State College Borough

Annual Budget

Fiscal Year 2014

Presented: November 8, 2013

Adopted: December 16, 2013

243 South Allen Street
State College, PA 16801
(814) 234-7100
www.statecollegepa.us

STATE COLLEGE BOROUGH

Manager's Letter to Council

December 17, 2013

As required by Section 904 of the State College Borough Charter, I am transmitting herewith the Adopted 2014 Budget, which contains no changes to the tax rates levied by the Borough. Based upon the direction provided by Borough Council at the December 16, 2013, the proposed 1.5 mill increase in the Real Estate Tax rate from 11.04 to 12.54 has been removed from the 2014 Budget. The resulting reduction of $677,683 in Real Estate Tax revenue is reflected in account B101-99-99-00-0000-000-40100 on page 79 of this document. In addition to that change, Council also approved the following amendments to the 2014 Budget which have also been incorporated into this document:

- An additional $8,500 has been added to the Municipal Memberships account for the addition of funds for Council's professional development. This change is reflected in line item 62120 of the Administration budget on page 90;
- An additional $8,000 has been added to the State Theatre grant line item to total $10,000. This change is reflected in line item 81510 of the Miscellaneous budget on page 161.

The General Fund Budget is balanced with revenues of $21,283,025 an allocation of $1,209,454 from Designated Reserve for Pension Obligations to fund the 2014 Pension Obligation and $852,552 from unreserved fund balance. General Fund expenditures total $23,345,032, and total expenditures for the Borough after adjustments for interfund transfers are $51,925,426.

As required by the Borough's Financial Reserves Policy, a twelve percent (12%) fund balance in the General Fund is reserved and will be used to offset the various income fluctuations and meet the on-going expense requirements of the Borough. All remaining fund balance available on December 31, 2013 and not designated for other purposes in this Budget will be reserved for future pension obligations.

Although I continue to remain concerned about the long-term financial sustainability of the Borough, due to the taxing structure and flat revenue growth, I am confident of the Borough's ability to weather these financial hardships and continue to foster a safe, vibrant, diverse and sustainable community.

Manager's Letter to Council

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As required by Section 904 of the State College Borough Charter, I am transmitting herewith the proposed 2014 Budget, which contains a 1.5 mill increase in the Real Estate Tax rate from 11.04 to 12.54 in order to provide adequate funding for necessary capital improvements and preserve the municipal services of the Borough at current levels. The General Fund Budget is balanced with revenues of $21,960,708 an allocation of $887,131 from Designated Reserve for Pension Obligations to fund the 2014 Pension Obligation and $497,192 from unreserved fund balance. General Fund expenditures total $23,345,032 and total expenditures for the Borough after adjustments for interfund transfers are $51,925,426.

As required by the Borough's Financial Reserves Policy, a twelve percent (12%) fund balance in the General Fund is reserved and will be used to offset the various income fluctuations and meet the on-going expense requirements of the Borough. All remaining fund balance available on December 31, 2013 and not designated for other purposes in this Budget will be reserved for future pension obligations.

As I bring forth this year's financial and operating plan for discussion, I feel confident in stating that our work has helped us to overcome financial hurdles and avoid tax increases over the past few years. In 2014, General Fund revenue is expected to grow by 4.56% but that level of growth is largely due to the Real Estate Tax increase. Absent a tax increase, natural revenue growth from 2013 to 2014 would be 1.3%. This marginal natural growth would fail to adequately fund the increasing costs for governmental services. In 2015, we will have to take a critical look at many of our programs to find new innovative ways to decrease spending and increase revenue growth, while improving services. I look forward to working with Borough Council, staff, citizen volunteers and regional partners, whose energy, creativity, and resiliency has insulated this community from many of the financial hardships facing other Pennsylvania municipalities. The many talented, dedicated and disciplined people of State College Borough continue to make this community a great place to live and work.

Although I continue to remain concerned about the long-term financial sustainability of the Borough, due to the taxing structure and flat revenue growth, I am confident of the Borough's ability to weather these financial hardships and continue to foster a safe, vibrant, diverse and sustainable community.

How to Use This Budget Document

We have made every effort to make this budget document as easy as possible to navigate and understand; however, we realize it can be difficult to find what you are looking for in a large report.

Organization of the Budget

State College Borough's Annual Budget is made up of three separate documents: The *2014 Annual Budget* (this book), the *2014-2018 Capital Improvement Plan*, and the *2009-2014 Strategic Plan*.

This Annual Budget document is divided into eight sections:

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Manager's Budget Overview This section contains the Borough Manager's Letter and Budget Message, a Borough-wide Organization Chart, Mission, Values, and Strategic Priorities, a Community Profile, Service Statistics, Budget Highlights, Net Cost of Selected Services, Schedule of Billing Rates and the 2014 Budget Calendar *(Pages 5 to 22).*

Policies & Processes— This section contains a discussion of our financial policies and budgetary processes *(Pages 23 to 46).*

Long RangePlanning—This section contains a timeline for financial reporting in 2014 and a summary of the Borough's Strategic Plan goals, (*Pages 47 to 52).*

Debt Management—This section contains a discussion of the *Pennsylvania Local Government Unit Debt Act* and a summary of borrowings *(Pages 53 to 58).*

Capital Improvement—This section provides a summary of expected capital expenditures in 2014 based on the 2014-2018 Capital Improvement Plan (*Pages 59 to 64).*

General Fund—This section contains a summary of the General Fund, details on receipts and details on departmental budgets (*Pages 65 to 164).*

Other Funds—This section provides details on all other enterprise funds (*Pages 165 to 204).*

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A comprehensive table of contents is provided on Page 4 to help the reader locate information in this document. Each section also has an additional, more detailed, table of contents.

Appendix

This section contains the 2014 Fee Schedule, 2014 Pay Plan, a Record of the Budget Review Process and select Capital Improvement Projects. ó*Pages 205 to 309*).

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Manager's Budget Summary

Introduction

The 2014 Annual Budget, presented on November 8, 2013, is a numerical reflection of State College Borough's goals and objectives for 2014. The proposed 2014 Budget contained a 1.5 mill increase in the Real Estate tax rate from 11.04 to 12.54 in order to provide adequate funding for necessary capital improvements and preserve the municipal services of the Borough at current levels. Council adopted a the 2014 Budget without the proposed tax increase, instead opting to apply unreserved fund balance to meet 2014 expenditures. The Budget, as adopted, is sufficient to meet the challenges, take advantage of the opportunities the Borough identified in the 2009-2014 Strategic Plan and provide for implementation of necessary capital improvements as enumerated in the 2014-2018 Capital Improvement Plan.

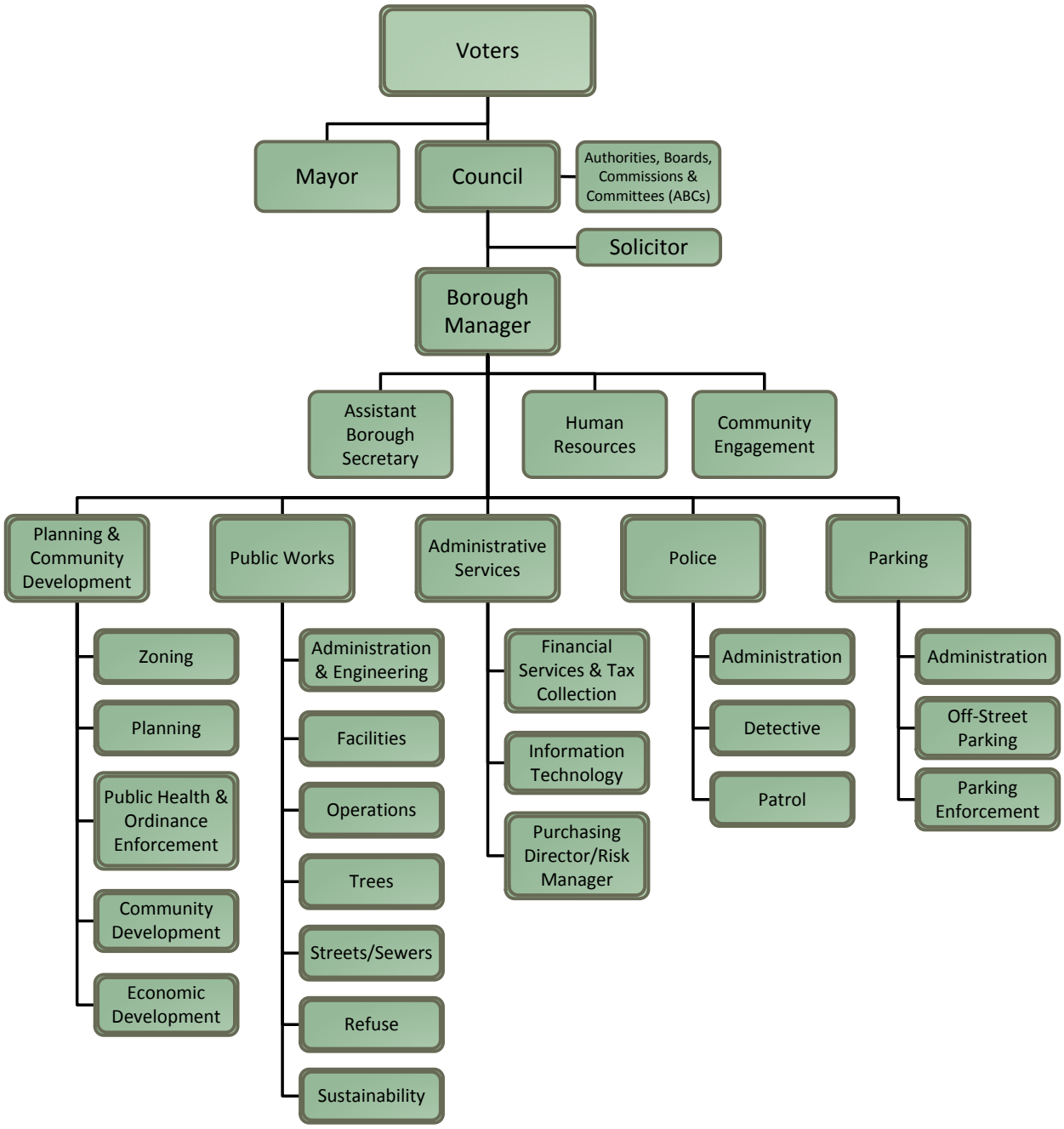
Total Expenditures

The General Fund Budget is balanced with revenues of $21,283,025 an allocation of $1,209,454 from Designated Reserve for Pension Obligations to fund the 2014 Pension Obligation and $852,552 from unreserved fund balance. General Fund expenditures total $23,345,032 and total expenditures for the Borough after adjustments for interfund transfers are $51,925,426.

Total Expenditures, All Funds

	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
GENERAL FUND	$ 22,224,436	$ 21,628,892	$ 23,345,032
LESS: INTERFUND TRANSFERS	*$ (954,378)*	*$ (983,681)*	*$ (1,041,641)*
LESS: PUBLIC WORKS LABOR ALLOCATION	*$ (1,404,201)*	*$ (1,514,000)*	*$ (1,584,348)*
CAPITAL PROJECTS FUND	$ 10,738,724	$ 2,156,713	$ 14,844,800
CENTRE TAX AGENCY	$ 1,014,992	$ 954,132	$ 1,039,863
BUS TERMINAL	$ 45,375	$ 42,518	$ 48,761
BELLAIRE COURT	$ 133,531	$ 129,897	$ 142,624
PARKING	$ 3,150,008	$ 3,082,657	$ 4,221,687
COMPOST OPERATIONS	$ 471,208	$ 346,851	$ 377,838
SANITARY SEWER	$ 6,128,414	$ 6,030,614	$ 6,255,246
REFUSE COLLECTION	$ 3,145,963	$ 3,408,567	$ 3,030,541
REDEVELOPMENT AUTHORITY	$ 72,218	$ 66,818	$ 87,657
FLEET SERVICES	$ 349,359	$ 359,221	$ 394,430
HIGHWAY AID	$ 745,311	$ 644,555	$ 762,936
TOTAL EXPENDITURES	$ 45,860,960	$ 36,353,754	$ 51,925,426

Organizational Chart



Mission Values and Strategic Priorities

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. These values are the basis for all our decisions and actions. Our guiding principles that affect the manner in which programs are defined, resources are allocated, and actions are taken on a day-to-day basis.

Our Core Values Are:

Integrity	*Innovation*
Transparency	*Customer Service*
Honesty	*Accountability*
Responsibility	*Diversity*

Strategic Priorities

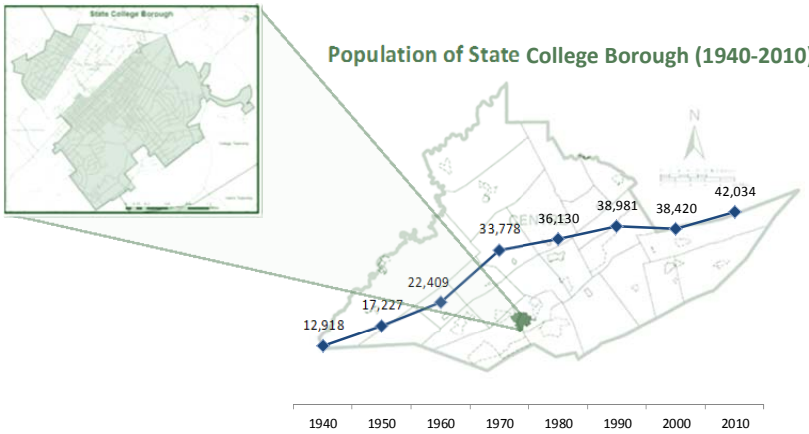
- **Maintain safe, stable, attractive neighborhoods:**
  - Continue efforts to support and enhance neighborhood programming, including working with existing neighborhood groups and organizations;
  - Expand housing initiatives that encourage and foster home ownership.
- **Improve operational support systems to enhance productivity:**
  - Develop strategies to ensure sustainability of operations;
  - Improve communication within the organization, with retirees and the community.
- **Partner with local, regional and state entities to expand cooperative opportunities:**
  - Develop and implement mutually beneficial initiatives with Penn State University;
  - Explore revenue enhancing and cost saving opportunities with other municipalities.
- **Expand housing opportunities:**
  - Develop initiatives and provide incentives for development of housing in downtown areas;
  - Analyze demand for student housing, identify areas of growth, and select specific areas for continued development.
- **Continue to improve public spaces and community infrastructure:**
  - Implement key recommendations from the Neighborhood Sustainability Report;
  - Maintain and enhance public transportation, parking, and make selected Public Works and downtown streetscape improvements.
- **Foster commercial revitalization:**
  - Develop revitalization initiatives in the downtown area and within the shopping centers on Hamilton Avenue, Westerly Parkway and South Atherton Street.

Community Profile

Geography

State College Borough is one of six municipalities located in the Centre Region of Centre County, Pennsylvania.

Total Square Miles 4.56
Person per Square Mile 9,224



Demographics

Population

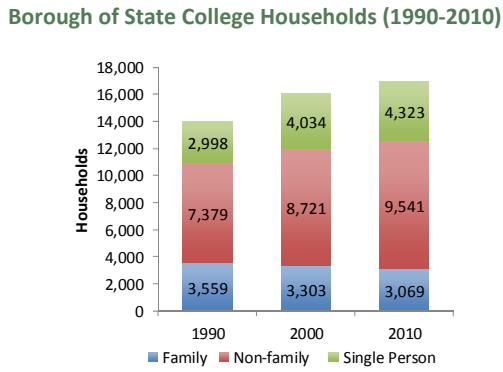
	1990	2000	2010
Total Population	38,923	38,420	42,034
Males	21,033	20,011	22,698
Females	17,890	18,409	19,336

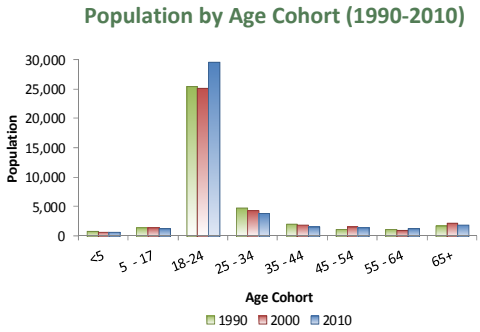
Median Age (years): 21.5

Households

	1990	2000	2010
Total	10,938	12,024	12,610
Family	3,559	3,303	3,069
Non-family	7,379	8,721	9,541
Single Person	2,998	4,034	4,323

Median Household Income (2007-2011): $23,355





Education

Students in State College Borough have the option to attend public school in the State College Area School District, including four charter schools. In Newsweek magazine's annual rankings, State College Area High School was listed as one of the best in the country based on the number of Advanced Placement tests given by enrollment and 63% of State College Area Seniors graduated with a 3.5 GPA or higher.

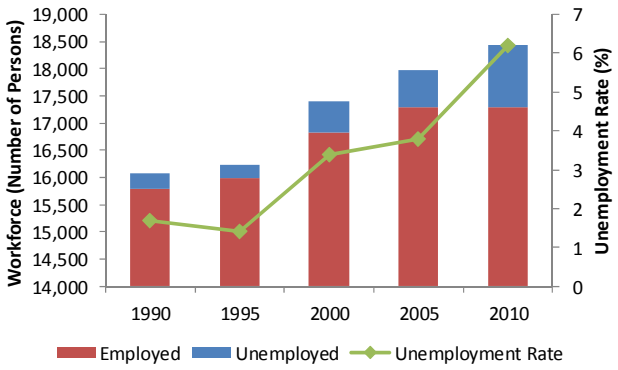
State College Borough residents can take advantage of post-secondary education and technical training opportunities through coursework at the Pennsylvania State University, the State College Area School District Career and Technical Center and the South Hills School of Business and Technology. The main campus of the Pennsylvania State University is located partially within State College Borough boundaries and has a significant impact on Borough activities.

Percentage of Persons, Age 25+ with a Degree	
High school graduates	93.7%
Bachelor's degree or higher	63.8%

Employment

The majority of Borough residents either work for or attend Pennsylvania State University (75% of Borough residents are students). Other major employers include the local school district, Mount Nittany Medical Center, government agencies, Glenn O. Hawbaker Inc. and Wal-Mart Associates, Inc. Unemployment rates are low compared to other areas in Pennsylvania, but have steadily risen over the last decade.

Figure 1: State College Borough Employment (1990-2010)



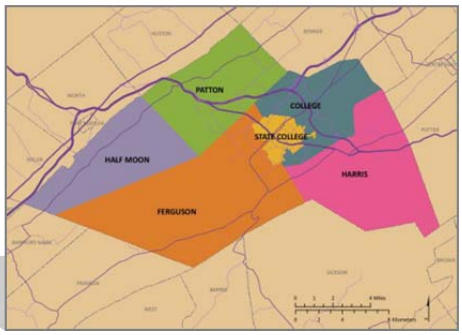
Government

In 1973, the residents of State College adopted a Home Rule Charter which provides for a Council-Manager form of government. Under the charter, there is a seven member Council, elected at large, for four-year, overlapping terms. The Mayor is also elected at large for a four-year term.

The day-to-day operation of the Borough is the responsibility of a professional local government manager, appointed by Council.

State College Borough cooperates with five other regional municipalities in the Centre Region Council of Governments: College, Ferguson, Harris, Halfmoon and Patton Townships.

Figure 2: Centre Region Map



The Borough also engages with and provides services for a number of other municipalities throughout Centre County.

National Citizen Survey Results

Overall Quality of Life

2012 – 85% rated excellent/good
2011 – 83% rated excellent/good
2010 – 88% rated excellent/good

State College as a Place to Live

2012 – 90% rated excellent/good
2011 – 88% rated excellent/good
2010 – 89% rated excellent/good

State College as a Place to Work

2012 – 69% rated excellent/good
2011 – 67% rated excellent/good
2010 – 62% rated excellent/good

Services Provided by State College Borough

2012 – 83% rated excellent/good
2011 – 79% rated excellent/good
2010 – 82% rated excellent/good

The Value of Services for the Taxes Paid to State College

2012 – 69% rated excellent/good
2011 – 63% rated excellent/good
2010 – 59% rated excellent/good

Availability of Affordable Quality Housing

2012 – 36% rated excellent/good
2011 – 32% rated excellent/good
2010 – 36% rated excellent/good

Safety from Violent Crime (e.g. rape, assault)

2012 – 84% rated very/somewhat
2011 – 82% rated very/somewhat
2010 – 84% rated very/somewhat

Sense of Community

2012 – 69% rated excellent/good
2011 – 70% rated excellent/good
2010 – 67% rated excellent/good

2012 Service Statistics*

Police (January-August 2012 Statistics)

Alcohol Related Offenses per month.....266

Total Traffic Citations per month.....329

Aggressive Driving/Speeding (% of Total).....78

Parks & Recreation

Number/Acreage of Borough Parks..... 13/115

Number/Acreage of Regional Parks..... 52/988

Recycling

Food Waste Collected During Pilot (Tons).....365

Recycling per Account (Tons).....0.51

Recycling Rate .....14.6% ⇧

Street Maintenance (2011 Statistics)

Streets/Miles Maintained: 149

% Paved Lane Miles in Satisfactory or Better Condition:.....78% ⇩

Road Rehab Expended per Capita.....$15.49

Tree Maintenance

Tree Canopy Cover.....43%

Trees Planted .....141 ⇩

Trees Removed .....145 ⇧

Facilities Management

Square Footage of Total Facilities Maintained.....153,548

Square Footage Maintained per custodial FTE 29,378

⇧ Measure increased from 2011 Service Statistics

⇩ Measure decreaed from 2011 Service Statistics

Ordinance Enforcement

Average Number of Days from Inspection to Voluntary Compliance:

Housing 12
Zoning..... 40 ⇧
Nuisance..... 5

Average Number of Days from Case Inspection to Forced Compliance:

Housing 2
Zoning..... 0 ⇩
Nuisance..... 5 ⇧

Average Number of Day from First Complaint Report to Investigation..... 1 ⇩

Parking

On-Street & Surface Lot Parking Spaces..... 761

Garage Parking Spaces..... 1300

Information Technology

State Electronics Challenge two-year Gold Award Winner

Energy Savings .....Power 172 households/year

Avoided GHGs (Equivalent cars/year) 225

Avoided Hazardous Waste (lbs)..... 5,500

Avoided Waste (lbs)..... $30,000

Procurement

Number of POs per Central Purchasing Office FTE ..... 684 ⇧

% Procurement Spent Via Cooperative Purchases..... 21.2 % ⇩

% of POs with Recycled Content ..... 11.7% ⇧

*Unless otherwise noted

Awards for Sustainability

Tree City, USA

Recognized as a Tree City, USA community by the National Arbor Day Foundation for the 29th year in a row. State College has a tree canopy cover of over 43%. In addition to the trees planted as replacements, the Borough has added trees to economically disadvantaged areas through the TreeVitalize program.

Pennsylvania Waste Watcher

Professional Recyclers of America (PROP) recognized State College for the 14th time with the 2013 Waste Watcher award for its recycling, waste reduction, reuse and composting programs. In 2013, the Borough expanded its food waste recycling pilot program to all residential refuse customers in the municipality.

State Electronics Challenge

The State Electronics Challenge (SEC) recognized the Regional Technology Program, which is administered by the State College Information Technology Department, with a second Gold award for its work in 2012. In 2012, SEC Partners saved energy in an amount equivalent to the electricity used by 7,051 households, greenhouse gas in an amount equivalent to the emissions of 11,639 cars, and the equivalent of 415 households municipal waste for one year.

Bicycle Friendly Community

State College Borough, our surrounding municipalities and the Pennsylvania State University, jointly received Bronze level recognition as a Bicycle Friendly Community from the League of American Bicyclists. Our efforts to increase bicycle education, improve traffic enforcement and encourage bicycle commuting has made State College a more bikable community for all riders, whether a child biking to school or a trained bicycle enthusiast. This cooperative effort is a reward in itself, promoting expanded collaboration on regional bicycle improvements through the Centre Region Council of Governments.

EPA Green Power Leadership Club

State College is recognized by the Environmental Protection Agency as a green power user. As a Green Power Leader, the Borough purchases 100% of it electricty needs from renewable energy sources, specifically wind power. State College has been recognized as a Green Power Partner since 2012.

Budget Highlights

Strategic Projects

Economic Development Partnerships

In 2014, the Borough will pursue a number of new economic development projects with partners from the Centre Region:

- Homestead Investment Program ($5 million in new debt);
- Business Recruitment and Retention Revolving Loan Program ($50,000);
- Economic Development partnership with CBICC ($25,000).

Major Funds

General Fund

- Real Estate tax rate remains at 11.040 mills.
- No General Fund contribution is needed to fund the Capital Improvement Plan;
- Revenues remain flat with only a 1.1% increase.
- Expenditures are up 5.04%, primarily due to increases in healthcare and pension costs;
- 2013 Year-End Projection for Fines and Forfeits revenue down by 13.3% ($312,514);
- 2.25% COLA adjustment for non-organized employees;
- No reductions in staffing;
- Salaries and Benefits for 2 FTE added to Public Works to fund 2 Laborer positions;
- An allocation of $125,000 Shade Tree pruning and removals;
- Salary and Benefit for 1 FTE added to Information Technology to address staff shortages.
- Neighborhood Programs fully-staffed and funded;
- $1,209,454 of the $1,532,889 available fund balance from Designated Reserve for Pension Obligations used to fund the 2014 Pension Obligation;
- $852,552 of Unreserved Fund Balance used to fund the gap between revenue and expenditures.

Capital Improvement Projects

- $50,000 added from CIP to Budget to fund an update to the Strategic Plan in 2014;
- Atherton Corridor Improvement project carried forward due to project delays in 2013;
- Capital projects totaling $1,368,000 included in the Parking Fund;
- Municipal Service Building construction expected to be completed in 2014;
- $50,000 grant to Discovery Space of Central Pennsylvania.

Bus Terminal

- Will require a regular, annual contribution from the General Fund to fund on-going operations.
- A General Fund contribution ranging from $10,000 to $20,000 may be needed in future years to keep the fund in a positive cash position.

Bellaire Court

- A General Fund Contribution of $50,000 is programmed in 2014.

Parking Fund

- Parking Fund uses $1.3M in unreserved fund balance to fund capital projects;
- $750,000 to fund the replacement of the PARCS parking software in the parking facilities;
- $300,000 to fund routine maintenance to the Beaver Garage;
- $120,000 to fund Energy Savings projects in the parking facilities;
- $198,000 to fund the completion of the Parking Study.

Budget Highlights Summary

Total Expenditures, All Funds

	Parking	Sanitary Sewer	Refuse Collection
Beginning Fund Balance	$ 1,877,882	$ 679,733	$ 740,585
Revenue	$ 2,839,652	$ 6,097,500	$ 3,354,212
Expenditures	$ 4,221,687	$ 6,255,246	$ 3,030,541
Ending Fund Balance	$ 495,847	$ 521,987	$ 1,064,256

	Compost Operations	Bellaire Court	Bus Terminal
Beginning Fund Balance	$ 501,678	$ (165)	$ 16,971
Revenue	$ 275,890	$ 137,850	$ 33,538
Expenditures	$ 377,838	$ 142,624	$ 48,761
Ending Fund Balance	$ 399,730	$ (4,939)	$ 1,748

	Fleet Services	Highway Aid	Capital Projects
Beginning Fund Balance	$ 202,889	$ 491,479	$ 4,316,251
Revenue	$ 372,600	$ 654,778	$ 12,170,740
Expenditures	$ 394,430	$ 762,936	$ 14,844,800
Ending Fund Balance	$ 181,059	$ 383,321	$ 1,642,191

Net Cost of Selected Services

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

	Police	Financial Services	Tax Services	Planning & Zoning	Ordinance Enforcement & Health	Information Techology
2014 Budget	$ 9,939,222	$ 623,591	$ 248,201	$ 870,770	$ 441,449	$ 955,872
Less Receipts:						
Licenses & Permits	$ 2,325	$ -	$ -	$ 11,400	$ 228,000	$ -
Fines & Costs	$ 615,000	$ -	$ -	$ -	$ 40,000	$ -
Intergov't Revenue	$ 613,050	$ -	$ -	$ 11,080	$ -	$ -
Interfund Transfers	$ -	$ -	$ -	$ 140,000	$ -	$ -
Dept. Earnings	$ 2,097,500	$ 129,300	$ 256,900	$ -	$ 25,000	$ 220,000
Sub-total Receipts	$ 3,327,875	$ 129,300	$ 256,900	$ 162,480	$ 293,000	$ 220,000
% of Total Revenue	33.48%	20.73%	103.50%	18.66%	66.37%	23.02%
Net Cost	$ 6,611,347	$ 494,291	$ (8,699)	$ 708,290	$ 148,449	$ 735,872

$$*Percent\ of\ Total\ Revenue\ = \frac{Subtotal\ Receipts}{2013\ Budget}$$

2014 Schedule of Billing Rates

State College Borough
Schedule of Billing Rates

COST CENTER	HOURLY RATE* (internal use)	HOURLY RATE** PLUS 20% OVERHEAD (contract use)	HOURLY RATE*** PLUS WEIGHTED AVERAGE (23%) (non-contract)
Finance/Accounting	$63.20	$75.84	$77.74
Information Technology	$62.61	$75.13	$77.01
Ordinance Enforcement and Public Health	$48.31	$57.97	$59.42
Parking Enforcement	$61.68	$74.02	$75.87
Planning/Zoning	$76.66	$91.99	$94.29
Police-Special Events	$76.63	$91.96	$94.25
Police-Double Time	$109.48	$131.38	$134.66
Public Works Administration	$67.28	$80.74	$82.75
Public Works Custodial	$39.23	$47.08	$48.25
Public Works Mechanics	$71.07	$85.29	$87.42
Public Works Non-Administration	45.35	$54.42	$55.78
Tax Collection	$52.44	$62.93	$64.50

* Based on actual prior year salaries, benefits and operating costs

** Includes Hourly rate calculation plus 20% overhead

*** Includes Hourly rate calculation and 23% overhead costs from latest Cost Allocation Plan

Notes:

- Hourly Rate* used for cost center to cost center billing only;
- Hourly Rate** plus 20% used for existing and newly proposed contracts;
- Hourly Rate***plus 23% used for non-contract, ad-hoc billing such as special events.

Preparation:

- Schedule is updated annually by March 1, with effective rates based upon actual prior year costs and the most recent Cost Allocation Plan;
- Hourly Rate* becomes effective on March 1;
- Hourly Rate** plus 20% and Hourly Rate*** plus 23% become effective after 90 days notice to effected parties on July 1.

2014 Budget Review Calendar

2014 Budget Review Calendar

Agenda Item	Date
Budget Requests Due	September 20, 2013
Budget Transmittal to Council	November 8, 2013
Budget Review	November 18, 2013
Budget Review	November 20, 2013
Budget Review	November 26, 2013
Public Hearing	December 2, 2013
Budget Review (Wrap-up)	December 9, 2013
Adoption	December 16, 2013

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Financial Policies

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. The financial policies that the Borough preserves in this budget related to financial reserves are the following:

- The maintainence 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 exercise flexible financial planning in developing future capital projects.
- The Borough will maintain undesignated reserves to ensure service levels, guarantee stability and protect against economic downturns and emergencies. On an annual basis, the Borough will budget reserves in the General Fund in an amount of 12% of projected expenditures. Undesignated, unreserved amounts in excess of 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-efficiently 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 process.

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 State College Borough 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 highest-priority capital needs for the community, properly maintain infrastructure assets and 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.

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.

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 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 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 12% of annual General Fund revenues.

Purchasing

State College Borough's Purchasing/Contract/Property Disposition Control policy can be found in the Borough Code under Chapter 1, Part N, which is reproduced below. This policy governs the purchase of products, goods and services, the making of contracts, and the sale or lease of personal or real property of the Municipality. The purpose of this policy is to ensure the Borough complies with all state and federal laws and guarantee Borough purchases are made in a transparent, fiscally responsible and consistent manner.

PART N

Purchasing/Contract/Property Disposition Control

Section 1401. Purpose and Function.

a. **Purpose**. The purpose of this Ordinance shall be to establish procedures for the purchase of products, goods and services, the making of contracts, and the sale or lease of personal or real property of the Municipality. Procedures shall include negotiated contracts, competitive bidding, controls on aggregate spending and safeguards against special interests.

b. **Functions**. The purchasing functions shall include the:

(1) Procurement of the highest quality in supplies, materials, equipment and contractual services meeting specifications at the least expense to the Municipality.

(2) Encouragement of open, competitive pricing.

(3) Encouragement of savings or cost avoidance through bulk or quantity purchasing.

(4) Maintenance of lists of vendors and contractors.

(5) Assurance of vendor and contractor compliance with Municipal specifications and contract terms and provisions.

(6) Administration of a system of stocking or warehousing of materials and supplies for day-to-day use.

Section 1402. Definitions. As used in this Ordinance, these words and terms shall have the following meanings:

Council. The State College Borough Council, as provided for in the Home Rule Charter of the Municipality.

Home Rule Charter. The Charter of the Municipality, as approved by electors of State College, 1973, with amendments, if any, thereafter lawfully adopted and approved.

Manager. The municipal Manager, as provided for in the Home Rule Charter of the Municipality.

Municipality. The Borough of State College, Pennsylvania.

Person. Any natural person, partnership, association, firm, corporation, governmental body or agency or other entity.

Purchasing Authority. The State College Borough Manager or his designee.

Responsible Bidder. Any bidder not disqualified by the Purchasing Authority for:

...an apparent lack of capacity to perform the contract;

...an unsatisfactory record of performance (either with the Municipality or other agencies) in prior contracts; and/or

...failing to promptly supply information, bonds and documentation requested by the Municipality.

Section 1403. Competitive Bidding. Competitive bidding shall be required on all contracts for equipment, services and construction with an estimated value in excess of $25,000.00, except as indicated in Sections 1404 and 1405 of this Chapter. The following provisions shall apply to competitive bidding:

a. **Notice to Prospective Bidders**. Notice of the desire of the Municipality to receive bids from contractors or vendors shall be given as follows:

(1) By advertisement at least 2 times at intervals of not less than 3 days in at least 1 newspaper of general circulation in the Municipality. The first advertisement shall be published not more than 45 days and the second advertisement not less than 10 days prior to the date filed for the opening of bids. This advertisement shall include a general description of the supplies, materials, equipment and contractual services to be purchased, a statement as to where bid forms and specifications may be secured and the time and place for the opening of bids.

(2) At the discretion of the Purchasing Authority, additional notice may be given in any publication or journal devoted to the dissemination of information about construction, materials and supplies.

(3) The Purchasing Authority may also solicit bids from prospective vendors and contractors by mailing copies of the specifications and forms and/or any other information, which will acquaint them with the proposed purchase or contract.

(4) By posting the advertisement in a conspicuous place within the municipal offices.

b. **Specifications for Bidders**. When bids are sought for the erection, construction or alteration of any public building or facility, the Purchasing Authority may have separate specifications prepared for any one or more of the phases, parts, sections or internal or external systems of the work, and when this is done, separate bids may be required for each of those parts of the work. The contract may be awarded to the lowest responsible bidder for each of those branches or parts or on the basis of the lowest total price.

c. **Bid Security**. When it shall be deemed necessary to protect the interests of the Municipality, bid security shall be required. The amount of security required shall be set forth in the bid specifications. Bid security may be in the form of a certified check, cashiers check or bid bond. If a bid bond is submitted, it must be in a form approved by the Purchasing Authority.

d. **Submission, Acceptance and Opening of Bids**. Bids shall be sealed, shall be identified as bids on the envelope, shall be submitted at the place of opening no later than the time stated in the public notice inviting bids and shall be opened by the Purchasing Authority at a public meeting at the time and place stated in the public notice. Bids received after the stated time shall not be accepted.

(1) In certain instances, when specified in the invitation to bid, the Borough will permit the electronic submission of bids. The Borough will maintain the confidentiality of these bids until the date and time of the bid opening. The Borough must receive all bids submitted electronically by the date and time and at the e-mail address specified in the public notice. Electronic bids received after the stated time shall not be accepted.

e. **Award of Contracts**. Contract awards by Council shall be made at an advertised public meeting. The following shall apply to Council awards:

(1) Awards shall normally be made to the lowest responsible bidder. However, Council, upon recommendation of the Purchasing Authority, shall have the right to take into consideration such other factors as delivery date, quality of service, length of warranty, etc.

(2) Council shall have the authority to waive minor irregularities and defects when the best interests of the Borough would be served.

(3) Council shall have the authority to accept or reject any and/or all bids or to hold all bids for 45 days or until the next regular Council meeting.

(4) If 2 or more of the lowest bids received are for the same total amount or unit prices and the quality, delivery date and service capability are equal, the contract may be awarded to the bidder with business offices in the Borough or as an alternative, the Purchasing Authority may break ties by requesting each of the equal low bidders to submit, in writing, their lowest and final bid. Said bids shall be opened in public and each of the bidders shall be informed of the time and place of said opening.

(5) A tabulation of bids shall be made available for public inspection.

f. **Exceptions**. Contracts or purchases made by the Municipality involving an expenditure of more than $25,000.00 to which this Ordinance shall not apply, unless the Council shall otherwise direct in a specific instance, shall include:

(1) Those for maintenance, repair or replacement of the public works of the Municipality, provided they do not constitute new additions, extensions or enlargements of existing facilities and equipment.

(2) Those made for improvements, repairs and maintenance of any kind made or provided by the Municipality through its employees, except that all materials used for street construction, maintenance or improvement in excess of $25,000.00 shall be subject to the provisions of this Ordinance.

(3) Those where particular types, models or pieces of new equipment, articles, apparatus, vehicles or parts which are patented, manufactured or copyrighted, cannot reasonably be acquired from more than one vendor.

(4) Those involving any purchase of insurance or surety bond; those made for public utility service under tariffs on file with the Pennsylvania Public Utility Commission; those made with the federal government, the Commonwealth of Pennsylvania or any subdivision thereof, including the sale, lease or loan of any supplies, materials, equipment or services by the Commonwealth, the federal government or their subdivisions. The price charged to the Municipality shall not be in excess of that fixed by the Commonwealth, the federal government or their subdivisions.

(5) Those involving personal or professional services.

(6) Those made for improvements, repairs and maintenance of any kind of property of the Municipality for labor, materials or profits and overhead, entered into with any organization which is engaged in rehabilitative or job training programs and such organization receives state or federal funding for such purposes.

(7) Those cases, with Council approval, where the Purchasing Authority deems it is in the best interest of the Municipality to purchase without competitive bidding.

(8) Those involving the purchase of equipment and services related to computer software, technology and information systems. The purchase of equipment and services related to computer software, technology and information systems shall be made on the basis of best value procurement. Contracts under best value procurement shall be made only after the Borough has solicited proposals based on performance and outcome specifications developed by the Borough and describing, at minimum, the objectives to be met by the system, the tasks to be performed by the system, the users of the system, system security issues, the time frame for system implementation, potential operating technologies, compatibility with existing systems, training and maintenance, and shall indicate the process by which the contract shall be awarded. Best value procurement shall not require a sealed bid process and shall permit the Borough to negotiate the terms of the agreement with any responsive and responsible vendor. Any contract for the procurement of equipment and services related to computer software, technology or information systems in excess of $25,000.00 shall be awarded by Borough Council at a public meeting.

g. **Disposition of Bid Deposits**.

(1) The Municipality shall return to the unsuccessful bidders the bid deposits submitted by them.

(2) A successful bidder shall forfeit any deposit made by him, upon failure on his part to enter into a contract with the Municipality within 20 calendar days after award, unless an extended time is authorized in writing by the Purchasing Authority.

h. **Piecemeal Contracts and Purchases Restricted**. It shall be prohibited for any officer or employee of the Municipality to purposely evade use of the procedures for competitive bidding by making a series of purchases or contracts, each under the minimum set out in Section 3 of this Ordinance, or by making several simultaneous purchases or contracts, each below that minimum amount.

i. **Contract Extensions**. The Purchasing Authority may authorize change orders and extend a contract if it is deemed in the best interest of the Municipality. Such change orders or extensions shall be in writing and shall not individually or jointly exceed 15 percent of the original contract award. The Purchasing Authority may make purchases from any contract awarded under Section 3 of this Ordinance within eight months of the award.

j. **Performance Bonds**. To protect the interests of the Municipality, a 100 percent performance bond shall be required from the successful bidder before entering into a construction contract.

The Purchasing Authority shall establish the percent of the contract price required in the performance bond for purchase of materials, supplies and equipment.

If the performance bond is not furnished within 20 days after the award of the contract, the award shall be void. Deliveries, accomplishments and guarantees may be required in all cases of expenditure.

k. **Bonds for the Protection of Labor and Materials**. Any person entering into a contract with the Municipality for the construction, erection, installation, completion, alteration or repair of or alteration to any public work or improvement whatsoever shall, before commencing work under the contract, execute and deliver to the Municipality, in addition to the performance bond, an additional bond, in a sum not less than 50 percent and not more than 100 percent, as the Purchasing Authority may prescribe, conditioned for the prompt payment of all material furnished and labor supplied or performed in the prosecution of the work, whether or not the material or labor entered into becomes component parts of the work or improvement contemplated. This additional bond shall be deposited with and held by the Municipality for the use of any interested party. This bond shall provide that every person who, whether as subcontractor or otherwise, has furnished material or supplied or performed labor in the prosecution of the work, and who has not been paid for it, may sue in assumpsit on this additional bond, for his use, and prosecute the suit to final judgment for whatever sum may be justly due him, and have execution thereof. The Municipality shall not be liable for the payment of any costs or expenses of any suit.

l. **Workers Compensation**. Every contract entered into by the Municipality, which involves the construction or doing of any work involving the employment of labor, shall contain a provision that the contractor shall accept, insofar as the work covered by that contract is concerned, the provisions of the Workers Compensation Act of 1915 and its supplements and amendments, and that the contractor will insure his liability under that Act or file, with the Municipality, a certificate of exemption from insurance from the Bureau of Workers Compensation of the Pennsylvania Department of Labor and Industry. Any contract executed in violation of this Section shall be null and void.

m. **Discrimination Prohibited**. Any contract entered into by the Municipality for the construction, alteration or repair of any public building or public work may contain provisions by which the contractor agrees that, in the hiring of employees for the performance of work under the contract or any subcontract under it, no contractor or subcontractor and no person acting on behalf of the contractor or subcontractor shall, by reason of race, creed, sex or color, discriminate against any person who is qualified and available to perform the work to which the employment relates. Violations of this provision by the contractor will constitute grounds for terminating the contract.

n. **Competitive Electronic Auction Bidding**

(1) Conditions of use. Notwithstanding any other provision of this ordinance concerning the requirements for competitive bidding for purchases and contracts, if the Borough determines that use of competitive electronic auction bidding is in the Borough's best interest, a contract for supplies and services, but not for construction or design professional services, may be entered into by competitive electronic auction bidding.

(2) Invitation for bids. An invitation for bids shall be issued and shall include a procurement description and all contractual terms, whenever practical, and conditions applicable to the procurement, including a notice that bids will be received in an electronic auction manner.

(3) Public Notice. Public notice and advertisement of the invitation for bids shall be given in the same manner as provided in Section 3 of this ordinance.

(4) Auctions. Bids shall be accepted electronically at the time and in the manner designated in the invitation for bids. During the auction, each bidder shall have the capability to view their bid rank or the low bid price. Bidders may reduce their bid prices during the auction. At the conclusion of the auction, the record of the bid prices received and the name of each bidder shall be open to public inspection.

(5) Award of Contracts. Contract awards by Council shall be made at an advertised public meeting. The following applies to Council awards:

(a) Awards shall normally be made to the lowest responsible bidder. However, Council, upon recommendation of the Purchasing Authority, may have the right to take into consideration such other factors as delivery date, quality of service, length of warranty, etc.

(b) Council shall have the authority to waive minor irregularities and defects when the best interests of the Borough would be served.Council shall have the authority to accept or reject any and/or all bids or to hold all bids for 45 days or until the next regular Council meeting.

(c) A tabulation of bids shall be made available for public inspection.

Section 1404. **Open Market Purchases**.

a. All purchases of supplies, materials, equipment and contractual services not made under the provisions of Section 3 of this Ordinance shall be made, when feasible and when in the best interests of the Municipality, in the open market without newspaper advertisement and without observing the procedures prescribed for the receipt of formal sealed bids and the award of contracts on those bids, in one of the following manners: by written inquiry, telephone solicitation or competitive electronic auction bidding.

b. Open market purchasing, wherever possible, shall be based on two or more quotations and shall be awarded based on the lowest quotation and most favorable delivery. In determining "lowest quotation," the Purchasing Authority shall do so on the basis of the lowest quotation meeting the specification or the description or the sample as set forth in the price quotation request.

c. The Purchasing Authority shall keep a record of all open market orders and the quotations submitted in competition thereon for a minimum of 3 years. Those records shall be open to public inspection during normal business hours.

Section 1405. Emergency Purchases. In case of actual emergency and with the approval of the Purchasing Authority, the head of any Department or using agency may purchase directly any supplies, materials and/or equipment, the immediate procurement of which is essential to prevent delays in the work of the Department or using agency which might vitally affect the life, health, safety and/or welfare of citizens. The head of the Department or using agency, after having made any emergency purchase, as authorized by this Section, shall submit to the Purchasing Authority, a record of the emergency purchase together with a report of the circumstances of the emergency. (Ordinance 1184, September 10, 1987, Section 5.)

Section 1406. Inspection and Testing. The ordering department shall, through inspection, testing or other means, certify to the Purchasing Authority the conformance of all purchased goods, equipment, supplies and services with Borough specifications and contract provisions with the specifications set forth in the order of contract. (Ordinance 1184, September 10, 1987, Section 6.)

Section 1407. Cooperative Purchasing. The Purchasing Authority shall have authority to join with other units of government in cooperative purchasing plans when the best interests of the Municipality would be served. (Ordinance 1184, September 10, 1987, Section 7.)

Section 1408. Disposition of Municipally Owned Real Estate. Council may authorize the disposition of real estate owned by the Municipality in any of the following ways:

a. The property may be sold to the highest bidder after notice in at least one newspaper of general circulation in the Municipality, the advertisement to give notice of the property to be disposed of, the requirement for sealed bids and the time and place where the bids are to be received and opened.

b. The property may be sold to the highest bidder at public auction, of which notice shall be given at least 30 days in advance of the auction sale, in at least one newspaper of general circulation in the Municipality.

c. In the case of property needed by another unit of government, a municipal authority, a council of governments or a similar agency, that property may be disposed of upon recommendation of the Purchasing Authority, on terms mutually agreeable to the Municipality and to the other unit of government concerned. Sale of real property shall be announced at a regular Council meeting.

Section 1409. **Disposition of Surplus Personal Property**.

a. All using agencies shall submit to the Purchasing Authority, at those times and in whatever form prescribed, reports showing stocks of all supplies, materials and equipment that are no longer used or that have become obsolete, worn out or scrapped.

b. The Purchasing Authority may transfer surplus supplies, materials and equipment to other using agencies or may exchange such personal property for new supplies, materials and equipment or may sell, on behalf of the Municipality, personal property, which has become unsuitable for public use. The sale of personal property shall be by written contract to the highest responsible bidder in the manner specified in Section 8 of this Ordinance; by public auction as specified in Section 8 of this Ordinance; by open market sale in the manner specified in Section 4 of this Ordinance; or by competitive electronic auction bidding as specified in Section 3 of this Ordinance, except without newspaper advertisement and without observing the procedures prescribed for the receipt of formal sealed bids and the award of contracts on those bids for the disposition of personal property with a value of $25,000.00 or less.

Investments

This policy governs the investment of operating and capital funds of State College Borough. 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 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's 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.

All employees involved in the investment process shall disclose material interests in entities with which they conduct business in writing, 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 Manager of Financial Services, who shall carry out the program in accordance with the provisions of this policy. The Manager of Financial Services 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.

Authorized Financial Institutions and Broker/Dealers

The Manager of Financial Services 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 Manager of Financial Services 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 that 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;
- 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 Manager of Financial Services shall obtain a minimum of two 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.

Internal Controls

The Manager of Financial Services 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 State College Borough. 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).

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 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 Manager of Financial Services 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 that 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.

Capitalization and Depreciation

Background

Generally Accepted Accounting Principals (GAAP) requires 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, exist that provide guidance in determining capitalization thresholds and estimated useful lives. Whenever practical to do so, this policy utilizes the guidance provided.

Purpose

This policy is intended to assist the management in complying with capital asset financial reporting required by 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.

Definition of Capital Projects

The five-year Capital Improvement Plan (CIP) is a compilation of projects that meet the threshold of cost and scope established for the Borough's capital budget. The CIP includes only those items having a value of $25,000 or higher and an estimated life of six years or longer. Eligible items include:

- Acquisition of property;
- Purchase of new equipment (not covered by depreciation previously set aside and funded by the Asset Replacement Fund);
- Major rehabilitation or replacement of existing facilities or new construction;
- Consulting fees for special one-time projects with a cost in excess of $25,000.

Capital Asset Summary

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

Capital Asset Summary

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

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-consturcted. 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.

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 that 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 $5,000 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.

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 50% of the annual rate in the first year.

Accountability

All capital assets that have a historical cost greater than $5,000 will be assigned to a Department 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 Director 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 Expenses

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 four 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.

Departments should use an 948xx series account number in budgeting for depreciation of assets. The following 948xx series account numbers are designed for annual depreciation costs:

Account Numbers for Annual Depreciation Expenses

MUNIS Account Number	Description
94800	Land Improvements
94820	Buildings
94830	Buildings Improvement
94840	Computer Equipment
94850	Vehicles
94860	Machine/Equipment
94870	Furniture/Fixture
94880	Infrastructure

Budgeting for New Assets

Departments use a 937xx series account number in budgeting for the aquistion and depreciation of fixed assets. Non-capitalized assets should be budgeted for in other operating accounts. The following 937xx series account numbers are designed for capital assets:

Account Numbers for Capital Assets

MUNIS Account Number	Description
93710	Capital Purchases – Land
93720	Capital Purchases – Improvements
93724	Capital Infrastructure
93730	Capital Purchases – Buildings
93740	Capital Purchases – Computer/Production Equipment
93750	Capital Purchases – Specialized Equipment
93760	Capital Purchases – Furniture/Appliances
93775	Capital Purchases – Major Equipment
93780	Capital Purchases – Vehicles

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. The determining factors for vehicle replacement that need 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 needs to be taken into consideration as vital replacement criteria. For example, dump trucks fitted with salt spreaders and snow plows are subject to more stress, strain and adverse weather conditions than a dump truck without these attachments.

Depreciations Schedule

Department	Years Depreciated	Minimum Mileage/Hours at Replacement
Police		
Frontline Police Interceptors	3	120,000 mi
Police Administration Sedans	8	65,000 mi
Police C1 Sedans	8	75,000 mi
Police K-9 Interceptor	6	120,000 mi
Public Works		
Administration Sedans	8	65,000 mi
Dump Trucks	12	65,000 mi
Pickup Trucks	8	65,000 mi
Loaders/Attachments	15	10,000 hrs
Street Sweepers	10	8,000 hrs
Skid Steer Loaders	8	8,000 hrs
Back Hoe	6	5,000 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	13,000 hrs
Leaf Trucks	15	10,000 hrs
Compost Equipment		
All Off-Road Equipment	15	10,000 hrs
Parking Enforcement		
Jeep	8	100,000 mi

Actual and Projected Depreciation Expenses (2009-2014)

Department	2009 Vehicles & Equipment	2009 Computer Equipment	2009 Radio Equipment	2010 Vehicles & Equipment	2010 Computer Equipment	2010 Radio Equipment
ADMINISTRATION	$ -	$ 4,909	$ -	$ -	$ 7,200	$ -
FINANCIAL SERVICES	$ -	$ 2,552	$ -	$ -	$ 1,943	$ -
TAX COLLECTION	$ -	$ 3,969	$ -	$ -	$ 4,047	$ -
INFORMATION TECHNOLOGY	$ 2,819	$ 70,079	$ -	$ 2,819	$ 74,081	$ -
POLICE	$ 78,267	$ 16,200	$ 29,960	$ 137,568	$ 37,793	$ 19,160
PARKING ENFORCEMENT	$ 3,500	$ 12,511	$ -	$ 3,500	$ 12,340	$ -
PLANNING & ZONING	$ 4,102	$ 2,395	$ -	$ 4,102	$ 2,631	$ -
ORDINANCE ENFORCEMENT & PUBLIC HEALTH	$ 7,900	$ 1,719	$ -	$ 7,900	$ 2,040	$ -
PUBLIC WORK	$ 135,509	$ 11,231	$ -	$ 68,171	$ 10,482	$ -
SUBTOTALS	$ 232,097	$ 125,565	$ 29,960	$ 224,060	$ 152,557	$ 19,160
TOTAL			**$ 379,585**			**$ 395,777**

Department	2011 Vehicles & Equipment	2011 Computer Equipment	2011 Radio Equipment	2012 Vehicles & Equipment	2012 Computer Equipment	2012 Radio Equipment
ADMINISTRATION	$ -	$ 5,692	$ -	$ -	$ 6,428	$ -
FINANCIAL SERVICES	$ -	$ 2,208	$ -	$ -	$ 2,163	$ -
TAX COLLECTION	$ -	$ 3,843	$ -	$ -	$ 5,914	$ -
INFORMATION TECHNOLOGY	$ 2,819	$ 87,629	$ -	$ 2,819	$ 83,856	$ -
POLICE	$ 78,267	$ 37,634	$ 29,960	$ 83,038	$ 44,177	$ 19,160
PARKING ENFORCEMENT	$ 3,500	$ 8,020	$ -	$ 3,500	$ 7,439	$ -
PLANNING & ZONING	$ 4,102	$ 2,434	$ -	$ -	$ 3,203	$ -
ORDINANCE ENFORCEMENT & PUBLIC HEALTH	$ 7,900	$ 2,040	$ -	$ 5,080	$ 1,985	$ -
PUBLIC WORK	$ 135,509	$ 8,482	$ -	$ 77,733	$ 9,482	$ -
SUBTOTALS	$ 232,097	$ 157,982	$ 29,960	$ 172,170	$ 164,647	$ 19,160
TOTAL			**$ 420,039**			**$ 355,977**

DEPARTMENT	2013 YE PROJECTION *Vehicles & Equipment*	2013 YE PROJECTION *Computer Equipment*	2013 YE PROJECTION *Radio Equipment*	2014 *Vehicles & Equipment*	2014 *Computer Equipment*	2014 *Radio Equipment*
ADMINISTRATION	$ -	$ 9,452	$ -	$ -	$ 9,452	$ -
FINANCIAL SERVICES	$ -	$ 3,887	$ -	$ -	$ 4,000	$ -
TAX COLLECTION	$ -	$ 6,093	$ -	$ -	$ 6,093	$ -
INFORMATION TECHNOLOGY	$ -	$ 92,584	$ -	$ -	$ 92,500	$ -
POLICE	$ 83,844	$ 58,875	$ -	$ 110,903	$ 58,875	$ 38,500
PARKING ENFORCEMENT	$ 3,500	$ 8,145	$ -	$ 3,500	$ 8,145	$ 1,850
PLANNING & ZONING	$ -	$ 3,255	$ -	$ -	$ 3,725	$ -
ORDINANCE ENFORCEMENT & PUBLIC HEALTH	$ 4,688	$ 1,924	$ -	$ 4,688	$ 1,924	$ 1,850
PUBLIC WORK	$ 62,739	$ 13,977	$ -	$ 62,739	$ 13,998	$ 11,840
SUBTOTALS	$ 154,771	$ 198,192	$ -	$ 181,830	$ 198,712	$ 54,040
TOTAL			**$ 352,963**			**$ 434,582**

Budgetary Processes and Planning

Budget Adoption Process

During the month of September, operating and capital budget requests are prepared by Department Directors and submitted to the Assistant Manager for consideration during budget review workshops. The Assistant Manager either approves or makes changes to the requested budget after consultation with the Manager, Department Directors and key members of the Financial Services Department 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 available for public comment and inspection.

During the month of November, Borough Council conducts budget review with the Manager and Borough staff. A public hearing is conducted in early December at which time input, comments and feedback from the public is heard. Following the formal public hearing process, 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 31 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 nor specifically designated by the Manager to be carried forward to the next calendar year, lapse on December 31 each year.

Amending the Budget

If, during the course of the fiscal year, circumstances arise causing a significant impact to the adopted budget and the services provided to the community, the budget may be amended. To begin the amendment 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, a 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 the Borough develops its operating plan. The tools ANALYZE, PLAN, MONITOR and REPORT are engaged in a specific sequence within the system:

- Citizen's Survey;
- Financial Trend Monitoring;
- Performance Measurement;
- Strategic Plan;
- Capital Improvement Plan;
- Annual Operating Budget.

The Borough has used some components for many years, but others are relatively new. Continued efforts to build and improve upon the system and each individual component will occur in the future.

Budget Structure and Methodology

State College Borough utilizes a program-based budget system. 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 where appropriate:

- Mission Statement;
- Goals;
- Strategic Objectives;
- Budget Impact Items;
- Detail on Appropriations;
- Line Item Budget.

Budgets for each Department are summarized by major expenditure category where appropriate:

- **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 six proprietary funds:

1. **Governmental Funds**
    1. General Fund
    2. Capital Projects Fund
2. **Proprietary Funds**
    1. Parking Fund
    2. Sanitary Sewer Fund
    3. Refuse Collection Fund
    4. Compost Operations Fund
    5. Bus Terminal Fund
    6. Bellaire Court Fund

Long Range Planning

LONG RANGE PLANNING **47**

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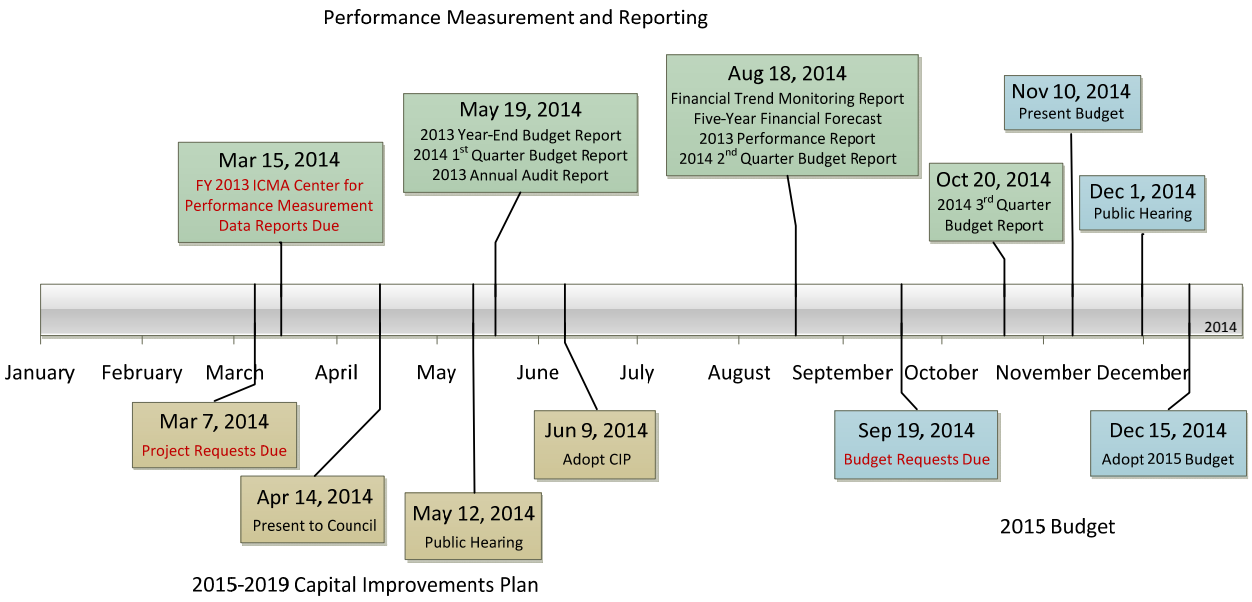
STRATEGIC PLAN 49

Long Range Planning

2014 Budget Planner



Strategic Plan

In the fall of 2008 and continuing through 2009, State College Borough initiated and completed a comprehensive strategic planning process. This included identification of mission and core values through a variety of methods:

- Group discussion;
- Environmental Scanning;
- Summarization and analysis;
- Operations review including individual interviews;
- Budget analysis;
- Visioning;
- Goal setting;
- Action planning;
- "What if" scenario planning/budgeting;
- Prioritization of implementation action plans.

The process culminated in a consensus building process that included individual interviews with elected officials.

The 2009-2014 Strategic Plan for State College Borough outlines 6 goals for the future of the Municipality. The highest priority objectives as identified by Council members are highlighted in bold.

Neighborhoods

Goal 1: Maintain safe, stable, attractive neighborhoods

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

Services

Goal 2: Improve Operational Support System 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 MUNIS system planning and implementation
- Develop a succession plan
- Achieve greater 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

Partnerships

Goal 3: 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 University**
- Develop a strategy for county-wide tax collection legislation
- Explore Vertical integration strategy with county, state, school districts, PSU, Chamber, etc. (“super partnership”)

Housing

Goal 4: Expand Housing Opportunities

- **Establish partnerships 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)

Public Spaces and Infrastructure

Goal 5: 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

Revitalization

Goal 6: 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

Debt Management

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Debt Management

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.
- Non-electoral 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% to arrive at the non-electoral debt limit.

All State College Borough's long-term debts are non-electoral and are classified as general obligations of the Borough.

The Local Government Unit Debt Act provides that certain debt supported by revenue-prod ucing facilities is considered "self-liquidating" and may be excluded from the debt limit with the approval of DCED. The Parking Fund debt is considered to be self-liquidating. As of January 2013, based on this borrowing base and the exclusion of self-liquidating debt, the Borough's remaining debt capacity is approximately $68 million.

Debt Limit

Legal Debt Limit Calculation

Borrowing Base **(average revenues, 2010-2012)**	$33,852,221
	x 250%
	$84,630,552

Current Outstanding Debt

Current Gross Indebtedness **(November 1, 2013)**	**$30,916,954**

(Amount includes the unrefunded portion of the 2009 General Obligations Bonds; the 2010 Pennsylvania Infrastructure Bank Loan; the Borough's share of the 2011 Centre Region Recreation Authority Debt for Regional Parks and the 2012 Guaranteed Revenue Bond for Regional Pools; the 2012A General Obligation Bonds)

Self-liquidating Debt

Parking Fund	**$17,243,598**
Remaining Debt Capacity	**$70,957,196**

Summary of Borrowing

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 exceeded the 3% threshold set forth in the Debt Policy adopted by Council in Resolution 960 of February 2008. The resulting $29,265,000 General Obligation Bond Issue was sold online via the MuniAuction website. The Bank of New York Mellon submitted the winning bid with interest rates ranging from 1.00% 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 represented an upgrade of the Aa3 rating previously assigned the Borough by Moody's Investors Service.

