

---

**Borough of Lewisburg**  
**2018 Early Intervention Plan**



Union County, Pennsylvania

---

Prepared on behalf of the  
Borough of Lewisburg  
Commonwealth of Pennsylvania  
Department of Community and Economic Development  
Governor's Center for Local Government Services

**STEVENS & LEE**  
**LAWYERS & CONSULTANTS**

**Stevens & Lee, P.C.**  
17 North Second Street, 16th Fl.  
Harrisburg, PA 17101  
717.234.1090  
[www.stevenslee.com](http://www.stevenslee.com)



**Financial S&Lutions**  
607 Washington Street  
Reading, PA 19601  
610.478.2153  
[www.fsandl.com](http://www.fsandl.com)



**STEVENS & LEE**  
**LAWYERS & CONSULTANTS**

51 South Duke Street  
Lancaster, PA 17602  
(717) 291-1031 Fax (717) 394-7726  
www.stevenslee.com

Direct Dial: (610) 478-2103  
Email: jwe@stevenslee.com  
Direct Fax: (610) 236-4174

February 19, 2019

Borough of Lewisburg  
Borough Municipal Building  
55 South Fifth Street  
Lewisburg, PA 17837

Re: Borough of Lewisburg, 2018 Early Intervention Plan  
Council and Mayor:

This letter formally transmits the Borough's 2018 Early Intervention Plan.

We appreciate having the opportunity to work with the Borough on this project.

Best regards,



By: \_\_\_\_\_  
EIP Consultant

Enclosure (1)

cc: Marita J. Kelley, Department of Community & Economic Development  
(Deputy Director, Governor's Center for Local Government Services)  
Ryan P. Hottenstein, Financial Solutions (EIP Consultant)  
Chief Mark Talbot, Mark Talbot Consulting (EIP Consultant)  
Michael Malinowski, EHD (EIP Consultant)

**Borough of Lewisburg**  
**Early Intervention Plan**



# Table of Contents

	<u>Page</u>
<b>TRANSMITTAL LETTER</b>	
<b>INTRODUCTION .....</b>	<b>1</b>
<b>DEMOGRAPHIC INFORMATION.....</b>	<b>5</b>
POPULATION TRENDS.....	5
EMPLOYMENT .....	5
EDUCATIONAL ATTAINMENT .....	7
INCOME TRENDS .....	7
HOUSING TRENDS.....	8
<b>ELECTED OFFICIALS AND ADMINISTRATIVE SERVICES.....</b>	<b>10</b>
OVERVIEW.....	10
ASSESSMENT.....	11
BOROUGH COUNCIL & MAYOR RECOMMENDATIONS .....	12
ASSESSMENT.....	15
ADMINISTRATIVE SERVICES RECOMMENDATIONS .....	16
ASSESSMENT.....	20
INSURANCE AND RISK MANAGEMENT RECOMMENDATIONS.....	21
<b>POLICE DEPARTMENT.....</b>	<b>24</b>
OVERVIEW.....	24
ASSESSMENT.....	30
BENEFITS OF REGIONAL POLICING .....	31
POLICE RECOMMENDATIONS.....	33
<b>PUBLIC WORKS DEPARTMENT .....</b>	<b>41</b>
OVERVIEW.....	41
ASSESSMENT.....	45
PUBLIC WORKS RECOMMENDATIONS .....	45
<b>REVENUE AND FINANCIAL PROJECTIONS.....</b>	<b>47</b>
OVERVIEW.....	47
INTRODUCTION.....	47
HISTORICAL 2014-2017 .....	48
REVENUE PROFILE.....	49
TAX RATES .....	51
TAX BURDEN .....	52
PROPERTY EXEMPT FROM TAXATION.....	53
BASELINE PROJECTIONS 2018-2022.....	54
REVENUE PROJECTIONS—2018-2022 .....	56
EXPENDITURE PROJECTIONS—2018-2022.....	57
<b>DEBT.....</b>	<b>58</b>
OVERVIEW.....	58
ASSESSMENT.....	60

**APPENDIX**

Appendix – A Historic & Budgeted General Fund Revenue and Expense Line Items

# Introduction

## Early Intervention Background

In 2004, the Department of Community and Economic Development (“DCED”) developed an Early Intervention Program (EIP) to provide matching grant funds to assist municipalities to develop comprehensive, multi-year financial plans and establish short-term and long-term financial objectives. In 2017, the Borough of Lewisburg (the “Borough”) obtained an EIP grant from DCED, and in early 2018 engaged Stevens & Lee, P.C. (“S&L”) and Financial S&Lutions LLC (“FS&L,” together, the “Financial Consultant” or “Consultant”) to develop a multi-year financial report. The report is provided to assist the Borough with the completion of the following five tasks:

1. Assess Current Financial Position to establish a realistic baseline of the Borough’s historic and financial conditions. This review will include a minimum of four (4) years of detailed historical financial data.
2. Financial Trend Analysis to project future revenue, expenditure, economic and demographic trends for a three (3) year period so the Borough can understand its future financial position and take immediate steps to counter any negative trends.
3. Conduct an in-depth Management and Mission Audit of Borough Departments to provide an operational review of current staffing levels, including a narrative summary of each department comprising budgetary, personnel and other relevant data, in order to determine appropriate staffing levels.
4. Implementation Strategy Development and Multi-Year Plan Adoption using findings in tasks one (1) through four (4) herein, to develop implementation strategies for Council consideration.
5. Ongoing Multi-Year Monitoring, Evaluation and Implementation to establish a process for long-term monitoring, evaluating and updating implementation strategies and the long term financial forecast.

## History and Relevant Trends

An understanding of Lewisburg’s history and economic trends is crucial to understand the Borough’s current fiscal situation, as well as its outlook. These trends must be recognized and considered in evaluating solutions to the Borough’s financial situation.

Lewisburg was originally known as Derrstown, named by the founder, Ludwig Derr. On March 13, 1812, ‘Derrstown’ passed an act incorporating the directors of streets, lanes and alleys, and the town became known as Lewisburg. The incorporation of Lewisburg as a Borough occurred on March 31, 1812.<sup>1</sup>

Lewisburg is the home of Bucknell University, and the county seat and economic hub of Union County. The Borough is a small, vibrant and historically well preserved town. Approximately

---

<sup>1</sup> <https://www.lewisburgborough.org/about/>

one square mile in size, the Borough is filled with buildings of varying architectural styles including: Federal, Queen Anne, Tuscan Villa, Italianate, Gothic, Greek Revival, Georgian, English Manor and Colonial Revival. It is widely considered one of the best livable small towns in not just Pennsylvania, but the entire United States.

## **List of Recommendations**

The following is a summary of the Recommendations set forth in this Early Intervention Plan.

### ***Elected Officials and Administrative Services Departments***

#### Borough Council and Mayor Recommendations

- *Apply for State Grant for EIP II to develop a Long Term Flood Plain Plan*
- *Establish Goals, Objectives, Mission and Values*
- *Discuss and determine essential services*
- *Enact, modify and revise Ordinances as necessary*
- *Pursue regionalization/merger with Neighboring Municipalities*
- *Establish a Fund Balance Policy*
- *Require Borough Manager to provide quarterly Progress Report on the Recommendations in EIP Plan the Borough decides to implement*
- *Review the Fiscal Sustainability of all Funds on Annual Basis*
- *Create a Five Year Capital Improvement Plan*
- *Maintain Relationship with Central Keystone Council of Governments (“CKCOG”) for Code and Zoning*
- *Participate in DCED Local Government Training Programs*
- *Consider developing a sidewalk repair program in conjunction with improving shade tree plantings and enforcement*
- *Engage Expert Assistance for Bid Review and Project Monitoring as appropriate*
- *Allocate funding for Staff Training*

#### Administrative Services Recommendations

- *Allocate funds for training on the Borough’s Enterprise Resource Planning (“ERP”) Software*



- *Clean up Current Financial Reports*
- *Explore Additional Governmental Applications which may be available from the Edmunds & Associates System currently in place*
- *Switch to Modified or Full Accrual Basis of Accounting*
- *Include a Management Discussion and Analysis with annual Audit (“MD&A”)*
- *Review current procurement procedures to ensure all non-emergency purchases greater than \$1,000 are approved by the Borough Manager prior to funds being expended.*
- *Review Policies and Procedures for processing of ticket or bills*
- *Consider engaging a website developer to review the Borough’s current website with a specific focus on improvements to Citizens ability to file forms and make payments online*

#### Insurance and Risk Management Recommendations

- *Automobile Liability - Lower its Underinsured Motorists and Uninsured Motorists limits to \$35,000 per occurrence*
- *Umbrella – Consider increasing Umbrella policy to afford a minimum of \$4 million in aggregate liability coverage*
- *Crime Coverage – Consider increase to a minimum crime limit of \$50,000*
- *Cyber Liability – Add cyber coverage to its policy*
- *Social Engineering - Add Social Engineering coverage to its policy*
- *Public Officials Liability – Name the Buffalo Valley Regional Police Department as a named insured on the Borough’s policy and request to be named as a named insured on the Police Departments policy*
- *Public Officials Liability - Consider increasing the sub-limit per claim amount to a minimum of \$50,000*
- *Workers’ Compensation - Implement a safety committee*
- *Broker Compensation – Consider moving to a fee arrangement versus commission paid broker compensation*
- *Marketing the Insurance Program – The Borough should not market its insurance program more than once every three years*

### Police Recommendations

- *Consider reviewing the regionalization agreement and add additional components to determine cost sharing*
- *Develop a Strategic Plan*
- *Create and Institute a Performance Dashboard*
- *Institute a Problem Oriented Policing Strategy*
- *Develop the Capacity to Analyze Crime*
- *Hotspot and geographic based policing*
- *Develop and institute a plan for community policing*
- *Institute Targeted Directed Patrols*

### Public Works Recommendations

- *Increase fees charged annually*
- *Consider adding Public Works functionality to the Borough's existing Edmunds & Associates Computer Software*
- *Continue increase in street repair and maintenance*
- *Establish departmental goals and objectives*
- *Develop employee succession plan*
- *Public Works staff should participate in Capital Planning*

(Remainder of Page Intentionally Left Blank)

# Demographic Information

## Population Trends

The 2012-2016 US Census American Community Survey 5-Year Estimates (the “ACS”) reported that Union County and Pennsylvania experienced an increase in population while the Borough experienced a loss compared to the 2006-10 ACS. From 2006-10 to 2012-16 the Borough has lost 105 residents or 1.79% of its population, while the County has gained 312 residents or 0.70%. The chart below reflects population trends of the Lewisburg Borough and Union County from 2006-10 to 2012-16.

	2006-2010				2012-2016				Difference			
	Union County		Lewisburg Borough		Union County		Lewisburg Borough		Union County		Lewisburg Borough	
Total Population	44,866		5,862		45,178		5,757		312	0.70%	(105)	-1.79%
Male	24,776		2,359		24,910		2,451		134	0.54%	92	3.90%
Female	20,090		3,503		20,268		3,306		178	0.89%	(197)	-5.62%
Under 5	2,186	4.87%	83	1.42%	2,048	4.53%	254	4.41%	(138)	-6.31%	171	206.02%
5 to 9 years	2,247	5.01%	124	2.12%	2,189	4.85%	102	1.77%	(58)	-2.58%	(22)	-17.74%
10 to 14 years	2,379	5.30%	143	2.44%	2,380	5.27%	171	2.97%	1	0.04%	28	19.58%
15 to 19 years	4,187	9.33%	1,504	25.66%	4,058	8.98%	1,223	21.24%	(129)	-3.08%	(281)	-18.68%
20 to 24 years	3,673	8.19%	1,567	26.73%	3,765	8.33%	1,248	21.68%	92	2.50%	(319)	-20.36%
25 to 34 years	5,731	12.77%	294	5.02%	5,749	12.73%	635	11.03%	18	0.31%	341	115.99%
35 to 44 years	6,572	14.65%	391	6.67%	6,062	13.42%	383	6.65%	(510)	-7.78%	(8)	-2.05%
45 to 54 years	6,445	14.36%	516	8.80%	6,308	13.96%	351	6.10%	(137)	-2.13%	(165)	-31.98%
55 to 59 years	2,852	6.36%	286	4.88%	3,062	6.78%	122	2.12%	210	7.36%	(164)	-57.34%
60 to 64 years	2,084	4.64%	146	2.49%	2,295	5.08%	270	4.69%	211	10.12%	124	84.93%
65 to 74 years	3,107	6.93%	244	4.16%	3,773	8.35%	335	5.82%	666	21.44%	91	37.30%
75 to 84 years	2,375	5.29%	303	5.17%	2,303	5.10%	339	5.89%	(72)	-3.03%	36	11.88%
85 years and over	1,028	2.29%	261	4.45%	1,186	2.63%	324	5.63%	158	15.37%	63	24.14%
Under 18	8,443	18.82%	504	8.60%	8,114	17.96%	662	11.50%	(329)	3.90%	158	31.35%
18 to 65	29,913	66.67%	4,550	77.62%	29,802	65.97%	4,097	71.17%	(111)	-0.37%	(453)	-9.96%
65 and over	6,510	14.51%	808	13.78%	7,262	16.07%	998	17.34%	752	11.55%	190	23.51%
Median Age	38.4		21.6		39.1		24.3					

While Lewisburg experienced a population decrease compared to Pennsylvania and Union County, the population in Lewisburg is much younger than Union County, Pennsylvania, and the national average, which is primarily attributable to Bucknell students. A point to consider, while the Borough’s mean age is lower than most other municipalities, its population over the age 65 is 17.34%, and grew 23.51% over the last six years. Lewisburg’s population over the age of 65 is above both Union County (16.07%) and Pennsylvania (16.69%).

## Employment

While Lewisburg experienced a decrease in its overall population the employed civilian population over the age of 16 has increased by 122 or 5.28%. Today the top employers in Union County are governmental services, healthcare, and education. The table below reflects the top 10 employers in Union County and neighboring counties as of the fourth quarter of 2017.

**Top 10 Employers by Sector and County  
(4th Quarter 2017)**

<b>Union County</b>		<b>Northumberland County</b>		<b>Snyder County</b>	
<b>Major Employers<sup>1</sup></b>	<b>Industry Sector</b>	<b>Major Employers<sup>1</sup></b>	<b>Industry Sector</b>	<b>Major Employers<sup>1</sup></b>	<b>Industry Sector</b>
FEDERAL GOVERNMENT	Public Administration	WEIS MARKETS INC	Transportation and Warehousing	WOOD-MODE INC	Cabinet Manufacturer
BUCKNELL UNIVERSITY	Higher Educational Services	STATE GOVERNMENT	Public Administration	STATE GOVERNMENT	Public Administration
EVANGELICAL COMMUNITY HOSPITAL	Healthcare	CONAGRA FOODS	Manufacturing	SUSQUEHANNA UNIVERSITY	Higher Educational Services
DNA CENTRAL INC	Healthcare Staffing	NORTHUMBERLAND COUNTY	Public Administration	NATIONAL BEEF	Beef Packing
WAL-MART	Retail	SHIKELLAMY SCHOOL DISTRICT	Educational Services	SELINSGROVE AREA SCHOOL DISTRICT	Educational Services
MIFFLINBURG AREA SCHOOL DISTRICT	Educational Services	WATSON TRUCKING	Cargo & Freight	CONESTOGA WOOD SPECIALTIES	Cabinet Manufacturer
LEWISBURG AREA SCHOOL DISTRICT	Educational Services	MILTON AREA SCHOOL DISTRICT	Educational Services	SHAMOKIN DAM CONSTRUCTION LLC	Construction
MIRACLE RECREATION EQUIPMENT CO	Playground Manufacturers	SHAMOKIN AREA SCHOOL DISTRICT	Educational Services	MIDD-WEST SCHOOL DISTRICT	Educational Services
ALBRIGHT CARE SERVICES	Senior Living	NOTTINGHAM VILLAGE	Senior Living	PROFESSIONAL BUILDING SYSTEMS	Modular Homes
EVANGELICAL MEDICAL SERVICES	Healthcare	FURMANO FOODS INC	Food Packing	WAL-MART	Retail

<sup>1</sup> 4th Quarter 2017, PA Department of Labor & Industry, Center for Workforce Information & Analysis

## Educational Attainment

The Borough's Educational Attainment statistics reflect the fact it is the home of Bucknell University, in particular the percentage of the population with a bachelor's, graduate or professional degree being 36.35% which is significantly higher than the United States (30.32%), Pennsylvania (29.33%) and Union County (22.14%). The chart below reflects educational attainment trends of the Lewisburg Borough and Union County from 2006-10 to 2012-16.

EDUCATIONAL ATTAINMENT	2006-2010				2012-2016				Change from 2006-2010 to 2012-2016			
	Union County		Lewisburg Borough		Union County		Lewisburg Borough		Union County		Lewisburg Borough	
Population 25 years and over	30,194		2,441		30,738		2,759		544	1.80%	318	13.03%
Less than 9th grade	1,874	6.21%	103	4.20%	1,714	5.58%	107	3.88%	(160)	-8.53%	4	4.37%
9th to 12th grade, no diploma	3,204	10.61%	210	8.60%	2,845	9.26%	292	10.58%	(359)	-11.20%	82	39.10%
High school graduate (or equivalency)	12,120	40.14%	718	29.40%	12,587	40.95%	860	31.17%			142	19.83%
Some college, no degree	4,715	15.62%	383	15.70%	4,588	14.93%	285	10.33%	(127)	-2.69%	(98)	25.63%
Associate degree	1,572	5.21%	90	3.70%	2,198	7.15%	212	7.68%	626	39.85%	122	134.73%
Bachelor's degree	3,929	13.01%	532	21.80%	3,875	12.61%	491	17.80%	(54)	-1.38%	(41)	-7.73%
Graduate or professional degree	2,781	9.21%	405	16.60%	2,931	9.54%	512	18.56%	150	5.41%	107	26.36%
Percent high school graduate or higher	83.1%		87.2%		85.2%		85.5%					
Percent bachelor's degree or higher	22.2%		38.4%		22.1%		36.4%					

## Income Trends

Lewisburg's median household income is \$8,135 less than the median household income for Union County and almost \$11,681 less than the average Pennsylvania median household income. Additionally, 31.91% percent of Lewisburg's population has a household income of less than \$25,000, which is substantially higher than that of Union County at 20.69% and the Commonwealth of Pennsylvania at 22.30%.

The table below reflects the change in Lewisburg's median household income rate in comparison to Union County and Pennsylvania.

(Remainder of Page Intentionally Left Blank)

**Lewisburg Borough, Union County and Pennsylvania  
Change in Median Household Income 2006-10 to 2012-16**

			<u>Change</u>	
	<u>2006-10</u>	<u>2012-16</u>	<u>\$</u>	<u>%</u>
Lewisburg Borough	\$ 32,934	\$ 43,214	\$ 10,280	31.21%
Union County	45,474	51,349	5,875	12.92%
Pennsylvania	50,398	54,895	4,497	8.92%
Lewisburg Borough More/(Less) than County	(12,540) -27.58%	(8,135) -15.84%		
Lewisburg Borough More/(Less) than State	(17,464) -34.65%	(11,681) -21.28%		

Source: U.S. Bureau of the Census

The table below reflects Lewisburg's change in Per Capita Income from 2006-10 to 2012-16 in comparison to Union County and Pennsylvania.

**Lewisburg Borough, Union County and Pennsylvania  
Change in Per Capita Income 2006-10 to 2012-16**

			<u>Change</u>	
	<u>2006-10</u>	<u>2012-16</u>	<u>\$</u>	<u>%</u>
Lewisburg Borough	\$ 17,384	\$ 20,463	\$ 3,079	17.71%
Union County	21,612	23,316	1,704	7.88%
Pennsylvania	27,049	30,137	3,088	11.42%
Lewisburg Borough More/(Less) than County	(4,228) -19.56%	(2,853) -12.24%		
Lewisburg Borough More/(Less) than State	(9,665) -35.73%	(9,674) -32.10%		

Source: U.S. Bureau of the Census

## Housing Trends

Over the last six years Lewisburg has been experiencing a steady increase in total housing units while the number of owner-occupied housing units has been decreasing. From 2006-10 to 2012-16 Lewisburg gained 386 or 20.48% total housing units while losing 64 or 8.67% owner-occupied housing units. The tables below reflect the change in the number of owner-occupied housing units from 2006-10 to 2012-16 and the change in median value of owner-occupied housing from 2006-10 to 2012-16, as compared to Union County and Pennsylvania.

