BOROUGH OF STATE COLLEGE

243 South Allen Street, State College, PA 16801-4806

December 16, 2010

Ronald L. Filippelli, President of Council
Borough of State College

Dear Mr. Filippelli:

Based upon the input and feedback received during the budget adoption process, public hearing and public discussions with Council regarding the 2011 Budget, I am transmitting and submitting the following amendments for incorporation into the 2011 Budget for your consideration and final approval:

- General Fund
  - Added $199,012 to Personnel costs in the Police Department which provides funding for three (3), full-time sworn officer positions and restores the staffing complement to 65 sworn officers matching 2008 funding levels.
  - Added $24,318 to Personnel costs for the Department of Public Works which provides funding for 2,000 hours of part-time, seasonal staffing.

The 2011 Budget maintains tax rates at their current levies, provides adequate funding for necessary capital improvements and preserves the quality municipal services of the Borough. The General Fund Budget is balanced with revenues of $19,936,319, an allocation of $699,828 from unreserved fund balance, and expenditures of $20,636,715. Total expenditures after adjustments for interfund transfers are $33,523,508. Twelve percent (12%) fund balance is reserved in 2011 in accordance with Borough policy. The budget also allocates the remaining fund balance of $938,878 available on December 31, 2010 to the Capital Projects Fund in accordance with the Financial Reserves Policy of the Borough.

Sincerely,

Thomas J. Fountaine, II
Borough Manager

cc: Elizabeth A. Goreham, Mayor

Mayor: Elizabeth A. Goreham
Council President: Ronald L. Filippelli
Borough Council: Thomas E. Daubert, Theresa D. Lafer, Peter Morris, Donald M. Hahn, Silvi Lawrence, James L. Rosenberger
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BOROUGH OF STATE COLLEGE

243 South Allen Street, State College, PA 16801-4806

November 8, 2010

Ronald L. Filippelli, President of Council
Borough of State College

Dear Mr. Filippelli:

As required by Section 904 of the State College Borough Charter, I am transmitting herewith the proposed 2011 Budget for the Borough of State College. The 2011 Budget maintains tax rates at their current levies, provides adequate funding for necessary capital improvements and preserves the municipal services of the Borough at current levels. The General Fund Budget is balanced with revenues of $19,936,887, an allocation of $476,498 from fund balance designated for Pension Obligations, and expenditures of $20,413,385. Total expenditures after adjustments for interfund transfers are $33,300,178.

As required by the Borough's Financial Reserves Policy, twelve percent (12%) fund balance is reserved for 2011, and all remaining fund balance on December 31, 2010 will be transferred to the Capital Projects Fund in accordance with the Borough's Financial Reserves Policy.

A three percent (3%) increase in refuse charges is needed and included in the Refuse Collection Fund and is the only rate increase proposed in 2011. The Borough is entering 2011 in relatively sound budgetary and financial shape considering the challenges that were confronted and addressed with the 2009 Budget. Although no tax increase is needed in 2011 to balance the budget and provide services, be mindful that the Borough's revenue base growth is still negligible, and the long-term issues that have been present for many years are still present.

Financial sustainability remains a concern. State College is a vibrant community with a strong, healthy local economy. But, the current municipal finance structure in Pennsylvania just does not provide revenue tools to the Borough that link revenue sources with the service needs of the community. In that respect, a true disconnect exists, not only for the Borough, but for most other urban core communities in Pennsylvania. As both the Financial Trend Monitoring System and Five-Year Forecast document, future financial sustainability for the Borough will remain a concern until additional revenue alternatives are available.

Sincerely,

Thomas J. Fountaine, II
Borough Manager

cc: Elizabeth A. Goreham, Mayor

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Borough of State College

2011 Budget

Table of Contents

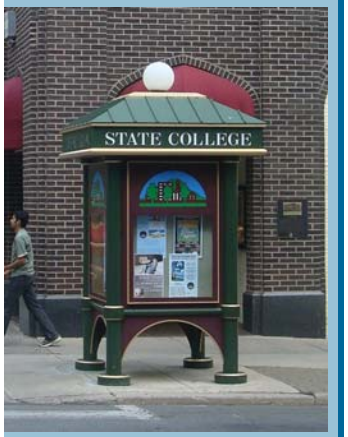

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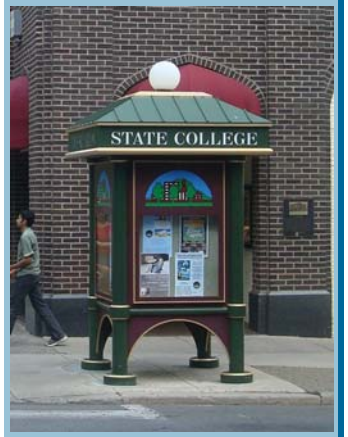
TABLE OF CONTENTS

		Page
Manager's Budget Summary		*3*
Financial Policies		*13*
Budget Processes and Planning		*33*
Debt Management and Debt Service		*48*
Capital Improvements		*54*
General Fund		*66*
Detail on Receipts	*73*	
Administration	*99*	
Finance	*106*	
Tax Collection	*111*	
Information Technology	*115*	
Police	*120*	
Parking Enforcement	*141*	
Planning & Zoning	*147*	
Ordinance Enforcement & Public Health	*153*	
Public Works	*159*	
Debt Service, Regional Programs and Miscellaneous	*167*	
Other Funds		*179*
Bellaire Court	*180*	
Bus Terminal	*186*	
Parking	*189*	
Compost Operations	*195*	
Sanitary Sewer	*202*	
Refuse Collection	*208*	
Highway Aid	*217*	
Appendix 1		*227*
Schedule of Fees and Charges	*229*	
Position Classification and Pay Plan	*240*	



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Manager's Budget Message

Borough of State College

2011 Budget

Budget Message

Manager's Summary

The 2011 Budget maintains tax rates at their current levies, provides adequate funding for needed and necessary capital improvements and preserves the quality municipal services of the Borough. The General Fund Budget is balanced with revenues of $19,936,887, allocation of $699,828 from unreserved fund balance, and expenditures of $20,636,715. Total expenditures for the Borough after adjustments for interfund transfers is $33,523,508.

TOTAL EXPENDITURES (All Funds)

	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Projection 2010	**BUDGET 2011**
General Fund	15,870,399	16,429,037	16,143,287	19,749,760	19,899,028	**20,636,715**
Less: Interfund Transfers	*(1,076,400)*	*(1,134,215)*	*(1,363,965)*	*(1,085,998)*	*(2,248,206)*	***(751,949)***
Less: Public Works	-	-	-	*(1,091,178)*	*(1,300,000)*	***(1,356,079)***
Capital Projects Fund	2,300,773	2,626,041	1,000,718	923,196	1,487,858	**3,285,110**
Parking Fund	2,809,026	2,814,364	2,362,415	3,341,569	3,055,722	**2,755,752**
Sanitary Sewer Fund	4,429,021	4,768,957	4,948,747	5,409,482	5,265,532	**5,645,523**
Refuse Collection Fund	2,402,495	3,193,132	3,076,624	3,396,625	3,196,000	**2,922,220**
Compost Operations	221,743	603,198	322,184	497,024	373,281	**255,446**
Bellaire Court	56,327	93,688	63,727	67,598	71,993	**96,941**
Bus Terminal	56,178	38,119	21,290	21,191	23,155	**33,829**
TOTAL EXPENDITURES	$27,069,562	$29,432,321	$26,575,027	$31,229,269	$29,824,363	**$33,523,508**

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Borough of State College

2011 Budget

Budget Message

Manager's Summary

243 South Allen Street
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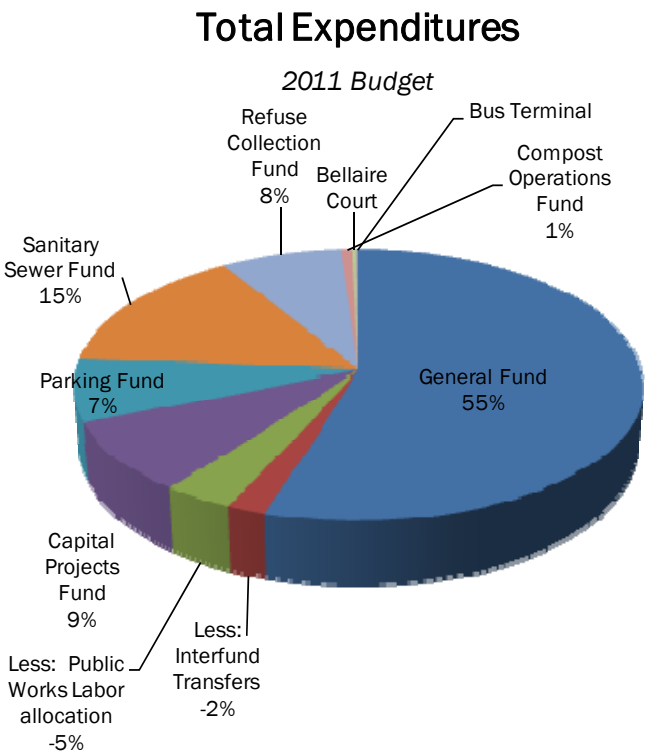
Total spending (all funds) in 2011 is $2,294,239 (7.35%) greater than authorized spending in the 2010 Budget. Personnel complements are proposed to remain at the same level as 2010 with a few exceptions for part-time, seasonal, intern workers and a 1.5 FTE staff addition in the Tax Office. Also, prior to budget adoption, the following Personnel funding proposals were included and approved in the budget:

- $199,012 was added to Personnel costs in the Police Department which provides funding for three (3), full-time sworn officer positions and restores the staffing complement to 65 sworn officers matching 2008 funding levels; and
- $24,318 was added to Personnel costs for the Department of Public Works which provides funding for 2,000 hours of part-time, seasonal staffing.

Operating expenses are expected to increase only minimally, and adequate funding is provided for a number of important capital projects including:

- Enterprise Resource Planning System
- Fraser Street Improvements
- Video Surveillance
- Sidney Friedman Park Improvements
- West End Streetscape Improvements
- West End Property Acquisition
- Garner Street Light Conversion
- 800 mHz Radio Replacement



Borough of State College

2011 Budget

Manager's Summary

Manager's Summary

243 South Allen Street
State College, PA 16801

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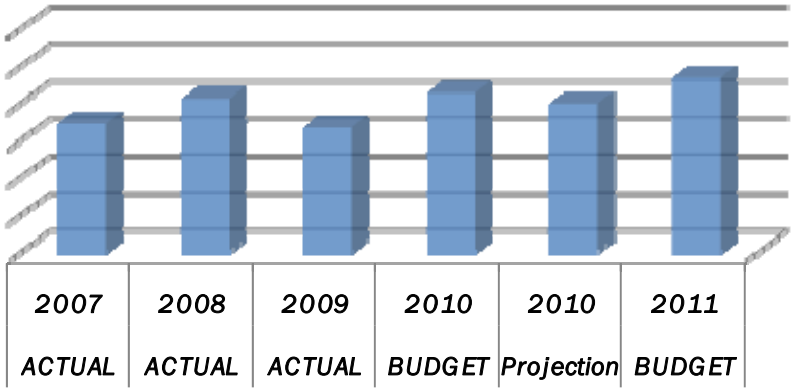
The Borough is entering 2011 in relatively good budgetary and financial shape considering the challenges that were confronted and addressed with the 2009 Budget. Measures were implemented in 2009 to offset the impact of the Borough's stagnant tax base including reductions of staff and services. Although no tax increase is needed in 2011 to balance the budget and provide services, it is important to keep in mind that the Borough's revenue base growth is still negligible, and the long-term issues that have been present for many years are still present.

The Borough is "Cash-Solvent" in 2011 as reserves are adequate to provide for the short-term financial protection of programs and services. Adequate reserves afford the Borough the ability to withstand revenue and expenditure peaks and valleys during the current fiscal year. In 2011, the Borough will meet expenses and fund operations without interruption.

"Budgetary Solvency" is still a present concern for the Borough because current, recurring revenues do not fully fund current, recurring expenditures. In 2011, there is an approximate spread of 3.4% between revenues and expenditures. Continued prudence and management oversight in the budget will be necessary in 2011 to minimize and/or overcome that gap.

Total Expenditures

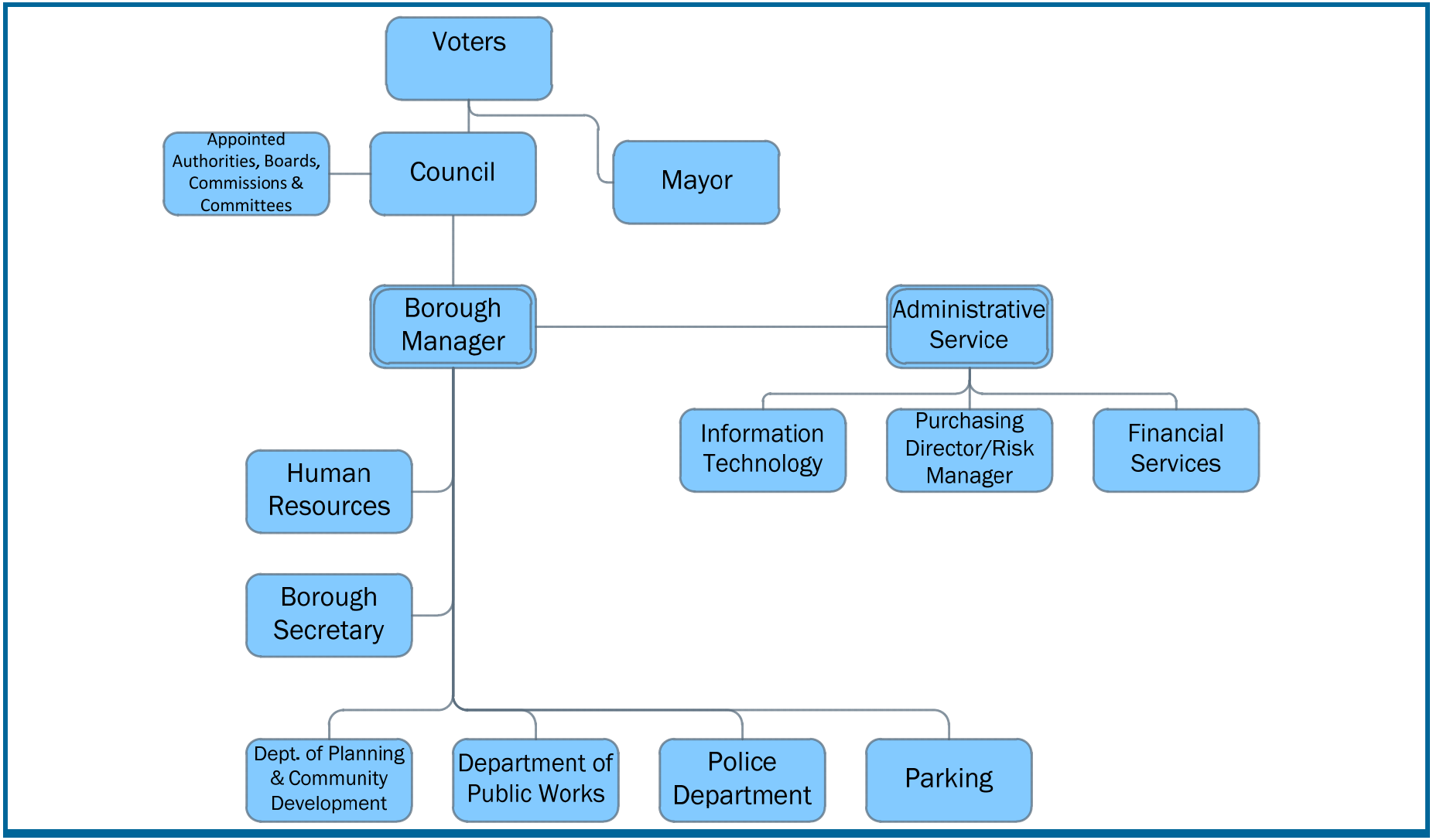
All Funds



Of most concern, however, is the "Financial Sustainability" of the Borough. State College is a very vibrant community with a strong, healthy local economy. But, the current municipal finance structure in Pennsylvania just does not provide revenue tools to the Borough that link revenue sources with the service needs of the community. In that respect, a true disconnect exists, not only for State College, but for most other urban core communities in Pennsylvania. As both the Financial Trend Monitoring System and Five-Year Forecast document, future "Financial Sustainability" for the Borough will remain a great concern until additional revenue alternatives are available.

Borough of State College

Organizational Chart | *2011 Budget* | *BOROUGH*



Manager's Summary

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Mission Statement

State College Borough's mission is to enhance the quality of life by fostering a safe, vibrant, diverse and sustainable community.

Core Values

Our core values provide the foundation for the organization. They are the basis for all our decisions and actions. These are our guiding principles that affect the manner in which programs are defined and resources are allocated. Our core values are:

Integrity	Honesty
Innovation	Accountability
Transparency	Responsibility
Customer Service	Diversity

Borough of State College

2011 Budget

Budget Highlights

Manager's Summary

243 South Allen Street
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MAJOR FUNDS

General

- No tax increases, and no reduction in programs or services.
- 12% Fund Balance Reserve is maintained.
- $476,498 of fund balance is used in 2011 for the Pension Obligation.
- $199,012 of fund balance is used in 2011 for Police Personnel costs.
- $24,318 of fund balance is used in 2011 for Public Works Personnel costs.

Parking

- No rate increases. Current revenues sufficiently fund current expenditures, and the budget is balanced.

Sanitary Sewer

- No rate increases. Current revenues sufficiently fund current expenditures, and the budget is balanced.

Refuse Collection

- A three percent (3%) rate increase for both residential and commercial accounts is included and approved.

Borough of State College

2011 Budget

Budget Highlights

Manager's Summary

243 South Allen Street
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GOVERNMENTAL FUNDS

	General	Capital Projects	Asset Replacement	Highway Aid	Insurance Reserve	Unemployment Compensation
Beginning Fund Balance	$ 4,002,488	$ 4,514,234	$ 1,436,282	$ 0	$ 1,477,323	$ 109,030
Revenue	$ 19,936,887	$ 2,137,260	$ 563,791	$ 617,803	$ 100,000	$ 4,000
Expenditures	$ 20,636,715	$ 3,285,110	$ 1,317,350	$ 617,803	$ 50,000	$ 50,000
Ending Fund Balance	$ 3,302,660	$ 3,366,384	$ 682,723	$ 0	$ 1,527,323	$ 63,030

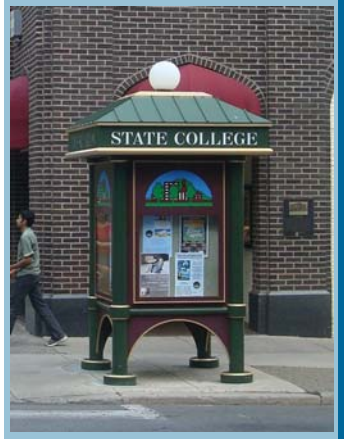
OTHER FUNDS

	Parking	Sanitary Sewer	Refuse Collection	Compost Operations	Bellaire Court	Bus Terminal
Beginning Fund Balance	$ 1,569,290	$ 844,705	$ 836,814	$ 374,643	$ 5,675	$ 25,814
Revenue	$ 2,809,152	$ 5,850,000	$ 3,295,000	$ 257,650	$ 77,381	$ 32,124
Expenditures	$ 2,755,752	$ 5,645,523	$ 2,922,220	$ 255,446	$ 96,941	$ 33,829
Ending Fund Balance	$ 1,622,690	$ 1,049,182	$ 1,209,594	$ 376,847	$ (13,885)	$ 24,109

Borough of State College

2011 Budget

Net Cost of Selected Services



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Net Cost of Selected General Fund Budget Sections (adjusted for revenue)

	Police	Finance	Tax Collection	Planning & Zoning	Ordinance Enforcement & Health	Information Techology
2011 Budget	$8,862,643	$513,557	$562,367	$631,601	$383,094	$582,937
Less Receipts:						
Licenses & Permits	$2,175	$12,000		$2,000	$178,000	
Fines & Costs	$643,000				$38,000	
Intergov't Revenue	$540,500					
Interfund Transfer	$0			$208,315		
Dept. Earnings	$1,884,512	$120,000	$227,000	$10,000	$27,000	$209,754
Sub-total Receipts	$3,070,187	$132,000	$227,000	$220,315	$243,000	$209,754
% of total budget	34.64%	25.70%	40.37%	34.88%	63.43%	35.98%
Net Cost	**$5,792,456**	**$381,557**	**$335,367**	**$411,286**	**$140,094**	**$373,183**

Manager's Summary

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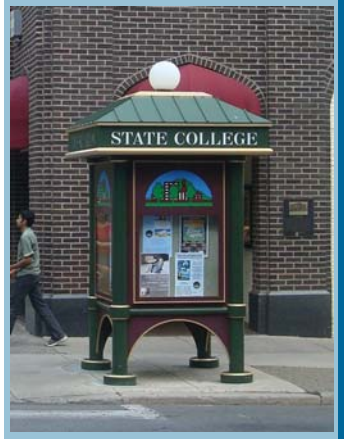
2011 Budget Calendar

Budget Requests Due	September 16th
Budget transmittal to Council	November 8th
Budget Review	November 15th
Budget Review	November 19th
Public Hearing	December 6th
Budget Review	December 10th
Budget Review	December 13th
Budget Review	December 17th
Adoption	December 20th



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Financial Policies

Policies and Processes

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Financial Reserves

Sufficient fund balances are a critical component of the Borough's financial management policies. Fund balance reserves provide sufficient funds for unexpected decreases in revenues and/or increases in service needs. Reserves are limited funds used to smooth fluctuations in revenues and expenditures caused by changes in internal and/or external conditions.

- Maintenance of an adequate fund balance for the General Fund to ensure sufficient resources for cash flow and to mitigate revenue shortages or emergencies shall be a priority. Prudent use of reserve funds enables the Borough to defray future costs, take advantage of matching grant funds and provides the Borough with the ability to exercise flexible financial planning in developing future capital projects.
- The Borough will maintain undesignated reserves to ensure service levels, stability and protect against economic downturns and emergencies. The Borough will maintain reserves in the General Fund in an amount not to exceed twelve percent (12%) of projected expenditures. Undesignated, unreserved amounts in excess of twelve percent (12%) will be allocated to the Capital Projects Fund unless otherwise specified and stated in the annual operating budget.
- Replacement reserves based on historical value will be established for equipment, vehicles, and computers. An amount equal to the depreciation will be included in the service charges paid by Borough departments to the Asset Replacement Fund. This will permit the accumulation of cash to cost-effectively replace these assets and smooth out future budgetary impacts. The Borough will also maintain a fixed asset system that will identify all Borough assets and assess their condition. The fixed asset system will be updated annually in conjunction with the annual budget adoption process.

Policies and Processes

243 South Allen Street
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Debt Management

The Borough's objective is to manage its annual debt service requirements while maintaining the capacity to meet current and future financial challenges in the operating and capital budgets. The costs associated with capital and infrastructure projects undertaken locally or regionally may be met with the issuance of debt, usually in the form of general obligation bonds or a general obligation bank note. In order to maintain relatively stable real estate and earned income tax rates, the Borough will undertake analyses of existing debt, current and projected cash flows, and proposed future debt before making a decision to issue a new debt obligation or participate in a regional project where the Borough assumes an obligation for the payment of debt service.

The purpose of this policy is to articulate the philosophy of the Borough of State College regarding debt and establish a framework to guide decisions regarding the use and management of debt for capital and infrastructure projects undertaken locally or regionally.

The objectives of this policy are to:

- Strategically use the Borough's credit to fund projects to meet the community's highest-priority capital needs; to properly maintain infrastructure assets; and to provide a platform for economic redevelopment and growth.
- Manage the Borough's credit to maintain the highest possible credit rating, thereby enabling the issuance of debt at the most favorable rates and terms.
- Maintain an appropriate balance between debt service requirements and their impact on the operating and capital budgets.

Policies and Processes

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Debt Management *(continued)*

The following criteria shall govern the issuance of debt by the Borough:

- Debt shall not be used to finance on-going operational costs.
- Long-term general obligation debt may be incurred when necessary to fund the Capital Improvement Program (CIP) or other capital and infrastructure projects undertaken locally or regionally. Prior to incurring debt, the Borough shall explore all alternative funding sources for the defined project(s) in order to minimize the overall level of debt incurred. Debt funding shall be limited to those capital and infrastructure projects undertaken locally or regionally for which there is no alternative funding source and where there is a clearly demonstrated current or near-term need for the project(s). The proposed debt service structure shall be analyzed to determine its impact on the operating and capital budgets.
- The maturity date of any debt issued to finance the defined project(s) shall not exceed the reasonable expected useful life of the project(s).
- The Borough shall abide by the requirements of the Local Government Unit Debt Act of the Commonwealth of Pennsylvania, as well as all other applicable Federal and Pennsylvania statutes.
- The Borough shall engage an independent financial advisor and bond counsel to analyze its current and future debt structure, prepare debt service schedules and related documents, solicit and evaluate financing proposals, and meet all legal requirements with respect to the borrowing.
- If general obligation debt is issued to finance proprietary fund projects supported by revenue-producing facilities, the Borough shall apply to the Pennsylvania Department of Community and Economic Development (DCED) for approval to exclude the self-liquidating portion of the debt allocable to the proprietary fund project(s) from the Borough's debt limit under the Local Government Unit Debt Act.

Policies and Processes

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Debt Management (continued)

- The Borough shall encourage and maintain good relations with financial institutions, bond rating agencies, and bond insurers. The Borough shall follow a policy of full and open disclosure in all financial reports and borrowing documents.
- Generally, the Borough's debt instruments shall be of the fixed rate type. Variable rate debt shall be used only as a source of short-term interim financing.
- The Borough may consider using Tax and Revenue Anticipation Notes as short-term debt instruments to manage cash flow needs or meet emergency situations.
- When issuing debt, the Borough shall generally seek competitive proposals or conduct a competitive sale via a recognized Internet municipal securities auction site. The Borough may negotiate for the issuance of debt when it is deemed to be in the best interests of the municipality.
- Outstanding debt may be refinanced if it is determined that the Borough will achieve a net present value savings of three percent (3%) or more over the life of the respective issue.

The following limitations shall apply to the Borough's General Fund indebtedness:

- Annual General Fund debt service shall not exceed ten percent (10%) of annual General Fund revenues for debt issued directly by the Borough; and further,
- The Borough shall also consider regional debt for which it has an obligation for the payment of debt service. The combined annual General Fund Borough and Regional debt service shall not exceed twelve percent (12%) of annual General Fund revenues.

Policies and Processes

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State College, PA 16801

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STATE COLLEGE, PA

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Investments

This policy governs the investment of operating and capital funds of the Borough of State College. The purpose of this policy is to ensure the Borough's funds are invested in legal and prudent instruments, consistent with the provisions herein. A separate policy governs the investment management of the Borough's Pension Plans.

The objectives, in priority order, of the Borough's investment activities shall be:

1. **Safety** - Safety of principal shall be the foremost objective of this policy. All investments shall be undertaken in a manner that seeks to ensure the preservation of principal in the investment portfolio by mitigating credit or interest rate risk.
2. **Liquidity** - The investment portfolio shall remain sufficiently liquid to meet all operating requirements that can be reasonably foreseen. The portfolio shall be structured so that investments mature concurrently with the Borough's anticipated cash needs.
3. **Yield** - Return on investments is of least importance compared to the safety and liquidity objectives previously described. The investment portfolio shall be designed with the objective of attaining a market average rate of return throughout budgetary and economic cycles, consistent with investment risk constraints and liquidity needs.

Standards of Care

Investments shall be made with due care; skill, diligence and prudence. The standard to be used in managing the Borough's investment portfolio shall be the "prudent person" standard, which means that all investments shall be made with the judgment which persons of discretion and intelligence would exercise in the management of their own affairs, not for speculation but for investment, considering the safety of

Policies and Processes

243 South Allen Street
State College, PA 16801

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Investments (continued)

their capital as well as the return to be derived.

The Public Trust

The Borough's investment program is subject to public review and shall be managed with professionalism worthy of the public trust. All employees involved in the investment process shall refrain from personal business activities or interests which could conflict with the proper execution and management of the Borough's investment program, or that could impair their ability to make impartial decisions.

Material interests in entities with which they conduct business shall be disclosed in writing by all employees involved in the investment process, and they shall further disclose personal investment positions that could be related to the performance of the Borough's investment portfolio. Employees shall at all times, subordinate their personal investment activities to those of the Borough.

Investment Authority

Authority to manage the investment program is granted to the Borough Manager or his/her designee. Responsibility for the operation of the investment program is hereby delegated to the Finance Director, who shall carry out the program in accordance with the provisions of this policy. The Finance Director shall be responsible for all transactions undertaken and shall regulate the activities of subordinate employees. No employee may engage in an investment transaction except as provided in the provisions of this policy.

Policies and Processes

243 South Allen Street
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Investments (continued)

Authorized Financial Institutions and Broker/Dealers

The Finance Director shall maintain a list of financial institutions and registered broker/dealers authorized to furnish investment services to the Borough. All financial institutions and broker/dealers who desire to offer investment services must furnish the following documentation, as appropriate:

- Audited annual financial statements
- Description of the capitalization and creditworthiness of the entity
- Proof of National Association of Securities Dealers (NASD) certification
- Proof of Pennsylvania registration
- Certification of having read and agreeing to comply with the provisions of this policy

Authorized Investment Pools

The Finance Director shall maintain a list of entities authorized to furnish pooled investment services to the Borough in accordance with the provisions of the Act of the Pennsylvania General Assembly of July 12, 1972 (P.L. 762, No. 180). Entities which desire to offer pooled investment services must furnish a prospectus along with the following additional documentation, as appropriate:

- Audited annual financial statements
- Description of the organization, management, operation and creditworthiness of the pool
- Statement of investment policies and objectives
- Statement of operating policies and regulations affecting participants
- Statement of applicable fees and service charges

Policies and Processes

243 South Allen Street
State College, PA 16801

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Investments (continued)

- Methodology for calculating and distributing interest
- Certification of having read and agreeing to comply with the provisions of this policy

Authorized Investment Types

Consistent with the Borough Code and applicable Pennsylvania statutes, the following types of investments are permitted by this policy:

- Insured or collateralized savings accounts or time deposits
- Insured or collateralized certificates of deposit
- United States Treasury bills
- Obligations of the United States Government or its agencies or instrumentalities
- Obligations of the Commonwealth of Pennsylvania or its agencies or instrumentalities
- Obligations of the political subdivisions of the Commonwealth of Pennsylvania or their agencies or instrumentalities
- Pooled investments in accordance with the provisions of the Act of the Pennsylvania General Assembly of July 12, 1972 (P.L. 762, No. ISO).

Competitive Placement of Certain Investment Types

Prior to the placement of a fixed-term investment, the Finance Director shall obtain a minimum of two (2) base rate quotations from entities authorized to furnish such investment services to the Borough. Notwithstanding any other provision of this policy, the investment shall be placed with the entity quoting the highest net rate of return for the term of the investment.

Policies and Processes

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Investments (continued)

Internal Controls

The Finance Director is responsible for establishing and maintaining an internal control structure designed to ensure the funds of the Borough are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of "reasonable assurance" recognizes that the cost of a control should not exceed the benefits likely to be derived, and that the valuation of these costs and benefits requires estimates and judgments by management. The internal controls shall address the following issues:

- Control of collusion
- Separation of transaction authority from accounting and record keeping responsibilities
- Custodial safekeeping of investments and collateral
- Written confirmation of telecommunicated investment transactions

The Borough's auditor shall annually conduct an independent review to assure the internal control structure adequately and appropriately addresses these and other relevant issues.

Title to Investments and Collateral

All investments shall be titled and/or registered in the name of the Borough of State College. Collateral pledged to secure the investments shall be held in the Borough's name.

Collateralization, Safekeeping and Custody

Collateralization of all Borough investments, and the safekeeping and custody of assets pledged to secure the investments, shall be required and maintained in accordance with the provisions of the Act of the Pennsylvania General Assembly of August 6, 1971 (P.L. 281, No. 72).

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Investments (continued)

Diversification

The Borough's investment portfolio shall be structured in terms of diversification to minimize risk, provide sufficient liquidity to meet obligations as they become due, and consistent with the safety of principal, to achieve a market average rate of return.

Maximum Maturities

Investments shall be matched with the Borough's anticipated cash requirements. Unless matched to a specific cash flow, investment in instruments maturing more than three (3) years from the date of purchase is prohibited.

Performance Standards

The Borough's investment portfolio shall be managed in accordance with the provisions of this policy. The portfolio should obtain a market average rate of return during an economic environment of stable interest rates.

Reporting

The Finance Director shall prepare a quarterly report that provides a succinct summary of the Borough's investment portfolio by investment type, principal amount, interest rate, maturity date and current market value. The report shall be prepared in a manner which will allow the reader to readily ascertain whether the investments conform to the provisions of this policy. The report shall be submitted to the Mayor, Borough Council and the Borough Manager within thirty (30) days following the end of the reporting period and is a matter of public record.

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Capitalization and Depreciation

Background

Generally Accepted Accounting Principals (GAAP) require the reporting of capital assets in the Borough's financial statements. Capital assets are land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other assets that are used in operations and have an initial useful life extending beyond a single reporting period.

Authoritative literature, such as Government Accounting Standards Board (GASB) statements and Government Finance Officers Association (GFOA) recommended practices, exists that provides guidance in determining capitalization thresholds and estimated useful lives. Whenever practical to do so, this policy utilizes the guidance provided.

Capitalization and Depreciation (continued)

Purpose

This policy is intended to assist the management in complying with capital asset financial reporting required by Generally Accepted Accounting Principles (GAAP) and to outline essential criteria to be utilized when determining replacement of equipment and vehicles owned, operated, and/or leased by the Borough.

Specifically, it establishes the dollar value (capitalization threshold) at which assets that are used in operations and have an estimated useful life in excess of two years are capitalized. Capital Assets that are not capitalized are expended in the year of acquisition. The policy also provides specific guidance for determining the estimated useful life of an asset that, together with the value of the capital asset and its salvage value (if any), provide the basis for the calculation and recording of depreciation expenses.

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Capitalization and Depreciation *(continued)*

Summary

The following table provides classifications for capital assets and their corresponding capitalization threshold, estimated useful life, and depreciation method:

CAPITAL ASSET CLASSES	CAPITALIZATION THRESHOLD	ESTIMATED USEFUL LIFE	DEPRECIATION METHOD
Land	$1	Capitalize only	
Land improvements	$5,000	20 years	Straight-line
Buildings	$5,000	20-50 years	Straight-line
Building improvements	$5,000	20-50 years	Straight-line
Vehicles	$1,000	3-12 years	Straight-line
Machinery/Equipment	$1,000	5-10 years	Straight-line
Furniture and Fixtures	$1,000	10 years	Straight-line
Computers and Equipment	$1,000	3-7 years	Straight-line
Public Domain Infrastructure	$25,000	25-40 years	Straight-line
System Infrastructure	$25,000	25-50 years	Straight-line

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Capitalization and Depreciation (continued)

Capital Asset Classes

Each individual capital asset shall be classified as land, land improvement, building, building improvement, vehicle, machinery/equipment, furniture/fixtures, computers/equipment or infrastructure for the purpose of determining whether the asset is to be reported as capitalized or expensed.

Infrastructure assets are long-lived capital assets that are stationary in nature and can be preserved for a significantly greater number of years than most other capital assets. Examples of infrastructure assets include roads, drainage systems, traffic signals, alleys, street lighting, sidewalks, and curbs.

In deciding whether a capital asset should be classified as a land improvement or infrastructure, the location of the asset should be taken into consideration. For example, street lighting of a parking lot adjacent to the Municipal Building would be classified as a land improvement whereas street lighting along a Borough road would be classified as infrastructure.

Capitalization Threshold

Whenever the value of an individual asset as determined by the application of GAAP is equal to or greater than the capitalization threshold, the asset is capitalized.

Capital assets may be acquired through donation, purchased, or may be self constructed. The cost of donated assets is the fair market value at the time of donation. The cost of assets that have been purchased will be the initial acquisition price plus the trade-in value of any asset given up, plus all costs related to placing the asset into operation. The cost of self-constructed assets includes all costs of construction.

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Capitalization and Depreciation (continued)

The value of an individual capital asset includes the cost of any subsequent addition or improvement but excludes the cost of repairs. An addition or improvement, unlike a repair, either enhances a capital asset's functionality (effectiveness or efficiency), or it extends a capital asset's useful life. Additions or improvements which significantly extend the useful life of an asset will be capitalized as follows:

- Vehicles, Machinery and Equipment – The cost of the addition or improvement must exceed the greater of $1,000 or 50% of the historical cost of the asset.
- Buildings and Building Improvements – The cost of the addition or improvement must exceed 10% of the historical cost of the asset.

Estimated Useful Life

Estimated useful life means the estimated number of months or years that an asset will be able to be used for the purpose for which it was purchased. In determining the estimated useful life to assign a given asset from the range of years provided, the following elements should be taken into consideration: general guidelines from professional organizations, information about comparable assets from other governments, engineering data, personal experience, internal information, quality, intended use, environment, maintenance policy, and how long it is expected to meet service demands.

Depreciation Method

Capital assets will be depreciated using the straight-line method. Under this method, the depreciable cost of the capital asset is written off evenly over the useful life of the asset. The depreciable cost of a capital asset is its historical cost/acquisition value reduced by the estimated salvage value. Salvage value is the value it is expected to have when it is no longer useful for its intended purpose. The Borough generally uses its assets until all value is exhausted.

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Capitalization and Depreciation (continued)

Fixed assets acquired between January 1 and June 30 of the fiscal year will be depreciated at the annual rate in the first year. Fixed assets acquired between July 1 and December 31 of the fiscal year will be depreciated at fifty percent (50%) of the annual rate in the first year.

Accountability

All capital assets that have a historical cost greater than $1,000 will be assigned to a department and recorded in a perpetual inventory system for control purposes. Assets that have been capitalized (historical cost exceeds the capitalization threshold) shall be identified with capital asset tags issued by the Risk Manager/Purchasing Director. A physical inventory will be conducted annually between October 1 and December 15. Using a list provided by the Risk Manager/Purchasing Director, each department head will be responsible for conducting the inventory of the capital assets that have been assigned to their department. All discrepancies must be reported to the Risk Manager/Purchasing Director at the conclusion of the inventory.

Depreciation Expense

Each Department budgets and pays into the Asset Replacement Fund the total estimated replacement value of their computer, equipment and vehicle assets over their estimated useful/economic life. For a newly purchased vehicle with an initial cost of $20,000 and an estimated useful life of 4 years, an amount of $5,000 is expensed as depreciation and deposited into the Asset Replacement Fund each year over the useful life of the asset.

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Capitalization and Depreciation (continued)

Departments should use an 800 series account number (00-000-800) in budgeting for depreciation of assets. The following 800 series account numbers are designed for annual depreciation costs:

00-000-840	Computer Equipment
00-000-850	Vehicles
00-000-870	Radio/Communication Equipment

Budgeting for New Assets

Departments should use a 700 series account number (00-000-700) in budgeting for the acquisition and depreciation of fixed assets. Non-capitalized assets should be budgeted for in other operating accounts. The following 700 series account numbers are designed for capital assets:

00-000-710	Land
00-000-720	Improvements (other than buildings)
00-000-730	Buildings
00-000-740	Computer Equipment
00-000-750	Vehicle Purchase/Replacement
00-000-760	Office Furniture and Equipment
00-000-770	Radio/Communication Equipment
00-000-775	Specialized Equipment

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Capitalization and Depreciation (continued)

Determining Replacement

All vehicles and equipment have a broad range of useful life expectancy. Life expectancy is typically determined by age, condition, annual hours used, miles driven annually, and annual maintenance costs. As with other aspects of fleet management, replacing a vehicle too soon or too late wastes money. A determining factor in vehicle replacement that needs to be considered are the costs associated with a vehicle and identifying the point when, on average, a vehicle is reasonably depreciated but not yet incurring significant maintenance costs. By replacing vehicles at this point, the Borough can avoid escalating maintenance costs and optimize vehicle resale value. Catastrophic failures also need to be considered, for example, the residual value of a vehicle versus the repair costs of major components such as engine and/or transmission need to be taken into consideration when replacing any vehicle and/or equipment. The condition of a specific vehicle also has to be taken into consideration as vital replacement criteria. Example: dump trucks fitted with salt spreaders and snow plows and are subject to more stress and strain and adverse weather conditions than a dump truck without these attachments.

Depreciation Schedule

Department	Years Depreciated	Minimum Mileage/Hours at replacement
Police		
Frontline Police Interceptors	3	120,000
Police Administration sedans	8	75,000
Police CI sedans	8	75,000
Police K-9 Interceptor	6	120,000

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Capitalization and Depreciation (continued)

Depreciation Schedule

Department	*Years Depreciated*	*Minimum Mileage/Hours at replacement*
Public Works		
Administration Sedans	8	75,000
Dump Trucks	12	65,000
Pickup Trucks	8	65,000
Loaders/Attachments	15	10,000 hrs.
Street Sweepers	10	8,000 hrs.
Skid Steer Loaders	8	8,000 hrs.
Back Hoe	10	8,000 hrs.
Aerial Boom Trucks	8	5,000 hrs.
Brush Chippers	10	5,000 hrs.
Refuse		
Commercial Collection Trucks	8	13,000 hrs.
Residential/Rear Load Collection Trucks	8	13,000 hrs.
Bulk Collection Trucks	8	10,000 hrs.
Leaf Trucks	15	10,000 hrs.
Compost Equipment		
All Off-Road Equipment	15	10,000 hrs.
Parking Enforcement		
Jeep	8	100,000

Borough of State College

2011 Budget

Policies and Processes

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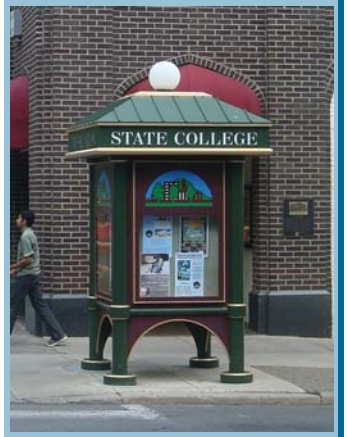
Depreciation Expenses

	2008			2009		
	Vehicles & Equipment	*Computer Equipment*	*Radio Equipment*	*Vehicles & Equipment*	*Computer Equipment*	*Radio Equipment*
Administration	-	4,336	-	-	4,909	-
Finance	-	2,675	-	-	2,552	-
Tax Collection	-	3,267	-	-	3,969	-
Information Technology	2,819	62,262	-	2,819	70,079	-
Police	103,821	40,571	22,010	78,267	16,200	22,010
Parking Enforcement	4,425	11,323	-	3,500	12,511	-
Planning & Zoning	4,102	1,671	-	4,102	2,395	-
Ordinance Enforcement & Public Health	7,900	1,168	-	7,900	1,719	-
Public Works	112,379	10,854	-	135,509	11,231	-
TOTAL		$ 395,583			$ 379,672	

	2010			2011		
	Vehicles & Equipment	*Computer Equipment*	*Radio Equipment*	*Vehicles & Equipment*	*Computer Equipment*	*Radio Equipment*
Administration	-	7,200	-	-	5,692	-
Finance	-	1,943	-	-	2,208	-
Tax Collection	-	4,047	-	-	3,843	-
Information Technology	2,819	74,081	-	2,819	87,629	-
Police	137,568	37,793	19,160	125,505	37,634	19,160
Parking Enforcement	3,500	12,340	-	3,500	8,020	-
Planning & Zoning	4,102	2,631	-	4,102	2,434	-
Ordinance Enforcement & Public Health	7,900	2,040	-	7,900	2,040	-
Public Works	68,171	10,482	-	71,653	8,482	-
TOTAL		$ 395,777			$ 392,621	



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Budget Processes and Planning

Policies and Processes

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Budget Adoption Process

During the month of September, operating and capital budget requests are prepared by Department Directors and submitted to the Manager for consideration during budget review workshops. The Manager either approves or makes changes to the requested budget after consultation with Department Directors and key budget staff. The Annual Budget document is compiled and produced during the month of October and transmitted to Borough Council in early November. Once transmitted to Borough Council, the budget is considered under review and available for public review and inspection.

Borough Council conducts budget review sessions during the month of November with the Manager and staff. A public hearing is conducted early in December at which time input, comments and feedback from the public is sought. Borough Council concludes the budget adoption process with several additional review sessions in December following the formal public hearing process. The Borough is required by law to adopt the budget on or before December 31st of each calendar year.

Managing the Budget

The Manager is authorized to transfer budget amounts between line items within individual departments, so long as the actual expenditures and operating transfers do not exceed the total authorized budget appropriation of the individual department. Revisions that alter the total authorized budget appropriation of a department require the approval of Borough Council.

All appropriations which are neither expended, encumbered or specifically designated by the Manager to be carried forward to the next calendar year, lapse on December 31st each year.

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Amending the Budget

If, during the course of the fiscal year, circumstances arise that cause significant impact to the adopted budget and the services provided to the community, the budget may be amended. To begin the process, the Manager submits to Borough Council a request to amend the budget. The request contains background, explanations and justifications and proposes a financial plan to fund the proposed amendment. The amendment process is the same as the adoption process and requires a public hearing, public inspection period and formal action by Borough Council.

Financial Planning Process

Several strategic and fiscal planning tools are employed at various times along the fiscal calendar to provide input and feedback as a vision for the Borough develops its operating plan. The tools either ANALYZE, PLAN, MONITOR and REPORT and are engaged in a specific sequence within the system:

- Citizen's Survey
- Financial Trend Monitoring
- Five-Year Forecast
- Performance Measurement
- Strategic Plan
- Capital Improvements Plan
- Annual Operating Budget

In some instances, the Borough has been using the components for many years, but yet others are relatively new. Continued efforts to build and improve upon the system and each individual components will occur in the future.

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Budget Structure and Methodology

The Borough of State College is a program-based budget. This type of budgeting system identifies a particular level of service for each type of program and the resources needed to operate it. The budget also describes the structure of the individual departments and the programs they operate. Departmental budgets are separated into the following components:

- *Mission Statement*
- *Goals*
- *Strategic Objectives*
- *Detail on Appropriations*

Budgets for each department are summarized by major expenditure category:

- **Personnel** - salaries, overtime and other pay including leave time and part-time wages; benefits including FICA, retirement, health insurance and other benefits
- **Operating** - supplies, repairs, utilities and other costs of operating programs and services
- **Capital** - vehicles and equipment, computers and other capital items including an annual depreciation expense to fund the replacement of capital assets

The Borough reports and operates two major governmental funds and three major proprietary funds:

- **Governmental Funds** - General Fund and Capital Projects Fund
- **Proprietary Funds** - Sanitary Sewer Fund, Parking Fund and Refuse Collection Fund

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2011 –2012 Budget Planner

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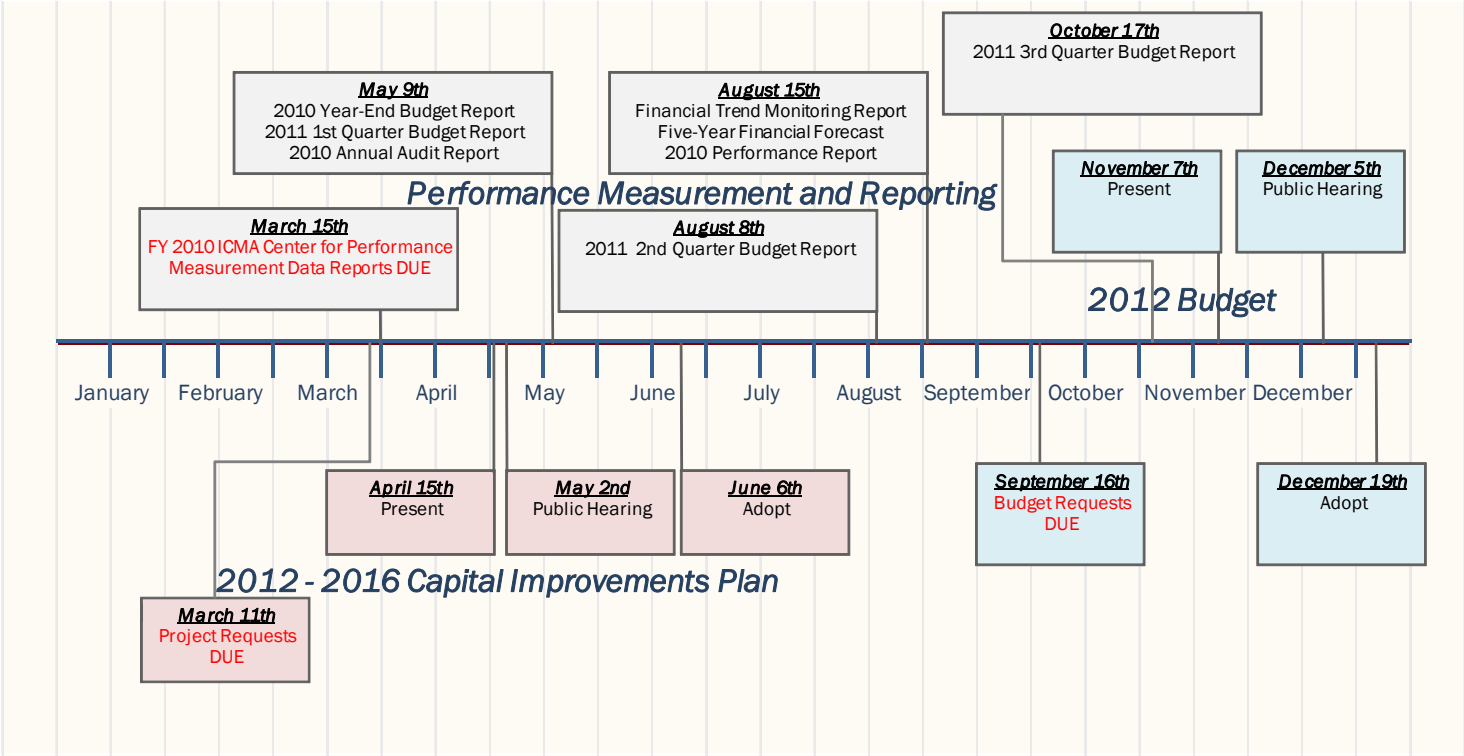

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Neighborhoods

Maintain safe, stable, attractive neighborhoods

- Improve neighborhood programs
- Encourage home ownership by expanding current programs and exploring new programs

Borough of State College

2011 Budget

Strategic Plan

Long-Range Planning

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Services

Improve Operational Support Systems to Enhance Productivity

- **Continue to offer municipal services that support the quality of life in the region and assure fiscal and operational sustainability**
- Formalize corporate culture and organizational policies to reflect core values
- Create and adopt a formal Risk Management Plan for the borough
- Continue facilitation of ERP project planning and implementation
- Develop a succession plan
- Achieve diversity of borough staff
- Review core functions in environmental scan of October 2008 to determine validity
- Improve communications within the organization, with retirees and the community

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Partnerships

Partner with local, regional and state entities to expand cooperative opportunities and obtain funding for key initiatives

- Create partnership between borough, Downtown Improvement District and Penn State University to implement key community initiatives
- Continue to lobby state representatives for flexibility for enhanced revenue sources
- Continue and enhance inter-municipal regional cooperation
- Explore non-tax revenue funding and collaboration with Penn State
- Develop a strategy for county wide tax collection legislation
- Explore Vertical integration strategy with county, state, school districts, PSU, Chamber, etc. (“super partnership”)

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Housing

Expand Housing Opportunities

- Establish partnership with hospitals, lenders and key employers to create housing opportunities for staff in neighborhoods
- Implement joint housing program
- Determine the student housing market in order to direct the demand in select areas (from R1 and R2 districts)

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Public Spaces and Infrastructure

Continue to Improve Public Spaces and Community Infrastructure

- **Implement recommendations from sustainability report**
- Continue to improve transportation options
- Continue to evaluate downtown parking policies
- Complete improvements to the Public Works Service Facility to preserve capital investments and improve productivity and responsiveness
- Improve the public realm of downtown

Borough of State College

2011 Budget

Strategic Plan

Long-Range Planning

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Revitalization

Foster Commercial Revitalization

- Partner with property owners to redevelop revitalization plans for neighborhood shopping centers including Hamilton, Westerly, and South Atherton
- Update the downtown master plan
- Promote and develop the arts theme for downtown programming

Borough of State College

2011 Budget

Five-Year Forecast

Long-Range Planning

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EXECUTIVE SUMMARY

This multi-year financial forecast projects revenues and expenditures of the Borough's General Fund from 2011–2015. It is offered as Council gives consideration to the impacts that near-term budgetary decisions and policies will have on the Borough's long-term financial health and performance. Considered in conjunction with the Financial Trend Monitoring System and Capital Improvement Plan, this report offers a framework for discussions of policy in terms of Capital Planning, Balanced Budgeting, Taxation, Programs and Services and Fund Balance in advance of the Annual Operating Budget process.