In January 2010, State College Borough was awarded a borrowing of a 10 year, $500,000 loan at 1.625% annual interest rate through the Pennsylvania Infrastructure Bank (PIB) for the Calder Way Storm Sewer rehabilitation project.

In April 2011, Centre Regional Recreation Authority, through the Centre Region Council of Governments (COG) entered into a 20-year agreement with Fulton Bank to incur debt for $7.6 million for the regional parks improvements. 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 2011 COG Modified Formula, will be 23.37% or $1,771,168. Funding for this debt is listed as part of Pools Capital in the Regional Program section of this Budget.

In February of 2012, the Borough refinanced its outstanding General Obligation Bonds, Series of 2005 in the amount of $1,460,000. The proceeds from this bond issue will be used to refund all the outstanding General Obligation Bonds, Series of 2005 (Refunded 2005 Bonds) and pay the costs of issuing the bonds. The Net Present Value (NPV) of refinancing the remainder of the General Obligation Bonds, Series of 2005, was $225,001 and represented a 16.54% savings as a percent of refunded principal. This savings exceeds the 3% threshold set forth in the Debt Policy adopted by Council in Resolution 960 of February 2008.

The bonds, sold online as in the past via the MuniAuction website, were again rated AA by Standard & Poors as a long term, stable outlook. Interest rates range from 0.6% to 2.48%, increasing over time until the bonds mature in November 2026.

In November of 2012, Centre Regional Recreation Authority, through the Centre Region Council of Governments (COG), sold Guaranteed Revenue Bonds, Series 2012, in the amount of $6,128,000 to refinance the April 2008 Pools debt. The State College Borough’s portion of this refinance remained at 25.69%, or $1,574,283. The bonds will mature in December 2028.

In November of 2012, the Borough refinanced its outstanding General Obligation Bonds, Series of 2009, in the amount of $9,900,000. The proceeds from this bond issue Series 2012 A were used to refund a portion of the principal of the Borough's outstanding General Obligation Bonds, Series of 2009 (the "Refunded 2009 Bonds"), and pay the costs of issuing the Bonds. The Net Present Value (NPV) of refinancing the General Obligation Bonds, Series of 2009, was $541,265.06 and represented a 5.88% savings as a percent of refunded principal. This savings exceeds the 3% threshold set forth in the Debt Policy adopted by Council in Resolution 960 of February 2008.

It is anticipated by the end of the year, the Borough will finalize a twenty year Bank Note in the amount of $8,838,000 for the construction of a new Municipal Service Facility. Jersey Shore State Bank submitted the winning bid with interest rates ranging from 2.34% to 5.25%. Repayments on this Bank Loan are expected to begin in 2015.

2014 Debt Service

2014 Debt Service Details

2009 General Obligation Bond Issue	**$**	**2,143,322**
General Fund	$	902,662
Parking Fund	$	1,240,660
2010 Pennsylvania Infrastructure Bank Loan	**$**	**54,375**
2011 General Obligation Bond Issue	**$**	**126,932**
(Regional Debt incurred for Regional Parks projects)		
2012 General Obligation Bond Issue	**$**	**39,445**
(Parking Fund)		
2012A General Obligation Bond Issue	**$**	**197,000**
General Fund	$	11,249
Parking Fund	$	185,751
2012 Guaranteed Revenue Bond	**$**	**84,135**
(Regional Debt incurred for Park Forest and Welch Pools)		

Debt Service Schedule

DEBT SERVICE SCHEDULE Principal and Interest Payments					
Year	General Fund	Parking Fund	Regional- Pools	Regional-Parks	*TOTAL*
2014	$ 913,911	$ 1,465,856	$ 114,740	$ 132,230	$ 2,626,737
2015	$ 947,087	$ 1,299,531	$ 114,740	$ 132,269	$ 2,493,627
2016	$ 954,731	$ 1,463,594	$ 114,738	$ 132,250	$ 2,665,313
2017	$ 959,994	$ 1,508,181	$ 114,742	$ 132,259	$ 2,715,176
2018	$ 959,763	$ 1,507,377	$ 114,736	$ 132,273	$ 2,714,149
2019	$ 967,603	$ 1,505,087	$ 114,737	$ 132,242	$ 2,719,669
2020	$ 921,074	$ 1,543,926	$ 114,736	$ 132,249	$ 2,711,985
2021	$ 876,672	$ 1,598,110	$ 114,736	$ 132,253	$ 2,721,771
2022	$ 872,528	$ 1,594,624	$ 114,736	$ 132,266	$ 2,714,154
2023	$ 879,333	$ 1,596,349	$ 114,740	$ 132,270	$ 2,722,692
2024	$ 881,878	$ 1,598,872	$ 114,739	$ 132,274	$ 2,727,763
2025	$ 718,802	$ 1,748,691	$ 114,739	$ 132,238	$ 2,714,470
2026	$ -	$ 655,680	$ 114,736	$ 132,283	$ 902,699
2027	$ -	$ -	$ 114,739	$ 132,225	$ 246,964
2028	$ -	$ -	$ 114,737	$ 132,279	$ 247,016
2029	$ -	$ -	$ -	$ 132,235	$ 132,235
2030	$ -	$ -	$ -	$ 132,257	$ 132,257
2031	$ -	$ -	$ -	$ 132,251	$ 132,251
TOTAL	**$ 10,853,376**	**$ 19,085,878**	**$ 1,721,071**	**$ 2,380,603**	**$ 34,040,928**

Capital Improvements

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Capital Improvements Program

Budget Overview

The five-year Capital Improvement Plan (CIP) is a compilation of projects that meet the threshold of cost and scope established for the Borough's capital budget. The CIP includes only those items having a value of $25,000 or higher and an estimated life of six years or longer. Eligible items include:

- Acquisition of property;
- Purchase of new equipment (not covered by depreciation previously set aside and funded by the Asset Replacement Fund);
- Major rehabilitation or replacement of existing facilities or new construction;
- Consulting fees for special one-time projects with a cost in excess of $25,000.

There are a total of 29 projects planned and funded in 2014 purchases and projects in Streets, Storm Water, Buildings, Parks, Information Technology, Police, Public Works and Enterprise operations of the Borough. Capital expenditures for 2014 are programmed at $17,162,800. This total is being appropriated from various funds allocated as follows:

2014 Capital Expenditures by Fund

CAPITAL FUND	$	14,226,300
DESIGNATED CAPITAL FUND	$	618,500
PARKING FUND	$	1,368,000
SANITARY SEWER FUND	$	950,000
COMPOST FUND	$	-
REFUSE FUND	$	-
TOTAL	**$**	**17,162,800**

Capital Fund Overview

Capital Projects Overview

		BUDGET 2013		YE PROJECTION 2013		BUDGET 2014
BEGINNING FUND BALANCE	**$**	**5,295,638**	**$**	**5,698,552**	**$**	**4,316,251**
REVENUE	$	7,986,392	$	774,412	$	12,170,740
EXPENDITURES	$	10,738,724	$	2,156,713	$	14,844,800
ENDING UNRESERVED FUND BALANCE	**$**	**2,543,306**	**$**	**4,316,251**	**$**	**1,642,191**

2014 Capital Projects

2014 Capital Projects List

Project Number	Project	2014 Project Expenses
BD052	MUNICIPAL SERVICE FACILITY	$ 8,838,300
BD131	MUNICIPAL BUILDING IMPROVEMENTS	$ 205,000
BD134	MECHANICS GARAGE CNG UPGRADE	$ 400,000
IT240	CORE SWITCH REPLACEMENT	$ 314,500
OP121	ENERGY SAVINGS PROJECT	$ 195,000
OP123	BUSINESS FORMATION AND RETENTION REVOLVING LOAN FUND	$ 50,000
OP124	DISCOVERY SPACE CAPITAL GRANT	$ 50,000
OP140	ADDITIONAL POLICE MOTORCYCLE	$ 28,000
OP141	STRATEGIC PLAN UPDATE	$ 50,000
OP142	DOWNTOWN MASTER PLAN INFRASTRUCTURE IMPROVEMENTS	$ 335,000
OP151	HOMESTEAD INVESTMENT PROGRAM (HIP)	$ 1,000,000
PF111	BEAVER GARAGE MAINTENANCE	$ 300,000
PF138	PARKING STUDY	$ 198,000
PF139	PARCS SOFTWARE SYSTEM REPLACEMENT	$ 750,000
PK001	PLAYGROUND EQUIPMENT	$ 25,000
PK084	HIGH POINT PARK TRAIL CONSTRUCTION	$ 52,500
PK141	FRASER STREET PUBLIC SPACE	$ 90,000
SS-1	SANITARY SEWER REHABILITATION/REPLACEMENT	$ 575,000
SS-2	SANITARY SEWER INFLOW & INFILTRATION REDUCTION	$ 375,000
ST115	ADA COMPLIANCE PROJECT	$ 68,000
ST121	ATHERTON CORRIDOR IMPROVEMENT PROJECT	$ 1,675,000
ST135	PUGH STREET STREETSCAPE PROJECT	$ 775,000
ST941	BICYCLE FACILITY IMPROVEMENTS	$ 40,000
SW111	STORMWATER PROJECTS	$ 155,000
Total		**$ 16,544,300**

Designated Funds

The following projects have designated balances within the Capital Projects Fund Budget. Designated funds are reserved for the following projects and appropriated and expensed in accordance with the 2014-2018 Capital Improvement Plan. Anticipated 2014 appropriations and 2014 anticipated project costs and 2014 project expenses are outlined below.

2014 Designated Funds

Project Number	Project Name	2014 Appropriation	2014 Anticipated Project Costs
BD015	MUNICIPAL BUILDING MAINTENANCE	$ 82,500	$ 82,500
PK200	PARK LAND ACQUISITION/IMPROVEMENT	$ 25,000	$ 25,000
ST001	STREET RECONSTRUCTION	$ 520,000	$ -
ST002	STREET/ALLEY RESURFACING	$ 325,000	$ 325,000
ST022	TRAFFIC SIGNAL IMPROVEMENTS	$ 186,000	$ 186,000
	TOTAL	**$ 1,138,500**	**$ 618,500**

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General Fund Overview

Budget Summary

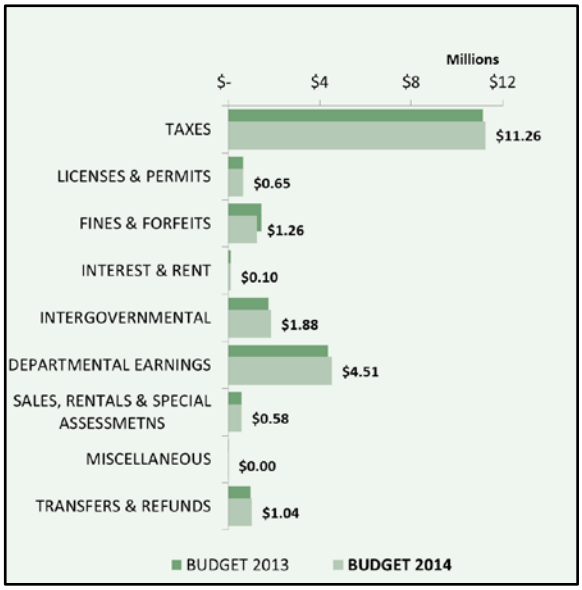
Budget Summary (2013-2014)

		BUDGET 2013		YE PROJECTION 2013		BUDGET 2014
BEGINNING FUND BALANCE	**$**	**5,969,214**	**$**	**5,826,633**	**$**	**5,186,946**
(Reserved and Unreserved)						
REVENUE	$	21,002,426	$	20,989,205	$	21,283,025
EXPENDITURES	$	22,224,436	$	21,628,892	$	23,345,032
ADD/USE FUND BALANCE	$	(1,222,011)	$	(639,687)	$	(2,062,007)
ENDING FUND BALANCE	**$**	**4,747,203**	**$**	**5,186,946**	**$**	**3,124,939**
(Reserved and Unreserved)						
Reserved - Act 13 Municipal Impact Fee	$	(31,891)	$	-	$	-
Reserved - Future Pension Obligations	$	(1,532,989)	$	(1,532,989)	$	(323,535)
TOTAL FUND BALANCE - RESERVED	$	(1,564,880)	$	(1,532,989)	$	(323,535)
UNRESERVED ENDING FUND BALANCE	**$**	**3,182,323**	**$**	**3,653,957**	**$**	**2,801,404**
12% Unreserved Requirement	$	(2,666,932)	$	(2,595,467)	$	(2,801,404)

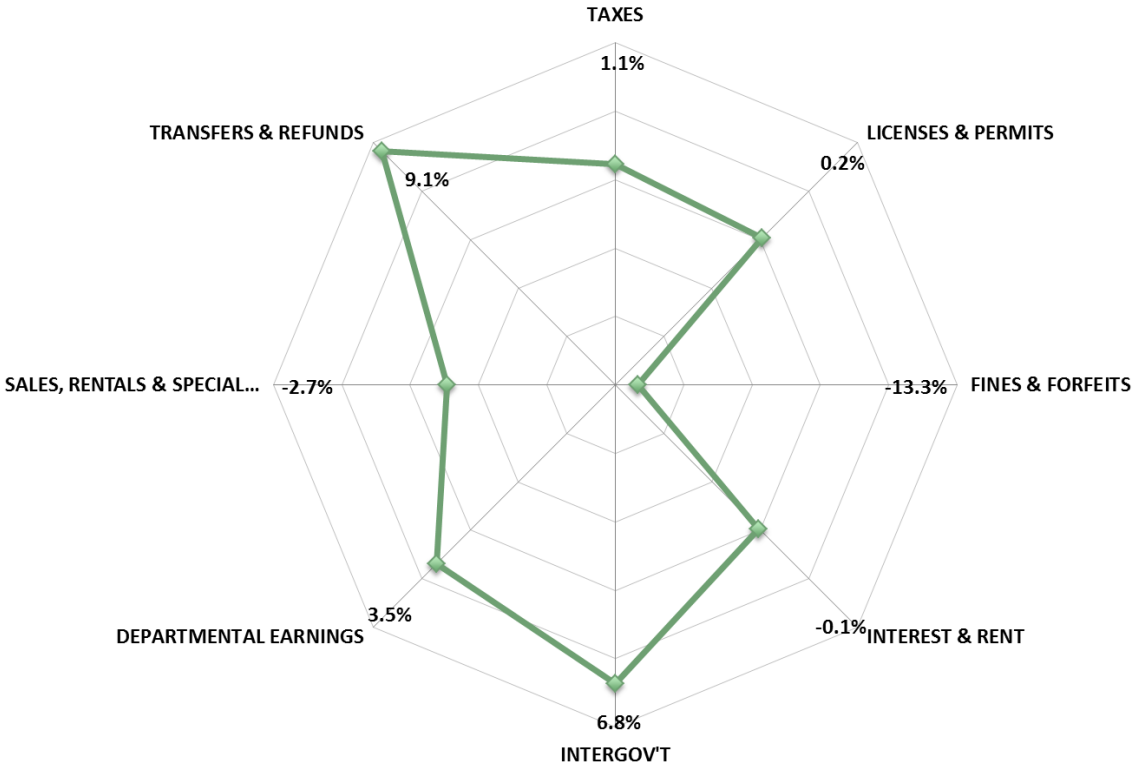
Revenues by Category

2014 General Fund Revenues by Category

REVENUE	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
TAXES	$11,130,000	$ 11,305,155	$ 11,257,317
LICENSES & PERMITS	$ 649,325	$ 660,675	$ 650,725
FINES & FORFEITS	$ 1,448,000	$ 1,135,486	$ 1,255,000
INTEREST & RENT	$ 103,650	$ 102,150	$ 103,500
INTERGOV'T	$ 1,763,292	$ 1,876,252	$ 1,883,787
DEPARTMENTAL EARNINGS	$ 4,358,731	$ 4,320,434	$ 4,511,206
SALES, RENTALS & SPECIAL...	$ 594,850	$ 593,222	$ 578,850
MISCELLANEOUS	$ 200	$ 12,150	$ 1,000
TRANSFERS & REFUNDS	$ 954,378	$ 983,681	$ 1,041,641
TOTAL REVENUE	**$21,002,426**	**$ 20,989,205**	**$ 21,283,025**



Percent Change By Category (2013-2014 Budget)*

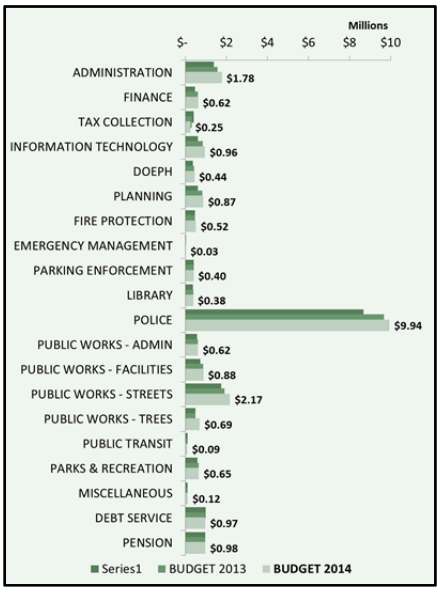


*Miscellaneous Omitted (400% Change)

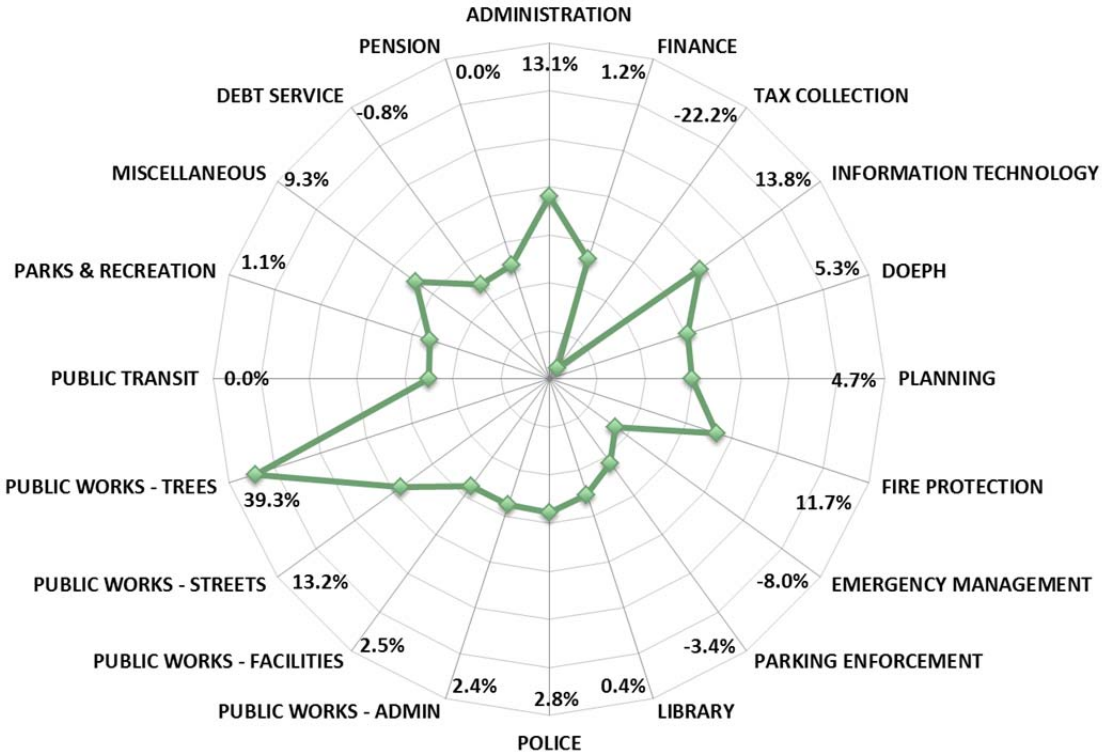
Expenditures by Department

General Fund Expenditures by Department

DEPARTMENT	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
ADMINISTRATION	$ 1,572,577	$ 1,549,446	$ 1,778,438
FINANCE	$ 616,064	$ 529,927	$ 623,591
TAX COLLECTION	$ 318,984	$ 290,692	$ 248,201
INFORMATION TECHNOLOGY	$ 839,794	$ 686,002	$ 955,872
DOEPH	$ 419,344	$ 385,551	$ 441,449
PLANNING	$ 831,648	$ 791,287	$ 870,770
FIRE PROTECTION	$ 461,213	$ 494,217	$ 515,304
EMERGENCY MANAGEMENT	$ 27,541	$ 27,541	$ 25,349
PARKING ENFORCEMENT	$ 417,683	$ 392,717	$ 403,365
LIBRARY	$ 381,544	$ 381,544	$ 383,102
POLICE	$ 9,671,157	$ 9,445,663	$ 9,939,322
PUBLIC WORKS - ADMIN	$ 604,182	$ 711,577	$ 618,825
PUBLIC WORKS - FACILITIES	$ 859,627	$ 831,466	$ 880,957
PUBLIC WORKS - STREETS	$ 1,915,944	$ 1,840,343	$ 2,168,517
PUBLIC WORKS - TREES	$ 496,417	$ 486,754	$ 691,576
PUBLIC TRANSIT	$ 90,800	$ 90,800	$ 90,800
PARKS & RECREATION	$ 639,817	$ 639,817	$ 647,028
MISCELLANEOUS	$ 107,500	$ 109,800	$ 117,500
DEBT SERVICE	$ 976,322	$ 967,471	$ 968,787
PENSION	$ 976,278	$ 976,278	$ 976,278
TOTAL	**$ 22,224,436**	**$ 21,628,892**	**$ 23,345,032**



Percent Change By Department (2013-2014 Budget)



Detail on Receipts

Overview

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; Sales, Rentals, Assessments and Miscellaneous; and Indirect Costs, Interfund Transfers and Refunds.

Goals

- Encourage revenue base growth through economic revitalization strategies;
- Maintain reserves at adequate levels to provide for short-term financial protection of programs and services;
- Identify additional revenue sources to improve the "financial sustainability" of the Borough.

Budget Impacts

2013 year-end revenues in Fines and Forfeits is projected to be below budget by $312,514, a decrease of 13.33%.

The Borough currently levies the following taxes:

- 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 2014 follows.

Details on Appropriations

Taxes

As a Home Rule municipality, the Borough is generally not subject to the rate limitations on resident taxation set forth in state enabling legislation for the following tax levies: Real Estate, Net Profits and Realty Transfer and Earned Income taxes.

40100 – Real Estate Tax: 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 2013, the Borough's Eeal Estate Tax rate was 11.040 mills. The Manager's proposed 2014 Budget recommended a Real Estate Tax rate increase of 1.5 mills for a total of 12.540 mills. However, Council adopted the 2014 Budget without an increase in the Real Estate Tax rate and opted instead to use available fund balance to balance the budget.

Centre County and the State College Area School District also levy the Real Estate Tax at the rates of 7.840 and 38.750 mills respectively. The Borough Tax Collection Department collects the Real Estate Tax

for the Borough and the School District, and Centre County collects their real estate taxes by themselves.

A mill is the equivalent of $1 in tax on each $1,000 of a property's assessed value, or 0.001 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 county-wide property reassessment. At that time, the County fixed the ratio of market to assessed value at 50%. 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.

Since 2006, the Borough has offered 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 properties. Approximately 2,200 properties in the Borough have been qualified for this 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.

This line item also includes penalties on Real Estate Taxes paid to the Tax Collection Department after the discount and face periods have expired. Additionally, it also includes penalties collected on delinquent Real Estate Taxes by the Centre County Tax Claims Bureau.

40200 – Real Estate Transfer Tax: The revenue for this line item reflects a rate of 1.25% of the sales price for real estate transactions occurring within the Borough. 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.

40300 – Earned Income Tax: The Earned Income and Net Profits Tax is the Borough's other principal source of revenue and is primarily through employer withholding. 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 2014, the rate for residents is 1.30%, of which 0.80% is levied through the exercise of Home Rule taxing powers. The rate for non-residents is fixed at 1.00% and may not be increased. The School District also levies this tax on residents of the Borough at the rate of 0.95%, making the combined resident rate 2.25% (the School District may not tax non-residents).

40400 – Local Services Tax: 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 Collection Department collects this levy for the Borough, the School District, and by contract, for several other political subdivisions.

Licenses and Permits

41175 – Cable Television Franchise Fee: The Borough's current television cable franchise agreements with Comcast and Windstream provide for a franchise rate of 5% of gross revenues.

41200 – Commuter Parking Permits: Commuters may purchase a monthly permit from the Borough that enables them to park their vehicle on designated streets close to the downtown.

41350 –Health Licenses/Permits: The Department of Ordinance Enforcement and Public Health (DOEPH) issues annual licenses for eating and drinking establishments, retail food establishments and massage and tattoo establishments.

41425 – Loading Zone Permits: To regulate the use of loading zones in the central business district, an annual permit is required for non-commercially licensed vehicles that wish to use the zones for business purposes.

41500 – Residential Parking Permits: Residents of the residential and commuter parking districts may purchase an annual permit from the Borough that allows them to park their vehicles on the street beyond the posted time limits.

41525 – Residential Rental Permits: There are approximately 9,700 residential rental units in the Borough. While the Centre Region Code Administration (CRCA) agency 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 per unit is imposed on the owners of residential rental units in the Borough. This fee is collected by CRCA, along with the regional rental housing permit fee, and then remitted to the Borough. A fee of $25 is charged for processing changes in the ownership of residential rental units and Borough staff collects this fee at the time the ownership changes are filed.

41600 – Sign Permits/Licenses: A permit/license is required for all new signs erected in the Borough. The fees vary depending upon the size of the sign.

41625 – Street Permits: Contractors are required to obtain a permit from the Borough whenever they excavate or occupy a public street.

41650 – Towing Licenses: 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.

41675 – Transient Retail Licenses: Persons who engage in canvassing, soliciting, foot and vehicle peddling, door-to-door sales and transient retail businesses are required to obtain a license from the Borough. Daily, weekly, monthly and annual licenses are available, at varying fees.

41750 – Zoning/Site Review Fees: This item covers revenues received from zoning permits and staff review of site plans.

Fines and Costs

42100 – Crimes Code Violations: 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.

42110 – Vehicle Code Violations Local fines are imposed and collected by the District Judge for Vehicle Code citations issued by Borough Police Officers. Fines collected by the Centre County Probation Office for DUI violations are also included in this line item.

42120 – Ordinance Violations (Parking Enforcement): Some 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 a.m. to 6 a.m.) parking restriction. Revenue for "boot" fees, paid by parking scofflaws to release vehicles that have been immobilized, is also included in this line item.

Other fines are imposed and collected by the District Judge for violations issued by Parking Enforcement Officers, but which have not been paid at the Municipal Building. If the fine for these violations is not paid after 30 days, the issuing officer files a citation against the registered owner of the vehicle before the District Judge and the matter is adjudicated in Magisterial Court.

42120 – Ordinance Violations (Police): These fines are paid at the Municipal Building for non-meter parking violations issued by Borough Police Officers. If the fine for these violations is not paid after 30 days, the issuing officer files a citation before the District Judge and the matter is adjudicated in Magisterial Court.

42120– Ordinance Violations (DOEPH): These fines are paid at the Municipal Building for violations issued by Borough Ordinance Enforcement Officers, including but not limited to, snow, grass, refuse/recycling, lawn parking and dog law offenses. If the fine for these violations is not paid after 30 days, the issuing officer files a citation before the District Judge and the matter is adjudicated in Magisterial Court.

42130 – State Police Fines: 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.

42140 – Parking Meter Violations: 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 downtown. This revenue line item also includes fines imposed and collected by the District Judge for parking meter violations issued by Borough 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 with the District Judge and the matter is adjudicated in Magisterial Court.

Interest Earnings/Rent

43100 – Interest Earnings: Revenue received from interest earned on the investment of temporarily 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 in money market accounts, the Pennsylvania Local Government Investment Trust (PLGIT) and certificates of deposits with local financial institutions. A cash concentration account is also maintained for the overnight investment of deposited funds.

43150 – Rent: Revenue in this line item is the annual credit for Centre Region Council of Governments' proportionate share of the rent paid by the agencies for the Centre Region Council of Governments (COG) Office Building Project. In previous years, this revenue line item appeared in the Regional Programs section of expenditures as an offsetting line item, reducing the appropriation for COG programs.

43170 – Rent of Facilities: Centre County's Government and Education Access Television Network (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. The Central Pennsylvania Farmers Market Association leases 250 square feet of space in the lobby of the Municipal Building on Fridays from January through April for the indoor farmers market. Fees are also charged to firms and groups that use meeting facilities in the Municipal Building for other than civic purposes.

Intergovernmental Revenue (44100 – 45600)

44100 – Federal Grants (Police):

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 (VCICM) Unit established under the Encouraging Arrests Program. This program provides assistance to the victims of domestic violence.

STOP Violence Against Women Program: 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 position.

Joint Source Investigation Project Grant (SIP): 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.

Communities That Care Grant: 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.

Juvenile Intervention/Youth Aid Panel 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. The program offers sentencing alternatives for youthful offenders.

44100 – Federal Grants (Planning):

Supportive Housing Program: 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.

44200 – State Grants (Police):

Traffic Safety Grant: 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.

Drug Task Force: 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.

DUI Sobriety Checkpoint Grant: The Pennsylvania Department of Transportation awarded a grant to six local law enforcement agencies that 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.

44200 – State Grants (Public Works): The Public Works Administration Department anticipates applying for a grant to aid in the development of an Emerald Ash Borer Management Plan. The $5,000 grant would support a $10,000 expenditure and the Borough's $5,000 match could be a combination of both cash and in-kind services.

45300 – State Entitlements:

Public Utility Realty Tax: The Borough receives an annual distribution from the Commonwealth for a portion of the State Tax on realty owned by public utilities. The distribution is based upon a formula that 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.

Alcoholic Beverage Licenses: The Pennsylvania Liquor Control Board (PLCB) distributes license fee revenue to the Borough for the 33 establishments currently licensed to serve alcoholic beverages in the Borough. The Borough's share of the fee is $300 per establishment.

45600 – Local Shared Revenue (Police):

School Resource Officer Program: 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.

Sponsored Training Fees: Municipal Police Officers from Centre County 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.

Departmental Earnings

46100 – Contract for Shared Services (Administration): The revenue in this line item is anticipated from the Pennsylvania State University through on-going discussion to coordinate efforts to fully staff an Office of Community Engagement.

46100 – Contract for Shared Services (Finance): This line item covers revenue from financial services furnished by the Borough to the COG, Schlow Centre Region Library and C-NET.

46100 – Contract for Share Services (Tax): This item includes revenue for tax collection services furnished by the Borough to other political subdivisions. The Tax Collection Department collects Real Estate, Local Services, Pre-Act 32 Earned Income and Net Profits Taxes for the State College Area School District on an actual cost plus 20% overhead basis. The Local Services Tax, under two separate agreements, is collected as described herein:

Political subdivisions located in the Bellefonte Area School District that levy the Local Services tax, along with the District, have contracted with State College Borough Tax Collection Department to collect their Local Services tax at the commission rate of 3% of net collections for 2013. In addition to those political subdivisions, effective January 2013, the Tax Collection Department began serving as the Local Services Tax Collector for the political subdivisions located in the Bald Eagle Area School District that levy the tax, along with the District, at the commission rate of 4% of net collections for 2013. It should be noted that the higher fee is applicable to the first year of collections due to the added costs associated with data conversion and supplemental mailings to employers and self-employed taxpayers. For 2014, the Bald Eagle Area School District will be provided services at the 3% rate assigned to other members.

The member municipalities located in the State College Area School District were migrated for 2013 activities to a commission based on 3% of net collections. This move was designed to have all political subdivisions and school districts that levy the Local Services Tax to have one uniform method of billing for services rendered on their behalf.

46100 – Contract for Shared Services (Information Technology): This line item covers information technology services furnished by the Borough to neighboring jurisdictions and other governmental entities.

46100 – Contract for Shared Services (Public Works Facilities): The Borough furnishes custodial and building maintenance services to Schlow Centre Region Library and to the Centre Area Transportation Authority (CATA) for the space they occupy in the Library building.

46100 – Contract for Shared Services (Police): Both College and Harris Townships will continue to contract with the Borough for police services. 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 that includes all overhead and indirect costs. For 2014, the base rate for contracted service is estimated to be $100.87 per hour and the premium rate for additional hours is estimated to be $121.89. These estimated rates are reconciled to actual after year-end and adjustments are made accordingly.

For 2014, the Borough recommends contracting with College Township for 265 hours of service per week, which will generate $1,389,989 in revenue, while the recommendation for Harris Township would be to contract for 76 hours of service per week, which will generate $398,638.

This item also 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 University homecoming parade. At the request of the University, Borough Police Officers are assigned to provide security at Beaver Stadium and related traffic control services during home football games. Penn State University reimburses the Borough for the cost of these services.

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 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.

This line item also includes revenue from the State College Area School District, which reimburses the Borough for 50% of the cost of providing the School Crossing Guards.

46100 – Contract for Shared Services (Ordinance Enforcement and Public Health): 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 rate, which covers the cost of salaries, benefits and vehicle use for DOEPH staff that perform the services. Also included in this line item is revenue from facility plan reviews and food handler certification exam fees.

46100 – Contract for Shared Services (Public Works Services): The Public Works Department furnishes direct-charge labor and equipment services to several of the Borough's enterprise funds including Parking, Sanitary Sewer, Refuse/Recycling, Compost Operations, Bellaire Court and the Bus Terminal. This line item covers reimbursement to the General Fund for those services as well as reimbursement for Public Works Department services furnished to other entities, such as traffic control services for Penn State University home football games from Penn State University.

46110 – Sale of Materials/Concessions (Police): Fees charged by the Borough Police Department for copies of incident and vehicle crash reports and record checks are included in this line item.

46210 – Sale of Materials/Concessions (Miscellaneous): 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.

(47390, 47500) – Meter Collections/Rentals (Street): This item includes the revenue collected from the Borough's 398 on-street parking meters and the revenue from rental of meter bags. The on-street metered parking rates were increased to $1 per hour in 2005 and the enforcement of these meters now begins at 10 a.m. and ends at 10 p.m. (This change went into effect in August 2013). The revenue budgeted for this line item in 2014 represents collections from on-street meter collections and from meter bag rentals.

47500 – Special Assessments (Shade Tree): 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.

Miscellaneous Revenue

48120 – Miscellaneous Revenue: 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. This item also covers revenue that is not attributable to another budget line item, including the sale of maps and ordinances.

Indirect Costs/Interfund Transfers (49165 – 49180)

49165 – Indirect Cost Reimbursement: The enterprise and internal service funds reimburse the General Fund for indirect costs such as administrative, human resources, financial, purchasing, technical services, building space allocation, etc., based on the Borough's Central Services Cost Allocation Plan that is updated annually by Maximus Consulting. Interfund transfers from the Centre Tax Agency (the Borough entity performing county-wide earned income and net profits tax collection services) and the Community Development Block Grant (CDBG) program are also included.

49180 – Refund Prior Year Expenses: As a member of the Pennsylvania Municipal Health Insurance Co-op, the Borough receives some revenue when the Co-operative's premium revenue exceeds their claims in a given year.

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
B101-99-99-00-0000-000-40100	REAL ESTATE TAXES	$ 4,780,000	$ 4,924,155	$ 4,907,317
B101-99-99-00-0000-000-40200	REAL ESTATE TRANSFER TAX	$ 775,000	$ 775,000	$ 775,000
B101-99-99-00-0000-000-40300	EARNED INCOME TAX	$ 4,400,000	$ 4,400,000	$ 4,400,000
B101-99-99-00-0000-000-40400	LOCAL SERVICES TAX	$ 1,175,000	$ 1,206,000	$ 1,175,000
	TOTAL - TAXES	**$ 11,130,000**	**$ 11,305,155**	**$ 11,257,317**
B101-99-99-00-0000-000-41175	CABLE TELEVISION FRANCHISE FEE	$ 350,000	$ 343,250	$ 350,000
B101-10-56-00-0000-000-41200	COMMUTER PARKING PERMITS	$ 50,000	$ 47,000	$ 50,000
B101-12-40-00-0000-000-41350	HEALTH LICENSES/PERMITS	$ 50,000	$ 47,000	$ 50,000
B101-10-32-00-0000-000-41425	LOADING ZONE PERMITS	$ 2,000	$ 1,500	$ 1,500
B101-10-56-00-0000-000-41500	RESIDENTIAL PARKING PERMITS	$ 2,000	$ 2,000	$ 2,000
B101-12-40-00-0000-000-41525	RESIDENTIAL RENTAL PERMITS	$ 165,000	$ 187,000	$ 165,000
B101-11-45-00-0000-000-41600	SIGN PERMITS	$ 2,000	$ 2,600	$ 2,400
B101-13-73-00-0000-000-41625	STREET PERMITS	$ 4,000	$ 6,000	$ 5,500
B101-11-65-00-0000-000-41650	TOWING LICENSES	$ 2,325	$ 2,325	$ 2,325
B101-12-40-00-0000-000-41675	TRANSIENT RETAILERS LICENSE/PE	$ 13,000	$ 13,000	$ 13,000
B101-11-45-00-0000-000-41750	ZONING PERMITS/PLAN REVIEWS	$ 9,000	$ 9,000	$ 9,000
	TOTAL - LICENSES & PERMITS	**$ 649,325**	**$ 660,675**	**$ 650,725**
B101-11-65-00-0000-000-42100	CRIME CODE VIOLATIONS	$ 400,000	$ 285,000	$ 325,000
B101-11-65-00-0000-000-42110	VEHICLE CODE VIOLATIONS	$ 160,000	$ 125,000	$ 140,000
B101-11-56-00-0000-000-42120	ORDINANCE VIOLATIONS (PARKING)	$ 426,000	$ 323,704	$ 350,000
B101-11-65-00-0000-000-42120	ORDINANCE VIOLATIONS (POLICE)	$ 117,000	$ 135,000	$ 125,000
B101-12-40-00-0000-000-42120	ORDINANCE VIOLATIONS (DOEPH)	$ 40,000	$ 27,000	$ 40,000
B101-11-65-00-0000-000-42130	STATE POLICE FINES	$ 25,000	$ 22,000	$ 25,000
B101-11-56-00-0000-000-42140	PARKING METER VIOLATION FINES	$ 280,000	$ 217,782	$ 250,000
	TOTAL - FINES & FORFEITS	**$ 1,448,000**	**$ 1,135,486**	**$ 1,255,000**
B101-11-65-00-0000-000-43100	INTEREST EARNINGS	$ -	$ -	$ -
B101-99-99-00-0000-000-43100	INTEREST EARNINGS	$ 30,000	$ 29,500	$ 30,000
B101-99-99-00-0000-000-43150	RENT	$ 73,550	$ 72,000	$ 73,000
B101-99-99-00-0000-000-43170	RENT OF FACILITIES	$ 100	$ 650	$ 500
	TOTAL - INTEREST & RENT	**$ 103,650**	**$ 102,150**	**$ 103,500**
B101-11-65-00-0000-000-44100	FEDERAL GRANTS (POLICE)	$ 301,000	$ 306,050	$ 306,050
B101-14-42-00-0000-000-44100	FEDERAL GRANTS (PLANNING)	$ 8,800	$ 8,165	$ 11,080
B101-16-74-00-0000-000-44100	FEDERAL GRANTS (PW TREES)	$ -		$ 5,000
B101-99-99-00-0000-000-44100	FEDERAL GRANT	$ -	$ -	$ -
B101-11-65-00-0000-000-44200	STATE GRANT	$ 65,000	$ 80,000	$ 77,000
B101-11-50-00-0000-000-45300	STATE ENTITLEMENT	$ 201,923	$ 234,657	$ 234,657
B101-99-99-00-0000-000-45300	STATE ENTITLEMENT	$ 1,036,569	$ 1,021,900	$ 1,020,000
B101-10-30-00-0000-000-45600	LOCAL SHARED REVENUE (ADMIN)	$ -	$ 480	$ -
B101-11-65-00-0000-000-45600	LOCAL SHARED REVENUE (POLICE)	$ 150,000	$ 225,000	$ 230,000
	TOTAL - INTERGOVERNMENTAL	**$ 1,763,292**	**$ 1,876,252**	**$ 1,883,787**
B101-10-30-00-0000-000-46100	CONTRACT FOR SHARED SERVICES (ADMIN)	$ 75,850	$ 850	$ 75,000
B101-10-32-00-0000-000-46100	CONTRACT FOR SHARED SERVICES (FINANCE)	$ 123,800	$ 124,300	$ 129,300
B101-10-33-00-0000-000-46100	CONTRACT FOR SHARED SERVICES (TAX)	$ 256,900	$ 256,900	$ 256,900
B101-10-37-00-0000-000-46100	CONTRACT FOR SHARED SERVICES (IT)	$ 220,000	$ 243,761	$ 220,000
B101-10-72-00-0000-000-46100	CONTRACT FOR SHARED SERVICES (PW FACILITIES)	$ 143,148	$ 143,148	$ 120,658
B101-11-65-00-0000-000-46100	CONTRACT FOR SHARED SERVICES (POLICE)	$ 2,105,332	$ 2,042,500	$ 2,097,500
B101-12-40-00-0000-000-46100	CONTRACT FOR SHARED SERVICES (DOEPH)	$ 27,000	$ 23,500	$ 25,000
B101-13-73-00-0000-000-46100	CONTRACT FOR SHARED SERVICES (PW STREETS)	$ 1,404,201	$ 1,514,000	$ 1,584,348
B101-11-65-00-0000-000-46110	FEE FOR SERVICES	$ 2,500	$ 4,280	$ 2,500
B101-99-99-00-0000-000-46145	IMPACT FEE	$ -	$ (32,805)	$ -
	TOTAL - DEPARTMENTAL EARNINGS	**$ 4,358,731**	**$ 4,320,434**	**$ 4,511,206**

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
B101-11-65-00-0000-000-46210	SALE OF MATERIALS/CONCESSIONS (POLICE)	$ 18,000	$ 17,000	$ 18,000
B101-99-99-00-0000-000-46210	SALE OF MATERIALS/CONCESSIONS (MISC)	$ 16,000	$ 20,000	$ 20,000
B101-99-99-00-0000-000-47100	METER COLLECTIONS	$ 550,000	$ 545,793	$ 530,000
B101-99-99-00-0000-000-47390	METER RENTALS	$ 10,000	$ 7,800	$ 10,000
B101-16-74-00-0000-000-47500	SPECIAL ASSESSMENTS	$ 850	$ 2,629	$ 850
	TOTAL - SALES, RENTALS & SPECIAL ASSESSMENTS	**$ 594,850**	**$ 593,222**	**$ 578,850**
B101-99-99-00-0000-000-48120	MISCELLANEOUS REVENUE	$ 200	$ 12,000	$ 1,000
B101-99-99-00-0000-000-48140	SALE OF GENERAL FIXED ASSETS	$ -	$ 150	$ -
	TOTAL - MISCELLANEOUS	**$ 200**	**$ 12,150**	**$ 1,000**
B101-99-99-00-0000-000-49160	INTERFUND OPERATING TRANSFERS	$ -	$ -	$ -
B101-99-99-00-0000-000-49165	INDIRECT COST REIMBURSEMET	$ 954,378	$ 954,381	$ 1,011,641
B101-10-30-00-0000-000-49180	REFUND PRIOR YEAR EXPENSES	$ -	$ 29,300	$ 30,000
	TOTAL - TRANSFERS & REFUNDS	**$ 954,378**	**$ 983,681**	**$ 1,041,641**
	TOTAL REVENUE	**$ 21,002,426**	**$ 20,989,205**	**$ 21,283,025**

Administration

Budget Overview

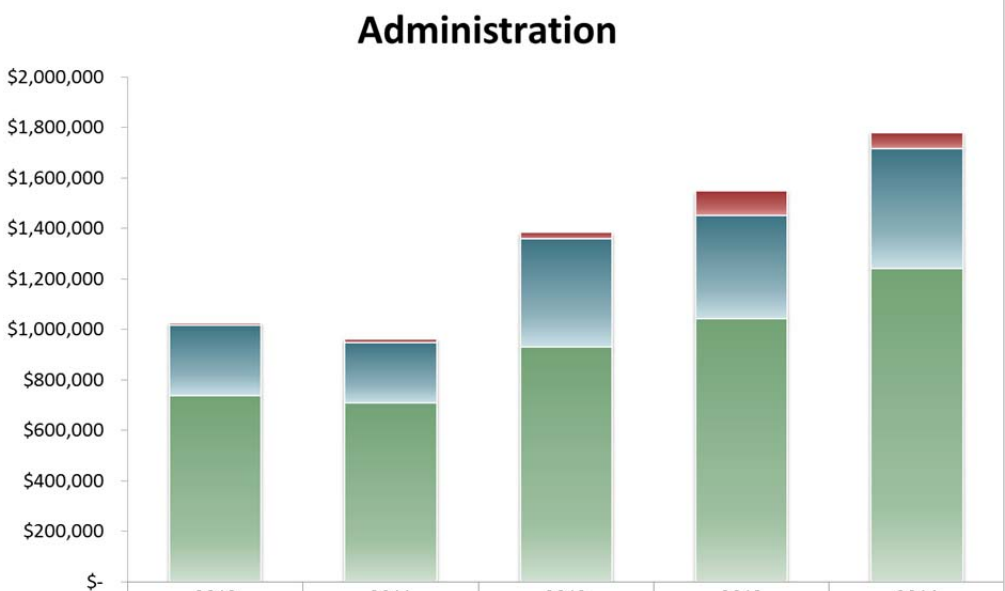
State College Borough is a home-rule municipality with a Council-Manager form of government. Under the Home Rule Charter, adopted in 1973, there is a seven member Council elected at large, all of which serve four-year overlapping terms. Council sets policy and has ultimate responsibility for the municipal government.

The Mayor is elected at large and serves a four-year term. The Mayor presides at Council meetings, represents the Borough in the community and acts as an ombudsperson in a number of areas.

The day-to-day operation of the Borough is the responsibility of a professional Manager, who is appointed by Council. The Manager is responsible for overseeing all of the operating departments, which include Administration, Financial Services, Tax Collection, Information Technology, Police, Parking Enforcement, Planning & Zoning, Ordinance Enforcement & Public Health and Public Works.

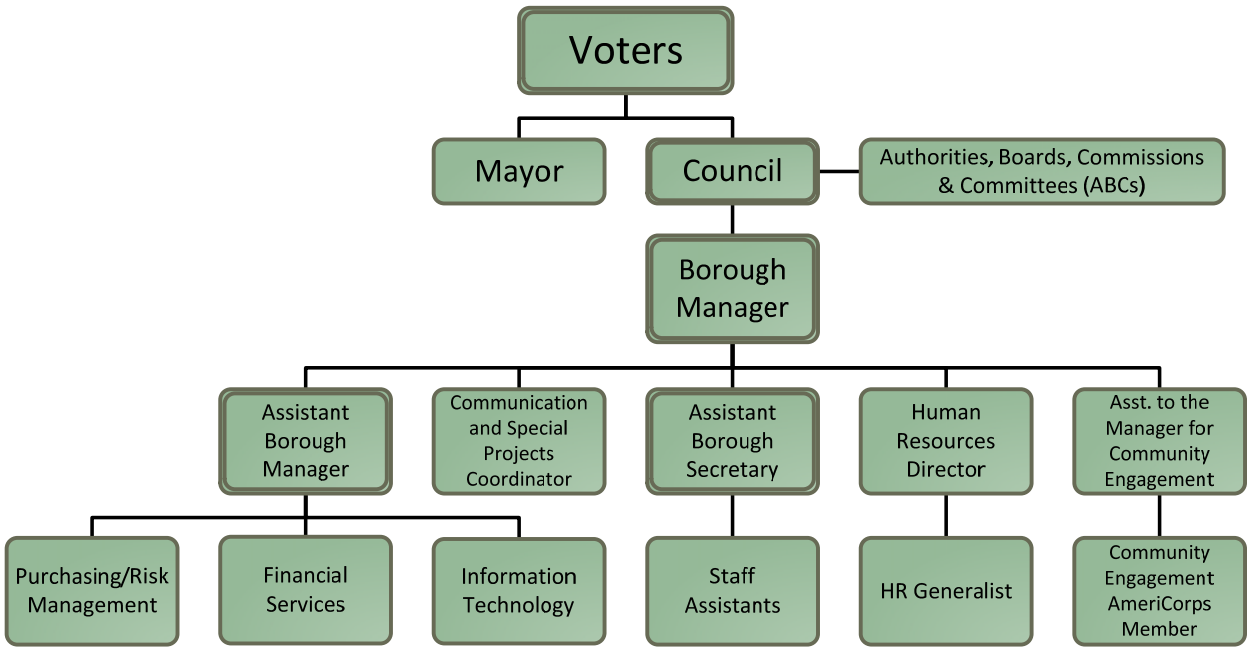
The Borough also works with other regional municipalities in the Centre Region Council of Governments to provide contracted public services, which include park maintenance, recreation services, building inspection services, regional planning, library services, emergency management and volunteer fire services and mass transit.

Administration Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
CAPITAL	$9,262	$15,199	$23,584	$97,027	$62,452
OPERATING	$280,730	$240,016	$429,209	$411,167	$473,971
PERSONNEL	$736,113	$707,561	$931,089	$1,041,252	$1,242,015

Organizational Chart



Mission

The mission of the Administration Department is to provide governance, leadership and management for the Borough and its citizens to ensure that the Borough's core values of integrity, innovation, transparency, customer service, honesty, accountability, responsibility and diversity are reflected in all public policy and administration of public services.

Goals

- Provide the highest level of public policy governance;
- Ensure organizational and fiscal sustainability;
- Emphasize a customer focus in our relationship with the public we serve;
- Improve external and internal communications.

Mayor's Office

The Honorable Elizabeth Goreham is completing her fourth year as Mayor of State College. She previously served three four-year terms on Borough Council. The Mayor is the official representative and ceremonial head of Borough government. The Mayor presides at regular meetings of Borough Council and has a veto power over ordinances adopted by Council. Mayor Goreham has vetoed one ordinance in her three years in office.

The Mayor has welcomed to the community many individuals and organizations, including thousands of freshmen at Penn State University and statewide governmental, fraternal and patriotic organizations. Mayor Goreham holds walk-in office hours every week in both the Off-Campus Student Union and University Park Undergraduate Association offices on Penn State University's Campus.

Council

Borough Council is the policy-making body of the Borough. Council meets in regular session on the first and third Mondays of each month. Council also meets in work sessions on the second Monday of each month with the exception of the months of June, July and August.

The current Members of Council are Council President Donald Hahn, Thomas Daubert, Catherine Dauler, Ronald Filippelli, Sarah Klinetob, Peter Morris and James Rosenberger. Council Members Hahn and Filippelli will leave Council at the end of their current terms and are ineligible to seek re-election in 2013 due to the Home Rule Charter Term Limit provision. November 5, 2013, Evan Myers and Theresa Lafer were elected and Thomas Daubert was re-elected to serve on Council. The new Council members will take office on January 6, 2014.

In 2014, Borough Council will review and reevaluate their workplan to identify their priorities and goals to be accomplished over the next two years. Among the issues currently on Council's agenda are the Homestead Reinvestment Program and property maintenance code/student housing.

Manager and General Administration Staff

The Manager, Thomas J. Fountaine, II, is appointed by Council and serves as the chief executive officer of the Borough. The Manager and Assistant Borough Secretary provide direct support for Council. The general administration staff also includes the Assistant Borough Manager, Human Resources Director, Human Resources Generalist, Purchasing/Risk Management Director, Assistant to the Manager for Community Engagement, Communication & Special Projects Coordinator and two Staff Assistants.

Employees in the Department of Administration provide operational management for all Borough departments and services and general management of the day-to-day operations. Staff also provide planning and financial oversight to all municipal functions, which include the centralized functions of Human Resources, Purchasing/Risk Management, Financial Services, Tax Collection, Information Technology and Community Engagement. Records management, communication and Council staff support services are also part of the administrative responsibilities.

Community Engagement

Improving neighborhood relations is a primary goal of the Borough. During 2012, an additional staff was added to the Administration Department under the Office of Community Engagement to assist with community engagement efforts.

The Office of Community Engagement will support and enhance neighborhood programming, which includes improving existing relationships with neighborhood organizations and residents. The Office will also oversees development of new relationships with student groups and other organizations.

Mission

Maintain safe, stable and attractive neighborhoods through the dedication of personnel and funding to improve and sustain current neighborhood programs and develop new and innovative forms of civic engagement.

Goals

- Improve the quality of current neighborhood programs;
- Cultivate town/gown relations through partnerships with student-led organizations;
- Strengthen relationships with neighborhood associations and community-based groups.

2014 Strategic Objectives

Support and Build Capacity for Neighborhood Associations

The Borough has nine neighborhood associations. Through the Office of Community Engagement, Borough staff will support activities of neighborhood associations, improve communications to all neighborhood groups and encourage these groups to become more civically engaged. In addition to supporting active neighborhood associations, the Borough would like to encourage underrepresented neighborhoods to have greater involvement in local government activities.

Community Building

Establish a capacity-focused approach to community building by preparing a community asset map, developing strategies to use assets to address neighborhood issues, identifying community leaders, needs-assessment, and securing necessary resources for implementation.

Improve Connections between Town & Gown

In conjunction with neighborhood associations, organize structured opportunities for students at the beginning of each semester in Highlands, Holmes-Foster and College Heights neighborhoods. In addition to structured events, continue to support and promote organizations that have focuses on off-campus student relations with groups such as the Off-Campus Student Union, the University Undergraduate Association, Penn State Marketing Association and PSU's Fresh Start Program.

Good Neighbor Program/Restorative Justice

Implement a Good Neighbor Program pilot for the 2014/2015 academic year. The Good Neighbor Program would provide for first-time offenders for disorderly conduct, public drunkenness, criminal mischief, open container and similar summary offenses – not misdemeanors or felonies – to attend a program that includes training on the impact of the offenses on the neighborhoods and provides positive reinforcement for constructive behavior.

2014 Budget Impact Items

The Borough has a Memorandum of Understanding with Penn State University to cover part of the expenses for the Office of Community Engagement.

Human Resources

The Human Resources staff includes the Director and one Human Resources Generalist. Human Resources provides services to over 175 Borough employees and interacts with all Borough Departments and staff members. Human Resources is responsible for recruitment and selection of employees, employee benefit plan administration and coordination of salary and wage information. Human Resources works closely with the Finance Department for payroll administration and benefit cost calculations for budget projections.

Human Resources is responsible for the administration of the Police Officers' and Public Works employees' collective bargaining agreements, pension plan administration and oversight of a deferred compensation plan. Assistance is also provided to Council in identifying and screening candidates for the various Authorities, Boards and Commissions, maintaining a current roster of current appointments and assisting with the annual ABC Appreciation Dinner.

Mission

Recruit and retain a stable, diverse, productive, competent and talented workforce.

Goals

- Promote job satisfaction;
- Foster a positive work environment;
- Emphasize excellent customer service;
- Maintain competitive compensation and benefits.

2014 Strategic Objectives

Enterprise-wide Information Technology Solution

The MUNIS system implementation continues to be an important resource tool for the Human Resources Department. Adding to the system in 2014 will be the application process to streamline the hiring and recruitment process.

HR Policy Manual Update

Early in 2014, a major objective will be to review, update and provide staff with a personnel policy document. This will require approval of amendments to update the administrative section of the Borough Code.

Review Amendments for the Administrative Code

Council will be asked to review the Administrative Code during 2014. There are a number of provisions in the code that are outdated and should be updated. In addition to these sections, there are also staff reccomendations to update various sections of the Code.

Succession Planning

Several key staff members are eligible and planning to retire in 2014. Special recruitment efforts will be in place to ensure the Borough maintains professional qualified staff. In addition, plans will be put in place to address future vacancies in top management positions through succession planning and/or recruitment.

2014 Budget Impact Items

The cost of employee healthcare continues to impact the 2014 Budget with an estimated cost in excess of three million dollars. The Borough's premiums will increase approximately 8% this year. The Borough's continued participation in a statewide health insurance cooperative (a self-insurance group) continues to provide the Borough the ability to better manage the fluctuating costs of healthcare.

Purchasing and Risk Management

The Department of Purchasing/Risk Management is responsible for the administration of the Borough's Purchasing Ordinance and regulations, including developing and reviewing specifications for bid packages, maintaining vendor contracts to enhance procurement of all municipal services and supplies and reviewing contracts.

The Risk Management function includes reviewing all lines of insurance to ensure the Borough maintains appropriate coverage in the most cost-effective manner; filing claims with the appropriate insurance carriers for automobile, property, workers' compensation, and general liability claims, and managing these claims; and working with the Borough's Safety and Wellness Committees to promote safe work practices and healthy lifestyle choices.

During 2013, a new position of Assistant Director of Purchasing/Risk Management was created in the Department The addition of this position is designed to provide day-to-day operational assistance to the Director, allowing more time for the Director to concentrate on the completion of the strategic objectives identified below.

Mission

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

Goals

- Maintain compliance with all Purchasing ordinances, policies and procedures;
- Improve accounting for and control of all Borough assets and inventory;
- Implement Best Practices in the area of Risk Management;
- Foster employee health, wellness, and fitness.

2014 Strategic Objectives

Purchasing Manual Revision

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 the revised Purchasing Manual and highlight the pertinent practices and procedures governing the Borough's purchasing process.

Central Garage Inventory

Complete an inventory of parts in the Central Garage and establish accurate levels and values. In conjunction with the MUNIS project, cеate a more formal mechanism for tracking parts inventory. In late 2013, the Department began working with a Penn State Supply Chain class to begin the inventory improvement process. Work on this objective will continue in 2014, with completion anticipated in the second half of the year.

Risk Management Plan

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

Employee Health and Safety Incentive Program

Work with the Borough's Wellness and Safety Committees to develop and implement health and safety incentive programs for Borough employees that are tailored to the needs of the individual departments address the risks and hazards faced by employees.

2014 Budget Impact Items

The strategic objectives detailed above can be implemented without increasing the 2014 Budget.

Regional Programs

This Budget covers the Borough's share of the cost of the Centre Region Council of Governments (COG) programs in which the Borough participates, as well as the Borough's share of the Centre Area Transportation Authority (CATA) local subsidy for operating and capital costs related to public tranist. Overall the Borough’s share of Regional Programs is budgeted to increase by $46,212 or 3.17% in 2014.

Determination of Regional Program Commitment

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 2014 are calculated as follows:

State College Borough 22.13%
College Township 16.62%
Ferguson Township 26.34%
Halfmoon Township 4.41%
Harris Township 9.13%
Patton Township 21.37%

Detailed information concerning the activities, operation, and cost of each COG program is contained in the 2014 COG Budget which is currently before the General Forum for approval.

The program fees have been assigned to new departments as necessary, and the account numbers are provided under Detail on Appropriations in said departments.

2014 Overall Administration Strategic Objectives

Complete Succession Planning for the Management Team

Nearly 42% of the Borough's Management Team is eligible to retire in the next few years. The Manager began a succession planning project in 2011 to coordinate Management Team successions and ensure minimal disruption of the mangement of the Borough. This plan will be continued as a major emphasis in 2014.

Review and Revise the Strategic Plan and Long Term Goals

The Borough's Strategic Plan is now four years old. As the newly elected Council takes office in January 2014, the Strategic Plan will be reviewed and revised to address long-term goals for the new Council. This process will start in January.

Conduct Semi-Annual Council Orientation, Review of the Council Procedure Manual and Administrative Code

The Borough Manager, Solicitor and Management Staff will provide an orientation for th newly-elected Council in January. This will provide the basis for the Council's review of the Procedure Manual and Administrative Code.

Link Performance Measures to Budget and Departmental Management

The Borough Manager and the Primary Coordinator for the Performance Measurement will implement a system of linking performance goals to the Budget during 2014. This will include the development of dashboard reports to provide more information about Borough activities and financial performance.

Complete the Implementation of the Enterprise Resource Project

The MUNIS system implementation continues to be the most significant project the Borough will undertake over the next several years.

The objective of the project is to replace all current business systems and processes with a robust package of systems that will help the Borough improve practices, better manage informaton resources and build the foundation for e-government initiatives. The following table provides a progress list by module.

Modules in Progress List

Modules in Progress	Projected Go Live Date
Work Orders, Fleet and Facilities Management (we are also going to be integrating with Payroll)	Re-scheduling timeframe for module: Waiting for dates
Fixed Assets (as part of W.O.)	Norma/Ernie/Lindsey are working on this (would be submitting for 2nd pass)
Business Licenses	January 2014
Refuse Billing (as part of BL)	January 2014
Permitting & Inspections	Re-scheduling timeframe for module: Waiting for dates
Cashiering (including integration with T2)	Re-scheduling timeframe for module: Waiting for dates. RFP for Credit cards due November 12th.
HR Management & Applicant Tracking	February 2014: waiting for specific dates
Contracts & Bid Management	Ready to be implemented
Vendor Self Service/Processing	January-February 2014
Project Ledger	Ready to be implemented
HUD Housing Projects (under GB)	--Along with Project Ledger
Salary & Benefits Projection	Final Training: September 20th (Go-Live Nov/Dec 2013)
Employee Expense Reimbursement	Final Training: December (Go-Live TBD)
Citizen/Customer Self Service	Will occur with each respective module

2014 Detail on Appropriations

(60112-62155) – Personnel Expenses: These line item appropriations cover the salaries and benefits for the Mayor, the Borough Manager, the Assistant Borough Manager, and administrative and support staff as follows: Human Resources Director, Human Resources Generalist, Purchasing Director/Risk Manager, Assistant Purchasing Director/Risk Manager, Assistant to the Manager for Community Engagement, Communication and Special Projects Coordinator, Assistant Borough Secretary and two Staff Assistants.

62120 – Travel/Mileage Expense: This line item appropriation includes a travel allowance and training for the Borough Council members.

62125 – Car Allowance: This line item appropriation includes the car allowance for the Mayor and Borough Manager.

62130 – Employee Development: This line item appropriation includes a travel allowance, training for new programs, professional associations and memberships for the administrative staff.

(65210-81590) – Operating Expenses: These line item appropriations cover recurring expenses in the operation of the Administration Department. Additional information is provided on the following items:

66235 – Neighborhood Programs: This line item appropriation covers operating expenses for Office of Community Engagement. In anticipation of continued funding for the AmeriCorps program, $9,000 has been added to the this line item fund the Borough's portion of the cost of hosting a Community Engagement AmeriCorps member.

