

MT. LEBANON
PENNSYLVANIA



2012
MANAGER'S
RECOMMENDED
BUDGET



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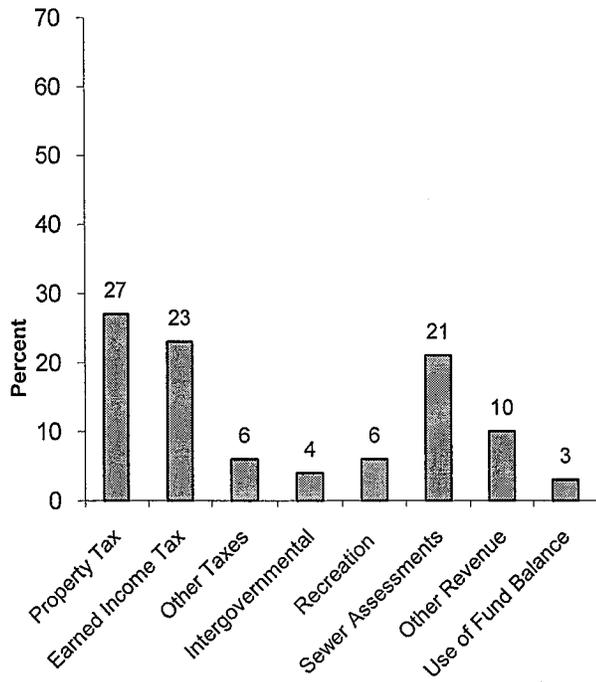
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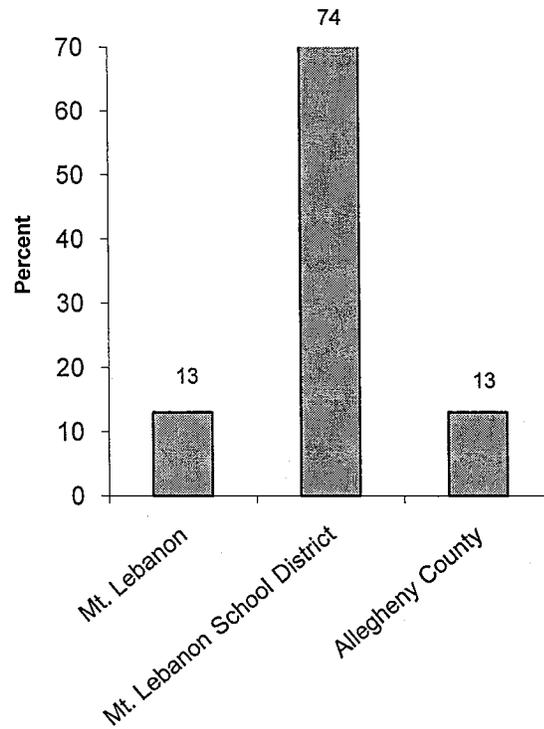
RECOMMENDED NOVEMBER 1, 2011, BY THE MANAGER,
MT. LEBANON, PENNSYLVANIA 15228

2012 BUDGET IN BRIEF

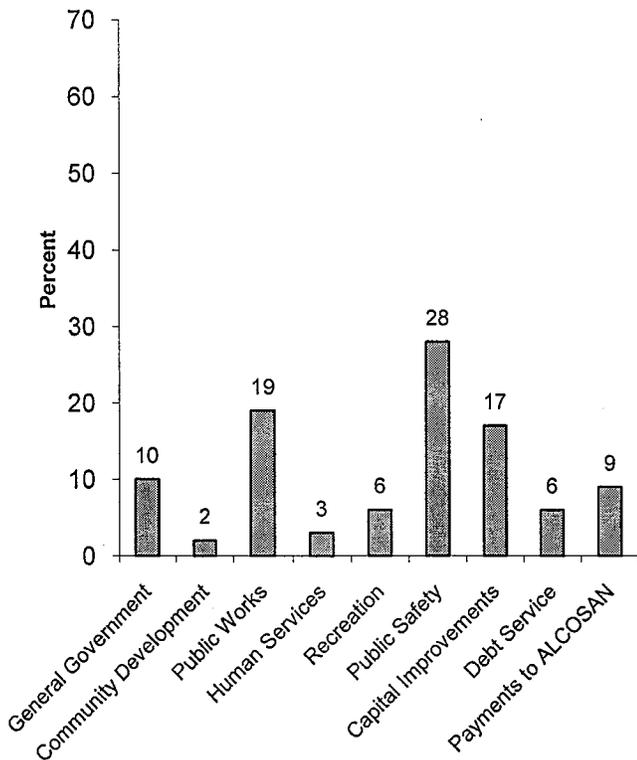
Sources of Funds



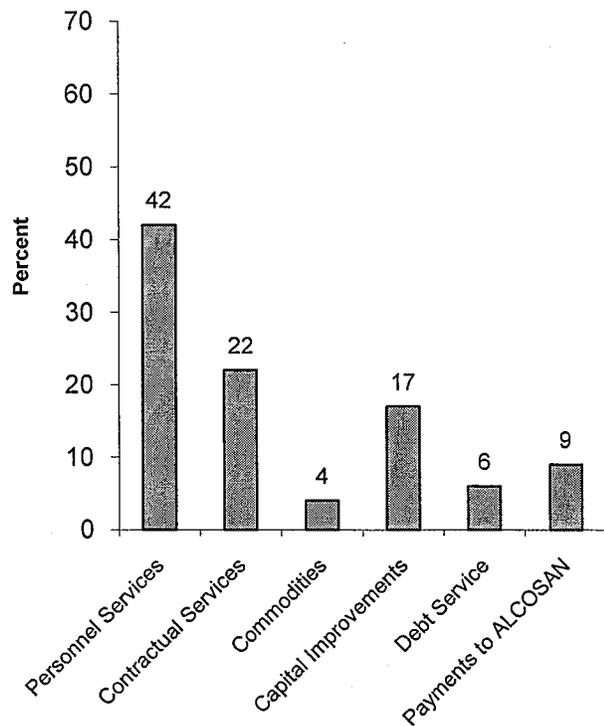
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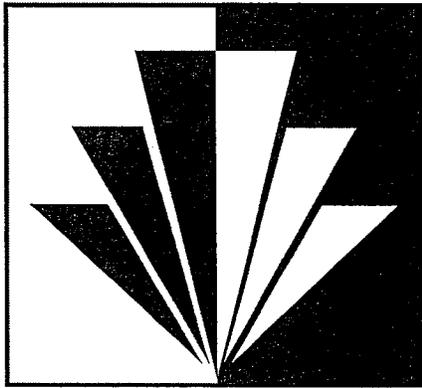
Uses of Funds by Programs



Uses of Funds by Object



	<u>Page</u>
2012 Budget Message.....	1
Zero Base Budgeting Presentation.....	11
2012 Budget Recap.....	12
2012 Budget Comparison	13
Service Level Rankings	14
The Zero Based Budget	
General Government.....	21
Community Development.....	27
Public Works	31
Human Services	47
Recreation.....	51
Public Safety.....	57
Capital Improvements.....	64
Debt Service.....	67
Special Revenue Funds.....	68
Capital Projects Fund.....	69
Line Item Budget	70
Schedules	
Five Year Comparison of Operating Expenditures.....	78
Tax Cost of Services	80
Millage History.....	81
No Tax Increase Option.....	82
Parking Fund.....	88



2012 BUDGET MESSAGE

Commissioners and Fellow Residents:

It is my privilege to present for your consideration the Manager's 2012 Recommended Budget. The budget has been prepared according to Article IX of the Mt. Lebanon Home Rule Charter. The Charter requires that on or before the first day of November of each year the Manager shall submit to the Commission a proposed budget for the ensuing fiscal year. The budget is intended to serve as a financial plan of all municipal funds. Through the budget document, the Commission determines the level of service, size of programs, and the magnitude of capital projects.

The purpose of this message is to summarize the budget and bring to the forefront issues that will need to be considered as the Commission moves forward with its final adopted budget. In its adopted form, the budget becomes a work plan of services to be delivered and projects to be completed over the coming year.

A comprehensive five-year Capital Improvement Plan (CIP) was submitted on August 1, 2011 as a separate volume. I also have previously submitted a proposed 2012 Comprehensive Fee Schedule and a proposed Equipment Replacement Program. These documents have been reviewed with the Commission. Copies of the Manager's 2012 Recommended Budget, the 2012 – 2016 Capital Improvement Plan, the proposed 2012 Comprehensive Fee Schedule, and the proposed Equipment Replacement Program are available at www.mtlebanon.org and at the Municipal Building and Library.

These are certainly challenging economic times. However, compared with most other communities in western Pennsylvania, Mt. Lebanon is in sound financial condition. We have maintained high service levels for citizens by implementing efficiency measures, new technology, and developing a work force that is among the best trained and most professional in the Commonwealth.

In just a few months, Mt. Lebanon will be celebrating its 100th birthday as a community.

Despite the fiscal challenges that continue to affect suburbs and cities across the nation, Mt. Lebanon remains a highly desirable place and a good investment. We have maintained a strong financial position through cost containment and wise use of taxpayer resources. In awarding Mt. Lebanon an impressive Aa1 rating, Moody's most recent credit report stated that Mt. Lebanon "management's ability to maintain structural balance and reserves at healthy levels remains an important factor in maintaining credit quality."

This year's budget is a conservative plan that reflects the national mood and uncertain economy. The staff recognizes that this is not the time for increasing service levels. Our challenge as we review the budget is to make sure that budget cuts are not so drastic that they erode the long-term livability and special character of the community.

The Manager's 2012 Recommended Budget preserves the capacity to provide outstanding public safety services, maintain the infrastructure, communicate with residents, and provide basic funding levels for human services such as recreation, library, Outreach Teen and Family Services, and civic events.

Overview

The total budget for all funds for 2012 is \$42.3 million, and the recommended operating budget totals \$28.9 million. The Manager's 2012 Recommended Budget can be summarized by the following key points:

- The budgets for all funds are balanced using a combination of ongoing revenue sources and available reserves.
- The budget assumes a property re-assessment that will result in an increase of 5 percent over real estate revenue received in 2011. In addition, the budget increases the property tax rate by .245 mills.
- There is no increase proposed in the earned income tax rate or deed transfer tax rate. There are also no proposed changes to the sanitary sewer fee or stormwater fee.

- There is no new borrowing proposed in 2012.
- There is a 3.5 percent increase in the proposed operating budget compared with 2011. The operating budget is increasing from \$28.0 million to \$28.9 million.
- The number of full time employees is increasing to 143, compared with 140 last year. The library reduced staff by three positions early in 2011. Effective January 1, 2012, the Municipality will assume responsibility for parking operations and seven full time employees will perform this function. In addition, the consolidation of EIT into a regional agency will result in elimination of one full time position that previously worked in the tax office. The number of full time employees at mid-year will be reduced to 142, as 2011 EIT collections begin to wrap-up.
- There is continued full funding to meet all of the community's obligations for pension contributions, other post employment benefits, and debt service.
- Funds were designated at the end of 2010 to meet the on-going pension obligations. However, the budget does not include the use of any of the community's undesignated fund balance, which is currently at 11 percent of general fund. Mt. Lebanon's goal has been to maintain the unrestricted/undesignated fund balance at 10 percent.
- The Recommended Budget reflects the Municipality's continuing commitment to providing a high level of municipal services and programs.

The major budget issues in 2012 are:

- Property reassessments and millage
- Maintenance of undesignated fund balance
- Street reconstruction increases
- New stormwater fee and parking fund
- Debt issues
- Infrastructure improvements
- Equipment replacement
- Retirement obligations
- EIT collections

Property Reassessment and Millage

The assessed value of real estate is a critical component in calculating property tax rates. Delays by Allegheny County in finishing the re-assessment work have made this year's budget preparation process very uncertain and difficult. All local government officials need certified numbers as soon as possible. However, some newspaper reports indicate that the certification could be delayed until May, 2012. Candidates for County Executive have also threatened not to mail out County tax bills based on new assessment numbers. Judge Wettick has assured municipalities that the new assessment numbers will be available for the 2012 budget.

We have no insight into what the new assessment will be. We do know that in 2001, Mt. Lebanon was scheduled to have an 18 percent increase in the total assessed valuation for the community, until the previous valuation was frozen by order of the County Executive. It seems reasonable to assume that the total value of real estate has increased more than 20 percent over the past decade.

The anti-windfall legislation caps "windfall benefits" from annual property reassessments at 105 percent of the total real estate tax revenue received in the preceding year. If necessary, local governments are required to reduce the real estate millage rate to accomplish this.

The Manager's Recommended 2012 Budget anticipates a 20 percent increase in the total assessed valuation of the community and the 5 percent allowed by the anti-windfall provision discussed above. Even with the increase in assessed valuation, it will still be necessary to increase the millage by .245 of a mill in order to support the proposed expenditure budget. If there were no reassessment, the millage would need to increase by a total of .71 of a mill to support the expenditure budget.

In recent years, the millage rate has been reduced from 4.97 in 2008 to 4.76 in 2011 – a .210 reduction in millage. Coincidentally, the proposed millage increase above the assessment increase of .245 mill is very similar to the reduction that occurred over the past three years.

Under law, the process that the Commission will need to follow to support this approach is:

- Roll back the millage to a revenue neutral position for re-assessment (estimated to be at 4.125 mills)
- Increase the millage to include the 5 percent increase (estimated to be 4.3325 mills)
- Increase the millage to balance the budget (estimated to be 4.5775 mills)

The approach used in the Manager's Recommended Budget is based on the best information available at this time. If the reassessment process is stopped and the .245 tax increase not approved, the Recommended Budget will be out of balance by \$1.46 million. If this happens, then the Municipality will be faced with several options, such as:

- Reducing individual service levels back to item #142 on the service level ranking list. This would mean reduction in 24 services, including areas such as Sunday hours at the library, most community events, funding to community organizations, purchase of a fire pumper and large public works truck and in-house GIS services. On pages 82-87 of this document, we have described the "no tax increase option" and the impact that the service level reductions would have on Mt. Lebanon residents.
- Raising property taxes to a total increase of .71 mills.
- Raising earned income tax rates by 1/10 of a percent, which would generate \$1.227 million in additional revenues. Mt. Lebanon's EIT rate is currently .8 percent. By comparison, the municipal EIT rate in Bethel Park is .9 percent, in Whitehall it is 1.0 percent, and in the City of Pittsburgh it is 1.0. Even with a 1/10 of a percent increase in EIT, a real estate millage increase of .12 would be necessary.
- In the past, the Commission has utilized options that include reductions in budgets for street reconstruction and/or use of undesignated fund balance to pay for capital items.

Some residents may not realize that only about 13 percent of their property tax bill goes to fund municipal services. The majority of the local tax dollar goes to fund schools and County services.

The table below shows the impact of a .245 mill increase in real estate tax with different levels of home values.

<u>Market/ Assessed Value</u>	<u>Increase in Annual Real Estate Tax</u>
\$100,000	\$24.50
200,000	49.00
300,000	73.50
400,000	98.00

Maintenance of Undesignated Fund Balance

The Recommended Budget does not propose to use any of the undesignated fund balance to fund General Fund operations. A small amount of fund balance is being used in the Sanitary Sewage Fund.

I do recommend that in the spring, after the year end 2012 financial results are finalized, the Commission once again review the community's financial condition. If there are "excess" undesignated funds above 10 percent in the General Fund, then I would recommend that the Commission do a comprehensive review of capital needs and then prioritize those needs to match with available funds.

The current undesignated fund balance in the General Fund is \$3.197 million, which is 11 percent of that fund's total revenues.

In the General Fund, the undesignated fund balance over the past five years has been as follows:

	<u>General Fund undesignated fund balance (millions)</u>	<u>Percentage of General Fund revenues</u>
2006	\$ 2.265	8.2%
2007	2.908	10.3
2008	3.192	10.8
2009	3.685	12.6
2010	3.197	11.0

From a low in 2004 of 4.1 percent, the General Fund fund balance has improved to be in excess of 10 percent of General Fund revenues for the past 4 years. Though there is not a finite recommended undesignated fund balance level, industry guidelines in the past have recommended maintaining 5-15 percent and now recommend 2 months expenditures (16 percent). It is important to our debt rating (a strong Aa1), and therefore the interest rates we pay on our borrowings, to maintain a reasonable fund balance. The 10 percent target has been acceptable in past rating reviews.

Street Reconstruction Increases

The Recommended Budget follows the direction of the Commission concerning the level of funding for street reconstruction. On August 22, 2011, the Commission adopted an Ordinance that requires the Manager's Recommended Budget to include "an appropriate level of funding (as determined by the Commission) for the street reconstruction program, which funding level is designed to maintain the Municipality's streets at an "acceptable" OCI rating throughout the length of the annual street reconstruction program (as determined by the Municipal Engineer.)" This Ordinance also repealed to the extent that is necessary the prior Ordinances that a) prohibit the incurrence of debt for street reconstruction and b) prohibit the raising of real estate taxes for street reconstruction.

The proposed capital budget includes \$2.1 million to fully reconstruct 1.25 miles of streets in the community. The \$2.1 million is based upon a price of \$316 per lineal foot. This total includes the replacement of curbs which will be funded from the new stormwater fund.

This is the level of funding that the Municipal Engineer says is necessary to maintain streets at an "acceptable" Overall Condition Index (OCI) rating throughout the next 20 year period. This level of funding will keep the OCI above 60 for the entire 20 year time period.

The proposal to spend \$2.1 million on street reconstruction in 2012 represents a leap forward in this community's commitment to properly maintain its roads. During the past year, the

Commission's efforts to understand and deal with this issue has put Mt. Lebanon in a position to have a solid 20 year plan for maintaining streets.

New Parking and Stormwater Funds

There are two new funds shown in this year's budget document. Both funds are intended to "stand on their own"; that is funds raised through fees, fines, and permits will remain in the fund and be used only for the intended purpose.

The Parking Fund is shown on page 88 of the document. The budget maintains revenues at the levels (with minor adjustments) generated by the Parking Authority for the past years. The net income of the Parking Fund is projected to be \$119,910. This budget includes a transfer to general fund of \$68,000, projected unemployment costs of \$78,000, and the elimination of two full-time positions, reduction in professional services required, elimination of operating costs for 788 Washington Road, and reductions in supply accounts due to combined purchasing.

The Stormwater Fund is expected to generate assessment revenue of \$1.3 million and provide funding for storm and curb maintenance, street sweeping, and capital curb reconstruction and stormwater improvements.

Debt issues

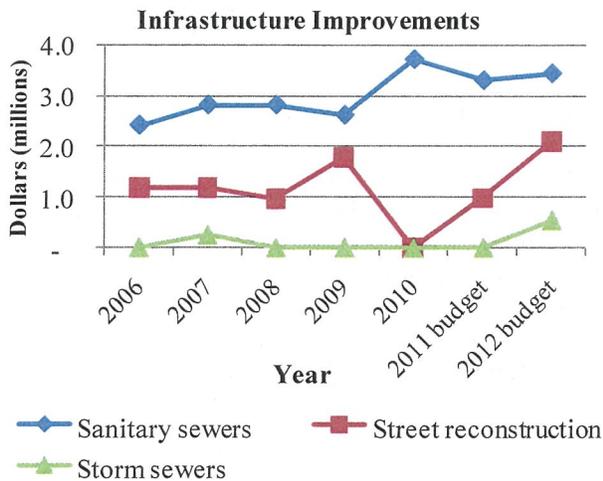
For the past few months the Commission has discussed borrowing between a total of \$7 million and \$9 million to fund new athletic fields at McNeilly and upgrade the swimming pool. The Commission was scheduled to make a decision on this matter in October. The Manager's Recommended 2012 Budget does not include any additional 2012 debt service needed to support such a bond issue. If the Commission decides to proceed with the new borrowing, then there will need to be a discussion about funding of the associated debt service. The major options for funding the debt service are of the same nature as those described earlier under the Property Reassessment and Millage section of this message.

Infrastructure Improvements

I am very proud of the Municipality’s efforts in recent years to fully fund infrastructure improvements. We have a responsibility to maintain and enhance the infrastructure assets. Mt. Lebanon’s infrastructure, the basic structural foundation of our community, now has sustainable funding sources to adequately maintain streets, sanitary sewers, and storm sewers.

We either have in place, or are putting in place, comprehensive systems to evaluate the state and condition of the existing infrastructure assets for streets, sanitary sewers, and storm sewers. The ability to fund storm sewer improvements has been greatly increased with the initiation of a dedicated stormwater fee.

The chart below shows infrastructure improvements over the last few years:



In difficult economic times, the need to invest in infrastructure does not decline. Rather, residents still expect usable roads and working storm and sanitary sewer systems. As communities struggle to maintain economic competitiveness, their infrastructure is the necessary bedrock that allows for a high quality of life and future economic expansion.

I don’t know of any other community in western Pennsylvania that is doing a better job than what Mt. Lebanon is now doing to address its infrastructure maintenance responsibilities. The Manager’s Recommended 2012 Budget includes a substantial investment in infrastructure maintenance and capital improvement.

Equipment Replacement

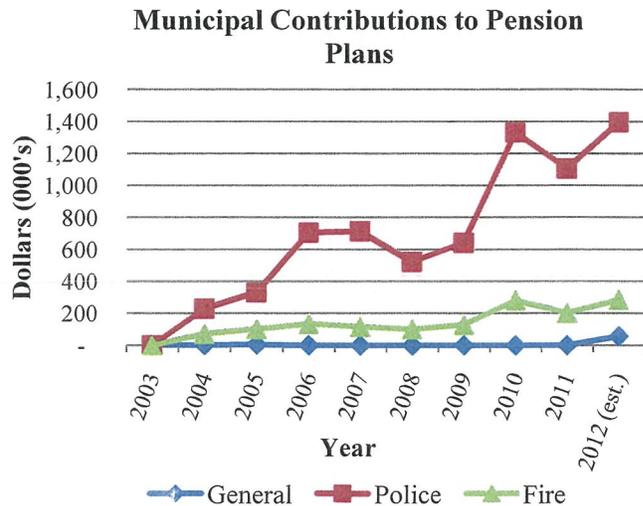
The Recommended Budget includes several key pieces of replacement equipment; including replacement of a fire pumper (\$550,000) and of a large (33,000 GVW) public works truck (\$129,320).

The fire pumper will have a useful life of over 20 years. It is essential to have first line response public safety vehicles that are modern and reliable. The fire department was scheduled on the fleet replacement program to replace the vehicle last year based on National Fire Protection Association (NFPA) guidelines.

We considered borrowing to purchase the fire pumper, and such action would have been reasonable and appropriate. However, in 2012 we anticipate receiving a substantial one-time payment of \$659,000 to pay for building construction inspections and plan reviews over a four year period. The fees are reasonable considering the large commitment of manpower that will be dedicated to plan reviews and monitoring of construction activities. A one-time revenue addition such as this offers the ability to use the revenue to pay for large capital equipment expenses, such as the fire pumper.

Retirement Obligations

By now, everyone is aware of the increasing commitment required to fully fund the Municipal retirement systems. The chart below shows the municipal contribution to the three pension plans over much of the last decade.



Mt. Lebanon has a solid track record of fully funding its future pension and other post employment benefit obligations. However, the costs have dramatically increased in recent years.

There may be some “light at the end of the tunnel.” Under the arbitration award for the fire contract, firefighters hired after the award date will see reductions in their pension benefits, the elimination of post-employment healthcare, and no compensation for excess sick leave accrued.

We will be looking to make similar changes to labor contracts in the future, with the goal of making them financially more sustainable and affordable for the community.

The Commission had the foresight to designate funds at the end of 2010 for pension contributions in 2012 (\$1,075,000). This action has assisted with balancing this year’s budget.

As this message was being prepared we received notice from the state that there is a one-year increase in state aid for pensions for 2011. Based on the previous year’s state aid receipt, we budgeted \$601,530 for 2011; instead we have received \$1,040,936. This means that the general fund does not have to make the level of contribution it had anticipated for 2011. As in 2012, the 2011 budget had included use of fund balance to cover pension costs. By reducing the municipal contribution for 2011 from \$1,710,619 to \$1,308,562, we will not need to use all of the anticipated fund balance for pensions – meaning that \$402,000 will remain for future use. The state is warning municipalities that the aid level for 2012 will revert to normal levels and that budgets for the coming year should not be based on the increased amounts.

In addition to the on-going pension obligation, the municipality also has an obligation to fund its other post-employment benefits (OPEB), which includes post-employment medical and life insurance for retired employees. The municipality began funding this in 2007, following issuance of an accounting standard that required its recognition in the financial statements. The contribution for 2012 is

\$214,380, a slight reduction from the 2011 funding of \$220,990.

EIT Collections

Act 32 of 2008 mandates that Earned Income Taxes (EIT) be collected at a county or sub-county level. Beginning with wages earned for the 2012 calendar year all employers in the Commonwealth will be required to withhold EIT from its employees and remit these to a specific tax collector. The funds will then be distributed to the various taxing agencies such as Mt. Lebanon. During 2012, the municipality will collect the remainder of the 2011 EIT (through the April finals) and continue its delinquent collection efforts on the pre-2012 EIT.

Mt. Lebanon’s collection costs were 1.5 percent of total collection - and the new consolidated agency will charge 1.8 percent of total collections. The new system will not be less expensive than the in-house method employed in the past.

In addition to the additional costs that will be incurred, there may be significant time lags in receiving funds. Rather than our collecting directly from taxpayers and putting the collections in the bank, the new system allows for up to 60 day time lags in remittance to the tax collector. There is also the possibility of time lags in the collector’s remittance to Mt. Lebanon and other communities. These may cause cash flow issues as we go through the year. Also, there may be issues with employers who are not aware of the changes or who remit to the wrong collectors.

We have adjusted staffing to reflect the reduced workload associated with this change. The tax office will eventually go from 4.75 full-time equivalent (f.t.e) employees to 2.0 f.t.e. employees. At end of 2011, the office will reassign a full-time clerk to work on parking collections (replacing one part-time and one full time position that previously performed these functions for the Parking Authority). The 2012 budget also anticipates the elimination of a full time clerk in June, 2012 and a part time delinquent collections person at the end of 2012.

Tax office collection costs are currently shared with the school district. Under the new system, each taxing body will pay for its EIT collection costs directly, so the shared costs for 2012 will not include those costs. In 2011, the net tax collection cost for the municipality is budgeted at \$196,130. For 2012 this net cost will increase to \$318,540. This should be reduced in 2013 by over \$75,000 as the remaining EIT personnel are eliminated.

REVENUES

2012 and 2011 revenues for all funds are compared in the following table:

	Revenues (in thousands of dollars)		Increase (Decrease)	
	<u>Budget</u>		\$	%
	<u>2012</u>	<u>2011</u>		
Real Estate Tax	\$ 11,579	\$ 10,035	1,544	15.4
Earned Income Tax	9,823	9,263	560	6.0
Local Services Tax	413	397	16	4.0
Deed Transfer Tax	1,175	1,300	(125)	(9.6)
County Sales Tax	740	692	48	6.9
Utility Tax	32	30	2	6.7
Licenses & Permits	1,652	1,020	632	62.0
Fines	169	239	(70)	(29.3)
Investment & Rental	18	17	1	5.9
Intergovernmental	1,659	2,186	(527)	(24.1)
Recreation	2,642	2,591	51	2.0
Charges for Service	2,158	1,924	234	12.2
Assessments	8,851	8,480	371	4.4
Use of Fund Balance	1,370	3,032	(1,662)	(54.8)
	<u>\$ 42,281</u>	<u>\$ 41,206</u>	<u>\$ 1,075</u>	2.6

Some notable changes in the 2012 revenue budget are as follows:

- Real Estate Tax is expected to increase by 15.4 percent due to the proposed millage rate increase and the county reassessment.
- Deed Transfer Tax is decreasing 9.6 percent to reflect projections on the 2011 receipts.
- Licenses and permits are increasing due to the projection of community building

projects in 2012 and an increase in cable television revenues.

- Fines are decreasing in 2012 due to the fact that all parking fines will now be collected in the Parking Fund and will be an incoming transfer to the General Fund.
- Intergovernmental revenues are decreasing due to the one-time grant included in the 2011 budget of \$585,000 to purchase the Ladder Truck for the Fire department.
- Assessment includes \$1,301,000 for a full year's allocation of stormwater fee. In the 2011 budget it was budgeted for only four months of revenue.

