



Borough of
Bradford Woods
2019-2023
Capital Improvement
Plan

Submitted by: Alex Ashcom

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Introduction

Citizens may not understand what a Capital Improvement Plan (CIP) is; nor often do they understand just how powerful they can be in medium and long-term planning. Government is frequently blamed for shortsightedness in problem solving. Bureaucracies are most often stereotyped as having sloth-like slowness and soul crushing, machine-like employees that are blind to the everyday struggles of the citizenry. So too are politicians called callous, self-serving, and uncaring for the needs of most citizens. Fortunately, Bradford Woods makes strides to avoid these stereotypes. Aware of future issues, my position here over the past summer was to examine issues the Borough faces in the medium and long-term. Borough council and staff have been forthcoming with issues, and I have collaborated with them to examine the needs of the community. This culminates now into the CIP.

This capital improvement plan (CIP) exists to inform citizens of future spending plans for the Borough. CIPs examine problems and reduce disparities in transitions between managers or elected officials while simultaneously laying out future projects to make them more affordable and avoid debt. What follows in these pages will describe the emerging needs of the community - your community. The Borough has conducted careful self-examination and selected items that are most important to the continued operations of the Borough.

The CIP submitted today examines the past, present, and future finances for Bradford Woods Borough. I have combined both financial forecasting with intelligence predictions to create the CIP. It serves to highlight future risks and challenges that must be addressed. It lays the groundwork for long term planning that will truly create a sustainable community. Protecting preserving, and growing Bradford Woods is the highest priority of all who work for and provide service to the Borough.

Sincerely,

Alex Ashcom

Bradford Woods Summer Intern,

Aug 6th, 2018

Executive Summary

The Borough of Bradford Woods, in recent years, has managed to stay financially stable amid a multitude of issues, crises, and unforeseen internal and external events that could impact the fiscal security of the Borough of Bradford Woods. Upon review of the revenues and expenditures of Bradford Woods (Appendixes A and B), the Borough of Bradford Woods has maintained stable and conservative spending while the economy of the region has grown. The following spending categories require these funds to operate at minimum service standards or meet minimum contribution requirements in 2019:

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Administration:
\$125,000 • Public Safety:
\$238,000 • Roads: \$270,000 • Pollution Reduction
Plan: \$38,500 • Library: \$31,000 | <ul style="list-style-type: none"> • Employee
Benefits/Insurance:
\$25,000 • Engineering Fees:
\$25,000 • Building (Rent,
Utilities, etc.): \$20,000 • Legal Fees: \$12,500 • Parks and Trees:
\$10,000 | <ul style="list-style-type: none"> • Misc. Expenses:
\$6,500 • Public Works
Emergency Fund:
\$5,000 • Storm Water Fund:
\$10,000 • Emergency Savings:
\$15,500 |
|--|--|--|

2019 Funding Target: \$835,000

2023 Funding Target: 850,000

The 2019 Funding Target includes all items listed above. This combines both historical analysis of common trends in spending with future funding allocations for specific needs. The 2023 Funding Target reflects a five-year general increase in spending consistent with cost increases and spending on specific issues. Such issues are justified in the following report. Further details on spending predictions may be found in Appendix D.

Recommendations for Council Action:

- Maintain revenue levels
- Create a separate account for Capital Improvements/Savings, and record the specific purposes for the funds (stormwater, emergencies, roads, etc.)
- Add 2-7 percent of total budget funds to emergency funds every year
- Explore alternative revenue options
- Explore employee salary increase to maintain staff
- Aim for \$75,000 Emergency Fund by 2023
- Reduce budget overruns and shortfalls to within 5%
- Keep operating position between 93-98%
- Consider ArcGIS for municipal stormwater, road sign, and other mapping needs
- Encourage the NRPD to create a 5-year financial plan

Advantages of Bradford Woods:

- High Human Capital (Skilled Workers)
- High Social Capital (Engaged and welcoming community)
- Environmentally Conscious
- Collaborative (SW Planning Commission, NHCOC, LGA, NRPD, etc.)
- Wealthy (Household Median Income is \$110,000)
- Safe (Low Crime Rates)
- Self-Sufficient (Debt-Free)

Risks to Bradford Woods:

- Recession in 1-3 years
- Category 3-5 Snowstorm (NESIS) within 5 years with increased salt cost
- Heavier Rainfall and associated damages
- Sinkholes and Road Collapse
- Staff turnover due to competing salaries

Risk Likelihood within 5 years:

Issue	Likelihood in Five Years	Graduating Chance of occurrence					
		2018	2019	2020	2021	2022	2023
Flooding	Unlikely	20%	22%	25%	27%	29%	30%
Road Collapse	Unlikely	25%	27%	29%	31%	35%	40%
EMS Funding	Possible	0%	10%	20%	30%	40%	50%
Severe Snowstorm as harsh or worse than 2010	Likely	40%	45%	50%	55%	60%	65%
Increasingly Intense and Frequent Rainfall	Probable	75%	75%	75%	75%	75%	75%
Sinkholes	Probable	100%	80%	80%	80%	80%	80%
Recession	Almost Certain	25%	40%	60%	70%	80%	90%
Staff Turnover	Almost Certain	25%	50%	70%	80%	90%	95%

Bradford Woods is currently a stable and prosperous community. Its future, however, is at risk with emerging financial issues that must be addressed. Proactive action taken will mitigate emerging challenges to the community and reduce the damages these issues will create.

Past Trend Overview

Administration

Keeping Administrative funding levels at about \$125,000 is the norm and doing so will pay for a full-time manager and his or her associated costs of operations. Given the historic data (Appendix B), spending on administrative costs is at nearly its lowest point in nearly 12 years. Increasing budget revenues gradually from \$125,000 to \$135,000 will allow the Borough to keep up with increasing costs and cover pay raises for staff retention.

Public Safety

Public Safety is one of the most stable spending categories in the budget of Bradford Woods. One of the largest assets to Bradford Woods is its intergovernmental cooperation with other municipalities on the Northern Regional Police Department (NRPD). Due to Bradford Woods' limited size and population, having joined a larger regional police department helps better protect citizens. Financially, it is an asset to the Borough that the NRPD operates independently and a budget is presented to the Borough before the fiscal year ends. This allows for accurate spending for public safety. Unfortunately, however, the NRPD does not currently operate on a 5-year plan, and assessing their capital needs has been difficult. Encouraging the NRPD to create one will help the Borough assess its financial outlook more accurately in the future. Anticipate roughly \$1,500 cost increases for the Borough each year, compounding, to account for increasing costs of the NRPD. See Appendix H for details.

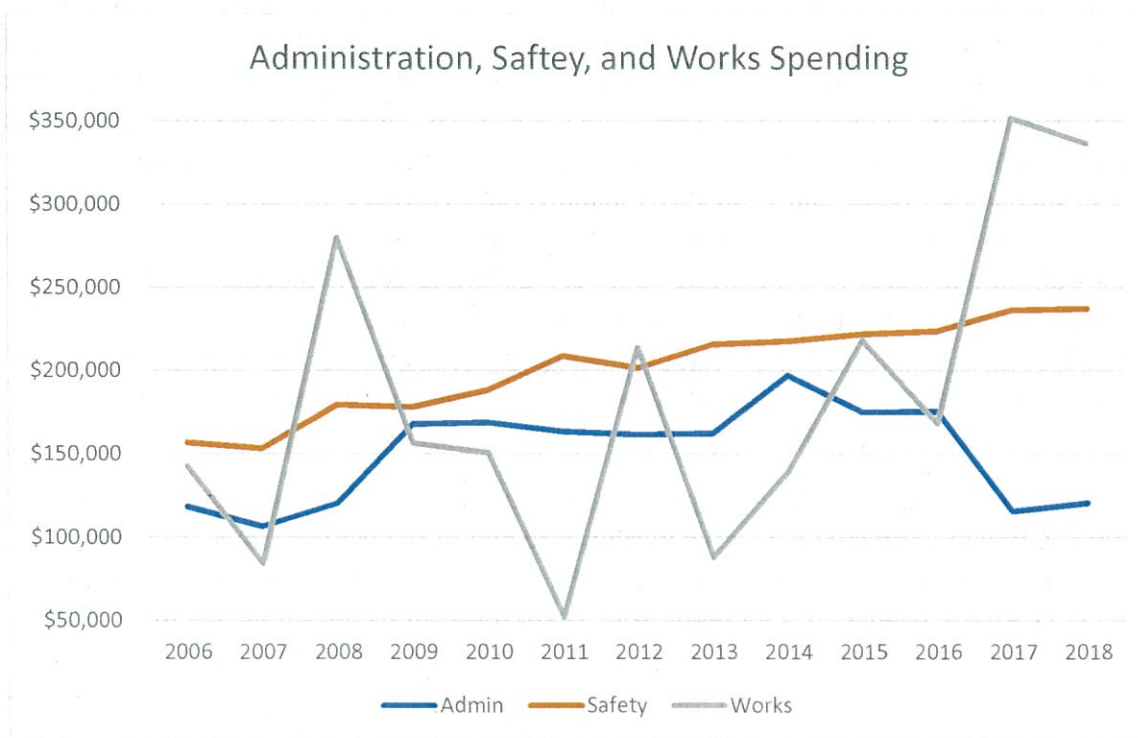
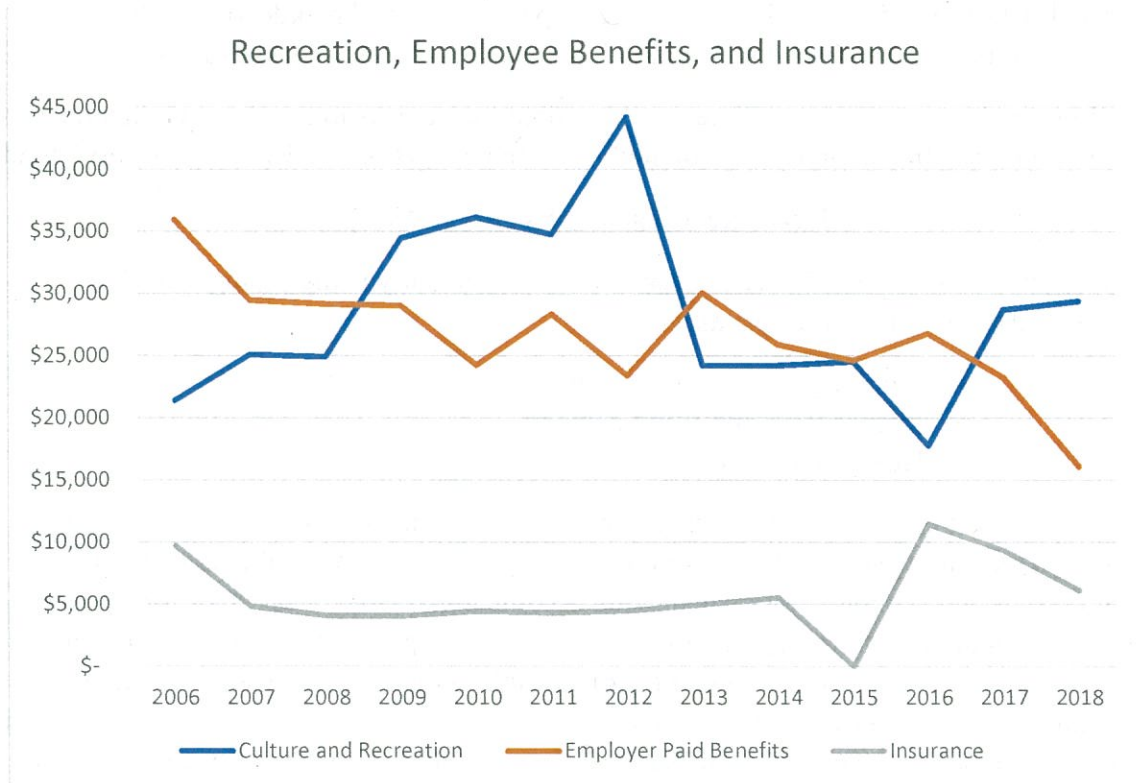
Public Works

The spending category with the most variability is the Borough's road program. It is the biggest item in the budget, and is obviously a high priority for the administration, elected officials, and residents. Keeping road allocations at \$270,000 allows for variability and adaptability of project spending. Maintaining this amount is beneficial in three ways. First, it allows for a combination of smaller road paving projects at the discretion of Borough Council, Manager, and Public Works Superintendent. Second, it allows for saving of excess funds for future road projects that are larger than can be funded in a single year, or to allow for patching and other maintenance of roads that will be paved yet, thus increasing their lifespan. Third, it allows "breathing room" for the Borough to operate under to fix emerging issues during the fiscal year, including emergency situations, such as sinkholes, road collapses, stormwater damage, and more. The public works department is also requesting \$5,000 earmarked per year for emergency equipment repair, rental, and vehicle needs.