(67310,67314-67315) – Professional Fees: In addition to personnel, operating and capital expenses, the Administration Department requests these line item appropriations to provide for consulting services and legal services for the organization as a whole.

67321 – Municipal Memberships: Funds are allotted in this line item for membership dues covering Council member participation in state and national organizations.

72321 – Telephone: This line item appropriation includes the telephone expenses and data plan reimbursements for Administration staff.

(93740-96492) – Capital Expenses/Interfund Transfers: These line item appropriations cover capital expenses including office equipment and depreciation of the computer equipment assigned to the Administration Department.

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 672,568	$ 654,600	$ 758,639
60115	SALARY & WAGES - PART TIME	$ 23,000	$ 13,000	$ 29,500
60180	OVERTIME PAY	$ -	$ -	$ -
60185	OTHER COMPENSATION	$ -	$ 6,500	$ 6,972
61192	FICA - EMPLOYER PAID	$ 46,630	$ 39,500	$ 48,865
61193	MEDICARE - EMPLOYER PAID	$ 10,905	$ 9,300	$ 9,833
61195	UNEMPLOYMENT BENEFITS	$ -	$ 50,000	$ 50,000
61196	HEALTH INSURANCE	$ 137,668	$ 116,105	$ 164,344
61197	RETIREE HEALTH INSURANCE	$ -	$ 23,024	$ 17,000
61199	LIFE & DISABILITY INSURANCE	$ 2,902	$ 1,760	$ 3,467
61200	PENSION	$ 43,654	$ 49,669	$ 47,498
61201	WORKERS COMPENSATION	$ 893	$ 1,594	$ 1,077
61210	EMPLOYEE PARKING	$ 2,300	$ 2,300	$ 4,320
62120	TRAVEL/MILEAGE EXPENSE	$ -	$ 15,000	$ 28,500
62125	AUTOMOBILE ALLOWANCE	$ 5,400	$ 5,400	$ 5,400
62130	CONTINUING EDUCATION/TUITION	$ 41,900	$ 27,500	$ 34,100
62150	EMPLOYEE/VOLUNTEER RECOGNITION	$ 17,000	$ 13,500	$ 17,500
62155	EMPLOYEE WELLNESS	$ 13,000	$ 12,500	$ 15,000
	TOTAL - PERSONNEL	**$ 1,017,820**	**$ 1,041,252**	**$ 1,242,015**

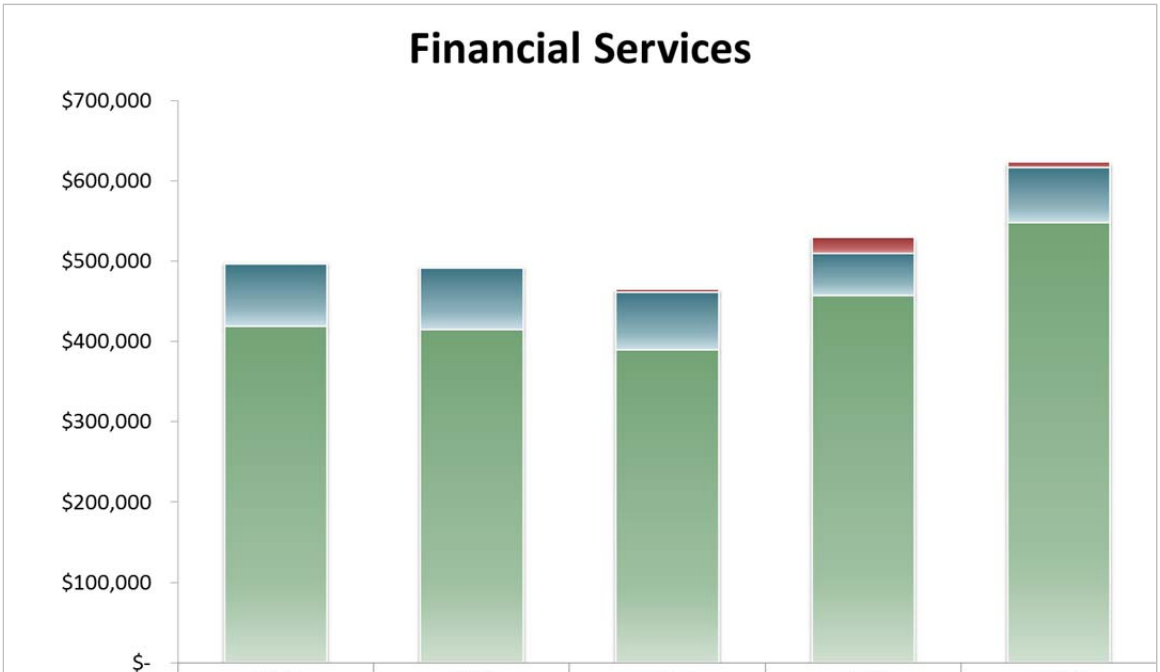
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
65210	SUPPLIES	$ 6,520	$ 5,250	$ 5,000
65212	FORMS	$ 6,000	$ 5,250	$ 6,000
65213	COMPUTER/COPIER SUPPLIES	$ 2,750	$ 4,200	$ 4,500
65215	POSTAGE	$ 2,500	$ 2,200	$ 2,500
66227	MEALS & MEETINGS	$ 8,500	$ 7,000	$ 8,500
66235	SPECIAL PROJECTS/GRANTS	$ 51,500	$ 12,500	$ 60,500
67310	PROFESSIONAL SERVICES	$ 10,000	$ 5,000	$ 10,000
67314	LEGAL SERVICES	$ 42,000	$ 52,000	$ 43,250
67315	SPECIAL LEGAL SERVICES	$ 25,000	$ 25,750	$ 25,000
67321	MUNICIPAL MEMBERSHIPS	$ 58,350	$ 28,550	$ 30,000
67322	DUES/MEMBERSHIPS/SUBSCRIPTIONS	$ 1,250	$ 5,500	$ 6,000
67325	CONTRACTED PUBLIC SERVICES	$ 80,901	$ 80,901	$ 91,946
69300	REP & MAINT - COMPUTER	$ 1,000	$ 500	$ 1,000
69310	COMPUTER HARDWARE & SOFTWARE	$ -	$ 13,200	$ 13,200
72321	MONTHLY TELEPHONE CHARGES	$ 5,500	$ 5,500	$ 5,600
72330	ADVERTISING	$ 22,000	$ 27,000	$ 25,000
72331	PUBLIC INFORMATION/EDUCATION	$ 69,651	$ 65,000	$ 67,000
80351	PROPERTY INSURANCE	$ 61,883	$ 61,500	$ 65,975
81510	COMMUNITY GRANTS/GIFTS	$ 3,000	$ 4,366	$ 3,000
81590	MISCELLANEOUS	$ -	$ -	$ -
	TOTAL - OPERATING	**$ 458,305**	**$ 411,167**	**$ 473,971**
93740	CAP PURCHASE-COMP/PRDCTN EQUIP	$ -	$ -	$ -
93760	CAP PURCH - FURNITR/APPLIANCES	$ 2,000	$ 2,575	$ 3,000
94840	DEPRECIATION-COMPUTER EQUIPMNT	$ 9,452	$ 9,452	$ 9,452
94850	DEPRECIATION	$ -	$ -	$ -
96492	INTERFUND TRANSFERS	$ 85,000	$ 85,000	$ 50,000
	TOTAL - CAPITAL	**$ 96,452**	**$ 97,027**	**$ 62,452**
	TOTAL	**$ 1,572,577**	**$ 1,549,446**	**$ 1,778,438**

Financial Services

Budget Overview

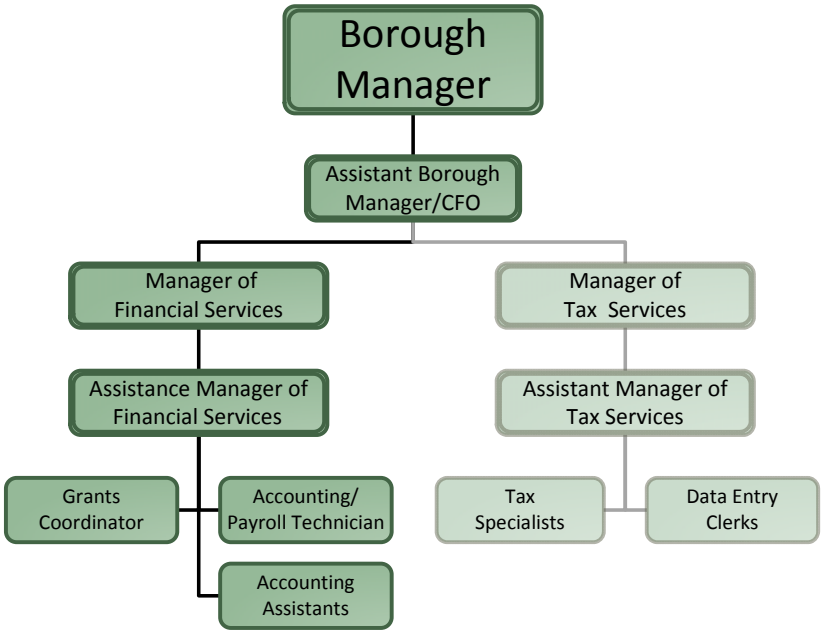
The Financial Services Department provides accounting and financial services to State College Borough, Centre Region Council of Governments (COG), C-NET and Schlow Centre Region Library. Financial Services staff also plays a major role in the preparation of the Borough's Capital Improvement Plan, Five-Year Financial Forecast and Annual Operating Budget, and assists with the Performance Measurement Program.

Financial Services Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
CAPITAL	$1,943	$2,208	$4,283	$20,087	$7,000
OPERATING	$77,354	$76,122	$72,306	$53,260	$68,670
PERSONNEL	$418,930	$414,758	$389,002	$456,580	$547,921

Organizational Chart



Mission

The mission of the Financial Services 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

- Promote the development of work policies, processes, and procedures that enhance the productivity, efficiency, and economy of departmental operations and further the mission and strategic goals of the Borough;
- Strengthen internal controls and improve service to our customers.

2014 Strategic Objectives

Enterprise-wide Information Technology Solution

Identify, develop, and implement best business practices that thoroughly embrace the capabilities and functionality of the new MUNIS system's software to efficiently and economically meet the needs of the Borough and the customers we serve.

Electronic Payments

Develop and initiate a program to pay vendors and other creditors electronically via automated clearinghouse transactions wherever possible.

2014 Budget Impact Items

A Grants Coordinator position has been added to Financial Services, as noted in the 2013 Budget. This position is intended to be filled in 2014. The position was previously funded in the Police Department.

2014 Detail on Appropriations

(60112-62130) – Personnel Expenses: These line item appropriations cover the salaries and benefits for the Department's staff of six full-time employees: The Manager of Financial Services, Assistant Manager of Financial Services, Accounting/Payroll Technician, Grants Coordinator and two Accounting Assistants.

62130 – Employee Development: This appropriation covers employee development coursework and conference attendance.

(65210-80353) – Operating Expenses: These line item appropriations cover recurring expenses in the operation of the Financial Services Department. Additional information is provided on the following items:

67310 – Consulting Services: This appropriation covers fees for the annual update of the Borough's Central Services Cost Allocation Plan.

67311 – Audit Services: This appropriation covers the annual fees for independent auditing services that are not charged to other funds.

(93740-94850) – Capital Expenses: These line item appropriations cover capital expenses including office equipment and depreciation of the computer equipment assigned to the Financial Services Department.

Line Item Budget

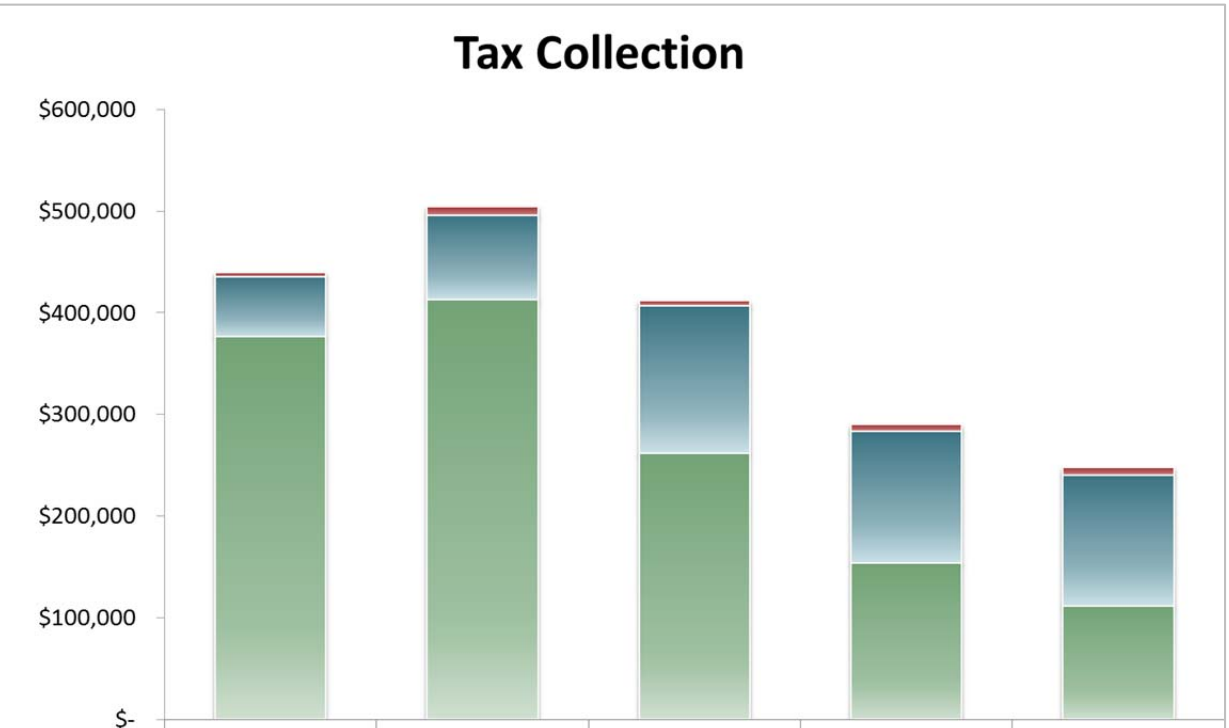
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 344,931	$ 310,305	$ 358,558
60115	SALARY & WAGES - PART TIME	$ -	$ 9,180	$ 14,200
60180	OVERTIME PAY	$ -	$ -	$ -
61192	FICA - EMPLOYER PAID	$ 21,386	$ 19,425	$ 23,100
61193	MEDICARE - EMPLOYER PAID	$ 5,002	$ 4,525	$ 5,416
61196	HEALTH INSURANCE	$ 110,502	$ 71,730	$ 106,732
61199	LIFE & DISABILITY INSURANCE	$ 1,552	$ 200	$ 1,599
61200	PENSION	$ 22,969	$ 25,897	$ 22,438
61201	WORKERS COMPENSATION	$ 470	$ 938	$ 518
61210	EMPLOYEE PARKING	$ 2,880	$ 2,880	$ 3,360
62130	CONTINUING EDUCATION/TUITION	$ 12,000	$ 11,500	$ 12,000
	TOTAL - PERSONNEL	**$ 521,692**	**$ 456,580**	**$ 547,921**
65210	SUPPLIES	$ 4,000	$ 2,500	$ 2,500
65212	FORMS	$ 3,500	$ 2,000	$ 2,000
65213	COMPUTER/COPIER SUPPLIES	$ 4,000	$ 3,800	$ 4,000
65215	POSTAGE	$ 4,500	$ 4,900	$ 5,000
66227	MEALS & MEETINGS	$ -	$ 125	$ 150
67310	PROFESSIONAL SERVICES	$ 16,500	$ 25	$ 16,500
67311	ACCOUNTING & AUDITING	$ 25,500	$ 24,250	$ 25,500
67322	DUES/MEMBERSHIPS/SUBSCRIPTIONS	$ 1,300	$ 1,075	$ 1,300
67328	BANKING FEES	$ -	$ -	$ -
69300	REP & MAINT - COMPUTER	$ 6,600	$ 665	$ 1,000
69310	COMPUTER HARDWARE & SOFTWARE	$ 2,000	$ 5,150	$ 1,000
72321	MONTHLY TELEPHONE CHARGES	$ 1,250	$ 1,360	$ 1,400
80351	PROPERTY INSURANCE	$ 2,000	$ 2,010	$ 2,320
80353	BOND / SURETY & FIDELITY	$ 4,335	$ 5,400	$ 6,000
	TOTAL - OPERATING	**$ 75,485**	**$ 53,260**	**$ 68,670**
93740	CAP PURCHASE-COMP/PRDCTN EQUIP	$ -	$ 1,200	$ -
93760	CAP PURCH - FURNITR/APPLIANCES	$ 15,000	$ 15,000	$ 3,000
94840	DEPRECIATION-COMPUTER EQUIPMNT	$ 3,887	$ 3,887	$ 4,000
94850	DEPRECIATION	$ -	$ -	
	TOTAL - CAPITAL	**$ 18,887**	**$ 20,087**	**$ 7,000**
	TOTAL	**$ 616,064**	**$ 529,927**	**$ 623,591**

Tax Collection

Budget Overview

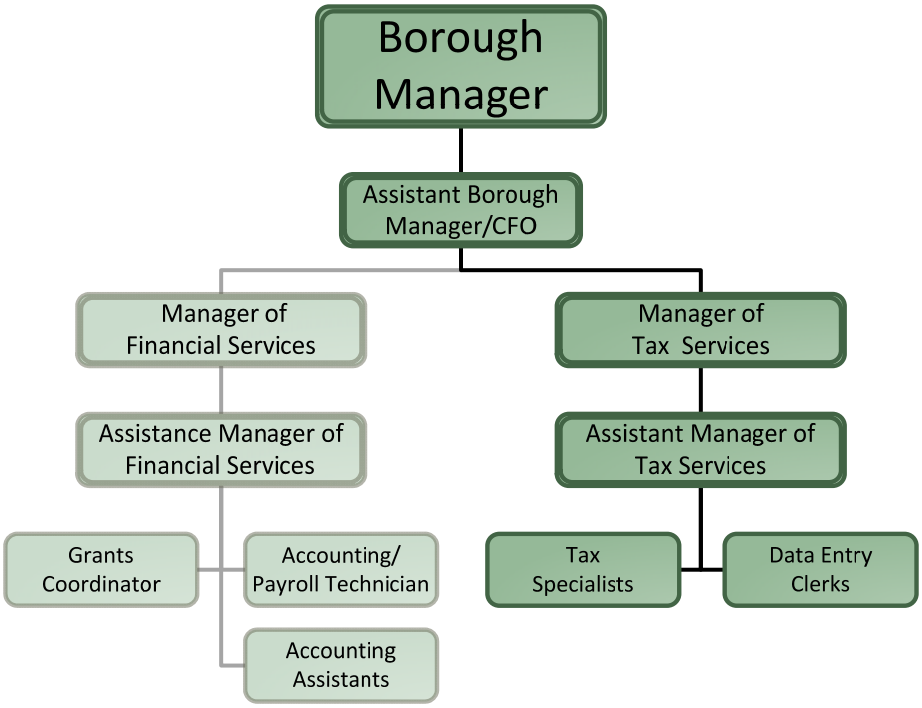
The Tax Collection Department provides tax collection services for State College Borough, the State College Area School District and certain political subdivisions located within Centre County. The Department also generates and prints payment notices of special assessments for the State College Improvement District.

Tax /2ffŜ0ůŕ2y Actual Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJ	2014 BUDGET
CAPITAL	$4,047	$8,818	$5,914	$7,593	$7,593
OPERATING	$59,133	$82,257	$145,005	$129,082	$129,336
PERSONNEL	$376,491	$413,102	$261,501	$154,017	$111,272

Organizational Chart



Mission

Ensure fair and uniform collection of taxes while providing friendly, professional and responsive service to taxpayers in an efficient and cost-effective manner.

Goals

- Automate and streamline the tax collection process, minimizing costs while maximizing customer service;
- Educate employers and taxpayers on usage of electronic filing options;
- Roll out automated mail processing services to decrease costs measured in labor, materials and postage.

2014 Strategic Objectives

County-wide Tax Collection

The Tax Collection Department willsee a decreased level of work associatied with the Earn Income and Net Profits Tax as the majority of this tax type's duties have shifted the Centre Tax Agency. This change in the nature of the activity is reflected by a decrease in staff time designated for Earned Income Tax purposes for the Borough Budget. The Local Services Tax and Real Estate Tax will remain charges of the State College Borough Tax Collection Department since those taxes were not included in the scope of Act 32 of 2008.

Local Services Tax

During January 2013, the Bald Eagle Area School District, and its member municipalities that levy a Local Services Tax, appointed the Tax Collection Department as the collector of its Local Services Tax. Budget changes have been made to reflect the increased amount of staffing needed to accomodate the increased work associated with the Bald Eagle Area.

The table below details taxes that will be collected for the Borough and other municipalities by the Tax Collection Department in 2014.

Tax Collection Services

Tax	SCB	SCASD	Region	County-wide
Real Estate	X	X		
Earned Income/Net Profits	X	X	(++)	X
Local Services	X	X	(**)	

** School Districts of Bellefonte Area, State College Area and Bald Eagle Area, Centre Region Municipalities, Bellefonte Borough and the Townships of Benner and Spring
++ Townships of Benner, College, Halfmoon, Marion, Walker and Bellefonte Area School District

Training and Online Filing Education

The Tax Collection Department finds that training has been well received across the County and continues to offer open houses to employers as well as individual taxpayers. Open houses have been scheduled for early December on two Saturdays to provide training opportunities for individuals who find it difficult to visit an open house during the work week. If the turnout is positive, future Saturday sessions will be scheduled. Education and open houses with end users will be utilized to increase the number of taxpayers and employers filing online. In addition, staff assisted the online filing software developer in their in work creating a user-friendly online documentation for the two online filing modules.

Tax Software Updates

The Tax Collection Department has rolled out its Act 32 compliant software and has worked with the developer to add features that assist staff inprocessing the high volume of data. The Pennsylvania Department of Community and Economic Development team continues to issue periodic changes that mandate additional software upgrades. Significant changes were necessary to match reporting requirements announced in January 2013 related to the 2012 financial statement audit.

2014 Budget Impact Items

A significant change in the Tax Collection Budget for 2014 relates to the continued tracking of all expenditures between the two enterprises. The first enterprise, Local Tax Collection Services, is a General Fund activity related to the collection of Real Estate Taxes and the Local Services Taxes and pre-Act 32 Earned Income Tax. Work performed under this first enterprise is decreasing, as it relates to Earned Income and Net Profits Tax, while is rising for the Local Services Tax. This relates to the winding down of prior year Earned Income Tax and the acceptance of tax collection work for the Bald Eagle Area School District and its member municipalites that levy the Local Services Tax.

The second, Centre Tax Agency, is the new entity that was established in 2012 to collect Earned Income Taxes as the agent for all Centre County municipalities and school districts under Act 32, the countywide Earned Income Tax collection statute. The Centre Tax Agency is an enterprise fund located in the "Other Funds" section of this budget. You will note that there is a shifting of costs between the Tax Collection Department and Centre Tax Agency's budget that reflects the changing scope of work that is being performed during the wind-down of the prior year Earned Income and Net Profits Tax activity. During 2013, the Tax Collection Department approached the members of the Centre Region and the State College Area School District to place into operation a fee structure for Local Services Tax, which would be based on a commission rate, rather than the current cost allocation method.

The countywide operation requires a $15 million surety bond. The surety bond has a January 1, 2012 effective date. The bond value will be reviewed regularly for adequacy. The Borough Risk Manager has presented to the bond agent a comprehensive revenue analysis to ensure that the bond value is adequate to offset the risks associated with the tax collection services activity. The Tax Collection Department and Risk Managers have expanded the bidding process and received back as part of the 2014 budget quotes an option for a three-year bond, with a significant cost savings.

2014 Detail on Appropriations

(60112-62130) – Personnel Expenses: These line item appropriations cover the salaries and benefits for the Department's staff. Please note that a number of staff members previously charged to this account have been reassigned to the Centre Tax Agency Fund to reflect the change in their work assignments.

(65210-80353) – Operating Expenses: These line item appropriations cover recurring expenses in the operation of the Tax Collection Department. Additional information is provided on the following item:

> **67326 – Earned Income Tax Collection Services**: This line appropriation covers the tax collection service costs for Borough Earned Income Tax. The appropriation amount reflects a collection rate of 2.4%. The Act 32 Tax Collection Contract requires a reconciliation of the actual costs against projected budget costs. The 2.4% rate may be adjusted based on the findings of the reconciliation process.

(93740-94850) – Capital Expenses: These line item appropriations cover capital expenses including office equipment and depreciation of the computer equipment assigned to the Tax Collection Department.

Line Item Budget

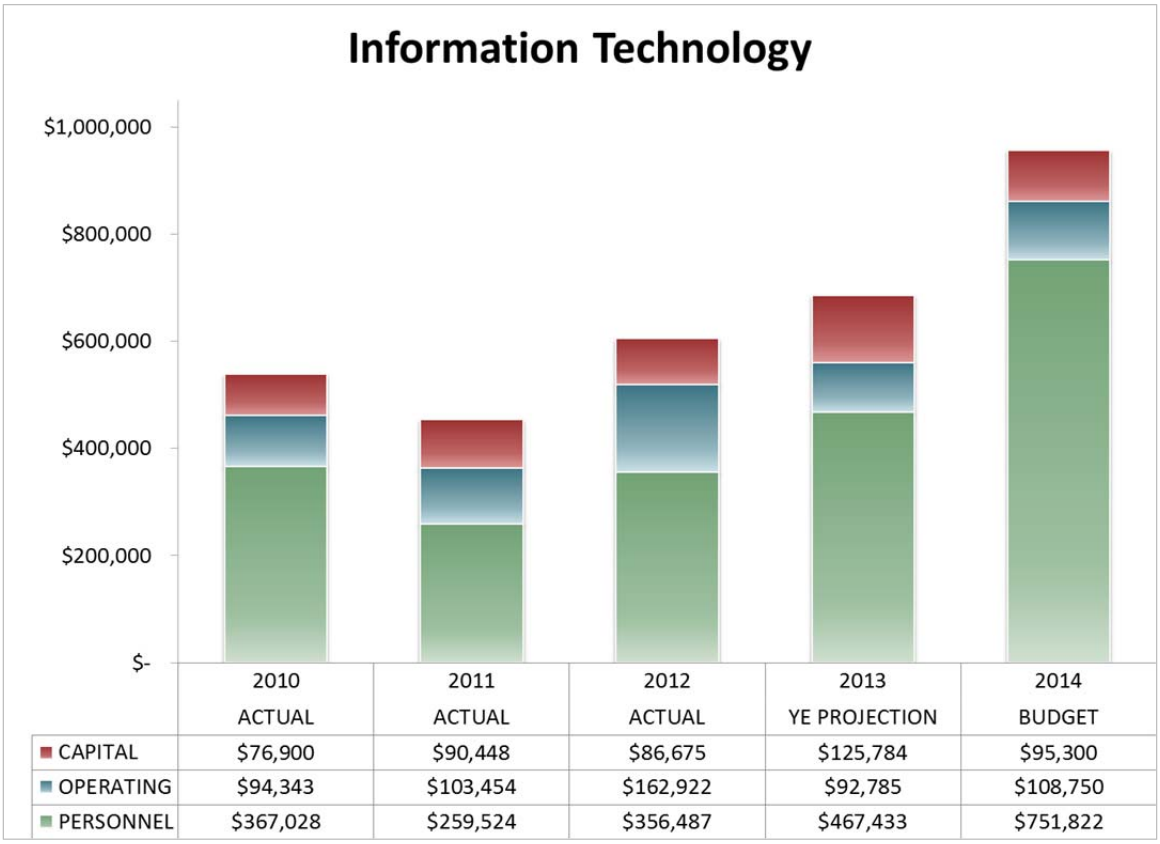
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 109,891	$ 110,825	$ 61,368
60115	SALARY & WAGES - PART TIME	$ -	$ -	$ 25,399
60180	OVERTIME PAY	$ -	$ -	$ -
61192	FICA - EMPLOYER PAID	$ 6,813	$ 7,725	$ 5,380
61193	MEDICARE - EMPLOYER PAID	$ 1,374	$ 1,800	$ 1,258
61196	HEALTH INSURANCE	$ 14,442	$ 25,050	$ 11,687
61199	LIFE & DISABILITY INSURANCE	$ 1,014	$ 100	$ 255
61200	PENSION	$ 14,442	$ 6,363	$ 4,307
61201	WORKERS COMPENSATION	$ 325	$ 194	$ 114
61210	EMPLOYEE PARKING	$ 486	$ 960	$ 504
62130	CONTINUING EDUCATION/TUITION	$ 1,000	$ 1,000	$ 1,000
	TOTAL - PERSONNEL	**$ 149,786**	**$ 154,017**	**$ 111,272**
65210	SUPPLIES	$ 3,000	$ 3,000	$ 3,000
65212	FORMS	$ 2,000	$ 2,500	$ 3,400
65213	COMPUTER/COPIER SUPPLIES	$ 3,000	$ 3,400	$ 3,000
65215	POSTAGE	$ 8,000	$ 8,000	$ 8,000
66227	MEALS & MEETINGS	$ 250	$ 250	$ 250
67311	ACCOUNTING & AUDITING	$ 1,500	$ 3,477	$ 3,525
67322	DUES/MEMBERSHIPS/SUBSCRIPTIONS	$ 250	$ 250	$ 250
67326	CONTRACTED PUBLIC SERVICES	$ 128,000	$ 92,000	$ 92,000
69300	REP & MAINT - COMPUTER	$ 8,000	$ 8,000	$ 8,000
69310	COMPUTER HARDWARE & SOFTWARE	$ 1,000	$ 1,600	$ 1,000
72321	MONTHLY TELEPHONE CHARGES	$ 500	$ 500	$ 500
72330	ADVERTISING	$ -	$ -	$ -
80353	SURETY & FIDELITY	$ 6,105	$ 6,105	$ 6,411
	TOTAL - OPERATING	**$ 161,605**	**$ 129,082**	**$ 129,336**
93740	CAP PURCHASES - COMPUTER EQUIP	$ 500	$ 500	$ 500
93760	CAP PURCH - FURNITR/APPLIANCES	$ 1,000	$ 1,000	$ 1,000
94850	DEPRECIATION	$ 6,093	$ 6,093	$ 6,093
	TOTAL - CAPITAL	**$ 7,593**	**$ 7,593**	**$ 7,593**
	TOTAL	**$ 318,984**	**$ 290,692**	**$ 248,201**

Information Technology

Budget Overview

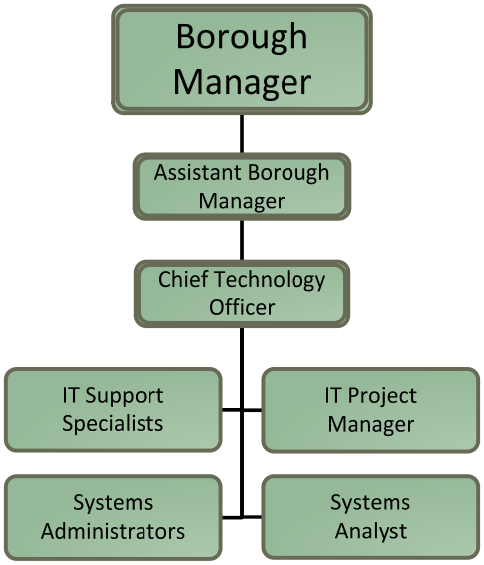
In addition to operating the Borough's Help Desk and information systems, the Information Technology Department provides services on a contractual basis for several regional partners: Centre Region Council of Governments (COG), Centre Area Transportation Agency (CATA) and the Townships of Ferguson, College and Patton.

Information Technology Actual Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
CAPITAL	$76,900	$90,448	$86,675	$125,784	$95,300
OPERATING	$94,343	$103,454	$162,922	$92,785	$108,750
PERSONNEL	$367,028	$259,524	$356,487	$467,433	$751,822

Organizational Chart



Mission

Provide secure and reliable technology services to both the Borough of State College and the Regional Technology Coalition by utilizing technology services to streamline operations and provide effective governance.

Goals

- Create an organization of technology users;
- Develop and maintain a Performance Measurement program for the IT Department;
- Strengthen IT services and competencies within the organization.

2014 Strategic Objectives

Research and Implementation

Upgrade mobile access to Borough resources for both our staff and residents for better service and improved transparency. Build upon the new data center design to reduce costs by consuming less power and cooling. Gauge industry trends and communicate their implications to the Borough regarding expectations of our residents.

Service Management

Identify and meet IT requirements for Borough and regional partners. Provide resources in the form of business process modeling, improved application support of enterprise applications, data administration and targeted reporting across the enterprise. Build upon Project Management processes to review and prioritize projects based on recommendation, schedules and available resources. Improve processes and practices according to common industry standards practices. Provide true costs for projects and services.

Geographic Information Systems (GIS) Services

Build on the partnership with the County GIS and current infrastructure to provide GIS data and resources. Review, communicate and prioritize industry standards practices for implementation and participation in user groups to build a community of resources. Create a roadmap for services and projects to better integrate already available data.

Employee Development

Develop and coordinate employee educational opportunities involving software, technology, security and other IT related skills and knowledge. Expand the use of local resources such as South Hills School of Business & Technology and PennTAP. Continue use of online training resources outside of IT. Implement tools to develop and conduct in-house training seminars on security and technology use.

Communication

Through the review of employee surveys, suggestions and feedback, develop a plan for strengthening IT services that includes increasing communication to users regarding their helpdesk ticket(s) status and increasing feedback to employees and project participants regarding IT-related projects and tasks.

2014 Budget Impact Items

A few of the Borough's infrastructure services are reaching their end-of-life and will require dedicated effort on the part of the IT staff, as well as the hiring of certified consultants. As an example, the Boroughs phone system will undergo an overhaul of the software and servers. While IT staff will manage the implement much of the hardware upgrades, a third party vendor must complete some of the configuration and installation.

The depreciation of equipment and software gives us an opportunity to redesign much of our current hardware and network. Less equipment, managed software licenses and even lowering HVAC requirements are a few of the advantages of a redesign. Some of this work has been started, but will continue into 2014.

Building on the previous year's IT Assessment, the IT department is growing in order to meet the operational demands of the Borough. As with last year, the largest impact to the budget is related to this most critical recommendation.

Since last year, the Borough IT Department has filled a Technical Support Specialist position and two System Administrator positions to focus on network infrastructure. Growth in IT staffing will be done in a sustainable manner. In other words, growing too quickly shifts pain points to the onboarding process and could lead to inconsistencies in service. As we look forward to IT requirements from Borough Divisions and Departments, it will be necessary to provide more capacity, as well as specific skill sets, in order to be effective.

Many organizations have staff dedicated (or to a large extent) to a particular area of IT. For example, some organizations have a GIS support staff member to better serve several areas within a municipality. Plante Moran's database showed the lowest staffing level in comparable organizations had nine IT team members with GIS removed. The next lowest staffing level rose to 16.

By definition, all projects have a distinct timeline from beginning to end. The real work starts as those projects become services and require on-going support. This is most evident in larger scale projects such as Enterprise Resource Planning (MUNIS project) and the Surveillance Cameras. Services like these require functional knowledge of the business and operation they support, as well as an understanding of their technical requirements and supporting IT infrastructure.

In order to sustain and successfully support the Borough's services, IT personnel expenditures will increase due to reorganization and recruitment. Growth of the IT department must match the growing number of services that rely on information systems and their accessibility. Suggested new staffing includes the following positions:

1. GIS Administrator
2. Technical Support Specialist
3. Business Analyst
4. Applications Specialist/Report Writer
5. Database Administrator

Due to funding limitations, the Manager's recommended budget only includes funding for one of the above positions.

Recognizing potential limitations, the Chief Technology Officer recommends the Borough begin to identify a new location for the IT department and its data center as it grows to meet the requirements mentioned above.

2014 Detail on Appropriations

(60112 - 62130) – Personnel Expenses: These line item appropriations cover the salaries and benefits for the Department's full-time employees. Recent development of our IT Services cost model is based on effort rather than the legacy "hours" model. The cost of using the Borough's IT Services is now tied to the client's scale, scope and their resources. This allows each organization to focus on their mission by appropriately funding aspects of IT that specifically support them. Revenue from clients will supplement the IT budget, which if needed, will allow for further growth. Additional information is provided on the following item:

(64231-80351) – Operating Expenses: The majority of these items include licenses, renewals and repairs (i.e. failed hard drives not under warranty). Restructuring of the data center allows for consolidation of hardware and the supporting software. This, plus aggregating licenses (i.e. MS Office) originally spread out across the Borough, account for the increase in this line item. This also covers the purchase of tools and consumable supplies for basic operating costs related to the activities of the Information Technology staff. Some costs for licenses and hardware will be recouped through our contracted IT services.

67310 – Professional Services: Some projects and installations require temporary and targeted extra efforts. They also may require specialized technical expertise. Professional Services allows us to have parallel efforts without recruiting permanent staff.

(93650-94850) – Capital Expenses: Monies allocated to these line items cover capital expenses, which are not considered in the Captial Improvement Plan (CIP). These include office equipment and asset replacement for systems assigned to the Information Technology Department.

Line Item Budget

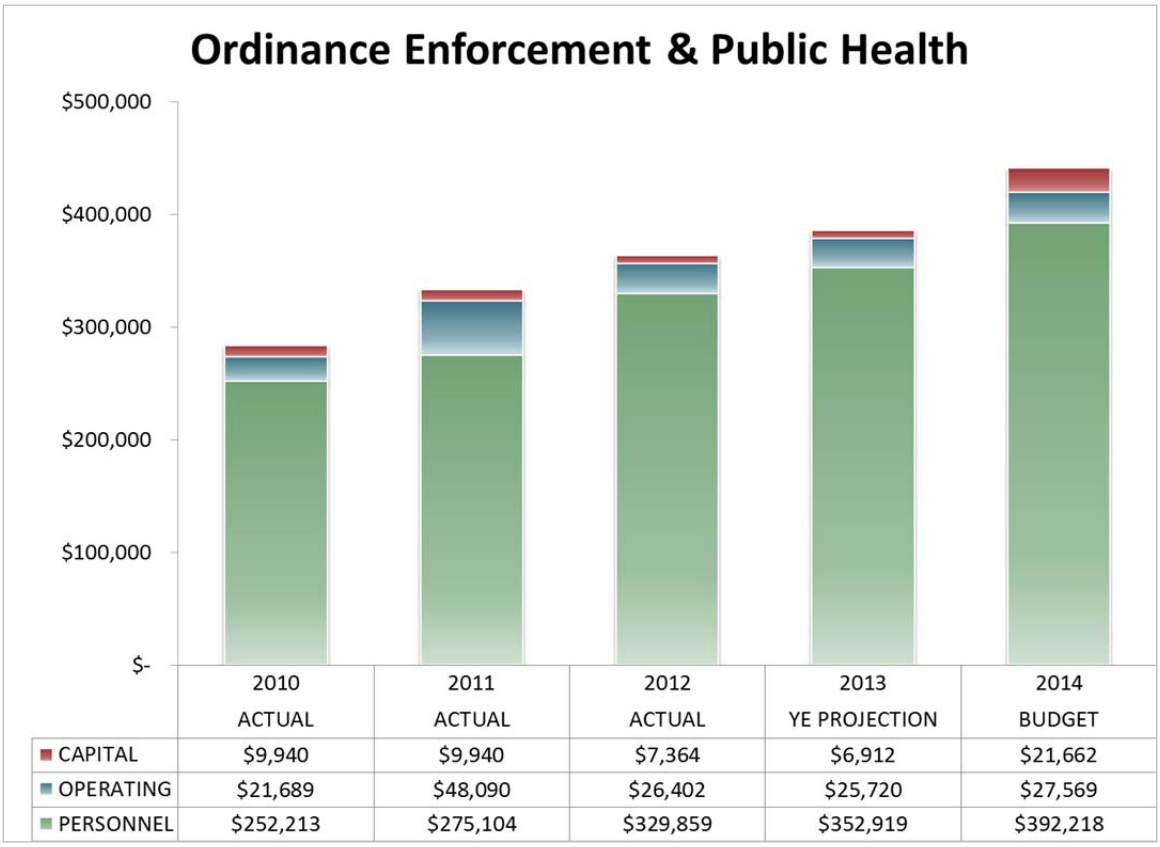
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 414,436	$ 310,600	$ 499,100
60115	SALARY & WAGES - PART TIME	$ -	$ -	$ -
61192	FICA - EMPLOYER PAID	$ 25,695	$ 19,100	$ 30,944
61193	MEDICARE - EMPLOYER PAID	$ 6,010	$ 4,450	$ 7,237
61196	HEALTH INSURANCE	$ 136,643	$ 84,745	$ 154,328
61199	LIFE & DISABILITY INSURANCE	$ 1,865	$ 1,017	$ 2,177
61200	PENSION	$ 27,597	$ 31,115	$ 31,008
61201	WORKERS COMPENSATION	$ 565	$ 867	$ 688
61210	EMPLOYEE PARKING	$ 1,440	$ 1,440	$ 3,840
62130	CONTINUING EDUCATION/TUITION	$ 14,099	$ 14,099	$ 22,500
	TOTAL - PERSONNEL	**$ 628,350**	**$ 467,433**	**$ 751,822**
64231	GASOLINE/LUBRICANTS	$ 550	$ 550	$ 2,000
65210	SUPPLIES	$ 1,400	$ 1,800	$ 1,800
66238	GROUP ACTIVITIES/PROGRAM SUPP	$ 4,100	$ 4,100	$ 5,750
67310	PROFESSIONAL SERVICES	$ -	$ -	$ 5,500
67322	DUES/MEMBERSHIPS/SUBSCRIPTIONS	$ 1,200	$ 1,200	$ 4,200
68251	REP & MAINT - VEHICLE	$ 300	$ 300	$ 600
69300	REP & MAINT - COMPUTER	$ 25,000	$ 25,000	$ 25,000
69310	COMPUTER HARDWARE & SOFTWARE	$ 32,500	$ 19,300	$ 28,800
72321	MONTHLY TELEPHONE CHARGES	$ 6,000	$ 6,000	$ 7,200
72325	INTERNET FEES/WEBPAGE	$ 15,000	$ 32,725	$ 26,000
80351	PROPERTY INSURANCE	$ 1,810	$ 1,810	$ 1,900
	TOTAL - OPERATING	**$ 87,860**	**$ 92,785**	**$ 108,750**
93650	MINOR CAPITAL PROJECTS	$ 31,000	$ 31,000	$ -
93740	CAP PURCHASE-COMP/PRDCTN EQUIP	$ -	$ -	$ -
93760	CAP PURCH - FURNITR/APPLIANCES	$ -	$ 2,200	$ 2,800
94840	DEPRECIATION-COMPUTER EQUIPMNT	$ 92,584	$ 92,584	$ 92,500
94850	DEPRECIATION	$ -	$ -	$ -
	TOTAL - CAPITAL	**$ 123,584**	**$ 125,784**	**$ 95,300**
	TOTAL	**$ 839,794**	**$ 686,002**	**$ 955,872**

Ordinance Enforcement & Public Health

Budget Overview

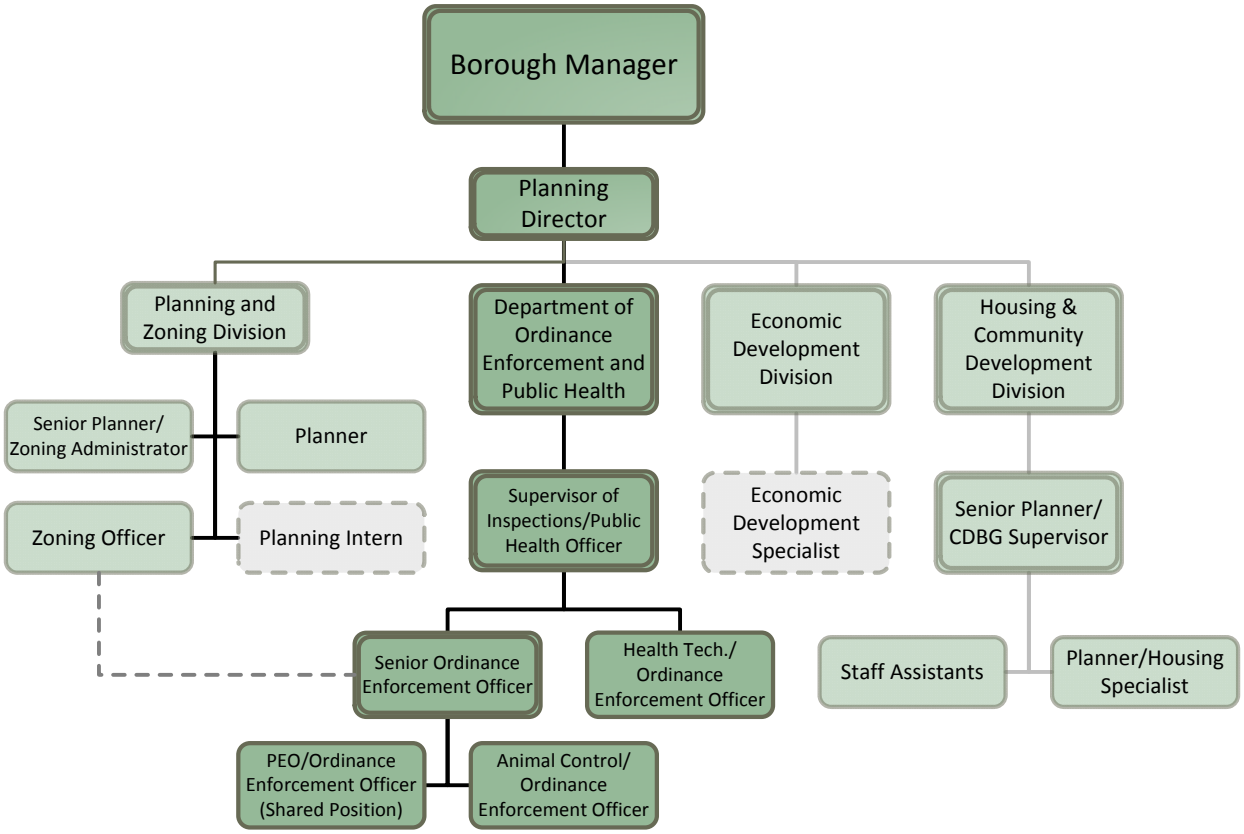
The Ordinance Enforcement & Public Health Department provides ordinance enforcement services, which includes dog control and dog bite followup services, monitoring for the proper disposal/storage of refuse and litter control, monitoring for the proper handling of recyclables, environmental nuisance investigation services and monitoring of nuisance proerties, grass and weed control inspections, inspection of public sidewalks for the removal of snow and rental housing inspections for health nuisances and hazards. Additionally the Department provides public health services, which includes restaurant and food establishment inspections in the Borough and the Townships of College, Ferguson and Patton, providing public health information and referrals, providing updates and bulletin regarding health and food safety and instructing educational food safety classes for food establishments and non-profits.

Ordinance Enforcement & Public Health Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
CAPITAL	$9,940	$9,940	$7,364	$6,912	$21,662
OPERATING	$21,689	$48,090	$26,402	$25,720	$27,569
PERSONNEL	$252,213	$275,104	$329,859	$352,919	$392,218

Organizational Chart



Mission

Prevent and control disease, promote healthy lifestyles and enforce ordinances that protect public health and enhance and preserve the quality of life for our community, neighborhoods and visitors to the State College area community.

Goals

- Reduce the number of major food violations by 15% over a four year period;
- Reduce the number of ordinance violations issued in the first two weeks of the fall semester by 80% over a five year period by increasing voluntary compliance with ordinances;
- Reduce the number of weed/grass violations issued in the Spring (May/June) by 15% over a five-year period by increasing voluntary compliance with ordinances;
- Obtain 100% compliance with the requirement for readable house numbers for emergency personnel;
- Obtain 95% compliance for commercial businesses recycling;
- Obtain 95% of non-profit organizations certified through the Cooking for Crowds food safety class;
- Improve complaint management and response procedures;
- Continue building and updating the DOEPH website with more critical public health information and resources.

- Maintain 90% compliance for the Sanitation Supervisor requirement for all Eating and Drinking establishments;
- Monitor the number of critical food violations and repeat critical food violations in licensed food establishments;
- Increase outreach to Persons in Charge (PICs), property owners, visitors and tenants regarding Borough Ordinances and Property Maintenance Code regulations, as they pertain to rental permits and new construction, through educational programs, email notification and website content.

2014 Strategic Objectives

Public Health

Food Establishment Inspections

In 2013, staff established baseline data on the number of major food violations based on the Pennsylvania Department of Agriculture inspection procedures/form. This will provide the starting point for meeting the goal of a 15% reduction in the number of major food violations over the next four years.

Safe Food Handling Education

Conduct workshops on safe food handling practices to lessen the potential for food-borne illness outbreaks in the Centre Region for non-profit and for profit organizations.

Disease Control

Monitor the potential for outbreaks of risks to public health such as influenza epidemics and West Nile Virus, and work with other public health entities to respond to any such threats.

Ordinance Enforcement

Refuse

In 2014, properties receiving multiple refuse violations issued during the previous fall semester will be identified, and staff will make personal contact to landlords/tenants at the beginning of the 2014 Fall semester. In addition, staff will provide local media with information about proper refuse disposal distributed.

Weed/Grass

In 2014, properties receiving multiple weed/grass violations in the Spring (May/June) of 2013 will be identified and the property owners will be contacted prior to the growing season. In addition, staff will provide local media with information about maintenance of lawns.

Open Burning

In 2014, all properties receiving open burning violations the previous year will be identified and the property owners/tenants will be contacted and given information about open burning regulations.

Recycling

Ensure compliance with recycling requirements by residential properties and commercial establishments. Revise ordinances related to recycling to ensure adequate tools exist to obtain compliance.

Dogs at Large

Contact individuals who are repeat offenders of the ordinances prohibiting dogs-at-large.

Education Programs

Continue outreach initiatives to educate residents and businesses on property maintenance and safe food handling practices.

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Implement permitting and inspections, business licensing and work order/complaint management modules.

2014 Budget Impact Items

The purchase of portable radios for Ordinance Enforcement staff and tablet computers for use in completing inspections and enforcement will cost approximately $12,900. This purchase is part of the MUNIS implementation process and part of an upgrade to radios to ensure compatibility with the countywide system. The increase in continuing education and tuition reflect increased usage by staff continuing education and tuition reflects the addition of two classes for the staff assistant.

2014 Detail on Appropriations

(60112-62160) – Personnel Expenses: These line item appropriations cover the salaries and benefits for the Health Officer and Service/Technical/Secretarial staff.

(64231-80351) – Operating Expenses: These line item appropriations cover recurring expenses in the operation of the Department of Ordinance Enforcement and Public Health.

(93740-94860) – Capital Expenses: This appropriation provides for capital expenses and equipment depreciation for the Department of Ordinance Enforcement and Public Health. Additional information is provided for the following item:

94840 – Computer and Office Equipment: These line items will cover the cost of a new computer monitor and office furniture.

Line Item Budget

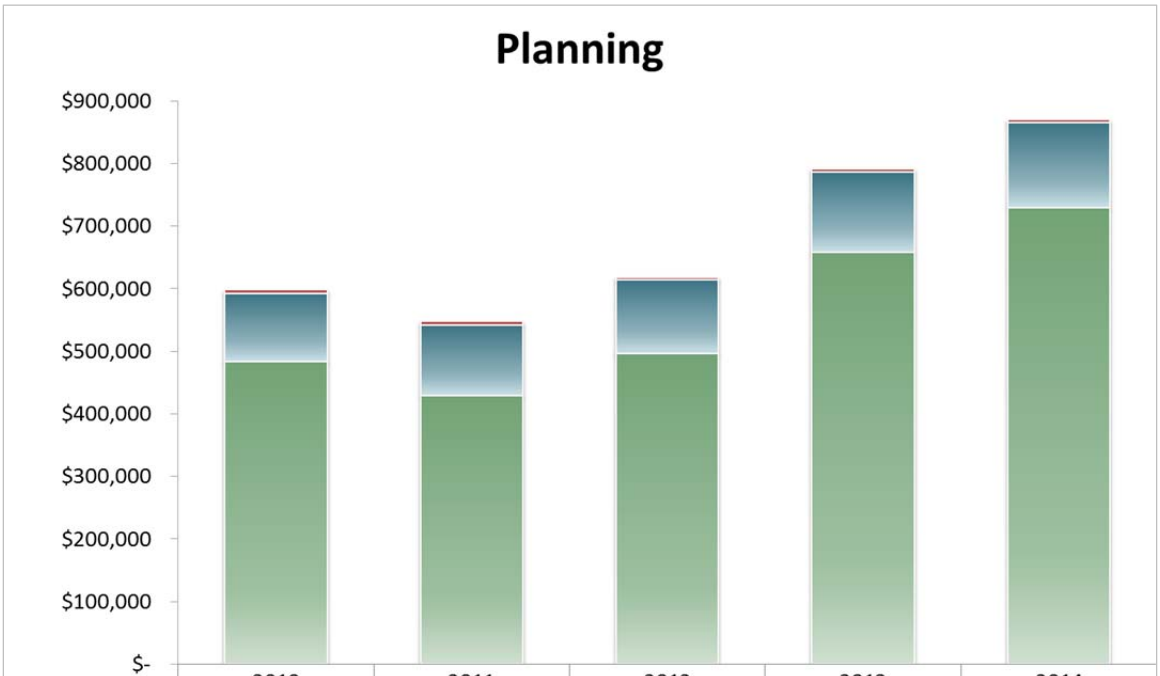
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 256,620	$ 248,400	$ 256,888
60115	SALARY & WAGES - PART TIME	$ -	$ -	$ -
60180	OVERTIME PAY	$ -	$ -	$ -
61192	FICA - EMPLOYER PAID	$ 15,910	$ 14,965	$ 15,927
61193	MEDICARE - EMPLOYER PAID	$ 3,721	$ 3,500	$ 3,725
61196	HEALTH INSURANCE	$ 83,893	$ 75,675	$ 87,933
61199	LIFE & DISABILITY INSURANCE	$ 1,155	$ 700	$ 1,156
61200	PENSION	$ 17,088	$ 4,029	$ 16,076
61201	WORKERS COMPENSATION	$ 1,265	$ 1,200	$ 1,101
61210	EMPLOYEE PARKING	$ 1,200	$ 1,200	$ 2,112
62130	CONTINUING EDUCATION/TUITION	$ 2,000	$ 2,250	$ 6,000
62160	CLOTHING/UNIFORMS & MAINTANENCE	$ 1,000	$ 1,000	$ 1,300
	TOTAL - PERSONNEL	**$ 383,852**	**$ 352,919**	**$ 392,218**
64231	GASOLINE/LUBRICANTS	$ 5,000	$ 5,000	$ 5,500
65210	SUPPLIES	$ 2,200	$ 2,200	$ 2,300
65212	FORMS	$ 1,400	$ 1,600	$ 1,400
65213	COMPUTER/COPIER SUPPLIES	$ 1,000	$ 1,500	$ 1,100
65215	POSTAGE	$ 2,800	$ 2,800	$ 2,800
66226	ANIMAL CONTROL COSTS	$ 500	$ 500	$ 500
66235	SPECIAL PROJECTS/GRANTS	$ -	$ -	$ -
66235	SPECIAL PROJECTS/GRANTS	$ -	$ -	$ -
66238	GROUP ACTIVITIES/PROGRAM SUPP	$ 1,500	$ 1,500	$ 1,500
68251	REP & MAINT - VEHICLE	$ 8,000	$ 4,500	$ 6,000
69300	REP & MAINT - COMPUTER	$ 100	$ 100	$ 100
72321	MONTHLY TELEPHONE CHARGES	$ 3,500	$ 4,300	$ 4,000
72327	RADIO EQUIPMENT MAINTENANCE	$ 100	$ -	$ 100
72330	ADVERTISING	$ 700	$ 100	$ 400
80351	PROPERTY INSURANCE	$ 1,780	$ 1,620	$ 1,869
	TOTAL - OPERATING	**$ 28,580**	**$ 25,720**	**$ 27,569**
93740	CAP PURCHASE-COMP/PRDCTN EQUIP	$ -	$ -	$ -
93760	CAP PURCH - FURNITR/APPLIANCES	$ 300	$ 300	$ 13,200
94840	DEPRECIATION-COMPUTER EQUIPMNT	$ 1,924	$ 1,924	$ 1,924
94850	DEPRECIATION	$ 4,688	$ 4,688	$ 4,688
94860	DEPRECIATION-RADIO EQUIP	$ -	$ -	$ 1,850
	TOTAL - CAPITAL	**$ 6,912**	**$ 6,912**	**$ 21,662**
	TOTAL	**$ 419,344**	**$ 385,551**	**$ 441,449**

Planning

Budget Overview

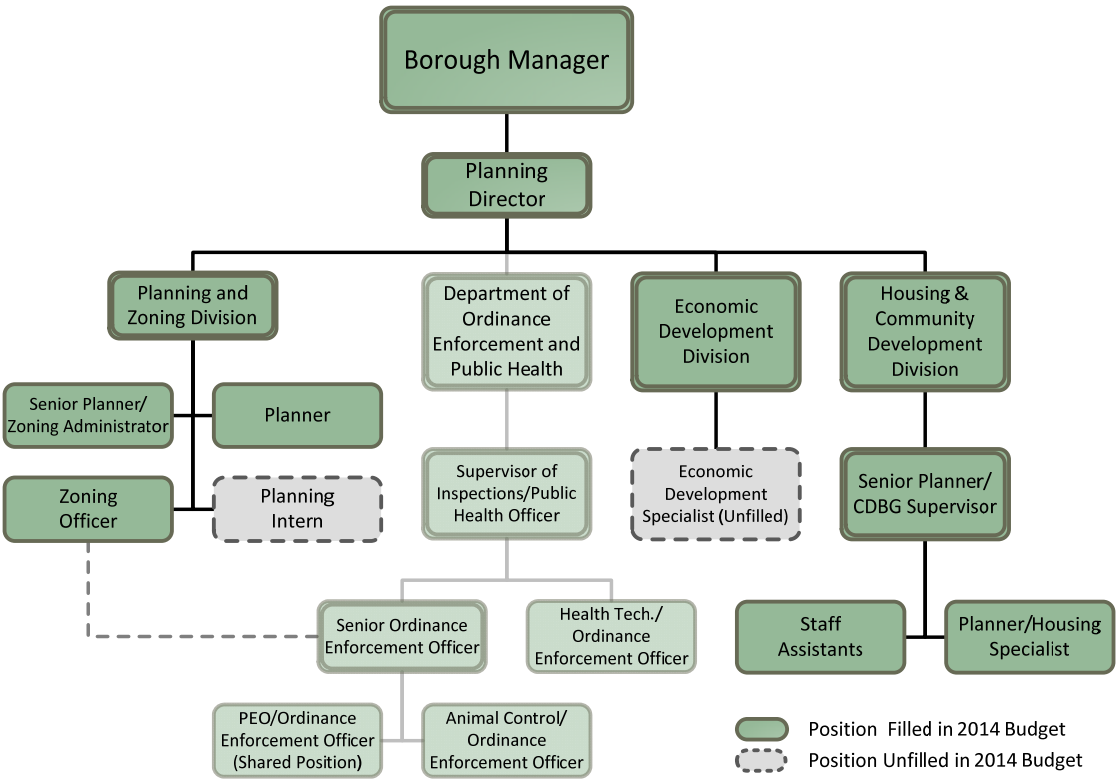
The responsibilities of the Planning Department include assistance to the residents and property owners of State College, several Authorities, Boards, Commissions and Committees, Borough Council, other departments of the Borough and coordination with the Centre Regional Planning Agency and Centre Regional Planning Commission.

Planning Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
CAPITAL	$6,972	$7,045	$3,536	$5,305	$5,225
OPERATING	$107,661	$112,356	$118,298	$127,841	$136,444
PERSONNEL	$484,092	$428,735	$496,322	$658,141	$729,101

Organizational Chart



Mission

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;
- Identify mechanisms to improve community sustainability;
- Encourage mixed use development;
- Identify methods to improve design of the built environment, expand the use of alternative modes of transportation, and 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;
- Improve complaint management and response procedures;
- Improve data management procedures.

2014 Strategic Objectives

Preparation for Ordinance Revisions

Initiate the Zoning and Land Development Ordinance rewrite in 2014.

Survey Analysis & Performance Review

Participate in the National Citizen Survey in 2014. Complete an in-depth analysis of the National Citizen Surveys and the 2008 Community Survey to inform the Borough's decision-making processes.

Citizen Engagement

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.

Parking Optimization

Work with Parking operations to use the Parking Study that will be completed in 2014 to update the parking requirements section of the General Commercial and Commercial Incentive zoning districts. Ensure that the Parking Study will provide the tools needed to update the parking report on a periodic basis.

West End Revitalization Plan

Work with Ferguson Township and Penn State to identify projects of benefit to all parties. Three potential projects that have been suggested are improving the pedestrian/bicycle interconnections with Penn State, developing a streetscape improvement project that would be undertaken by all three entities, and defining redevelopment areas in the West End.

Redevelopment

Certify redevelopment areas as appropriate, such as select areas of downtown, the West End, Westerly Parkway and both North and South Atherton Streets.

Downtown Master Plan

In conjunction with other Departments and other partners, complete the update and begin implementation of the Downtown Master Plan.

Neigborhood Planning

Begin implementation of the State College Borough Neighborhood Plan.

MUNIS (Enterprise Resource Planning) Project

Permitting, Business Licensing and Work Order/Complaint Management modules are scheduled for go-live in late-2013 and early-2014. Full implementation of the capabilities of this new management resource will be completed in 2014.

Neighborhood Investment Program

The 2013-2017 Captial Improvement Plan calls for the creation of a Homestead Investment Program (HIP) as a mechanism to expand housing opportunities in State College. Implementation of HIP will begin in 2014.

Public Accommodations

Facilitate the administration of the anti-discrimination in Public Accommodations Ordinance for State College.

2014 Budget Impact Items

Regional Programs have been eliminated as a stand-alone section in the Budget. A line item for the Regional Planning expense has been added to the Planning Department Budget (67325 – Contracted Public Services).

2014 Details on Appropriations

(60112-62130) – Personnel Expenses: These line item appropriations cover the salaries and benefits for the Planning Director, Senior Planner/Zoning Administrator, Planner, Zoning Officer and Administrative/Secretarial staff. Additional information is provided on the follwing item:

62130 – Employee Development: This line item will cover the costs of continuing education for Planning staff. This line item also covers the costs of membership in the American Planning Association and the American Institute of Certified Planners.