EXPENDITURES

The 2012 recommended expenditure budget for all funds totals \$42,281,640. These budget expenditures compare with the previous year as follows:

	Expenditures (in thousands of dollars)		Increase (Decrease)	
	<u>Budget</u>		\$	%
	<u>2012</u>	<u>2011</u>		
Operating	\$ 28,929	\$ 27,956	973	3.5
Capital	7,130	6,154	976	15.9
Debt Service	2,422	2,279	143	6.3
Payment to ALCOSAN	3,800	4,817	(1,017)	(21.1)
	<u>\$ 42,281</u>	<u>\$ 41,206</u>	<u>\$ 1,075</u>	2.6

The following chart compares the 2012 and 2011 budgets in detail:

Personnel Services

This recommended budget includes 143 full-time employees as follows:

<u>Employee Group</u>	<u>2012</u>	<u>2011</u>
Police Officers	44	44
Police Civilians	9	9
Fire	18	18
Recreation	11	11
Public Works	24	24
Community Development	8	8
Finance/Tax & Information Services	9	10
Administration & Public Information	5	5
Parking	7	0
Library	8	11
Total	143	140

Mt. Lebanon has an increase in personnel recommended for 2012:

- Library has decreased by 3 positions that were eliminated during 2011.
- With consolidation of the parking function there is an increase of 7 full time employees in municipal budget.
- Tax is reduced by one full-time position in the 2012 budget. An additional tax clerk position will be cut as of mid year 2012 as previously discussed in this message.

The overall 2.8 percent increase in personnel costs is due to wage increases and an increase in health care costs. The proposed wage increase for non-contract employees is 2.75 percent. Health insurance costs are budgeted to increase 8 percent in 2012.

Contractual Services

The total cost of contractual services is increasing \$215,680 or 2.4 percent. The following are the most significant changes:

- Special appropriations are increasing due to a \$32,650 (or 3 percent) increase in the Library appropriation.

	Type of Expenditure Detail (in thousands of dollars)		Increase/ (Decrease)	
	Budget		\$	%
	2012	2011		
Personnel Costs:				
Regular Wages	\$ 9,226	\$ 9,065	161	1.8
Overtime Wages	957	903	54	6.0
Part-time Wages	1,351	1,386	(35)	(2.5)
Special Salaries	27	27	-	0.0
Fringe Benefits	6,326	6,013	313	5.2
Total	17,887	17,394	493	2.8
Contractual Services:				
Special Appropriations	1,778	1,742	36	2.1
Professional Services	816	604	212	35.1
Training	94	90	4	4.4
Memberships	24	23	1	4.3
Insurance	342	315	27	8.6
Utilities	1,341	1,358	(17)	(1.3)
Repairs & Maintenance	151	162	(11)	(6.8)
Printing & Photography	188	199	(11)	(5.5)
Postage	104	118	(14)	(11.9)
Rentals	153	168	(15)	(8.9)
Contractual Services	4,230	4,227	3	0.1
Total	9,221	9,006	215	2.4
Commodities:				
Office Supplies	46	49	(3)	(6.1)
Books & Periodicals	11	11	-	0.0
Equipment	504	369	135	36.6
Maintenance Supplies	830	789	41	5.2
Construction Supplies	36	44	(8)	(18.2)
Recreation & Resale Supplies	79	68	11	16.2
Botanical Supplies	27	26	1	3.8
Fuels & Lubricants	288	200	88	44.0
Total	1,821	1,556	265	17.0
Total Operating	28,929	27,956	973	3.5
Capital Improvements	7,130	6,154	976	15.9
Debt Service	2,422	2,279	143	6.3
Payment to ALCOSAN	3,800	4,817	(1,017)	(21.1)
Total Expenditures	\$ 42,281	\$ 41,206	\$ 1,075	2.6

- Professional Services are increasing by \$212,000 or 35.1 percent. There are two new levels being recommended in 2012 budget: The first new level is for personnel software (\$24,940) in General Government and the second is a comprehensive plan update (\$70,000) in Planning. In addition there is a new fee for the collection of Earned Income Tax (\$171,000).
- Postage is decreasing \$14,000 or 11.9 percent due to a reduction in mailings with the change in Earned Income Tax billing and collections.
- Rentals are decreasing by \$15,000 or 8.9 percent since the County assumed the Washington Square lease in the fire budget and the Pitney Bowes leased machine in the tax office is no longer necessary since the mailing load is much lighter due to the changes in the Earned Income Tax.

Commodities

The total cost of commodities is increasing \$265,000 or 17 percent. Gasoline and diesel fuel prices are budgeted to increase \$88,000 or 44 percent compared with the prior year budget. Maintenance supplies include road salt, which is increasing \$31,010 or 8.6 percent. The price of a ton of road salt has increased from \$52.00 in 2011 to \$55.83 in 2012. Equipment purchases are increasing \$135,000 or 36.6 percent in 2012. Included in equipment purchases are:

- Three replacement police squad cars with new computers, in car cameras and caging (\$132,700) and one animal control vehicle (\$24,500)
- Fourteen personal computers and 6 laptops will be replaced throughout the municipality (\$18,400)
- A small dump truck to be purchased in the snow & ice unit (\$86,900)
- A thermoplastic line painter (\$22,000)
- Two leaf vacuums (\$72,000 funded by grant)
- A 60 HP tractor for ball fields (\$30,500)
- Electric ice edger (\$5,000)

Costs by Function

The 3.5 percent increase in the General Fund operating budget can be analyzed by comparing various municipal functions as follows:

	Operating Budget By Function (in thousands of dollars)			
	Budget		Increase (Decrease)	
	2012	2011	\$	%
General Gov.	\$ 4,313	\$ 4,203	110	2.6
Community Dev.	961	945	16	1.7
Public Works	7,945	7,488	457	6.1
Human Services	1,431	1,395	36	2.6
Recreation	2,676	2,706	(30)	(1.1)
Public Safety	11,603	11,219	384	3.4
	<u>\$ 28,929</u>	<u>\$ 27,956</u>	<u>973</u>	<u>3.5</u>

- The General Government 2.6 percent increase is due to the fees associated with the Earned Income Tax collections changes.
- In Community Development the 1.7 percent increase is due to the recommended comprehensive plan update. This is offset by the completion of the streetscape project.
- Public Works is increasing 6.1 percent. This increase is due to equipment purchases, the increase in fuel, salt and refuse collection prices, and additional levels recommended in Refuse and Forestry decision units.

CAPITAL BUDGET

This year's budget continues the emphasis on capital improvements to maintain the infrastructure and improve the quality of life in Mt. Lebanon. It includes \$2.1 million recommended by the Engineer for the reconstruction of one mile of streets.

In addition, the budget recommends doing sanitary sewer work required by the consent order (\$3.4 million) funded by the Sanitary Sewer Fund and stormwater management work (\$538,680) funded by the new Stormwater Fund. Other major capital items recommended for

funding are primarily equipment replacement or building improvements funded by the general fund:

- Construct a Memorial to Veteran's at Mt. Lebanon Park. (\$220,000)
- Replace four municipal servers. (\$24,000)
- Public Works Building garage floor and ceiling rehabilitation. (\$75,500)
- Ice Rink restroom repairs. (\$68,250)
- Purchase of a fire pumper truck. (\$550,000)
- Purchase of a large truck in Public Works. (\$129,320)

OTHER FUNDS BUDGET

Mt. Lebanon maintains three special revenue funds in the 2012 Budget. The budget for these funds totals \$5,329,630. Expenditures related to state highway aid, stormwater maintenance and sewage maintenance funds are included in the public works section of this document.

Mt. Lebanon also maintains a capital projects fund to account for certain capital budget projects. In 2012 the funding for these projects will come from other funds.

DEBT

Principal payments of \$2,210,000 and interest payments of \$755,090 will be made in 2012 on various bond issues.

BUDGET SCHEDULE

The following schedule is proposed to meet the requirements of the Home Rule Charter.

- Nov. 1 Budget submitted to Commission and put on public display
- Nov. 14 Public hearing on the Manager's Recommended Budget; introduction of budget ordinance
- Dec. 13 Public hearing on Commission revisions to the Manager's Recommended Budget; adoption and enactment

In 2009, the Commission began broadcasting on cable the budget deliberation sessions. This practice will continue in 2011, and we hope that this will encourage the community's review and comment on our civic priorities. The goal is to have the budget process be as transparent, collaborative and inclusive as possible.

ACKNOWLEDGMENTS

The annual budget process reflects the hard work of the entire municipal team. Special thanks are extended to Marcia Taylor, Terri Windstein, and Sandy Marek. I would also like to thank the Commission for their leadership and guidance concerning fiscal matters. This Commission has devoted a lot of energy and time to reviewing organizational efficiency and effectiveness issues, and discussing strategies for creating a more sustainable financial future for the municipality. Our department managers have prepared realistic and financially responsible budget proposals. Finally, I would like to thank all municipal employees for their continued dedication to delivering high quality services to the community. Every resident survey we have done shows that Mt. Lebanon residents recognize and appreciate the high level of service and extra efforts put forth by our workforce.

Residents are encouraged to check out our Web site at www.mtlebanon.org to learn more about Mt. Lebanon's Municipal government and its finances. Questions and suggestions are encouraged and appreciated. My e-mail address is sfeller@mtlebanon.org.

Respectfully submitted,



Stephen M. Feller
Municipal Manager

ZERO BASE BUDGETING PRESENTATION

Mt. Lebanon has again prepared its budget using the technique known as Zero Base Budgeting (ZBB). This technique requires that the budget process begin at zero and each area of activity be justified as if it were new. This is the reverse of the normal budget process which focuses on merely increasing the previous year expenditure levels.

The method used to develop a zero based budget begins with the identification of decision packages - those programs for which separate cost figures can be maintained. After the decision packages are identified, service levels are developed for each package. Service levels begin with the minimum operating level, and each successive level provides increased service at its incremental cost. The use of service levels is best compared to building blocks - each level is unable to stand without the previous level.

After the incremental costs are determined for the various service levels, the various levels are ranked in order of overall priority of importance to municipal operations. This ranking process also starts anew each year; the level ranking clearly establishes the goals for the coming year.

The example of a decision package below shows the various components of each package.

		PLANNING			Decision Package Title
Description of Package Purpose	Requirements of state-mandated municipal land use regulations cause the need for professional planning services on issues of zoning and land development.				
	2010 Actual:	\$	146,965	Comparative Figures	
	2011 Budget:	\$	151,800		
<u>2012 Service Level Options</u>					
Decision Package Ranking	S/L Rank	S/L Cost	Cum. Cost	Incremental Cost of Service Levels	Total Recommended Budget
	*1	\$ 157,220	\$ 157,220		
	** 2	\$ 70,000	227,220		
	3	\$ 35,000	262,220		Cumulative Cost of Service Levels
<u>Service Level Narrative</u>					
Incremental Level Descriptions	1	<u>Basic Service (Current Level).</u> Provides for an in-house Planner to oversee planning functions required by law, as well as performing site plan reviews. Consultants would be retained on an as needed basis. Includes 40 percent of a secretary (shared with community and economic development).			
	2	<u>Comprehensive Plan Update.</u> Provides for an update to the Mt. Lebanon Comprehensive Plan. The municipality utilizes a comprehensive plan to guide future development. The current plan was adopted in December of 2000. The Pennsylvania Municipalities Planning Code states that a municipal comprehensive plan shall be reviewed every ten years.			
	3	<u>Comprehensive Traffic Study.</u> Provides for a comprehensive study of traffic issues in the municipality and is done in conjunction with the update to the Comprehensive Plan.			

* Indicates current level (2011) of funding.

** Line indicates proposed level (2012) of funding. Any items above the line are funded; any items below line are not funded.

2012 BUDGET RECAP

	General Fund	Special Revenue Funds	Capital Projects Fund	Total
REVENUES				
<i>Taxes</i>				
Real Estate	\$11,579,040			\$11,579,040
Earned Income	9,823,500			9,823,500
Local Services	413,000			413,000
Real Estate Transfer	1,175,000			1,175,000
County Sales	740,000			740,000
Utility	31,700			31,700
	<u>23,762,240</u>	<u>-</u>	<u>-</u>	<u>23,762,240</u>
<i>Non-Tax Revenues</i>				
Licenses, Permits & Fees	1,651,590			1,651,590
Fines, Forfeitures & Penalties	167,960	\$1,500		169,460
Investment & Rental	9,500	8,500		18,000
Intergovernmental	1,047,150	612,000		1,659,150
Recreation	2,642,140			2,642,140
Charges for Service & Other Revenue	1,913,120	25,000	\$220,000	2,158,120
Assessments		8,851,000		8,851,000
Transfers Between Funds	(1,600,000)	(4,463,310)	6,063,310	-
Proceeds of Debt				-
Use of Surplus/Fund Balance	1,075,000	294,940		1,369,940
	<u>6,906,460</u>	<u>5,329,630</u>	<u>6,283,310</u>	<u>18,519,400</u>
Total Non-Tax Revenues	<u>6,906,460</u>	<u>5,329,630</u>	<u>6,283,310</u>	<u>18,519,400</u>
Total Revenues	<u>\$30,668,700</u>	<u>\$5,329,630</u>	<u>\$6,283,310</u>	<u>\$42,281,640</u>
EXPENDITURES				
<i>Operating</i>				
General Government	\$4,167,940	\$145,690		\$4,313,630
Community Development	960,850			960,850
Public Works	6,628,010	1,317,470		7,945,480
Human Services	1,430,680			1,430,680
Recreation	2,676,290			2,676,290
Public Safety	11,602,640			11,602,640
	<u>27,466,410</u>	<u>1,463,160</u>	<u>-</u>	<u>28,929,570</u>
Total Operating	<u>27,466,410</u>	<u>1,463,160</u>	<u>-</u>	<u>28,929,570</u>
Capital Improvements	847,070		\$6,283,310	7,130,380
Debt Service	2,355,220	66,470		2,421,690
Payments to ALCOSAN		3,800,000		3,800,000
	<u>30,668,700</u>	<u>5,329,630</u>	<u>6,283,310</u>	<u>42,281,640</u>
Total Expenditures	<u>\$30,668,700</u>	<u>\$5,329,630</u>	<u>\$6,283,310</u>	<u>\$42,281,640</u>

2012 BUDGET COMPARISON

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Budget</u>	2012 <u>Budget</u>
REVENUES				
<i>Taxes</i>				
Real Estate	\$ 10,718,049	\$ 10,416,061	\$ 10,034,630	11,579,040
Earned Income	9,539,489	9,573,712	9,263,000	9,823,500
Local Services	362,143	386,323	397,000	413,000
Real Estate Transfer	1,442,552	1,084,557	1,300,000	1,175,000
County Sales	667,973	705,518	692,000	740,000
Utility	30,957	31,639	30,000	31,700
Total Taxes	<u>22,761,163</u>	<u>22,197,810</u>	<u>21,716,630</u>	<u>23,762,240</u>
<i>Non-tax Revenues</i>				
Licenses, Permits & Fees	831,935	1,054,603	1,020,420	1,651,590
Fines, Forfeitures & Penalties	136,149	179,062	239,410	169,460
Investment & Rental	53,677	27,084	17,200	18,000
Intergovernmental	1,862,953	1,698,305	2,185,590	1,659,150
Recreation	2,363,214	2,503,655	2,591,210	2,642,140
Charges for Service & Other Revenue	1,892,116	1,894,119	1,923,790	2,158,120
Assessments	7,067,690	7,402,607	8,480,260	8,851,000
Proceeds of Debt	2,117,770	3,230,000	-	-
Use of Surplus/Fund Balance	-	-	3,031,620	1,369,940
Total Non-tax Revenues	<u>16,325,504</u>	<u>17,989,435</u>	<u>19,489,500</u>	<u>18,519,400</u>
TOTAL REVENUES	<u>39,086,667</u>	<u>40,187,245</u>	<u>41,206,130</u>	<u>42,281,640</u>
EXPENDITURES				
<i>Operating</i>				
General Government	4,215,509	4,211,385	4,203,670	4,313,630
Community Development	1,057,199	1,416,190	944,860	960,850
Public Works	7,277,531	6,965,170	7,487,880	7,945,480
Human Services	1,214,377	1,293,925	1,394,860	1,430,680
Recreation	2,594,970	2,652,466	2,705,920	2,676,290
Public Safety	9,846,947	10,813,560	11,219,280	11,602,640
Total Operating	<u>26,206,533</u>	<u>27,352,696</u>	<u>27,956,470</u>	<u>28,929,570</u>
<i>Capital Improvements</i>	4,704,747	4,155,936	6,153,800	7,130,380
<i>Debt Service</i>	2,580,982	2,587,694	2,278,480	2,421,690
<i>Payments to ALCOSAN</i>	3,633,939	3,917,127	4,817,380	3,800,000
TOTAL EXPENDITURES	<u>37,126,201</u>	<u>38,013,453</u>	<u>41,206,130</u>	<u>42,281,640</u>
 SURPLUS (DEFICIT)	 <u>\$ 1,960,466</u>	 <u>\$ 2,173,792</u>	 <u>\$ -</u>	 <u>\$ -</u>

NOTES: Includes General, Special Revenue and Capital Projects Funds

SERVICE LEVEL RANKINGS

Rank	Decision Unit	Decision Package	Level	Cost	Page
1	Debt Service	* Required Debt Payments	1/1	2,421,690	67
2	Police Field Services	Minimum Patrol Service	1/4	3,301,190	60
3	Refuse Collection	* Weekly Garbage & Refuse Collection & Bi-weekly Recycling	1/7	2,071,470	40
4	Fire Protection	Full Volunteer Company	1/10	513,160	58
5	General Management	Basic Services	1/6	513,990	22
6	Fire Protection	Weekday Career Staffing	2/10	659,160	58
7	Police Administration	Minimum Administration	1/3	217,660	59
8	Police Field Services	Reactive Patrol Service	2/4	557,540	60
9	Ice & Snow Control	Minimum Response	1/6	181,550	35
10	Sanitary Sewers	Emergency Sewer Line Repairs	1/6	169,470	38
11	Treasury/Tax Collection	* Basic Collection	1/1	500,170	24
12	Financial Management	Basic Service	1/4	260,410	24
13	Capital Improvements	EPA 308 Sewer Work	1/37	3,424,630	64
14	Storm Sewers	Emergency Sewer Line Repairs	1/6	45,850	39
15	Employment Benefits	State Pension Contribution	1/2	608,150	25
16	Legal Services	General Service	1/1	280,000	23
17	Public Safety Center	Basic Cleaning	1/5	216,130	41
18	Engineering Services	* Basic Engineering	1/1	42,000	28
19	Information Services	Systems Administration	1/4	322,260	22
20	Building Inspection	Minimum Inspection	1/3	258,030	29
21	Street Maintenance	Pothole Patching	1/11	115,770	33
22	Police Field Services	Intermediate Patrol Services	3/4	530,390	60
23	Insurance	* Comprehensive Coverage	1/1	342,360	25
24	Public Works Administration	Basic Administration	1/5	225,350	33
25	Municipal Building	Basic Cleaning and Operations	1/6	167,970	41
26	Fire Protection	24-Hour Career Staffing	3/10	999,690	58
27	Traffic Signs & Painting	Destroyed Sign Replacements	1/5	50,990	37
28	Traffic Planning & Signals	Traffic Signal Maintenance	1/12	142,250	36
29	Employment Benefits	Other Post Employment Benefits	2/2	214,380	25
30	Library	Library Appropriations	1/7	852,000	48
31	Library Building	Basic Cleaning	1/4	136,330	42
32	Street Lighting	Arterial Streets and Parks	1/5	82,410	37
33	Ice & Snow Control	Arterial Streets	2/6	148,660	35
34	Police Support Services	Support Service	1/3	157,570	60
35	Sanitary Sewers	Cleaning and Inspection Program	2/6	116,920	38
36	Storm Sewers	Minimum Maintenance	2/6	36,050	39
37	Public Works Building	Utilities	1/3	46,820	42
38	Equipment Maintenance	General Maintenance and Basic Repairs	1/2	618,010	45
39	Investigative Services	Assignment Level	1/5	333,320	61
40	Ice Rink	* Basic Operation	1/3	932,430	54
41	Swimming Center	Basic Operation	1/5	253,230	54
42	Investigative Services	Evidence-Property Control/Court Liaison	2/5	150,910	61
43	Capital Improvements	Storm Water Management	2/37	538,680	64
44	Public Safety Center	Regular Weekly Cleaning	2/5	61,760	41
45	Library Building	Regular Weekly Cleaning	2/4	40,130	42
46	Parks Maintenance	Mowing and Refuse Control	1/10	217,030	43
47	Traffic Signs & Painting	School Zone and Street Painting	2/5	18,480	37
48	Parks Maintenance	Repairs and General Maintenance	2/10	76,770	43
49	Office Services	* Full Office Service	1/1	153,100	25
50	Municipal Building	Regular Weekly Cleaning	2/6	106,760	41
51	Fire Protection	Proactive Services	4/10	875,940	58

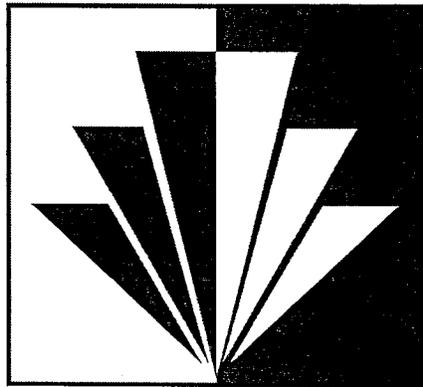
<u>Rank</u>	<u>Decision Unit</u>	<u>Decision Package</u>	<u>Level</u>	<u>Cost</u>	<u>Page</u>
52	Golf Course	Minimum Operation	1/5	304,840	52
53	Tennis Center	* Full Operation	1/4	171,190	53
54	Recreation Management	Minimum Administration	1/3	231,800	52
55	Community Center	* Basic Service	1/7	128,980	55
56	Civic Activities	Holiday Celebrations	1/10	3,260	29
57	Financial Management	Expanded Services	2/4	14,040	24
58	Pedestrian Routes	Municipal Property	1/8	22,400	34
59	Traffic Planning & Signals	Minimum Traffic Engineering	2/12	20,000	36
60	Planting Areas	Washington Road	1/8	4,000	44
61	Street Maintenance	Basic Repairs	2/11	148,250	33
62	School Crossing Protection	Crossing Guards	1/2	428,800	62
63	Traffic Safety	Basic Traffic Enforcement	1/3	268,810	61
64	Seasonal Programs	Minimum Programming	1/2	39,600	52
65	Public Works Administration	* Operating Superintendent	2/5	117,550	33
66	Street Lighting	Collector Streets	2/5	132,990	37
67	Ice & Snow Control	Salt Boxes and Sidewalks	3/6	167,590	35
68	Traffic Safety	* Traffic Control - Two Shifts	2/3	363,760	61
69	Public Works Building	* Limited Cleaning	2/3	16,440	42
70	Public Safety Center	* Daily Cleaning	3/5	15,920	41
71	Animal Control	Mt. Lebanon Animal Control	1/4	123,480	63
72	Curbs	Repairs and Patching	1/6	1,960	34
73	Forestry	Tree Removal and Maintenance	1/7	69,170	45
74	Animal Control	Minimum Contract Level	2/4	67,750	63
75	Public Information	Municipal/Community Information Services	1/4	154,850	23
76	Police Administration	Police Administration	2/3	222,790	59
77	Animal Control	Full Week Coverage	3/4	65,450	63
78	Seasonal Programs	* Full Program	2/2	411,540	52
79	Sanitary Sewers	Current Sewer Line Repairs	3/6	73,310	38
80	Storm Sewers	Current Maintenance Service	3/6	36,050	39
81	Sanitary Sewers	* Maintenance Service	4/6	113,310	38
82	Storm Sewers	* Video Testing	4/6	33,550	39
83	Municipal Building	* Additional Cleaning	3/6	11,420	39
84	Police Field Services	* Proactive Patrol Service	4/4	688,920	60
85	Crime Prevention Unit	Basic Program	1/3	166,630	62
86	Street Sweeping	Leaf Collection	1/5	197,780	39
87	Traffic Signs & Painting	* Sign Replacement	3/5	13,570	37
88	Platform Tennis Facility	* Basic Operation	1/2	8,310	53
89	Library Building	* Daily Cleaning	3/4	8,570	42
90	Pedestrian Routes	Arterial Pedestrian Routes	2/8	25,340	34
91	Ice & Snow Control	Eight Crews	4/6	228,040	35
92	Traffic Planning & Signals	General Traffic Engineering	3/12	20,000	36
93	Curbs	Priority Reconstruction	2/6	31,850	34
94	Forestry	Basic Tree Trimming	2/7	68,080	45
95	Golf Course	Maintenance and Equipment Enhancement	2/5	75,450	52
96	Pedestrian Routes	Local Street Program	3/8	72,760	34
97	Street Maintenance	Systematic Repair	3/11	179,450	33
98	Planning	* Basic Services	1/3	157,220	28
99	Forestry	Replacement Planting	3/7	88,430	45
100	Outreach Program	Minimum Support	1/4	93,260	48
101	Traffic Planning & Signals	* Preventative Signal Maintenance	4/12	7,570	36
102	Public Information	Magazine	2/4	602,100	23
103	Street Sweeping	Complete Leaf Collection	2/5	71,940	39
104	Pedestrian Routes	* Residential Sidewalk Assessment Program	4/8	73,900	34
105	Medical Rescue Team South Authority	* MRTSA Appropriation	1/1	176,830	49
106	Emergency Management	Maintenance and Management of Emergency Operations Facilities	1/4	22,840	59

<u>Rank</u>	<u>Decision Unit</u>	<u>Decision Package</u>	<u>Level</u>	<u>Cost</u>	<u>Page</u>
107	Investigative Services	Youth Service	3/5	126,040	61
108	Capital Improvements	Veteran's Memorial	3/37	220,000	64
109	Community Organizations	Required RAD Payment	1/6	11,500	41
110	Street Maintenance	Street Crack Repairs	4/11	21,500	33
111	Capital Improvements	Street Reconstruction	4/37	1,050,000	64
112	School Crossing Protection	* Year Round Supervision	2/2	62,130	62
113	Street Lighting	Limited Midblock Lighting	3/5	46,390	37
114	Capital Improvements	Server Replacement Program	5/37	24,000	64
115	Curbs	* Reconstruction	3/6	17,150	34
116	Street Sweeping	Business District Sweeping	3/5	1,980	39
117	Planting Areas	* High Visibility Plantings	2/8	20,910	44
118	Street Maintenance	Asphalt Overlay	5/11	23,440	33
119	Street Maintenance	Brick Restoration	6/11	55,000	33
120	Capital Improvements	Public Works Building Garage Floor and Ceiling Rehabilitation	6/37	75,500	64
121	Street Sweeping	* Residential Street Sweeping	4/5	28,000	39
122	Building Inspection	* Code Enforcement Officer	2/3	71,790	29
123	Police Support Services	* Police Information System	2/3	82,180	60
124	Animal Control	* Current Coverage	4/4	64,320	63
125	Community and Economic Development	* Basic Service	1/2	151,260	28
126	Public Information	* Municipal/Community Support Services	3/4	83,290	23
127	Police Administration	* Full Police Administration	3/3	157,450	59
128	Investigative Services	* Supervision	4/5	114,560	61
129	Ice & Snow Control	* Current Routes & Continuous Service	5/6	126,300	35
130	Equipment Maintenance	* Additional Maintenance and Repair Services	2/2	102,000	45
131	Financial Management	* Financial Management	3/4	16,130	24
132	Planning	Comprehensive Plan Update	2/3	70,000	28
133	Emergency Management	* Emergency Management Drills and Risk Management	2/4	2,000	59
134	Information Services	IT Support Coordinator	2/4	63,770	22
135	Refuse Collection	Leafy and Wood Waste Drop-off and Curbside Pickups	2/7	63,390	40
136	Street Lighting	* Additional Midblock Lighting	4/5	49,490	37
137	Parks Maintenance	* School Ball Field Maintenance	3/10	77,750	43
138	Information Services	Internet and Cable	3/4	7,000	22
139	Fire Protection	* Fire Prevention and Administrative Support	5/10	149,590	58
140	Capital Improvements	Ice Rink Restroom Repairs	7/37	68,250	64
141	Capital Improvements	Street Reconstruction - Acceptable Level	8/37	1,050,000	64
142	Library	Additional Appropriation	2/7	224,210	48
143	Capital Improvements	Pumper Replacement	9/37	550,000	64
144	Recreation Management	* Program Assistance	2/3	67,740	52
145	Information Services	* Electronic Records Retention and Storage	4/4	5,000	22
146	Street Maintenance	Bituminous Pavement Rejuvenation	7/11	62,840	33
147	Crime Prevention Unit	* Current Program	2/3	128,610	62
148	Library	* Sunday Hours	3/7	44,850	48
149	Forestry	* Bucket Truck	4/7	12,500	45
150	Geographic Information System	* Data Collection and Input	1/1	73,540	29
151	General Management	* Intergovernmental Organizations	2/6	7,000	22
152	General Management	Software Improvements	3/6	24,940	22
153	Capital Improvements	Large Truck Replacement	10/37	129,320	64
154	Traffic Signs & Painting	Thermoplastic Line Painter	4/5	22,000	37
155	Community Organizations	Teen Center	2/6	14,310	49
156	Outreach Program	* Additional Service	2/4	2,220	48
157	Community Organizations	Camp AIM	3/6	1,500	49

