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Manager's Budget Message

Submitted for your review is the Manager's 2022 budget message for the Borough of Gettysburg. Borough Council adopted this 2022 budget at its December 13th, 2021 regular business meeting. The budget was finalized over the course a several months with both Borough staff and Borough Council input.

A budget is essentially a listing of the elected body's policy priorities. This is a comprehensive budget, which includes Borough Council's preferences and priorities, as determined by the multiple budget-specific workshops and regular council workshop sessions held on October 18th, 2021, October 25th, 2021, and November 1st, 2021. Council voted to advertise this budget proposal on November 8th, 2021, where the draft budget was subsequently available for public inspection on the Borough's website and in the Municipal Building Lobby on November 29th, 2021. Council adopted this budget at its regular business meeting on December 13th, 2021. This budget comprises all the Borough's nine (9) fund budgets¹:

- (Fund 01) General Fund,
- (Fund 03) Fire Protection Fund,
- (Fund 04) CDBG² Fund,
- (Fund 18) Capital Projects Fund,
- (Fund 23) Debt Services Fund,
- (Fund 30) Capital Reserve Fund,
- (Fund 35) Liquid Fuels Fund,
- (Fund 40) Revolving Loan Fund, and
- (Fund 96) American Rescue Plan Act (ARPA) Fund.

NOTE REGARDING FUND 09 – Storm Water

It should be noted that Fund 09 representing the Gettysburg Borough Storm Water Authority (GBSWA) is also included in this budget message. While GBSWA's budget is included here, it is done so with the knowledge that a separate board of directors manages and

authorizes the Fund 09 budget, and not the Borough Council. This budget message includes Fund 09 as the Borough and the GBSWA work very closely together on multiple projects related to storm water infrastructure and compliance with Federal MS4³ mandates. The GBSWA contracts with the Borough to provide all administrative staff services to the authority. As such there are line items in both the Borough's budget and the GBSWA budget authorizing and accepting reimbursements for services rendered to the Authority by the Borough. GBSWA also pays a portion of the salaries for three Borough employees, which is noted in subsequent pages. Additionally, the Authority does not own the assets that the Authority is responsible for maintaining. The Borough remains the owner of these assets. As such, while both budgets are separately and independently administered by their respective governing bodies, both budgets are necessarily and intricately interconnected.

In the aggregate (not including Fund 09), the Borough has a 2022 budget of \$10,565,432 in projected revenues, with \$9,568,497 in projected expenditures. The planned budgetary surplus of \$996,935 is largely due to two factors:

- An expected return, based on the revenues generated in the final six months of 2021, to typical economic activity in the municipality, and
- the availability of American Rescue Plan Act (ARPA) funds.

All revenues creating the planned 2022 surplus are outlined in the following pages.

The General Fund (Fund 01) is balanced as required by state law and identifies all revenues and expenditures and incorporates the input of department heads and support staff, Council requests and the manager's recommendations.

Prior to the COVID-19 global pandemic, which began in March 2020, the Borough continued to be the beneficiary of policies adopted in 2018, which increased revenues realized through a new

future. The Borough created a new fund (Fund 96) in 2021 to manage the funds granted to the Borough through the American Rescue and Plan Act (ARPA) in March 2021.

² CDBG – Community Development Block Grant.

³ MS4 – Municipal Separate Storm Sewer System.

¹ Previously, the Borough had ten (10) Funds. Both Fund 05 (Company K Monument Fund) and Fund 68 (Eichelberger-Stahle Charitable Trust Fund) were turned over to the Adams County Community Foundation (ACCF) for management of the money in both funds, providing a better rate of return and the potential to grow the funds' account balances in the

parking fee structure premised upon supply and demand, an overhaul in enforcement penalties commensurate with the new parking fees, the addition of a new revenue stream via the Verizon small cell site leases, the Borough entering the Pennsylvania Municipal Health Insurance Cooperative (PMHIC)⁴ and a savings in professional services realized through an RFP⁵ process. The Borough also realized significant savings in energy bills related to the deployment of energy efficient LED⁶ lighting fixtures across the Borough and its associated properties. These revenue increases or savings were further augmented by the fourth year of labor contracts that were negotiated in 2017, which yields additional savings for the Borough – or at least helps to control labor cost increases on an annual basis through 2022.

