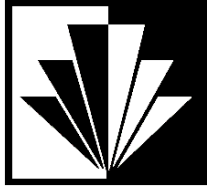




Mt. Lebanon, Pennsylvania

2022 MANAGER'S
RECOMMENDED BUDGET



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RECOMMENDED BY THE MANAGER NOVEMBER 1, 2021
MT. LEBANON, PENNSYLVANIA 15228

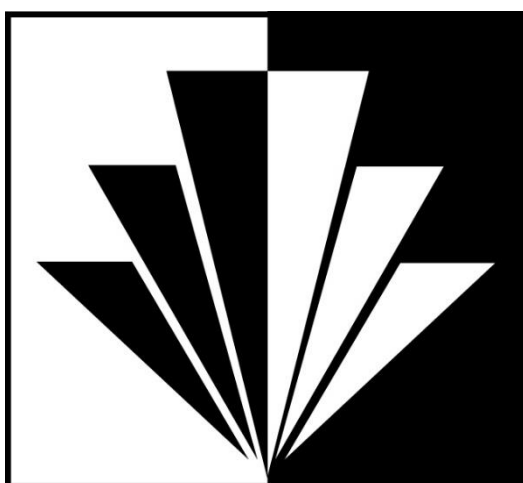
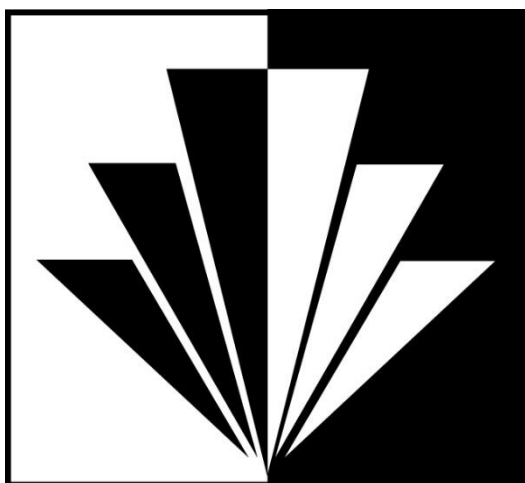


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2022 BUDGET MESSAGE

Commissioners and Fellow Residents:

It is my privilege to present for your consideration the 2022 Manager's Recommended Budget. The budget has been prepared in accordance with 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. The Charter mandates the total of proposed expenditures shall not exceed the total of estimated revenue. The recommended 2022 budget is in balance. The purpose of this message is to highlight the important aspects of the budget.

The 2022 Manager's Recommended Budget continues to focus on the provision of essential services including public safety, maintenance of facilities and infrastructure, communication, and prudent financial management.

The municipality's budget has two primary components: the Operating Budget and the Capital Budget.

The **OPERATING BUDGET** funds the expenditures required for daily functions related to the delivery of services, including personnel, facility and infrastructure maintenance, utilities, insurance and other costs. People are at the heart of every service the municipality provides. Since 2014 the municipality has added nine (9) full time positions and converted four (4) part time positions to full time to expand and improve the delivery of these services. The last millage increase to fund operating costs was in 2012.

REAL ESTATE TAX For the 2022 budget I am recommending a millage increase of 0.20 mills to balance the budget and build our financial capacity. This will allow us to continue the maintenance of our assets and the delivery of services in 2022 and beyond. **A 0.20 mill increase will equate to a \$20 increase per \$100,000 of assessed value.** The items to be funded by this tax increase are found below the dashed line and above the solid line in the service level ranking section of the budget on page 19. I am recommending that these funds be used primarily for non-recurring expenses in 2022 to build

financial capacity for future years.

At year-end 2020, the municipality had a fund balance in the General Fund of 16.9% of expenditures. Projections for year-end 2021 has the municipality at a minimum at the Commission's goal of 12-15% of expenditures. The 2022 budget is showing the expanded funded levels of personnel in prior years will need a stable funding component in the future. Relying on fund balance to cover any shortfalls created by on-going personnel costs is not sustainable and should be addressed with our revenue structure.

PERSONNEL One additional full-time position that I am recommending be considered for funding as part of the 0.20 mill tax increase is a *Sustainability Coordinator/Assistant Planner*. The municipality strives to be at the forefront of sustainability initiatives. Additional staff capacity is needed to shape, implement, and oversee upcoming sustainability initiatives both within the municipality and regionally. Additionally, the municipality is currently completing a Parks Master Plan and will be moving into the Comprehensive Planning process next year. The last municipal Comprehensive Plan was completed in 2013. The Comprehensive Plan is the guiding document for the municipality for the next decade which will shape policy and capital investments for the future. Additional capacity is needed within the Planning department to conduct and implement the next Comprehensive Plan. This position also adds capacity to the administrative succession plan.

As shown on the next page, the majority of the 0.20 mill tax increase funded expanded levels are one-time in nature and will allow capacity for 2023 and beyond for what will be needed to maintain existing personnel to continue to provide current levels of service.

<u>One-time Expenditures</u>	<u>Cost</u>	<u>Mill Eq.</u>
Municipal Bldg Security Upgrade	\$ 25,000	0.009
Expanded Root Damaged Sidewalk	40,000	0.014
Invasive Species Control	5,000	0.002
Forestry Management Plan	30,000	0.011
Tennis Court Reconstruction Phase II ¹	140,570	0.051
Historic District Designations	20,000	0.007
Dixon Field Lighting Replacement	39,000	0.014
Parks Master Plan Implementation	15,000	0.005
Park Tree Planting	78,000	0.028
Basketball Court Improvements	65,500	0.024
<u>Future Costs Needed</u>		
Sustainability Coord./Asst Planner ²	47,320	0.017
Accounts Payable Automation ³	21,000	0.008
Automated License Plate Reader ³	18,000	0.006
	<u>\$ 544,390</u>	<u>0.20</u>

¹ Offset by \$115,000 in contributions. Total project cost \$255,570

² Budgeted for a mid-year start

³ Recurring maintenance fees required

INITIATIVES On January 4, 2021, the Mt. Lebanon Commission established a *Diversity, Equity and Inclusion* committee as an ad hoc sub-committee of the Community Relations Board. The group's purpose is to make recommendations to the Commission with a goal of making Mt. Lebanon a more welcoming community. One of the keys to the implementation of the recommendations will be to find a way to build diversity, equity, and inclusion into what we are already doing in the areas of hiring, communications, programs, and the delivery of municipal services. The Commission will determine the best way to move and fund the recommendations of this committee.

The **CAPITAL BUDGET** funds improvements or additions to facilities, infrastructure, and vehicles and is based on the first year of needs as identified in the Capital Improvement Program (CIP), which is an annually revised document that guides the municipality's investments in public facilities and infrastructure over a five (5) year timeframe. A comprehensive five-year Capital Improvement Program (CIP) was submitted on August 1, 2021. This document has been provided to the Commission. Copies of the 2022 Manager's Recommended Budget, and the 2022 – 2026 Capital Improvement Program are available at www.mtlebanon.org, the Municipal Building and the Mt. Lebanon Library.

This year's recommended capital projects include continued maintenance and improvements to our Storm and Sanitary infrastructure, replacement

vehicles for Public Works and the replacement of the Fire Department's 2002 Pumper Truck.

ARPA President Joe Biden signed the \$1.9 trillion *American Rescue Plan Act* (ARPA), to aid public health and economic recovery from the COVID-19 pandemic. The municipality will receive \$3.2 million in ARPA funds by the end of 2022. \$1.6 million of these funds were received in 2021. The remaining \$1.6 million will be received in 2022 and all funds must be committed by December 31, 2024. My recommendation is that these funds be utilized for non-recurring expenses. Eligible uses for the funds include revenue replacement for government services and investments in water, sewer, and broadband infrastructure. Below is a breakdown on the recommended use of ARPA funds through the presentation of the Manager's Recommended budget:

ARPA Funding #1	\$ 1,670,000
<u>Proposed Uses</u>	
2021 Revenue Replacement	
Parking Fund	(400,000)
Storm Water Fund	(100,000)
2022 Revenue Replacement	
Fire Pumper Truck	(580,000)
Comprehensive Plan Update	(100,000)
Recreation Center Sidewalk Repair	(30,000)
2022 Infrastructure	
Thornwood Stream Restoration	(230,000)
ARPA Funding #2	1,670,000
2022 Projected End Balance	<u>\$ 1,900,000</u>

CONSENT ORDER In September of 2021 the municipality received the Phase II Consent Order and agreement from the Allegheny County Health Department. The purpose of the Order is to reduce the amount of storm water that enters the sanitary system during wet weather events, with the goal of reducing untreated sewage and storm water affecting our streams and rivers. These overflows not only violate the Environmental Protection Agency's federal Clean Water Act, but they cause a multitude of health and environmental concerns, including basement backups and contamination of our primary source of drinking water.

The requirements of this consent decree and related financial costs are still undetermined at this time. As projects and costs are identified, funding

for these projects will come primarily from the established sanitary and storm funds. The municipality will continue to evaluate our existing stormwater fee structure to determine if the fund has sufficient capacity to complete the projects required by the Consent Order.

* OpenLebo – The OpenLebo designation is scattered throughout the document for hyperlinks to certain information that can be analyzed throughout OpenLebo platform. This applies only to the digital (.pdf) version.

OVERVIEW

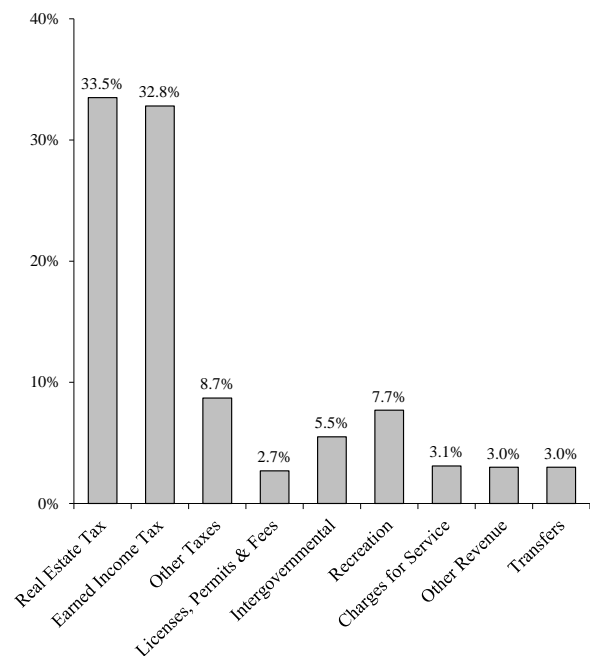
The total combined budget for all funds for 2022 is \$55.9 million, and the recommended operating budget totals \$36.0 million (OpenLebo). The Manager's 2022 Recommended Budget can be summarized by the following key points:

- The property tax millage is proposed to increase 0.20 mills to 4.91 mills.
- Allegheny County has not reassessed properties in the municipality since 2013; therefore, property assessments remain flat (OpenLebo).
- The earned income tax rate and real estate transfer tax rate are not proposed to change.
- No change in municipal rates for sanitary or storm water management fees.
- The total operating budget increases by 2.2% compared with the 2021 budget. Personnel services increase by 0.6%, contractual services increase by 3.4%, and commodities increase by 12.4%.
- Increases to contractual and non-contractual wages, health insurance, and workers compensation premiums coupled with a large decrease in required pension funding are the biggest contributors to the modest 0.6% personnel cost increase for 2022.
- Continued full funding of pension contributions and other post-employment benefits.
- The Recommended Budget includes capital items totaling over \$7.8 million.

GENERAL FUND REVENUES

2021 and 2022 revenues for the General Fund are compared in the following table:

	Revenues (in thousands of dollars)		Increase (Decrease)	
	Budget		Variance	%
	2021	2022		
Real Estate Tax	\$12,949	\$13,597	\$648	5.0
Earned Income Tax	13,015	13,330	315	2.4
Local Services Tax	430	410	(20)	(4.7)
Real Estate Transfer Tax	1,900	2,000	100	5.3
County Sales Tax	1,070	1,090	20	1.9
Utility Tax	28	29	1	3.6
Licenses & Permits	1,129	1,098	(31)	(2.7)
Fines	104	122	18	17.3
Investment & Rental	46	26	(20)	(43.5)
Intergovernmental	1,293	2,230	937	72.5
Recreation	3,061	3,115	54	1.8
Charges for Service & Other Revenue	2,372	2,351	(21)	(0.9)
Total Revenue	\$37,397	\$39,398	\$2,001	5.4
<u>Other Financing Sources</u>				
Transfers In - Operating	\$1,145	\$980	(\$165)	(14.4)
Use of Fund Balance	1,171	240	(931)	(79.5)
Total Other Financing Sources	\$2,316	\$1,220	(\$1,096)	(47.3)



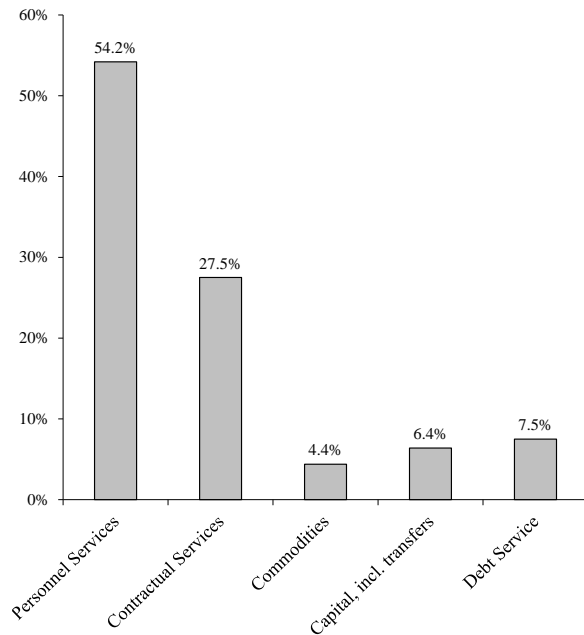
Notable changes in the 2022 revenue budget are as follows:

- Real Estate Tax is projected to increase due to a recommended 0.2 mills tax increase. (OpenLebo)
- Earned Income Tax (EIT) is projected to increase 2.4%. (OpenLebo)
- Real Estate Transfer Tax is projected to increase 5.3% due to recent market activity and low interest rates.
- Sales Tax received through the additional 1% Allegheny County sales tax is projected to remain relatively flat.
- Investment and Rental revenues are projected to decrease \$20,000, or 43.5% due to the negative long-term outlook on the money market interest earnings.
- Intergovernmental revenue is increasing 72.5% due to the American Rescue Plan Act (ARPA) grant funds.
- Recreation revenue is projecting an increase of 1.8%. The budget includes revenues for the various functions at standard levels. COVID-19 is still impacting the recreation functions. Revenue and expenditure impacts based on these guideline updates will be monitored for budget impacts through budget discussions and throughout 2022.
- Without increases to real estate millage (\$544,390) and the use of ARPA funds (\$940,000) projected revenue would have only increased 1.4%.
- Projected use of fund balance is due to assignments suggested in 2021 for savings at the Library and ARPA funds with respect to the Parking Fund.

GENERAL FUND EXPENDITURES

The 2022 recommended expenditure budget for the General Fund totals \$40,618,310. Operating expenditures are \$34,984,900, including transfers. (OpenLebo) All General Fund budget expenditures compare with the previous year as follows:

Type of Expenditure Detail (in thousands of dollars)	Budget		Increase (Decrease)	
	2021	2022	Variance	%
Personnel Services:				
Regular Wages	\$12,044	\$12,284	\$240	2.0
Overtime Wages	1,111	1,140	29	2.6
Part-time Wages	1,524	1,545	21	1.4
Special Salaries	27	27	-	0.0
Fringe Benefits	7,179	7,023	(156)	(2.2)
Total	21,885	22,019	134	0.6
Contractual Services:				
Special Appropriations	2,486	2,623	137	5.5
Professional Services	1,386	1,460	74	5.3
Training	130	135	5	3.8
Memberships	32	33	1	3.1
Insurance	331	352	21	6.3
Utilities	969	985	16	1.7
Repairs & Maintenance	199	137	(62)	(31.2)
Printing & Photography	151	143	(8)	(5.3)
Postage	70	76	6	8.6
Rentals	169	165	(4)	(2.4)
Contractual Services	4,873	5,053	180	3.7
Total	10,796	11,162	366	3.4
Commodities:				
Office Supplies	32	32	-	0.0
Books & Periodicals	11	14	3	27.3
Equipment	759	815	56	7.4
Maintenance Supplies	498	604	106	21.3
Construction Supplies	34	34	-	0.0
Recreation & Resale				
Supplies	84	82	(2)	(2.4)
Botanical Supplies	25	25	-	0.0
Fuels & Lubricants	147	197	50	34.0
Total	1,590	1,803	213	13.4
Total Operating Expenditures	34,271	34,984	713	2.1
Capital Improvements	566	610	44	7.8
Debt Service	3,046	3,053	7	0.2
Total Expenditures	\$37,883	\$38,647	\$764	2.0
Other Financing Uses				
Transfers Out - Capital	\$1,830	\$1,971	\$141	7.7
Total Other Financing Uses	\$1,830	\$1,971	\$141	7.7



Personnel Services

The 2022 recommended budget includes 157 full-time employees.

<u>Employee Group</u>	<u>2021</u>	<u>2022</u>
Police Officers	46	46
Police Civilians	11	11
Fire	19	19
Recreation	12	12
Public Works	27	27
Community Development [^]	8	9
Finance, Tax &	9	9
Information Services		
Administration & Public	6	6
Information		
Parking	7	7
Library	11	11
Total	<u>156</u>	<u>157</u>

[^]2022 recommended budget for sustainability coordinator/assistant planner position

Personnel Services are increasing 0.6% percent. There is one new full-time position recommended for a sustainability coordinator/assistant planner position. Other variances include increases in contractual wage obligations, health insurance and workers compensation premiums while

pension and other post-employment required contributions are decreasing.

Wage increases for employees not covered by a contract and fire contractual employees are 2.25%. Public works contractual employees increases are 2.5%. The police union and the municipality are currently in contract negotiations.

Contractual Services

The total cost of contractual services is increasing by 3.4%, or \$364,940. The following are the most significant changes:

- Special Appropriations increased by 5.5% in the 2022 budget. The Library and Medical Rescue Team South Authority appropriations are increasing \$31,190 and \$114,770 respectively.
- Professional Services are budgeted at a net increase of 5.3%. Consultation for the Parks & Recreation Master Plan were included in the 2021 budget. Increases in 2022 include two new levels: Comprehensive Plan update (\$160,000) and accounts payable automation (\$21,000).
- Repairs and Maintenance costs are decreasing 31.2% in 2022. This is due to the one-time replacements funded in the 2021 budget.
- Contractual Services are increasing 3.7% or \$178,910. Increases in 2022 include two new levels: Basketball court improvements and Dixon field lighting replacements.

Commodities

The total cost of commodities in 2022 is increasing \$214,590 or 13.4%. The following are the most significant changes.

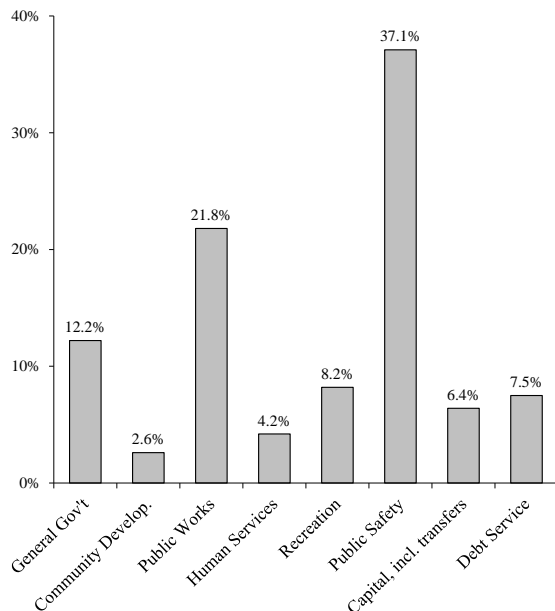
- Equipment costs are increasing 7.3% in 2022, or \$55,700.
- 2022 equipment purchases include:
 - Manager's and Public Works Director vehicles (\$37,500 each)
 - One public works small dump truck (\$99,700).

- One Leaf Vac (\$71,200)
- Golf Course Trim Mower (\$47,300)
- Three police vehicles (\$198,000)
- One animal control truck (\$42,000).
- Maintenance Supplies are budgeted to increase by \$106,210 or 21.3%. While the price per ton of salt has decreased for the first half of 2022 by \$0.58/ton, the estimated tonnage needed has increased by 1,000 tons, or \$78,720.
- Fuels and Lubricants are increasing 34.0% or \$50,050 due to rising fuel costs.

Costs by Function

The 2.1% 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)				
	<u>Budget</u>		<u>Increase</u>	
	<u>2021</u>	<u>2022</u>	<u>Variance</u>	<u>(Decrease)</u>
				<u>%</u>
General Gov.	\$4,896	\$4,952	\$56	1.1
Community Dev.	801	1,053	252	31.5
Public Works	8,671	8,874	203	2.3
Human Services	1,696	1,712	16	0.9
Recreation	3,322	3,338	16	0.5
Public Safety	14,885	15,055	170	1.1
Total	<u>\$34,271</u>	<u>\$34,984</u>	<u>\$713</u>	<u>2.1</u>



- General Government is increasing 1.1%. Contributing factors include the purchase of a vehicle, increases in legal services and a new level for accounts payable automation in Finance for 2022.
- Community Development is increasing 31.5%. There are two new proposed levels recommended: New full-time Sustainability Coordinator/Assistant Planner and funding for the Comprehensive Plan update.
- The General Fund portion of the Public Works budget is increasing 2.3%. Significant increases include the salt tonnage obligation for 2022 increasing by 1,000 tons, fuel prices increasing due to market conditions and refuse contract increases. Other one-time costs include improvements at basketball courts at Highland Terrace and Rockwood parks, LED lighting installation at Dixon field and funding for a park tree planting initiative.
- Public Safety costs have increased by 1.1% due to increases in personnel costs. The appropriation for MRTSA is increasing \$114,770.

New or Expanded Service Levels

<u>Program</u>	<u>Budget</u>
Boards and Authorities Dinner	\$15,000
Accounts Payable Automation	21,000
Comprehensive Plan Update	160,000
Sustainability Coordinator/Asst. Planner	47,320
Dixon Field Lighting Replacement	39,000
Parks Master Plan Implementation	15,000
Park Tree Planting	78,000
Basketball Court Improvements	65,500
Pool Filter Element Replacements	20,000
Recreation Sidewalk Repair	30,000
Police Automated License Plate Reader	18,000

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 the Municipal Engineer's recommendation of \$2.1 million for the reconstruction of streets.

In addition, the budget recommends sanitary sewer work required by the consent order (\$3.85

million) funded by the Sewage Fund and storm water management work (\$269,200) funded by the Storm Water Fund. Other major capital items recommended for funding are primarily equipment replacement, infrastructure improvements or building improvements funded by the General Fund or the Capital Projects Fund.

General Fund

- Thornwood Stream Restoration (\$230,000 from ARPA)
- Tennis Court Reconstruction Phase II (\$255,570)
- Pumper Replacement (\$610,000)

Capital Projects Fund

- Less Lethal Weapon (Taser) Replacement (\$62,000).
- Large Dump Truck Replacement (\$174,300)
- Public Safety Center Chiller Replacement (\$145,000)
- Municipal Building Alarm Panel Upgrades (\$49,000)
- Public Safety Center Alarm Panel Upgrades (\$49,000)
- Front End Loader Lease (\$40,000)

OTHER FUNDS BUDGET

Mt. Lebanon maintains three special revenue funds in the 2022 budget. The budget for these funds totals \$15,704,930. Expenditures related to state highway aid, storm water maintenance and sewage maintenance funds are included in the Public Works section of the document.

DEBT SERVICE

Principal payments of \$2,820,000 and interest payments of \$524,130 will be made in 2022 on various bond issues relating to general government activities.

PARKING FUND

The budget for the Parking Fund is presented separately because of the business-type nature of the fund. This fund is accounted for as an enterprise fund, which means certain revenues and expenditures are accounted for differently than governmental funds. Revenues are collected from the users of the parking system – lots, garages, and on-street spaces – and expenses include all costs for operating that system. The net income of the Parking Fund remains with the fund and will be used for capital improvements in the future. For 2022, revenues of the fund total \$1,855,950 and expenses total \$1,796,670 for a net surplus of \$59,280.

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. 9 | Public hearing on the Manager's Recommended Budget; introduction of budget ordinance |
| Dec. 14 | Public hearing on Commission revisions to the Manager's Recommended Budget; adoption and enactment |

The Commission's budget review sessions will be held on:

- Monday, **November 8, 2021**, at 5:30 p.m.
- Wednesday, **November 17, 2021**, at 5:30 p.m.
- Friday, **December 3, 2021**, at 5:30 p.m.
- Monday, **December 6, 2021**, at 5:30 p.m.

All sessions will be held in Room C of the Municipal Building (710 Washington Road) and available to be viewed live on Zoom.us using the URL below. See "2022 Budget Review Schedule."



<http://www.mtlebanon.org/299/Commission-Meetings>

In addition, all budget workshop sessions will be uploaded to Comcast channel 17, Verizon channel 34 and www.mtlebanon.org in the days following each meeting.

FUTURE REVENUE OPPORTUNITIES

The municipality continues to be an attractive community to developers. The following developments should be completed in 2022 and provide the municipality with additional revenues.

- 1701 Cochran Road - Approximately 20,000 sq. ft. mixed use commercial building. (Currently under construction, delayed due to COVID-19)
- 2904 Castlegate Avenue - The Pennsylvania Housing Finance Agency awarded financing to the Castlegate Green project. This will be a mixed income project with 51 residential units on the 5.58-acre site that is currently vacant. This project will take a vacant property that is currently tax exempt and create a source of municipal revenue from the site.

Other developmental opportunities that arose in 2021 include:

- 400 Washington Road - The Commission approved a text amendment to the R-7 Zoning District to permit townhouses to be built in this area. The property owner has indicated their interest in pursuing a townhouse development on this 1.98-acre site. (Delayed due to COVID-19)
- 50 Moffett Street – A land development plan was filed in late 2021 to demolish the existing structure on the site and build 41 townhouse dwellings on this 3.23-acre parcel. The Planning Board is currently reviewing the plans.
- Pennsylvania Boulevard – A developer proposes to construct five two-family dwellings (to consist of ten units in total) on a 0.98-acre parcel on the dead end of Pennsylvania Blvd.

All of these developments should allow the municipality to generate additional revenues and continue to provide our residents with a

consistent high level of service.