<u>Rank</u>	<u>Decision Unit</u>	<u>Decision Package</u>	<u>Level</u>	<u>Cost</u>	<u>Page</u>
158	Swimming Center	* Full Operation	2/5	44,940	54
159	Community Organizations	Historical Society	4/6	5,000	49
160	Civic Activities	4th of July	2/10	45,500	29
161	Community Organizations	Mt. Lebanon Partnership	5/6	5,000	49
162	Civic Activities	Community Activities	3/10	56,250	29
163	Civic Activities	* West Penn Tennis Tournament	4/10	2,000	29
164	Civic Activities	Centennial Celebration	5/10	30,000	29
165	Golf Course	* Course Rangers	3/5	6,240	52
166	Forestry	Increase Forestry Service	5/7	50,720	45
167	Capital Improvements	Public Works Building #2 Roof	11/37	130,000	64
168	Capital Improvements	Washington Road Pedestrian Crosswalk	12/37	87,000	64
169	Capital Improvements	Traffic Signal Preemption	13/37	31,000	64
170	Pedestrian Routes	Expanded Root Damaged Sidewalk Repair Program	5/8	122,400	34
171	Capital Improvements	Tennis Center Improvements	14/37	100,980	64
172	Library Building	Replacement of Boiler	4/4	48,000	42
173	Pedestrian Routes	Additional Sidewalk Repairs	7/8	66,100	34
174	Public Works Building	Boiler Replacment	3/3	35,000	42
175	Planning	Comprehensive Traffic Study	3/3	35,000	28
176	Capital Improvements	Fire Pickup Truck Replacement	15/37	41,100	64
177	Capital Improvements	Swim Center Renovation	16/37	4,590,600	64
178	Capital Improvements	McNeilly Field	17/37	3,520,700	64
179	Capital Improvements	Public Safety Center Improvments	18/37	160,000	64
180	Parks Maintenance	Vegetation Management	4/10	5,000	43
181	Capital Improvements	Sidewalk Improvement Program	19/37	52,500	64
182	Civic Activities	Additional Centennial Events	6/10	34,000	29
183	Capital Improvements	Phone System Upgrade	20/37	55,000	64
184	Tennis Center	Repair of Tennis Center Roof	2/4	10,000	53
185	Capital Improvements	Lindendale Drive Embankment	21/37	114,300	64
186	Capital Improvements	Replacement of Aquatech	22/37	320,000	64
187	Golf Course	Clubhouse Painting	4/5	3,500	52
188	Capital Improvements	Ice Rink Floor	23/37	186,400	64
189	Recreation Management	Office Furniture Replacement	3/3	18,000	52
190	Capital Improvements	Fueling Station - Canopy, Pump/Fuel Tracking	24/37	32,500	64
191	Capital Improvements	Community Center Room Improvements	25/37	50,600	64
192	Capital Improvements	FCC Narrow Band Mandate	26/37	39,740	64
193	Capital Improvements	Golf Course Improvements	27/37	534,780	64
194	Public Works Administration	Maintenance Staff Training	3/5	13,600	33
195	Refuse Collection	Recycling Program	3/7	30,000	40
196	Parks Maintenance	Park Lighting and Electrical System Rehabilitation	5/10	16,960	43
197	Police Support Services	Public Safety Center Cameras/Security System	3/3	10,000	60
198	Capital Improvements	Security System Replacement	28/37	112,730	64
199	Traffic Planning & Signals	Emergency Power Backup Supply	5/12	15,000	36
200	Emergency Management	FEMA Training	3/4	10,350	59
201	Refuse Collection	Business District and Special Event Recycling	4/7	26,000	40
202	Community Organizations	* Mt. Lebanon Village	6/6	5,000	49
203	Capital Improvements	Golf Course Indoor Teaching Facility	29/37	56,650	64
204	Platform Tennis Facility	Programmable Electronic Combination Locks for Courts	2/2	5,000	53
205	Capital Improvements	Parks Master Plan	30/37	456,600	64
206	Outreach Program	Further Subsidy	3/4	3,000	48
207	Ice & Snow Control	Brine Making Equipment	6/6	104,200	35

<u>Rank</u>	<u>Decision Unit</u>	<u>Decision Package</u>	<u>Level</u>	<u>Cost</u>	<u>Page</u>
208	Capital Improvements	Golf Course Equipment	31/37	52,500	64
209	Parks Maintenance	Historical Marker	6/10	12,000	43
210	Public Information	Streaming Video on the Web Site	4/4	16,600	23
211	Parks Maintenance	Deer Survey	7/10	16,000	43
212	Parks Maintenance	Deer Culling	8/10	50,000	43
213	Capital Improvements	Ice Center Facility Enhancements	32/37	117,500	64
214	Capital Improvements	Development of Pennsylvania Boulevard	33/37	50,000	64
215	Civic Activities	Sound Equipment for Clearview Pavilion	7/10	11,000	29
216	General Management	Intern	4/6	10,300	22
217	General Management	Boards Dinner	5/6	6,450	22
218	Capital Improvements	Forestry Bucket Truck	34/37	164,590	64
219	Public Works Administration	Fleet, Facilities and Grants Management	4/5	95,400	33
220	Pedestrian Routes	Additional Residential Sidewalk Assessment Program	8/8	127,850	34
221	Library	Collection Management Technology	4/7	168,550	48
222	Traffic Planning & Signals	Traffic Signal Controllers	6/12	15,000	36
223	Community Center	Lighting Upgrade	2/7	10,000	55
224	Traffic Planning and Signals	Traffic Signal Pole Maintenance	7/12	15,000	36
225	Ice Rink	Facility Improvement	2/3	18,800	54
226	Tennis Center	Founders Room Floor Replacement	3/4	11,500	53
227	Traffic Planning & Signals	Traffic Signal Pole Painting	8/12	26,000	36
228	Building Inspection	Additional Code Enforcement Officer	3/3	63,220	29
229	Traffic Planning & Signals	Traffic Calming	9/12	26,000	36
230	Parks Maintenance	Scheduled Replacement of Bleachers at Ball Fields	9/10	10,000	43
231	Storm Sewers	Storm Inlet Replacement	5/6	155,000	39
232	Street Maintenance	Expanded Asphalt Overlay	8/11	23,340	33
233	Curbs	Increased Reconstruction	4/6	35,140	34
234	Public Safety Center	Landscaping	4/5	12,000	41
235	Planting Areas	Additional Planting Program	3/8	31,840	44
236	Sanitary Sewers	Dedicated Sewer Crew	5/6	222,000	38
237	Storm Sewers	Point Repair	6/6	80,000	39
238	Street Lighting	LED Street Lighting	5/5	160,780	37
239	Traffic Planning & Signals	Expanded Traffic Calming	10/12	26,000	36
240	Curbs	Additional Reconstruction	5/6	57,170	34
241	Street Maintenance	Additional Asphalt Overlay	9/11	68,120	33
242	Street Maintenance	Expanded Brick Restoration	10/11	55,000	33
243	Curbs	Brick Street Curb Reconstruction	6/6	72,000	34
244	Sanitary Sewers	Sewer Lateral Inspection Program	6/6	88,200	38
245	Street Maintenance	Alley Maintenance	11/11	87,640	33
246	Traffic Planning & Signals	Road Diet Study	11/12	25,000	36
247	Tennis Center	Tennis Center Building Painting	4/4	3,000	53
248	Swimming Center	Pool Painting and Repairs	3/5	164,780	54
249	Ice Rink	Silo Storage/Locker Room	3/3	22,000	54
250	Traffic Safety	Expanded Traffic Enforcement	3/3	111,220	61
251	Municipal Building	Preventative Maintenance	4/6	15,000	41
252	Public Safety Center	Preventative Maintenance and Replacment of Controls System	5/5	49,760	41
253	Investigative Services	Full Drug Enforcment	5/5	111,220	61
254	Refuse Collection	Solid Waste and Recycling Plan Development	5/7	10,000	40
255	Capital Improvements	Private Street Improvements	35/37	476,000	64
256	Community Center	Additional Room Dividers	3/7	21,230	55
257	Fire Protection	Full Fire Prevention and Inspection Services	6/10	1,227	58
258	Planting Areas	Cul-de-sac Planting	4/8	24,960	44

<u>Rank</u>	<u>Decision Unit</u>	<u>Decision Package</u>	<u>Level</u>	<u>Cost</u>	<u>Page</u>
259	Refuse Collection	Household Hazardous Waste Collection	6/7	100,000	40
260	Traffic Signs & Painting	Traffic Sign Retro-Reflectivity Requirements	5/5	10,000	37
261	Public Works Administration	APWA Accreditation	5/5	33,400	33
262	Forestry	Hazard Tree Removals	6/7	5,000	45
263	Parks Maintenance	Improved Parks Maintenance	10/10	6,460	43
264	Community Center	HVAC Upgrades	4/7	29,430	55
265	Capital Improvements	Morgan Circle	36/37	40,000	64
266	Fire Protection	Spplmental Staffing	7/10	53,380	58
267	Crime Prevention Unit	Program Expansion Level	3/3	111,220	64
268	Capital Improvements	Main Park Pavilion/Concert Stage	37/37	60,000	64
269	Swimming Center	Sound System Replacement	4/5	8,250	54
270	Community Center	Entrance Doors Replaced	5/7	21,230	55
271	Community Center	Room B Floor Replaced	6/7	18,830	55
272	Civic Activities	Promotions/Events	8/10	12,000	29
273	Civic Activities	Weekly Film Series	9/10	25,250	29
274	General Management	Additional Membership	6/6	15,000	22
275	Emergency Management	Pandemic and Disaster Response	4/4	10,000	59
276	Swimming Center	Deck Area Improvements	5/5	13,900	54
277	Pedestrian Routes	Tree Fertilization	8/8	10,000	34
278	Financial Management	Full-time Personnel Conversion	4/4	13,840	24
279	Forestry	Small Tree Maintenance	7/7	137,200	45
280	Fire Protection	ISO/NFPA Engine Company Distribution	8/10	377,480	58
281	Fire Protection	NFPA Minimum Staffing	9/10	377,480	58
282	Community Center	Digital Video Security System	7/7	5,890	55
283	Planting Areas	Expanded Flower Bed Watering Program	5/8	8,000	44
284	Planting Areas	LRT Flower Bed	6/8	25,000	44
285	Municipal Building	Building Security	5/6	35,000	41
286	Planting Areas	Flower Bed Renovation Program	7/8	12,000	44
287	Civic Activities	Furniture	10/10	5,000	29
288	Street Sweeping	Business District Sweeping	5/5	6,640	39
289	Library	Summer Sundays	5/7	10,000	48
290	Refuse Collection	Leaf Waste Pickup	7/7	83,000	40
291	Outreach Program	40 Developmental Assets Program Implementation	4/4	20,000	48
292	Planting Areas	Broadleaf Weed Control Program	8/8	8,000	44
293	Fire Protection	Full Career Department	10/10	2,501,240	58
294	Library	Security Guard	6/7	26,000	48
295	Library	Enhanced Library Services	7/7	103,000	48
296	Municipal Building	Municipal Building Gallery	6/6	4,500	41
297	Community and Economic Development	Commercial District Bike Rack Installation	2/2	1,690	28
298	Golf Course	Lightning Detection System	5/5	8,250	52
299	Traffic Planning & Signals	Bicycle Plan Study	12/12	13,000	36



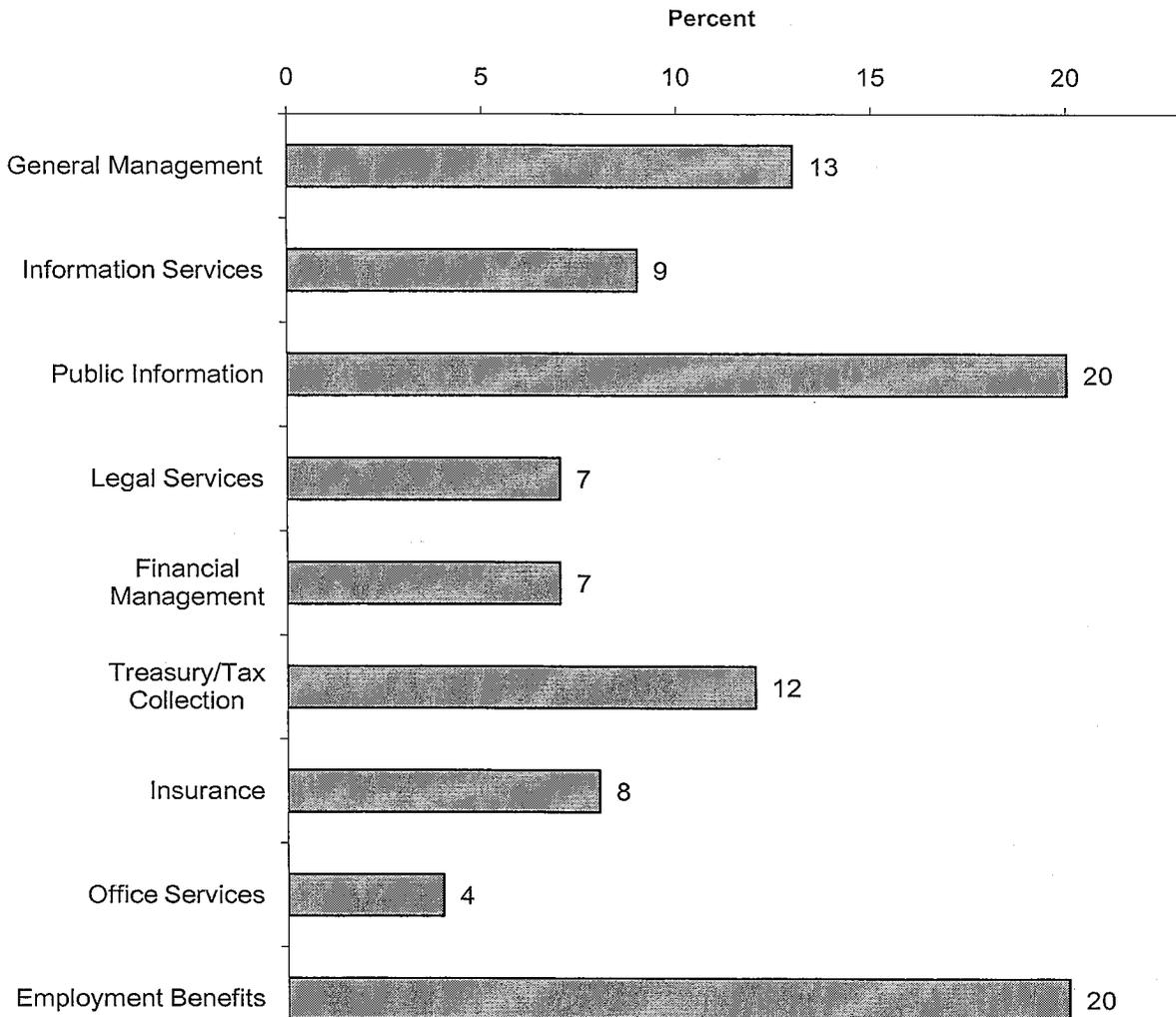
GENERAL GOVERNMENT

General Government does not represent any specific department of the municipality; instead, it includes the overall management and financial areas, as well as activities shared by all departments.

Fourteen full-time positions are included in General Government.

For 2012, General Government shows an increase of 2.6 percent. Two items that contribute to the increase are the recommendation of an increased level in General Management for software improvements for personnel functions, and the change in Earned Income Tax Collection due to state legislation. There will be an overlap of our collection of 2011 year end and the Southwest Region fees for the 2012 collections.

As seen on the Budget in Brief chart, General Government represents 10 percent of the overall municipal expenditures. The chart below shows the relationship of the various functions within General Government:



GENERAL MANAGEMENT

General Management includes those matters of policy determination and overall management handled by the Commission and the manager.

2010 Actual: \$ 289,147
 2011 Budget: \$ 301,780

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$513,990	\$513,990
*2	7,000	520,990
3	24,940	545,930
4	10,300	556,230
5	6,450	562,680
6	15,000	577,680

Service Level Narrative

- 1 Basic Services. Provides for five elected Commissioners and appointed manager. Also includes assistant manager and secretary.
- 2 Intergovernmental Organizations (Current Level). Municipal memberships in regional and national organizations for lobbying, grants assistance and multi-community services. Includes costs of participation in the Allegheny League of Municipalities and South Hills Area Council of Governments.
- 3 Software Improvements. Provides funding for software changes necessary for personnel function to implement efficiency improvements.
- 4 Intern. Provides for a graduate student summer intern to assist with various administrative projects.
- 5 Boards Dinner. Provides funding for recognition dinner for volunteer appointed board and authority members.

- 6 Additional Membership. Restores the community membership in Pennsylvania League of Cities and Municipalities.

INFORMATION SERVICES

Information Services coordinates the computer technology efforts of each department into a comprehensive plan. Expected results include faster access to information, increase in technology skills, and secure linking of computer resources.

2010 Actual: \$ 349,600
 2011 Budget: \$ 400,820

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$322,260	\$322,260
2	63,770	386,030
3	7,000	393,030
*4	5,000	398,030

Service Level Narrative

- 1 Systems Administration. Provides for an IT Manager and full-time technician. Responsibilities include administering networks, AS/400, PC's, Mac's, Internet, email, security, SPAM and anti-virus. Provides access to information resources and streamlines workflow. Also provides for external email hosting and Google apps.
- 2 IT Support Coordinator. Provides 40 percent of an IT Support Coordinator (shared with finance and office services). Responsibilities include web updates, network configuration, user management, managing community cable channels and training. Provides a part-time technician.
- 3 Internet and Cable. Daily maintenance and technology updates to www.mtlebanon.org. Includes e-commerce functions. Daily maintenance and technology updates to the public access and governmental access channels.

- 4 Electronic Records Retention and Storage (Current Level). Continue to import, retain and provide access to municipal documents electronically. Includes software licensing, maintenance and electronic storage.

PUBLIC INFORMATION

Provides a comprehensive municipal communications program, including public relations, media relations, special events, publication production, and web and cable content. Advertising revenues are structured to make the mtl magazine cost neutral.

2010 Actual: \$ 808,176
 2011 Budget: \$ 840,110

2012 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 154,850	\$154,850
2	602,100	756,950
*3	83,290	840,240
4	16,600	856,840

Service Level Narrative

- 1 Municipal/Community Information Services. Provides for communication services for the public, media relations, staff support for special projects and emergency management support. Coordinates customer service center operation and quality control of publications, website, public and government TV Channels, and YouTube. Includes 75 percent of a public information officer, 50 percent of a public information assistant and various part-time personnel.
- 2 Magazine. Provides for a community magazine (10 issues, average 68 pages). Includes 25 percent of a public information officer, 50 percent of a public information assistant, various part-time personnel and a number of independent and freelance contractors. Provides advertising revenue of \$640,000 for a net profit of \$37,900.

- 3 Municipal/Community Support Services (Current Level). Provides for planning and coordination and some fundraising for internal and external municipal special events and public relations/editorial/design support for community and business district initiatives. Provides communication services for other municipal departments and creation of revenue generating promotional materials. Provides \$1,500 revenue from product sales.

- 4 Streaming Video on the Web Site. Provides for streaming of live video on website that would be archived, available on demand and utilized for public comment.

LEGAL SERVICES

The solicitor is appointed by the Commission to provide legal counsel and defend the municipality in legal actions. Special counsel is retained for certain matters.

2010 Actual: \$ 381,291
 2011 Budget: \$ 287,000

2012 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
*1	\$ 280,000	\$280,000

Service Level Narrative

- 1 General Service (Current Level). Provides general legal services, including review of documents and ordinances, attendance at meetings, routine legal advice, interpretations of the Charter, compliance with state and federal laws including Right-To-Know, and minor research. Litigation, zoning matters and special projects are completed as required.

FINANCIAL MANAGEMENT

Financial Management is responsible for all activities involving fiscal operations and management of municipal funds. Included in this function are recording and investing revenues collected by the treasurer, expenditure of funds, exercising control over departmental budgets and preparation of financial reports to the Commission, manager or outside agencies.

2010 Actual: \$ 332,085
 2011 Budget: \$ 293,110

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 260,410	\$260,410
2	14,040	274,450
*3	16,130	290,580
4	13,840	304,420

Service Level Narrative

- 1 Basic Service. Accounting, payroll/personnel administration and fiscal management as required by law. Also includes insurance processing, risk management, departmental/budget reporting, and cash management. Assistant manager serves as director of finance; assistant finance director, payroll clerk, and account payable clerk required.
- 2 Expanded Services. Includes staff support (20 percent of the IT support coordinator) to allow finance staff to perform other duties such as the preparation of the Comprehensive Annual Financial Report (CAFR) to meet GASB standards and GFOA specifications, development of the five-year Capital Improvement Program (CIP) and user fee program.
- 3 Financial Management (Current Level). Adds sewage lien collections and processing to comply with the sewage consent decree as well as other tasks including municipal

claims and tax certification letters. Adds part-time clerk which is partially charged (50%) to the sewage fund.

- 4 Full-time Personnel Conversion. Converts part-time position to a full-time position to reflect redirected work flow. Assists with finance tasks and projects and performs routine clerical duties. Assumes sewage tasks previously performed by part-time position and would be partly funded by the sewage fund.

TREASURY/TAX COLLECTION

The tax office accounts for all municipal revenue collections. The treasurer/tax collector is responsible for the collection, deposit and reporting of taxes for the municipality and school district including property tax, liened real estate tax, the local services tax and earned income tax through 2011 and related delinquencies. Collection costs for shared services are split equally between the taxing bodies.

2010 Actual: \$ 464,756
 2011 Budget: \$ 442,900

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 500,170	\$ 500,170

Service Level Narrative

- 1 Basic Collection (Current Level). Provides for the collection, deposit and recording of non-tax revenue, property taxes, liened property tax, earned income tax, and local services tax. Includes a tax office manager, tax account clerks (2 through May 31 and 1 remainder of year) and one part-time delinquent earned income tax clerk. The elected treasurer/tax collector oversees all functions of the tax department.

INSURANCE

Insurance is carried to cover the municipality from liability claims as well as damage to municipal buildings and equipment. The municipality participates in a municipal insurance trust (pool) to obtain its insurance coverage.

2010 Actual: \$ 372,064
 2011 Budget: \$ 314,720

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 342,360	\$342,360

Service Level Narrative

- 1 Comprehensive Coverage (Current Level). Insurance coverage includes property, business income, inland marine, automobile, general liability, public official, and police professional and faithful performance liability. Umbrella policy provides ten million dollar excess coverage for each of general liability, police professional, public official and auto liability.

OFFICE SERVICES

This general account accumulates all costs related to word processing, postage, photocopying, office supplies and office equipment.

2010 Actual: \$ 138,472
 2011 Budget: \$ 167,490

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$153,100	\$153,100

Service Level Narrative

- 1 Full Office Service (Current Level). Provides part-time support at the Customer Service Center, 40 percent of the IT coordinator (shared with Information Services and Finance) and a part-time secretary/receptionist. Includes equipment costs for copy machines and postage machine. Also includes customer service center and shared departmental supplies, including paper, envelopes and office supplies.

EMPLOYMENT BENEFITS

Employment benefits that cannot be allocated to any specific department are accounted for in this decision unit.

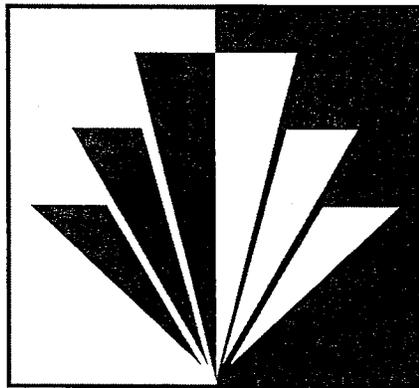
2010 Actual: \$ 822,671
 2011 Budget: \$ 822,520

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 608,150	\$ 608,150
*2	214,380	822,530

Service Level Narrative

- 1 State Pension Contribution. State's anticipated share of pension costs for 2012. Offset by state aid with a net cost of \$-0-.
- 2 Other Post Employment Benefits (OPEB) (Current Level). Provides necessary funding for OPEB per actuarial valuation.

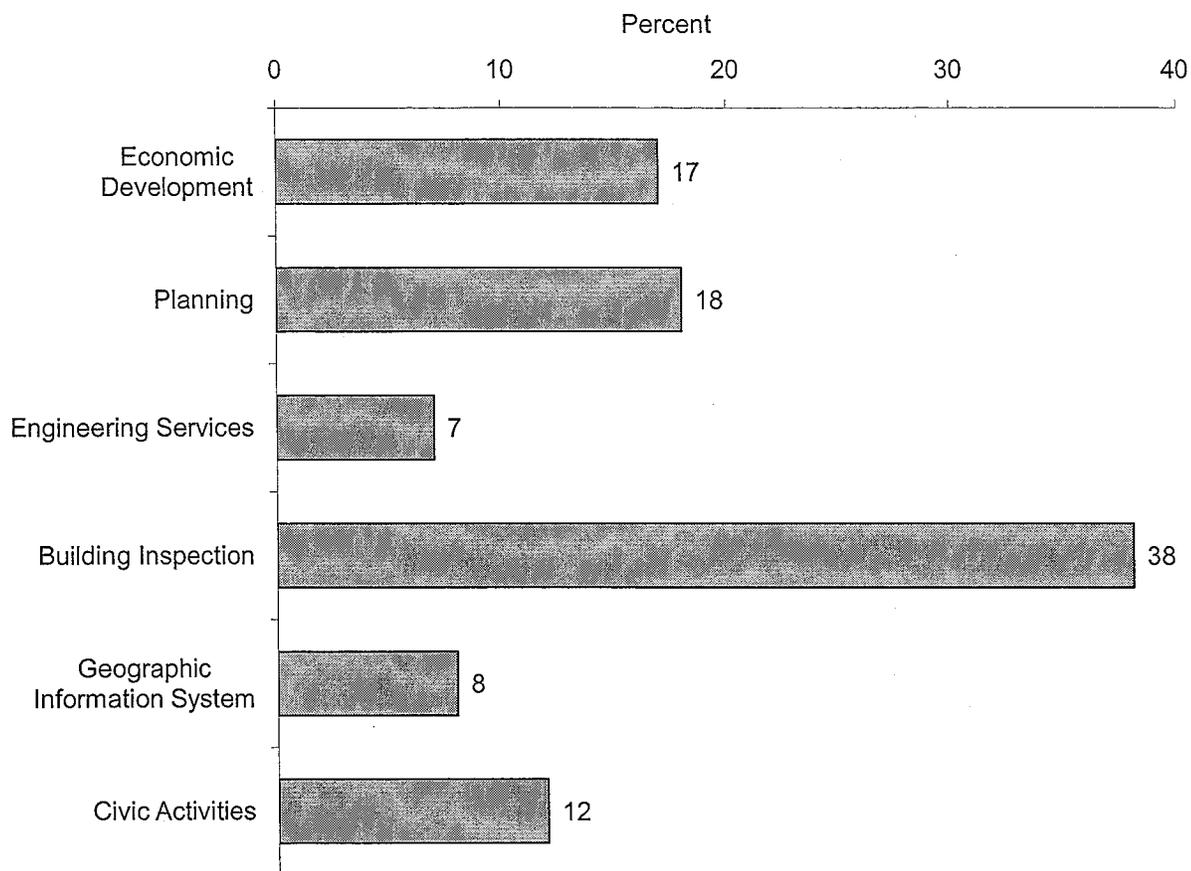


COMMUNITY DEVELOPMENT

Community Development is responsible for providing the planning and coordination of land use in the municipality and preparation and development of certain municipal projects.

