

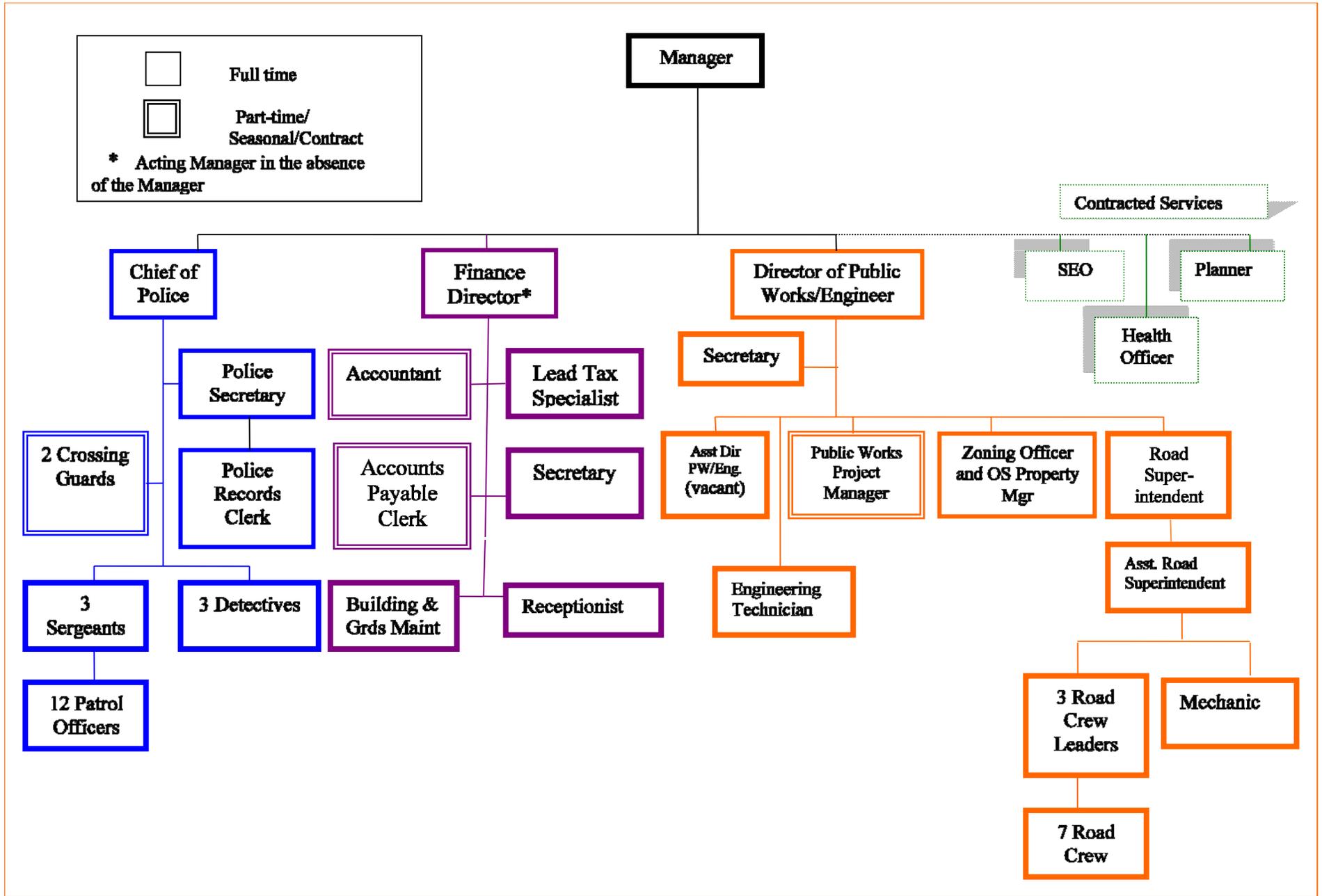


**PATTON TOWNSHIP  
2017 BUDGET**

# PATTON TOWNSHIP

## 2017 BUDGET SUMMARY

BUDGET TRANSMITTAL			3-6
REVENUE	Real Estate Taxes	\$ 4,137,069	8-9
	Tax for Open Space Preservation	\$ 276,005	8-9
	Earned Income Tax	\$ 2,132,711	10-11
	Other Taxes	\$ 726,753	12-13
	Intergovernmental Payments	\$ 2,976,786	14-15
	Non-Tax Sources	<u>\$ 5,453,033</u>	16-17
	<b>TOTAL REVENUE</b>	<b>\$ 15,702,357</b>	
EXPENSES	General Government Services	\$ 1,242,623	18-19
	Police	\$ 2,711,234	20-21
	Public Works	\$ 5,710,113	22-23
	Community Services: Planning & Zoning and Parks & Recreation	\$ 1,251,028	24-25
	Community Services: Other	\$ 4,455,355	26-27
	Debt Service	\$ 610,290	28-29
	Open Space Preservation	<u>\$ 276,005</u>	28-29
	<b>TOTAL EXPENSES</b>	<b>\$ 16,256,648</b>	
	NET INCREASE (DECREASE) IN CASH RESERVE	<u>\$ (554,291)</u>	30
	FUND BALANCE TO BEGIN 2017	<u>\$ 2,172,712</u>	30
	DESIGNATED RESERVE FUNDS		31



# **BUDGET TRANSMITTAL (Manager's Recommendation)**

## **I. Introduction**

The proposed 2017 Patton Township Budget is offered for consideration by the Patton Township Board of Supervisors and the residents of our community. It provides for the continuation of our basic services and incorporates the changes and initiatives discussed below.

## **II. Budget Documents and Procedure**

The proposed 2017 Budget is presented in two parts. This Township Budget presents each major revenue and expenditure category in a two-page section. The companion document, the Line Item Detail, shows more detail on revenue and expenditures and has a description of each proposed line item.

The proposed budget is the Township Manager's recommendation, prepared with the assistance of the Township staff. The Board of Supervisors initially adopts the Manager's proposed budget, with or without revisions, as the tentative budget to provide a working document for public review and comment. This action is scheduled for the November 9, 2016 meeting. After the public hearing and work session on November 16, 2016 the Board will identify any changes required before the anticipated December 14, 2016 final adoption of the 2017 Budget. If significant increases are to be made in the Budget, re-advertising is required; reductions do not require re-advertisement.

## **III. Financial Trends Monitoring and Capital Improvement Plan**

To assist with financial planning and to guide longer-term capital projects, the Township also utilizes two multi-year analysis and planning tools. The Financial Trends Monitoring report was presented to the Board in August, illustrating financial trends for the prior ten years. This tool helps identify shifts in financial conditions and provides alerts to management if trends are becoming unfavorable. The Board received the initial Capital Improvements Plan (CIP) in October and will adopt the five-year CIP for the period 2017 through 2021 in December. The Plan is a companion piece to the Budget documents, forecasting trends in revenues and expenditures, and providing a forum to consider and prioritize capital projects and staffing changes. The recommendations from the draft Plan for 2016 are incorporated into the Budget.

## **IV. Review of 2016 Budget**

In late 2008, the national and global economies headed into a recession. While Happy Valley was not as severely impacted as other areas in the USA, we found we were not immune to all symptoms. Growth in Real Estate assessment values flattened and Transfer Tax revenues were at less than 50% of prior levels. Through this period Patton Township maintained delivery of municipal services to residents and businesses but had to increase property tax rates to replace other lost revenues.

The national economy has been slowly improving over the last five years, and the trend is being reflected locally. Private interests are again making investments in local properties and the real estate tax base is again increasing. However, new single-family housing starts remain at about 30% of the peak levels seen prior to the recession.

The overall revenue projection for year-end 2016 is that revenues will be significantly below the budgeted amount because we only partially drew down the Waddle Road Bridge loan and have not proceeded yet with the borrowing for the 2014-approved Open Space acquisition. Projected revenues for Real Estate Taxes are expected to be two percent below budget. Earned Income Taxes are expected to be six per cent above the budget; and Transfer Taxes are expected at more than double the budgeted amount.