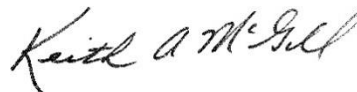
ACKNOWLEDGEMENTS

The annual budget requires the collective efforts of the entire municipal staff. While I am always proud of our municipal employees for their ability to provide quality services while working within financial constraints, this has never been more evident than during the pandemic. They have consistently identified and implemented well thought out solutions to the challenges we faced to ensure the safe and uninterrupted delivery of essential services to our residents.

I would also like to acknowledge Andrew McCreery and Terri Windstein for their efforts to continually improve our budget process and advance our financial transparency.

The municipal staff would like to recognize and thank the Commission for their dedication and support and looks forward to reviewing the proposed budget with you and the community.

Respectfully submitted,



Keith A. McGill
Municipal Manager

2022 BUDGET RECAP

	General Fund	Special Revenue Funds	Capital Projects Fund	Governmental Funds Total	Parking Fund
Revenues					
<u>Taxes</u>					
Real Estate Tax	\$ 13,596,750	\$ -	\$ -	\$ 13,596,750	\$ -
Earned Income Tax	13,330,000	-	-	13,330,000	-
Local Services Tax	410,000	-	-	410,000	-
Real Estate Transfer Tax	2,000,000	-	-	2,000,000	-
County Sales Tax	1,090,000	-	-	1,090,000	-
Public Utility Realty Tax	28,750	-	-	28,750	-
Total Taxes	30,455,500	-	-	30,455,500	-
<u>Non-tax Revenues</u>					
Licenses, Permits & Fees	1,098,250	-	-	1,098,250	1,439,040
Fines, Forfeits & Penalties	121,600	19,520	-	141,120	214,220
Investment & Rental	26,500	22,750	-	49,250	202,590
Intergovernmental	2,230,350	871,750	-	3,102,100	-
Recreation	3,115,330	-	-	3,115,330	-
Charges for Service & Other Revenue	2,350,760	37,000	115,000	2,502,760	100
Assessments	-	14,753,910	-	14,753,910	-
Total Non-tax Revenues	8,942,790	15,704,930	115,000	24,762,720	1,855,950
Total Revenues	39,398,290	15,704,930	115,000	55,218,220	1,855,950
Expenditures					
<u>Operating Expenditures</u>					
General Government	\$ 4,951,650	\$ 144,700	\$ -	\$ 5,096,350	\$ -
Community Development	1,053,250	-	-	1,053,250	-
Public Works	8,874,280	872,500	-	9,746,780	-
Human Services	1,711,760	-	-	1,711,760	-
Recreation	3,338,290	-	-	3,338,290	-
Public Safety	15,055,670	-	-	15,055,670	-
Parking Services	-	-	-	-	1,791,430
Total Operating Expenditures	34,984,900	1,017,200	-	36,002,100	1,791,430
Capital Improvements	610,000	-	7,224,070	7,834,070	-
Debt Service	3,052,840	291,290	-	3,344,130	5,240
Payments to ALCOSAN	-	8,797,220	-	8,797,220	-
Total Expenditures	38,647,740	10,105,710	7,224,070	55,977,520	1,796,670
Excess (Deficiency) of Revenues Over Expenditures	750,550	5,599,220	(7,109,070)	(759,300)	59,280
Other Financing Sources (Uses)					
Transfers In	980,020	-	6,589,770	7,569,790	-
Transfers Out - Operating	-	(980,020)	-	(980,020)	-
Transfers Out - Capital	(1,970,570)	(4,619,200)	-	(6,589,770)	-
Total Other Financing Sources (Uses)	(990,550)	(5,599,220)	6,589,770	-	-
Surplus to/(Use of) Fund Reserves	\$ (240,000)	\$ -	\$ (519,300)	\$ (759,300)	\$ 59,280

2022 BUDGET COMPARISON

	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Revenues				
<u>Taxes</u>				
Real Estate Tax	\$ 12,949,165	\$ 12,906,801	\$ 12,949,130	\$ 13,596,750
Earned Income Tax	12,841,790	13,180,483	13,015,000	13,330,000
Local Services Tax	441,964	398,978	430,000	410,000
Real Estate Transfer Tax	2,086,238	2,338,095	1,900,000	2,000,000
County Sales Tax	1,032,340	993,347	1,070,000	1,090,000
Public Utility Realty Tax	26,207	28,750	28,000	28,750
Total Taxes	29,377,704	29,846,454	29,392,130	30,455,500
<u>Non-tax Revenues</u>				
Licenses, Permits & Fees	1,473,988	1,178,776	1,128,600	1,098,250
Fines, Forfeits & Penalties	138,772	110,019	123,320	141,120
Investment & Rental	463,003	229,120	122,500	49,250
Intergovernmental	3,173,352	2,918,060	3,603,180	3,102,100
Recreation	2,913,699	1,398,445	3,060,620	3,115,330
Charges for Service & Other Revenue	2,470,495	2,863,949	2,408,330	2,502,760
Assessments	10,940,937	11,831,336	13,984,780	14,753,910
Proceeds of Debt	5,007,776	671,199	-	-
Total Non-tax Revenues	26,582,022	21,200,904	24,431,330	24,762,720
Total Revenues	55,959,726	51,047,358	53,823,460	55,218,220
Expenditures				
<u>Operating Expenditures</u>				
General Government	4,789,502	4,835,494	5,037,660	5,096,350
Community Development	827,389	636,315	800,930	1,053,250
Public Works	8,817,223	8,602,438	9,503,030	9,746,780
Human Services	1,544,246	1,426,384	1,696,070	1,711,760
Recreation	3,062,307	2,322,561	3,322,080	3,338,290
Public Safety	14,286,564	14,262,782	14,884,920	15,055,670
Total Operating Expenditures	33,327,231	32,085,974	35,244,690	36,002,100
Capital Improvements	10,855,641	6,473,081	12,914,660	7,834,070
Debt Service	3,122,868	3,331,657	3,334,170	3,344,130
Payments to ALCOSAN	6,519,246	7,438,691	8,025,000	8,797,220
Total Expenditures	53,824,986	49,329,403	59,518,520	55,977,520
Excess (Deficiency) of Revenues Over Expenditures	2,134,740	1,717,955	(5,695,060)	(759,300)
Other Financing Sources (Uses)				
Transfers In	6,231,083	5,993,647	7,668,710	7,569,790
Transfers Out - Operating	(912,380)	(834,004)	(964,750)	(980,020)
Transfers Out - Capital	(5,146,813)	(5,008,223)	(6,523,960)	(6,589,770)
Total Other Financing Sources (Uses)	171,890	151,420	180,000	-
Surplus to/(Use of) Fund Reserves	\$ 2,306,630	\$ 1,869,375	\$ (5,515,060)	\$ (759,300)

Note: Schedule includes only governmental funds – General, Special Revenue and Capital Projects

2022 BUDGET COMPARISON BY OBJECT

	2019	2020	2021	2022
	Actual	Actual	Budget	Budget
<u>Personnel Services</u>				
Regular Wages	\$ 11,221,226	\$ 11,406,916	\$ 12,043,530	\$ 12,283,900
Overtime Wages	1,371,679	1,300,994	1,110,560	1,140,340
Part-time Wages	1,358,056	922,578	1,523,860	1,544,900
Special Salaries	26,940	27,060	27,400	27,400
Fringe Benefits	7,048,240	7,081,463	7,179,160	7,022,570
Total Personnel Services	21,026,141	20,739,011	21,884,510	22,019,110
<u>Contractual Services</u>				
Special Appropriations	2,306,904	2,165,611	2,485,880	2,623,130
Professional Services	1,254,848	1,086,572	1,385,950	1,460,320
Training	100,415	47,131	129,720	135,160
Memberships	27,894	26,757	32,280	32,730
Insurance	358,886	349,983	330,950	351,520
Utilities	1,237,226	1,149,280	1,262,830	1,290,070
Repairs & Maintenance	207,016	109,956	199,100	137,300
Printing & Photography	143,957	144,571	150,680	142,930
Postage	74,729	78,972	76,270	82,310
Rentals	100,328	124,998	169,290	164,880
Contractual Services	4,740,158	4,756,006	5,282,480	5,478,390
Total Contractual Services	10,552,361	10,039,837	11,505,430	11,898,740
<u>Commodities</u>				
Office Supplies	22,819	19,109	31,850	32,050
Books & Periodicals	9,248	8,044	11,490	14,490
Equipment	555,068	449,603	758,550	814,250
Maintenance Supplies	861,361	650,552	762,920	884,060
Construction Supplies	42,825	20,257	33,500	33,500
Recreation & Resale Supplies	71,736	31,347	84,320	83,230
Botanical Supplies	16,448	23,786	24,800	25,300
Fuels & Lubricants	169,224	104,428	147,320	197,370
Total Commodities	1,748,729	1,307,126	1,854,750	2,084,250
Total Operating Expenditures	\$ 33,327,231	\$ 32,085,974	\$ 35,244,690	\$ 36,002,100

Note: Schedule includes only governmental funds – General, Special Revenue and Capital Projects

2022 BUDGET GENERAL FUND COMPARISON

	2021 Budget	2021 Projection	Variance	2022 Budget	Variance
Revenues					
<u>Taxes</u>					
Real Estate Tax	\$ 12,949,130	\$ 12,950,000	\$ 870	\$ 13,596,750	\$ 647,620
Earned Income Tax	13,015,000	13,150,000	135,000	13,330,000	315,000
Local Services Tax	430,000	400,000	(30,000)	410,000	(20,000)
Real Estate Transfer Tax	1,900,000	2,100,000	200,000	2,000,000	100,000
County Sales Tax	1,070,000	1,070,000	-	1,090,000	20,000
Public Utility Realty Tax	28,000	28,750	750	28,750	750
Total Taxes	29,392,130	29,698,750	306,620	30,455,500	1,063,370
<u>Non-tax Revenues</u>					
Licenses, Permits & Fees	1,128,600	1,100,000	(28,600)	1,098,250	(30,350)
Fines, Forfeits & Penalties	103,800	100,000	(3,800)	121,600	17,800
Investment & Rental	46,500	30,000	(16,500)	26,500	(20,000)
Intergovernmental	1,293,460	1,380,000	86,540	2,230,350	936,890
Recreation	3,060,620	2,600,000	(460,620)	3,115,330	54,710
Charges for Service & Other Revenue	2,372,330	2,100,000	(272,330)	2,350,760	(21,570)
Total Non-tax Revenues	8,005,310	7,310,000	(695,310)	8,942,790	937,480
Total Revenues	37,397,440	37,008,750	(388,690)	39,398,290	2,000,850
Expenditures					
<u>Operating Expenditures</u>					
General Government	4,895,830	4,890,000	(5,830)	4,951,650	55,820
Community Development	800,930	770,000	(30,930)	1,053,250	252,320
Public Works	8,670,960	8,600,000	(70,960)	8,874,280	203,320
Human Services	1,696,070	1,631,070	(65,000)	1,711,760	15,690
Recreation	3,322,080	2,900,000	(422,080)	3,338,290	16,210
Public Safety	14,884,920	14,800,000	(84,920)	15,055,670	170,750
Total Operating Expenditures	34,270,790	33,591,070	(679,720)	34,984,900	714,110
Capital Improvements	566,550	511,000	(55,550)	610,000	43,450
Debt Service	3,045,650	3,057,490	11,840	3,052,840	7,190
Total Expenditures	37,882,990	37,159,560	(723,430)	38,647,740	764,750
Excess (Deficiency) of Revenues Over Expenditures	(485,550)	(150,810)	334,740	750,550	1,236,100
Other Financing Sources (Uses)					
Transfers In	1,144,750	1,144,750	-	980,020	(164,730)
Transfers Out - Operating	-	-	-	-	-
Transfers Out - Capital	(1,829,760)	(1,750,000)	79,760	(1,970,570)	(140,810)
Total Other Financing Sources (Uses)	(685,010)	(605,250)	79,760	(990,550)	(305,540)
Surplus to/(Use of) Fund Balance	\$ (1,170,560)	\$ (756,060)	\$ 414,500	\$ (240,000)	\$ 930,560

ZERO BASED BUDGETING PRESENTATION

Mt. Lebanon has again prepared its budget using the technique known as Zero Based 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.

SCHOOL CROSSING PROTECTION			Decision Package Title
Description of Package Purpose	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.		
	2020 Actual:	\$ 467,328	Comparative Figures
	2021 Budget:	\$ 585,080	
	<u>2022 Service Level Options</u>		Incremental Cost of Service Levels
	S/L Rank	S/L Cost	
Decision Package Ranking	1	\$ 525,540	Total Recommended Budget
	*2	73,360	
	** 3	35,330	
		Cumulative Cost	Cumulative Cost of Service Levels
		525,540	
		598,900	
		634,230	
	<u>Service Level Narrative</u>		
Incremental Level	1	<u>Crossing Guards.</u> Employs a total of 41 guards and approximately 15 substitute guards for entire school year.	
	2	<u>Year-round Supervision (Current Level).</u> Includes one full-time civilian supervisor that handles schedules, payroll and call-offs as well as training and day-to-day problems.	
	3	<u>Enhanced Crossing Guard Services.</u> Allows for additional crossing guard posts as student pedestrian traffic increases, without sacrificing existing crossing guard posts. Reduces the need for the crossing guard supervisor to assume duties at various posts as vacancies arise unexpectedly. Adds four guards and two substitutes.	

* Indicates current 2021 level of funding.

** Line indicates proposed 2022 level of funding. Any items above the line are funded; any items below line are not funded.

2022 SERVICE LEVEL RANKINGS

Rank	Functional Area	Decision Unit	Decision Package	Level	Cost	Page	Note
1	Debt Service	Debt Service	Required Debt Payments	1/1	3,344,130	74	
2	Public Safety	Police Field Services	Minimum Patrol Service	1/7	3,802,400	66	
3	Public Works	Refuse Collection	Weekly Refuse Collection and Bi-Weekly Recycling	1/2	2,298,500	43	
4	Public Works	Sanitary Sewers	Emergency Sewer Line Repairs	1/4	76,750	41	
5	Public Safety	Fire Protection	Full Volunteer Company	1/9	557,600	64	
6	General Government	General Management	Basic Services	1/7	295,750	25	
7	Public Works	Ice and Snow Control	Minimum Response	1/7	490,030	38	
8	General Government	Treasury/Tax Collection	Treasury Management	1/5	26,530	27	
9	General Government	Treasury/Tax Collection	Earned Income Tax Collection	2/5	245,520	27	
10	General Government	Employment Benefits	State Pension Contribution	1/2	972,500	29	
11	General Government	Legal Services	General Services	1/2	281,130	25	
12	General Government	Treasury/Tax Collection	Real Estate Tax Collection	3/5	92,630	27	
13	Community Development	Engineering Services	Basic Engineering	1/1	32,700	32	
14	General Government	Financial Management	Basic Service	1/4	474,220	26	
15	Public Works	Storm Sewers	Emergency Sewer Line Repairs	1/4	64,000	42	
16	Public Safety	Police Administration	Minimum Administration	1/3	325,710	65	
17	Public Safety	Fire Protection	Weekday Career Staffing	2/9	721,210	64	
18	Public Safety	Police Field Services	Reactive Patrol Service	2/7	986,770	66	
19	Capital	Capital Improvements	Sanitary Sewer Improvements	1/18	3,850,000	72	
20	General Government	Information Services	Systems Administration	1/6	392,400	26	
21	Community Development	Building Inspection	Minimum Inspection	1/4	299,700	32	
22	Public Works	Street Maintenance	Emergency Patching	1/9	176,890	36	
23	General Government	Treasury/Tax Collection	Local Services Tax Collection	4/5	7,380	27	
24	General Government	Insurance	Comprehensive Coverage	1/1	351,520	29	
25	Public Works	Public Works Administration	Basic Administration	1/4	304,130	36	
26	Public Works	Traffic Signs and Painting	Damaged Sign Replacements	1/4	72,230	40	
27	Public Works	Traffic Planning and Signals	Traffic Signal Maintenance	1/7	102,860	39	
28	General Government	Employment Benefits	Other Non-allocated Benefits	2/2	30,000	29	
29	General Government	Treasury/Tax Collection	Liened Real Estate Tax Collection	5/5	9,000	27	
30	Public Works	Street Lighting	Arterial Streets and Parks	1/4	83,300	41	
31	Public Works	Ice and Snow Control	Arterial Streets	2/7	31,400	38	
32	Public Safety	Police Support Services	Support Service	1/4	292,910	66	
33	Public Works	Sanitary Sewers	Cleaning and Inspection Program	2/4	62,280	41	
34	Public Works	Storm Sewers	Minimum Maintenance	2/4	55,000	42	
35	Public Safety	Fire Protection	24-Hour Career Staffing	3/9	1,102,800	64	
36	Public Works	Municipal Building	Basic Cleaning and Operations	1/4	170,040	44	
37	Public Safety	Police Field Services	Intermediate Patrol Service	3/7	751,660	66	
38	Public Works	Equipment Maintenance	General Maintenance and Basic Repair Service	1/2	480,060	50	
39	Public Works	Public Safety Center	Basic Cleaning	1/6	272,240	45	
40	Public Safety	Investigative Services	Assignment Level	1/5	271,500	67	
41	Public Works	Parks Maintenance	Mowing and Refuse Control	1/11	355,190	47	
42	Human Services	Library	Basic Virtual Library Appropriation	1/5	1,073,310	53	
43	Public Works	Library Building	Basic Cleaning	1/5	173,940	46	
44	Public Works	Public Works Building	Utilities	1/3	93,070	45	
45	Capital	Capital Improvements	Street Reconstruction	2/18	2,100,000	72	
46	Public Works	Public Safety Center	Regular Weekly Cleaning	2/6	39,100	45	
47	Recreation	Ice Rink	Basic Operation	1/2	1,084,990	60	
48	Recreation	Swimming Center	Full Operation	1/5	528,820	60	
49	Public Safety	Investigative Services	Evidence-Property Control/Court Liaison	2/5	181,350	67	
50	Public Works	Forestry	Tree Removal and Maintenance	1/6	175,170	49	
51	Public Works	Library Building	Regular Weekly Cleaning	2/5	12,500	46	

2022 SERVICE LEVEL RANKINGS

Rank	Functional Area	Decision Unit	Decision Package	Level	Cost	Page	Note
52	Public Safety	Animal Control	Mt. Lebanon Animal Control	1/3	149,470	69	
53	Public Works	Traffic Signs and Painting	School Zone and Street Painting	2/4	35,630	40	
54	Public Works	Parks Maintenance	Repairs and General Maintenance	2/11	165,760	47	
55	General Government	Office Services	Full Office Service	1/1	99,640	28	
56	Public Works	Municipal Building	Regular Weekly Cleaning	2/4	30,800	44	
57	Public Safety	Fire Protection	Proactive Services	4/9	870,840	64	
58	Recreation	Golf Course	Minimum Operation	1/4	359,960	58	
59	Recreation	Tennis Center	Full Operation	1/2	198,860	59	
60	Recreation	Recreation Management	Program Assistance	1/2	345,670	58	
61	Recreation	Community Center	Basic Service	1/3	174,020	61	
62	General Government	Financial Management	Administrative Support	2/4	5,580	26	
63	Public Works	Pedestrian Routes	Municipal Property	1/6	12,360	38	
64	Public Works	Traffic Planning and Signals	Minimum Traffic Engineering	2/7	15,000	39	
65	Public Works	Street Maintenance	Basic Repair	2/9	198,530	36	
66	Public Safety	School Crossing Protection	Crossing Guards	1/3	525,540	69	
67	Public Safety	Traffic Safety	Basic Traffic Enforcement	1/3	277,090	68	
68	Public Works	Public Works Administration	Operating Superintendent	2/4	102,540	36	
69	Public Works	Street Lighting	Collector Streets	2/4	134,200	41	
70	Public Works	Ice and Snow Control	Salt Boxes and Sidewalks	3/7	79,400	38	
71	Public Safety	Traffic Safety	Increased Traffic Enforcement and Supervision	2/3	399,490	68	
72	Public Works	Public Works Building	Contractual Custodial and Preventive Maintenance Services	2/3	25,950	45	
73	Public Works	Public Safety Center	Daily Cleaning and HVAC Maintenance	3/6	11,850	45	
74	Public Works	Curbs	Repairs and Patching	1/5	9,290	37	
75	Public Safety	Medical Rescue Team South Authority	MRTSA Appropriation	1/1	489,370	70	
76	Public Safety	Animal Control	Basic Cooperative Coverage	2/3	251,450	69	
77	Community Development	Civic Activities	Holiday Celebrations	1/4	7,740	33	
78	Public Works	Planting Areas	Washington Road	1/2	1,000	48	
79	Recreation	Seasonal Programs	Full Program	1/1	450,620	58	
80	General Government	Public Information Office	Municipal Information	1/3	190,840	28	
81	Public Safety	Police Administration	Police Administration	2/3	289,920	65	
82	Public Safety	Animal Control	Expanded Cooperative Coverage	3/3	139,940	69	
83	Community Development	Planning	Basic Service	1/3	114,020	31	
84	Public Works	Sanitary Sewers	Current Sewer Line Repairs	3/4	133,780	41	
85	Public Works	Storm Sewers	Current Maintenance Service	3/4	143,450	42	
86	Public Works	Sanitary Sewers	Maintenance Service	4/4	173,860	41	
87	Public Works	Storm Sewers	Video Testing	4/4	50,980	42	
88	Public Works	Municipal Building	Additional Cleaning and Maintenance	3/4	27,450	44	
89	Public Safety	Police Field Services	Proactive Patrol Service	4/7	796,700	66	
90	Public Safety	Community Outreach Unit	Basic Program	1/3	207,110	68	
91	Public Works	Street Sweeping	Leaf Collection	1/5	291,600	43	
92	Public Works	Traffic Signs and Painting	Sign Replacement	3/4	41,620	40	
93	Recreation	Platform Tennis Facility	Basic Operation	1/1	13,530	60	
94	Public Works	Library Building	Additional Cleaning and Maintenance	3/5	19,720	46	
95	Public Works	Pedestrian Routes	Arterial Pedestrian Routes	2/6	40,980	38	
96	Public Works	Ice and Snow Control	Eight Crews	4/7	162,470	38	
97	Public Works	Traffic Planning and Signals	General Traffic Engineering	3/7	25,000	39	
98	Public Works	Curbs	Basic Reconstruction	2/5	51,980	37	
99	Public Works	Forestry	Basic Tree Trimming	2/6	192,260	49	
100	Recreation	Golf Course	Maintenance and Equipment Enhancement	2/4	129,620	58	
101	Public Works	Pedestrian Routes	Local Street Program	3/6	98,920	38	
102	Public Works	Street Maintenance	Systematic Repair	3/9	174,230	36	

2022 SERVICE LEVEL RANKINGS

Rank	Functional Area	Decision Unit	Decision Package	Level	Cost	Page	Note
103	Public Works	Forestry	Replacement Planting	3/6	167,700	49	
104	Human Services	Outreach Program	Minimum Support	1/4	104,040	53	
105	Public Works	Traffic Planning and Signals	Preventative Signal Maintenance	4/7	5,380	39	
106	General Government	Public Information Office	Digital and Online Services	2/3	131,180	28	
107	Public Works	Street Sweeping	Complete Leaf Collection	2/5	99,760	43	
108	Public Safety	Emergency Management	Maintenance and Management of Emergency Operations Facility	1/2	51,960	65	
109	Public Safety	Investigative Services	Youth Service	3/5	191,100	67	
110	Capital	Capital Improvements	Storm Water Management	3/18	269,200	72	
111	Human Services	Community Organizations	Required RAD Payment	1/5	10,000	54	
112	Public Works	Street Maintenance	Street Crack Repairs	4/9	26,250	36	
113	Public Safety	School Crossing Protection	Year-round Supervision	2/3	73,360	69	
114	Public Works	Street Lighting	Limited Midblock Lighting	3/4	45,750	41	
115	Public Works	Curbs	Systematic Reconstruction	3/5	74,030	37	
116	Public Works	Street Sweeping	Contractual Business District Sweeping	3/5	16,500	43	
117	Public Works	Planting Areas	High Visibility Plantings	2/2	38,820	48	
118	Public Works	Street Maintenance	Additional Systematic Repair	5/9	116,990	36	
119	Public Works	Street Maintenance	Brick Restoration	6/9	66,440	36	
120	Public Safety	Investigative Services	Supervision	4/5	206,710	67	
121	Community Development	Building Inspection	Building Inspector/Code Enforcement Officer	2/4	59,270	32	
122	Public Safety	Police Administration	Full Police Administration	3/3	208,450	65	
123	Public Safety	Police Support Services	Police Information System	2/4	100,450	66	
124	Public Safety	Fire Protection	Fire & Life Safety Education Program	5/9	126,890	64	
125	General Government	General Management	Support Services	2/7	372,780	25	
126	Public Works	Public Works Administration	Facilities and Parks Coordinator	3/4	25,980	36	
127	Community Development	Economic Development	Basic Service	1/3	178,910	31	
128	Human Services	Library	Basic Appropriation	2/5	157,370	53	
129	Public Safety	Community Outreach Unit	School Resource Officer	2/3	192,940	68	
130	Public Safety	Investigative Services	Full Drug Enforcement	5/5	187,500	67	
131	Public Works	Ice and Snow Control	Current Routes & Continuous Service	5/7	31,400	38	
132	Human Services	Library	Additional Appropriation	3/5	171,270	53	
133	Public Safety	Community Outreach Unit	Current Program	3/3	177,860	68	
134	Public Safety	Fire Protection	Supplemental Staffing	6/9	14,940	64	
135	Capital	Capital Improvements	Pumper Replacement	4/18	610,000	72	A
136	Capital	Capital Improvements	Less Lethal Weapon (Taser) Replacement	5/18	62,000	72	C
137	General Government	Public Information Office	Municipal/Community Magazine	3/3	537,750	28	
138	Capital	Capital Improvements	Large Truck Replacement	6/18	174,300	72	C
139	Capital	Capital Improvements	Thornwood Stream Restoration	7/18	230,000	72	A
140	Community Development	Building Inspection	Expanded Code Enforcement	3/4	54,470	32	
141	Capital	Capital Improvements	Public Safety Center Chiller Replacement	8/18	145,000	72	B
142	General Government	Legal Services	Other Counsel	2/2	116,000	25	
143	Public Works	Street Lighting	Additional Midblock Lighting	4/4	45,750	41	
144	General Government	Information Services	Internet and Cable	2/6	72,740	26	
145	General Government	Information Services	Systems Maintenance	3/6	86,130	26	
146	Human Services	Library	Standard Appropriation	4/5	164,770	53	
147	Public Works	Equipment Maintenance	Additional Maintenance and Repair Services	2/2	98,590	50	
148	Public Safety	Fire Protection	Full Fire Prevention Services	7/9	114,680	64	
149	Public Works	Firing Range	Repairs and General Maintenance	1/1	40,030	46	
150	Public Works	Public Works Administration	Geographic Information System (GIS)	4/4	108,400	36	
151	Public Works	Parks Maintenance	Deer Management	3/11	8,000	47	
152	Public Works	Pedestrian Routes	Residential Sidewalk Assessment Program	4/6	115,320	38	
153	Capital	Capital Improvements	Municipal Building Alarm Upgrades	9/18	49,000	72	B

