

11/7/2016

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# Other Enterprise Department Budgets

*As Proposed for 2017 by Jeffrey Stonehill, Borough Manager*

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The Borough of Chambersburg

# Other Enterprise Department Budgets

*As Proposed for 2017*

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An enterprise fund establishes a separate accounting and financial reporting capacity for borough services for which a service charge or fee is collected in exchange for services provided. Under enterprise fund accounting, the revenues collected and expenditures related to services are separated into separate accounts; each with its own financial statements, rather than commingled with the revenues and expenses of all the government activities of the General Fund.

Enterprise funds may be established, "for a utility, health care, recreational, or transportation facility." Examples of which include the following.

- Public utilities - water, sewer, or sanitation operations
- Health-care – day care centers or nursing homes
- Recreation - skating rinks, pools, or golf courses
- Transportation - airports, marinas or port facilities

A borough may not establish enterprise funds for normal government operation or service such as police, fire, code enforcement or zoning services.

Creating an enterprise fund does not create a separate or autonomous entity from the municipal government operation, such as a municipal authority; although an independent authority is often an alternative approach to enterprise creation. The borough department operating the enterprise service continues to comply with financial and managerial requirements like every other department; supervised by the Borough Manager, who is also the Director of Utilities.

Financial transactions are reported using full accrual accounting standards similar to private sector businesses. Revenues are recognized when earned and expenses are recognized when incurred and assets are depreciated. An enterprise fund provides council and taxpayers with information to:

- Measure performance
- Analyzed the impact of financial decisions
- Determine the cost of providing a service
- Identify any subsidy from the general fund in providing a service

Enterprise funds allow the Borough of Chambersburg to express to the public the cost of services provided. They also allow these enterprises to utilize our internal service fund cost based accounting method by renting vehicles, or paying administrative, or engineering expenses

In addition to major utility enterprise funds, Chambersburg maintains a Sanitation Fund, a Storm Sewer System Fund, and a Parking, Traffic and Street Lights Fund; all operated as separate enterprises of the Borough.

Beginning in 2017, Chambersburg will be adding another business-like fund to our list: a new Swimming Pool Fund. Although not yet built, beginning with construction, the pool will now be operated as a business or utility, with its own set of accounts. This is not uncommon for municipal swimming pools.

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*Sanitation Department*

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The Sanitation Department pursues a commitment to provide a safe, efficient, and effective municipal solid waste collection and disposal system that protects the natural environment, citizens of Chambersburg, and businesses. We also strive to preserve the quality of life of our citizens and their environs today and in the future.

Our Goals:

- To safely and efficiently collect residential solid waste and dispose of it at the landfill
- To safely and efficiently collect residential recyclable materials for processing and reuse
- To provide general cleanliness to the Chambersburg community

Department Head: David Finch, Assistant Borough Manager

	2015 Actual	2016 Budget	2017 Budget
Revenue	\$2,490,290	\$3,069,710	\$2,981,600
Expenses	\$2,438,808	\$3,183,310	\$2,981,600
Excess (Deficit)	\$ 51,482 Surplus	(\$113,600) Deficit	- Balanced -

**To recover from the 2016 Budget deficit, Town Council approved a rate increase in 2016.** This was the first **sanitation rate increase** since 2013 and only the second since 2005. Average residential rates increased from \$14 per month to \$18.75 per month. Our sanitation rates are still much lower than the private residential rates charged by investor owned trash haulers throughout the townships.

- IESI Progressive Waste \$22 per month
- Parks \$25.16 per month
- Waste Management \$29 per month
- Chambersburg Borough \$18.75 per month

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In recent years, we have instituted a number of new programs to improve service to our residents. This has included a new system for leaf removal from streets, a new Green Yard Waste Recycling Center (with expanded hours), and, most importantly, a vastly improved and expanded curb-side residential recycling program.

The 2017 Budget does not include a proposal to increase the trash fee.



IESI Blue Ridge Landfill in Scotland, Pennsylvania

The primary (but by no means the only) job of the sanitation department is the collection of refuse for 7,393 residential customers and 625 commercial customers. In the first six months of 2016, the Sanitation Department, under the supervision of Chad Ebersole, collected 3,213 tons of refuse for disposal at the Blue Ridge Landfill. In 2016, we will complete the replacement of all four trash trucks. This is very important to me because, several years ago, DEP fined the Borough for trash trucks that leaked after a heavy rain storm. We have been very careful to monitor seals on the vehicles ever since, as a repeat violation would subject the Borough to escalating fines; the newer trucks should strongly reduce that concern.



### *Green Yard Waste Recycling Center*

In April 2015, the Borough's new Green Yard Waste Recycling Center opened on W. Commerce Street in Hamilton Township. A requirement by the PA Department of Environmental Protection to relocate our site from the Borough Farm, off Dump Road, led to a \$1.5 million project, which included acquisition of a new site, construction of the site, installation of truck scales, and purchase of a second leaf vacuum truck. To offset this expense, the PA Department of Environmental Protection pledged to Chambersburg a grant for \$225,000.