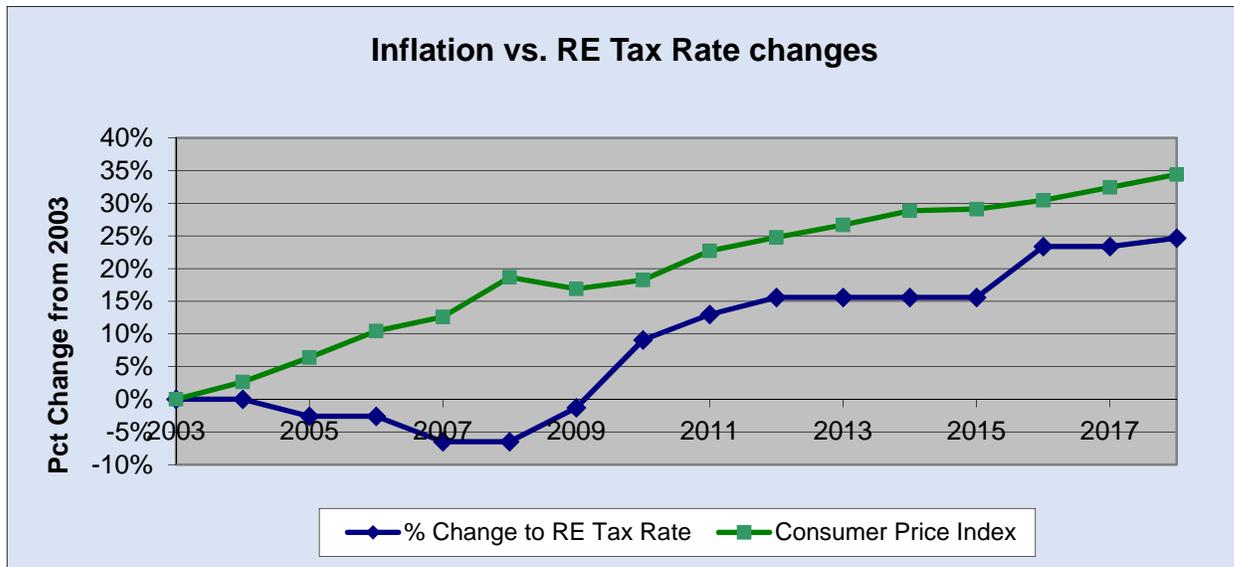
Expenditures are also projected to be significantly below budget, the result of delays in the engineering work and bidding on the Waddle Road Interchange Improvement Project, not advancing the Valley Vista Adaptive signaling project, and not incurring costs for the Open Space acquisition and debt service as

budgeted. The remainder of projected expenditures are expected to be 4% below budgeted amounts. At the end of the year, it is expected that the Fund Balance will be increased slightly. Remaining cash balance funds will be utilized in 2017 and 2018 to minimize any Real Estate Tax millage increases.

## V. Taxes for 2017 and the Future

### A. Real Estate Tax Rates

The 2017 budget proposes no change in the Real Estate Tax Rate. A 0.6 mill increase was approved in 2016 to fund Open Space acquisition. A 0.1 mill increase is forecasted for 2018.



When additional revenues are needed to fund services, the Township is limited by rate caps imposed by State law. The current earned income tax and real estate transfer tax rates are at their maximum allowable rates. Legislative changes to the Local Services Tax (formerly the Emergency Municipal Services Tax) have reduced the amount of revenue we can anticipate and increased the cost of collecting the tax.

### B. Forecast for 2017 and beyond

Up until 2009, past trends in tax revenue streams were fairly accurate gauges in forecasting tax collections for the upcoming year. That condition did not hold true for Real Estate and Transfer taxes for 2009. Much more conservative growth estimates have been used to forecast the 2017 and 2018 revenues.

With regard to anticipated tax rates for 2017 and beyond; the Draft Capital Improvements Plan anticipated no increase in the Real Estate Tax Rate for 2017 and then anticipates a series of 1.1% increase for the next three years.

### C. Cash Balance

The 2017 Budget anticipates that expenditures will exceed revenues by 3.5%. The 2018 Forecast also anticipates that cash reserves will be used to make up the difference between anticipated revenues and expected expenditures. This strategy is in line with the policy adopted in 2007 to

maintain a cash balance at approximately 8% to 12% of budgeted expenditures. As the cash balance approaches the target value we must bring revenues in line with needed expenditures.

The following year-end cash reserve amounts – expressed as a percentage of expected expenditures - are anticipated for the next few years:

2016	23.7%
2017	13.1%
2018	10.0%

**VI. Key Projects for 2016** – additional information on the items below may be found in the 2016 Township Budget and 2016 Line Item Detail.

### **Open Space Acquisition**

On November 4, 2014 the voters of Patton Township approved a ballot question to authorize the borrowing of \$3,500,000 to acquire and preserve additional Open Space lands in the Township. Over the course of 2015, the Township convened an ad-hoc committee of residents to work through that process and identify those undeveloped properties with willing sellers that would have the highest value as publically owned Open Space. The owner of the top-ranked property would be approached regarding the potential sale to the Township. If acceptable terms can be agreed upon, a schedule will be established to complete the borrowing and close the sale. The Board of Supervisors, in December 2015, approved a 2016 Budget with a 0.6 mill property tax increase dedicated for Open Space to service the anticipated debt.

### **Waddle Road Interchange Improvement Project**

In the fourth quarter of 2011 the Township solicited proposals from engineering consultants to begin the design work for this project. The Township also solicited proposals from local and regional banks to finance the engineering work.

In October of 2015, PennDOT bid out the remainder of the project as a Design-Build Contract. \$15,000,000 in state and federal funds have been appropriated for the project. Right-of-way acquisition was completed in November of 2015. The utility relocations were completed in October 2016. The Township intends to recoup half of the expended funds from future development that occurs as an outcome of this project. The Township has engaged the Markosky Engineering Group to assist with design review, project management and the coordination of the utility relocations.

It is anticipated that the project will be complete by late 2017.

### **Valley Vista Drive Left Turn Lanes**

This project is under design by Trans Associates to provide left turn lanes at four intersections to improve roadway capacity and provide safe refuge for left-turning vehicles. The Feasibility Study and Cost estimates were completed in 2014. Grant funding has been awarded from PennDOT for \$800,000. The local match is to be funded by a Pennsylvania Infrastructure Bank loan. The design is expected to be completed late in 2016.

### **Valley Vista Drive Adaptive Signaling**

This project is intended to deploy the next generation of traffic signal controllers along the Valley Vista Drive corridor at intersections with Carnegie Drive, the Lowes driveway, North Atherton Street and Green Tech Drive. Grant funding has been applied for from PennDOT. The local match is to be funded by a Pennsylvania Infrastructure Bank loan.

**VI. Key Projects for 2016 (Continued)**

**Police Records Management System Change**

Technical support for the current system ceased in mid-2015. The Department has been working with other law enforcement agencies in the County to identify a new system/vendor. The new system will be procured in late 2016 and go live in 2017.

**VII. Employee Raises and Benefits**

Police – In accordance with the collective bargaining agreement, negotiated for a three year term in 2016, the Police Officers will receive a 3% pay increase. The employee contribution for health insurance will increase to 11.5% of premiums.

Non-uniform Employees – Non-uniform employees are eligible for a 1.25% merit increase, based on a satisfactory performance evaluation, on their anniversary date. The cost-of-living adjustment (COLA) for 2017 is 2.3% based on the August CPI-U (less food and energy) index.

The 2017 rate for non-uniform employee contributions for health insurance will be 12%. The overall increase in health insurance rates is 7.5%. Small increase to vision and dental coverage are also included for all employees.

No other changes to employee salaries or benefits are proposed.

**VIII. Personnel Changes**

No Assistant Engineer for 2017 – with the development-related workload still at a very low level, no funding is included for the Assistant Engineer position for the upcoming year.

Date November 1, 2016

By *Douglas J. Erickson*  
Douglas J. Erickson, Manager

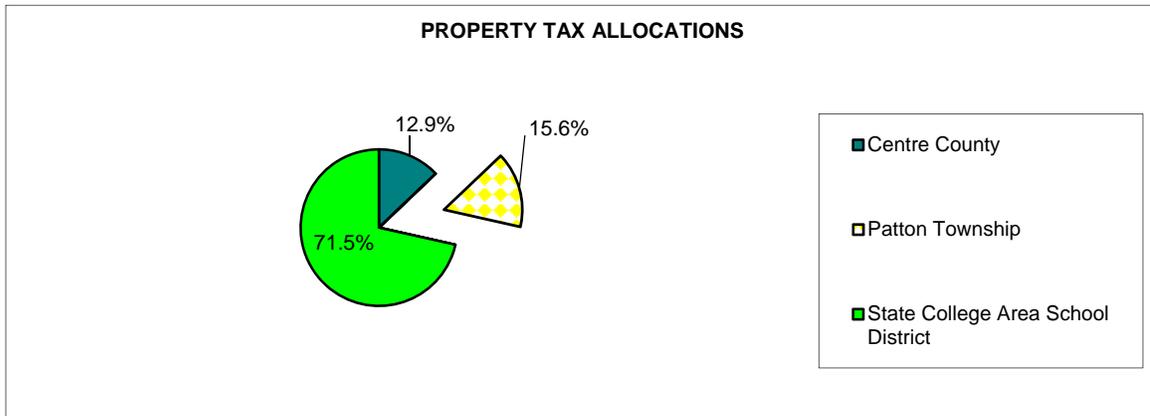
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# **REVENUE: REAL ESTATE TAXES**

## **I. Overview**

The power to levy Real Estate taxes is granted to the Township by the Second Class Township Code. The tax rate is established each year by resolution of the Board of Supervisors. The Real Estate tax is the largest single source of Township revenues.