2022 SERVICE LEVEL RANKINGS

Rank	Functional Area	Decision Unit	Decision Package	Level	Cost	Page	Note
154	Capital	Capital Improvements	Public Safety Center Alarm Upgrades	10/18	49,000	72	B
155	Capital	Capital Improvements	Front End Loader	11/18	40,000	72	C
156	Public Works	Forestry	Emerald Ash Borer Treatment Program	4/6	17,000	49	
157	Public Works	Parks Maintenance	Additional Deer Management	4/11	45,000	47	
158	Public Works	Forestry	Increase Forestry Service	5/6	30,000	49	
159	General Government	Information Services	Computer and Network Hardware	4/6	8,000	26	
160	General Government	Information Services	IT Support	5/6	79,300	26	
161	Public Works	Street Maintenance	Bituminous Pavement Rejuvenation	7/9	36,400	36	
162	Public Works	Library Building	Alarm Device Replacement	4/5	9,000	46	
163	Public Works	Refuse Collection	Yard Waste Drop-off and Curbside Collection	2/2	31,880	43	
164	Recreation	Golf Course	Course Rangers	3/4	2,200	58	
165	Public Works	Curbs	Additional Systematic Reconstruction	4/5	49,620	37	
166	Human Services	Outreach Program	Additional Service	2/4	15,000	53	
167	Recreation	Swimming Center	Filter Element Replacement	2/5	20,000	60	
168	Community Development	Planning	Comprehensive Plan Update	2/3	160,000	31	A
169	Community Development	Civic Activities	4th of July	2/4	52,930	33	
170	Community Development	Civic Activities	Community Activities	3/4	46,190	33	
171	General Government	General Management	Meeting Support	3/7	4,430	25	
172	Human Services	Community Organizations	Camp AIM	2/5	1,000	54	
173	General Government	General Management	Intergovernmental Organizations	4/7	10,300	25	
174	Public Works	Street Sweeping	Residential Street Sweeping	4/5	40,000	43	
175	General Government	Financial Management	Financial Transparency Module	3/4	9,900	26	
176	General Government	Information Services	Electronic Records Retention and Storage	6/6	12,500	26	
177	Human Services	Community Organizations	Mt. Lebanon Partnership	3/5	10,000	54	
178	Human Services	Community Organizations	Historical Society	4/5	5,000	54	
179	Recreation	Community Center	Sidewalk Repair	2/3	30,000	61	A
180	General Government	General Management	Boards and Authorities Dinner	5/7	15,000	25	
181	Community Development	Planning	Sustainability Coordinator/Assistant Planner	3/3	47,320	31	
182	Public Works	Municipal Building	Building Security Upgrade	4/4	25,000	44	
183	Public Works	Pedestrian Routes	Expanded Root Damaged Sidewalk Repair Program	5/6	40,000	38	
184	Public Works	Parks Maintenance	Invasive Species Control	5/11	5,000	47	
185	Public Works	Forestry	Forestry Management Plan	6/6	30,000	49	
186	Capital	Capital Improvements	Tennis Court Reconstruction Phase II	12/18	255,570	72	
187	Public Works	Traffic Signs and Painting	Historic District Designations	4/4	20,000	40	
188	Public Works	Parks Maintenance	Dixon Field Lighting Replacement	6/11	39,000	47	
189	Public Works	Parks Maintenance	Parks Master Plan Implementation	7/11	15,000	47	
190	Public Works	Parks Maintenance	Park Tree Planting	8/11	78,000	47	
191	General Government	Financial Management	Accounts Payable Automation	4/4	21,000	26	
192	Public Safety	Police Field Services	Automated License Plate Reader	5/7	18,000	66	
193	Public Works	Parks Maintenance	Basketball Court Improvements	9/11	65,500	47	
194	Public Works	Parks Maintenance	Ball Fields Bleacher Replacement	10/11	60,000	47	
195	Public Safety	Emergency Management	Pandemic and Disaster Response	2/2	10,000	65	
196	Public Works	Parks Maintenance	Dixon Field Fence Replacement	11/11	30,000	47	
197	Public Works	Street Maintenance	Expanded Brick Restoration	8/9	50,000	36	
198	Community Development	Civic Activities	Holiday Lights for Uptown	4/4	48,500	33	
199	Community Development	Building Inspection	Enhanced Inspections Software	4/4	74,550	32	
200	Capital	Capital Improvements	Recreation Center Roof Replacement	13/18	1,285,000	72	
201	Human Services	Community Organizations	Mt. Lebanon Village	5/5	5,000	54	
202	Community Development	Economic Development	Uptown Public Art	2/3	60,000	31	
203	Human Services	Library	E-Resources Appropriation	5/5	15,000	53	
204	Recreation	Tennis Center	Fencing and Gate Repairs	2/2	7,000	59	

Proposed .20 Mill Increase

2022 SERVICE LEVEL RANKINGS

Rank	Functional Area	Decision Unit	Decision Package	Level	Cost	Page	Note
205	Human Services	Outreach Program	Maximum Subsidy	3/4	5,000	53	
206	Human Services	Outreach Program	Additional Contribution	4/4	8,000	53	
207	Public Works	Street Maintenance	Expanded Asphalt Overlay	9/9	50,000	36	
208	Public Works	Curbs	Expanded Reconstruction	5/5	21,660	37	
209	Public Works	Pedestrian Routes	Additional Sidewalk Repairs	6/6	55,000	38	
210	Public Works	Ice and Snow Control	Route Analysis & GPS Route Management	6/7	41,000	38	
211	Public Works	Traffic Planning and Signals	Traffic Calming Investigative Process	5/7	15,000	39	
212	Capital	Capital Improvements	Pickleball Courts	14/18	51,000	72	
213	Public Works	Public Works Building	Building Security Door Systems	3/3	75,000	45	
214	Recreation	Community Center	Building Security Door Systems	3/3	85,000	61	
215	Public Works	Traffic Planning and Signals	Preemption Maintenance and Updates	6/7	15,000	39	
216	Community Development	Economic Development	Eco-District Planning	3/3	72,000	31	
217	Capital	Capital Improvements	Golf Course Improvements	15/18	101,090	72	
218	Public Works	Public Safety Center	Entry Door Concrete Replacement and Door System Repair	4/6	40,000	45	
219	Recreation	Ice Rink	Ice Rink Facility Maintenance	2/2	16,000	60	
220	Public Works	Library Building	Restroom Renovations	5/5	36,500	46	
221	Public Safety	Police Support Services	Community-Based Surveillance Cameras	3/4	20,000	66	
222	Public Works	Traffic Planning and Signals	Traffic Calming Installation	7/7	35,000	39	
223	Public Works	Ice and Snow Control	Expanded Service	7/7	418,790	38	
224	Recreation	Swimming Center	Programmable Pool Cleaner	3/5	8,000	60	
225	Recreation	Swimming Center	Sprinkler System	4/5	25,000	60	
226	Recreation	Swimming Center	Additional Shade Structures	5/5	20,000	60	
227	Recreation	Recreation Management	Assistant Facilities Manager	2/2	97,050	58	
228	Public Safety	School Crossing Protection	Enhanced Crossing Guard Services	3/3	35,330	69	
229	General Government	General Management	Diversity, Equity and Inclusion Officer	6/7	90,000	25	
230	Public Safety	Police Support Services	Expanded Community-Based Surveillance Cameras	4/4	20,000	66	
231	Public Works	Street Sweeping	In-House Street Sweeping	5/5	96,530	43	
232	Public Safety	Police Field Services	Special Deployment Utility Vehicle	6/7	25,000	66	
233	Capital	Capital Improvements	Mini Hydraulic Excavator	16/18	65,000	72	
234	Public Works	Public Safety Center	Apparatus Bay Floor Coating	5/6	72,000	45	
235	General Government	General Management	Intern	7/7	6,480	25	
236	Capital	Capital Improvements	Tennis Courts 1-8 Lighting	17/18	275,000	72	
237	Capital	Capital Improvements	Sign Shop/Line Painting Vehicle	18/18	114,590	72	
238	Public Works	Public Safety Center	Server Room Upgrades	6/6	15,500	45	
239	Recreation	Golf Course	Garden Plot Fence	4/4	85,000	58	
240	Public Safety	Traffic Safety	Expanded Traffic Enforcement/Education	3/3	111,980	68	
241	Public Safety	Police Field Services	Expanded Patrol Service	7/7	598,000	66	
242	Public Safety	Fire Protection	ISO/NFPA Engine Company Distribution	8/9	399,940	64	
243	Public Safety	Fire Protection	NFPA Minimum Staffing	9/9	399,700	64	

Note

- A Funded by ARPA
- B Funded by 2020 Bond Refinancing Proceeds
- C Funded by fund balance of Capital Projects Fund

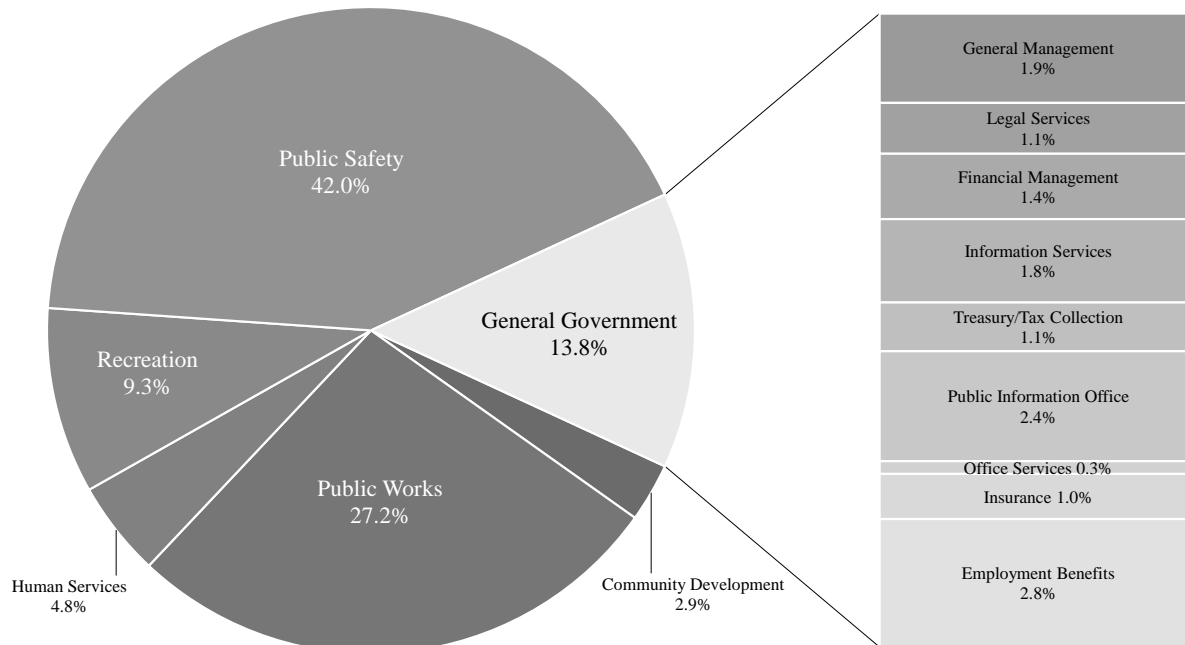
GENERAL GOVERNMENT

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

	2021 Budget	2022 Budget	% Variance	\$ Variance
General Management	\$ 617,770	\$ 698,260	13.0	\$ 80,490
Legal Services	359,940	397,130	10.3	37,190
Financial Management	478,600	510,700	6.7	32,100
Information Services	660,520	651,070	(1.4)	(9,450)
Treasury/Tax Collection	405,800	381,060	(6.1)	(24,740)
Public Information Office	880,460	859,770	(2.3)	(20,690)
Office Services	97,540	99,640	2.2	2,100
Insurance	330,950	351,520	6.2	20,570
Employment Benefits	1,064,250	1,002,500	(5.8)	(61,750)
Total General Government	\$ 4,895,830	\$ 4,951,650	1.1	\$ 55,820

For 2022, General Government shows an increase of 1.1% from the 2021 budget. There are two new levels recommended: Boards and Authorities Dinner and Accounts Payable Automation in the Finance Department. Fifteen (15) full-time positions are included in General Government.

2022 Budget - Operating Expenditures



* Percentage breakouts are +/- 0.1% due to rounding.

Note: Administrative costs for sewage and storm water fee collection not included above.

GENERAL MANAGEMENT

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

2020 Actual: \$ 586,745
2021 Budget: \$ 617,770

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 295,750	\$ 295,750
2	372,780	668,530
3	4,430	672,960
*4	10,300	683,260
5	15,000	698,260
6	90,000	788,260
7	6,480	794,740

Service Level Narrative

- 1 Basic Services. Provides for five elected Commissioners and appointed manager as mandated under Home Rule Charter.
- 2 Support Services. Provides support for the municipal manager. Includes the Human Resources Manager, 50 percent of the Assistant Manager/Planner position and a full-time secretary.
- 3 Meeting Support. Provides staff time to record commission and board meetings for broadcast on the municipal government cable channel and stream on the website.
- 4 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, South Hills Area Council of Governments, and CONNECT.
- 5 Boards and Authorities Dinner. Provides funding for recognition dinner for volunteer appointed board and authority members.

- 6 Diversity, Equity and Inclusion (DEI) Officer. Mt. Lebanon seeks to become an increasingly welcoming community that provides opportunities for all residents and community members to feel a sense of belonging in the community. To achieve this goal, a DEI committee is recommending a brand new position of DEI Officer. The DEI committee recommends the Officer create and implement best practices in events and offerings to the public, hiring practices for staff and board positions, communications to the public and engagement with the municipal departments.
- 7 Intern. Provides for a graduate student summer intern to assist with various improvement projects.

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.

2020 Actual: \$ 287,607
2021 Budget: \$ 359,940

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 281,130	\$ 281,130
*2	116,000	397,130

Service Level Narrative

- 1 General Service. 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.

- 2 Other Counsel (Current Level). Provides labor and personnel specific legal services, including labor contracts and other personnel matters. Also use specialized counsel for cable television and telecommunications issues.

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.

2020 Actual: \$ 466,746
2021 Budget: \$ 478,600

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 474,220	\$ 474,220
2	5,580	479,800
*3	9,900	489,700
4	21,000	510,700

Service Level Narrative

- 1 Basic Service. Provides accounting, payroll/personnel administration and fiscal management as required by law. Also includes insurance processing, risk management, departmental/budget reporting, and cash management. Includes director of finance, assistant finance director, payroll and benefits administrator, and accounts payable administrator.
- 2 Administrative Support. Provides collection support for sewage, storm water, and parking funds. Produces municipal claims and tax certification letters. Includes funding for a portion of two part-time clerks.
- 3 Financial Transparency Module (Current Level). Provides web-based financial

transparency modules that integrate with the mtlebanon.org website. The modules allow ad-hoc reporting capabilities for staff and citizens alike in graphical and grid formats. Modules include annual and periodic financial statements, budget comparisons and balance sheet information.

- 4 Accounts Payable Automation. Add third party integrated software to automate the accounts payable process for all department expense submissions. Provides operational efficiencies and enhanced visibility of municipal expenditures.

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.

2020 Actual: \$ 640,833
2021 Budget: \$ 660,520

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 392,400	\$ 392,400
2	72,740	465,140
3	86,130	551,270
4	8,000	559,270
5	79,300	638,570
*6	12,500	651,070

Service Level Narrative

- 1 Systems Administration. Provides for an IT manager, assistant IT manager and IT support specialist. Responsibilities include administering networks, databases, PCs, Macs, Internet, security and anti-virus. Provides access to information resources and streamlines workflow. Provides Microsoft 365 platform for email and applications.

- 2 Internet and Cable. Daily maintenance and technology updates to www.mtlebanon.org, public access channel and government access channel. Includes e-commerce functions and municipal website design.
- 3 Systems Maintenance. Provides for equipment and licensing to maintain a functional organization. Includes virtual hardware, system hardware, storage devices, network appliances, servers, equipment and security devices. Also includes licensing and backup software.
- 4 Computer and Network Hardware. Continue to upgrade and maintain municipal networking infrastructure. This includes purchases such as servers and networking hardware.
- 5 IT Support. Provides an IT support coordinator. Responsibilities include web updates, network configuration, user management, managing community cable channels and training.
- 6 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.

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 current real estate tax for the Mt. Lebanon School District (MLSD). Certain collection costs are shared between the taxing bodies. Earned income tax and local services tax are collected by a third party.

2020 Actual:	\$ 424,735
2021 Budget:	\$ 405,800

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 26,530	\$ 26,530
2	245,520	272,050
3	92,630	364,680
4	7,380	372,060
*5	9,000	381,060

Service Level Narrative

- 1 Treasury Management. Provides for the elected treasurer who is responsible for the oversight of the receipt and disbursement of municipal funds. Includes portions of salaries and benefits for the treasurer, treasury manager and part-time clerk.
- 2 Earned Income Tax Collection. Provides for the commission and fees associated with the State mandated collections through the Southwest Tax Collection District. Fees associated with collection are 1.8% of gross collections.
- 3 Real Estate Tax Collection. Provides for the collection of current real estate taxes for the Municipality and MLSD. Includes portions of salaries and benefits for the treasurer, treasury manager and part-time clerk. The net cost to the Municipality is approximately \$46,310.
- 4 Local Services Tax Collection. Provides for the collection of local services taxes for the Municipality by a third-party tax collector. Fees associated with collection are 1.8% of gross collections.
- 5 Liened Real Estate Tax Collection (Current Level). Provides for miscellaneous third-party servicing costs for the collection of real estate tax liens for the Municipality. Costs are recovered through the collection process and there is a net surplus associated with this level of \$7,000.

PUBLIC INFORMATION OFFICE

Provides a comprehensive municipal communications program, including public relations, media relations, special events, publication production and web and cable content.

2020 Actual: \$ 774,295
2021 Budget: \$ 880,460

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 190,840	\$ 190,840
2	131,180	322,020
*3	537,750	859,770

Service Level Narrative

- 1 Municipal Information. Provides information to the public and promotes community engagement to increase awareness about the municipality and transparency into its functionality. Serves as primary contact for the news media. Creates promotional/educational multimedia content for various municipal departments, boards and municipally affiliated non-profit organizations. Maintains quality control of content and design of all municipal communications. Provides liaison services to the historic preservation board, including preparing grant applications, and organizing and promoting their initiative and events. Plans special meetings and events. Includes 55 percent of a public information officer, 45 percent of an assistant public information officer, 25 percent of a public information assistant and various regular part-time personnel.
- 2 Digital and Online Services. Provides content for municipal websites including mtlebanon.org and lebomag.com, provides mobile digital communications such as eblasts and text messages, directs and maintains the municipality's social media accounts. Includes 30 percent of a public

information officer, 40 percent of an assistant public information officer, 25 percent of a public information assistant and various regular part-time personnel.

- 3 Municipal/Community Magazine (Current Level). Provides for a print magazine (10 issues, 60 pages). Includes 15 percent of a public information officer, 15 percent of an assistant public information officer, 50 percent of a public information assistant and various regular part-time personnel and a number of freelance and independent contractors. Generates advertising revenue of \$475,000.

OFFICE SERVICES

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

2020 Actual: \$ 89,403
2021 Budget: \$ 97,540

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 99,640	\$ 99,640

Service Level Narrative

- 1 Full Office Service (Current Level). Provides part-time support at the Customer Service Center. Includes equipment costs for copy machines and a postage machine. Also includes customer service center and shared departmental supplies, including paper, envelopes, and office supplies.

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.

2020 Actual: \$ 349,983
2021 Budget: \$ 330,950

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 351,520	\$ 351,520

Service Level Narrative

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

EMPLOYMENT BENEFITS

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

2020 Actual: \$ 1,076,796
2021 Budget: \$ 1,064,250

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 972,500	\$ 972,500
*2	30,000	1,002,500

Service Level Narrative

- 1 State Pension Contribution. State's anticipated share of pension costs for 2022. Offset by state aid with a net cost of \$0.
- 2 Other Non-allocated Benefits (Current Level). Provides necessary funding for Other Post-Employment Benefits (OPEB) per personnel agreements and other benefits not allocated to specific departments.

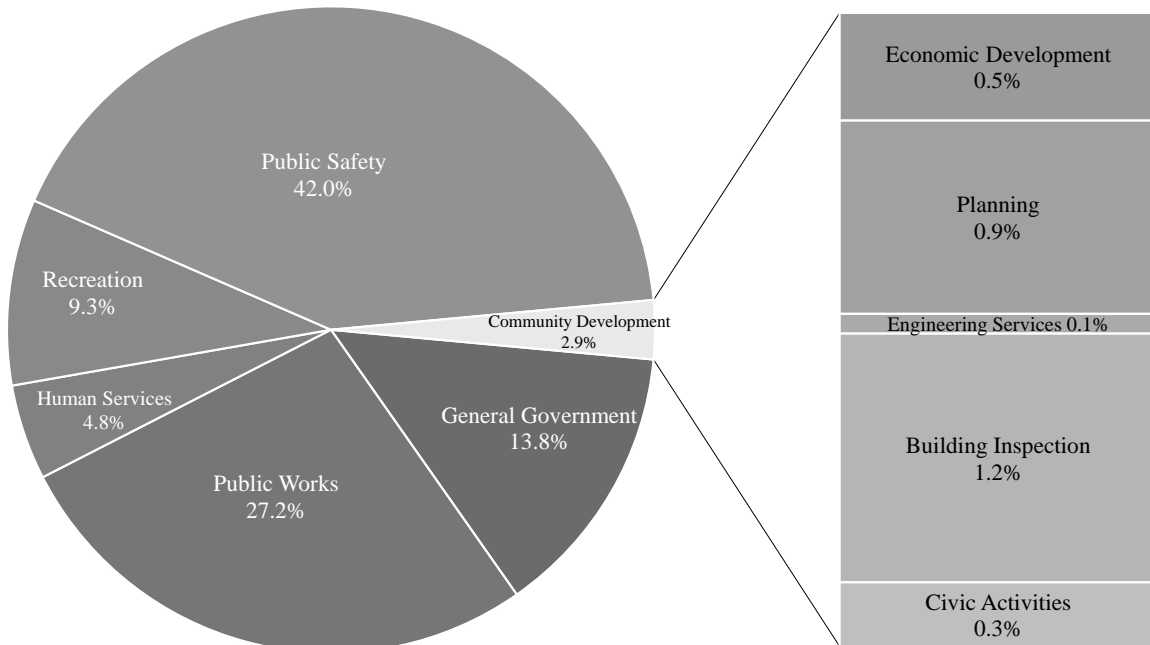
COMMUNITY DEVELOPMENT

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

	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>% Variance</u>	<u>\$ Variance</u>
Economic Development	\$ 175,390	\$ 178,910	2.0	\$ 3,520
Planning	109,450	321,340	193.6	211,890
Engineering Services	32,700	32,700	0.0	-
Building Inspection	374,190	413,440	10.5	39,250
Civic Activities	109,200	106,860	(2.1)	(2,340)
Total Community Development	<u>\$ 800,930</u>	<u>\$ 1,053,250</u>	<u>31.5</u>	<u>\$ 252,320</u>

For 2022, Community Development shows an increase of 31.5% from the 2021 budget. There are two new levels recommended: Professional services related to the 10-year Comprehensive Plan Update and a new full-time Sustainability Coordinator/Assistant Planner funded at a half-year. Eight (8) full-time employees are included in Community Development with a ninth recommended for funding in 2022.

2022 Budget - Operating Expenditures



* Percentage breakouts are +/- 0.1% due to rounding.

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.

2020 Actual: \$ 174,263
2021 Budget: \$ 175,390

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 178,910	\$ 178,910
2	60,000	238,910
3	72,000	310,910

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).
- 2 Uptown Public Art. As part of the ongoing Vibrant Uptown initiative, the introduction of public art to the Central Business District is a priority. Staff will work with the Design Committee of the Mt. Lebanon Partnership and utilize the Public Art Master Plan to guide this process.
- 3 Eco-District Planning. The Economic Development Council has identified the creation of an Eco-District as a priority. In order for this initiative to be successful, it is critical to embark on a community planning process to identify objectives, strategies and stakeholders. An Eco-District planning study will accomplish these objectives and position our community for implementation. Grant funding will be sought to offset costs.

PLANNING

State-mandated municipal land use regulations necessitate the availability of professional planning services on issues of zoning and land development.

2020 Actual: \$ 104,824
2021 Budget: \$ 109,450

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 114,020	\$ 114,020
2	160,000	274,020
3	47,320	321,340

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. Includes 50 percent of the Assistant Manager/Planner and 40 percent of a secretary (shared with Community and Economic Development).
- 2 Comprehensive Plan Update. The Municipalities Planning Code requires updates to municipal comprehensive plans every 10 years. Elevate Mt. Lebanon, the current comprehensive plan, was approved in 2013. Work will begin on the plan update in 2022 with the goal of final approval in 2023. Grant funding will be pursued to offset some of the project costs.
- 3 Sustainability Coordinator/Assistant Planner. Provides for a full-time sustainability coordinator/assistant planner to facilitate implementation of sustainability initiatives. Will assist Planner with municipal planning functions. Projected as a mid-year hire.

ENGINEERING SERVICES

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

2020 Actual: \$ 21,860
2021 Budget: \$ 32,700

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 32,700	\$ 32,700

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, 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.

2020 Actual: \$ 304,979
2021 Budget: \$ 374,190

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 299,700	\$ 299,700
2	59,270	358,970
*3	54,470	413,440
4	74,550	487,990

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 Building Inspector/Code Enforcement Officer. Adds code compliance officer/building inspector to provide inspections of environmental conditions of property in response to complaints, perform residential building and zoning inspections, conduct property maintenance inspections, periodic home occupation inspections and annual pool inspections.
- 3 Expanded Code Enforcement (Current Level). Provides for a more extensive and comprehensive property maintenance inspection program to preserve the high standard of neighborhoods. Assist the inspections office in various activities of inspections of ordinance compliance. Adds an additional code enforcement officer.
- 4 Enhanced Inspections Software. Provides funding for a more robust and service-based inspections and code enforcement software.