The grant arrived in the beginning of 2016 and reduced the overall debt payments (the mortgage) for the site.

The Borough has hired one extra part time Sanitation worker beginning in 2016 to expand the open times at the facility. This worker works 10 hours per week at the site, in addition to the one full time employee who manages the waste and checks identification during the warm weather months. During the cold weather months, the full time employee supplements the Sanitation Department crew.

In addition, the Borough has seen a significant decrease in the use of this new regulated facility by area landscapers, who much preferred our old unregulated facility. While this is a shame, and changed our business model, it also reduced the cost to the Borough to get rid of the green waste at the end of the season.



New Leaf Vacuum Truck

*Outsourcing Single Stream Curbside Recycling to a Private Contractor Began in 2016*

To rave reviews, in January 2016, the Borough executed a three year contract to a new private company to begin single stream curbside recycling.

Single stream is a comingled mix of:

- Aluminum beverage cans
- Steel food & beverage cans, aerosol cans, paint cans (all paint cans must be dry with no wet paint or liquid inside)
- Clear, brown, blue, and green glass food & beverage containers (all containers must be rinsed thoroughly to remove all food & contaminants)
- #1 through #7 Plastic Containers (all containers must be rinsed thoroughly to remove all food & contaminants)(It is OK to leave on labels and neck rings)
- Office/Newsprint Paper, Paperboard & Cardboard: Recycle Any Size. Any Quantity ( No packaging (Styrofoam, peanuts, plastic bubble wrap, plastic liners, etc.)):
- All sizes of cardboard boxes
  - Clean pizza boxes
  - Food boxes (i.e. cereal & gelatin boxes)
  - EMPTY paper towel and toilet paper rolls
  - Paperboard packaging (i.e. tissue boxes)
  - Office paper (any color)
  - Shredded paper (in CLEAR plastic bags)
  - Newspapers and inserts
  - Magazines, catalogs, and brochures
  - Envelopes & junk mail
  - Paper bags
  - Phone books & other soft cover books

All recyclables are collected curbside at a designated spot adjacent to the customer's home and removed, loaded in a vehicle and delivered to a recycling center by contractor personnel in contractor vehicles. In addition, the contract provided one new recycling can for each Chambersburg Sanitation customer.

There is no doubt that the quantity of recycled material has increased and the cost of bringing trash to the landfill has decreased over 2016. The quantity of material has increased from 251 tons in the first half of 2015, to 446 tons in the first six months of 2016.





**RECYCLE OFTEN.  
RECYCLE RIGHT.**



## *Borough of Chambersburg*

Beginning now, residential trash customers have single stream recycling:



**Plastic Bottles  
& Containers**



**Food & Beverage  
Cans**



**Paper**



**Flattened Cardboard  
& Paperboard**



**Food & Beverage  
Cartons**



**Clear, Green &  
Brown Glass**

Do NOT include in your mixed recycling bin:



**NO Food Waste**  
(Compost instead!)



**NO Plastic  
Supermarket  
Bags & Film**



**NO Foam Cups,  
Packing Peanuts  
& Containers**



**NO Needles**  
(Keep medical waste out of recycling. Place in safe disposal  
medical trash containers)

To Learn More Visit:  
[RecycleOftenRecycleRight.com](http://RecycleOftenRecycleRight.com)  
#RORR

Please place recycling all in one bin to be picked up by  
Waste Management on behalf of Chambersburg every week  
on the same day and in the same place as your Borough  
trash pick up.

*Bulky Waste*

New policy for dumped bulky items: Bulky items that are dumped in right-of-way will be picked up by the Sanitation Department, but the adjacent property owner will be charged \$50 per major item. We realize that the item might not be their bulky trash. However, there is no other way to fairly assess a fee. It costs the Borough about \$50 to remove, transport, and place a bulky item into the landfill. Someone has to pay that expense. It would be less expensive if the property owner brought it to the landfill themselves. That being said, to not charge the adjacent property owner encourages dumping, and leaves a large unreimbursed expense in the budget. Council approved this new fee in 2016.

Bulky waste drop-off is to continue once per year each spring: The Borough’s annual bulky waste program worked well again in 2015. **There are no changes contemplated to the very successful annual bulky waste drop off days for 2017.** Please find enclosed the handout for that event:

Any bulky waste that is dumped illegally will be collected by Borough employees and the *adjacent property owner* will be assessed a \$50 special disposal fee to reimburse the Borough Sanitation Department for our actual cost to collect and dispose of the improperly dumped bulky item. Additionally, anyone caught illegally dumping will be subject to a fine of up to \$1,000 pursuant to Chapter 248 of the Code of the Borough of Chambersburg. If you own property, you are required to ensure that no illegal dumping occurs because you will be held responsible.

