

Springettsbury Township

York County, Pennsylvania



2018 Budget

Adopted December 14, 2017



Table of Contents

INTRODUCTION

Township Profile	1
Springettsbury Township Election Structure	3
Board of Supervisors	4
Organizational Structure	5
Township Manager's Budget Message	7

FINANCIAL OVERVIEW

Financial Overview & Policies	12
Budget Highlights	15
Budget Schedule	16
Where Resident's Tax Dollar Goes	17
Budget Summary	18
Revenue Comparison	19
Fund Summary	20
General Fund Budget	21
Revenue Summary	22
Expenditure Summary	26

OPERATING BUDGETS

General Government

Board of Supervisors	27
Township Manager/General Administration	29
Finance Department	31
Tax Collection	33
Professional Services	34
Information Services	35

Public Safety

Police Department	37
Administration	38
Patrol	39

Fire Services (YAUFR)	42
Emergency Medical Services	44
<u>Community Development</u>	
Community Development	46
<u>Public Works</u>	
Public Works	49
General Services	49
Street Cleaning	51
Snow and Ice Removal	52
Traffic Signs and Lines	53
Sidewalks and Curbs Maintenance and Repairs	54
Storm Sewers Maintenance and Repairs	55
Highways Maintenance and Repairs	56
Township Buildings	57
Parks Maintenance	59
<u>Community and Cultural Services</u>	
Parks and Recreation Department	60
<u>Debt Service</u>	
Debt Service	63
<u>Contributions</u>	
Contributions	64
<u>Fixed/Sundry</u>	
Insurances	65
Other	66
Interfund Operating Transfers	67
<u>Other Funds</u>	
Commonwealth Liquid Fuels	68
Subdivision Recreation Fund	70
Petitioned Street Light Fund	72
Capital Improvement Fund	73
Storm Water Fund	74
Library Fund	75

Sewer Fund

Revenues	77
----------	----

Expenses	79
----------	----

Capital Improvements – Sewer Fund

Sewer Reserves Fund	85
---------------------	----

Inter-municipal Sewer Fund	86
----------------------------	----

Sewer Fund – Division Narratives

Administration Division	87
-------------------------	----

Collection System Division	87
----------------------------	----

Technical Services Division	88
-----------------------------	----

Treatment Division	88
--------------------	----

Departmental Staffing Levels – 2017 & 2018

Departmental Staffing Levels	90
------------------------------	----

Glossary

Glossary	93
----------	----

LIST OF FIGURES

Figure 1 - Springettsbury Township Zoning Districts 1

Figure 2 – Township Administration Building 2

Figure 3 - Springettsbury Township Election Structure 3

Figure 4 - Board of Supervisors Organizational Structure 5

Figure 5 - Springettsbury Township Staff Organizational Structure 6

Figure 6 - 2018 Budget schedule..... 16

Figure 7 - How the Resident's Tax Dollar is Used..... 17

Figure 8 - 2017 Budget Summary..... 18

Figure 9 - Revenue Summary by source..... 19

Figure 10 - 2018 Fund Summary 20

Figure 11 - 2018 General Fund Revenues & Fund Balance 21

Figure 12 - General Fund Appropriations 21

Figure 13 - General fund revenue summary 22

Figure 14 –General fund expenditure summary..... 26

Figure 15 - Board of Supervisors Budget 27

Figure 16 - Township Manager/General Administration Budget 29

Figure 17 - Finance Department Budget..... 31

Figure 18 - Tax Collection Budget 33

Figure 19 - Professional Services Budget 34

Figure 20 - Information Services Budget..... 35

Figure 21 - Police Department: Administration Budget 38

Figure 22 - Fire Services (YAUFR) Budget..... 42

Figure 23 - Emergency Medical Services Budget 44

Figure 24 - Community Development Budget 46

Figure 25 - Public Works Department: General Services Budget 49

Figure 26 - Public Works Department: Street Cleaning Budget..... 51

Figure 27 - Public Works Department: Snow & Ice Removal Budget 52

Figure 28 - Public Works Department: Traffic Signs & Lines Budget 53

Figure 29 - Public Works Department: Sidewalks & Curbs Budget..... 54

Figure 30 - Public Works Department: Storm Sewers Budget 55

Figure 31 - Public Works Department: Highway Maintenance & Repairs Budget 56

Figure 32 - Public Works Department: Township Buildings 58

Figure 33 - Public Works Department: Parks Maintenance..... 59

Figure 34 - Parks & Recreation Department Budget 60

Figure 35 - Debt Service Budget..... 63

Figure 36 - Contributions Budget..... 64

Figure 37 - Insurances Budget..... 65

Figure 38 - Fixed/Sundry Budget..... 66



Figure 39 - Interfund Operating Transfers Budget..... 67

Figure 40 – Commonwealth Liquid Fuels..... 68

Figure 41 - Subdivision Recreation Fund Budget.....69

Figure 42 - Petitioned Street Light Fund Budget..... 72

Figure 43 - Capital Improvement Fund Budget..... 73

Figure 44 - Storm Water Fund Budget 74

Figure 45 - Library Fund Budget..... 75

Figure 46 - Sewer Fund Revenues Budget 78

Figure 47 - Sewer Fund Expenses Budget 84

Figure 48 - 2018-2022 Sewer Fund Capital Improvement Program 85

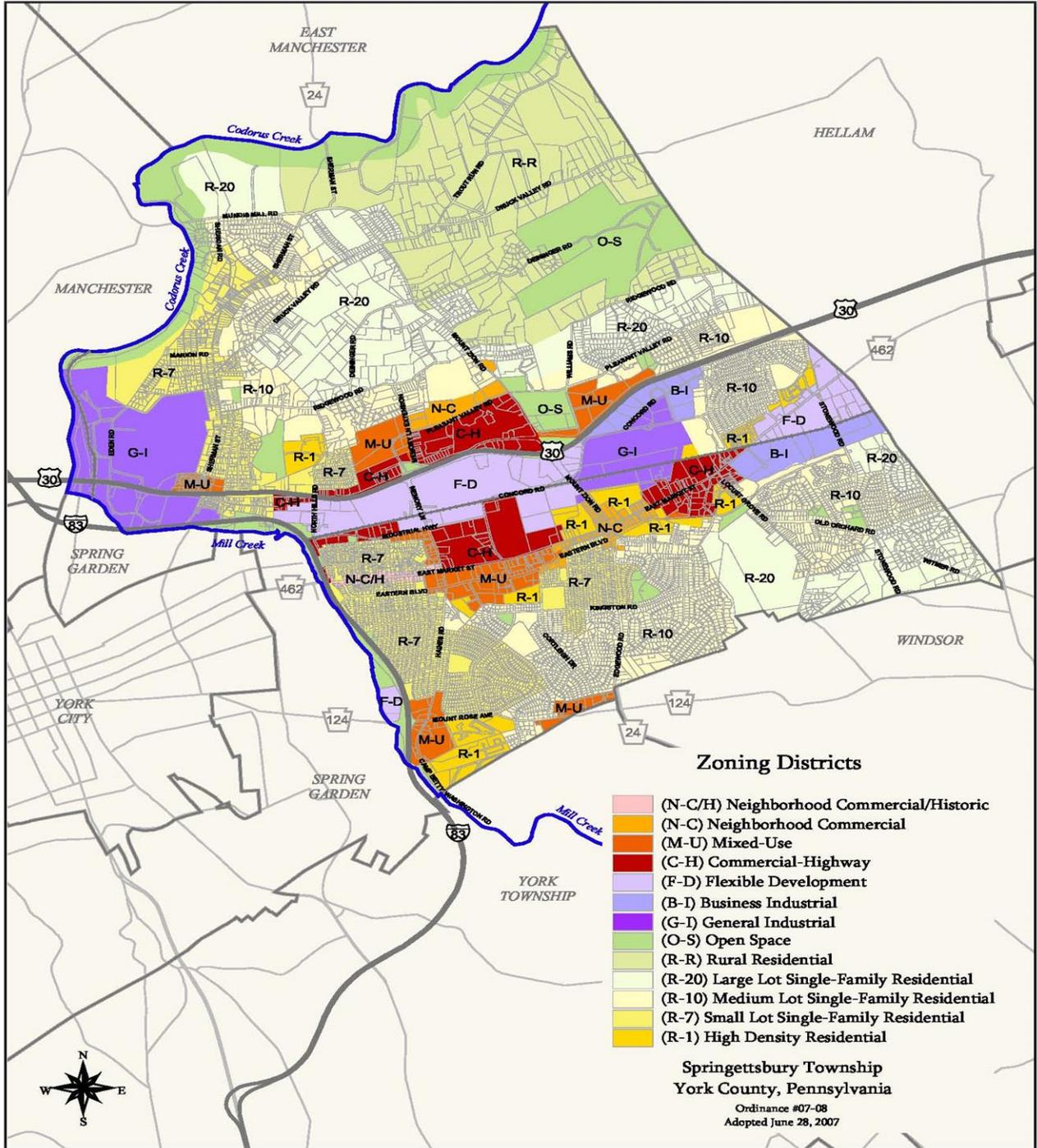
Figure 49 - 2018-2022 Sewer Intermunicipal Capital Improvement Program..... 86



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

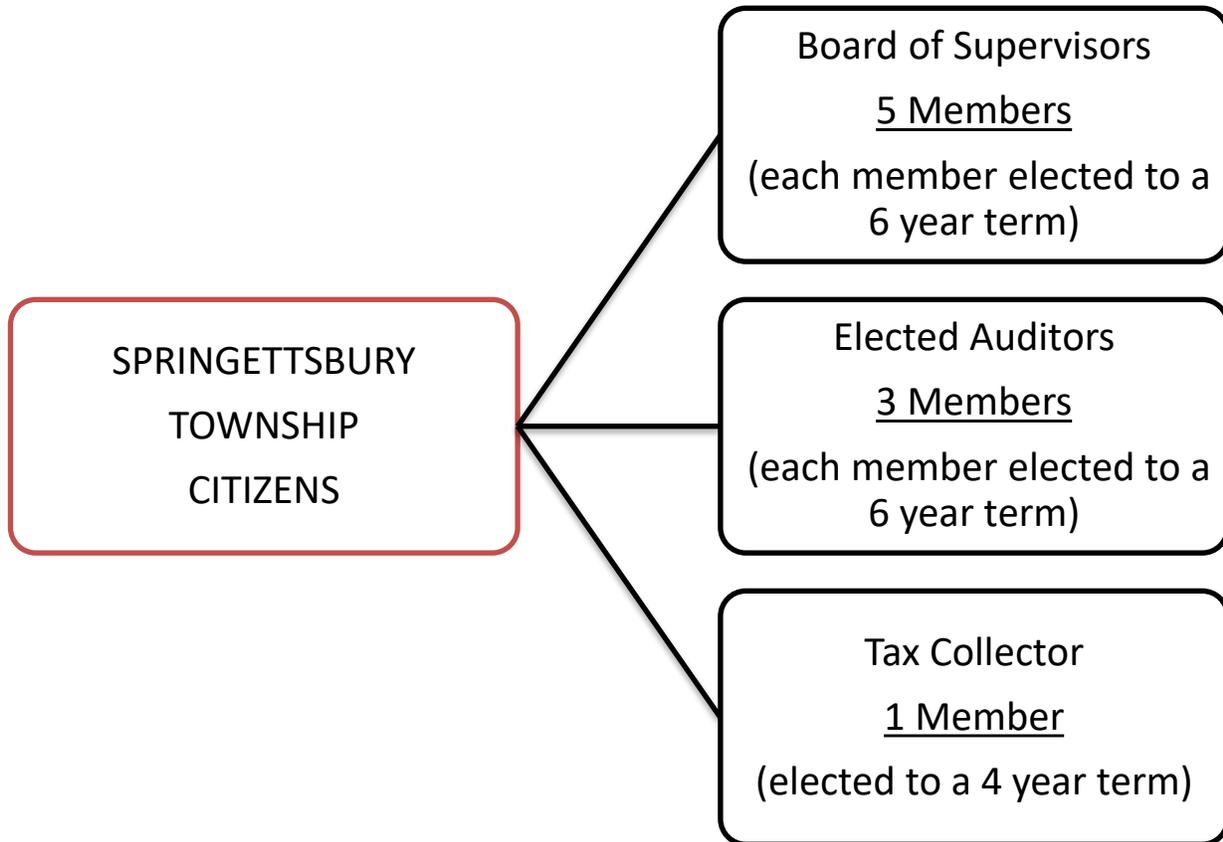


Figure 3 - Springettsbury Township Election Structure

Springettsbury Township Board of Supervisors



George Dvoryak



Kathleen Phan



Mark Swomley



Blanda Nace



Charles Wurster

Township Manager



Benjamin Marchant

**Springettsbury Township
1501 Mt. Zion Road
York, Pennsylvania**

Board of Supervisors Organizational Structure

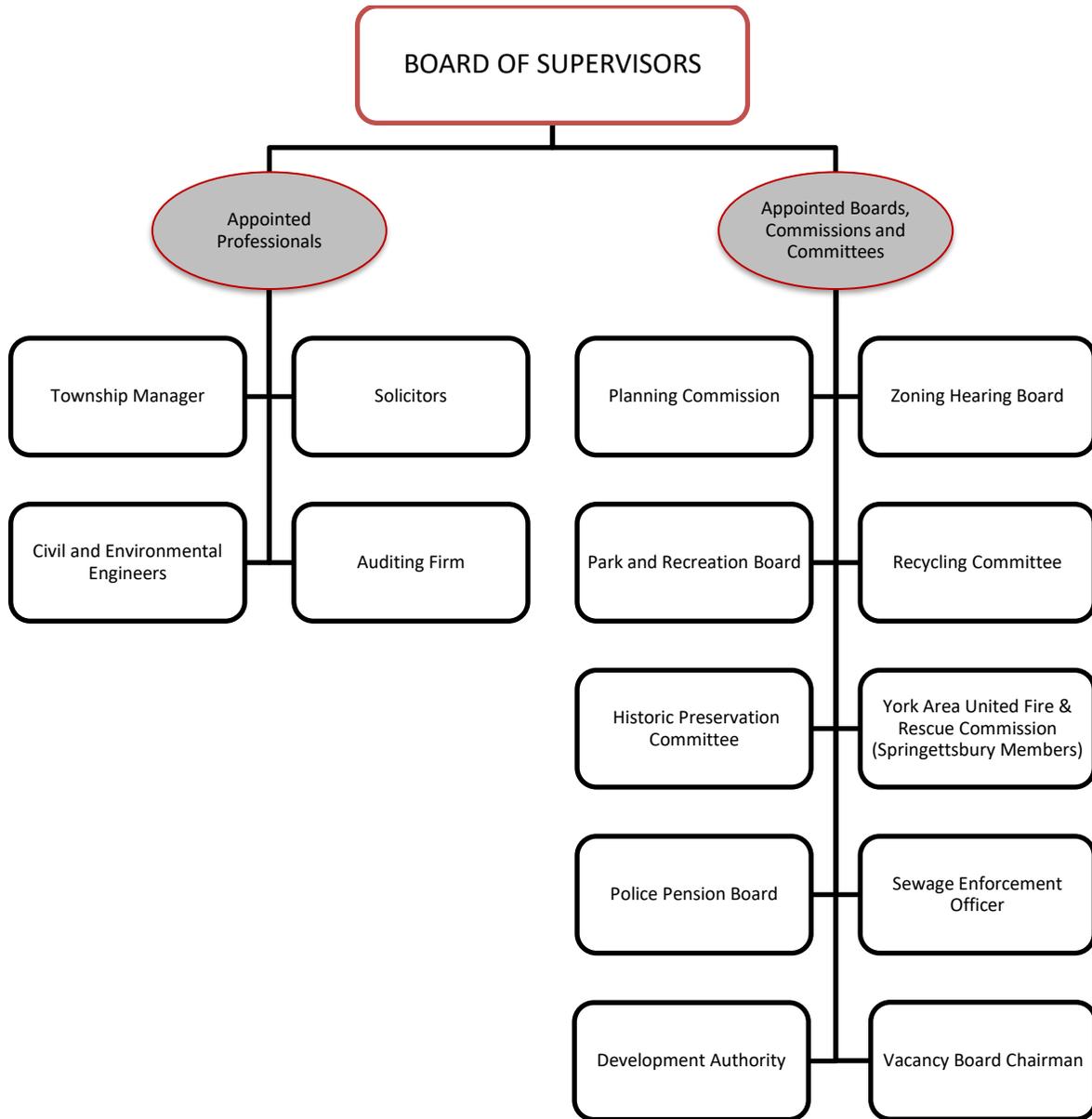


Figure 4 - Board of Supervisors Organizational Structure

Springettsbury Township Staff Organizational Structure

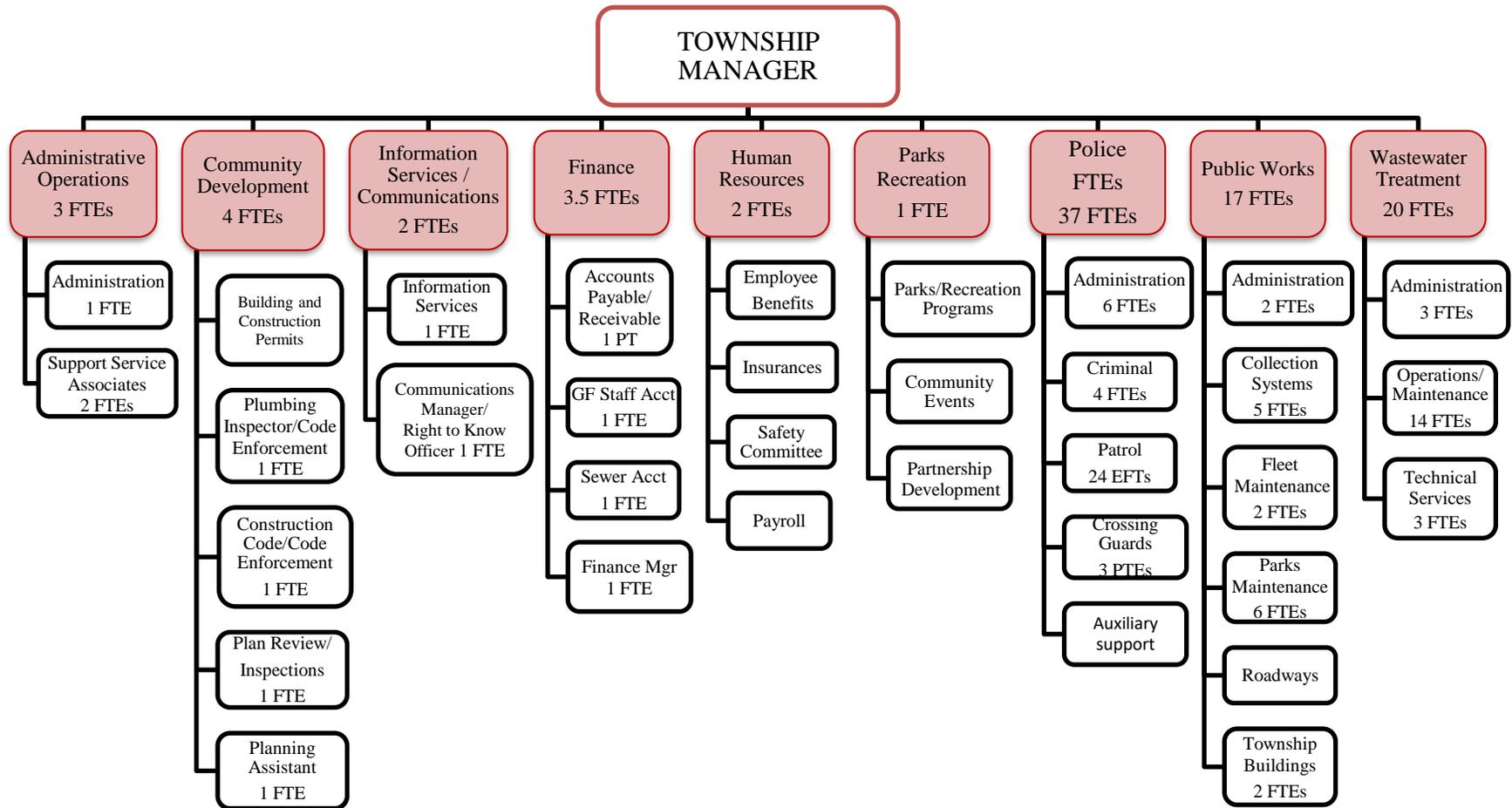


Figure 5 - Springettsbury Township Staff Organizational Structure

Budget Message from the Township Manager

Honorable Board of Supervisors,

It is my privilege to present the Springettsbury Township's proposed 2018 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 2016 and 2017 that will affect the 2018 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 accessible and easy to understand.

The 2018 Budget was prepared in accordance with the direction of the Township Board of Supervisors to ensure continuity in the level of service at the lowest cost. The budget process began early in the year with a community survey which helped identify community priorities and values. This effort informed a strategic planning initiative which formalized these community priorities into Township priorities and goals. These goals were incorporated into the budget at the department level. Following a number of budget review sessions with the board, the budget will be formally presented to the Board at the meeting of November 15. The final budget recommendation was presented to the Board for approval and adoption at the meeting of December 14, 2017.



For the improvement of fiscal planning and management, the Township will seek to maintain a strong fiscal position to improve the quality, scope and efficiency of delivering municipal services now and in the future as a matter of strategic priority. To that end, the Township will adopt a five-year financial plan and budget strategy, comply with the standards of excellence in Budgeting and Financial reporting and update and adopt best practices in financial policies and administrative controls.

The Township maintains a stable financial position, secured by a healthy local economy, prudent budgeting and sound financial management. Over the past ten years, expenditures grew at a faster rate than revenues, notwithstanding the consistent revenue shortfalls facing the Township year to year, frequently near or in excess of \$1,000,000. In most cases, these shortfalls were offset by allocations from the Township's ample reserves. However, in some of those years the allocations were unnecessary due to extraordinary peaks in revenues coming from development and real estate transfer taxes which offset the deficit altogether. The long-term financial stability and sustainability will be sought through a series of modest tax increases tempered with measured use of reserves, innovations in cost effective service delivery and other cost control measures.

Township department directors prepared budget requests with a focus on maintaining current service levels while improving performance, productivity, efficiency and constraining costs compared to the current year budget. Fiscal year 2016 ended with an excess of \$1,635,207 in unanticipated revenues in property tax receipts, permit fees and bond proceeds while expenditures came in just about on target at \$51,514 over budget. Current fiscal year 2017 is tracking close to budget for both revenues and expenditures as planned. The proposed budget for expenditures in 2018 will see a very modest growth projection of a 1.7% increase overall.