(64321-80351) Operating Expenses: These line item appropriations cover recurring expenses in the operation of the Planning Department. Additional information is provided on the following items:

65210 – Meeting Expenses: This line item covers costs of meetings for the Planning Commission, Design Review Board, Zoning Hearing Board, and Historic Resources Commission.

67310 – Consulting Services: This line item is for the costs associated with hiring graphic artists or other design professionals to assist in the development of improved visuals.

67314 – Legal Services: This line item is for costs associated with the Zoning Hearing Board solicitor and stenographic services for the Zoning Hearing Board. Stenographic services are only retained when it is believed a case will be appealed to a higher court.

67314/67326 – **Legal Services Public Accommodations Ordinance**: This line item is for costs associated with the administration of the ordinance outlawing discrimination in the provision of public accommodations.

67322 – Publications/Subscriptions: This line item will cover the costs of purchasing publications and/or subscriptions related to the mission of the Planning Department.

67325 – Contracted Public Services: This is a new line item. It represents the costs for participating in the Centre Region's Regional Planning Program and the Centre County Metropolitan Planning Organization (MPO).

80351 – Insurance: This includes vehicle and general liability coverage for the Planning Department.

(93740-94850) – Capital Expenses: This appropriation provides for capital expenses and equipment depreciation for the Planning Department. Additional information is provided for the following item:

93740 – Computer Equipment: This line item will cover the cost of a license for Adobe InDesign and for a printer for the Planning Department.

93760 – Office Furniture: Funds in this line item will be used to purchase new office chairs for the Planning Director and one Staff Assistant.

94850 – Vehicle Depreciation: Funds accumulated in this line item will be used to replace the vehicle assigned to the Planning Department.

Line Item Budget

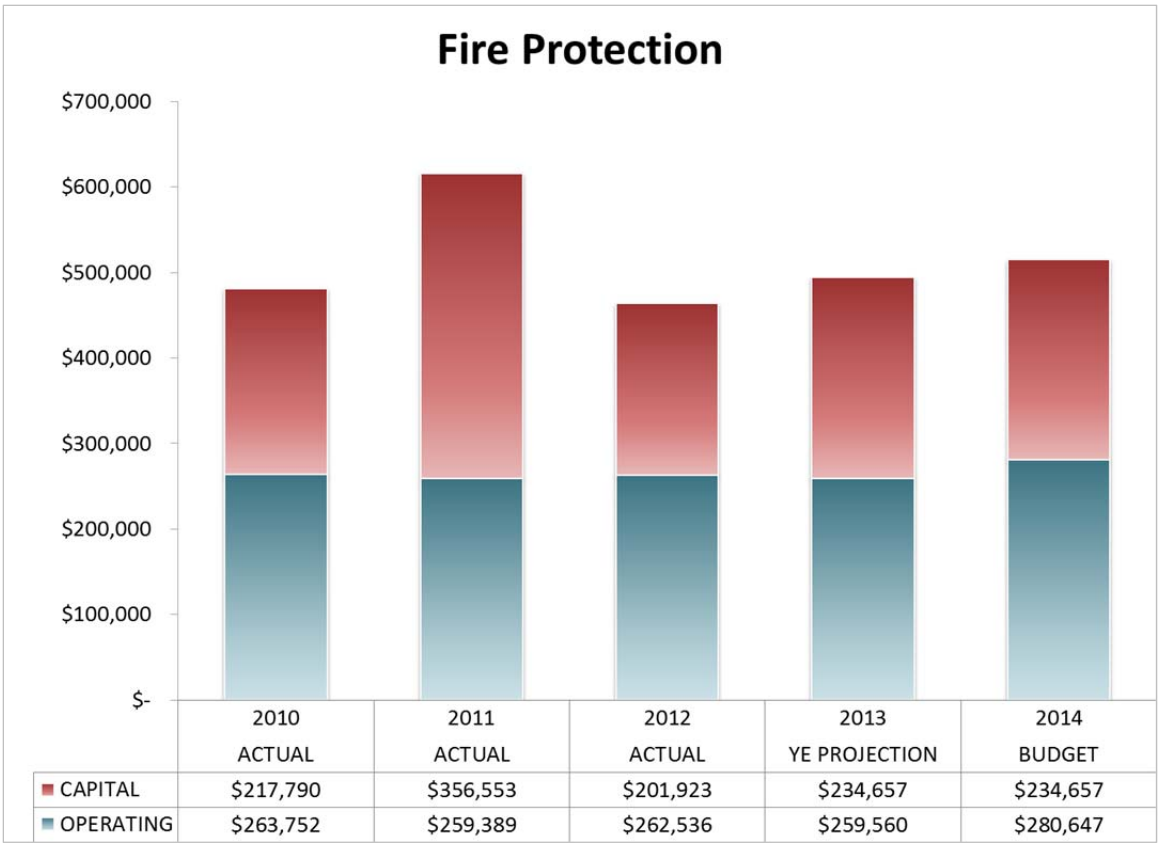
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 480,724	$ 478,875	$ 511,603
60115	SALARY & WAGES - PART TIME	$ -	$ -	$ -
60180	OVERTIME PAY	$ -	$ -	$ -
60185	OTHER COMPENSATION	$ -	$ -	$ -
61192	FICA - EMPLOYER PAID	$ 29,647	$ 27,300	$ 31,719
61193	MEDICARE - EMPLOYER PAID	$ 6,933	$ 6,385	$ 7,281
61196	HEALTH INSURANCE	$ 107,533	$ 101,520	$ 134,616
61199	LIFE & DISABILITY INSURANCE	$ 2,163	$ 1,400	$ 2,275
61200	PENSION	$ 32,011	$ 36,092	$ 32,016
61201	WORKERS COMPENSATION	$ 656	$ 1,169	$ 711
61210	EMPLOYEE PARKING	$ 2,400	$ 2,400	$ 2,880
62130	CONTINUING EDUCATION/TUITION	$ 6,000	$ 3,000	$ 6,000
	TOTAL - PERSONNEL	**$ 668,067**	**$ 658,141**	**$ 729,101**
64231	GASOLINE/LUBRICANTS	$ 800	$ 800	$ 500
65210	SUPPLIES	$ 2,000	$ 3,500	$ 4,000
65213	COMPUTER/COPIER SUPPLIES	$ 2,000	$ 2,700	$ 2,200
65215	POSTAGE	$ 1,000	$ 1,000	$ 1,000
66227	MEALS & MEETINGS	$ 3,000	$ 3,000	$ 3,000
66235	SPECIAL PROJECTS/GRANTS	$ 8,800	$ 8,165	$ 11,080
67310	PROFESSIONAL SERVICES	$ 30,000	$ -	$ 5,000
67314	LEGAL SERVICES	$ 10,000	$ 10,000	$ 3,000
67322	DUES/MEMBERSHIPS/SUBSCRIPTIONS	$ 400	$ 400	$ 450
67325	CONTRACTED PUBLIC SERVICES	$ 88,486	$ 88,486	$ 95,989
67326	OTHER CONTRACTED SERVICES	$ 1,000	$ 1,000	$ 1,000
68251	REP & MAINT - VEHICLE	$ 3,000	$ 1,000	$ 2,000
69300	REP & MAINT - COMPUTER	$ 100	$ 100	$ 100
72321	MONTHLY TELEPHONE CHARGES	$ 1,400	$ 1,400	$ 1,500
72330	ADVERTISING	$ 4,500	$ 4,500	$ 4,000
80351	PROPERTY INSURANCE	$ 1,790	$ 1,790	$ 1,625
	TOTAL - OPERATING	**$ 158,276**	**$ 127,841**	**$ 136,444**
93740	CAP PURCHASES - COMPUTER EQUIP	$ 750	$ 750	$ 200
93750	CAP PURCH - SPECIALIZED EQUIP	$ -	$ -	$ -
93760	CAP PURCH - FURNITR/APPLIANCES	$ 1,300	$ 1,300	$ 1,300
94840	DEPRECIATION-COMPUTER EQUIPMNT	$ 3,255	$ 3,255	$ 3,725
94850	DEPRECIATION	$ -	$ -	$ -
	TOTAL - CAPITAL	**$ 5,305**	**$ 5,305**	**$ 5,225**
	TOTAL	**$ 831,648**	**$ 791,287**	**$ 870,770**

Fire

Budget Overview

The Alpha Fire Company is the service provider for the Centre Region's Regional Fire Protection Program. The Company operates from three fire stations with the main fire station being located in State College Borough. This Budget covers the Borough's portion of the operating and capital expenditures for the Regional Fire Protection Program.

Fire Protection Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
CAPITAL	$217,790	$356,553	$201,923	$234,657	$234,657
OPERATING	$263,752	$259,389	$262,536	$259,560	$280,647

Mission

The mission of the Regional Fire Protection Program is to maintain a volunteer fire company to provide fire, rescue and related services to the Borough of State College and the Townships of College, Ferguson, and Patton, a small portion of Benner Township and the University Park campus of Penn State University.

Goals

- Ensure the Alpha Fire Company has the facilities, equipment, and support necessary to accomplish its mission and continue to provide protection to Centre Region residents in a cost effective manner;
- Respond to emergency calls for service;
- Ensure programs meet statutory requirements.

Details on Appropriations

67325 – Contracted Public Services: This is a new line item. It represents the costs for participating in the Regional Fire Protection Program.

73366 – Water and Sewer *(Previously Hydrant Rental)*: The appropriation of $21,600 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.

96940 – Foreign Fire Insurance Tax: The Foreign Fire Insurance Tax Distribution Law was passed as part of Act 205 of 1984, the Municipal Pension Plan Funding Standard and Recovery Act (commonly referred to as "Act 205," 53 P.S. 895.101 et. seq.). Specifically, Chapter 7 of Act 205 sets forth the provisions of the Foreign Fire Insurance Tax Distribution Law (53 P.S. 895.701-895.706). The source of the monies is a 2% tax on foreign fire insurance premiums. The Commonwealth allocation to volunteer firefighters' relief associations is determined by a formula based on the population and the market value of real estate of each municipality.

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
67325	CONTRACTED PUBLIC SERVICES	$ 237,690	$ 237,960	$ 259,047
73366	WATER AND SEWER	$ 21,600	$ 21,600	$ 21,600
	TOTAL - OPERATING	**$ 259,290**	**$ 259,560**	**$ 280,647**
96940	FOREIGN FIRE INSURANCE TAX	$ 201,923	$ 234,657	$ 234,657
	TOTAL - CAPITAL	**$ 201,923**	**$ 234,657**	**$ 234,657**
	TOTAL	**$ 461,213**	**$ 494,217**	**$ 515,304**

Emergency Management

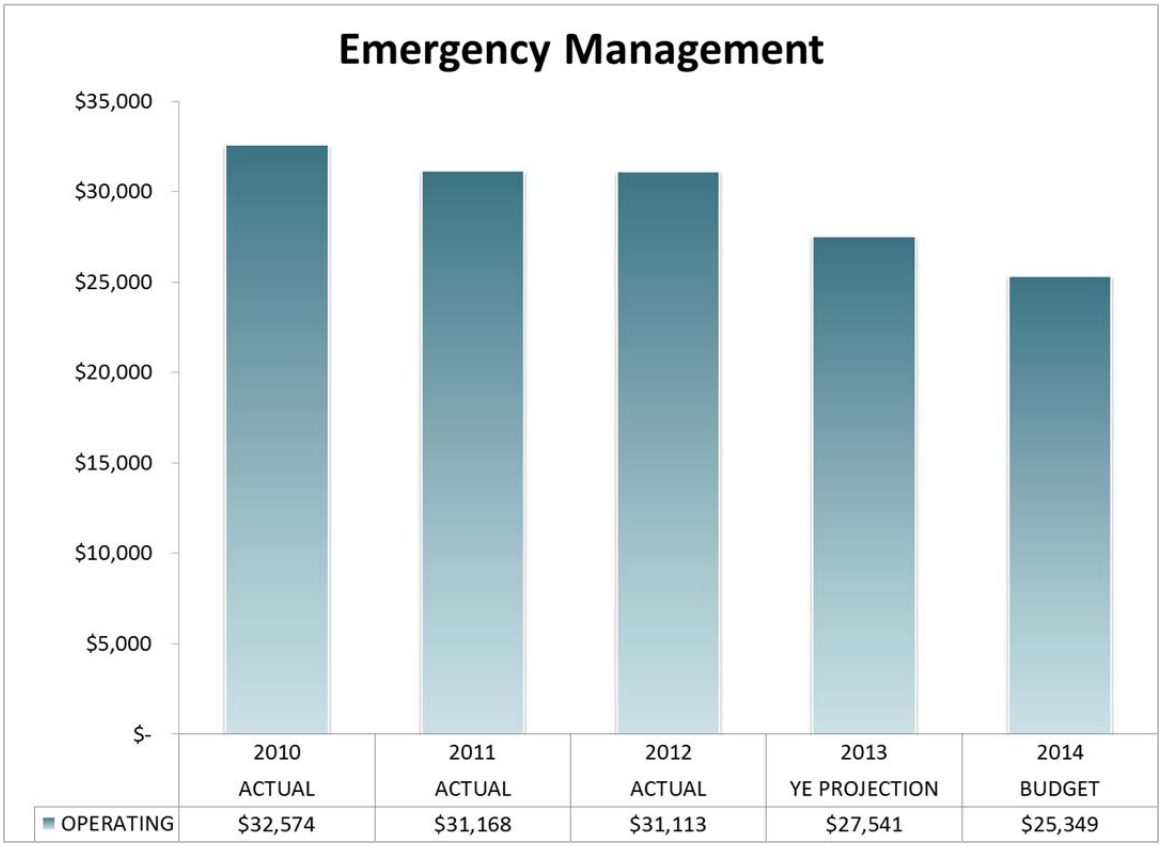
Budget Overview

The Pennsylvania Emergency Management Code (Title 35) requires each municipality to have an Emergency Management Coordinator, an Emergency Operations Center (EOC), and an Emergency Operations Plan (EOP). The Borough, in conjunction with all of the Centre Region municipalities, created a regional Emergency Management Program with a single Coordinator in 1990 through an agreement with Penn State's Office of University Safety. Through this program there is a designated Emergency Operations Center, which provides for a regional approach to emergency management.

The Borough also supports the Centre Region Emergency Management Contingency Fund to provide a pool of funds for the Centre Region Emergency Management Coordinator to use in responding to a declared emergency.

This Budget covers the Borough's portion of the operating expenditures for the Emergency Management Program. More information about this program can be found in the 2014 Centre Region Council of Governments Plan.

Emergency Management Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
OPERATING	$32,574	$31,168	$31,113	$27,541	$25,349

Mission

The Centre Region Emergency Management Program is responsible for preparing the Borough of State College and the Townships of College, Ferguson, Halfmoon, Harris, and Patton to respond to and recover from natural or technological disasters and acts of terrorism.

Goals

- Develop, maintain, and update Emergency Operations Plans for the Centre Region municipalities;
- Enhance the Centre Region's Emergency Management public outreach;
- Identify, maintain, equip, and staff Regional Emergency Shelters;
- Provide training opportunities and conduct exercises for staff and volunteers who may be needed during emergencies;
- Maintain and activate, if necessary, the EOC.

Details on Appropriations

67325 – Contracted Public Services: This is a new line item. It represents the costs for participating in the Centre Region's Emergency Management Program, including a contingency fund in the case of the activation of the Emergency Operations Center.

Line Item Budget

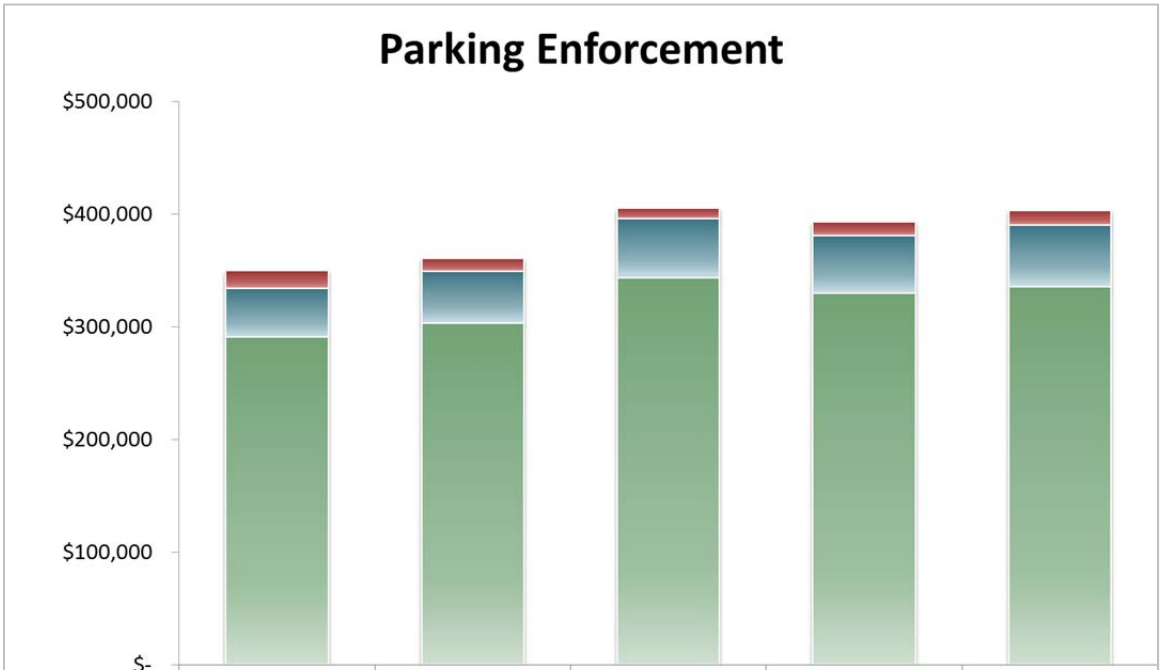
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
67325	CONTRACTED PUBLIC SERVICES	$ 27,541	$ 27,541	$ 25,349
	TOTAL - OPERATING	**$ 27,541**	**$ 27,541**	**$ 25,349**

Parking Enforcement

Budget Overview

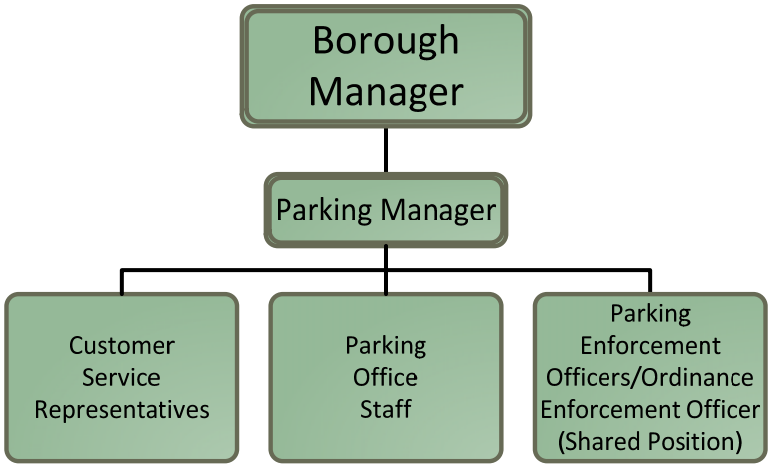
The objective of the Borough Parking Enforcement program is to ensure that there are an ample number of parking options for visitors to the downtown and parking availability year-round for residents throughout the Borough. Parking Enforcement Officers are responsible for patrolling and enforcing all parking regulations. New technologies are making it easier for the Parking Enforcement Department to target scofflaws and to provide a parking options for law abiding citizens that balance costs, walking distances and length of stay depending upon visitors parking priorities.

Parking Enforcement Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
CAPITAL	$15,840	$11,520	$10,064	$11,645	$13,495
OPERATING	$43,156	$45,780	$52,092	$51,191	$54,196
PERSONNEL	$291,226	$303,044	$343,469	$329,881	$335,674

Organizational Chart



Mission

Provide parking services to support the business community and neighborhoods of State College and enforce parking laws and ordinances fairly and consistently.

Goals

- Provide professional, courteous service to the public;
- Maintain proper records of enforcement activity;
- Exercise diligence in the fair and consistent collection of fines;
- Preserve the most convenient and proximate parking spaces for short-term patrons, while encouraging long-term parkers to utilize the parking structures;
- Increase the number of payment options available to customers at parking meters.

2014 Strategic Objectives

Transportation Demand Based Strategy

Further develop and implement a transportation demand-based strategy for managing both on- and off-street parking.

Education on the Use of New Technology

Continue the educational program designed to help users of the parking system learn how to use new technology.

2014 Budget Impact Items

No budget impacts for 2014.

2014 Detail on Appropriations

(60112-62160) – Personnel Expenses: The Parking Enforcement Budget includes an appropriation request to cover the salaries of three full-time and two part-time Parking Enforcement Officers and a half-time Parking/Ordinance Enforcement Officer position that is split between parking enforcement and ordinance enforcement.

(64231-80351) – Operating Expenses: This appropriation covers 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.

(93740-94850) – Capital Expenses: This appropriation provides for capital expenses and equipment depreciation for the Parking Enforcement Department.

Line Item Budget

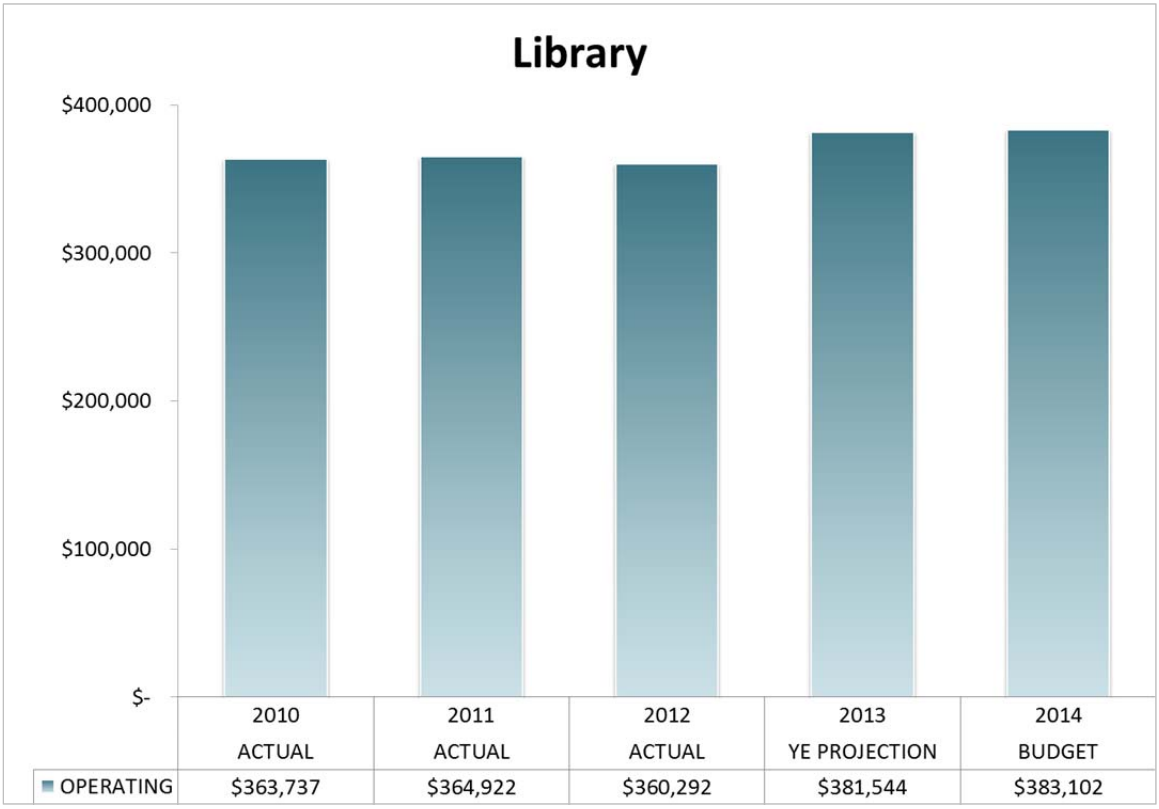
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 227,022	$ 215,600	$ 212,476
60115	SALARY & WAGES - PART TIME	$ -	$ -	$ -
60180	OVERTIME PAY	$ -	$ -	$ -
61192	FICA - EMPLOYER PAID	$ 14,075	$ 12,950	$ 13,174
61193	MEDICARE - EMPLOYER PAID	$ 3,292	$ 3,050	$ 3,080
61196	HEALTH INSURANCE	$ 82,409	$ 68,490	$ 80,160
61198	VISION/DENTAL INSURANCE	$ -	$ -	$ -
61199	LIFE & DISABILITY INSURANCE	$ 995	$ 1,650	$ 911
61200	PENSION	$ 15,117	$ 16,861	$ 13,297
61201	WORKERS COMPENSATION	$ 5,032	$ 5,580	$ 5,628
61210	EMPLOYEE PARKING	$ 1,200	$ 1,200	$ 2,448
62130	CONTINUING EDUCATION/TUITION	$ 2,500	$ 2,500	$ 2,500
62160	CLOTHING/UNIFORMS & MAINTENNCE	$ 4,000	$ 2,000	$ 2,000
	TOTAL - PERSONNEL	**$ 355,642**	**$ 329,881**	**$ 335,674**
64231	GASOLINE/LUBRICANTS	$ 7,000	$ 5,400	$ 7,000
65210	SUPPLIES	$ 1,500	$ 1,500	$ 1,500
65212	FORMS	$ 8,000	$ 8,000	$ 8,000
65213	COMPUTER/COPIER SUPPLIES	$ 1,200	$ 1,900	$ 1,400
65215	POSTAGE	$ 4,000	$ 4,000	$ 4,000
66238	GROUP ACTIVITIES/PROGRAM SUPP	$ 1,500	$ 3,000	$ 1,500
67329	PUBLIC WORKS SERVICES	$ 8,400	$ 8,400	$ 8,400
68251	REP & MAINT - VEHICLE	$ 5,000	$ 5,000	$ 5,000
69300	REP & MAINT - COMPUTER	$ 4,500	$ 3,200	$ 4,000
71260	SMALL TOOLS & MINOR EQUIPMENT	$ 1,000	$ 1,000	$ 2,600
71300	REPAIRS & MAINT - EQUIPMENT	$ 4,000	$ 4,000	$ 4,000
72321	MONTHLY TELEPHONE CHARGES	$ 2,000	$ 4,200	$ 4,500
72327	RADIO EQUIPMENT MAINTENANCE	$ 500	$ -	$ 500
80351	PROPERTY INSURANCE	$ 1,796	$ 1,591	$ 1,796
	TOTAL - OPERATING	**$ 50,396**	**$ 51,191**	**$ 54,196**
93740	CAP PURCHASE-COMP/PRDCTN EQUIP	$ -	$ -	$ -
93760	CAP PURCH - FURNITR/APPLIANCES	$ -	$ -	$ -
93775	CAP PURCHASES - MAJOR EQUIP	$ -	$ -	$ -
94840	DEPRECIATION-MACH/EQUIP	$ 8,145	$ 8,145	$ 8,145
94850	DEPRECIATION	$ 3,500	$ 3,500	$ 3,500
94860	DEPRECIATION-RADIO EQUIP	$ -	$ -	$ 1,850
	TOTAL - CAPITAL	**$ 11,645**	**$ 11,645**	**$ 13,495**
	TOTAL	**$ 417,683**	**$ 392,717**	**$ 403,365**

Library

Budget Overview

Schlow Centre Region Library is the public library serving the State College Borough and College, Ferguson, Halfmoon, Harris, and Patton Townships. Schlow is a member of the Centre County Federation of Public Libraries. This Budget covers the Borough's portion of the operating expenditures for Schlow Centre Region Library.

Library Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
OPERATING	$363,737	$364,922	$360,292	$381,544	$383,102

Mission

The mission of Schlow Centre Region Library is to become the "Centre of Reading and Learning."

Goals

- Serve as a "community gathering place;"
- Provide collections of books, media and online resources for loan and use;
- Provide educational and cultural programs;
- Serve as the District Library Center for public libraries in Centre, Clearfield, Mifflin and Juniata counties.

Details on Appropriations

67325 – Contracted Public Services: This is a new line item. It represents the costs for participating in the Centre County's library program, specifically funding for Schlow Centre Region Library.

Line Item Budget

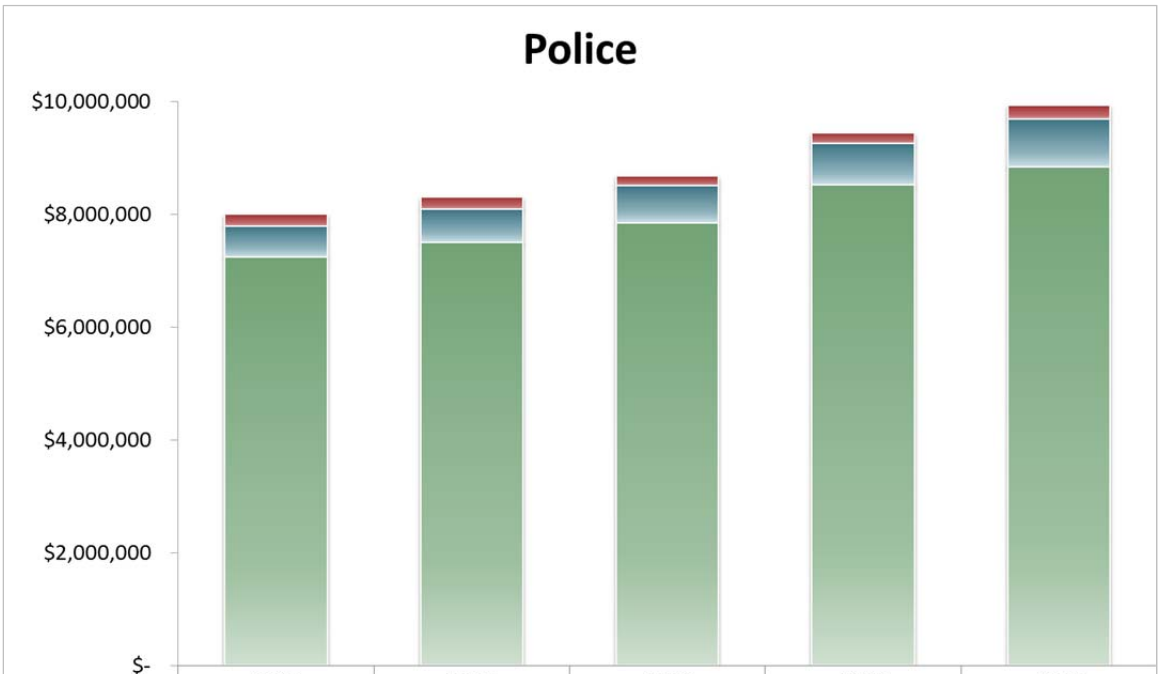
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
67325	CONTRACTED PUBLIC SERVICES	$ 381,544	$ 381,544	$ 383,102
	TOTAL - OPERATING	**$ 381,544**	**$ 381,544**	**$ 383,102**

Police

Budget Overview

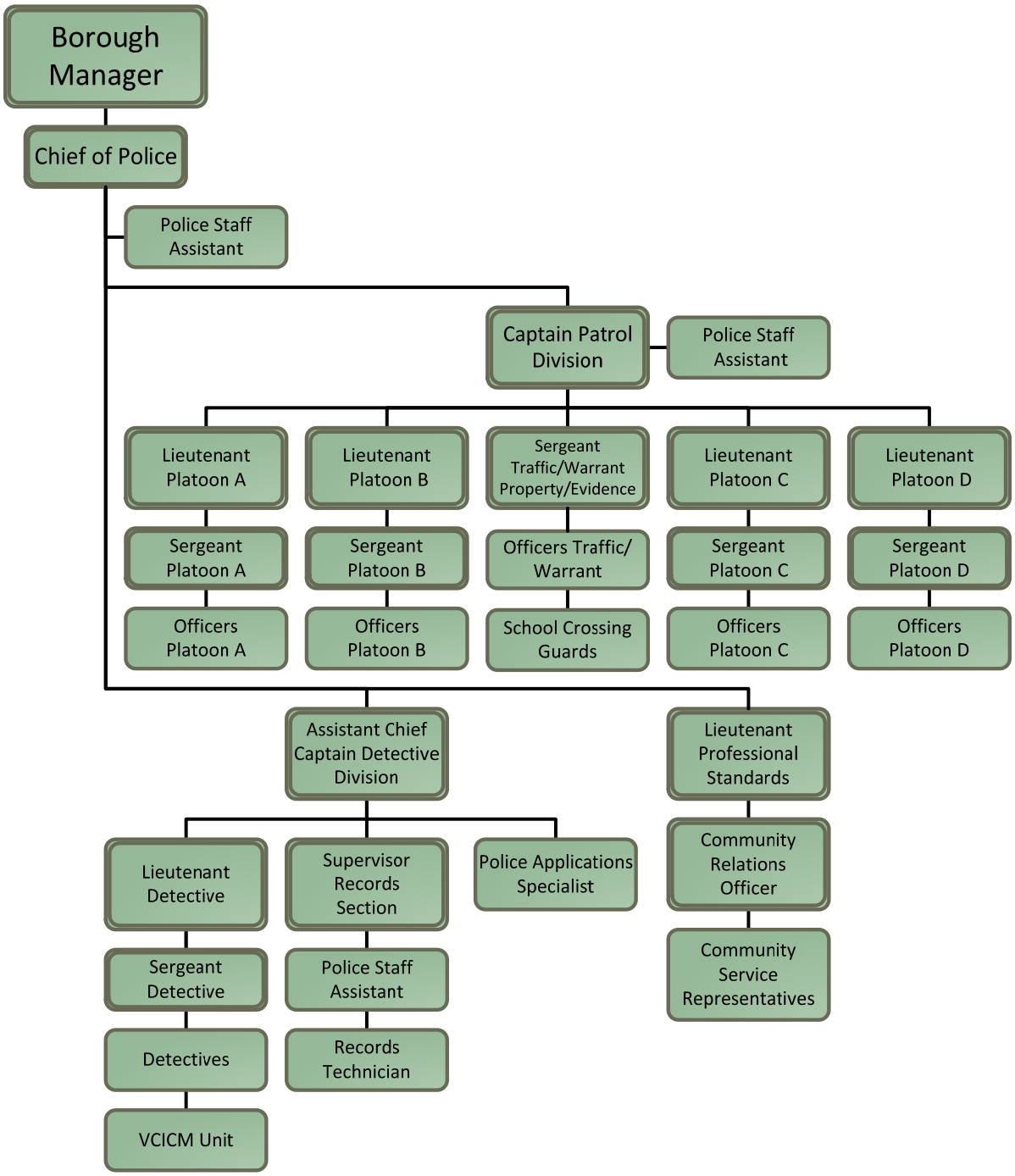
The State College Police Department provides police services to State College Borough and the Townships of College and Harris. The Townships reimburse the Borough on a per hour rate based upon a direct cost-sharing formula plus a factor for indirect costs. The Police Department provides the following services: community education and crime prevention, crime control, traffic safety, intergovernmental public safety services, victim support services, aggressive driving enforcement programs, alcohol source investigation, records management and police officer training.

Police Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
CAPITAL	$211,928	$219,127	$172,149	$194,639	$248,278
OPERATING	$547,947	$593,169	$659,308	$732,416	$856,489
PERSONNEL	$7,247,247	$7,500,163	$7,852,506	$8,518,608	$8,834,555

Organizational Chart



Mission

The employees of the State College Police Department are committed to being responsive to their community in the delivery of quality services. Recognizing their responsibility to maintain order, while affording dignity and respect to every individual, their mission is to improve the quality of life in their jurisdictions through a community partnership that promotes safe and secure neighborhoods and business districts. They 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, while also engaging in crime prevention, criminal apprehension and other activities to reduce concerns in the community.

Goals

- Reduce crime through Crime Prevention initiatives;
- Improve traffic safety in our jurisdictions;
- Improve the safety of the downtown and neighborhoods;
- Reduce unreasonable noise in the neighborhoods at night;
- Improve police professionalism.

2014 Strategic Objectives

Crime Prevention/Professionalism

The Professional Standards Section (PSS) 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 the category of Crime Prevention include the following:

- **Community Education –** programs and activities offered include involvement with neighborhood associations, issuance of media releases, talks to community groups and school classrooms, the 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 County's TRIAD program and participation in the Citizens Police Academy.
- **Youth Programs –** programs and activities offered include: assignment of three School Resource Officers, car safety seat checks, 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 the category of Crime Control include the following:

- **Proactive Police Services –** 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 –** 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 detectives to investigate crime, joint efforts with the Pennsylvania State Police, Liquor Control Enforcement and other Centre Region Departments to enforce alcohol violations, County investigator meetings to share information, joint Source Investigation Project (SIP) with PSU Police Department, participating in the Centre County Drug Task Force with the PA Officer of Attorney General, and access to the JNET system.

Traffic Safety

The objectives under the category of Traffic Safety include the following:

- **Identification of Hazardous Conditions and Locations –** 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 –** 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.

Inter-governmental Public Safety Services

The objectives under the category of Inter-governmental Public Safety Services include the following:

- **Administration of Township Police Contracts –** includes police services in College and Harris Townships. The budget is based on a proposal that College Township purchase 265 hours of police service per week and Harris Township purchase 76 hours per week in 2014.

- **Regional Programs –** includes funds 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 system, 800 MHz radio system, central booking center, mobile command post, Tactical Response Team, South-Central Terrorism Task Force, DUI Sobriety Checkpoints and School Resource Officers.

Organizational Support

The objectives under Organizational Support include:

2014 Grant Programs

The Department anticipates grant funding for various programs in 2014 that will include:

- **Sexual Assault Officer –** Approximately $35,000 is expected for a portion of our Sexual Assault detective position through the STOP Violence Against Women program.
- **Victim Centered Intensive Case Manager (VCICM) Unit –** Since 2006, grant funding has been received to fund a portion of salary and benefit costs for a Domestic Violence Detective position, a Project Technician and for the Women's Resource Center (a Victim Advocate who is assigned full time to the VCICM Unit). This funding, approximately $100,000 annually, continues through at least December 2016.
- **Aggressive Driving Enforcement –** The Department continues to receive Aggressive Driving Enforcement funds from PennDOT. These grant funds are used to conduct assertive enforcement of aggressive driving violations such as speeding, red light running, following too close, stop sign and other dangerous driving violations. We expect approximately $12,000 in 2014 to offset police overtime costs.
- **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. In September 2013 we received a $40,000 grant for a two-year period ending August 2015.
- **Crisis Intervention Team (CIT) –** In 2011, the Department, along with other local police departments in Centre County and the Centre County MHID Office implemented a CIT program. In 2013, our Department trained four officers providing each officer 40 hours of specialized training on effectively dealing with persons in emotional crisis. Our Department now has a total of 17 officers trained in this program.

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 2014 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)
- First Aid;
- Crisis Negotiations;
- K-9 training;
- Bomb Team recertification
- Supervisory courses;
- Emergency Vehicle Driving refresher;
- 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.

2014 Budget Impact Items

In 2014, it is recommended the College Township contract be based on 265 hours per week, five hours more than provided in 2013. In 2014, it is recommended the Harris Township contract be based on 76 hours per week, two hours more than provided in 2013.

2014 Detail on Appropriations

(60112-62160) – Personnel Expenses: The 2014 police budget is based on 65 full-time sworn personnel, the same as the past six years. It also includes 11 full-time and one part-time civilian personnel (two less full-time civilian staff than in 2011). The present and proposed authorized strength of the Department is shown below, with the distribution of personnel in the organizational chart provided.

Position	2013 (Present)	2014 (Proposed)
Chief of Police	1	1
Captains of Police	2	2
Lieutenants of Police	7	6
Sergeants of Police	5	6
Police Officers	50	50
Police Application Specialist	1	1
Records Supervisor	1	1
Community Service Representative	2	2
P/T Fixed-Term Project Technician	1	1
Secretaries/Records Technicians	7	7
School Crossing Guards	15	15

Six lieutenants, six sergeants and 50 police officers are members of the State College Police Association (SCPA). The Borough and the SCPA negotiated a new 3-year labor agreement in 2012 that took effect January 1, 2013. The 2014 contractual wage increase for SCPA members is 2.25%.

60115 – School Crossing Guards: 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 2014 are: $27.00 (twice a day and 70 minutes or less), $29.60 (twice a day and 71 or more minutes) and $41.00 (three times a day, regardless of minutes). This is approximately a 2% increase over the 2013 daily rates.

60180 – Police Overtime: The appropriation for overtime is to cover costs for police officers who 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 Recognition Expert (DRE), 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 PSU football games, drug task force, sobriety checkpoints, etc.

62120 – Travel/Mileage Expense: 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 $0.565 per mile.

62130 – Continuing Education/Tuition: 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.

62160 – Clothing/Uniforms & Maintenance: Each year, this account includes a set of winter and summer uniforms for each officer. Bicycle uniform pants and shirts are also appropriated each budget year. Also included are funds to purchase uniforms for any newly hired officers. Most of the current duty weapon holsters issued to officers are in need of replacement and the manufacturer has phased out that style of holster. The purchase of 65 Threat Level 2+ holsters at $100/each will provide officers an improved holster with a higher threat level, thus increasing officer safety.

Funds in this account are used to send officers and other employees to required, advanced and specialized training programs at various locations. The Department will apply for any available grants to cover training expenses.

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.

(64231-80352) – Operations

64231 – Gasoline and Lubricants: This line item is for the 30 police vehicles in the fleet. This line item increased significantly in 2011, because of an increase in our contracted fuel rates.

65213 – Computer/Copier Supplies: This line item includes lease purchase agreement for one machine and maintenance costs for two other photocopy machines. Funds are also included for toner cartridges and other copying expenses.

66238 – Group Activities/Program Supplies: 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, training supplies, K-9 food and supplies, bicycle supplies, CDs, DVDs, thumb drives, repair, and maintenance of various items, etc.

66260 – Investigative Costs: This account is maintained for miscellaneous investigative costs and a computerized auto tracking system that provides information on persons being investigated by officers. It also includes funds in the event the Department must have DNA analysis performed by a private lab.

67325 – Contracted Public Services: 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 agencies percentage of misdemeanor and felony criminal complaints filed in the court of common pleas.

68251 – Repair & Maintenance - Vehicle: Repair and Maintenance costs for 30 police vehicles covered by this line item are:

- **Patrol Division (17):**
  - ***Patrol:*** 13 marked, two unmarked
  - ***Motorcycle Patrol Division C.O.:*** one marked and one unmarked.
- **Detective Division (10):**
  - ***Detectives:*** Six unmarked, one undercover,
  - ***School Resource Officers:*** Two marked,
  - ***Detective Division C.O.:*** One unmarked.
- **Administrative Division (3):**
  - ***Administrative Section OIC***:-one unmarked,
  - ***Comm. Rel./Crime Prev. Officer:*** one unmarked,
  - ***Chief of Police:*** 1 unmarked.

The purchase of three patrol vehicles and one detective vehicle is proposed for 2014. The vehicles to be replaced in 2014 are 3302, 3303, 3309, and 3314.

69300 – Repair & Maintenance - Computer: Funds in this account will be used for our Records Management System (RMS) connection and repairs or maintenance to all other office equipment. In addition, funds are budgeted for the annual Software Service Maintenance Agreement (SSMA) for the RMS.

69310 – Computer Hardware & Software:

- MCT System for 15 mobile units
- Police Scheduling Software
- Predictive Analysis Software
- PowerDMS Document Management System
- Speed Board OTA Reporting ($500 per sign)
- Fortis Document Management System

Funds in this account are for airtime, frame relay and the Stratus server for the Borough's share of the operation of the 15 mobile computers in the patrol vehicles including airtime costs.
New this year are costs to purchase police officer scheduling software ($17,000) that will improve the ability to schedule police officers and to track the various leave time, overtime, etc. Much of these costs are one-time costs for the initial software purchase and training. The recurring costs will be approximately $7,000 annually. This system is compatible with the Borough MUNIS system.

Also new this year are costs to purchase predictive analysis software ($14,500) that will allow officers to better identify crime trends by location and time of day and predict future crime that will result in more effective deployment of officers.

The last new software purchase this year is for the PowerDMS document management system ($13,500). This cost is for the initial set up, training and a three-year subscription. This system is being purchased for both the electronic management of our Accreditation Program and to manage our extensive policy and procedures manual allowing for easy updating, retrieval and tracking all who have accessed the new policies, etc. This product would be available for not only the Police Department, but all Borough departments if desired.

The Police Department has speed display boards to conduct speed surveys as needed. Costs are budgeted to allow our traffic officers to obtain "real time" speed data over the air. This feature costs $500 per year per speed sign board.

69330 – Specialized Equipment Maintenance: Funds will be used for the calibration and repairs to our speed timing devices, AED batteries and maintenance agreement, Borough's share for maintenance of the Mobile Command Post vehicle, medical director's fee for the Department's AED program, and patrol car fire extinguisher maintenance.

71260 – Small Tools & Minor Equipment: The following items are included in the 2014 Budget:

- FujiFilm UV/IR Digital Camera $ 2,500
- Aimpoint LRP Mounts (4 at $550/each) $ 2,200

• "PT Runner" Moving Target System	$ 1,300
• Tactical Bags on Wheels (4 at $250/each)	$ 1,000
• 10 Digital Recorders (10 at $70/each)	$ 700
	$ 7,700

The Department has a need for a digital camera that is capable of uncovering otherwise invisible evidence such as gunshot residue, blood stains, burned writing, bruise marks on skin and bodily fluids. This camera is capable of discovering and taking photographs of this evidence.

The purchase of four sets of rugged electronic red dot sights for the weapons issued to the Tactical Response Team (TRT) is included. An element of the Department's firearms training program involves moving targets. A new moving target system is needed to provide this critical training to the police officers.

The officers assigned to the Centre County TRT have significant equipment to transport to trainings and call-outs. This budget calls for the purchase of four rolling duffel bags that will store all their equipment together and improve the ease in which to transport items.

Most of the digital recorders purchased for the detectives in 2004 are no longer functioning and the few remaining are unreliable. This purchase is for 10 digital recorders to be issued to all detectives and one to be made available to patrol officers as needed.

72321 – Monthly Telephone Charges: Fund in this account include costs for all telephones in the Police Department, "air time" costs for cellular telephones for on-duty police officers, and Smartphones for the detectives.

72327 – Radio Equipment Maintenance: 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 seven base stations, 29 mobile, and six control stations. Funds are also included for the purchase of replacement radio batteries and lapel mics, tower rental for conventional radio back-up site and miscellaneous repair and maintenance costs for radio equipment.

80352 – Insurance: This is the Police Department's share of insurance coverage maintained by the Borough which includes professional liability, automobile liability/ physical equipment damage, and public employees bond.

(93740-96500) -Capital Expenses & Depreciation

93740 – Computer Equipment:

• Computer with Larger Display	$ 1,500
• Miscellaneous Computer Equipment	$ 1,500
	$ 3,000

Every day of the year, officers and detectives coming on duty must attend a roll call briefing. Currently all information must be shared from "hard copy" documents and can be delayed in being

available from the previous platoon. A computer is needed in our daily roll call briefing room to provide updated information, crime mapping displays, etc.

93750 – Specialized Equipment:

• Denticard System	$ 4,000
• Two AED's and AED Training Unit	$ 3,600
• Police Mountain Bike & Accessories	$ 1,400
	$ 9,000

Until the Fall 2013, the Police Department used PSU Police Department's equipment to create police officer and other identification cards. PSU Police no longer performs this function. Funds are to purchase an Identicard system for the Police Department and other Borough employees, interns, and volunteers.

The current Automatic External Defibrillators (AED's) are aging. Funds are budgeted to begin a replacement cycle for these life-saving units. Funds are also included to replace our current AED training unit that is in need of immediate replacement and necessary to conduct the required training.

In order to properly maintain a fleet of police bicycles, one or two mountain bicycles are purchased each year depending on the condition of the fleet.

93760 – Furniture/Appliances:

• Three Five-Drawer Filing Cabinets ($1,200/each)	$ 3,600
• Miscellaneous	$ 1,400
	$ 5,000

The Department is legally obligated to safely and securely maintain all property and evidence in our possession. Because of the extensive timeframes property and evidence must be maintained, additional filing cabinets are needed to maintain the items in an orderly and logical filing manner.

93775 – Major Equipment:

• 12 Electroshock Guns @ $1,250/each	$ 15,000
• 2 Speed Shield Systems @$4,000/each	$ 8,000
	$ 23,000

It is proposed to purchase 12 electroshock guns to be issued to the patrol supervisors, and the members of the Centre County Tactical Response Team, for an available tool when responding volatile incidents. This less lethal option is a very common tool for police departments in the United States and could be used to resolve armed confrontations without the need for deadly force and reduce officer injury.

The Department's Traffic Section receives many requests each year to evaluate speeds in neighborhoods and other areas throughout our police jurisdictions. These speed boards have proven to be very valuable for data collection and analysis of the extent of speeding issues including the most common time of day speeding occurs. Because of the demand for these speed boards, two boards are requested—one to replace a board that was stolen in late 2012 and one to add an additional unit.

94840 – Depreciation - Computer and Communication Equipment: This includes funds for future computer equipment purchases. Depreciation of desktops, laptops and printers for the Records Section and Administrative personnel total $6,924. Depreciation for office computers and printers for police officers and detectives and mobile computers in the patrol cars totals $32,791.

It also includes $19,160 to repay and depreciate mobile radio units. In 2007, Police mobile radio units were replaced at a cost of $95,800 using Asset Replacement Funds. The operating budget is repaying the Asset Replacement loan and depreciating these radios in the amount of $19,160 annually over ten years (2008 through 2017).

The Borough and University jointly owned the 800 MHz radio system from 1992 until the County upgraded their county-wide radio system in late 2013. As a result of this upgrade, the Borough no longer owns any of the radio infrastructure, but is relying on the Centre County Radio system.

The Police Department portable radios and control stations have been in need of replacement for several years. The Department will purchase new portable radios and control stations from the County contract, primarily using depreciation funds that have been set aside for the 800 MHz system we jointly owned with PSU until the end of 2013.

94850 – Depreciation - Vehicle Equipment: This includes funds for the depreciation of the Police Department's 30 vehicles ($110,903.00).

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 5,315,198	$ 5,187,600	$ 5,382,129
60115	SALARY & WAGES - PART TIME	$ 72,000	$ 75,000	$ 77,000
60180	OVERTIME PAY	$ 600,000	$ 600,000	$ 600,000
61192	FICA - EMPLOYER PAID	$ 381,009	$ 354,625	$ 375,666
61193	MEDICARE - EMPLOYER PAID	$ 76,816	$ 80,395	$ 87,720
61196	HEALTH INSURANCE	$ 1,291,626	$ 1,365,131	$ 1,407,816
61199	LIFE & DISABILITY INSURANCE	$ 17,766	$ 39,100	$ 17,913
61200	PENSION	$ 531,828	$ 523,360	$ 526,035
61201	WORKERS COMPENSATION	$ 161,032	$ 160,897	$ 181,696
61210	EMPLOYEE PARKING	$ 19,200	$ -	$ 34,080
62120	TRAVEL/MILEAGE EXPENSE	$ 7,500	$ 7,500	$ 7,000
62130	CONTINUING EDUCATION/TUITION	$ 65,000	$ 63,000	$ 75,000
62140	RECRUITMENT/RELOCATION	$ 7,500	$ 18,000	$ 17,500
62160	CLOTHING/UNIFORMS & MAINTENNCE	$ 42,000	$ 44,000	$ 45,000
	TOTAL - PERSONNEL	**$ 8,588,475**	**$ 8,518,608**	**$ 8,834,555**

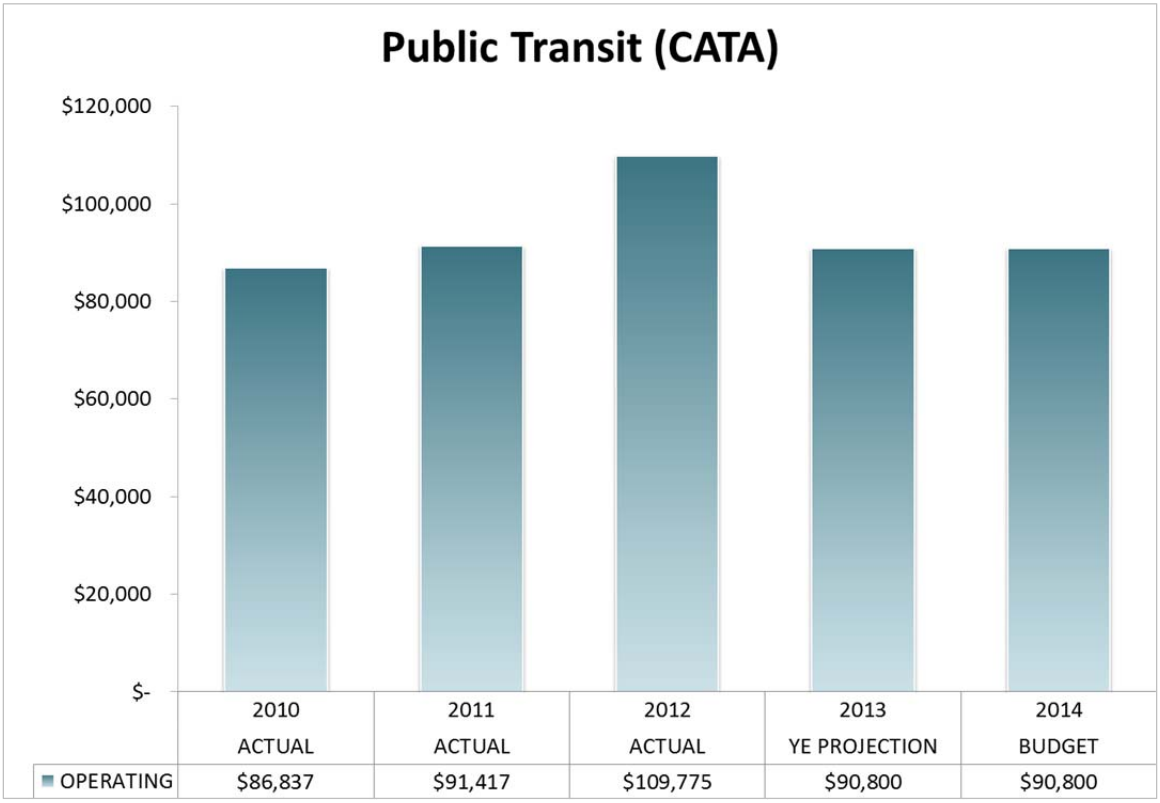
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
64231	GASOLINE/LUBRICANTS	$ 140,000	$ 115,000	$ 130,000
65210	SUPPLIES	$ 13,000	$ 13,000	$ 13,000
65212	FORMS	$ 3,500	$ 3,500	$ 3,500
65213	COMPUTER/COPIER SUPPLIES	$ 13,000	$ 13,500	$ 13,500
65215	POSTAGE	$ 6,500	$ 7,000	$ 7,000
66227	MEALS & MEETINGS	$ 1,500	$ 1,200	$ 1,500
66235	SPECIAL PROJECTS/GRANTS	$ 267,000	$ 160,000	$ 170,000
66238	GROUP ACTIVITIES/PROGRAM SUPP	$ 36,000	$ 33,000	$ 35,000
66260	INVESTIGATIVE COSTS	$ 8,000	$ 18,000	$ 20,000
67322	DUES/MEMBERSHIPS/SUBSCRIPTIONS	$ 6,000	$ 12,500	$ 12,500
67325	CONTRACTED PUBLIC SERVICES	$ 7,500	$ -	$ 5,000
68251	REP & MAINT - VEHICLE	$ 100,000	$ 95,000	$ 100,000
69300	REP & MAINT - COMPUTER	$ 37,000	$ 35,000	$ 40,000
69310	COMPUTER HARDWARE & SOFTWARE	$ 25,000	$ 26,000	$ 85,500
69330	SPECIALIZED/OFFICE EQUIP MAINT	$ 3,000	$ 2,000	$ 3,000
71260	SMALL TOOLS & MINOR EQUIPMENT	$ 13,325	$ 12,000	$ 7,700
71300	REPAIRS & MAINT - EQUIPMENT	$ 9,500	$ 9,000	$ 10,000
72321	MONTHLY TELEPHONE CHARGES	$ 48,500	$ 46,000	$ 49,000
72327	RADIO EQUIPMENT MAINTENANCE	$ 8,000	$ 7,500	$ 8,000
80351	PROPERTY INSURANCE	$ 8,865	$ -	$ -
80352	LIABILITY INSURANCE	$ 126,648	$ 123,216	$ 142,289
	TOTAL - OPERATING	**$ 881,838**	**$ 732,416**	**$ 856,489**
93740	CAP PURCHASES - COMPUTER EQUIP	$ 5,000	$ 3,000	$ 3,000
93750	CAP PURCH - SPECIALIZED EQUIP	$ 4,300	$ 3,920	$ 9,000
93760	CAP PURCH - FURNITR/APPLIANCES	$ 5,550	$ 5,000	$ 5,000
93775	CAP PURCHASES - MAJOR EQUIP	$ 43,275	$ 40,000	$ 23,000
94840	DEPRECIATION-COMPUTER EQUIPMNT	$ 58,875	$ 58,875	$ 58,875
94850	DEPRECIATION	$ 83,844	$ 83,844	$ 110,903
94860	DEPRECIATION-RADIO EQUIP	$ -	$ -	$ 38,500
96500	INDIRECT COSTS/ADMINISTRATIVE	$ -	$ -	$ -
	TOTAL - CAPITAL	**$ 200,844**	**$ 194,639**	**$ 248,278**
	TOTAL	**$ 9,671,157**	**$ 9,445,663**	**$ 9,939,322**

Transit

Budget Overview

The Centre Area Transportation Authority (CATA) is a joint municipal authority formed under the "Municipal Authorities Act of 1945". It was formed for the purpose of providing public transportation services within the boundaries of its member municipalities: the Borough of State College and the four surrounding townships: Patton, Ferguson, Harris and College. Subsequent agreements with the Borough of Bellefonte, Spring Township, Benner Township and Halfmoon Township have allowed for service extensions to Bellefonte, Pleasant Gap and Stormstown. This budget covers the Borough's share of the cost of the CATA local subsidy for operating and capital costs.

Public Transit Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
OPERATING	$86,837	$91,417	$109,775	$90,800	$90,800

Mission

Consistently provide the Borough's share of the Centre Area Transportation Authority (CATA) local subsidy for operating and capital costs.

2014 Budget Impacts

No budget impacts for 2014.

Details on Appropriations

67325 – Contracted Public Services: This represents the costs for providing transit services through the Centre Area Transportation Authority.

The Borough's local subsidy to CATA is composed of two components: an operating subsidy and a capital subsidy. In determining the Borough's share of the annual operating 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 modified "Miller Formula," which takes into account the number of route miles in each municipality and the relative productivity of each route. Due to the how the Miller Formula is calculated, the Borough's share of the operating subsidy fluctuates annually, reflecting changes in the number of route miles and the relative productivity of each route.

The Borough's annual capital subsidy to CATA is based on the Borough's percentage of local operating assistance as calculated using the Miller Formula. In order to eliminate significant year-to-year fluctuations in the local shares required for capital transit projects, a capital reserve account was created in 2001 with the annual local match amount fixed at $62,400. As a result, the Borough's capital subsidy has remained relatively stable.

Detailed information concerning CATA operations and activities is contained in their 2013-2014 Budget, which was adopted by Board of Directors on June 3, 2013.

Line Item Budget

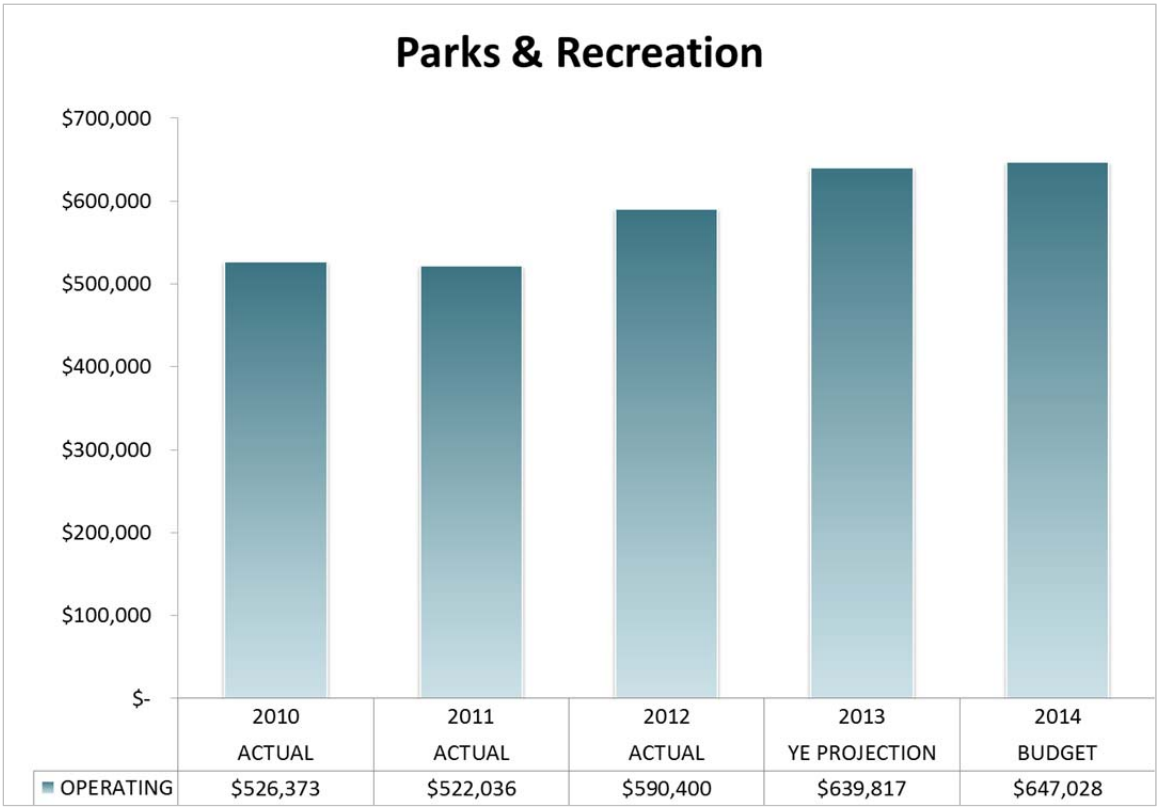
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
67325	CONTRACTED PUBLIC SERVICES	$ 90,800	$ 90,800	$ 90,800
	TOTAL - OPERATING	**$ 90,800**	**$ 90,800**	**$ 90,800**

Parks & Recreation

Budget Overview

Centre Region Parks and Recreation is the official parks and recreation agency for State College Borough. It was formed for the purpose of providing parks and recreation services within the the boundaries of its member municipalities: the Borough of State College and the Townships of Ferguson, Harris, and College. This Budget represents the Borough's portion of operating expenditures for parks and recreation services, which include the maintenance, operations and program activities associated with the following amenities: 44 municipal parks, three regional Park sites, William Welch and Park Forest Community Swimming Pools, Millbrook Marsh Nature Center, Centre Region Senior Center, three elementary school sportfield sites, 29 park pavilions, 34 sportfields and 21 tennis courts.