The forecast models the Borough's General Fund, 2011 through 2015, based upon an "image" of 2010. The specific "image" is the 2010 Year-End projection which has been developed with particular care and consideration by Borough staff. The 2010 Year-End projection represents the most accurate "image" of the General Fund and accounts for recent changes in both internal and external environments which have impact on overall budgetary performance.

The forecast also assumes that revenues and expenditures will generally follow the trend paths of prior years as more fully described in the Financial Trend Monitoring System report. However, many things can change from year to year, so staff has again reviewed the revenue and expenditure assumptions for accuracy and made changes where warranted.

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EXECUTIVE SUMMARY (continued)

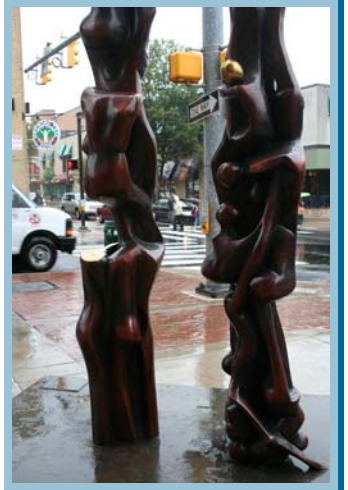
This year's model reveals that the underlying financial challenges that existed last year remain:

1. **Flat Tax Base**
   - Over fifty-percent (50%) of the Borough's General Fund revenue is derived from three tax revenue sources that **grow at a rate of approximately one percent (1.0%)**: Real Estate, Earned Income and Local Services taxes.

2. **Revenue growth does not meet Expenditure growth**
   - Absent tax rate increases, maintaining the principle of a Balanced Budget will be out of reach in 2013-2015.
   - In order to balance the budget, staffing levels will need to continue to contract.
   - As staffing levels continue to decline, programs and services performance will likely be impacted.

3. **Capital Improvements "investing" will require strict discipline and deliberate focus**
   - Capital needs at the Regional level are now in competition for funding with local projects.

Long-Range Planning



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EXECUTIVE SUMMARY *(continued)*

Capital Planning

- Capital Improvements Funding is sustained without General Fund contributions
- Includes Future Debt Service and Operating Costs for Regional Parks
- Includes Future Debt Service as approved in the 2011-2015 Capital Improvements Plan to fund "needed and necessary" local capital projects:

BD052, Municipal Service Facility	IT111, Enterprise Resource Planning System
OP053, West End Revitalization	OP071, 800 mHz Radio Replacement
OP151, Housing Trust	ST001, Street Reconstruction

Balanced Budgeting

- Annual expenditures exceed annual revenues in all 5 years

Tax Policy

- Maintains current levies in 2011:

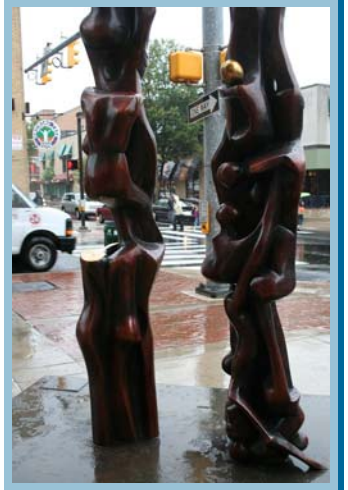
Real Estate Tax, 11.04 mills	Local Services Tax, $47.00
Earned Income Tax, 1.3%	Real Estate Transfer Tax, 1.25%

Borough of State College

2011 Budget

Five-Year Forecast

Long-Range Planning



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EXECUTIVE SUMMARY (continued)

Tax Policy (continued)

- A 1.0 mills Real Estate tax increase is needed in 2012 to fund Regional Parks capital and operating costs.

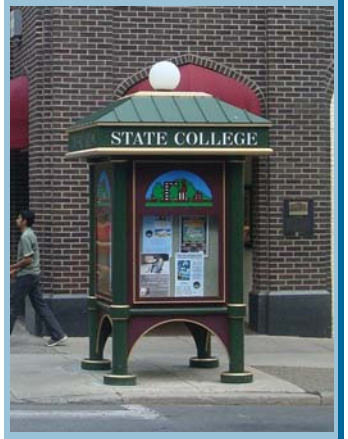
Programs and Services

- Maintains programs and levels of services at current rates.

Fund Balance

- Uses $1.2 million of available Fund Balance in 2012 and the remaining $742,000 in 2013.

	2011	2012	2013	2014	2015
Beginning Fund Balance	**$ 2,449,607**	**$ 1,973,109**	**$ 742,252**	**$ (1,593,419)**	**$ (4,667,136)**
Revenues	$ 19,936,887	$ 20,919,989	$ 21,045,231	$ 21,288,010	$ 21,534,385
Expenditures	$ 20,413,385	$ 22,150,846	$ 23,380,902	$ 24,361,727	$ 25,595,866
Revenues less Expenditures	$ (476,498)	$ (1,230,857)	$ (2,335,671)	$ (3,073,717)	$ (4,061,481)
Ending Fund Balance	**$ 1,973,109**	**$ 742,252**	**$ (1,593,419)**	**$ (4,667,136)**	**$ (8,728,617)**
Fund Balance Reserve Goal (12%)	$ 2,449,606.20	$ 2,658,101.52	$ 2,805,708.24	$ 2,923,407.24	$ 3,071,503.92



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Debt Management

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OVERVIEW

Under the *Pennsylvania Local Government Unit Debt Act*, all borrowing by a municipality must be approved by the Department of Community and Economic Development (DCED) and all debt so incurred is charged against the municipal debt limit. There are two types of debt: electoral and non-electoral. Electoral debt is debt incurred with the approval of the voters at an election, and it is not subject to limits. Nonelectoral debt is approved by Borough Council and carries a limit, which is defined by a formula based on the average net revenues of the municipality over the past three years. Average net revenues are multiplied by 250 percent to arrive at the non-electoral debt limit. All State College Borough's long-term debts are nonelectoral, and are classified as general obligations of the Borough.

The *Local Government Unit Debt Act* provides that certain debt supported by revenue producing facilities is considered "self liquidating" and may be excluded from the debt limit with the approval of DCED. The Parking and Sanitary Sewer debt is considered to be self-liquidating. The Borough may apply and anticipates DCED approval to exclude $18,274,934 from our debt limit because this debt will be repaid with revenues from the Parking and Sanitary Sewer Funds. As of January 2011, based on this borrowing base and the exclusion of self-liquidating debt, the Borough's remaining debt capacity is approximately $52.1 million.

Borough of State College

2011 Budget

Debt Management

Long-Range Planning

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DEBT LIMIT

LEGAL DEBT LIMIT CALCULATION

Borrowing Base (average revenues, 2007-2009)	$26,279,220
	x 250%
	$65,698,050

CURRENT OUTSTANDING DEBT

Current Gross Indebtedness (January 1, 2011)	**$31,821,156**

(Amount includes the unrefunded portion of the 2005 General Obligation Bonds, the 2009 General Obligation Bonds, the 2010 Pennsylvania Infrastructure Bank Loan and the Borough's share of the 2008 Centre Region Recreation Authority Debt)

SELF-LIQUIDIDATING DEBT

Parking and Sanitary Sewer Funds	**$18,274,934**

REMAINING DEBT CAPACITY	**$52,151,828**

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SUMMARY OF BORROWINGS

In October 2009, the Borough took advantage of historically low interest rates and refinanced all or a portion of the Borough's 2002, 2003, 2004 and 2005 General Obligation Bond Issues. The Borough ***achieved a net savings of approximately $1.12 million or 4.03% of refunded principal by refinancing*** all or a portion of these four Bond Issues. The estimated savings exceeds the 3% threshold set forth by Council in Resolution 960 of February 2008. The resulting $29,265,000 General Obligation Bond Issue was sold online via the MuniAuction website. Six underwriting firms participated in the sale, submitting a total of thirty bids. The winning bid was submitted by The Bank of New York Mellon with interest rates ranging from 1.0% for bonds due in 2010 to 3.75% for bonds maturing in 2025. In conjunction with the proposed refinancing, Standard & Poor's performed a rating review of the Borough. ***As a result of this review, the Borough was assigned an AA rating by Standard and Poor's. This represents an upgrade of the Aa3 rating previously assigned the Borough by Moody's Investors Service. The Borough is one of only nineteen governmental entities in Pennsylvania to achieve an AA or higher rating from Standard and Poor's.***

In April 2008, Centre Regional Recreation Authority, through the Centre Region Council of Governments (COG) entered into a 20-year agreement with Jersey Shore State Bank to incur debt of $7.9 million for the renovation of the Park Forest and Welch Pools. Through a Guaranty Agreement under the Local Government Debt Act, State College Borough along with the Townships of College, Ferguson, Harris and Patton secured the lease rental debt for these projects. State College Borough's portion, based on the 2008 COG Modified Formula will be 25.69% or $2,029,510. The 2008 formula will be used to distribute the debt service costs for the first ten years. Funding for this debt is included as part of the Pool Capital appropriation in the Regional Program section of this budget.

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SUMMARY OF BORROWINGS *(continued)*

In September, the Borough applied for a 10-year $500,000 loan at 1.625% annual interest through the Pennsylvania Infrastructure Bank (PIB) for the Calder Way Storm Sewer Rehabilitation Project. Annual payments are estimated to be approximately $54,000.

2011 DEBT SERVICE

2005 General Obligation Bond Issue	$ 54,480
General Fund	$ 22,597
Parking Fund	$ 35,883
2009 General Obligation Bond Issue	$2,352,428
General Fund	$ 945,576
Parking Fund	$1,360,085
Sanitary Sewer Fund	$ 33,672
Schlow Centre Region Library	$ 13,095
2010 Pennsylvania Infrastructure Bank Loan	
General Fund	$ 54,375
2008 General Obligation Bond Issue	
General Fund	$ 127,770

(Regional Debt incurred for Park Forest and Welch Pools)

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2011 Budget

Debt Management

Long-Range Planning

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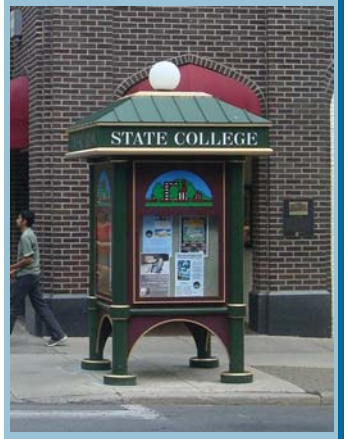
DEBT SERVICE SCHEDULE

	General Fund	Parking Fund	Sanitary Sewer Fund	Other (Library)	Regional	*TOTAL*
2011	$ 1,022,663	$ 1,396,353	$ 33,672	$ 13,095	$ 127,770	$ 2,593,553
2012	$ 1,009,536	$ 1,355,347	$ -	$ -	$ 153,665	$ 2,518,548
2013	$ 1,008,082	$ 1,532,300	$ -	$ -	$ 153,089	$ 2,693,471
2014	$ 1,007,109	$ 1,535,474	$ -	$ -	$ 153,695	$ 2,696,278
2015	$ 1,009,195	$ 1,535,387	$ -	$ -	$ 154,149	$ 2,698,731
2016	$ 1,006,544	$ 1,531,855	$ -	$ -	$ 153,166	$ 2,691,565
2017	$ 1,009,259	$ 1,537,856	$ -	$ -	$ 153,366	$ 2,700,481
2018	$ 1,009,089	$ 1,534,133	$ -	$ -	$ 153,415	$ 2,696,637
2019	$ 1,016,987	$ 1,532,371	$ -	$ -	$ 153,311	$ 2,702,669
2020	$ 1,007,949	$ 1,532,909	$ -	$ -	$ 153,055	$ 2,693,913
2021	$ 955,293	$ 1,538,190	$ -	$ -	$ 162,931	$ 2,656,414
2022	$ 953,106	$ 1,528,102	$ -	$ -	$ 153,320	$ 2,634,528
2023	$ 956,990	$ 1,535,905	$ -	$ -	$ 153,840	$ 2,646,735
2024	$ 960,469	$ 1,533,972	$ -	$ -	$ 152,873	$ 2,647,314
2025	$ 955,462	$ 1,530,393	$ -	$ -	$ 153,039	$ 2,638,894
2026	$ -	$ 673,120	$ -	$ -	$ 153,002	$ 826,122
2027	$ -	$ -	$ -	$ -	$ 154,047	$ 154,047
2028	$ -	$ -	$ -	$ -	$ 153,552	$ 153,552
TOTAL	$ 14,887,733	$ 23,363,667	$ 33,672	$ 13,095	$ 2,745,285	$ 41,043,452



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Capital Improvements

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2011 Budget

CAPITAL IMPROVEMENTS

Capital Improvements Program

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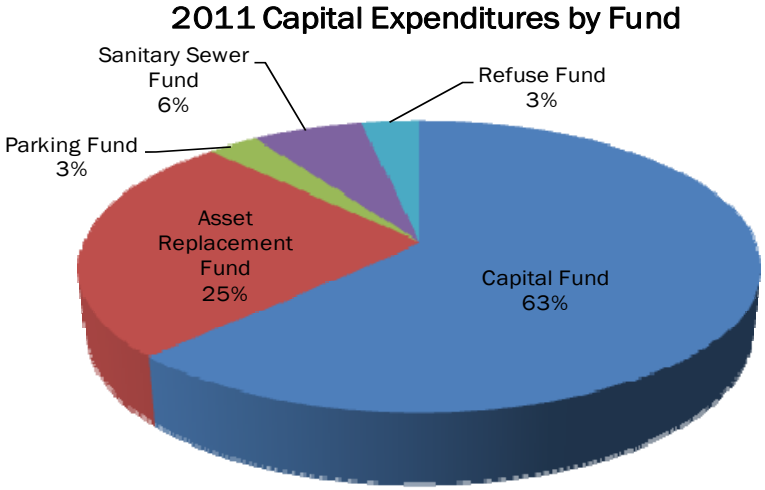
CAPITAL IMPROVEMENTS PROGRAM SUMMARY

Capital expenditures in 2011 is programmed at $5,910,027. This total is being appropriated from various funds allocated as follows:

Capital Fund	$ 3,285,110
Asset Replacement	$ 1,317,350
Parking Fund	$ 150,000
Sanitary Fund	$ 321,690
Refuse Fund	$ 170,000
TOTAL	**$5,244,150**

There are a total of 30 projects planned and funded in 2011 for purchases and projects in Streets, Storm Water, Buildings, Parks, Information Technology, Police, Public Works and Enterprise operations of the Borough.



Borough of State College

2011 Budget

PROJECT LISTING

Capital Improvements Program

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2011 Capital Projects

Project Number	*Project*	*2011 Project Expenses*
AR	Vehicle/Equipment Replacement	335,450
AR	Computer Replacement	105,400
IT111	Integrated Operations	338,000
AR	Police Records Management System	318,000
OP071	800 mHz Radio Replacement	220,500
BD087	Indoor Air Quality Improvements	60,315
CO082	Recycling Equipment	170,000
IT092	Video Surveillance	475,000
IT103	Code and Ordinance Software	68,000
IT111	Integrated Operations	267,000
IT112	Web Page Design	15,000
OP053	West End Improvements-Streetscape/Property Acquisition	282,500
OP082	In-Car Police Video Cameras	80,000
OP102	Surveying Total Station	75,700
OP115	Municipal Real Property Appraisal	15,000

Borough of State College

2011 Budget

PROJECT LISTING

Capital Improvements Program

243 South Allen Street
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2011 Capital Projects *(continued)*

Project Number	*Project*	*2011 Project Expenses*
PF086	Pugh Garage Maintenance	45,000
PF092	Elevator Rehabilitation/Upgrade	105,000
PK001	Playground Equipment	36,000
PK102	Sidney Friedman Park Improvements	23,250
SS-1	Sanitary Sewer Rehabilitation/Replacement	283,840
ST002	Street & Alley Resurfacing	274,575
ST041	Fraser Street Improvements	1,308,200
ST093	Pedestrian/Bicycle Safety	43,750
ST102	Garner Street Streetlight Conversion	20,000
ST115	ADA Compliance Project	60,000
ST941	Bicycle Facility Improvements	30,000
ST961	Neighborhood Traffic Calming	28,000
SW081	Westerly Parkway Storm Basin	58,470
SW111	Stormwater Projects	77,200
SW121	On-Street Rain Gardens	25,000
	TOTAL	**$ 5,244,150**

Borough of State College

2011 Budget

Capital Improvements Program

243 South Allen Street
State College, PA 16801

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CAPITAL PROJECTS FUND BUDGET

	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
Beginning Fund Balance	3,129,053	**3,296,008**	3,555,059	**4,514,234**
Reserved / Designated	1,931,513	**1,551,249**	2,221,258	**1,191,169**
Unreserved / Undesignated	1,197,540	**1,744,759**	2,496,009	**2,160,857**
Revenue	1,426,724	**1,119,250**	1,284,825	**2,137,260**
Expenditures	1,000,718	**1,233,196**	1,487,858	**3,285,110**
		-	-	
Ending Fund Balance	3,555,059	**3,182,062**	4,514,234	**3,366,384**
Reserved / Designated	2,221,258	**2,782,503**	1,191,169	**1,564,169**
Released Reserve	-	-	234,932	
Unreserved / Undesignated	1,333,801	**399,559**	3,088,133	**1,802,215**

12/31/2011 FUND BALANCE RESERVE SUMMARY

Reserved for Future Project Expenses	$ (30,000)
Designated Reserves	
Street Reconstruction	$ (578,000)
Street/Alley Resurfacing	$ (96,810)
Traffic Signal Installation	$ (274,859)
Park Land Acquisition/Improvements	$ (267,000)
Municipal Building Maintenance Reserve	$ (317,500)
Sub-total Designated Reserves	$ (1,534,169)
	$ 1,564,169

Borough of State College

2011 Budget

DESIGNATED FUNDS

Capital Improvements Program

243 South Allen Street
State College, PA 16801

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The following projects have designated balances within the Capital Projects Fund Budget. Funds are appropriated and expensed in accordance with the approved 2011-2015 Capital Improvements Plan. Beginning balances, 2011 appropriations and 2011 project expenses are outlined below.

Designated Funds

Project Number	*Project Name*	*Beginning Balance*	*2011 Appropriation*	*2011 Project*	*Ending Balance @ 12/31/2011*
BD015	Municipal Building Maintenance Reserve	242,500	75,000	-0-	317,500
PK200	Park Land Acquisition/Improvements	242,000	25,000	-0-	267,000
ST001	Street Reconstruction	365,000	213,000	-0-	578,000
ST002	Street/Alley Resurfacing	96,810	274,575	274,575	96,810
ST022	Traffic Signal Improvements	244,859	30,000	-0-	274,859
	TOTAL	$1,191,169	$617,575	$274,575	$1,534,169

Borough of State College

2011 Budget

COMPLETED PROJECTS

Capital Improvements Program

243 South Allen Street
State College, PA 16801

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The following projects have or will be completed in fiscal year 2010. Funds previously authorized and appropriated but unexpended will be released to the Capital Projects Fund unreserved, undesignated fund balance.

Completed Projects

Project Number	*Project Name*	*Amount Released*
ST082	Beaver Allen Streetscape	39,876
ST961	Neighborhood Traffic Calming	15,831
BD052	Municipal Service Facility	32,000
BD072	Municipal Building Improvements	73,000
BD076	Council Chambers Camera Replacement	16,225
PK001	Playground Equipment	17,000
PK083	Holmes-Foster Master Plan	15,000
OP101	Police Vehicle Modems	26,000
	TOTAL	**$234,932**

Borough of State College

2011 Budget

REAUTHORIZED PROJECTS

Capital Improvements Program

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The following projects currently in progress and within budget are submitted for reauthorization and inclusion in the 2011 Budget. Funds previously authorized and appropriated but unexpended are reauthorized in the amounts shown below. Additional appropriations, as called for in the approved 2011-2015 Capital Improvements Plan, are also shown below in the far right column.

Reauthorized Projects

Project Number	*Project Name*	*Amount Reauthorized*	*2011 CIP Appropriation*
BD087	Indoor Air Quality Improvements	60,315	-0-
IT103	Code/Ordinance Software	68,000	-0-
IT111	Integrated Operations	177,000	*90,000*
OP082	In-car Police Video Cameras/Recorders	60,000	20,000
ST041	Fraser Street Improvements	136,153	1,172,047*
ST093	Pedestrian/Bicycle Safety	25,000	18,750
PK001	Playground Equipment	16,000	20,000
PK102	Sidney Friedman Park Improvement	23,250	-0-
	TOTAL	*$565,718*	*$1,320,797*

** - Indicates funding from grants or other outside sources*

Borough of State College

2011 Budget

2011 PROJECTS

Capital Improvements Program

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The following asset replacement projects are submitted for inclusion in the 2011 Budget. The 2011 appropriation and associated project expenses are also shown below.

2011 Projects - Asset Replacement Fund

Project Number	*Project Name*	*2011 Appropriation*	*2011 Project Expenses*
AR	Vehicle/Equipment Replacement	335,450	335,450
AR	Computer Replacement	105,400	105,400
IT111	Integrated Operations	338,000	338,000
AR	Police Records Management System	318,000	318,000
OP071	800 mHz Radio Replacement	220,500	220,500
	TOTAL	**$1,317,350**	**$1,317,350**

Borough of State College

2011 Budget

2011 PROJECTS

Capital Improvements Program

243 South Allen Street
State College, PA 16801

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The following projects are submitted for inclusion in the 2011 Budget. Each project was included in the 2011-2015 Capital Improvements Plan and approved for inclusion in the 2011 Budget. The requested 2011 appropriation and associated project expenses are also shown below.

2011 Projects - Enterprise Funds

Project Number	*Project Name*	*2011 Appropriation*	*2011 Project Expenses*
C0082	Recycling Equipment (Refuse fund)**	*170,000***	*170,000**
C0111	Recycling Equipment **	*-0-*	*-0-*
PF086	Pugh Garage Maintenance	*45,000*	*45,000*
PF092	Elevator Rehabilitation/Upgrade	*105,000*	*105,000*
SS1	Sanitary Sewer Rehabilitation/Replacement	*283,840*	*283,840*
ST102	Surveying Total Station (Sanitary Sewer share)	*37,850*	*37,850*
	TOTAL	***$641,690***	***$641,690***

- ** - Indicates funding from grants or other outside sources*
- ***- Indicates change from approved CIP*

Capital Projects Fund

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	REVENUES							
341-100	Interest Earnings	167,214	227,421	75,000	65,347	100,000	38,000	40,000
354-700	PSU Impact Fee	444,735	482,377	482,377	1,039,343	503,000	503,000	530,000
351-000	Federal Grant Funds		93,959	289,992	21,455	-	192,926	475,000
354-200	State Grant Funds	-	7,500	72,820	237,580	16,250	899	279,760
354-300	County Funds	-	-		-	-	50,000	
380-100	Other Contributions	179,970	-	-	-	-	-	-
387-100	Other Revenue				63,000			
392-001	General Fund Transfer	278,115	353,667	-	-	-	-	-
392-004	Transfer In-Bus Terminal	-	34,000	17,000	-	-	-	-
392-020	CDBG Transfer	-	-	-	-	-	-	530,000
395-100	Land Transfer Agreement	-	-	579,071	-	-	-	-
	Pennyslvania Infrastructure Loan	-	-	-	-	500,000	500,000	
	Bond Proceeds	2,305,000	-	-	-		-	282,500
	TOTAL REVENUES	$ 3,375,034	$ 1,198,924	$ 1,516,260	$ 1,426,724	$ 1,119,250	$ 1,284,825	$ 2,137,260
	EXPENDITURES							
	Streets	$ 639,724	$ 908,529	$ 803,510	$ 732,132	$ 68,000	$ 484,113	$ 1,764,525
	Storm Water	461,221	189,951	7,650	-	515,000	503,448	160,670
	Buildings & Parks	113,827	1,037,620	194,102	190,675	549,950	498,240	119,565
	Information Technology	-	74,674	57,373	56,456	130,750	-	825,000
	Regional & Other Projects	342,000	90,000	1,498,406	21,455	83,250	2,057	415,350
	TOTAL EXPENDITURES	1,556,772	2,300,774	2,561,041	1,000,718	1,346,950	1,487,858	3,285,110

Asset Replacement

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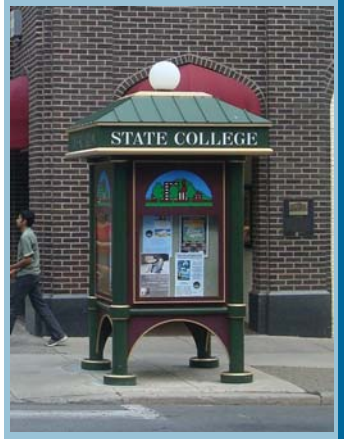
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	BEGINNING FUND BALANCE	$ 1,965,571	$ 2,015,593	$ 2,034,914	$ 1,498,330	$ 1,364,162	$ 1,364,162	$ 1,436,282
	REVENUES							
391-100	Sale of Used Vehicles	$ 16,305	$ 16,871	$ 34,228	$ 38,499	$ 5,000	$ 9,332	$ 5,000
392-001	Transfer In-General(Equipment)	219,881	267,463	235,446	232,097	224,058	224,058	180,801
392-002	Transfer In-General(Computers)	116,321	119,677	138,127	125,565	152,557	152,557	142,830
393-900	Transfer In-General (Radio Equipment)	4,975	4,975	24,134	32,084	19,160	19,160	19,160
360-100	PSU/Townships-Police Records System	-	125,897	-	-	50,000	97,499	198,000
341-100	Interest Earnings	104,626	104,903	65,017	37,622	30,000	16,280	18,000
	TOTAL REVENUES:	$ 462,108	$ 639,786	$ 496,952	$ 465,867	$ 480,775	$ 518,886	$ 563,791
	EXPENDITURES							
400-320	Telephone System Replacement	-	-	147,602	-	-	-	-
400-740	Computer Equipment	49,486	31,835	105,716	156,483	66,850	65,300	105,400
400-741	Integrated Operations	-	-	44,993	-	338,000	50,000	338,000
400-760	Office Furniture	-	2,638	-	-	-	-	-
400-410	Police Records Management System	35,023	188,846	-	786	410,000	120,000	318,000
400-411	800 mHz Radio Replacement	-	105,685	-	-	220,500	-	220,500
407-850	Information Systems	-	-	-	-	-	-	-
408-750	Public Works	22,798	-	24,939	24,991	23,950	-	26,600
410-750	Police	100,574	89,501	186,427	209,164	33,560	18,000	79,800
414-750	Planning/Zoning	-	-	-	-	-	-	-
419-750	Parking Enforcement	-	-	21,002	163	-	-	-
421-750	Health	-	-	-	-	-	-	-
430-750	Streets	204,205	140,080	448,087	208,449	134,100	150,966	197,550
454-750	Buildings & Grounds	-	61,880	-	-	-	-	31,500
455-750	Shade Tree	-	-	54,769	-	-	42,500	-
492-001	Transfer-General Fund	-	-	-	-	-	-	-
	TOTAL EXPENDITURES:	$ 412,086	$ 620,465	$ 1,033,535	$ 600,036	$ 1,226,960	$ 446,766	$ 1,317,350
	ENDING FUND BALANCE	$ 2,015,593	$ 2,034,914	$ 1,498,330	$ 1,364,162	$ 617,977	$ 1,436,282	$ 682,723



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General Fund

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2011 Budget

Fund Summary

General Fund Summary

243 South Allen Street
State College, PA 16801

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	Actual 2008	Actual 2009	2010 Y-E Projection	**Budget 2011**
Beginning Balance	3,053,704	2,245,923	3,819,909	**4,002,488**
Reserved / Designated	-	(255,211)	(1,329,551)	**(1,329,551)**
Revenues	16,665,483	17,717,273	19,858,277	**19,936,887**
Expenditures	16,429,037	16,143,287	18,736,820	**20,636,715**
Transfer to Capital Projects Fund	(1,044,227)	-	(938,878)	**-**
Ending Balance	$ 2,245,923	$ 3,819,909	$ 4,002,488	**$3,302,660**
Reserved / Designated	(255,211)	(1,329,551)	(1,329,551)	**(826,255)**
Unreserved (12% of Expenditures)	1,990,712	2,490,358	2,672,937	**2,476,405**
Reserved / Designated Summary				
Local Services Tax Refunds	*255,211*	*255,211*	*255,211*	***255,211***
Future Pension Obligations	-	*1,074,340*	*1,074,340*	***571,044***
Total Reserved / Designated	*$ 255,211*	*$ 1,329,551*	*$ 1,329,551*	***$ 826,255***

Borough of State College

General Fund Summary

243 South Allen Street
State College, PA 16801

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2011 Budget

Revenues

	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	**BUDGET 2011**
Taxes	10,127,481	10,549,726	10,475,760	10,615,000	**10,680,300**
Licenses and Permits	354,145	529,729	536,325	550,800	**559,900**
Fines and Costs	1,222,342	1,426,125	1,440,500	1,358,000	**1,504,000**
Interest and Rents	153,955	102,874	93,530	74,110	**58,330**
Intergovernmental Revenue	574,890	606,832	1,648,646	1,712,084	**1,634,970**
Intergovernmental (Pass-Thru)	76,801	67,115	56,170	87,500	**76,920**
Departmental Earnings	2,810,950	3,056,596	4,144,436	4,349,871	**4,658,798**
Miscellaneous	210,704	14,311	11,500	24,914	**11,720**
Subtotal	15,531,268	16,353,308	18,406,867	18,772,279	**19,184,938**
Interfund Transfers	1,134,215	1,363,965	1,085,998	1,085,998	**751,949**
Bond Proceeds	-		-	-	**-**
Total Available for Appropriation	$ 16,665,483	$ 17,717,273	$ 19,492,865	$ 19,858,277	**$ 19,936,887**

Borough of State College

2011 Budget

General Fund Summary

243 South Allen Street
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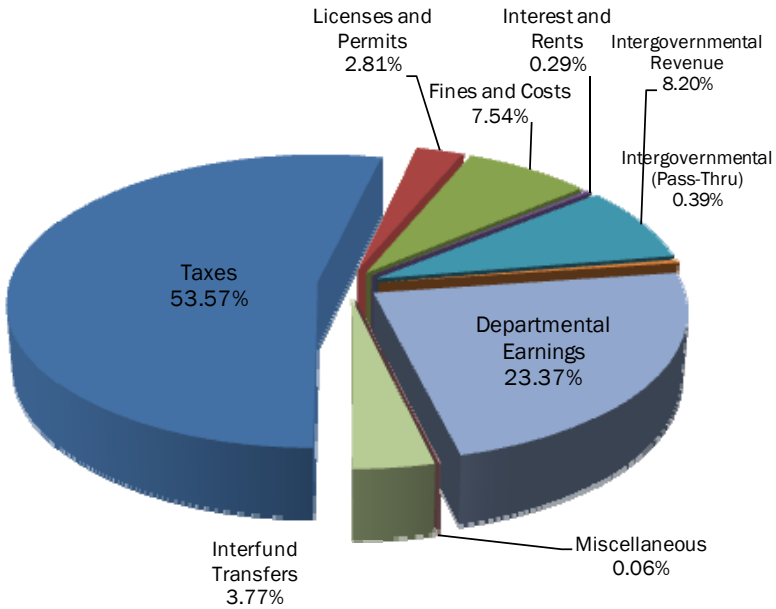
Revenues

TAXES	10,680,300
LICENSES AND PERMITS	559,900
FINES AND COSTS	1,504,000
INTEREST AND RENTS	58,330
INTERGOVERNMENTAL REVENUE	1,634,970
INTERGOVERNMENTAL (PASS-THRU)	76,920
DEPARTMENTAL EARNINGS	4,658,798
MISCELLANEOUS	11,720
INTERFUND TRANSFERS	751,949
BOND PROCEEDS	-
Total Revenue	**$ 19,936,887**



	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	**BUDGET 2011**
TOTAL	$ 15,870,960	$ 16,665,483	$ 17,717,273	$ 19,482,865	$ 19,858,277	**$ 19,936,887**

Borough of State College

2011 Budget

Expenditures by Department

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
Administration	1,010,084	1,022,762	1,055,748	987,250	1,080,167
Finance	466,487	470,615	493,516	500,544	513,557
Tax Collection	433,505	445,225	468,472	438,033	562,367
Information Technology	524,921	510,298	552,394	555,061	582,937
Police	7,768,153	7,770,010	8,361,659	8,029,890	8,862,643
Parking Enforcement	371,878	346,675	347,240	347,139	355,439
Planning & Zoning	355,884	533,184	586,387	514,163	631,601
Ordinance Enforcement & Public Health	329,544	273,573	369,296	299,600	383,094
Public Works	2,184,823	2,153,865	3,617,239	3,231,011	3,651,050
Debt Service	1,001,361	819,892	886,034	775,547	1,014,926
Regional Programs	1,363,317	1,376,616	1,361,472	1,362,949	1,379,713
Miscellaneous	209,944	192,000	206,755	244,755	231,755
Pass-Thru Grants	172,137	163,572	1,443,548	1,450,878	1,387,466
Interfund Transfers	237,000	65,000	-	938,878	-
TOTAL EXPENDITURES	$ 16,429,037	$ 16,143,287	$ 19,749,760	$ 19,675,698	$ 20,636,715

Borough of State College

2011 Budget

General Fund Summary

243 South Allen Street
State College, PA 16801

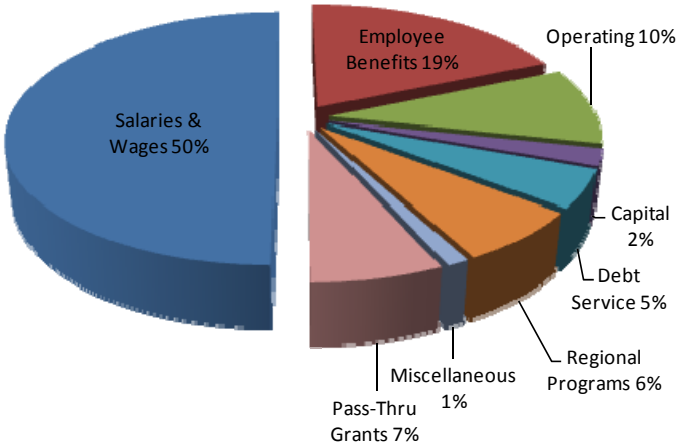
(814) 234-7100

STATE COLLEGE, PA

http://www.statecollegepa.us

SALARIES & WAGES	10,271,469
EMPLOYEE BENEFITS	3,886,836
OPERATING	2,014,704
CAPITAL	449,846
DEBT SERVICE	1,014,926
REGIONAL PROGRAMS	1,379,713
MISCELLANEOUS	231,755
PASS-THROUGH GRANT PROGRAMS	1,387,466
INTERFUND TRANSFERS	-
TOTAL EXPENDITURES	$ 20,636,715

Expenditures by Category

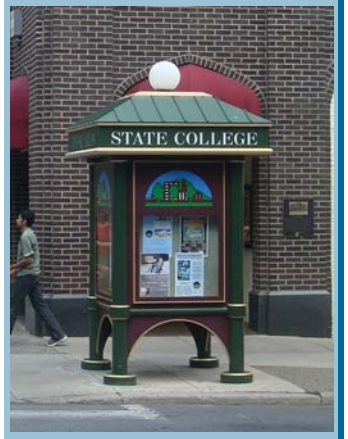


	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
TOTAL EXPENDITURES	$ 17,175,541	$ 15,870,399	$ 16,429,037	$ 19,749,760	$ 19,675,698	$ 20,636,3715

Borough of State College

2011 Budget

Net Cost of Selected Services



243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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Net Cost of Selected General Fund Budget Sections (adjusted for revenue)

	Police	Finance	Tax Collection	Planning & Zoning	Ordinance Enforcement & Health	Information Techology
2011 Budget	$8,862,643	$513,557	$562,367	$631,601	$383,094	$582,937
Less Receipts:						
Licenses & Permits	$2,175	$12,000		$2,000	$178,000	
Fines & Costs	$643,000				$38,000	
Intergov't Revenue	$540,500					
Interfund Transfer	$0			$208,315		
Dept. Earnings	$1,884,512	$120,000	$227,000	$10,000	$27,000	$209,754
Sub-total Receipts	$3,070,187	$132,000	$227,000	$220,315	$243,000	$209,754
% of total budget	34.64%	25.70%	40.37%	34.88%	63.43%	35.98%
Net Cost	**$5,792,456**	**$381,557**	**$335,367**	**$411,286**	**$140,094**	**$373,183**

Borough of State College

2011 Budget

Detail on Receipts

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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The Receipts section of the General Fund budget includes the revenues received from Taxes; Licenses and Permits; Fines and Costs; Interest Earnings and Rent; Intergovernmental Revenue; Departmental Services; Miscellaneous Revenue; and Indirect Costs and Interfund Transfers.

TAXES

Revenue from taxes comprises 53.57% of the budgeted General Fund receipts for 2011. The following taxes are currently levied by the Borough:

- Real Estate, with a $25,000 Homestead Exclusion
- Realty Transfer
- Earned Income and Net Profits
- Local Services

A brief discussion of each levy, the proposed tax rate, and budgeted revenue for 2011 follows. As a Home Rule municipality, the Borough is generally not subject to the rate limitations on resident taxation set forth in the state enabling legislation for the real estate, realty transfer, and earned income and net profits taxes.

Real Estate Tax (301-100)

The real estate tax is one of the Borough's two principal revenue sources. The budgeted receipts for this tax are calculated by multiplying the assessed value of the taxable properties listed on the tax roll, (maintained by the Centre County Assessment Office) by the millage rate determined by Council, less allowable exclusions. For 2010, the Borough's real estate tax rate is 11.040 mills. Centre County and the State College Area School District also levy the real estate tax at the rates of 8.090 and 35.900 mills respectively. The Tax Office collects the real estate tax for the Borough and the School District. Centre County collects their real estate tax in-house.

Borough of State College

2011 Budget

General Fund Summary

Detail on Receipts

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

http://www.statecollegepa.us

A mill is the equivalent of $1 in tax on each $1,000 of a property's assessed value, or .001 expressed as a decimal. The assessed value of all real estate on the County's tax rolls is stated in 1995 dollars, the "base year" of the last countywide property reassessment. At that time, the ratio of market to assessed value was fixed by the Centre County Commissioners at 50%. Due to the effects of inflation and rising property values, the ratio of market to assessed value has declined to 28.9% in 2010. Known as the "common level of assessment," this ratio is calculated annually by the State Tax Equalization Board (STEB). The common level ratio is used to value new construction and property improvements, so that they are placed on the tax rolls in 1995 base-year dollars, thus maintaining uniformity in the real estate assessments. The common level ratio is also applied to changes resulting from real estate assessment appeals.

Table I (page 93) illustrates changes in the Borough's taxable market and assessed valuation from 1998 to 2011. Growth in the Borough's assessed valuation from new construction, redevelopment, and property improvements has averaged about 1/2 percent per year during this period. These gains have largely been offset by assessment appeals filed by the owners of commercial and income-producing property, which has resulted in a decline in the Borough's assessed valuation since 2009. While the Borough has vigorously opposed unwarranted appeals, they are difficult and expensive to contest. This modest growth in the tax base, coupled with the fact that 44.8% of the property in the Borough is tax exempt, illustrates that meaningful increases in revenue from the real estate tax can be derived only from increases in the millage rate.

Since 2006, the Borough has offered a homestead exclusion to the owners of dwellings who occupy them as their principal place of residence. The homestead exclusion supports owner-occupied housing in the Borough and shifts a portion of the real estate tax burden to the owners of commercial and income-producing property. Approximately 2,200 properties in the Borough have been qualified for the exclusion by the Centre County Assessment Office. Each qualified property receives an exclusion of $25,000 in assessed value prior to the computation of Borough real estate taxes due. For 2010, the exclusion amounted to $276 per homestead at 11.040 mills.

Borough of State College

2011 Budget

Detail on Receipts

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

http://www.statecollegepa.us

The 2011 budget continues the real estate tax rate of 11.040 mills. Based on this rate, and continuing the $25,000 homestead exclusion, the revenue budgeted from the real estate tax in 2011 is computed as follows:

Taxable market valuation	$985,000,000
Stated ratio	.50
Taxable assessed valuation	492,500,000
Tax rate	.011040
Gross tax levy	5,437,200
less homestead exclusion	-604,900
Net tax levy	4,832,300
less discounts allowed	-87,000
less returns to County	-75,000
plus delinquent collections by County	75,000
Budgeted revenue	$ 4,745,300

At the proposed rate of 11.040 mills, each qualified homestead will receive a reduction of $276 in Borough real estate taxes in 2011.

Tax Penalties (301-900)

This line item includes penalties on real estate taxes paid to the Tax Office after the discount and face periods have expired. It also includes penalties collected on delinquent real estate taxes by the Centre

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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County Tax Claim Bureau. $20,000 is budgeted for 2011.

Realty Transfer Tax (310-100)

The revenue for this line item reflects a rate of 1.25% of the sales price for real estate transactions occurring within the Borough for 2011. Of this rate, 0.75% is levied under the Borough's home rule taxing powers. The School District levies this tax at 0.50%, which makes the total rate 1.75% for property transfers in the Borough. The realty transfer tax is collected by the Centre County Recorder of Deeds, who remits it to the levying bodies on a monthly basis, less a collection fee. The revenue from this tax fluctuates annually, depending upon the number and price of properties sold. $825,000 is budgeted for 2011.

Earned Income and Net Profits (310-210)

The earned income and net profits tax is the Borough's other principal source of revenue. This tax is levied on the earned income and net profits received by residents of the Borough, as well as those received by non-residents who are temporarily living in the Borough but not subject to a similar tax at their legal place of residence. For 2010, the rate for residents is 1.30%, of which 0.80% is levied through the exercise of Home Rule powers. The rate for non-residents is fixed at 1.00% and may not be increased. The 2011 budget continues these rates. The School District also levies this tax on residents of the Borough at the rate of 0.95%, making the combined rate 2.25% (the School District may not tax non-residents). The Tax Office jointly collects their tax along with the Borough's. Commonwealth Act 32 of 2008 mandates countywide collection of the earned income tax beginning January 1, 2012. The Centre County Tax Collection Committee recently appointed the Borough as countywide earned income tax collector effective that date.

The earned income and net profits tax is collected primarily through employer withholding. Withheld taxes received on behalf of employees residing outside the Borough are forwarded to the employees' legal place of residence. All persons living in the Borough are required to file an annual return with the Tax Office to report and reconcile their earnings and tax withheld.

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

http://www.statecollegepa.us

Revenue from the earned income and net profits tax has been impacted by demographic changes in the Borough's population. While the Borough's overall population has remained relatively stable since 1990, the segments of our population under 24 and over 65 years of age have increased. The persons comprising these population segments often have little or no earned income subject to the tax. As shown in Table II (page 94), declination in the base of the earned income tax has created an environment where the Borough's revenue from this source is experiencing minimal growth. This trend is expected to continue. $3,940,000 is budgeted for 2011.

Local Services Tax (310-300)

The local services tax is a flat $52 tax levied on all persons employed within the Borough, regardless of their legal place of residence. Of the total annual tax amount, $5 is levied by the School District, making the Borough's effective rate $47. The local services tax is collected primarily through employer withholding. The Tax Office collects this levy for the Centre Region municipalities and the School District. This tax replaced the Emergency and Municipal Services Tax in 2008. Along with the new name came other state-mandated changes which provide a $12,000 minimum income exemption and a per-payroll-period rather than annual lump sum withholding process. These changes have reduced the Borough's revenue from this tax, while at the same time increasing our collection costs. $1,150,000 in revenue is budgeted for 2011.

LICENSES AND PERMITS

Revenue from license and permit fees comprises 2.81% of the budgeted General Fund receipts for 2011. A brief description of the licenses and permits issued by the Borough and the fees and budgeted revenue for each item follows.

Health Department Licenses (321-210)

The Department of Ordinance Enforcement and Public Health (DOEPH) issues annual licenses for eating and drinking establishments (approximately 135 licenses); retail food establishments (approximately 15 licenses); and massage and tattoo establishments (approximately 15 licenses). The fees for these

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

http://www.statecollegepa.us

licenses were increased for 2010. $50,000 in revenue from these licenses is budgeted for 2011.

Dog Licenses (321-230)

Through an arrangement with the Centre County Treasurer, annual dog licenses are sold at the Municipal Building. The Borough is permitted to collect $1 per license to cover the cost of issuance. $225 is budgeted for 2011.

Towing Licenses (321-410)

Firms which tow vehicles from public and/or private property are required to meet certain qualifications and obtain an annual license from the Borough. Three firms are currently licensed to perform these services. $2,175 is budgeted for 2011.

Street Permits (321-430)

Contractors are required to obtain a permit from the Borough whenever they excavate or occupy a public street. $3,500 is budgeted for 2011.

Transient Retail Dealers (321-610)

Persons who engage in canvassing, soliciting, foot and vehicle peddling, door-to-door sales, and transient or temporary retail businesses are required to obtain a license from the Borough. Daily, weekly, monthly and annual licenses are available, at varying fees, and approximately 20 persons are licensed annually. About 300 sidewalk sale artists participating in the Arts Festival are required to obtain a $25 temporary retail permit from the Borough since they are not otherwise subject to the provisions of the transient retail licensing ordinances. $12,000 is budgeted for 2011.

Sign Permits/Licenses (321-620)

A permit/license is required for all new signs erected in the Borough. The fees vary depending upon

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

http://www.statecollegepa.us

the size of the sign. $2,000 is budgeted for 2011.

Loading Zone Permits (321-730)

To regulate the use of loading zones in the Central Business District, an annual permit is required for non-commercially licensed vehicles who wish to use the zones for business purposes. The fee is $25 per vehicle. $2,500 is budgeted for 2011.

Television Cable Franchise (321-810)

The Borough's current television cable franchise agreements with Comcast and Windstream provide for a franchise rate of 5% of gross revenues. $310,000 is budgeted for 2011.

Residential Parking Permits (322-800)

Residents of the residential and commuter parking districts may purchase an annual permit from the Borough which allows them to park their vehicles on the street beyond the posted time limits. The fee was increased to $10 per vehicle for 2010. $4,500 is budgeted for 2011.

Residential Rental Permits (322-805)

There are approximately 9,500 residential rental units in the Borough. While the Centre Region Code Administration (CRCA) is responsible for licensing and inspecting these units to ensure compliance with the property maintenance codes, their inspections occur on an average of only once every three years. Consequently, staff in the Borough's Department of Ordinance Enforcement and Public Health (DOEPH) regularly perform tasks to address a variety of health and safety issues related to these units. To recoup the costs of performing this work, an annual permit fee of $12.50 per unit is imposed on residential rental units in the Borough. This fee is collected by CRCA along with the regional rental housing permit and then remitted to the Borough. A fee of $25 is charged for processing changes in the ownership of residential rental units. This fee is collected by Borough staff at the time the ownership changes are filed. $128,000 in revenue is budgeted from these sources for 2011.