Recreation, Employee Benefits, and Insurance

The other smaller categories of spending are listed below. Spending on recreation (including library funding and other obligations) usually hovers around \$30,000. This spiked between 2009 and 2012, so it is not unreasonable to see another spike given Northland Public Library's capital project plans. Employee benefit costs are at a 12-year low, and budget

allocations should account for around \$25,000. Finally, insurance costs remain relatively stable, and should account for \$10,000 of the budget.



Future Risk Assessment

As noted above, the current fiscal capacity of the Borough is roughly high enough to maintain service standards, but it does not account for future projects, nor does it account for unaccounted risks to Bradford Woods. Examine Appendix D for a breakdown of future cost levels for operations. Appendix I details individual capital projects of Bradford Woods.

What follows in this section is an estimate of identified future risks to the Borough that have yet to mature into issues, but are not yet accounted for in the budget or the Borough's reserve funds:

Extreme Weather Events (EWE)

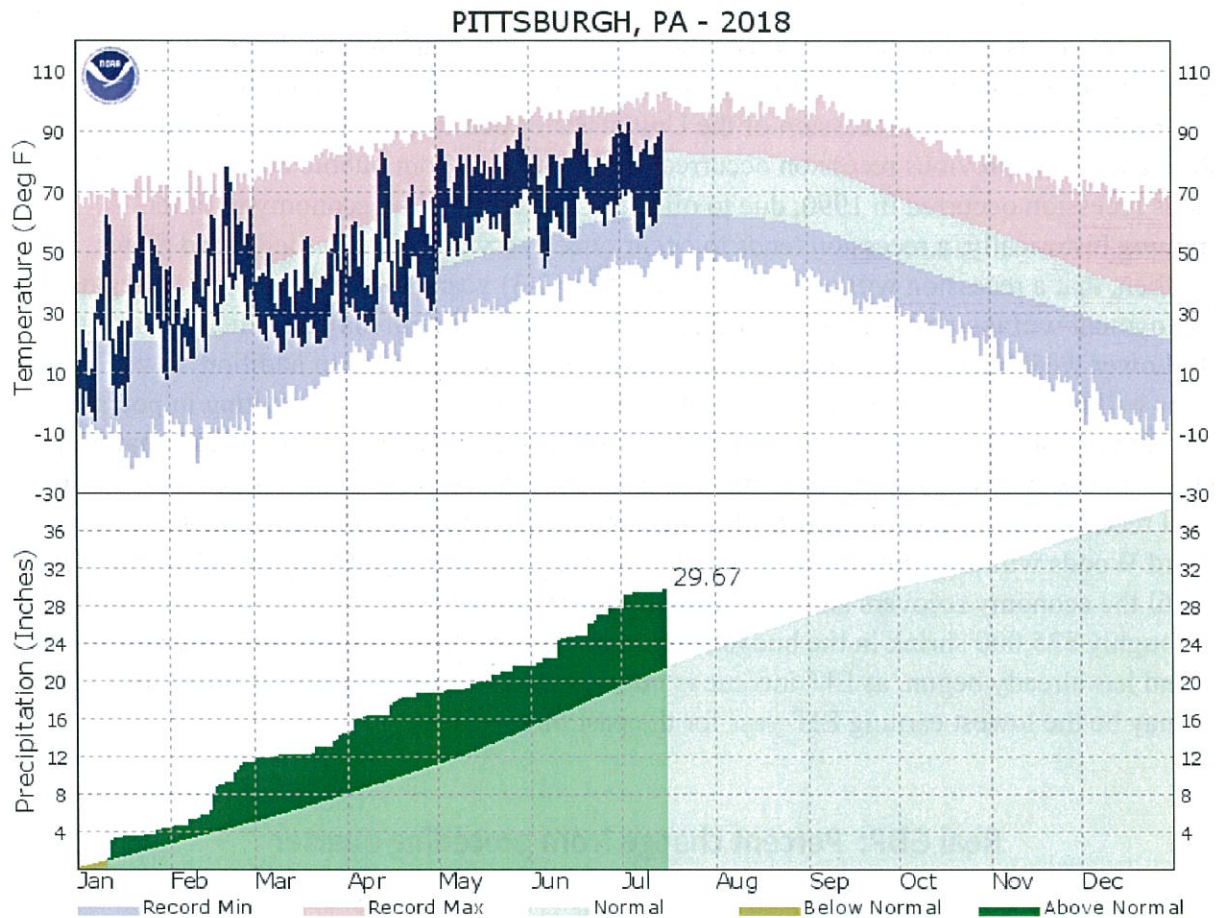
The amount of extreme weather events occurring globally is increasing. Locally, Bradford Woods is at risk to three primary EWEs:

- Flooding of roads and streams
- Intense Rain and Wind damage
- Heavy Snowfall

Not only is it important to have emergency plans in case of disasters, but it is equally important to have emergency funds when they occur. First, heavy snowfall is linked to both vehicular crashes and economic loss when roads become impassable. Year 2018 for the Borough is a year in which the first four months of snowfall already surpassed the amounts for years 2009, 2015, 2016, and 2017. With two more months of possible snowfall, it is possible for total snowfall amounts to surpass 2008. While this may seem like a normal amount of snow, a word of caution is necessary. According to the National Oceanic and Atmospheric Administration (2018), the storm that affected the Pittsburgh area in 2010 was only a category three storm on the NESIS scale. The largest storm on record was on Nov. 24-26 of 1993; a category five. According to WPXI News (2013, Mar. 5), four storms have affected the Pittsburgh area that have generated more than 20 inches of snowfall: 1890, 1950, 1993, and 2010. These years are important because they tell us that these types of storms are increasing in frequency. 1890-1950 spanned 60 years, 1950-1993 spanned 43 years, and 1993-2010 spanned only 17 years. Regardless of the cause, it is doubtful that these severe storms will slow. If the trend continues, it is likely that another major snowstorm will occur in the Borough between 2018 and 2023. Appendix F shows rainfall and snowfall trends over the past 10 years. In addition, expect road salt costs to steadily climb in normal years, and to spike in the year that the next large storm arrives. It is anticipated that another heavy snowfall year could cost Bradford Woods around \$25,000 in total salt expenditures. In such an event, however, a scarcity of salt may skyrocket prices.

Rainfall is increasing in both frequency and intensity in the Pittsburgh area. According to the National Climate Estimate (2014), the northeast region of the United States (to include Pennsylvania), has seen an average increase of 71% in the number of severe rainstorms from 1958-2012. There has been a 25% increase from 1990-2000, and a 50% increase from 2000-2010. Recent heavy thunderstorms in the area highlight the personal effects of the storms; downed trees and branches make roads impassable in Bradford Woods, and removing felled trees are costly. The National Oceanic and Atmospheric Administration (2018), finds that year 2018

may experience nearly double its average yearly rainfall. This is particularly distressful to local roads, habitat, stormwater runoff, and wildlife.

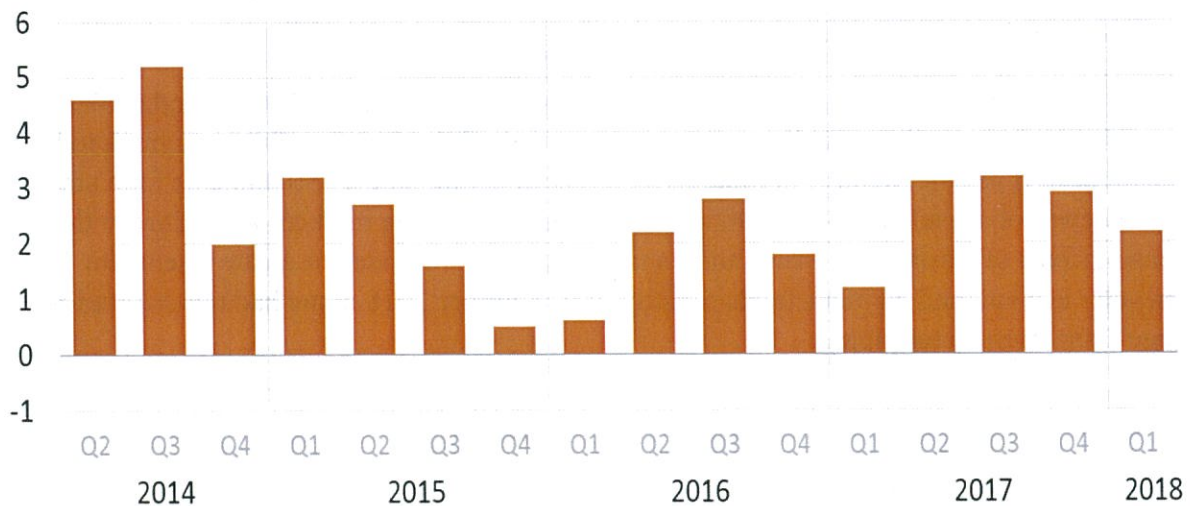


In addition, weathering of hillsides, roads, and stormwater pipes by rain and snowfall may cause sinkholes and road collapses due to heavy rain fall. 2018 Rainfall is on track to be one of the highest, if not the highest, rainfall year on record. Anticipate a \$50,000 cost for a single sinkhole repair in a road, and \$200,000 in road repair costs after a road collapse. Due to the increasing costs of stormwater issues and its uniqueness, it is advised to create a separate stormwater account and earmark funds directly to it. Summer 2018 alone had two sinkholes emerge from stormwater piping.

