

# CENTRE REGION COUNCIL OF GOVERNMENTS



2016 PROGRAM PLAN



*Township of*  
**FERGUSON**  
*Pennsylvania*

# CENTRE REGION COUNCIL OF GOVERNMENTS 2016 PROGRAM PLAN

## TABLE OF CONTENTS

---

|   |     |  |     |
|---|-----|--|-----|
| 2015 GENERAL FORUM MEMBERS                      | 4   | SCHLOW CENTRE REGION LIBRARY                     | 149 |
| COG AGENCY CONTACT LIST                         | 5   | SCHLOW CENTRE REGION LIBRARY CAPITAL             | 159 |
| CENTRE REGION COG SERVICE AREA                  | 6   |  |     |
| EXECUTIVE DIRECTOR’S LETTER                     | 7   | CENTRE REGIONAL PLANNING AGENCY                  | 165 |
| OVERVIEW OF THE COG                             | 27  | CENTRE COUNTY METROPOLITAN PLANNING ORGANIZATION | 179 |
| REVENUE & EXPENDITURES TREND ANALYSIS BY AGENCY | 33  |  |     |
|   |     | REGIONAL FIRE PROTECTION PROGRAM                 | 197 |
| OFFICE OF ADMINISTRATION                        | 61  | FIRE PROTECTION CAPITAL                          | 207 |
| REGIONAL REFUSE AND RECYCLING PROGRAM           | 73  |  |     |
| COG CONTINGENCY FUND                            | 87  | PARKS AND RECREATION (CRPR) OPERATING            | 213 |
| COG BUILDING CAPITAL                            | 89  | CRPR CAPITAL EQUIPMENT                           | 231 |
| INSURANCE RESERVE FUND                          | 95  | CRPR AQUATICS PROGRAM                            | 235 |
|   |     | CRPR POOLS CAPITAL                               | 241 |
| OFFICE OF EMERGENCY MANAGEMENT                  | 99  | CRPR SENIOR CENTER                               | 247 |
| EMERGENCY MANAGEMENT CONTINGENCY FUND           | 109 | CRPR MILLBROOK MARSH NATURE CENTER               | 255 |
|   |     | CRPR MILLBROOK MARSH NATURE CENTER CAPITAL       | 263 |
| CODE ADMINISTRATION OVERALL AGENCY              | 113 | CRPR REGIONAL PARKS CAPITAL                      | 267 |
| CODE NEW CONSTRUCTION PROGRAM                   | 127 |  |     |
| CODE EXISTING STRUCTURES PROGRAM                | 135 | APPENDIX: FIGURES AND TABLES                     | 281 |
| CODE CAPITAL                                    | 145 |  |     |

Figure 1 (cover page). *The photo on the cover page shows municipal officials inspecting the native trout population at Kissinger Meadows while attending a COG-sponsored learning program on June 18, 2015 provided by PA Fish and Boat Commission representatives on the proposed upgrade of Slab Cabin Run to a High-Quality Cold Water Fishery.*

GENERAL FORUM MEMBERS  
2015

CHAIR: Nigel Wilson, Harris Township  
VICE CHAIR: Eric Bernier, College Township

---

COLLEGE TOWNSHIP COUNCIL

Eric Bernier, Chair  
Richard Francke  
Lynn Herman  
William Sharp  
Carla Stilson

FERGUSON TOWNSHIP SUPERVISORS

Dick Mascolo, Chair  
Drew Clemson  
Elliott Killian  
Steve Miller  
Janet Whitaker

HALFMOON TOWNSHIP SUPERVISORS

Mark Stevenson, Chair  
Todd Kirsten  
Andrew Merritt  
Benjamin Pisoni  
Barbara Spencer

HARRIS TOWNSHIP SUPERVISORS

Nigel Wilson, Chair  
Dennis Hameister  
Bruce Lord  
Paul Rittenhouse, Sr.  
Charles "Bud" Graham

PATTON TOWNSHIP SUPERVISORS

Elliot Abrams, Chair  
Bryce Boyer  
George Downsborough  
Jeffrey Luck  
Walter Wise

STATE COLLEGE BOROUGH COUNCIL

James Rosenberger, President  
Thomas Daubert  
Cathy Dauler  
Sarah Klinetob  
Theresa Lafer  
Peter Morris  
Evan Myers  
MAYOR: Elizabeth Goreham

THE PENNSYLVANIA STATE UNIVERSITY

Daniel Sieminski

STATE COLLEGE AREA SCHOOL DISTRICT

Jim Pawelczyk

## CENTRE REGION COUNCIL OF GOVERNMENTS

### Agency Contact List

2643 Gateway Drive • State College, PA 16801-3885 • Website: [www.crcog.net](http://www.crcog.net)

---

#### ADMINISTRATION – 231-3077

Jim Steff, Executive Director

[jsteff@crcog.net](mailto:jsteff@crcog.net)

Ashley Folk, Office Manager

[afolk@crcog.net](mailto:afolk@crcog.net)

Amanda Murtha, Human Resources Officer

[amurtha@crcog.net](mailto:amurtha@crcog.net)

#### FINANCE – 231 -3077

Joe Vigilione, Finance Director

[jviglione@crcog.net](mailto:jviglione@crcog.net)

Rebecca Petitt, Finance Assistant

[rpitt@crcog.net](mailto:rpitt@crcog.net)

#### CODE ADMINISTRATION – 231-3056

Walt Schneider, Director

[wschneider@centreregioncode.org](mailto:wschneider@centreregioncode.org)

Tammy Strouse, Office Manager

[tstrouse@centreregioncode.org](mailto:tstrouse@centreregioncode.org)

#### EMERGENCY MANAGEMENT – 235-7838

Shawn Kauffman, Emergency Management Coordinator

[skuffman@centreregionema.com](mailto:skuffman@centreregionema.com)

Carolyn Irvin, Office Manager

[cirvin@centreregionfire.com](mailto:cirvin@centreregionfire.com)

#### FIRE PROTECTION – 237-4127 (400 W. Beaver Ave., State College, PA)

Steve Bair, Director

[sbair@centreregionfire.com](mailto:sbair@centreregionfire.com)

Carolyn Irvin, Office Manager

[cirvin@centreregionfire.com](mailto:cirvin@centreregionfire.com)

#### PARKS & RECREATION – 231-3071

Ron Woodhead, Director

[rwoodhead@crcog.net](mailto:rwoodhead@crcog.net)

Jada Light, Office Manager

[jlight@crcog.net](mailto:jlight@crcog.net)

#### PLANNING – 231-3050

Jim May, Director

[jmay@crcog.net](mailto:jmay@crcog.net)

Lyssa Cromell, Office Manager

[lcromell@crcog.net](mailto:lcromell@crcog.net)

#### REFUSE & RECYCLING PROGRAM – 234-7198

Pam Adams, Administrator

[padams@crcog.net](mailto:padams@crcog.net)

#### LIBRARY – 235-7814 (211 S. Allen St., State College, PA)

Cathi Alloway, Director

[calloway@schlowlibrary.org](mailto:calloway@schlowlibrary.org)

DJ Lilly, Office Manager

[djlilly@schlowlibrary.org](mailto:djlilly@schlowlibrary.org)

# Centre Region COG Service Area

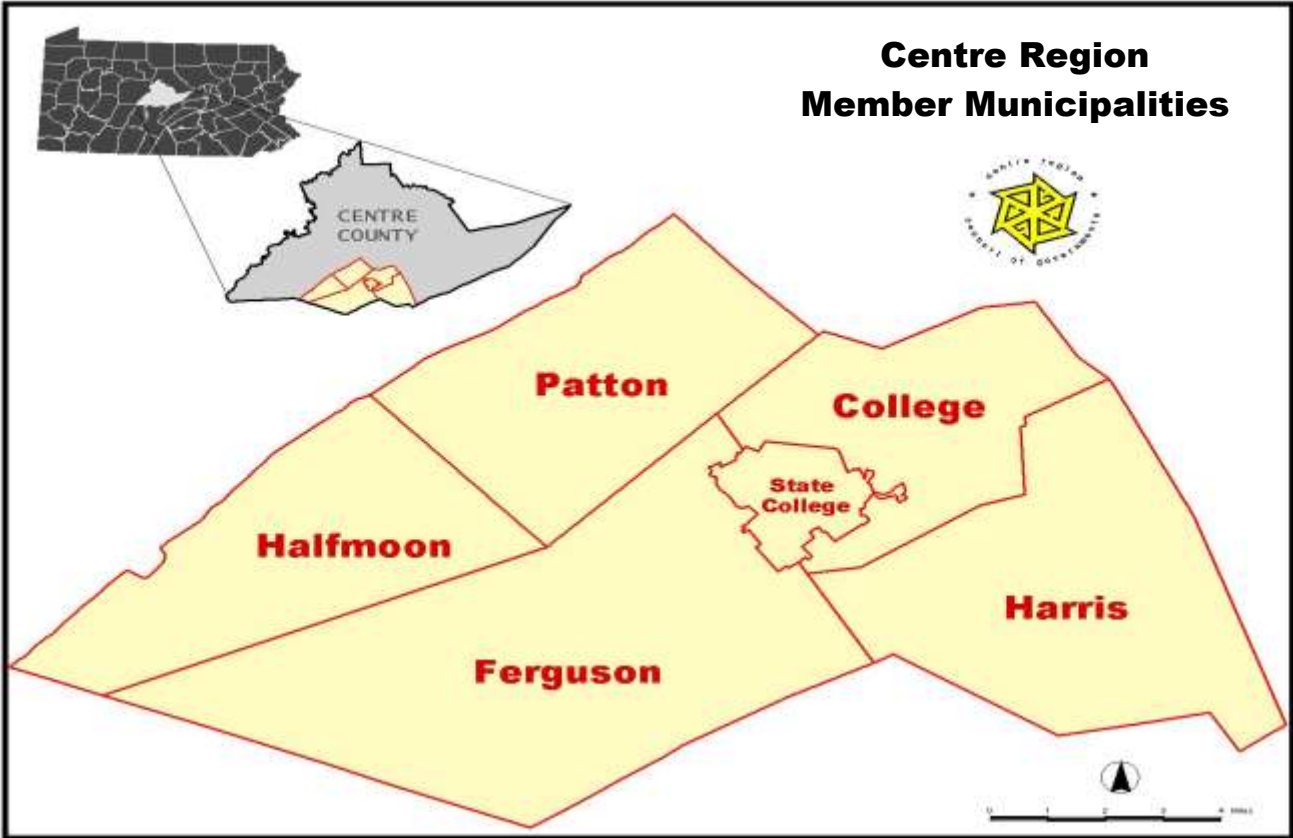


Figure 2. The Centre Region COG member municipalities include College, Ferguson, Halfmoon, Harris, and Patton Townships and the State College Borough. The COG also provides Code Administration services to Bellefonte Borough and Benner Township is a member of the regional Refuse and Recycling Contract.

## Executive Director's Letter 2016 Program Plan Overview

July 16, 2015

Dear Finance Committee and Municipal/COG Staff,

The Agency Directors and I are pleased to present the Centre Region Council of Governments (COG) 2016 Program Plan to the General Forum for its review, comment, and referral to the six Centre Region municipalities. Program Plan proposals for the Codes, Fire, and Emergency Management Agencies were reviewed by the COG Public Safety Committee during its June 3, 2015 meeting. The COG Human Resources Committee discussed personnel changes and compensation policies during its May 6, 2015 meeting, and the COG Finance Committee discussed the first draft of the 2016 Program Plan at its meeting of July 9, 2015.

The idea for a Program Plan was suggested by the Finance Committee in 2001. The document is intended to provide the General Forum with an explanation of each regional program's history, services, current issues, mid-year financial status, and proposed programmatic and financial changes for 2016. By making this information available to the municipal officials early in the budget process, municipal officials can be both engaged in and knowledgeable about the COG. The presentation of the Program Plan in July of each year gives municipal officials sufficient time to consider the proposals, ask questions, and offer comments or suggest alternatives.

### Why COG.....

Almost 46 years ago in 1969, elected officials from the six Centre Region municipalities voluntarily decided to work together to serve the public. The COG was created to lower the costs of government-provided services by eliminating or reducing duplication and achieving economics of scale. Most Pennsylvania communities fund separate and distinct fire agencies, code departments, emergency management coordinators, park and recreations agencies, and have individualized Comprehensive Policy Plans and Act 537 Plans guiding future land development. If one considers that there are 2,650 Townships, Boroughs, and Cities in the Commonwealth of Pennsylvania, duplicating these services many times over directly increases the cost of government for the taxpayer, is confusing to the residents, and may lessen the quality of those services. In addition, many of the major problems confronting local governments are truly regional in nature. Environmental concerns relating to water quality and availability and proposed transportation improvements typically span across municipal boundaries and can only be meaningfully addressed at the regional level.

A key challenge for municipal government today is how to effectively and efficiently combine local self-government with the cooperative partnerships that are capable of meeting residents' service delivery expectations and their pocketbooks. By sharing services and coordinating planning efforts, municipalities that cooperate with neighboring communities can give residents more bang for their buck.

The Centre Region COG is one of the few examples in local government where the return on the tax payers' investment is much higher than the investment itself. The following are some examples of the benefits the COG provides to its member municipalities and the residents that live, work, or visit the region.

Ongoing Direct Savings and Contributions to the Centre Region Residents:

- The COG's regional refuse/recycling contract annually saves Centre Region residents who live in the five participating municipalities approximately \$1.7 million. The typical rate in the surrounding municipalities is about \$25 per month compared to the regional programs residents' rate of \$15.61. The COG program produces an annual savings for the 15,000 customers of \$113, or \$1.7 million collectively. *Please see page 75 for more information.*
- The COG provides the municipalities with \$185,000 a year in rental income for the leasing of the COG Building. In addition, the COG contracts with the municipalities for the following services: IT support (\$70,000), COG Building custodial service (\$25,000), library custodial services (\$118,000), Senior Center rental (\$56,000) and pension administration and risk management (\$15,000). *Please see pages 89-94 for more information.*
- The COG's sewage management program (SMP) annually saves Centre Region residents who have a septic system between \$18,000 to \$38,700. The regional SMP fulfills a mandate by the Pennsylvania Department of Environmental Protection to inspect and track pumping for the Centre Region's 3,096 septic systems. Based on the fees charged by the CRCA and those proposed by the next highest bidder, the CRCA is completing the service at 50% of the private cost and on average saves property owners \$38,700 per year during the in-tank inspection period and \$18,000 per year during the walk-over inspection period. *Please see pages 114 and 128 for more information.*
- The Centre Region Code Administration (CRCA) annually saves the participating municipalities \$129,244 in software costs. The CRCA, as part of the provision of building permit administration, extends at no cost to the municipalities the use of its permitting software. This software is used by the municipalities for tracking and maintaining land plan uses and zoning data. This regional approach to computer software also gives the municipalities additional functionality and interconnectivity that would not exist with a stand-alone software package. *Please see pages 124-125 for more information.*

- The COG's Regional Fire Protection Program annually saves Centre Region residents who live in the four participating municipalities in the range of approximately \$1.4 to \$11.3 million collectively. This assumes that the volunteer/suburban average per capita cost is \$37, the career department average cost is \$176, that 70,000 individuals are served (does not include students who live on University Park Campus), and the annual municipal cost of fire protection is \$1,119,164 (2015 COG Budget). This is an annual per capita cost of \$116. In addition, this program also benefits the other area municipalities through mutual-aid response. *Please see page 202 for more information.*

#### Other Savings and Contributions:

- Costs are shared for the development of a Regional Emergency Management Plan, Comprehensive Plan, and Act 537 Sewage Facilities Plan. In the absence of the COG, the municipalities would have incurred a much higher expense if individual plans were prepared. *Please see pages 99 and 164 for more information.*
- No tax funds have been needed for the Centre Region Code Agency operations or capital expenditures for 39 years. It is very unusual for a code administration program to be financially self-financing over this long of a time period. *Please see page 113 for more information.*
- The Centre Region Code Agency has earned the best ISO ratings for any code administration program in the Commonwealth, which may result in lower insurance premiums for businesses and residents in the seven municipalities served. *Please see page 115 for more information.*
- Schlow Centre Region Library is in a better position to attract community contributions and state assistance because of its regional nature. A library operated by a single municipality is less likely to receive donations from patrons who do not live in the municipality, but because of the regional composition of the Board of Trustees and its regional approach, it is able to attract community donations from six municipalities, not just from one. During 2014, Library patrons from across the region donated over \$239,000 to the Library and it is likely that amount will be exceeded during 2015. *Please see pages 152-153 for more information.*
- The CCMPO, working cooperatively with PennDOT, CATA, and the municipalities, obtained additional federal and state funds needed to finance cost increases for key transportation projects in the Region. By helping to secure these funds, the CCMPO assisted the municipalities in ensuring that the projects remain on schedule. Additional funding was committed for several projects, including \$1.5 million for the I-99/Waddle Road Interchange, \$1.5 million for the CATA Maintenance and Operations Facility, and \$60,000 for the Circleville Path Project. *Please see pages 177-193 for more information.*

- The CCMPO also helped the municipalities secure over \$1.8 million in federal grant funding for alternative transportation projects sponsored by College Township, Ferguson Township, State College Borough, and CATA. These funds will be used to improve bus stops, build bicycle paths, and install bicycle facilities that add to the emerging alternative transportation system in the Region. *Please see pages 182 and 193 for more information.*
- The Centre Region Fire Protection Program has earned one of the best ISO ratings for any volunteer fire program in the Commonwealth. During 2015, the Fire Program achieved an ISO rating of “2” in the Public Protection Classification, which is a significant improvement from the previously awarded “4” rating during the last evaluation in 2007. This ISO rating is used by some insurance companies to establish premiums for fire insurance. It is unusual for a volunteer fire company to receive a classification better than a “3.” *Please see page 201 for more information.*
- In 2014, the Centre Region Parks and Recreation Agency solicited proposals from two local landscaping firms to provide 2015 mowing services at four Ferguson Township parks, 45 acres total. The CRPR compared their costs with the lowest quote submitted by the prospective vendors. The CRPR’s costs for mowing services were 30% less of the lowest proposal that was submitted. *Please see page 217 for more information.*
- Operating costs for the CRPR Aquatics Program are covered by season passes, program registrations, and daily admissions. The cost for a pool pass is competitive with other communities even though Welch and Park Forest Pools have superior facilities. Because of the regional nature of the Aquatics Program, no municipal contributions for operating expenses have been needed since 2011. *Please see page 235 for more information.*
- The COG has obtained over \$3 million in park grants to assist with the renewal of Welch and Park Pools, the acquisition and development of Oak Hall and Whitehall Road Regional Parks, and improvements to the Millbrook Marsh Nature Center. The COG’s grant applications have a high success rate because they are submitted on behalf of multiple municipalities instead of by a single Township or Borough. The state gives special consideration to regional grant applications. *Please see page 266 for more information.*

## WHERE ARE WE NOW IN THE 2015 BUDGET?

For the period of January 1 to June 30, 2015, most Agency expenditures and revenues were consistent with the projections contained in their 2015 budgets. In particular, the transition for COG to manage its own financial services and payroll for over 248 regular, part-time, and seasonal employees was accomplished on time and within the approved budget.

For the first half of 2015, there have been the following major variations from the estimated budgets:

Expenditures:

- The vacancy created by the part-time Refuse and Recycling Assistant who resigned in February 2015 to accept a position with the Centre County Refuse and Recycling Authority has not been filled. *Please see page 83 for more information.*
- On May 25, 2015, the General Forum approved an amendment to the 2015 COG Budget – Code Capital to authorize a \$100,000 increase for a capital projects that included multiple purchases. One of the projects includes the expansion of the Code Office into the lobby of the COG Building as to provide adequate work space for the additional staff who have been hired to meet the service expectations of a growing community. *Please see page 146 for more information.*
- On February 16, 2015, the Schlow Centre Region Library incurred significant water damage because a sprinkler line burst due to the malfunction of a heater in the back hallway. The Library received approximately \$58,000 in insurance proceeds for damages as a result of the flooding that covered most of its losses. One more expense is being discussed – the difference between the depreciated value of the damaged books (which the Library has already received), and the actual replacement cost of the books. The insurance policy had a \$1,000 deductible. *Please see pages 155 and 160 for more information.*
- The mechanical failures for the parking gate for the Schlow Centre Region Library have not been resolved, resulting in a loss of income (approximately \$5,000) for after-hours parking. In addition, the system has caused disruptions in the work routine for the circulation staff as they must respond to patron complaints and go outside for maintenance work. The parking mechanism is an on-going problem and may be a large unanticipated expense if it needs to be replaced. The system’s manufacturer decided to get out of the parking system business and there is a potential for no future software/hardware upgrades. This matter may be subject to litigation. The worst case scenario is that the parking mechanism would need to be replaced solely at the expense of the Library. The equipment replacement cost would be over \$100,000. *Please see page 163 for more information.*
- On April 27, 2015, the General Forum approved an amendment to the 2015 COG Budget – Fire Capital to authorize the purchase of a 2016 Pierce Velocity 95-ft mid mount aerial platform truck through the Pennsylvania Co-Stars contract at a cost not to exceed \$1,065,000. This truck replaces a 2007 Sutphen Aerial Apparatus that was removed from service and sold at fair market value to a West Virginia Fire Company. *Please see page 208 for more information.*
- Because of operational changes, the Parks and Recreation Agency has been able to encourage more residents to electronically register for programs, camps, and pool passes. These efforts have allowed the Agency to fill a full-time staff vacancy with a part-

time position without compromising customer service. This change will save the Agency at least \$20,000 in lower compensation and benefit costs. *Please see page 221 for more information.*

- The COG changed from a manual to a biometric system for tracking payroll costs for pool employees, thereby saving a significant amount of staff time. *Please see page 236 for more information.*
- On June 25, 2014, a severe rainstorm resulted in storm water runoff that damaged some of the trails, sod, and grading at Oak Hall Regional Park. In addition, two neighboring properties were adversely impacted. At the current time, the costs for repairing the park facilities, installing improvements to prevent similar future occurrences, and reimbursing an adjoining property owner for their expenses were \$125,000 to come out of the Regional Parks Capital Budget. In addition, close out costs with the project architect are still being negotiated as of July 16, 2015.
- The Regional Parks Capital Budget anticipated that \$5.6 million would be expended to develop Whitehall Road Regional Park and \$2.5 million to construct a Centralized Parks Maintenance Building. Neither of these projects have advanced. At the present time, both are stalled because issues relating to road, sewer, and utility access have not been resolved, thereby delaying the approval of the land development plans for the two projects. *Please see page 271 for more information.*

#### Revenue:

- The COG Refuse and Recycling Program received a recycling rebate of \$56,508 from the Centre County Recycling and Refuse Authority (CCRRA) for the 2,825 tons of materials that were recycled through its residential collection in 2014. COG also received a recycling rebate of \$268 for the 13.39 tons of miscellaneous plastics that were recycled at the Patton Township drop off bin. *Please see page 83 for more information.*
- The Centre Region COG received notification of a surplus of \$163,666 from the Plan Administrator of its health insurance plan. The surplus will be assigned to the Insurance Reserve Fund. To date, half of this surplus has been received and the remainder will be sent by the Plan Administrator throughout the year as 2014 claims continue to close. Previously, the COG received \$41,416 (2013) and \$0 (2012). The funds received in 2014 will be assigned to the Insurance Reserve Fund and used to offset future premium increases for medical insurance, pay for expenses related to the Affordable Care Act, and to finance the Employee Wellness Program. *Please see pages 95-98 for more information.*
- For the first five months of 2015, permit revenue for the New Construction Program was less than expected for this point in the year. The reason for the slower cash flow is that three major construction projects (the new High School, the Metropolitan and the Fraser Center) are behind schedule. The three projects are all under way and the estimated revenue amounts should be achieved within the next year. As of May 31, 2015, permit revenue totaled \$608,231 (about 26%) of the total estimated budgeted

amount of \$2,345,000. Fortunately, the Agency's fund balance is sufficient to finance employee and operational costs until the anticipated permit revenue is received. *Please see pages 129-130 for more information.*

- The Schlow Centre Region Library received one of its largest private donations (\$237,000). Under the terms of this donation, the monies were contributed to a Centre Foundation Fund and the donator's will stipulated that the monies were to be dispersed through annual sums to the Library. Although endowments like this one do not immediately affect the COG budget over the long term, as they accumulate, the investment returns will be an additional non municipal revenue source for the library.

## ASSUMPTIONS

The following assumptions were used to prepare the 2016 Program Plan:

- Agency Directors will strive to keep their respective budgets within the 3% increase in municipal contributions as requested by the General Forum. Upon justification, the Finance Committee may consider budget increases higher than 3%. The threshold for the 2015 COG Budget was also 3% and the actual increase was 1.95%.
- State and district aid to libraries is projected to be nearly level for fiscal year 2015-16, which is 33% less than its peak in 2007. There is no inflation factor for state aid. State aid losses had caused the Schlow Centre Region Library to reduce its open hours and part-time staffing in 2014 and 2015.
- For the first time since 2007, one funding formula will be used to determine the municipal shares for the Schlow Library. The formula used by COG will exclude circulation to Penn State University students.

## MAJOR UNKNOWNNS THAT MAY AFFECT THE 2016 COG BUDGET

As mentioned previously, one of the objectives of the Program Plan is to identify tentative proposals for the upcoming year. Approaching 2016, there are some variables that will affect the upcoming budget. Some of the unknowns are outside of our local control, while others can be decided at the General Forum level. The following are three unknowns that may significantly affect the 2016 COG Budget:

**Uncertainty #1:** Will the land development plan for the Whitehall Road Regional Park be approved? Plan approval will be dependent on the construction of a road and the provision of sewer service by the developer of the adjoining property. In addition, onsite improvements that are required through the land development process and a tighter bidding environment are expected to increase the project costs beyond the original estimates.

**Uncertainty #2:**When should funds be borrowed and under what conditions for the construction of a Centralized Parks Maintenance Facility? As mentioned above, there are multiple uncertainties surrounding the development of Whitehall Road Regional Park and there is a direct linkage between the developments of the Park to the construction of a Centralized Parks Maintenance Facility. In the past, the General Forum, based on comments from the participating municipalities, has discussed a \$2.5 million project budget. The delay in proceeding with the development of the park could also impact the current \$5.2 million loan with Fulton Bank for funding the development of the park.

**Uncertainty #3:**At the current time, the Finance Committee is working with COG staff to draft a fund balance policy for the COG agencies. For the last 45 years, COG Agency fund balances for operating budget were used as a revenue source for the upcoming year. Under this approach, fund balances offset municipal contributions and provide a cash flow for the Agency until the first quarter municipal contributions were received. Some municipal officials have suggested that this practice should be evaluated and several options have been proposed. One suggestion is to establish an Ad Hoc Committee comprised of COG staff/municipal staff/Finance Committee representatives to draft a recommended policy. Depending on the fund balance policy that the General Forum approves, there could be no, minimal, or significant impact on the COG Budget.

#### ANTICIPATED 2016 CHANGES AFFECTING MOST COG AGENCIES

- **Medical Insurance Costs** – During 2016, costs for employee medical insurance may increase by more than 8%, the average adjustment during the last three years. The rate adjustment will not be known until the fall of 2015. Some of the higher medical insurance costs will be offset by the reimbursement the COG receives from the administration of its medical insurance plan. These funds are held in the COG Insurance Reserve Fund. Although funds will be available to defray some of the potential rate increases for employee medical insurance in 2016, the Reserve Fund may not be able to do so in the future. The Reserve Fund **only** receives income from the plan administrator when COG's premium payments are greater than the amount of money that was paid for employee medical costs. There was no reimbursement in 2012; however, the COG did receive a \$41,431 reimbursement in 2014 for the 2013 premium year and a \$163,000 reimbursement in 2015 for the 2014 premium year.
- **Pension Costs** – 2016 COG premium payments for the defined benefit pension plan are not expected to change from its rate of 13.5% of payroll. Barring a broad based economic downturn, 2015/2016 may be the high water year for employer contributions to the pension program because of higher returns on the plan's investments. As a cost saving measure, the COG shifted from a defined benefit to a defined contribution pension program for employees hired after June 1, 2013.

- **Employee Compensation** – According to the COG Compensation Plan, the pay schedule is to be annually revised by the average change in the Consumer Price Index (CPI) during the 12 months ending June 30, 2015. In addition, according to the COG Compensation Plan, Agency Directors are to set aside 1.5% of their Agency’s gross compensation to distribute as Merit Adjustments or one-time Achievement Awards. The CPI the COG uses to calculate adjustment to the pay plan will be an increase of 0.7 to 0.8%%.

## PRELIMINARY 2016 AGENCY BUDGET PROPOSALS

**Looking forward to 2016 and beyond**, the Agency Directors offer the following proposals for the municipalities to review and provide comments on. These recommendations were considered by the COG Finance Committee during its July 9, 2015 meeting. Municipal comments will be compiled and shared with the Finance Committee and Agency Directors and will be used to guide the preparation of the 2016 COG Detailed Budget.

The following individual Agency Program Plan elements begin with either “**Should**” or “**Note:**”. “**Should**” questions raise policy issues that need municipal guidance. **Note:** statements report on a change outside the control of COG or explain a pending change in administrative practices. Comments are welcomed for either type of Program Plan element; however, the “**Should**” questions are the issues that require resolution prior to the preparation of the 2016 Agency Budgets.

### Office of Administration

- **Note:** Health insurance costs may increase because of change in health care coverage for one or two members of the administrative staff. *Please see page 69 for more information.*
- **Note:** During 2016, the current method of allocating financial services costs to the COG Agencies will be examined to ensure that it fairly captures the financial work expended for each program. The current allocation formula is the same one used by State College Borough in assigning its costs and it may not be applicable given the new service arrangements. *Please see page 71 for more information.*

### Regional Refuse and Recycling Program

- **Note:** Revenue and expenditures for the regional Refuse and Recycling Program are expected to be flat for 2016 unless the participating municipalities decide to take steps to develop an organics (food waste, grass clipping etc.) collection program. If the

participating municipalities decide to proceed with an organics collection program, additional costs may be incurred during 2016 to establish this service for the following year. These expenses would be funded through the recycling rebate the COG program receives from the Centre County Refuse and Recycling Authority. At the current time, a special COG subcommittee is developing a proposal for the participating municipalities to consider. *Please see pages 82-85 for more information.*

### **COG Building Capital Budget**

- **Should** funds be spent from the COG Building Capital Budget to conduct an evaluation and prepare recommendations on how COG IT services should be provided beginning in 2017? An evaluation is proposed for 2016 because the three year IT service agreement with State College Borough expires on January 1, 2017 and the five year Local Area Network/Wide Area Network (LAN/WAN) Agreement with Comcast Metro Ethernet Services through State College Borough, ends on August 7, 2017. All but one of the COG servers will be fully depreciated and nearing the need of their useful life. The COG Agency Directors recommend that a consultant be hired to assess COG's current information technology environment and to identify how the IT system should be configured and maintained in the future. The study should evaluate hardware, software and network options, and assess the benefits and costs of each option. The consultant's study should conclude with a specific recommendation for what COG's future IT system should look like. The COG CIP for the Building Capital Budget provides \$15,000 for this study. *Please see pages 91-92 for more information.*
- **Should** funds be transferred from the Centre Region Code Administration Budget to replace the tables in the COG General Forum Room and add four tables? The current tables are original to the building and are showing their age. The proposed new ones have wheels and fold in an upright position. Mobile, flipped top, and comfort edged tables are recommended because they can be moved without damaging the newly installed tile carpet, can be easily stored, and are comfortable to sit in a day long classroom environment. The COG does not have a full-time building custodian, so the room is re-arranged by the group hosting the event. Currently, two COG staff people are used for set up because the existing tables are heavy and do not have wheels, but the mobile tables will allow one person for set up. Because the tables will be used for training classes for the Codes staff and for code-related public information programs, it is proposed that this expense be assigned to the CRCA Budget via a transfer to the COG Building Capital Budget. The estimated cost is \$12,000 (CoStars contract price). *Please see page 92 for more information.*
- **Should** funds be spent from the COG Building Capital Budget to make adjustments to the COG Building roof and spouting? Runoff during large rain and snow and ice buildup are common issues that are encountered. Due to this runoff and drainage issue, excessive settlement around the building and sinkholes have developed on the COG property in recent years. It is the recommendation of staff that additional downspouts be added to the COG Building and run to the parking lot and drainage ditch to reduce the amount of water that runs off and ice that builds up on the roof. In addition, it is proposed to repair the

sidewalk outside of the Parks suite and also the brick walkway in front of the building that has been damaged due to the building drainage and spouting issues. **The estimated cost of these improvements and repair work is \$11,600 and would be financed through the COG Building Capital Budget.** *Please see pages 92-93 for more information.*

- **Should** funds be spent from the COG Building Capital Budget to equip the doors in both first floor vestibule areas of the COG Building with automatic door openers? This automatic door opener will make it easier for the public, customers, and staff to enter and exit the COG Building. This technology will allow the doors to open when a push pad is pressed by the user. An actuator (button) will open an exterior door and then another button in the vestibule will open the interior door. There will also be a button on the interior side of the Lobby to reverse the process. In total, 6 buttons and 4 automatic doors are being proposed. **The estimated cost of this project is \$10,000 and would be financed through the COG Building Capital Budget.** *Please see pages 93 for more information.*
- **Should** funds be budgeted to conduct a building mechanical and envelope study in 2016 to try to determine if there are ways to make the building more energy efficient? In recent years, the COG Building has been using more natural gas and staff believes there could be an issue with the dual boiler setup. In addition, the windows seem to allow a lot of air infiltration. The infiltration of air is especially noticeable during the winter months when the temperatures in many offices decline significantly and space heaters are used to maintain temperatures at comfortable working levels. If a large project was deemed necessary, staff would anticipate applying for a grant to offset some or all of the cost of the improvements. **The estimated cost of this study is \$25,000. Because this study was not anticipated in the 2015 to 2019 CIP, the funding request is a new one time expense.** *Please see page 93 for more information.*
- **Should** funds be budgeted to expand the parking area for the COG Building? Currently, there are 79 parking spaces. As indicated in the COG Building Capital Budget, assuming that all of the COG full-time, part-time, seasonal, and interns were in the building at the same time, 79 spaces would be needed, leaving no spaces for customers or for people attending meetings. In June 2015, an engineering study was completed to identify how parking could be increased in a way that complies with municipal zoning ordinances and minimizes stormwater runoff. The study concluded that up to 24 additional pervious parking spaces can be added at four different locations. **The estimated cost of creating overflow parking at all four locations is \$47,000.** It is not necessary that all the spaces be constructed at one time; they can be added incrementally over time. For instance, one option is to add three parking spaces at a cost of \$5,100. **Because the expansion of the parking lot was not anticipated in the 2015 to 2019 CIP, the funding request is a new one time expense.** *Please see pages 93-94 for more information.*

## Emergency Management Program

- **Should** funds be budgeted to partner with Penn State University to complete an Emergency Operations Center (EOC) exercise to test the Emergency Operation Center and to assess whether the procedural changes that were instituted in response to a 2012 assessment of the Emergency Management Program have achieved their objective? The estimated cost of this EOC exercise is \$40,000 (\$20,000 COG/\$20,000 PSU). *Please see pages 105-106 and 108 for more information.*

## Centre Region Code Administration – New Construction Program

- **Note:** Within the next several months, the Public Safety and Finance Committees will be asked whether the allocation of costs between the New Construction and Existing Structures be changed to a 70% New Construction/30% Existing Structures. Currently, costs are assigned by one of two formulas – 50%/50% or 60%/40%. Based on the distribution of direct payroll costs, COG staff recommends that the 70%/30% split is a more accurate cost allocation method. If this change is approved, then expenses for the New Construction Program will increase and those for the Existing Structures Program will decrease. The approximate swing with the proposal split is that costs for the New Construction Program would increase by \$73,000 and the costs for the Existing Structures Program would decrease by \$73,000. *Please see page 121 for more information.*
- **Note:** During the next several months, COG staff will be evaluating the Agency’s fund balance and preparing a recommendation for the Public Safety Committee to consider referring to the Finance Committee. This proposal may include a recommendation to adjust the multiplier that is used to determine the value of most building permits. Currently, the multiplier is .007, which was reduced from the .009 multiplier that was in effect prior to 2014. Currently, it appears that multiplier will be proposed to either stay the same or be reduced. *Please see page 121 for more information.*
- **Should** a Commercial Electrical Plans Examiner/Inspector be hired in 2016 to allow appropriate mentoring and training time under the current Inspectors? The new position would also have an immediate benefit to the Code customers by reducing lead times for electrical plan reviews and field inspections that have resulted from a high construction volume. The initial cost for the additional position would be \$35,000 for a fleet vehicle, computer, and inspection equipment. The on-going costs for the position would be \$82,000 per year for salary, benefits, and support costs. This proposal has been reviewed by COG’s Public Safety and Human Resources Committees, and the expenditure would be directly funded by the permit fees obtained from the increased construction activity. *Please see pages 123 and 141 for more information.*
- **Should** computer tablets be purchased for the inspection staff? The 2010 evaluation of the future CRCA organization and operational needs prepared by the Management Partners recommended that the CRCA should “select and implement field

technology, including the use of either hand held or small notebook computers and printers.” The implementation of this recommendation was delayed pending the selection and implementation of a new software package. During the first half of 2015, the CRCA conducted a pilot program to evaluate the use of tablet computers in the field. To date, the program has been successful and during 2016 and 2017 the move to tablets in the field across the Agency is recommended. The anticipated 2016 cost is \$30,000 and includes the purchase of twelve Microsoft Surface Pros and eight iPads as well as corresponding application software. *Please see pages 124, 131, and 142 for more information.*

### **Centre Region Code Administration – Existing Structures Program**

- **Should** an additional Rental Housing Inspector be hired as approved in the 2013 Existing Structures Budget? Although the position was authorized, it was not filled in 2014 due to uncertainty about State College Borough’s membership in the program. Since that time the Borough has confirmed its participation, Bellefonte Borough has joined the program, and many new rental units have been constructed. Between 2012 and 2015, the number of rental units has increased by 2,811 from 16,419 to 19,225, a change of (17%). Each Centre Region rental unit is regulated to be inspected once every three years. The initial cost for the additional position would be \$35,000 for a fleet vehicle, computer and inspection equipment. The on-going costs for the position would be \$65,000 per year for salary, benefits, and support costs. This proposal had been reviewed by COG’s Human Resources Committee in 2013. This expenditure would be directly funded by the permit fees obtained from the additional rental housing units (approximately \$103,600 per year). *Please see pages 124 and 141 for more information.*
- **Note:** No change in the cost of Rental Housing Permit Fees will be proposed for 2016. The typical current annual permit fee for the Centre Region municipalities is \$37. This is a low amount compared to other Big Ten University Communities and is comparable to or less than the fee charged by other communities in Central Pennsylvania.
- **Note:** No change in the cost of Fire Permit Fees will be proposed for 2016. In 2010, the General Forum approved a five year plan to ensure that all the direct and indirect Agency costs for conducting fire inspections are recovered. 2015 was the last year of the permit fee adjustment process.

### **Schlowl Centre Region Library – Operating Budget**

- **Note:** During 2014 and 2015, reductions were made in part-time staff. Currently, the Library is struggling to meet rising customer demand of reserves, technology assistance, and security. The 2016 Library Budget may propose that some the lost man-hours be restored in 2016 to maintain a safe and customer-friendly operation. *Please see page 157 for more information.*

- **Note:** The Library Budget may include a multi-year proposal to raise wages of all (12) part-time Library Assistants and Technicians to come closer to the COG Salary Schedule for full time staff who are performing similar work. Currently, the compensation rate for part-time staff is over 25% less than for full-time staff.
- **Note:** The Friends of the Library are changing their name and structure to “Schlow Library Foundation”, and have a celebration planned for October 2015 to raise money and celebrate the 10<sup>th</sup> anniversary of the building. A new full-time Manager of Philanthropy will be starting in July 2015 and will set the stage for ambitious long-term development goals. The Library Director expects the 2016 fundraising to surpass 2014-15 levels. *Please see pages 156-157 for more information.*

### Schlow Centre Region Library – Capital Budget

- **Should** the General Forum initiate municipal contributions to the Library’s Capital Budget? Given current projections, the capital fund could be depleted by the start of 2020. The fund was established with remaining capital campaign money in 2010 and has been supplemented annually with modest interfund transfers, donations, grants, and interest. However, the level of funding provided through this source coupled with the capital needs associated with the aging building has resulted in a gap between revenue and upcoming capital expenses (as noted in previous CIP documents). To avoid a situation wherein capital needs are not addressed and subsequently higher costs are incurred, the Library Board recommended that the Centre Region municipalities consider an annual contribution of \$100,000 for the next five years. *Please see page 162 for more information.*
- **Note:** The gate to the Library’s parking access and revenue control system is continuing to malfunction, resulting in a loss of revenue, inconvenience to the patrons, and staff time diverted from performing library duties to addressing parking problems. The Library’s solicitor has been consulted. At the current time, the library’s parking system is being evaluated by an engineering and architectural design firm that specializes in designing parking systems. The study was initiated by State College Borough. It generously expanded the project’s scope of work to include a review of the library’s troubled system. Because the evaluation is not complete, as of July 1, 2015, there are no specific recommendations or cost estimates to include in the Program Plan.
- **Note:** The Library Board retained the services of a local engineering firm to evaluate the library fire suppression system, mechanical system, and building envelope. In addition, thermal imaging will be performed to identify locations where the building is losing energy. The goal of the study is to make data-based recommendations for how the library’s energy consumption can be reduced without sacrificing patron comfort. In addition, the study will identify options and recommend actions that will make it less likely that the library will incur water damage as happened in February 2015. Because the study is not complete as of July 1, 2015, there are not specific recommendations or cost estimates to include in the Program Plan. *Please see page 163 for more information.*

### Centre Regional Planning Agency (CRPA)

- **Note:** At the current time, the Planning Director and UAJA Executive Director are discussing a possible UAJA contribution to the costs for updating the Centre Region Act 537 Sewage Facilities Plan and providing other planning services that benefit the UAJA. *Please see pages 174-175 for more information.*
- **Note:** The Planning Director may propose in the 2016 CRPA Budget that the number of hours be reduced from 30 hours per week to 20 hours per week for the part-time Staff Assistant position that is shared with 50%/50% with the CCMPO Budget. *Please see page 174 for more information.*
- **Note:** During 2016, the Planning Director will be discussing with the municipal managers the concept of implementing in 2017 a fee to reimburse the CRPA for the costs it includes to review Development of Regional Interest (DRI) application. The fee, if approved, would be paid by the applicant, collected by the municipality, and reimbursed to the CRPA to offset its costs. *Please see page 175 for more information.*
- **Note:** Ms. DJ Liggett, CRPA Senior Planner and COG employee since 1985, will retire on January 3, 2016. About one third of her time is committed to Halfmoon Township Local Planning, with the balance dedicated to regional planning.

### Centre County Metropolitan Planning Organization

- **Note:** Planning staff may propose in the 2016 CCMPO Budget that the number of hours be reduced from 30 hours per week to 20 hours per week for the part-time Staff Assistant position that is shared with 50%/50% with the CRPA Budget. *Please see page 190 for more information.*
- **Note:** The CCMPO has been notified by Benner Township of its possible intent to withdraw from the program as a voting member effective January 1, 2016. In 2015, Benner Township contributed \$8,728 to the CCMPO. In the notification, Benner Township stated that it was reserving the right to retract the notice after preparing its 2016 Budget. *Please see pages 190-191 for more information.*
- **Note:** Planning staff has held discussions with PennDOT about the possibility of using a portion of project funds on the Transportation Improvement Program (TIP) to reimburse the CCMPO for staff expenditures on large complex projects such as the Route 322/144/45 Corridors Project. *Please see page 191 for more information.*
- **Note:** During 2016, the CCMPO will be discussing with its member organizations the concept of developing or updating a 2017 fee structure that would permit the financial value of the staff time committed to reviewing the transportation impacts of

rezoning applications and development plans. The fee, if approved, would be paid by the applicant, collected by the municipality, and reimbursed to the CRPA to offset its costs. *Please see page 191 for more information.*

### **Fire Protection – Operating**

- **Note:** Expenditures not related to insurance or personnel are expected to remain flat with the exception of higher utility costs at the College Township Fire Station because of a change in the allocation of costs proposed by College Township.

### **Fire Protection – Capital**

- **Should** \$695,000 be budgeted to replace Engine 513, a 1996 KME pumper? The exact costs will depend upon timing and terms and conditions at the time that it is actually ordered. In recent years, the COG has chosen to save costs by pre-paying the full amount of the cost of vehicles as well as making purchases through the Pennsylvania Co-Stars system. Municipal and Penn State University contributions to the Fire Capital Budget are expected to remain flat for 2016. *Please see page 208 for more information.*

### **Parks and Recreation – Operating**

- **Should** funds be budgeted for the advertising, interviewing, and the relocation of a new Parks and Recreation Director? The current Director is retiring on August 31, 2016 after 19 years of service. The estimated combined cost of these expenses is \$43,000. In addition, the current Director waives health insurance, and if the new Director does not, then additional funding will be needed to cover that expense. It is proposed that for 2016, any additional health insurance premiums be paid from the COG's Insurance Reserve Budget. *Please see pages 220-221 for more information.*
- **Note:** During 2015, one of the three full-time CRPR front office staff positions was reduced (as a result of a resignation) to a 20 hour/week position with no benefits. This change was made possible through the Agency's efforts to encourage more people to register for programs, camps, and pool memberships on-line instead of paying for them in person at the COG Building. *Please see page 221 for more information.*

### Parks and Recreation – Capital Equipment

- **Should** the following equipment acquisitions (totaling \$169,000) be funded through the Parks Equipment? These proposed acquisitions are identified in the 2016 to 2020 COG Capital Improvement Plan. *Please see page 231 for more information.*
  - Replace Toro 4500-D 10' Cut Mower #177 \$60,000
  - Purchase Ford F-350 Dump Truck Chassis #197 \$30,000
  - Purchase two 4WD Pick-up Trucks #198 & 199 \$60,000 total
  - Purchase a new Turf Overseeder Unit \$19,000
- **Note:** On May 18, 2015, a vehicular accident on Interstate 99 near the Shiloh Road Bridge occurred during which an Equipment Trailer, Toro Mower, and a Toro demo unit were damaged beyond repair. Given the estimated amount of \$3,850 that is anticipated to be paid on the depreciated value of the CRPR trailer and mowing tractor, the purchase of replacement units will be scheduled for 2016.

### Aquatics Program – Operating Budget

- **Note:** Expenditure items are expected to remain flat except for compensation rate adjustments for the lifeguards to make sure the pay is competitive with other local pools. *Please see pages 237-238 for more information.*

### Aquatics Program – Capital Budget

- **Should** an aquatic climbing wall be purchased for Welch Pool to enhance the recreational experience of the patrons and increase pool usage? The approximate cost of this new pool feature is \$27,000. *Please see page 243 for more information.*

### Senior Citizens' Center

- **Note:** The Centre Region Parks and Recreation Authority and the State College Borough have mutually agreed to an early termination date of August 31, 2015 for the Centre Region Senior Citizens' Center lease agreement. The regular ending date for the lease had been December 31, 2017. The Center is currently located on the first floor of the Fraser Street Parking Garage. The

two parties mutually agreed to the lease's early termination due to construction and accessibility concerns related to the construction of the Fraser Centre project that is across the street from the Senior Center.

The Authority rents 4,728 square feet of space at an annual rent of \$12 per square foot, or \$56,736 annually. This is a low rental rate for commercial real estate and is unlikely to be duplicated at other locations. The rent includes water and sewer service, snow removal, and pest control. CRPR staff has identified seventeen options for relocating the Center. The Authority has visited three sites, one of which appears to be promising in terms of size, location, and cost. The search is being conducted in conjunction with the Centre County Office of Aging, an organization that contributes to the cost of operating the Center.

Depending on the site option that is selected, 2016 rental and utility expenses for the Senior Center may increase. In addition, there may be renovation costs to ensure the new facility is compliant with accessibility codes. However, a new location is expected to attract a greater number of participants. Site options and costs will be discussed by the Authority and Finance Committee during the next several months and a recommendation should be available to share with the General Forum as part of the Summary Budget that will go before the elected officials in October 2015. *Please see pages 219 and 248-251 for more information.*

#### **Millbrook Marsh Nature Center**

- **Note:** Ms. Holly Hetrick, the Nature Center Supervisor since 2003, resigned to accept a position with the Schlow Centre Region Library. On an interim basis, the vacant position will be filled by Ms. Melissa Freed, the current Program Coordinator. *Please see pages 221 and 260 for more information.*

#### **Regional Parks Capital Fund**

- **Should** funds be budgeted to construct a new Centralized Parks Maintenance Building in 2015/2016? The construction of this facility is contingent upon the development of Whitehall Hall Regional Park. If the project is bid in late 2015 or early 2016, construction could begin a few months later. When the member municipalities discussed this project, there was an informational agreement that they would contribute approximately \$2.5 million to the project, but the project budget has not been approved by the General Forum. The project would likely be funded by a bank loan to the Parks and Recreation Authority with the repayment guaranteed by the member municipalities. *Please see pages 269-277 for more information.*
- **Note:** Funding will be included in the 2016 COG Budget to begin the construction of the Whitehall Road Regional Park. Phase I costs appropriated in the COG budget total \$5,546,000, including an approved \$300,000 state grant. The awarding of bids is dependent on numerous items, including: the preparation of construction documents, and obtaining Ferguson Township's approval of the land development plan, which requires a commitment by the adjoining property owner to provide road access


and utilities to the Park. During the June 12, 2014 joint meeting between the COG Parks Capital Committee and the Parks and Recreation Authority, the project's design professional expressed concern about the adequacy of the proposed project budget. It was noted that inflation has increased the cost estimates that were prepared in 2011. In addition, the costs for addressing land development requirements are higher than originally estimated. Considering the experience at Oak Hall Regional Park, grading and stormwater management expenses are likely to be higher than initially believed. *Please see pages 269-277 for more information.*

- **Note:** COG staff has the sense that there is not unanimous municipal support for proceeding with the Phase II development of the three regional parks at this time.

After 46 years of public service, the COG, similar to its six municipal members, is profoundly different than it was in 1969. Based on the updated 2010 U.S. Census, the Centre Region's population has increased 75% from 53,795 to 94,277 individuals – a change of 40,482 residents. Billions of dollars in new commercial and residential construction have been spent. The basis of the local economy has shifted, and surface and air transportation systems have greatly improved. Additionally, state government has added many more requirements for its municipalities to follow and the residents' expectations for public services are higher. Because of the investments in time and resources that have been made in the COG, the municipalities have been able to keep pace with these changes, and in most cases, stay ahead of them.

The COG provides a forum for all of the elected officials from the six member municipalities to sit down together and discuss how to accommodate these changes in a cost effective manner that protects and hopefully improves the quality of life for our residents. Finding shared solutions to common problems is not easy, but as the successes identified in the *2016 Program Plan* will confirm, we can do it!

Respectfully submitted,



James C. Steff  
COG Executive Director

THIS PAGE IS INTENTIONALLY LEFT BLANK

## OVERVIEW OF THE CENTRE REGION COUNCIL OF GOVERNMENTS

### MISSION

*As stated in the COG Articles of Agreement, “The overriding goal of the Centre Region COG is to improve the quality of life for the residents of the Centre Region in the face of increasing pressures due to economic and population growth. We believe that this goal can best be achieved through cooperative efforts by the regional municipalities. This involves combining our various resources to meet regional challenges that may be beyond our individual capabilities.”*

### COUNCILS OF GOVERNMENT

Councils of Governments are established by State Act 180, the *Intergovernmental Cooperation Law* (53 PA.C.S.A. Section 481 et. seq.) as amended. The main features of this legislation are:

- Municipalities can delegate any function, power, or responsibility to another municipality or to a newly created governmental unit (e.g. a COG).
- A Councils of Governments organization has no taxing power.
- A Councils of Governments organization has structure and its scope of services, method of municipal representation, and voting requirements are matters of local choice.

**A COG is not another layer of government.** It provides the means of communication, cooperation, and joint action in the interest of the municipalities, individually and collectively. Municipal officials make decisions that provide the Centre Region COG with direction on the services they are interested in receiving.

### INTRODUCTION

The Centre Region Council of Governments is a voluntary association of the State College Borough and College, Ferguson, Halfmoon, Harris, and Patton Townships. The service area is 150 square miles, and according to the most recent population estimate of 2014 by the US Census, the estimated population was 94,277 including students at the University Park Campus of The Pennsylvania State University.

The Centre Region COG was established on December 2, 1969 to perform the following functions:

- Provide a forum for discussing regional issues
- Produce cost-effective public services
- Promote coordinated land use and infrastructure planning
- Facilitate the exchange of information

The organizational structure and the duties of the Centre Region COG are defined by Articles of Agreement, which are adopted by ordinance by each of the individual municipalities. In addition, there are separate Articles of Agreement for each COG Agency, which define: Agency responsibilities, funding formulas, and terms of admittance and withdrawal.



COG services are offered as a “cafeteria” plan to the municipalities. Each community has the option to participate in some or all COG programs. This menu approach underscores the voluntary nature of the Centre Region COG. Table 1 below shows municipal participation for 2015.

2015 MUNICIPAL PROGRAM PARTICIPATION

| Program             | State College Borough | College Township | Ferguson Township | Halfmoon Township | Harris Township | Patton Township | Benner Township | Bellefonte Borough |
|---------------------|-----------------------|------------------|-------------------|-------------------|-----------------|-----------------|-----------------|--------------------|
| Administration      | ✓                     | ✓                | ✓                 | ✓                 | ✓               | ✓               |                 |                    |
| Parks & Recreation  | ✓                     | ✓                | ✓                 |                   | ✓               | ✓               |                 |                    |
| Planning            | ✓                     | ✓                | ✓                 | ✓                 | ✓               | ✓               |                 |                    |
| Fire Company        | ✓                     | ✓                | ✓                 |                   |                 | ✓               |                 |                    |
| Emergency Planning  | ✓                     | ✓                | ✓                 | ✓                 | ✓               | ✓               |                 |                    |
| Library             | ✓                     | ✓                | ✓                 | ✓                 | ✓               | ✓               |                 |                    |
| Refuse & Recycling  |                       | ✓                | ✓                 |                   | ✓               | ✓               | ✓               |                    |
| Code Administration | ✓                     | ✓                | ✓                 | ✓                 | ✓               | ✓               |                 | ✓                  |

Table 1. *Eight municipalities participate in various COG Programs.*

## ARTICLES OF AGREEMENT

A requirement of the Intergovernmental Cooperation Law is that a municipality may engage in intergovernmental cooperation with another local government “upon passage of an ordinance” by the affecting governing bodies. The ordinance must address the manner of funding the joint program, how real estate is to be acquired and managed, the method of providing benefits (including social security) for its employees, the program’s organizational structure, and the conditions for entering into the joint program.

The Centre Region municipalities comply with this requirement by adopting individual ordinances that include Articles of Agreement for each COG program. This document addresses all the issues identified by the Intergovernmental Cooperation Law in addition to conditions that may be approved by the municipalities. There are Articles of Agreement for the Centre Region COG as well as for each COG program except the Centre County Metropolitan Planning Organization (CCMPO), which is a county-wide organization. Articles of Agreement are developed by a COG Committee, referred to the General Forum for review and endorsement, and then forwarded to the individual municipalities for approval. The COG Articles of Agreement were last updated in November 2008.

Highlights of the Centre Region COG’s Articles of Agreement are:

- **Voting** – Most issues are decided by a majority vote of the General Forum. The exceptions are the acquiring property, borrowing more than 1.5 % of the budget, or amending the Articles of Agreement; these actions require a unanimous vote.
- **Committee Structure** – The standing committees of the COG are: Executive, Finance, Human Resources, Parks Capital, Public Safety, Public Services and Environmental, and Transportation and Land Use. COG Committees may decide to offer voting or non-voting membership to outside organizations (e.g. Penn State University and the Bellefonte Borough).
- **Executive Director** – The General Forum shall appoint an Executive Director who is responsible for: preparing the annual budget; appointing and discharging all COG employees (except Agency Directors whose appointment/dismissal requires the prior concurrence of the Executive Committee); serving as the General Forum “ex officio” treasurer and secretary; and proposing policies and programs for consideration by the General Forum.
- **Formula** – Costs for most COG programs are based on the three factors of the COG formula: population, assessed valuation of taxable property, and gross earned income. Some Articles of Agreements for individual COG programs identify other funding formulas. For instance, the costs for the regional library program are based on the %age of library items circulated to residents of each municipality relevant to total circulation.

## GENERAL FORUM

Under the COG *Articles of Agreement*, the policy-making body of the Centre Region COG is the General Forum, which is comprised of all of the elected officials (32 members) from the six Centre Region municipalities. The General Forum establishes the COG's budget and major policies for the programs approved by the participating municipalities. At General Forum meetings, each municipality has one vote; the chair may use a voice vote of the majority of those present to pass motions and resolutions. Meeting dates for the General Forum are advertised in the *Centre Daily Times*. Meetings can be viewed through C-NET on Channel 7 or on the C-NET website at <http://www.cnet1.org>, and agendas are available on the COG website at <http://www.crcog.net>. Any member of the General Forum has the right to call for a unit vote by each municipality on any issue being voted upon at any time. The Pennsylvania State University has a non-voting designated representative to the General Forum. A non-voting liaison to the State College Area School District is also designated. Each receives General Forum meeting agenda packets.

THIS PAGE IS INTENTIONALLY LEFT BLANK

### Revenue by Type - Parks Agency

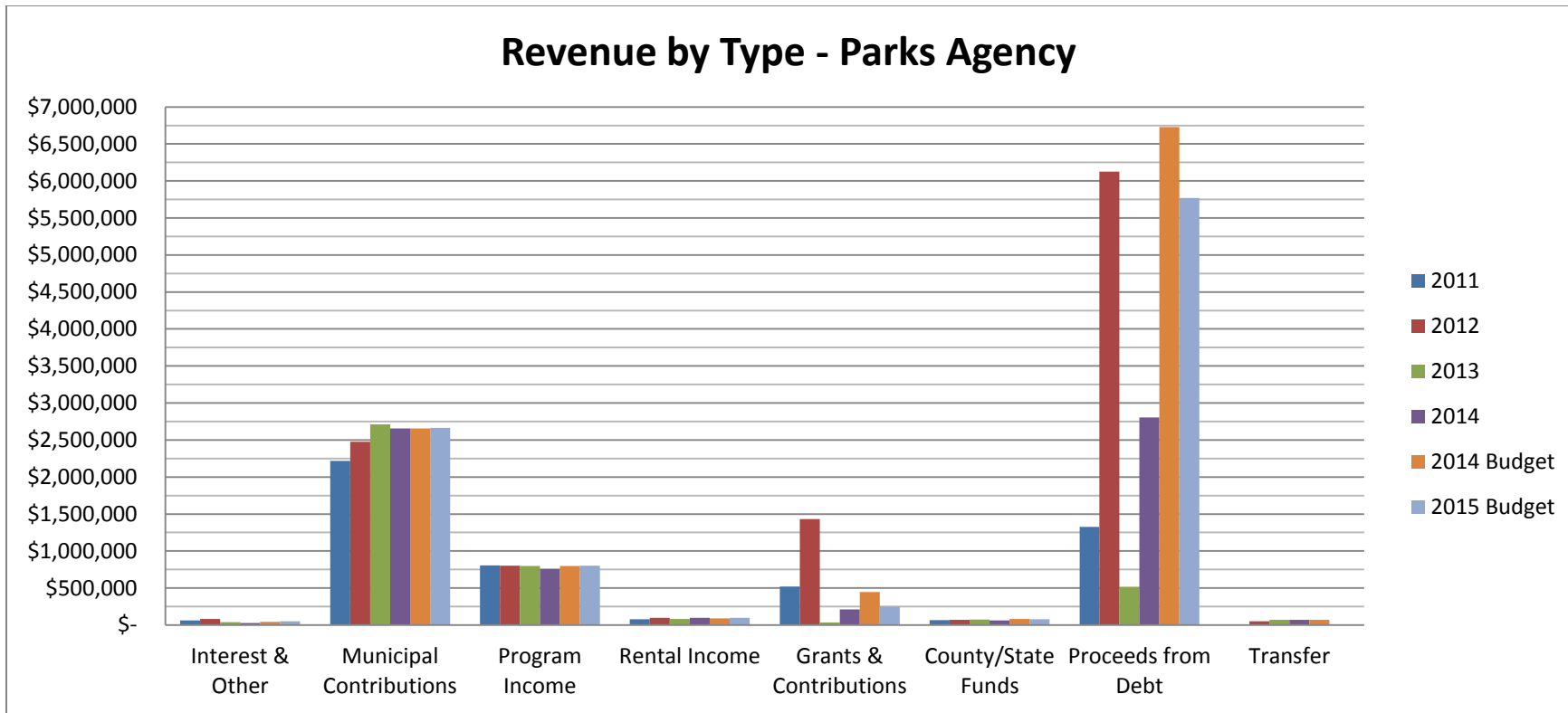


Figure 3. Municipal Contributions for the Parks Agency as a whole have increased from approximately \$2.216 million in 2011 to approximately \$2.665 million in 2015. Much of this increase is due to borrowing the municipalities approved for the development of the three regional parks.

## Expenditures by Type - Parks Agency

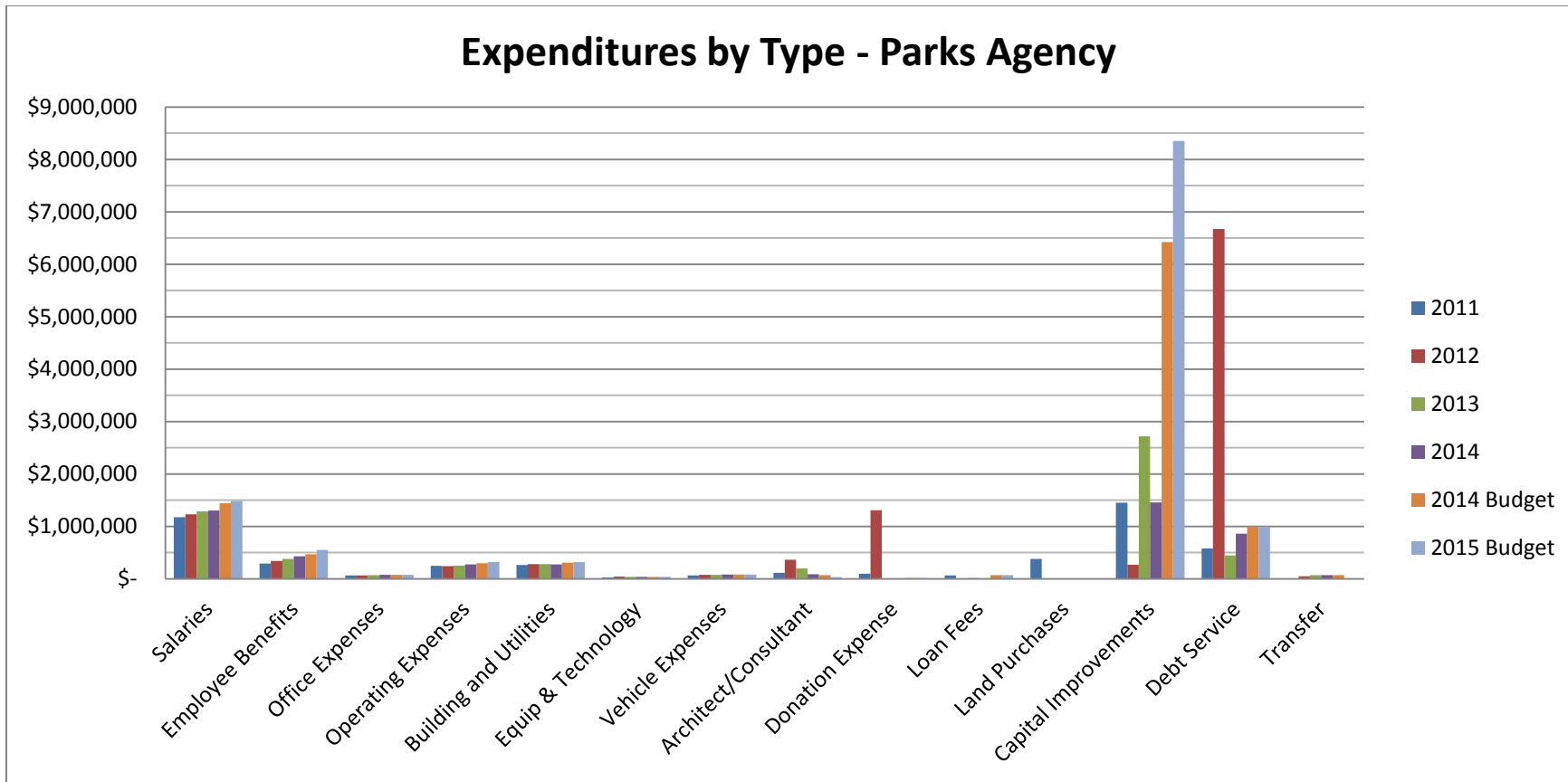


Figure 4. The largest expenditures related to the Parks Agency are salaries, benefits, capital improvements, and debt service. The one year increase in donation expense reflects the contribution of funds from COG to CRPRA associated with the development of the Oak Hall and Whitehall Road Regional Parks. 2013-2016 appear to be the primary construction years in the development of the regional parks. For more detailed information, please refer to the programmatic sections of the Parks and Recreation Agency Budgets.

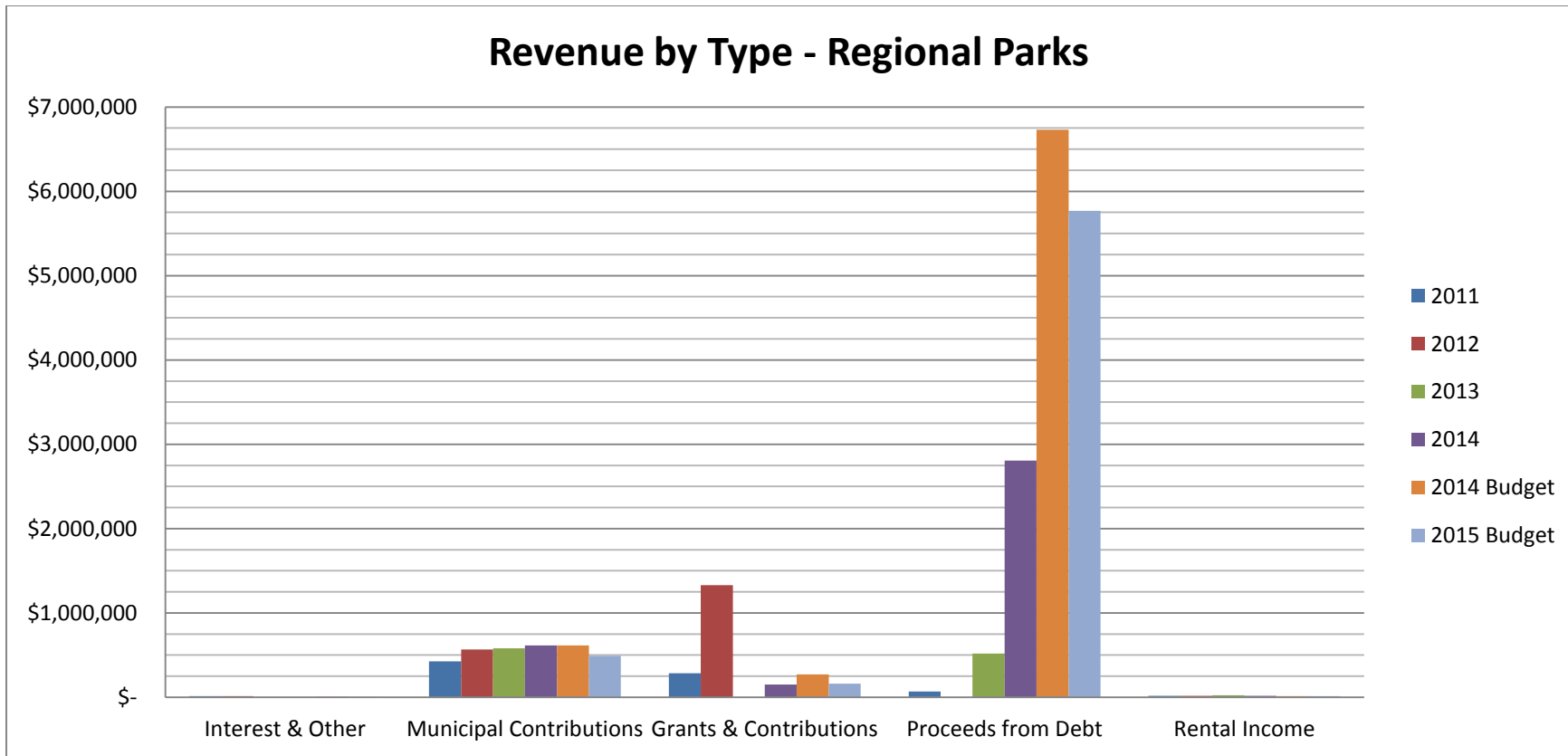


Figure 5. *Municipal contributions for regional parks were between \$350,000 and \$425,000 between 2007 and 2011. Beginning in 2012, municipal contributions increased to \$566,000, then decreased to \$534,000 in 2013 based upon the debt service repayment. Beginning in 2015, the municipalities began seeing savings related to the 2012/2013 renegotiation of the loan. Grants and contributions increased in 2012 due to the contribution of funds from COG to CRPRA associated with the development of the Oak Hall and Whitehall Road Regional Parks. Similarly, proceeds from debt increased substantially in 2014.*

## Expenditures by Type - Regional Parks

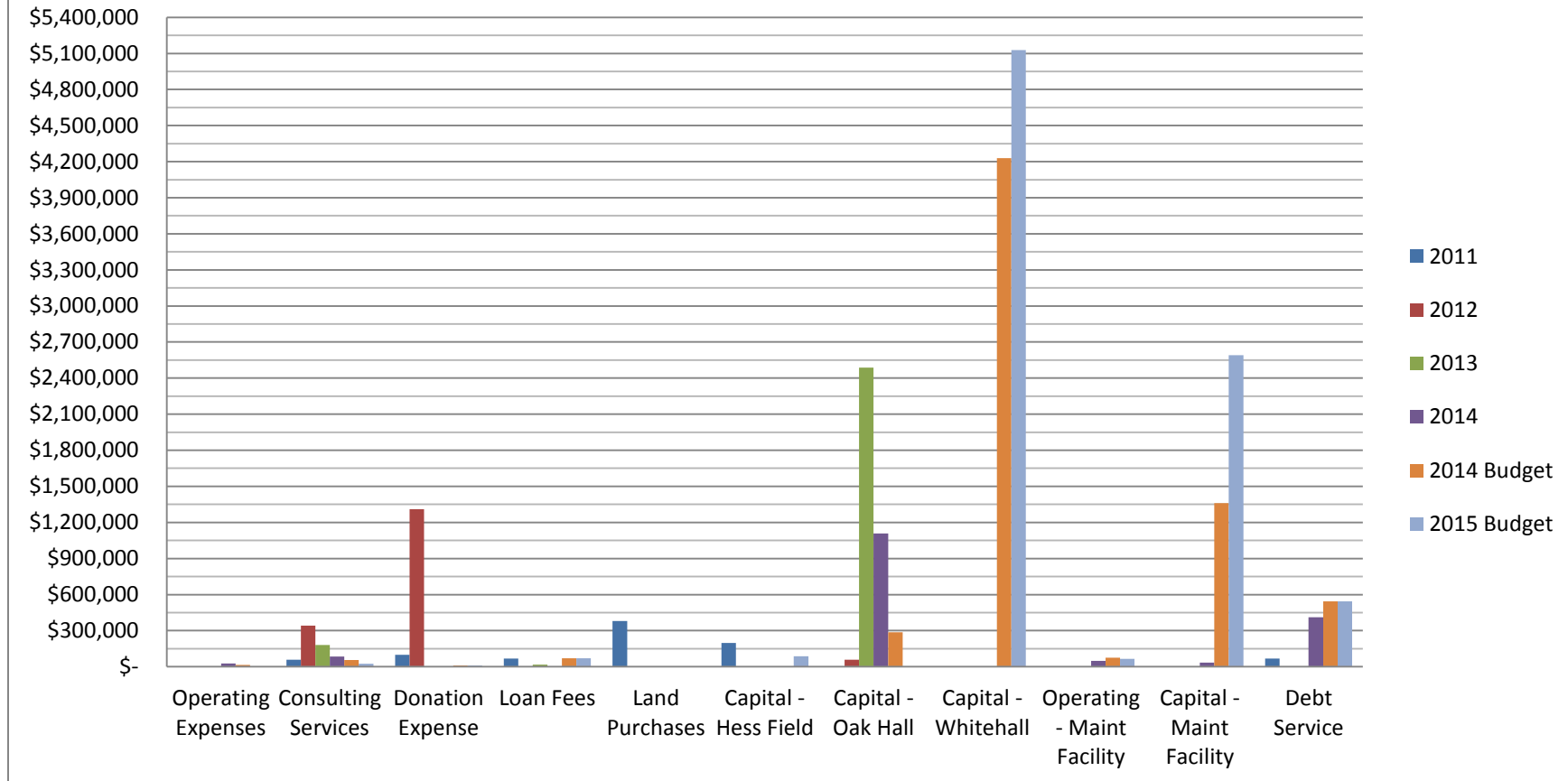


Figure 6. The high donation expense for 2012 reflects the transfer of funds from the COG Regional Parks budget to the CRPRA Regional Parks budget associated with the development of the Oak Hall and Whitehall Road Regional Parks. The other large expenditures relate to the commencing of construction activity at the Oak Hall and Whitehall Road Regional Parks, the new Centralized Parks Maintenance Facility, and the commencing of paying debt service.

## Revenue by Type - Parks Operating & Capital

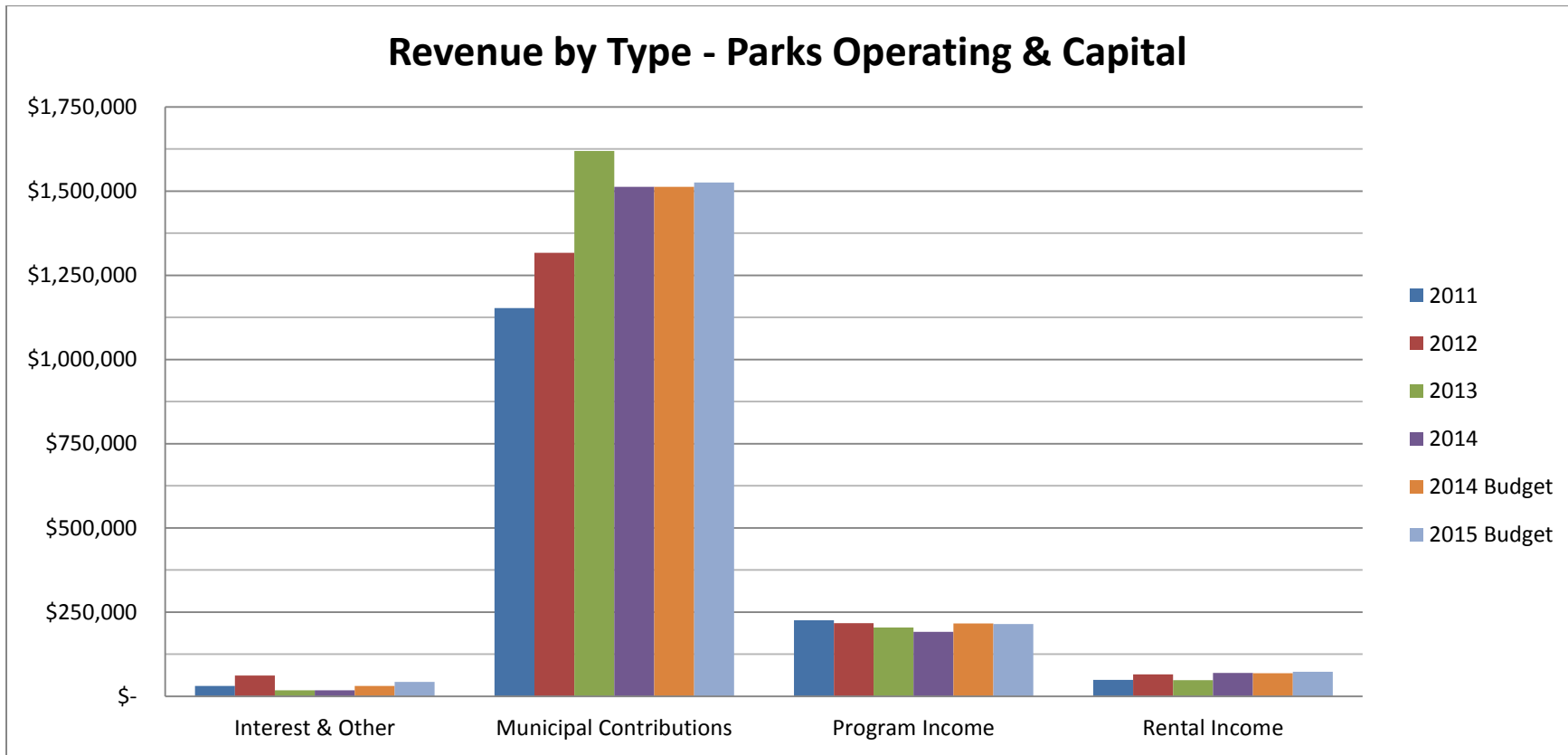


Figure 7. Municipal contributions for parks operations and capital have been stable since 2013. This stability has come from reduced maintenance salaries expense and staff turnover and reductions.