Eight full-time employees are included in Community Development. Overall, the 2012 Community Development budget increased 1.7 percent from 2011 due to two expanded levels being recommended. The first is a Comprehensive Plan Update and the second is a Centennial Celebration included in Civic Activities.

As seen on the budget in brief chart, Community Development represents 2 percent of the overall municipal expenditures. The chart below shows the relationship of the various functions within Community Development:



**COMMUNITY AND
ECONOMIC DEVELOPMENT**

As a mature community, Mt. Lebanon needs to encourage private and public-sector revitalization. This office is responsible for creating and maintaining an environment for development within the community.

2010 Actual: \$ 404,706
2011 Budget: \$ 257,510

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 151,260	\$ 151,260
2	1,690	152,950

Service Level Narrative

- 1 Basic Service (Current Level). Includes a Commercial District Manager/Economic Development Officer, who provides staff support to the Mt. Lebanon Partnership, Economic Development Council, business associations, and manages the Main Street program. Includes grant writing, fundraising and special projects. Also includes 60 percent of a secretary (shared with planning) and a paid four-month summer intern.
- 2 Commercial District Bike Rack Installation – Acquisition and installation of bike racks in Mt. Lebanon’s two primary commercial districts (Washington and Beverly).

PLANNING

Requirements of state-mandated municipal land use regulations cause the need for professional planning services on issues of zoning and land development.

2010 Actual: \$ 146,965
2011 Budget: \$ 151,800

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 157,220	\$ 157,220
2	70,000	227,220
3	35,000	262,220

Service Level Narrative

- 1 Basic Service (Current Level). Provides for an in-house Planner to oversee planning functions required by law, as well as performing site plan reviews. Consultants would be retained on an as needed basis. Includes 40 percent of a secretary (shared with community and economic development).
- 2 Comprehensive Plan Update. Provides for an update to the Mt. Lebanon Comprehensive Plan. The municipality utilizes a comprehensive plan to guide future development. The current plan was adopted in December of 2000. The Pennsylvania Municipalities Planning Code states that a municipal comprehensive plan shall be reviewed every ten years.
- 3 Comprehensive Traffic Study. Provides for a comprehensive study of traffic issues in the municipality and is done in conjunction with the update to the Comprehensive Plan.

ENGINEERING SERVICES

The municipal charter requires a professional engineer to advise on engineering matters pertaining to physical construction and land use regulations.

2010 Actual: \$ 41,542
2011 Budget: \$ 58,000

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 42,000	\$ 42,000

Service Level Narrative

- 1 Basic Engineering (Current Level). Retained municipal engineer provides engineering services required by law, in addition to coordinating the municipal street program and consulting on all aspects of physical development activity.

BUILDING INSPECTION

Building Inspection encompasses all activities in connection with construction in Mt. Lebanon, including review of plans for code compliance, issuing permits and performing inspections. Additional activities include yearly inspection of private swimming pools, and inspection of properties for compliance with regard to building, grading, health and safety, minimum property standards, and solid waste and zoning chapters of the Mt. Lebanon Code.

2010 Actual: \$ 308,193
 2011 Budget: \$ 312,970

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 258,030	\$ 258,030
*2	71,790	329,820
3	63,220	393,040

Service Level Narrative

- 1 Minimum Inspection. Includes chief inspector, building inspector and a secretary to perform clerical and support functions, including maintenance of necessary records. Covers building plan reviews, zoning inspections and public safety with respect to property maintenance issues. Includes the state required zoning hearing board expenses.
- 2 Code Enforcement Officer (Current Level). Adds code enforcement officer to provide inspections of environmental conditions of property in response to complaints, conduct a street-by-street property maintenance

inspection, periodic home occupation inspections and annual pool inspections.

- 3 Additional Code Enforcement Officer. Provides for a more extensive and comprehensive property maintenance inspection program to preserve the high standard of neighborhoods. Adds one code enforcement officer.

GEOGRAPHIC INFORMATION SYSTEM

Development of the Geographic Information System (GIS) is an ongoing project with the municipal engineer. The GIS provides a retrieval and mapping system for information about infrastructure, properties and facilities, and property related data. The GIS is on mtlebanon.org for the public and usable by all municipal departments by supplementing the core information with individually designed programs for specific functions.

2010 Actual: \$ 67,845
 2011 Budget: \$ 69,860

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 73,540	\$ 73,540

Service Level Narrative

- 1 Data Collection and Input (Current Level). Provides for a full-time GIS technician to oversee the system, coordinate data and the development of new layers, and work with the engineer. Position coordinates distribution of information to other offices and provides training and support for other departments utilizing the GIS system.

CIVIC ACTIVITIES

The Civic Activities function provides physical services for various community activities and celebrations that are supported but not directly sponsored by Mt. Lebanon. Municipal services are performed for various holiday celebrations.

2010 Actual: \$ 98,149
 2011 Budget: \$ 94,720

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 3,260	\$ 3,260
2	45,500	48,760
3	56,250	105,010
*4	2,000	107,010
5	30,000	137,010
6	34,000	171,010
7	11,000	182,010
8	12,000	194,010
9	25,250	219,260
10	5,000	224,260

Service Level Narrative

- 1 Holiday Celebrations. Support includes Washington Road holiday decorations, and holiday tree preparation at Clearview Common and in Beverly Road Business District. Includes funds for decorative lighting repair and replacement.
- 2 4th of July. Complete arrangements for the July 4th celebration, including clean-up, part-time help, entertainment and fireworks. Includes the purchase of 4 new canopy tents. Provides \$12,000 in revenue.
- 3 Community Activities. Includes summer concert series, First Fridays, equipment for block parties, parades, preparation and cleanup for special events, and the purchase of new covered stage.
- 4 West Penn Tennis Tournament (Current Level). Provides preparation and cleanup for the West Penn Tennis Tournament.
- 5 Centennial Celebration. Provides for a number of events to celebrate the community's 100th anniversary. Includes special magazine issues, sporting events, parade, photo exhibit, enhanced fireworks and 4th of July celebration, and expanded block party event.

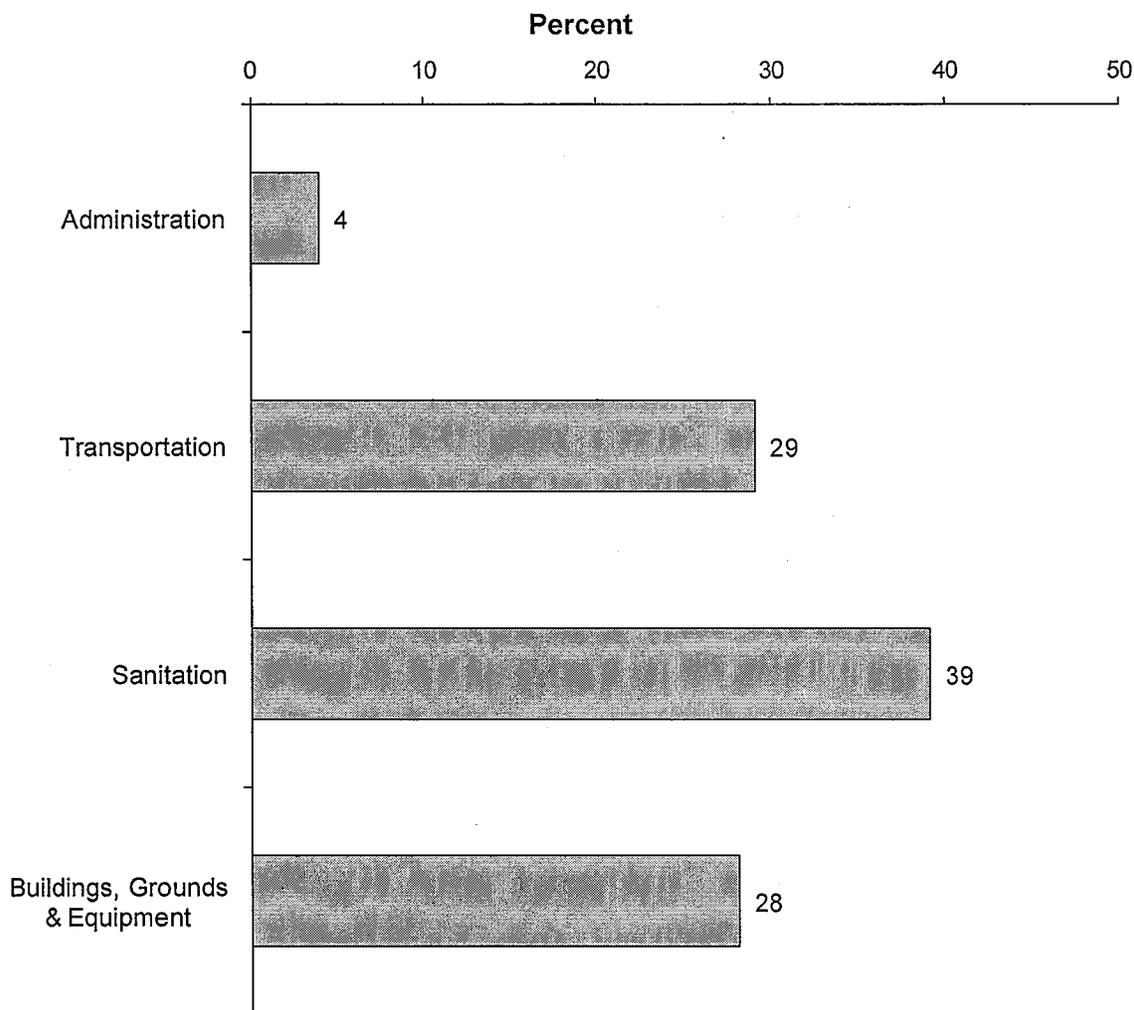
- 6 Additional Centennial Events. Adds a trolley tour of the community, banners on Washington Road, and expanded photo exhibit and parade.
- 7 Sound Equipment for Clearview Pavilion. Acquisition of sound equipment to be used for Municipal events such as, but not limited to – First Fridays, Uptown Farmers' Market, Lebo Light Night and special performances.
- 8 Promotions/Events. Focus on the creation and promotion of events within Mt. Lebanon.
- 9 Weekly Film Series. Permits the municipality to purchase an outdoor movie projection system to be used weekly in Clearview Common and to purchase rights for 12 feature films.
- 10 Furniture. Provides for additional amenities for Clearview Common, including tables, chairs, umbrellas, and chess boards for the pillars.

PUBLIC WORKS

The Public Works Department is responsible for the maintenance of the physical plant—for example, buildings, streets, sewers and trees. The department is divided into four operational areas: Administration—providing management; Transportation—all street-related activities except street reconstruction; Sanitation—sewers, sweeping and refuse collection; and Buildings, Grounds & Equipment—general property maintenance activities.

Twenty-four full-time employees are included in the four areas of Public Works. Certain employees are charged to specific activities; most are crew members who provide services to any and all phases of public works.

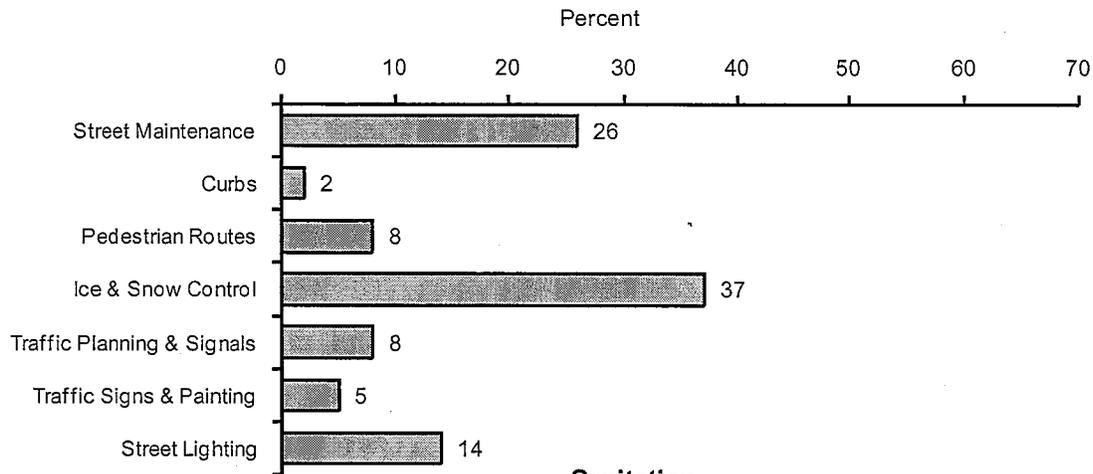
Public Works functions represent 19 percent of the municipal budget. The budget for all Public Works functions increased \$457,000 or 6.1 percent from 2011 to 2012. Three new service levels are proposed: Increase forestry service, leafy and wood waste drop-off curbside pickups, and purchase of a thermoplastic line painter.



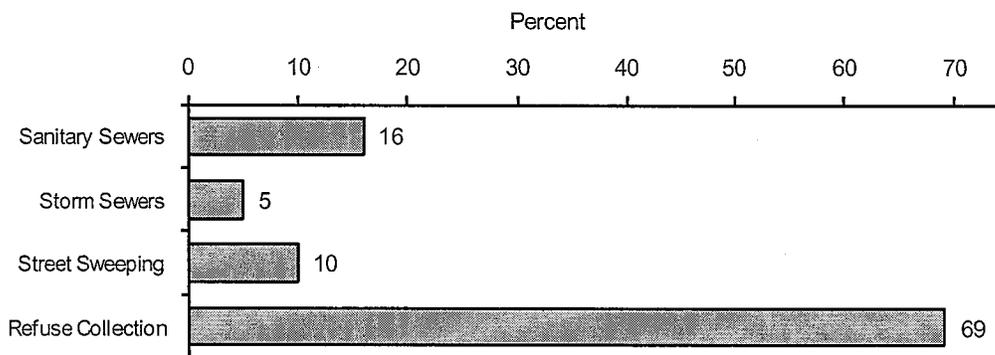
On the back of this page, each operational area has been charted to show the relationships of the individual cost centers

These charts demonstrate the relationship of the decision units within the operational areas of public works. Each stands alone; that is, comparisons of relative size should be made only within each chart, not from one chart to another.

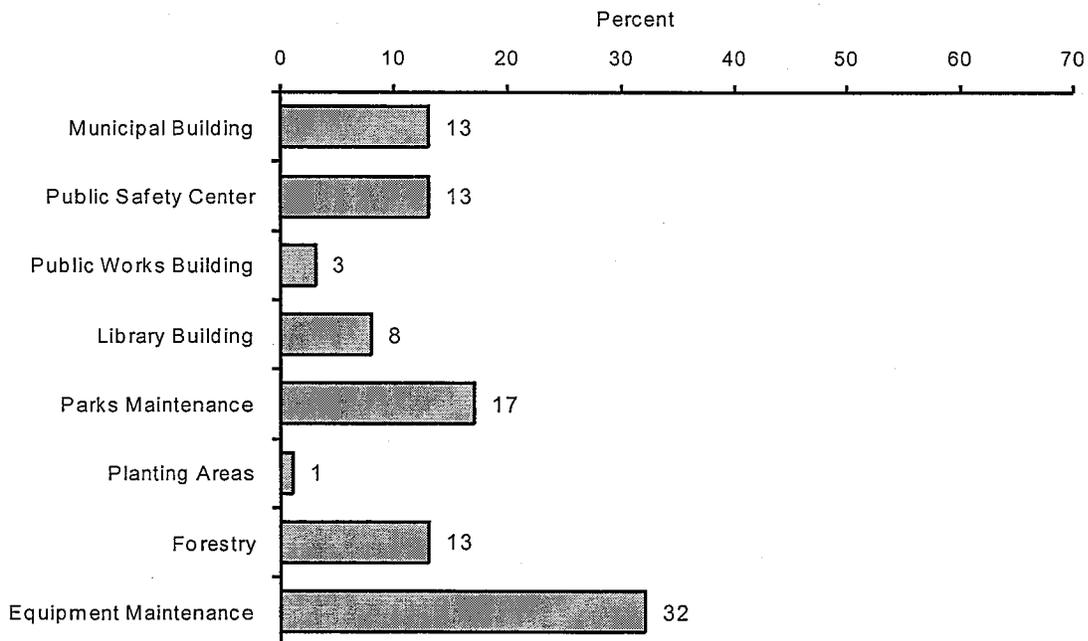
Transportation



Sanitation



Buildings, Grounds & Equipment



ADMINISTRATION

The department of public works is responsible for all facets of the physical maintenance of Mt. Lebanon, including construction and engineering.

2010 Actual: \$ 348,789
 2011 Budget: \$ 313,120

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 225,350	\$ 225,350
*2	117,550	342,900
3	13,600	356,500
4	95,400	451,900
5	33,400	485,300

Service Level Narrative

- Basic Administration. Provides for a Public Works Director and secretary to coordinate all departmental operations.
- Operating Superintendent (Current Level). Operating Superintendent directs day-to-day field operations, crew assignments and service requests. Eighty percent charged to administration; remainder to sanitary sewers.
- Maintenance Staff Training. Annual safety training of maintenance staff in work related areas including: Confined Space; Trench Shoring/Excavation; Traffic Control and Work Zone, and Flagging.
- Fleet, Facilities and Grants Management. Provides for a full-time employee to assist the director in managing municipal equipment/vehicle fleet, and facilities, and preparing grant applications and overseeing the operations of approved grant projects.
- APWA Accreditation. Begin documentation and benchmarking of the management practices in Mt. Lebanon against 300+ best management practices developed by the APWA. Requires a graduate student intern or part-time management analyst.

TRANSPORTATION

STREET MAINTENANCE

Street maintenance involves Mt. Lebanon's responsibility to maintain approximately 87 miles of municipal streets and paved alleys. Street maintenance includes bituminous pavement resurfacing, crack and joint sealing, pavement rejuvenation and small areas of brick restoration.

2010 Actual: \$ 498,541
 2011 Budget: \$ 617,850

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 115,770	\$ 115,770
2	148,250	264,020
3	179,450	443,470
4	21,500	464,970
5	23,440	488,410
6	55,000	543,410
*7	62,840	606,250
8	23,340	629,590
9	68,120	697,710
10	55,000	752,710
11	87,640	840,350

Service Level Narrative

- Pothole Patching. Only emergency repairs of concrete, brick and asphalt streets occur on a year-round basis. Municipal crews patch holes that develop in the pavement surface. Winter patching with cold material is done on an emergency basis. Includes purchase of tow behind hot patching unit.
- Basic Repair. Contractual repair of 50,000 square feet (0.4 miles) of the most seriously deteriorated asphalt street surfaces. Municipal crews will repair signs, guide rails and perform minor bituminous pavement repairs.
- Systematic Repair. Increase contract to resurface deteriorated asphalt streets by 76,000 square feet (0.6 miles).

4 Street Crack Repairs. Contractual sealing or repair of approximately 25,000 linear feet of pavement crack or joints occurs throughout Mt. Lebanon. Cracks range up to 1/4 of an inch in width, and 80 percent are normally less than 12 feet long.

5 Asphalt Overlay. Increase contract for deteriorated bituminous street surface repair by an additional 13,054 square feet (0.11 miles).

6 Brick Restoration. Contractual maintenance to restore deteriorated brick street surfaces by 4,275 square feet (0.036 miles).

7 Bituminous Pavement Rejuvenation (Current Level). Applies asphalt rejuvenation to 35,000 square yards (2.7 miles) of roadway surface to revive aging and brittle asphalt.

8 Expanded Asphalt Overlay. Contractual repair of an additional 13,000 square feet (0.11 miles) of roadway.

9 Additional Asphalt Overlay. Increase contract for deteriorated bituminous street surface repair by an additional 37,938 square feet (.32 miles).

10 Expanded Brick Restoration. Contractual repair of an additional 4,275 square feet of damaged brick streets.

11 Alley Maintenance. Begins a program of resurfacing the approved alley rights of way. One half mile to be paved each year.

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 1,960	\$ 1,960
2	31,850	33,810
*3	17,150	50,960
4	35,140	86,100
5	57,170	143,270
6	72,000	215,270

Service Level Narrative

1 Repairs and Patching. Provides for the emergency repair and patching of damaged curbs. Curbs repaired or patched are those creating hazardous conditions for vehicles and pedestrians.

2 Priority Reconstruction. Contractual reconstruction of 1,000 linear feet of curbs replaces curbs on the streets scheduled to be overlaid with asphalt. Municipal crew reconstructs curbs that must be replaced immediately.

3 Reconstruction (Current Level). Contractual curb replacement increased by 578 linear feet.

4 Increased Reconstruction. Contractual curb replacement increased by 922 linear feet.

5 Additional Reconstruction. Contractual curb replacement would be increased by 1,500 linear feet.

6 Brick Street Curb Reconstruction. Add contractual reconstruction of 600 linear feet of curbs along brick streets.

CURBS

The Curbs function entails the repair and reconstruction of the concrete curbs and gutters that abut municipal streets. Two types of curbs are used in Mt. Lebanon. Rolled curbs are used primarily on residential streets and vertical curbs are used on arterial streets, where greater protection from vehicles is required.

2010 Actual: \$ 58,004
2011 Budget: \$ 53,460

PEDESTRIAN ROUTES

Mt. Lebanon is responsible for maintaining sidewalks and steps located on municipal property and rights-of-way. In addition, public sidewalks damaged by municipal trees and sewer castings are replaced on selected streets throughout the community.

2010 Actual: \$ 36,092
2011 Budget: \$ 162,220

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 22,400	\$ 22,400
2	25,340	47,740
3	72,760	120,500
*4	73,900	194,400
5	122,400	316,800
6	66,100	382,900
7	127,850	510,750
8	10,000	520,750

Service Level Narrative

- 1 Municipal Property. Repairs and replaces sidewalks and steps on municipal property. Sidewalk replacement plan is developed to divide work into sections. Repairs and replacement cover approximately 200 square feet of sidewalks.
- 2 Arterial Pedestrian Routes. Replaces some additional sidewalks along municipal properties and handicap accessible sidewalks (ADA) funded by a SHACOG matching funds grant.
- 3 Local Street Program. Adds contractual replacement of 8,100 square feet of concrete sidewalks raised by tree roots in neighborhoods. Includes use of root cutting machine to reduce current replacement costs and need for future replacement. Also includes sewer casting damage.
- 4 Residential Sidewalk Assessment Program (Current Level). Continue replacing of 10,000 square feet of deteriorated sidewalk along main roads. Costs are assessed to property owners for repair work.
- 5 Expanded Root Damaged Sidewalk Repair Program. Replacement of 15,000 square feet of root damaged sidewalk slabs identified and marked during previous inspections.
- 6 Additional Sidewalk Repairs. Continue to systematically replace an additional 8,100 square feet of sidewalks raised by tree roots.

7 Additional Residential Sidewalk Assessment Program. Replaces an additional 17,300 square feet of deteriorated sidewalk. Costs are assessed to property owners for repair work.

8 Tree Fertilization. Fertilize the trees after the sidewalk installation to compensate for root loss during the root cutting and replacement.

ICE AND SNOW CONTROL

Ice and Snow Control involves the salting and plowing of all municipal streets, as well as state and county roads, to provide safe driving conditions. Sidewalks and steps on municipal property are also cleaned and de-iced. A pre-staged priority street cleaning plan is employed to ensure that all primary and secondary roadways are passable and in a safe condition for vehicular traffic.

2010 Actual: \$ 971,473
2011 Budget: \$ 631,660

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 181,550	\$ 181,550
2	148,660	330,210
3	167,590	497,800
4	228,040	725,840
*5	126,300	852,140
6	104,200	956,340

Service Level Narrative

- 1 Minimum Response. Main arteries, hills and intersections are salted and plowed between the hours of 4:00 A.M. and midnight using crews in small trucks. Five sections are serviced (central, north, south, east and west). State and county roads are not salted and plowed by municipal crews.
- 2 Arterial Streets. Adds a large dump truck is added to salt and plow main roads between the hours of 4:00 A.M. and midnight.
- 3 Salt Boxes and Sidewalks. Provides salt boxes for resident use, and municipal sidewalks are cleared. Snow is loaded and removed from business areas when necessary.

- 4 Eight Crews. Increases response coverage by using a fleet of five one-person crews in small trucks to salt and plow the five residential sections. Three large dump trucks service arterial streets. Cost is partially defrayed by state and county contracts for snow and ice control. Purchase a small dump truck according to the vehicle rotation program.
- 5 Current Routes & Continuous Service (Current Level). Adds an additional route in the northwest section of town increasing response coverage. Also provides service between the hours of midnight and 4 a.m.
- 6 Brine Making Equipment. Purchase salt brine making equipment, and dispersal tanks for trucks. Salt can be pre wetted with the brine to produce a fast acting and economical snow fighting product.

TRAFFIC PLANNING AND SIGNALS

Traffic Planning and Signals provides traffic planning and engineering services to the Commission, Traffic Board and municipal staff, and the maintenance of 41 signalized intersections and several school signals in Mt. Lebanon.

2010 Actual: \$ 198,622
 2011 Budget: \$ 209,810

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 142,250	\$ 142,250
2	20,000	162,250
3	20,000	182,250
*4	7,570	189,820
5	15,000	204,820
6	15,000	219,820
7	15,000	234,820
8	26,000	260,820
9	26,000	286,820
10	26,000	312,820
11	25,000	337,820
12	13,000	350,820

Service Level Narrative

- 1 Traffic Signal Maintenance. One signal technician responds to service requests and emergency calls to traffic signals and performs routine traffic signal maintenance.
- 2 Minimum Traffic Engineering. Provides for traffic engineering only for new developments or where required by state law, such as for new signals, stop signs, etc.
- 3 General Traffic Engineering. Adds traffic engineering service as required by the Commission, Traffic Board and staff, including investigation of citizen requests for traffic control.
- 4 Preventative Signal Maintenance (Current Level). Adds contractual help to perform routine preventative maintenance on traffic signals.
- 5 Emergency Power Backup Supply. Provides emergency battery powered backup supply for traffic signals at Bower Hill & Cochran, Bower Hill & Washington and at other signalized intersections with LED lamps.
- 6 Traffic Signal Controllers. Purchases three backup traffic signal controllers to replace aging units.
- 7 Traffic Signal Pole Maintenance. Traffic signal pole foundations and anchoring systems are inspected annually by a third party to comply with Penn DOT Guidelines for Maintenance of Traffic Signals. Repairs are made to poles as indicated by inspection.
- 8 Traffic Signal Pole Painting. Ten percent of the traffic signal poles are cleaned and painted annually.
- 9 Traffic Calming. Implementation of traffic calming devices on neighborhood streets.
- 10 Expanded Traffic Calming. Implementation of traffic calming devices on additional neighborhood streets.

- 11 Road Diet Study. Smart Transportation Grant funding is used to conduct a traffic study, and prepare concept plans/estimates to explore the feasibility of reducing sections of Washington Road from four to three lanes, with one travel lane in each direction and the center lane reserved for left turns.
- 12 Bicycle Plan Study. Feasibility study to create exclusive or shared bicycle lanes throughout the municipality.

TRAFFIC SIGNS AND PAINTING

The Traffic Signs and Painting unit is responsible for maintaining all street name signs and over 3,500 traffic signs within the municipality, in addition to painting and striping of streets, curbs, and crosswalks. A sign shop is housed at the public works building, where signs are fabricated, prepared and serviced.

2010 Actual: \$ 77,633
 2011 Budget: \$ 122,110

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 50,990	\$ 50,990
2	18,480	69,470
*3	13,570	83,040
4	22,000	105,040
5	10,000	115,040

Service Level Narrative

- 1 Destroyed Sign Replacements. Replaces signs, such as street, stop, speed limit and parking restrictions, when destroyed by accidents or vandalism by the sign and line painting technician. Also includes replacement or new signs as recommended by the Traffic Board.
- 2 School Zone and Street Painting. Crosswalks, curbs and stop lines in school zones and major

intersections are painted or repainted annually.

- 3 Sign Replacement (Current Level). Replaces illegible signs on complaint basis as time permits. Adds painting and striping of some municipal lots and contractual painting of Vascar lines and center double yellow lines. Also includes repainting street sign poles at the rate of 20 percent a year.
- 4 Thermoplastic Line Painter. Purchase of hot thermoplastic line painting equipment and supplies.
- 5 Traffic Sign Retro Reflectivity Requirements. Certain regulatory signs must be upgraded to Federal retro-reflectivity standards. Funds requested would replace 80 signs and standards throughout the municipality.