**Lewisburg Borough**  
**Change in Number of Owner-Occupied Housing Units 2006-10 to 2012-16**

Year	Owner-Occupied Housing Units		Change	
	#	% of Total	#	%
2006-10	738	39.15%		
2012-16	674	29.68%	(64)	8.67%

Source: U.S. Bureau of the Census

**Lewisburg Borough, Union County and Pennsylvania**  
**Change in Median Value of Owner-Occupied Housing 2006-10 to 2012-1**

	2006-10		2012-16		Change		
	\$		\$		\$	%	
Lewisburg Borough	\$	157,500	\$	161,600	\$	4,100	2.60%
Union County		143,200		164,900		21,700	15.15%
Pennsylvania		159,300		167,700		8,400	5.27%
Lewisburg Borough More/(Less) than County		14,300 9.99%		(3,300) -2.00%			
Lewisburg Borough More/(Less) than State		(1,800) -1.13%		(6,100) -3.64%			

Source: U.S. Bureau of the Census

\*2006-10 and 2012-16 American Community Survey 5-Year Estimates

# Elected Officials and Administrative Services

## Overview

The Borough of Lewisburg is governed and organized by the provisions of Pennsylvania Act 37 of 2014 the “Borough Code.” The general powers include the Borough’s ability to organize and regulate internal affairs, and establish, alter, and abolish offices, positions and employment, as well as to define the functions, powers and duties and to fix their terms, tenures and compensation. Additionally, the Borough has the power to adopt and enforce local ordinances, impose penalties or fines on properties, and to construct, acquire, operate, or maintain any and all public improvements and projects for any public purpose.

The Borough also has the power to sue and be sued, to contract to buy, sell, lease, hold, and dispose of real and personal property, to appropriate and expend monies, and to adopt, amend and repeal such ordinances and resolutions as the Borough may require, along with exercising condemnation, borrowing, and taxation in a manner provided by general law applicable to Pennsylvania Boroughs

In addition to granting general powers to the Borough, the Borough Code also has limitations. For example, the Borough does not have the power or authority to diminish retroactively any rights or privileges of any present Borough employee in his/her pension. The Borough also cannot exercise any power or authority beyond the Borough limits or engage in proprietary or private business except as authorized by the Pennsylvania General Assembly. Generally, the Borough cannot exercise powers contrary to, or in limitation or enlargement of, powers granted to the Borough by acts of the General Assembly.

## Borough Manager

Under the provisions of the Borough Code Council may enter into an employment agreement with a borough manager for a specified time period terminating no later than two years after the effective date of the employment agreement.

The Borough Manager serves at the pleasure of Council. Council as authorized in the Borough Code may delegate to the borough manager, any of the nonlegislative and nonjudicial powers and duties of the council, the planning commission and the shade tree commission. With approval of council, the mayor may delegate to the borough manager any of the mayor’s nonlegislative and nonjudicial powers and duties.<sup>2</sup>

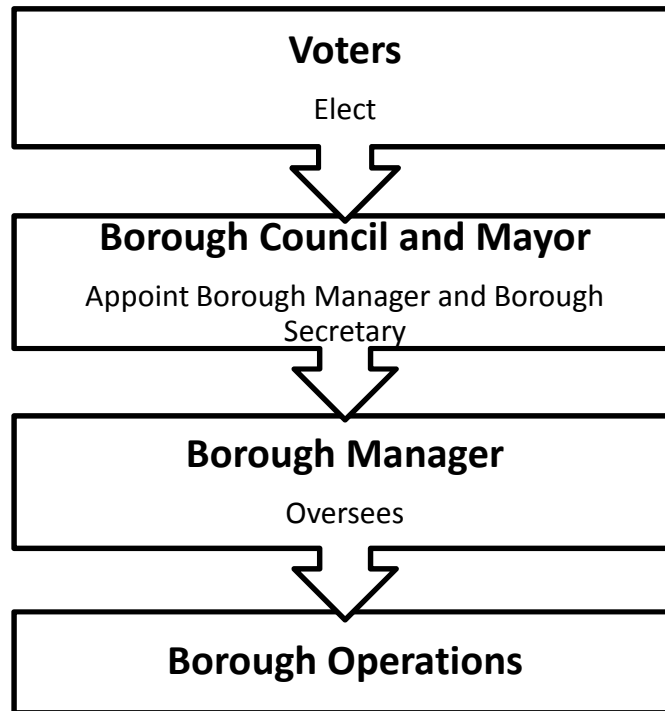
The Administrative Services of the Borough are under the jurisdiction of the Borough Manager and include the oversight of all Borough departments.

---

<sup>2</sup> PA Borough Code



## Elected Officials and Administrative Services



## Assessment

### Borough Council & Mayor

The Borough of Lewisburg's elected leadership consists of eight Borough Council members with two members elected from four wards. The Borough's Mayor is elected at-large and is not member of Council. The Council Members serve a term of four years and are required to act as one body. Each Council Member has the responsibility to vote on all questions that come before the Council, and their actions are to be taken pursuant to ordinance, resolution, or motion. The Council also has the authority to appoint a Borough Manager and a Borough solicitor, any planning or zoning board in the Borough, and they may create commissions and other bodies.

The Borough Council and the Mayor are responsible for leading, establishing policy and setting the direction of the Borough.

A recurring question that was asked by a number of elected and appointed officials was how are our staffing levels within the Borough? This is a question that is not easily answered and is dependent on answering another two part question first: What services do you want to provide and at what level do you want to provide them?

Most if not all members of Council and Borough staff expressed an interest in providing robust services to its citizenry, providing those services at a high level and to date the Borough has been able to meet this objective well. Spend even half a day in the Borough walking its streets

or patronize local business and one can see that the Borough's continued investment in itself has paid dividends with its economic vitality. To date this investment has served the Borough well and when considering the wide variety of services provided and the number of projects the Borough wants to undertake we believe the Borough's current staffing levels are appropriate.

However the Borough does not have any formal or codified plan regarding its Goals, Objectives, Mission and Values to reflect its identity. Moving forward, as expense increases outpace organic revenue growth it becomes critical for an organization to have a basis to look at when required to make decisions for either increasing revenue to fund projects and services or making reductions to costs. Establishing this vision and direction for the Borough will also serve current and future elected officials well with long term planning.

## **Borough Council & Mayor Recommendations**

- *Apply for State Grant for EIP II to develop a Long Term Flood Plain Plan.* Located within watersheds of the Susquehanna River, Buffalo Creek and Bull Run/Limestone Run the Borough has had a long history of flooding. Of the Borough's 1,552 parcels just over 700 or 45.3% of them are located within the 100 year flood plain. While the Borough has done an excellent job in responding to past floods and informing citizens of flood insurance and abatement programs, it does not have a long term plan to mitigate future losses or address the loss of tax revenue if properties located in the flood plain are lost to future flooding. The Borough should apply for an EIP II grant to help fund a consultant who can help the Borough develop a long term flood mitigation plan that limits the Borough's current exposure to loss of property and tax revenue due to potential flood events while maintaining the Borough's structures of historic significance.
- *Establish Goals, Objectives, Mission and Values.* The creation of Goals, Objectives, Missions and Values for the Borough is critical in outlining what the Borough wants to achieve with the limited amount of resources available to it. Goals, Objectives, Missions and Values should be created with the input of various sources including Borough Staff and citizens. They should be reviewed regularly to ensure the Borough achieves what it sets out to do.
- *Discuss and determine essential services.* While the Borough is not currently experiencing fiscal distress, like any organization, resources are not unlimited. The limited nature of resources available make it imperative that the Borough identifies the services it deems essential, so that if future fiscal limitations require expense reductions, the Borough can allocate its resources on services that it determines are of the utmost importance.
- *Enact, modify and revise Ordinances as necessary.* Many recommendations in this plan will require the modification and enactment of ordinances by Borough Council. Council should enact changes in a timely manner.
- *Pursue regionalization/merger with Neighboring Municipalities.* The Borough currently provides Police and Recreation services on a regional basis. While the current political landscape may not allow for constructive discussions with some neighboring municipalities, current and past regional initiatives have proven successful in achieving operational and financial efficiencies. The Borough should not be discouraged by

current setbacks and should continue dialogue with its neighboring municipalities to explore what additional services they can do cooperatively to the benefit of each municipality.

- *Establish a Fund Balance Policy.* The Borough should establish a Fund Balance policy that outlines a specific amount which the Borough must hold in reserves only to be used in the case of an emergency. The policy should be a percentage of annual expenditures. (See [www.gfoa.org](http://www.gfoa.org) for fund balance best management practices.)
- *Require Borough Manager to provide quarterly Progress Report on the Recommendations in EIP Plan the Borough decides to implement.* Borough Council and the Mayor should review quarterly reports on the recommendations of the EIP plan to ensure that the Borough is making progress and that it can address any issues that may prove to be impediments to the Plan. The reports will also keep lines of communication open between the Borough, citizens and staff concerning issues facing the Borough as they arise.
- *Review the Fiscal Sustainability of all Funds on Annual Basis.* While the focus of this report has been on the Borough's General Fund the Borough operates a number of other funds including enterprise funds such as its Refuse and Parking Funds. Prior to the current Borough Manager's arrival a past manager had expressed concern that the Refuse Fund was losing money and the Borough should consider discontinuing providing the service. While this report did not focus directly on the Refuse or Parking Funds we did review the historic performance of both funds over the last three years and did not see any fiscal issues for either fund. The financial reports provided by the Borough show positive annual balances for both funds over the last three years. As expenses increase the Borough will be required to adjust rates and ticket fees as needed cover projected expense requirements.

Both refuse collection and parking enforcement services are services that are provided by private entities in municipalities throughout the country. Outsourcing of any service is a policy issue for elected officials to debate. As revenue and costs change Borough Council should discuss service delivery alternatives as it deems appropriate and how it fits with the Borough's long term objectives.

- *Create a Five Year Capital Improvement Plan.* While the Borough has done a commendable job with its continued investment in long-term capital assets there is no official long term capital plan.

The capital improvement process should be based on best practices and account for the Borough's limited financial resources. It should clarify the roles of its employees, the Borough Manager and Elected Officials. To best address the Borough's capital needs within the constraints of limited resources, the Borough should set clear criteria for prioritizing and selecting capital investments that:

- Protect the health and safety of the public and employees;
- Advance the implementation of its long term Goals and Objectives;
- Invest in core infrastructure and equipment needs; and

- Shows the impact of capital investments on the operating budget.

In addition, the Borough should make significant investment to the management of the capital plan and budget in order to ensure that projects in the CIP are active, completed on time and within budget. Council should be consulted on the projects included in the capital plan. The current capital needs of the Borough, the financial constraints of the capital budget, and the growing burdens on operating revenues should be considered in whole. If the demands of the capital plan cannot be met then the operations that drive those capital needs should be reevaluated and aligned with the financial limitations of the capital and operating budgets over a multi-year period.

The annual CIP document presented to Borough Council should include but not be limited to the following:

- A narrative review that details CIP project priorities for the upcoming budget year.
- A description of the CIP development process that the Borough Manager and staff conducted during the year and how the CIP projects were selected to be included.
- A summary of the CIP by project type and department.
- Individual descriptions of each project included in the CIP for the upcoming budget year. The description of each project will detail the project's location, project summary, estimated cost, estimated completion date and the project's estimated operational cost and/or savings.
- Funding source and/or capital borrowings.
- Impact of capital improvements on operating budget.

The creation of an annual CIP document will allow the Borough to prioritize its capital projects within the framework of limited municipal resources and in alignment with its Goals and Objectives. Additionally, it allows Elected Officials an opportunity to comment on the projects and provide the public an opportunity to comment on Borough projects.

It is likely that during the calendar year projects and requests for capital goods will be requested by staff, elected officials and the public. Outside of emergency situations these request should be deferred to the following year's capital planning process. This allows the Borough to consider the new requests in relation to other Borough needs, strategic conformity with the Borough long term vision and budgetary impact.

- *Maintain Relationship with Central Keystone Council of Governments ("CKCOG") for Code and Zoning.* Code Enforcement as well as Zoning services within the Borough of Lewisburg are provided by CKCOG. "The Central Keystone Council of Governments is an organization of central Pennsylvania municipalities which have pooled resources to more efficiently manage the adoption of the Uniform Construction Code."<sup>3</sup>

---

<sup>3</sup> <https://www.ckcog.com/about/>

As a founding municipal member, Lewisburg has been instrumental in the long-term success of CKCOG, growing from its two original members within Union County to more than forty five (45) municipalities in five (5) counties. Feedback received regarding the services provided by CKCOG from elected official and Borough staff is generally positive. Furthermore Borough staff reports that CKCOG is normally very responsive to issues within the Borough as they arise with most issues addressed by CKCOG upon notification from the Borough.

- *Participate in DCED Local Government Training Programs.* The Department of Community and Economic Development holds local government training programs throughout the state. Council members should participate in the training programs so that each Council Member is aware of his or her responsibilities as council members and legislative changes as they may arise.
- *Consider developing a sidewalk repair program in conjunction with improving shade tree plantings and enforcement.* During the course of our review the monitoring and maintenance of sidewalks throughout the Borough was raised as a concern. The Borough should work with CKCOG to develop a process and plan on how best to assess and repair sidewalks throughout the Borough in conjunction with shade tree plantings and enforcement. This process should seek to coordinate and harmonize the goals of good sidewalks and abundant, healthy shade trees. There are many alternatives available however 50/50 cost share programs between property owners and the municipality have proven successful.
- *Engage Expert Assistance for Bid Review and Project Monitoring as appropriate.* From time to time municipalities everywhere are required to undertake projects outside its normal scope of operations. In many cases existing staff may not have the requisite knowledge or skill set to adequately evaluate proposals received or monitor the projects as they are undertaken. Anytime the Borough requires professional service assistance it should ensure that the selected vendor does not have any conflicts of interest. As an example: if the Borough engages the help of an engineering firm to analyze bids for a project that engineering engaged to help review the proposals should be barred from submitting a proposal on the project.
- *Allocate funding for Staff Training.* Elected officials in Lewisburg desire its employees to perform at a high level and be knowledgeable about municipal regulations, proposed regulations and their impact on Borough liability and service delivery. The Borough should allocate funding for staff to attend and/or participate in municipal training programs either online or in person.

## **Assessment**

### **Administrative Services**

The Borough Manager (“Borough Manager” or “Manager”) is the chief administrative official of the Borough. Additionally, the Borough Manager conducts the day-to-day business operations of the Borough, and with the Borough Secretary, is responsible for keeping Council minutes, compiling ordinances and resolutions and maintaining other records and documents of Borough Council. In addition to the management of Borough operations, the Borough Manager, as

delegated by Council, may undertake any of the nonlegislative and nonjudicial powers and duties of the council, the planning commission and the shade tree commission.

In addition to the Borough Manager and the Borough Secretary mentioned above, the Borough budgets for four (4) full-time employees to fulfill the requirements of Borough administrative services. Duties of the administrative staff include, but are not limited to, preparation and oversight of the Borough budget, processing payroll, accounts payable, accounts receivable, filing federal, state and local payroll taxes, refuse and parking payments, parking enforcement, Human Resources, community outreach and coordination with other outside agencies.

Out of the four full-time administrative employees in addition to the Borough Manager and Borough Secretary only two of the positions are funded by the General Fund. One employee is paid solely from the Parking fund with a second employee's time split equally between the Borough's refuse and parking operations.

## **Administrative Services Recommendations**

- *Allocate funds for training on the Borough's Enterprise Resource Planning ("ERP") Software.* The Borough should allocate funding for employee training on its current ERP system. The Borough currently utilizes MCJS ERP Solutions by Edmunds & Associates for its bookkeeping system. The MCSJ ERP Solutions is a very robust software program that supports financial management, personnel management, revenue management (billing), Municipal Management, Web Portals and Mobile Applications. Due to turnover in staff, use and knowledge of the system capabilities is learned as you go and is not currently used efficiently. Staffs use of the system is constantly improving however paying for professional training from Edmunds & Associates would accelerate progress along the learning curve.
- *Clean up Current Financial Reports.* Current financial reports are cumbersome and can be difficult to interpret due to a variety of unused or inconsistent line items. According to Borough staff this is a result of old accounting entries that must be cleaned up and cleared out. Once the necessary training on the Borough's accounting system is completed, staff should make any and all adjustments needed.
- *Explore Additional Governmental Applications which may be available from the Edmunds & Associates System currently in place.* As previously mentioned, the Borough's current financial software is one component of a larger ERP system. The Borough should analyze if activating other components of the system to process and manage work orders, codes violations, rental properties, and other required records would be beneficial.
- *Switch to Modified or Full Accrual Basis of Accounting.* The Borough should switch from a cash basis of accounting to a Modified Accrual basis of accounting to appropriately report the financial picture of the Borough. Modified accrual accounting recognizes revenues when they become available and measurable and with some exceptions, recognizes expenditures when liabilities are incurred. The cash basis of accounting is similar to a check book which shows account balances as deposits are made and checks are written. It does not recognize liabilities as they are incurred.

While the Borough is not currently under fiscal stress and its staff is appropriately recording revenues and expenditures, under the cash basis of accounting municipalities experiencing financial distress have the ability to hold bills for payment until the next fiscal year begins allowing the municipality to report a positive annual fund balance even though the true fiscal picture is much worse. The ability with the cash basis of accounting to manipulate the timing of revenue received and expenses paid towards the end of the year can distort the true financial picture of a municipality.

It is recommended that the Auditor prepares the Borough's Audited Financial Statements on a Modified or Full Accrual Basis as prescribed in GASB 34.

- *Include a Management Discussion and Analysis with annual Audit ("MD&A").* Historically, the Borough has not included an MD&A in its Audit that accounting principles generally accepted in the United States of America have determined is necessary to supplement, although not required to be part of, the basic financial statements.

"MD&A should provide an objective and easily readable analysis of the government's financial activities based on currently known facts, decisions, or conditions. MD&A should include comparisons of the current year to the prior year based on the government-wide information. It should provide an analysis of the government's overall financial position and results of operations to assist users in assessing whether that financial position has improved or deteriorated as a result of the year's activities. In addition, it should provide an analysis of significant changes that occur in funds and significant budget variances. It should also describe capital asset and long-term debt activity during the year. MD&A should conclude with a description of currently known facts, decisions, or conditions that are expected to have a significant effect on financial position or results of operations."<sup>4</sup>

- *Review current procurement procedures to ensure all non-emergency purchases greater than \$1,000 are approved by the Borough Manager prior to funds being expended.* While the current Borough manager has done a very good job at making sure the Borough limits expenditures to only critical goods and services, it was reported by staff that there are instances when goods or services are procured prior to approval by the Borough Manager. The Borough should endeavor to ensure that all none emergency purchases made are approved by the Borough Manager or Borough Council as appropriate prior to being incurred.
- *Review Policies and Procedures for processing of ticket or bills.* While the Borough has an established work flow on how invoices are processed, it was reported that the current process includes redundant steps that does not add additional value. Borough staff that is responsible for the processing of bills and tickets should review its current process to see if improvements can be made.
- *Consider engaging a website developer to review the Borough's current website with a specific focus on improvements to Citizens' ability to file forms and make payments online.* Overall the design and information provided on the Borough's website is robust and one of the better designed municipal websites we have reviewed. However, the Borough's current website does not allow for online bill pay of submission of forms

---

<sup>4</sup> <https://www.gasb.org/st/summary/gstsm34.html>

online. Adding this functionality to the Borough's website should improve efficiency, timing of payments and record management in regards to the processing of bills and applications.