If you or your tenant is moving out of a house or apartment, or if you have accumulated bulky trash, you have three options which comply with our ordinances: (1) rent a dumpster from the Borough of Chambersburg, or another licensed service. (2) Transport your bulky trash yourself to the IESI Blue Ridge landfill located in Scotland, PA, or to any other licensed waste disposal location, at your expense. (3) Hold your bulky trash, out of sight, within the confines of your property until this annual borough bulky trash disposal event.

**The following are bulky items:**

- |                    |                      |                              |
|--------------------|----------------------|------------------------------|
| Air Conditioners   | Freezers             | Rugs                         |
| Bathtubs           | Furnaces             | Screens                      |
| Beds               | Furniture            | Sheds (metal)                |
| Bicycles-Tricycles | Heaters              | Sinks                        |
| Bookcases          | High Chairs          | Speakers                     |
| Box Springs        | Ladders              | Spouting                     |
| Carpet             | Lamps                | Stands (wire, wood, plastic) |
| Chairs             | Landscape Logs       | Stoves                       |
| Commodos           | Lawn chairs          | Stools                       |
| Couches            | Lawn Mowers/Sweepers | Strollers                    |
| Cribs              | Lighting fixtures    | Tables                       |
| Desks              | Mattresses           | Toys (large plastic)         |
| Dishwashers        | Mirrors              | Trash Cans                   |
| Drapery Rods       | Mops and Brooms      | Vacuum Cleaners              |
| Dry Paint Cans     | Ottomans             | Washers                      |
| Dressers           | Picnic Tables        | Water Heaters                |
| Drums              | Picnic Umbrellas     | Wheelbarrows                 |
| Dryers             | Refrigerators        | Windows                      |

No construction debris will be accepted: no bricks, no drywall, no cinder blocks, no floor or ceiling tiles, no construction wood

No green yard waste will be accepted: all green yard waste should be brought to the Green Yard Waste recycling center on W. Commerce Street in Hamilton Township. A Borough Green Yard Waste card is required for drop-off. Cards are available at City Hall during regular business hours.

*Electronic Waste Recycling*

Another aspect to recycling is the disposal of electronic waste. The Borough previously worked with a company known as “ELoop” to provide our citizens with an opportunity to dispose of electronic waste, since it is no longer legal to dispose of e-waste in the trash. There are a small numbers of recyclers doing e-waste collection, “ELoop” seemed overwhelmed at times; as a result, they were not an ideal business partner. Therefore, the Borough was able to come to an agreement with Waste Management to collect our e-waste; however in 2016, DEP was not cooperative with the efforts of municipalities to hold e-waste events for their citizens. For whatever reason, that impediment has been resolved, and the Borough held an electronic waste event in September 2016. As no other municipality was able to hold an e-waste event in 2016, the Borough was concerned that we would be overwhelmed by people from the entire region attempting to access the electronic waste recycling. Borough sanitation customers were therefore limited to the disposal of two items each. The extra cost associated with this event was \$16,390 and a second event is scheduled for 2017.



Borough contractor: H & H General Excavating d/b/a Country Boy Mulch & Soil Products



This one vehicle can do the job of six, so we utilized the construction of the Green Yard Waste Recycling Center to acquire a second vehicle. It cost \$243,000.




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*Municipal Separate Storm Sewer System (MS4) Department*

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The Borough – located in the Conococheague Creek Watershed – regulates stormwater according to a Stormwater Management Ordinance adopted by Town Council on June 20, 2004, and amended on July 14, 2014. The Ordinance was originally drafted and adopted according to the Act 167 Conococheague Creek Watershed Plan as approved by the Pennsylvania Department of Environmental Protection (DEP) on November 10, 2003.

**2017 will mark the third year of existence of this new storm sewer utility;** one of the first such municipal utilities in the Commonwealth of Pennsylvania.

Department Head: Phil Wolgemuth, Assistant to the Borough Manager

	2015 Actual	2016 Budget	2017 Budget
Revenue	\$446,483	\$321,350	\$392,800
Expenses	\$423,490	\$321,350	\$392,800
Excess (Deficit)	\$ 22,993 Surplus	- Balanced -	- Balanced -

Staff: Andrew Stottlemyer

**The Storm Sewer Pollution Control Fee is recommended to increase from \$3 to \$4 per month per sanitary sewer connection (\$36 to \$48 per year per connection).**

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The Storm Sewer Utility began operation in 2015 and is dedicated to improving health, safety and welfare in the Borough of Chambersburg by providing for the safe and efficient capture and conveyance of stormwater runoff resulting from development by enforcing the Borough’s Stormwater Management Ordinance, by maintaining compliance with the Borough’s municipal separate storm sewer system (MS4) permit and through construction and maintenance of the Borough’s storm sewer system according to sound financial resource and capital improvements management.

On December 8, 2014, Town Council adopted an Ordinance establishing the first-ever storm sewer utility for the Borough of Chambersburg. The utility generates its revenue through a Storm Sewer Pollution Control Fee that is assessed at \$3.00 for every sanitary sewer connection to a building. Through September 30, 2016 the utility collected \$219,615.28, and will ultimately collect approximately \$295,344 in 2016, to operate the utility and fund storm sewer system capital improvements.