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.

2020 Actual: \$ 30,389
2021 Budget: \$ 109,200

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 7,740	\$ 7,740
2	52,930	60,670
*3	46,190	106,860
4	48,500	155,360

Service Level Narrative

- 1 Holiday Celebrations. Support includes Washington Road holiday decorations, and holiday tree preparation at Clearview Common and Beverly Road Business District.
- 2 4th of July. Complete arrangements for the July 4th celebration, including clean-up, part-time help, entertainment and fireworks. Provides \$10,700 in revenue.
- 3 Community Activities (Current Level). Includes summer concert series, First Fridays, equipment for block parties, parades and preparation and cleanup for special events.
- 4 Holiday Lights for Uptown. As part of the Vibrant Uptown project all light poles will be replaced. The current Holiday lights are past their useful life, and will not be appropriate for the new poles which are 14 feet compared to the old poles which were 12 feet.

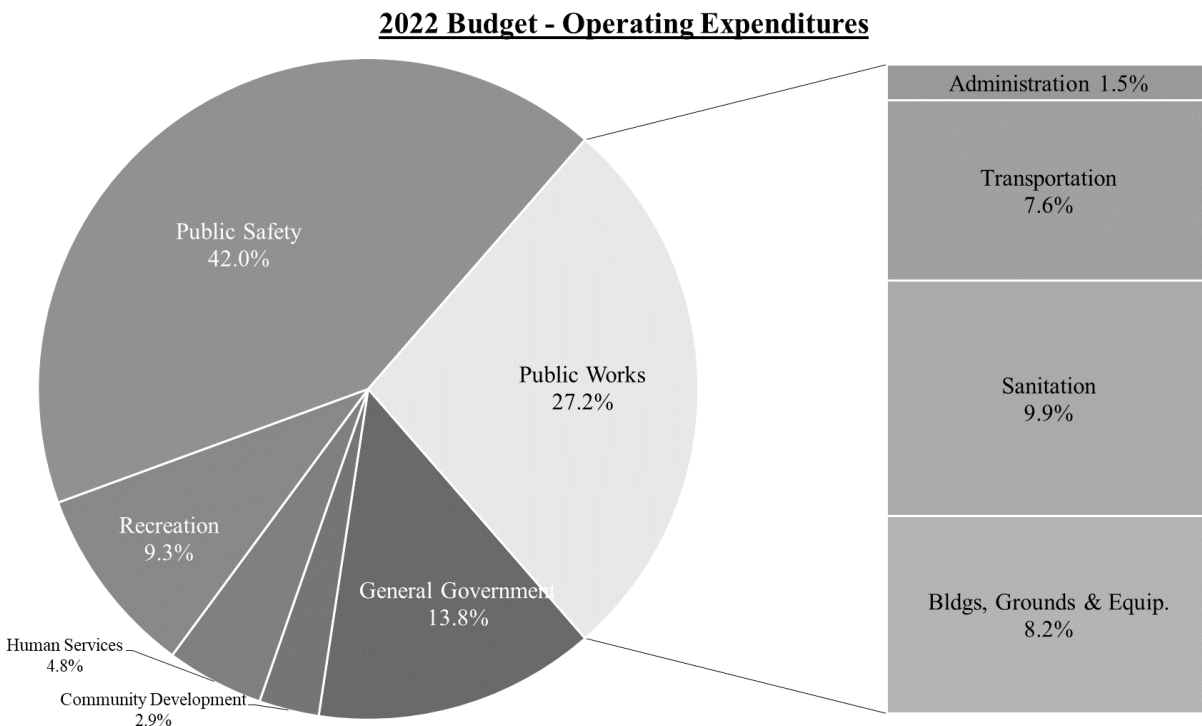
PUBLIC WORKS

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.

	2021 Budget	2022 Budget	% Variance	\$ Variance
Public Works Administration	\$ 501,960	\$ 541,050	7.8	\$ 39,090
<u>Transportation</u>				
Street Maintenance	798,750	795,730	(0.4)	(3,020)
Curbs	169,920	184,920	8.8	15,000
Pedestrian Routes	303,720	307,580	1.3	3,860
Ice and Snow Control	735,880	794,700	8.0	58,820
Traffic Planning and Signals	201,010	148,240	(26.3)	(52,770)
Traffic Signs and Painting	145,750	169,480	16.3	23,730
Street Lighting	298,000	309,000	3.7	11,000
Total Transportation	2,653,030	2,709,650	2.1	56,620
<u>Sanitation</u>				
Sanitary Sewers	439,540	446,670	1.6	7,130
Storm Sewers	315,290	313,430	(0.6)	(1,860)
Street Sweeping	436,280	447,860	2.7	11,580
Refuse Collection	2,340,780	2,330,380	(0.4)	(10,400)
Total Sanitation	3,531,890	3,538,340	0.2	6,450
<u>Buildings, Grounds & Equipment</u>				
Municipal Building	252,270	253,290	0.4	1,020
Public Safety Center	378,400	323,190	(14.6)	(55,210)
Public Works Building	122,010	119,020	(2.5)	(2,990)
Firing Range	23,860	40,030	67.8	16,170
Library Building	216,010	215,160	(0.4)	(850)
Parks Maintenance	647,690	776,450	19.9	128,760
Planting Areas	38,740	39,820	2.8	1,080
Forestry	607,240	612,130	0.8	4,890
Equipment Maintenance	529,930	578,650	9.2	48,720
Total Buildings, Grds & Equip	2,816,150	2,957,740	5.0	141,590
Total Public Works	\$ 9,503,030	\$ 9,746,780	2.6	\$ 243,750

Twenty-seven (27) full-time employees are included in the four areas of Public Works. Five (5) employees are administrative in nature and twenty-two (22) are crew members serving in various public works capacities.

For 2022, Public Works shows an increase of 2.6% from the 2021 budget. Increases include the salt tonnage obligation for 2022 increasing by 1,000 tons, fuel prices increasing due to market conditions and refuse contract increases. Other one-time costs include funding for improvements at basketball courts at Highland Terrace and Rockwood parks, LED lighting installation at Dixon field and a park tree planting initiative.



* Percentage breakouts are +/- 0.1% due to rounding.

PUBLIC WORKS ADMINISTRATION

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

2020 Actual: \$ 493,113
2021 Budget: \$ 501,960

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 304,130	\$ 304,130
2	102,540	406,670
3	25,980	432,650
*4	108,400	541,050

Service Level Narrative

- 1 Basic Administration. Provides for a Public Works Director and secretary to coordinate all departmental operations.
- 2 Operating Superintendent. Operating Superintendent directs day-to-day field operations, crew assignments and service requests. Seventy percent charged to administration; remainder to sanitary sewers and storm sewers.
- 3 Facilities and Parks Coordinator. A full-time professional facilities manager assists the director in developing and monitoring plans and programs to address the long-term capital and short-term maintenance needs of parks, buildings, grounds and facilities. Eighty percent of the costs are shared with building and parks maintenance.
- 4 Geographic Information System (GIS) (Current Level). Provides for a full-time GIS technician to oversee the system, coordinate data and 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.

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.

2020 Actual: \$ 754,405
2021 Budget: \$ 798,750

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 176,890	\$ 176,890
2	198,530	375,420
3	174,230	549,650
4	26,250	575,900
5	116,990	692,890
6	66,440	759,330
*7	36,400	795,730
8	50,000	845,730
9	50,000	895,730

Service Level Narrative

- 1 Emergency 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.
- 2 Basic Repair. Contractual repair of an estimated 4,900 square yards (0.38 miles) of the most seriously deteriorated asphalt street surfaces. Municipal crews will repair signs, guide rails and perform

minor bituminous pavement repairs.
(See “Curbs” service level 2).

- 3 Systematic Repair. Increase contract to resurface deteriorated asphalt streets by an estimated 7,000 square yards (0.54 miles). (See “Curbs” service level 3)
- 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 inch in width, and 80 percent are normally less than 12 feet long.
- 5 Additional Systematic Repair. Increase contract for deteriorated bituminous street surface repair by an additional estimated 4,700 square yards (0.36 miles). The cumulative total will provide the ability to pave enough surface area to meet program goals. (See “Curbs” service level 4)
- 6 Brick Restoration. Contractual maintenance to restore 4,275 square feet of deteriorated brick street surfaces.
- 7 Bituminous Pavement Rejuvenation (Current Level). Applies asphalt rejuvenation to an estimated 35,000 square yards (2.71 miles) of roadway surface to revive aging and brittle asphalt.
- 8 Expanded Brick Restoration. Contractual repair of an additional 3,217 square feet of damaged brick streets.
***SCALABLE: This service level can be increased or decreased on a dollar value basis.**
- 9 Expanded Asphalt Overlay. Contractual repair of an additional estimated 2,009 square yards (0.16 miles) of roadway. Any additional overlay work may require additional curb reconstruction. (See “Curbs” service level 5)
***SCALABLE: This service level can**

be increased or decreased on a dollar value basis.

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.

2020 Actual: \$ 145,616
2021 Budget: \$ 169,920

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 9,290	\$ 9,290
2	51,980	61,270
3	74,030	135,300
*4	49,620	184,920
5	21,660	206,580

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 Basic Reconstruction. Contractual reconstruction of 660 linear feet of concrete curb. Replaces curbs on the streets scheduled to be resurfaced with asphalt.
- 3 Systematic Reconstruction. Contractual reconstruction of 940 linear feet of concrete curb. Replaces curbs on the streets scheduled to be resurfaced with asphalt.

- 4 Additional Systematic Reconstruction (Current Level). Contractual reconstruction of 630 linear feet of concrete curb. Replaces curbs on the streets scheduled to be resurfaced with asphalt.
- 5 Expanded Reconstruction. Contractual curb replacement increased by 275 linear feet to meet required replacement under service level 9 of the “Street Maintenance” decision unit.
***SCALABLE: This service level can be increased or decreased on a dollar value basis.**

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.

2020 Actual: \$ 226,974
2021 Budget: \$ 303,720

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 12,360	\$ 12,360
2	40,980	53,340
3	98,920	152,260
*4	115,320	267,580
5	40,000	307,580
6	55,000	362,580

Service Level Narrative

- 1 Municipal Property. Repairs and replaces sidewalks and steps on municipal property. Repairs and replacement cover approximately 200 square feet of sidewalks.

- 2 Arterial Pedestrian Routes. Replaces additional sidewalks along municipal properties and handicap accessible sidewalks (ADA) partially 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 sewer casting damage.
- 4 Residential Sidewalk Assessment Program (Current Level). Provides funding to replace 10,000 square feet of deteriorated sidewalk along main roads. Costs are assessed to property owners for repair work. ***SCALABLE: This service level can be increased or decreased on a dollar value basis.**
- 5 Expanded Root Damaged Sidewalk Repair Program. Replacement of 6,400 square feet of root damaged sidewalk slabs identified during previous inspections.
- 6 Additional Sidewalk Repairs. Provides funding to replace additional residential sidewalks raised by tree roots. ***SCALABLE: This service level can be increased or decreased on a dollar value basis.**

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 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.

2020 Actual: \$ 427,245
2021 Budget: \$ 735,880

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 490,030	\$ 490,030
2	31,400	521,430
3	79,400	600,830
4	162,470	763,300
*5	31,400	794,700
6	41,000	835,700
7	418,790	1,254,490

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. 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 replacement schedule.
- 5 Current Routes & Continuous Service (Current Level). Adds an additional route in the northwest section which reduces response time. Also provides

service between the hours of midnight and 4 a.m.

- 6 Route Analysis and GPS Route Management. Provides funding for a professional route development firm to analyze existing routes for efficiency. Also provides route management devices in each truck to direct staff along routes and track the completion of each response.
- 7 Expanded Service. Provides for an additional residential section truck and operator. The additional route will reduce response times and routes will be adjusted to balance coverage areas. Requires two additional employees, one four-wheel drive salt truck and one chipper truck. The additional employees will be shared with the forestry division.

TRAFFIC PLANNING AND SIGNALS

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

2020 Actual: \$ 172,673
2021 Budget: \$ 201,010

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 102,860	\$ 102,860
2	15,000	117,860
3	25,000	142,860
4	5,380	148,240
*5	15,000	163,240
6	15,000	178,240
7	35,000	213,240

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 traffic engineering only for new developments or where required by state law, such as new signals or regulatory signs.
- 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 issues.
- 4 Preventative Signal Maintenance. Adds contractual help to perform emergency maintenance and repairs on traffic signals and equipment when required.
- 5 Traffic Calming Investigative Process (Current Level). Provides for engineering of traffic calming devices on neighborhood streets.
- 6 Preemption Maintenance and Updates. Adds funding for maintenance of emergency preemption equipment.
- 7 Traffic Calming Installation. Provides for installation of traffic calming devices on neighborhood streets. No installations in 2021; therefore, funds from 2021 will be carried over to 2022.

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.

2020 Actual: \$ 176,319
2021 Budget: \$ 145,750

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 72,230	\$ 72,230
2	35,630	107,860
*3	41,620	149,480
4	20,000	169,480

Service Level Narrative

- 1 Damaged Sign Replacement. 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 repainted annually.
- 3 Sign Replacement (Current Level). Replaces illegible signs on complaint basis as time permits. Adds painting and striping of 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 Historic District Designations. Provides funding for Historic Preservation Board

priority projects. Service level provides for either the purchase and installation of “A Historic Community” bars to be placed across the bottom of the existing bronze municipal entry signs or medallion sign toppers on street signs in Mt. Lebanon’s National Historic District.

- 4 Additional Midblock Lighting (Current Level). Lights between intersections in residential areas are spaced to meet minimum standards. Provides approximately 215 additional lights.

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.

2020 Actual: \$ 305,316
2021 Budget: \$ 298,000

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 83,300	\$ 83,300
2	134,200	217,500
3	45,750	263,250
*4	45,750	309,000

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 284 additional lights.

SANITATION

SANITARY SEWERS

The Sanitary Sewers unit provides for the maintenance of more than 147 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.

2020 Actual: \$ 427,133
2021 Budget: \$ 439,540

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 76,750	\$ 76,750
2	62,280	139,030
3	133,780	272,810
*4	173,860	446,670

Service Level Narrative

- 1 Emergency Sewer Line Repairs. Provides for the emergency repair and reconstruction of blocked or collapsed sewer lines. Municipal employees disinfect damaged property only when serious health hazards exist.

- 2 Cleaning and Inspection Program. Provides for inspecting and cleaning 5.4 miles of sewers per year with repairs made to damaged lines. Sewers beneath streets scheduled for reconstruction are inspected and repaired as needed. Dye testing is performed for specific problems and diagnostics. Manholes in critical areas are cleaned, lined or grouted to prevent inflow.
- 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.

STORM SEWERS

The Storm Sewers unit encompasses the repair of, and debris removal from, more than 74 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.

2020 Actual:	\$ 221,276
2021 Budget:	\$ 315,290

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 64,000	\$ 64,000
2	55,000	119,000
3	143,450	262,450
*4	50,980	313,430

Service Level Narrative

- 1 Emergency Sewer Line Repairs. Includes emergency reconstruction and repair of blocked or collapsed storm 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 storm sewer repairs and maintenance, construction of needed manholes and reconstruction of storm inlets.
- 4 Video Testing (Current Level). Provides CCTV inspection of municipal storm lines for diagnostic evaluation. Also provides inspection of lines under streets scheduled for reconstruction or resurfacing. GIS mapping of the municipal storm system is updated by municipal staff.

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.

2020 Actual: \$ 437,074
2021 Budget: \$ 436,280

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 291,600	\$ 291,600
2	99,760	391,360
3	16,500	407,860
*4	40,000	447,860
5	96,530	544,390

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 replacement of one leaf loader.
- 2 Complete Leaf Collection. Collection of leaves from main road and various dead-end streets is added utilizing a paper bag collection system. Pick-up service is scheduled and performed on an overtime basis on Saturdays. Includes the cost of contract to remove shredded leaves from both yard waste staging sites. Shredded leaves are hauled outside of community for composting.
- 3 Contractual Business District Sweeping. Except during sub-freezing

temperatures, sweeping of business areas once a week.

- 4 Residential Street Sweeping (Current Level). Contractual sweeping of residential and main roads from April through September (three sweeps). Funded through storm water assessments.
- 5 In-House Street Sweeping. Adds additional position to the labor force for sweeping that is currently outsourced (380 hours). If funded, excess distributed hours shown in this level (1,700 hours or \$82,980) would be distributed throughout various public works functions. This level is dependent on the purchase or lease of a new street sweeper (\$300,000). Contractual services in level three and four are reduced.

REFUSE COLLECTION

Refuse Collection entails the collection of refuse and garbage from over 11,040 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.

2020 Actual: \$ 2,223,729
2021 Budget: \$ 2,340,780

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 2,298,500	\$ 2,298,500
*2	31,880	2,330,380

Service Level Narrative

- 1 Weekly Refuse Collection and Bi-weekly Recycling. 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. Other waste and recyclables are collected at municipal facilities or designated regions in the region.

- 2 Yard Waste Drop-off and Curbside Collection (Current Level). The PA Department of Environmental Resources requires communities to hold monthly drop-off events for residents wishing to dispose of yard waste materials. Also, at least four curbside pickups of woody garden waste must be provided annually. In house forces will also conduct six drop-off events. Provides for six electronic recycling and paper shredding events a year at the public works facility.

BUILDINGS, GROUNDS & EQUIPMENT

MUNICIPAL BUILDING

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

2020 Actual: \$ 255,396
2021 Budget: \$ 252,270

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 170,040	\$ 170,040
2	30,800	200,840
3	27,450	228,290
*4	25,000	253,290

Service Level Narrative

- 1 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.
- 2 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.
- 3 Additional Cleaning and Maintenance. Additional building maintenance provides sweeping, mopping, dusting, vacuuming, trash and waste collection, entranceway cleaning, and periodic window cleaning. Floors are waxed twice a year. Provides for minimum maintenance and repair of HVAC systems, life safety systems and elevator maintenance.
- 4 Building Security Upgrade (Current Level). Upgrade to building security per security assessment from police department. This is an ongoing upgrade that will be phased over multiple years with the highest priority items taking place first. Through 2021, this project is 40% complete.

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.

2020 Actual: \$ 373,050
2021 Budget: \$ 378,400

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 272,240	\$ 272,240
2	39,100	311,340
*3	11,850	323,190
4	40,000	363,190
5	72,000	435,190
6	15,500	450,690

Service Level Narrative

- 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.
- 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.
- 3 Daily Cleaning and Additional HVAC Maintenance (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. Contractor continues to provide routine preventative maintenance to the building controls, HVAC, life safety and mechanical systems.

- 4 Entry Door Concrete Replacement and Door System Repair. This project includes removal of sections of the original paver entryway and installation of concrete pads along with a new door system. This is the second year of two-year plan.
- 5 Apparatus Bay Floor Coating. Provides funding to patch selected areas of the floor coating that are degrading as well as prep and re-coat the entire floor to extend its useful life. If the existing patches are not addressed, further sections of the bay floor will begin to degrade, increasing the cost for future repairs
- 6 Server Room Upgrades. Installation of ductless mini-split HVAC system. Provides redundant systems to maintain correct cooling demands to allow proper function of the vital servers needed for police and fire operations.

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.

2020 Actual: \$ 131,179
2021 Budget: \$ 122,010

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 93,070	\$ 93,070
*2	25,950	119,020
3	75,000	194,020

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. Contractual services to include life safety testing and inspections as required.
- 2 Contractual Custodial and Preventive Maintenance Services (Current Level). Contractual custodial cleaning of the restrooms, lunch area, locker rooms and high traffic areas to increase employee health and safety. Also provides funding to maintain HVAC, generator, and garage doors.
- 3 Building Security Door Systems. Information Services has been working closely with Police and Public Works to finalize an integrated security plan for all municipal buildings. This will include access restrictions and centralized control of all facility points of entry.

FIRING RANGE

The Firing Range, located along Cedar Boulevard, is a municipal facility that is primarily used by the Police Department for training and qualification purposes.

2020 Actual:	\$ 25,777
2021 Budget:	\$ 23,860

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 40,030	\$ 40,030

Service Level Narrative

- 1 Repairs and General Maintenance (Current Level). Provides utility service, regular maintenance, and cleaning. The range will be operated by Police Department range masters.

LIBRARY BUILDING

The municipality owns the library building and is responsible for maintenance of the building and property.

2020 Actual:	\$ 174,412
2021 Budget:	\$ 216,010

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 173,940	\$ 173,940
2	12,500	186,440
3	19,720	206,160
*4	9,000	215,160
5	36,500	251,660

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 five 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 Additional Cleaning and Maintenance. 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. Provides for minimum maintenance and repair of HVAC systems, life safety systems and elevator maintenance.
- 4 Alarm Device Replacement (Current Level). Provides for the replacement of the connected devices throughout the facility (Year 4 of 4). New devices provide diagnostic capability in the event of failure or trouble codes.
- 5 Restroom Renovations. The public restrooms at the library are heavily used and in need of renovation. Renovations include new flooring, partitions, fixtures and painting. Funding is for two (2) of the six (6) public restrooms.

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, restroom facilities, as well as volleyball and tennis courts and hiking trails.

2020 Actual: \$ 516,985

2021 Budget: \$ 647,690

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 355,190	\$ 355,190
2	165,760	520,950
3	8,000	528,950
4	45,000	573,950
*5	5,000	578,950
6	39,000	617,950
7	15,000	632,950
8	78,000	710,950
9	65,500	776,450
10	60,000	836,450
11	30,000	866,450

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 Deer Management. Provides funds for a Commission approved deer management plan with the stated goal of reducing vehicular accidents.
- 4 Additional Deer Management. Provides additional funding for a Commission approved deer management plan.
- 5 Invasive Species Control (Current Level). Funding for the control of invasive species as determined by the Mt. Lebanon Nature Conservancy and Parks Advisory Board. ***SCALABLE: This service level can be increased or decreased on a dollar value basis.**
- 6 Dixon Field Lighting Replacement. Provides funding to replace the field lighting heads with 22 LED fixtures. The energy consumption would be reduced from 1500 watts to 450 watts per fixture.
- 7 Parks Master Plan Implementation. Mt. Lebanon is completing a Parks Master Plan and Recreation Center Feasibility Study in 2021. The plan should be finalized in the first quarter of 2022. This funds implementation of some initial short-term recommendations of the Plan.
- 8 Park Tree Planting. Provides funding for the contractual removal of potentially hazardous trees in Williamsburg and Rockwood Parks. Also includes funding for specimen trees that will be planted throughout both parks.
- 9 Basketball Court Improvements. Install new perimeter fencing at Highland Terrace and Rockwood Parks.

- 10 Ball Fields Bleacher Replacement. New code compliant aluminum bleachers will be installed to replace existing non-compliant units. All bleachers will be replaced over a one-to-two-year period.

- 11 Dixon Field Fence Replacement. Replace all outfield and backstop fencing. Includes removal and installation of all fabric along with the addition of new mid and bottom rail to prevent curling from soft-toss and soccer ball drills.

PLANTING AREAS

Planting Areas encompass 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.

2020 Actual:	\$ 38,883
2021 Budget:	\$ 38,740

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 1,000	\$ 1,000
*2	38,820	39,820

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.
- 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 a week during dry weather.

FORESTRY

The Forestry function is responsible for the trimming, maintenance, removal and replanting of 12,000 street trees and 10,000 park trees in Mt. Lebanon. As trees are removed, the logs are shredded, and the woodchips are made available to residents and landscapers. A nursery is also operated, in which trees are heeled in and stored until needed for planting.

2020 Actual: \$ 629,963
2021 Budget: \$ 607,240

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 175,170	\$ 175,170
2	192,260	367,430
3	167,700	535,130
4	17,000	552,130
*5	30,000	582,130
6	30,000	612,130

Service Level Narrative

- 1 Tree Removal and Maintenance. Removes diseased and dying trees as required and handles service calls. Requires one forester.
- 2 Basic Tree Trimming. Provides for municipal trimming program with the trimming of 300 trees annually. Includes dormant trimming of sycamore and oak trees. All trees are trimmed on a priority basis following inspection. Adds a climber and creates supervisory position.
- 3 Replacement Planting. Plants new trees after trees are removed. Approximately

200 trees are planted, with requests for new plantings handled as time permits. Requires one additional climber.

- 4 Emerald Ash Borer Treatment Program. Continues current preventative application of municipally owned Ash trees along streets and in parks to control Emerald Ash Borer. An estimated 550 trees will be treated during this budget cycle.
- 5 Increased Forestry Service (Current Level). Adds contractual crew to supplement trimming program by trimming the species of trees which require pruning during the dormant season to reduce the backlog of service requests. Twenty-five trees will be pruned by contractor. Also includes funds for recreation facility requests. ***SCALABLE: This service level can be increased or decreased on a dollar value basis.**
- 6 Forestry Management Plan. Complete a Forestry Management and Invasive Species Control Plan to guide future parks maintenance in forested areas of the Municipality, including Bird Park, Robb Hollow Park, McNeilly Park, Twin Hills Park, the Conservation District, and Hoodridge Park.

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.

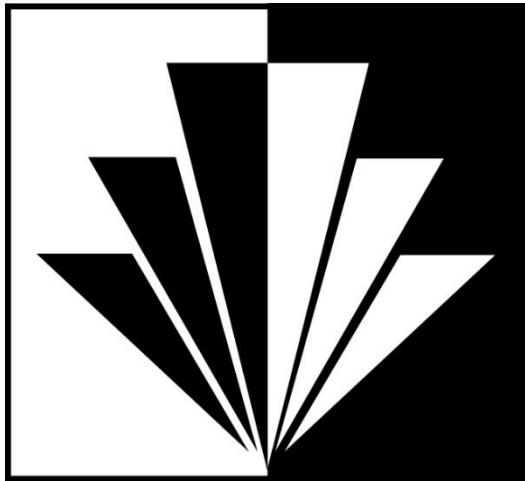
2020 Actual: \$ 445,928
2021 Budget: \$ 529,930

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 480,060	\$ 480,060
*2	98,590	578,650

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.
- 2 Additional Maintenance and Repair Services (Current Level). Adds additional mechanic to provide maintenance of all municipal vehicles and equipment. Additional man-hours provided for maintenance of salt spreaders, plows, leaf boxes, and other equipment.