The Borough's hard work in revenue generation, adoption of sound fiscal policies promoted by the Government Finance Officers Association (GFOA) and expense mitigation was all upended by the global COVID-19 pandemic in 2020's first quarter. Much of the Borough's revenue streams continued to languish through May 2021, until Governor Wolf's Emergency Declaration was lifted in June 2021. Chapter 2 of the 2021 Manager's Budget Message details the pandemic's costly and devastating toll on the Borough. The crippling economic toll of the COVID-19 pandemic was further exacerbated by the ongoing and persistent structural budgetary challenges of the Borough, most notably limited funding available for road projects and infrastructure maintenance. This challenge, however, has subsequently become much more

manageable because of the American Rescue Plan Act (ARPA) of 2021, which is specifically detailed in **Chapter 10** – The American Rescue Plan Act of 2021.

Like with the development of the 2021 budget, the 2022 budget was developed utilizing the concept known as zero-based budgeting⁷. The added complexity and large infusion of cash into the 2022 budget-process necessitates this budget technique, if for no other reason, the very unique and unprecedented Federal Dollars made available for the Borough's use, via ARPA Funds. Zero-based budgeting sets the initial budget in each department at zero dollars (\$0). Each department is then asked to evaluate the services it provides. A cost to provide these services in each department is then determined. This sets the expenditures in each fund for 2022. Staff then goes back to determine how best to raise enough revenue to equal the cost of the services provided in each department. Revenues to match expenditures are outlined in the following pages, however, unlike the 2021 budget, an unusual amount of revenue will be available through ARPA funding. Also, unlike the 2021 budget, there is no tax increase in this budget. In fact, the permitted uses of ARPA funds for both the '*provision of government services*' and the '*rehiring of public sector staff*' allows flexibility in the 2022 budget, which ultimately results in a notable millage rate tax decrease of 0.232 mills from the 2021 tax rate. The 2022 General Fund (01) millage tax rate is set at 4.1770 mills. The millage rate in the Fire Protection Fund (03) remains at 0.2500 mills.

⁴ The Pennsylvania Municipal Health Insurance Cooperative (PMHIC) was established in 2006. Membership is open to all Pennsylvania local governments and related agencies. Local governments and related agencies join the cooperative in order to provide cost savings and stability in pricing for their employee health insurance. By joining together, local governments benefit from the power of group purchasing in a self-funded platform. Today, over 275 local governments or related agencies are members of PMHIC. Since PMHIC was established the cooperative has provided *low and stable renewals, surplus returns, and benefit designs* that match the needs of each local government member. In order to provide your employees an excellent benefits package, the

cooperative has partnered with *Capital Blue Cross, Highmark, Independence Blue Cross & United Healthcare networks*.

⁵ RFP – Request for Proposal for both Borough auditing services and liability insurance coverages.

⁶ LED - Light-Emitting Diode.

⁷ Zero-based budgeting (ZBB) is a method of budgeting in which all expenses must be justified for each new period. The process of zero-based budgeting starts from a "zero base," and every function within an organization is analyzed for its needs and costs. Budgets are then built around what is needed for the upcoming period, regardless of whether each budget is higher or lower than the previous one.

It should be noted that the past seven budget messages referenced what is known as the Borough's 'structural deficit'. The small tax decrease for FY2019 and maintained in FY2020 does not mean this 'structural deficit' has been eliminated. Neither does the notable tax increase needed in 2021 and subsequently lowered in 2022, cure this ongoing and persistent budgetary challenge. Costs for services will continue to rise over time, and the Borough must remain vigilant to provide adequate financial resources that are commensurate with any cost and/or increases in capital expenses. Further, the use of ARPA Funds over the next five-year period will further mask these challenges, as ARPA will provide some temporary relief from these budgetary pressures. It should be anticipated that these budgetary pressures return in the 2026 and 2027 budget cycle. The large number of tax-exempt properties, labor union contract obligations and the national inflation rate are the primary reason for this structural deficit challenges. **Exhibit 1** is a map of Borough properties exempt from taxation.