Three taxing bodies impose Real Estate taxes on properties in Patton Township: The State College Area School District, Centre County and the Township. Approximately one-sixth of a property owner's tax bill is paid to Patton Township. The distribution of 2014 Real Estate taxes paid by Patton Township property owners is shown below:



## **Highlights**

### **A. Taxes for 2017 and the Future**

It is proposed that the tax rate be increased 6/10ths of a mill to a total rate of 9.5 mills. This will continue to provide sufficient revenues to maintain current levels of services, plus provide revenue to cover the debt service for Open Space loan to be acquired in 2017.

<b>Real Estate Tax Rates</b>	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2016 Proposed</u>	<u>2017 Forecast</u>
Tax for General Government	8.9 mills	8.9 mills	8.9 mills	8.9 mills
Tax for Open Space Preservation	0 mills	0.6 mills	0.6 mills	0.6 mills

Patton Township is regulated by the Second Class Township Code of Pennsylvania which limits all issues of taxation. Currently, in all taxes levied by the Township, except real estate taxes, the maximum rate allowed is in effect. This means when revenues need to be raised, the only recourse is to raise real estate tax rates.

In communities with Home Rule Charters much of the burden of taxation is shifted from real estate taxes to earned income taxes which may be considered a more progressive form of taxation. A small increase in the earned income tax rate would offset a major portion of the real estate taxes.

### **C. Open Space Referendum**

The November 4, 2014 Election ballot contained the following referendum question: "Shall debt in the sum of 3,500,000 dollars for the purpose of financing acquisition of development rights, conservation easements, and land for the preservation of open space be authorized to be incurred as debt approved by the electors?" The ballot passed with 63% of voters voting in favor of the referendum.

## **REVENUE: REAL ESTATE TAXES**

### **II. Highlights (Cont'd)**

#### **C. Open Space Referendum (cont'd)**

To fund this acquisition a borrowing (bond or loan) will be made in 2017. The debt will be paid through a dedicated real estate millage estimated to be 6/10ths of a mill levied beginning in 2016. This millage has been added to the forecast and was approved in a prior budget.

#### **B. Improved Growth in Assessed Values**

In 2014, the assessed value of property in the township grew 4.4% with the addition of the Grove Complex and the expansion of the Grays Woods Geisinger Medical Complex. This is contrast to the previous three years where the average growth was 0.67%. Minimal growth is expected in 2017 based on the submitted reviews of development received by the Township to date.

Slow growth in the tax base increases the pressure on the real estate tax millage rate. Expenditures that Township staff can control, have been parsed significantly over the same time period but some increases in costs are unavoidable.

### **III. Tax Limits and Rates**

There are 15 categories of real estate taxes permitted by Pennsylvania law. Patton Township uses the following, as outlined below:

<u>Purpose</u>	<u>Limit</u>	<u>2016 Rate</u>	<u>Proposed 2017 Rate</u>
General	14 mills	6.2	6.2
Debt	None	1.2	1.2
Open Space Preservation	Voter Set	0.6	0.6
Library	None	0.4	0.4
Parks Capital Improvements	None	0.7	0.7
Fire Protection	3 mills	0.4	0.4
TOTAL		9.5	9.5

The revenue from the millage for each of the enumerated categories must be used for the stated purpose and no others.

### **IV. Revenue from Real Estate Taxes**

Each mill of tax will produce \$464,534 in current revenues. The remaining property taxes are collected as either prior or delinquent taxes. Estimates of prior and delinquent tax collections are projected based on prior years' experiences. The combined revenue from current, prior year and delinquent real estate taxes is shown below.

<b>BUDGET: REVENUE</b>	<u>2015 Actual</u>	<u>2016 Projected</u>	<u>2017 Proposed</u>	<u>2018 Forecast</u>
Real Estate Tax	\$4,022,078	\$4,050,979	\$4,137,069	\$4,394,203
Tax on Open Space	<u>0</u>	<u>274,452</u>	<u>276,005</u>	<u>289,737</u>
Total	<u>\$4,022,078</u>	<u>\$4,325,431</u>	<u>\$4,413,074</u>	<u>\$4,683,940</u>

## **REVENUE: EARNED INCOME TAX**

### **I. Overview**

The power to levy the Earned Income and Net Profits Tax is granted to the Township by the Local Tax Enabling Act (Act 511) of 1965. Patton Township adopted this tax by ordinance in 1965 and it continues unless the ordinance is amended. The earned income tax is the second largest source of current Township revenues; approximately 19 percent of the total.

The State College Area School District and Patton Township levy the Earned Income Tax on Township residents. Residents pay a combined rate of 1.45% (0.5% to the Township; 0.95% to the School District). Beginning in 2012, with the adoption of the Act 32 Ordinance amending the Local Tax Enabling Act, non-residents living temporarily in the Township who do not pay this tax in their home municipality will pay an income tax of one percent to the Township; up from 0.5%. The School District is not empowered to tax non-residents.

This tax is not assessed on pensions and investment income. While this is a good feature for retirees, it also means that residents with large earnings from investments are not taxed locally, while minimum wage earners are taxed at 1.45 percent.

### **II. Highlights**

#### **A. No Change in Township Tax Rate of 1/2 of One Percent for Township Residents**

A continuation of the current Patton Township earned income and net profits tax rate of 1/2 of one percent is anticipated in 2017. The Township's rate remains at the statutory limit for Townships of the second class.

#### **B. Growth in Revenue**

The transition to the new Act 32 county-wide collection process went very well with collections for 2012 exceeding budget. Anticipated delays in cash flow from the new collection and distribution process did not materialize. In 2013, collections were significantly higher than expected. This can be explained by the wrapping up of collections by local municipal collectors. More outstanding claims by taxing jurisdictions were resolved for taxes withheld in one jurisdiction but payable to another. The new regional system makes claims less cumbersome resulting in the appropriate taxing jurisdiction getting its tax revenue faster.

There continues to be modest growth in Earned Income Tax revenue over the last several years. Growth in this revenue helps cover costs to serve a larger population and mitigate the need for tax increases in other taxes.

#### **D. County-wide Collection of Earned Income Taxes**

In 2008, Act 32 became law, drastically changing the way earned income tax will be collected in Pennsylvania. Beginning January 1, 2012, earned income is collected for all municipalities and school districts in Centre County by the State College Borough. A tax collection committee (TCC) composed of an appointed delegate from each taxing jurisdiction in the County oversees the collection of taxes

The voting rights of each jurisdiction are weighted based on a combination of revenue collected and population for their jurisdiction. Patton Township is a relatively small part of the overall committee that will be dominated by several school districts, the State College Borough and Ferguson Township partly because of population but mostly because those jurisdictions are not limited by the Second Class Township Code which caps earned income tax rates.

## REVENUE: EARNED INCOME TAX

The Township now pays a flat fee of 2.4% of revenue collected (reconciled to actual costs) for this new collection process. The reconciliation for 2015 resulted in a refund of commissions paid, reducing the cost to 1.9%.

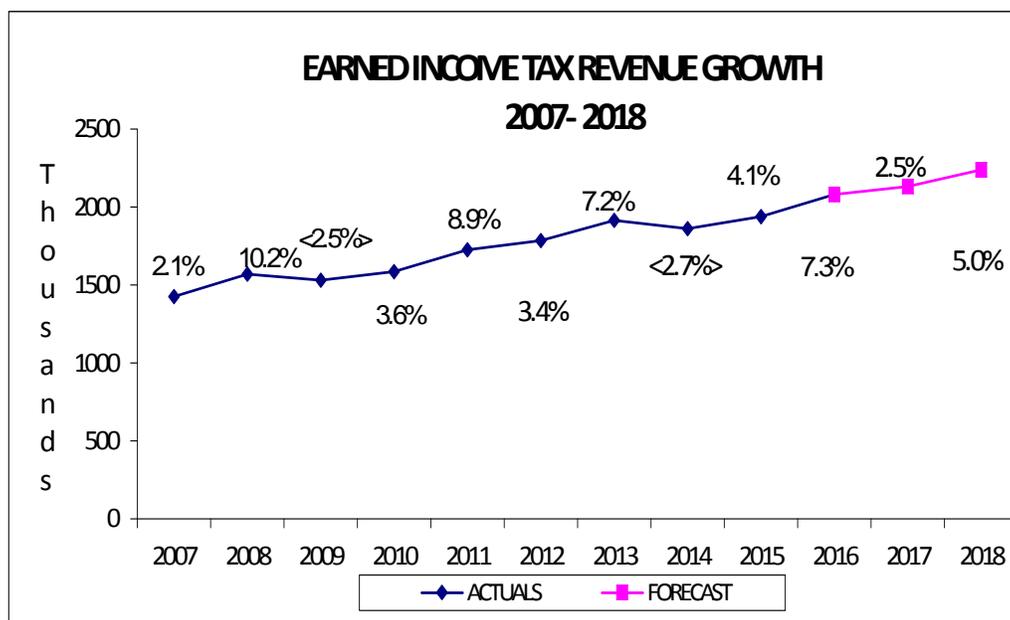
### III. Patton Township Tax Reform

Because the Pennsylvania General Assembly has not enacted substantive legislation to reform local taxes, the only way the Township could shift the burden of taxation from property owners to an income tax, would be to obtain a Home Rule Charter.