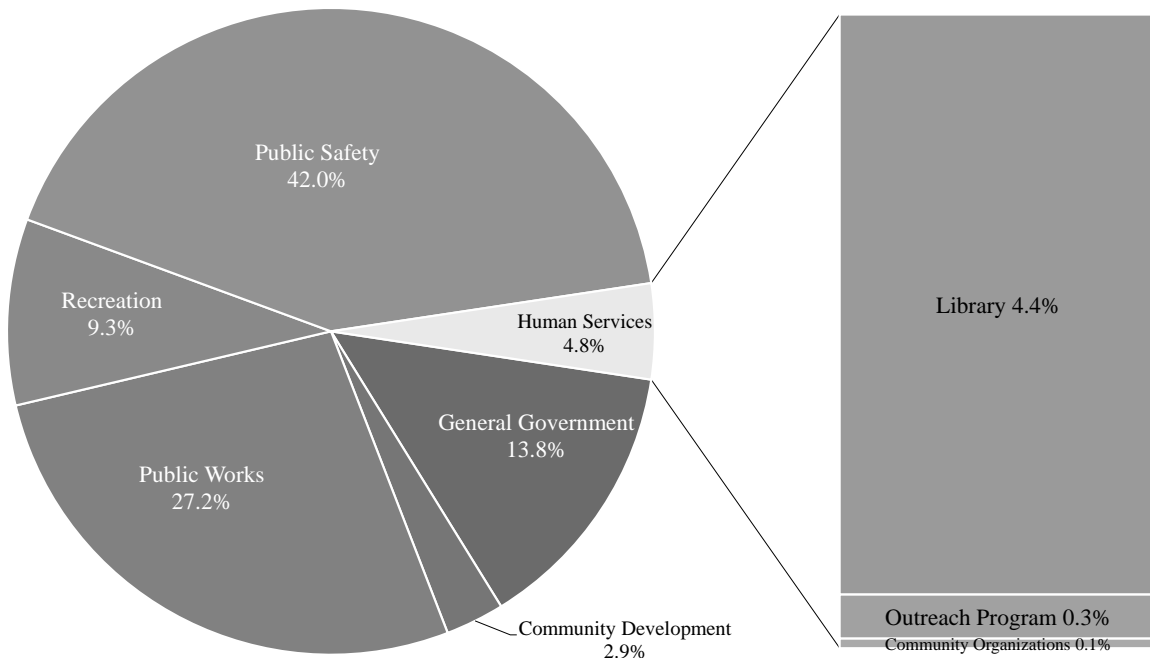
HUMAN SERVICES

Human Services represents programs supported by, but not directly operated by, the municipality. The Library, whose eleven (11) 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.

	2021 Budget	2022 Budget	% Variance	\$ Variance
Library	\$ 1,535,530	\$ 1,566,720	2.0	\$ 31,190
Outreach Program	122,040	119,040	(2.5)	(3,000)
Community Organizations	38,500	26,000	(32.5)	(12,500)
Total Human Services	\$ 1,696,070	\$ 1,711,760	0.9	\$ 15,690

For 2022, Human Services shows an increase of 0.9% from the 2021 budget. The increase is due to an increase in the appropriation to the Library.

2022 Budget - Operating Expenditures



* Percentage breakouts are +/- 0.1% due to rounding.

LIBRARY

A Library Board appointed by the Commission operates the Library. The Library has a collection of catalogued items including books, audiovisual materials, periodicals, and electronic resources. In addition the Library provides online databases, Internet access and wireless access, homebound delivery service, an interactive website, meeting space, and programs for patrons of all ages.

2020 Actual: \$ 1,435,944
2021 Budget: \$ 1,535,530

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$1,073,310	\$ 1,073,310
2	157,370	1,230,680
3	171,270	1,401,950
*4	164,770	1,566,720
5	15,000	1,581,720

Service Level Narrative

- 1 Basic Virtual Library Appropriation. Provides for basic virtual programming, materials, and reference services with minimal staff of professional librarians, library assistants, clerks, and pages; purchase of materials; and other operating expenses. Contact-free pickup of physical materials.
- 2 Basic Appropriation. Provides above services, and additional staff to support some in-person services including take home passive programs for contact-free pickup, browsing of physical collection and patron computer use.
- 3 Additional Appropriation. Provides above plus additional staff to allow for in-person weekend hours of operation, limited in-person programming opportunities, additional materials for the virtual and physical collections, and expansion of professionally curated resources for public (booklists, etc).

- 4 Standard Appropriation (Current Level). Provides same as above levels with additional funds for in-person operations seven days a week with full complement of physical and virtual programming, materials, and services.
- 5 E-Resources Appropriation. Allows for supplemental funding to support ever-increasing e-Resources collection costs without reducing the appropriation for the library's physical collection. The allocation funded by the municipality alleviates the reliance on the Friends of the Library or Library Fund reserves (current) for this resource.

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.

2020 Actual: \$ 109,040
2021 Budget: \$ 122,040

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 104,040	\$ 104,040
*2	15,000	119,040
3	5,000	124,040
4	8,000	132,040

Service Level Narrative

- 1 Minimum Support. Subsidy to provide the current range of counseling services to Mt. Lebanon clients at no charge for two sessions and reduced session costs for sessions 3-10. Provides for free parent consultations. Includes office and counseling staff with facility located within Mt. Lebanon. Provides for 1,045 hours of direct services.

- 2 Additional Service (Current Level). Expansion of partnership with the MTLPD. Provide an on-call counselor for mental health situations and de-escalation efforts.
- 3 Maximum Subsidy. Additional funds necessary to provide free programming in partnership with the Mt. Lebanon Public Library for middle school students during after school time.
- 4 Additional Contribution. Develop and implement community driven presentations addressing specific identified needs of youth and their families. Programs may include: Six-part parenting series presentations hosted at the municipal building; Mental Health First Aid classes; Speakers' Series with experts presenting mental health topics of interest to our kids and families.

- 2 Camp AIM. Provides support for children from Mt. Lebanon to attend the YMCA's Camp Aim for the mentally and physically handicapped.
- 3 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. The partnership requested an allocation of \$20,000.
- 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. The Historical Society requested an allocation of \$7,500.
- 5 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. The village requested an allocation of \$10,000.

COMMUNITY ORGANIZATIONS

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

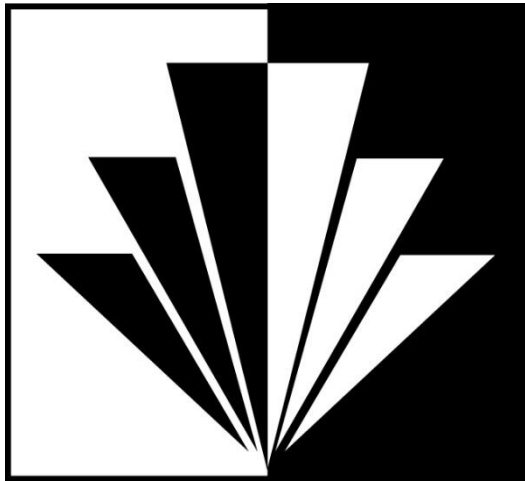
2020 Actual: \$ 15,000
2021 Budget: \$ 38,500

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 10,000	\$ 10,000
2	1,000	11,000
3	10,000	21,000
4	5,000	26,000
*5	5,000	31,000

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.



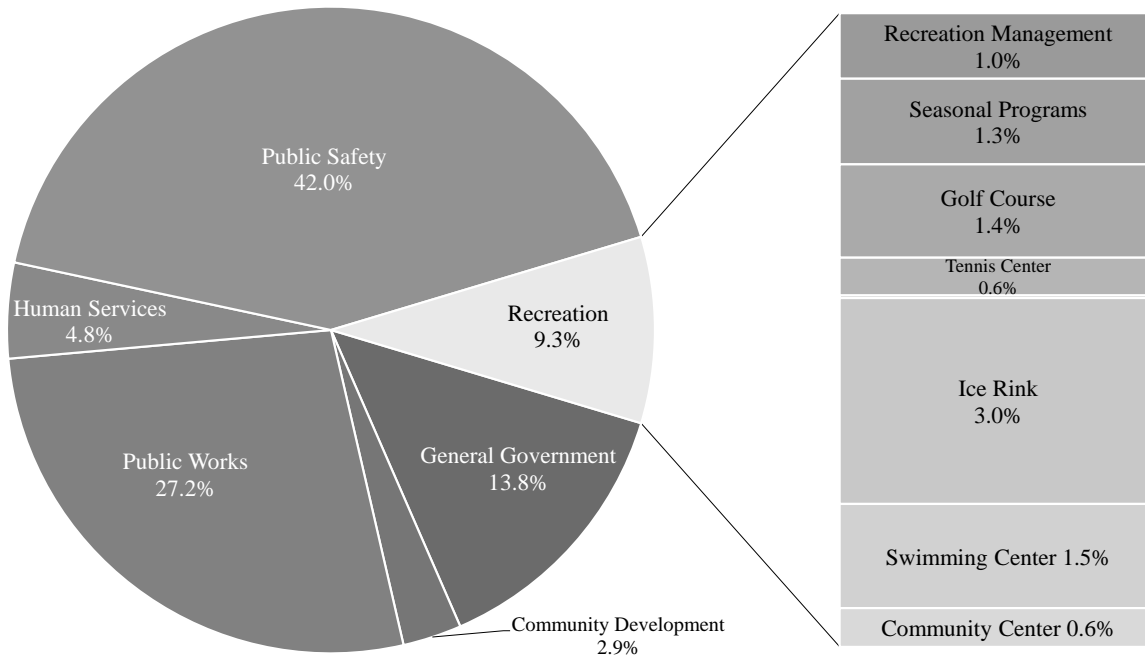
RECREATION

The Recreation Department is responsible for the operation and maintenance of all recreation facilities and programs. The department has five main functional areas: Management, Seasonal Programs, Golf, Tennis and Recreation Center. The Recreation Center is divided into three separate cost centers: Ice Rink, Swimming Center and Community Center.

	2021 Budget	2022 Budget	% Variance	\$ Variance
Recreation Management	\$ 381,740	\$ 345,670	(9.4)	\$ (36,070)
Seasonal Programs	427,630	450,620	5.4	22,990
Golf Course	444,770	491,780	10.6	47,010
Tennis Center	228,920	198,860	(13.1)	(30,060)
Platform Tennis Facility	13,560	13,530	(0.2)	(30)
Ice Rink	1,106,000	1,084,990	(1.9)	(21,010)
Swimming Center	515,080	548,820	6.6	33,740
Community Center	204,380	204,020	(0.2)	(360)
Total Recreation	\$ 3,322,080	\$ 3,338,290	0.5	\$ 16,210

For 2022, Recreation shows an increase of 0.5% from the 2021 budget. There is one new level recommended: Filter Element Replacement at the Swimming Center. Twelve (12) full-time positions are included in Recreation, although most of its operations are staffed by part-time employees and instructors.

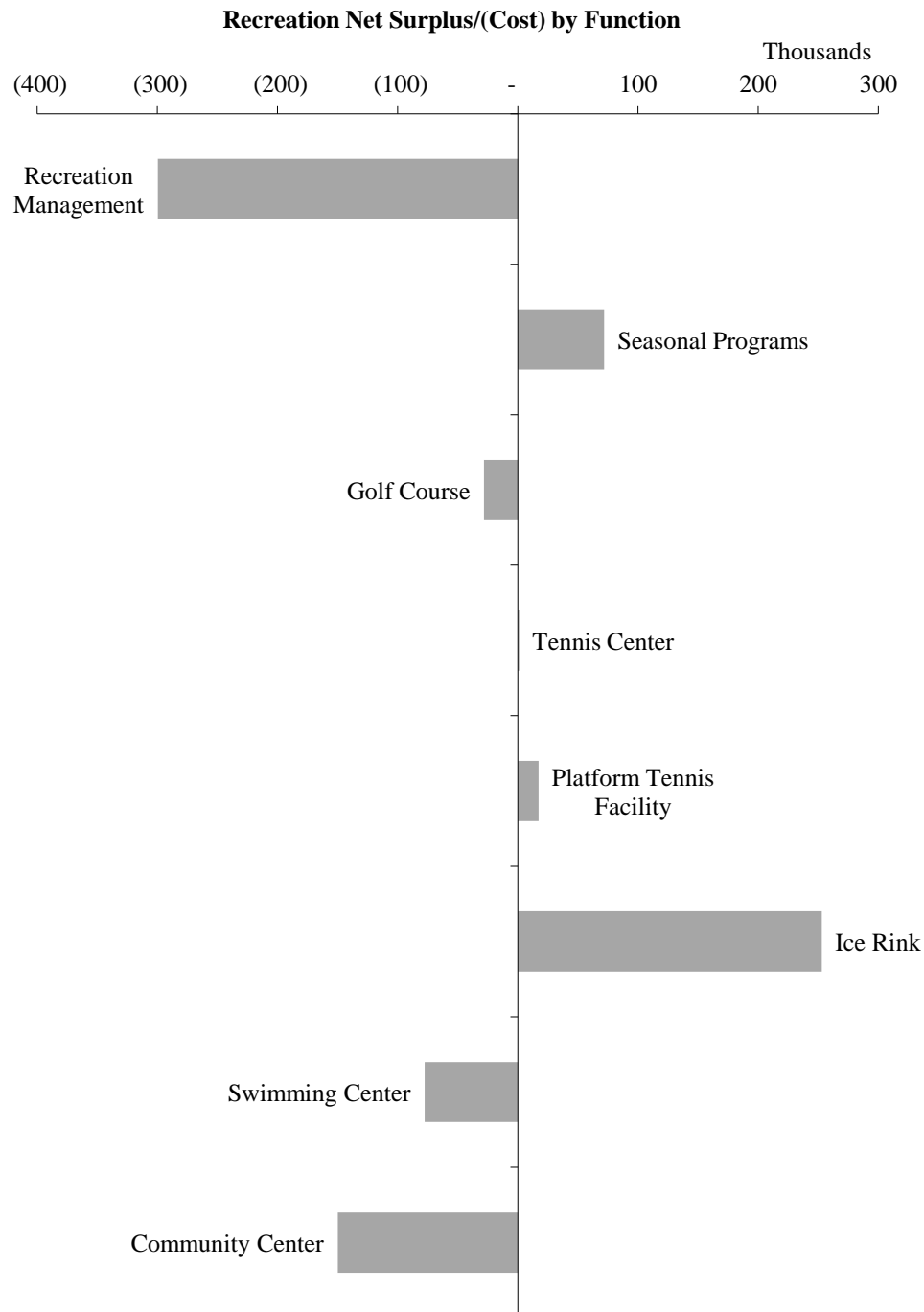
2022 Budget - Operating Expenditures



* Percentage breakouts are +/- 0.1% due to rounding.

Note: Platform Tennis is less than 0.1%.

Recreation revenue accounts for 7.9% of the general fund revenue budget. After factoring in functional revenues, the 2022 budget recognizes a net deficit for the Recreation Department of \$211,960. The chart below shows the relationship of Recreation revenues and expenditures by function.



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.

2020 Actual: \$ 326,726
2021 Budget: \$ 381,740

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 345,670	\$ 345,670
2	97,050	442,720

Service Level Narrative

- 1 Program Assistance (Current Level). Includes the recreation director, secretary, one half of assistant program manager to assist in recreation operation and 30 percent of program manager time to assist with administrative duties (shared with Seasonal Programs).
- 2 Assistant Facilities Manager. This new position provides the necessary management and support needed to more efficiently distribute the workload for the department. The position will provide overall facilities management assistance for the department's five buildings, 15 tennis courts and 99- acre golf course, as well as support facility rentals of community rooms, platform tennis courts, pavilions and fields. The position will focus on management support for our aquatics and tennis facilities to enhance efficiency and safety, as well as support personnel management. Additional support for programming and special events is also provided.

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.

2020 Actual: \$ 217,837
2021 Budget: \$ 427,630

2021 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 450,620	\$ 450,620

Service Level Narrative

- 1 Full Program (Current Level). Offers full complement of programs. Includes 70 percent of the program manager's time, half of the assistant program manager's time (shared with Recreation Management) and part time personnel. Additional programs, such as athletic leagues, senior activities and special events are offered. Provides revenue of \$522,350 for a net surplus of \$71,730.

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.

2020 Actual: \$ 472,039
2021 Budget: \$ 444,770

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 359,960	\$ 359,960
2	129,620	489,580
*3	2,200	491,780
4	85,000	576,780

Service Level Narrative

- 1 Minimum Operation. Allows 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 \$243,850 for a net cost of \$116,110.
- 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, and purchase of a front deck mower is included. Increases revenue by \$202,250 for a net cost of \$43,480.
- 3 Course Rangers (Current Level). Employs course rangers 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 \$17,500 for a net cost of \$28,180.
- 4 Garden Plot Fence. The fencing surrounding the two garden plots is replaced with 8 ft. high fencing to deter deer. Net cost of \$113,180.

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.

2020 Actual: \$ 202,722
2021 Budget: \$ 228,920

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 198,860	\$ 198,860
2	7,000	205,860

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). Contracts include pre-season court preparation and summer mowing. Includes part-time tennis center manager and part-time personnel to handle cashier and daily maintenance duties. Provides administrative support from the assistant recreation facilities manager. Provides \$199,900 in revenue for net surplus of \$1,040.
- 2 Fencing and Gate Repairs. Aging fencing and gates to the courts are repaired and replaced as needed. Net cost of \$5,960.

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 winter seasons. All courts are equipped with lights to provide residents ample playing time.

2020 Actual: \$ 14,710
2021 Budget: \$ 13,560

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 13,530	\$ 13,530

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 \$30,800 in revenue for a net surplus of \$17,270.

ICE RINK

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

2020 Actual: \$ 837,896
2021 Budget: \$ 1,106,000

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$1,084,990	\$ 1,084,990
2	16,000	1,100,990

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, 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, facilities assistant, building superintendent, and maintenance staff. Provides revenue of \$1,337,950 for a net surplus of \$252,960.
- 2 Ice Rink Facility Maintenance. Main entry access door (one set) is replaced. Lockers are replaced in lobby and coach's room. Net surplus of \$236,960.

SWIMMING CENTER

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

2020 Actual: \$ 127,792
2021 Budget: \$ 515,080

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 528,820	\$ 528,820
2	20,000	548,820
3	8,000	556,820
4	25,000	581,820
5	20,000	601,820

Service Level Narrative

- 1 Full Operation (Current Level). Opens the pool for the season beginning Memorial Day and closes the pool following Labor Day. Allows the pool to be open on weekends and evenings while school is in session. Provides

for general swimming 49 hours per week with specialty swims. Full-time and part-time employees are allocated as needed to swimming center operations. Damaged lounge chairs, guard chair umbrellas, and lane line reels are replaced, along with purchase of a new canister portable vacuum. Provides revenue of \$471,300 for a net cost of \$57,520.

- 2 Filter Element Replacement. Filter elements and covers are replaced. Net cost of \$77,520.
- 3 Programmable Pool Cleaner. New automatic/programable pool cleaner purchased for a net cost of \$85,520.
- 4 Sprinkler System. Sprinklers are added to areas of the pool lawn to prevent loss of grass. Net cost of \$110,520.
- 5 Additional Shade Structures. Two additional shade structures, similar in size to the existing rectangular shade structures, are purchased and installed. Net cost of \$130,520.

COMMUNITY CENTER

The community center provides meeting rooms for use by residents, nonresidents, organizations and private groups. There are three meeting rooms: a large wooden floor room (Room A) with a view of the park and a smaller vinyl tiled floor room (Room B) overlooking the rink, both of which can be subdivided. A kitchen is provided adjoining the smaller room. A third meeting room is located on the ground floor (Pro Shop Party Room) with direct access to the rink lobby.

2020 Actual:	\$ 122,506
2021 Budget:	\$ 204,380

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 174,020	\$ 174,020
*2	30,000	204,020
3	85,000	289,020

Service Level Narrative

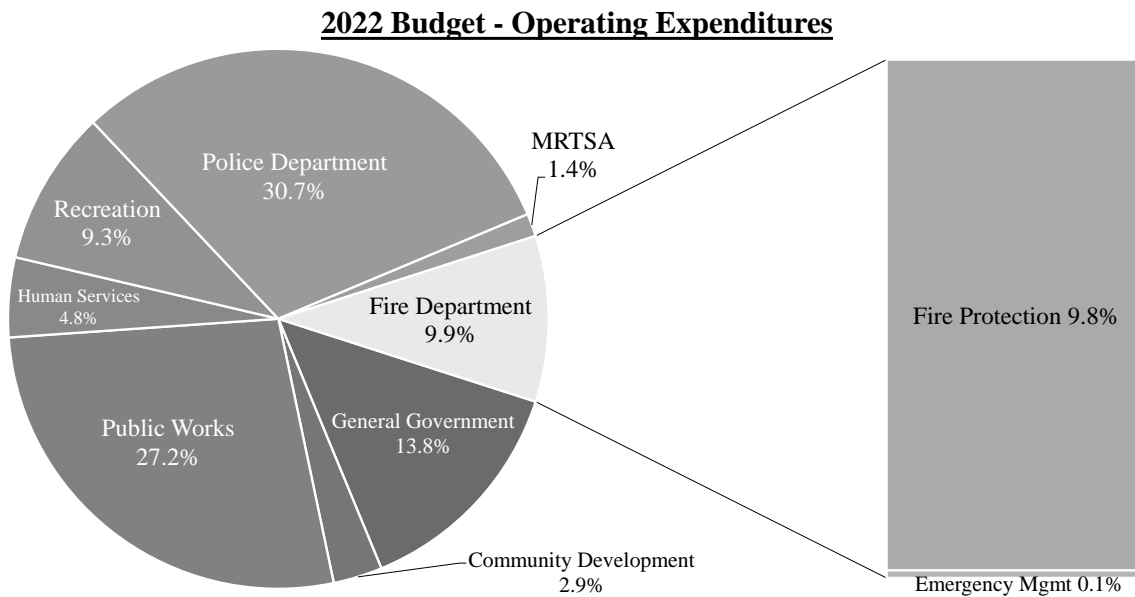
- 1 Basic Service. Allows rental of the community center from 9:00 a.m. to 10 pm, seven days a week. Maintenance is performed on a regular basis. Expanded tables and chairs replaced as needed. Full-time and part-time employees are allocated as needed to community center operations. Includes maintenance on Room A floor to prevent wear. Provides revenue of \$54,230 for a net cost of \$119,790.
- 2 Sidewalk Repair (Current Level). Areas of damaged sidewalk surrounding the building are replaced. Net cost of \$149,790.
***SCALABLE: This service level can be increased or decreased on a dollar value basis.**
- 3 Building Security Door Systems. Information Services has been working closely with Police and Public Works to finalize an integrated security plan for all municipal buildings. This will include access restrictions and centralized control of all municipal entries. Net cost of \$234,790.

PUBLIC SAFETY

Public Safety includes all services provided by the Fire and Police Departments as well as Medical Rescue Team South Authority's appropriation. The Fire Department is divided into two operational areas while the Police Department is divided into eight.

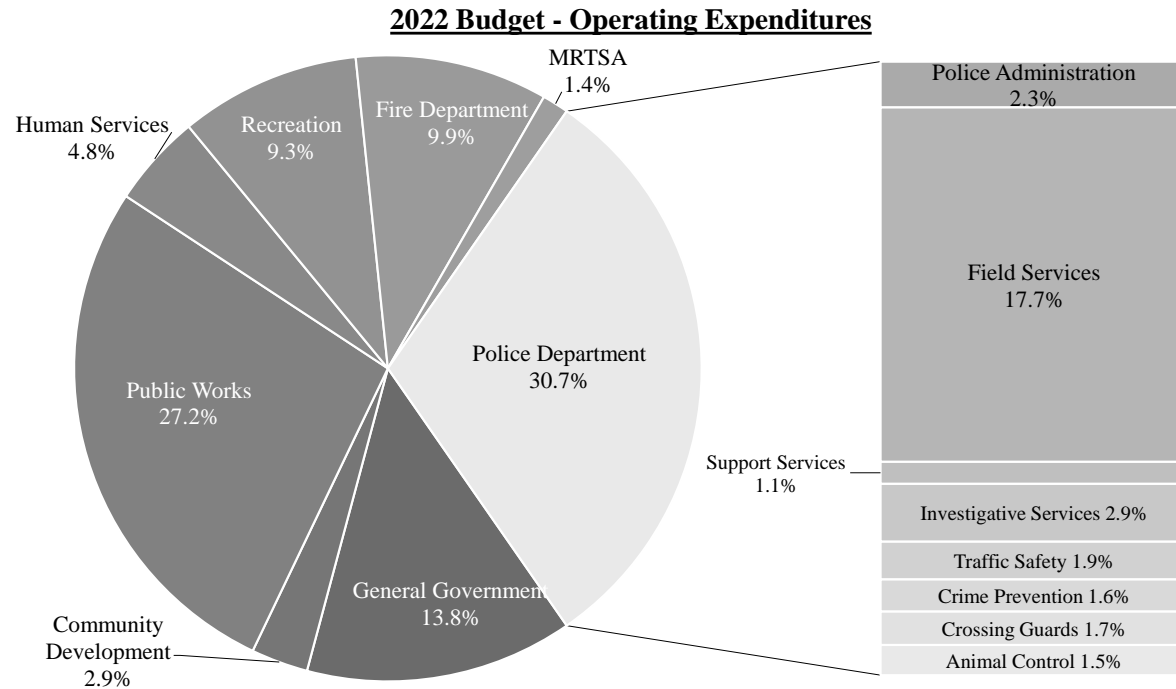
2022 budget expenditures for Public Safety total \$15,055,670, or an increase of 1.1% from the 2021 budget. Overall, Public Safety includes 48% of total full-time municipal employees. 18 full-time firefighters, 46 police officers and 12 (11 police and 1 fire) civilians are accounted for in this area.

	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>% Variance</u>	<u>\$ Variance</u>
<u>Fire Department</u>				
Fire Protection	3,441,030	3,508,960	2.0	67,930
Emergency Management	71,370	51,960	(27.2)	(19,410)
Total Fire Department	3,512,400	3,560,920	1.4	48,520



* Percentage breakouts are +/- 0.1% due to rounding.

	2021 Budget	2022 Budget	% Variance	\$ Variance
<u>Police Department</u>				
Administration	809,720	824,080	1.8	14,360
Field Services	6,402,350	6,355,530	(0.7)	(46,820)
Support Services	369,420	393,360	6.5	23,940
Investigative Services	1,032,950	1,038,160	0.5	5,210
Traffic Safety	687,720	676,580	(1.6)	(11,140)
Community Outreach Unit	563,480	577,910	2.6	14,430
School Crossing Protection	585,080	598,900	2.4	13,820
Animal Control	547,200	540,860	(1.2)	(6,340)
Total Police Department	10,997,920	11,005,380	0.1	7,460



* Percentage breakouts are +/- 0.1% due to rounding.