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

http://www.statecollegepa.us

Commuter Parking Permits (322-810)

Commuters may purchase a monthly permit from the Borough which enables them to park on designated streets close to the downtown. The fee is $40 per month. $45,000 is budgeted for 2011.

FINES AND COSTS

Revenue from fines and costs comprises 7.54% of the budgeted General Fund receipts for 2011. A brief description of the items in this category and the budgeted revenue for each item follows. The revenue for these items fluctuates somewhat from year-to-year, based upon the number of violations issued and the fines imposed.

Crimes Code Violations (331-100)

These fines are imposed and collected by the District Judge as a result of charges filed by Borough Police Officers for offenses under the Pennsylvania Crimes Code. $375,000 is budgeted for 2011.

Vehicle Code Violations - State (331-105)

The Borough receives a distribution of fines collected by the Commonwealth for Vehicle Code citations issued by the State Police. The distribution is based upon a formula that includes road mileage and population. $25,000 is budgeted for 2011.

Vehicle Code Violations - Local (331-110)

These fines are imposed and collected by the District Judge for Vehicle Code citations issued by Borough Police Officers. Also included in this line item are DUI fines collected by the Centre County Probation Office. $150,000 is budgeted for 2011.

Non-Meter Parking Violations - Police (331-115)

These fines are paid at the Municipal Building for non-meter parking violations issued by Borough

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

http://www.statecollegepa.us

Police Officers. $15,000 is budgeted for 2011.

Non-Meter Parking Violations - Parking Enforcement (331-120)

These fines are paid at the Municipal Building for non-meter parking violations issued by Borough Parking Enforcement Officers. The majority of these fines are for violation of the Borough's overnight (2:00 a.m. to 6:00 a.m.) parking restriction. The base fine for this violation was increased from $15 to $25 in 2009. $400,000 in revenue is budgeted for 2011.

Non-Meter Parking Violations - District Judge (331-125)

These fines are imposed and collected by the District Judge for non-meter parking violations issued by Borough Police and Parking Enforcement Officers, but which have not been paid at the Municipal Building. If the fine for these violations is not paid at the Municipal Building after 30 days, the issuing officer files a citation, before the District Judge, against the registered owner of the vehicle and the matter is adjudicated in Magisterial Court. $35,000 is budgeted for 2011.

Ordinance Violations - Other (331-131, 132 & 133)

These fines are paid at the Municipal Building for violations issued by Borough Ordinance Enforcement Officers, including snow, grass, refuse/recycling, and dog law offenses. Also included in this category are fines for lawn parking and false alarms, as well as "boot" fees paid by parking scofflaws to release vehicles that have been immobilized. $33,000 is budgeted for 2011.

Ordinance Violations - District Judge (331-136, 137 & 138)

These fines are imposed and collected by the District Judge for violations issued by Borough Ordinance Enforcement Officers, but which have not been paid at the Municipal Building. If the fines are not paid at the Municipal Building after 30 days, the issuing officer files a citation before the District Judge and the matter is adjudicated in Magisterial Court. Also included in this category are fines for citations filed before the District Judge for tax and zoning matters, and fines for citations issued by Borough Police Officers for ordinance

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

http://www.statecollegepa.us

violations such as public urination and open containers of alcoholic beverages. $101,000 is budgeted for 2011.

Parking Meter Violations (331-140)

These fines are paid at the Municipal Building for parking meter violations issued by Borough Parking Enforcement Officers on the streets and in the municipal lots. The base fine for meter violations was increased from $5 to $6 in 2009. $330,000 in revenue is budgeted for 2011, based on the proposed implementation of a modified fine schedule for meter violations.

Parking Meter Violations - District Judge (331-145)

These fines are imposed and collected by the District Judge for parking meter related violations issued by Borough Parking Enforcement Officers, but which have not been paid at the Municipal Building. If the fines for these violations are not paid at the Municipal Building, after 30 days the issuing officer files a citation before the District Judge and the matter is adjudicated in Magisterial Court. $40,000 is budgeted for 2011.

INTEREST EARNINGS/RENT

Revenue from interest earnings and rent comprises 0.29% of the budgeted General Fund receipts for 2011. A brief description of the items in this category and the budgeted revenue for each item follows.

Interest Earnings (341-100)

Revenue received from interest earned on the investment of idle Borough funds is determined by the amounts available for investment and the prevailing market interest rates. State law and the Borough's policy limit investment options to those that are relatively risk-free. In addition, financial institutions are required to collateralize municipal deposits in accordance with state law. The Borough's idle funds are invested with the Pennsylvania Local Government Investment Trust (PLGIT) and in money market accounts and certificates of deposits with local financial institutions. A cash concentration account is also maintained for the overnight investment of collected funds. Due to current market volatility, future interest earnings are difficult to

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

http://www.statecollegepa.us

estimate. $40,000 is budgeted for 2011.

Office Space Rentals (341-300)

C-NET leases 1,600 square feet of office space in the Municipal Building and two parking spaces under a ten year agreement with the Borough. $18,230 is budgeted for 2011.

Facilities/Room Rentals (341-400)

Fees are charged to firms and groups that use meeting facilities in the Municipal Building for other than civic purposes. $100 is budgeted for 2011.

INTERGOVERNMENTAL REVENUE

Revenue from intergovernmental sources comprises 8.20% of the budgeted General Fund revenues for 2011. A brief description of the items in this category and the budgeted revenue for each item follows. Due to the nature and availability of grant programs, the revenues in this category fluctuate from year-to-year.

School Resource Officer Program (354-200)

The State College Area School District reimburses the Borough for 75% of the cost of the School Resource Officers assigned to the High School and the Middle Schools. $143,000 is budgeted for 2011.

LifeSkills Training Grant (354-330)

The Pennsylvania Commission on Crime and Delinquency (PCCD) awarded a grant to the Centre County Youth Service Bureau which is passed through to the Borough to cover a portion of the cost of a Borough Police Officer to co-teach the LifeSkills curriculum in the Middle Schools and Alternative Education Program. $22,000 is budgeted for 2011.

Borough of State College

2011 Budget

Detail on Receipts

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

http://www.statecollegepa.us

Sponsored Training Fees (354-401)

Municipal police officers from Centre and the surrounding counties may attend the annual in-service training program conducted by the Borough Police Department. These officers pay a fee to attend the program. $9,000 is budgeted for 2011.

STOP Violence Against Women Program (354-402)

The Pennsylvania Commission on Crime and Delinquency (PCCD) awarded a grant to Centre County for the STOP Violence Against Women Program. A portion of these grant funds are passed-through to the Borough to cover part of the cost of the Sexual Assault Detective. $31,000 is budgeted in 2011.

Traffic Safety Grant (354-403)

The Pennsylvania Department of Transportation awarded a grant to the Borough Police Department to cover the costs of participating in the "Smooth Operator" program, which discourages aggressive driving through increased traffic law enforcement on selected routes. $10,000 is budgeted for 2011.

Drug Task Force (354-404)

The Borough Police Department is one of five local law enforcement agencies jointly participating in the Regional Drug Task Force. The Commonwealth reimburses the Borough for Police Officer overtime associated with investigations and operations conducted by the Task Force. $30,000 is budgeted for 2011.

DUI Sobriety Checkpoint Grant (354-405)

The Pennsylvania Department of Transportation awarded a grant to six local law enforcement agencies who jointly participate in a DUI Sobriety Checkpoint program. The grant reimburses the Borough for Police Officers' salaries and benefits while they are conducting sobriety checkpoints. $8,000 is budgeted for 2011.

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

http://www.statecollegepa.us

Bulletproof Vest Partnership Grant (354-406)

The U. S. Department of Justice provides 50% funding towards the cost of purchasing ballistic vests for Police Officers. In 2011, it will be necessary for the Borough Police Department to replace the vests that were purchased in 2006 due to the expiration of the manufacturer's warranty. $22,500 is budgeted for 2011.

Alcohol Source Investigation Grant (354-407)

The Pennsylvania Commission on Crime and Delinquency (PCCD) awarded the Borough a grant to cover Police Officer overtime and other costs associated with alcohol source investigations. $12,000 is budgeted for 2011.

Public Utility Realty Tax (355-100)

The Borough receives an annual distribution from the Commonwealth of a portion of the state tax on realty owned by public utilities. The distribution is based upon a formula which compares the ratio of the assessed value of public utility realty in the Borough to the assessed value of all public utility realty in the state. $15,000 is budgeted for 2011.

Alcoholic Beverage Licenses (355-800)

The Pennsylvania Liquor Control Board (PLCB) distributes state license fee revenue to the Borough for the 37 establishments licensed to serve alcoholic beverages in the Borough. The fee is $300 per establishment. $11,100 is budgeted for 2011.

INTERGOVERNMENTAL REVENUE (PASS-THROUGH)

Revenue from intergovernmental grant pass-through programs comprises 0.39% of the budgeted General Fund receipts for 2011. A brief description of these programs and the budgeted revenue for each program follows. Due to the nature and availability of the grants associated with these programs, the

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

http://www.statecollegepa.us

revenues in this category fluctuate from year-to-year.

Encouraging Arrests Program (354-409)

The U. S. Department of Justice awarded the Borough a multi-year grant to cover the operating expenses of the Victim Centered Intensive Case Management (VCICM) Unit established under the Encouraging Arrests Program. This program provides assistance to the victims of domestic violence. $187,000 is budgeted for 2011.

Greenhouse Gas Pilot Grant (354-500)

On behalf of the Centre Region's municipalities, the Borough is serving as agent for a Pennsylvania Department of Environmental Protection grant to fund the development of a greenhouse gas inventory with projections and a climate change action/mitigation plan for the Region. These funds are being passed through to Penn State University, who is preparing the inventory and projections and developing the plan on behalf of the six municipalities. $10,824 is budgeted for 2011.

Communities That Care Grant (356-500)

The Centre County Mental Health/Mental Retardation Office passes through to the Borough funds for the Drug Free Communities Program, which the County receives from the Federal Substance Abuse and Mental Health Services Administration. These funds are used to cover the operating expenses of the Care Partnership-Communities That Care Project, which promotes a healthy, safe, and productive environment for families and youth in the community. $61,000 is budgeted for 2011.

Juvenile Intervention/Youth Aid Panel Program (356-700)

The Pennsylvania Commission on Crime and Delinquency (PCCD) awarded the Borough a grant to cover the operating expenses of the Juvenile Intervention/Youth Aid Panel Program, which is managed by the Center for Alternatives in Community Justice. The program offers sentencing alternatives for youthful offenders. $5,000 is budgeted for 2011.

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

http://www.statecollegepa.us

Supportive Housing Program (356-800)

The U.S. Department of Housing and Urban Development (HUD) awarded the Borough a grant of Continuum of Care funds to support additional case management services furnished to homeless persons with special needs and homeless youth through the Local Shelter Initiative Project, which is managed by Housing Transitions, Inc. $10,920 is budgeted for 2011.

DEPARTMENTAL SERVICES

Revenue from departmental services comprises 23.37% of the budgeted General Fund receipts for 2011. A brief description of the items in this category and the budgeted revenue for each item follows.

Sale of Land/Materials/Services (360-100)

Revenues from the sale of surplus property and equipment, reimbursements for damages to Borough property, and revenues from equipment rental and related services are included in this item. $15,000 is budgeted for 2011.

Financial/Technology/Benefit Administration Services (361-400 &500)

This category covers revenue from financial services furnished by the Borough to the Centre Region Council of Governments (COG), Schlow Centre Region Library, and C-NET ($118,800); and information technology services furnished by the Borough through the Regional Technology Consortium to COG, the Centre Area Transportation Authority, and College, Ferguson, and Patton Townships ($212,657). Also included is $750 from C-NET for benefit administration costs associated with their participation in the Borough's health insurance program. A total of $332,207 in revenue is budgeted from these sources in 2011.

Tax Collection Services (361-600)

This item includes revenues for tax collection services furnished by the Borough to other political

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

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taxes for the State College Area School District on an actual cost plus 20% overhead basis. The local services tax is collected regionally for College, Ferguson, Halfmoon, Harris, and Patton Townships on an actual cost plus 20% overhead basis. The Tax Office also collects the earned income and net profits tax in Halfmoon Township on behalf of the Township and the State College Area School District on a contracted cost basis. This line item also includes revenue from College and Patton Townships as their share of the joint tax server project.

A number of Centre County municipalities and one school district have expressed an interest to retain the Borough Tax Office as earned income tax collector for 2011 under an early implementation agreement as a separate contract from Act 32 operations set to begin in 2011.

A total of $347,000 is budgeted from all sources for tax collection services in 2011.

Contracted Janitorial Services (361-700)

The Borough furnishes janitorial and building management services to Schlow Centre Region Library, and to the Centre Area Transportation Authority (CATA) for the space they occupy in the Library building. By contract, the Library and CATA will reimburse the Borough $127,000 for these services in 2011.

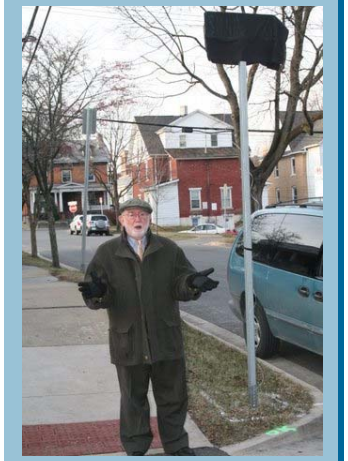
Public Works Services (361-800)

In 2009, the Borough entered into an agreement with Penn State University for the reimbursement of costs related to the provision of traffic control services for home football games. Included is a reimbursement of $4,000 per game for services provided by the Borough Public Works Department, plus 20% overhead, for a total of $33,600 in 2011. The Public Works Department also provides direct-charge labor services to several enterprise funds including Parking, Sanitary Sewer, Refuse/Recycling, Compost Operations, Bellaire Court and the Bus Terminal. This line item includes $1,356,079 in reimbursements for these services in 2011.

Borough of State College

2011 Budget

General Fund Summary



243 South Allen Street
State College, PA 16801

http://www.statecollegepa.us

Detail on Receipts

Police Services - Contracts (362-100)

Both College and Harris Townships will continue to contract with the Borough for police services in 2011. The Townships contract for a fixed number of hours of service per week and reimburse the Borough for the contracted hours based upon an estimated hourly rate that reflects the direct costs plus a 20% overhead charge. Any additional hours of service provided to the Townships during the year are billed at a premium, full-cost rate which includes all overhead and indirect costs. For 2011, the base rate for contracted service is estimated to be $91.24 per hour and the premium rate for additional hours is estimated to be $105.59. These estimated rates are reconciled to actual after year-end and adjustments are made accordingly.

For 2011, College Township has contracted for 258 hours of service per week, which will generate $1,224,076 in revenue, while Harris Township has contracted for 75 hours of service per week, which will generate $355,836. Therefore, a total of $1,579,912 is budgeted for police services in 2011.

Police Services - Special Events (362-105)

This item includes revenue from security and traffic control services provided by the Borough Police Department during special events, such as School District functions, the Arts Festival, and the Penn State homecoming parade. At the request of the University, Borough Police Officers are assigned to provide security at Beaver Stadium during home football games and Penn State reimburses the Borough for the cost of these officers. In 2009, the Borough entered into a separate agreement with the University for reimbursement of the costs related to traffic control services provided by Borough Police Officers for home football games. A total of $230,000 is budgeted from these sources in 2011.

Sale of Police Reports (362-110)

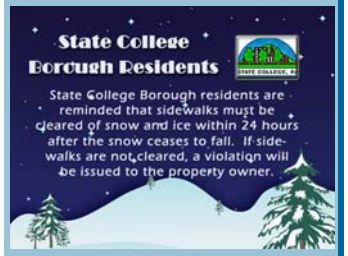
Fees charged by the Borough Police Department for copies of incident and vehicle crash reports and record checks are included in this line item. $18,000 in revenue is budgeted for 2011.

Borough of State College

2011 Budget

Detail on Receipts

General Fund Summary



243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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Youthful Offender Program (362-115)

The Youthful Offender Program (YOP) provides an alternative to the criminal justice system for young persons cited for underage drinking for the first time. These offenders may apply for the YOP through the Magisterial District Judge, pay a fee, and must complete the program, which is operated by the Community Help Center. Borough Police Officers teach a segment of the program, which provides an opportunity for the youthful offenders to interact with the police, better understand the negative impact of their behavior on the community, and increase their awareness of the risks of alcohol-related behavior. $10,000 in revenue is budgeted for 2011 as reimbursement for the time Borough Police Officers spend teaching the program.

School Crossing Guards (362-200)

The State College Area School District reimburses the Borough for 50% of the cost of providing the School Crossing Guards. $46,600 is budgeted for 2011.

Parking Meter Collections (Street) (362-200 & 210)

This category includes the revenue collected from the Borough's 398 on-street parking meters and revenue from the rental of meter bags. The on-street metered parking rates were increased to $1.00 per hour in 2005 and the enforcement of these meters currently ends at 6:00 p.m. (meters in the municipal parking lots are enforced until 10:00 p.m.). The $560,000 in revenue budgeted for Parking Meter Collections in 2011 represents $550,000 from on-street meter collections and $10,000 from meter bag rentals.

Health Department Services (365-640)

This line item includes revenues received from contracted services furnished by the Borough's Department of Ordinance Enforcement and Public Health (DOEPH) to College, Ferguson and Patton Townships. The Townships reimburse the Borough for these services based upon an hourly and mileage rate, which covers the cost of salaries, benefits and vehicle use for DOEPH staff performing the services.

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

http://www.statecollegepa.us

Also included in this line item is revenue from facility plan reviews, food handler certification exam fees and the sale of radon test kits to homeowners. A total of $27,000 in revenue is budgeted from these sources for 2011.

Zoning/Site Review Fees (367-100)

This item covers revenues received from zoning permits and staff review of site plans. $10,000 is budgeted for 2011.

MISCELLANEOUS REVENUE

Miscellaneous revenue comprises 0.06% of the budgeted General Fund receipts for 2011. A brief description of the items in this category and the budgeted revenue for each item follows.

Miscellaneous Revenue (380-100)

This item covers revenue that is not attributable to another budget line item, including the sale of maps and ordinances. $9,000 is budgeted for 2011.

Tree Planting Assessment (383-900)

This revenue represents reimbursements received from property owners for the cost of new trees planted in the grassplot area, and offsets the cost for these plantings in the Shade Tree budget. Approximately 32 new trees will be planted in 2011, generating revenue of $2,720.

INDIRECT COSTS/INTERFUND TRANSFERS

Revenue from the reimbursement of indirect costs and interfund transfers comprises 3.77% of the budgeted General Fund revenue for 2011. The enterprise and internal service funds reimburse the General Fund for indirect costs such as administrative, human resources, financial, purchasing and technical services, building space allocation, etc., based on the Borough's Central Services Cost Allocation Plan which was

General Fund Summary

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

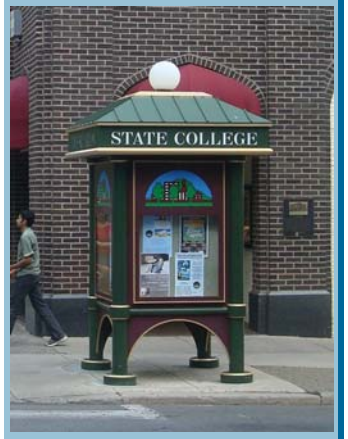
http://www.statecollegepa.us

was comprehensively updated in 2010 by Maximus Consulting. An interfund transfer from the Community Development Block Grant (CDBG) program is also included in this category. $208,315 is budgeted for 2011.

Borough of State College

2011 Budget

Tax Table I



243 South Allen Street
State College, PA 16801

(814) 234-7100

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STATE COLLEGE BOROUGH REAL ESTATE TAX/ASSESSMENT DATA

Comparison of Market and Assessed Value 1995-2011 and Tax Levy

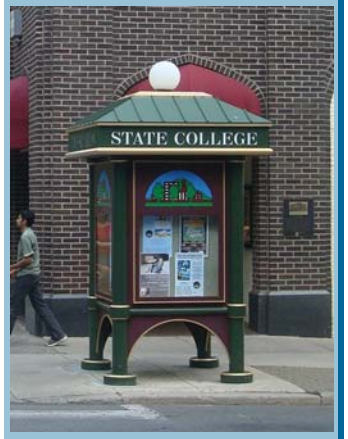
	Market Value	Ratio	Assessed	Tax Rate	Gross Tax	Homestead	Net Tax
1995	926,042,470	50%	463,021,235	3.700	1,713,180	-	1,713,180
1996	917,118,690	50%	458,559,345	3.950	1,811,310	-	1,811,310
1997	923,123,000	50%	461,561,785	4.350	2,007,794	-	2,007,794
1998	926,588,760	50%	463,294,380	4.350	2,015,331	-	2,015,331
1999	941,559,060	50%	470,779,530	4.350	2,047,891	-	2,047,891
2000	943,635,430	50%	471,817,715	4.350	2,052,408	-	2,052,408
2001	945,520,900	50%	472,760,450	4.350	2,056,508	-	2,056,508
2002	949,006,020	50%	474,503,010	4.750	2,253,891	-	2,253,891
2003	952,402,550	50%	476,201,275	4.900	2,335,388	-	2,335,388
2004	969,839,300	50%	484,919,650	5.700	2,764,043	-	2,764,043
2005	972,030,800	50%	486,015,400	7.300	3,547,913	-	3,547,913
2006	970,073,080	50%	485,036,540	10.035	4,867,341	(571,094)	4,296,247
2007	983,319,710	50%	491,659,855	10.035	4,933,807	(584,543)	4,349,264
2008	987,555,920	50%	493,777,960	10.540	5,204,419	(591,117)	4,613,302
2009	990,457,320	50%	495,228,660	11.040	5,467,324	(607,241)	4,860,083
2010	987,601,380	50%	493,800,690	11.040	5,451,560	(604,904)	4,846,656
2011	985,000,000	50%	492,500,000	11.040	5,437,200	(604,900)	4,832,300

Estimated values based on data furnished by the Centre County Assessment Office

Borough of State College

2011 Budget

Tax Table II



243 South Allen Street
State College, PA 16801

(814) 234-7100

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SUMMARY OF LOCAL INCOME TAX RECEIPTS 1992 - 2010

Year	University	Other	Total		Change	
1992	1,456,219	1,328,635	2,784,854		-	2.4
1993	1,468,812	1,388,031	2,856,843		+	2.6
1994	1,546,923	1,437,875	2,984,798		+	4.5
1995	1,604,070	1,441,915	3,045,985		+	2.1
1996	1,641,108	1,341,588	2,982,696		-	2.1
1997	1,623,351	1,445,336	3,068,687		+	2.8
1998	1,694,885	1,627,660	3,322,545		+	8.3
1999	1,775,571	1,670,537	3,446,108		+	3.7
2000	1,853,295	1,574,837	3,428,132		-	0.1
2001	2,037,068	1,589,934	3,627,002		+	5.8
2002	2,159,524	1,584,510	3,744,034		+	3.2
2003	2,207,806	1,617,250	3,825,056		+	2.2
2004	2,162,986	1,442,744	3,605,730		-	3.3
2005	2,162,477	1,473,162	3,635,639		+	0.8
2006	2,055,222	1,608,351	3,663,573		+	0.8
2007	2,055,386	1,620,760	3,676,146		+	0.3
2008	2,062,259	1,799,181	3,861,440		+	5.0
2009	2,134,160	1,736,379	3,870,994		+	0.1
2010	2,149,084	1,750,916	* 3,900,000	*	+	0.7

* estimated

General Fund Revenue

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	TAXES							
301 100	Real Estate Tax	$ 4,219,703	$ 4,246,923	$ 4,439,388	$ 4,723,304	$ 4,760,760	$ 4,730,000	$ 4,745,300
301 900	Tax Penalties	19,067	13,608	26,353	24,870	15,000	35,000	20,000
310 100	Real Estate Transfer Tax	685,037	625,536	770,069	821,692	825,000	800,000	825,000
310 210	Earned Income / Net Profits	3,663,573	3,676,146	3,861,440	3,870,994	3,850,000	3,900,000	3,940,000
310 300	Local Services Tax	1,129,767	1,150,087	1,030,211	1,108,866	1,025,000	1,150,000	1,150,000
310 700	Mechanical Devices Tax	-	-	-	-	-	-	-
310 810	Business Privilege - Current	-	-	-	-	-	-	-
310 810	Business Privilege - Prior	25,875	2,539	20	-	-	-	-
	Total – Taxes	**$ 9,743,022**	**$ 9,714,839**	**$ 10,127,481**	**$ 10,549,726**	**$ 10,475,760**	**$ 10,615,000**	**$ 10,680,300**
	LICENSES AND PERMITS							
321 205	Business Privilege License	$ 380	$ -	$ -	$ -	$ -	$ -	$ -
321 210	Health Department Licenses	25,065	25,868	24,453	38,670	39,000	49,300	50,000
321 230	Dog Licenses	230	224	248	240	225	225	225
321 410	Towing Licenses	1,400	1,050	1,050	2,100	2,100	2,175	2,175
321 430	Street Permits	2,270	3,899	4,200	3,397	3,500	3,200	3,500
321 610	Transient Retail Dealers	1,285	11,770	8,944	9,716	12,000	11,000	12,000
321 620	Sign Permits & Licenses	1,865	1,725	1,915	1,470	2,000	2,000	2,000
321 730	Theatre Licenses	-	-	-	-	-	-	-
321 730	Amusement Licenses	-	-	-	-	-	-	-
321 730	Loading Zone Permits	2,190	2,155	2,120	2,248	2,500	2,400	2,500
321 810	Cable Television Franchise	242,994	241,992	267,875	298,331	300,000	305,000	310,000
322 800	Residential Parking Permits	1,498	1,349	1,262	1,771	2,000	4,500	4,500
322 805	Residential Rental Permits	-	-	-	125,763	128,000	126,000	128,000
322 810	Commuter Parking Permits	64,433	53,929	42,079	46,025	45,000	45,000	45,000
	Total – Licenses and Permits	**$ 343,609**	**$ 343,961**	**$ 354,145**	**$ 529,729**	**$ 536,325**	**$ 550,800**	**$ 559,900**
	FINES & COSTS							
331 100	Crimes Code Violations	$ 315,947	$ 341,749	$ 291,789	$ 376,721	$ 350,000	$ 400,000	$ 375,000
331 105	Vehicle Code Violations - State	25,745	27,597	24,299	22,944	25,000	24,000	25,000
331 110	Vehicle Code Violations	122,131	148,080	153,286	167,059	160,000	145,000	150,000
331 115	Non-Meter Parking Violations	52,466	57,252	28,007	13,182	25,000	12,500	15,000
331 120	Non-Meter Parking Violations - Parking Enforcement	351,843	327,893	380,389	439,357	425,000	400,000	400,000

General Fund Revenue

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
331 125	Non-Meter Parking Violations - District Magistrate	39,684	36,451	36,009	40,532	45,000	25,000	35,000
331 131	Police Ordinance Violations	4,500	675	3,075	3,600	3,500	2,500	3,000
331 132	Parking Ordinance Violations	9,095	8,175	7,250	13,965	15,000	14,000	15,000
331 133	Health Ordinance Violations	7,741	10,098	13,230	15,862	13,500	17,000	15,000
331 136	Police Ordinance Violations - District Magistrate	3,271	2,770	3,499	7,371	5,000	15,000	90,000
331 137	Parking Ordinance Violations - Distridct Magistrate	292	850	700	1,000	2,000	500	1,000
331 138	Health Ordinance Violations - District Magistrate	8,847	11,750	5,161	9,408	8,500	17,500	10,000
331 140	Parking Meter Violations	243,482	211,522	246,611	275,699	325,000	260,000	330,000
331 145	Meter Violations - District Magistrate	30,812	31,005	29,037	39,425	38,000	25,000	40,000
	Total – Fines & Costs	**$ 1,215,853**	**$ 1,215,867**	**$ 1,222,342**	**$ 1,426,125**	**$ 1,440,500**	**$ 1,358,000**	**$ 1,504,000**
	INTEREST AND RENTS							
341 100	Interest Earnings	$ 323,892	$ 220,003	$ 111,570	$ 76,178	$ 75,000	$ 40,000	$ 40,000
341 200	Parking Space Rentals	11,772	7,403	-	-	-	-	-
341 300	Office Space Rentals	18,970	18,228	42,069	26,630	18,230	34,110	18,230
341 400	Facilities Room Rentals	282	36	316	66	300	-	100
	Total – Interest and Rents	**$ 354,915**	**$ 245,670**	**$ 153,955**	**$ 102,874**	**$ 93,530**	**$ 74,110**	**$ 58,330**
	INTERGOVERNMENTAL REVENUE							
354 100	PA Council of Arts	$ 3,627	$ 3,810	$ 3,810	$ -	$ -	$ -	$ -
354 110	Urban Village Planning Grant	-	47,500	-	-	-	-	-
354 200	School Resource Officer	106,645	142,968	123,236	118,526	137,000	138,000	143,000
354 300	DARE	13,912	13,871	19,011	10,786	3,500	-	-
354 330	LEEP (Law Enforcement Education)		64,599	83,024	60,110	75,000	85,000	22,000
354 350	Lifeskills	37,232	-	-	-	-	-	-
354 400	Training Grants	-	-	-	-	-	-	-
354 401	Sponsored Training Fees	1,900	1,200	2,790	1,940	9,000	8,830	9,000
354 402	STOP Grant	23,904	22,967	22,448	18,671	21,000	31,250	31,000
354 403	Traffic Safety Grants	-	13,603	14,288	22,109	12,500	12,000	10,000
354 404	Drug Task Force	4,300	5,385	27,135	85,196	25,000	32,000	30,000
354 405	DUI Sobriety Checkpoint	5,997	5,250	11,440	9,302	8,000	7,000	8,000
354 406	Bulletproof Vest Grant	20,356	(19,636)	-	-	-	-	22,500
354 407	Alcohol Source Grant	9,760	22,645	53,638	51,005	12,000	20,000	12,000
354 408	Homeland Security Overtime	-	-	-	-	-	-	-

General Fund Revenue

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
354 409	Encouraging Arrests Program	139,677	169,356	189,891	193,367	197,000	173,000	187,000
354 410	COPS More 98	-	-	-	-	-	-	-
354 411	Local Law Enforcement Block Grant	-	-	-	-	-	-	-
354 430	FEMA - Tropical Ivan	-	-	-	-	-	-	-
354 500	Greenhouse Gas Pilot Grant	-	-	-	10,824	-	56,008	10,824
354 700	PA DCNR - Flower Garden	-	-	-	-	-	-	-
354 900	Women's Resource - ESG Grant	-	-	-	-	-	-	-
355 100	Public Utility Realty Tax	15,958	14,374	13,079	14,196	14,000	15,129	15,000
355 500	Municipal Pension State Aid	-	-	-	-	905,756	905,756	905,756
355 700	Fire Relief Funds	-	-	-	-	217,790	217,790	217,790
355 800	Alcoholic Beverage License	9,900	11,400	11,100	10,800	11,100	10,321	11,100
355 900	Office of Sustainability	-	-	-	-	-	-	-
	Total – Intergovernmental Revenue	**$ 393,169**	**$ 519,292**	**$ 574,890**	**$ 606,832**	**$ 1,648,646**	**$ 1,712,084**	**$ 1,634,970**
	INTERGOVERNMENTAL (PASS-THRU)							
356 052	RACP Grant - New Library	$ -	$ -	$ -	$ -	$ -	$ -	$ -
356 500	Communities That Care	155,120	79,108	55,391	49,066	35,250	65,000	61,000
356 700	Juvenile Intervention	6,000	11,971	9,725	9,120	10,000	13,000	5,000
356 800	Supportive Housing	3,833	9,799	11,685	8,929	10,920	9,500	10,920
	Total – Intergovernmenatl (Pass-Thru)	**$ 164,953**	**$ 100,878**	**$ 76,801**	**$ 67,115**	**$ 56,170**	**$ 87,500**	**$ 76,920**
	DEPARTMENT EARNINGS							
360 100	Sale of Materials & Supplies	$ 11,696	$ 11,037	$ 15,725	$ 21,205	$ 15,000	$ 60,000	$ 15,000
361 400	Financial / Technology Services	242,993	269,139	280,039	309,311	308,335	315,000	331,457
361 500	Benefit Administration	795	1,452	984	705	900	300	750
361 600	Tax Collection Services	197,129	270,912	231,243	243,231	240,000	255,000	347,000
361 700	Contracted Janitorial Services	97,670	102,192	105,072	110,952	111,216	115,416	127,000
361 800	Public Works Services	-	-	-	38,400	1,091,178	1,300,000	1,356,079
362 100	Police Service Contracts	1,227,487	1,188,219	1,384,787	1,408,272	1,484,707	1,387,655	1,579,912
362 105	Police Services - Special Events	128,922	122,867	147,545	248,993	215,000	230,000	230,000
362 110	Sale of Police Reports / Services	16,376	16,548	17,254	20,850	20,000	16,000	18,000
362 115	Youthful Offender Program	-	-	-	33,020	25,000	23,000	10,000
362 200	School Crossing Guards	39,266	42,414	44,492	41,263	45,100	46,000	46,600
363 200	Parking Meter Collections	560,599	551,047	537,710	540,257	550,000	555,000	550,000

General Fund Revenue

STATE COLLEGE, PA

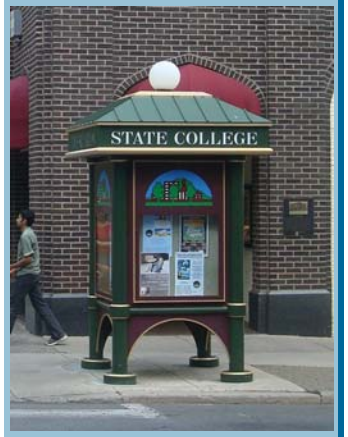
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
363 210	Meter Bag Rental	11,175	39,528	16,760	10,110	10,000	7,500	10,000
365 640	Health Department Services	12,179	20,338	22,169	22,710	18,000	26,500	27,000
365 650	Radon Test Program	-	-	-	-	-	-	-
367 100	Zoning / Site Review Fees	9,485	10,200	7,170	7,316	10,000	12,500	10,000
	Total – Department Earnings	**$ 2,555,773**	**$ 2,645,893**	**$ 2,810,950**	**$ 3,056,596**	**$ 4,144,436**	**$ 4,349,871**	**$ 4,658,798**
	MISCELLANEOUS							
380 100	Miscellaneous	$ 9,904	$ 6,033	$ 6,874	$ 10,850	$ 9,000	$ 9,500	$ 9,000
383 900	Tree Planting Assessments	2,087	1,433	3,830	3,461	2,500	15,414	2,720
387 100	Tree Rememberance / Donations	1,533	694	-	-	-	-	-
391 100	Land Transfer Agreement	-	-	200,001	-	-	-	-
	Total – Miscellaneous	**$ 13,524**	**$ 8,160**	**$ 210,704**	**$ 14,311**	**$ 11,500**	**$ 24,914**	**$ 11,720**
	TOTAL GENERAL FUND REVENUE	**$ 14,784,819**	**$ 14,794,560**	**$ 15,531,268**	**$ 16,353,308**	**$ 18,406,867**	**$ 18,772,279**	**$ 19,184,938**
	INTERFUND TRANSFERS							
392 004	Bus Terminal	$ 1,350	$ 1,400	$ 1,445	$ 1,515	$ 1,550	$ 1,550	$ 4,093
392 005	Bellaire Court	6,225	6,500	6,700	7,035	7,190	7,190	22,141
392 006	Parking	174,495	181,500	187,145	196,500	200,805	200,805	171,101
392 007	Compost Operations	-	-	10,580	11,110	11,355	11,355	12,591
392 008	Sanitary Sewer	308,585	320,000	329,950	346,450	354,040	354,040	132,515
392 009	Refuse Collection	244,475	254,000	251,320	263,885	269,665	269,665	142,418
392 018	Transfer from CDBG	-	-	-	190,280	178,328	178,328	208,315
392 020	Fleet Services	54,900	57,000	58,775	61,715	63,065	63,065	58,775
392 025	Transfer from ICDA	-	-	-	-	-	-	-
392 030	Capital Projects - Library	-	-	-	-	-	-	-
392 033	Asset Replacement	-	-	-	-	-	-	-
392 065	Eastern Inner Loop Refund	-	-	-	-	-	-	-
392 088	Insurance Reserve	-	256,000	288,300	285,475	-	-	-
	Total – Interfund Transfers	**$ 790,030**	**$ 1,076,400**	**$ 1,134,215**	**$ 1,363,965**	**$ 1,085,998**	**$ 1,085,998**	**$ 751,949**
	BOND PROCEEDS							
393 100	2005 Bond Issue	$ -						
	Total – Bond Proceeds	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	TOTAL AVAILABLE FOR APPROPRIATION	**$ 15,574,849**	**$ 15,870,960**	**$ 16,665,483**	**$ 17,717,273**	**$ 19,492,865**	**$ 19,858,277**	**$ 19,936,887**

Borough of State College

2011 Budget

ADMINISTRATION

General Fund Expenditures



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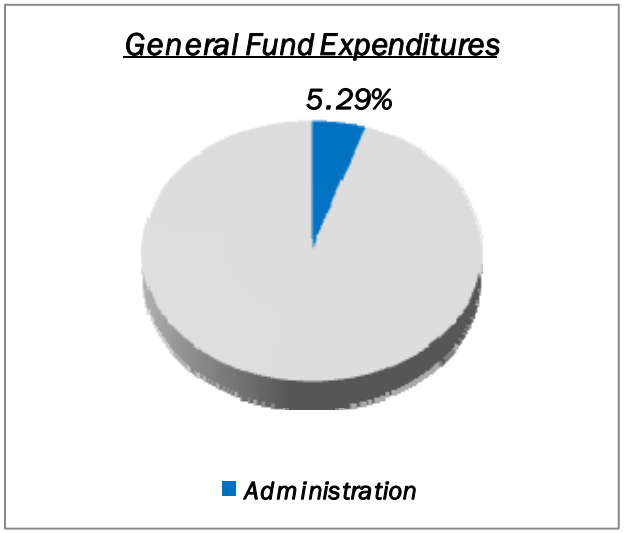
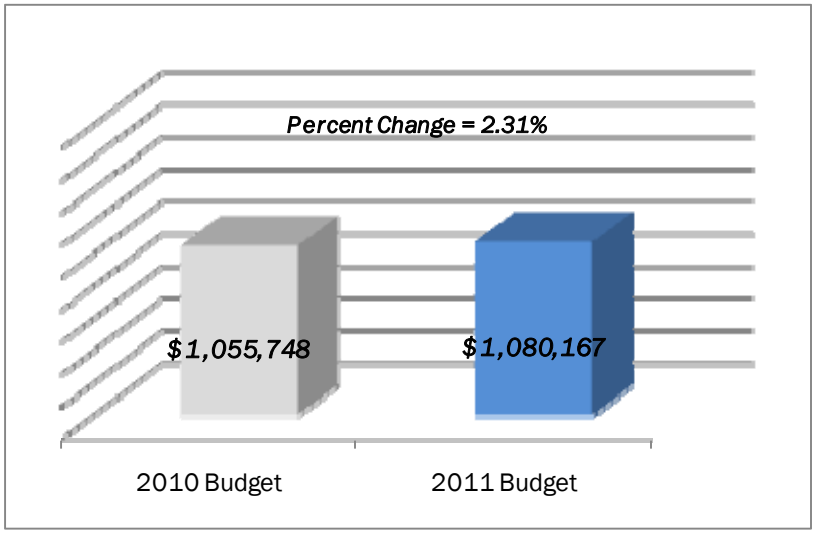
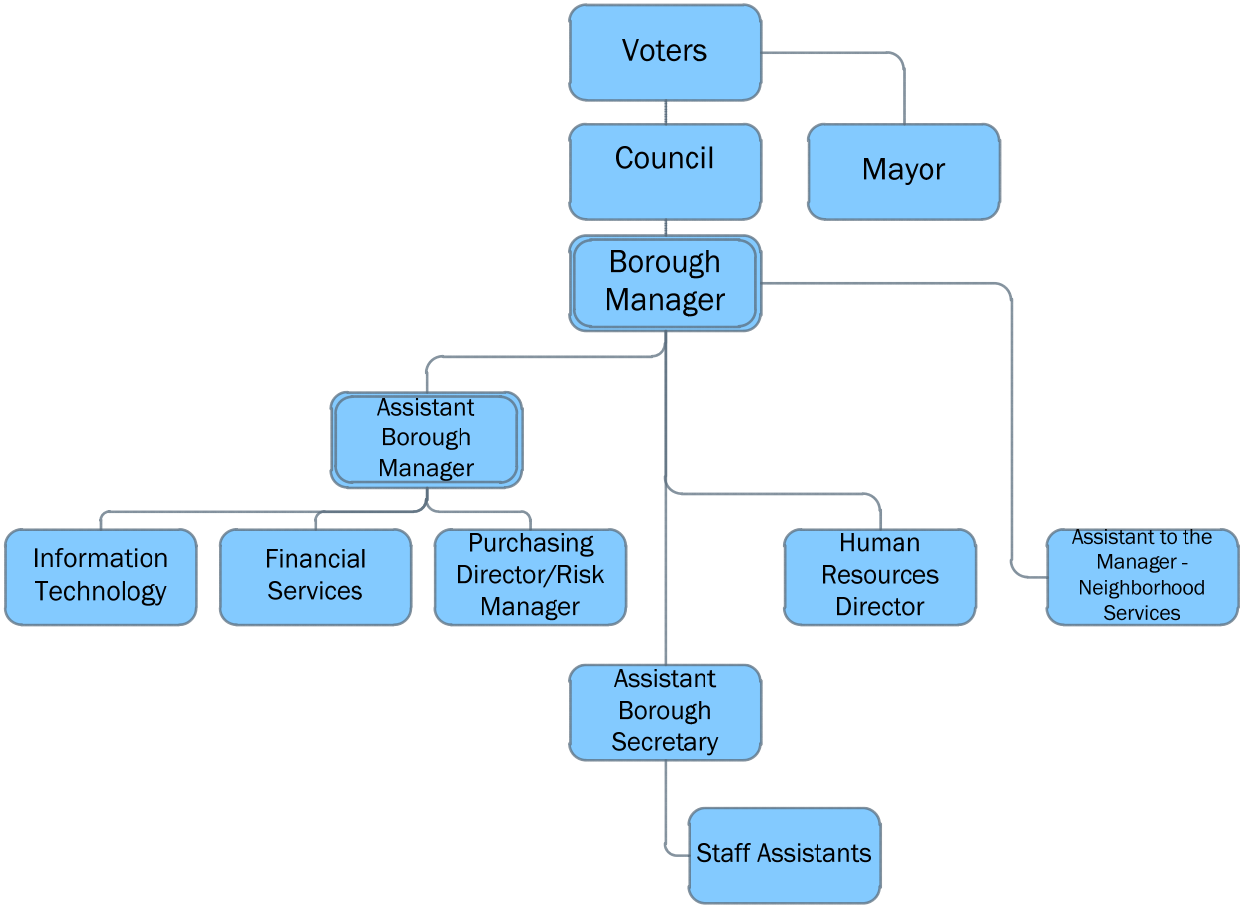
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Personnel	558,527	636,812	746,223	781,684	784,650	723,056	794,153
Operating	263,091	299,099	258,459	234,648	262,898	254,932	278,822
Capital	5,240	8,644	5,402	6,430	8,200	9,262	7,192
TOTAL	$ 826,857	$ 944,556	$ 1,010,084	$ 1,022,762	$ 1,055,748	$ 987,250	$ 1,080,167





Borough of State College

Organizational Chart | *2011 Budget* | *ADMINISTRATION*



Borough of State College

2011 Budget

ADMINISTRATION

General Fund Expenditures

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HUMAN RESOURCES

MISSION

Recruit and retain a stable, diverse, productive, competent and talented workforce; promote job satisfaction, foster a positive work environment; emphasize excellent customer service and maintain competitive compensation and benefits.

2011 STRATEGIC OBJECTIVES

Succession Planning

Several key staff members will be (or already are) eligible to retire in the near future. Succession planning continues to be developed which will be helpful in relation to retirements. Some work has been completed with departmental re-organizations.

Employer Assisted Housing Program

This long term objective would develop an Employer Assisted Housing (EAH) program for Council to review and adopt. This program would not necessarily require General Fund dollars to be expended.

Enterprise Resource Planning System Project

Continued participation in the project. In conjunction with this project, one of our objectives is to update and provide staff with a personnel policy document.

Neighborhood Sustainability

Fully implement the Office of Neighborhood Sustainability.

Borough of State College

2011 Budget

ADMINISTRATION

General Fund Expenditures

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2011 BUDGET IMPACT ITEMS

The cost of employee healthcare will continue to impact the 2011 Budget with an estimated cost in excess of two (2) million dollars. The Borough's premiums will increase 11% in 2011, but the Borough's continued participation in the Centre Region Health Insurance Cooperative (CRIC), a self-insurance group, has provided the Borough the ability to better manage the fluctuating costs of healthcare.

PURCHASING AND RISK MANAGEMENT

MISSION

Procure the highest quality goods and services required by Borough Departments in the most cost effective and efficient manner, and to assure that all assets of the Borough are adequately and properly insured.

GOALS

- Update and revise the Borough's Purchasing Manual and review with each department the purchasing policies and procedures contained therein
- Implement a management and control process for the parts inventory at Central Garage
- Complete a formal Risk Management Plan for the Borough
- Conduct quarterly online auctions for the disposition of surplus/obsolete goods
- Establish a Borough-wide incentive program to foster employee health and fitness

2011 STRATEGIC OBJECTIVES

Work with the Sustainability Committee to develop an Environmentally Preferable Procurement Policy for consideration by Borough Council. Implement policy if approved by Council.

Work with the Borough's Wellness and Safety Committees to develop and implement health and safety

General Fund Expenditures

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incentive programs for Borough employees tailored to the needs of the individual departments, addressing the risks and hazards faced by employees in the specific departments.

Review the existing Purchasing Manual and incorporate recent Purchasing Ordinance amendments, policy additions, and revised procedures and practices into a current version. Meet with each Borough Department to distribute revised Purchasing Manual and highlight the pertinent practices and procedures governing the Borough's purchasing process.

Complete a review of the current practice of inventory management in the Central Garage and implement a new management and control process for this function based on best practices.

Review resource material from the Public Entity Risk Institute and the Public Risk Management Association to develop a formal Risk Management Plan for the Borough, encompassing all facets of the Borough's operations. Adopt plan.

2011 BUDGET IMPACT ITEMS

The strategic objectives detailed above can be implemented without increasing the 2011 Budget.