## Expenditures by Type - Parks Operating & Capital

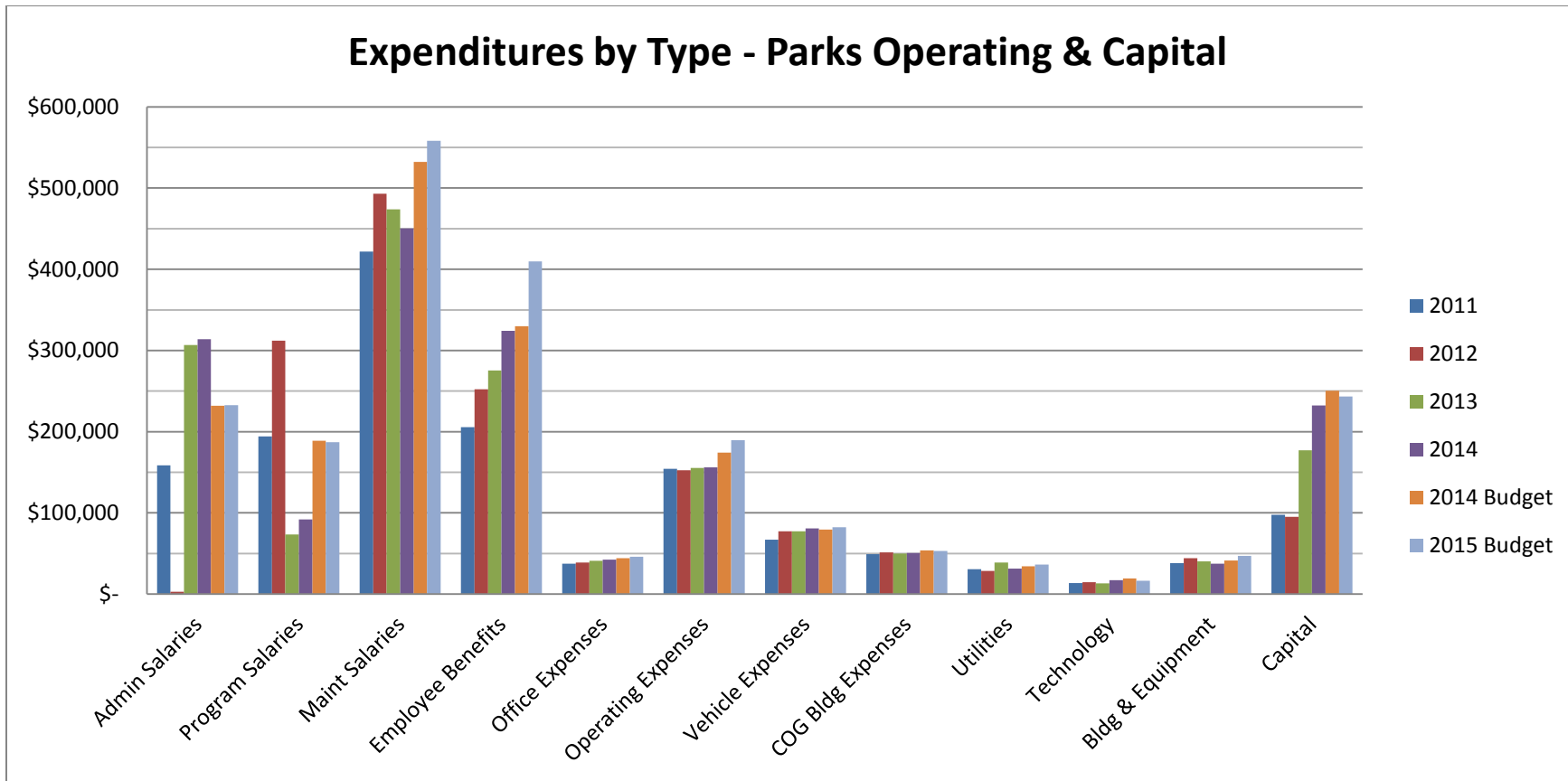


Figure 8. The largest expenditures for these funds are salaries, benefits, operating, and capital costs. The largest increase is due to maintenance salaries and employee benefits and capital expenditures.

## Revenue by Type - Aquatics

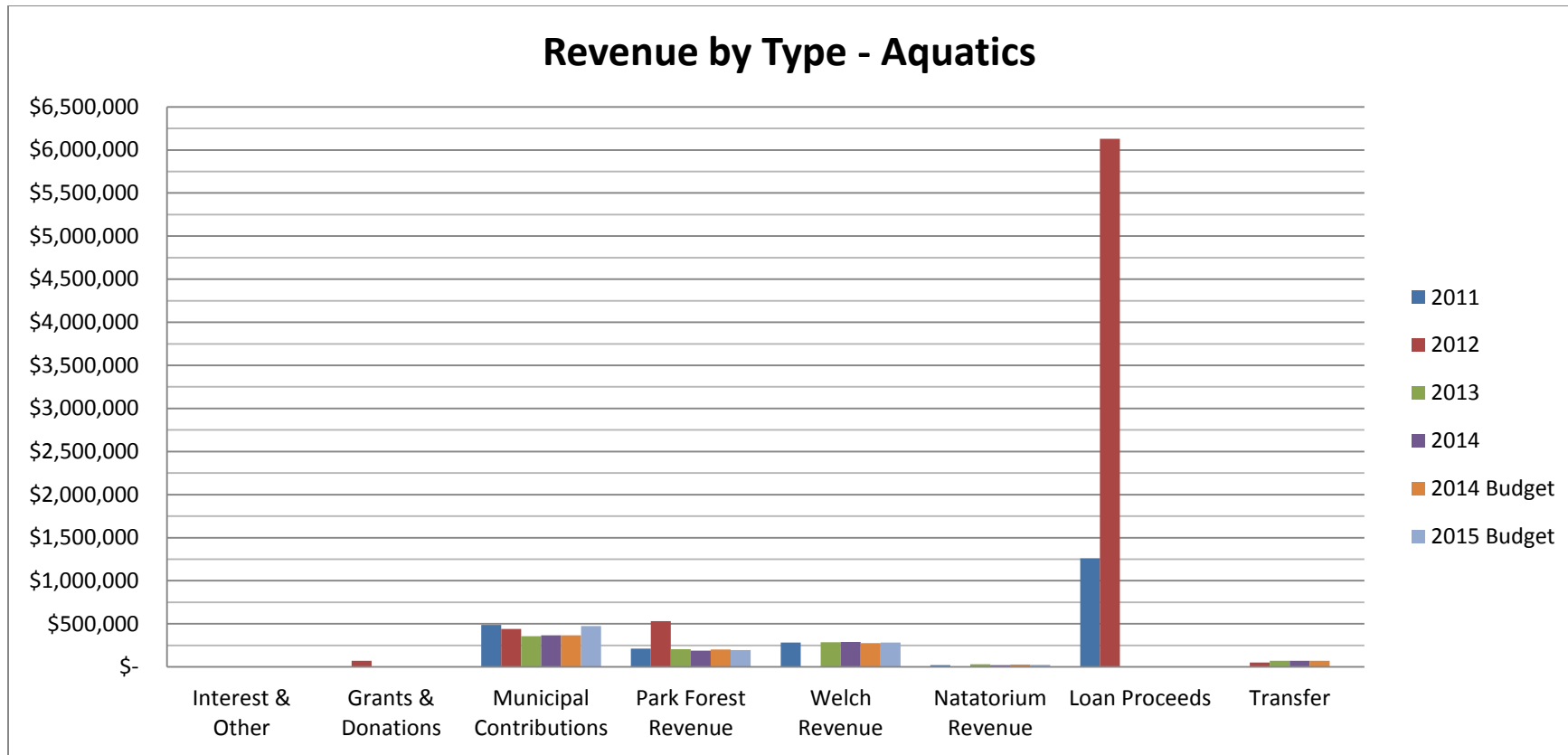


Figure 9. In 2008, the municipalities approved a \$7.9 million loan with annual debt service payments of approximately \$600,000. The goal was for the pools to operate as self sufficient. The investment in reconstruction has paid off with the pools being financially self sustaining for operations, including contributions toward the debt service obligation. The 2013-2014 transfer contributions were \$70,000 per year. The contributions coupled with the savings realized due to refinancing has meant a 40% reduction in the amount of municipal contributions agreed to in 2008. Loan proceeds, grants, and donations reflect the capital investment in the reconstruction projects at both Welch and Park Forest pools.

## Expenditures by Type - Aquatics

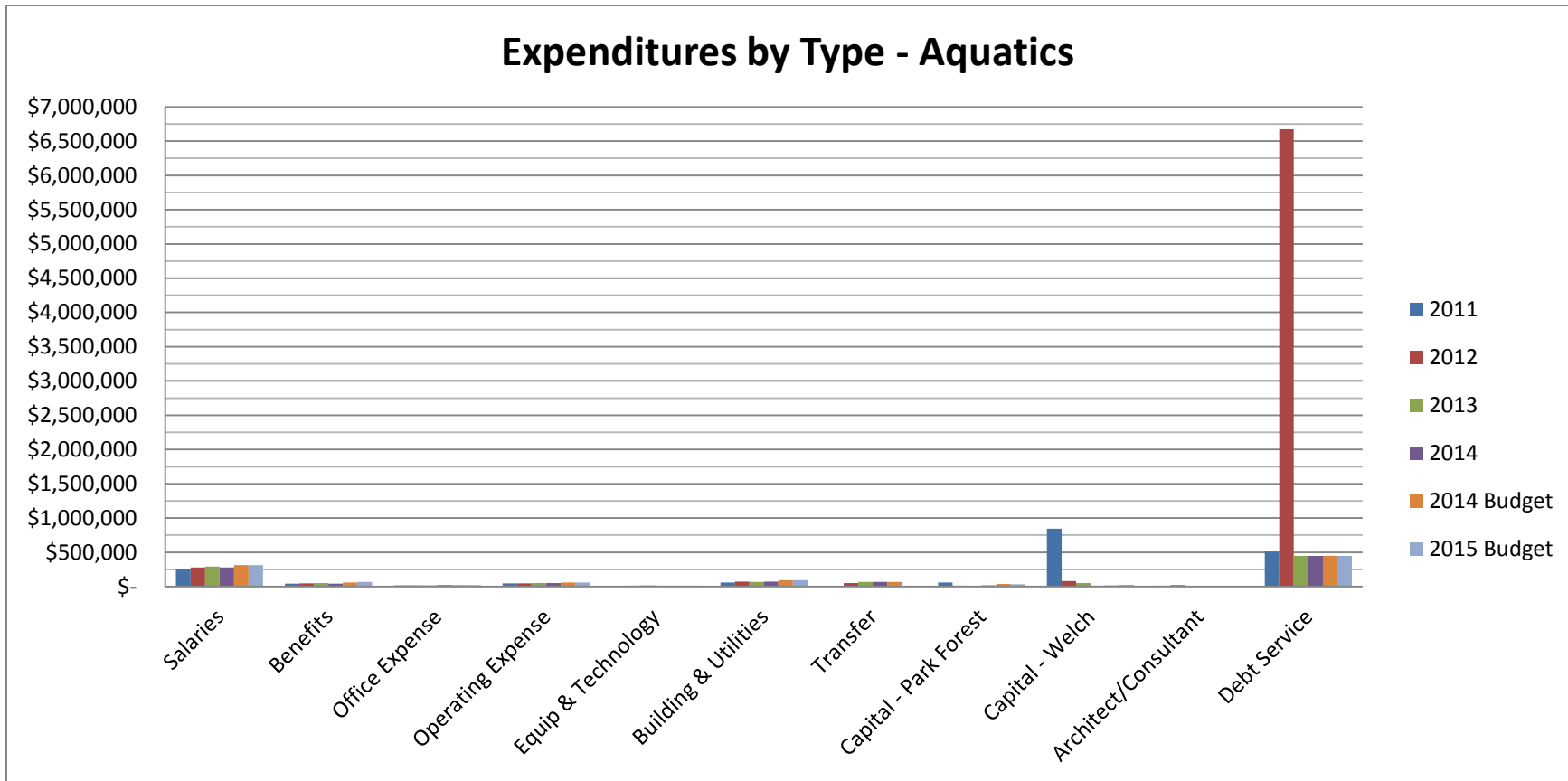


Figure 10. Major expenditures include the capital investment in the reconstruction of the two pools and the associated debt service related to that reconstruction project. The debt service reflects the investment made in these pools. The refinancing of the pools loan in 2012 saved over \$650,000 in interest over the life of the loan. This has cut the municipal debt service obligations by approximately \$40,000 (10%) per year through 2028.

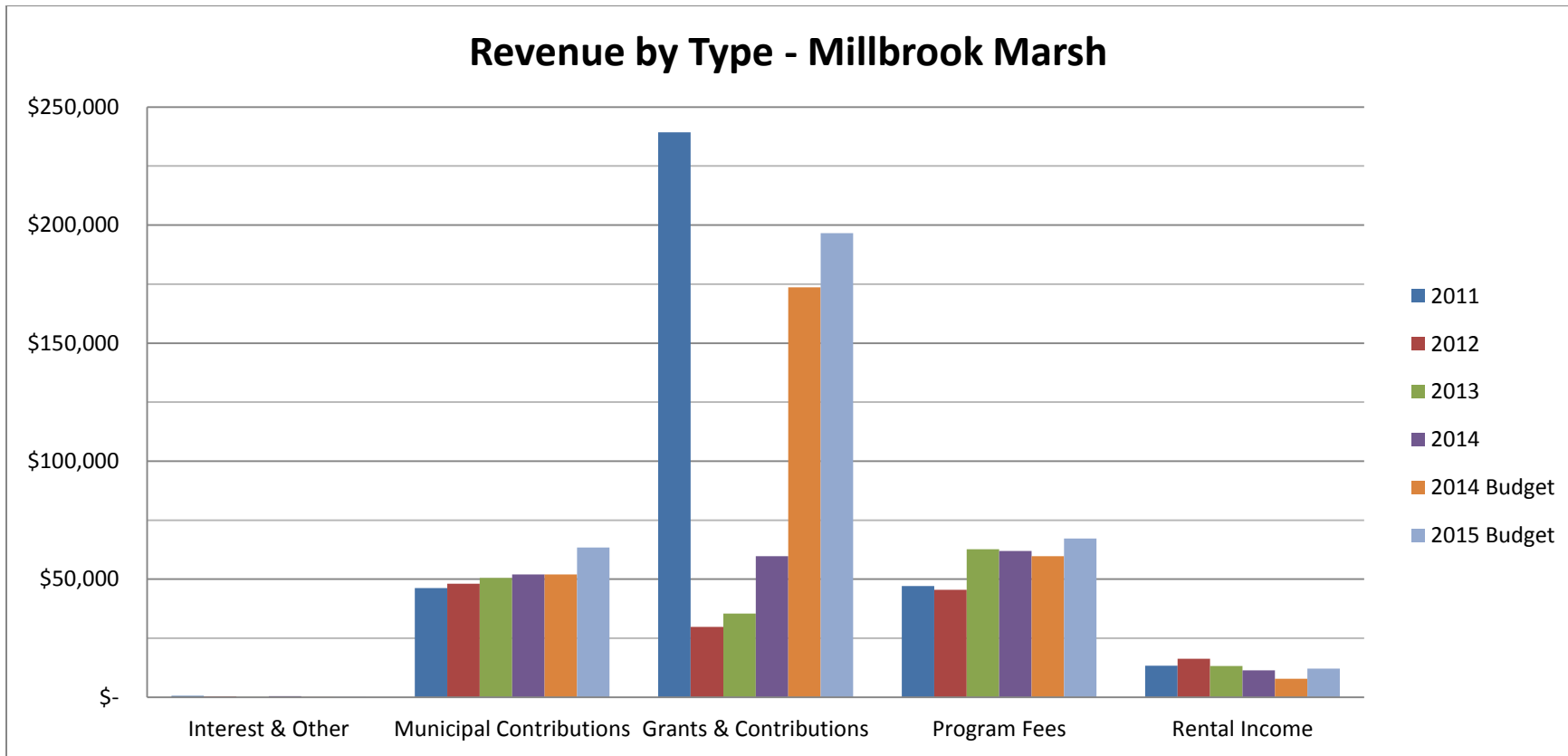


Figure 11. Grants and contributions primarily reflect monies donated to construct Phase 1 of the Spring Creek Education Center which opened in 2011. On the operating side prior to the 2014 budget, the two major sources of income for MMNC were municipal contributions and program fees. In the 2014 budget year, the Millbrook Marsh Nature Center is attempting to add a third source of revenue through private donations. The 2015 Budget assumes the construction of a parking lot financed through private donations and a DCNR grant.

## Expenditures by Type - Millbrook Marsh

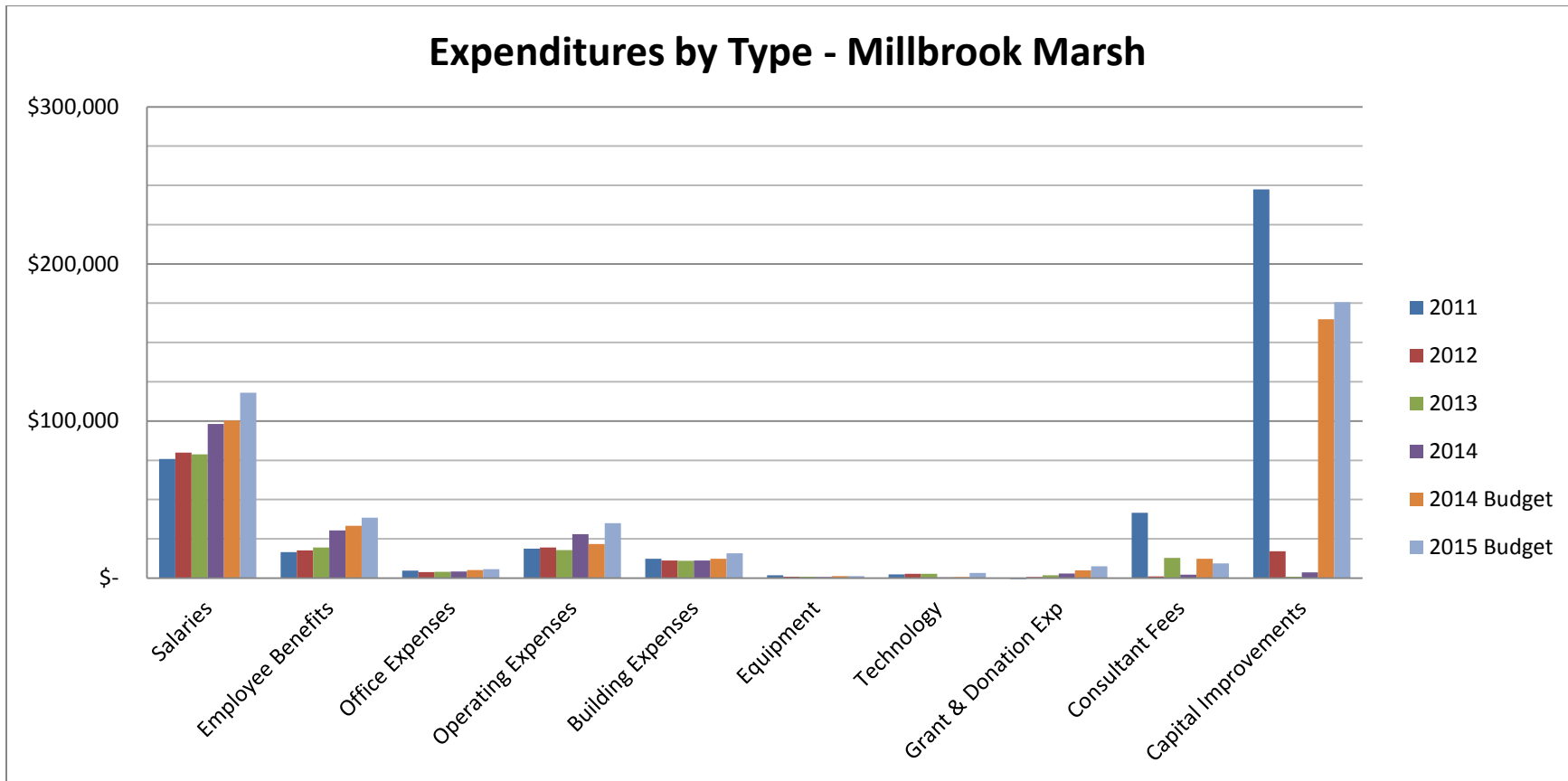


Figure 12. The largest expenditures for MMNC are salaries and the construction of the Spring Creek Education Building in 2010-2011 and the planned construction of a parking lot to serve the facility. Salaries have steadily increased since 2009, primarily due to the addition of programmatic staff. Program staff are a critical factor in providing the level and scope of services at the MMNC. Other expenditures have been kept low during this period of growth.

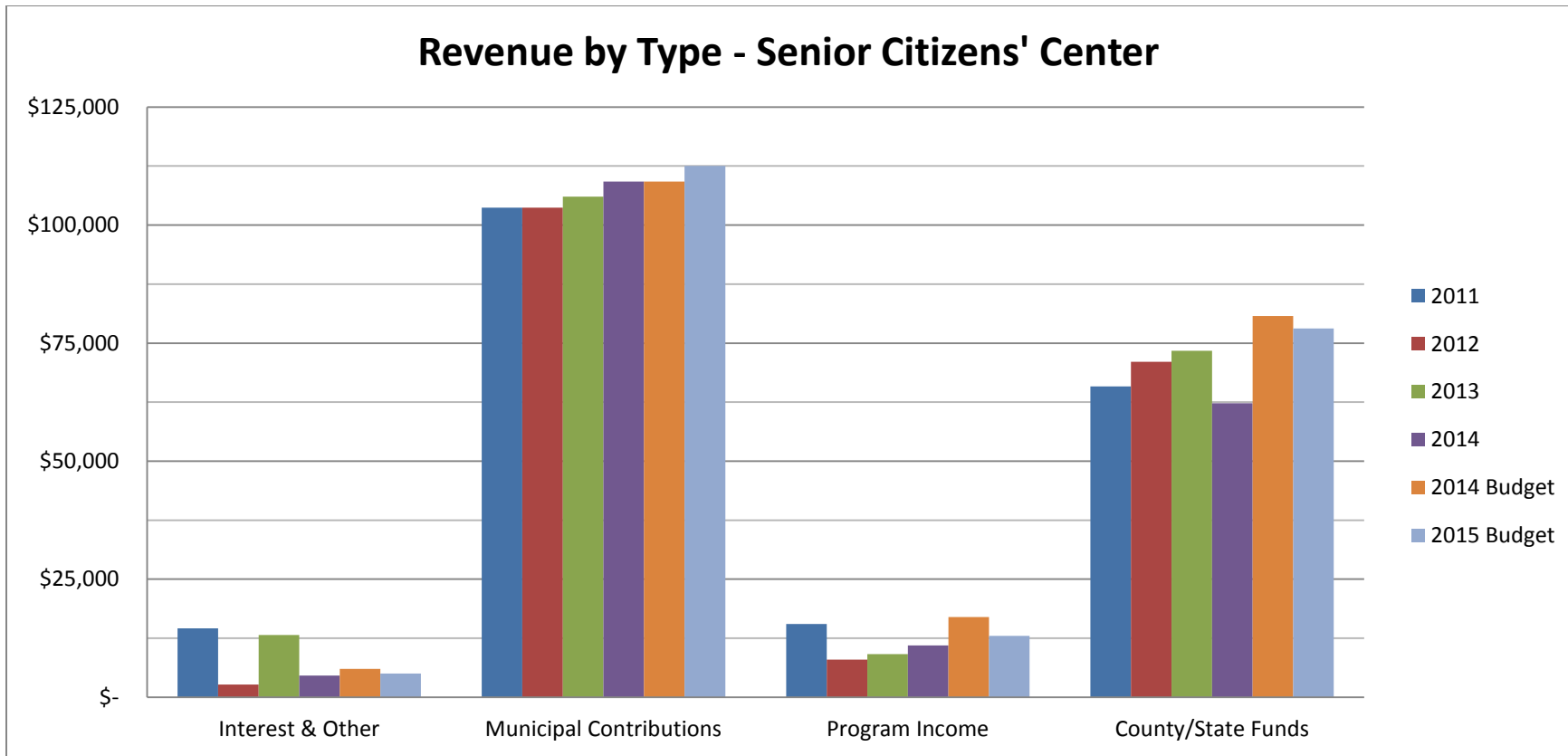


Figure 13. *The primary sources of revenue for the Senior Center are municipal funding and county/state funds. Municipal funding has remained fairly constant.*

### Expenditures by Type - Senior Citizens' Center

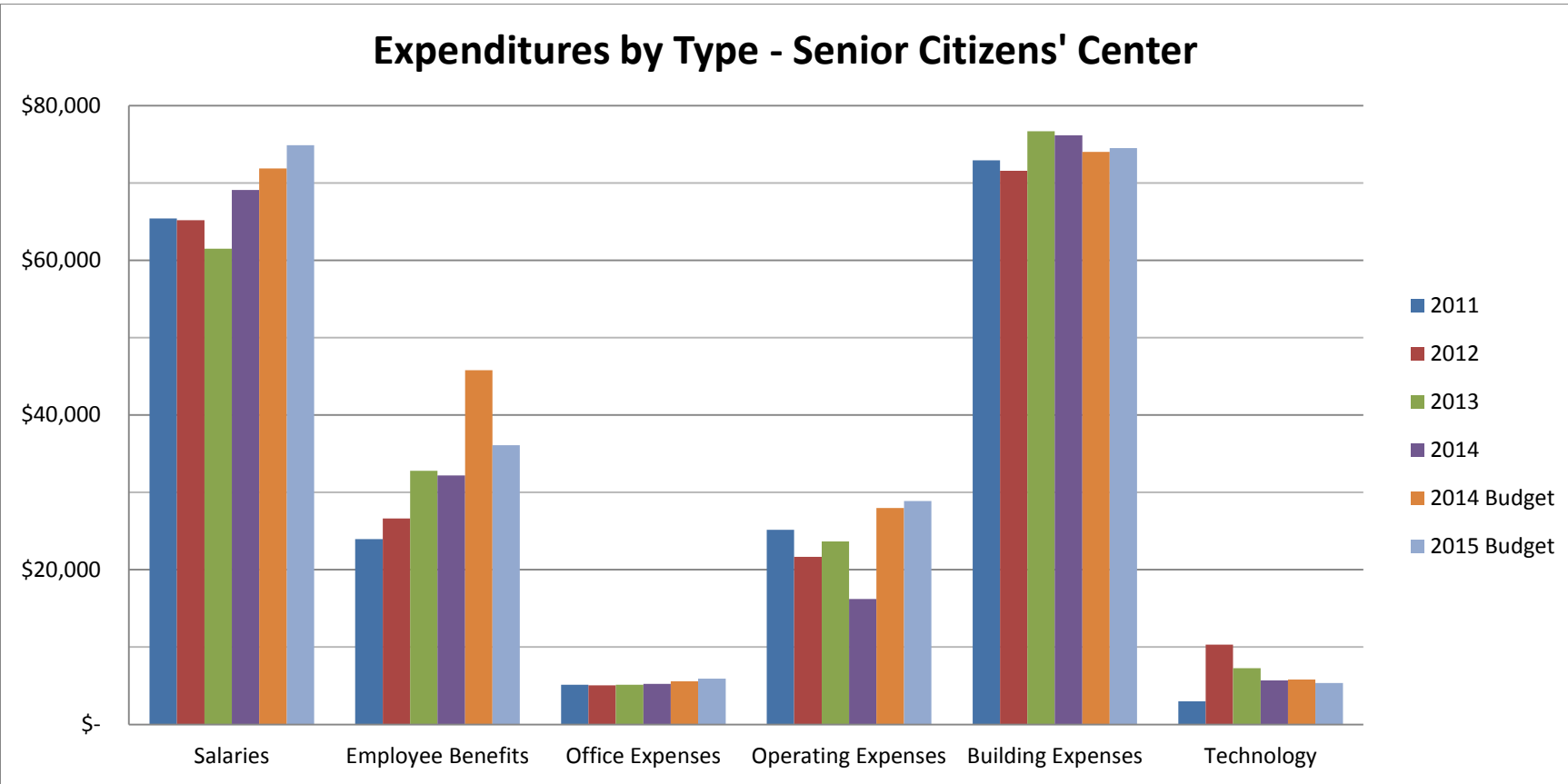


Figure 14. The major expenditures associated with the Senior Center are salaries, benefits, operating expenses and building expenses. The decrease in salaries is associated with the changeover in the Senior Center Supervisor in 2010, 2013, and again in 2014. The increase in building expenses is primarily due to an increase in rent and subcontracting the janitorial duties. In 2015, the Senior Center (via the CRPR Authority) mutually agreed to terminate the lease with the State College Borough. A new site is currently being identified.

### Park Acreage Maintained by Year - Parks Agency

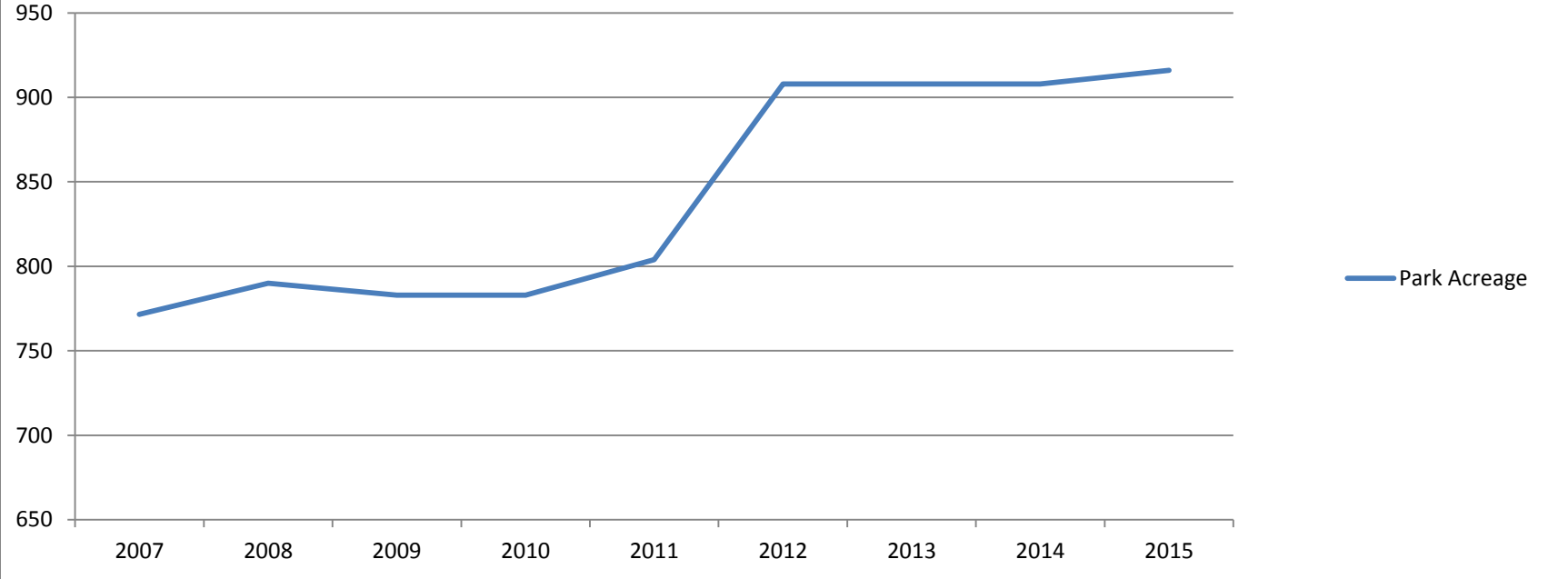


Figure 15. Park acreage maintained by the Parks Agency has increased by 16% since 2009. The change from 2011 to 2012 primarily relates to the addition of Bernel Road Park (75 acres).

### Revenue by Type (Operating & Capital) - Fire

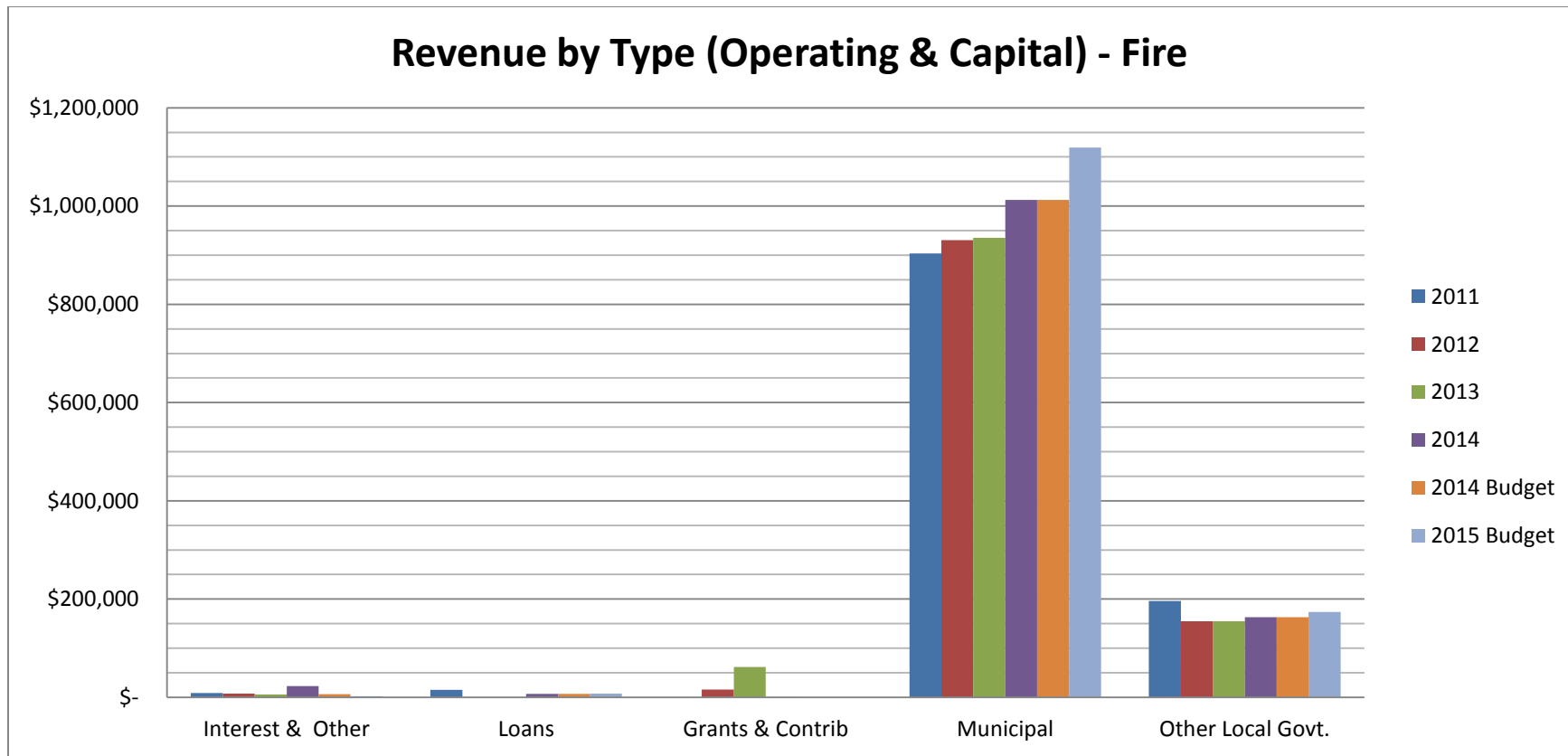


Figure 16. The primary sources of revenue for the Fire Agency are municipal contributions and from the Pennsylvania State University. Municipal contributions and other local government revenue increased in 2014, which was primarily due to workers' compensation premiums and the hiring of a training officer scheduled for the fourth quarter of 2014.

## Expenditures by Type Excluding Capital - Fire

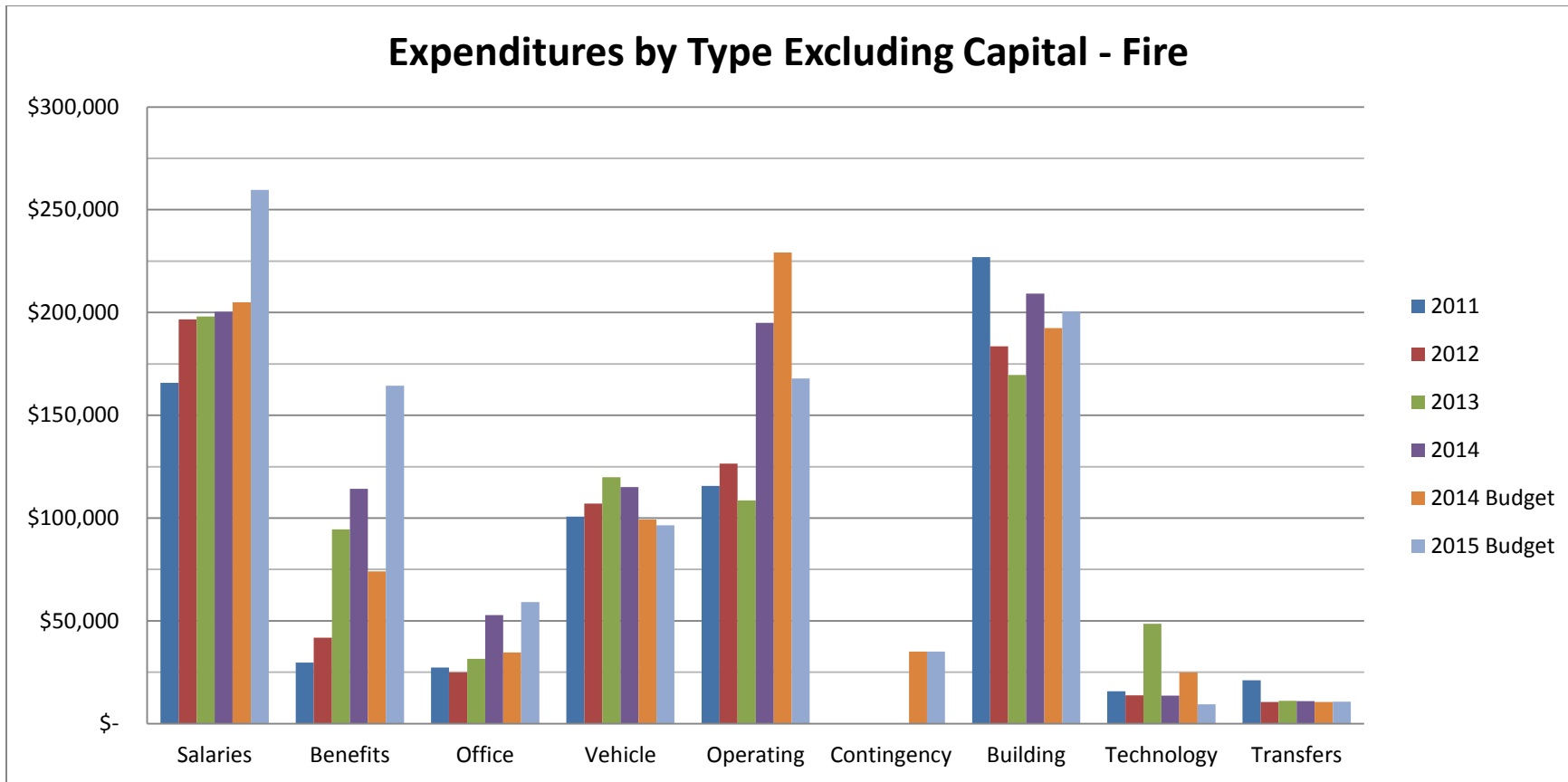


Figure 17. The largest costs for the Fire Agency are salaries, vehicles, operating, and building expenses. Salaries and benefits increased from 2012 to 2015 because staffing was expanded. Vehicle expenses have remained consistent since 2011, and operating expenses increased in the 2014 budget largely due to an increase in volunteer stipends, higher insurance premiums, and recruitment efforts to maintain the Fire Department’s volunteer makeup. Building expenses have been variable, and in recent years increasing, due to the replacement of the heating system, emergency generator, and other large projects.

## Expenditures by Type (Operating & Capital) - Fire

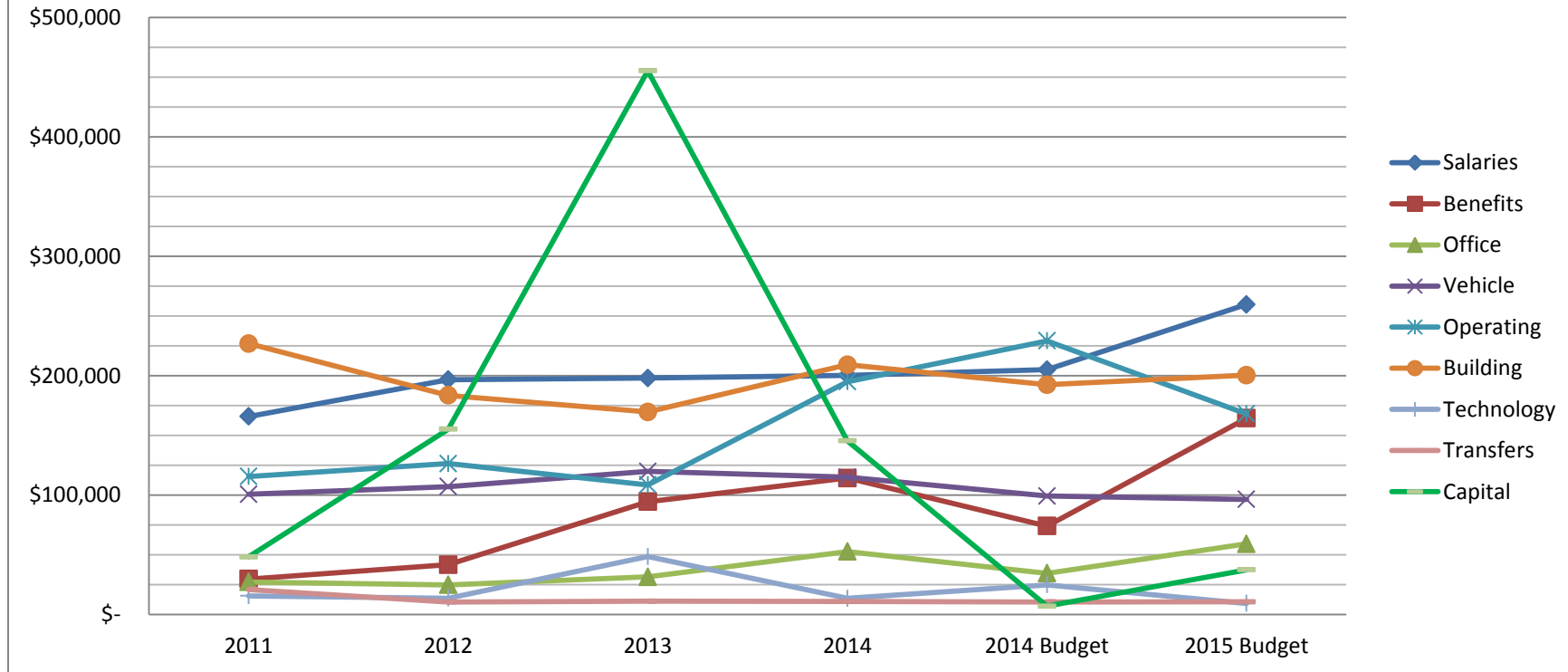


Figure 18. The largest and most variable costs are capital purchases. In 2009 and 2010, the Fire Capital Budget purchased two large aerials/quints which account for the high expenditure amounts. In 2013, \$395,000 was budgeted and approximately \$377,000 was spent to replace the 1991 International tanker. An unplanned replacement of the Sutphen aerial apparatus occurred in 2015. The next major planned capital purchase is the replacement of a pumper in 2017.

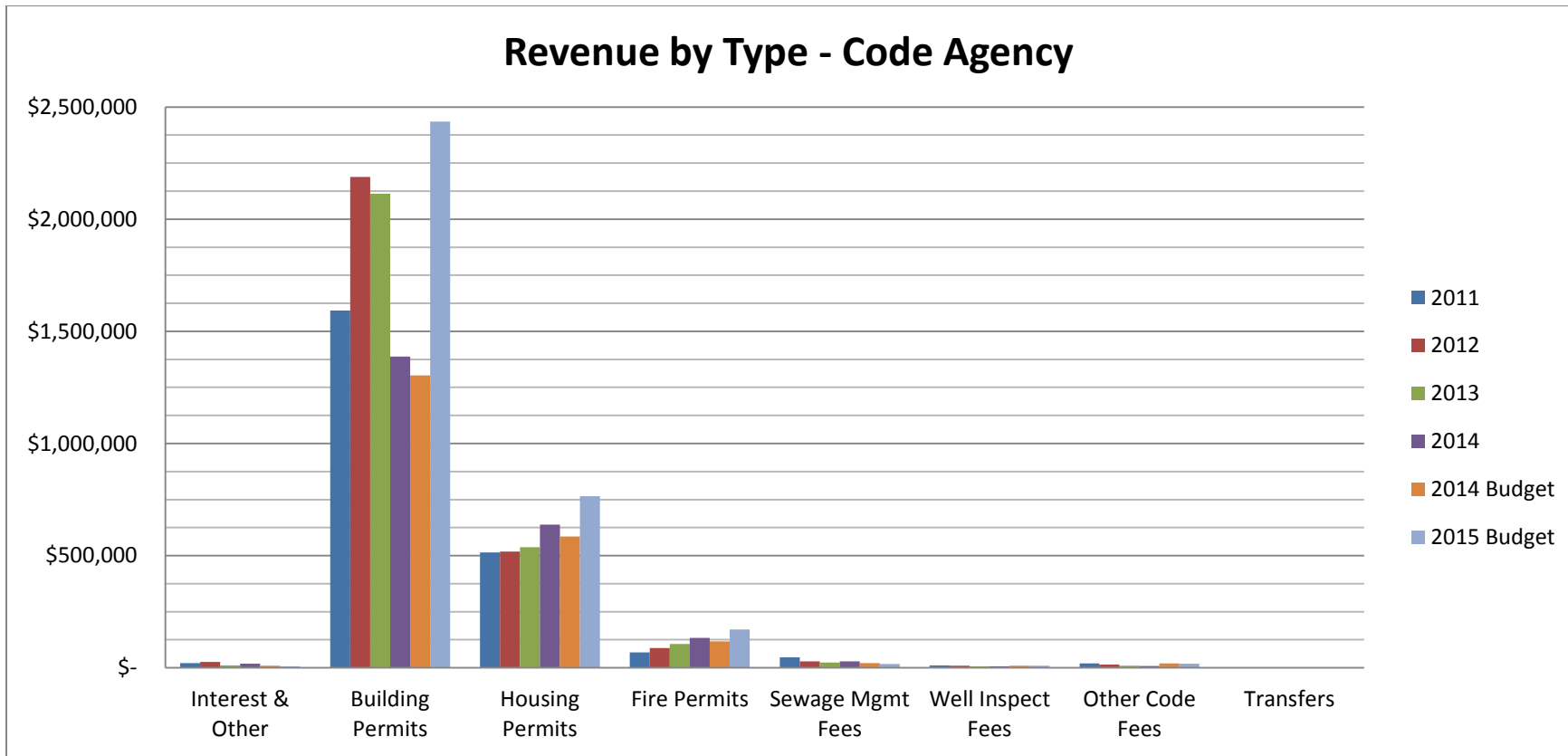


Figure 19. The CRCA is not a taxpayer supported program. Its two major sources of revenue are Building Permits (through the New Construction Program) and Rental Housing Permits (through the Existing Structures Program). Building permits are expected to increase in 2015 with multiple large projects such as the new high school, CATA Building, and downtown high rise projects.

## Expenditures by Type - Code Agency

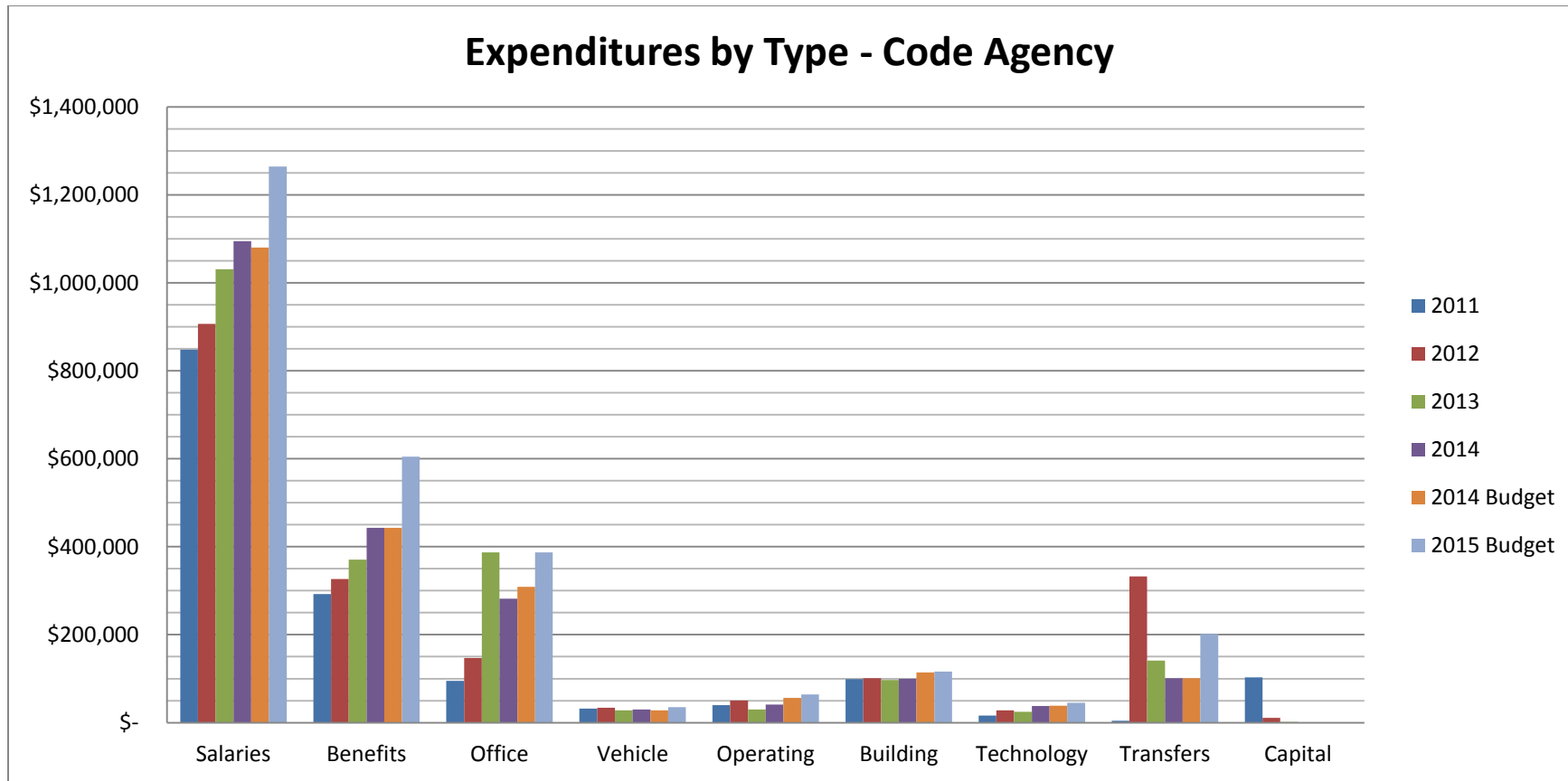


Figure 20. Salaries, benefits and transfers are the largest expenditures for the Code Agency. Salaries and benefits have been steadily increasing since 2010. Transfers increased in 2012 with the creation of the Code Capital Fund to finance future capital purchases. In 2013, office expenses increased related to the purchase of the Tyler “Software as a Service” system.

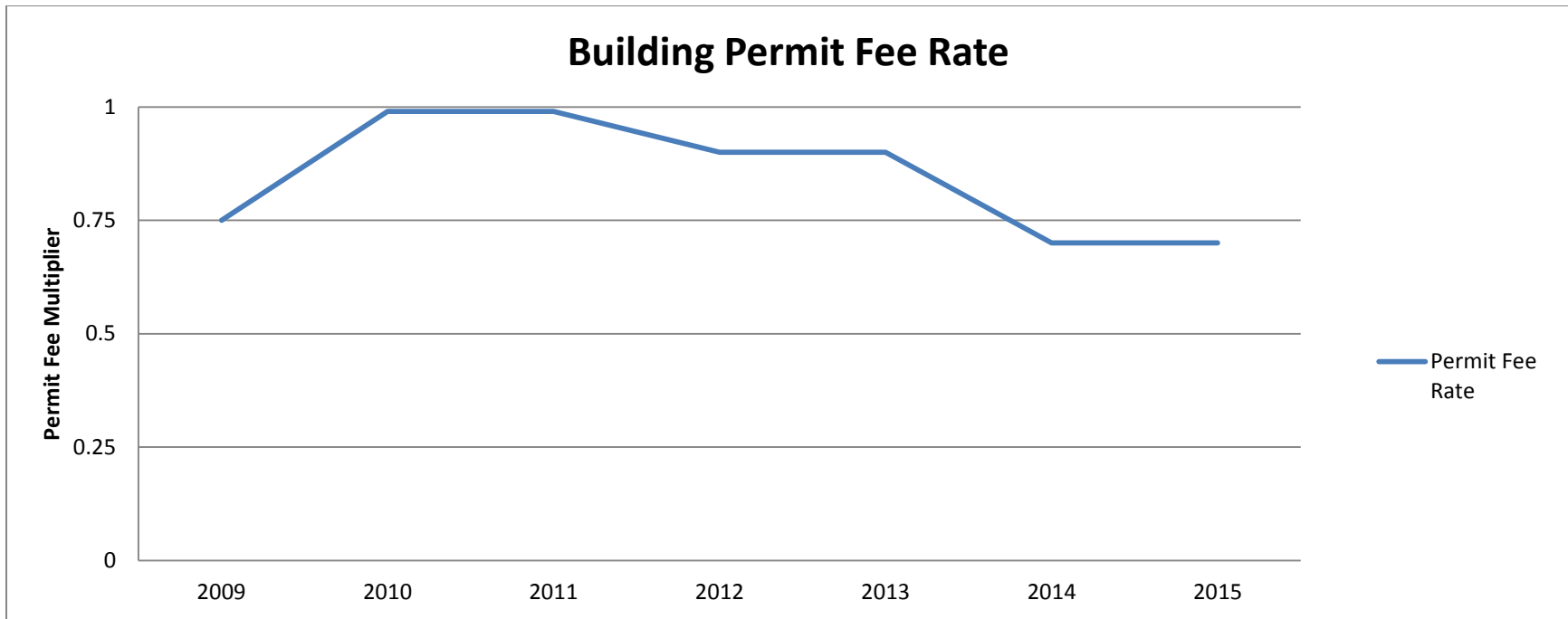


Figure 21. With the reduction in the building permit fee multiplier that went into effect on January 1, 2014, the cost of a building permit is now below 2009 levels. The 2014 building permit fee multiplier is 0.007. During 2013, the multiplier was 0.009. Staff is investigating further reducing the multiplier for the 2016 Budget.

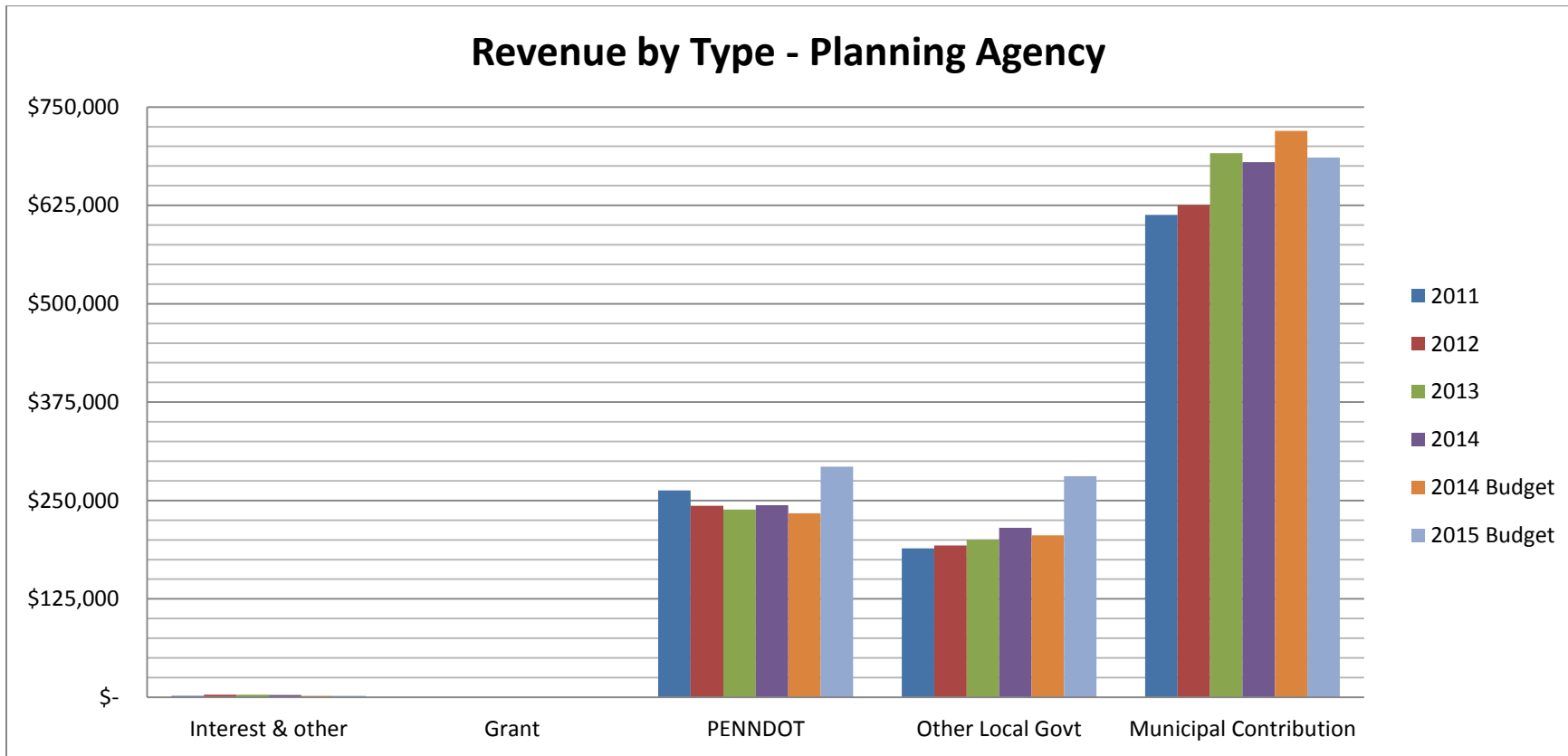


Figure 22. The CRPA is primarily funded by municipal contributions, PENNDOT, and other local governmental revenue (Centre County, UAJA and CATA). The changes in municipal contributions are primarily associated with staff turnover. The changes in PENNDOT revenue are primarily associated with the timing and number of projects at the CCMPO.

## Expenditures by Type - Planning Agency

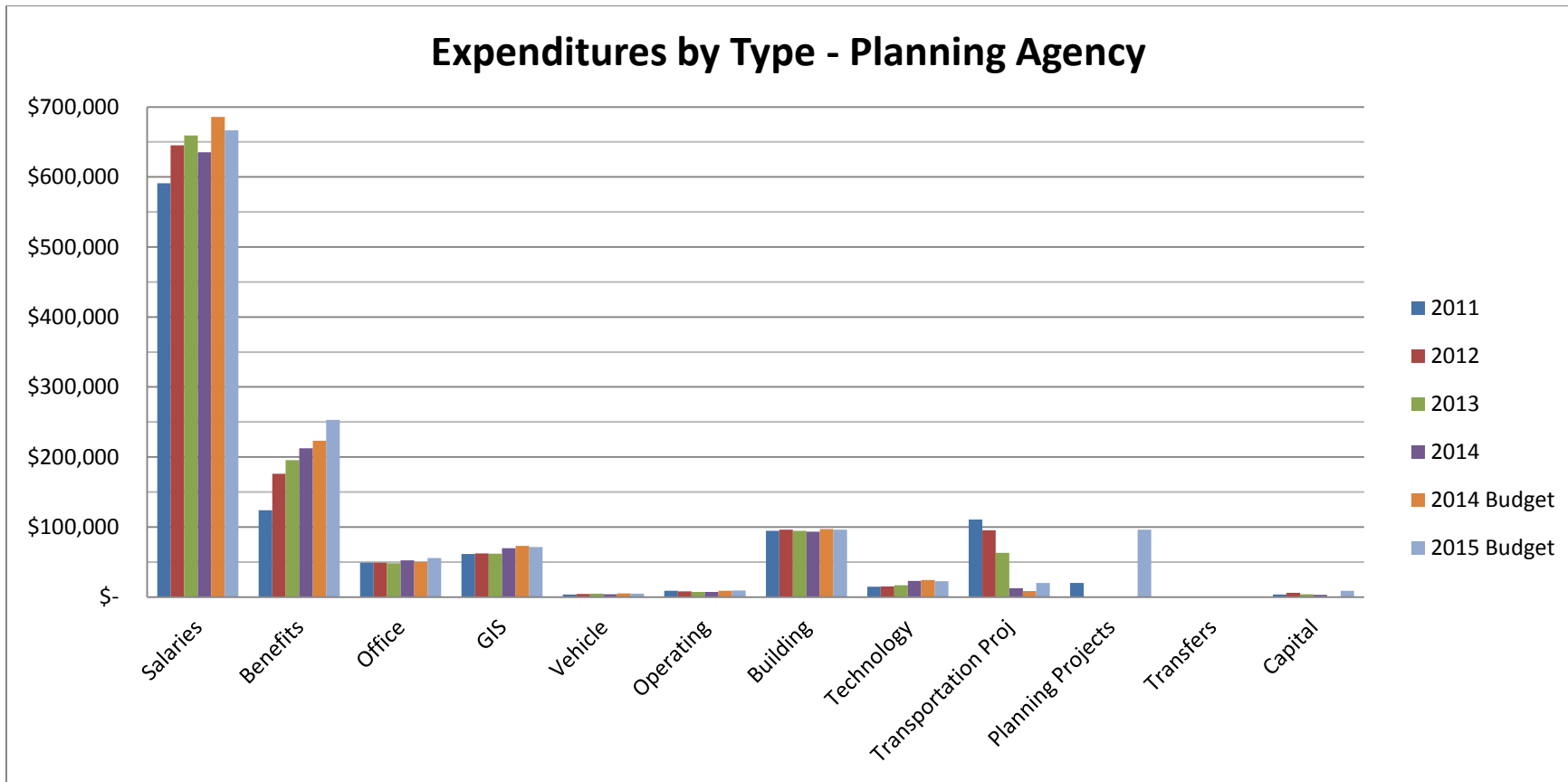


Figure 23. Primary expenditures include salaries, benefits, buildings and transportation projects. Salaries and benefits increased in 2012 due to the Planning Agency being fully staffed for the first time in many years. In 2014 and 2015, staffing levels have been reduced by 0.75 staff and 0.5 of a planner and 0.25 of a front office position. Building expenses are consistent throughout the years and are fixed in regards to the COG building until 2028. Transportation projects are reimbursable by PENNDOT and are subject to timing and types of approved projects.

## Revenues by Type - Administration Agency

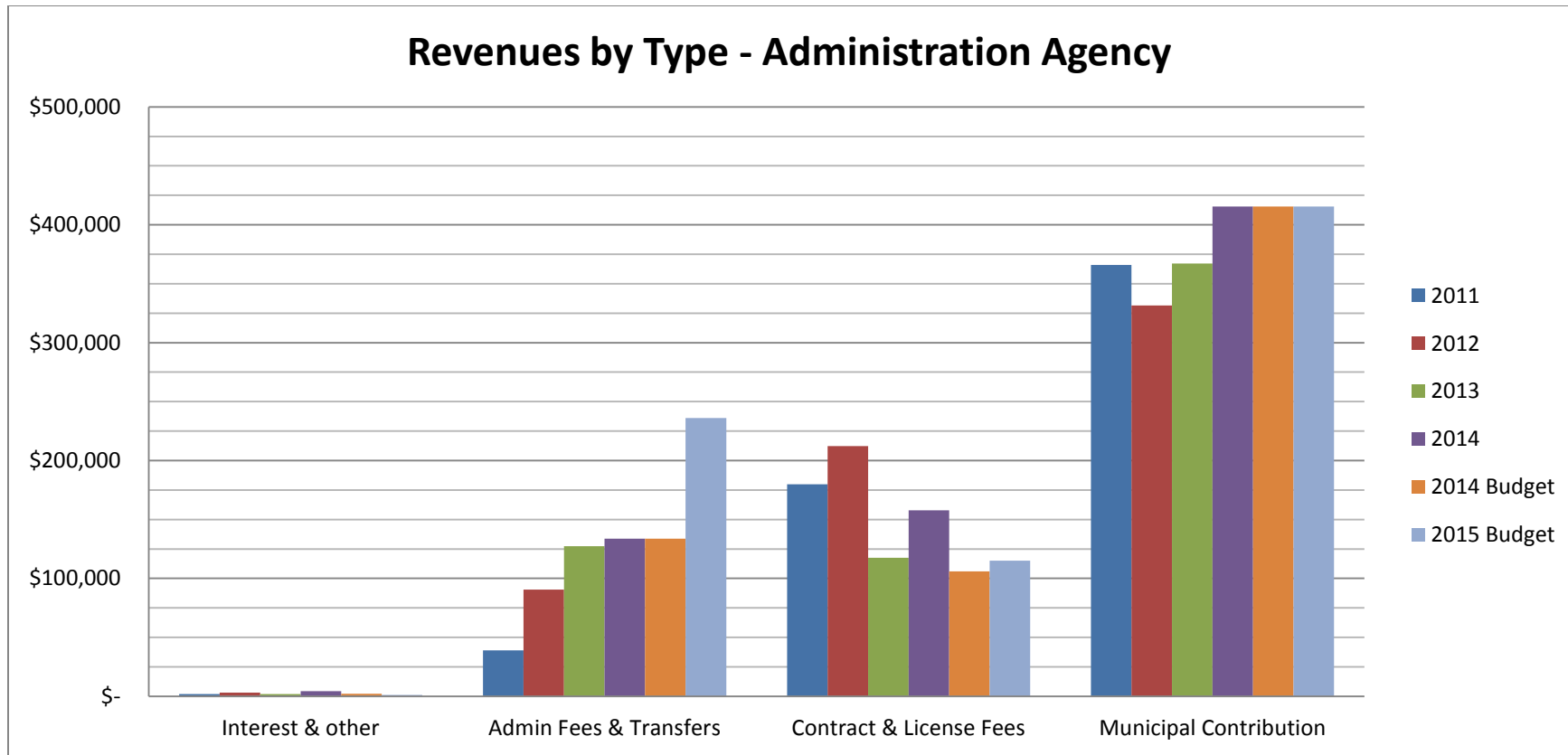


Figure 24. Municipal contributions increased in 2014 due to the General Forum’s decision that COG should move its finances in house. Contract & license fees relate primarily to the recycling rebate, the regional contract admin fee (Regional Refuse) and the insurance reimbursement from PMHIC. The 2012/2013 decrease in this revenue source is due to COG not receiving a PMHIC insurance reimbursement due to its variable nature. The increase in admin fees and transfers is due to a recommendation in the Code Evaluation Study that the Code Agency, as a self supporting enterprise, should reimburse the Office of Administration for the human resources, financial, and staff services it provides to the Code Agency. In 2015, admin fees and transfers increased again as the COG agencies began paying financial services fees to the Admin Office rather than the State College Borough.

## Expenditures by Type - Administration Agency

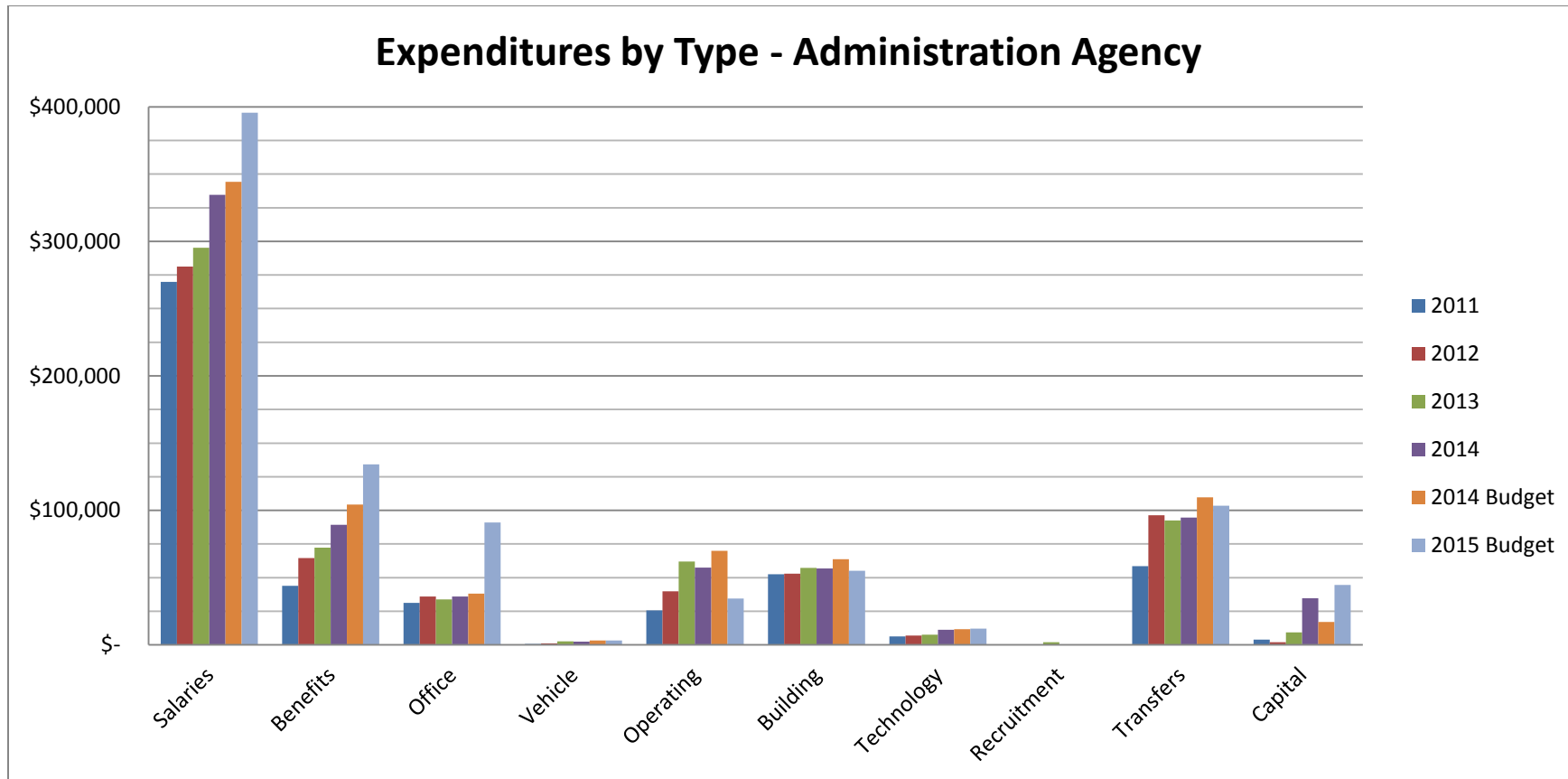


Figure 25. Primary expenditures include salaries, benefits, building and transfers. The salary and benefit increases since 2011 reflect the hiring of the Human Resources Officer and Finance Assistant in 2014. The building expense primarily relates to rent paid to the municipalities for space in the COG building and transfers primarily relate to the usage of the insurance reserve fund to help offset health insurance costs for both the employer and employees. The 2013 increase in operating expenses is related to the refuse collection rebate given to customers and repairs to the COG building and lot, this amount has been reduced in 2015. The increase in office expenses in 2015 relates to additional costs associated with the setup of the Finance Office and is more offset by the financial service fees received.

### Revenue by Type - Emergency Management

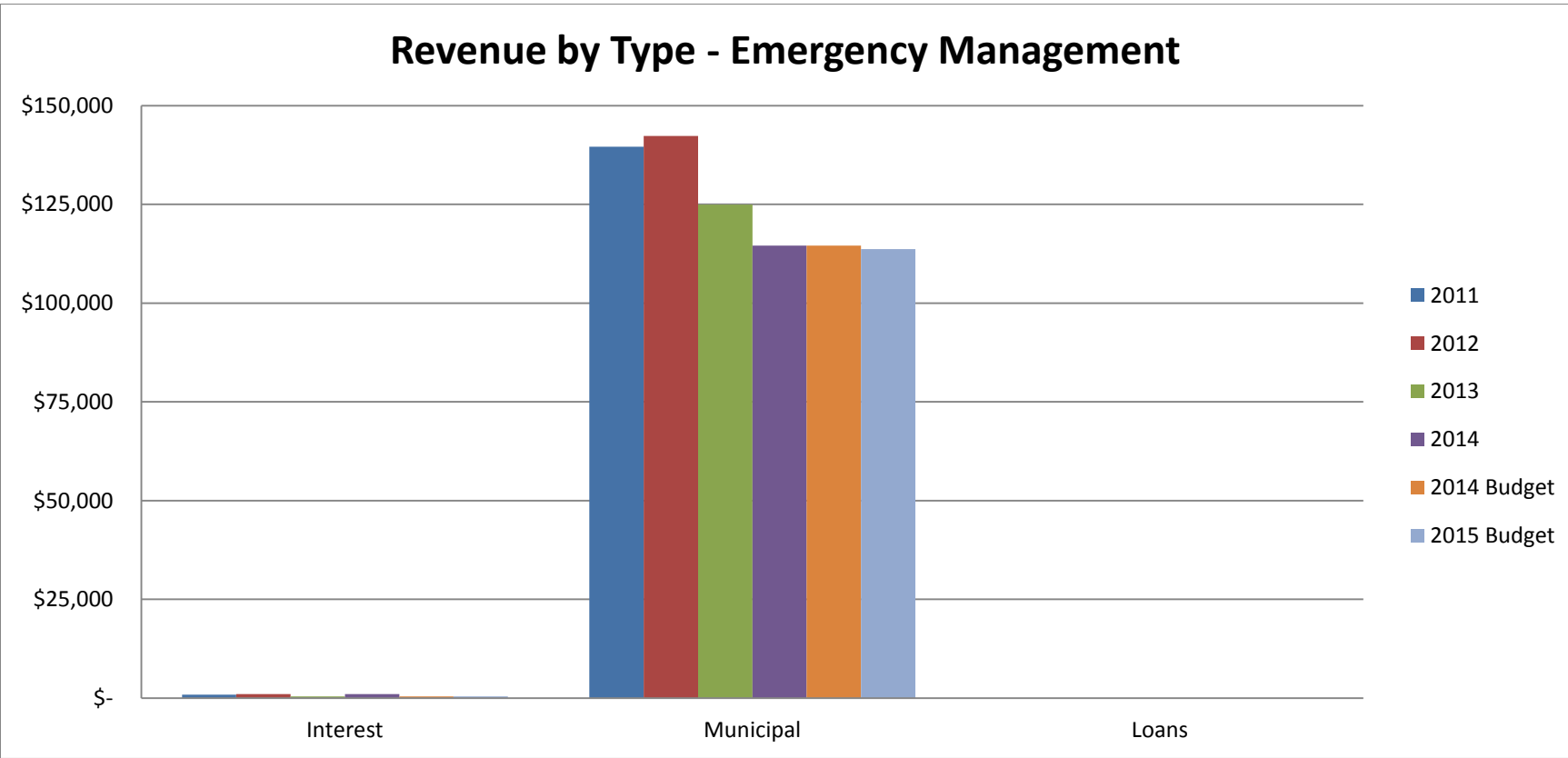


Figure 26. The primary source of revenue for Emergency Management comes from municipal contributions. The costs associated with this program have been decreasing in 2014 and 2015 due to the Emergency Management Contingency Fund reaching the \$100,000 threshold.

## Expenditures by Type - Emergency Management

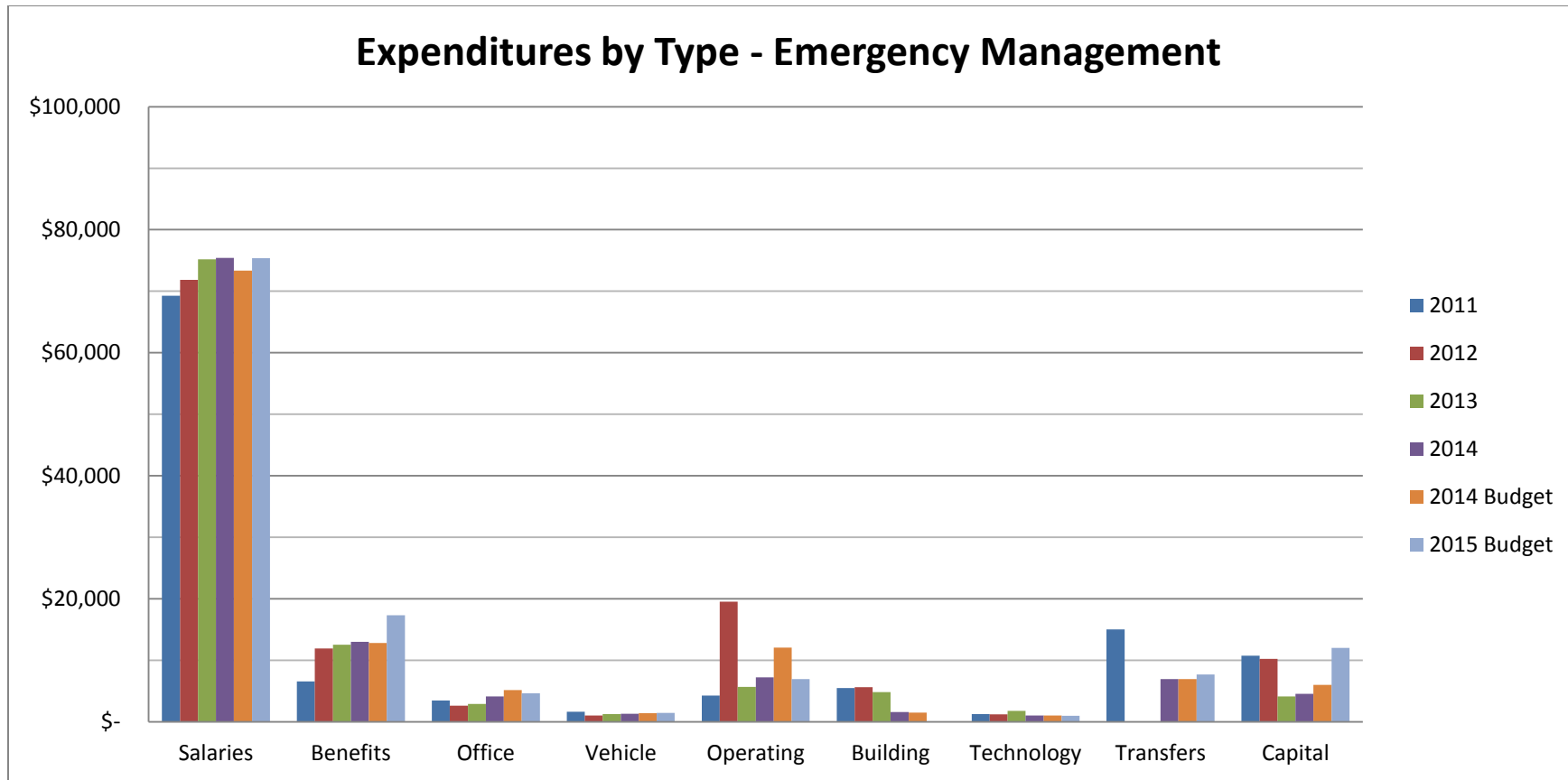


Figure 27. The major expense categories for Emergency Management include salaries, operating expenses and capital purchases. The change in operating expenses for 2012 is due to the COG's share of the cost associated with the large scale training exercise being performed in conjunction with Penn State. Benefits and pension costs increased in 2011 due to the hiring of a full-time Administration Staff Assistant who shared time with Emergency Management. In 2014, these responsibilities were transferred to the Office Manager for fire, which Emergency Management is reimbursing the Fire Program for in the transfers line.