STREET LIGHTING

The Street Lighting unit provides funding for lighting along roadways and on municipal property to assist traffic movement at night and provide safety for pedestrians.

2010 Actual: \$ 306,234
 2011 Budget: \$ 303,260

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 82,410	\$ 82,410
2	132,990	215,400
3	46,390	261,790
*4	49,490	311,280
5	160,780	472,060

Service Level Narrative

- 1 Arterial Streets and Parks. Provides street lighting in business districts, on arterial streets and in municipal parks. Total of 367 lights.

- 2 Collector Streets. Increases street lighting to include non-arterial streets that connect local residential areas to arterial streets. Also includes streetlights at most intersections in residential areas. Streetlights increased by 616.
- 3 Limited Midblock Lighting. Lights between intersections in residential areas are spaced to meet minimum standards. Provides approximately 215 lights.
- 4 Additional Midblock Lighting (Current Level). Lights between intersections in residential areas are spaced to meet minimum standards. Provides approximately 215 additional lights.
- 5 LED Street Lighting. Energy efficient light emitting diode street lamps are installed in the Washington and Beverly Road Business Districts.

SANITATION

SANITARY SEWERS

The Sanitary Sewers unit provides for the maintenance of more than 160 miles of sanitary sewer lines, and 5,230 manholes. As required by the Administrative Consent Order, the Municipality has implemented an Operation Maintenance Plan to ensure that assets are properly maintained and function according to original design. Year-round maintenance activities entail root cutting, flushing, inspecting, dye testing, repairing and reconstructing sewer lines. In addition to collecting sewage within the municipality, these lines also carry sewage from six surrounding communities. The cost of this decision unit is paid by sewage assessments.

2010 Actual: \$ 262,373
 2011 Budget: \$ 496,140

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 169,470	\$ 169,470
2	116,920	286,390
3	73,310	359,700
*4	113,310	473,010
5	222,000	695,010
6	88,200	783,210

Service Level Narrative

- 1 Emergency Sewer Line Repairs. Provides for the emergency repair and reconstruction of blocked or collapsed sewer lines. Municipal workers repair and clean damaged property only when serious health hazards exist.
- 2 Cleaning and Inspection Program. Provides for inspecting and flushing 5.4 miles of sewers per year with repairs made to damaged lines. Sewers beneath streets scheduled for reconstruction are videotaped and repaired as needed. Dye testing is performed for specific problems or by request. Manholes in critical areas are cleaned, lined or grouted to prevent inflow. Manholes unsafe for workers are reconstructed.
- 3 Current Sewer Line Repairs. Repair or replace sewer lines that are found to be in danger of complete failure or have a high rate of infiltration and inflow. Sewers on the periodic checklist where tree roots have infiltrated the sanitary sewer system are chemically treated, then evaluated as to condition and extent of needed repairs.
- 4 Maintenance Service (Current Level). Establishes crew to flush lines and remove roots from problem areas in the sanitary sewer system.
- 5 Dedicated Sewer Crew. Create a full time sewer crew to bring sanitary sewers into compliance with regulations of various regulatory agencies. Adds two laborers.
- 6 Sewer Lateral Inspection Program. Implements a program that requires the inspection of privately owned portions of the sanitary sewer system at the time of sale or transfer. The primary purpose is to identify broken pipes and illegal connections that allow storm and ground water (infiltration and inflow) to enter into the sanitary sewer conveyance system. All costs will be the responsibility of the property owner.

STORM SEWERS

The Storm Sewers unit encompasses the repair of, and debris removal from, more than 75 miles of storm sewers and over 2,000 storm inlets throughout Mt. Lebanon. Responsibilities include periodic inspections of the municipal storm drain system, storm inlet construction and reconstruction, and response to general storm sewer problems. This decision unit is funded by storm water assessments.

2010 Actual: \$ 111,528
2011 Budget: \$ 119,680

2012 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 45,850	\$ 45,850
2	36,050	81,900
3	36,050	117,950
*4	33,550	151,500
5	155,000	306,500
6	80,000	386,500

Service Level Narrative

- 1 Emergency Sewer Line Repairs. Includes emergency reconstruction and repair of blocked or collapsed sewer lines. Only minimum requirements to prevent impassable roads and serious property damage are provided.
- 2 Minimum Maintenance. Provides for inspecting and cleaning 25 percent of storm inlets annually and for cleaning and flushing 0.25 miles of storm sewers. Minor repairs are provided to storm inlets and adjacent storm sewers only as required to avoid property damage and health hazards.
- 3 Current Maintenance Service. Establishes crew to inspect and clean the remaining 75 percent of storm inlets, complete sewer repairs and maintenance, construction of needed manholes and reconstruction of storm inlets.

- 4 Video Testing (Current Level). In-house videotaping and dye testing of storm sewers in known problem areas. Continuous dye testing program searches for possible cross connections of sanitary and storm sewers. Also, videotape the storm sewers under the streets listed for reconstruction.
- 5 Storm Inlet Replacement. Contractual crew to begin reconstructing collapsed storm inlets located while conducting spring survey.
- 6 Point Repair. Correct problems identified from inlet inspections. Excavate to make point repairs of crushed pipes or root damage.

STREET SWEEPING

The Street Sweeping unit is responsible for sweeping and cleaning nearly 100 miles of residential and business district streets. In order to maintain roads in a safe and clean condition, a variety of equipment is utilized to remove dirt, debris and leaves from streets.

2010 Actual: \$ 191,124
2011 Budget: \$ 207,910

2012 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 197,780	\$ 197,780
2	71,940	269,720
3	1,980	271,700
*4	28,000	299,700
5	6,640	306,340

Service Level Narrative

- 1 Leaf Collection. Leaves are collected at the curb in residential areas using five vacuum units. Leaves are collected weekly one day prior to regular refuse collection during the fall season, utilizing part-time seasonal employees to supplement the public works crew. Includes the scheduled replacement of two leaf loaders.
- 2 Complete Leaf Collection. Leaves are collected from main road and various dead

end streets utilizing a paper bag collection system. Pick-up service is scheduled and performed on an overtime basis on Saturdays.

- 3 Business District Sweeping. Business areas are swept once a week and sidewalks cleaned once every two weeks except during sub-freezing temperatures.
- 4 Residential Street Sweeping (Current Level). Residential and main roads are swept from April through September (three sweeps). Funded through storm water assessments.
- 5 Business District Sweeping. Business areas are swept an additional two times a week.

REFUSE COLLECTION

Refuse Collection entails the collection of refuse and garbage from over 12,500 residential units in Mt. Lebanon, the maintenance and emptying of refuse containers in the parks and on business district streets, and recycling in compliance with state law.

2010 Actual: \$ 1,822,161
 2011 Budget: \$ 1,987,590

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 2,071,470	\$ 2,071,470
2	63,390	2,134,860
3	30,000	2,164,860
4	26,000	2,190,860
5	10,000	2,200,860
6	100,000	2,300,860
7	83,000	2,383,860

Service Level Narrative

- 1 Weekly Garbage and Refuse Collection and Bi-weekly Recycling (Current Level). Provides residential curbside garbage, rubbish and large refuse collection once a week.

Residents have option to contract with the collector for back yard collections. Also includes Christmas trees, newspaper and bi-weekly curbside single-stream recycling.

- 2 Leafy and Wood Waste Drop-off and Curbside Pickups. The PA Department of Environmental Resources requires communities to hold monthly drop-off events for residents wishing to dispose of woody garden waste materials. Also, at least two curbside pickup of woody garden waste must be provided annually. In house forces will conduct six drop-off events, and provide two residential pickups.
- 3 Recycling Program. Activities to enhance residential and commercial education; yard waste pick-up and drop off; and monitoring and enforcement. Activities mandated by Pennsylvania Recycling Act 101.
- 4 Business District and Special Event Recycling. Provides recycling bins and weekly pick-up service along the Washington and Beverly Road business districts and at special events sponsored by the municipality. Other activities include the staffing of drop-off yard waste at the Golf Course once per month from April through October.
- 5 Solid Waste And Recycling Plan Development. Environmental Sustainability Advisory Board and Solid Waste Reduction Committee will spearhead an evaluation of current efficiency of various collection programs, methodologies, and equipment. The goal is to provide residents with the most cost effective collection program with greater opportunities to reduce waste through recycling.
- 6 Household Hazardous Waste Collection. Provides funding for the municipality to conduct a household hazardous waste collection day and for the disposal of products collected.
- 7 Leaf Waste Pickup. Waste hauler would pickup and dispose of leaves.

**BUILDINGS, GROUNDS
& EQUIPMENT**

MUNICIPAL BUILDING

The Municipal Building decision unit provides maintenance for the six-story municipal building, which houses administrative activities, public works, inspections, finance, information services, tax office, public information and the customer service center.

2010 Actual: \$ 310,199
2011 Budget: \$ 272,150

2012 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 167,970	\$ 167,970
2	106,760	274,730
*3	11,420	286,150
4	15,000	301,150
5	35,000	336,150
6	4,500	340,650

Service Level Narrative

- Basic Cleaning and Operations. Building maintenance service contract provides basic cleaning of common areas: clean restrooms twice a week, buff floors once a month, sweep floors and steps once a week, vacuum carpets twice a year. Employees are responsible for custodial maintenance of their individual work areas, including emptying waste containers, dusting and cleaning windows. Distributed hours are included for building repairs and maintenance projects.
- Regular Weekly Cleaning. Building maintenance service contract increases regular cleaning of common areas: clean restrooms daily, sweep and buff floors once a week, vacuum carpet once a month, empty trash once a week. Municipal crew handles complex maintenance problems.

- Additional Cleaning (Current Level). Additional building maintenance provides sweeping, mopping, dusting, vacuuming, trash and waste collection, entranceway cleaning, and periodic window cleaning. Floors are waxed twice a year.
- Preventative Maintenance. Full maintenance service contracts to ensure the efficient and safe operations of the following facility systems: HVAC energy management, elevators, emergency electrical generator and life safety (sprinkler and alarms). Includes funding to upgrade obsolete controls hardware and software.
- Building Security. Security cameras installed on the interior and exterior of the building, and additional panic alarms are installed.
- Municipal Building Gallery. Provides for 32 historic photographs of Mt. Lebanon to be scanned, enlarged, framed and installed in a first-floor gallery.

PUBLIC SAFETY CENTER

The Public Safety Center is a five story building located at the corner of Washington Road and Shady Drive East which houses the Police and Fire Departments.

2010 Actual: \$ 339,618
2011 Budget: \$ 299,030

2012 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 216,130	\$ 216,130
2	61,760	277,890
*3	15,920	293,810
4	12,000	305,810
5	49,760	355,570

Service Level Narrative

2010 Actual: \$ 54,374
 2011 Budget: \$ 72,860

1 Basic Cleaning. Building custodial service contract provides basic cleaning and operation of common areas: clean restrooms twice a week, buff floors once a month, sweep floors and steps once a week, vacuum carpets twice a year. Employees are responsible for custodial maintenance of their work areas, including emptying waste containers, dusting and cleaning windows. Distributed hours are included for repairs and maintenance.

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 46,820	\$ 46,820
*2	16,440	63,260
3	35,000	98,260

2 Regular Weekly Cleaning. Building custodial service contracts increase regular cleaning of common areas: clean restrooms daily, sweep and buff floors once a week, vacuum carpet once a month, empty trash cans once a week. Municipal crew to handle building maintenance problems.

Service Level Narrative

1 Utilities. Provides utility service. No regular maintenance or cleaning is provided. Public works laborers perform maintenance only when absolutely necessary or an average of one day every other week.

3 Daily Cleaning (Current Level). Additional contracted custodial maintenance provides daily sweeping, mopping, dusting, vacuuming, trash and waste collection, and periodic window cleaning. Floors are waxed twice a year.

2 Limited Cleaning (Current Level). Public works laborers provide limited additional maintenance and custodial functions. Any repairs or major maintenance activities are completed by supervisors, mechanics or laborers. Building maintenance is performed an average of 1½ days every other week.

4 Landscaping. Completion of the landscaping site plan.

3 Boiler Replacement. Aging steam boiler is replaced with an efficient hot water boiler.

5 Preventative Maintenance and Replacement of Controls System. Maintenance service contracts to ensure the efficient and safe operations of the following facility systems: HVAC, energy management, elevators, emergency electrical generator and life safety (sprinkler and alarms). Upgrade of existing obsolete HVAC controls system to a non proprietary system. Includes the cost of purchasing and installing a 16 camera (internal and external) security surveillance system and digital video recording device.

LIBRARY BUILDING

Although the Library Board operates the library, the municipality owns the building and is responsible for maintenance of the building and property.

2010 Actual: \$ 194,755
 2011 Budget: \$ 180,620

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 136,330	\$ 136,330
2	40,130	176,460
*3	8,570	185,030
4	48,000	233,030

PUBLIC WORKS BUILDING

The Public Works Building, located at Cedar Boulevard and Lindendale Drive, houses the municipal garage and all operating activities related to construction and maintenance.

Service Level Narrative

- 1 Basic Cleaning. Building maintenance service contract provides basic cleaning and operation of common areas: clean restrooms twice a week, buff floors once a month, sweep floors and steps once a week, vacuum carpets twice a year. Library employees are responsible for custodial maintenance not covered by contract, such as emptying waste containers, arranging meeting setups and dusting. Part-time custodian works four evenings a week to provide other services, such as handling books and cartons, meeting set-ups, window cleaning, bookshelf dusting, carpet cleaning and locking the building when it closes. Contractual crew provides weekly grounds maintenance. Distributed hours provided for mechanical and electrical system maintenance.
- 2 Regular Weekly Cleaning. Building maintenance service contract increases regular cleaning of common areas: clean restrooms daily, sweep and buff floors once a week, empty trash once a week, vacuum carpets once a month. Library employees are responsible for cleaning their own work areas. Municipal crews handle complex maintenance problems.
- 3 Daily Cleaning (Current Level). Additional building maintenance services include daily sweeping, mopping, dusting, vacuuming, trash and waste collection, entranceway cleaning and periodic window cleaning. Floors are waxed twice a year.
- 4 Replacement of Boiler. A replacement of the existing boiler with more energy efficient units. The current boiler requires extensive maintenance and is oversized for the facility. Two smaller more efficient units will be installed to provide better heating control at a lower operating and maintenance cost.

PARKS MAINTENANCE

The Mt. Lebanon parks system includes almost 200 acres in 11 parks and numerous parklets. Park facilities include five ballfields, eight basketball

courts, eight children’s play areas, six picnic shelters, a restroom facility, as well as volleyball and tennis courts and hiking trails. This center is also responsible for the maintenance of school baseball fields under an agreement with the school district.

2010 Actual: \$ 344,594
 2011 Budget: \$ 438,330

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 217,030	\$ 217,030
2	76,770	293,800
*3	77,750	371,550
4	5,000	376,550
5	16,960	393,510
6	12,000	405,510
7	16,000	421,510
8	50,000	471,510
9	10,000	481,510
10	6,460	487,970

Service Level Narrative

- 1 Mowing and Refuse Control. Provides for an average of four mowings a month during the growing season and refuse collection from park containers twice each week in the summer and once a week in the winter months. Maintenance inspections are made once a month with repairs only as required to prevent injuries to park users.
- 2 Repairs and General Maintenance. Increases park refuse collection to daily pickup in the summer. Bi-weekly maintenance inspections determine repairs and cleaning necessary to maintain park beautification and prevent equipment deterioration. Basic plumbing and electrical repairs are provided. Municipal ballfields are mowed weekly to include preseason preparation and regular maintenance.
- 3 School Ball Field Maintenance (Current Level). Provides the school district with a turf

maintenance program for 13 ball fields. Includes the purchase of field maintenance equipment. The cost of this level is offset by the contract with the school district.

- 4 Vegetation Management. Implements a contractual multi-year program to eradicate invasive species of plants and weeds that are choking out native plants and trees in municipal parks.
- 5 Park Lighting and Electrical System Rehabilitation. Replace underground electrical distribution system and eight light poles and lights near basketball courts at the Main Park, and replace light poles and lights at the North Meadowcroft Park tennis courts.
- 6 Historical Marker. Provides for design, fabrication and installation of a historical marker to designate Clearview Common as an important transit crossroad.
- 7 Deer Survey. Provides funds to conduct a deer density survey and prepare a deer management plan for submission to the PA Game Commission. This information will for the substance for an application to the PA Game Commission for a municipal subdivision management permit.
- 8 Deer Culling. Contract with a firm to conduct a deer culling operation.
- 9 Scheduled Replacement of Bleachers at Ball fields. New code compliant aluminum bleachers will be installed to replace existing non compliant units. All bleachers will be replaced over a three year period.
- 10 Improved Parks Maintenance. Adds full-time employee hired to help maintain the municipal parks. Additional tasks include limited vegetation management and facilities inspection and repair.

PLANTING AREAS

Planting Areas encompasses the maintenance of 31 planting areas throughout the municipality, consisting of flowers and ornamental shrubs and

trees. In addition, trees planted throughout the business districts are maintained and trimmed.

2010 Actual: \$ 26,766
2011 Budget: \$ 28,430

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 4,000	\$ 4,000
*2	20,910	24,910
3	31,840	56,750
4	24,960	81,710
5	8,000	89,710
6	25,000	114,710
7	12,000	126,710
8	8,000	134,710

Service Level Narrative

- 1 Washington Road. Planter beds, trees and shrubs in business district are maintained. Trees are replaced if damaged by vandalism, accidents or disease. Includes routine watering of flower beds (twice/week).
- 2 High Visibility Plantings (Current Level). Provides for flower planting, maintenance and mowing of 31 planting areas located on arterial streets and other highly visible areas. Average size of areas is 150 square feet, with an average of 100 plants per bed. Includes routine watering of planting areas (once/week during dry weather).
- 3 Additional Planting Program. Adds flower planting with maintenance of 26 planting areas located in residential areas. Average size of areas is increased by 50 square feet and average number of plants per bed is increased by 65. Includes funds to purchase plants for volunteers maintaining over 15 flower beds throughout the community.
- 4 Cul-de-sac Planting. Adds flower planting and maintenance of 30 cul-de-sac areas. Adds tilling, topsoil and leaf mulch replacement in 20 percent of beds each year.

- 5 Expanded Flower Bed Watering Program. Provides four weekly waterings of municipal flower beds.
- 6 LRT Flower Bed. Creates a flower bed near the Light Rail Transit station.
- 7 Flower Bed Renovation Program. Prepares and implements a redesign of fifteen existing flower beds.
- 8 Broadleaf Weed Control Program. Annual application of weed control treatment at Main Park and other highly visible areas throughout the municipality.

- 2 Basic Tree Trimming. Provides for municipal trimming program with the trimming of 300 trees annually. Includes dormant trimming of sycamore and pinoak trees. All trees are trimmed on a priority basis following inspection. Adds a climber and creates supervisory position for forester.
- 3 Replacement Planting. New trees are planted after trees are removed. Approximately 200 trees are planted, with requests for new plantings handled as time permits. Requires one additional climber.
- 4 Bucket Truck (Current Level). Leases bucket truck and chipper for 4 months to assist with oak tree trimming. Improves efficiency of trimming operations.
- 5 Increased Forestry Service. Adds contractual crew to assist with the trimming program by trimming the species of trees which require pruning during the dormant season to reduce the backlog of service requests.
- 6 Hazard Tree Removals. Contracts for a certified arborist to assist in assessing condition of trees reported as being hazardous and for a tree service to remove hazardous trees from private property. Arborist assists with the development of a local response plan to address the emerald ash borer infestation. Funds are added to treat 400 ash trees with proven chemical treatments.
- 7 Small Tree Maintenance. Begin raising limbs on 500 small municipal street trees and park trees. Requires 2 additional full time climbers and the purchase of one additional wood chipper.

FORESTRY

The Forestry function is responsible for the trimming, maintenance, removal and replanting of 10,000 street trees and 10,000 park trees in Mt. Lebanon. As trees are removed, the logs are shredded and the woodchips are sold to residents and landscapers. A nursery is also operated, in which trees are heeled in and stored until needed for planting.

2010 Actual: \$ 393,910
 2011 Budget: \$ 271,020

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 69,170	\$ 69,170
2	68,080	137,250
3	88,430	225,680
*4	12,500	238,180
5	50,720	288,900
6	5,000	293,900
7	137,200	431,100

Service Level Narrative

- 1 Tree Removal and Maintenance. Diseased and dying trees are removed as required and service calls are handled. Requires one forester.

EQUIPMENT MAINTENANCE

Equipment Maintenance encompasses the necessary maintenance and repairs for Mt. Lebanon's fleet of over 100 vehicles, trucks and pieces of equipment. Responsibilities also include the maintenance of all equipment records.

2010 Actual: \$ 635,662
 2011 Budget: \$ 645,630

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 618,010	\$ 618,010
*2	102,000	720,010

Service Level Narrative

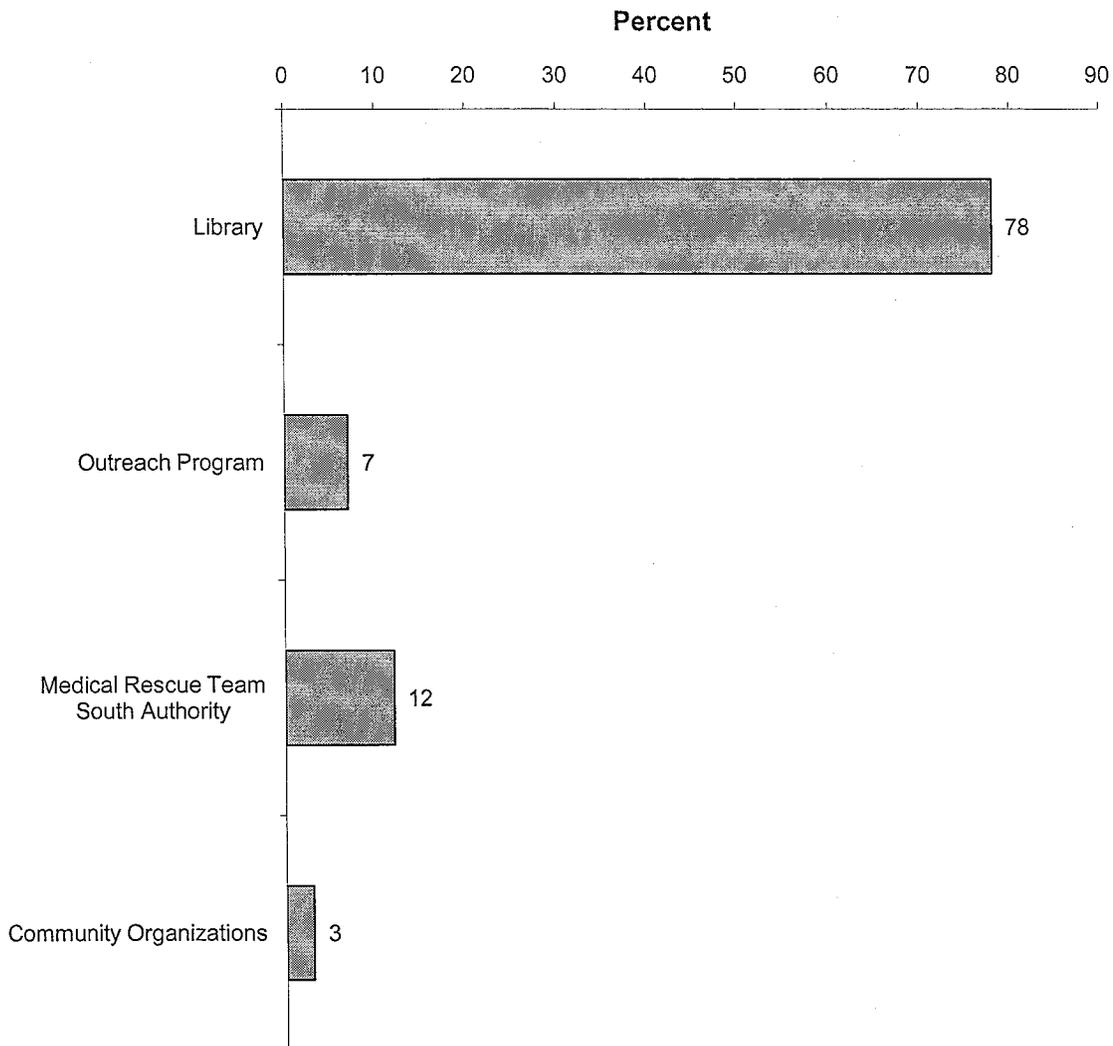
- 1 General Maintenance and Basic Repair Service. Provides one mechanic to perform general repairs, scheduled routine maintenance, and necessary emergency services for municipal vehicles and equipment. Includes all fuels, lubricants and repair parts for all vehicular equipment owned by municipal departments. Basic preventive maintenance is performed by equipment operators.
- 2 Additional Maintenance and Repair Services (Current Level). Adds additional mechanic to provide up-fitting and maintenance of police vehicles as well as assisting in maintaining and repairing all municipal vehicles and equipment. Additional man-hours provided for maintenance of salt spreaders, plows, leaf boxes, and other equipment.

HUMAN SERVICES

Human Services represents programs supported by, but not directly operated by, the municipality. The Library, whose eight full-time employees are municipal employees, is operated by a Board of Trustees appointed by the Commission. The Outreach Program is operated by an independent nonprofit corporation.

For 2012 Human Services shows an increase of 2.6 percent, due to a 3 percent increase in the appropriation for the library.

Human Services represents 3 percent of the total municipal budget, as shown on the Budget in Brief chart. The following chart depicts the relationship of the individual activities.



LIBRARY

The Library is operated by a Library Board appointed by the Commission. The Library has a collection of catalogued items including books; audio cassettes, compact discs, unabridged audio books, video cassettes, and DVDs; downloadable electronic books and videos: large print books; a business library; and a study resource center. In addition the library provides online databases, Internet access and wireless access, homebound delivery service, an interactive website, and a schedule of programs for patrons of all ages.

2010 Actual: \$ 1,000,000
 2011 Budget: \$ 1,088,410

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 852,000	\$ 852,000
2	224,210	1,076,210
*3	44,850	1,121,060
4	168,550	1,289,610
5	10,000	1,299,610
6	26,000	1,325,610
7	103,000	1,428,610

Service Level Narrative

- 1 Library Appropriation. Provides for basic, six-day operation 54 hours per week with staff of professional librarians, library assistants, clerks, and pages; purchase of materials; and programs for patrons of all ages.
- 2 Additional Appropriation. Provides additional funding for six-day operation 64 hours per week with increase in material purchases, services, and programs.
- 3 Sunday Hours (Current Level). Provides for opening four hours each Sunday from the Sunday after Labor Day to the Sunday before Memorial Day.

- 4 Collection Management Technology. Provides for acquisition of a system for inventory control, improved security of materials, and enhanced self-checkout capability.
- 5 Summer Sundays. Provides for opening four hours on Sundays during June, July, and August.
- 6 Security Guard. Provides for part-time security guard from 3 – 9 p.m. Monday – Thursday and 3 – 5 p.m. Fridays.
- 7 Enhanced Library Services. Provides for enhanced collections and services to the community. Acquire a van to deliver library materials and provide outreach programs to senior centers, homebound patrons, day care centers and community events. Increases accessibility of historical collection by digitizing stored photographs, documents, and clippings.

OUTREACH PROGRAM

Outreach Teen and Family Services provides support and counseling services to troubled teens with a wide variety of problems, helping divert them from the justice system, promoting good mental health for Mt. Lebanon teens and helping them become healthy and productive adults.

2010 Actual: \$ 92,700
 2011 Budget: \$ 92,700

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 93,260	\$ 93,260
*2	2,220	95,480
3	3,000	98,480
4	20,000	118,480

Service Level Narrative

- 3 Minimum Support. Subsidy to provide the current range of counseling services to Mt. Lebanon youth at no charge for two sessions. Includes office and counseling staff with facility located within Mt. Lebanon. Provides for 1,200 hours of direct services.
- 4 Additional Service (Current Level). Provides subsidized counseling services to Mt. Lebanon residents above and beyond the initial free sessions.
- 5 Further Subsidy. Provides for 100 hours of staff time for prevention/intervention and educational services on topics such as Parenting, Substance Abuse, Cyber Addiction, etc.
- 6 40 Developmental Assets Program Implementation. Provides for the recruitment of a part-time qualified 40 Developmental Assets Manager to allow successful implementation of this proactive program in our community.