The Borough municipal separate storm sewer system (MS4) operates under Pennsylvania Department of Environmental Protection NPDES General Permit No. PAG 133704, of which coverage commenced on August 1, 2013 and will expire at midnight on July 31, 2018.

## Storm Sewer System

The Borough storm sewer system is comprised of the following:

63.99 miles of pipe

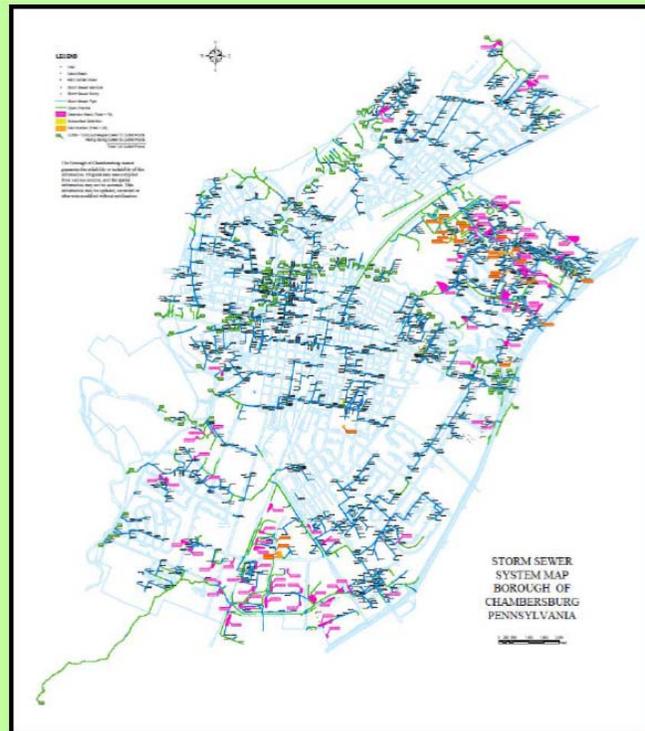
2,533 inlets

128 outfalls to Conococheague Creek and Falling Spring Creek

108 stormwater basins and rain gardens

60 subsurface detention areas

35 pervious areas (parking lots/sidewalks)



A Notice of Intent to continuing operating under the NPDES General Permit, along with a Chesapeake Bay Pollutant Reduction Plan, must be submitted to the Pennsylvania Department of Environmental Protection by September 16, 2017.

## MS4 Permit



The Borough municipal separate storm sewer system (MS4) operates under Pennsylvania Department of Environmental Protection NPDES General Permit No. PAG 133704, of which coverage commenced on August 1, 2013 and will expire at midnight on July 31, 2018.

A Notice of Intent to continuing operating under the NPDES General Permit, along with a Chesapeake Bay Pollutant Reduction Plan, must be submitted to the Pennsylvania Department of Environmental Protection by September 16, 2017.

The MS4 Permit requires the Borough to operate a stormwater management program to address the following Minimum Control Measures:

**MCM 1. Public Education and Outreach on Stormwater Impacts**

**MCM 2. Public Involvement and Participation**

2016

- 2015 Annual Report and 2016 Forecast
- Stormwater Public Meeting May 17, 2016
- Storm Sewer Utility featured in ICMATV video about Chambersburg
- Franklin County Conservation Club
- Corpus Christi Community Family at Heart
- Franklin County Council of Governments
- Cumberland/Franklin County Borough's Association
- Greencastle Elementary School
- Dauphin/Lebanon County Borough's Association

2017

- Conduct a public meeting to solicit public involvement and participation in the stormwater management program
- Continue outreach with residents, businesses, schools, colleges, municipalities and civic organizations

**MCM 3. Illicit Discharge Detection and Elimination**

2016

- Promoted Rodney Shuman, GIS Technician, from part-time to full-time to provide additional help with GIS and storm sewer system facility location and mapping
- Conducted field screening for 127 outfalls to Conococheague Creek and Falling Spring Creek

2017

- Continue to improve the Illicit Discharge Detection and Elimination Program by providing public education to detect and eliminate illicit discharges

**MCM 4. Construction Site Stormwater Runoff Control**

- The Franklin County Conservation District is responsible for this task according to a Memorandum of Understanding signed in 2009, which is expected to be updated in 2017
- Continue to participate in pre-construction meetings with Franklin County Conservation District and construction site operators

**MCM 5. Post-Construction Stormwater Management in New Development and Redevelopment**

2016

- 24 BMP's installed as part of private development, including underground infiltration facilities, pervious driveways and rain gardens and bio-retention areas
- Conducted 100 stormwater basin inspections
- Issued 40 violation notices for Stormwater Management Ordinance non-compliance, with 33 being corrected to date
- Issued 11 violation notices for grass clippings in the street
- Working with the Solicitor to draft amendments to the Stormwater Management Code to clarify Drainage Plan exemption criteria

2017

- Install first-ever Borough-owned bio-retention area as part of Rhodes Drive BMP Project
- Continue inspection of BMP's during construction and afterward to ensure proper operation and maintenance
- Implement the Chesapeake Bay Pollutant Reduction Plan, when approved by DEP

MCM 6. Pollution Prevention and Good Housekeeping

2016

- Compiled Borough Facilities and Operations Report to identify and document all facilities and activities that are owned and operated by the Borough that have the potential for generating stormwater runoff to the MS4 (such as the Borough Garage, Service Center, Recreation Department facilities, etc.)