It should be noted that the Township considered and voted down a proposed Home Rule Charter more than 20 years ago. Through a Home Rule Charter, the Earned Income Tax rate is not capped, allowing what might be a fairer mix of taxes for residents and property owners. Future tax increases could be allocated between real estate and earned income and not be fully borne by property owners.

### IV. Revenue from Earned Income Tax

Based on the growth in receipts over the past 10 years as shown in the graph below, and examination of the current economic climate in Patton Township, an increase of 2.5 percent in revenue from the Earned Income Tax is projected for 2017.



<b>BUDGET: REVENUE</b>				
	<u>2015 Actual</u>	<u>2016 Projected</u>	<u>2017 Proposed</u>	<u>2018 Forecast</u>
Earned Income Tax	\$1,939,058	\$2,080,694	\$2,132,711	\$2,239,347

## **REVENUE: OTHER TAXES**

### **I. Overview**

The Local Tax Enabling Act (Act 511) of 1965 grants the power to the Township to levy a broad variety of taxes. In addition to the Earned Income Tax, Patton Township uses two other taxes authorized by Act 511. Act 511 taxes are enacted by ordinance and continue from year to year unless the ordinance is amended. The Township currently has ordinances in effect which allow for the collection of the Real Estate Transfer Tax and Local Services Tax. Revenues from these taxes are shared with the other jurisdictions. .

### **II. Highlights**

#### **A. Real Estate Transfer Tax**

The revenue from this tax is the most difficult of any of the Township's taxes to predict because the number and value of real estate transactions vary widely. Much analysis goes into estimating this budget number, generally with little success in approximating actual numbers. In the past, staff has tried to be very conservative in predicting this widely variable number (ranging from \$200,000 in 2001 to \$700,000 in 2016) because a significant shortfall in revenues could make cash flow management difficult. The economic slowdown has not only limited the numbers of real estate sales over the last several years but transactions are occurring at prices lower than previously. In 2012, amongst the average number and value of real estate transactions, were 2 large property transfers resulting in more than \$100,000 of tax. This pushed the 2012 projections significantly above budget. 2016 projections are tracking to double budget.

#### **B. Local Services Tax**

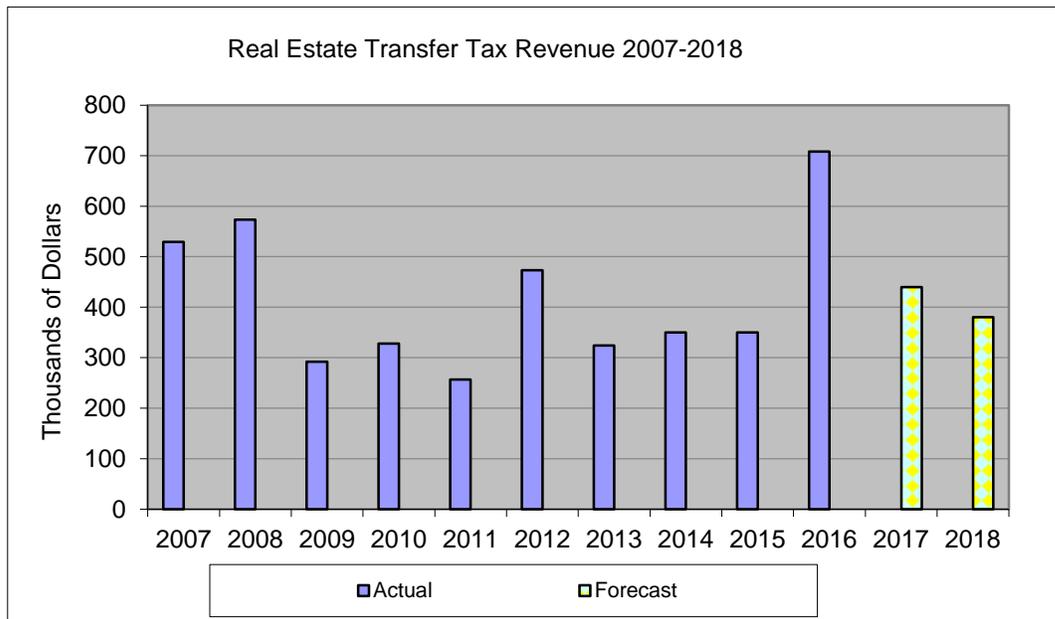
This tax is levied on persons employed within the Township and the maximum amount collected from any employee is \$52 regardless of the number of jobs a person has in a year. The tax will continue to be allocated \$5 to the School District and \$47 to the municipality. Exemptions, at the Township level only, are available for qualified low income earners as well as disabled veterans. For those who qualify for exemption but do not file the forms, there is the ability to file for a refund.

In 2013, the Township was notified by the Collector that a glitch in their software had occurred during a routine update in 2012 that changed the PSD (Political Subdivision Division) code for where one of our biggest employers' taxes were remitted. When the glitch was discovered, the Township had received collections for a work site in Spring Township. These amounts, in excess of \$20,000 net of commission for six quarters, were deducted from Patton Township and remitted to the proper jurisdiction. A modest increase is anticipated for 2017 and 2018.

### **III. Transfer Tax Projections**

Real Estate Transfer Tax revenues varied widely during the past 8 years. Projections for income from this tax are difficult because of the variability of property sales from year to year and the impact of the occasional large sale such as the Colonnade in 2003. A conservative estimate is budgeted for 2017 and 2018.

## REVENUE: OTHER TAXES



### IV. Revenue from Other Taxes

Proposed 2015 revenue for the Act 511 taxes collected by the Township, other than the Earned Income Tax, is as shown in the following table.

BUDGET: REVENUE				
	2015	2016	2017	2018
	Actual	Projected	Proposed	Forecast
Real Estate Transfer	350,130	708,396	440,216	379,509
Local Services Tax	256,790	278,191	286,537	300,864
<b>TOTAL</b>	<b>\$606,920</b>	<b>\$986,587</b>	<b>\$726,753</b>	<b>\$680,373</b>

# **REVENUE: INTERGOVERNMENTAL PAYMENTS**

## **I. Overview**

Patton Township receives various revenues from the County, State, and Federal governments, the majority of which are passed through from the State. Generally, these funds must be used for specified purposes. Approximately 27 percent of the Township's annual revenue comes from these sources. The table below lists the sources and uses of Intergovernmental Revenues received by Patton Township.

### **A. Regular Annual Revenues**

<b><u>DEDICATED USE</u></b>	<b><u>Source</u></b>	<b><u>Mandated Use</u></b>
Liquid Fuels Tax	State/County	Road Maintenance/Traffic Signals
DEP Alternate Fuel Grant	State	CNG upfit of Sign Truck
State Pension Aid	State	Employee Retirement Plans
Act 205 Volunteer Fire Relief Assoc.	State	Fire Company Health & Welfare Fund
Police Revenue Programs	State	Police Overtime for Program Activities
Act 13 Marcellus Impact Fee	State	Various-road improvements, environment, etc.
<b><u>GENERAL FUND USE</u></b>		
Public Utility Realty Tax	State	None
Beverage Licenses	State	None
State Police Fines	State	None
Game Commission in-lieu payment	State	None

**B. Grants** (year of most recent grant). Require application; approval on competitive basis.

<b><u>Grant</u></b>	<b><u>Source</u></b>	<b><u>Mandated Use</u></b>
Multi-Model Grant	State	Valley Vista Drive Left Turn Lanes
PA Community Transportation Alternative	State	Circleville Road Bikeway
Automated Red Light Enforcement	State	ADA Improvements to N. Atherton Intersection

## **II. Changes**

### **A. LFT Funding**

Based on the correspondence from the State, the estimate of the 2017 LFT allocation is \$458,302 which is a slight increase over 2016. In 2013, the Township received a Liquid Fuels tax allocation from Centre County in the amount of \$20,000. This was used towards 2013 scheduled road improvements. The Township will apply for \$17,500 in County Liquid Fuels Tax to replace guide rails on Julian Pike.

### **B. DEP Alternate Fuel Grant-CNG Truck Upfit**

The Township was awarded a grant to pay for one half the cost of a CNG conversion to bi-fuel on a new sign truck purchased in 2014. \$6,113 was received in 2014 towards this cost.

### **C. Act 13 Marcellus Impact Fee**

Act 13 became a law in 2012 and provides for the imposition of an unconventional gas well drilling impact fee by the State. The money must be spent on water, waste water, road improvements, infrastructure, maintenance, social service delivery, emergency preparedness, environmental programs, tax reduction, increased safe/affordable housing, employee training or planning initiatives.