The Borough's Bank Account Balances

There was a point in time in late 2020 and early 2021 where the Borough was dangerously close to falling below its fund reserve policy thresholds⁸. That financial pressure

TAX EXEMPT PROPERTIES

Gettysburg Borough

Exhibit 1

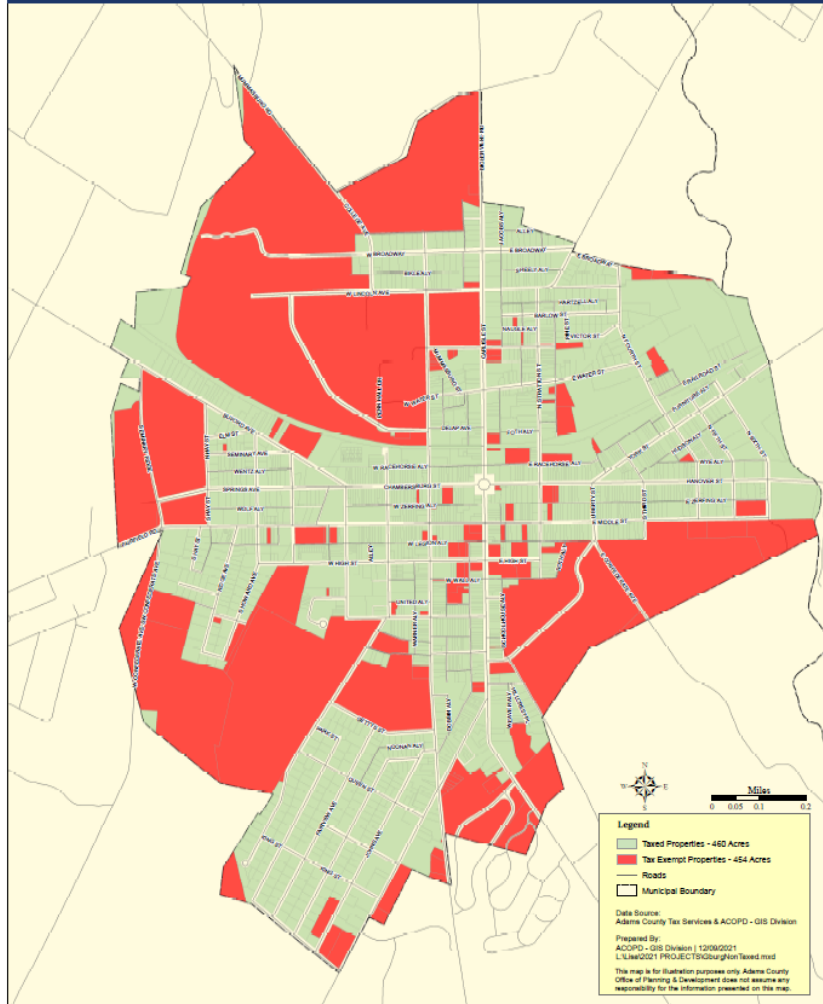


Table 1 - Borough Bank Accounts

Fund #	Account Name	Balance	Type of Acct.	Acct. #	Interest Rate	Date of Maturity
Fund 01	General Fund	\$2,299,775.70	Checking	936425		
		\$79,013.20	CD(1) - Reserve	218572	0.050%	Wednesday, March 2, 2022
		\$79,009.96	CD(2) - Reserve	003814	0.050%	Monday, April 4, 2022
		\$79,006.70	CD(3) - Reserve	003814	0.050%	Thursday, February 3, 2022
		\$79,003.46	CD(4) - Reserve	022343	0.050%	Wednesday, March 2, 2022
		\$79,000.00	CD(5) - Reserve	034463	0.050%	Sunday, April 3, 2022
Fund 03	Fire Services Fund	\$80,724.29	Checking	335484		
Fund 04	Community Development Block Grant Fund (CDBG)	\$1,050.07	Checking	936514		
Fund 18	Capital Projects Fund	\$194,861.23	Checking	997602		
Fund 23	Debt Services Fund	\$120,103.98	Checking	587912		
		\$157,195.25	CD	213420	0.050%	Saturday, April 30, 2022
Fund 30	Capital Reserve Fund	\$170,985.73	Checking	936476		
Fund 35	Liquid Fuels Fund	\$345,202.41	Checking	936484		
Fund 40	Revolving Loan Fund	\$256,986.09	Checking	650297		
Fund 96	American Rescue Plan Act (ARPA)	\$53,767.49	Checking	022366		
		\$1,501,512.96	CD	218416	0.200%	Tuesday, February 22, 2022
	Mayor William Troxell Memorial Fund	\$5,588.52	ACCF			
	Eichelberger-Stahle Charity Fund	\$8,595.32	ACCF			Formerly Fund 68
	Company K Memorial Fund	\$7,417.25	ACCF			Formerly Fund 05
	Payroll Account - Used for quarterly tax filings and issuing paychecks	\$60,059.98	Checking	176451		
	Escrow Account - Used to hold financial security on construction	\$137,588.15	Checking	157880		

TOTAL ALL Accounts \$5,796,447.74

Friday, December 31, 2021

⁸ The Borough's Fund Balance Policy requires the Borough to have 18% - 25% of General Fund

expenses in reserve at any point throughout the year.

eased mid-year 2021 allowing the Borough to be more comfortable with its financial state. As of this writing in December 2021, the Borough's General Fund Reserve is well within that 18% - 25% reserve threshold. **Table 1** identifies each fund and the types of bank accounts associated with each.