Administration

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	PERSONNEL							
401 110	Mayor	$ 12,000	$ 12,000	$ 12,000	$ 10,985	$ 13,000	$ 13,000	$ 13,000
401 120	Manager	101,846	106,599	108,573	109,574	111,216	111,216	112,439
401 130	Administrative Staff	337,713	386,376	462,429	485,132	485,973	443,140	474,981
401 140	Secretarial Staff	-	-	-	-	-	-	-
401 160	Intern	-	-	-	-	-	240	4,200
401 190	Employee Benefits	106,968	131,837	163,221	175,993	174,461	155,460	189,533
	Subtotal:	**$ 558,527**	**$ 636,812**	**$ 746,223**	**$ 781,684**	**$ 784,650**	**$ 723,056**	**$ 794,153**
	PROFESSIONAL FEES							
401 312	Consulting Services	3,740	24,350	2,450	27,149	5,000	5,000	5,000
401 314	Legal Services	49,751	46,271	40,382	43,629	47,250	50,500	52,350
	Subtotal:	**$ 53,491**	**$ 70,621**	**$ 42,832**	**$ 70,777**	**$ 52,250**	**$ 55,500**	**$ 57,350**
	OPERATING							
401 210	Office Supplies	3,340	4,043	4,811	7,021	6,000	8,150	8,000
401 212	Forms	1,106	2,719	1,053	2,213	2,300	2,850	2,500
401 215	Meeting Expenses	3,950	5,308	5,955	6,120	5,000	7,600	8,000
401 320	Telephone	4,564	3,786	2,851	3,698	3,300	3,350	3,300
401 325	Postage	2,430	1,998	2,588	1,810	2,500	2,750	2,850
401 341	Advertising	22,361	29,130	18,122	15,609	22,000	15,750	20,000
401 342	Photocopying	6,514	5,497	4,592	4,004	4,700	2,500	3,000
401 348	Public Information	10,347	14,985	16,138	16,136	10,000	5,050	6,500
401 349	Neighborhood Programs	4,200	-	-	-	-	-	-
401 350	Property / Liability Insurance	61,887	63,093	58,042	28,343	55,998	55,082	61,472
401 372	Computer / Office Equipment Maintenance	1,007	480	599	659	1,000	1,000	1,000
401 374	Office Equipment Maintenance	-	-	-	-	-	-	-
401 445	Parking Validation Program	-	-	-	-	-	-	-
401 450	ABC Dinner / Employee Recognition	13,619	19,808	17,411	15,471	18,000	15,500	17,000
401 460	Employee Development	21,889	25,011	28,433	17,715	22,500	23,500	25,000
401 461	Municipal Memberships	43,839	43,325	42,221	35,570	44,000	43,500	50,000
401 463	Publications / Subscriptions	793	1,301	1,870	971	1,250	1,250	1,250
401 466	Employee Wellness Program	7,153	7,392	10,341	7,978	11,500	11,000	11,000
401 467	Car Allowance (Mayor)	600	600	600	554	600	600	600
	Subtotal:	**$ 209,599**	**$ 228,478**	**$ 215,627**	**$ 163,871**	**$ 210,648**	**$ 199,432**	**$ 221,472**

Administration

STATE COLLEGE, PA

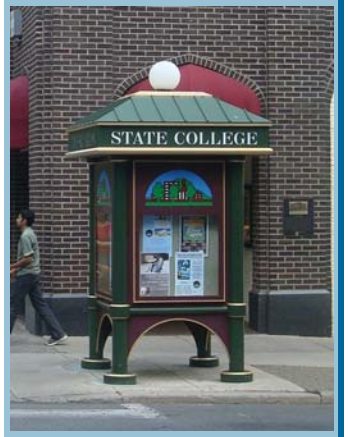
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	CAPITAL							
401 740	Computer Equipment	-	4,126	-	-	-	-	-
401 760	Office Furniture / Equipment	761	912	1,066	1,521	1,000	2,062	1,500
401 840	Computer Equipment Depreciation	4,479	3,607	4,336	4,909	7,200	7,200	5,692
	Subtotal:	$ 5,240	$ 8,644	$ 5,402	$ 6,430	$ 8,200	$ 9,262	$ 7,192
	Total – Administration	$ 826,857	$ 944,556	$ 1,010,084	$ 1,022,762	$ 1,055,748	$ 987,250	$ 1,080,167

Borough of State College

2011 Budget

FINANCE

General Fund Expenditures



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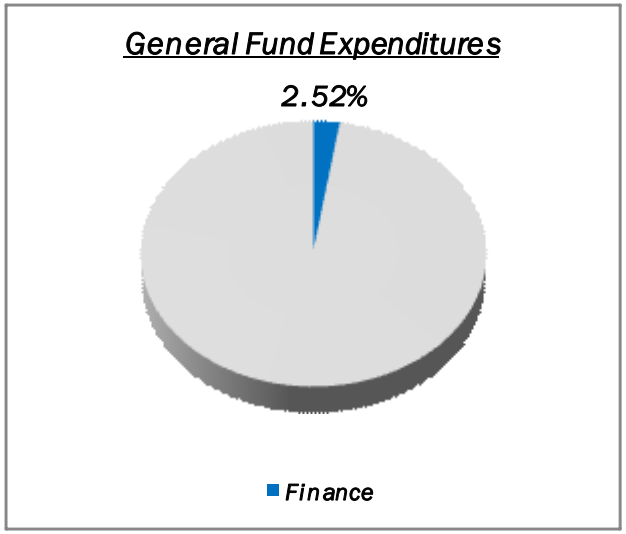
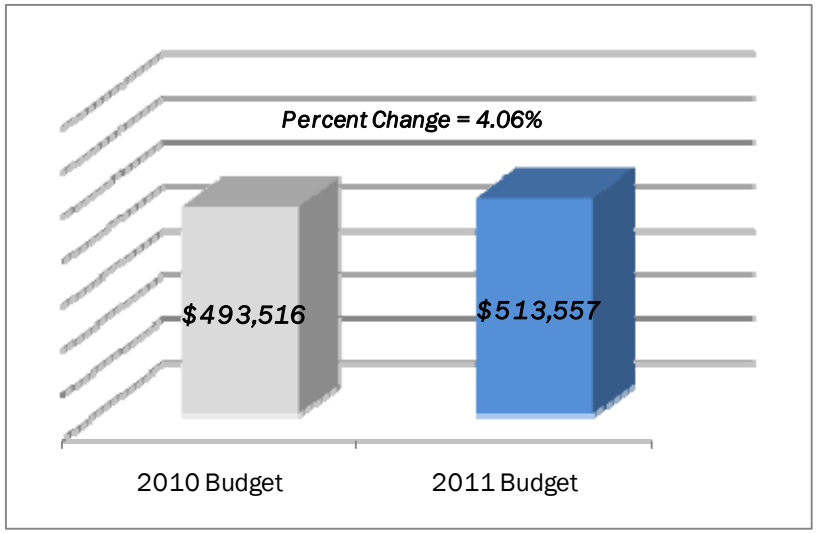
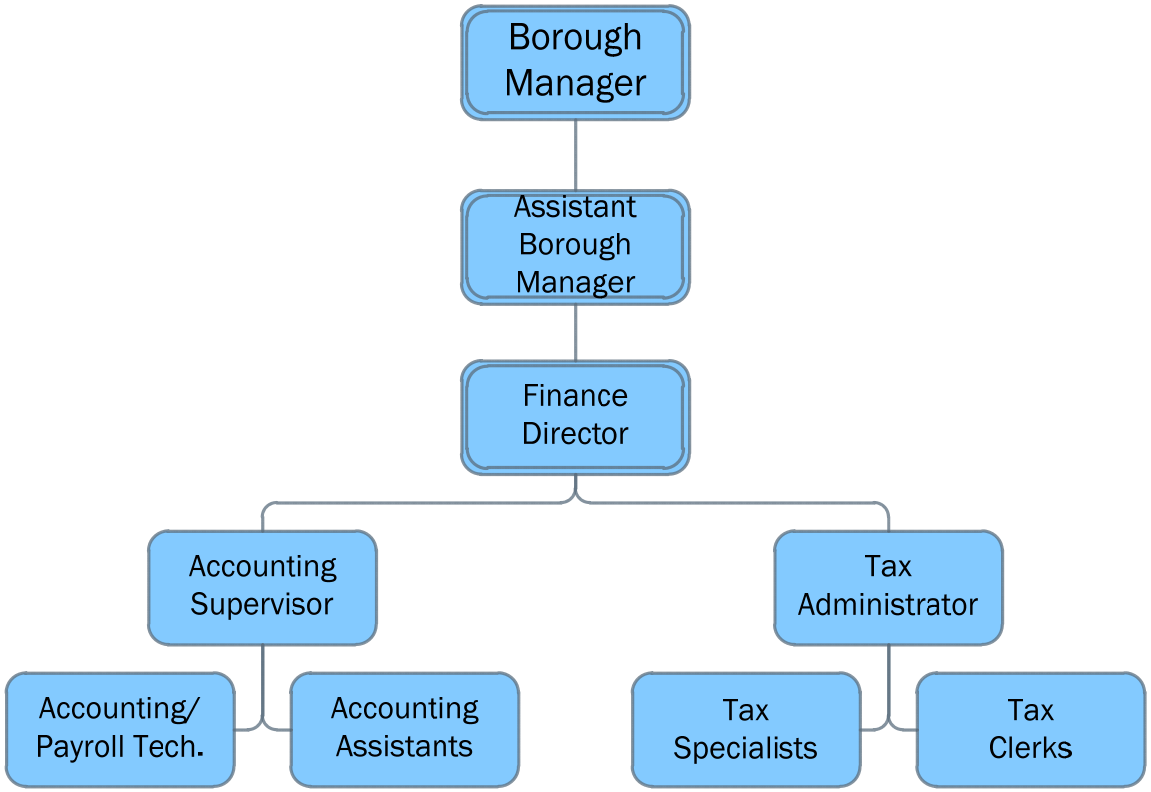
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Personnel	436,848	411,026	395,849	408,550	417,110	419,045	424,589
Operating	54,186	50,561	65,961	59,513	74,463	79,556	86,760
Capital	6,273	9,568	4,676	2,552	1,943	1,943	2,208
TOTAL	$ 497,307	$ 471,155	$ 466,487	$ 470,615	$ 493,516	$ 500,544	$ 513,557





Borough of State College

Organizational Chart | *2011 Budget* | *FINANCE*



Borough of State College

2011 Budget

General Fund Expenditures

FINANCE

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MISSION

The mission of the Finance Department is to furnish the highest quality financial and accounting services in the most economical and efficient manner, consistent with the recognized standards and ethics of the governmental finance profession.

GOALS

- Implement the integrated financial management module acquired as part of the Borough's Enterprise Resource Planning (ERP) System Project, including a review of staff roles and responsibilities and the development of work policies, processes and procedures which promote the efficiency of our financial operations while maintaining strong internal controls.
- Assist with preparations for the Borough's assumption of countywide earned income tax collection responsibilities as appointed collector of this tax for the political subdivisions in Centre County.
- Improve the usefulness and value of the Borough's financial reporting, including the preparation of a Comprehensive Annual Financial Report (CAFR).

2011 STRATEGIC OBJECTIVES

- Identify, develop and implement best business practices which thoroughly embrace the functionality of the new financial management software to efficiently and economically meet the Borough's needs as well as those of the customers we serve.
- Address the Borough's new role as appointed collector of the earned income tax for the political subdivisions in Centre County by assisting in the planning, development and implementation of a comprehensive system for the administration and collection of this tax.
- Prepare a Comprehensive Annual Financial Report (CAFR) as a continuing step toward enhancing the Borough's financial reporting.

Borough of State College

2011 Budget

FINANCE

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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2011 DETAIL ON APPROPRIATIONS

Personnel Expenses

These line item appropriations cover the salaries and benefits for the Department's staff of five full-time employees: the Finance Director, Accounting Supervisor, Accounting/Payroll Technician, two (2) Accounting Assistants.

Operating Expenses

These line item appropriations cover recurring expenses in the operation of the Department. Additional information is provided on the following items:

Audit Services (311)

This appropriation covers the annual fees for independent auditing services which are not charged to other Funds.

Consulting Services (312)

This appropriation covers fees for special legal counsel and appraisal consultants to represent the Borough in matters related to real estate assessment appeals; the annual update of the Borough's central services cost allocation plans; and the assistance of our independent auditor in preparing a Comprehensive Annual Financial Report (CAFR).

Capital Expenses (760 & 840)

These line item appropriations cover capital expenses, including office equipment and depreciation of the computer equipment assigned to the Department.

Finance

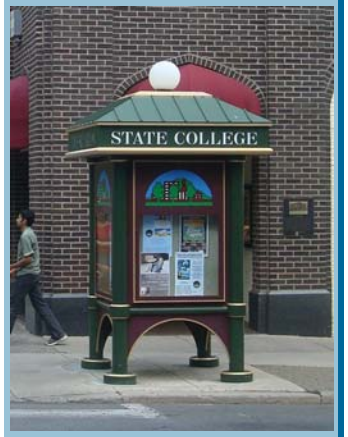
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	PERSONNEL							
402 120	Finance Director	$ 86,452	$ 88,705	$ 91,915	$ 92,979	$ 96,200	$ 96,200	$ 97,219
402 130	Administrative Staff	255,396	225,241	201,467	206,216	210,350	212,170	216,375
402 140	Secretarial / Clerical Staff	-	-	-	-	-	-	-
402 160	Intern	-	-	4,778	4,980	-	7,445	4,200
402 190	Employee Benefits	95,000	97,080	97,690	104,374	110,560	103,230	106,795
	Subtotal:	$ 436,848	$ 411,026	$ 395,849	$ 408,550	$ 417,110	$ 419,045	$ 424,589
	OPERATING							
402 210	Office Supplies	3,950	3,049	5,131	3,661	4,000	3,750	4,000
402 212	Forms	3,280	1,258	2,961	3,591	3,500	3,500	3,500
402 311	Audit Services	22,600	24,615	28,075	28,601	25,475	23,309	23,750
402 312	Consulting Services	800	-	4,996	2,331	15,000	23,750	26,500
402 318	Data Processing Services	950	-	1,600	-	1,500	400	1,500
402 320	Telephone	2,134	1,108	939	1,035	1,100	900	1,000
402 325	Postage	4,119	4,510	4,573	4,789	4,750	4,825	4,750
402 342	Photocopying	3,959	3,953	5,692	4,303	5,000	3,500	4,000
402 345	Microfilming	-	-	-	-	-	-	-
402 350	Insurance & Bond	2,491	2,143	2,142	1,409	2,238	5,592	5,760
402 372	Computer / Office Equipment Maintenance	7,391	7,460	7,253	7,585	7,500	7,200	7,500
402 374	Office Equipment Maintenance	-	-	-	-	-	-	-
402 460	Employee Development	1,792	1,670	1,754	1,299	3,500	1,750	3,500
402 463	Publications / Subscriptions	721	794	846	910	900	1,080	1,000
402 740	Computer Equipment	-	-	-	-	-	-	-
	Subtotal:	$ 54,186	$ 50,561	$ 65,961	$ 59,513	$ 74,463	$ 79,556	$ 86,760
	CAPITAL							
402 760	Office Furniture / Equipment	2,257	5,403	2,001	-	-	-	-
402 840	Computer Equipment Depreciation	4,016	4,165	2,675	2,552	1,943	1,943	2,208
	Subtotal:	$ 6,273	$ 9,568	$ 4,676	$ 2,552	$ 1,943	$ 1,943	$ 2,208
	Total – Finance	$ 497,307	$ 471,155	$ 466,487	$ 470,615	$ 493,516	$ 500,544	$ 513,557

Borough of State College

2011 Budget

TAX COLLECTION

General Fund Expenditures



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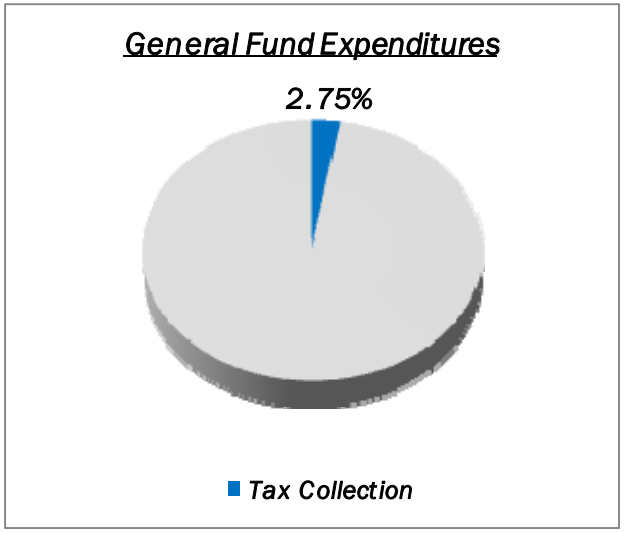
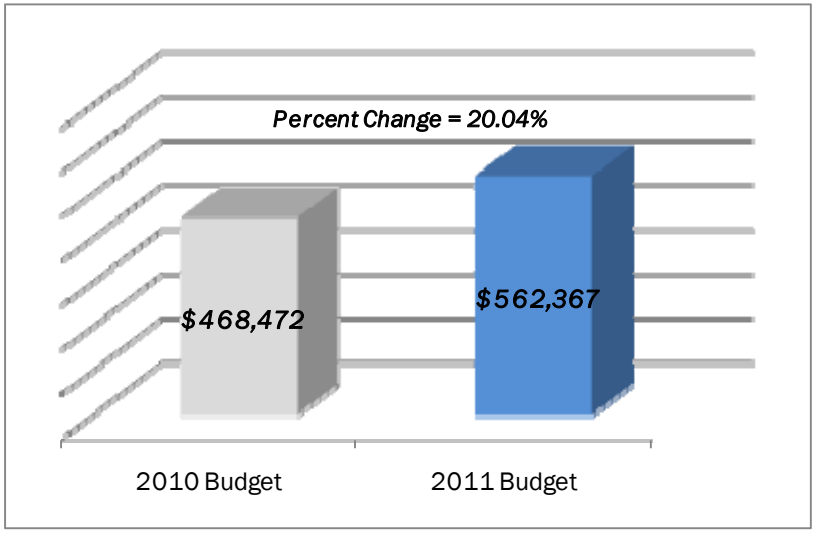
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Personnel	319,409	328,327	352,184	369,525	382,325	370,162	467,554
Operating	66,462	68,620	78,054	71,003	81,600	63,824	88,670
Capital	5,098	4,496	3,267	4,696	4,547	4,047	6,143
TOTAL	$ 390,969	$ 401,443	$ 433,505	$ 445,225	$ 468,472	$ 438,033	$ 562,367





Borough of State College

2011 Budget

General Fund Expenditures

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TAX COLLECTION

MISSION

Provide tax collection services to the levying bodies in an efficient and cost effective manner and to ensure fair and uniform collection of taxes in accordance with state and local laws and regulations while providing professional, responsive service to taxpayers.

GOALS

- Utilize technology to automate and streamline the tax collection process, minimizing costs while maximizing customer service.
- Create a transition plan that will successfully transfer the tax collection of the Earned Income Tax and Local Services Tax, if applicable, from the current collectors to the Borough Tax Office, the designated Act 32 Income Tax Officer.
- Promote taxpayer usage of electronic filing options (both employers and taxpayers).

2011 STRATEGIC OBJECTIVES

The Tax Office welcomes the opportunity it has been provided to serve as the Centre County Earned Income Tax Officer effective January 1, 2012. Over the course of 2011, the tax office will develop a transition plan that will set the ground work for the 2012 changes. Efforts will be taken to streamline this process for employers, individual taxpayers, and governmental units. Electronic filing and payment options will be extended county wide. Strategic initiatives include but are not limited to: training seminars, open houses to introduce the tax office staff, on-line filing seminars and training sessions, and supplemental mailings of employer instructional handbooks. A number of Centre County municipalities and one school district have expressed an interest to retain the Borough Tax Office as collector for 2011 under an early implementation agreement. To date those discussions are continuing and may lead to a contractual arrangement to meet these interests.

Borough of State College

2011 Budget

TAX COLLECTION

General Fund Expenditures

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2011 BUDGET IMPACT ITEMS

The 2011 budget presented by the tax office includes costs for operations related to the Townships and School District that have approached the Borough Tax office to provide tax collection services for 2011. These tax collection services are entered into under a separate contract from Act 32 operations. The tax office will carefully monitor these expenditures to ensure that the collection fees result in no costs to the Borough.

Increases are also observed in the computer maintenance expenditures line item. The increases are attributed to Act 32 (mandated) software modifications. Additional computer licensing requirements occur to convert from a single tax office software license to a county-wide function.

Staffing levels for the tax office will increase in 2011 and 2012, proportionately based on increased work volume. One full-time equivalent staff member, clerical in nature, is included in the budget for 2011. An additional part-time data entry staff person has also been added to address the rising level of data that will be captured while processing the existing workload and the new accounts related to the municipalities and school district that elected to begin an early collection agreement with the Borough.

Tax Collection

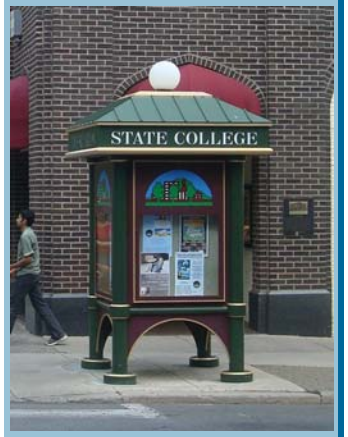
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	PERSONNEL							
403 130	Administrative Staff	$ 71,125	$ 72,978	$ -	$ -	$ -	$ -	$ -
403 135	Administrative/Clerical Staff	-	-	276,761	288,533	296,019	288,592	349,276
403 140	Secretarial / Clerical	178,916	184,201	-	-	-	-	-
403 170	Temporary / Part-time	-	-	-	-	-	-	-
403 190	Employee Benefits	69,368	71,148	75,423	80,993	86,306	81,570	118,278
	Subtotal:	$ 319,409	$ 328,327	$ 352,184	$ 369,525	$ 382,325	$ 370,162	$ 467,554
	OPERATING							
403 210	Office Supplies	8,218	6,037	7,033	4,567	7,000	6,250	7,000
403 212	Forms	7,408	7,012	-	3,419	6,000	3,500	6,000
403 215	Meeting Expenses	-	-	-	-	-	-	250
403 311	Audit Services	2,800	2,900	3,000	3,099	4,800	4,789	5,950
403 312	Consulting Services	-	-	-	-	-	-	-
403 314	Legal Services	-	-	-	-	-	-	-
403 318	Data Processing Services	1,011	262	1,911	261	2,000	800	2,000
403 320	Telephone	2,437	1,234	1,042	1,147	1,200	1,125	1,800
403 325	Postage	18,412	27,190	14,466	18,271	30,000	19,325	26,000
403 341	Advertising	-	-	-	-	-	-	750
403 342	Photocopying	2,383	4,641	2,984	3,529	3,500	3,200	3,800
403 345	Microfilming	-	-	-	-	-	-	-
403 350	Insurance & Bond	3,390	3,106	2,539	1,918	2,850	2,675	4,120
403 372	Computer / Office Equipment Maintenance	11,946	10,860	39,212	25,417	16,500	16,500	25,250
403 374	Office Equipment Maintenance	-	-	-	-	-	-	-
403 460	Employee Development	8,457	5,378	5,862	9,374	7,500	5,410	5,500
403 463	Publications / Subscriptions	-	-	5	-	250	250	250
	Subtotal:	$ 66,462	$ 68,620	$ 78,054	$ 71,003	$ 81,600	$ 63,824	$ 88,670
	CAPITAL							
403 740	Computer Equipment	-	-	-	727	500	-	800
403 760	Office Furniture / Equipment	-	-	-	-	-	-	1,500
403 840	Computer Equipment Depreciation	5,098	4,496	3,267	3,969	4,047	4,047	3,843
	Subtotal:	$ 5,098	$ 4,496	$ 3,267	$ 4,696	$ 4,547	$ 4,047	$ 6,143
	Total – Tax Collection	$ 390,969	$ 401,443	$ 433,505	$ 445,225	$ 468,472	$ 438,033	$ 562,367

Borough of State College

2011 Budget

INFORMATION TECHNOLOGY

General Fund Expenditures



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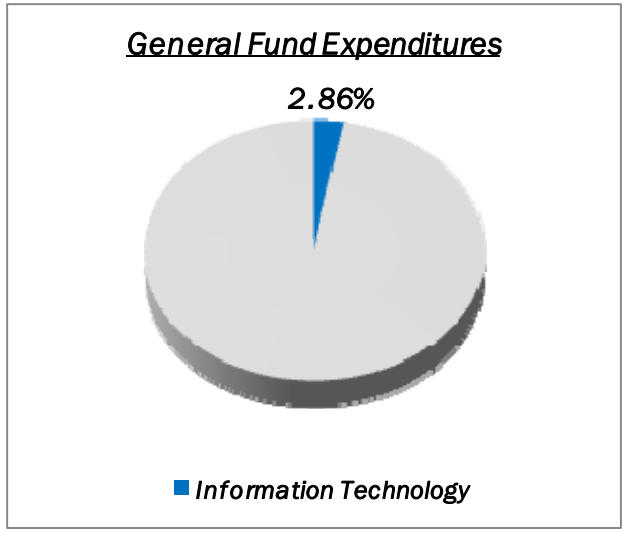
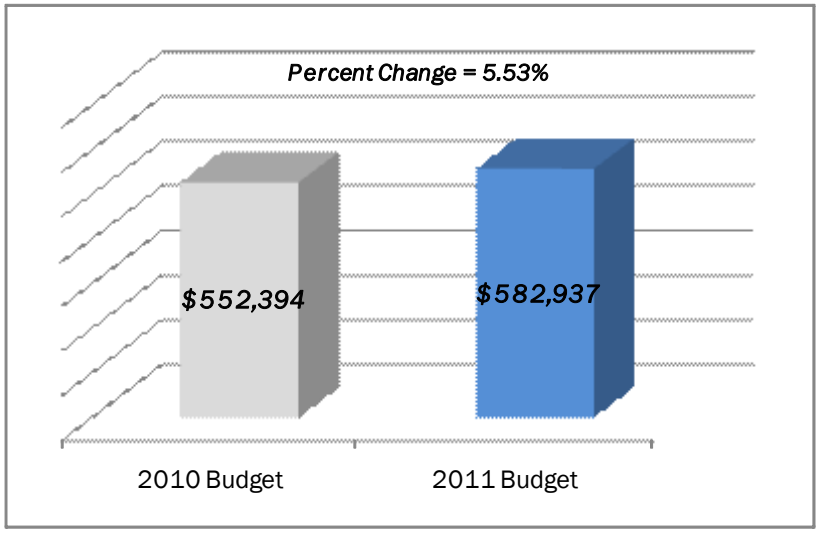
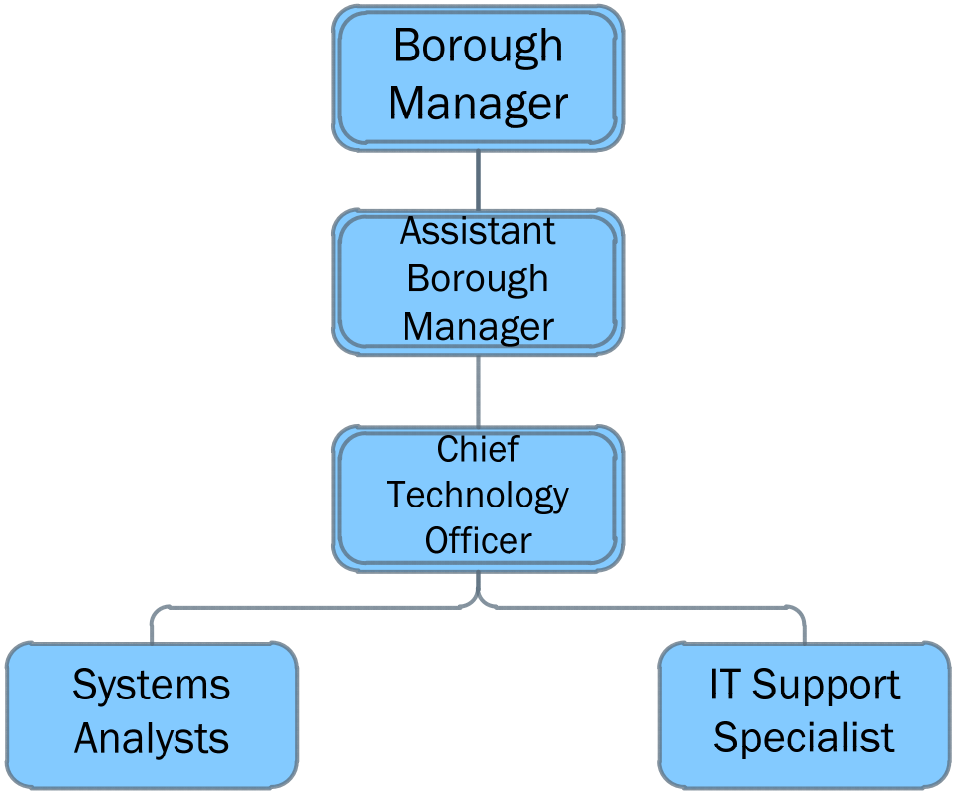
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Personnel	308,885	365,270	363,905	347,290	366,444	368,855	385,139
Operating	89,538	94,529	92,139	90,110	109,050	109,306	107,350
Capital	50,065	47,755	68,876	72,898	76,900	76,900	90,448
TOTAL	$ 448,488	$ 507,554	$ 524,921	$ 510,298	$ 552,394	$ 555,061	$ 582,937





Borough of State College

Organizational Chart | *2011 Budget* | *INFORMATION TECHNOLOGY*



Borough of State College

2011 Budget

INFORMATION TECHNOLOGY

General Fund Expenditures

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MISSION

To provide secure, reliable, and state of the art technology services to the Borough and the Regional Technology Coalition, in an effort to utilize technology to streamline operations and provide effective government services.

GOALS

- Streamline processes in managing and providing technology services
- Provide timely assistance on requests for service
- Provide leadership and specialized assistance with the ERP System Project

2011 STRATEGIC OBJECTIVES

Review and evaluate current processes of how new projects are recommended, approved and scheduled. Develop processes and practices according to common industry standard practices. Meet with each Department to review new processes for how new IT projects are recommended, approved and scheduled.

Create processes that will allow IT staff to effectively participate in technology related projects throughout the organization and provide cost effective and timely assistance as needed.

Develop and coordinate employee educational opportunities involving software, technology, security, and other IT related skills and knowledge. Provide cost effective courses through South Hills that are in demand. Develop and offer in-house training seminar on security and technology use.

Review and develop processes within the IT Department that contribute to the tracking and reporting of Performance Measurement statistics. Develop standards by which to compare the IT Department's performance to other municipal IT Departments' performance.

Borough of State College

2011 Budget

INFORMATION TECHNOLOGY

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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2011 BUDGET IMPACT ITEMS

Computer Depreciation (#840) has increased by $13,548 due to the purchase of the new Tax System and the Police Terminal Servers.

2011 DETAIL ON APPROPRIATIONS

Personnel Expenses - The IT staff consists of the Chief Technology Officer, one Technical Support Specialist and three Systems Analysts. Two of these positions are fully funded by the Regional Technology Program, and a portion of the IT Director's position is funded by the Regional Technology Program.

Operating Expenses - Operating expenses cover the purchase of consumable supplies and basic operating costs related to the activities of the IT staff. Telephone/Wireless funds the monthly service costs of IT staff cell phones. Software License/Maintenance covers the annual contracts for software used by the Borough. Internet Access covers the cost of the internet connection used by all Borough employees. It also covers the annual cost of the Borough webpage content management system. Computer Equipment Hardware Maintenance covers the annual contracts for some specific network hardware including the core network switch, firewall, router and the backup tape drives. Employee Development covers training material, courses, and workshops offered to maintain technical skills and knowledge. Network Contingency line item is included to provide for as-needed or unexpected costs. This item also includes expenses such as technical support on a per-call basis and any unanticipated hardware or software that is needed to keep the network and key systems running. Computer Equipment: No new IT equipment for IT staff is requested in 2011. Office Equipment/Furniture: No new furniture or office equipment for IT staff is requested in 2011. Computer Equipment Depreciation includes the annual depreciation for all Servers, network hardware, and all shared systems (document imaging, e-mail, internet connection, file storage and back systems) and PCs and printers in the IT Department.

Information Technology

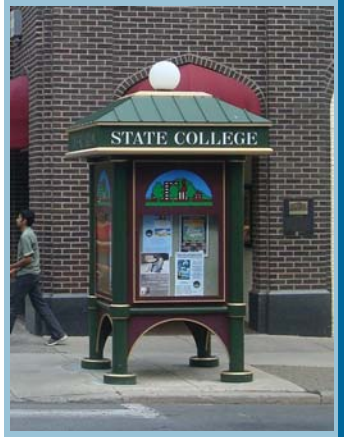
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	PERSONNEL							
407 130	Administrative Staff	$ 243,505	$ 289,661	$ 282,263	$ 269,169	$ 279,406	$ 282,580	$ 281,286
407 160	Intern	$ -	$ -	$ -	$ -	$ 4,000	$ 3,075	$ 4,200
407 190	Employee Benefits	65,379	75,609	81,643	78,120	83,038	83,200	99,653
	Subtotal:	**$ 308,885**	**$ 365,270**	**$ 363,905**	**$ 347,290**	**$ 366,444**	**$ 368,855**	**$ 385,139**
	OPERATING							
407 210	Office Supplies	1,465	891	991	425	1,400	1,400	1,400
407 230	Vehicle Fuel / Lubricants	338	512	479	441	550	550	550
407 240	Operating Supplies	2,923	3,120	3,662	1,435	4,100	4,100	4,100
407 320	Telephone / Wireless	4,532	4,028	5,843	3,643	9,000	9,000	5,000
407 342	Photocopying	-	-	-	-	-	-	-
407 350	Insurance	1,489	3,753	1,243	693	1,300	1,356	1,300
407 370	Software License / Maintenance	48,897	48,621	50,615	51,087	52,000	52,000	52,000
407 371	Internet Access	17,658	16,701	13,155	13,469	15,000	15,000	15,000
407 372	Computer Equipment Maintenance	5,206	4,252	4,024	8,641	9,700	9,700	12,000
407 375	Vehicle Maintenance / Repair	122	159	297	253	300	500	300
407 460	Employee Development	4,157	9,866	5,653	9,271	9,100	9,100	9,100
407 463	Publications / Subscriptions	217	167	146	629	500	500	500
407 480	Contingency	2,534	2,457	6,031	125	6,100	6,100	6,100
	Subtotal:	**$ 89,538**	**$ 94,529**	**$ 92,139**	**$ 90,110**	**$ 109,050**	**$ 109,306**	**$ 107,350**
	CAPITAL							
407 740	Computer Equipment	9,464	1,049	2,376	-	-	-	-
407 760	Office Equipment / Furniture	2,759	7,493	1,420	-	-	-	-
407 840	Computer Equipment Depreciation	35,023	36,394	62,262	70,079	74,081	74,081	87,629
407 850	Vehicle Depreciation	2,819	2,819	2,819	2,819	2,819	2,819	2,819
	Subtotal:	**$ 50,065**	**$ 47,755**	**$ 68,876**	**$ 72,898**	**$ 76,900**	**$ 76,900**	**$ 90,448**
	Total – Information Technology	**$ 448,488**	**$ 507,554**	**$ 524,921**	**$ 510,298**	**$ 552,394**	**$ 555,061**	**$ 582,937**

Borough of State College

2011 Budget

POLICE

General Fund Expenditures



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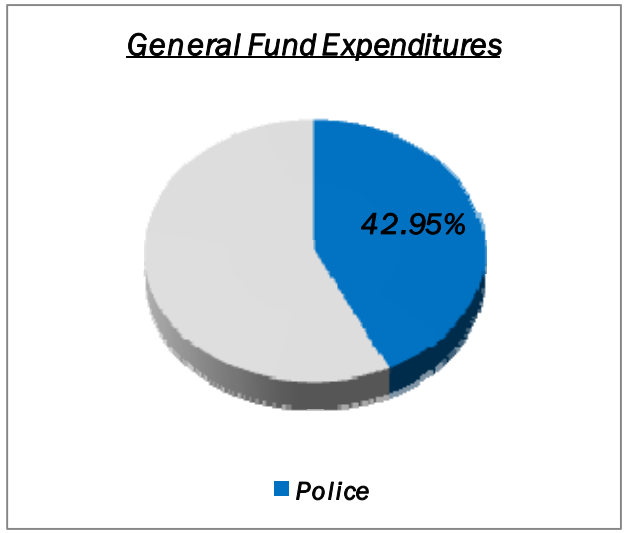
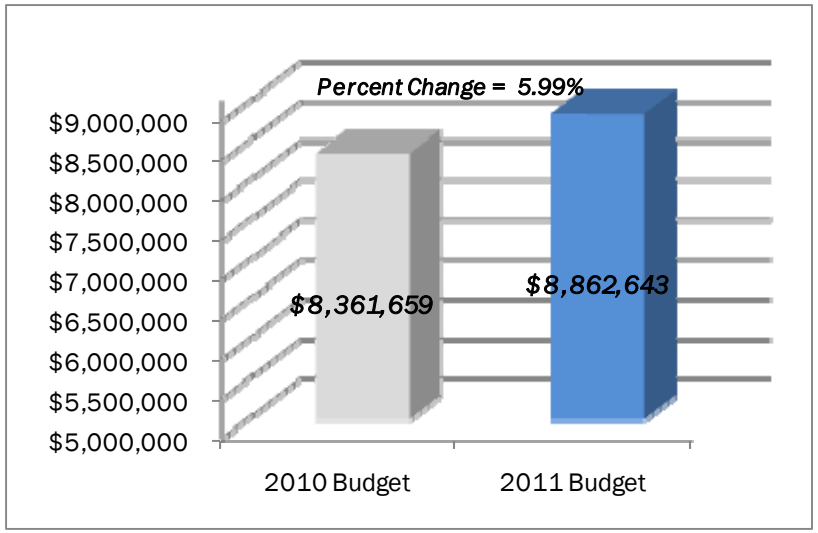
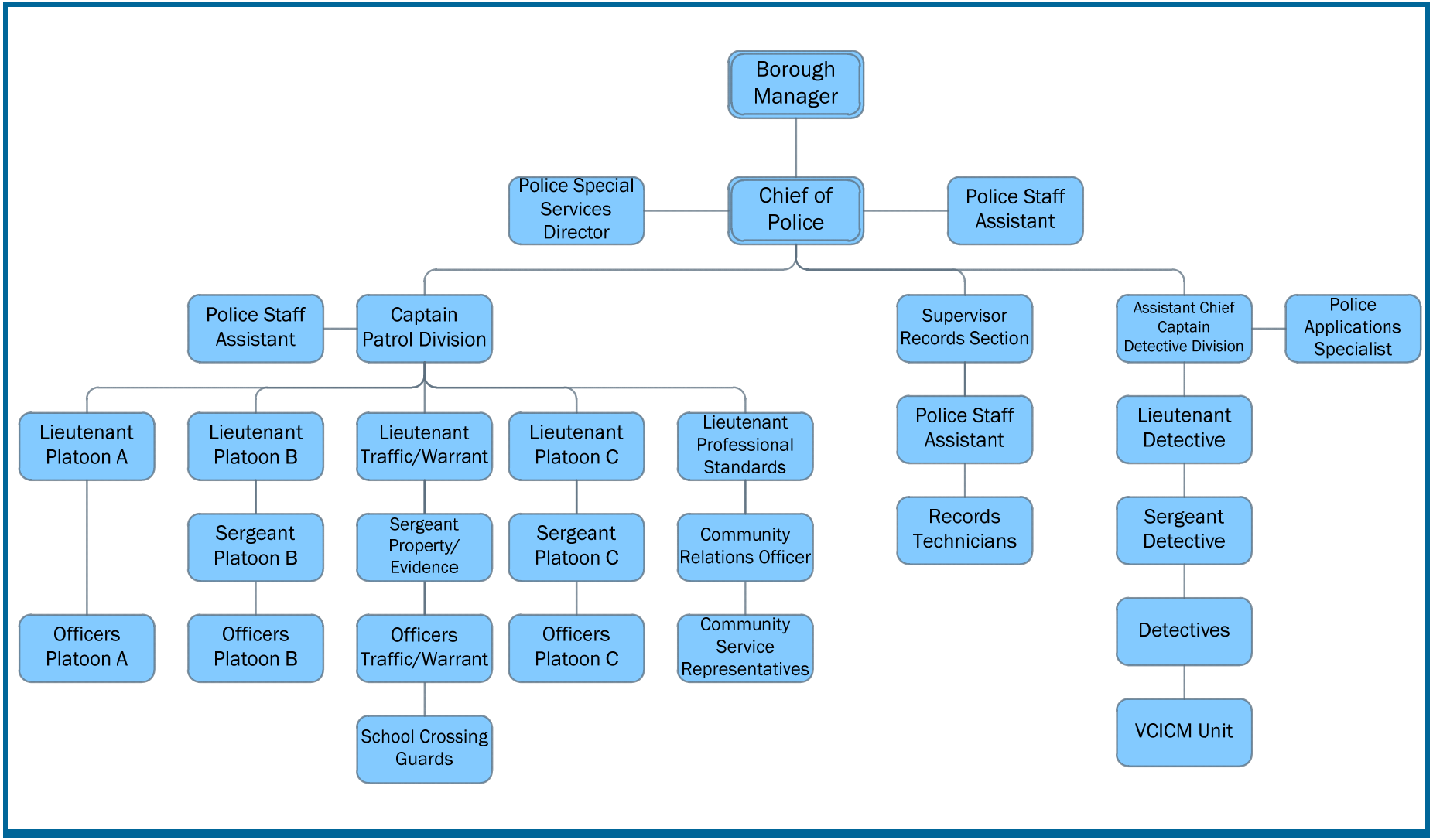
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Personnel	6,018,050	6,325,654	6,886,342	7,033,601	7,427,339	7,163,371	7,916,194
Operating	607,237	648,347	703,425	607,142	726,099	648,998	738,100
Capital	166,461	197,526	178,386	129,268	208,221	217,521	208,349
TOTAL	$ 6,791,748	$ 7,171,527	$ 7,768,153	$ 7,770,010	$ 8,361,659	$ 8,029,890	$ 8,862,643





Borough of State College

Organizational Chart | *2011 Budget* | *POLICE*



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243 South Allen Street
State College, PA 16801

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MISSION STATEMENT

The employees of the State College Police Department are committed to being responsive to our community in the delivery of quality services. Recognizing our responsibility to maintain order, while affording dignity and respect to every individual, our mission is to improve the quality of life in our jurisdictions through a community partnership that promotes safe and secure neighborhoods and business districts.

We will endeavor to identify and reduce citizens' concerns regarding traffic safety, criminal activity, neighborhood deterioration, and continual nuisances by closely interacting with the community and local government departments, and engaging in crime prevention, criminal apprehension, and other activities to reduce concerns in the community.

2011 PROGRAMS

The primary police programs summarized in this section of the budget include: Crime Prevention, Crime Control, Traffic Safety, Inter-governmental Public Safety Services, and Organizational Support. The following is a Summary of Police Program plans for 2011.

CRIME PREVENTION/PROFESSIONALISM

The Professional Standards Section (PSS), which was created in 2006, oversees the Accreditation Program, Training, the CR/CP officer, and the Community Police Representatives. The PSS is staffed with one lieutenant, one community relations police officer, and two Community Service Representatives.

The objectives under Crime Prevention include the following:

Community Education and Youth Programs - Some of the Community Education programs or activities offered include involvement with neighborhood associations, issuance of news releases, talks to community groups, visiting school classrooms, Community Resource Fair, National Crime Prevention displays, career fairs, bicycle rodeos, citizen ride-along program, membership on the University Park Campus Community Partnership, chairing the F8 program, participation in Nuisance Property Task Force, coordination of the

General Fund Expenditures

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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County's TRIAD program, participation in the Citizens Police Academy, and membership on the Centre County Domestic Violence Task Force.

Some of the Youth Programs and activities offered include Life Skills curriculum in the middle schools, assignment of three School Resource Officers, "Take A Stand" program, McGruff visits, Centre County Law Enforcement Camp Cadet, bicycle rodeos, station tours, participation in Community Help Center's Youthful Offender Program, and alternative adjudication programs.

CRIME CONTROL

The objectives under Crime Control include:

Proactive Police Services which includes maintaining a system for business contact information, offering vacation home checks, park checks and school building patrols, initiating Problem Oriented Policing Projects, and operating a bicycle patrol unit.

Prevention and Detection of Crime which includes the Highlands Neighborhood Safety Enhancement Program, participation in Centre County Crime Stoppers, Code Red Telephone Emergency Notification System, Neighborhood Watch, downtown foot and bike patrols, use of downtown public cameras, and oversight of the Downtown Safety Enhancement Program.

Apprehension of criminals includes a K-9 Patrol Program, referral of all PSU student criminal arrests to PSU's Office of Judicial Affairs (in addition to criminal sanctions), eight (8) detectives to investigate crime, joint efforts with the Pennsylvania State Police, Liquor Control Enforcement and other Centre Region Departments to enforce alcohol violations, County investigators meetings to share information, joint Source Investigation Project (SIP) with PSU Police Department, participating in the Centre County Drug Task Force, and access to the JNET system.

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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TRAFFIC SAFETY

The objectives under Traffic Safety include:

Identification of hazardous conditions and locations which includes analysis of high crash locations, traffic/speed surveys, use of a speed monitoring and recording system, use of the Department's Strategic Traffic Enforcement Program (STEP), special event planning for road closures, parades, races, etc., and use of Patrol Complaint Cards. In 2010 the Department added a motorcycle to the fleet to focus on traffic safety.

Traffic Enforcement which includes special speed and traffic signal enforcement details, truck enforcement details, targeting the enforcement of speeding, red light, stop sign, and other aggressive driving violations.

Apprehension of intoxicated drivers includes a high priority for drunk driving enforcement by patrols, joint DUI Sobriety Checkpoints, and the Cops in Shops program.

INTERGOVERNMENTAL PUBLIC SAFETY SERVICES

The objectives under Intergovernmental Public Safety Services include the following:

Administration of Township Police Contracts

The budget is based on College Township purchasing 256 hours of police service per week and Harris Township purchasing 73 1/2 hours per week in 2011.

Regional Programs

Some funds in the budget are for programs or services that are shared jointly between Centre Region police agencies, between Centre County local police agencies, or between the police department and the State College Area School District. These include a computerized records management and mobile

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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STATE COLLEGE, PA

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system, 800 MHz radio system, central booking center, mobile command post, Tactical Response Team, South-Central Terrorism Task Force, DUI sobriety checkpoints, Life Skills, and School Resource officers.

ORGANIZATIONAL SUPPORT

The objectives under Organizational Support include: Obtaining grants and training.

2011 GRANT PROGRAMS

The Department anticipates grant funding for various programs in 2011 which include:

Sexual Assault Officer

Approximately $31,000 is expected for a portion of our Sexual Assault (SA) police officer position through the STOP Violence Against Women program.

Victim Centered Intensive Case Manager (VCICM) Unit

Beginning in 2006, grant funding was received to fund 100% of salary and benefit costs for a Domestic Violence detective position, a project technician, and a victim advocate from the Women's Resource Center who is assigned full time to the VCICM Unit. This funding has been approximately $200,000 each year and has been approved through December 2011.

Aggressive Driving Enforcement

The Department continues to receive aggressive driving enforcement funds from Penn DOT. These grant funds are provided in waves throughout the year and are used to conduct assertive enforcement of aggressive driving violations such as speeding, red light violations, following too close, stop sign violations, and other dangerous driving violations. We received approximately $12,000 in 2010 to offset police overtime costs.

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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STATE COLLEGE, PA

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Joint Source Investigation Project (SIP)

The Pennsylvania Liquor Control Board continues to provide funds for officers to conduct additional patrols for persons furnishing alcohol to minors. These funds are used by State College and Penn State Police Officers to conduct these source investigations on and off campus. We expect to receive approximately $42,000 in 2011.

TRAINING

Ongoing training of police officers is critical to maintain a highly professional and competent police department. Some of the agency-wide training anticipated for 2011 includes the following:

Mandatory in-service training, Crisis Intervention Team (CIT) training, use of force, firearms training to include handgun, shotgun, less lethal weapon, Mini-14 rifle, and interactive shooting, Tactical Response Team training, Mobile Field Force, Active Shooter refresher, CPR, Automatic External Defibrillator (AED) and First Aid, Crisis Negotiations, K-9 training, supervisory courses, Emergency Vehicle Driving, Field Training Officer (FTO) refresher and initial instructor courses, and other pertinent training needs identified throughout the year. In addition, there will be various specialized trainings for individual officers, depending on their current specialized assignment.

POLICE ACTIVITY LEVELS and PRIORITIES

We continue placing a high priority on assertive and consistent alcohol enforcement, enforcing neighborhood noise disturbances, and visible foot and downtown bike patrols, traffic enforcement, community policing, and community relations services.

State College Borough

The calls for police service in State College Borough (15,099) in the 12 months ending July 2010 were 0.1% lower than the period ending July 2009 (15,116).

General Fund Expenditures

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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Part I Crimes in the Borough (including murder, robbery, burglary, theft, aggravated assault, rape and arson) have increased 3.0% (982) compared to the same period in the prior year (953). Part II Crimes (including disorderly conduct, criminal mischief, underage drinking, driving under influence, etc.) reported between August 2009 and July 2010 decreased 2.3% (5,010) versus the previous 12-month period (5,126).

Vehicle crashes in the Borough decreased 14% (770) over the previous year (899).

College Township Contract

The calls for police service in College Township in the year ending July 2010 (3,505) were 2.5% higher than the year ending July 2009 (3,419).

Reported Part I Crimes in College Township decreased 10% (215) from the previous year ending July 2009 (239). Part II Crimes reported decreased 11% (371) versus the previous year (416). Vehicle crashes in College Township have increased 3.4% (365) from the previous year (353).

In 2011, the College Township/State College Police Department contract be based on 256 hours per week, the same level of service as provided in 2010.

This schedule does not provide 24-hour patrol assigned in the township, but does provide for regularly scheduled patrol into the early morning hours certain days of the week and two police officers/cars assigned to the township during peak business hours. When crimes such as burglaries, robberies, etc. occur, additional investigation hours are required. If service hours are required above the amount contracted, they are billed at a premium hourly rate.

Harris Township Contract

Calls for service in Harris Township ending July 2010 were 6.1% higher (1,312) than the previous year ending July 2009 (1,236).

Reported Part I Crimes in Harris Township decreased 11% (63) in the twelve months ending July

General Fund Expenditures

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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2010 compared to the previous 12 months (71). Part II Crimes reported decreased 9.4% (154) in the twelve months ending July 2010 compared to the previous year (170). Vehicle crashes in Harris Township decreased 13% (84) in the period from August 2009 to July 2010 when compared to the previous year (97).

In 2011, the Harris Township/State College Police Department contract be based on 73 1/2 hours per week, 1 1/2 hour per week less then the level of service as provide in both 2009 and 2010.

SWORN PERSONNEL STAFFING

In addition to the Chief of Police and two (2) Captains, there are 49 Police Officer level personnel and 13 Lieutenants and Sergeants proposed for the Department for 2011. This is the same sworn authorized complement as has existed since 2006.

In 2010, Captain Leonard retired after 31+ years with the police department. Following his retirement, the number of Police Captains was reduced from three (3) to two (2) because of budgetary constraints.

The 2011 police budget is based on 65 full-time sworn personnel and 13 full-time and 1 part-time civilian personnel, the same as the past four years.

2010		2011
1	Chief of Police	1
3	Captains of Police	2
7	Lieutenants of Police	7
6	Sergeants of Police	6
47	Police Officers	49
1	Director of Special Services	1

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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1	Police Application Specialist	1
1	Records Supervisor	1
2	Community Service Rep.	2
1	P/T Fixed-Term Project Technician	1
8	Secretaries/Records Technicians	8
15	School Crossing Guards	15
93		94

The lieutenants, sergeants and police officers are members of the State College Police Association (SCPA). In 2007, the Borough and the SCPA reached agreement on a five (5) year contract beginning January 1, 2008. The 2011 contractual wage increase for SCPA members is 3.0%.

Police Overtime (180)

The appropriation for overtime is to cover costs for police officers required to work extra duty during special events, special work assignments, court time (including both the Centre County Court and Magistrate's Court), manpower shortages, high school athletic events, DUI sobriety check points, Drug Task Force investigations, Source Investigation Program investigations, Arts Festival, and Penn State football games. Some overtime is reimbursed such as high school athletic events, traffic control and stadium patrols for home PSU football games, drug task force, DUI sobriety checkpoints, etc.