The Township received \$3,353 in 2015 and \$4,714 in 2015. In 2017 and 2018, revenue from the source is budgeted to be \$2,385. These funds have been used to offset the costs of conversion of two vehicles to bi-fuel (gasoline and Compressed National Gas) and the installation of a CNG fueling station on premise.



## REVENUE: NON-TAX SOURCES

### I. Overview

The Township typically receives about 7 percent of its revenues from non-tax sources. Most of these funds are allocated to pay for specific purposes; some are available for General Fund use. The main categories of non-tax revenues received by the Township are as follows:

<u>Source</u>	<u>Basis</u>	<u>In Support of</u>
Assessments	Streetlights @\$0.35/front foot Fire hydrants @\$0.07/front foot Homestead Farms NID	Electricity Hydrant Fees Road Work Inspections
Licenses & Permits	Fee schedule	General Fund
Cable TV Franchise	5% of Comcast Cable gross revenues	General Fund
Right-of-Way Agreements	Use of Township owned property	General Fund
Court Fines	Citations issued by Police	General Fund
Interest	Investment of funds	General Fund
Department Earnings	Fee Schedule	Inspections/Plan Reviews
Tax Collection Fees	School and County payment rates	Tax Office Operations
Penn State Impact Fee	Agreement with Penn State University	General Fund
Parkland Payments	Developer pays in lieu of land	Park Improvements
COG Rent	COG Formula	Offset Debt
Loan Proceeds	Project Costs	Capital Projects
Miscellaneous	Varies	Varies

### II. Changes

The following changes are anticipated for 2017 and 2018:

#### A. **Homestead Farms Neighborhood Improvement District**

By the beginning of 2012 the Township had established a Neighborhood Improvement District in the Homestead Farms area. The Township has taken over maintenance in this area of the previously privately owned roads. Each will be assessed \$316 annually for the next twelve years to provide for the cost of bringing the roads up to Township Standards.

#### B. **Penn State Impact Fees**

Based on the original 1992 agreement, further clarified in 2007, the Township receives fees and in-lieu of tax payments from the University for property it owns within the Township.

#### C. **Rental Housing Application Fee**

A \$20.00 fee is required on new or transferred rental housing permit applications. In 2014, the township began sending out notices to property owners whose real estate tax billing address was different from the property address. This is in an effort to insure that any properties that are actually rentals are properly permitted and inspected to ensure the safety of renters.

#### D. **Rental Housing Permit Surcharge**

The Township implemented an annual \$3 surcharge on each rental unit permit issued to help offset regulatory and enforcement costs directly associated with rental housing in the Township. There are approximately 3,400 registered rental units in the Township.

#### E. **Small Cell Antennae Fees**

In 2014 the Board approved a contract with Crown Castle to install small cell antennae on 8 existing traffic signals in order to improve cell phone reception in the Township. The contract will provide for an initial fee of \$15,000 plus rental income to the Township of \$750 per antenna per year.

## REVENUE: NON-TAX SOURCES

### F. Contribution to Devonshire Road Bikeway from Ferguson Township

Ferguson Township has agreed to contribute \$50,000 to the Devonshire Road Bikeway which will cross over into Ferguson Township.

### G. Loan Proceeds – Electoral Debt Open Space

On November 4, 2014 the voters approved a referendum authorizing the borrowing of \$3.5 million to acquire and preserve additional open space lands in the Township. To fund this acquisition a borrowing (bond or loan) will be made in 2017. The type of borrowing will depend on the borrowing environment at the time. A request for proposals for a 20 year bank loan will be made but having a bond issue will also be contemplated.

### III. Revenue from Non-Tax Sources

Based on the discussion in the preceding sections the following revenues from non-tax sources are anticipated:

<b>BUDGET: REVENUE</b>				
	<b>2015 Actual</b>	<b>2016 Projected</b>	<b>2017 Proposed</b>	<b>2018 Forecast</b>
Assessments (hydrants & street lights)	\$ 65,463	\$ 65,487	\$ 66,430	\$ 66,744
Homestead Farms NID	14,997	15,015	14,871	14,871
Licenses and Permits	52,278	52,841	56,284	57,548
Cable TV Franchise	233,213	262,888	269,460	276,197
Small Cell Antennae Fee	-	6,000	6,000	6,000
Court Fines	83,426	72,652	78,276	87,531
Interest	5,041	5,558	5,600	5,600
Department Earnings	33,002	25,111	29,276	29,732
Tax Collection Fees	23,942	25,690	24,906	24,597
Penn State Impact Fee	44,761	44,809	44,082	46,286
Building Rent Revenue	41,163	41,163	41,163	41,163
Loan Proceeds-Road Projects	665,592	475,595	1,210,000	285,000
Loan Proceeds-Electoral Debt Open Space	-	-	3,500,000	-
Miscellaneous	124,136	96,936	106,685	43,442
<b>Total</b>	<b>\$ 1,387,014</b>	<b>\$ 1,189,745</b>	<b>\$ 5,453,033</b>	<b>\$ 984,711</b>

## **EXPENDITURES: GENERAL GOVERNMENT SERVICES**

### **I. Overview**

General government services include three areas of Township activity as well as an accounting of other expenses not assigned to a department.

- A. General Government** - Major general government expenses include salaries and related costs for elected officials, professional services (legal, auditor, and actuary), insurance, advertising, building operations and Centre Region COG administration.
- B. Administration** - The Township's administrative office includes the Manager, the Administrative Secretary and the receptionist (2.9 FTE: full-time employees) and the Finance Department which is comprised of the Director of Finance and Administration, the accountant, and a part-time accounts payable clerk (2.6 FTE). The Manager is responsible for day-to-day operations of the Township within the policy and budgetary parameters established by the Board of Supervisors. Department heads report to the Manager.
- C. Tax Collection** – The Township tax office collects real estate taxes for the Township, County and School District. The tax office is a division of the Finance Department. There is 1 FTE. The Administrative Secretary provides back up for the tax office as well as for payroll.
- D. Other** - This minor category provides for items that do not fit elsewhere in the budget.

### **II. Changes**

#### **A. Tax Office Changes and Tax Collection Costs**

In 2012 responsibility for the collection of EIT shifted to the Centre County Tax Collection Committee. The Committee appointed the State College Borough Tax Office as the tax collector for 2012 through 2014. This change has required the changing of staffing assignments. In 2013, the Tax Office provided .8 FTE for Real Estate Taxes and 0.3 FTE for Earned Income Tax collection. Since 2014, no staff has been assigned to EIT collections; 100% of the secretary's salary is now allocated to administration (previously, 0.2 FTEs was assigned to tax). Any remaining work on older EIT claims will be absorbed by the real estate tax personnel.

#### **B. Personnel Costs**

Health insurance costs will increase by 7.5% for 2017 (17% for 2016). Employees share in the cost of health insurance will be 11.5% for police and 12% for non-uniform employees.

The Township negotiated a 3 year contract with police for 2017 to 2019. Raises are 3% per year with other small adjustments to benefits such as dental and eye care. In addition, the police will contribute 3% of their pay to the pension. Non-uniform employees will receive a 2.3% cost of living adjustment based on the August 2016 CPI-U (all items less food and energy). They are also eligible for a 1.25% merit increase on their anniversary date.

#### **C. Public Works Office Renovation**

This proposal involves taking unused space in the tax office and renovating it to provide for 2 additional offices for the public works department. One office will be for the new position of Assistant Road Superintendent and the other will be used temporarily by the construction project manager for the Circleville Bikeway project. Eventually, the office will be for the Assistant Engineer. The cost estimate was provided by Fernsler Architects.

## **EXPENDITURES: GENERAL GOVERNMENT SERVICES**

### **D. Information Technology Costs**

In late 2013, State College Borough proposed a change to the way technology services would be provided going forward. The relationship has changed to a vendor (State College Borough)/customer (Patton Township) relationship and the pricing model has changed to what the Borough refers to "industry standard" pricing based on equipment owned rather than hours of service used. Since the Township is linked, technologically to State College Borough for internet, tax and police software and shared servers, it is very hard to extricate from State College Borough's services. After almost three years of service under this new agreement, staff feels that the Township has been receiving adequate service and has renewed for 2017.

### **E. Conclusions of Wage Study**

In 2005 Patton, College, Ferguson, and Harris Townships participated in a wage study to review municipalities pay plans. At the time, the Township committed to having regular reviews of all positions covered in the pay plan. This is to ensure pay rates are adequate to attract and retain highly qualified employees. The last study revealed a number of positions below market rates, which were adjusted in 2009.

A complete study was conducted by McGrath Consulting, who has completed previous studies for the township, in 2014 to review pay rates and job duties as well as an additional review of the workflow operations in the Public Works department. The consultant recommended adjustments to the market rates of four positions as a result of the salary survey and a reassignment of a number of duties throughout the Public Works department. Also as a result of the study, a new position, Assistant Road Superintendent, was created in the Public Works department. This position will supervise the road crew and day-to-day operations of the road crew. The Road Superintendent will do more project management and planning and assist the Public Works Director.