Fund 01
General Fund

The General Fund has three (5) bank accounts associated with it. All five are interest-bearing accounts – with one (1) checking account and four (4) CDs. By the end of 2022, a total of twelve (12) CDs will be established in the fund. In the aggregate, the 12 CDs comprise the Borough's operating reserve money. The borough's fund balance policy stipulates that the Borough maintain a minimum 18% of a year's budgeted amount in reserve. A separate account is set up for payroll. Every two weeks, funds are transferred from the General Fund checking account into the payroll account, where paychecks are issued, as well as associated payroll taxes to federal, state, and local governments.

Fund 03
Fire Protection Fund

The Fire Protection Fund only has an interest-bearing checking account associated with it. The reason for this is that this fund is a pass-through fund, where the fire department may present bills at any time to the Borough for reimbursement. Monies flow into this account each time a property tax check is received from the Tax Collector.

Fund 04
CDBG Fund

The CDBG Fund has only an interest-bearing checking account associated with it. This fund is utilized only when a project is complete, and a

bill is presented for reimbursement. There is never a high balance in this fund as it, too, like the Fire Protection Fund, is a pass-through account.

Fund 18
Capital Projects Fund

The Capital Projects Fund has one (1) interest-bearing checking account associated with it.

Fund 23
Debt Services Fund

The Debt Services Fund has two (2) accounts associated with it. Cash is divided into two separate interest-bearing accounts: a checking account and a CD. The checking account in this fund will swell to over \$600,000 later in FY2022 when the transfer is made from the General Fund – to cover the Borough's debt payments when they come due.

Fund 30
Capital Reserve Fund

The Capital Reserve Fund has one (1) interest-bearing checking account associated with it.

Fund 35
Liquid Fuels Fund

The Liquid Fuels Fund has one (1) interest-bearing checking account associated with it.

Fund 40
Revolving Loan Fund

The Revolving Loan Fund has one (1) interest-bearing checking account associated with it. Funds in this account could potentially be used as matching funds for FLAP⁹ grant that the Borough applied for in 2019 as part of the Baltimore Street Revitalization Project¹⁰. In early 2020, the Borough received word that the grant application was approved and would be awarded as soon as the program is funded by Congress.

supplements State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.

¹⁰ Renamed the Gettysburg Gateway Connectivity Project.

⁹ FLAP - Federal Lands Access Program. Funded by the Federal Highway Administration, The Federal Lands Access Program (Access Program) was established in 23 U.S.C. 204 to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands. The Access Program

Fund 96American Rescue Plan Act (ARPA) Fund

The ARPA Fund has only both an interest-bearing checking account and CD. This fund is used to account for the money granted to the Borough through the ARPA legislation.

Fund 05Company K Monument Fund

The Company K Monument Fund was eliminated in 2021 with the funds being transferred to the Adams County Community Foundation for management of the funds moving forward. Proceeds of this fund are used for maintenance of the Company K Monument located on Lincoln Square.

Fund 68¹¹Eichelberger-Stahle Charitable Trust Fund

The Eichelberger-Stahle Fund was eliminated in 2021 with the funds transferred to the Adams County Community Foundation for management of the funds moving forward. Proceeds of this fund are used to provide meals for needy families around the Holiday Season.

2021 Year in Review

As 2021 began, President Trump and his administration announced the success of two test vaccines which was being administered to first responders and healthcare professionals. Upon Assuming office in late January 2021, the Biden Administration continued the vaccination policies. Vaccinations became publicly available to the general population in early Spring 2021, with much of the nation having received at least one dose of a vaccine by mid-summer 2021.

