

Springettsbury Township

York County, Pennsylvania



2019 Budget

Adopted December 13, 2018



Table of Contents

INTRODUCTION

Township Profile	1
Springettsbury Township Election Structure	5
Board of Supervisors	6
Organizational Structure	7
Township Manager's Budget Message	9

FINANCIAL OVERVIEW

Financial Overview & Policies	14
Budget Highlights	19
Budget Schedule	20
Township Operating Costs – Tax Dollars	21
Budget Summary	23
Revenue & Expenditure Comparison	24
Fund Summary	26
General Fund Budget	27
Revenue & Expenditure Detail	30

OPERATING BUDGETS

General Government

Board of Supervisors	50
Township Manager/General Administration	52
Finance Department	54
Tax Collection	56
Professional Services	57
Information Services	58

Public Safety

Police Department	60
Administration	61
Patrol	61

Fire Services (YAUFR)	66
Emergency Medical Services	68
<u>Community Development</u>	
Community Development	69
<u>Public Works</u>	
Public Works	73
General Services	73
Street Cleaning	75
Snow and Ice Removal	76
Traffic Signs and Lines	77
Sidewalks/Curbs Maintenance and Repairs	78
Storm Sewers Maintenance and Repairs	79
Highways Maintenance and Repairs	80
Township Buildings	81
Parks Maintenance	83
<u>Community and Cultural Services</u>	
Parks and Recreation Department	84
<u>Debt Service</u>	
Debt Service	87
<u>Contributions</u>	
Contributions	89
<u>Fixed/Sundry</u>	
Insurances	90
Other	91
Interfund Operating Transfers	92
<u>Other Funds</u>	
Commonwealth Liquid Fuels	93
Subdivision Recreation Fund	94
Petitioned Street Light Fund	96
Storm Water Fund	97
Library Fund	98
Capital Improvement Fund	99

Sewer Fund

Revenues	104
----------	-----

Expenses	105
----------	-----

Capital Improvements – Sewer Fund

Sewer Reserves Fund	109
---------------------	-----

Inter-municipal Sewer Fund	110
----------------------------	-----

Sewer Fund – Division Narratives

Administration Division	111
-------------------------	-----

Collection System Division	112
----------------------------	-----

Technical Services Division	113
-----------------------------	-----

Treatment Division	113
--------------------	-----

Department Staffing Levels – 2017 - 2019

Department Staffing Levels	115
----------------------------	-----

Glossary

Glossary	119
----------	-----

LIST OF FIGURES

Figure 1 - Springettsbury Township Zoning Districts 3

Figure 2 – Township Administration Building 4

Figure 3 - Springettsbury Township Election Structure 5

Figure 4 - Board of Supervisors Organizational Structure 7

Figure 5 - Springettsbury Township Staff Organizational Structure 8

Figure 6 - 2018 Budget schedule..... 20

Figure 7 - Township Operating Costs - Tax Dollars.....21

Figure 8 - How the Residents' Tax Dollar is Used.....22

Figure 9 - 2019 Budget Summary..... 23

Figure 10 – General Fund Revenue Summary..... 24

Figure 11 - General Fund Expenditure Summary by Department.....25

Figure 12 – 2016 – 2019 Fund Summary 26

Figure 13 – 2019 General Fund Budget Revenues 27

Figure 14 – 2019 General Fund Budget Appropriations 28

Figure 15- 2016 – 2019 General Fund Detail 30

Figure 16 - Board of Supervisors Budget 50

Figure 17 - Township Manager/General Administration Budget 52

Figure 18 - Finance Department Budget..... 54

Figure 19 - Tax Collection Budget 56

Figure 20 - Professional Services Budget 57

Figure 21 - Information Services Budget..... 58

Figure 22 - Police Department: Administration Budget 60

Figure 23 - Fire Services (YAUFR) Budget..... 66

Figure 24 - Emergency Medical Services Budget 68

Figure 25 - Community Development Budget 69

Figure 26 - Public Works Department: General Services Budget 73

Figure 27 - Public Works Department: Street Cleaning Budget..... 75

Figure 28 - Public Works Department: Snow & Ice Removal Budget 76

Figure 29 - Public Works Department: Traffic Signs & Lines Budget 77

Figure 30 - Public Works Department: Sidewalks & Curbs Budget..... 78

Figure 31 - Public Works Department: Storm Sewers Budget 79

Figure 32 - Public Works Department: Highway Maintenance & Repairs Budget 80

Figure 33 - Public Works Department: Township Buildings Budget 81

Figure 34 - Public Works Department: Parks Maintenance Budget 83

Figure 35 - Parks & Recreation Department Budget 84

Figure 36 - Debt Service Budget..... 87

Figure 37 - Contributions Budget..... 89

Figure 38 - Insurances Budget..... 90

Figure 39 - Fixed/Sundry Other.....91



Figure 40 - Interfund Operating Transfers Budget..... 92

Figure 41 Commonwealth Liquid Fuels Fund Budget.....93

Figure 42 - Subdivision Recreation Fund Budget 94

Figure 43 - Petitioned Street Light Fund Budget..... 96

Figure 44 - Storm Water Fund Budget 97

Figure 45 - Library Fund Budget..... 98

Figure 46 - Capital Improvements Fund Budget.....99

Figure 47 - Sewer Fund Revenues Budget 104

Figure 48 - Sewer Fund Expenses Budget 108

Figure 49 - 2019 to 2023 Sewer Fund Capital Improvement Program 109

Figure 50 - 2019 to 2023 Sewer Intermunicipal Fund..... 110



Introduction

Township Profile

Springettsbury Township is located in the heart of York County, Pennsylvania. The Township boundaries follow along Interstate 83 and State routes 30, 24, 124 and 462, and borders the City of York to the west, which is the county seat. The Township incorporates sixteen square miles and occupies a portion of the original Springettsbury Manor which originally covered an area of 64,250 acres beginning from the Susquehanna River and extending west to the City of York. Surveyed for Pennsylvania founder William Penn, Springettsbury Manor was named after his grandson, Springett Penn. A detailed account of the Township’s interesting history can be found on www.springettsbury.com.

Under Pennsylvania statutes, Springettsbury Township is a Township of the Second Class and functions as a full-service municipality. The five-member governing Board of Supervisors is elected by voters at-large to serve staggered terms of six years. The Township adopted the Supervisor-Manager form of government in 1963. The Board of Supervisors is a legislative body responsible for establishing ordinances, policies, budgets and levying taxes to direct the affairs of the Township. The Township Manager is appointed to serve as the chief executive officer and works under the direction of the Board of Supervisors. The Board also appoints citizens of the Township to serve on various Boards and commissions to address specific issues, including; Planning Commission, Zoning Board of Appeals, Recreation Board, Historic Preservation Committee, and the Recycling Committee.

Today the Township is a vibrant community that enjoys a diverse and thriving business community that serves as an employment hub and retail center in the county. Beautiful neighborhoods offer a broad diversity of lifestyles for rural, suburban and urban housing options. All are well served with over 250 acres of spacious parks, convenient amenities, and excellent schools.



Where is Springettsbury Township Located?

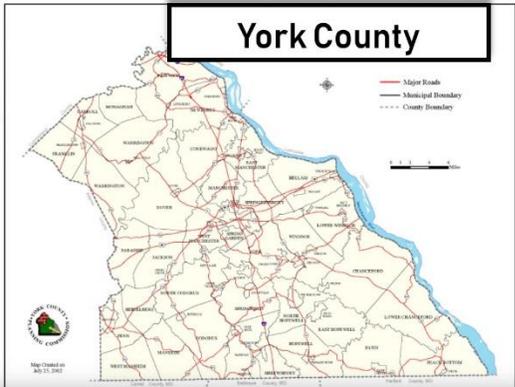
United States of America



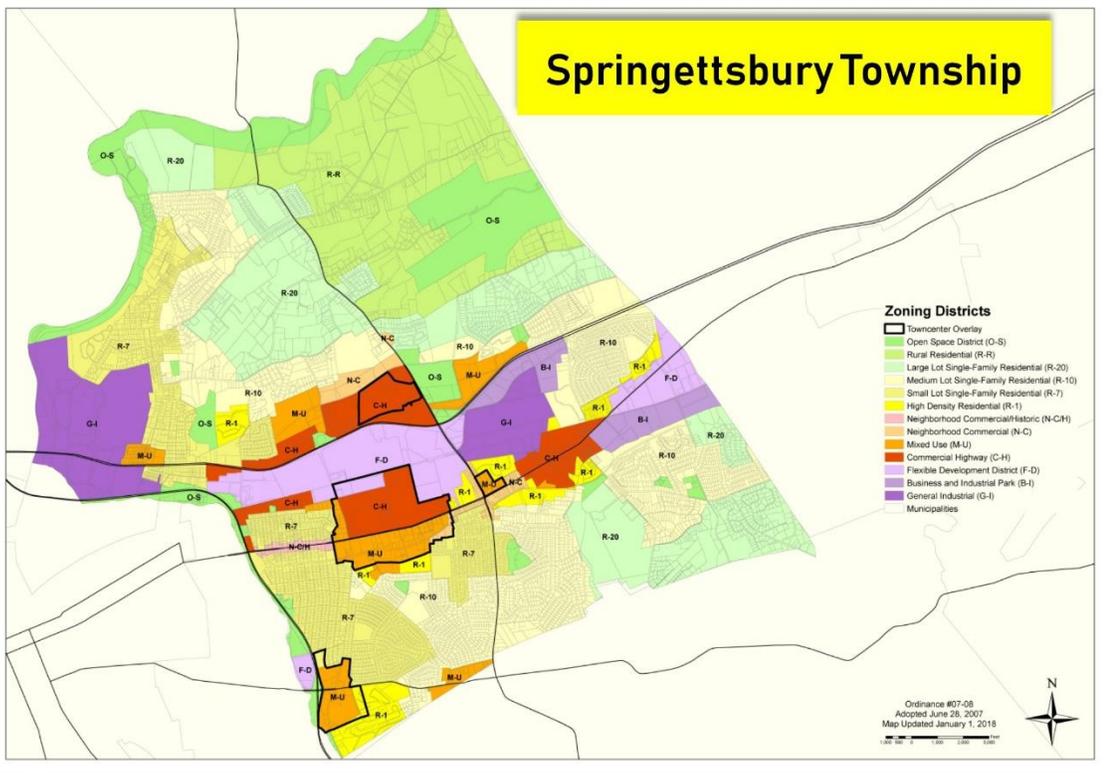
Pennsylvania



York County



Springettsbury Township



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

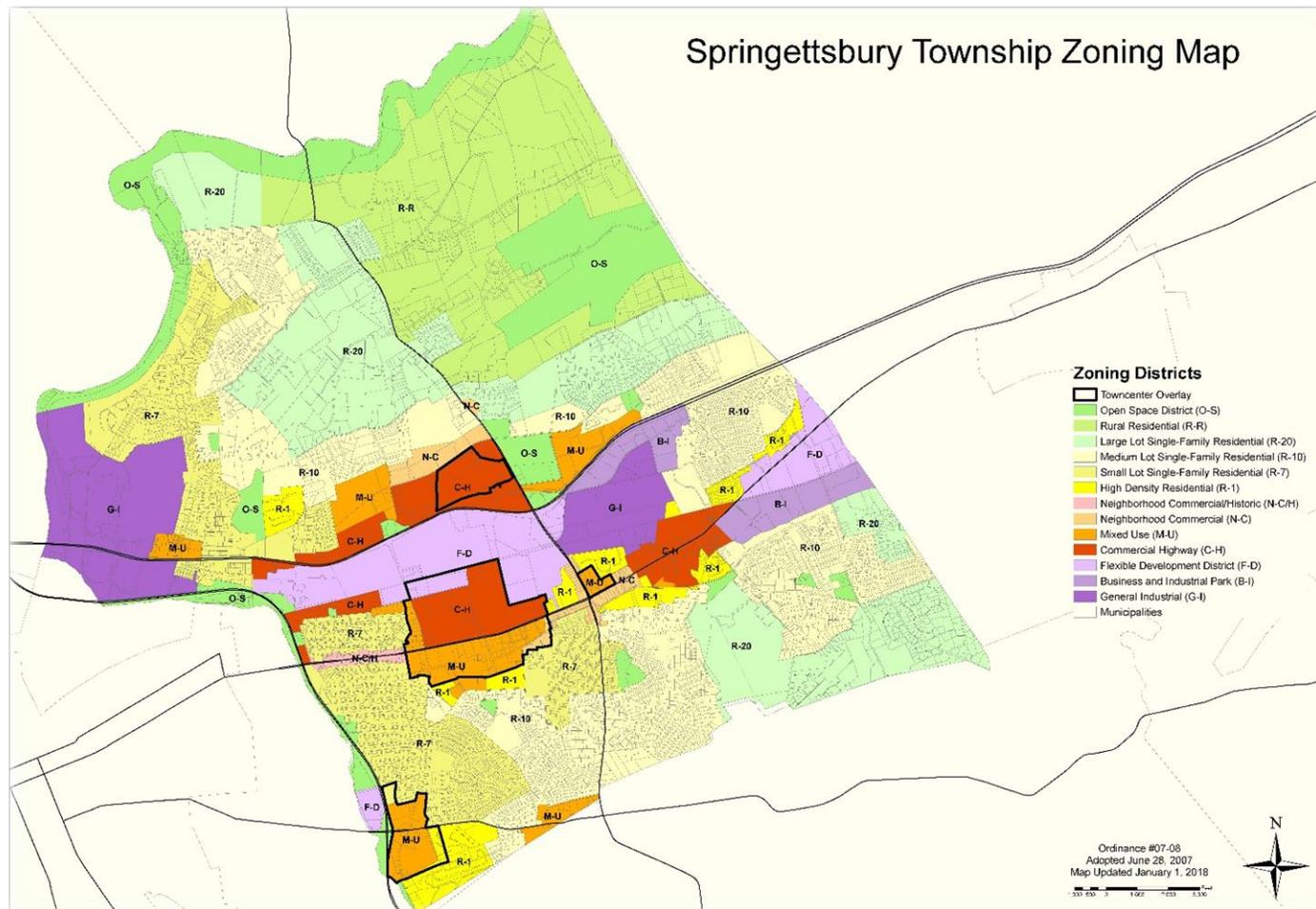


Figure 1 - Springettsbury Township Zoning Districts

Since 1963, Springettsbury Township has functioned under the supervisor-manager type of government. Springettsbury Township is governed by a Board of five Supervisors elected at-large by the voters for a six-year term. 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.

The Board of Supervisors serves as the Township's legislative body, setting policy, enacting local ordinances, adopting budgets and levying taxes. 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.



Figure 2 – Township Administration Building

Springettsbury Township Election Structure

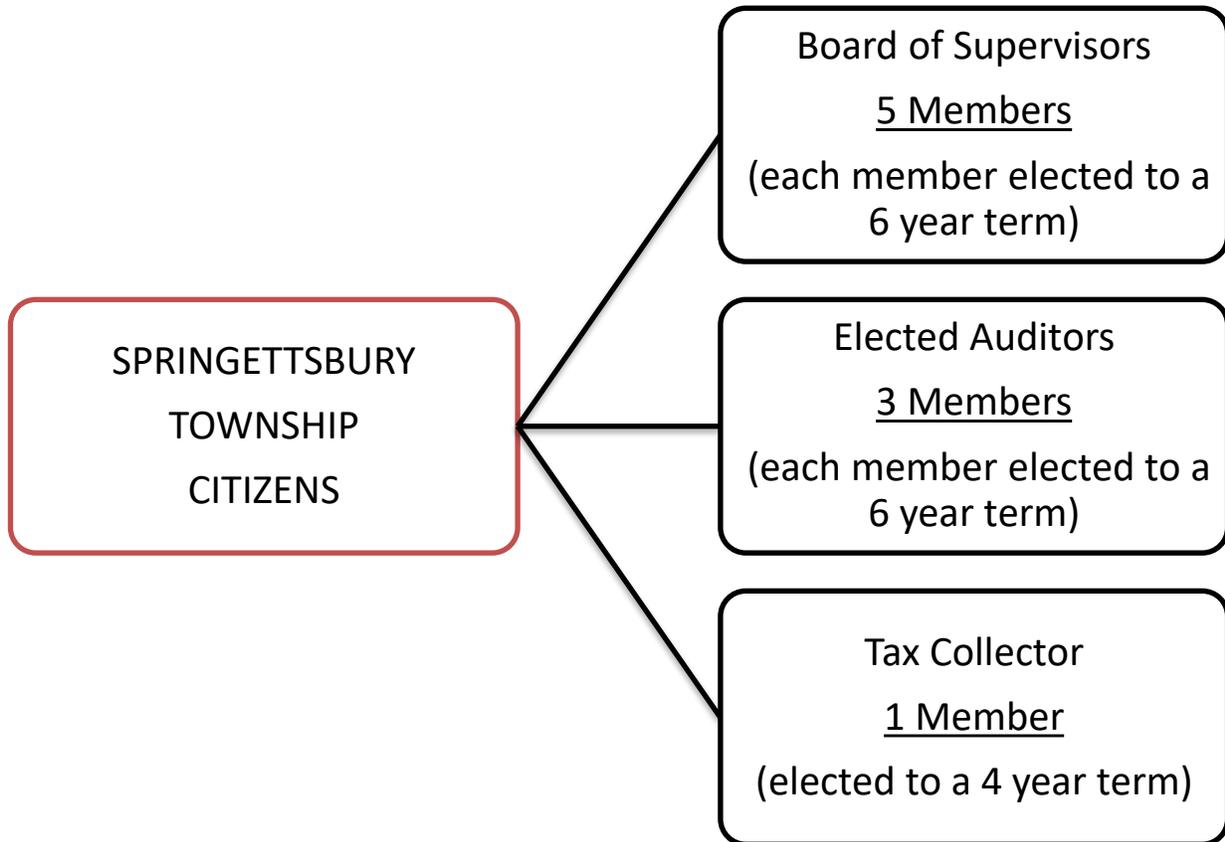


Figure 3 - Springettsbury Township Election Structure

Springettsbury Township Board of Supervisors



Mark Swomley



George Dvoryak



Charles Wurster



Justin Tomevi



Robert Cox

Township Manager



Benjamin Marchant

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

Board of Supervisors Organizational Structure

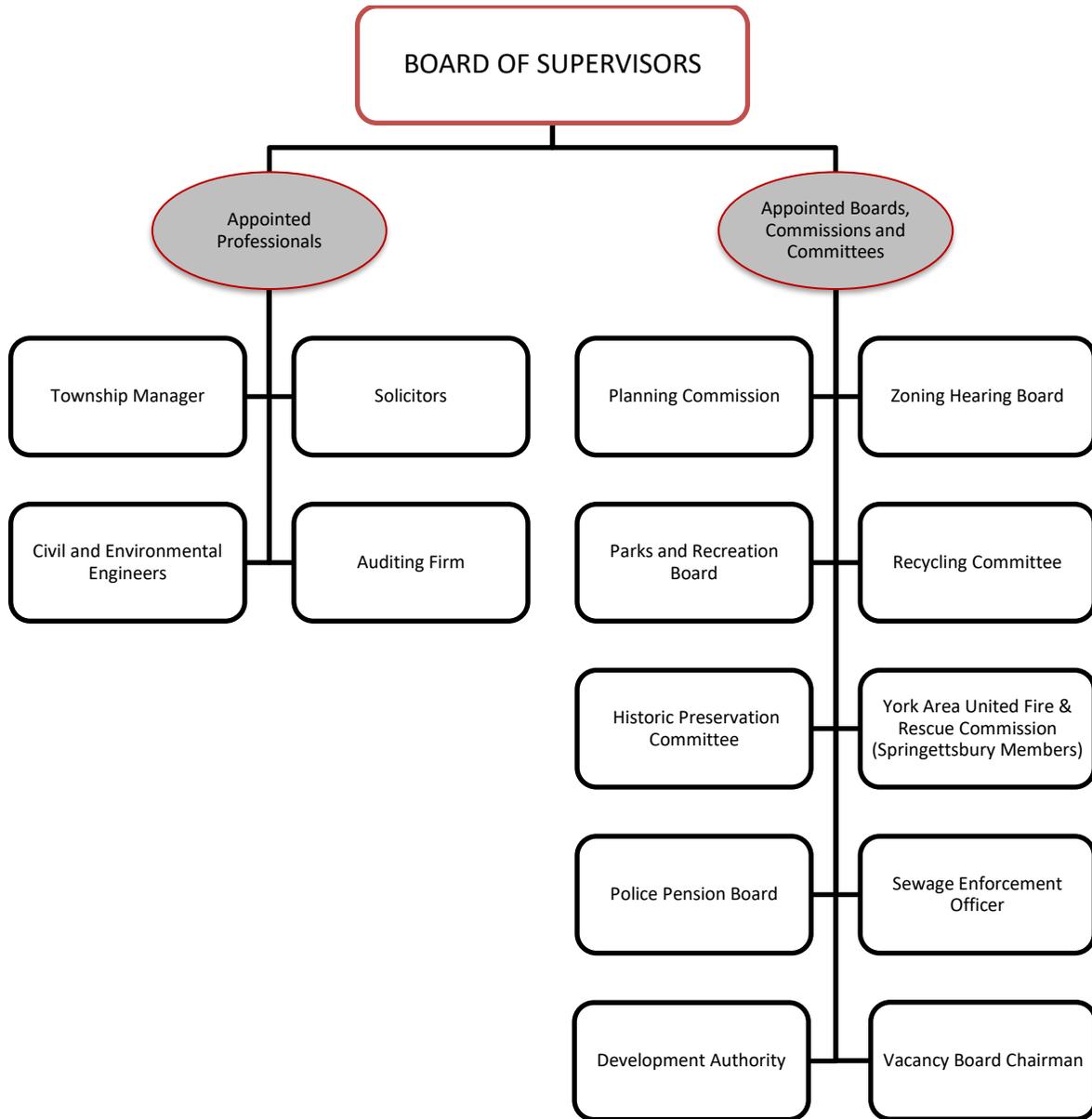


Figure 4 - Board of Supervisors Organizational Structure

Springettsbury Township Staff Organizational Structure

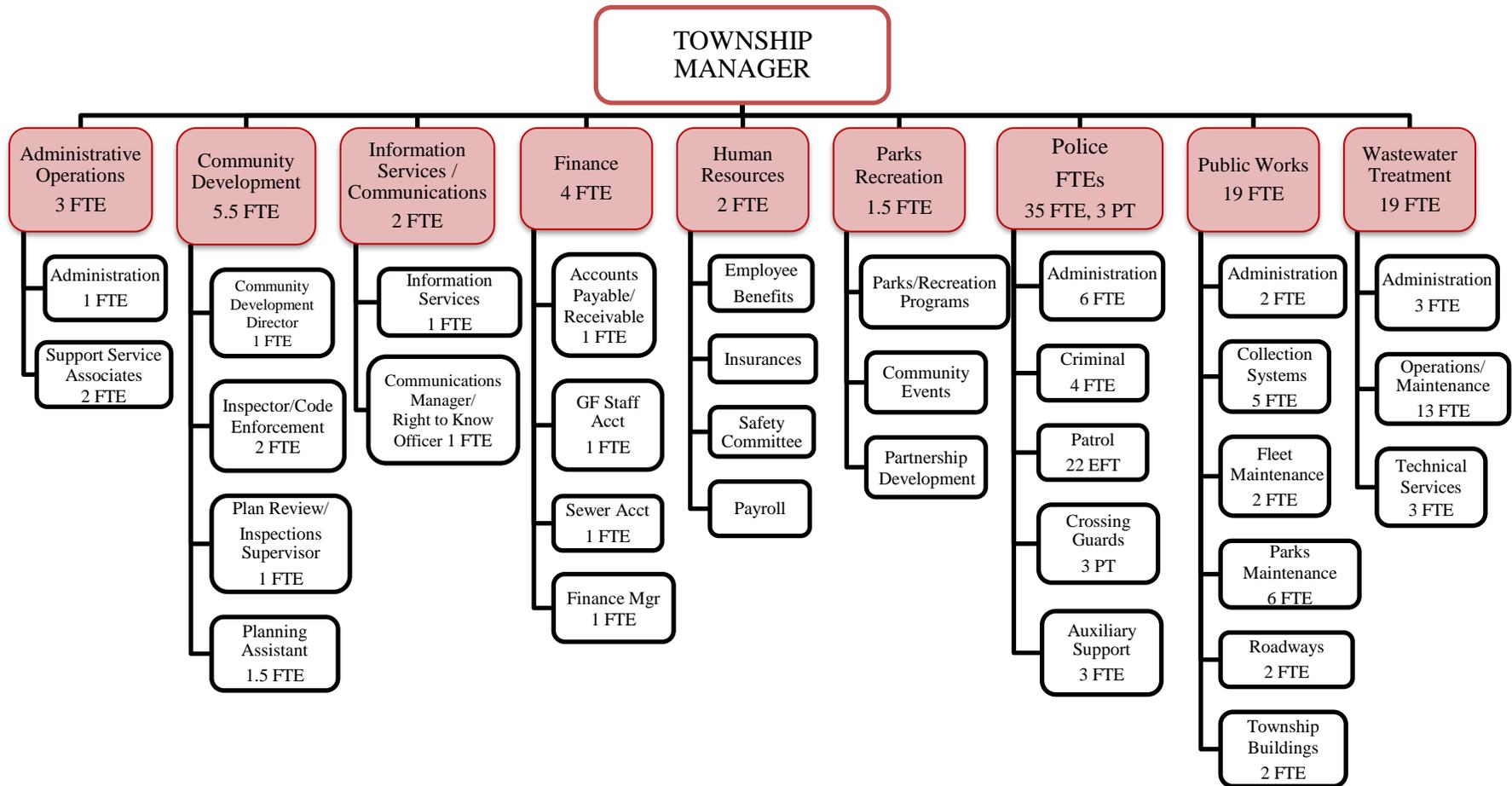


Figure 5 - Springettsbury Township Staff Organizational Structure

Budget Message from the Township Manager

Honorable Board of Supervisors,

It is my privilege to present the Springettsbury Township's proposed 2019 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 several accomplishments and initiatives that occurred in 2018 that will affect the 2019 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 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.

The 2019 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 continues to be informed by the 2017 Strategic Plan with a focus on the priorities of prudent fiscal planning and management, public facilities, water quality, transportation, public services, economic development and community beautification and attractions. The 2019-2023 Capital Improvements Plan fulfills the



Township's 2018 goal to improve its fiscal position over the long term by better anticipating large expenditures and municipal investments. These projects and goals were incorporated into the budget at the department level. Following several budget review sessions with the Board, the budget will be formally presented to the Board at the meeting of November 14. The final budget recommendation will be presented to the Board for approval and adoption at the meeting of December 13.

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 2017 ended with a budget that performed as projected. The projected year end budget for 2018 anticipates a surplus of over \$600,000, with revenues exceeding budget expectations, and expenditures were well managed coming in less than anticipated. This was due to higher than expected building permit revenues and operating cost savings.

The proposed budget for most departments in 2019 maintains about the same funding level as the prior year. New funding requirements mostly came from rising Police pension and retirement health obligations (\$352,854) and the rollout of a compliance program to meet the U.S. Environmental Protection Agency's unfunded mandates pertaining to the Clean Water Act and the Township's National Pollution Discharge Elimination System permit (\$400,000). The adoption of a new fee will cover the costs of the NPDES permit compliance program. However, the Board of Supervisors chose to use reserves from fund balance to cover the remaining shortfall. There is no tax increase scheduled for 2019.

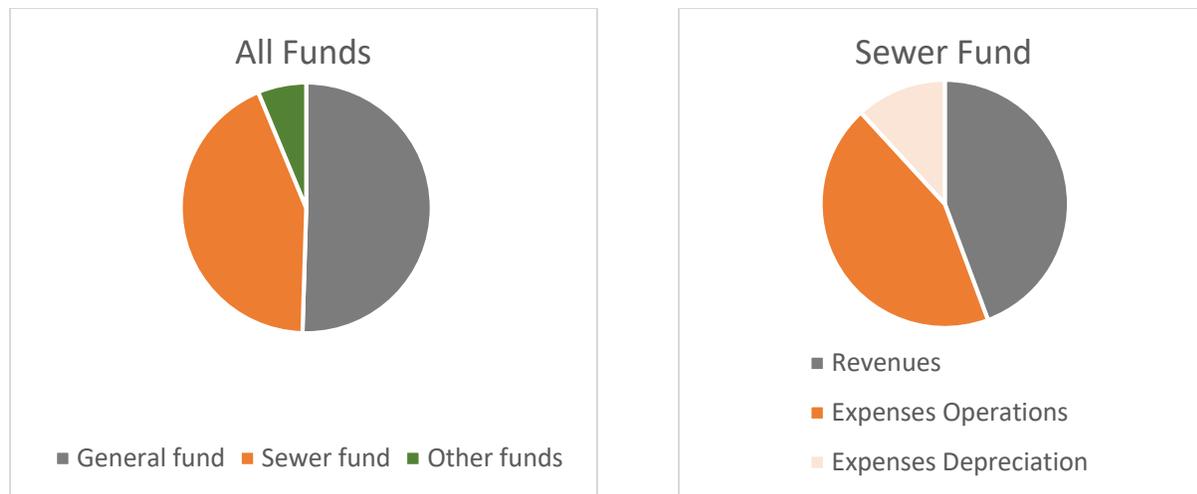
The Township enjoys a thriving and competitive business environment. The diversity of businesses including industrial, manufacturing, retail, office, healthcare, hospitality and professional services support a robust employment base and continued reinvestment in the community. While the economic environment of the Township is healthy and active, 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 active maintenance program for infrastructure and capital projects in order to keep costs down over the long term. New capital investments are anticipated for the following year, 2020, for the construction of a road extension and at-grade railway crossing and a new police facility. Additional revenues are also anticipated that year from a new source with the advent of Penn National Gaming Inc.'s location of a Hollywood Casino in the Township.

2019 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 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 \$23,655,121 comprising the General Fund \$14,850,281 and the Sewer Fund \$8,804,750. 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 \$27,861,251 which consists of the General Fund \$15,579,744, other funds (Capital Improvements, Commonwealth Liquid Fuels, Library, Petitioned Street Lights, Storm Water Reserve, Subdivision Recreation) \$1,533,325 and the Sewer Fund \$10,655,896. The General Fund



is utilizing \$729,463 of reserve fund balance to offset the remaining shortfall of revenues less than expenditures. The Sewer Fund shows a deficit of \$1,851,146 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 - 2018

The Sewer Fund completed construction of 1.3 miles of gravity sewer line from Windsor Township to the East York pump station and eliminated two other pump stations, one in Windsor and the other on Cheltenham Drive. A new rubber roof was installed on the Township Administration Building. Road maintenance projects scheduled for 2018 were postponed to 2019 due to the high frequency of rains that came throughout the year.

Economic/Business Development

- Harley Davidson Motorcycles added 130,000 sf to expand production for the “Soft-tail” line. This expansion represents 600 jobs added to this facility.
- Susquehanna Oral Surgery and Maxillofacial constructed a new 5,566 sf medical office.
- Brewery Products remodeled and expanded their facility to include an additional 235,000 sf of warehouse space.

- The Heistand School Apartments was a redevelopment project that created nine new residential apartments in what was formerly a church and a school.
- Beck Funeral Home constructed a new 8,512 sf mortuary.
- Mod Pizza redeveloped a former gas station site to construct a 2,640 sf restaurant.

Short Term Goals and Initiatives - 2019

- Capital Improvements
 - A.D.A. ramp installation, sidewalk and curb replacement.
 - Construct a Police station.
- General
 - Strategic plan development, adoption and implementation.
 - Comprehensive Plan update (completed in 2006), emphasis on Transportation component.
 - Township facilities planning.
 - Develop an Economic Sustainability and Growth plan.
- Sewer Improvements
 - Construction and maintenance of various components of the Waste Water Treatment facility will include a process module for accepting fats, oils and grease for treatment.
 - 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 - 2019

- 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.

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 for her 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.

2019 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 2019 budget is \$14,850,281 in contrast to the 2018 adopted budget, as amended, of \$14,088,697. The revenue increase from 2018 to 2019 is \$761,584 or approximately 5.4 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)

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)

Provides funding for finance department personnel, operations, and education & training.

Tax Collection (403)

Commission paid to the elected tax collector is funded under this line item. Payment is based upon the municipal real estate taxes collected.

Professional Services (404)

Professional services include engineering, legal, auditing and consulting services. Also includes professional services for payment to Norfolk Southern for maintenance of the Concord Road rail crossing project.

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)

Funding provided for the department's operations. 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)

Previously used for ambulance services. In 2018, the Township contracted with White Rose Ambulance Company to provide these services going forward.

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)

Funding for vehicle maintenance and road improvements for public works. 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)

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)

Funding 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.

Community and Cultural Services - Library (481)

Provides for contribution to the Martin Library.

Fixed/Sundry - Insurances (486)

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

Fixed/Sundry - Employee Benefits (487)

Previously used to record line items for health, pension, life and other employee benefits. Benefits are now posted to department expenses.

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. Debt service expense are recorded in this category.

2019 Sewer and Other Funds Budget Summary

Listed below is a short summary of the 2019 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 2019 anticipates revenues of \$8,804,750 which is an increase based on new sewer rates. Budgeted expenses are \$10,655,896 for operations plus \$1,950,000 for capital depreciation. For 2019, there was no increase in sewer rates. 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 2019 is \$860,000. Overall, work will continue the local road improvement program throughout the Township.

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.

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 2019 budget is \$87,500. Improved and unimproved properties are assessed \$.45 per front footage.

Capital Improvement Fund (30)

The 2019 budget is \$580,380. This includes road and sidewalk improvements, fire equipment, park improvements, and debt service.