Recession

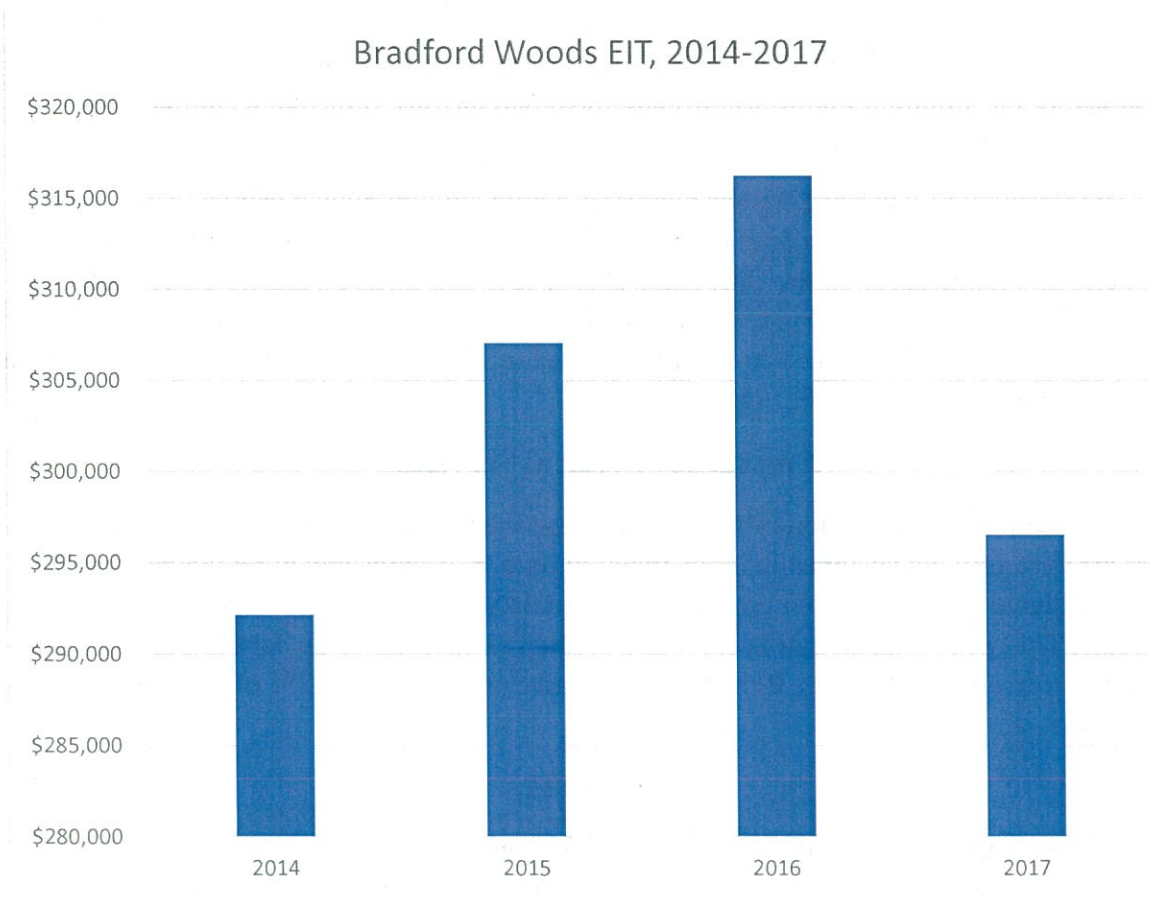
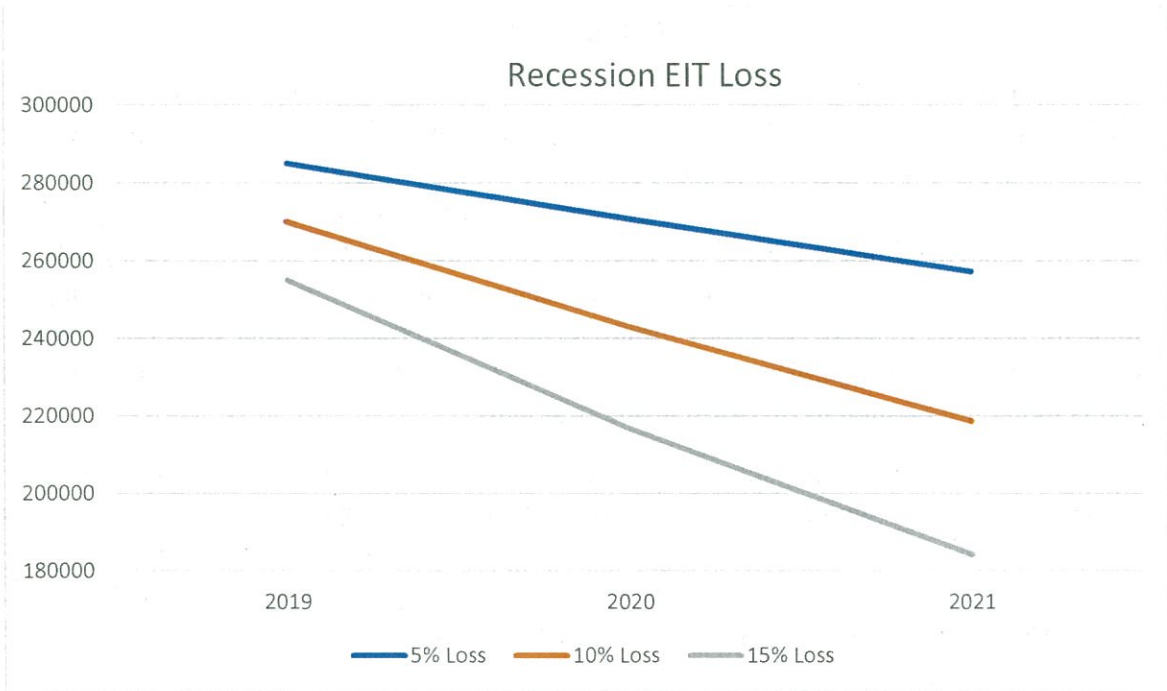
Recession is the inevitable result of the American economic system. Recessions occur when the national economy has negative growth for two consecutive quarters. According to the World Bank (2018), the last recession of the United States occurred during the housing market crash of 2009. The previous recession occurred during the Dot Com bubble burst in 2000. The previous recession occurred in 1990, due to oil shock, causing a slow economy to falter. Continuing historically, a recession tends to occur once every ten years in the United States. It is likely, then, that a recession will occur in the next few (1-3) years. When the recession begins, unemployment will increase, and some residents within the Borough may lose their jobs as a result. Lower wealth means less income that is taxable for the Borough. In addition, lower incomes will reduce the number of individuals able to pay property taxes, resulting in potential cuts to both major categories of revenue for Bradford Woods. In addition, individuals that may lose work in the area may move, reducing other property values in the area. While it is unlikely the next recession will be as extreme as the Great Recession (2008-2009), the economy of Bradford Woods will undoubtedly be affected. The Borough can expect a loss of 8%-15% of its EIT until the economy recovers and an unknown loss of property tax. As of today, that would mean roughly \$25,000 shrink in the budget, compounding, per year of recession. It appears that this trend has already begun, as EIT income is not expected to meet budgeted amounts this year, and it may be the lowest earning EIT year for the past three years.

Real GDP: Percent change from preceding quarter



U.S. Bureau of Economic Analysis

Seasonally adjusted at annual rates



Staff Turnover

In the Commonwealth of Pennsylvania, there is a shortage of professional Borough management staff (Santoni, 2018). Santoni alleges that the typical borough manager tenure in Pennsylvania is around five years. This prospect leaves the Borough with two alternatives. Alternative one consists of working with the current manager to assess her needs professionally and discuss the associated pay increases she needs to continue her work for Bradford Woods, if so desired by Council. Alternative two consists of preparing for new managerial staff, setting aside funds for possible mistakes that may inflate legal and other costs. Either way, costs will increase. The benefits of dropping pay for a new manager will only account for about \$2,000 saved and is likely not enough to be worth hiring new staff.

Similarly, the public works superintendent is only a part-time position. The natural instability of work creates two problems. First, without a full-time superintendent, only the most dire and urgent needs are met by his expertise. Second, due to the public works superintendent running a business of his own, it creates conflicts between the two responsibilities. A change in size or workload of his business may create conflicts with working for the Borough.

Pay trends for the manager can be seen in Appendix G. As the trends show, while the amount of pay for managers of Bradford Woods have generally increased, they have not kept pace with inflation. Previous year's manager salary had been the second lowest in 10 years, when adjusting for inflation. Public works superintendent pay has followed a similar trend over the past four years.

The Borough of Bradford Woods possesses a high amount human capital. The public works superintendent possesses a high degree of skill and competency in his work. He has been able to perform maintenance on the Borough's skid loader and truck on multiple occasions. He understands how stormwater and road issues overlap and has created innovative solutions to both problems. The Borough Manager also is highly skilled in serving the Borough. A loss this human capital would be a detriment to the community.

Emergency Medical Services

It has come to the attention of the Borough that the emergency medical services it receives are currently not sustainable in the medium term. It is advisable to remember that the Borough will have to add contributions to the McCandless-Franklin Park Ambulance Authority in 7-8 years. This will mean an extra cost to the borough, which could be between \$30,000 and \$50,000 a year in additional costs, if the Borough is responsible for 1%-2% of their budget contributions.

Stormwater

Another financial risk to the Borough is its frequent stormwater issues. Plans for managing stormwater issues are not currently reflected in the budget. The Pollution Reduction Plan (PRP) currently highlights stream bank restoration only and does not account for road improvements needed to manage water flow and pollution. Thus, \$10,000 spent a year on road improvements for storm water issues is justified. Since 2016, the Borough has completed

stormwater projects associated with the Dirt and Gravel Grant. These projects include stormwater improvements to Glenmore Road (Bellaire-Wexford Run), Laurel Road, and Willow Road. This work must become common practice as more issues emerge.

Financing Strategy

To meet both the recurring and emerging financial needs of the Borough, a stable strategy must be adopted to secure the future of Bradford Woods. The foremost issue present to the Borough is its revenue. Current revenue sources are sufficient to finance municipal operations and are enough to sustain them until 2019. However, combining capital project spending with a recession is enough to drain the coffers of the Borough. To guard against this, it is advisable to separate capital savings into an additional capital project funds, supplement it with yearly savings of between 2%-7% per budget (See Appendix E), and add it to a long-term investment fund (yearly or six-month investments). This will help offset the costs of capital projects, increasing costs, decreased revenue, and more.

Currently, the American economy is booming, albeit slower than a few years ago. The gains made by EIT have plateaued already. Between 2018-2020, the Borough needs to emphasize building a reserve fund to offset leaner income years that will follow from a recession. At the discretion of Council, they may choose to incur one of the following two new revenue sources. If done quickly, it will allow for further gains to Borough finance before recession. The two sources of revenue diversification are as follows:

1. Business Privilege Tax

The Bradford Woods community has identified small businesses owned by residents which operate out of their home. A tax on home businesses during a booming economy would provide revenue consistent with how well the economy performs. The tax is best applied during times of economic expansion because it will provide the most gains while at the same time not burdening the residents. The neighboring municipality of Pine Township charges a business tax of two mills (\$0.002) on each dollar of income, or \$2 on every \$1,000 made. If a one or two mill tax is levied, it would provide several thousand dollars of additional income to the Borough every year. Making the business privilege tax at or below the level of Pine Township will not encourage businesses to relocate, as the rates are still competitive to the local area.