Despite efforts to contain costs, there are a couple of extraordinary expenses new to the Township; \$225,000 for compliance with the 2018-2022 National Pollution Discharge Elimination System permit under the U.S. Clean Water Act and \$175,000 in capital investment in the York Area United Fire and Rescue. For 2018, the Board of Supervisors elected to narrow the recurring deficit (a shortfall of \$1,317,757 this year) with a combination of tax increases and adjustments to the development fee schedule. An increase of 0.6 mills will set the tax levy to 1.7 mills, to generate additional revenues of approximately \$1,262,000. Development fee increases will offset the direct costs incurred from administering development services. From the tax increase, an anticipated surplus of \$98,103 will replenish the township's fund balance.

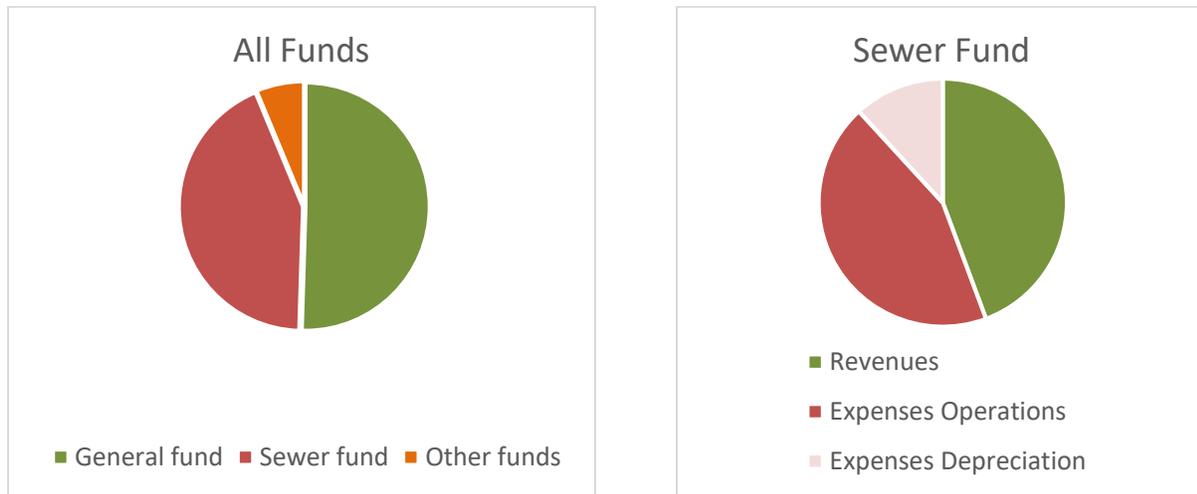
The Township enjoys a thriving and competitive business environment. The diversity of businesses including industrial, manufacturing, retail, office, healthcare, hospitality and professional services support a robust employment base and continued reinvestment in the community. While the economic environment 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 will come from rising pension cost obligations, healthcare taxation and unfunded mandates. The Township maintains an aggressive maintenance program for infrastructure and capital projects which keeps costs down over the long term. Deferring repairs, maintenance and replacement of major infrastructure has proven to be problematic and cost prohibitive and is therefore eschewed as a means of finding cost savings for balancing the budget.

2018 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 \$23,212,550 comprising of the General Fund \$14,186,800 and the Sewer Fund \$9,025,750. 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 \$26,647,630 which consists of the General Fund \$14,088,697 other funds (Capital Improvements, Commonwealth Liquid Fuels, Library, Petitioned



Street Lights, Storm Water Reserve, Subdivision Recreation) \$1,584,485 and the Sewer Fund \$10,974,448. The General Fund is expected to generate a surplus of \$98,103, which will replenish cash reserves in the Fund Balance. The Sewer Fund shows a deficit of \$1,948,698 due to depreciation of capital assets, which is a self-funded non-cash expense.



Fund Structure

The accounts of the township are organized by 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 2017, the Township completed construction of a new playground, installation of new gasoline and diesel fueling pumps, and construction of Trout Run Road. The Springettsbury Castle Park playground replaced the "Creative Playground", which was built in 1990. The new playground officially opened on October 28. Mandates to comply with Pennsylvania Act 167 and the U.S. Clean Water Act, administered through the National Pollution Discharge Elimination System permit including the Chesapeake Bay pollution reduction standards for MS-4 communities, prompted Springettsbury Township to renew its commitment to the York County Storm Water Consortium in its regional effort to achieve compliance for the 2018-2022 NPDES permit cycle.

Economic/Business Development in 2017

- Aldi's grocery store completed an expansion of 10,000 square feet.
- Advent Lutheran Church reconfigured and expanded its parking area.
- The First Post restaurant expanded its parking lot.

Short Term Goals and Initiatives in 2017

- Street construction, maintenance and improvements
 - Eastern Boulevard (Edgewood to Mills)
 - Kingston Road (East of Edgewood)
 - Stony Brook Drive (Concord Rd to Stuart Dr)
 - Whiteford Road (South of highway 30)



- Capital Improvements
 - Sidewalk and curb replacement
 - Park improvements (pavilion)
 - Police equipment; speed board display, AED lifepak, four vehicles (three replacement, one new)
- General
 - Strategic plan development, adoption and implementation.
 - Comprehensive Plan update (last done in 2006), emphasis on Transportation component.
 - Township facilities planning.
 - Develop an Economic Sustainability and Growth plan.
- Sewer Improvements
 - Completion of the 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.
 - Design and construction of a process module for fats, oils and grease.
 - Sewer rehabilitation.
- 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 US EPA and PA DEP requirements.

Long Term Strategic Goals and Objectives

- Strategic Planning
 - Transportation – Improve the functionality, safety and flow of traffic and multi-modal access to reduce congestion and traffic accidents.
 - Water quality – Achieve and maintain compliance with the Clean Water Act and associated state and federal regulations pertaining to the Township’s National Pollution Discharge Elimination System permitting and Municipal Separate Storm Sewer System management requirements.
 - Public facilities – Provide public facilities that will improve the productive value of Township operations in the delivery of services.
 - Economic Development – Improve the quality, variety and quantity of economic opportunities through efficient communications, planning and permitting for the development environment.

Since 1990, budgeting for municipal operations has gradually become more difficult due to four factors; growth of certain cost centers not controlled by the municipality, the proliferation of unfunded state and federal mandates, economic stagnation and inflationary pressures. Specific to Pennsylvania, Act 111 provides power to a third-party arbitrator to dictate contractual compensation awards to police unions pertaining to wages, benefits and pensions. Arbitrators have a track record that greatly favors growth in compensation for police without regard for the municipality’s goals, tax-payer interests or levels of service. State and Federal mandates to comply with various laws are imposed without means to pay for them. Such mandates include compliance with the Clean Water Act, the Americans with Disabilities Act, the Affordable Care Act, and a host of others. In a 2012 report, the non-profit, non-partisan Pennsylvania Economy League identified 6000 mandates imposed on local governments by state and federal laws. The municipality’s ability to provide services and maintain low taxes is predicated on the ratio between the tax burden or costs that it requires to provide services in relation to the size of the tax base. Since the 1990’s the Township’s tax burden has grown at a faster rate than its tax base. When this happens, the municipality must increase revenues to maintain services. When the tax base grows faster than the tax burden, the municipality is able to build reserves and may even be able to reduce taxes. Since 2000, inflationary pressures



have grown at a faster rate for operational expenses than they have for revenues. This is a factor in the increasing tax burden already mentioned.

The Township's fiscal and policy decisions now will largely determine its options for addressing these factors in the future. The Township actively participates in the Pennsylvania Municipal League, the Pennsylvania State Association of Townships of the Second Class, and the Pennsylvania Public Employers Labor Relations Advisory Service. These organizations provide advocacy, education, training and recommendations for best practices in administration to comply with the requirements of municipal service delivery. The Township will continue to perform strategic planning, financial forecasting, budget and policy analysis and review of operations and service delivery to pursue the best and lowest cost delivery of services as demanded by residents.

This budget proposal will allow the township to continue addressing and meeting 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 Teresa Hummel and Sandy Ratcliffe for their exceptional efforts that went into training and assisting each of the departments as they went through the budget process. 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 into funds and account groups; each 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.

2018 General Fund Budget Summary

The general fund budget revenue structure has been improved to address a structural imbalance that was historically offset with fund balance resources. To do this, the current property tax rate of 1.1 mills was increased to 1.7 mills. The total 2018 budget is \$14,088,697 in contrast to the 2017 adopted budget, as amended, of \$13,504,893. The revenue increase from 2017 to 2018 is \$583,804 or approximately 4.3 percent. 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 general system upgrades.

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 has contracted with White Rose Ambulance Company to provide these services in 2018 going forward. Minor transactions will occur during the run-out of billings for 2017 into 2018.

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 2018 anticipates revenues of \$9,025,750 which is an increase based on new sewer rates. Budgeted expenses are \$10,974,448 for operations, which includes \$1,948,698 for capital depreciation. Depreciation expenses are not capitalized. For 2018, an increase in sewer rates is 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 2018 is \$819,260. 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 2018 budget is \$87,500. Improved and unimproved properties are assessed \$.45 per front footage.

Capital Improvement Fund (30)

The 2018 budget is \$666,950. 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 2018 fund balance of \$101,518. The township utilizes interest income from the fund. The 2018 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 2018 budget is \$3,000.

Note: Limited library services are available to residents of the township at the Township Municipal Building 1501 Mount Zion Road, York, Pennsylvania. Hours are Monday through Friday, 8:00 a.m. to 5:00 p.m. Find more information about York's library services at www.yorklibraries.org.



Budget Highlights

The municipal tax rate for 2018 was increased from 1.1 mills to 1.7 mills to compensate for budgetary shortfalls over the last several years.

The proposed budget will utilize revenues of \$14,186,800 to meet 2018 expenditures of \$14,088,697 in the General Fund. The projected 2018 ending fund balance remaining of \$3,126,471 equals 184% of the Township’s policy of maintaining a reserve of at least 12% of annual expenditures or \$1,690,643 in unrestricted funds.

General Fund operating expenses will decrease by 3% over the prior year budget, while revenues are projected to increase 5%. General fund capital expenditures total \$666,950. New, 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. To meet a new State mandate on Stormwater Management, an annual expense of \$225,000 was added to the Community Development 2018 budget. Another \$25,000 has been allocated to update the Township’s Comprehensive Plan which will largely be undertaken by in-house staff.



2017 Bond funded capital projects:	
\$500,000	Trout Run Road construction
\$150,000	Fuel system maintenance upgrades
\$200,000	Springettsbury Township Playground
2018 General fund capital projects:	
\$ 40,915	Police Body Cameras
\$ 25,000	Playground Park Pavillion
\$100,000	Sidewalks and curbs
\$ 10,000	Davies Drive railroad crossing
\$175,000	Fire Equipment

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	5	6	7	8	9	10	11
8	9	10	11	12	13	14	12	13	14	15	16	17	18
15	16	17	18	19	20	21	19	20	21	22	23	24	25
22	23	24	25	26	27	28	26	27	28	29	30	31	
29	30	31											

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

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

2019 Budget Schedule	
January 2, 2018	Publication of the 2019 Budget Calendar
May - August, 2018	Strategic planning
August 25, 2018	Board of Supervisors adopts Budget Priorities and Strategic Plan
September 1 – September 30, 2018	Township Manager review of 2018 Budget Preparation Material with Department Directors & Managers
September 18, 2018	Joint Meeting of YAUFR and Township’s Supervisors for 2018 YAUFR Budget Presentation
October 3, 2018	Township Manager transmits draft 2019 to the Board of Supervisors for review
October 22, 2018 November 5, 2018 November 7, 2018	Board of Supervisors 2019 Budget Work Sessions
November 14, 2018	2019 Proposed Budget introduced by the Board of Supervisors
November 21, 2018	Advertisement of 2019 Proposed Budget
December 13, 2018	Adoption of the 2018 Proposed Budget by the Board of Supervisors

Figure 6 - 2019 Budget schedule

Where Resident's Tax Dollar Goes

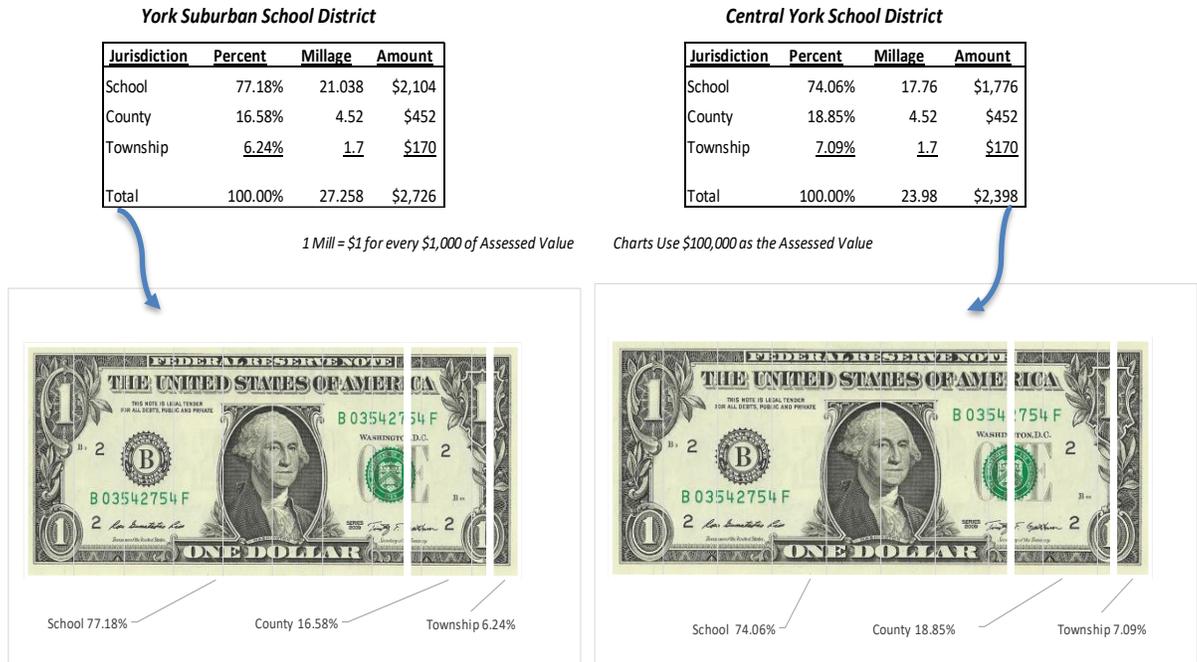


Figure 7 - How the Resident's Tax Dollar is Used

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

2018 Budget Summary

General Fund		\$14,088,697	43.84%
Other Funds			
Capital Improvement	\$666,950		
Commonwealth Liquid Fuels	\$819,760		
Library	\$ 3,000		
Petitioned Street Lights	\$ 87,650		
Storm Water Reserve	\$ 125		
Subdivision Recreation	\$ 5,000		
Total Other Funds		\$ 1,582,485	4.92%
Sewer Fund			
General Operating	\$10,974,448		
Springettsbury Capital	\$ 1,795,000		
Intermunicipal Capital	\$ 3,695,000		
Total Sewer Fund		\$16,464,448	51.24%
ALL FUNDS TOTAL		\$32,135,630	100.0%

Figure 8 - 2017 Budget Summary

2018 Revenue Comparison

Revenue Source	<i>Actual</i>				<i>Adopted</i>
	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
Real Estate Tax	\$2,061,800	\$2,059,439	\$2,248,538	\$2,282,000	\$3,542,000
Taxes	7,441,218	7,771,582	7,672,889	7,646,100	7,785,000
Licenses & Permits	248,372	266,013	714,032	271,850	454,500
Fines & Forfeits	233,523	237,536	204,092	213,000	238,000
Interest Earnings	13,722	13,064	24,000	21,000	20,000
Intergovernmental Revenue	524,506	516,485	516,335	515,000	808,300
Charges for Services	1,630,958	1,298,018	1,268,011	1,581,284	1,334,000
Other Financing Sources	1,189,007	986,815	989,094	974,659	5,000
	\$13,343,104	\$13,148,952	\$13,636,991	\$13,504,893	\$14,186,800

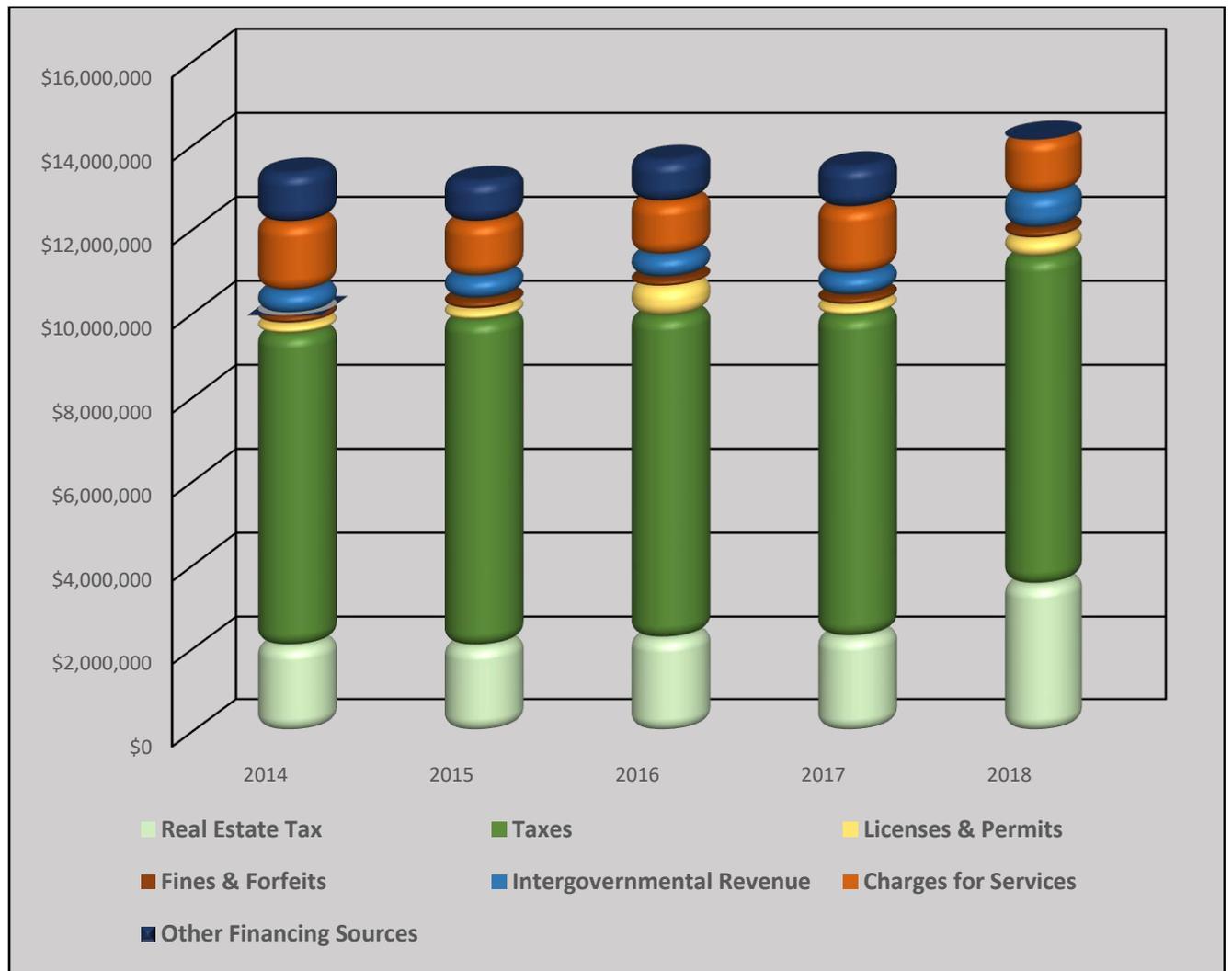


Figure 9 - Revenue Summary by source

2015 - 2018 Fund Summary

Fund	Actual			Adopted
	2015	2016	2017	2018
General Fund	\$14,089,145	\$13,331,181	\$13,504,893	\$14,186,800
Sewer Fund	\$9,316,975	\$9,385,379	\$11,277,887	\$10,974,448
Other Funds	\$1,386,500	\$1,102,359	\$1,284,425	\$1,584,485
Total	\$24,792,620	\$23,818,919	\$26,067,205	\$26,745,733