## Elected Official & Administrative Services – Historical Expenditures

### Borough of Lewisburg, Pennsylvania Mayor and Borough Council Expenditures General Fund Year Ended December 31

Expense	Internally Prepared Jan – Dec 2014	Internally Prepared Jan – Dec 2015	Internally Prepared Jan – Dec 2016	Internally Prepared Jan – Dec 2017	Budgeted Jan - Dec 2018
<b>General Government-Administrative</b>					
Salary and Wages	182,314	188,438	194,745	198,577	262,706
Materials and Supplies	2,730	3,042	4,172	3,593	4,002
General Expense	1,132,789	1,145,655	1,197,540	914,446	1,087,832
Communication Expense	4,676	5,424	5,950	5,683	5,393
Vehicle Operating Expense	600	425	616	464	526
Minor Equipment Purchase/Replacement	4,269	879	0	0	0
Major Equipment Replacement	1,081	0	0	0	0
<b>Total -General Government-Administrative</b>	<b>1,328,458</b>	<b>1,343,863</b>	<b>1,403,024</b>	<b>1,122,763</b>	<b>1,328,458</b>
<b>General Government-Tax Collector</b>					
Salaries, Wages and Commissions	28,697	33,135	33,939	34,572	33,880
General Expense	4,811	3,157	3,361	3,840	4,051
<b>Total - General Government-Tax Collector</b>	<b>33,508</b>	<b>36,292</b>	<b>37,299</b>	<b>38,412</b>	<b>37,931</b>
<b>General Government-Municipal Buildings</b>					
Salaries and Wages	2,847	7,753	4,091	6,090	7,140
Materials and Supplies	14,794	15,410	12,990	12,070	13,964
General Expense	8,275	6,923	5,295	9,035	7,313
Maintenance and Repairs	7,704	2,262	2,946	2,538	5,350
Minor Equipment Purchase/Replacement	114	819	275	223	345
Major Equipment Purchase/Replacement	0	0	41	0	0
Maintenance/Repair	0	0	33	0	0
<b>Total – General Government-Municipal Buildings</b>	<b>33,733</b>	<b>33,167</b>	<b>25,671</b>	<b>29,956</b>	<b>34,112</b>
<b>Total - Building Regulation, Planning and Zoning – General Expense</b>	<b>45,578</b>	<b>50,101</b>	<b>73,437</b>	<b>85,212</b>	<b>84,901</b>
<b>Employee Payroll Taxes</b>					
Social Security-FICA Regular	29,769	32,865	35,031	36,042	39,020
Social Security-Medicare	6,962	7,686	8,193	8,078	8,115
Uniformed Pension MMO	64,273	56,460	62,995	0	0
Non-Uniform Pension MMO	75,932	75,911	56,598	61,871	58,380
Group Life/Disability Ins Premium	8,137	8,016	8,152	7,588	9,547
Hospitalization Insurance	160,014	165,189	143,662	121,269	232,180
Transitional Reinsurance Fee (Fed.Req.)	2,079	1,068	0	0	0
Medical Opt-out	39,795	51,757	70,780	72,933	47,627
Non-Uniformed Medical Reimbursement	6,750	6,851	11,250	12,500	13,750
<b>Total-Employee Payroll Taxes</b>	<b>393,711</b>	<b>405,803</b>	<b>396,662</b>	<b>320,280</b>	<b>408,619</b>
<b>Insurance</b>					
Fire/Cas/Auto/Flood/Legal Liability	646	29,460	41,221	32,038	34,000
Workers Compensation	14,233	17,001	17,448	17,172	16,464
Worker's Compensation (Fire Dept.)	29,721	29,028	29,853	13,988	13,314
Unemployment Compensation Insurance	2,203	2,353	3,853	2,503	3,050
<b>Total-Insurance</b>	<b>46,802</b>	<b>77,842</b>	<b>92,376</b>	<b>65,701</b>	<b>66,828</b>



## Elected Official & Administrative Services – Projected Baseline Expenditures

### Borough of Lewisburg, Pennsylvania Mayor and Borough Council Expenditures Projections General Fund Year Ended December 31

Expense	Projection Jan – Dec 2019	Projection Jan – Dec 2020	Projection Jan – Dec 2021	Projection Jan – Dec 2022
<b>Expense</b>				
General Government-Administrative				
Salary and Wages	266,450	270,246	274,097	278,003
Materials and Supplies	4,059	4,116	4,175	4,235
General Expense	1,103,333	1,119,056	1,135,003	1,151,176
Communication Expense	5,470	5,548	5,627	5,707
Vehicle Operating Expense	534	541	549	557
Minor Equipment Purchase / Replacement	0	0	0	0
Major Equipment Replacement	0	0	0	0
<b>Total -General Government-Administrative</b>	<b>1,379,845</b>	<b>1,399,508</b>	<b>1,419,451</b>	<b>1,439,678</b>
General Government-Tax Collector				
Salaries, Wages and Commissions	33,910	33,949	33,989	34,029
General Expense	4,109	4,167	4,227	4,287
<b>Total - General Government-Tax Collector</b>	<b>38,019</b>	<b>38,116</b>	<b>38,216</b>	<b>38,316</b>
General Government-Municipal Buildings				
Salaries and Wages	7,283	7,428	7,577	7,729
Materials and Supplies	14,163	14,365	14,570	14,777
General Expense	7,417	7,523	7,630	7,739
Maintenance and Repairs	5,426	5,503	5,582	5,661
Minor Equipment Purchase/ Replacement	349	354	360	365
Major Equipment Purchase/ Replacement	0	0	0	0
Maintenance/Repair	0	0	0	0
<b>Total-General Government- Municipal Buildings</b>	<b>34,639</b>	<b>35,174</b>	<b>35,718</b>	<b>36,271</b>
<b>Total-Building Regulation, Planning and Zoning – General Expense</b>	<b>86,111</b>	<b>87,338</b>	<b>88,583</b>	<b>89,845</b>
<b>Employee Payroll Taxes</b>				
Social Security-FICA Regular	39,800	40,596	41,408	42,237
Social Security-Medicare	8,277	8,443	8,612	8,784
Uniformed Pension MMO	0	0	0	0
Non-Uniform Pension MMO	59,547	60,738	61,953	63,192
Group Life/Disability Ins Premium	9,738	9,933	10,131	10,334
Hospitalization Insurance	236,824	241,560	246,391	251,319
Transitional Reinsurance Fee (Fed.Req.)	0	0	0	0
Medical Opt-out	48,579	49,551	50,542	51,553
Non-Uniformed Medical Reimbursement	14,025	14,306	14,592	14,883
<b>Total-Employee Payroll Taxes</b>	<b>416,791</b>	<b>425,127</b>	<b>433,629</b>	<b>442,302</b>
Insurance				
Fire/Cas/Auto/Flood/Legal Liability	34,485	34,976	35,474	35,980
Workers Compensation	16,698	16,936	17,177	17,422
Worker's Compensation (Fire Dept.)	13,504	13,696	13,891	14,089
Unemployment Compensation Insurance	3,093	3,138	3,182	3,228
<b>Total-Insurance</b>	<b>67,780</b>	<b>68,746</b>	<b>69,725</b>	<b>70,719</b>

\*Budgeted 2018 Results are used as the base line for projections. Please see page 54 for the full list of assumptions.

# Assessment

## Insurance and Risk Management Review

The Borough of Lewisburg appears to have most of the appropriate insurance policies in place to provide protection for the Borough with the exception of a cyber policy. Like any insurance program, all claims and situations are different, and this analysis does not imply the Borough has insurance coverage for all situations. The insurance carriers selected by the Borough, Selective Insurance and Keystone Municipal Trust, have significant experience with public entities and their programs are designed to provide coverage for those exposures specifically related to municipalities.

The Administration Department is responsible for the Borough's risk management and insurance program. The program includes a variety of different liability policies that a municipality would be expected to have, and are purchased on an annual basis. The chart below lists the Borough's insurance policies, the insurance company providing coverage, the coverage limit, the Borough's retained liability and the annual premium.

Line	Insurer	Limit	Retention	Premium
Automobile Liability	Selective	\$ 1,000,000	N/A	\$ 19,470
Crime	Selective	\$ 25,000	\$ 500	\$ 50
Cyber Liability	N/A	N/A	N/A	N/A
Employee Benefits	Selective	\$ 1,000,000	\$ 1,000	---
General Liability	Selective	\$ 1,000,000	N/A	\$ 5,274
Inland Marine	Selective	\$ 265,231	\$ 500	\$ 2,585
Property	Selective	\$ 3,496,277	\$ 500	\$ 15,728
Public Officials	Selective	\$ 1,000,000	\$ 2,500	\$ 4,612
Umbrella	Selective	\$ 1,000,000	N/A	\$ 3,417
Pesticide/Herbicide	Selective	\$ 200,000	\$ 1,000	\$ 424

Accident	Axis	\$ 5,000	\$ 250	\$ 350
Workers' Compensation	Keystone	\$ 1,000,000	N/A	\$ 23,536
Public Official Bond	Selective	\$ 150,000	N/A	\$ 275
<b>Aggregate Annual Insurance Premium Expense</b>				<b>\$ 77,721</b>

As of 2018, the Borough has maintained their policies with the current insurance carriers since at least 2014. The Borough has partnered with Kocman Insurance Group to assist with the process of obtaining the necessary insurance policies. Overall, the Borough and their broker partner, Kocman Insurance Group, are managing the insurance and risk management program well. Below is an assessment that focuses on areas where the Borough can investigate in order to improve the overall quality and cost of the program.

In addition to the policy review and recommendations that follow EHD reviewed the Borough's Property, Inland Marine, Accident and Public Officials Surety Bond policies and has no recommendations regarding the aforementioned policies.

## Insurance and Risk Management Recommendations

- Automobile Liability - Lower its Underinsured Motorists and Uninsured Motorists limits to \$35,000 per occurrence.* The Borough currently insures 7 vehicles and 2 trailers. The deductibles as they relate to third party liability and physical damage are well suited for the Borough. After reviewing a five-year loss history for the auto policy, there were 4 automobile claims resulting in \$8,000.35 of incurred losses. The number of claims and cost is minimal. After reviewing coverage and limits along with the claims history, EHD recommends that the Borough lower its Underinsured Motorists and Uninsured Motorists limits to \$35,000 per occurrence. The current limits for Underinsured Motorists and Uninsured Motorists are \$1 million per occurrence. The Borough is exposing itself to additional bodily injury claims by its employees. If a Borough employee is involved in an automobile accident with another motorist who carries lower limits of insurance (or no coverage at all) and the employee is injured, their medical (and indemnity if they have loss of time) are covered under workers' compensation coverage. If the employee pursues a bodily injury claim against the other motorist who does not have higher limits of coverage the claim can fall back on the Borough's underinsured limits (or uninsured limits). By maintaining a limit of \$35,000 the Borough is minimizing its financial exposure to this scenario as well as the impact it could have on their loss history and premiums in the years that follow.
- General Liability – No changes recommended.* The Borough's current General Liability policy offers industry standard coverage and limits. Based on the limited number of claims, EHD believes the General Liability program is appropriate protection for the Borough.

- *Umbrella – Consider increasing Umbrella policy to afford a minimum of \$4 million in aggregate liability coverage.* The Borough’s Umbrella policy provided by Selective exists to provide protection in excess of the underlying casualty policies such as General Liability, Automobile Liability and Employer’s Liability. The Borough lowered their coverage limit from \$3 million to \$1 million in coverage per occurrence in 2018. The Borough has an aggregate level of protection in regards to liability claims of \$1 million. While the Borough is afforded governmental immunity, claims can still be made against it. EHD’s recommendation based on handling the insurance programs for other boroughs of similar size is the Borough considers increasing their Umbrella policy to afford a minimum of \$4 million in aggregate liability coverage. Additionally, the umbrella policy lists EMC as the underlying carrier for the Employers Liability (Workers’ Compensation part B coverage). This should be updated and EMC should be removed since they are no longer the carrier providing the coverage. Keystone Municipal Trust provides \$1 million per occurrence of coverage on the Workers’ Compensation policy and this is sufficient on its own.
- *Crime Coverage – Consider increased to a minimum crime limit of \$50,000.* Crime coverage protects the Borough from several types of theft: Inside the Premises-Robbery and Burglary, Inside the Premises-Theft of Money & Securities, and theft Outside the Premises. The Borough currently has crime limits of \$25,000 for the 3 coverages offered. It is recommended that these limits be increased to a minimum of \$50,000. There will be an additional premium for the increase however it will be minimal.
- *Cyber Liability – Add cyber coverage to its policy.* The Borough does not have a cyber policy to cover intrusions into their computer network and systems. With the types of sensitive information the Borough handles it is strongly recommended the Borough add cyber coverage to their policy in order to cover their exposure to this risk.
- *Social Engineering - Add Social Engineering coverage to its policy.* Social engineering is the use of deception to manipulate individuals into providing confidential or personal information that may be used for fraudulent purposes. In many of today’s instances, this involves a phishing email that appears to be from someone within your organization requesting that funds be transferred to another account. If an employee willingly transfers the funds it is not covered under the crime policy or cyber liability policy because the employee willingly parted with the funds. In order to mitigate this risk EHD recommends adding Social Engineering coverage. This can often be added to the Crime policy or the Cyber Liability policy as an endorsement.
- *Public Officials Liability – Name the Buffalo Valley Regional Police Department as a named insured on the Borough’s policy and request to be named as a named insured on the Police Departments policy.* The Public Officials Liability provides coverage for wrongful acts by public officials while performing their duties on behalf of the Borough and employment practices wrongful acts. With regards to public officials’ liability, it is recommended that the Borough name the Buffalo Valley Regional Police Department as a named insured on their policy and request to be named as a named insured on the Police Departments policy as well. This recommendation is due to members of Borough Council being responsible for appointing Commissioners to the Board for the Police Department, thus creating an exposure for the Borough. If a lawsuit is brought upon the Police Department, then the Borough would be named in the lawsuit as well.

- *Public Officials Liability - Consider increasing the sub-limit per claim amount to a minimum of \$50,000.* The current Public Officials policy provides coverage for non-monetary defense costs on form GS 55 08 10 08 with a \$10,000 sub-limit per claim. EHD recommends increasing the sub-limit per claim amount to a minimum of \$50,000 due to the substantial costs associated with defense costs.
- *Workers' Compensation - Implement a safety committee.* The Borough has currently placed the Workers' Compensation coverage with the Keystone Municipal Trust (KMT). The Keystone Municipal Trust is a self-insured workers' compensation pool for municipalities throughout the state and offers dividends through the return of surplus funds.

The Borough's current workers' compensation limits are \$1,000,000 bodily injury each accident/\$1,000,000 disease policy limit/\$1,000,000 disease each employee. These limits are above the State's required minimums.

Since 2014 the Borough has incurred 9 claims since 2014 with a total cost of \$8,216.39. This is a minimal amount and reflects in the Borough's experience modification factor. The Borough's 2018 experience modification factor is 0.860. There are currently 1,219 municipalities with a Workers' Compensation experience modification factor within Pennsylvania. Based on the experience modification factor for 2018 the Borough will rank 340th. The experience modification factor is the basis for which increased and decreased rates are charged for workers' compensation insurance. Based on the Borough's 2018 experience modification factor, the Borough received a credit of \$4,109 towards their workers' compensation premium.

At this time, it is EHD's recommendation the Borough implement a safety committee. The safety committee is a valuable resource that will help the Borough utilize best safety practices, provide a safe work environment and help minimize the potential for future claims, and may result in additional discounts on your workers' compensation premium. In many instances, the workers' compensation carrier assists with the requirements for starting and maintaining a safety committee.

- *Broker Compensation – Consider moving to a fee arrangement versus commission paid broker compensation.* It is extremely important the Borough understands how much compensation or commission is paid for any vendor doing work with its insurance and risk management program. It is important to understand what services are being provided and what the expectations are other than placing the insurance policies. Many municipalities have asked their brokers to move to a fee arrangement versus commission paid by the carrier to evaluate the effectiveness of the partnership with the Borough. This may be an item the Borough can explore.
- *Marketing the Insurance Program – The Borough should not market its insurance program more than once every three years.* There are several factors that should influence the decision to market your insurance program to different carriers. They include, but are not limited to, the number of carriers available who insure municipal governments, the Borough's claims history, and current program costs. It is EHD's recommendation that marketing the program occurs no more than once every three years. Depending on the factors mentioned above, marketing within this time frame

creates the best opportunity for the Borough to gain interest from the marketplace which will create the best environment for obtaining competitive quotes.

## **Police Department**

### **Overview**

The Buffalo Valley Regional Police Department (BVRPD) currently services the communities of East Buffalo Township and Lewisburg Borough. Their mission statement and departmental goals are as follows:

*The Buffalo Valley Regional Police Department is committed to the protection of life and the prevention of crime and disorder. With an emphasis on community policing, we will build partnerships and seek proactive approaches and innovative solutions to address crime and other safety issues in our community, which adversely affect our daily lives. Through prompt, efficient, and courteous service, we will strive towards our ultimate goal of creating a better quality of life for our citizens, visitors and ourselves.*

*The Buffalo Valley Regional Police believe in a "Community Policing" approach. We form partnerships with residents, business owners, and community organizations to proactively address the causes of crime, fear of crime, and various public safety issues.*

#### **Goals:**

- Fairly upholding all laws
- Providing responses in a courteous, caring and professional manner.
- Promoting peaceful resolution of community conflicts as a primary intervention source.
- Making the Community we serve a safe place to live, work and visit.

BVRPD is a full-service, 24-hour police agency. Officers work three shifts; 7 AM to 3 PM, 3 PM to 11 PM, and 11 PM to 3 AM. At any given time, there are at least 2 officers working and at most times there are three officers working.

The agency has the following operational components:

- Bike Patrols
- Community Based Educational Programs
- Criminal Investigation
- Drug Task Force
- DUI Alcohol Enforcement & Education

- Patrol I Traffic Enforcement
- Parking Enforcement
- Records Division
- SERT (Special Emergency Response Team)

**The current structure of the department is listed below.**

<b>Rank</b>	<b>Total</b>
Chief	1
Lieutenant	1
Sergeant	1
Corporal	3
Patrol officer-full time	10
Patrol officer-part time	4
<b>Total</b>	<b>21</b>

Source: Interview of Chief Yost

### **Background**

The Buffalo Valley Regional Police Department is a well-run and efficient organization. The current Police Chief, Paul Yost, is a veteran executive with a tremendous amount of experience and expertise. Chief Yost has been with the department since its inception in 2011. Chief Yost began his career more than a quarter of a century ago in Milton PA.

BVRPD resulted from the merger of the former Lewisburg Borough Police Department with the former East Buffalo Township Police Department.

The original financial agreement between the municipalities is as follows; the Borough of Lewisburg pays 48 percent of the department's expenses and East Buffalo Township (EBT) pays 52 percent of expenses. There has since been a change in East Buffalo Township's willingness to comply with this agreement. EBT unilaterally decided that it will only cover 50 percent of expenses. The remaining two percent of expenses are currently being covered by reserve funds. There is apparently some degree of political discord between the two municipalities that has so far gone unresolved.

The police department is governed by a 5-member police commission. Each municipality has two members assigned to the commission and there is an at-large position that rotates annually back and forth between the governing bodies. The department's budget is approved by the commission.

### **Facilities**

The consultants found the department's station to be impeccably clean, spacious, and properly equipped to accommodate its intended purposes. There is adequate space for all of the department's personnel and equipment.

The facility is equipped with modern internal surveillance systems that monitor and record activity. The signage is appropriate and separation between the public and private areas is appropriate. The station is alarmed and all doors have access controls.

The chief's administrative assistant is located in the main lobby of the building. She's positioned in an area that allows her to greet and attend to the public.

The building includes fully functioning patrol and detective areas, male and female locker rooms, an armory, interview rooms, and a large meeting room.

(Remainder of Page Intentionally Left Blank)



## **Geographic characteristics**

### **Regional Police Geographical Area**

There are differences in the municipalities that are important to note. While known as the home of Bucknell University Lewisburg, is smaller in size, and is limited in the degree of development that is possible. East Buffalo Township is geographically larger, comprises a larger portion of Bucknell University's actual footprint, more disperse, and is rapidly developing and changing in comparison to Lewisburg.

According to the United States Census, the demographics for each municipality is as follows:

<b>US Census</b>	<b>Lewisburg</b>	<b>East Buffalo</b>
Population	5,712	6,887
Population change	-1.4%	7.5%
Land Area	.97 sq. miles	15.15 sq. miles
Pop. Per Sq Mile	5,952.7	423.3
Median Household income	43,214	84,479
Person's in poverty	27.9%	4.7%
Median Housing Value	161,600	232,000
Owner-Occupied Housing	32.7%	83.8%

Source: United States Census Bureau

The differences in the municipalities does not make regional policing impossible but does require a flexibility strategy that is responsive to the different needs in each location. Lewisburg is the county seat. The courthouse is located there as well as many other non-profit and government agencies. Although the populations in the two municipalities are fairly similar, Lewisburg is much more concentrated than East Buffalo Township.

