage Basin	2.44%	\$2,460	\$2,460
Codorus Creek Drainage Basin	1.70%	\$1,718	\$1,718
Penn Oaks Detention Pond	11.56%	\$11,660	\$11,660
Pleasantrees Storm Water	40.70%	\$41,036	\$41,036
Greystone Retention Pond	36.29%	\$36,594	\$36,594
Total revenues	100.00%	\$100,833	\$100,833

Figure 44 - Storm Water Fund Budget

Program Description

A storm water management ordinance was adopted for Springettsbury Township water sheds that controls accelerated water runoff caused by development (Ordinance 1993-12).

Operating Budgets – Other Funds

Library Fund – Fund 48

Classification	Actuals			Adopted	
	2014	2015	2016	2016	2017
Revenues					
48341-06110 Interest	3,276	3,276	3,170	2,000	3,000
Total revenues	\$ 5,276	\$ 3,276	\$ 7,170	\$ 4,000	\$ 3,000
Expenditures					
48480-51120 Contributions	2,000	0	4,000	2,000	3,000
Total expenditures	\$ 2,000	\$ -	\$ 4,000	\$ 2,000	\$ 3,000

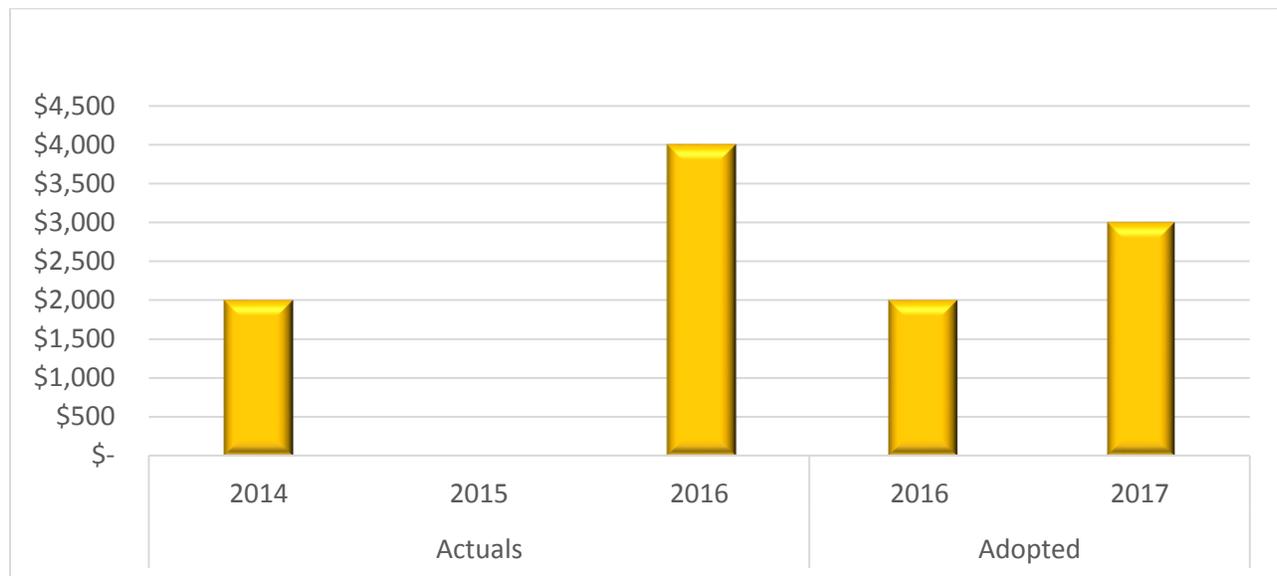


Figure 45 - Library Fund Budget



Program Description

Funds were donated to the township for the purchase of library books and/or capital purchases relating to a library. Beginning in 1998, the township entered into an agreement to transfer all interest income received during the year to The Art Institute of York and Martin Library.

Springettsbury Township

Sewer Fund



Operating Budgets – Sewer Fund

Revenues – Fund 80

Classification	Actuals			Adopted	
	2014	2015	2016	2016	2017
Revenues					
Discharge Permits - Lab	12,175	8,225	4,540	8,500	8000
Interest Earnings	181,074	154,145	135,938	150,000	175,000
Rental Income	12,300	12,300	14,865	13,000	20,000
Treasury BAB-A Int Reimbursement	257,219	249,575	240,000	130,000	245,000
Local Government Payments					
York City PS Reimbursement	76,630	101,776	17,168	83,000	59,500
Additional Cap York City	549,333	549,333	549,333	549,500	549,500
Transportation Intermunicipal	70,312	97,714	140,020	73,000	107,000
Treatment Intermunicipal	1,703,612	1,830,471	1,924,024	1,914,000	1,974,000
Intermunicipal Debt Reserves	1,036,834	875,353	1,384,356	1,026,500	1,026,000
York City Audit Adjustment	5,929	25,146	0	11,000	11,000
Transportation Audit Adjust.	20,180	27,402	15,391	15,000	15,000
Treatment Audit Adjust	1,160	6,316	73,735	25,000	35,000
5% Interceptor Intermunicipal	58,614	53,230	79,683	59,000	59,000
Charges for service					
Lab Samples	84,714	84,291	77,320	85,000	85,000
Liens & Related Costs	32,611	32,141	9,244	40,000	22,000
Sewer Charge Springettsbury	3,782,556	3,820,052	3,825,743	3,804,000	3,804,000
Treatment Haulers	795,056	646,456	567,775	800,000	570,000
Districts 8 & 9 & 10	40,987	41,186	24,485	40,500	24,000
Penalties and Fees					
Springettsbury Penalty/Interest	87,169	93,636	96,080	50,000	90,000
GB Late Fees	1,254	1,482	1,251	1,500	1,250
Sewer Charges					
Tap-In-Fees	77,040	138,672	23,968	100,000	50,000
Sewage Enforcement Fee	3,885	6,553	4,263	4,500	4,500
Utility Contract Reimbursement	26,526	42,183	41,021	40,000	0
Sale of Property	29,348	3,917	4,500	10,000	10,000
Miscellaneous	50	2,391	67	6,000	1,000
Miscellaneous Repairs	39,453	15,581	12,912	15,000	15,000
East York Pump Station Reimbursement	764	0	509	3,000	1,000
Eden Road Pump Station Reimbursement	0	0	0	3,000	1,000