2. Service surcharge for cable, internet, or phone services

A service fee on cable and/or internet services is feasible because it taxes a premium good consumed by the public. Often, taxes are blamed for taking the “hard earned money” of the people; particularly income taxes. To alleviate this, the borough can explore service fees on cable and internet because they are considered recreational expenditures. They do not stifle struggling businesses or citizens. A note of caution, however; cable and internet taxes are not the same in terms of sustainability. Rainie (2017) shows that Americans, by age, watch television differently.

A cable service fee will only give diminishing returns at this point. Exploring internet service fees will give increasing returns.

3. Stormwater service fee

Currently, House Bill 1394, 2015 Session is in circulation in the Pennsylvania state house of representatives. Its passage will allow municipalities to collect stormwater service fees to alleviate high stormwater costs. Instituting a stormwater fee that will directly fund a stormwater management account will allow the Borough of Bradford Woods to continue its work in resolving water issues in the Borough.

Capital Projects

Capital projects are the items that an organization considers separate entities from their usual budget items. Highlighting capital projects allows for smarter, more efficient future budgeting. These items are emphasized because they are predicted to have a large impact on financial planning for the medium term. Administrative and Public Works costs are direct funding needs, while the capital plans of the NRPD and Northland Public Library are to be divided among participating municipalities. The rating system used for capital projects splits items into two categories:

- **Essential:** This rating is used for items essential to the operation of the entity in carrying out its mission. Without allocated funds, the organization could not operate.
- **Optimal:** Not essential to the core operation of the organization, but increases efficiency, improves quality of work, or improves image.

A road cost plan is included in this section as well, for future budgeting and planning purposes. It is the discretion of Council as to which capital and road projects should be funded. Capital projects, by department, are as follows:

Appendix I: Capital Projects and Equipment

Section 1: Overview

Bradford Woods Borough funds four major departments:

Administration

Public Works

Northland Public Library

NRPD

Each department has capital project and equipment needs in the medium-term. They each have provided information regarding what they need and what they request to best carry out their mission. The overall spending requests are as follows:

Summary of Findings

Administration	2019	2020	2021	2022	2023	Total
Essential	\$ 2,000	\$ 2,750	\$ 2,200	\$ 3,000	\$ 2,300	\$ 12,250
Optimal	\$ -	\$ 350	\$ -	\$ -	\$ -	\$ 350
Total	\$ 2,000	\$ 3,100	\$ 2,200	\$ 3,000	\$ 2,300	\$ 12,600

Public Works	2019	2020	2021	2022	2023	Total
Essential	\$ 50,000	\$ 45,000	\$ 55,000	\$ -	\$ -	\$ 150,000
Optimal	\$ 1,500	\$ -	\$ -	\$ 20,000	\$ 30,000	\$ 51,500
Total	\$ 51,500	\$ 45,000	\$ 55,000	\$ 20,000	\$ 30,000	\$ 201,500

Public Safety	2019	2020	2021	2022	2023	Total
Essential	\$ 92,300.00	\$ 92,300.00	\$ 92,300.00	\$ 92,300.00	\$ 92,300.00	\$ 461,500.00
Optimal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 92,300.00	\$ 92,300.00	\$ 92,300.00	\$ 92,300.00	\$ 92,300.00	\$ 461,500.00

Library	2019	2020	2021	2022	2023	Total
Essential	\$ 1,130,000	\$ 67,000	\$ 138,000	\$ 17,500	N/A	\$ 1,352,500
Optimal	\$ -	\$ 131,000	\$ -	\$ 304,000	N/A	\$ 435,000
Total	\$ 1,130,000	\$ 198,000	\$ 138,000	\$ 321,500	N/A	\$ 1,787,500

Combined	2019	2020	2021	2022	2023	Total
Total Essential	\$ 1,274,300	\$ 207,050	\$ 287,500	\$ 112,800	\$ 94,600	\$ 1,976,250
Total Optimal	\$ 1,500	\$ 131,350	\$ -	\$ 324,000	\$ 30,000	\$ 486,850
Combined	\$ 1,275,800	\$ 338,400	\$ 287,500	\$ 436,800	\$ 124,600	\$ 2,463,100

2019**Section 2: Administration Capital Purchases**

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Printer/Copier Lease	Essential	\$ 2,000
Justification	New copier agreement for office		
		TOTAL	\$ 2,000

2020

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Phone System Upgrade	Optimal	\$ 350
Justification	Better communications abilities		
Item	Financial Software (Quickbooks) Update	Essential	\$ 750
Justification	Allows for tracking of borough finances		
Item	Printer/Copier Lease	Essential	\$ 2,000
Justification	Copier Agreement for service and equ.		
		TOTAL	\$ 3,100

2021

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Printer/Copier Lease	Essential	\$ 2,200
Justification	Copier Agreement for service and equ.		
		TOTAL	\$ 2,200

2022

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Financial Software (Quickbooks) Update	Essential	\$ 800
Justification	Allows for tracking of borough finances		
Item	Printer/Copier Lease	Essential	\$ 2,200
Justification	Copier Agreement for service and equ.		
		TOTAL	\$ 3,000

2023

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Printer/Copier Lease	Essential	\$ 2,300
Justification	Copier Agreement for service and equ.		
		TOTAL	\$ 2,300

Total Essential	TOTAL	\$ 12,250
Total Optimal	TOTAL	\$ 350
Combined Total	TOTAL	\$ 12,600

2019

Section 3: Public Works Capital Purchases

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Salt Shed Restoration	Optimal	\$ 1,500.00
Justification	Protection of salt stores		
Item	Ford F650 Dump Truck (1/2)	Essential	\$ 40,000.00
Justification	Replacing Old Truck		
Item	Tractor	Essential	\$ 25,000.00
Justification	Borough Maintenance		
Item	Sell Old Dump Truck	Essential	\$ (15,000.00)
Justification	Offset new truck cost		
		TOTAL	\$ 50,000

2020

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Ford F650 Dump Truck (1/2)	Essential	\$ 45,000
Justification	Replacing Old Truck		
		TOTAL	\$ 45,000

2021

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Skid Loader	Essential	\$ 55,000
Justification	Moving materials, snow, cutting trees		
		TOTAL	\$ 55,000

2022

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Pave Salt Shed	Optimal	\$ 20,000.00
Justification	Grounds maintenance		
		TOTAL	\$ 20,000

2023

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Salt Shed Addition	Optimal	\$ 30,000.00
Justification	Increased salt storage, tool storage		
		TOTAL	\$ 30,000

Total Essential	TOTAL	\$ 150,000
Total Optimal	TOTAL	\$ 51,500
Combined Total	TOTAL	\$ 201,500

2019

Section 5: Public Safety Capital Purchases

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Three Cruizers	Essential	\$ 80,000.00
Justification			
Item	Equipment Changeout	Essential	\$ 12,300.00
Justification			
		TOTAL	\$ 92,300

2020

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Three Cruizers	Essential	\$ 80,000.00
Justification			
Item	Equipment Changeout	Essential	\$ 12,300.00
Justification			
		TOTAL	\$ 92,300

2021

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Three Cruizers	Essential	\$ 80,000.00
Justification			
Item	Equipment Changeout	Essential	\$ 12,300.00
Justification			
		TOTAL	\$ 92,300

2022

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Three Cruizers	Essential	\$ 80,000.00
Justification			
Item	Equipment Changeout	Essential	\$ 12,300.00
Justification			
		TOTAL	\$ 92,300

2023

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Three Cruizers	Essential	\$ 80,000.00
Justification			
Item	Equipment Changeout	Essential	\$ 12,300.00
Justification			
		TOTAL	\$ 92,300
Total Essential		TOTAL	\$ 461,500.00
Total Optimal		TOTAL	\$ -
Combined Total		TOTAL	\$ 461,500.00

2019

Section 6: Parks and Recreation

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PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Tree Planting	Optimal	\$ 5,000.00
Justification	Beautify BW		
Item	Dead Tree Removal	Essential	\$ 5,000.00
Justification	Prevent Lawsuits		
		TOTAL	\$ 10,000

2020

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Tree Planting	Optimal	\$ 5,000.00
Justification	Beautify BW		
Item	Dead Tree Removal	Essential	\$ 5,000.00
Justification	Prevent Lawsuits		
Item	Dredge Pond	Essential	\$ 25,000.00
Justification			
		TOTAL	\$ 35,000

2021

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Tree Planting	Optimal	\$ 5,000.00
Justification	Beautify BW		
Item	Dead Tree Removal	Essential	\$ 5,000.00
Justification	Prevent Lawsuits		
Item	Restock Fish in Pond	Optimal	\$ 10,000.00
Justification			
		TOTAL	\$ 20,000

2022

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Tree Planting	Optimal	\$ 5,000.00
Justification	Beautify BW		
Item	Dead Tree Removal	Essential	\$ 5,000.00
Justification	Prevent Lawsuits		
		TOTAL	\$ 10,000

2023

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Tree Planting	Optimal	\$ 5,000.00
Justification	Beautify BW		
Item	Dead Tree Removal	Essential	\$ 5,000.00
Justification	Prevent Lawsuits		
		TOTAL	\$ 10,000
Total Essential		TOTAL	\$ 50,000.00
Total Optimal		TOTAL	\$ 35,000.00
Combined Total		TOTAL	\$ 85,000.00

2018

Section 6: Library Capital Purchases

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	HVAC/BAS Replacement	Essential	\$ 833,000
Justification	Better Air Conditioning, Hot Temps		
Item	Roof Replacement	Essential	\$ 270,000
Justification	Hazard to Structure		
Item	Skylight Repairs	Essential	\$ 27,000
Justification	Hazard to guests		
		TOTAL	\$ 1,130,000

2019

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Sanitary Sewer Drain Replacements	Essential	\$ 18,000
Justification	Hazard to Structure		
Item	Skylight Repairs	Essential	\$ 9,000
Justification	Hazard to Structure		
Item	Refurbish Computer Center	Optimal	\$ 45,000
Justification	Increased technology use by patrons		
Item	Lighting Upgrade	Optimal	\$ 25,000
Justification	New lighting, energy efficient		
Item	Brick Pointing	Optimal	\$ 17,500
Justification	Improve building appearance		
Item	Collection Security System	Essential	\$ 40,000
Justification	Protect collection of materials		
Item	New Wireless Access Points	Optimal	\$ 3,500
Justification	Increased technology use by patrons		
Item	Self-Checkout Machines (4)	Optimal	\$ 18,000
Justification	Optimize checkout for patrons		
Item	Public Copiers (2)	Optimal	\$ 22,000
Justification	Allow patrons to make copies of materials		
		TOTAL	\$ 198,000

2020

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Main Entrance Steps / Pad Repairs	Essential	\$ 40,000
Justification	Safe access to building		
Item	Parking Lot Repair	Essential	\$ 40,000
Justification	Parking for patrons		
Item	Flooring	Essential	\$ 33,000
Justification	Hazard to Structure		
Item	New Entrance Vestibules		

Justification	Improve building appearance	Optimal	\$ 37,500
Item	Lighting Upgrade		
Justification	Improve building appearance	Optimal	\$ 25,000
Item	Meeting Room Upgrades		
Justification	Improve meeting quality	Optimal	\$ 18,000
Item	Network Switches		
Justification	Increased technology use by patrons	Essential	\$ 15,000
Item	Phone System		
Justification	More efficient communications	Essential	\$ 10,000
Item	New Wireless Access Points		
Justification	Increased technology use by patrons	Optimal	\$ 35,000
Item	Furniture Replacement / Repair		
Justification	Improve appearance of building	Optimal	\$ 21,750
Item	Sorter System		
Justification	Optimize material return process	Optimal	\$ 50,000
Item	Emergency Power System		
Justification	Enable library to be emergency shelter	Optimal	\$ 125,000
		TOTAL	\$ 193,500