East Buffalo Township is a rapidly growing community. Some of the policing challenges include ensuring the safety of motorists on the major roadways running through the township such as State Route 15, dealing with property crimes in local businesses, and ensuring that preventative patrols are completed as often as possible.

Lewisburg is challenged with many of the things that you would expect in a typical college town, underaged drinking, loud parties, property crimes, and issues related to students in off-campus housing. Bucknell University has its own police force, however that department doesn't have any authority off-campus. BVRPD assists with problems on campus occasionally as well.

### **Crime and Quality of Life Statistics**

Neither municipality experiences many serious crimes during the course of a year. But the department experiences the full range of crime and quality of life problems experienced in most of modern-day America.

Classification Of Offenses	Offenses	Offenses	Offenses	Actual	Actual	Actual
	Known	Known	Known	Offenses	Offenses	Offenses
	2017 YTD	2016 YTD	Pct. Change	2017 YTD	2016 YTD	Pct. Change
01A-Murder and Nonnegligent Manslaughter	1	0	N/A	1	0	N/A
03D-Robbery Strong Arm(Hands, Feet, Etc.)	0	1	-100.00	0	1	-100.00
04A-Assault Firearm	1	0	N/A	1	0	N/A
04B-Assault Knife or Cutting Instrument	1	0	N/A	1	0	N/A
04D-Assault Hands, Fist, Feet, Etc.	0	2	-100.00	0	2	-100.00
05A-Burglary Forcible Entry	4	7	-42.86	4	7	-42.86
05B-Burglary Unlawful Entry - No Force	11	10	10.00	11	10	10.00
05C-Burglary Attempted Forcible Entry	1	1	.00	1	1	.00
060-Larceny-Theft	105	79	32.91	105	79	32.91
090-Arson	1	1	.00	1	1	.00
04E-Other Assaults - Not Aggravated	20	12	66.67	20	12	66.67
100-Forgery and Counterfeiting	20	28	-28.57	20	28	-28.57
110-Fraud	11	14	-21.43	11	14	-21.43
120-Embezzlement	0	1	-100.00	0	1	-100.00
130-Stolen Prop., Rec., Posses., Buying	0	1	-100.00	0	1	-100.00
140-Vandalism	38	25	52.00	38	25	52.00
150-Weapons, Carrying, Posses, Etc.	3	1	200.00	3	1	200.00
170-Sex Offenses (Except 02 and 160)	4	7	-42.86	4	7	-42.86
18A-Drug Sale/Mfg - Opium - Cocaine	0	1	-100.00	0	1	-100.00
18B-Drug Sale/Mfg - Marijuana	0	1	-100.00	0	1	-100.00
18E-Drug Possession - Opium - Cocaine	2	1	100.00	2	1	100.00
18F-Drug Possession - Marijuana	5	10	-50.00	5	10	-50.00
18G-Drug Possession - Synthetic	0	3	-100.00	0	3	-100.00
18H-Drug Possession - Other	3	0	N/A	3	0	N/A
200-Offenses Against Family & Children	2	3	-33.33	2	3	-33.33
210-Driving Under the Influence	33	46	-28.26	33	46	-28.26
220-Liquor Law	40	61	-34.43	40	61	-34.43
230-Drunkenness	15	27	-44.44	15	27	-44.44
240-Disorderly Conduct	28	29	-3.45	28	29	-3.45
260-All Other Offenses (Except Traffic)	41	52	-21.15	41	52	-21.15

Source: Pennsylvania State Police Uniform Crime Statistics

Source: BVRPD October Monthly Report

Source: BVRPD October Monthly Report

## **Assessment**

From some stakeholders, one of the biggest challenge for the department is navigating the political divide that is currently impacting the funding of the agency. There is a very real concern that ideological differences could ultimately cause an adverse impact on public safety.

Regional policing requires a long-term commitment to cooperation and collaboration. It's necessary to consciously put aside differences and allow the police chief to make decisions about what's best for each municipality he and his department is serving.

Regional policing also requires the elimination of political boundaries for police services and the delivery of police services under the umbrella of one police department. The unique quality of this mode of policing is that the operation of the department is outside the direct control of a single municipality. There are distinct advantages to this approach, and those advantages are being realized here. Some of the advantages are listed below.

# **Benefits of Regional Policing**

## **Improved Delivery of Policing Services**

Police practices routinely vary widely across jurisdictions. Having a regional police department allows for the delivery of a set of uniform practices, tactics, policies, and departmental regulations. This results in a higher degree of citizen satisfaction which ultimately enhances trust and cooperation.

## **Enhanced Coordination**

Police departments often are limited in their ability to coordinate investigative activities across geographic boundaries. This can result in suboptimal problem solving and a failure to mitigate the proximate causes of crime and disorder challenges. The extended boundaries inherent in regional policing allow for a broader approach to finding and solving problems that hinder the quality of life for the law-abiding public.

## **Increased professionalism and performance**

Smaller agencies are often limited in their ability to lead and train their officers. Smaller budgets, fewer personnel, and a narrow set of available opportunities for learning, all can add up to a department that is simply incapable of meeting the demands that a modern-day police professional will encounter. Regional policing expands the size of the department in a way that is conducive to building and maintaining a motivated, highly skilled, and dedicated workforce.

## **Improved Leadership and Management**

There are numerous very small police departments (less than 5 officers) operating around the country. In these instances, the police chief must engage in all of the activities that a typical patrol officer would be responsible for. The chief must direct traffic, respond to calls for service, deal with minor disputes, while also maintaining the department's budget, managing the schedule, and ensuring that payroll is completed correctly. This creates a climate in which it is nearly impossible to develop and maintain modern leadership and management systems. Regional policing allows the police chief to focus the appropriate amount of time and energy on the many variables involved in successfully running the department.

## **Reduction in the Cost of Policing**

The vast majority of time, the budget of any municipality with its own police department will find that the largest portion of expenditures are related to public safety. Regionalization of any public service will typically result in a meaningful reduction in the expenses experienced in participating municipalities. A study conducted by the Department of Community Affairs showed that in most instances a regional police department will be on average 24 percent less costly than a traditional department. The Department of Community and Economic Development (DCED) publication: Regional Police Services in Pennsylvania, A Manual for Local Government Officials indicates that there is a meaningful cost reduction associated with regional policing:

*“Reduced Costs. The cost of providing services is lower in communities served by consolidated police departments. This was established in an analysis of the then consolidated police departments existing in Pennsylvania in 1988-89 conducted by the former Department of*

*Community Affairs. Nine of the ten consolidated departments operated at an average of 24 percent lower cost when compared to nearby traditional police departments serving communities comparable to those served by the consolidated department. Generally, lower costs result from the need for fewer officers, fewer vehicles, fewer ranking positions and fewer police headquarters facilities.”*

There have been numerous feasibility studies conducted to determine whether or not regionalization should occur somewhere in the Commonwealth. The majority of the studies project meaningful cost savings and better police protection. Despite these benefits there seems to be a common reluctance to act on the recommendations made. The reluctance seems to be attached to some of the factors confronting the Buffalo Valley Regional Police Department.

Despite the fact that most small police departments are doing a credible job at maintaining the level of safety and quality of life that a community wants, there is a strong case to be made that shifting population demographics, cultural changes, the economy, and a change in societal values portend an ever-increasing need for a highly skilled police department. In addition, the nature of current trends in criminal behavior can exhaust the capacity of most small departments. **All of these reasons support the continuation of regional policing. Going backward endangers public safety.**

The research on regionalization as well as the available case studies often allude to the relative frequency of funding disputes between municipalities. In fact, the President’s Commission on Law Enforcement and Administration of Justice Task Force Report on Police illuminated this concern as the most significant barrier that must be overcome, “The political and social pressures linked to the desire for local self-government offer the most significant barrier to the coordination and consolidation of police services.” The Commission’s report goes on to say that the loss of self-governing was consistently the first or second biggest obstacle to overcome in forming and maintaining a regional police department.

There is a good news bad news quality to the challenges being faced in Lewisburg. There is an extensive amount of research that supports the continuance of a regional police department as well as the likelihood that inter-municipal budgetary disagreements will continue to challenge the partnership. There have been many cases in which disputes regarding the distribution of costs ultimately derail a successful merger. The dissolution of a regional partnership occurs often enough it is important to consider what to expect if a decision is made to disband.

### **Disbanding of a Regional Police Department**

There have been cases where municipalities decide to withdraw from the regional policing agreement. There are a number of reasons that may drive this decision. The cost of police services may be a major factor. It is not uncommon for a participating body to decide that they don’t believe that they are getting the appropriate amount of service for their expenses, or they may feel that what they are receiving could be achieved less expensively.

Withdrawing from the regional agreement may trigger a clause that is already covered in the original agreement signed by the parties. But in some cases, the issues have been resolved by the courts. In a case involving the Pennridge Regional Police Department, a court cited the pre-regionalization agreement which specified how any costs associated with a party withdrawing from the group:

“The immediate costs of such withdrawal and any continuing obligations and liability necessarily assumed by the remaining members of the PRPC attributable to the withdrawing member’s participating shall be satisfied by the withdrawing member, prior to said withdrawal becoming effective.”

## **Police Recommendations**

- *Consider reviewing the regionalization agreement and add additional components to determine cost sharing.* The funding formula is laid out in the original agreement between the parties that was signed in March of 2011. The basis of the cost sharing of policing services is the Police Protection Unit or PPU. A PPU is defined as “ten hours of service per week for a one-year period; or, five hundred and twenty hours per year.” The total cost for each municipality is calculated as follows:

Police Protection Unit Cost (PPUC) = Annual Budget divided by Police Protection Units Available.

The agreement signed by the parties in 2011 provides further details regarding funding:

(Remainder of Page Intentionally Left Blank)

The police chief provides a monthly report that depicts the distribution of PPUs during the month of September:



As discussed previously, the initial budget was developed with Lewisburg covering 48 percent of the total and East Buffalo Township covering 52 percent of the total. During the interview process it was learned that East Buffalo Township has subsequently refused to pay 52 percent of the total. They feel that it is only fair for them to cover exactly half of the total expenses. The two percent shortfall has been managed by utilizing reserve funds. This change in position is not sustainable over the long term. Lewisburg officials will be forced to make tough choices on how to respond to the new circumstances.

There are other concerns about how the agreement between the parties distributes costs. The PPU is an overly-simplified way to apportion expenses. PPUs carry an implicit assumption that the need for policing stays relatively constant across time. It might and it might not. Using PPUs as the basis for budgeting is convenient but it lacks any real connection to the wide array of factors that drive the need for police services.

Cost distribution should be based on stable factors which relate to the demographic, social, and economic makeup of the area. Population shouldn't be the sole factor. It's best to include land area and/or road mileage. Other options include; assessed valuation of real property or revenues and taxes collected, in conjunction with population.

Some regional departments have agreed to allow the funding structure to change based on what actually happened in the previous year. It is unlikely, in fact it is suboptimal, for conditions to stay the same from year to year. Problems that drive police responses this

year should be mitigated as much as possible so that they don't drive problems next year.

In addition to the factors listed above, other factors that could be considered to determine the funding breakdown include:

- Square miles
  - Percent of total square miles
  - Housing units
  - Population density
  - Part 1 crimes
  - Part 2 crimes
- 
- *Develop a Strategic Plan.* The department does not currently have a strategic plan that is driving operations. There are also no goals being used to assess progress. Operational performance seems to be evaluated on an ad hoc basis. The reports that are currently disseminated are fairly detailed. They show crime trends over the past few years, the amount of geography covered while patrolling the community, calls for service, as well as administrative information related to budgetary expenditures.

In order to improve performance, it is necessary to do more than provide a description of what's happening. The data and statistics must be used to drive performance discussions within the organization as well as externally with stakeholders. These discussions can be instrumental in building a sense of accomplishment, forging positive working relationships, and developing sound operational plans.

Policing must be tethered to clear goals and objectives. The goals and objectives must then be linked to daily tasks and behaviors. This is simply modern management theory applied to policing. The department should begin the process of developing a multi-year strategic plan which includes specific goals for each subunit. The mission of the agency can serve as the starting point of discussions. The plan should be developed in consultation with the police commission, the respective municipal managers, as well as representatives from within the department. It would also be beneficial to incorporate the views of the public into the planning process.

- *Create and Institute a Performance Dashboard.* A performance dashboard can be used to manage performance on an ongoing basis as well as to provide valuable information to stakeholders about the activities of the police. A performance dashboard could include such things as:
  - Number of part 1 and part 2 crimes reported
  - Arrests
  - Clearance rates
  - Geographic location of arrests (using mapping software)

- Use of force reports
- Citizen complaints
- Traffic stop data
- Terry stop data
- Car crash data

Many of the items listed above are already contained in the reports generated by the police chief. This is to be commended. The steps recommended here involve developing clear baseline measures in order to clarify what figures represent progress and which figures indicate problems. Developing baseline measures can be done by measuring the various classifications over a period of months and then using those figures to calculate percentage increases and decreases. This will show seasonal changes in crime and quality of life conditions and as well as other changes that can only be seen by looking at statistical trends and patterns.

- *Institute a Problem Oriented Policing Strategy.* Many departments have had success from employing a strategy known as Problem-Oriented Policing (POP). POP is a business model in which a police department is organized around specific problems in the community. The traditional policing model emphasizes responding to calls for service. POP is a method of policing that requires identifying the proximate cause of an incident in order to identify significant concerns that can and should be mitigated. The National Institute of Justice defines POP as follows:

Problem-oriented policing (POP) is an analytic method used by police to develop strategies that prevent and reduce crime. Under the POP model, police agencies are expected to systematically analyze the problems of a community, search for effective solutions to the problems, and evaluate the impact of their efforts (National Research Council 2004). POP represents police-led efforts to change the underlying conditions at hot spots that lead to recurring crime problems. It also requires police to look past traditional strategies and consider other possible approaches for addressing crime and disorder (Weisburd and Eck 2004). Today, it is one of the most widely used strategies among progressive law enforcement agencies (Weisburd et al. 2010).

Employing POP may reduce crime and disorder concerns in an enduring and sustainable way which will ultimately enhance the capacity of the police department. A problem-solving approach will also substantially improve conditions in the community. Most police calls for service are indicative of some larger underlying problem that, if addressed, will eliminate many problems in the future. For example, a poorly run corner bar can generate dozens of calls to police for public intoxication, disorderly conduct, loud music, and fights. Police can respond to each incident and work hard to resolve them, or they can analyze what's happening and take the necessary actions needed to positively impact the common drivers that are uncovered by looking for important problems to fix.

Quality of life crimes that concentrate themselves at certain times of day, days of the week, and locations, can also benefit from a focus on problems. Responding to

incidents rather than problems tends to lead to 'one-off' responses. A typical response to an after-school fight by an incident-driven police department would be to respond quickly, watch the unruly teens run away, and possibly complete a report detailing the officer's observations, or lack thereof. This same incident would be handled much differently by a department that is organized around solving problems. A problem-solving approach would involve scanning reports and other sources of information for the underlying dynamics driving this behavior, analyzing the data to learn what precisely is happening, developing a clear operational response, and then assessing the design and implementation of the response to maximize performance in the future. A problem-oriented police department must systematically, not sporadically or haphazardly, deal with problems that are important to both the police and the community.

- *Develop the Capacity to Analyze Crime.* Solving problems requires a robust analytical capacity. The Department should have an officer trained as a crime analyst. In order to maximize efficiency and effectiveness a modern police agency must have the ability to analyze crime. Without a clear understanding of where crime and disorder problems are concentrated, officers are forced to reactively address whatever comes their way.

Analyzing crime is a must for a department that focuses on uncovering and fixing important problems. It is also a must to keep citizens safe in the most efficient way possible. The way the department is currently operating is closer to a traditional model of policing where calls for service are handled as effectively as possible. This method of operating is fairly common and it works when it works. However, the complex nature of policing requires more. An evidence-based approach to policing offers dramatic improvements over the traditional approach.

The fact that the jurisdictions here do not experience a significant rate of serious crimes does not diminish the need to analyze crime. Offenses such as domestic violence, property crimes, and traffic crashes all needed to be analyzed in order to craft specific plans to mitigate the risk of harm and property losses.

- Designate an officer as the criminal analysts. The duties of the position would include tracking recidivism, developing confidential informants, analyzing crime patterns, tracking repeat calls, and identifying repeat contacts.
  - Perform traffic analysis. Identify locations that have a disproportionate number of accidents and traffic violators.
  - Identify and target chronic problems in the community.
  - Assist with developing directed patrol zones based on crime and quality of life analysis.
- *Hotspot and geographic based policing.* The evidence base for hotspot policing is particularly strong. When the police focus on a small geographic area that is experiencing a disproportionate amount of crime and disorder they can make great strides in making those areas better places to live and work.

Some locations tend to produce the types of behaviors that can harm the vast majority of residents that wish to live peaceful lives. It falls to the police to identify those neighborhoods in need and focus their time and attention in a way that creates the conditions for safety and security.

Once hotspots are identified a department can move forward with crafting the various problem-solving initiatives to improve conditions. One of the most stable aspects of crime is often its location. Criminals come and go but concentrated pockets of crime can sustain themselves. Crime analysis must be used to identify what is happening in specific blocks and neighborhoods which will allow the police to identify

- *Develop and institute a plan for community policing.* The basic premise of community policing is that the police and the community work to co-produce safety and increases in quality of life. Community policing is considered a fundamental facet of modern policing. Any effort to improve the functioning of a police department must start with a comprehensive community policing strategy that has a broad range of activities, programs, and projects that are designed to fulfill the needs of citizens. The Department should consider such things as Coffee with a Cop, Police Chiefs Advisory Board, Neighborhood Watch training, and a Citizen's Police Academy. However, it isn't enough to have community events in which officers have the opportunity to engage with citizens in a manner that is positive and that builds strong ties. The Department must create a clear plan that involves projects, milestones, and action steps that lead to a Department-wide effort to fulfilling the spirit of community policing.

Best practice in developing a community policing strategy involves ensuring that everyone in the department understands what it means to be a community policing agency. Everyone employed by the Department has to embrace the notion that the police are engaged in a mission of serving the public in a fair and impartial way.

There are several steps that would be required in order to operationalize the principles and practices of community policing. The action steps would include:

- Develop a comprehensive community policing plan. This should include goals and objectives that are consistent with the plan.
- Provide training for all members of the department with regard to the various aspects of community policing. This can be achieved at low or virtually no cost through the Office of Community Oriented Policing.
- Develop a police chief's advisory board that is composed of various stakeholders from various segments of the community.
- Identify one person within the department to receive advanced training in order to be the department's community policing officer. This person would take the lead on developing a comprehensive community policing agenda.
- Partner with a local university to complete a community survey. This is an essential step in discovering the needs and expectations of the community. Enlisting the support of a university will be necessary in order to develop survey questions, assist with administration, and assist with analyzing the results.

- Meet periodically with code enforcement officials and building inspectors to coordinate enforcement activities.
- Enhance the use of social media in order to increase outreach and community engagement.

A core component of any community policing strategy will include a park and walk program for officers and supervisors. Officers have sufficient discretionary time to spend some times during each shift walking in populated areas such as schools, parks, business zones, and residential districts. A program of this nature will allow officers to develop a better understanding of the community and it will foster stronger police-community relations. The chief, respective elected officials, and police commission could identify the specific areas for the park and walks. The quantity and quality of the park and walks could be included as performance measures.

- *Institute Targeted Directed Patrols.* It is known that an officer's mere presence in a crime or quality of life hotspot is beneficial, but more can be done. Officers must avoid at all cost trying to extend the fiction that once pervaded the police; that it is possible to create the belief that the police are omnipresent in the mind of a budding felon intent on behaving poorly. However, that is not possible. Directed patrols are shaped by the current crime and quality of life conditions. They are a tactic that allows police to craft interventions for specific problems such as gun violence. In order to maximize the benefits of directed patrols it is important that officers have a complete understanding of the purpose of the tactic and the nature of the problem that are working to address. Enhanced understanding can be achieved by the following:
  - Provide a full description of the tactic, its purpose, and how it should be incorporated into operations.
  - Make adjustments to the dispatch system in order to accommodate tracking and analysis of directed patrols.
  - Add directed patrols to the performance measurement system used to evaluate officer performance.