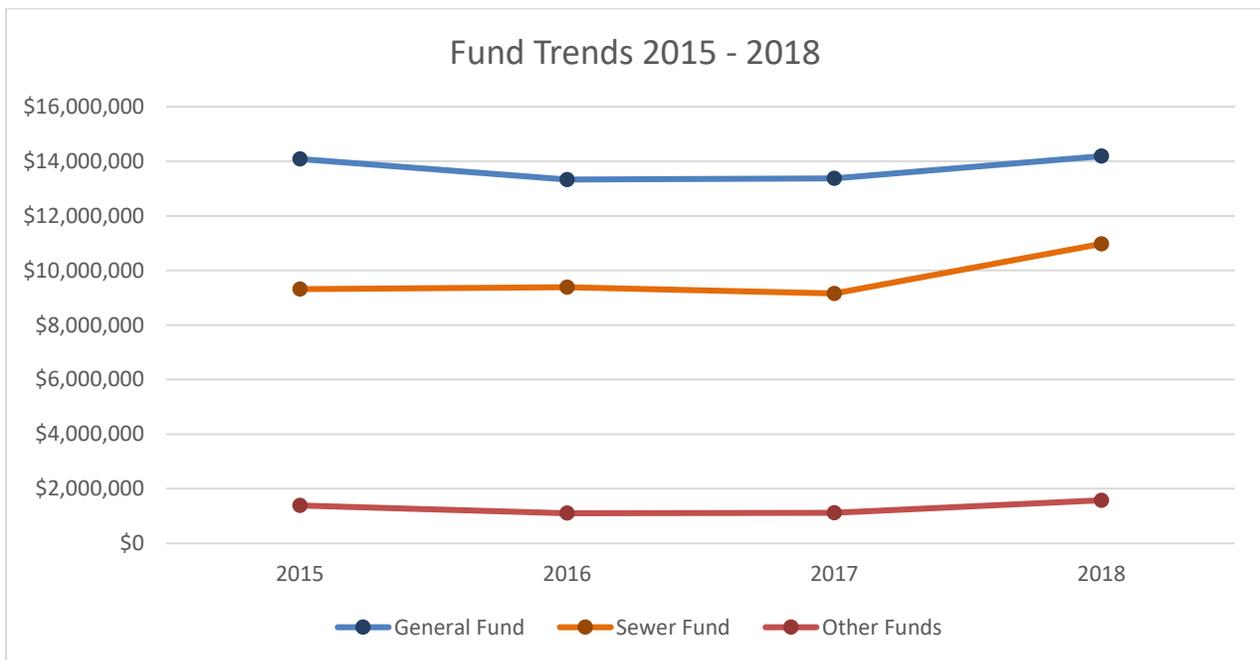


Figure 10 - 2017 Fund Summary

2018 General Fund Budget

Figure 11 - 2018 General Fund Revenues & Fund Balance, \$14,186,800

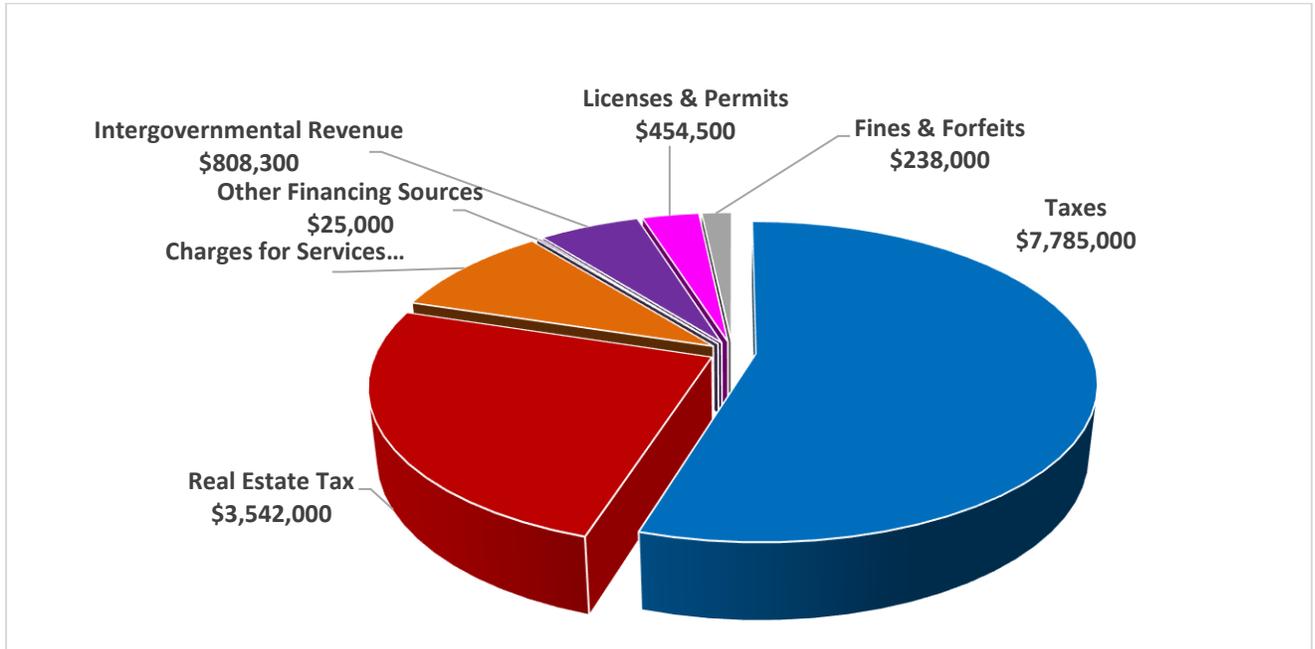
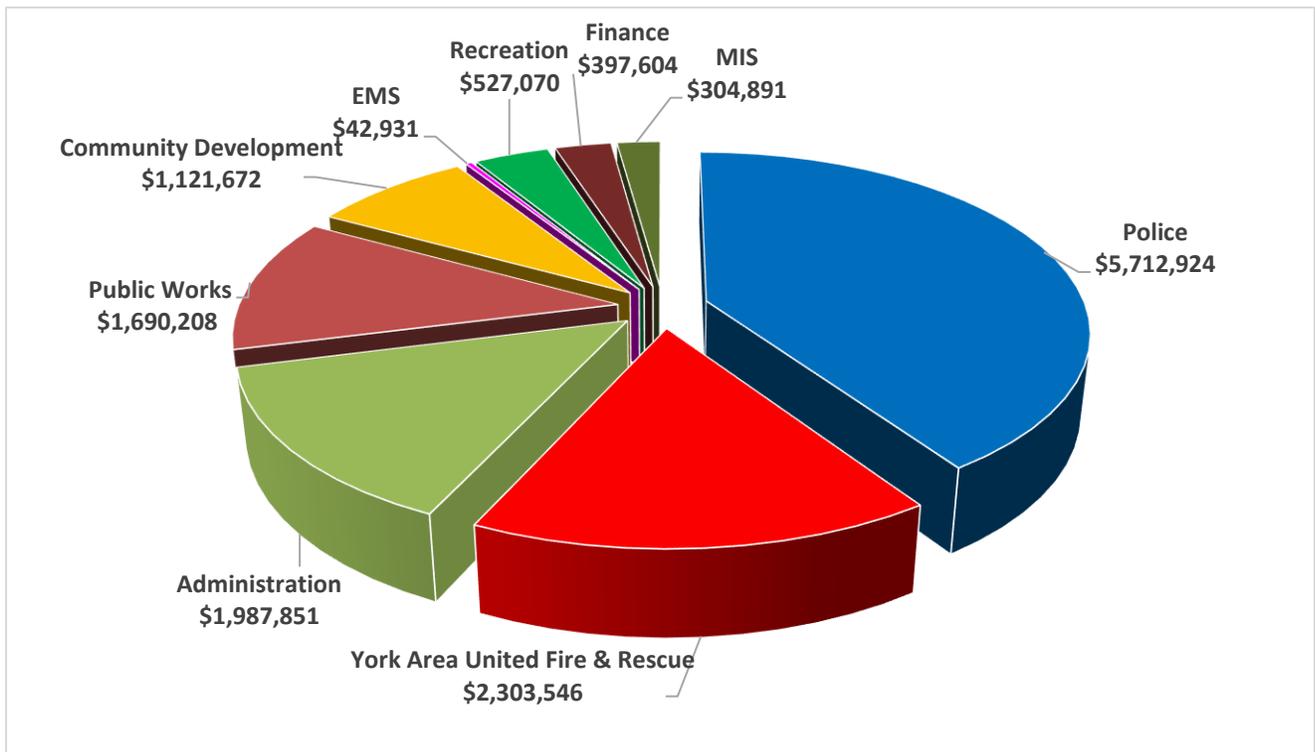


Figure 12 - General Fund Appropriations, \$14,088,697



Revenue Summary

Figure 13 - General fund revenue summary

Revenue Source	<i>Actual</i> 2015	<i>Actual</i> 2016	<i>Actual</i> 2017	<i>Adopted</i> 2017	<i>Adopted</i> 2018
Real Estate Taxes					
Real Estate Tax Cr	2,013,372	2,022,624	2,256,823	2,250,000	3,510,000
Real Estate Tax Prior	48,428	36,815	44,300	32,000	32,000
Total Real Estate Tax	2,061,800	2,059,439	2,301,124	2,282,000	3,542,000
Other Taxes					
R/E Transfer Tax	697,546	643,611	682,209	600,000	600,000
Earned Inc. Tax Cur.	2,415,343	2,500,000	2,385,452	2,500,000	2,580,000
Earned Inc. Tax PrYr	583,765	565,000	949,324	585,000	613,704
Mercantile Tax	2,020,690	1,907,978	1,728,150	1,900,000	1,900,000
Local Services Tax	1,092,711	1,055,258	1,077,601	1,100,000	1,125,000
Public Utility Tax	11,029	10,646	10,597	11,100	10,800
Beverage Licenses	10,244	9,950	10,650	10,000	10,000
Business Privilege Tax	950,497	1,030,395	990,109	950,000	980,000
Total other tax	7,781,826	7,722,839	7,834,092	7,656,100	7,819,504
Intergovernmental Revenues					
Recycling Grant	57,246	56,193	62,367	60,000	60,000
State Highway Winter Maintenance	34,222	22,000	31,000	25,000	0
State Pension Aid	482,263	494,335	546,002	490,000	520,000
Fire Relief Association Aid	70,435	66,296	60,276	66,296	66,296
PUBLIC SAFETY-Drug Task Force	0	0	24,416	0	0
York Co DUI Enforce.	106,723	115,811	107,391	115,000	115,000
Local School District - Cops in Schools	71,248	72,000	70,302	72,490	72,500
Total Intergovernmental Revenue	822,137	826,635	901,754	828,786	833,796

Licenses & Permits

CATV Franchise	404,033	283,991	451,957	424,000	440,000
Plumbing Licenses	14,424	6,359	9,515	9,000	9,000
Road Cut Permits	4,335	4,047	12,580	5,000	5,500
<i>Total Licenses & Permits</i>	422,792	294,397	474,052	438,000	454,500

Violations & Fines

Vehicle Code Violations	83,400	76,910	80,389	80,000	80,000
Local & State Law Violations	139,382	114,602	93,002	120,000	120,000
State Vehicle Violations	13,749	12,000	14,871	12,000	12,000
Parking Violations	1,005	580	630	1,000	1,000
<i>Total Violations & Fines</i>	237,536	204,092	188,892	213,000	213,000

Sewer/waste Revenue

Waste Reduction Fee	146,550	144,013	144,045	145,000	145,000
Sewer Fund Adm. Charge	325,000	325,000	325,000	325,000	335,000
Sewer Certifications	10,360	11,000	16,605	10,000	10,000
<i>Total admin sewer/waste revenue</i>	481,910	480,013	485,650	480,000	490,000

Miscellaneous Revenue

Interest Earnings	9,918	12,500	34,624	13,000	20,000
Miscellaneous Revenue	571	5,000	11,076	1,000	5,000
Newsletter Advertising	2,575	6,500	4,100	7,000	5,000
Insurance Reimbursement	233,294	309,500	249,931	3,978	225,000
Refund of prior year expense	42,737	32,110	25,592	35,000	25,000
<i>Total Miscellaneous Revenue</i>	289,094	365,610	325,323	59,978	280,000

Community Development Revenue

FINANCIAL OVERVIEW

Subdivision Fees	21,000	4,640	3,975	3,000	3,500
Variance/Spec Except.	5,500	5,867	11,065	3,850	5,000
Land Development.Final	5,800	8,155	13,650	6,000	6,000
Building Permits	197,003	666,021	288,797	225,000	225,000
Plumbing Permits	2,921	7,119	4,898	5,000	5,000
Use & Occupancy Permits	4,025	2,687	1,925	5,000	5,000
Yard Sale Permits	2,345	2,089	1,125	2,000	2,000
Re-Inspection Fees	400	133	2,977	2,000	2,000
Other	2,351	1,013	16,356	1,000	5,000
<i>Community Development Revenue Totals</i>	241,345	697,724	344,768	252,850	258,500
EMS Revenues					
Emergency Medical Services	660,093	623,500	565,512	607,236	0
EMS - Memorial Hospital	58,548	71,000	55,482	74,388	0
Memberships & Donations	81,522	78,212	82,865	82,660	0
<i>EMS Revenue Totals</i>	800,163	772,712	703,859	764,284	0
Insurance Reimbursements					
Insurance Reimbursements - Community Dev	-	-	-	3,054	0
Insurance Reimbursements - EMS	-	-	-	2,586	0
Insurance Reimbursements - Finance	-	-	-	2,676	0
Insurance Reimbursements - MIS	-	-	-	720	0
Insurance Reimbursements - Police	-	-	-	24,552	0
Insurance Reimbursements - PW	-	-	-	13,695	0
Insurance Reimbursements - Recreation	-	-	-	612	0
<i>Insurance Reimbursements Totals</i>				47,895	0
Police Revenue					
Police Special Services	25,890	16,161	23,230	20,000	20,000
Police Reports	12,277	10,769	11,398	12,000	12,000
Alarm Fees	14,180	17,873	12,290	15,000	15,000
Other	2,274	5,348	9,501	3,000	3,000
Donations - Comm Care Fund	1,100	3,193	1,960	0	0
<i>Police Totals</i>	55,721	53,344	58,379	50,000	50,000

Public Works



FINANCIAL OVERVIEW

Other	941	670	2,560	3,000	3,000
Fees/Sales	2,678	500	665	5,000	5,000
Recycle Bins/Bags/Stkr	2,148	1,882	1,667	2,000	2,000
Inspections	4,550	4,387	5,435	4,500	4,500
<i>Public Works Revenue</i>	10,317	7,439	10,327	14,500	14,500
Recreation Revenue					
Program Fees	63,312	72,257	65,874	80,000	68,000
Program Fees - Summer Park	15,925	19,029	15,249	20,000	16,000
Ticket Sales/Commissions	17,807	22,827	22,386	18,000	22,000
Trip Fees	42,381	50,547	36,564	42,000	45,000
Recreation Rentals	5,950	7,693	3,815	6,000	6,000
Donations & Sponsors	42,891	32,359	19,727	40,000	30,000
Radio Sponsorship	4,500	0	0	0	0
Park Celebration	42,090	35,116	17,202	40,000	30,000
Park Meters	1,381	2,320	2,208	2,000	2,000
Vendor Commissions	10,432	11,500	10,454	15,000	12,000
Township Park Playground	0	50,000	0	150,000	0
<i>Recreation Revenue Totals</i>	246,672	303,648	193,479	413,000	231,000
Use of Fund Balance					
Use (Surplus) of Fund Balance	0	0	219,494	1,164,603	(98,103)
<i>Use (Surplus) of Fund Balance Total</i>	0	0	219,494	1,164,603	(98,103)

Expenditure Summary

Expense source	Actual			Adopted	
	2015	2016	2017	2017	2018
General Fund					
Police	\$3,965,136	\$3,390,994	\$5,423,967	\$5,682,195	\$5,712,924
York Area United Fire & Rescue	\$2,468,431	\$2,459,710	\$2,823,407	\$2,816,496	\$2,303,546
Administration	\$3,680,985	\$3,775,980	\$1,674,061	\$1,596,189	\$1,987,851
Public Works	\$1,178,815	\$1,272,634	\$1,629,034	\$1,897,264	\$1,690,208
Community Development	\$212,843	\$312,229	\$800,871	\$836,535	\$1,121,672
EMS	\$613,950	\$583,845	\$631,558	\$616,578	\$42,931
Recreation	\$469,748	\$488,414	\$491,211	\$510,407	\$527,070
Finance	\$215,336	\$269,209	\$403,470	\$410,296	\$397,604
MIS	\$70,854	\$86,096	\$214,113	\$303,509	\$304,891
Total General Fund	\$12,876,098	\$12,639,111	\$14,091,692	\$14,669,469	\$14,088,697

Figure 14 - General fund expenditure summary

Operating Budgets – General Government

Board of Supervisors - Account 10400

Expenditure	Classification	Actuals			Adopted	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	21,125	21,125	23,279	21,125	23,548
22110	Materials/Supplies	2,437	2,552	1,265	2,600	1,300
49110	Training/Development	15,346	14,000	11,021	14,000	8,000
Total		38,907	37,677	35,565	37,725	32,848



Figure 15 - 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	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	411,349	430,000	459,030	442,717	467,075
19000	Benefits	*	*	222,598	214,087	222,620
22110	Materials/Supplies	7,208	7,300	7,805	7,500	7,125
33110	Advertising/Printing	38,956	28,000	28,195	32,000	33,600
45110	Contract Services	35,791	29,000	25,073	30,000	30,000
49110	Training/Development	15,346	14,000	15,848	14,000	16,000
Total		508,650	508,300	758,549	740,304	776,424

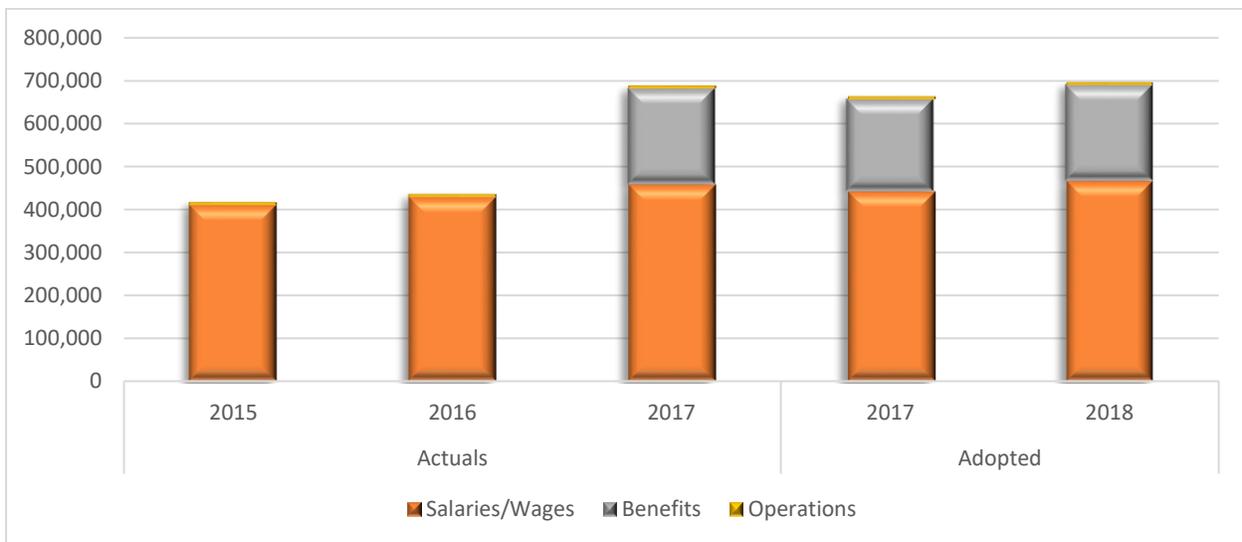


Figure 16 - Township Manager/General Administration Budget

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	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	206,367	245,300	249,427	243,959	238,709
19000	Benefits	*	13,284	136,455	133,407	134,687
22110	Materials/Supplies	1,405	2,000	1,992	2,500	3,610
45110	Contract Services	5,598	5,000	5,572	6,000	12,225
49110	Training/Development	1,830	3,500	8,802	6,000	7,170
52110	Service Charges	137	125	1,222	500	1,200
Total		215,337	269,209	403,470	388,516	397,604

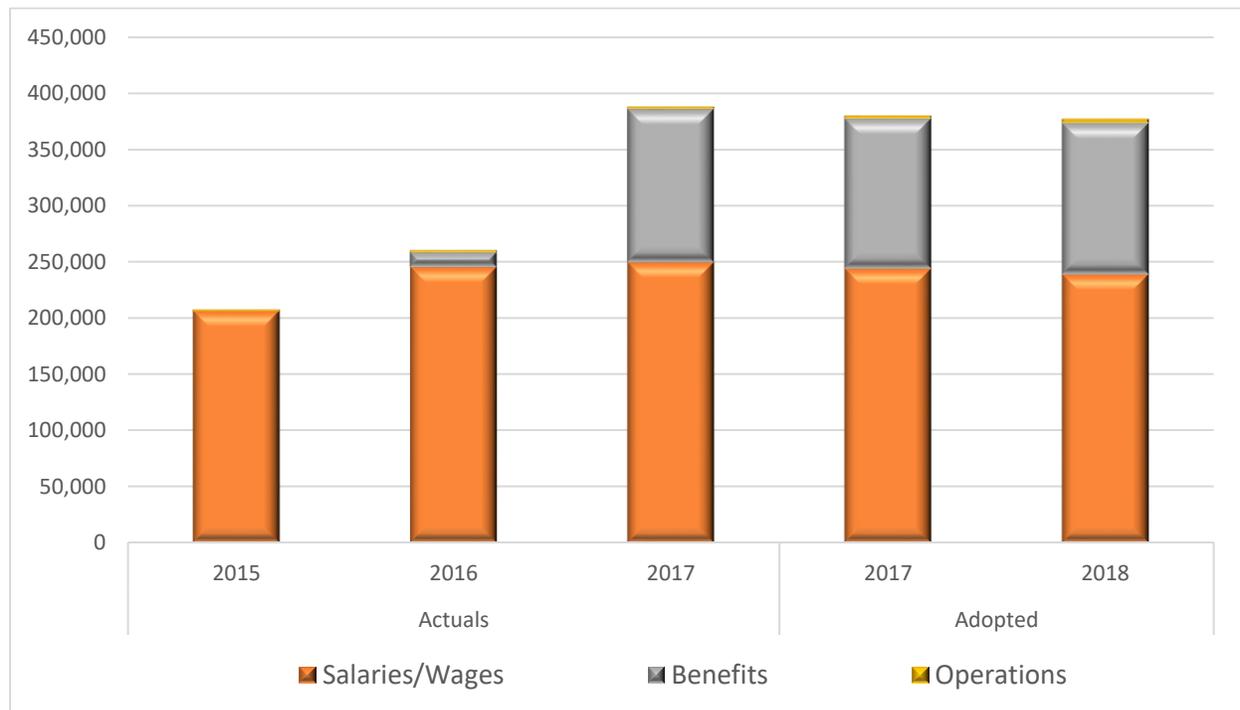


Figure 17 - Finance Department Budget

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 2017 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 2018.
- Objectives in 2018 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.
- Additional software training will provide the opportunity to evaluate software utilization, improve efficiencies in daily operations, and create better reporting for internal and external customers.
- For 2018, the Board of Supervisors have requested the development of a strategic, five year capital financial plan to support future construction of facilities to house the Public Works Department, a new Administration building, and new Police station. The plan will also include a renovation plan to convert current facilities to a recreation center for the community.
- A focus on developing performance metrics for financial analysis will be introduced in 2018.