2021

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Window Replacement		
Justification	Hazard to Structure	Essential	\$ 70,000
Item	Flooring		
Justification	Hazard to Structure	Essential	\$ 33,000
Item	New Entrance Vestibules		
Justification	Improve building appearance	Optimal	\$ 35,000
Item	Lighting Upgrade		
Justification	Improve building appearance	Optimal	\$ 25,000
Item	Brick Pointing		
Justification	Improve building appearance	Optimal	\$ 17,500
Item	Meeting Room Upgrades		
Justification	Improve meeting quality	Optimal	\$ 18,000
Item	Self-Checkout Machines (4)		
Justification	Optimize checkout for patrons	Optimal	\$ 18,500
Item	Furniture Replacement / Repair		
Justification	Improve appearance of building	Optimal	\$ 21,750
Item	Sorter System		
Justification	Optimize material return process	Optimal	\$ 100,000
		TOTAL	\$ 338,750

2022

PROJECT/PURCHASE OF EQUIPMENT		PRIORITY	ESTIMATED COST
Item	Building Security System	Essential	\$ 17,500
Justification	Protect the premises		
Item	Window Replacement	Optimal	\$ 70,000
Justification	Hazard to Structure		
Item	Parking Lot Repair	Essential	\$ 40,000
Justification	Patrons need places to park to visit		
Item	Flooring	Essential	\$ 33,000
Justification	Hazard to Structure		
Item	New Entrance Vestibules	Optimal	\$ 35,000
Justification	Improve building appearance		
Item	Lighting Upgrade	Optimal	\$ 25,000
Justification	Improve building appearance		
Item	Meeting Room Upgrades	Optimal	\$ 18,000
Justification	Improve meeting quality		
Item	Office Copiers	Essential	\$ 57,000
Justification	Allow employees to conduct work		
Item	Book Drops	Optimal	\$ 15,000
Justification	Optimizes material return		
Item	Tractor	Optimal	\$ 11,000
Justification	Can maintain grounds w/o contracting		
		TOTAL	\$ 321,500

Total Essential	TOTAL	\$ 1,585,500
Total Optimal	TOTAL	\$ 853,000
Combined Total	TOTAL	\$ 2,181,750

Pave Year	Tenable Road Plan	2018 Rate	Road Life (Yrs.)	Repave Estimation	Last Work	Total Cost	Year End Funds
2018	Burry	10	15	\$ 26,750	2018	\$ 391,250	\$ 90,000
	Glenmore (Wex-Bellaire)	10	12	\$ 44,500	2018		
	Chestnut	10	15	\$ 90,000	2018		
	Lake	10	15	\$ 62,000	2018		
	Harding East	10	15	\$ 65,500	2018		
	Cedar	10	15	\$ 87,500	2018		
	Willow (SW Phase 1)	3.5	15	\$ 15,000	2018		
2019	#Glenmore (Wex. Run-Forest) Commons	5	12	\$ 32,000	2018	\$ 263,500	\$ 96,500
	Market Court	6	20	\$ 146,500	2013		
	Meeting House	5.6	20	\$ 46,750	2013		
	Willow (SW Phase 2)	6	20	\$ 45,500	2013		
	Willow (SW Phase 2)	3.6	15	\$ 25,500	2015		
2020	Crystal Springs	5.5	10	\$ 150,000	1997	\$ 296,250	\$ 70,250
	Willow (SW Phase 3)	2	15	\$ 69,250	2015		
	Oak Grove Road	4.75	15	\$ 77,000	2009		
2021	Glenmore (Forest-Wex) Forest	5	12	\$ 44,500	2012	\$ 300,500	\$ 39,750
	Edgewood	6.25	12	\$ 226,000	2013		
	Edgewood	5.5	15	\$ 30,000	2013		
2022	#Oak Grove-Wex Run Seldom Seen	3	15	\$ 6,000	2020	\$ 270,000	\$ 39,750
	Seldom Seen	5.5	15	\$ 270,000	2013		
2023	#Lake (Woodland-Private)	6	15	\$ 49,000	2018	\$ 308,750	\$ 1,000
	Bellaire (Glenmore-End)	3	15	\$ 60,000	2004		
	Delmar	6	15	\$ 78,250	2006		
	Woodland	6.5	15	\$ 170,500	2007		
2024	Elm	5	15	\$ 60,000	2006	\$ 256,750	\$ 14,250
	Washington	6.5	17	\$ 60,000	2001		
	Harding West	7	15	\$ 23,000	2004		
	Bellaire (Bradford-Glenmore)	4	15	\$ 60,000	2006		
	Laurel	3	15	\$ 53,750	2010		
2025	Bradford West	9.5	8	\$ 177,000	2017	\$ 275,000	\$ 9,250
	Oak Road	6.8	15	\$ 98,000	2009		
2026	Spruce	6	15	\$ 15,500	2006	\$ 253,000	\$ 26,250
	Bradford East (1/2)	9.5	8	\$ 237,500	2014		
	Bradford East (1/2)	9.5	8	\$ 237,500	2014		
2028	Coolidge	8.5	20	\$ 15,000	2012	\$ 238,250	\$ 75,500
	Lincoln	8	12	\$ 151,000	2015		
	Dale	8.5	17	\$ 37,750	2013		
	Forest Ext.	7	15	\$ 49,500	2012		
2029	Dogwood	10	12	\$ 12,000	2018	\$ 78,750	\$ 266,750
	Centervue	9	17	\$ 78,750	2015		

11 Year Funding \$ 2,970,000 # = Add Alternate
11 Year Spending (19-28) \$ 3,184,500 Average \$ 271,450

Appendix A: Revenue Trends, Based on DCED Stats											25
Year	Millage Rate	Real Estate Tax	Income Tax	Real Estate Transfer	Licenses and Permits	Sales Tax	Liquid Fuels	Fines and Forfeits	Interest, Rent, and Royalties	Total Rev	
2006	1.725	\$ 162,548	\$ 231,037	\$ 30,544	\$ 7,669	\$ 10,437	\$ 13,789	\$ 2,659	\$ 6,051	\$ 494,074	
2007	1.725	\$ 164,363	\$ 258,621	\$ 25,365	\$ 3,953	\$ 11,453	\$ 21,716	\$ 2,423	\$ 4,320	\$ 498,457	
2008	2.225	\$ 210,517	\$ 242,846	\$ 22,536	\$ 4,133	\$ 11,258	\$ 23,602	\$ 4,755	\$ 2,610	\$ 526,497	
2009	2.225	\$ 219,871	\$ 235,442	\$ 21,156	\$ 7,001	\$ 10,873	\$ 17,413	\$ 3,691	\$ 2,378	\$ 562,215	
2010	2.225	\$ 223,645	\$ 257,360	\$ 19,636	\$ 5,920	\$ 11,456	\$ 24,555	\$ 2,509	\$ 2,166	\$ 624,171	
2011	2.225	\$ 217,323	\$ 261,933	\$ 46,107	\$ 3,579	\$ 11,885	\$ 32,456	\$ 3,571	\$ 1,478	\$ 584,227	
2012	2.225	\$ 217,550	\$ 271,429	\$ 44,174	\$ 6,362	\$ 13,371	\$ 20,398	\$ 3,169	\$ 1,671	\$ 584,543	
2013	1.803	\$ 232,299	\$ 283,183	\$ 32,243	\$ 4,807	\$ 14,560	\$ 13,350	\$ 1,632	\$ 1,726	\$ 598,412	
2014	1.803	\$ 239,679	\$ 292,139	\$ 27,691	\$ 8,543	\$ 14,918	\$ 22,931	\$ 2,405	\$ 1,120	\$ 617,615	
2015	2.483	\$ 323,459	\$ 307,058	\$ 38,792	\$ 3,409	\$ 18,247	\$ 20,360	\$ 1,669	\$ 1,460	\$ 719,441	
2016	2.483	\$ 322,868	\$ 316,228	\$ 32,284	\$ 9,249	\$ 15,217	\$ 21,888	\$ 1,490	\$ 2,160	\$ 732,716	
2017	2.483	\$ 324,629	\$ 296,548	\$ 36,971	\$ 4,500	\$ 19,593	\$ 9,500	\$ 1,254	\$ 1,500	\$ 776,442	
2018	2.483	\$ 322,500	\$ 310,000	\$ 30,000	\$ 5,500	\$ 15,000	\$ 9,900	\$ 1,300	\$ 1,500	\$ 818,000	

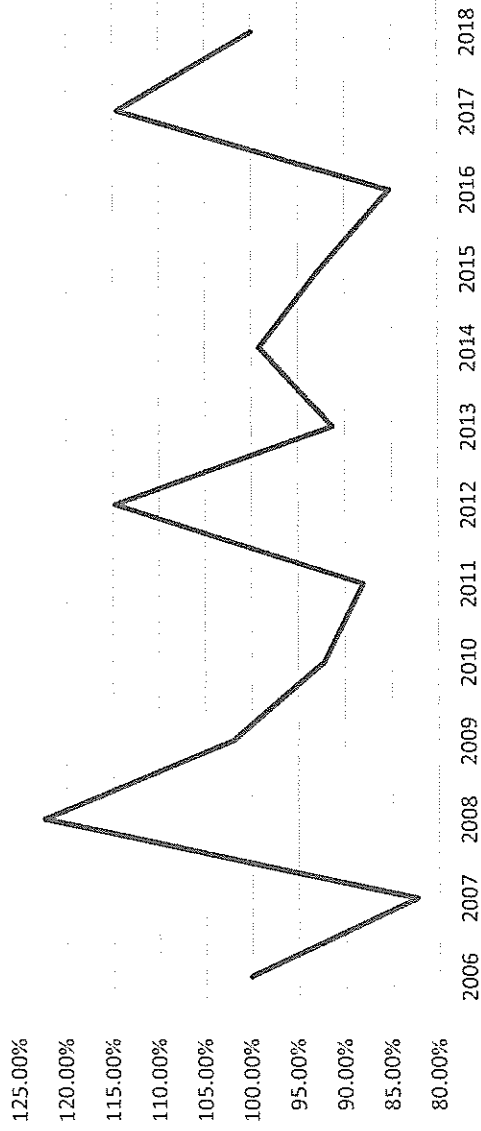
Appendix B: Expenditure Trends, Based on DCED stats