**MEDICAL RESCUE TEAM SOUTH
AUTHORITY (MRTSA)**

Since 1977, MRTSA has provided health care to patients and transportation to and from providers of medical services. MRTSA is committed to the continuous improvement of their preventive and dynamic health care services to its six communities.

2010 Actual: \$ 176,834
2011 Budget: \$ 176,830

2012 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
*1	\$ 176,830	\$ 176,830

Service Level Narrative

- 7 MRTSA Appropriation (Current Level). Provides for Mt. Lebanon's share of the Medical Rescue Team South assessment and the restricted capital expenditure fund.

COMMUNITY ORGANIZATIONS

Various community organizations provide assistance to residents. These residents may be physically or mentally handicapped or a special interest segment such as the elderly or teens.

2010 Actual: \$ 24,391
2011 Budget: \$ 36,920

2012 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 11,500	\$ 11,500
2	14,310	25,810
3	1,500	27,310
4	5,000	32,310
5	5,000	37,310
*6	5,000	42,310

Service Level Narrative

- 1 Required RAD Payment. Provides payment to SHACOG for percentage of increase in Regional Asset District revenues from the prior year required under Act 180 of 1972.
- 2 Teen Center. Provides for the continuation of middle school program under the direction of the Teen Activities Association (TAA). Programs are conducted throughout the school year and summer months.
- 3 Camp AIM. Provides support for children from Mt. Lebanon to attend the YMCA's Camp Aim for the mentally and physically handicapped.

- 4 Historical Society. Provides an appropriation to help the society sustain current activities as well as support their efforts to maintain a location in the community.

- 5 Mt. Lebanon Partnership. Provides support for various projects of the Mt. Lebanon Partnership, a Community Development Corporation, for revitalization of the central business district and other commercial districts, in accordance with the Main Street program.

- 6 Mt. Lebanon Village (Current Level). Provides a support service and enrichment opportunities to assist Mt. Lebanon seniors in leading rewarding, active lives while remaining in their own homes.

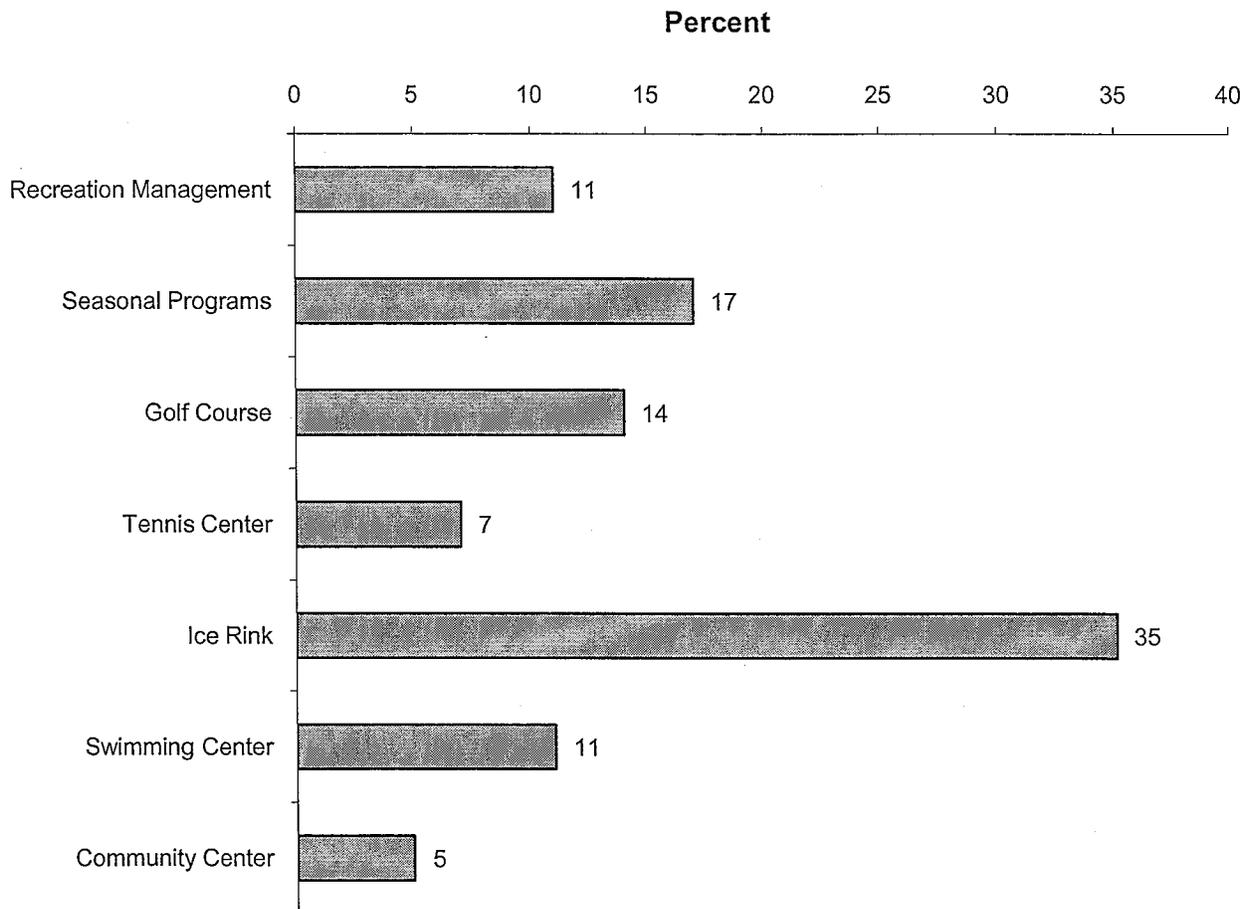
RECREATION

The Recreation Department is responsible for the operation and maintenance of all recreation facilities and programs. The department has five main functional areas: Management, Programs, Golf, Tennis and the Recreation Center. The Recreation Center is divided into separate cost centers as shown on the chart below.

The Recreation Department accounts for 11 full-time employees; most of its operations are staffed by part-time employees or instructors.

Overall, the 2012 Recreation budget decreased 1.1 percent from 2011.

Recreation, overall accounts for 6 percent of the total expenditures and 6 percent of total revenues as shown on the Budget in Brief chart. Revenues by cost center are presented in the Line Item Budget. The chart below shows the relationship of expenditures in the individual cost centers.



Note: Platform Tennis Facility represents less than 1%.

RECREATION MANAGEMENT

Recreation Management is responsible for operation and direction of all recreation programs and facilities. Although not directly responsible for maintenance of parks, this unit handles the scheduling of all park facilities.

2010 Actual: \$ 282,721
 2011 Budget: \$ 286,850

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 231,800	\$ 231,800
*2	67,740	299,540
3	18,000	317,540

Service Level Narrative

- 1 Minimum Administration. Includes a recreation director and a secretary to provide minimal services. Emphasis on maintaining primary services.
- 2 Program Assistance (Current Level). Includes one half of program assistant to assist in recreation operation and one third of program manager time is included to assist with administrative duties. (Employees shared with seasonal programs).
- 3 Office Furniture Replacement. Replaces aging office furniture to provide for a more organized, comfortable, attractive and safe work environment.

SEASONAL PROGRAMS

A variety of athletic, instructional and cultural programs and services are offered throughout the year by the recreation department. Programs are staffed by a large number of part-time employees utilizing municipal and school district facilities. Activities are available for everyone, children through seniors.

2010 Actual: \$ 425,440
 2011 Budget: \$ 456,520

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 39,600	\$ 39,600
*2	411,540	451,140

Service Level Narrative

- 1 Minimum Programming. Provides minimum program offerings, reduced summer playground, youth camp and preschool playground. Programs administered by recreation director. Total of 10 programs with estimated registration of 2,000 persons. Produces \$41,450 in revenue for a net profit of \$1,850.
- 2 Full Program (Current Level). Full complement of programs is offered. Two-thirds of the program manager's time and half of the program assistant's time (both shared with recreation management) are included along with part time personnel. Additional programs, such as athletic leagues, senior activities and special events are offered. Increases revenue by \$500,830 for a net profit of \$91,140.

GOLF COURSE

The historic 9-hole Mt. Lebanon Municipal Golf Course, located on Pine Avenue, is open year-round, weather permitting, for use by the general public. The course provides an outstanding recreational opportunity for the golfing enthusiast. The golf course includes a clubhouse with pro shop and locker room facilities.

2010 Actual: \$ 387,240
 2011 Budget: \$ 383,650

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 304,840	\$ 304,840
2	75,450	380,290
*3	6,240	386,530
4	3,500	390,030
5	8,250	398,280

Service Level Narrative

- 1 Minimum Operation. Course is open for play seven days per week throughout the year, weather permitting. Course maintenance includes only limited mowing and fertilization. Operation includes golf course manager and golf course superintendent and minimal seasonal maintenance. Part-time employees operate starting times. Golf shop is managed by golf course manager. Provides revenue of \$230,400 for a net cost of \$74,440.
- 2 Maintenance and Equipment Enhancement. Part-time maintenance employees and a part-time laborer are employed to assist Golf Course Superintendent in daily maintenance duties. Distributed hours are included for additional maintenance. Full mowing, fertilization, pesticide applications, sand bunker raking and irrigation maintenance are performed. Increases revenue by \$214,730 for a net profit of \$64,840.
- 3 Course Rangers (Current Level). Course rangers are employed at peak times to assist golfers, speed up play and monitor the golf course. U.S.G.A. handicap services are offered. Increases revenue by \$12,500 for a net profit of \$71,100.
- 4 Clubhouse Painting. The clubhouse interior is painted to improve the general appearance of the clubhouse. Net profit of \$67,600.
- 5 Lightning Detection System. An early warning lightning detection system is added to improve the safety of golf course patrons and employees. Net profit of \$59,350.

TENNIS CENTER

The Tennis Center, located in Mt. Lebanon Park provides 15 fast-dry courts (soft surface) and the Founders Room for community rentals. The center also provides instructional and competitive tennis programming as well as a full-service pro shop.

2010 Actual: \$ 146,197
2011 Budget: \$ 179,480

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 171,190	\$ 171,190
2	10,000	181,190
3	11,500	192,690
4	3,000	195,690

Service Level Narrative

- 1 Full Operation (Current Level). Center is open from 7:30 a.m. - 10:30 p.m. daily for a full 23-week season (May 1 through September 30). Pre-season court preparation and summer mowing are contracted. Part-time tennis center manager is included and part-time personnel are employed by the municipality to handle cashier and daily maintenance duties. Part time administrative support is provided by the assistant recreation facilities manager. Provides \$208,080 in revenue for net profit of \$36,890.
- 2 Repair of Tennis Center Roof. Roof leaks causing damage to the inside of the Founders Room are repaired. Net profit of \$26,890.
- 3 Founders Room Floor Replacement. Badly deteriorated floor is replaced. Net profit of \$15,390.
- 4 Tennis Center Building Painting. The interior of the building is painted to improve the general appearance. Net profit of \$12,390.

PLATFORM TENNIS FACILITY

Four platform tennis courts, offering year-round play, are located in Mt. Lebanon Park. The platform courts are primarily used in the fall and spring and during the winter season. All courts are equipped with lights to provide residents ample playing time.

2010 Actual: \$ 5,774
2011 Budget: \$ 17,170

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 8,310	\$ 8,310
2	5,000	13,310

Service Level Narrative

- 1 Basic Operation (Current Level). Provides for the operation of the four platform courts and hut from 8:30 A.M. to 11 P.M. Includes heavy snow removal and the operation of the court heaters to melt snow and ice. Provides basic and routine maintenance services. Provides \$14,000 in revenue for a net profit of \$5,690.
- 2 Programmable Electronic Combination Locks for Courts. Installs locks to prevent unauthorized use of courts resulting in greater efficiency and additional revenue. Net profit of \$690.

ICE RINK

Two indoor ice skating rinks are operated in the recreation center in the main park. The rink offers public skating, hockey and figure skating programs.

2010 Actual:	\$ 990,201
2011 Budget:	\$ 958,100

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 932,430	\$ 932,430
2	18,800	951,230
3	22,000	973,230

Service Level Narrative

- 1 Basic Operation (Current Level). Provides full 12-month operation of both main and studio rinks with active public skating, instructional programming, private rentals,

figure skating, speed skating, and hockey leagues. Part-time staff covers operational hours. A full preventative maintenance program is included and full-time employees are allocated as needed to rink operations: facilities manager, assistant manager, building superintendent, maintenance man, and secretary. Rink dasher boards and gates are repaired; sections of lobby flooring are replaced. Main Boiler is cleaned and serviced. Rink edger is replaced with an electric model to reduce carbon monoxide emissions. Provides revenue of \$1,128,500 for a net profit of \$196,070.

- 2 Facility Improvement. Lighting fixtures upgrades to T-8 energy saver fixtures. Hockey and parking lot lights are repaired. Sound system speakers are replaced. Net profit of \$177,270.
- 3 Silo Storage / Locker Room. Converts the now vacant air handling silo to a 2 level storage room and allows for storage at the end of the hall to be converted to an additional changing room to service the studio rink. Net profit of \$155,270.

SWIMMING CENTER

The Swimming Center is a nine-lane Olympic-size (50 meter) swimming pool with separate diving and wading areas. There is also an independent wading pool for youngsters. The swim center also includes a bath house with changing facilities.

2010 Actual:	\$ 283,951
2011 Budget:	\$ 292,320

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 253,230	\$ 253,230
*2	44,940	298,170
3	164,780	462,950
4	8,250	471,200
5	13,900	485,100

Service Level Narrative

- 1 Basic Operation. The pool opens when the Mt. Lebanon schools are out of session for the summer. The pool closes daily at 7 PM and for the season when schools reopen in August. A full preventative maintenance program is provided, including painting of the shell, replacement of chairs, slide repairs, and electrical repairs. Provides revenue of \$200,450 for a net cost of \$52,780.
- 2 Full Operation (Current Level). The pool opens weekends while school is in session and for the season beginning approximately June 10, provides for general swimming 56 hours per week with specialty swims. Dri-dek flooring is replaced in remaining changing areas of the bathhouse. Increases revenue by \$55,200 for a net cost of \$42,520.
- 3 Pool Painting and Repairs. The pool floor is repaired as needed. The shell is sandblasted and painted with epoxy paint. Also includes repairs to existing railings and ladders. Net cost of \$207,300.
- 4 Sound System Replacement. Adds a new sound system to reduce noise in surrounding areas. Net cost of \$215,550.
- 5 Deck Area Improvements. Adds sun port next to bath house, along with a deck to provide a shaded lounge chair area. Lounge chairs are replaced and upgraded. Net cost of \$229,450.

COMMUNITY CENTER

The community center provides meeting rooms for use by residents, nonresidents, organizations and private groups. There are two meeting rooms: a large wooden floor room (Room A 2,220 sq. ft.) with a view of the park, and a smaller vinyl tiled floor room (Room B 1,248 sq. ft.) overlooking the rink, both of which can be subdivided. A kitchen is provided adjoining the smaller room.

2010 Actual: \$ 130,934
 2011 Budget: \$ 131,830

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 128,980	\$ 128,980
2	10,000	138,980
3	21,230	160,210
4	29,430	189,640
5	21,230	210,870
6	18,830	229,700
7	5,890	235,590

Service Level Narrative

- 1 Basic Service (Current Level). The community center is available for rent daily from 9 A.M. to midnight, seven days a week. Maintenance is performed on a regular basis. Tables and chairs replaced as needed. Room A Floor is refinished. Provides revenue of \$36,000 for a net cost of \$92,980.
- 2 Lighting Upgrade. Converts community center lighting to T-8 Energy Saving Fixtures to reduce energy costs. Net cost of \$102,980.
- 3 Additional Room Dividers. Adds room dividers to Room A enabling the room to be divided into quarters allowing for more meeting space and temporary storage. Net cost of \$124,210.
- 4 HVAC Upgrades. Creates additional heating and cooling zones to individually control temperatures for rooms, hallway, and office. Overhead piping repairs are made to eliminate dripping from pipe joints. Net cost of \$153,640.
- 5 Entrance Doors Replaced. Old entry and exit doors are replaced and made ADA compliant. Net cost of \$174,870.
- 6 Room B Floor Replaced. Replaces the damaged floor in Room B. Net cost of \$193,700.

- 7 Digital Video Security System. To enhance security throughout the facility, a digital surveillance system is purchased and installed. Net cost of \$199,590.

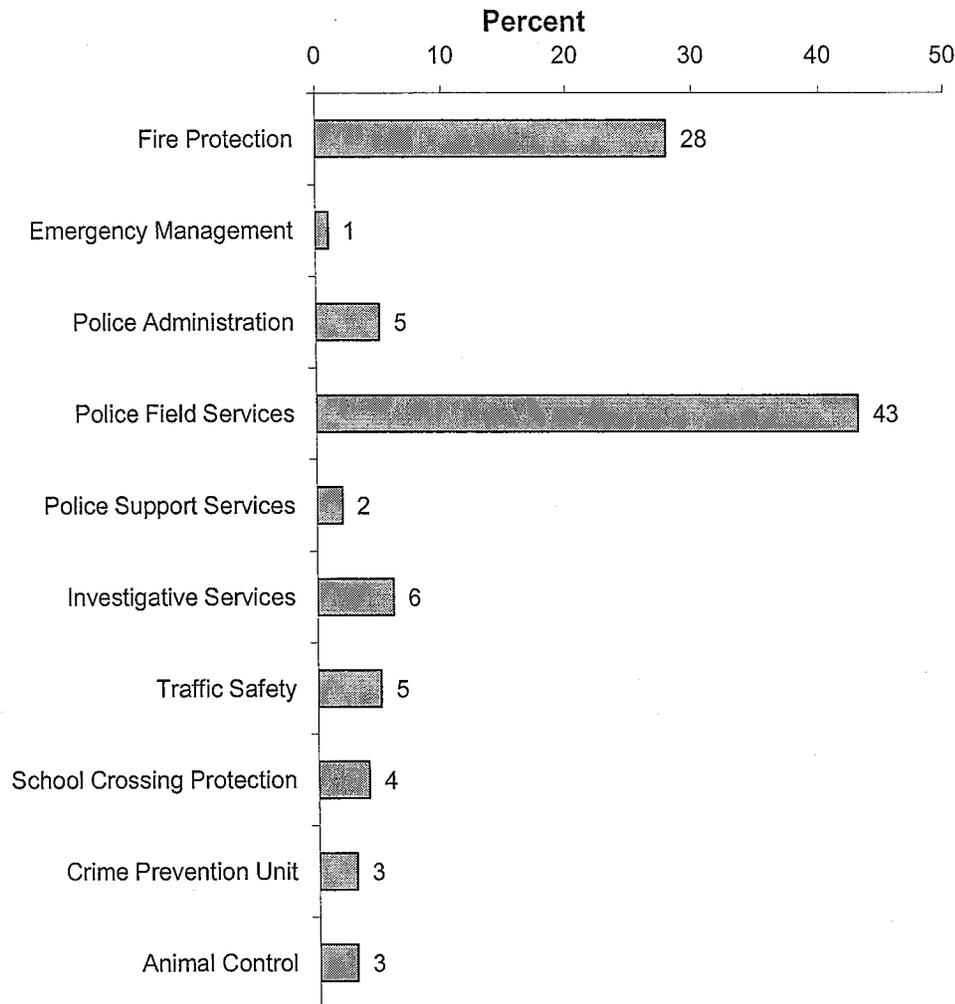
PUBLIC SAFETY

Public Safety includes all services provided by the Fire and Police Departments. The Fire Department is divided into two operational areas while the Police Department is divided into eight.

Overall, Public Safety includes 50 percent of total full-time municipal employees. Employees, including 17 full-time firefighters, 44 police officers, and 10 (9 police and 1 fire) civilians are accounted for in this area.

Public Safety expenditures are proposed to increase 3.4 percent for the 2012 budget.

Public Safety represents 28 percent of the municipal budget, as seen on the Budget in Brief chart. The chart below details the relationship of the individual cost centers within Public Safety:



FIRE PROTECTION

The fire department responds to a variety of emergency and service calls annually, with a fleet of four pumps, an aerial platform and other equipment. A wide range of proactive and reactive emergency protective services is delivered from a central fire station.

2010 Actual: \$ 3,089,117
 2011 Budget: \$ 3,142,040

2012 Service Level Options

<u>Rank</u>	<u>Cost</u>	<u>Cost</u>
1	\$ 513,160	\$ 513,160
2	659,160	1,172,320
3	999,690	2,172,010
4	875,940	3,047,950
*5	149,590	3,197,540
6	122,870	3,320,410
7	53,380	3,373,790
8	377,480	3,751,270
9	377,480	4,128,750
10	2,501,240	6,629,990

Service Level Narrative

- 1 Full Volunteer Company. Provides equipment and facilities for volunteer company. Organization and direction of the department is outside municipal control.
- 2 Weekday Career Staffing. Provides four career staff: a chief, platoon chief and two fire lieutenants. Career staff on duty Monday through Friday from 8 A.M. to 6 P.M. Full volunteer coverage at all other times.
- 3 24-Hour Career Staffing. Provides 10 career staff by adding three platoon chiefs and three fire lieutenants. Adds a full-time secretary. Allows for four rotating two-person shifts providing 24-hour, seven-day a week coverage. Volunteers supplement at all times.

- 4 Proactive Services. Provides 16 career staff by adding one platoon chief and five fire lieutenants. All platoons are staffed with three persons. A wide range of proactive services are provided including building inspections, facility staff training, building plan review, and numerous community outreach activities. Allows for flexibility in providing volunteer training opportunities. Minimum staffing of three persons on weekdays and two for nights and weekends. A part-time clerk assists with required volunteer and career fire company record keeping.
- 5 Fire Prevention & Administrative Support (Current Level). Provides 17 career staff by adding one additional fire lieutenant to deliver fire prevention education programs in the schools. Moves one Platoon Chief onto daylight schedule, providing assistance and administrative support to the Fire Chief.
- 6 Full Fire Prevention & Inspection Services. Increases daylight staffing and provides an additional fire lieutenant, Monday – Friday, 9 AM – 5 PM to provide for required annual fire safety inspections of all commercial occupancies.
- 7 Supplemental Staffing. Provides stipend for volunteers to work duty shifts to meet NFPA minimum staffing requirements, primarily nights and weekends, when career staffing is less than four fire fighters on duty.
- 8 ISO / NFPA Engine Company Distribution. Provides for a second fire station in the area of Public Works to increase engine company distribution and response times to allow for greater compliance with NFPA Deployment Standards and improved ISO ratings. Service level does not include cost of constructing the new station, only the maintenance, staffing and relocation of an engine.
- 9 NFPA Minimum Staffing. Provides 25 career staff. Adds eight fire fighters. Meets the minimum four-person response requirement outlined in the NFPA Standard

on Fire Department Deployment. Improves the level of prevention and associated services. Minimum shift strength is six career staff on weekdays and four on nights and weekends.

- 10 Full Career Department. Provides 36 career staff. Adds 11 fire fighters. Minimum shift strength is eight career staff at all times.

EMERGENCY MANAGEMENT

Emergency Management reflects the needs of Mt. Lebanon in the establishment, planning, and training for the management of emergencies that go beyond the routine. Included are weather-related and man-made emergencies. It also addresses mitigation and recovery from incidents affecting Mt. Lebanon facilities and personnel.

2010 Actual: \$ 96,663
 2011 Budget: \$ 36,770

2012 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 22,840	\$ 22,840
*2	2,000	24,840
3	10,350	35,190
4	10,000	45,190

Service Level Narrative

- 1 Maintenance and Management of Emergency Operations Facilities. Includes emergency management center maintenance, antenna maintenance, maps, hazardous materials management, siren maintenance, staff training, disaster plan updates, satellite broadcast service, cell phone and rooftop weather station maintenance.
- 2 Emergency Management Drills and Risk Management (Current Level). Allows for the planning and implementation of at least one emergency drill. Maintains and upgrades emergency power and lighting systems and

uninterruptable power supplies in municipal building and public safety center. Develops recovery plan for municipal services in the aftermath of a disaster and critical infrastructure protection plan.

- 3 FEMA Training. Provides Incident Management Training for senior municipal staff. Training would be 40 hours in length and would be conducted on-site.
- 4 Pandemic and Disaster Response. Provides funds for the mitigation of large scale emergencies, both natural and man made. Includes personnel, food, shelter, contractors and other private assistance. Provides for a supply cache in the event of a pandemic including respirators, water, and gloves. Also upgrades ventilation systems in public safety building and municipal building and provides for additional cleaning services such as daily cleaning of computer keyboards, phones, door knobs, etc.

POLICE ADMINISTRATION

Police Administration is charged with the overall direction, planning and control of the law enforcement functions performed by the municipality, as well as control of the department budget, computer systems and office equipment.

2010 Actual: \$ 559,376
 2011 Budget: \$ 567,590

2012 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 217,660	\$ 217,660
2	222,790	440,450
*3	157,450	597,900

Service Level Narrative

- 1 Minimum Administration. Provides for a chief of police. Basic administrative and field operational control only.

- 2 Police Administration. Provides for a deputy chief of police to oversee the operations division which includes: patrol, traffic, investigations, crime prevention and tactical operations. Also includes one administrative secretary position to control internal personnel files, administrative files, and departmental training files, and perform administrative clerical duties.
- 3 Full Police Administration (Current Level). Provides for a lieutenant to oversee support services division which includes support services unit, information technology services, animal control, fleet and facility maintenance and administration functions.

supervision on 70% of all shifts. Increases ability to deploy by beat on all three shifts. Includes one lieutenant and three police officers.

- 3 Intermediate Patrol Service. Provides three one-officer patrol units per shift, with supervision on 85% of all shifts. Increases number of patrol units on two shifts, allows for some proactive enforcement, and expands geographical deployment. Adds one lieutenant, one corporal and two police officers.
- 4 Proactive Patrol Service (Current Level). Provides for four one-officer patrol units per shift with supervision. Includes one lieutenant, one corporal, three police officers and one police dog.

POLICE FIELD SERVICES

The largest organizational unit in the police department, police field services provides traditional uniformed police patrol functions, including response to calls for service, enforcement of all laws, apprehension of violators, regulation of conduct and prevention of crime through patrol activities.

2010 Actual: \$ 4,723,010
 2011 Budget: \$ 4,803,850

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 3,301,190	\$ 3,301,190
2	557,540	3,858,730
3	530,390	4,389,120
*4	688,920	5,078,040

Service Level Narrative

- 1 Minimum Patrol Service. Provides two one-officer patrol units per shift, with supervision on 50% of all shifts. Includes three lieutenants, three corporals and 12 police officers.
- 2 Reactive Patrol Service. Provides three one-officer patrol units per shift, with

POLICE SUPPORT SERVICES

Staff support for all operating units is provided by Police Support Services. All the functions of revenue collection, records management and data collection and dissemination are included.

2010 Actual: \$ 220,135
 2011 Budget: \$ 235,010

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 157,570	\$ 157,570
*2	82,180	239,750
3	10,000	249,750

Service Level Narrative

- 1 Support Service. Provides one records clerk to maintain police records five days a week.
- 2 Police Information System (Current Level). Provides the ability to update police records and information five days a week, including computer processing and input and the UCR reports. Also provides for part-time

coverage on the night shift to handle night parking requests and input and update of police records. Includes one police records clerk.

- 3 Public Safety Center Cameras/Security System. Provides update to PSC security by enhancing the ability of the current DVR system to record and store video. Also provides for the purchase and installation of additional cameras to record potential high-risk/liability locations outside existing surveillance capabilities.

INVESTIGATIVE SERVICES

Investigative Services (ISU) provides investigation of complex and serious crimes, drug investigation, youth services, follow-up investigations, court liaison, and case management. ISU also provides property and evidence control, prisoner processing, crime scene processing and fingerprinting services, and technical support to Police Field Services and other police agencies.

2010 Actual: \$ 596,981
2011 Budget: \$ 730,070

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 333,320	\$ 333,320
2	150,910	484,230
3	126,040	610,270
*4	114,560	724,830
5	111,220	836,050

Service Level Narrative

- 1 Assignment Level. Provides follow-up investigation of some felonies and misdemeanors, and minor review of youth crime without referral or counseling. Provides minimal court liaison assistance. Includes two police officers and one secretary.