# Public Works Department

## Overview

The Borough of Lewisburg’s Public Works Department (PWD) is staffed by nine (9) full-time employees who are represented by the American Federation of State, County and Municipal Employees Local 2433, (“AFSCME”), consisting of five (5) employees overseen by a one (1) working foreman in the Streets and one (1) supervisor and two (2) employees in the Refuse Department. All Public Works employees have Commercial Drivers Licenses. The working foreman is responsible for all supervisory aspects of the Department. The Department performs the following functions but is not limited to:

## Storm Drain, Street Lights, and Street Maintenance

The Department is responsible for all roads and storm drains in the Borough. Road maintenance includes street sweeping, pot hole repair, street line painting, pedestrian crosswalk maintenance, tri-globe street light maintenance, and snow removal. Storm drain maintenance does not include maintenance of any storm pipes.

## Sign Installation and Traffic Lights

The Department makes and installs street signs throughout the Borough; however traffic lights maintenance within the Borough is outsourced to a third party.

## Fleet Maintenance

The Department is responsible for the maintenance of all Borough vehicles and equipment. The following is a breakdown of Borough vehicles and equipment.

### Borough of Lewisburg, Pennsylvania Public Works Vehicles, Trailer and Equipment

<u>Vehicles</u>	<u>Model Year</u>	<u>Year Purchased</u>
Western Star Refuse	2017	2016
Western Star Dump Truck with Plow & Spreader	2016	2016
Ford T-Tag Truck	2014	2014
Challenger Street Sweeper	2012	2012
Freightliner Refuse Truck	2011	2011
Sterling Acturra Self-Contained Leaf Vacuum Truck	2009	
Chevrolet Pick Up	2009	
GMC Sierra Bucket Truck	2005	2005
GMC Club Cab Truck	2005	2004
International Dump Truck	2001	2000
Ford T-Tag Truck	1997	1997

**Borough of Lewisburg, Pennsylvania  
Public Works Vehicles, Trailer and Equipment**

<b><u>Equipment</u></b>	<b><u>Model Year</u></b>	<b><u>Year Purchased</u></b>
Hustler #3	2014	2014
John Deere Select Series Tractor	2012	2012
Hustler #1	2006	2006
Bobcat Skidsteer	2004	2004
John Deere 310SG Backhoe	2004	2004
Wildcat Snow Blower	2004	2008
Hustler #2	2001	2001
Wood Chuck Chipper	1999	2003
John Deere Grader JD670-A	1979	1997
Ingersol Air Compressor	1974	Pre 1980
Super A	1950	Pre 1980

<b><u>Trailer</u></b>	<b><u>Model Year</u></b>	<b><u>Gross Weight</u></b>
Sure-Trac Dump/Recycling Trailer	2014	14,000 lbs.
JDS Industries Recycling Trailer	1994	7,000 lbs.
Recycling Trailer	1994	2,500 lbs.

### **Building and Meter Stall Maintenance**

The Streets Crew maintains, repairs, collects trash, and performs minor improvements to all Borough buildings and the maintenance of all parking meters.

### **Parks**

The Streets Crew currently mows and maintains seven (7) community parks and playgrounds which include additional structures, athletic fields and playground equipment.

### **Seasonal Work**

In addition to snow removal, the Department provides brush and leaf removal each Spring and Fall. The Department is also responsible for the installation of holiday decorations as well as the setup and cleanup of special events.



## Refuse & Recycling

The Borough provides for Borough-wide trash collection. The Borough's refuse crew consists of 3 full-time employees made up of 1 supervisor and 2 laborers. Additionally, the Department maintains a drop-off site for residents' recyclable materials staffed by part-time employees.

## Finances

The Department is funded from Borough's General, Recreation and Street Funds. The PA Liquid Fuels Fund is only used by the Borough for eligible street projects. The Refuse Crew is solely funded from User Fees.

### Historical General Fund Expenditures - Public Works

**Borough of Lewisburg, Pennsylvania  
General Fund Public Works Department Expenditures  
Comparison to total General Fund Revenues**

	2014	2015	2016	2017	2018*
Total General Fund Revenues:	3,181,471	2,835,623	3,052,831	3,129,878	3,424,671
Public Works Expenditures:	507,457	661,897	357,435	328,623	400,165
Percent of Total GF Revenue:	16.0%	23.3%	11.7%	10.5%	11.7%

\*Budgeted

**Borough of Lewisburg, Pennsylvania  
Department of Public Works Expenditures  
General Fund Year Ended December 31**

	Internally Prepared Jan - Dec 2014	Internally Prepared Jan - Dec 2015	Internally Prepared Jan - Dec 2016	Internally Prepared Jan - Dec 2017	Budgeted Jan - Dec 2018
<b>Expense</b>					
<b>PUBLIC WORKS-HIGHWAYS STREETS</b>					
General Services	290,070	412,044	160,652	151,234	151,268
Street Cleaning	15,510	22,632	18,265	19,715	30,312
Snow Removal	72,010	59,662	44,349	49,404	60,811
Street Signs and Markings	27,454	43,995	30,629	34,469	36,546
Sidewalks and Curbs	9,413	18,844	12,932	8,375	18,555
Bridges, Storm Sewers and Drains	9,086	3,958	11,005	5,731	14,640
Repairs to Vehicles, Tools and Equipment	41,787	43,422	42,890	37,444	41,636
Maintenance and Repairs to Streets	16,004	33,150	14,551	17,088	27,152
<b>TOTAL PUBLIC WORKS-HIGHWAY STREETS</b>	<b>481,334</b>	<b>637,707</b>	<b>335,273</b>	<b>323,460</b>	<b>380,920</b>
<b>PUBLIC WORKS-FIRE PROTECTION</b>					
Materials and Supplies	20,722	22,579	19,092	0	15,598
Fire Protection General Expense	260	449	277	410	349
<b>TOTAL PUBLIC WORKS-FIRE PROTECTION</b>	<b>20,982</b>	<b>23,028</b>	<b>19,369</b>	<b>410</b>	<b>15,947</b>
<b>PUBLIC WORKS-EMERGENCY MANAGEMENT</b>					
Salaries and Wages	3,136	961	2,223	2,393	2,178
General Expense	1,085	81	450	0	1,000

Communication System	920	120	120	120	120
Major Equipment Purchase	-	-	-	2,240	-
<b>TOTAL PUBLIC WORKS-EMERGENCY MANAGEMENT</b>	<b>5,141</b>	<b>1,162</b>	<b>2,793</b>	<b>4,753</b>	<b>3,298</b>
<b>TOTAL PUBLIC WORKS</b>	<b>507,457</b>	<b>661,897</b>	<b>357,435</b>	<b>328,623</b>	<b>400,165</b>

## Projected Baseline General Fund Expenditures - Public Works

### Borough of Lewisburg, Pennsylvania Police Department Expenditure Projections General Fund Year Ended December 31

	Projection Jan - Dec 2019	Projection Jan - Dec 2020	Projection Jan - Dec 2021	Projection Jan - Dec 2022
<b>Expense</b>				
<b>PUBLIC WORKS-HIGHWAYS STREETS</b>				
General Services	153,424	155,610	157,828	160,077
Street Cleaning	30,830	31,357	31,894	32,440
Snow Removal	61,845	62,898	63,968	65,058
Street Signs and Markings	37,183	37,831	38,491	39,163
Sidewalks and Curbs	18,819	19,087	19,359	19,635
Bridges, Storm Sewers and Drains	14,890	15,144	15,402	15,665
Repairs to Vehicles, Tools and Equipment	42,335	43,045	43,769	44,504
Maintenance and Repairs to Streets	27,656	28,170	28,694	29,227
<b>TOTAL PUBLIC WORKS-HIGHWAY STREETS</b>	<b>386,982</b>	<b>393,142</b>	<b>399,405</b>	<b>405,769</b>
<b>PUBLIC WORKS-FIRE PROTECTION</b>				
Materials and Supplies	15,820	16,046	16,275	16,506
Fire Protection General Expense	354	359	364	369
<b>TOTAL PUBLIC WORKS-FIRE PROTECTION</b>	<b>16,174</b>	<b>16,405</b>	<b>16,638</b>	<b>16,876</b>
<b>PUBLIC WORKS-EMERGENCY MANAGEMENT</b>				
Salaries and Wages	2,222	2,266	2,311	2,358
General Expense	1,014	1,029	1,043	1,058
Communication System	122	123	125	127
Major Equipment Purchase	-	-	-	-
<b>TOTAL PUBLIC WORKS-EMERGENCY MANAGEMENT</b>	<b>3,358</b>	<b>3,418</b>	<b>3,480</b>	<b>3,543</b>
<b>TOTAL PUBLIC WORKS</b>	<b>406,514</b>	<b>412,965</b>	<b>404,523</b>	<b>426,188</b>

## Assessment

Feedback received regarding services provided by the Borough's Public Works department was primarily positive. Given the current resources allocated to the Borough's Public Works Department and the services expected to be provided by the department, the department handles the delivery of said services effectively.

## Public Works Recommendations

The suggested recommendations should be considered with the long term goal of improving efficiency and addressing additional concerns as they arise. With this in mind, the following recommendations are designed to improve the allocation of available resources to areas within the Borough.

- *Increase fees charged annually.* Like most municipalities, the Borough charges citizens and others for various services provided, such as but not limited to, refuse collection. As an ongoing practice, Lewisburg should review all fees annually and as needed when costs increase unexpectedly. An example of an unexpected cost increase would be when petroleum product prices increase, street cut fees should be reviewed to assure the fees cover the cost of increased paving materials.
- *Consider adding Public Works functionality to the Borough's existing Edmunds & Associates Computer Software.* As resources become increasingly strained, it will become even more critical that the PWD maximizes its resources in the most efficient way possible. Utilizing an integrated Public Works system could help the Department keep track of work orders, street, building and vehicle maintenance. Evaluation of the feasibility and benefit of adding the Public Works functionality to its existing software system should include input from Financial, Administrative and Public Works staff to ensure that the system meets other departmental requirements, with the goal of creating a holistic Borough-wide system.
- *Continue increases in street repair and maintenance.* Over the last number of years the Borough has increased resources allocated to street repair and maintenance. Proactive maintenance is necessary to avoid advanced or full deterioration. Advanced deterioration will typically increase maintenance costs by two to three times and full deterioration will result in a tenfold increase for complete street rebuilding. Normal repaving and repairs are typically adequate if accomplished every 15 years; beyond that, deterioration accelerates with full deterioration occurring every 25 years. Without the continued street maintenance, street deterioration will accelerate and lead to even greater costs to rebuild streets.
- *Establish departmental goals and objectives.* Departmental goals and objectives should be developed with the input of PWD staff, Borough Administration, and Elected Officials. Goals and objects should be reviewed regularly to track status and address goals and objectives which are not being met.
- *Develop employee succession plan.* Currently three (3) of the Departments eight (8) employees plan to retire in the next five years, this includes the Departments recently

promoted working foreman. The Borough should develop a strategy on how it intends to train and replace the retiring employees to ensure the minimum impact to future service delivery.

- *Public Works staff should participate in Capital Planning.* Maintaining public property and facilities throughout the Borough requires a significant investment in capital equipment needed to provide required services efficiently. Not only do the “troops on the ground” understand the needs intimately, but they typically also know what is required to address needs efficiently. As such, they should be included in the development of the Borough’s 5 Year Capital Plan.

# Revenue and Financial Projections

## Overview

Like all municipalities, the Borough requires stable revenue sources with moderate growth to fund services to residents, businesses and visitors. This factor is important because so much of a local government's expenditures are related to recurring and regularly increasing costs for salaries, benefits, and other operating expenses. However, like all Pennsylvania municipalities, the Borough's tax base lacks organic growth, and over the long term, Borough revenue streams will be unable to cover the growing costs of Borough services, which could lead to ongoing challenges to balance the General Fund operating budget. This chapter will consider:

- The Borough's current General Fund revenue structure.
- Revenue performance over time.
- The impact of current economic conditions on Borough revenues.
- Positive and negative aspects of the current revenue structure.
- Future revenue outlook.
- Initiatives to strengthen and expand the Borough's revenue base.

## Introduction

The Early Intervention Plan Consultant compiled this financial review and projections of Lewisburg's general fund through analysis of the Borough's FY 2014 through 2017 audits; the Borough's annual budgets, including the adopted 2018 operating budget; debt obligation documents; salary and benefit data, including collective bargaining agreements; pension obligations and other financial obligations; and historical and current data provided by the Borough. In addition, projections were prepared through the use of historical revenue and expenditure patterns, actuarial pension data, amortization tables and similar information.

The Borough's accounting records are maintained and its financial statements are prepared on the modified cash basis of accounting, which is a comprehensive basis of accounting other than generally accepted accounting principles. Under this basis, revenues are recognized when collected rather than when earned, and expenditures are recognized when paid rather than when incurred.

The provision of municipal services and reduction of operating deficits requires the Borough of Lewisburg to have reliable revenue sources that have moderate growth to balance yearly increased cost of services to residents, businesses and visitors. Predictable revenue growth is important because so much of a local government's expenditures are related to recurring and regularly increasing costs for salaries, benefits, and other operating expenses. Lewisburg's tax base has been slightly declining, which has been offset by increases in millage rates for real

estate. During the review period Borough revenues have covered the costs of Borough services in all but one year.

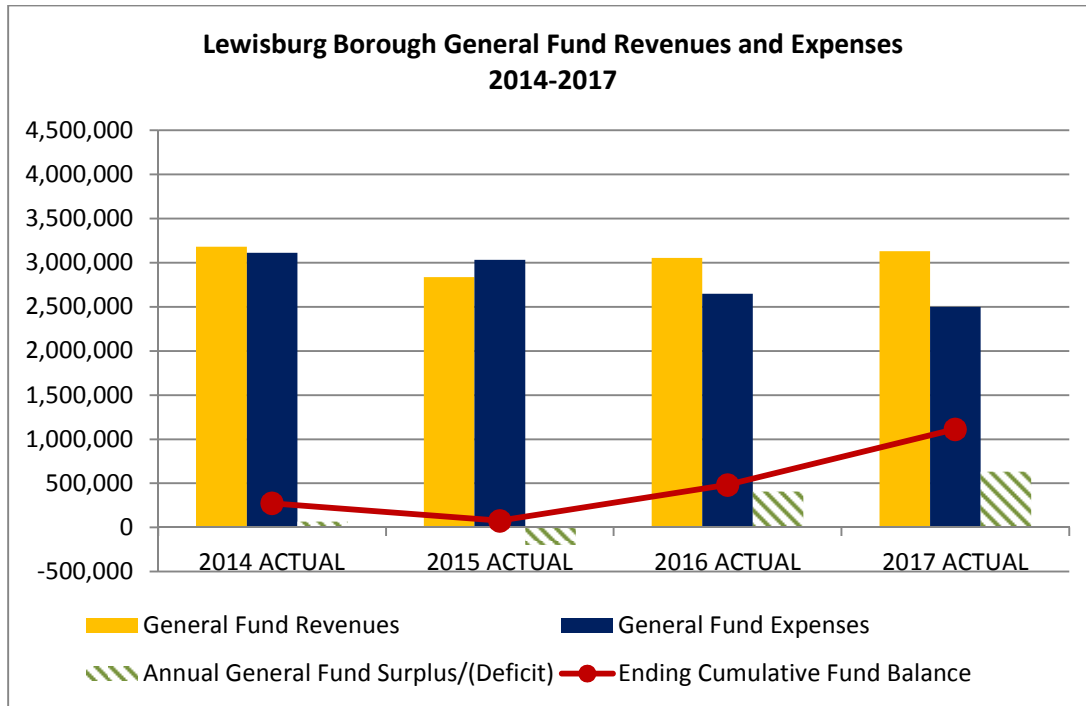
## Historical 2014-2017

As shown in the following table and chart, the Borough experienced one year of deficits throughout the four-year historical review period. Revenues fluctuated throughout the period from \$3.18 million in 2014 to \$3.13 million in 2017. Expenditures generally remained in line with revenues, decreasing from a peak of \$3.11 million in 2014 to \$2.50 million in 2017. Over the four year historical period, General Governmental Administrative Expenses decreased by \$218,342 or 19.3 percent and Transfers to Other Funds decreased by \$159,010 or 63.9 percent. The Borough received the bulk of its revenues from taxes. The predominant tax sources – real estate and earned income taxes – experienced growth during the historical period.

**General Fund Revenues, Expenditures and Surplus/(Deficit)  
Borough of Lewisburg  
2014-2018**

	2014	2015	2016	2017	Projected 2018
Revenues	3,181,471	2,835,623	3,052,831	3,129,878	3,424,671
Expenditures	3,113,216	3,034,282	2,646,859	2,498,351	3,201,012
<b>Annual Surplus/(Deficit)</b>	<b>68,255</b>	<b>(198,659)</b>	<b>405,972</b>	<b>631,527</b>	<b>223,659</b>
<b>Cumulative Surplus/(Deficit)*</b>	<b>274,769</b>	<b>76,111</b>	<b>482,082</b>	<b>1,113,609</b>	<b>1,337,268</b>

Source: Historical internal reports generated by the Borough



\* Based on using cash on hand as reported in the Borough's 2013 Audit as the base cumulative surplus

## Revenue Profile

Historically, the largest component of Borough General Fund revenues has been from taxes, with the largest portion coming from Real Estate and Earned Income Taxes (EIT). The Borough's other major sources of revenue include intergovernmental transfers, transfers in from other funds, and licenses and permits. The table and chart below show the share of revenues by major category for 2014-2017.