### Revenue by Type - Library

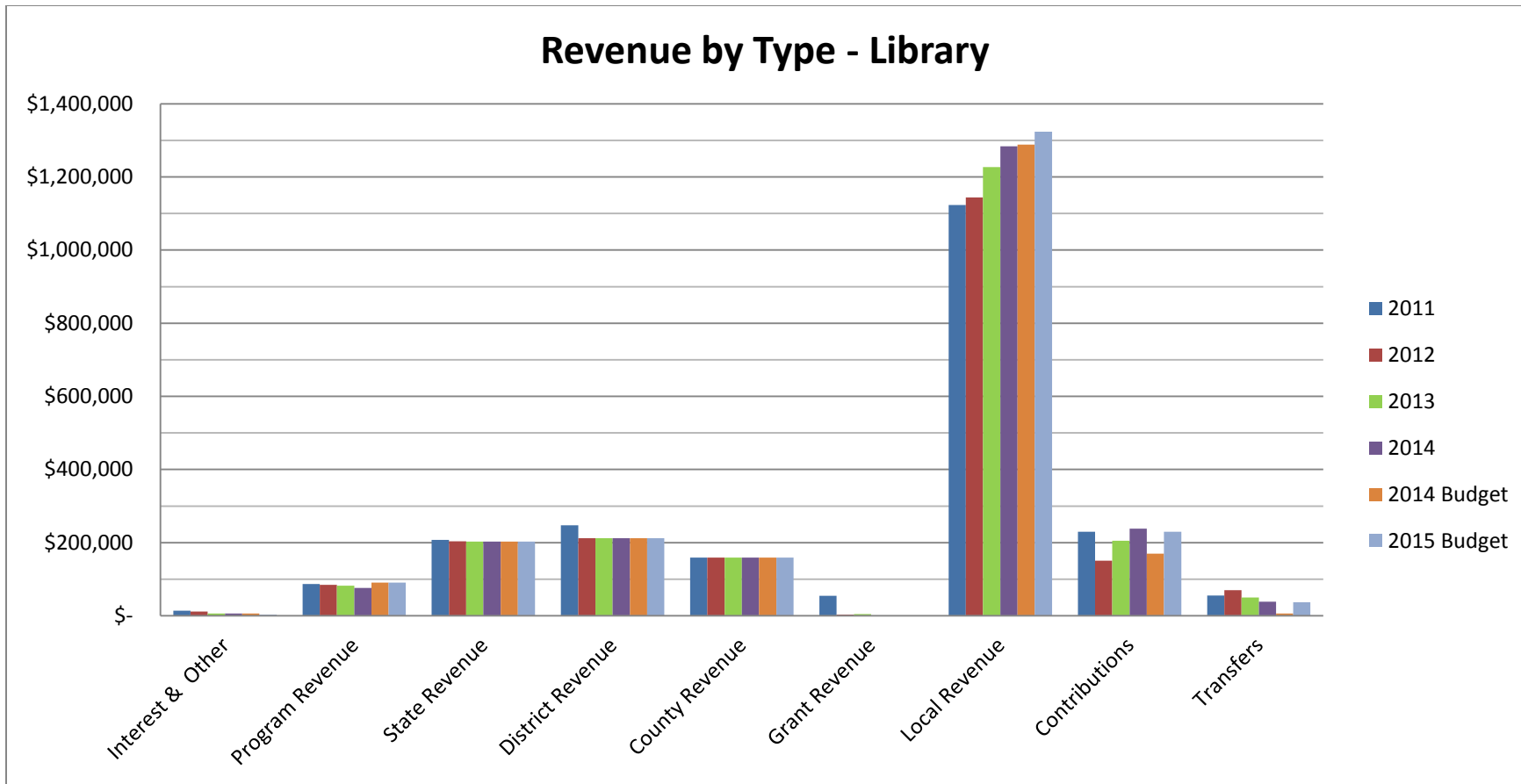


Figure 28. The primary sources of revenue for the Library are local revenue (Centre Region municipalities), state revenue, and district revenue. Local revenue has increased from \$1,123,000 (2011) to approximately \$1,323,000 (2014). Since 2008, annual state and district revenue has decreased from a combined total of approximately \$623,000 to their current budgeted level of approximately \$415,000. Municipal contributions and improved fundraising in recent years have largely replaced the loss of state funding, but increased costs related to inflation are starting to exceed funding levels.

## Expenditures by Type - Library

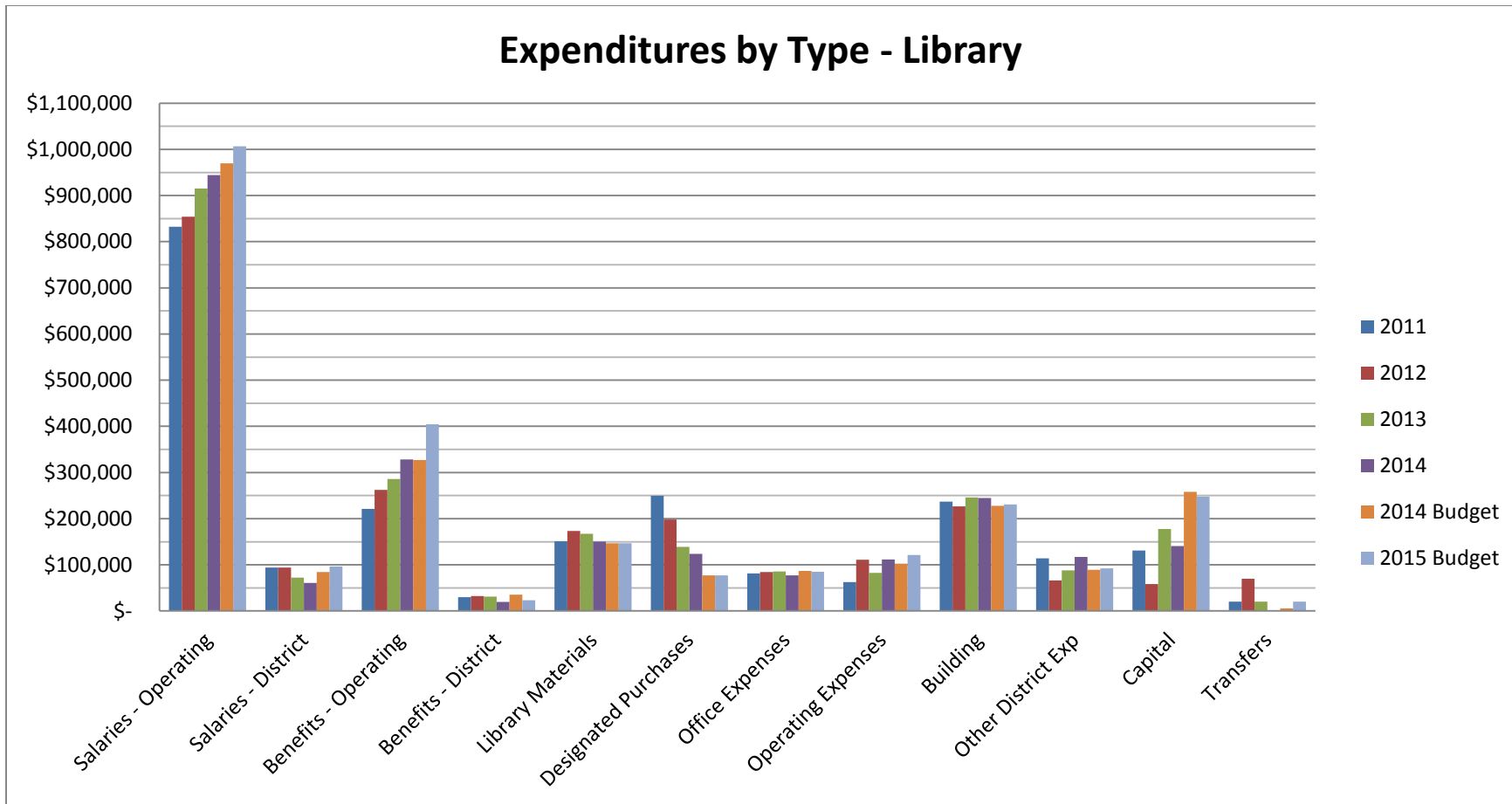


Figure 29. The largest expenditures for the Library are salaries, benefits, library materials, designated purchases and building expenses. Library materials and designated purchases are directly associated with the size of the library budget and fundraising success. Salaries increased in 2013 due to the addition of a full-time employee in the children’s department, and in 2015 to bring an IT position to full time and to add a Manager of Philanthropy position. Budgeted capital projects include the replacement of the security system (delayed), renovating the children and adult departments, replacing the parking system, and redesigning the website to a virtual library.

THIS PAGE IS INTENTIONALLY LEFT BLANK

## MISSION

*The mission of the Office of Administration is to facilitate the delivery of quality services that are requested by the member municipalities; administer and execute the policies approved by the General Forum, work with COG agencies and others to build team solutions that improve service delivery; and foster community pride in intergovernmental cooperation through excellent customer service at a low cost.*

The Office of Administration provides four general services which cover the following areas: provide staff support to the General Forum and Committee, produce regional services, prepare the COG budget and manage financial services to all Agencies, and assist the COG agencies with human resources administration. Of these, the most important is the provision of staff support to the elected officials during all phases of the COG decision-making process. Without the informed involvement by the elected officials, the COG would not be as successful as it has been. COG staff assistance encompasses working with elected officials on a variety of activities, including identifying actual and potential regional concerns, evaluating alternative courses of action, building consensus recommendations, implementing approved decisions, and monitoring the outcome of those actions.

To perform these services, the Office of Administration's 2015 Budget provides for the following staffing:

### Full-Time:

Executive Director  
Finance Director  
Finance Assistant  
Human Resources Officer  
Office Manager

The Office of Administration was established in 1974. Prior to that time, COG Administrative services were the responsibility of the State College Borough Manager on a volunteer basis from 1971 to 1973. The position of COG General Secretary was created at the beginning of the following year. In order to provide coordination among the COG Agencies, this position was upgraded to the Director of Administration in 1979. During the 1980s, as the COG grew in response to increasing service demands from the municipalities, various committees discussed how to reduce the COG's organizational complexity and clarify the lines of accountability to the elected officials. In response to this concern, the General Forum adopted Resolution #87-6 in August 1987, which upgraded the



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

OFFICE OF  
ADMINISTRATION

position of Director of Administration to that of Executive Director. Through this action, the Executive Director was authorized to direct, supervise, and administer the Agencies and programs of the COG in accordance with the policies established by the General Forum, except as otherwise provided for by ordinance or statute.

During 2013 and 2014, the Administration Office was significantly reorganized for the purpose of providing accounting, payroll, benefit administration, investment, auditing, and payroll services for all the COG agencies and to support them in their human resources administration.

### **WHAT DO WE DO?**

2015 has been a transformative year for how the COG handles its finances and how the Office of Administration is organized. Since the COG was established in 1969 until December 2014, its financial services were provided by Finance Department of State College Borough. As part of the 2013 budget review process, several municipalities asked that a study be conducted to determine whether this arrangement continued to make sense. In the past 44 years, the COG has relocated to a new building out of the downtown area, grown significantly in terms of the range of services it provided to the Centre Region municipalities, and the way it exchanges internal/external financial information had become cumbersome.

Following an evaluation of service options, the General Forum determined that the COG had grown to the point where it made operational sense to shift the management of its financial services from State College Borough to its own in-house staff as is the case with the participating municipalities. Beginning on January 1, 2015, the Office of Administration implemented the General Forum's decision and became responsible for payroll, accounts payable, accounts receivable, administration of employee benefit programs, preparation of monthly voucher and financial summary reports, fund investment, and fixed asset accounting.

During the first six months of 2014, many actions were taken to implement the General Forum's decision including: selecting an accounting software package (Accufund) and determining how it would be hosted, establishing a chart of accounts that covered 26 separate funds, recruiting a Finance Assistant, and selecting vendors for payroll/pension/human resources management/risk management services. During its June 23, 2014 meeting, the General Forum decided to award a service contract for pension and risk management services to State College Borough and payroll and human resource management services to Keystone Payroll Service, LLC.

The new system went live on January 1, 2015 and thus far has successfully worked as planned and has kept within the budget that was approved by the participating municipalities.

The Office of Administration has four basic goals: to provide staff support to the General Forum and its Committees and ensure the implementation of policy decisions, coordinate the provision of joint public services and facility operations, prepare and administer an annual budget and provide oversight for its execution, and maintain and administer a personnel system that meets the needs of the COG. The following is a description of the work tasks the Office of Administration strives to accomplish in order to achieve those goals.

A. Provide appropriate staff support to the COG's General Forum, Committees, Boards, and Commissions and ensure the implementation of their policy decisions.

#### Ongoing Contributions...

- Preparing agendas, minutes, reports, and correspondence for the General Forum and the Executive, Human Resources, Finance, Public Safety, and Public Services and Environmental Committees as well as the Municipal Managers' Roundtable. In addition, the Administrative staff assists the Parks Capital Committee with some projects.
- Serving as the elected and appointed officials' principal point of contact with the COG on issues relating to the quantity and quality of COG services.
- Providing staff assistance to special project groups, including ad hoc committees that are established by the General Forum and the Pennsylvania Municipal Health Insurance Cooperative (PMHIC).
- Serving as the COG liaison to, and coordinating meetings of, other public organizations such as C-NET, Centre County Public Safety Training Center



Figure 30. Centre Region municipal officials and staff discuss Halfmoon Township zoning at the June 22, 2015 General Forum meeting.

Advisory Committee, and the Pennsylvania Association of Councils of Governments (PACOG). Mr. Graham of Harris Township is the Centre Region COG's representative to PACOG and Mr. Steff is the alternate. Both individuals are past presidents.

- Responding to Right to Know Requests. The Executive Director is the COG's Right to Know Officer and responded to 40 requests for public records during 2014.
- Conducting activities to enhance public understanding of the COG. Some of these activities include the cable-casting of General Forum meetings and Committee meetings of regional interest on C-NET, maintaining the COG website [www.crcog.net](http://www.crcog.net), attending community and municipal meetings, and assisting the public and the municipalities with information requests. In addition, the Office of Administration prepares and presents information about joint programs to municipal and state associations such as the Pennsylvania Association of Councils of Governments, Pennsylvania Emergency Management Council, Pennsylvania State Association of Township Supervisors, and the Pennsylvania State Association of Boroughs.
- Coordinating an annual meeting of the Public Safety and Public Services and Environmental Committees, PennDOT, local utility companies, municipal public safety and public works personnel, and state elected officials to exchange emergency planning information. The Office of Administration also coordinates meetings between the Public Safety Committee and emergency medical service representatives to discuss issues and concerns relating to emergency medical services.
- Continuing to grow positive working relationships with the business community within the Centre Region. The Executive Director serves on the Managers' Committee of the Centre County Chamber of Business and Industry.
- Conducting educational programs for elected officials to familiarize them with how the COG is organized, the services it provides, the role of the elected officials, and non-COG regional partnerships that may impact municipalities.
- Using the COG website to make more information electronically available to the General Forum. Administration staff has created a method for the elected officials, managers, and COG staff to obtain agenda packets electronically, if that is the preferred format. This method has reduced mailing and duplication costs, reduced the environment impact, and made information more readily accessible to individuals who are comfortable in receiving information electronically. Five years ago, 47 printed General Forum packets were mailed to municipal officials and others. By 2015, that number has decreased to 19 packets.
- Preparing and maintaining the COG meeting calendar section of the website which contains the agenda packets. The website receives approximately 5,000 hits (views) per month.

B. Coordinating the provision of joint public services and facility operations as directed by the General Forum.

*Ongoing Contributions...*

- Supporting all of the COG Agency Directors in the accomplishment of their work goals and/or the resolution of areas of concern. This support includes close collaboration in preparing information, analysis, and recommendations for consideration by the municipal officials. By way of example, during the last twelve months, the administrative staff assisted the COG Committees and Agency Directors to:
  - Purchase an aerial fire truck with a 95-foot ladder to replace one that was removed from service.
  - Extend code administration services to the Borough of Bellefonte effective July 1, 2014.
  - Conduct a customer satisfaction survey of all individuals who received a building permit during 2014. The results of the survey were tabulated during the spring, 2015 and found that more than 95% of all permit applicants had at least a neutral experience with the Code Agency's office, inspection and plan review staff with the vast majority of respondents giving a good or very good rating.
  - Support the Code Agency in the implementation and ongoing maintenance of new code software.
  - Draft a strategic plan for the Centre Regional Planning Agency.
  - Assist the Parks and Recreation Director in addressing issues relating to the regional parks loan.
- Coordinating the implementation of COG services and plans as approved by the General Forum. In the past, this has included assistance in coordinating the process to gain municipal consensus on issues such as the purchase, master planning, and development of three regional parks and the adoption of a regional Sewer Service Area Agreement.
- Supporting the Refuse and Recycling Administrator in resolving non-routine problems or issues that have budgetary or legal implications. During 2015, a new five year contract was implemented between the COG and Advanced Disposal. This contract provides refuse/recycling services to 15,100 customers in five municipalities.
- Assisting the Centre Region Emergency Management Coordinator and the COG Fire Director in advancing proposals and plans that require municipal approval.

C. Providing the COG Agencies with financial management, investment, accounting, payroll and internal control services.

*Ongoing Contributions...*

- Coordinating the preparation of the COG's Program Plan, Detailed and Summary Budgets, and annual updates to the Capital Improvement Plan and providing for review by the Finance Committee and approval by the General Forum.
- Monitoring the COG Agency budgets to ensure that expenditures are within budget appropriations.
- Supporting the efforts of the Finance Committee in developing and executing financial plans for regional borrowings and debt refinancing.
- Coordinating the annual COG review of Centre Area Transportation Authority's (CATA) proposed municipal shares for its Operating and Capital Budgets.
- Reviewing and approving vouchers from COG Agencies on a weekly basis.
- Assigning costs (e.g. utilities, mailing, copying) that are shared among multiple COG Agencies to the appropriate fund.
- Preparing and maintaining financial management policies.
- Preparing financial analysis of proposed services and projects. For instance, during late 2015 or early 2016, the Administrative staff will assist the Finance Committee in developing a financial plan to fund the construction of a new Centralized Parks Maintenance building.
- Presenting financial information and reports to various stakeholder groups such as the Finance Committee and the General Forum.
- Assisting in the audit process and development of the audit reports for the COG, the Centre Region Parks and Recreation Authority, and the Schlow Centre Region Library.
- Providing financial management services to the Centre County Federation of Public Libraries.

D. Provide and administer a comprehensive personnel management system that maximizes the use of COG staff.

2015 was the beginning of a transformative period for how COG provides its human resource services. From 1969 to 2003, COG relied almost exclusively on State College Borough's Personnel Director for human resources support, benefit administration, workers' compensation, and some aspects of recruitment. In that year, the COG offices were moved from Fraser Center, immediately across from the old Borough Building, to the new building on Gateway Drive, about four miles away. A few years later, the Borough's long term Personnel Director retired. In combination, these two changes resulted in the COG assuming more responsibility for its personnel functions. From 2004 forward, the COG became responsible for all of its personnel functions with the exception of pension administration, payroll, and risk management. The COG accomplished this by expanding the duties of the Assistant to the Executive Director to include human resources functions. The Assistant did an excellent job in learning about personnel issues and advising the Executive and Agency Directors about possible personnel concerns. By the time she retired in March 2015, it was estimated that the Assistant spent approximately 50% of her time on personnel related activities.

Following an evaluation of service options, the General Forum determined that the COG had evolved to the point that it should have a full time Human Resources Officer given its 78 full time, 20 part time, and 150 seasonal employees, as well as the pending shift to coordinating payroll of the COG. Through the adoption of the 2014 COG Budget, the General Forum agreed to create the new position of a Human Resources Officer and fill it in December 2014. The selected candidate worked with the Assistant until her retirement a few months later. Upon the Assistant's retirement, her position was eliminated.

*Ongoing Contributions...*

- Implementing and maintaining a new payroll system for 248 full-time, part-time, and seasonal staff.
- Supporting the Agency Directors in recruiting personnel, enrolling staff in the COG benefit programs, orienting staff to COG's personnel policies and procedures, and resolving personnel issues.
- Updating the Position Classification Plan and job descriptions for COG personnel as required. For example, during the first six months of 2015, new job descriptions were revised for Information Technology Technician, Recreation Supervisor, Sports Supervisor, Program Manager, and Nature Center Supervisor. Looking forward to the remaining six months of 2015, all job descriptions within the Centre Region Code Administration will be reviewed by the Human Resources Committee in conjunction with the Human Resources Officer, Executive Director, and Code Agency Director.

- Conducting compensation surveys to ensure that the pay plan allows the COG to attract and retain qualified employees.
- Providing administrative support to the Employee Relations Committee that has implemented and maintained a Wellness Program with high employee participation rates.
- Administering medical insurance policies, dental and vision programs, flex spending accounts, workers' compensation, and unemployment policies for all COG staff, including responding to questions and concerns.
- Updating the COG Personnel Policy to reflect changes in federal and state laws and/or organizational experience. During 2015, the administrative staff worked with the Human Resources Committee to draft a policy that set guidelines for handling social media.
- Administering, updating, compiling data and running reports via the HRIS (Human Resources Information System). This portal is also the main function to all full-time, part-time and seasonal employees' payroll.

## Revenue

|                                |                    | 2012 Actual       | 2013 Actual       | 2014 Actual       | 2015 Budget       |
|--------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Fund Balance                   |                    | \$ 39,334         | \$ 23,910         | \$ 69,633         | \$ 25,638         |
|                                | <i>Subtotal</i>    | \$ 39,334         | \$ 23,910         | \$ 69,633         | \$ 25,638         |
|                                | <b>2015</b>        |                   |                   |                   |                   |
| <b>Municipal Contributions</b> | <b>Percentage</b>  |                   |                   |                   |                   |
| State College Borough          | 22.25%             | \$ 68,600         | \$ 76,899         | \$ 87,853         | \$ 88,320         |
| College Township               | 16.44%             | \$ 53,317         | \$ 58,931         | \$ 65,979         | \$ 65,257         |
| Ferguson Township              | 26.34%             | \$ 83,569         | \$ 92,496         | \$ 104,566        | \$ 104,555        |
| Halfmoon Township              | 4.40%              | \$ 14,812         | \$ 15,247         | \$ 17,507         | \$ 17,465         |
| Harris Township                | 9.13%              | \$ 28,306         | \$ 31,611         | \$ 36,245         | \$ 36,241         |
| Patton Township                | 21.44%             | \$ 65,210         | \$ 73,724         | \$ 84,835         | \$ 85,105         |
|                                | <i>Subtotal</i>    | \$ 313,814        | \$ 348,908        | \$ 396,985        | \$ 396,943        |
| <b>Other Revenue</b>           |                    |                   |                   |                   |                   |
| Interest Earnings              |                    | \$ 2              | \$ 227            | \$ 250            | \$ 200            |
| Miscellaneous                  |                    | \$ -              | \$ 41             | \$ 723            | \$ -              |
| Financial Services Fees        |                    | \$ -              | \$ -              | \$ -              | \$ 127,000        |
| Administrative Fees            |                    | \$ 74,000         | \$ 115,500        | \$ 81,400         | \$ 96,200         |
|                                | <i>Subtotal</i>    | \$ 74,002         | \$ 115,768        | \$ 82,373         | \$ 223,400        |
|                                | <b>GRAND TOTAL</b> | <u>\$ 427,150</u> | <u>\$ 488,586</u> | <u>\$ 548,991</u> | <u>\$ 645,981</u> |

## Expenditures

|              |                    | 2012 Actual       | 2013 Actual       | 2014 Actual       | 2015 Budget       |
|--------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel    |                    | \$ 309,150        | \$ 324,529        | \$ 379,684        | \$ 478,346        |
| Operating    |                    | \$ 94,090         | \$ 93,789         | \$ 102,275        | \$ 155,535        |
| Capital      |                    | \$ -              | \$ 635            | \$ 24,769         | \$ 12,100         |
|              | <i>Subtotal</i>    | \$ 403,240        | \$ 418,953        | \$ 506,728        | \$ 645,981        |
| Fund Balance |                    | \$ 23,910         | \$ 69,633         | \$ 42,263         | \$ -              |
|              | <b>GRAND TOTAL</b> | <u>\$ 427,150</u> | <u>\$ 488,586</u> | <u>\$ 548,991</u> | <u>\$ 645,981</u> |

Table 2. Revenue and expenditures from 2012 through the approved 2015 Budget.

## **WHERE ARE WE NOW?**

For the period of January 1 to June 30, 2015, revenue and expenditures for the Office of Administration were consistent with the projections contained in the 2015 budget. However, the unaudited 2014 beginning year fund balance was \$69,035, a \$13,477 increase from the \$55,058 projected in the budget.

Looking forward to the last six months of 2015, revenue and expenditures are expected to be within budgeted.

## **WHAT IS THE COST?**

The 2015 budget for the Office of Administration provides for the revenue and expenditures as shown on Table 2 on page 68.

## **OFFICE OF ADMINISTRATION – WHERE ARE WE GOING?**

Looking forward into 2016 and beyond, proposed major budgetary changes and work objectives for the Office of Administration are identified below.

### *Proposed Budgetary Changes...*

Except for changes in insurance and compensation costs, most revenue and expenditures for the Office of Administration should be relatively flat from 2015 to 2016. Currently, the variation between the two budget years is expected to be:

- During 2016, the health care coverage for one or two staff persons may change. This information will not be available until the “open enrollment” period for employees to change their health care coverage.

Looking ahead to 2016 and 2017, six significant topics relating to the Office of Administration will be:

- Continue to identify options for constraining costs for COG agencies and programs.
- Select a new Parks and Recreation Agency Director. The current Director is planning to retire in August 2016. Under the COG Articles of Agreement, it is the responsibility of the Executive Director to recommend a candidate to the Executive Committee for concurrence.

- If not already completed during 2015, conduct the borrowing to construct Whitehall Road Regional Park and the Centralized Parks Maintenance Facility.
- Conduct a study to determine how IT services should be provided for the COG Agencies (non library) in 2017 and beyond when the COG/State College Borough IT Agreement expires on January 1, 2017 and the LAN/WAN agreement expires during August 2017. This subject is addressed in more detail on page 91.
- Provide orientation and informational programs to approximately eight new elected officials about COG services and regional issues affecting their municipalities.
- Evaluate whether the COG is adequately staffed to provide the financial services that are necessary to ensure accurate, comprehensive, and timely reporting while maintaining a high level of internal controls?

#### COMMON COG COSTS - WHERE ARE WE GOING?

- **Medical Insurance Costs** – During 2016, the costs for employee medical insurance are likely to increase. The exact %age will not be known until the fall of 2015. However, during the last three years, the average %age increase has been 8%. The annual premium for medical insurance is approximately \$1,080,000. This expense is paid by the employer, employee contributions, and by a transfer from a COG Insurance Reserve Fund (\$60,000 is proposed in 2016). To help control costs, COG employees have a co-pay and a deductible threshold. Many COG employees also participate in the Wellness Program, which stresses the importance of taking care of oneself. In addition, at the current time, 13 employees waive health insurance coverage, which saves the COG well over \$100,000 per year.
- **Pension Costs** – 2016 COG payments for the defined benefit pension plan are not expected to change and will remain at its current rate of 13.5% of covered payroll. In 2017, pension costs may decline based on higher investment returns during 2013 and 2014. Relative to many public entities, the COG's pension program that is administered through the State College Borough is in good fiscal condition. Over several decades, it has been well funded through employer, employee, and state aid contributions. Additionally, the plan is audited on a regular basis and when adjustments are needed, Borough Council and the General Forum have implemented them. As a result, the COG has avoided the great unfunded liabilities that affect many plans. The pension plan is also funded by investment returns which can be volatile over a short term basis.
- **Employee Compensation** – According to the COG's Compensation Plan, the pay schedule is to be annually revised by the average change in the Consumer Price Index (CPI) during the last 12 months ending June 30, 2015. In addition, according to the COG Compensation Plan, Agency Directors are to set aside 1.5% of their Agency's gross compensation to distribute as Merit

Adjustments or one-time Achievement Awards. The CPI the COG will use to calculate the annual adjustment to the pay plan is estimated to be an increase of between 0.7% and 0.8%, which is less than half of the 1.6% adjustment given in 2014.

- **Costs for Financial Services** – Beginning in 2015, the COG Office of Administration provides the COG Agencies with most of their financial services (risk management and pension administration services continue to be provided by State College Borough). The costs for financial services are paid from the individual Agency budgets to the COG Office of Administration to offset its expenses. Previously, these payments had been made to State College Borough Finance Department. It is expected that Agency reimbursements being paid to the Office of Administration may increase by 3% or less in 2016. The allocation of costs among the COG Agencies is based on the formula carried forward from the State College Borough. During 2016, the cost allocation formula should be revisited in response to the new arrangement for providing financial services.

THIS PAGE IS INTENTIONALLY LEFT BLANK

## MISSION

*The purpose of the Centre Region Council of Governments (COG) Regional Refuse and Recycling Program is to promote public health, safety, and welfare and to eliminate public health hazards, environmental pollution, and economic loss in the participating municipalities through the collection, transportation, and disposal of residential, commercial, industrial, and institutional municipal solid waste.*

## WHO ARE WE?

Pennsylvania State Act 101 assigns municipal governments with the responsibility of collecting, transporting, and storing refuse and recyclable materials that was generated within their boundaries. College, Ferguson, Harris, Patton, and Benner Townships use the COG as their designated agent to meet the statutory obligations in a cost effective and responsible manner through a regional contract with a refuse and recycling vendor(s).

To fulfill the objectives of the COG Regional Refuse and Recycling Program, staff consists of a part-time (25-30 hours per week) Refuse and Recycling Administrator, who is focused on the administration of the refuse and recycling contract and serving as the refuse and recycling ordinance designated agent for the participating municipalities. Compensation for the Refuse and Recycling Administrator is funded through the contract administration fee being paid to the COG by the contracted refuse hauler. Between 2012 and 2014, a part-time (20 hours per week) Recycling Assistant was employed to develop and implement a Commercial Recycling Program, a project which has been completed. The Recycling Assistant position was funded through a recycling rebate that was received from the Centre County Recycling and Refuse Authority (CCRRA). The rebate is received annually and is accrued through the sale of recyclable materials.

The Refuse and Recycling Program continues to grow and add customers each year in conjunction with regional and program growth. The program served 7,800 customers at its inception in 1992 and currently serves approximately 15,100 customers in the participating municipalities: Benner, College, Ferguson, Harris, and Patton Townships. Benner Township, comprised of 1,700 households, joined the program through the 2010 - 2012 regional contract and has continued to participate since that time. The program serves 93% more customers than it did just 23 years ago.



**CENTRE REGION  
COUNCIL OF  
GOVERNMENTS**

**REGIONAL  
REFUSE AND  
RECYCLING  
PROGRAM**

As the number of customers in the Refuse and Recycling Program grows, so does the amount of solid waste and recyclable materials that are collected. The amount of solid waste that has been collected from residents has grown from 6,800 tons in 1992 to 11,470 tons in 2014; the amount of recyclable materials that were collected (including drop off collection bins) has steadily risen from 1,115 tons in 1992 to 2,900 tons in 2014. When leaf and brush composting is considered, the participating municipalities diverted a total of 7,650 tons, 40%, of waste from the landfill in 2014.

Although the total amount of trash being collected has increased with the region's growing population, it is important to note that since 2009, the amount of trash per household has been steadily decreasing as shown on Figure 31 on right. Prior to 2009, the average household produced an average of 1 ton of trash per year. In contrast, the average household produced 0.77 ton of

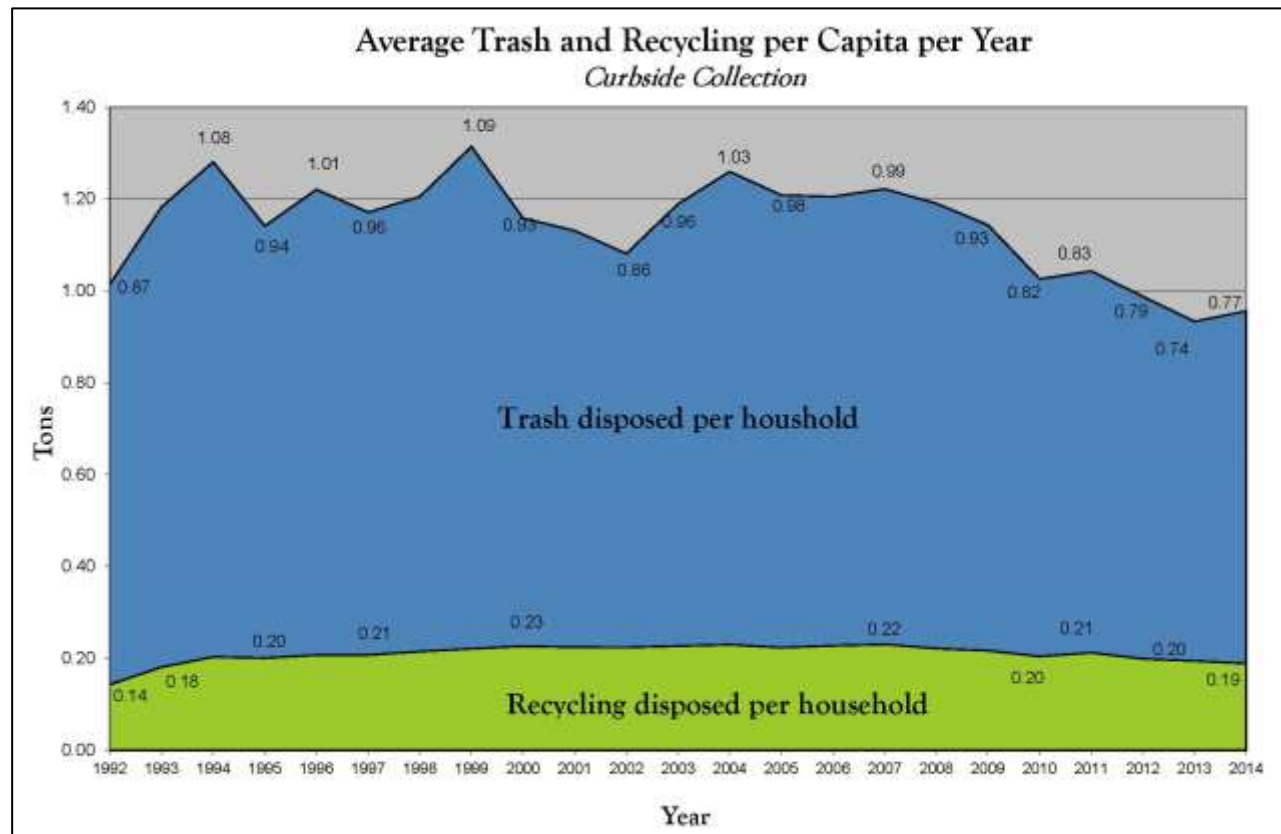


Figure 31. The above chart depicts the trash and recyclables generated by an average household per year. Waste being generated has decreased significantly in the last 5 years, which most likely is the result of a greater number of items that can be recycled, including miscellaneous plastics, paperboard, yard waste, computers, and electronics. Notice that prior recessions in the early 90s and 2000 led to reductions in the amount of trash being collected. Note: While the rate of the amount of recycled materials appears flat, the number of plastic containers (the lightest material) is increasing and the thickness of beverage containers has been decreasing.

trash per year in 2014, a 23% reduction. This is most likely the result of more items being recycled such as miscellaneous plastics, paperboard, yard waste, computers, and electronics.

With the inception of the Recycle at Work Program in 2012, the number of businesses that are recycling and the amount of materials being collected is increasing. There are 800 businesses, 80% of the total businesses in the region, identified as having a recycling program. This number is an increase from the 64% of businesses which had a recycling program identified in 2012. The recyclable materials that were collected from businesses annually rose 7% from 2,200 tons in 2013 to 2,370 tons in 2014 in the Centre Region. The number of tons of recyclables that were collected in 2014 represents a 30% increase since 2011 prior to the Recycle at Work Program.

### WHAT DO WE DO?

In 1991, the Centre Region municipalities of College, Ferguson, Harris, and Patton decided that there was interest in providing residential refuse and recycling collection on a regional basis. To implement this decision, these municipalities authorized the COG to be their designated agent in conducting a competitive bidding process and administering a regional refuse and/or recycling contract as awarded to the successful bidder with exclusive rights to serve all residential customers. To this end, exclusive contracts have been awarded to haulers in 1992, 1995, 1998, 2004, 2010 and 2015. On January 1, 2015, a new contract began with Advanced Disposal to provide refuse and recycling collection services in the five participating municipalities for a five-year period through December 31, 2019.

Because the contractor for the Refuse and Recycling Program is selected by a competitive bidding process, the COG has been able to secure reasonable refuse and recycling service rates for residents. Prior to the program's inception in 1992, customers were paying an average of **\$20.50** per month for refuse service ONLY, through privately-hired hauling companies. Twenty three years later in 2015, customers pay a monthly rate of **\$15.61** for ***unlimited refuse and recycling services*** and **\$12.61** for ***low usage refuse and unlimited recycling services***, including semi-annual bulk item collections and a free Christmas tree recycling (see Section B below).



Figure 32. In 2014, the county's new recognition program grew to include an awards luncheon where close to 100 area business owners, teachers, school administrators and employees, received recognition for their efforts both in recycling and sustainability. COG's Recycle at Work Program was recognized during this awards ceremony.

In 2012, a new Commercial Recycling Program, Recycle at Work, was initiated. Commercial recycling was identified as an area of opportunity since there are roughly 1,000 businesses in the five participating municipalities, and previous to the Recycle at Work Program, there was not a formal process for educating, collecting data, and determining compliance with the local solid waste and recycling municipal ordinances. The Recycle at Work Program focuses on educating businesses about the requirements and benefits of recycling in the participating municipalities through components such as the one shown on Figure 32 on page 75. The Recycle at Work program is funded through a recycling rebate that is received annually from the CCRRA, which is funded through the sale of materials that have been recycled by residents in the five participating municipalities.

The Recycle at Work Program is a joint effort between the CCRRA, COG's Refuse and Recycling Program, and the State College Borough Public Works Department. A strong Commercial Recycling Program reinforces the commitment to maintain a high standard of environmental responsibility on which Centre Region residents pride themselves.

The Refuse and Recycling Program has four main goals: administering the regional Refuse and Recycling Contract for the participating municipalities; seeking ways to help control municipal, customer, and program costs; serving as the designated agent to educate, inform, and serve the residents of the participating municipalities; and administering the Recycle at Work Program. The following Sections A-D is a description of work tasks the Refuse and Recycling Program strives to achieve in order to accomplish those goals.

A. Administer the regional Refuse and Recycling Contract for the participating municipalities and support the regional haulers.

#### *Ongoing Contributions...*

- Identifying and accepting the lowest responsible bidder, Advanced Disposal, as the contractor for refuse and recycling collection services for the participating municipalities for the new contract period, 2015 - 2019. As the designated agent for the participating municipalities, monitor the program and contracted hauler in order to ensure compliance with bidding specifications and to identify areas for improvement.
- Coordinating a Memorandum of Understanding between COG and the Centre County Recycling and Refuse Authority to define the CCRRA as



Figure 33. An Advanced Disposal refuse truck.

the designated subcontractor for the collection of recyclable materials in the 2015-2019 contract and that the CCRRA will perform duties per the specifications and that COG recognizes the benefits to our community by the additional services provided by the CCRRA. These additional services provided for residents include the use of drop off recycling containers, the Electronics Recycling Program, the Household Hazardous Waste Collection Event, Bulk Waste Collection, Christmas Tree Recycling, and many more.

- Educating the residents about the new specifications in the 2015 - 2019 contract, which includes an eight bag or container limit for refuse. In 2016 it is expected that the other new major specification in the contract will go into effect, which includes switching all refuse and recycling collection vehicles to compressed natural gas fuel (CNG). The switch to and use of CNG vehicles reduces harmful carbon emissions, cuts fuel costs, and minimizes maintenance costs.
- Assisting the contracted hauler with collecting payment on delinquent and past due accounts as well as helping the contractor identify any properties that are not participating in the program as defined under the conditions of municipal solid waste and recycling ordinances.
- Supporting the regional haulers in the identification of residential and commercial property owners through the Centre County Web Information Access (WEBIA) system, which allows for an online tax record search.
- Assisting the contracted hauler in generating solutions to consistently problematic situations, especially confusion regarding bulk waste items, yard waste, and rental properties.
- Monitoring the needs and resources of current subsidy program participants who have severe financial hardship in paying for refuse and recycling service. The number of participants being assisted with the hardship program is 34 households in 2015.

B. Seek ways to help control municipal, customer, and program costs.

*Ongoing Contributions...*

- Continuing to keep the monthly rate for the contracted Refuse and Recycling Program much lower than the average rate prior to the program's inception; the current rate is about \$5.00 per month below the average 1991 rate for non-contracted refuse service. See Figure 34 on page 78 for the customer costs for unlimited service of refuse and recycling since 1991.

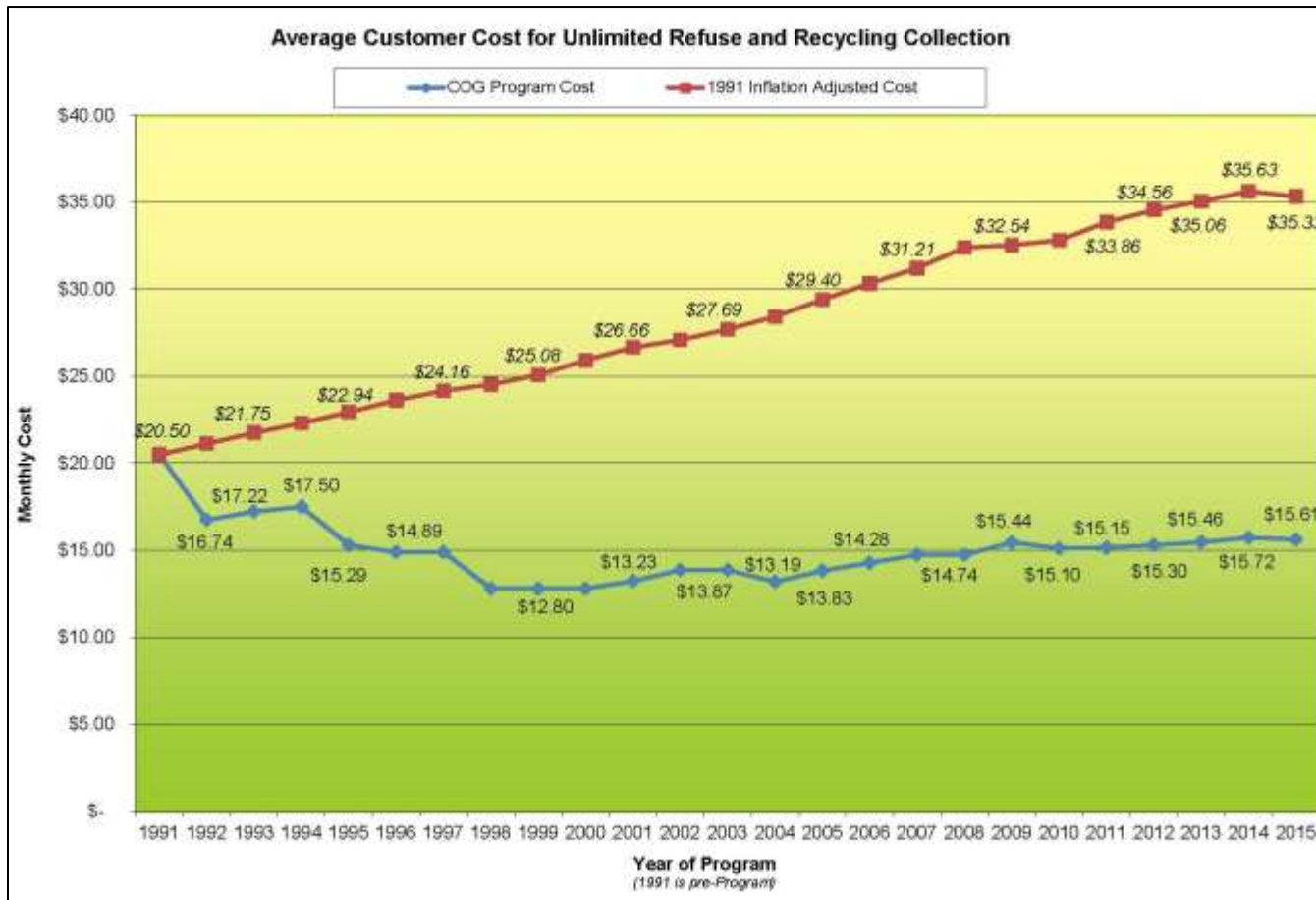


Figure 34. Customer costs for unlimited service of refuse and recycling from 1991 to present.

- Continuing to keep the monthly rate for the contracted Refuse and Recycling Program much lower than the rate being paid by residents of municipalities outside the program where there is not a single mandated hauler. The average Refuse and Recycling Program customer pays 40% less than other Centre County residents for unlimited refuse and recycling service, which includes a semi-annual bulk waste collection and Christmas tree recycling.

- Maintaining the delinquent account rate at less than 1% using methods such as:
  - Providing the contracted hauler with property owner information to convert billing statements from the tenant's address into the name and address of the rental property owner, which reduces the incidence of non-payment.
  - Suspending service on properties with 90 day past due bills. This process includes sending a payment due reminder letter, a notice of suspension letter, and then a citation notice letter after the service is suspended.
  - Researching delinquent accounts to find resolutions to late payments. This task includes tracking monthly sheriff sales, site visits to determine vacancy/home sales, and educating residents about the hardship program (letters sent regarding delinquency contain information about the hardship program).
- Provide administrative and enforcement support to make the contract attractive to hauling firms that are considering whether to submit a bid, thereby encouraging lower, competitive rates.

C. Educate, inform, and serve the needs of residents in the participating municipalities.

*Ongoing Contributions...*

- Assisting customers in the resolution of issues with their refuse or recycling services.
- Assisting the contractor in preparing an updated brochure for all customers in the contracted program which outlines program information and requirements. Designing quarterly billing inserts which are included with the contractor's invoices to notify customers of important refuse and recycling information.
- Maintaining the Refuse and Recycling Program's website to include pertinent information about refuse and recycling, holiday collection schedules, yard waste, and other useful links. The website receives approximately 800 views per month.
- Working with the CCRRA to publicize its electronics recycling program, miscellaneous plastics drop-off program, and annual household hazardous waste collection event.

- Coordinating with the CCRRA and regional refuse haulers to inform residents and businesses about the ban on computers and televisions from landfills. Pennsylvania Act 108 of 2010 bans all televisions, computers, and related electronic devices from landfills and requires them to be recycled beginning January 23, 2013.

- Assisting the Centre Region Parks and Recreation Authority with maintaining a recycling program at local parks. Using the recycling rebate fund, recycling containers have now been installed in seven highly used parks, William L. Welch and Park Forest Pools, the John Hess Softball Field Complex, and the Millbrook Marsh Nature Center. In the five years since the Recycling in our Parks Program began, approximately 103,000 plastic bottles and 61,800 aluminum cans have been recycled, which is over 4 tons of recyclable material.

- Participating in a collaborative initiative with the municipal public works departments to create an educational video for residents on proper leaf and brush collection guidelines on preparing these materials to maintain safe and efficient working conditions. Figure 35 above shows brush collection methods in the participating municipalities.
- Coordinating a Department of Environmental Protection (DEP) Technical Assistance Project with the municipal public works departments to study the current brush collection process, evaluate methods in terms of worker safety/injury, and make recommendations for improving the municipal brush collection programs.



Figure 35. The Refuse and Recycling Program supports the participating municipalities with their established, successful programs for brush and leaf waste collection as required by Act 101 with assistance in projects such as the creation of an educational video and a DEP Technical Assistance Project.

- Providing advertising and public service announcements regarding holiday collection schedules and special item collections.
- Contributing useful information about refuse and recycling to the newsletters of the participating municipalities.
- Assisting the Public Services and Environmental Committee to identify projects that help promote recycling in the region and are funded through the recycling rebate.
- Participating in educational opportunities with other refuse and recycling professionals in the Commonwealth.

D. Administer the new Recycle at Work Program.

*Ongoing Contributions...*

- Promoting the Recycle at Work Program with the goal of improving recycling at commercial locations. This program is a joint effort between the CCRRA, COG's Refuse and Recycling Program, and the State College Borough Public Works Department.
- Working in a collaborative relationship between COG's Refuse and Recycling Program, the State College Borough, and the Centre Region Code Administration (CRCA) wherein educational materials are mailed to property owners with the following existing permits:
  - ✓ Recycle at Work brochures sent with the fire permits to all building owners in January of each year.
  - ✓ Recycle at Work brochures distributed with health permits to all eating and drinking establishments in February of each year.
  - ✓ Recycle at Home (Multi-Family Housing) brochures sent with all rental permits beginning in August of each year.
- Creating educational materials to help businesses understand the recycling process, requirements, and benefits. Industry-specific educational posters and brochures have been identified for restaurants, construction, and multi-family housing units.
- Coordinating data collection between the CCRRA, haulers, and the CRCA to accurately track businesses that are recycling.
- Working with the Centre Regional Planning Agency, municipal zoning officers, and haulers to ensure that space for recycling containers along with trash dumpsters is included during the design phase of building projects.

## OF PARTICULAR NOTE

### Exploring Organics Recycling

The COG Public Services and Environmental (PSE) Committee is committed to providing excellent refuse and recycling service for residents at a reasonable rate through the contracted hauler. It is also dedicated to exploring improvements to the service that advance the sustainability of the region.

Based on local, state, and federal information, the PSE Committee is aware that organic waste, which includes food waste and yard trimmings, makes up the largest portion (20-40%) of the materials going to the landfill. The Pennsylvania Department of Environmental Protection (DEP) completed a waste composition study in 2003 which discovered that in the North Central region of Pennsylvania, 36% of the material bound for the landfill was organic, as shown in Figure 33 to the right. Based on this information and further study, the State College Borough implemented a successful organics recycling program in April 2013, and in 2014 it diverted nearly 1,000 tons of organic material from the landfill with 80% of its households participating.

With a successful organics recycling program, the Centre Region has the potential to remove 3,600 tons/year of organic waste from the landfill and put it to beneficial use. Typically, through the Centre Region Refuse and Recycling Program, residents landfill 11,000 tons of refuse a year.

In addition to producing an environmental benefit, there would also be a financial benefit of organics recycling. Currently, the tipping fee charged by the Centre County Recycling and Refuse Authority for disposal is \$67 per ton and the waste must be trucked approximately 80 miles to the landfill. Estimates for processing organics into compost are around \$30 per ton at a facility located in State College.

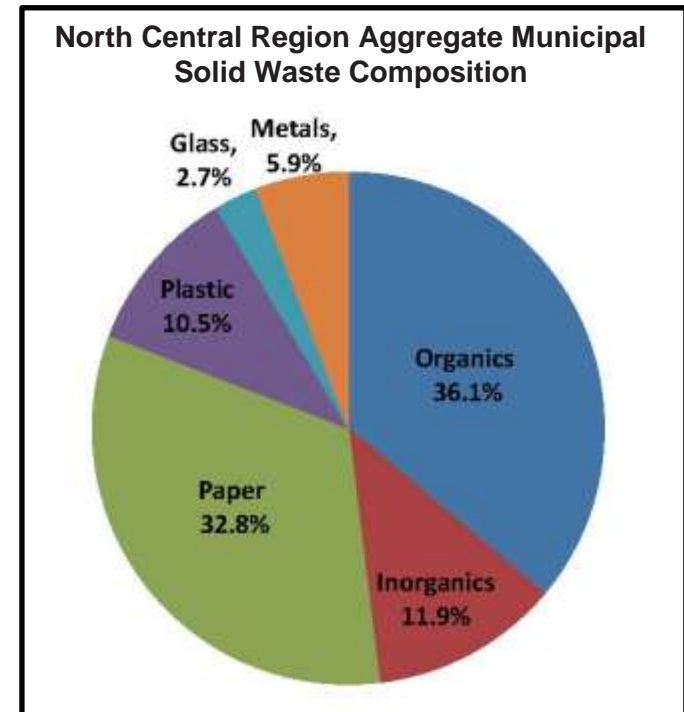


Figure 36. This pie chart shows the percentage composition of major material groups in the aggregate North Central regional waste stream from a DEP study in 2003. Centre County is part of the North Central Region.

While the data supports a regional organics recycling program, the success of this type of program hinges on the residents who will use it. The PSE Committee agreed that the first step in developing a regional organics program is to survey current refuse and recycling customers to understand the community's interest, how they intend to use it and what cost structure would be acceptable. Survey results from over 700 residents in early 2015 indicated over 80% of the respondents were very likely or somewhat likely to participate in a weekly curbside organics recycling program in which residents could recycle both yard trimmings and food waste. It also revealed that 67% of the respondents were willing to pay a nominal fee for participation.

Based on the survey results, the PSE Committee is evaluating the feasibility of an organics recycling program and will be presenting a proposal for approval to the participating Townships of Benner, College, Harris, Ferguson, and Patton. The participating townships will need to consider the residents' demands, costs associated with an organics recycling program, and customer service issues in order to determine the best long term solution to the solid waste piece of sustainability in the region. By the end of 2015, the Committee expects to provide the participating municipalities with a recommendation as to whether the Refuse and Recycling Program should proceed in developing an organics recycling program or if more information is needed.

### WHERE ARE WE NOW?

For the period of January 1 to June 30, 2015, revenue was higher than budgeted due to the Recycling Rebate revenue, and expenditures are less than budgeted due to the reduction in personnel. Looking forward to the last six months of 2015, no other variances are expected for the 2015 budget.

- The Recycling Rebate received from CCRRA for materials recycled in 2014 was \$56,776, compared to the budgeted \$30,000 amount. This reimbursement is accrued through the sale of recyclable materials and is dependent on market prices. The PSE Committee has been asked for its recommendation regarding the use of these funds. One option being considered is to use the rebate to pay expenses associated with establishing an organics collection program.
- The part-time Recycling Assistant who was hired in 2012 to develop and implement a Commercial Recycling Program left COG in February 2015. The position is being evaluated to determine the need for an assistant. *Note:* In 2015, the Centre County Recycling and Refuse Authority hired two new Customer Service Representatives to focus on commercial recycling.

**WHAT IS THE COST?**

The 2015 budget for the Regional Refuse and Recycling Program provides for the following revenue and expenditures, shown on the Table 3 on right.

**WHERE ARE WE GOING?**

Looking forward into 2016 and beyond, proposed major budgetary changes and major work objectives for the Regional Refuse and Recycling Program include:

*Proposed Budgetary Changes...*

- There are no proposed budgetary changes.
- Funds from the Recycling Rebate may be needed for the development of an organics recycling program if the participating municipalities decide to implement the proposal. By way of example, assistance may be needed in terms of expertise (consulting services) and/or manpower (hiring a part-time Assistant) to complete some of the following tasks:
  - Evaluate the feasibility of an Organics Collection Program in the Townships of Benner, College, Harris, Ferguson, and Patton.
  - Determine the manner and location of composting facilities.

**Revenue**

|                        | <b>2012 Actual</b> | <b>2013 Actual</b> | <b>2014 Actual</b> | <b>2015 Budget</b> |
|------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund Balance           | \$ 72,446          | \$ 102,599         | \$ 85,700          | \$ 71,182          |
| <b>Subtotal</b>        | \$ 72,446          | \$ 102,599         | \$ 85,700          | \$ 71,182          |
| <b>Other Revenue</b>   |                    |                    |                    |                    |
| Interest Earnings      | \$ 703             | \$ 373             | \$ 794             | \$ 200             |
| Regional Contract Fees | \$ 72,300          | \$ 75,900          | \$ 79,800          | \$ 83,800          |
| Subsidy Reimbursement  | \$ 1,452           | \$ 1,106           | \$ 1,370           | \$ 1,300           |
| Recycling Rebate       | \$ 52,237          | \$ 34,465          | \$ 34,412          | \$ 30,000          |
| <b>Subtotal</b>        | \$ 126,692         | \$ 111,844         | \$ 116,376         | \$ 115,300         |
| <b>GRAND TOTAL</b>     | \$ 199,138         | \$ 214,443         | \$ 202,076         | \$ 186,482         |

**Expenditures**

|                     | <b>2012 Actual</b> | <b>2013 Actual</b> | <b>2014 Actual</b> | <b>2015 Budget</b> |
|---------------------|--------------------|--------------------|--------------------|--------------------|
| Personnel           | \$ 36,802          | \$ 42,802          | \$ 44,160          | \$ 51,409          |
| Operating           | \$ 59,737          | \$ 61,319          | \$ 56,612          | \$ 39,595          |
| Capital & Transfers | \$ -               | \$ 24,622          | \$ 26,624          | \$ 32,600          |
| <b>Subtotal</b>     | \$ 96,539          | \$ 128,743         | \$ 127,396         | \$ 123,604         |
| Fund Balance        | \$ 102,599         | \$ 85,700          | \$ 74,680          | \$ 62,878          |
| <b>GRAND TOTAL</b>  | \$ 199,138         | \$ 214,443         | \$ 202,076         | \$ 186,482         |

Table 3. Recycling and Refuse Program revenue and expenditures from 2012 through the approved 2015 budget.

- Develop the scope of services (collection method, frequency, containers).
  - Create an educational program to introduce the organics recycling program to the residents.
  - Meet with neighborhood associations, business organizations, and community groups to explain the new program.
  - Implement an organics collection service component in the 2020 contract.
  - Follow-up and resolve customer and contractor service problems identified during the implementation phase.
- Funds from the Recycling Rebate could be accumulated to help offset the costs in 2019 for the purchase of containers that the residents would use to collect their yard trimmings and food waste.

*Propose New Work Objectives...*

- *Developing an Organics Recycling Program* - By the end of 2015, the participating Townships of Benner, College, Harris, Ferguson, and Patton should have decided if the COG Refuse and Recycling Program should proceed in developing an organics recycling program or if more information is needed. Either way, a new work objective is likely to be needed in 2016 to either further study organics recycling opportunities or to begin determining program specifications such as compost facility demands, the manner of organics collection, and educational methods.

THIS PAGE IS LEFT INTENTIONALLY BLANK

## MISSION

The COG Contingency Fund was established to finance the COG's fiscal obligations arising from emergency situations or special projects not provided for in the annual Agency budgets.

## WHO ARE WE?

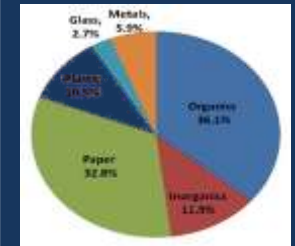
Since the COG Agencies normally operate with minimum cash reserves, the Contingency Fund is an essential component of the COG's financial management system. It permits the Agencies to adjust to unexpected developments while maintaining existing service levels. Additionally, through the Contingency Fund's allowance for unanticipated or unusual expenses, the level and need for municipal contributions during the course of the fiscal year is stabilized.

All expenditures from the Contingency Fund require the approval of the General Forum. In the past, the Contingency Fund has been used to finance such items as recruitment costs for the Planning and Library Directors, the interest on a loan relating to the acquisition of the Oak Hall Regional Park property, the July 4<sup>th</sup> Fireworks, the development of a model ordinance relating to land use controls around the I-99 interchanges, the purchase of a LUCAS chest compression system for Centre LifeLink, and unanticipated legal expenses regarding a denial of a Development of Regional Impact application.

## WHAT DO WE DO?

The Contingency Fund has been a component of the COG Budget since at least 1973. From 1973 to 1984, by tradition, the beginning year fund balance was set at 1% of the **total COG budget**. In 1985, the General Forum set the balance of the Contingency Fund at 1% of the COG Budget, not including: Agency fund balances, the Centre Region Code Administration Budget, and special capital budgets (e.g. the Eastern Inner Loop, COG Housing, Pools Capital, Library Capital, Fire Capital, and Fire Training Site).

During its 2000 budget review sessions, the COG Finance Committee recommended that the General Forum consider no additional municipal contributions to the Contingency Fund for 2000, which froze the fund at **\$26,380** – the ending year balance from 1999. This fixed amount for the Contingency Fund balance was approved by the General Forum in adopting the 2000 to 2009 COG Budgets. Recognizing that the COG Budget had



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

COG  
CONTINGENCY  
FUND

increased during that ten year period, the General Forum, upon the recommendation of the Finance Committee, increased the threshold amount to approximately \$35,000 for 2010 and 2011. In 2012, the Centre Region Code Administration repaid a \$5,270 loan from the Contingency Fund. The January 1, 2015 beginning year fund balance was \$38,889.

**WHERE ARE WE NOW?**

For the period of January 1 to June 30, 2015, the General Forum has not authorized any expenditures from the Contingency Fund.

**WHAT IS THE COST?**

The 2015 budget for the COG Contingency Fund provides for the revenue and expenditures on Table 4 on right.

**Revenue**

|                                | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|--------------------------------|------------------------|------------------------|------------------------|------------------------|
| Fund Balance                   | \$ 35,040              | \$ 40,574              | \$ 38,682              | \$ 38,882              |
| <i>Subtotal</i>                | \$ 35,040              | \$ 40,574              | \$ 38,682              | \$ 38,882              |
| <b>Municipal Contributions</b> |                        |                        |                        |                        |
| <b>2015<br/>Percentage</b>     |                        |                        |                        |                        |
| State College Borough          | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| College Township               | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| Ferguson Township              | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| Halfmoon Township              | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| Harris Township                | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| Patton Township                | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| <i>Subtotal</i>                | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| <b>Other Revenue</b>           |                        |                        |                        |                        |
| Interest Earnings              | \$ 264                 | \$ 108                 | \$ 207                 | \$ 100                 |
| Transfer: New Construction     | \$ 5,270               | \$ -                   | \$ -                   | \$ -                   |
| <i>Subtotal</i>                | \$ 5,534               | \$ 108                 | \$ 207                 | \$ 100                 |
| <b>GRAND TOTAL</b>             | <u>\$ 40,574</u>       | <u>\$ 40,682</u>       | <u>\$ 38,889</u>       | <u>\$ 38,982</u>       |

**Expenditures**

|                    | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|--------------------|------------------------|------------------------|------------------------|------------------------|
| Legal Fees         | \$ -                   | \$ 2,000               | \$ -                   |                        |
| <i>Subtotal</i>    | \$ -                   | \$ 2,000               | \$ -                   | \$ -                   |
| Fund Balance       | \$ 40,574              | \$ 38,682              | \$ 38,889              | \$ 38,982              |
| <b>GRAND TOTAL</b> | <u>\$ 40,574</u>       | <u>\$ 40,682</u>       | <u>\$ 38,889</u>       | <u>\$ 38,982</u>       |

Table 4. Contingency Fund revenue and expenditures from 2012 through the approved 2015 budget.

**MISSION**

The COG Building Capital Budget was established to finance capital improvements, capital replacements, and major repairs to the COG Building.

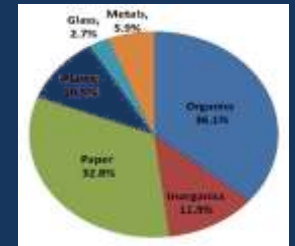
**WHO ARE WE?**

On May 19, 2003, after many years of consideration, the Centre Region COG opened its new office building at 2643 Gateway Drive in Ferguson Township. The building is owned by the six Centre Region municipalities and the COG pays them approximately \$185,000 per year in rent. The total cost of constructing the building (including land acquisition and furnishings) was \$2.5 million. The project was completed on time and within the budget approved by the General Forum.

The COG Building Capital Budget establishes a sinking fund to finance the replacement of major capital components, systems (e.g. roof, heat pumps), and building-wide technology-related equipment for the COG Building as shown in Table 5 on left. The Finance Committee is the policy oversight board for the Building Capital Budget. As the building ages, its architectural, mechanical, electrical and plumbing components, furnishings, and technology equipment will need to be replaced or upgraded through the life of the COG lease (2028), as shown on Table 5 above.

| <b>COG Building Capital Items</b>  |                        |                                   |  |
|--|------------------------|-----------------------------------|--|
| <i>Values more than \$25,000 are included in the Capital Improvement Plan:</i> |                        |                                   |  |
| <b>Item</b>  | <b>Life Expectancy</b> | <b>Replacement Year</b>           | <b>Original Cost Annually Adjusted by 3%</b> |
| Windows  | 25                     | 2028                              | \$35,000                                     |
| Roof   | 25                     | 2028                              | 35,000                                       |
| Boilers  | 15                     | 2018                              | 37,125                                       |
| Heat Pumps   | 15                     | 2018                              | 72,675                                       |
| Common Furnishings   | 15                     | 2018                              | 33,050                                       |
| Parking Lot Overlay  | 15                     | 2029                              | 37,650                                       |
| Carpeting  | 10                     | 2013*<br>Being replaced as needed | 24,075                                       |
| Telephone System   | 10                     | 2024                              | 48,800                                       |
| <b>Total</b>   |                        |                                   | <b>\$323,375</b>                             |

Table 5. Items proposed for replacement by the COG Building Capital Budget through 2028.



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

COG BUILDING  
CAPITAL BUDGET

**WHERE ARE WE NOW?**

Since the fund was established in 2005, the following changes were approved by the Finance Committee:

- 2007: Municipal contributions and the estimated replacement costs should be annually adjusted by the change in the Consumer Price Index (CPI).
- 2010: Technology-related equipment (servers, switches, etc.) that is shared by the Agencies located in the COG Building should be included in the Building Capital Budget.
- 2012: Costs were updated based upon current and estimated replacement costs and they were to be adjusted annually by 3% in accordance with the Capital Improvement Plan (CIP).

**WHAT IS THE COST?**

The 2015 budget for the COG Building Capital Budget provides for the revenue and expenditures on Table 6 on right.

**Revenue**

|                       |  | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|-----------------------|--|------------------------|------------------------|------------------------|------------------------|
| Fund Balance          |  | \$ 119,417             | \$ 149,270             | \$ 168,231             | \$ 124,476             |
|                       | <b>Subtotal</b>                                    | \$ 119,417             | \$ 149,270             | \$ 168,231             | \$ 124,476             |
|                       | <b>2014<br/>Municipal Contributions Percentage</b> |                        |                        |                        |                        |
| State College Borough | 22.13%   | \$ 3,895               | \$ 4,002               | \$ 4,093               | \$ 4,115               |
| College Township      | 16.62%   | \$ 3,028               | \$ 3,067               | \$ 3,074               | \$ 3,041               |
| Ferguson Township     | 26.34%   | \$ 4,746               | \$ 4,815               | \$ 4,871               | \$ 4,871               |
| Halfmoon Township     | 4.41%  | \$ 841                 | \$ 794                 | \$ 816                 | \$ 814                 |
| Harris Township       | 9.13%  | \$ 1,607               | \$ 1,645               | \$ 1,689               | \$ 1,689               |
| Patton Township       | 21.37%   | \$ 3,703               | \$ 3,837               | \$ 3,952               | \$ 3,965               |
|                       | <b>Subtotal</b>                                    | \$ 17,820              | \$ 18,160              | \$ 18,495              | \$ 18,495              |
|                       | <b>Other Revenue</b>                               |                        |                        |                        |                        |
| Interest Earnings     |  | \$ 833                 | \$ 467                 | \$ 946                 | \$ 310                 |
| Miscellaneous         |  | \$ -                   | \$ 6,000               | \$ -                   | \$ -                   |
| Transfer              |  | \$ 11,200              | \$ 11,760              | \$ 52,330              | \$ 12,900              |
|                       | <b>Subtotal</b>                                    | \$ 12,033              | \$ 18,227              | \$ 53,276              | \$ 13,210              |
|                       | <b>GRAND TOTAL</b>                                 | \$ 149,270             | \$ 185,657             | \$ 240,002             | \$ 156,181             |

**Expenditures**

|                       |                    | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|-----------------------|--------------------|------------------------|------------------------|------------------------|------------------------|
| Building Repairs      |                    | \$ -                   | \$ 6,026               | \$ 4,883               | \$ 1,000               |
| Building Improvements |                    | \$ -                   | \$ 11,400              | \$ 87,041              | \$ 17,500              |
|                       | <b>Subtotal</b>    | \$ -                   | \$ 17,426              | \$ 91,924              | \$ 18,500              |
| Fund Balance          |                    | \$ 149,270             | \$ 168,231             | \$ 148,078             | \$ 137,681             |
|                       | <b>GRAND TOTAL</b> | \$ 149,270             | \$ 185,657             | \$ 240,002             | \$ 156,181             |

Table 6. Revenue and expenditures of the COG Building Capital Budget from 2012 through the approved 2015 Budget.

For the period of January 1 to June 30, 2015, revenue for the COG Building Capital Budget was largely consistent with the projections contained in the 2015 budget.

The January 1, 2015 fund balance was \$148,048, a \$23,602 increase from the projected amount of \$124,476. This was primarily due to delays in roof repairs and the purchase of a filter for the geothermal heating system. These funds were carried forward from the 2014 to the 2015 budget year. There are two sources of income for the COG Building Capital Fund: municipal contributions based on the current regular COG funding formula and transfers from the Refuse and Recycling, New Construction, and Existing Structures Programs.

During the first six months of 2015, the Capital Budget financed a study to identify the options and costs of expanding the number of parking spaces at the COG Building, the repair of the roof and fascia on the exterior of the building (\$4,556), the planned replacement of a computer server (\$4,000), and an emergency installation of a drip pan underneath the main HVAC unit (\$1,700) for the building. Looking forward to the last six months, no budgeted expenditures are anticipated.

### **WHERE ARE WE GOING IN 2016?**

Looking forward into 2016 and beyond, proposed major budgetary changes for the COG Building Capital Budget include the following items.

#### *Proposed Budgetary Changes...*

- Retaining a consultant to conduct an evaluation and prepare a recommendation regarding how COG information technology (IT) services should be provided beginning 2017. An evaluation is proposed for 2016 because the three year IT service agreement with State College Borough expires on January 1, 2017, the five year Local Area Network/Wide Area Network (LAN/WAN) Agreement with Comcast Metro Ethernet Services, through State College Borough, ends on August 7, 2017, and all but one of the COG servers will be fully depreciated. If a study is approved, a Request for Proposal that identifies the scope of work to be performed will be prepared and then circulated to multiple firms that have experience in conducting similar studies. In addition, the Executive Director is considering whether to recommend that an outside Project Manager be retained to review the work, methodology, and conclusions of the study consultant. It is anticipated that an Ad Hoc Committee comprised of COG staff and the Project Managers will be established to assist the study consultant by providing information and reviewing proposals

With these expiration of the pending contracts in 2017, along with the large changes that have encompassed the COG IT environment in recent years, staff believes 2016 will provide an opportunity to create a cost effective, integrated IT environment that is suited to its operations at all COG locations – including the remote locations that are currently off of the regional WAN.

The COG agencies invest a considerable amount of resources in information technology (IT), including computers and related equipment, software, and costs related to internet access and personnel training. The Agencies rely on IT systems for storing important financial and nonfinancial information, accessing the internet, communicating through e-mail, and reporting to member municipalities and other public agencies. Technology is an essential part of COG business practices in providing a broad range of public services to about 95,000 residents living in six municipalities, each of which desires to have their information individually tracked. In addition, the COG’s financial system consists of 26 separate funds, many with different members, and revenue being collected from many sources including building permits, late fees for library books, and pool passes. Recognizing technology’s key role in the COG, the time has come for there to be assessment of where the COG is now, where should it be in the future, and what steps are necessary to get there. The COG CIP for the Building Capital Budget provides \$15,000 for this study.

- Replacing the tables in the COG General Forum Room and adding four additional tables (16 tables total). The current tables are original to the building. The current tables are original to the building and are showing their age. The proposed new tables have wheels and fold in an upright position. Mobile, flipped-top, comfort edged tables are recommended because they can be moved by one person without damaging the carpet, can be easily stored, and are comfortable to sit in during a day-long classroom environment. The COG does not have a full-time building custodian, so the room is re-arranged by each group hosting different meetings. This means that for many meetings, two COG staff are used for set up. The existing tables are heavy and do not have wheels, but the mobile tables will allow one person set up. Because the tables will be used for training classes for the Centre Region Code Administration (CRCA) staff and for CRCA-related public information programs, it is proposed that this expense be assigned to the CRCA Budget via a transfer to the COG Building Capital Budget. The estimated cost is \$12,000 (CoStars contract price). If this purchase is approved, then in accordance with the COG Articles of Agreement, the current tables will be first – be transferred to another COG agency, or second – given to a member municipality, or third – sold at an auction.
- Improving and repairing the COG Building to address roof, spouting, sidewalk, and paving problems resulting from excessive stormwater runoff. Runoff during large rain and snow and ice buildup are common issues that are encountered. Due to the runoff and drainage issue, excessive settlement around the building and sinkholes have developed on the COG property in recent years. It is the recommendation of staff that additional downspouts be added to the COG Building and run to the parking lot and drainage ditch to reduce the amount of water that runs off and ice that builds up on the COG roof. In addition, it is proposed to repair the sidewalk outside of the Parks suite and also the brick walkway in front of the building that has been damaged due to the building drainage and spouting issues. The second project would be to repair the sidewalk outside of the

Parks and Recreation suite and also repair the brick walkway that has been damaged due to the building drainage and spouting issues. The estimated cost of these improvement and repair work is \$11,600 and would be financed through the COG Building Capital Budget.

- Equipping the doors in both first floor vestibule areas of the COG Building with an automatic door opener. This automatic door opener will make it easier for the public, customers, and staff to enter and exit the COG Building. This new technology will allow the doors to open when a push pad is pressed by the user. An actuator (button) will open an exterior door and then another button in the vestibule will open the interior door. There will also be a button on the interior side of the Lobby to reverse the process. In total, six buttons and four automatic doors. The estimated cost of this project is \$10,000 and would be financed through the COG Building Capital Budget.
- Conducting a building mechanical and envelope study be performed in 2016 to determine if there are ways to make the building more energy efficient. In recent years, the COG Building has been using more natural gas and staff believes there could be an issue with the dual boiler setup. In addition, the windows seem to allow a lot of air infiltration; this issue is especially noticeable during the winter months when the temperatures in many offices decline significantly and space heaters are used to maintain temperatures at comfortable working levels. If a large project was deemed necessary, staff would anticipate applying for a grant to offset some or all of the cost of the improvements. The estimated cost of this study is \$15,000. Because this study was not anticipated in the 2015 to 2019 CIP, the funding request is a new one time expense.
- Expanding the parking area for the COG Building. During 2015, the COG contracted with a local engineering firm to prepare a recommendation for overflow expansion of the parking area at the COG Building in a manner that complies with Ferguson Township’s zoning ordinance and minimizes additional stormwater run-off. Currently, there are 79 parking spaces (including four handicapped spaces and short term three spaces in front of the building). The following is a maximum count for parking assuming all regular, part-time, seasonal, and interns were in the COG Building at the time.

|                                  |                  |
|----------------------------------|------------------|
| Codes Vehicles                   | 20 spaces        |
| Codes Personal Vehicles Staff    | 25 spaces        |
| Planning/Recycling Vehicle       | 1 space          |
| Planning Personal Vehicles       | 12 spaces        |
| Administration Vehicle           | 1 space          |
| Administration Personal Vehicles | 7 spaces         |
| Parks Vehicles                   | 2 spaces         |
| Parks Personal Vehicles          | <u>11 spaces</u> |
| <b>Total</b>                     | <b>79 spaces</b> |

Recognizing that some COG employees car pool, spend most of their time in the field, or leave and arrive at different times on most occasions, there is usually adequate parking for the public and for people who are attending a meeting in the COG Building. However, parking can be a tight squeeze when meetings with many attendees are held at the building.

In accordance with the 2015 Building Capital Budget, the COG retained the services of a professional engineer to conduct a study that provides an overview of the options for overflow parking, preliminary costs, and projected schedule. The study concluded that up to 24 additional pervious parking spaces can be added at four different locations. The study concluded the following:

| <b>Location</b> | <b>Additional Number of Spaces</b> | <b>Cost Per Space</b> | <b>Total Cost</b> |
|-----------------|------------------------------------|-----------------------|-------------------|
| Area I          | 12                                 | \$1,675               | \$20,100          |
| Area II         | 3                                  | \$1,700               | \$5,100           |
| Area III        | 6                                  | \$1,933               | \$11,600          |
| Area IV         | 3                                  | \$1,700               | \$5,100           |
| <b>Total</b>    | <b>24 spaces</b>                   |                       | <b>\$41,900</b>   |

Table 7. 2015 parking study results.

The estimated cost of creating overflow parking at all the locations is \$47,000 including upgrades to the stormwater management system. However, there is the alternative of building some but not all of the additional spaces. **Because this expansion of the parking lot was not anticipated in the 2015 to 2019 CIP, the funding request is a new one time expense.**

### WHERE ARE WE GOING IN 2017?

During calendar year 2017, the COG Building Capital Fund will implement the proposals contained in the 2016 to 2020 COG Capital Improvement Plan as approved by the General Forum. In addition, depending on the results and acceptance of the recommendations in the proposed 2016 COG IT study, there may be changes to the IT equipment replacement schedule. Also, during 2017, the Executive Director suggests that the concept of installing an emergency power generator for the COG Building be explored so that the employees' work can continue during power outages and enable the building to be used during period of a declared emergency as a back-up facility for any of the municipalities that need to relocate all or some of their operations.

## MISSION

The mission of the Insurance Reserve Fund is to serve as a depository for the receipt and expenditure of excess funds received from the Pennsylvania Municipal Health Insurance Cooperative (PMHIC) that occur when employee health insurance premiums are less than the expenses paid.

## WHO ARE WE?

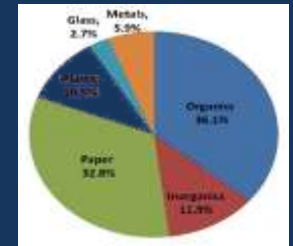
The Insurance Reserve Fund was established in 2007 to track the refunds received through the PMHIC program. Original cooperative member organizations in Centre County included the COG, Centre Area Transportation Authority (CATA), Ferguson Township, Patton Township, and State College Borough. College Township joined the cooperative in 2009, the Bellefonte Borough in 2011, and Harris Township in late 2012.

The fund has been used as follows:

- To offset increases in medical insurance premiums.
- To fund unexpected and unbudgeted increases in medical insurance. For instance, when an employee with single medical coverage is replaced with an employee with family coverage.
- To fund employee wellness activities (e.g. health screenings, flu shots, and educational programs).
- To pay for expenses associated with the Affordable Care Act. Beginning in 2014, the COG was assessed by the federal government a \$5,500 Transitional Reinsurance Fee. This fee was designed to be transferred to health insurance companies to offset their costs for enrolling all individuals no matter of their health condition.