Knowing it will take time for the populous to get vaccinated and knowing that economic activity will not immediately rebound, the 2021 budget was crafted around the history that was experienced throughout much of 2020 – that

being significantly lower revenue projections. That experience informed the Borough to not expect revenues to be at pre-pandemic levels for at least the first half of 2021. Based on the Borough's experience through the 2nd, 3rd, and 4th quarters of 2020, the Borough financially prepared to struggle well into late 2021 if vaccinations occurred slowly. As such, by necessity, the 2021 budget was austere with a projection of \$665,446¹² less revenue than projected for 2020. **Chapter 2** of the 2021 Manager's Budget Message details the lost revenue precipitated by the pandemic - which was used as the baseline for the 2021 budget.

Ultimately, 2021 did end with a small General Fund Deficit of \$43,594 - even with the dramatic decreases in planned spending as compared to the previous budget year. This small deficit was further exacerbated by the necessity to use roughly \$500,000 in reserve funds. Had the Borough not prepared an austere budget in 2021, the deficit clearly would have been well into the hundreds of thousands of dollars.

In March 2021, Congress passed the American Rescue Plan Act of 2021 (ARPA) – legislation designed to assist every sector of the national economy navigate and survive the dramatic losses in revenue brought on by the COVID-19 Pandemic. Gettysburg Borough is the recipient of just over \$3.1 million of this federal assistance and is detailed thoroughly in **Chapter 10**. The use of these ARPA funds will benefit the Borough into FY2027.

The Borough was in a position (with the assistance of ARPA funding) to begin to rehire the 5 full-time positions that were vacated because of budgetary reductions mid-year in 2020 and continued into 2021¹³. It is expected that all 5 full-time positions will be filled by Spring 2022. By mid-summer 2021, Gettysburg began realizing significant increases in revenue

¹¹ Fund 68 is a Trust Fund that does not have an annual budget associated with it. Rather, the interest accumulated on the principal is disbursed to families in need each year. The amount dispersed is heavily reliant on interest rates in any given year.

¹² The 2020 General Fund budget was \$5,317,566 with the 2021 General Fund budget at \$4,674,541.

¹³ Borough cut the following full-time positions mid-year 2020: (1) Police Patrol, (1) Administrative Position, and (3) Public Works Laborers.

generation – rivaling pre-pandemic levels. Ultimately, this put the Borough on a strong fiscal trajectory for the second half of 2021, enabling the Borough to post a sizeable surplus by year's end¹⁴. See **Table 2** on page 12.

The strong economic finish in the 3rd and 4th quarters of 2021, supplemented by ARPA funding, promises a brighter financial outlook for 2022.

2022 Budget Highlights

Both the state's vaccination rate¹⁵ and the termination of Governor Wolf's disaster declaration in June 2021 have contributed to Gettysburg's financial emergence from the Pandemic. These two factors, combined with the use of ARPA funding suggest Gettysburg is poised for a robust fiscal outcome in 2022.

For many years, however, the Borough has continued to struggle with strong economic headwinds. While these headwinds will be temporarily masked through 2026¹⁶, there is little expectation that the Borough's challenges will change much over this period. Thus, these challenges will once again, more likely than not, reemerge in FY2027, once the assistance of ARPA funding sunsets.

The Borough's underlying difficult economic realities will persist through the ARPA funding program. These challenges are:

- ✚ Only 7106¹⁷ residents contributing to EIT (2500 of whom are students who pay little, if any, EIT)¹⁸,

✚ Taxpayers support services for nearly 4 million visitors annually while not getting much financial support from those visitors to deliver the services they use, such as, the:

- Borough receives just a fraction of the Pillow Tax generated county-wide each year,
- Just a tiny fraction of the Borough's budget revenue comes from Admissions Taxes largely paid by tourists, and
- The bulk of tourist's contribution towards the Borough's budget comes in the form of parking fees,

✚ About 40% of assessed borough property is exempt from property taxes,

✚ The Borough must comply with unfunded mandates such as the ADA¹⁹ and the MS4²⁰ laws, and

✚ The Borough's growth does not keep pace with expenses in the following areas:

- Real estate assessed valuation,
- Occupation taxes, and
- Per capita taxes.

These financial stresses have always required the Borough to levy the highest municipal tax rate in the County to balance its budget and provide the level of services expected of its residents and visitors (with the exception of local school districts' tax millage rates). **Graph 1**²¹ and **Graph 2** show a multi-year comparison of property tax rates for various municipalities and school districts, respectively, across Adams County between the years 2011 and 2021.

¹⁴ The 2021 audited numbers are not available as of this writing in November 2021, however, it is expected that the Borough will post a surplus in the General Fund for 2021 of more than \$600,000.