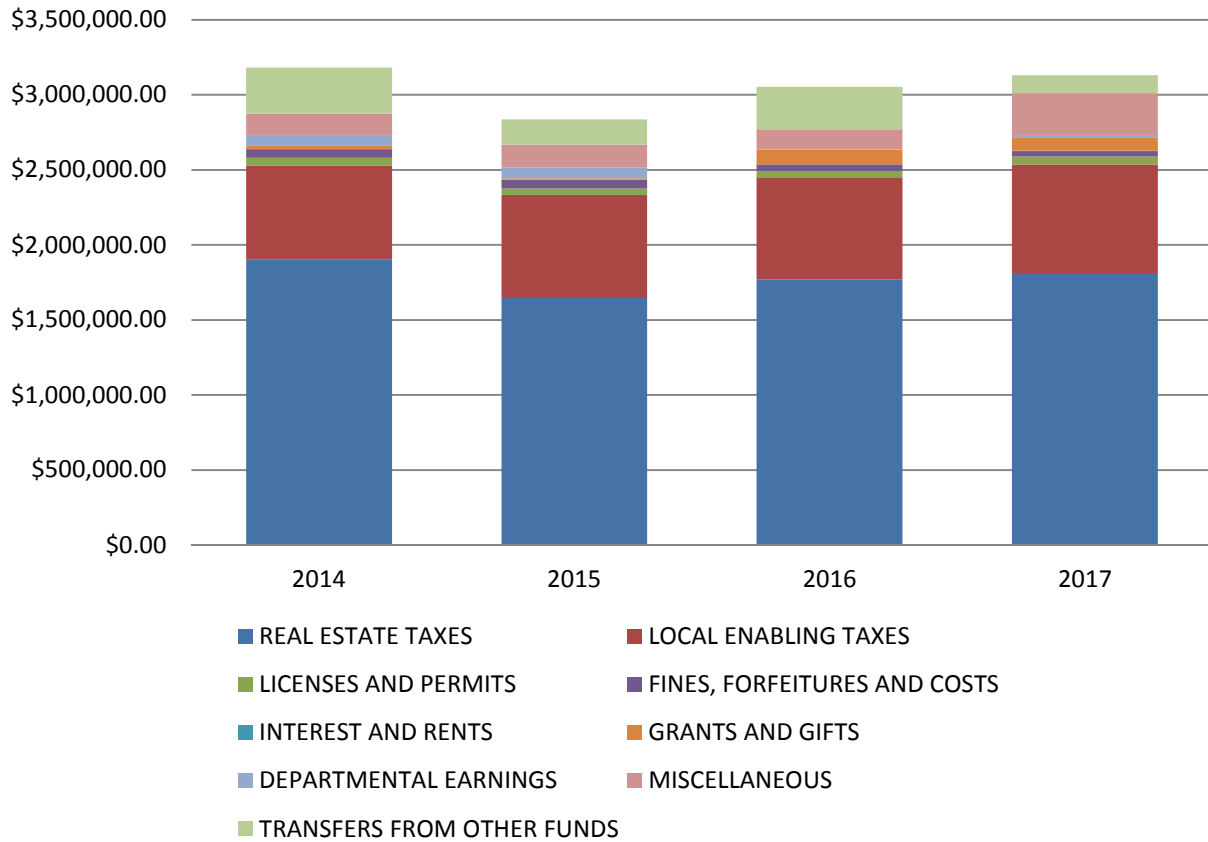
### Borough of Lewisburg, Pennsylvania Proportion of Tax Revenues by Type of Tax

	Percentage of Total Taxes			
	2014	2015	2016	2017
Real Estate Tax	71.4	70.6	72.3	71.2
EIT	16.0	17.5	16.6	16.7
Business Privilege	4.7	4.0	4.7	5.2
LST	5.3	4.9	4.0	3.9
RE Transfer	2.3	2.7	2.2	2.7
Per Capita	0.3	0.3	0.2	0.2
<b>Total Tax Revenue</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

### Borough of Lewisburg, Pennsylvania Proportion of Revenues by Source

	Percentage of Total Revenue			
	2014	2015	2016	2017
Taxes	68.5	82.3	80.3	81.0
Interest Income	0.1	0.1	0.0	0.1
Grants & Gifts	0.7	0.3	3.2	2.9
License & Permits	1.6	1.5	1.3	1.8
Fines & Forfeits	1.8	2.0	1.4	1.2
Charges for Services	2.1	2.5	0.1	0.5
Miscellaneous	4.5	5.3	4.4	8.9
<b>Subtotal Revenues</b>	<b>79.4</b>	<b>94.1</b>	<b>90.8</b>	<b>96.2</b>
Transfers In	9.6	5.9	9.2	3.8
TRAN	11.0	0.0	0.0	0.0
<b>Total Revenues</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

## Borough of Lewisburg, Pennsylvania Revenues by Source



(Remainder of Page Intentionally Left Blank)



## Tax Rates

The Borough charges Real Estate tax millage for General Purposes and for the special purposes of Debt Service, Fire Equipment and Firehouses, Recreation, Shade Trees, and Street Lights. Since 2014 the Borough's total millage rate has increased by 2.590 mills or 25.5%. The Borough's current total millage is 12.740 mills, with an annual Real Estate tax bill of \$1,389.30 per median assessed taxable property. An overview of tax rates from 2014 to 2018 is shown in the following table.

**Borough of Lewisburg  
Municipal Tax Rates  
2014-2018**

	2014	2015	2016	2017	2018
Real Estate – General Purpose (mills)	8.930	9.495	9.995	10.135	10.085
Real Estate – Debt Service (mills)	0.000	0.000	0.000	0.598	0.598
Fire Equipment & Firehouses(mills)	0.500	0.500	0.740	0.810	1.010
Recreation (mills)	0.340	0.340	0.440	0.640	0.540
Shade Tree (mills)	0.040	0.100	0.100	0.100	0.100
Street Light (mills)	0.340	0.465	0.465	0.457	0.407
Total	10.150	10.900	11.740	12.740	12.740
Realty Transfer	0.5%	0.5%	0.5%	0.5%	0.5%
Earned Income Nonresident	1.0%	1.0%	1.0%	1.0%	1.0%
Earned Income Resident	0.5%	0.5%	0.5%	0.5%	0.5%
Local Services Tax (LST) (\$)	\$ 52	\$ 52	\$ 52	\$ 52	\$ 52
Per Capita Tax (\$)	\$ 5	\$ 5	\$ 5	\$ 5	\$ 0
Mercantile/Business Privilege – Other (mills)	0.750	0.750	0.750	0.750	0.750
Mercantile/Business Privilege – Wholesale (mills)	0.500	0.500	0.500	0.500	0.500

(Remainder of Page Intentionally Left Blank)

# Tax Burden

The 2018 tax burden on a median household income was \$1,709.37 or 4.0 percent of the household's income. Real Estate and Earned Income Tax accounted for \$1,605.37 or 93.9 percent of the 2018 tax burden.

**Borough of Lewisburg  
2018 Tax and Major Fee Burden  
on a Hypothetical Household to Support  
Borough Operations**

<b>Tax Base and Rate</b>	2018
Median Value of Owner-Occupied Housing <sup>1</sup>	\$ 161,600.00
Median Assessed Taxable Valuation <sup>2</sup>	\$ 109,050.00
Median Household Income <sup>1</sup>	\$ 43,214.00
Real Estate Tax Millage	12.74
Earned Income Tax Rate	0.50%
Per Capita Tax Rate	\$ 0.00
Local Services Tax	\$ 52.00
<b>Tax Burden</b>	
Borough Real Estate Tax	\$ 1,389.30
Borough Earned Income Tax	\$ 216.07
Borough Per Capita	\$ 0.00
Local Services Tax	\$ 104.00
Occupation Tax	\$ 0.00
Tax	<u>\$ 1,709.37</u>
Burden as a % of Median Household Income	4.0%

Note:

For calculation household consists of two adults, both of whom are employed but with only on within the boundaries of the Borough.

<sup>1</sup>US Census Bureau 2016-16 ACS Report

<sup>2</sup>Median 2017 Assessed Property Value as reported by the CEDA-COG GIS

(Remainder of Page Intentionally Left Blank)

# Property Exempt from Taxation

As home to a number of non-profit entities the Borough of Lewisburg has far more property exempt from taxation than any other municipality in Union County. 44.4 percent of the Borough's assessed valuation is exempt from property taxes, the next highest in terms of percent of property exempt from property taxes is Kelly Township at 29.5 percent.

**Borough of Lewisburg  
Exempt From Taxation  
Selected Municipalities  
2017 Assessed Valuations**

	Total Assessed Valuation	Assessed Value Exempt From Taxation	Taxable Assessed Value	Percent of Exempt Value
<b>Lewisburg Borough</b>	<b>319,822,600</b>	<b>142,043,100</b>	<b>177,779,500</b>	<b>44.4%</b>
Kelly Township	355,305,000	104,832,200	250,472,800	29.5%
New Berlin Borough	43,766,900	8,045,200	35,721,700	18.4%
Limestone Township	201,165,200	30,539,900	170,625,300	15.2%
Gregg Township	71,664,500	10,007,100	61,657,400	14.0%
East Buffalo Township	599,447,800	78,258,200	521,189,600	13.1%
Hartley Township	155,521,000	19,770,300	135,750,700	12.7%
Hartleton Borough	12,515,900	1,221,600	11,294,300	9.8%
Buffalo Township	269,920,400	21,353,400	248,567,000	7.9%
White Deer Township	279,073,800	18,627,500	260,446,300	6.7%
West Buffalo Township	187,997,600	12,480,500	175,517,100	6.6%
Lewis Township	104,680,700	5,953,200	97,695,300	5.7%
Union Township	10,399,500	120,400	10,279,100	1.2%

SOURCE: SEDA-COG GIS Department

(Remainder of Page Intentionally Left Blank)

## Baseline Projections 2018-2022

In conjunction with input from Borough staff the following assumptions were used by the Early Intervention Program Consultant to develop the Borough's 2018 – 2022 baseline financial projections.

### Revenue Assumptions:

- 0% annual increase in Real Estate Tax millage above the 2018 budget
- 0.34% increase in Per Capita tax each year
- 1.5% annual growth in Earned Income Tax revenue
- Jersey Shore State Bank loan proceeds are events in 2017 and 2018 only
- Floodplain Restoration grant of \$1.35 million in 2020
- Other revenues held at budgeted levels or 2014-2017 average revenue

### Expenditure Assumptions:

- Employee counts were assumed to remain at 2018 projected budgeted levels
- Employee compensation was increased by 2.0% annually after the 2018 budgeted costs
- Healthcare increased by 6.0% annually
- Total tax revenue to Tax Collector expense ratio remains at the same level as budgeted in 2018
- No new debt incurred
- Floodplain Restoration expense of \$1.5 million in 2020
- Transfers to other funds remain at 2018 budgeted levels
- 2018 expenditures held at budgeted levels or 2014-2017 averages. 2019-2022 expenses are increased based on the Consumer Price Index

Baseline projections show anticipated surpluses during the first four years of the projection period, turning into a modest deficit during the last fiscal year. As shown below, the surplus shrinks from \$217,383 in 2018 to a deficit of **(\$30,778)** in 2022. The decreased surplus in 2020 reflects a \$1.5 million road construction project funded by a \$1.35 million grant from the Commonwealth with the difference funded from cash reserves of the Borough. The projections maintain the 12.7400 Real Estate millage rate throughout the five-year projection period. Revenues spike in 2018 due to a \$600,000 loan, and in 2020 due to a \$1.5 million grant. Modest increases were shown in 2019, 2021 and 2022.

**General Fund Projections  
Borough of Lewisburg  
2018-2022**

	2018	2019	2020	2021	2022	Change 2018-2022	
	Projected	Projected	Projected	Projected	Projected	\$	%
Revenues	3,418,395	2,824,836	4,181,373	2,838,008	2,844,743	(573,652)	(16.8)
Expenditures	<u>3,201,012</u>	<u>2,749,465</u>	<u>4,168,755</u>	<u>2,830,516</u>	<u>2,872,878</u>	(328,134)	(10.3)
<b>Surplus/(Deficit)</b>	<b>217,383</b>	<b>74,723</b>	<b>11,318</b>	<b>5,527</b>	<b>(30,778)</b>		
<b>Cumulative Surplus/(Deficit)</b>	<b>1,330,992</b>	<b>1,405,715</b>	<b>1,417,033</b>	<b>1,422,561</b>	<b>1,391,783</b>		

## Revenue Projections—2018-2022

As shown in the table below and noted above, the Borough’s General Fund operating revenues are projected to remain stable with only a 1.0 percent increase in tax revenue, mostly due to a modest growth in EIT.

Real Estate Taxes are the Borough’s most productive tax, generating approximately 71% of total tax revenue or \$1.8 million annually. The following tables illustrate that EIT collections are slightly more than fifteen percent of total tax revenue, ranging from a low of \$429,385 in 2018 to a high of \$455,734 in 2022. All other taxes account for less than 12 percent of total taxes.

### Total Taxes Revenue Projections Borough of Lewisburg 2018-2022

	2018	2019	2020	2021	2022	Change 2018-2022	
	Projected	Projected	Projected	Projected	Projected	\$	%
Real Estate Tax	1,831,738	1,831,738	1,831,738	1,831,738	1,831,738	0	0.0
EIT	429,385	435,826	442,363	448,999	455,734	26,349	6.1
Business Privilege	122,806	122,806	122,806	122,806	122,806	0	0.0
LST	95,463	95,463	95,463	95,463	95,463	0	0.0
RE Transfer	59,457	59,457	59,457	59,457	59,457	0	0.0
Per Capita	0	0	0	0	0	0	0.0
<b>Total Taxes</b>	<b>2,538,849</b>	<b>2,545,290</b>	<b>2,551,827</b>	<b>2,558,463</b>	<b>2,565,198</b>	<b>26,349</b>	<b>1.0</b>

### Percentage of Total Taxes

	2018	2019	2020	2021	2022	2018
Real Estate Tax	72.1	72.0	72.0	71.8	71.6	71.4
EIT	16.9	17.1	17.1	17.3	17.5	17.8
Business Privilege	4.8	4.8	4.8	4.8	4.8	4.8
LST	3.8	3.8	3.8	3.7	3.7	3.7
RE Transfer	2.3	2.3	2.3	2.3	2.3	2.3
Per Capita	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Taxes</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Non-tax revenue, which typically accounts for about 10 percent of total revenues, is expected to be flat through the projection period except in 2018, in which the Borough expects to receive proceeds of a loan, and in 2020, when the Borough expects to receive grant money for shared use path, floodplain restoration and nature play project.

**Total Non-Taxes Revenue Projections  
Borough of Lewisburg  
2018-2022**

	2018	2019	2020	2021	2022	Change 2018-2022	
	Projected	Projected	Projected	Projected	Projected	\$	%
Intergovernmental	78,352	78,352	78,352	78,352	78,352	0	0.0
Miscellaneous	680,222	80,222	1,430,222	80,222	80,222	(600,000)	(88.2)
License & Permits	44,931	44,931	44,931	44,931	44,931	0	0.0
Charges for Services	2,000	2,000	2,000	2,000	2,000	0	0.0
Fines & Forfeits	49,198	49,198	49,198	49,198	49,198	0	0.0
Grants & Gifts	22,988	22,988	22,988	22,988	22,988	0	0.0
Interest Income	1,856	1,856	1,856	1,856	1,856	0	0.0
<b>Total Non-Tax Revenue</b>	<b>879,547</b>	<b>279,547</b>	<b>1,629,547</b>	<b>279,547</b>	<b>279,547</b>	<b>(600,000)</b>	<b>(68.2)</b>

**Percentage of Non-Tax Revenue**

	2018	2019	2020	2021	2022
	Projected	Projected	Projected	Projected	Projected
Intergovernmental	8.9	28.0	4.8	28.0	28.0
Miscellaneous	77.3	28.7	87.8	28.7	28.7
License & Permits	5.1	16.1	2.8	16.1	16.1
Charges for Services	0.2	0.7	0.1	0.7	0.7
Fines & Forfeits	5.6	17.6	3.0	17.6	17.6
Grants & Gifts	2.6	8.2	1.4	8.2	8.2
Interest Income	0.2	0.7	0.1	0.7	0.7
<b>Total Other Revenue</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Total tax and non-tax revenue for the projection period is expected to decrease by 16.7 percent. This is largely due to the proceeds of a \$600,000 loan budgeted in 2018. Netting out loan proceeds received in 2018, the total tax and non-tax revenue received over the period are projected to increase, however, the increase is de minimis at less than 1.0%.

**General Fund Revenue Projections  
Borough of Lewisburg  
2018-2022**

	2018	2019	2020	2021	2022	Change 2018-2022	
	Projected	Projected	Projected	Projected	Projected	\$	%
Tax Revenue	2,538,850	2,545,291	2,551,828	2,558,463	2,565,198	26,349	1.0
Nontax Revenue	879,545	279,545	1,629,545	279,545	279,545	(600,000)	68.2
<b>Total Revenue</b>	<b>3,418,395</b>	<b>2,824,836</b>	<b>4,181,373</b>	<b>2,838,008</b>	<b>2,844,743</b>	<b>(573,651)</b>	<b>(16.8)</b>

## Expenditure Projections—2018-2022

General Government Administrative expense is expected to increase the most in terms of dollar amount during the forecast period. It is projected to be 48.8 percent of total expenditures in 2022, and is expected to increase by \$79,219 or 5.8 percent from \$1.36 million in 2018 to \$1.44 million in 2022. Employee Payroll Taxes are expected to increase by \$33,683 or 8.2 percent from \$408,619 in 2018 to \$442,302 in 2022. In 2022, Employee Payroll Taxes are expected to be 15.4 percent of total expenditures. The Borough has collective bargaining

agreements in place for certain salaries to increase each year, but for the purposes of forecasting only, potential salaries are estimated to increase by a blended 2 percent each year in the chart below.

**General Fund Expenditure Projections  
Borough of Lewisburg  
2018-2022**

	2018	2019	2020	2021	2022	Change 2018 -2022	
	Projected	Projected	Projected	Projected	Projected	\$	%
General Government- Administration	1,360,459	1,379,845	1,399,508	1,419,451	1,439,678	79,219	5.8
General Government- Tax Collector	37,931	38,019	38,116	38,216	38,316	385	1.0
General Government- Municipal Buildings	34,112	34,639	35,174	35,718	36,271	2,159	6.3
Fire Protection	15,947	16,174	16,405	16,638	16,876	929	5.8
Building Regulation, Planning And Zoning	84,901	86,111	87,338	88,583	89,845	4,944	5.8
Emergency Management	3,298	3,358	3,418	3,480	3,543	245	7.4
Capital Projects/Engineering	617,500	127,672	1,507,715	129,601	131,448	(486,052)	(78.7)
Highways-General Services	151,268	153,424	155,610	157,828	160,077	8,808	5.8
Highways-Street Cleaning	30,312	30,830	31,357	31,894	32,440	2,128	7.0
Highways-Snow Removal	60,811	61,845	62,898	63,968	65,058	4,247	7.0
Highways- Street Signs & Markings	36,546	37,183	37,831	38,491	39,163	2,617	7.2
Highways- Sidewalks And Curbs	18,555	18,819	19,087	19,359	19,635	1,080	5.8
Highways- Bridges/Storm Sewers/Drains	14,640	14,890	15,144	15,402	15,665	1,025	7.0
Highways- Repairs To Vehicles, Tools And Equipment	41,636	42,335	43,045	43,769	44,504	2,869	6.9
Highways- Maintenance And Repairs To Streets	27,152	27,656	28,170	28,694	29,227	2,075	7.6
Highways- General Services	0	0	0	0	0	0	0.0
Employee Payroll Taxes	408,619	416,791	425,127	433,629	442,302	33,683	8.2
Insurance	66,828	67,780	68,746	69,725	70,719	3,891	5.8
Miscellaneous	110,499	112,095	114,065	116,070	118,112	7,613	6.9
Transfers to Other Funds	80,000	80,000	80,000	80,000	80,000	0	0.0
<b>Total Expenditures</b>	<b>3,201,012</b>	<b>2,749,465</b>	<b>4,168,755</b>	<b>2,830,516</b>	<b>2,872,878</b>	<b>(328,134)</b>	<b>(10.3%)</b>

## Debt

### Overview

The Borough of Lewisburg has done a commendable job managing the amount of long-term debt it has issued and in limiting the debt burden on taxpayers. As illustrated throughout this chapter, the total amount of the Borough's long-term outstanding debt and the Borough's annual debt service requirements are at a manageable level in the context of its other financial challenges. The management of the Borough's debt is the responsibility of the Borough Manager and Borough Council. Council must approve any Borough debt issuance. Borough Council must also approve any guarantees it provides for other borrowings.

The annual debt service requirements of the Borough equal approximately 3.02% of the Projected FY 2018 General Fund Revenue, excluding anticipated loan proceeds. The Borough is permitted to, and charges a dedicated millage (0.598) to be used for debt service separate from general expenditures.



## General Obligation Debt

The Borough has two pieces of outstanding general obligation debt in the form of two bank loans with Jersey Shore State Bank, its \$650,000 General Obligation Note, Series of 2017 (the “2017 Note”) and its \$200,000 General Obligation Note, Series of 2018 (the “2018 Note” together with the 2017 Note, together the “Notes”) maturing in 2027 and 2028, respectively. Both are 10 year fixed rate notes at 2.710% and may be drawn down as needed by the Borough.

Since 2014 the Borough has not utilized a Tax and Revenue Anticipation Note (“TRAN”) for the purpose of providing the Borough with necessary cash flow at the beginning of its fiscal year until sufficient tax collections are received.

For 2018 the maximum annual debt service for the long-term indebtedness is approximately \$85,000. The table below details the Borough’s maximum debt service requirements by individual issue for fiscal year 2018.

### Maximum Debt Service Requirements Fiscal Year 2018

Debt Series	FY 2018 Debt Debt Service
General Obligation Note, Series of 2017	82,859.65
General Obligation Note, Series of 2018	2,303.50
<b>Total FY 2018 Debt Service</b>	<b>85,163.15</b>

*Source: Statements provided by Borough*

The Borough’s maximum annual debt service obligations are highest in 2019 in the amount of \$104,221, reducing by approximately \$2,000 per year through fiscal year 2027, at which time the 2017 Note matures and annual debt service payments are reduced to \$23,147 in 2028 when the 2018 Note matures. The chart and table below details the Borough’s maximum debt service requirements by individual issue for fiscal years 2018 through 2028.