## WHAT DO WE DO?

Every year COG's medical experience (dollar value of claims) is compared with the premiums that were paid into the PMHIC program. If the premiums are greater than the experience, COG receives a refund based upon a formulaic %age of the unused premiums. Between 2009 and 2014, the COG received a combined total refund of approximately \$312,000 or an average of \$62,400 per year. However, the actual amount can vary widely, for instance no reimbursement was received for the 2012 premium year, but \$163,666 was received for the 2014



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

INSURANCE  
RESERVE FUND

premium year. Transfers from PMHIC into this fund are entirely based on the medical costs of the COG staff and their families. It is a very unpredictable and volatile budget.

A key component to the realization of these refunds is the existence and investment in the Employee Wellness Program. Prior to 2011, the funds were for the most part accumulated; however, there were occasional expenditures for health and wellness and transfers to various agencies to bridge a funding gap, if necessary, due to changes in employees' status.

The COG Finance Committee elected to pay a portion of increases in medical premiums in 2011-2015 out of the Insurance Reserve Fund. The Executive Director proposes the same arrangement for 2016.

A cautionary note accompanies this recommendation, as it is not sustainable over the long term: *Should the medical reserve fund **not** continue to grow, at some point in the future, the accumulation of rate increases will need to be paid in one lump sum.* To avoid this from occurring, the status of the fund should be carefully examined as each year's budget is prepared. If the COG does not receive a surplus payment or the payment is very low, then changes in fund management should be implemented to ensure the fund is sustainable over the long term.

### **WHERE ARE WE NOW?**

For the period of January 1 to June 30, 2015, expenditures from the Insurance Reserve Fund were consistent with budgeted projections. Recognizing the volatility of the reimbursements, no 2015 income was anticipated from the 2014 premium year. However, because during the past year premiums paid exceeded employee health costs PHMIC is expected to provide COG with a \$163,000 reimbursement in 2015.

Given the unknown nature of the PHMIC refund, it was agreed by the Finance Committee that this rebates would not be assumed in the annual COG budget documents. .

**WHAT IS THE COST?**

No municipal funds are directly contributed to Insurance Reserve Fund. Revenue is composed entirely of a PMHIC reimbursement of medical premiums that have been paid by the COG and its employees. The 2015 budget for the COG Insurance Reserve Fund provides for the revenue and expenditures on Table 8 on right. In April 2015, COG was notified that its total 2014 refund would be \$163,666. In 2015, anticipated expenditures include \$8,400 for Employee Wellness Programs, \$52,000 to offset increases in health insurance premiums for calendar year 2015, approximately \$20,000 for unexpected and unbudgeted premium increases due to employees changing family status (e.g. single to family coverage) or replacing an employee with single medical insurance coverage with an individual needing two person or family coverage, and \$5,500 for a Transitional Reinsurance Fee that the COG is required to pay in accordance with the Affordable Care Act.

**WHERE ARE WE GOING?**

Looking forward into 2016 and beyond, the proposed major budgetary changes to the Insurance Reserve Fund are at the discretion of the Finance Committee and can be adjusted and/or revised on an annual basis.

**Revenue**

|                      | 2012 Actual       | 2013 Actual       | 2014 Actual       | 2015 Budget       |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Fund Balance         | \$ 242,862        | \$ 249,075        | \$ 173,234        | \$ 128,434        |
| <i>Subtotal</i>      | \$ 242,862        | \$ 249,075        | \$ 173,234        | \$ 128,434        |
| <b>Other Revenue</b> |                   |                   |                   |                   |
| Interest Earnings    | \$ 1,249          | \$ 672            | \$ 2,183          | \$ 340            |
| Insurance Co-op      | \$ 86,237         | \$ -              | \$ 41,416         | \$ -              |
| <i>Subtotal</i>      | \$ 87,486         | \$ 672            | \$ 43,599         | \$ 340            |
| <b>GRAND TOTAL</b>   | <u>\$ 330,348</u> | <u>\$ 249,747</u> | <u>\$ 216,833</u> | <u>\$ 128,774</u> |

**Expenditures**

|                         | 2012 Actual       | 2013 Actual       | 2014 Actual       | 2015 Budget       |
|-------------------------|-------------------|-------------------|-------------------|-------------------|
| Transfers               | \$ 77,011         | \$ 75,316         | \$ 70,343         | \$ 72,000         |
| Health/Wellness Program | \$ 4,262          | \$ 1,197          | \$ 7,657          | \$ 13,950         |
| <i>Subtotal</i>         | \$ 81,273         | \$ 76,513         | \$ 78,000         | \$ 85,950         |
| Fund Balance            | \$ 249,075        | \$ 173,234        | \$ 138,833        | \$ 42,824         |
| <b>GRAND TOTAL</b>      | <u>\$ 330,348</u> | <u>\$ 249,747</u> | <u>\$ 216,833</u> | <u>\$ 128,774</u> |

Table 8. Insurance Reserve Fund revenue and expenditures from 2012 through the approved 2015 Budget.

For 2016, the Executive Director and the Human Resources Committee will recommend the following allocations:

- Approximately \$70,000 to offset medical insurance premiums for calendar year 2016.
- \$30,000 to fund unexpected and unbudgeted increases in medical insurance costs due to employee changes. There may be more changes during 2016 than in previous years as other employees change the eligibility requirements for their staff to obtain medical insurance.
- \$6,000 to fund the 2016 Transitional Reinsurance Fee. The fee will be phased out after 2016.
- Up to \$4,100 for the Employee Relations Committee (ERC) to conduct a Wellness Program to include health screenings, flu shots, wellness program incentives, and educational programs.
- \$3,000 for an employee weight management program, a \$2,000 decrease from 2015 that is consistent with the usage of this benefit.
- \$1,600 for CPR, First Aid, and Defibrillator training from the American Red Cross.

The above Wellness Program items were proposed by the COG's ERC, which is comprised of one staff member from each Agency. For the past several years, ERC members have consulted with the COG's medical insurance representatives and received training on setting up "healthy employee" initiatives. National data shows that health care costs are directly related to the overall well-being of the organization's employees in both a physical and mental capacity. The ERC's effort delivers healthy initiatives in a manner that is more conducive to participation for employees who have increasingly busy work schedules.

It is believed that investments in the Employee Wellness Programs will promote the health of COG staff and their families, thereby reducing costs in medical services, lowering the absentee rate, and helping employees function with optimum efficiency. Because the COG receives a portion of these savings through the cooperative (PMHIC), it is believed that there is a good return on this investment.

## MISSION

The Centre Region Emergency Management Program is responsible for preparing the Borough of State College and the Townships of College, Ferguson, Halfmoon, Harris, and Patton to respond to and recover from natural or technological disasters and acts of terrorism.

## WHO ARE WE?

The Pennsylvania Emergency Management Code (Title 35) requires each municipality to have an Emergency Management Coordinator, an Emergency Operations Center (EOC), and an Emergency Operations Plan (EOP). In 1986, the General Forum authorized a study that confirmed emergency management services in the Centre Region were inadequate and they should be coordinated for a regional response to disaster. By 1990, all of the Centre Region municipalities made the following improvements:

- Created a regional Emergency Management Program with a single Coordinator through an agreement with Penn State's Office of University Safety that received approval by the Governor.
- Adopted by ordinance, the Joint Articles of Agreement for Emergency Management Services established a regional program administered and funded through the COG.
- Adopted a Centre Region Emergency Operations Plan.
- Designated a single Emergency Operations Center.

The Emergency Management Program's 2015 budget provides for the following staff:

### Full-Time:

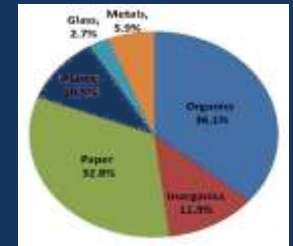
Emergency Management Coordinator

### Part-Time:

Staff Assistant (240 hours per year) provided through the COG Fire Protection Program

### Volunteer:

Deputy Coordinators (Fire Director Steve Bair, Assistant Fire Chief Dennis Harris, Penn State Emergency Management Director Brian Bittner, and Penn State Emergency Management Planner Pam Soule)



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

OFFICE OF  
EMERGENCY  
MANAGEMENT

The Centre Region's joint Emergency Management Program is considered to be a Best Practice Program by the Pennsylvania Emergency Management Agency (PEMA) because it provides a regionally coordinated response to declared emergencies.

## **BACKGROUND**

Administrative oversight of the Emergency Management Program is provided by the Centre Region Emergency Management Council (EMC), which is comprised of the Municipal Managers, a representative from Penn State University, the COG Executive Director, and the COG General Forum's Vice Chairman.

From 1990 to 2002, the Centre Region Emergency Management Coordinator was a volunteer position. A comprehensive review of the Centre Region's Emergency Management Program followed the tragic events of September 11, 2001. Municipal officials concluded after the assessment that the existing program that was based on a volunteer Emergency Management Coordinator was not adequate to meet future threats.

The Centre Region, including the University Park campus of Penn State University, is a potential target for domestic and international terrorism. The following contributing factors make the Centre Region a higher risk community: national sports and entertainment venues, a large international population, and growing importance as a transportation hub.

In 2002, after meeting with County and Penn State University officials, the EMC made the following recommendations:

- There should be a single Emergency Management Plan, EOC, and Emergency Management Coordinator for the Centre Region.
- The Centre Region Emergency Management Program should continue to be administered by the COG.
- The COG and Penn State University should establish a coordinated program for emergency management.
- A full-time, paid Emergency Management Coordinator should be appointed, with costs shared between the COG and the University.

The EMC's recommendations were approved by the municipalities and implemented through a five-year agreement between the COG and Penn State University. The Emergency Management Coordinator began work in February 2003. The contract with Penn State University expired on August 31, 2007. However, during its June 25, 2007 meeting, the General Forum approved the following motion to extend the agreement through August 31, 2008:

*“That the General Forum, as recommended by the Public Services Committee, extend the Emergency Management Services contract with The Pennsylvania State University for a period of one year, ending August 31, 2008, under the conditions recommended by the Centre Region Emergency Management Council; and in addition, that the General Forum ask the Emergency Management Council to evaluate the need for a full-time Centre Region Emergency Management Coordinator for the General Forum’s consideration by December 31, 2007.”*

In response to the General Forum’s request, the EMC evaluated the arrangement and concluded that the responsibilities of the Emergency Management Program justified a full-time employee who would serve as the regional Emergency Management Coordinator for the six municipalities.

In June 2008, the recommendations of the EMC were reviewed and endorsed by the COG Public Services Committee, presented to the General Forum, and referred to the municipalities for comment. The concepts presented were subsequently approved by all six Centre Region municipalities and presented to the General Forum for approval.

In order to implement this change to the Emergency Management Program, four actions were required. During the August 25, 2008 meeting, the General Forum reviewed the four items listed below and approved the following actions to implement the changes:

1. Confirm the General Forum’s intent to create the new position and modify the COG/Penn State University Emergency Management Agreement.
2. Approve the revised COG/Penn State Emergency Management Agreement.
3. Approve a Memorandum of Understanding that identified the interim arrangements for the Emergency Management Program.
4. Prepare a draft job description for the Centre Region Emergency Management Coordinator for consideration by the EMC and Personnel Committee (now known as the Human Resources Committee).

During the process of making changes to the Emergency Management Program, Mr. Stephen Abrams retired from Penn State University, where he had served as the joint Emergency Management Coordinator. Subsequently, the General Forum, at its November 28, 2008 meeting, unanimously agreed to recommend to Governor Corbett that Mr. Shawn Kauffman be appointed as the full-time Centre Region Emergency Management Coordinator effective January 1, 2009.

Since 2009, the Emergency Management Program has evolved to have a depth of staff support and a closer collaboration with Penn State University. From 2011 to 2015, the program added four volunteer Deputy Coordinators whom, if needed, act in the absence of the Emergency Management Coordinator. In addition, the Centre Region Emergency Management Program which always had a strong

partnership with Penn State University and the Penn State Emergency Management Program has grown to be more comprehensive. The partnership supports a joint EOC which was relocated from the Eisenhower Parking Deck to Beaver Stadium in 2010. The new EOC provides emergency management support to the entire Centre Region and Penn State University. During the last several years, the COG and University have conducted joint training and mutually retained a consultant to evaluate emergency operations and identify opportunities for improvement. The relationship between COG and the Penn State University is often used as an example for other town/gown communities in the United States.

### WHAT DO WE DO?

The Emergency Management Program provides the following services for the participating municipalities:

- Develop, maintain, and update Emergency Operations Plans for the Centre Region Municipalities.
- Enhance the Centre Region's Emergency Management public outreach.
- Identify, maintain, equip, and staff Five Regional Emergency Shelters. (see attached map)
- Provide training opportunities and conduct exercises for staff and volunteers who may be needed during emergencies.
- Maintain and activate, if necessary, the Emergency Operations Center.

A. Develop, maintain, and update Emergency Operations Plans for the Centre Region municipalities.

#### *Ongoing Contributions...*

- Developing, maintaining, and updating the regional emergency plans: Centre Region Basic Plan, Notification and Resource Manual, Emergency Operations Centre Checklists, Hazard Specific Plans, Alerting and Notification Plan, Sheltering Plan, and Continuity of Operations Plan.
- Developing, maintaining, and updating event specific plans such as: Memorial Day, Central Pennsylvania Festival of the Arts, and People's Choice Arts Festival and support Penn State University with football and special event planning.

- Organizing an annual meeting between the Public Safety Committee, PennDOT, utility providers, and municipal first responders to exchange information regarding emergency planning.

B. Enhance the Centre Region's Emergency Management public outreach.

*Ongoing Contributions...*

- Providing emergency preparedness presentations to local civic groups and business associations, as requested.
- Attending open houses and safety fairs to present emergency preparedness information.
- Attending General Forum meetings to provide updates to the elected officials regarding the Emergency Management program.
- Updating the Centre Region Emergency Management website [www.crcog.net/EM](http://www.crcog.net/EM) and social media websites (Facebook and Twitter) with current emergency preparedness information.
- Coordination and delivery of Community Emergency Response Team (CERT) training.

C. Maintain and equip the Regional Emergency Shelters so that they are in a state of readiness and provide staff during emergencies.

*Ongoing Contributions...*

- Monitoring the five Centre Region COG shelters (Park Forest Elementary School, Boalsburg Fire Company, Mount Nittany United Methodist Church, Halfmoon Christian Fellowship Church and St. Paul Lutheran Church) to ensure they can be expeditiously and efficiently used as public shelters during an emergency. Each of these shelters is able to function effectively in the event of a power outage. The locations of the shelters are shown in Figure 37 on page 104.
- Arranging shelter training for community volunteers that staff the Centre Region shelters.
- Identifying new shelters and preparing recommendations for the EMC to consider.

- Maintaining effective working relationships with American Red Cross staff, as they are responsible for operating shelters during an emergency.

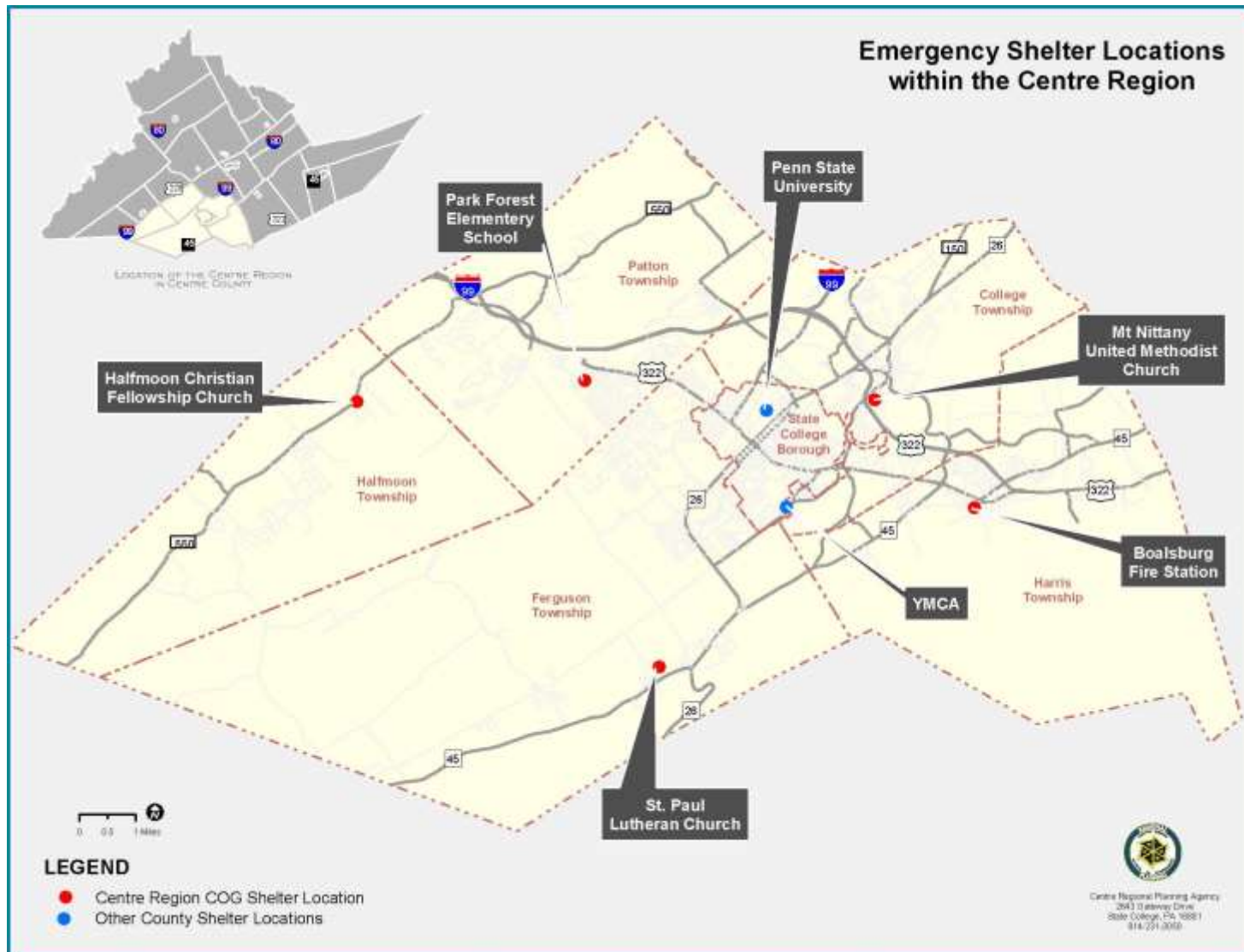


Figure 37. Locations of Emergency Shelters within the Centre Region.

D. Provide training opportunities and conduct exercises for staff and volunteers who may be needed during emergencies.

*Ongoing Contributions...*

- Coordinating training for individuals and groups that have a role in preparing for and responding to emergencies.
- Arranging National Incident Management System (NIMS) and Incident Command System (ICS) training for elected and appointed municipal officials.
- Organizing tabletop and functional exercises for local first responders.
- Exercising notification and alerting systems and resolving or arranging for resolution of problems within those systems.

E. Maintain and activate, if necessary, the Emergency Operations Center (EOC).

*Ongoing Contributions...*

- Maintaining the Centre Region COG agreement with Penn State University for the use of the EOC.
- Testing and maintaining EOC equipment to assure availability during an emergency.
- Updating the EOP and related documents located in the EOC.

**OF PARTICULAR NOTE**

During 2016, the Centre Region COG Office of Emergency Management will partner with Penn State University to complete an Emergency Operations Center (EOC) exercise. The exercise will test Emergency Operations plans and EOC staff during a declared emergency. The exercise is a multi-step exercise which includes:

- Planning and Design: During this step, the exercise planning team reviews Emergency Operations Plans and develops an exercise scenario which best tests our emergency plans.

- **Conduct and Evaluation:** The exercise team conducts the functional exercise (pictured above) and evaluates the exercise players. The exercise is normally held on a single day and simulates a twelve hour operational period. Our exercise tests the activation and utilization of the Emergency Operations Center by Centre Region and Penn State EOC staff given a realistic disaster scenario.
- **Evaluation Analysis:** During this step, the exercise team analyzes the evaluation data from exercise evaluation guides and reconstructs the exercise events.
- **Draft After Action Report:** The After Action Report (AAR) describes what happened during the exercise, issues to be addressed, best practices, and recommendations.
- **After Action Conference:** The exercise team, participating Agency Reps, Senior Officials review the draft AAR, define actions to improve performance and validate recommendations.
- **Identify Improvements:** Corrective actions are captured on an Improvement Plan (IP).
- **Finalize AAR/IP:** Final After Action Report and Improvement Plan are prepared for the Agency Reps and Senior Officials.
- **Track Implementation:** The Centre Region and Penn State staff track corrective actions implemented after the exercise.



Figure 38. An exercise occurs in the EOC, including staff from both the Centre Region and Penn State University.

This exercise and subsequent AAR/IP will be utilized by the EM Council to determine future needs of the Centre Region/Penn State Emergency Operations Center.

**WHERE ARE WE NOW?**

For the period of January 1 to June 30, 2015, revenue and expenditures for the Office of Emergency Management were consistent with the projections contained in the 2015 budget. The 2015 Emergency Management Program Budget provides for the revenue and expenditures shown in Table 9 on right.

The actual January 1, 2015 Emergency Management fund balance was \$35,083, which is \$955 greater than the estimated balance of \$34,128. Looking forward to the last six months of 2015, no expenses that would vary from the estimates in the 2015 budget are anticipated.

**WHAT IS THE COST?**

Municipal contributions for the Emergency Management Program have been relatively flat during the last several years and contributions decreased from the 2012 budget. Revenue and expenditures appear to be consistent with the budgeted projections through the first six months of 2015.

**Revenue**

|                       |  | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|-----------------------|--|------------------------|------------------------|------------------------|------------------------|
| Fund Balance          |  | \$ 18,684              | \$ 27,382              | \$ 35,193              | \$ 34,128              |
|                       | <b>Subtotal</b>                                    | \$ 18,684              | \$ 27,382              | \$ 35,193              | \$ 34,128              |
|                       | <b>2015<br/>Municipal Contributions Percentage</b> |                        |                        |                        |                        |
| State College Borough | 22.25%   | \$ 28,927              | \$ 25,337              | \$ 25,349              | \$ 24,924              |
| College Township      | 16.44%   | \$ 22,482              | \$ 19,417              | \$ 19,038              | \$ 18,415              |
| Ferguson Township     | 26.34%   | \$ 35,239              | \$ 30,476              | \$ 30,172              | \$ 29,505              |
| Halfmoon Township     | 4.40%  | \$ 6,246               | \$ 5,024               | \$ 5,051               | \$ 4,929               |
| Harris Township       | 9.13%  | \$ 11,936              | \$ 10,415              | \$ 10,458              | \$ 10,227              |
| Patton Township       | 21.44%   | \$ 27,497              | \$ 24,291              | \$ 24,479              | \$ 24,016              |
|                       | <b>Subtotal</b>                                    | \$ 132,327             | \$ 114,960             | \$ 114,547             | \$ 112,016             |
|                       | <b>Other Revenue</b>                               |                        |                        |                        |                        |
| Interest Earnings     |  | \$ 290                 | \$ 163                 | \$ 440                 | \$ 150                 |
| Miscellaneous Revenue |  | \$ -                   | \$ 873                 | \$ -                   | \$ -                   |
|                       | <b>Subtotal</b>                                    | \$ 290                 | \$ 1,036               | \$ 440                 | \$ 150                 |
|                       | <b>GRAND TOTAL</b>                                 | \$ 151,301             | \$ 143,378             | \$ 150,180             | \$ 146,294             |

**Expenditures**

|                    |                    | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|--------------------|--------------------|------------------------|------------------------|------------------------|------------------------|
| Personnel          |                    | \$ 83,744              | \$ 87,719              | \$ 88,406              | \$ 92,653              |
| Operating          |                    | \$ 29,967              | \$ 16,332              | \$ 15,213              | \$ 13,956              |
| Fire Reimbursement |                    | \$ -                   | \$ -                   | \$ 6,946               | \$ 7,685               |
| Capital            |                    | \$ 10,208              | \$ 4,134               | \$ 4,532               | \$ 12,000              |
|                    | <b>Subtotal</b>    | \$ 123,919             | \$ 108,185             | \$ 115,097             | \$ 126,294             |
| Fund Balance       |                    | \$ 27,382              | \$ 35,193              | \$ 35,083              | \$ 20,000              |
|                    | <b>GRAND TOTAL</b> | \$ 151,301             | \$ 143,378             | \$ 150,180             | \$ 146,294             |

Table 9. Centre Region Emergency Management Program Budget revenue and expenditures from 2012 through the approved 2015 Budget.

## WHERE ARE WE GOING?

Looking forward into 2016 and beyond, proposed budgetary changes and work objectives for the Emergency Management Program include:

### *Proposed Budgetary Changes...*

The Emergency Management Program will propose approximately \$20,000 for a joint Emergency Operations Center(EOC) exercise in partnership with Penn State University. The University will also contribute \$20,000 to the exercise. The 2016 exercise is a follow up to the 2012 exercise and evaluation of the Centre Region/Penn State Emergency Operations Center conducted by Hagerty Consulting. Following the exercise, an Improvement Plan was developed and improvements made to the Centre Region and Penn State programs. The proposed 2016 functional exercise will test the improvements made to the Emergency Operations Plan, the Emergency Operations Center and Essential Support Function staff training. Additionally, this functional exercise will build on a planned full scale exercise in 2018.

### *Proposed New Work Objectives...*

At this time, the Emergency Management Program does not foresee any new work objectives for 2016 other than the aforementioned COG/PSU EOC joint training exercise. Emergency Management staff will continue all aspects of the program with emphasis on updates to the EOP based on the 2012 Improvement Plan that was developed from the EOC exercise.

## MISSION

The mission of the Centre Region Emergency Management Contingency Budget is to provide a pool of funds for the Centre Region Emergency Management Coordinator to use in responding to a declared emergency. This Budget was established in accordance with the Joint Articles of Agreement for the Regional Emergency Management Program that was adopted by the Centre Region municipalities.

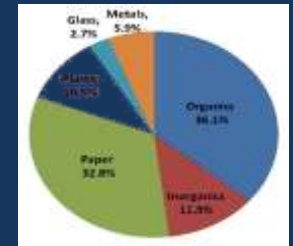
## WHO ARE WE?

During its November 27, 2006 meeting, the General Forum referred a recommendation to the Centre Region municipalities from the Centre Region Emergency Management Council (EMC) to update the 2002 *Articles of Agreement for the Regional Emergency Management Program*. The goal of the changes was to improve the Centre Region's capacity to respond to an emergency in a coordinated, timely, and focused manner. Major changes contained in the revised *Articles of Agreement* relate to the authority for declaring an emergency, the duties of the EMC, and how the response to a declared emergency should be funded.

The EMC's proposal was approved by the General Forum and adopted by each of the Centre Region municipalities. To implement the revised *Articles of Agreement*, the 2007 COG Budget established the Emergency Management Contingency Budget to finance responses to declared emergencies. Based on the revised *Articles of Agreement*, the municipalities are to contribute a combined total of \$25,000 to the Budget for four years beginning in 2007 in order to create and maintain a \$100,000 inflation-adjusted pool of funds. Due to the economic downturn in 2008, the General Forum elected to reduce the municipal contribution to \$10,000. 2013 was the last year in which the municipalities have contributed to the fund.

## WHAT DO WE DO?

In 2005, the EMC discussed how the initial response to an emergency would be funded. The EMC realized that during the initial response period, there should be clear guidelines as to who is responsible for expending funds and how should be authorized. After much discussion, the EMC recommended to the General Forum and the Centre Region municipalities that the Emergency Management Coordinator be authorized to spend up to \$100,000 during a declared emergency when there is an imminent threat to human life. Expenditures greater than that amount require the approval of the EMC.



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

EMERGENCY  
MANAGEMENT  
CONTINGENCY  
FUND

**WHERE ARE WE NOW?**

For the period of January 1 to June 30, 2015, revenue and expenditures for the Emergency Management Contingency Fund are consistent with the projections contained in the COG budget. During this period, there were no expenditures from the fund. The 2015 Emergency Management Contingency Budget provides for the revenue and expenditures shown in Table 10 on right.

Looking forward to the last six months of 2015, with the exception of an unforeseen emergency, no expenditures are anticipated from the Emergency Management Contingency Budget.

**WHAT IS THE COST?**

Per the *Articles of Agreement for the Regional Emergency Management Program*, municipal contributions are shared according to the COG funding formula that is in effect for that year. However, because of budget constraints, the appropriations were reduced to \$10,000 for 2009 to 2013. During the 2014 budget year, no funds were allocated to the Emergency Management Contingency Budget. In 2015, municipal funds to adjust the fund per the 2014 Consumer Price Index (CPI) were allocated to the Emergency Management Contingency Budget.

**Revenue**

|                       |  | <b>2012 Actual</b> | <b>2013 Actual</b> | <b>2014 Actual</b> | <b>2015 Budget</b> |
|-----------------------|--|--------------------|--------------------|--------------------|--------------------|
| Fund Balance          |  | \$ 82,240          | \$ 92,942          | \$ 103,230         | \$ 103,530         |
|                       | <b>Subtotal</b>                                    | \$ 82,240          | \$ 92,942          | \$ 103,230         | \$ 103,530         |
|                       | <b>2015<br/>Municipal Contributions Percentage</b> |                    |                    |                    |                    |
| State College Borough | 22.25%   | \$ 2,186           | \$ 2,204           | \$ -               | \$ 369             |
| College Township      | 16.44%   | \$ 1,699           | \$ 1,689           | \$ -               | \$ 272             |
| Ferguson Township     | 26.34%   | \$ 2,663           | \$ 2,651           | \$ -               | \$ 436             |
| Halfmoon Township     | 4.40%  | \$ 472             | \$ 437             | \$ -               | \$ 73              |
| Harris Township       | 9.13%  | \$ 902             | \$ 906             | \$ -               | \$ 151             |
| Patton Township       | 21.44%   | \$ 2,078           | \$ 2,113           | \$ -               | \$ 355             |
|                       | <b>Subtotal</b>                                    | \$ 10,000          | \$ 10,000          | \$ -               | \$ 1,656           |
|                       | <b>Other Revenue</b>                               |                    |                    |                    |                    |
| Interest Earnings     |  | \$ 702             | \$ 288             | \$ 550             | \$ 300             |
|                       | <b>GRAND TOTAL</b>                                 | \$ 92,942          | \$ 103,230         | \$ 103,780         | \$ 105,486         |

**Expenditures**

|              |                    | <b>2012 Actual</b> | <b>2013 Actual</b> | <b>2014 Actual</b> | <b>2015 Budget</b> |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures |                    | \$ -               | \$ -               | \$ -               | \$ -               |
| Fund Balance |                    | \$ 92,942          | \$ 103,230         | \$ 103,780         | \$ 105,486         |
|              | <b>GRAND TOTAL</b> | \$ 92,942          | \$ 103,230         | \$ 103,780         | \$ 105,486         |

Table 10. Centre Region Emergency Management Contingency Budget revenue and expenditures from 2012 through the approved 2015 Budget.

## WHERE ARE WE GOING?

Looking forward into 2016, the Emergency Management Contingency Budget municipal contributions would be based on the 2015 Consumer Price Index (CPI) adjustment as approved by the Article of Agreement. At present time it appears the CPI will be less than one percent.

Currently with the anticipated December 31, 2015 balance of \$103,780, the Emergency Management Contingency Budget will be approximately \$250 over of the budgeted amount. Looking ahead to 2016, the recommendation is to base the municipal contributions on the 2015 CPI adjustment. This translated into the approved budget request of approximately \$1,000.

THIS PAGE IS LEFT INTENTIONALLY BLANK

## MISSION

*The overall mission of the Centre Region Code Administration (CRCA) is to protect the health, safety, and welfare of all people working, residing, and visiting in the seven municipalities served by the CRCA by providing administration of the Uniform Construction Code of Pennsylvania (UCC) for new construction, the locally adopted Centre Region Building Safety & Property Maintenance Code, and Borough of Bellefonte Safety & Property Maintenance Code for existing buildings.*

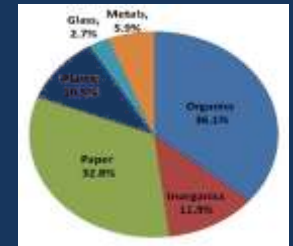
## WHO ARE WE?

The Centre Region Code Administration (CRCA) was created in 1968 by the Articles of Agreement adopted by the participating municipalities at that time (State College Borough and College, Ferguson, and Patton Townships) as a building and plumbing inspection agency. Electrical inspection services were added to the program in 1980 and by the mid-1980's the four municipalities also participated in the CRCA's Rental Housing Program. Harris Township joined the regional building and plumbing inspection service programs in 1990 and the Rental Housing Program in 2001. With the adoption of the Uniform Construction Code, Halfmoon Township joined the New Construction Program in 2004 but chose not to participate in the Rental Housing or Commercial Fire Inspection Programs of the CRCA. During May 2014, the Bellefonte Borough signed a three year agreement with the Centre Region COG to provide CRCA inspection services; including new construction, rental housing, and commercial fire inspections beginning July 1, 2014.

The CRCA is entirely funded through building, rental housing, and fire permits. No tax monies have been used to finance the Agency in over 39 years. The CRCA reimburses the COG for the financial, human resource management, and administrative services it receives from the Office of Administration.

The CRCA is organized into two primary areas, called the New Construction and Existing Structures Programs:

- **New Construction Program** - The CRCA provides plan review and field inspection services for all new construction and building renovations (residential, commercial, and institutions) occurring in the member municipalities (College, Ferguson, Halfmoon, Harris, and Patton Townships and the Boroughs of Bellefonte and State College), with the exception of structures on the Penn State University, University Park Campus.



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
CODE  
ADMINISTRATION

OVERALL  
AGENCY

The code standard administered by the CRCA that applies to all new construction and building renovation activity is the International Code Council family of codes. This is a national code standard that was adopted by the Commonwealth of Pennsylvania which is known as the Uniform Construction Code (UCC), or Act 45 of 1999. While the UCC is adopted by the state, it is administered locally.

Under the New Construction Program, the CRCA also administers the regional Sewage Management Program (SMP), which was adopted by the Centre Region municipalities through the Act 537 Sewage Facilities Plan. This program is administered in five of the seven municipalities: College, Harris, Ferguson, Patton, and Halfmoon Townships. There are approximately 3,100 properties included in the program area. The program includes the one-time in-tank inspection of all on-lot sewage disposal systems in the first six years of the program and the walk-over inspection of all systems every six years thereafter. In addition, the SMP ensures that all septic systems are pumped every three years in accordance with Act 537. The SMP is currently in its eighth year and its walk-over inspection phase is being transitioned to the Existing Structures Program because only a small number of properties still require an in-tank inspection.

- **Existing Structures Program** – As part of the Existing Structures Program, the CRCA inspects all rental housing, commercial properties, schools, hospitals, industrial buildings, and care facilities to ensure safety using the *Centre Region Building Safety & Property Maintenance Code* (CRBS & PMC) and by reference, the International Fire Code and in Bellefonte Borough using the *Borough of Bellefonte Safety & Property Maintenance Code* and by reference, the International Fire Code. These code standards are not adopted statewide and can be locally amended through the adoption of a municipal ordinance. The CRCA conducts inspections of 19,225 rental units in the participating municipalities (does not apply to Halfmoon Township). Although there is some variation, all rental housing units are inspected every three years at a minimum, fraternities every six months, and rental housing units with a history of multiple violations annually. The Bellefonte Borough rental properties are on a two year inspection cycle as requested by Bellefonte Borough Council.

The CRBS & PMC also includes the standard that governs the drilling and construction of wells and boreholes. These standards were adopted by the participating municipalities to protect the aquifer which supplies drinking water to most residents in the Centre Region and in neighboring municipalities.

CRCA Fire Inspectors' duties include conducting plan reviews and inspections of fire protection systems including automatic sprinkler and alarm systems, ensuring that building egress is maintained and not obstructed, verifying compliance with the provisions of the International Fire Code, and inspecting the common areas of apartment buildings. In addition, Fire Inspectors conduct a range of fire life safety programs for businesses, schools, fraternities, day care facilities, and industries.

The Public Safety Committee provides policy oversight for the CRCA, Regional Fire Protection, and Emergency Management Programs. The Committee is comprised of one elected official from each of the participating municipalities and meets monthly to give direction on major policy, program, and financial topics.

Property owners and contractors may appeal decisions of the code official to the Centre Region Building and Housing Code Board of Appeals. The Board consists of the Core, Plumbing, Mechanical, Electrical, and Property Maintenance Boards. The Core Board is comprised of five primary members and two alternate members who have the technical expertise to make judgments on complex code issues. The other four Boards are each comprised of two primary members and one alternate member who all have special experience or knowledge in the area of their respective board. The Public Safety Committee recommends to the General Forum individuals to serve on each Board, and the General Forum refers these nominations to the participating municipalities for appointment. One advantage of the Boards being comprised of regional representatives is that it helps ensure that code interpretations are made in a consistent manner among all of the municipalities.

The CRCA is often used as an example of a model regional code program. The Agency is financially self-supporting, service levels exceed state recommendations, and an emphasis is placed on educating the community about code standards. Additionally, the CRCA is the largest regional code agency in Pennsylvania as measured by the value of new construction and number of rental units inspected. The code administration services provided to the participating municipalities have resulted in an outstanding safety record as measured by fire loss, structural failures, and a high standard of property maintenance. A large part of this success can be attributed to the skills and experience of the regional code program's personnel. The CRCA staff is very experienced and highly trained in the building construction industry and having earned an average of over 14 nationally recognized building inspection certifications and fire safety certifications.

The Insurance Services Office (ISO) is a nationally recognized provider of information for the insurance industry. Every five years, the ISO issues a rating of the CRCA building and fire code officials to indicate the level of safety that can be expected of the Code Agency as a way of benchmarking it against a national standard. Further, the Agency is rated separately on the commercial and residential (one and two family homes) activities. The rating ranges from one to ten with one being the highest rating. In May 2014, the CRCA was rated by the ISO and has improved to be the only code agency in the Commonwealth to have a commercial rating of one and residential rating of two. This high distinction will result in insurance savings to those who have property insurance in the area covered by the CRCA.



To effectively administer code services, the CRCA had the following staff as of June 1, 2015:

### **Full-Time:**

#### **Administration**

Agency Director (*position shared equally between New Construction and Existing Structures Programs*)

Office Manager (*position is funded by the New Construction Program*)

#### **New Construction Program**

Staff Assistant (2)

Commercial Plans Examiners (2)

Senior Building Inspector (1)

Commercial Plans Examiners/Inspectors (5)

Commercial Fire Inspector (1)

Commercial Electrical Inspectors (2)

#### **Existing Structures Program**

Senior Fire Inspector (1)

Permit Program Technician (1)

Commercial Fire Inspectors (2)

Housing Inspectors (3) + 1 vacant and proposed to be filled in 2016

### **Part-Time:**

Staff Assistant (1) – *Position is 30 hours per week and is funded by the Existing Structures Program*

Sewage Inspectors (2) – *These seasonal positions are 24 hours per week from May through September -and are funded directly by Sewage Management Program user fees as part of the New Construction Program*

### **WHAT DO WE DO?**

The work objectives of the CRCA are to provide the following services:

- Professional building plan reviews
- Construction, fire, and rental housing inspections
- Staff training with an emphasis on professionalism, code standards, and helpful public service
- Effective code administration management

- Assist the municipalities served with codes
- Educate the building community and permit applicants on issues associated with the building code and built environment
- Educate the public on fire and life safety issues

The following sections A-C express the goals and the related work objectives (contributions) common to the entire Agency. Later in this document, the contributions and work objectives of the individual New Construction and Existing Structures Programs will be described.

A. Provide staff training with an emphasis on professionalism, code standards, and public service.

*Ongoing Contributions...*

- Conducting weekly inspector meetings on code topics such as: uniform code interpretations, field problems, inspection techniques, single family electrical systems, sprinkler systems, plumbing, and mechanical installations. Senior staff reviews large commercial projects together with plans examiners to ensure that inspection services are performed in a consistent manner among the inspectors.
- Providing cost effective, high quality training opportunities for staff to increase the level and number of professional certifications and the overall quality of the service provided by the Agency. The Agency Director and senior staff monitor the training of inspection staff to ensure that they are maintaining their inspection certifications and promoting continued educational growth in their areas of expertise.
- Conducting meetings with local design professionals to discuss code-related issues, including structural load calculations and mechanical engineering issues.
- Using the CRCA website to inform the public of policy and procedural changes and to solicit feedback regarding the level of customer service and measures to improve effectiveness and responsiveness to customer needs.
- Investigating new technology which would allow for increased consistency, accuracy, and efficiency of inspections and improved communications between staff.

- Facilitating nationally recognized training sessions for CRCA staff, design professionals, and the general public in the Centre Region at a reasonable cost.
- Providing opportunities for the CRCA staff to continue to obtain additional professional certifications beyond those specifically required for their position.

B. Manage the Code Administration in a manner that is financially accountable and self-supporting through permits and fees.

*Ongoing Contributions...*

- Working with the Public Safety Committee, COG staff, and local builders to monitor building permit fees. The goal of the CRCA is to remain financially self-supporting in the future. Since 2011, additional actions have been taken to organize the CRCA as an enterprise fund that provides the Centre Region with code services using permit fees that fully support all Agency expenditures.
- Continually monitoring the municipal fee schedules for building permits, fire permits, and rental housing permits to ensure that the fees are covering all direct and indirect expenses and have been properly adopted by the municipalities.
- Offering a faxable building permit application and invoicing system to eliminate the need for applicants to visit the Code Office for over-the-counter permits that do not require plan review.
- Verifying that local contractors obtain worker's compensation insurance in compliance with state law; a \$5 filing fee is collected at the time of insurance renewal or filing. The Pennsylvania Department of Labor and Industry requires that code agencies compile this information to ensure contractors are protecting their employees.
- Conducting and managing financial activities within budget guidelines and according to revenue received to produce an appropriate capital reserve fund and cash balance.
- Collecting the \$4 surcharge levied by the Commonwealth of Pennsylvania under Act 45 of 1999 from building permit applicants for each permit issued. Completing quarterly reports and forwarding those reports along with the \$4 surcharge to the Pennsylvania Department of Labor and Industry (L&I). The monies collected by the L&I fund training and continuing education programs for construction code officials, design professionals, contractors, and individuals who are involved with the implementation and enforcement of the UCC throughout the state.

- Receiving payments and scheduling the inspections invoiced in 2015 as part of the Sewage Management Program. In 2014, there were 216 in-tank inspections performed and 616 walkover inspections performed in the five municipalities. In 2013, the Agency performed 306 in-tank inspections.
- Continuing to work with the Public Safety Committee to follow the implementation action plan adopting the recommendations of the Code Evaluation Study that were approved by the General Forum.
- Continuing to improve efficiency in the CRCA's organizational structure. One area of consideration is the balance between general inspection staff with multi-disciplined qualifications versus an inspection staff that is specifically focused in a given area.
- Continuing to implement a new comprehensive software package that is being used regionally by four municipalities for zoning, planning, and land development activities and by the CRCA to better manage work flow, schedule inspections, and track permits. The new software allows the Agency to be more efficient and provide a higher level of customer service to its clients.

C. Provide community education and outreach regarding Code Administration programs and ensure that municipal officials are well-informed about building code issues.

*Ongoing Contributions...*

- Preparing monthly activity reports for the Public Safety Committee, municipal managers, and the general public.
- Providing regular communications to the municipal managers regarding building codes and the Sewage Management Program. Working with the participating municipalities to ensure that work being done in the area is permitted by zoning and the building code departments.
- Reviewing the effectiveness of codes based on local and national trends and investigating new building practices (e.g. sustainable buildings).
- Actively surveying the permit holders to determine the perceived level of service being provided by the Agency.
- Monitoring and updating the Centre Region codes to comply with state and national standards.
- Participating in public outreach programs such as Ferguson Township's annual Open House Program, the Lion Walk, the Community Resources Fair in State College Borough, and the annual Bring Your Child to Work Day Safety Expo at the Bryce Jordan Center.

- Attending and actively participating in Housing Task Force meetings with the State College Borough.
- Actively participating in the F-8 (First 8 Weeks) working group with the State College Borough to address issues regarding the return of Penn State University students and the challenges associated with home football weekends.
- Continually updating the Agency's webpage ([www.centregioncode.org](http://www.centregioncode.org)) to enable the public to access code information, Agency procedures, upcoming educational programs, and changes in code ordinances.
- Providing low cost, high quality fire safety training for child care providers to meet the licensure requirements of the Commonwealth of Pennsylvania.
- Actively participating in the Bellefonte Fire Task Force meetings with the Bellefonte Borough.

**OF PARTICULAR NOTE**

- **Level of Construction** – During 2015 and 2016, it is anticipated that the Centre Region will be an exciting place for construction activity. The CRCA is anticipating the following major projects that have or will be expected to be permitted during 2015 and 2016:
  - **Ferguson Township**
    - Turnberry – (2) 24 unit apartment buildings and (5) 12 unit apartment buildings
    - The Cottages – (286) Cottages and a clubhouse
    - CATA facility – \$30+ million facility renovation and expansion
  - **State College Borough**
    - The Metropolitan – \$30+ million high rise building to include retail, business, and residential uses
    - Fraser Centre – \$30+ million high rise building to include hotel, retail, business, and residential uses
    - State College High School – \$100+ million renovation and addition to two buildings
    - Foxdale Village – Natatorium expansion
  - **Harris Township**
    - Kestrel Drive Townhomes – 155 Townhomes

➤ **Patton Township**

- Toftrees - (2) 48-unit apartment buildings
- Village at Penn State - \$2 million institutional expansion

➤ **Bellefonte Borough**

- Bellefonte Mews - Mixed use infill building to include retail, business, and residential uses
- Cadillac Building - Fire restoration/rebuild in a historic shell to accommodate residential use
- Waterfront Retaining Wall - Removal of multiple buildings and installation of a large retaining wall along a high quality trout stream, including changing the average elevation of the site by approximately nine feet
- American Philatelic Society Library - Expansion of the American Philatelic Society Library at the Match Factory Place facility, including the installation of automatic fire sprinklers in this section of the building

**WHERE ARE WE NOW?**

- **Behind Budget** - For the first five months of 2015, permit revenue for the New Construction Program has been less than expected for this point in the year. The reason for the slower cash flow is that three major construction projects (the new High School, the Metropolitan, and Fraser Center) are behind schedule. The projects are all under way and the estimated revenue amounts should be achieved within the next year. As of May 31, 2015, permit revenue totaled \$608,231 (about 26%) out a total annual estimated budgeted amount of \$2,345,000.
- **Fund Balance** - During the next several months, COG staff will be preparing a recommendation for the Public Safety Committee to consider and possibly refer to the Finance Committee. This proposal may include a recommendation to adjust the multiplier that is used to determine the value of most building permits. Currently, the multiplier is .007, which was reduced from the .009 multiplier that was in effect prior to 2014.
- **Assignment of Costs** - In the second half of 2015, CRCA staff in conjunction with the COG Finance Director will be evaluating the basis of the assignment of costs between the Existing Structures and New Construction Programs. For over 15 years, the CRCA has been mandated to run the two programs financially separate and self-supporting. During that same time period, there has been multiple ratios used for the division of shared costs between the programs, including facility rent, utility bills, and the Director's salary. Based on previous inconsistencies and current financial situation, staff is recommending that the allocation %age be evaluated and a consistent allocation %age be developed and used moving forward with the 2016 Detailed Budget

development. Currently, some costs are split 50%/50% between the two programs, while others are allocated 60% New Construction and 40% Existing Structures. It is likely that staff will recommend a 70% New Construction 30% Existing Structures allocation.

- **Bellefonte Borough** – On July 1, 2014, the General Forum and the Bellefonte Borough Council entered into a three year intergovernmental agreement for the CRCA to enforce the statewide Uniform Construction Codes and the locally adopted property maintenance codes for Bellefonte. As part of this relationship, the CRCA staff conducted numerous question and answer sessions at the Bellefonte Borough Building for owners, contractors, tenants, and rental managers to introduce the program and to respond to any concerns. These informational programs were very well attended and set the stage for a good working relationship with the stakeholders in the Borough. As the first year of the agreement is coming to close, the fire and rental housing inspections are on pace to complete the inspections within Borough Council’s designated two year cycle. During the first five months of 2015, approximately 3.7 million dollars in new construction has occurred. Several large commercial projects are anticipated to begin within the next six months.
- **State College Cross Talk Program** – In the fall of 2013, State College Borough Council voted to rescind an ordinance that was adopted in December 2012 initiating a withdrawal of participation in the CRCA programs. Following the rescind of that ordinance, State College Borough Council passed an ordinance that transferred the responsibility of permitting rental housing from the CRCA to the Borough of State College effective March 1, 2014. In addition, the State College Borough established a new Student Housing License to assist in tracking and regulating single family home rental units that are rented to students in the Borough. As a result of this ordinance, State College Borough staff has been working to establish a system to administer the rental housing and student rental permitting processes. As part of this system, CRCA staff has been permitting State College Borough rental housing units using the CRCA Tyler Software with the CRCA providing inspection services and entering the inspection reports into the CRCA Tyler Software. This process involves a synchronization of the CRCA’s and State College Borough’s Tyler Software on a regular periodic basis. Tyler Technologies will be developing a customized software program that will allow information from the Code Agency to be exported into the Borough’s software system. The CRCA will also be modifying its application and permit documents to reflect the changes requested by the Borough. An estimated financial commitment for the CRCA to have this package developed is not expected to exceed \$50,000. This estimate will continue to be refined prior to the 2016 Detailed Budget preparation. The Code Director believes that these permit application changes are reasonable and suggests that the Townships and Bellefonte Borough might also consider making revisions to their rental housing applications.
- **CRCA Staff Job Descriptions** – Considering the increase in size of CRCA staff and the changes that have occurred since the adoption of the state wide building code, the CRCA Director has recommended that there be a global re-evaluation of the CRCA organization chart and job descriptions for all positions. This process is currently underway and the new organizational

chart and job descriptions will be reviewed by the Human Resources Committee later this summer. As part of this process, there will also be a recommendation to move longer term staff to the mid-point of their pay scales. It is anticipated that the re-evaluation will result in a budgetary modifications that will be included in the 2016 CRCA Detailed Budget later this year.

- **CRCA Remodel** - In the 2015 Program Plan, a renovation and expansion of the CRCA suite and the purchase of office furnishing for New Construction and Existing Structures staff was proposed and budget of \$100,000 was subsequently approved. In May 2015, bids were received for the project and a budget amendment request was made to increase the project budget to \$200,000. The request was approved by the General Forum at its May 26, 2015 meeting and the contracts were subsequently awarded for the work. This project will reconfigure the CRCA suite to include the incorporation of the south lobby area, move and reconfigure the conference room, add staff office spaces, make accessibility upgrades, and add a document storage area for the CRCA. These changes are critical for the efficient day to day operations of the CRCA. It is anticipated that the project will be completed by the end of October 2015
- **Fire Safety Trailer** - The 2015 CRCA Budget provides for \$100,000 to purchase a fire safety trailer for fire prevention and public education programs. The request for bids will be issued in August or September 2015 with the bid awarded in November 2015 by the General Forum upon the recommendation of the Public Safety Committee. The bid specifications will include an optional item for a simulated commercial kitchen. If this option is selected, the cost will be higher than the budgeted amount. If approved by the General Forum, the additional cost would be paid by unsafe condition fines that the Agency levels and by corporate sponsorship.

### WHERE ARE WE GOING?

- **New Construction Program Staff** - The CRCA staff currently includes two exceptionally qualified Commercial Electrical Plans Examiner/Inspectors. These two Inspectors have a collective experience of fifty years inspecting buildings in the member municipalities. It is anticipated that the two Inspectors may retire in the next five to ten years, which could result in a void in the ability of the CRCA to provide electrical inspections in complex commercial structures, such as the hospital. On average, Commercial Building Inspectors need anywhere from six months to one year of field experience before increasing productivity within the Agency. Therefore, the Agency Director is recommending adding a new Commercial Electrical Plans Examiner/Inspector in 2016 to allow for appropriate mentoring and training under the current Inspectors. The additional position also would reduce lead times for electrical plan review and field inspection that results from high construction volume. The initial cost for the additional position would be \$35,000 for a fleet vehicle, computer, and inspection equipment. The on-going costs for the position would be \$82,000 per year for salary, benefits, and support costs. It is anticipated that the new

position would remain in the budget until both of the existing Electrical Inspectors have left the CRCA, at which time the position would be re-evaluated based on building construction/permit activity.

- **Existing Structures Program Staff** – In the 2013 budget, the CRCA included a new Rental Housing Inspector position that was not funded. In the anticipation of the 2016 inspection cycle for the Existing Structures Program, the addition of the unfunded Rental Housing Inspector will be critical to providing the level of service that the Agency has traditionally provided and meeting the inspection cycles that are mandated by municipal ordinances. From 2007 to 2015, the number of rental units in the Existing Structures Program increased from 15,598 to 19,225, an increase of 3,627 units (23%). During this same time period, the number of Rental Housing Inspectors in the CRCA did not change. To successfully meet the municipal obligations, the 2016 Program Plan proposes that an additional Existing Structures Inspector be hired as of January 1, 2016. The initial cost for the additional position would be \$35,000 for a fleet vehicle, computer, and inspection equipment. The on-going costs for the position would be \$65,000 per year for salary, benefits, and support costs.
- **Tablet Computers for Field Staff** – The 2010 evaluation of the CRCA future organization and operational needs prepared by the Management Partners recommended that the CRCA should “*select and implement field technology, including the use of either hand held or small notebook computers and printers.*” It is anticipated that the tablet computers will be used both to view and review drawings and also to write inspection reports, e-mail the reports to the permit holder, and transfer the inspection reports into the new Tyler software. This new hardware is expected to improve operational efficiencies and to make it easier for permit holders to access code information. During the first half of 2015, the CRCA conducted a pilot program to evaluate the use of tablet computers in the field. This project was budgeted at a cost not to exceed \$8,000. To date, the program has been successful, and in 2016 and 2017 the move to tablets in the field is being expanded across the Agency. The anticipated cost of this project in 2016 is \$30,000 and includes the purchase of twelve Microsoft Surface Pros and eight iPad tablets, as well as the corresponding application software. The tablet computers will be used both to view and review drawings, and also to write inspection reports, e-mail the reports to the permit holder, and transfer the inspection reports into the new Tyler software. In 2017, the project is budgeted at a cost of \$20,000 and includes the purchase of eight Microsoft Surface Pros and four iPad tablets as well as the corresponding application software. It should be noted that this project will offset the cost of the computer purchases that normally would be included in the CRCA Budget. As a result of this project, in 2016 there will be ten Dell laptops that will become available for repurposing. It is anticipated at this time that these computers will be transferred at no cost to the Schlow Centre Region Library for use. In 2017, there will be seven additional Dell laptops that will become available for repurposing. At that time, the CRCA will check with the other COG agencies to determine relative need and who to transfer the assets to.
- **CRCA Regional Software** – In November 2012, the CRCA signed a contract with Tyler Technologies to provide a cloud based software package for the administration of CRCA code services and for the use of the participating municipalities to administer their planning, zoning, and land use activities. The implementation of the package began in 2013 and College, Ferguson,

Halfmoon, and Patton Townships chose to participate in the use of the program for their local applications. The CRCA will be using the software package for the permitting of new construction and existing structures activities administered by the CRCA in all of the member municipalities. Since July 2014, all four municipalities and the CRCA have been issuing permits using the Tyler Software. The CRCA had conducted parallel entry into both the Tyler Software package and the Cityview Software package to refine data reporting to match what the region requested. This activation completed Phase I of the project. Phase II is the linking of the system to the GIS system and the citizen self-serve functions will be implemented in the second half of 2015. Phase III will be the implementation of the ability to take credit cards. The concept of using a credit card to pay permit fees has been requested as a convenience service for many years by permit applicants, and the CRCA is happy to announce that the new software system is able to accommodate this functionality. However, this portion of the software's implementation has been delayed to allow its integration with the new COG financial software implementation. It is anticipated that this work item will be completed in the second half of 2015.

- **Electronic Plan Archiving** – In keeping with the recommendations of the 2010 operational study and the move to electronic equipment in the field, the CRCA will be moving toward the archiving of plans and design documents in electronic format. The movement to electronic storage will involve the scanning of all design documents and permit records. At this point it is anticipated that the scanning costs will be included in the building permit fees charges by the Agency; however, it is anticipated that this will require the purchase of additional electronic storage space. The new electronic storage space may be added to the existing server by way of expanding the existing drive system, or may be cloud based storage and hosted by a third-party vendor. It is anticipated that this additional electronic storage will result in additional cost to the program that will be better understood and incorporated in the 2016 Detailed Budget.

THIS PAGE IS INTENTIONALLY LEFT BLANK

**WHAT DO WE DO?**

A. Provide comprehensive plan review and building construction inspection programs for the member municipalities.

*Ongoing Contributions...*

- Conducting building inspections, reviewing plans, issuing building permits, and issuing certificates of occupancy for new construction.
- Issuing faxable permits and invoices to applicants. The faxable permit system allows applicants to apply for building permits that do not require plan review via the fax system and return payments by mail. In 2014, 374 faxable permits and invoices were issued.
- From January 1, 2015 through May 31, 2015, the CRCA conducted 3,702 building inspections, reviewed 492 plans, and issued 524 building permits (number of building permits shown on Figure 39 on right). The total 2015 construction value to date as of May 31, 2015 was \$85,233,822.
- Educating the general public and the development community on any proposed updates to the Uniform Construction Code (UCC) and International Family of Codes.

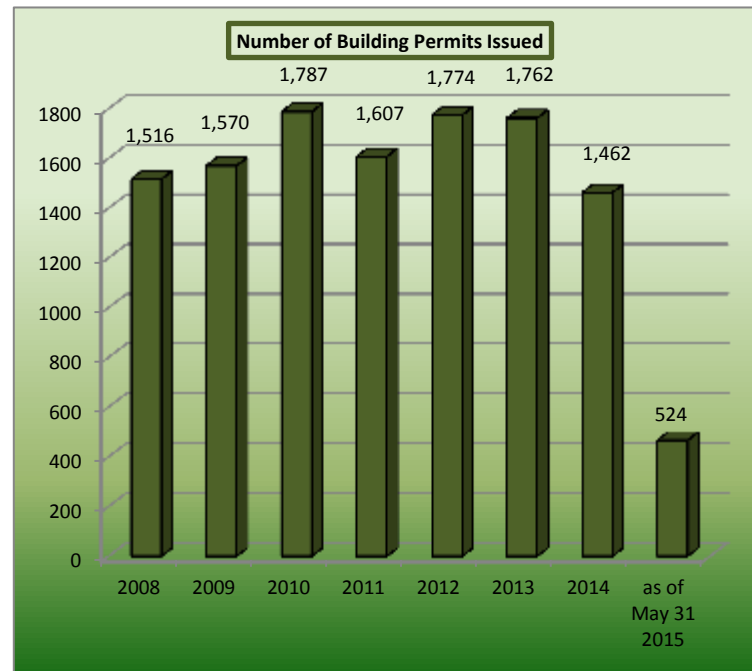
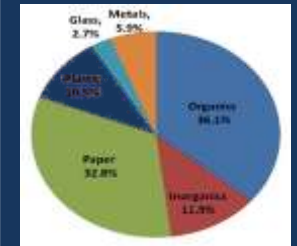


Figure 39. CRCA building permits issued per year from 2008 through May 31, 2015.



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
CODE  
ADMINISTRATION

NEW  
CONSTRUCTION  
PROGRAM

| <b>5-Year New Construction Statistics</b> |             |               |               |               |               |
|---|-------------|---------------|---------------|---------------|---------------|
|   | <b>2014</b> | <b>2013</b>   | <b>2012</b>   | <b>2011</b>   | <b>2010</b>   |
| Building Inspections                      | 9,667       | 12,315        | 9,476         | 9,216         | 9,852         |
| Plan Reviews                              | 894         | 1,032         | 1,029         | 836           | 1,134         |
| Building Permits Issued                   | 1,462       | 1,762         | 1,768         | 1,607         | 1,787         |
| Reported Construction Value               | 126,467,248 | \$160,966,574 | \$176,419,936 | \$148,259,102 | \$102,623,039 |

Table 11. CRCA New Construction building inspections, plan reviews, building permits issued, and reported construction value from 2010 through 2014.

**B. Administer the Centre Region’s Sewage Management Program.**

*Ongoing Contributions...*

- Administering the Sewage Management Program (SMP) for the Centre Region as required for compliance with the Act 537 Sewage Facilities Plan approved by the Centre Region municipalities and the Pennsylvania Department of Environmental Protection (DEP).
- Conducting in-tank inspection of on-lot septic tanks to evaluate compliance with program standards. In accordance with the program requirements, every three years on-lot septic systems must be pumped by a licensed septic hauler. A one-time in-tank inspection must be performed of all on-lot septic systems. The in-tank inspection is performed to record the septic tank’s type and location. During 2014, 216 in-tank inspections were completed. In 2013, the Agency conducted 306 in-tank inspections.
- Performing walk-over inspections to visually confirm the septic system performance. Following the in-tank inspection, a walk-over inspection is scheduled every six years. The walk-over inspection is done to visually observe the drainage bed area for visible septic issues such as swampy yard, overly green grass, odors, etc. which could indicate an issue with the septic system. In 2014, the Agency conducted 616 walk-over inspections.
- Answering property owners’ questions or concerns about the SMP requirements, benefits, and procedures for proper septic tank maintenance.

- Selecting and scheduling properties for inspection, preparing and issuing pumping notices, and receiving and recording payments for inspection services. In 2015, 1,058 pumping notices will be mailed to property owners.
- Taking action to obtain compliance with program regulations. Non-compliance with the SMP is a violation of the municipal ordinances. The CRCA is not the enforcement agency to obtain compliance for the individual septic system; the Agency reports observed deficiencies or abnormalities to the municipalities' Sewage Enforcement Officers for further investigation and any required enforcement activity.
- Working with Municipal Managers, Sewage Enforcement Officers, licensed haulers, Centre Regional Planning Agency staff, and property owners to identify, evaluate, and implement suggestions for quality improvements in the program's administration.
- Representing the municipalities with issues before DEP with respect to the SMP. This includes the preparation and submission of an annual program report and answering any questions resulting from that submission.

**WHERE ARE WE NOW?**

The CRCA New Construction Program's budget actual January 1, 2015 fund balance was \$3,579,542, \$27,245 more than the \$3,552,542 that was projected. The higher fund balance was due to an unanticipated increase of building permit fees that were collected in the last quarter of 2014.

Compared to budget projections, the revenue for the first five months of 2015 was lower than anticipated. The budget projection considers permit fees for several large projects that have not been received yet. These projects are expected to be issued by the end 2015 and budget estimates will be realized. So far in 2015, expenditures were consistent with the projections contained in the 2015 budget with the exception of a budget amendment that was approved by the General Forum for the CRCA office renovation capital project.

Below is a comparison of building permit revenue for the first six months of each year since 2010:

|      |             |
|------|-------------|
| 2015 | \$1,015,888 |
| 2014 | \$455,888   |
| 2013 | \$959,635   |
| 2012 | \$464,312   |
| 2011 | \$979,378   |
| 2010 | \$476,575   |

**WHAT IS THE COST?**

The 2015 budget for the CRCA New Construction Program provides for the revenue shown on Table 12 on right and expenditures shown on Table 13 on page 131. Since 2010, several large commercial projects have increased the Agency’s fund balance dramatically. Construction projects have contributed to the Agency’s total uncommitted fund balance of **\$3,579,542** as of January 1, 2015.

**WHERE ARE WE GOING?**

Looking forward into 2016 and beyond, proposed major budgetary changes, capital changes, and work objectives for the New Construction Program include:

*Proposed Budgetary Changes...*

- **Permit Fee Schedule:** Depending on the anticipated 2015 ending year fund balance and the anticipated regional construction activity, the CRCA will be making recommendations in the 2016 Detailed Budget regarding the New Construction Program building permit fees and the fund balance for 2016.
- **Additional Commercial Electrical Plans Examiner/Inspector:** The CRCA currently has two very qualified Commercial Electrical Plans Examiner/Inspectors. The CRCA Agency Director is recommending adding a new Commercial

**Revenue**

|   | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015 Budget</b> |
|---|------------------------|------------------------|------------------------|--------------------|
| Fund Balance                              | \$ 1,775,515           | \$ 2,732,578           | \$ 3,524,911           | \$ 3,552,542       |
| <b>Subtotal</b>                           | \$ 1,775,515           | \$ 2,732,578           | \$ 3,524,911           | \$ 3,552,542       |
| <b>Building Permit Revenue</b>            |                        |                        |                        |                    |
| State College Borough                     | \$ 2,188,651           | \$ 268,999             | \$ 62,874              | \$ 1,372,000       |
| College Township                          | \$ -                   | \$ 594,943             | \$ 966,280             | \$ 200,000         |
| Ferguson Township                         | \$ -                   | \$ 487,157             | \$ 198,400             | \$ 588,000         |
| Halfmoon Township                         | \$ -                   | \$ 50,267              | \$ 1,716               | \$ 15,000          |
| Harris Township                           | \$ -                   | \$ 153,866             | \$ 87,769              | \$ 100,000         |
| Patton Township                           | \$ -                   | \$ 558,379             | \$ 71,008              | \$ 150,000         |
| Bellefonte Borough                        | \$ -                   | \$ -                   |                        | \$ 10,000          |
| <b>Subtotal</b>                           | \$ 2,188,651           | \$ 2,113,611           | \$ 1,388,047           | \$ 2,435,000       |
| <b>Sewage Management Revenue</b>          |                        |                        |                        |                    |
| College Township                          | \$ 28,725              | \$ 2,250               | \$ 960                 | \$ 585             |
| Ferguson Township                         | \$ -                   | \$ 6,375               | \$ 10,925              | \$ 6,790           |
| Halfmoon Township                         | \$ -                   | \$ 7,500               | \$ 9,605               | \$ 4,095           |
| Harris Township                           | \$ -                   | \$ 2,925               | \$ 1,160               | \$ 1,035           |
| Patton Township                           | \$ -                   | \$ 4,650               | \$ 5,930               | \$ 4,335           |
| <b>Subtotal</b>                           | \$ 28,725              | \$ 23,700              | \$ 28,580              | \$ 16,840          |
| <b>Well &amp; Borehole Permit Revenue</b> |                        |                        |                        |                    |
| State College Borough                     | \$ 9,207               | \$ 2,700               | \$ 356                 | \$ 3,000           |
| College Township                          | \$ -                   | \$ 956                 | \$ 5,249               | \$ 1,780           |
| Ferguson Township                         | \$ -                   | \$ 1,406               | \$ 356                 | \$ 2,060           |
| Halfmoon Township                         | \$ -                   | \$ 393                 | \$ -                   | \$ 150             |
| Harris Township                           | \$ -                   | \$ 468                 | \$ 56                  | \$ 840             |
| Patton Township                           | \$ -                   | \$ 674                 | \$ 56                  | \$ 1,670           |
| <b>Subtotal</b>                           | \$ 9,207               | \$ 6,597               | \$ 6,073               | \$ 9,500           |
| <b>Other Revenue</b>                      |                        |                        |                        |                    |
| Interest Earnings                         | \$ 16,840              | \$ 8,964               | \$ 19,039              | \$ 6,500           |
| Labor & Industry Surcharges               | \$ 1,436               | \$ 48                  | \$ -                   | \$ 7,000           |
| Workers' Compensation Fees                | \$ 230                 | \$ 171                 | \$ 95                  | \$ 200             |
| Vehicle Sale                              | \$ 2,225               | \$ -                   | \$ -                   | \$ -               |
| Miscellaneous                             | \$ 2,720               | \$ 94                  | \$ (824)               | \$ 250             |
| <b>Subtotal</b>                           | \$ 23,451              | \$ 9,277               | \$ 18,310              | \$ 13,950          |
| <b>GRAND TOTAL</b>                        | \$ 4,025,549           | \$ 4,885,763           | \$ 4,965,921           | \$ 6,027,832       |

Table 12. New Construction Program revenue from 2012 through the approved 2015 Budget.

Electrical Plans Examiner/Inspector in 2016 to allow appropriate mentoring and training under the current Inspectors. Also, the addition of this position would reduce lead times for electrical plan reviews and field inspections that result from having a high construction volume. The initial cost for the additional position would be \$35,000 for a fleet vehicle, computer, and inspection equipment. The on-going costs for the position would be \$82,000 per year for salary, benefits, and support costs. This proposal has been reviewed by COG's Human Resources Committee.

- Tablet Computers for Field Staff:** The 2010 evaluation of the CRCA future organization and operational needs prepared by the Management Partners recommended that the CRCA should “select and implement field technology, including the use of either hand held or small notebook computers and printers.” It is anticipated that the tablet computers will be used both to view and review drawings and also to write inspection reports, e-mail the reports to the permit holder, and transfer the inspection reports into the new Tyler software. In 2016 and 2017, the CRCA will be moving forward with taking computers into the field. The anticipated cost is \$24,000 in 2016 and includes the purchase of nine Microsoft Surface Pros and eight I-Pad tablets, as well as the corresponding application software.
- CRCA Staff Job Descriptions:** Considering the increase in size of the CRCA staff and with the changes that have occurred since the adoption of the state wide building code, the CRCA Director has recommended that there be a global re-evaluation of the CRCA organization chart

### Expenditures

|                    | 2012 Actual  | 2013 Actual  | 2014 Actual  | 2015 Budget  |
|--------------------|--------------|--------------|--------------|--------------|
| Personnel          | \$ 804,041   | \$ 899,698   | \$ 1,011,132 | \$ 1,218,161 |
| Operating          | \$ 236,669   | \$ 299,503   | \$ 280,648   | \$ 425,071   |
| Capital            | \$ 7,796     | \$ 1,501     | \$ -         | \$ -         |
| Transfers          | \$ 244,465   | \$ 160,150   | \$ 92,500    | \$ 105,750   |
| <b>Subtotal</b>    | \$ 1,292,971 | \$ 1,360,852 | \$ 1,384,280 | \$ 1,748,982 |
| Fund Balance       | \$ 2,732,578 | \$ 3,524,911 | \$ 3,581,641 | \$ 4,278,850 |
| <b>GRAND TOTAL</b> | \$ 4,025,549 | \$ 4,885,763 | \$ 4,965,921 | \$ 6,027,832 |

Table 13. New Construction Program expenditures from 2012 through the approved 2015 Budget.

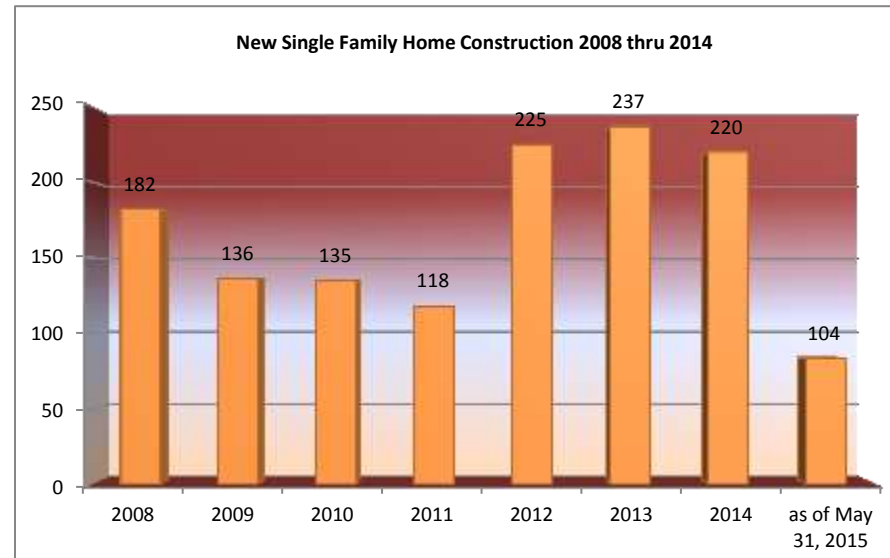


Figure 40. New single family homes constructed in the Centre Region from 2008 through May 31, 2015.

and job descriptions for all positions. This process is currently underway and the new organizational chart and job descriptions will be reviewed by the Human Resources Committee later this summer. As part of this process, there will also be a recommendation to move longer term staff to the mid-point of their pay scales. It is anticipated that this will result in a budgetary modification that will be included in the 2016 CRCA Detailed Budget.

*Proposed New Work Objectives...*

- Implement additional recommendations that were identified in the 2010 Code Evaluation Study for the Agency’s future organizational and operational needs as approved by the General Forum that include the following:
  - Implementation of a citizen access system to allow permit applicants access to review comments and inspection records.
  - Increased use of checklists and automated report forms to assist permit applicants in quickly and efficiently achieving compliance.
- With the continued focus on sustainability and green technologies, the CRCA will continue to investigate green building options and their application with respect to the building code and keep the Public Safety Committee informed of their findings. This includes proposed updates to the Uniform Construction Code and the Centre Region Building Safety and Property Maintenance Code.
- Implement new technology for automated inspections using tablet computers and laptop computers. Advancements in

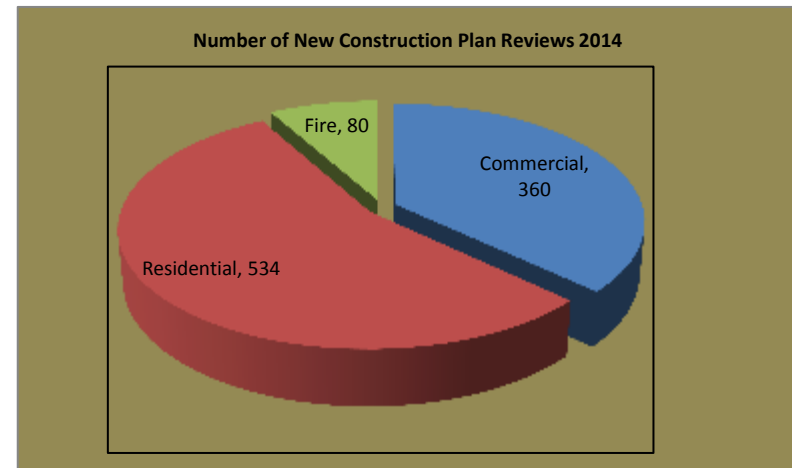


Figure 41. New construction plan reviews done in 2014.

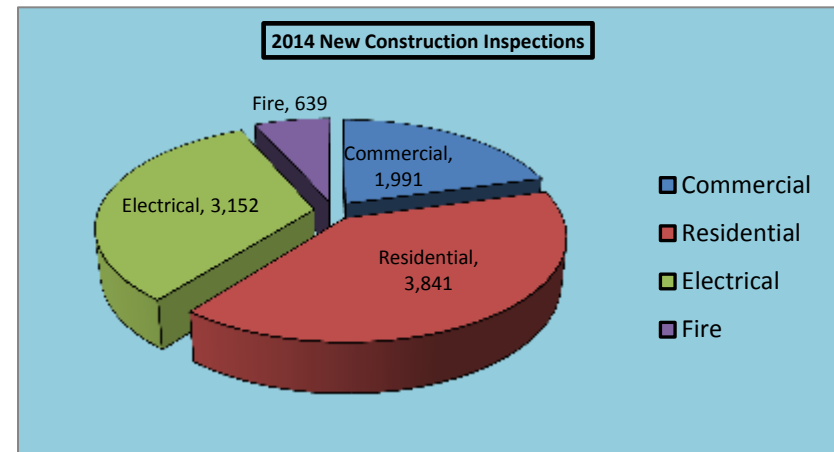


Figure 42. New construction inspections performed in 2014.

technology could allow for increased consistency, accuracy, and more efficient inspections as well as a better method of communication between staff. The implementation of the new technology could also allow for improved interagency communication between the CRCA and the participating municipalities and improve overall customer service.

- Continue to implement the new comprehensive software service package and train COG and municipal staff on how to use the system in an efficient manner.
- Investigate with the Public Safety Committee whether permit payment by credit cards should be accepted, and if so, under what conditions?

THIS PAGE IS INTENTIONALLY LEFT BLANK

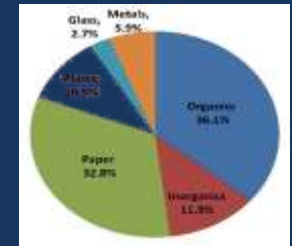
## WHAT DO WE DO?

A. Provide comprehensive Rental Housing and Fire Prevention Inspection Programs.

As of May 20, 2015, there were 19,225 rental units in the Centre Region and Bellefonte Borough, an increase of 1,673 units from 2014. The large increase in rental units was due to the addition of Bellefonte Borough properties to the Existing Structures Program beginning on July 1, 2014. All rental housing units are inspected on a three year cycle, with the exception of Bellefonte Borough properties. Bellefonte Borough rental properties are inspected on a two year cycle. Fraternities are inspected semi-annually and properties that have been identified as a “nuisance property” can be inspected annually. In addition, there are commercial spaces in the member municipalities that are subject to either the Centre Region Building Safety and Property Maintenance Code, or the Borough of Bellefonte Safety and Property Maintenance Code. For the Fire Inspection Program, the commercial units are inspected on a 1, 2\*, 3, or 5 year cycle based on the level of hazard present in the structure. (\*Bellefonte Borough properties only)

### *Ongoing Contributions...*

- Conducting rental housing inspections to ensure compliance with the Centre Region Building Safety and Property Maintenance Code or the Borough of Bellefonte Safety and Property Maintenance Code relating to health, safety, sanitation, and welfare in a courteous and professional manner.
- Maintaining regular communications with the member municipalities on rental housing issues. For instance, the Existing Structures Program staff participates in joint inspections, refers complaints to other municipal departments, and participates in the Housing Task Force that helps to identify problem properties in a neighborhood and works with property owners to bring their properties into compliance.
- Holding bi-weekly meetings with Fire Inspectors to discuss field problems, inspection techniques, and code interpretations.
- Responding to complaints regarding unsanitary conditions, mold, sewer problems, and lead paint. Some of these matters are referred to the State College Department of Health for follow up.