Storm Water Fund (33)

This fund was adopted by ordinance in 1993 (Ordinance No. 93-12) and has an estimated 2019 fund balance of \$102,594. The Township utilizes interest income from the fund.

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 Martin Library. The proposed 2019 budget is \$3,000.



Financial Policies

Fund Accounting

Township accounts are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts which comprise of its assets, liabilities, fund equity, revenues, and expenditures. Governmental activities, which are normally supported by taxes and intergovernmental revenues, are report separately from business-type activities, or enterprise funds, which rely on fees and charges for services rendered.

Government-wide, proprietary and fiduciary fund financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenditures are recorded when a liability is incurred, regardless of the timing of related cash flows.

Fund Balance/ Operating Reserves

The Fund Balance is the amount of unrestricted cash that ensures services can be provided for a short time, when expenditures exceed revenues. The Township requires a minimum balance in reserves of 10% of the current operating budget based on the current ordinance; finance calculations are based on a 12% reserve to support increasing budgetary obligations. Funds may include restricted or unrestricted balances. The Township General Fund maintains a healthy balance, and any use of fund balance is authorized and approved by the Board of Supervisors.

Cash Management

The Township follows a cash management and investment policy that ensures proper liquidity of Township resources, and a return on investment for all short term and long-term investment accounts. The Township utilizes a professional investment firm to assist in managing long term investments.

Debt Financing

Long term financing is used for capital improvement projects, equipment acquisitions, facility renovations, building projects, and land acquisitions. The Township has utilized General Obligation Bonds for financing needs in developing infrastructure and capital improvements. Financing plans are prepared by the Township Manager and Finance Director, with the assistance of professional public finance firm. All financing plans are presented to the Board of Supervisors for approval.

Capital Expenditures

A capital expenditure is a significant acquisition, replacement, renovation, or new construction project that has a useful life of 10 years or more, and a cost of greater than \$5,000. Capital items are funded through the operating budget when possible.

Annual Budget Process

The budget process includes analyzing current operations and the strategic plan for the Township to develop a budget that provides funding for all services and capital improvements. The budget process includes all department directors, finance department, and Township Manager with final approval from the Board of Supervisors. The process includes several public work sessions and a public budget presentation to allow for residents' comments and input before final approval. The budget is also posted on The Township's website.



Balanced Budget

The Township strives to present and approve a balanced budget annually. A balanced budget is defined as a budget where revenues and expenditures are equal. When a balanced budget is not attainable, the Board has the authority to approve the use of Fund Balance to balance the budget.

Budget Amendments

From time to time, budget changes may be necessary to cover unforeseen expenditures. Budget changes within an individual department may be requested by the department director for approval by the Finance Director and Township Manager. Major expenditures, such as emergency maintenance expenses or capital improvements, require Board action and approval for budget amendments beyond the scope of the original budget allocation.

Financial Operations

Daily financial transactions follow strict internal controls to ensure the proper use of Township funds. Cash receipts are recorded daily. Cash disbursements are prepared by finance department personnel, monitored by the Director, and approved by the Board Assistant Treasurer, with details reviewed by the Board Chairman, and Vice Chairman, who serve as authorized signers for the Township.

Financial information is presented to the Board of Supervisors on a monthly basis through the Treasurer's report and highlights financial operations for all entities and funds.

The Township prepares its financial reports in accordance with the Governmental Accounting Standards Board Statement 34. An annual audit of financial operations is conducted by an independent certified public accounting firm appointed by the Board of Supervisors. A Board of Auditors, elected to six year terms, serves the Township in reviewing and supporting financial operations.



Budget Highlights

The municipal real estate 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 tax increase has eased the Township’s budgeting challenges. There were no changes in tax rates or standard operating fees for the 2019 annual budget. For 2018, real estate municipal tax collections recorded 97.4% of the expected tax base, leaving only 2.6% outstanding.

The proposed budget will utilize revenues of \$14,580,281 to meet 2019 expenditures of \$15,579,477 in the General Fund. The shortfall will be offset by the adding a stormwater management fee to support unfunded state mandates, and the use of Fund Balance for the remaining expenditures. In approving the 2019 budget, the 2018 surplus was analyzed and considered to replenish Fund Balance and support 2019 operations. The projected 2019 ending fund balance remaining of \$4,446,000 equals 238% of the Township’s policy of maintaining a reserve of at least 12% of annual expenditures or \$1,869,569 in unrestricted funds. A proposal was submitted to analyze an additional municipal fee to support unfunded state mandates in stormwater management. This additional fee is estimated to begin midyear for all Township commercial and residential properties.

General Fund operating expenses will increase 10% over the prior year budget, while revenues are projected to increase 5%. Pension obligations, post-retirement health benefits, and the Clean Water Act unfunded mandate record most of 2019 expenditure increases. General fund capital expenditures total \$580,380. Another \$70,000 has been allocated to update the Township’s Comprehensive Plan which will largely be undertaken by in-house staff.



2019 Bond funded capital projects:

Sewer Fund:
 WWT – Fats, Oils, & Grease Acceptance Program.
 Financing is required in the amount of \$3,000,000. Financing will be completed in November 2019.

General Fund: All projects are approved and funded through standard department budgets.

General fund capital projects:

\$157,090	Fire Equipment
\$ 28,000	Sidewalks and curbs
\$ 15,000	PW Park Maintenance Vehicle
\$ 50,000	Police Facility Planning

Budget Schedule



2019 Budget Schedule	
January 2, 2019	Publication of the 2019 Calendar
June – July, 2019	Strategic planning
August 2019	Board of Supervisors adopts Budget Priorities and Strategic Plan
September 1 – September 30, 2019	Township Manager review of 2020 Budget Preparation Material with Department Directors & Managers
September 17, 2019	Joint Meeting of YAUFR and Township’s Supervisors for 2020 YAUFR Budget Presentation
October 7, 2019	Township Manager transmits draft 2020 to the Board of Supervisors for review
October 21, 2019 November 4, 2019 November 6, 2019	Board of Supervisors 2020 Budget Work Sessions
November 13, 2019	2020 Proposed Budget introduced by the Board of Supervisors
November 20, 2019	Advertisement of 2020 Proposed Budget
December 12, 2019	Adoption of the 2020 Proposed Budget by the Board of Supervisors

Figure 6 - 2019 Budget schedule

Township Operating Costs



Figure 7 – Township Operating Costs – Tax Dollars

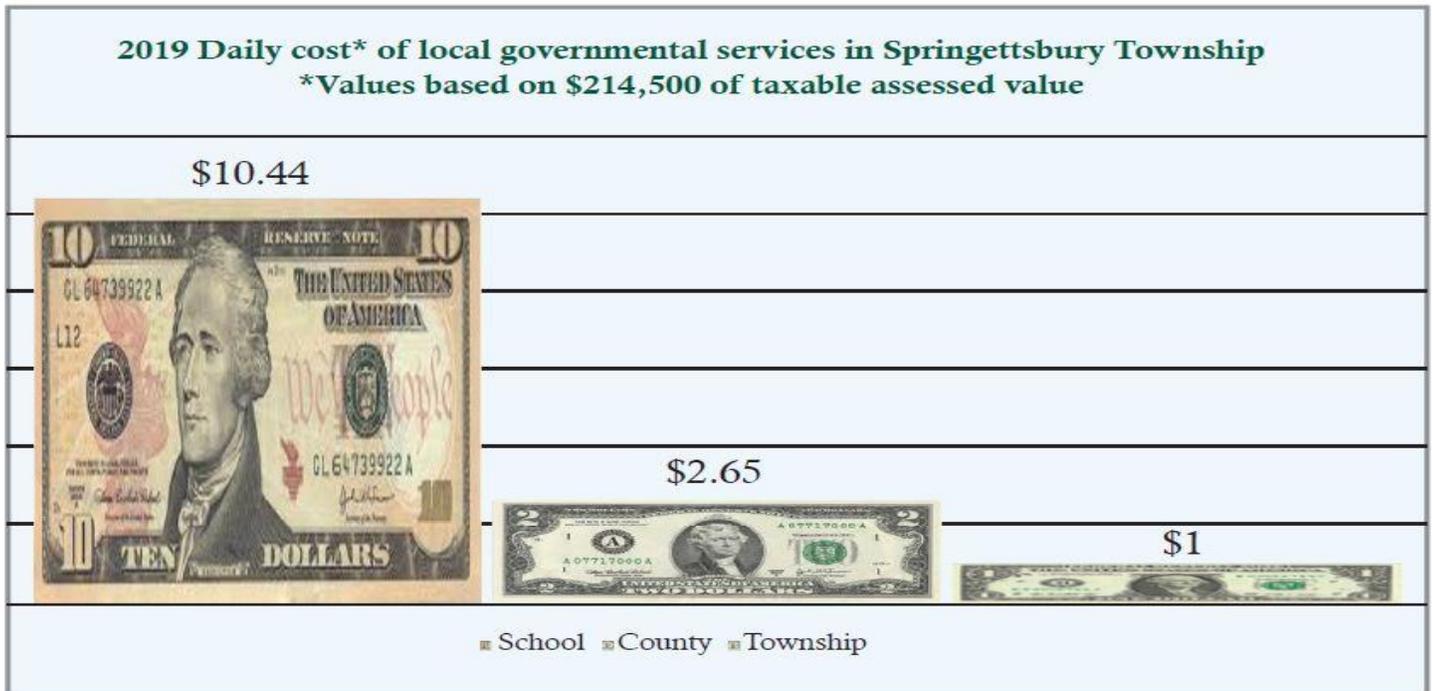
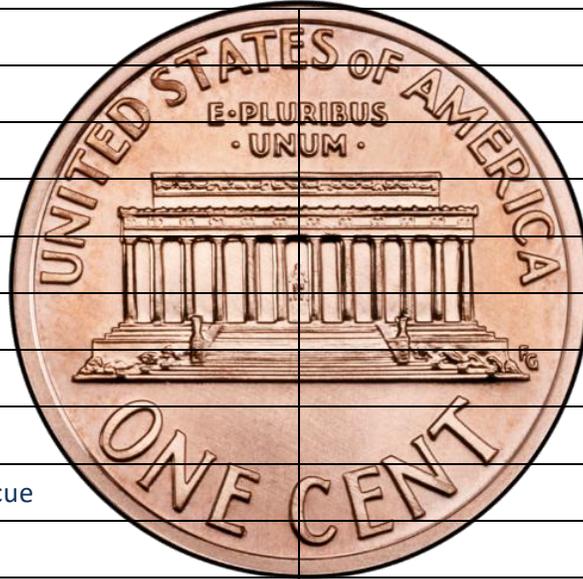


Figure 8 - How the Residents' Tax Dollar is Used

Residential property taxes account for just 4% of Township revenues that pay for municipal operations and services.	
Administration	12¢
Planning	8¢
Emergency Medical Services	1¢
Finance	2¢
Information Systems	2¢
Police	40¢
Public Works	12¢
Parks and Recreation	4¢
York Area United Fire and Rescue	17¢
Capital expenses	2¢
Total	\$1.00



2019 Budget Summary

General Fund		\$15,579,744	44.99%
Other Funds			
Capital Improvement	\$580,680		
Commonwealth Liquid Fuels	\$860,000		
Library	\$ 3,000		
Petitioned Street Lights	\$ 87,500		
Storm Water Reserve	\$ 125		
Subdivision Recreation	\$ 2,020		
Total Other Funds		\$ 1,533,325	4.43%
Sewer Fund			
General Operating	\$10,655,896		
Springettsbury Capital	\$ 1,325,000		
Intermunicipal Capital	\$ 5,535,000		
Total Sewer Fund		\$17,515,896	50.58%
ALL FUNDS TOTAL		\$34,628,965	100%

Figure 9 - 2019 Budget Summary

2019 Revenue Summary – General Fund

Revenue Source	Actual				Adopted
	2015	2016	2017	2018	2019
Real Estate Tax	\$2,061,800	\$2,243,612	\$2,323,423	\$3,499,904	\$3,561,636
Taxes	7,771,582	7,949,054	7,964,426	8,425,019	7,905,000
Licenses & Permits	266,013	439,990	474,052	436,039	465,000
Fines & Forfeits	237,536	210,852	188,893	226,711	213,000
Interest Earnings	13,064	1,272	27,828	19,522	27,002
Intergovernmental Revenue	529,549	956,271	920,031	865,265	937,643
Charges for Services	1,298,018	2,328,623	1,856,720	1,865,608	1,453,500
Other Financing Sources	986,815	411,963	262,874	661,309	1,016,963
	\$13,164,377	\$14,541,636	\$14,018,247	\$15,999,377	\$15,579,744

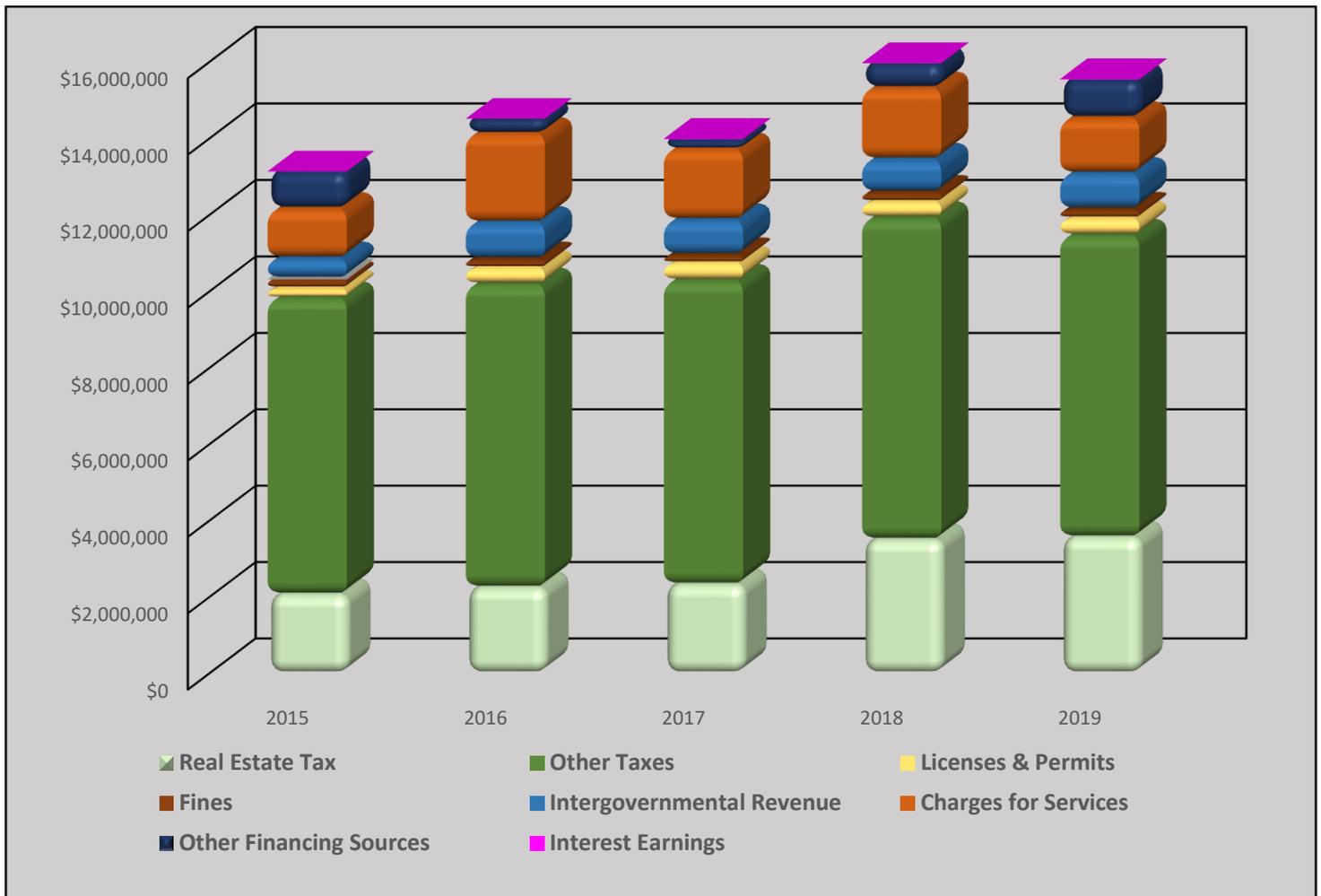


Figure 10 - Revenue Summary by source

2019 Expenditure Summary – General Fund

Expense source	Actual			Adopted	
	2016	2017	2018	2018	2019
Police	\$3,251,501	\$5,484,621	\$5,596,292	\$5,712,924	\$6,271,170
York Area United Fire & Rescue	\$2,542,724	\$2,777,458	\$2,010,759	\$2,303,546	\$2,816,561
Administration	\$4,695,191	\$2,101,735	\$1,997,235	\$1,460,381	\$1,976,326
Public Works	\$1,201,983	\$1,617,412	\$1,751,149	\$2,217,678	\$1,890,450
Community Development	\$418,151	\$812,902	\$1,043,610	\$1,121,672	\$1,305,826
EMS	\$603,434	\$631,558	\$81,575	\$42,931	\$0
Recreation	\$422,984	\$491,211	\$497,613	\$527,070	\$555,709
Finance	\$266,221	\$403,470	\$353,480	\$397,604	\$393,770
MIS	\$103,335	\$214,113	\$301,011	\$304,891	\$369,932
	\$13,505,523	\$14,534,480	\$13,632,724	\$14,088,697	\$15,579,744

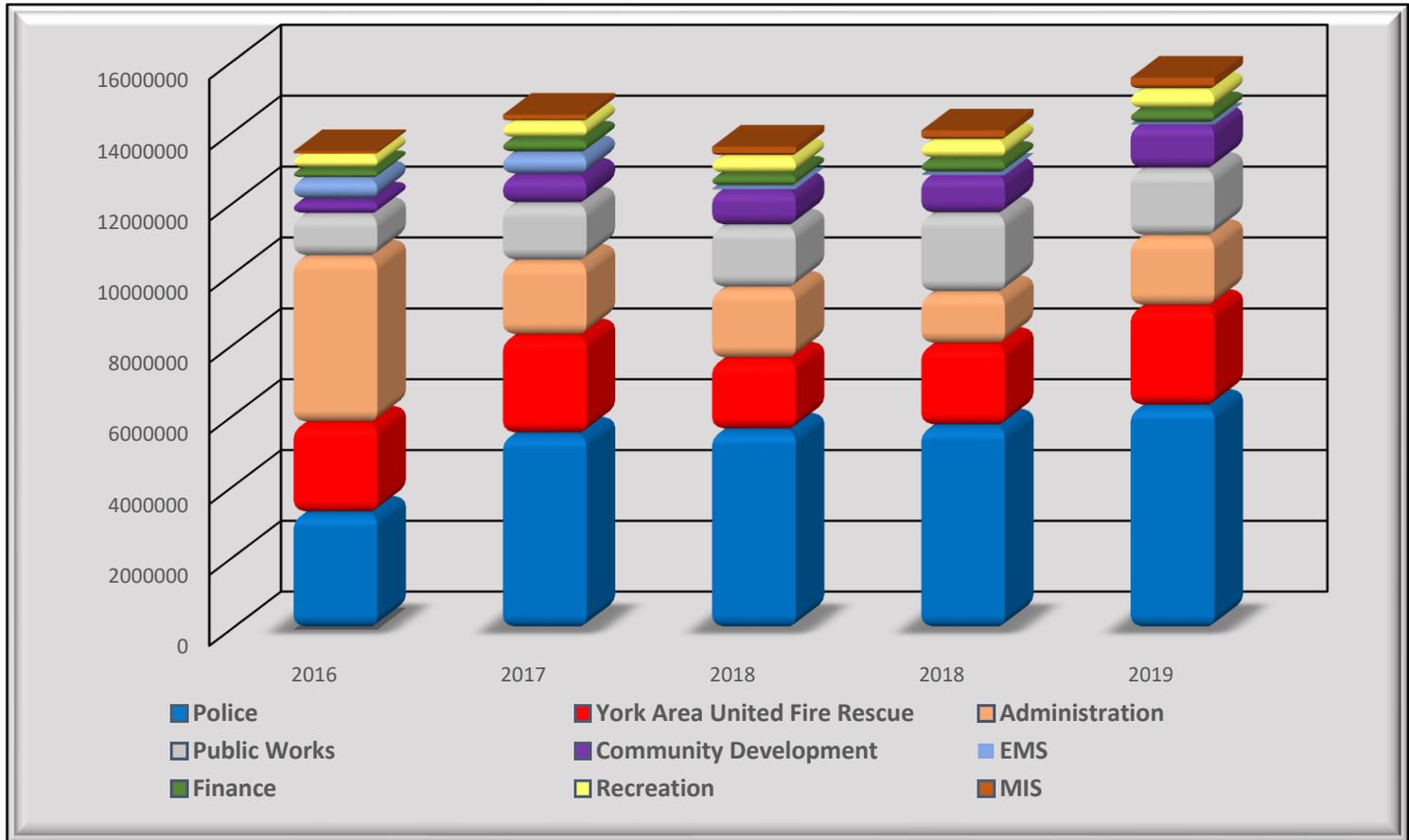


Figure 11 - Expenditure Summary by Department

2016 - 2019 Fund Summary

Fund	Actual			Adopted
	2016	2017	2018	2019
General Fund	\$14,541,636	\$14,534,480	\$15,999,377	\$15,579,744
Sewer Fund	\$9,712,167	\$9,271,393	\$9,174,617	\$17,515,896
Other Funds	\$1,805,816	\$1,044,245	\$1,675,490	\$1,533,325
Total	\$26,059,619	\$24,850,118	\$26,849,483	\$34,628,965

In 2019, for the Sewer Fund, the Wastewater Treatment Facility plans to begin \$6,860,000 in capital improvements, including a project to upgrade the plant to accept Fats, Oils, and Grease from commercial businesses. This operation is expected to generate an annual surplus with revenue exceeding all operating expenditures and debt service. Operations are expected to begin in early 2020.

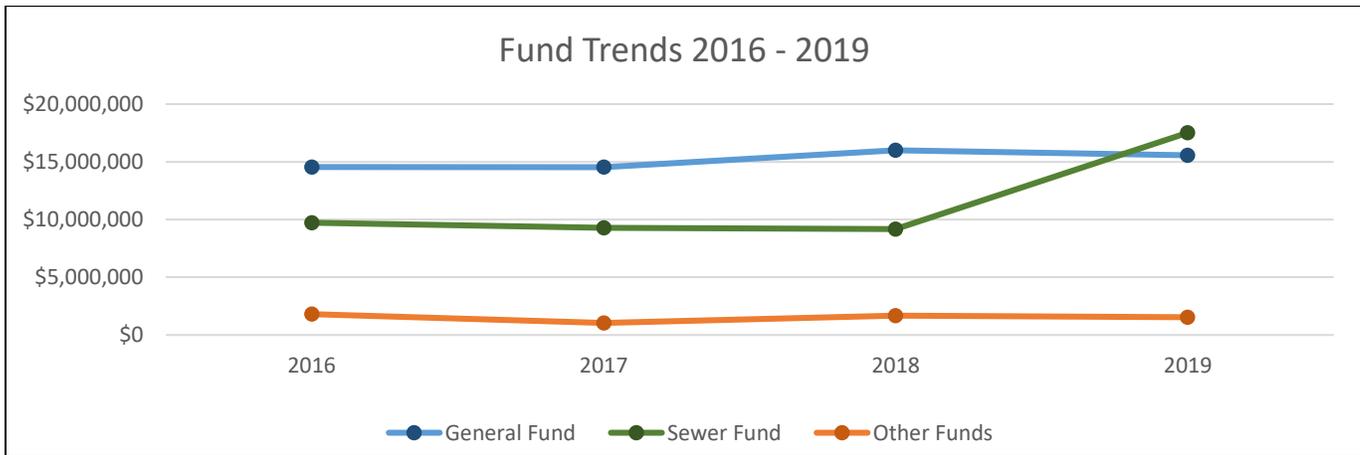
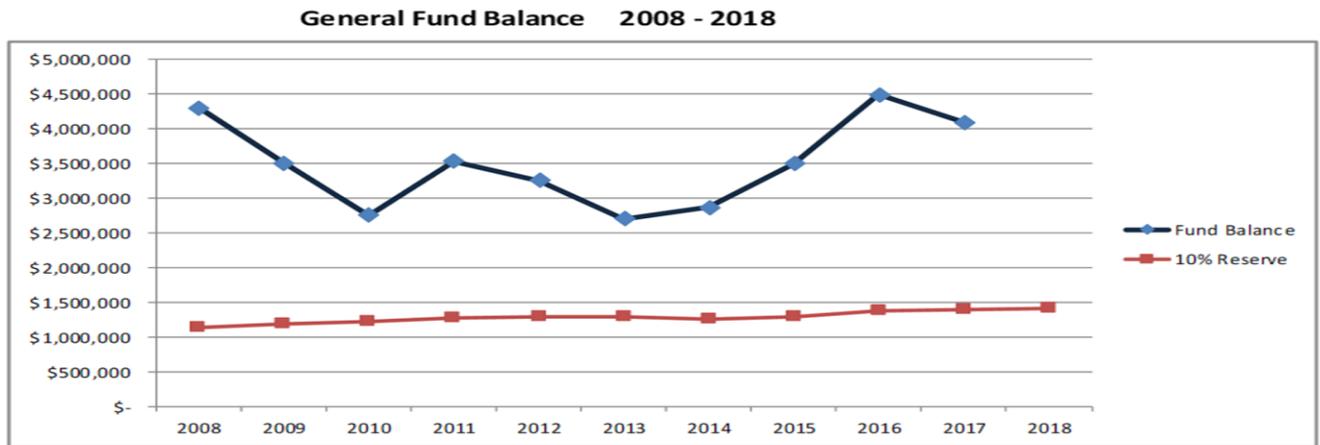


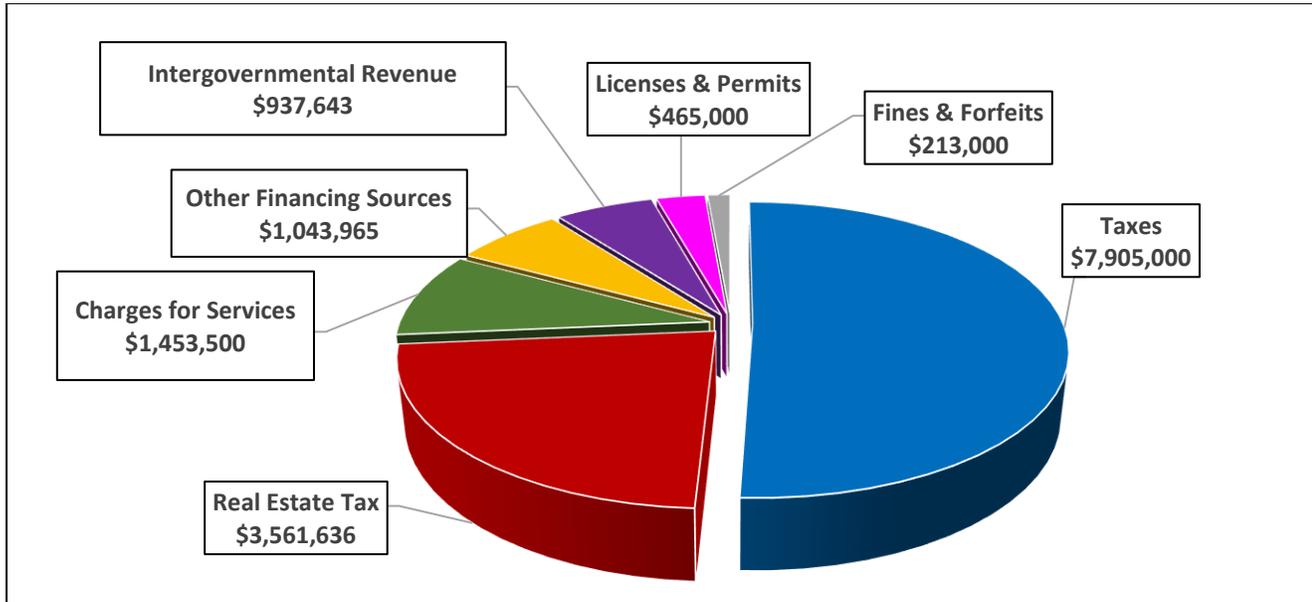
Figure 12 – 2019 Fund Summary



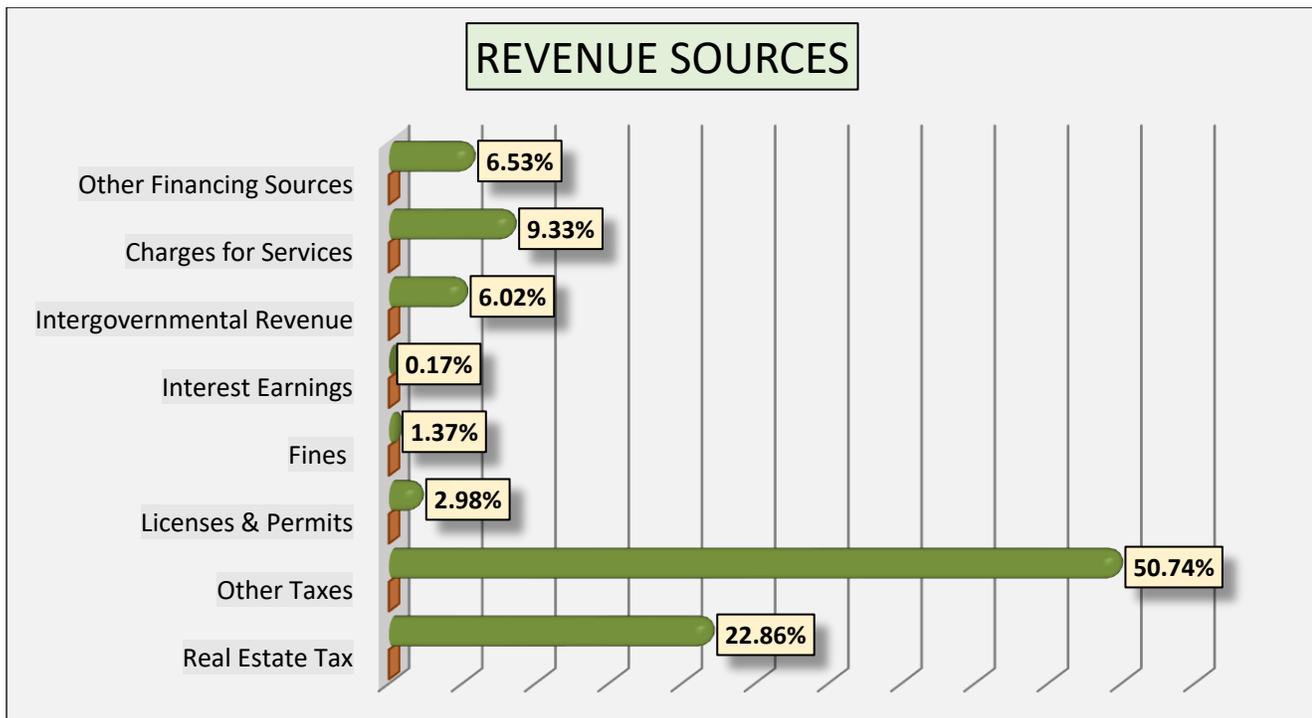
Over the last ten years, the General Fund Balance has been well managed in maintaining the appropriate investment levels to support changes in operations and emergency allocations.