- 2 Evidence-Property Control/Court Liaison. Assists unit members in all other primary and secondary follow-up investigations, including the ability to conduct serious felony investigations. Provides court liaison and pretrial assistance to D.A., thus reducing patrol involvement. Provides supervision and system of accountability for all evidence in department custody. Includes one corporal.
- 3 Youth Service. Allows for current youth services program. Provides one full-time youth services officer/juvenile court liaison. Includes one police officer.
- 4 Supervision (Current Level). Provides for supervision of department criminal investigations. Adds 50 percent of one lieutenant (shared with Traffic Safety).
- 5 Full Drug Enforcement. Allows for full drug enforcement capabilities to include surveillance, cultivating informants, etc. Allows for participation in regional or federal narcotics task forces. Provides vacation relief. Adds one police officer.

TRAFFIC SAFETY

Traffic Safety (TSU) is responsible for extended traffic enforcement, accident investigation, and follow-up investigation of all hit-and-run, near-fatal and fatal accidents. The unit maintains all accident and citation records and correspondence with the National Safety Council and the American Automobile Association. TSU responds to speed and other traffic survey requests, and provides significant input for MLPD's comprehensive traffic safety planning.

2010 Actual: \$ 494,761
2011 Budget: \$ 616,700

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 268,810	\$ 268,810
*2	363,760	632,570
3	111,220	743,790

Service Level Narrative

- 1 Basic Traffic Enforcement. Provides one police officer to maintain accident and traffic enforcement statistics. Provides for some field enforcement and hit-and-run investigations.
- 2 Traffic Control – Two Shifts (Current Level). Provides for operation of one traffic unit on two shifts five days per week. Allows for coverage during peak traffic hours and investigation of traffic accidents by traffic personnel. Includes one corporal, one police officer and 50 percent of a lieutenant (shared with investigations)
- 3 Expanded Traffic Enforcement. Staffs traffic car two shifts, seven days a week (relief provided). Provides limited in-service training to patrol unit. Adds one police officer.

SCHOOL CROSSING PROTECTION

Mt. Lebanon provides for school crossing guards during the school year at 41 posts. Substitute guards are included to ensure full coverage. Supervision and training of the guards is also included. Guard costs are shared with the school district.

2010 Actual: \$ 451,856
 2011 Budget: \$ 483,130

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 428,800	\$ 428,800
*2	62,130	490,930

Service Level Narrative

- 1 Crossing Guards. Employs a total of 41 guards and approximately 15 substitute guards for entire school year.

- 2 Year Round Supervision (Current Level). Includes one full-time civilian supervisor that handles schedules, payroll and call-offs as well as training and day-to-day problems.

CRIME PREVENTION UNIT

The Crime Prevention Unit assists community organizations, neighborhood groups, schools and individual citizens to become actively involved in crime prevention. These activities reduce crime, abate the fear of crime and contribute to neighborhood awareness of crime problems.

2010 Actual: \$ 292,091
 2011 Budget: \$ 297,090

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 166,630	\$ 166,630
*2	128,610	295,240
3	111,220	406,460

Service Level Narrative

- 1 Basic Program. Continuation of school programs, D.A.R.E., neighborhood watch programs and other programs as time is available. Current projects match available officer time. Includes one corporal.
- 2 Current Program (Current Level). Provides additional time to expand the neighborhood watch programs, work with the Drug and Alcohol Advisory Council, Partnership Against Underage Substance Abuse (PAUSA), and design programs for the reduction of criminal incidents. Adds one police officer.
- 3 Program Expansion Level. Allows the unit to provide expanded education, counseling and assistance to community, school and safety programs. Includes one police officer.

ANIMAL CONTROL

This activity, administered through the police department, provides for domestic and wild animal control within the municipality. Responsibilities include enforcement of state, county and local laws pertaining to animals, housing of animals, and, if necessary, disposing of injured or unwanted animals. Animal Control operates on a cooperative operation basis with seven other communities.

2010 Actual: \$ 289,564
 2011 Budget: \$ 307,030

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
1	\$ 123,480	\$ 123,480
2	67,750	191,230
3	65,450	256,680
*4	64,320	321,000

Service Level Narrative

- 1 Mt. Lebanon Animal Control. Provides an eight-hour, five-day week service only to Mt. Lebanon. Utilizes one truck, needed control equipment and pound facilities. No relief factor. Includes one animal control officer.

- 2 Minimum Contract Level. Provides limited animal control and cooperative operation with seven other communities. Coverage expanded to 16 hours per day, five days per week with no relief. Includes one senior animal control officer position. Provides \$130,340 in revenue from other communities.

- 3 Full Week Coverage. Provides seven-day coverage with extended dual coverage during peak volume hours. Provides vacation, holiday and emergency relief. Adds one animal control officer. Provides \$47,190 in additional revenue.

- 4 Current Coverage (Current Level). Provides for quicker response time and optimum area coverage in contracted communities. Includes one animal control officer. Provides \$47,190 in additional revenue.

CAPITAL IMPROVEMENTS

CAPITAL IMPROVEMENTS

Capital improvements, the replacement of certain hard good items and infrastructure, are necessary to maintain and improve the investment Mt. Lebanon has in its physical facilities and equipment. These expenditures are programmed under the long-range capital improvement program required by the Home Rule Charter.

2010 Actual: \$4,155,937

2011 Budget: \$6,153,800

2012 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 3,424,630	\$ 3,424,630
2	538,680	3,963,310
3	220,000	4,183,310
4	1,050,000	5,233,310
5	24,000	5,257,310
6	75,500	5,332,810
7	68,250	5,401,060
8	1,050,000	6,451,060
9	550,000	7,001,060
10	129,320	7,130,380
11	130,000	7,260,380
12	87,000	7,347,380
13	31,000	7,378,380
14	100,980	7,479,360
15	41,100	7,520,460
16	4,590,600	12,111,060
17	3,520,700	15,631,760
18	160,000	15,791,760
19	52,500	15,844,260
20	55,000	15,899,260
21	114,300	16,013,560
22	320,000	16,333,560
23	186,400	16,519,960
24	32,500	16,552,460
25	50,600	16,603,060
26	39,740	16,642,800
27	534,780	17,177,580
28	112,730	17,290,310
29	56,650	17,346,960
30	456,600	17,803,560
31	52,500	17,856,060
32	117,500	17,973,560
33	50,000	18,023,560
34	164,590	18,188,150
35	476,000	18,664,150
36	40,000	18,704,150
37	60,000	18,764,150

Service Level Narrative

- 1 EPA 308 Sewer Work. Funded through a surcharge on ALCOSAN bills. Includes flow monitoring, videotaping and sanitary sewer system data development for each watershed, under an approved consent order, which will be used to develop a repair and rehabilitation program for sewers.
- 2 Storm Water Management. Upgrades or repairs to storm sewer lines in seven areas within the municipality. Funded through a storm water fee.
- 3 Veteran's Memorial. Uses private funds and grants to construct a memorial to veterans at Mt. Lebanon Park.
- 4 Basic Street Reconstruction. Includes reconstruction of approximately 1/2 mile of deteriorated streets.
- 5 Server Replacement Program. Replaces four municipal servers following industry recommendations to replace servers every four years to minimize failure.
- 6 Public Works Building Garage Floor and Ceiling Rehabilitation. Provides for the rehabilitation of the concrete garage floor slabs, seal the joints, prepare and install a protective coating on the floor and partially repair the overhead planks at the garage.
- 7 Ice Rink Restroom Repairs. Repairs to the Ice Rink restrooms which include replacing stalls and fixtures, and relocating plumbing access to facilitate easier repairs and maintenance.
- 8 Street Reconstruction – Acceptable Level. Provides additional funds needed to maintain streets at an “acceptable” overall condition index rating as required by Ordinance Bill No. 16-11. This will increase street reconstruction in 2012 to 1 mile in total.

- 9 Pumper Replacement. Replaces two front-line pumpers will be 10 years old in 2012. New pumper will split first-line response duties with the new ladder truck, prolonging the first-line service of each apparatus for approximately 10 – 15 years.
- 10 Large Truck Replacement. Purchase of a large truck for ice and snow and leaf vacuuming operations. Replaces a 15-year-old model.
- 11 Public Works Building #2 Roof. Replaces rusted roof panels, gutters and damaged skylights over the carpentry shop and vehicle storage garages.
- 12 Washington Road Pedestrian Crosswalk. Improves crossing in front of Washington School to include an in-pavement crosswalk beacon system, ADA ramps, LED beacon/sign system with push button activation, and new thermoplastic pavement markings.
- 13 Traffic Signal Preemption. Provides emergency vehicles with a green light through traffic signals to enhance safe responses to emergencies. This is a continuation of a multi-year project.
- 14 Tennis Center Improvements. Includes constructing of concrete stairs/walkway to practice wall and safety lighting enhancements at the center.
- 15 Fire Pickup Truck Replacement. Purchase of a new 4-door crew cab pickup truck to replace 16 year old model.
- 16 Swim Center Renovation. Update s the 30 year old swim center. Replaces pool plumbing, updates filtration system and bath house and adds zero depth entry, pool heater, and leisure amenities.
- 17 McNeilly Field. Develops two multi-purpose fields, one baseball/softball field with irrigation and walking trails. Includes parking, restroom facilities, bleachers and concession stands.
- 18 Public Safety Center Improvements. Includes the removal and replacement of cracked stone on the rear elevation with new vertical control joints to eliminate the intrusion of water into the interior spaces of the building.
- 19 Sidewalk Improvement Program. Install approximately 850 linear feet of new sidewalk at no expense to the property owner using the 1993 Sidewalk Task Force Report.
- 20 Phone System Upgrade. Includes the purchase of 100 phones, 4 switches and required licenses. First year of a two year plan.
- 21 Lindendale Drive Embankment. Stabilize 300 feet of the stream up stream of the Lindendale culvert to fight erosion that is beginning to undermine Lindendale Drive. Work will only be completed if grant is approved.
- 22 Replacement of Aquatech. Replaces unit purchased in 1997. Used for routine maintenance and for clearing pipes during emergency responses on our sanitary and storm water systems.
- 23 Ice Rink Floor. Replaces the flooring in the Ice Center Lobby, hallways, locker rooms, and offices. The existing flooring was installed in 1990.
- 24 Fueling Station – Canopy, Pumps/Fuel Tracking. Replaces current 35 year old equipment new equipment that will have a mag-stripe card based control and computer based reporting capabilities.
- 25 Community Center Room Improvements. Replace Room B floor. Adds hallway storage and additional dividers to Room A to enable the accommodation of multiple smaller functions at the same time.
- 26 FCC Narrow Band Mandate. Replaces public works radio system before FCC

- deadline requiring reduction in size of communication channels.
- 27 Golf Course Improvements. Includes four tees & drainage and additional contouring for holes number four and five. Second year of five year plan
 - 28 Security System Replacement. Replaces security system hardware and software at both the Public Safety Center and Municipal Building. Upgrades to both facilities will allow facility security and programming improvements by having control from one access point and utilization of the same key fobs at both buildings.
 - 29 Golf Course Indoor Teaching Facility. Constructs golf teaching building of 360 square ft. located on golf course property near the current clubhouse.
 - 30 Parks Master Plan. Continues park improvement program including a natural areas study in Bird, Robb Hollow, Hoodridge and Twin Hills Parks. Also improvements to Sunset Hills Park including creating an entry area, and walkway, improving the existing baseball field and installing a parking lot.
 - 31 Golf Course Equipment. Purchase of a fairway mower to replace a 13 year old model.
 - 32 Ice Center Facility Enhancements. Replaces lobby ceiling, benches, sound system and lighting to improve the appearance and atmosphere of the facility. Encloses snack bar corner to form a party room at ice level for private parties.
 - 33 Development of Pennsylvania Boulevard. Purchase of additional properties and creation of the schematic plan to develop the site as a passive recreational space.
 - 34 Forestry Bucket Truck. Purchase of a fully equipped bucket truck will improve level of productivity of the forestry crew. Currently all work is done by climbing, which is slow, difficult and dangerous work.
 - 35 Private Street Improvements. Completes upgrades to private through streets which are used for the benefit of the general public. Proposed to complete 7 streets over 3 years with costs shared with the residents.
 - 36 Morgan Circle. Improves Morgan Circle to compliment the new memorial to be constructed in spring 2012.
 - 37 Main Park Pavilion/Concert Stage. Adds a pavilion in between the two play areas in Martha's Playground to accommodate additional rental requests and also serve as a covered concert venue in Main Park.

DEBT SERVICE

The debt service budget represents payments to be made in 2012 for five long-term bond issues. The total outstanding debt as of December 31, 2011, is \$25,475,000.

2010 Actual: \$ 2,509,631
 2011 Budget: \$ 2,578,730

2012 Service Level Options

<u>S/L Rank</u>	<u>S/L Cost</u>	<u>Cum. Cost</u>
*1	\$ 2,421,690	\$ 2,421,690
2	58,500	2,480,190

Service Level Narrative

- 1 Required Debt Payments (Current Level). In 2012, principal payments of \$1,740,000 and interest payments of \$681,690 will be made on bond issues. The payments will be paid as follows:

	Principal	Interest	Total
General Fund	\$ 1,735,840	\$ 619,380	\$ 2,355,220
Sewage Fund	4,160	62,310	66,470

The details of the issues are:

<u>Issue</u>	<u>Purpose</u>	<u>Original Principal</u>	<u>Outstanding Principal</u>	<u>Interest Rate</u>	<u>Year of Maturity</u>
2007	Various Capital Improvements	\$3,845,000	\$3,810,000	3.50 to 4.125%	2027
2008	Refunding of 2001 and 2002B series bond issues	\$9,365,000	\$3,955,000	2.450 to 3.600%	2017
2009	Street reconstruction/ Sidewalk replacement	\$2,115,000	\$2,105,000	3.0% to 4.50%	2028
2010	Refunding of 2003 (A and B), 2004, and 2006 bond issues	\$12,390,000	\$12,375,000	1.0% to 3.75%	2025

- 2 Tax Anticipation Note Interest. 2012 will be a year of uncertainties for the major sources of revenues—real estate tax and earned income tax. It may be necessary to borrow to cover cash flow shortages mid-year.

Parking Fund

In addition the Parking Fund is responsible for paying the debt service on the 2010 Refunding Series C, with an original principal amount of \$3,230,000. This issue has coupons ranging from .85% to 3.0% and a final maturity of 2017.

SPECIAL REVENUE FUNDS

The Special Revenue Fund accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. Two individual funds are combined into the Special Revenue Fund:

- State Highway Aid – Funds received from the Commonwealth from liquid fuel taxes to be used on appropriate street related expenditures.
- Sewage – Funds collected from residents/owners through a municipal sewage charge and transferred to the Capital Projects Fund for sanitary sewer reconstruction and to the General Fund for sanitary sewer maintenance.
- Storm Water – Funds collected from residents/owners through a municipal storm water charge and transferred to the Capital Projects Fund for storm sewer reconstruction and to the General Fund for storm sewer maintenance.

2012 Budget

	Total	State Highway Aid	Sewage	Storm Water
<u>Revenue:</u>				
Fines, Forfeitures and Penalties	\$ 1,500	-	\$ 1,500	-
Investment	8,500	\$ 2,000	4,500	\$ 2,000
Intergovernmental	612,000	612,000	-	-
Charges for Service and Other Revenue	25,000	-	25,000	-
Assessments	8,851,000	-	7,550,000	1,301,000
Transfer to Capital Projects Fund	(4,463,310)	-	(3,424,630)	(1,038,680)
Use of Surplus/Fund Balance	294,940	-	294,940	-
	<u>\$ 5,329,630</u>	<u>\$ 614,000</u>	<u>\$ 4,451,310</u>	<u>\$ 264,320</u>
<u>Expenditures:</u>				
<u>Operating:</u>				
General Government	\$ 145,690	-	\$ 111,830	\$ 33,860
Public Works	1,317,470	\$ 614,000	473,010	230,460
Subtotal	1,463,160	614,000	584,840	264,320
Debt Service	66,470	-	66,470	-
Payments to ALCOSAN	3,800,000	-	3,800,000	-
	<u>\$ 5,329,630</u>	<u>\$ 614,000</u>	<u>\$ 4,451,310</u>	<u>\$ 264,320</u>

CAPITAL PROJECTS FUND

The Capital Projects Fund accounts for all resources and expenditures concerning the acquisition, construction or improvements of capital facilities or infrastructure by the municipality.

In 2012 funding will be provided by the municipal sewage charge, storm water charge, the General Fund, and fundraising efforts.

Four capital improvement budget levels are included in the 2012 Capital Projects Fund Budget:

		Funded By				
Level	Description	Total	Sewage Fee	General Fund	Storm Water Fee	Fundraising
1	EPA 308 Sewer Work	\$ 3,424,630	\$ 3,424,630	-	-	-
2	Storm Water Management	538,680			\$ 538,680	
3	Veteran's Memorial	220,000	-	-	-	\$ 220,000
4,8	Street Reconstruction	2,100,000	-	\$ 1,600,000	500,000	
		\$ 6,283,310	\$ 3,424,630	\$ 1,600,000	\$ 1,038,680	\$ 220,000

LINE ITEM BUDGET

<u>Taxes</u>		<u>Recreation</u>	
Real Estate			
2012	\$ 11,250,460	Seasonal Programs	\$ 542,280
2011	125,080	Golf Course	457,630
Prior Years	203,500	Tennis Center	208,080
Subtotal -		Platform Tennis	14,000
Real Estate	<u>11,579,040</u>	Recreation Center	
		Ice Rink	1,128,500
Earned Income	9,823,500	Swimming Pool	255,650
Local Services	413,000	Community Center	<u>36,000</u>
Real Estate Transfer	1,175,000		
County Sales	740,000	Subtotal -	
Utility	<u>31,700</u>	Recreation Center	<u>1,420,150</u>
Total	23,762,240	Total	2,642,140
<u>Licenses, Permits & Fees</u>		<u>Charges for Services & Other Revenue</u>	
Cable TV Franchise Fee	660,000	Contributions	220,000
Building Permits	801,590	Tax Office Cost	134,000
Public Works Permits	60,000	Crossing Guard Cost	245,470
Video Licenses	8,500	Animal Control Program	224,720
Lien Letter Fee	54,000	Public Information	641,500
Liquor Licenses	8,000	School Ballfield Maintenance	83,300
Fire Permits	57,000	Snow/Ice Control	63,000
Vendor Permits	<u>2,500</u>	Sale of/Damage to Property	35,450
Total	1,651,590	Insurance Refunds	200,000
		Sidewalk Assessments	55,430
		Transfer from Parking Fund	132,000
		Miscellaneous	<u>123,250</u>
		Total	2,158,120
<u>Fines, Forfeitures & Penalties</u>			
Police/Magistrate Fines	165,000	Sewage Assessments	8,851,000
Other	<u>4,460</u>	Use of Fund Balance	<u>1,369,940</u>
Total	169,460		
<u>Investment & Rental</u>	18,000		
<u>Intergovernmental</u>		TOTAL REVENUES	<u>\$ 42,281,640</u>
State Pension Contribution	608,150		
State Highway Aid	612,000		
Public Works Grants	122,000		
Fire Relief Association	167,000		
Police Grants	146,000		
General Grants	<u>4,000</u>		
Total	1,659,150		

Note: Includes General, Special Revenue and Capital Projects Funds.

General Management

Regular Salaries & Wages	\$ 317,870
Overtime Wages	3,740
Part-time & Temporary Wages	2,740
Retainers & Special Salaries	17,500
Fringe Benefits	110,100
Special Appropriations	2,250
Professional & Consult. Services	30,440
Training & Conferences	6,790
Memberships	10,290
Repairs & Maintenance	250
Printing & Photography	5,460
Postage	750
Rental	10,100
Contractual Services	26,300
Books & Periodicals	550
Equipment & Furniture	800
Total	545,930

Information Services

Regular Salaries & Wages	141,740
Part-time & Temporary Wages	9,980
Fringe Benefits	72,790
Professional & Consult. Services	56,000
Training & Conferences	6,040
Postage	200
Contractual Services	69,880
Office Supplies	500
Books & Periodicals	400
Equipment & Furniture	40,500
Total	398,030

Public Information

Regular Salaries & Wages	142,390
Part-time & Temporary Wages	235,580
Fringe Benefits	98,740
Professional & Consult. Services	32,650
Training & Conferences	2,000
Memberships	430
Printing & Photography	161,000
Postage	44,500
Contractual Services	115,480
Office Supplies	2,500
Books & Periodicals	180
Equipment & Furniture	4,790
Total	840,240

Legal Services

Professional & Consult. Services	\$ 280,000
Total	280,000

Financial Management

Regular Salaries & Wages	152,780
Overtime Wages	320
Part-time & Temporary Wages	13,000
Fringe Benefits	80,210
Professional & Consult. Services	26,300
Training & Conferences	2,080
Memberships	180
Printing & Photography	2,400
Rental	2,900
Contractual Services	10,240
Books & Periodicals	170
Total	290,580

Treasury/Tax Collection

Regular Salaries & Wages	125,230
Overtime Wages	1,730
Part-time & Temporary Wages	28,370
Retainers & Special Salaries	9,000
Fringe Benefits	63,500
Professional & Consult. Services	190,310
Training & Conferences	200
Memberships	80
Repairs & Maintenance	400
Printing & Photography	6,650
Postage	28,400
Rental	24,150
Contractual Services	16,750
Office Supplies	3,600
Books & Periodicals	1,300
Equipment & Furniture	500
Total	500,170

Insurance

Comprehensive Business Policy	327,360
Broad Form Excess Policy	15,000
Total	342,360

Office Services

Regular Salaries & Wages	\$ 17,740
Part-time & Temporary Wages	31,300
Fringe Benefits	13,110
Printing & Photography	2,650
Postage	30,000
Rental	16,500
Contractual Services	20,200
Office Supplies	21,600
Total	153,100

Employment Benefits

Fringe Benefits	822,530
Total	822,530

Community and Economic Development

Regular Salaries & Wages	96,210
Fringe Benefits	50,510
Training & Conferences	1,700
Memberships	700
Rental	1,290
Books & Periodicals	50
Equipment & Furniture	800
Total	151,260

Planning

Regular Salaries & Wages	102,700
Overtime Wages	600
Fringe Benefits	50,180
Professional & Consult. Services	70,000
Training & Conferences	1,250
Memberships	500
Rental	1,290
Contractual Services	700
Total	227,220

Engineering

Professional & Consult. Services	42,000
Total	42,000

Building Inspection

Regular Salaries & Wages	228,490
Retainers & Special Salaries	800
Fringe Benefits	89,070

Building Inspection (cont.)

Professional & Consult. Services	\$ 1,800
Training & Conferences	2,100
Memberships	670
Utilities	1,700
Printing & Photography	200
Rental	1,290
Contractual Services	1,100
Office Supplies	100
Books & Periodicals	900
Equipment & Furniture	1,600
Total	329,820

Geographic Information System

Regular Salaries & Wages	60,740
Fringe Benefits	10,070
Professional & Consult. Services	100
Training & Conferences	1,650
Memberships	350
Repairs & Maintenance	230
Office Supplies	400
Total	73,540

Civic Activities

Regular Salaries & Wages	14,590
Overtime Wages	22,400
Part-time & Temporary Wages	3,420
Fringe Benefits	14,140
Printing & Photography	1,950
Contractual Services	76,960
Equipment & Furniture	750
Recreation Supplies	2,800
Total	137,010

Public Works Administration

Regular Salaries & Wages	229,770
Overtime Wages	500
Fringe Benefits	91,440
Training & Conferences	1,300
Memberships	2,200
Utilities	2,400
Printing & Photography	1,500
Rental	12,790
Books & Periodicals	200
Equipment & Furniture	800
Total	342,900

Street Maintenance

Regular Salaries & Wages	\$ 112,830
Overtime Wages	1,000
Part-time & Temporary Wages	3,490
Fringe Benefits	47,110
Professional & Consult. Services	35,000
Contractual Services	389,020
Maintenance Supplies	1,800
Construction Supplies	16,000
Total	606,250

Curbs

Regular Salaries & Wages	1,380
Fringe Benefits	580
Contractual Services	49,000
Total	50,960

Pedestrian Routes

Regular Salaries & Wages	15,690
Part-time & Temporary Wages	12,970
Fringe Benefits	8,240
Professional & Consult. Services	2,500
Contractual Services	155,000
Total	194,400

Ice & Snow Control

Regular Salaries & Wages	141,730
Overtime Wages	100,000
Fringe Benefits	74,170
Contractual Services	30,530
Equipment & Furniture	86,900
Maintenance Supplies	418,810
Total	852,140

Traffic Planning & Signals

Regular Salaries & Wages	67,740
Overtime Wages	3,500
Fringe Benefits	27,320
Special Appropriations	3,600
Professional & Consult. Services	40,000
Training & Conferences	3,200
Utilities	24,460
Repairs & Maintenance	5,000
Contractual Services	15,000
Total	189,820

Traffic Signs & Painting

Regular Salaries & Wages	\$ 35,500
Part-time & Temporary Wages	10,370
Fringe Benefits	16,170
Contractual Services	4,000
Equipment & Furniture	24,000
Maintenance Supplies	15,000
Total	105,400

Street Lighting

Utilities	309,280
Maintenance Supplies	2,000
Total	311,280

Sanitary Sewers

Regular Salaries & Wages	237,260
Overtime Wages	15,900
Part-time & Temporary Wages	3,490
Fringe Benefits	90,360
Contractual Services	110,000
Maintenance Supplies	12,000
Construction Supplies	4,000
Total	473,010

Storm Sewers

Regular Salaries & Wages	94,670
Overtime Wages	700
Fringe Benefits	39,630
Contractual Services	10,000
Construction Supplies	6,500
Total	151,500

Street Sweeping

Regular Salaries & Wages	88,340
Overtime Wages	55,880
Part-time & Temporary Wages	7,980
Fringe Benefits	46,300
Contractual Services	28,000
Equipment & Furniture	72,000
Maintenance Supplies	1,200
Total	299,700

Refuse Collection

Overtime Wages	\$ 55,000
Fringe Benefits	8,390
Contractual Services	<u>2,071,470</u>
Total	2,134,860

Municipal Building

Regular Salaries & Wages	19,260
Fringe Benefits	8,040
Utilities	153,450
Contractual Services	86,500
Equipment & Furniture	900
Maintenance Supplies	<u>18,000</u>
Total	286,150

Public Safety Center

Regular Salaries & Wages	22,020
Fringe Benefits	9,190
Utilities	163,600
Contractual Services	79,000
Maintenance Supplies	<u>20,000</u>
Total	293,810

Public Works Building

Regular Salaries & Wages	13,210
Fringe Benefits	5,520
Utilities	30,380
Contractual Services	3,150
Maintenance Supplies	<u>11,000</u>
Total	63,260

Library Building

Regular Salaries & Wages	9,080
Part-time & Temporary Wages	17,960
Fringe Benefits	6,130
Utilities	76,760
Contractual Services	63,000
Maintenance Supplies	<u>12,100</u>
Total	185,030

Parks Maintenance

Regular Salaries & Wages	130,450
Part-time & Temporary Wages	3,990
Fringe Benefits	54,460
Utilities	28,050
Contractual Services	72,500
Equipment & Furniture	30,500

Parks Maintenance (cont.)