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
CODE  
ADMINISTRATION

EXISTING  
STRUCTURES  
PROGRAM

- Working with tenants and landlords to maintain rental properties in a condition that is conducive to the quality of life in the neighborhood and to maintain a healthy and safe living environment for the tenants and their guests.
- Participating in the investigation of fires in conjunction with the Centre Region Fire Marshal and Bellefonte Fire Chief. The CRCA helps to determine if a code violation may have contributed to the cause or severity of a fire. It also helps to determine if a structure's code compliance helped to minimize a fire through early detection or early suppression.
- Utilizing the fire safety sprinkler house trailer for public education programs. The CRCA provides public education programs to elementary schools, civic organizations, property owner groups, businesses, and industrial workers throughout the member municipalities.
- Providing technical assistance to property owners relating to electrical, plumbing, or mechanical systems and conducting training with local service and maintenance contractors relating to heating system maintenance, carbon monoxide detection, and water damage mitigation techniques.
- Monitoring and updating "pre-fire" plans of all fraternity houses for the Alpha Fire Company's use. The plans were originally prepared by an architectural engineering class and Penn State University Professor Moses Ling and are being used by the Alpha Fire Company to navigate buildings in emergencies.
- Administering the International Fire Code through the Centre Region Building Safety and Property Maintenance Code and Borough of Bellefonte Safety and Property Maintenance Code to all commercial properties, including all business offices, mercantile, assembly, and industrial use occupancies. This includes conducting after-hours field inspections of bars and restaurants to ensure that they are not over-occupied or have blocked exits.
- Conducting reviews of building plans for fire protection systems such as automatic sprinkler and alarm systems. Staff also conducts inspections of these systems to ensure that they are installed and maintained in compliance with the code. In 2014, the Agency reviewed plans for 68 fire protection systems; as of May 31, 2015, there have been 49 plans reviewed.
- Increasing the overall health and safety of the Centre Region through the administration of the adopted applicable building, property maintenance, and fire codes and coordinating with the health department to identify and provide guidance on the mitigation of conditions that could compromise the health and safety of residents and visitors of the Centre Region.
- Responding to emergency incidents when requested to provide expertise in structural engineering and other building systems regarding the overall safety of a structure that may have been compromised due to fire or any other destructive factor.

| Rental Housing Unit Data by Municipality |               |            |            |              |             |            |              |               |
|--|---------------|------------|------------|--------------|-------------|------------|--------------|---------------|
| Municipality                             | Apt.          | Duplex     | Fraternity | House        | Mobile Home | Room       | Townhouse    | Total         |
| College Township                         | 414           | 107        | 0          | 268          | 8           | 8          | 221          | 1,028         |
| Ferguson Township                        | 1,450         | 253        | 0          | 315          | 50          | 11         | 810          | 2,889         |
| Harris Township                          | 216           | 19         | 0          | 120          | 2           | 2          | 137          | 494           |
| Patton Township                          | 2,609         | 42         | 0          | 227          | 15          | 4          | 417          | 3,314         |
| State College Borough                    | 7,855         | 338        | 44         | 569          | 0           | 564        | 686          | 10,056        |
| Bellefonte Borough                       | 822           | 233        | 0          | 114          | 0           | 27         | 248          | 1,444         |
| <b>TOTAL</b>                             | <b>13,366</b> | <b>992</b> | <b>44</b>  | <b>1,613</b> | <b>75</b>   | <b>616</b> | <b>2,519</b> | <b>19,225</b> |

Table 14. CRCA Rental Housing unit data as of May 20, 2015 by housing type and municipality.

- In 2014, the CRCA conducted 5,380 rental housing inspections. This is a decrease from the 6,024 rental housing inspections that were done in 2013. The total number of inspections per year varies depending on the type of buildings that were inspected, but all units are inspected within a three-year cycle. Rental housing data for 2015 by housing type and municipality is shown in Table 14 above.
- Continuing to maintain the Centre Region Building Safety and Property Maintenance Code (CRBS & PMC) and incorporating the 2009 International Property Maintenance Code and International Fire Code, including many local amendments to adapt this code for use by the Centre Region municipalities in a uniform fashion. In addition, the Borough of Bellefonte Safety and Property Maintenance Code is administered in the Bellefonte Borough. When updated, the CRBS & PMC may be adopted in Bellefonte Borough. Six of the seven municipalities have enacted ordinances to adopt these documents and for the first time, the property owners and inspectors have a single document to follow regarding the management of properties throughout the region, which reduces

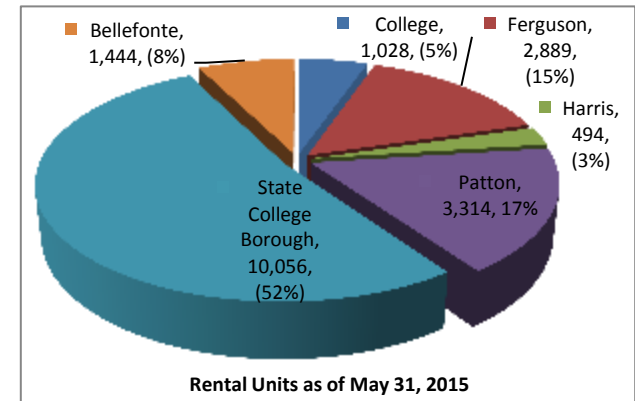


Figure 43. CRCA Rental Housing data by municipality as of May 31, 2015.

confusion and increases efficiency and uniformity. In addition, through municipal contribution, this document has been made available on the CRCA website with links being provided to the municipalities to allow for greater client and citizen access.

- Maintaining and investigating ways to enhance the emergency call-out procedure to ensure that the CRCA staff has a rapid response to all code-related emergencies such as fires or structural failures.
- In 2014, staff conducted 398 fire safety inspections of non-residential properties that included commercial properties, schools, hospitals, industries, etc. In 2013, there were 656 inspections completed.
- In 2014, there were 198 open burn permits issued, a significant increase from the 134 permits that were issued in 2013. Since January 1, 2015, 94 permits have been issued in 2015.
- As of May 20, 2015, the CRCA has inspected 3,239 rental housing units and is on target for the projected number of inspections that are needed in 2015 to keep all rental properties inspected on a two\*- or three-year cycle. (\*Bellefonte Borough only)
- Rental housing inspections by municipality and year are shown in Figure 44 on right. Please note that due to the

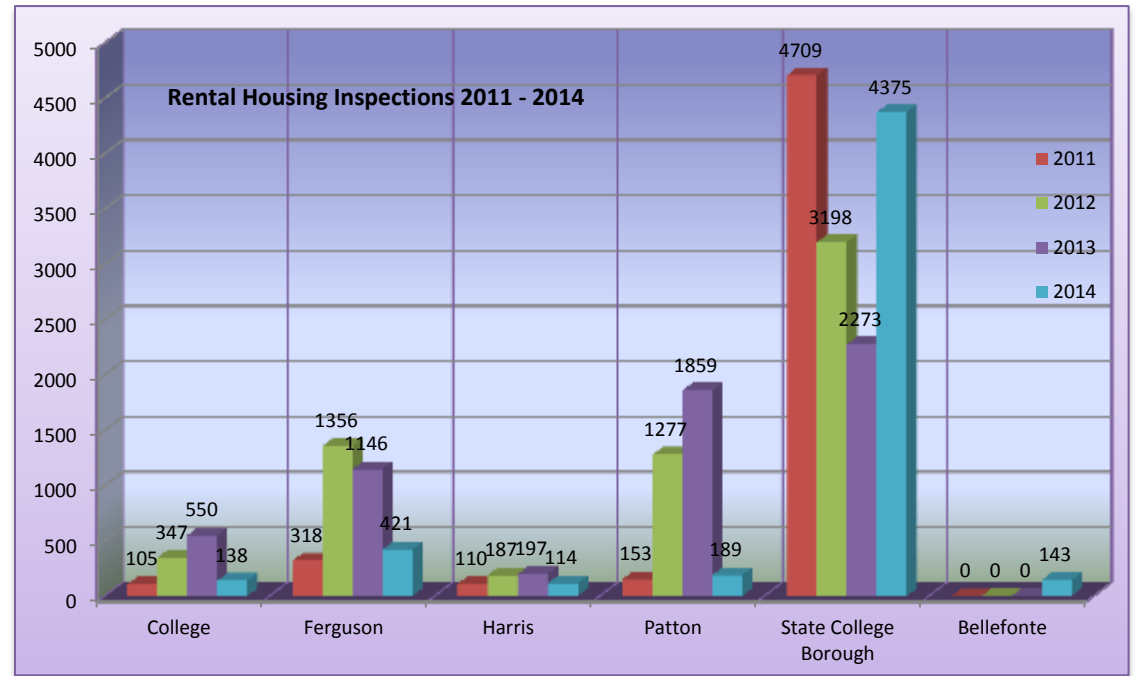


Figure 44. CRCA rental housing inspections from 2011 to 2014 by municipality and year.

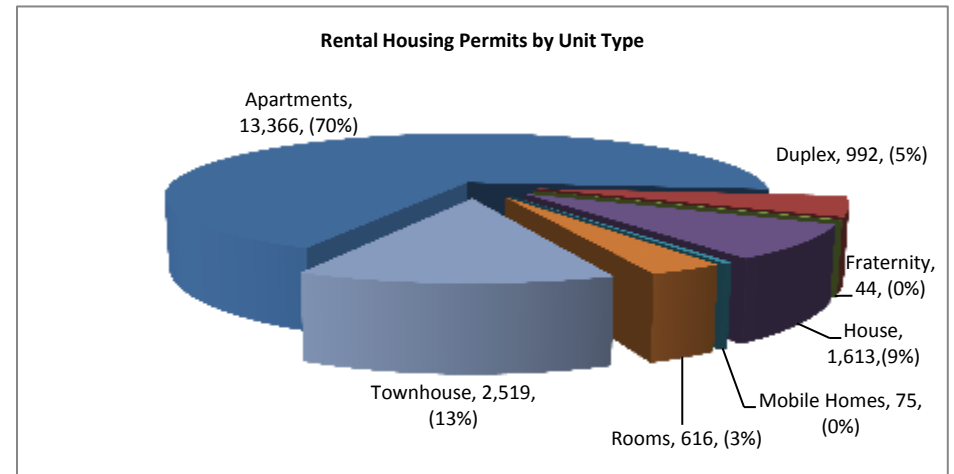


Figure 45. CRCA rental housing permit data by unit type as of May 31, 2015.

cyclical nature of inspections, the number of inspections shown does not equal the total number of units.

- Responding to tenant complaints. Responding to complaints is challenging for the Agency and takes precedence over regularly scheduled inspections.
- Providing assistance and offering technical information to owners of commercial establishments regarding the correction of Fire Code deficiencies and the installation of fire suppression and protection systems.
- Using the fire extinguisher module within the community education program to teach the proper use of fire extinguishers in a live fire. The unit is used in the education program for businesses, homeowners, college students, teachers, and industry.
- Reviewing and updating fire safety programs that target local businesses, school-aged children, off-campus housing and fraternities, day-care workers, and senior groups.
- Exploring new methods such as developing a professionally produced video for educational outreach to new target audiences, including rental housing property managers, realtors, and maintenance staff. This effort is hoped to be done in conjunction with a program that is

## Revenue

|                                      | 2012 Actual | 2013 Actual | 2014 Actual | 2015 Budget |
|--------------------------------------|-------------|-------------|-------------|-------------|
| Fund Balance                         | \$ 254,854  | \$ 234,888  | \$ 139,409  | \$ 44,146   |
| <b>Subtotal</b>                      | \$ 254,854  | \$ 234,888  | \$ 139,409  | \$ 44,146   |
| <b>Rental Housing Permit Revenue</b> |             |             |             |             |
| State College Borough                | \$ 518,075  | \$ 309,164  | \$ 340,229  | \$ 370,273  |
| College Township                     |             | \$ 29,797   | \$ 32,325   | \$ 37,591   |
| Ferguson Township                    |             | \$ 83,850   | \$ 90,870   | \$ 143,774  |
| Harris Township                      |             | \$ 14,646   | \$ 15,171   | \$ 18,116   |
| Patton Township                      |             | \$ 99,901   | \$ 103,869  | \$ 121,844  |
| Bellefonte Borough                   | \$ -        | \$ -        | \$ -        | \$ 73,100   |
| <b>Subtotal</b>                      | \$ 518,075  | \$ 537,358  | \$ 582,464  | \$ 764,698  |
| <b>Fire Permit Revenue</b>           |             |             |             |             |
| State College Borough                | \$ 87,918   | \$ 40,423   | \$ 50,181   | \$ 54,220   |
| College Township                     |             | \$ 30,214   | \$ 38,571   | \$ 43,090   |
| Ferguson Township                    |             | \$ 18,765   | \$ 25,057   | \$ 27,450   |
| Harris Township                      |             | \$ 3,656    | \$ 4,486    | \$ 4,940    |
| Patton Township                      |             | \$ 12,669   | \$ 15,086   | \$ 16,870   |
| Bellefonte Borough                   |             |             | \$ 56,290   | \$ 23,720   |
| <b>Subtotal</b>                      | \$ 87,918   | \$ 105,727  | \$ 189,671  | \$ 170,290  |
| <b>Other Revenue</b>                 |             |             |             |             |
| Interest Earnings                    | \$ 1,862    | \$ 1,194    | \$ 398      | \$ 500      |
| Alarm Permits                        | \$ 1,140    | \$ 1,260    | \$ 1,515    | \$ 1,300    |
| Miscellaneous Income                 | \$ 2,524    | \$ 200      | \$ -        | \$ -        |
| Unsafe Condition Fines               | \$ 10,800   | \$ 8,400    | \$ 7,740    | \$ 10,000   |
| Blasting Permits                     | \$ 1,425    | \$ -        | \$ -        | \$ -        |
| <b>Subtotal</b>                      | \$ 17,751   | \$ 11,054   | \$ 9,653    | \$ 11,800   |
| <b>GRAND TOTAL</b>                   | \$ 878,598  | \$ 889,027  | \$ 921,197  | \$ 990,934  |

Table 15. Existing Structures Program revenue from 2012 through the approved 2015 Budget.

under development with the State College Borough and other local allied agencies.

- Offering six opportunities in 2015 for childcare providers to attend fire safety training as required by the state. Upon completion, the attendees receive a certificate of attendance stating that they received training in the maintenance of smoke detectors, the duties of facility persons during a fire drill or during a fire, and the use of fire extinguishers. So far in 2015, the average number of attendees has been 30 per class.

### Expenditures

|                         | 2012 Actual | 2013 Actual | 2014 Actual | 2015 Budget |
|-------------------------|-------------|-------------|-------------|-------------|
| Personnel               | \$ 429,416  | \$ 501,496  | \$ 526,023  | \$ 650,674  |
| Operating               | \$ 123,323  | \$ 166,172  | \$ 144,355  | \$ 222,797  |
| Capital                 | \$ 3,176    | \$ -        | \$ -        | \$ -        |
| Administrative Transfer | \$ 87,795   | \$ 81,950   | \$ 74,500   | \$ 95,750   |
| <b>Subtotal</b>         | \$ 643,710  | \$ 749,618  | \$ 744,878  | \$ 969,221  |
| Fund Balance            | \$ 234,888  | \$ 139,409  | \$ 176,319  | \$ 21,713   |
| <b>GRAND TOTAL</b>      | \$ 878,598  | \$ 889,027  | \$ 921,197  | \$ 990,934  |

Table 16. Existing Structures Program expenditures from 2012 through the approved 2015 Budget.

### WHERE ARE WE NOW?

The CRCA Existing Structures Program’s budget actual January 1, 2015 fund balance was \$176,319, not \$44,146 as was projected. The increased fund balance was due to \$70,000 higher than anticipated rental fees because of Bellefonte Borough’s entry into the program and \$40,000 savings due to the delayed hiring of an Inspector.

### WHAT IS THE COST?

The 2015 budget for the CRCA Existing Structures Program provides for the revenue shown in Table 15 on page 139 and expenditures shown in Table 16 above.

Revenue for the first five months of 2015 appears to be consistent with the 2015 budget. Expenditures are consistent with the projections contained in the 2015 budget with the exception of a budget amendment that was approved by the General Forum for the CRCA office renovation capital project.

## WHERE ARE WE GOING?

Looking forward into 2015 and beyond, proposed major budgetary changes, capital budget changes, and work objectives for the Existing Structures Program include:

### *Proposed Budgetary Changes...*

- **CRCA Staff Job Descriptions:** Considering the increase in size of CRCA staff and the changes that have occurred since the adoption of the state wide building code, the CRCA Director has recommended that there be a global re-evaluation of the CRCA organization chart and job descriptions for all positions. This process is currently underway and the new organizational chart and job descriptions will be reviewed by the Human Resources Committee later this summer. As part of this process, there will also be a recommendation to move longer term staff to the mid-point of their pay scales. It is anticipated that the re-evaluation will result in a budgetary modifications that will be included in the 2016 CRCA Detailed Budget later this year.
- **Existing Structures Program Staff:** In the 2013 budget, the CRCA included a new Rental Housing Inspector position. In the anticipation of the 2016 inspection cycle for the Existing Structures Program, the addition of the unfunded Rental Housing Inspector will be critical to providing the level of service that the Agency has traditionally provided and meeting the inspection cycle that is mandated by municipal ordinances. To successfully meet the municipal obligations, the 2016 Program Plan proposes that an additional Existing Structures Inspector be hired as of January 1, 2016. The initial cost for the additional position would be \$35,000 for a fleet vehicle, computer, and inspection equipment. The on-going costs for the position would be \$65,000 per year for salary, benefits, and support costs.

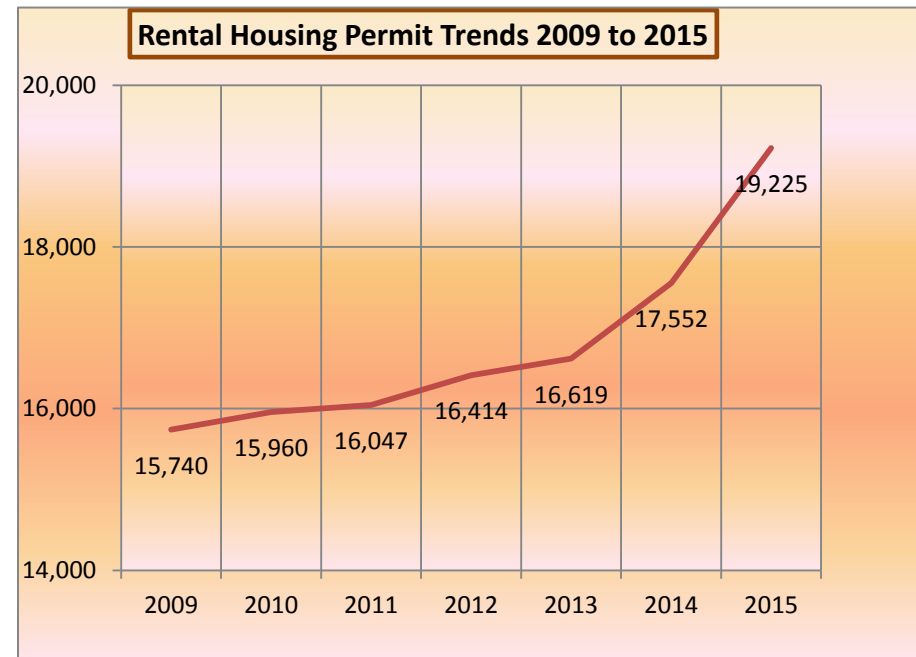


Figure 46. CRCA Rental Housing permits from 2009 through 2015.

- Tablet Computers for Field Staff:** The 2010 evaluation of the CRCA future organization and operational needs prepared by the Management Partners recommended that the CRCA should “select and implement field technology, including the use of either hand held or small notebook computers and printers.” It is anticipated that the tablet computers will be used both to view and review drawings and also to write inspection reports, e-mail the reports to the permit holder, and transfer the inspection reports into the new Tyler software. This new hardware is expected to improve operational efficiencies and to make it easier for permit holders to access code information. In 2016 and 2017 the CRCA will be moving forward with taking computers into the field. The anticipated cost is \$6,000 in 2016 and includes the purchase of three Microsoft Surface Pros as well as the corresponding application software.
- CNG Civics:** As part of the CATA facility modifications, the ability for the CRCA to fuel Compressed Natural Gas (CNG) vehicles at that location will be suspended for a period of approximately two years. As a result, the CRCA has been investigating multiple options for the refueling of the two CRCA Honda Civics. An option is to sell the vehicles to CATA as service vehicles and the purchase of two Ford Escapes as replacements. The two Ford Escapes would be added to the fleet and used until such time that the CNG fueling station is operational again. At that time, the existing structures group would purchase new CNG Honda Civics and the Ford Escapes will be absorbed into the new construction fleet as replacement vehicles.

*Proposed New Work Objectives...*

- Implement new modules of the Tyler comprehensive software package and train staff on how to use this system in an efficient manner.
- Continue to offer the Rental Housing Maintenance Training Program on a quarterly basis to the realtors, owners, and operators of the Centre Region and Bellefonte Borough rental housing stock to assist them in pre-inspecting their units and maintaining them between inspections. The goal of the program is to motivate and provide the tools for rental Property Managers to be proactive instead of reactive in dealing with their properties.
- Considering the implementation of a new comprehensive software package, develop internal audit procedures for the Rental Housing Property Inspection Program that is acceptable to the member municipalities. Ensure that the three-year inspection frequency requirement is being satisfied and report these findings to the municipalities in four month intervals.

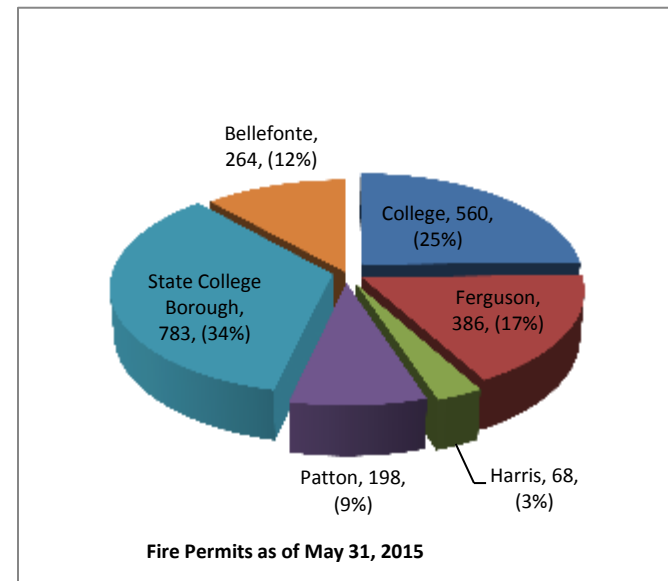


Figure 47. CRCA Fire Permit data by municipality as of May 31, 2015.

- Implement an electronic customer survey to assist in gauging the level of customer service. The results of the survey will help to identify opportunities to make service enhancements or improve efficiencies.
- Work with the municipalities to update the Centre Region Building Safety and Property Maintenance Code 2010 edition. Make the document available on the CRCA website with links being provided to the municipalities to allow greater client and citizen access. ([www.centregioncode.org](http://www.centregioncode.org))
- Evaluate and update the curriculum for the CRCA fire-prevention and Life-Safety Public Education Program to better serve the Centre Region residents and to better integrate the curriculum into the schools.

THIS PAGE IS INTENTIONALLY LEFT BLANK

## MISSION

The Centre Region Code Administration (CRCA) Capital Budget was established to finance capital improvements, fleet vehicles, and equipment replacements.

## WHO ARE WE?

The Centre Region Code Administration (CRCA) was created in 1968 by the Articles of Agreement adopted by the participating municipalities at that time (State College Borough and College, Ferguson, and Patton Townships) as a building and plumbing inspection agency. Electrical inspection services were added to the program in 1980 and by the mid-1980's the four municipalities also participated in the CRCA's Rental Housing Program. Harris Township joined the regional building and plumbing inspection service programs in 1990 and the Rental Housing Program in 2001. With the adoption of the Uniform Construction Code, Halfmoon Township joined the New Construction Program in 2004 but chose not to participate in the Rental Housing or Commercial Fire Inspection Programs of the CRCA. During May 2014, the Bellefonte Borough signed a three year agreement with the Centre Region COG to provide CRCA inspection services; including new construction, rental housing, and commercial fire inspections beginning July 1, 2014.

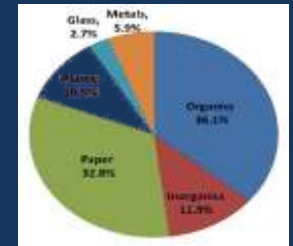
The CRCA is entirely funded through building, rental housing, and fire permits.

## WHAT DO WE DO?

The Centre Region Code Capital Fund finances the Agency's capital needs. Capital monies are used to maintain code-related technology and fleet and furniture needs. The Code Capital Budget was added to the Centre Region Council of Governments (COG) Detailed Budget for the first time in the 2012 Budget.

The Code Capital expenditures are:

- Reviewed and approved by the COG General Forum and are subject to COG Budget and purchasing procedures.
- Projected in the COG Capital Improvement Plan.



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
CODE  
ADMINISTRATION

CAPITAL BUDGET

## WHERE ARE WE NOW?

For the period of January 1 to June 20, 2015, capital revenue has been increased by \$100,000 due to a budget amendment that was approved at the May 2015 General Forum meeting.

### Major 2015 Capital Expenditures include:

- Two (2) New Ford Escapes: \$50,244. The additional Ford Escapes were purchased for the new employees in the New Construction Program as approved in the 2015 Detail and Summary Budget process.
- Capital Improvements to the Code Suite: \$190,000. Originally budgeted for \$90,000 and subsequently amended to \$190,000, these renovations reconfigure and expand the code offices. The goal of the expansion is to create additional space, reconfigure office areas, and add high density storage. This improvement will expand the code office suite into the lobby area and construction should begin during the 3<sup>rd</sup> quarter of 2015.
- Purchase of an Additional Fire Safety Trailer: \$100,000. The 2015 Budget includes \$100,000 to add a fire safety trailer to provide fire prevention and life-safety education to the residents of the Centre Region. It is anticipated that the trailer will be purchased during the 4<sup>th</sup> quarter of 2015.

## Revenue

|                                   | 2012 Actual       | 2013 Actual       | 2014 Actual       | 2015 Budget       |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Fund Balance                      | \$ 6,260          | \$ 214,612        | \$ 227,586        | \$ 198,038        |
| <b>Subtotal</b>                   | <b>\$ 6,260</b>   | <b>\$ 214,612</b> | <b>\$ 227,586</b> | <b>\$ 198,038</b> |
| <b>Other Revenue</b>              |                   |                   |                   |                   |
| Interest Earnings                 | \$ -              | \$ 164            | \$ 1,346          | \$ 500            |
| Transfer from New Construction    | \$ 234,195        | \$ 91,400         | \$ 5,000          | \$ 100,000        |
| Transfer from Existing Structures | \$ 82,795         | \$ 39,400         | \$ 45,000         | \$ 90,000         |
| Sale of General Fixed Assets      | \$ -              | \$ 8,126          | \$ -              | \$ -              |
| <b>Subtotal</b>                   | <b>\$ 316,990</b> | <b>\$ 139,090</b> | <b>\$ 51,346</b>  | <b>\$ 190,500</b> |
| <b>GRAND TOTAL</b>                | <b>\$ 323,250</b> | <b>\$ 353,702</b> | <b>\$ 278,932</b> | <b>\$ 388,538</b> |

## Expenditures

|                       | 2012 Actual       | 2013 Actual       | 2014 Actual       | 2015 Budget       |
|-----------------------|-------------------|-------------------|-------------------|-------------------|
| Technology            | \$ 9,854          | \$ 52,010         | \$ 19,742         | \$ 13,400         |
| Specialized Equipment | \$ -              | \$ 392            | \$ 2,700          | \$ 100,000        |
| Building Improvements | \$ -              | \$ -              | \$ -              | \$ 190,000        |
| Furniture             | \$ -              | \$ -              | \$ -              | \$ 6,000          |
| Vehicles              | \$ 98,784         | \$ 73,714         | \$ 60,780         | \$ 53,000         |
| <b>Subtotal</b>       | <b>\$ 108,638</b> | <b>\$ 126,116</b> | <b>\$ 83,222</b>  | <b>\$ 362,400</b> |
| Fund Balance          | \$ 214,612        | \$ 227,586        | \$ 195,710        | \$ 26,138         |
| <b>GRAND TOTAL</b>    | <b>\$ 323,250</b> | <b>\$ 353,702</b> | <b>\$ 278,932</b> | <b>\$ 388,538</b> |

Table 17. CRCA Capital Budget revenue and expenditures from 2012 through the approved 2015 Budget.

## WHAT IS THE COST?

The 2016 Capital Budget for the Centre Region Code Administration provides for the revenue and expenditures shown on Table 17 on page 146. At the May 2015 General Forum meeting, a budget amendment was approved to increase the budget for the Centre Region COG Building Suite 2 Office Renovations.

## WHERE ARE WE GOING?

### *Proposed Budgetary Changes...*

- To support the New Construction Program position being requested, the Agency is requesting to purchase a new Ford Escape at an estimated cost of \$27,000.
- To support the Rental Housing Inspector that was budgeted for but not funded in the 2015 budget, the Agency is requesting to purchase a new CNG Honda Civic or Ford Escape (pending decisions regarding fueling options during the CATA renovation and addition) at an estimated cost of \$29,000.
- The 2010 evaluation of the CRCA future organization and operational needs prepared by the Management Partners recommended that the CRCA should “select and implement field technology, including the use of either hand held or small notebook computers and printers.” The implementation of this recommendation was delayed pending the selection and implementation of a new software package. During the first half of 2015, the CRCA conducted a pilot program to evaluate the use of tablet computers in the field. To date the program has been successful, and in 2016 and 2017 the move to tablets in the field is being expanded across the Agency. The anticipated cost of the program is \$30,000 in 2016 and includes the purchase of 1 Microsoft Surface Pros and eight iPad tablets, as well as each device’s corresponding application software. The tablet computers will be used both to view and review drawings and also to write inspection reports, e-mail the reports to the permit holder, and transfer the inspection reports into the new Tyler software.
- Transfer \$12,000 to the COG Building Capital Fund to pay for the replacement of the tables in the Forum Room and adding four additional tables. The CRCA Agency uses the Forum Room for staff training and public information programs. The existing tables are original to the building and will be replaced with wheeled, folding tables which will allow for setup by one individual instead of two as is currently is the case.

THIS PAGE IS INTENTIONALLY LEFT BLANK

## MISSION

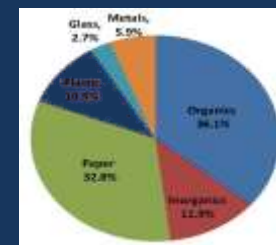
*As identified in the Schlow Centre Region Library's Strategic Plan, the mission of the Library is to be "The Centre of Reading and Learning."*

## WHO ARE WE?

The Schlow Centre Region Library is the public library that serves the State College Borough and College, Ferguson, Halfmoon, Harris, and Patton Townships. As of the 2014 Census estimates, these municipalities had a population of 94,277 residents. Located in the Borough of State College, the Library is a member of the Centre County Federation of Public Libraries, a public library system that includes the Centre County Library, its branches, and the Centre County Bookmobile. In January 2008, Schlow Library became the District Library Center for the Central Pennsylvania District (Centre, Clearfield, Mifflin, and Juniata Counties). District Centers receive additional state funding to provide leadership, collections, and support to the public libraries within their District. The Library operates under the Pennsylvania Library Code, State Library regulations, and County and District agreements for library service.

The Library is a non-profit corporation that is governed by a nine-member Board of Trustees who are appointed by the governing bodies of the Centre Region municipalities in accordance with the COG Library Articles of Agreement. A separate, non-profit Schlow Library Foundation (formerly Friends of Schlow Library) provides volunteer and financial support to supplement COG and state financial contributions.

The Library employs 18 full-time, 16 part-time, and 12 part-time library page (shelving) staff members who are assisted by approximately 50 regular volunteers. There are 14 professional (Masters of Library Science) librarians on the staff, with most serving in management roles. Many employees complete at least six hours of continuing education bi-annually, while all full time employees are required to do so. Schlow Library employees are active leaders in professional and community organizations, and the Library has won numerous awards and grants for its programs.



**CENTRE REGION  
COUNCIL OF  
GOVERNMENTS**

**SCHLOW CENTRE  
REGION LIBRARY**

## WHAT DO WE DO?

The Schlow Centre Region Library is a popular destination for Centre Region residents and it offers free parking for its users. Users can browse over 150,000 books and media, use public computers and Wi-Fi service, and work or relax in individual or group seating areas. Tables with chess sets and board games are used by gamers of all ages. An award-winning Children’s Department with a play area fosters family fun and social skills, while the art gallery features the work of local artists, and over 73 community groups hold gatherings in the public meeting rooms.

In addition to the Library facilities, the Schlow Library has a user-friendly “digital library” website, [schlowlibrary.org](http://schlowlibrary.org). Functioning as a “branch library,” it features easily viewed or downloadable free e-books, magazines, audio content, and music. The Library’s extensive catalog, book reviews, event details, and patron account information are also available on the website.

The Schlow Library offers cultural and educational programs such as preschool story times, children’s activities, author visits, concerts, and lectures. The Library promotes community reading through BookFest PA (as part of the Central Pennsylvania Festival of the Arts), Centre County Reads, Penn State Reads, Summer Reading Program, and the holiday Polar Express event.

Additional services include interlibrary loan of items that are not carried in the Library’s collection, delivery of items to homebound residents, speakers for community groups, remote book drop-offs and returns, 24 hour per day, 7 days per week chat reference help, and much more. Librarians are available to assist library users in every way possible, including research assistance, reading recommendations, and group or one-on-one coaching sessions on e-book readers and other information devices.



Figure 48. Penn State football players Tom Devenney and Koa Farmer and volunteers from Superheroes for Kids kicked off the 2015 Summer Reading Season for over 1,000 children in June.

Highlights of the current strategic plan and services include items A-D as shown below:

A. “Centre Region’s Living Room”

- More than 900 visitors per day visit the Schlow Library, a 38,000 square foot, two-story library that is open 62 hours per week. A high budget priority is maintaining the physical appeal, safety, and cleanliness of this popular facility.
- Over 73 community groups hold more than 300 meetings and events in the Schlow Library event spaces annually. The Library is an active partner in Downtown State College events, including BookFest PA during the Central Pennsylvania Festival of the Arts, First Night, and more.
- Over 70 pre-screened volunteers enjoy socializing and working at the Schlow Library. In 2014, these volunteers contributed 5,306 volunteer hours, which is equal to 2.5 full time employees.

B. “Read It, Know It, Schlow It”

- Centre Region residents read and learn more than those in similar sized communities. The website’s catalog is searched over one million times annually, and 1,129 educational and cultural programs were enjoyed by 26,139 people of all ages in 2014.
- The curated library collection has over 150,000 items for loan. Readers have many ways to enjoy material, including e-books and print titles, audio books and magazines, large print, and book club kits, puppets, toys and games. Library staff order, catalog, and process new materials, then withdraw outdated and worn items on an ongoing basis.
- Customers can return items in convenient and secure bins that are located at the Nittany Mall in College Township, Weis Market (Hills Plaza) in College Township, Giant (North Atherton Street) in Ferguson Township, Uni-Mart (Carson’s Corner) in Patton Township, and Brothers Pizza (Stormstown) in Halfmoon Township. Deliveries of reserved materials are made to Foxdale Village in the State College Borough and the Village at Penn State in Patton Township.

### C. “Community Connectivity”

- The Schlow Library supports 35 public computers and Wi-Fi services that were used over 101,000 times in 2014. An open source solution keeps computing maintenance and costs relatively low.
- Technology training is a key library service. Instruction on e-book readers and other information devices is provided in small classes or individual coaching sessions.
- The Library encompasses many sophisticated computer systems, including self-checkout stations, validated parking, and Radio Frequency Identification materials inventory and security.

### D. Serve as the District Center Library for public libraries in Centre, Clearfield, Mifflin, and Juniata Counties.

The Schlow Library is a District Library Center, a library leadership role which provides direct advantages to Schlow Library customers. District Centers receive dedicated state funding and grants which help to provide services and materials to all public libraries in Centre, Clearfield, Juniata and Mifflin Counties. District funds must only be used for District activities. Centre Region residents enjoy the following District services:

- Consultant Services: the Schlow Library’s District Consultant Librarian provides coaching, training, and grant management for the trustees, management, and staff.
- Ill or isolated residents qualify for the Library’s homebound service. Customers may request particular books or have a Library staff member select books for them.
- If the Schlow Library does not own a book or other item, it will make an effort to borrow a copy of the requested book or item from another library. In 2014, 14,806 items were borrowed for the Schlow Library patrons from other libraries and 11,997 items were lent to other libraries. District funds pay for shipping expenses.
- The platform for the Schlow Library’s e-book service is paid with District funds. District grants have helped pay for children’s programs and technology.

## OF PARTICULAR NOTE

**State Funding Declines** – Fluctuations in state aid have severely damaged public libraries in the Commonwealth, as Pennsylvania had a long tradition of robust state library funding to supplement local government revenue. The Schlow Library is now feeling the strain of reduced state dollars and has cut services accordingly. The Library and website were shut down for one week in May 2014 with all staff placed on unpaid furlough, and 2015 weekly hours were cut from 65.5 to 62. The Schlow Library has lost \$1.5 million cumulatively in state aid since its high point in 2008.

**Fundraising and Development** – State aid instability has been pressuring Schlow Library to increase non-governmental revenues, particularly through fundraising. Donations have increased 200% between 2007 and 2014. Annual fund drives and the Friends of Schlow Library’s success in the online community campaign “Centre Gives” have been critical in replacing lost state aid in the Library budget. A fundraising study conducted for Schlow Library in 2014 recommended the establishment of a library foundation and the hiring of a full-time development employee, both of which are occurring in 2015. The plan is to continue growth in donations for annual operating and capital needs, while significantly increasing endowment funds.

**State Standards** – State library standards continue to be “underfunded mandates” due to weak state aid. These state requirements include: local government funding for library operations must be equal to or exceed the previous year’s efforts; the library must be open 64 hours per week; and 12% or more of the library’s budget must be spent on materials. The Schlow Library received waivers from these standards for 2014 and 2015 to be open 62 hours a week and spend 10% on materials.

**E-books** – Schlow Library patrons are demanding more e-books, downloadable music, and streaming movies. Meanwhile, publishers charge libraries premium prices which are greater than what consumers pay. The Schlow Library is striving to provide as much digital content as possible to meet the heavy customer demand, but it is a strain on the Library’s budget to buy newly released digital materials in multiple formats.



Figure 49. Pre-loaded Nook e-readers as well as the latest print titles are available for loan at Schlow Centre Region Library.

**Changing Consumer Habits** – Readers now prefer to browse books online rather than on shelves, and want to “order” or reserve items for pickup or delivery to retirement sites such as Foxdale Village. The new website launched in March 2014, which makes book browsing easy and fun, increased reserves by 449%, (January 2014– 926 requests; January 2015– 5,088). There is greater demand for small group and tutoring spaces, slightly reduced use of DVD movies, and increased use of digital music. The Library must adapt quickly to these and other shifts in consumer behavior.

**Outdated COG Formula?** – The current COG formula for municipal Library contributions is based on the number of checkouts to municipal residents. As Library use partially shifts from physical to digital products, the Library is less able to identify where patrons who take advantage of online products stored “in the cloud” reside. In addition, increases in visits and program attendance show the growing role of the Library as a community education and social space. Overall, circulation of physical items is simply not a complete and accurate measure of municipal residents’ use of the Library. The Library Board would like to discuss changing to a COG funding formula based on population, similar to that used for the other agencies, in 2016.

**Tenth Anniversary of the Library Building in 2015** – The “new” building is celebrating its 10<sup>th</sup> Anniversary in October 2015, with a special fundraising event in partnership with *Town and Gown Magazine*.

### WHERE ARE WE NOW?

For the period of January 1 to June 30, 2015, most revenues and expenditures for the Schlow Centre Region Library were consistent with 2015 budget projections. The beginning year fund balance was \$184,328, which was \$15,520 higher than anticipated.

The Schlow Library often faces uncertainty about state funding, as the state’s fiscal year begins each July 1 and typically brings changes. State library funding in 2015-16 has been proposed at 2014-15 levels, but the legislature has not yet approved the budget at the time of writing the 2016



Figure 50. Schlow Library staff was forced to move collections from shelves in areas that were affected by the February 2015 flood. All damage was covered by the insurance company, including the more than 1,500 books and toys that were destroyed.

Program Plan. Operating expenditures are generally on track to meet budget projections in 2015. However, larger-than-anticipated expenses for snow removal and natural gas occurred due to the first quarter's severe weather.

Fortunately, insurance covered all repairs that were necessary due to a February 2015 flood and two-week library closure caused by frozen and ruptured sprinkler pipes. In addition, \$32,000 in unsolicited community donations was received that will be used for building improvements to prevent future mishaps. An engineering study that is underway will recommend specific energy efficiencies and strategies.

#### Cost Savings and Efficiencies:

The Schlow Library conducts all business mindful of cost and efficiency. The fluctuations and uncertainty of state and county aid which comprises 24% of budget revenue requires ongoing scrutiny of programs and practices. Data is continuously analyzed to accommodate the new habits and demands of patrons while reducing inefficiencies.

State aid cuts and inflation required drastic action in 2014 and 2015:

- Public hours were reduced from 2014 to 2015 by 8%, from 65.5 to 62 hours weekly, which required a waiver from state standards of 64 hours per week.
- New materials purchases have been reduced by 12% since 2012, which required a waiver from state standards since collection expenditures are now 10% instead of the required 12% of budget. Waivers must be granted on an annual basis and can be denied at any time.
- Aggressively renegotiated prices with vendors while continuing use of consortiums and state contracts for purchasing. The Schlow Library also saves considerable money for technology by using open source solutions, e-rate telecomm discounts, and partnerships with the Borough of State College and others.
- Many programs and events are now offered only with partner agencies that can provide staff or financial resources. A program lecturer or performer must be free or have a fee covered by donations.
- Streamlined many workflows and processes, including delivery and interlibrary loan; eliminated under-used services, such as VHS tape collections.
- Supported 2.5 FTE volunteer man-hours in 2014.

**WHAT IS THE COST?**

The 2016 budget for the Schlow Centre Region Library provides for the following revenue shown in Table 18 on right and expenditures shown in Table 19 on page 157.

**WHERE ARE WE GOING?**

The Library Board of Trustees approved the 2016 Program Plan at its June 2015 meeting. Activities are in line with the library’s mission and its 2013-2016 Strategic Plan. These initial proposals are the service changes with the greatest budgetary impact, and are subject to change or elimination in the final program plan based on availability of funds.

Revenue Changes:

- State and District Aid – State and district aid is projected to be nearly level for the fiscal year 2015-16, which is 33% less than its peak in 2007. There is no inflation factor for state aid.
- Fundraising – The Friends of the Library are changing their name and structure to “Schlow Library Foundation”, and have a celebration planned for October 2015 to raise money and celebrate the 10<sup>th</sup> anniversary of the building. *Town and Gown*

**Revenue**

|                           |   | <b>2012 Actual</b> | <b>2013 Actual</b> | <b>2014 Actual</b> | <b>2015 Budget</b> |
|---------------------------|---|--------------------|--------------------|--------------------|--------------------|
| Fund Balance              |   | \$381,609          | \$180,893          | \$164,702          | \$168,808          |
|                           | <b>Subtotal</b>                           | \$381,609          | \$180,893          | \$164,702          | \$168,808          |
|                           | <b>2015</b>                               |                    |                    |                    |                    |
|                           | <b>Municipal Contributions Percentage</b> |                    |                    |                    |                    |
| State College Borough     | 30.21%                                    | \$360,292          | \$381,544          | \$383,102          | \$401,080          |
| College Township          | 12.33%                                    | \$138,275          | \$157,770          | \$160,635          | \$163,698          |
| Ferguson Township         | 28.48%                                    | \$325,059          | \$339,096          | \$365,325          | \$378,112          |
| Halfmoon Township         | 2.54%                                     | \$33,795           | \$33,002           | \$31,689           | \$33,721           |
| Harris Township           | 7.08%                                     | \$72,975           | \$88,822           | \$93,650           | \$93,997           |
| Patton Township           | 19.06%                                    | \$213,197          | \$226,596          | \$249,261          | \$253,048          |
|                           | <b>Subtotal</b>                           | \$1,143,593        | \$1,226,830        | \$1,283,662        | \$1,323,656        |
|                           | <b>Intergovernmental Revenue</b>          |                    |                    |                    |                    |
| State Aid                 |   | \$203,325          | \$203,297          | \$203,297          | \$203,297          |
| County Grants             |   | \$159,500          | \$159,500          | \$159,500          | \$159,500          |
| District Center Aid       |   | \$212,491          | \$211,898          | \$211,898          | \$211,898          |
| Other Government Grants   |   | \$3,100            | \$5,000            | \$0                | \$0                |
|                           | <b>Subtotal</b>                           | \$578,416          | \$579,695          | \$574,695          | \$574,695          |
|                           | <b>Other Revenue</b>                      |                    |                    |                    |                    |
| Interest Earnings         |   | \$3,818            | \$1,069            | \$1,192            | \$1,000            |
| Fines                     |   | \$69,335           | \$70,030           | \$61,119           | \$69,000           |
| Public Printing/Pay Phone |   | \$4,533            | \$4,678            | \$4,814            | \$5,000            |
| Book and Bag Sale         |   | \$10,881           | \$7,282            | \$10,090           | \$9,000            |
| Lost Book Reimbursement   |   | \$0                | \$0                | \$0                | \$3,568            |
| Gifts                     |   | \$161,429          | \$196,890          | \$219,772          | \$220,000          |
| Parking                   |   | \$0                | \$50               | \$3,622            | \$4,000            |
| Transfer from District    |   | \$0                | \$30,127           | \$38,540           | \$17,000           |
|                           | <b>Subtotal</b>                           | \$249,996          | \$310,126          | \$339,149          | \$328,568          |
|                           | <b>GRAND TOTAL</b>                        | \$2,353,614        | \$2,297,544        | \$2,362,208        | \$2,395,727        |

Table 18. Schlow Centre Region Library revenue from 2012 through the approved 2015 Budget.

Magazine is a co-sponsor of the event, which will also celebrate its 50<sup>th</sup> anniversary. A new full-time Manager of Philanthropy starting in July 2015 will set the stage for ambitious long-term development goals. We expect 2016 fundraising to surpass 2014-15 levels.

Expenditure Changes:

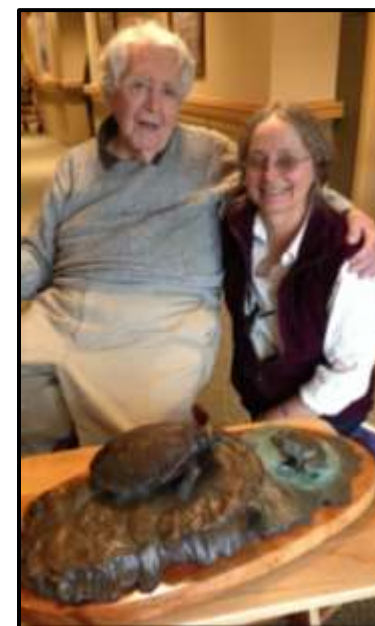
- Personnel: – Schlow’s part-time wages have fallen, over time, significantly below the official COG library wage schedule due to state aid revenue irregularities. The Library Board and COG Human Relations Committee have approved a multi-year process to bring those wages in line with the published schedule and market competition. In addition, the Library hopes to reinstate some of the hours cut from part-timers’ schedules for 2015. Staff members are currently struggling to meet rising customer demand in reserves, technology assistance, and security. Some of the man-hours need to be restored in 2016 to maintain a safe and customer-friendly operation.
- Fundraising and Development – A professional assessment of the Schlow Library’s fundraising activities recommended more attention to planned giving, major gifts, and donor stewardship. Additional funds will be spent on fundraising activities and communications. Fundraising has increased 177% in the past five years and will continue to grow with additional effort.
- Marketing – Surveys have found that residents and donors are unaware of the full range of Library services. Marketing is currently only 0.3% of the Schlow Library’s Budget. Current online, print, and social media promotional strategies are working and need to be expanded.

**Expenditures**

|                        | <b>2012 Actual</b> | <b>2013 Actual</b> | <b>2014 Actual</b> | <b>2015 Budget</b> |
|------------------------|--------------------|--------------------|--------------------|--------------------|
| Personnel              | \$1,116,213        | \$1,201,277        | \$1,272,406        | \$1,411,327        |
| Operating              | \$422,505          | \$434,806          | \$437,937          | \$459,000          |
| Capital                | \$70,000           | \$0                | \$0                | \$0                |
| Designated             | \$198,061          | \$137,744          | \$119,440          | \$77,000           |
| District               | \$192,411          | \$191,810          | \$197,573          | \$174,414          |
| Project Grant Expenses | \$0                | \$0                | \$0                | \$0                |
| Library Materials      | \$173,531          | \$167,205          | \$150,524          | \$182,500          |
| <b>Subtotal</b>        | <b>\$2,172,721</b> | <b>\$2,132,842</b> | <b>\$2,177,880</b> | <b>\$2,304,241</b> |
| Fund Balance           | \$180,893          | \$164,702          | \$184,328          | \$91,486           |
| <b>GRAND TOTAL</b>     | <b>\$2,353,614</b> | <b>\$2,297,544</b> | <b>\$2,362,208</b> | <b>\$2,395,727</b> |

Table 19. Schlow Centre Region Library expenditures from 2012 through the approved 2015 Budget.

Figure 51. Donor Ed Mattil (right) created a Centre Foundation fund benefitting the Library, and also commissioned a new animal sculpture for the Schlow Children’s Department by artist Jeanne Stevens Sollman (right), creator of the Library’s beloved Puddles the cat sculpture.



THIS PAGE IS INTENTIONALLY LEFT BLANK

## WHAT DO WE DO?

*The mission of the Schlow Centre Region Library Capital Budget is to pay for the maintenance, repair, upgrades, and improvements to the facility and technology systems of the Library, which is “the Centre of Reading and Learning.”*

## WHO ARE WE?

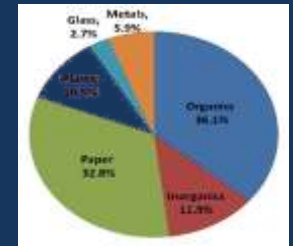
The Schlow Centre Region Library is the public library that serves State College Borough and College, Ferguson, Halfmoon, Harris, and Patton Townships.

The Public Library was established in 1957 in two rooms of an old house on West College Avenue in State College which was provided rent-free by a local businessman, Charles Schlow. In 1967, the Schlow Library moved to a location at 100 East Beaver Avenue, the site of the former State College Post Office. The Library began as a State College Borough operation, but it is now supported by the Borough as well as College, Ferguson, Halfmoon, Harris, and Patton Townships. In February 2004, the Library moved to 118 South Fraser Street, the site of the former State College Municipal Building, to allow a new library to be built on the Beaver Avenue and Allen Street site. The current facility at 211 South Allen Street opened in October 2005 and will celebrate its 10 year anniversary in 2015.

## WHAT DO WE DO?

The Schlow Centre Region Library Capital Fund finances the Library’s two-story 38,577 square foot facility and 78 space parking lot. In 2014, over 306,000 visitors used the Library by browsing reading material and media, using public computers and Wi-Fi services, studying privately or in groups, and attending community meetings and educational events. Meeting rooms that are available for use by the public are used by over 60 groups annually. The Library building also includes a small art gallery, chess and game areas, landscaping, and an outdoor garden area. The Centre Area Transportation Authority’s downtown customer service department occupies part of the building and can be accessed from Beaver Avenue. The Library has been cited as a “destination place” and “Downtown’s Living Room” in community surveys and articles.

Capital monies are also used to maintain a considerable array of Library-related technology, including web services, a wide-area county library network, public computers, Wi-Fi service, customer and donor databases, collection



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

SCHLOW CENTRE  
REGION LIBRARY

CAPITAL  
BUDGET

inventory, parking, and security. The Library is the only free computing facility for Centre Region residents that provides internet access, printing and office functions, and children's software. There were 101,524 uses of public computers and Wi-Fi in 2014, breaking previous records.

The Library Capital Budget was added to the Centre Region Council of Governments (COG) Program Plan for the first time in the 2011 budget. The COG Finance Committee and the Library Board of Trustees agreed that there should be full transparency of the Library Capital Budget's purpose, governance, and funding level.

The Library Capital Budget has funds remaining from donations and pledges received as part of the capital campaign of 2004, with new revenue received from:

- Gifts and grants designated for capital needs. Library staff aggressively seeks grants and gifts for furnishings and technology purchases and many large estate gifts, most unexpected, are deposited into capital funds.
- Annual inter-fund transfers from the Library's Operating to Capital Budgets.
- Fund monies are invested for interest returns.

Schlow Library capital expenditures are:

- Reviewed and approved by the Library Board of Trustees. Capital expenditures from the Technology and Capital Funds are subject to COG budget and purchasing procedures.
- Made in accordance with the scheduled replacements and repairs in the Library/COG Capital Improvement Plan, Technology and Strategic Plans.

### **WHERE ARE WE NOW?**

For the period of January 1 to June 30, 2015, capital revenue exceeded the projections in the 2015 budget due to donations related to the February 2015 flood. On the expenditures side, many projects budgeted for in 2015 were delayed either because it was determined that the expense was not yet necessary or because of a lack of staff time to complete them as scheduled, preserving some capital funds. Also, some projects involve partner agencies, lengthening project timelines beyond the Library's control.

**Major unplanned 2015 capital expenditures:**

Extremely cold temperatures caused Library sprinkler pipes to freeze and burst in the early morning of February 16, 2015, resulting in over \$55,000 in damages and lost materials. Sub-zero wind chill temperatures, failure of a supplemental stairwell heating unit, and insulation “cold spots” were among the cited factors contributing to the frozen pipe. Fortunately, good IT planning and security measures prevented bigger losses in the room where the Library’s servers are located, and a quick response by State College Borough employees, the Alpha Fire Company, and Library personnel helped minimize the overall damage.

Insurance covered all repairs and the replacement of books and toys. The incident prompted an unbudgeted engineering study of the building’s HVAC, HVAC monitors and alarms, sprinkler system, and thermal envelope to prevent further incidents. The core study will cost \$14,800, with some additional incidentals expected, and will be covered by \$32,000 in unsolicited “flood relief” donations. Recommendations from the study, to be completed by August 2015, will be included in the 2016 Summary Budget which is given to the General Forum.

**Major budgeted 2015 capital expenditures include the following projects, some of which may carry over into 2016:**

- **Technology replacements – \$40,000.** These are routine computer hardware and software replacements and includes server replacement and both public and staff equipment.
- **Telephone system – \$35,000.** The telephone system replacement will be ten years old in 2015 and is no longer supported by the vendor. We are looking into joining the Borough of State College’s system.



Figure 52. Schlow Library’s facility is open 62 hours a week and outdoor maintenance includes winter snow and ice removal from sidewalks and the parking lot.



Figure 53. Over \$50,000 of drywall damage and damaged books and audiobooks was sustained in the flood and reimbursed by insurance.



Figure 54. Library furniture is subject to hard use and many stains by over 300,000 visitors a year. Durable upholstery and regular cleaning has extended the lifespan of many pieces.

### Revenue

|                         | 2012 Actual         | 2013 Actual         | 2014 Actual       | 2015 Budget       |
|-------------------------|---------------------|---------------------|-------------------|-------------------|
| Fund Balance            | \$ 946,621          | \$ 1,006,513        | \$ 862,486        | \$ 619,026        |
| <i>Subtotal</i>         | \$ 946,621          | \$ 1,006,513        | \$ 862,486        | \$ 619,026        |
| <b>Other Revenue</b>    |                     |                     |                   |                   |
| Interest Earnings       | \$ 7,986            | \$ 5,408            | \$ 3,382          | \$ 2,000          |
| Contributions/Donations | \$ 18,497           | \$ 8,267            | \$ 18,608         | \$ 10,000         |
| Transfers               | \$ 91,778           | \$ 20,000           | \$ -              | \$ 20,000         |
| <i>Subtotal</i>         | \$ 118,261          | \$ 33,675           | \$ 21,990         | \$ 32,000         |
| <b>GRAND TOTAL</b>      | <b>\$ 1,064,882</b> | <b>\$ 1,040,188</b> | <b>\$ 884,476</b> | <b>\$ 651,026</b> |

### Expenditures

|                    | 2012 Actual         | 2013 Actual         | 2014 Actual       | 2015 Budget       |
|--------------------|---------------------|---------------------|-------------------|-------------------|
| Capital            | \$ 58,369           | \$ 177,702          | \$ 140,889        | \$ 248,000        |
| <i>Subtotal</i>    | \$ 58,369           | \$ 177,702          | \$ 140,889        | \$ 248,000        |
| Fund Balance       | \$ 1,006,513        | \$ 862,486          | \$ 743,587        | \$ 403,026        |
| <b>GRAND TOTAL</b> | <b>\$ 1,064,882</b> | <b>\$ 1,040,188</b> | <b>\$ 884,476</b> | <b>\$ 651,026</b> |

Table 20. Schlow Centre Region Library Capital Budget revenue and expenditures from 2012 through the approved 2015 Budget.

- **Public furniture replacement – \$25,000.** Many pieces of public furniture—mostly upholstered—require replacement due to wear at the 10-year mark. The furniture receives hard use from customers of all ages.
- **Community room audio-visual equipment – \$20,000.** Increased use of webinars and video conferencing in public and staff meetings require updated sound and visual equipment.
- **Community room furniture replacement – \$17,000.** The tables and chairs have endured heavy wear and tear over their ten year lifecycle, are past warranty, and merit replacement for safety and comfort.

- **Adult department improvements – \$16,000.** Public use of the 2nd floor has changed in recent years. Renovations are necessary for security and increased technology training.

### WHAT IS THE COST?

The 2015 budget for the Library Capital Account provides for the revenue and expenditures shown on Table 20 on page 162.

### WHERE ARE WE GOING?

Looking forward into 2016 and beyond, the Schlow Centre Region Library Capital Budget expenditures consist of Strategic Plan initiatives and building repairs or upgrades listed in the 2016-2020 Capital Improvement Plan (CIP).

**Revenue** – Given current projections, the capital fund could be depleted by the start of 2020 – a short four years away.

The capital fund was established with remaining capital campaign money in 2010 and has been supplemented annually with modest interfund transfers, donations, grants and interest. The library has consistently delayed scheduled capital projects until absolutely necessary and has many items, from window blinds to the integrated library system, which have far exceeded their predicted longevity. Thus, for ten years, there have been no municipal contributions necessary for the Schlow Library Capital Budget. As the building ages, additional unplanned and emergency expenditures can be expected in the years to come.

It is now time to intensify the effort to put aside money for future capital needs. The new Schlow Library Foundation is aggressively seeking additional funds for endowments that will generate capital revenue. Municipal contributions for capital projects need to begin in 2016. \$100,000 from the COG municipalities is the first-year budget request, which will fund most of the expenditures planned for 2016.



Figure 55. The Schlow Library's fire sprinkler system required an update after pipes froze and burst during a February 2015 cold snap.

## 2016 Expenditures:

**Improvements to HVAC, sprinklers, and thermal envelope as recommended by engineering study – Costs to be determined.** In connection with the February 2015 flood, Reese Engineering is conducting an engineering study to make recommendations on preventing future failures and improving energy efficiency. Recommendations and cost estimates should be ready to include in the final 2016 Detailed Budget.

**Parking system** – The parking equipment will be replaced in 2016, as the company who manufactured the system closed and support is now limited. The cost is unknown due to legal proceedings.

**Security System (delayed from 2014) – \$75,000.** A security study will be completed in summer 2015. Intrusion alarms, door lock, and security cameras are in need of upgrades due to increased incidents and the age of the system.

**Replacement/upgrading of library materials ID and security system – \$50,000.** Software and hardware upgrades are scheduled for the radio frequency identification tag system. Each item available for loan is tagged and cataloged, and triggers an alarm at the Library's exit if it is not properly checked out. This system saves a great deal of time and effort in shelving and circulation of our "warehouse" of items.

**Staff office improvements – \$30,000.** Staff offices are currently being utilized to capacity, and some renovations will be necessary for additional development and IT staff office space, without impact on key public spaces.

**Technology – \$25,000.** Regularly scheduled replacement of public and staff computers and software as various equipment ages.

**Circulation area improvements – \$16,000.** Over 306,000 people annually enter through the front doors and lobby of the building. Changing visitor habits, checkout processes, and wear and tear require regular repairs and improvements to this central space.

## CRPA Keys for Successful Projects

### Accurate Analysis

- Leverage local knowledge and insight
- Provide factual and pertinent research
- Assess both qualitative and quantitative criteria
- Provide cost effective service

### Consensus-based Alternatives

- Build a solid foundation for informed decisions
- Facilitate a fair and transparent planning process
- Enrich relationships between planning partners
- Set the stage for cooperative implementation

### Actionable Solutions

- Align solutions with available resources
- Emphasize realistic and systematic implementation
- Consider short and long term costs
- Provide access to permanent and highly competent staff

Figure 56. The CRPA is committed to continuous improvement that provides relevant regional and local planning services to the Centre Region municipalities. The value of the CRPA's commitment is manifested by a 50-year legacy of thoughtful land planning practices that leverage local knowledge and insight to form a development pattern that reflects the heritage and values of Centre Region residents.

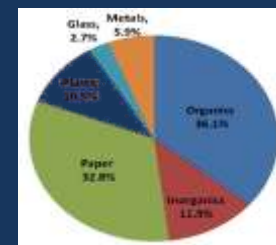
## MISSION

The Centre Regional Planning Agency (CRPA) guides regional and municipal efforts to create and sustain a vibrant, healthy, and economically diverse community by providing professional land use planning services that educate and inspire people to make the Centre Region a great place to live.

## WHO ARE WE?

The Centre Regional Planning Agency provides a broad range of regional and local planning services to the Centre Region municipalities. Regional Planning services include the preparation of the *Centre Region Comprehensive Plan* and the *Centre Region Act 537 Sewage Facilities Plan*, land use projections, model ordinances, mapping, and specialized studies in areas such as workforce housing. Local Planning services include providing staff support to municipal officials and local Planning Commissions, reviewing land development plans and zoning changes, and drafting or revising municipal ordinances that relate to land use regulations. In providing Local Planning services, the CRPA fulfills the responsibilities of the Centre County Planning Commission, as defined under the *Pennsylvania Municipalities Planning Code*. Centre County government reimburses the CRPA for some but not all of the associated costs.

There is a long and successful history of coordinated planning in the Centre Region that has enabled our community to accommodate growth while avoiding incompatible land uses, protecting our natural resources,



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE  
REGIONAL  
PLANNING  
AGENCY

and maintaining a high quality of life. The six Centre Region municipalities have participated in the Local and Regional Planning Programs since the mid-1960s. The Centre Regional Planning Commission (CRPC) initially administered the Regional Planning Program as a volunteer organization with no professional staff support. Today, a professional staff supports the CRPC, much as a municipal staff supports a municipal Planning Commission.

Over the years, the Local and Regional Planning Programs have evolved. All six Centre Region municipalities continue to participate in the Regional Planning Program. State College Borough and Ferguson Township now provide their own local planning staffs, while College, Halfmoon, Harris, and Patton Townships participate in the Local Planning Program as a cost effective way of providing professional local planning services and integrating those services with the Regional Planning Program.

CRPA staff provides support services to the CRPC and to the COG's Transportation and Land Use (TLU) Committee. Some CRPA staff have split positions, with a portion of their time dedicated to the CRPA and the remaining time dedicated to the Centre County Metropolitan Planning Organization (CCMPO).

To perform these services, the 2016 CRPA Budget provides for the following staffing:

- Planning Director (85% CRPA/15% CCMPO)
- Four full-time Senior Planners
- One half-time Senior Planner
- Office Manager (50% CRPA, 50% CCMPO)
- One half-time Staff Assistant (50% CRPA, 50% CCMPO)
- Geographic Information Systems (GIS) Analyst (65% CRPA/35% CCMPO)

The Planning Director and three Senior Planners are certified by the American Institute of Certified Planners (AICP). The GIS Analyst is a contract employee through the PSU Land Analysis Lab.



Figure 57. *The 2015 Centre Regional Planning Commission*

*From left to right:*

- Sam Evans, Halfmoon Township (Vice Chair)*
- Roy Hammerstedt, Harris Township (alternate)*
- Jon Eich, State College Borough*
- Robert Hoffman, College Township*
- Sharon Bressler, Patton Township*
- Steve Watson, Penn State University (Chair)*
- Lisa Strickland, Ferguson Township*

## WHAT DO WE DO?

The CRPA advises regional and municipal decision-makers about land use planning efforts to create and sustain a vibrant, healthy, and economically diverse community. This includes long-range planning activities and projects for the Region and current planning for municipal planning activities. For the purpose of this Program Plan, the CRPA's work tasks are divided into a Regional Planning Program and a Local Planning Program.

### A. Regional Planning Program

**The Regional Planning Program** is responsible for managing the preparation and implementation of the *Centre Region Comprehensive Plan* and the *Centre Region Act 537 Sewage Facilities Plan*. Other core services provided through the Regional Planning Program include the preparation of timely socioeconomic and demographic forecasts and trends, the management of the Regional Growth Boundary and Sewer Service Area (RGB and SSA), and the provision of training programs to educate elected officials, planning commissioners, and the public on planning topics. The CRPA promotes and facilitates dialogue among the municipalities to develop cooperative solutions to regional issues, and all six Centre Region municipalities participate in the Regional Planning Program.

#### *Ongoing Contributions...*

- **Outreach and Education** – The CRPA continues to promote good planning practices and provide outreach and educational presentations. CRPA staff participates on a number of community groups and committees, including but not limited to the Centre County Affordable Housing Coalition, the Spring Creek Watershed Association, and the Chamber of Business and



Figure 58. Roy Hammerstedt of the Harris Township Planning Commission makes a point during the Peer-to-Peer Regional Planning Seminar in October 2014.

Industry of Centre County. The CRPA Director participated in Leadership Centre County Environment Day in 2015 and provided a presentation to a class of 45 individuals on the how property zoning can protect environmentally sensitive areas and help municipalities mitigate hazards in their communities. The CRPA also prepares “Fact Sheets” on a regular basis to describe important planning-related issues in the Region. The Fact Sheets can be viewed or downloaded from the CRPA webpage at [www.crcog.net/planning](http://www.crcog.net/planning).

- **Peer-to-Peer Seminars** – In 2014, the CRPA conducted its first Peer-to-Peer Regional Planning Seminar for all municipal planning commissioners in the Centre Region. Peer-to-Peer Seminars are a valuable opportunity for the municipal planning commissioners to meet with their colleagues in other municipalities and to develop a common understanding of the challenges in each municipality. The 2014 Peer-to-Peer Seminar focused on the Centre Region’s population and housing trends, regional growth policy, and background on the Regional Planning Program. The 2015 Peer-to-Peer Seminar was held in June and focused on legal issues in the context of multi-municipal comprehensive planning. All of the Centre Region municipalities participated.
- **Use of Technology** – The CRPA continues to use technology to deliver cost-effective services to the municipalities. The Agency has improved the online Vacant Land Map to include summary information and links to municipal ordinances and has created a Microsoft Access database to accurately track land development reviews and information for long-term trend analysis. The Agency also continues to strengthen its GIS capabilities and analysis.
- **Redevelopment Capacity** – The CRPA is in the process of completing the *Redevelopment Capacity Report* for potential redevelopment properties inside the RGB and SSA. This information was requested by the Borough of State College as a companion report to the *Regional Development Capacity Report (REDCAP)*, which only profiled the development capacity of vacant properties. The *Redevelopment Capacity Report* will demonstrate how properties can potentially be redeveloped as an alternative to expanding the RGB and SSA.
- **Timely and Relevant Demographic Information** – The CRPA is a resource for a variety of demographic information. For example, important analysis completed by the CRPA clearly shows that the population over 60 years of age is increasing dramatically in the Region. This age group represents 12 % of the population and has increased 41 % since 2000. Recognizing this trend now can help the municipalities prepare for changing needs in their communities as more and more people will want to “age in place.” This trend, along with decreasing household sizes, changing family composition, and the cost of housing will slowly change the physical character of the Region and reinforce the growth management strategy of directing most new growth to areas within the RGB and SSA.
- **Technical Resource Center** – CRPA staff serve as the Centre Region’s technical specialists, and the Agency is the resource center for a variety of land planning and zoning topics, including open space preservation, ridge protection, contemporary zoning practices, riparian buffers, and other best practices in land planning and zoning.

## B. Local Planning Program

**The Local Planning Program** provides staff support to individual Centre Region municipalities to address localized planning issues. Local Planning services include the review of subdivision and land development plans, the preparation of ordinances and regulations to implement the *Centre Region Comprehensive Plan*, and special studies related to specific issues or concerns within a municipality. CRPA staff also provides support to the municipal planning commissions. Four municipalities participate in the CRPA's Local Planning Program. College Township funds a full-time local planning position, Patton Township funds a half-time local planning position, and Halfmoon and Harris Townships each fund one-third of a local planning position for their respective municipalities. The Borough of State College and Ferguson Township have their own planning departments to address local planning issues, and the CRPA maintains a close working relationship with both planning departments.

### *Ongoing Contributions...*

- **Shiloh Road Rezoning** – College Township is reviewing a proposal to rezone areas along the Shiloh Road Corridor. The rezoning of parcels between Trout Road and the College Township line has been contemplated a number of times. In 2003, the planning commissions and governing bodies of College and Benner Townships developed a plan to rezone the west side of Shiloh Road to Planned Commercial and the east side to Traditional Neighborhood Development. The Regional Growth Boundary and Sewer Service Area was then expanded to include this area, including parts of Benner Township. However, with a difference of opinion on the amount of potential residential development, Benner Township rezoned its portion of the corridor to Regional Commercial. As part of the most recent rezoning request, CRPA staff provided a rezoning report that reviewed a number of potential rezoning scenarios for College Township's portion of the corridor. Based on the staff recommendation, the College Township Planning Commission has recommended a scenario to College Township Council that proposes three distinct zoning districts for the Shiloh Road area:
  - **Two-family Residential (R-2)** – 13 acres of R-2 is proposed along Trout Road. This district permits homes, duplexes, and townhomes at a density of up to 14 dwelling units per acre.
  - **Planned Research and Business Park (PRBD)** – 87 acres of PRBD are proposed along both sides of Shiloh Road for the Rogers and Clair parcels. This district allows most commercial, office, and light manufacturing uses. Commercial uses, however, are restricted to no more 35 % of the planned Floor Area Ratio of a development.

- **General Commercial (C-1)** – 36 acres of C-1 is proposed for the east side of Shiloh Road between the Premiere Theater and the Clair Farm.

A few issues remain to be addressed. Concerns have been expressed regarding potential impacts to the nearby Rogers Well, potential impacts to the University Area Joint Authority (UAJA), and impacts to the road network. Proposals for addressing these concerns include modifying the College Township Official Map to include additional roads in the Shiloh Road area and potentially amending College Township’s Wellhead Protection Overlay District.

- **Halfmoon Township Future Land Use** – Halfmoon Township continues to focus on the implementation of the adopted Halfmoon Township Future Land Use Map from the 2013 update of the *Centre Region Comprehensive Plan*. The Halfmoon Township Future Land Use Map generally designates the western end of the Township as rural/agricultural, the eastern end of the Township as “mixed use” with higher density development and urban services (sewer and water), and the middle of the Township as primarily residential with transitions to larger lot agricultural/residential development. The Halfmoon Township Planning Commission presented its findings and recommendations on changes to the Agricultural zoning district to the Board of Supervisors in 2014.

As currently written, the Agricultural zoning district in Halfmoon Township allows for one-acre residential development and permits a wide variety of non-agricultural uses. The Halfmoon Township Planning Commission recommended the following revisions to address concerns about the loss of agricultural land, the potential loss of rural character, and the confusing language within the current regulations:

- Revise the Intent Statement of the Agricultural zoning district to focus on agricultural uses
- Revise the list of land uses in the Agricultural district to eliminate uses that are not compatible with agriculture
- Establish a minimum lot size of 10 acres
- Eliminate Rural Preservation Developments in the Agricultural district where no public sewer is available

During 2015, the Halfmoon Township Planning Commission is reviewing options for development within the “mixed use” area shown on the Township’s Future Land Use Map. The Planning Commission anticipates presenting a recommendation to the Board of Supervisors in 2016. As a starting point, the Planning Commission is considering Patton Township’s Planned Community zoning regulations as a model. A new zoning district in Halfmoon Township could allow for higher density development along the southeastern municipal boundary with Patton Township and provide for a diversity of housing types and sizes. A new zoning district could also permit neighborhood commercial and office uses. Higher density zoning in this part of the Township would require the extension of public sewer service, and consideration of a new zoning district will involve discussions

with regional partners. Those discussions will begin in 2015 and continue into 2016, at which time Halfmoon Township may present new zoning regulations and a request for public sewer service to the General Forum.

- **Boalsburg Small Area Plan** – Harris Township continues to work on creating a small area plan that will guide future growth and development in Boalsburg. The goal of this project is to create a vision for the future of the Boalsburg area, which for the purposes of this plan includes the historic village, the commercial corridor along Boal Avenue, and the nearby Pennsylvania Military Museum and Boal Mansion properties. The plan is being drafted with the assistance of a Steering Committee, which is comprised of Township residents and business owners. CRPA staff has helped coordinate the creation of the small area plan by organizing and attending Steering Committee meetings and providing presentations, research, and other resources as needed.
- **Patton Township Open Space Task Force** – Based on a survey of Patton Township residents and property owners in March and April 2014, the Patton Township Board of Supervisors placed a referendum question on the ballot for the November 2014 election asking voters to approve the borrowing of up to \$3,500,000 to finance the acquisition of development rights, conservation easements, and land for the preservation of open space in the Township.

Following approval of the referendum, Patton Township assembled a 16 person Open Space Task Force (OSTF) comprised of 13 Township residents, the Township Manager, CRPA staff, and ClearWater Conservancy staff. The overall goal of the OSTF is to identify and rank properties for possible Township acquisition. Once a list of properties is established,



Figure 59. The Boalsburg Small Area Plan will guide future growth and development in the historic village and adjacent areas.



Figure 60. An open space referendum allowed Patton Township to purchase the Haugh Family Preserve in 2006.

Patton Township will contact property owners to determine their willingness to negotiate the sale of property. Patton Township will only work with willing property owners and by law cannot pay more than fair market value for land.

Beginning in February 2015, the OSTF has met monthly to review, evaluate, and discuss potential properties for acquisition. The OSTF has established a list of 88 properties for further evaluation. The criteria for properties includes having a minimum of two acres for properties inside the Regional Growth Boundary and a minimum of twenty acres for properties outside the Regional Growth Boundary. Properties currently owned by Patton Township or another governmental agency are not eligible for consideration, nor are properties currently protected by easements or similar protections. The OSTF will continue its evaluation of candidate properties over the next several months.

### OF PARTICULAR NOTE

- In late 2014, State College Borough Council requested that the CRPA review the value of the Regional Planning Program during 2015. In response, the CRPA Director scheduled a series of meetings with the municipal managers and the COG Executive Director. As a result of these discussions, a draft Strategic Plan is nearing completion. The Strategic Plan will identify the CRPA's mission and values, core services, future work objectives, and a process for the General Forum to consider proposed planning projects. A draft CRPA Strategic Plan is expected to be presented to the CRPC and the COG TLU Committee in August and to the General Forum in the fall.
- The CRPA has developed a Comprehensive Plan Implementation Program (CHIP). The CHIP provides a list of short-term projects that the Region should complete to implement the goals, objectives, and policies of the *Centre Region Comprehensive Plan*. The CHIP translates the goals, objectives, and policies of the *Comprehensive Plan* into actionable projects and identifies priorities, timeframes, and primary responsibilities for completing the projects.

The CHIP is not a static document, but a dynamic, evolving *process* that involves CRPA staff, the municipal planning departments, the COG Transportation and Land Use (TLU) Committee, the Centre Regional Planning Commission (CRPC), and the COG General Forum. The process involves many people to encourage an organizational environment that supports collaborative and relevant regional planning efforts. The process also encourages a consensus-based approach to identifying and implementing projects that best meet the needs of all Centre Region municipalities. The annual CHIP update process will ensure visibility, relevancy of projects, and regular progress towards achieving *Comprehensive Plan* goals, objectives, and policies. The CHIP process was first used by the TLU Committee and CRPC shortly after the adoption of the *Comprehensive Plan* in 2013. The CRPA facilitated the same process again in 2014 and 2015 to identify priority projects for 2016.

The guidelines for establishing the highest priority projects are simple. Highest priority projects or initiatives should:

- Implement the goals, objectives, and policies from the *Centre Region Comprehensive Plan*.
- Address a significant and clearly demonstrated regional planning issue or problem.
- Benefit all of the municipalities in some way.
- Facilitate *Comprehensive Plan* implementation based upon the local planning capabilities in each municipality.

#### WHERE ARE WE NOW?

For the period of January 1 to June 30, 2015, revenue and expenditures for the Centre Regional Planning Agency are generally consistent with the projections contained in the 2015 Budget, with the following exception:

- The actual unaudited January 1, 2015 fund balance was \$54,209, which was higher than the estimated fund balance of \$46,349. The difference was due, in part, to a slight reduction in operating costs and lower personnel costs.

The CRPA does not anticipate any significant variation in expenses from those included in the 2015 Budget.

The CHIP process includes the following steps:

The CRPA will use this general template to identify the highest priority projects in future years.

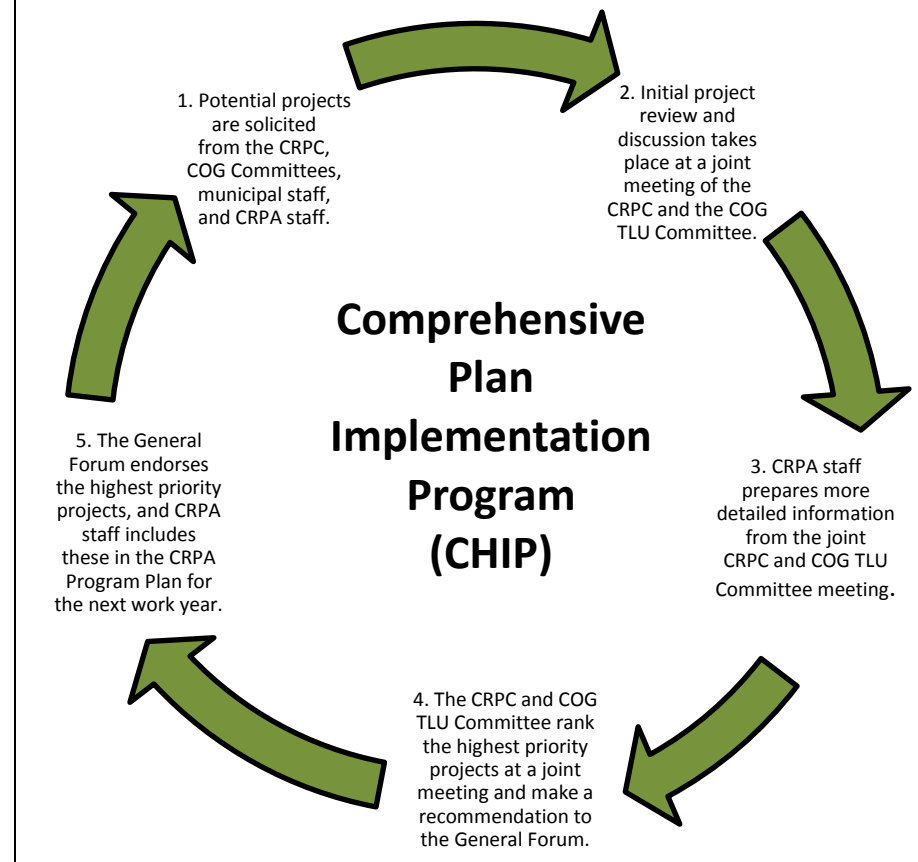


Figure 61. *Comprehensive Plan Implementation Program steps.*

**WHAT IS THE COST?**

The 2015 Budget for the Centre Regional Planning Agency provides for the revenue and expenditures shown in Table 21 on right.