2019 General Fund Budget

Figure 13 - 2019 General Fund Revenues (includes Use of Fund Balance), \$15,579,744

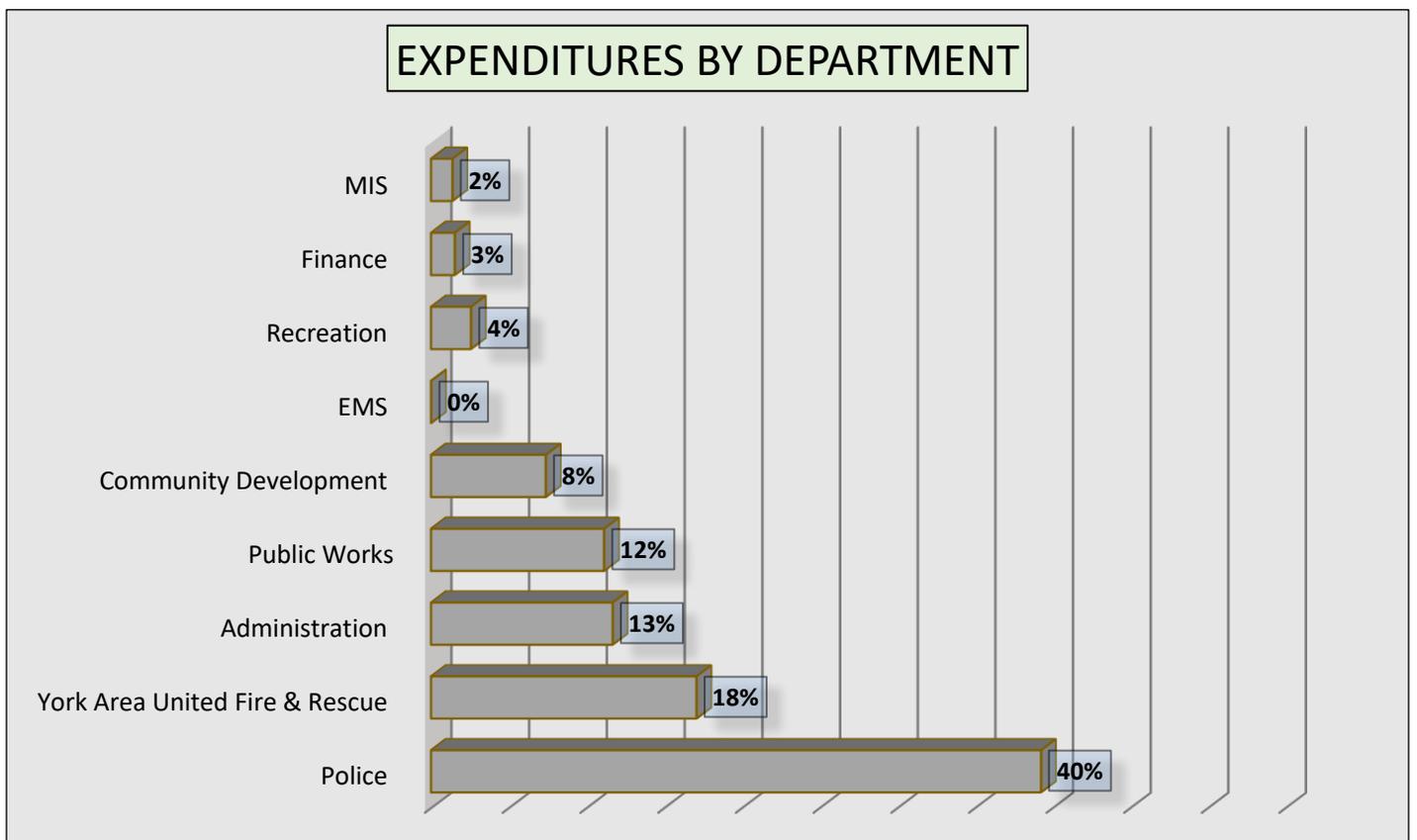
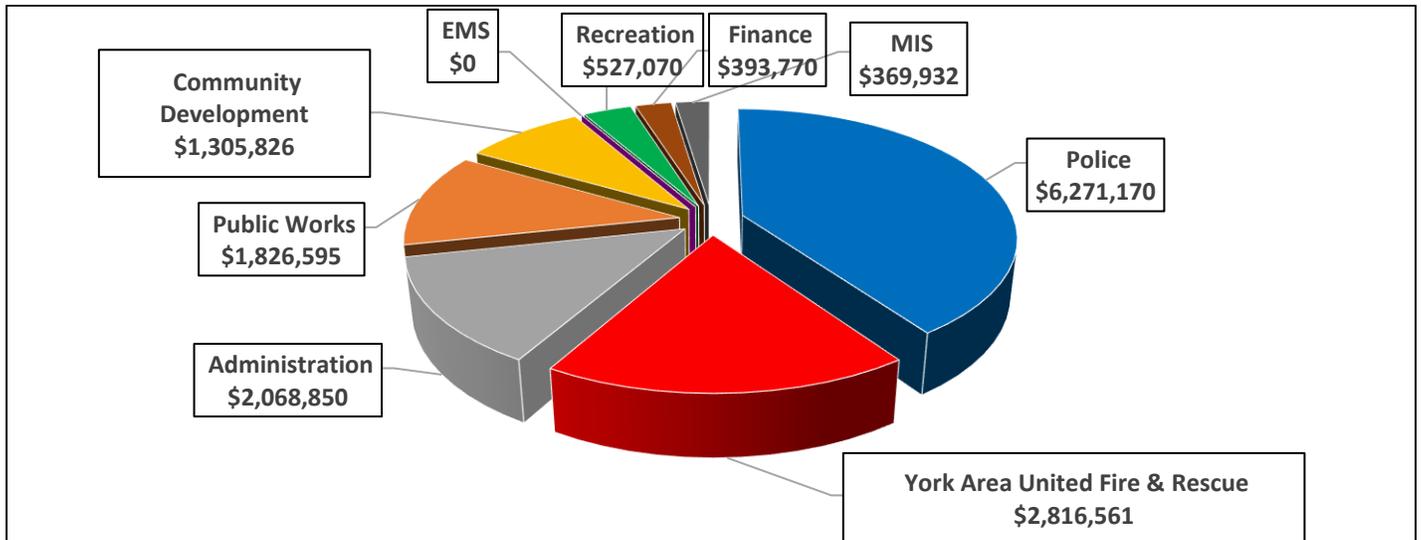


To balance the 2019 budget, the Board approved \$729,463 for Use of Fund Balance.

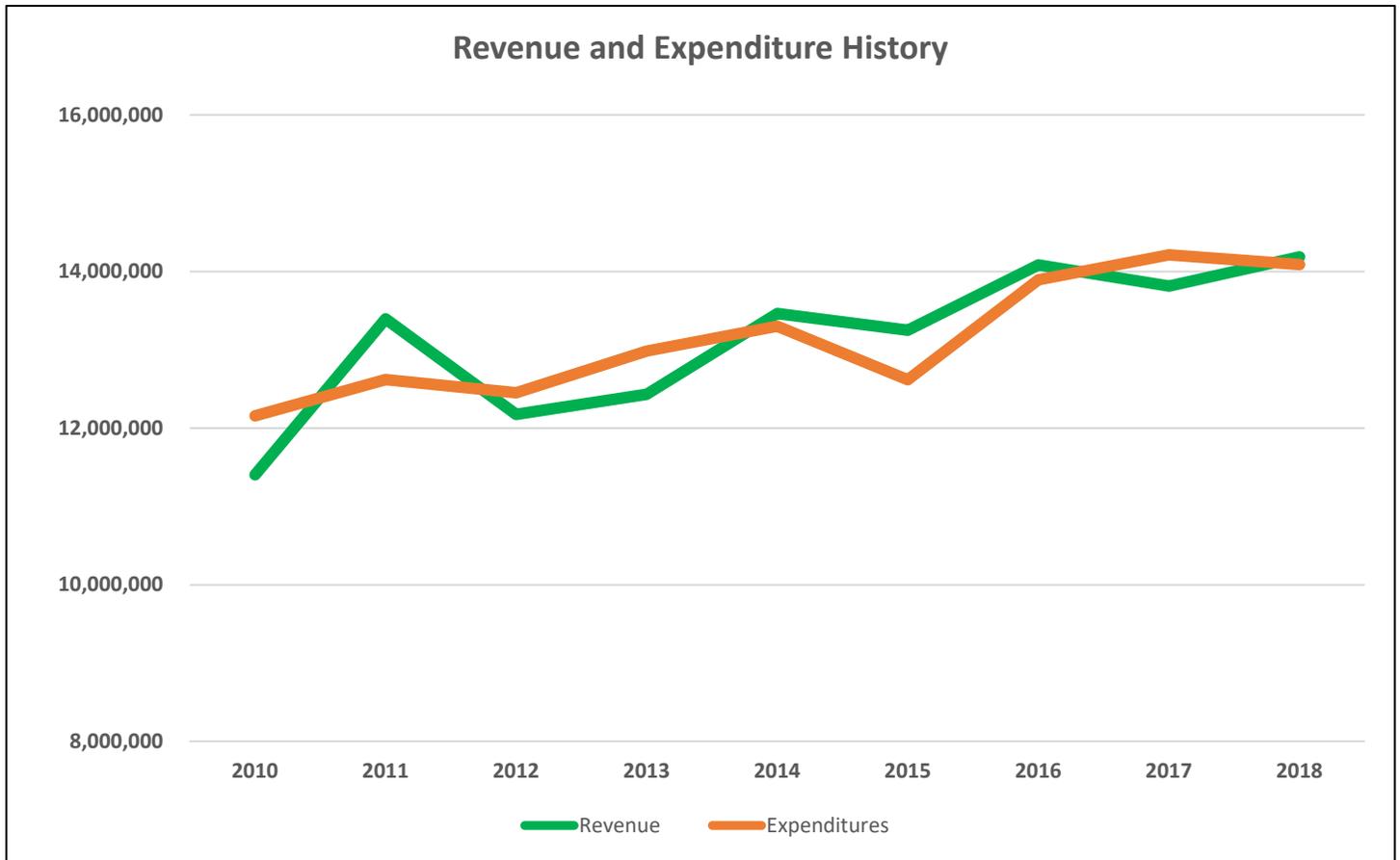


The Township anticipates adding a stormwater management fee midyear 2019 to offset unfunded state mandates for the Clean Water Act. The fee will reduce the use of fund balance by more than 50% for 2019.

Figure 14 – 2019 General Fund Appropriations, \$15,579,744



The General Fund revenue and expenditure history shows a steady increase in revenue and expenditures based on inflationary increases in operations. Overall, the Township has done an excellent job in managing costs without decreasing services or eliminating programs in the community.



General Fund Balance - History			
	Beginning Balance	Ending Balance	Use of
	01/01/xx	12/31/xx	Fund Balance
			<i>(surplus)</i>
2008	4,485,020	4,304,088	180,932
2009	5,304,088	3,511,980	792,108
2010	3,511,980	2,759,827	752,153
2011	2,759,827	3,535,639	(775,812)
2012	3,535,639	3,260,002	275,637
2013	3,260,002	2,708,308	551,694
2014	2,708,308	2,869,762	(161,454)
2015	2,869,762	3,501,923	(632,161)
2016	3,501,923	4,494,281	(992,358)
2017	4,494,281	4,126,183	368,098
2018	4,126,183	5,176,296	(1,050,113)
2019	5,176,296	4,446,833	729,463

2016 - 2019 General Fund Revenue & Expenditure Detail

Figure 15 - General fund revenue & expenditure detail

<u>REVENUE SOURCE</u>		Actual 2016	Actual 2017	Actual 2018	Budget 2019
REAL ESTATE TAXES	10301				
3110	Real Estate Tax Cr	(2,214,396)	(2,279,123)	(3,473,627)	(3,539,636)
3111	Real Estate Tax Prior	(29,216)	(44,301)	(26,277)	(22,000)
REAL ESTATE TAXES	TOTAL	(2,243,612)	(2,323,423)	(3,499,904)	(3,561,636)
OTHER TAXES	10310				
3110	R/E Transfer Tax	(686,705)	(682,210)	(775,106)	(600,000)
3120	Earned Inc.Tax Cur.	(2,630,495)	(2,537,510)	(2,493,264)	(2,580,000)
3121	Earned Inc.Tax Pr Yr	(565,882)	(949,325)	(926,122)	(650,000)
3130	Mercantile Tax	(1,899,189)	(1,739,598)	(1,951,835)	(1,900,000)
3140	Local Services Tax	(1,147,561)	(1,065,674)	(1,091,361)	(1,125,000)
3150	Business Privilege Tax	(1,019,223)	(990,109)	(1,187,332)	(1,050,000)
OTHER TAXES	TOTAL	(7,949,054)	(7,964,426)	(8,425,019)	(7,905,000)
LICENSES AND PERMITS	10321				
4130	CATV Franchise	(427,256)	(451,958)	(428,809)	(450,000)
4135	Plumbing Licenses	(8,829)	(9,515)	(7,230)	(9,000)
LICENSES AND PERMITS	TOTAL	(436,085)	(461,473)	(436,039)	(459,000)
NON-BUSINESS LICENSES & PERMIT	10322				
4140	Road Cut Permits	(3,905)	(12,580)	(10,920)	(6,000)
NON-BUSINESS LICENSES	TOTAL	(3,905)	(12,580)	(10,920)	(6,000)
VIOLATIONS AND FINES	10331				
5110	Vehicle Code Violations	(76,441)	(80,389)	(87,121)	(80,000)
5120	Local & State Law Viol	(108,731)	(93,002)	(113,307)	(120,000)

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
5130	State Veh & Law Viol.	(11,974)	(14,871)	(14,614)	(12,000)
5140	Parking Violations	(485)	(630)	(750)	(1,000)
10000	Court Settlement	(13,221)	-	-	-
VIOLATIONS AND FINES	TOTAL	(210,852)	(188,893)	(215,791)	(213,000)
USE OF MONEY AND PROPERTY					
6110	Interest Earnings	(15,215)	(29,762)	(42,787)	(22,000)
6110	Interest	(2)	(3)	(7)	-
6110	DCNR TWP PARK INT	(83)	(306)	(17)	-
USE OF MONEY AND PROPE	TOTAL	(15,301)	(30,071)	(42,811)	(22,000)
RENTAL OF BUILDINGS/LAND 10342					
6120	Rental of Buildings	(2)	(2)	(2)	(2)
10000	Land Rental	(8,000)	(10,000)	(8,000)	(5,000)
RENTAL OF BUILDINGS/LA	TOTAL	(8,002)	(10,002)	(8,002)	(5,002)
INTERGOVERNMENTAL REVENUES 10354					
7121	Other Grants	-	-	-	-
7122	Recycling Grant	(56,193)	(62,367)	(72,165)	(65,000)
7129	DCNR TWP PARK	(62,500)	(62,500)	-	-
7130	PA EMA Storm Grant	(45,083)	-	-	-
24105	Federal Grant-Vests	-	(804)	-	-
INTERGOVERNMENTAL REVE	TOTAL	(163,776)	(125,671)	(72,165)	(65,000)
INTERGOVERNMENTAL REVENUES 10355					
7125	Public Util Realty Tax	(10,646)	(10,598)	(10,429)	(10,800)
7126	Beverage Licenses	(9,950)	(10,650)	(10,550)	(10,000)
7127	State Pension Aid	(494,335)	(546,002)	(548,073)	(611,000)

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
INTERGOVERNMENTAL REVE	TOTAL	(514,931)	(567,250)	(569,052)	(631,800)
INTERGOVERNMENTAL REVENUES	10357				
7129	TWP PARK PLAYGROUND	(50,000)	(25,000)	-	-
7140	York Co DUI Enforce.	(114,957)	(107,392)	(113,339)	(110,000)
7141	Payment in Lieu of Taxes	(1,957)	(2,079)	(2,412)	(2,000)
INTERGOVERNMENTAL REVE	TOTAL	(166,914)	(134,471)	(115,750)	(112,000)
INTERGOVERNMENTAL REVENUES	10358				
41110	YAUFR Admin Charge	(15,000)	-	-	-
41115	Local School Districts	(71,789)	(70,302)	(85,939)	(108,843)
41118	EIT-Excess Fees	(23,865)	(22,338)	(22,359)	(20,000)
INTERGOVERNMENTAL REVE	TOTAL	(110,654)	(92,640)	(108,298)	(128,843)
COMMUNITY DEVELOPMENT DEPT.	10361				
8210	Subdivision Fees	(4,530)	(3,975)	(2,040)	(3,500)
8212	Engineering Fees	(2,401)	-	(5,563)	-
8213	Storm Water Fees	(4,156)	(13,356)	(3,703)	(4,000)
8214	Variance/Spec Except.	(4,700)	(11,065)	(7,800)	(5,000)
8218	Land Devel. Final	(6,116)	(13,650)	(10,270)	(6,000)
8230	Building Permits	(550,658)	(288,797)	(871,374)	(600,000)
8240	Plumbing Permits	(5,657)	(4,898)	(14,565)	(5,000)
8242	Use & Occupancy Permits	(2,890)	(1,925)	(2,700)	(5,000)
8244	Yard Sale Permits	(1,887)	(1,125)	(895)	(2,000)
8246	Re-Inspection Fees	(600)	(2,977)	(9,000)	(3,000)
8470	Other	(1,050)	(3,000)	(1,260)	(1,500)
8472	Historic Preservation	-	-	(1,620)	-

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
COMMUNITY DEVELOPMENT	TOTAL	(584,644)	(344,768)	(930,791)	(635,000)
POLICE DEPARTMENT	10362				
8410	Police Special Services	(20,702)	(23,230)	(23,242)	(20,000)
8412	Police Reports	(11,799)	(11,398)	(13,428)	(12,000)
8414	Alarm Fees	(14,110)	(12,290)	(13,387)	(15,000)
8470	Other	(4,165)	(9,501)	(7,394)	(4,500)
8487	Donations - Police CCF	(3,696)	(1,960)	(268)	-
POLICE DEPARTMENT	TOTAL	(54,471)	(58,379)	(57,719)	(51,500)
PUBLIC WORKS DEPARTMENT	10363				
8470	Other	(5,403)	(2,560)	(785)	(2,500)
8510	Fees/Sales	-	(665)	(133)	(2,500)
8512	Recycle Bins/Bags	(1,783)	(1,668)	(1,285)	(2,000)
8515	Inspections	(4,625)	(5,435)	(2,200)	(3,000)
PUBLIC WORKS DEPARTMEN	TOTAL	(11,810)	(10,328)	(4,403)	(10,000)
WASTE COLLECTION	10364				
8513	Waste Reduction Fee	(143,790)	(144,045)	(173,515)	(145,000)
8810	Sewer Fund Adm. Charge	(325,000)	(325,000)	(335,000)	(335,000)
8815	Donations & Sponsors	(4,000)	(4,000)	-	-
8890	Sewer Certifications	(11,640)	(12,605)	(12,480)	(10,000)
WASTE COLLECTION	TOTAL	(484,430)	(485,650)	(520,995)	(490,000)
FIRE DEPARTMENT	10365				
8810	Emergency Medical Serv	(732,856)	(565,512)	(121,007)	-
8811	EMS - Memorial Hospital	(81,186)	(55,482)	-	-
8815	Memberships & Donations	(82,216)	(82,865)	-	-

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
8820	Fire Relief Association Aid	(66,296)	(60,277)	(54,773)	(55,000)
FIRE DEPARTMENT	TOTAL	(962,553)	(764,137)	(175,780)	(55,000)
PARKS & RECREATION	10367				
7129	PLAYGROUND PICKETS	(2,070)	(13,664)	775	-
8310	Program Fees	(61,105)	(52,185)	(62,846)	(65,000)
8310	PROGRAM FEES SUMMER	(14,272)	(15,250)	(17,305)	(18,000)
8312	Ticket Sales/Commissions	(17,693)	(22,387)	(15,290)	(22,000)
8315	Trip Fees	(41,014)	(36,564)	(41,104)	(45,000)
8370	Recreation Rentals	(5,965)	(3,815)	(4,510)	(8,000)
8470	Other	-	(572)	-	-
8815	Donations & Sponsors	(24,269)	(19,156)	(7,859)	(20,000)
8816	Radio Sponsorship	-	-	(3,000)	-
8819	Park Celebration	(26,967)	(17,203)	(10,648)	(20,000)
9712	Park Meters	(3,100)	(2,209)	(1,554)	(1,500)
9716	Vendor Commissions	(10,261)	(10,454)	(12,580)	(12,500)
PARKS & RECREATION	TOTAL	(206,716)	(193,458)	(175,920)	(212,000)
MISCELLANEOUS REVENUE	10380				
9710	Miscellaneous Rev.	(7,350)	(1,074)	(8,113)	(500)
9715	Newsletter Advertising	(6,655)	(4,100)	(3,860)	(2,000)
MISCELLANEOUS REVENUE	TOTAL	(14,005)	(5,174)	(11,973)	(2,500)
OTHER FINANCING SOURCES	10391				
10710	Sale of Gen Fixed Assets	(21,686)	-	(19,522)	-
OTHER FINANCING SOURCE	TOTAL	(21,686)	-	(19,522)	-
INSURANCE PROCEEDS	10393				

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
10748	Insurance Reimbursements	(321,815)	(249,931)	(547,004)	(275,000)
INSURANCE PROCEEDS	TOTAL	(321,815)	(249,931)	(547,004)	(275,000)
OTHER FINANCING SOURCES	10395				
10712	Refunds of Prior Exp	(70,450)	(25,593)	(35,041)	(10,000)
OTHER FINANCING SOURCE	TOTAL	(70,450)	(25,593)	(35,041)	(10,000)
<u>EXPENDITURES SOURCE</u>					
BOARD OF SUPERVISORS	10400				
11110	Salaries/Wages	21,625	21,625	21,183	21,875
19210	Social Security	-	1,654	1,620	1,673
22110	Materials/Supplies	1,553	1,266	1,219	1,200
49110	Training/Development	5,802	11,021	5,307	12,000
BOARD OF SUPERVISORS	TOTAL	28,980	35,566	29,329	36,748
MANAGER'S OFFICE	10401				
11110	Salaries/Wages	454,912	458,999	409,095	418,481
11130	Overtime	-	32	-	500
14121	Non-Uniform Pension ER Mat	28,547	(2,917)	-	-
19210	Social Security	-	35,561	30,411	31,463
19400	Unemployment Comp	-	46	15,145	-
19500	Workers Compensation	-	2,292	2,128	2,361
19600	Medical	-	134,800	115,062	131,247
19700	Non-Uniform Pension	-	42,286	33,674	37,015
19810	Dental Non-Teamsters	-	6,385	5,665	6,462
19820	Vision	-	1,389	1,353	1,604
19830	Life Insurance	-	1,316	1,363	1,638

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Budget 2018</u>	<u>Budget 2019</u>
19840	Disability Insurance	-	1,348	1,739	1,132
19910	Testing - Employment/Random	-	95	-	-
19920	Contract Services - Backgrnd	-	-	-	1,000
22110	Materials/Supplies	7,239	7,805	8,262	7,600
26110	Minor Equipment	2,567	-	-	-
33110	Advertising/Printing	25,828	28,195	28,438	34,608
45110	Contract Services	27,580	25,073	27,645	30,900
49110	Training/Development	10,679	15,848	19,249	20,000
49111	HR - Training/Development	-	-	-	10,000
49112	HR - Twp. Leadership/Culture	-	-	-	10,000
49117	HR - Safety Committee	-	-	-	5,000
71410	Capital Equipment	13,689	-	-	-
MANAGER'S OFFICE	TOTAL	571,041	758,553	699,231	751,012
FINANCE DEPARTMENT	10402				
11110	Salaries/Wages	244,031	249,414	223,675	228,874
11130	Overtime	2	13	394	600
14121	Non-Uniform Pension ER Match	14,252	(1,728)	-	-
19210	Social Security	-	19,459	16,857	17,509
19600	Medical	-	88,483	58,734	87,634
19700	Non-Uniform Pension	-	23,811	18,814	20,599
19810	Dental Non-Teamsters	-	3,939	3,714	4,308
19820	Vision	-	924	704	1,069
19830	Life Insurance	-	651	706	829
19840	Disability Insurance	-	697	742	775
19910	Testing - Employment/Random	-	121	-	250

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
19920	Contract Services - Backgrnd	-	95	6,825	-
22110	Materials/Supplies	2,027	1,992	3,831	3,172
45110	Contract Services	3,507	5,572	4,535	5,400
45200	Contract Service - Munis Pace	-	-	-	8,325
49110	Training/Development	2,286	8,803	10,511	11,425
52110	Service Charges	116	1,222	3,439	3,000
FINANCE DEPARTMENT	TOTAL	266,221	403,470	353,481	393,770
TAX COLLECTION	10403				
11150	Commissions	23,081	23,236	35,658	35,616
19210	Ee Benefits-Social Security	-	1,778	2,728	2,725
53160	Insurance/Bonds	-	-	918	-
TAX COLLECTION	TOTAL	23,081	25,014	39,304	38,341
PROFESSIONAL SERVICES	10404				
29111	Auditing Services	19,000	18,500	20,000	20,000
30100	Architect/Engineer Svcs	344,832	11,800	-	-
31110	Legal Services	78,212	64,789	83,188	85,000
31110	Legal Services - DAVIES DR	-	-	-	7,500
31114	Special Legal Settlements	5,000	-	-	-
31115	Other Professional Svcs	27,589	6,169	28,969	20,000
45110	Contract Services-Payroll	15,816	20,279	-	-
PROFESSIONAL SERVICES	TOTAL	490,449	121,536	132,157	132,500
MANAGEMENT INFORMATION SYSTEMS	10407				
11110	Salaries/Wages	-	-	63,980	65,864
19210	Social Security	-	-	4,581	5,039

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
19600	Medical	-	26,297	23,560	25,680
19700	Non-Uniform Pension	-	-	5,546	5,928
19810	Dental Non-Teamsters	-	1,162	1,197	1,306
19820	Vision	-	261	264	298
19830	Life Insurance	-	162	216	151
19840	Disability Insurance	-	159	164	186
22110	Materials/Supplies	8,359	8,134	8,481	10,000
26110	Minor Equipment	2,496	2,497	4,146	5,570
27110	Repair/Maintenance	6,923	7,077	8,480	11,000
32210	Communications	1,334	1,495	1,663	2,000
45110	Contract Services	64,613	70,310	99,860	167,651
49110	Training/Development	2,268	-	2,518	3,000
71410	Capital Equipment	17,343	96,560	76,355	66,260
MANAGEMENT INFORMATION	TOTAL	103,335	214,113	301,012	369,932
POLICE DEPARTMENT	10410				
11110	Salaries/Wages	415,274	454,115	490,813	503,046
11130	Overtime	12,417	-	-	-
12110	Salaries Patrolmen	1,718,655	1,761,117	1,812,571	1,991,652
12112	Salaries Sergeants	376,750	298,277	310,381	319,705
12113	Salaries Corporals	298,102	385,120	392,655	403,889
12115	Crossing Guards	20,726	20,692	20,929	21,336
12130	Patrolmen Overtime	102,820	100,393	118,104	127,500
14121	Non-Uniform Pension ER Match	4,893	-	-	-
19210	Social Security	-	234,275	242,877	257,585
19500	Workers Compensation	-	93,120	101,209	100,709

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
19600	Medical	-	794,152	737,740	883,735
19700	Non-Uniform Pension	-	9,944	10,779	42,935
19750	Police Pension	-	728,359	725,315	940,554
19810	Dental Non-Teamsters	-	37,435	41,247	44,789
19820	Vision	-	8,050	8,479	10,313
19830	Life Insurance	-	6,192	9,058	4,811
19840	Disability Insurance	-	5,892	5,045	8,394
19890	Retiree Insurance	-	167,975	281,597	256,000
19910	Testing - Employment/Random	-	816	1,674	1,000
19920	Contract Services - Backgrnd	-	-	151	1,000
19970	Law Enforcement Liability	-	3,641	17,184	10,000
22110	Materials/Supplies	18,642	11,424	11,953	11,795
22410	Ammunition	14,265	14,992	16,093	24,458
23210	Vehicle Equipment Expense	5,164	8,438	9,749	14,598
24110	Uniforms	37,989	39,500	41,067	38,375
26110	Minor Equipment	13,709	53,071	12,361	17,022
27110	Repair/Maintenance	4,308	6,525	4,489	5,000
29410	Animal Control	14,289	14,957	15,092	16,200
32210	Communications	5,982	6,193	8,982	11,360
45110	Contract Services	21,325	31,841	30,032	41,904
46110	Rental/Lease	22,155	20,541	19,699	22,754
49110	Training/Development	15,295	21,607	24,399	20,042
51000	Cntrbtn Exp-Police Comm Care	119	298	269	-
71410	Capital Equipment	103,945	144,594	74,235	118,710
POLICE DEPARTMENT	TOTAL	3,226,824	5,483,546	5,596,229	6,271,170

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
FIRE DEPARTMENT	10411				
19760	FIRE UNFUNDED PENS LIAB	-	73,977	73,977	164,716
19890	Retiree Insurance	-	12,937	10,691	-
45110	Contract Services	2,476,428	2,630,266	1,871,319	2,596,845
54000	Contributions-Fire Relief Asso	66,296	60,277	54,773	55,000
FIRE DEPARTMENT	TOTAL	2,542,724	2,777,458	2,010,760	2,816,561
EMERGENCY MEDICAL SERVICES	10412				
11110	Salaries/Wages Part-time	26,636	29,093	10,838	-
12110	Salaries/Wages	197,359	150,441	20,148	-
12130	Overtime	33,012	17,835	1,940	-
14122	Teamster's Pension ER Match	14,897	-	-	-
19210	Social Security	-	15,946	3,101	-
19400	Unemployment Compensation	-	2	1,365	-
19500	Workers Compensation	-	2,880	-	-
19600	Medical	-	49,996	14,543	-
19730	Teamsters Pension	-	15,495	2,766	-
19810	Dental	-	2,853	726	-
19820	Vision	-	475	120	-
19830	Life Insurance	-	310	77	-
19840	Disability Insurance	-	990	248	-
19910	Testing - Employment/Random	-	494	-	-
22110	Materials/Supplies	15,819	16,900	-	-
24110	Uniforms	2,485	1,242	-	-
27110	Repair/Maintenance	35,303	13,790	-	-
27110	EMS GRANT - Repair/Maint	1,890	-	-	-

FINANCIAL OVERVIEW

			<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Budget</u> <u>2019</u>
32210	Communications		2,071	1,813	-	-
45110	Contract Services		197,496	284,395	25,704	-
45115	Cnt Srvc-Memorial Hospital		76,208	26,079	-	-
49110	Training/Development		(89)	530	-	-
EMERGENCY MEDICAL SERVICE	TOTAL		603,087	631,558	81,576	-
COMMUNITY DEVELOPMENT DEPT.	10414					
11110	Salaries/Wages		167,161	283,874	283,505	314,018
11130	Overtime		-	228	-	-
14121	Non-Uniform Pension ER Match		3,133	(381)	-	-
19210	Social Security		-	22,046	21,328	24,022
19500	Workers Compensation		-	1,012	946	-
19600	Medical		-	105,572	86,219	141,237
19700	Non-Uniform Pension		-	17,284	16,535	28,262
19810	Dental Non-Teamsters		-	4,817	4,766	7,182
19820	Vision		-	1,263	1,102	1,640
19830	Life Insurance		-	762	927	859
19840	Disability Insurance		-	769	857	833
19910	Testing - Employment/Random		-	-	95	-
19920	Contract Services - Backgrnd		-	-	1,049	-
22110	Materials/Supplies		4,531	5,091	6,781	10,000
26110	Minor Equipment		-	20,229	11,085	15,772
29110	Planning/Zoning Board		1,350	9,899	9,977	13,000
29115	Historic Preservation		188	1,839	2,629	2,000
31110	Legal Service		-	38,572	40,365	44,000
31115	Other Professional Services		-	15,039	-	-

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
31300	Engineering	-	141,408	142,358	120,000
31350	MS4	-	-	224,138	360,500
32210	Communications	-	3,737	3,922	5,000
33110	Advertising/Printing	2,608	6,943	5,186	12,000
34110	Recording Fees	-	-	1,375	2,000
45110	Contract Services	237,574	123,678	140,956	117,500
45115	Comprehensive Plan	-	-	28,622	70,000
49110	Training/Development	1,608	7,921	8,888	16,000
COMMUNITY DEVELOPMENT	TOTAL	418,151	811,603	1,043,611	1,305,826
PUBLIC WORKS GENERAL SERVICES	10430				
11110	Salaries/Wages	237,446	285,500	412,419	292,975
11130	Overtime	634	2,109	9,810	5,000
12114	Salaries/Wages - Mechanics	103,436	105,305	109,017	108,500
12134	Overtime - Mechanics	114	-	501	500
14121	Non-Uniform Pension ER Match	7,397	(1,307)	-	-
14122	Teamster's Pension ER Match	39,619	-	-	48,330
19210	Social Security	-	56,758	57,657	67,471
19400	Unemployment Compensation	-	-	3	-
19500	Workers Compensation	-	74,048	72,673	78,500
19600	Medical	-	224,134	243,947	260,447
19700	Non-Uniform Pension	-	12,331	11,550	12,035
19730	Teamster's Pension	-	52,079	62,814	-
19810	Dental Non-Teamsters	-	11,887	11,735	11,925
19820	Vision	-	2,041	2,049	2,112
19830	Life Insurance	-	1,347	1,447	1,500

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
19840	Disability Insurance	-	3,808	4,080	4,214
19910	Testing - Employment/Random	-	927	935	1,000
22110	Materials/Supplies	6,488	5,232	6,194	6,500
23110	Gas/Oil	70,090	67,069	88,177	100,000
23210	Vehicle Equipment Expense	19,030	14,373	17,274	20,000
23238	Vehicle Rental Contract	-	-	28,832	123,940
24110	Uniforms	6,966	7,924	11,816	12,000
26110	Minor Equipment	2,266	1,376	834	2,000
27110	Repair/Maintenance	40,639	48,141	41,425	30,000
49110	Training/Development	824	6,924	4,375	6,000
PUBLIC WORKS GEN SERVICE	TOTAL	534,949	982,006	1,199,565	1,194,950
	STREET CLEANING				10431
11110	Salaries/Wages	52,473	3,866	14,493	15,000
11130	Overtime St Clean.	-	-	-	500
12125	Leaf Collection	907	8,114	42,367	40,000
45110	Contract Services	3,019	-	105	3,000
	STREET CLEANING	56,399	11,980	56,965	58,500
	SNOW AND ICE REMOVAL				10432
11110	Salaries/Wages	17,012	5,947	1,271	18,500
11130	Overtime	22,856	8,045	1,781	20,000
22110	Materials/Supplies	1,503	701	-	2,000
26110	Minor Equipment	-	-	-	500
	SNOW AND ICE REMOVAL	41,371	14,693	3,052	41,000
	TRAFFIC: SIGNS AND LINES				10433

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
11110	Salaries/Wages	20,843	25,146	6,233	23,000
11130	Overtime	274	422	109	500
TRAFFIC: SIGNS AND LIGHTS	TOTAL	21,117	25,568	6,342	23,500
SIDEWALKS AND CURBS		10435			
22110	Materials/Supplies	2,958	5,110	2,035	5,000
SIDEWALKS AND CURBS	TOTAL	2,958	5,110	2,035	5,000
STORM SEWERS		10436			
11110	Salaries/Wages	8,081	5,446	5,170	10,000
11130	Overtime	-	-	111	500
22110	Materials/Supplies	12,878	1,809	15,858	18,000
46110	Rental/Lease	353	-	-	500
STORM SEWERS	TOTAL	21,311	7,255	21,139	29,000
HIGHWAYS: MAINTENANCE		10438			
11110	Salaries/Wages	113,709	115,259	71,494	122,000
11130	Overtime	10	802	1,428	500
22110	Materials/Supplies	7,510	10,280	12,207	20,000
45110	Contract Services	9,654	900	12,556	20,000
HIGHWAYS: MAINTENANCE	TOTAL	130,882	127,241	97,685	162,500
TOWNSHIP BUILDINGS		10439			
11110	Salaries/Wages	15,767	9,133	6,303	10,000
11130	Overtime	-	-	83	-
22110	Materials/Supplies	9,397	8,949	11,293	10,000
27110	Repair/Maintenance	44,210	57,096	31,530	30,000
32210	Communications	15,932	15,920	17,435	16,000