School Crossing Guards (160)

This appropriation covers the wages for 15 school crossing guards. The cost of the guards is divided equally between the Borough and the school district. The daily rates proposed for 2011 are: $25.75 (twice/day and 70 minutes or less), $28.00(twice/day and 71 or more minutes) and $39.00 (three times day,

General Fund Expenditures

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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regardless of minutes). This is an increase of 3.0% over the 2010 rates.

MATERIALS AND SUPPLIES (210 - 270)

Uniforms & Accessories (238)

This account includes a set of winter and summer uniforms for each officer which is appropriated each budget year. Also included are funds to purchase uniforms for any new officers that may be hired by the Department. Bicycle uniform pants and shirts are also provided for in this account.

The Department issues ballistic vests to every police officer which has a five (5) year life. Most of the officer's vests were purchased and issued in 2006 so funds are budgeted to purchase sixty (60) new ballistic vests in 2011. It is likely grant funds will be available to fund 50% of the cost of the vests which is approximately $750.00 per vest.

Operating Supplies (240)

This line item covers the cost of items used by the officers in the field, during investigations and for training exercises. Some of these items include ammunition and targets, less lethal supplies, crime prevention supplies, batteries, highway flares, first aid supplies, K-9 food and supplies, bicycle supplies, video cassettes, repair, and maintenance of various items, etc. This line item has seen an above average increase in 2008 and again in 2009 because of the rising cost of ammunition.

Minor Equipment (260)

Funds in the account will be used for weapons lighting systems and in-car gun racks. The Department's M-4 rifles are not equipped with a lighting system that is necessary to safely deploy these weapons in low light or dark conditions.

The Department coordinates the Centre County Tactical Response Team who is called out to assist with volatile incidents such as barricaded persons and high risk warrant services. Our Department officers on

General Fund Expenditures

243 South Allen Street
State College, PA 16801

(814) 234-7100

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the team need access to a less lethal force option that could possibly be used to resolve armed confrontations with deadly force.

Nine (9) of the patrol vehicles have old gun racks that no longer lock and reduce visibility to the rear for the driver. These need replaced with the newer style locking gun rack that have been installed in the other six (6) patrol vehicles.

OTHER SERVICES AND CHARGES (320 - 398)

Telephone (320)

Funds in this account include costs for all telephones in the Police Department and "air time" costs for cellular telephones for on-duty police officers.

Radio Maintenance (327)

Funds in this account will be used for a maintenance agreement on the Department's 66 portable radios and repairs on an “as needed” basis for the 7 base stations, 29 mobile, and 6 control stations. Funds are also included for the purchase of replacement radio batteries and lapel mics, air time for all issued pagers, tower rental for conventional radio back-up site, and miscellaneous repair and maintenance costs for radio equipment.

Photocopying (342)

This line item includes lease purchase agreement and maintenance costs for three photocopy machines. One lease ends December 2011, another December 2012, and the third in July 2013. Funds are also included for toner cartridges and other copying expenses.

Insurance (350)

This appropriation reflects the Police Department's share of insurance coverage maintained by the Borough which includes professional liability, automobile liability/physical damage including mobile

General Fund Expenditures

243 South Allen Street
State College, PA 16801

(814) 234-7100

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computer equipment, and public employees bond.

Mobile Computer System Maintenance (371)

Funds in this account will be used for the Borough's share of the operation of the 15 mobile computers in the patrol vehicles. A new system was implemented in June 2009 and we have not yet accepted the system fully so as a result there will be minimal standard software maintenance agreement costs in 2011.

Computer/Office Equipment Maintenance (372)

Funds in this account will be used for our Records Management System connection and repairs or maintenance to all other office equipment. Funds are also included for the purchase of software to manufacture employee identification cards for police officers and all other Borough employees.

Vehicle Repair/Maintenance (375 and 376)

Repair and Maintenance costs for 31 police vehicles covered by this line item include:

Patrol Division	13 marked, 2 unmarked, & 1 MC
Detective Sect.	6 unmarked & 2 undercover
Comm. Rel./Crime Prev.	2 unmarked
School Resource Officer	2 marked
Patrol Division C.O.	1 unmarked
Detective Division C.O.	1 unmarked
Chief of Police	1 unmarked

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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Specialized Equipment Maintenance (377)

Funds in this account will be used for the calibration and repairs to our speed timing devices, AED lithium batteries and maintenance agreement, Borough's share for maintenance of the Mobile Command Post vehicle, medical director's fee to oversee the Department's AED program, and patrol car fire extinguisher maintenance.

CCTV System Maintenance (379)

In 2003, the Borough purchased three (3) CCTV video cameras that were installed along East Beaver Avenue. Funds are budgeted for an annual maintenance contract for the cameras.

Central Booking Center (380)

In 2007, law enforcement agencies and the Centre County Criminal Justice Planning Department agreed to the creation of a central booking center housed at and operated by staff at the Centre County Correctional Facility. Defendants convicted of or pleading guilty to misdemeanor and felony criminal offenses will be assessed a booking fee to help fund the operational costs of the booking center. All operational costs not covered by the defendant booking fee will be funded by local police departments based on each agency's percentage of misdemeanor and felony criminal complaints filed in the court of common pleas.

Investigative Costs/Lab Fees (398)

This account is maintained for miscellaneous investigative costs, and a computerized auto tracking system that provides information on persons being investigated by officers.

General Fund Expenditures

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EMPLOYEE EXPENSES (460 - 540)

Employee Development (460)

In addition to the annual general employee development, funds have been included for membership fees to professional associations, for a member of the administrative staff to attend a Command Officers course, and funds for several conferences.

Tuition (464)

The Borough pays for higher education courses for employees if the course work relates to their work assignment. With the increase in online higher education degree programs, more employees are making use of this benefit.

Employee Training (465)

Funds in this account are used to send officers and other employees to required, advanced and specialized training programs at various locations. Two new training programs that are expected to be pursued in 2011 are initial and refresher Field Training Officer instructor course and training 10-15 officers as Crisis Intervention Team officers. The Department will apply for any available grants to cover training expenses.

Mileage Reimbursement (469)

Under the union contract, the Police Officers receive mileage reimbursement for the use of their personal vehicles to and from court appearances outside of the Centre Region. The current rate is $.50 per mile.

Borough of State College

2011 Budget

POLICE

General Fund Expenditures

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CAPITAL EXPENSES & DEPRECIATION (740 - 870)

Computer Equipment (740)

1	Presentation Projector	$1,500
2	Dell Netbooks @ $650 each	1,300
1	HP Photosmart Printer	1,000
1	22" Ultra Sharp Computer Monitor	450
	Miscellaneous Computer Equipment	3,000
		$7,250

The Department's current Proxima projector is about six (6) years old and has reached the end of its useful life and needs replaced.

The Department uses our current laptops which are several years old. With numerous officers and police administrators doing presentations regularly, additional units would be of value. The lightweight, scaled-down Netbooks will offer more portability and save space.

The Department takes many photographs to document evidence, injuries, damage, etc. that are often presented in court. A photo printer connected to the network will allow all officers to have access to much higher-quality photographic images.

The current front desk monitor screen used 12 hours each day by multiple employees is inadequate for the work space design and functions.

Borough of State College

2011 Budget

POLICE

General Fund Expenditures

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Office Equipment/Furniture (760)

3 bookcases & cabinet doors @ $350/ea.	$1,050
1 4-drawer filing cabinet	750
Miscellaneous	700
	$2,500

The bookcases in the police conference room/library are from our previous police facility. More professional looking and functional shelving is needed.

The administrative assistant is in need of an additional filing cabinet to store department documents that are frequently accessed.

Radio/Communications Equipment (770)

Funds are budgeted for unanticipated radio/communications needs that may arise during the year.

Specialized Equipment (775)

1 Alternative Light Source kit	$4,000
1 Protech Bomb Vest & Accessories	3,800
7 Level IV Ceramic composite plates and carriers @ $500/each	3,500
1 Telephoto Lens & teleconverter	2,000
3 Alco Sensor FST PBT's @ $500/each	1,500
	$14,800

General Fund Expenditures

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The Department has well-trained evidence technicians capable of collecting latent evidence at crime scenes. With the significant advances in trace and DNA evidence an alternate light source kit is necessary to ensure hidden evidence that exists at crime scenes is not overlooked or not identified.

The Department has an officer assigned to the Penn State/State College Police Bomb Squad. Much of the training and explosive equipment has been purchased with regional task force funds but the individual officer's vest was not funded. This vest is necessary to provide the optimum level of protection for our officer.

The Department trains regularly for an active shooter situation and has the appropriate firearms to respond in the event of such an incident. The Level IV ceramic plates and carriers will provide responding officers with a much greater level of protection then they currently have with their standard issued ballistic vests.

The Department is in need of a telephoto lens and teleconverter for surveillance units to view and capture persons, suspect vehicles including registration plates, and illegal activity to improve officer safety and intelligence gathering.

Computer Equipment Depreciation (840)

Included are monies to fund future computer equipment purchases. Depreciation of computers for the records section and administrative personnel total $7,285. Depreciation for office computers for police officers and detectives as well as mobile computers in the patrol cars totals $30,349. In 2011, it is anticipated nine (9) desktop computers, two (2) laptop computers, and three (3) printers will be replaced.

Vehicle Purchase/Replacement (850)

The purchase of two (2) patrol vehicles and three (3) Detective/Administrative vehicles is proposed for the Police Department in 2011. The specific vehicles to be replaced in 2011 are 3304, 3305, 3312, 3314, and 3317.

General Fund Expenditures

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Communication Equipment Depreciation (870)

The Borough and PSU jointly own the 800 MHz radio system. The Borough's original share of the fixed equipment in 1992 was $95,000 and was amortized over ten years. In 1998, two additional base stations were added for a cost of $28,500 to be depreciated over 10 years. As of 2009, these additional base stations were fully depreciated.

The 800 MHz radios are in need of replacement. In 2007, Police mobile units were replaced at a cost of $95,800 using Asset Replacement Funds. The Police operating budget is repaying the Asset Replacement loan and depreciating these radios in the amount of $19,160 annually over the next ten years (2008 through 2017).

Portable radios and the control stations are in need of replacement; however, since Centre County government is planning to replace the entire 800 MHz radio infrastructure over the next 2 years, the Department will attempt to delay the replacement of these old radios until the County's new radio system is built. By waiting, we can ensure compatibility with the new system and obtain better pricing for the radio equipment by purchasing it through the County's radio contract.

Police

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	PERSONNEL							
410 125	Chief of Police	$ 96,516	$ 98,999	$ 101,338	$ 102,401	$ 106,018	$ 106,018	$ 107,245
410 135	Administrative / Clerical	662,228	802,604	829,718	853,816	880,382	842,442	806,236
410 140	Secretarial / Clerical	-	-	-	-	-	-	-
411 150	Sgts, Corps, Police Officers	3,522,352	3,496,139	3,806,094	3,856,902	4,027,670	3,963,265	4,190,202
410 160	School Crossing Guards	62,378	63,625	66,756	61,999	67,500	69,000	70,000
410 165	Part-time Staff	-	-	-	-	-	-	-
411 180	Police Overtime	398,119	447,511	561,255	514,944	550,000	545,000	565,000
410 190	Employee Benefits	185,257	245,993	253,877	292,564	324,302	290,921	323,303
411 190	Employee Benefits - Officers	1,091,201	1,170,783	1,267,305	1,350,974	1,471,467	1,346,725	1,854,208
	Subtotal:	**$ 6,018,050**	**$ 6,325,654**	**$ 6,886,342**	**$ 7,033,601**	**$ 7,427,339**	**$ 7,163,371**	**$ 7,916,194**
	MATERIALS & SUPPLIES							
410 210	Office Supplies	17,501	14,205	9,852	11,529	15,000	9,500	13,000
410 212	Forms	3,610	4,007	3,750	3,488	4,500	3,000	4,000
410 215	Meeting Expenses	1,373	1,274	1,005	1,073	1,400	1,700	1,600
410 230	Fuels & Lubricants	99,597	107,312	129,969	96,942	120,000	97,000	110,000
410 238	Uniforms & Accessories	29,772	29,234	23,730	16,786	30,000	21,000	65,000
410 239	Uniform Maintenance	13,567	13,445	13,694	12,913	14,000	13,500	14,000
410 240	Operating Supplies	32,085	30,283	27,617	51,400	40,000	41,000	42,000
410 242	DARE Program	1,460	6,314	-	-	5,000	-	-
410 243	LEEP Program	-	2,069	15,643	7,000	25,000	9,800	20,000
410 260	Minor Equipment	6,321	15,990	6,236	7,095	8,000	6,000	6,000
410 270	Recruitment / Selection	12,918	7,315	10,968	9,184	11,500	19,000	7,500
	Subtotal:	**$ 218,203**	**$ 231,448**	**$ 242,465**	**$ 217,410**	**$ 274,400**	**$ 221,500**	**$ 283,100**
	OTHER SERVICES & CHARGES							
410 320	Telephone / Wireless	55,294	45,550	40,209	41,296	44,000	43,000	44,000
410 325	Postage	5,515	6,667	6,260	6,427	6,500	6,000	6,500
410 327	Radio Maintenance	7,653	7,224	6,400	6,886	8,000	8,000	8,000
410 342	Photocopying	5,922	5,423	12,378	12,548	14,000	14,000	14,500
410 350	Insurance	88,156	97,143	104,219	50,056	99,099	102,413	118,500
410 371	Mobile Computer Maintenance	30,229	27,384	31,731	18,849	14,000	17,500	20,000
410 372	Computer / Office Equipment Maintenance	9,081	14,666	17,387	10,937	10,000	7,500	13,000
410 374	Office Equipment Maintenance	-	-	-	-	-	-	-
410 375	Vehicle Maintenance / Repair	74,075	83,418	78,548	100,358	95,000	92,000	97,000
410 376	Contracted Vehicle Maintenance	6,190	4,360	9,023	9,523	10,000	8,000	10,000

Police

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
410 377	Specialized Vehicle Maintenance	9,591	8,045	8,438	8,318	10,000	9,000	10,000
410 379	CCTV System Maintenance	6,405	4,822	6,317	2,278	2,500	1,000	3,000
410 380	Central Booking Center	-	-	35,536	32,335	38,100	29,688	7,500
410 384	Vehicle / Equipment Rental	-	-	-	-	-	7,200	7,500
410 398	Investigative Cost / Lab Fees	7,576	7,955	7,321	8,682	10,000	4,000	3,000
	Subtotal:	$ 305,687	$ 312,657	$ 363,768	$ 308,491	$ 361,199	$ 349,301	$ 362,500
	EMPLOYEE EXPENSES							
410 460	Employee Development	9,007	6,918	9,510	8,329	11,000	11,000	11,000
410 463	Publications / Subscriptions	4,574	4,996	4,368	3,383	5,000	6,000	5,000
410 464	Tuition	28,773	29,019	22,560	10,134	18,000	17,000	20,000
410 465	General Employee Training	22,760	26,727	25,330	26,248	28,000	26,000	30,000
410 469	Mileage Reimbursement	6,138	6,967	7,189	6,333	7,500	7,000	7,000
410 510	Sponsored Training Programs	2,843	2,100	4,484	3,900	15,000	4,447	7,500
410 520	Alcohol Source Grant Expenses	-	7,786	23,750	22,914	5,000	6,000	10,000
410 530	STOP Grant Expenses	2,294	-	-	-	-	-	1,000
410 540	Local Block Grant	-	-	-	-	-	-	-
410 550	School Resource Officer Grant Expenses	6,956	2,696	-	-	1,000	750	1,000
410 560	LEEP Program Expenses	-	17,035	-	-	-	-	-
	Subtotal:	$ 83,346	$ 104,243	$ 97,192	$ 81,241	$ 90,500	$ 78,197	$ 92,500
	CAPITAL							
410 740	Computer Equipment	8,369	8,175	1,437	3,989	4,000	10,000	7,250
410 760	Office Equipment / Furniture	1,733	11,563	4,264	852	3,000	2,000	2,500
410 770	Radio Communications Equipment	1,687	-	-	-	1,500	1,000	1,500
410 772	COPS More 98	-	-	-	-	-	-	-
410 775	Specialized Equipment	11,308	9,107	6,283	-	5,200	10,000	14,800
410 840	Computer Equipment Depreciation	39,630	42,105	40,571	16,200	37,793	37,793	37,634
410 850	Vehicle Depreciation	100,885	123,726	103,821	78,267	137,568	137,568	125,505
410 870	Radio / Communications Depreciation	2,850	2,850	22,010	29,960	19,160	19,160	19,160
	Subtotal:	$ 166,461	$ 197,526	$ 178,386	$ 129,268	$ 208,221	$ 217,521	$ 208,349
	Total – Police	$ 6,791,748	$ 7,171,527	$ 7,768,153	$ 7,770,010	$ 8,361,659	$ 8,029,890	$ 8,862,643

Borough of State College

2011 Budget

PARKING ENFORCEMENT

General Fund Expenditures

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State College, PA 16801

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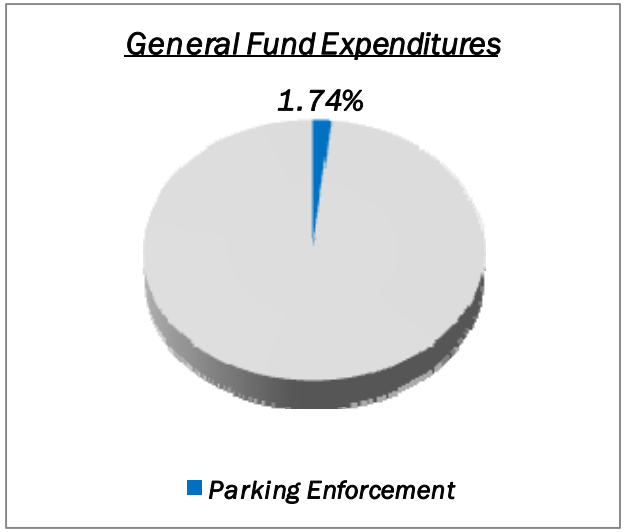
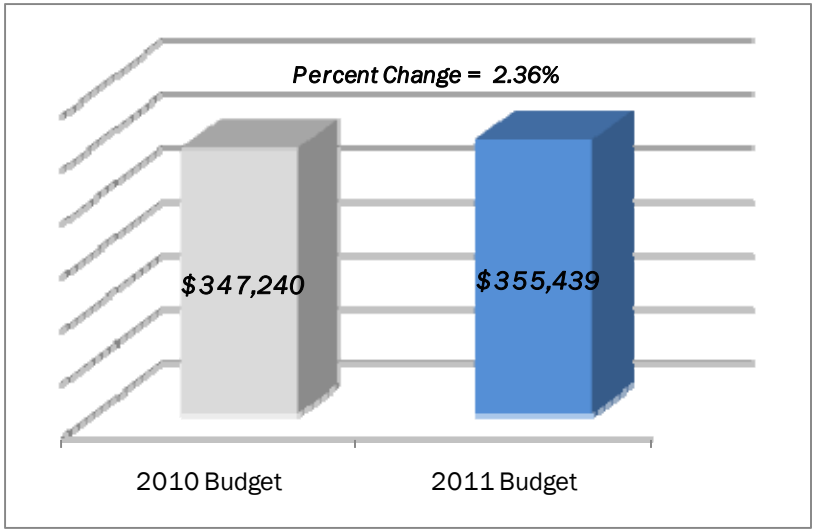
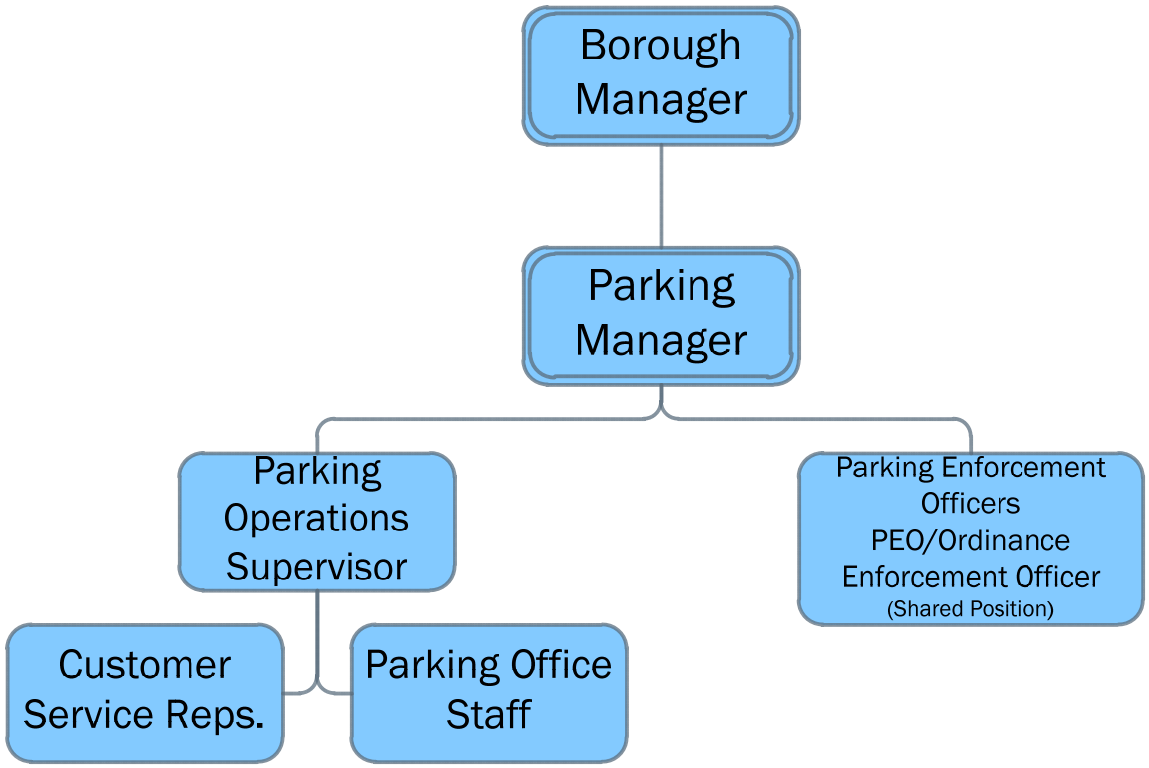
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Personnel	274,297	289,136	309,459	278,817	282,413	291,904	294,942
Operating	46,998	57,246	46,672	51,847	48,987	39,395	48,977
Capital	17,525	18,949	15,748	16,011	15,840	15,840	11,520
TOTAL	$ 338,820	$ 365,331	$ 371,878	$ 346,675	$ 347,240	$ 347,139	$ 355,439





Borough of State College

Organizational Chart | *2011 Budget* | *PARKING*



Borough of State College

2011 Budget

PARKING ENFORCEMENT

General Fund Expenditures

243 South Allen Street
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MISSION

Enforce parking laws, ordinances and regulations within the Borough. Staff endeavors to provide this enforcement fairly, consistently, and professionally; to maintain proper records of enforcement activity; to exercise diligence in the collection of fines, and to provide professional, courteous service to the public.

GOALS

- Preserving the most convenient and proximate parking spaces for short-term parking patrons, presumably retail parking patrons, while encouraging long-term parking patrons, presumably office and retail employees, to park in spaces that are less proximate to their destinations.
- Promoting compliance with parking regulations.
- Promoting easy access to parking destinations in a pedestrian friendly environment.
- Promoting alternative means of transportation through relationships, communication and cooperation with mass transit providers.
- Preserving parking for its residents in neighborhoods throughout the Borough.
- Promoting a consistent look so that public parking is easily identifiable.
- Maintaining effective and timely internal and external communications.

2011 STRATEGIC OBJECTIVES

The objective of preserving the most convenient spaces for short-term parkers will require a shift in the management techniques of the Parking Department. The short and long-term objective is to effectively manage both the off and on street parking program in unison to ensure that the proper distribution of parking is achieved across the parking system.

Borough of State College

2011 Budget

PARKING ENFORCEMENT

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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2011 DETAIL ON APPROPRIATIONS

Personnel Expenses

The Parking Enforcement budget includes an appropriation request to cover the salaries of three full-time, two part-time Parking Enforcement Officers and adds a half-time Parking/Ordinance Enforcement Officer position that is split between parking enforcement and ordinance enforcement.

Operating Expenses

Operating expenses cover the purchase of consumable supplies and maintenance costs related to parking enforcement activities, including the cost to obtain vehicle owner information for out of state registered vehicles that failed to pay parking tickets.

Capital Expenses

This appropriation provides for capital expenses and equipment depreciation for the Parking Enforcement Department.

Parking Enforcement

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	PERSONNEL							
419 135	Administrative / Secretarial	$ 71,322	$ 73,989	$ 82,372	$ 47,428	$ 47,434	$ 54,640	$ 52,792
419 145	Parking Enforcement	125,631	134,196	141,993	148,573	154,675	159,775	151,406
419 150	Parking Meter Repair	3,843	3,389	4,836	3,801	4,500	8,625	-
419 160	Part-time Enforcement	-	-	-	-	-	-	-
419 190	Employee Benefits	73,500	77,563	80,258	79,014	75,804	68,864	90,744
	Subtotal:	**$ 274,297**	**$ 289,136**	**$ 309,459**	**$ 278,817**	**$ 282,413**	**$ 291,904**	**$ 294,942**
	OPERATING							
419 210	Office Supplies	1,415	1,096	939	1,582	1,500	1,300	1,500
419 212	Forms	9,933	11,514	8,707	12,076	12,500	9,000	10,000
419 230	Fuel & Lubricants	3,763	4,200	6,958	5,451	7,000	4,000	7,000
419 238	Uniforms & Uniform Maintenance	3,357	3,009	3,175	2,073	2,000	2,000	2,000
419 240	Operating Supplies	1,410	1,714	1,711	2,309	2,000	2,000	2,000
419 250	Meter Repair / Maintenance	3,789	5,826	5,115	3,665	2,000	4,000	4,000
419 260	Minor Equipment	900	-	-	-	1,000	-	1,000
419 320	Telephone / Wireless	4,810	3,686	3,725	3,733	3,600	1,800	3,600
419 325	Postage	6,873	7,321	6,602	6,487	6,000	3,500	4,500
419 327	Radio Maintenance	256	159	159	159	500	500	500
419 342	Photocopying	1,354	1,551	1,440	1,543	1,500	800	1,000
419 350	Insurance	1,550	1,328	1,317	776	1,387	1,295	1,377
419 372	Computer / Office Equipment Maintenance	2,336	9,781	2,035	8,809	3,500	4,500	4,500
419 374	Office Equipment Maintenance	-	-	-	-	-		-
419 375	Vehicle Maintenance / Repair	4,467	6,061	2,424	3,012	2,000	3,500	3,500
419 376	Contracted Vehicle Maintenance	-	-	-	-	-		-
419 460	Employee Development	787	-	2,365	172	2,500	1,200	2,500
	Subtotal:	**$ 46,998**	**$ 57,246**	**$ 46,672**	**$ 51,847**	**$ 48,987**	**$ 39,395**	**$ 48,977**

Parking Enforcement

STATE COLLEGE, PA

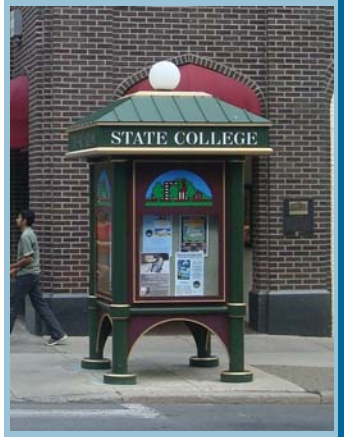
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	CAPITAL							
419 740	Computer Equipment / Software	-	-	-	-	-		-
419 760	Office Equipment	-	-	-	-	-		-
419 770	Radio / Communication Equipment	-	-	-	-	-		-
419 775	Electronic Meters Lease	-	-	-	-	-		-
419 840	Computer Equipment Depreciation	13,100	14,524	11,323	12,511	12,340	12,340	8,020
419 850	Vehicle Depreciation	4,425	4,425	4,425	3,500	3,500	3,500	3,500
419 870	Radio Equipment Depreciation	-	-	-	-	-		-
	Subtotal:	$ 17,525	$ 18,949	$ 15,748	$ 16,011	$ 15,840	$ 15,840	$ 11,520
	Total – Parking Enforcement	$ 338,820	$ 365,331	$ 371,878	$ 346,675	$ 347,240	$ 347,139	$ 355,439

Borough of State College

2011 Budget

PLANNING & ZONING

General Fund Expenditures



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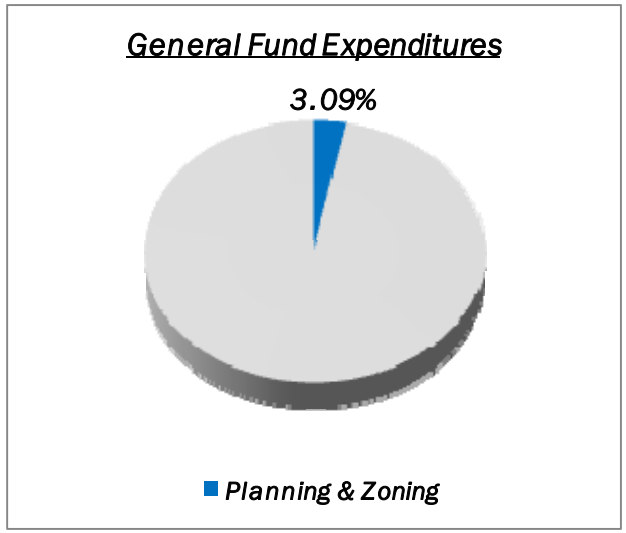
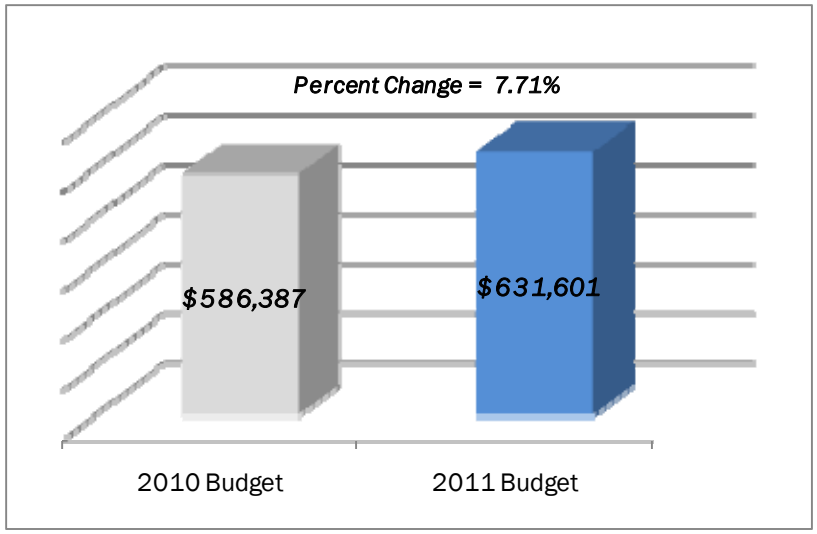
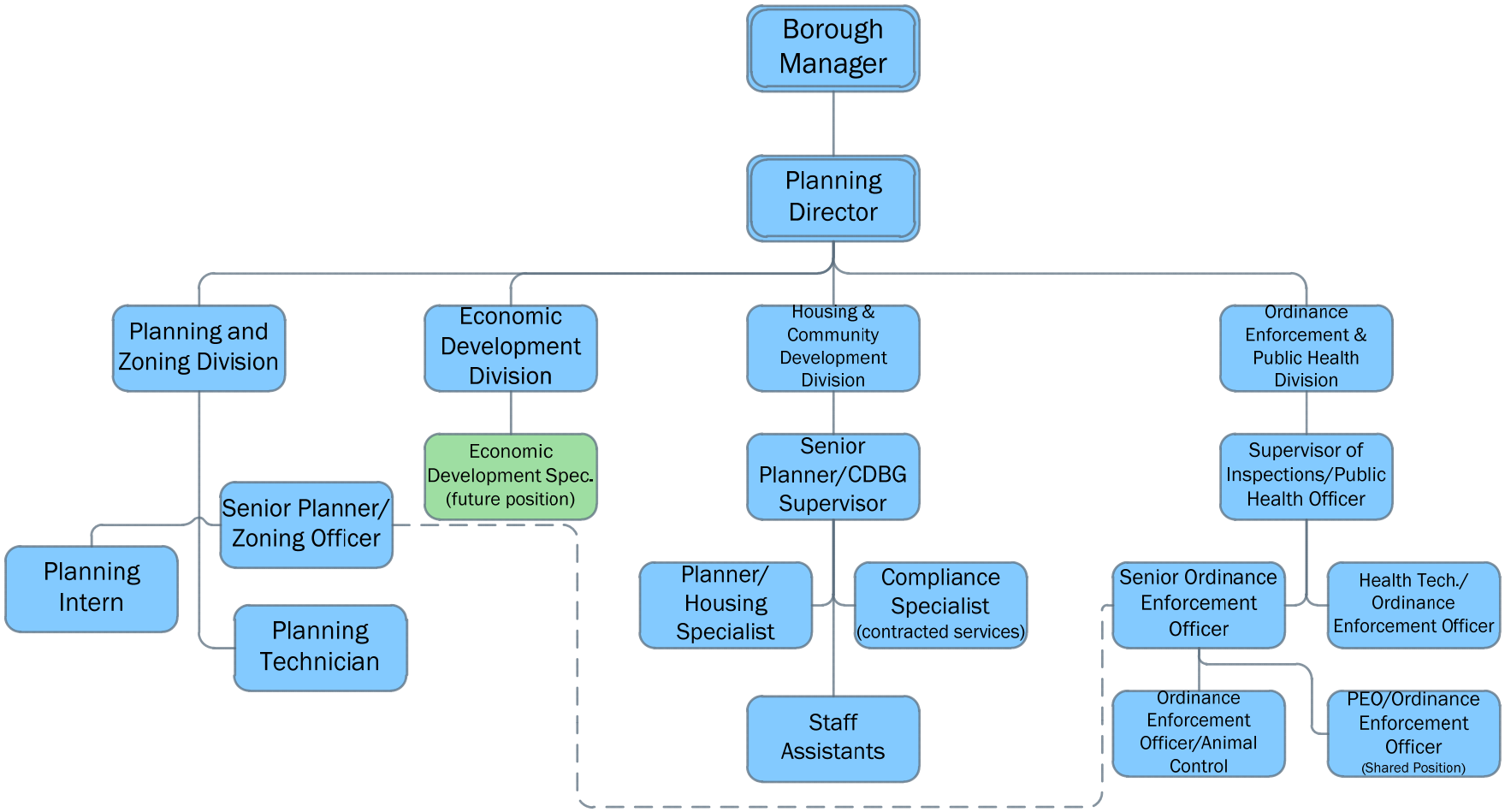
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Personnel	271,132	279,335	318,447	506,495	549,936	482,144	595,444
Operating	64,630	86,579	30,264	20,193	29,418	24,986	29,096
Capital	7,558	6,563	7,173	6,497	7,033	7,033	7,061
TOTAL	$ 343,320	$ 372,477	$ 355,884	$ 533,184	$ 586,387	$ 514,163	$ 631,601





Borough of State College

Organizational Chart | *2011 Budget* | *PLANNING*



Borough of State College

2011 Budget

PLANNING & ZONING

General Fund Expenditures

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MISSION

To preserve and enhance the quality of life for the community's residents, visitors and businesses.

GOALS

- Prepare and implement strategies to enhance the long range development of the community.
- Facilitate economic development.
- Identify mechanisms to improve community sustainability.
- Encourage mixed use development.
- Identify methods to improve the design of the built environment.
- Identify methods to expand use of alternative modes of transportation.
- Identify methods to reverse the loss of family occupancy.
- Expand use of GIS data in land use planning and analysis.
- Improve capacity to use visualization techniques to assist in the decision-making process.

2011 STRATEGIC OBJECTIVES

- Complete implementation of the West End Revitalization Plan.
- Complete enactment of the Inclusionary Housing Ordinance.
- Initiate preparation of a scope of work for the zoning and land development ordinance rewrite.
- Use the results in the 2007-2010 National Citizen Surveys as a means to judge service delivery and areas that need attention and improvement.
- Expand the range of tools used to collect and analyze citizen input in the planning process with a particular emphasis on use of social networking media.
- Update the parking report for the General Commercial and Commercial Incentive zoning districts. This report outlines the plans to provide public parking to serve the needs of the C district

General Fund Expenditures

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and CID over the next 7 years and shall update said report every 3 years.

- Prepare an economic development policy for the Borough.
- Prepare an affordable housing policy for the Borough.
- Prepare programs to implement the Strategic Plan adopted by Council in 2009.
- Certify redevelopment areas as appropriate, such as select areas of downtown, the West End, Westerly Parkway and North and South Atherton.
- Continue work on a master plan for Calder Way.

2011 BUDGET IMPACT ITEMS

The budget maintains current staff positions which include a Director, 2 Senior Planners, a Housing Specialist, a Planning Technician and 2 Staff Assistants. The budget anticipates the continuation of a part-time contract employee who assists with compliance activities in the Community Development and HOME programs on an as-needed basis. Additional funds have been requested to assist in the transition of staff. In particular, the retirement of the Borough's long-term Zoning Officer will create a need for monies to assist with transition to a new officer.

The budget also includes funds for a paid planning professional internship position. This intern position will require a minimum of a Bachelor degree in planning, public administration, or a related field and will have responsibilities in developing programs to implement the Borough's strategic plan goals in the areas of home ownership/housing and economic development. Staff anticipates preparing a complete job description and selecting a candidate by July 1, 2011.

2011 DETAIL ON APPROPRIATIONS

Computer Maintenance (372)

This line item covers any costs associated with repairs to the computer systems used by the Planning Department. Funds to replace computer systems are also found in this line item Computer Depreciation.

General Fund Expenditures

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Vehicle Repairs (375)

This line item will be used to cover the cost of maintaining and repairing the motor pool vehicle.

Employee Development (460)

This line item will cover the costs of continuing education for staff and includes the costs of membership in the American Planning Association, the National Association of Housing and Redevelopment Officials and the Council of Development Finance Agencies.

Publications/Subscriptions (463)

This line item will cover the costs of purchasing publications and/or subscriptions.

Computer Equipment (740)

This line item will cover the cost of additional computer equipment as needed.

Office Furniture (760)

Funds in this line item will be used to purchase a new office chair for the Director and an additional filing cabinet for the zoning office.

Vehicle Depreciation (850)

Funds accumulated in this line item will be used to replace the motor pool vehicle when replacement is warranted.

Planning and Zoning

STATE COLLEGE, PA

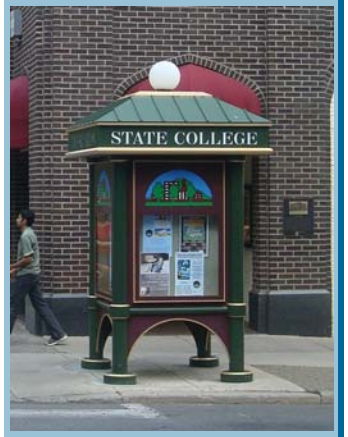
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	PERSONNEL							
414 125	Planning Director	$ 87,652	$ 89,905	$ 91,915	$ 92,979	$ 96,200	$ 96,200	$ 102,353
414 130	Administrative / Secretarial	127,987	131,240	158,080	308,547	316,930	280,980	344,393
414 160	Part-time / Interns	-	1,155	2,395	-	-	-	-
414 190	Employee Benefits	55,494	57,035	66,057	104,968	136,806	104,964	148,698
	Subtotal:	**$ 271,132**	**$ 279,335**	**$ 318,447**	**$ 506,495**	**$ 549,936**	**$ 482,144**	**$ 595,444**
	OPERATING							
414 210	Office Supplies	1,415	1,973	1,952	1,569	1,600	2,565	2,000
414 215	Meeting Expenses	2,211	2,445	3,120	1,937	3,100	1,626	3,000
414 230	Fuel & Lubricants	458	928	738	516	700	450	550
414 312	Consulting Services	37,396	60,093	-	-	-	-	-
414 314	Legal Services	5,541	6,111	5,872	3,846	8,000	9,503	8,000
414 316	Stenographic Services	100	724	100	100	500	210	400
414 320	Telephone / Wireless	2,279	1,297	1,171	1,234	1,400	1,196	1,400
414 325	Postage	1,672	1,125	1,727	1,691	1,300	878	1,200
414 341	Advertising	3,326	4,084	4,709	1,852	3,000	2,990	3,000
414 342	Photocopying	3,033	3,419	3,754	2,344	2,500	1,275	2,000
414 350	Insurance	1,472	1,235	1,215	633	1,268	1,267	1,346
414 372	Computer / Office Equipment Maintenance	97	-	-	-	100	-	100
414 375	Vehicle Maintenance / Repair	147	342	500	850	600	716	700
414 376	Contracted Vehicle Maintenance	-	-	-	-	-	-	-
414 460	Employee Development	5,410	2,424	5,214	3,244	5,000	2,000	5,000
414 463	Publications / Subscriptions	73	380	192	377	350	310	400
414 483	Special Projects	-	-	-	-	-	-	-
414 485	Traffic Survey	-	-	-	-	-	-	-
	Subtotal:	**$ 64,630**	**$ 86,579**	**$ 30,264**	**$ 20,193**	**$ 29,418**	**$ 24,986**	**$ 29,096**
	CAPITAL							
414 740	Computer Equipment	-	-	1,400	-	-	-	-
414 760	Office Furniture / Equipment	-	254	-	-	300	300	525
414 840	Computer Equipment Depreciation	3,456	2,207	1,671	2,395	2,631	2,631	2,434
414 850	Vehicle Depreciation	4,102	4,102	4,102	4,102	4,102	4,102	4,102
	Subtotal:	**$ 7,558**	**$ 6,563**	**$ 7,173**	**$ 6,497**	**$ 7,033**	**$ 7,033**	**$ 7,061**
	Total – Planning & Zoning	**$ 343,320**	**$ 372,477**	**$ 355,884**	**$ 533,184**	**$ 586,387**	**$ 514,163**	**$ 631,601**

Borough of State College

2011 Budget

ORDINANCE ENFORCEMENT & PUBLIC HEALTH

General Fund Expenditures



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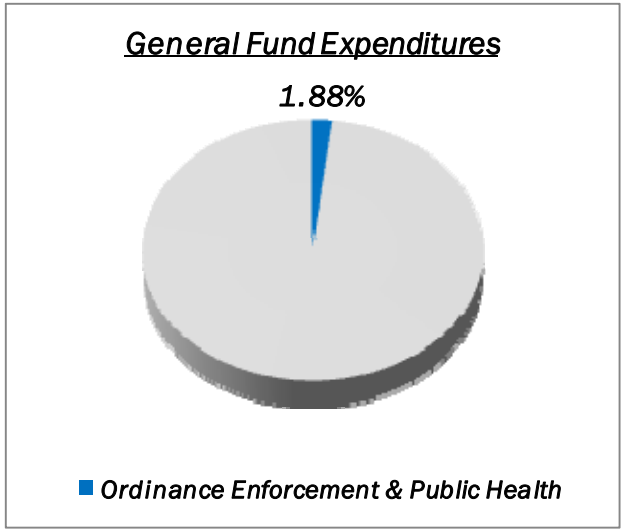
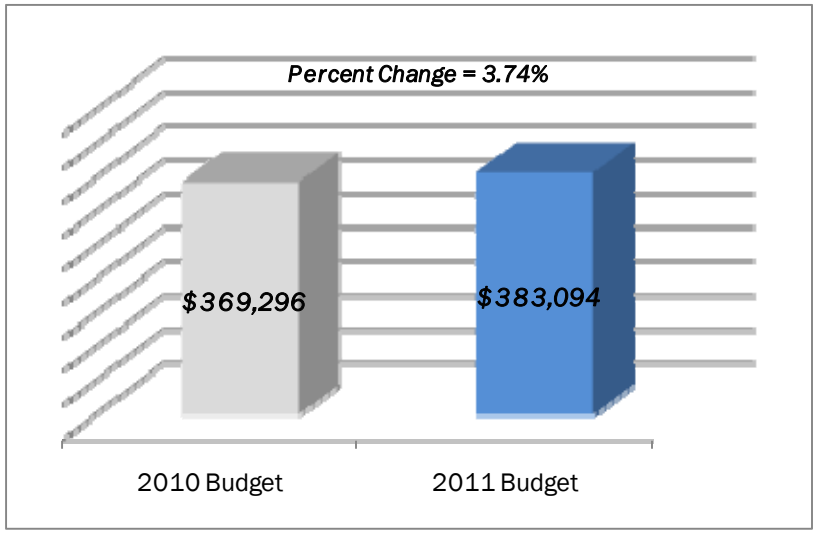
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Personnel	245,041	297,809	273,786	221,059	322,904	249,597	332,162
Operating	17,228	24,210	46,690	42,895	36,452	40,063	40,992
Capital	6,725	6,631	9,068	9,619	9,940	9,940	9,940
TOTAL	$ 268,994	$ 328,650	$ 329,544	$ 273,573	$ 369,296	$ 299,600	$ 383,094





Borough of State College

2011 Budget

ORDINANCE ENFORCEMENT & PUBLIC HEALTH

General Fund Expenditures

243 South Allen Street
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MISSION

Prevent and control disease, promote healthy lifestyles and conduct programs that protect public health and enhance the quality of life in the community.

2010 PROGRAM

Departmental transitions continued in 2010. With the retirement of the Assistant Manager for Community Services in 2010, overall responsibility for the department was transferred to the Director of Planning and Community Development who now serves as Acting Director of the Department of Ordinance Enforcement and Public Health (DOEPH). In addition to this change, several other personnel changes occurred in 2010. The position of Supervisor of Inspections was established as a working supervisor and has primary responsibility for day-to-day supervision of departmental staff and additional responsibilities for conducting public health related inspections. Other personnel changes include: promoting one of the Ordinance Enforcement Officers to Health Technician with a focus primarily on restaurant and retail food outlet inspections; redefining the second Ordinance Enforcement Officer as Chief Enforcement Officer; and adding a half-time Ordinance Enforcement Officer through a position that is split between parking enforcement and ordinance enforcement.

The effort to establish a Pennsylvania state-certified health department was shelved for now, primarily due to the amount of funding required for start up costs. Borough staff intends to continue exploring this opportunity in the future. If state funding becomes available, the Department will be redesigned to accommodate the expansion of personal health program responsibilities which include a broad spectrum of public health activities, including immunizations, HIV testing and counseling, STI testing and investigations, and communicable disease investigations and reporting.

2011 PROGRAM

The budget maintains the existing level of activities and revenue sources. It includes provisions for the employment of a full-time Supervisor of Inspections, a Health Technician, a Chief Enforcement Officer

General Fund Expenditures

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and an AmeriCorps member who is focusing on neighborhood-related issues.

DEPARTMENTAL EARNINGS

Food establishment inspection services are provided to the Townships of Patton, Ferguson and College on a contractual basis, and additional dog law enforcement services are also provide to College Township. In the Borough, the Department has three sources of revenue from licenses: restaurant licenses, retail food licenses and massage/tattoo establishment licenses. These fees are set by Borough Council as part of the fee schedule.

In 2009, a $12.50 per unit fee was added to the cost of rental housing permits and has produced added revenue of $118,000 to support about 1/3 of the department's cost. Also added was a $25.00 fee for processing new rental housing permits and changes in permits. These fees are set by Borough Council as part of the fee schedule and are proposed to continue in 2011.

2010 DETAIL ON APPROPRIATIONS

Personnel Expenses

These appropriations cover salaries and benefits for the Supervisor of Inspections, Health Technician, one Ordinance Enforcement Officer, a Staff Assistant, a half-time Ordinance Enforcement Officer that is shared between ordinance enforcement and parking enforcement and the local matching requirement for the AmeriCorps member.

Operating Expenses

These appropriations provide for routine operating expenses for DOEPH. Additional information is provided below on selected line items.

General Fund Expenditures

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State College, PA 16801

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Neighborhood Programs

The principle costs in this category are neighborhood-related programs and activities, including the survey contracted with the National Citizen Survey, the materials for the Living In One Neighborhood (LION) program and other activities related to the implementation recommendations in the Neighborhood Sustainability Report. Because the LION program was expanded in 2010, expenditures were over budget in this category. Further expansion of the LION program is planned for 2011 and an additional amount for these costs has been budgeted.

Capital Expenses

These appropriations provide for the capital expenses and equipment depreciation for the Department.