**WHERE ARE WE GOING?**

The CRPA remains mindful of municipal funding constraints when considering opportunities to reorganize or shift the responsibilities of Agency personnel to meet the changing needs of the municipalities. For example, between 2002 and 2015, the population of the Centre Region increased by over 16 % from approximately 79,046 to 94,277. During the same time, however, the level of Senior Planner staffing has remained the same in the Regional Planning Program and has decreased by one-half of a Senior Planner in the Local Planning Program.

Other organizational changes during this period included the discontinuation of a paid summer intern program, the reclassification of an Administrative Assistant position to an Office Manager position, and the creation of a part-time Staff Assistant position. These changes aligned personnel in the positions with the actual work. The CRPA and the CCMPO continue to split the costs of the Office Manager and Staff Assistant positions 50%/50%. The Agency continues to pursue ways to more effectively deploy personnel, use technology, be resourceful, and strategically reorganize to add value to the services provided to the municipalities.

**Revenue**

|                       |  | 2012 Actual | 2013 Actual | 2014 Actual | 2015 Budget |
|-----------------------|--|-------------|-------------|-------------|-------------|
| Fund Balance          |  | \$ 112,858  | \$ 50,225   | \$ 43,024   | \$ 46,349   |
|                       | <b>Subtotal</b>  | \$ 112,858  | \$ 50,225   | \$ 43,024   | \$ 46,349   |
|                       | <b>2015<br/>Municipal Contributions<br/>Percentage</b> |             |             |             |             |
| State College Borough | 22.25%   | \$ 50,974   | \$ 58,978   | \$ 63,401   | \$ 64,707   |
| College Township      | 16.44%   | \$ 39,618   | \$ 45,197   | \$ 47,615   | \$ 47,810   |
| Ferguson Township     | 26.34%   | \$ 62,096   | \$ 70,940   | \$ 75,462   | \$ 76,601   |
| Halfmoon Township     | 4.40%  | \$ 11,006   | \$ 11,694   | \$ 12,634   | \$ 12,796   |
| Harris Township       | 9.13%  | \$ 21,033   | \$ 24,244   | \$ 26,157   | \$ 26,552   |
| Patton Township       | 21.44%   | \$ 48,455   | \$ 56,543   | \$ 61,223   | \$ 62,352   |
|                       | <b>Regional Subtotal</b>                               | \$ 233,182  | \$ 267,596  | \$ 286,492  | \$ 290,818  |
|                       | <b>Municipal Contributions - Local Planning</b>        |             |             |             |             |
| College Township      | 37.60%   | \$ 94,982   | \$ 109,001  | \$ 116,698  | \$ 124,265  |
| Halfmoon Township     | 12.40%   | \$ 31,324   | \$ 35,947   | \$ 38,486   | \$ 41,019   |
| Harris Township       | 12.40%   | \$ 31,324   | \$ 35,947   | \$ 38,486   | \$ 41,019   |
| Patton Township       | 37.60%   | \$ 94,982   | \$ 109,001  | \$ 76,916   | \$ 62,145   |
|                       | <b>Subtotal</b>  | \$ 252,612  | \$ 289,896  | \$ 270,586  | \$ 268,448  |
|                       | <b>Other Revenue</b>                                   |             |             |             |             |
| Interest Earnings     |  | \$ 652      | \$ 303      | \$ 1,129    | \$ 300      |
| Map and Report Sales  |  | \$ 2,683    | \$ 2,525    | \$ 1,339    | \$ 1,500    |
| Centre County         |  | \$ 114,000  | \$ 116,500  | \$ 119,035  | \$ 121,500  |
|                       | <b>Subtotal</b>  | \$ 117,335  | \$ 119,328  | \$ 121,503  | \$ 123,300  |
|                       | <b>GRAND TOTAL</b>                                     | \$ 715,987  | \$ 727,045  | \$ 721,605  | \$ 728,915  |

**Expenditures**

|              |                    | 2012 Actual | 2013 Actual | 2014 Actual | 2015 Budget |
|--------------|--------------------|-------------|-------------|-------------|-------------|
| Personnel    |                    | \$ 518,131  | \$ 537,730  | \$ 515,807  | \$ 562,310  |
| Operating    |                    | \$ 141,814  | \$ 143,081  | \$ 151,589  | \$ 156,449  |
| Capital      |                    | \$ 5,817    | \$ 3,210    | \$ -        | \$ 4,500    |
|              | <b>Subtotal</b>    | \$ 665,762  | \$ 684,021  | \$ 667,396  | \$ 723,259  |
| Fund Balance |                    | \$ 50,225   | \$ 43,024   | \$ 54,209   | \$ 5,656    |
|              | <b>GRAND TOTAL</b> | \$ 715,987  | \$ 727,045  | \$ 721,605  | \$ 728,915  |

Table 21. Centre Regional Planning Agency revenue and expenditures from 2012 through the approved 2015 Budget.

Looking forward to 2016 and beyond, proposed major budgetary changes and work objectives for the Centre Regional Planning Agency include:

*Proposed Budgetary Changes...*

- The CRPA Director proposes to reduce the number of hours for the part-time Staff Assistant position from 30 hours per week to 20 hours per week. This change is possible because of a reassignment of duties and continued advances in technology, including the use of the internet for research and collecting information, the electronic distribution of agenda materials, electronic storage and filing, the use of e-mail, and other improvements that have reduced the number of hours needed to complete the essential duties of this position. There is a continued need for a minimum of 20 hours per week in this position for customer service, staff support, administrative duties, and to support the Centre Regional Planning Commission.
- The CRPA anticipates amending the funding formula for the Local Planning Program in 2016. The CRPA Director and COG Executive Director discussed this proposed formula change with the municipal managers in early 2015, and there was general agreement that the amendment would account for municipal shares in the Local Planning Program fairly and accurately. The amended formula will not increase the overall cost of the Local Planning Program, but will shift costs among the participating municipalities. Under the proposed formula, each municipality will directly fund the portion of the Senior Planner position that is assigned to its respective municipality. The four municipalities currently participating in the Local Planning Program will also share operating, administrative, and management costs equally beginning in 2016. The previous formula assigned the total costs of the Local Planning Program by formula, using the %age of full-time equivalent Senior Planner positions in each municipality. This resulted in a disparity in how the participating municipalities shared salary, benefits, operating, administrative, and management costs. The change will result in decreased costs for College Township and increased costs for Halfmoon and Harris Townships. The cost to Patton Township will stay about the same.

There are a number of potential revenue sources that the municipalities should consider during their review of the Program Plan. These proposed revenue sources have the potential to reduce municipal shares for the Regional and Local Planning Programs:

- The CRPA is currently preparing detailed work programs for specific tasks related to the UAJA's request to amend the Act 537 Sewage Facilities Plan. In past years, the CRPA and UAJA have shared the costs that were incurred to support amendments to the Act 537 Plan. The CRPA proposes that the UAJA be invoiced on a monthly basis for work performed by CRPA staff on tasks related to the UAJA's request. The amount of revenue from the UAJA has not been determined at this time and is being

discussed with the UAJA Executive Director. It is anticipated that work would be completed in the 2016 budget year, and revenue from the UAJA would accrue in the Agency's year-end fund balance to reduce municipal shares for the Regional Planning Program in 2017.

- The CRPA is also researching potential grant funding from the Pennsylvania Department of Environmental Protection (DEP) to defer some of the costs of an Act 537 Plan amendment, should the municipalities decide to amend the Plan. In past years, the DEP has reimbursed a portion of the cost of amending the Act 537 Plan. Previously, the DEP has required the applicant to fund the entire project and then be reimbursed after adoption of the amended Act 537 Plan. The earliest any reimbursement would be made, if the application for grant funding is successful, is 2017 or 2018.
- The General Forum should consider requesting that the UAJA Board of Directors dedicate a permanent and sustainable source of funding to support Regional Planning Program activities that benefit the UAJA. Currently the UAJA reimburses the Agency for mapping services provided by the GIS Analyst; however, this reimbursement is a minimal source of revenue. In 2014 and 2015, the Agency committed substantial resources to preparing for possible amendments to the Act 537 Plan, but there was no formal agreement in place to recoup costs. Moving forward, the CRPA recommends that the UAJA reimburse the Agency for work related to Act 537 Plan activities as well as a portion of other services that provide benefit to the UAJA, including demographic forecasts and trends, land use planning and land development activities (particularly related to the location of beneficial reuse water lines and increased use of beneficial reuse water), coordination with water authorities, and coordination with the DEP.
- The General Forum should consider requiring a fee to submit a Development of Regional Impact (DRI) application that requests an expansion of the Regional Growth Boundary and Sewer Service Area. Revenue from a DRI fee could offset a portion of the Regional Planning Program. This fee would have to be included in the annual fee resolution adopted by the individual governing bodies.

#### *Proposed New Regional Work Objectives...*

In 2015, the General Forum endorsed several priority projects for the CRPA to work on in 2016. Looking forward, some major CRPA work objectives include:

- **Determine Locations to Potentially Expand Beneficial Reuse Transmission Lines Inside the RGB and SSA** – Beneficial reuse water from the UAJA is an underutilized resource that has potential for expanded use in a variety of industrial and commercial applications where potable water is used in manufacturing or other operations, as well as potential for use in environmental projects in other areas of the Region. The UAJA included this project in its request to update the Centre Region Act 537 Sewage

Facilities Plan in August 2014. Determining locations where the beneficial reuse water could be used would allow the UAJA to install new transmission lines in those locations without having to formally amend the Act 537 Plan in the future.

- **Centre Region Nutrient Management Policy for DEP Planning Modules** – DEP Planning Modules require that the UAJA address nutrient management (nitrogen and phosphorus) and describe how the nutrients from a proposed project will be handled. There is currently no policy in the Centre Region to address nutrient management, as required by the DEP. A Centre Region Nutrient Management Policy would provide clear guidance to the UAJA regarding how nutrients should be addressed when completing DEP Planning Modules.
- **Centre Region State of Housing Report** – 2016 is the first year of a new, ongoing project to prepare and present an annual report on the “State of Housing in the Centre Region.” The report will provide population and housing demographics, and put an emphasis on issues such as housing needs and opportunities for aging in place; housing for families, millennials, and a variety of housing incomes; the impact of student housing on affordability and housing values; rates of homeownership; the quantity and impact on neighborhoods of seasonal homes; and the economic development impacts of the lack of affordable housing.
- **Prepare and Implement Educational Programs for Planning Commissioners** – The CRPA will provide educational and peer-to-peer opportunities to strengthen planning skills and foster communication between the CRPC and the municipal planning commissioners. The educational and peer-to-peer sessions will help familiarize the planning commissioners and CRPC representatives with the growth management strategy in the Centre Region and provide them with a basic understanding of planning and the tools necessary to implement the adopted *Centre Region Comprehensive Plan*. This initiative will help the commissioners become familiar with the tools in the planning toolbox and how they can be used to reinforce good planning practices. It will also help the commissioners understand the limitations and uses of zoning, and be aware of land development activities in other municipalities to help guide development of the community. The commissioners will then be better equipped to make informed decisions about how the municipalities and the Centre Region should grow and develop. This program effectively leverages municipal contributions by providing cost-effective training opportunities to all CRPC representatives and, on occasion, municipal planning commissioners and municipal planning staff.

THIS PAGE IS INTENTIONALLY LEFT BLANK

## MISSION

Federal law requires local and state officials to maintain a cooperative, continuous, and comprehensive transportation planning program in all urbanized areas of the United States with a population of over 50,000 persons. In Centre County, this requirement is met by the Centre County Metropolitan Planning Organization (CCMPO), which coordinates long-range transportation planning and the programming of funds for surface transportation projects. The Centre Regional Planning Agency (CRPA) is the lead organization for providing staff support to the CCMPO, working cooperatively with the Centre County Planning and Community Development Office (CCPCDO), the Centre Area Transportation Authority (CATA), the Pennsylvania Department of Transportation (PennDOT) Engineering District 2-0 Office in Clearfield, and the PennDOT Central Office in Harrisburg.

## WHO ARE WE?

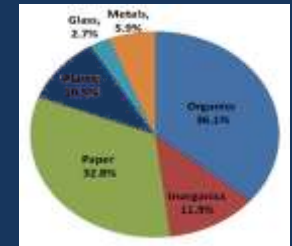
The policy-making body of the CCMPO is the Coordinating Committee, which is comprised of voting members representing the following organizations (19):

Centre County Government (2)  
College Township  
Benner Township  
Ferguson Township  
Halfmoon Township  
Harris Township  
Patton Township  
State College Borough  
PennDOT District 2-0 Office

Nittany Valley Planning Region  
Lower Bald Eagle Valley Planning Region  
Moshannon Valley Planning Region  
Mountaintop Planning Region  
Penns Valley Planning Region  
Upper Bald Eagle Valley Planning Region  
Centre Regional Planning Commission  
Centre Area Transportation Authority  
PennDOT Central Office

### Non-voting members include:

Penn State University  
Federal Highway Administration  
Federal Transit Administration



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE COUNTY  
METROPOLITAN  
PLANNING  
ORGANIZATION

The CCMPO Technical Committee provides advisory comments and recommendations to the Coordinating Committee. The Technical Committee is comprised of 19 voting members from the same organizations represented on the Coordinating Committee.

| <b><u>Frequently Used Acronyms:</u></b> |   |               |  |
|---|---|---------------|--|
| BPT                                     | PennDOT's Bureau of Public Transportation               | <i>L RTP</i>  | <i>Long Range Transportation Plan</i>                |
| CATA                                    | Centre Area Transportation Authority                    | <i>MAP-21</i> | <i>Moving Ahead for Progress in the 21st Century</i> |
| CCMPO                                   | Centre County Metropolitan Planning Organization        | MTP           | Multimodal Transportation Program                    |
| CCOT                                    | Centre County Office of Transportation Services         | PennDOT       | Pennsylvania Department of Transportation            |
| CCPCDO                                  | Centre County Planning and Community Development Office | STC           | Pennsylvania State Transportation Commission         |
| CRBAC                                   | Centre Region Bicycle Advisory Committee                | TAP           | Transportation Alternatives Program                  |
| CRPC                                    | Centre Regional Planning Commission                     | <i>TIP</i>    | <i>Transportation Improvement Program</i>            |
| FHWA                                    | Federal Highway Administration                          | <i>UPWP</i>   | <i>Unified Planning Work Program</i>                 |

This Program Plan focuses on the CRPA resources that are utilized to support the CCMPO, but also includes activities completed by the CCPCDO and CATA on behalf of the CCMPO. The following positions in the CRPA are committed to CCMPO-related work tasks:

|  |      |
|--|------|
| Director                               | 15%  |
| Office Manager                         | 50%  |
| Part-Time Staff Assistant              | 50%  |
| Two Senior Planners (Transportation)   | 100% |
| One Principal Planner (Transportation) | 100% |

In addition to the CRPA positions, one full-time Senior Transportation Planner at the CCPCDO is committed to supporting the CCMPO. The CCPCDO Director, Assistant Director, and Geographic Information Systems (GIS) staff also commit a portion of their time to support CCMPO activities. CATA also provides staff support to the CCMPO, with time committed by the General Manager; the Directors of Information Services, Transportation, and Finance; and the Public Relations Manager.

PennDOT provides federal and state funding to help finance tasks performed on behalf of the CCMPO. These funds are provided through a legal agreement and work orders executed by PennDOT and the Centre Regional Planning Commission (CRPC).

## WHAT DO WE DO?

The core responsibilities of the CCMPO include preparing a *Long Range Transportation Plan (LRTP)*, developing a short-range *Transportation Improvement Program (TIP)*, and adopting a *Unified Planning Work Program (UPWP)*. These documents guide the CCMPO's efforts to prioritize and fund countywide, regional, and local transportation projects that improve safety and mobility, reduce congestion, preserve the existing transportation system, and facilitate economic vitality. The *LRTP* guides the allocation of federal, state, and local

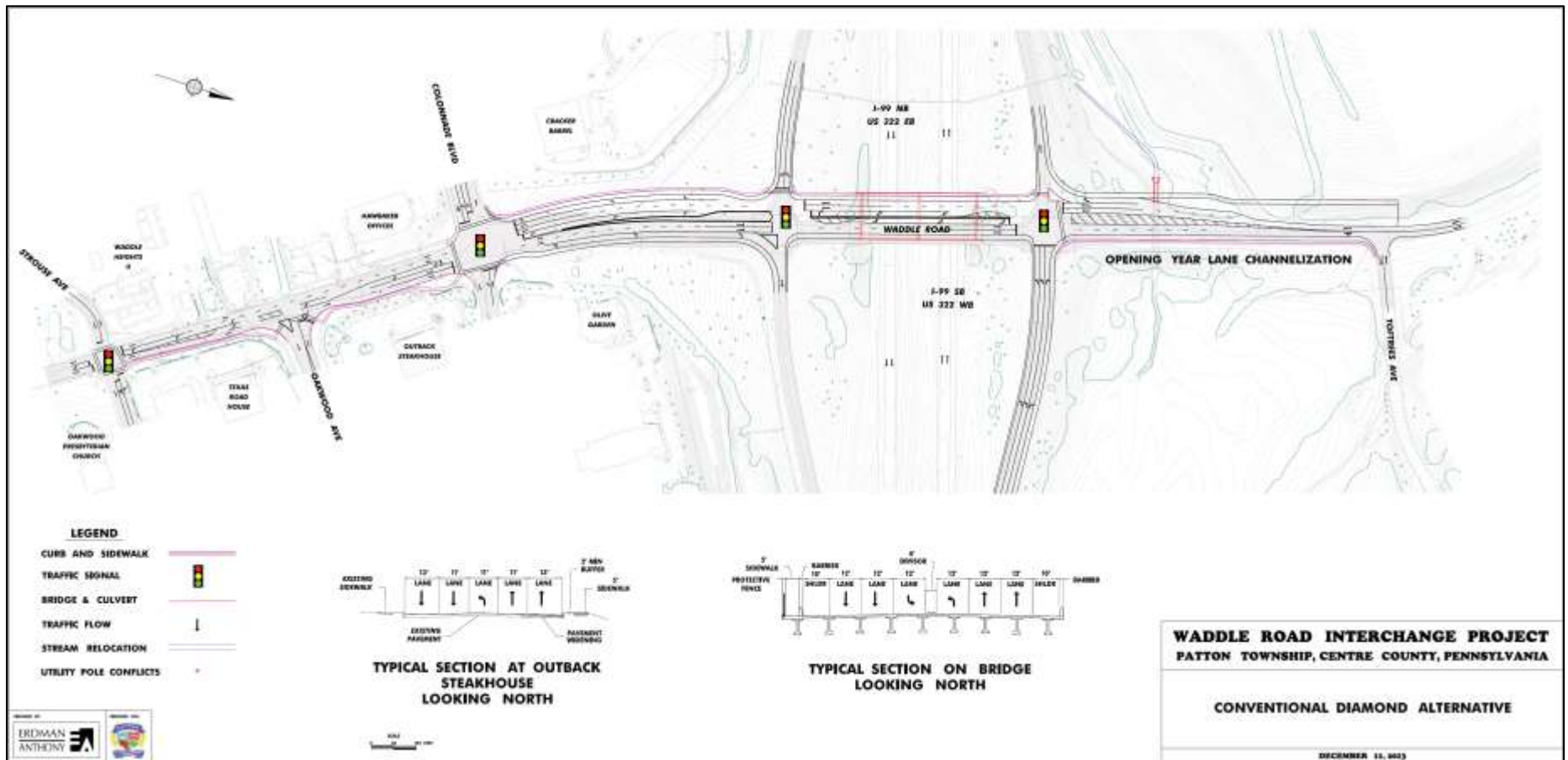


Figure 62. The 2015-2018 TIP includes \$13.5 million in spike funding for the I-99 Exit 71 Waddle Road Interchange Project in Patton Township.

funds to specific projects and programs on the *TIP*. Federal regulations require the *LRTP* to address a minimum 20-year horizon and be updated every five years. The *TIP* covers a four-year period and is updated every two years. The CCMPO works in close partnership with PennDOT to prepare and adopt the *LRTP* and *TIP*. The number of projects and programs included on the *TIP* is constrained by limits on the amount of federal and state funds allocated to the CCMPO by a statewide formula.

The *2015-2018 TIP*, adopted in July 2014, includes approximately \$185 million in federal, state, and local funding for Centre County roadway and bridge projects, including over \$14 million for the I-99 Exit 71 Waddle Road Interchange Project (shown in Figure 62 on page 181) and \$103 million to complete the Route 322 Potters Mills Gap Project. The *2015-2018 TIP* also includes approximately \$105 million in federal, state, and local funding for public transportation services provided by CATA and the Centre County Office of Transportation Services (CCOT). Over \$35 million of the transit funding is for four years of CATA's annual operating assistance, and \$35 million is for CATA's Maintenance Facility Expansion Project.

The CCMPO's activities must comply with federal Environmental Justice and Title VI nondiscrimination regulations to prevent or mitigate adverse impacts to areas with concentrations of low income and minority populations. The CCMPO's *Public Participation Plan*, *Limited English Proficiency Plan*, and *Title VI Complaint Process* specify the procedures used to involve officials, citizens, and stakeholders in the transportation planning process and to meet the requirements relative to nondiscrimination. Public participation activities are focused on soliciting input about key decisions by sharing information with interested parties, using periodic e-mail and written correspondence, media advertisements and press releases, special presentations, and the posting of information on the CCMPO's webpage: [www.ccmppo.net](http://www.ccmppo.net). The CCMPO's contact list of interested parties currently includes more than 175 officials and citizens.

For the purpose of this Program Plan, the services provided by the CRPA, CCPCDO, and CATA are divided into three broad categories: Planning, Programming, and Administration/Coordination.

#### A. Planning (*Long Range Transportation Plan 2044; Coordinated Plan; CATA Strategic Plan*)

##### *Ongoing Contributions...*

- Developing, adopting, and updating the *Long Range Transportation Plan (LRTP)* in accordance with federal regulations. The current *Centre County LRTP 2040* was adopted in September 2010, and a new *LRTP 2044* is being prepared for adoption in

September 2015. During 2014, candidate projects were evaluated and ranked for possible inclusion on the new *LRTP*, and 99 projects are included on the final draft. For the first time, implementation strategies and performance measures will be included in the *LRTP*, as required by new federal regulations. The implementation strategies and performance measures will help the CCMPO and other stakeholders evaluate how projects and programs meet federal, state, and local goals and objectives. The new *LRTP 2044* will also incorporate key elements of the CCMPO's 2012 *Coordinated Public Transit-Human Services Transportation Plan (Coordinated Plan)*, which guides the allocation of federal funds for transit programs that serve low income individuals, persons with disabilities, and the elderly. After the *Coordinated Plan* is incorporated into the *LRTP*, it will no longer be approved as a stand-alone document.

- Providing public transportation planning services to CATA and the CCOT. The CRPA assists in managing special transit planning projects, completing annual service planning efforts, and submitting applications for funding from federal and state sources, such as the Ladders of Opportunity Program and PennDOT's Transportation Alternatives Program (TAP). During the past year, CRPA staff managed the preparation of the new *CATA Strategic Plan* and prepared Title VI nondiscrimination performance measures for CATA's federal Triennial Review. CRPA staff also completed three grant applications, one of which resulted in the award of \$50,000 in federal TAP funding for improving transit stop lighting in the Martin Street and Aaron Drive corridors in Ferguson Township. In addition, CRPA staff is representing Centre County on the advisory committee for a multi-county transit consolidation study being conducted by PennDOT and SEDA-COG.
- Reviewing Development of Regional Impact (DRI) applications, rezoning requests, and subdivision and land development plans to ensure that the land use and transportation aspects of proposed development activities are consistent.
- Assisting municipalities in the planning and design of bicycle/pedestrian facilities and public transportation amenities, including the integration of these facilities into subdivision and land development plans. During the past year, the CRPA, CATA, and



Figure 63. Both CATA and the Centre County Office of Transportation Services (CCOT) benefit from the public transportation planning services provided by the CRPA.

CCPCDO provided comments and recommendations about including bicycle/pedestrian and public transportation facilities in several projects, including the proposed Cottages at State College Planned Residential Development in Ferguson Township, the Exit 71/Waddle Road Interchange Project in Patton Township, and the Penns Valley Rail Trail in the Village of Spring Mills, Gregg Township.

## B. Programming (*Transportation Improvement Program; Transportation Alternatives Program*)

### Ongoing Contributions...

- Developing, adopting, and amending the *Transportation Improvement Program (TIP)*. Since adoption of the *2015-2018 TIP* in June 2014, the CRPA has reviewed and approved several administrative actions, including the inclusion of \$1.5 million in additional funding for the I-99 Exit 71/Waddle Road Interchange Project (Figure 62 on page 181) and the inclusion of \$1.2 million in additional funding for the expansion of CATA's Maintenance and Operations Facility (Figure 66 on page 187) More than ten administrative actions have been reviewed and approved for the *TIP* thus far in 2015.
- Providing comments about the design of highway and bridge projects, including potential impacts to communities. In 2015, the CRPA, CATA, and CCPCDO prepared comments about three sections of the State Route (SR) 3014 Atherton Street Drainage/Repaving Project, the SR 3010 Boalsburg Road Betterment Project through the Oak Hall Interchange, the Route 322 Potters Mills Gap Project, and the SR 3032 Railroad Avenue Bridge Project in the Village of Julian.
- Administering the Transportation Alternatives Program (TAP). The CRPA assisted officials in State College Borough, College Township, and CATA to initiate design work on three projects approved for TAP funding. The CRPA also assisted the Bellefonte Historical Railroad Society (BHRS) and Patton Township in completing the BHRS Rail Car Rehabilitation and Circleville Road Path projects that were funded through the Transportation Enhancements (TE) Program. In the 21 years of the TE and TAP programs' existence, 21 projects with a combined value of over \$6 million have been completed in Centre County, including bicycle/pedestrian trails, streetscape projects, and transit facilities.
- Monitoring legislative efforts to increase federal and state funding for transportation improvements. The CRPA monitored proposals for new federal legislation, provided presentations to the CCMPO about elements of the proposals that could affect transportation programs and projects in Pennsylvania, and prepared correspondence to federal legislators detailing the CCMPO's policy position about new legislation.

C. Administration/Coordination

Ongoing Contributions...

- Preparing the CCMPO’s portion of the annual COG Budget. This budget details all revenue and expenditures associated with the operations of the CCMPO and is based on the January-December calendar year. Please see Figure 64 on right to see the distribution of the CCMPO’s 2015 revenue sources.
- Preparing the *UPWP*. The *UPWP* specifies the work tasks to be completed by the CRPA, CCPCDO, and CATA and illustrates the federal, state, and local matching funds (the minimum required local match) that are provided to support the CCMPO’s activities. The *UPWP* is based on Pennsylvania’s July-June fiscal year. For the first time, the *FY 2014-16 UPWP* addresses a two-year period.
- Executing annual legal agreements and periodic work orders between the CRPC and PennDOT that provide federal and state funding for staff to complete CCMPO-related work tasks.
- Preparing media advertisements, agendas, minutes, and discussion items for CCMPO Committee and special subcommittee meetings. Each CCMPO Committee typically meets five or six times each year.
- Updating the CCMPO’s website to post meeting agendas and other notices, including new information about key topics. Most of the meeting agendas and other information provided to the CCMPO Committees and interested parties are now provided electronically.

**CCMPO Revenue Sources 2015**

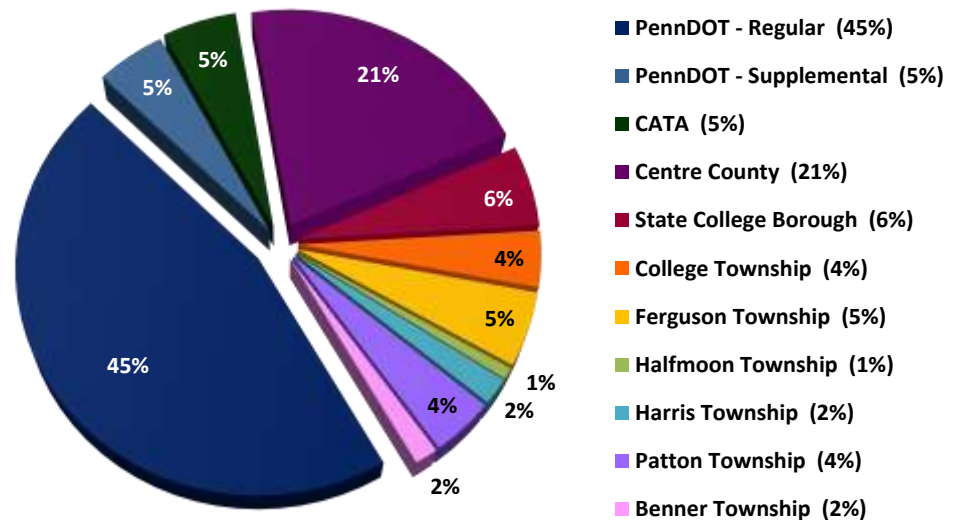


Figure 64. CCMPO revenue sources in 2015.

- Completing quarterly progress reports and submitting invoices to PennDOT for reimbursement of personnel and other expenses incurred in providing staff support to the CCMPO.
- Updating the CCMPO's *Public Participation Plan*, *Limited English Proficiency Plan*, and *Title VI Complaint Process* to ensure that the procedures used to involve officials, citizens, and stakeholders in the CCMPO's planning process are up to date and provide the most effective means of soliciting input from interested parties about key decisions being considered.
- Providing presentations about the CCMPO's activities to local elected officials and other organizations.
- Responding to requests for data, information, and assistance from citizens, municipal officials, current and potential businesses, and other stakeholders. For example, in 2015 the CRPA and CCPCDO coordinated with College Township on the preparation of comments about PennDOT's Keystone West High Speed Rail Study, provided input to the Centre Region Parks and Recreation Agency for the Hess Field Driveway project, and provided information to Gregg Township about preparing a Capital Improvement Program.

#### OF PARTICULAR NOTE

- In 2012, the League of American Bicyclists awarded a Bronze level Bicycle Friendly Community (BFC) designation to the six Centre Region municipalities and a Bronze level Bicycle Friendly University (BFU) designation to The Pennsylvania State University. These designations recognize the commitment of the Region and Penn State University to improving conditions for bicycling through their investment in education programs, infrastructure, and pro-bicycling policies. Several businesses in the Centre Region have also been designated as Bicycle Friendly Businesses.

As part of the BFC designation, the League offered recommendations about improving programs and facilities for bicyclists. In 2014, with oversight provided by the COG TLU Committee, the CRPA began working on one of the League's key recommendations, the preparation of a *Regional Bike Plan*. In 2015, the CRPA conducted an extensive public participation process to obtain input for the plan. CRPA staff attended 12 meetings of municipal planning commissions and other interested committees, prepared a web-based input tool that generated 674 responses, and organized a public open house meeting that was attended by more than 50 residents and officials. Information from surveys conducted by Penn State University and the Pennsylvania State Transportation Commission (STC) is also being used to help prepare the plan. It is anticipated that the *Regional Bike Plan* will be presented to the General Forum for adoption in late 2015.

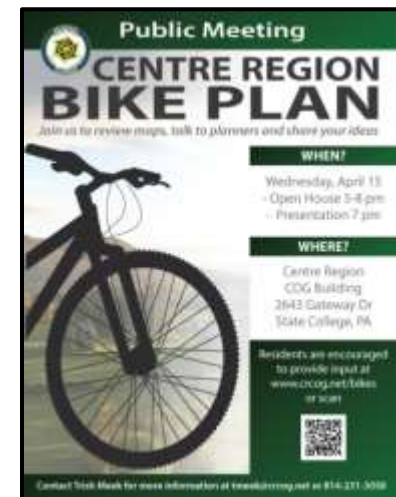


Figure 65. The CRPA solicited public input for the *Regional Bike Plan* during spring 2015.

The League requires BFC recipients to reapply for the designation on a periodic basis, and the Region's deadline to reapply is in 2016. Completion of the *Regional Bike Plan* and other key actions, such as the formation of the Centre Region Bicycle Advisory Committee (CRBAC) and the implementation of the Share the Path Centre Region program in 2014, will help the Region maintain its Bronze level designation and potentially improve to a Silver designation.

- CATA is nearing completion of a new *Strategic Plan*. PennDOT's Bureau of Public Transportation (BPT) provided \$130,000 in special funding to CATA for the project, with project management and staff support provided by the CRPA. Highlights of the project include the completion of a comparative analysis of National Transit Database information for CATA and several peer public transportation operators, the completion of several user and non-user surveys, interviews with key stakeholders in the community, the development of criteria to evaluate potential strategic actions, and the use of Decision Lens computer software to evaluate and prioritize strategic actions. The *Strategic Plan* will guide CATA's policy and investment decision-making for a ten-year horizon, with periodic updates expected within that timeframe. A final draft *Strategic Plan* will be circulated for public input in summer 2015, and the CATA Board of Directors is expected to adopt the Plan in late 2015.



Figure 66. The rendering above shows what CATA's expanded Maintenance and Operations Facility is expected to look like. The photo at left shows construction progress as of June 2015.

- Pennsylvania Act 89 was signed into law in November 2013, providing a substantial increase in state transportation funding for projects and programs in Centre County and the Commonwealth. The commitment of additional funding has allowed one major highway project to advance in Centre County, the Route 322 Potters Mills Gap (PMG) Project. The PMG Project includes a 3.75 mile section of Route 322 from just west of the existing intersection of Routes 144 and 322 to Sand Mountain Road in Potter Township. Final design and construction activities are underway, and the project is expected to be completed in 2019. The CRPA and CCPCDO continue to participate in the final design process for the PMG Project.



Figure 67. *The Potters Mills Gap Project will improve safety, reduce congestion, and alleviate access concerns on SR 322 between the village of Potters Mills and the top of Seven Mountains. As shown in the photo above, construction of Phase 1, the bridge over SR 322 near Sand Mountain Road, is underway. The illustration at right shows the new road looking west toward Potters Mills.*



A second major highway project that may advance as a result of this increase in state transportation funding is the Route 322/144/45 Corridors Project, extending west from Potters Mills. This project would be a successor to the former South Central Centre County Transportation Study (SCCCTS), which was terminated in March 2004 along with more than 25 other projects in Pennsylvania due to a shortage of funding. In May 2014, the CCMPO requested that PennDOT update the foundational data that was originally collected for the SCCCTS Project (traffic, environmental features, community elements, etc.) as a first step in

reactivating work on the Route 322/144/45 Corridors Project. PennDOT has taken steps to initiate work on the data update, and data collection may commence in 2015 or 2016.

After the data update has been completed, PennDOT may commit funds to start preliminary engineering and environmental studies. If funds are committed, staff time and resources will be directed toward adding the new project to the *LRTP* and *TIP*. The CRPA and CCPCDO will participate in the preliminary design and environmental studies, particularly with regard to the identification of potential community impacts and measures that could be taken to mitigate those impacts.

- In November 2014, the Federal Highway Administration (FHWA) and PennDOT provided a final report about the CCMPO's first formal federal transportation planning process review, which was conducted in July 2014. FHWA and PennDOT found that the CCMPO's planning process fully complies with the spirit and intent of metropolitan transportation planning laws and regulations. The review identified a number of strengths in the CCMPO's planning process, including:
  - High level of participation by elected and appointed officials who serve on the CCMPO Coordinating Committee
  - Use of C-NET for televising CCMPO Coordinating Committee meetings
  - Quality of staff presentations
  - Positive and collaborative relationships that staff has built with external partners and peers.

The review identified two actions that were needed to improve Title VI compliance, and these were addressed by the CCMPO's adoption of a *Title VI Complaint Process* in September 2014 and adoption of a *Limited English Proficiency Plan* in February 2015. FHWA and PennDOT also provided several technical recommendations that will be addressed in the CCMPO's new *LRTP 2044* and through other ongoing planning activities.

### WHERE ARE WE NOW?

For the period between January 1 and June 30, 2015, revenue and expenditures for the CCMPO were generally consistent with the projections contained in the 2015 budget, with the following exceptions:

- The actual unaudited January 1, 2015 fund balance was \$31,823, which was higher than the estimated fund balance of \$8,306. The significant difference was due in part to the receipt of unanticipated revenue from CATA for managing its *Strategic Plan* project and higher-than-projected state and federal revenue, since staff maximized the amount of time charged to PennDOT in 2014.

- Supplemental planning funds (typically federal funds) are made available by PennDOT on a statewide competitive basis. PennDOT allocated \$30,000 in supplemental planning funds in the FY 2014-16 UPWP for the *Financial Plan for Transit Fleet Rehabilitation and Replacement (CATA and CCOT)*. The project was intended to help CATA and the CCOT address financial challenges related to the rehabilitation and replacement of rolling stock by providing a guide to decision-making about investments in fleet improvements. The project was intended to be completed primarily by CCMPO staff, with some support from an outside consultant. Almost all of the revenue and expenditures associated with the project were allocated in the 2015 Budget.

In early 2015, prior to work being initiated, PennDOT's Bureau of Public Transportation (BPT) notified CATA that it did not want the CCMPO to advance the project because the BPT is currently developing a capital planning tool that will be used on a statewide basis to direct investments in transit fleets. Since that notification, the CRPA, CATA and CCOT have been working to develop an alternative project that could be completed with the supplemental planning funds, and anticipates that PennDOT will approve an alternative project in summer 2015.

Because no work was initiated on the *Financial Plan*, no supplemental planning funds have been received to date in 2015. If an alternative project is approved, some of the revenue and expenditures originally allocated in the 2015 Budget would be allocated in 2016.

### Revenue

|                                  |                            | 2012<br>Actual | 2013<br>Actual | 2014<br>Actual | 2015<br>Budget |
|----------------------------------|----------------------------|----------------|----------------|----------------|----------------|
| Fund Balance                     |                            | \$ 59,694      | \$ 29,200      | \$ 14,072      | \$ 8,306       |
|                                  | <b>Subtotal</b>            | \$ 59,694      | \$ 29,200      | \$ 14,072      | \$ 8,306       |
|                                  | <b>2015<br/>Percentage</b> |                |                |                |                |
| <b>Municipal Contributions</b>   |                            |                |                |                |                |
| State College Borough            | 24.6450%                   | \$ 33,903      | \$ 29,508      | \$ 32,588      | \$ 33,317      |
| College Township                 | 17.0970%                   | \$ 24,419      | \$ 22,693      | \$ 22,382      | \$ 23,113      |
| Ferguson Township                | 22.6682%                   | \$ 34,825      | \$ 35,488      | \$ 29,677      | \$ 30,645      |
| Halfmoon Township                | 3.4236%                    | \$ 6,005       | \$ 5,840       | \$ 4,529       | \$ 4,628       |
| Harris Township                  | 7.9850%                    | \$ 12,710      | \$ 12,144      | \$ 10,475      | \$ 10,795      |
| Patton Township                  | 17.7251%                   | \$ 27,866      | \$ 28,300      | \$ 23,347      | \$ 23,962      |
| Benner Township                  | 6.4561%                    | \$ 7,149       | \$ 7,342       | \$ 8,647       | \$ 8,728       |
| Spring Township                  | 0.0000%                    | \$ 11,995      | \$ 13,585      | \$ -           | \$ -           |
|                                  | <b>Subtotal</b>            | \$ 158,872     | \$ 154,900     | \$ 131,645     | \$ 135,188     |
| <b>Intergovernmental Revenue</b> |                            |                |                |                |                |
| PennDOT Regular                  |                            | \$ 149,348     | \$ 172,556     | \$ 225,334     | \$ 265,089     |
| PennDOT Supplemental             |                            | \$ 93,882      | \$ 66,117      | \$ 18,667      | \$ 28,000      |
| CATA                             |                            | \$ 23,125      | \$ 26,935      | \$ 39,578      | \$ 29,912      |
| Centre County                    |                            | \$ 36,693      | \$ 35,776      | \$ 48,241      | \$ 120,543     |
|                                  |                            | \$ 303,048     | \$ 301,384     | \$ 331,820     | \$ 443,544     |
| <b>Other Revenue</b>             |                            |                |                |                |                |
| Interest & Other                 |                            | \$ -           | \$ 319         | \$ 559         | \$ -           |
|                                  | <b>GRAND TOTAL</b>         | \$ 521,614     | \$ 485,803     | \$ 478,096     | \$ 587,038     |

### Expenditures

|                  |                    | 2012<br>Actual | 2013<br>Actual | 2014<br>Actual | 2015<br>Budget |
|------------------|--------------------|----------------|----------------|----------------|----------------|
| Personnel        |                    | \$ 303,414     | \$ 317,014     | \$ 332,064     | \$ 357,296     |
| Operating        |                    | \$ 93,490      | \$ 90,841      | \$ 101,498     | \$ 199,586     |
| Capital          |                    | \$ -           | \$ 816         | \$ -           | \$ 4,500       |
| Special Projects |                    | \$ 95,510      | \$ 63,060      | \$ 12,713      | \$ 20,000      |
|                  | <b>Subtotal</b>    | \$ 492,414     | \$ 471,731     | \$ 446,275     | \$ 581,382     |
| Fund Balance     |                    | \$ 59,694      | \$ 14,072      | \$ 31,821      | \$ 5,656       |
|                  | <b>GRAND TOTAL</b> | \$ 552,108     | \$ 485,803     | \$ 478,096     | \$ 587,038     |

Table 22. CCMPO revenue and expenditures from 2012 through the approved 2015 Budget.

## WHAT IS THE COST?

The 2015 budget for the CCMPO provides for the following revenue and expenditures shown in Table 22 on page 190.

## WHERE ARE WE GOING?

As a provider of transportation planning *services*, the vast majority of expenditures in the CCMPO Budget are for personnel costs. The staff complement dedicated to supporting the CCMPO has declined slightly since the MPO's expansion to a countywide organization in 2004, with a reduction in the %age of hours dedicated by the CRPA Director to the CCMPO from 25% to 15%. A slight decrease in the staff complement is proposed in 2016 through the reduction in hours for the part-time Staff Assistant position that is shared 50%/50% with the CRPA.

County and municipal funding constraints are carefully considered when the CCMPO Budget is prepared. The CCMPO's local share funding formula was revised in the 2014 Budget to provide a more equitable distribution of costs. Figure 68 shows the local share contributions in 2015. In 2014, the CCMPO also revised its Bylaws to provide opportunities for other municipalities and units of local government to become funding partners, which could distribute local share costs across a wider array of partners. The revisions also specified commitments for the length of time new partners would be required to contribute to the MPO Budget, and established the requirement for a one-year advance notice of intent to withdraw as a funding partner. See Figure 64 above for more information about 2015 local funding shares.

In 2014, the CCMPO also approved a new approach for documenting the value of transportation planning services provided by Centre County. The new approach, which was instituted in the 2015 Budget, enables staff to access additional revenue sources and provides greater flexibility in assigning staff to CCMPO work tasks.

**Local Share Contributions 2015**

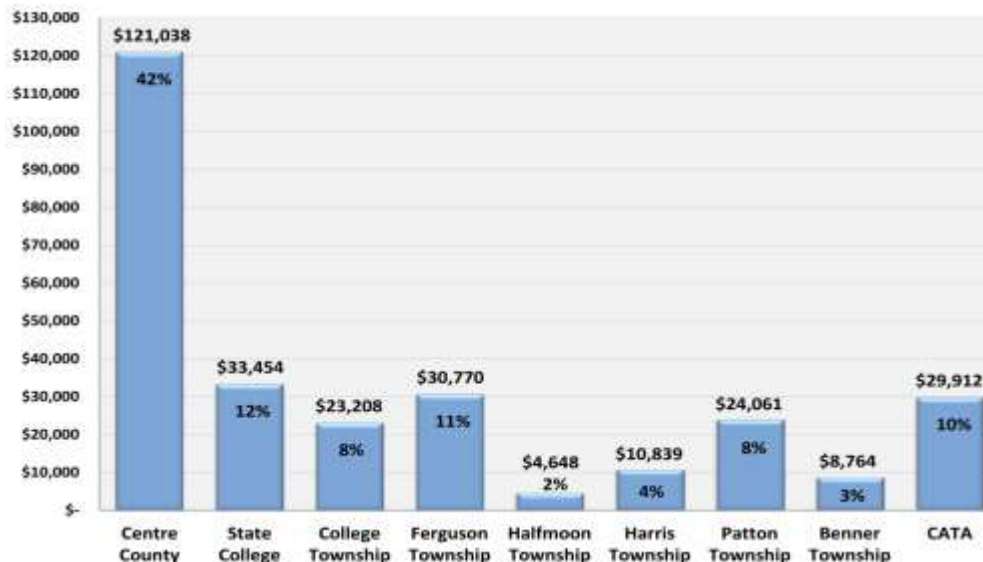


Figure 68. CCMPO local share contributions in 2015.

*Proposed Budgetary Changes...*

- Staff proposes to reduce the number of hours for the part-time Staff Assistant position that is shared 50%/50% with the CRPA Budget from 30 hours per week to 20 hours per week. This change is possible because of a reassignment of duties and continued advances in technology, including use of the internet for research and collecting information, electronic distribution of agenda materials, electronic storage and filing, use of e-mail, and other improvements that have reduced the number of hours needed to complete the essential duties of this position. There is a continued need for a minimum of 20 hours per week in this position for customer service, staff support, administrative duties, and to support the Centre Regional Planning Commission.
- In 2014, PennDOT and MPOs across the Commonwealth shifted from a one-year *UPWP* to a two-year *UPWP*. The new two-year approach took effect on July 1, 2014 with the *FY 2014-16 UPWP*. The amount of federal and state transportation planning funds increased by approximately \$55,000 (26%) in the first year of the new *UPWP*. Funding in FY 2015-16, the second year of the *UPWP*, has remained the same as in the first year. The positive impact of the increase will be fully realized in 2015.

Beyond the funding commitment made by PennDOT for the *FY 2014-16 UPWP*, the amount of federal funding that may be allocated in future fiscal years is unknown. The current federal transportation funding bill, *Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21)*, expired on September 30, 2014 and has been extended twice to date. Although work is proceeding on a successor bill, there is no guarantee that new legislation will be approved in 2015. Until the impact of new federal legislation can be determined, staff cannot speculate about the amount of planning funds that may be available beyond FY 2015-16.

PennDOT is currently developing guidance for the next *FY 2016-18 UPWP*, but information about the amount of federal and state transportation planning funds in the new *UPWP* will not be available until fall 2016. **For preparation of the Detailed 2016 CCMPO Budget, federal and state funding levels will be assumed to be the same as the current level.** However, if federal and state funding is increased in the *FY 2016-18 UPWP*, the additional funding will offset local funding levels in 2017 and 2018.

- In December 2014, the Benner Township Board of Supervisors provided the required one-year notice of intent to withdraw as a local funding partner and individual voting member of the CCMPO, effective in 2016. In the notice, the Board of Supervisors reserved the right to retract the notice after preparing its 2016 budget in late 2015. CRPA staff will be scheduling an appearance before the Board in mid-2015 to discuss the roles and responsibilities of the CCMPO and to respond to questions about the Township's investment in the CCMPO's transportation planning program.

Benner Township's 2015 local funding share contribution was \$8,728. A draft 2016 Budget will be prepared that includes Benner Township as a local funding partner in order to facilitate the Township Board of Supervisors' discussion. However, the

CRPA will also identify possible reductions in expenditures and other measures to offset the impact to all local shares (county and municipal) should Benner Township make a final decision to withdraw.

Potential revenue sources:

- The CRPA makes every effort to explore opportunities to secure additional federal and state transportation planning funding. Requests for supplemental planning funds are typically made through the *UPWP*. Other non-local funding sources are often pursued. For example, the CRPA's efforts to prepare the new *CATA Strategic Plan* are being funded by PennDOT's Bureau of Public Transportation, which is separate from the CCMPO's *UPWP* allocation.
- In recent years, the CRPA requested supplemental planning funds for projects that could be completed at least in part by staff. This approach provides an additional source of funds beyond the base amount of federal and state funding that is allocated to the CCMPO in the *UPWP*. However, because supplemental planning funds are allocated on a cyclical, competitive basis, there is no guarantee that funding will be available to help offset staff costs, or that a supplemental funds project can be completed by in-house staff. The CCMPO will continue to identify potential supplemental projects, and anticipates submitting a candidate project(s) for consideration in the *FY 2016-18 UPWP*, which may help offset staff costs in 2016 and 2017.
- The CRPA has held discussions with PennDOT about the possibility of using a portion of project funds on the *TIP* to reimburse the CCMPO for staff expenditures on large, complex projects such as the Route 322/144/45 Corridors Project. Typically, costs associated with CRPA, CCPCDO, and CATA participation in the design and implementation of large projects have been charged to the *UPWP*. If a large, complex project is included on the *TIP*, the CRPA will ask PennDOT to consider using this non-traditional approach to reimbursing costs for staff time committed to that specific project.
- The CCMPO's local funding partners may consider developing or updating a fee structure that would permit the financial value of time committed to reviewing the transportation impacts of rezoning applications and development plans to be reimbursed by the applicant. The fee structure should be tiered to consider the scope, size, and complexity of projects and the amount of staff time needed to adequately review projects. This approach would help the funding partners recover a portion of the local share cost for staff time committed to these activities.

Monitoring expenditures:

- Efforts have been ongoing for several years to reduce or minimize increases in the operating and capital accounts over which the CRPA has direct control. For example, the CRPA circulates meeting agenda packages electronically, and frequently posts

information to the CCMPO website to reduce the costs of copying and postage. Staff also continues to research methods of advertising meetings and other activities that may cost less but still meet federal requirements. Special equipment needs are carefully considered to ensure that expenditures in the Capital and Transportation Projects line items are only budgeted if the equipment cannot be borrowed from other entities or otherwise procured at a low cost to the CCMPO Budget.

#### *Major Work Objectives...*

Looking forward to 2016 and beyond, major work objectives for the CCMPO include:

- The CCMPO will complete and adopt the new *LRTP 2044* by September 2015 in order to meet a federally-mandated five-year schedule. The update will include the development of performance measures and implementation strategies for the new *LRTP* and *TIP* to help monitor the performance of various transportation modes, assist in prioritizing and selecting transportation projects for funding, and evaluate the success of those projects in meeting the goals and objectives in the CCMPO's *LRTP*. Following the adoption of the *LRTP 2044*, the CRPA and CCPCDO will transition to developing data sources and monitoring performance measures in 2015 and 2016.

Consultant services may be utilized for tasks associated with using the CCMPO's travel demand model to quantify performance measures for the *LRTP* and *TIP*, and for other transportation planning purposes such as providing data for traffic studies associated with specific projects. Additional funding to maintain the travel demand model is provided in the *FY 2014-16 UPWP*. The estimated cost for consultant services is expected to be no more than \$15,000 between years 2015 and 2016.

- Should PennDOT commit funds to complete preliminary engineering and environmental studies for a new Route 322/144/45 Corridors Project, the CCMPO may direct staff to complete the necessary steps to add the new project to the *LRTP* and *TIP*. If authorized by the CCMPO, staff will plan and administer a 30-day public comment period, hold a public meeting, and prepare a report documenting input received during the comment period prior to the CCMPO taking action on the proposed amendments. Staff will also participate in the preliminary design and environmental studies for the project.
- The CRPA will continue to work with PennDOT and the affected municipalities to provide input about the Atherton Street Drainage/Repaving Project. The project has been divided into four sections, and funding is included on the CCMPO's *2015-2018 TIP* for the first two sections. A portion of the funding needed for the third section is included on the *TIP*, but no funding has been committed for the fourth section. The CRPA will continue to provide input about the preliminary design of the project, and will also facilitate the exchange of information among stakeholders, including PennDOT; College, Ferguson, and

Patton Townships; State College Borough; the CCMPO Committees; the COG TLU Committee; the COG Public Services and Environmental Committee; and state and federal legislators.

- The CCMPO will work with PennDOT to develop and adopt the new 2017-2020 *TIP* by July 2016. Key issues in development of the new *TIP* will be the allocation of funding for the remaining sections of the Atherton Street Drainage/Repaving Project, the SR 3010 Boalsburg Road Betterment Project, the SR 144 Linn Street Wall Project, and other safety and bridge improvement projects in Centre County. Along with assisting PennDOT and CATA with preparation of a draft *TIP*, the CRPA and CCPCDO will be responsible for planning and administering the required 30-day public comment period and public meeting prior to adoption by the CCMPO.
- The CRPA will complete an application to the League of American Bicyclists to maintain and improve the League's designation of the Centre Region as a *Bicycle Friendly Community*. The application to renew the designation and hopefully upgrade from a Bronze to a Silver Level designation must be submitted to the League in 2016.
- The CRPA, CATA, and CCPCDO will provide assistance to prospective project sponsors that submit applications for funding from PennDOT's Transportation Alternatives Program (TAP), Multimodal Transportation Program (MTP), Green Light-Go (GLG) Program, and Automated Red Light Enforcement (ARLE) Program. Application cycles for TAP and MTP funding are anticipated to open in late 2015. Application cycles for GLG and ARLE funding are anticipated to open in early 2016. In addition to assisting prospective sponsors, staff will provide support to the CCMPO and input to PennDOT about the evaluation and prioritization of candidate applications.
- Assistance will continue to be provided to CATA, State College Borough, Ferguson Township, and Patton Township in advancing three approved TAP projects and two approved MTP projects.
- The CRPA will provide planning support and project management assistance to CATA for the implementation of the strategic actions and recommendations in the *Strategic Plan*, following adoption by the CATA Board of Directors in late 2015.
- The CRPA, CATA, and CCPCDO will continue working to implement recommendations made by FHWA and PennDOT in the CCMPO's transportation planning process review. One of the high priority recommendations is to develop a new master Memorandum of Understanding (MOU) that outlines the roles and responsibilities of all the voting and non-voting members of the CCMPO, PennDOT, and other stakeholders in the transportation planning process. The MOU would replace the original 1982 formation agreement for the CCMPO and a 2008 MOU between the CCMPO and CATA.

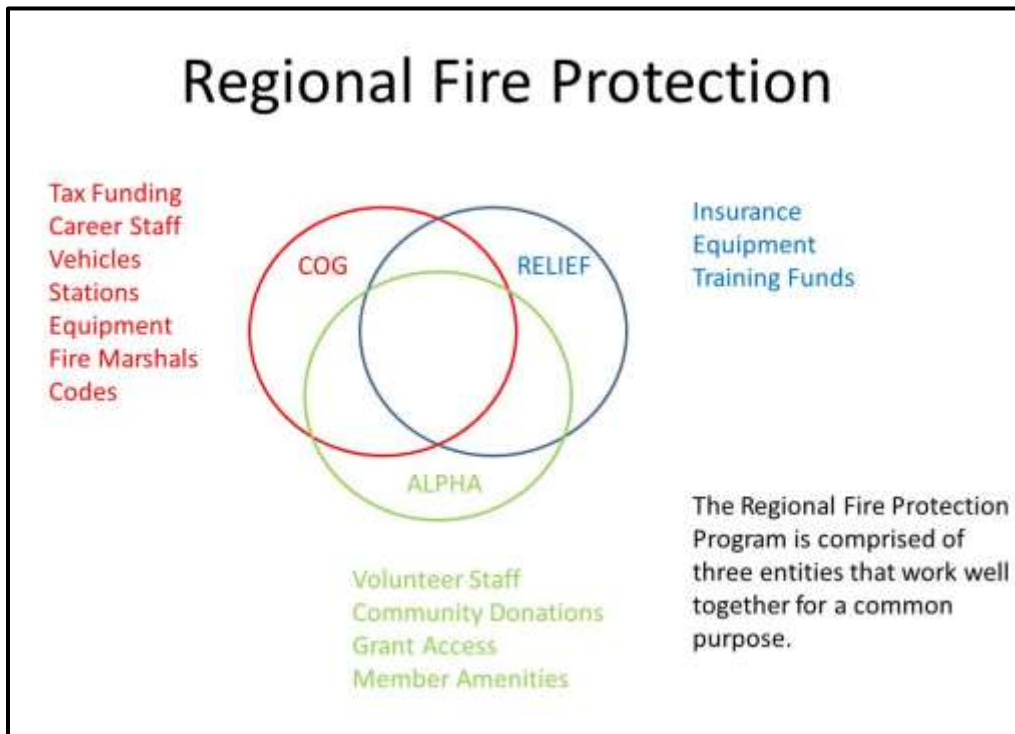
THIS PAGE IS INTENTIONALLY LEFT BLANK

**MISSION**

The mission of the Regional Fire Protection Program is to maintain a volunteer fire company to provide fire, rescue, and related services to the Borough of State College and the Townships of College, Ferguson, and Patton, a small portion of Benner Township, and the University Park campus of Penn State University and to provide the support and assistance necessary to assure the delivery of quality services.

**WHO ARE WE?**

The Regional Fire Protection Program is a partnership comprised of three entities; Centre Region COG, State College Fireman’s Relief, and Alpha Fire Company, working together to provide high-quality, cost effective fire protection and related services to the citizens (see Figure 69).



The centerpiece of the program is the Alpha Fire Company (Company), a nonprofit corporation that received its charter as a volunteer fire company in 1899. In addition to its established service area, the Company provides assistance to other area fire companies through mutual aid agreements during major emergencies. In 1998, a portion of the Company’s service area in College Township (Route 45) was transferred to the Boalsburg Fire Company because of this area’s proximity to the Boalsburg fire station.

**CENTRE REGION COUNCIL OF GOVERNMENTS**

**REGIONAL FIRE PROTECTION PROGRAM**

Figure 69. Composition of the Regional Fire Protection Program.

The Company currently operates from three fire stations. The main fire station is located in the State College Borough and houses two rescue engines, an aerial truck, a heavy rescue, a firefighting ATV, a utility vehicle, a special response unit/brush, and a tanker. The main station has a 23 person bunking capacity and serves as the primary location for company meetings and training. A second station was opened in Patton Township in 2001 with a 10 person bunking capacity. The Patton Station houses a rescue engine, a tanker, a utility, an aerial truck, and a decontamination trailer which was obtained through federal funds. In 2002, a third fire station was opened in the lower level of the College Township Municipal Building and bunking facilities for 10 personnel were completed in early 2010. The College Township station houses an engine, a quint, and a foam trailer which was obtained through federal funds and is used for large fires and incidents that involve flammable liquids.

As a nonprofit corporation, the Company is governed by an Executive Board that is comprised of the Executive Officers and the elected Operational Officers of the Company. Executive Officers manage Company corporate business and include the President, Vice President, Secretary, Treasurer, Financial Secretary, and three Trustees. The Operational Officers include the Fire Chief, two Assistant Chiefs, two Safety Officers, three Fire Captains, and five Fire Lieutenants who assist the Chief Officers in operational, training, and equipment-related matters. The Executive Officers, Chiefs, and Safety Officers are annually elected by the Company's general membership. The COG General Forum confirms the election of the Chief Officers while Fire Captains and Lieutenants are appointed by the Fire Chief. Fifteen of the active members are sworn Fire Police Officers who assist the Company and local law enforcement at the scenes of emergencies. The Company has several associate members, including Chaplains, the Company Attorney, an Auditor, a Photographer, and a Historian.

The program benefits significantly from the funds that are provided through the Fireman's Relief Association of State College (Relief). Relief is funded through a program that is administered by the state Auditor General, which places a tax on fire insurance premiums. The use of these funds is heavily restricted; they must be used for health and safety of firefighters. Relief currently covers the cost of all personal protective equipment, supplemental insurance, training costs, portable radios, and specialty rescue equipment. Relief also contributes to the cost of apparatus and worker's compensation insurance.

Volunteers:

Active Alpha Firefighters and Fire Police - 110  
CRCOG Fire Marshal - 1  
CRCOG Assistant Fire Marshals - 3  
Alpha Associate Members - 5

Paid Staff:

Fire Director  
Office Manager  
Assistant Chief - Operations and Training  
Assistant Chief Operations and Field Services

The Fire Director leads the fire service team that protects the Centre Region. The Regional Fire Protection Program is funded by the Centre Region COG on behalf of the participating municipalities and Penn State University. The Office Manager provides direct

support to all entities involved in the Regional Fire Protection Program. The Director and Assistant Chiefs respond with the Company to emergency incidents.

### **WHAT DO WE DO?**

A. Ensure the Alpha Fire Company has the facilities, equipment, and support necessary to accomplish its mission and continue to provide protection to Centre Region residents in a cost effective manner.

#### *Ongoing Contributions...*

- Develop and execute plans for recruiting and retaining volunteers
- Provide for the maintenance, repair, and upkeep of over 12 million dollars of apparatus and equipment and three fire stations
- Ensure that carried equipment and tools are in safe and effective working order
- Provide a long-range capital plan for the replacement and/or addition of fire apparatus, computers, furnishings, and equipment
- Develop and review response plans to assure the needs of the community are being met through qualitative and quantitative analyses of responses and risks
- Develop and maintain strategic plans that are adaptable to changes in technology and the region's demographics and economy to assure consistent, quality service
- Collaborate with partners in Code Administration, Emergency Management, and emergency medical service organizations to provide life safety services which are complimentary and represent good value to the community
- Identify and pursue grant funding opportunities
- Identify, develop, deliver, and facilitate quality training programs for firefighters and fire police officers

Figure 70. Alpha Fire Company working at incidents in 2015.



*Vehicle Accident in Patton Township*



*Working Fire in State College Borough*

B. Respond to emergency calls for service.

Table 23 below details the number and types of calls for each COG municipality for the year 2014. Company 3 is Boalsburg, Company 5 is Alpha, and Company 15 is Port Matilda. Including mutual aid, Alpha responded to 1,145 incidents in 2014.

|                           | Building | Vehicle | Other Fire | Rescue | HazCon | Police Department Assist | Good Intent & Public Service | Cancel | Auto Alarm | Special/ Other | TOTAL |
|---------------------------|----------|---------|------------|--------|--------|--------------------------|------------------------------|--------|------------|----------------|-------|
| College Township (5)      | 9        | 2       | 11         | 20     | 14     | 5                        | 28                           | 44     | 28         | 2              | 163   |
| College Township (3)      | 2        | 1       | 2          | 5      | 1      | 1                        | 5                            | 0      | 12         | 0              | 29    |
| Ferguson Township (5)     | 19       | 0       | 6          | 12     | 17     | 3                        | 35                           | 20     | 31         | 2              | 145   |
| Halfmoon Township (15)    | 3        | 0       | 4          | 3      | 1      | 2                        | 4                            | 1      | 2          | 0              | 20    |
| Harris Township (3)       | 6        | 1       | 9          | 23     | 13     | 3                        | 17                           | 0      | 19         | 0              | 91    |
| Patton Township (5)       | 9        | 3       | 2          | 12     | 13     | 3                        | 30                           | 27     | 48         | 1              | 148   |
| State College Borough (5) | 45       | 6       | 26         | 11     | 47     | 15                       | 85                           | 103    | 212        | 6              | 556   |
| University Park (5)       | 2        | 0       | 2          | 2      | 3      | 0                        | 4                            | 12     | 4          | 17             | 46    |

Table 23. Distribution and types of calls per municipality in 2014.

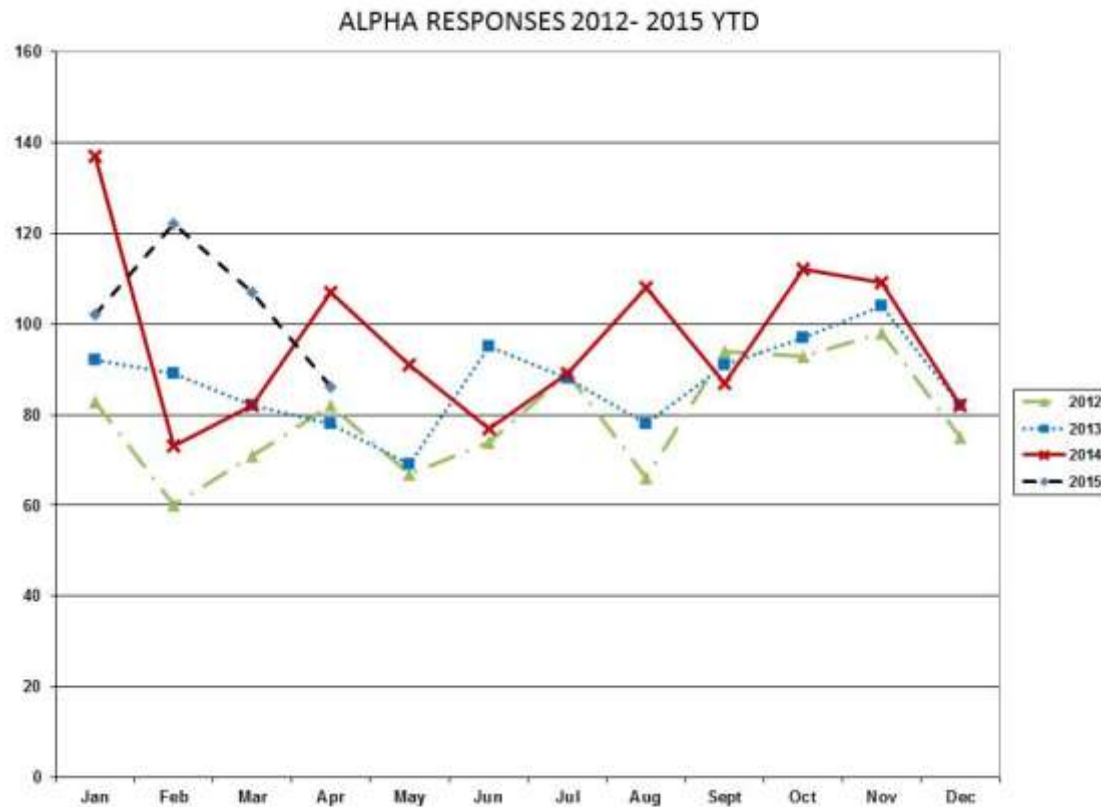


Figure 71. Alpha Fire Company's incident frequency per month from 2012 to 2015 YTD.

C. Ensure programs meet statutory requirements.

- Remain knowledgeable of current laws and administrative rules that govern the conduct of fire companies within the Commonwealth of Pennsylvania and take steps as necessary to ensure the Company is in compliance.
- Review land development plans to assure compliance with applicable state and local fire protection codes. [Note: specific building plans are reviewed by the Centre Region Code Agency.]

- Deliver or facilitate delivery of training required for statutory compliance to firefighters and fire police officers.
- Review and approve certain special permits, such as those required for fireworks.

#### **OF PARTICULAR NOTE**

- In 2015, the Company renumbered its response zones to facilitate improved response and response data analysis, particularly with regard to having the closest fire apparatus respond to any particular incident. Responding apparatus involves costs and the efficient use of apparatus to control costs while maintaining service quality has been an ongoing project. Renumbering the response zones provides immediate recognition by Company members on “closest apparatus” and the specific apparatus due to respond.
- In 2013, worker’s compensation premiums doubled as a result of a number of insurers exiting the business of covering volunteer fire companies. Premiums will remain at these higher levels through 2015 and beyond. In the meantime, The Company continues to lobby the Pennsylvania Legislature for reform of the State Worker’s Compensation Insurance Fund (SWIF) to have premiums reflect actual risks rather than being based on population.
- At the end of 2014, Insurance Services Office (ISO) awarded the Company with a Public Protection Classification (PPC) of “2,” a significant improvement from “4” which was awarded after the last evaluation in 2007. The ISO PPC is used by insurance companies to establish insurance premiums within a municipality. The PPC scale ranges from “1” (best protection) to “10” (least protection). It is unusual for a volunteer fire service to receive a classification better than “3”.
- In accordance with COG directives, beginning in 2015 all capital projects included in the COG Capital Improvement Plan (CIP) will be funded through the program’s Capital Budget. The Fire Operating Budget has been adjusted to move capital funds and expenditures from the Operating Budget to the Capital Budget. These capital expenditures are related to the planned replacement of building systems, fixtures, and other physical infrastructure, as the three fire stations are maintained by COG but continue to be owned by the host municipality.

**WHERE ARE WE NOW?**

The 2015 budget for the Centre Region Fire Protection Program provides for the following revenue and expenditures shown on Table 24 on right.

With two exceptions, for the period of January 1 through June 30, 2015, revenue and expenditures were consistent with the projections contained in the 2015 budget. First, the fund balance was slightly below the estimated \$52,360 due to timing of projects such as the boiler replacement at the Patton Township Fire Station in late 2014. Secondly, there was a \$14,360 expense to repair a leak in the men’s shower in the State College Fire Station. Part of the repair involves replacing the existing tile floor with an acrylic one.

**WHAT IS THE COST?**

The current annual per capita cost for fire protection in the Centre Region is less than \$20. This figure includes both the operating and capital budgets. The Centre Region continues to enjoy low costs compared to communities of similar size throughout the nation. In Pennsylvania, the average per capita municipal contribution for suburban volunteer fire companies is approximately \$37 based on benchmark data.

**Revenue**

|                       |   | 2012 Actual | 2013 Actual | 2014 Actual  | 2015 Budget  |
|-----------------------|---|-------------|-------------|--------------|--------------|
| Fund Balance          |   | \$ 218,887  | \$ 217,254  | \$ 181,782   | \$ 52,360    |
|                       | <b>Subtotal</b>                           | \$ 218,887  | \$ 217,254  | \$ 181,782   | \$ 52,360    |
|                       | <b>2015</b>                               |             |             |              |              |
|                       | <b>Municipal Contributions Percentage</b> |             |             |              |              |
| State College Borough | 25.61%                                    | \$ 172,302  | \$ 174,440  | \$ 195,201   | \$ 221,267   |
| College Township      | 18.91%                                    | \$ 133,876  | \$ 133,565  | \$ 146,477   | \$ 163,380   |
| Ferguson Township     | 30.35%                                    | \$ 210,523  | \$ 210,085  | \$ 232,586   | \$ 262,219   |
| Halfmoon Township     | 0.00%                                     | \$ -        | \$ -        | \$ -         | \$ -         |
| Harris Township       | 0.00%                                     | \$ -        | \$ -        | \$ -         | \$ -         |
| Patton Township       | 24.73%                                    | \$ 164,165  | \$ 167,420  | \$ 188,765   | \$ 213,663   |
| Benner Township       | 0.40%                                     | \$ 2,872    | \$ 2,615    | \$ 3,064     | \$ 3,456     |
|                       | <b>Subtotal</b>                           | \$ 683,738  | \$ 688,125  | \$ 766,093   | \$ 863,985   |
|                       | <b>Other Revenue</b>                      |             |             |              |              |
| Penn State University | 9.00%                                     | \$ 67,622   | \$ 68,056   | \$ 75,767    | \$ 85,449    |
| Transfer from EM      |   | \$ -        | \$ -        | \$ 6,946     | \$ 7,685     |
| Miscellaneous Revenue |   | \$ -        | \$ 2,457    | \$ 432       | \$ 122       |
|                       |   | \$ 67,622   | \$ 70,513   | \$ 83,145    | \$ 93,256    |
|                       | <b>GRAND TOTAL</b>                        | \$ 970,247  | \$ 975,892  | \$ 1,031,020 | \$ 1,009,601 |

**Expenditures**

|              |                    | 2012 Actual | 2013 Actual | 2014 Actual  | 2015 Budget  |
|--------------|--------------------|-------------|-------------|--------------|--------------|
| Personnel    |                    | \$ 238,429  | \$ 292,552  | \$ 272,190   | \$ 424,055   |
| Operating    |                    | \$ 466,157  | \$ 489,124  | \$ 638,704   | \$ 579,046   |
| Capital      |                    | \$ 48,407   | \$ 12,434   | \$ 89,789    | \$ 6,500     |
|              | <b>Subtotal</b>    | \$ 752,993  | \$ 794,110  | \$ 1,000,683 | \$ 1,009,601 |
| Fund Balance |                    | \$ 217,254  | \$ 181,782  | \$ 30,337    | \$ -         |
|              | <b>GRAND TOTAL</b> | \$ 970,247  | \$ 975,892  | \$ 1,031,020 | \$ 1,009,601 |

Table 24. Regional Fire Protection Program revenue and expenditures from 2012 through the approved 2015 Budget

## WHERE ARE WE GOING?

Looking forward into the remainder of 2015 and beyond, proposed major budgetary changes and work objectives for the Regional Fire Protection Program include:

- There are no significant projects planned for 2016 that will impact funding. Items not related to insurance or personnel are expected to remain flat or reflect increases at the rate of inflation.
- Having volunteers in sufficient numbers is critical to maintaining the fire protection system. Responding to alarms and participating in training, often while managing career and family, places a significant personal burden upon many of the volunteers. Staff efforts have been and will continue to be focused on increasing the number of volunteers in the system. In May 2013, the Fire Director conducted a series of briefings on the current and future conditions affecting the volunteer fire department, notably the challenge of maintaining volunteer staff numbers. Current trends in volunteerism, both locally and statewide, have created a significant threat to the long term health of the program. To address the issue, the Fire Director has requested a study of volunteer incentives with a modified program to be in effect no later than 2017. The Fire Director will propose establishing an ad-hoc committee comprised of fire company members, program staff, and elected officials for this purpose.
- Each year, the Company applies for state and federal grants that are available to it, and 2016 will be no exception. The federal grants include Staffing for Adequate Fire and Emergency Response (SAFER), which is geared to hiring personnel and recruiting and retaining volunteer personnel; the Assistance to Firefighters Grant (AFG) Program, which is geared toward the purchase of equipment. Federal grants are highly competitive. Grant requests focused on 'basic' equipment and those demonstrating economic hardship take precedence over all others. Each year the Office of the State Fire Commissioner (OSFC) and the Department of Conservation and Natural Resources (DCNR) also offers grants to fire companies. In 2015, Alpha Fire Company received \$14,284.70 through the OSFC, which was used to offset the cost of replacing fire hose. DCNR grants are limited to wildland firefighting equipment and departments are limited to one grant every five years. The Company received \$3,849.59 through DCNR in 2011. Since 2007, the Fire Program has received \$372,679.19 in grant assistance from state and federal sources.
- Group purchasing is continued to be encouraged for items and services through the Centre County Fire Chief's Association. Generally, more participants deliver higher volumes for purchases, resulting in lower costs. In 2015, group activity included annual pump testing and certification, annual aerial and ground ladder certification, and annual hose testing and certification. We are currently working with the group to undertake regionalized activity for recruiting and hope to submit a federal SAFER grant for this purpose in 2016.

THIS PAGE IS INTENTIONALLY LEFT BLANK

**MISSION**

The Capital Budget for the Regional Fire Protection Program was established by the participating municipalities to purchase vehicles needed for regional fire protection and rescue services. The Capital Budget provides for regular predictable contributions for the large planned, but irregular, apparatus expenditures. In accordance with the COG Capital Improvement Plan, the 2015 Fire Capital Budget will also provide for regular predictable contributions for expenditures related to physical infrastructure, notably building systems, necessary to support program objectives.

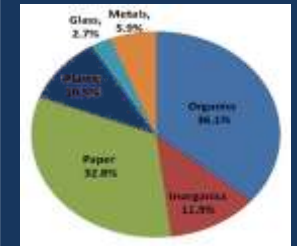
**WHAT DO WE DO?**

| <b>Apparatus Replacement Schedule</b> |                    |
|---------------------------------------|--------------------|
| 1 Quint @ \$950,000                   | \$950,000          |
| 4 Engines @ \$565,000                 | \$2,260,000        |
| 2 Aerial Towers @ \$1,100,000         | \$2,200,000        |
| 2 Tankers @ \$395,000                 | \$790,000          |
| 1 Heavy Rescue Truck                  | \$550,000          |
| 1 Command Unit                        | \$75,000           |
| 1 Chief's Vehicle                     | \$34,000           |
| 1 Fire Director's Vehicle             | \$34,000           |
| 2 Utility Vehicles                    | \$80,000           |
| 1 Special Unit/Brush Vehicle          | \$75,000           |
| 1 ATV with Trailer                    | \$65,000           |
| 2 Fire Police Vehicles                | \$190,000          |
| <b>Total Replacement Value</b>        | <b>\$7,303,000</b> |

Table 25. Approximate cost to replace the current Alpha Fire Company fleet.

The COG has maintained a capital fund (originally termed a sinking fund) for the purpose of replacing apparatus since 1975. This capital budget provides long term planning for the timely replacement or addition of fire apparatus and ensures that sufficient funding is in place to make purchases. The apparatus replacement schedule is updated annually with input from the Alpha Fire Company (Company), Fire Director, COG Public Safety Committee, COG Finance Director, and COG Executive Director. The replacements scheduled in the current year of the Capital Improvement Plan (CIP) became the basis for the draft Fire Administration Capital Budget for that year. After review and submission to the COG

Executive Director, proposals for apparatus replacement move to the General Forum for final approval. Once approved by the General Forum, the Fire Administrator and Company personnel prepare technical specifications to



**CENTRE REGION  
COUNCIL OF  
GOVERNMENTS**

**REGIONAL FIRE  
PROTECTION  
PROGRAM**

**CAPITAL BUDGET**

solicit bids for individual apparatus. The approximate cost to replace the current fleet is shown on Table 25 on page 207. Fire apparatus is owned and licensed to the Centre Region COG. All Centre Region apparatus is insured for full replacement cost.

## **TYPES OF EQUIPMENT**

Engines – Sometimes called pumpers, they have a pump and a water tank and carry fire hoses, nozzles, ladders, small tools, and water.

Rescue Engine – An engine, as described above, that has additional storage space and is equipped with rescue tools for use at automobile crashes and other rescue situations. Each station includes at least one apparatus set-up for rescue.

Aerial – Also known as a truck, ladder truck, aerial truck, tower truck, or platform, the common factor in all aerial apparatus is a vehicle-mounted device that can extend to a height of 65 to 120 feet or more. It is used for access by firefighters and to rescue trapped victims. The aerial apparatus also carries a large variety of ladders and tools that are used to support operations.

Tanker (Tender) – A mobile water supply apparatus that carries 1,000 – 3,500 gallons of water. The tanker is used to supply water to locations not served by fire hydrants. COG's tankers carry 3,000 gallons and 2,000 gallons of water, respectively.

Heavy Rescue Unit – This is a dual purpose vehicle, and its use is determined by incident type. For rescue mode, it carries a large variety of tools and equipment to extricate victims from a wide variety of circumstances. At a fire incident, the rescue truck is used as a supply source for self-contained breathing apparatus and spare air cylinders. The vehicle also carries a large generator to supply electrical power at an incident scene.

Quint – The quint is essentially a rescue engine and an aerial combined into one unit. The COG's quint is stationed at College Township.

Command Unit – A vehicle equipped with several radios to permit communications with all surrounding fire companies and State College and University Police. The unit has maps, charts, plans, manuals, as well as specialized support equipment.

Utility Vehicle – A pickup truck outfitted for emergency response. Its primary function is the transportation of personnel, equipment, and supplies for a variety of situations.

Fire Police Vehicle – A vehicle with a utility or service body that is used to transport traffic control, access control, investigation support equipment and personnel to incident locations.