2017

- Meet with each department head to review Borough Facilities and Operations Report and discuss how it impacts facilities and activities they are responsible for
- Develop and institute an employee training program to ensure personnel understand and comply with storm sewer system maintenance and pollution prevention measures

In 2015 the Storm Sewer Utility started to develop a capital improvements program to maintain the Borough storm sewer system, which is comprised of 59.53 miles of pipe, 2,367 inlets and 123 outfalls to Conococheague Creek and Falling Spring Creek.

In 2016 the following capital improvements projects were completed:

- Completed Pine Street storm sewer system improvements in conjunction with South Street Improvements Project
- Completed West King Street Storm Sewer Improvements Project
- Completed numerous small inlet and pipe maintenance projects to include necessary improvements before annual street reconstruction projects begin
- Cleared debris from Falling Spring Creek between North Fourth Street and Falling Spring Creek

In 2017 the following capital improvements projects are scheduled:

- Complete Rhodes Drive BMP Project that includes first-ever Borough-owned bio-retention area
- Complete Norland/Fifth Avenue storm sewer system improvements in conjunction with North Chambersburg Improvements Project
- Complete West King Street pipe lining project
- Complete improvements necessary to alleviate flooding on Pine Court
- Complete the North Fourth Street Streambank Restoration Project

For 2017 the biggest news for the Storm Sewer Utility is that the Storm Sewer Pollution Control Fee is recommended to increase from \$3 to \$4 per month per sanitary sewer connection (\$36 to \$48 per year per connection), collecting approximately \$393,792 to provide additional revenue for engineering consultant services and storm sewer system maintenance.

Most importantly, the budget for legal services and consultant services will be increased to hire an engineering consultant to prepare Storm Sewer Utility Rate Structure and Credit Program to establish Storm Sewer Pollution Control Fee based on impervious coverage for each parcel in the Borough in relation to the demand for stormwater management services, along with a credit program to reduce the fee if BMP's are implemented.



Example of an Impervious Surfaces Survey Using GPS

This project is recommended as indicated through the Storm Sewer Utility Feasibility Report that was presented to Council on October 13, 2014, which contemplated revenue for the storm sewer utility in three phases:

Phase 1: A monthly Storm Sewer Pollution Control Fee for every sanitary sewer connection to a building.

Phase 2: A monthly fee based on the impervious coverage for each parcel in relation to the demand for stormwater management services.

Phase 3: A credit system for BMPs to offset stormwater service fees.

Any unused revenue collected in 2016 will be transferred to the Storm Sewer Capital Reserve to be used for the capital improvements projects scheduled for 2017.



Example of Stormwater Best Management Practice (BMP) on Private Property



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*Parking, Traffic and Street Lights*

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Created in 2012, this Department includes: Downtown Parking, Street Lights, Traffic Signals and Parking & Traffic. An inter-departmental agency, the mission of this department is Public Safety through the proper management of vehicular infrastructure and regulation under the advice and direction of the Borough's Parking, Traffic and Street Lights Committee. Services include:

- Downtown parking meters and parking lots
- Traffic control devices, traffic signals, and speed control devices
- Street lights, illumination, and public lighting

As an inter-departmental agency, the Borough Manager supervises these functions. He is assisted by the Electric Department, the Engineering Department, the Parking & Customer Service Office of the Administrative Services Department, and the Police Department.

Department Head: Jeffrey Stonehill, Borough Manager/Director of Utilities

	2015 Actual	2016 Budget	2017 Budget
Revenue	\$985,244	\$1,024,125	\$1,864,150
Expenses	\$880,259	\$1,024,125	\$1,864,150
Excess (Deficit)	\$104,985 Surplus	- Balanced -	- Balanced -

Parking, Traffic and Street Lights is a separate enterprise fund of the Borough; run like a utility with most proceeds supplied by the Electric Department and parking fees. There are no actual employees; however, the fund pays the payroll of employees by the hour working on projects. The fund owns the street lights, traffic signals, parking meters, and electronic traffic control devices. It is managed directly by the Borough Manager and the PTSL Committee provides advice and guidance.

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There are a number of major projects, major grants, and passing through this Department in 2017. It is possible that they may not all occur, but the budget reflects that they are planned.