Parks & Recreation Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
OPERATING	$526,373	$522,036	$590,400	$639,817	$647,028

Mission

The mission of Centre Region Parks and Recreation (CRPR) is to serve Centre Region residents of all ages throughout the year with a variety of recreational opportunities for enriching their lives through the use of programs and facilities, leadership resources, and technical assistance services for participating municipalities, individuals and groups.

Goals

- Plan and offer a diverse menu of year-round programs and classes, sport leagues and special events;
- Maintain the municipal parks and regional parks in a safe and attractive condition;
- Promote the development and use of the parks and programs;
- Provide safe and clean swimming facilities and quality programming and events at aquatic facilities for Centre Region residents at a reasonable cost;
- Maintain, repair, and improve the two swimming pools operated by the Centre Region Parks and Recreation Authority;
- Provide high quality and diverse programming to Senior Center participants;
- Preserve the Centre Region's historical and agricultural heritage by maintaining and enhancing the buildings and lands of Millbrook Marsh;
- Serve the community by providing safe, fun, and educational programs, community events, facility rentals and other services at Millbrook Marsh Nature Center;
- Support the growth of regional parks.

Details on Appropriations

67325 – Contracted Public Services: This is a new line item. It represents the costs for participating in the Centre Region Council of Governments Parks and Recreation programs including the following items detailed in previous budgets:

- Regional Parks;
- Parks and Recreation;
- Parks Capital;
- Regional Nature Center;
- Pools;
- Pools Capital;
- Pool Authority – Aquatics;
- Senior Citizens Center.

Line Item Budget

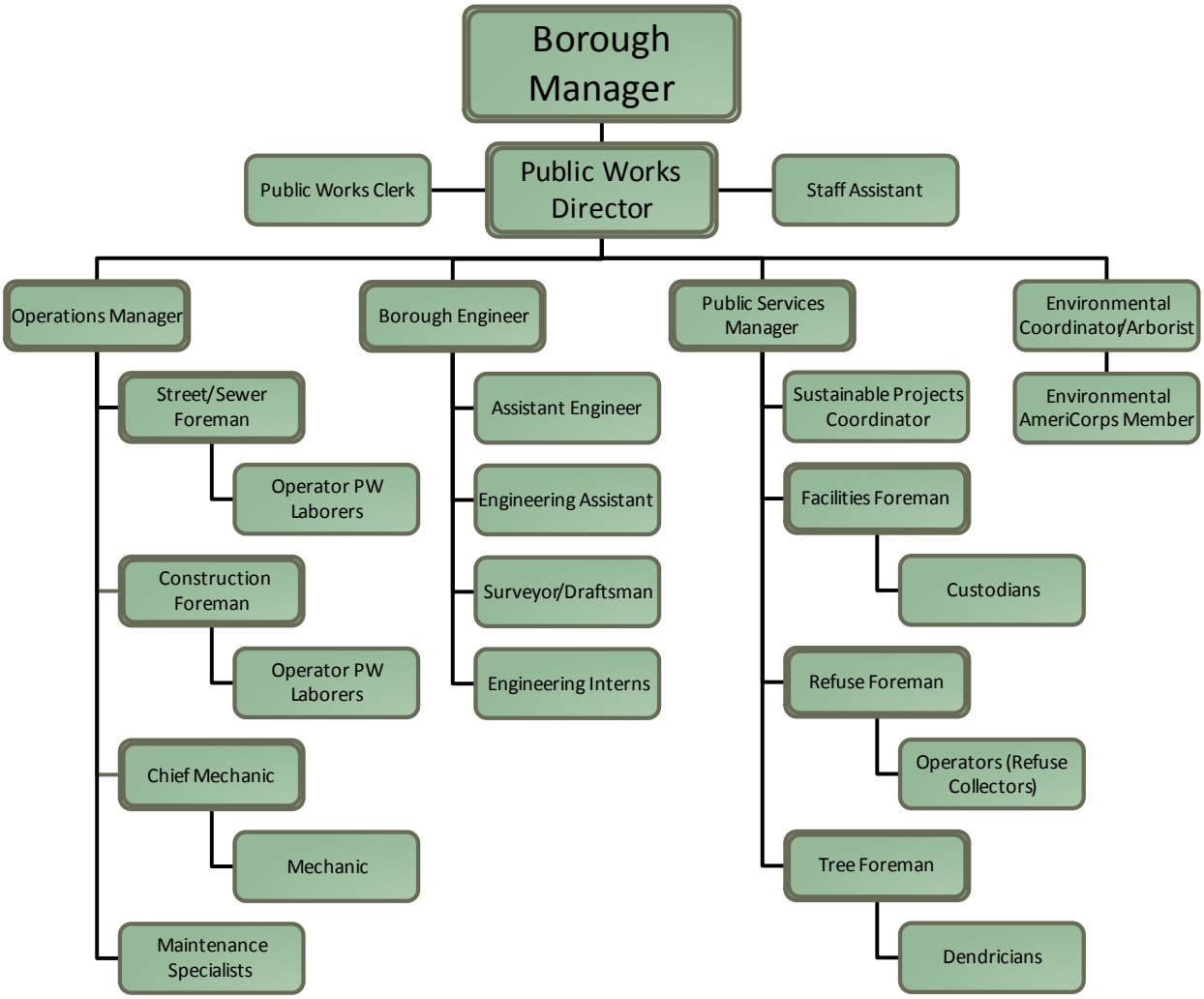
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
67325	CONTRACTED PUBLIC SERVICES	$ 639,817	$ 639,817	$ 647,028
	TOTAL - OPERATING	**$ 639,817**	**$ 639,817**	**$ 647,028**

Public Works

Budget Overview

The Department of Public Works is responsible for providing the following services to the residents of State College Borough: engineering; construction management; refuse collection; sanitary sewer collection and conveyance; street and alley maintenance; storm water collection and conveyance; maintenance of traffic signs, signals, and markings; snow removal; fleet maintenance; management and maintenance of street trees; maintenance of public lands and parks; maintenance of municipal buildings, parking structures and lots, public safety building, and Bellaire Court. The Department also provides support for the Transportation Commission and Tree Commission, as well as other related authorities, boards and commissions.

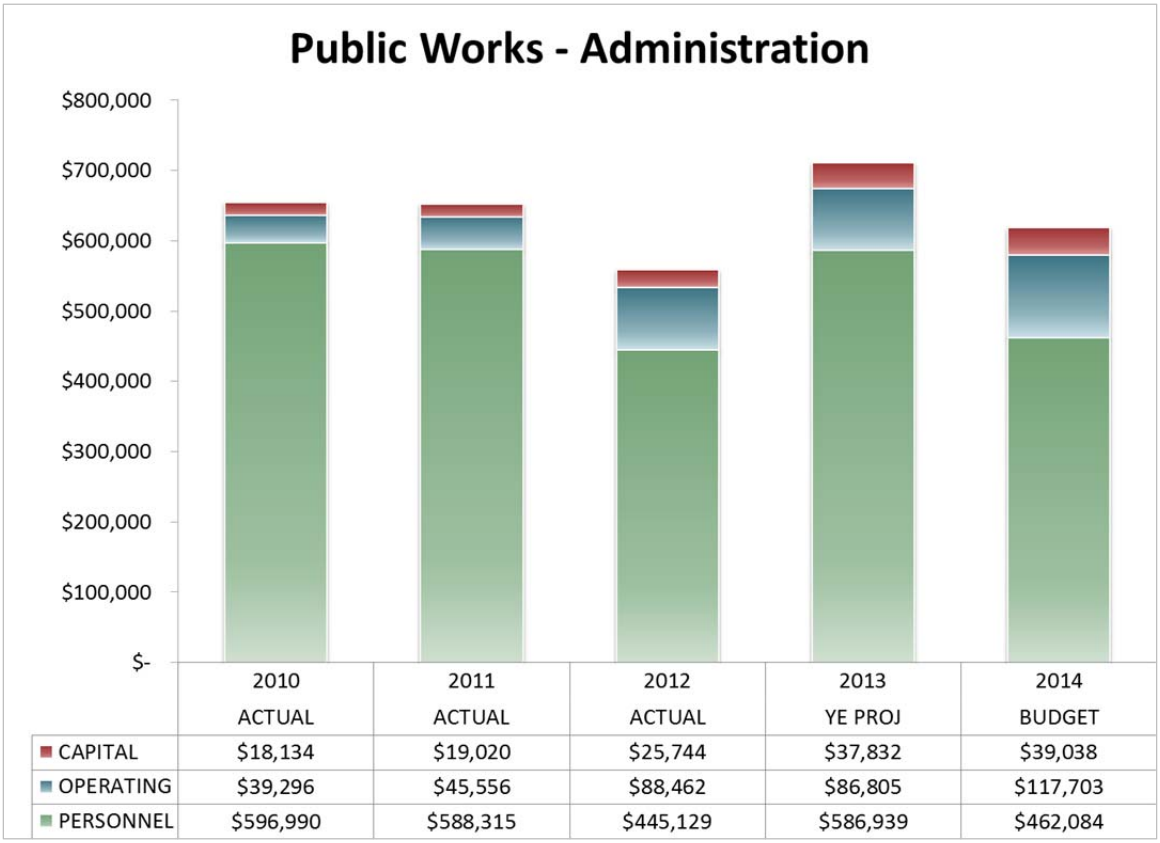
Organizational Chart



Public Works Administration Budget

The Administration Division of the Public Works Department provides planning, supervision, engineering, construction management and land surveying services for all Borough facilities and projects. The Division is also responsible for solid waste management, maintenance of all municipally-owned buildings and grounds, streets, alleys, storm and sanitary sewers, vehicles and equipment. The Division oversees the administration of all contract services provided to the Borough. Staff provides professional services to the Tree Commission, Transportation Commission and other authorities, boards and commissions as needed.

Public Works – Administration Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJ	2014 BUDGET
CAPITAL	$18,134	$19,020	$25,744	$37,832	$39,038
OPERATING	$39,296	$45,556	$88,462	$86,805	$117,703
PERSONNEL	$596,990	$588,315	$445,129	$586,939	$462,084

Mission

Administer the activities of the various divisions of the Public Works Department in a cost-effective manner and provide engineering and technical support services to all Departments of the Borough.

Goals

- Improve public relations and notification for residents and businesses with regard to construction projects;
- Improve internal management of engineering data and records.

2014 Strategic Objectives

Construction Notifications

Improve notifications to all affected residents and businesses of construction projects after budget adoption. Follow up with additional notifications of contract award, project schedule and project updates. Conduct a kick-off meeting with all affected property owners prior to the start of construction. Keep project information up-to-date via the Borough's website.

Project Management Plans

Produce a Project Management Plan (PMP) for each project. These plans will include, at a minimum, a description, budget and schedule for bidding and construction, a public relations plan and project closeout.

Organizational Improvements

Develop and implement an improved filing/management system for engineering records and maps.

Sustainability Initiatives

Pursue sustainability initiatives in-house and through the development of additional community programs.

2014 Budget Impact Items

In the 2014 Budget, it is necessary to purchase a second AutoCAD license for the Surveyor/Draftsman ($7,500).

2014 Detail on Appropriations

(60112-62130) – Personnel Expenses: These line item appropriations cover the salaries and benefits allocations for the Public Works Director, Public Services Manager, Operations Manager, Borough Engineer, Assistant Engineer, Engineering Assistant, Surveyor/Draftsman, Sustainable Projects Coordinator, Environmental Coordinator/Arborist, Environmental AmeriCorps Member and two Staff Assistants.

> **62130 – Tuition Reimbursement**: This line item is necessary to track employee tuition reimbursement. $18,000 is requested for tuition reimbursement in 2014; $3,000 for CAD training ($1,000 per employee). Additional funding is requested in order to comply with the state requirements for continuing education units for professional engineers and surveyors.

(64231-81510) – Operating Expenses: These line item appropriations cover recurring expenses in the operation of the Department of Public Works. Additional information is provided on the following items related to Administration:

> **65212 – Forms:** It is anticipated that additional Bicycle Ambassador forms will be needed in 2014. Additionally, "tree damage" cards will be needed in 2014. These cards are used to inform property owners how to safely mow and trim around street trees so as to not damage the roots and trunk.

66227 – Meals and Meetings: Several expenses not anticipated for the 2013 budget amount include the Downtown Master Plan Charrette and Architect/Engineer Interviews.

67310 – Consulting Services: $13,525 is requested for miscellaneous engineering services used throughout the year. The 2013 budget amount was exceeded due to the need to secure a consultant to assist with the review of the proposed gas line project. The 2014 budget amount includes funding for the continued vehicle count program ($6,525), and $7000 for miscellaneous engineering services throughout the year.

67310 – Traffic Counts: See Professional Services.

67322 – Employee Dues: Each year we renew our American Public Works Association (APWA) group membership for approximately $1,000 which covers six employees. Requested funds have increased due to the state requirements for continuing education units for professional engineers and surveyors.

(93650-94860) – Capital Expenses: This appropriation provides for capital expenses and equipment depreciation for the Department of Public Works.

93650 – Capital Projects under $25,000: This appropriation includes approximatly $12,600 for continuations of the Bicycle Ambassador Program. The purchase of tablets for field use by engineering staff is also being requested in 2014.

94850 – Depreciation - Vehicles: This line item represents the contribution to the Asset Replcement Fund that is required to fund vehicle replacement in accordance with the Capitalization and Depreciations policy.

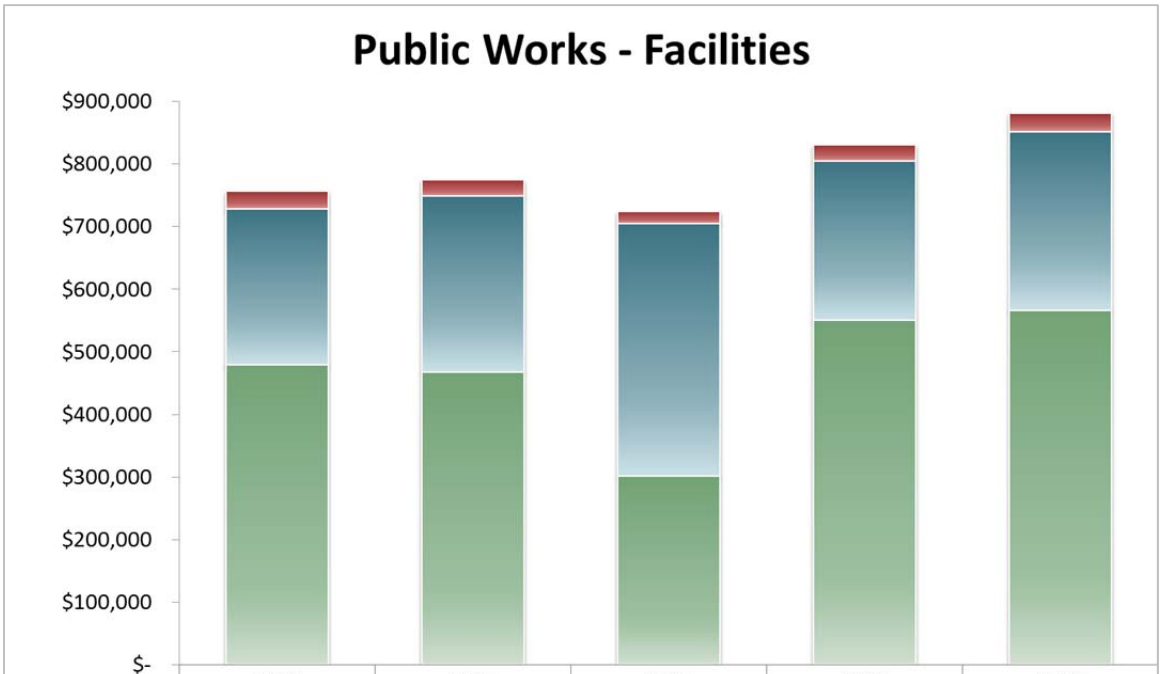
Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 322,704	$ 319,550	$ 319,493
60115	SALARY & WAGES - PART TIME	$ 7,800	$ 16,180	$ -
60180	OVERTIME PAY	$ -	$ -	$ -
61192	FICA - EMPLOYER PAID	$ 15,783	$ 20,000	$ 19,787
61193	MEDICARE - EMPLOYER PAID	$ 3,691	$ 4,675	$ 4,628
61196	HEALTH INSURANCE	$ 69,055	$ 156,600	$ 71,548
61199	LIFE & DISABILITY INSURANCE	$ 1,012	$ 7,400	$ 1,407
61200	PENSION	$ 16,122	$ 42,133	$ 19,372
61201	WORKERS COMPENSATION	$ 6,086	$ 8,921	$ 5,732
61210	EMPLOYEE PARKING	$ 305	$ 305	$ 2,117
62130	CONTINUING EDUCATION/TUITION	$ 17,650	$ 11,175	$ 18,000
	TOTAL - PERSONNEL	**$ 460,208**	**$ 586,939**	**$ 462,084**
64231	GASOLINE/LUBRICANTS	$ 4,020	$ 3,655	$ 4,020
65210	SUPPLIES	$ 2,990	$ 1,600	$ 2,000
65212	FORMS	$ 450	$ 1,102	$ 1,645
65213	COMPUTER/COPIER SUPPLIES	$ 3,000	$ 3,534	$ 3,640
65215	POSTAGE	$ 1,200	$ 1,408	$ 1,450
66227	MEALS & MEETINGS	$ 1,290	$ 2,215	$ 2,000
66235	SPECIAL PROJECTS/GRANTS	$ 3,000	$ 1,360	$ 11,500
66238	GROUP ACTIVITIES/PROGRAM SUPP	$ 11,750	$ 12,500	$ 6,500
67310	PROFESSIONAL SERVICES	$ 16,250	$ 18,837	$ 13,525
67322	DUES/MEMBERSHIPS/SUBSCRIPTIONS	$ -	$ 100	$ 100
68251	REP & MAINT - VEHICLE	$ 7,000	$ 8,606	$ 8,864
69300	REP & MAINT - COMPUTER	$ 200	$ 647	$ 650
69310	COMPUTER HARDWARE & SOFTWARE	$ 34,500	$ 12,245	$ 44,300
72321	MONTHLY TELEPHONE CHARGES	$ 3,600	$ 4,320	$ 4,450
80351	PROPERTY INSURANCE	$ 4,475	$ 3,985	$ 4,699
81510	COMMUNITY GRANTS/GIFTS	$ 12,691	$ 10,691	$ 8,360
	TOTAL - OPERATING	**$ 106,416**	**$ 86,805**	**$ 117,703**
93650	MINOR CAPITAL PROJECTS	$ 15,000	$ 16,274	$ 15,000
93740	CAP PURCHASES - COMPUTER EQUIP	$ -	$ -	$ -
93760	CAP PURCH - FURNITR/APPLIANCES	$ 1,000	$ -	$ 1,000
93775	CAP PURCHASES - MAJOR EQUIP	$ -	$ -	$ -
94840	DEPRECIATION-MACH/EQUIP	$ 8,716	$ 8,716	$ 8,716
94850	DEPRECIATION	$ 12,842	$ 12,842	$ 12,842
94860	DEPRECIATION-RADIO EQUIP	$ -	$ -	$ 1,480
	TOTAL - CAPITAL	**$ 37,558**	**$ 37,832**	**$ 39,038**
	TOTAL	**$ 604,182**	**$ 711,577**	**$ 618,825**

Municipal Facilities Division Budget

The Municipal Facilities Division of the Public Works Department maintains the Municipal Building, the Service Building and other municipally-maintained buildings.

Public Works – MunicipaL Facilities Division Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJ	2014 BUDGET
CAPITAL	$29,404	$25,700	$20,296	$27,000	$28,830
OPERATING	$248,751	$282,396	$402,863	$253,745	$286,519
PERSONNEL	$479,234	$467,086	$301,947	$550,721	$565,608

Mission

Maintain Borough facilities in a safe, clean and efficient manner to best serve the community.

Goals

- Successfully implement the MUNIS Work Order system for the Municipal Facilities Division. The system will trac actual time and supplies consumed on all work functions of this and other Public Works Divisions;
- Continue to implement energy saving strategies to further reduce energy consumption.

2014 Strategic Objectives

Energy Audit

Energy audits have been completed on several buildings. Staff has implemented cost-effective, energy-saving measures and will continue to pursue identified strategies that do not directly conflict with the core services of audited facilities.

2014 Budget Impact Items

Items having a budget impact include:

- A Municipal Building improvement project is scheduled for 2014, which include glass partitions in both the Police and Finance/Tax/Parking lobbies, power door operators for three interior department doors, replacement of floor coverings in several areas of the building, a fire suppression system for the IT Server room, an addition to the police sallyport and the replacement of the main power switch gear for the Municipal Building;
- Seal coating of the Municipal Building parking lot.

2014 Detail on Appropriations

(60112-62160) – Personnel Expenses: These line item appropriations cover the salaries and benefits allocations for the Facilities crew including Foreman and Custodians. Additional information is provided for the following item related to the Municipal Facilities Division:

60115 – Salary & Wages Part Time: Due to a reduction in service contracted by Schlow Library, a part-time position has been authorized.

(63226-80351) – Operating Expenses: These items cover the cost to operate, maintain and repair municipal facilities including the former Verizon Building. Additional information is provided for the the following items:

70372 – Repairs & Maintenance Building: This account includes funds for unanticipated repairs to buildings and building components. Service agreements and predictable maintenance services are budgeted in "Contracted Building Maint/Repairs" in 2014.

70373 – Contracted Building. Maintenance and Repairs: Contracts for maintenance and repairs related to the Municipal Building, Service Building and the former Verizon Building are consolidated in this budget account. These contracts include fire alarm monitoring, HVAC system maintenance, HVAC controls maintenance, fire extinguisher upgrades, walk-off floor mats, water softener service, generator, service elevator maintenance and pest control.

(93650-94860) – Capital Expenses: This appropriation provides for capital expenses and equipment depreciation:

93650 – Minor Capital Projects: The 2014 request includes funds to sealcoat and line paint the Municipal Building parking lot ($3,000), the purchase and installation of a power-assist door operator for the Administration office suite ($3,500) to improve the accessibility of Administration offices to all visitors to the Municipal Building is also requested.

93775 – Major Equipment: Purchase a burnisher and a wide-area vacuum in 2014.

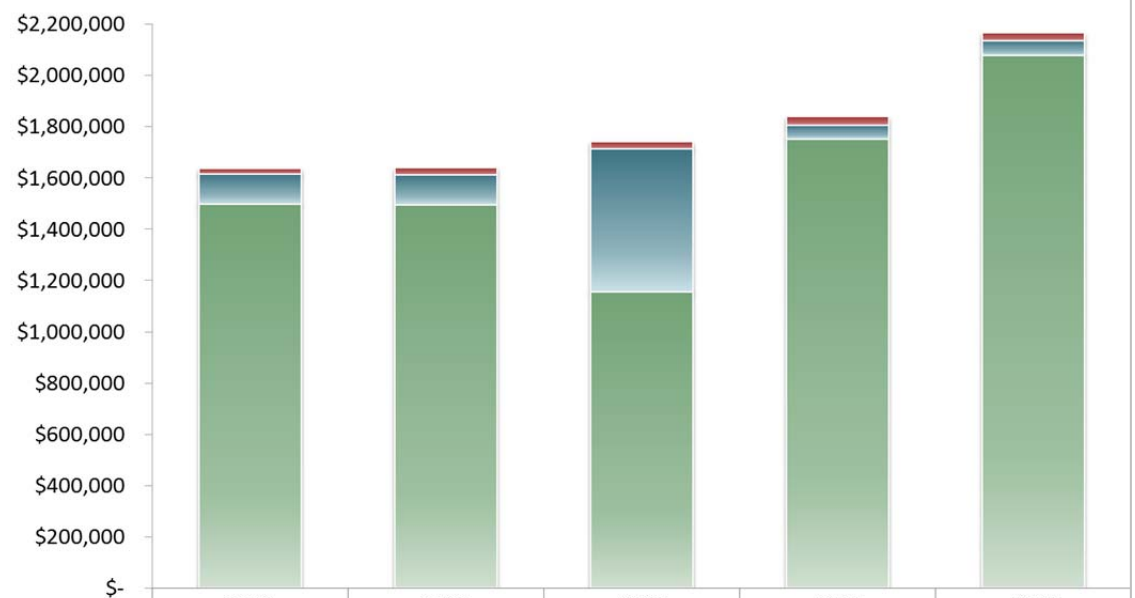
Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 324,379	$ 334,450	$ 335,872
60115	SALARY & WAGES - PART TIME	$ 5,700	$ 5,656	$ -
60180	OVERTIME PAY	$ 16,695	$ 16,695	$ 15,789
61192	FICA - EMPLOYER PAID	$ 27,068	$ 20,500	$ 21,797
61193	MEDICARE - EMPLOYER PAID	$ 6,330	$ 4,785	$ 5,097
61196	HEALTH INSURANCE	$ 118,432	$ 125,630	$ 140,847
61199	LIFE & DISABILITY INSURANCE	$ 1,735	$ 2,115	$ 1,511
61200	PENSION	$ 27,649	$ 21,530	$ 21,778
61201	WORKERS COMPENSATION	$ 10,438	$ 11,837	$ 11,432
61210	EMPLOYEE PARKING	$ 523	$ 523	$ 3,485
62130	CONTINUING EDUCATION/TUITION	$ 3,000	$ 3,000	$ 3,250
62160	CLOTHING/UNIFORMS & MAINTENNCE	$ 4,750	$ 4,000	$ 4,750
	TOTAL - PERSONNEL	**$ 546,700**	**$ 550,721**	**$ 565,608**
63226	CLEANING SUPPLIES	$ 15,000	$ 15,000	$ 16,000
63236	BUILDING SUPPLIES	$ 2,000	$ 4,000	$ 4,000
64230	HEATING FUEL	$ -	$ -	$ -
64231	GASOLINE/LUBRICANTS	$ 4,000	$ 3,000	$ 3,100
66235	SPECIAL PROJECTS/GRANTS	$ -	$ -	$ -
66238	GROUP ACTIVITIES/PROGRAM SUPP	$ 7,800	$ 8,300	$ 8,300
67329	PUBLIC WORKS SERVICES	$ -	$ -	$ -
68251	REP & MAINT - VEHICLE	$ 8,500	$ 6,000	$ 8,000
69300	REP & MAINT - COMPUTER	$ 3,000	$ -	$ 3,000
70372	REPAIRS & MAINT - BUILDINGS	$ 60,000	$ 55,000	$ 35,000
70373	CONTRCTED BLDG MAINT/REPAIRS	$ 3,650	$ 8,100	$ 35,500
71260	SMALL TOOLS & MINOR EQUIPMENT	$ 6,500	$ 4,000	$ 6,000
71300	REPAIRS & MAINT - EQUIPMENT	$ 12,500	$ 2,000	$ 4,000
72321	MONTHLY TELEPHONE CHARGES	$ 1,400	$ 1,400	$ 1,400
72327	RADIO EQUIPMENT MAINTENANCE	$ 350	$ 224	$ 350
73360	ELECTRICITY	$ 93,000	$ 90,000	$ 93,000
73362	GAS	$ 28,000	$ 24,500	$ 28,000
73365	SOLID WASTE DISPOSAL	$ -	$ 2,439	$ 2,450
73366	WATER AND SEWER	$ 16,500	$ 17,830	$ 18,450
73367	CABLE	$ 850	$ 850	$ 900
80351	PROPERTY INSURANCE	$ 12,457	$ 11,102	$ 19,069
	TOTAL - OPERATING	**$ 275,507**	**$ 253,745**	**$ 286,519**
93650	MINOR CAPITAL PROJECTS	$ 19,200	$ 9,000	$ 6,500
93750	CAP PURCH - SPECIALIZED EQUIP	$ -	$ -	$ -
93760	CAP PURCH - FURNITR/APPLIANCES	$ -	$ -	$ -
93775	CAP PURCHASES - MAJOR EQUIP	$ 3,650	$ 3,430	$ 4,800
94840	DEPRECIATION-MACH/EQUIP	$ 1,252	$ 1,252	$ 1,252
94850	DEPRECIATION	$ 13,318	$ 13,318	$ 13,318
94860	DEPRECIATION-RADIO EQUIP	$ -	$ -	$ 2,960
	TOTAL - CAPITAL	**$ 37,420**	**$ 27,000**	**$ 28,830**
	TOTAL	**$ 859,627**	**$ 831,466**	**$ 880,957**

Street Division Budget

The appropriation in this Budget covers the cost of the Public Works Streets crew , emergency weekend stand-by pay and generally those street-related expenses that are ineligible under other funding sources.

Public Works – Streets Division Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJ	2014 BUDGET
CAPITAL	$19,932	$26,766	$27,771	$34,927	$31,597
OPERATING	$119,250	$118,241	$559,264	$52,801	$59,360
PERSONNEL	$1,497,260	$1,495,187	$1,156,096	$1,752,615	$2,077,560

Mission

Maintain the Borough's infrastructure, including streets, storm sewers, sanitary sewers, street lighting, signs, and traffic signals, in a manner which addresses public need, safety and welfare.

Goals

- Improve citizen's satisfaction with snow removal services by 5% over the next three years;
- Reduce average tons of salt per storm by 15% over the next five years;
- Provide maintenance, including curb replacement and resurfacing, so that 80% of Borough streets have a "Satisfactory" rating or better.

2014 Strategic Objectives

Infrastructure Improvements

With the proposed increase in maintenance staff, the Department will be focusing on needed street maintenance, such as crack sealing, milling and patching and applying E-3 emulsion spray patching.

Survey and identify needed storm sewer infrastructure improvements. Due to an aged system, numerous pipes are beginning to fail and need to be replaced.

Evaluate areas where structural flooding occurs.

Snow Removal Optimization

Reduce salt usage by applying materials at a standard application rate. Increase plowing operations to reduce the need for de-icing. Replace salt spreading equipment with current technology, including electronically-calibrated equipment.

Financial Tracking Improvements

Through the implementation of the MUNIS Work Order system, trackallcosts associated with street maintenance activities.

2014 Budget Impact Items

The Street Division proposes to increase staff by adding two maintenance personnel. This will enable the Division to address street maintenance needs and construction needs.

2014 Detail on Appropriations

(60112-62160) – Personnel Expenses: These line item appropriations cover the salaries and benefits allocations for the Street Crew including the Forewman and Operations Laborers.

(64231-80351) – Operating Expenses: These line item appropriations cover recurring expenses in the operation of the Department of Public Works. Additional information is provided on the following item:

> **64231 – Gasoline/Lubricants:** Fuel for vehicles eligible for Highway Aid reimbursement is now being charged to Highway Aid in lieu of this General Fund account.

(93710-94860) – Capital Expenses: This appropriation provides for capital expenses and equipment depreciation for the Department of Public Works. Additional information is provided for the following item related to the Streets Division:

> **93775 – Major Equipment**: To be in compliance with PennDOT regulations for Work Zone Traffic Control, the Street Division is requesting $4,500 to purchase various regulatory warning signs and traffic control devices. These signs and traffic control devices are necessary for traffic control in work areas and temporary street closures.

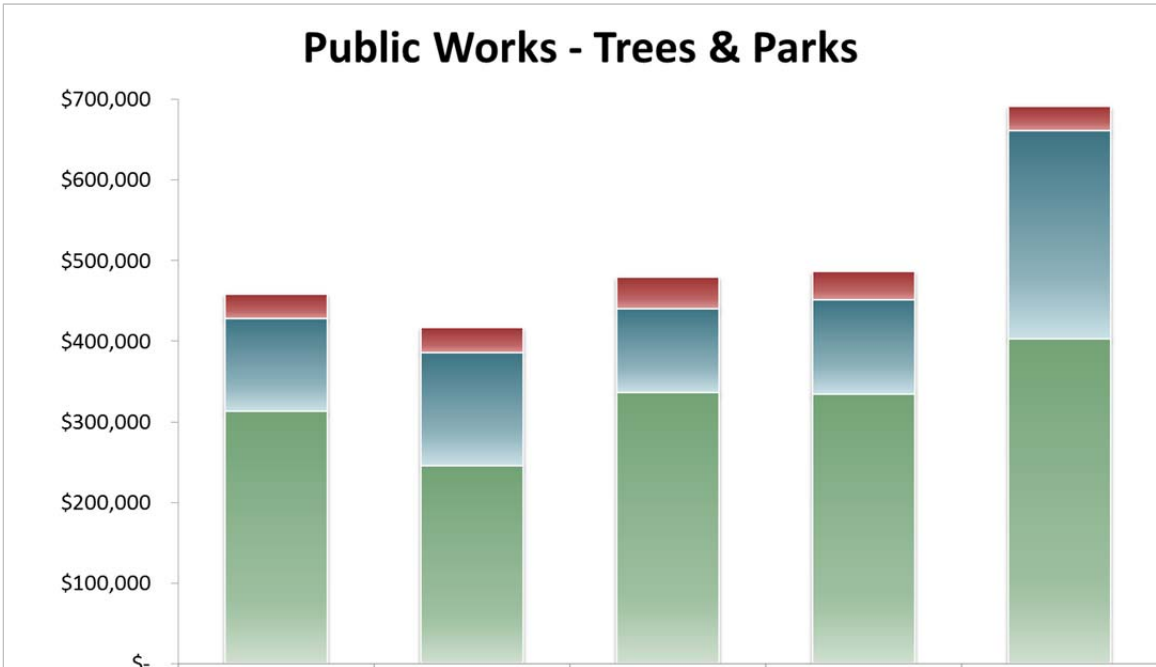
Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 1,066,014	$ 1,117,100	$ 1,168,899
60115	SALARY & WAGES - PART TIME	$ 57,992	$ 63,000	$ 59,310
60180	OVERTIME PAY	$ 141,570	$ 1,000	$ 147,901
60185	OTHER COMPENSATION	$ 8,000	$ 8,000	$ 12,700
61192	FICA - EMPLOYER PAID	$ 74,801	$ 72,100	$ 86,090
61193	MEDICARE - EMPLOYER PAID	$ 17,494	$ 16,825	$ 20,134
61196	HEALTH INSURANCE	$ 327,276	$ 335,590	$ 428,588
61199	LIFE & DISABILITY INSURANCE	$ 4,795	$ 3,015	$ 5,228
61200	PENSION	$ 76,407	$ 72,465	$ 82,041
61201	WORKERS COMPENSATION	$ 28,844	$ 45,575	$ 49,409
61210	EMPLOYEE PARKING	$ 1,447	$ 1,447	$ 336
62130	CONTINUING EDUCATION/TUITION	$ -	$ 2,500	$ 2,500
62160	CLOTHING/UNIFORMS & MAINTENNCE	$ 13,998	$ 13,998	$ 14,425
	TOTAL - PERSONNEL	**$ 1,818,637**	**$ 1,752,615**	**$ 2,077,560**
64231	GASOLINE/LUBRICANTS	$ 10,000	$ 7,100	$ 5,500
65210	SUPPLIES	$ 1,750	$ 1,650	$ 1,800
66227	MEALS & MEETINGS	$ -	$ -	$ 1,000
66235	SPECIAL PROJECTS/GRANTS	$ 1,100	$ 500	$ 1,100
66238	GROUP ACTIVITIES/PROGRAM SUPP	$ 14,900	$ 11,550	$ 14,000
67329	PUBLIC WORKS SERVICES	$ -	$ -	$ -
68251	REP & MAINT - VEHICLE	$ 6,500	$ 6,500	$ 6,675
71260	SMALL TOOLS & MINOR EQUIPMENT	$ 1,625	$ 1,625	$ 1,625
72321	MONTHLY TELEPHONE CHARGES	$ 3,425	$ 3,425	$ 3,525
72327	RADIO EQUIPMENT MAINTENANCE	$ 2,000	$ 1,350	$ 2,000
80351	PROPERTY INSURANCE	$ 21,080	$ 19,101	$ 22,135
	TOTAL - OPERATING	**$ 62,380**	**$ 52,801**	**$ 59,360**
93710	CAP PURCHASES - LAND	$ -	$ -	$ -
93775	CAP PURCHASES - MAJOR EQUIP	$ 13,750	$ 13,750	$ 4,500
94840	DEPRECIATION-MACH/EQUIP	$ 4,030	$ 4,030	$ 4,030
94850	DEPRECIATION	$ 17,147	$ 17,147	$ 17,147
94860	DEPRECIATION-RADIO EQUIP	$ -	$ -	$ 5,920
	TOTAL - CAPITAL	**$ 34,927**	**$ 34,927**	**$ 31,597**
	TOTAL	**$ 1,915,944**	**$ 1,840,343**	**$ 2,168,517**

Shade Tree Division Budget

The Shade Tree Division of the Public Works Department is in place to plant, prune, spray, maintain and remove shade trees in the grassplot areas along municipal streets and in Borough parks. In addition to tree maintenance, the Division provides resources to volunteers for flowergardens throughout the Borough. The Division also assists with projects such as the development of the new Westerly Parkway Wetland Education Center and the Allen Street Rain Gardens.

Public Works – Shade Tree Division Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJ	2014 BUDGET
CAPITAL	$31,071	$31,071	$39,188	$35,712	$29,812
OPERATING	$114,686	$140,717	$104,270	$116,814	$259,065
PERSONNEL	$313,061	$245,390	$336,557	$334,228	$402,699

Mission

Maintain a safe, healthy urban forest, including trees and shrubs along rights-of-way, in parks and parking lots, as well as on other municipal property. The Division strives to improve the aesthetic quality of the Borough through the installation and maintenance of landscaping and flowers in public areas.

Goals

- Prune all street trees within the Borough every five to seven years;
- Minimize conflicts between trees and sidewalks;
- Reduce losses of newly planted trees due to vandalism and environmental factors;
- Find alternatives to using General Fund allocations for playground replacement and other infrastructure improvements;
- Expand the number of voluteer opportunities.

2014 Strategic Objectives

Tree Maintenance

Prune 1,000 to 1,300 trees per year.

Sidewalk Protection

Work with homeowners and sidewalk contractors when replacing defective sidewalk blocks to minimize any potential conflicts between tree roots and sidewalks.

Community Involvement in Tree Planting and Maintenance

Include student organizations such as fraternities in the planting and maintenance of trees in their neighborhood.

Obtain Additional Grant Funding

Continue to apply for various grants to help pay for playground and other infrastructure improvements.

Provide Greater Community Volunteer Opportunities

Provide opportunities for volunteers to assist in equipment installation and park maintenance.

2014 Budget Impact Items

Significant budget impact items for the proposed 2014 operating budget include:

- Use of contracted services for the purchase and planting of new shade trees in 2014. While the tree planting has been accomplished with force labor in the past, this function can effectively be contracted, freeing Tree and Street Division personnel for other maintenance tasks, including tree maintenance, pruning and street maintenance activities.
- Increased contract tree pruning expense. Past budget allocations were not sufficient to keep the tree pruning schedule established in the Municipal Tree Plan.
- The Pesticide/Fertilizer line item includes $20,000 for chemical control of the Emerald Ash Borer. After 2014, this is likely to be an ongoing $10,000 annual expense as we fight this new threat to our urban forest. In addition, this budget includes $10,000 for the development of an Emerald Ash Borer management plan, of which $5,000 will be grant funded.

2014 Detail on Appropriations

(60112-62160) – Personnel Expenses: These line item appropriations cover the salaries and benefits allocations for the Tree Crew including the Foreman and Dendricians.

(64231-80351) – Operating Expenses: These line item appropriations cover recurring expenses in the operation of the Department of Public Works. Additional information is provided on the following items:

66221 – Plant Material & Maintenance: Staff proposes a change to contract tree planting in 2014 with funds to plant 140 trees estimated at $44,800. The balance of the funds will be used to purchase flowers and other plant material.

66222 – Chemicals/Pesticide/Fertilizer: $20,000 is allocated for Emerald Ash Borer treatment of the largest specimens in the urban forest. The smaller ash specimens will be removed and mulched to destroy the pre-emergent beetles. An additional $3,000 is budgeted for other chemical, pesticide and fertilizer treatments

66235 – Special Projects/Grants: $10,000 is projected for the development of an Emerald Ash Borer management plan including a $5,000 grant and $5,000 match. The match can be in-kind service, cash contribution or a combination.

66238 – Program Supplies/Activities: The $13,008 year-end projection for 2013 reflects charges to this account for two portable toilets in the downtown which were unbudgeted.

67326 – Other Contracted Services: The 2006 Municipal Tree Plan states: "Periodic pruning of nearly every tree is essential to prevent interference of trees with people, vehicles or other urban features; reduce storm damage; improve tree health and crown structure (branch scaffolding); and to remove hazardous branches or trunks. Periodic pruning at planned intervals in the life of a tree will achieve these goals at reasonable costs. Newly-planted trees should be pruned, or at least checked in the first or second year, and then again about the fifth year and there after at about five-year intervals." In order to acheive this contractors and the Borough Tree Crew should combine efforts to prune 1,000 to 1,300 trees each year. Budget allocations and a staff vacancy combined to lower this number to 500 per year for the past two years. Minimum annual allocations of $105,000 for tree pruning would be required to maintain a five-year pruning cycle with contractors and Borough crews pruning 500. In addition, $13,000 is budgeted for stump grinding and $7,000 for the tub grinder.

(93710-94860) – Capital Expenses: This appropriation provides for capital expenses and equipment depreciation for the Department of Public Works. Additional information is provided for the following item:

93775 – Major Equipment: Purchase and delivery of eight tree grates.

Line Item Budget

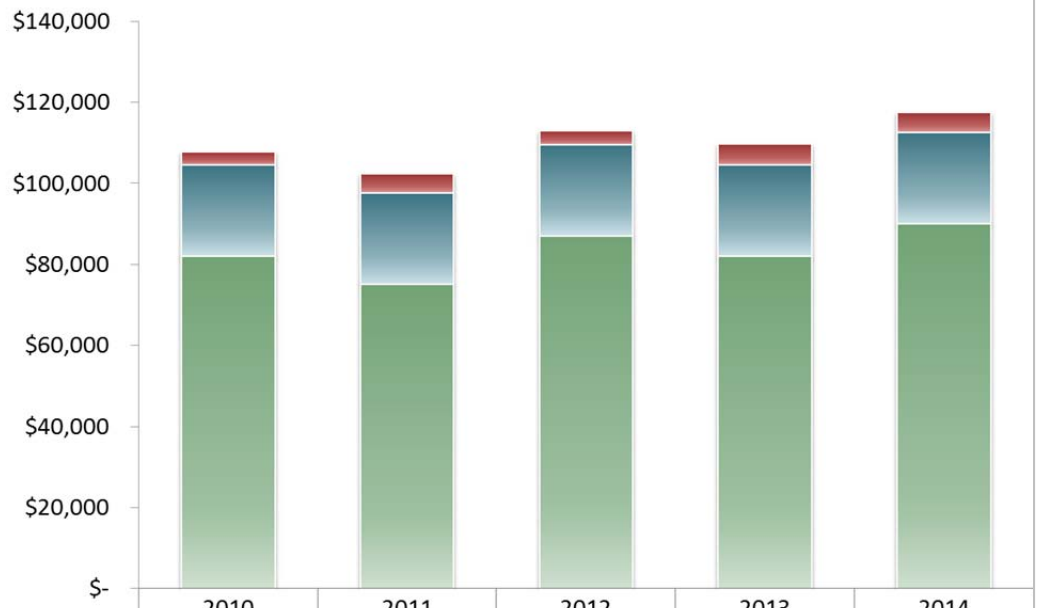
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
60112	SALARY & WAGES - FULL TIME	$ 220,730	$ 209,560	$ 219,655
60115	SALARY & WAGES - PART TIME	$ 44,044	$ 44,100	$ 45,045
60180	OVERTIME PAY	$ 10,893	$ 300	$ 8,988
61192	FICA - EMPLOYER PAID	$ 7,990	$ 15,100	$ 16,957
61193	MEDICARE - EMPLOYER PAID	$ 1,869	$ 3,600	$ 3,966
61196	HEALTH INSURANCE	$ 34,960	$ 36,238	$ 78,814
61199	LIFE & DISABILITY INSURANCE	$ 512	$ 327	$ 988
61200	PENSION	$ 8,162	$ 10,841	$ 14,227
61201	WORKERS COMPENSATION	$ 3,081	$ 10,407	$ 7,670
61210	EMPLOYEE PARKING	$ 155	$ 155	$ 389
62130	CONTINUING EDUCATION/TUITION	$ 3,000	$ 2,000	$ 3,500
62160	CLOTHING/UNIFORMS & MAINTENNCE	$ 2,100	$ 1,600	$ 2,500
	TOTAL - PERSONNEL	**$ 337,495**	**$ 334,228**	**$ 402,699**
64231	GASOLINE/LUBRICANTS	$ 10,500	$ 8,800	$ 10,500
65210	SUPPLIES	$ 1,050	$ 400	$ 850
65213	COMPUTER/COPIER SUPPLIES	$ 500	$ 700	$ 700
65215	POSTAGE	$ -	$ 165	$ 200
66221	PLANT MATERIAL/MAINTENANCE	$ 22,000	$ 24,500	$ 49,300
66222	CHEMICALS/PESTICIDE/FERTILIZER	$ 13,000	$ 200	$ 23,000
66227	MEALS & MEETINGS	$ 350	$ 250	$ 350
66235	SPECIAL PROJECTS/GRANTS	$ -	$ 100	$ 10,000
66238	GROUP ACTIVITIES/PROGRAM SUPP	$ 9,000	$ 13,008	$ 9,200
67326	OTHER CONTRACTED SERVICES	$ 3,500	$ 10,664	$ 125,000
67327	FINANCIAL SERVICES	$ -	$ -	$ -
67329	PUBLIC WORKS SERVICES	$ -	$ -	$ -
68251	REP & MAINT - VEHICLE	$ 19,000	$ 20,000	$ 20,000
68257	RENT OF EQUIPMENT/MACHINERY	$ 49,300	$ 32,000	$ 2,500
71260	SMALL TOOLS & MINOR EQUIPMENT	$ 1,500	$ 1,200	$ 1,500
72321	MONTHLY TELEPHONE CHARGES	$ 1,500	$ 1,400	$ 1,500
72327	RADIO EQUIPMENT MAINTENANCE	$ 500	$ -	$ 500
72330	ADVERTISING	$ 300	$ 250	$ 300
80351	PROPERTY INSURANCE	$ 3,490	$ 3,177	$ 3,665
	TOTAL - OPERATING	**$ 135,490**	**$ 116,814**	**$ 259,065**
93710	CAP PURCHASES - LAND	$ -	$ -	$ -
93730	CAP PURCHASES - BUILDINGS	$ -	$ -	$ -
93740	CAP PURCHASE-COMP/PRDCTN EQUIP	$ -	$ -	$ -
93760	CAP PURCH - FURNITR/APPLIANCES	$ -	$ -	
93775	CAP PURCHASES - MAJOR EQUIP	$ 4,000	$ 16,280	$ 8,900
94840	DEPRECIATION-MACH/EQUIP	$ -	$ -	$ -
94850	DEPRECIATION	$ 19,432	$ 19,432	$ 19,432
94860	DEPRECIATION-RADIO EQUIP	$ -	$ -	$ 1,480
	TOTAL - CAPITAL	**$ 23,432**	**$ 35,712**	**$ 29,812**
	TOTAL	**$ 496,417**	**$ 486,754**	**$ 691,576**

Miscellaneous

Budget Overview

This Budget covers appropriations related to civic celebrations such as First Night and Central PA 4th Fest, as well as community grants and gifts to support local programs like the State College Downtown Improvement District and town-gown partnerships.

Miscellaneous Expenditures (2010-2014)



	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 YE PROJECTION	2014 BUDGET
MISCELLANEOUS	$3,167	$4,896	$3,560	$5,300	$5,000
CIVIC CELEBRATIONS	$22,500	$22,500	$22,500	$22,500	$22,500
COMMUNITY GRANTS/GIFTS	$82,000	$75,000	$87,000	$82,000	$90,000

Mission

Provide funding for programs and services that 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.

Goals

This Budget covers expenditures of a miscellaneous but recurring nature and "pass-through" expenditures for community grant programs.

2014 Budget Impact Items

No budget impacts for 2014. Some items previously listed in this section have been relocated to other budgets including: Hydrant Rental (moved to Fire); Water Resouces Monitoring Project and Spring Creek Watershed Commission (moved to Public Works Administration; C-NET Contribution, Community Programming Grant and Cable Franchise Legal Fees (moved to Administration); and a number of pass-through grants (moved to the departments that oversee each grant).

2014 Detail on Appropriations

81510 – Community Grants/Gifts: Funding is included to support the programs and initiatives of The Partnership: Campus and Community United Against Dangerous Drinking, a town and gown collaboration whose mission is to reduce the high-risk behavior that can accompany dangerous drinking. Additionally, an appropriation of $75,000 covers the Borough's annual contribution to the Downtown State College Improvement District (DSCID), which supports District programs such as marketing, beautification and security. Other programs supported include the State Theatre.

81540 – Civic Celebrations: This line item covers funding for the followinging civc celebrations:

- **Central PA 4th Fest :** The Borough provides an annual contribution of $2,500 to this community celebration of America's Independance, which features a day of family-oriented and alcohol-free events followed by a musically-choreogr aphed fireworks display.
- **First Night:** The Borough provides an annual contribution on $20,000 to support First Night State College, the community's family-oriented and alcohol-free celebration of the New Year.

81590 – Miscellaneous: An appropriation of $5,000 is budgeted as a contingency for unanticipated expenditures that may arise during the year.

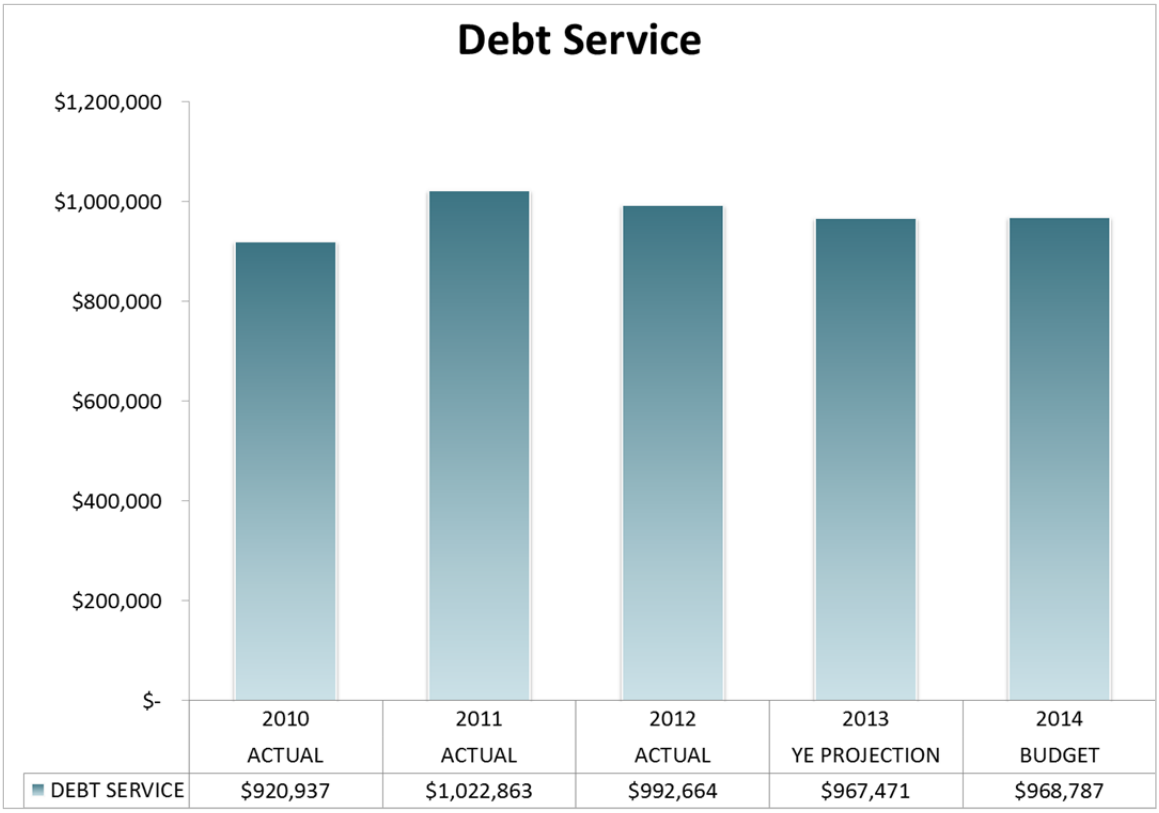
Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
81510	COMMUNITY GRANTS/GIFTS	$ 80,000	$ 82,000	$ 90,000
81540	CIVIC CELEBRATIONS	$ 22,500	$ 22,500	$ 22,500
81590	MISCELLANEOUS	$ 5,000	$ 5,300	$ 5,000
	TOTAL - OPERATING	**$ 107,500**	**$ 109,800**	**$ 117,500**

Debt Service

Budget Overview

Debt Service Expenditures (2010-2014)



Line Item Budget

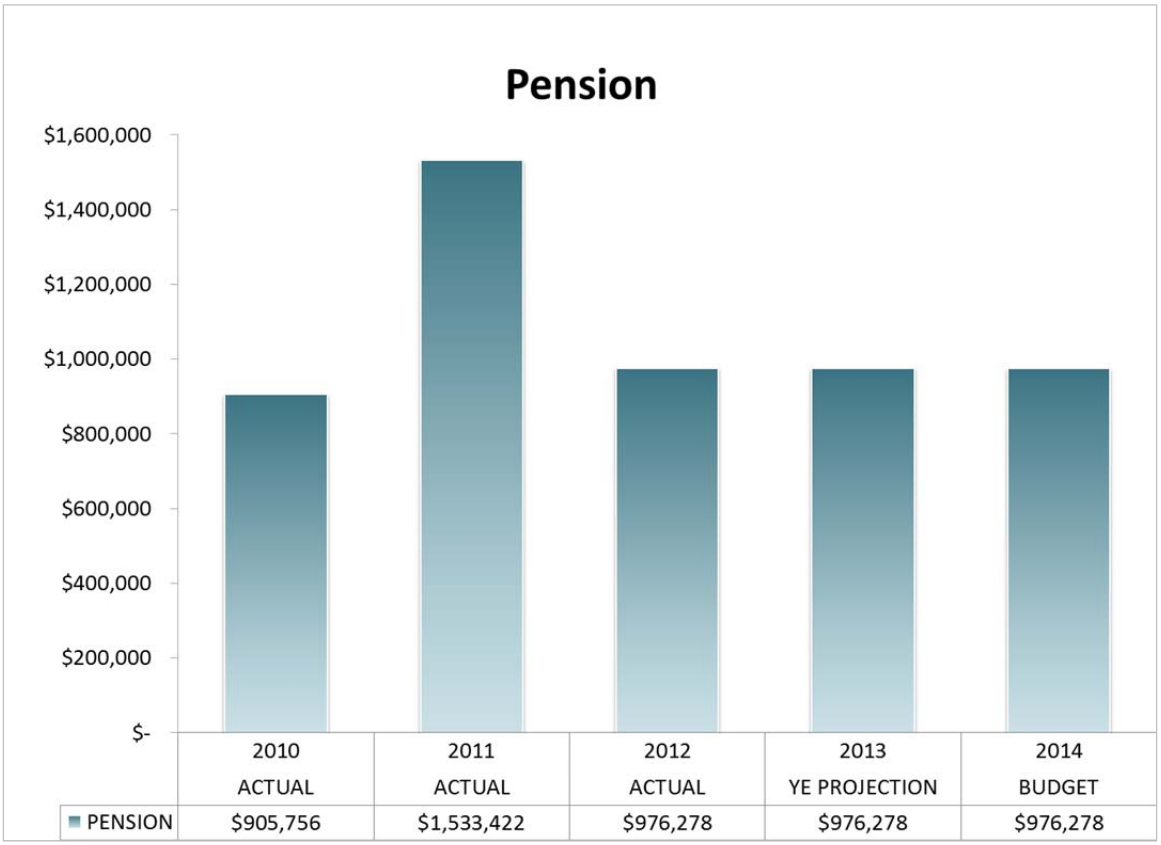
ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
95900	DEBT SERVICE - PRINCIPAL	$ 976,322	$ 682,335	$ 697,446
95901	DEBT SERVICE - INTEREST	$ -	$ 284,636	$ 270,841
95902	DEBT SERVICE-ADMIN FEES	$ -	$ 500	$ 500
	TOTAL - OPERATING	**$ 976,322**	**$ 967,471**	**$ 968,787**

Pension

Budget Overview

The Borough maintains two pension plans that are classified as Defined Benefit Plans and are funded in accordance with applicable laws, rules and regulations and as recommended by the Actuary. The Police Pension Plan had 61 active and 35 retired members with a market value of approximately $21 million as of January 1, 2011. The General Government Employees Pension Plan had 149 active and 62 retired members with a market value of approximately $19 million as of January 1, 2011.

Pension Expenditures (2010-2014)



Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
96990	GENERAL MUNICIPAL STATE AID	$ 976,278	$ 976,278	$ 976,278
	TOTAL - OPERATING	**$ 976,278**	**$ 976,278**	**$ 976,278**

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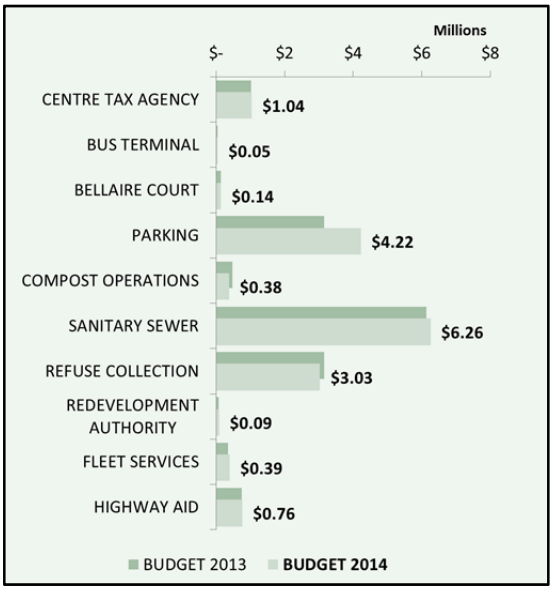
HIGHWAY AID FUND 201

Other Funds Overview

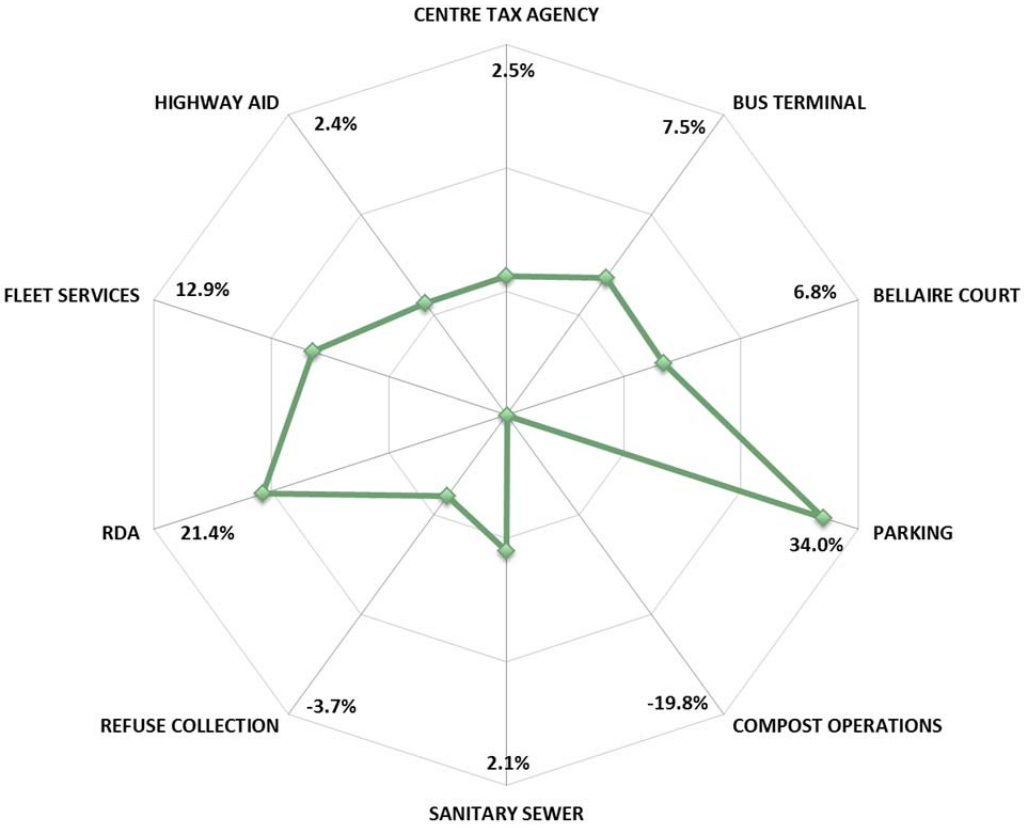
Expenditures by Fund

2014 Other Fund Expenditures by Fund

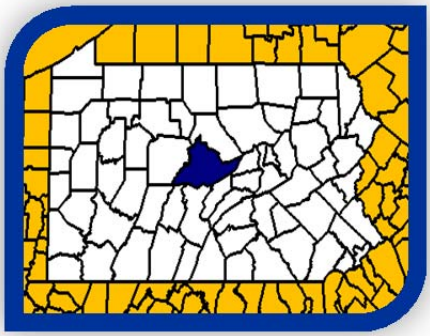
FUND	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
CENTRE TAX AGENCY	$ 1,014,992	$ 954,132	$ 1,039,863
BUS TERMINAL	$ 45,375	$ 42,518	$ 48,761
BELLAIRE COURT	$ 133,531	$ 129,897	$ 142,624
PARKING	$ 3,150,008	$ 3,082,657	$ 4,221,687
COMPOST OPERATIONS	$ 471,208	$ 346,851	$ 377,838
SANITARY SEWER	$ 6,128,414	$ 6,030,614	$ 6,255,246
REFUSE COLLECTION	$ 3,145,963	$ 3,408,567	$ 3,030,541
RDA	$ 72,218	$ 66,818	$ 87,657
FLEET SERVICES	$ 349,359	$ 359,221	$ 394,430
HIGHWAY AID	$ 745,311	$ 644,555	$ 762,936
TOTAL	**$ 15,256,378**	**$ 15,065,830**	**$ 16,361,583**



Percent Change By Fund (2013-2014 Budget)



Centre Tax Agency



Mission

Ensure fair and uniform collection of taxes while providing friendly, professional, responsive service to the taxpayers and municipalities of Centre County in an efficient and cost-effective manner.