Chief's Vehicle/Fire Director's Vehicle - Vehicles used by the Fire Chief and the Fire Director for emergency responses. These are equipped to allow the Chief and Director to communicate with other responding emergency equipment and the Centre County 911 Center.

Special Unit/Brush - This vehicle is essentially a small pumper with limited capability. It is primarily used for nuisance fires and brush fires. This vehicle was procured as a "gift in kind" from Penn State University.

ATV - The fire suppression ATV is used for brush fires and the protection of Beaver Stadium and parking lots during football events. The unit also handles fire patrol duties at large events in the region. The ATV was a gift from the Penn State Athletics department.

**OF PARTICULAR NOTE**

The COG places a high priority on the maintenance of the fire apparatus to ensure that they are in working order in the event of an emergency. Because of this ongoing investment in maintenance, it may not be necessary to replace some of the apparatus at the time it is scheduled for replacement in the CIP. Looking forward, the COG will continue to balance the amount of accrued funds, vehicle conditions, and apparatus price trends to ensure fiscal responsibility.

**Revenue**

|                               |   | 2012 Actual | 2013 Actual  | 2014 Actual  | 2015 Budget  |
|-------------------------------|---|-------------|--------------|--------------|--------------|
| Fund Balance                  |   | \$ 420,324  | \$ 670,859   | \$ 661,050   | \$ 960,667   |
|                               | <b>Subtotal</b>                           | \$ 420,324  | \$ 670,859   | \$ 661,050   | \$ 960,667   |
|                               | <b>2015</b>                               |             |              |              |              |
|                               | <b>Municipal Contributions Percentage</b> |             |              |              |              |
| State College Borough         | 25.61%                                    | \$ 63,144   | \$ 63,520    | \$ 63,846    | \$ 66,503    |
| College Township              | 18.91%                                    | \$ 49,062   | \$ 48,636    | \$ 47,910    | \$ 49,104    |
| Ferguson Township             | 30.35%                                    | \$ 77,152   | \$ 76,500    | \$ 76,074    | \$ 78,811    |
| Halfmoon Township             |   | \$ -        | \$ -         | \$ -         | \$ -         |
| Harris Township               |   | \$ -        | \$ -         | \$ -         | \$ -         |
| Patton Township               | 24.73%                                    | \$ 60,163   | \$ 60,965    | \$ 61,741    | \$ 64,217    |
| Benner Township               | 0.40%                                     | \$ 1,052    | \$ 952       | \$ 1,002     | \$ 1,038     |
|                               | <b>Subtotal</b>                           | \$ 250,573  | \$ 250,573   | \$ 250,573   | \$ 259,673   |
|                               | <b>Other Revenue</b>                      |             |              |              |              |
| Interest Earnings             |   | \$ 7,111    | \$ 2,871     | \$ 4,243     | \$ 2,402     |
| Penn State University         | 24.90%                                    | \$ 83,080   | \$ 83,080    | \$ 83,080    | \$ 83,980    |
| Misc. Revenue/Equipment Sales |   | \$ 500      | \$ 34,797    | \$ 18,411    | \$ -         |
| Loan Repayment                |   | \$ -        | \$ -         | \$ -         | \$ -         |
| Relief Association            |   | \$ 15,998   | \$ 61,728    | \$ 547       | \$ -         |
|                               |   | \$ 106,689  | \$ 182,476   | \$ 106,281   | \$ 86,382    |
|                               | <b>GRAND TOTAL</b>                        | \$ 777,586  | \$ 1,103,908 | \$ 1,017,904 | \$ 1,306,722 |

**Expenditures**

|                        |                    | 2012 Actual | 2013 Actual  | 2014 Actual  | 2015 Budget  |
|------------------------|--------------------|-------------|--------------|--------------|--------------|
| Fire Fighting Vehicles |                    | \$ -        | \$ 377,851   | \$ -         | \$ -         |
| Fire Police Vehicles   |                    | \$ 106,727  | \$ -         | \$ -         | \$ -         |
| Fire Officer Vehicles  |                    | \$ -        | \$ 65,007    | \$ 55,616    | \$ -         |
| Building Improvements  |                    | \$ -        | \$ -         | \$ -         | \$ 31,000    |
|                        | <b>Subtotal</b>    | \$ 106,727  | \$ 442,858   | \$ 55,616    | \$ 31,000    |
| Fund Balance           |                    | \$ 670,859  | \$ 661,050   | \$ 962,288   | \$ 1,275,722 |
|                        | <b>GRAND TOTAL</b> | \$ 777,586  | \$ 1,103,908 | \$ 1,017,904 | \$ 1,306,722 |

Table 26. Regional Fire Protection Program Capital Budget revenue and expenditures from 2012 through the approved 2015 Budget

In accordance with COG CIP methodology, the 2016 Fire Capital Budget will include line items for replacement of physical infrastructure, notably major building systems and fixtures. In years prior to 2015 these expenditures were included in the program's Operating Budget.

### **WHERE ARE WE NOW?**

The 2015 budget for the Centre Region Fire Protection Program Capital Budget provides for the following revenue and expenditures as shown on Table 26 on page 209.

For the period of January 1 through June 30, 2015, revenue for the Regional Fire Protection Capital budget is consistent with the projections contained in the 2015 budget. Expenditures differ dramatically due to the unplanned replacement of an aerial apparatus.

In July 2014, Sutphen Corporation directed all fire departments with model SPH-100 aerials to immediately remove them from service following a string of aerial failures, a directive with which the Company complied. Sutphen eventually redesigned the aerial cable system and upgraded various other aerial components, repairing our aerial in early February 2015. After considerable discussion a decision was made to sell the refurbished SPH-100 aerial and replace it with a new aerial. In April 2015, the SPH-100 was sold to Buckhannon, West Virginia for \$433,000 (fair market value). In April 2015, the General Forum approved an amendment to the Regional Fire Protection Capital Budget to purchase a replacement aerial from Pierce Manufacturing at a cost not to exceed \$1,065,000. That order was placed on April 29, 2015 and delivery is anticipated in early 2016. Because the participating municipalities and Penn State University make annual contributions toward the future replacement of apparatus, funds earmarked for replacement of the SPH-100 were on hand. Those funds coupled with the net sale proceeds of the Sutphen aerial amounted to \$1,083,000. This permitted the new aerial to be purchased with no impact to municipal capital contributions.

### **WHAT IS THE COST?**

Municipal contributions to the 2016 Capital Budget for vehicles for the Regional Fire Protection Program remain flat from prior years. Expenditures in 2016 are limited to the planned replacement of Engine 513, a 1996 KME pumper. The budgeted amount to replace this unit is \$695,500, however the actual amount will depend upon timing, and terms and conditions at the time that it is actually ordered. In recent years, the COG has chosen to pre-pay the full amount of the vehicle and make purchases through the Pennsylvania Co-Stars system. These actions have significantly reduced the actual cost of apparatus.

The amount requested for capital improvements to buildings, fixtures, and property is \$20,000 and will be used to replace two roof top units in the State College Borough station.

**WHERE ARE WE GOING?**

Looking forward into the remainder of 2015 and beyond, no major budgetary changes are forecasted for the Fire Capital Budget. Overall, municipal contributions will remain flat for 2016 and 2017. The COG has done an excellent job in estimating and budgeting for equipment replacements. This foresight is responsible for the stable annual appropriations.

THIS PAGE IS INTENTIONALLY LEFT BLANK

**MISSION**

The mission of the Centre Region Parks and Recreation (CRPR) Agency is to serve Centre Region residents of all ages throughout the year with a variety of recreational opportunities to enrich their lives through the use of programs, facilities, leadership resources, and technical assistance services.

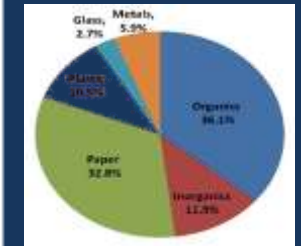
**WHO ARE WE?**

Working in cooperation with the COG General Forum, the Centre Region Parks and Recreation Authority Board (formerly known as the Centre Regional Recreation Authority) serves as the policy-making body for the Agency. The Board is comprised of six volunteer members who are appointed for 5-year terms by the respective municipalities. The Board and staff work closely with the five participating municipalities, the COG Parks Capital Committee, and community groups to coordinate park projects, park operations, programs, and resources. (Halfmoon Township withdrew from the COG Parks and Recreation Program in 1985.)

| CRPR AUTHORITY BOARD - VOLUNTEER APPOINTEES | REPRESENTING              | VOLUNTEER SERVICE DATES | 5-YEAR TERM EXPIRES |
|---|---------------------------|-------------------------|---------------------|
| Sue Mascolo, Chair                          | Township of Ferguson      | 2004 - Present          | 31 Dec 2018         |
| Chris M. Hurley, Vice-Chair                 | Township of Patton        | 2008 - Present          | 23 Jan 2018         |
| Kathy D. Matason, Secretary                 | Township of College       | 2005 - Present          | 31 Dec 2016         |
| Diane J. Ishler, Treasurer                  | Township of Harris        | July 2014 - Present     | 31 Dec 2015         |
| James W. Dunn, Ph.D.                        | Borough of State College  | Jan. 2014 - Present     | 31 Dec 2015         |
| Shannon E. Messick                          | S.C. Area School District | July 2014 - Present     | 31 Dec 2016         |

**WHAT DO WE DO?**

The CRPR Agency works with eight different budgets to provide comprehensive “parks and recreation services” to the five participating municipalities (Halfmoon Township is not a member), including park operations, programs, aquatics, the Nature Center, and the Senior Center. **This Budget Section serves as the umbrella budget** that provides general programs, park operations, and the administrative oversight/coordination for the entire Agency.



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
PARKS AND  
RECREATION  
AGENCY

OPERATING  
BUDGET

The other seven budgets are utilized to serve specialized purposes and/or sites. To provide the various CRPR services, the eight Agency budgets provide for the following staff:

| <b><u>Professional Staff (full-time/year-round)</u></b>   | <b><u>Seasonal (part-time and full-time):</u></b>  |
|---|--|
| <p><i>21 total positions. * Indicates a position funded by this acct.</i></p> <ol style="list-style-type: none"> <li>1. Director *</li> <li>2. Program Manager *</li> <li>3. Recreation Supervisor *</li> <li>4. Sports Supervisor *</li> <li>5. Aquatics Supervisor</li> <li>6. Nature Center Supervisor – Millbrook Marsh Nature Center</li> <li>7. Program Coordinator – Millbrook Marsh Nature Center</li> <li>8. Senior Center Supervisor</li> <li>9. Senior Center Staff Assistant</li> <li>10. Parks Manager *</li> <li>11. Assistant Parks Manager *</li> <li>12. – 17. Park Caretakers I and II (6 positions) *</li> <li>18. Office Manager *</li> <li>19. Staff Assistant – Office (funded by Aquatics and Nature Ctr.)</li> <li>20. Staff Assistant – Office * (See note at right)</li> <li>21. Staff Assistant – Park Operations *</li> </ol> | <p><i>For this fund only. The number of positions vary by season</i></p> <ul style="list-style-type: none"> <li>• Program and Day Camp Leaders</li> <li>• Parks Maintenance Workers</li> <li>• Sport Instructors and Officials</li> <li>• Tournament Staff</li> </ul> <p><b>NOTE:</b> Following a resignation in 2015, one of the full-time Staff Assistant positions was transitioned to a 20-hour/week position. Some of the savings from this action was then used (effective April 15, 2015) to fully absorb the supplemental “Convenience Fee” that was formerly charged to customers registering for CRPR programs via the Internet. This action was designed to increase self-service via the Internet and to better utilize available technology at a reduced cost. The initial results are encouraging through June 18, 2015: Since the Convenience Fees were removed on April 15, 2015, Internet revenue has increased by \$36,300 compared to the same 65-day period in 2014.</p> |

While the Authority was formed by the COG in 1970, the Centre Region Parks and Recreation Agency was formed in 1966 to focus on five major priorities for the five participating municipalities:

- A. Plan, promote and offer a diverse menu of year-round programs, sport leagues, and special events.
- B. Promote and accommodate self-directed uses of the various parks and facilities by individuals, families, and groups.
- C. Provide efficient parks maintenance and operations services across an extensive range of recreation facilities at a reasonable cost.
- D. Work to improve the community parks and to advance designated capital projects at municipal and regional facilities.
- E. Provide coordination and administrative support for all of agency operations.

A quote by Henry Ford accurately applies to the regional cooperation that has enabled the ongoing success of the Agency since it was formed in 1966:

*“Coming together is a beginning; keeping together is progress; working together is success.”*

A. Plan and offer a diverse menu of year-round programs, sport leagues, and special events.

Program and league operations are operated to be primarily funded by user fees and donations.

*Ongoing Contributions...*

- Creating memorable experiences for children ages 3-18, through the KidVenture and Wee KidVenture Summer Day Camps and Specialty Day Camps at affordable rates. A total of 18 day camps are being offered in 2015. KidVenture includes afternoon swimming at Park Forest Pool (camps at State College Area High School and swimming at Welch Pool are on hiatus until the renovations of SCAHS are complete). Specialty camps offer unique experiences to learn while having fun in areas including canoeing and kayaking, outdoor adventure skills, musical theatre, and fly fishing. CRPR has a Youth Scholarship Program available for families in need of financial assistance.
- Providing staff support for the planning, construction, funding, and operation of the three regional park sites, two of which are now in operation (Hess Softball Field Complex and Oak Hall Regional Park).
- Operating adult sports leagues throughout the year, including adult volleyball leagues; adult softball leagues



Figure 72. The 2014 “CRPR Kids-on-Wheels Parade” at Friedman Parklet. Photo by CRPR.

(coed, women's, men's, age 35+, and age 45+); adult flag football leagues; and the "CRPR Happy Valley Adult Bocce League." In 2014, CRPR served 47 softball teams, 45 volleyball teams, 36 bocce teams, and 16 flag-football teams. New leagues are being explored and evaluated for potential implementation in 2016.

- Hosting major tournaments at the John Hess Softball Complex, Oak Hall Regional Park, and at various satellite fields serving both Centre Region teams and visitors from the Mid-Atlantic States. As shown by Penn State Football, sports tourism has a direct, positive impact on the local economy through event lodging, retail shopping, and restaurants. Oak Hall Regional Park hosted its first adult softball tournament on May 2, 2015 as part of the Grand Opening of the park; numerous teams have asked about future tournaments.
- Cultivating new partnerships and improving existing community partnership to further enhance vitality in the Centre Region through increased program opportunities, event sponsors, and marketing efforts. Current partners include the State College Rotary Club, State College Lions Club, State College Area Municipal Band, Central PA Mixed Martial Arts, Nittany Valley Shakespeare Company, PSU Field Hockey Team (Big 10 Champions), Recreational Arts, Inc., and the Penn State Golf Course. These cooperative efforts help build community awareness and reduce expenses.
- Operating a variety of youth sport programs including tennis, rhythmic gymnastics, coed field hockey, and Smart Start youth sports. Staff annually evaluates the youth sports needs and desires of the community and updates the offerings accordingly. A variety of sports-oriented special events are held throughout the year such as MLB Pitch, Hit and Run, Youth Track Meets, and NFL Punt, Pass and Kick as well as an extensive menu of adult fitness programs with certified instructors.
- Hosting popular special events annually, such as Bike-In and Dive-In Movies, Easter Egg Hunts, Kids Yard Sale, Touch-A-Truck Expo, Centre Tennis Play Day, Kids on Wheels Parade, Dark in the Park, Halloween Parade, and Municipal Band concerts.
- Promoting the benefits and availability of local recreation opportunities in all CRPR facilities, parks,



Figure 73. The 2015 CRPR "Pint-Sized Picasso" Program. Photo by CRPR.

and programs. Interacting and communicating with residents via the CRPR Active Guide, e-newsletters, surveys, evaluations, social media, and the Agency website at <http://www.crpr.org>.

- Updating and training staff in accordance with the CRPR Child Safety Policy based on newly-expanded state laws.

B. Promote and accommodate self-directed uses of the various parks and facilities by individuals, families, and groups; provide efficient parks maintenance and operations services across an extensive range of recreation facilities at a reasonable cost.

*Ongoing Contributions...*

- Maintaining and operating 54 authorized sites (916 acres) as shown below in Table 27. Parks maintenance includes not only mowing and trimming, but also carpentry, soils work, building maintenance, masonry, plumbing, playground safety inspections, arboriculture, sportfield care and enhancements, waste/recycling, and janitorial tasks. The extent of maintenance required in any park depends on each park’s features, the popularity of each feature, and the durability/age of each feature.

| Owner/Lessee   | Acres Operated by CRPR | Acres Operated by the Municipality | Total Acres | Responsibility for Capital & Capital Repair Costs: |
|--|------------------------|------------------------------------|-------------|--|
| State College Borough  | 115                    | 0                                  | 115         | Host Municipality                                  |
| College Township   | 128                    | 80                                 | 208         | Host Municipality                                  |
| Harris Township  | 68                     | 0                                  | 68          | Host Municipality                                  |
| Ferguson Township  | 173                    | 16                                 | 189         | Host Municipality                                  |
| Patton Township  | 165                    | 7                                  | 172         | Host Municipality                                  |
| CRPR Authority/COG   | <u>267</u>             | <u>0</u>                           | <u>267</u>  | The Modified COG Formula                           |
| <b>TOTAL</b>   | <b>916 acres</b>       | 103 acres                          | 1,019 acres |  |
| <i>A complete roster of the facilities that are available at each park, please visit <a href="http://www.crpr.org">http://www.crpr.org</a></i> |                        |                                    |             |  |

Table 27. Roster of municipal and regional parks throughout the Centre Region.

- The facilities assigned for CRPR operations have expanded over the years:

1992: 272 acres across 33 sites      2006: 670 acres across 49 sites      2015: 916 acres across 54 sites

Over the past decade, the community recreation inventory has also grown to include the renewed Park Forest and Welch Swimming Pools, the expanded Millbrook Marsh Nature Center with the new Spring Creek Education Building, a renewed and thriving Hess Softball Field Complex, the newly-opened Oak Hall Regional Park, the (interim) Parks Maintenance Facility, and expanded or new municipal parks.

- Performing efficient parks maintenance tasks and special projects as scheduled across the park system. Overall, the parks are noted by residents as having the high level of care and responsiveness provided by CRPR staff.
- Incorporating the new Oak Hall Regional Park and municipal park projects into the CRPR system. The Agency works with each municipality on recommending and implementing capital improvements in each municipality's respective parks.
- Coordinating the Phase I planning and the (pending) construction processes at Whitehall Road Regional Park. Continuing efforts related to planning and funding a new Centralized Parks Maintenance Facility at Whitehall Road Regional Park.
- Continuing to efficiently maintain all sportfields, especially sites that are used for leagues and tournaments.
- Promoting and enhancing the Park Partner Program to maximize both volunteer initiatives and successful park projects.

C. Provide coordination and administrative support for all Agency operations.

*Ongoing Contributions...*

- Providing administrative support to the CRPR Authority and the COG Parks Capital Committee in preparing agendas, minutes, reports, and correspondence.
- Continuing to coordinate the Regional Parks Initiative and the associated projects that are currently underway.
- Managing CRPR scheduling to better utilize all current and planned park facilities.
- Regional cooperation has enabled the Agency/Authority to be awarded \$3,035,901 in state and federal grants since 1999 to advance CRPR-operated parks and recreation facilities.

- Increasing the user revenue from the new Oak Hall Regional Park and from the John Hess Softball Complex via tournaments, concessions, and the outfield fence banner program.
- Maintaining the popular CRPR website at <http://www.crpr.org>. From Jan through May 2015, the 1,372-page website has hosted an average of 765 visitors per day. During the busy month of May 2015, the website hosted 31,007 visitors (an average of 1,002 visitors per day).

**OF PARTICULAR NOTE (AGENCY-WIDE)**

- **Facility Reservation Revenue** – An important aspect of the CRPR Fiscal Model is to, where feasible, have those directly benefitting from an Agency service bear some or all of the cost to provide that service. As shown in Figure 74 above, the number of permits continues to increase annually. During 2014, the Agency hosted a total of 852 picnic pavilion reservations as well as maintaining and scheduling 29 baseball/softball fields. The Agency also maintains 44 playground areas (with no user fees charged or proposed).
- **Mowing Services** – At the request of Ferguson Township, during fall 2014, the Agency solicited two quotations from landscape contractors for 2015 mowing services at four Ferguson Township parks totaling 45 acres. The results indicated that the pro-rated CRPR cost to maintain the four parks was 30 % of the lowest commercial quotation. Therefore, it appeared that contracting out these mowing services would increase costs.
- **Agency Awards** – In 2014, the CRPR Agency was awarded the **Field of Distinction Award** from the Keystone Athletic Field Manager Organization as well as the Pioneer Athletics **Field of Excellence Award** for quality maintenance work on Agency sportfields, specifically the John Hess Softball Complex and the Fogleman Field Complex.

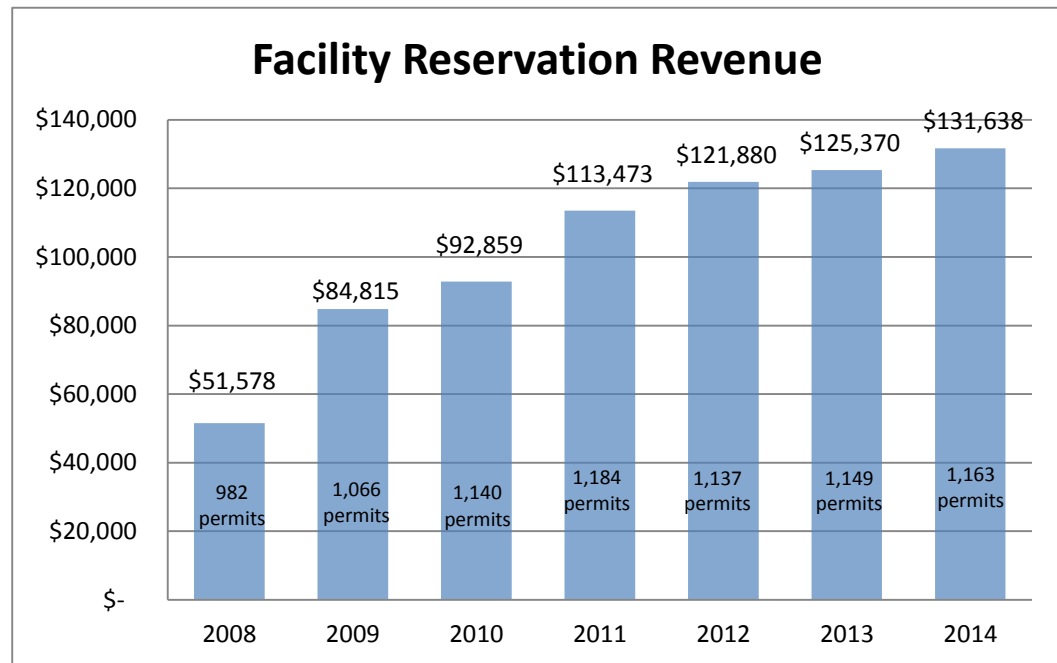


Figure 74. CRPR facility reservation revenue has more than doubled since 2008.

- **John Hess Softball Field Complex** – The driveway safety project has been fully-completed within the approved budget. In 2014, Hess Field hosted 867 softball games through leagues and tournaments. Hess concessions sales increased with a new food vendor for 2014; the facility ended the year with net balance of \$1,724. The growing popularity of the complex combined with Board and staff efforts has enabled such progress.

- **Operating the Regional Parks** – The renewed Hess Field Complex resumed full service in 2012; Oak Hall Regional Park began full-service on May 2, 2015, as shown in Figure 75 on right. The Agency has established a solid track record of success at the Hess Field Complex. As forecast, the Oak Hall Regional Park complex will further expand softball league and tournament options in the Centre Region.

- **Fundraising Study** – The CRPR Agency will prioritize expanding outside donations to assist with both operational and capital improvements and to reduce municipal contributions. The 2015 CRPR Work Plan and the 2015 Budget includes funds to hire a consultant to conduct a Fundraising Feasibility Study to further develop these options. To date, Agency fundraising has been successful with respect to (1) securing state and federal matching grants, (2) soliciting donations for park enhancements, (3) raising one million dollars for the Phase 1 projects at the Millbrook Marsh Nature Center, and (4) raising annual operational donations for the Nature Center. However, the need for outside funding has increased dramatically with respect to future improvements of the following:

- Senior Center Capital and Operating
- Nature Center Capital Phase 2 and Operating (up to \$1 million)
- Regional Parks Phase 2 Capital (up to \$15 million for the 3 sites)



Figure 75. *The Park Dedication Ceremony and Day of Play at the new Oak Hall Regional Park on Saturday, May 2, 2015. Photo by CRPR.*



- Municipal Park Projects/Improvements
- Expanded sponsorships of Programs, Special Events and Leagues
- **Parking Area Addition at Millbrook Marsh Nature Center** – With the assistance of a state matching grant and outside donations, the long-discussed parking area expansion at Millbrook Marsh Nature Center will be bid and constructed in 2015. No municipal contributions are involved with this important improvement project.
- **A New Location for the Centre Region Senior Center** – As a result of increased accessibility concerns related to the adjacent construction of the Fraser Centre, the Borough of State College offered to release the Authority from the lease of the Senior Center effective September 1, 2015. Based upon comments from seniors and Authority Board members, the potential of a site with improved access, combined with a rebranding of the Senior Center to an “Active Adult Center” may dramatically increase the popularity of the Center. Although relocation was not a scheduled task for 2015, convenient access by seniors has long been a concern of both

### Revenue

|                                |                        | 2012 Actual  | 2013 Actual  | 2014 Actual  | 2015 Budget  |
|--------------------------------|------------------------|--------------|--------------|--------------|--------------|
| Fund Balance                   |                        | \$ 96,966    | \$ 147,816   | \$ 213,039   | \$ 222,905   |
|                                | <i>Subtotal</i>        | \$ 96,966    | \$ 147,816   | \$ 213,039   | \$ 222,905   |
| <b>Municipal Contributions</b> | <b>2015 Percentage</b> |              |              |              |              |
| State College Borough          | 23.26%                 | \$ 301,982   | \$ 335,085   | \$ 307,133   | \$ 311,776   |
| College Township               | 17.18%                 | \$ 234,817   | \$ 256,438   | \$ 230,548   | \$ 230,280   |
| Ferguson Township              | 27.56%                 | \$ 368,358   | \$ 403,120   | \$ 365,931   | \$ 369,414   |
| Halfmoon Township              | 0.00%                  | \$ -         | \$ -         | \$ -         | \$ -         |
| Harris Township                | 9.56%                  | \$ 124,717   | \$ 137,814   | \$ 126,888   | \$ 128,142   |
| Patton Township                | 22.44%                 | \$ 287,100   | \$ 321,274   | \$ 296,780   | \$ 300,785   |
|                                | <i>Subtotal</i>        | \$ 1,316,974 | \$ 1,453,731 | \$ 1,327,280 | \$ 1,340,397 |
| <b>Other Revenue</b>           |                        |              |              |              |              |
| Interest Earnings              |                        | \$ 2,219     | \$ 879       | \$ 1,802     | \$ 350       |
| Program Revenue                |                        | \$ 216,862   | \$ 199,921   | \$ 188,433   | \$ 209,409   |
| Miscellaneous                  |                        | \$ 31,182    | \$ 9,773     | \$ 7,980     | \$ 22,000    |
| Reservation Revenue            |                        | \$ 65,135    | \$ 47,651    | \$ 69,096    | \$ 73,000    |
| Donations                      |                        | \$ 27,159    | \$ 7,001     | \$ 8,413     | \$ 20,000    |
| Concessions/Vending            |                        | \$ -         | \$ 4,292     | \$ 3,079     | \$ 4,900     |
|                                |                        | \$ 342,557   | \$ 269,517   | \$ 278,803   | \$ 329,659   |
| <b>GRAND TOTAL</b>             |                        | \$ 1,756,497 | \$ 1,871,064 | \$ 1,819,122 | \$ 1,892,961 |

### Expenditures

|                               |                 | 2012 Actual  | 2013 Actual  | 2014 Actual  | 2015 Budget  |
|-------------------------------|-----------------|--------------|--------------|--------------|--------------|
| Personnel                     |                 | \$ 1,060,082 | \$ 1,129,116 | \$ 1,180,185 | \$ 1,387,482 |
| Operating                     |                 | \$ 405,129   | \$ 412,789   | \$ 415,371   | \$ 470,793   |
| Capital Purchases             |                 | \$ 2,070     | \$ 2,920     | \$ -         | \$ -         |
| Capital Transfers & Purchases |                 | \$ 141,400   | \$ 113,200   | \$ -         | \$ -         |
|                               | <i>Subtotal</i> | \$ 1,608,681 | \$ 1,658,025 | \$ 1,595,556 | \$ 1,858,275 |
| Fund Balance                  |                 | \$ 147,816   | \$ 213,039   | \$ 223,566   | \$ 34,686    |
| <b>GRAND TOTAL</b>            |                 | \$ 1,756,497 | \$ 1,871,064 | \$ 1,819,122 | \$ 1,892,961 |

Table 28. Centre Region Parks and Recreation Operating Budget revenue and expenditures from 2012 through the approved 2015 Budget

the Authority and the COG. As a result, the Authority is now evaluating alternate rental locations with a priority of accommodating the current budget as well as the needs of the seniors.

### **WHERE ARE WE NOW?**

The January 1, 2015 Fund Balance was \$222,905 which was \$661 higher than the budgeted amount. While the 2015 summer season is just getting underway, as of June 13, 2015:

- Year-to-date expenditures for this fund are on track.
- Year-to-date customer revenue for this fund stands at 98% compared to the same period in 2014. The reduced revenue means that cutbacks in 2015 program expenditures must be made.

### **WHAT IS THE COST?**

The 2015 budget for the Centre Region Parks and Recreation Agency provides for the revenue and expenditures shown in Table 28 on page 221.

### **WHERE ARE WE GOING?**

**During 2016, the Agency will celebrate its 50<sup>th</sup> Anniversary (as a municipal Agency); the Authority will celebrate 46 years of serving the community.**

#### *Proposed Budgetary Changes for 2016...*

The following factors and projects (Agency-wide) will influence the 2016 Budget Proposals:  
(These factors are described in greater detail in the specific budget sections.)

- **Staffing:**
  - **Agency Director** – The CRPR Agency has engaged two Directors since it was established in 1966. The first Director served through 1996; the current Director has served since 1997 and is scheduled to retire on August 31, 2016. Both the community and the Agency have certainly expanded and evolved during the tenure of each Director.

Fifty years of municipal cooperation for parks and recreation services has made the Centre Region a model for municipalities across the state, which is highlighted by regional projects involving the pools, Nature Center, Senior Center, and the COG Regional Parks Initiative. As a result, the stage has been set for the third Director to lead the Agency to new horizons. While organizational priorities for 2017 are expected to remain both stable and obvious, the new Agency Director should be provided with the opportunity to add their skills and interests to further develop and focus the organization. The COG Office of Administration will be preparing a Recruitment Plan that, in cooperation with municipal leaders and the CRPR Authority Board, will be set in motion in early-2016.

The transition will have an impact on the 2016 budget with respect to the following items:

- ✓ Current Director: general payout for outgoing staff (maximum of 40 days for qualifying sick/vacation time, up to \$15,500)
- ✓ New Director: advertising and interviewing costs (approx. \$7,500 including travel expenses during the interview process), potential relocation costs (based on past practice, up to \$20,000 will be reimbursed), and the costs associated with the standard benefit package
- **Office Staff** – During 2015, one of the three full-time CRPR front office positions was reduced (as a result of a resignation) to a 20 hour/week position with no benefits. This transition was based upon the prospect of increased self-registrations by customers using the Internet. As a result, this staff reduction coincided with absorbing the Convenience Fee for Internet registrations so as to further encourage that method of registration. The net savings resulting from this position cutback may be substantial and will depend on the increased registrations. If it is discovered during the balance of 2015 that the office is not able to provide effective and timely customer services with the reduced staffing schedule, it may be necessary to propose a 2016 restoration of this position to full-time (the 2015 Budget still provides for the costs of the full-time position).
- **Nature Center Supervisor** – Ms. Molly Hetrick, who served as the Millbrook Marsh Nature Center Supervisor since March 2003, submitted her resignation in June 2015 to accept a fundraising position with Schlow Centre Region Library. Program Coordinator Melissa Freed has agreed to serve as the Acting Nature Center Supervisor. Staff remains committed to advancing the popular services provided by Millbrook Marsh Nature Center.

No other staffing changes for year-round staff are proposed for 2016.

- **New Municipal Park Proposed for CRPR Operation** – A request from Ferguson Township will come before the CRPR Authority Board this summer to assume park operations in 2016 for 5 acres (Phase 1) of a new 16-acre park near Pine Grove Mills that will be built this year. The Phase 1 project will include a playground/plaza area, landscaping, and a walking trail.
- **Redesign the CRPR website at <http://www.crpr.org>** – The Agency has maintained an official website since 1999 and the site continues to grow in popularity. The current design and structure of the website was developed in 2005 and currently provides 1,372 pages of information. During 2016, it is recommended that a new, mobile-device friendly website be developed, tested, and deployed to better respond to the many public inquiries about parks and recreation opportunities in the Centre Region.
- **Cloud-based Maintenance Tracking/Work Order Software Service** – In 2015 a pilot project was initiated using five key park sites to determine if the “Facility Dude” Maintenance Work Order Service would offer benefit to the maintenance operations of the parks. The tracking and scheduling of routine tasks, special projects, staff, and group event preparations across 54 sites remains a challenging task. Staff will continue to evaluate the features and fees associated with software program and possibly add more park sites to the system for 2016. It is noted that Patton Township Public Works Department also utilizes this software service.
- **New Centralized Parks Maintenance Building** – (See the Regional Parks Capital Budget) – From 1966-2013, the CRPR “Park Operations Division” shared a site with the State College Borough Public Works Facility. In 2012, discussions began regarding the need and possible options for CRPR to build a new Centralized Park Maintenance Facility. The CRPR Parks Maintenance Facility moved from the Borough’s Public Works Facility (which also began an extensive renovation/renewal) to an interim (leased) facility on Stewart Drive in College Township. At its June 2013 meeting, the General Forum authorized the COG Finance Committee to develop a funding proposal to finance the project. A primary goal of the funding proposal was to keep annual borrowing costs at less than \$165,000, the same level of funding included in the 2013 budget. Three levels of the estimated amount of borrowing were provided in the Master Site Plan for the proposed Parks Maintenance Facility (2.9, 2.5, and 2.2 million dollars) along with options regarding the term of a loan and presented to each participating municipality. The outcome of municipal discussions was the majority of the five municipalities preferred the improvements totaling 2.5 million dollars. Pending the development of the proposed Toll Brothers student housing development (which will provide roadway access and utilities to Whitehall Road Regional Park), it is likely in 2016 that (1) the financing process will resume and (2) the current lease of the interim Parks Maintenance Facility will be extended by one or two years to allow for construction of the new facility.

- **Operating Two Regional Parks** – The renewed Hess Field Complex resumed full service in 2012; as shown in Figure 76 on right, Oak Hall Regional Park began full-service on May 2, 2015 (Whitehall Road Regional Park Phase 1 may open in fall 2017 pending action this summer on the delayed Toll Brothers project). The addition of these three regional facilities will continue to expand maintenance/operations, league and tournament operations, and rentals. While event revenue associated with the new sport facilities is growing, a transition period will be necessary while word of the popularity of the new venues expands. The goal of CRPR remains that league fees, tournament fees, and concession revenue cover the majority of operating costs for the regional parks. This topic is further detailed in the approved **2015-2020 Strategic Plan**. In addition, a **Business Plan** has also been suggested to fully explore how to best accommodate the balance that has resulted from the fees and costs that are associated with resident vs. tourist park uses. **While additional seasonal staff will be needed to maintain high-quality services for all parks in the system, no new year-round positions are proposed for 2016.**



Figure 76. *The Park Dedication Ceremony and Day of Play at the new Oak Hall Regional Park on Saturday, May 2, 2015. Photo by CRPR.*

- **Centre Region Senior Center Relocation** – This relocation, based upon the need for increased accessibility, has the potential to transform and increase the popularity of the Senior Center. However, the costs associated with any increased rental amount or renovations were not budgeted for in advance and may prove challenging. After sites and funding options are explored, county and state funding assistance will be requested.
- **Parks Capital Equipment** (See Parks Capital Equipment Budget) – The equipment listed in Table 29 on page 226 is scheduled in the 2016 Capital Improvement Plan (only for items over \$10,000). Maintaining this schedule is a priority for the entire park system, including responsibilities to maintain the new Oak Hall Regional Park which opened in spring 2015.

| <b>Proposed Parks Capital Equipment - 2016</b>                       |                  |
|--|------------------|
| Purchase a new Turfgrass Overseeder (not a replacement)              | \$19,000         |
| Replace Ford F-350 Dump Truck Chassis #197*                          | \$30,000         |
| Replace Toro 4500-D mowing tractor #177*                             | \$60,000         |
| Replace two 4WD Chevy pick-ups (#198 & 199)*                         | \$60,000         |
| Purchase a new walk-behind edger/sweeper/trimmer (not a replacement) | \$7,500          |
| Net cost to replace the 2000 14' Pequea Trailer #193**               | \$5,000          |
| <b>Proposed 2016 Total Capital Equipment Costs</b>                   | <b>\$181,500</b> |

Table 29. Parks Equipment that will be proposed in the 2016 Parks Capital Equipment Budget.

\* Proceeds from auctioning the older vehicles will be added to the fund balance to assist with the scheduled equipment replacements for 2017.

\*\* The original trailer was demolished in an accident. The replacement cost shown reflects the net cost after the insurance payment.

- **Child Safety Policy Expanded** – In compliance with the expanded state laws regarding child safety, the CRPR Child Safety Policy has been expanded to also include the FBI Criminal Background Check for specified staff who will be working with children. Additional funds will be required to reimburse year-round and seasonal staff for the three required certifications. Program Fees must also be increased to cover the increased costs associated with program operations.
- **Regional Park Operations** – Upon the completion of Oak Hall Regional Park in late-2014, CRPR assumed maintenance and operations and the park fully opened in spring 2015. Whitehall Road Regional Park is expected to open in fall 2017. The annual budget and the CIP will continue to include funding for the required equipment and seasonal staff. Increased revenue from park activities will provide revenue to help offset the increased operating costs.

*Proposed Work Objectives for 2016...*

The **2016 Work Plan** will build upon the **2015 Work Plan** with the following priorities:

- **Expanded Tournament Hosting** – Expand promotion of the new Oak Hall Regional Park combined with the John Hess Softball Complex, along with additional satellite fields, making the Centre Region a premiere softball destination in Pennsylvania for tournaments, leagues, parks rentals, and special events. We expect to again request funding assistance from the Central PA

Convention and Visitor's Bureau to create and publish materials to better market these community assets. Although the regional parks attract many visitors to the Centre Region, financial support from the Bureau has been minimal.

- **The Agency Business Plan** – Develop a Business Plan for the Agency to supplement the approved *2015-2020 Strategic Plan* as well as the *2015 Fundraising Feasibility Plan*. The plan will assist in guiding the policies and the multi-year projections of revenue and expenses related to the regional parks. It is noted that the increased reliance on fees and scheduled uses of specific park facilities has generated concerns with respect to the availability of “public access” to those facilities. This topic should be fully explored during the preparation of a Business Plan.
- **Fundraising Strategies** – While Agency operations and regional park construction has consumed staff efforts, there has also been a priority interest in expanding outside donations to assist with both operational and capital improvements and to reduce municipal contributions after the Phase 1 facilities are open at the three regional parks. The 2015 Budget includes funds to hire a consultant to conduct a Fundraising Feasibility Study to further develop these options. Assuming that the Phase 1 construction of Whitehall Road Regional Park is underway, 2016-2017 should see implementation of the recommendations of the 2015 study.
- **Phase II Development at the Regional Parks** (also related to fundraising) – In February 2011, the COG municipalities agreed to discuss the Phase II funding strategy for the three regional parks by June 2014. Clearly, the delays and costs associated with renewing the two swimming pools, renovating/improving the Hess Field Complex, building Oak Hall Regional Park Phase 1, and the pending Whitehall Road Regional Park Phase 1 have taken a toll on the interest and ability to discuss funding and to seek outside donations for Phase 2 facilities at these sites. As a result, the Phase II discussion remains tabled until the Phase 1 facilities at Whitehall Road Regional Park can be built. The current schedule will hopefully permit the project to be bid in late-2015 and begin construction in spring 2016, which will be 2½ years after the originally-planned opening.
- **Commercial Activity Permits** – Continue the initial permit process for commercial activities in parks by creating a formal process for commercial permit vendors. These activities typically include fitness/sport instructors who utilize the parks to host their fee-based programs. It is important that these business owners provide the necessary insurance protection for the municipalities, assist with park maintenance costs, and respect all park rules.
- **Program and Facility Evaluations** – Develop a CRPR Evaluation Protocol to obtain feedback on programs, events, and facilities.
- **Staff Training** – Increase the emphasis on staff training and professional development opportunities as key factors in improving staff effectiveness.
- **Playground Safety Program** – Under COG policy, the funding of new or replacement playground equipment, as well as capital repair projects in their parks, is a municipal responsibility. This topic is included here to confirm prior discussions with the

respective municipal staff that the replacement of some playground equipment and other park projects should be scheduled in their respective Capital Improvement Plans.

*Looking ahead to 2017...*

While organizational priorities for 2017 are expected to remain both stable and well-defined, the new Agency Director should be provided with the opportunity to add their vision and skills to further develop and focus the opportunities provided to residents and visitors by the Agency.

- **Continued Value of Municipal Teamwork** – In 1966, the municipalities teamed up in order to save funds while providing and expanding recreational opportunities to their residents and visitors. Fifty years of municipal teamwork has confirmed that municipal boundaries are largely invisible to both residents and visitors, and the value of a comprehensive parks and recreation program has emerged as a significant contributor to the high quality of life in the Centre Region. However, the development of the extensive regional facilities over the past decade has now presented a significant challenge to the 50-year cooperation that has sustained the Agency, specifically how to properly balance the services provided by CRPR as the “Parks and Recreation Department for each municipality” while also providing support for the regional facilities. Some municipal staff recently expressed a view of the Agency solely as a “parks maintenance contractor/specialized facility operator,” which overlooks the importance of the integrated recreation programs as well as the value of Agency input on municipal park improvements. The Agency wishes to continue the priority of providing each municipal partner with the ability to grow “their” park facilities as well as to understand their role in continuing the well-proven benefits of a regional approach to providing parks and recreation services and facilities. Addressing this challenge is the responsibility of Agency staff, each Municipal Official, and the Authority Board.
- **“Regional Parks and Recreation Plan”** – Recently it was suggested that the growth and success of the Agency has created the need to develop a regional plan “to better guide both individual and cooperative efforts with respect to the future, rather than working from common themes of the individual plan of each municipality.” While state funding assistance would likely be available to assist this important project, it is recommended that this task be fully-explored when the new Agency Director is in place. Planning at the regional level will reflect the fact that those looking for recreational opportunities do not recognize municipal boundaries. A regional plan will provide valuable information to member municipalities as they plan and manage their park and recreation offerings. It will also establish a basis for any future regional park offerings that the COG might pursue.

There would be four components to the plan:

1. A survey of recreation participation
2. A survey of recreational needs (conducted at the same time)
3. An inventory of public recreation opportunities
4. An assessment of future demographic trends in the region

If so authorized, CRPR will pursue a Community Recreation and Conservation Planning Grant from the Pennsylvania Department of Conservation and Natural Resources (DCNR) to support the planning process. The DCNR Bureau of Recreation and Conservation administers and provides technical assistance for these kinds of grants. As discussed on the DCNR website, (<https://www.grants.dcnr.state.pa.us/Dashboard/Grants#Planning>), planning on a regional level is prioritized:

*“Comprehensive Recreation, Park and Open Space and Greenway Plans are municipal, county or regional based plans that identify the methods, resources, organizational capacity and capital investment needed to accomplish both short-term and long-term recreation, open space and greenway goals of the community. The planning process includes substantial citizen involvement, inventory of existing conditions and facilities, analysis of issues and community needs, and specific recommendations that set forth actions, priorities and cost. Funding of multi-municipal plans is a higher priority for the Department than such plans for a single municipality.”*

- **Improve Access to Indoor Facilities for Community Recreation** – The need to explore options to expand access to indoor recreation facilities with the Authority Board and the COG Parks Capital Committee should be a priority. The shortage of indoor space has been magnified by reduced access to both Penn State University and the State College Area School District facilities, limiting the amount and variety of programs offered by CRPR, which directly impacts the revenue generated.
- **Fundraising Initiatives** – It is expected that the Phase 1 facilities of Whitehall Road Regional Park, and potentially the new Centralized Parks Maintenance Facility will enter public service in 2017. After all Phase 1 park facilities are open, it is likely that fundraising for Phase 2 facilities can be initiated with a focus on the results of the 2015 Fundraising Feasibility Study.
- **Sport Tournaments/Sports Tourism** – Promotional efforts to further expand both local and state-wide sport tournaments should continue, and those events must be carefully balanced to maximize the priority services the Agency provides to residents.

THIS PAGE IS INTENTIONALLY LEFT BLANK

## MISSION

The mission of the Parks Capital Equipment Budget is to track capital improvements of park maintenance facilities and plan for the scheduled replacement of motorized equipment/vehicles and computers that are used by the Centre Region Parks and Recreation (CRPR) Authority.

## WHAT DO WE DO?

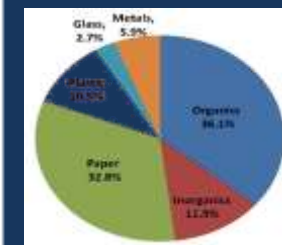
Starting in 2014, the Parks Capital Equipment Budget began to be directly-funded by the participating municipalities. Formerly, this revenue was transferred from the Parks and Recreation Operating Budget. Annually, the Detailed Budget includes an updated equipment inventory and a multi-year replacement schedule. It is noted that **all items over \$10,000 will also be listed in the 2016 Capital Improvement Plan (CIP)**. The Parks Capital Equipment Budget currently includes funding for:

- The purchase of parks maintenance vehicles and equipment.
- The scheduled replacement of Agency computer hardware.

The CRPR vehicle and equipment inventory continues to increase to satisfy effective maintenance requirements in designated parks across the region (currently 916 acres across 54 sites). Maintenance tasks include mowing, trimming, trash and litter collection, sport field operations, major and minor landscape projects, building repairs, supplies and equipment transport, turf care, tree maintenance, and a host of other trades. Oak Hall Regional Park opened in spring 2015; Whitehall Road Regional Park is expected to fully open in fall 2017 (assuming that plans for the Toll Brothers project move forward in fall 2015).

To maintain and operate the 54 sites, the CRPR equipment fleet consists of:

- 18 mowing tractors
- 2 dump trucks
- 17 pickup trucks
- 13 flatbed trailers (used to transport equipment)
- 2 skid-steer loaders
- 3 farm-style tractors
- 21 various tractor attachments
- 1 passenger van (used for camps and programs)
- 6 utility trucksters
- 4 ballfield groomers



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
PARKS AND  
RECREATION

PARKS CAPITAL  
EQUIPMENT  
BUDGET

The CRPR equipment inventory serves routine maintenance needs, capital projects, and major repairs in the municipal and regional parks. It is used and stored at eight satellite park maintenance buildings across the region or at the interim CRPR Parks Maintenance Facility on Stewart Drive in College Township.

The following items are being purchased in 2015 for a total of \$214,750:

- **Replace** one 10' cut mowing tractor \$60,000
- **Purchase** three new 6' cut mowing tractors \$75,000
- **Replace** two 4WD pick-up trucks \$51,000
- **Purchase** three equipment trailers \$19,500

**WHERE ARE WE NOW?**

For the period of January through May 2015, revenue and expenditures for the Parks Capital Equipment Budget are consistent with the projections contained in the 2015 budget with one exception: in May 2015, a trailer and a mower were demolished in a vehicular accident.

There were no injuries to the public or CRPR staff.

**Revenue**

|                              |  | 2012 Actual | 2013 Actual | 2014 Actual | 2015 Budget |
|------------------------------|--|-------------|-------------|-------------|-------------|
| Fund Balance                 |  | \$ 5,856    | \$ 52,916   | \$ 154,174  | \$ 107,136  |
|                              | <b>Subtotal</b>                                    | \$ 5,856    | \$ 52,916   | \$ 154,174  | \$ 107,136  |
|                              | <b>2015<br/>Municipal Contributions Percentage</b> |             |             |             |             |
| State College Borough        | 23.14%   | \$ -        | \$ 38,033   | \$ 42,809   | \$ 43,031   |
| College Township             | 17.37%   | \$ -        | \$ 29,106   | \$ 32,135   | \$ 31,783   |
| Ferguson Township            | 27.57%   | \$ -        | \$ 45,754   | \$ 51,004   | \$ 50,986   |
| Halfmoon Township            | 0.00%  | \$ -        | \$ -        | \$ -        | \$ -        |
| Harris Township              | 9.56%  | \$ -        | \$ 15,642   | \$ 17,686   | \$ 17,686   |
| Patton Township              | 22.36%   | \$ -        | \$ 36,465   | \$ 41,366   | \$ 41,514   |
|                              | <b>Subtotal</b>                                    | \$ -        | \$ 165,000  | \$ 185,000  | \$ 185,000  |
|                              | <b>Other Revenue</b>                               |             |             |             |             |
| Interest Earnings            |  | \$ 957      | \$ 57       | \$ 100      | \$ 250      |
| Transfer from Operating Fund |  | \$ 141,400  | \$ 113,200  | \$ -        | \$ -        |
| Sale of Used Equipment       |  | \$ -        | \$ -        | \$ -        | \$ -        |
|                              | <b>Subtotal</b>                                    | \$ 142,357  | \$ 113,257  | \$ 100      | \$ 250      |
|                              | <b>GRAND TOTAL</b>                                 | \$ 148,213  | \$ 331,173  | \$ 339,274  | \$ 292,386  |

**Expenditures**

|                            |                    | 2012 Actual | 2013 Actual | 2014 Actual | 2015 Budget |
|----------------------------|--------------------|-------------|-------------|-------------|-------------|
| Capital                    |                    | \$ 95,297   | \$ 143,189  | \$ 120,143  | \$ 243,400  |
| Parks Maintenance Facility |                    | \$ -        | \$ 33,810   | \$ 112,000  | \$ -        |
|                            | <b>Subtotal</b>    | \$ 95,297   | \$ 176,999  | \$ 232,143  | \$ 243,400  |
| Fund Balance               |                    | \$ 52,916   | \$ 154,174  | \$ 107,131  | \$ 48,986   |
|                            | <b>GRAND TOTAL</b> | \$ 148,213  | \$ 331,173  | \$ 339,274  | \$ 292,386  |

Table 30. Centre Region Parks and Recreation Capital Equipment Budget revenue and expenditures from 2012 through the approved 2015 Budget

**WHAT IS THE COST?**

The 2015 Parks Capital Equipment Budget provides for the revenue and expenditures shown in Table 30 on page 232.

**WHERE ARE WE GOING**

Overall, an established priority of staff is to properly use and maintain all equipment provided to the agency. The longevity of CRPR equipment confirms that these practices are effective.

*Proposed Budgetary Changes...*

- **Scheduled Computer Replacements** – It is proposed to annually replace three Authority desktop computers from this fund. The scheduled computer replacements at the two pools, the Nature Center, and the Senior Center are funded by their respective budgets. The cost estimate for the scheduled computer purchases will be included in the Detailed Budget.
- **Equipment Replacements and Additions** – The scheduled replacements and additions within the Parks Capital Equipment Budget are fully outlined in the 2016- 2020 Capital Improvement Plan (CIP). The goal of the CIP is to ensure that all municipal and regional parks are maintained in a safe and clean condition and serve as a source of pride to the community

| <b>Proposed Parks Capital Equipment - 2016</b>   |                  |
|--|------------------|
| Purchase a new Turfgrass Overseeder (not a replacement)  | \$19,000         |
| Replace Ford F-350 Dump Truck Chassis #197 (will utilize new dump bed that was purchased in 2014)* | \$30,000         |
| Replace Toro 4500-D mowing tractor #177*   | \$60,000         |
| Replace two 4WD Chevy pick-ups (#198 & 199)*   | \$60,000         |
| Purchase a new walk-behind edger/sweeper/trimmer (not a replacement)                               | \$7,500          |
| Net cost to replace the 2000 14' Pequea Trailer #193**   | \$5,000          |
| <b>Proposed 2016 Total Capital Equipment Costs</b>   | <b>\$181,500</b> |

Table 31. Parks Equipment that will be proposed in the 2016 Parks Capital Equipment Budget.

\* Proceeds from auctioning the older vehicles will be added to the fund balance to assist with the scheduled equipment replacements for 2017.  
 \*\* The original trailer was demolished in a May 2015 accident on Interstate 99. The replacement cost shown reflects the net cost after the insurance payment.



Figure 77. This 2013 CRPR mowing tractor cuts a 10' wide swath on sportfields across the Centre Region.

while remaining a cost-effective investment for the municipalities. It is clear that acquiring the necessary equipment to maintain the new facilities at Whitehall Road Regional Park, in addition to keeping up with the other equipment needs, will present a challenge for the next two years.

**2016** - The equipment purchases shown in Table 31 on page 233 will be **proposed for the 2016 Parks Equipment Budget** for a total of \$181,500.

**2017** - Pending evaluations in 2016, the equipment purchases shown in Table 32 below are scheduled for the **2017 Parks Equipment Budget** for a total of \$186,300. All equipment scheduled for replacement is evaluated annually; items that have no safety defects or severe maintenance concerns will be removed from this schedule. They will be delayed to a later year on the CIP. Likewise, if the Phase 1 construction at Whitehall Road Regional Park is not completed in 2017, action on that new equipment will also be postponed.

If synthetic surface sportfields are installed at Whitehall Road Regional Park through contributions from the Centre Soccer Association, the required specialty maintenance equipment must be included with that donation.



Figure 78. A CRPR tractor works at a local park.

| <b>Proposed Parks Capital Equipment - 2017</b>              |                  |
|---|------------------|
| Purchase a second Turfgrass Overseeder (not a replacement)  | \$20,000         |
| Replace Chevy Silverado 4x4 Truck #215                      | \$27,300         |
| Purchase a new 6' Turf Mowing Tractor (Whitehall)           | \$25,000         |
| Purchase a new 10' Turf Mowing Tractor (Whitehall)          | \$60,000         |
| Purchase a new pickup truck (Whitehall)                     | \$30,000         |
| Purchase a new utility truckster w/ attachments (Whitehall) | \$24,000         |
| <b>Proposed 2016 Total Capital Equipment Costs</b>          | <b>\$186,300</b> |

Table32. Parks Equipment that may be proposed in the 2017 Parks Capital Equipment Budget.

## MISSION

The mission of the Centre Region Parks and Recreation Aquatics Program is to provide safe, clean and cost effective public swimming facilities that allow for wholesome recreation opportunities to Centre Region residents. The Aquatics Program provides customers of all ages with opportunities to obtain aquatic and lifesaving skills and to improve physical health.

## WHO ARE WE?

On behalf of the State College Borough and College, Ferguson, Harris, and Patton Townships, the Centre Region Parks and Recreation (CRPR) Authority maintains, operates, and provides programming for the Park Forest and William L. Welch Community Swimming Pools and at the (rented) State College Area High School Natatorium. To perform these services, the 2015 Operating Budget provides the following Aquatics Program staff:

The facilities used by the CRPR Aquatics Program include:

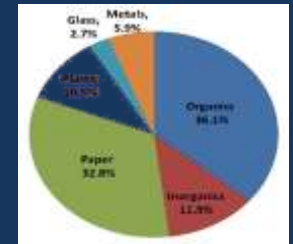
- **Park Forest Community Swimming Pool** (2100 School Drive, Patton Township) originally opened in 1970 and experienced partial renovations in 1991. The entire facility was renovated and re-opened on June 13, 2009 with a 220,000 gallon main pool with six lap lanes, two waterslides, and a diving board. This \$3.2 million pool facility also includes a toddler pool with a spray pad and water spray features. This facility and land is owned by the CRPR Authority.
- **William L. Welch Community Swimming Pool** (670 Westerly Parkway, State College Borough) originally opened in 1959 and was renovated in 1982; a water slide was added in 1987. Welch Pool was closed during 2010 for construction, and in 2011 the renewed complex – budgeted at \$5.4 million – re-opened and quickly become a very popular destination for residents. The two outdoor community pools are open each summer, seven days a week from Memorial Day weekend through Labor Day. While the pool facilities are owned by the CRPR Authority, the land is leased from the State College Area School District.
- **State College Area High School Natatorium** is rented from the State College Area School District to provide community swimming and diving instruction year-round.

### Full-Time, Year-round:

Aquatics Supervisor  
Staff Assistant at CRPR Office

### Part-Time, Seasonal:

(up to 150 employees)  
Lifeguards  
Instructors  
Front Desk Staff  
2 Pool Managers (1 at each pool)  
4 Assistant Pool Managers  
(2 at each pool)



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
PARKS AND  
RECREATION

AQUATICS  
PROGRAM



Figure 79. Wm. L. Welch Pool patrons enjoy the summer day.  
Photo by CRPR.

## WHAT DO WE DO?

A. Provide safe and clean swimming facilities for Centre Region residents at a reasonable cost.

- Maintain a clean and healthy pool environment. The CRPR facilities exceed the state Bathing Code requirements and meet or exceed current industry standards. To ensure water quality, automatic systems monitor the water 24 hours per day, 7 days per week and staff manually tests the water every two hours while the pools are open. In addition, water samples from each pool are tested weekly in a laboratory and the facilities are inspected annually by state and local health officials.
- Operate each pool safely and efficiently.
- Provide training for pool staff prior to the season opening and twice monthly throughout the season to review rescue procedures, improve response reaction times, and keep staff up-to-date on current pool procedures and operations.

B. Provide quality programming and events at the aquatic facilities.

- Provide swimming lessons year-round as well as a Lifeguard Certification Class annually.
- Provide aquatic programs at the outdoor pools including swim teams, adult fitness, springboard diving lessons, and private instruction; offer pavilion reservations and pool rentals.
- Provide special events at the outdoor pools including Family Fun Nights, Dive-In Movies, Youth Triathlon, and \$1 Admission Days.

**OF PARTICULAR NOTE**

- Some important comparisons can be made from 2008 (prior to any renovation work at the two pools) to 2014 (with two renewed facilities in operation):
  - Total pool visits per year increased from 48,122 (2008) to 95,018 (2014).
  - The number of season passes sold has increased from 1,836 (2008) to 4,583 (2014).
  - Total operating revenue has increased 265% from \$178,626 (2008) to \$473,694 (2014).
- As shown in Figure 81, Municipal contributions to the Aquatics Program Budget dropped from \$122,879 in 2008 to \$0 for 2011-2015. 2011 was the first time in 25 years that municipal funds were not requested for Aquatics operations. In addition, operating revenue received from the program also enabled a \$50,000 contribution in 2012 and \$70,000 contributions in 2013 and 2014 to the Pools Capital Budget to help offset some of the capital loan repayments. It is expected that similar contributions may be made annually for the foreseeable future, pending weather and operations. Because of the popularity of the renewed pool facilities, this strategy is expected to continue for 2016.
- The Agency’s initiative to offer mobile snack concessionaires at each pool has been very successful in providing food services to patrons and also in providing additional income to the Agency thanks to partnerships with local vendors. This service is appreciated by patrons, and the commission payments will further enhance the Aquatics Program. Future expansion of concession services will continue to be explored with additional food concessionaires.

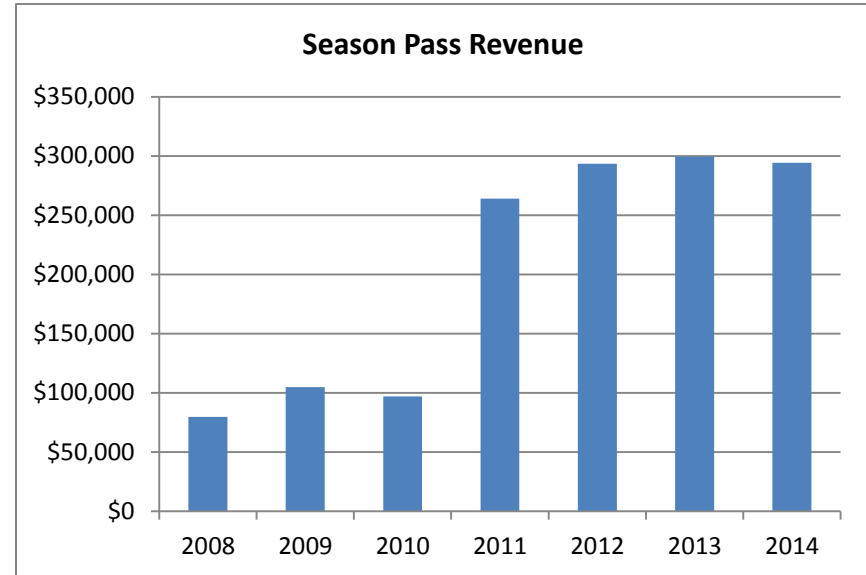


Figure 80. Revenue from the sale of seasonal pool passes from 2008 through 2014.

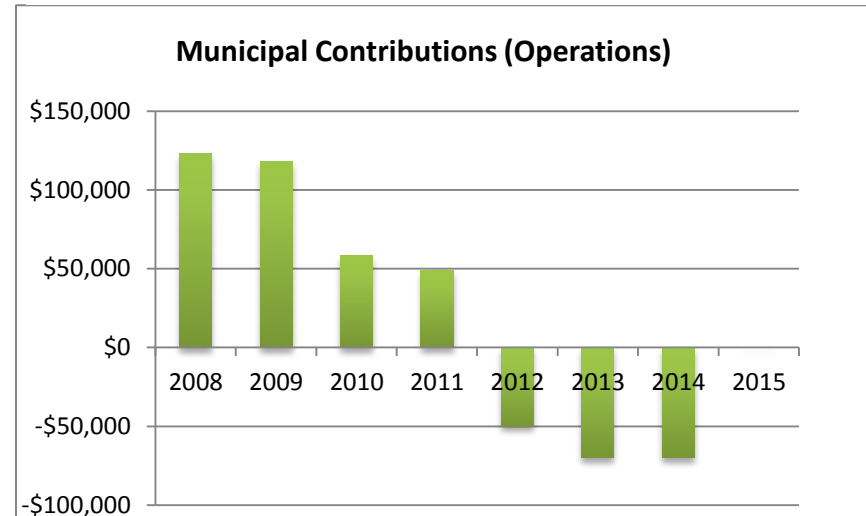


Figure 81. Municipal contributions toward pool operations from 2008 through 2015.

- The new pool facilities, coupled with the popular array of recreational, instructional, and competitive programs, assist in promoting attendance at the pools. The renewed pools have enabled CRPR to offer new aquatic programs such as the Youth Springboard Diving and the Welch Pool AM Aquafit and have also attracted new patrons.
- In 2015, aquatics employees began to use electronic time-clocks at the pools. This is intended to reduce any errors, omissions, or exaggerations on the timesheets completed by each employee. An additional benefit includes the saving of staff time to correct, total, organize, enter, and submit the timesheets, which typically has been about six to eight hours per pay period. So far the program has been successful and is intended to continue into the future.

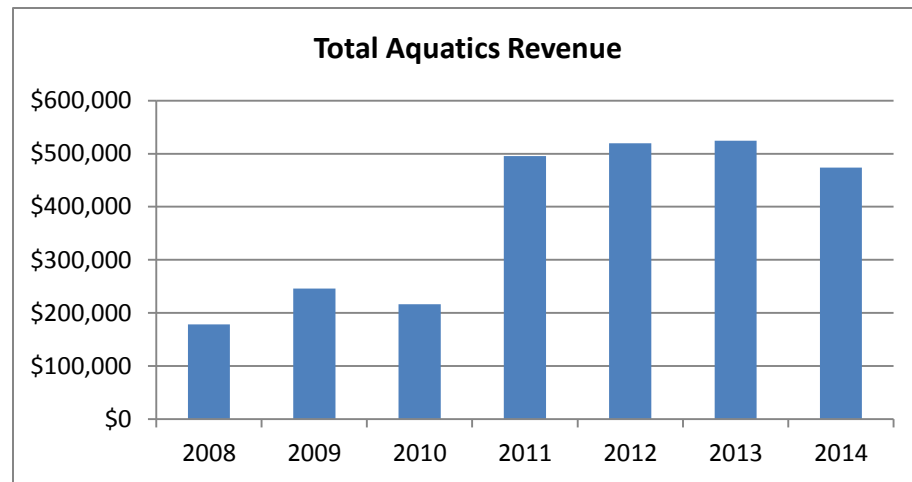


Figure 82. Total aquatics revenue from 2008 through 2014.

### WHERE ARE WE NOW?

For the period of January 1, 2015 to May 31, 2015, revenue and expenditures for the Aquatics Program have been consistent with budgeted projections. Operating revenue for aquatics for the period of January-May 2015 stands at 102% of the same period in 2014. The starting fund balance was \$131,028, an increase of \$45,915 from the estimated amount of \$85,113. The higher fund balance was due to greater than anticipated income from daily admissions in 2014 and lower utility costs.

During 2011-2014, increased pool attendance generated revenue that exceeded projections and covered all operating expenses (see Figure 82 above). Operating profits in the amount of \$70,000 from 2013 were transferred to offset 2014 capital loan repayment costs. Due primarily to a cool and rainy 2014 season, operating expenses were fully covered by revenue, but no funds were available for transfer to assist with capital expenses in 2015.

For January through May 2015, expenditures were within budget estimates. The 2015 year-end fund balance may again be transferred to the Pools Capital Account to help offset capital expenses based on the recommendations of the COG Finance Committee.

Due to the impact of weather on pool visits, the operations budget is conservative for revenue expectations while remaining realistic on expenses. The pools will still need to be staffed and chemicals will be used even if the summer weather is again cooler or rainier than usual.

**WHAT IS THE COST?**

The 2015 budget for the Aquatics Program provides for the revenue and expenditures shown in the Table 33 on right.

**WHERE ARE WE GOING?**

Looking forward into 2016 and 2017, the current (successful) work objectives will be extended: Aquatics Program staff will continue to operate and maintain the pool facilities and programs and investigate the costs of capital improvement projects as outlined in the Pools Capital Budget.

*Proposed Budgetary Changes...*

- The Authority has annually adjusted the pool entry fees to better match comparable facilities across the state. Based on current estimates, it is expected that season pass fees will be increased slightly for 2016.
- Due to the competitive nature of the search for qualified lifeguards and instructors, there may be

**Revenue**

|                       |  | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|-----------------------|--|------------------------|------------------------|------------------------|------------------------|
| Fund Balance          |  | \$ 220,046             | \$ 227,895             | \$ 187,297             | \$ 85,113              |
|                       | <b>Subtotal</b>                                    | \$ 220,046             | \$ 227,895             | \$ 187,297             | \$ 85,113              |
|                       | <b>2015<br/>Municipal Contributions Percentage</b> |                        |                        |                        |                        |
| State College Borough | 0.00%  | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| College Township      | 0.00%  | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| Ferguson Township     | 0.00%  | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| Halfmoon Township     | 0.00%  | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| Harris Township       | 0.00%  | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| Patton Township       | 0.00%  | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
|                       | <b>Subtotal</b>                                    | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
|                       | <b>Other Revenue</b>                               |                        |                        |                        |                        |
| Interest Earnings     |  | \$ 1,708               | \$ 983                 | \$ 1,825               | \$ 800                 |
| Program Revenue       |  | \$ 531,044             | \$ 523,544             | \$ 494,867             | \$ 505,500             |
|                       | <b>Subtotal</b>                                    | \$ 532,752             | \$ 524,527             | \$ 496,692             | \$ 506,300             |
|                       | <b>GRAND TOTAL</b>                                 | \$ 752,798             | \$ 752,422             | \$ 683,989             | \$ 591,413             |

**Expenditures**

|                           |                    | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|---------------------------|--------------------|------------------------|------------------------|------------------------|------------------------|
| Personnel                 |                    | \$ 324,793             | \$ 340,693             | \$ 324,462             | \$ 380,083             |
| Operating                 |                    | \$ 150,110             | \$ 153,129             | \$ 158,499             | \$ 185,432             |
| Capital                   |                    | \$ -                   | \$ 1,303               | \$ -                   | \$ 1,800               |
| Transfer to Pools Capital |                    | \$ 50,000              | \$ 70,000              | \$ 70,000              | \$ -                   |
|                           | <b>Subtotal</b>    | \$ 524,903             | \$ 565,125             | \$ 552,961             | \$ 567,315             |
| Fund Balance              |                    | \$ 227,895             | \$ 187,297             | \$ 131,028             | \$ 24,098              |
|                           | <b>GRAND TOTAL</b> | \$ 752,798             | \$ 752,422             | \$ 683,989             | \$ 591,413             |

Table 33. Centre Region Parks and Recreation Aquatics Program Budget revenue and expenditures from 2012 through the approved 2015 Budget

slight increases in proposed wages for seasonal staff in the hopes that better pay will attract and retain quality personnel.

- The shared costs for the revised Staff Assistant positions in the CRPR Office will be finalized prior to the 2016 Detailed Budget process.
- Staff will continue to focus on the confirmation of the resident/nonresident status of each pool patron in order to maximize facility revenue.

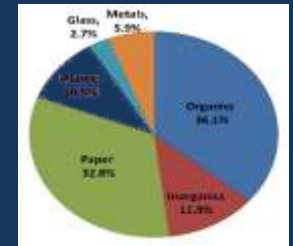
## MISSION

*The Pools Capital Budget for the Aquatics Program was established by the participating municipalities to fund capital improvements to the regional pools as well as for the renewal of those facilities. The Pools Capital Budget provides for regular, predictable contributions for major capital expenditures that may be planned or unplanned.*

## WHO ARE WE?

The five participating municipalities have maintained a separate Aquatics Capital Budget for over 30 years to fund major pool repairs and renovations as approved by the General Forum. This budget also finances the repayment of the bank loan for the two pool renewal projects. The increased pool usage resulting from the pool renewals has also allowed the Aquatics Operating Budget to eliminate the need for municipal contributions to pay for operating expenses. Some of the accomplishments include:

- The Master Site Plans were developed for the renewal of the two community swimming pools through a public process and were unanimously approved by the participating municipalities.
- A financial consultant and bond counsel were retained to prepare and issue requests for funding and evaluate competitive proposals for borrowing up to \$7.9 million, the largest fiscal transaction in the Council of Governments' (COG) history.
- **Park Forest Pool** was fully renewed from 2008-2009. Construction began in August 2008 and the pool reopened to the public in June 2009.
- **Welch Pool** was fully renewed from 2009-2011. Construction began after the pool closed in September 2009. The pool was closed for the 2010 summer and reopened to the public in May 2011.
- The total cost of both pool renovation projects combined was within the \$8.6 million budget ceiling set by the member municipalities
- In 2012, the loan balance of \$6.128 million was refinanced at a lower rate of 2.43 % for the same term, reducing the overall debt service by over \$600,000. After the first 10 years, the interest rate will be calculated at 64 % of one month's LIBOR (London Interbank Offered Rate), plus 2.1 % with a cap of 3.95 %.



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
PARKS AND  
RECREATION

POOLS CAPITAL  
BUDGET

Review of Municipal Contributions for Pools Capital Projects:

- 2001-2003 – The municipalities contributed a combined total of \$65,000 annually to the Pools Capital Budget.
- 2004-2006 – A combined total of \$25,000 was contributed each year with the understanding that a bond issue may be considered for the approaching pool renewals.
- 2007 – The municipalities contributed \$200,000, which was used primarily to offset the architectural fees that would accompany the pool renewals. The COG engaged a public financial consultant to guide the elected officials as they considered the various strategies to finance the upcoming pool renewals.
- 2008 – The municipalities contributed \$465,000 to prepare for the anticipated loan repayments.
- 2009 – The municipalities contributed \$350,000. Much of the fund balance was utilized following a cash flow management plan to pay for the pool construction costs from August 2008 through May 2010.
- 2010-2012 – The municipalities contributed \$400,000 per year per the debt service plan. In addition, municipal contributions were established to build a Capital Improvement Fund with \$21,300 for 2010 and \$39,500 for 2011 and 2012.
- 2013 – The municipalities contributed \$317,825 to the debt service payments (a reduction from the prior three years); capital improvement contributions remained the same as the previous two years at \$39,500. Also in 2013, \$54,300 was spent to install an ultraviolet treatment system on both pools at the Park Forest facility.
- 2014-2028 – The annual debt service payments are projected to remain steady at \$446,600 through 2028. However, the municipal contributions are supplemented by the available fund balance and by any available transfer from the operating funds. The final loan payment is scheduled for 2028.

WHAT DO WE DO?

A. Maintain, repair, and improve the two swimming pools operated by the Centre Region Parks and Recreation Authority.

*Ongoing Contributions...*

- Evaluate and upgrade facilities and equipment as required by local laws and national operating and safety standards.

- Perform necessary capital replacement and improvements on the pools as needed.

B. Provide funding assistance for the planning and construction of new or renewed facilities.

*Ongoing Contributions...*

Continue to build the fund balance for capital repairs and replacement projects that may occur annually and in the future. In addition to the loan repayments, the consultants who recommended that the two regional parks be renewed also suggested that the municipalities establish a capital fund for each facility. They proposed a \$10,000 contribution for each pool to address large scale projects, as needed, such as re-plastering a pool or fixing a major structural or system issue.



Figure 84. Park Forest Pool on a sunny summer day. Photo by CRPR.



Figure 83. William L. Welch Pool on a sunny summer day. Photo by CRPR.

**OF PARTICULAR NOTE**

With good summer weather, it is expected that annual operating revenue will again exceed expenses in the Aquatics Operations Account. It is anticipated that surplus income in 2016 from the CRPR Operating Account will be transferred to the Pools Capital Account to help reduce the municipal loan repayments. Surpluses in 2011, 2012, and 2013 were applied to the following year's budget.

It should be noted that there are two sections to the Pools Capital Account:

- 1) One section focuses on the repayment of the loan that was incurred to pay for the renovations of the two pool facilities.
- 2) The second section is used for annual capital expenses that may arise and to build funds for future projects/repairs.

### WHERE ARE WE NOW?

For the period of January through May 2015, revenue and expenditures for the Pools Capital Budget were consistent with the projections contained in the 2015 Budget.

### WHAT IS THE COST?

The 2015 Pools Capital Budget provides for the following revenue and expenditures shown on Table 34 on right; the Budget provides for revenue and expenditures for both the loan repayment and for capital improvements. Unused capital improvement funds are accumulated in the fund balance to finance future large capital repairs and replacements.

While staff has included these items in the 2016-2020 Capital Improvement Plan (CIP), the replacement schedules for the new facility features are not easily projectable. In the short term, the CIP allows for as-needed emergency repairs at the facilities. Capital projects at the pools have historically been funded 100 % by municipal contributions according to the Modified COG Formula and are reduced when feasible by transfers from operating revenue.

### Revenue

|   |                    | 2012 Actual  | 2013 Actual | 2014 Actual | 2015 Budget |
|---|--------------------|--------------|-------------|-------------|-------------|
| Fund Balance  |                    | \$ 294,817   | \$ 196,376  | \$ 123,873  | \$ 92,752   |
|   | <b>Subtotal</b>    | \$ 294,817   | \$ 196,376  | \$ 123,873  | \$ 92,752   |
| <b>Municipal Contributions - Percentage (2008 Pool Loan* Formula)</b> |                    |              |             |             |             |
| State College Borough   | 25.69%             | \$ 102,760   | \$ 81,649   | \$ 84,135   | \$ 111,934  |
| College Township  | 17.44%             | \$ 69,760    | \$ 55,429   | \$ 57,116   | \$ 75,988   |
| Ferguson Township   | 26.84%             | \$ 107,360   | \$ 85,304   | \$ 87,901   | \$ 116,944  |
| Halfmoon Township   | 0.00%              | \$ -         | \$ -        | \$ -        | \$ -        |
| Harris Township   | 9.49%              | \$ 37,960    | \$ 30,162   | \$ 31,080   | \$ 41,349   |
| Patton Township   | 20.54%             | \$ 82,160    | \$ 65,281   | \$ 67,268   | \$ 89,495   |
|   | <b>Subtotal</b>    | \$ 400,000   | \$ 317,825  | \$ 327,500  | \$ 435,710  |
| <b>Municipal Contributions - Other Capital** 2015 Percentage</b>      |                    |              |             |             |             |
| State College Borough   | 23.26%             | \$ 9,057     | \$ 9,105    | \$ 9,141    | \$ 9,188    |
| College Township  | 17.18%             | \$ 7,043     | \$ 6,968    | \$ 6,861    | \$ 6,786    |
| Ferguson Township   | 27.56%             | \$ 11,048    | \$ 10,953   | \$ 10,890   | \$ 10,886   |
| Halfmoon Township   | 0.00%              | \$ -         | \$ -        | \$ -        | \$ -        |
| Harris Township   | 9.56%              | \$ 3,741     | \$ 3,744    | \$ 3,776    | \$ 3,776    |
| Patton Township   | 22.44%             | \$ 8,611     | \$ 8,730    | \$ 8,832    | \$ 8,864    |
|   | <b>Subtotal</b>    | \$ 39,500    | \$ 39,500   | \$ 39,500   | \$ 39,500   |
| <b>Other Revenue</b>  |                    |              |             |             |             |
| Interest Earnings   |                    | \$ 2,524     | \$ 4,346    | \$ 1,556    | \$ 500      |
| Loan Proceeds   |                    | \$ 6,128,000 | \$ -        | \$ -        | \$ -        |
| Grants  |                    | \$ 72,500    | \$ -        | \$ -        | \$ -        |
| Donations   |                    | \$ -         | \$ -        | \$ -        | \$ -        |
| Transfer from Aquatics  |                    | \$ 50,000    | \$ 70,000   | \$ 70,000   | \$ -        |
| Sale of Assets  |                    | \$ -         | \$ -        | \$ -        | \$ -        |
|   | <b>Subtotal</b>    | \$ 6,253,024 | \$ 74,346   | \$ 71,556   | \$ 500      |
|   | <b>GRAND TOTAL</b> | \$ 6,987,341 | \$ 628,047  | \$ 562,429  | \$ 568,462  |

### Expenditures

|                     |                    | 2012 Actual  | 2013 Actual | 2014 Actual | 2015 Budget |
|---------------------|--------------------|--------------|-------------|-------------|-------------|
| Capital Projects    |                    | \$ 95,708    | \$ 53,513   | \$ 34,228   | \$ 62,000   |
| Architect Services  |                    | \$ 21,277    | \$ 3,774    | \$ -        | \$ -        |
| Consultant Services |                    | \$ 2,200     | \$ -        | \$ -        | \$ -        |
| Insurance           |                    | \$ -         | \$ -        | \$ -        | \$ -        |
| Debt Service        |                    | \$ 6,671,780 | \$ 446,887  | \$ 446,674  | \$ 446,633  |
|                     | <b>Subtotal</b>    | \$ 6,790,965 | \$ 504,174  | \$ 480,902  | \$ 508,633  |
| Fund Balance        |                    | \$ 196,376   | \$ 123,873  | \$ 81,527   | \$ 59,829   |
|                     | <b>GRAND TOTAL</b> | \$ 6,987,341 | \$ 628,047  | \$ 562,429  | \$ 568,462  |

Table 34. Centre Region Parks and Recreation Pools Capital Budget revenue and expenditures from 2012 through the approved 2015 Budget

## WHERE ARE WE GOING?

Together, the five participating municipalities have made a significant investment toward improving the Centre Region's quality of life. To protect this investment, the Authority and COG Finance Committee will discuss the appropriate level of funding to assure it is sufficient to address future improvements, capital repairs, and to depreciate the equipment and facilities. Looking forward into 2016, proposed budgetary changes include further enhancement of the two community pools, including:

- **Park Forest Pool**

- 2016: Investigate options for a shade canopy for the top platform of the waterslide tower. During summer 2015, staff will be experimenting with a patio-type umbrella while exploring more permanent options.
- 2016: Replace the automatic (submersible) pool vacuum unit at Park Forest Pool at a cost of approximately \$4,000.
- 2017: Purchase an inflatable obstacle course (or a similar water activity feature) for Park Forest Pool to enhance the recreation experience of the patrons. (See Figure 85 above.) Current estimates for this feature range up to \$15,000.