Ordinance Enforcement and Public Health

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	PERSONNEL							
421 125	Health Officer	$ 78,414	$ 80,456	$ 42,755	$ -	$ 68,869	$ -	$ -
421 145	Service / Technical / Secretarial	122,631	156,124	162,564	160,505	162,156	169,542	221,324
421 160	Staff Intern	-	-	7,365	8,966	4,000	13,069	7,000
421 190	Employee Benefits	43,996	61,229	61,102	51,588	87,879	66,986	103,838
	Subtotal:	$ 245,041	$ 297,809	$ 273,786	$ 221,059	$ 322,904	$ 249,597	$ 332,162
	OPERATING							
421 210	Office Supplies	1,327	1,122	1,461	1,733	1,500	2,196	2,000
421 212	Forms	503	483	3,671	607	1,000	1,471	1,400
421 215	Meeting Expenses	-	-	-	-	-	-	-
421 230	Fuel & Lubricants	2,426	3,528	4,588	3,455	4,000	2,904	4,000
421 238	Uniform Rental	841	908	648	907	1,000	819	1,000
421 240	Operating Supplies	868	541	678	292	750	936	600
421 242	Radon Test Program	403	403	198	195	400	623	400
421 312	Consulting Services	-	-	7,392	8,580	-	-	-
421 320	Telephone / Wireless	3,516	3,175	2,658	3,034	2,300	3,208	2,800
421 325	Postage	1,531	2,015	1,799	2,769	2,300	1,976	2,300
421 327	Radio Maintenance	63	53	53	53	150	150	150
421 341	Advertising	393	125	1,016	958	600	233	1,500
421 342	Photocopying	921	816	1,530	1,778	1,500	997	1,500
421 350	Insurance	1,402	1,173	1,183	617	1,252	1,233	1,252
421 372	Computer / Office Equipment Maintenance	229	-	-	-	200	-	200
421 375	Vehicle Maintenance / Repair	599	2,275	2,807	2,569	2,500	4,436	2,500
421 376	Contracted Vehicle Maintenance	-	-	-	-	-	-	-
421 380	Neighborhood Programs	-	5,300	16,532	13,853	15,000	17,671	17,000
421 405	Animal Control Costs	-	-	-	-	-	-	390
421 460	Employee Development	2,206	2,294	478	1,495	2,000	1,211	2,000
	Subtotal:	$ 17,228	$ 24,210	$ 46,690	$ 42,895	$ 36,452	$ 40,063	$ 40,992

Ordinance Enforcement and Public Health

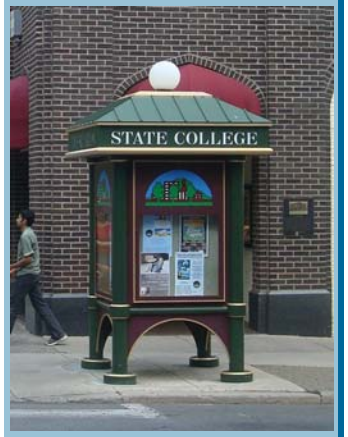
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	CAPITAL							
421 740	Computer Equipment	-	-	-	-	-	-	-
421 770	Radio / Communication Equipment	-	-	-	-	-	-	-
421 840	Computer Equipment Depreciation	1,646	1,552	1,168	1,719	2,040	2,040	2,040
421 850	Vehicle Depreciation	5,079	5,079	7,900	7,900	7,900	7,900	7,900
421 870	Radio Equipment Depreciation	-	-	-	-	-	-	-
	Subtotal:	$ 6,725	$ 6,631	$ 9,068	$ 9,619	$ 9,940	$ 9,940	$ 9,940
	Total – Ordinance Enforcement & Public Health	$ 268,994	$ 328,650	$ 329,544	$ 273,573	$ 369,296	$ 299,600	$ 383,094

Borough of State College

2011 Budget

PUBLIC WORKS

General Fund Expenditures



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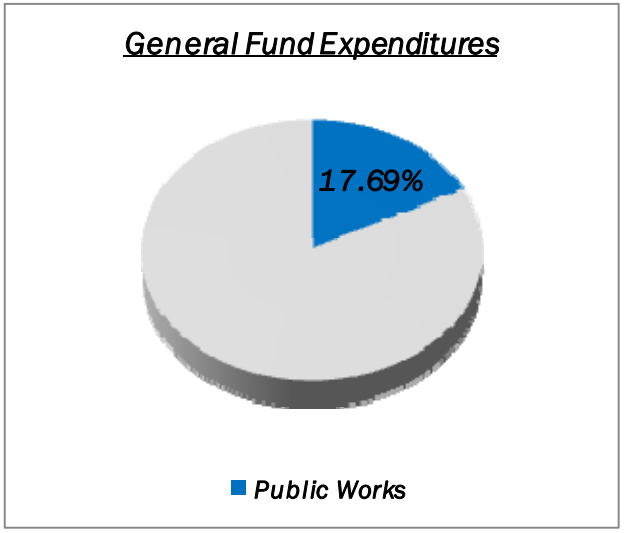
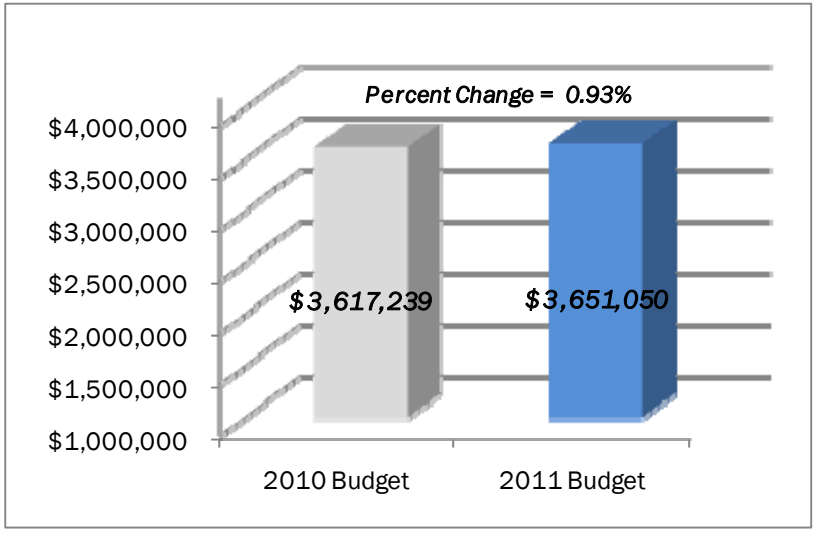
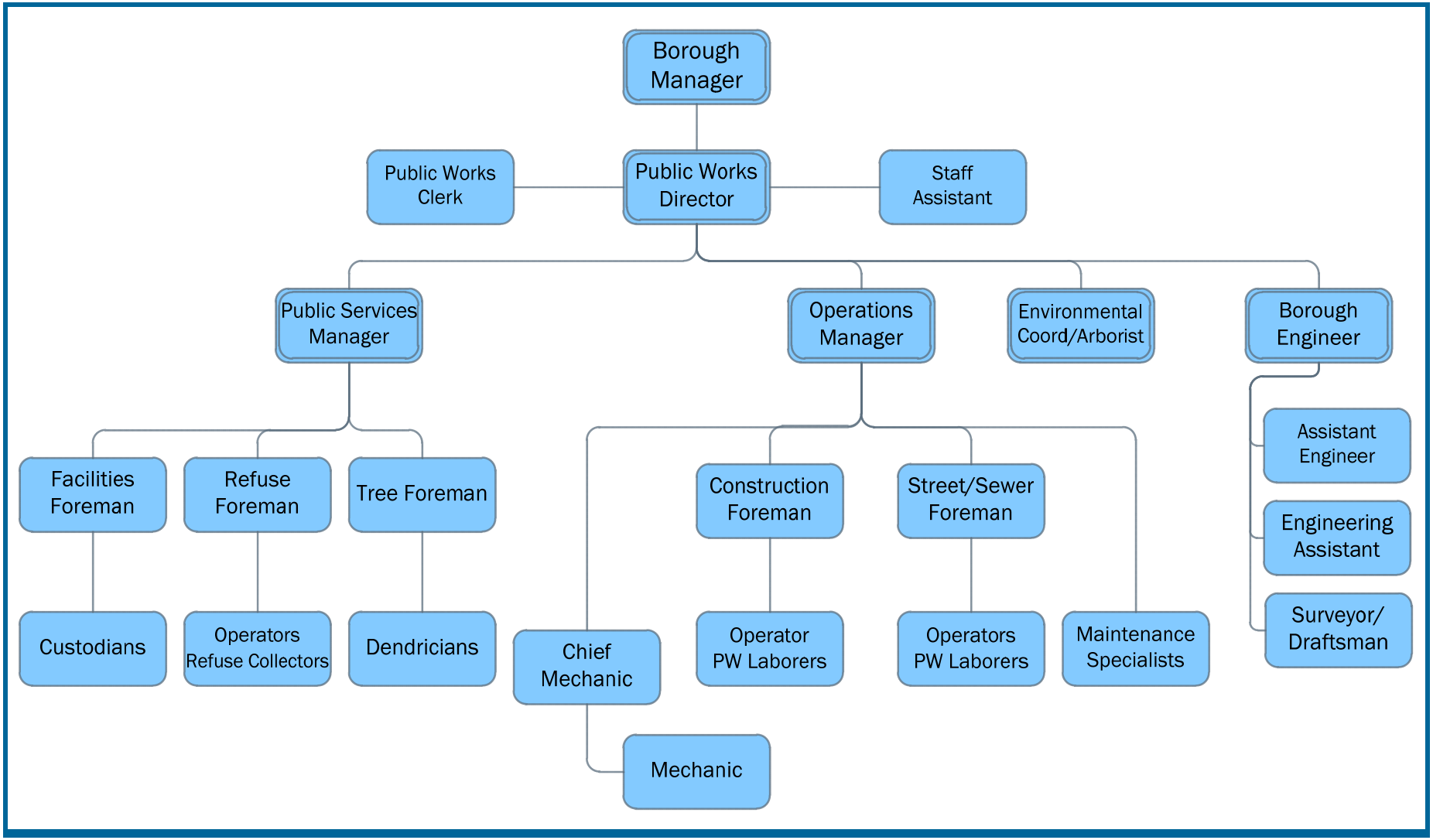
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Personnel	1,171,839	1,252,770	1,330,693	1,339,528	2,913,620	2,576,733	2,948,128
Operating	484,794	555,503	591,946	593,440	595,766	547,442	595,937
Capital	245,011	295,335	262,184	331,872	107,853	106,836	106,985
TOTAL	$ 1,901,644	$ 2,103,608	$ 2,184,823	$ 2,264,840	$ 3,617,239	$ 3,231,011	$ 3,651,050





Borough of State College

Organizational Chart | *2011 Budget* | *PUBLIC WORKS*



Borough of State College

2011 Budget

PUBLIC WORKS

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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MISSION

Administer the activities of the Public Works Department in an efficient and cost-effective manner, including providing engineering support, buildings and grounds maintenance and operations, providing an effective shade tree program and maintaining street infrastructure.

GOALS

- Reduce energy consumption.
- Reduce average number of tons of salt used per storm by 15% from 2010 to 2014.
- Provide leadership and support in the Enterprise Resource Planning System Project and ensure successful implementation.
- Improve project management.
- Reduce losses of newly planted trees to vandalism and environmental factors.
- Expand the use of volunteers.
- Improve public relations and communications.
- Improve downtown mobility.
- Protect aging storm sewer infrastructure facilities.

2011 STRATEGIC OBJECTIVES

- Improve public relations and notification of residents and businesses with regard to construction projects.
- Reevaluate traffic signal timings and recommend improvements necessary to improve mobility and safety.
- Improve transportation safety with snow and ice removal services.
- Complete all Requests for Service within established response time and customer satisfaction goals.

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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- Include student organizations such as fraternities in the planting and maintenance of trees in their neighborhood.
- Complete energy audit of two buildings and implement or budget funds to implement cost-effective energy-saving measures identified that do not directly conflict with the core services of audited facilities and have anticipated break-even point of 4 years or less.
- Increase watering of newly planted trees by using additional water bags and encouraging homeowners to water trees once a week.
- Continue to apply for various grants to help pay for playground and other infrastructure improvements.

2011 BUDGET IMPACT ITEMS

Administration

While the same level of use of interns is projected for 2011, an additional appropriation of $7,000 is being requested as a local match to fund an AmeriCorps position which would be assigned to assist the Sustainability Committee.

Street Division

The Street Division is requesting funds to purchase a utility trailer. The trailer is used for transporting materials to and from the job site as well as hauling small equipment. The new utility trailer will replace an existing trailer which is over thirty (30) years old and in need of replacement. The new trailer is expected to cost $4,200. Additionally, a request of funds is included to procure an anti-ice spray rig. The spraying system is portable, self-contained and capable of being moved from truck to truck. The unit would be utilized prior to the storm event for pre-wetting streets known to be problematic or having a history of accidents in snow/ice events. The unit is expected to cost $7,800.

Facilities Division

It is anticipated that commercial electric rates will increase slightly in 2011 as distribution rates will

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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be subject to inflation pressure, but generation rates will decrease slightly due to a cooperative purchasing agreement for power.

A request is included to purchase a cart-mounted commercial carpet steam cleaner to be used in all facilities to improve cleaning performance and extend the life of carpets.

Trees and Parks Division

There is an increase in tree removals due to elm yellows disease which requires a third-party contract for removals at a cost of $15,000.

2011 DETAIL ON APPROPRIATIONS

The 2011 appropriation request proposes to reinstate part-time staff in the labor crews. Positions in Street, Sanitation and Trees and Parks divisions are proposed. While the same level of use of interns is projected for 2011, the department is requesting an additional $7,000 as match dollars for an AmeriCorps position that would work with the Sustainability Committee.

OPERATING EXPENSES - these items cover the cost to operate Public Works.

Plant Material (241)

Approximately 50 new trees and 110 replacement trees will be planted in 2010. This includes 40 new trees proposed for the South Atherton Street Corridor. At least 50% of the tree cost will be covered by a State grant. Funding is also included for the planting of various flower beds and other landscaped areas around the Borough.

NPDES Compliance (265)

The Borough is required to comply with the Municipal Separate Storm Sewer System (MS4) Permit as

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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issued by the Pennsylvania Department of Environmental Protection. The permit requires inspection of all storm outfall pipes at least four (4) times per year to test for illicit discharges. Additional funds for public education and outreach concerning storm water matters and illicit discharges is also required for continued permit compliance and therefore included in this budget request.

Consulting Services (313)

An appropriation of $7,000 is requested in order to retain the services of a consultant to assist or supplement the work of the engineering staff. Consultants are typically needed for traffic engineering services and electrical engineering design work.

Software Licenses/Upgrades (370)

Various software licenses must be renewed each year. They include various specialized engineering software upgrades and license fees.

Equipment Rental/Contractual Services (384)

This item includes $8,000 for stump removal, $1,500 to rent a backhoe for tree planting, $5,000 for tree grates in the CBD, $18,000 for contracted elm removal, and $35,000 for contracted tree pruning.

Employee Development (460)

Much of the Public Works administrative staff belong to the American Public Works Association (APWA), and they attend various conferences and educational programs provided by the Association. Additionally, new Pennsylvania requirements will force the Engineer and Surveyor to complete continuing education credits toward their license renewals.

Computer Equipment/Furniture (760)

$1,000 is requested for furniture for intern space and additional shelving for storage.

Public Works

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	PERSONNEL							
430 130	Administrative Staff	606,525	655,085	605,550	695,059	579,956	483,717	451,744
430 135	Engineering / Secretarial	-	-	-	-	-	-	-
430 150	Public Works Operations Labor	267,394	275,993	374,856	289,609	1,318,700	1,182,236	1,359,800
430 160	Part-time Employees	10,780	15,074	15,621	-	63,222	72,784	113,680
430 170	Stand-by / Sick Leave	7,550	8,160	7,850	7,795	8,000	8,000	8,000
430 180	Public Works Overtime	-	-	-	-	155,439	133,651	163,118
430 190	Employee Benefits	279,591	298,458	326,815	347,065	788,303	696,345	851,786
	Subtotal:	**$ 1,171,839**	**$ 1,252,770**	**$ 1,330,693**	**$ 1,339,528**	**$ 2,913,620**	**$ 2,576,733**	**$ 2,948,128**
	OPERATING							
430 210	Office Supplies	3,120	3,547	4,730	4,820	4,835	5,693	5,700
430 212	Forms	433	625	198	400	500	1,000	1,000
430 215	Meeting Expenses	1,724	1,939	1,928	2,250	1,710	2,057	2,250
430 230	Fuels & Lubricants	31,940	46,180	65,413	52,700	45,515	41,204	45,400
430 238	Uniforms / Safety Apparel	9,698	9,493	9,721	11,506	11,190	16,325	16,975
430 240	Operating Supplies / Expenses	62,075	69,723	59,706	65,875	62,750	51,793	62,475
430 241	Plant Material / Pesticide	30,597	41,516	34,015	33,488	23,000	23,250	32,500
430 245	Street Light Maintenance	10,602	12,107	24,495	16,275	-	-	-
430 260	Minor Equipment	6,158	7,007	3,789	6,475	7,325	6,905	5,625
430 265	NPDES Compliance	3,604	4,202	2,710	5,800	5,800	4,000	5,800
430 313	Consulting Services	2,463	5,638	11,200	8,000	7,000	7,000	7,000
430 318	Data Processing Services	-	111	-	2,000	-	-	-
430 320	Telephone / Wireless	13,342	8,777	8,612	9,125	8,975	8,735	9,225
430 325	Postage	1,656	1,758	1,484	2,200	2,200	1,888	2,200
430 327	Radio Maintenance	4,147	2,936	2,275	3,675	3,425	1,250	2,850
430 341	Advertising	150	270	396	350	300	150	300
430 342	Photocopying	4,206	5,198	5,716	5,260	5,650	3,682	4,350
430 350	Insurance	46,505	43,885	42,553	41,581	45,881	31,060	33,257
430 361	Utility Charges	139,936	150,904	175,642	170,220	158,647	144,587	146,780
430 370	Software License / Upgrade	2,297	4,553	4,390	4,700	4,300	3,000	5,400
430 372	Computer / Office Equipment Maintenance	984	4,994	917	8,090	8,000	1,000	5,000
430 373	Maintenance & Repairs (Facilities)	31,017	42,434	49,844	30,000	35,000	41,000	41,000
430 375	Vehicle & Equipment Maintenance / Repair	23,883	23,649	21,762	21,100	69,463	70,763	73,150
430 378	Contracted Services	3,069	3,418	3,165	3,750	4,000	3,300	3,600
430 384	Equipment Rental	38,202	48,166	45,279	61,500	61,500	65,000	67,500
430 460	Employee Development	12,985	12,473	12,009	22,300	18,800	12,800	16,600
	Subtotal:	**$ 484,794**	**$ 555,503**	**$ 591,946**	**$ 593,440**	**$ 595,766**	**$ 547,442**	**$ 595,937**

Public Works

STATE COLLEGE, PA

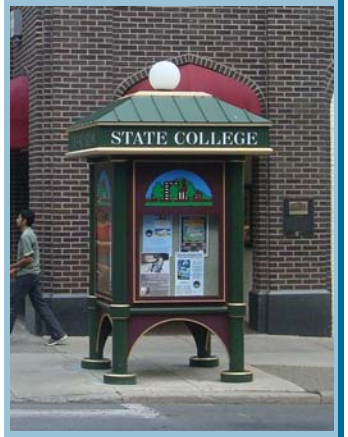
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	CAPITAL							
430 740	Computer Equipment	4,290	-	-	-	-	-	-
430 750	Capital Improvements	-	8,967	-	-	10,000	11,083	-
430 760	Office Equipment / Furniture	-	-	977	8,400	8,900	6,800	6,850
430 770	Radio Communications Equipment	-	-	-	-	-	-	-
430 775	Major Equipment	8,926	21,913	8,020	30,000	10,300	10,300	20,000
430 840	Computer Equipment Depreciation	9,873	10,627	10,854	11,231	10,482	10,482	8,482
430 850	Vehicle Depreciation	102,571	127,312	112,379	135,509	68,171	68,171	71,653
430 870	Radio Equipment Depreciation	-	-	-	-	-	-	-
434 361	Street Light Utility Charges	119,352	126,516	129,955	146,732	-	-	-
	Subtotal:	$ 245,011	$ 295,335	$ 262,184	$ 331,872	$ 107,853	$ 106,836	$ 106,985
	Total -- Public Works	$ 1,901,644	$ 2,103,608	$ 2,184,823	$ 2,264,840	$ 3,617,239	$ 3,231,011	$ 3,651,050

Borough of State College

2011 Budget

DEBT SERVICE

General Fund Expenditures



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STATE COLLEGE, PA

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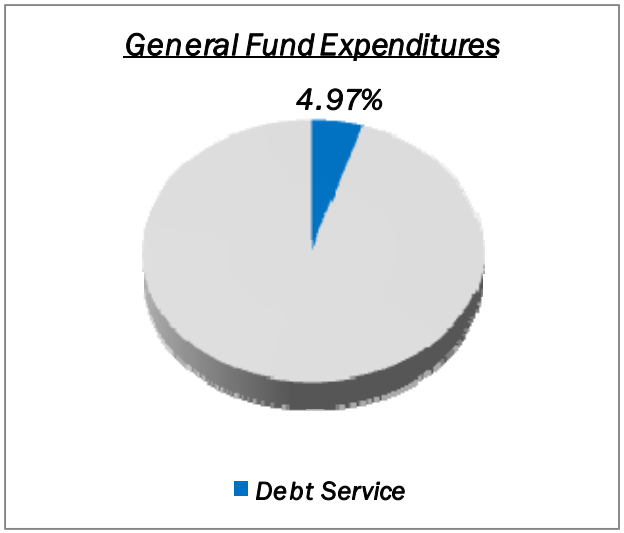
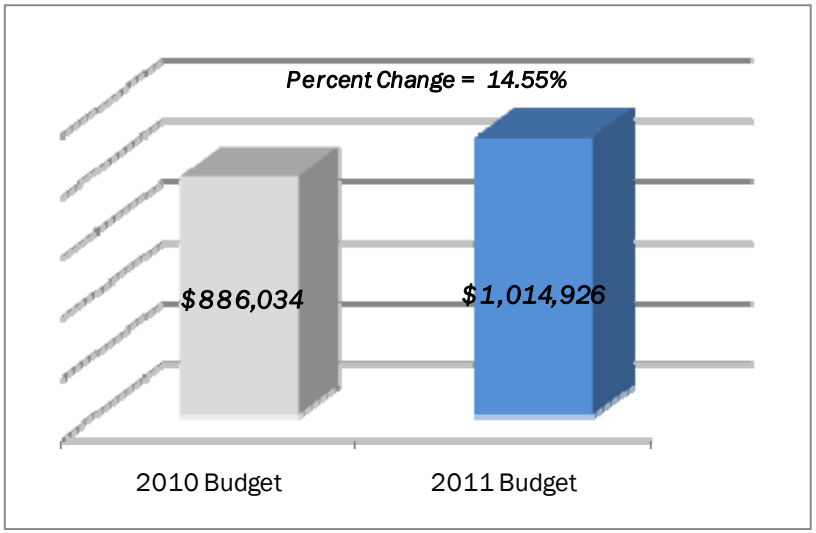
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Debt Service	911,345	980,129	1,001,361	819,892	886,034	775,547	1,014,926
TOTAL	$ 911,345	$ 980,129	$ 1,001,361	$ 819,892	$ 886,034	$ 775,547	$ 1,014,926



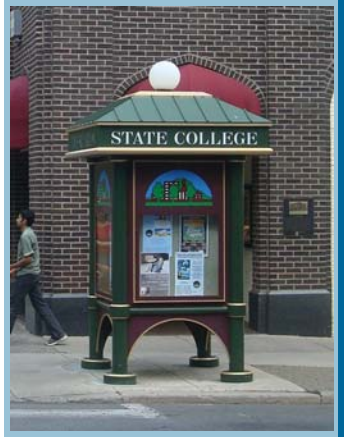


Borough of State College

2011 Budget

REGIONAL PROGRAMS

General Fund Expenditures



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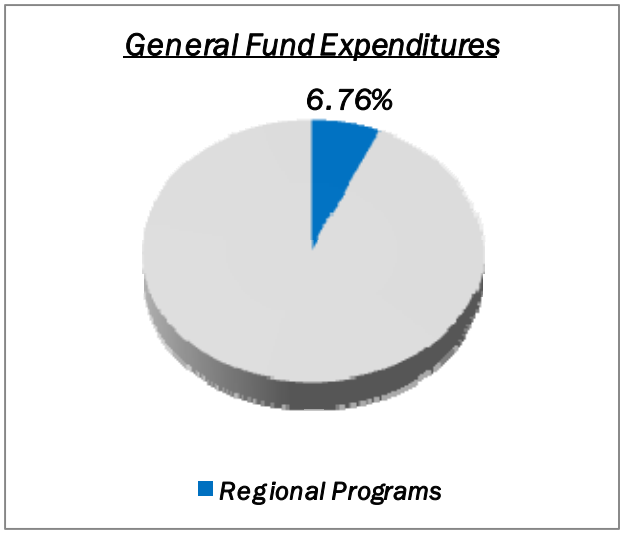
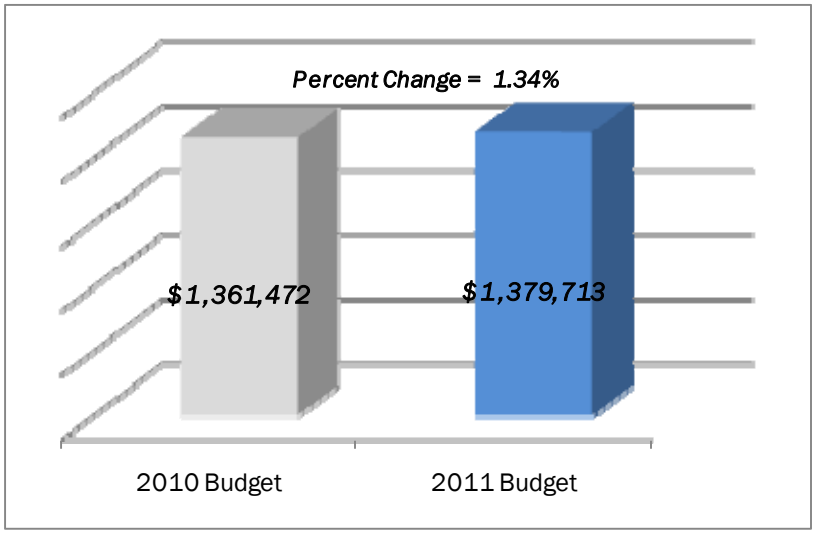
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Regional Programs	1,108,655	1,224,182	1,363,317	1,376,616	1,361,472	1,362,949	1,379,713
TOTAL	$ 1,108,655	$ 1,224,182	$ 1,363,317	$ 1,376,616	$ 1,361,472	$ 1,362,949	$ 1,379,713





Borough of State College

2011 Budget

General Fund Expenditures

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REGIONAL PROGRAMS

This budget covers the Borough's share of the cost of the Centre Region Council of Governments (COG) programs in which we participate, as well as the Borough's share of the Centre Area Transportation Authority (CATA) local subsidy for operating and capital costs.

COG PROGRAMS

The Borough's share of the cost of the COG programs is assessed on a formula basis as specified in the Inter-Municipal Agreement for each program. Most of these assessments are based on the COG Standard Formula, in which a combination of the assessed valuation of taxable real estate, population (excluding college students), and adjusted gross earned income is used to determine the participants' share of budgeted program costs.

The COG Standard Formula was revised in 2009 and the municipal shares for 2011 are calculated as follows:

State College Borough.....22.33%
College Township.....17.25
Ferguson Township.....26.69
Halfmoon Township.....4.70
Harris Township.....8.95
Patton Township.....20.08

Detailed information about the activities, operation, and cost of each COG program is contained in the 2011 COG Budget, which was presented to the General Forum at their meeting on October 25, 2010. Final action by the Forum is scheduled for their November 22, 2010 meeting. The Borough's net share of the cost of the 2011 COG programs (after the offset of our credit for building rent) is $1,285,923, an increase of 0.8% from 2010.

Borough of State College

2011 Budget

REGIONAL PROGRAMS

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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CATA

In determining the Borough's share of the local subsidy for CATA, the cost of each bus route is separated into regional, local and external components. The cost of the regional component is allocated according to the COG Standard Formula, while the cost of the local and external components is allocated according to the "Miller Formula," which takes into account the number of route miles in each municipality and the relative productivity of each route.

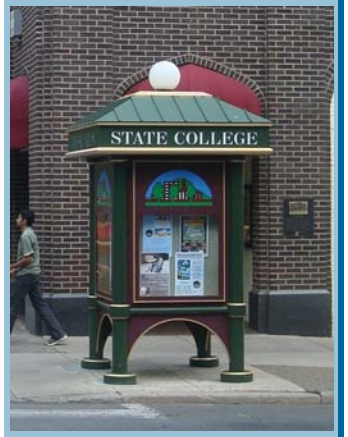
An appropriation of $93,790 is budgeted for the Borough's share of CATA's local subsidy for 2011, which represents a 9.9% increase from 2010. Due to the vagaries of the Miller Formula, the Borough's share fluctuates annually, reflecting changes in the number of route miles and relative productivity of each route. Because of continued uncertainties related to the level of future federal and state transit subsidies, a 7.5% increase in the Borough's share of CATA's 2011-2012 operating and capital costs has been incorporated in the 2011 budget appropriation.

Borough of State College

2011 Budget

MISCELLANEOUS

General Fund Expenditures



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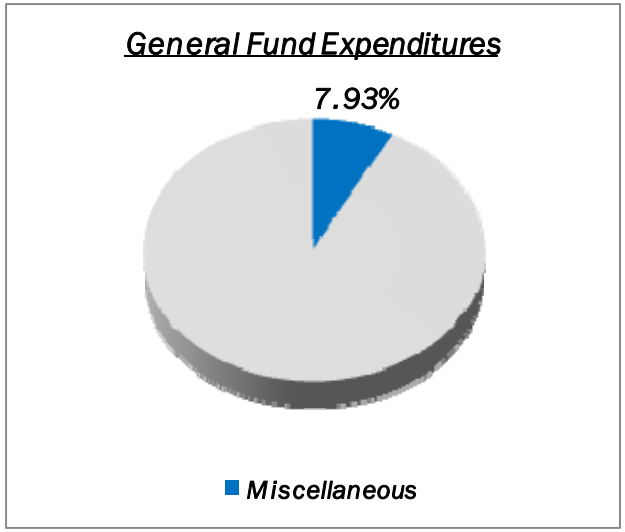
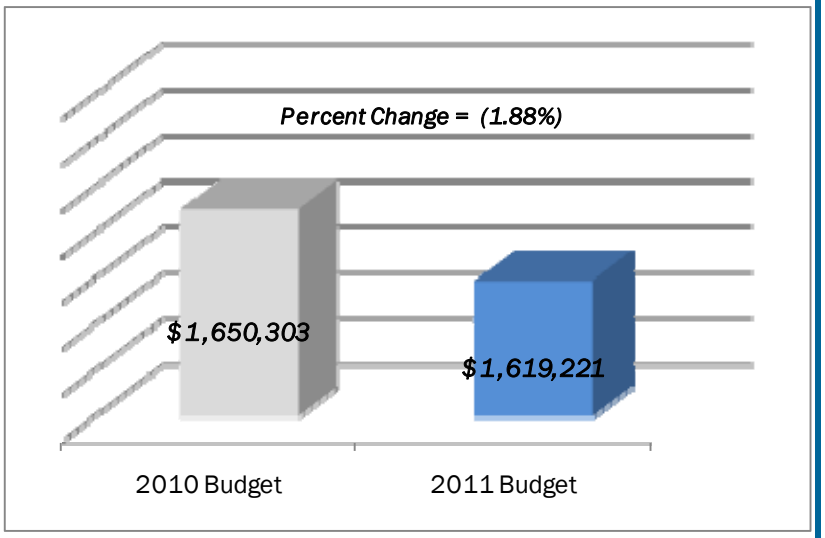
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Budget 2010	Y-E Projection 2010	Budget 2011
Miscellaneous	275,465	203,209	209,944	192,000	206,755	244,755	231,755
Pass-Thru Grants	203,813	188,912	172,137	163,572	1,443,548	1,450,878	1,387,466
Interfund Transfers	2,868,115	607,667	1,281,227	65,000	-	1,162,208	-
TOTAL	$ 3,347,393	$ 999,788	$ 1,663,308	$ 420,572	$ 1,650,303	$ 2,857,841	$ 1,619,221





Borough of State College

2011 Budget

MISCELLANEOUS

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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This budget provides funding for programs and services which are directly related to the Borough's mission of enhancing the quality of life in State College by fostering a safe, vibrant, diverse and sustainable community.

MISCELLANEOUS

Hydrant Rental

The appropriation of $21,420 covers annual rental fees paid to the State College Borough Water Authority for the 233 fire hydrants located within the Borough. Maintenance charges for the hydrants are included in the rental fee.

Miscellaneous/Contingency

An appropriation of $5,000 is budgeted as a contingency for unanticipated expenditures that may arise during the year.

University Community Partnership

An appropriation of $5,000 is included to support the programs and initiatives of the University Park Campus Community Partnership, a town-gown collaboration.

Central PA 4th Fest

The appropriation of $2,500 covers the Borough's annual contribution to Central PA 4th Fest, a community celebration of America's independence, which features a day of family-oriented events followed by a musically-choreographed fireworks display.

First Night Celebration

An appropriation of $20,000 is included to support First Night State College, the community's family-oriented and alcohol-free celebration of the New Year.

Borough of State College

2011 Budget

General Fund Expenditures

243 South Allen Street
State College, PA 16801

(814) 234-7100

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MISCELLANEOUS

Downtown Improvement District

The appropriation of $75,000 covers the Borough's annual contribution to the Downtown State College Improvement District (DID), which supports District programs such as marketing, cleaning and security. The Borough's Parking Fund also makes an annual "in-lieu of assessment" contribution to the DID for the eight revenue-producing properties (parking garages, deck and surface lots) located within the District.

Water Resources Monitoring Project

An appropriation of $7,325 is budgeted to support the on-going efforts of ClearWater Conservancy to monitor the quantity and quality of water resources in the Spring Creek watershed.

C-NET Contribution

An appropriation of $62,151 is included for the Borough's share of C-NET's annual operating costs.

Landlord/Tenant Mediation Program

An appropriation of $2,500 is budgeted to support the State College Mediation Program, which is a landlord/tenant and roommate dispute resolution service offered at no charge to Penn State students and residents of the Borough. The Program is managed by the Legal Affairs office of the University Park Undergraduate Association (UPUA).

Community Programming Grant

An appropriation of $3,000 is included to fund C-NET's coverage of events of communitywide interest, such as the Arts Festival and 4th Fest, which are not directly related to the operations of the Borough.

Spring Creek Watershed Commission

An appropriation of $859 is budgeted to cover the Borough's annual dues to the Spring Creek Watershed Commission. These dues defray the Commission's administrative and operating costs.

General Fund Expenditures

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State College, PA 16801

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STATE COLLEGE, PA

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State Theatre

An appropriation of $2,000 is included to support the mission of The State Theatre in providing local performing arts programs for the community.

Cable Franchise Legal Fees

An appropriation of $27,500 is budgeted to cover the cost of legal services related to the negotiation of cable franchise agreements by the Borough and the Centre Area Cable Consortium, and for professional consultants to assist staff in addressing other issues related to cable communications services. The Centre Area Cable Consortium (CACC) was organized to deal with cable-related issues on an inter-municipal basis, providing a mechanism for sharing of these costs.

PASS THROUGH GRANTS

Communities That Care

The Centre County Mental Health/Mental Retardation Office passes through to the Borough funds for the Drug Free Communities Program, which the County receives from the Federal Substance Abuse and Mental Health Services Administration. These funds cover the operating expenses of the Care Partnership-Communities That Care Project, which promotes a healthy, safe and productive environment for families and youth in the community. An appropriation of $61,000 is budgeted for these expenses.

Juvenile Intervention Program

The Pennsylvania Commission on Crime and Delinquency (PCCD) awarded the Borough a grant to cover the operating expenses of the Juvenile Intervention/Youth Aid Panel Program, which is managed by the Center for Alternatives in Community Justice. This program offers sentencing alternatives for youthful offenders. An appropriation of $5,000 is budgeted for these expenses.

General Fund Expenditures

243 South Allen Street
State College, PA 16801

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Encouraging Arrests Program

The U. S. Department of Justice awarded the Borough a multi-year grant to cover the operating expenses of the Victim Centered Intensive Case Management Unit established under the Encouraging Arrests Program. This program provides assistance to the victims of domestic violence. An appropriation of $187,000 is budgeted for these expenses.

Supportive Housing

The U. S. Department of Housing and Urban Development (HUD) awarded the Borough a grant of Continuum of Care funds to support additional case management services furnished to homeless persons with special needs and homeless youth through the Local Shelter Initiative Project managed by Housing Transitions, Inc. An appropriation of $10,920 is budgeted for these expenses.

Debt Service

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	DEBT SERVICE							
470 100	2003 Bonds	$ 393,693	$ 637,593	$ 666,593	$ 506,309	$ -	$ -	$ -
470 200	2002 Bonds	171,000	170,619	170,401	166,171	-	-	-
470 300	2000 Bonds	168,488	-	-	-	-	-	-
470 400	2005 Bonds	178,165	171,917	164,367	147,412	-	-	22,712
470 500	2009 Bonds (PIB Loan)	-	-	-	-	110,687	-	46,438
470 600	2009 Bonds	-	-	-	-	775,347	775,547	945,776
	Total – Debt Service	$ 911,345	$ 980,129	$ 1,001,361	$ 819,892	$ 886,034	$ 775,547	$ 1,014,926

Regional Programs

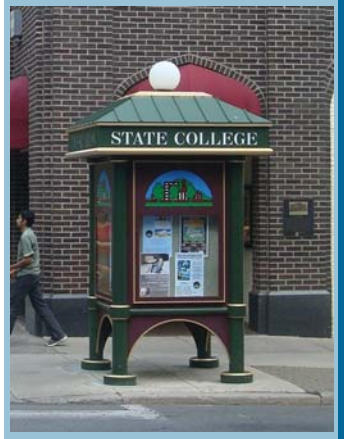
STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	REGIONAL PROGRAMS							
499 400	COG Administration	62,959	66,194	66,622	78,577	75,025	75,025	74,614
499 401	COG Building Capital	2,537	2,521	2,532	2,584	4,032	4,032	3,901
499 402	COG Contingency	586	219	2,382	2,935	-	-	3,214
499 405	Emergency Management	16,886	21,917	24,422	27,108	30,128	30,128	28,935
499 405	Emergency Management - Contingency	-	-	-	-	2,343	2,343	2,233
499 411	Fire Protection	209,937	218,875	259,228	250,951	175,554	175,554	172,089
499 411	Fire Capital	-	-	-	-	66,778	66,778	65,700
499 412	Fire Training Site	-	-	-	-	-	-	-
499 416	Regional Planning (CRPA)	86,718	88,621	88,981	93,415	49,199	49,199	52,070
499 416	CCMPO					34,493	34,493	34,367
499 430	Eastern Inner Loop	-	-	-	-	-	-	-
499 449	Regional Parks Development	48,504	97,007	97,007	97,007	97,007	97,007	99,322
499 450	Parks & Recreation	222,362	230,284	246,764	256,300	255,291	255,291	269,479
499 451	Regional Nature Center	5,282	5,240	6,422	13,796	10,586	10,586	10,816
499 452	Pool Authority - Aquatics	38,204	83,543	31,568	29,779	14,223	14,223	11,367
499 453	Pools Capital	-	-	119,458	95,289	107,970	107,970	111,991
499 456	Schlow Memorial Library	340,012	332,725	341,633	352,118	363,737	363,737	364,922
499 458	Senior Citizens	35,595	36,211	39,714	42,339	41,296	41,296	32,453
499 460	Centre Area Transportation	90,623	92,375	88,134	85,968	85,360	86,837	93,790
499 499	COG Rent Rebate	(51,550)	(51,550)	(51,550)	(51,550)	(51,550)	(51,550)	(51,550)
	Total – Regional Programs	$ 1,108,655	$ 1,224,182	$ 1,363,317	$ 1,376,616	$ 1,361,472	$ 1,362,949	$ 1,379,713

Miscellaneous

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	MISCELLANEOUS							
480 364	Hydrant Rental	$ 17,550	$ 17,625	$ 17,625	$ 21,353	$ 21,420	$ 21,420	$ 21,420
480 480	Miscellaneous / Contingency	5,092	5,298	4,586	2,812	5,000	3,000	5,000
480 481	Alpha Fire Company Centennial	-	-	-	-	-	-	-
480 482	Landlord / Tenant Mediation	-	-	-	-	2,500	2,500	2,500
480 484	University Community Partnership	-	-	5,000	5,000	5,000	5,000	5,000
480 485	Central PA 4th Fest Fireworks	2,500	2,500	2,500	2,500	2,500	2,500	2,500
480 486	First Night Celebration	25,000	25,000	25,000	15,000	20,000	20,000	20,000
480 487	Downtown Improvement District	75,000	75,000	75,000	75,000	75,000	75,000	75,000
480 488	Water Resources Monitoring	6,782	7,325	7,325	7,325	7,325	7,325	7,325
480 489	C-Net Contribution	62,241	62,261	62,151	62,151	62,151	62,151	62,151
480 490	Cable Consortium	5,200	5,200	6,040	-	-	40,000	25,000
480 491	Community Programming	76,100	3,000	3,000	-	3,000	3,000	3,000
480 492	Spring Creek Watershed	-	-	1,717	859	859	859	859
480 492	State Theatre	-	-	-	-	2,000	2,000	2,000
	Total – Miscellaneous	$ 275,465	$ 203,209	$ 209,944	$ 192,000	$ 206,755	$ 244,755	$ 231,755
	PASS THROUGH GRANTS							
481 052	RACP Grant - New Library	-	-	-	-	-	-	-
481 145	VCICM - Project Technician	9,900	24,207	24,831	26,860	-	-	-
481 190	VCICM - Employee Benefits	757	1,852	1,900	2,055	-	-	-
481 200	Municipal Pension State Aid	-	-	-	-	905,756	905,756	905,756
481 300	Fire Relief Funds	-	-	-	-	217,790	217,790	217,790
481 560	Communities That Care	129,724	86,752	60,386	49,066	35,250	65,000	61,000
481 570	Juvenile Intervention	6,000	11,971	9,725	9,120	10,000	13,000	5,000
481 590	Encouraging Arrests Program	53,598	54,329	63,611	56,717	197,000	173,000	187,000
481 600	Delta Sigma Lambda Loan	-	-	-	-	-	-	-
481 700	Greenhouse Gas Pilot Grant	-	-	-	10,824	66,832	66,832	-
481 800	Supportive Housing	3,833	9,800	11,684	8,930	10,920	9,500	10,920
	Total – Pass Through Grants	$ 203,813	$ 188,912	$ 172,137	$ 163,572	$ 1,443,548	$ 1,450,878	$ 1,387,466
	INTERFUND TRANSFERS							
492 007	Compost Operations	-	-	-	-	-	-	-
492 017	First Time Homebuyer	90,000	90,000	90,000	-	-	-	-
492 030	Bond Proceeds	2,778,115	-	-	-	-	-	-
492 030	Capital Projects	-	353,667	1,044,227	-	-	1,162,208	-
492 031	Municipal Building	-	-	-	-	-	-	-
492 033	Asset Replacement	-	-	-	-	-	-	-
492 035	Highway Aid	-	164,000	147,000	65,000	-	-	-
492 061	COG Building	-	-	-	-	-	-	-
	Total – Interfund Transfers	$ 2,868,115	$ 607,667	$ 1,281,227	$ 65,000	$ -	$ 1,162,208	$ -



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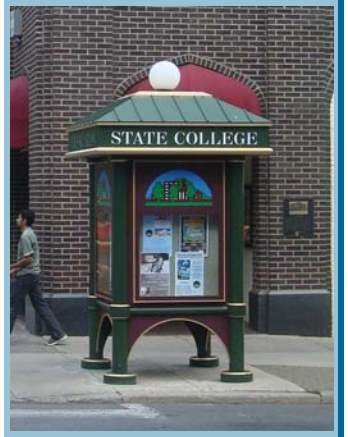
Other Funds

Borough of State College

2011 Budget

BELLAIRE COURT

OTHER FUNDS



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STATE COLLEGE, PA

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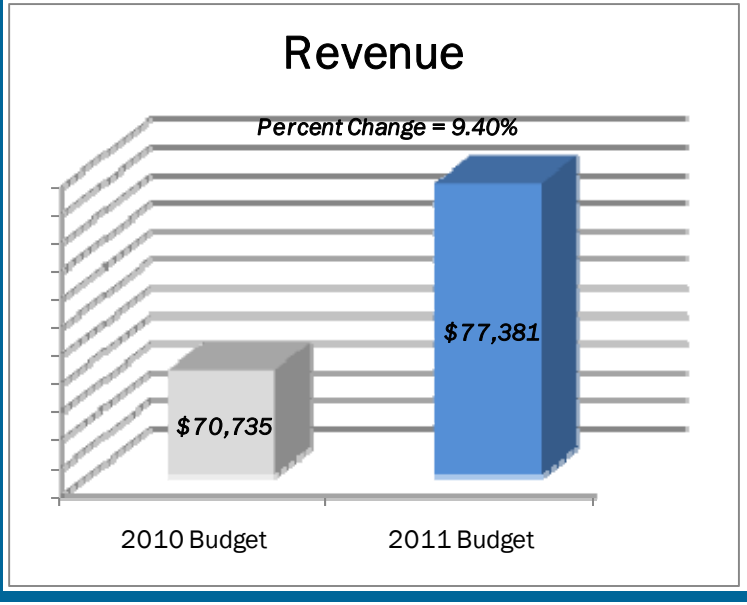
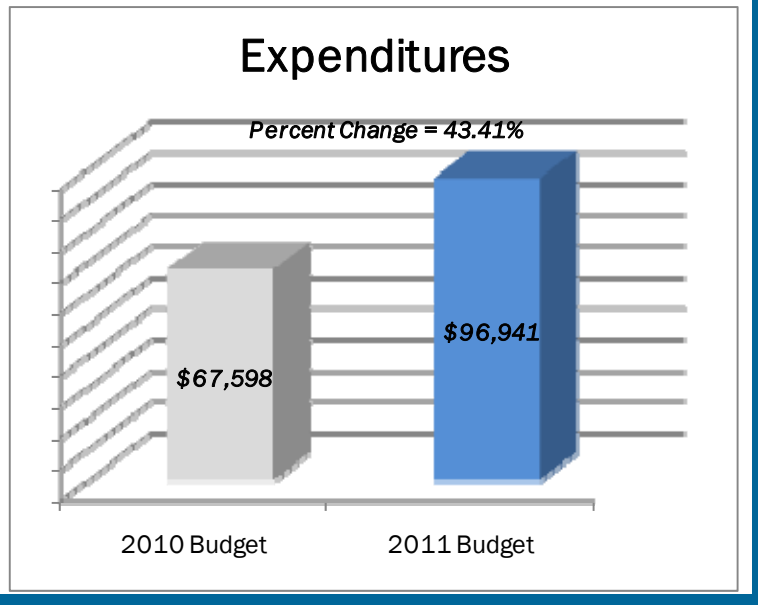
	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
Beginning Fund Balance	$ 27,593	$ (113)	$ 6,658	$ 6,658	$ 5,675
Revenue	$ 65,982	$ 70,497	$ 70,735	$ 71,010	$ 77,381
Expenditures	$ 93,688	$ 63,727	$ 67,598	$ 71,993	$ 96,941
Add (Use) Reserve	(27,706)	6,771	3,137	(983)	(19,560)
Ending Fund Balance	$ (113)	$ 6,658	$ 9,795	$ 5,675	$ (13,885)





Borough of State College

2011 Budget

OTHER FUNDS

BELLAIRE COURT

243 South Allen Street
State College, PA 16801

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MISSION

Provide affordable, decent apartments for senior citizens who would not otherwise be able to live in State College Borough and strive to manage Bellaire Court in a way that it is and will remain self-sustaining.

GOALS

- Coordinate services to provide timely, efficient responses to current and future tenants.
- Effectively balance scheduled projects and routine maintenance with unanticipated repairs and unit turnovers.
- Improve the building's energy efficiency and reduce its environmental impact.
- Encourage community cohesion.
- Maintain 100% occupancy.

2011 STRATEGIC OBJECTIVES

- Update work order system.
- Complete an energy audit and life-cycle analysis of the building and each apartment, including potential replacements needed.
- Host at least one community meeting.
- Update marketing materials, including Borough website.

Borough of State College

2011 Budget

BELLAIRE COURT

OTHER FUNDS

243 South Allen Street
State College, PA 16801

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2010 DETAIL ON APPROPRIATIONS

Public Works Labor Services (151)

This line item covers the costs incurred by Public Works staff to provide building and grounds maintenance and repairs at Bellaire Court.

Operating Supplies (240)

This line item covers the cost of supplies used at Bellaire Court.

Audit Services (311)

This line item covers the costs of that portion of the Borough's independent audit related to operations at Bellaire Court.

Legal Services (314)

This line item covers the cost of any legal services by the Solicitor or the CDBG program solicitor for work related to Bellaire Court. This line item includes an estimated four hours of CDBG program solicitor time to assist staff with updating the lease used at Bellaire Court.

Alarm System (320)

Each unit at Bellaire Court is equipped with an emergency alarm system primarily intended for use by the tenants in case of a medical emergency.

Postage (325)

This line item covers mailing costs related to the operation of Bellaire Court.

Photocopying (342)

This line item covers the cost of printing and copying related to the operation of Bellaire Court.

Borough of State College

2011 Budget

BELLAIRE COURT

OTHER FUNDS

243 South Allen Street
State College, PA 16801

(814) 234-7100

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Insurance (350)

This line item covers the cost of general liability and property insurance at Bellaire Court.

Electricity (361)

This line item covers the cost of electricity usage for the common areas, apartment units and grounds at Bellaire Court.

Water/Sewer/Refuse (364)

This line item covers the costs of these utilities and services for the common areas and apartments at Bellaire Court.

Cable (368)

This line item covers the cost of basic cable services at Bellaire Court.

Maintenance & Repairs (373)

This line item covers the costs of materials used by Borough staff for maintenance and repair and to cover the cost of outside contractors hired by the Borough to carry out repairs at Bellaire Court.

Miscellaneous Expenses (480)

This line item covers the costs of unanticipated expenses that cannot be assigned to any other line item.

Indirect Costs (492)

This line covers indirect costs for Bellaire Court operations.