Refund of Prior Expenses	32,999	347	51,060	2,000	2,000
Total revenues	\$9,019,784	\$8,919,874	\$9,319,251	\$9,062,000	\$8,964,750

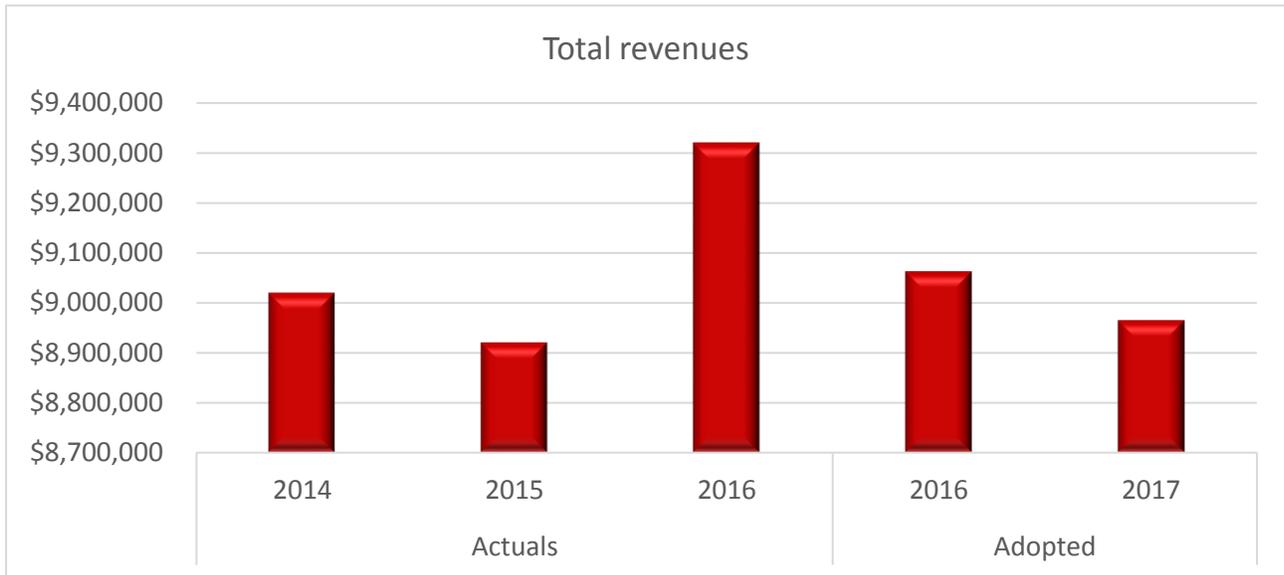


Figure 46 - Sewer Fund Revenues Budget

Operating Budgets – Sewer Fund

Expenses – Fund 80

Expenses	Actuals			Adopted	
	2014	2015	2016	2016	2017
<u>Treatment Division</u>					
Salaries	630,581	680,278	662,782	662,000	695,265
Benefits	306,733	313,831	343,651	336,000	362,417
Materials & Supplies	41,495	21,518	34,450	38,000	40,000
Sludge Disposal		720	107	2,000	100
Chemical	68,126	73,179	96,988	70,000	75,000
Lime System	141,627	140,562	105,491	140,000	140,000
UV Disinfection	4,013	-	0	1,000	2,000
Centrifuge Polymer	173,319	163,109	150,000	168,000	165,000
Utilities Exp.	6,262	1,203	513	6,500	1,000
Water	6,456	3,927	5,266	5,000	5,000
Electric	774,052	763,662	836,079	789,500	807,000
Telephone	3,260	2,145	0	4,000	2,000
Maint. & Repairs	27,279	6,156	11,007	15,000	15,000
Building Maintenance	25,181	8,470	30,140	20,000	25,000
Grounds Maintenance	22,849	8,619	10,611	15,000	12,000
Screening	24,693	12,070	13,020	20,000	15,000
Raw Sewage Handling	4,146	588	560	15,000	1,000
Grit Removal	11,475	9,648	41	-	500
Nitrif Tk N-1	29,005	39,601	173,683	160,000	156,000
Return Sludge Pmp	2,752	516	197	5,000	500
Scum Handling	-	-	2,911	5,000	3,000