- **William. L. Welch Pool**

- 2016: Purchasing an aquatic climbing wall for Welch Pool to enhance the recreation experience of the patrons. (See Figure 86 on right.) Current estimates for such a structure range up to \$27,000 including the necessary consultant fees. Except for the one at Penn State University, the proposed climbing wall at Welch Pool will be the only one in Centre County and should attract more patrons to the pool.



Figure 85. An example of an inflatable obstacle course that is being proposed for 2017.



Figure 86. An example of an aquatic climbing wall that is being proposed for 2016.

THIS PAGE IS INTENTIONALLY LEFT BLANK

## MISSION

The mission of the Centre Region Senior Center is to offer opportunities that promote healthy lifestyles for older adults. The Center is operated by the Centre Region Parks and Recreation (CRPR) Authority with the assistance of the Centre County Office of Aging.

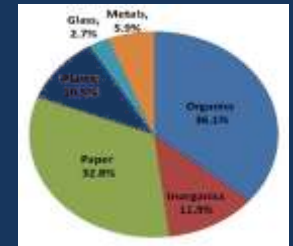
## WHO ARE WE?

The Centre Region Council of Governments (COG) and the CRPR Authority have operated the Centre Region Senior Center since 1975. Until 1986, the Center was located in a church basement on Easterly Parkway and was open three days per week with part-time staff. Due to space and scheduling conflicts with the church, programming was limited primarily to noontime meals. In 1986, the Senior Center moved to the newly-constructed Fraser Plaza in the State College Borough and the Authority was named as the administrating Agency. In 2004, the Center was expanded by 1,700 square feet into the office area that was formerly occupied by CRPR offices. The expanded facilities at Fraser Plaza allowed the program to evolve into a full-time facility for noontime meals as well as a wide variety of programs for adults age 55+. The existing five-year lease (at \$12 per square foot per year) with State College Borough was set to expire on December 31, 2017; due to construction and accessibility concerns related to the Fraser Centre project as well as a new potential tenant, the Authority voted to accept an offer from the State College Borough to terminate the lease effective August 31, 2015. CRPR and the Centre County Office of Aging are actively seeking a new location for the Senior Center that will remain within the approved 2015 budget. An effort to rebrand the Center will also take place upon opening the new location to attract younger, more active seniors as well as maintaining current service levels.

The Senior Center remains a successful cooperative partnership between the Centre County Office of Aging and the COG/CRPR Authority. The Senior Center is staffed by a full-time Supervisor, a full-time Staff Assistant, and up to 10 part-time Program Leaders and volunteer instructors. Volunteers assist with a variety of activities including computer tutoring, programs and presentation, meal preparation and services, and special events.

## WHAT DO WE DO?

The Senior Center provides important opportunities for socialization, recreation, education, and nutrition as well as a central location for adults age 55+ to come together in the community. The Center provides services and



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
PARKS AND  
RECREATION

SENIOR CENTER

activities for participants that reflect their experience and skills, meet their needs and interests, enhance dignity and respect, support their independence, and encourage community involvement.

The municipal funding shares for 2016 will be calculated using the residency data of each individual program participant from July 2014 through June 2015. This calculation method was initiated in 2013 to more accurately account for residency.

A. Provide high quality and diverse programming to Senior Center participants.

*Ongoing Contributions...*

- Providing extensive information and resources on a variety of issues to a diverse senior population.
- Offering a wide variety of fee-based programs and free activities that stimulate the mind and body. Fee-based programs include Computer Education, Open Artist Studio, Mah Jongg, Genealogy Club, Gadgets for Grown-ups, Cooking Together, Centre County Senior Games, Healthy Tai Chi, Progressive Weight Training, Earth Day Gardening, Crocheting 101, Canvas Paint Party, Splatter Art, Yard Sale, Murder Mystery Luncheon, Carn-Evil, Bowl-igan, Sun Catchers, and bus trips. Free activities include line dancing, Bridge, Canasta, Left/Right/Center, Guggenhiem, Skippo, Trivia, Rummikub, Bingo, CRPR Active Walkers, Seniors Hikers, Healthy Steps in Motion, Wii Sports, Bands, Scrabble, Brain Boosters, guest speakers on a variety of topics, health screenings (blood pressure, vision, etc.), free flu shot clinics, Seniors Farmers Market Nutrition Program vouchers, special events and parties, outings, picnics, and book discussion groups in cooperation with the Schlow Centre Region Library.
- Conducting monthly planning meetings that encourage participant input on program development, implementation, and volunteer opportunities. Discussing ideas and opportunities in the community to promote healthy living, independence, personal growth, and knowledge.
- Developing new program sponsors to enhance the services being provided and reduce municipal costs, including HealthSouth Rehabilitation Hospital, Apria Health, State College Area Food Bank, Penn State Gerontology Center, Medi Home Health and Hospice, Addison Court Senior Apartment Community, Home Instead Senior Care, Bellefonte Family YMCA, Northland Bowl, Bellefonte Lanes, Mountain View Country Club, Mount Nittany Medical Center, Centre County Coalition of Senior Centers, Forever Broadcasting, Foxdale Village Retirement Community, Hearthside Rehabilitation and Nursing Center, Elmcroft Senior Living, Juniper Village, Omni Home Healthcare and Fullington Trailways.

- Working with the Centre County van service to expand travel opportunities including special shopping trips, local farmers markets trips, picnics in local parks, outings for lunch at local eateries, local arts festivals and county fairs, and late afternoon and evening cultural performances on campus, in town, and beyond (Altoona, Mill Hall, Belleville, and Lewisburg).
- Continuing to promote and assist the Schlow Centre Region Library, Silver Spurs, Second Winds Band, Senior Hiking Group, PSU Gerontology Center, and the Osher Lifelong Learning Institute (OLLI) of Penn State.
- Promoting Senior Center opportunities via the CRPR Active Guide, print and social media, the Senior Center monthly and annual calendars, the monthly newsletter, and during special presentations when appropriate.
- Planning, coordinating, fundraising, and facilitating the Centre County Senior Games held each June. 2015 marks the 27<sup>th</sup> anniversary of the event, which attracts approximately 200 county-wide participants. Winners from these games can move on to the Pennsylvania Senior Games in Hershey, PA each July.
- Coordinating appointments and providing volunteers, staff assistance, and resources for income taxes, property tax rebates, rent rebates, Medicare updates, and farmer's market vouchers.

B. In cooperation with the Centre County Office of Aging, provide a balanced and nutritious noontime meal for participants and coordinate county van transportation services.

*Ongoing Contributions...*

- Coordinating daily transportation services (via the Centre County van service) as requested by participants including responding to phone inquiries for information and services as well as providing and updating the daily transportation roster. Included in the van service are weekly grocery trips, beauty shop visits, family visits, doctor appointments, and more. Donations are accepted from participants (50¢ per stop) to defray costs. All transportation donations are relayed to the Centre County Office of Aging.
- Providing required monthly reports and statistics to the Centre County Office of Aging and the CRPR Authority.



Figure 87. *The Earth Day Container Garden program. Photo by CRPR.*

- Serving nutritious noontime meals to Centre Region seniors while monitoring special dietary needs and meal donations. Senior Center participants who are age 60 and older are provided with a noontime meal with a requested donation of \$1.50 per meal (\$4.13 for those younger than 60 years of age); funds collected are split with Centre County. Noontime meals are prepared by a vendor selected by the Centre County Office of Aging and served by Senior Center staff/volunteers in accordance with ServSafe® and state regulations.
- Monitoring participant responses to menu selections and providing feedback to the Office of Aging regarding the food service contract.

**OF PARTICULAR NOTE**

In 2015, staff worked through another staff transition resulting from the retirement of long-time Staff Assistant Carol Clitherow. A new Staff Assistant was hired and started work in early-April 2015. Senior Center staff continues to develop new programs, events, and fundraising activities.

On April 23, 2015, the CRPR Authority Board voted to accept a lease termination offer from the Borough of State College due to construction and accessibility concerns related to the new Fraser Centre project. The CRPR Authority and the Centre County Office of Aging staff are actively seeking a new location for the Center with the goal to remain within the 2015 Budget and allow continued quality service to Centre Region seniors. The relocation of the Center offers CRPR the perfect opportunity to rebrand the Center to attract seniors from the younger, more active “baby boomer” generation by adding increased programs and events as well as continuing service to current participants.

| Description                                    | Jan 2015   | Feb 2015   | Mar 2015   | Apr 2015   | May 2015   |
|--|------------|------------|------------|------------|------------|
| # of weekdays the Senior Center was open       | 20         | 19         | 22         | 22         | 16         |
| # of weekdays noontime meals were served       | 17         | 18         | 21         | 19         | 14         |
| # of noontime meals served                     | 258        | 256        | 392        | 336        | 239        |
| # Senior. Center programs offered (titles)     | 50         | 60         | 52         | 48         | 49         |
| # of Senior Center program sessions held       | 138        | 141        | 139        | 165        | 114        |
| # of program visits                            | 1,459      | 1,498      | 1,772      | 1,825      | 1,433      |
| <b># of program participants (individuals)</b> | <b>126</b> | <b>111</b> | <b>109</b> | <b>121</b> | <b>119</b> |
| # of weekdays the County Van Service used      | 18         | 18         | 22         | 20         | 18         |
| # of Van Service riders for the Senior Center  | 180        | 174        | 216        | 227        | 209        |

Table 35. Senior Center statistics January through May 2015.

**WHERE ARE WE NOW?**

For the period of January 1 to May 31, 2015 revenue for the Senior Center was roughly equal to 2014 revenue, but less than the 2015 projections. It is also noted that the 2015 starting fund balance was \$2,288 lower than expected. The harsh 2014-2015 winter weather caused the Centre County Office of Aging to cancel a number of meals and transportation services, and the Center was closed for one week in May 2015 due to the Fraser Centre construction. The effort to control expenses and maximize donations and volunteer services remains an important priority of staff.

Looking ahead to the last six months of 2015, rental and utility expenses may change because of the August 31, 2015 termination of the lease with the State College Borough and the relocation of the program to another facility.

**WHAT IS THE COST?**

Costs are allocated based upon the residency of individual Senior Center customers (Unique Person Served). Municipal shares are adjusted annually based upon the residency of the program participants in the prior year. The 2015 budget for the Senior Center provides for the revenue and expenditures as shown on Table 36 on right.

Centre County contributes 25% of the facility rental costs and 50% of defined operating expenses; for 2015 this assistance amounts to \$78,090 or 34% of the overall Center budget. In view of the upcoming relocation, this

**Revenue**

|                       |  | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|-----------------------|--|------------------------|------------------------|------------------------|------------------------|
| Fund Balance          |  | \$ 55,409              | \$ 40,393              | \$ 35,113              | \$ 19,841              |
|                       | <b>Subtotal</b>                                    | \$ 55,409              | \$ 40,393              | \$ 35,113              | \$ 19,841              |
|                       | <b>2015<br/>Municipal Contributions Percentage</b> |                        |                        |                        |                        |
| State College Borough | 36.99%   | \$ 33,304              | \$ 39,478              | \$ 48,056              | \$ 41,612              |
| College Township      | 30.40%   | \$ 32,017              | \$ 34,048              | \$ 25,120              | \$ 34,198              |
| Ferguson Township     | 12.92%   | \$ 16,615              | \$ 12,831              | \$ 16,383              | \$ 14,534              |
| Halfmoon Township     | 0.00%  | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| Harris Township       | 6.32%  | \$ 5,850               | \$ 4,676               | \$ 4,369               | \$ 7,110               |
| Patton Township       | 13.37%   | \$ 15,931              | \$ 15,004              | \$ 15,290              | \$ 15,041              |
|                       | <b>Subtotal</b>                                    | \$ 103,717             | \$ 106,037             | \$ 109,218             | \$ 112,495             |
| <b>Other Revenue</b>  |  |                        |                        |                        |                        |
| Interest Earnings     |  | \$ 42                  | \$ 23                  | \$ 11                  | \$ 25                  |
| Program Revenue       |  | \$ 7,944               | \$ 19,129              | \$ 11,685              | \$ 13,000              |
| County Grants         |  | \$ 71,038              | \$ 73,357              | \$ 62,258              | \$ 78,090              |
| Donations             |  | \$ 2,661               | \$ 3,200               | \$ 3,881               | \$ 5,000               |
|                       | <b>Subtotal</b>                                    | \$ 81,685              | \$ 95,709              | \$ 77,835              | \$ 96,115              |
| <b>GRAND TOTAL</b>    |  | <b>\$ 240,811</b>      | <b>\$ 242,139</b>      | <b>\$ 222,166</b>      | <b>\$ 228,451</b>      |

**Expenditures**

|                    |                 | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|--------------------|-----------------|------------------------|------------------------|------------------------|------------------------|
| Personnel          |                 | \$ 91,798              | \$ 94,309              | \$ 101,283             | \$ 110,983             |
| Operating          |                 | \$ 108,620             | \$ 112,717             | \$ 103,330             | \$ 114,656             |
| Capital            |                 | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
|                    | <b>Subtotal</b> | \$ 200,418             | \$ 207,026             | \$ 204,613             | \$ 225,639             |
| Fund Balance       |                 | \$ 40,393              | \$ 35,113              | \$ 17,553              | \$ 2,812               |
| <b>GRAND TOTAL</b> |                 | <b>\$ 240,811</b>      | <b>\$ 242,139</b>      | <b>\$ 222,166</b>      | <b>\$ 228,451</b>      |

Table 36. Centre Region Parks and Recreation Senior Center revenue and expenditures from 2012 through the approved 2015 Budget

level of assistance should be evaluated and discussed with county officials during the next several months.

### WHERE ARE WE GOING?

The main factor that will impact the 2016 Senior Center Budget will be the rental rate, utility costs, and renovation expenses for the relocated Center. At the current time, the evaluation of available sites is underway and these costs are being compiled.

It is expected that the following trends that were reported over the past several years will continue in 2016:

- Every day for the next 15 years, 10,000 Americans will turn 65. Due to the increase of retirees in the Centre Region, the Senior Center is developing new and creative programs to get the baby boomer generation active in the community and interested in the Center.
- In the Centre Region, individuals over age 60 continue to be the fastest growing age group.
- There are more Pennsylvania residents over the age of 60 than there are people who are under the age of 18. Due to the increase in retirement communities in the area (Juniper Village, Foxdale Village, Liberty Hill, and the Village of Nittany Glen), Centre County is a popular place to retire. As the Centre Region continues to grow and develop, staff are adjusting and improving the Center by keeping its appeal to those who know it as their “home away from home,” and making it inviting to the younger seniors. Staff is working hard to update the Center with newer technology, develop new active fitness programs, provide nutritional information, and plan exciting day trips.



Figure 88. Centre County Senior Games participants test their basketball skills at the 2014 games. Photo by CRPR.

Looking forward into 2016 and 2017, proposed new work objectives for the Senior Center are listed below.

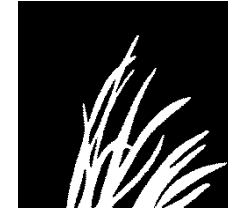
*Proposed New Work Objectives...*

- **Senior Center Relocation** - In April 2015, the CRPR Authority Board voted to accept an offer from the State College Borough to terminate the Senior Center's lease due to construction and accessibility concerns related to the new Fraser Centre project. CRPR Authority and Centre County Office of Aging staff are actively seeking a new location for the Center with the goal to remain within the 2015 approved budget and allow continued quality service to Centre Region seniors. The relocation of the Center offers CRPR an opportunity to rebrand the Center to attract the more-active "baby boomer" generation by adding increased programs and events as well as continuing service to current participants. To date, the Authority has visited three different facilities that appear promising in terms of location, cost, and size.
- **Rebrand the Senior Center** - The Center will be rebranded at the grand opening of its new location with a new name that accurately explains what the Center has to offer and who it serves. The goal of this rebranding is to expand resident participation and the variety of programs offered while maintaining high quality programs and positive visitor experiences. Additional programs will be added during non-peak hours including evening and weekends to attract the younger, more active seniors who may currently have weekday employment or volunteer responsibilities. Center materials will be updated and redistributed throughout the community, and staff will attend local civic group meetings to present information about the Center, its programs, and volunteer opportunities.
- **Centre County Funding Assistance:** In light of the increased expenses associated with the pending relocation, the level of funding assistance provided by Centre County should be jointly evaluated and discussed.
- **Volunteer Program** - Create a new in-house Senior Volunteer Program to empower current participants and encourage new participants to get involved in the Center.
- **Fundraising Efforts** - Expand cooperation and support including looking into grant-funded opportunities from partner groups and outside sponsors such as the Centre County Coalition of Senior Centers, Osher Life Long Learning at Penn State, Global Connections, Geriatric Interest Network Organization, PSU Office of Healthy Aging, and local senior service providers.

THIS PAGE IS INTENTIONALLY LEFT BLANK

## MISSION

*The mission of the Millbrook Marsh Nature Center is to educate and inspire the community about the natural world and to instill a passion for the environment through science, history, culture, and art.*



## WHO ARE WE?

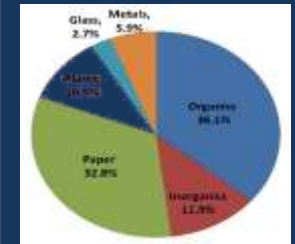
Millbrook Marsh Nature Center (MMNC) is a recreation and education destination for the community. Its unique natural setting serves as a regional attraction that offers passive recreation opportunities to the public and also provides educational opportunities and facility rentals to generate income. In January 1997, a 35-year lease at \$1 per year between Penn State University and the Centre Region Parks and Recreation (CRPR) Authority was executed for the Nature Center. During 2007, the lease was extended through 2042 (plus an optional 15-year extension) to provide for the construction of the expanded facilities at the Nature Center.



The Nature Center consists of a 12-acre farmstead plus a 50-acre marsh area in College Township. The site also has a historic, restored barn and a new Leadership in Energy and Environmental Design (LEED) Silver Certified Spring Creek Education Building. A capital campaign raised \$1,087,830 (with 100 % payment on all pledges) was used to fund the construction of the building and to begin the planning the Phase II construction of a visitor parking area and expansion of the Spring Creek Education Building.

The buildings at the Nature Center provide an ideal setting for community rents and indoor education space. The unique wetland ecosystem allows the MMNC to offer quality environmental education programs, wildlife viewing opportunities, and community events. The MMNC offers curriculum and state-standard based programs for students from local and surrounding school districts to learn about the importance of the wetland ecosystem; additional programs are designed to address the needs of Scout groups and homeschool families. A wide range of activities geared specifically toward families, children, and adults are offered as well as kids' summer camp programs.

The CRPR Authority appoints volunteer committee members to the MMNC Advisory Committee for two-year terms. The Committee represents the partner groups associated with the Nature Center. Working with staff and the Authority, the 16 members of the Committee help guide the developmental and operational needs of the Nature



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
PARKS AND  
RECREATION

MILLBROOK  
MARSH NATURE  
CENTER

Center. Subcommittees were also formed to guide the financial and program aspects of the Nature Center. In mid-2014, the “Friends of Millbrook Marsh” group was re-launched with the goal of growing community support and fans of the Nature Center for communication, activities and donor support.

In 2014, the Nature Center began focusing on Operational Fundraising to support the growing programs as well as the maintenance and upkeep of the facility. This was a positive move that is being continued in 2015 and may provide more support in the future as relationships are developed. With the upgrade of the Program Coordinator to a full-time position, programs have expanded to include a nature play program for preschoolers (“Puddle Jumpers”), new Specialty Summer Camps such as “Boating Adventures” and “Mural Camp,” and the expansion of adult program offerings. Additionally, a partnership was created with the State College Area School District (SCASD) to provide after school environmental education programs at three schools (this may expand to six schools in the 2015-2016 school year). These new programs, along with other additions, will continue to diversify the MMNC’s community offerings. Staff support for the Nature Center includes:

|  |   |
|--|---|
| <p><b><u>Full-time, year-round:</u></b><br/>         Nature Center Supervisor<br/>         Nature Center Program Coordinator<br/>         Staff Assistant at the CRPR office<br/>         (funded 15% by the nature center budget)</p> | <p><b><u>Seasonal:</u></b><br/>         Spring/Fall Program Leaders<br/>         College Interns<br/>         Summer Camp Leaders</p> |
|--|---|

**WHAT DO WE DO?**

A. Preserve the Centre Region’s historical, agricultural, and environmental heritage by maintaining and enhancing the buildings and wetland ecosystems of the Millbrook Marsh Nature Center.

*Ongoing Contributions...*

- Constructing a visitor parking area at the Nature Center to accommodate the growing number of programs and day-use visitors. This 2015 construction project was funded with donations from the Phase I Capital Campaign, a major donor, and a state grant. When complete in fall 2015, it will include 83 parking spaces, rain gardens, and walkways to the Center. *(See Millbrook Marsh Nature Center Capital Budget section).*

- Evaluating the aging structures at the MMNC. The boardwalk has storm damage and is over 10 years old, the dry sprinkler system in the unheated barn has sustained damage from leaks and freezing during winters, the ADA accessible paths at the Nature Center need improved for ease of use by visitors, the signage needs to be replaced because it is unreadable, and an ADA drinking fountain is needed for visiting groups. (See *Nature Center Capital Budget*).
- Offering the only LEED-certified building in the Centre Region COG system. Rental requests for this facility include bridal and baby showers, meetings, workshops, retreats, wedding receptions, and more! Visitors who attend programs, summer camps, classes, music concerts, and rental activities already enjoy and value the building. This building is also the home base for the Puddle Jumpers Nature Play Program for preschoolers.
- Controlling invasive plants at the Nature Center with support from specialists and biologists at Penn State University help keep the land safe for visitors and encourage native plants to thrive in this ecosystem.
- Maintaining the MMNC grounds in compliance with the Conservation Easement and Management Plan, including land management and building operations.

B. Serve the community by providing safe, fun, and educational programs for children and adults, community events, facility rental options, and other services.

*Ongoing Contributions...*

- Increasing participation and program revenue by developing new programs to meet the public's needs, such as the "Puddle Jumpers" Nature Play Program for Pre-School series, additional adult classes, and new exciting summer camps for youth such as the "Outdoor Explorer - Hiking Adventures" and "Knee High Naturalist" camps.
- Explore expanding the "Eco-Explorers" afterschool program (which started in fall 2014) through the SCASD Community Education Extended Learning (CEEL) from three schools to six schools. This program series is the first time the MMNC has provided off-site programming for children.
- Continue to develop and offer new programs and options such as expanded birthday party options and additional adult workshops such as bird identification classes, organic gardening workshops, and backyard composting workshops.
- Providing two large-scale family events each year in partnership with the Penn State University Recreation Parks and Tourism Management classes: the Earth Day Birthday (spring) and the Historic Harvest Festival (fall).

- Developing an online presence for the nature center, including a Facebook page and a monthly e-newsletter. The online presence is intended to reach a larger audience and better promote the mission and offerings of the Nature Center. MMNC announcements will still be included on the CRPR Facebook page and e-newsletters.
- Offering a recreational setting for visitors to enjoy dog-walking, bike riding, picnicking, hiking, bird watching, photography, and time with friends and families.
- Providing quality environmental education programs for school groups, private groups, Scouts, homeschool families, children’s birthday parties, and more.
- Developing the current volunteer program into a “Docent Volunteer Program” for the Nature Center to better organize and coordinate interested volunteers and their strengths. Currently, the Nature Center has a Volunteer Garden Coordinator who maintains the flower beds and gardens, a neighbor to the Center who works as a Rental Host for after hour rentals, and volunteers who offer their time and assistance with maintenance, photography, programming, and other duties at the Nature Center.
- Focusing on quality customer service, well-trained staff, and offering a friendly welcome to all who attend programs and events.
- Offering programs to meet the criteria for new Girl Scout patches. Boy Scout merit badge programs are also available.



Figure 89. A youngster meets a snake during the Puddle Jumpers Program at the Millbrook Marsh Nature Center. Photo by CRPR.

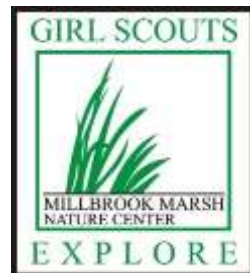


Figure 90. The Millbrook Marsh Nature Center Girl Scout patch.

C. Develop municipal, private, and community partnerships to fund the development and operation of the Millbrook Marsh Nature Center.

*Ongoing Contributions...*

- Cultivating outside resources and private contributions to fund operations and capital projects at the MMNC. Exploring funding and sponsorship options to expand community offerings. Meeting with educational groups, private citizens, and community groups to increase awareness of the Nature Center.
- Developing a new “Friends of Millbrook Marsh” group to gather supportive and interested community members together to share ideas, discuss fundraising, participate in and organize events, and support the Nature Center. Several membership options are offered and members receive an e-newsletter, advance notice of programs, special offers from the MMNC and its partner groups, important communications about the needs of the Center, and other benefits.
- Developing strong partnerships with area agencies and groups to offer joint programs and events, including Shaver’s Creek Environmental Center, the Centre County Historical Society, Discovery Space Museum, PSU Arboretum, and Clearwater Conservancy. Attending events, conferences, fairs, and meetings to promote visits and usage of the Nature Center and its programs.

**OF PARTICULAR NOTE**

- **Progress with Operational Fundraising** – In the ongoing effort to minimize municipal contributions, in 2014 the Nature Center focused additional staff time on operational fundraising. The fundraising model will be expanded during 2015 to include contracting a fundraising consultant for CRPR to conduct a feasibility study for the agency, including the Nature Center. **Through grant programs, community donations, and major donor gifts, 70% of the 2015 Operational Fundraising goal has been secured** (as of mid-June 2015). This accomplishment indicates that designating staff time and having the assistance of a trained fundraiser could help secure future operational fundraising to support the Center. Developing relationships with potential donors is the most effective way to raise these funds. Dovetailing the fundraising for the Nature Center (for capital projects and operating expenses) to other CRPR fundraising efforts remains of critical importance.
- **Grants** – Two grants totaling \$3,000 were recently approved to support the specialty camps at the Nature Center with kayaks and equipment. The Nature Center also received several grants in 2014, including a National Environmental Education Grant for

\$1,990 for special event development plus a grant from the Central Pennsylvania Convention and Visitors Bureau for \$2,500 to reprint the MMNC brochures.

- **Farmhouse** – The Nature Center farmhouse was demolished in early 2014 due to old age and degraded conditions. The rental income from the farmhouse was previously used to help offset Nature Center operating expenses, which impacted the 2014 and 2015 operating budgets.

### WHERE ARE WE NOW?

For the period of January 1 to June 30, 2015, expenditures for the MMNC were consistent with the projections contained in the 2015 budget. Efforts that are reported below for 2015 are based on the 2015-2016 Work Plan:

- Operational fundraising is at 70 % of the goal after the first six months of the year. While donations are never guaranteed or predictable, the MMNC Advisory Committee and staff are committed to developing future fundraising efforts. The fundraising study, coordinated by CRPR, is expected to proceed in 2015 and will provide additional guidance for the fundraising effort. The staff and the Nature Center Advisory Committee continue to work on operational fundraising.
- During 2015, the hourly rate for seasonal employees was reviewed and found to be considerably lower than other similar facilities in State College (\$8.50-\$9.50 for educational staff). As a result of the review, the hourly rate was increased for seasonal staff based on the amount of time spent working at the Nature Center and the level of experience. This adjustment also allows the Nature Center to attract and retain new staff. Currently, the Nature Center is fortunate to have a strong educational staff that returns each spring and fall to lead educational programs. The seasonal nature of these positions results in the need for new staff and continuous training.
- The Nature Center continues to coordinate with Clearwater Conservancy through the Connections Program to provide funding assistance to groups who utilize Nature Center facilities. While the MMNC programs are valued educationally, many groups in the community who attend them are facing financial hardship associated with the costs of trips including transportation and program fees. In order to not lose valuable customers who provide revenue to the Nature Center, the Advisory Committee must continue to evaluate program costs. The program fee for group programs remains at \$7 per child at the request of the MMNC Advisory Committee. While it is anticipated that the Connections Program will continue, it is noted that requests from schools for funding assistance have doubled since 2011. **Currently, 75 % of visiting groups use Connections funding.**

- 14 Specialty Summer Camps are being offered during the eight week summer camp sessions in 2015 to teach youth skills such as Kayaking, Canoeing, Geo-Caching, Outdoor Exploring, Nature Art, and more. These camps involve contracting with qualified instructors for specialty skills and the use of MMNC Summer Interns for camp support.
- A Wedding and Special Ceremony package was designed for 2015 to encourage the use of the Nature Center for celebrations and to streamline the costs and rental process. At this time, no weddings have been scheduled at the Nature Center for 2015. No alcohol is permitted at any CRPR facility.

**WHAT IS THE COST?**

The 2015 budget for the Nature Center provides for the revenue and expenditures as shown on Table 37 on right. Fortunately, the 2015 starting balance was \$13,177 above budget, which was primarily due to lower-than-expected pension costs, health insurance costs, and contracted services.

The Nature Center continues work to maximize donations and to stretch municipal contributions.

**WHERE ARE WE GOING?**

The value of municipal support and the outside donations being made to the Nature Center is clearly recognized, along with the three % increase ceiling set by the COG Finance Committee. Every effort to stretch the value of contributions from both donors and the municipalities will continue annually.

**Revenue**

|                         |  | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|-------------------------|--|------------------------|------------------------|------------------------|------------------------|
| Fund Balance            |  | \$ 18,336              | \$ 14,125              | \$ 15,683              | \$ 11,828              |
|                         | <b>Subtotal</b>                                    | \$ 18,336              | \$ 14,125              | \$ 15,683              | \$ 11,828              |
|                         | <b>2015<br/>Municipal Contributions Percentage</b> |                        |                        |                        |                        |
| State College Borough   | 23.26%   | \$ 11,037              | \$ 11,649              | \$ 12,045              | \$ 14,745              |
| College Township        | 17.18%   | \$ 8,582               | \$ 8,915               | \$ 9,041               | \$ 10,891              |
| Ferguson Township       | 27.56%   | \$ 13,462              | \$ 14,014              | \$ 14,350              | \$ 17,471              |
| Halfmoon Township       | 0.00%  | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
| Harris Township         | 9.56%  | \$ 4,558               | \$ 4,791               | \$ 4,976               | \$ 6,060               |
| Patton Township         | 22.44%   | \$ 10,493              | \$ 11,169              | \$ 11,638              | \$ 14,225              |
|                         | <b>Subtotal</b>                                    | \$ 48,132              | \$ 50,538              | \$ 52,050              | \$ 63,392              |
| <b>Other Revenue</b>    |  |                        |                        |                        |                        |
| Interest Earnings       |  | \$ 7                   | \$ 4                   | \$ -                   | \$ 10                  |
| Program Revenue         |  | \$ 45,465              | \$ 72,104              | \$ 61,958              | \$ 67,247              |
| Program Grant           |  | \$ 1,343               | \$ -                   | \$ 6,940               | \$ 8,000               |
| Contributions/Donations |  | \$ 20,320              | \$ 10,065              | \$ 52,799              | \$ 59,848              |
| Miscellaneous Revenue   |  | \$ 16,284              | \$ 3,936               | \$ 11,395              | \$ 12,150              |
|                         | <b>Subtotal</b>                                    | \$ 83,419              | \$ 86,109              | \$ 133,092             | \$ 147,255             |
| <b>GRAND TOTAL</b>      |  | \$ 149,887             | \$ 150,772             | \$ 200,825             | \$ 222,475             |

**Expenditures**

|                    |                 | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Budget</b> |
|--------------------|-----------------|------------------------|------------------------|------------------------|------------------------|
| Personnel          |                 | \$ 97,512              | \$ 98,276              | \$ 128,356             | \$ 156,630             |
| Operating          |                 | \$ 38,250              | \$ 36,813              | \$ 47,464              | \$ 65,845              |
| Capital            |                 | \$ -                   | \$ -                   | \$ -                   | \$ -                   |
|                    | <b>Subtotal</b> | \$ 135,762             | \$ 135,089             | \$ 175,820             | \$ 222,475             |
| Fund Balance       |                 | \$ 14,125              | \$ 15,683              | \$ 25,005              | \$ -                   |
| <b>GRAND TOTAL</b> |                 | \$ 149,887             | \$ 150,772             | \$ 200,825             | \$ 222,475             |

Table 37. Centre Region Parks and Recreation Millbrook Marsh Nature Center revenue and expenditures from 2012 through the approved 2015 Budget.

While the 2015 Operational Fundraising has been successful thus far, this type of designated and targeted fundraising requires the consultation of a professional to guide the efforts of staff. Fundraising will be vital to cover upcoming operational costs in terms of growing the programs, increasing facility rentals, and addressing maintenance needs of the site.

*Proposed Budgetary Changes for 2016 and 2017...*

- **Nature Center Supervisor Transition** – Ms. Molly Hetrick, who has served as the Nature Center Supervisor since March 2003, resigned in June 2015 to accept a fundraising position with the Schlow Centre Region Library. Melissa Free, the Nature Center Program Coordinator, has agreed to serve as the Acting Supervisor, and the CRPR Agency remains committed to advancing the services provided by Millbrook Marsh Nature Center.
- **Staff Development and Cost of Fundraising** – Once the agency-wide Fundraising Feasibility Study results are available, staff must be trained in the associated techniques and providing the necessary resources.
- **Program Supplies and Operational Maintenance Supplies and Equipment** – Expenditures for this category will increase slightly due to the increased activities that are planned for 2016. Grants will continue to be sought to help offset operational costs.



Figure 91. The Puddle Jumpers explore the garden at the MMNC. This pumpkin patch has been transitioned into a Pollinator Garden.

*Proposed New Work Objectives for 2016 and 2017...*

- **Programs and Rentals** – New program ideas are being explored including visiting other Nature Centers for programming ideas and successful, sustainable funding strategies. Staff aims to evaluate current program levels while considering new additions. In some cases programs that have been offered for many years are very staff intensive, or do not provide sufficient revenue to offset costs.
- **Grants and Donations** – Staff will continue to seek and apply for grants or targeted donations to support the needs of the Nature Center. Operational donations can be challenging when capital projects are also underway, but for 2016, the focus will be on both types of donations. Operational donations for 2015 are budgeted at \$59,484 (70 % raised so far), while in 2014, \$47,150 was raised (budgeted at \$41,166).

## MISSION

The mission of the Millbrook Marsh Nature Center Capital Budget is to provide funds for the improvements listed on the Master Site Plan, including the Spring Creek Education Building, the Welcome Center, and visitor parking – as approved by the Centre Region Parks & Recreation Authority and the COG General Forum. This fund also addresses the major upkeep and maintenance needs at the Nature Center.



## WHO ARE WE?

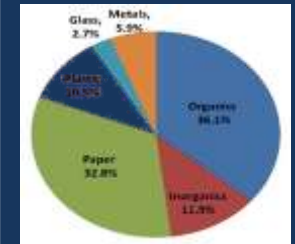
Since 1997, the Millbrook Marsh Nature Center (MMNC) has been a destination in the heart of the Centre Region that offers quality environmental education programs, a friendly staff, and a beautiful setting. The Nature Center consists of a 12-acre farmstead and a 50-acre marsh area in College Township, including an historic, restored barn and a newly constructed Leadership in Energy and Environmental Design (LEED) Silver Certified Spring Creek Education Building, boardwalks, picnic tables and pavilions, and wildlife viewing areas.

## WHAT DO WE DO?

A. Plan, develop, and support future additions to the Millbrook Marsh Nature Center through a capital building campaign, donations, grants, and other sources to extend the ability to offer quality programs and recreation options.

### *Ongoing Contributions...*

- Continue working toward the completion of Phase I Capital Projects, including both the Spring Creek Education Building (Phase I completed in 2012) and the Visitor Parking Area (planned for 2015). Phase II fundraising and construction will include an addition onto the LEED-certified Spring Creek Education Building and includes construction of the Welcome Center.
- Continue to make connections with past and potential donors for upcoming capital projects. This will be done in cooperation with the current Operational Fundraising initiatives.
- Continue to monitor, evaluate, upkeep, and provide maintenance for the structures at the Nature Center.



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
PARKS AND  
RECREATION

MILLBROOK  
MARSH NATURE  
CENTER

CAPITAL BUDGET

## OF PARTICULAR NOTE

- The Visitor Parking Area construction is planned for August 2015. The parking area construction estimate (\$175,000) was prepared by the contracted engineering firm. Penn State has become a partner in this project by providing 3,250 cubic yards of fill soil that will help save costs during construction. The Visitor Parking Area will feature rain gardens as a green, eco-friendly feature. The rain gardens will also serve as an educational and aesthetic purpose in this project and contributed to the interest that the PA Department of Conservation and Natural Resources (DCNR) has shown by assisting with this project. When completed, the parking area and rain gardens will also serve as a demonstration site for other future projects in the state. No municipal funds are being requested for this project.
- A major donor has provided a written pledge of \$200,000 toward projects at the Nature Center: \$40,000 in 2015 for the Visitor Parking Area and \$160,000 in 2016 for the expansion of the Spring Creek Education Building. This donation was linked by the Donor to the stipulation that both major projects must move forward in 2015 and 2016.

## WHERE ARE WE NOW?

For the period of January 1 to June 30, 2015, revenue and expenditures for the Capital Budget were consistent with the projections contained in the 2015 budget.

- **Parking Area Construction** – As mentioned above, plans for the Visitor Parking Area at the Nature Center have been developed, reviewed, and approved. Currently, the Visitor Reception and Parking Area is planned for construction in August 2015 pending approval of project documents by the PA Department of Conservation and Natural Resources with a matching grant \$87,500. A major donor has provided a written pledge of support and the University provided fill material that was needed for the project. No municipal contributions will be used for this important improvement.
- **Review of Current Facility Needs** – Many of the Nature Center structures and facilities are now over 10 years old and will require capital level repairs. (See the “Capital Improvement Plan” for more details)

**WHAT IS THE COST?**

The 2015 capital budget for the Millbrook Marsh Nature Center provides for the following revenue and expenditures shown on Table 38 on right. The 2015 starting fund balance was \$86 above budget.

**At this point, the 2016 Nature Center Capital Budget does include any municipal contributions.** It is expected that the budget proposal will reflect donations and grants to complete the Visitor Parking Area in 2015 and for 2016 show the proposed funding of the Phase II Spring Creek Education Building.

**WHERE ARE WE GOING?**

*Proposed Budgetary Changes...*

- **Education Building and Barn Staining Project** – The siding on the barn and the Spring Creek Education Building has begun to show mildew, in 2016 it will be proposed to power wash and clear-coat the buildings.
- **Spring Creek Education Building Phase II** – Begin laying the groundwork to raise \$500,000 for the construction of the second and final phase of the Spring Creek Education Building. This addition will include classroom and laboratory space which will be available for rent by the community. Since this is a regional facility, it is recommended that this project be included with the upcoming Regional Parks Campaign. Details

**Revenue**

|                            | <b>2012 Actual</b> | <b>2013 Actual</b> | <b>2014 Actual</b> | <b>2015 Budget</b> |
|----------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund Balance               | \$ 64,474          | \$ 54,148          | \$ 64,048          | \$ 58,593          |
| <i>Subtotal</i>            | \$ 64,474          | \$ 54,148          | \$ 64,048          | \$ 58,593          |
| <b>Other Revenue</b>       |                    |                    |                    |                    |
| Interest Earnings          | \$ 343             | \$ 138             | \$ 487             | \$ 50              |
| Capital Campaign Donations | \$ 8,154           | \$ 25,442          | \$ -               | \$ 41,286          |
| Grant Revenue              | \$ -               | \$ -               | \$ -               | \$ 87,500          |
|                            | \$ 8,497           | \$ 25,580          | \$ 487             | \$ 128,836         |
| <b>GRAND TOTAL</b>         | <b>\$ 72,971</b>   | <b>\$ 79,728</b>   | <b>\$ 64,535</b>   | <b>\$ 187,429</b>  |

**Expenditures**

|                          | <b>2012 Actual</b> | <b>2013 Actual</b> | <b>2014 Actual</b> | <b>2015 Budget</b> |
|--------------------------|--------------------|--------------------|--------------------|--------------------|
| Capital Campaign Expense | \$ 748             | \$ 1,853           | \$ -               | \$ 2,500           |
| Architect                | \$ 1,020           | \$ 12,888          | \$ 2,250           | \$ 9,300           |
| Insurance                | \$ -               | \$ -               | \$ -               | \$ -               |
| Capital                  | \$ 17,055          | \$ 939             | \$ 3,606           | \$ 175,629         |
| <i>Subtotal</i>          | \$ 18,823          | \$ 15,680          | \$ 5,856           | \$ 187,429         |
| Fund Balance             | \$ 54,148          | \$ 64,048          | \$ 58,679          | \$ -               |
| <b>GRAND TOTAL</b>       | <b>\$ 72,971</b>   | <b>\$ 79,728</b>   | <b>\$ 64,535</b>   | <b>\$ 187,429</b>  |

Table 38. Centre Region Parks and Recreation Millbrook Marsh Nature Center Capital Budget revenue and expenditures from 2012 through the approved 2015 Budget.

of that fundraising campaign are expected to be developed in 2015 and 2016.

- **Welcome Center Pavilion** – As shown on the Master Site Plan, the pavilion will be built based on the previously planned style with viewing decks, restrooms, visitor information, and a gateway to the marsh trails without going into the courtyard. The timeline for this project will be linked to the Phase II construction of the Spring Creek Education Building.

*Proposed New Work Objectives...*

- **Capital Improvement Plan** – The CRPR Authority Board has directed staff to plan for upcoming repairs to features that are showing age after 10-15 years of use, including the boardwalk system, the need for an ADA drinking fountain for visitors, the upgrade of the current gravel pathways at the Center, and barn’s 15-year old dry (fire) sprinkler system. The siding on the barn and the Spring Creek Education Building will require power washing and staining in 2016. The Nature Center boardwalk, which is now 10 years old, has been damaged on several occasions by flood waters and is in need of major repairs. Other projects include the installation of lit pathways from the Visitor Parking Area and the replacement of ADA parking spaces with paving. Balancing these needs with limited operational funding remains a challenge. Funding is proposed in 2016-2020 Capital Improvement Plan and will be funded primarily by donations and grants.



Figure 92. The Millbrook Marsh Nature Center Barn.

- **Phase II Fundraising and Construction** – As discussed above, major donor funds will available if the Phase II project (including the Welcome Center) moves forward in 2016, following the Visitor Parking Area addition that will be constructed later in 2015. Capital fundraising for 2016 will focus on donations to supplement the \$160,000 that was pledged by a major donor to allow the Phase II construction of the Spring Creek Education Building and for the Welcome Center to be constructed. The major donor who pledged the \$160,000 also set a stipulation that the Phase 2 Projects must begin in 2016.

## MISSION

The purpose of the Regional Parks Capital Budget is to provide for the jointly-financed capital costs associated with the development of the three Regional Parks that the municipalities have acquired through the Centre Region Council of Governments (COG).

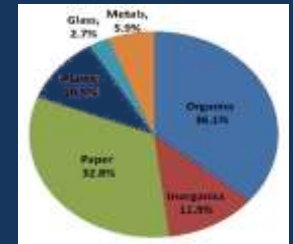
- John Hess Softball Field Complex (in operation)  
(21 acres in Harris Township)
- Oak Hall Regional Park (Phase 1 facilities in operation)  
(68 acres in College and Harris Townships)
- Whitehall Road Regional Park (construction pending)  
(100 acres in Ferguson Township)

These three facilities are intended to complement the three other regional facilities that have been upgraded or renewed over the past decade: William L. Welch and Park Forest Community Swimming Pools and the Millbrook Marsh Nature Center.



Figure 93. The Oak Hall Regional Park Dedication on May 2, 2015.

In 2014, this fund was expanded to include funding the construction of a new Centralized Parks Maintenance Facility at Whitehall Road Regional Park at a cost not to exceed \$2.5 million. A financing package for the Facility remains pending action on a defined construction schedule for that park. In late 2013, the CRPR Authority began renting a building near the Nittany Mall in College Township until the



CENTRE REGION  
COUNCIL OF  
GOVERNMENTS

CENTRE REGION  
PARKS AND  
RECREATION

REGIONAL PARKS  
CAPITAL BUDGET

new facility is constructed.

### **WHO ARE WE?**

**In 2001, the COG and the Centre Region Parks and Recreation Authority began to work jointly to address a recognized deficit of active recreational facilities in the region.** When combined with the renewal of the two community swimming pools and the construction of the new education building at Millbrook Marsh Nature Center, the jointly-funded facilities represent a major regional parks and recreation investment for the future. In total, the regional initiative has also generated over \$3 million in grants to assist in the local effort to develop regional recreation facilities, confirming that the region's cooperation has statewide significance.

Locally, these advancements have been spearheaded by the Centre Region Parks and Recreation Authority working in cooperation with the COG Parks Capital Committee. As outlined in the COG Articles of Agreement, the responsibilities of the COG Parks Capital Committee are:

- To recommend the designation of regional park facilities to the General Forum.
- To develop and recommend a funding strategy for the planning, development, and operation of regional park facilities to the General Forum.
- To cooperate with the CRPR Authority in the preparation of recommended master site plans for regional recreation facilities for referral to the General Forum and/or the participating municipalities.
- To study and prepare recommendations on regional parks for the COG Executive Committee.

## WHAT DO WE DO?

A. Cooperatively establish a framework for the ownership, management, planning, development, and operation of regional parks and implement those processes with the participating municipalities.

### *Ongoing Contributions...*

- Identify, evaluate, and recommend options to fund the development of the regional parks and the Centralized Parks Maintenance Facility.
- Monitor the regional park project loan services to ensure that they are the most cost-effective option available to the participating municipalities. This review includes interest rates, loan periods, and opportunities to lower costs.
- The CRPR Authority Board and the COG Parks Capital Committee meet jointly each month to review and approve project plans and progress for the regional parks. Previously, the groups also coordinated the renewals of the two community swimming pools.
- Any actions that are necessary to proceed with the regional parks are then recommended to the General Forum.

## OF PARTICULAR NOTE

The following summary represents tasks that have been completed in relation to each regional park to date on the Regional Parks Initiative:

### John Hess Softball Field Complex (21 acres)

- Unanimous municipal approval of the COG Articles of Agreement for Regional Park Development
- Real estate appraisal and site fixture appraisal
- Authorization of a safety evaluation and report and subsequent and extensive renovations
- Unanimous municipal approval for the purchase of the property
- Unanimous municipal approval of the Master Site Plan and a phasing plan

- COG leased the site to the CRPR Authority for development and operations
- Phase 1 Archeological Survey
- Resumption of softball league and tournament operations in 2011; the Rededication Ceremony was held in May 2012
- Site revenue exceeded operational expenses in 2013 and 2014
- In 2015, the driveway was widened and profiled as recommended in a 2014 engineering study.

### **Oak Hall Regional Park (68 acres)**

- Unanimous municipal approval of the COG Articles of Agreement for Regional Park Development
- Real estate appraisal; environmental assessment as required by the state grant
- Unanimous municipal approval for the purchase of the property (with state grant assistance)
- Unanimous municipal approval of the Master Site Plan and of the subsequent plan revision
- Completion of a phasing plan and development schedule
- Lease the site to the CRPR Authority for development and operations
- Unanimous municipal approval of the Authority's loan documents to fund the regional park development
- Land development approved by College Township
- Conservation Easement Agreement with the PA Department of Environmental Protection
- The initial project bids were over-budget and therefore were rebid. Upon re-bidding, the Phase 1 contracts were awarded by the Authority in early-2013
- Executed a lease with the College Township Water Authority to permit drilling of public water wells on the site to serve the park and eventually serve the community
- Construction began with a Groundbreaking Ceremony in April 2013. A Dedication Ceremony and Grand Opening was held on May 2, 2015. A full slate of leagues and tournaments are now underway at the new park.
- Secured a \$25,000 "TreeVitalize" grant from the PA Department of Conservation and Natural Resources (DCNR) to plant more trees at the park as outlined on the Master Plan

- Due to several severe rain events, the project encountered significant stormwater problems during the construction period, which delayed the park opening and increased costs for the project. Discussions with the primary consultant are underway to fully resolve the remaining associated costs.
- The Phase 1 Project Budget was established as:

|                    |  |
|--------------------|--|
| \$3,654,000        | (approved base budget)   |
| + \$125,528        | (from refinance savings)   |
| + \$45,000         | (special contribution by College Township to fund the maintenance building for the park) |
| + \$25,000         | (DCNR TreeVitalize Grant)  |
| + \$125,000        | (COG interfund loan for costs associated with the stormwater resolutions)                |
| <b>\$3,974,528</b> | <b>Total Project Budget for Oak Hall Regional Park Phase 1</b>                           |

**Whitehall Road Regional Park (100 acres)**

- Unanimous municipal approval of the COG Articles of Agreement for Regional Park Development
- Subdivision approval
- Real estate appraisals
- Unanimous municipal approval to acquire the 75-acre parcel (with state grant assistance)
- Unanimous municipal approval to acquire the additional 25-acre parcel (with state grant assistance)
- Environmental Assessment Report
- Unanimous approval by the 5 municipalities of the Master Site Plan (developed with state funding assistance) and a subsequent revision to incorporate the Centralized Parks Maintenance Facility
- Expansion of the Regional Growth Boundary and Sewer Service Area to include the parklands
- COG leased the site to the CRPR Authority for development and operations
- Developed construction details for the park plan (this phase of the project will include \$300,000 in state grant assistance)
- Obtained a variance from the Zoning Hearing Board with respect to tree plantings in the parking areas
- Obtained a “Conditional Approval” of the Land Development Plan by Ferguson Township. The completion of this process continues to await progress on the proposed Toll Brothers housing development since they will provide:

- Public roadway access to the park
- Utilities to the park
- Traffic improvements identified in their impact study. The Toll Brothers schedule remains undefined.
- In 2011, the COG General Forum established the Phase 1 Project Budget at \$5,246,000 (approved base budget) + \$300,000 State Grant = **\$5,546,000**. In view of the increased costs associated with the delay in the project, cost estimates for the planned park facilities must be updated so that the scope of the Phase 1 project will meet the approved budget. (The separate financing for the Centralized Parks Maintenance Facility is discussed below.)

### **Funding**

- Annual municipal capital funding assistance started in 2006 for all three regional park sites
- Prepared, submitted, and coordinated numerous grant applications
- Administered six state grants totaling \$1,020,166 for the Oak Hall and Whitehall Road Regional Park projects.
- Financed (and subsequently modified) \$7.5 million in 2011 to permit the Phase I construction at Oak Hall and Whitehall Road Regional Parks. Use of funds for construction at Whitehall Road Regional Park portion of that loan remains suspended pending the actual construction.
- Continued discussions for a capital campaign to fund Phase 2 improvements at the three sites. A Fundraising Feasibility Study is scheduled for 2015. It is expected that the campaign will be implemented upon the construction of the Phase I park facilities.

- The table below shows the modifications that have been made to the Regional Parks Loan by the General Forum and the CRPR Authority in response to interest rate changes and project delays. As planned, the loan amount has decreased as a result of expending loan funds to construct Oak Hall Regional Park Phase 1. In addition, the June 2014 loan package required the COG to borrow (draw down) \$2 million from the available funds, which has since been re-invested (at a lower rate of return). Note that the draw-down window for the current loan expires on December 1, 2015.

|          | Loan Amount | Fixed Rate       | Variable Rate Ceiling | Variable Rate Floor | Final Draw Date | 1st Principal Repay |
|----------|-------------|------------------|-----------------------|---------------------|-----------------|---------------------|
| Jun 2011 | \$7,578,800 | 3.15% until 2016 | 6% from 2016-2031     | 2.36%               | 6/1/2013        | 3/1/2012            |
| Nov 2011 | \$7,001,689 | 3.15% until 2016 | 6% from 2016-2031     | 2.36%               | 6/1/2014        | 3/1/2013            |
| Dec 2012 | \$6,611,300 | 2.8% until 2022  | 5.35% from 2022-2031  | 0%                  | 6/1/2014        | 3/1/2014            |
| Jun 2014 | \$6,611,300 | 2.8% until 2022  | 5.35% from 2022-2031  | 0%                  | 12/1/2015       | 3/1/2014            |

Table 39. *Regional Parks Loan modification history.*

Pending progress on the Whitehall Road parcel and provided that interest rates are largely unchanged, one option is to repay the \$2 million withdrawal, close the existing loan and the re-borrow the funds for the park and the Parks Maintenance Facility project (as outlined by Mr. Chris Gibbons at the April Finance Committee meeting). Payments on the new, combined loan should then begin after the current Fulton loan is paid off.

#### **Centralized Parks Maintenance Facility (to be located within Whitehall Road Regional Park)**

In 2014, funding for the Centralized Parks Maintenance Building was transferred to the Regional Parks Capital Account from the Parks Capital Equipment Account. Based upon prior Site Evaluations and a Master Plan for the new Parks Maintenance Facility, in 2013 the five participating municipalities established a Project Budget of \$2.5 million. When a construction schedule is finalized by Toll Brothers for their housing development, it is expected that both the park and the Centralized Parks Maintenance Facility projects will resume in earnest. At that point, the COG and the Authority can also proceed with engaging architectural services for the maintenance facility and with a financing package for the \$2.5 million project.

**The approved budgets for the Whitehall Road Regional Park (Phase 1) plus the Centralized Parks Maintenance Facility total \$8.04 million.** As a result of the project delays, current projections show a potentially significant cost increase over the approved Phase 1 budgeted amount. Once a timetable is apparent, the consultants and staff will work with the Authority Board and COG Parks Capital Committee to review the project scope and costs. It is hoped that these items will be finalized in time for the 2016 Detailed Budget.

### WHERE ARE WE NOW?

Based upon the commitments of the five participating municipalities, league and tournament use has resumed at the John Hess Softball Field Complex and is off to a strong start at Oak Hall Regional Park. With respect to Whitehall Road Regional Park, the land development approval process remains tabled pending further progress by the Toll Brothers on their proposed adjacent housing development (The Cottages). While it is hoped that bidding for this park can occur in late-2015 and construction will begin in spring 2016, **the Whitehall construction schedule, in view of the costs to build the roadway access and provide utilities to the park, will likely remain tabled pending action by the developer of the adjoining parcel.**

**SUMMARY OF PHASE 1 REGIONAL PARK FACILITIES**

| <p align="center"><b>OAK HALL REGIONAL PARK</b><br/>Phase I Completed</p>  | <p align="center"><b>WHITEHALL ROAD REGIONAL PARK</b><br/>Phase I (Planned)</p>  |
|--|--|
| <ul style="list-style-type: none"> <li>• Grading for all park facilities (Phase I and future)</li> <li>• 4 all-age softball fields (future lighting is planned on Field #OH-1)</li> <li>• Fencing, backstops and safety nets for the 4 ballfields</li> <li>• 8 bleacher units (2 sets/field), benches, trash, recycling containers, drinking fountain)</li> <li>• Restroom/Concession Building (with septic field)</li> <li>• Park water system</li> <li>• Full perimeter walking trail (1-mile)</li> <li>• Parks maintenance building (30' x 40', 2-bay)</li> <li>• Parking areas using crushed stone with LED lighting fixtures</li> <li>• Extensive tree/shrub plantings and site furnishings. Donations were solicited for the tree plantings.</li> <li>• Park entrance sign</li> </ul> <p>Additional improvements and additions at this site, as shown in the Master Plan, remain pending a Phase 2 fundraising campaign.</p> | <p><i>(These improvements are pending the completion of the land development process and updated construction estimates.)</i></p> <ul style="list-style-type: none"> <li>• All grading, erosion, sediment control, and stormwater controls for the 75-acre parcel</li> <li>• 7 rectangular fields and 1 rectangular practice field (all grass fields, includes player benches and goals)</li> <li>• 1 larger baseball field</li> <li>• All parking and interior park roads</li> <li>• One restroom/concession building (with flush toilets)</li> <li>• One large community pavilion</li> <li>• Perimeter trail and interior walkways serving the Phase I facilities</li> <li>• Regional playground and basketball court</li> </ul> <p>These improvements do not include the addition of an entrance road or off-site utilities, which are anticipated to be completed by others. Delays in finalizing those arrangements have suspended the bidding and construction of this park.</p> |



**WHAT IS THE COST?**

The extensive delay associated with Whitehall Road Regional Park has again impacted the annual budget for Regional Parks Capital, as shown in Table 40 on right and Table 41 on page 278.

The 2013-2015 budgets anticipated that bidding for the construction work at Whitehall Road Regional Park would proceed. The park and the new maintenance facility has been delayed pending road access and utility services through the development of the adjacent property that is zoned for multi-family housing. However, the property sale to the prospective developer has not been finalized and the development plans have not yet been finalized. Until the issues related to road access, utility access, and traffic improvements are finalized, the park projects cannot be bid.

**WHERE ARE WE GOING?**

*Proposed Work Objectives...*

Looking forward into 2016 and 2017, the proposed work objectives for the COG Parks Capital Committee, the Authority, and CRPR staff will include:

**Regional Parks - Construction and Operation Goals:**

- Promote the facilities at Oak Hall Regional Park and at John Hess Field Softball

Table 40.  
Centre  
Region  
Parks and  
Recreation  
Regional  
Parks  
Capital  
Budget  
revenue  
from 2012  
through the  
approved  
2015  
Budget.

**Revenue**

|                                     |                   | 2012 Actual  | 2013 Actual  | 2014 Actual  | 2015 Budget  |
|-------------------------------------|-------------------|--------------|--------------|--------------|--------------|
| Fund Balance                        |                   | \$ -         | \$ 1,479,925 | \$ (86,368)  | \$ 2,123,286 |
|                                     | <b>Subtotal</b>   | \$ -         | \$ 1,479,925 | \$ (86,368)  | \$ 2,123,286 |
|                                     | <b>2011</b>       |              |              |              |              |
| <b>Municipal Contributions (RP)</b> | <b>Percentage</b> |              |              |              |              |
| State College Borough               | 23.37%            | \$ 132,260   | \$ 124,818   | \$ 126,932   | \$ 97,406    |
| College Township                    | 18.11%            | \$ 102,492   | \$ 141,725   | \$ 98,363    | \$ 75,483    |
| Ferguson Township                   | 28.04%            | \$ 158,690   | \$ 149,761   | \$ 152,297   | \$ 116,871   |
| Halfmoon Township                   | 0.00%             | \$ -         | \$ -         | \$ -         | \$ -         |
| Harris Township                     | 9.40%             | \$ 53,198    | \$ 50,205    | \$ 51,056    | \$ 39,179    |
| Patton Township                     | 21.08%            | \$ 119,300   | \$ 112,588   | \$ 114,494   | \$ 87,861    |
|                                     | <b>Subtotal</b>   | \$ 565,940   | \$ 579,097   | \$ 543,142   | \$ 416,800   |
| <b>Other Revenue</b>                |                   |              |              |              |              |
| Interest Earnings                   |                   | \$ 6,537     | \$ 4,198     | \$ 165       | \$ 3,000     |
| House/Ag Rental                     |                   | \$ -         | \$ 22,557    | \$ 16,603    | \$ 14,000    |
| Donation Income                     |                   | \$ -         | \$ -         | \$ 39,218    | \$ 10,000    |
| Donation from COG Reg Parks Fund    |                   | \$ 1,309,458 | \$ -         | \$ 112,000   | \$ -         |
| Grant Revenue                       |                   | \$ -         | \$ -         | \$ -         | \$ 150,000   |
| Loan Proceeds                       |                   | \$ -         | \$ 517,271   | \$ 2,806,017 | \$ 3,094,029 |
|                                     | <b>Subtotal</b>   | \$ 1,315,995 | \$ 544,026   | \$ 2,974,003 | \$ 3,271,029 |
| <b>GRAND TOTAL REG PARKS</b>        |                   | \$ 1,881,935 | \$ 2,603,048 | \$ 3,430,777 | \$ 5,811,115 |

|   |                   |              |              |              |              |
|---|-------------------|--------------|--------------|--------------|--------------|
| Fund Balance                            |                   | \$ -         | \$ -         | \$ -         | \$ -         |
|   | <b>Subtotal</b>   | \$ -         | \$ -         | \$ -         | \$ -         |
|   | <b>2015</b>       |              |              |              |              |
| <b>Municipal Contributions (MF)</b>     | <b>Percentage</b> |              |              |              |              |
| State College Borough                   | 23.26%            | \$ -         | \$ -         | \$ 16,777    | \$ 16,864    |
| College Township                        | 17.18%            | \$ -         | \$ -         | \$ 12,593    | \$ 12,455    |
| Ferguson Township                       | 27.56%            | \$ -         | \$ -         | \$ 19,988    | \$ 19,981    |
| Halfmoon Township                       | 0.00%             | \$ -         | \$ -         | \$ -         | \$ -         |
| Harris Township                         | 9.56%             | \$ -         | \$ -         | \$ 6,931     | \$ 6,931     |
| Patton Township                         | 22.44%            | \$ -         | \$ -         | \$ 16,211    | \$ 16,269    |
|   | <b>Subtotal</b>   | \$ -         | \$ -         | \$ 72,500    | \$ 72,500    |
| <b>Other Revenue</b>                    |                   |              |              |              |              |
| Interest Earnings                       |                   | \$ -         | \$ -         | \$ -         | \$ -         |
| House/Ag Rental                         |                   | \$ -         | \$ -         | \$ -         | \$ -         |
| Donation Income                         |                   | \$ -         | \$ -         | \$ -         | \$ -         |
| Donation from COG Reg Parks Fund        |                   | \$ -         | \$ -         | \$ -         | \$ -         |
| Grant Revenue                           |                   | \$ -         | \$ -         | \$ -         | \$ -         |
| Loan Proceeds                           |                   | \$ -         | \$ -         | \$ -         | \$ 2,675,500 |
|   | <b>Subtotal</b>   | \$ -         | \$ -         | \$ -         | \$ 2,675,500 |
| <b>GRAND TOTAL MAINTANENCE FACILITY</b> |                   | \$ -         | \$ -         | \$ 72,500    | \$ 2,748,000 |
| <b>GRAND TOTAL</b>                      |                   | \$ 1,881,935 | \$ 2,603,048 | \$ 3,503,277 | \$ 8,559,115 |

Complex so as to complement the existing parks.

- Schedule, operate, and maintain John Hess Field Softball Complex and Oak Hall Regional Park efficiently with the goal of user fees serving as the primary revenue source for operational costs.
- Complete the land development process for Whitehall Road Regional Park and the Centralized Parks Maintenance Facility; begin the bidding and construction phases as soon as possible.

### Expenditures

|                                     | 2012 Actual  | 2013 Actual  | 2014 Actual  | 2015 Budget  |
|-------------------------------------|--------------|--------------|--------------|--------------|
| Operating                           | \$ 495       | \$ 911       | \$ 9,691     | \$ 970       |
| Regional Parks                      | \$ 401,515   | \$ 2,670,465 | \$ 1,194,385 | \$ 5,249,750 |
| Park Maintenance Facility           | \$ -         | \$ -         | \$ 66,087    | \$ 2,655,805 |
| Debt Service - Reg Parks            | \$ -         | \$ 18,040    | \$ 411,882   | \$ 544,090   |
| Debt Service - Parks Maint Facility | \$ -         | \$ -         | \$ 31,662    | \$ -         |
| Borrowing Costs                     | \$ -         | \$ -         | \$ 3,370     | \$ 71,000    |
| <b>Subtotal</b>                     | \$ 402,010   | \$ 2,689,416 | \$ 1,717,077 | \$ 8,521,615 |
| Fund Balance                        | \$ 1,479,925 | \$ (86,368)  | \$ 1,786,200 | \$ 37,500    |
| <b>GRAND TOTAL</b>                  | \$ 1,881,935 | \$ 2,603,048 | \$ 3,503,277 | \$ 8,559,115 |

Fund Balance was contributed by the Centre Region Council of Governments to help finance the construction of Oak Hall and Whitehall Road Regional Parks.

### Regional Parks Capital Campaign Goals:

- The construction delay at Whitehall Road Regional Park has also delayed the fundraising plan, the details of which must be developed and presented. Funds were approved in the 2015 Parks Operating and Millbrook Marsh Nature Center Operating Budgets to engage a professional Fundraising Consultant to prepare a Fundraising Feasibility Study. The Millbrook Marsh Nature Center Phase 2 Campaign and all Authority fundraising will be incorporated into this study. In addition, the plan will acknowledge and dovetail with specialty-group campaigns to fund regional park enhancements.
- Explore forming a Capital Campaign Committee.
- Create professional marketing materials for the three regional parks to distribute to the community and potential donors.

Table 41. Centre Region Parks and Recreation Regional Parks Capital Budget expenditures from 2012 through the approved 2015 Budget.

**Policy Initiatives:**

- Continue to work through the respective roles of the COG Parks Capital Committee and the Authority to better manage the various Regional Park processes, including a priority scheduling process for donor groups and tournament organizers and an updated Naming and Sponsorship Policy.
- Continue to implement the 2015-2020 CRPR Strategic Plan, approved in September 2014.
- Explore in details the conditions and provisions for the two sites identified as potential "Recreation Building Sites" on the Whitehall Road Master Site Plan.

THIS PAGE IS INTENTIONALLY LEFT BLANK

## Figures Glossary

|           |  |    |
|-----------|--|----|
| Figure 1  | Kissinger Meadows Field Trip Photo                         | 1  |
| Figure 2  | Centre Region COG Service Area                             | 6  |
| Figure 3  | Parks Agency by Type Chart                                 | 33 |
| Figure 4  | Parks Agency Expenditures by Type Chart                    | 34 |
| Figure 5  | Regional Parks Revenue by Type Chart                       | 35 |
| Figure 6  | Regional Parks Expenditures by Type Chart                  | 36 |
| Figure 7  | Parks Operating & Capital Revenue by Type Chart            | 37 |
| Figure 8  | Parks Operating & Capital Expenditures by Type Chart       | 38 |
| Figure 9  | Aquatics Program Revenue by Type Chart                     | 39 |
| Figure 10 | Aquatics Program Expenditures by Type Chart                | 40 |
| Figure 11 | Millbrook Marsh Revenue by Type Chart                      | 41 |
| Figure 12 | Millbrook Marsh Expenditures by Type Chart                 | 42 |
| Figure 13 | Senior Center Revenue by Type Chart                        | 43 |
| Figure 14 | Senior Center Expenditures by Type Chart                   | 44 |
| Figure 15 | Park Acreage Maintained by Year Graph                      | 45 |
| Figure 16 | Fire Agency Revenue by Type Chart                          | 46 |
| Figure 17 | Fire Agency Expenditures by Type Excluding Capital Chart   | 47 |
| Figure 18 | Fire Agency Operating & Capital Expenditures by Type Graph | 48 |
| Figure 19 | Code Agency Revenue by Type Chart                          | 49 |
| Figure 20 | Code Agency Expenditures by Type Chart                     | 50 |
| Figure 21 | Code Agency Building Permit Fee Rate Graph                 | 51 |
| Figure 22 | Planning Agency Revenue by Type Chart                      | 52 |
| Figure 23 | Planning Agency Expenditures by Type Chart                 | 53 |
| Figure 24 | Administration Agency Revenue by Type Chart                | 54 |
| Figure 25 | Administration Agency Expenditures by Type Chart           | 55 |
| Figure 26 | Emergency Management Revenue by Type Chart                 | 56 |
| Figure 27 | Emergency Management Expenditures by Type Chart            | 57 |
| Figure 28 | Schlow Library Revenue by Type Chart                       | 58 |
| Figure 29 | Schlow Library Expenditures by Type Chart                  | 59 |

| <b>Administration Agency</b>                     |  |     |
|--|--|-----|
| Figure 30  | General Forum Meeting Photo                                    | 63  |
| Figure 31  | Average Trash & Recycling per Capita per Year Graph            | 74  |
| Figure 32  | Recycle at Work Program Window Cling                           | 75  |
| Figure 33  | Advanced Disposal Truck Photo                                  | 76  |
| Figure 34  | Average Unlimited Refuse & Recycling Customer Cost Graph       | 78  |
| Figure 35  | Brush Collection Methods Photo                                 | 80  |
| Figure 36  | 2003 Regional Waste Composition Chart                          | 82  |
| <b>Centre Region Emergency Management Agency</b> |  |     |
| Figure 37  | Emergency Shelters Location Map                                | 104 |
| Figure 38  | Emergency Operations Center Exercise Photo                     | 106 |
| <b>Centre Region Code Agency</b>                 |  |     |
| Figure 39  | Annual Building Permits Issued Chart: 2008 - 2015              | 127 |
| Figure 40  | New Single Family Homes Chart: 2008 - 2015                     | 131 |
| Figure 41  | 2014 New Construction Plan Reviews by Type Chart               | 132 |
| Figure 42  | 2014 New Construction Inspections by Type Chart                | 132 |
| Figure 43  | Rental Housing Unit Inventory by Municipality Chart            | 137 |
| Figure 44  | Rental Housing Inspections by Municipality & Year: 2011 - 2014 | 138 |
| Figure 45  | Rental Housing Permit Inventory by Unit Type Chart             | 138 |
| Figure 46  | Rental Housing Permits from 2009-2015                          | 141 |
| Figure 47  | Fire Permit Data by Municipality Chart                         | 142 |
| <b>Schlow Centre Region Library</b>              |  |     |
| Figure 48  | 2015 Summer Reading Season Kickoff Event Photo                 | 150 |

|  |  |     |
|--|--|-----|
| Figure 49                                    | Electronic Media Photo   | 153 |
| Figure 50                                    | February 2015 Post-Flood Photo                                   | 154 |
| Figure 51                                    | Donor Funding Photo  | 157 |
| Figure 52                                    | Library Cold Winter's Night Photo                                | 161 |
| Figure 53                                    | February 2015 Flood Damage Photo                                 | 161 |
| Figure 54                                    | Aging Library Furniture Photo                                    | 162 |
| Figure 55                                    | Sprinkler System Photo   | 163 |
| <b>Centre Regional Planning Agency/CCMPO</b> |  |     |
| Figure 56                                    | CRPA Keys for Successful Projects                                | 165 |
| Figure 57                                    | 2015 Centre Regional Planning Commission Photo                   | 166 |
| Figure 58                                    | Peer-to-Peer Regional Planning Seminar Photo                     | 167 |
| Figure 59                                    | Boalsburg Village Photo  | 171 |
| Figure 60                                    | Haugh Family Preserve Photo                                      | 171 |
| Figure 61                                    | Comprehensive Plan Implementation Program Steps                  | 173 |
| Figure 62                                    | Waddle Road Interchange Project Plan                             | 181 |
| Figure 63                                    | Public Transportation Planning Services Photo                    | 183 |
| Figure 64                                    | 2015 CCMPO Revenue Sources Chart                                 | 185 |
| Figure 65                                    | Centre Region Bike Plan Ad                                       | 186 |
| Figure 66                                    | CATA Maintenance and Operations Facility Progress Photo and Plan | 187 |
| Figure 67                                    | Potter Mills Gap Project Photo and Plan                          | 188 |
| Figure 68                                    | CCMPO 2015 Local Share Contributions                             | 191 |
| <b>Centre Region Fire Protection Program</b> |  |     |
| Figure 69                                    | Composition of Regional Fire Protection Program                  | 197 |
| Figure 70                                    | Alpha Fire Company Incident Responses                            | 200 |
| Figure 71                                    | Alpha Fire Company Incident Responses 2012-2015 Graph            | 202 |

**Centre Region Parks & Recreation Agency**

|           |   |     |
|-----------|---|-----|
| Figure 72 | 2014 Kids on Wheels Parade Photo                            | 215 |
| Figure 73 | 2015 Pint-Sized Picasso Program Photo                       | 216 |
| Figure 74 | Facility Reservation Revenue Chart                          | 219 |
| Figure 75 | Oak Hall Park Dedication Ceremony Photo                     | 220 |
| Figure 76 | Oak Hall Park Dedication Ceremony Photo                     | 225 |
| Figure 77 | 2013 CRPR Mowing Tractor Photo                              | 233 |
| Figure 78 | CRPR Tractor Photo  | 234 |
| Figure 79 | William L. Welch Pool Landscape Photo                       | 236 |
| Figure 80 | Season Pass Revenue Chart: 2008 - 2014                      | 237 |
| Figure 81 | Aquatics Program Municipal Contributions Chart: 2008 - 2015 | 237 |
| Figure 82 | Total Aquatics Revenue Chart: 2008 - 2014                   | 238 |
| Figure 83 | William L. Welch Pool Photo                                 | 243 |
| Figure 84 | Park Forest Pool Photo                                      | 243 |
| Figure 85 | Aquatic Inflatable Obstacle Course Photo                    | 245 |
| Figure 86 | Aquatic Climbing Wall Photo                                 | 245 |
| Figure 87 | Senior Center Earth Day Program Photo                       | 249 |
| Figure 88 | Senior Center Senior Games Photo                            | 252 |
| Figure 89 | Youngster Meeting a Snake at Millbrook Marsh Photo          | 258 |
| Figure 90 | Millbrook Marsh Girl Scout Patch                            | 258 |
| Figure 91 | Millbrook Marsh Puddle Jumpers Exploring Photo              | 262 |
| Figure 92 | Millbrook Marsh Barn Photo                                  | 266 |
| Figure 93 | Oak Hall Park Dedication Ceremony Photo                     | 267 |
| Figure 94 | Whitehall Road Regional Park Master Site Plan               | 276 |

## Tables Glossary

|  |   |     |
|--|---|-----|
| Table 1  | 2015 Municipal COG Program Participation                        | 29  |
| <b>Administration Agency</b>                     |   |     |
| Table 2  | Office of Administration Revenue & Expenditures: 2012 - 2015    | 68  |
| Table 3  | Recycling & Refuse Program Revenue & Expenditures: 2012 - 2015  | 84  |
| Table 4  | Contingency Fund Revenue & Expenditures: 2012 - 2015            | 88  |
| Table 5  | COG Building Capital Items Proposed for Replacement             | 89  |
| Table 6  | COG Building Capital Revenue & Expenditures: 2012 - 2015        | 90  |
| Table 7  | 2015 Parking Study Results                                      | 94  |
| Table 8  | COG Insurance Reserve Fund: 2012 - 2015                         | 97  |
| <b>Centre Region Emergency Management Agency</b> |   |     |
| Table 9  | EM Revenue & Expenditures: 2012 - 2015                          | 107 |
| Table 10   | EM Contingency Revenue & Expenditures: 2012 - 2015              | 110 |
| <b>Centre Region Code Administration</b>         |   |     |
| Table 11   | New Construction Program Statistics: 2010 - 2014                | 128 |
| Table 12   | New Construction Program Revenue: 2012 - 2015                   | 130 |
| Table 13   | New Construction Program Expenditures: 2012 - 2015              | 131 |
| Table 14   | Rental Housing Unit Data by Housing Type & Municipality         | 137 |
| Table 15   | Existing Structures Program Revenue: 2012 - 2015                | 139 |
| Table 16   | Existing Structures Program Expenditures: 2012 - 2015           | 140 |
| Table 17   | Code Administration Capital Revenue & Expenditures: 2012 - 2015 | 146 |

**Schlow Centre Region Library**

|          |  |     |
|----------|--|-----|
| Table 18 | Schlow Library Revenue: 2012 - 2015                        | 156 |
| Table 19 | Schlow Library Expenditures: 2012 - 2015                   | 157 |
| Table 20 | Schlow Library Capital Revenue & Expenditures: 2012 - 2015 | 162 |

**Centre Regional Planning Agency/CCMPO**

|          |   |     |
|----------|---|-----|
| Table 21 | CRPA Revenue & Expenditures: 2012 - 2015  | 174 |
| Table 22 | CCMPO Revenue & Expenditures: 2012 - 2015 | 190 |

**Centre Region Fire Protection**

|          |  |     |
|----------|--|-----|
| Table 23 | 2014 Distribution & Types of Calls Per Municipality                  | 201 |
| Table 24 | Regional Fire Protection Revenue & Expenditures: 2012 - 2015         | 204 |
| Table 25 | Approximate Cost to Replace Alpha Fire Company Fleet                 | 207 |
| Table 26 | Regional Fire Protection Capital Revenue & Expenditures: 2012 - 2015 | 209 |

**Centre Region Parks and Recreation Agency**

|          |  |     |
|----------|--|-----|
| Table 27 | CRPR Facility Roster   | 217 |
| Table 28 | Operating Revenue & Expenditures: 2012 - 2015                | 221 |
| Table 29 | Proposed Parks Capital Equipment in 2016                     | 226 |
| Table 30 | Capital Equipment Budget Revenue & Expenditures: 2012 - 2015 | 232 |
| Table 31 | Proposed Parks Capital Equipment in 2016                     | 233 |
| Table 32 | Proposed Parks Capital Equipment in 2017                     | 234 |
| Table 33 | Aquatics Program Revenue & Expenditures: 2012 - 2015         | 239 |
| Table 34 | Pools Capital Revenue & Expenditures: 2012 - 2015            | 244 |
| Table 35 | 2015 Senior Center Statistics                                | 250 |
| Table 36 | Senior Center Revenue & Expenditures: 2012 - 2015            | 251 |

|          |   |     |
|----------|---|-----|
| Table 37 | Millbrook Marsh Revenue & Expenditures: 2012 - 2015         | 261 |
| Table 38 | Millbrook Marsh Capital Revenue & Expenditures: 2012 - 2015 | 265 |
| Table 39 | Regional Parks Loan Modification History                    | 273 |
| Table 40 | Regional Parks Capital Revenue: 2012 - 2015                 | 277 |
| Table 41 | Regional Parks Capital Expenditures: 2012 - 2015            | 278 |