Bellaire Court

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	BEGINNING FUND BALANCE	$ 24,295	$ 18,995	$ 27,593	$ (113)	$ 6,658	$ 6,658	$ 5,675
	REVENUE							
342-xxx	Apartment Rent/Service Charges	66,137	63,587	58,005	70,478	70,725	71,000	77,371
392-017	Housing Subsidy-Moderate Income	-	-	7,800	-	-	-	-
341-100	Interest	1,225	1,338	177	20	10	10	10
	Subtotal:	67,362	64,925	65,982	70,497	70,735	71,010	77,381
	TOTAL REVENUES:	$ 67,362	$ 64,925	$ 65,982	$ 70,497	$ 70,735	$ 71,010	$ 77,381

Bellaire Court

STATE COLLEGE, PA

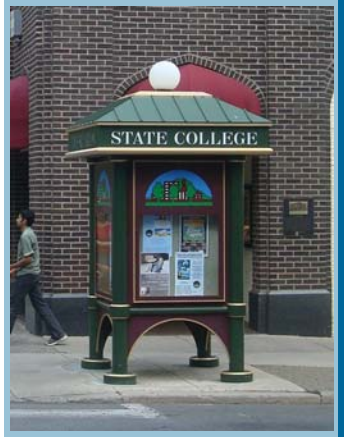
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	EXPENDITURES							
	OPERATING							
150	Public Works Administration	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,684
151	Public Works Labor Services	16,095	10,119	14,989	8,734	10,041	23,752	22,105
190	Employee Benefits	5,819	3,771	6,190	3,786	-	-	1,742
240	Operating Supplies	4,255	1,614	5,061	2,071	2,000	1,761	2,000
311	Audit Services	100	100	100	100	125	125	150
314	Legal Services	-	-	225	63	100	55	500
320	Alarm System	733	719	771	833	840	1,015	1,000
325	Postage	-	29	82	81	100	80	100
342	Photocopying	-	28	115	73	100	61	100
350	Insurance	6,065	6,524	6,497	6,211	6,702	1,217	1,254
361	Electricity	15,603	16,000	16,533	19,396	19,300	15,333	19,000
364	Water/Sewer/Refuse	5,750	5,571	6,217	7,470	7,800	8,187	8,600
368	Cable	3,348	3,405	3,574	3,574	3,600	3,567	3,800
373	Maintenance & Repairs	5,363	1,263	11,457	1,997	5,000	4,885	5,000
480	Miscellaneous Expenses	546	684	378	843	700	765	765
492	Indirect Costs	6,225	6,500	6,700	7,035	7,190	7,190	22,141
	Subtotal:	69,902	56,327	78,889	62,265	63,598	67,993	92,941
	CAPITAL							
730	Buildings and Grounds Improvements	-	-	10,700	499	-	-	-
760	Appliances and Fixtures	2,760	-	4,099	962	4,000	4,000	4,000
	Subtotal:	2,760	-	14,799	1,461	4,000	4,000	4,000
	TOTAL EXPENDITURES:	$ 72,662	$ 56,327	$ 93,688	$ 63,727	$ 67,598	$ 71,993	$ 96,941
	Add (Use) Reserve	(5,300)	8,598	(27,706)	6,771	3,137	(983)	(19,560)
	ENDING FUND BALANCE	$ 18,995	$ 27,593	$ (113)	$ 6,658	$ 9,795	$ 5,675	$ (13,885)

Borough of State College

2011 Budget

OTHER FUNDS

BUS TERMINAL



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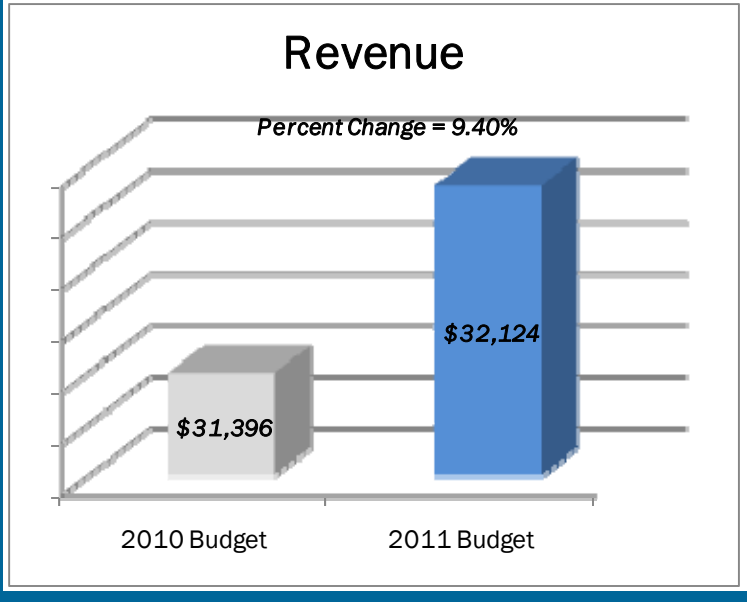
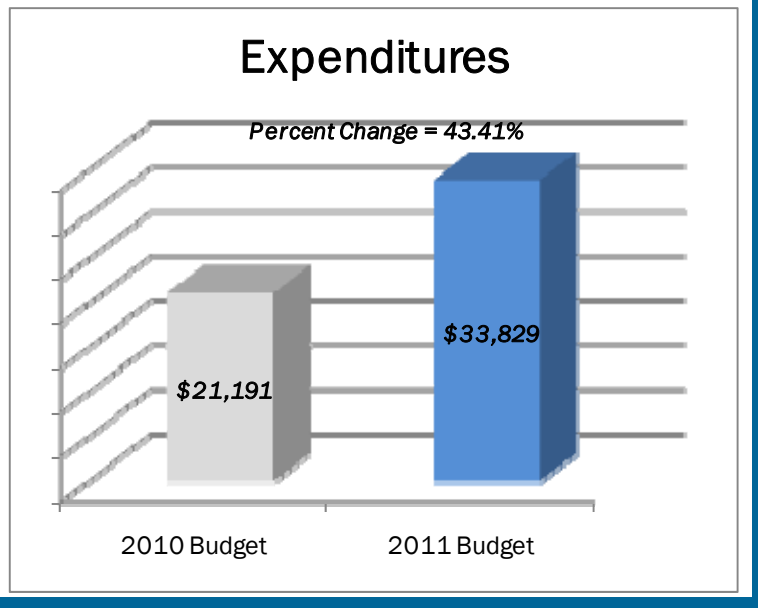
	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
Beginning Fund Balance	$ 13,945	$ 6,933	$ 17,281	$ 17,281	$ 25,814
Revenue	31,107	31,639	31,396	31,688	32,124
Expenditures	38,119	21,290	21,191	23,155	33,829
Add (Use) Reserve	(7,012)	10,348	10,205	8,533	(1,705)
Ending Fund Balance	$ 6,933	$ 17,281	$ 27,486	$ 25,814	$ 24,109





Borough of State College

2011 Budget

OTHER FUNDS

BUS TERMINAL

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MISSION

Make available a clean, efficient, convenient facility to serve as an inter-city bus terminal for area residents.

GOALS

- Work with Penn State to make this valuable community asset available while efforts continue to secure a new location for a new facility.
- Generate a surplus in this fund to provide financial support for bicycle facilities enhancements.

2011 STRATEGIC OBJECTIVES

- Provide minor maintenance as needed at a reasonable cost (major maintenance is the responsibility of PSU).
- Provide custodial care 6 days per week to clean restrooms and floors in the facility.

2011 DETAIL ON APPROPRIATIONS

It is anticipated that operations at the Bus Terminal will use approximately $1,700 of available fund balance in 2011.

Bus Terminal

STATE COLLEGE, PA

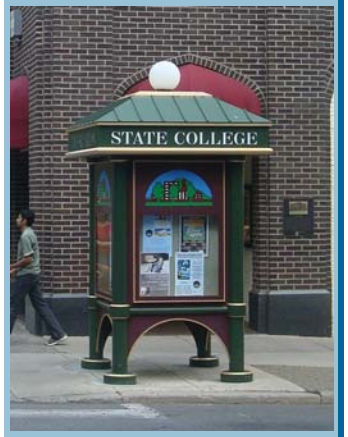
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	BEGINING FUND BALANCE	$ 19,305	$ 36,725	$ 13,945	$ 6,933	$ 17,281	$ 17,281	$ 25,814
	SERVICE CHARGES							
342-200	Rental Income	19,818	20,160	20,553	20,924	20,946	21,063	21,499
346-150	Parking Rentals	8,155	8,112	8,062	8,630	8,000	8,650	8,600
341-100	Interest Earnings	1,355	1,797	133	25	100	25	25
380-100	Miscellaneous	3,237	3,329	2,360	2,060	2,350	1,950	2,000
	Subtotal:	32,565	33,398	31,107	31,639	31,396	31,688	32,124
	TOTAL REVENUES:	32,565	33,398	31,107	31,639	31,396	31,688	32,124
	EXPENDITURES							
	OPERATING							
150	Public Works Administration	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,712
151	Public Works Labor Services	5,205	7,440	6,632	6,414	10,041	11,122	13,769
190	Employee Benefits	2,101	5,995	2,668	2,685	-	-	1,288
240	Operating Supplies	43	157	1,143	619	500	550	600
311	Audit Services	100	100	100	100	125	100	125
320	Payphones	-	-	2,007	1,967		1,972	2,000
350	Insurance	521	418	416	389	500	203	209
361	Electricity	4,447	5,164	5,199	5,810	6,600	5,500	6,000
364	Refuse	528	528	580	668	625	668	708
373	Maintenance & Repairs	74	90	55	119	250	450	250
378	Janitorial Services	776	886	875	1,006	1,000	1,040	1,075
492	Indirect Costs	1,350	1,400	1,445	1,515	1,550	1,550	4,093
	Subtotal:	15,145	22,178	21,119	21,290	21,191	23,155	33,829
	INTERFUND TRANSFERS							
	Transfer-Bike Improvement Proj.	-	34,000	17,000	-	-	-	-
	Subtotal:	-	34,000	17,000	-	-	-	-
	TOTAL EXPENDITURES:	$ 15,145	$ 56,178	$ 38,119	$ 21,290	$ 21,191	$ 23,155	$ 33,829
	Add (Use) Reserve	17,420	(22,780)	(7,012)	10,348	10,205	8,533	(1,705)
	ENDING FUND BALANCE	$ 36,725	$ 13,945	$ 6,933	$ 17,281	$ 27,486	$ 25,814	$ 24,109

Borough of State College

2011 Budget

OTHER FUNDS

PARKING FUND



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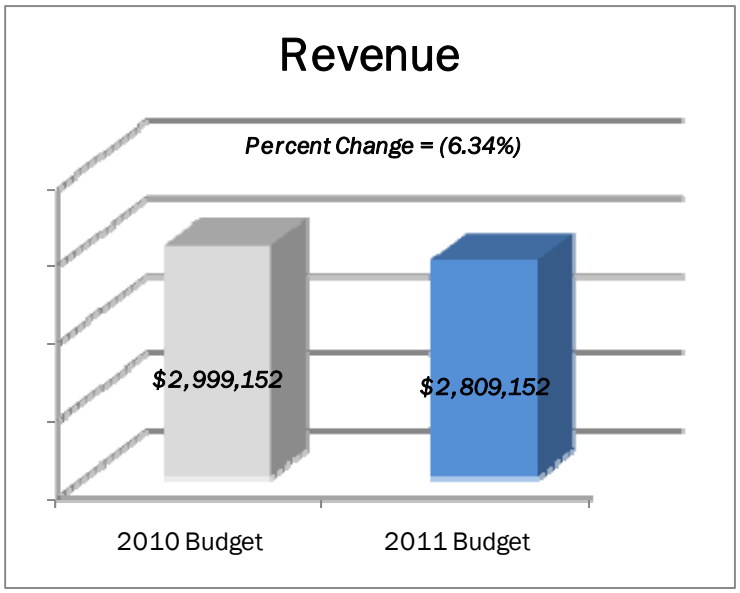
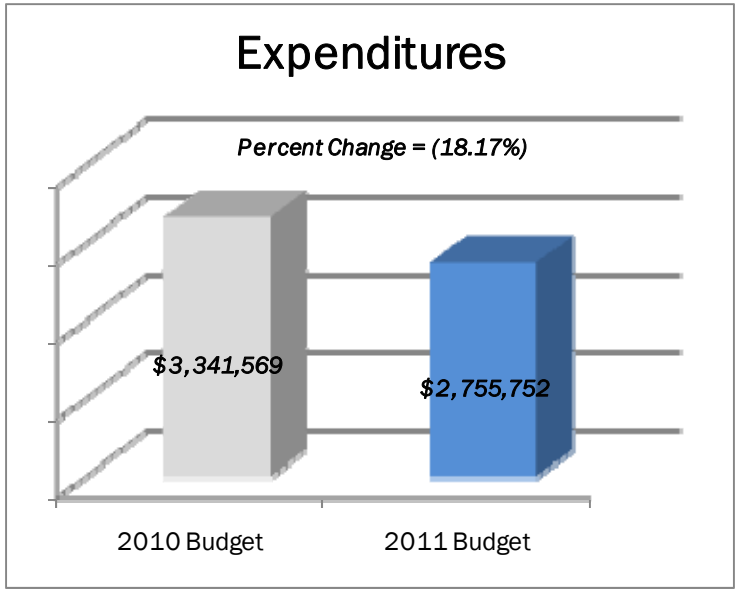
	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
Beginning Fund Balance	$ 940,065	$ 1,452,877	$ 1,864,932	$1,864,932	$1,569,290
Revenue	3,327,176	2,774,470	2,999,152	2,760,080	2,809,152
Expenditures	2,814,364	2,362,415	3,341,569	3,055,722	2,755,752
Add (Use) Reserve	512,812	412,055	(342,417)	(295,642)	53,400
Ending Fund Balance	$ 1,452,877	$ 1,864,932	$ 1,522,515	$ 1,569,290	$ 1,622,690





Borough of State College

2011 Budget

OTHER FUNDS

PARKING FUND

243 South Allen Street
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MISSION

Provide convenient, safe, clean, accessible and affordable off-street public parking for residents and visitors. Maintain, improve, and increase parking opportunities, with a focus on a high level of customer service, to meet the unique challenges that are present as the result of development in the Borough of State College.

GOALS

Parking management is an interrelated web of strategies and tactics that are formulated to meet certain coactive goals for the parking system:

- Providing sufficient parking to service existing land uses, additional parking supply to supplement private parking supply in areas of the downtown that suffer from a parking deficit, and adequate parking supply to support new development initiatives that correspond to anticipated parking demand.
- Maintaining structurally sound, safe, clean, well-lit, and well landscaped parking facilities that aesthetically integrate and functionally serve the community in which they exist.
- Recognizing that parking is a business and a service, and as such, must follow a business model that is financially self-sustaining and founded in the economic law of supply and demand.

2011 STRATEGIC OBJECTIVES

- Increase revenues and reduce expenditures.
- Continue to market the off-street parking facilities.
- Continue to implement test rates that have a positive cash flow for the parking operation, especially during large event weekends.

OTHER FUNDS

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2011 BUDGET IMPACT ITEMS

A new garage sweeper is needed to keep the facilities at an acceptable level of cleanliness. The expected cost of the new sweeper is $94,500. Two approved projects from the 2011-2015 Capital Improvement Plan have also been included in the Parking Fund budget. These projects include Pugh Garage Maintenance (PF086) at an estimated cost of $45,000 and Elevator Rehabilitation/Upgrade (PF092) at an estimated cost of $105,000.

2011 DETAIL ON APPROPRIATIONS

Personnel Expenses (140-190)

The Parking Fund includes appropriations for two full-time customer-service representatives and a sufficient number of part-time representatives for efficient operations. Also included are the Parking Manager, Parking Operations Supervisor and the costs for two Parking Clerks which are shared on a half-time basis with the Refuse Collection fund. Funds are also budgeted for Public Works staff to perform janitorial and maintenance work in the parking facilities.

Operating Expenses (230-492)

This appropriation provides for routine operating expenses for Parking Facilities.

Parking Fund

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	BEGINNING FUND BALANCE	$ 1,669,837	$ 1,260,026	$ 940,065	$ 1,452,877	$ 1,864,932	$ 1,864,932	$ 1,569,290
	GARAGE OPERATIONS							
34X-200	Daily Collections	1,028,686	1,154,911	1,246,812	1,341,954	1,400,000	1,358,647	1,400,000
34X-250	Parking Rentals	414,612	611,697	672,421	689,381	870,000	690,000	690,000
34X-1XX	Commercial Rentals/Lease	207,862	202,152	202,152	196,552	202,152	202,152	202,152
	Subtotal:	1,651,160	1,968,760	2,121,385	2,227,887	2,472,152	2,250,799	2,292,152
	MCALLISTER DECK AND LOTS							
346-XXX	Meter Collections	291,737	291,535	291,930	331,133	300,000	286,376	290,000
346-XXX	Rentals	133,510	143,553	153,227	124,961	170,000	173,905	175,000
	Subtotal:	425,247	435,088	445,157	456,094	470,000	460,281	465,000
	OTHER REVENUE							
341-100	Interest Earnings	92,734	70,051	39,660	38,550	34,000	34,000	34,000
380-100	Miscellaneous	2,546	3,958	3,330	33,370	3,000	3,000	3,000
385-200	Merchant Validations	7,899	11,208	21,760	18,569	20,000	12,000	15,000
	Land Transfer Agreement	-	-	695,884	-	-		-
	2005 Bond Proceeds	-	-	-	-	-		-
	Subtotal:	103,179	85,217	760,634	90,489	57,000	49,000	52,000
	TOTAL REVENUES:	$ 2,179,586	$ 2,489,065	$ 3,327,176	$ 2,774,470	$ 2,999,152	$ 2,760,080	$ 2,809,152

Parking Fund

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	EXPENDITURES							
	PERSONNEL							
447-135	Administration	$ 99,657	$ 119,756	$ 129,470	$ 109,305	$ 147,669	$ 112,894	$ 138,013
44X-140	Garage Attendants	216,524	211,217	220,033	210,343	227,669	188,414	156,360
44X-150	Public Works Administration	-	-	-	-	-	-	43,826
44X-151	Public Works Labor Services	72,797	82,632	85,642	77,148	137,129	146,050	155,704
44x-190	Employee Benefits	123,926	146,004	169,914	159,056	143,560	106,867	95,720
	Subtotal:	**512,904**	**559,609**	**605,059**	**555,852**	**656,027**	**554,225**	**589,623**
	OPERATING							
44X-230	Fuels & Lubricants	463	491	413	425	500	250	250
447-238	Uniforms	-	1,235	2,104	447	1,000	600	1,500
44X-24X	Operating Supplies	17,614	42,968	41,528	39,465	40,600	20,000	30,000
446-250	Meter Maintenance	2,374	3,416	3,100	2,805	4,000	1,500	2,500
44X-265	NPDES Compliance	-	568	-	-	1,000	-	1,000
447-311	Audit Services	3,600	3,600	4,000	3,500	2,500	2,750	2,750
447-312	Consulting Services	-	-	-	-	-	-	-
44X-320	Telephone/Wireless	5,879	6,604	7,456	7,394	8,000	7,900	8,000
447-325	Postage	496	670	307	270	500	100	500
447-341	Advertising	1,465	1,640	2,216	3,024	6,000	2,500	6,000
447-342	Photocopying	588	576	894	782	800	400	800
44X-350	Insurance	30,202	29,440	29,319	27,503	30,192	21,030	21,695
443-361	Electricity	88,687	95,728	92,185	106,301	102,435	106,000	106,000
44X-362	Gas	3,308	681	1,667	429	1,975	1,200	1,975
44X-364	Water/Sewer/Refuse	4,302	3,428	3,448	4,075	4,900	4,500	4,500
44X-37X	Facility/Equip. Repairs/Maint.	74,080	87,949	140,029	113,710	100,000	95,000	100,000
44X-381	Lease Costs (Beaver Lot)	17,280	17,280	17,280	17,280	17,280	17,280	17,280
44X-430	Taxes	8,293	8,284	8,573	8,847	9,100	9,727	9,800
44X-435	DID Assessment	31,803	31,803	31,804	31,764	31,804	31,804	31,804
447-460	Employee Development	2,449	4,152	4,471	694	5,000	3,000	5,000
447-492	Indirect Costs	174,495	181,500	187,145	196,500	200,805	200,805	171,101
	Subtotal:	**467,378**	**522,013**	**577,939**	**565,215**	**568,391**	**526,346**	**522,455**
	CAPITAL							
44X-470	Debt Service	1,549,574	1,554,715	1,556,466	1,209,109	1,420,151	1,420,151	1,397,174
446-710	Land Acquisition(234 S. Allen)	-	-		-	-		-
44X-730	Capital Improvements	49,528	150,606	74,900	13,675	695,000	555,000	244,500

Parking Fund

STATE COLLEGE, PA

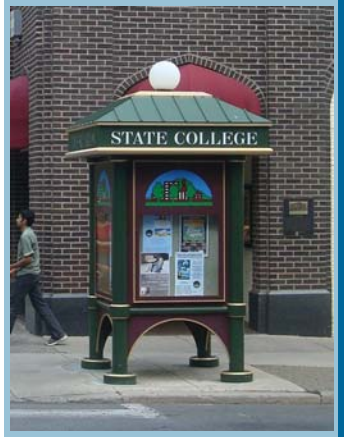
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
447-730	Wayfinding Project	7,589	15,905	-	12,280	-		-
447-735	Parking Study	-	-	-	-	-		-
447-740	Computer Equipment/Software	-	2,260	-	2,784	-		-
447-760	Office Equpment	2,424	3,918	-	3,500	2,000		2,000
	Subtotal:	1,609,115	1,727,404	1,631,366	1,241,348	2,117,151	1,975,151	1,643,674
	TOTAL EXPENDITURES:	$ 2,589,397	$ 2,809,026	$ 2,814,364	$ 2,362,415	$ 3,341,569	$ 3,055,722	$ 2,755,752
	Add (Use) Reserve	(409,811)	(319,961)	512,812	412,055	(342,417)	(295,642)	53,400
	ENDING FUND BALANCE	$ 1,260,026	$ 940,065	$ 1,452,877	$ 1,864,932	$ 1,522,515	$ 1,569,290	$ 1,622,690

Borough of State College

2011 Budget

COMPOST OPERATIONS FUND

OTHER FUNDS



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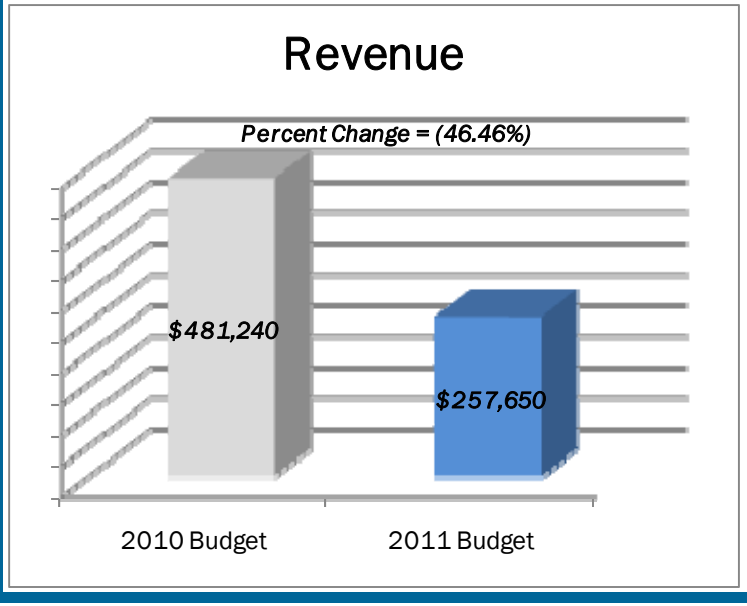
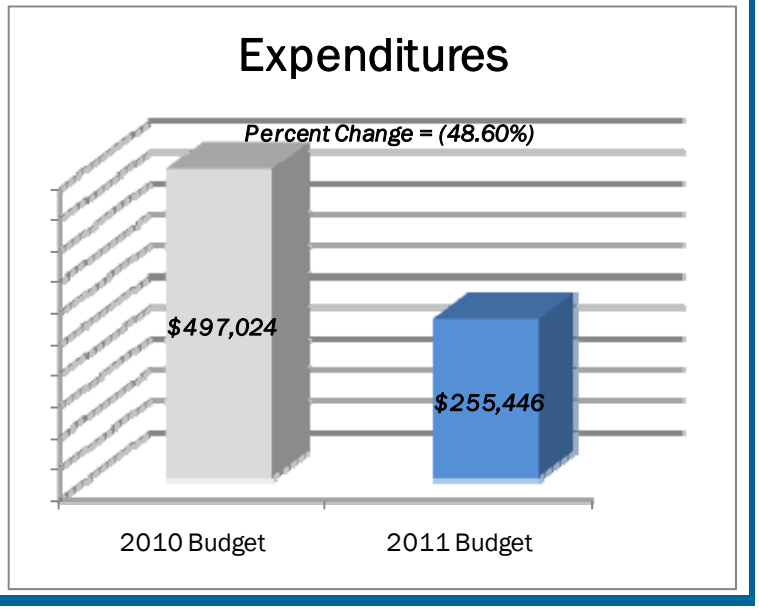
	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
Beginning Fund Balance	$ 351,494	$ 379,413	$ 383,794	$ 383,794	$ 374,643
Revenue	631,117	326,565	481,240	364,130	257,650
Expenditures	603,198	322,184	497,024	373,281	255,446
Add (Use) Reserve	27,919	4,381	(15,784)	(9,151)	2,204
Ending Fund Balance	$ 379,413	$ 383,794	$ 368,010	$ 374,643	$ 376,847





Borough of State College

2011 Budget

COMPOST OPERATIONS FUND

OTHER FUNDS

243 South Allen Street
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MISSION

Remove organic materials from the landfill-bound solid waste stream.

GOALS

- Balance budget between cost of operations and revenues generated in composting activities.
- Continue to compost leaves and grass clippings delivered to the former landfill by State College Borough and the Townships of Patton, Ferguson and College.
- Incorporate yard waste to the composting process.
- Incorporate food waste into the process when:
  - the proper mix is determined;
  - sources of materials are secured; and
  - mode of delivery of materials is determined.
- Sell out of compost.

2011 STRATEGIC OBJECTIVES

- Incorporate food and green waste into composting operations.
- Improve the quality of ground wood materials to make a more marketable mulch product.

2011 BUDGET IMPACT ITEMS

- Receipts and Expenditures both decrease due to completion of active grant programs. No new grants are anticipated in 2011.
- Utilities expenses will increase due to higher electricity rates. Higher water usage is also anticipated as the new water line allows better management of moisture content of compost windrows.
- The Borough applied for an Act 902 Recycling Grant in 2008. The Pennsylvania Department of

OTHER FUNDS

243 South Allen Street
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Environmental Protection approved funding in 2010 for paving and a replacement rubber wheel loader. The loader was ordered and will be delivered in 2011 to be used in all compost operations. Depreciation expense will increase in the future as a result.

2011 DETAIL ON APPROPRIATIONS

Bulk sales of compost continue at the facility, but sales of compost to individuals and other end users is handled by Glenn O. Hawbaker through their Construction Waste Recycling office. Bagged product is still sold at the Public Works Service Facility on Osmond Street. These changes in operations are expected to reduce the commitment of Public Works staff time associated with selling compost and may, as a result, reduce the expenses of the overall operation.

Other than grant activity, no significant deviations from previous years operations are expected in 2011.

Personnel Expenses (135—190)

These items cover the labor costs for Public Works employees assigned to compost operations. The labor costs are in accordance with a contract with the employees' union, the American Federation of State, County and Municipal Employees (AFSME). In addition, labor costs also include a portion of Public Works' Administration costs allocated to compost operations.

Operating Expenses (210—492)

These accounts cover the various costs of operating the compost program. In addition to Borough staff and equipment, significant contributions of labor and equipment have traditionally been provided to the Compost Operation by Patton Township as provided for in the Yard Waste Disposal contract. Other municipal partners also have this option available to them to offset their direct costs.

OTHER FUNDS

243 South Allen Street
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Operating Supplies (240)

This appropriation covers a start-up order of printed bags including a logo. Additional funds may be required for artwork for the bag design.

Township Labor/Equipment (385—387)

This appropriation covers the expenses associated with the use of labor and equipment from our municipal partners in the compost operation. College Township graders are used occasionally for minor road repairs and re-grading after stockpiled snow melts in the spring. Patton Township labor and loaders are used to maintain work areas for accumulation of dumped leaves and wood chips. Our invoice for disposal of leaves is offset against the labor and equipment efforts and the Townships are billed for the net amount.

Capital Expenses (720—850)

This appropriation reflects the increased depreciation for the new loader.

Compost Operations Fund

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	BEGINNING FUND BALANCE	$ 246,512	$ 302,788	$ 351,494	$ 379,413	$ 383,794	$ 383,794	$ 374,643
	OPERATING REVENUE							
341-100	Interest Earnings	15,253	16,575	10,550	3,002	8,000	1,800	1,800
354-100	Act 902 Grant - 2008	-	-	-	101,330	245,790	147,880	-
	Act 902 Grant - 2007	-	-	-	-	-	-	-
	Act 902 Grant - 2005	-	58,192	408,575	-	-	-	-
354-200	Grass Recycling/Composting Grants	110,124	-	-	-	-	-	-
364-100	Sale of Compost	26,130	41,232	45,541	49,783	55,000	42,000	53,000
364-200	Value of Compost Delivered to Parks	-	-	12,000	18,000	18,000	18,000	23,400
364-300	Leaf Disposal - Townships	96,025	96,025	96,025	96,025	96,025	96,025	96,025
392-001	Leaf Disposal - SCB Refuse Fund	58,425	58,425	58,425	58,425	58,425	58,425	58,425
392-100	Transfer from Refuse Collection Fund	-	-	-	-	-	-	25,000
392-200	Fund Balance Transfer	-	-	-	-	-	-	-
	Subtotal:	305,957	270,449	631,117	326,565	481,240	364,130	257,650
	TOTAL REVENUES:	305,957	270,449	631,117	326,565	481,240	364,130	257,650

Compost Operations Fund

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	EXPENDITURES							
	PERSONNEL							
135	Public Works Administration	-	2,330	-	-	5,377	5,377	29,309
150	Public Works Labor Services	41,531	43,796	48,871	46,514	65,548	53,277	55,565
190	Employee Benefits	14,536	16,608	20,391	18,587	2,073	2,090	10,380
	Subtotal:	**56,067**	**62,734**	**69,261**	**65,101**	**72,998**	**60,744**	**95,254**
	OPERATING							
210	Office Supplies	-	133	-	-	150	-	150
230	Vehicle Fuel & Lubricants	7,809	7,923	10,320	6,615	10,500	5,000	6,500
238	Uniforms	379	504	439	-	500	500	750
240	Operating Supplies	-	653	1,473	2,378	5,000	4,400	4,500
260	Minor Materials/Equipment	2,605	-	-	-	1,500	500	1,000
311	Audit Fees	-	550	-	700	525	1,700	1,900
320	Telephone/Wireless	-	283	-	-	300	-	300
327	Radio Maintenance	226	179	-	-	300	-	300
350	Insurance	1,907	2,160	3,681	5,228	6,101	2,831	3,207
361	Electricity	378	306	380	403	555	200	500
364	Water	668	230	449	353	1,000	100	400
375	Equipment Maintenance/Parts	15,955	20,519	16,897	11,802	11,500	20,000	17,500
384	Equipment Rental-Landfill	-	713	-	-	5,000	3,000	5,000
385	Patton Twp Labor/Equipment	31,450	45,360	35,450	28,600	35,000	40,000	35,000
386	Ferguson Twp Labor/Equipment	-	-	-	-	-	-	-
387	College Twp Labor/Equipment	-	713	-	-	1,000	-	1,000
460	Employee Development	-	3,206	-	81	2,000	-	-
492	Indirect Costs	9,877	10,268	10,580	11,110	11,355	11,355	12,591
	Subtotal:	**71,254**	**93,700**	**79,670**	**67,271**	**92,286**	**89,586**	**90,598**
	CAPITAL							
720	Site Improvements	-	-	-	5,009	-	-	-
730	Act 902 Grant - 2008	-	-	-	184,804	273,100	164,311	-
730	Act 902 Grant - 2007	-	-	-	-	-	-	-
	Act 902 Grant - 2005	-	64,658	-	-	-	-	-
750	Composting Grant Expenditures	122,360	651	454,266	-	-	-	-
850	Equipment Depreciation	-	-	-	-	58,640	58,640	69,594
	Subtotal:	**122,360**	**65,309**	**454,266**	**189,812**	**331,740**	**222,951**	**69,594**

Compost Operations Fund

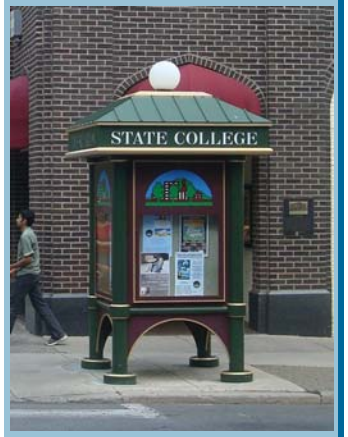
	ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
TOTAL EXPENDITURES:	$ 249,681	$ 221,743	$ 603,198	$ 322,184	$ 497,024	$ 373,281	$ 255,446
Add (Use) Reserve	56,276	48,706	27,919	4,381	(15,784)	(9,151)	2,204
ENDING FUND BALANCE	$ 302,788	$ 351,494	$ 379,413	$ 383,794	$ 368,010	$ 374,643	$ 376,847

Borough of State College

2011 Budget

SANITARY SEWER FUND

OTHER FUNDS



243 South Allen Street
State College, PA 16801

(814) 234-7100

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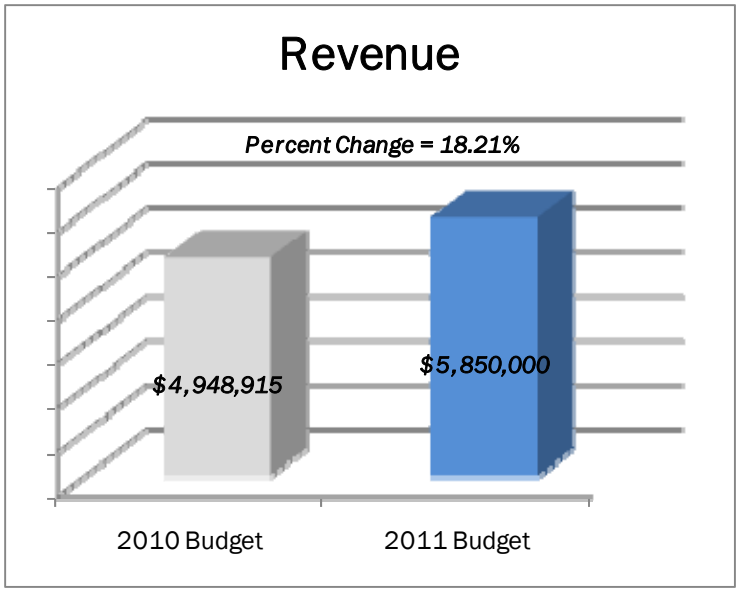
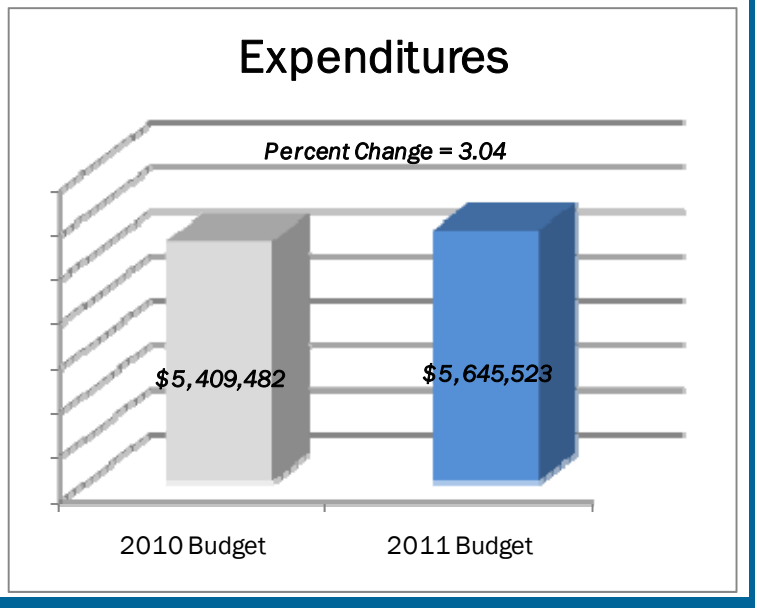
	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
Beginning Fund Balance	$ 2,208,858	$ 1,435,691	$ 865,940	$ 865,940	$ 844,705 -
Revenue	3,995,790	4,378,996	4,948,915	5,244,297	5,850,000
Expenditures	4,768,957	4,948,747	5,409,482	5,265,532	5,645,523
Add (Use) Reserve	(773,167)	(569,751)	(460,567)	(21,235)	204,477
Ending Fund Balance	$ 1,435,691	$ 865,940	$ 405,373	$ 844,705	$ 1,049,182





Borough of State College

2011 Budget

OTHER FUNDS

SANITARY SEWER FUND

243 South Allen Street
State College, PA 16801

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MISSION

Operate and maintain an environmentally sound sewage collection and conveyance system.

GOALS

- Reduce infiltration/inflow in the sewer system by 5% over the next three years.
- Reduce call-outs for sewer back-ups on problem laterals.

2011 STRATEGIC OBJECTIVES

- Develop and implement a plan to reduce infiltration/inflow into the sanitary sewer system.
- Line or replace ten manholes to reduce infiltration/inflow.
- Replace 15 laterals presently on the six-month problem lateral maintenance list.

2011 BUDGET IMPACT ITEMS

Sewer rental charges paid by the user is recommended to remain at $8.75/1,000 gallons. The average homeowner in the Borough uses 120 gallons of water per day, which would calculate to a quarterly sewer charge of $95.81. UAJA bills customers in the surrounding townships a flat EDU fee of $100/quarter. It is estimated that 660 million gallons of water will be consumed in the Borough in 2011 which will generate $5,775,000 in revenue.

Treatment of wastewater occurs between the UAJA plant and the PSU plant. Due to high levels of organics, PSU began diverting higher flows to the UAJA plant, to reduce their organic load. For 2011, it is estimated that 700 million gallons will be treated at UAJA at a rate of $5,084 per million gallons which results in a cost of approximately $3,570,000. At the PSU plant, it is anticipated that 185 million gallons will be treated at a rate of $5,031 per million gallons which results in a cost of $930,745.

Borough of State College

2011 Budget

SANITARY SEWER FUND

OTHER FUNDS

243 South Allen Street
State College, PA 16801

(814) 234-7100

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2011 DETAIL ON APPROPRIATIONS

It is proposed to purchase a construction trailer for transporting materials such as sanitary sewer pipe, fittings, and small equipment to and from job sites. The trailer is expected to cost ($6,200). Other major tools needed in 2010 include and update to the GPS software ($3,200) used to map maintenance of the sewer system; hose and sawblade replacements ($4,100); and a program called WinCan ($26,500) that allows a direct link between the sewer truck and the GIS system reducing the potential of lost data and the need to manually download the data from the field. An appropriation of $37,850 is also included to fund fifty (50%) percent of the purchase of a Surveying Total Station in accordance with the approved Capital Improvements Plan.

Sanitary Sewer Fund

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	BEGINNING FUND BALANCE	$ 3,577,934	$ 2,552,131	$ 2,208,858	$ 1,435,691	$ 865,940	$ 865,940	$ 844,705
	OPERATING REVENUE							
341-100	Interest Earnings	162,135	144,192	77,882	45,889	25,000	35,825	35,000
	Sale of Assets	13,789	-	-	10,935	-	11,400	-
364-100	Tapping Fees	9,691	60,908	29,807	24,659	20,000	220,000	20,000
378-100	Sewer Rentals	3,466,606	3,858,808	3,867,121	4,278,494	4,886,440	4,949,572	5,775,000
378-200	Sewer Permits	1,775	3,600	4,200	2,682	1,875	7,500	2,500
378-300	Sewer Penalties	14,883	18,240	16,780	16,336	15,600	20,000	17,500
	Subtotal:	3,668,879	4,085,748	3,995,790	4,378,996	4,948,915	5,244,297	5,850,000
	TOTAL REVENUES:	$ 3,668,879	$ 4,085,748	$ 3,995,790	$ 4,378,996	$ 4,948,915	$ 5,244,297	$ 5,850,000

Sanitary Sewer Fund

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	EXPENDITURES							
	PERSONNEL							
130	Public Works Administration	13,800	14,586	15,122	15,334	19,781	19,781	94,587
150	Public Works Labor Services	-	-	-	-	204,403	212,202	186,219
151	Line Cleaning (Labor)	37,402	49,424	33,540	12,183	-	-	-
152	Line Repair (Labor)	67,774	63,746	72,256	76,902	-	-	-
190	Employee Benefits	42,582	46,274	45,057	40,877	6,010	5,978	22,917
	Subtotal:	**161,558**	**174,030**	**165,974**	**145,295**	**230,194**	**237,961**	**303,723**
	OPERATING							
230	Fuel and Lubricants	12,458	15,762	22,565	18,030	25,000	21,000	23,000
240	Materials & Supplies	44,981	33,646	49,352	40,201	52,000	30,700	55,000
311	Audit Services	5,850	5,595	6,875	6,000	7,250	5,200	6,950
313	Consulting Engineering Services	-	100	-	4,416	5,000	3,000	5,000
314	Legal Services	1,000	1,000	1,035	1,000	1,000	1,000	1,200
327	Radio Maintenance	342	107	248	91	120	130	150
350	Insurance	5,309	5,079	5,472	3,869	5,455	-	-
361	Electricity	797	867	682	1,027	800	780	850
364	Water	2,113	2,654	1,860	578	1,000	1,650	1,750
373	Contracted Maint. and Repairs	488	25,450	790	-	3,000	1,500	2,500
375	Vehicle/Equip. Maintenance	26,145	28,517	19,411	20,591	17,600	37,215	40,000
448	Water Authority Billing	12,488	13,032	14,208	14,910	14,000	14,950	15,000
460	Employee Training	1,258	314	-	612	1,000	750	1,250
492	Indirect Costs	308,585	320,000	329,950	346,450	354,040	354,040	132,515
	Subtotal:	**421,814**	**452,123**	**452,447**	**457,774**	**487,265**	**471,915**	**285,165**
	CONTRACTS							
367	Penn State University	820,515	1,005,788	1,179,330	1,164,882	1,250,000	1,108,030	930,745
368	University Area Joint Authority	2,306,695	2,466,707	2,632,928	2,679,457	2,968,885	2,975,000	3,570,000
369	Meter/Interceptor Maintenance	58,243	55,675	50,887	47,886	54,000	51,500	52,500
	Subtotal:	**3,185,453**	**3,528,170**	**3,863,145**	**3,892,225**	**4,272,885**	**4,134,530**	**4,553,245**

Sanitary Sewer Fund

STATE COLLEGE, PA

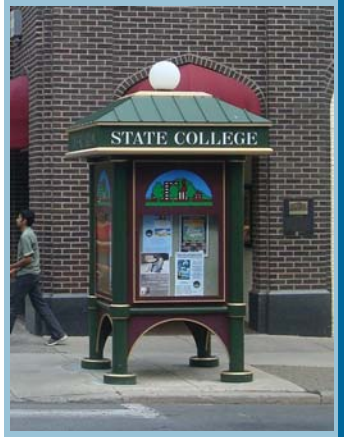
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	CAPITAL							
724	Sewer Line Replacement/Rehab.	388,162	204,995	72,966	236,645	222,745	184,180	83,840
725	Manhole Replacement		-	-	-	-	-	-
726	Sewer Capacity Increase	390,700	-	-	12,485	20,000	97,100	200,000
774	Major Tools & Equipment	13,605	19,935	40,557	555	40,000	35,000	77,850
750	Vehicle Acquisition	83,688	-	124,309	155,616	-	56,320	-
	Subtotal:	876,155	224,930	237,831	405,301	282,745	372,600	361,690
	DEBT SERVICE AND DEPRECIATION							
471	General Obligation Bond-2002	49,702	49,768	49,560	48,151	48,526	48,526	47,500
850	Vehicle Depreciation	-	-	-	-	87,867	-	94,200
	Subtotal:	49,702	49,768	49,560	48,151	136,393	48,526	141,700
	TOTAL EXPENDITURES:	4,694,682	4,429,021	4,768,957	4,948,747	5,409,482	5,265,532	5,645,523
	Add (Use) Reserve	(1,025,803)	(343,273)	(773,167)	(569,751)	(460,567)	(21,235)	204,477
	ENDING FUND BALANCE	$ 2,552,131	$ 2,208,858	$ 1,435,691	$ 865,940	$ 405,373	$ 844,705	$ 1,049,182

Borough of State College

2011 Budget

REFUSE COLLECTION FUND

OTHER FUNDS



243 South Allen Street
State College, PA 16801

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STATE COLLEGE, PA

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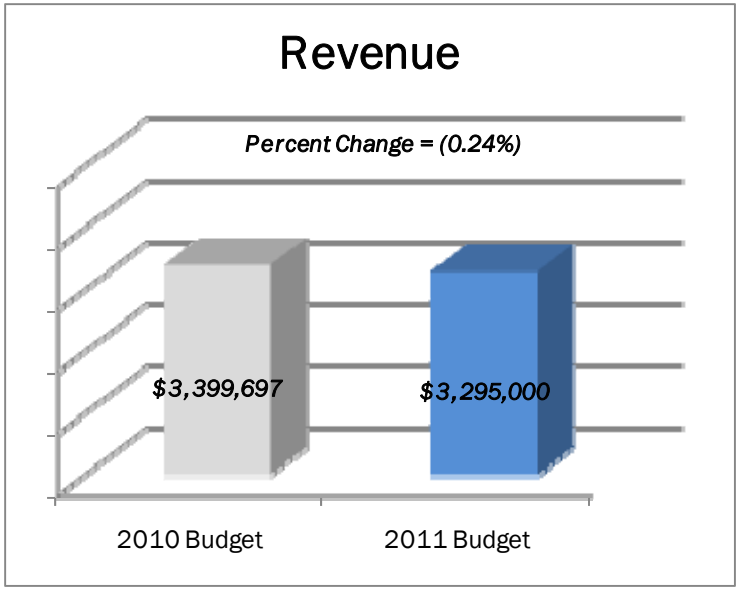
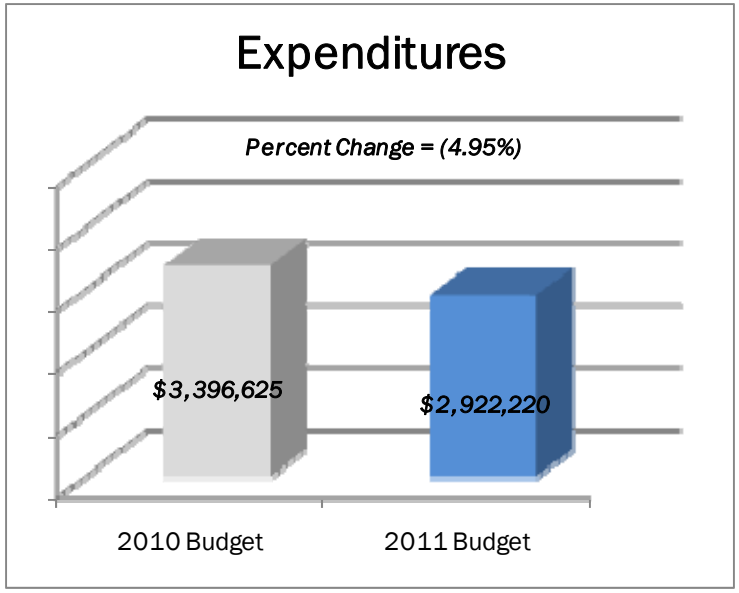
	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
Beginning Fund Balance	$ 1,089,226	$ 686,679	$ 853,341	$ 853,341	$ 836,814
Revenue	2,790,584	3,243,287	3,399,697	3,179,473	3,295,000
Expenditures	3,193,132	3,076,624	3,396,625	3,196,000	2,922,220
Add (Use) Reserve	(402,547)	166,663	3,072	(16,527)	372,780
Ending Fund Balance	$ 686,679	$ 853,341	$ 856,413	$ 836,814	$ 1,209,594





Borough of State College

2011 Budget

REFUSE COLLECTION FUND

OTHER FUNDS

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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MISSION

Provide a healthy, clean and aesthetically pleasing environment through an effective combination of the promotion of recycling and the collection and disposal of solid waste within the residential and commercial areas of the Borough of State College.

GOALS

- Divert yard waste from waste stream to compost stream.
- Continue the food waste composting pilot program with two neighborhoods and local institutions, restaurants and grocery stores.
- Develop a strategy for expanding the food waste program to include more residential neighborhoods and downtown businesses.

2011 STRATEGIC OBJECTIVES

Add downtown commercial customers to the pilot food waste collection and composting program. Propose fully-combined, Borough-wide food waste and green waste collections.

2011 BUDGET IMPACT ITEMS

Escalating equipment costs and increased labor attributable to new programs (green waste and food waste collections) combined to require a three percent (3%) increase in both commercial and residential refuse rates.

2011 DETAIL ON APPROPRIATIONS

The Refuse Collection service revenues and expenses are maintained in such a way as to document the basis for the user fee structure. Residential and many apartments are can-collected, and fees are based on the number of units serviced. Commercial system accounts are dumpster-collected and fees are based

OTHER FUNDS

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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upon the volume of refuse produced in conjunction with the density (weight per unit volume). An addendum to the Budget illustrates the distribution of revenues and expenditures attributed to the two separate collection systems.

Operating Revenue

The major sources of operating funds for refuse collection are provided below in the tables accompanying the Budget.

Refuse Service Charges (100—600)

Continuing refinements in accounting and tracking allow the segregation of expenses attributable to residential and commercial operations. This budget proposes a three percent (3%) increase in rates over 2010 for both collection systems.

Other Revenue

This revenue category provides for revenue from sources other than operating income.