- New Central Avenue Parking Lot, Downtown Sharrows, and Pedestrian Safety Initiatives
- Wilson College Illumination Project
- Pedestrian and Bicycle Improvements Plan
- North Chambersburg Transportation Improvements Project
- Chambersburg Traffic Signal Upgrades Project (Congestion Mitigation and Air Quality Improvement Program or CMAQ)
- Reevaluating Text of the Tourism Oriented Directions Signs (TODS) Project from 2015
- Planning for a Kennedy Street Extension from Grant Street to Broad Street

There are no plans to change the cost of on-street or meter parking throughout Chambersburg in 2017.

### *Central Parking Lot*

The Central Parking Lot is well situated to be the flagship parking lot for Chambersburg’s downtown. It has easy access from Queen Street, Lincoln Way, and Second Street; is adjacent to the Shook Home, downtown businesses, the F&M Bank building, and near the Franklin County courthouse campus. Finally, the lot is connected to S. Main Street by a pedestrian walkway. Downtown Chambersburg Inc.’s 2015 Downtown Master Plan recommended to the Borough the concept of improving parking facilities by adding decorative lighting, signage, landscaping, new parking kiosks, and pedestrian safety improvements.

In 2016, we entered into a design process with Derck and Edson to reimagine the Central Parking Lot for the purposes of applying for a Multimodal Transportation Fund (“MTF”) grant from the Commonwealth Financing Authority to support Central Parking Lot Multimodal and Pedestrian Safety Initiatives.

A grant application was submitted to undertake this project in 2017 or 2018.



### *Bike/Pedestrian Safety Improvements Downtown*

On September 21, 2015, Town Council selected Traffic Planning and Design (TPD) to undertake a study of “sharrows” and “share the road” decals and signs for the downtown. This engineering study was completed, and we anticipate the installation of such bicycle friendly decals and signs throughout downtown in spring 2018, and perhaps other parts of the Borough by fall 2018.

- Bike/Pedestrian Safety Improvements (Sharrows and Crosswalks) Estimated cost: \$113,275
  - Goal: Provide for enhanced safety of pedestrian and bicycle movement throughout town; promote cycling as an alternative form of transportation
  - Scope of work: Install 41 crosswalks with appropriate signage and 118 shared lane markings in strategic locations throughout town
  - Consistent with the Chambersburg Downtown Master Plan – “emphasiz[ing] that Chambersburg is a bike and pedestrian friendly community.”

A grant application was submitted to undertake this project by 2018.

*Wilson College Illumination Project*

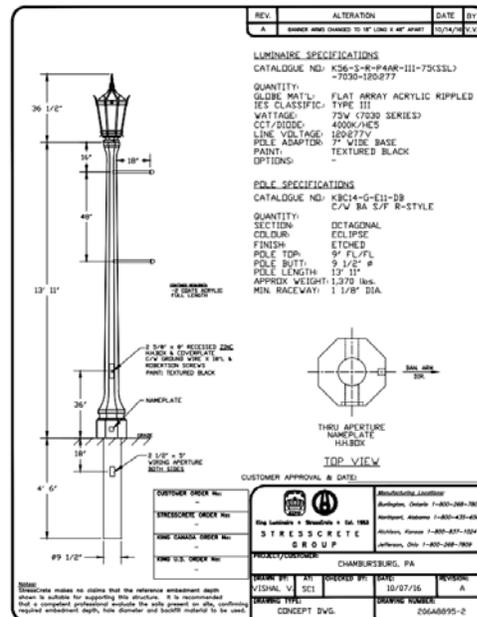
The Borough of Chambersburg and Wilson College recently completed the Wilson College Streetscape and Pedestrian Safety Initiative Project, which installed new curbs and sidewalks along the college frontage on U.S. Route 11.

To enhance the area adjacent to the new curbs and sidewalks, the Borough and College are continuing their partnership with the Wilson College Illumination Project, which will replace and increase the number of street lights along the college frontage. Specifically, up to thirty-six luminaries and light poles with banner arms will be installed along the inside of the sidewalk.

The College will prepare drawings and specifications for work to be performed by a College procured contractor to trench and install conduit for the lighting system and junction boxes and backfill for each light pole.

The Borough will purchase up to thirty-six direct embedment concrete light poles, including banner arms, with the style and color to be agreed upon by the College and Borough. The Borough will remove the existing luminaries and light poles and supply junction boxes for each new light pole along with pulling electric cables through the conduit to power the lights. The Borough will also provide the required equipment and manpower to deliver, lift and set the light poles, and install and energize the luminaries.

It is estimated that the College will pay \$55,000 for their portion of the work associated with the project and the Borough will pay \$100,000 for their portion. July 4, 2017 is the estimated date of completion.