OPERATING BUDGETS – SEWER FUND EXPENSES 80

Lime System	407	799	588	5,000	800
UV Disinfection	17,829	589	996	8,000	1,000
GBT Polymer	395	-	2,795	1,000	3,000
Centrifuge Polymer	3,690	6,318	5,681	-	6,000
Gravity Belt Thickener	4,845	4,102	20,269	5,000	20,000
Sludge Holding/Digestion	-	715	19,833	4,000	15,000
Centrifuges	2,801	35,068	20,509	35,000	25,000
Composting	2,797	-	0	500	500
Mudwell	-	50	157	1,000	500
Sludge Disposal	-	195	0	1,000	500
Utility Water Pumps	-	2,323	5,598	-	5,000
Electrical System	23,549	34,120	21,397	3,000	22,000
Mobile Equipment	52,357	25,989	51,252	50,000	50,000
Rental Expense	452	480	640	1,500	1,500
Vehicle Expense General	9,687	4,183	5,424	5,000	5,000
Diesel Fuel	38,281	36,037	40,000	45,000	43,000
Minor Equipment	771	1,801	1,074	8,000	8,000
Contracted Service	49,393	56,630	45,476	65,000	53,000
Uniform Service	3,852	5,841	9,018	6,500	7,000
Composting	50	25	0	500	500
Sludge Disposal	109,238	107,716	115,000	120,000	115,000
Conference & Training	5,915	2,965	10,007	5,000	13,000
Depreciation	2,212,475	2,200,283	2,179,542	2,168,000	2,179,000
Bad Debt	-	-	1,315	-	0
Total treatment division	\$4,842,086	\$4,776,030	\$5,034,071	\$ 5,015,000	\$ 5,097,082

Collection Division

Salaries	263,321	158,379	153,232	175,500	182,376
Benefits	138,686	100,436	124,166	150,000	114,640
Shared Interceptor Work	17,685	4,241	1,648	17,000	3,000
York Diversion Pump Sta	3,894	3,354	1,237	5,500	3,000
Materials & Supplies	4,816	5,301	4,569	5,500	6,000
Chemical	971	464	1,537	2,000	2,000
Outside Flow Meters	2,849	2,829	2,226	3,000	3,000
Springettsbury Flow Meters	4,729	4,768	4,816	5,000	5,000
Springettsbury Pump Station	63,007	66,267	82,741	65,000	65,000
Coll Bldg - Telephone	1,971	812	-	2,000	2,000
York City Diversion PS	8,222	7,233	13,576	8,000	11,500
Maintenance & Repairs	4,981	17,179	10,815	5,000	15,000
Outside Flow Meters	450	-	-	1,000	500
Springettsbury Flow Meters	69	1,004	-	500	500
Springettsbury Pump Stations	2,688	10,504	-	13,000	5,000
Line Maintenance	32,866	392	232	20,000	5,000
ROW Work	-	-	3,600	500	3,000
Manhole Work	6,782	7,305	-	4,000	4,000
SHARED INTERCEPTOR WORK.	31,922	-	-	1,000	1,000
York Diversion Pump Stat	2,761	2,035	95	2,000	2,000
E.York Pp.Station	327	8,967	27,882	45,000	55,000
Mobile Equipment	278	6,329	15,533	5,000	11,000
Rental Expense	150	2	177	1,500	1,000
Vehicle Operating Exp.	46,650	23,741	8,563	40,000	30,000

OPERATING BUDGETS – SEWER FUND EXPENSES 80

Minor Equipment	2,512	2,489	1,665	3,000	3,000
Contract Services	14,719	16,963	16,500	18,000	15,000
Uniform Service	-	1,176	2,544	1,000	3,000
York City Diversion Pump St	63,940	6,025	39,246	34,000	35,000
Conference & Training	2,211	1,224	1,934	1,500	2,000
Depreciation Expense	126,911	205,502	198,833	191,000	191,000
Springettsbury Collection Deprec.	458,697	474,650	480,604	500,000	485,000
Collection:Div PS Depreciation	105,189	105,189	105,189	105,000	72,000
Total collection division	<i>\$1,414,255</i>	<i>\$1,244,759</i>	<i>\$1,303,159</i>	<i>\$ 1,430,500</i>	<i>\$ 1,336,516</i>

Administration Division

Salaries	100,658	300,916	-	324,500	290,720
Benefits	100,529	118,709	144,147	167,000	130,566
Materials & Supplies	12,925	10,381	10,167	12,000	12,000
Liability Insurance	186,065	179,028	32,992	185,000	180,000
Administration Charges	300,000	325,000	433,333	325,000	325,000
Engineering Services	32,034	12,146	44,697	40,000	40,000
Auditing Services	24,150	25,500	22,500	27,000	22,500
Advertising	1,003	-	1,958	3,000	2,000
Contract Services	393	-	3,566	500	3,000
Utilities Expense	-	3,177	15,383	500	10,000
Telephone	13,691	9,415	2,124	13,000	5,000
Maint. & Repairs	917	-	759	3,000	2,000
York City Capacity Rent	831,000	831,000	831,000	831,000	831,000
Legal Services	30,474	30,013	15,971	50,000	25,000
Vehicle Opr Expense	1,532	811	644	3,000	2,000

OPERATING BUDGETS – SEWER FUND EXPENSES 80

Minor Equipment	-	825	-	1,500	500
Capital Equipment	-	4,153	-	10,000	5,000
Capital Equipment	17,477	7,890	17,436	30,000	30,000
Contracted Services	74,295	54,480	82,415	80,000	80,000
Bank Service Charges	17,556	15,915	760	15,000	1,000
Bill Collection Service	-	3,290	4,782	5,000	5,000
Mail Service	11,989	7,827	13,000	14,000	14,000
Office Cleaning	4,741	4,360	3,781	5,000	5,000
Conference & Training	3,461	2,057	3,597	4,000	4,000
Interest Expense	1,042,588	960,577	935,000	931,000	648,000
Interest Expense	958	11,493	12,771	-	0
Debt Principal	-	-	-	1,006,000	1,006,000
Amortization Exp	54,468	-	10,581	11,000	11,000
Bond Insurance Expense	3,631	3,663	-	4,500	1,000
Depreciation Expense	2,914	3,464	3,725	3,500	7,000
Depreciation - Springettsbury			3,464	3,500	3,000
Total administration division	\$2,869,450	\$2,926,089	\$2,650,552	\$ 4,108,500	\$ 3,701,286