¹⁵ As of November 2021, 61.1% of Pennsylvania's population of 12,791,530 have been fully vaccinated against COVID-19. 79.8% of Pennsylvania's population is partially vaccinated.

¹⁶ The ARPA legislation stipulates that all ARPA funds must be expended by December 31, 2026.

¹⁷ The Borough population decreased by 514 persons since the 2010 census. Decennial census numbers are April 1, 2010= 7620 and April 1, 2020 = 7106.

¹⁸ EIT = Earned Income Tax.

¹⁹ ADA = Americans with Disabilities Act.

²⁰ MS4 = Municipal Separate Storm Sewer System.

²¹ Gettysburg Borough lowered taxes in 2019 to 3.8320 mills and held this rate in place for 2020. The pandemic necessitated a dramatic increase to 4.4090 mills in 2021 to balance the budget. Based on stronger economic numbers post-pandemic, the 2022 tax millage rate decreases to 4.1770 mills.

While higher tax rates than other parts of the County are noteworthy, it is also very fair to point out that, arguably, Gettysburg provides the most municipal services of any other municipality in the County. Gettysburg is, essentially, a full-service municipality, providing many services that other municipalities do not provide. While the following is not an exhaustive list, it is representative of the number and type of services provided by Gettysburg Borough, either directly or indirectly:

✚ Police

- Crime Prevention
- Traffic Enforcement,

✚ Parking Enforcement,

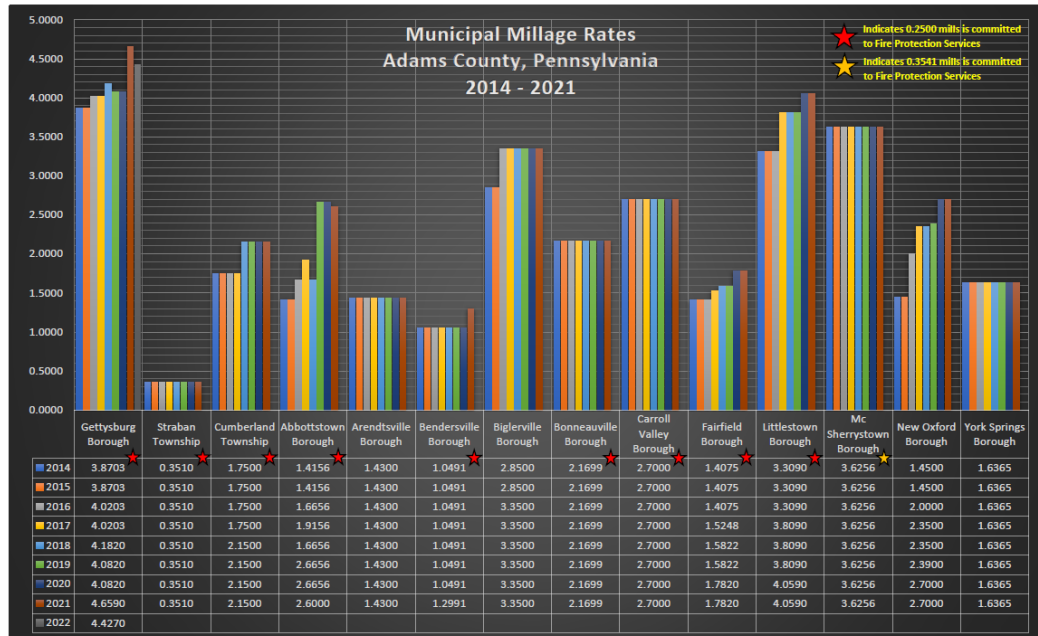
✚ Bus/Transit Service,

✚ Traffic Signal Timing,

✚ Streets/Alleys

- Street Cleaning
- Street/Alley Repair

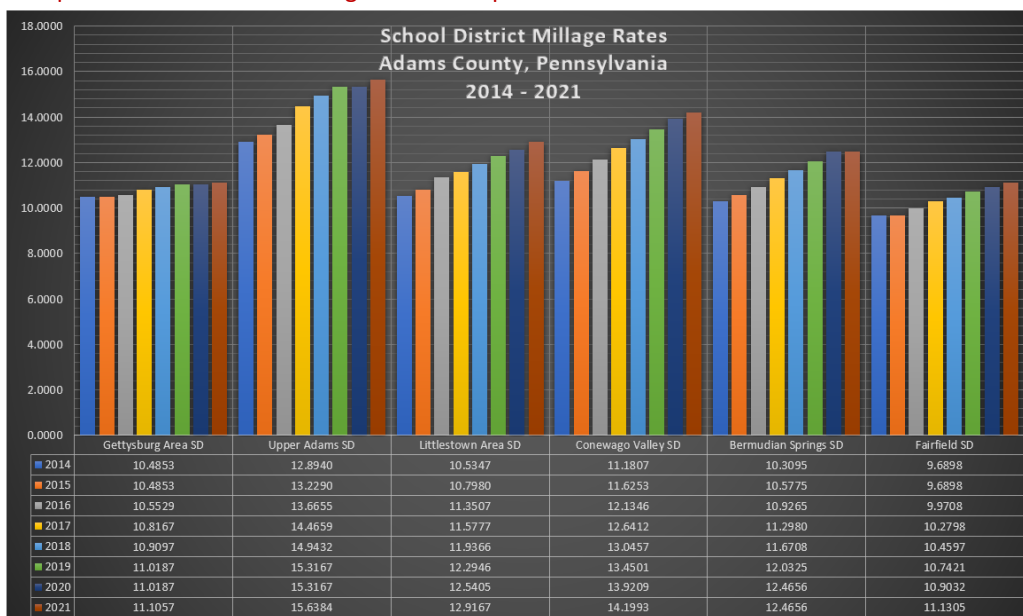
Graph 1 – Municipal Millage Rates Comparisons



- Street Lighting
- Snow/Ice Removal
- Storm water Drainage,

- ✚ Yard Waste Pick-Up,
- ✚ Refuse/Recycling Services,
- ✚ Recreation Services,
- ✚ Land Use Planning,
- ✚ Water/Sewer Services,
- ✚ Storm Water Management,
- ✚ Code Enforcement,
- ✚ Animal Control,
- ✚ Economic Development,
- ✚ Emergency Preparedness,
- ✚ Cable Television,
- ✚ Fire Services,
- ✚ Ambulance/EMS Services, Etc.

Graph 2 – School District Millage Rates Comparisons



Unlike the 2021 budget, this 2022 budget, bolstered by significant ARPA funding, returns the Borough to pre-pandemic activity and also begins to implement an aggressive five-year capital improvement plan (CIP), which will be discussed in detail in Chapter 9.

What is funded in each department?

The 2022 budget provides a significant listing of activities. They are:

(400) Legislative

- ✓ Seven (7) Council salaries
- ✓ Payroll taxes
- ✓ Operating supplies
- ✓ Continuing education/training

(401) Office of the Manager²²

- ✓ Salaries plus associated payroll taxes and benefits for the Mayor, Borough Manager/Treasurer²³, Assistant Borough Manager/Secretary²⁴, Accountant I²⁵, Human Resources Coordinator²⁶, and Intern.

(402) Finance²⁷(403) Tax Collection

- ✓ Salary and associated payroll taxes for tax collector
- ✓ Tax collection fees and operating supplies
- ✓ Bond insurance

(405) Borough Secretary/Human Resources²⁸(409) General Government

- ✓ Operating supplies
- ✓ 24 broadcasts on Community TV and a donation toward Community TV's capital campaign
- ✓ Two newsletters
- ✓ Postage
- ✓ Computer/Copier/Video parts
- ✓ Borough Engineer (outsourced)

- ✓ Professional services needed for multiple CIP initiatives
- ✓ Phone/Internet Fees
- ✓ Computer Software Fees
 - Financial/Land Management
 - Website and IT services
 - eCode 360
 - Office 365
 - Civil Plus²⁹ website hosting and maintenance
 - ADOBE Sign - electronic online forms
- ✓ Utility bills and building maintenance
- ✓ Insurances, bank fees and commissions
- ✓ Borough solicitor
 - Legal advertising fees

(410) Police

- ✓ Salary, overtime hours, associated payroll taxes and benefits for the following positions:
 - Chief of Police
 - Police Secretary
 - Two (2) Detectives
 - One (1) Master Sergeant
 - One (1) Sergeant
 - Two (2) Master Patrolmen
 - Five (5) Patrolmen (FT)
 - At least Four (4) Patrolmen (PT)
 - At least Five (5) Auxiliary Officers
- ✓ Operating supplies and postage
- ✓ Vehicle fleet management program and maintenance³⁰
- ✓ Legal services
- ✓ Computer software and IT management services
- ✓ Utility bills
- ✓ Radio maintenance

²² Formerly known as the 'Executive' Department – was formed to consolidate multiple departments to streamline operations and cut costs.