### *Pedestrian and Bicycle Improvements Plan*

In 2017, the Borough of Chambersburg will complete the Pedestrian and Bicycle Improvements Plan. The plan will recommend the creation of new master plan for all future sidewalk installations, pedestrian street-crossing safety enhancements, development of a network of bicycle routes to include extension of the existing Rail Trail and connections between the network and existing public areas such as parks, downtown, community centers, government facilities and streams, and creation of a public education campaign designed to encourage walking and bicycling as alternative modes of transit, and at the same time, making those activities safer. The plan will have examined:

- Expanding the Rail Trail
- Creating bicycle friendly connections to places of interest and commerce, for example Memorial Park to Downtown and Third Ward to Norland Avenue
- Review current policies on sidewalk use for bicycles
- Look for opportunities for bicycle/pedestrian “shared use” when expanding or re-configuring sidewalks or adding bicycle lanes to existing streets
- Developing bicycle friendly areas in existing recreation facilities
- A bicycle self-guided tour of Chambersburg
- Bicycle furniture, public drinking fountains, and/or bicycle rental resources

On May 11, 2015, Town Council selected Johnson, Mirmiran & Thompson (JMT) as the consultant to undertake this study. A fundraising campaign by Noel Purdy of Downtown Chambersburg, Inc. has raised enough money to pay for the project and the Borough will budget enough funding to make sure it gets done in early 2017.

### *Upgrade Project for the Borough's Traffic Signal Network*

On Monday, February 9, 2015, The Borough of Chambersburg Town Council unanimously endorsed a recommendation of the Parking, Traffic, and Street Lights Committee to apply to the Franklin County Metropolitan Planning Organization (MPO) committee to utilize the full \$2.2 million available in Federal Highway Administration (FHA) Congestion Mitigation and Air Quality (CMAQ) grant funds to upgrade the Borough's traffic signal infrastructure, to install communication equipment, and to make improvements that would allow for performance metrics to be ascertained from the Borough's traffic signal network, but not to otherwise yet pursue the concept of adaptive signal technology until these infrastructure improvements are implemented.

On November 4, 2015, the Borough of Chambersburg received a notice of award for Federal funding in the amount of \$4.15 million dollars from the Pennsylvania Department of Transportation. This grant will be used to pay 100% of an upgrade to the traffic signal system around Chambersburg using the Congestion Mitigation and Air Quality Improvement Grant funding. The grant will pay for the upgrade of hardware associated with interconnection of traffic signals within the Borough of Chambersburg, as well as several traffic signals on the Chambersburg network in neighboring townships.

Beginning in 2017, this important project will be the main hardware focus of the Parking, Traffic & Street Lights Department.

### *North Chambersburg Transportation Improvements Project*

Chambersburg Health Services (Summit Health) has engaged in a collaborative partnership with the Borough of Chambersburg and Greene Township, Franklin County, to advance a multifaceted transportation improvements project known as the North Chambersburg Improvements Project.

The North Chambersburg Improvements Project is comprised of the following four phases:

1. Extension of St. Paul Drive to connect with Parkwood Drive in the Borough of Chambersburg
2. Extension of Parkwood Drive in the Borough of Chambersburg to connect to the intersection of Kohler and Grand Point Roads in Greene Township
3. Improvements to the Norland Avenue & Fifth Avenue Intersection
4. Extension of Fifth Avenue northward to meet Parkwood Drive (NEW PHASE ADDED)

This multi-municipal, multi-faceted project will directly unleash the economic potential and improve the safety and functionality of this growing commercial corridor. The total cost of the North Chambersburg Improvements Project, in excess of \$4 million, couldn't be supported by the Chambersburg Health Services or its municipal partners alone. As a result, a grant application was submitted to PennDOT's Multimodal Transportation Fund, which resulted in an award of \$2,869,907 in financial assistance. On June 23, 2014, Town Council approved the project plan.

Summit Health will manage this construction project, which began in 2016. Three engineering firms, Dennis E Black Engineering, Traffic Planning & Design, and KPI Engineering, have teamed up to work with Summit Health to design improvements, which will eventually be dedicated to the Borough of Chambersburg and Greene Township. On November 9, 2015, Town Council approved the conceptual design of the improvements. A second approval will be needed shortly to add the fourth phase to the original three phases scope of the project.

The Borough Engineering Department will have to work very closely with the selected contractors to insure that work is of a quality and specification to meet, not only PennDOT specifications, but the Borough standards of construction. This is a major infrastructure project on the Borough's northern corporate boundary, which will significantly current and future traffic patterns in the Borough.



All Four Components of the North Chambersburg Transportation Improvements Program

*Swimming Pool Fund*



Created in 2017, this Department will own and manage the new Memorial Park Family Aquatic Center. The facility will begin construction in 2017 and be fully operational by 2018.

The Pool Fund has three functional areas: facility operations, facility administration, and facility construction/capital outlay.

Department Head: Guy Shaul, Superintendent of Recreation

	2015 Actual	2016 Budget	2017 Budget
Revenue	-	-	\$ 199,312
Expenses	-	-	\$7,324,312
Excess (Deficit)			(\$7,125,000) Deficit

The 2017 Budget includes all the resources to construct this new facility.

The original Chambersburg Pool is located at 1 Memorial Drive off of Stouffer Avenue, and is inside the Chambersburg Memorial Park grounds.