Technical Services Division

Salaries General	260,535	178,924	205,970	203,500	149,412
Benefits	148,049	119,652	120,952	156,000	119,992
Material & Supplies	694	3,292	6,571	4,000	6,000
Septage Management	286	-	456	1,000	1,000
Lab Proc Control Anal	7,610	8,629	(864)	9,000	3,000
Indust Pretreatment	305	793	2,541	1,000	2,000
Chemicals Expense	16	705	3,883	1,000	4,500

OPERATING BUDGETS – SEWER FUND EXPENSES 80

Lab Process Control/Analysis	6,604	4,483	1,135	6,000	1,500
Telephone	1,175	750	-	1,000	-
Maint. & Repairs	-	266	1,018	500	1,000
Lab Process Control	1,872	1,361	858	2,000	2,000
Rental Expense	-	-	-	500	500
Minor Equipment	2,021	3,685	4,321	2,000	5,000
Process Control	4,806	-	619	6,000	2,000
Contracted Services	-	1,006	322	1,500	1,000
Lab Process Control	20,368	26,589	21,448	22,000	25,000
Industrial Pretreatment	26,025	14,900	18,000	27,000	22,000
NPDES Analysis	1,643	-	2,000	4,000	10,000
Sludge Disposal	4,140	3,788	3,943	8,000	5,000
Conference & Training	800	385	3,010	2,500	2,500
Depreciation	5,126	889	1,416	1,500	1,500
Total technical services division	\$ 492,074	\$ 370,097	\$ 397,598	\$ 460,000	\$ 364,904
Capital	\$ -	\$ -	\$ -	\$ 75,000	\$ 778,100
TOTAL SEWER FUND EXPENSES	\$9,617,864	\$9,316,976	\$9,385,380	\$11,089,000	\$11,277,888

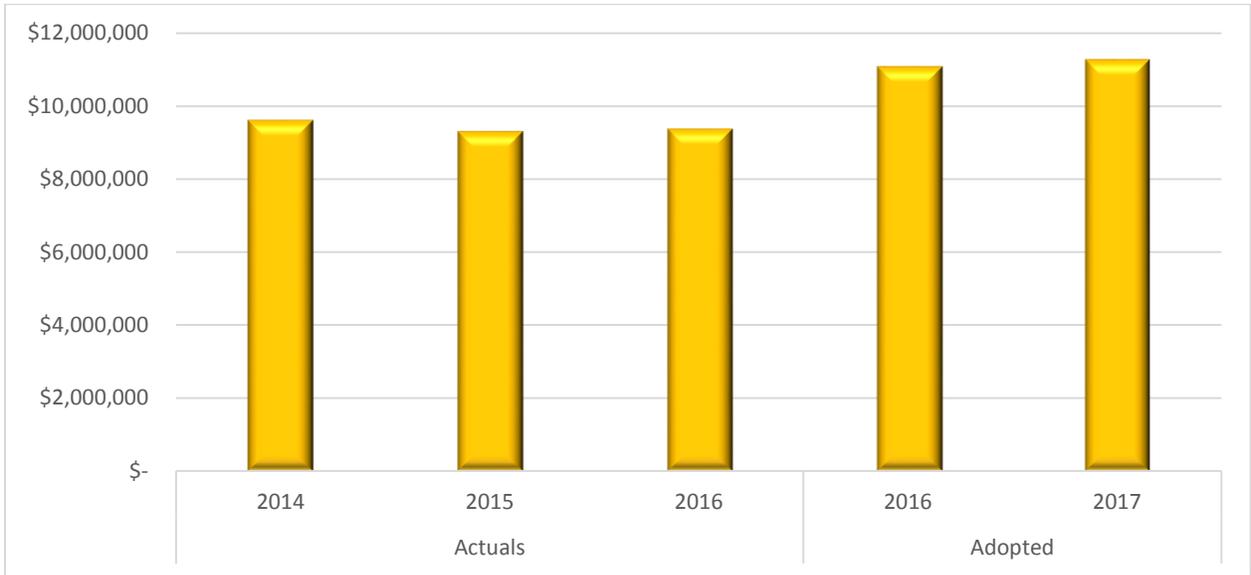


Figure 47 - Sewer Fund Expenses Budget

Capital Improvement – Sewer Fund

Sewer Reserves Fund

2017-2021 Capital Improvement Program					
	1/1/2017	1/1/2018	1/1/2019	1/1/2020	1/1/2021
Investments	4,855,071	4,172,071	3,047,071	2,127,071	542,071
Investment earnings	70,000	70,000	55,000	40,000	10,000
Total capital available	\$ 4,925,071	\$ 4,242,071	\$ 3,102,071	\$ 2,167,071	\$ 552,071
Capital Expenditures	\$ 753,000	\$ 1,195,000	\$ 975,000	\$ 1,625,000	\$ 1,875,000
Ending cash & investments	\$ 4,172,071	\$ 3,047,071	\$ 2,127,071	\$ 542,071	\$ (1,322,929)