Year	Admin.	Public Safety	Public Works	Culture and Recreation	Com. Dev.	Employer Paid Benefits	Insurance	Debt Service	Total Exp
2006	\$ 118,361	\$ 156,833	\$ 142,468	\$ 21,381	\$ 9,281	\$ 35,961	\$ 9,710	\$ -	\$ 494,008
2007	\$ 106,666	\$ 153,354	\$ 84,358	\$ 25,099	\$ 5,051	\$ 29,478	\$ 4,838	\$ -	\$ 410,089
2008	\$ 120,633	\$ 179,507	\$ 279,761	\$ 24,933	\$ 5,051	\$ 29,172	\$ 4,084	\$ -	\$ 643,761
2009	\$ 167,994	\$ 178,242	\$ 156,385	\$ 34,471	\$ -	\$ 29,052	\$ 4,045	\$ -	\$ 572,907
2010	\$ 168,932	\$ 188,457	\$ 150,673	\$ 36,150	\$ -	\$ 24,269	\$ 4,445	\$ -	\$ 575,289
2011	\$ 163,495	\$ 208,801	\$ 52,352	\$ 34,788	\$ -	\$ 28,384	\$ 4,305	\$ 20,836	\$ 514,148
2012	\$ 161,621	\$ 201,750	\$ 213,925	\$ 44,210	\$ -	\$ 23,438	\$ 4,464	\$ 19,992	\$ 670,070
2013	\$ 162,344	\$ 215,780	\$ 87,906	\$ 24,209	\$ -	\$ 30,085	\$ 4,988	\$ 19,163	\$ 546,059
2014	\$ 197,117	\$ 217,789	\$ 139,149	\$ 24,233	\$ -	\$ 25,919	\$ 5,522	\$ -	\$ 611,909
2015	\$ 175,091	\$ 221,930	\$ 218,175	\$ 24,530	\$ -	\$ 24,648	\$ -	\$ -	\$ 665,940
2016	\$ 175,430	\$ 223,657	\$ 168,186	\$ 17,772	\$ -	\$ 26,801	\$ 11,451	\$ -	\$ 623,769
2017	\$ 115,650	\$ 236,374	\$ 351,790	\$ 28,717	\$ -	\$ 23,265	\$ 9,313	\$ -	\$ 888,156
2018	\$ 120,750	\$ 237,399	\$ 336,734	\$ 29,408	\$ -	\$ 16,100	\$ 6,100	\$ -	\$ 817,095

Source: <http://munstats.pa.gov/Reports/ReportInformation2.aspx?report=mAfrForm>

Year	Operating Position (Exp/Rev)		
	Revenue	Expenditures	Position
2006	\$ 494,074	\$ 494,008	99.99%
2007	\$ 498,457	\$ 410,089	82.27%
2008	\$ 526,497	\$ 643,761	122.27%
2009	\$ 562,215	\$ 572,907	101.90%
2010	\$ 624,171	\$ 575,289	92.17%
2011	\$ 584,227	\$ 514,148	88.00%
2012	\$ 584,543	\$ 670,070	114.63%
2013	\$ 598,412	\$ 546,059	91.25%
2014	\$ 617,615	\$ 611,909	99.08%
2015	\$ 719,441	\$ 665,940	92.56%
2016	\$ 732,716	\$ 623,769	85.13%
2017	\$ 776,442	\$ 888,156	114.39%
2018	\$ 818,000	\$ 817,095	99.89%

Operating Position (% of Total Exp/Rev)

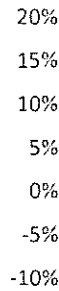


Appendix C: Shortfalls

Revenue Shortfalls

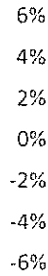
EIT

Year	Budget	Actual	Shortfal	%
13	\$ 230,000	\$ 272,670	\$ 42,670	16%
14	\$ 230,000	\$ 292,140	\$ 62,140	21%
15	\$ 260,000	\$ 306,358	\$ 46,358	15%
16	\$ 275,000	\$ 309,528	\$ 34,528	11%
17	\$ 310,000	\$ 289,848	\$ (20,152)	-7%



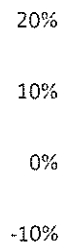
Property Tax

Year	Budget	Actual	Shortfuall	%
13	\$ 215,000	\$ 227,213	\$ 12,213	5%
14	\$ 220,084	\$ 228,659	\$ 8,575	4%
15	\$ 311,000	\$ 316,180	\$ 5,180	2%
16	\$ 321,606	\$ 307,502	\$ (14,104)	-5%
17	\$ 315,000	\$ 323,540	\$ 8,540	3%



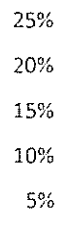
Real Estate Transfer

Year	Budget	Actual	Shortall	%
13	\$ 30,000	\$ 32,343	\$ 2,343	7%
14	\$ 30,000	\$ 27,691	\$ (2,309)	-8%
15	\$ 30,000	\$ 38,792	\$ 8,792	23%
16	\$ 30,000	\$ 30,128	\$ 128	0%
17	\$ 30,000	\$ 36,972	\$ 6,972	19%



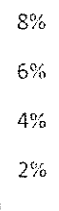
RAD Sales Tax

Year	Budget	Actual	Shortall	%
13	\$ 13,100	\$ 14,561	\$ 1,461	10%
14	\$ 13,100	\$ 14,919	\$ 1,819	12%
15	\$ 14,000	\$ 18,247	\$ 4,247	23%
16	\$ 14,000	\$ 15,217	\$ 1,217	8%
17	\$ 15,000	\$ 19,593	\$ 4,593	23%

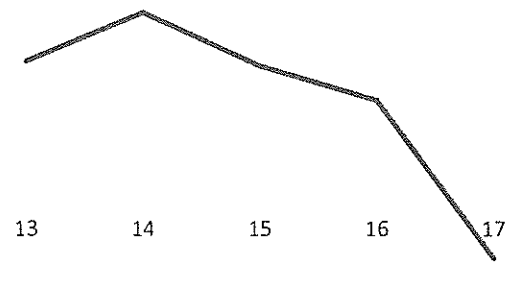


Liquid Fuels

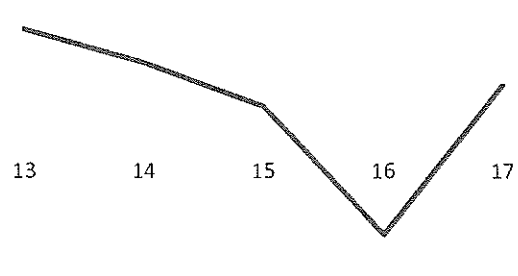
Year	Budget	Actual	Shortall	%
13	\$ 33,121	\$ 34,121	\$ 1,000	3%
14	\$ 34,115	\$ 36,746	\$ 2,631	7%
15	\$ 39,176	\$ 40,484	\$ 1,308	3%
16	\$ 46,029	\$ 47,117	\$ 1,088	2%
17	\$ 48,000	\$ 49,294	\$ 1,294	3%