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	
		2015	2016	2017	2017	2018
11110	Commissions	20,864	21,169	25,014	23,000	24,759
Total		20,864	21,169	25,014	23,000	24,759

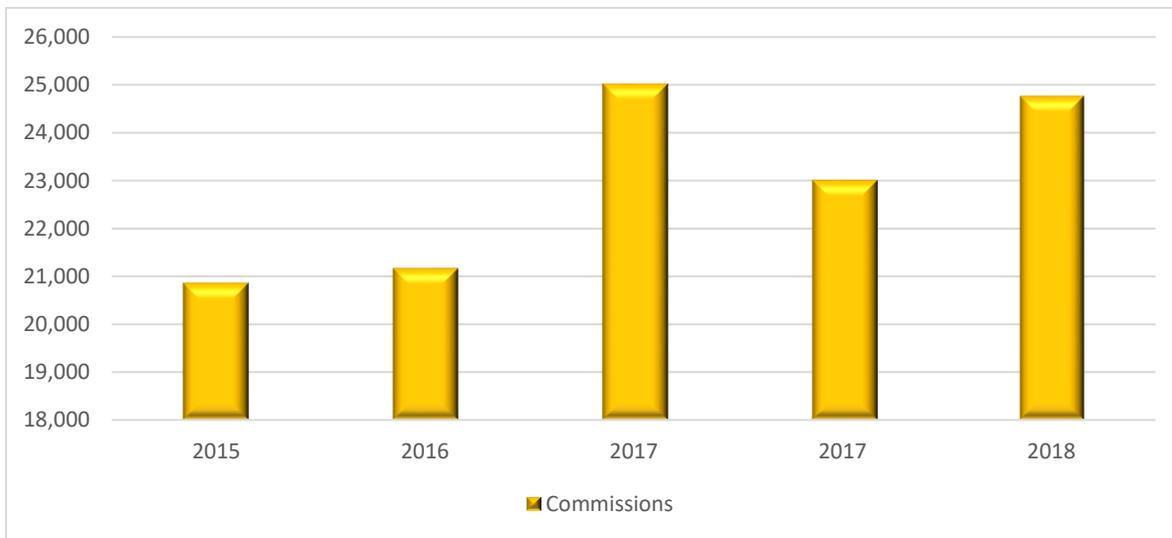


Figure 18 - Tax Collection Budget

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	
		2015	2016	2017	2017	2018
29111	Auditing Services	20,000	19,000	18,500	20,000	20,000
30100	Architect/Engineer Svcs	261,839	400,000	11,800	50,000	0
31110	Legal Services	132,193	83,000	64,789	100,000	75,000
31115	Other Professional Svcs	23,215	28,692	6,169	10,000	10,000
45110	Contract Services-Paytime	0	15,000	20,279	15,000	0
Total		437,247	545,692	121,536	195,000	105,000

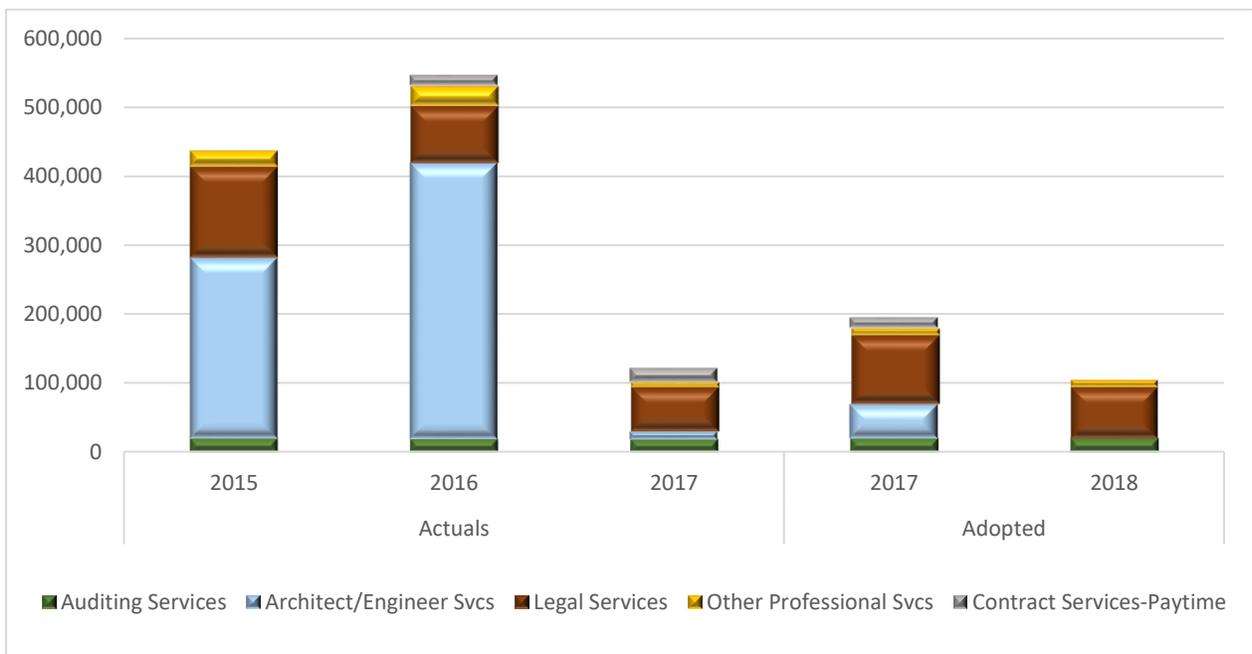


Figure 19 - Professional Services Budget

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	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	*	*	*	60,377	66,452
19000	Benefits	*	4,409	28,039	36,977	38,818
22110	Materials/Supplies	6,428	7,943	8,133	8,520	8,520
26110	Minor Equipment	2,422	3,328	2,497	2,500	4,200
27110	Repair/Maintenance	4,384	6,905	7,076	7,080	8,500
32210	Communications	904	1,200	1,495	1,500	1,500
45110	Contract services	56,220	61,682	70,309	94,000	97,546
49110	Training/Development	498	628	0	2,520	3,000
Total		70,855	86,096	117,549	213,474	228,536

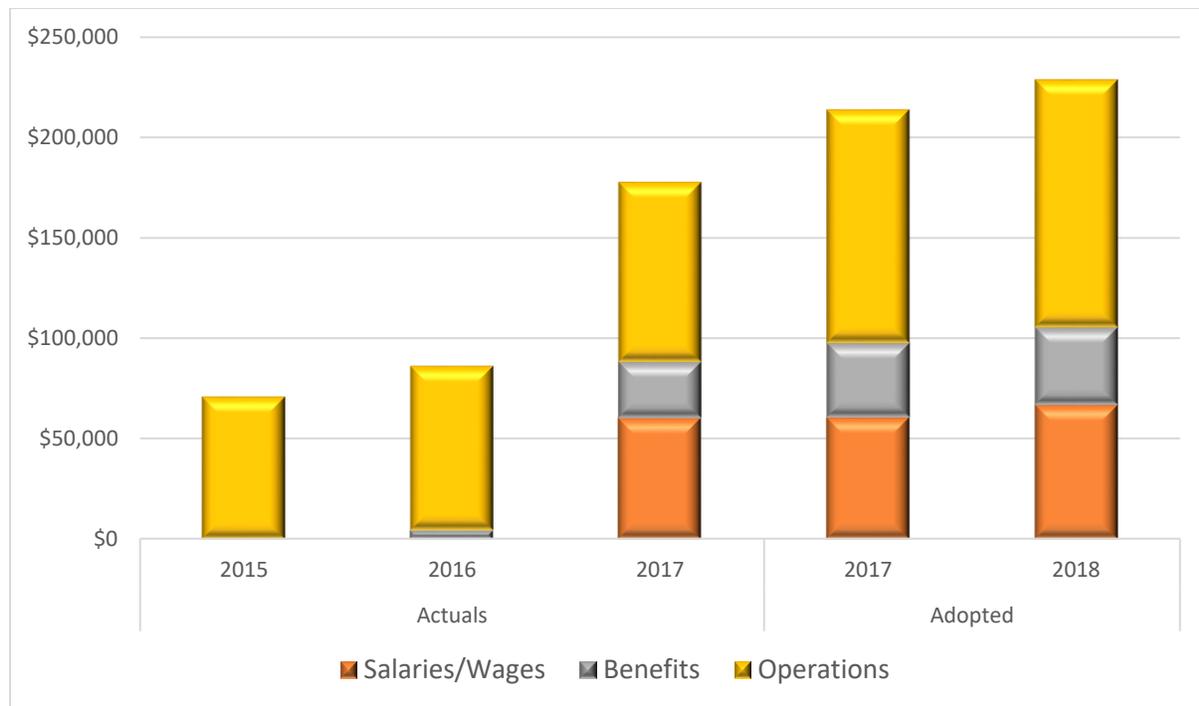


Figure 20 - Information Services Budget

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

Program Directives

In 2017, Management of Information Services completed the following program directives:

- * Replace obsolete workstations and software.
- * Provide additional upgrades and enhancements to the Township's Information Services.
- * Rolled out Office365
- * Installed/Setup WebCam for Park Project
- * Installed Panic Button System in Administration Building
- * Assisted with change over of municipal flow meters/pump station dialers software/hardware
- * Assisted with the Fuel Management System replacement
- * Started migration of users to Microsoft Windows 10 and Servers to Microsoft Server 2016
- * Provided upgrades to the Township's Wi-Fi systems
- * Replaced malfunctioning telephone voice router
- * Provided increase network storage through new Dell EqualLogic Storage
- * Replaced PLC network switches at the Wastewater Facility
- * Provided enhancements and improvements to GIS
- * Provided an increased Network/Internet/Email Security.

In 2018, Management of Information Services will be undertaking the following program directives:

- * Continue to Enhance/Secure the Township's Network System and Virtualization
- * Provide additional upgrades and enhancements to the Township's Information Services.
- * Replace copiers (Lease Term Ending)
- * Revise/Enhance IT Disaster Recovery Plan
- * Professional growth within IT through professional training
- * Continue migration of users to Microsoft Windows 10 and Servers to Microsoft Server 2016
- * Replace obsolete Fire/Security system in Administration Building
- * Replace dated Wireless Bridge to Public Works Building
- * Continue to work on Cost savings and increase IT Users productivity through technology
- * Implement Citizen/Staff incident engagement system
- * Implement Citizen/Staff Alert system
- * Replace network switches in various departments
- * Continue to Enhance and expand the Township's GIS system
- * Continue to develop a strategic Information Service Plan/Performance for the Township



Operating Budgets – Public Safety

Police Department – Account 10410

Expenditure	Classification	Actuals			Adopted	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	430,787	444,976	454,114	450,500	484,500
12110	Salaries Patrol	1,820,912	1,792,138	1,717,293	1,853,500	1,922,500
12112	Salaries Sergeant	385,270	379,937	290,886	303,000	312,500
12113	Salaries Corporal	236,278	308,884	375,682	380,500	394,500
12114	Crossing Guard	21,302	19,371	20,692	21,500	21,335
12115	Patrol Overtime	134,791	138,050	100,393	109,865	127,500
19000	Benefits	*	*	2,090,094	2,174,196	2,173,151
22110	Materials/Supplies	10,461	8,521	11,424	13,000	11,965
22410	Ammunition	14,913	18,903	14,992	15,000	16,101
23210	Vehicle Equipment Expense	6,757	6,884	8,438	11,500	11,419
24110	Uniforms	34,980	45,313	39,500	39,500	41,075
26110	Minor Equipment	7,706	17,870	44,040	46,000	17,230
27110	Repair/Maintenance	3,878	2,869	6,525	8,000	5,000
29410	Animal Control	15,086	18,699	14,957	16,000	16,200
32210	Communications	8,407	6,094	6,193	10,500	9,100
45110	Contract Services	19,531	23,274	31,841	36,500	37,268
46110	Rental/Lease	21,437	22,005	20,541	23,500	25,662
49110	Training/Development	9,610	15,392	21,907	22,500	24,748
Total		\$3,182,105	\$3,269,179	\$5,269,512	\$5,535,061	\$5,651,754



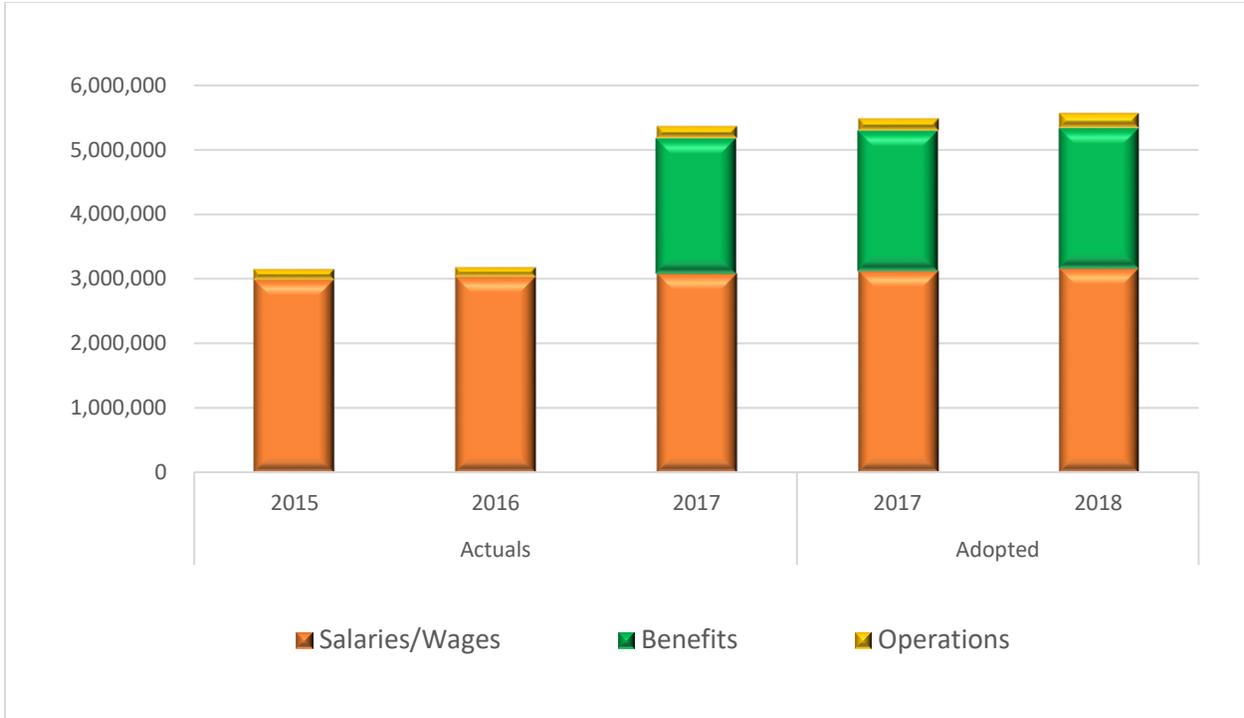


Figure 21 - Police Department: Administration Budget

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	2013	Ford Taurus	Chief's Vehicle	51,897
2	2010	Ford Crown Victoria	Patrol Unit	113,140
3	2011	Ford Crown Victoria	Patrol Unit	95,320
4	2014	Ford Interceptor SUV	Patrol Unit	96,001
5	2013	Ford Interceptor Sedan	Patrol Unit	126,287
6	2014	Ford Interceptor SUV	Patrol Unit	74,756
7	2013	Ford Interceptor SUV	Corporal's Vehicle	98,884
8	2015	Ford Interceptor Sedan	Patrol Vehicle	50,177
9	2017	Ford Crown Interceptor SUV	Traffic Enforcement/Patrol	5,590
10	2005	Ford Explorer	Investigation Unit	81,028

11	2005	Ford Crown Victoria	Lieutenant Vehicle	111,387
12	2010	Ford Escape	Investigation Unit	72,552
13	2013	Ford Interceptor SUV	Patrol Vehicle	10,429
14	2013	Ford Interceptor SUV	Sergeant/Administration	41,020
15	2010	Ford Explorer	Lieutenant Vehicle	74,325
17	2016	Ford Interceptor SUV	Patrol Unit	30,866
Average Mileage				70,854

January 2017- March 2018 program accomplishments

- **Replaced 18 of our AR-15’s between 2017 and 2018.** Our current AR 15’s were 14-15 years old and in need of repair. Total cost for 18 AR-15s, came to \$5,200.
- **Purchased two Speed Display Board/Traffic Survey Equipment at a cost of \$4,515 each in Q4 of 2017.** We had two speed display boards that are unrepairable. They are both 16 years old. Total cost was \$9,030.
- **Purchased 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. Officers are able to be given written exams on training and policies through the software which stores all the information and results. **Initial cost was \$5,926 with additional licenses costing extra. We renewed our software with an additional license for 2018 at a total cost of \$5,004.**
- **New gas masks for all Officers.** Most of our gas masks were 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 in Q3 of 2017 came to \$5,469.02.**
- **Implemented Procedural Justice and Police Legitimacy training in Q1.** We have implemented Procedural Justice practices in our policies and have made it part of daily activities. All Police Department Staff have been trained in Procedural Justice. (Funded through a grant from our DOJ partnership)
- **AED’s in all patrol vehicles. Purchased 6 new AED’s in Q1 for a total cost of \$14,409.50**
- **Completed inventory of evidence and purging old evidence to create space.** We started this project in 2015 and completed it in 2017.
- **Unmarked traffic safety vehicle.** This vehicle replaced the former K-9 vehicle and keeps us on track of replacing 2 vehicles per year. **Total cost of this vehicle was \$44,965 including upfit costs.**
- **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. Four training sessions

were held in February 2018, by Melissa Plotkin, Director of Community Engagement & Diversity at the York Jewish Community Center. All sworn and non-sworn members of the police department completed the training. (Funded through a grant from our DOJ partnership)

- Revised and enhanced development of a comprehensive internal administrative processes on citizens' complaints, use force, internal investigations, discipline, grievance and employee training on the process. With the assistance and oversight of Technical Experts we completely redid the following policies: Citizen Complaint, Citizen Compliment, Internal Affairs, Discipline and Rules of Conduct. All supervisors attended training on internal investigations in March 2018. (Funded through a grant from our DOJ partnership)

2018 Program objectives

- 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)
- Create a Body Worn Camera policy and Purchase 24 body cameras, accessories, and storage for a total cost of \$40,915. The cameras have been paid for but we have not yet received the cameras and are currently working on the policy.
- 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)
- Community Service Officers – Create two part-time positions where Community Service Officers will handle minor calls allowing Patrol Officers more time for Traffic Enforcement and Community Policing. Two Community Service Officers to be hired in May or June 2018. Annual cost of \$18,520 plus uniforms and supplies.
- May of 2018 we will be required to go through the Pennsylvania Law Enforcement Accreditation program to maintain our Accredited status. Three assessors will be at our department making sure we have the proper policies and proofs of compliance. The Re-Accreditation Assessment will be in May 2018.

- Facility planning for a new police station.



Operating Budgets – Public Safety

Fire Services (YAUFR) – Account 10411

Expenditure	Classification	Actuals			Adopted	
		2015	2016	2017	2017	2018
45110	Contract Services	2,636,920	2,735,426	2,756,219	2,734,964	2,243,546
45110	Contract Services Contributions - Fire	(243,506)	(258,998)	(141,141)	(104,697)	0
54000	Relief Association	70,435	66,296	60,276	66,296	60,000
Total		\$2,463,849	\$2,542,724	\$2,675,354	\$2,696,563	\$2,303,546

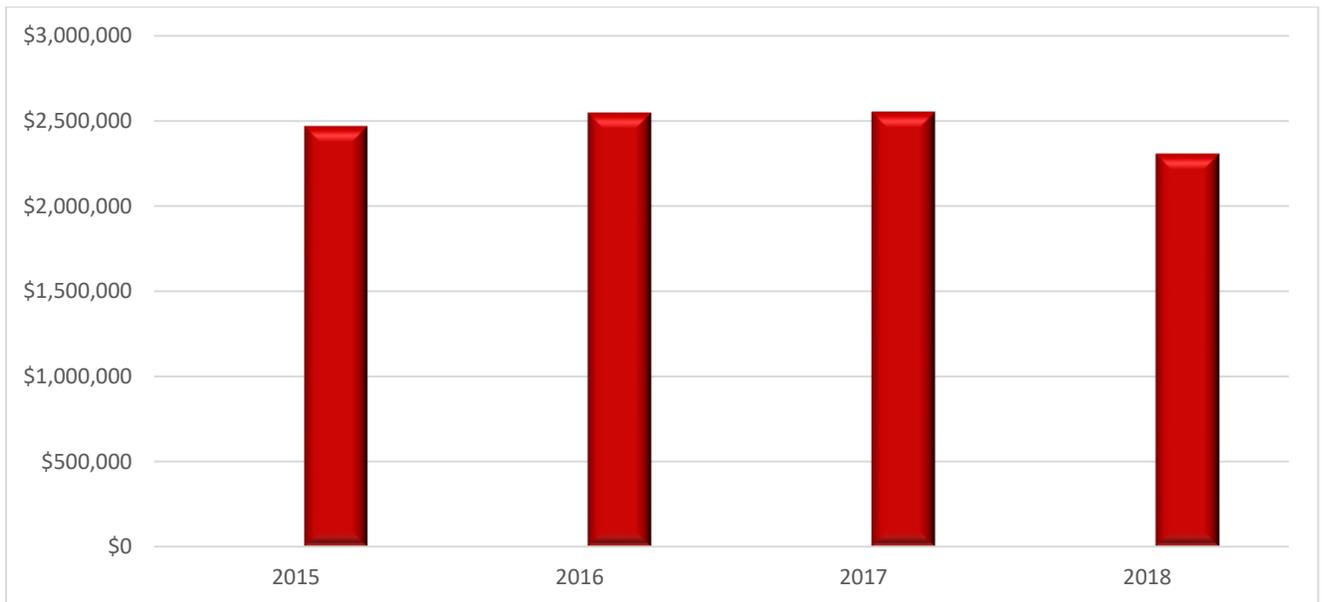


Figure 22 - Fire Services (YAUFR) Budget



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	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	270,250	227,564	150,440	145,601	24,167
12110	Part-time Wages	28,006	26,715	29,093	27,067	6,767
12130	Overtime		41,992	17,835	44,000	0
19000	Benefits	*	14,570	89,440	72,308	11,997
22110	Materials/Supplies	14,693	17,500	16,900	17,500	0
23110	Gas/Oil	0	241	0	0	0
24110	Uniforms	2,152	3,400	1,242	2,400	0
26110	Minor Equipment	2,678	2,000	0	1,600	0
27110	Repair/Maintenance	40,184	23,475	13,790	19,000	0
32210	Communications	2,134	2,066	1,813	3,000	0
45110	Contract Services	151,411	150,000	284,395	199,000	0
	Contract Services-Memorial					
45115	Hospital	63,526	73,042	26,078	80,000	0
49110	Training/Development	1,292	1,280	530	460	0
Total		576,325	583,845	631,556	611,936	42,931

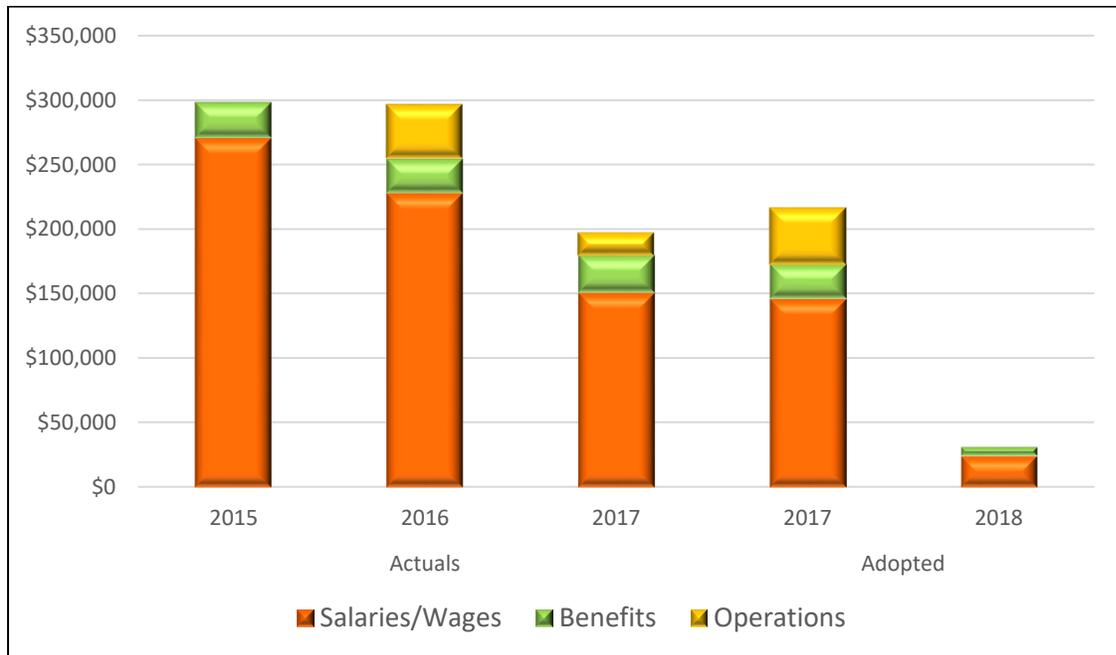


Figure 23 - Emergency Medical Services Budget

Program Description

Springettsbury Township residents are provided Basic Life Support (BLS) services on a twenty-four hour basis.