**Lewisburg Borough  
Maximum Debt Service Requirements**

Year	2017 Note	2018 Note	Total
2018	82,860	2,304	85,163
2019	81,074	23,148	104,221
2020	79,327	23,148	102,474
2021	77,502	23,148	100,649
2022	75,716	23,148	98,863
2023	73,930	23,148	97,077
2024	72,163	23,148	95,311
2025	70,358	23,148	93,505
2026	68,572	23,148	91,720
2027	66,786	23,148	89,934
2028	-	23,148	23,148
	748,287	233,779	982,066

## Assessment

The Borough should continue to evaluate the issuance of debt on a conservative basis, and should develop and implement policies to ensure that the debt service does not become fiscally burdensome and unaffordable. The Borough must evaluate each borrowing decision in the context of its overall strategy and long-term impact based on a best practices model.

## Appendix A

### Historic & Budgeted General Fund Revenue and Expense Line Items

Account Description- Revenues	2014	2015	2016	2017
<b>REAL ESTATE TAXES</b>	<b>1,905,564.92</b>	<b>1,647,302.39</b>	<b>1,770,960.24</b>	<b>1,805,801.51</b>
Current Year Taxes	1,447,084.71	1,527,993.00	1,628,585.67	1,659,039.39
TRAN Drawdown	350,000.00	0.00	0.00	0.00
Prior Years Levy	54,304.74	57,685.59	62,826.93	64,014.33
Delinquent Taxes	54,175.47	61,623.80	79,523.75	82,747.79
General Fund Receipts	0.00	0.00	23.89	0.00
<b>LOCAL ENABLING TAXES</b>	<b>623,035.75</b>	<b>686,939.22</b>	<b>679,647.03</b>	<b>729,021.97</b>
Per Capita Tax	6,193.80	6,142.40	6,116.12	6,254.70
Real Estate Transfer Tax	50,201.41	63,853.78	54,816.42	68,958.11
Earned Income Tax	349,138.03	408,167.99	406,750.11	423,039.52
Mercantile/Business Privilege Tax	101,399.46	93,618.88	114,818.92	130,793.50
Local Service Tax	116,103.05	115,156.17	97,145.46	99,976.14
<b>LICENSES AND PERMITS</b>	<b>52,041.07</b>	<b>41,355.16</b>	<b>40,329.02</b>	<b>55,132.82</b>
Liquor Lic (State)/Liquor Permit (Boro)	2,200.00	2,000.00	2,000.00	2,300.00
Code Enforcement Permits (CK-COG)	1,600.00	1,200.00	350.00	1,800.00
Soliciting Permits	260.00	240.00	880.00	570.00
Zoning Hearing - Public Hearing	0.00	0.00	0.00	0.00
Street/Road Encroachment Permit	4,640.00	3,440.00	4,500.00	11,358.84
Zoning/Bldg. Permits (CK-COG)/SALDO Fees	2,760.00	3,600.00	4,750.00	10,560.00
CATV (SECV) & Windstream Franchise Fees	40,181.07	30,575.16	26,878.02	28,118.98
Other Licenses/Permits - Sidewalk & Driveway	400.00	300.00	271.00	425.00
<b>FINES, FORFEITURES AND COSTS</b>	<b>57,624.19</b>	<b>58,045.24</b>	<b>43,912.72</b>	<b>36,004.38</b>
Viol of Ords (U/C Probation)	15,039.34	13,754.42	5,545.93	7,619.80
Viol of Ords (Red Tickets-Mag Dist Crt)	41,411.56	43,476.04	38,366.79	26,759.58
Viol of Ords (Green Tickets)	1,173.29	814.78	0	1,625.00
<b>INTEREST AND RENTS</b>	<b>2,262.71</b>	<b>2,451.92</b>	<b>870.50</b>	<b>1,836.95</b>
Earnings/Investments	2,262.71	2,451.92	870.50	1,836.95
<b>GRANTS AND GIFTS</b>	<b>22,608.84</b>	<b>8,017.26</b>	<b>97,808.75</b>	<b>89,257.78</b>
Public Utility Realty Tax	20,000.00	0.00	2,516.59	2,405.63
Adaptive Signal Reimb/Grant Monies	0.00	0.00	35,416.16	57,898.51
Robert W. Donehower Grant	0.00	3,159.80	17,621.00	28,953.64
Fire Escrow Monies - 21-23 N Fourth	0.00	2,299.00	22,700.00	0.00
Fire Escrow Monies - 24-26 Brown	2,608.84	2,558.46	19,555.00	0.00
<b>DEPARTMENTAL EARNINGS</b>	<b>67,882.86</b>	<b>71,989.07</b>	<b>2,228.39</b>	<b>15,766.74</b>
Police Services - Reimbursement	0.00	4,617.50	0.00	13,001.72
Other State Depts/Servs-Animal Viols	67,882.86	67,371.57	2,228.39	2,765.02
<b>MISCELLANEOUS</b>	<b>144,002.46</b>	<b>150,971.84</b>	<b>135,345.83</b>	<b>277,525.30</b>
Special Assessments/Liens	20,814.48	18,591.23	0.00	0.00
Refund Current/Prior Year Expenses	55,368.67	2,723.98	58,750.74	28,883.37
Hospitalization - Employee Contribution	2,079.00	1,068.32	10,837.24	17,331.60
Transitional Reinsurance Fee (Fed. Req.)	749.00	1,093.00	190.95	0.00
Misc Revenue Receipts and Banner Fees	118.00	56,035.29	2,172.00	1,631.00
Maintenance Contributions/Welcome Signs	600.00	0.00	400.00	0.00
Com of PA/Pension Money Distrib/BVRPD	64,273.31	56,460.02	62,994.90	0.00
JSSB Debt Service Loan Proceeds	0.00	15,000.00	0.00	229,679.33
Road Construction Grant	0.00	0.00	0.00	0.00
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>306,448.35</b>	<b>168,551.00</b>	<b>281,728.50</b>	<b>119,530.30</b>
Transfer from Street Light	10,400.00	0.00	0.00	2,000.00
Transfer from Fire Protection	0.00	0.00	9,851.50	4,616.04
Transfer from Shade Tree	25,000.00	30,000.00	13,350.00	14,150.00
Transfer from Refuse Fund-Projs/Salaries	60,000.00	0.00	30,000.00	40,000.00
Parking Fac Fund - Salary/Projects	25,000.00	0.00	15,000.00	15,000.00
Transf from RFC Grt-Eng/Proj Mgmt Costs	55,000.00	55,000.00	32,315.00	15.26
Transfer from Keystone Com Grant Fund	85,879.75	0.00	157,449.00	0.00
Transfer from VanSant Elevation Fund	4,668.60	0.00	23,763.00	0.00
Transfer from Bull Run (Reimb Monies)	0.00	74,551.00	0.00	9,749.00
DF Green Rec Fuel/Benefit Reimb	25,000.00	0.00	0.00	25,000.00
DF Green Field Fuel/Ben Reimb	15,500.00	9,000.00	0.00	9,000.00
<b>GENERAL FUND Revenue Total</b>	<b>\$ 3,181,471.15</b>	<b>\$ 2,835,623.10</b>	<b>\$ 3,052,830.98</b>	<b>\$ 3,129,877.75</b>

Account Description- Revenues	2018	2019	2020	2021	2022
<b>REAL ESTATE TAXES</b>	<b>1,831,738</b>	<b>1,831,738</b>	<b>1,831,738</b>	<b>1,831,738</b>	<b>1,831,738</b>
Current Year Taxes	1,696,737.82	1,696,737.82	1,696,737.82	1,696,737.82	1,696,737.82
TRAN Drawdown	0.00	0.00	0.00	0.00	0.00
Prior Years Levy	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
Delinquent Taxes	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
General Fund Receipts	0.00	0.00	0.00	0.00	0.00
<b>LOCAL ENABLING TAXES</b>	<b>707,111.99</b>	<b>713,552.77</b>	<b>720,090.15</b>	<b>726,725.60</b>	<b>733,460.58</b>
Per Capita Tax	0.00	0.00	0.00	0.00	0.00
Real Estate Transfer Tax	59,457	59,457	59,457	59,457	59,457
Earned Income Tax	429,385	435,826	442,363	448,999	455,734
Mercantile/Business Privilege Tax	122,806	122,806	122,806	122,806	122,806
Local Service Tax	95,463	95,463	95,463	95,463	95,463
<b>LICENSES AND PERMITS</b>	<b>44,931</b>	<b>44,931</b>	<b>44,931</b>	<b>44,931</b>	<b>44,931</b>
Liquor Lic (State)/Liquor Permit (Boro)	2,300.00	2,300.00	2,300.00	2,300.00	2,300.00
Code Enforcement Permits (CK-COG)	1,237.50	1,237.50	1,237.50	1,237.50	1,237.50
Soliciting Permits	487.50	487.50	487.50	487.50	487.50
Zoning Hearing - Public Hearing	0.00	0.00	0.00	0.00	0.00
Street/Road Encroachment Permit	5,984.71	5,984.71	5,984.71	5,984.71	5,984.71
Zoning/Bldg. Permits (CK-COG)/SALDO Fees	6,048.03	6,048.03	6,048.03	6,048.03	6,048.03
CATV (SECV) & Windstream Franchise Fees	28,524.05	28,524.05	28,524.05	28,524.05	28,524.05
Other Licenses/Permits – Sidewalk & Driveway	349.00	349.00	349.00	349.00	349.00
<b>FINES, FORFEITURES AND COSTS</b>	<b>49,198</b>	<b>49,198</b>	<b>49,198</b>	<b>49,198</b>	<b>49,198</b>
Viol of Ords (U/C Probation)	10,489.87	10,489.87	10,489.87	10,489.87	10,489.87
Viol of Ords (Red Tickets-Mag Dist Crt)	37,503.49	37,503.49	37,503.49	37,503.49	37,503.49
Viol of Ords (Green Tickets)	1,204.36	1,204.36	1,204.36	1,204.36	1,204.36
<b>INTEREST AND RENTS</b>	<b>1,856</b>	<b>1,856</b>	<b>1,856</b>	<b>1,856</b>	<b>1,856</b>
Earnings/Investments	1,855.52	1,855.52	1,855.52	1,855.52	1,855.52
<b>GRANTS AND GIFTS</b>	<b>22,988</b>	<b>22,988</b>	<b>22,988</b>	<b>22,988</b>	<b>22,988</b>
Public Utility Realty Tax	6,230.56	6,230.56	6,230.56	6,230.56	6,230.56
Adaptive Signal Reimb/Grant Monies	0.00	0.00	0.00	0.00	0.00
Robert W. Donehower Grant	16,757.00	16,757.00	16,757.00	16,757.00	16,757.00
Fire Escrow Monies - 21-23 N Fourth	0.00	0.00	0.00	0.00	0.00
Fire Escrow Monies - 24-26 Brown	0.00	0.00	0.00	0.00	0.00
<b>DEPARTMENTAL EARNINGS</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
Police Services - Reimbursement	0.00	0.00	0.00	0.00	0.00
Other State Depts/Servs-Animal Viols	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
<b>MISCELLANEOUS</b>	<b>680,222</b>	<b>80,222</b>	<b>1,430,222</b>	<b>80,222</b>	<b>80,222</b>
Special Assessments/Liens	0.00	0.00	0.00	0.00	0.00
Refund Current/Prior Year Expenses	36,431.69	36,431.69	36,431.69	36,431.69	36,431.69
Hospitalization - Employee Contribution	43,790.08	43,790.08	43,790.08	43,790.08	43,790.08
Transitional Reinsurance Fee (Fed.Req.)	0.00	0.00	0.00	0.00	0.00
Misc Revenue Receipts and Banner Fees	0.00	0.00	0.00	0.00	0.00
Maintenance Contributions/Welcome Signs	0.00	0.00	0.00	0.00	0.00
Com of PA/Pension Money Distrib/BVRPD	0.00	0.00	0.00	0.00	0.00
JSSB Debt Service Loan Proceeds	600,000.00	0.00	0.00	0.00	0.00
Road Construction Grant	0.00	0.00	1,350,000.00	0.00	0.00
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>78,352</b>	<b>78,352</b>	<b>78,352</b>	<b>78,352</b>	<b>78,352</b>
Transfer from Street Light	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00
Transfer from Fire Protection	4,650.00	4,650.00	4,650.00	4,650.00	4,650.00
Transfer from Shade Tree	1,501.67	1,501.67	1,501.67	1,501.67	1,501.67
Transfer from Refuse Fund-Projs/Salaries	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Parking Fac Fund - Salary/Projects	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
Transf from RFC Grt-Eng/Proj Mgmt Costs	0.00	0.00	0.00	0.00	0.00
Transfer from Keystone Com Grant Fund	0.00	0.00	0.00	0.00	0.00
Transfer from VanSant Elevation Fund	0.00	0.00	0.00	0.00	0.00
Transfer from Bull Run (Reimb Monies)	0.00	0.00	0.00	0.00	0.00
DF Green Rec Fuel/Benefit Reimb	0.00	0.00	0.00	0.00	0.00
DF Green Field Fuel/Ben Reimb	0.00	0.00	0.00	0.00	0.00
<b>GENERAL FUND Revenue Total</b>	<b>\$3,418,395</b>	<b>\$2,824,836</b>	<b>\$4,181,373</b>	<b>\$2,838,008</b>	<b>\$2,844,743</b>

<b>Account Description- Expenses</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>GENERAL GOVERNMENT-ADMINISTRATION</b>	<b>1,328,458.44</b>	<b>1,343,862.66</b>	<b>1,403,023.78</b>	<b>1,122,762.57</b>
Salary and Wages	182,314.12	188,438.27	194,745.20	198,577.13
Materials and Supplies	2,729.70	3,042.16	4,172.42	3,592.75
General Expense	1,132,788.73	1,145,654.71	1,197,540.20	914,446.41
Communication Expense	4,676.25	5,423.52	5,950.04	5,682.70
Maintenance and Repairs	0.00	0.00	0.00	0.00
Vehicle Operating Expense	600.00	425.00	615.92	463.58
Minor Equipment Purchase/Replacement	4,268.88	879.00	0.00	0.00
Major Equipment Replacement	1,080.76	0.00	0.00	0.00
<b>GENERAL GOVERNMENT-TAX COLLECTOR</b>	<b>33,507.78</b>	<b>36,291.75</b>	<b>37,299.15</b>	<b>38,411.70</b>
Salaries, Wages and Commissions	28,697.05	33,134.80	33,938.58	34,572.10
General Expense	4,810.73	3,156.95	3,360.57	3,839.60
<b>GENERAL GOVERNMENT-MUNICIPAL BUILDINGS</b>	<b>33,733.35</b>	<b>33,167.06</b>	<b>25,671.25</b>	<b>29,955.90</b>
Salaries and Wages	2,846.71	7,753.17	4,091.48	6,090.46
Materials and Supplies	14,793.86	15,409.54	12,990.01	12,069.76
General Expense	8,275.29	6,922.67	5,294.82	9,034.91
Maintenance and Repairs	7,703.54	2,262.41	2,945.76	2,537.54
Minor Equipment Purchase/Replacement	113.95	819.27	275.38	223.23
Major Equipment Purchase/Replacement	0.00	0.00	40.68	0.00
Maintenance/Repair	0.00	0.00	33.12	0.00
<b>FIRE PROTECTION</b>	<b>20,981.58</b>	<b>23,027.79</b>	<b>19,368.66</b>	<b>409.70</b>
Materials/Supplies	20,721.68	22,579.24	19,091.66	0.00
Fire Protection General Expense	259.90	448.55	277.00	409.70
<b>BUILDING REGULATION, PLANNING AND ZONING</b>	<b>45,577.86</b>	<b>50,100.81</b>	<b>73,437.46</b>	<b>85,212.26</b>
General Expense	45,577.86	50,100.81	73,437.46	85,212.26
<b>EMERGENCY MANAGEMENT</b>	<b>5,140.83</b>	<b>1,162.00</b>	<b>2,792.53</b>	<b>4,753.06</b>
Salaries and Wages	3,135.83	961.40	2,222.53	2,392.80
General Expense	1,085.00	80.60	450.00	0.00
Communication System	920.00	120.00	120.00	120.00
Vehicle Operating Expense	0.00	0.00	0.00	0.00
Major Equipment Purchase	0.00	0.00	0.00	2,240.26
<b>CAPITAL PROJECTS/ENGINEERING</b>	<b>27,758.53</b>	<b>125,851.16</b>	<b>54,823.69</b>	<b>319,723.04</b>
General Expense	6,581.83	11,375.00	6,531.32	23,409.52
Construction	21,176.70	114,476.16	48,292.37	296,313.52
<b>HIGHWAYS-GENERAL SERVICES</b>	<b>150,071.98</b>	<b>125,577.53</b>	<b>122,362.87</b>	<b>151,233.75</b>
Highway General Service	124,714.93	105,932.27	107,094.11	123,174.25
Materials and Supplies	5,565.18	4,291.25	3,142.69	4,000.56
General Expense	294.22	337.20	210.00	316.50
Communication Expense	1,282.68	1,487.99	1,325.36	1,611.98
Maintenance and Repairs	17,914.97	13,192.39	10,258.57	21,805.68
Vehicle Operating Expense	300.00	302.85	300.00	287.84
Minor Equipment Purchase/Replacement	0.00	33.58	32.14	36.94
<b>HIGHWAYS-STREET CLEANING</b>	<b>15,509.60</b>	<b>22,632.29</b>	<b>18,265.04</b>	<b>19,714.56</b>
Salary/Street Cleaning	11,817.77	12,362.85	14,125.38	11,757.78
Materials and Supplies	1,862.64	232.76	2,262.03	6.27
General Expense	0.00	0.00	417.43	75.29
Maintenance and Repairs	1,829.19	9,997.18	1,441.42	7,798.09
Minor Equipment Purchase/Replacement	0.00	39.50	18.78	77.13
<b>HIGHWAYS-SNOW REMOVAL</b>	<b>72,010.15</b>	<b>59,662.27</b>	<b>44,348.57</b>	<b>49,403.69</b>
Salaries and Wages	28,097.83	29,881.90	24,650.99	20,726.73
Materials and Supplies	31,676.78	26,170.05	14,255.01	20,009.44
General Expenses	4,817.50	961.70	1,600.00	5,899.75
Maintenance and Repairs	7,116.42	2,413.49	3,698.49	2,447.79
Minor Equipment Purchase/Replacement	6.78	0.00	78.82	96.80
Major Equipment Purchase/Replacement	294.84	235.13	65.26	223.18
<b>HIGHWAYS-STREET SIGNS AND MARKINGS</b>	<b>27,454.38</b>	<b>43,994.60</b>	<b>30,628.77</b>	<b>34,468.85</b>
Salaries and Wages	18,523.60	19,320.88	22,162.61	19,680.81
Materials and Supplies	8,221.48	16,557.75	8,402.01	14,072.06
General Expense	14.23	7,774.79	0.00	0.00
Maintenance and Repairs	392.02	170.52	64.15	648.11
Minor Equipment Purchase/Replacement	104.24	24.49	0.00	67.87
Major Equipment Purchase/Replacement	198.81	146.17	0.00	0.00
<b>HIGHWAYS-SIDEWALKS AND CURBS</b>	<b>9,412.61</b>	<b>18,843.59</b>	<b>12,931.99</b>	<b>8,375.01</b>
Salary/Sidewalks - Curbs	176.72	0.00	349.27	95.26
Materials and Supplies	6,793.89	15,741.51	9,422.99	6,562.61
General Expense	2,442.00	2,900.00	3,079.80	1,670.00