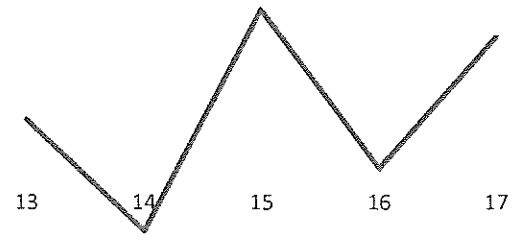
EIT Shortfall



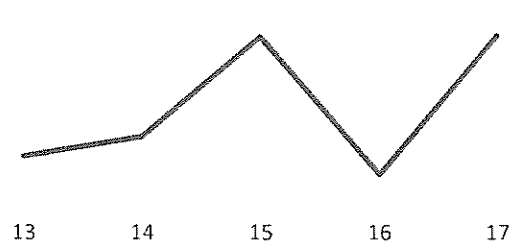
Property Tax Shortfall



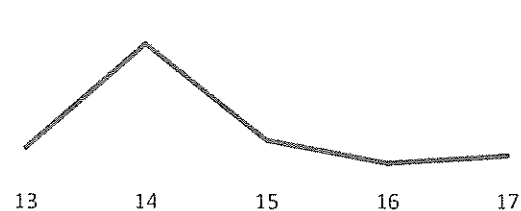
Real Estate Transfer Shortfall



RAD Sales Tax Surplus



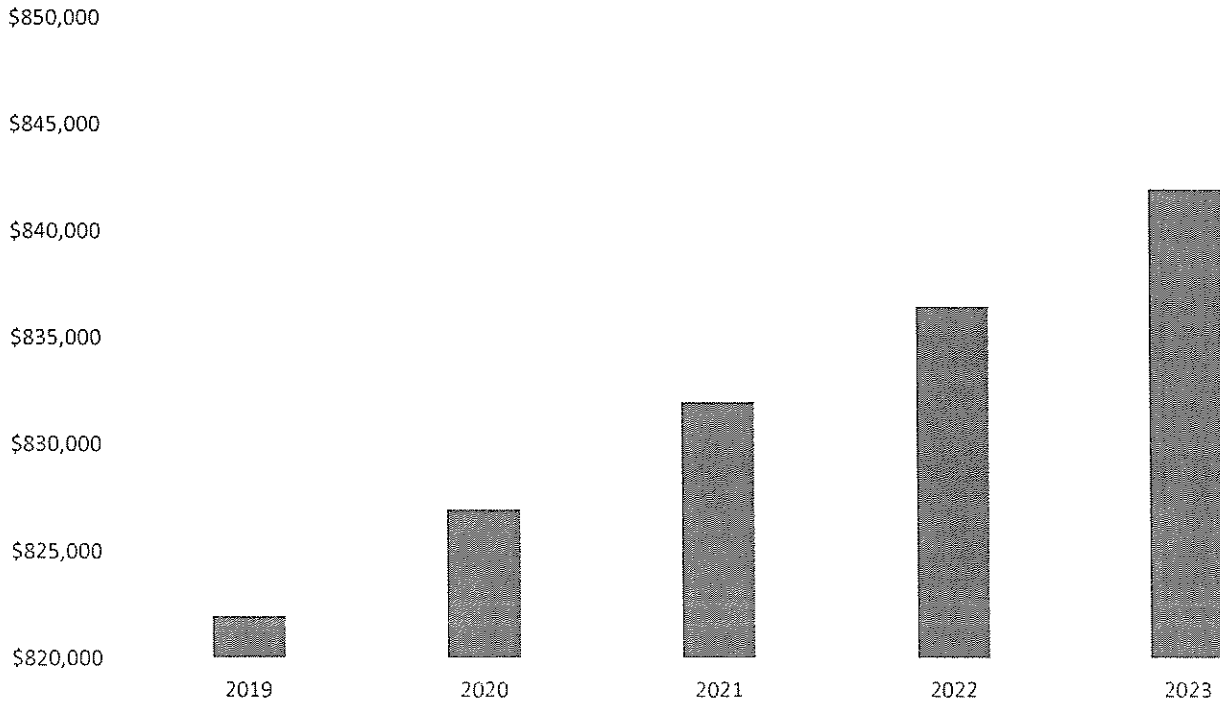
Liquid Fuels Surplus



Appendix D: Future Cost Prediction

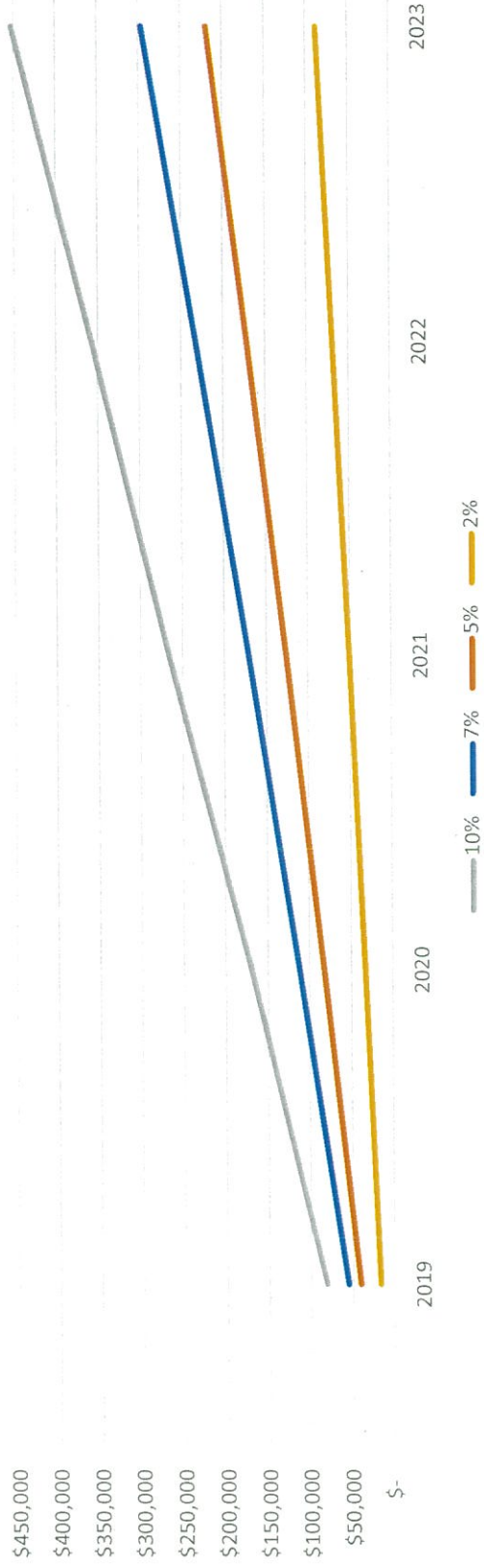
	2019	2020	2021	2022	2023
Administration	\$ 125,000	\$ 127,500	\$ 130,000	\$ 132,500	\$ 135,000
Public Safety	\$ 238,000	\$ 239,500	\$ 241,000	\$ 242,500	\$ 244,000
Public Works	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000
Library	\$ 31,000	\$ 32,000	\$ 33,000	\$ 33,500	\$ 35,000
Bulding	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Engineering Fees	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Misc. Expenses	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
Insurance and Employee Benefits	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Legal Fees	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
Pollution Reduction Plan	\$ 38,500	\$ 38,500	\$ 38,500	\$ 38,500	\$ 38,500
Emergency Fund Allocations	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500
Public Works Emergency Fund	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Storm Water Fund	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Totals	\$ 822,000	\$ 827,000	\$ 832,000	\$ 836,500	\$ 842,000

Future Cost Prediciton



Appendix E: Emergency Fund Plan, Based on 2017 Base Rev. (\$775,000)												28
10% Investment		2019	2020	2021	2022	2023	7% Investment	2019	2020	2021	2022	2023
Principal		\$ 77,500	\$ 162,413	\$ 255,448	\$ 343,320	\$ 434,760	Principal	\$ 52,500	\$ 107,132	\$ 163,982	\$ 223,140	\$ 284,700
Interest Rate		1.00%	1.00%	1.00%	1.00%	1.00%	Interest Rate	1.00%	1.00%	1.00%	1.00%	1.00%
Term		4	4	4	4	4	Term	4	4	4	4	4
End Of Year		\$ 80,647	\$ 169,008	\$ 265,820	\$ 357,260	\$ 452,413	End Of Year	\$ 54,632	\$ 111,482	\$ 170,640	\$ 232,200	\$ 296,260
5% Investment		2019	2020	2021	2022	2023	2% Investment	2019	2020	2021	2022	2023
Principal		\$ 38,750	\$ 79,073	\$ 121,034	\$ 164,699	\$ 210,136	Principal	\$ 15,500	\$ 31,629	\$ 48,414	\$ 65,879	\$ 84,054
Interest Rate		1.00%	1.00%	1.00%	1.00%	1.00%	Interest Rate	1.00%	1.00%	1.00%	1.00%	1.00%
Term		4	4	4	4	4	Term	4	4	4	4	4
End Of Year		\$ 40,323	\$ 82,284	\$ 125,949	\$ 171,386	\$ 218,668	End Of Year	\$ 16,129	\$ 32,914	\$ 50,379	\$ 68,554	\$ 87,467

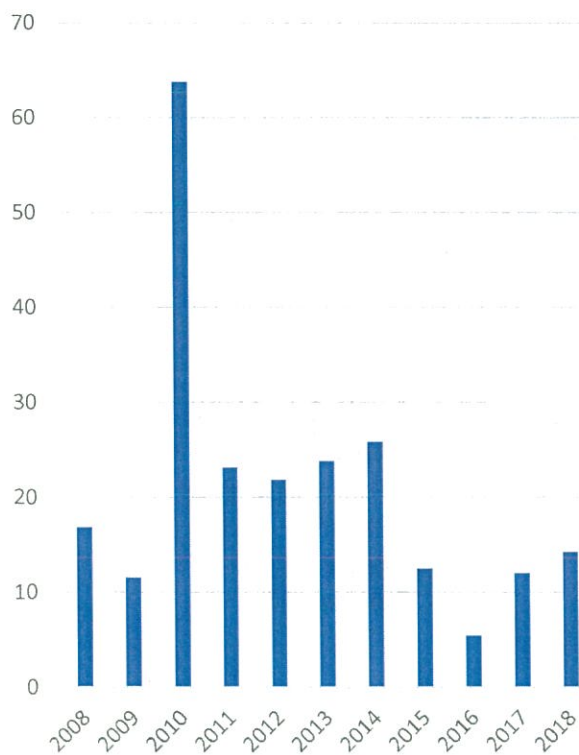
Emergency Fund, 2019-2023



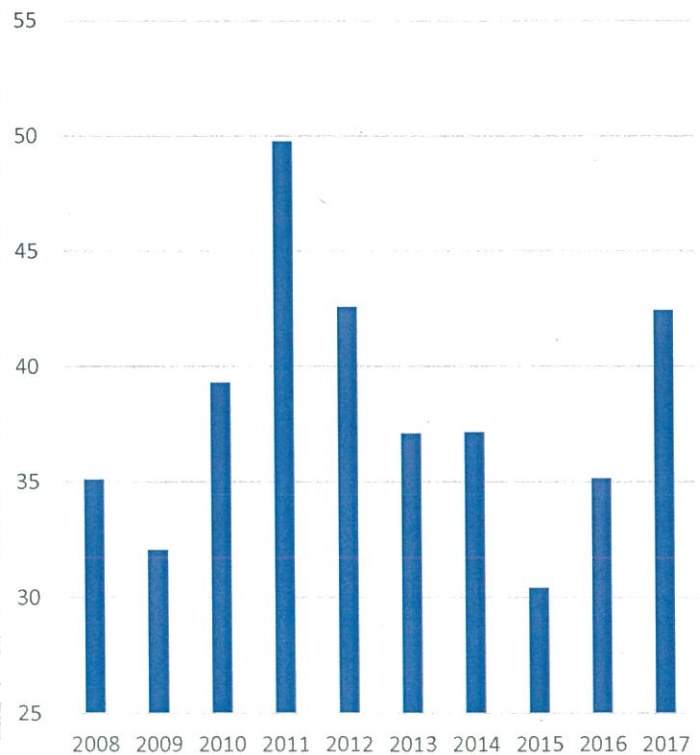
Appendix F: Total Precipitation and Snowfall Amounts, in inches												29
Rainfall	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Avg.
Jan	1.43	3.83	3.68	4.37	3.64	2.37	2.42	2.06	2.23	3.67	5.06	3.16
Feb	6.1	0.67	4.33	4.01	1.19	2.27	1.79	1.02	3.11	1.49	6.28	2.932727
Mar	4.64	1.59	2.62	5.88	3.69	1.9	1.68	1.86	2.56	5.1	2.98	3.136364
Apr	2.26	2.04	1.98	5.72	1.43	2.91	3.43	3.26	1.36	4.13	4.23	2.977273
May	3.28	2.42	4.12	5.54	4.92	2.3	5	1.85	2.11	5.12	2.61	3.57
Jun	4.24	7.04	6.03	2.19	1.62	6.48	3.33	4.87	5.35	4.8	1.89	4.349091
Jul	2.01	3.07	1.48	1.94	7.74	4.98	4.28	1.88	2.49	4.63	No Data	3.45
Aug	1.78	3	1.61	4.19	2.18	2.34	6.25	0.92	3.65	2.96		2.888
Sep	2.18	1.65	3.48	4.41	4.75	2.39	1.28	4.87	2.57	0.75		2.833
Oct	1.58	2.14	2.7	4.66	5.07	2.69	2.08	3.39	4.68	4.35		3.334
Nov	1.09	0.81	3.27	4.37	0.79	2.98	3.15	1.38	0.95	3.83		2.262
Dec	4.51	3.81	4	2.48	5.56	3.5	2.47	3.07	4.09	1.63		3.512
Total	35.1	32.07	39.3	49.76	42.58	37.11	37.16	30.43	35.15	42.46	23.05	38.40445

Snow, inches	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018 YTD	Avg.
Jan	1.96	4.56	14.8	16.62	9.95	5.46	8.38	8.61	1.49	2.68	9.6	7.646364
Feb	11.49	0	38.96	6.5	2.28	3.5	14.33	3.9	0.91	3.23	2.64	3.7
Mar	2.72	0	0	0	1.02	0.98	2.13	0	0	1.1	2.01	0.905455
Nov	0.51	0	0	0	0	5.83	0.98	0	0.51	0		0.783
Dec	0.12	6.96	9.99	0	8.58	7.99	0	0	2.52	5		4.116
Total	16.8	11.52	63.75	23.12	21.83	23.76	25.82	12.51	5.43	12.01	14.25	17.15082