For 2018, Springettsbury Township entered into a long term contract with White Rose Ambulance Service to provide EMT services to the community. This change is anticipated to provide residents with the same or improved levels of service at a more effective cost to the Township.

White Rose provides EMTs current on all protocol and technological advancements, providing automatic external defibrillator (AED) service. White Rose services also provide administrative support for their operations.



Program Objectives

- Continue to provide BLS services to the residents while enhancing knowledge to assist on ALS incidents.

Operating Budgets – Community Development

Community Development Department – Account 10414

Expenditure	Classification	Actuals			Adopted	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	132,610	125,177	283,874	340,630	282,525
19000	Benefits	*	2,879	153,523	194,086	180,117
31300	Engineering	*	*		130,000	130,000
31110	Legal	*	*	38,479	33,000	41,000
22110	Materials/Supplies	2,880	5,016	5,091	3,880	3,880
26110	Minor Equipment	-	0	20,229	14,066	14,750
29110	Planning/Zoning Board	1,500	1,500	9,899	61,500	12,000
29115	Historic Preservation	437	250	1,838	1,000	2,000
31350	MS4	-	0	0	15,000	225,000
32210	Communications	-	0	3,737	4,032	4,000
33110	Advertising/Printing	4,099	2,280	6,943	14,400	14,400
45110	Contract Services	69,633	173,049	113,710	59,000	154,000
45115	Comprehensive Plan	-	0	0	25,000	50,000
49110	Training/Development	1,684	2,077	7,921	6,000	8,000
Total		\$212,843	\$312,229	\$645,244	\$901,594	\$1,121,672

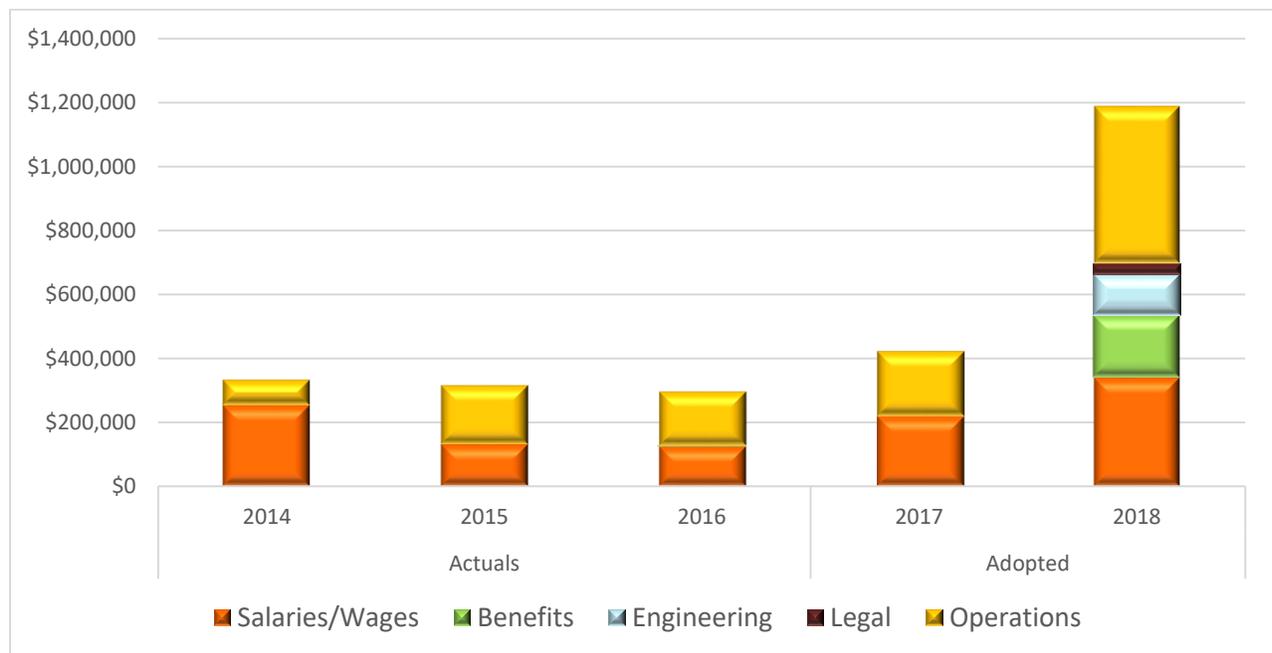


Figure 24 - Community Development Budget

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 Maintenance Code (IPMC), 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. The department is also chiefly responsible for the administration and implementation of the Township’s Municipal Separate Storm Sewer System (MS4) Program. The Township is currently in the 2018-2022 permit cycle and is responsible for the elimination of nearly 700,000 pounds of sediment from Township creeks, streams and tributaries.

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 has begun to loosen in recent months and the department has seen an increase in interest for new residential development and an increase in new residential construction permits. 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, though land available for green field development is dwindling, the opportunity for redevelopment of older commercial retail sites is increasing. The opportunity has been created due

to periphery infrastructure projects, such as the I-83 widening, and a shift in overall national retail shopping trends. It is anticipated that the department will become more dependent on redevelopment projects that may consist of wholesale redevelopment but also alterations or expansions to existing facilities.

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. It should be noted, though, that once dormant subdivisions are becoming active and interested in building out vacant lots and finalizing roadways for Township dedication. However, continual monitoring and inspection of these sites can consume a significant amount of staff time that is not covered by fines or fees.

The Township has made adjustments to its commercial fee schedule to create a greater sense of parity between the costs incurred to issue and inspect permits and the fee assessed for that permit. More time administering the



new fee schedule is necessary to determine its efficacy in creating financial parity. In regards to residential permits, the department 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 four 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. In addition, the department has changed to accommodate the unfunded mandates associated with the Township's MS4 Program responsibilities and requirements. New challenges for staff in 2018 will involve:

- Implementation of an EPA/DEP compliant MS4 Program and administration of an effective Chesapeake Bay Pollutant Reduction Plan
- Update of the Comprehensive Plan
- Focus resources on code enforcement of property maintenance
- Improving the permit review and approval process, including a whole sale shift to electronic and digital tracking and review
- Implementing a process to establish record retention in a digital format
- Continue staff training and certification as required.



Operating Budgets – Public Works

General Services – Account 10430

Expenditure	Classification	Actuals			Adopted	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	326,864	267,044	285,500	240,879	250,000
11130	Overtime	732	845	2,109	1,000	1,000
12114	Salaries/Wages - Mechanics	123,990	105,858	105,305	98,542	105,000
12134	Overtime – Mechanics	26	152	500	1,000	500
19000	Benefits	*	42,985	438,051	415,074	438,604
22110	Materials/Supplies	5,301	6,278	5,232	5,000	6,000
23110	Gas/Oil	83,460	79,579	63,319	135,000	100,000
23210	Vehicle Equipment Expense	20,715	14,699	14,373	25,000	25,000
24110	Uniforms	4,931	5,882	7,807	6,000	8,000
26110	Minor Equipment	2,084	3,021	1,375	2,000	2,000
27110	Repair/Maintenance	42,471	42,065	45,827	39,000	39,000
49110	Training/Development	1,369	299	6,924	1,500	5,000
23238	Vehicle Rental	0	0	0		38,000
Total		\$611,942	\$568,707	\$ 976,322	\$969,995	\$1,018,104



Figure 25 - Public Works Department: General Services Budget

Program Description



Public works department personnel maintain and repair 101 miles of township roads, 12 parks (125 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 allocated between the public works department and the wastewater treatment department.

2017 Department Accomplishments

In 2017, the Department purchased a new Schwarze street sweeper. This new sweeper replaced a 1994 Elgin street sweeper. The grand total for the new sweeper was \$261,000.

The Board authorized the replacement of the Township’s existing fuel monitoring and dispensing system. All departments utilize the system for their gasoline and/or diesel fuel needs. The existing system was 25+ years old and no longer reliable. The new system utilizes the most current and reliable tracking methods and will also include very robust dispensing pumps. The project cost was \$150,000. This project did 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.

Another project that was completed in 2017 was re-profiling and paving Trout Run Road. Trout Run Road is approximately 1.5 miles long and was in poor condition. The total project cost was less than \$500,000.

For 2018, the Township entered into an agreement with Enterprise Fleet Management to lease all passenger style vehicles in all Departments, including Police Interceptors. As current Township vehicles are replaced they will be leased through Enterprise in lieu of purchased. This agreement will allow the Township to possess a newer fleet but also flatten spending levels.

In addition, the Department will construct a new pavilion at the Springetts Castle Park Playground.

Operating Budgets – Public Works

Street Cleaning – Account 10431

Expenditure	Classification	Actuals			Adopted	
		2015	2016	2017	2017	2018
11110	Salaries/Wages - street sweeper	8,249	13,306	3,866	12,400	12,000
11130	Overtime - Street Cleaning	-	0	0	500	0
12114	Salary - Leaf Collection	24,801	40,000	8,114	45,000	45,000
12134	Contract Services	3,015	3,631	0	4,000	4,000
Total		36,065	56,937	11,980	61,900	61,000

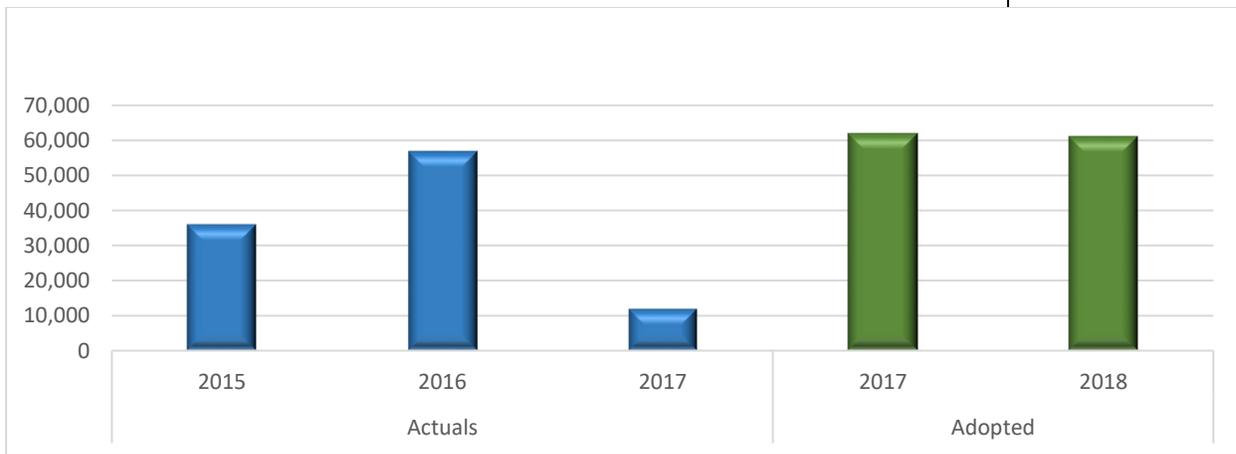


Figure 26 - Public Works Department: Street Cleaning Budget

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	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	11,905	19,417	5,947	18,000	18,000
11130	Overtime	26,572	30,474	8,045	21,000	20,000
22110	Materials and Supplies	-	2,004	701	2,000	2,000
26110	Minor Equipment	380	0	0	500	500
Total		\$38,856	\$51,896	\$14,693	\$41,500	\$41,500

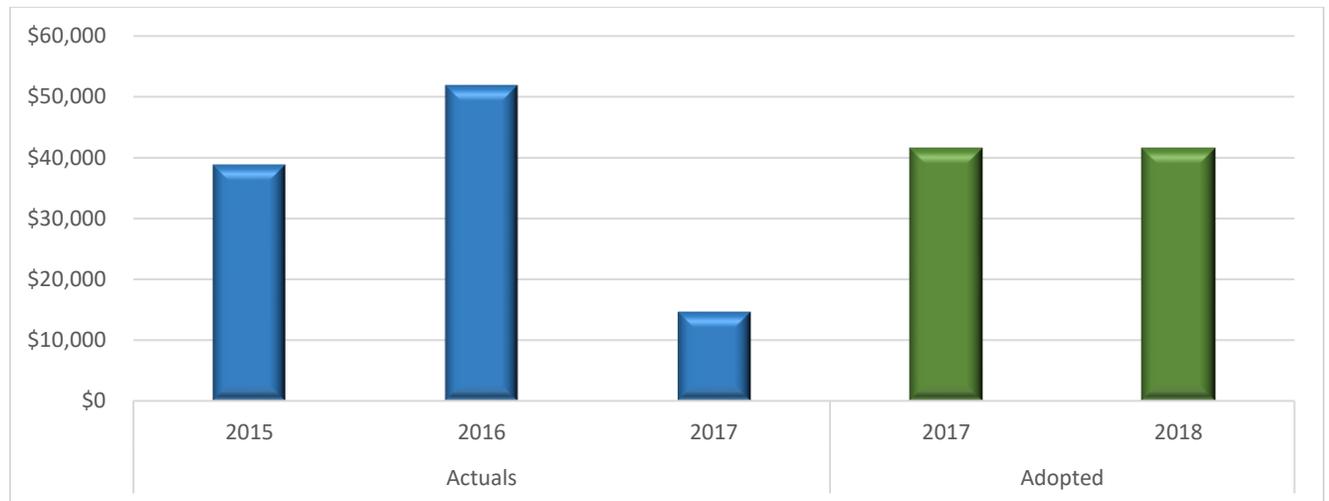


Figure 27 - Public Works Department: Snow & Ice Removal Budget

Program Description

This program provides plowing and cindering of 101 miles of township roads.

Budget Commentary

To subsidize seasonal expenses, snow and ice removal materials are also budgeted in the commonwealth liquid fuels fund at a cost of \$50,000.



Operating Budgets – Public Works

Traffic Signs and Lines – Account 10433

Expenditure	Classification	Actuals			Adopted	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	12,481	22,146	25,146	20,000	23,000
11130	Overtime	422	366	422	500	500
Total		\$12,902	\$22,512	\$25,567	\$20,500	\$23,500

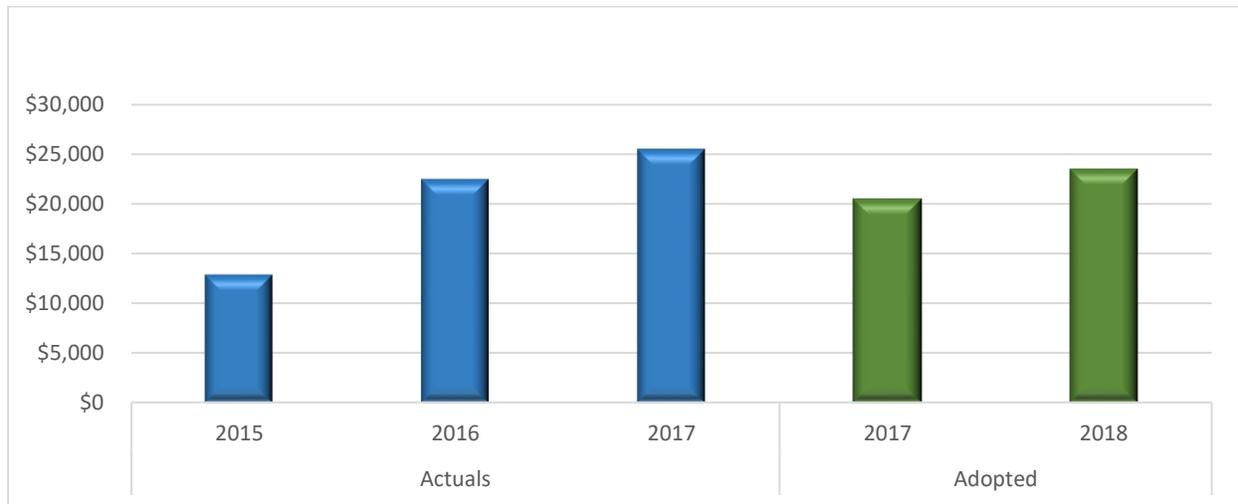


Figure 28 - Public Works Department: Traffic Signs & Lines Budget

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 (\$40,000) are included in the commonwealth liquid fuels budget.

Operating Budgets – Public Works

Sidewalks/Curbs Maintenance and Repairs – Account 10435

Expenditure	Classification	Actuals			Adopted	
		2015	2016	2017	2017	2018
22110	Materials and Supplies	3,345	3,944	5,110	4,000	4,000
Total		\$3,345	\$3,944	\$5,110	\$4,000	\$4,000

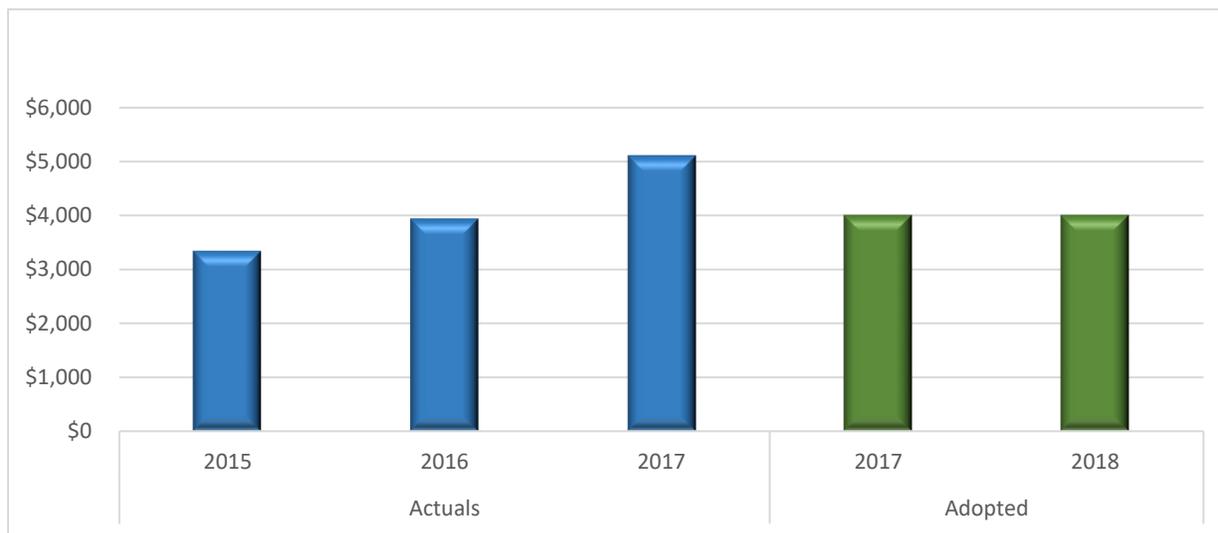


Figure 29 - Public Works Department: Sidewalks & Curbs Budget

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	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	3,738	8,291	5,446	10,000	10,000
11130	Overtime	102	-	0	500	500
22110	Materials/Supplies	8,012	17,170	1,809	15,000	15,000
46110	Rental/Lease	-	-	0	500	500
Total		\$23,190	\$11,851	\$7,255	\$26,000	\$26,000

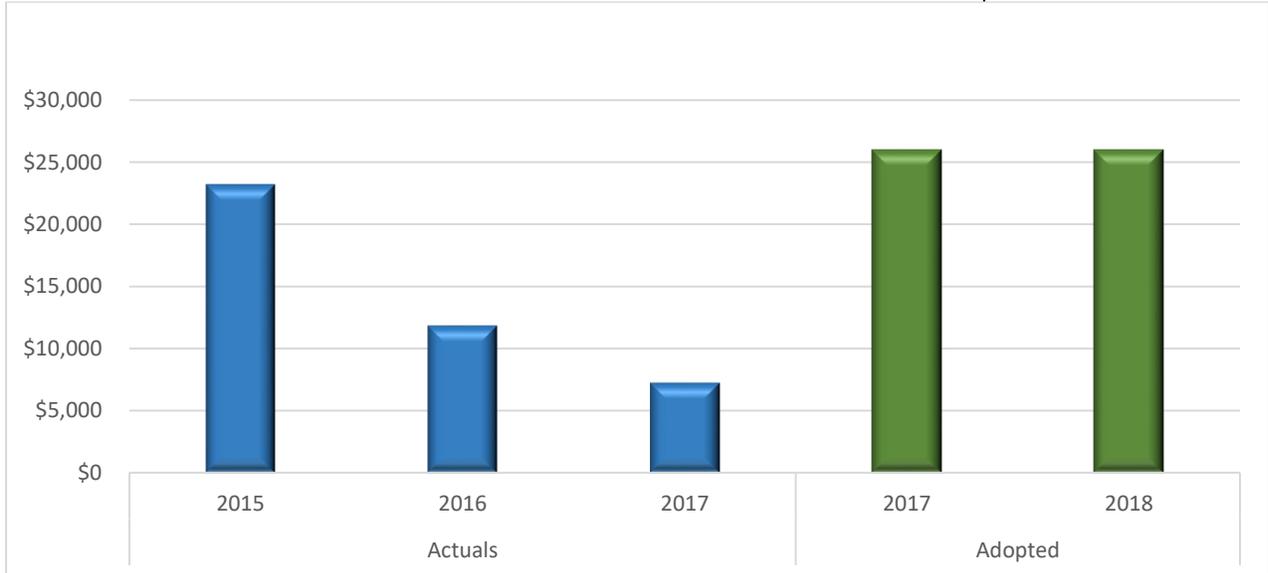


Figure 30 - Public Works Department: Storm Sewers Budget

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	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	83,565	132,755	115,259	110,000	114,000
11130	Overtime	650	134	802	1,000	500
22110	Materials/Supplies	11,837	9,557	10,280	9,000	15,000
45110	Contract Services	7,789	12,345	12,521	10,000	12,000
Total		\$103,841	\$154,791	\$138,862	\$130,000	\$141,500