A 2009 pool consultant evaluation was done by Wade & Associates. At the conclusion of that evaluation, Town Council elected to do only minor additional fixes to the facility to extend its useful life. The general feeling was that despite excellent preventative maintenance, the facility is both reaching the end of that useful life, as well as no longer meeting the desired market for municipal facilities. Unfortunately, the fiscal realities of operating a municipal pool facility impacted the final decision of Town Council with respect to how to proceed at the time.

In 2015, Town Council authorized the Recreation Department to hire an aquatic engineering and design firm with sufficient knowledge and experience to assist our staff with evaluation of our existing municipal pool complex. The consultant selected, the team of MKSD architects and Counsilman-Hunsaker aquatics identified issues of technical, health, safety, and mechanical in nature, propose conceptual solutions including a variety of choices and alternatives and worked with the Town Council in preparing for a public debate on the cost-benefit of the various alternatives, which would extend the useful life of this important community asset for generations.

On January 25, 2016, MKSD and Counsilman-Hunsaker presented a new Aquatics Feasibility Study and 3 alternate action plans for the renovation or replacement of the Pool in 2017 or 2018. The Study presented project goals, a feasibility process, an audit of existing conditions and options for consideration. The consultants discussed both physical obsolescence (i.e. aging facility – codes and standards), as well as functional obsolescence (i.e. definition of aquatics – user expectations). The consultants gave Council three choices: repair the existing pool facility for \$2.89 million, renovate and improve the existing pool facility for \$6.3 million, or replace the entire facility with a modern family aquatic facility for \$6.9 million. The consultants reviewed the three options and on February 22, 2016, Council selected a complete replacement of the entire pool facility.

On March 14, 2016, Town Council dismissed any talk of a pool bond referendum vote, and instead decided to move ahead with borrowing enough money through a dedicated recreation bond issue to pay for the upgrade of the pool, as well as a dozen other recreation related infrastructure projects. It was decided that the Borough would borrow \$9.75 million, and that Council would levy a dedicated recreation tax, beginning in 2018, to retire that debt. It was understood that this would be the source of the \$6.9 million to \$7.25 million needed to build a new aquatic facility and get it operational.

On September 19, 2016, Town Council approved the recreation bond sale for \$9.75 million. It is estimated that beginning in 2018, a Borough-wide assessment of 3 mil of property tax will be needed to retire this debt. The proceeds of this sale are sitting in a dedicated account for use in 2017.



It is anticipated that the Borough will break ground on the facility by March 2017. It is our hope that the Sprayground section may be operational sometime during the 2017 swim season. The balance of the facility may be operational, although closed to the public, by fall 2017.

We anticipate a grand opening on Memorial Day 2018.

Bids for the project are due by December 14, 2016, and Town Council is expected to select both the General Contractor and a Construction Management consultant in 2017. It is anticipated that this project will cost \$7,125,000.

*Unusual Finances for the First Year of the Pool Fund*

At first blush, the Pool Fund seems completely out of balance with \$199,312 of revenue set against \$7,324,312 in expenditures. The difference, \$7,125,000 may be an indication of what is going on “accounting-wise.”

The Pool Fund is both the home of the pool operation as well as the pool construction and pool financing. The money to build the pool came from a 2016 Recreation Bond issue, which has already occurred but was not anticipated in the original 2016 Budget.

As of today, there is already a \$9,676,750 balance (bond less expenses) sitting in the Pool Fund from 2016. Of that amount, the 2017 Budget anticipates spending \$7,125,000 to build a pool in 2017. Use of fund balance is illustrated by a deficit in a fund’s budget. Of course, that is an exceptional large fund balance, especially for a brand new fund. However, it is understandable that the proceeds of the 2016 bond sale created the fund balance, which will mostly be spent in 2017. The balance between the cost of the pool and the total proceeds will be used for other worthwhile Recreation Department capital projects. That transfer of the balance to the General Capital Reserve Fund, for other projects, is also included in the 2017 Budget.

In 2016, Council decided that the Borough will establish a first-ever Recreation Tax beginning not in this budget, but the next. The tax will be used to pay the debt service on the \$9.75 million bond sold in 2016. It was decided that the first tax year would begin in January 2018; to coincide with the opening of the new pool facility. The bond sale pays for more than the pool.

The average single family house inside the Borough has an assessed value of \$16,896.89; for illustration purposes, the average home owned by a member of Town Council has an assessed value of \$20,970 or slightly over the Borough average.

While we do not know for sure as it is a year away, we anticipate that in 2018, with a 3 mil Recreation Tax, the average single family home will pay \$50.89 per year or 14¢ per day.

There is a small payment due to the bond holders in 2017. The payments start before the Recreation Tax is in effect. To make that payment, the General Fund, the home of the balance of the Recreation Department, is placing \$199,312 of its resources into the Pool Fund so it can cover the 2017 debt service payment. The General Fund can afford this one time subsidy because the old pool will not be operational in 2017.

Therefore, this transfer and its subsequent use as a debt service payment is the only revenue that the Pool Fund may anticipate in 2017.