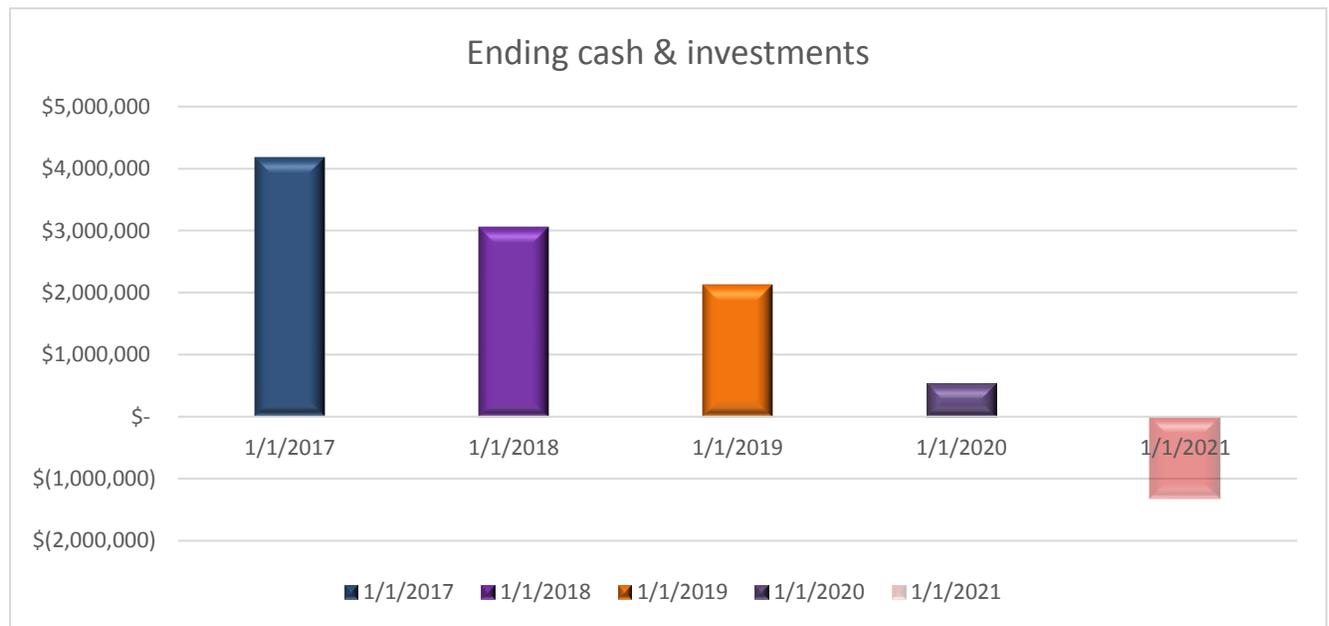


Figure 48 - 2017 to 2021 Sewer Fund Capital Improvement Program

**Springettsbury Township
Sewer Reserves Fund
2017-2021 Capital Improvement Plan**

	2017	2018	2019	2020	2021
Sewer Rehabilitation	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Fayfield Rehabilitation		\$300,000	\$300,000	\$800,000	\$900,000
Haines Acres Rehabilitation				\$800,000	\$800,000
Replace #975 (1996)	\$55,000				
Descale & Line Sewer Under Rte. 30			\$50,000		
North Hills Road Rehabilitation		\$250,000			
Yorkshire Rehabilitation		\$250,000	\$250,000		
East York Interceptor (Windsor Twp.)	\$500,000	\$300,000			
Wilshire Hills Rehabilitation					\$150,000
Replace Flow Meters	\$68,000	\$70,000			
Replace Pump Alarm Dialers	\$20,000				
Replace #910 (2002)	\$85,000				
Replace VacCon #914 (2001)			\$350,000		
Total Projects	\$ 753,000	\$ 1,195,000	\$ 975,000	\$ 1,625,000	\$ 1,875,000

Capital Improvement – Sewer Fund

Inter-municipal Sewer Fund

Inter-municipal Sewer Reserves 2017-2021 Capital Improvement Program

	1/1/2017	1/1/2018	1/1/2019	1/1/2020	1/1/2021
Investments	6,999,018	4,279,018	1,399,018	1,894,018	2,319,018
Investment earnings	90,000	70,000	20,000	25,000	30,000
Intermunicipal deposits	600,000	600,000	600,000	600,000	600,000
Total capital available	\$7,689,018	\$4,949,018	\$2,019,018	\$2,519,018	\$2,949,018
Capital expenditures	\$ 3,410,000	\$ 3,550,000	\$ 125,000	\$ 200,000	\$ 950,000
Ending cash & investments	\$4,279,018	\$1,399,018	\$1,894,018	\$2,319,018	\$1,999,018