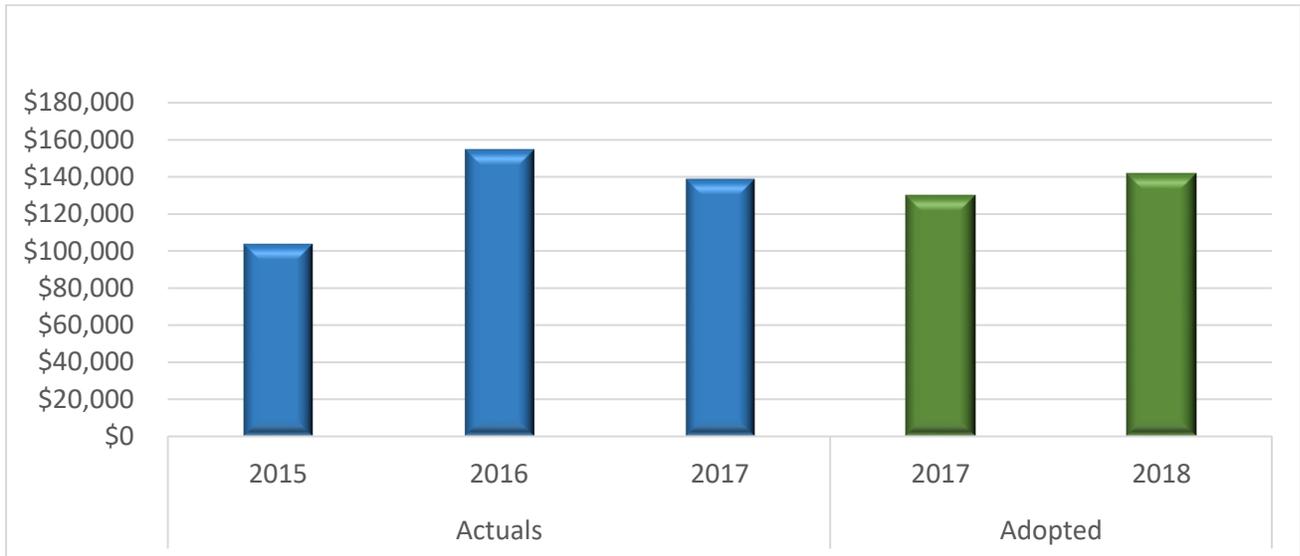


Figure 31 - Public Works Department: Highway Maintenance & Repairs Budget

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	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	26,461	17,881	9,133	20,000	16,000
11130	Overtime	982	0	0	500	0
12114	Materials/Supplies	7,995	9,577	8,949	8,500	8,500
12134	Repair/Maintenance	23,011	34,596	41,596	75,000	25,000
19000	Communications	13,753	16,549	15,920	16,000	16,000
36110	Electric - Admin	21,025	23,577	20,148	24,000	23,000
36110	Electric - Farm house	3,821	4,153	3,417	3,500	3,600
36110	Electric - PW	9,656	10,011	9,323	10,000	10,000
36110	Electric - Police	55,076	50,612	44,149	52,500	50,000
36120	Gas - Admin	3,790	2,507	2,857	4,000	3,500
36120	Gas - Farm house	348	340	349	500	500
36120	Gas - PW	6,055	4,577	4,804	5,500	5,000
36120	Gas - Police	2,280	1,967	2,090	2,500	2,500
36130	Sewer - Admin	447	735	807	1,000	1,000
36130	Sewer - Farm house	368	275	268	500	500
36130	Sewer - PW	517	296	269	500	500
36130	Sewer - Police	320	275	268	1,000	500
36130	Sewer - Park	316	275	278	500	500
36140	Disposal Services	2,271	2,200	1,085	2,500	2,000
36150	Water - Admin	2,541	2,947	2,620	3,000	3,000
36150	Water - PW	2,132	1,648	1,493	2,000	2,000
36150	Water - Police	1,951	1,771	1,929	2,000	2,000
45110	Contract Services	34,637	37,040	31,470	33,000	34,000
46110	Rental Lease	-	0	80	500	500
Total		\$ 219,757	\$ 223,809	\$ 203,302	\$ 269,000	\$ 210,100

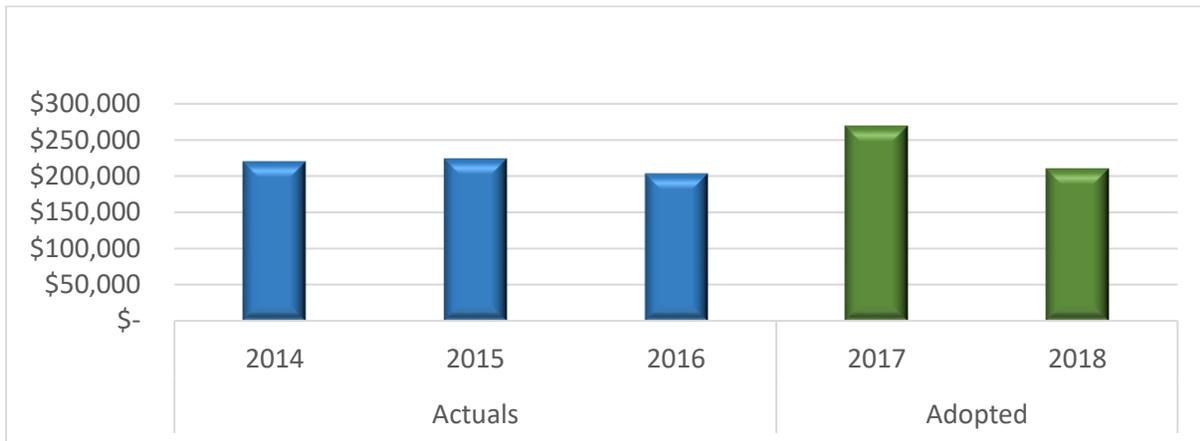


Figure 32 - Public Works Department: Township Buildings

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	
		2015	2016	2017	2017	2018
11110	Salaries/Wages	98,196	111,640	160,628	115,000	120,000
11130	Overtime	1,065	0	0	1,500	1,500
22110	Materials/Supplies	8,793	14,972	5,783	10,000	10,000
26110	Minor Equipment	521	0	720	1,000	1,000
27110	Repair and Maintenance	2,283	6,046	5,548	4,000	4,000
36150	Water	6,745	7,189	5,845	7,000	7,000
45110	Contract Services	22,654	24,729	24,198	22,500	22,000
Total		\$ 140,256	\$ 164,576	\$202,722	\$ 161,000	\$ 165,500

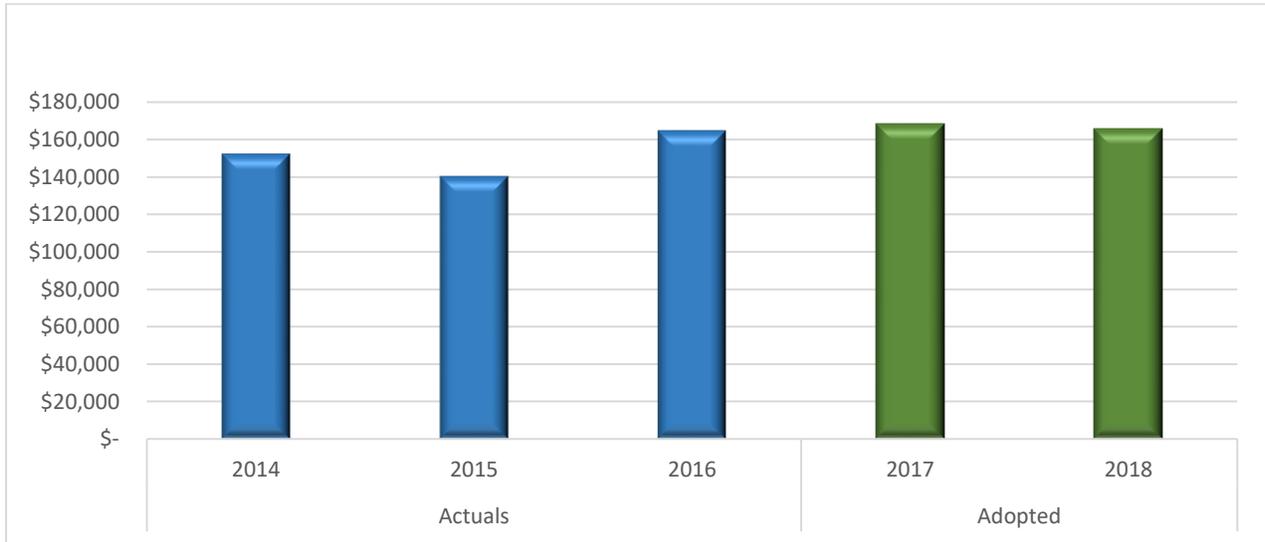


Figure 33 - Public Works Department: Parks Maintenance



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, baseball 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	
		2015	2016	2017	2017	2018
11110	Salaries/Wages Office	73,622	35,356	68,967	67,218	69,757
11116	Salaries/Wages Specialists	21,563	22,844	25,293	24,000	24,000
11117	Salaries/Wages Directors	51,008	74,602	47,721	58,000	56,000
19000	Benefits	*	*	34,591	23,403	37,313
22110	Materials/Supplies	11,083	16,370	14,848	15,000	15,000
22115	Park Celebration	39,134	36,254	33,663	40,000	30,000
22310	Trips/Tickets	58,048	53,033	56,966	56,000	56,000
26110	Minor Equipment	657	2,500	0	7,000	5,000
27110	Repair/Maintenance	891	0	615	1,000	1,000
29310	Performances	65,735	87,035	66,001	72,000	65,000
29710	Program Services	66,883	68,267	65,876	65,000	65,000
33110	Advertising/Printing	25,345	25,919	25,419	25,000	25,000
45110	Contract Services	17,323	28,034	22,837	23,000	25,000
46110	Rental/Lease	35,962	30,000	29,272	30,000	30,000
49110	Training/Development	2,495	1,487	2,740	2,500	3,000
22210	Castle Park	0	0	3,354	0	0

Total *\$ 615,941* *\$ 614,504* *\$ 498,163* *\$ 658,339* *\$ 507,070*

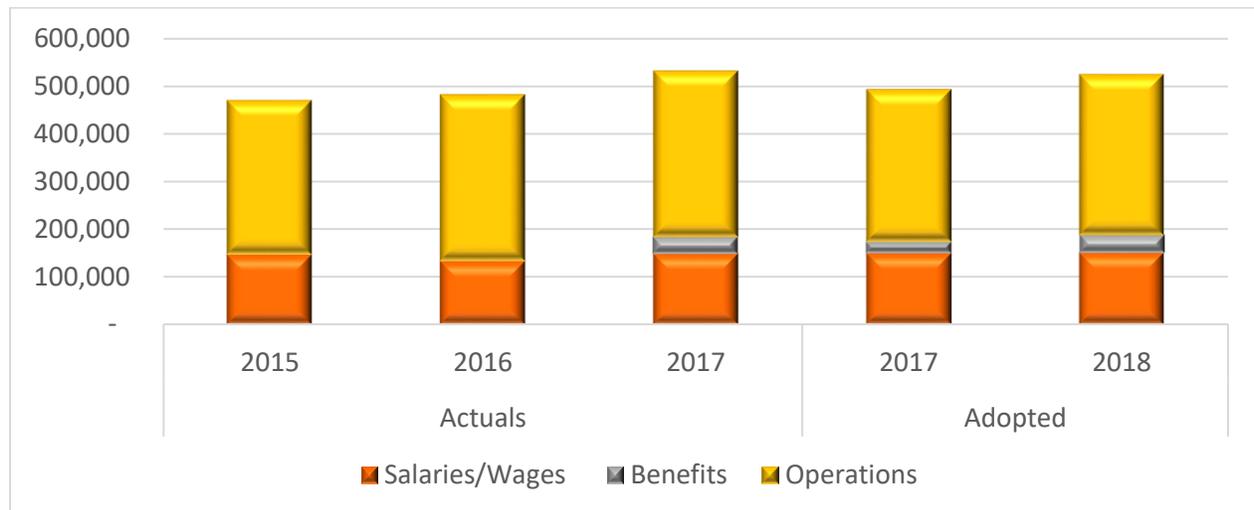


Figure 34 - Parks & Recreation Department Budget

Program Description

The Parks and Recreation Department provides a diverse and comprehensive array of community-based services that promote active and healthy living, cultural experiences and lifelong learning opportunities for our Springettsbury Township residents. Our core programs include: health & 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 the Sounds of Summer Concert Series, Saturday in the Park and the Holiday Tree Lighting. The department operates and manages 13 township parks totaling over 150 acres. The township’s facilities include a 1,500-open seating style amphitheater, a full-service concession stand, 10 playgrounds including the 20,000 square foot Springetts Castle Park Playground, athletic fields at 10 different locations, inline hockey rink, tennis courts, sand volleyball courts, 10 picnic pavilions and lighted basketball courts.



This summary provides an overview of the current funding and the financial plans of the Parks and Recreation Department. 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. The department seeks to deliver a high-quality experience for the best cost value with each offering. The total approved budget for department services was \$510,407 in 2017. The budget for 2018, in the amount of \$527,070, will 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 9-week Summer Park Program. The department also provides the Summer Park Program’s materials which include athletic equipment, arts & crafts supplies, and first aid kits. The Summer Park Program serves more than 600 children ages 6-14 years of age. The Sounds of Summer Concert Series is another popular program that draws many large crowds during the summer season. Our July 4th Celebration Concert attracts as many as 15,000 people to Springettsbury Township Park for the music and fireworks display.

The 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 leasing of these sites allows the township to serve nearly 1,000 registrants 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 live dance performances, athletic competitions, carnival rides & attractions, food trucks, vendors and concludes with a family friendly concert. This annual event has become a tradition that the department has charged with carrying on in order to promote and showcase the community pride in Springettsbury Township.

The next major financial goal that the department will be strategizing on will be the Recreation Fees coming from the Triplet Springs Development & the Pleasant Valley Tract Development. These two development projects will be supplying the department with funds of \$200,000 that will need to be accurately spent towards Springettsbury Township Park. Springettsbury Township Park is the allocated location for the spending of these fees given its location as the closest township park to the developments. The Parks & Recreation Board along with community input will collectively form an improvement project(s) for the usage of these funds. The respective Recreation Fees have a life span of several years, so that spending may occur into the years of 2019 and beyond.

The Parks & Recreation Board along with the department is looking forward to the future projects that will be developed given these Recreation fees for the community to enjoy.



Operating Budgets – Debt Service

Debt Service - Account 10471

Expenditure	Classification	Actuals			Adopted	
		2014	2015	2016	2017	2018
30471	Debt service	264,850	3,756,000	265,000	265,000	220,000
30472	Bond interest	-	-	-	-	113,070
Total		\$ 264,850	\$ 3,756,000	\$ 265,000	\$ 265,000	\$ 333,070

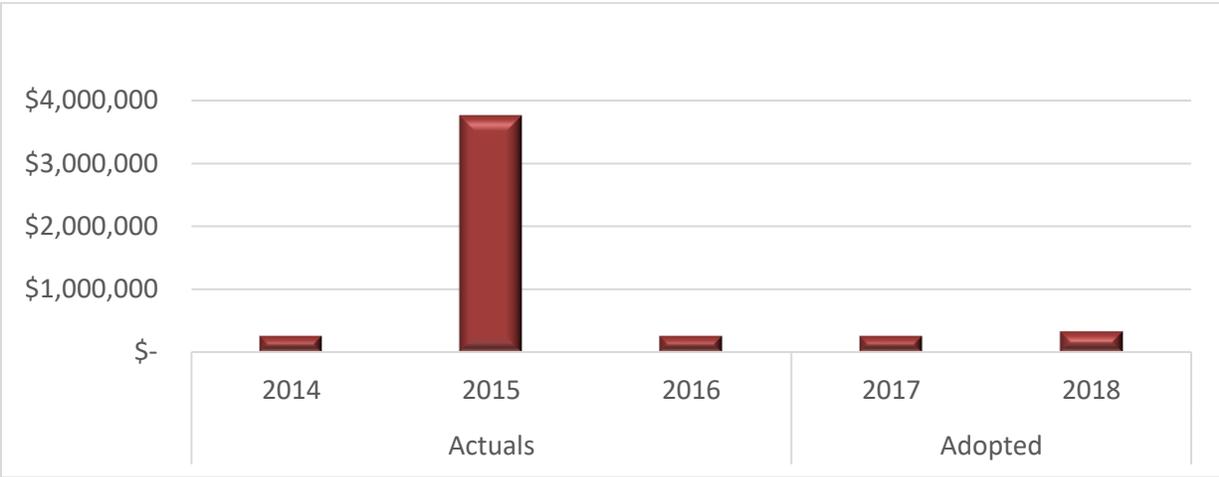


Figure 35 - Debt Service Budget

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	
		2015	2016	2017	2017	2018
54000	Martin Library	37,000	37,000	37,000	37,000	37,000
Total		\$ 37,000				

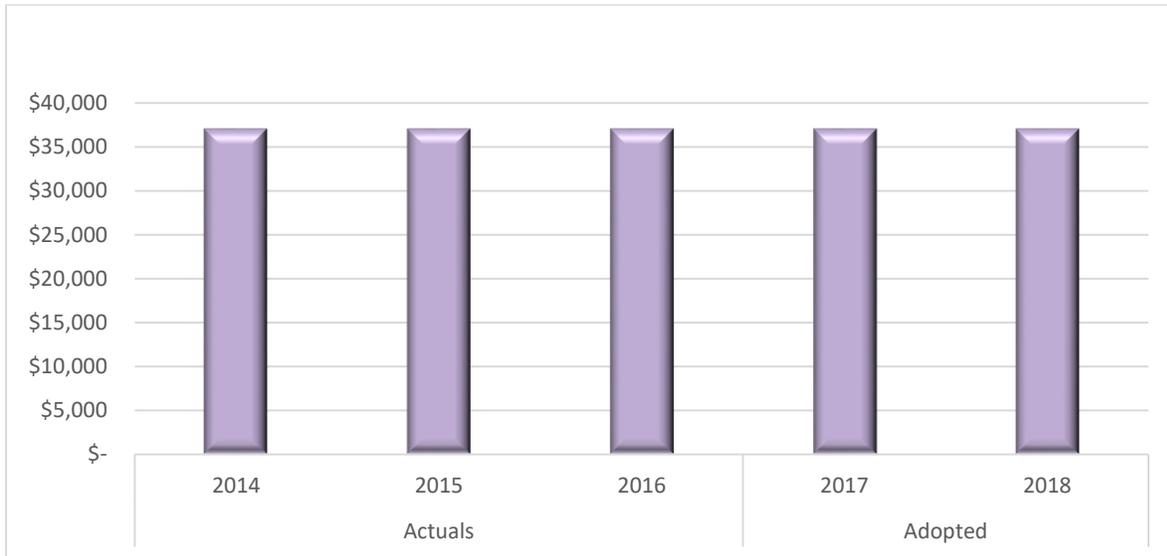


Figure 36 - Contributions Budget

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

Insurance – Account 10486

Expenditure	Classification	Actuals			Adopted	
		2015	2016	2017	2017	2018
53120	Property	33,936	30,000	120,000	40,000	139,609
53130	Motor vehicles	36,028	36,500	45,502	36,500	62,475
53140	Law Enforcement	95,476	102,000	15,000	105,000	15,900
53150	General Liability	62,568	94,000	35,021	95,000	67,024
53155	Pollution Liability	1,363	1,400	1,278	1,500	1,500
53160	Insurance/Bonds	3,580	15,000	18,030	20,000	15,900
Total		\$ 232,951	\$ 278,900	\$ 234,831	\$ 298,000	\$ 302,408

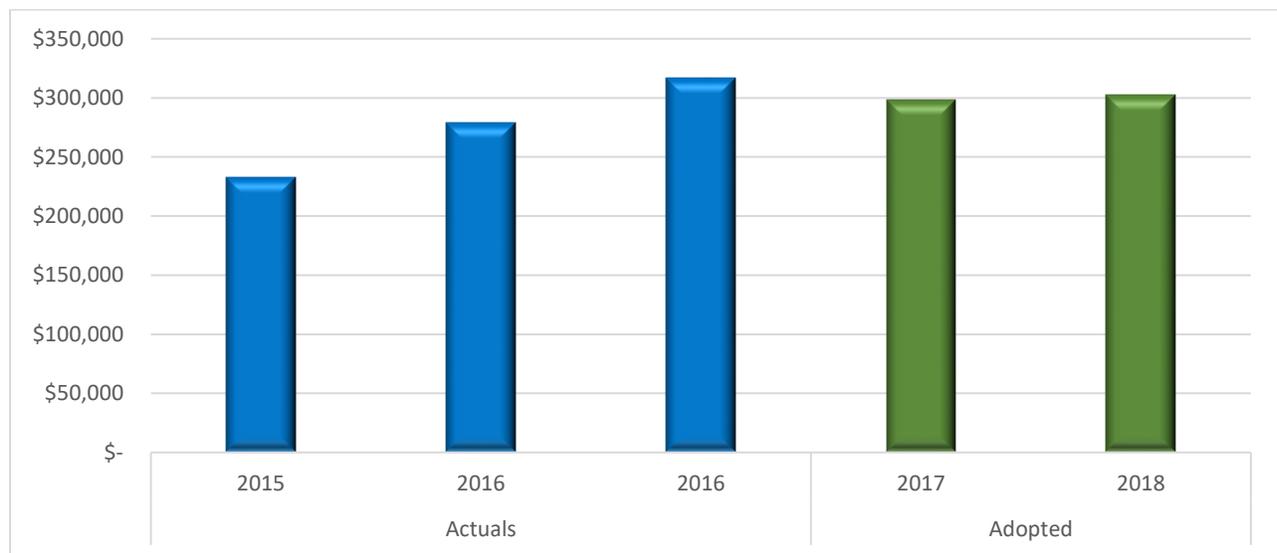


Figure 37 - Insurance Budget

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	
		2015	2016	2017	2017	2018
32410	Postage	22,222	35,444	19,395	32,000	32,960
43000	Taxes Refund/Prior Year	1,380	1,442	1,018	1,500	1,500
55110	Adjustment	6,374	4,000	131,332	4,000	8,000
99900	Contingency	6,736	0	0	0	0
Total		\$ 36,712	\$40,886	\$ 151,745	\$ 37,500	\$ 42,460