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
36110	Electric - Administration	22,917	20,149	20,104	22,000
36110	Electric - Farmhouse	3,821	3,417	3,758	3,500
36110	Electric - Public Works	9,431	9,323	9,858	9,000
36110	Electric - Police	49,844	44,149	48,244	48,000
36110	Electric - Park Garage	-	-	-	500
36120	Gas - Administration	2,259	2,858	3,473	3,500
36120	Gas - Farmhouse	341	349	321	500
36120	Gas - Public Works	3,998	4,804	6,258	5,000
36120	Gas - Police	1,750	2,090	3,153	2,500
36130	Sewer - Administration	802	807	300	1,000
36130	Sewer - Farmhouse	273	268	300	500
36130	Sewer - Public Works	289	269	427	500
36130	Sewer - Police	273	268	457	500
36130	Sewer - Park	307	278	331	500
36140	Disposal Services	1,650	1,085	4,171	3,500
36150	Water - Administration	3,048	2,621	3,120	3,000
36150	Water - Public Works	1,732	1,493	2,297	2,000
36150	Water - Police	2,255	1,929	2,446	2,000
45110	Contract Services	32,614	32,364	36,331	36,000
46110	Rental/Lease	36	80	72	500
TOWNSHIP BUILDINGS	TOTAL	222,945	219,696	212,064	210,500
PARKS MAINTENANCE	10440				
11110	Salaries/Wages	101,617	161,584	102,859	113,000
11130	Overtime	2,384	(956)	535	1,500
22110	Materials/Supplies	11,300	5,783	9,018	11,000

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
26110	Minor Equipment	-	720	1,353	1,500
27110	Repair/Maintenance	5,462	5,548	5,547	6,000
36150	Water	7,496	5,845	6,754	7,000
45110	Contract Services	25,151	24,198	26,205	25,500
61110	Capital Construction	16,639	21,145	-	-
PARKS MAINTENANCE	TOTAL	170,050	223,866	152,272	165,500
PARKS & RECREATION DEPT.	10451				
11110	Salaries/Wages Office	40,050	68,967	70,108	72,826
11116	Salaries/Wages Specialists	22,844	25,293	26,773	30,000
11117	Salaries/Wages Directors	55,951	47,721	47,808	58,000
19210	Social Security	-	10,906	11,071	12,303
19600	Medical	-	16,234	16,974	30,977
19700	Non-Uniform Pension	-	4,103	4,861	6,554
19810	Dental Non-Teamsters	-	680	537	586
19820	Vision	-	230	240	262
19830	Life Insurance	-	239	257	292
19840	Disability Insurance	-	243	317	208
19910	Testing - Employment/Rand	-	1,701	1,485	1,850
19920	Contract Services - Backgrnd	-	256	669	350
22110	Materials/Supplies	12,974	14,848	16,021	16,000
22110	Castle Park Playground Mat	-	3,354	-	5,000
22115	Park Celebration	29,988	33,663	28,700	30,000
22310	Trips/Tickets	49,494	56,966	47,360	56,000
26110	Minor Equipment	568	-	2,437	5,000
27110	Repair/Maintenance	(891)	615	648	1,000

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
29310	Performances	65,276	66,001	68,217	65,000
29710	Program Services	63,484	58,348	60,053	65,000
33110	Advertising/Printing	24,813	25,419	23,293	25,000
33700	Mileage Reimbursement	-	-	-	500
45110	Contract Services	31,404	23,409	23,512	18,000
46110	Rental/Lease	24,971	29,273	25,580	30,000
49110	Training/Development	2,058	2,740	1,456	5,000
71410	Capital Equipment	-	-	19,239	20,000
PARKS & RECREATION DEPT	TOTAL	422,984	491,211	497,613	555,709
DEBT SERVICE	10471				
54110	Principal	140,000	-	-	-
54120	Debt Interest	48,177	-	-	-
DEBT SERVICE	TOTAL	188,177	-	-	-
CONTRIBUTIONS	10481				
54000	Martin Library	37,000	37,000	41,500	-
CONTRIBUTIONS	TOTAL	37,000	37,000	41,500	-
FIXED/SUNDRY - INSURANCES	10486				
53120	Property Insurance	-	120,000	80,910	146,589
53130	Motor Vehicle Insurance	-	45,502	41,462	65,600
53140	Law Enforcement Liability	77,997	15,000	69,068	16,695
53150	General Liability	158,579	35,022	86,194	70,375
53155	Pollution Liability	1,363	1,278	-	1,500
53160	Insurance/Bonds	3,030	18,030	3,030	10,000
FIXED/SUNDRY - INSURANCE	TOTAL	240,969	234,832	280,664	310,760

FINANCIAL OVERVIEW

		<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>
FIXED/SUNDRY - EMPLOYEE BEN.	10487				
14111	Disability Insurance	12,732	-	-	-
14112	Life Insurance	10,968	-	-	-
14113	Dental Non-Teamsters	129,277	-	-	-
14114	Vision	14,861	-	-	-
14115	Medical	1,466,775	4,035	-	-
14116	Prescription Retirees	2,569	-	-	-
14117	Affordable Care Tax Act	282	296	-	-
14118	Miscellaneous	8,864	187	-	-
14120	Social Security	373,430	(11,387)	-	-
14121	Non-Uniform Pension	18,717	-	-	-
14122	Teamster's Pension ER Mat	22,140	3,089	-	-
14123	Firemen's Pension	115,549	-	-	-
14124	Police Pension	707,491	-	-	-
14125	Unemployment Comp	1	1,679	-	-
45110	Contract Services	9,794	1,831	-	-
53110	Workers Compensation	183,024	-	-	-
FIXED/SUNDRY - EMPLOYEE	TOTAL	3,076,474	(270)	-	-
OTHER	10489				
32410	Postage	29,398	19,396	25,066	32,960
43000	Taxes	1,442	1,018	1,230	1,600
55110	Refunds/Pr Yr Adj	(4,397)	24,253	73,832	25,000
99900	Contingency	-	-	-	67,025
OTHER	TOTAL	26,443	44,666	100,128	126,585
INTERFUND OPERATING TRANSFER	10492				

FINANCIAL OVERVIEW

		Actual	Actual	Actual	Budget
		2016	2017	2018	2019
10749	Capital Reserve Transfer	-	729,144	674,950	580,380
INTERFUND OPERATING TRANSFER		-	729,144	674,950	580,380
GENERAL FUND (surplus)	TOTAL	(1,087,743)	368,098	(2,350,240)	729,463
USE OF FUND BALANCE		-	(368,098)	-	(729,463)
	TOTAL	-	-	-	-

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

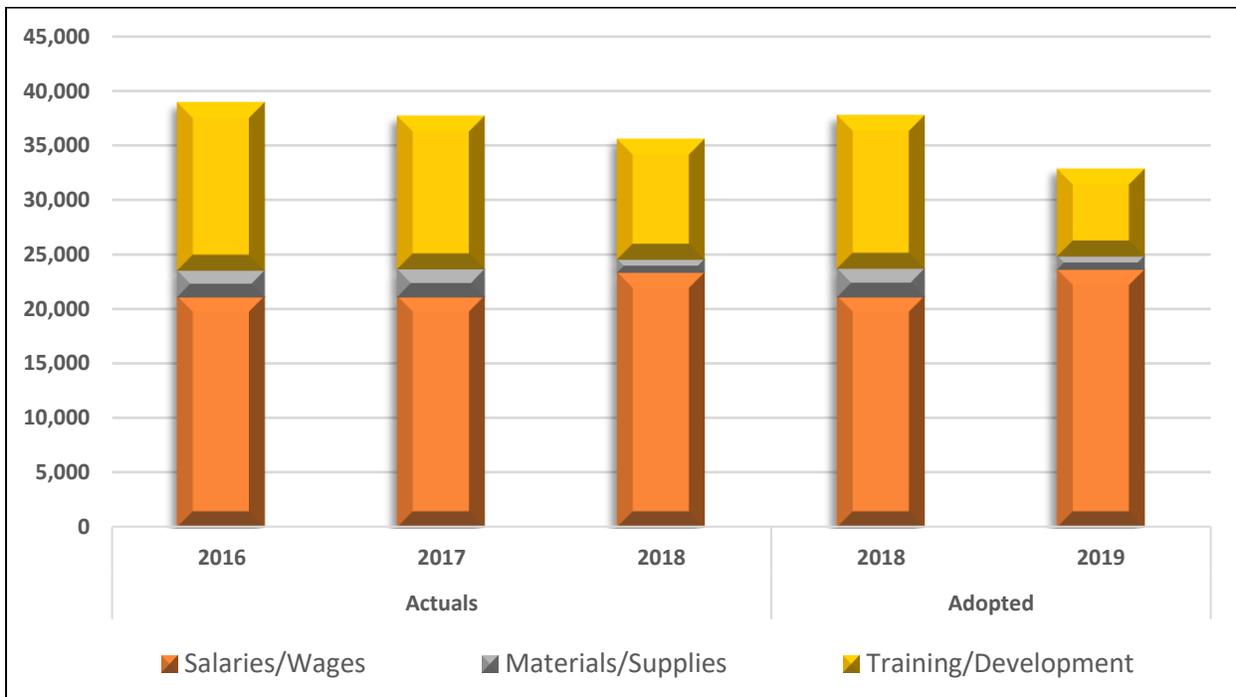


Figure 16 - Board of Supervisors Budget

Program Description

The Board of Supervisors is the legislative and policy-making body of the Township, composed of five residents elected to six-year staggered terms. The Board members select the chairman of the Board. The responsibilities of the Board are defined under the Commonwealth of Pennsylvania’s Second Class Township Code. The responsibilities of the Board of Supervisors include enacting ordinances, resolutions, and setting policy for the proper governing of the Township's affairs in addition to appointing a Township manager, auditor, solicitor, engineer and Township residents to various Boards and commissions. The Supervisors establish other policies and measures as well to promote the general welfare of the Township and the safety and health of its residents. Board members also represent the Township at official functions and in relationships with other organizations.



Budget Commentary

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

In December of 2017, information technology improvements were added to the Township Boardroom. Large screen monitors were added throughout the room to improve presentations and to view land development plans. Easy viewing is now available for all meeting participants. Audio microphones were also improved for all Supervisors, Staff, and the Public podium. Hearing assistance devices are available upon request.



Operating Budgets – General Government

General Administration - Account 10401

Expenditure	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
11110	Salaries/Wages	454,911	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

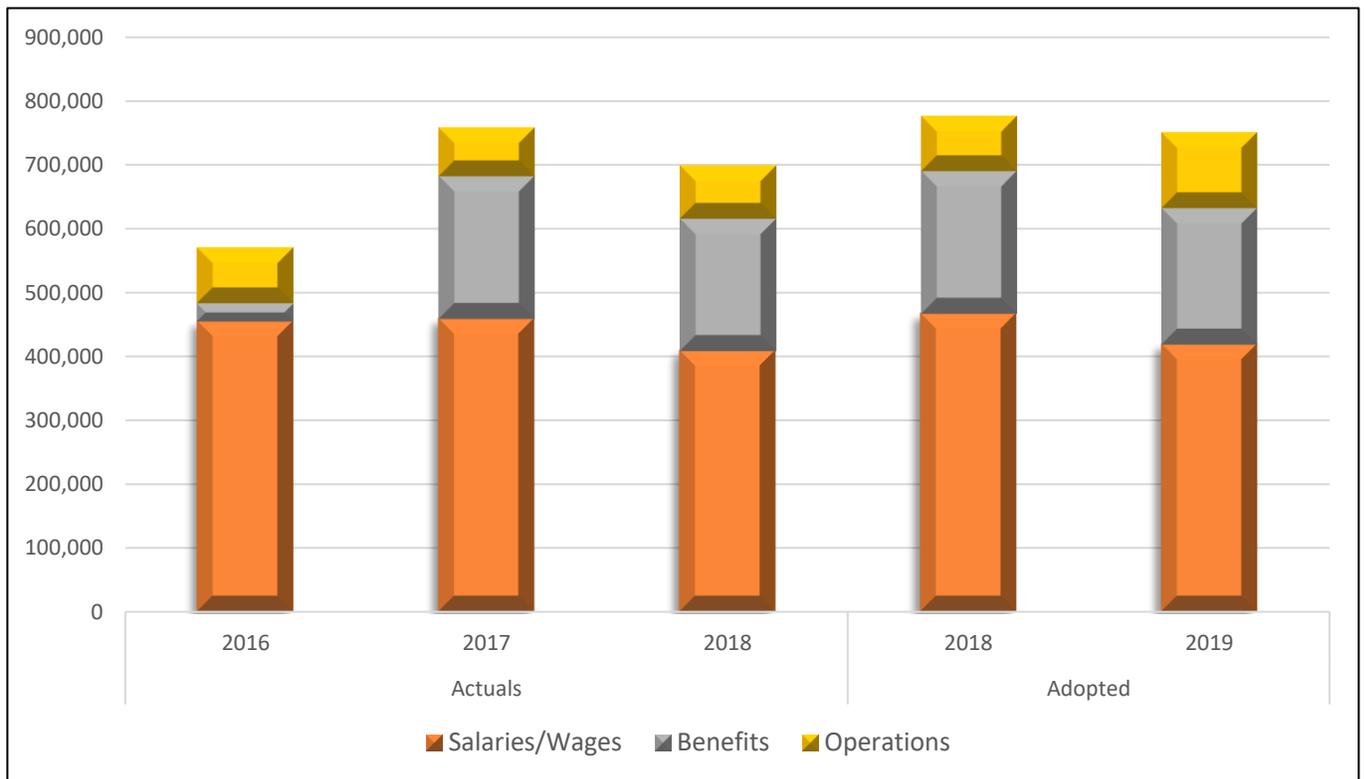


Figure 17 - Township Manager/General Administration Budget

Program Description

The Township manager is the chief administrative officer of the Township government and is responsible to the Board of Supervisors for the administration of the affairs of the Township. General administration provides for various management service functions, including administration of all public meetings, notices, ordinances, policies, contracts, human resources, development authority, and pension plans. General administration salaries include the administrative operations director, human resources director, 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.
- Develops long-range fiscal plans 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.

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	
		2016	2017	2018	2018	2019
11110	Salaries/Wages	245,300	249,427	249,427	243,959	238,709
19000	Benefits	13,284	136,455	136,455	133,407	134,687
22110	Materials/Supplies	2,000	1,992	1,992	2,500	3,610
45110	Contract Services	5,000	5,572	5,572	6,000	12,225
49110	Training/Development	3,500	8,802	8,802	6,000	7,170
52110	Service Charges	125	1,222	1,222	500	1,200
Total		269,209	403,470	403,470	392,366	397,601

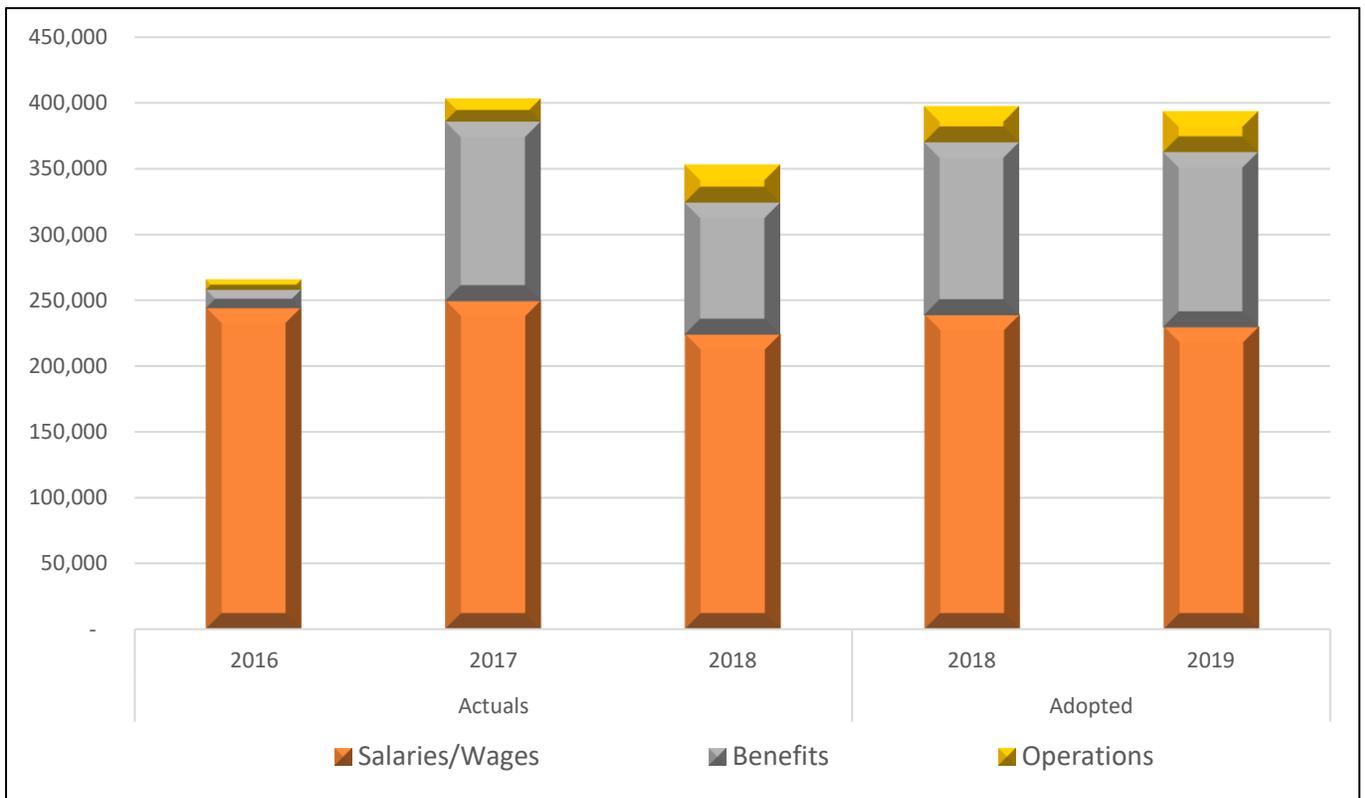


Figure 18 - Finance Department Budget

Program Description

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



Program Objectives

The Finance Director serves as the Board appointed Township Treasurer and represents Springettsbury Township by serving on the Board of Directors for the York Adams Tax Bureau.

Finance Director is responsible for all aspects of preparing the annual budget and financial administration of the Township.

Accounting software improvements are in progress and will benefit financial operations in cashiering, fixed asset management, and incident management for 2019.

Objectives in 2019 are 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.

A focus on developing performance metrics for financial analysis were introduced in 2018. A 5-year Capital Improvements Plan, 2019 – 2023, and 5-year Township Financial Analysis Plan, 2019 – 2013, were presented to the Board of Supervisors in August 2018. The documents have been added as the standard in budget preparation and will provide long term planning support for Township strategic decisions.

Springettsbury Township was awarded the GFOA Distinguished Budget Presentation Award in 2018. This was the first submission and award for the Finance Department.

In 2019, the Finance Department looks to create an annual report for the Township to submit for consideration in the GFOA Popular Annual Financial Reporting Award Program next year.

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	
		2016	2017	2018	2018	2019
11110	Commissions	23,081	25,014	39,303	24,760	38,341
Total		23,081	25,014	39,303	24,760	38,341

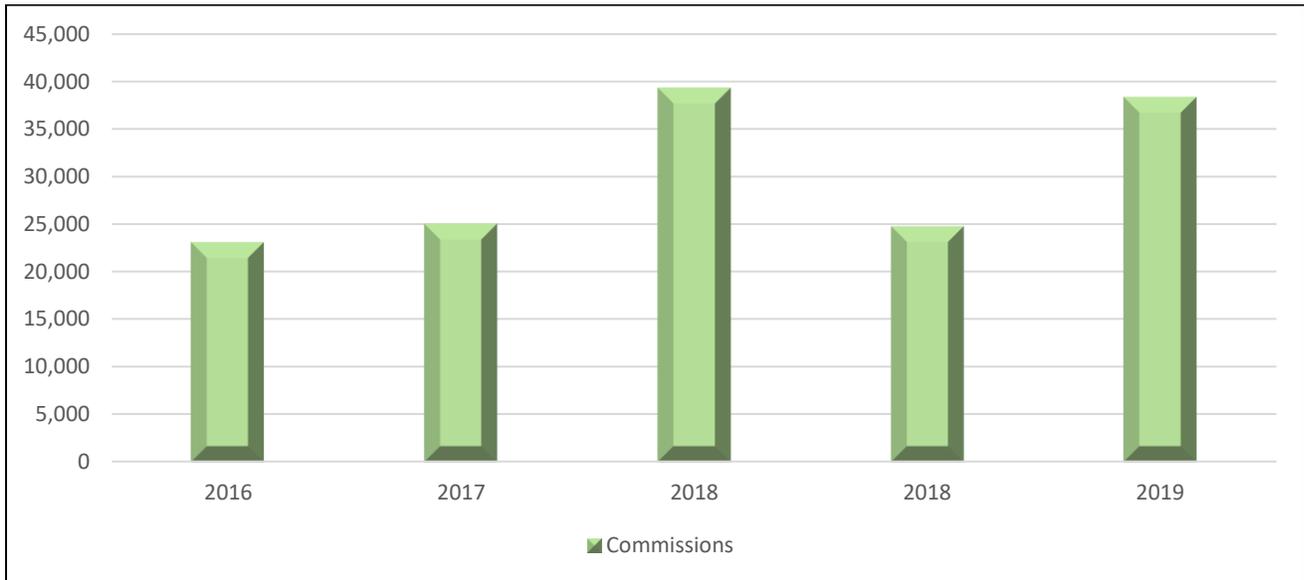


Figure 19 - Tax Collection Budget

Program Description

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

Budget Commentary

The tax collector receives compensation on a commission basis at a rate established by Springettsbury Township Ordinance 2009-01. In 2018, the Board of Supervisors approved a municipal real estate tax increase which resulted in increased commissions for the Tax Collector.

Operating Budgets – General Government

Professional Services – Account 10404

Expenditure	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
29111	Auditing Services	19,000	18,500	20,000	20,000	20,000
30100	Architect/Engineer Svcs	344,832	11,800	-	-	-
31110	Legal Services	78,212	64,789	83,188	75,000	85,000
31115	Other Professional Svcs	32,589	6,168	28,968	10,000	27,500
45110	Contract Services-Payroll	15,815	20,278	-	-	-
Total		490,448	121,535	132,156	105,000	132,500

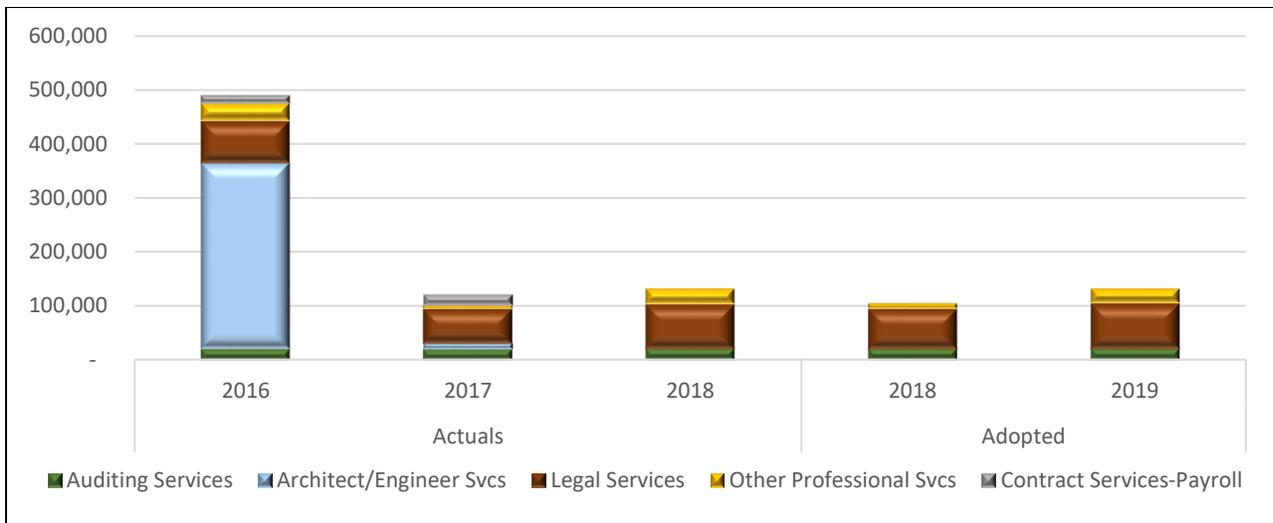


Figure 20 - Professional Services Budget

Program Description

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

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

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

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

Operating Budgets – General Government

Information Services – Account 10407

Expenditure	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
11110	Salaries/Wages	*	*	63,980	66,452	65,864
19000	Benefits	*	28,041	35,526	38,819	38,586
	Operations	17,344	96,563	76,357	76,354	66,261
22110	Materials/Supplies	8,359	8,133	8,481	8,520	10,000
26110	Minor Equipment	2,496	2,496	4,146	4,200	5,570
27110	Repair/Maintenance	6,923	7,076	8,480	8,500	11,000
32210	Communications	1,334	1,495	1,663	1,500	2,000
45110	Contract services	64,612	70,309	99,860	97,546	167,651
49110	Training/Development	2,267		2,518	3,000	3,000
Total		103,335	214,113	301,011	304,891	369,932

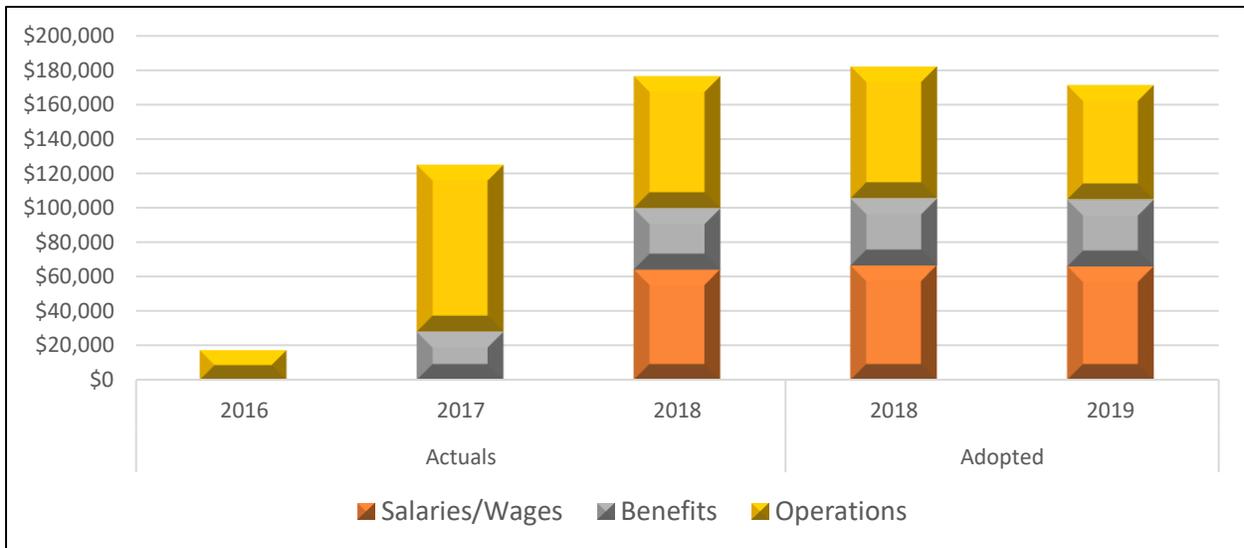


Figure 21 - Information Services Budget

Program Description

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

Program Objectives

In 2018, Management of Information Services completed the following program directives:

- * Replaced obsolete hardware and software
- * Provided additional upgrades and enhancements to the Township's Information Services.
- * Replaced Copiers under a new lease agreement with Marco saving an estimated \$8,192/Year
- * Replaced obsolete Fire/Security system in Administration Building
- * Replaced dated Wireless Bridge to Public Works Building
- * Assisted with changeover of municipal flow meters/pump station dialers software/hardware
- * Replaced Network switches
- * Rewired network racks at Wastewater, Police and Administration
- * Replaced Wireless controller system
- * Setup OneDrive Backup System
- * Upgraded Vmware
- * Setup MDM software from device management
- * Replaced point-to-point wireless bridge to Public Works
- * Replaced Wi-Fi access points in Springettsbury Park

In 2019, 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.
- * Professional growth within IT through professional training
- * Revise/Enhance IT Disaster Recovery Plan
- * Continue to work on Cost savings and increase IT Users productivity through technology
- * Implement Citizen/Staff incident engagement system
- * Replace VM servers
- * Rollout new Police Management Software (Cody Systems)
- * Rollout CISCO FirePower and AMP security software
- * Implement IT Workorder System
- * Upgrade all servers to Window Server 2016
- * Replace Security Cameras
- * Rollout various Tyler Technologies Modules
- * Install electronic bulletin Boards in various locations
- * Replace obsolete hardware and software
- * Continue to develop a strategic Information Service Plan/Performance for the Township



Operating Budgets – Public Safety

Police Department – Account 10410

Expenditure	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
11110	Salaries/Wages	427,691	454,115	490,813	490,813	503,046
12110	Salaries Patrol	1,718,655	1,761,117	1,812,571	1,812,571	1,991,652
12112	Salaries Sergeant	376,750	298,277	310,381	310,381	319,705
12113	Salaries Corporal	298,101	385,120	392,655	392,655	403,889
12114	Crossing Guard	20,726	20,692	20,929	20,929	21,335
12115	Patrol Overtime	102,820	100,393	118,104	118,104	127,500
19000	Benefits	4,016	2,089,852	2,182,359	2,182,450	2,561,836
22110	Materials/Supplies	18,642	11,424	11,953	11,953	11,795
22410	Ammunition	14,265	14,992	16,093	16,093	24,457
23210	Vehicle Equipment Expense	5,164	8,437	9,749	9,749	14,598
24110	Uniforms	37,988	39,500	41,067	41,067	38,375
26110	Minor Equipment	13,708	53,070	12,360	12,361	17,022
27110	Repair/Maintenance	4,308	6,525	4,488	4,459	5,000
29410	Animal Control	15,289	14,957	15,091	15,091	16,200
32210	Communications	5,981	6,193	8,982	8,982	11,360
45110	Contract Services	21,324	31,841	30,032	30,032	41,904
46110	Rental/Lease	22,155	20,541	19,699	19,699	22,754
49110	Training/Development	15,295	21,905	24,668	24,668	20,042
71410	Capital	103,945	144,594	74,235	74,235	118,700
Total		3,226,823	5,483,545	5,596,229	5,596,292	6,271,170

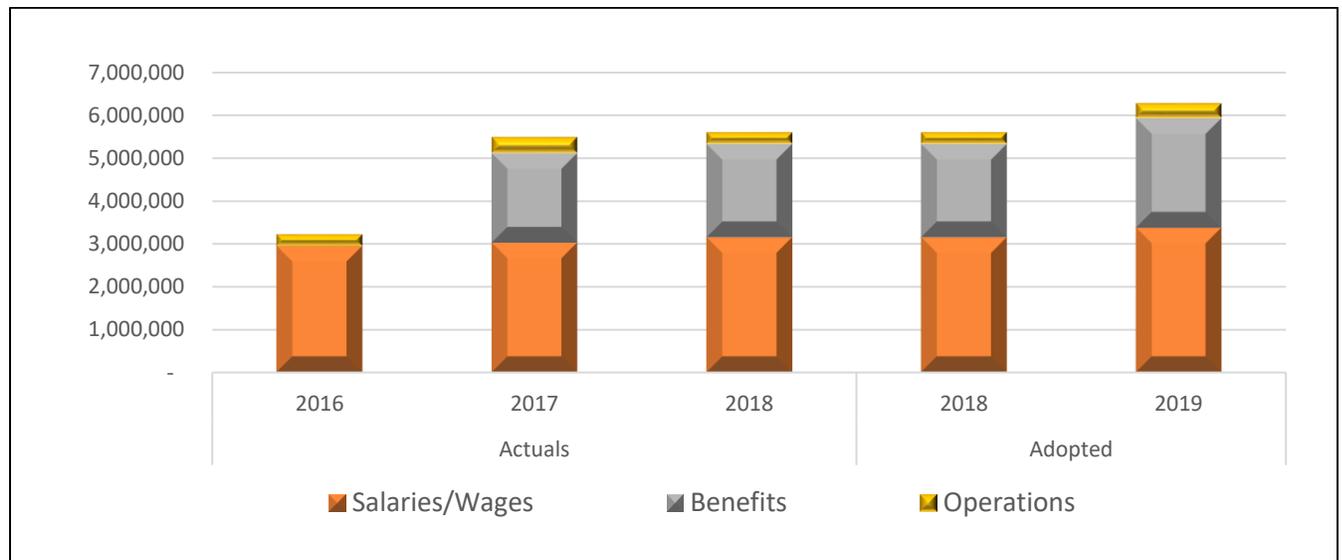


Figure 22 - Police Department: Administration Budget





Police Administration

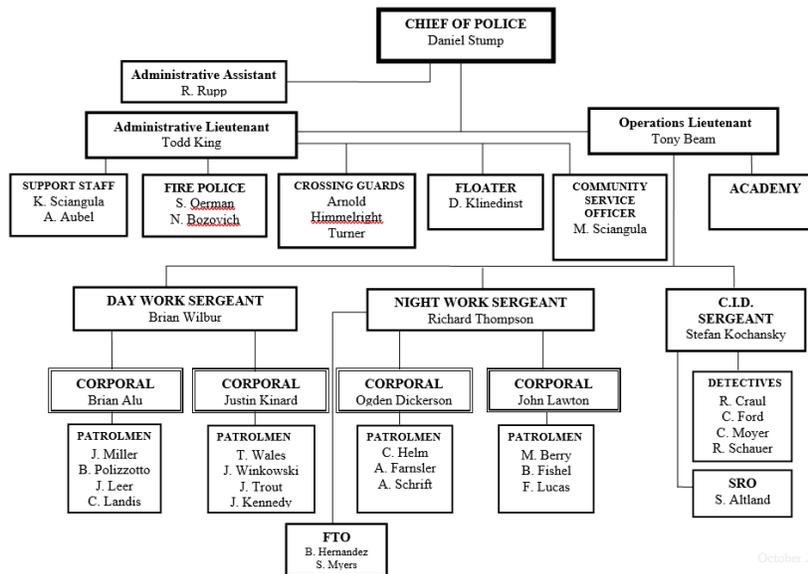
The police department’s basic responsibilities include crime prevention, the protection of life and property, detection and arrest of criminals, accident investigation, and enforcement of all laws and ordinances in the Township.