Account Description- Expenses	2014	2015	2016	2017
Minor Equipment Purchase/Replacement	0.00	202.08	79.93	47.14
<b>HIGHWAYS-BRIDGES/STORM SEWERS/DRAINS</b>	<b>9,086.21</b>	<b>3,958.25</b>	<b>11,005.31</b>	<b>5,731.39</b>
Salary/Bridges/Sewers/Drains	6,949.94	3,803.85	10,769.96	5,280.35
Materials and Supplies	857.80	135.41	140.95	322.42
General Expense	1,250.00	0.00	0.00	0.00
Minor Equipment Purchase/Replacement	28.47	18.99	94.40	128.62
<b>HIGHWAYS-REPAIRS TO VEHICLES, TOOLS AND EQUIPMENT</b>	<b>41,786.65</b>	<b>43,421.87</b>	<b>42,890.02</b>	<b>37,444.22</b>
Salaries and Wages	16,783.62	17,560.55	19,128.34	20,591.97
Materials and Supplies	0.00	21.83	31.93	72.52
General Expense	1,753.76	2,584.66	8,234.16	3,315.84
Maintenance and Repairs	799.52	2,825.23	1,548.33	36.13
Vehicle Operating Expense	21,917.52	20,046.14	13,535.70	13,095.94
Minor Equipment Purchase/Replacement	532.23	383.46	411.56	331.82
<b>HIGHWAYS-MAINTENANCE AND REPAIRS TO STREETS</b>	<b>16,003.92</b>	<b>33,150.20</b>	<b>14,550.89</b>	<b>17,087.82</b>
Salary/Maintenance/Street Repairs	10,694.59	22,114.68	11,547.02	13,587.49
Materials and Supplies	5,024.22	10,166.36	2,525.68	2,292.61
General Expense	113.32	212.51	213.06	84.37
Minor Equipment Purchase/Replacement	171.79	656.65	265.13	1,123.35
<b>HIGHWAYS-GENERAL SERVICES</b>	<b>139,998.09</b>	<b>286,465.57</b>	<b>38,289.49</b>	<b>0.00</b>
GENERAL SERVICE	139,998.09	286,465.57	38,289.49	0.00
<b>EMPLOYEE PAYROLL TAXES</b>	<b>393,710.57</b>	<b>405,802.82</b>	<b>396,661.55</b>	<b>320,280.46</b>
Social Security-FICA Regular	29,768.89	32,864.64	35,031.04	36,042.04
Social Security-Medicare	6,962.35	7,686.30	8,193.11	8,078.12
Uniformed Pension MMO	64,273.31	56,460.02	62,994.90	0.00
Non-Uniform Pension MMO	75,932.05	75,910.88	56,598.39	61,871.46
Group Life/Disability Ins Premium	8,136.82	8,015.55	8,152.14	7,587.71
Hospitalization Insurance	160,013.62	165,189.15	143,662.21	121,268.52
Transitional Reinsurance Fee (Fed. Req.)	2,079.00	1,068.32	0.00	0.00
Medical Opt-out	39,794.53	51,757.02	70,779.76	72,932.61
Non-Uniformed Medical Reimbursement	6,750.00	6,850.94	11,250.00	12,500.00
<b>INSURANCE</b>	<b>46,802.30</b>	<b>77,841.95</b>	<b>92,375.69</b>	<b>65,700.68</b>
Fire/Cas/Auto/Flood/Legal Liability	646.20	29,459.80	41,221.20	32,038.20
Workers Compensation	14,232.74	17,001.20	17,448.46	17,171.98
Worker's Compensation (Fire Dept.)	29,720.61	29,028.09	29,853.03	13,988.00
Unemployment Compensation Insurance	2,202.75	2,352.86	3,853.00	2,502.50
<b>MISCELLANEOUS</b>	<b>447,201.18</b>	<b>106,096.43</b>	<b>100,975.63</b>	<b>97,682.55</b>
Judgments/Losses	200.00	0.00	485.00	0.00
Bank Fees/NSFs/Other Non-Check Chgs	7,427.09	8,333.35	8,409.82	7,167.12
Check/Deposit Slip Payments	0.00	0.00	0.00	0.00
Refund Current/Prior Year Revenue	60.00	0.00	0.00	0.00
BVRPD Reimbursement U/C Fines & Costs	41,658.94	50,123.97	37,077.94	25,496.39
Salaries - Christmas Decorations	3,696.66	3,574.07	3,349.42	2,402.04
Materials/Supplies-Christmas Decorations	1,987.58	2,987.58	1,653.45	3,117.00
Victorian Day Parade	1,000.00	0.00	0.00	0.00
Fourth of July Festivities	9.69	77.46	0.00	0.00
Lewisburg Art Festival	1,207.00	1,000.00	1,000.00	1,000.00
BVRA - Additional Financial Contribution	13,800.00	15,000.00	0.00	0.00
LDP Contribution	25,000.00	25,000.00	25,000.00	30,000.00
LNC Contribution	0.00	0.00	24,000.00	24,000.00
Bull Run Stream Bank Rest. (St Mary St)	0.00	0.00	0.00	4,500.00
Interest - TRAN through M&T	762.22	0.00	0.00	0.00
Principal - TRAN through M&T Bank	350,392.00	0.00	0.00	0.00
<b>TRANSFERS TO OTHER FUNDS</b>	<b>249,010.00</b>	<b>193,371.00</b>	<b>105,157.06</b>	<b>90,000.00</b>
Street Light	20,000.00	15,000.00	0.00	0.00
Shade Tree Fund	22,500.00	10,000.00	0.00	0.00
Refuse Disposal Fund	60,000.00	0	0.00	0.00
Highway Equipment Capital Reserve Fund	75,000.00	70,000.00	70,000.00	70,000.00
Building Depreciation Fund	10,000.00	10,000.00	20,157.06	20,000.00
New Communities Fund (Boro/DCED Share)	12,000.00	45,371.00	0.00	0.00
HMGP	10.00	0.00	0.00	0.00
RFC Grant	9,000.00	0.00	0.00	0.00
Transfer to Bull Run Master Site Plan	0.00	0.00	15,000.00	0.00
DF Green Recreation Fund	25,000.00	25,000.00	0.00	0.00

Account Description- Expenses	2014	2015	2016	2017
DF Green Field Fund	15,500.00	18,000.00	0.00	0.00
<b>GENERAL FUND Expenditure Total</b>	<b>\$ 3,113,216.01</b>	<b>\$ 3,034,281.60</b>	<b>\$ 2,646,859.40</b>	<b>\$ 2,498,351.21</b>
<b>GENERAL FUND NET INCOME</b>	<b>\$ 68,255.14</b>	<b>-\$ 198,658.50</b>	<b>\$ 405,971.58</b>	<b>\$ 631,526.54</b>

Account Description- Expenses	2018	2019	2020	2021	2022
<b>GENERAL GOVERNMENT-ADMINISTRATION</b>	<b>1,360,458.68</b>	<b>1,379,845.22</b>	<b>1,399,508.01</b>	<b>1,419,451.00</b>	<b>1,439,678.18</b>
Salary and Wages	262,706.00	266,449.56	270,246.47	274,097.48	278,003.37
Materials and Supplies	4,001.54	4,058.56	4,116.39	4,175.05	4,234.55
General Expense	1,087,831.89	1,103,333.50	1,119,056.00	1,135,002.55	1,151,176.33
Communication Expense	5,393.13	5,469.98	5,547.93	5,626.98	5,707.17
Maintenance and Repairs	0.00	0.00	0.00	0.00	0.00
Vehicle Operating Expense	526.13	533.62	541.23	548.94	556.76
Minor Equipment Purchase/Replacement	0.00	0.00	0.00	0.00	0.00
Major Equipment Replacement	0.00	0.00	0.00	0.00	0.00
<b>GENERAL GOVERNMENT-TAX COLLECTOR</b>	<b>37,930.92</b>	<b>38,018.66</b>	<b>38,116.38</b>	<b>38,215.57</b>	<b>38,316.24</b>
Salaries, Wages and Commissions	33,880.02	33,910.03	33,949.21	33,989.01	34,029.46
General Expense	4,050.90	4,108.63	4,167.17	4,226.56	4,286.78
<b>GENERAL GOVERNMENT-MUNICIPAL BUILDINGS</b>	<b>34,111.51</b>	<b>34,638.65</b>	<b>35,174.13</b>	<b>35,718.07</b>	<b>36,270.62</b>
Salaries and Wages	7,140.00	7,282.80	7,428.46	7,577.03	7,728.57
Materials and Supplies	13,963.99	14,162.98	14,364.80	14,569.50	14,777.12
General Expense	7,313.17	7,417.39	7,523.08	7,630.29	7,739.02
Maintenance and Repairs	5,349.76	5,426.00	5,503.32	5,581.74	5,661.28
Minor Equipment Purchase/Replacement	344.58	349.49	354.47	359.52	364.64
Major Equipment Purchase/Replacement	0.00	0.00	0.00	0.00	0.00
Maintenance/Repair	0.00	0.00	0.00	0.00	0.00
<b>FIRE PROTECTION</b>	<b>15,946.93</b>	<b>16,174.18</b>	<b>16,404.66</b>	<b>16,638.42</b>	<b>16,875.52</b>
Materials/Supplies	15,598.15	15,820.42	16,045.86	16,274.51	16,506.42
Fire Protection General Expense	348.79	353.76	358.80	363.91	369.10
<b>BUILDING REGULATION, PLANNING AND ZONING</b>	<b>84,901.21</b>	<b>86,111.05</b>	<b>87,338.13</b>	<b>88,582.70</b>	<b>89,845.00</b>
General Expense	84,901.21	86,111.05	87,338.13	88,582.70	89,845.00
<b>EMERGENCY MANAGEMENT</b>	<b>3,298.14</b>	<b>3,357.66</b>	<b>3,418.28</b>	<b>3,480.03</b>	<b>3,542.91</b>
Salaries and Wages	2,178.14	2,221.70	2,266.14	2,311.46	2,357.69
General Expense	1,000.00	1,014.25	1,028.70	1,043.36	1,058.23
Communication System	120.00	121.71	123.44	125.20	126.99
Vehicle Operating Expense	0.00	0.00	0.00	0.00	0.00
Major Equipment Purchase	0.00	0.00	0.00	0.00	0.00
<b>CAPITAL PROJECTS/ENGINEERING</b>	<b>617,500.00</b>	<b>127,671.56</b>	<b>1,507,715</b>	<b>129,601</b>	<b>131,448</b>
General Expense	7,500.00	7,606.88	7,715.27	7,825.22	7,936.72
Construction	610,000.00	120,064.69	1,500,000.00	121,775.61	123,510.91
<b>HIGHWAYS-GENERAL SERVICES</b>	<b>151,268.37</b>	<b>153,423.95</b>	<b>155,610.24</b>	<b>157,827.68</b>	<b>160,076.73</b>
Highway General Service	114,256.03	115,884.18	117,535.53	119,210.41	120,909.15
Materials and Supplies	4,249.92	4,310.48	4,371.91	4,434.21	4,497.39
General Expense	234.72	238.06	241.45	244.89	248.38
Communication Expense	1,410.75	1,430.86	1,451.25	1,471.93	1,492.90
Maintenance and Repairs	30,619.29	31,055.61	31,498.15	31,947.00	32,402.25
Vehicle Operating Expense	297.67	301.91	306.22	310.58	315.01
Minor Equipment Purchase/Replacement	200.00	202.85	205.74	208.67	211.65
<b>HIGHWAYS-STREET CLEANING</b>	<b>30,311.61</b>	<b>30,829.80</b>	<b>31,357.10</b>	<b>31,893.67</b>	<b>32,439.68</b>
Salary/Street Cleaning	15,000.00	15,300.00	15,606.00	15,918.12	16,236.48
Materials and Supplies	10,000.00	10,142.50	10,287.03	10,433.62	10,582.30
General Expense	0.00	0.00	0.00	0.00	0.00
Maintenance and Repairs	5,266.47	5,341.52	5,417.63	5,494.84	5,573.14
Minor Equipment Purchase/Replacement	45.14	45.78	46.43	47.09	47.76
<b>HIGHWAYS-SNOW REMOVAL</b>	<b>60,811.12</b>	<b>61,845.32</b>	<b>62,897.60</b>	<b>63,968.30</b>	<b>65,057.75</b>
Salaries and Wages	29,154.22	29,737.30	30,332.05	30,938.69	31,557.46
Materials and Supplies	24,632.99	24,984.01	25,340.03	25,701.13	26,067.37
General Expenses	3,319.31	3,366.61	3,414.59	3,463.24	3,512.60
Maintenance and Repairs	3,000.00	3,042.75	3,086.11	3,130.09	3,174.69
Minor Equipment Purchase/Replacement	500.00	507.13	514.35	521.68	529.11
Major Equipment Purchase/Replacement	204.60	207.52	210.48	213.47	216.52
<b>HIGHWAYS-STREET SIGNS AND MARKINGS</b>	<b>36,545.95</b>	<b>37,182.94</b>	<b>37,831.32</b>	<b>38,491.32</b>	<b>39,163.14</b>
Salaries and Wages	20,209.48	20,613.67	21,025.95	21,446.46	21,875.39
Materials and Supplies	15,517.77	15,738.90	15,963.18	16,190.65	16,421.37
General Expense	0.00	0.00	0.00	0.00	0.00
Maintenance and Repairs	318.70	323.24	327.85	332.52	337.26
Minor Equipment Purchase/Replacement	500.00	507.13	514.35	521.68	529.11
Major Equipment Purchase/Replacement	0.00	0.00	0.00	0.00	0.00

Account Description- Expenses	2018	2019	2020	2021	2022
<b>HIGHWAYS-SIDEWALKS AND CURBS</b>	<b>18,554.53</b>	<b>18,818.93</b>	<b>19,087.10</b>	<b>19,359.09</b>	<b>19,634.96</b>
Salary/Sidewalks-Curbs	0.00	0.00	0.00	0.00	0.00
Materials and Supplies	10,444.82	10,593.65	10,744.61	10,897.72	11,053.02
General Expense	8,000.00	8,114.00	8,229.62	8,346.90	8,465.84
Minor Equipment Purchase/Replacement	109.72	111.28	112.87	114.47	116.11
<b>HIGHWAYS-BRIDGES/STORM SEWERS/DRAINS</b>	<b>14,640.00</b>	<b>14,889.68</b>	<b>15,143.73</b>	<b>15,402.24</b>	<b>15,665.29</b>
Salary/Bridges/Sewers/Drains	7,140.00	7,282.80	7,428.46	7,577.03	7,728.57
Materials and Supplies	7,500.00	7,606.88	7,715.27	7,825.22	7,936.72
General Expense	0.00	0.00	0.00	0.00	0.00
Minor Equipment Purchase/Replacement	0.00	0.00	0.00	0.00	0.00
<b>HIGHWAYS-REPAIRS TO VEHICLES, TOOLS AND EQUIPMENT</b>	<b>41,635.65</b>	<b>42,334.53</b>	<b>43,045.48</b>	<b>43,768.71</b>	<b>44,504.45</b>
Salaries and Wages	18,360.00	18,727.20	19,101.74	19,483.78	19,873.45
Materials and Supplies	31.57	32.02	32.48	32.94	33.41
General Expense	3,132.15	3,176.78	3,222.05	3,267.96	3,314.53
Maintenance and Repairs	734.93	745.40	756.02	766.79	777.72
Vehicle Operating Expense	18,798.54	19,066.42	19,338.12	19,613.68	19,893.18
Minor Equipment Purchase/Replacement	578.47	586.72	595.08	603.56	612.16
<b>HIGHWAYS-MAINTENANCE AND REPAIRS TO STREETS</b>	<b>27,152.22</b>	<b>27,656.44</b>	<b>28,170.19</b>	<b>28,693.65</b>	<b>29,227.02</b>
Salary/Maintenance/Street Repairs	20,400.00	20,808.00	21,224.16	21,648.64	22,081.62
Materials and Supplies	5,002.22	5,073.50	5,145.80	5,219.12	5,293.50
General Expense	500.00	507.13	514.35	521.68	529.11
Minor Equipment Purchase/Replacement	1,250.00	1,267.81	1,285.88	1,304.20	1,322.79
<b>HIGHWAYS-GENERAL SERVICES</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
GENERAL SERVICE	0.00	0.00	0.00	0.00	0.00
<b>EMPLOYEE PAYROLL TAXES</b>	<b>408,619</b>	<b>416,791</b>	<b>425,127</b>	<b>433,629</b>	<b>442,302</b>
Social Security-FICA Regular	39,020.00	39,800.40	40,596.41	41,408.34	42,236.50
Social Security-Medicare	8,115.00	8,277.30	8,442.85	8,611.70	8,783.94
Uniformed Pension MMO	0.00	-	-	-	-
Non-Uniform Pension MMO	58,379.80	59,547.40	60,738.34	61,953.11	63,192.17
Group Life/Disability Ins Premium	9,547.08	9,738.02	9,932.78	10,131.44	10,334.07
Hospitalization Insurance	232,180.17	236,823.77	241,560.25	246,391.45	251,319.28
Transitional Reinsurance Fee (Fed. Req.)	0.00	-	-	-	-
Medical Opt-out	47,626.64	48,579.17	49,550.76	50,541.77	51,552.61
Non-Uniformed Medical Reimbursement	13,750.00	14,025.00	14,305.50	14,591.61	14,883.44
<b>INSURANCE</b>	<b>66,827.60</b>	<b>67,779.89</b>	<b>68,745.75</b>	<b>69,725.38</b>	<b>70,718.97</b>
Fire/Cas/Auto/Flood/Legal Liability	34,000.00	34,484.50	34,975.90	35,474.31	35,979.82
Workers Compensation	16,463.60	16,698.20	16,936.15	17,177.49	17,422.27
Worker's Compensation (Fire Dept.)	13,314.00	13,503.72	13,696.15	13,891.32	14,089.27
Unemployment Compensation Insurance	3,050.00	3,093.46	3,137.54	3,182.25	3,227.60
<b>MISCELLANEOUS</b>	<b>110,498.66</b>	<b>112,095.25</b>	<b>114,064.96</b>	<b>116,070.18</b>	<b>118,111.58</b>
Judgments/Losses	250.00	253.56	257.18	260.84	264.56
Bank Fees/NSFs/Other Non-Check Chgs	7,834.35	7,945.98	8,059.21	8,174.06	8,290.54
Check/Deposit Slip Payments	0.00	0.00	0.00	0.00	0.00
Refund Current/Prior Year Revenue	0.00	0.00	0.00	0.00	0.00
BVRPD Reimbursement U/C Fines & Costs	38,589.31	39,139.21	39,696.94	40,262.62	40,836.37
Salaries - Christmas Decorations	3,825.00	3,901.50	3,979.53	4,059.12	4,140.30
Materials/Supplies-Christmas Decorations	2,500.00	2,535.63	2,586.34	2,638.06	2,690.83
Victorian Day Parade	0.00	0.00	0.00	0.00	0.00
Fourth of July Festivities	0.00	0.00	0.00	0.00	0.00
Lewisburg Art Festival	1,000.00	1,014.25	1,034.54	1,055.23	1,076.33
BVRA - Additional Financial Contribution	0.00	0.00	0.00	0.00	0.00
LDP Contribution	27,500.00	27,891.88	28,449.71	29,018.71	29,599.08
LNC Contribution	29,000.00	29,413.25	30,001.52	30,601.55	31,213.58
Bull Run Stream Bank Rest. (St Mary St)	0.00	0.00	0.00	0.00	0.00
Interest - TRAN through M&T	0.00	0.00	0.00	0.00	0.00
Principal - TRAN through M&T Bank	0.00	0.00	0.00	0.00	0.00
<b>TRANSFERS TO OTHER FUNDS</b>	<b>80,000.00</b>	<b>80,000.00</b>	<b>80,000.00</b>	<b>80,000.00</b>	<b>80,000.00</b>
Street Light	0.00	0.00	0.00	0.00	0.00
Shade Tree Fund	0.00	0.00	0.00	0.00	0.00
Refuse Disposal Fund	0.00	0.00	0.00	0.00	0.00
Highway Equipment Capital Reserve Fund	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00
Building Depreciation Fund	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
New Communities Fund (Boro/DCED Share)	0.00	0.00	0.00	0.00	0.00
HMGP	0.00	0.00	0.00	0.00	0.00
RFC Grant	0.00	0.00	0.00	0.00	0.00



<b>Account Description- Expenses</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Transfer to Bull Run Master Site Plan	0.00	0.00	0.00	0.00	0.00
DF Green Recreation Fund	0.00	0.00	0.00	0.00	0.00
DF Green Field Fund	0.00	0.00	0.00	0.00	0.00
<b>GENERAL FUND Expenditure Total</b>	<b>\$3,201,012</b>	<b>\$2,749,465</b>	<b>\$4,168,755</b>	<b>\$2,830,516</b>	<b>\$2,872,878</b>
<b>GENERAL FUND NET INCOME</b>	<b>\$217,383</b>	<b>\$74,723</b>	<b>\$11,318</b>	<b>\$5,527</b>	<b>-\$30,778</b>