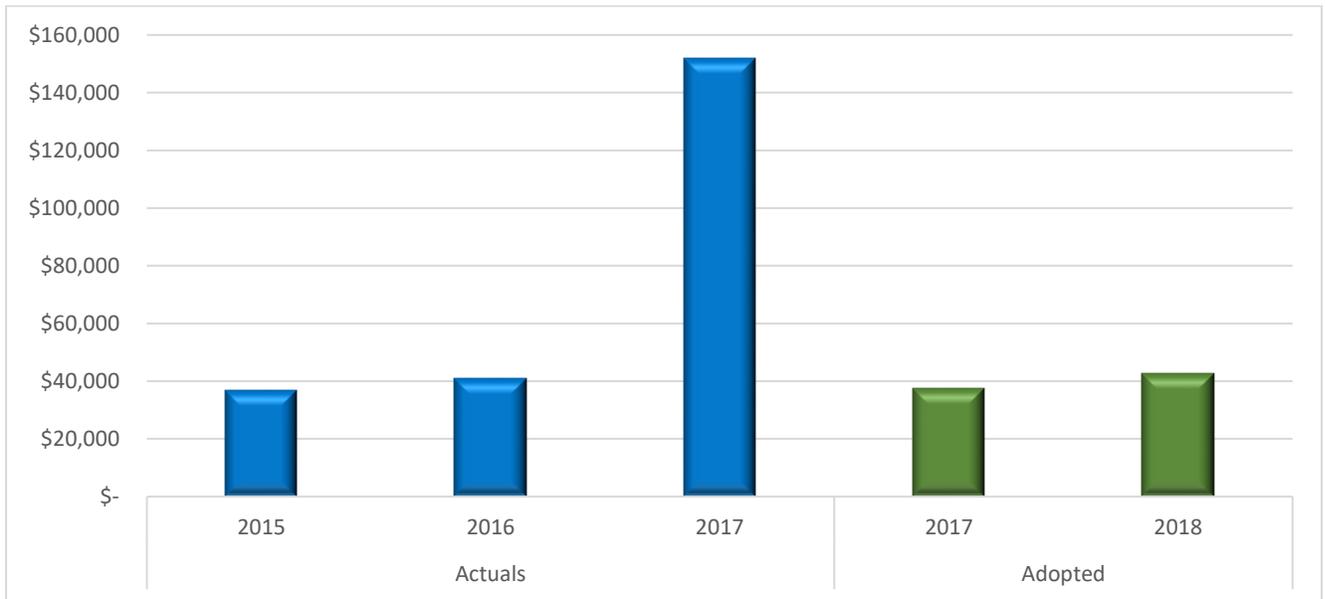


Figure 38 - Fixed/Sundry Other Budget

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	
		2015	2016	2017	2017	2018
10749	Capital reserve	11,000	-	320,000	310,000	666,950
Total		\$ 11,000	\$ -	\$320,000	\$ 310,000	\$ 666,950

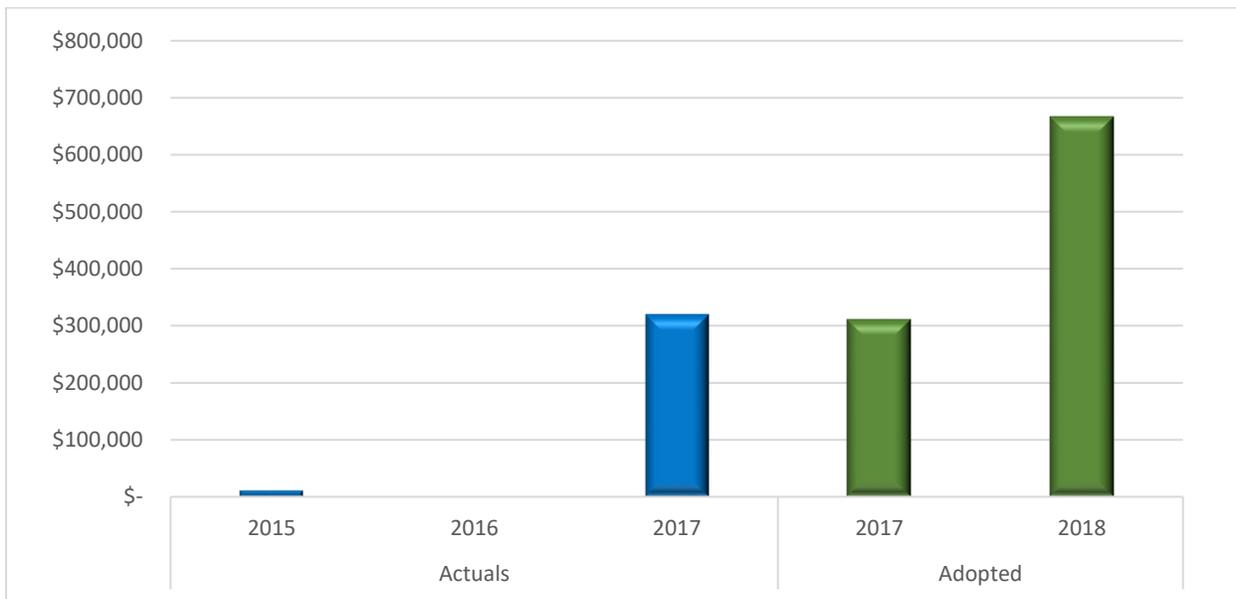


Figure 39 - Interfund Operating Transfers Budget

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	
	2015	2016	2017	2017	2018
Revenues					
20341-06110 Interest	477	819	4,160	700	500
20355-07510 State allocations	662,403	773,403	810,147	792,000	819,260
20355-07515 State Road Turnback Program	8,760	8,760	8,760	8,760	8,760
Total revenues	\$671,640	\$782,982	\$941,767	\$801,460	\$ 828,520
Expenditures					
20430-26610 Minor Equipment	0	0	103	5,000	5,000
20430-71410 Capital Equipment	0	0	0	5,000	5,000
20432-22110 Snow/Ice Materials & Supplies	97,178	45,256	55,177	100,000	75,000
20433-22110 Traffic Signals - Material & Supplies	30,399	26,891	47,068	45,000	40,000
20433-32210 Traffic Signals - Communication	1,064	924	1,115	1,000	1,000
20433-36110 Traffic Signals - Electric	25,005	26,807	28,484	25,000	25,000
20433-45110 Traffic Signals - Contract Services	29,481	17,823	20,527	25,000	25,000
20433-71410 Traffic Signals - Capital Equipment	0	0	0	10,000	10,000
20434-36110 Street Lights - Electric	65,780	66,835	72,360	75,000	70,000
20434-45110 Street Lights - Contract Services	2,856	2,700	2,548	2,500	3,000
20437-27110 Tool/Machinery - Maintenance/Repairs	0	0	0	1,000	1,000
20438-22110 Road Maintenance - Materials & Supplies	3,072	14,324	25,753	20,000	20,000
20438-45110 Road Maintenance - Contract Services	72,801	83,053	109,003	62,000	100,000
20439-45110 Road Construction - Contract Services	310,078	244,598	422,495	400,000	439,760
Total expenditures	\$637,714	\$529,211	\$784,633	\$776,500	\$ 819,760



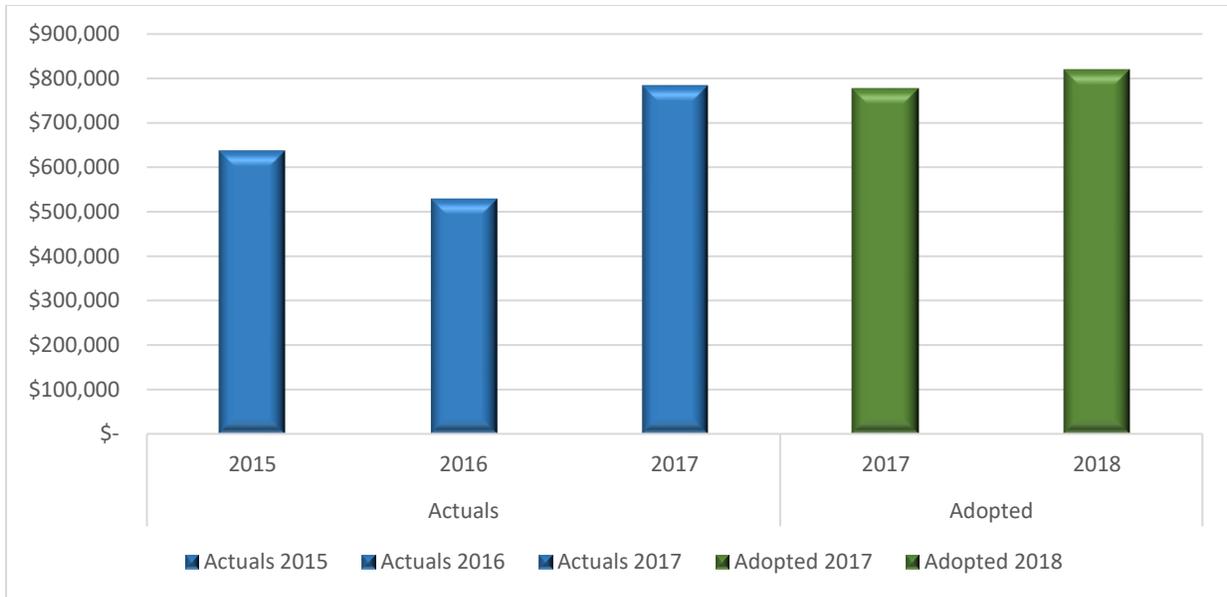


Figure 40 - Commonwealth Liquid Fuels Fund Budget

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 \$819,760 in addition to \$8,760 for roads designated in the turn-back program.

Operating Budgets – Other Funds

Subdivision Recreation – Fund 21

Classification	Actuals			Adopted	
	2015	2016	2017	2017	2018
Revenues					
21341-06110 Interest	20	17	500	20	20
21341-06112 Contributions	3,450	3,550	-	2,000	2,000
21341-08470 Other (Use of Fund Balance)	-	-	9,500	2,980	2,980
Total revenues	\$ 3,470	\$ 3,567	\$ 10,000	\$ 5,000	\$ 5,000
Expenditures					
21454-22711 District 1	-	-	-	-	-
21454-22712 District 2	-	-	-	-	-
21454-22713 District 3	-	-	-	-	-
21454-22714 District 4	1,586	-	-	-	-
21454-22715 District 5	11,035	4,899	10,000	5,000	5,000
Total expenditures	\$ 12,621	\$ 4,899	\$ 10,000	\$ 5,000	\$ 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	7	1,027
District 2	North of Route 30, East of Mount Zion	14.73%	2,015	13	2,028
District 3	South of Route 30, West of Mount Zion Road	22.11%	3,024	20	3,044
District 4	South of Route 30, East of Mount Zion Road	6.31%	863	5	868
District 5	Community Centralized Parks	49.38%	6,754	(1,116)	5,638
Total revenues		44.31%	\$13,676	(1,074)	\$12,605

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	
		2015	2016	2017	2017	2018
Revenues						
23301-03110	Real Estate Tax - Current	85,043	86,988	86,084	81,000	83,000
23301-03111	Real Estate Tax - Prior	1,754	1,464	1,153	500	1,000
23341-06110	Interest Earnings	108	124	539	500	150
Total revenues		\$ 88,576	\$ 87,559	\$ 87,776	\$ 84,150	\$ 87,650
Expenditures						
23434-36110	Electric	60,632	68,393	75,783	65,000	68,000
23434-45110	Contract Services	8,471	15,089	5,093	15,000	16,000
Total expenditures		\$ 83,482	\$ 70,377	\$ 80,876	\$ 84,000	\$ 87,650

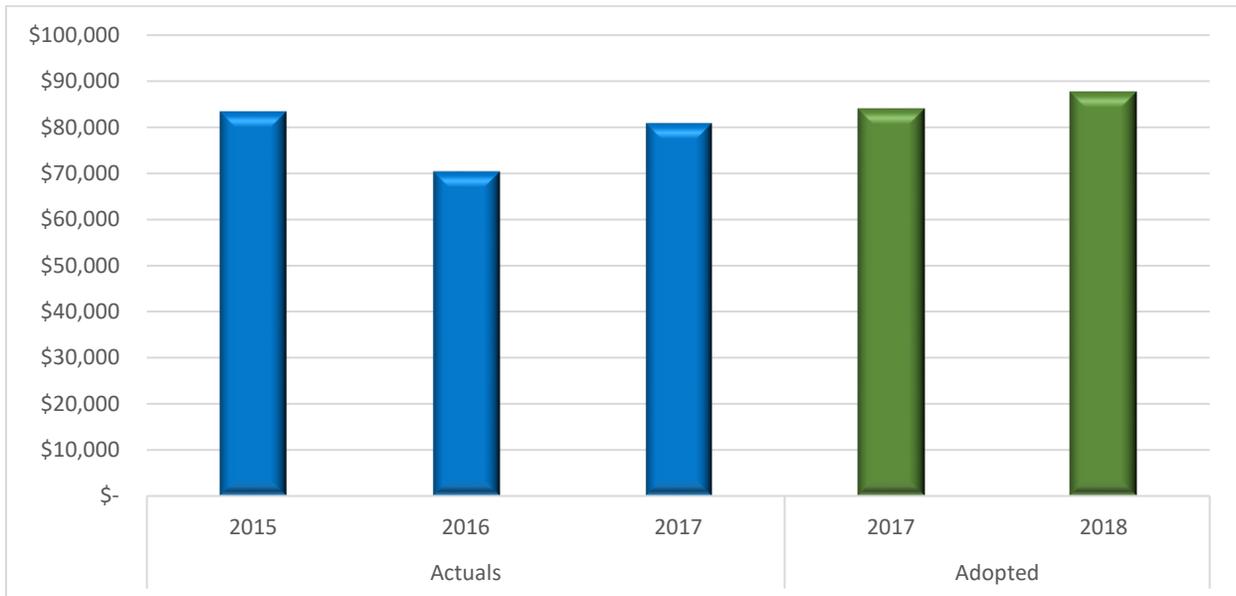


Figure 42 - Petitioned Street Light Fund Budget

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

Other Government Funds - Fund 30						
Classification	Actuals			Adopted		
	2015	2016	2017	2017	2018	
Revenues						
30341-01122	Interest earnings (PLIGIT - 2016 bond)	-	2,590	6,176	-	500
30341-06110	Interest earnings	308	287	231	4,200	1,500
30374-10750	Use of Fund Balance	-	-	-	1,363,870	0
30392-10710	General Fund transfer	11,000	-	310,000	310,000	666,950
30393-13000	Note proceeds	3,000,000	3,765,000	-	-	-
Total revenues		\$ 3,011,308	\$ 3,767,877	\$ 316,407	\$ 1,678,070	\$ 668,950
Expenditures						
30430-27110	PW R&M (Fuel Pump system)	-	-	145,447	150,000	50,000
30411-00000	Fire-Equipment	-	-	-	0	175,000
30435-71410	Sidewalks/Curb contract	29,305	17,559	11,950	35,000	100,000
30438-45110	Highway R&M (Trout Run Road)	-	-	426,063	500,000	-
40439-71410	PW Equipment	24,653	172,557	266,082	450,000	-
30439-72005	Davies Dr. railroad crossing	-	-	-	10,000	10,000
30454-61110	Park Improvements (Township Park playground)	-	299,999	445,777	200,000	-
30471-30000	Debt service	3,756,000	31,061	333,950	333,070	333,950
30472-00000	Traffic Signals - Material & Supplies	45,154	-	-	-	-
Total expenditures		\$ 3,855,112	\$ 521,176	\$ 1,629,269	\$ 1,678,070	\$ 668,950

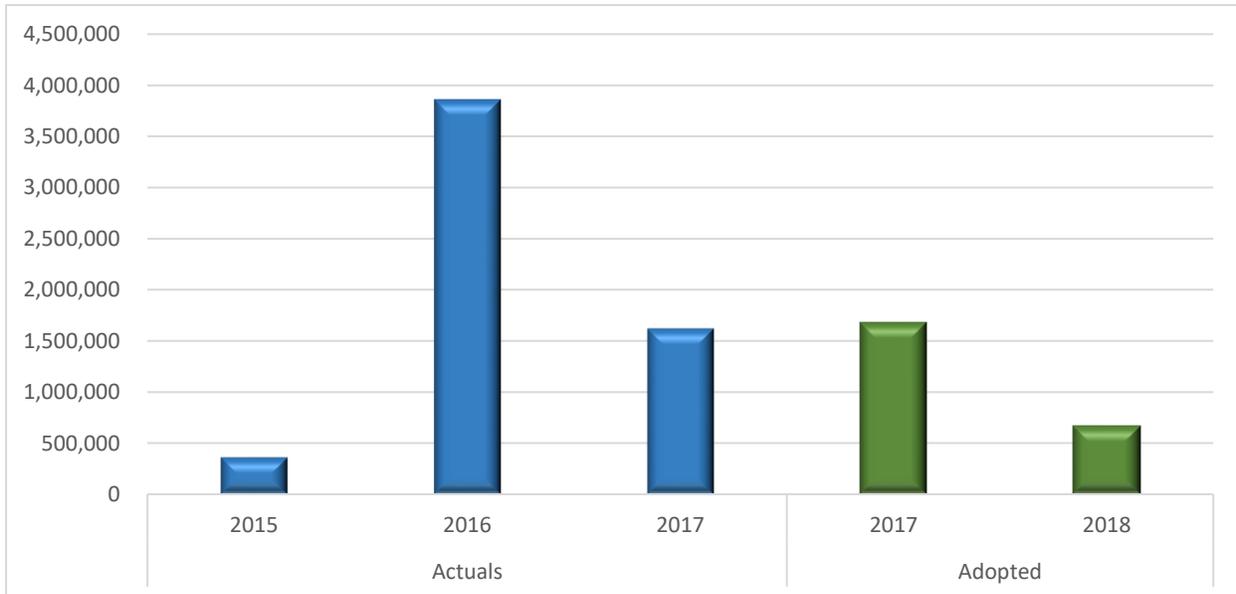


Figure 43 - Capital Improvement Fund Budget

Program Description

The capital improvements fund is financed, in part, by general fund transfers of approximately \$300,000 each year.

Operating Budgets – Other Funds

Storm Water – Fund 33

Classification	Actuals			Adopted	
	2015	2016	2017	2017	2018
Revenues					
341-06110 Interest	101	110	685	125	125
21341-06112 Donations					
Total revenues	101	110	685	125	125
Expenditures					
446-45110 Contract services	0	0	0	125	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	-	-	-	125	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	
	2015	2016	2017	2017	2018
Revenues					
48341-06110 Interest	3,276	3,170	2,775	3,000	3,000
Total revenues	\$ 3,276	\$ 3,170	\$ 2,775	\$ 3,000	\$ 3,000
Expenditures					
48480-51120 Contributions	2,000	4,000	2,000	3,000	3,000
Total expenditures	\$2,000	\$ 4,000	\$ 2,000	\$ 3,000	\$ 3,000

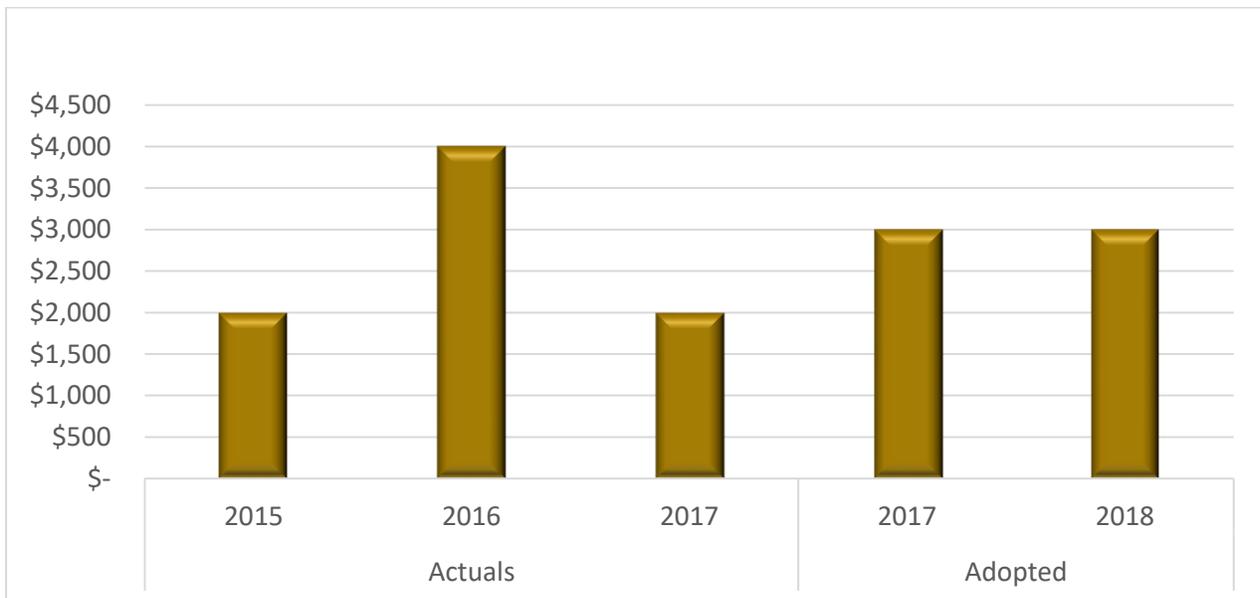


Figure 45 - Library Fund Budget



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		Projected	Adopted	
	2015	2016	2017	2017	2018
Revenues					
Discharge Permits - Lab	8,225	4,540	8,500	8,000	8,250
Interest Earnings	154,145	135,938	150,000	175,000	135,500
Rental Income	12,300	14,865	13,000	20,000	22,000
Treasury BAB-A Int Reimbursement	249,575	240,000	130,000	245,000	233,500
Local Government Payments					
York City PS Reimbursement	101,776	17,168	83,000	59,500	59,500
Additional Cap York City	549,333	549,333	549,500	549,500	549,500
Transportation Intermunicipal	97,714	140,020	73,000	107,000	107,000
Treatment Intermunicipal	1,830,471	1,924,024	1,914,000	1,974,000	1,974,000
Intermunicipal Debt Reserves	875,353	1,384,356	1,026,500	1,026,000	1,026,000
York City Audit Adjustment	25,146	0	11,000	11,000	11,000
Transportation Audit Adjust.	27,402	15,391	15,000	15,000	15,000
Treatment Audit Adjust	6,316	73,735	25,000	35,000	35,000
5% Interceptor Intermunicipal	53,230	79,683	59,000	59,000	59,000
Charges for service					
Lab Samples	84,291	77,320	85,000	85,000	85,000
Liens & Related Costs	32,141	9,244	40,000	22,000	22,000
Sewer Charge Springettsbury	3,820,052	3,825,743	3,804,000	3,804,000	3,913,750
Treatment Haulers	646,456	567,775	800,000	570,000	570,000
Districts 8 & 9 & 10	41,186	24,485	40,500	24,000	24,000
Penalties and Fees					
Springettsbury Penalty/Interest	93,636	96,080	50,000	90,000	90,000
GB Late Fees	1,482	1,251	1,500	1,250	1,250
Sewer Charges					
Tap-In-Fees	138,672	23,968	100,000	50,000	50,000
Sewage Enforcement Fee	6,553	4,263	4,500	4,500	4,500
Utility Contract Reimbursement	42,183	41,021	40,000	0	0
Sale of Property	3,917	4,500	10,000	10,000	10,000
Miscellaneous	2,391	67	6,000	1,000	1,000
Miscellaneous Repairs	15,581	12,912	15,000	15,000	15,000
East York Pump Station Reimbursement	0	509	3,000	1,000	1,000
Eden Road Pump Station Reimbursement	0	0	3,000	1,000	1,000

OPERATING BUDGETS – SEWER FUND REVENUE 80

Refund of Prior Expenses	347	51,060	2,000	2,000	2,000
Total revenues	\$8,919,874	\$9,319,251	\$9,062,000	\$8,964,750	\$9,025,750