Police Command & Supervision

Program Description

The current command structure of the police department consists of the chief of police who reports directly to the Township manager, two lieutenants, three sergeants and four 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 is one sergeant and two corporals assigned to day shift patrol, one sergeant and two corporals assigned to night shift patrol, and the third sergeant assigned as the commander of the criminal investigations’ division. Each member of the management team has supervisory and administrative responsibilities.

SPRINGETTSBURY TOWNSHIP POLICE DEPARTMENT – ORGANIZATIONAL CHART



October 2018

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 non-emergency Community Service Vehicle and one all-terrain vehicle for use during off-road investigative and patrol purposes.

Unit #	Year	Make	Use	Mileage
1	2018	Jeep Grand Cherokee	Chief's Vehicle	9,223
2	2018	Ford Interceptor SUV	Patrol Vehicle	7,673
3	2018	Ford Interceptor SUV	Patrol Vehicle	8,151
4	2014	Ford Interceptor SUV	Patrol Vehicle	110,730
5	2013	Ford Interceptor Sedan	Patrol Vehicle	142,457
6	2014	Ford Interceptor SUV	Patrol Vehicle	90,065
7	2013	Ford Interceptor SUV	Corporal's Vehicle (Patrol)	112,453
8	2015	Ford Interceptor Sedan	Patrol Vehicle	71,281
9	2017	Ford Interceptor SUV	Traffic Enforcement/Patrol	13,564
10	2005	Ford Explorer	Criminal Investigations Vehicle	83,971
11	2013	Ford Taurus	Lieutenant's Vehicle	55,541
12	2010	Ford Escape	Criminal Investigations Vehicle	77,366
13	2017	Ford Interceptor SUV	Patrol Vehicle	29,573
14	2013	Ford Interceptor SUV	Sergeant's Vehicle (Patrol)	44,594
15	2010	Ford Explorer	Lieutenant's Vehicle	80,264
17	2016	Ford Interceptor SUV	Patrol Vehicle	47,172
18	2018	Ford F-150 Truck	Community Service Vehicle	2,969
Average Mileage				58,061

2018 Program Accomplishments

Internal Affairs Training. Training focusing on the process of addressing all allegations of personnel misconduct or wrongdoing. All department Supervisors went through an Internal Affairs Training (Funded through a grant from our DOJ partnership)

Implicit Bias Training. Training focusing on the key concepts of implicit bias as well as scenario-based training that uses implicit bias concepts to evaluate police-community interactions. 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. Many other police departments in York County as well as community members also attended the training. (Funded through a grant from our DOJ partnership)

Social Media. Eight members of the police department went through social media training and an updated policy was implemented. Since then, we have nearly doubled the number of “likes/followers” on our department’s Facebook page to 6,000, started a department Instagram account with over 450 followers, and continued the department Twitter account with over 2,000 followers. Through the use of social media, we can improve communication with the community. Facebook @springettsburypolice; Instagram @springettspd; Twitter @springettsPD

Body Worn Cameras. We purchased a total of 24 body cameras, hardware, and server space for a total of \$52,000. A new policy has been implemented. We do not foresee any costs associated with the body cameras for approximately four years.



Policies. The following policies were implemented as brand new or fully re-written policies: Early Intervention, Community Policing Strategy, Departmental Complaint Process, Departmental Compliment Process, Internal Investigations, Discipline, Body Worn Cameras, Community Service Officer and Rules of Conduct. This was in addition to our monthly reviews and revisions to every single policy we have.

Community Policing. Formalized a community policing philosophy and implemented problem oriented policing project. Created a community policing policy which has been implemented. (Funded through a grant from our DOJ partnership)



Community Service Officer. We created two part-time positions where community service officers will handle minor calls, allowing patrol officers more time for traffic enforcement and community policing. One community service officer was hired in October of 2018 and a new policy was implemented. The cost for 2018 was just over \$3,000 plus uniform and supplies.

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.

New hires. In December we hired two new officers which brings the Police Department to full staff. Officer Sarah Myers and Officer Brandon Hernandez graduated from the Police Academy and are currently in field training with our officers.

Threats to Central York School District. Threats of a shooting came in via social media causing the school district to close. The whole department pulled together to handle the threats and solve the case. Partnered with the District Attorney’s office to then hold a public training regarding social media and what parents should be looking for.



Accreditation. The police department successfully went through the Pennsylvania Law Enforcement Accreditation Process in May of 2018. This ensures our department is accredited for another three years.

Calls of Service. 2018 was a busy year. We handled approximately 12,154 calls for service (911 calls) that required some type of report. We made 300 felony arrests, 753 misdemeanor arrests, and 637 summary criminal arrests. That is a total of 1,690 criminal investigations leading to an arrest. We made over 5,500 traffic stops and handled 1,004 motor vehicle accidents.

Budget. As with the last several years, we were financially responsible and did not go over budget.

DOJ Partnership. We successfully completed every single recommendation that the DOJ made to our department. The partnership concluded.

PA Chiefs of Police Conference. Chief was a presenter at the conference where he spoke to 140 chiefs about leadership, what a modern-day professional police officer should be, and how police executives can make officers safer on the street.

Spirit of Youth Award. Our department received the Spirit of Youth Award by Central York Communities that Care for all the work we are doing in the school district to keep our schools safe.

Improved relations between police and African American communities. This was done primarily through the Black Ministers Association as well as the Police Chiefs & Clergy group.

President of York County Chiefs Association. Chief Stump completed his role as president of the group in July of 2018 after assuming the position in August of 2017.

National Night Out. In August of 2018 we held our annual National Night Out event at St. Joseph’s school. The event was cut short due to thunder storms.



2019 Program Objectives

CODY. Plan to implement a new records management system called CODY. The installation, data conversion and training will take several months.

Building. Continue planning for a new police station.

Officer Safety. We will focus on the top four areas resulting in police officer deaths and injuries. They are suicide, motor vehicle accidents, assaults, and heart disease. We will go through training that focuses on the data and how to prevent or mitigate officer deaths and injuries.

Officer Wellness. This area includes physical fitness, diet, sleep, mental health, finances, and relationships. We will begin a voluntary program where officers and their spouses can participate in the “Springettsbury Fit” program. The goal is to be proactive in helping officers lead a healthy lifestyle to deal with the stress of police work. Data has shown that police officers have a 20-year shorter lifespan than the average American, and sadly, that number has recently increased to 22 ½ year shorter lifespan. The goal is to have officers who don’t just survive their career but thrive in their career and beyond.

Professionalism. We will focus on the three critical areas of a modern-day, professional law enforcement officer: statesman – scholar – protector.

Officer safety, officer wellness, and professionalism are all related and integral to each other. All training will be held in-house and lead by Chief Stump. The goal is to be an extraordinary department by focusing on our greatest asset - our people. Data has proven that the areas listed above produce better, safer, stronger, more resilient officers. It is a win-win with the officers leading a healthy lifestyle and the organization getting an officer with a healthy mindset. A healthy mindset produces positive attitudes, behaviors, actions, results and performance.



Operating Budgets – Public Safety

Fire Services (YAUFR) – Account 10411

Expenditure Classification	Actuals			Adopted	
	2016	2017	2018	2018	2019
45110 Contract Services	2,476,428	2,630,266	1,871,319	2,130,530	2,243,546
19000 Pension Benefits	0	86,914	84,668	113,016	164,716
54000 Contributions - Fire Relief Association	66,295	60,277	54,773	60,000	55,000
Total	\$2,542,723	\$2,777,458	\$2,010,760	\$2,303,546	\$2,463,262

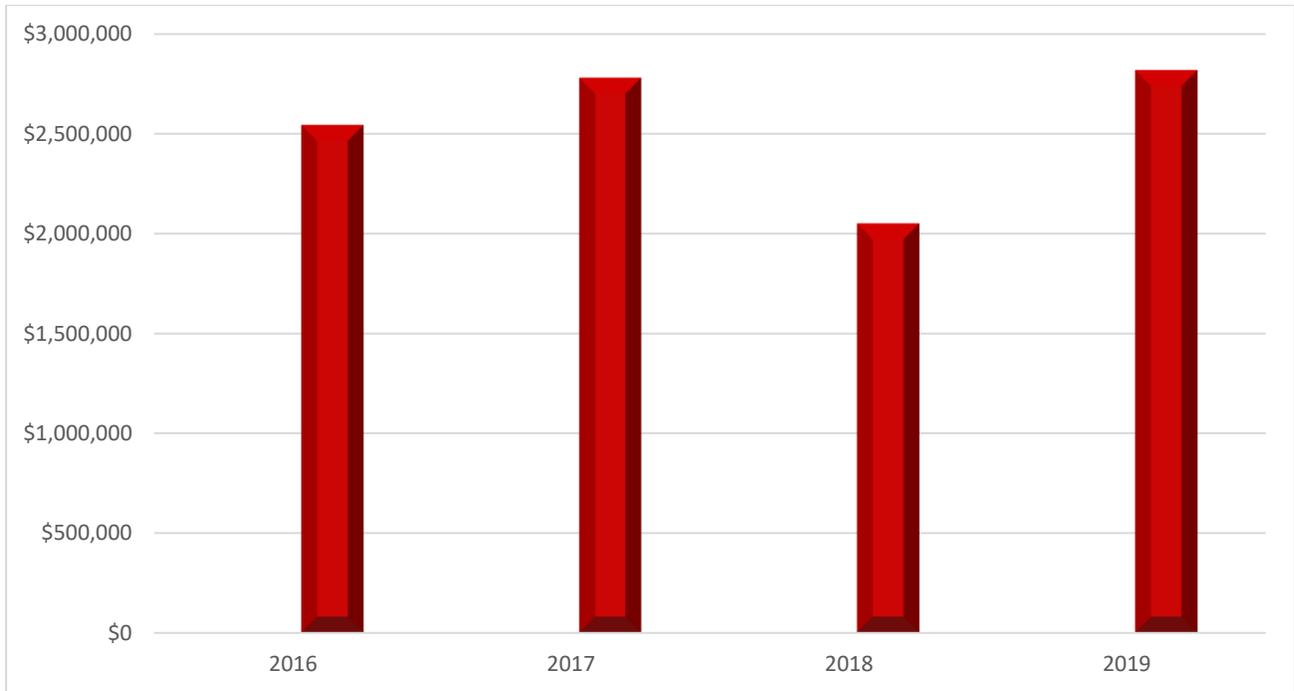


Figure 23 - Fire Services (YAUFR) Budget



Program Description

Springettsbury Township is one of three 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	
		2016	2017	2018	2018	2019
11110	Salaries/Wages	257,007	195,369	32,926	30,934	0
19000	Benefits	14,896	89,440	22,945	11,998	0
	Operations	57,481	36,275	0	0	0
45110	Contract Services	197,496	284,395	25,704	0	0
45115	Contract Services-Memorial Hospital	76,207	26,079	0	0	0
Total		603,087	631,557	81,575	42,932	0

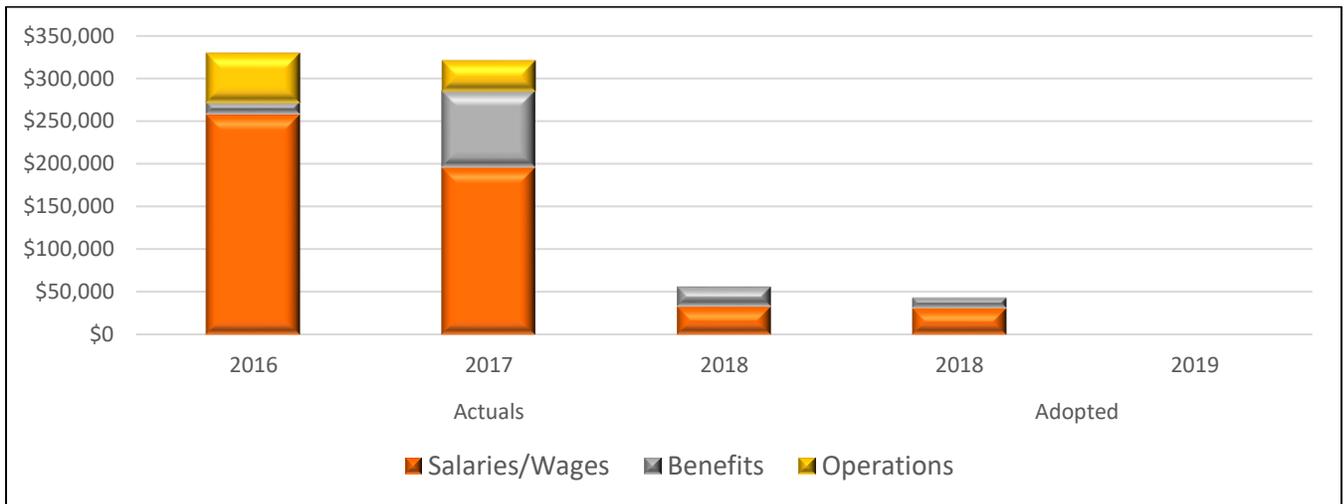


Figure 24 - Emergency Medical Services Budget

Program Description

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

For 2018, Springettsbury Township has entered into a long-term contract with Red Rose Ambulance Service to provide EMT services to the community. Red Rose provides EMTs remain current on all protocol and technological advancements, providing automatic external defibrillator (AED) service. They also advance their knowledge through cooperative services with the Advanced Life Support (ALS) units that respond in the Township.



A part-time staff member is on Board to assist the Township with proper documentation and serves as the liaison with the various state and federal offices and insurance agencies.

Operating Budgets – Community Development

Community Development Department – Account 10414

Expenditure	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
11110	Salaries/Wages	167,160	284,102	283,505	340,630	314,018
19000	Benefits	3,132	153,145	133,823	194,086	204,036
31300	Engineering	*	141,407	142,358	130,000	120,000
31110	Legal	*	38,572	40,365	33,000	44,000
22110	Materials/Supplies	4,530	5,091	6,781	3,880	10,000
26110	Minor Equipment	-	20,229	11,085	14,066	15,772
29110	Planning/Zoning Board	1,350	9,899	9,977	61,500	13,000
29115	Historic Preservation	187	1,839	2,628	1,000	2,000
31115	Other Professional Svcs	-	15,039	224,138	15,000	360,500
32210	Communications	-	3,737	3,922	4,032	5,000
33110	Advertising/Printing	4,608	6,943	6,561	14,400	14,000
45110	Contract Services	237,574	123,678	140,956	59,000	117,500
45115	Comprehensive Plan	-	-	28,622	25,000	70,000
49110	Training/Development	1,608	7,921	8,888	6,000	16,000
Total		420,149	811,602	1,043,610	\$901,594	1,305,826

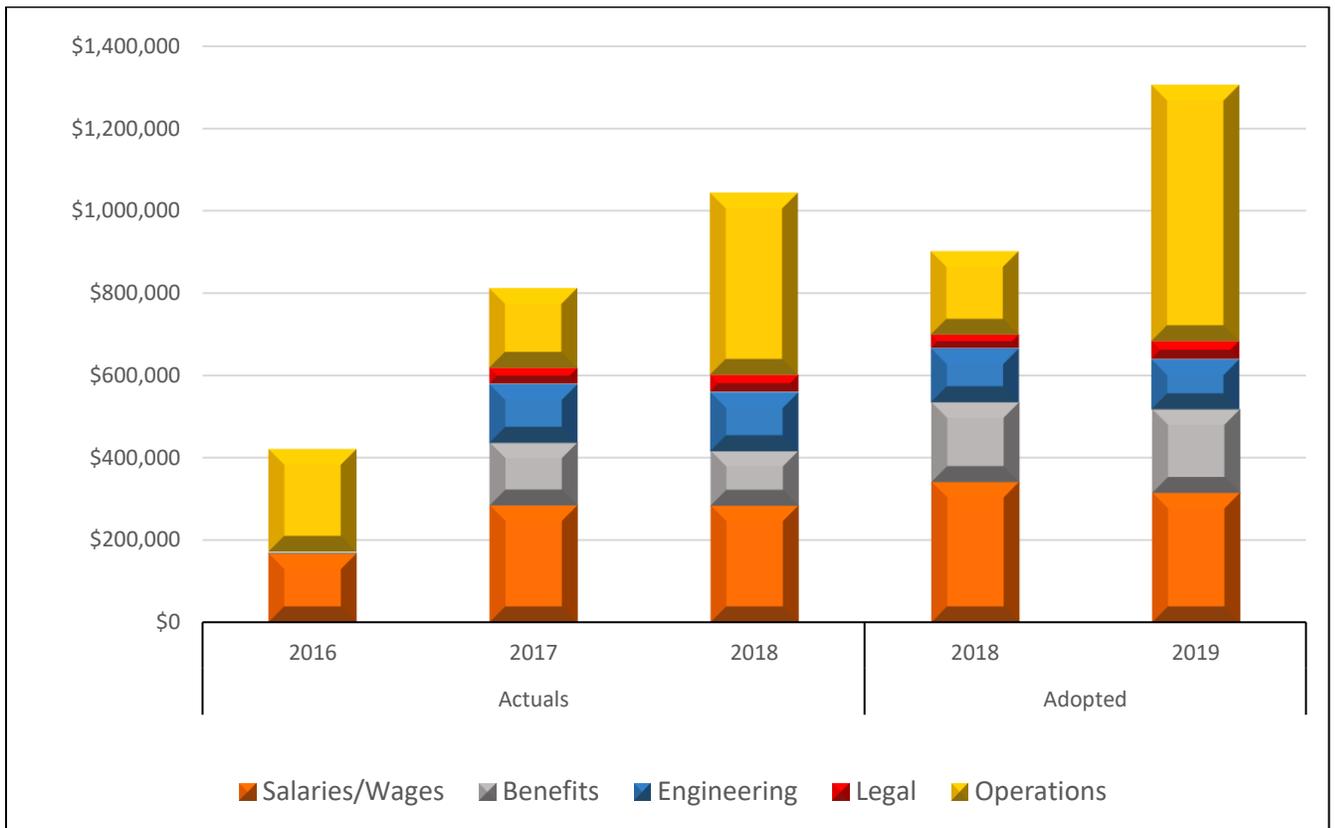


Figure 25 - Community Development Budget



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. The Township’s MS4 Program is discussed in greater detail following the community development budget commentary.

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 residential construction for both single family and multi-family housing. 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 adjusted 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. Regarding 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 several 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 five 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 2019 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.

Springettsbury Township Separate Storm Sewer System (MS4)

The Township's MS4 Program is a federally mandated water quality program. MS4 Programs are required by the Clean Water Act of 1972 and are administered by each State's Department of Environmental Protection.

The Township's MS4 Program is broken down into six (6) Minimum Control Measures (MSM) and various Best Management Practices (BMP) which fall under the heading of the 6 different MCMs. The 6 MCMs are as follows:

- MCM 1 – Public Outreach and Education Plan
- MCM 2 – Public Participation and Involvement Plan
- MCM 3 – Illicit Discharge Detection and Elimination



- MCM 4 - Construction Site Storm Water Management
- MCM 5 – Post Construction Stormwater Management
- MCM 6 – Good Housekeeping Measures

The intent of the MS4 Program is to work with the municipalities daily operations to standardize processes and procedures that can have an impact on water quality via stormwater management. In addition, the program is responsible for educating the public community and the municipal community regarding the impact that fine grit and grains, nutrients and eroding stream banks have on the quality of water leaving our community and what those cumulative impacts are to the Chesapeake Bay Watershed.

The Township is currently administering its 2018 – 2022 NPDES Permit. The 2018-2022 permit included a new requirement of a mandated amount of sediment reduction. The Township’s required sediment reduction is approximately 697,000 lbs. of sediment over a 5-year time period. Sediment reduction can only be obtained through the construction of Best Management Practices on the ground, for instance a stream and/or floodplain stabilization can result in a 44.8 pound of sediment reduction per linear foot of stream bank stabilized.

Budget Commentary

As stated above, the initial intent was for the Township’s MS4 Program to augment existing practices and procedures and thus the impact to the Township’s overall budget was minimal. The sediment reduction requirements, however, have a significant impact on the Township’s overall budget. At 44.8 pounds per linear foot, the Township needs to stabilize over 15,000 linear feet of stream bank and at \$500 per linear foot of bank stabilization the rough estimates of cost over the 2018 – 2022 permit period is approximately \$7.7 million dollars. The Township is grappling with how to meet a \$7.7 million unfunded mandate.

The Township is currently working on the creation of a stormwater management fee that can be assessed to property owners to create funding for this unfunded Federal and State mandate.

Program Objectives

The 2019 MS4 Program Objectives are as follows:

- Continue administration of the Township’s 6 MCM’s and various BMPs
- Begin the design, permitting and construction process for one or more stream bank stabilizations to meet the Township’s required sediment reduction.
- Hire a design team to assist the Township with BMP design, permitting and construction. Creation of a stormwater management fee to fund the Township

Operating Budgets – Public Works

General Services – Account 10430

Expenditure	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
11110	Salaries/Wages	237,445	285,500	412,419	250,000	292,975
11130	Overtime	634	2,109	9,810	1,000	5,000
12114	Salaries/Wages - Mechanics	103,436	105,305	109,017	105,000	108,500
12134	Overtime - Mechanics	114	0	501	500	500
19000	Benefits	47,015	438,053	468,891	438,608	487,535
22110	Materials/Supplies	6,488	5,232	6,194	6,000	6,500
23110	Gas/Oil	70,090	67,069	88,177	100,000	100,000
23210	Vehicle Equipment Expense	19,030	14,373	17,274	25,000	20,000
23238	Vehicle Rental Expense	0	0	28,832	38,000	123,940
24110	Uniforms	6,966	7,924	11,816	8,000	12,000
26110	Minor Equipment	2,266	1,376	834	2,000	2,000
27110	Repair/Maintenance	40,639	48,141	41,425	39,000	30,000
49110	Training/Development	823	6,924	4,375	5,000	6,000
Total		\$534,946	\$982,006	\$1,199,565	\$1,018,108	\$1,194,950

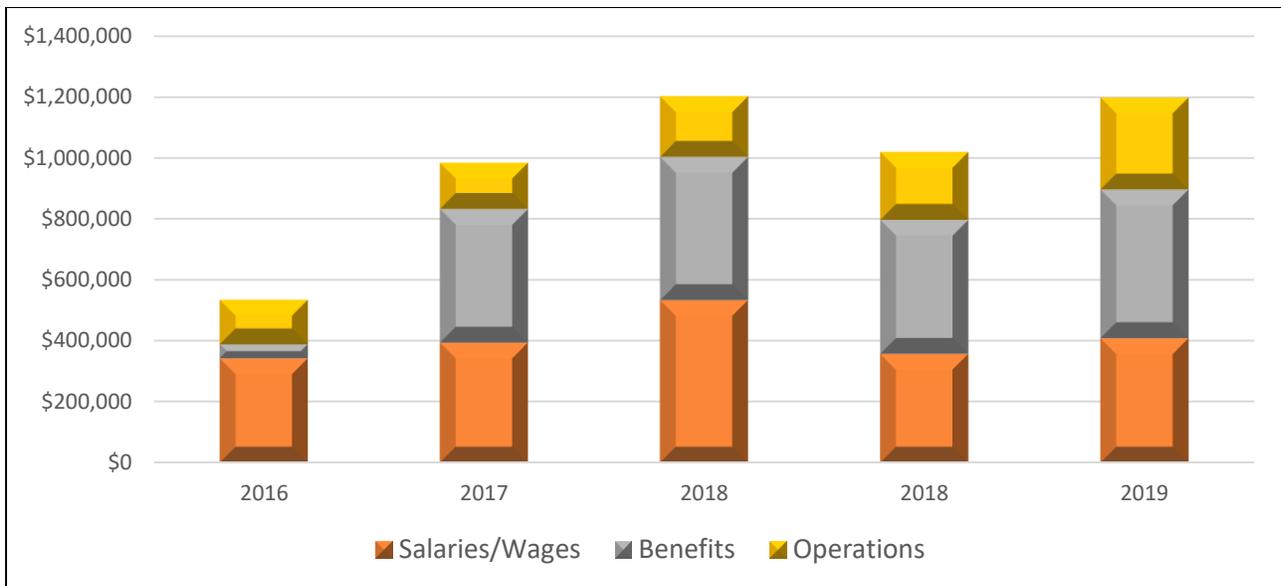


Figure 26 - Public Works Department: General Services Budget

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.

2018 Department Accomplishments

Park improvements were delayed in 2018 due to extreme wet weather for our region. Delayed projects will begin in the Spring of 2019.

Improvements for Public Works included the following:

A new tandem axle dump truck was purchased and added to the Township fleet.

The Department replaced several failing storm water pipes throughout the Township.

Construction began on a new pavilion adjacent to the Springetts Castle Park Playground, with a completion date of April 2019.

Operating Budgets – Public Works

Street Cleaning – Account 10431

Expenditure	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
11110	Salaries/Wages - street sweeper	52,473	3,866	14,493	12,000	15,000
11130	Overtime - Street Cleaning	-	0	0	0	500
12114	Salary - Leaf Collection	907	8,114	42,367	45,000	40,000
12134	Contract Services	3,019	0	105	4,000	3,000
Total		56,399	11,980	56,965	61,000	58,500

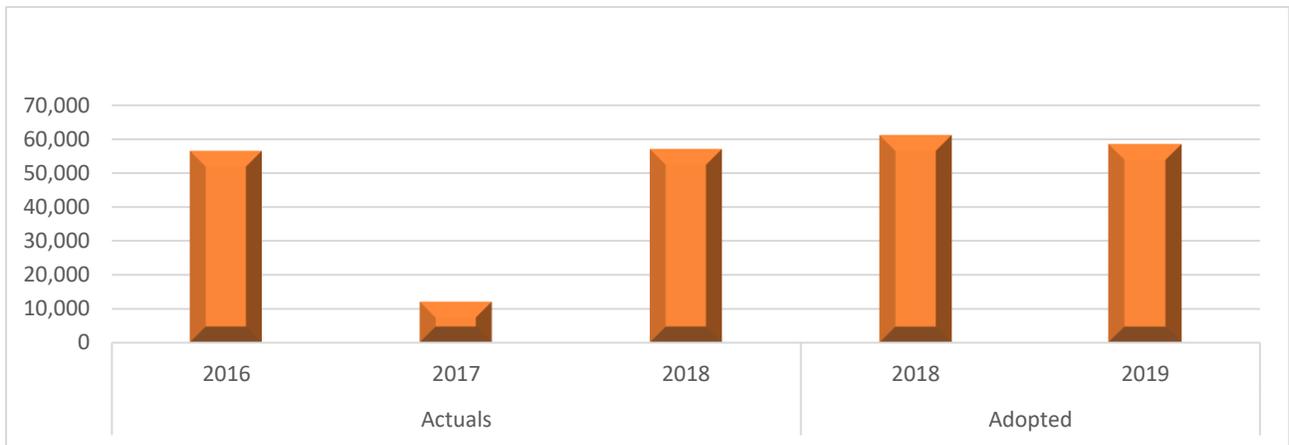


Figure 27 - Public Works Department: Street Cleaning Budget

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	
	2016	2017	2018	2018	2019
11110 Salaries/Wages	17,012	5,947	1,271	12,000	18,500
11130 Overtime	22,856	8,045	1,781	45,000	20,000
22110 Materials and Supplies	1503	701	0	4,000	2,000
26110 Minor Equipment	0	0	0	0	500
Total	\$41,371	\$14,693	\$3,052	\$61,000	\$41,000

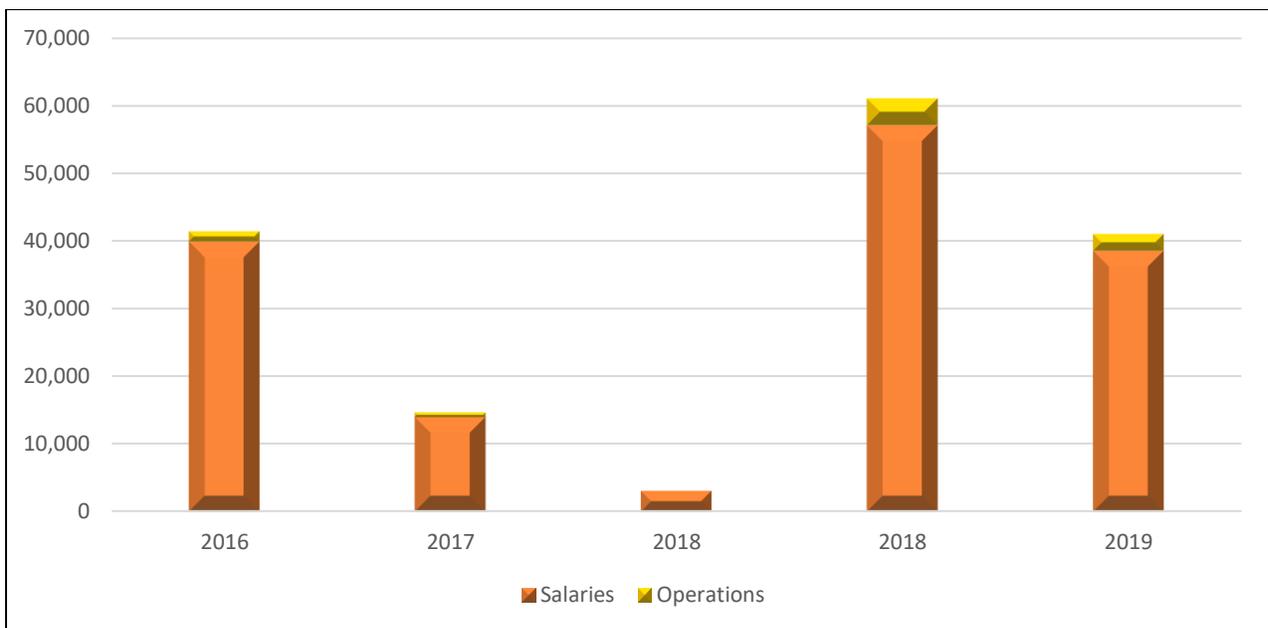


Figure 28 - Public Works Department: Snow & Ice Removal Budget

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	
	2016	2017	2018	2018	2019
11110 Salaries/Wages	20,843	25,146	6,233	23,000	23,000
11130 Overtime	274	422	109	500	500
Total	\$21,117	\$25,568	\$6,342	\$23,500	\$23,500

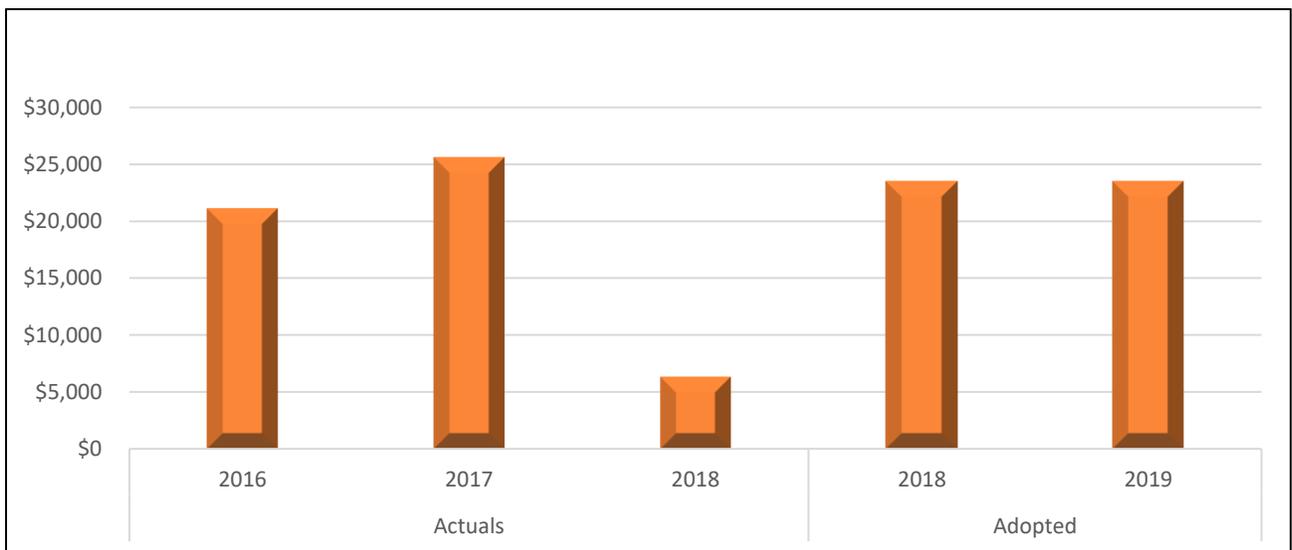


Figure 29 - Public Works Department: Traffic Signs & Lines Budget

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	
	2016	2017	2018	2018	2019
22110 Materials and Supplies	2,958	5,110	2,035	4,000	5,000
Total	\$2,958	\$5,110	\$2,035	\$4,000	\$5,000