Operating Expenses (210—492)

These accounts cover the various costs of operating the refuse collection system. The estimated costs for tipping fees and recycling costs represent 67% of the operating expenses. Additional detail is provided below on selected line items.

Personnel Expenses (135—190)

These appropriations cover the labor costs for Public Works employees assigned to refuse collection, bulk item collection and leaf collection. Labor costs also include a portion of Public Works' Administration costs allocated to refuse collection. The full-time labor costs are in accordance with a contract with the

OTHER FUNDS

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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employees' union, the American Federation of State, County and Municipal Employees (AFSME).

Minor Equipment (260)

Each year several Borough owned dumpster containers are replaced due to age. In addition, dumpsters are purchased for re-sale to customers. Also included here are 90-gallon trash receptacles and crew carts.

Centre County Solid Waste Authority Tipping and Recycling Fees (365 and 366)

The cost of disposal at the transfer station includes the cost of hauling trash from the station to the landfill and the operation of the landfill and recycling services. The Solid Waste Authority increased the tipping fee from $66 to $70 per ton in 2009. The Solid Waste Authority did not anticipate an increase in tipping fees for 2011 at the time this budget was prepared. An appropriation of $1,050,000 for disposal (tipping) fees is required for refuse tipping fees. An additional $275,000 is budgeted for recycling charges based on the existing rate structure which includes the cost of collection and disposal.

Employee Development (465)

An appropriation is requested for the Public Services Manager and Sanitation Foreman to attend the Waste Expo 2011 Conference in Dallas, TX. The Waste Expo is the largest trade show of refuse equipment and conducts seminars on new methods of waste collection, waste disposal, and recycling efforts. Also included is the Borough's membership in Professional Recycling Officials of Pennsylvania (PROP) and registration for two persons to attend that annual conference in Erie, PA in 2011.

Capital Expenses - Grant Programs (730)

902 Recycling Grant 2008 (Leaf & Grass Composting) - In 2008, the Borough applied for a 902 Recycling Grant to procure a front-end loader (Compost Operations Fund) and a hoop building (Refuse Collection Fund) to be used in the composting operation. The grant application was approved for the loader

OTHER FUNDS

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

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and paving, but not the hoop building. The loader was purchased in 2010, but staff intends to request that the remaining funds be re-allocated by the Pennsylvania Department of Environmental Protection to purchase a horizontal grinder to be used in the food and green waste collection programs which would allow these collections to be combined. If approved, 90% of the equipment cost of $170,000 would be paid by grant proceeds and 10% would be funded through the Refuse Collection Fund.

Pennsylvania Solid Waste Resource Recovery Development Grant (Food Waste) - In 2008, the Borough was awarded a grant to develop a trial food waste collection and recycling program. The program included equipment purchases, which are now complete, and moves into the collection of food waste from selected commercial and institutional sources and the development of appropriate recipes to compost the food waste. The overall goal of the grant program is to determine the viability of collecting and composting food waste, thus diverting a major component of the landfill-bound waste stream. During the first nine (9) months the pilot residential collection program, it is apparent that diverting food waste by itself will not be cost effective, but it is proposed that food waste collection be combined with green waste collection. Overall labor for the combined effort will be reduced, yielding a program that is close to break-even. The pilot program runs through June 2011.

Borough of State College

2011 Budget

OTHER FUNDS

REFUSE COLLECTION FUND

243 South Allen Street
State College, PA 16801

(814) 234-7100

STATE COLLEGE, PA

http://www.statecollegepa.us

Table I

	2006	2007	2008	2009	2010
Landfilled Waste (tons)	16,023	15,565	15,161	14,845	14,800 (est)
Recycled Materials (tons)	2,578	2,347	2,772	2,450	2,450 (est)
Yard Waste Based on Volume (tons)	5,031	4,812	5,100	5,834	5,350 (est)
Tipping Fee Per Ton	$66.00	$66.00	$66.00	$70.00	$70.00

Table II

COLLECTION CATEGORY	STATE COLLEGE BOR-OUGH	CENTRE REGION TOWN-SHIPS
Regular Collection	$15.84	$15.15
Bulk Items (Weekly)	2.36	Not offered
Bulk Items (Twice per year)	N/A	included
Sub-total	**18.20**	**15.15**
Food Waste and Green Waste Programs	2.77	Not offered
Leaves	5.12	Paid through local taxes
Total	**$26.10**	**$15.15**

Refuse Collection Fund

STATE COLLEGE, PA

	ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
BEGINNING FUND BALANCE	$ 733,275	$ 884,115	$ 1,089,226	$ 686,679	$ 853,341	$ 853,341	$ 836,814
OPERATING REVENUE							
Interest Earnings	61,010	70,486	40,008	32,668	22,000	22,000	22,000
Recycling Rebate	13,610	14,425	21,906	29,372	20,000	11,298	12,000
Refuse Service Charges	2,463,398	2,467,907	2,677,338	2,953,024	2,989,964	2,890,000	3,050,000
Refuse Penalties	19,144	22,853	26,957	24,091	28,500	24,000	28,000
Sale of Containers	22,794	22,215	13,606	11,603	21,000	15,000	20,000
Sale of Services	5,870	9,720	6,269	5,785	7,000	6,500	5,000
902 Recycling Grant - 2007	-	-	-	-	-	-	-
902 Recycling Grant - 2008	-	-	-	124,921	191,227	-	153,000
Act 198 Grant (Food Waste)	-	-	-	39,325	115,006	210,675	-
Sale of Used Vehicles/Equipment	-	-	4,500	22,500	5,000	-	5,000
Subtotal:	2,585,826	2,607,606	2,790,584	3,243,287	3,399,697	3,179,473	3,295,000
TOTAL REVENUES:	$ 2,585,826	$ 2,607,606	$ 2,790,584	$ 3,243,287	$ 3,399,697	$ 3,179,473	$ 3,295,000

Refuse Collection Fund

STATE COLLEGE, PA

	ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
EXPENDITURES							
PERSONNEL							
Public Works Administration	21,402	20,287	23,673	36,097	46,270	46,980	46,370
Public Works Labor Services	-	-	-	-	628,127	778,953	698,433
Part-time Employees	-	-	-	-	-	-	-
Residential Collection	85,782	88,080	87,835	80,655	-	-	-
Commercial Collection	140,363	139,257	144,024	134,185	-	-	-
Bulk Item Collection	77,140	70,922	85,495	146,263	-	-	-
Street Containers/Cleaning	22,607	20,546	17,100	14,877	-	-	-
Leaf Collection	71,864	46,409	54,128	51,585	-	-	-
Cardboard Recycling	15,900	16,557	18,605	18,389	-	-	-
Employee Benefits	152,227	144,545	162,943	192,943	20,051	20,223	16,768
Subtotal:	**587,285**	**546,603**	**593,802**	**674,993**	**694,448**	**846,156**	**761,571**
OPERATING							
Office Supplies	295	713	796	804	850	1,000	1,000
Vehicle Fuel & Lubricants	66,998	75,505	124,278	101,694	115,000	80,000	85,000
Uniforms	3,942	4,536	5,388	4,761	5,000	7,000	7,500
Operating Supplies	9,727	9,514	7,499	5,741	7,500	8,500	7,500
Minor Materials/Equipment	25,611	26,305	25,788	15,183	25,000	20,000	25,000
Audit Fees	3,300	2,950	3,500	4,200	3,750	3,000	3,500
License Fees	50	300	1,450	1,250	1,600	1,250	1,600
Data Processing	-	300	2,400	-	500	800	1,000
Telephone/Wireless	1,740	1,516	1,478	1,379	1,500	1,500	1,500
Postage	2,047	2,141	2,287	2,916	2,750	4,200	4,500
Radio Maintenance	1,282	960	1,279	1,448	1,200	300	1,200
Advertising	731	674	744	-	1,000	595	1,000
Insurance	9,237	8,833	10,912	4,497	8,742	8,444	9,906
CCSWA Tipping Fees	1,055,157	1,031,947	1,003,656	1,031,726	1,080,000	1,043,700	1,050,000
CCSWA Recycling Fees	259,735	250,515	248,359	267,208	307,000	275,000	275,000
Equipment Maintenance/Parts	106,774	131,146	125,010	237,712	140,000	296,463	250,000
Equipment Rental	3,680	3,500	4,875	7,112	5,000	7,200	7,200
Collection/Court Costs	1,755	1,191	6,094	4,662	3,000	3,000	4,000
Employee Development	2,617	1,189	4,595	1,039	3,500	4,300	5,000
Leaf Disposal	58,425	58,425	-	58,425	58,425	58,425	58,425
Compost Delivered to Parks	-	-	12,000	18,000	18,000	18,000	23,400
Transfer to Compost Operations		-	-	-	-	-	25,000
Indirect Costs	234,598	243,732	251,320	263,885	269,665	269,665	142,418
Subtotal:	**1,847,701**	**1,855,892**	**1,843,707**	**2,033,639**	**2,058,982**	**2,112,342**	**1,990,649**

Refuse Collection Fund

STATE COLLEGE, PA

	ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
CAPITAL							
902 Recycling Grant - 2007	-	-	218	-	-	-	-
902 Recycling Grant - 2008	-	-	-	138,801	212,474	-	170,000
Act 198 Grant (Food Waste)	-	-	-	41,687	127,785	-	-
Fund Balance Transfer	-	-	58,425	-	-	-	-
Vehicle Replacement	-	-	696,980	187,504	-	237,502	-
Vehicle Depreciation	-	-	-	-	302,936	-	-
Subtotal:	-	-	755,623	367,992	643,195	237,502	170,000
TOTAL EXPENDITURES:	2,434,986	2,402,495	3,193,132	3,076,624	3,396,625	3,196,000	2,922,220
Add (Use) Reserve	150,840	205,111	(402,547)	166,663	3,072	(16,527)	372,780
DESIGNATED RESERVE: VEHICLE REPLACEMENT	$ 884,115	$ 1,089,226	$ 686,679	$ 853,341	$ 856,413	$ 836,814	$ 1,209,594

Redevelopment Authority

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	BEGINNING FUND BALANCE	$ -	$ -	$ -	$ 36,217	$ 33,430	$ 33,430	$ 20,730
	REVENUE							
341-100	Interest Earnings	-	-	314	58	400	400	-
361-600	Project Fees	-	-	-		-		-
361-700	Bond Issuance Fee (1% of amount)	-	-	-		-		-
361-800	TIF Annual Maintenance Fee	-	-	-		-		-
361-900	Legal Fees	-	-	-	-	-		-
389-100	Kemmerer Road - Project Revenue	-	-	-	-	-	15,674	36,687
392-030	Transfer-Capital Projects Fund	-	-	65,000	-	-		-
	Subtotal:	-	-	65,314	58	400	16,074	36,687
	TOTAL REVENUES:	$ -	$ -	$ 65,314	$ 58	$ 400	$ 16,074	$ 36,687
	EXPENDITURES							
	PERSONNEL							
135	Administrative Staff	-	-	-	-	-		-
190	Employee Benefits	-	-	-	-	-		-
	Subtotal:	-	-	-	-	-	-	-
	OPERATING							
210	Office Supplies	-	-	-	-	500	-	500
215	Meeting Expense	-	-	537	751	675	600	675
230	Fuel and Lubricants	-	-	-	-	300	-	300
311	Audit Services	-	-	-	-	-	-	-
312	Consultants	-	-	25,573	-	22,500	4,800	5,000
314	Legal Services	-	-	-	98	10,000	2,000	5,000
320	Telephone/Wireless	-	-	-	-	250	-	250
325	Postage	-	-	-	-	500	-	500
341	Advertising	-	-	-	473	1,000	300	1,000
342	Printing(photocopying)	-	-	-	-	1,000	-	1,000
350	Insurance	-	-	-	-	-	-	-
372	Equipment Repair/Maintenance	-	-	-	-	100	-	100
375	Vehicle Repair/Maintenance	-	-	-	-	-	-	-
460	Employee Development	-	-	1,571	1,523	2,000	2,500	2,000
463	Publications/Subscriptions	-	-	-	-	250	-	250
471	Kemmerer Road Debt Service	-	-	-	-	-	15,674	36,687
	Subtotal:	-	-	27,681	2,845	39,075	25,874	53,262

Redevelopment Authority

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	CAPITAL							
740	Office Equipment-Computer	-	-	1,415	-	1,700		1,700
840	Computer Depreciation	-	-	-	-	-		
850	Vehicle Depreciation	-	-	-	-	2,900	2,900	2,900
	Subtotal:	-	-	1,415	-	4,600	2,900	4,600
	TOTAL EXPENDITURES:	$ -	$ -	$ 29,097	$ 2,845	$ 43,675	$ 28,774	$ 57,862
	Add (Use) Reserve	-	-	36,217	(2,787)	(43,275)	(12,700)	(21,175)
	ENDING FUND BALANCE	$ -	$ -	$ 36,217	$ 33,430	$ (9,845)	$ 20,730	$ (445)

HOME

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	REVENUES							
350-100	Grant Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ 539,737
383-100	Loan Payoff Revenue	-	-	-	-	-	-	-
	TOTAL REVENUES:	$ -	$ -	$ -	$ -	$ -	$ -	**$ 539,737**
	EXPENDITURES							
	PERSONNEL							
460-135	Administrative/Clerical	$ -	$ -	$ -	$ -	$ -	$ -	$ 53,973
460-190	Employee Benefits	-	-	-	-	-	-	-
460-492	Interfund Transfer	-	-	-	-	-	-	-
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 53,973**
	THF CHDO HOMEBUYER PROGRAM							
462-400	Operating Support	$ -	$ -	$ -	$ -	$ -	$ -	$ 208,350
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 208,350**
	THF HOMEBUYER							
463-720	Operating Support	-	-	-	-	-	-	-
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	CLT CHDO HOMEBUYER PROGRAM							
464-400	Operating Support	-	-	-	-	-	-	198,000
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 198,000**
	CLT HOMEBUYER							
465-722	Operating Support	-	-	-	-	-	-	20,000
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 20,000**
	BORO FIRST-TIME HOMEBUYER							
467-712	Operating Support	-	-	-	-	-	-	59,414
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 59,414**
	BELLAIRE COURT							
468-720	Operating Support	-	-	-	-	-	-	-
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	TOTAL EXPENDITURES:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 539,737**

CDBG

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	REVENUES							
350-100	Grant Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ 771,712
350-200	AARA Revenue	-	-	-	-	-	-	-
356-100	Centre County Home Ownership	-	-	-	-	-	-	-
360-100	Program Income - Addison Court	-	-	-	-	-	-	30,804
380-100	Contingency Carry-over					-	-	34,256
383-100	Loan Payoff Revenue	-	-	-	-	-	-	-
	TOTAL REVENUES:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 836,772**
	EXPENDITURES							
	PERSONNEL							
460-135	Consulting Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
460-190	Employee Benefits	-	-	-	-	-	-	-
460-492	Administrative Transfer	-	-	-	-	-	-	136,242
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 136,242**
	OPERATING							
462-210	Office Supplies	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,200
462-215	Meeting Expenses	-	-	-	-	-	-	400
462-311	Audit Services	-	-	-	-	-	-	1,750
462-314	Legal Services	-	-	-	-	-	-	1,000
462-319	Fair Housing Implementation	-	-	-	-	-	-	-
462-320	Telephone	-	-	-	-	-	-	700
462-325	Postage	-	-	-	-	-	-	500
462-341	Advertising	-	-	-	-	-	-	4,000
462-342	Photocopying	-	-	-	-	-	-	1,400
462-350	Insurance	-	-	-	-	-	-	850
462-372	Computer Equipment Maintenance	-	-	-	-	-	-	100
462-460	Employee Development	-	-	-	-	-	-	3,000
462-463	Publications & Subscriptions	-	-	-	-	-	-	3,200
462-760	Office Furniture	-	-	-	-	-	-	-
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 18,100**
	CENTRE COUNTY HOMEOWNERSHIP							
463-313	Consulting Services - Home Ownership	-	-	-	-	-	-	-
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	HUMAN SERVICES							
464-521	House of Care	-	-	-	-	-	-	22,056
464-525	Housing Transitions	-	-	-	-	-	-	26,000
464-527	Women's Resource Center	-	-	-	-	-	-	45,200
464-529	Youth Service Bureau: Transitional Living	-	-	-	-	-	-	8,000
464-533	Youth Service Bureau: Burrowes Street Youth Haven	-	-	-	-	-	-	14,500
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 115,756**

CDBG

STATE COLLEGE, PA

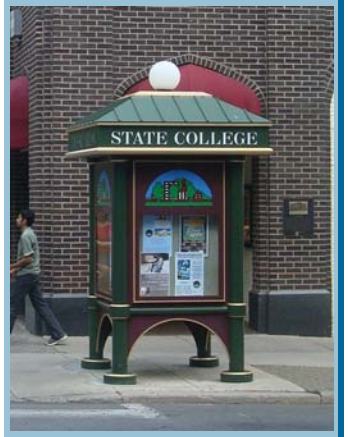
		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	PUBLIC FACILITIES - STREETS							
465-725	Street Reconstruction Projects	$ -	$ -	$ -	$ -	$ -	$ -	$ 348,962
465-726	Street Reconstruction Projects	-	-	-	-	-	-	-
465-727	Street Reconstruction Projects	-	-	-	-	-	-	-
465-728	Street Reconstruction Projects (ARRA Funds)	-	-	-	-	-	-	-
465-729	Housing Transitions Renovations	-	-	-	-	-	-	-
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 348,962**
	HOMEOWNER REHABILITATION							
466-714	Homeowner Rehabilitation	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,000
466-714-26	Project 26	-	-	-	-	-	-	-
466-714-26	Project 27	-	-	-	-	-	-	-
466-714-26	Project 28	-	-	-	-	-	-	-
466-714-26	Project 29	-	-	-	-	-	-	-
466-714-26	Project 30	-	-	-	-	-	-	-
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**
	FIRST-TIME HOMEBUYER							
467-712	First-time Homebuyer	-	-	-	-	-	-	-
467-712-24	Project 24	-	-	-	-	-	-	-
467-712-27	Project 27	-	-	-	-	-	-	-
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	THF CHDO HOMEBUYER							
468-400	THF CHDO Homebuyer	-	-	-	-	-	-	-
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	PUBLIC FACILITIES - STREETLIGHTS							
469-715	Streetlight Projects	-	-	-	-	-	-	-
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	KEMMERER ROAD PROJECT							
470-715	Acquisition	-	-	-	-	-	-	-
470-716	Rehab	-	-	-	-	-	-	-
470-717	Financing	-	-	-	-	-	-	30,804
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 30,804**
	CONTINGENCY							
480-480	Contingency	-	-	-	-	-		86,908
	Subtotal:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 86,908**
	TOTAL EXPENDITURES:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 836,772**

Borough of State College

2011 Budget

HIGHWAY AID FUND

OTHER FUNDS



243 South Allen Street
State College, PA 16801

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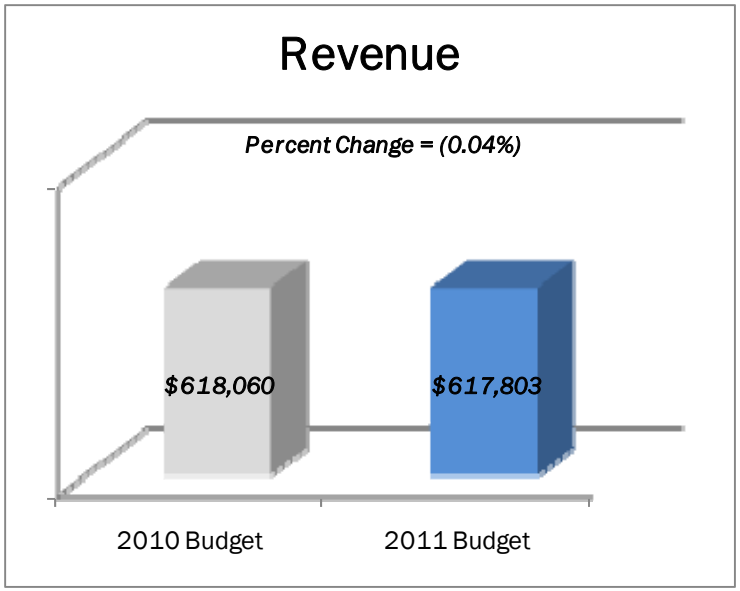
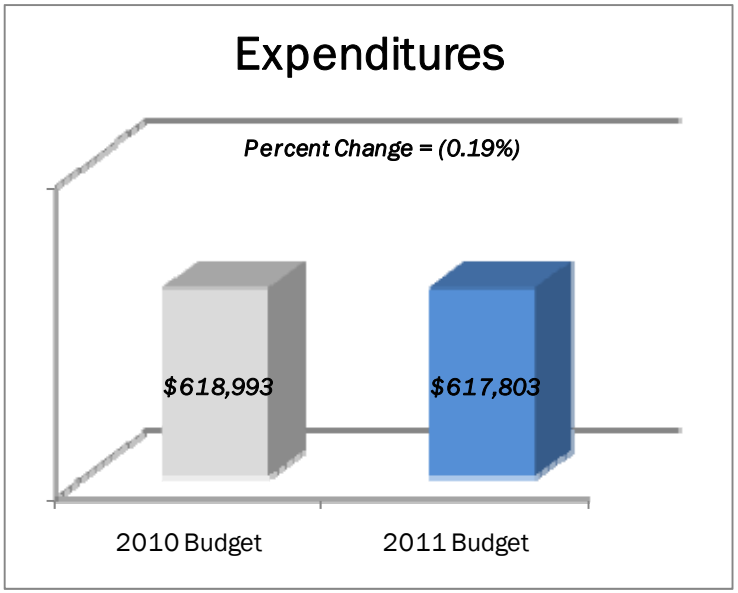
	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
Beginning Fund Balance	346	276	450	450	$ -
Revenue	830,013	726,718	618,060	617,722	617,803
Expenditures	830,082	726,544	618,993	618,172	617,803
Ending Fund Balance	276	450	(483)	-	-





Borough of State College

2011 Budget

HIGHWAY AID FUND

OTHER FUNDS

243 South Allen Street
State College, PA 16801

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The Highway Aid Fund accounts for expenditures paid from State taxes on motor fuels, which are distributed to Pennsylvania counties and municipalities based on a street mileage/population formula. Monies are placed in a separate fund and disbursed according to State guidelines. These funds are used to maintain the Borough's streets, storm sewers, traffic and regulatory signs, signals and markings and fleet used in street maintenance.

GOALS

- Improve citizen's satisfaction with snow removal services by five percent (5%) in the next three years.
- Reduce average tons of salt per storm by fifteen percent (15%).
- Prove cost benefit in completing in-house curb replacement in lieu of contract services over the period 2010 to 2012.

2011 STRATEGIC OBJECTIVES

Monitor changes in salt and snow plowing routes for efficiency and improved response time. Continue to monitor salt usage by applying materials at a standard application rate. Increasing plowing operations to reduce the need for de-icing. Continue to track all costs associated with storm sewer repairs and curb replacement.

2011 BUDGET IMPACT ITEMS

Expenditures in the Highway Aid Fund are lower as a result of the unpredictable labor expenses being moved to the General Fund in favor of more predictable expenses for street lighting and vehicle replacement.

2011 DETAIL ON APPROPRIATIONS

The work subsections below describe work that generally includes a materials component in order to complete the work. Significant materials charged to Highway Aid include road salt and anti-skid material,

OTHER FUNDS

243 South Allen Street
State College, PA 16801

(814) 234-7100

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street signs and hardware, pipe and fittings, and street patching materials.

Street Cleaning (431)

A street cleaning program is in effect for all municipal streets and alleys. This appropriation funds the cost of vehicle maintenance and repairs for the street sweeper.

Snow and Ice Removal (432)

This budget appropriation covers anti-skid material and vehicle maintenance and repair for snow and ice removal.

Traffic Signs, Signals and Markings (433)

Installing and maintaining traffic and regulatory signs constitutes a major function of the Public Works Department. The Department is also responsible for painting of street markings and maintaining traffic signals. The Borough has 33 signalized intersections, 12 school zone flashers, a pedestrian crossing signal, and a centralized personal computer with appurtenances for systemized operation of the downtown signals on Atherton Street, College, Beaver and Park Avenues. Minor repair of traffic signal controllers and electronic equipment is completed in-house. All major traffic signal repair is contracted to a qualified electronics technician as required by PENNDOT. Tel-Power, Inc., of Hollidaysburg, PA, handles maintenance and repair, often in conjunction with signal manufacturers' representatives, on a call-in basis, usually within a two-day response time. Funds are allocated to this group of accounts to replace street name signs in the Borough, with neighborhood names appearing on the signs and distinct sign colors in the registered historic districts. Electricity and parts costs for street light maintenance are also charged to these accounts.

***Storm Sewers* (434)**

This section includes operating supplies for storm sewer replacement, repair and cleaning of underground piping, inlets and manholes.

OTHER FUNDS

243 South Allen Street
State College, PA 16801

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Equipment Repair and Maintenance (437)

Preventative maintenance and minor and major repairs are performed by the Borough's two mechanics on trucks, street sweepers, loaders, snow blower, compressor, pavement roller, and all other equipment used in these maintenance activities.

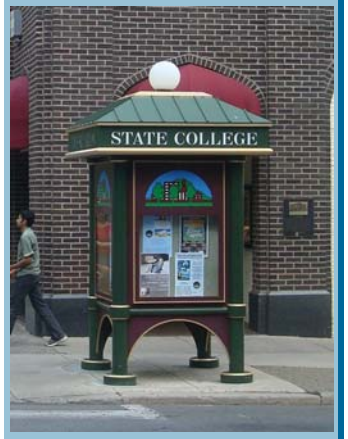
Street Maintenance (438)

Streets require continuous maintenance and repair work to prevent premature deterioration of the surface, curbs, and foundations. The pavement maintenance program includes patching, joint sealing, curb and sidewalk replacement, and surface drainage improvements.

Highway Aid Fund

STATE COLLEGE, PA

		ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	BUDGET 2010	Y-E Projection 2010	BUDGET 2011
	BEGINNING FUND BALANCE	$ 505	$ 18,335	$ 346	$ 276	$ 450	$ 450	$ 0
	REVENUES							
354-300	State Payment-Snow Removal	29,908	31,274	49,368	51,330	29,500	29,500	29,937
354-400	FEMA	-	-	-	-	-	-	-
355-500	Appropriation from State	551,037	571,904	630,536	607,561	584,560	584,272	583,866
341-100	Interest on Investments	8,150	5,740	3,108	2,827	4,000	3,950	4,000
392-100	Transfer from General Fund	-	164,000	147,000	65,000	-	-	-
	Subtotal:	589,095	772,918	830,013	726,718	618,060	617,722	617,803
	TOTALS:	$ 589,095	$ 772,918	$ 830,013	$ 726,718	$ 618,060	$ 617,722	$ 617,803
	EXPENDITURES							
431	Street Cleaning	85,257	50,294	70,066	61,447	10,000	11,325	10,880
432	Snow & Ice Removal	42,077	206,645	181,426	213,594	103,300	65,275	94,850
433	Traffic Signs, Markings/Signals	154,311	159,092	176,782	132,822	249,531	215,125	234,180
436	Storm Sewers	84,921	94,985	124,844	53,666	45,000	120,305	65,100
437	Equipment Repair/Maintenance	69,061	76,144	103,644	118,951	34,250	14,880	35,985
438	Street Maintenance	135,638	203,747	173,321	146,066	60,000	74,350	60,035
	Subtotal:	571,265	790,907	830,082	726,544	502,081	501,260	501,030
	CAPITAL EXPENSE/DEPRECIATION							
740	Vehicle Replacement	-	-	-	-	116,912	116,912	116,773
	Subtotal:	-	-	-	-	116,912	116,912	116,773
	TOTALS:	$ 571,265	$ 790,907	$ 830,082	$ 726,544	$ 618,993	$ 618,172	$ 617,803
	ENDING FUND BALANCE	$ 18,335	$ 346	$ 276	$ 450	$ (483)	$ 0	$ 0



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Appendix 1

RESOLUTION _____

ESTABLISHING A SCHEDULE OF FEES
AND CHARGES PER BOROUGH ORDINANCES.

WHEREAS, various ordinances of the Borough of State College allow for the setting of fees by Resolution to defer the cost of their administration; and

WHEREAS, the Borough is desirous of establishing a schedule of fees in a single document; and

WHEREAS, in keeping with good practice, the Borough periodically reviews the schedule of fees and make appropriate revisions thereto; and

WHEREAS, the Borough has determined that certain revisions are necessary and in the best interest of the Borough;

NOW THEREFORE, let it be resolved and enacted that a schedule of fees be established as contained in the attached Exhibit "A" and that this Resolution shall replace all previous fee schedule resolutions.

ADOPTED as a Resolution this _____ day of _____, 2010.

ATTEST: BOROUGH OF STATE COLLEGE

_____ _____

Sharon K. Ergler
Assistant Borough Secretary

By: Ronald L. Filippelli
President of Council

EXAMINED AND APPROVED as a Resolution this _____ day of _____, 2010.

_____

Elizabeth A. Goreham, Mayor

2011 Schedule of Fees and Charges

	2011 Rate
Permit Expiration and Permit Renewal Fees	
The following fees are applicable to permits that are subject to the provisions of Pennsylvania Act 46 of 2010:	
Written Verification of Expiration Date	
Residential	$100.00
Non-Residential	$500.00
Permit Extension Fee	25% of the original base permit fee not to exceed $5,000
All Permit Renewals shall automatically expire on July 2, 2013 in accordance with the provisions of Act 46 of 2010	
General Administration Fees	
Copies of preprinted or other materials	$0.25 per page plus actual cost for staff time to retrieve, copy or otherwise produce any material that is not readily available
CD's / diskettes	$25.00 each
Certification of Record	$20.00
Code of Ordinances	$350.00
Returned Item Fee	$25.00 for each item plus bank service charges if any
Payment stopped by Issuer	$10.00
Bid Packages	$25.00
Application for Police Officer Testing	$25.00
Police	
Crash Report	$15.00
Crash Reconstruction Diagram	$5.00 fee plus actual cost
Property Report	$17.50
Criminal Records Check	$17.50
Lost/Stolen Property Statement	$7.50
Research Reports	$50.00 per hour

2011 Schedule of Fees and Charges

STATE COLLEGE, PA

	2011 Rate
Incident Summary Letters	$40.00 per report
Crime Report Verification Letter	$7.50
Towing Licenses	
Public	$775.00
Private	$775.00
Multiple	$775.00 for first, $225.00 each additional
Renewal	$425.00 for single
	$725.00 for both public & private
Tax Collection	
Tax Reports	
Duplicate Statements	$5.00
Notice of Collection	$25.00
Wage Attachment	$25.00
Municipal Claims/Liens	$25.00 filing or satisfaction fee
	$15.00 certification fee
	$25.00 expedition fee
Tax Certifications	$15.00 certification fee
Bicycles (Chapter III)	
Registration Fee	FREE
Building and Rental Codes (Chapter IV)	
Building Permit Fees for One- and Two-Family Residential	
Application Fee	$ -
New Construction, or addition	$.0099 x Declared Cost*, or $.0099 x Square Foot Construction Cost x Square Footage (whichever is greater) based upon most recent square foot construction cost as published by the Internal Code Council
Renovation	$.0099 x Declared Cost*
Minimum Fee	$ 56.00
Reinspection Fee	$ 45.00
Demolition Fee	$ 56.00

2011 Schedule of Fees and Charges

	2011 Rate
The Centre Region Code Agency may request documentation supporting the declared project cost	
Building Permit Fees except One- and Two-Family Residential	
Application Fee	$ 75.00
New Construction, Renovation or Addition	$.0099 x Declared Cost*, or $.0099 x Square Foot Construction Cost x Square Footage (whichever is greater) based upon most recent square foot construction cost as published by the Internal Code Council
Minimum Fee	$56.00
Reinspection Fee	$ 45.00
Demolition Fee	$ 56.00
The Centre Region Code Agency may request documentation supporting the declared project cost	
Mechanical, electrical or plumbing work only	.0099 x Declared Cost (minimum $56.00)
If additional or repetitive submittals require plan review, the cost of the additional review shall be as follows:	$150 for each submittal plus Actual Cost at $75.00 per hour of plan review time
Fire Safety Permits	
Annual Permit Fee = (T x $80.00) x (R / V) (rounded to the nearest dollar)	
where: T = estimated inspection time and V = inspection frequency and R = Reduction Factor = 0.51	
T = Estimated Inspection Time of Property	
Estimated Inspection Time (T)	
Square Feet	Time (hours)
1,000 or less	2.00
1,001 to 2,500	2.75
2,501 to 10,000	3.50
10,001 to 25,000	4.50
25,001 to 75,000	6.00
75,001 or greater	9.50

	2011 Rate
Inspection Frequency (V)	
Life Safety Value (as determined at the time of inspection)	Inspection Frequency
100 or less	5-year interval
101 to 400	3-year interval
401 or greater	Annually
Plan Review Fees	
Upon the second plan submission prior to the issuance of a permit if plan review comments have not been adequately addressed or if additional comments are required to be generated, or any submission or modifications after the issuance of a permit	
Submission Fee	$150.00
Review Fees	Actual Cost at $80.00 per hour x Staff Time in Hours
Work Not Covered by Permit Fees	
Fee	Actual Cost at $80.00 per hour x Staff Time in Hours
Rental Housing Board of Appeals	$210.00
Rental Housing Permit Fee	
Single Dwelling Unit, Townhouse, Mobile Home, Apartment, Condominium or Duplex	
Borough Fee	$12.50 per unit
Centre Region COG Fee	$30.00 per unit
Lodging house, boarding house, tourist home or rooms	
Borough Fee	$12.50 per unit
Centre Region COG Fee	$25.00 per unit
Fraternity	
Borough Fee	$25.00
Centre Region COG Fee	$325 < 15 sleeping rooms
	$375 - 15-25 sleeping rooms
	$425 > 25 sleeping rooms
Rental Housing Change of Ownership	$25.00
Liquor License Transfers (Chapter V)	

2011 Schedule of Fees and Charges

STATE COLLEGE, PA

	2011 Rate
Application for Transfer	
Initial Application	$1,000.00
Additional Hearings	$600.00 each
Official Transcript	Actual cost
Emergency Alarms (Chapter VI)	
Alarm License	$20.00 per year
Alarm System Permit	$25.00 per year
Garbage and Refuse (Chapter VIII)	
Annual User Fees for Residential and Commercial Service	
Can Collection	
Residence at Curb/at House	$313 / $361
Apartment at Curb/at House	$297 / $344
Residence with Single Apartment	$361 / $412
Each Commercial Cubic Yard per Week	$380
Dumpster Collection	
Each Commercial Cubic Yard per Week	
Retail/Office	$206
Full-Service Restaurant	$459
Fast Food Restaurant	$303
Institutional (hotel, motel, municipal, church, school)	$271
Fraternity	$3,322
Each Apartment Unit (Private Dumpster)	$129
Each Apartment Unit (Borough Dumpster)	$188
Out of-Borough Cubic Yard per Week	$335
Health & Sanitation (Chapter IX)	
Eating & Drinking Licenses	
Take-out/No seating	$230.00 annually
Up to 100 seats	$275.00 annually
100-249 seats	$340.00 annually
250 or more seats	$410.00 annually

	2011 Rate
Temporary	$100.00 per day for the 1st day; $25.00 each day for days 2 through 5
Duplicate Food License	$10.00 each
Certification of Food Establishment Employees	
Sanitation Supervisor with passing exam administered by Borough	$60.00
Sanitation Supervisor with passing of approved exam not administered by Borough	$20.00
Recertification Fee	$30.00
Retail Food Establishments	$115.00 annually
Bed & Breakfast	$75.00 annually
Tattoo/Body Piercing Establishments	$115.00 annually
Massage Establishment	$115.00 annually
Facility Plan Review	$150.00
with no physical construction or remodeling	$50.00
Re-inspection Fee	$100.00 each
Late Payment Fees	20% of license fee
Radon Test Kits	$10.00
Vaccination Booklet	$2.00
Licenses and Permits (Chapter X)	
Solicitors/Canvassers	$25.00 per day
	$50.00 per week
	$100.00 per month
Door-to-Door/Foot/Vehicle Peddlers License	$25.00 per day
	$50.00 per week
	$100.00 per month
Temporary Retail Business	$50.00 per day
	$250.00 per week
	$500.00 per month
Late Payment Fees	20% of license fee

2011 Schedule of Fees and Charges

	2011 Rate
Vehicles and Traffic (Chapter XI)	
On-Street Parking Permits	
"R" Permit	$10.00 annually
"R1" Permit	$10.00 annually
Commuter Permit	$40.00 annually
On-Street Metered Parking Hourly Rate	
In 15- and 30-minutes and 2-hour spaces	15 minutes for each $.25
In 5-hour spaces	30 minutes for each $.25
Metered Parking Facilities Hourly Rate	20 minutes for each $.25
Metered Parking Lots Hourly Rate	
8:00 a.m. to 10:00 p.m.	20 minutes for each $.25
-Sundays free all-day	
-Thursdays free after 6:00 p.m.	
-No charge after 10:00 p.m.	
Off-Street Parking Garages Hourly Rates	
6:00 a.m. to 10:00 p.m.	$.75 for each hour or portion thereof
10:00 p.m. to 6:00 a.m.	$0.50 for each hour or portion thereof
24-Hour Maximum Charge	$16.00
Off-Street Parking Facilities Permits	
Allen Street Lot	$50.00 per permit per month for commuter-only parking
Beaver Avenue Garage	$80.00 per permit per month for 24-hour parking
	$60.00 per permit per month for commuter-only parking
Fraser Plaza Garage	$95.00 per permit per month for 24-hour parking
	$75.00 per permit per month for commuter-only parking
Sparks Street Lot	$50.00 per space, per month
McAllister Street Deck	$80.00 per permit per month for 2nd floor

2011 Schedule of Fees and Charges

	2011 Rate
	$60.00 per permit per month for roof option
Pugh Street Garage	$95.00 per permit per month for 24-hour parking
	$75.00 per permit per month for commuter-only parking
Railroad Lot	$48.00 per space, per month
Loading and Unloading Zone Permit	$25.00 annually
Meter Bag Rental (lots and on-street)	$20.00 per meter per day
Waiting List Application (garages)	$20.00
Merchant Validation Rate (garages)	$.75 per hour
EZ Card	$20.00
Card/Permit Replacement	$20.00
Late Payment Fee	10% of permit fee
Booting Fee	$100.00
Cash Key	$20.00
Parks and Recreation (Chapter XII)	
Actual cost. **See Centre Region Parks & Recreation**	
Sewer and Drainage (Chapter XIV)	
User Fees	$8.75 per 1,000 gallon per quarter
	$26.25 Minimum Charge
Tapping Fees	
Residential (capacity)	$1,368 per connection
Residential (collection)	$1,207 per connection
UAJA (treatment)	$4,059 per Equivalent Dwelling Unit
TOTAL	$6,634 per connection
Non-Residential (capacity)	$6.61 per Gallons Per Day (GPD)
Non-Residential (collection)	$5.83 per Gallons Per Day (GPD)
UAJA Fee (treatment)	$17.40 per Gallons Per Day (GPD)

	2011 Rate
TOTAL	$29.84 per Gallons Per Day
Sewer Permits	$125.00
Signs (Chapter XV)	
0 - 5 square feet	$15.00
6 - 10 square feet	$25.00
11 - 50 square feet	$45.00
51 – 100 square feet	$60.00
101 – 200 square feet	$75.00
Over 200 square feet	$100.00
Awnings, Canopies, Marquees, and Projecting Overhanging Signs	$15.00
Streets and Sidewalks (Chapter XVI)	
Street Excavation Permit	$60.00
Zoning and Land Development (Chapter XIX)	
Escrow Accounts	
Traffic Impact Study	$3,000.00
Storm Water Plan	$1,000.00
Lighting Plan	$200.00
Proposal to amend Zoning Ordinance or Map	$500.00
Sanitary Sewer Capacity Analysis	5 or more EDUs, $100.00/EDU
Application Review Fees	
Minor Subdivision	$75.00 per lot
All Other Subdivisions	$75.00 per lot
Lot Consolidation Plan	$100.00
Minor Land Development Plan (Final)	$150.00
Land Development Plan (Preliminary)	$330.00
Land Development Plan (Final)	$150.00
Lighting Plan	Actual cost of review
Sanitary Sewer Extension	$150.00 minimum $100.00/hour over 2

2011 Schedule of Fees and Charges

	2011 Rate
Plan Resubmission	$75.00
Permit Fees	
Sheds	$25.00
Driveway	$25.00
Land Development	$100.00
Other Development	$40.00
Demolition Permit	$40.00
Street or Alley Construction	50¢/square yard
Zoning Hearing Board	
Zoning Hearing Board	$210.00
Sewage Enforcement	
Applications	
New System (Site Approved or Denied)	$500.00
Replace or Major Repair/Alteration	$500.00
Additional Percolation Test	$300.00
Minor Repairs	$300.00
Tank Replacements	$300.00
Renew, Reuse or Transfer Permit	$100.00
Interim or Final Inspection(s)	$100.00
IRSIS (Spray Irrigation) and Drip Irrigation	$600.00
Existing Systems Inspections	
Inspections due to housing inspection - unsuitable system	$200.00
Small Flow Treatment Facility	$120.00
Design Servies	
Inground Gravity Flow System	$200.00
Inground Pressure Dosed System	$250.00
Elevated Sand Mound or At-Grade Systems	$300.00
Onlot Sewage Management Program Inspections	
Complete Site Inspection with Open Tank(s), per system	$100.00
Walkover Inspection, per site or system	$70.00

	2011 Rate
Open Tank(s) Inspection for Pumping Waiver, per system	$100.00
Municipal Consultation / Enforcement	
Primary Sewage Enforcement Officer	$48.00 per hour
Alternate Sewage Enforcement Officer	$40.00 per hour
Secretarial Administration	$32.00 per hour
Mileage Rate	IRS allowable rate
Subdivision / Land Development - (Actual costs as per the following)	
Primary Sewage Enforcement Officer	$54.00 per hour
Alternate Sewage Enforcement Officer	$44.00 per hour
Administration	$32.00 per hour
Mileage Rate	IRS allowable rate
Percolation test hold preparation	$150.00
Providing waterr for percolation test	$100.00
Percolation testing	$300.00
Planning Module Review	$150.00
Component 1	$100.00
Component 2	$200.00

State College Borough
Position Classification and Pay Plan
Effective January 1, 2011
Nov 8th Draft - 1.1% COLA

Job Title(s)		Grade	Start	6 months	1year	Performance based - Step D thru Step L								
			A	B	C	D	E	F	G	H	I	J	K	L
Parking Customer Service Rep.		11												
Tax Clerk	Hourly		12.59	12.97	13.36	13.76	14.17	14.60	15.04	15.49	15.95	16.43	16.92	17.43
	Salary		26,187	26,978	27,789	28,621	29,474	30,368	31,283	32,219	33,176	34,174	35,194	36,254
Parking Counter Clerk		12												
	Hourly		13.22	13.62	14.03	14.45	14.88	15.33	15.79	16.26	16.75	17.25	17.77	18.30
	Salary		27,498	28,330	29,182	30,056	30,950	31,886	32,843	33,821	34,840	35,880	36,962	38,064
Public Works Clerk		13												
Police Records Technician	Hourly		13.88	14.30	14.73	15.17	15.63	16.10	16.58	17.08	17.59	18.12	18.66	19.22
	Salary		28,870	29,744	30,638	31,554	32,510	33,488	34,486	35,526	36,587	37,690	38,813	39,978
Ordinance Enforcement Officer		14												
Parking Enforcement Officer	Hourly		14.57	15.01	15.46	15.92	16.40	16.89	17.40	17.92	18.46	19.01	19.58	20.17
Parking Clerk	Salary		30,306	31,221	32,157	33,114	34,112	35,131	36,192	37,274	38,397	39,541	40,726	41,954
Accounting Assistant		15												
Community Service Representative	Hourly		15.30	15.76	16.23	16.72	17.22	17.74	18.27	18.82	19.38	19.96	20.56	21.18
	Salary		31,824	32,781	33,758	34,778	35,818	36,899	38,002	39,146	40,310	41,517	42,765	44,054
		16												
	Hourly		16.07	16.55	17.05	17.56	18.09	18.63	19.19	19.77	20.36	20.97	21.60	22.25
	Salary		33,426	34,424	35,464	36,525	37,627	38,750	39,915	41,122	42,349	43,618	44,928	46,280
Health Technician/Ord Enforcement		17												
Sr Ordinance Enforcement Officer														
Staff Assistant														
Tax Specialist	Hourly		16.87	17.38	17.90	18.44	18.99	19.56	20.15	20.75	21.37	22.01	22.67	23.35
Police Staff Assistant	Salary		35,090	36,150	37,232	38,355	39,499	40,685	41,912	43,160	44,450	45,781	47,154	48,568
Accounting/Payroll Technician		18												
Parking Operations Supervisor														
CSR/Evidence Clerk	Hourly		17.71	18.24	18.79	19.35	19.93	20.53	21.15	21.78	22.43	23.10	23.79	24.50
IT Support Specialist	Salary		36,837	37,939	39,083	40,248	41,454	42,702	43,992	45,302	46,654	48,048	49,483	50,960
Foreman		19												
Surveyor/Draftsman	Hourly		18.60	19.16	19.73	20.32	20.93	21.56	22.21	22.88	23.57	24.28	25.01	25.76
Engineering Assistant II	Salary		38,688	39,853	41,038	42,266	43,534	44,845	46,197	47,590	49,026	50,502	52,021	53,581
Engineering Assistant I		20												
Planning Intern	Hourly		19.53	20.12	20.72	21.34	21.98	22.64	23.32	24.02	24.74	25.48	26.24	27.03
	Salary		40,622	41,850	43,098	44,387	45,718	47,091	48,506	49,962	51,459	52,998	54,579	56,222

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Job Title(s)		Grade	Start	6 months	1year			Performance based - Step D thru Step L						
			A	B	C	D	E	F	G	H	I	J	K	L
Planning Technician		21												
	Hourly		21.78	22.43	23.10	23.79	24.50	25.24	26.00	26.78	27.58	28.41	29.26	30.14
	Salary		45,302	46,654	48,048	49,483	50,960	52,499	54,080	55,702	57,366	59,093	60,861	62,691
Systems Analyst		22												
Planner - Housing Specialist	Hourly		22.87	23.56	24.27	25.00	25.75	26.52	27.32	28.14	28.98	29.85	30.75	31.67
Police Applications Specialist	Salary		47,570	49,005	50,482	52,000	53,560	55,162	56,826	58,531	60,278	62,088	63,960	65,874
Senior Planner/CDBG Supervisor		23												
Senior Planner/Zoning Officer														
Supervisor of Inspections	Hourly		24.01	24.73	25.47	26.23	27.02	27.83	28.66	29.52	30.41	31.32	32.26	33.23
Police Records Supervisor	Salary		49,941	51,438	52,978	54,558	56,202	57,886	59,613	61,402	63,253	65,146	67,101	69,118
Assistant Borough Secretary		24												
Police Special Services Director	Hourly		25.21	25.97	26.75	27.55	28.38	29.23	30.11	31.01	31.94	32.90	33.89	34.91
	Salary		52,437	54,018	55,640	57,304	59,030	60,798	62,629	64,501	66,435	68,432	70,491	72,613
Environmental Coordr/Arborist		25												
Assistant Borough Engineer	Hourly		26.47	27.26	28.08	28.92	29.79	30.68	31.60	32.55	33.53	34.54	35.58	36.65
	Salary		55,058	56,701	58,406	60,154	61,963	63,814	65,728	67,704	69,742	71,843	74,006	76,232
Chief Technology Officer		26												
Accounting Supervisor														
Purchasing Director/Risk Manager														
Tax Administrator														
Public Services Manager														
Operations Manager	Hourly		27.79	28.62	29.48	30.36	31.27	32.21	33.18	34.18	35.21	36.27	37.36	38.48
Parking Manager	Salary		57,803	59,530	61,318	63,149	65,042	66,997	69,014	71,094	73,237	75,442	77,709	80,038
		27												
	Hourly		29.18	30.06	30.96	31.89	32.85	33.84	34.86	35.91	36.99	38.10	39.24	40.42
	Salary		60,694	62,525	64,397	66,331	68,328	70,387	72,509	74,693	76,939	79,248	81,619	84,074
Police Captain		28												
Borough Engineer														
Human Resources Director	Hourly		30.64	31.56	32.51	33.49	34.49	35.52	36.59	37.69	38.82	39.98	41.18	42.42
Asst to Mgr/Neighborhood Svcs	Salary		63,731	65,645	67,621	69,659	71,739	73,882	76,107	78,395	80,746	83,158	85,654	88,234
		29												
	Hourly		32.17	33.14	34.13	35.15	36.20	37.29	38.41	39.56	40.75	41.97	43.23	44.53
	Salary		66,914	68,931	70,990	73,112	75,296	77,563	79,893	82,285	84,760	87,298	89,918	92,622
Finance Director		30												
	Hourly		33.78	34.79	35.83	36.90	38.01	39.15	40.32	41.53	42.78	44.06	45.38	46.74
	Salary		70,262	72,363	74,526	76,752	79,061	81,432	83,866	86,382	88,982	91,645	94,390	97,219
		31												
	Hourly		35.47	36.53	37.63	38.76	39.92	41.12	42.35	43.62	44.93	46.28	47.67	49.10
	Salary		73,778	75,982	78,270	80,621	83,034	85,530	88,088	90,730	93,454	96,262	99,154	102,128
Public Works Director		32												
Chief of Police														
Planning Director	Hourly		37.24	38.36	39.51	40.70	41.92	43.18	44.48	45.81	47.18	48.60	50.06	51.56
Assistant Manager	Salary		77,459	79,789	82,181	84,656	87,194	89,814	92,518	95,285	98,134	101,088	104,125	107,245