FIRE PROTECTION

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

2020 Actual: \$ 3,191,111
2021 Budget: \$ 3,441,030

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 557,600	\$ 557,600
2	721,210	1,278,810
3	1,102,800	2,381,610
4	870,840	3,252,450
5	126,890	3,379,340
6	14,940	3,394,280
*7	114,680	3,508,960
8	399,940	3,908,900
9	399,700	4,308,600

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, assistant 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 deputy 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 two deputy chiefs and four 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 & Life Safety Education Program. Provides 17 career staff by adding one additional fire lieutenant to deliver fire and life safety education programs in the elementary schools.
- 6 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
- 7 Full Fire Prevention & Inspection Services (Current Level). Increases staffing by adding one (1) additional fire lieutenant to day shift with an overall goal of conducting fire and life safety inspections in all commercial and high-risk properties annually, as opposed to the current triennial schedule. Increases turnaround times on re-inspections, allow for the expansion of fire and life safety education program, allocate 10 hours per week to focus on emergency management functions, and provides an additional person during hours in which volunteer availability has declined.
- 8 ISO / NFPA Engine Company Distribution. Adds four personnel and provides for a second fire station in the area of Public Works to increase engine company distribution and decrease response times to certain areas of the community. Service level does not include cost of constructing the new station, only the maintenance, staffing and relocation of an engine.
- 9 NFPA Minimum Staffing. Adds four firefighters for a total of 26 career staff. 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.

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 public safety emergencies. Included are weather-related and man-made emergencies. It also addresses mitigation and recovery from incidents affecting Mt. Lebanon facilities and personnel.

2020 Actual: \$ 20,089
2021 Budget: \$ 71,370

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 51,960	\$ 51,960
2	10,000	61,960

Service Level Narrative

- 1 Maintenance and Management of Emergency Operations Facilities (Current Level). Includes emergency management center maintenance, antenna maintenance, maps, hazardous materials management, staff training, disaster plan updates, satellite broadcast service and cell phone.
- 2 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.

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.

2020 Actual: \$ 762,004
2021 Budget: \$ 809,720

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 325,710	\$ 325,710
2	289,920	615,630
*3	208,450	824,080

Service Level Narrative

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

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.

2020 Actual: \$ 6,495,670
2021 Budget: \$ 6,402,350

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$3,802,400	\$ 3,802,400
2	986,770	4,789,170
3	751,660	5,540,830
*4	796,700	6,337,530
5	18,000	6,355,530
6	25,000	6,380,530
7	598,000	6,978,530

Service Level Narrative

- 1 Minimum Patrol Service. Provides for 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 for three one-officer patrol units per shift, with supervision on 70% of all shifts. Increases ability to deploy by beat on all three shifts. Includes one lieutenant, one corporal and three police officers.
- 3 Intermediate Patrol Service. Provides for 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, four police officers and one police dog.
- 5 Automated License Plate Reader (ALPR). ALPR technology is designed to capture and process images of license plates then automatically check them against various real-time databases for investigation and enforcement. ALPR also provides for more efficient and consistent enforcement of parking violations, including on-street overnight parking, timed parking zones and scofflaws. Provides for one ALPR system to be installed on a newly deployed patrol vehicle.
- 6 Special Deployment Utility Vehicle. Provides for a smaller and more environment friendly vehicle to increase coverage at special events held in a variety of locations throughout the community as well as use at the high school campus by the School Resource Officer. Vehicle would replace a marked patrol vehicle.
- 7 Expanded Patrol Service. Provides additional patrol officers above minimum staffing to allow for focused patrol/traffic enforcement at schools and other designated hot spots. Allows for increased ability to adjust shift scheduling to meet required staffing without incurring overtime. Permits the assignment of an officer as accreditation manager. Includes five police officers.

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.

2020 Actual: \$ 360,779
2021 Budget: \$ 369,420

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 292,910	\$ 292,910
*2	100,450	393,360
3	20,000	413,360
4	20,000	433,360

Service Level Narrative

- 1 Support Service. Provides one records clerk to maintain police records five days a week. Provides funds for support functions including supplies, telecommunications and maintenance agreements.
- 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 Community-Based Surveillance Cameras. The existing network of surveillance cameras have proven to be an effective tool in reducing crime and assisting in investigative measures after crimes have been committed. Provides for additional installation at Cedar Blvd and Gilkeson Rd.
- 4 Expanded Community-Based Surveillance Cameras. The existing network of surveillance cameras have proven to be an effective tool in reducing crime and assisting in investigative measures after crimes have been committed. Provides for additional installation at Washington Rd and Mt. Lebanon Blvd.

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, fingerprinting services, and technical support to Police Field Services and other police agencies.

2020 Actual: \$ 1,024,328
2021 Budget: \$ 1,032,950

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 271,500	\$ 271,500
2	181,350	452,850
3	191,100	643,950
4	206,710	850,660
*5	187,500	1,038,160

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 one police officer 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 District Attorney, 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. Provides for supervision of department criminal investigations and evidence/property management. Includes one lieutenant.
- 5 Full Drug Enforcement (Current Level). 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.

2020 Actual: \$ 598,676
2021 Budget: \$ 687,720

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 277,090	\$ 277,090
*2	399,490	676,580
3	111,980	788,560

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 Increased Traffic Enforcement and Supervision (Current Level). Provides for operation of one traffic unit on two shifts at least five days per week. Allows for coverage

during peak traffic hours and investigation of traffic accidents by traffic personnel. Also provides supervision of department traffic services and administration of regional traffic enforcement grants. Allows for a liaison to the municipal traffic board. Includes one lieutenant and one corporal.

- 3 Expanded Traffic Enforcement/Education. One shift, five days a week. Increases ability to provide traffic and pedestrian safety educational programs to school students and to the general public, and to targeted pedestrian and traffic safety enforcement efforts. Adds one police officer.

COMMUNITY OUTREACH UNIT

The Community Outreach 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.

2020 Actual: \$ 554,703
2021 Budget: \$ 563,480

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 207,110	\$ 207,110
2	192,940	400,050
*3	177,860	577,910

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 School Resource Officer. Allows for the full time deployment of one police officer at Mt. Lebanon High School to provide deterrence, building security and immediate response to

critical incidents. Officer also serves as a resource to staff and students, and provides educational lessons concerning crime and safety-related topics. Total cost shared with the Mt. Lebanon School District.

- 3 Current Program (Current Level). Provides additional time to expand the school program, D.A.R.E., and neighborhood watch programs, and design programs for the reduction of criminal incidents. 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.

2020 Actual: \$ 467,328
2021 Budget: \$ 585,080

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 525,540	\$ 525,540
*2	73,360	598,900
3	35,330	634,230

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.
- 3 Enhanced Crossing Guard Services. Allows for additional crossing guard posts as student pedestrian traffic increases, without sacrificing existing crossing guard posts. Reduces the need for the crossing guard

supervisor to assume duties at various posts as vacancies arise unexpectedly. Adds four guards and two substitutes.

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 thirteen other communities, eleven full-service and two on pay-per-call basis.

2020 Actual: \$ 447,386
2021 Budget: \$ 547,200

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 149,470	\$ 149,470
2	251,450	400,920
*3	139,940	540,860

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 Basic Cooperative Coverage. Provides limited animal control and cooperative operation with thirteen other communities. Coverage expanded to 32 hours per day, five days per week with no relief. Adds one supervisor and two animal control officers. Provides \$289,020 in revenue from other communities.
- 3 Expanded Cooperative Coverage (Current Level). Provides seven-day coverage with extended dual coverage during peak volume hours. Provides vacation, holiday and

emergency relief. Adds two animal control officers. Provides \$103,560 in additional revenue.

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.

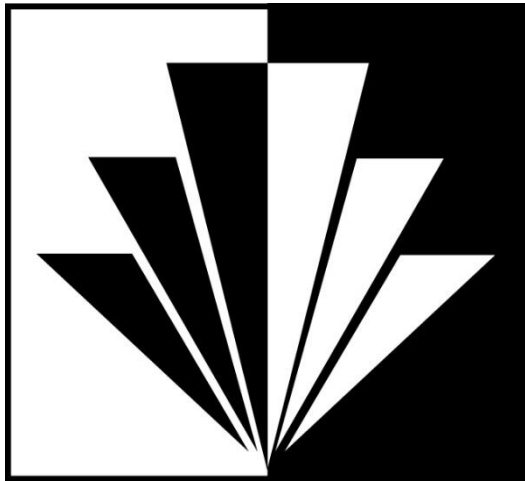
2020 Actual: \$ 340,710
2021 Budget: \$ 374,600

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 489,370	\$ 489,370

Service Level Narrative

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



CAPITAL IMPROVEMENTS

CAPITAL IMPROVEMENTS

Capital improvements, the replacement of certain equipment 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.

2020 Actual: \$ 6,473,081
2021 Budget: \$ 12,914,660

2022 Service Level Options

S/L Rank	S/L Cost	Cum. Cost
1	\$ 3,850,000	\$ 3,850,000
2	2,100,000	5,950,000
3	269,200	6,219,200
4	610,000	6,829,200
5	62,000	6,891,200
6	174,300	7,065,500
7	230,000	7,295,500
8	145,000	7,440,500
9	49,000	7,489,500
10	49,000	7,538,500
11	40,000	7,578,500
12	255,570	7,834,070
13	1,285,000	9,119,070
14	51,000	9,170,070
15	101,090	9,271,160
16	65,000	9,336,160
17	275,000	9,611,160
18	114,590	9,725,750

Service Level Narrative

- Sanitary Sewer Improvements. An operation and maintenance plan has been adopted that requires continuous evaluation and proactive upgrades and repairs to the sanitary sewer system. Improvements are funded through a surcharge on ALCOSAN bills.
- Street Reconstruction. Reconstruction of approximately 5,235 linear feet (0.9915 miles) of deteriorated streets. Partially funded through storm water fee for curb and inlet reconstruction.
- Storm Water Management. Upgrades, installations and repairs to storm sewer lines throughout the Municipality. Improvements are funded through the storm water fee.
- Pumper Replacement. Replace 20-year-old pumper and place pumper purchased in 2018 into a second-run position.
- Less Lethal Weapon (Taser) Replacement. Replace 27 Tasers with the newest, safest and most technologically advanced model. This item also provides signal sidearm devices for all officer's duty weapon holsters which cause the officer's body worn cameras to automatically activate when the duty weapon is removed from the holster.
- Large Truck Replacement. Replaces 14-year-old dump truck used to haul leaf loaders and leaf boxes in the fall and rock salt during the winter.
- Thornwood Stream Restoration. Work done to stabilize approximately 700 feet of stream bank along Thornwood Drive to an area below the end of Thornwood Drive, to improve the existing conditions and preserve the park for future generations.
- Public Safety Center Chiller Replacement. The main condenser that provides cooling to the building is 20 years old and has begun requiring significant repairs. Purchase includes replacement unit, startup of unit and any control work need to verify proper operation within the buildings HVAC Controls System.
- Municipal Building Alarm Upgrades. Replacement of main panel and field devices, including smoke detectors, pull stations and heat detectors. The current alarm panels are no longer supported.
- Public Safety Center Alarm Upgrades. The Public Safety Center's alarm panels are no longer supported. The main panel and field

devices including smoke detectors, pull stations and heat detectors are replaced.

- 11 Front End Loader. Year one of a five year lease. The wheel loader is the primary piece of equipment used to handle and load bulk materials. The primary functions for this equipment is to load salt into salt trucks during winter responses, store salt in the salt storage facility and load leaves into the grinding equipment and large trucks while processing leaf materials collected in the community. It is also used to move heavy loads such as the tennis court bubble structures.

- 12 Tennis Court Reconstruction Phase II. Tennis courts 5 & 6 will be reconstructed including replacement of subsurface irrigation system stone base and Har-Tru surface. Indoor Tennis Association to contribute 45% of project cost.
-

- 13 Recreation Center Roof Replacement. Roof over the main rink, studio rink and community center was installed in 1993 and needs replaced. The life expectancy of the current roof is 25 years.

- 14 Pickleball Courts. Funds provided for two tennis courts in North Meadowcroft Park being reconfigured to accommodate six Pickleball courts with appropriate basic white court striping, fencing, net posts and nets.

- 15 Golf Course Improvements. Phase two of the Cart Path Improvement Project will install and extend cart paths on holes 2, 3, 7 & 8.

- 16 Mini Hydraulic Excavator. Primarily used for repairing sanitary and storm sewer lines, manholes and inlets. An excavator is used in areas where other equipment cannot maneuver.

- 17 Tennis Courts 1-8 Lighting. New LED light fixtures are mounted on existing poles and five new poles, providing superior light quality and reducing glare.

- 18 Sign Shop/Line Painting Vehicle. Replaces a 2011 Ford E250 Panel Van. The new vehicle will be equipped with a power lift gate that will be used to load and unload heavy equipment and materials used for line painting and traffic sign maintenance operations. Currently equipment is loaded onto a trailer towed by a van or lifted into the cargo area. The new vehicle will eliminate the need for a trailer.

DEBT SERVICE

The debt service budget represents payments to be made in 2022 for long-term bond issues. The total outstanding principal for governmental funds as of December 31, 2021 is \$24,160,000.

2020 Actual: \$ 3,331,657
2021 Budget: \$ 3,334,170

2022 Service Level Options

S/L	S/L	Cum.
<u>Rank</u>	<u>Cost</u>	<u>Cost</u>
*1	\$ 3,344,130	\$ 3,344,130

Service Level Narrative

- 1 Required Debt Payments (Current Level). In 2022, principal payments of \$2,820,000 and interest payments of \$524,130 will be made on bond issues. The payments will be paid as follows:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
General Fund	\$ 2,571,330	\$ 481,510	\$ 3,052,840
Special Revenue Funds	248,670	42,620	291,290
Total Debt Service	\$ 2,820,000	\$ 524,130	\$ 3,344,130

The details of the issues are:

Governmental Funds

<u>Issue</u>	<u>Purpose</u>	<u>Original Principal</u>	<u>Outstanding Principal</u>	<u>Interest Rate</u>	<u>Year of Maturity</u>
2014	Building improvements, equipment & storm water capital improvements	2,545,000	220,000	2.0 to 3.5%	2028
2016	Refunding of 2011 and 2012A bonds	4,355,000	3,105,000	2.0 to 3.25%	2027
2017	Ice Rink and Public Works Facility Improvements	8,800,000	1,000,000	0.8 to 3.25%	2032
2019	Washington Road Streetscape and other improvements, refunding of all 2012 bonds and portion 2014 bonds	7,765,000	7,685,000	2.0 to 3.0%	2029
2020A	Non-taxable portion of refunding 2013, 2015 and portions of 2017 bonds	7,415,000	7,415,000	2.0 to 3.0%	2032
2020B	Taxable portion of refunding 2013, 2015 and portions of 2017 bonds	6,525,000	4,735,000	.35 to .79%	2024
		<u>\$ 37,405,000</u>	<u>\$ 24,160,000</u>		

SPECIAL REVENUE FUNDS

Special revenue funds account for the proceeds of specific revenue sources that are legally restricted to be expended for specific purposes. The three individual funds are as follows:

- 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 General Fund for sanitary sewer maintenance and to the Capital Projects Fund for sanitary sewer capital improvements.
- Storm Water – Funds collected from residents/owners through a municipal storm water charge and transferred to the General Fund for storm sewer maintenance and to the Capital Projects Fund for storm sewer capital improvements.

	2022 Budget			
	State Highway Aid	Sewage	Storm Water	Total
<u>Revenues</u>				
Investment	\$ 750	\$ 20,000	\$ 2,000	\$ 22,750
Refund from ALCOSAN	-	37,000	-	37,000
Fines, Forfeits & Penalties	-	19,520	-	19,520
Intergovernmental	871,750	-	-	871,750
Assessments	-	13,300,000	1,453,910	14,753,910
Total Revenues	872,500	13,376,520	1,455,910	15,704,930
<u>Expenditures</u>				
<u>Operating Expenditures</u>				
General Government	-	125,000	19,700	144,700
Public Works	872,500	-	-	872,500
Total Operating Expenditures	872,500	125,000	19,700	1,017,200
Debt Service	-	157,630	133,660	291,290
Payments to ALCOSAN	-	8,797,220	-	8,797,220
Total Expenditures	872,500	9,079,850	153,360	10,105,710
Excess (Deficiency) of Revenues Over Expenditures	-	4,296,670	1,302,550	5,599,220
<u>Other Financing Sources (Uses)</u>				
Transfer Out - Operating	-	(446,670)	(533,350)	(980,020)
Transfer Out - Capital	-	(3,850,000)	(769,200)	(4,619,200)
Total Other Financing Sources (Uses)	-	(4,296,670)	(1,302,550)	(5,599,220)
Surplus to/(Use of) Fund Balance	\$ -	\$ -	\$ -	\$ -

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 2022, funding will be provided by the municipal sewage fees, storm water fees, General Fund tax revenues, and other direct funding sources outlined below.

Eleven (11) capital improvement budget levels are included in the 2022 Capital Projects Fund Budget:

Level	Description	2022 Budget				Total
		General Fund	Sewage Fund	Storm Water Fund	Capital Proj. Fund	
1	Sanitary Sewer Improvements	\$ -	\$ 3,850,000	\$ -	\$ -	\$ 3,850,000
2	Street Reconstruction	1,600,000	-	500,000	-	2,100,000
3	Storm Water Management	-	-	269,200	-	269,200
5	Less Lethal Weapon Replacement	-	-	-	62,000 ³	62,000
6	Large Dump Truck Replacement	-	-	-	174,300 ³	174,300
7	Thornwood Stream Restoration	230,000 ¹	-	-	-	230,000
8	Public Safety Center Chiller Replacement	-	-	-	145,000 ²	145,000
9	Municipal Building Alarm Panel Upgrades	-	-	-	49,000 ²	49,000
10	Public Safety Center Alarm Panel Upgrades	-	-	-	49,000 ²	49,000
11	Front End Loader (Lease)	-	-	-	40,000 ³	40,000
12	Tennis Court Reconstruction Phase II	140,570 ⁴	-	-	115,000 ⁵	255,570
Total Revenues		\$ 1,970,570	\$ 3,850,000	\$ 769,200	\$ 634,300	\$ 7,224,070

Direct Funding Sources

¹ ARPA Relief	\$ 230,000
² 2020 Bond Refinance Proceeds	243,000
³ Capital Projects Fund Balance	276,300
⁴ Proposed Tax Increase	140,570
⁵ Contributions	115,000
	\$ 1,004,870

LINE ITEM BUDGET

Taxes

Real Estate	
2022	\$ 13,289,250
2021	112,500
Prior Years	<u>195,000</u>
Subtotal - Real Estate	<u>13,596,750</u>
Earned Income	13,330,000
Local Services	410,000
Real Estate Transfer	2,000,000
County Sales	1,090,000
Utility	<u>28,750</u>
Total Taxes	<u>30,455,500</u>

Non-tax Revenues

Licenses, Permits & Fees

Cable TV Franchise Fee	687,100
Inspections Permits	195,700
Public Works Permits	93,000
Video Licenses	4,500
Lien Letter Fee	45,450
Liquor Licenses	8,500
Fire Permits	59,800
Vendor Permits	<u>4,200</u>
Total	1,098,250

Fines, Forfeitures & Penalties

Police/Magistrate Fines	104,000
Other	<u>37,120</u>
Total	141,120

Investment & Rental

Intergovernmental	
State Pension Contribution	972,500
State Highway Aid	871,750
Public Works Grants	35,380
Fire Relief Association	131,000
Police Grants	70,000
Amer. Rescue Plan Act	940,000
Comprehensive Plan	60,000
General Grants	<u>21,470</u>
Total	3,102,100

Recreation

Recreation Management	\$ 46,200
Seasonal Programs	522,350
Golf Course	454,600
Tennis Center	199,900
Platform Tennis	30,800
Recreation Center	
Ice Rink	1,335,950
Swimming Pool	471,300
Community Center	<u>54,230</u>
Subtotal - Recreation Center	<u>1,861,480</u>
Total	3,115,330

Charges for Services & Other Revenue

Contributions	126,700
Tax Office Cost Sharing	46,320
Crossing Guard Cost Sharing	299,450
School Resource Officer	103,280
Animal Control Program	392,480
Public Information	476,500
Snow/Ice Control	122,880
Sale of/Damage to Property	135,050
Rebates and Reimbursements	622,600
Miscellaneous	<u>177,500</u>
Total	2,502,760

Assessments

Sewage	13,300,000
Stormwater	<u>1,453,910</u>
Total	<u>14,753,910</u>

Total Non-tax Revenues	<u>24,762,720</u>
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Other Financing Sources

Use of Fund Balance	<u>759,300</u>
Total	<u>759,300</u>

Total Revenues	<u>\$55,977,520</u>
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General Management

Regular Salaries & Wages	\$	378,640
Overtime Wages		4,100
Retainers & Special Salaries		17,500
Fringe Benefits		114,550
Special Appropriations		18,350
Professional Services		72,980
Training & Conferences		7,900
Memberships		11,080
Utilities		1,020
Printing & Photography		3,750
Postage		1,000
Contractual Services		27,900
Office Supplies		1,700
Books & Periodicals		290
Equipment & Furniture		37,500
Total		698,260

Legal Services

Professional Services	\$	397,130
Total		397,130

Financial Management

Regular Salaries & Wages	\$	311,800
Part-time & Temporary Wages		4,580
Fringe Benefits		112,130
Professional Services		60,200
Training & Conferences		4,310
Memberships		500
Printing & Photography		1,830
Rental		4,820
Contractual Services		10,530
Books & Periodicals		-
Total		510,700

Information Services

Regular Salaries & Wages	\$	306,290
Fringe Benefits		105,240
Professional Services		50,800
Training & Conferences		12,300
Memberships		250
Utilities		3,020
Contractual Services		139,070
Books & Periodicals		600
Equipment & Furniture		33,500
Total		651,070

Treasury/Tax Collection

Regular Salaries & Wages	\$	55,080
Overtime Wages		500
Part-time & Temporary Wages		8,970
Retainers & Special Salaries		9,000
Fringe Benefits		8,520
Professional Services		258,300
Training & Conferences		1,000
Memberships		100
Repairs & Maintenance		400
Printing & Photography		-
Postage		12,250
Rental		4,890
Contractual Services		21,250
Office Supplies		800
Equipment & Furniture		-
Total		381,060

Public Information

Regular Salaries & Wages	\$	207,340
Part-time & Temporary Wages		227,270
Fringe Benefits		93,160
Professional Services		47,900
Training & Conferences		4,500
Memberships		470
Utilities		720
Printing & Photography		128,600
Postage		45,110
Rental		5,070
Contractual Services		86,780
Office Supplies		1,000
Books & Periodicals		350
Equipment & Furniture		11,500
Total		859,770

Office Services

Part-time & Temporary Wages	\$	37,610
Fringe Benefits		3,080
Utilities		2,100
Printing & Photography		1,250
Postage		17,750
Rental		12,610
Contractual Services		9,240
Office Supplies		15,000
Equipment & Furniture		<u>1,000</u>
Total		99,640

Insurance

Comprehensive Business Policy	\$	351,520
Total		351,520

Employment Benefits

Fringe Benefits	\$	1,002,500
Total		1,002,500

Economic Development

Regular Salaries & Wages	\$	130,990
Fringe Benefits		42,010
Training & Conferences		3,300
Memberships		950
Printing & Photography		250
Rental		1,360
Books & Periodicals		<u>50</u>
Total		178,910

Planning

Regular Salaries & Wages	\$	114,940
Fringe Benefits		36,460
Professional Services		160,000
Training & Conferences		2,550
Memberships		1,250
Utilities		1,780
Rental		<u>1,360</u>
Total		321,340

Engineering

Professional Services	\$	32,700
Total		32,700

Building Inspection

Regular Salaries & Wages	\$	315,580
Overtime Wages		2,000
Retainers & Special Salaries		900
Fringe Benefits		73,820
Professional Services		3,600
Training & Conferences		4,450
Memberships		1,100
Utilities		3,630
Printing & Photography		1,100
Rental		1,360
Contractual Services		1,700
Office Supplies		1,200
Books & Periodicals		3,000
Equipment & Furniture		<u>-</u>
Total		413,440

Civic Activities

Regular Salaries & Wages	\$	17,230
Overtime Wages		18,290
Part-time & Temporary Wages		2,670
Fringe Benefits		9,330
Printing & Photography		1,000
Contractual Services		55,290
Recreation & Resale Supplies		<u>3,050</u>
Total		106,860

Public Works Administration

Regular Salaries & Wages	\$	376,240
Overtime Wages		380
Fringe Benefits		90,780
Professional Services		20,000
Training & Conferences		4,450
Memberships		2,260
Utilities		3,680
Rental		5,260
Office Supplies		<u>500</u>
Total		541,050

Street Maintenance

Regular Salaries & Wages	\$	135,140
Overtime Wages		420
Part-time & Temporary Wages		5,000
Fringe Benefits		49,890
Professional Services		50,000
Contractual Services		542,280
Maintenance Supplies		1,000
Construction Supplies		12,000
Total		795,730

Curbs

Regular Salaries & Wages	\$	5,710
Fringe Benefits		2,080
Contractual Services		175,630
Maintenance Supplies		1,500
Total		184,920

Pedestrian Routes

Regular Salaries & Wages	\$	11,140
Part-time & Temporary Wages		15,080
Fringe Benefits		5,260
Professional Services		8,500
Contractual Services		267,100
Construction Supplies		500
Total		307,580

Ice & Snow Control

Regular Salaries & Wages	\$	139,090
Overtime Wages		78,480
Fringe Benefits		61,520
Contractual Services		41,200
Equipment & Furniture		99,700
Maintenance Supplies		374,710
Total		794,700

Traffic Planning & Signals

Regular Salaries & Wages	\$	57,120
Overtime Wages		1,950
Fringe Benefits		21,050
Special Appropriations		3,600
Professional Services		40,000
Training & Conferences		2,550
Utilities		12,460
Repairs & Maintenance		5,000
Contractual Services		2,510
Equipment & Furniture		1,000
Maintenance Supplies		1,000
Total		148,240

Traffic Signs & Painting

Regular Salaries & Wages	\$	81,270
Overtime Wages		230
Part-time & Temporary Wages		10,000
Fringe Benefits		30,990
Utilities		490
Contractual Services		6,000
Equipment & Furniture		22,500
Maintenance Supplies		18,000
Total		169,480

Street Lighting

Utilities	\$	306,000
Maintenance Supplies		3,000
Total		309,000

Sanitary Sewers

Regular Salaries & Wages	\$	98,920
Overtime Wages		12,460
Part-time & Temporary Wages		24,970
Fringe Benefits		38,910
Professional Services		180,000
Utilities		2,030
Contractual Services		65,000
Equipment & Furniture		7,880
Maintenance Supplies		14,000
Construction Supplies		2,500
Total		446,670