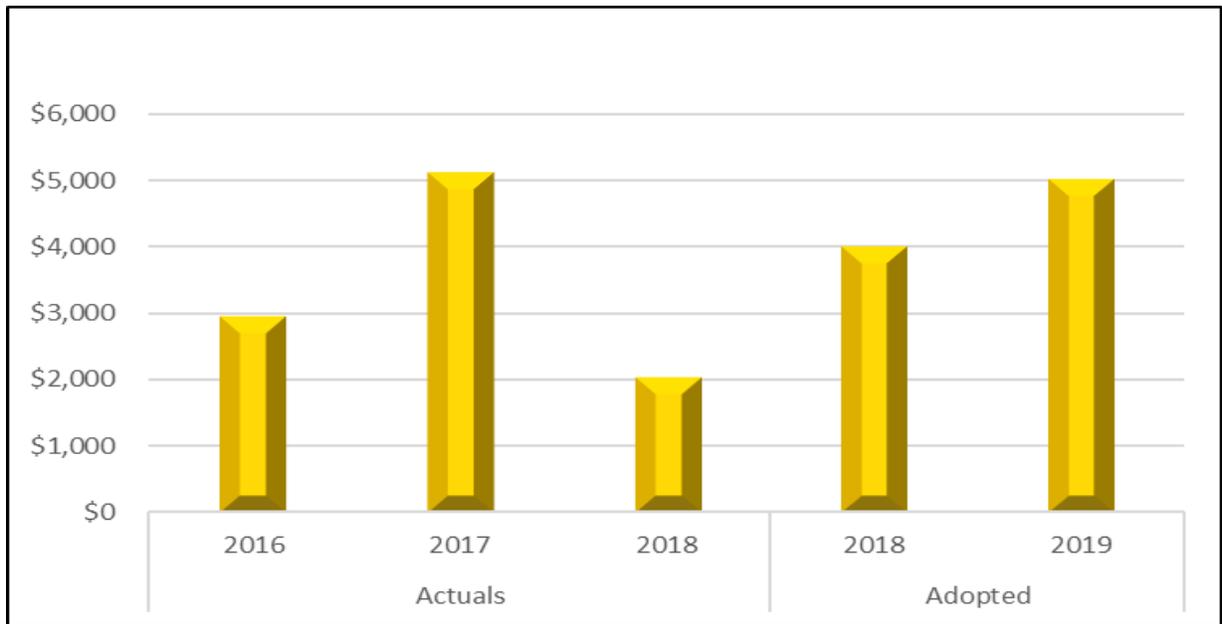


Figure 30 - Public Works Department: Sidewalks & Curbs Budget

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	
		2016	2017	2018	2018	2019
11110	Salaries/Wages	8,081	5,446	5,170	10,000	10,000
11130	Overtime	0	-	111	500	500
22110	Materials/Supplies	12,878	1,809	15,858	15,000	18,000
46110	Rental/Lease	353	-	0	500	500
Total		\$21,312	\$7,255	\$21,139	\$26,000	\$29,000

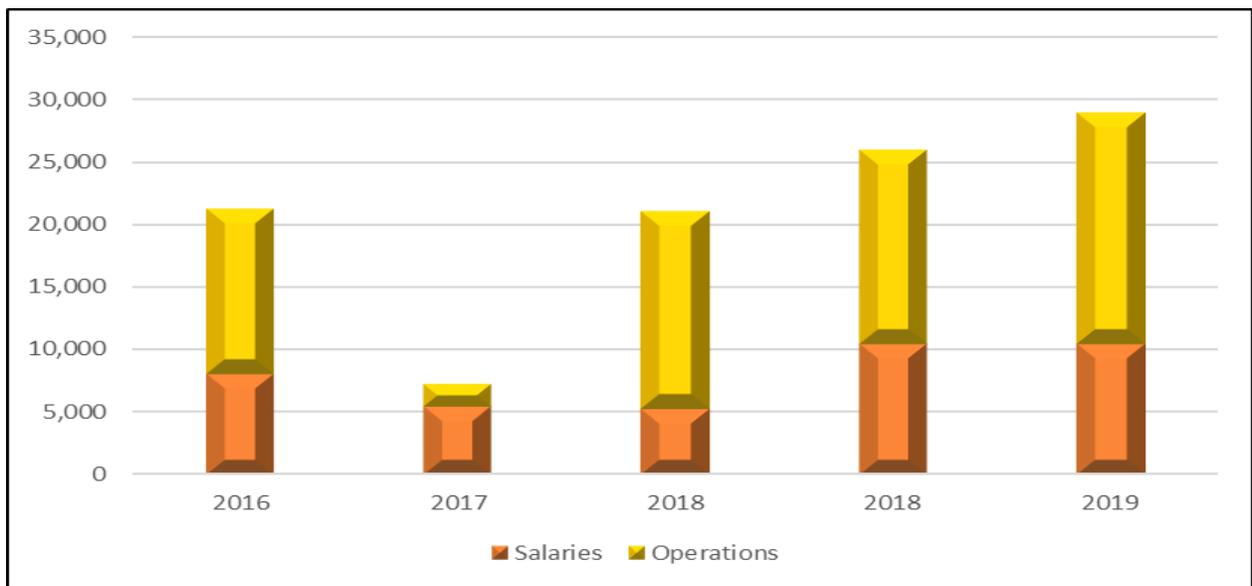


Figure 31 - Public Works Department: Storm Sewers Budget

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	
		2016	2017	2018	2018	2019
11110	Salaries/Wages	113,709	115,259	71,494	114,000	122,000
11130	Overtime	10	802	1428	500	500
22110	Materials/Supplies	7,510	10,280	12,207	15,000	20,000
45110	Contract Services	9,654	900	12,556	12,000	20,000
Total		\$130,883	\$127,241	\$97,685	\$141,500	\$162,500

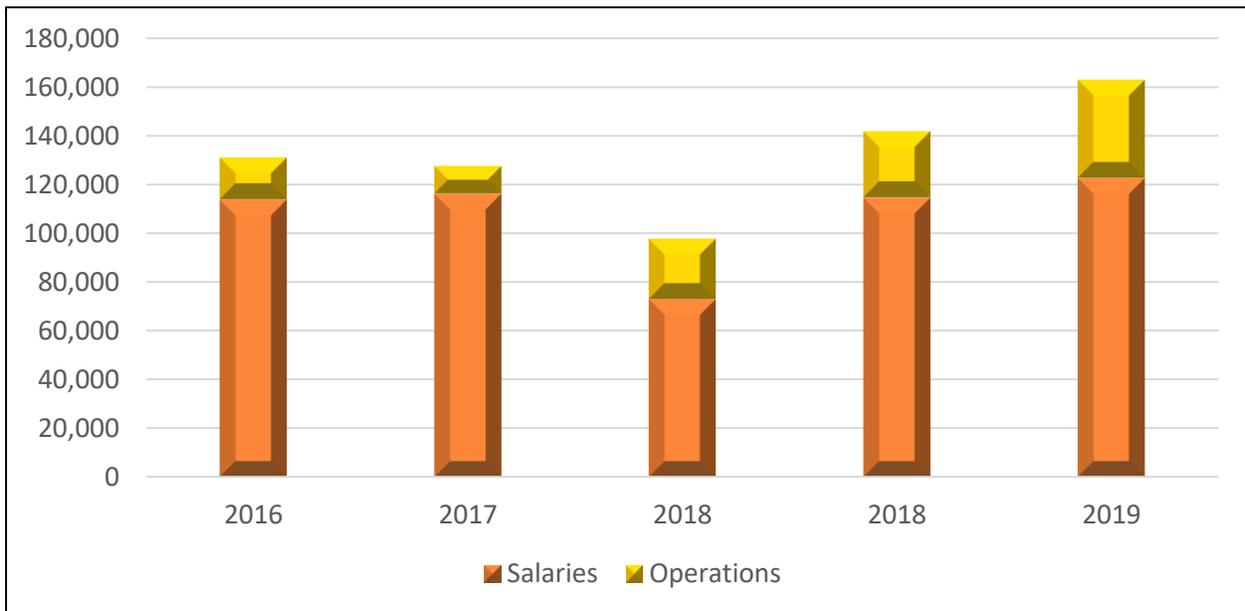


Figure 32 - Public Works Department: Highway Maintenance & Repairs Budget

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	
		2016	2017	2018	2018	2019
11110	Salaries/Wages	15,767	9,132	6,303	16,000	10,000
11130	Overtime	-	-	83	-	0
12114	Materials/Supplies	9,397	8,949	11,293	8,500	10,000
12134	Repair/Maintenance	44,210	57,096	31,530	24,250	30,000
19000	Communications	15,932	15,920	17,435	16,000	16,000
36110	Electric - Admin	22,917	20,149	20,103	23,000	22,000
36110	Electric - Farmhouse	3,821	3,417	3,758	3,600	3,500
36110	Electric - PW	9,431	9,323	9,858	10,000	9,000
36110	Electric - Park	-	-	0	-	500
36110	Electric - Police	49,844	44,149	48,244	50,000	48,000
36120	Gas - Admin	2,259	2,857	3,472	3,500	3,500
36120	Gas - Farm house	341	349	321	500	500
36120	Gas - PW	3,998	4,804	6,258	5,000	5,000
36120	Gas - Police	1,750	2,090	3,153	2,500	2,500
36130	Sewer - Admin	802	807	300	1,000	1,000
36130	Sewer - Farmhouse	273	268	300	500	500
36130	Sewer - PW	289	269	427	500	500
36130	Sewer - Police	273	268	457	500	500
36130	Sewer - Park	307	278	331	500	500
36140	Disposal Services	1,650	1,085	4,171	2,750	3,500
36150	Water - Admin	3,048	2,621	3,120	3,000	3,000
36150	Water - PW	1,732	1,493	2,297	2,000	2,000
36150	Water - Police	2,255	1,929	2,446	2,000	2,000
45110	Contract Services	32,614	32,364	36,331	34,000	36,000
46110	Rental Lease	36	80	72	500	500
Total		\$ 222,946	\$ 219,697	\$ 212,063	\$ 210,100	\$ 210,500

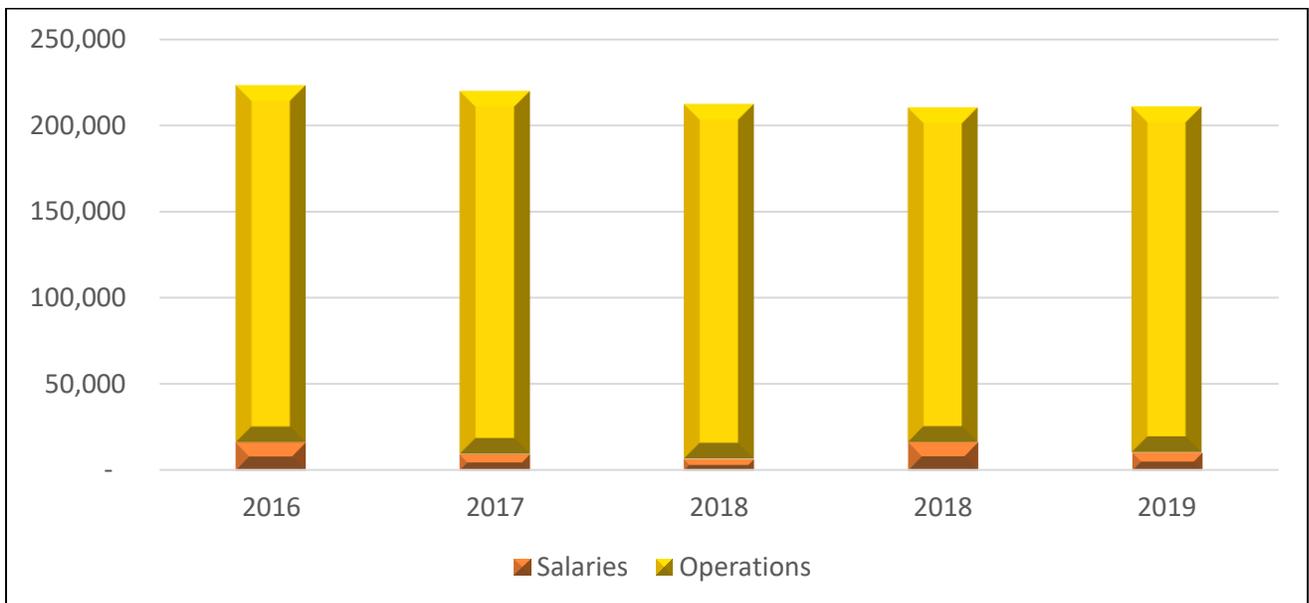


Figure 33 - Public Works Department: Township Buildings



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	
		2016	2017	2018	2018	2019
11110	Salaries/Wages	101,617	160,628	102,859	120,000	113,000
11130	Overtime	2,384	-	535	1,500	1,500
22110	Materials/Supplies	11,300	5,783	9,018	10,000	11,000
26110	Minor Equipment	-	720	1,353	1,000	1,500
27110	Repair and Maintenance	5,461	5,548	5,547	4,000	6,000
36150	Water	7,496	5,845	6,754	7,000	7,000
45110	Contract Services	25,150	24,198	26,205	22,000	25,500
61110	Capital	16,639	21,145	0	-	0
Total		\$ 170,047	\$ 223,867	\$ 152,271	\$ 165,500	\$ 165,500

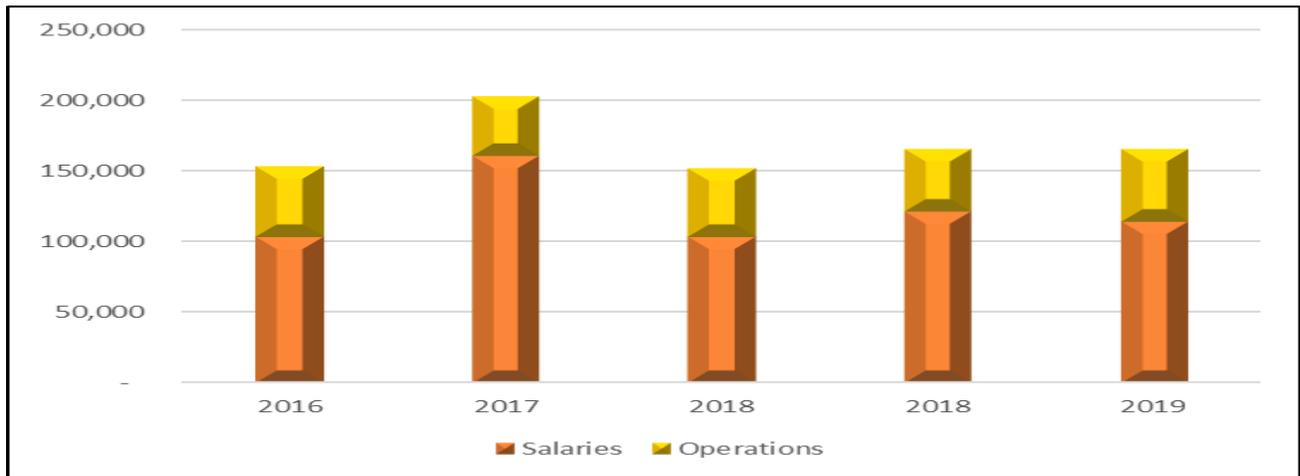


Figure 34 - Public Works Department: Parks Maintenance



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	
		2016	2017	2018	2018	2019
11110	Salaries/Wages Office	40,050	68,967	70,107	69,757	72,825
11116	Salaries/Wages Specialists	22,844	25,293	26,773	24,000	30,000
11117	Salaries/Wages Directors	55,951	47,721	47,808	56,000	58,000
19000	Benefits	-	34,591	36,411	37,313	53,383
22110	Materials/Supplies	12,974	14,848	16,021	15,000	16,000
22115	Park Celebration	29,987	33,663	28,700	30,000	30,000
22310	Trips/Tickets	49,494	56,966	47,359	56,000	56,000
26110	Minor Equipment	567	-	2,437	5,000	5,000
27110	Repair/Maintenance	(891)	615	648	1,000	1,000
29310	Performances	65,276	66,001	68,217	65,000	65,000
29710	Program Services	63,484	58,348	60,052	65,000	65,000
33110	Advertising/Printing	24,813	25,419	23,292	25,000	25,000
45110	Contract Services	31,404	23,409	23,512	25,000	18,000
46110	Rental/Lease	24,971	29,273	25,580	30,000	30,000
49110	Training/Development	2,057	2,740	1,456	3,000	5,500
71410	Capital	-	3,354	19,239	20,000	25,000
Total		\$ 422,981	\$ 491,208	\$ 497,612	\$ 527,070	\$ 555,708

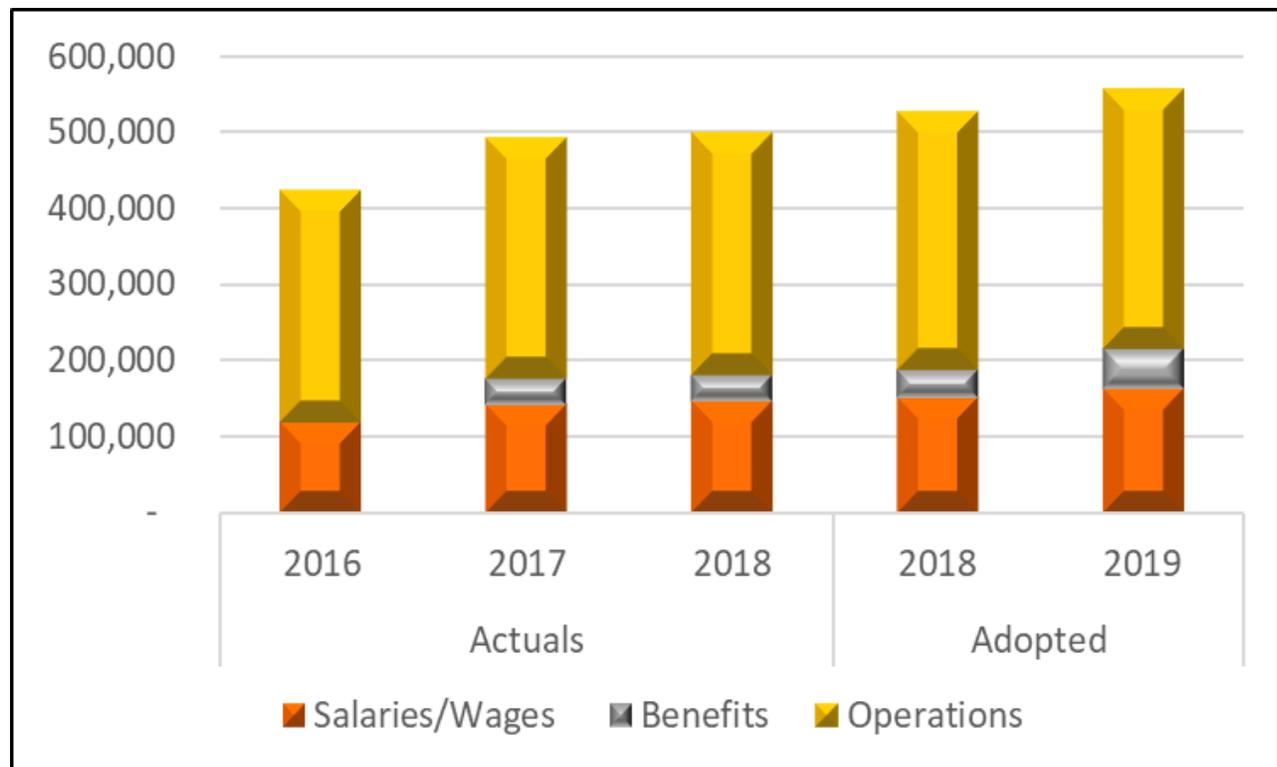


Figure 35 - Parks & Recreation Department Budget

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 General Fund

Debt Service – recorded in Capital Improvements

Expenditure		Actuals			Adopted	
		2016	2017	2018	2018	2019
30471	Principal	140,000	220,000	220,000	220,000	225,000
30472	Bond interest	48,177	113,950	112,190	113,950	105,590
Total		\$ 188,177	\$ 333,950	\$ 332,190	\$ 333,950	\$ 330,590

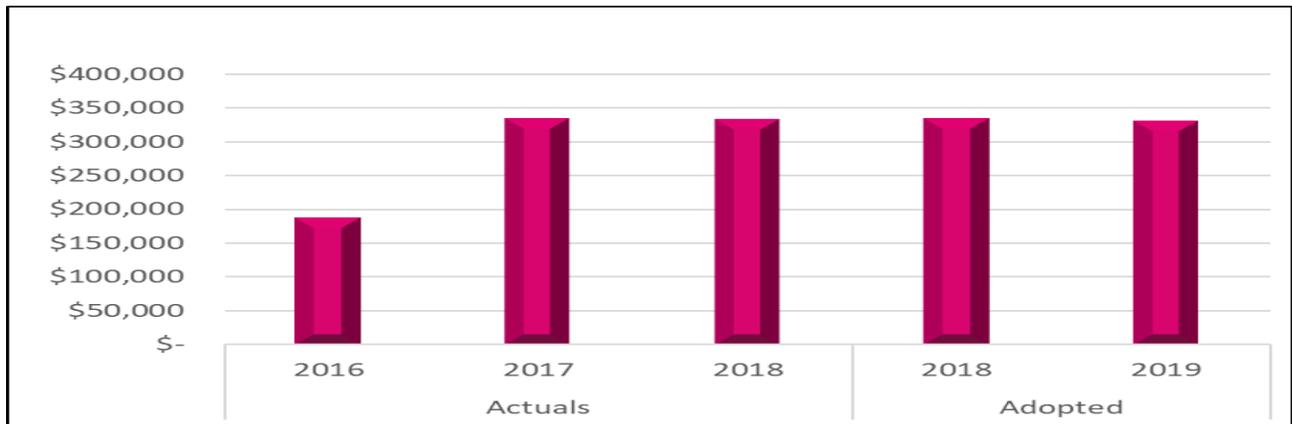


Figure 36 - Debt Service Budget

Expenditure		Future Debt Service Obligations				
		2020	2021	2022	2023	2024
30471	Principal	230,000	235,000	240,000	245,000	250,000
30472	Bond interest	101,090	96,490	91,790	86,990	82,090
Total		\$ 331,090	\$ 331,490	\$ 331,790	\$ 331,990	\$ 332,090

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.

In May 2016, the Township issued a general obligation bond in the amount of \$5,150,000. The bond bears a fixed interest rate of 2.35% per annum and is scheduled to mature in June 2035. This transaction included refinancing the previous debt and borrowing an additional \$850,000 to fund other capital projects - Trout Run Road construction, Castle Park Playground and upgrades to the municipal fuel pumps.

The current borrowing capacity of the Township is more than \$36,000,000, which may be utilized if a facilities replacement plan is approved. The Township plans to finance \$3,000,000 for the Fats, Oils, and Grease Acceptance construction project in progress for the Sewer Fund, with a financing plan approval slated for late 2019.

The Township anticipates a facilities improvement plan will be completed in phases, with the first phase focusing on the Police Station. Preliminary costs for the Police Station are estimated at \$8,000,000. Design costs were included in the 2019 Capital Improvements General Fund budget; project financing is required for construction scheduled in 2020 or early 2021.

The Township will look to bundle new borrowings and refinance old debt to better serve the community, reducing interest rates for a more cost-effective solution.

Summary of Borrowing Capacity			
Borrowing Base		\$	18,619,068
Non-electoral Debt Limit (250% pf borrowing base)		\$	46,547,669
Less: Non-electoral debt limit		\$	10,183,600
Remaining non-electoral debt borrowing capacity		\$	36,364,069

Operating Budgets – Contributions

Contributions – Account 10481

Expenditure	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
54000	Martin Library	37,000	37,000	37,000	37,000	0
Total		\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ -

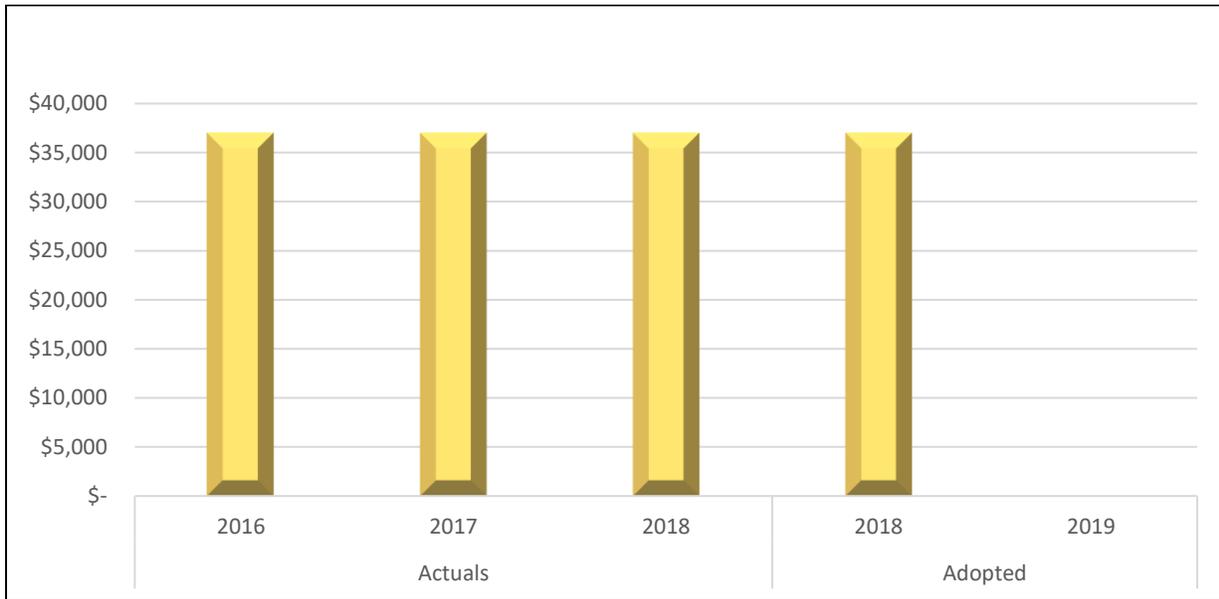


Figure 37 - Contributions Budget

Program Description

This General Fund account includes the support of Martin Library, located in downtown York.

Budget Commentary

The library contribution reflects the continuing financial assistance to the Martin Library. Currently, the Township maintains a pick up and drop off service location for the York County Library System. This service is available to all Township residents and is maintained by Township personnel at the reception desk of the administration building.

For 2019, Springettsbury is researching the possibility of adding a satellite Library within the Township. The Township Manager and Board of Supervisors will be working with the York County Library System for assistance in moving this project forward.

Operating Budgets – Fixed/Sundry Insurance

Insurance – Account 10486

Expenditure	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
53120	Property	0	120,000	80,910	139,609	146,589
53130	Motor vehicles	0	45,502	41,462	62,476	65,600
53140	Law Enforcement	77,997	15,000	69,068	15,900	16,695
53150	General Liability	158,579	35,021	86,194	67,024	70,375
53155	Pollution Liability	1,363	1,278	-	1,500	1,500
53160	Insurance/Bonds	3,030	18,030	3,030	15,900	10,000
Total		\$ 240,969	\$ 234,831	\$ 280,664	\$ 302,409	\$ 310,759

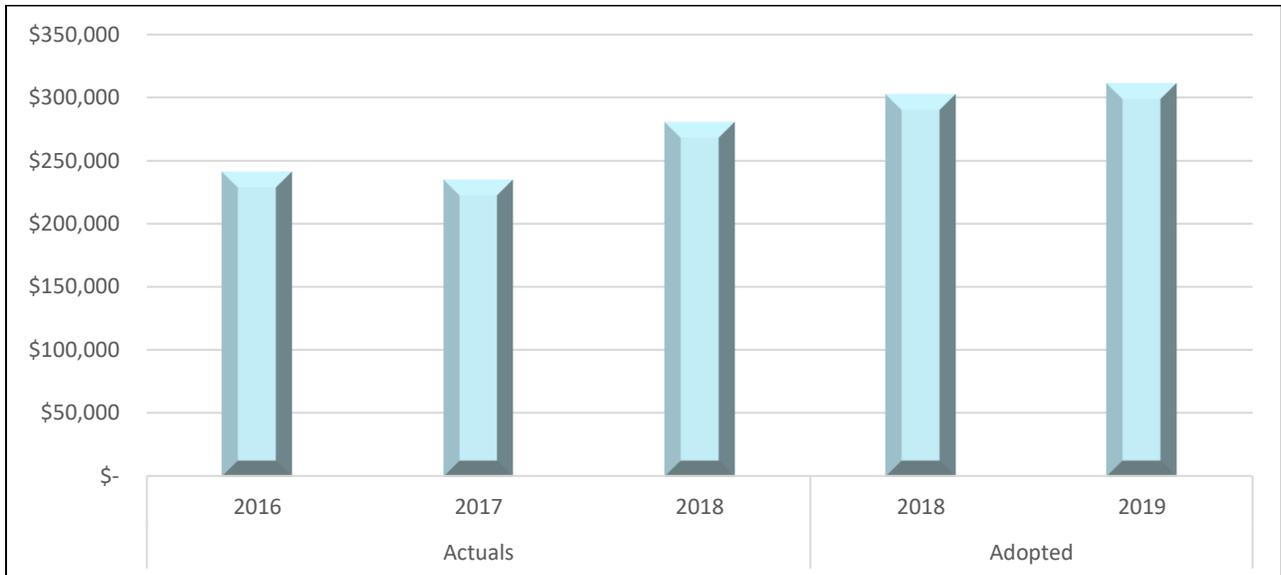


Figure 38 - Insurance Budget

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

Other – Account 10489

Expenditur	Classification	Actuals			Adopted	
		2,016	2,017	2,018	2,018	2,019
32410	Postage	29,398	19,395	25,066	32,960	32,960
43000	Taxes	1,441	1,018	1,230	1,500	1,600
55110	Refund/Prior Year Adjustment	(4,397)	24,253	73,832	8,000	25,000
99900	Contingency	-	-	-	-	67,025
Total		26,442	44,666	100,128	42,460	126,585

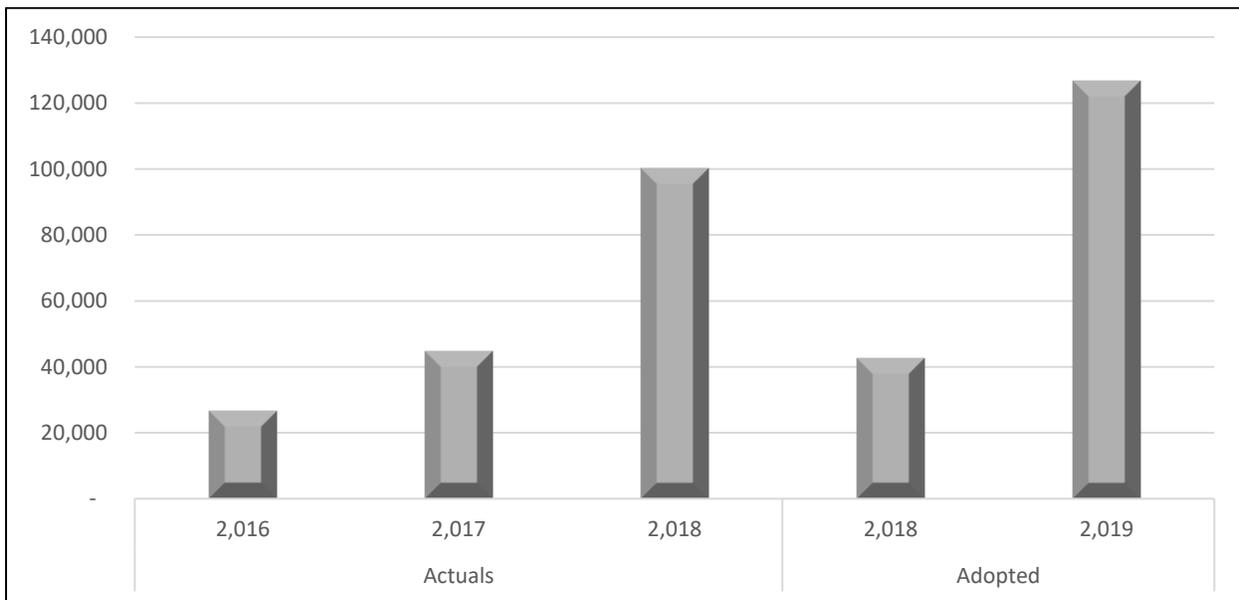


Figure 39 - Fixed/Sundry Other

Program Description

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

For the 2019 budget, the Board of Supervisors approved a Contingency account in the amount of \$67,025 for Township emergency expenditures. The Township Manager has the authority to review potential expenditures; all expenditures require Board approval.