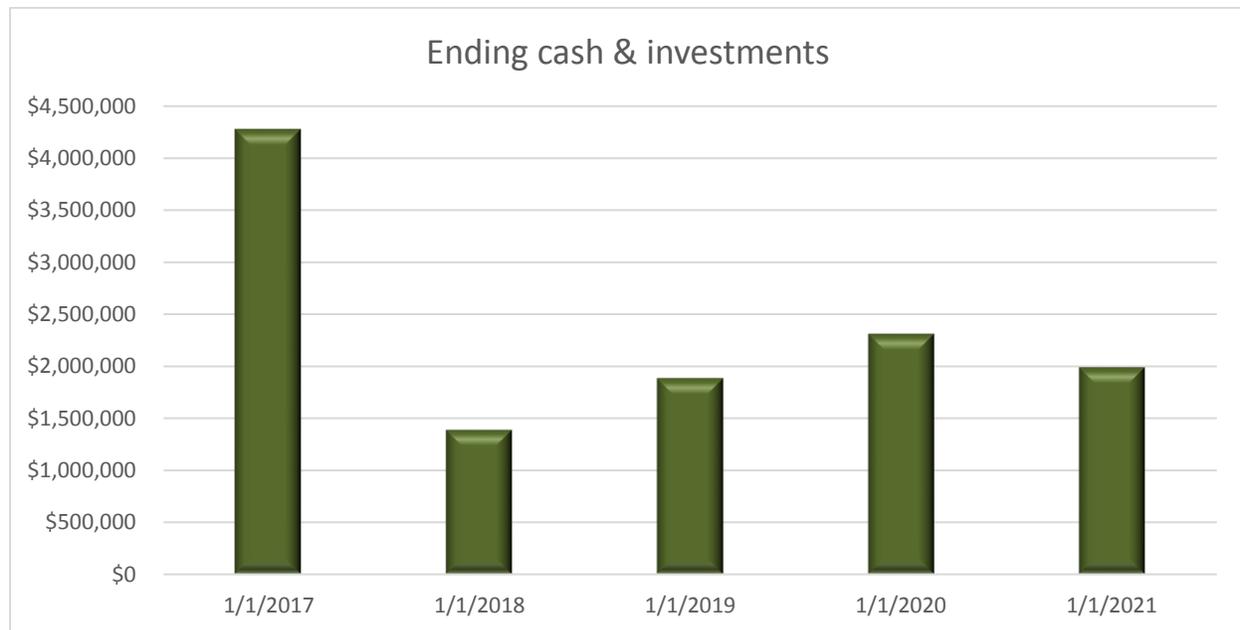
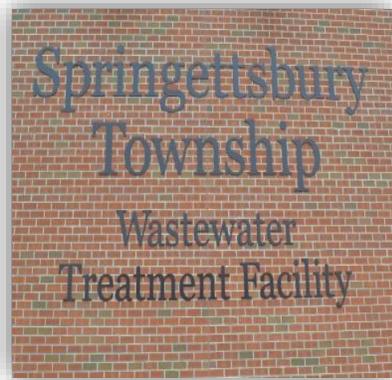


Figure 49 - 2017 to 2021 Sewer Intermunicipal Fund

**Springettsbury Township
Inter-municipal Sewer Reserves Fund
2017-2021 Capital Improvement Plan**

	2017	2018	2019	2020	2021
Biosolids Handling Study		\$ 50,000			
Biosolids Containment Area Improve.					\$ 750,000
New Process Blower	\$250,000				
Replace Raw Sewage Pumping Sys.	\$1,500,000	\$1,500,000			
Fat, Oil, Grease Acceptance Sys.	\$1,500,000	\$2,000,000			
Replace Roof (2 Pole Buildings)	\$ 100,000				
Replace #905 (2000)				\$ 200,000	
Replace Knight Biosolids Spreader	\$ 60,000				
Replace #906 (2001)					\$ 200,000
Replace #923			\$ 125,000		
Total Projects	\$3,410,000	\$3,550,000	\$ 125,000	\$ 200,000	\$ 950,000

Sewer Funds



Administration Division

Program Description

The administration division provides administrative and supervisory support for plant operations and maintenance, technical services, collection system operations and maintenance. Additional activities include long range planning for plant and collection system improvements, financial management in conjunction with the finance department, interfacing with outside municipalities, developing plans and programs required by state and federal regulatory agencies, and complying with regulatory requirements related to pollution control.

Budget Commentary

The overall department operating expenses have slightly decreased for 2015. The main contributing factor is a reduction in electrical consumption which is a result of fine tuning the Biological Nutrient Removal (BNR) process.

Program Accomplishments

The treatment plant went through a major upgrade to meet new nutrient limits to help reduce the nitrogen and phosphorus loadings on the Chesapeake Bay. That project cost \$20+ million and was ongoing from 2009-2011. This project was called the BNR Project. BNR is biological nutrient removal.

In 2016, the Department ordered a new compact track loader. This machine will be used primarily in the Biosolids handling functions that our staff performs at the various farm sites that we have permitted throughout York County. We should receive this machine by the end of November. The grand total for this machine is ~\$80,000.

In 2016, through Buchart Horn, we bid a project to replace 600 feet of badly damaged 8 inch sanitary sewer along the south side of East Market Street in the western end of the Township. The contractor, Barrasso Excavation will hopefully start the job in the next few weeks. It should take less than 60 days to complete. It is a night time job. Hours of work are 9:00pm to 6:00am. Buchart Horn will provide full-time construction inspection. The construction total is approximately \$150,000.

Several years ago Windsor Township approached us to inquire if they could run a gravity line through Springettsbury and connect to an existing line of ours and be part of the East York Pump Station drainage basin. The purpose of their request was so they could eliminate a problematic pump station. We agreed. Buchart Horn is the firm that designed the project. They are currently working with DEP on the planning and permitting. Hopefully this project is bid in early 2017. It should take 1 year to complete. I estimate the project total to be around \$2.0million. The cost breakdown is approximately \$1.2million for Windsor Township and \$800,000 for Springettsbury Township. This also benefits Springettsbury Township because we will be able to eliminate a pump station (Penn Oaks) because the new gravity line will run close to it. In addition, we will have an existing line replaced to a bigger more reliable line because of the additional flow from Windsor Township.

Buchart Horn is currently designing a project that will allow the plant to accept trucked in FOG (fats, oil, and grease). This will definitely increase our annual trucked waste revenue. In addition, a separate part of the same project, they are also designing the replacement of the raw sewage pumping system and several other small items. These items are some of the few processes that did not get upgraded as part of the BNR Project. The estimated project cost is \$6.5 million. In 2017, replace vehicle #975, which is a 1996 Jeep Cherokee. The vehicle will be replaced with a new Ford F-350 that will be equipped for snow removal. The budgeted cost for the complete package, including the snow plow is \$55,000.