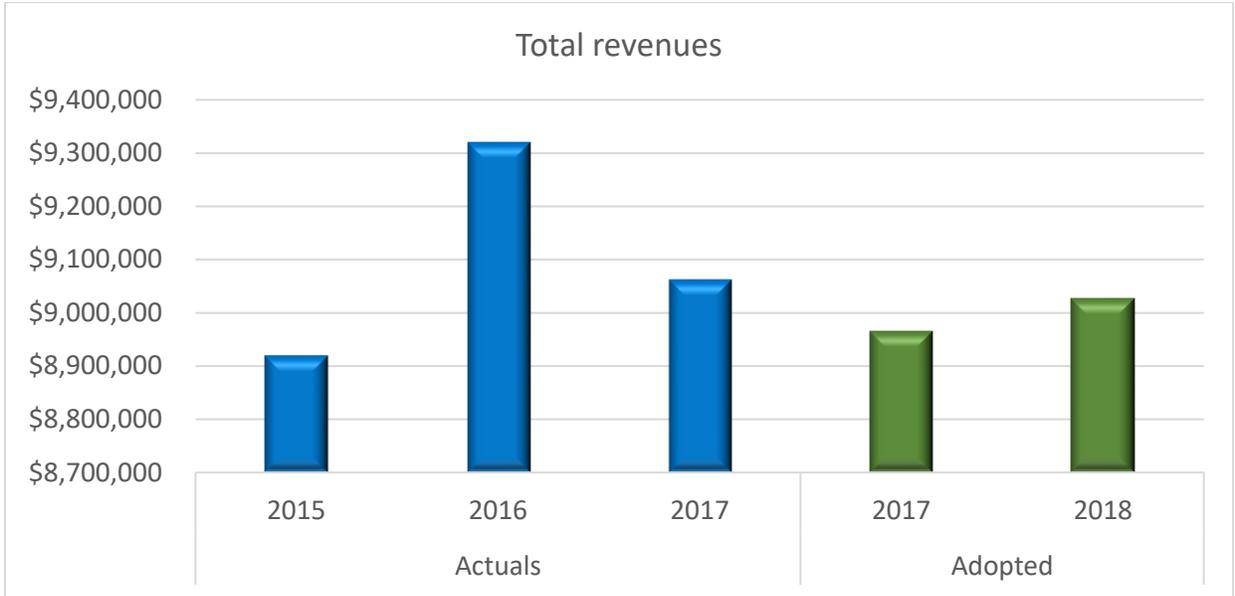


Figure 46 - Sewer Fund Revenues Budget

Operating Budgets – Sewer Fund

Expenses – Fund 80

Expenses	Actuals		Projected	Adopted	
	2015	2016	2017	2017	2018
<u>Treatment Division</u>					
Salaries	680,278	662,782	662,000	695,265	776,000
Benefits	313,831	343,651	336,000	362,417	425,761
Materials & Supplies	21,518	34,450	38,000	40,000	24,000
Sludge Disposal	720	107	2,000	100	100
Chemical	73,179	96,988	70,000	75,000	65,000
Lime System	140,562	105,491	140,000	140,000	130,000
UV Disinfection	-	0	1,000	2,000	2,000
Centrifuge Polymer	163,109	150,000	168,000	165,000	155,000
Utilities Exp.	1,203	513	6,500	1,000	1,000
Water	3,927	5,266	5,000	5,000	5,000
Electric	763,662	836,079	789,500	807,000	780,000
Telephone	2,145	0	4,000	2,000	2,000
Maint. & Repairs	6,156	11,007	15,000	15,000	15,000
Building Maintenance	8,470	30,140	20,000	25,000	25,000
Grounds Maintenance	8,619	10,611	15,000	12,000	12,000
Screening	12,070	13,020	20,000	15,000	15,000
Raw Sewage Handling	588	560	15,000	1,000	1,000
Grit Removal	9,648	41	-	500	500
Nitrif Tk N-1	39,601	173,683	160,000	156,000	156,000
Return Sludge Pmp	516	197	5,000	500	500
Scum Handling	-	2,911	5,000	3,000	3,000
Lime System	799	5000	5,000	5,000	800

OPERATING BUDGETS – SEWER FUND EXPENSES 80

UV Disinfection	589	996	8,000	8,000	2,700
GBT Polymer	-	2,795	1,000	1,000	3,000
Centrifuge Polymer	6,318	5,681	-	-	6,000
Gravity Belt Thickener	4,102	20,269	5,000	5,000	20,000
Sludge Holding/Digestion	715	19,833	4,000	4,000	4,000
Centrifuges	35,068	20,509	35,000	35,000	35,000
Composting	-	0	500	500	500
Mudwell	50	157	1,000	1,000	500
Sludge Disposal	195	0	1,000	1,000	<u>500</u>
Utility Water Pumps	2,323	5,598	-	-	0
Electrical System	34,120	21,397	3,000	3,000	5,000
Mobile Equipment	25,989	51,252	50,000	50,000	50,000
Rental Expense	480	640	1,500	1,500	1,500
Vehicle Expense General	4,183	5,424	5,000	5,000	36,000
Diesel Fuel	36,037	40,000	45,000	45,000	0
Minor Equipment	1,801	1,074	8,000	8,000	8,000
Contracted Service	56,630	45,476	65,000	65,000	53,000
Uniform Service	5,841	9,018	6,500	6,500	7,000
Composting	25	0	500	500	500
Sludge Disposal	107,716	115,000	120,000	120,000	140,000
Conference & Training	2,965	10,007	5,000	5,000	13,000
Depreciation	2,200,283	2,179,542	2,168,000	2,168,000	1,905,000
Bad Debt	-	1,315	-	-	0
Total treatment division	\$4,776,030	\$5,034,071	\$ 5,015,000	\$5,097,082	\$ 4,885,861

Collection Division

Salaries	158,379	153,232	175,500	182,376	187,000
----------	---------	---------	---------	---------	---------

OPERATING BUDGETS – SEWER FUND EXPENSES 80

Benefits	100,436	124,166	150,000	114,640	124,726
Shared Interceptor Work	4,241	1,648	17,000	3,000	3,000
York Diversion Pump Sta	3,354	1,237	5,500	3,000	3,000
Materials & Supplies	5,301	4,569	5,500	6,000	6,000
Chemical	464	1,537	2,000	2,000	1,500
Outside Flow Meters	2,829	2,226	3,000	3,000	3,000
Springettsbury Flow Meters	4,768	4,816	5,000	5,000	5,000
Springettsbury Pump Station	66,267	82,741	65,000	65,000	79,500
Coll Bldg - Telephone	812	-	2,000	2,000	2,000
York City Diversion PS	7,233	13,576	8,000	11,500	11,500
Maintenance & Repairs	17,179	10,815	5,000	15,000	15,000
Outside Flow Meters	-	-	1,000	500	500
Springettsbury Flow Meters	1,004	-	500	500	500
Springettsbury Pump Stations	10,504	-	13,000	5,000	5,000
Line Maintenance	392	232	20,000	5,000	5,000
ROW Work	-	3,600	500	3,000	3,000
Manhole Work	7,305	-	4,000	4,000	4,000
SHARED INTERCEPTOR WORK.	-	-	1,000	1,000	1,000
York Diversion Pump Stat	2,035	95	2,000	2,000	2,000
E.York Pp.Station	8,967	27,882	45,000	55,000	48,500
Mobile Equipment	6,329	15,533	5,000	11,000	11,000
Rental Expense	2	177	1,500	1,000	500
Vehicle Operating Exp.	23,741	8,563	40,000	30,000	35,000
Minor Equipment	2,489	3,000	3,000	3,000	3,000
Contract Services	16,963	16,500	18,000	15,000	15,000
Uniform Service	1,176	2,544	1,000	3,000	3,000

OPERATING BUDGETS – SEWER FUND EXPENSES 80

York City Diversion Pump St	6,025	39,246	34,000	35,000	30,500
Conference & Training	1,224	1,934	1,500	2,000	2,000
Depreciation Expense	205,502	198,833	191,000	191,000	191,000
Springettsbury Collection Deprec.	474,650	480,604	500,000	485,000	422,000
Collection:Div PS Depreciation	105,189	105,189	105,000	72,000	72,000
Total collection division	\$1,244,759	\$1,303,159	\$ 1,430,500	\$ 1,336,516	\$ 1,295,726

Administration Division

Salaries	300,916	-	324,500	290,720	300,000
Benefits	118,709	144,147	167,000	130,566	145,970
Materials & Supplies	10,381	10,167	12,000	12,000	12,000
Liability Insurance	179,028	32,992	185,000	180,000	180,000
Administration Charges	325,000	433,333	325,000	325,000	335,000
Engineering Services	12,146	44,697	40,000	40,000	45,000
Auditing Services	25,500	22,500	27,000	22,500	23,520
Advertising	-	1,958	3,000	2,000	1,500
Contract Services	-	3,566	500	3,000	3,000
Utilities Expense	3,177	15,383	500	10,000	11,000
Telephone	9,415	2,124	13,000	5,000	5,000
Maint. & Repairs	-	759	3,000	2,000	1,500
York City Capacity Rent	831,000	831,000	831,000	831,000	831,000
Legal Services	30,013	15,971	50,000	25,000	25,000
Vehicle Opr Expense	811	3,000	0	2,000	1,000
Minor Equipment	825	-	1,500	500	500
Capital Equipment	4,153	-	10,000	5,000	5,000
Capital Equipment	7,890	17,436	30,000	30,000	15,000

OPERATING BUDGETS – SEWER FUND EXPENSES 80

Contracted Services	54,480	82,415	80,000	80,000	86,000
Bank Service Charges	15,915	760	15,000	1,000	1,500
Bill Collection Service	3,290	4,782	5,000	5,000	5,500
Mail Service	7,827	13,000	14,000	14,000	14,500
Office Cleaning	4,360	3,781	5,000	5,000	5,000
Conference & Training	2,057	3,597	4,000	4,000	4,000
Interest Expense	960,577	935,000	931,000	648,000	842,912
Interest Expense	11,493	12,771	-	0	0
Debt Principal	-	-	1,006,000	1,006,000	1,419,400
Amortization Exp	-	10,581	11,000	11,000	11,000
Bond Insurance Expense	3,663	-	4,500	1,000	1,000
Depreciation Expense	3,464	3,725	3,500	7,000	8,000
Depreciation - Springettsbury		3,464	3,500	3,000	4,000
Springettsbury Shared Reburmnt	0	0	0	0	66,000
Total administration division	\$2,926,089	\$2,650,552	\$ 4,108,500	\$ 3,701,286	\$ 4,409,802

Technical Services Division

Salaries General	260,535	178,924	205,970	203,500	158,367
Benefits	148,049	119,652	120,952	156,000	131,492
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	705	3,883	1,000	1,000	4,500
Lab Process Control/Analysis	4,483	1,135	6,000	6,000	1,500
Telephone	750	-	1,000	-	-
Maint. & Repairs	266	1,018	500	1,000	1,000

OPERATING BUDGETS – SEWER FUND EXPENSES 80

Lab Process Control	1,361	858	2,000	2,000	2,000
Rental Expense	-	-	500	500	0
Minor Equipment	3,685	4,321	2,000	5,000	6,000
Process Control	-	619	6,000	2,000	2,000
Contracted Services	1,006	322	1,500	1,000	1,000
Lab Process Control	26,589	21,448	22,000	25,000	25,000
Industrial Pretreatment	14,900	18,000	27,000	22,000	20,000
NPDES Analysis	-	2,000	4,000	10,000	8,000
Sludge Disposal	3,788	3,943	8,000	5,000	5,500
Conference & Training	385	3,010	2,500	2,500	2,500
Depreciation	889	1,416	1,500	1,500	2,200
Total technical services division	\$ 370,097	\$ 397,598	\$ 460,000	\$ 364,904	\$ 383,059
Capital	\$ -	\$ -	\$ 75,000	\$ 778,100	\$1,795,000
TOTAL SEWER FUND EXPENSES	\$9,316,976	\$9,385,380	\$11,089,000	\$11,277,888	\$10,974,448

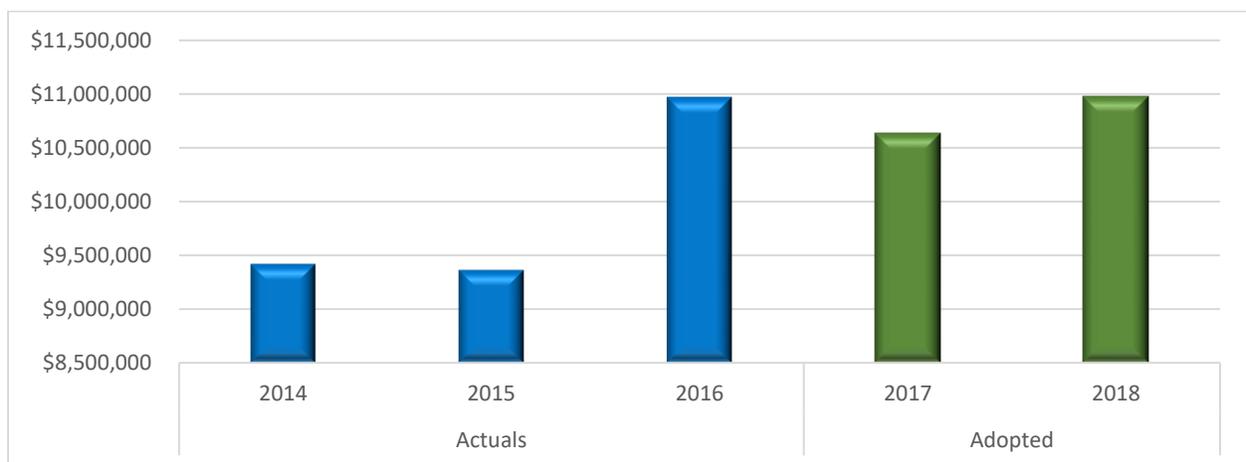
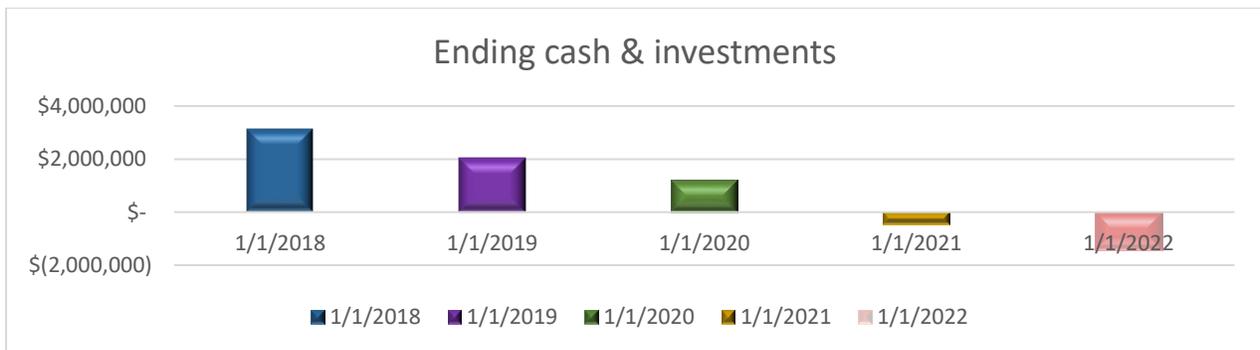


Figure 47 - Sewer Fund Expenses Budget

Capital Improvement – Sewer Fund

Wastewater Treatment - Sewer Reserves Fund					
2018-2022 Capital Improvement Program					
	1/1/2018	1/1/2019	1/1/2020	1/1/2021	1/1/2022
Investments	4,855,071	3,130,071	2,045,071	1,225,071	\$ (459,929)
Investment earnings	70,000	70,000	55,000	40,000	10,000
Total capital available	\$ 4,925,071	\$ 3,200,071	\$ 2,100,071	\$ 1,265,071	\$ (449,929)
Capital Expenditures	\$ 1,795,000	\$ 1,155,000	\$ 875,000	\$ 1,725,000	\$ 975,000
Ending cash & investments	\$ 3,130,071	\$ 2,045,071	\$ 1,225,071	\$ (459,929)	\$ (1,424,929)



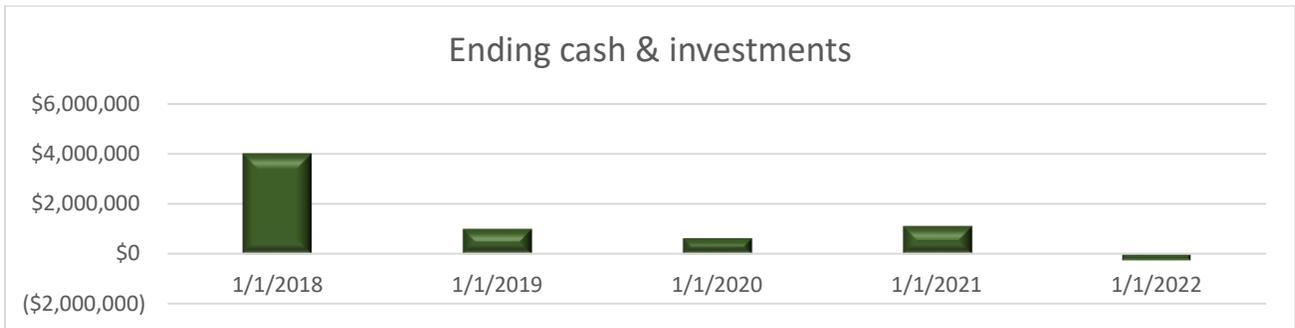
Sewer Reserves Fund 2018-2022 Capital Improvement Plan

	2018	2019	2020	2021	2022
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)					
Descale & Line Sewer Under Rte. 30			\$50,000		
North Hills Road Rehabilitation		\$300,000			
Yorkshire Rehabilitation	\$250,000	\$250,000			
East York Interceptor (Windsor Twp.)	\$800,000				
Wilshire Hills Rehabilitation					\$150,000
Replace Flow Meters	\$70,000				
Replace Pump Alarm Dialers		\$130,000			
Replace #910 (2002)		\$150,000			
Replace VacCon #914 (2001)	\$350,000				
Total Projects	\$ 1,795,000	\$1,155,000	\$ 875,000	\$1,725,000	\$975,000

Figure 48 – 2018-2022 Sewer Fund Capital Improvement Program

Capital Improvement – Sewer Fund

Wastewater Treatment - Sewer Intermunicipal Fund					
Inter-municipal Sewer Reserves					
2018-2022 Capital Improvement Program					
	1/1/2018	1/1/2019	1/1/2020	1/1/2021	1/1/2022
Investments	6,999,018	4,004,018	999,018	639,018	1,124,018
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	\$4,674,018	\$1,619,018	\$1,264,018	\$1,754,018
Capital expenditures	\$ 3,685,000	\$ 3,675,000	\$ 980,000	\$ 140,000	\$ 2,000,000
Ending cash & investments	\$4,004,018	\$999,018	\$639,018	\$1,124,018	(\$245,982)



Inter-municipal Sewer Reserves Fund 2018 - 2022 Capital Improvement Plan

	2018	2019	2020	2021	2022
Biosolids Handling Study	\$ 75,000				
Biosolids Containment Area Improve.			\$800,000		
New Process Blower					
Replace Raw Sewage Pumping Sys.	\$2,000,000	\$1,500,000			
Fat, Oil, Grease Acceptance Sys.	\$1,500,000	\$2,000,000			
Replace Roof (2 Pole Buildings)	\$50,000				
Replace #905 (2000) Dump Truck					
Replace Knight Biosolids Spreader	\$60,000	\$175,000			
Replace #906 (2001) Dump Truck			\$180,000		
Replace #923 Tractor				\$140,000	
Upgrade to Biosolids Processing					\$2,000,000
Total Projects	\$3,685,000	\$3,675,000	\$ 980,000	\$ 140,000	\$2,000,000

Figure 49 – 2018-2022 Sewer Intermunicipal Capital Improvement Program

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 remained steady.

Program Accomplishments

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. The project was bid in mid-2017. Anrich from Wayne, PA was the winning bidder. Their bid of \$2,238,063 was the lowest of eight bids. The project cost breakdown is approximately \$1.26 million for Windsor Township and \$981,000 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.

Over the past year Buchart Horn has been 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. The estimated project cost is \$6.5 million. This project is expected to be bid in mid-2018.

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

Expenses have remained fairly constant.

Current Year Program Accomplishments

- Started the East York Interceptor Project.
- Replaced 10 billing flow meters through the collection system.
- Cleaned 15 miles of sanitary sewer pipeline.
- Televised 15 miles of sanitary sewer pipeline

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 Yorkshire sanitary sewer system.
- Replace six billing flow meters.
- Continue cleaning and maintaining the sanitary sewer system.
- Complete the East York Interceptor Project

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 \$700,000.

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 Environmental Protection Agency (EPA) on renewing our Local Limits.



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

Expenses have remained fairly constant.

Current Year Program Accomplishments

- The maintenance staff performed the Class 2 service on the four process blowers.
- Had dewatering centrifuge #2 sent out to be overhauled.

New Year Program Objectives

- Bid and start construction on the FOG Acceptance and Raw Sewage Pump Project
 - Replace the PLC and VFD's for Dewatering Centrifuge #1 and #2.
 - Purchase a new biosolids spreader.
 - Continue permitting farmland for biosolids application.
 - Monitor electric usage and investigate methods to conserve energy.
 - Plant staff will perform annual maintenance on all equipment.
-
-

2017–2018 Departmental Staffing Levels

Department - Title	<u>2017</u>	<u>2018</u>
<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 Specialist	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	0
Construction Code & Codes Enforcement Official	1	1
Plumbing Inspector & Codes Enforcement Official	1	0
Inspector/Codes Enforcement	0	1
Planning Assistant	0	1
Support Services Associate	0.5	0.5
Community Development TOTAL	4.5	4.5
<u>Emergency Medical Services</u>		
Emergency Medical Technicians	4	0
Emergency Medical Services Total	4	0
<u>Finance</u>		
Director of Finance	1	1
Deputy Director of Finance	1	1
Staff Accountant	1	1
Accounts Payable Clerk	1	.5
Finance TOTAL	4	3.5
<u>Police</u>		
Police Chief	1	1
Lieutenant	2	2
Sergeant	3	3
Corporal	4	4

2017 – 2018 DEPARTMENTAL STAFFING LEVELS

Patrol	22	21
Administrative Assistant	1	1
Data Entry Clerk	1	1
Receptionist/Data Entry Clerk	1	1
School Crossing Guard	3	3
Police Department TOTAL	38	37
<u>Public Works</u>		
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	6
Laborer/Operator 2	1	1
Crew Leader	3	3
Public Works Department TOTAL	19	17
<u>Recreation</u>		
Director of Recreation	1	1
Support Services Associate	0.5	0.5
Recreation Department TOTAL	1.5	1.5
<u>Wastewater Treatment</u>		
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	5
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	20

2017 – 2018 DEPARTMENTAL STAFFING LEVELS

<u>Staffing Summary</u>	<u>2017</u>	<u>2018</u>
Administration	7	7
Community Development	4.5	4.5
Emergency Medical Services	4	0
Finance	4	3.5
Police	38	37
Public Works	19	17
Recreation	1.5	1.5
Wastewater Treatment	19	20
<i>Staffing Totals</i>	97	90.5

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.