## **II. Expenditures for General Government Services**

The following are the current and proposed expenditures for Patton Township's general government services:

<b>BUDGET: EXPENDITURES</b>	<b>2015 Actual</b>	<b>2016 Projected</b>	<b>2017 Proposed</b>	<b>2018 Forecast</b>
General Government	\$ 505,462	\$ 509,277	\$ 502,578	\$ 487,335
Administration	549,044	584,928	616,043	637,589
Tax Collection	89,217	95,298	99,002	103,096
Other	71,936	30,000	25,000	10,000
<b>TOTAL</b>	<b>\$ 1,215,660</b>	<b>\$ 1,219,503</b>	<b>\$ 1,242,623</b>	<b>\$ 1,238,020</b>

## **EXPENDITURES: POLICE**

### **I. Overview**

The police department is responsible for public safety and law enforcement within the Township. The Department staff of 18 sworn officers and two civilians is organized into four areas.

#### **A. Emergency Response and Patrol**

Patrol officers respond to calls ranging from serious 911 incidents to providing assistance at emergency medical incidents to barking dog complaints. Regular patrols promote community safety. The Department endeavors to have a sergeant and one or two officers on duty at all times. This function of the Department accounts for 75 percent of expenditures.

#### **B. Crime Prevention/Community Relations**

Programs include the Junior Police Academy, the Patton Township Safety Fair, and Project KidCare, in addition to working with businesses and homeowners on crime prevention and security. Officers participate in community events to foster better community rapport. This function accounts for 1.5 percent of the Departmental expenditures.

#### **C. Criminal Investigation**

Detectives are responsible for investigating all crime reported in the Township. This function accounts for 15.8 percent of the departmental expenditures. Major investigations are coordinated with neighboring police departments, State Police, the FBI and the State Attorney General's office. A third detective was appointed in April 2010. This was to relieve the workload covered by patrol officers and provide a proactive response to drug-related activities by working more closely with the State Attorney General's Bureau of Narcotics Investigation.

#### **D. Communications/Records**

This function provides administrative support for department activities and also serves as the point of contact for the public in the office. This function accounts for 7.8 percent of the Departmental expenditures.

The marked patrol vehicles are equipped with Mobile Computer Terminals (MCTs) allowing officers to access calls-for-service information, warrant information and license/registration data directly from their vehicles. The new system went live in June 2009. This system integrates the County 911 dispatch center and MCTs allowing officers to efficiently complete reports in the field and when approved, automatically updating the records database, eliminating the need for manual data entry. This permits officers to remain on patrol, visible in the community, instead of returning to station to manually complete reports.

# **EXPENDITURES: POLICE**

## **II. Changes**

### **A. Ballistic Shield**

Each marked patrol vehicle will be outfitted with a portable tactical ballistic shield. This will allow for added officer protection at incidents involving firearms. The cost of a tactical ballistic shield is \$3,800 each. The proposal for 2017 includes the purchase of two tactical ballistic shields. An additional two shields have been forecasted for 2018. Three shields were previously purchased in 2016.

### **B. Records Management System Change**

The Chief is working with our county law enforcement partners to identify a replacement records management system. Funding was encumbered in 2015 and 2016. Additional funding in 2017 is budgeted for the purchase of the new system. It is anticipated that the new system will “go live” in 2017.

## **II. A Look to the Future**

### **A. Additional Staffing**

The Township will review crime statistics, township growth, calls for service and other variables to determine if there is a need for an additional officer in 2018.

## **III. Police Department Expenditures**

Proposed expenditures for the police department are as follows:

BUDGET: EXPENDITURES				
	2015 Actual	2016 Projected	2017 Proposed	2018 Forecast
Emergency Response Patrol	\$2,000,053	\$1,955,463	\$2,049,517	\$2,065,394
Crime Prevention/Community Relations	40,189	41,044	45,160	46,307
Criminal Investigations	399,572	399,218	413,887	426,725
Communications/Records	159,305	207,602	202,670	181,123
TOTAL	<u>\$2,599,119</u>	<u>\$2,603,327</u>	<u>\$2,711,234</u>	<u>\$2,719,549</u>

# **EXPENDITURES: PUBLIC WORKS**

## **I. Overview**

The Public Works Department is responsible for maintenance of Township roads and facilities, engineering review of new and existing infrastructure, and administration of construction contracts. The Director of Public Works oversees the department's activities and also serves as the Township Engineer. The road crew provides maintenance for facilities and is under the direction of the Assistant Road Superintendent. The Director, a registered professional engineer, carries out the engineering duties. In 2011, the Assistant Director position became vacant. All duties of the Assistant Director are performed by the Director or delegated to other staff. The Zoning Officer, Engineering Technician, and Department Secretary provide support. In 2013 it was determined that the Departments immediate needs could best be served by a Project Manager in lieu of an Assistant/Director Engineer. With the Township's park development slowing down; it was determined to reclassify the Parks Project Manager position to Public Works Project Manager. Many of the duties of the position are similar however; this reclassified position will manage projects outside of a "parks" classification. In 2014, the duties of the Road Superintendent were reevaluated. It was determined to hire an Assistant Road Superintendent to directly manage the Road Crew and have the Road Superintendent assist with responsibilities that were previously performed only by the Director. The major functions of the Public Works Department are:

### **A. Maintenance**

1. Roadways - Maintain roadways, sidewalks, signs, signals, and markings.
2. Snow and Ice Control – The Road Crew provides 24-hour coverage during winter weather events.
3. Leaf and Brush Collection – Spring and fall collection of leaves and monthly collection of brush.
4. Stormwater System Maintenance –Maintain system of pipes, inlets, swales and cross pipes.
5. Other Duties: maintain public grounds and buildings, parks not in a regional program, vehicles and equipment including police cruisers.

### **B. Engineering**

1. Facilities Management – conduct pavement inspections, inspect roadway occupancy permits, respond to ONE CALL requests, and carry out the park development program.
2. Land Development – The engineers review all plans, work as staff for the Planning Commission, inspect construction for new Township facilities, and answer inquiries.
3. Other duties – Respond to citizen inquiries; administer consultant contracts; serve on regional technical committees; support maintenance work of the road crew.

### **C. Construction Contracts**

Each year the Township bids the road-resurfacing program for completion by contract. Other contracts are bid, let and managed as needed for township projects.

## **II. Changes**

### **A. Waddle Road Traffic Study**

The 2017 budget proposes the expenditure of \$45,000 for a traffic study of the Waddle Road corridor to determine the feasibility of widening Waddle Road from Strouse Avenue to Clearview Avenue. Our traffic consultant will prepare base mapping, conceptual design, preliminary signal modifications, identification of right-of-way required, and preliminary cost estimates so that necessary future construction planning can be completed. This project was originally scheduled for completion in 2010. Due to budget constraints, it was delayed until 2017.

### **B. Valley Vista Left Turn Lanes**

The 2017 budget includes \$1,255,277 for a project to construct turning lanes on Valley Vista Drive at its intersection with Amblewood Way, Oakley Drive, Devonshire Drive, and Sandy Ridge Road. Patton Township has been awarded an \$800,000 Multi-Modal Transportation Grant through the Pennsylvania Department of Transportation. Local match to be funded by a PIB Loan. The work will be completed by the end of 2017.

## **EXPENDITURES: PUBLIC WORKS**

### **C. Bikeway Development**

In response to the recreational preference expressed through the 2008 Open Space/Recreation questionnaire and the 2014 Parks Survey, the CIP included design and construction of the Circleville road bikeway beginning in 2013. The design was locally funded and the construction costs are primarily funded through state grants. Phase 2 – Scotia Road to Gray's Woods Boulevard - of this project has been tabled indefinitely. Further priority bikeway projects were developed through a process documented in the Patton Township Bikeway Plan adopted by the Board in September 2010. The next project, the Valley Vista Bikeway, is anticipated to start in 2017. \$1,119,212 (\$1,041,212 Grant, \$100,000 Patton Township local match, \$50,000 Ferguson Township local match) total.

### **D. Adaptive Signaling on Valley Vista Drive**

The Public Works Department is proposing the installation of an adaptive signal control system for the Valley Vista Drive corridor. The project is estimated at \$264,108 and consists of the installation of a new computer server and fiber optic from the Township building to the Valley Vista corridor. Local match to be funded by a PIB Loan.

## **III. Future Issues**

### **A. Petroleum Costs**

Beyond our direct fuel costs, escalating oil prices impact asphalt, lubricants, and delivery costs for many materials including salt, aggregates, and even equipment parts and park equipment. Over the past three years we have experienced widely fluctuating fuel costs which are hard to forecast. Currently, fuel costs appear to have some stability but still remain under close observation.

### **B. Columbia Gas Steel Pipe Replacement Project**

Beginning late 2011, Columbia Gas began a project in Patton Township (majority of work is in Park Forest) to replace the existing steel gas lines. Most of the work is within Township right-of-way so future overlay projects will be delayed until Columbia Gas has finished their replacement project. Columbia Gas initially estimated the replacement of 40,000 lineal feet of pipe.