Sewer Funds

Collection Division

Program Description

Collection division staff monitors and maintains 136 miles of sanitary sewer pipeline, 6 pump stations and 13 flow meter installations. Personnel and equipment are available to respond to any sewer emergency 24 hours a day, 365 days a year. Division functions include excavation and replacement of broken sewer pipes and preventative maintenance in the form of hydraulic cleaning, root sawing, internal television inspection of sewers, infiltration, and inflow studies using portable flow meters, weirs and computer models, and the operation and maintenance of sewage pump stations.



Budget Commentary

Chemical costs are projected to decrease with the decreased demand for bioxide. Maintenance and repair costs have decreased as a result of the large rehabilitation projects that have occurred over the past few years. All other expenses have remained fairly constant.

Current Year Program Accomplishments

- Rehabilitated 22,000 feet of sewer in the Yorklyn neighborhood by an ultraviolet cured in place lining process.
- Rehabilitated 1,100 feet of sewer on Sagamore Drive by an ultraviolet cured in place lining process.
- Rehabilitated 200 feet of sewer on Stone Ridge Road by an ultraviolet cured in place lining process.
- Replaced 650 feet of defective sewer on Circle Drive; replaced 280 feet of defective sewer on Raleigh Drive; replaced 50 feet of defective sewer on Mt. Zion Road.
- Cleaned 20 miles of sanitary sewer pipeline.
- Televised 18 miles of sanitary sewer pipeline.
- Started the Haines Road sewer rehabilitation project.

New Year Program Objectives

- Continue locating and isolating sources of infiltration and inflow using portable flow metering and closed circuit television inspections.
- Begin rehabilitation of the Fayfield sanitary sewer system.
- Complete the Haines Road rehabilitation project.
- Continue cleaning and maintaining the sanitary sewer system.
- Replace and realign a portion of the Mill Creek interceptor due to the I-83 Exit 18 project which is slated to start in late spring of 2015.

Sewer Funds

Technical Services Division

Program Description

Technical services provide analytical and technical support for the safe and efficient operation of the treatment plant and for the economic and environmentally safe disposal of biosolids. This division includes laboratory services, waste hauling, industrial pretreatment, and biosolids processing compliance.

Budget Commentary

There are not any significant changes anticipated.

Current Year Program Accomplishments

- The central objective has been to maintain the trucked waste (septage) revenue at approximately \$900,000.

New Year Program Objectives

- Continue to maintain the current level of trucked waste revenue while reducing the amount of high strength waste accepted at the plant. The pretreatment and trucked waste personnel will monitor costs of collection and analyze pretreatment samples.
- Work with the Pennsylvania Department of Environmental Protection during the NPDES permit renewal process.
- Track and monitor septage received via the trucked waste program in order to obtain applicable nutrient credits through the Pennsylvania Department of Environmental Protection.



Sewer Funds



Treatment Division

Program Description

Treatment and maintenance staff monitor plant operations and perform maintenance on equipment. Operations personnel respond to changes in performance and adjust plant processes to ensure permit compliance. Other duties include composting, land application of biosolids, grounds maintenance, and a variety of other tasks. Maintenance personnel perform preventive and corrective maintenance on mechanical and electromechanical equipment, building, and vehicles.

Budget Commentary

Utilities are projected to be lower due to fine tuning the BNR processes. Maintenance and repair costs are projected to be higher as annual preventative maintenance will begin on all BNR equipment. All other expenses have remained fairly constant.

Current Year Program Accomplishments

- The staff continued the process of permitting one new farm in York County for biosolids application.

New Year Program Objectives

- Continue permitting farmland for biosolids application.
- Monitor electric usage and investigate methods to conserve energy.
- Plant staff will perform annual maintenance on all equipment.

2016–2017 Departmental Staffing Levels

Department - Title	2016	2017
<u>Administration</u>		
Township Manager	1	1
Director of Administrative Services	1	1
Director of Human Resources	1	1
Information Systems Manager	1	1
Communications Manager	0	1
Events/Public Relations/Grants Coordinator	1	0
Human Resources Administrative Assistant	1	1
Support Services Associate	1	1
Administration TOTAL	7	7
<u>Community Development</u>		
Director of Community Development	1	1
Plan Reviewer & Inspections Supervisor	1	1
Construction Code & Codes Enforcement Official	1	1
Plumbing Inspector & Codes Enforcement Official	1	1
Inspector/Codes Enforcement	0	1
Planning Assistant	0	1
Support Services Associate	0.5	0.5
Community Development TOTAL	4.5	6.5
<u>Emergency Medical Services</u>		
Emergency Medical Technicians	4	3
Emergency Medical Services Total	4	3
<u>Finance</u>		
Director of Finance	1	1
Deputy Director of Finance	1	1
Staff Accountant	1	1
Accounting Clerk	1	1
Finance TOTAL	4	4
<u>Police</u>		
Police Chief	1	1
Lieutenant	2	2
Sergeant	3	3
Corporal	4	4

2016 – 2017 DEPARTMENTAL STAFFING LEVELS

Patrol	22	22
Administrative Assistant	1	1
Data Entry Clerk	1	1
Receptionist/Data Entry Clerk	1	1
School Crossing Guard	3	3
Police Department TOTAL	38	38

Public Works

Director of Public Works/Wastewater Treatment	0.5	0.5
Superintendent of Public Works	2	2
PW/WWT Administrative Assistant	0.5	0.5
Automotive Mechanic	2	2
Laborer	2	2
Laborer/Operator 1	8	8
Laborer/Operator 2	1	1
Crew Leader	3	3
Public Works Department TOTAL	19	19

Recreation

Director of Recreation	1	1
Support Services Associate	0.5	0.5
Recreation Department TOTAL	1.5	1.5