Operating Budgets – Transfers

Interfund Operating Transfers – Account 10749

Expenditure	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
10749	Capital reserve	0	729,144	674,950	666,950	580,380
Total		\$ -	\$ 729,144	\$ 674,950	\$ 666,950	\$ 580,380

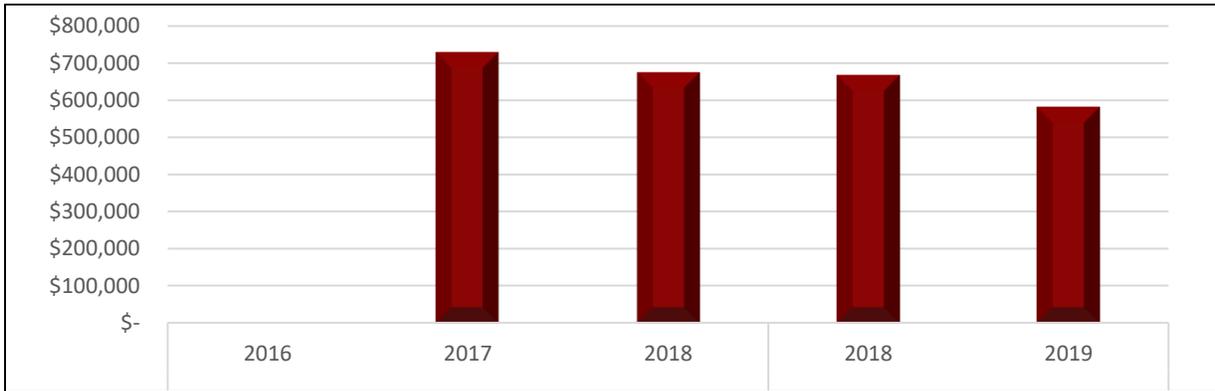


Figure 40 - Interfund Operating Transfers Budget

Program Description

This account 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	
	2016	2017	2018	2018	2019
Revenues					
Interest	813	4,159	14,116	500	5,000
State allocations	773,402	810,147	849,445	810,500	846,240
Miscellaneous Income - Prior Yr	0	118,700	118,700	0	0
State Road Turnback Program	8,760	8,760	8,760	8,760	8,760
Total revenues	\$ 782,975	\$ 941,766	\$ 991,021	\$ 819,760	\$ 860,000
Expenditures					
General Service	0	0	0	10,000	4,500
Snow & Ice	37,713	64,005	65,017	75,000	75,000
Traffic Signals	105,831	97,196	67,880	101,000	101,500
Street Lighting	67,303	74,908	86,509	73,000	73,000
Tool/Machinery - Maintenance/Repairs	0	0	0	1000	1,000
Highways & Repairs	149,836	134,756	25,462	120000	120,000
Road Construction	322,876	422,495	0	439760	485,000
Total expenditures	\$ 683,559	\$ 793,360	\$ 244,868	\$ 819,760	\$ 860,000

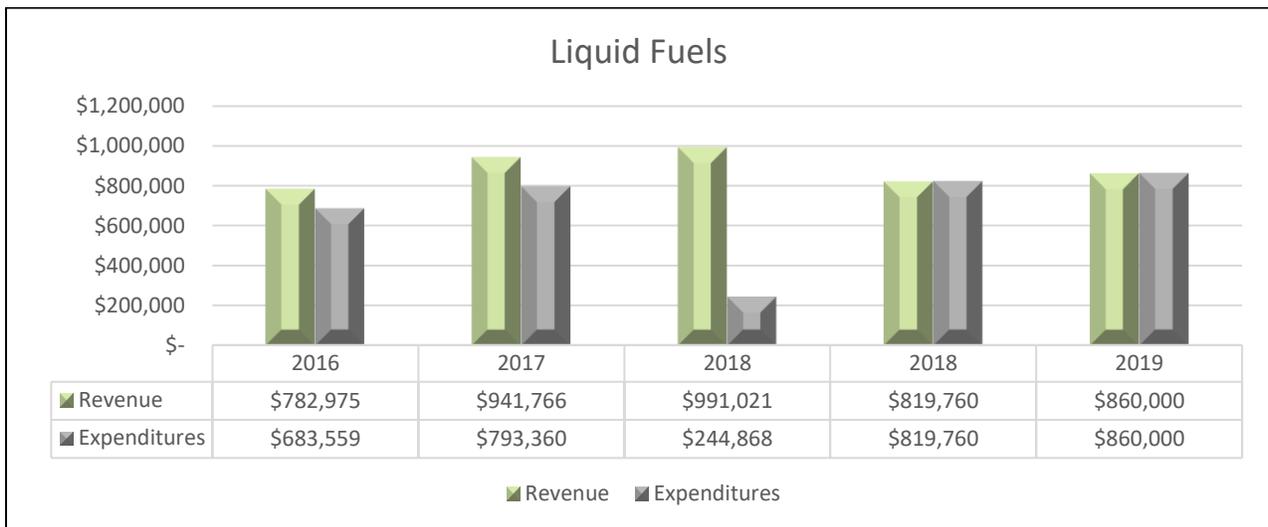


Figure 41 - Commonwealth Liquid Fuels Fund Budget

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. For 2019, the Township anticipates the commonwealth liquid fuels revenue to be \$846,240, in addition to \$8,760 for roads designated in the turn-back program.



Operating Budgets – Other Funds

Subdivision Recreation – Fund 21

	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
Revenues						
21341-06110	Interest	20	82	667	0	20
21341-06112	Contributions	3,550	2,015	1,550	2,020	2,000
21341-08470	Other (Use of Fund Balance)	-	-	-	0	0
Total revenues		\$ 3,570	\$ 2,097	\$ 2,217	\$ 2,020	\$ 2,020
Expenditures						
21454-22711	District 1	-	-	-	-	-
21454-22712	District 2	-	-	-	-	-
21454-22713	District 3	-	-	-	-	-
21454-22714	District 4	0	0	-	-	-
21454-22715	District 5	4,898	4,016	3,048	10,000	0
Total expenditures		\$ 4,898	\$ 4,016	\$ 3,048	\$ 10,000	\$ -
Recreation Districts - Fund Balance			Percentage of Fund (%)	Balance at 12/31/18		
District 1	North of Route 30, West of Mount Zion		83.17%	231,454		
District 2	North of Route 30, East of Mount Zion		0.74%	2,049		
District 3	South of Route 30, West of Mount Zion Road		4.92%	13,681		
District 4	South of Route 30, East of Mount Zion Road		8.56%	23,828		
District 5	Community Centralized Parks		2.61%	7,274		
Total Fund Balance			100.00%	\$278,285		

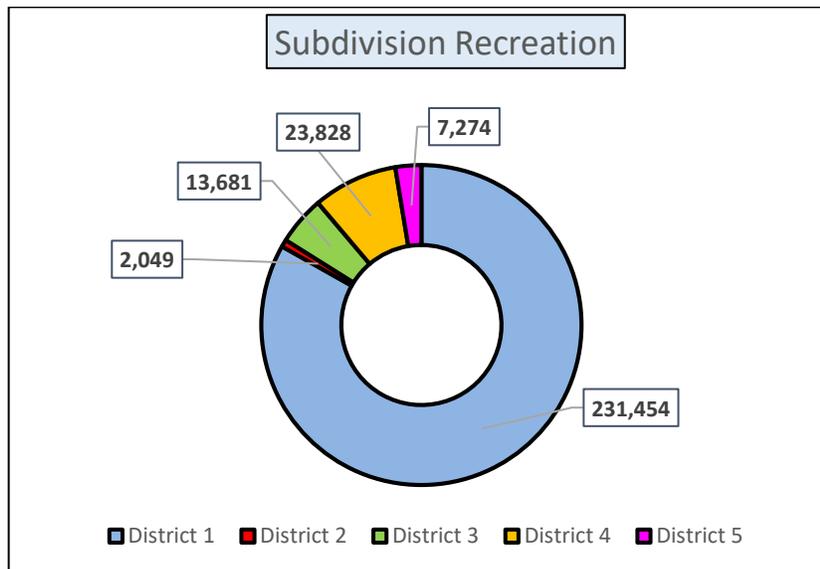
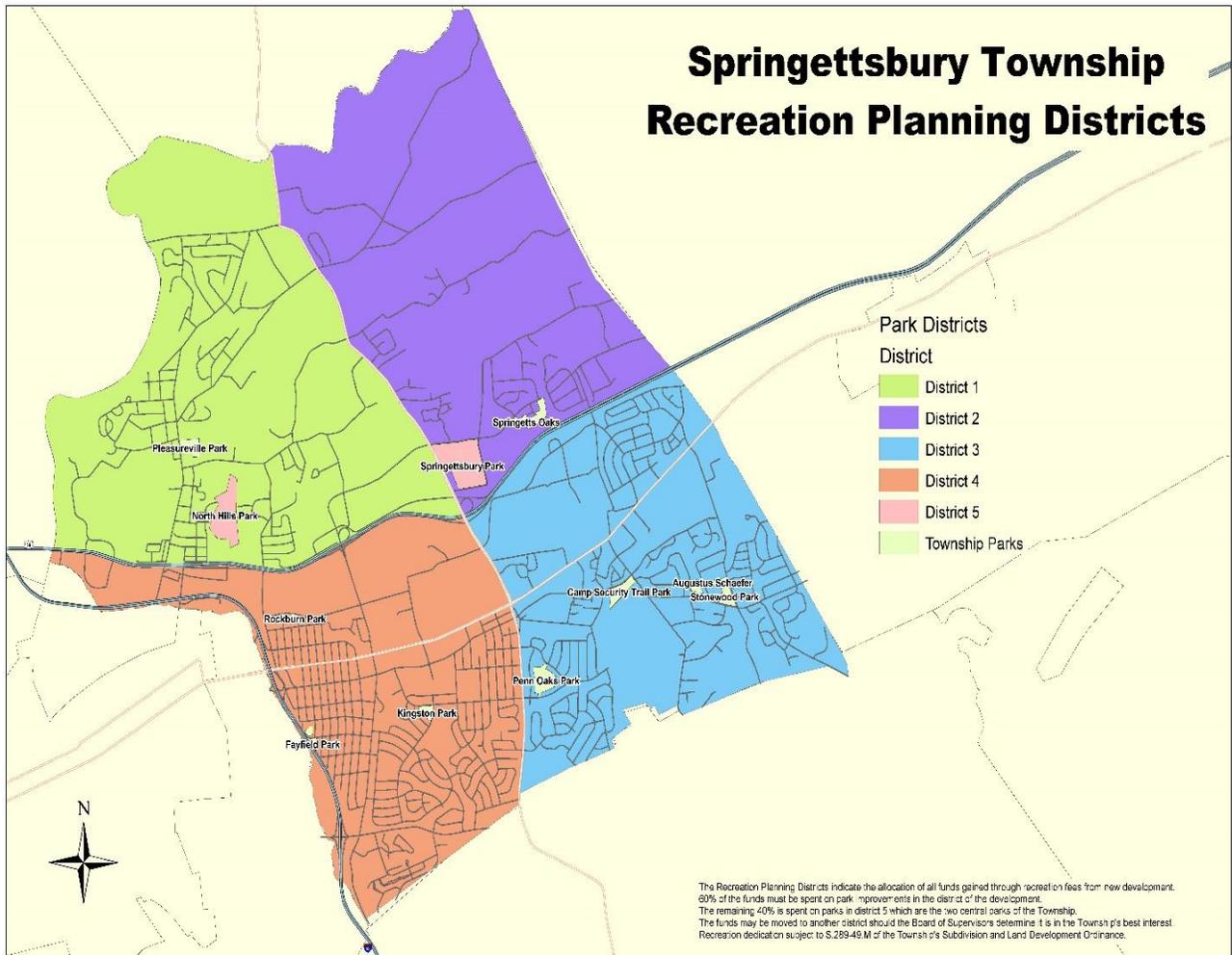


Figure 42 - Subdivision Recreation Fund Budget



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	
		2016	2017	2018	2018	2019
Revenues						
03110	Real Estate Tax	88,364	87,237	87,745	87,500	87,000
06110	Interest Earnings	184	539	1,655	150	500
Total revenues		\$ 88,548	\$ 87,776	\$ 89,400	\$ 87,650	\$ 87,500
Expenditures						
36110	Utilities/Cnt Services	82,755	80,877	85,830	87,650	87,500
Total expenditures		\$ 82,755	\$ 80,877	\$ 85,830	\$ 87,650	\$ 87,500

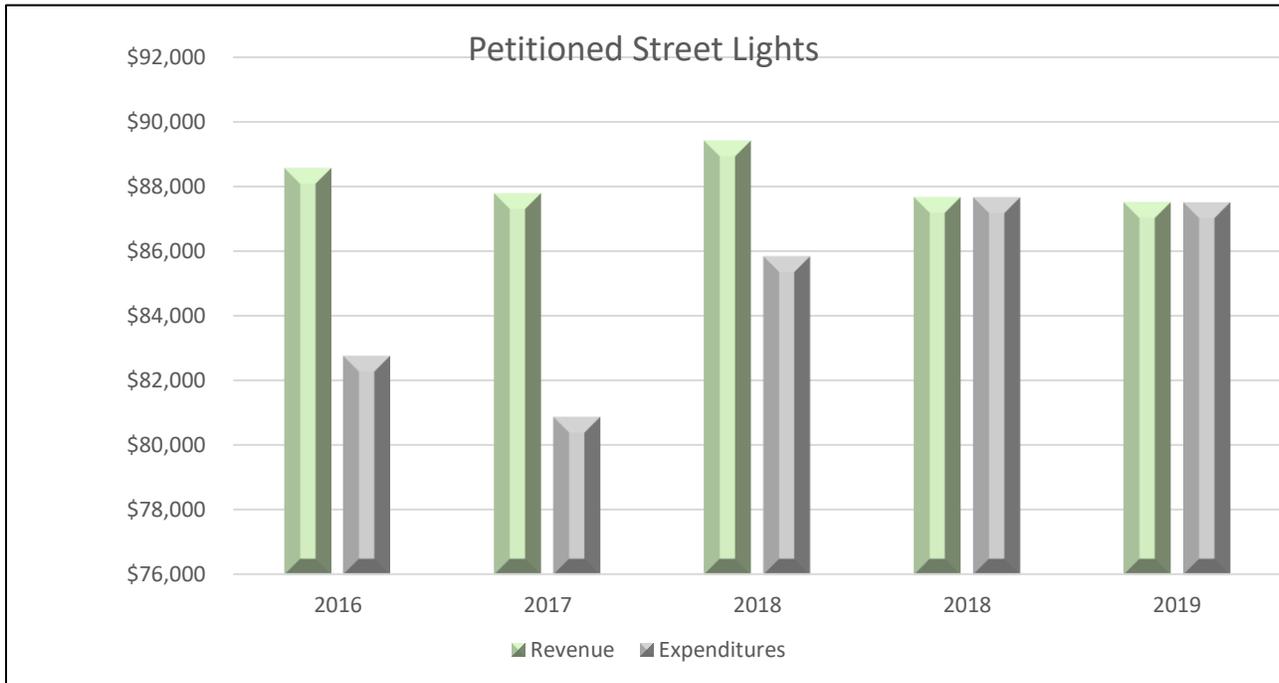


Figure 43 - Petitioned Street Light Fund Budget

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

Storm Water – Fund 33

	Classification	Actuals			Adopted	
		2016	2017	2018	2018	2019
Revenues						
	Interest	685	145	1,076	125	125
	Donations					
Total revenues		\$ 685	\$ 145	\$ 1,076	\$ 125	\$ 125

Stormwater Fund Allocation	Percentage of Fund (%)	Balance at 12/31/18
Mill Creek Drainage Basin	7.30%	\$7,492
Kreutz Creek Drainage Basin	2.44%	\$2,503
Codorus Creek Drainage Basin	1.70%	\$1,749
Penn Oaks Detention Pond	11.56%	\$11,864
Pleasantrees Storm Water	40.70%	\$41,753
Greystone Retention Pond	36.29%	\$37,233
Total Fund Balance	100.00%	\$102,594

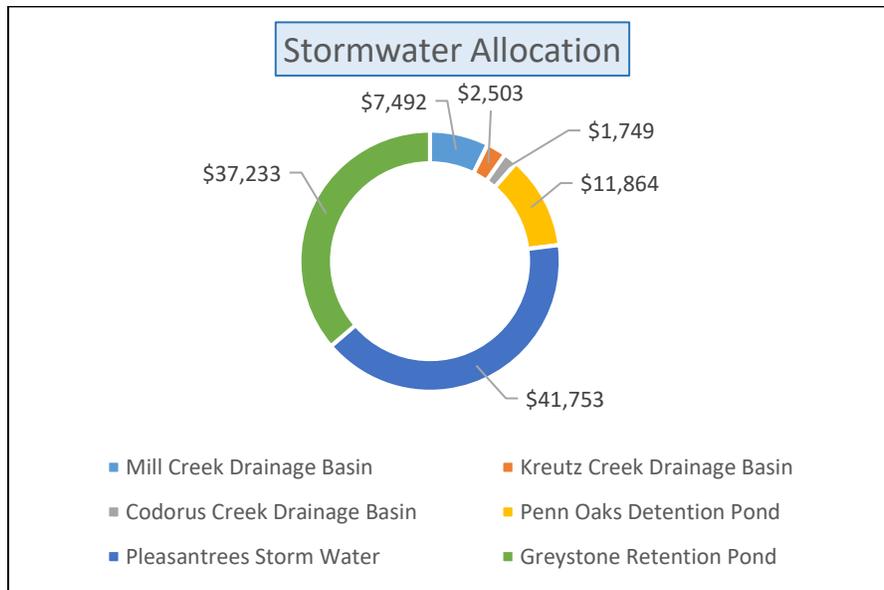


Figure 44 - Storm Water Fund Budget

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	
		2016	2017	2018	2018	2019
Revenues						
48341-06110	Interest	3,170	2,775	574	3,000	3,000
Total revenues		\$ 3,170	\$ 2,775	\$ 574	\$ 3,000	\$ 3,000
Expenditures						
48480-51120	Contributions	4,966	2,839	-	3,000	3,000
Total expenditures		\$ 4,966	\$ 2,839	\$ -	\$ 3,000	\$ 3,000

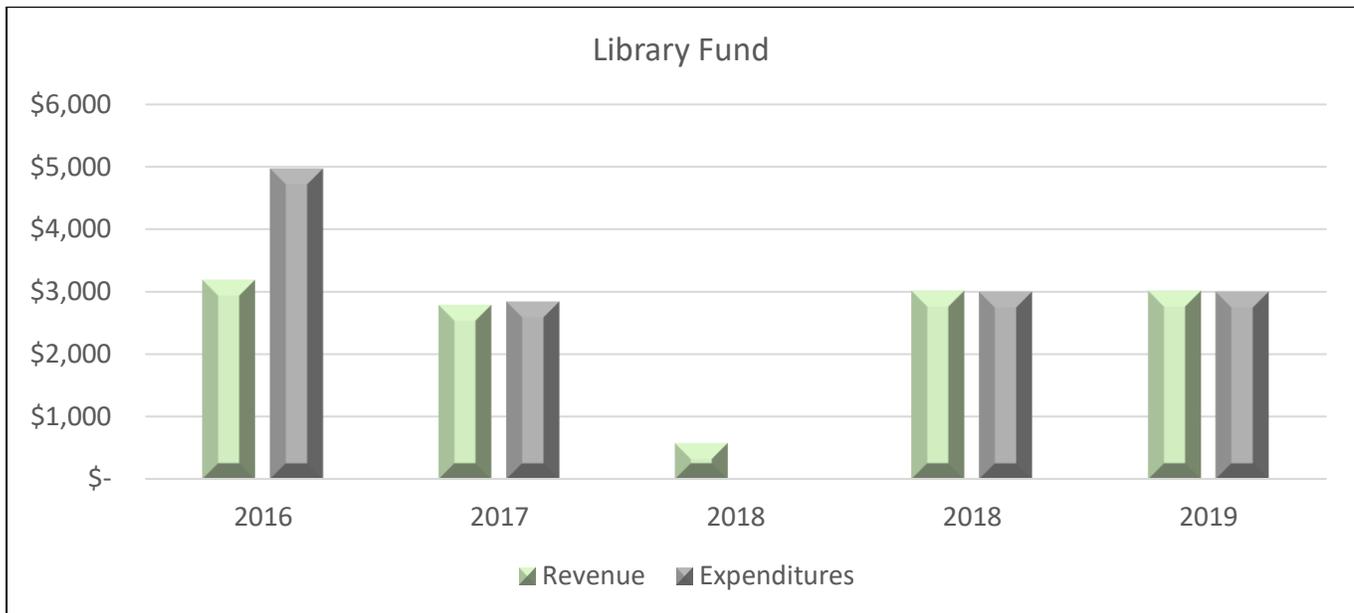


Figure 45 - Library Fund Activity



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.

The Township is currently researching location options to add a local library branch in our area. The estimated cost of operating a local library is \$300,000 annually.

Operating Budgets – Other Funds

Other Government Funds – Capital Improvements Fund 30

Classification	Actuals			Adopted	
	2016	2017	2018	2018	2019
Revenues					
Interest earnings	328	231	421	2,000	300
Use of Fund Balance	-	-	-	-	-
General Fund transfer	-	729,144	674,950	666,950	580,380
Note proceeds	5,150,000	-	-	-	-
Total revenues	5,150,328	729,375	675,371	668,950	580,680
Expenditures					
Fire-Equipment	-	-	-	139,500	159,090
Police Equipment	-	-	-	35,500	-
Information Management Systems	-	-	134,723	-	-
Public Works	-	145,447	5,993	50,000	28,000
Highway Sidewalks & Curbs	18,305	64,709	103,343	100,000	-
Contract Services	-	426,063	-	-	50,000
Highway Construction & Rebuild	172,557	266,082	49,742	10,000	15,000
Park Improvements (Park playground)	299,999	445,777	45,393	-	-
Debt service	3,849,478	333,950	332,190	333,950	334,590
Traffic Signals - Material & Supplies	45,154	-	-	-	-
Total expenditures	4,385,493	1,682,028	671,384	668,950	586,680



Figure 46 - Capital Improvement Fund Budget

Program Description

The capital improvements fund is financed, in part, by general fund transfers each year. Debt service expenditures are recorded within the Capital Improvements Fund. For the 2019 budget process, a five-year Capital Improvements plan was prepared to provide a better strategic planning tool for the Township.

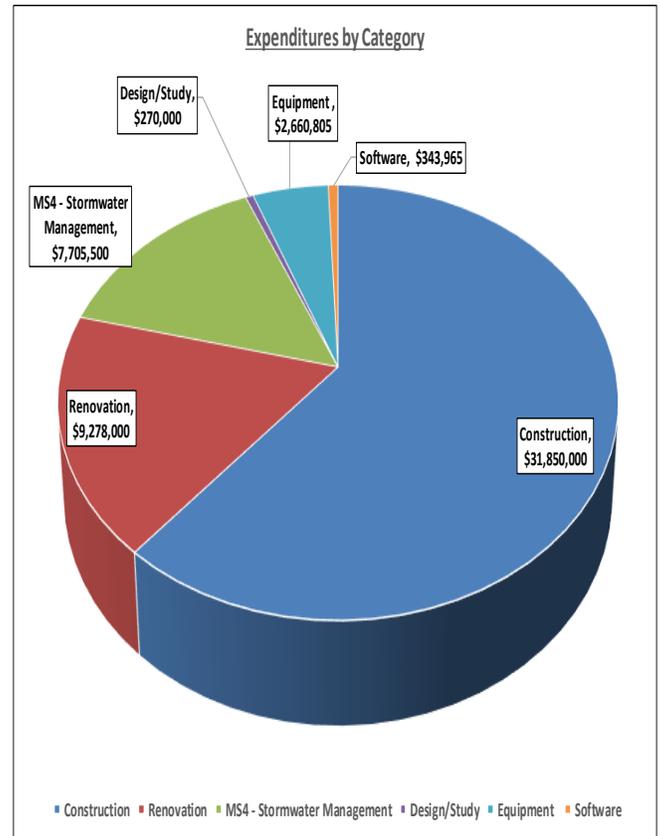
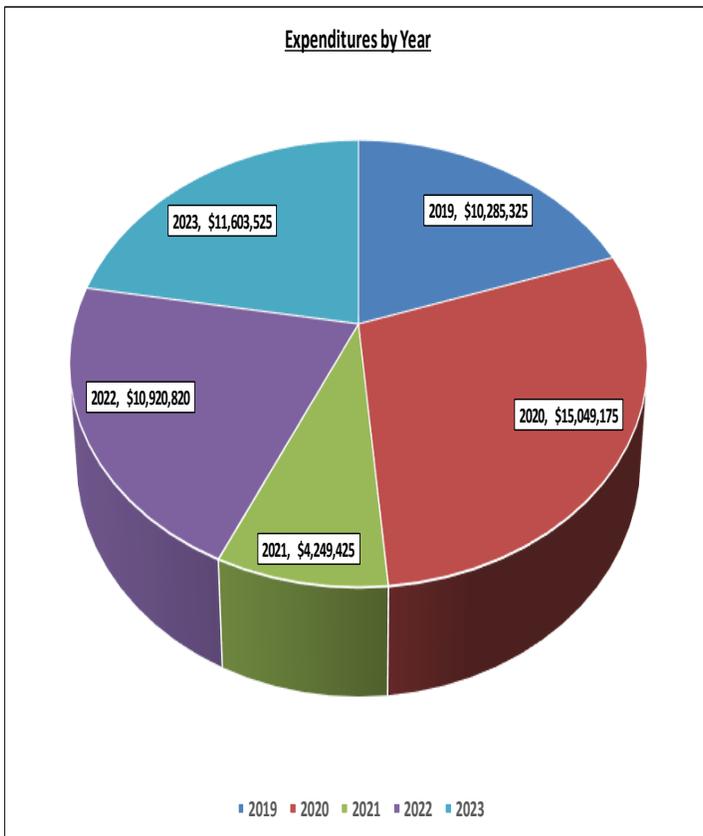
Springettsbury Township
 Capital Improvements Plan
 2019 - 2023

Capital Improvement Plan - Department Detail

DEPT	PROJECT NAME	2019	2020	2021	2022	2023	
ADMIN	Construction - Facilities Replacement and Renovations	\$ 200,000	\$ 8,400,000	\$ 1,600,000	\$ 8,400,000	\$ 7,400,000	
COMM	Software - Website Development	\$ 17,775	\$ 7,975	\$ 7,975	\$ 7,975	\$ 7,975	
	Software - York Media	\$ 4,980	\$ -	\$ -	\$ -	\$ -	
	Equipment - Digital Marquee	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	
CD	Equipment - Trimble GEO7x	\$ 7,000	\$ -	\$ -	\$ -	\$ -	
	MS4 - Stormwater Management Plan	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	
	MS4 - Program Compliance	\$ 25,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	
	MS4 - Line Televising	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
	MS4 - Aerial Photography	\$ 10,500	\$ -	\$ -	\$ -	\$ -	
	Equipment - Drone - Mapping	\$ -	\$ -	\$ -	\$ 15,000	\$ -	
	Design - Plans and Ordinances Update	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	
	Software - Archiving	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	
	Design - Comprehensive Plan	\$ 70,000	\$ 10,000	\$ -	\$ -	\$ -	
FIN	Software - Tyler Notify	\$ 6,310	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	
MIS	Equipment - Computer Desktop and Laptop	\$ 11,700	\$ 15,700	\$ 12,450	\$ 2,345	\$ 15,050	
	Equipment - Server Replacement	\$ 25,000	\$ -	\$ -	\$ -	\$ -	
	Equipment - Network UPS Devices	\$ 7,800	\$ -	\$ -	\$ -	\$ -	
	Equipment - IP Desk Phones	\$ 4,760	\$ -	\$ -	\$ -	\$ -	
	Equipment - Upgrade Security Cameras	\$ 9,000	\$ -	\$ -	\$ -	\$ -	
	Equipment - Upgrade Park A/V & Lighting	\$ 34,500	\$ 11,500	\$ -	\$ -	\$ -	
POL	Equipment - Vehicle Upfitting	\$ 50,000	\$ 41,500	\$ 41,500	\$ 33,000	\$ 33,000	
	Software - Record Management System	\$ 60,000	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	
	Equipment - In Car - Body Camera Server	\$ -	\$ -	\$ -	\$ 15,000	\$ -	
	Renovation - Firearms Range Improvements	\$ -	\$ -	\$ 30,000	\$ -	\$ -	
PW	Construction - Davies Drive Railway Crossing	\$ 810,000	\$ 40,000	\$ -	\$ -	\$ -	
	Equipment - Park Utility Vehicle new	\$ 15,000	\$ -	\$ -	\$ -	\$ -	
	Equipment - John Deere Tractor and Mower Veh # 34	\$ 70,000	\$ -	\$ -	\$ -	\$ -	
	Equipment - Ford Tandem Axle Dump Truck Veh # 26	\$ -	\$ 185,000	\$ -	\$ -	\$ -	
	Equipment - Freightliner Dump Truck Veh # 25	\$ -	\$ -	\$ 190,000	\$ -	\$ -	
	Equipment - John Deer Backhoe Veh # 33	\$ -	\$ -	\$ -	\$ -	\$ 120,000	
	Equipment - Freightliner Dump Truck Veh # 23	\$ -	\$ -	\$ -	\$ 195,000	\$ -	
	Renovation - Admin Bldg. Window & Door Replacement	\$ 28,000	\$ -	\$ -	\$ -	\$ -	
	Renovation - Roof Replacement - Police Station	\$ -	\$ 80,000	\$ -	\$ -	\$ -	
	Renovation - HVAC Replacement - Police Station	\$ -	\$ 100,000	\$ -	\$ -	\$ -	
	Renovation - HVAC Replacement - Administration Building	\$ -	\$ 275,000	\$ -	\$ -	\$ -	
	Renovation - Red Barn Roof Replacement, Siding, Windows	\$ 75,000	\$ -	\$ -	\$ -	\$ -	
REC	Construction - Parking Lot Expansion	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	
	Renovation - Park Restoration	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	
	Design - Park Master Plan	\$ 40,000	\$ -	\$ -	\$ -	\$ -	
	Equipment - FitCore Course	\$ 50,000	\$ 50,000	\$ 25,000	\$ -	\$ -	
	Equipment - NFC Outdoor Fitness Court	\$ 120,000	\$ -	\$ -	\$ -	\$ -	
	Construction - Splash Pad	\$ -	\$ -	\$ -	\$ -	\$ 600,000	
WWT Intermun	Renovation - Biosolids Containment	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	
	Design - Biosolids Handling Study	\$ 75,000	\$ -	\$ -	\$ -	\$ -	
	Construction - Fats, Oils, Grease Acceptance	\$ 2,580,000	\$ 1,720,000	\$ -	\$ -	\$ -	
	Renovation - Replace Raw Sewage Pumping System	\$ 2,580,000	\$ 1,720,000	\$ -	\$ -	\$ -	
	Equipment - Tri-Axle Dump Truck Veh # 905	\$ 185,000	\$ -	\$ -	\$ -	\$ -	
	Equipment - Tri-Axle Dump Truck Veh # 906	\$ -	\$ 190,000	\$ -	\$ -	\$ -	
	Equipment - Ford F-550 Utility Truck Veh # 912	\$ 115,000	\$ -	\$ -	\$ -	\$ -	
	Equipment - John Deere Tractor Veh # 923	\$ -	\$ -	\$ 140,000	\$ -	\$ -	
WWT	Renovation - Sewer Rehabilitation - Fayfield Neighborhood	\$ 100,000	\$ 300,000	\$ 500,000	\$ 600,000	\$ -	
	Renovation - Sewer Rehabilitation - Misc. Locations	\$ 25,000	\$ 25,000	\$ 30,000	\$ 30,000	\$ 30,000	
	Renovation - Sewer Rehabilitation - Yorkshire Neighborhood	\$ 800,000	\$ -	\$ -	\$ -	\$ -	
	Renovation - Sewer Rehabilitation - Haines Acres	\$ -	\$ -	\$ -	\$ -	\$ 800,000	
	Equipment - Sanitary Sewer & Catch Basin Cleaner Veh # 914	\$ 400,000	\$ -	\$ -	\$ -	\$ -	
	Equipment - Backhoe Veh # 926	\$ -	\$ 150,000	\$ -	\$ -	\$ -	
Total Expenditures per Year		\$ 10,285,325	\$ 15,049,175	\$ 4,249,425	\$ 10,920,820	\$ 11,603,525	\$ 52,108,270

Springettsbury Township
 Capital Improvements Plan
 2019 - 2023

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	
Total Expenditures by Category						
Construction	\$ 3,640,000	\$ 10,210,000	\$ 1,600,000	\$ 8,400,000	\$ 8,000,000	\$ 31,850,000
Renovation	\$ 3,658,000	\$ 2,550,000	\$ 610,000	\$ 630,000	\$ 1,830,000	\$ 9,278,000
MS4 - Stormwater Management	\$ 1,560,500	\$ 1,540,000	\$ 1,535,000	\$ 1,535,000	\$ 1,535,000	\$ 7,705,500
Design/Study	\$ 185,000	\$ 35,000	\$ 25,000	\$ 25,000	\$ -	\$ 270,000
Equipment	\$ 1,119,760	\$ 658,700	\$ 423,950	\$ 275,345	\$ 183,050	\$ 2,660,805
Software	\$ 122,065	\$ 55,475	\$ 55,475	\$ 55,475	\$ 55,475	\$ 343,965
Total Expenditures by Category	\$ 10,285,325	\$ 15,049,175	\$ 4,249,425	\$ 10,920,820	\$ 11,603,525	\$ 52,108,270

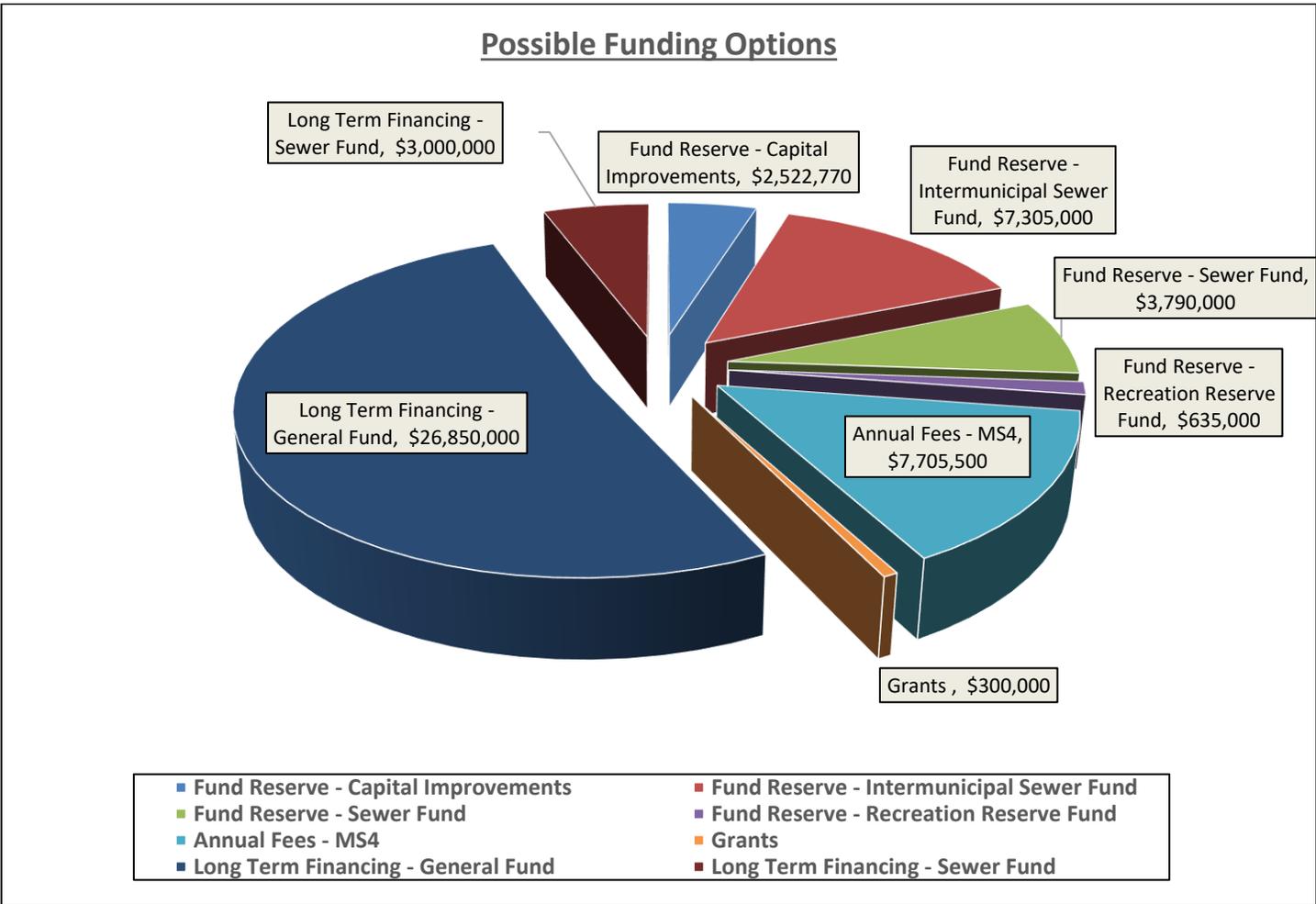


The Capital Improvements Plan (CIP) was prepared and presented to the Board of Supervisors at our annual strategic planning session in August 2018. The document will serve as a planning tool for budgeting purposes, as well as long-term funding and financing requirements. The document will be updated on a six-month basis to address changing needs of the Township, or as directed by the Board. Public work sessions are scheduled to review proposed improvements, and then approved by the Board at a future Township meeting.