### **D. CIP Allocations**

\$ 264,108 – Adaptive Signaling on Valley Vista Drive	\$ 45,000 – Waddle Road Traffic Study
\$ 1,255,277 – Valley Vista Left Turn Lanes	\$ 6,000 – Douglas Ditch Stabilization Project
\$ 49,988 – Traffic Signal Battery Back-Up	\$ 50,000 – Road Equipment Fund
\$ 440,000 – Waddle Interchange Funding	\$ 60,000 – Road Resurfacing Reserve Fund
\$ 3,000 – Sign Retro-reflectivity Project	\$ 14,871 – Homestead Farms Road Development
\$ 1,119,212 – Bikeway Development	\$ 10,000 – North Atherton Traffic Signal Upgrade

## **IV. Public Works Expenditures**

Current and proposed expenditures are as follow:

<b>BUDGET: EXPENDITURES</b>				
	<b>2015 Actual</b>	<b>2016 Projected</b>	<b>2017 Proposed</b>	<b>2018 Forecast</b>
Public Works Department	\$1,501,169	\$1,543,549	\$1,655,611	\$1,680,834
Construction Contracts	1,110,845	890,800	3,596,200	820,619
Liquid Fuels Projects	382,281	434,836	458,302	481,217
<b>TOTAL</b>	<b>\$2,994,295</b>	<b>\$2,869,184</b>	<b>\$5,710,113</b>	<b>\$2,982,670</b>

# **EXPENDITURES: COMMUNITY SERVICES: PLANNING & ZONING AND PARKS AND RECREATION**

## **I. Overview**

This subsection of the budget highlights separately the proposals and expenditures for the two largest categories of Community Services.

Planning and Zoning include a significant effort as part of the Centre Region COG programs. These include Regional and Local Planning from the Centre Regional Planning Agency, and Transportation Planning from the Centre County Metropolitan Planning Organization (CCMPO).

Township work on planning and zoning includes the position of the Zoning Officer and the assignment of time by the Public Works Director and Secretary. The Township staff supports the work of the Planning Commission and the Zoning Hearing Board.

Parks and Recreation also includes participation in the Centre Region COG Programs, including Centre Region Parks and Recreation, the swimming pools, the senior citizens' center, and the regional nature center. The Township's responsibility is the purchase of land and improvement of the Township's park properties.

## **II. Changes**

### **A. COG Planning Services**

Given the slowdown in development and the planner vacancy for the Township, the reduction of planning services to a half-time planner was implemented in 2014.

### **B. Local Parks**

Gray's Woods Park: A species survey of the wetlands in this location was completed in 2010. Several of the regulatory agencies have considered the wetlands as hospitable habitat for a couple of protected species. Meetings of all concerned parties resulted in the issuance of environmental permits in 2012. Master planning was completed in 2014 after a number of public meetings to seek input. Some engineering work was completed in 2016. This project will be on a pay-as-you-go basis, construction is planned to begin in 2017.

As a result of the extensive work done and the lack of availability of new funds, the parks program is in maintenance mode until funds are accumulated for construction in Gray's Woods Park. Thus, the Parks position has been altered to become Public Works Project Manager. Two-thirds of salary and benefits will be allocated to Public Works and one-third will be allocated to parks. No personnel costs will be allocated to the Park Fund.

### **C. Contribution to Regional Parks and Park Programs**

The Township participates in the Centre Region Parks and Recreation program. For 2017, the CRPR parks operating and capital replacement programs total \$366,758; debt payments on pools and regional parks is \$179,557. Because of continued delays of the Whitehall Road Park construction, the planned maintenance facility cannot be built.

**EXPENDITURES: COMMUNITY SERVICES: PLANNING & ZONING AND PARKS AND RECREATION**

**D. Senior Center**

On August 11, 2015, the Centre Region Parks and Recreation Authority entered into a lease agreement for the rental of space in the Nittany Mall. Two spaces are involved. One space is 4,700 sq./ft. and will be used as an interim Center from September 1, 2015 until October 31, 2016. The other space is 7,000 sq./ft. and will be used as the Center for the next 10 years. Although the total rent for the two spaces are about the same as the Fraser Plaza Center, significant costs will be incurred to renovate the Nittany Mall spaces. A loan from the Centre Region Code Administration of \$186,500 has been proposed. The loan will be for a 10 year period with a fixed interest rate of 1.5%. Patton Township's portion of this debt service is \$1,908 per year.

BUDGET EXPENDITURES				
	2015	2016	2017	2018
	Actual	Projected	Proposed	Forecast
Planning and Zoning				
Centre Region Planning Agency/MPO	\$ 148,459	\$ 133,206	\$ 142,158	\$147,134
Township Staff	150,314	155,356	166,718	172,652
Subtotals	<u>\$ 298,773</u>	<u>\$ 288,562</u>	<u>\$ 308,876</u>	<u>319,786</u>
Parks and Recreation				
Parks Project Manager (1/3)	20,295	22,486	23,209	24,389
Centre Region Pools -Capital	98,359	98,221	98,329	101,771
Centre Region Parks Operating	356,524	334,886	332,844	344,494
Centre Region Parks Capital	-	40,867	33,914	35,101
Capital Improvements-Park Equipment	313,805	319,104	325,486	341,825
Contributions to Community Fire Works	1,000	1,000	1,000	1,000
Contributions to Regional Parks	104,130	88,738	81,228	84,071
Contribution to Spring Creek Watershed	498	498	498	498
Contribution to S&A Field	10,000	-	-	-
Centre Region Senior Citizen Center	15,041	17,306	19,494	20,176
Community Gardens	507	767	1,150	14,050
Community Gardens - Capital Expansion	-	-	25,000	-
Subtotals	<u>920,158</u>	<u>923,873</u>	<u>942,152</u>	<u>967,375</u>
Totals	<u>\$ 1,218,931</u>	<u>\$ 1,212,435</u>	<u>\$ 1,251,028</u>	<u>\$1,287,161</u>

## **EXPENDITURES: COMMUNITY SERVICES: OTHER**

### **I. Overview**

Most of the Township's other community services are provided in cooperation with our neighboring municipalities either through the Centre Region Council of Governments (COG) or other regional programs. The following list illustrates each service and identifies the provider.

<b><u>Category</u></b>	<b><u>Service</u></b>	<b><u>Provider</u></b>
Fire Protection	Alpha Fire Company Fire Hydrants	COG State College Water Authority
Health and Welfare	Health Inspections Sewage Enforcement Officer Septic System Inspections Emergency Management Oak Wilt Control Program Gypsy Moth Suppression	State College Borough Independent Contractor Centre Region Code Agency COG Patton Township In coordination with the County and State
Cable TV	Public Access Channel	C-NET
Transit	Bus and Para-Transit	Centre Area Transportation Authority
Library	Schlow Centre Region Library	COG
Streetlights	Streetlights	West Penn Power
Open Space	Preservation of Open Space	Patton Township

### **B. Changes**

#### **A. Professional Services, Sewage Enforcement Officer**

The Township is required by State Law to have a qualified Sewage Enforcement Officer. The incumbent, Ralph Houck, has retired and was replaced by Mary Kay Lupton on January 1, 2015. Her responsibility is to inspect all subdivisions and lots when on-lot sewage disposal systems are requested. In the past, up to half of the costs of this service were reimbursed by the State and the remainder by fees charged to developers/property owners. In 2009, the State reduced, without notice, reimbursements for this service as part of their budget cuts. In light of a reduced reimbursement and because of an increase in the SEO rates the Township began to pay in 2011, the permit fees have been increased to cover municipal costs. The State no longer reimburses the Township for any costs. The rates are set to cover the costs of service.

#### **B. Community Gardens – Capital Expansion**

In response to the popularity of the community garden plots, this expenditure would expand the Community Garden program by approximately 150% to a total of about 160 garden plots. Capital costs are expected to include fencing, grading to level the expansion area, extension of the water line and purchase of another shed.

#### **C. Contribution to Community Housing**

The Board approved a three year commitment to contribute \$5,000 per year for the next three years to the Centre County Housing and Land Trust during their November 2, 2016 meeting. \$5,000 is included in 2017 and 2018 per this pledge.

## **EXPENDITURES: COMMUNITY SERVICES: OTHER**

### **D. Open Space Loan Proceeds**

On November 4, 2014 the voters approved a referendum authorizing the borrowing of \$3.5 million to acquire and preserve additional open space lands in the Township. To fund this acquisition a borrowing (bond or loan) will be made in 2017. The type of borrowing will depend on the borrowing environment at the time. A request for proposals for a 20 year bank loan will be made but having a bond issue will also be contemplated. These funds will be transferred to the Open Space Preservation Reserve Fund.