Maintenance Supplies	\$ 35,500
Construction Supplies	9,000
Botanical Supplies	<u>7,100</u>
Total	371,550

Planting Areas

Contractual Services	<u>24,910</u>
Total	24,910

Forestry

Regular Salaries & Wages	138,690
Overtime Wages	2,000
Fringe Benefits	64,390
Contractual Services	63,220
Equipment & Furniture	1,500
Maintenance Supplies	500
Botanical Supplies	<u>18,600</u>
Total	288,900

Equipment Maintenance

Regular Salaries & Wages	144,740
Overtime Wages	2,500
Fringe Benefits	56,210
Repairs & Maintenance	73,000
Equipment & Furniture	2,500
Maintenance Supplies	152,800
Fuels & Lubricants	<u>288,260</u>
Total	720,010

Library

Special Appropriations	<u>1,121,060</u>
Total	1,121,060

Outreach

Special Appropriations	<u>95,480</u>
Total	95,480

Medical Rescue Team South Authority

Special Appropriations	<u>176,830</u>
Total	176,830

Community Organizations

Special Appropriations	\$ 37,310
Total	37,310

Recreation Management

Regular Salaries & Wages	183,510
Overtime Wages	1,150
Fringe Benefits	84,000
Training & Conferences	1,950
Memberships	360
Printing & Photography	1,000
Rental	14,340
Contractual Services	5,930
Office Supplies	2,900
Equipment & Furniture	4,400
Total	299,540

Seasonal Recreation Programs

Regular Salaries & Wages	65,620
Overtime Wages	500
Part-time & Temporary Wages	59,360
Fringe Benefits	36,640
Training & Conferences	650
Contractual Services	254,570
Recreation Supplies	33,270
Supplies for Resale	530
Total	451,140

Golf Course

Regular Salaries & Wages	115,020
Overtime Wages	3,090
Part-time & Temporary Wages	71,360
Fringe Benefits	42,970
Training & Conferences	250
Memberships	400
Utilities	43,940
Repairs & Maintenance	15,000
Printing & Photography	1,200
Rental	32,340
Contractual Services	13,610
Office Supplies	400
Maintenance Supplies	32,450
Botanical Supplies	1,000
Recreation Supplies	500
Supplies for Resale	13,000
Total	386,530

Tennis Center

Regular Salaries & Wages	\$ 13,930
Part-time & Temporary Wages	62,850
Fringe Benefits	15,630
Utilities	21,510
Printing & Photography	100
Rental	5,000
Contractual Services	46,870
Equipment & Furniture	1,500
Maintenance Supplies	1,500
Construction Supplies	500
Botanical Supplies	500
Recreation Supplies	1,300
Total	171,190

Platform Tennis

Fringe Benefits	320
Utilities	5,200
Contractual Services	2,290
Maintenance Supplies	500
Total	8,310

Ice Rink

Regular Salaries & Wages	186,270
Overtime Wages	1,000
Part-time & Temporary Wages	225,750
Fringe Benefits	100,880
Memberships	500
Utilities	258,550
Repairs & Maintenance	15,000
Printing & Photography	1,200
Contractual Services	83,480
Office Supplies	2,800
Equipment & Furniture	10,400
Maintenance Supplies	19,800
Recreation Supplies	26,800
Total	932,430

Swimming Pool

Regular Salaries & Wages	54,250
Part-time & Temporary Wages	113,070
Fringe Benefits	39,190
Training & Conferences	300
Utilities	41,940
Repairs & Maintenance	10,000
Contractual Services	11,420

Swimming Pool (cont.)

Office Supplies	\$ 500
Equipment & Furniture	5,500
Maintenance Supplies	21,500
Recreation Supplies	500
	<hr/>
Total	298,170

Community Center

Regular Salaries & Wages	27,130
Part-time & Temporary Wages	10,970
Fringe Benefits	13,170
Utilities	57,210
Repairs & Maintenance	3,000
Contractual Services	10,000
Equipment & Furniture	3,000
Maintenance Supplies	4,500
	<hr/>
Total	128,980

Fire Protection

Regular Salaries & Wages	1,525,500
Overtime Wages	244,340
Part-time & Temporary Wages	11,250
Fringe Benefits	879,650
Special Appropriations	298,450
Professional & Consult. Services	4,800
Training & Conferences	16,700
Memberships	1,070
Utilities	110,660
Repairs & Maintenance	25,000
Printing & Photography	950
Rental	4,960
Contractual Services	15,600
Office Supplies	3,800
Books & Periodicals	3,940
Equipment & Furniture	34,740
Maintenance Supplies	16,130
	<hr/>
Total	3,197,540

Emergency Management

Special Appropriations	2,500
Training & Conferences	8,500
Utilities	2,110
Rental	480
Contractual Services	4,900
Equipment & Furniture	3,850
Maintenance Supplies	2,500
	<hr/>
Total	24,840

Police Administration

Regular Salaries & Wages	\$ 339,630
Fringe Benefits	178,040
Professional & Consult. Services	800
Training & Conferences	31,000
Memberships	5,280
Utilities	8,400
Rental	10,250
Contractual Services	6,000
Office Supplies	6,000
Books & Periodicals	400
Equipment & Furniture	10,600
Maintenance Supplies	1,500
	<hr/>
Total	597,900

Police Field Services

Regular Salaries & Wages	2,607,150
Overtime Wages	334,710
Fringe Benefits	1,996,730
Professional & Consult. Services	2,200
Office Supplies	500
Books & Periodicals	50
Equipment & Furniture	136,700
	<hr/>
Total	5,078,040

Police Support Services

Regular Salaries & Wages	89,230
Part-Time & Temporary Wages	25,460
Fringe Benefits	38,820
Repairs & Maintenance	2,000
Printing & Photography	600
Rental	5,450
Contractual Services	52,000
Office Supplies	100
Books & Periodicals	2,650
Maintenance Supplies	23,440
	<hr/>
Total	239,750

Investigative Services

Regular Salaries & Wages	410,260
Overtime Wages	26,400
Fringe Benefits	284,070
Special Appropriations	1,000
Professional & Consult. Services	500
Books & Periodicals	100
Maintenance Supplies	2,500
	<hr/>
Total	724,830

Traffic Safety

Regular Salaries & Wages	\$ 292,770
Overtime Wages	59,000
Fringe Benefits	217,220
Special Appropriations	49,500
Memberships	650
Repairs & Maintenance	2,500
Printing & Photography	500
Rental	10,250
Books & Periodicals	180
Total	632,570

School Crossing Protection

Regular Salaries & Wages	54,370
Part-time & Temporary Wages	373,320
Fringe Benefits	57,240
Training & Conferences	3,000
Contractual Services	3,000
Total	490,930

Crime Prevention Unit

Regular Salaries & Wages	163,900
Overtime Wages	8,080
Fringe Benefits	118,060
Special Appropriations	4,500
Memberships	200
Printing & Photography	500
Total	295,240

Animal Control

Regular Salaries & Wages	182,600
Overtime Wages	13,000
Fringe Benefits	91,500
Training & Conferences	3,500
Utilities	1,200
Contractual Services	2,000
Equipment & Furniture	24,500
Maintenance Supplies	2,700
Total	321,000

ALCOSAN Collection Costs \$ 111,830Storm Water Collection Costs 28,860**GRAND TOTAL OPERATING EXPENDITURES** 28,929,570Capital Improvements

Streets	2,100,000
Storm Sewers	538,680
Sanitary Sewers	3,424,630
Equipment	703,320
Buildings	143,750
Parks/Fields	220,000

Total 7,130,380

Debt Service

Bonds	
Principal	1,740,000
Interest	681,690

Total 2,421,690

Payment to ALCOSAN 3,800,000**GRAND TOTAL EXPENDITURES** \$ 42,281,640

**FIVE YEAR COMPARISON OF OPERATING EXPENDITURES
BY OBJECT
2008-2012**

	Budget			Actual		
	2012	2011	2010	2009	2008	
<u>Personnel Services</u>						
Regular Salaries	\$ 9,226,280	\$ 9,064,570	\$ 8,731,001	\$ 8,654,691	\$ 8,470,270	
Overtime Salaries	957,040	903,140	985,893	926,922	906,839	
Part-Time & Temporary Wages	1,350,690	1,385,700	1,330,126	1,326,479	1,426,493	
Retainers & Special Salaries	27,300	27,300	27,170	27,010	27,070	
Fringe Benefits	6,325,980	6,013,120	5,781,099	4,827,777	4,414,739	
TOTAL PERSONNEL SERVICES	17,887,290	17,393,830	16,855,289	15,762,879	15,245,411	
<u>Contractual Services</u>						
Special Appropriations	1,778,170	1,742,240	1,645,730	1,546,635	1,435,903	
Professional & Consulting Services	815,400	603,590	760,755	605,751	685,184	
Training & Conferences	94,160	90,430	71,845	92,578	106,930	
Memberships	23,860	23,460	22,205	36,881	35,921	
Insurance	342,360	314,720	360,684	331,879	406,469	
Utilities	1,340,800	1,358,150	1,430,495	1,403,848	1,412,167	
Repairs & Maintenance	151,380	161,500	161,712	162,794	147,873	
Printing & Photography	187,860	199,400	194,505	201,004	249,428	
Postage	103,850	117,900	93,720	115,810	109,968	
Rental	153,380	167,750	158,521	175,172	253,603	
Contractual Services	4,230,370	4,226,770	3,969,783	4,213,018	3,785,503	
TOTAL CONTRACTUAL SERVICES	9,221,590	9,005,910	8,869,955	8,885,370	8,628,949	

FIVE YEAR COMPARISON OF OPERATING EXPENDITURES
(Continued)

	Budget		Actual		Actual
	2012	2011	2010	2009	2008
<u>Commodities</u>					
Office Supplies	\$ 45,700	\$ 48,850	\$ 43,757	\$ 45,538	\$ 47,683
Books & Periodicals	11,070	11,330	8,678	8,612	10,655
Equipment & Furniture	504,030	368,780	388,405	423,094	499,138
Maintenance Supplies	829,730	789,040	857,170	781,408	734,365
Construction Supplies	36,000	44,300	35,817	46,190	44,332
Recreation & Resale Supplies	78,700	68,030	60,976	59,245	65,316
Botanical Supplies	27,200	25,900	22,201	21,263	27,488
Fuel & Lubricants	288,260	200,500	210,448	172,934	258,053
TOTAL COMMODITIES	1,820,690	1,556,730	1,627,452	1,558,284	1,687,030
TOTAL OPERATING EXPENDITURES	\$ 28,929,570	\$ 27,956,470	\$ 27,352,696	\$ 26,206,533	\$ 25,561,390

TAX COST OF SERVICES

The Tax Cost Per Capita chart shown below represents the total tax dollar cost of providing the recommended level of service. All revenues generated directly by a decision unit are netted against the expenditures of that unit. The resultant 'net budget' is then converted to per capita dollars to facilitate comparisons. Certain decision units have been combined to enhance comparisons -- all such units provide functionally equivalent service.

GENERAL GOVERNMENT		HUMAN SERVICES	
General Management	\$ (3.85)	Library	\$ 33.83
Employment Benefits	6.47	Outreach Program	2.88
Information Services	11.98	Medical Rescue Team South Authority	5.34
Public Information	6.00	Community Organizations	1.13
Legal Services	8.00		
Financial Management	5.96	TOTAL - Human Services	<u>\$ 43.18</u>
Tax Collection	11.05		
Overhead (Insurance, Office Services)	<u>8.90</u>	RECREATION	
		Recreation Management	\$ 8.79
TOTAL - General Government	<u>\$ 54.51</u>	Seasonal Programs	(2.75)
		Golf Course	(2.44)
COMMUNITY DEVELOPMENT		Tennis Center	(1.11)
Economic Development	\$ 4.56	Platform Tennis Facility	(0.40)
Planning	6.67	Ice Rink	(6.04)
Engineering Services	1.27	Swimming Pool	1.28
Building Inspection	(14.66)	Community Center	2.81
Geographic Information System	2.22		
Civic Activities	<u>3.77</u>	TOTAL - Recreation	<u>\$ 0.14</u>
TOTAL - Community Development	<u>\$ 3.83</u>	PUBLIC SAFETY	
		<u>Police Protection</u>	
PUBLIC WORKS		Police Administration	\$ 17.81
<u>Administration</u>		Police Field Services	146.63
Public Works Administration	<u>\$ 10.19</u>	Police Support Services	6.76
		Investigative Services	21.51
<u>Transportation</u>		Traffic Safety	13.67
Street Maintenance	16.48	Crime Prevention	8.86
Pedestrian Routes	4.19	SUBTOTAL - Police Protection	<u>215.24</u>
Ice & Snow Control	15.48		
Traffic Signals & Signs	7.05	Fire Protection	89.31
Street Lighting	1.06	Emergency Management	0.75
SUBTOTAL - Transportation	<u>44.26</u>	School Crossing Protection	7.41
		Animal Control	2.90
<u>Sanitation</u>			
Refuse Collection	62.92	TOTAL - Public Safety	<u>\$ 315.61</u>
Street Sweeping	6.03		
SUBTOTAL - Sanitation	<u>68.95</u>	CAPITAL IMPROVEMENTS	
		Equipment	\$ 21.22
<u>Buildings, Grounds & Equipment</u>		Street Reconstruction	48.29
Building Maintenance	24.97	Building Improvements	4.34
Parks Maintenance	8.70		
Planting Areas	0.75	TOTAL- Capital Improvements	<u>\$ 73.85</u>
Forestry	8.72		
Equipment Maintenance	21.09	DEBT SERVICE	
SUBTOTAL - Bldgs. Grnds. & Equip.	<u>64.23</u>	Long-term Debt Payments	<u>\$ 71.08</u>
TOTAL - Public Works	<u>\$ 187.63</u>	UNALLOCATED REVENUES	
		Use of Fund Balance	\$ (32.44)
		Interest Earnings	(0.29)
		TOTAL	<u>\$ (32.73)</u>
		TAX COST OF SERVICES	<u>\$ 717.10</u>

MILLAGE HISTORY

Year	Assessed Valuation	Mills Levied			Total
		Municipal	School	County	
1993	289,355,500	28.75	98.50	36.50	163.75
1994	339,035,520	25.75	90.50	36.50	152.75
1995	340,838,695	24.60	90.50	31.50	146.60
1996	338,378,140	21.40	90.50	25.20	137.10
1997	336,504,000	20.30	91.00	25.20	136.50
1998	340,928,320	20.30	94.90	25.20	140.40
1999	347,621,185	20.30	96.40	25.20	141.90
2000	353,449,835	20.30	98.65	25.20	144.15
2001 *	1,878,039,596	4.35	20.76	4.72	29.83
2002	2,165,966,865	3.99	18.12	4.69	26.80
2003	2,100,000,000	3.99	20.16	4.69	28.84
2004	2,112,779,080	4.34	22.76	4.69	31.79
2005	2,125,779,521	4.57	23.18	4.69	32.44
2006	2,175,732,223	4.79	23.56	4.69	33.04
2007	2,131,856,009	4.97	23.56	4.69	33.22
2008	2,134,911,690	4.97	23.56	4.69	33.22
2009	2,164,217,024	4.89	24.11	4.69	33.69
2010	2,147,231,686	4.89	26.63	4.69	36.21
2011	2,161,727,989	4.76	26.63	4.69	36.08
2012	2,594,073,587	4.58 **	26.63 ***	4.69 ***	35.90

* The millage rate prior to 2001 was based upon 25% of market value. As of 2001 it is based upon 100% of market value. In 2006, Allegheny County established 2002, the last year a countywide reassessment was conducted, as the base year for all property assessments going forward.

** Assumes 2012 reassessment, we cannot project for other taxing bodies.

*** Assumes no increase for 2012.

2012 NO TAX INCREASE OPTION

The Mt. Lebanon Commission asked that the Municipal Manager present the impact of an alternative no tax increase budget. Below is a list of the services that would be eliminated if: A) a no tax increase budget (but including the reassessment increase) and B) a no tax increase and no assessment increase budget were adopted.

<u>Rank</u>	<u>Decision Unit</u>	<u>Decision Package</u>	<u>Level</u>	<u>Cost</u>	<u>Page</u>
143	Capital Improvements	Pumper Replacement	9/37	\$ 550,000	
144	Recreation Management	* Program Assistance	2/3	67,740	
145	Information Services	* Electronic Records Retention and Storage	4/4	5,000	A
146	Street Maintenance	Bituminous Pavement Rejuvenation	7/11	62,840	
147	Crime Prevention Unit	* Current Program	2/3	128,610	
148	Library	* Sunday Hours	3/7	44,850	
149	Forestry	* Bucket Truck	4/7	12,500	
150	Geographic Information System	* Data Collection and Input	1/1	73,540	
151	General Management	* Intergovernmental Organizations	2/6	7,000	
152	General Management	Software Improvements	3/6	24,940	
153	Capital Improvements	Large Truck Replacement	10/37	129,320	
154	Traffic Signs & Painting	Thermoplastic Line Painter	4/5	22,000	
155	Community Organizations	Teen Center	2/6	14,310	
156	Outreach Program	* Additional Service	2/4	2,220	
157	Community Organizations	Camp AIM	3/6	1,500	
158	Swimming Center	* Full Operation	2/5	44,940	
159	Community Organizations	Historical Society	4/6	5,000	
160	Civic Activities	4th of July	2/10	45,500	
161	Community Organizations	* Mt. Lebanon Partnership	5/6	5,000	
162	Civic Activities	Community Activities	3/10	56,250	
163	Civic Activities	* West Penn Tennis Tournament	4/10	2,000	
164	Civic Activities	Centennial Celebration	5/10	30,000	
165	Golf Course	* Course Rangers	3/5	6,240	
166	Forestry	Increase Forestry Service	5/7	50,720	B

IMPACT OF ELIMINATION OF THE LISTED SERVICE LEVELS

143 Capital Improvements - Pumper Replacement (\$550,000)

The fire apparatus replacement program is designed to ensure that the fire department fleet is kept in an acceptable working condition in accordance with Insurance Services Office and National Fire Protection Association Standards. Generally fire apparatus is kept for 20 years, with a different piece replaced every five years. This orderly replacement is intended to meet community needs while not incurring large expenses all at once. Because fire apparatus was not replaced on schedule in previous years, the fire department should be replacing the ladder truck and two pumpers in 2012 at a cost of over \$1.5 million. Because the fire department received a grant for the ladder truck and has updated its replacement plan to eliminate a pumper, only one pumper is due this year.

144 Recreation Management - Program Assistant (\$67,740)

Cutting the Program Assistance level would eliminate most of the seasonal programs that are offered to the community. Programs that would be eliminated are too numerous to mention, but a few examples are senior lunches, youth basketball, soccer, egg hunt, Daddy Daughter Dinner Dance and exercise classes. Providing a full range of seasonal programs, with the Program Assistant, increases the net profit for this decision unit from \$1,850 to \$91,140.

145 Information Services - Electronic Records Retention and Storage (\$5,000)

The municipality uses a Laserfiche system for electronic record storage. This level provides the funding necessary to keep the system operational and updated. The impact of the system no longer being available will increase every department's time needed to access these records. These records provide historical information used for several citizen services including but not limited to fulfilling right to know requests, building permits, dye tests and historical meeting minutes.

146 Street Maintenance - Bituminous Pavement Rejuvenation (\$62,840)

The application of asphalt rejuvenating sealer (an emulsion of selected petroleum resins and asphaltenes) is an important part of the annual road preventative maintenance program. Preventative maintenance is a strategy of extending the service life by applying cost-effective treatments to the surface of structurally sound pavements. Use of an asphalt rejuvenator helps to keep good roads in good condition.

147 Crime Prevention Unit - Current Program (\$128,610)

Eliminating this service level reduces the number of police officers in Mt. Lebanon from 44 to 43. The Crime Prevention Unit (CPU) now consists of one police corporal and one police officer. Together they are responsible for much of the department's community outreach and for all of its school and senior citizen safety and education programs. Elimination of one of the officers would cause the loss of more than half of the 560 separate classes offered in a school year. A decreased presence in the schools would reduce contact with school officials, decrease school-related intelligence and could impair the current excellent relationship between MLPD and school officials. Pedestrian safety initiatives, home security and safety surveys, station tours, child seat inspections, safety fairs, the Citizen's Police Academy, and the MLPD's attendance at popular community events would have to be eliminated or severely curtailed.

CPU officers are also responsible for much of the staff time required for department grant applications, award nominations, the Annual Report and many of the other administrative tasks that enable this department to retain its reputation for service, police professionalism and responsiveness to community concerns.

148 Library - Sunday Hours (\$44,850)

In 2011, the Commission specifically approved funding for Sunday hours, from Labor Day to Memorial Day. This funding was included in the 2011 budget based on the number of comments from residents about the library never being open on Sundays. Eliminating this level means that the library will again be closed on all Sundays during the year.

149 Forestry - Bucket Truck Rental (\$12,500)

Access to a bucket truck provides a stable and safe work platform for the tree crew to work from, and increases productivity. Having access to a bucket truck is essential for tree removal work, and for providing a quick response during an emergency when wind or heavy snow and ice cause damage to trees. More requests are received for tree trimming than any other type of service and the backlog for trimming work continues to grow.

150 Geographic Information System - Data Collection and Input (\$73,540)

Mt. Lebanon's geographic information system (GIS) consistently delivers a return on investment including cost avoidance; time savings; increased accuracy, productivity, and revenue; and better decision making. If the GIS system were eliminated the result would be a decrease in productivity and less informed decision making. If the GIS were operated through outsourcing, there would be an increase in costs (maintenance, map requests, updates to existing layers and development of new layers), as well as time delays in obtaining the needed information. A number of municipal departments use GIS in a variety of ways:

Public safety – linked to emergency software (First Look Pro), faster response times, directed responses
Public Works – daily work orders, emergency repair mapping, inventory and maintenance of all types of infrastructure (street trees, signs, roads and sidewalks etc.), establishment of snow routes
School district - mapping for crosswalk locations and safe walking routes to schools
Planning, Economic Development and Inspections - required resident notifications, site information for development, business attraction and retention and violation tracking

151 General Management - Intergovernmental Organizations (\$7,000)

It is beneficial for the municipality to work with intergovernmental organizations as this provides a base for multi-community interaction and services, lobbying, joint purchasing programs and grant assistance. This service level pays the dues for two organizations – the South Hills Area Council of Governments (SHACOG) and the Allegheny League of Municipalities (ALOM). The benefits and cost savings received from working with these two groups far outweigh the membership costs.

152 General Management - Software Improvements (\$24,940)

The consultant hired in 2008 to review municipal services recommended changes to the personnel function to increase efficiency and provide a more comprehensive personnel system. In order to implement some of the recommended changes, the personnel system (software) that is utilized needs to be updated. Without this funding, these updates cannot be made.

153 Capital Improvements - Large Truck Replacement (\$129,320)

These vehicles have a gross vehicle weight (GVW) of at least 33,000 lbs and load carrying capacity of five tons. Currently the municipality has a fleet of 6 large dump body trucks which are used for leaf collection, snow and ice control, hauling large tree stubs and hauling heavy materials. It has been the policy of the municipality to replace one large truck every two years. Having older trucks that can break down during leaf and snow removal seasons hinders the department's ability to provide safe roads or continue the level of service that residents have come to expect.

154 Traffic Signs and Painting - Thermoplastic Line Painter (\$22,000)

Water base paint is used to paint crosswalks, stop bars and roadway markings. This paint requires several minutes to dry before vehicles can resume travel, and crews must hold up traffic and be in the middle of the street trying to protect the newly painted lines from the wheels of oncoming traffic. Water based lines do not hold up to traffic and road salt and must be repainted every year. The advantage of thermoplastic paint is that it dries quickly (within 40 seconds), and holds up to traffic for two years. There is not a cost savings in using thermoplastic paint but less disruption to traffic and a safer environment for municipal workers.

155 Community Organizations - Teen Center (\$14,310)

The Teen Center offers monthly age-appropriate events for middle school students in a chaperoned environment. These events include a dance floor with DJ, video games, a concession stand, informal sports and other special events. Without municipal funding of Teen Center, the monthly Teen Center program would not be offered.

156 Outreach Program - Additional Services (\$2,220)

This level increases the level of subsidized services available for Mt. Lebanon residents and if not funded, will require additional funding from the residents being served.

157 Community Organizations - Camp Aim (\$1,500)

Elimination of this level would end the support for mentally and physically handicapped children from Mt. Lebanon to attend the YMCA's Camp Aim.

158 Swimming Center - Full Operation (\$44,940)

If the Swim Center did not receive funding for Full Operation, the pool would revert to Basic Operation. This would mean that the pool would not open until the Mt. Lebanon Schools are out of session for the summer, sometime around June 9. The pool would reduce hours and close daily at 7:00 p.m., eliminating the evening adult swims. The Pool would close for the season when schools reopen on August 27, eliminating the Labor Day weekend schedule. While reducing to the Basic Operation level would reduce expenses, it would also reduce revenue both for daily admissions and season passes. The deficit for the swimming pool would increase from \$42,520 to \$52,780 if this level (Full Operation) is eliminated.

159 Community Organizations - Historical Society (\$5,000)

One thing that distinguishes Mt. Lebanon from newer communities is a century of history. Through its programs, products and special events, The Historical Society of Mt. Lebanon, working out of its tiny headquarters, chronicles the people and events that have shaped and sustained our town. Their dedicated volunteers are fundraising creatively, and they will likely be able to exist without municipal support one day, but not yet. Funding The Historical Society of Mt. Lebanon generates much more than \$5,000 in community pride.

160 Civic Activities - 4th of July (\$45,500)

Elimination of this level would end the Community Day and 4th of July celebration. This level pays for the personnel to set up, work and clean up the Community Day activities in Main Park, the evening concert and the fireworks. Thousands of residents enjoy these events every year.

161 Community Organizations - Mt Lebanon Partnership (\$5,000)

The Mt. Lebanon Partnership (hereafter Partnership) is the community's 501(c)3 community development non-profit organization. It is run by an all volunteer board with assistance provided by Economic Development staff. The Partnership has been essential in securing financial resources for a variety of maintenance items and programs for the business districts and for hosting event which showcase the community. The Partnership is essential in maintaining the National and State Main Street Achiever community designation. This designation provides access to a menu of funding streams, not to mention exposure. Loss of the Partnership would mean in short – loss of our Main Street program, loss of grant revenue, loss of successful events that enhance Mt. Lebanon's visibility and quality of life and the disenfranchisement of hard working volunteers.

162 Civic Activities - Community Activities (\$56,250)

This level includes a number of successful community programs including First Fridays, block parties (117 so far in 2011), Memorial Day and Halloween parades, and car show. These events focus on different parts of the community and involve different age groups and interests. First Fridays, the car show, and the Halloween parade serve as a marketing tool for our primary business district and for the community as whole. Many residents view block parties as an element of community character. Eliminating any of these programs would be detrimental to the very sense of community – for residents and businesses alike.

163 Civic Activities - West Penn Tennis Tournament (\$2,000)

Elimination of this level could jeopardize the National Collegiate Clay Court Championships and the Men's Futures tennis tournaments which are premier summer events at the tennis center.

164 Civic Activities - Centennial Celebration (\$30,000)

As the Mt. Lebanon Historic Preservation Board has aptly stated, "A town only turns 100 once." There are few opportunities to bring people of all ages together to celebrate something 100 percent positive and non-controversial. A centennial celebration will be a celebration of Mt. Lebanon's longevity, reputation as a top-notch community, and tradition of providing a high quality of life for people of all ages and backgrounds. This is an opportunity to engage everyone in remembering our roots and past, and changes throughout the years.

165 Golf Course - Course Rangers (\$6,240)

The elimination of the golf course rangers would slow pace of play and reduce supervision on the golf course. This places the course at risk for loss of business due to slow play and potential inappropriate conduct. Rangers also provide assistance in the event of an emergency, warn patrons of approaching severe weather and reduce opportunities for vandalism. Keeping play moving on the course attracts additional players, generating a projected \$12,500 for a cost of \$6,240.

166 Forestry - Increased Forestry Service (\$50,720)

Additional funds are requested to hire a contractual crew to trim 50 oak trees that have been on the trim list for five years or more. Currently there are 496 backlogged tree trimming requests and oak requests alone total 200. Oaks can only be safely trimmed when they are dormant – between early November and late March. The in-house tree crew does not have the man-power or equipment to accomplish this level of work. The longer the work is delayed the more extensive the level of work needs to be when the tree is finally trimmed.

PARKING FUND

Effective January 1, 2012 Mt. Lebanon will consolidate the operations of the Mt. Lebanon Parking Authority into the Municipality. The new fund – the Parking Fund – will be accounted for as a business type activity, or Enterprise Fund. Therefore, the operational budget for this fund is not aggregated with the other funds of the Municipality, which are all governmental in nature.

The 2012 budget for the new Parking Fund is as follows:

REVENUES:

Transient fees	\$	456,960
Meter collections		344,940
Permits		507,060
Fines		245,000
Rental income		159,750
Investment income		1,500
Miscellaneous income		<u>15,000</u>

TOTAL REVENUES 1,730,210

EXPENSES:

Full-time wages	316,440
Part-time wages	100,890
Fringe benefits	236,970
Professional services	5,000
Insurance	35,000
Utilities	56,710
Printing	12,600
Postage	8,200
Rentals	11,140
Contractual maintenance	38,800
Other contractual services	58,900
Office supplies	2,500
Maintenance supplies	31,600
Fuel	10,000
Interest on debt	90,830
Depreciation/Amortization	462,720
Transfer to General Fund	<u>132,000</u>

TOTAL EXPENSES 1,610,300

Change in Net Assets \$ 119,910

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