Goals

- Maintain county-wide Earned Income Tax collection services through the Centre Tax Agency on behalf of all municipalities and school districts located in Centre County;
- Expand educational opportunities for employers and individuals on Act 32 of 2008 and introduce future software enhancements to the online filing modules;
- Automate and streamline the tax collection process to minimize costs and maximize customer service;
- Develop marketing strategies to expand the use of eFiling and eReporting.

2014 Strategic Objectives

County-wide Tax Collection

Act 32 of 2008 is officially implemented across the Commonwealth of Pennsylvania. Employers and individuals continue to face the challenges of learning how to meet their filing obligations in new and different ways. Our goal is to ease this transition by providing training and resources to taxpayers, employers and tax preparers. Onsite training within Centre County is available by appointment and serves as supplemental training, in addition to open houses that are held during each year of the contract. We continue to offer open houses in an effort to strengthen communications between taxpayers, employers and the levying bodies within Centre County.

Tax Software Updates

Early in 2012, the we rolled out Act 32 tax collection software. Since that time, we have worked hand-in-hand with our vendor to introduce enhancements that streamline the tax collection process. The software will continue to be evaluated to determine if further changes will yield a reduced cost to collection.

Online Filing Education

We have increased the usage of the online filing programs by providing data conversion services to employers wishing to automate their filing and payment process. Open houses will continue during tax season with some minor adjustments based on feedback from end users at previous open houses. Employers were reminded in the third quarter that new annual Reconciliation requirements must be met under Act 32 of 2008.

In 2013, the most significant development was related to eFiling, the software used by individual taxpayers and their preparers. During 2013, taxpayers, who are required to remit their own self-payments, began using an automated payment module that allows them to report their four quarterly self-payments and to schedule ACH debit payments on the due dates. Usage of this feature continues to grow each quarter. Supplemental information will be provided with the 2013 Annual Earned Income and Net Profits Tax Returns to help promote continued use of this module. Another well-received change will allow individual taxpayers and their preparers to save their returns from one filing year to to the next, decreasing the amount of data entry needed for subsequent tax returns. This feature was developed based on feedback received over the past filing seasons.

2014 Budget Impacts

Becoming a countywide tax collector has been a new experience that has allowed the Staff to use a creative approach to their work. One of the issues that surfaced during 2013 was the need to recruit additional staff during the tax season for the purpose of processing the incoming mail. For 2014, funds are included to cover the cost of placing four temporary agency workers, who will assist staff by opening the incoming mail, validating the documents and sorting them into proper routing for follow-up. It should be noted that the temporary agency workers will be supervised by a permanent staff member, who will work in the mailroom during the monh of April 2014

2014 Detail on Appropriations

(60112-62130) – Personnel Expenses: These appropriations cover the personnel costs for employees assigned to the activities of the Centre Tax Agency.

(65210-80353) – Operating Expenses: This appropriation provides for routine operating expenses of the Centre Tax Agency.

(93740-94850) – Capital Expenses: These line item appropriations cover the cost of capital improvements and the purchase of office equipment for the Centre Tax Agency. Additional details are provided on the following line item:

93760 – Office Furniture/Equipment: In 2011, the Agency had approximately 26,500 taxpayers filing annual tax returns. For the 2012 tax year, that number is expected to exceed 65,000. To accommodate this growth, funding to purchase a physical file system to hold the increased volume of tax returns is included. The space saving file system will be used to replace filing cabinets that have been in use for over 20 years.

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
46100	CONTRACT FOR SHARED SERVICES	1,108,000	1,150,000	1,108,000
	TOTAL - REVENUE	**1,108,000**	**1,150,000**	**1,108,000**
60112	SALARY & WAGES - FULL TIME	$ 360,377	$ 360,377	$ 335,047
60115	SALARY & WAGES - PART TIME	$ -	$ -	$ 46,337
61192	FICA - EMPLOYER PAID	$ 19,920	$ 19,920	$ 23,646
61193	MEDICARE - EMPLOYER PAID	$ 4,659	$ 4,659	$ 5,530
61196	HEALTH INSURANCE	$ 83,906	$ 50,260	$ 74,965
61199	LIFE & DISABILITY INSURANCE	$ 1,402	$ 900	$ 1,400
61200	PENSION	$ 20,739	$ 22,561	$ 22,461
61201	WORKERS COMPENSATION	$ 438	$ 438	$ 518
61210	EMPLOYEE PARKING	$ 1,513	$ 1,513	$ 2,856
62130	CONTINUING EDUCATION/TUITION	$ 10,000	$ 1,500	$ 26,000
	TOTAL - PERSONNEL	**$ 502,954**	**$ 462,129**	**$ 538,760**

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
65210	SUPPLIES	$ 8,500	$ 4,200	$ 8,500
65212	FORMS	$ 45,000	$ 44,979	$ 46,000
65213	COMPUTER/COPIER SUPPLIES	$ 12,500	$ 3,000	$ 12,500
65215	POSTAGE	$ 82,000	$ 82,000	$ 82,000
66227	MEALS & MEETINGS	$ 5,000	$ 500	$ 2,500
67310	PROFESSIONAL SERVICES	$ 5,000	$ 4,000	$ 5,000
67311	ACCOUNTING & AUDITING	$ 8,000	$ 14,900	$ 14,900
67314	LEGAL SERVICES	$ 5,000	$ 5,000	$ 5,000
67322	DUES/MEMBERSHIPS/SUBSCRIPTIONS	$ 1,000	$ -	$ 1,000
68257	RENT OF EQUIPMENT/MACHINERY	$ 5,000	$ -	$ 5,000
69300	REP & MAINT - COMPUTER	$ 25,000	$ 25,000	$ 25,000
69310	COMPUTER HARDWARE & SOFTWARE	$ 4,500	$ 4,500	$ 4,500
69330	SPECIALIZED/OFFICE EQUIP MAINT	$ 1,000	$ 1,000	$ 1,000
72321	MONTHLY TELEPHONE CHARGES	$ 2,500	$ 1,500	$ 2,500
72330	ADVERTISING	$ 5,000	$ 2,500	$ 5,000
80351	PROPERTY INSURANCE	$ -	$ -	$ -
80353	BOND/SURETY & FIDELITY	$ 15,000	$ 30,222	$ 11,000
	TOTAL - OPERATING	**$ 230,000**	**$ 223,301**	**$ 231,400**
93740	CAP PURCHASES - COMPUTER EQUIP	$ -	$ -	$ 3,000
93760	CAP PURCH - FURNITR/APPLIANCES	$ 20,335	$ 7,000	$ 5,000
94850	DEPRECIATION	$ 52,304	$ 52,304	$ 52,304
	TOTAL - CAPITAL	**$ 72,639**	**$ 59,304**	**$ 60,304**
96500	INDIRECT COSTS/ADMINISTRATIVE	$ 209,399	$ 209,399	$ 209,399
	TOTAL - INDIRECT	**$ 209,399**	**$ 209,399**	**$ 209,399**
	NET BUDGET	**$ 93,008**	**$ 195,868**	**$ 68,137**
	BEGINNING FUND BALANCE		**$ 128,786**	**$ 324,654**
	ENDING FUND BALANCE		**$ 324,654**	**$ 392,791**

Bus Terminal

Budget Overview

The Bus Terminal Fund provides for the operation and maintenance of the Centre Region Bus Terminal, located at 152 North Atherton Street. This facility is an inter-city bus terminal that provides office space and bus parking for private bus operators.

The terminal was originally constructed as a railway station for Bellefonte Central Railroad. When the company abandoned the Bellefonte-State College railway line in 1972, the facility was donated to the Pennsylvania State University and later leased to State College Borough for the cost of $1.00 per year. The current agreement assigns the University responsibility for capital improvements and major repairs, with the Borough responsible for minor repairs and maintenance.

In prior years this fund has generated a surplus of funds which provided financial support for bicycle facility improvements throughout the Borough.

Mission

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

Goals

- Work with Penn State University 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 facility improvements.

2014 Strategic Objectives

Minor Maintenance

Provide minor maintenance as needed at a reasonable cost.

Custodial Care

Provide custodial care six days per week to clean restrooms and floors in the facility.

2014 Budget Impacts

No Budget impacts for 2014.

2014 Detail on Appropriations

(61192-80351) – Operating Expenses: These line item appropriations fund minor maintenance, utilities and custodial care for the Bus Terminal facilities.

Line Item Budget

ACCOUNT	DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
43100	INTEREST EARNINGS	$ -	$ -	$ -
43170	RENT OF FACILITIES	$ 22,136	$ 22,320	$ 22,320
46210	SALE OF MATERIALS/CONCESSIONS	$ 1,600	$ 1,600	$ 1,600
47400	PERMITS/PASSES	$ 8,640	$ 9,618	$ 9,618
	TOTAL - REVENUE	**$ 32,376**	**$ 33,538**	**$ 33,538**
61192	FICA - EMPLOYER PAID	$ 1,400	$ 200	$ 210
61193	MEDICARE - EMPLOYER PAID	$ -	$ 45	$ 49
61196	HEALTH INSURANCE	$ -	$ -	$ 788
61199	LIFE & DISABILITY INSURANCE	$ -	$ 25	$ 15
61200	PENSION	$ -	$ -	$ 211
61201	WORKERS COMPENSATION	$ -	$ -	$ 8
61210	EMPLOYEE PARKING	$ -	$ -	$ 10
	TOTAL - PERSONNEL	**$ 1,400**	**$ 270**	**$ 1,292**
63237	INSTITUTIONAL SUPPLIES	$ 1,000	$ 2,100	$ 2,100
67311	ACCOUNTING & AUDITING	$ 100	$ 125	$ 125
67329	PUBLIC WORKS SERVICES	$ 18,922	$ 16,848	$ 21,033
70372	REPAIRS & MAINT - BUILDINGS	$ 250	$ 175	$ 250
70373	CONTRCTED BLDG MAINT/REPAIRS	$ 1,200	$ 1,400	$ 1,450
72321	MONTHLY TELEPHONE CHARGES	$ 2,000	$ 2,138	$ 2,200
73360	ELECTRICITY	$ 6,300	$ 5,300	$ 5,300
73365	SOLID WASTE DISPOSAL	$ 700	$ 688	$ 700
73366	WATER AND SEWER	$ -	$ -	$ -
80351	PROPERTY INSURANCE	$ 245	$ 216	$ 257
	TOTAL - OPERATING	**$ 30,717**	**$ 28,990**	**$ 33,415**
96500	INDIRECT COSTS/ADMINISTRATIVE	$ 13,258	$ 13,258	$ 14,053
	TOTAL - INDIRECT	**$ 13,258**	**$ 13,258**	**$ 14,053**
	NET BUDGET	**$ (12,999)**	**$ (8,980)**	**$ (15,223)**
	BEGINNING FUND BALANCE		**$ 25,951**	**$ 16,971**
	ENDING FUND BALANCE		**$ 16,971**	**$ 1,748**

Bellaire Court

Budget Overview

The Bellaire Court Budget provides for the operation of the Borough's 18-unit senior citizen apartment building. Bellaire Court is operated by members of Borough staff, for low- to moderate- income senior citizens.

Bellaire Court is serviced by many different Borough departments. Planning staff serves as the point of contact for tenants. Staff also screens applications and maintains the waiting list for tenants. Repairs, ground maintenance and snow removal are performed by Public Works employees. Ordinance Enforcement and Public Health staff inspect all apartments periodically to ensure they are maintained in a safe and sanitary condition and responds to tenant complaints regarding health and sanitation concerns. Borough Police Officers respond to evening and weekend calls for service to verify the nature of the problem before the Public Works Supervisor is called. The Finance Department maintains records and accounts for Bellaire Court and receives rent payments from the tenants.

Mission

Provide affordable, quality housing, while maintaining self-sustaining operations, for senior citizens who would not otherwise be able to live in State College Borough.

Goals

- Coordinate services to provide timely, efficient responses to current and future tenants;
- Improve the building's energy efficiency and reduce its environmental impact;
- Encourage community cohesion;
- Maintain 100% occupancy.

2014 Strategic Objectives

Efficient Operations

Implement the MUNIS Work Order module.

Energy Conservation

Work with the Sustainability Committee to complete an energy audit and life cycle analysis of the overall building and each individual apartment. The analysis will also include a list of needed improvements.

Facility Rehabilitation

Complete building improvements identified in the recent building inspection conducted by staff.

Community Cohesion

Host at least one community meeting to improve cohesion and educate residents about the facility.

Occupancy

Update marketing materials, including the Borough website, to highlight the Borough's efforts to provide affordable housing options to achieve full occupancy.

2014 Budget Impacts

As a result of the most recent property maintenance code inspection, a number of improvements are needed at Bellaire Court. Staff is recommending combining these improvements along with other improvements that are needed to ensure the continued viability of the facility.

2014 Detail on Appropriations

(63236-81590) – Operating Expenses: These line item appropriations cover the costs of operating expenses for the Bellaire Court apartment building. Additional information is provided below for select line items:

67329 – Publics Works Department Labor: This line item covers the cost of maintenance services provided at Bellaire Court by Public Works Department employees.

70372 – Maintenance & Repairs: This line item covers the costs of materials used by Borough staff for maintenance and repair, as well as to cover the cost of outside contractors hired by the Borough to carry out repairs at Bellaire Court.

96500 – Indirect Costs: This line item covers support services costs for Bellaire Court operations.

(93730) – Capital Expenses: These line items cover capital expenses for enhancements to common areas and grounds as well as appliance upgrades or replacements.

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
43100	INTEREST EARNINGS	$ 10	$ -	$ 10
43160	RENT OF HOUSE/APARTMENT	$ 81,528	$ 81,528	$ 87,840
44200	STATE GRANT	$ -	$ -	$ -
48140	SALE OF GENERAL FIXED ASSETS	$ -	$ -	$ -
49160	INTERFUND OPERATING TRANSFERS	$ 50,000	$ 50,000	$ 50,000
	TOTAL - REVENUE	**$ 131,538**	**$ 131,528**	**$ 137,850**

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
61192	FICA - EMPLOYER PAID	$ -	$ 261	$ 275
61193	MEDICARE - EMPLOYER PAID	$ -	$ -	$ 64
61196	HEALTH INSURANCE	$ -	$ 61	$ 1,183
61199	LIFE & DISABILITY INSURANCE	$ -	$ -	$ 20
61200	PENSION	$ -	$ -	$ 276
61201	WORKERS COMPENSATION	$ -	$ -	$ 9
61210	EMPLOYEE PARKING	$ -	$ -	$ 19
	TOTAL - PERSONNEL	**$ -**	**$ 322**	**$ 1,847**
63236	BUILDING SUPPLIES	$ 2,000	$ 5,000	$ 4,000
65213	COMPUTER/COPIER SUPPLIES	$ 100	$ 100	$ 50
65215	POSTAGE	$ 125	$ 150	$ 200
67311	ACCOUNTING & AUDITING	$ 100	$ 125	$ 125
67314	LEGAL SERVICES	$ 1,000	$ 250	$ 1,000
67329	PUBLIC WORKS SERVICES	$ 31,657	$ 30,000	$ 33,476
70372	REPAIRS & MAINT - BUILDINGS	$ 4,000	$ 4,000	$ 4,500
72321	MONTHLY TELEPHONE CHARGES	$ 940	$ 940	$ 960
72325	INTERNET FEES/WEBPAGE	$ 4,320	$ -	$ -
73360	ELECTRICITY	$ 17,000	$ 17,000	$ 17,000
73365	SOLID WASTE DISPOSAL	$ -	$ 2,322	$ 2,400
73366	WATER AND SEWER	$ 8,200	$ 5,150	$ 5,100
73367	CABLE	$ -	$ 4,272	$ 4,484
80351	PROPERTY INSURANCE	$ 1,525	$ 1,368	$ 1,602
81590	MISCELLANEOUS	$ 810	$ 846	$ 900
	TOTAL - OPERATING	**$ 71,777**	**$ 71,523**	**$ 75,797**
93730	CAP PURCHASES - BUILDINGS	$ 6,000	$ 1,652	$ 6,000
93760	CAP PURCH - FURNITR/APPLIANCES	$ 2,000	$ 2,646	$ 2,000
94800	DEPRECIATION-LAND IMPROVEMENTS	$ -	$ -	$ -
94820	DEPRECIATION-BUILDINGS	$ -	$ -	$ -
94830	DEPRECIATION-BLGS IMPROVEMENT	$ -	$ -	$ -
94850	DEPRECIATION	$ -	$ -	$ -
	TOTAL - CAPITAL	**$ 8,000**	**$ 4,298**	**$ 8,000**
96500	INDIRECT COSTS/ADMINISTRATIVE	$ 53,754	$ 53,754	$ 56,979
	TOTAL - INDIRECT	**$ 53,754**	**$ 53,754**	**$ 56,979**
	NET BUDGET	**$ (1,993)**	**$ 1,631**	**$ (4,773)**
	BEGINNING FUND BALANCE		**$ (1,796)**	**$ (165)**
	ENDING FUND BALANCE		**$ (165)**	**$ (4,938)**

Parking Fund

Budget Overview

State College Borough maintains an enterprise fund for revenues and expenses of the off-street parking system. The Parking Fund Budget includes the costs of operating three parking garages, a metered parking deck, three metered surface parking lots and a rental surface lot. During 2013, a number of improvements were made to improve parking payment options including new parking meters in Borough lots, which accept both credit cards and online payment through the Parkmobile app. The revenues from the off-street parking system are expected to cover operating expenses and debt service and contribute toward a reserve for future needs.

Mission

Provide a high level of convenient off-street parking at a reasonable rate to shoppers, merchants, employees and others who visit State College.

Goals

- Increase revenues and control expenses to the point that will allow the Parking Fund to continue to be self-supporting;
- Limit the down-time of the parking equipment in the parking structures;
- Continue to make the parking system more convenient for the customer through the use of new technologies.

2014 Strategic Objectives

Preventive Maintenance

Further develop a preventive maintenance program for all parking structure equipment to reduce the down-time of the pay-on-foot machines.

2014 Budget Impacts

$750,000 is budgeted for the replacement of the Parking Access Revenue Control System (PARCS) equipment, which includes the gates and pay machines that are located in the off-street parking garages.

2014 Detail on Appropriations

(60112-62160) – Personnel Expenses: The Parking Fund includes appropriations for two full-time Parking Customer Service Representatives and a sufficient number of part-time Parking Customer Service Representatives. Also included are the Parking Manager, the Assistant Parking Manager and 50% of the salary for two Parking Clerks. Funds are also budgeted for Public Works staff to perform janitorial and maintenance work in the parking facilities.

(63237-80351) – Operating Expenses: This appropriation provides for routine operating expenses to maintain the Borough's parking facilities.

(93730-94860) – Capital Expenses: These line items cover the cost of capital improvements, the purchase of office equipment and debt service for the Borough's parking facilities.

93730 – Capital Improvements - Buildings: This line item includes two projects: routine maintenance for the Beaver Garage ($300,000) and energy savings projects in the garages ($120,000).

93740 – Capital Improvements – Computer Equipment: This line item is for the replacement of the PARCS system in all of the garages ($750,000).

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
43100	INTEREST EARNINGS	$ 34,000	$ 10,000	$ 10,000
43150	RENT	$ 202,152	$ 197,184	$ 202,152
46210	SALE OF MATERIALS/CONCESSIONS	$ 1,500	$ 425	$ 1,500
47100	METER COLLECTIONS	$ 290,000	$ 290,000	$ 298,000
47400	PERMITS/PASSES	$ 827,000	$ 739,911	$ 815,000
47410	DAILY FEES	$ 1,513,000	$ 1,471,397	$ 1,513,000
47500	SPECIAL ASSESSMENTS	$ -	$ -	$ -
48140	SALE OF GENERAL FIXED ASSETS	$ -	$ -	$ -
	TOTAL - REVENUE	**$ 2,867,652**	**$ 2,708,917**	**$ 2,839,652**
60112	SALARY & WAGES - FULL TIME	$ 308,891	$ 213,900	$ 259,365
60115	SALARY & WAGES - PART TIME	$ -	$ 82,700	$ 89,081
60180	OVERTIME PAY	$ -	$ -	$ 6,690
61192	FICA - EMPLOYER PAID	$ 19,151	$ 19,700	$ 24,052
61193	MEDICARE - EMPLOYER PAID	$ 4,479	$ 4,700	$ 5,626
61196	HEALTH INSURANCE	$ 53,734	$ 56,355	$ 73,792
61198	VISION/DENTAL INSURANCE	$ -	$ 3,445	$ -
61199	LIFE & DISABILITY INSURANCE	$ 962	$ 1,840	$ 1,297
61200	PENSION	$ 14,681	$ 19,705	$ 18,691
61201	WORKERS COMPENSATION	$ 5,020	$ 9,630	$ 6,364
61210	EMPLOYEE PARKING	$ 1,440	$ 1,440	$ 2,050
62130	CONTINUING EDUCATION/TUITION	$ 5,000	$ 5,000	$ 5,000
62160	CLOTHING/UNIFORMS & MAINTENNCE	$ 5,000	$ 5,000	$ 5,000
	TOTAL - PERSONNEL	**$ 418,358**	**$ 423,415**	**$ 497,008**

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
63237	INSTITUTIONAL SUPPLIES	$ 36,200	$ 61,000	$ 45,000
64231	GASOLINE/LUBRICANTS	$ 500	$ 875	$ 500
65210	SUPPLIES	$ -	$ 200	$ 500
65213	COMPUTER/COPIER SUPPLIES	$ 500	$ 250	$ 500
65215	POSTAGE	$ 150	$ 150	$ 150
66235	SPECIAL PROJECTS/GRANTS	$ -	$ -	$ -
67310	PROFESSIONAL SERVICES	$ 100,000	$ 2,000	$ 198,000
67311	ACCOUNTING & AUDITING	$ 2,500	$ 2,925	$ 2,800
67323	TAXES/ASSESSMENTS	$ 51,034	$ 41,500	$ 51,034
67328	BANKING FEES	$ -	$ -	$ -
67329	PUBLIC WORKS SERVICES	$ 247,456	$ 250,000	$ 231,779
68251	REP & MAINT - VEHICLE	$ 3,000	$ 3,000	$ 3,000
69300	REP & MAINT - COMPUTER	$ 5,000	$ 5,000	$ 22,400
70372	REPAIRS & MAINT - BUILDINGS	$ 80,000	$ 80,000	$ 80,000
70373	CONTRCTED BLDG MAINT/REPAIRS	$ 20,000	$ 27,000	$ 20,000
70374	RENT OF LAND/LEASE	$ 17,280	$ 17,280	$ 17,280
71300	REPAIRS & MAINT - EQUIPMENT	$ 1,000	$ 1,500	$ 1,000
72321	MONTHLY TELEPHONE CHARGES	$ 8,000	$ 7,200	$ 8,000
72330	ADVERTISING	$ 8,000	$ 3,500	$ 8,000
73360	ELECTRICITY	$ 110,000	$ 110,000	$ 110,000
73362	GAS	$ 2,000	$ 1,500	$ 2,000
73365	SOLID WASTE DISPOSAL	$ -	$ 1,355	$ 1,400
73366	WATER AND SEWER	$ 4,500	$ 3,100	$ 4,500
80351	PROPERTY INSURANCE	$ 24,828	$ 24,828	$ 25,786
	TOTAL - OPERATING	**$ 721,948**	**$ 644,163**	**$ 833,629**
93730	CAP PURCHASES - BUILDINGS	$ 264,000	$ 264,000	$ 420,000
93740	CAP PURCHASES - COMPUTER EQUIP	$ 62,146	$ 62,150	$ 750,000
93750	CAP PURCH - SPECIALIZED EQUIP	$ 76,681	$ 76,700	$ -
93760	CAP PURCH - FURNITR/APPLIANCES	$ 1,000	$ 1,000	$ -
94800	DEPRECIATION-LAND IMPROVEMENTS	$ -	$ -	$ -
94820	DEPRECIATION-BUILDINGS	$ -	$ -	$ -
94830	DEPRECIATION-BLGS IMPROVEMENT	$ -	$ -	$ -
94840	DEPRECIATION-MACH/EQUIP	$ -	$ -	$ -
94850	DEPRECIATION	$ -	$ -	$ -
94860	DEPRECIATION-MACH/EQUIPMENT	$ -	$ -	$ -
	TOTAL - CAPITAL	**$ 403,828**	**$ 403,850**	**$ 1,170,000**
95900	DEBT SERVICE - PRINCIPAL	$ 984,860	$ 984,860	$ 1,081,302
95901	DEBT SERVICE - INTEREST	$ 381,800	$ 385,528	$ 384,554
95902	DEBT SERVICE-ADMIN FEES	$ -	$ 1,627	$ 1,627
95910	DEBT ISSUANCE COSTS	$ -	$ -	$ -
	TOTAL - DEBT	**$ 1,366,660**	**$ 1,372,015**	**$ 1,467,483**

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
96500	INDIRECT COSTS/ADMINISTRATIVE	$ 239,214	$ 239,214	$ 253,567
	TOTAL - INDIRECT	**$ 239,214**	**$ 239,214**	**$ 253,567**
	NET BUDGET	**$ (282,356)**	**$ (373,740)**	**$ (1,382,035)**
	BEGINNING FUND BALANCE		**$ 2,251,622**	**$ 1,877,882**
	ENDING FUND BALANCE		**$ 1,877,882**	**$ 495,847**

Compost Operations Fund

Budget Overview

The Compost Operations Fund accounts for the disposal of leaves from College, Ferguson and Patton Townships at the Borough's Compost Facility, and the sale of finished compost. Expenditures pay for the processing operation to compost leaves, grass climppings and other organic material to removed these materials from the landfill-bound waste stream. 2013 will be the first full year of the expanded organics collection program, which is anticipated to divert 1,100 tons of food waste from the landfill-bound waste stream. This budget reflects an increase in staff presence at the compost facility to properly manage the diverted material.

Mission

Divert organic materials from the landfill-bound municipal solid waste stream.

Goals

- Balance the budget between cost of operations and revenues generated from composted material sales;
- Continue to compost leaves and grass clippings delivered to the former landfill by State College Borough, as well as the townships of College, Ferguson and Patton;
- 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;
- Continue to provide compost to customers and residents until all of the compost inventory is depleted.

2014 Strategic Objectives

Receiving Area

Create a receiving area to better manage incoming materials.

2014 Budget Impacts

In the 2014 Budget, receipts are expected to increase due to:

- Additional materials available for sale,
- An increase in the sale price from $13 to $15 per cubic yard,
- A transfer from the Refuse Collection Fund for the disposal of food waste.

Additional labor at the facility will be required to process the additional material, specifically food, which will require that staff be on site daily to manage the material.

2014 Detail on Appropriations

46210 – Materials - Compost Sales: Glenn O. Hawbaker, Inc. handles sales of compost to individuals and other end users through their Construction Waste Recycling office. Bagged product is still sold at the Public Works Service Facility on Osmond Street. In 2013, the increase in sales of additional products anticipated was not realized due to the delay in implementation of the new program. Production of finished compost should increase in 2014 as a result of the implementation of food scrap collection to all curbside residential refuse customers and the start of commercial collection.

(60112-62160) – Personnel Expenses: These items represent personnel costs associated with compost operations activities.

(63236-80351) – Operating Expenses: 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 expenses for leaf disposal. Additional information is provided on the following item:

> **67325 – Contracted Public Services**: 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.

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
43100	INTEREST EARNINGS	$ 2,000	$ 2,000	$ 2,000
46100	CONTRACT FOR SHARED SERVICES	$ 96,025	$ 96,025	$ 96,025
46210	SALE OF MATERIALS/CONCESSIONS	$ 99,550	$ 73,719	$ 85,000
48140	SALE OF GENERAL FIXED ASSETS	$ -	$ 169	$ -
49160	INTERFUND OPERATING TRANSFERS	$ 108,425	$ 71,340	$ 92,865
	TOTAL - REVENUE	**$ 306,000**	**$ 243,253**	**$ 275,890**
60112	SALARY & WAGES - FULL TIME	$ -	$ -	$ -
61192	FICA - EMPLOYER PAID	$ -	$ 1,860	$ 1,988
61193	MEDICARE - EMPLOYER PAID	$ -	$ 435	$ 465
61196	HEALTH INSURANCE	$ -	$ -	$ 7,851
61199	LIFE & DISABILITY INSURANCE	$ -	$ -	$ 145
61200	PENSION	$ -	$ 2,316	$ 1,994
61201	WORKERS COMPENSATION	$ -	$ -	$ 115
61210	EMPLOYEE PARKING	$ -	$ -	$ 101
62130	CONTINUING EDUCATION/TUITION	$ 3,000	$ 3,000	$ 3,000
62160	CLOTHING/UNIFORMS & MAINTENNCE	$ 750	$ 400	$ 500
	TOTAL - PERSONNEL	**$ 3,750**	**$ 8,011**	**$ 16,158**

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
63236	BUILDING SUPPLIES	$ 3,500	$ 3,500	$ 3,000
64231	GASOLINE/LUBRICANTS	$ 14,000	$ 11,000	$ -
64232	DIESEL FUEL	$ -	$ -	$ 14,000
65210	SUPPLIES	$ 150	$ 150	$ 150
67311	ACCOUNTING & AUDITING	$ 200	$ 225	$ 225
67325	CONTRACTED PUBLIC SERVICES	$ 36,000	$ 36,000	$ 36,000
67329	PUBLIC WORKS SERVICES	$ 194,278	$ 102,450	$ 192,937
68251	REP & MAINT - VEHICLE	$ 20,000	$ 18,000	$ 20,000
68257	RENT OF EQUIPMENT/MACHINERY	$ 3,000	$ 4,000	$ 3,500
71260	SMALL TOOLS & MINOR EQUIPMENT	$ 1,000	$ 500	$ 750
72321	MONTHLY TELEPHONE CHARGES	$ 300	$ 300	$ 300
72327	RADIO EQUIPMENT MAINTENANCE	$ 300	$ 300	$ 300
73360	ELECTRICITY	$ 400	$ 200	$ 300
73366	WATER AND SEWER	$ 400	$ 200	$ 300
80351	PROPERTY INSURANCE	$ 5,345	$ 4,857	$ 5,613
	TOTAL - OPERATING	**$ 278,873**	**$ 181,682**	**$ 277,375**
93720	CAP PURCHASES - IMPROVEMENTS	$ 105,000	$ 146,268	$ -
93730	CAP PURCHASES - BUILDINGS	$ -	$ 5,055	$ -
94800	DEPRECIATION-LAND IMPROVEMENTS	$ -	$ -	$ -
94820	DEPRECIATION-BUILDINGS	$ -	$ -	$ -
94830	DEPRECIATION-BLGS IMPROVEMENT	$ -	$ -	$ -
94840	DEPRECIATION-MACH/EQUIP	$ -	$ -	$ -
94850	DEPRECIATION	$ 77,750	$ -	$ 77,750
94860	DEPRECIATION-RADIO EQUIP	$ -	$ -	$ 370
	TOTAL - CAPITAL	**$ 182,750**	**$ 151,323**	**$ 78,120**
96500	INDIRECT COSTS/ADMINISTRATIVE	$ 5,835	$ 5,835	$ 6,185
	TOTAL - INDIRECT	**$ 5,835**	**$ 5,835**	**$ 6,185**
	NET BUDGET	**$ (165,208)**	**$ (103,598)**	**$ (101,948)**
	BEGINNING FUND BALANCE		**$ 605,275**	**$ 501,678**
	ENDING FUND BALANCE		**$ 501,678**	**$ 399,729**

Sanitary Sewer Fund

Budget Overview

The Sanitary Sewer Fund was established to track the collection, conveyance and treatment costs associated with the Borough's sanitary sewer system. This permits the total cost of this service to be covered entirely by user fees based on metered water use.

The Borough cleans all sanitary sewer mains annually, and older clay lines are cleaned semi-annually.

Mission

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

Goals

- Reduce sewer line backups by 10% over the next three years;
- Reduce infiltration/inflow in the sewer system by 5% over the next three years.

2014 Strategic Objectives

Infiltration/Inflow Reduction Plan & Implementation

Identify and reduce infiltration/inflow into the sanitary sewer system.

Identification of Illegal Connections

Smoke test sewer lines to identify illegal connections to sewer lines that allow rain water to be conveyed into the system.

Annual Maintenance

Clean all sewer mains at least once a year to reduce sewer back-up potential.

2014 Budget Impacts

Sewer rental charges are proposed to remain unchanged at $9.00/1,000 gallons for 2014. The average homeowner in the Borough uses 120 gallons of water per day, which would calculate to a quarterly sewer charge of $98.55.

The University Area Joint Authority and the Borough have been put on notice by the Pennsylvania Department of Environmental Protection to address the Inflow and Infiltration (I & I) of storm and ground water into the sanitary sewer system.

2014 Detail on Appropriations

(60112-62130) – Personnel Expenses: These items represent personnel costs associated with sanitary sewer activities.

(64231-80351) – Operating Expenses: These line item appropriations cover the cost of materials and supplies needed in the repair and maintenance of the aging sewer system. This includes the purchase of pipe and fittings, manhole bricks and castings, mortar, concrete, limestone backfill materials, small tools, worker safety equipment, asphalt pavement, smoke testing supplies and similar items. Additional information is provided on the following items:

67326 – Inflow and Infiltration Program: Inflow and infiltration within the sewer lines is undesireable as the Borough must pay for treatment of this relatively clean water once it enters the sewer line. In 2013, the Public Works Department began aggressively investigating and remediating areas where inflow and infiltration was found. This program will continue in 2014.

73368 – Sewage Treatment Costs: Staff has identified several sources of infiltration that will be addressed with a project late in the 2013 calendar year. Once repairs are made, a reduction in metered flow to UAJA will be realized. Based on calculations, we anticipate overall flow to be reduced by 5%. Additionally, the Borough does not have a contract with PSU for treatment. In accordance with the Act 537 plan, all Borough flow is to be diverted from the PSU plant to UAJA by 2017. The PSU treatment rate is calculated based on the percentage of flow (PSU & Borough) going to the plant. Over the past several years, the reduction of Borough flow has resulted in an increase in the per gallon cost, to the point that the per gallon cost is higher than the per gallon treatment cost at UAJA. PSU has since agreed to continue the percentage based billing, but cap the rate such that the per gallon rate will not exceed the per gallon rate billed by UAJA.

(93724-93780) – Capital Expenses: This appropriation provides for the capital expenses and equipment depreciation for sanitary sewer repair and maintenance. Additional information is provided below on select line items:

93724 – Infrastructure - Sewer Line Replacement/Rehabilitation: Sewer Line Replacement/Rehabilitation is planned for streets that are being reconstructed or resurfaced. Sewer lines are repaired, slip-lined or replaced, depending on the condition of the present pipe. Areas included for slip-lining include College Avenue, between Atherton and Buckhout, as well as Corl Street, between Highland Alley and Westerly Parkway.

93724 – Infrastructure - Sewer Capacity Increase: The line item was overexpended in 2013 due to unanticipated roadway subbase material in West Nittany Avenue and South Patterson Street. A shallow undersized sewer main on East Foster Avenue, between Locust Lane and High Street, needs rehabilitated and upsized in 2014. It is anticipated this project will cost approximately $250,000. This work needs to be completed prior to the resurfacing of East Foster Avenue planned for 2015.

Also in 2014, an additional $150,000 is anticipated to upsize and rehabilitate an existing six inch main in an off-street easement between the 700 block of West Nittany and Sparrow Alley, including lines in Sparrow Alley from the easement to Sparks Street. The existing pinch valve at the PSU treatment plant that controls the amount of flow directed to the plant or sent to UAJA was installed in 1989 and has reached the end of its useful life. It is estimated that $75,000 will be needed in 2014 to replace the valve with new manually-operated valves. $100,000 is reserved for other main and lateral repairs needed on streets, which are to be resurfaced in 2014.

93780 – Major Tools & Equipment: In 2014, staff recommends the replacement of the 2006 Case backhoe and the 2004 utility truck with aerial platform. The backhoe has had numerous repairs to the hydraulic system, mostly caused by metal fragments within the system. The metal fragments have caused premature failures of cyclinders and seals. Due to this ongoing problem, it is recommended the unit be replaced. The 2004 utility vehicle is used to transport tools and other supplies to the job site. It also has an aerial platform used for sign maintentance. The body is rusting on this unit, and staff recommends it be replaced.

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
41575	SEWAGE PERMITS	$ 2,500	$ 6,363	$ 3,000
43100	INTEREST EARNINGS	$ 15,000	$ 8,000	$ 10,000
47450	USER FEES	$ 20,000	$ 40,000	$ 45,000
47460	USAGE CHARGES	$ 6,017,500	$ 5,800,000	$ 6,017,500
48140	SALE OF GENERAL FIXED ASSETS	$ -	$ -	$ 22,000
	TOTAL - REVENUE	**$ 6,055,000**	**$ 5,854,363**	**$ 6,097,500**
60112	SALARY & WAGES - FULL TIME	$ -	$ -	$ -
61192	FICA - EMPLOYER PAID	$ -	$ 5,035	$ 5,971
61193	MEDICARE - EMPLOYER PAID	$ -	$ 1,178	$ 1,396
61196	HEALTH INSURANCE	$ -	$ -	$ 14,788
61199	LIFE & DISABILITY INSURANCE	$ -	$ -	$ 400
61200	PENSION	$ -	$ -	$ 5,501
61201	WORKERS COMPENSATION	$ -	$ 40	$ 604
61210	EMPLOYEE PARKING	$ -	$ -	$ 480
62130	CONTINUING EDUCATION/TUITION	$ 3,700	$ 1,500	$ 3,700
	TOTAL - PERSONNEL	**$ 3,700**	**$ 7,753**	**$ 32,840**

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
64231	GASOLINE/LUBRICANTS	$ 27,800	$ 29,940	$ 30,800
66238	GROUP ACTIVITIES/PROGRAM SUPP	$ 50,000	$ 30,000	$ 50,000
67311	ACCOUNTING & AUDITING	$ 6,000	$ 6,500	$ 6,800
67313	ENGINEERING & ARCHITECTURAL	$ 33,000	$ 120,000	$ 25,000
67314	LEGAL SERVICES	$ 1,200	$ 1,000	$ 1,200
67326	OTHER CONTRACTED SERVICES	$ -	$ 250,000	$ 375,000
67327	FINANCIAL SERVICES	$ 15,000	$ 17,800	$ 18,000
67329	PUBLIC WORKS SERVICES	$ 370,037	$ 340,000	$ 390,021
68251	REP & MAINT - VEHICLE	$ 46,350	$ 80,800	$ 66,000
71300	REPAIRS & MAINT - EQUIPMENT	$ 2,500	$ 4,500	$ 2,500
72327	RADIO EQUIPMENT MAINTENANCE	$ 200	$ 200	$ 1,500
73360	ELECTRICITY	$ 900	$ 750	$ 900
73366	WATER AND SEWER	$ 3,500	$ 2,500	$ 3,500
73368	SEWAGE TREATMENT COSTS	$ 4,717,000	$ 4,371,210	$ 4,481,150
80351	PROPERTY INSURANCE	$ 7,150	$ 6,523	$ 7,507
	TOTAL - OPERATING	**$ 5,280,637**	**$ 5,261,723**	**$ 5,459,878**
93724	CAPITAL - INFRASTRUCTUVE	$ 620,000	$ 655,820	$ 575,000
93775	CAP PURCHASES - MAJOR EQUIP	$ 21,000	$ 11,000	$ 26,600
93780	CAP PURCHASES - VEHICLES	$ -	$ -	$ -
94840	DEPRECIATION-COMPUTER EQUIPMNT	$ -	$ -	$ -
94850	DEPRECIATION	$ 62,859	$ -	$ 59,841
94860	DEPRECIATION-RADIO EQUIP	$ -	$ -	$ 1,110
94880	DEPRECIATION-INFRASTRUCTURE	$ -	$ -	$ -
	TOTAL - CAPITAL	**$ 703,859**	**$ 666,820**	**$ 662,551**
95901	DEBT SERVICE - INTEREST	$ 45,900	$ -	$ -
	TOTAL - DEBT	**$ 45,900**	**$ -**	**$ -**
96500	INDIRECT COSTS/ADMINISTRATIVE	$ 94,318	$ 94,318	$ 99,977
	TOTAL - INDIRECT	**$ 94,318**	**$ 94,318**	**$ 99,977**
	NET BUDGET	**$ (73,414)**	**$ (176,251)**	**$ (157,746)**
	BEGINNING FUND BALANCE		**$ 855,984**	**$ 679,733**
	ENDING FUND BALANCE		**$ 679,733**	**$ 521,987**

Refuse Collection Fund

Budget Overview

The Public Works Department collects and disposes of garbage refuse and bulk items in State College Borough. Then collection of refuse within the Borough is accomplished in six differerent vehicle/crew types: residential, commercial/apartment, bulk items, street containers/cleaning, leaf collection and recyclable materials. A cost analysis is prepared annually to allocate operational costs between residential collection and commercial/apartment routes. This cost breakdown is used to develop a user fee rate structure that is tiered based upon the different types of collection.

After being collected by Borough staff, solid waste is hauled to the county transfer station in College Township where, together with other refuse, it is re-compacted onto large tractor-trailer trucks and hauled to a landfill in Somerset County. The Centre County Solid Waste Authority, on a contractual basis, collects and recycles glass, blow-molded plastics, newspaper, magazines and metal cans throughout State College. It also collects several grades of paper and cardboard in the commercial areas of the Borough.

Leaves and other organic waste are collected by the Borough and hauled to the Borough-owned Yard Waste Compost Facility for reuse as mulch and compost. 2013 will be the first full year of the expanded organics recycling program, aimed at diverting additional organic material from the landfill, including an estimated 1,100 tons of food waste. This budget reflects anticipated cost reductions in fuel from CNG equipment and reductions in collection costs resulting from the 2012 purchase of automated side load collection trucks and curbside carts.

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 State College.

Goals

- Divert organic waste from municipal solid waste stream to compost stream;
- Improve efficiency of operations while maintaining a refuse collection service that exceeds customer expectations.

2014 Strategic Objectives

Increased Diversion

Increase the amount of organics diverted from the waste stream, with an ultimate goal of reducing residual waste to 35% of the total waste stream, through combined increases in the recycling of plastics, metals, glass, organic waste, electronics, and other recyclable items.

Expand Organic Collection

Expand organic collection to the commercial sector by placing organics collection containers by the end of 2014.

Improve Tracking, Performance Metrics and Refuse Operations

Improve data collection and logistics, simplify rate schedule and evaluate operational efficiencies.

2014 Budget Impacts

The purchase of automated side load trucks for refuse and organics collection will result in lower fuel costs in 2014 due to lower cost per diesel gallon equivalent. Automated collection necessitated the purchase of carts that required a high initial capital outlay. It is believed that future DEP grant funding may offset the cost.

A refuse study, previously included in the Capital Improvement Plan, was funded from operations in 2013. This study is intended to examine the system, consider changes in collection practices, rate structures and billing methods , and evaluate the potential for central collection and compaction in the downtown.

This Budget also includes ongoing costs for data collection, routing and dispatching ($13,200).

State College applied for an Act 101, Section 902 Recycling grant in the amount of $250,000 in 2013 It is anticipated the grant awards will be announced in the first quarter of 2014. The Borough's application was for the maximum award amount and would be reimbursement for a portion of the funds spent to implement the curbside, automated organics collection program in 2012/2013.

2014 Detail on Appropriations

(60112-62160) – Personnel Expenses: These appropriations cover the direct allocations for municipal staff to manage and administer the programs in this enterprise fund, as well as training/education expenses and uniforms for Public Works employees collecting refuse, bulk items, leaves and other organics.

(64231-80351) – Operating Expenses: These accounts cover the various costs of operating the refuse collection system. Additional information is provided on the following items:

> **64231 – Fuel & Lubricants:** CNG purchases through CATA will drive down the overall fuel expense for 2014, with an even greater impact following the purchase of a CNG-powered commercial front load refuse truck.
>
> **67329 – Public Works Services:** Public Works labor services costs cover the personnel costs for Public Works employees assigned to collect refuse, yard waste, bulk items and leaves and are expected to be lower in 2013 and lower still in 2014. Implementation of automated collection resulted in a reduction of 25 hours of road time in the average weekly refuse collection routes. Organic collection is also less labor intensive, and the savings in both will be seen in 2014.
>
> **73363 – Food Waste:** It is anticipated that the commercial food waste collection program will get underway in 2014 following an expanded commercial pilot in 2013. It is projected that the combined collections will result in diversion of an additional 1,200 tons of organics to the Composting Facility in 2014.

(93730-96500) – Capital Expenses: These accounts provide for the capital expenses and equipment depreciation for the Refuse Collection Division. Additional information is provided below on selected line items

> **93775 – Capital Purchases – Major Equipment:** This appropriation is for the purchase of commercial containers for food scrap collection.
>
> **93780 – Capital Purchases – Vehicles:** It is anticipated that a CNG-fueled commercial front loader will be purchased in 2014 to replace an existing vehicle.
>
> **93492 – Interfund Transfer:** This amount represents the charges to the Refuse Collection Collection Fund for disposal of leaves at the Compost Facility ($58,425) and the cost of compost ($23,400) removed from the Compost Facility which is offered at no additional cost to Borough residents at a pickup point outside the gates of the Service Facility.

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
43100	INTEREST EARNINGS	$ 15,000	$ 5,600	$ 6,000
44200	STATE GRANT	$ 180,000	$ -	$ 250,000
45500	COUNTY SHARED REVENUE	$ 17,500	$ 27,494	$ 17,500
46100	CONTRACT FOR SHARED SERVICES	$ -	$ -	$ -
46110	FEE FOR SERVICES	$ -	$ 1,005	$ 1,356
46210	SALE OF MATERIALS/CONCESSIONS	$ 16,356	$ 17,800	$ 16,356
47460	USAGE CHARGES	$ 3,058,000	$ 3,050,000	$ 3,058,000
48140	SALE OF GENERAL FIXED ASSETS	$ 5,000	$ -	$ 5,000
	TOTAL - REVENUE	**$ 3,291,856**	**$ 3,101,899**	**$ 3,354,212**
60112	SALARY & WAGES - FULL TIME	$ -	$ -	$ -
61192	FICA - EMPLOYER PAID	$ 1,776	$ 3,250	$ 2,628
61193	MEDICARE - EMPLOYER PAID	$ 415	$ 760	$ 615
61196	HEALTH INSURANCE	$ 7,772	$ 9,440	$ 11,236
61199	LIFE & DISABILITY INSURANCE	$ 114	$ 700	$ 192
61200	PENSION	$ 1,814	$ 4,682	$ 2,642
61201	WORKERS COMPENSATION	$ 685	$ 100	$ 80
61210	EMPLOYEE PARKING	$ 34	$ -	$ 106
62130	CONTINUING EDUCATION/TUITION	$ 5,000	$ 4,000	$ 5,000
62160	CLOTHING/UNIFORMS & MAINTENNCE	$ 8,488	$ 10,000	$ 9,250
	TOTAL - PERSONNEL	**$ 26,099**	**$ 32,932**	**$ 31,748**

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
64231	GASOLINE/LUBRICANTS	$ 64,949	$ 101,000	$ 78,500
65210	SUPPLIES	$ 1,200	$ 1,400	$ 1,450
65215	POSTAGE	$ 5,000	$ 5,400	$ 7,000
66238	GROUP ACTIVITIES/PROGRAM SUPP	$ 7,000	$ 7,000	$ 6,500
66255	PERMITS AND FEES	$ 1,500	$ 1,300	$ 1,500
67310	PROFESSIONAL SERVICES	$ 90,000	$ 90,000	$ -
67311	ACCOUNTING & AUDITING	$ 3,000	$ 3,600	$ 3,500
67315	SPECIAL LEGAL SERVICES	$ 4,000	$ 4,000	$ 4,000
67325	CONTRACTED PUBLIC SERVICES	$ 9,000	$ 9,000	$ 9,500
67327	FINANCIAL SERVICES	$ 21,279	$ 13,200	$ 22,339
67329	PUBLIC WORKS SERVICES	$ 833,755	$ 802,496	$ 836,663
68251	REP & MAINT - VEHICLE	$ 220,000	$ 190,000	$ 200,000
69310	COMPUTER HARDWARE & SOFTWARE	$ 13,200	$ 1,350	$ 13,200
71260	SMALL TOOLS & MINOR EQUIPMENT	$ 25,000	$ 25,000	$ 25,000
72321	MONTHLY TELEPHONE CHARGES	$ 1,750	$ 1,300	$ 1,400
72327	RADIO EQUIPMENT MAINTENANCE	$ 1,000	$ 200	$ 1,000
72330	ADVERTISING	$ 1,000	$ 700	$ 1,000
73363	FOOD WASTE	$ 50,000	$ 12,915	$ 34,440
73364	RECYCLING	$ 280,000	$ 280,000	$ 280,000
73365	SOLID WASTE DISPOSAL	$ 949,275	$ 963,000	$ 950,000
80351	PROPERTY INSURANCE	$ 13,900	$ 12,787	$ 14,595
	TOTAL - OPERATING	**$ 2,595,808**	**$ 2,525,648**	**$ 2,491,587**
93730	CAP PURCHASES - BUILDINGS	$ -	$ -	$ -
93740	CAP PURCHASES - COMPUTER EQUIP	$ -	$ -	$ -
93775	CAP PURCHASES - MAJOR EQUIP	$ 30,000	$ 543,005	$ 30,000
93780	CAP PURCHASES - VEHICLES	$ -	$ 134,911	$ -
94850	DEPRECIATION	$ 311,499	$ -	$ 285,645
94860	DEPRECIATION-RADIO EQUIP	$ -	$ -	$ 2,960
	TOTAL - CAPITAL	**$ 341,499**	**$ 677,916**	**$ 318,605**
96492	INTERFUND TRANSFERS	$ 81,825	$ 71,340	$ 81,825
	TOTAL - DEBT	**$ 81,825**	**$ 71,340**	**$ 81,825**
96500	INDIRECT COSTS/ADMINISTRATIVE	$ 100,732	$ 100,732	$ 106,776
	TOTAL - INDIRECT	**$ 100,732**	**$ 100,732**	**$ 106,776**
	NET BUDGET	**$ 145,893**	**$ (306,668)**	**$ 323,671**
	BEGINNING FUND BALANCE		**$ 1,047,253**	**$ 740,585**
	ENDING FUND BALANCE		**$ 740,585**	**$ 1,064,256**

Redevelopment Authority

Budget Overview

The Commonwealth of Pennsylvania created the Urban Redevelopment Law so that re-planning and redevelopment of certain areas will promote the general public health, safety, convenience and welfare of citizens and the community as a whole.

Mission

Promote the elimination of blighted areas through economically and socially sound redevelopment for residential, recreational, commercial, industrial or other purposes, including the provision of healthful homes, a decent living environment and opportunities for employment.

Goals

- Form at least one partnership with a private entity to advance an economic development project;
- Conduct at least one community-oriented education workshop on an economic development topic;
- Work with Borough Council and staff to develop a strategy to capitalize the Authority;
- Work with Borough Council and staff to prepare and implement a series of economic development goals;
- Assist Borough Council in implementing its neighborhood sustainability initiatives;
- Foster partnerships with other economic development entities to capitalize on economic development opportunities in State College and throughout Centre County.

2014 Strategic Objectives

Economic Development Goals

Continue implementation of economic development goals and strategies for the Borough.

Redevelopment Area Plans

Prepare redevelopment area plans for the appropriate areas in the West End, Downtown and Westerly Parkway.

Improve the Entrepreneurship Ecosystem

Entrepreneurship is growing in importance as a path to expanding local economies. The Authority can play an important role in advancing entrepreneurship in the State College area. Specific activities include:

Revolving Loan Fund/Microenterprise Loan Program

Work with local banks to establish a revolving loan fund to assist business expansion and startups, including assistance to microenterprises.

Downtown Plan Implementation

The Downtown Master Plan approved by Borough Council in 2013 recommended several economic development activities. The Authority will identify and work with partners to begin the implementation of these recommendations.

Economic Development Partnerships

Develop partnerships with the Chamber of Business and Industry of Centre County (CBICC), Penn State and other economic development organizations to improve opportunities for business retention, expansion, and recruitment in the State College area.

Expanding Entrepreneurship Opportunities

Work with organizations such as the Centre Region Entrepreneur Network, Happy Valley Startups, New Leaf, The Make Space and a proposed business accelerator in expanding opportunities for entrepreneurship in the State College area.

West End Redevelopment

Facilitate the redevelopment projects proposed for the West End through the use of grants, tax increment financing and other funding sources available to the Authority. Prepare a prospectus for a demonstration mixed use land development project in the West End on the parking lot owned by the Borough on North Sparks Street or other appropriate site.

Commercial and Industrial Redevelopment Program

Prepare a Commercial and Industrial Redevelopment Program pursuant to Section 11.1 of the Urban Redevelopment Law.

2014 Budget Impacts

Staff is recommending adding funds to account 83505 to assist entrepreneurs and microenterprises and to participate in New Leaf's co-working space. A total of $11,000 is requested for these activities. The remaining funds in this line item are for the Borough's participation in CBICC's economic development partnership activities.

2014 Detail on Appropriations

(65210-83503) – Operating Expenses: These line item appropriations cover the costs to hold and conduct Redevelopment Authority meetings and advance redevelopment projects. Additional information is provided on the following items:

62130 – Employee Development: This line item covers the costs of continuing education for Authority staff. This line item also covers the costs of membership in the Council of Development Finance Agencies.

66227 – Meeting Expenses: This line item covers the costs of Authority meetings.

67310 – Professional Services: The Authority may have the need to retain consultants with specialized expertise in economic development and/or public financing to assist the Authority with a specific project.

67314 – Legal Services: The Authority has retained the firm Miller Kistler and Campbell as its legal counsel. The Authority may also have the need to retain special counsel to assist with a specific project; this line item will pay for these costs.

(93740-94850) – Capital Expenses: These line item appropriations cover expenditures on office equipment and the depreciation of computers and office equipment used by the Redevelopment Authority, as well as debt service for the Kemmerer Road Project.

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
43100	INTEREST EARNINGS	$ -	$ -	$ -
49160	INTERFUND OPERATING TRANSFERS	$ -	$ -	$ -
49160	INTERFUND OPERATING TRANSFERS	$ 35,000	$ 35,000	$ -
50320	SMALL BORROWING - CAPITAL	$ 37,688	$ 37,688	$ 40,000
	TOTAL - REVENUE	**$ 72,688**	**$ 72,688**	**$ 40,000**
62130	CONTINUING EDUCATION/TUITION	$ 250	$ -	$ 1,500
64231	GASOLINE/LUBRICANTS	$ -	$ -	$ -
65210	SUPPLIES	$ 500	$ 100	$ 500
65213	COMPUTER/COPIER SUPPLIES	$ 250	$ -	$ 250
65215	POSTAGE	$ 500	$ -	$ 250
66227	MEALS & MEETINGS	$ 1,400	$ 500	$ 1,400
67310	PROFESSIONAL SERVICES	$ 2,000	$ 3,000	$ 2,000
67311	ACCOUNTING & AUDITING	$ 2,700	$ -	$ 2,700
67314	LEGAL SERVICES	$ 2,000	$ -	$ 2,000
67322	DUES/MEMBERSHIPS/SUBSCRIPTIONS	$ 250	$ 1,200	$ 400
69300	REP & MAINT - COMPUTER	$ 100	$ -	$ 100
72321	MONTHLY TELEPHONE CHARGES	$ 250	$ -	$ 250
72330	ADVERTISING	$ 250	$ 250	$ 300
83505	ECONOMIC DEVELOPMENT PARTNERSH	$ 25,000	$ 25,000	$ 36,000
	TOTAL - OPERATING	**$ 35,450**	**$ 30,050**	**$ 47,650**
93740	CAP PURCHASES - COMPUTER EQUIP	$ -	$ -	$ -
94850	DEPRECIATION	$ -	$ -	$ -
	TOTAL - CAPITAL	**$ -**	**$ -**	**$ -**
95900	DEBT SERVICE - PRINCIPAL	$ 36,768	$ 36,768	$ 40,007
95901	DEBT SERVICE - INTEREST	$ -	$ -	$ -
	TOTAL - DEBT	**$ 36,768**	**$ 36,768**	**$ 40,007**
	NET BUDGET	**470**	**5,870**	**(47,657)**
	BEGINNING FUND BALANCE		**$ 23,503**	**$ 29,373**
	ENDING FUND BALANCE		**$ 29,373**	**$ (18,284)**

Fleet Services

Budget Overview

This Budget covers the cost of maintenance and repair of Borough vehicles.

Mission

Ensure all Borough vehicles and equipment are maintained in a prudent and economical manner and remain cost-competitive. All vehicles and equipment will be evaluated annually, based on condition and recommended replacement.

Goals

- Minimize the environmental impact of the fleet;
- Provide quality fleet services efficiently and economically.

2014 Strategic Objectives

Fuel Efficiency

Research and recommend the most energy-efficient vehicle models available.

Biofuels

Increase the percentage of bio-diesel from B-5 to B-30 (70% diesel petroleum, 30% bio-diesel) over the next five years.

2014 Budget Impacts

New specialized diagnostic equipment is proposed to consolidate numerous current models that are limited to one program. The new diagnostic equipment will be capable of being used on a variety of municipal equipment.

The Pennsylvania Department of Motor Vehicles is considering changing the vehicle safety inspection program by going to an e-safety electronic system. The new system will require a software update package to be purchased.

2014 Detail on Appropriations

(60112-62160) – Personnel Expenses: These line items cover wages and benefits of the Borough's mechanics responsible for the repair and maintenance of Borough vehicles and equipment.

(63237-80351) – Operating Expenses: This appropriation provides for routine operating expenses for the Fleet Services Division.

(93755-96500) – Capital Expenses: This appropriation provides for the capital expenses and equipment depreciation for the Fleet Services Division. Additional information is provided below on selected line items:

93755 – Specialized Equipment: The Chief Mechanic is requesting funds to procure a new wire feed welder ($6,350). The current welder is over 20 years old and is no longer supported with replacement parts. The welder is used for general repair and maintenance on the entire Borough fleet.

96500 – Indirect Costs: This appropriation provides for the use of the three bay garage (on a per square foot basis) and the operation and maintenance of the Borough's fueling station among other items.

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
43100	INTEREST EARNINGS	$ 100	$ 100	$ 100
46100	CONTRACT FOR SHARED SERVICES	$ 342,500	$ 321,000	$ 342,500
47460	USAGE CHARGES	$ 24,500	$ 29,000	$ 30,000
48140	SALE OF GENERAL FIXED ASSETS	$ -	$ -	$ -
49160	INTERFUND OPERATING TRANSFERS	$ -	$ -	$ -
	TOTAL - REVENUE	**$ 367,100**	**$ 350,100**	**$ 372,600**
60112	SALARY & WAGES - FULL TIME	$ 111,500	$ 121,544	$ 118,179
61192	FICA - EMPLOYER PAID	$ 7,990	$ 10,050	$ 10,177
61193	MEDICARE - EMPLOYER PAID	$ 1,869	$ 2,350	$ 2,381
61196	HEALTH INSURANCE	$ 34,960	$ 38,200	$ 53,617
61198	VISION/DENTAL INSURANCE	$ -	$ 2,250	$ -
61199	LIFE & DISABILITY INSURANCE	$ 512	$ 663	$ 739
61200	PENSION	$ 8,162	$ 11,747	$ 10,172
61201	WORKERS COMPENSATION	$ 3,081	$ 6,000	$ 4,592
61210	EMPLOYEE PARKING	$ 155	$ -	$ 29
62130	CONTINUING EDUCATION/TUITION	$ 2,400	$ 500	$ 2,400
62160	CLOTHING/UNIFORMS & MAINTENNCE	$ 3,325	$ 3,325	$ 3,375
	TOTAL - PERSONNEL	**$ 173,953**	**$ 196,629**	**$ 205,659**

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
63237	INSTITUTIONAL SUPPLIES	$ -	$ -	$ -
64231	GASOLINE/LUBRICANTS	$ 875	$ 500	$ 875
66235	SPECIAL PROJECTS/GRANTS	$ 775	$ 700	$ 800
66238	GROUP ACTIVITIES/PROGRAM SUPP	$ 16,675	$ 14,950	$ 16,875
67326	OTHER CONTRACTED SERVICES	$ -	$ -	$ -
67329	PUBLIC WORKS SERVICES	$ 64,950	$ 45,000	$ 66,984
68251	REP & MAINT - VEHICLE	$ 1,875	$ 12,000	$ 13,000
71260	SMALL TOOLS & MINOR EQUIPMENT	$ 2,750	$ 2,750	$ 2,825
71300	REPAIRS & MAINT - EQUIPMENT	$ 13,900	$ 13,000	$ 11,800
72321	MONTHLY TELEPHONE CHARGES	$ 1,150	$ 1,150	$ 1,150
72327	RADIO EQUIPMENT MAINTENANCE	$ 300	$ 300	$ 300
80351	PROPERTY INSURANCE	$ 1,710	$ 1,796	$ 1,569
	TOTAL - OPERATING	**$ 104,960**	**$ 92,146**	**$ 116,178**
93775	CAP PURCHASES - MAJOR EQUIP	$ 9,000	$ 9,000	$ 6,350
94840	DEPRECIATION-COMPUTER EQUIPMNT	$ -	$ -	$ -
94850	DEPRECIATION	$ -	$ -	$ -
94860	DEPRECIATION-RADIO EQUIP	$ -	$ -	$ 1,110
	TOTAL - CAPITAL	**$ 9,000**	**$ 9,000**	**$ 7,460**
96500	INDIRECT COSTS/ADMINISTRATIVE	$ 61,446	$ 61,446	$ 65,133
	TOTAL - INDIRECT	**$ 61,446**	**$ 61,446**	**$ 65,133**
	NET BUDGET	**$ 17,741**	**$ (9,121)**	**$ (21,830)**
	BEGINNING FUND BALANCE		**$ 212,010**	**$ 202,889**
	ENDING FUND BALANCE		**$ 202,889**	**$ 181,059**

Highway Aid Fund

Budget Overview

The Highway Aid Fund accounts for expenditures paid from motor fuels taxes received, which are distributed to Pennsylvania counties and municipalities in accordance with a street mileage/population formula. These monies are placed in a separate fund and disbursed in accordance with State guidelines. A State audit is performed on this fund every two to three years to assure compliance with the Pennsylvania Department of Transportation and State fiscal policies.