### **E. Contribution to Regional Economic Development**

The Township has been working with the County, other municipalities and the Chamber of Business and Industry of Centre County (CBICC) to expand economic development activities. These activities include fostering new companies through the CBICC's incubator, working to retain and grow existing companies in the county, and developing programs to attract new employers to our communities.

In 2012 a \$20,000 contribution to the CBICC was approved to assist with creating new jobs; these funds are encumbered and may be used for future incentive programs to encourage job creation in Centre County. In 2013 the CBICC proposed developing an Economic Development Partnership to be funded by private businesses, institutions, the County government and municipalities in Centre County. Patton Township has made two annual \$15,000 contributions, plus a \$17,500 contribution in 2016 to the Partnership. A \$20,000 contribution is proposed for 2017 and a \$22,500 contribution is forecasted for 2018.

### **III. Expenditures for Community Services**

The following table outlines current and proposed expenditures for Community Services: Other

<b>BUDGET: EXPENDITURES</b>	<b>2015 Actual</b>	<b>2016 Projected</b>	<b>2017 Proposed</b>	<b>2018 Forecast</b>
Fire Protection	\$414,002	\$422,832	\$427,596	\$441,167
Health and Welfare	57,172	62,765	75,236	71,916
C-NET	32,580	32,287	32,029	32,669
Transit	91,167	94,844	102,780	111,375
Library	253,048	261,409	270,689	280,163
Streetlights	42,812	43,950	47,026	48,276
Open Space Loan Proceeds	0	0	3,500,000	0
<b>TOTAL</b>	<b>\$890,781</b>	<b>\$918,087</b>	<b>\$4,455,356</b>	<b>\$985,566</b>

## **EXPENDITURES: DEBT SERVICE**

### **I. Overview**

Patton Township finances major capital projects through the issuance of municipal bonds or other long-term borrowing.

In 2010 the Township was able to take advantage of historically low interest rates to refinance all outstanding debt as well as borrow new money for work at Bernel Road Park. The refinancing saved \$441,222 over the remaining life of the 2003 debt and the 2005 debt. These savings which are reflected in the general fund as well as the open space fund have helped considerably in keeping significant tax increases at bay for the next several years.

### **II. Changes**

#### **A. Open Space Acquisitions – Phase 2**

The referendum question included on the November 4, 2014 ballot passed by a with 63% support. The question asked voters if they support the expansion of the Open Space Preservation program. The question reads: “Shall debt in the sum of 3,500,000 dollars for the purpose of financing acquisition of development rights, conservation easements, and land for the preservation of open space be authorized to be incurred as debt approved by the electors?”

To fund this acquisition a borrowing (bond or loan) will be made in 2017. The debt will be paid through a dedicated real estate millage estimated to be 6/10ths of a mill levied in 2016. This millage was approved in a prior budget.

#### **B. PIB Loan/Capital Project Line of Credit**

The Capital Improvement Plan and this Budget propose a number of capital projects in over the next several years (Waddle Road Widening, Valley Vista Left Turn lanes). Although some grant funding is available, these awards are on a reimbursement basis. The Township has applied for a PIB loan with a maximum principal amount of \$800,000. The PIB loan, if approved, will begin payback in 2017.

## **EXPENDITURES: DEBT SERVICE (Cont'd)**

### **II. Future Financing Issues**

The Capital Improvement Plan for the period 2017-2021 allows for the contemplation and implications of adding significant capital projects and staff to the operating budget. By taking a more critical look at future projects and costs, we will be better able to assess the Township's financing needs and borrowing capacity.

### **III. Debt Service Expenditures**

<b>BUDGET: EXPENDITURES</b>				
	<b>2015 Actual</b>	<b>2016 Projected</b>	<b>2017 Proposed</b>	<b>2018 Forecast</b>
Open Space Preservation	0	270,593	276,005	289,737
2010 Debt Refinancing	400,495	409,545	413,345	406,258
2011 General Obligation Note	127,754	147,738	182,945	179,815
PIB Loan/Capital Project Line of Credit	0	0	14,000	96,460
<b>SUBTOTAL</b>	<b>528,249</b>	<b>557,283</b>	<b>610,290</b>	<b>682,533</b>
<b>TOTAL</b>	<b>\$528,249</b>	<b>\$827,876</b>	<b>\$886,295</b>	<b>\$972,270</b>

## FUND BALANCE

### I. Overview

Fund balance is the amount of money remaining in the General Fund at year-end. It represents the accumulated difference between revenues and expenditures over time. A healthy cash balance provides the needed cash to pay bills early in the year before tax revenues are received. It is also important to have a cash balance to cover unexpected expenditures, to assure a solid bond rating and to prevent increases in future tax rates.

The Government Finance Officers' Association best practice recommends approximately 17% fund balance as a minimum which equates to approximately two months expenses. The target range for the ending cash balance is between 8% and 12% of expenditures.

### II. Table of Fund Balances

The fund balance expected to start 2018 is \$1,618,421. This amount is 13.14% of budgeted expenditures, excluding loan proceeds.

<b>BUDGET: FUND BALANCE</b>				
	2015 Actual	2016 Projected	2017 Proposed	2018 Forecast
Revenue	\$ 9,174,252	\$ 9,564,878	\$ 15,702,357	\$ 9,540,465
Expenditures	9,447,035	9,650,411	16,256,648	10,172,636
Net +(-)	<u>(272,783)</u>	<u>(85,533)</u>	<u>(554,291)</u>	<u>(632,171)</u>
Fund Balance from Prior Year	2,531,028	2,258,245	2,172,712	1,618,421
Fund Balance to start New Year	<u>\$ 2,258,245</u>	<u>\$ 2,172,712</u>	<u>\$ 1,618,421</u>	<u>\$ 986,250</u>
FB as % of Expenditures *net of loan proceeds	25.70% *	23.68% *	13.14% *	9.97% *

## DESIGNATED RESERVE FUNDS

### I. Overview

The Township has sixteen restricted reserve funds proposed for 2017. Where dedicated revenues are received for a reserve fund, the revenue is shown in the general fund and is matched by an "expenditure" transferring the amount to the reserve fund. The accounting below illustrates the proposed activity in each fund for 2017. For this budget, the reserve funds have been categorized into capital funds and operating funds. The restricted reserve funds are as follows:

<u>Fund</u>	<u>Source of Revenue</u>	<u>Purpose</u>
<b>**Capital Reserve Funds</b>		
Police Cars	General Fund	Even out costs for car replacements
Park Fund	Dedicated Millage	Park purchase and development
Open Space Preservation	Dedicated Millage	Acquisition of land and easements
Liquid Fuels Tax Fund	State Funding	Road Maintenance/Traffic Signals
Road Equipment	General Fund	Smoothes equipment replacement cost
Road Resurfacing	General Fund	Pay annual paving contract
Road Improvements	Private Contributions	Pay for specific road projects
Building Refurbishment	General Fund	Pay for replacement of worn fixtures
Toftrees Traffic Mitigation	Private funds/ Loan	Waddle Rd Interchange Improvements
Homestead Farms NID	Special Assessment Fees	Road Improvements in Homest'd Farms
Traffic Light Replacement	General Fund	Even out costs for replacing traffic signals
<b>**Operating Reserve Funds</b>		
Fire Hydrant	Front Footage Assessments	Pay cost of hydrants
Street Lights	Front Footage Assessments	Pay cost of lighting
Accrued Absences	General Fund	Pay accrued leave on termination
Emergency Assistance	General Fund	Cover cost during emergencies
Encumbrances	Prior Year General Fund	On-going projects

### C. Table of Designated Reserve Funds

<b>BUDGET: DESIGNATED RESERVE FUNDS</b>				
	<u>01/01/17</u>	<u>Revenues</u>	<u>Expenditures</u>	<u>12/31/17</u>
<b><u>Capital Reserve Funds</u></b>				
Police Vehicles	\$53,961	\$47,000	\$65,025	\$35,936
Park Fund	\$466,804	\$335,510	\$747,780	\$54,534
Open Space Preservation	\$547,532	\$3,806,870	\$3,806,250	\$548,152
Liquid Fuels Tax Fund	\$103,958	\$458,602	\$413,745	\$148,815
Road Equipment	\$4,456	\$100,100	\$30,000	\$74,556
Road Resurfacing	\$28,626	\$245,050	\$251,512	\$22,164
Building Refurbishment	\$92,316	\$37,090	\$93,689	\$35,717
Traffic Mitigation	\$126,181	\$599,660	\$592,945	\$132,896
Homestead Farms Neighborhood Improvemnt	\$10,735	\$14,891	\$0	\$25,626
<b><u>Operating Reserve Funds</u></b>				
Fire Hydrant	\$51,937	\$22,617	\$22,036	\$52,518
Streetlights	\$20,612	\$43,245	\$47,241	\$16,616
Accrued Compensated Absences	\$21,326	\$25,015	\$0	\$46,341
Emergency Assistance	\$16,588	\$30,025	\$45,000	\$1,613
Encumbrances	\$328,988	\$35,000	\$347,988	\$16,000

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