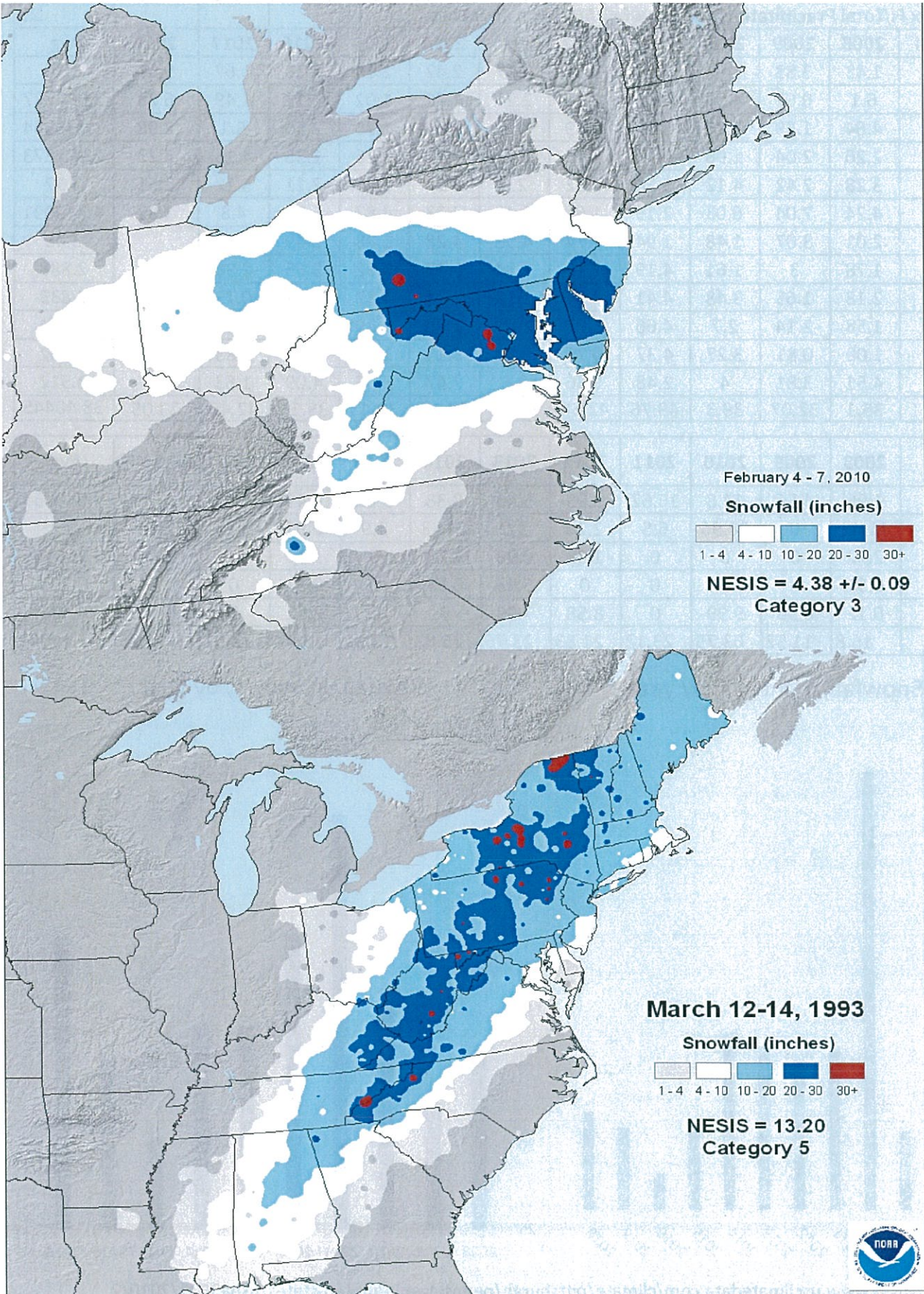
Snowfall, in inches, by year



Rainfall, in inches, by year



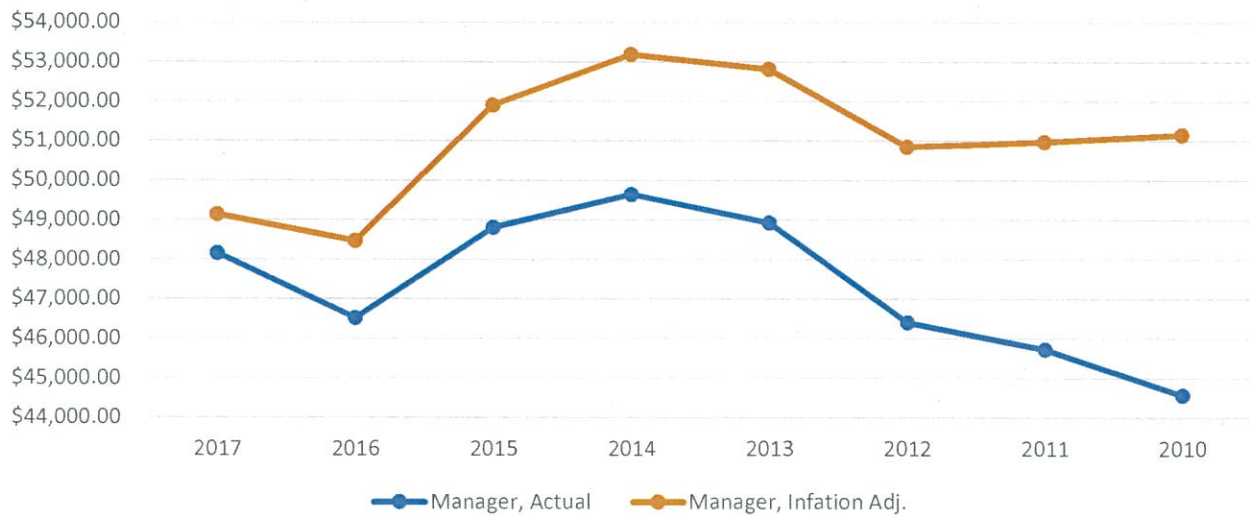
Source: <https://www.usclimatedata.com/climate/pittsburgh/pennsylvania/united-states/uspa3601/2010/2>



Maps Source: <https://www.ncdc.noaa.gov/snow-and-ice/rsi/nesis>

Appendix G: Borough Staff Income Trends				30
Year	Manager, Actual	Public Works Officer, Actual	Manager, Inflation Adj.	Public Works Officer, Adj.
2018	\$ 47,500.00	\$ 35,000.00		
2017	\$ 48,161.00	\$ 32,610.00	\$ 49,150.00	\$ 33,279.00
2016	\$ 46,519.00	\$ 31,786.00	\$ 48,475.00	\$ 33,123.00
2015	\$ 48,806.00	\$ 34,300.00	\$ 51,914.00	\$ 36,484.00
2014	\$ 49,644.00	\$ 35,000.00	\$ 53,190.00	\$ 37,500.00
2013	\$ 48,929.00	No Data Available	\$ 52,821.00	No Data Available
2012	\$ 46,410.00		\$ 50,854.00	
2011	\$ 45,728.00		\$ 50,979.00	
2010	\$ 44,564.00		\$ 51,153.00	

Manager Income, Actual and Inflation Adjusted



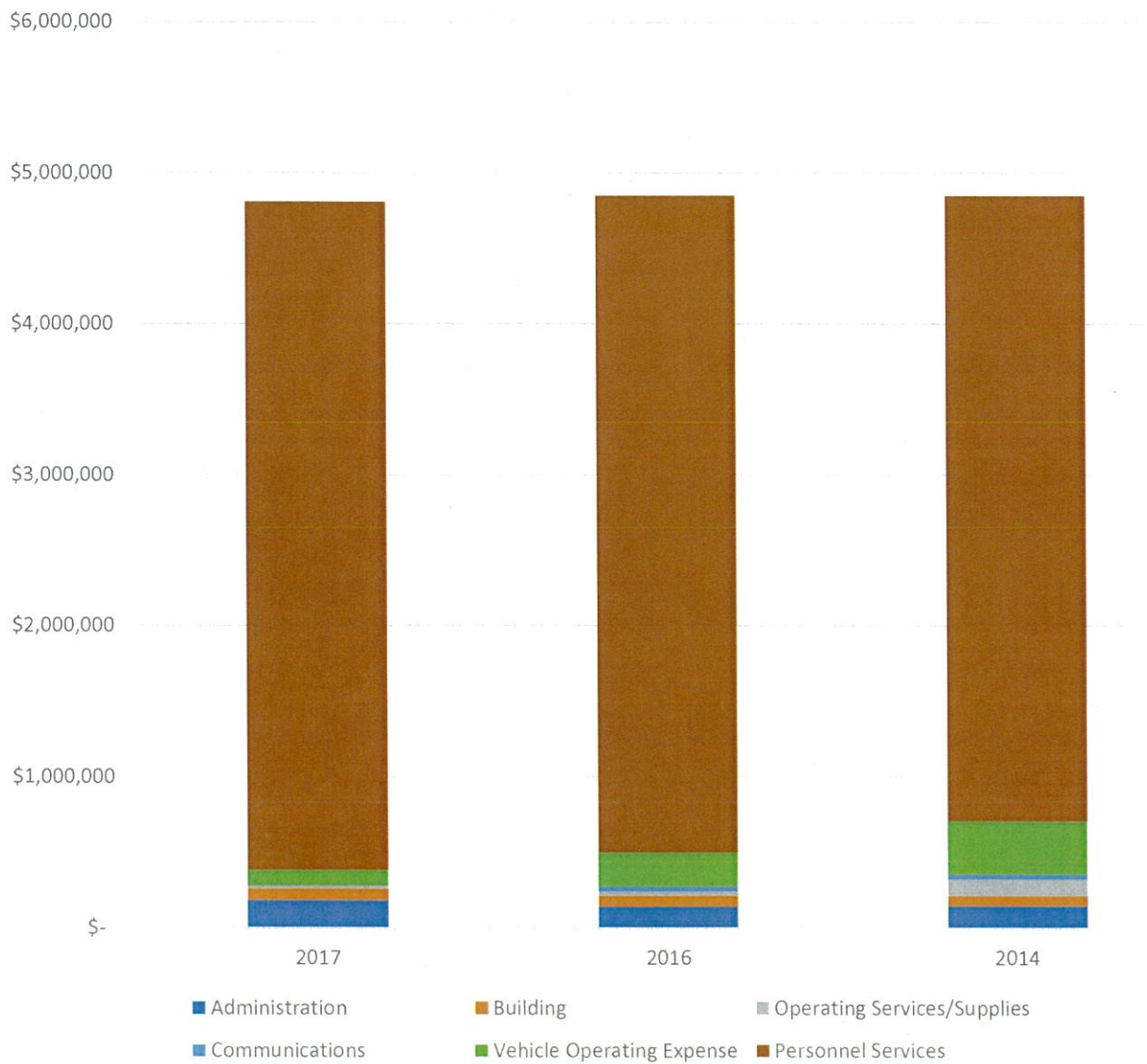
Public Works Officer Pay, Actual and Inflation Adjusted



Sources: DCED Municipal Statistics and Bradford Woods Year End Reports
<http://munstats.pa.gov/Reports/ReportInformation2.aspx?report=mAfrForm>

Source: NRPD Yearly Audit	2017	2016	2014
Administration	\$ 184,527	\$ 143,342	\$ 146,919
Building	\$ 73,024	\$ 73,642	\$ 69,550
Operating Services/Supplies	\$ 20,415	\$ 27,050	\$ 106,865
Communications	\$ 1,740	\$ 31,011	\$ 30,420
Vehicle Operating Expense	\$ 102,361	\$ 223,685	\$ 353,477
Personnel Services	\$ 4,428,142	\$ 4,348,336	\$ 4,142,302
Total	\$ 4,810,209	\$ 4,847,066	\$ 4,849,533
Bradford Woods Contribution	\$ 178,384	\$ 173,296	\$ 169,226

NRPD Expenditures



Source: NRPD Yearly Audit Reports, 2014, 2016, 2017

Conclusions

Bradford Woods is not in fiscal danger as of today. Through the hard work and dedication of its Council and Administration, Bradford Woods remains stable. However, based on observations of past trends, current project needs, and future issues, the *future* financial stability of the Borough is at risk. While the cash position has increased over the past few years, the reserve pool of resources is not high enough to handle economic downturn or emergency issues. As in true in one's private expenses, it is important to have foresight by reserving funds set aside to pay for unaccounted costs and emergencies. It is poor financial advice to encourage a person to not save money when considering his or her financial future. Borough finance is much the same. By maintaining revenue levels and adhering to this CIP, the Borough will have the following advantages:

- Maintaining service levels
- Retainment of highly skilled and efficient employees
- A road paving program which allows for a complete paving of Bradford Woods' roads every 12 years
- Reserve accounts that will store away funds for unforeseen emergencies and emerging challenges
- New capital projects that enhance the Borough's capabilities, as well as the capabilities of both the NRPD and the Northland Public Library.
- Diversification options for future taxes and fees.
- Effective management of MS4 requirements

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