This Budget includes appropriations for maintenance of streets (including curb and sidewalks), traffic control devices and storm sewers. Street resurfacing, street reconstruction and other major street improvements are funded primarily through the Borough's Capital Fund.

Mission

Apply funds from State taxes on motor fuels towards maintaining the Borough's streets, storm sewers, traffic and regulatory signs, signals and markings, as well as the fleet used in street maintenance.

Goals

- Improve citizens' satisfaction rating for snow removal services by 5% over the next three years;
- Reduce average tons of salt per storm by 15% over the next five years;
- Provide maintenance, including curb replacement and resurfacing, such that 80% of Borough streets have a "Satisfactory" rating or better.

2014 Strategic Objectives

Infrastructure Improvements

Continue to survey and identify needed storm sewer infrastructure improvements. Due to an aged system, numerous pipes are beginning to fail and need to be replaced.

Reduced Salt Application

Reduce salt usage by applying materials at a standard application rate. Increase plowing operations to reduce the need for de-icing. Replace salt spreading equipment with current technology, including electronically calibrated equipment.

Track Costs

Track all costs associated with storm sewer repairs and curb replacement.

2014 Budget Impacts

No budget impacts for 2014.

2014 Detail on Appropriations

(64231-93780) – Expenditures: 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, street signs and hardware, pipe and fittings, and street patching materials.

71262 – Traffic Signs, Signals and Markings: Installing and maintaining traffic and regulatory signs constitutes a major function of the Public Works Department. The Department is also responsible for the 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 and 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. Additional 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.

66251 – Storm Sewer Supply: Storm sewer maintenance includes the replacement, repair and cleaning of all underground piping, inlets and manholes. The Borough cleans catch basins and inlets twice each year (spring and fall) and cleans storm pipes on an as-needed basis.

68250/71300 – Repairs and Maintenance - Equipment: Preventive maintenance and minor and major repairs are performed on trucks, street sweepers, loaders, snow blowers, compressor, pavement roller, and all other equipment used in these maintenance activities by the Borough's two mechanics. Equipment carried over from the General Fund Streets Division budget has increased this line item.

Line Item Budget

ACCOUNT	ACCOUNT DESCRIPTION	BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
43100	INTEREST EARNINGS	$ 1,500	$ 3,400	$ 3,500
45300	STATE ENTITLEMENT	$ 618,845	$ 637,548	$ 613,778
46110	FEE FOR SERVICES	$ 31,070	$ 47,540	$ 37,500
	TOTAL - REVENUE	**$ 651,415**	**$ 688,488**	**$ 654,778**
64231	GASOLINE/LUBRICANTS	$ 26,000	$ 26,000	$ 26,750
66224	DEICING/ANTI-SKID MATERIALS	$ 135,000	$ 130,000	$ 135,000
66250	HIGHWAY SUPPLIES	$ 80,000	$ 54,500	$ 80,000
66251	HIGHWAY AID-STORM SEWER SUPPLY	$ 50,000	$ 35,000	$ 50,000
67325	CONTRACTED PUBLIC SERVICES	$ -	$ -	$ -
68251	REP & MAINT - VEHICLE	$ 128,000	$ 129,452	$ 132,600
71261	SIGNS/SIGNALS/MARKINGS	$ 100,000	$ 60,000	$ 85,000
71262	STREETLIGHT SUPPLIES	$ 135,000	$ 10,500	$ 15,000
71300	REPAIRS & MAINT - EQUIPMENT	$ -	$ -	$ -
73360	ELECTRICITY	$ -	$ 9,478	$ 9,650
73361	STREETLIGHTING ELECTRICITY	$ -	$ 130,125	$ 131,675
	TOTAL - OPERATING	**$ 654,000**	**$ 585,055**	**$ 665,675**
81590	MISCELLANEOUS	$ 120	$ -	$ 120
	TOTAL - MISCELLANEOUS	**$ 120**	**$ -**	**$ 120**
93724	CAPITAL - INFRASTRUCTUVE	$ -	$ -	$ -
93740	CAP PURCHASES - COMPUTER EQUIP	$ 91,191	$ 59,500	$ 97,141
93780	CAP PURCHASES - VEHICLES	$ -	$ -	$ -
	TOTAL - CAPITAL	**$ 91,191**	**$ 59,500**	**$ 97,141**
	NET BUDGET	**$ (93,896)**	**$ 43,933**	**$ (108,158)**
	BEGINNING FUND BALANCE		**$ 447,546**	**$ 491,479**
	ENDING FUND BALANCE		**$ 491,479**	**$ 383,321**

Appendix

APPENDIX A: 2014 SCHEDULE OF FEES AND CHARGES 207
APPENDIX B: 2014 PAY PLAN 220
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APPENDIX D: SELECT CAPITAL IMPROVEMENT PROJECT SUMMARIES 253

Appendix A: 2014 Schedule of Fees and Charges

Services	2014 Rate	2013 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 $5,000.00	
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 black and white page, $0.50 per color 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	$25.00	
Code of Ordinances	$350.00	
Returned Item Fee	$35.00 for each item, plus bank service charges, if any	
Payment Stopped by Issuer	$30.00	
Bid Packages	$30.00	
Application for Police Officer Testing	$30.00	
Domestic Partnership Registration	$30.00	

Services	2014 Rate	2013 Rate*

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	
Incident Summary Letters	$40.00 per report	
Crime Report Verification Letter	$7.50	
Towing Licenses		
Public - Initial License	$825.00	
Private - Initial License	$825.00	
Multiple - Initial Licenses	$825.00 for first, $225.00 each additional license	
Renewal Licenses	$450.00 for single	
	$775.00 for both public & private	

Tax Collection

Tax Reports		
Duplicate Statements	$5.00	
Notice of Collection	$25.00	
Wage Attachment	$25.00	
Municipal Claims/Liens		
Filing or Satisfaction Fee	$25.00	
Certification Fee	$15.00	
Expedition Fee	$25.00	
Tax Certification Fee	$15.00	

Services	2014 Rate	2013 Rate*

Bicycles (Chapter III)

Registration Fee	FREE	

Building and Rental Codes (Chapter IV)

A-1 Building Code Permit Fees for One- and Two-Family Residential		
Application Fee	$-	
New Construction, or addition	$.0090 x Declared Cost*, or $.0090 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	$.0090 x Declared Cost*	
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		
A-2 Building Code Permit Fees (Except One- and Two-Family Residential)		
Application Fee	$75.00	
New Construction, Renovation or Addition	$.0090 x Declared Cost*, or $.0090 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	.0090 x Declared Cost (minimum $56.00)	
If additional or repetitive submittals require plan review, the cost of the additional review shall be as follows:	$150.00 for each submittal plus Actual Cost at $75.00 per hour of plan review time	

Services	2014 Rate	2013 Rate*
B Fire Safety Permits		
Annual Permit Fee = (T x $80.00) x (R / V) *(rounded to the nearest dollar)*		
where: T = Estimated Inspection Time of Property, V = Inspection Frequency and R = Reduction Factor = 0.88		Reduction Factor = 0.75
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	
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	

Services	2014 Rate	2013 Rate*
C Rental Housing Permit Fee		
Single Dwelling Unit, Townhouse, Mobile Home, Apartment, Condominium or Duplex		
Borough Fee	$17.00 per unit	
Centre Region COG Fee	$35.00 per unit	
Lodging house, boarding house, tourist home or rooms		
Borough Fee	$17.00 per unit	
Centre Region COG Fee	$25.00 per unit	
Fraternity		
Borough Fee	$30.00	
Centre Region COG Fee	$325.00 < 15 sleeping rooms $375.00 - 15-25 sleeping rooms $425.00 > 25 sleeping rooms	
Rental Housing Change of Ownership	$25.00	

Liquor License Transfers (Chapter V)

Application for Transfer		
Initial Application	$1,000.00	
Additional Hearings	$600.00 each	
Official Transcript	Actual cost	

Emergency Alarms (Chapter VI)

Alarm License	$50.00 per year	
Alarm System Permit	$50.00 per year	

Services	2014 Rate	2013 Rate*

Garbage and Refuse (Chapter VIII)

Annual User Fees for Residential and Commercial Service		
Can Collection		
Residence at Curb/at House	$313.00 / $361.00	
Apartment at Curb/at House	$297.00 / $344.00	
Residence with Single Apartment	$361.00 / $412.00	
Each Commercial Cubic Yard per Week	$380.00	
Dumpster Collection		
Each Commercial Cubic Yard per Week		
Retail/Office	$206.00	
Full-Service Restaurant	$459.00	
Fast Food Restaurant	$303.00	
Institutional (hotel, motel, municipal, church, school)	$271.00	
Fraternity	$3,322.00	
Each Apartment Unit (Private Dumpster)	$129.00	
Each Apartment Unit (Borough Dumpster)	$188.00	
Out of-Borough Cubic Yard per Week	$335.00	
Compost		
Compost purchased per cubic yard	$15.00	
Compost purchased per bag (35 lb bags)	$3.00	

Services	2014 Rate	2013 Rate*
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	
Temporary	$100.00 per day for the day 1; $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	$200.00	
with No Physical Construction or Remodeling	$50.00	
Re-inspection Fee	$100.00 each	
Late Payment Fees	20% of license fee	
Radon Test Kits	NA	
Vaccination Booklet	$2.00	

Services	2014 Rate	2013 Rate*

Licenses and Permits (Chapter X)

Solicitors/Canvassers	$30.00 per day $60.00 per week $120.00 per month	
Door-to-Door/Foot/Vehicle Peddlers License	$30.00 per day $60.00 per week $120.00 per month	
Temporary Retail Business	$75.00 per day $300.00 per week $600.00 per month	
Late Payment Fees	20% of license fee	

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		
10 a.m. to 10 p.m.		Enforced 8 a.m. to 10 p.m.
In 15- and 30-minutes and 2-hour spaces	15 minutes for each $0.25	
In 5-hour spaces	30 minutes for each $0.25	
Metered Parking Facilities Hourly Rate		
	20 minutes for each $0.25	
Metered Parking Lots Hourly Rate		
10 a.m. to 10 p.m. Sundays free all-day, except during special events No charge after 10:00 p.m.	20 minutes for each $0.25	Enforced 8 a.m. to 10 p.m.

Services	2014 Rate	2013 Rate*
Off-Street Parking Garages Hourly Rates		
6 a.m. to 6 p.m.	First half-hour free $0.50 for each half-hour or portion thereof	6 a.m. to 10 p.m. - $0.75 for each hour or portion thereof
6 p.m. to 6 a.m.	First half-hour free $0.50 for each hour or portion thereof	10 p.m. to 6 a.m. - $0.50 for each hour or portion thereof
24-Hour Maximum Charge	$16.00	
Special Event Rates	$1.75 for each hour; $28.00 maximum charge for 24 hrs.	
Off-Street Parking Facilities Permits		
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 $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)	$0.75 per hour	
EZ Card	$20.00	
Card/Permit Replacement	$20.00	
Late Payment Fee	$10.00	10% of permit fee
Booting Fee	$100.00	
Cash Key	$25.00	

Services	2014 Rate	2013 Rate*
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)	Note: 2013 rates will remain in effect until the Authority provides an update. Borough Council will approve sewer tapping fees by ordinance after the first of the year.	$1,368.00 per connection
Residential (collection)		$1,207.00 per connection
UAJA (treatment)		$4,059.00 per Equivalent Dwelling Unit (EDU)
TOTAL		$6,634.00 per connection
Non-Residential (capacity)		$6.61 per Gallons/Day
Non-Residential (collection)		$5.83 Gallons/Day
UAJA Fee (treatment)		$17.40 Gallons/Day
TOTAL		$29.84 per Gallons/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	

Services	2014 Rate	2013 Rate*

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	
Plan Resubmission	$75.00	
Zoning Officer's Review Fee (Credited to Zoning Permit fee)	$25.00	

Services	2014 Rate	2013 Rate*
Permit Fees		
Sheds	$25.00	
Driveway	$25.00	
Land Development	$100.00	
Zoning Permit	$40.00	
Demolition Permit	$40.00	
Street or Alley Construction	$0.50/square yard	
Zoning Hearing Board		
Zoning Hearing Board	$210.00	
Sewage Enforcement		
Applications		
New System (Site Approved or Denied)	$540.00	$500.00
Replace or Major Repair/Alteration	$540.00	$500.00
Additional Percolation Test	$320.00	$300.00
Minor Repairs	$320.00	$300.00
Tank Replacements	$320.00	$300.00
Renew, Reuse or Transfer Permit	$200.00	$100.00
Interim or Final Inspection(s)	$125.00	$100.00
IRSIS (Spray Irrigation) and Drip Irrigation	$900.00	$600.00
Existing Systems Inspections		
Inspections due to housing inspection - unsuitable system	$200.00	
Small Flow Treatment Facility	$150.00	$120.00
Inspection for any reason other than noted above	$200.00	Not noted in 2013 Fee Schedule

Services	2014 Rate	2013 Rate*
Design Services		
Inground Gravity Flow System	$225.00	$200.00
Inground Pressure Dosed System	$275.00	$250.00
Elevated Sand Mound or At-Grade Systems	$325.00	$300.00
Orenco System	$900.00	$500.00
On-lot Sewage Management Program Inspections		
Complete Site Inspection with Open Tank(s), per system	$125.00	$100.00
Walkover Inspection, per site or system	$100.00	$70.00
Open Tank(s) Inspection for Pumping Waiver, per system	$125.00	$100.00
Municipal Consultation / Enforcement		
Primary Sewage Enforcement Officer	$50.00 per hour	$48.00 per hour
Alternate Sewage Enforcement Officer	$42.00 per hour	$40.00 per hour
Secretarial Administration	$34.00 per hour	$32.00 per hour
Mileage Rate	IRS allowable rate	
Subdivision / Land Development - (Actual costs as per the following)		
Primary Sewage Enforcement Officer	$56.00 per hour	$54.00 per hour
Alternate Sewage Enforcement Officer	$44.00 per hour	
Administration	$34.00 per hour	$32.00 per hour
Mileage Rate	IRS allowable rate	
Percolation test hold preparation	$150.00	
Providing water for percolation test	$100.00	
Percolation testing	$300.00	
Planning Module Review		
Component 1	$120.00	$100.00
Component 2	$220.00	$200.00

*2013 rates are shown in instances where the rate changed between the 2013 and 2014 Fee Schedule.

Appendix B: 2014 Pay Plan

State College Borough
Pay Plan - Hourly
Effective January 1, 2014 - Proposed 2.25% COLA

Pay Grade

Step	11	12	13	14	15	16	17	18	19	20	21
Start	13.59	14.26	14.98	15.73	16.51	17.34	18.21	19.12	20.08	21.08	23.51
1	14.00	14.69	15.43	16.20	17.00	17.86	18.75	19.69	20.69	21.72	24.21
2	14.42	15.13	15.89	16.69	17.52	18.39	19.32	20.29	21.31	22.37	24.94
3	14.85	15.58	16.37	17.19	18.04	18.95	19.90	20.90	21.95	23.05	25.69
4	15.30	16.05	16.86	17.70	18.58	19.52	20.49	21.52	22.61	23.74	26.45
5	15.76	16.53	17.36	18.23	19.14	20.10	21.10	22.17	23.28	24.46	27.25
6	16.23	17.03	17.88	18.77	19.71	20.71	21.74	22.83	23.98	25.19	28.07
7	16.72	17.55	18.42	19.34	20.31	21.33	22.39	23.52	24.69	25.95	28.91
8	17.22	18.07	18.97	19.92	20.92	21.97	23.07	24.22	25.43	26.73	29.78
9	17.74	18.61	19.54	20.51	21.54	22.63	23.76	24.95	26.20	27.53	30.66
10	18.27	19.17	20.12	21.12	22.19	23.30	24.48	25.70	26.98	28.35	31.59
11	18.82	19.74	20.73	21.76	22.85	24.00	25.21	26.46	27.79	29.20	32.54

Pay Grade

Step	22	23	24	25	26	27	28	29	30	31	32
Start	24.68	25.92	27.22	28.58	30.01	31.51	33.09	34.74	36.48	38.30	40.21
1	25.42	26.70	28.04	29.44	30.91	32.45	34.08	35.79	37.58	39.45	41.42
2	26.19	27.50	28.88	30.32	31.84	33.43	35.10	36.86	38.70	40.63	42.67
3	26.97	28.32	29.74	31.23	32.79	34.43	36.16	37.97	39.87	41.85	43.95
4	27.78	29.17	30.63	32.17	33.77	35.46	37.24	39.10	41.06	43.11	45.27
5	28.62	30.05	31.55	33.13	34.79	36.52	38.35	40.28	42.29	44.40	46.63
6	29.48	30.95	32.51	34.12	35.83	37.62	39.51	41.48	43.56	45.73	48.03
7	30.36	31.88	33.48	35.14	36.90	38.74	40.70	42.73	44.87	47.10	49.47
8	31.27	32.84	34.48	36.20	38.01	39.91	41.91	44.01	46.22	48.51	50.95
9	32.21	33.82	35.51	37.28	39.15	41.10	43.17	45.33	47.61	49.96	52.47
10	33.18	34.84	36.57	38.39	40.33	42.34	44.47	46.69	49.04	51.46	54.05
11	34.17	35.88	37.67	39.55	41.53	43.61	45.80	48.09	50.51	53.01	55.68

Appendix C: Record of Review

#	Comment	Date	Section	Page #	Response	Disposition
1.	A question was raised about the need for a consultant to create a new Strategic Plan. An update of the current strategic plan could be done in-house.	11/18	CIP: OP141	62, 239	The current Strategic Plan is five years old. In 2014, it will be subject to review and revision. A budget allocation should be included to update that plan and help guide the next five years, whether the plan is done in-house or with the assistance of an outside consultant. This line item represents an appropriation for the estimated effort and resources needed to update the Strategic Plan.	No further action required.
2.	The detail provided in the Downtown Master Plan is insufficient to warrant providing $335,000 for infrastructure improvements in this budget. Prior to any contracts being awarded, Council should be able to go over the plan in detail. Additionally, funding should be sought from other entities like the Downtown Improvement District.	11/18	CIP: OP142	62, 241	The State College Downtown Master Plan includes additional detail on the planned expenses associated with this project. The monies allocated for 2014 are for a wayfinding project that does not include any physical changes to downtown. The portion of the Downtown Master Plan pertaining to this project is attached.	No further action required.
3.	A question was raised regarding the high cost of the Fraser Street Public Space Project, which is for a planning document and does not address physical improvements.	11/18	CIP: PK141	62, 255	The Fraser Street Public Space Project was presented to Council at a work session. The $90,000 budgeted for this project includes $47,000 for construction, $12,000 for design and $31,000 for equipment. This project will be postponed due to the construction of Fraser Centre in 2014.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
4.	A question was raised regarding the timing for addressing the Pugh Streetscape project in light of the Pugh Street Garage replacement.	11/18	CIP: ST135	62, 275	The project is designed to address deteriorating conditions in the street pavement and other work outside of the curb-line on Pugh Street. The project is described in more detail in the Capital Improvements Plan. The expectation is that implementation of the project would be similar to what was done on Fraser Street for the area adjacent to the Fraser Centre project. Some curb replacement, and the installation of street lights would be included, but trees and sidewalks would not be done at this time.	No further action required.
5.	A question was raised regarding moving forward with the Atherton Street Corridor Improvement Project when there are other construction projects occurring at adjoining properties. Would it be prudent to delay implementation of this project?	11/18	CIP: ST121	62, 272	The project scope excludes the Arby's/Metropolitan site and PSU property located north of Clay Lane (H.O. Smith property).	No further action required.
6.	A suggestion was made to start the Homestead Investment Program as a pilot project, set measurable goals and identify what works best through the pilot project.	11/18	CIP: P151	62, 243	Council is expected to adopt the policy document approving the Homestead Investment Program. The current proposal calls for the program to be funded by a line of credit and funds will only be drawn on the line as needed. The policy document that has been prepared establishes metrics for evaluation of program success.	No further action required.
7.	Why is the Centre Region Council of Governments (COG) Fire Budget (Contracted Public Services) up 8%?	11/18	Fire	119	The total Fire Budget is down 2%. The 8% increase reflects an increase in municipal shares due to declining fund balance.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
8.	Why is the Library budget increase so low, when the library is soliciting for funds by donors?	11/18	Library	127	The contribution is based on a formula, which is determined by usage. The overall Library budget is up 5%, but since the formula is based on usage, and usage is up in the townships, the Borough's contribution is reduced. A large increase (6%) did occur between 2012 and 2013 as shown in the table on page 126.	No further action required.
9.	A suggestion was made to increase the State Theatre contribution to $10,000 because their financial needs are great. This would increase the Miscellaneous Budget to $119,500.	11/18	Misc.	161	The original appropriation of $2,000 in the budget came about from a request from the State Theatre Director for an annual operating grant. This grant has been part of the budget since 2010. The State Theatre has been contacted to provide a presentation to Council regarding their operations. This presentation is currently being scheduled. If Council chooses to increase the annual grant to State Theatre to $10,000, the fund balance would be reduced by an equivalent amount.	$8,000 was added to the line item increasing the Miscellaneous Budget to $117,000. No further action required.
10.	The line item budget appears to be incorrect for the 2014 Budget. Principal and interest should be broken separately.	11/18	Debt	162	The final budget will be corrected to show the Debt Service principal and interest separately.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
11.	How well are the Borough's pension obligations funded?	11/18	Pension	163	Based upon the 1/1/2011 Actuarial Valuation Reports, the Borough's two pension plans have a combined "Funded Ratio" of 79% and a "Level of Distress" of Level I, Minimally Distressed, as defined by the Commonwealth. Attached to this matrix is a copy of supporting documentation from the Borough's actuarial valuation reports. Up-to-date reports concerning the Borough's pension funding status are available online from the Pennsylvania State Retirement Commission at http://www.perc.state.pa.us/portal/server.pt/community/perc_home/2513/act_205_distress_scores/735168.	No further action required.
12.	67325 – Contracted Services for Regional Programs: Overall the Borough's share of Regional Programs is budgeted to increase by 3.17%. Why is the line item used to represent it going up 12% for Administration?	11/20	Admin	87, 91	The increased costs reflect COG's planned transition to assume more responsibility in financial processing, which requires the hiring of additional staff (funded for half the year) and additional software. This cost will increase again in 2015, because the proposed additional staff position is only funded for half of 2014. In addition, the Staff Assistant position in COG Administration that was previously allocated to Emergency Management at 11.25% is now allocated 100% to Administration.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
13.	It looks like there is a decline in the Budget for Municipal Memberships and Travel - line items 62120 Travel/Mileage Expenses and 67321 Municipal Memberships.	11/20	Admin	90, 91	There is an $8,500 reduction, which rolls the funding back to 2012 levels, because in 2013 Council underspent that account. If Council would like to increase this, it can be done.	No further action required.
14.	Council would like more detail in budget texts, because it helps to understand how funds are being spent.	11/20	Overall Budget	NA	The 2014 Budget reflects the ongoing transition to the new budget and accounting software that will be fully integrated into the 2015 Budget. The level of budget justification, information and explanation will be expanded for the 2015 Budget to reflect this concern.	No further action required.
15.	It appears that Administration Department Budget line item 61192 FICA and 61193 Medicare are flipped between the Budget 2013 and YE Projection/Budget 2014.	11/20	Admin	90	FICA and Medicare costs appear to be flipped, which likely occurred during the transition from PIMS to MUNIS. The combined line items are correct, and correcting entries will be made to in MUNIS.	No further action required.
16.	Why did the Administration Department Budget line item 60112 Salary and Wages – Full Time increase by 18%?	11/20	Admin	90	A full-time employee from the Finance Department has been moved to the Administration Department Budget. This change does not represent an increase in total, overall staffing for the Borough and is a part of the succession planning efforts. This position is reflected in the 2014 Detail on Appropriations as the Assistant Purchasing Director/Risk Manager.	No further action required.
17.	A question was raised regarding the National League of Cities Conference in Washington. What would be the estimate of the cost per Council member to go to this conference?	11/20	Admin	91	Approximately $2,500 per Council member.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
18.	How did we achieve savings in insurance from the 2013 Budget to the 2013 YE Projection and why are the health insurance numbers for the 2014 Budget much higher?	11/20	Admin	90	This line item reflects that the Borough employed administrative staff support through temporary employment agencies until mid-year 2013 resulting in no health insurance contribution for those employees. A vacancy in the Office of Community Engagement also resulted in significant savings throughout the year, which was offset somewhat by the addition of the Assistant Purchasing Director/Risk Management position.	No further action required.
19.	The line item titles are not easily understood and should be changed to better reflect the expenditure.	11/20	All Budgets	NA	The line item titles reflect the transition for the PIMS accounting system to the MUNIS accounting system. Over time, some line item titles can be reevaluated.	No further action required.
20.	If Council members become part of a NLC Committee, there are additional expenses. It may be that there will be additional Council members who would like to be on a NLC committee; therefore funds should be budgeted to allow for the members to attend these meetings.	11/20	Admin	91	There is an $8,500 reduction, which rolls the funding back to the 2012 budgeted amount, because in 2013 Council underspent that account. If Council would like to increase this, it can be done. The additional funds would come from the unappropriated fund balance.	The line item 62120 was increased by $8,500. No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
21.	When does Council have an opportunity to determine the Mayor's salary? A follow-up question was asked regarding the Mayor's current compensation.	11/20	Admin	90	The Mayor's salary is represented in line item 60115 Salary & Wages – Part-Time. Salary increases can be considered at any time, but no salary increase would take effect until after the next mayoral election. An ordinance is required to change the Mayor's compensation. The current compensation is a salary of $13,000 plus a $600 automobile allowance, which is in the Budget as a portion of line item 62125 Automobile Allowance.	No further action required.
22.	On page 88, "Conduct Semi-Annual" needs to be changed to "Conduct Bi-Annual" Council Orientation.	11/20	Admin	88	This will be corrected in the 2014 Final Adopted Budget document.	No further action required.
23.	Why is there a need for a report writer, when there should be templates in MUNIS to provide these reports?	11/20	Finance	94	MUNIS does provide a number of templates for reporting that are improved over PIMS. However, to fully take advantage of the MUNIS capability, the Borough would benefit from preparing additional reports that are not part of the basic package of templates. Finding a method for improving the Borough's financial reporting in necessary for improved operations. There is little value in having a system with the type of data capabilities that exist in MUNIS if the Borough cannot get the data out of the system displayed in a fashion that is meaningful and useful for the Borough's unique needs. There are many canned reports and tools within the system, but they are "plain vanilla" and "out of the box." The Borough did not purchase any custom reports or specialized services as part of the MUNIS project and opted, instead, to review its needs after implementation. A number training sessions have been held locally using internal staff as trainers, and there	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
					is a plan to continue having regular user group training sessions in support of the users of the MUNIS system. The collective reporting needs (staff, elected officials and the community at-large) exceed what is available "out of the box" in MUNIS. The addition of a staff member that can be assigned as an Application Support Specialist and designated report writer would be the fastest way to improve the Borough's reporting capabilities and application support. Pennsylvania/MUNIS peer, Cranberry Township, used this same approach and is pleased with the results.	
24.	Given that COG is considering expanding its own financial services and COG consumes 51% of our financial processing efforts, it may have a significant impact on the Borough operations. The Borough should not subsidize COG's intergovernmental service contracts.	11/20	Finance	NA	If COG withdraws from the current contract with the Borough for financial services, it will have a revenue impact on the Borough's operation and workload. This issue will have to be monitored and assessed during 2014.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
25.	Did the Billing Specialist staff member in the Finance Department come from the Parking Department?	11/20	Finance	94	Yes. The person that is now in the Billing Specialist staff position was previously in the Parking Department, but the costs associated with the position were split between the Parking and Refuse funds.	No further action required.
26.	The personnel costs in the Finance Budget went up by 20% and the total budget went up 17% from 2013 YE Projection to 2014 Budget. Can staff explain this increase?	11/20	Finance	95	The primary reason for the variance in the 2013 YE Projection is a staff vacancy. Personnel costs, 2013 Budget to 2014 Budget, increased by 4.8%, and total expenditures for Finance increased 1.2% from 2013 to 2014.	No further action required.
27.	Is the 20 hour half-time person in the Finance Department a short-term position to assist in the transition from PIMS to MUNIS or long-term position?	11/20	Finance	95	The position in the 2014 Budget is expected to be a short-term position to assist with the transition with the new accounting system. Whether or not this position becomes permanent depends on factors that will be determined during 2014, including the COG decision relative to its proposed finance department. In addition to the COG decision, other operational decisions are continuing to be made in respect to MUNIS. As some functions are absorbed in the Finance Department there may be a need to retain this part-time position on a permanent basis. Part-time employees are not enrolled in the Borough's pension plan and receive reduced benefits.	No further action required.
28.	If COG withdraws from the current financial services contract, will we need to pay our share of the COG Finance Department?	11/20	Finance		Yes. The Borough's current share is 22%. This additional cost is reflected in part by the COG personnel appropriation in 2013.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
29.	How much revenue does the Borough receive by taking on additional tax services for other districts and municipalities?	11/20	Tax	19,79	There is $256,900 listed under Departmental Earnings, Contract for Shared Services (Tax) on page 79 of the Budget. This line item combines revenues earned for tax collection services related to the Local Services Tax for the Bellefonte, Bald Eagle, and State College School Districts and the member municipalities, as well as, the tax collection costs charged to the State College Area School District for collection of their real estate taxes. For 2014, there will be no revenue reported for Earned Income Tax for years prior to Act 32 due to the winding down of those activities. For 2014, the budget projection has been estimated at $256,900. Additionally, on page 171, line item 96500 shows the amount of the indirect costs received by Borough from the Centre Tax Agency as $209.399. Total = $466,299	No further action required.
30.	Is the line item 61200 Pension in the Centre Tax Agency Budget correct?	11/20	Centre Tax Agency	170	No. Revised budget pages showing the correction will be distributed to Council for review prior to the Budget adoption.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
31.	Does line item 67326 Other Contracted Services in the Tax Budget mean COG?	11/20	Tax	100	No. This line item refers to the Centre Tax Agency's tax collection activities. The Borough, as a member of the county-wide tax collection district, is required to pay a commission rate of 2.4% of net revenue collected for Earned Income Tax. The Borough is also eligible to receive any refund(s) of actual costs that are below budgeted costs.	No further action required.
32.	Would it be to our advantage to continue to be entrepreneurial by reaching out to let other entities know that we can provide tax services?	11/20	Centre Tax Agency	168	Should opportunities develop that would be advantageous to the Centre Tax Agency, a plan will be formulated on how to pursue further collection work.	No further action required.
33.	Is there an error in the YE Projection as it appears to match the 2014 proposed budget almost exactly?	11/20	Tax	100	There is no error.	No further action required.
34.	Continuing education tuition is up, which shows that we are investing in our employees. How are our employees taking advantage of this program?	11/20	Centre Tax Agency	170	The budget reflects the Borough's personnel ordinance that allows for employee tuition reimbursement. Other funds are also provided for annual professional development needs.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
35.	The $955,000 IT budget includes $220,000 in departmental earnings, which covers some of the IT Departments expenses with indirect costs. Does the Borough receive general overhead for administration of these IT services? Are other indirect costs being recouped?	11/20	IT	19	The Borough does assign indirect costs for all contracts including the IT contract. However, not all contracts are recovering all costs. The indirect cost allocation includes general overhead for administration and other overhead costs that are recovered through this program. The indirect cost allocation plan is developed annually by an outside third party to assure objectivity. The Borough and regional partners are in the process of phasing in a full cost recovery pricing model for IT services.	No further action required.
36.	The IT budget is up 14% from budget to budget and there is a much higher increase from YE Projection to 2014 Budget. Dues and memberships went up 3 times, gasoline went up 4 times. What are the reasons for these increases?	11/20	IT	106	The 2013 YE Projection reflects a number of vacancies in positions throughout the year. A number of these positions are now filled and additional memberships in PTI and Cisco users groups have been added to this budget. This budget reflects a request for additional staff members, which necessitates the increase in dues and memberships. The estimated costs for an additional vehicle takes into account that employees will be able to go to more 'events' like NASCIO in Philadelphia, PTI in Washington DC, TechQuest in Harrisburg, etc.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
37.	What kind of results are you getting through surveys on the Borough's IT Program?	11/20	IT	102	Average. The biggest concern in the surveys received is on how customers are getting services (i.e. not fast enough, insufficient staff capacity and communication). All of the issues raised are being addressed by the Chief Technology Officer.	No further action required.
38.	Are the other government entities buying in to our phone contract?	11/20	IT	103	The Borough has offered the opportunity for other entities to participate in the Borough's phone contract. This issue is still being discussed with the Borough's regional partners. The Borough will purchase the system required for its operations. It does not cost more in equipment or services to expand this program.	No further action required.
39.	How would you compare the Borough services to a private contractor? Is it competitive?	11/20	IT	102, 20	Based upon the Borough's experience and surveys, hourly rates range from $100 to $135/hour for private sector IT services in this area. When the Borough IT Department staffing was down to 3 total people in 2010-2011, the Borough hired a private company to supplement staffing and provide IT support services. The company assigned a member of their staff to the Borough, and he worked in the Municipal Building alongside of the Borough's internal IT staff for an extended period of time. The hourly rate that the Borough paid for those services was $100/hour. Additionally, the Borough, on occasion, hires private companies to deliver IT services on a project basis. The hourly rates for the two private companies that the Borough regularly uses in these cases is $125 and $135 per hour. The Borough will charge its regional partners hourly rates for IT services of $62/hour in 2014. The Borough's hourly rates for all services are	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
					updated annually after completion of the Cost Allocation Plan. Effective hourly rates are shown on page 20 in the Budget document. These rates are very competitive with the private sector. It should be noted that currently the Borough and its regional partners are in the process of phasing in rates of IT services, since they are not paying the rates listed on page 20. The current proposal is to phase in hourly rate increases over the next three years beginning with a rate of $61. Rates are scheduled to increase 11% per year over the next three years. A copy of the Chief Technology Officer's recommendation letter to Centre Region COG, which explains the three-year costing model is attached to provide further information.	

#	Comment	Date	Section	Page #	Response	Disposition
40.	How many people would the IT Department prefer to hire?	11/20	IT	103	The IT Department is currently staffed and funded at 8 positions. The 2014 budget provides funding for 9 positions. Based upon an independent assessment of IT staffing levels that the Borough obtained in 2012, a staff of 15 is the recommended staffing level to meet the current workload.	No further action required.
41.	Given the uncertainty of your partners, it seems wise to look for short-term temporary options rather than full-time legacy employees.	11/20	IT	103	Borough staffing levels will be adjusted based upon service demands and outside contract needs. If the Borough loses IT business that it is currently providing to other entities, adjustments in staffing levels will be made accordingly. The Borough has utilized interns and temporary employees and service contracts as needed and will continue to do so. The Borough is also working with other service providers, including Amazon and Microsoft, to reduce the need for local infrastructure that requires administration and support by local staff.	No further action required.
42.	A question was raised as to why the full-time wages amount decreased.	11/26	PEO	125	The decrease in wages resulted from a new hire. Based on the pay scale, the wages for a new hire are lower.	No further action required.
43.	A question was raised as to why telephone costs have increased.	11/26	PEO	125	The new parking system handhelds utilize data plans with cellphone providers. There are five handhelds in use by the Parking Department.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
44.	Has PSU been consulted regarding arrangements for parking in the downtown parking structures during PSU construction projects? Additionally, how does the Borough's acceptance of fees in lieu of parking at some properties affect the management of the parking inventory Downtown State College?	11/26	Parking Fund	NA	The Borough and the University have discussed the additional parking requirements resulting from the relocation of faculty and staff over the next several years. Based upon the estimates provided by the University, the Borough is easily able to accommodate this request. The Borough's strategy for managing parking capacity is to ensure that parking spaces are always available for short-term parking demands. Monthly permits are adjusted on an on-going basis for this purpose. There remains excess capacity in the current parking system and increased use of these parking facilities by Penn State faculty and students will result in a positive impact in the parking system without reducing the availability of parking or affecting previous agreements to provide parking options for downtown properties.	No further action required.
45.	Has there been a change in revenue from the pay station implementation and rate changes? If so, what can the increase be attributed to?	11/26	Parking Fund	179	Revenue is up 12% in the Borough lots. This is likely attributed to higher usage, multiple options for payment and higher vehicle turnover rates. After six months of data is available, the program will be evaluated and the findings presented to Council.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
46.	Why does the Borough have a goal to reduce lost tickets by a certain amount?	11/26	Parking Fund	177	The Parking Department uses this metric as a control measure to ensure that transient parkers are paying correctly. In a perfect world, every time a ticket is pulled in one of the parking garages, staff should be able to account for that ticket. The Department has set the goal at 5%, which is the industry standard.	No further action required.
47.	Why are salary and wages in the Parking Fund up 20%?	11/26	Parking Fund	179	The Budget reflects an additional Parking Clerk for the front counter.	No further action required.
48.	Revenue is down $40,000 in the 2013 YE Projection, yet the 2014 Budget is the same for the next year. If there is an expected decrease, why is this not reflected in the 2014 Budget?	11/26	Parking Fund	179	The parking rates fluctuate from year to year and the $1,513,000 amount budgeted is a best estimate for daily fee revenue in 2014. This estimate takes into account the expectation that revenue will remain at this level due to the rate changes implemented this year.	No further action required.
49.	Why is health insurance in the Parking Fund up 31%?	11/26	Parking Fund	179	The Borough's total cost for health insurance increased by 8%; however, there are fluctuations in individual departmental budgets based upon employee plan enrollment.	No further action required.
50.	Why is the Parking Fund line item 67310 Professional Services for the parking study $198,000, when staff only expects to use $98,000 on the study?	11/26	Parking Fund	180	The 2014 Budget reflects two years of budgeted funds for this study, which equates to $200,000. At this time, the YE Projection is $2,000; leaving $198,000 budgeted, despite the recent contract, which is significantly lower than budgeted.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
51.	Can staff explain the decrease in permit and pass revenue?	11/26	Parking Fund	179	Pass revenue fluctuates from year to year. The new software will improve our ability to collect the fees for permits and passes, which explains the difference in the 2013 YE Projection and the 2014 Budget.	No further action required.
52.	Liability Insurance has increased substantially. Is there an explanation for this increase?	11/26	Police	140	The 2014 liability insurance budget of $142,289 actually includes $132,825 for police liability and $9,464 for property insurances. The 2013 Budget for police liability is $126,648 making the 2014 liability insurance an increase of 4.9% over 2013. The 2013 YE Projection for police liability insurance is $123,216, which is less than budgeted because of an account credit provided to the Borough by the PennPRIME Insurance Trust based on the favorable experience of the entire Trust, including the Borough. In budgeting for insurances for all departments, the Borough allocates the full amount of the anticipated premium for the year even though most often an account credit is applied.	No further action required.
53.	A request was made to show the Asset Replacement Fund to better explain depreciation expenses in the Police Budget as well as other General Fund budgets.	11/26	All Budgets	NA	The Asset Replacement Fund will be provided prior to the Budget adoption and it will be included in future budget documents.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
54.	What does the employee parking line item represent in the Police Budget?	11/26	Police	139	All Borough employees working at the Municipal Building receive a commuter zone permit to park on the street **OR** a commuter garage pass for $40 per month. The police collective bargaining agreement provides for a commuter garage parking permit for evening workers. The costs in this line item are to transfer funds from the General Fund to the Parking Fund for the subsidized garage parking costs.	No further action required.
55.	A request was made to provide the percentage change from year to year in the next year's budget.	11/26	All Budgets	NA	The 2015 Budget will provide additional information on changes from budget to budget. Page 68 and 69 of the 2014 Budget show percent changes by department and revenue type.	No further action required.
56.	Regarding efforts to make this fund operate without a loss, a request was made to be sensitive to the costs applied to the income qualified tenants of Bellaire Court related to shifting utilities to the tenant.	11/26	Bellaire Court	175	The proposed cost recovery fees will be introduced gradually so that tenants will be able to adjust their household budgets to accommodate these new costs.	No further action required.
57.	Are there funds in the Budget for energy efficiency improvements at Bellaire Court?	11/26	Bellaire Court	175	No, not specifically for this purpose. Energy efficiency improvements will be addressed through other improvement projects.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
58.	Council asked how the cost was determined to be a part of the CBICC economic development partnership and which municipalities where part of the program.	11/26	RDA	196	There is no set formula for calculating costs for the economic development program. Other municipal budgets are not complete and adopted at this time. It is anticipated that Centre County and the Townships of Ferguson, Patton and Halfmoon will be participating partners in the program. College Township has indicated that it may participate in the program. Other municipalities have not yet considered the request. Additional information including the level of funding support by each municipal partner will be provided as soon as it is available.	No further action required.
59.	There have been complaints regarding the amount of salt used. There is a need for more salt. Safety should be our first priority.	12/2	Highway Aid Fund	202	The purpose of salt is to keep ice from forming on roadways. The Borough applies 400 lbs. per lane mile on residential streets and 800 lbs. per arterial and collectors. Most importantly, it is the Borough's goal to put the "right amount" of salt down, for both safety concerns and environmental concerns.	No further action required.
60.	Why again have the amounts allocated for workers compensation and health insurance increased?	12/2	Public Works: Tree	155	The overall increases in individual departments are subject to the makeup and enrollment of the employee group for that department. The overall increase in health insurance is 8%, but it may fluctuate by department. Workers compensation is based on the annual renewal rates and the job classification rating.	No further action required.

#	Comment	Date	Section	Page #	Response	Disposition
61.	Does contracting out tree planting and pruning result in reduced labor cost and are we currently paying overtime to compensate?	12/2	Public Works: Tree	157	The Department is currently pruning significantly fewer trees than called for in the Borough's Tree Plan. Presently the Department is pruning about 345 trees a year (115 in-house and 235 by contract). The Department should be pruning 1,150 trees a year. The proposed increase in contract pruning will provide for 850 trees to be pruned. By contracting tree planting, it will enable our in-house crew to prune about 300 trees per year. Additionally, the cost per tree for contracting tree planting is considerably less than in-house costs.	No further action required.
62.	Why not contract out all pruning?	12/2	Public Works: Tree	157	Completely eliminating the tree crew would reduce the Borough's ability to be responsive to the more routine tree care and maintenance needs and response during emergencies. Furthermore there are collective bargaining issues with contracting out bargaining unit work. The question of contracting out all pruning may be an issue addressed in the future.	No further action required.
63.	Should the Borough be in the Bus Terminal business?	12/2	Bus Terminal	173	Previous Councils have determined that it is important for intercity bus service to be available in the community. When COG decided "to get out of the bus business" the Borough decided to take responsibility for that operation. The intermodal transportation study completed in the early 2000s resulted in an indication by the Borough that it wished to get out of the bus terminal business when the current terminal is closed by Penn State.	No further action required.
64.	The Bus Terminal Budget has errors in the line item budget.	12/2	Bus Terminal	173	Revised line item budget pages showing the correction will be distributed prior to Council for review prior to the Budget adoption.	No further action required.
65.	What are the other contracted services	12/2	Sanitary	189	Contracted services in the Sanitary Sewer	No further action required.

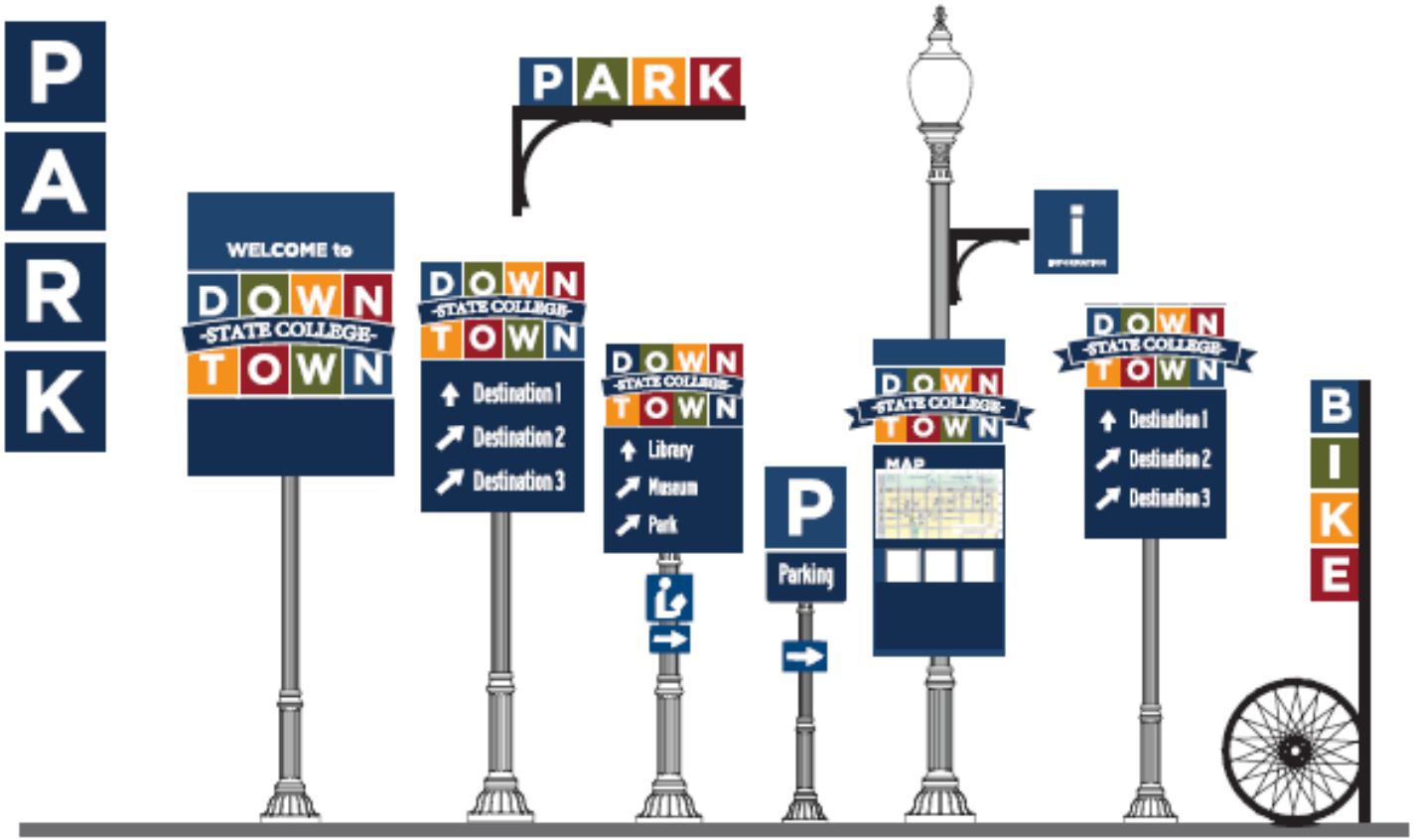
#	Comment	Date	Section	Page #	Response	Disposition
	in the Sanitary Sewer Budget?		Sewer		Budget are for inflow and infiltration monitoring. In order to address the inflow and infiltration issue, meters have been put in place. By moving these meters around the Borough is better able to find and repair issues more quickly.	
66.	Is the backhoe represented in the line item for capital purchases/major equipment?	12/2	Sanitary Sewer	189	This line item is for two pieces of equipment - a backhoe and an aerial truck. The backhoe is fully depreciated.	No further action required.
67.	In the past you have shown depreciation as a budget item. It is zero in this budget. Why?	12/2	Refuse Collection	194	The depreciation cost was incorrectly shown as a capital purchase for vehicles, although the budget number is correct. This will be corrected to accurately reflect the correct line item and distributed to Council prior to Budget adoption.	No further action required.
68.	The line item details for curbside recycling does not match the information provided in the line item budget text.	12/2	Refuse Collection	192	This was a word processing error. There is no change in this budget. Staff will update the narrative to reflect the question.	No further action required.
69.	Are there still issues with vehicle warranties related to Biodiesel?	12/2	Fleet Services	191	This is becoming less of a factor with newer models.	No further action required.
70.	There appears to be recent research reporting that CNG fueled vehicles may release methane in higher quantities than previously reported. Has this been taking into consideration when buying CNG engines?	12/2	Fleet Services	191	No. The Borough has not seen these reports. However in making these decisions in the future, emissions from CNG vehicles will be compared with the diesel fleet.	No further action required.

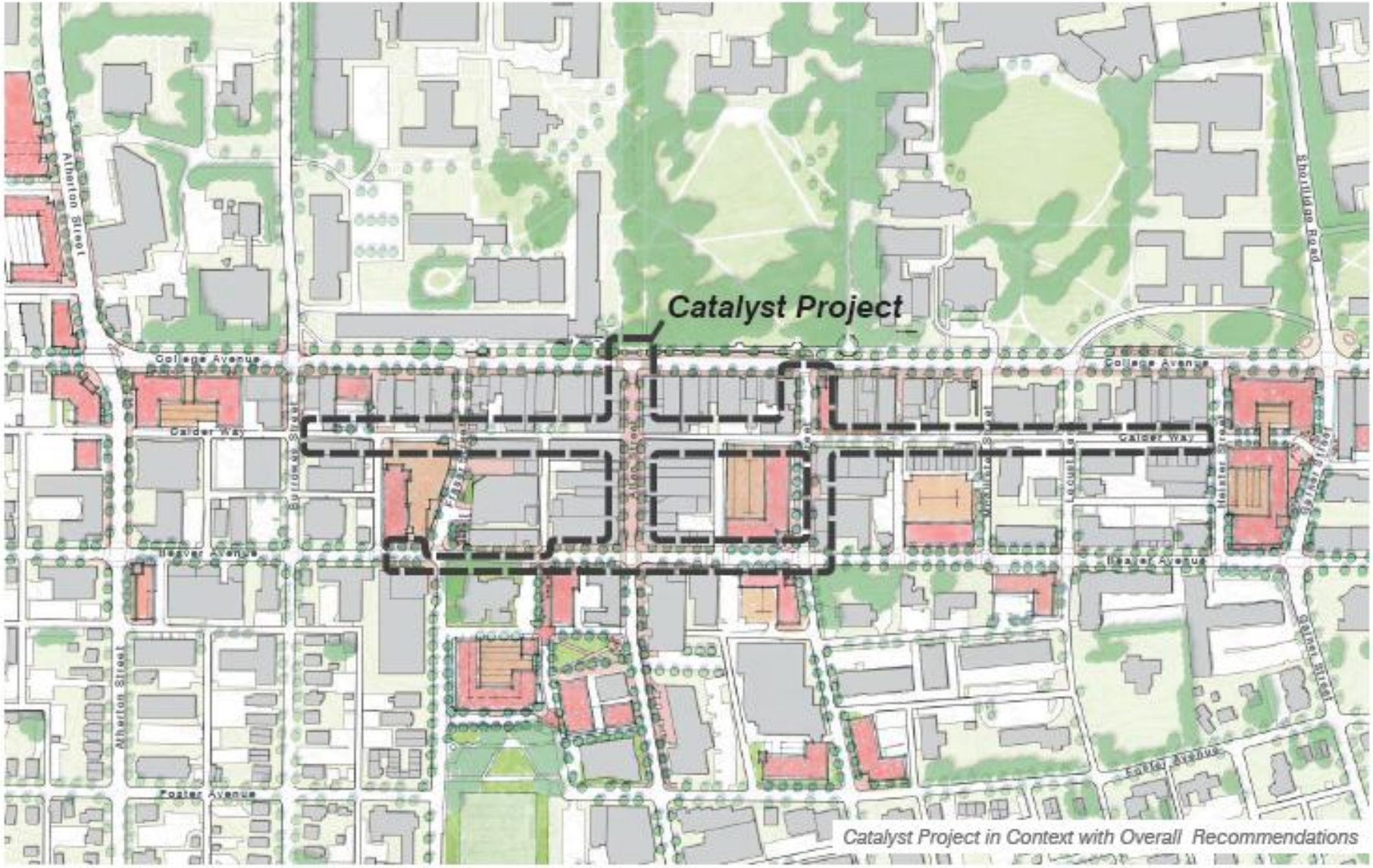
Right: Wayfinding signs are important for creating a positive visitor experience in downtown, as well as reminding locals of the special places within their community. A comprehensive wayfinding system for downtown State College would employ the downtown brand to tie it into the overall identity of the district.

Wayfinding Signage

Prepare a comprehensive way-finding guide/plan/strategy.

Wayfinding signs are one of the key ways that visitors can locate major amenities in a community and downtown. The Borough has done a good job of initiating signs directing people to parking resources. However, the one way pair system along College Avenue and Beaver Avenue creates some issues for the "uninitiated" visitor to downtown. This is particularly important in a college community where there is a high number of visitors. Wayfinding is a way to "cultivate" the visitor experience (the interesting side effect is that locals are continually reminded of the special destinations within their own community). Wayfinding signs would include post-mounted welcome signs, trailblazer signs directing visitors (in cars, on foot and on bikes) to amenities, parking signs, building markers and kiosks that can be placed in parking lots and throughout downtown to direct visitors to shopping and dining destinations. Kiosks, with maps of the district, are particularly important as they show "the big picture" and help to eliminate misconceptions that attractions, uses and parking resources are further away from each other than they really are. In State College, these signs should be geared toward not only the motorist, but also the pedestrian and cyclist.





Catalyst Project in Context with Overall Recommendations

APPENDIX D: CATALYST PROJECT COST SUMMARY

The Catalyst Project is comprised of multiple streetscapes (or portions of streetscapes) as outlined in Theme 3 of Chapter 3 of the master plan report. Following is a breakdown of the streetscape projects included in the Catalyst Project (extents of Catalyst Project illustrated on opposite page).

Projects Initial	Construction Cost Today	30%	Project Cost	3% Escalation/ 2014	Total Budget
Allen/College Intersection	$220,000	$66,000	$286,000	$9,000	$295,000
Allen Street Promenade (College to Beaver)	$1,000,000	$300,000	$1,300,000	$39,000	$1,340,000
Calder Way (McAlister to Burrowes)	$1,370,000	411,000	$1,781,000	$53,000	$1,835,000
Beaver Avenue (Pugh to Miller Alley)	$1,205,000	$361,500	$1,566,000	$47,000	$1,615,000
Wayfinding	$250,000	$75,000	$325,000	$10,000	$335,000

Catalyst Project Cost Summary

TABLE I

General Municipal Pension Plan Data

CO.	MUNICIPALITY	PLAN TYPE		ACTIVE MEMBERS	ACCRUED LIABILITY ($)	ASSETS ($)	UNFUNDED ACCRUED LIABILITY ($)	% OF PAY	FUNDED RATIO (%)
CEN	Centre County Housing Authority	N	A	8	173,614	173,614	0	0	100
CEN	Centre County Library And Historical Museum	N	C	20	1,126,176	1,446,324	-320,147	-68	128
CEN	Centre Transportation Authority	N	A	132	4,719,624	4,719,624	0	0	100
CEN	College Township	N	A	25	1,195,612	1,195,612	0	0	100
CEN	Ferguson Township	N	A	30	2,084,671	2,084,671	0	0	100
CEN	Ferguson Township	P	C	20	3,737,017	3,220,444	516,573	39	86
CEN	Haines Township	N	A	3	4,382	4,382	0	0	100
CEN	Half Moon Township	N	C	4	238,487	129,260	109,227	64	54
CEN	Harris Township	N	A	9	292,005	292,005	0	0	100
CEN	Milesburg Borough	N	A	4	106,239	106,239	0	0	100
CEN	Millheim Borough	N	A	4	136,251	136,251	0	0	100
CEN	Patton Township	N	A	25	1,608,755	1,608,755	0	0	100
CEN	Patton Township	P	C	18	4,032,182	3,584,001	448,181	35	89
CEN	Penn Township	N	C	3	172,460	86,833	85,627	95	50
CEN	Philipsburg Borough	N	C	6	419,689	501,357	-81,668	-42	119
CEN	Philipsburg Borough	P	C	0	441,920	444,768	-2,848	*	101
CEN	Rush Township	N	A	2	52,601	52,601	0	0	100
CEN	Snow Shoe Township	N	C	3	111,144	71,266	39,878	41	64
CEN	Spring Township	N	C	9	1,138,382	644,076	494,306	126	57
CEN	Spring Township	P	C	7	2,007,409	1,978,099	29,310	6	99
CEN	Spring-Benner-Walker Joint Authority	N	A	8	422,631	422,631	0	0	100
CEN	State College Borough	N	C	149	27,149,866	19,668,041	7,481,825	102	72
CEN	State College Borough	P	C	61	26,622,662	22,708,429	3,914,233	83	85
CEN	State College Borough Authority	N	C	36	7,673,773	8,009,801	-336,028	-18	104
CEN	University Area Joint Authority	N	A	53	4,602,750	4,602,750	0	0	100
CHE	Atglen Borough	N1	C	4	666,354	533,199	133,155	61	80
CHE	Atglen Borough	N2	A	0	0	0	0	*	100
CHE	Birmingham Township	N	C	2	367,575	305,213	62,362	67	83
CHE	Birmingham Township	P	C	4	555,110	870,219	-315,109	-126	157
CHE	Caln Township	N	C	35	4,291,959	4,066,813	225,146	12	95
CHE	Caln Township	P	C	18	6,253,446	4,064,598	2,188,848	155	65
CHE	Charlestown Township	N	C	1	121,858	118,350	3,508	6	97
CHE	Chester County Housing Authority	N	A	15	561,907	561,907	0	0	100
CHE	Chester County Solid Waste Authority	N	A	28	2,341,960	2,341,960	0	0	100
CHE	Coatesville City	F	C	4	645,975	492,184	153,791	48	76
CHE	Coatesville City	N	C	32	1,512,716	1,333,136	179,580	14	88
CHE	Coatesville City	P	C	35	9,651,210	9,731,637	-80,427	-3	101
CHE	Downingtown Borough	N	A	22	988,175	988,175	0	0	100
CHE	Downingtown Borough	P	C	17	5,998,449	6,364,335	-365,886	-25	106
CHE	Downingtown Municipal Water Authority	N	A	11	564,961	564,961	0	0	100
CHE	East Bradford Township	N	C	12	1,380,306	1,510,956	-130,650	-18	109
CHE	East Brandywine Township	N	C	7	589,454	493,789	95,665	27	84
CHE	East Brandywine Township	P	C	9	2,984,826	2,804,238	180,588	27	94
CHE	East Coventry Township	N	C	7	894,237	858,730	35,507	8	96
CHE	East Coventry Township	P	C	7	1,340,610	1,132,320	208,290	35	84

Schedule of Funding Progress

Valuation Date	Actuarial Value of Assets (a)	Entry Age Actuarial Accrued Liability (AAL) (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a % of Covered Payroll ((b-a)/c)
1/1/2001	$ 15,247,094	$ 13,004,105	$ (2,242,989)	117.2%	$ 3,070,159	(73.1%)
1/1/2002	14,952,488					
1/1/2003	14,129,688	15,230,739	1,101,051	92.8%	3,318,088	33.2%
1/1/2004	16,452,973					
1/1/2005	17,513,420	17,997,705	484,285	97.3%	3,754,643	12.9%
1/1/2006	18,425,524					
1/1/2007	20,303,559	20,788,766	485,207	97.7%	4,035,624	12.0%
1/1/2008	21,521,257					
1/1/2009	21,322,670	24,449,839	3,127,169	87.2%	4,700,829	66.5%
1/1/2010	22,062,939					
1/1/2011	22,708,429	26,622,662	3,914,233	85.3%	4,724,491	82.8%

Schedule of Contributions from the Employer and Other Contributing Entities

Year	Annual Required Contribution	Contributions [1] From Employer	Percentage Contributed
2001	$ 252,646	$ 253,546	100.0%+
2002	272,080	272,080	100.0%
2003	321,193	321,193	100.0%
2004	347,003	347,903	100.0%+
2005	480,895	481,795	100.0%+
2006	410,551	410,551	100.0%
2007	433,398	433,398	100.0%
2008	455,884	462,641	100.0%+
2009	519,312	519,312	100.0%
2010	517,817	517,817	100.0%

The above information was determined as part of the actuarial valuations at the dates listed. Additional information as of the current actuarial valuation:

Amortization Method: Level Dollar Closed
Remaining Amortization Period: 13 Years

Other Actuarial Assumptions and Methods stated previously in report.

[1] Includes general municipal pension system State aid

Schedule of Funding Progress

Valuation Date	Actuarial Value of Assets (a)	Entry Age Actuarial Accrued Liability (AAL) (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a % of Covered Payroll ((b-a)/c)
1/1/2001	$ 11,302,050	$ 13,010,084	$ 1,708,034	86.9%	$ 4,475,046	38.2%
1/1/2002	11,311,335					
1/1/2003	10,933,597	15,207,064	4,273,467	71.9%	5,491,919	77.8%
1/1/2004	13,009,033					
1/1/2005	14,132,823	17,785,830	3,653,007	79.5%	5,929,455	61.6%
1/1/2006	15,073,141					
1/1/2007	16,835,544	20,598,328	3,762,784	81.7%	6,748,500	55.8%
1/1/2008	18,139,027					
1/1/2009	18,242,668	23,310,589	5,067,921	78.3%	7,260,818	69.8%
1/1/2010	18,956,424					
1/1/2011	19,668,041	27,149,866	7,481,825	72.4%	7,345,069	101.9%

Schedule of Contributions from the Employer and Other Contributing Entities

Year	Annual Required Contribution	Contributions [1] From Employer	Percentage Contributed
2001	$ 411,364	$ 411,365	100.0%+
2002	472,968	472,968	100.0%
2003	562,921	562,921	100.0%
2004	587,405	587,405	100.0%
2005	742,961	742,961	100.0%
2006	684,009	684,009	100.0%
2007	706,941	706,941	100.0%
2008	739,316	750,337	100.0%+
2009	775,081	775,081	100.0%
2010	781,029	781,029	100.0%

The above information was determined as part of the actuarial valuations at the dates listed.
Additional information as of the current actuarial valuation:

Amortization Method: Level Dollar Closed
Remaining Amortization Period: 22 Years

Other Actuarial Assumptions and Methods stated previously in report.