Storm Sewers

Regular Salaries & Wages	\$	172,700
Overtime Wages		1,290
Part-time & Temporary Wages		13,590
Fringe Benefits		63,370
Professional Services		40,000
Utilities		980
Rental		4,000
Contractual Services		5,000
Construction Supplies		12,500
Total		313,430

Street Sweeping

Regular Salaries & Wages	\$	152,220
Overtime Wages		68,510
Fringe Benefits		64,930
Contractual Services		88,000
Equipment & Furniture		71,200
Maintenance Supplies		3,000
Total		447,860

Refuse Collection

Regular Salaries & Wages	\$	6,370
Overtime Wages		20,340
Fringe Benefits		5,170
Contractual Services		2,298,500
Total		2,330,380

Municipal Building

Regular Salaries & Wages	\$	30,690
Overtime Wages		210
Fringe Benefits		10,770
Utilities		84,470
Contractual Services		107,650
Maintenance Supplies		19,500
Total		253,290

Public Safety Center

Regular Salaries & Wages	\$	45,780
Overtime Wages		420
Fringe Benefits		16,290
Utilities		126,450
Contractual Services		102,450
Maintenance Supplies		31,800
Total		323,190

Public Works Building

Regular Salaries & Wages	\$	13,740
Overtime Wages		210
Fringe Benefits		5,030
Utilities		61,990
Contractual Services		29,550
Maintenance Supplies		8,500
Total		119,020

Firing Range

Regular Salaries & Wages	\$	4,320
Fringe Benefits		1,570
Utilities		14,540
Contractual Services		14,300
Maintenance Supplies		5,300
Total		40,030

Library Building

Regular Salaries & Wages	\$	34,340
Overtime Wages		210
Part-time & Temporary Wages		24,260
Fringe Benefits		15,540
Utilities		66,760
Contractual Services		66,100
Maintenance Supplies		7,950
Total		215,160

Parks Maintenance

Regular Salaries & Wages	\$	202,030
Overtime Wages		210
Part-time & Temporary Wages		5,600
Fringe Benefits		73,860
Training & Conferences		1,200
Utilities		24,800
Rental		4,000
Contractual Services		378,750
Equipment & Furniture		6,500
Maintenance Supplies		69,500
Construction Supplies		6,000
Botanical Supplies		4,000
Total		776,450

Planting Areas

Regular Salaries & Wages	\$	600
Fringe Benefits		220
Contractual Services		38,000
Maintenance Supplies		1,000
Total		39,820

Forestry

Regular Salaries & Wages	\$	345,970
Overtime Wages		8,110
Fringe Benefits		126,900
Utilities		480
Rental		30,170
Contractual Services		60,000
Equipment & Furniture		2,000
Maintenance Supplies		18,500
Botanical Supplies		20,000
Total		612,130

Equipment Maintenance

Regular Salaries & Wages	\$	144,580
Fringe Benefits		52,600
Utilities		5,100
Repairs & Maintenance		37,500
Equipment & Furniture		-
Maintenance Supplies		141,500
Fuels & Lubricants		197,370
Total		578,650

Library

Special Appropriations	\$	1,566,720
Total		1,566,720

Outreach

Special Appropriations	\$	119,040
Total		119,040

Community Organizations

Special Appropriations	\$	26,000
Total		26,000

Recreation Management

Regular Salaries & Wages	\$	243,940
Overtime Wages		4,020
Fringe Benefits		76,130
Training & Conferences		2,850
Memberships		480
Utilities		1,600
Printing & Photography		750
Rental		5,400
Contractual Services		6,900
Office Supplies		2,300
Equipment & Furniture		500
Recreation & Resale Supplies		800
Total		345,670

Seasonal Recreation Programs

Regular Salaries & Wages	\$	88,510
Overtime Wages		2,520
Part-time & Temporary Wages		68,460
Fringe Benefits		40,180
Contractual Services		222,620
Recreation & Resale Supplies		28,330
Total		450,620

Golf Course

Regular Salaries & Wages	\$	148,600
Overtime Wages		3,710
Part-time & Temporary Wages		74,000
Fringe Benefits		43,230
Training & Conferences		250
Memberships		1,030
Utilities		68,860
Repairs & Maintenance		16,000
Printing & Photography		1,200
Rental		22,180
Contractual Services		23,670
Office Supplies		500
Maintenance Supplies		26,750
Recreation & Resale Supplies		13,500
Botanical Supplies		1,000
Total		491,780

Tennis Center

Regular Salaries & Wages	\$	18,520
Part-time & Temporary Wages		72,660
Fringe Benefits		16,580
Utilities		16,000
Repairs & Maintenance		1,800
Printing & Photography		-
Rental		7,000
Contractual Services		61,000
Office Supplies		300
Equipment & Furniture		2,200
Maintenance Supplies		2,000
Recreation & Resale Supplies		500
Botanical Supplies		300
Total		198,860

Platform Tennis

Fringe Benefits	\$	380
Utilities		9,100
Contractual Services		2,050
Maintenance Supplies		2,000
Total		13,530

Ice Rink

Regular Salaries & Wages	\$	266,300
Overtime Wages		500
Part-time & Temporary Wages		245,340
Fringe Benefits		120,320
Memberships		530
Utilities		220,660
Repairs & Maintenance		15,000
Printing & Photography		700
Rental		3,490
Contractual Services		139,600
Office Supplies		2,500
Equipment & Furniture		21,000
Maintenance Supplies		17,600
Recreation & Resale Supplies		31,450
Total		1,084,990

Swimming Pool

Regular Salaries & Wages	\$	77,920
Part-time & Temporary Wages		224,690
Fringe Benefits		57,480
Training & Conferences		-
Utilities		50,690
Repairs & Maintenance		15,000
Printing & Photography		200
Contractual Services		34,540
Office Supplies		500
Equipment & Furniture		35,000
Maintenance Supplies		47,200
Recreation & Resale Supplies		5,600
Total		548,820

Community Center

Regular Salaries & Wages	\$	38,970
Part-time & Temporary Wages		23,960
Fringe Benefits		16,420
Utilities		49,670
Repairs & Maintenance		9,000
Contractual Services		50,000
Equipment & Furniture		8,500
Maintenance Supplies		7,500
Total		204,020

Fire Protection

Regular Salaries & Wages	\$	1,947,600
Overtime Wages		243,690
Part-time & Temporary Wages		4,620
Fringe Benefits		660,500
Special Appropriations		366,050
Professional Services		12,730
Training & Conferences		20,270
Memberships		1,420
Utilities		109,520
Repairs & Maintenance		32,100
Printing & Photography		300
Rental		8,360
Contractual Services		21,330
Office Supplies		3,250
Books & Periodicals		5,900
Equipment & Furniture		52,020
Maintenance Supplies		19,300
Total		3,508,960

Emergency Management

Professional Services	\$	21,500
Training & Conferences		14,280
Memberships		2,500
Utilities		2,130
Contractual Services		3,000
Office Supplies		1,000
Equipment & Furniture		4,850
Maintenance Supplies		2,700
Total		51,960

Police Administration

Regular Salaries & Wages	\$	457,340
Fringe Benefits		271,120
Professional Services		880
Training & Conferences		44,000
Memberships		8,010
Utilities		9,900
Rental		12,930
Contractual Services		6,500
Office Supplies		1,500
Books & Periodicals		800
Equipment & Furniture		9,600
Maintenance Supplies		1,500
Total		824,080

Police Field Services

Regular Salaries & Wages	\$	3,307,470
Overtime Wages		579,070
Fringe Benefits		2,250,990
Equipment & Furniture		218,000
Total		6,355,530

Police Support Services

Regular Salaries & Wages	\$	108,250
Part-time & Temporary Wages		27,460
Fringe Benefits		43,030
Professional Services		2,600
Utilities		23,440
Repairs & Maintenance		3,500
Printing & Photography		1,500
Rental		17,180
Contractual Services		99,400
Books & Periodicals		3,500
Equipment & Furniture		32,500
Maintenance Supplies		31,000
Total		393,360

Investigative Services

Regular Salaries & Wages	\$	609,710
Overtime Wages		17,500
Fringe Benefits		405,450
Special Appropriations		1,000
Professional Services		500
Equipment & Furniture		1,000
Maintenance Supplies		3,000
Total		1,038,160

Traffic Safety

Regular Salaries & Wages	\$	345,670
Overtime Wages		41,000
Fringe Benefits		245,320
Special Appropriations		25,000
Memberships		650
Repairs & Maintenance		2,000
Printing & Photography		500
Rental		13,440
Equipment & Furniture		3,000
Total		676,580

Community Outreach Unit

Regular Salaries & Wages	\$	336,450
Overtime Wages		5,000
Fringe Benefits		226,770
Special Appropriations		8,000
Memberships		150
Utilities		540
Equipment & Furniture		<u>1,000</u>
Total		577,910

School Crossing Protection

Regular Salaries & Wages	\$	63,090
Part-time & Temporary Wages		424,110
Fringe Benefits		91,160
Training & Conferences		2,500
Utilities		540
Contractual Services		17,500
Total		598,900

Animal Control

Regular Salaries & Wages	\$	329,700
Overtime Wages		25,010
Fringe Benefits		119,980
Training & Conferences		2,500
Utilities		4,920
Contractual Services		12,000
Equipment & Furniture		43,000
Maintenance Supplies		<u>3,750</u>
Total		540,860

Medical Rescue Team South Authority

Special Appropriations	\$	489,370
Total		<u>489,370</u>

Subtotal: Operating Functions \$ 35,857,400

Administrative Collection Costs

Sanitary Sewer Administration	\$	125,000
Storm Water Administration		<u>19,700</u>
Total		<u>144,700</u>

Total Operating Expenditures \$ 36,002,100

Capital Improvements

Streets	\$	2,100,000
Storm Sewers		269,200
Sanitary Sewers		4,080,000
Equipment		886,300
Parks & Fields		<u>-</u>
Total		7,834,070

Debt Service

Bonds		
Principal	\$	2,820,000
Interest		<u>524,130</u>
Total		3,344,130

Sanitary Sewer Treatment

ALCOSAN	\$	<u>8,797,220</u>
Total		<u>8,797,220</u>

Total Expenditures \$ 55,977,520

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.

General Government

General Management	\$ 18.56
Legal Services	11.65
Financial Management	12.03
Information Services	19.12
Tax Collection	9.33
Public Information Office	11.24
Office Services/Insurance	3.64
Employment Benefits	0.87
Total - General Government	<u>\$ 86.44</u>

Community Development

Economic Development	\$ 5.24
Planning	7.56
Engineering	0.96
Inspections	6.06
Civic Activities	2.74
Total - Community Development	<u>\$ 22.56</u>

Public Works

Administration	\$ 14.95
<i>Transportation</i>	
Street Maintenance	13.01
Pedestrian Routes	6.76
Ice & Snow Control	11.50
Traffic, Signals & Signs	9.46
Subtotal - Transportation	40.73

Sanitation

Street Sweeping	12.99
Refuse Collection	67.51
Subtotal - Sanitation	80.50

Buildings, Grounds & Equipment

Building Maintenance	27.84
Parks Maintenance	22.74
Planting Areas	1.18
Forestry	17.96
Equipment Maintenance	16.97
Subtotal - Bldgs, Grds, Equip	86.69
Total - Public Works	<u>\$ 222.87</u>

Human Services

Library	\$ 45.98
Outreach	3.49
Community Organizations	0.76
Total - Human Services	<u>\$ 50.23</u>

Recreation

Recreation Management	\$ 8.78
Seasonal Programs	(2.10)
Golf Course	0.83
Tennis Courts	(0.03)
Platform Tennis Courts	(0.50)
Ice Rink	(7.44)
Swimming Pool	2.28
Community Rooms	4.37
Total - Recreation	<u>\$ 6.19</u>

Public Safety

Police Protection

Administration	23.91
Field Services	175.95
Investigative Services Unit	30.43
Traffic Safety	17.79
Community Outreach Unit	13.92
Subtotal - Police Protection	262.00

Fire Protection	96.80
Emergency Management	1.52
Police Support Services	11.06
School Crossing Protection	8.79
Animal Control	4.05
Medical Rescue Team South Auth.	14.36

Total - Public Safety	<u>\$ 398.58</u>
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Capital Improvements

Equipment & Other Improvements	\$ 14.82
Street Reconstruction	46.96
Total - Capital Improvements	<u>\$ 61.78</u>

Debt Service	89.61
Use of Fund Balance	(7.04)
Other non-departmental revenue	(37.45)

Tax Cost of Services	<u><u>\$ 893.77</u></u>
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MILLAGE HISTORY

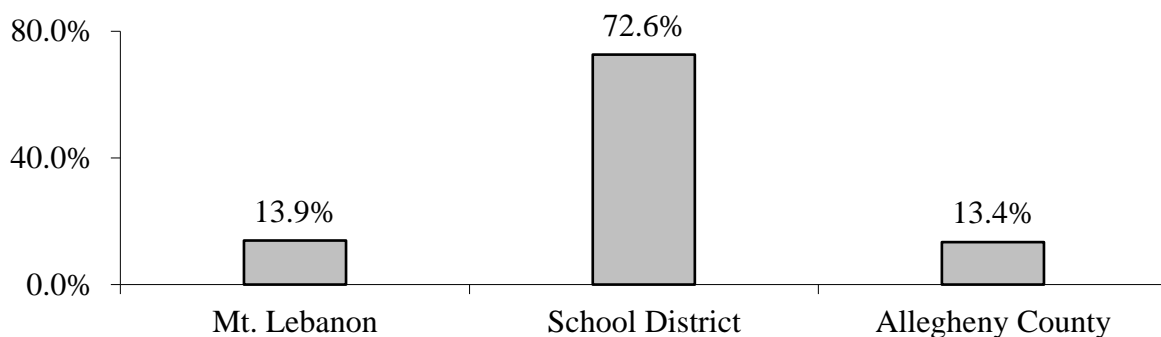
Year		Taxable Real Property	Mills Levied			
			Municipal	School	County	Total
2007	¹	2,154,641,502	4.97	23.56	4.69	33.22
2008		2,171,398,932	4.97	23.81	4.69	33.47
2009		2,175,275,286	4.89	24.11	4.69	33.69
2010		2,159,216,301	4.89	26.63	4.69	36.21
2011		2,164,809,298	4.76	26.63	4.69	36.08
2012		2,156,859,685	5.43	27.13	5.69	38.25
2013	¹	2,698,042,173	4.51	22.61	4.73	31.85
2014		2,718,872,379	4.51	23.15	4.73	32.39
2015		2,732,801,335	4.51	23.55	4.73	32.79
2016		2,734,870,374	4.51	23.93	4.73	33.17
2017		2,743,104,034	4.71	23.93	4.73	33.37
2018		2,747,645,634	4.71	24.32	4.73	33.76
2019		2,756,995,028	4.71	24.79	4.73	34.23
2020		2,760,923,355	4.71	24.79	4.73	34.23
2021		2,782,063,270	4.71	25.59	4.73	35.03
2022		2,785,247,990 ²	4.91 ³	25.59 ⁴	4.73 ⁴	35.23

¹ For years 2007-2012, the base year for assessments was 2002. For years 2013 forward, the base year is 2013 until any future reassessments are conducted.

² Finance Department estimate for 2022

³ Manager's Recommended Budget includes an increase from 2021 of .20 mills.

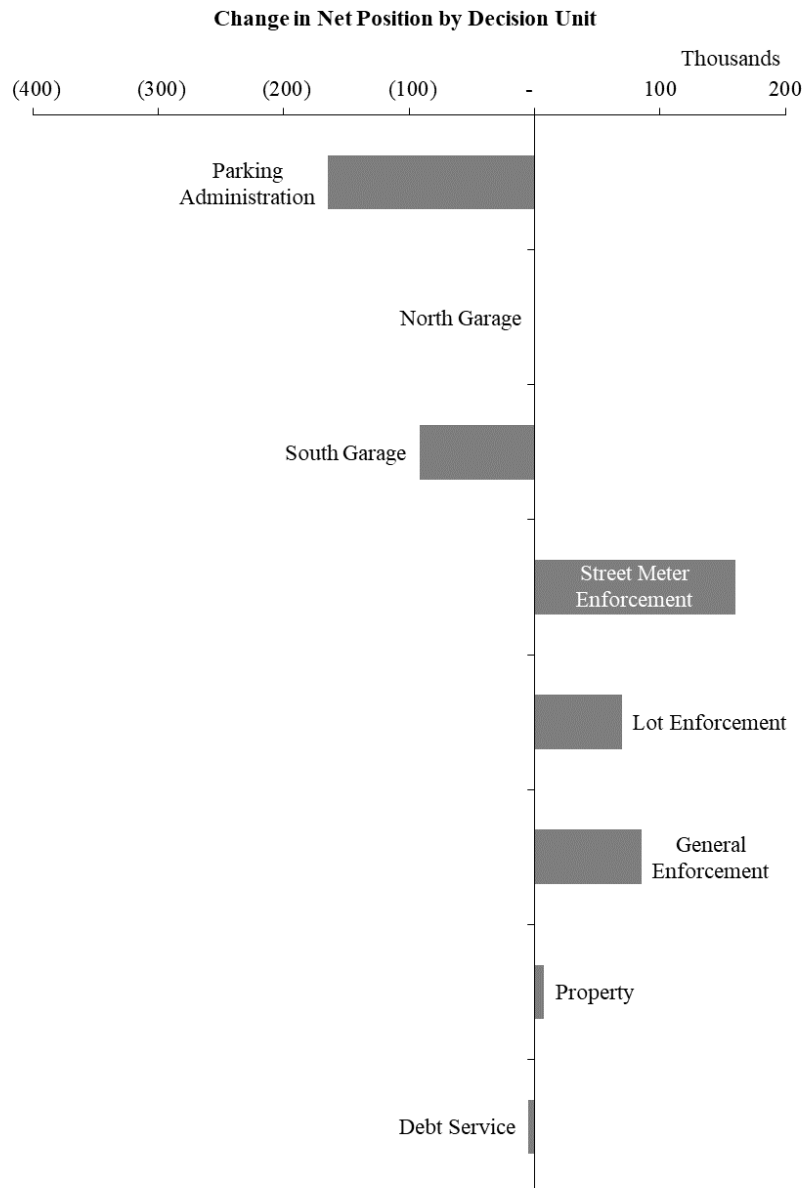
⁴ Assumes no increase for 2022



PARKING FUND

The Parking Fund is 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 parking operations are broken down by decision units: administration, north garage, south garage, street meter enforcement, lot enforcement, general enforcement, property, and debt service. The chart below shows the change in net position from each decision unit. In 2022, the Parking Fund is projected to have a positive change in net position of \$59,280.



PARKING FUND COMPARISON BY OBJECT

	2019 Actual	2020 Actual	2021 Budget	2022 Budget
<u>Revenues</u>				
Transient Fees	\$ 499,882	\$ 233,627	\$ 360,600	\$ 382,000
Meter Collections	578,404	335,280	450,000	505,000
Permits	710,678	495,113	599,320	552,040
Fines, Forfeits & Penalties	226,903	144,435	162,000	214,220
Investment & Rental	196,595	149,236	207,180	202,590
Other Income	12,682	3,769	100	100
Total Revenues	\$ 2,225,144	\$ 1,361,460	\$ 1,779,200	\$ 1,855,950
<u>Expenditures</u>				
<u>Personnel Services</u>				
Regular Wages	\$ 399,077	\$ 407,510	\$ 438,780	\$ 452,890
Overtime Wages	17,053	14,698	28,050	25,920
Part-time Wages	133,672	106,818	145,600	147,650
Fringe Benefits	164,068	174,811	183,590	181,270
Total Personnel Services	713,870	703,837	796,020	807,730
<u>Contractual Services</u>				
Professional Services	30,949	27,065	18,970	32,220
Training	1,138	475	1,000	1,000
Memberships	-	-	100	100
Insurance	23,951	21,168	24,000	22,000
Utilities	50,187	57,704	53,290	54,380
Repairs & Maintenance	16,257	(1,180)	11,050	12,400
Printing & Photography	19,815	20,147	21,000	17,500
Postage	1,401	516	1,250	4,200
Rentals	2,442	2,438	2,550	1,850
Contractual Services	310,165	200,399	266,900	279,760
Total Contractual Services	456,305	328,732	400,110	425,410
<u>Commodities</u>				
Office Supplies	2,277	1,224	3,200	3,200
Equipment	4,954	1,148	82,500	23,000
Maintenance Supplies	39,074	26,630	16,870	13,600
Fuels & Lubricants	4,109	2,518	3,370	4,200
Total Commodities	50,414	31,520	105,940	44,000
<u>Other Expenses</u>				
Interest on Debt	19,935	9,351	6,910	5,240
Depreciation	461,801	479,581	488,120	514,290
Transfer to General Fund	171,890	151,420	180,000	-
Total Other Expenses	653,626	640,352	675,030	519,530
Total Expenses	\$ 1,874,215	\$ 1,704,441	\$ 1,977,100	\$ 1,796,670
Change in Net Position	\$ 350,929	\$ (342,981)	\$ (197,900)	\$ 59,280

PARKING ADMINISTRATION

Administration for parking services includes matters of policy determination, supervision of parking enforcement, cash collections and overall management by various departments within the Municipality.

2020 Actual: \$ 243,151
2021 Budget: \$ 263,330

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 155,200	\$ 155,200
*2	10,760	165,960

Service Level Narrative

- 1 Support Services. Provides for general administrative support from the parking enforcement supervisor and various municipal departments. Additional non-distributive costs include insurance, programming, and audit fees.
- 2 Overhead Expenses (Current Level). Provides depreciation allocations for assets associated with general operations and distributed costs from various functions throughout the municipality.

NORTH GARAGE

The North Garage is located on the north end of the Washington Road Business District. The six level, 269 space parking garage is open to the public seven days a week and provides day and evening parking. Hourly and permit parking rates are set by the Mt. Lebanon Commission and many businesses along Washington Road validate parking.

2020 Actual: \$ 523,464
2021 Budget: \$ 532,610

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 232,640	\$ 232,640
2	186,430	419,070
*3	177,940	597,010

Service Level Narrative

- 1 North Garage Depreciation. The Parking Fund is considered an enterprise fund, which expenses the cost of capital assets and improvements over the useful life of the asset or improvement. The Municipality separates depreciation by parking function.
- 2 North Garage Operation. The North Garage is staffed Monday through Friday, 7:00 a.m. to 11:00 p.m. and Saturday 8:00 a.m. to 11:00 p.m. Parking is free on Sunday. Evening, daily and twenty-four hour monthly permits are available for purchase. A validation program for local businesses is offered that allows for free or reduced parking fees in the garage for business patrons. In addition, 8,590 square feet of the ground floor is leased for retail business.
- 3 North Garage Maintenance (Current Level). The Public Works Department provides daily maintenance services which include: basic masonry repairs; painting; basic custodial services; deck washing and snow and ice control in the winter. Other services that are provided through contract include: life safety system inspection and preventative maintenance, elevator inspection and preventative maintenance, and HVAC system preventative maintenance. Total revenue for the operation of the garage is \$596,400.

SOUTH GARAGE

The South Garage is located on the south end of the Washington Road Business District. The six level, 298 space parking garage is open to the public seven days a week and provides day and

evening parking. Hourly and permit parking rates are set by the Mt. Lebanon Commission and many businesses along Washington Road validate parking.

2020 Actual: \$ 406,681
2021 Budget: \$ 465,440

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 174,280	\$ 174,280
2	149,330	323,610
*3	134,850	458,460
4	13,000	471,460
5	23,000	494,460

Service Level Narrative

- 1 South Garage Depreciation. The Parking Fund is considered an enterprise fund, which expenses the cost of capital assets and improvements over the useful life of the asset or improvement. The Municipality separates depreciation by parking function.
- 2 South Garage Operation. The South Garage is staffed Monday through Friday, 7:00 a.m. to 10:00 p.m. and Saturday from 8:00 a.m. to 6:00 p.m. Parking is free Saturday evening and on Sunday. Evening, daily and twenty-four hour monthly permits are available for purchase. A validation program for local businesses is offered that allows for free or reduced parking fees in the garage for business patrons.
- 3 South Garage Maintenance (Current Level). The Public Works Department provides daily maintenance services which include: basic masonry repairs; painting; basic custodial services; deck washing and snow and ice control in the winter. Other services that are provided through contract, include: life safety system inspection and preventative maintenance, elevator inspection and preventative maintenance, and HVAC system preventative maintenance. Total

revenue for the operation of the garage is \$402,620.

- 4 Structural Analysis. Structural improvements to the South Garage were made from 2013-2015 based on a study from 2011. An updated structural analysis is performed to obtain information on useful life for use in the Comprehensive Plan update.
- 5 Sidewalk Snow Removal Vehicle. A mobile snowplow is purchased to increase snow removal efficiency and increase employee safety. The mobile snowplow would also be used at the South Garage, North Garage, South and Academy Lots.

STREET METER ENFORCEMENT

Mt. Lebanon provides convenient on street meter parking along thirteen streets near the Washington Road and Beverly Road Business Districts. A combination of street meters and pay stations are located along these streets. The state of the art solar powered parking equipment accept credit cards, mobile pay and coin. Street meter parking is restricted to short term use, either two or three hours depending on the location.

2020 Actual: \$ 253,435
2021 Budget: \$ 362,740

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 30,610	\$ 30,610
2	196,410	227,020
*3	24,230	251,250

Service Level Narrative

- 1 Meter Depreciation. The Parking Fund is considered an enterprise fund, which expenses the cost of capital assets and improvements over the useful life of the asset or improvement. The Municipality separates depreciation by parking function.

- 2 Enforcement and Collections. Enforcement and collections of municipal street meters and fine boxes is performed by the Police Department's parking enforcement personnel. Enforcement hours, rates and ticket costs are set by the Mt. Lebanon Commission.
- 3 Meter Maintenance (Current Level). The Public Works Department maintains the meters and parking spaces through the Municipality. Maintenance services include: line and meter painting, street sweeping, and snow and ice removal during the winter. Total revenue for the operation of the meters is \$411,400.

LOT ENFORCEMENT

The Municipality maintains six parking lots in the Washington and Beverly Road Business Districts. These lots provide 205 off street metered and pay station spaces for short and long-term parking. Patrons have the option of paying with credit cards, mobile pay, coin or cash at the meters and pay stations. Day and night permits are available for lot parking.