The five-year plan includes facilities replacement and renovations. The total CIP plan is \$52,108,270. The proposed funding sources are outlined on the next page.

Springettsbury Township
 Capital Improvements Plan
 2019 - 2023

	2019	2020	2021	2022	2023	
Possible Financing Sources per Year						
Fund Reserve - Capital Improvements	\$ 544,825	\$ 814,175	\$ 369,425	\$ 355,820	\$ 438,525	\$ 2,522,770
Fund Reserve - Intermunicipal Sewer Fund	\$ 2,535,000	\$ 3,630,000	\$ 140,000	\$ -	\$ 1,000,000	\$ 7,305,000
Fund Reserve - Sewer Fund	\$ 1,325,000	\$ 475,000	\$ 530,000	\$ 630,000	\$ 830,000	\$ 3,790,000
Fund Reserve - Recreation Reserve Fund	\$ 310,000	\$ 150,000	\$ 75,000	\$ -	\$ 100,000	\$ 635,000
Annual Fees - MS4	\$ 1,560,500	\$ 1,540,000	\$ 1,535,000	\$ 1,535,000	\$ 1,535,000	\$ 7,705,500
Grants					\$ 300,000	\$ 300,000
Long Term Financing - General Fund	\$ 1,010,000	\$ 8,440,000	\$ 1,600,000	\$ 8,400,000	\$ 7,400,000	\$ 26,850,000
Long Term Financing - Sewer Fund	\$ 3,000,000					\$ 3,000,000
Possible Funding Sources	\$ 10,285,325	\$ 15,049,175	\$ 4,249,425	\$ 10,920,820	\$ 11,603,525	\$ 52,108,270



Springettsbury Township

Sewer Fund



Operating Budgets – Sewer Fund

Revenues – Fund 80

Classification	Actuals			Adopted	
	2016	2017	2018	2018	2019
Revenues					
Discharge Permits - Lab	9,665	13,910	7,841	8,250	10,750
Interest Earnings	161,434	207,875	223,467	135,500	100,000
Rental Income	21,698	20,498	20,498	22,000	22,000
Treasury BAB-A Int Reimbursement	240,632	229,702	219,214	233,500	219,000
Local Government Payments					
York City PS Reimbursement	17,168	72,368	47,032	72,500	72,500
Additional Cap York City	549,333	549,333	549,333	549,500	-
Transportation Intermunicipal	105,015	84,820	103,450	96,000	103,500
Treatment Intermunicipal	1,924,024	2,042,247	1,565,648	2,059,000	2,065,000
Intermunicipal Debt Reserves	1,038,267	1,034,351	1,034,691	1,026,000	1,026,000
York City Audit Adjustment	-	12,896	-	11,000	11,000
Transportation Audit Adjust.	11,543	-	7,472	15,000	7,500
Treatment Audit Adjust	73,735	4,344	-	35,000	35,000
5% Interceptor Intermunicipal	59,762	59,686	59,469	60,000	60,000
Charges for service					
Lab Samples	78,977	78,187	71,497	85,000	85,000
Liens & Related Costs	20,713	28,919	15,600	21,000	23,000
Sewer Charge Springettsbury	3,856,251	3,853,024	4,112,743	3,865,000	4,100,000
Treatment Haulers	540,795	555,081	585,373	550,000	560,000
Districts 8 & 9 & 10	24,974	6,408	6,496	9,500	6,500
Penalties and Fees					
Springettsbury Penalty/Interest	94,327	88,023	98,018	90,000	92,000
GB Late Fees	1,676	1,795	2,185	1,000	1,500
Sewer Charges					
Tap-In-Fees	20,926	28,248	482,304	50,000	175,000
Sewage Enforcement Fee	4,025	6,937	9,305	6,000	7,000
Utility Contract Reimbursement	30,766	-	-	5,000	-
Sale of Property	1,643	7,057	(1,946)	-	5,000
Miscellaneous	113	173	665	1,000	1,000
Miscellaneous Repairs	14,153	14,920	14,939	15,000	14,500
East York Pump Station Reimbursement	382	-	-	1,000	1,000
Eden Road Pump Station Reimbursement	-	-	-	1,000	1,000
Insurance Reimbursements	-	336	-	-	-
Use of Fund Balance				1,948,698	1,851,146
Refund of Prior Expenses	54,998	39,966	141,524	2,000	-
Total Revenues	8,956,995	9,041,104	9,376,818	10,974,448	10,655,896

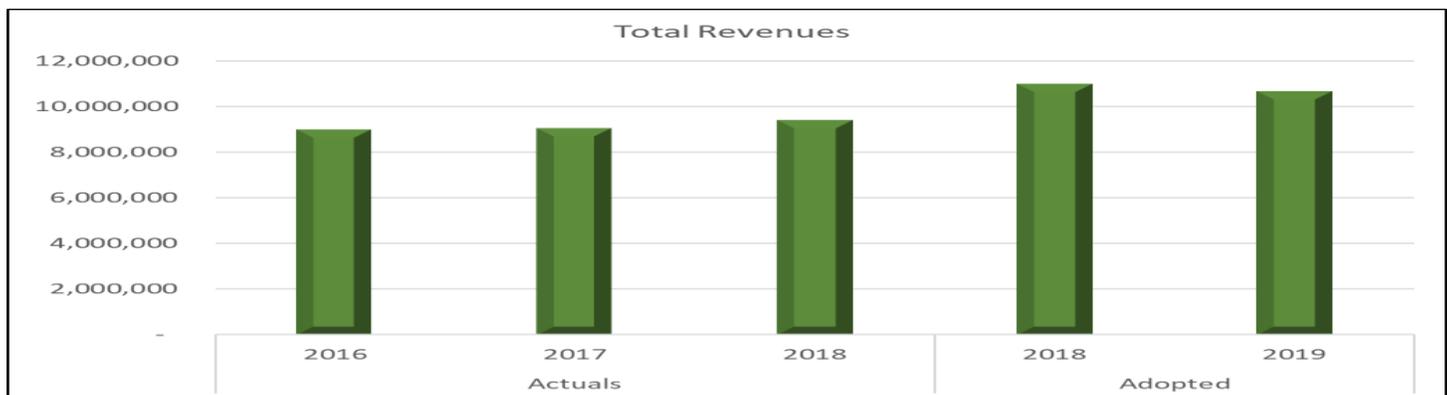


Figure 47 - Sewer Fund Revenues Budget

Operating Budgets – Sewer Fund

Expenses – Fund 80

Collection Division					
Salaries	165,247	169,230	148,157	187,000	222,500
Benefits	111,335	106,545	105,636	124,726	130,763
Shared Interceptor Work	1,851	9,452	10,025	3,000	-
York Diversion Pump Sta	1,325	3,396	5,847	3,000	
Materials & Supplies	5,739	4,772	5,237	6,000	6,000
Chemical	1,152	182	320	1,500	1,000
Utilities	1,396	487	794	500	500
Outside Flow Meters	2,523	1,826	404	3,000	2,500
Springettsbury Flow Meters	5,035	3,784	2,544	5,000	4,500
Springettsbury Pump Station	80,283	70,972	107,060	68,000	80,000
Coll Bldg - Telephone	-	-	-	-	-
York City Diversion PS	6,621	6,729	8,541	11,000	10,000
Maintenance & Repairs	11,115	2,376	33	13,000	8,000
Outside Flow Meters	-	-	913	500	1,000
Springettsbury Flow Meters	-	-	2,969	500	500
Springettsbury Pump Stations	-	-	474	5,000	1,000
Line Maintenance	174	-	21,785	5,000	10,000
ROW Work	3,952	-	483	3,000	1,000
Manhole Work	13,180	16,368	3,602	15,000	15,000
SHARED INTERCEPTOR WORK.	-	845	-	1,000	1,000
York Diversion Pump Stat	71	1,111	4,116	2,000	2,000
Cor Box Pump Station	45	635	998	500	1,000
Druck Valley Pump Station	-	-	2,089	500	1,000
Heritage Hills Pump Station	-	129	2,892	500	1,000
E.York Pp.Station	40,008	78,623	56,966	40,000	40,000
Mobile Equipment	31,175	15,122	30,459	12,000	15,000
Rental Expense	133	-	-	500	500
Vehicle Operating Exp.	32,609	20,645	21,999	28,000	26,500
Vehicle Rental Contract	-	-	14,869	18,000	18,000
Minor Equipment	1,249	875	7,267	3,000	3,000
Contract Services	11,291	41,100	31,100	15,000	25,000
Uniform Service	3,067	4,547	4,277	3,500	5,000
York City Diversion Pump St	30,204	8,611	115,842	30,000	20,000
Conference & Training	1,571	1,757	924	2,000	2,000
Depreciation Expense	198,833	198,514	168,263	193,000	175,000
Springettsbury Collection Deprec.	485,767	403,446	419,225	398,500	420,000
Collection:Div PS Depreciation	105,189	93,589	93,977	93,500	95,000
Total collection division	1,352,140	1,265,668	1,400,087	1,296,226	1,345,263



SEWER FUND EXPENSES 80

Expenses	Actuals			Adopted	
	2016	2017	2018	2018	2019
Treatment Division					
Salaries	649,724	662,408	710,770	776,000	840,500
Benefits	321,669	398,482	408,985	425,761	523,732
Materials & Supplies	31,045	23,805	18,869	24,000	24,000
Sludge Disposal	80	45	18	100	-
Chemical	92,754	83,975	83,975	80,000	80,000
Lime System	104,628	94,151	79,888	107,000	103,000
UV Disinfection	-	8,055	-	5,000	5,000
Centrifuge Polymer	145,946	163,832	169,814	160,000	165,000
Utilities Exp.	1,557	6,884	10,579	2,000	7,000
Water	5,315	3,535	8,214	4,000	4,000
Electric	860,795	702,471	738,902	780,000	780,000
Telephone	576	277	-	2,000	1,000
Maint. & Repairs	10,940	11,470	19,909	10,000	10,000
Building Maintenance	27,049	15,129	18,910	15,000	15,000
Grounds Maintenance	12,208	10,859	9,477	11,000	11,000
Screening	13,070	12,483	11,260	12,000	12,000
Raw Sewage Handling	727	8,547	622	1,000	1,000
Grit Removal	87	1,271	1,887	1,000	1,000
Nitrif Tk N-1	135,678	44,331	37,930	150,000	125,000
Return Sludge Pmp	148	344	49	1,000	10,000
Scum Handling	2,811	-	-	1,000	500
Lime System	441	3,426	1,821	1,000	1,500
UV Disinfection	1,697	6,850	10,076	3,000	5,000
GBT Polymer	2,533	833	820	3,000	2,000
Centrifuge Polymer	4,368	4,043	1,988	6,000	4,000
Gravity Belt Thickener	16,342	7,142	4,784	18,000	10,000
Sludge Holding/Digestion	15,156	17,099	37,075	15,000	18,000
Centrifuges	31,984	77,179	64,915	30,000	40,000
Mudwell	118	1,625	-	500	500
Sludge Disposal	-	225	4,607	500	-
Utility Water Pumps	4,825	-	-	5,000	5,000
Electrical System	17,798	22,069	17,705	22,000	20,000
Mobile Equipment	46,721	70,733	39,195	50,000	50,000
Rental Expense	1,223	856	746	1,500	1,500
Vehicle Expense General	9,878	7,417	12,385	6,000	6,000
Diesel Fuel	22,284	26,804	17,889	30,000	28,000
Minor Equipment	2,080	7,898	2,180	8,000	6,000
Contracted Service	45,288	61,587	50,874	55,000	56,000
Uniform Service	12,009	11,496	15,490	12,500	12,500
Sludge Disposal	132,423	164,448	78,039	133,000	170,000
Conference & Training	10,210	10,319	8,079	13,000	12,000
Depreciation	2,183,039	1,904,308	1,948,467	1,905,000	1,950,000
Bad Debt	-	-	-	-	-
Total treatment division	4,977,224	4,658,711	4,647,193	4,885,861	5,116,732



Administration Division					
Salaries	289,551	260,572	265,611	300,000	325,500
Benefits	163,914	159,484	146,744	143,470	211,901
Materials & Supplies	11,956	7,939	11,526	12,000	10,000
Liability Insurance	175,997	130,768	20,768	180,000	175,000
Administration Charges	325,000	325,000	335,000	335,000	335,000
Engineering Services	45,927	46,300	73,347	45,000	47,000
Auditing Services	22,500	22,500	22,500	23,520	23,000
Advertising	1,469	461	1,818	1,500	1,500
Contract Services	-			2,500	
Utilities Expense	11,778	8,204	13,147	10,000	10,000
Telephone	3,057	3,985	67	6,000	3,000
Maint. & Repairs	1,461	670	505	1,500	1,000
York City Capacity Rent	831,000	831,000	831,000	831,000	306,000
Legal Services	19,734	21,827	18,024	25,000	40,000
Vehicle Opr Expense	748	713	364	1,000	1,000
Minor Equipment	70	386	-	500	500
Capital Equipment	13,721	35,000	20,493	20,000	25,000
Capital Equipment	-	-	-	-	-
Contracted Services	79,270	81,686	100,147	90,000	89,000
Bank Service Charges	578	2,209	4,573	5,000	16,000
Bill Collection Service	5,832	4,775	5,045	6,500	5,000
Mail Service	8,953	8,966	8,197	9,000	9,000
Office Cleaning	3,824	4,100	4,200	5,000	5,000
Conference & Training	2,698	130	60	4,000	3,000
Springettsbury Shared Reimbursemnt					
Interest Expense	932,775	870,821	826,260	831,412	568,500
Interest Expense	11,493	11,493	11,493	11,500	11,500
Debt Principal	-	-	-	1,419,400	1,458,500
Amortization Exp	10,581	10,581	10,581	11,000	11,000
Bond Insurance Expense	-	-	-	1,000	-
Depreciation Expense	3,746	363	342	4,500	500
Depreciation - Springettsbury	3,464	3,464	3,464	7,500	3,500
Total administration division	2,981,097	2,853,397	2,735,276	4,343,802	3,695,901



SEWER FUND EXPENSES 80

Technical Services Division					
Salaries General	200,969	193,442	184,313	158,367	161,500
Benefits	120,405	140,508	131,110	131,492	133,000
Material & Supplies	7,098	7,105	6,597	7,000	7,000
Septage Management	342	564	617	1,000	1,000
Lab Proc Control Anal	(648)	2,301	1,568	2,000	2,000
Indust Pretreatment	1,956	1,398	1,308	2,000	2,000
Chemicals Expense	3,749	3,686	4,340	4,500	4,000
Lab Process Control/Anal	851	1,331	2,411	1,500	2,000
Telephone	-	-	-	-	-
Maint. & Repairs	764	707	88	1,000	1,000
Lab Process Control	644	773	1,200	1,500	1,500
Rental Expense	-	388	796	500	500
Minor Equipment	3,240	3,446	3,912	5,000	5,000
Process Control	464	800	846	1,000	1,000
Contracted Services	1,936	580	-	1,000	1,000
Septage Management	-	-	-	-	2,000
Lab Process Control	24,116	22,625	24,021	25,000	25,000
Industrial Pretreatment	11,709	12,201	11,330	20,000	13,000
NPDES Analysis	1,050	34,114	2,100	10,500	10,500
Sludge Disposal	5,701	4,354	3,854	5,000	5,000
Conference & Training	2,258	864	1,094	2,500	2,500
Depreciation	1,475	2,125	2,125	2,200	2,500
Prior Period Adjustment	12,040	51,025	3,851	-	-
Springetts Interceptor Exp	-	-	-	65,500	115,000
Total technical services division	400,119	484,337	387,481	448,559	498,000
	Actuals			Adopted	
	2016	2017	2018	2018	2019
TOTAL SEWER FUND EXPENSES	9,710,580	9,262,113	10,965,037	10,974,448	10,655,896

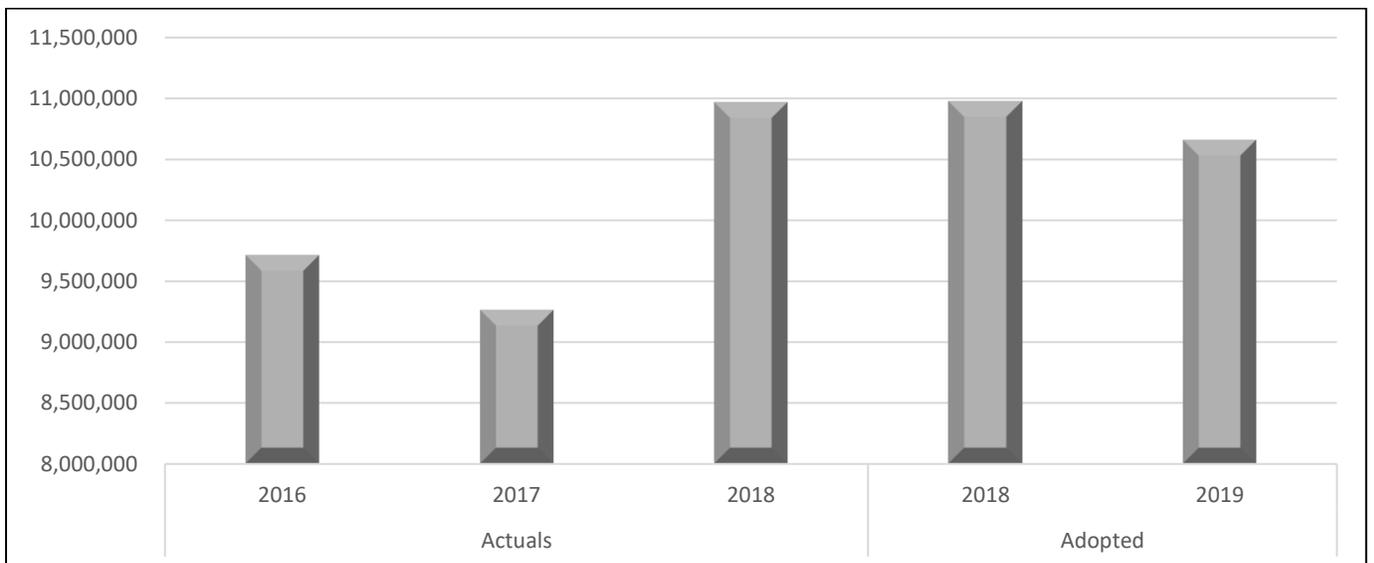


Figure 48 - Sewer Fund Expenses Budget



Capital Improvement – Sewer Fund

Wastewater Treatment - Sewer Reserves Fund

	1/1/2019	1/1/2020	1/1/2021	1/1/2022	1/1/2023
Investments	3,773,094	2,518,094	2,113,094	1,638,094	\$ 1,048,094
Investment earnings	70,000	70,000	55,000	40,000	10,000
Total capital available	\$ 3,843,094	\$ 2,588,094	\$ 2,168,094	\$ 1,678,094	\$ 1,058,094
Capital Expenditures	\$ 1,325,000	\$ 475,000	\$ 530,000	\$ 630,000	\$ 830,000
Ending cash & investments	\$ 2,518,094	\$ 2,113,094	\$ 1,638,094	\$ 1,048,094	\$ 228,094

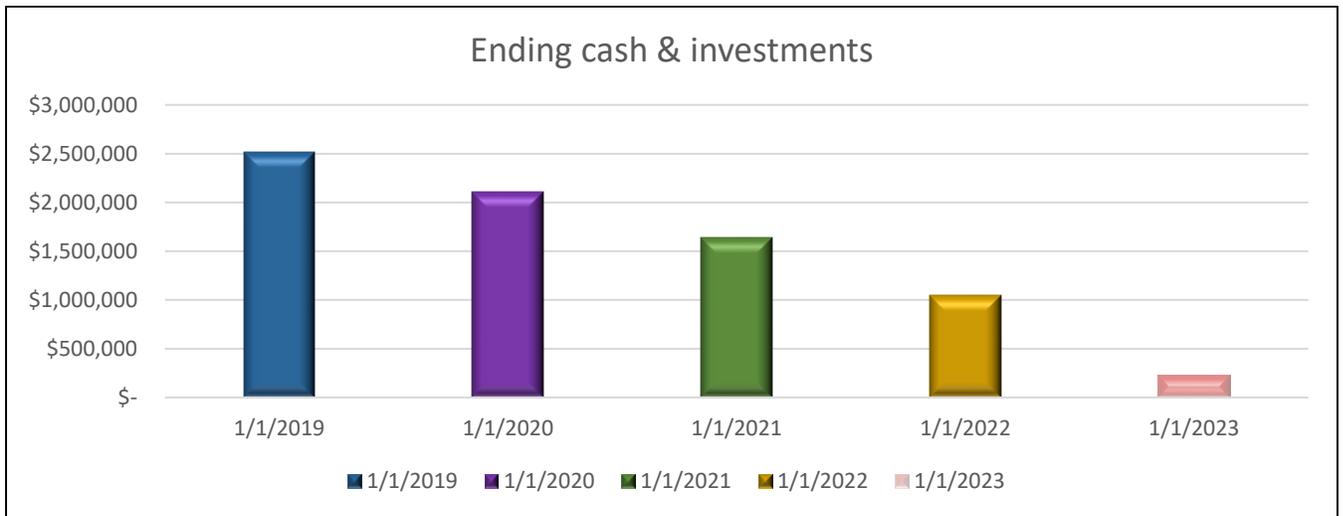


Figure 49 - 2017 to 2021 Sewer Fund Capital Improvement Program

2019-2023 Capital Improvement Plan					
	2019	2020	2021	2022	2023
Sewer Rehabilitation	25,000	25,000	30,000	30,000	30,000
Fayfield Rehabilitation	100,000	300,000	500,000	600,000	
Haines Acres Rehabilitation					800,000
Yorkshire Rehabilitation	800,000				
Sanitary Sewer & Catch Basin Cleaner	400,000				
Equipment - Backhoe Veh #926		150,000			
Total Projects	\$ 1,325,000	\$ 475,000	\$ 530,000	\$ 630,000	\$ 830,000

Capital Improvement – Sewer Intermunicipal Fund

Wastewater Treatment - Sewer Intermunicipal Fund					
Inter-municipal Sewer Reserves					
2019-2023 Capital Improvement Program					
	1/1/2019	1/1/2020	1/1/2021	1/1/2022	1/1/2023
Investments	8,279,152	3,434,152	3,474,152	3,954,152	4,579,152
Investment earnings	90,000	70,000	20,000	25,000	30,000
Intermunicipal deposits	600,000	600,000	600,000	600,000	600,000
Long Term Financing		3,000,000			
Total capital available	\$8,969,152	\$7,104,152	\$4,094,152	\$4,579,152	\$5,209,152
Capital expenditures	\$ 5,535,000	\$ 3,630,000	\$ 140,000	\$ -	\$ 1,000,000
Ending cash & investments	\$3,434,152	\$3,474,152	\$3,954,152	\$4,579,152	\$4,209,152

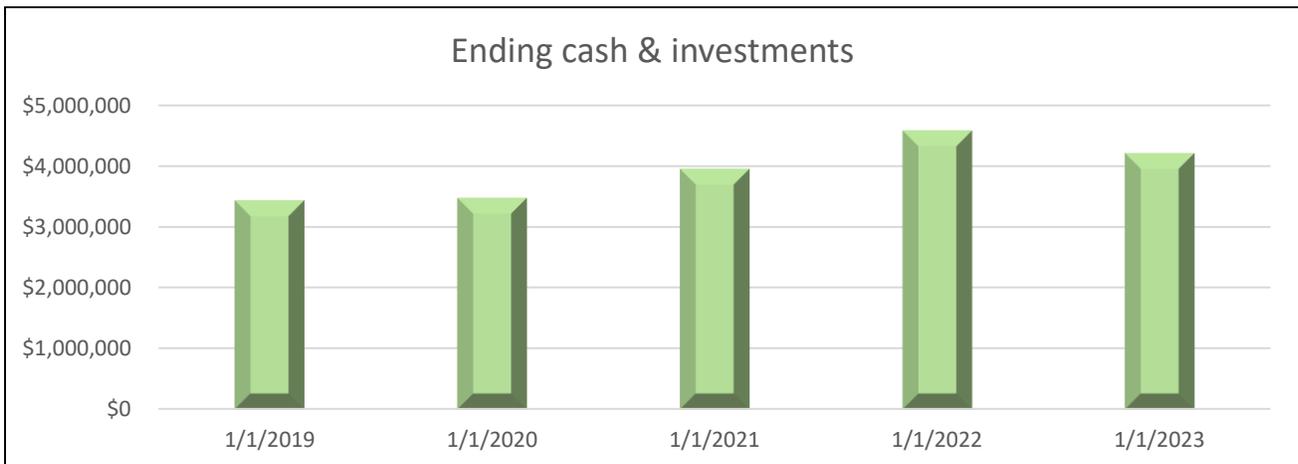
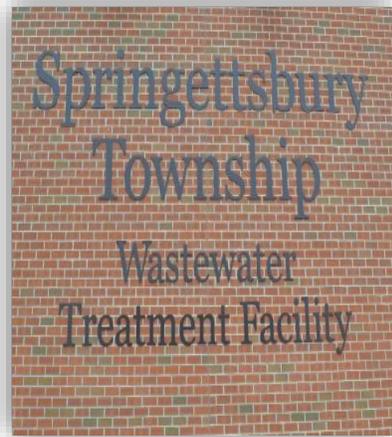


Figure 50 - 2019 to 2023 Sewer Intermunicipal Fund

Inter-municipal Sewer Reserves Fund					
2019 - 2023 Capital Improvement Plan					
	2019	2020	2021	2022	2023
Biosolids Handling Study	\$ 75,000				
Replace Raw Sewage Pumping Sys.	\$ 2,580,000	\$ 1,720,000			
Fat, Oil, Grease Acceptance Sys.	\$ 2,580,000	\$ 1,720,000			
Replace Vehicle #905 (2000)	\$ 185,000				
Replace Vehicle #906	\$ -	\$ 190,000			
Replace Vehicle #912	\$ 115,000				
Replace Vehicle #923			\$ 140,000	\$ -	
Renovation Biosolids Containment					\$ 1,000,000
Total Projects	\$ 5,535,000	\$ 3,630,000	\$ 140,000	\$ -	\$ 1,000,000



Sewer Fund



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 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.



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

Operating expenses have remained 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



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 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.



2017-2019 Department Staffing Levels

<u>Department - Title</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Administration</u>			
Township Manager	1	1	1
Director of Administrative Services	1	1	1
Director of Human Resources	1	1	1
Information Systems Manager	1	1	1
Communications Manager	0	1	1
Events/Public Relations/Grants Coordinator	1	0	0
Human Resources Specialist	1	1	1
Support Services Associate	1	1	1
Administration TOTAL	7	7	7
<u>Community Development</u>			
Director of Community Development	1	1	1
Plan Reviewer & Inspections Supervisor	1	0	1
Construction Code & Codes Enforcement Official	1	1	0
Plumbing Inspector & Codes Enforcement Official	1	0	0
Inspector/Codes Enforcement	0	1	2
Planning Assistant	0	1	1
Support Services Associate	0.5	0.5	0.5
Community Development TOTAL	4.5	4.5	5.5
<u>Emergency Medical Services</u>			
Emergency Medical Technicians	4	0	0
Emergency Medical Services TOTAL	4	0	0
<u>Finance</u>			
Director of Finance	1	1	1
Deputy Director of Finance	1	1	1
Staff Accountant	1	1	1
Accounts Payable Clerk	1	0.5	1
Finance TOTAL	4	3.5	4

<u>Police</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Police Chief	1	1	1
Lieutenant	2	2	2
Sergeant	3	3	3
Corporal	4	4	4
Patrol	22	21	22
Administrative Assistant	1	1	1
Data Entry Clerk	1	1	1
Receptionist/Data Entry Clerk	1	1	1
School Crossing Guard	3	3	3
Police Department TOTAL	38	37	38
<u>Public Works</u>			
Director of Public Works/Wastewater Treatment	0.5	0.5	0.5
Superintendent of Public Works	2	2	2
PW/WWT Administrative Assistant	0.5	0.5	0.5
Automotive Mechanic	2	2	2
Laborer	2	2	1
Laborer/Operator 1	8	6	6
Laborer/Operator 2	1	1	4
Crew Leader	3	3	3
Public Works Department TOTAL	19	17	19
<u>Recreation</u>			
Director of Recreation	1	1	1
Support Services Associate	0.5	0.5	0.5
Recreation Department TOTAL	1.5	1.5	1.5
<u>Wastewater Treatment</u>			
Director of Public Works/Wastewater Treatment	0.5	0.5	0.5
Superintendent of Wastewater Treatment	2	2	2
PW/WWT Administrative Assistant	0.5	0.5	0.5
Solids Handling Specialist	1	1	1
Pre-treatment Specialist	1	1	1
Laboratory Technician 1	1	1	1
Laboratory Technician 2	0	0	0
Operator in Training	2	2	1
Operator 1	2	2	7

Operator 2	4	5	0
Lead Operator	1	1	1
Maintenance Mechanic Helper	1	1	1
Maintenance Mechanic 1	1	1	2
Maintenance Mechanic 2	1	1	1
Lead Maintenance Mechanic	1	1	0

Wastewater Treatment Department TOTAL	19	20	19
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<u>Staffing Summary</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Administration	7	7	7
Community Development	4.5	4.5	5.5
Emergency Medical Services	4	0	0
Finance	4	3.5	4
Police	38	37	38
Public Works	19	17	19
Recreation	1.5	1.5	1.5
Wastewater Treatment	19	20	19
Township Staffing Totals	97	90.5	94

Staffing changes from 2018 to 2019 reflect Public Works employee retirements at year end with new hires filling positions in the new year. Community Development added one full time employee for 2019, and the Police added a sworn officer to the force. Both departments are now fully staffed.

In January 2018, collective bargaining agreements were approved and signed for the Police and Local Teamsters Union, respectively. The police collective bargaining agreement is a four-year contract, effective 2017 – 2020. For Public Works and the Wastewater Treatment Facility, the Local Teamsters Union 776 approved a five-year contract, effective 2018 - 2022.





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, 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 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 Improvements Plan

A five-year strategic planning tool used to identify township-wide capital improvements, equipment needs and acquisitions.

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 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, the fiscal period follows the calendar year, January 1 through 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.