[1] Includes general municipal pension system State aid

BOROUGH OF STATE COLLEGE

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

October 7, 2013

Re: IT Services 2014 Recommendation

Mr. Jim Steff
Executive Director, Centre Region Council of Governments (COG)
2643 Gateway Drive
State College, PA 16801

Dear Mr. Steff,

First, thank you for your continued partnership through the Regional Technology Coalition (RTC). While we're not finished with 2013, next year is already upon us. Like you, I am preparing my budgets and lining up IT projects and services. My intent with this letter is to communicate my vision for IT looking forward and to provide options for your IT services from the Borough for 2014.

You may recall when in past meetings I refer to the goal of using any managed service provider is to allow space for to focus on your strategic and operational goals. IT is one example of such a provider. In fact, a much better metric than counting tickets or hours as IT success is the participation and realization of its partners' goals. (Yet to some degree, it's actually best to not notice some of our efforts.)

Having a Chief Technology Officer as part of your managed IT services aids in these efforts. While IT staff handles the support and requests, a CTO can become embedded in your organization to support COG's direction, research applicable and upcoming technology, and provide input.

This type of partnership should be at the core of any program like the RTC.

While the cost-sharing spirit is there, the foundation for the actual numbers led to an underestimated and underfunded agreement. This created a multiplying effect where the numbers show that all participants received "paid hours;" however, those services were not delivered in a timely manner. The dissatisfaction came from *how* services were provided more so than *what* was provided.

To move forward, a tipping point for appropriately funding IT had to be reached. An agreement was made in 2012 where RTC participants would each year increase the hourly rate by 11% so that, by year 2017, it would approximate the Borough's IT burdened rate. Building upon last year's progress, the costs for 2014 uses a model that is based on the assets, resources, and scope of the participating organization.

This basis enables you to focus on COG's mission requirements and directly allocate funds to IT functions accordingly. I have found that across the industry, and evident in the last two years, service levels need to be communicated clearly and transparently.

Mayor: Elizabeth A. Goreham | Council President: Donald M. Hahn | Borough Council: Thomas E. Daubert, Ronald L. Filippelli, Peter Morris, Catherine G. Dauler, Sarah Klinetob, James L. Rosenberger

Phone (814) 234-7110
Fax (814) 231-3082
TDD (814) 234-7101
WEBSITE: www.statecollegepa.us

As a managed service provider, I am presenting IT services in the form of "packages" in order to meet that need. The following reflects three service levels and respective costs – again, all based on your organization and taking advantage of cost sharing.

COG		* BASIC		* PLUS		* PREMIUM
2014 RTC Service Package		**$65,184.00**		**$90,296.00**		**$127,424.00**
Packages are based on a 1yr contract and include yearly utility costs.						

COG		* BASIC		* PLUS		* PREMIUM
2014 RTC Service Package Costs		**$39,664.00**		**$63,736.00**		**$96,104.00**
2015 RTC Service Package Costs		**$44,027.04**		**$70,746.96**		**$106,675.44**
2016 RTC Service Package Costs		**$48,870.01**		**$78,529.13**		**$118,409.74**
Packages are based on a 3yr contract and include yearly utility costs.						

RECOMMENDATION: 3 YEAR - PLUS PACKAGE

There are quite a few services provided and as you can imagine, the list grows as you upgrade from Basic to Plus to Premium. A table that itemizes which services are available in the above packages accompanies this letter. I feel I need to make two important notes. First, The current number of services provided has been the equivalent of what I'm labeling as Premium and the accurate cost for that is approximately 40% higher than 2013. Second, the biggest impact in costs from one package to another is the level of support provided to users. For the most part, that support is in the form of helping your staff with their access to applications or the applications themselves. As such, you will see more application support provided with the upper packages.

As more and more COG Agencies utilize hosted ("cloud") applications, the support level to the users is reduced. IT still assists with applications and their installations. Ultimately, then we focus on ensuring access. This way, the majority of your interaction is with your vendors. Again, by minimizing application support and applying efforts based on your organization, our data shows that the **Plus Package** gives you the best value – which is a **$10,000** savings from 2013 when you consider the 2014 rates and utilities.

It should be stressed that since the goal is to provide you business continuity, all services are available to you irrespective of the service package you may choose, but they will incur additional costs if a needed service is not included in the package COG purchases. In other words, we will not deny you service because it's "not on the list." This arrangement allows your organization to continue to be productive but also enables me to maintain a salient and sustainable support organization.

While the technology industry has its own best practices, COG may need to take advantage of "next practices" so as not to be limited by how things are implemented today. A new cost model is just the beginning of the evolution of our services.

BOROUGH OF STATE COLLEGE

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

In the space below, please advise the Borough by **November 1, 2013** of your selected IT service package. Again, I thank you for your participation and cooperation over the years. As always, please contact me should you have any questions.

Sincerely,
Angel H. Hernandez, Chief Technology Officer

1-Year Agreement

- ☐ Basic
- ☐ Plus
- ☐ Premium

3-Year Agreement

- ☐ Basic
- ☐ Plus
- ☐ Premium

Given the included services provided in the Tiered Services Costs spreadsheet, COG selects the above package under the appropriate term of an agreement.

PROJECT TIME

_____
Jim Steff
Executive Director, Centre Region Council of Governments

_____
Date

Mayor: Elizabeth A. Goreham
Council President: Donald M. Hahn
Borough Council: Thomas E. Daubert, Ronald L. Filippelli, Peter Morris, Catherine G. Dauler, Sarah Klinetob, James L. Rosenberger
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WEBSITE: www.statecollegepa.us

Asset Replacement

		BUDGET 2013	YE PROJECTION 2013	BUDGET 2014
48140	Sale of Used Vehicles	$ 5,000	$ -	$ 5,000
49160	Transfer In-General(Vehicles)	$ 154,330	$ 154,330	$ 181,830
49160	Transfer In-General(Computers)	$ 180,151	$ 231,797	$ 198,712
49160	Transfer In-General (Radio Equipment)	$ 19,160	$ 38,320	$ 19,160
45600	PSU/Townships-Police Records System	$ -	$ -	$ -
43100	Interest Earnings	$ 13,000	$ 5,000	$ 5,000
	TOTAL - REVENUE:	**$ 371,641**	**$ 429,447**	**$ 409,702**
69310	Computer Equipment	$ 109,700	$ 372,606	$ 105,000
	TOTAL - HARDWARE/SOFTWARE	**$ 109,700**	**$ 372,606**	**$ 105,000**
93750	Information Systems	$ -	$ -	$ -
93750	Public Works	$ -	$ 23,483	$ 31,900
93750	Police	$ -	$ 257,600	$ 113,600
93750	Planning/Zoning	$ -	$ -	$ 29,800
93750	Parking Enforcement	$ -	$ -	$ 31,500
93750	Health	$ -	$ 14,164	$ -
93750	Streets	$ -	$ 38,885	$ -
93750	Facilities	$ -	$ 23,154	$ -
93750	Shade Tree	$ -	$ 12,220	$ 46,500
	TOTAL - SPECIALIZED EQUIPMENT	**$ -**	**$ 369,506**	**$ 253,300**
93780	Information Systems	$ -	$ -	$ -
93780	Public Works	$ 18,500	$ -	$ 31,900
93780	Police	$ 114,400	$ 112,000	$ 113,600
93780	Planning/Zoning	$ -	$ -	$ 29,800
93780	Parking Enforcement	$ -	$ -	$ 31,500
93780	Health	$ -	$ -	$ -
93780	Streets	$ -	$ -	$ -
93780	Facilities	$ -	$ -	$ -
93780	Shade Tree	$ -	$ -	$ 46,500
	TOTAL - VEHICLES	**$ 132,900**	**$ 112,000**	**$ 253,300**
492-001	Transfer-General Fund	$ -	$ -	$ -
	TOTAL - TRANSFER-GENERAL FUND			
	NET BUDGET	**$ 129,041**	**$ (424,665)**	**$ (201,898)**
	BEGINNING FUND BALANCE	**$ 1,417,490**	**$ 1,417,490**	**$ 992,825**
	ENDING FUND BALANCE	**$ 1,546,531**	**$ 992,825**	**$ 790,927**

Appendix D: 2014 Capital Improvement Project Summaries

2014 Capital Projects & Designated Funds List

Project Number	Project
BD015	Municipal Building Maintenance
BD052	Municipal Service Facility
BD131	Municipal Building Improvements
BD134	Mechanics Garage CNG Upgrade
IT240	Core Switch Replacement
OP121	Energy Savings Project
OP123	Business Formation and Retention Revolving Loan Program
OP124	Discovery Space Capital Grant
OP140	Additional Police Motorcycle
OP141	Strategic Plan Update
OP142	Downtown Master Infrastructure Improvements
OP151	Homestead Investment Program (HIP)
PF111	Beaver Garage Maintenance
PF138	Parking Study
PF139	PARCS Software System Replacement
PK001	Playground Equipment
PK084	High Point Park Trail Construction
PK141	Fraser Street Public Space
PK200	Park Land Acquisition/Improvements
SS-1	Sanitary Sewer Rehabilitation/Replacement
SS-2	Sanitary Sewer Inflow & Infiltration Reduction
ST001	Street Reconstruction
ST002	Street/Alley Resurfacing
ST022	Traffic Signal Improvements
ST115	ADA Compliance Project
ST121	Atherton Corridor Improvement Project
ST135	Pugh Street Streetscape Project
ST941	Bicycle Facility Improvements
SW111	Stormwater Projects

Capital Improvement Project Summary

Project Number	Request Type	Priority
BD052	Previously Authorized - In Progress	Should Do

Project Title

Municipal Service Facility

Change from Previous CIP	Project Location
No Change	330 Osmond Street
Department	**Division**
Public Works	Government Buildings

Project Description

Construct new cold and heated storage buildings, wood shop and tree crew work area on the former Sheesley Concrete yard. The land development plan approved by Ferguson Township also includes a debris storage facility (formerly a separate project), rolling gate, wash bays and space for an alternative fuels refueling station. In addition, storm water improvements and new play fields included in the land development plan would benefit the neighborhood.

The project also includes $125,000 for renovations to the floor of the vehicle maintenance garage to provide mechanics easy access to the underside of vehicles.

Statement of Need

The Municipal Service Facility includes metal buildings for cold and heated storage that are 52 years old. These buildings are connected by a smaller one that houses a wood shop, tree crew work area, supplies and equipment. The three buildings are subject to periodic flooding which is damaging the buildings and the stored materials and equipment. Flooding events require the diversion of staff resources to move equipment and supplies to higher ground. The roofs of the metal buildings are in poor condition and in need of replacement.

Debris removed from storm water inlets and StormCeptors® must be disposed of at a landfill.Drying the debris under roof will eliminate water weight and reduce disposal costs. Planned storm water improvements include reactivating the Sheesley sinkhole and filtering water before it reaches the ground water recharge areas. New wash bay equipment would reduce the use of fresh water for equipment washing by ninety percent (90%) or more. The plan includes a CNG refueling station which would provide on-site refueling for CNG refuse trucks purchased in 2012.

Project Alternatives

Replace roofs on existing buildings and continue to divert manpower to moving equipment when flooding is anticipated or in progress, continue to experience damage to buildings and equipment from flood waters, continue to use fresh water for washing all vehicles and pay higher disposal costs for debris removed from the storm water collection system.

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Municipal Service Facility

Impact on Operating Budget & Departments - Narrative

Anticipated $8.8 million in new 2013 debt will result in debt service of approx. $505,000 per year @ 4.0% for 20 years.

Staff would not be diverted to moving vehicles and equipment to higher ground during flooding storms. While costs would not decrease, time currently dedicated to this activity during storm events would be directed to public assistance rather than preservation of assets. Other assets, including rolling stock, are anticipated to have a longer life as storage in the proposed buildings would limit exposure to weather and not expose them to flood damage.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact
$505,000	$505,000	$505,000	$505,000	$505,000

Operating Budget under Impact: General

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
Future Debt	$8,838,000		$0		$0				
$8,838,000		$0		$0		$0		$0	

Construction:	$7,738,300
Construction Contingency:	$50,000
Design, Engineering & Consultant Costs:	$600,000
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$8,838,300

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
9/30/2009	12/31/2014	10 years equipment; 50 years building

Project Number BD052

Project Scorecard 22

Capital Improvement Project Summary

Project Number	Request Type	Priority
BD131	Revised Submission	Should Do

Project Title

Municipal Building Improvements

Change from Previous CIP	Project Location
Increase in Amount or Scope	243 South Allen Street
Department	**Division**
Police, Administration, Public Works	Patrol, Information Technology, Government Buildings

Project Description

This project consolidates multiple projects aimed at improvements to the Municipal Building under a single umbrella. 2013 CIP projects to construct an addition to the Police Sallyport, to install a fire supression system and upgraded HVAC system in the Technology Server Room are consolidated here as well as a project to install glass partitions and ADA door operators in the Police lobby and the lobby of the Finance/Tax/Parking suite of offices. New is the replacement of the Primary Breaker, the main incoming electrical switchgear for the Municipal Building, which should be replaced as soon as practical. A power failure in 2013 revealed that existing swtichgear is obsolete and replacement equipment is not readily available.

Statement of Need

The motorcycle unit and bicycles used by Police patrol officers are parked in the Sallyport, which was designed as a completely enclosed and secure area for transport of people in Police custody. A separate area would improve the security of the operation while providing a segregated space for these special patrol vehicles. The Technology Server room is sprinklered, which is far from an ideal system for electronics. A non-liquid fire supression system is envisioned which would not, if activated, destroy the components it intends to protect. HVAC upgrades are needed to maintain proper operating temperatures in the Server room. A budget request to install glass partitions to provide a security improvement in in the Police and Finance lobby areas for 2013 was deferred, and power door operators for these lobby areas are requested to improve accessibility. The obsolesence of the primary breaker became apparent in January, 2013. Replacement equipment is available now on a limited basis but will grow increasingly difficult to find. Designing and installing replacement equipment with current switchgear is recommended to minimize the chance of long-term power failures in the future.

Project Alternatives

Continue to use the Sallyport for both parking and secure custody area, exposing the vehicles and officers to potential harm. Risk water destruction of server equipment and continue to struggle to maintain proper operating temperatures with existing HVAC equipment in the Technology Server room. Make no changes in the security or accessibility of the lobby areas. Make no changes in the switchgear and risk days-long power failures in the future if existing equipment fails.

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Municipal Building Improvements

Impact on Operating Budget & Departments - Narrative

This project is expected to have a m inimal impact on lighting and ventilation costs as the new space in the sallyport is brought on line. There will be inspection and testing costs associated with the new fire supression system, but those will not be known until a system is designed. The impact on energy consumption resulting from HVAC changes in the server room are unknown, as the system has not been designed.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact
	$1,500	$1,500	$1,500	$1,500

Operating Budget under Impact: General

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$205,000								
$205,000		$0		$0		$0		$0	

Construction:	$67,500
Construction Contingency:	$12,000
Design, Engineering & Consultant Costs:	$25,000
Equipment:	$96,500
Demolition:	$4,000
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$205,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
2/15/2014	8/22/2014	10 to 50 years

Capital Improvement Project Summary

Project Number	Request Type	Priority
BD134	Previously Authorized - Pending	Should Do

Project Title

Mechanics Garage CNG Upgrade

Change from Previous CIP	Project Location
No Change	Service Facility
Department	**Division**
Public Works	Government Buildings

Project Description

Retrofit the mechanics garage with gas leak detection and mitigation system required to service CNG-fueled equipment.

Statement of Need

The conversion of portions of the municipal fleet to CNG fuel-sourced vehicles will require the addition of gas leak detection system and mitigation equipment in the mechanics garage. The installation would require explosion-proof door openers on seven overhead doors, lowering of existing electrical devices, and upgraded ventilation equipment to increase the air exchanges in the event of a leak.

Project Alternatives

Contract any service of these vehicles until installed.

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Mechanics Garage CNG Upgrade

Impact on Operating Budget & Departments - Narrative

Gas leak detectors require regular calibration. It is estimated that the limited number of detectors (8-10) would require eight hours of effort every calendar quarter.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact
	$1,360	$1,400	$1,440	$1,480

Operating Budget under Impact: General

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$400,000								
$400,000		$0		$0		$0		$0	

Construction:	
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	$400,000
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$400,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
1/1/2014	6/30/2014	15 years

Project Number BD134

Project Scorecard 22

Capital Improvement Project Summary

Project Number	Request Type	Priority
IT240	Previously Authorized - Pending	Must Do

Project Title

Core Switch Replacement

Change from Previous CIP	Project Location
New Project	Municipal and Service Buildings
Department	**Division**
Administration	Information Technology

Project Description

All network connectivity within, into, and out of the Municipal Building is managed by a single core switch. This project would purchase and install a secondary switch in order to provide redundancy for this critical system.

Statement of Need

The current core switch was purchased and installed in 2008. In its current configuration, it is a single point of failure. This is a critical piece of equipment that enables an interface with outside access. For example, this enables Police (including PSU/Ferguson/Patton) to communicate with the records management system. This also provides access to any online payments accepted through State College, transfers from Finance to bank accounts, emails to and from any agency outside of State College.

Network equipment is traditionally depreciated over 7yrs and this particular switch model will be discontinued and no longer in support in 2015. This project recommends purchasing two switches in 2014. While this is a year early, this allows us to have a working and supported switch while installing and testing the new redundant configuration.

Project Alternatives

If not completed, the current hardware can continue to operate but without any maintenance and support. Since the model is discontinued, we would need to source a replacement and hire consultants to install. State College will be completely without network access nor phones while that takes place. Taking into consideration current hardware lead times, downtime is expected to take 4 days at a minimum and consultants will charge a premium for emergency services. At minimum, a replacement of the current hardware is required. Purchasing expansion capability can mitigate complete failure.

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Core Switch Replacement

Impact on Operating Budget & Departments - Narrative

Annual maintenance and support charges of $21,000 are expected in addition to depreciation of $42,000.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact
	$63,000	$63,000	$63,000	$63,000

Operating Budget under Impact: General

		2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding
Asset Replacemen	$30,000									
General	$272,500									
	$302,500		$0		$0		$0		$0	

Construction:	
Construction Contingency:	
Design, Engineering & Consultant Costs:	$12,500
Equipment:	$302,000
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$314,500

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
11/30/2014	1/15/2015	7 years depending on product line lifecycle

Project Number IT240

Project Scorecard 18

Capital Improvement Project Summary

Project Number	Request Type	Priority
OP053a	Previously Deferred	Should Do

Project Title

West End Gateway Improvements

Change from Previous CIP	Project Location
Previously Deferred	West End
Department	**Division**
Planning, Housing and Development, Public Works	Other Projects

Project Description

West College Avenue and North Atherton Street - Surface treatment to indicate to motorist that they are entering the West End Neighborhood, a pedestrian/cyclist environment.

West College Avenue and Buckout Street - surface treatment to indicate to motorist that they are entering the West End Neighborhood, a pedestrian/cyclist environment.

Schedule
2015 - Design
2016- Construction

Statement of Need

Historically, the West End, Penn State's West Campus and Ferguson Township have developed in a manner where each has backed onto the other with little attention to blending and linkage between the three areas. The West End also must be rebranded from its current image to achieve a new identity as a genuine mixed use, urban destination and livable community. The proposed gateway improvements are needed to achieve these goals. Project costs are estimated at $45,000 per intersection leg for a total cost of $580,000.

Project Alternatives

This project request is Part I of V based upon a master plan and the 2007 West End Revitalization Plan. The master plan has been segregated into five categories in an attempt to gain consensus on the individual projects.

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

West End Gateway Improvements

Impact on Operating Budget & Departments - Narrative

Increased future debt service calculated based upon an assumed borrowing of $215,000 at 4.5% over a 20-year period.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact
	$25,000	$25,000	$25,000	$25,000

Operating Budget under Impact: General

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
		Future Debt	$130,000	State Grant	$365,000				
				Future Debt	$85,000				
$0		$130,000		$450,000		$0		$0	

Construction:	$450,000
Construction Contingency:	
Design, Engineering & Consultant Costs:	$130,000
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$580,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
1/1/2014	12/31/2015	20 years

Project Number OP053a

Project Scorecard 16

Capital Improvement Project Summary

Project Number	Request Type	Priority
OP071	Previously Authorized - Pending	Must Do

Project Title

800 mHz Radio Replacement

Change from Previous CIP	Project Location
Previously Deferred	Municipal and Service Buildings
Department	**Division**
Police, Public Works	Other Projects

Project Description

All 800 mHz mobile, portable, and control station radios, radio chargers, and fixed site equipment that were purchased in 1992 are in need of replacement. The purchase of new equipment was delayed until a decision was made by Centre County on the type of radio system. Costs for the replacement units is expected to be $3,400 per mobile unit, $2,800 per police portable unit, $2,500 per public works portable, $5,000 per control station, $700 per multi-unit charger, $150 per individual charger, and $350 per hard wired vehicle charger.

Police: Mobile Units (30), Portable Units (65), Control Stations (6), Chargers (10 bank and 10 individual)

Public Works: Mobile Units (2), Portable Units (48), Control stations (6), Bank chargers (8), Vehicle chargers (48).

All remaining end-user equipment: Mobile Units (5), Portable Units (10), Control stations (1), Bank chargers (2).

Statement of Need

The 800 mHz radios that were purchased in 1992 are in need of replacement. These radios are analog technology, and parts are no longer available.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

800 mHz Radio Replacement

Impact on Operating Budget & Departments - Narrative

Decrease radio maintenance costs and increase equipment depreciation costs. Annual depreciation costs for end user radio equipment is as follows:
Police - $14,700 per year for 15 years
Public Works - $11,950 per year for 15 years
Other - $3,225 per year for 15 years

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact
	$29,875	$29,875	$29,875	$29,875

Operating Budget under Impact: General

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
Asset Replacemen	$450,000								
$450,000		$0		$0		$0		$0	

Construction:	
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	$450,000
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$450,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
3/31/2014	3/31/2015	15 years

Project Number OP071

Project Scorecard 14

Capital Improvement Project Summary

Project Number	Request Type	Priority
OP121	Revised Submission	Should Do

Project Title

Energy Savings Project

Change from Previous CIP	Project Location
Previously Deferred	Various

Department	Division
Public Works	arage, Engineering, Parking Facilities, Sanitary Sewer, Street

Project Description

The project proposes the establishment of a systematic funding mechanism for energy conservation and energy efficiency projects.

Statement of Need

In 2012, State College opted to focus on pursuing energy efficiency projects over time rather than hiring a consultant to oversee a larger project that would consolidate a number of energy saving projects into a Guaranteed Energy Savings Act project. This CIP project is proposed to fund these projects over a period of years, focusing first on a lighting conversion project in parking facilities, then providing a regular funding mechanism for other projects, including street light conversions, fleet conversion to LNG or CNG, and energy efficiency projects in other facilities, including Bellaire Court.

Project Alternatives

Do nothing, and continue to pay higher usage costs for energy, water consumption and fuel.

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Energy Savings Project

Impact on Operating Budget & Departments - Narrative

The net impact will be neutral or provide a net operating cost reduction. In addition, State College will experience lower energy, fuel and water consumption as a result of the improvements.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
Parking	$120,000	General	$75,000	General	$75,000	General	$75,000	General	$75,000
General	$75,000								
$195,000		**$75,000**		**$75,000**		**$75,000**		**$75,000**	

Construction:	
Construction Contingency:	$10,000
Design, Engineering & Consultant Costs:	$15,000
Equipment:	$470,000
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$495,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
1/1/2014	12/31/2018	Over 20 years

Capital Improvement Project Summary

Project Number	Request Type	Priority
OP123	Previously Authorized - Pending	Should Do

Project Title

Business Formation and Retention Revolving Loan Program

Change from Previous CIP	Project Location
Previously Deferred	State College
Department	**Division**
Planning, Housing and Development	Redevelopment

Project Description

In discussions with our potential partners, we have looked at two approaches - a loan guarantee approach and/or a gap financing approach. It appears from review of revolving loan programs in other communities, the gap financing approach is more common. In either case, the program would be structured as a matching program where the level of public funding committed to the program would match the level of funding committed by local banks in the partnership. The specific details of the program have not been finalized, however the following program elements are common in revolving loan programs: (a)identify types of businesses or business cluster that are eligible to apply, (b)identify the types of activities that are eligible for funding, (c) establish the maximum amount of a loan or loan guarantee, (d) establish the minimum private equity commitment, (e) develop underwriting criteria, (f)define other terms and conditions necessary for participation in the program, (g) prepare loan application documents, (h) establish an application review and approval/denial process, (i) establish a loan servicing process. From our meetings with potential partners it was clear that we would not need to reinvent the wheel. That is, loan documents, underwriting criteria, review processes, and other program elements that are currently used by other entities could be adapted to fit the specifics of the proposed program. A detailed program plan addressing each of the program components for future will be prepared for consideration by Council.

Statement of Need

Revolving loan programs are frequently found in the tool box used by redevelopment authorities that operate business assistance programs.Communities of all sizes (e.g., Pittsburgh, Hermitage and Lock Haven) across the state operate revolving loan funds for business development activities such as brownfield reclamation, sustainable agricultural, advanced technology programs, manufacturing facilities, and service and retail business development.From the revolving loan programs staff reviewed, it appeared that those tied to manufacturing businesses were the most common.The CDICC and SEDA-COG both operate revolving loan funds that focus mainly on manufacturing, although other types of businesses are eligible. The program would be a partnership of local lending institutions, the State College Redevelopment Authority, and Downtown State College.The SBDC and CDICC would also be involved in the program, lending their expertise as needed. We will particularly benefit from the involvement of these organizations in the area of business plan preparation.

Project Alternatives

The alternative is to continue reliance on existing business loan programs that are more focused on manufacturing than on the types of businesses that might likely to open or expand in the State College.

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Business Formation and Retention Revolving Loan Program

Impact on Operating Budget & Departments - Narrative

Start up costs related to the preparation of materials needed to operate the program, finalization of details of the program components listed in the project description, and staff training in program operations. This is similar to the process followed to set up the homebuyer programs we have operated for many years. Annual operating costs will depend on the final program design but is not anticipated to exceed 0.1 FTE.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$50,000							General	$50,000
$50,000		$0		$0		$0		$50,000	

Construction:	
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	
Demolition:	
Software:	
Other:	$100,000
Land Acquisition:	

Total Project Costs

$100,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
9/1/2013	9/1/2015	Perpetual revolving fund

Project Number OP123

Project Scorecard 14

Capital Improvement Project Summary

Project Number	Request Type	Priority
OP124	Previously Authorized - In Progress	Could Do

Project Title

Discovery Space Capital Grant

Change from Previous CIP	Project Location
No Change	Discovery Space

Department	Division
Regional Programs	Other Projects

Project Description

Discovery Space opened its doors to the State College and Centre region community for the first time on July 13, 2011. We celebrated our "Grand Opening" on October 22, 2011. We are the region's first community based science education venue with a specific target of providing a learning environment for children aged 12 and younger, and their families. Our mission is to provide engaging science experiences which spark creativity, curiosity and imagination. The specific objectives that we have identified that support our mission are: • Continue to develop as the region's premier science education venue; • Continue to design, develop and deploy new science and education activities for children through exhibits and programs including a Body and Mind' theme currently under development; • Encourage participation in Discovery Space activities and events by targeted audiences within State College through a comprehensive outreach program; • Invest in program-specific and cost effective facility improvements supportive of the mission and core themes. Our goal is to leverage support from State College with private gifts, corporate and foundation support, service agency and other local government funding, using it for capital improvement, exhibit and program design and development. Since opening, Discovery Space has logged over 21,000 visits to the center; over 330 families who have joined as members; over 50 field trip visits from schools across central PA; over 40 birthday parties; and over 100 science programs with topics ranging from chocolate to STEM and STEA(arts)M.

Statement of Need

Discovery Space is the only venue of its kind in Central Pennsylvania that provides community-based science education through exhibits and programs. As with all non-profit children's science museums, Discovery Space is dependent on external funding sources to ensure sustainability. Consistent with industry standard ratios, less than 30% of the overall operating budget is and will be derived from memberships, admission receipts and program fees. As a principal asset to State College, Discovery Space represents an investment with considerable return to the community through increased Downtown family visits resulting in economic, social and cultural benefits. The early years of Discovery Space evolution are critically dependent on local government investment. Ensuring the community that the asset will be sustainable and allowing for our fundraising program objectives to mature.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Discovery Space Capital Grant

Impact on Operating Budget & Departments - Narrative

N/A

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$50,000								
$50,000		$0		$0		$0		$0	

Construction:	
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	
Demolition:	
Software:	
Other:	$50,000
Land Acquisition:	

Total Project Costs

$50,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
1/1/2012	12/31/2014	N/A

Project Number OP124

Project Scorecard 12

Capital Improvement Project Summary

Project Number	Request Type	Priority
OP140	Previously Authorized - Pending	Should Do

Project Title

Additional Police Motorcycle

Change from Previous CIP	Project Location
No Change	Police Department
Department	**Division**
Police	Patrol

Project Description

With the success of the first police motorcycle that was put into service in 2010, one additional police motorcycle will allow for additional officers to be trained and assigned part-time to motorcycle patrol.

Statement of Need

Speeding and red light violations are the major contributors to serious crashes and also present the most difficult violations to enforce. We also continue to get requests to do more neighborhood speed enforcement. Since Pennsylvania does not permit municipal police to use radar for speed enforcement, we need multiple ways to do enforcement. In 2010, we purchased our first patrol motorcycle which has been very successful for speed, red light, and stop sign enforcement. The motorcycle has provided the flexibility to do more enforcement in these areas which better serves the needs of the community. The motorcycle has also been valuable in heavy congestion areas during special events. It has also provided more immediate access to limited access locations such as parks and pathways.

Our only limitation now is having only one motorcycle. With the purchase of an additional police motorcycle, we can get two to three additional officers equipped and trained to ride which will provide more opportunities to assign officers to the motorcycle patrol.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Additional Police Motorcycle

Impact on Operating Budget & Departments - Narrative

Approximately $4,000 will be budgeted in the 2014 Police Department Operating Budget under Uniform and Accessories to provide motorcycle uniforms for trained officers. The first two (2) years of repairs will be purchased as part fo the original purchase price. Starting in 2016, it is estimated ongoing maintenance costs to be $1,500 per year.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact
$4,000		$1,500	$1,500	$1,500

Operating Budget under Impact: General

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$28,000								
$28,000		$0		$0		$0		$0	

Construction:	
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	$28,000
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$28,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
1/1/2014	4/30/2014	10 years

Project Number OP140

Project Scorecard 16

Capital Improvement Project Summary

Project Number	Request Type	Priority
OP141	New	Should Do

Project Title

Strategic Plan Update

Change from Previous CIP	Project Location
New Project	Borough-wide
Department	**Division**
Administration	Other Projects

Project Description

The Borough's Strategic Plan was adopted in 2009. Given that it has been 5 years since adoption and in consideration of the , it is recommended that the Strategic Plan be updated in 2014.

Statement of Need

Strategic plans should be updated every 5 years.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Strategic Plan Update

Impact on Operating Budget & Departments - Narrative

N/A

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
Fund Balance -	$50,000		$0		$0		$0		$0
			$0		$0		$0		$0
			$0		$0		$0		$0
			$0		$0		$0		$0
			$0		$0		$0		$0
$50,000		$0		$0		$0		$0	

Construction:	
Construction Contingency:	
Design, Engineering & Consultant Costs:	$50,000
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$50,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
2/1/2014	12/31/2014	5 years

Project Number OP141

Project Scorecard 21

Capital Improvement Project Summary

Project Number	Request Type	Priority
OP142	New	Should Do

Project Title

Downtown Master Infrastructure Improvements

Change from Previous CIP	Project Location
Increase in Amount or Scope	Central Business District
Department	**Division**
Public Works	Engineering, Parking Facilities, Streets

Project Description

Based on recommendations in the Downtown Master Plan, new or additional public infrastructure may be completed in a phased manner within the Central Business District. Anticipated improvements include new traffic signal poles, pedestrian nodes, alternate sidewalk and crosswalk treatments, signage, on-street parking improvements, etc.

It is recommended that an initial wayfinding project be completed in 2014, a significant catalyst project be undertaken in 2015, College Avenue improvements be completed west of Atherton in 2016, additional wayfinding incorporated in 2017, and completion of College Avenue improvements from Atherton Street to University Drive be completed in 2018.

Statement of Need

In the past, many of the improvements in the Central Business District have been completed without consideration on how they relate to other aspects or areas of the Central Business District. The Downtown Master Plan completed in 2013, created an identity and template which can be used for any improvement project. Development based on the Master Plan will be more efficient, thoughtful and recognizable. The goal of these improvements will be to improve pedestrian and vehicular safety, reduce congestion, improve aesthetics and make State College a destination.

The Downtown Master Plan consultants have recommended undertaking a catalyst project that will jump start interest in future projects as soon as possible.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Downtown Master Infrastructure Improvements

Impact on Operating Budget & Departments - Narrative

Improvements anticipated to increase revenue from metered parking. Phasing improvements and completed in association with other projects will minimize cost of improvements.

Debt service for the projected $8,518,000 assumed at $655,000 annually (4.5% over 20 years).

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact
		$655,000	$655,000	$655,000

Operating Budget under Impact: General

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$335,000	Future Debt	$5,229,000	General	$751,000	General	$364,000	Future Debt	$3,289,000
$335,000		$5,229,000		$751,000		$364,000		$3,289,000	

Construction:	$6,998,500
Construction Contingency:	
Design, Engineering & Consultant Costs:	$2,969,500
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$9,968,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
1/1/2015	12/31/2018	30 years

Capital Improvement Project Summary

Project Number	Request Type	Priority
OP151	Previously Authorized - In Progress	Could Do

Project Title

Homestead Investment Program (HIP)

Change from Previous CIP	Project Location
No Change	Borough-wide with emphasis on residential neighborhoods.
Department	**Division**
Planning, Housing and Development	Housing

Project Description

Background
In the neighborhoods near to campus, rental property operators can out-bid potential family owners for single-family homes. As the number of Student Homes and other single family rentals increase, family owners are less likely to compete for houses on a street. A disproportionate number of Student Homes creates neighborhood conflict.

Goals
Maintain Neighborhoods
Expand Owner-Occupied Housing

Description
Leverage $5 million to purchase Student Homes, homes at risk of becoming Student Homes, and other rental properties and re-convert to Owner-Occupied. Establish deed restricting the use of the property to single-family, owner-occupied. The resale price would be less the value of the Student Home.

Statement of Need

For many years, State College has experienced a decline in the number family households and an increase in the number of non-family households. During this same time, the percentage of newly constructed and conversions in the housing stock represented by rental housing has increased. For example, in 1970 there were 4,412 families living in State College, but this number had declined to 3,069 in 2010. Looking at housing by tenure of owner, between 1990 and 2010, the pecentage of the dwelling units in State College that were owner-occupied declined from 22.4% to 19.7%. In Centre Region townships in 2010, 12,481 of the 20,621 occupied housing units were owner-occupied. This represents 60.5% of the total occupied housing units. These trends have impacts on neighborhood and community quality of life, on public safety costs, and on the borough's ability to raise funds sufficient to meet the needs of the community. The Homestead Investment Program is intended to serve as one mechanism to expand owner-occupied housing and rental housing targeted at longer term residents.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Homestead Investment Program (HIP)

Impact on Operating Budget & Departments - Narrative

Pursuing opportunities that would advance Council's goals and administer the fund could require .5 FTE in the Planning Department at an estimated cost of $30,000 per year.

Debt service on a $5,000,000 Homestead Investment Program would be approximately $430,000 per year.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact
$430,000	$430,000	$430,000	$430,000	$430,000

Operating Budget under Impact: General

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
Future Debt	$5,000,000								
$5,000,000		$0		$0		$0		$0	

Construction:	
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	
Demolition:	
Software:	
Other:	$5,000,000
Land Acquisition:	

Total Project Costs

$5,000,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
10/1/2013	1/1/2043	30 plus years; will vary on the basis of individual project.

Project Number OP151

Project Scorecard 19

Capital Improvement Project Summary

Project Number	Request Type	Priority
PF111	Previously Authorized - Pending	Should Do

Project Title

Beaver Garage Maintenance

Change from Previous CIP	Project Location
No Change	Beaver Avenue Parking Garage
Department	**Division**
Public Works	Parking Facilities

Project Description

Perform a full condition appraisal of Beaver Avenue Garage in 2013. Restoration work identified will then be scheduled for the 2014 construction season.

Statement of Need

Parking industry experts recommend various routine maintenance items be completed every 5 to 7 years. Such maintenance items include routing and sealing of cracks, repairing delaminated concrete floor slabs, sealing concrete floors to prevent chlorides from penetrating the slabs and rusting embedded reinforcing steel and tensioning tendons, and re-striping the facilities. Every six years we perform a condition appraisal in each facility, and follow the report with a maintenance project to correct deficiencies.

Project Alternatives

None. Failure to maintain parking structures will lead to premature failure and loss of vital parking facilities in the downtown.

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Beaver Garage Maintenance

Impact on Operating Budget & Departments - Narrative

Regular maintenance extends the life of the structure, defers the need for major repairs and decreases the likelihood of premature failure of the structure.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
Parking	$300,000								
$300,000		$0		$0		$0		$0	

Construction:	$250,000
Construction Contingency:	$25,000
Design, Engineering & Consultant Costs:	$25,000
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$300,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
2/1/2013	8/25/2014	6 years

Project Number **PF111**

Project Scorecard **21**

Capital Improvement Project Summary

Project Number	Request Type	Priority
PF138	Previously Authorized - In Progress	Should Do

Project Title

Parking Study

Change from Previous CIP	Project Location
No Change	Central Business District

Department	Division
Administration	Parking Facilities, Parking Enforcement

Project Description

A comprehensive study of both public and private on- and off-street parking in the Central Business District, including a plan and analysis of parking structure placement alternatives. This is the first step in reviewing the current and future needs, especially given the remaining estimated useful life of the Pugh Street Garage.

Statement of Need

Two independent reports have indicated that the Pugh Street Garage is nearing the end of its useful life. The reports state that the garage should be retired within the next ten (10) years.

The last report of this nature was completed in 1985 and is outdated. This study will review all policies and ordinances in relation to the changing parking demand in the Central Business District. The study will also look at privately owned parking in the Central Business District.

Project Alternatives

None

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Parking Study

Impact on Operating Budget & Departments - Narrative

N/A

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
Parking	$198,000								
$198,000		$0		$0		$0		$0	

Construction:	
Construction Contingency:	
Design, Engineering & Consultant Costs:	$198,000
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$198,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
2/1/2013	12/1/2014	20 years

Project Number PF138

Project Scorecard 15

Capital Improvement Project Summary

Project Number	Request Type	Priority
PF139	Previously Authorized - Pending	Should Do

Project Title

PARCS Software System Replacement

Change from Previous CIP	Project Location
No Change	Parking Garages

Department	Division
Administration	Parking Facilities

Project Description

Replacement of the current revenue control PARCS system in the parking structures. This includes paystations and entry/exit gates.

Statement of Need

The old PARCS system is antiquated and unreliable from many different aspects, and it precludes State College from maintaining desired customer service levels. The paystations are not able to provide an acceptable audit trail and revenue control is a high priority. New technology will allow better service the users of the facilities.

Project Alternatives

Continue with the old system

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

PARCS Software System Replacement

Impact on Operating Budget & Departments - Narrative

Funds will be allocated from fund balance in the Parking Fund.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
Parking	$750,000								
									$0
$750,000		$0		$0		$0		$0	

Construction:	
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	$750,000
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$750,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
3/1/2014	9/1/2014	10 Years

Project Number **PF139**

Project Scorecard **17**

Capital Improvement Project Summary

Project Number	Request Type	Priority
PK001	Revised Submission	Must Do

Project Title

Playground Equipment

Change from Previous CIP	Project Location
Increase in Amount or Scope	Various Parks
Department	**Division**
Public Works	Parks

Project Description

Replace outdated and deteriorated play equipment. Play equipment is replaced every 10-15 years. Large play structures are scheduled for replacement as follows:

2014 - Smithfield Park
2015 - Tussyview Park (Tot Playground)

Attempts to secure grant funding to pay for part or all of the replacements or improvements will be made if available.

Park parking lots and driveways also should be seal coated to extend the life of the pavement. Lederer, Tussyview, Highpoint, Orchard, Holmes-Foster and Sunset Parks all have parking lots and would be included in this project.

Statement of Need

Replace outdated or unsafe play equipment as well as improve playing surface.

Paved park parking lots have less traffic than most Borough streets and will typically last longer if properly maintained. Applying seal coating to the pavement should significantly increase the life of the pavement.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Playground Equipment

Impact on Operating Budget & Departments - Narrative

Public Work's labor force will be required to prepare the play pits for the installation of new equipment.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact: General

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$25,000	General	$49,000	General	$20,000	General	$21,000	General	$21,000
$25,000		$49,000		$20,000		$21,000		$21,000	

Construction:	$36,000
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	$38,000
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$74,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
1/1/2014	12/30/2018	10 to 15 years

Project Number PK001

Project Scorecard 16

Capital Improvement Project Summary

Project Number	Request Type	Priority
PK084	Revised Submission	Could Do

Project Title

High Point Park Trail Construction

Change from Previous CIP	Project Location
No Change	High Point Park
Department	**Division**
Public Works	Parks

Project Description

High Point Park has several features including a paved parking lot, baseball field, basketball court and tennis court. However, no official trails currently exist in the Park that link all of these facilities. It is proposed to construct a ADA compatible surfaced, quarter mile loop trail that links the parking lot to all or most of the park facilities. This trail would be constructed to accommodate people with disabilities. Spur trails are also proposed to connect the loop trail to the public walk along Stratford Drive and also improve access to the planned Park along Whitehall Road.

Statement of Need

High Point Park does not currently have an accessible path from the parking lot or from Stratford Drive to the various park features.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

High Point Park Trail Construction

Impact on Operating Budget & Departments - Narrative

None.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

	2014 Funding	2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$27,500								
State Grant	$25,000								
	$52,500		$0		$0		$0		$0

Construction:	$52,500
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$52,500

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
5/1/2014	10/1/2014	25 yrs

Project Number PK084

Project Scorecard 15

Capital Improvement Project Summary

Project Number	Request Type	Priority
PK141	Revised Submission	Should Do

Project Title

Fraser Street Public Space

Change from Previous CIP	Project Location
No Change	Fraser Street and Beaver Avenue Intersection
Department	**Division**
Public Works	Streets, Parks

Project Description

When the 100 block of Fraser Street was reconstructed in 2011, the alignment at Beaver Avenue was changed to eliminate the offset intersection. The realignment created a significant public space on the northeast corner of the intersection. A landscape architect was hired to develop a concept plan to determine the best use for this space. After gathering public input through a design charrette approach, the landscape architect created a concept design for a raised plaza suited for seating and outdoor events. Space accommodations for art or sculptures were also included.

In 2014, it is proposed to finalize the design, develop construction documents and place the project out for bid.

Statement of Need

Public gathering spaces and park-like settings are limited in the Central Business District. Providing pedestrian scale amenities will encourage best use of the space. The proposal is supported by recommendations in the Downtown Master Plan.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Fraser Street Public Space

Impact on Operating Budget & Departments - Narrative

Additional manpower costs to maintain furniture and landscaping.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact
$250	$250	$250	$250	$250

Operating Budget under Impact: General

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$90,000								
$90,000		$0		$0		$0		$0	

Construction:	$47,000
Construction Contingency:	
Design, Engineering & Consultant Costs:	$12,000
Equipment:	$31,000
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$90,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
3/1/2014	9/1/2014	30 years

Project Number PK141

Project Scorecard 16

Capital Improvement Project Summary

Project Number	Request Type	Priority
SS-1	Revised Submission	Should Do

Project Title

Sanitary Sewer Rehabilitation/Replacement

Change from Previous CIP	Project Location
Increase in Amount or Scope	Various
Department	**Division**
Public Works	Sanitary Sewer

Project Description

This project includes the rehabilitation or replacement of sanitary sewers and/or manholes. Each year, State College reviews video to determine the need for rehabilitation, repair or replacement. On average, $360,000 is spent each year to replace sewers that are associated with streets that are either reconstructed or resurfaced. On occasion, State College discovers other areas that require need immediate attention. $140,000 is requested for this task.

2014 - $500,000 pipe bursting East Foster from Locust Lane to Keller Street; pipe bursting sewers located within Rights-of-Way at the west end of the Borough; $75,000 for the replacement of a pinch valve at the sewage treatment plant; and replacement of sewers associated with resurfacing/reconstruction.
2015 - $360,000
2016 - $500,000
2017- $360,000
2018 - $500,000

Statement of Need

Sanitary sewers are repaired or replaced as needed to prevent backups and address emergency situations. Sewers and manholes are routinely inspected on those streets that are scheduled for resurfacing or reconstruction and a determination is made on what is needed before the street is completed. There are three methods by which sewers in disrepair are handled: dig and replace, slip-line, or pipe bursting. Manholes are usually replaced with pre-cast concrete, but can be lined to prevent infiltration of groundwater.

Project Alternatives

Slip-lining - This involves the rehabilitation of sewer lines that are structurarly sound by relining the host pipe with a high density polyurethene liner. A similar process can be used on brick manholes.

Pipe Bursting - This method of line replacement allows for pipe replacement without excessive street excavation.

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Sanitary Sewer Rehabilitation/Replacement

Impact on Operating Budget & Departments - Narrative

Reducing inflow/infiltration reduces treatment costs.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
Sanitary Sewer	$575,000	Sanitary Sewer	$360,000	Sanitary Sewer	$500,000	Sanitary Sewer	$360,000	Sanitary Sewer	$500,000
$575,000		$360,000		$500,000		$360,000		$500,000	

Construction:	$2,220,000
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$2,295,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
1/1/2011	12/31/2017	75 years

Project Number **SS-1**

Project Scorecard **20**

Capital Improvement Project Summary

Project Number	Request Type	Priority
SS-2	New	Must Do

Project Title

Sanitary Sewer Inflow & Infiltration Reduction

Change from Previous CIP	Project Location
Increase in Amount or Scope	Borough-wide
Department	**Division**
Public Works	Sanitary Sewer

Project Description

In 2012, a project was started to identify the sources and amount of inflow of surface water and infiltration of groundwater into the State College's sanitary sewer system. Meters were installed in various manholes to measure flow and compare against the water use records. It is anticipated that the metering project will continue through 2015 and $75,000 per year is requested for this task.

As the meters provide data and sources of inflow and infiltration are located, it will be necessary to either rehabilitate or replace the sewer pipe and/or manholes. For years 2014-2016 a major construction project will be necessary to acheive this goal and construction funding of $300,000 each year is requested.

Statement of Need

This project is needed in order to reduce the amount of treatment costs based upon the metered flow.

Project Alternatives

Do nothing and continue to pay the treatment costs for non-sewage flow. Ultimately, DEP could impose a "no build" moratorium on State College until the percentage of inflow and infiltration is reduced to acceptable levels.

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Sanitary Sewer Inflow & Infiltration Reduction

Impact on Operating Budget & Departments - Narrative

Projects should result in reduced sewage treatment cost expenses in the Sanitary Sewer Fund.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
Sanitary Sewer	$375,000	Sanitary Sewer	$375,000	Sanitary Sewer	$300,000				
$375,000		$375,000		$300,000		$0		$0	

Construction:	$900,000
Construction Contingency:	
Design, Engineering & Consultant Costs:	$150,000
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$1,050,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
3/29/2013	3/29/2018	50 years

Project Number **SS-2**

Project Scorecard **20**

Capital Improvement Project Summary

Project Number	Request Type	Priority
ST001	Revised Submission	Should Do

Project Title

Street Reconstruction

Change from Previous CIP	Project Location
Increase in Amount or Scope	Various - See attached sheet

Department	Division
Public Works	Streets

Project Description

Street reconstruction is an ongoing program to upgrade deteriorated streets in which sub-base or pavement structure failures require reconstruction. (See attached list) Each project will improve drainage, provide an adequate pavement structure for present and reasonable future vehicle loads, install pedestrian ramps with detectable warning devices, improve safety and reduce annual maintenance costs. Type I reconstruction costs range from approximately $400 to $500 per foot depending on the width of pavement, scope of drainage,improvements and other conditions. Type II reconstruction, which requires limited pavement sub-base repair, costs range form approximately $250 to $275 per foot. The ranges includes mobilization and all project costs, which vary depending on the scope of the project.

The following street are recommended for reconstruction using General Fund monies:

2015 - Easterly Parkway from South Allen Street to South Garner Street, $1,040,000
2016 - Easterly Parkway from South Garner Street to University Drive, $520,000
2017 O'Bryan Lane from Westerly Parkway to Waupelani Drive, $490,000
2018 - Oneida Street from Westerly Parkway to Waupelani Drive, $550,000.

Statement of Need

The selection of streets to be reconstructed or resurfaced is based on a Pavement Management Evaluation System which is completed every two years. The rating system consists of several elements, such as cracking, curb condition, rutting, potholes, drainage, patching, ride quality, and traffic volume. The sum of these elements establishes the PCI (Pavement Condition Index), and this score then forms the basis for future maintenance. The worst street sections receive a more in-depth review as to need for curb work, utility work or "in fact" whether the street can be salvaged by resurfacing. Once identified, streets rated ”Serious”, “Very Poor” or “Poor” are recommended for improvement(s). The amount of work recommended is limited to the number of street sections that the budget can afford. Street reconstruction is completed to upgrade deteriorated streets in which sub-base or pavement structure failures require reconstruction which generally adds value to adjacent properties, and eliminates the need for extensive maintenance for approximately 25 years.

Project Alternatives

NONE

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Street Reconstruction

Impact on Operating Budget & Departments - Narrative

Reduced street maintenance.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$520,000	General	$520,000	General	$520,000	General	$520,000	General	$520,000
$520,000		$520,000		$520,000		$520,000		$520,000	

Construction:	$2,600,000
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$2,600,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
5/18/2013	11/1/2018	25 years

Project Number **ST001**

Project Scorecard **26**

Capital Improvement Project Summary

Project Number	Request Type	Priority
ST002	Revised Submission	Should Do

Project Title

Street & Alley Resurfacing/Microsurfacing

Change from Previous CIP	Project Location
Increase in Amount or Scope	Various
Department	**Division**
Public Works	Streets

Project Description

State College maintains approximately 48 miles of streets and 10 miles of alleys. An on-going maintenance program of crack sealing and seal coating helps extend the life of the pavement, on average for 20-25 years. Actual life cycles vary between 10 and 30 years depending upon traffic volumes and the weight of vehicles using the roadway. The current cost of street and alley resurfacing is approximately $19/sq. yd.

Prior to a street being resurfaced, curb and gutter repairs are completed on an as-needed basis by State College crews. Crews will also replace or repair any sanitary sewer, storm sewer, storm sewer inlet or junction box, or sanitary sewer manhole prior to resurfacing. Finally, handicapped ramps are also reconstructed at intersections.

Micro-surfacing consists of the application of a thin layer of slurry seal material, which seals cracks and fills rutted pavement surfaces, thereby extending the useful life of the existing pavement by providing a sealant as well as a thin resurface coat. Slurry seals extend the useful life of the pavement about 5-8 years, and are generally completed on pavement surfaces more than 15 years old and in at least "FAIR" condition (using the Pavement Condition Index rating. A slurry seal project is carried out every other year (at a cost of approximately $75,000) since the process is generally completed by contractors outside the area. Microsurfacing costs approximately $4 per square yard to complete.

Statement of Need

Street and alley resurfacing and microsurfacing is routine maintenance of pavement infrastructure.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Street & Alley Resurfacing/Microsurfacing

Impact on Operating Budget & Departments - Narrative

Decrease annual "patch" and emergency repair costs and achieve maximum efficiency of public funds for roadway maintenance.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$325,000	General	$415,000	General	$345,000	General	$439,000	General	$365,000
$325,000		$415,000		$345,000		$439,000		$365,000	

Construction:	$1,889,000
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$1,889,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
6/17/2013	11/16/2018	20 - 25 years

Project Number **ST002**

Project Scorecard **19**

Capital Improvement Project Summary

Project Number	Request Type	Priority
ST021	Revised Submission	Should Do

Project Title

Central Business District Streetlights

Change from Previous CIP	Project Location
No Change	Central Business District

Department	Division
Public Works	Streets

Project Description

The average life expectancy of ornamental streetlights is 25-30 years. Because most of the street lights in the Central Business District were installed in the early to mid-1980s, the street light extension/replacement project addresses the need to replace those fixtures, as well as add new fixtures where needs are identified. Reconstruction of handicapped ramps to meet the new ADA guidelines will also be included with the project.

2014 $250,000 - Install handicap ramps and replace streetlight poles, fixtures and foundations on east side of 100 Pugh Street. Install new street lights on the west side of 100 Pugh Street;
2015 $250,000 - Install handicap ramps and replace streetlight poles, fixtures, and foundations on College Avenue from Atherton to Fraser Street and from Garner to High Street;
2016 $250,000 - Install handicap ramps and replace streetlight poles, fixtures, and foundations on Beaver Avenues between "H" Alley and Burrowes Street;
2017 $250,000 - Install handicap ramps and replace street light poles, fixtures and foundations on Beaver Avenue from Allen to McAllister;
2018 $250,000 - Install handicap ramps and replace street light poles, fixtures and foundations on Pugh Street from Beaver Avenue to Nittany Avenue and on Foster Avenue from Allen Street to Pugh Street.

Statement of Need

Street lighting enhances the safety and ambience of the Central Business District.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Central Business District Streetlights

Impact on Operating Budget & Departments - Narrative

Street light replacements will reduce energy costs and maintenance expenses. The induction flourescent bulbs use 15% less electricity and last 12 years in comparison to high pressure sodium which lasts about 5 years.

Each additional street light will require approximately $10 per year for maintenance and approximately $36 per year in energy costs.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
CDBG	$250,000	CDBG	$250,000	CDBG	$250,000	CDBG	$250,000	CDBG	$250,000
$250,000		$250,000		$250,000		$250,000		$250,000	

Construction:	$875,000
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	$375,000
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$1,250,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
6/16/2004	11/16/2018	25 years

Project Number ST021

Project Scorecard 25

Capital Improvement Project Summary

Project Number	Request Type	Priority
ST115	Revised Submission	Must Do

Project Title

ADA Compliance Project

Change from Previous CIP	Project Location
Increase in Amount or Scope	All of State College
Department	**Division**
Public Works	Engineering, Streets

Project Description

In an effort to make all intersections within the Borough compliant with the latest ADA standards, several handicap curb ramps are replaced each year. Curb ramps are replaced as part of the yearly reconstruction and resurfacing projects. Additionally, in conjuction with the Downtown Master Plan, handicap ramps will be upgraded as projects within the downtown are developed, such as Pugh Street, Allen Street and College and Beaver Avenues.

Yearly funding of $68,000 is requested to continue to establish compliance at other intersections that are not a part of some other project. Drainage inlets and other existing features are design hurdles and each intersection will need a detailed survey and design to determine the extent of improvement needed to comply. Engineering estimates range between $5,000 and $8,500 per corner, which results in costs for the intersection ranging between $20,000 and $34,000.

Statement of Need

In order to comply with the most recently released standards for handicap accessibility at intersections, it will be necessary to upgrade nearly every intersection within State College. As it is not feasible to upgrade all intersections at one time, a plan has been developed to systematically work through State College until all intersections have been addressed. Many of the Central Business District intersections will be addressed with the streetlight replacement projects. Other intersections will be addresses in subsequent years of plan. The project is needed in order to comply with the latest standards for handicapped accessibility at intersections.

Project Alternatives

None

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

ADA Compliance Project

Impact on Operating Budget & Departments - Narrative

N/A

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$68,000	General	$68,000	General	$68,000	General	$68,000	General	$68,000
$68,000		$68,000		$68,000		$68,000		$68,000	

Construction:	$323,000
Construction Contingency:	$17,000
Design, Engineering & Consultant Costs:	
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$340,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
3/15/2011	11/15/2026	25

Capital Improvement Project Summary

Project Number	Request Type	Priority
ST121	Revised Submission	Should Do

Project Title

Atherton Corridor Improvement Project

Change from Previous CIP	Project Location
Increase in Amount or Scope	Atherton Street between Highland Alley and the Bus Station

Department	Division
Public Works	Engineering, Streets

Project Description

Many improvements are planned for Atherton Street underseparate projects, and this project compbines all aspects into one project. The improvements include:

1. Street lighting from Highland Alley to Beaver Avenue and from College Avenue to the Bus Station.
2. New decorative traffic signal poles (including new luminaires) at the intersections of Beaver Avenue, College Avenue and the Bus Station
3. New decorative traffic signal poles and mast arms for pre-emption signal at Highland Alley.
4. New handicapped ramps at the intersections of Beaver Avenue, Calder Way, College Avenue, the Bus Station, Highland Alley, Clay Lane and Railroad Avenue,
5. Pedestrian fence, widened sidewalks, and landscaping between Beaver and College Avenues, and Clay Lane and the IST Building.
6. Dew decorative poles and mast arms that hold directional signs both south of Beaver Avenue and north of College Avenue.

Statement of Need

Many improvements are planned for Atherton Street under separate projects, and this project compbines all aspects into one project.

Project Alternatives

Complete as separate projects

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Atherton Corridor Improvement Project

Impact on Operating Budget & Departments - Narrative

Increased electricity consumption with additional of new street lights.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

	2014 Funding	2015 Funding		2016 Funding		2017 Funding		2018 Funding	
Fund Balance -	$455,000		$0		$0		$0		$0
CDBG	$250,000		$0		$0		$0		$0
Federal Grant	$170,000		$0		$0		$0		$0
Future Debt	$800,000		$0		$0		$0		$0
			$0		$0		$0		$0
	$1,675,000		$0		$0		$0		$0

Construction:	$1,250,000
Construction Contingency:	
Design, Engineering & Consultant Costs:	$250,000
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	$175,000

Total Project Costs

$1,675,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
5/3/2014	10/3/2014	50 years

Capital Improvement Project Summary

Project Number	Request Type	Priority
ST135	Revised Submission	Should Do

Project Title

Pugh Street Streetscape Project

Change from Previous CIP	Project Location
Increase in Amount or Scope	100 block of South Pugh Street

Department	Division
Public Works	Engineering, Streets, Parking Facilities

Project Description

Loss of several large elms combined with the condition of the sidewalks and curbs along the 100 block of South Pugh Street has provided an opportunity to significantly improve the streetscape. In 2011, a landscape architect student was contracted to assist staff and the Transportation and Tree Commissions in developing a vision plan that included sidewalk treatments, revised travel lane widths, alternate parking strategies, addition of turning lanes, new street trees, installation of handicapped ramps, new streetlighting, and installation of decorative traffic signal poles. The proposed changes would be similar in nature to those completed on the 100 block of South Fraser Street.

Statement of Need

Traffic currently backs up due to conflicts with northbound cars turning into the Pugh Street Garage and southbound cars attempting to turn left onto East Beaver Avenue. New traffic patterns that allow turning lanes onto Beaver Avenue and into Pugh Garage would alleviate these conflicts.

Recent loss of large American elms on this street has negatively impacted the character of the streetscape. Improving sidewalks and landscaping would significantly improve the streetscape and also address increased pedestrian use through the corridor.

Streetlights on the east side of the street are scheduled to be replaced. The removal of the elms now allow street lighting to be added to the west side of the street. Handicapped ramp improvements are needed at the Calder/Pugh and Pugh/Beaver intersections to meet new ADA standards. Decorative traffic signals would be of the same architectural style as the street lights.

Project Alternatives

N/A

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Pugh Street Streetscape Project

Impact on Operating Budget & Departments - Narrative

Additional street lighting will increase electricity costs and street light maintenance costs.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact
$125	$125	$125	$250	$250

Operating Budget under Impact: General

	2014 Funding	2015 Funding	2016 Funding	2017 Funding	2018 Funding
CDBG	$250,000				
General	$525,000				
	$775,000	$0	$0	$0	$0

Construction:	$750,000
Construction Contingency:	
Design, Engineering & Consultant Costs:	$75,000
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$775,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
5/5/2014	10/31/2014	25 years

Project Number ST135

Project Scorecard 21

Capital Improvement Project Summary

Project Number	Request Type	Priority
SW111	Revised Submission	Should Do

Project Title

Stormwater Projects

Change from Previous CIP	Project Location
Increase in Amount or Scope	Various Locations throughout State College
Department	**Division**
Public Works	Engineering, Storm Sewers

Project Description

Funding for the following projects is requested:
2014 - McKee/Mitchell - inlet repair and line replacement ($25,000);
2014 - Ferguson Avenue - install 250 lf of pipe at dead-end ($25,000);
2014 - Taylor Street/Glenn Road - upgrade approximately 460 lf of 15" pipe to 24" pipe to eliminate surcharging and local flooding ($65,000);
2014 - Edgewood Sinkhole - construct reverse filter ($40,000);
2015 - Westerly Parkway Reservoir/Wetlands - install debris rack ($25,000);
2015 - Orchard Park Basin Pipe Replacement - ($65,000);
2015 - Bayberry install 900 lf of pipe from Saxton to Hedgerow ($115,000).

Additionally, it is suggested that $50,000 per year continue to be budgeted in subsequent years to systematically work through the recommendations of the report.

Statement of Need

In 2011, State College began evaluating its storm sewer pipes once it was discovered that the system was starting to fail as it was reaching the end of its design life, especially for corrugated metal pipe. Inspections and evaluations began in 2011 and will continue in 2014 in order to compile a report to prioritize those areas and pipes that require attention. Although the report is not yet complete, there are several areas that have been identified as in need of replacement.

Project Alternatives

Do nothing with the knowlege that nuisance flooding of uninhabited structures may still occur or that depressions/sinkholes may still form in Orchard Park basin which require repair.

Capital Improvement Project Summary

STATE COLLEGE, PA

Project Title

Stormwater Projects

Impact on Operating Budget & Departments - Narrative

After completion of the projects there will be a decrease in maintenance required for the replaced pipe.

2014 Operating Impact	2015 Operating Impact	2016 Operating Impact	2017 Operating Impact	2018 Operating Impact

Operating Budget under Impact:

2014 Funding		2015 Funding		2016 Funding		2017 Funding		2018 Funding	
General	$155,000	General	$205,000	General	$50,000	General	$50,000	General	$50,000
			$0		$0		$0		$0
			$0		$0		$0		$0
			$0		$0		$0		$0
			$0		$0		$0		$0
$155,000		$205,000		$50,000		$50,000		$50,000	

Construction:	$510,000
Construction Contingency:	
Design, Engineering & Consultant Costs:	
Equipment:	
Demolition:	
Software:	
Other:	
Land Acquisition:	

Total Project Costs

$510,000

Estimated Start	*Estimated Completion*	*Estimated Useful Life*
3/15/2011	10/15/2018	50 years