Wastewater Treatment

Director of Public Works/Wastewater Treatment	0.5	0.5
Superintendent of Wastewater Treatment	2	2
PW/WWT Administrative Assistant	0.5	0.5
Solids Handling Specialist	1	1
Pre-treatment Specialist	1	1
Laboratory Technician 1	1	1
Laboratory Technician 2	0	0
Operator In Training	2	2
Operator 1	2	2
Operator 2	4	4
Lead Operator	1	1
Maintenance Mechanic Helper	1	1
Maintenance Mechanic 1	1	1
Maintenance Mechanic 2	1	1
Lead Maintenance Mechanic	1	1
Wastewater Treatment Department TOTAL	19	19

2016 – 2017 DEPARTMENTAL STAFFING LEVELS

<u>Staffing Summary</u>	<u>2016</u>	<u>2017</u>
Administration	7	7
Community Development	4.5	6.5
Emergency Medical Services	4	3
Finance	4	4
Police	38	38
Public Works	19	19
Recreation	1.5	1.5
Wastewater Treatment	19	19
Staffing Totals	97	98

Glossary

Account

A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts. Several related accounts may be grouped together in a fund. A list is called a chart of accounts.

Accounting Standards

The generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB) that guide the recording and reporting of financial information by state and local governments.

Actual vs. Budgeted

Difference between the amounts projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses, which are incurred by the end of the fiscal year.

Adoption

Formal action by Springettsbury Township board of supervisors which sets the spending limits for the fiscal year.

Appropriations

Specific amount of monies authorized by the board of supervisors for the purpose of incurring obligations and acquiring goods and services.

Assets

The resources and property of the township that can be used or applied to cover liabilities.

Audit Report

The report prepared by an auditor covering the audit or investigation of an entity's financial position for a given period of time, usually a year. As a rule, the report should include: 1) a statement of the scope of the audit; 2) explanatory comments concerning exceptions from generally accepted auditing standards; 3) opinions; 4) explanatory comments concerning verification procedures; 5) financial statements and schedules, and 6) statistical tables, supplementary comments and recommendations. The township is required to have an annual audit conducted by qualified certified public accountants.

Bond

A written promise to pay a specified sum of money (called the principal amount) at a specified date or dates in the future (called the maturity dates), and carrying interest at a specified rate, usually paid periodically. The difference between a bond and a note is that a bond is issued for a longer period of time and requires greater legal formality.

Bonds are primarily used to finance capital projects. The most common types of bonds are general obligation (GO) bonds. This type of bond is secured by the full faith, credit, and taxing power of the municipality.

Budget

A financial plan of authorized expenditures and anticipated revenues adopted for a specific period outlining a plan for achieving legislative goals and objectives.

Capital Budget

A spending plan for improvements to or acquisition of land, facilities, and infrastructure that balances revenues and expenditures, specifies the sources of revenues, and lists each project or acquisition. A capital budget is also approved by the board of supervisors. The capital budget and accompanying appropriation ordinance may be included in a consolidated budget document that has a section devoted to capital expenditures and another to operating expenditures. Alternatively, two separate documents may also be prepared – one for the capital budget and one for the operating budget.

Capital Improvements

Expenditures for the construction, purchase, or renovation of facilities or property.

Capital Outlay

Expenditures resulting in the acquisition of or addition to the fixed assets.

Contingency/Reserve

An amount set aside as available, with board of supervisor's approval, to cover unforeseen expenditures, emergency expenditures, or revenue short falls.

Debt Service

Principal and interest payments on outstanding bonds and notes.

Debt Service Fund

One or more funds established to account for revenues used to repay the principal and interest on debt.

Department

A functional group of the township with related activities aimed at accomplishing a major township service or program.

Division

A grouping of related activities within a particular department (example, Wastewater Treatment Division is a division of Wastewater Department).

Estimated Revenue

The amount of projected revenue to be collected during the budget year.

Expenditure

If accounts are kept on the accrual basis, this term designates total charges incurred, whether paid or unpaid. If they are kept on the cash basis, the term covers only actual disbursements for these purposes.

Full-Time Equivalent

A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be equivalent to a 0.5 FTE.

Fiscal Year

Any period of twelve consecutive months establishing the beginning and the ending of financial transactions. For Springettsbury Township, this period begins January 1 and ends December 31.

Fund

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

Fund Balance

A balance or carry over that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures.

General Fund

The major fund for most governmental entities. While other funds tend to be restricted to a single purpose, the general fund is a consolidation for all general government purposes. The general fund contains the activities commonly associated with a municipal government, such as administration, financial activities, planning/zoning, public works services, public safety, and parks/recreation programs.

Infrastructure

Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, and parks.

Intergovernmental Revenue

Federal and state grants and other forms of revenue.

Objectives

A measurable output that an organization strives to achieve within a designated period. The achievement of the objective advances an organization toward a corresponding goal.

Operating Budget

Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financial activities of the township are controlled.

Ordinance

A formal legislative enactment by the board of supervisors.

Resolution

A special or even a temporary action of the board of supervisors. Requires less formality than an ordinance.

Resources

Total amounts available for appropriation including estimated revenues, bond/loan proceeds, fund transfers, and beginning fund balances.

Revenues

Financial resources including receipts from taxes, user charges, and payments from other levels of government.

Tax Rate

The amount of tax levied for each \$1,000 of assessed valuation. One (1) mill = \$1 for every \$1,000 of property assessed value.

Transfer

Movement of resources between two funds. Example: An Inter-fund transfer would include the transfer of operating resources from the general fund to the capital fund.