2020 Actual: \$ 206,902
2021 Budget: \$ 260,380

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
1	\$ 66,000	\$ 66,000
2	87,100	153,100
*3	112,540	265,640

Service Level Narrative

- 1 Lot Depreciation. The Parking Fund is considered an enterprise fund, which expenses the cost of capital assets and improvements over the useful life of the asset or improvement. The Municipality separates depreciation by parking function.

- 2 Enforcement and Collections. Enforcement and collections of municipal lots and fine boxes is performed by the Police Department's parking enforcement personnel. Rates and ticket costs are set by the Mt. Lebanon Commission.
- 3 Lot Maintenance (Current Level). The Public Works Department provides maintenance services at the lots which include: power sweeping, line and meter painting, snow and ice removal and basic meter maintenance. Total revenue for the operation of the lots is \$335,260.

GENERAL ENFORCEMENT

Mt. Lebanon provides general enforcement of parking ordinances through a combination of parking enforcement personnel and police officers.

2020 Actual: \$ n/a
2021 Budget: \$ n/a

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 16,420	\$ 16,420

Service Level Narrative

- 1 Enforcement Overhead (Current Level). New cost allocation for 2022. Revenue is allocated for tickets associated with timed zoned enforcement, overnight parking and other non-expired meter violations. Expenses are allocated by number of tickets written or paid for supplies, software, and general fund transfer. Total revenue for general enforcement operations is \$101,420.

PROPERTY

The former Parking Authority owned property located at 794 Washington Road. Currently, the property is under a lease arrangement with the Mt. Lebanon Historical Society.

2020 Actual: \$ 3,209
2021 Budget: \$ 690

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 690	\$ 690

Service Level Narrative

- 1 General Management (Current Level). Provides for general management of the property including contractual obligations and miscellaneous service requests. Also includes depreciation tied to the property. Total rental revenue is \$8,000.

DEBT SERVICE

The debt service budget for the Parking Fund represents interest payments to be made in 2022 for long-term bond issues. Since the Parking Fund is an enterprise fund, principal payments are shown as a reduction in liabilities not an expense. The total projected outstanding principal for the Parking Fund as of December 31, 2021 is \$285,000.

2020 Actual: \$ 9,351
2021 Budget: \$ 6,910

2022 Service Level Options

S/L Rank	S/L Cost	Cumulative Cost
*1	\$ 5,240	\$ 5,240

Service Level Narrative

- 1 Required Debt Payments (Current Level). In 2022, principal payments of \$80,000 and accrued interest payments of \$5,240 will be made on bond issues. A listing of outstanding bond issues is shown below.

Issue	Outstanding Principal	Year of Maturity
2015	\$285,000	2025

CAPITAL IMPROVEMENTS

The Municipality prepares an annual five-year capital improvement program. Incorporated in the current 2022-2026 Capital Improvement Program, one (1) capital improvement project or equipment replacement was identified for 2022 that are not identified within the service levels. Due to the Parking Fund status as an enterprise fund, capital improvements are not fully expensed in the year of purchase or completion. Instead, the expense is allocated over the useful life of the asset.

- 1 Parking Lot Paving. The South Lot is repaved at an estimated cost of \$77,500.



MUNICIPAL BUILDING
710 WASHINGTON ROAD
PITTSBURGH, PA 15228
412.343.3400
www.mtlebanon.org

Bill No.: 11-21
Introduced: November 9, 2021
By Commissioner: Grella
Enacted: December 14, 2021

MT. LEBANON, PENNSYLVANIA
ORDINANCE NO. 3343

AN ORDINANCE OF MT. LEBANON, PENNSYLVANIA
ADOPTING THE MUNICIPALITY'S BUDGET FOR 2022

WHEREAS, the Manager has submitted his 2022 proposed budget and budget message to the Commission on or before November 1, 2021; and,

WHEREAS, the Manager's 2022 proposed budget has been on public display; and,

WHEREAS, a public hearing on the Manager's 2022 proposed budget has been held by the Commission, and a second public hearing has been held on Commission revisions to the Manager's 2022 proposed budget; and,

WHEREAS, the Commission is prepared to adopt the Manager's 2022 proposed budget, as revised by the Commission.

NOW, THEREFORE, Mt. Lebanon, Pennsylvania hereby ordains as follows:

1. The Manager's proposed budget for 2022, as revised by the Commission, is hereby adopted in the form attached hereto as Exhibit A.

ORDAINED AND ENACTED into an Ordinance and passed by the Commission of Mt. Lebanon, Pennsylvania on this 14th day of December 2021.

ATTEST:

MT. LEBANON, PENNSYLVANIA


Secretary

By: 
President of the Commission

Amendments to the 2022 Manager's Recommended Budget

			Funding Source						
Department	Decision Unit	Item	General Fund	State Hwy Aid Fund	Sewage Fund	Storm Water Fund	Capital Proj. Fund	Total Gov't Funds	Parking Fund
Initial Revenue Budgets			\$40,618,310	\$ 872,500	\$13,376,520	\$ 1,455,910	\$ 7,224,070	\$63,547,310	\$ 1,855,950
2022 Budget Revenue Amendments									
Recreation	Tennis Center	Increase in program revenue estimates	20,000	-	-	-	-	20,000	-
Recreation	Multiple Functions	Increase in program fee revenue	92,110	-	-	-	-	92,110	-
Fund Balance	Use of Fund Balance	2020 Carryovers	999,660	-	-	-	-	999,660	-
Capital Improvements	Contributions	Insurance Proceeds for Firing Range	190,810	-	-	-	-	190,810	-
Capital Improvements	Contributions	Indoor Tennis Association Contribution	-	-	-	-	(115,000)	(115,000)	-
Capital Improvements	Grant Revenue	Washington Road Streetscape Grants	-	-	-	-	1,041,500	1,041,500	-
Capital Improvements	Grant Revenue	Bower Hill and Washington Road Improvements	-	-	-	-	184,560	184,560	-
Capital Improvements	Grant Revenue	Grant-Bower Hill and Segar Road Improvements	-	-	-	-	83,590	83,590	-
Fund Balance	Use of Fund Balance	2020 Carryovers	-	-	-	-	2,279,850	2,279,850	-
Operating Transfers	Capital Projects Fund	Transfer from General Fund	-	-	-	-	9,090	9,090	-
Amended Revenue Budgets			\$41,920,890	\$ 872,500	\$13,376,520	\$ 1,455,910	\$10,707,660	\$68,333,480	\$ 1,855,950
Initial Expenditure Budgets			\$40,618,310	\$ 872,500	\$13,376,520	\$ 1,455,910	\$ 7,224,070	\$63,547,310	\$ 1,796,670
2022 Budget Expenditure Amendments									
Police/Legal Services	Multiple Functions	Reduction for Contract Agreement	(25,000)	-	-	-	-	(25,000)	-
Recreation	Swimming Center	SL2 - Filter Element Replacement	(20,000)	-	-	-	-	(20,000)	-
Recreation	Multiple Functions	Increase in part-time base wages	92,110	-	-	-	-	92,110	-
Police	Police Field Services	SL 5 - Automated License Plate Reader	(18,000)	-	-	-	-	(18,000)	-
Public Works	Pedestrian Routes	SL5 - Additional Root Damaged Sidewalk Repairs	42,060	-	-	-	-	42,060	-
Public Works	Street Maintenance	SL8 - Expanded Brick Restoration	50,000	-	-	-	-	50,000	-
General Government	General Management	DEI Activities	15,000	-	-	-	-	15,000	-
General Government	Information Services	Website Upgrade Additional Funds	66,510	-	-	-	-	66,510	-
Human Services	Outreach	SL3 - Additional Contribution (community outreach)	8,000	-	-	-	-	8,000	-
Community Development	Economic Development	SL3 - Eco-District Planning	72,000	-	-	-	-	72,000	-
Recreation	Community Center	SL2 - Sidewalk Repair	(30,000)	-	-	-	-	(30,000)	-
Capital Improvements	Tennis Center	SL12 - Tennis Court Reconstruction Phase II	-	-	-	-	(255,570)	(255,570)	-
Operating Transfers	Capital Projects Fund	Transfer to Capital Projects Fund	(140,570)	-	-	-	-	(140,570)	-
Subtotal: Budget Amendments			112,110	-	-	-	(255,570)	(143,460)	-
2021 Carryovers to 2022 Budget									
Operating Expenditures									
Public Works	Refuse Collection	Recycling and Refuse Outreach/Education	15,930	-	-	-	-	15,930	-
Public Works	Refuse Collection	Glass Recycling	38,070	-	-	-	-	38,070	-
Public Works	Pedestrian Routes	ADA Ramps	25,000	-	-	-	-	25,000	-
Public Works	Traffic Planning and Signals	Traffic Calming	45,000	-	-	-	-	45,000	-
Recreation	Community Center	Recreation Center Sidewalk Repairs	28,100	-	-	-	-	28,100	-
General Government	Information Services	Municipal Website Redesign	25,000	-	-	-	-	25,000	-
General Government	Information Services	NAS Storage Devices	10,000	-	-	-	-	10,000	-
Public Works	Parks Maintenance	Parks and Recreation Master Plan	61,000	-	-	-	-	61,000	-
Public Safety	Emergency Management	Pandemic Supplies	8,400	-	-	-	-	8,400	-
Public Safety	Police Support Services	Ammunition	1,900	-	-	-	-	1,900	-
Recreation	Ice Center	Ice Rink Bleacher Railings	50,100	-	-	-	-	50,100	-
Recreation	Swim Center	Diving Platform	18,000	-	-	-	-	18,000	-
General Government	Public Information Office	Implementation of communications plan	12,600	-	-	-	-	12,600	-
Human Services	Outreach	Outreach and Library programming	3,000	-	-	-	-	3,000	-
Human Services	Outreach	MLPD Coordination	9,300	-	-	-	-	9,300	-
Human Services	Outreach	Community Programming	5,000	-	-	-	-	5,000	-
Public Works	Forestry	Forestry Contracted Services	15,300	-	-	-	-	15,300	-
Recreation	Community Center	Digital Video Security System	7,000	-	-	-	-	7,000	-
General Government	General Management	Pandemic Employee Recognition	9,700	-	-	-	-	9,700	-
Public Works	Public Safety Center	Engineering for Building Improvements	41,200	-	-	-	-	41,200	-
Capital Expenditures									
Capital Improvements	Public Works	Robb Hollow Park-Cedar Blvd Path	31,910	-	-	-	-	31,910	-
Capital Improvements	Public Works	Firing Range Improvements	579,300	-	-	-	-	579,300	-
Capital Improvements	Public Safety Center	Entry Door Concrete/Door Replacements	-	-	-	-	35,000	35,000	-
Capital Improvements	Public Works	Library Building - Solar Panels	-	-	-	-	149,660	149,660	-
Capital Improvements	Public Works	Washington Road Streetscape	-	-	-	-	3,065,000	3,065,000	-
Capital Improvements	Public Works	Bower Hill and Washington Road Improvements	-	-	-	-	346,100	346,100	-
Capital Improvements	Public Works	Bower Hill and Segar Road Improvements	-	-	-	-	143,400	143,400	-
Operating Transfers	Capital Projects Fund	Transfer to Capital Projects Fund	149,660	-	-	-	-	149,660	-
Subtotal: Carryovers			1,190,470	-	-	-	3,739,160	4,929,630	-
Amended Expenditure Budgets			\$41,920,890	\$ 872,500	\$13,376,520	\$ 1,455,910	\$10,707,660	\$68,333,480	\$ 1,796,670



2022 Final Approved Budget

As approved on December 14, 2021

Budget Process

Mt. Lebanon takes pride in the deliberative process used for the final approved budget. The [2022 Manager's Recommended Budget](#) was released on November 1, 2021. [Public budget workshops and public hearings](#) were conducted in November and December. The 2022 final budget was passed on December 14, 2021.

[2022 Final Budget - Ordinance No. 3343](#)

Budget by Service Level

The final budget presented below is broken down by departmental service levels similar to the service level rankings found in the Manager's Recommended Budget. Only funded levels are shown.

Guide to Final Budget

Where applicable, further information on the service levels can be found on the page number indicated in the [2022 Manager's Recommended Budget](#).

The status column indicates the following:

F: Funded as part of the 2022 Manager's Recommended Budget

A: Amended during 2022 Budget Workshops

C: Carryovers from the 2021 Budget to the 2022 Budget

General Government

Decision Package	Status	Budget	Page
General Management			
Basic Services	F	295,750	25
Support Services	F	372,780	25
Meeting Support	F	4,430	25
Intergovernmental Organizations	F	10,300	25
Boards and Authorities Dinner	F	15,000	25
DEI Activities	A	15,000	
Pandemic Employee Recognition	C	9,700	
General Management Total		722,960	
Legal Services			
General Services	F	281,130	25
Other Counsel	F	116,000	25
Reduction for Contract Agreement	A	(52,500)	
Legal Services Total		344,630	
Financial Management			
Basic Service	F	474,220	26
Administrative Support	F	5,580	26
Financial Transparency Module	F	9,900	26
Accounts Payable Automation	F	21,000	26
Financial Management Total		510,700	
Information Services			
Systems Administration	F	392,400	26
Internet and Cable	F	72,740	26
Systems Maintenance	F	86,130	26
Computer and Network Hardware	F	8,000	26
IT Support	F	79,300	26
Electronic Records Retention and Storage	F	12,500	26
Website Upgrade Additional Funds	A	66,510	
Website Upgrade	C	25,000	
NAS Storage Device	C	10,000	
Information Services Total		752,580	
Treasury/Tax Collection			
Treasury Management	F	26,530	27
Earned Income Tax Collection	F	245,520	27
Real Estate Tax Collection	F	92,630	27
Local Services Tax Collection	F	7,380	27
Liened Real Estate Tax Collection	F	9,000	27
Treasury/Tax Collection Total		381,060	

Public Information Office

Municipal Information	F	190,840	28
Digital and Online Services	F	131,180	28
Municipal/Community Magazine	F	537,750	28
Implementation of communications plan	C	12,600	
Public Information Office Total		872,370	

Office Services

Full Office Service	F	99,640	28
Office Services Total		99,640	

Insurance

Comprehensive Coverage	F	351,520	29
Insurance Total		351,520	

Employment Benefits

State Pension Contribution	F	972,500	29
Other Non-allocated Benefits	F	30,000	29
Balancing Entry for Benefit Adjustments	A	7,200	
Employment Benefits Total		1,009,700	

Community Development

Decision Package	Status	Budget	Page
Economic Development			
Basic Service	F	178,910	31
Eco-District Planning	A	72,000	31
Economic Development Total		250,910	
Planning			
Basic Service	F	114,020	31
Comprehensive Plan Update	F	160,000	31
Sustainability Coordinator/Assistant Planner	F	47,320	31
Planning Total		321,340	
Engineering Services			
Basic Engineering	F	32,700	32
Engineering Services Total		32,700	
Building Inspection			
Minimum Inspection	F	299,700	32
Building Inspector/Code Enforcement Officer	F	59,270	32
Expanded Code Enforcement	F	54,470	32
Building Inspection Total		413,440	
Civic Activities			
Holiday Celebrations	F	7,740	33
4th of July	F	52,930	33
Community Activities	F	46,190	33
Contract Agreement Wage and Benefit Changes	A	50	
Civic Activities Total		106,910	

Public Works

Decision Package	Status	Budget	Page
Public Works Administration			
Basic Administration	F	304,130	36
Operating Superintendent	F	102,540	36
Facilities and Parks Coordinator	F	25,980	36
Geographic Information System (GIS)	F	108,400	36
Public Works Administration Total		541,050	
Street Maintenance			
Emergency Patching	F	176,890	36
Basic Repair	F	198,530	36
Systematic Repair	F	174,230	36
Street Crack Repairs	F	26,250	36
Additional Systematic Repair	F	116,990	36
Brick Restoration	F	66,440	36
Bituminous Pavement Rejuvenation	F	36,400	36
Expanded Brick Restoration	A	50,000	36
Street Maintenance Total		845,730	
Curbs			
Repairs and Patching	F	9,290	37
Basic Reconstruction	F	51,980	37
Systematic Reconstruction	F	74,030	37
Additional Systematic Reconstruction	F	49,620	37
Curbs Total		184,920	
Pedestrian Routes			
Municipal Property	F	12,360	38
Arterial Pedestrian Routes	F	40,980	38
Local Street Program	F	98,920	38
Residential Sidewalk Assessment Program	F	115,320	38
Expanded Root Damaged Sidewalk Repair Program	F	40,000	38
Additional Sidewalk Repairs	A	42,060	38
ADA Ramp Repair	C	25,000	
Pedestrian Routes Total		374,640	
Ice and Snow Control			
Minimum Response	F	490,030	38
Arterial Streets	F	31,400	38
Salt Boxes and Sidewalks	F	79,400	38
Eight Crews	F	162,470	38
Current Routes & Continuous Service	F	31,400	38
Ice and Snow Control Total		794,700	

Traffic Planning and Signals

Traffic Signal Maintenance	F	102,860	39
Minimum Traffic Engineering	F	15,000	39
General Traffic Engineering	F	25,000	39
Preventative Signal Maintenance	F	5,380	39
Traffic Calming Installation	C	45,000	

Traffic Planning and Signals Total**193,240****Traffic Signs and Painting**

Damaged Sign Replacements	F	72,230	40
School Zone and Street Painting	F	35,630	40
Sign Replacement	F	41,620	40
Historic District Designations	F	20,000	40

Traffic Signs and Painting Total**169,480****Street Lighting**

Arterial Streets and Parks	F	83,300	41
Collector Streets	F	134,200	41
Limited Midblock Lighting	F	45,750	41
Additional Midblock Lighting	F	45,750	41

Street Lighting Total**309,000****Sanitary Sewers**

Emergency Sewer Line Repairs	F	76,750	41
Cleaning and Inspection Program	F	62,280	41
Current Sewer Line Repairs	F	133,780	41
Maintenance Service	F	173,860	41

Sanitary Sewers Total**446,670****Storm Sewers**

Emergency Sewer Line Repairs	F	64,000	42
Minimum Maintenance	F	55,000	42
Current Maintenance Service	F	143,450	42
Video Testing	F	50,980	42

Storm Sewers Total**313,430****Street Sweeping**

Leaf Collection	F	291,600	43
Complete Leaf Collection	F	99,760	43
Contractual Business District Sweeping	F	16,500	43
Residential Street Sweeping	F	40,000	43

Street Sweeping Total**447,860****Refuse Collection**

Weekly Refuse Collection and Bi-Weekly Recycling	F	2,298,500	43
Yard Waste Drop-off and Curbside Collection	F	31,880	43
Recycling and Refuse Outreach/Education	C	15,930	
Glass Recycling	C	38,070	
Refuse Collection Total		2,384,380	
Municipal Building			
Basic Cleaning and Operations	F	170,040	44
Regular Weekly Cleaning	F	30,800	44
Additional Cleaning and Maintenance	F	27,450	44
Building Security Upgrade	F	25,000	44
Municipal Building Total		253,290	
Public Safety Center			
Basic Cleaning	F	272,240	45
Regular Weekly Cleaning	F	39,100	45
Daily Cleaning and HVAC Maintenance	F	11,850	45
Engineering for Building Improvements	C	41,200	
Public Safety Center Total		364,390	
Public Works Building			
Utilities	F	93,070	45
Contractual Custodial and Preventive Maintenance Services	F	25,950	45
Public Works Building Total		119,020	
Firing Range			
Repairs and General Maintenance	F	40,030	46
Firing Range Total		40,030	
Library Building			
Basic Cleaning	F	173,940	46
Regular Weekly Cleaning	F	12,500	46
Additional Cleaning and Maintenance	F	19,720	46
Alarm Device Replacement	F	9,000	46
Library Building Total		215,160	
Parks Maintenance			
Mowing and Refuse Control	F	355,190	47
Repairs and General Maintenance	F	165,760	47
Deer Management	F	8,000	47
Additional Deer Management	F	45,000	47
Invasive Species Control	F	5,000	47
Dixon Field Lighting Replacement	F	39,000	47
Parks Master Plan Implementation	F	15,000	47
Park Tree Planting	F	78,000	47
Basketball Court Improvements	F	65,500	47
Parks and Recreation Master Plan	C	61,000	
Parks Maintenance Total		837,450	
Planting Areas			

Washington Road	F	1,000	48
High Visibility Plantings	F	38,820	48
Planting Areas Total		39,820	
Forestry			
Tree Removal and Maintenance	F	175,170	49
Basic Tree Trimming	F	192,260	49
Replacement Planting	F	167,700	49
Emerald Ash Borer Treatment Program	F	17,000	49
Increase Forestry Service	F	30,000	49
Forestry Management Plan	F	30,000	49
Contracted Services	C	15,300	
Forestry Total		627,430	
Equipment Maintenance			
General Maintenance and Basic Repair Service	F	480,060	50
Additional Maintenance and Repair Services	F	98,590	50
Equipment Maintenance Total		578,650	

Human Services

Decision Package	Status	Budget	Page
Library			
Basic Virtual Library Appropriation	F	1,073,310	53
Basic Appropriation	F	157,370	53
Additional Appropriation	F	171,270	53
Standard Appropriation	F	164,770	53
Library Total		1,566,720	
Outreach Program			
Minimum Support	F	104,040	53
Additional Service	F	15,000	53
Additional Contribution	A	8,000	53
Outreach and Library programming	C	3,000	
MLPD Coordination	C	9,300	
Community Programming	C	5,000	
Outreach Program Total		144,340	
Community Organizations			
Required RAD Payment	F	10,000	54
Camp AIM	F	1,000	54
Mt. Lebanon Partnership	F	10,000	54
Historical Society	F	5,000	54
Community Organizations Total		26,000	

Recreation

Decision Package	Status	Budget	Page
Recreation Management			
Program Assistance	F	345,670	58
Recreation Management Total		345,670	
Seasonal Programs			
Full Program	F	450,620	58
Part-time wage scale increase	A	3,720	
Seasonal Programs Total		454,340	
Golf Course			
Minimum Operation	F	359,960	58
Maintenance and Equipment Enhancement	F	129,620	58
Course Rangers	F	2,200	58
Golf Course Total		491,780	
Tennis Center			
Full Operation	F	198,860	59
Part-time wage scale increase	A	11,070	
Tennis Center Total		209,930	
Platform Tennis Facility			
Basic Operation	F	13,530	60
Platform Tennis Facility Total		13,530	
Ice Rink			
Basic Operation	F	1,084,990	60
Part-time wage scale increase	A	17,520	
Bleacher Railings	C	50,100	
Ice Rink Total		1,152,610	
Swimming Center			
Full Operation	F	528,820	60
Filter Element Replacement	A	Not Funded	60
Part-time wage scale increase	A	62,040	
Diving Platform	C	18,000	
Swimming Center Total		608,860	
Community Center			
Basic Service	F	174,020	61
Sidewalk Repair	A	Not Funded	61
Digital Video Security System	C	7,000	
Sidewalk Repair	C	28,100	
Community Center Total		209,120	

Public Safety

Decision Package	Status	Budget	Page
Fire Protection			
Full Volunteer Company	F	557,600	64
Weekday Career Staffing	F	721,210	64
24-Hour Career Staffing	F	1,102,800	64
Proactive Services	F	870,840	64
Fire & Life Safety Education Program	F	126,890	64
Supplemental Staffing	F	14,940	64
Full Fire Prevention Services	F	114,680	64
Fire Protection Total		3,508,960	
Emergency Management			
Maintenance and Management of Emergency Operations Facility	F	51,960	65
Pandemic and Disaster Response	C	8,400	
Emergency Management Total		60,360	
Police Administration			
Minimum Administration	F	325,710	65
Police Administration	F	289,920	65
Full Police Administration	F	208,450	65
Police Administration Total		824,080	
Police Field Services			
Minimum Patrol Service	F	3,802,400	66
Reactive Patrol Service	F	986,770	66
Intermediate Patrol Service	F	751,660	66
Proactive Patrol Service	F	796,700	66
Automated License Plate Reader	A	Not Funded	66
Contract Agreement Wage and Benefit Changes	A	14,900	
Police Field Services Total		6,352,430	
Police Support Services			
Support Service	F	292,910	66
Police Information System	F	100,450	66
Ammunition	C	1,900	
Police Support Services Total		395,260	
Investigative Services			
Assignment Level	F	271,500	67
Evidence-Property Control/Court Liaison	F	181,350	67
Youth Service	F	191,100	67
Supervision	F	206,710	67

Full Drug Enforcement	F	187,500	67
Contract Agreement Wage and Benefit Changes	A	1,330	
Investigative Services Total		1,039,490	
Traffic Safety			
Basic Traffic Enforcement	F	277,090	68
Increased Traffic Enforcement and Supervision	F	399,490	68
Contract Agreement Wage and Benefit Changes	A	870	
Traffic Safety Total		677,450	
Community Outreach Unit			
Basic Program	F	207,110	68
School Resource Officer	F	192,940	68
Current Program	F	177,860	68
Contract Agreement Wage and Benefit Changes	A	910	
Community Outreach Unit Total		578,820	
School Crossing Protection			
Crossing Guards	F	525,540	69
Year-round Supervision	F	73,360	69
School Crossing Protection Total		598,900	
Animal Control			
Mt. Lebanon Animal Control	F	149,470	69
Basic Cooperative Coverage	F	251,450	69
Expanded Cooperative Coverage	F	139,940	69
Animal Control Total		540,860	
Medical Rescue Team South Authority			
MRTSA Appropriation	F	489,370	70
Medical Rescue Team South Authority Total		489,370	

Capital Improvements & Debt Service

Decision Package	Status	Budget	Page
Capital Improvements			
Sanitary Sewer Improvements	F	3,850,000	72
Street Reconstruction	F	2,100,000	72
Storm Water Management	F	269,200	72
Pumper Replacement	F	610,000	72
Less Lethal Weapon (Taser) Replacement	F	62,000	72
Large Truck Replacement	F	174,300	72
Thornwood Stream Restoration	F	230,000	72
Public Safety Center Chiller Replacement	F	145,000	72
Municipal Building Alarm Upgrades	F	49,000	72
Public Safety Center Alarm Upgrades	F	49,000	72
Front End Loader	F	40,000	72
Tennis Court Reconstruction Phase II	A	Not Funded	72
Firing Range Improvements	C	579,300	
Robb Hollow Park - Cedar Blvd Path	C	31,910	
Entry Door Concrete/Door Replacements	C	35,000	
Library Building - Solar Panels	C	149,660	
Washington Road Streetscape	C	3,065,000	
Bower Hill and Washington Road Improvements	C	346,100	
Bower Hill and Segar Road Improvements	C	143,400	
Capital Improvements Total		11,928,870	
Debt Service			
Required Debt Payments	F	3,344,130	74
Debt Service Total		3,344,130	

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