²³ Borough Manager also holds title of Borough Treasurer which is statutorily required.

²⁴ Assistant Borough Manager also holds the title of Borough Secretary which is statutorily required.

²⁵ Accountant I was formally known as the Finance Assistant.

²⁶ The Human Resources Coordinator is a new full-time staff position, which replaces the Finance Director position that was eliminated in 2020 as part of departmental reorganizations and consolidations

in response fiscal challenges brought on by the COVID-19 Pandemic.

²⁷ The Finance Department was dissolved with its duties being rolled into the newly created Office of the Manager in 2020.

²⁸ The Borough Secretary/Human Resources Department was dissolved with its duties being rolled into the newly created Office of the Manager.

²⁹ Formerly Virtual Towns and Schools (VTS); Civic Plus purchased VTS in 2018.

³⁰ The Borough's vehicle fleet is managed through the Enterprise Fleet Leasing Program, which ensures the Borough's fleet is always up-to-date and operable while annualizing the capital costs of vehicles.

- ✓ Required insurances
- ✓ Professional services
- ✓ Contractual obligations
- ✓ Physical plant improvements
- ✓ Equipment:
 - Guns/Ammunition
 - Bullet proof vests
 - Uniforms

(411) Fire

- ✓ Utility bills and operating supplies
- ✓ Fire Tax transfer
- ✓ Required insurances

(413) Code Enforcement

- ✓ Contracted services with PMCA³¹
- ✓ Operating supplies and postage
- ✓ Computer software for in-house code enforcement

(414) Planning

- ✓ Salary, benefits, and associated payroll taxes for the following positions:
 - Director of Planning, Zoning, and Code Enforcement,
 - Associate Director of Historic and Environmental Preservation,
 - Code Compliance Officer³², and
 - Management Assistant
- ✓ Operating supplies and postage
- ✓ Engineering fees
- ✓ Computer software and parts
- ✓ IT management services
- ✓ Professional development
- ✓ Legal services and legal advertising

(415) Emergency Management

- ✓ EMA Coordinator stipend
- ✓ Civil Service Testing Supplies
- ✓ Portable Traffic Signals
- ✓ Modular Barricade System

(421) Health

- ✓ ACT 101 recycling advertising
- ✓ Trap-Neuter-Release Program³³

(430) Public Works

- ✓ Salary, overtime hours, benefits, and associated payroll taxes for the following staff positions:
 - Public Works Director
 - Public Works Foreman
 - Auto Mechanic
 - Five (5) Laborers (FT)
 - One (1) Laborer (FT) shared with the Parking Department
 - Two (2) Laborers (PT)
 - One (1) Custodian (PT)
- ✓ Utility bills and operating supplies
- ✓ Vehicle fleet management and maintenance program
- ✓ Computer software and parts
- ✓ Insurances and certifications
 - Drug/alcohol testing
- ✓ Professional development
- ✓ Capital purchases:
 - Front End Loader³⁴
 - Single Axel Hook Loader Truck / Leaf Vacuum & Dump Body
 - Bandit 15XP Chipper
- ✓ Feasibility Study for a New Public Works Building
- ✓ Fleet management program
 - 2021 Ford Escape (Down Payment)
 - 2022 Ford F-550 Bucket Truck – (Down Payment and annual lease payment))
 - 2019 Ford F-250 Pick-Up (annual lease payment)
 - 2020 Ford F-550 Truck (annual Lease payment)
 - 2021 Ford F-250 Pick-Up (annual lease payment)
 - 2021 Ford F-150 Pick-Up (annual lease payment)
 - 2021 Ford Ranger Pick-Up (annual lease payment)
 - 2021 Ford Escape (annual lease payment)
- ✓ IT management services

³¹ PMCA – Pennsylvania Municipal Code Alliance (3rd party Uniform Construction Code (UCC) provider.

³² Beginning in 2022, Gettysburg Borough will be managing its own code enforcement in-house, necessitating the adding of this full-time staff position. In-house code enforcement will also provide a new revenue stream for the Borough, which largely funds this new staff position. As such, the amount

budgeted for PMCA (noted in Footnote #31) significantly decreases in this FY2022 budget.

³³ Gettysburg Borough has a significant feral cat population, which draws many citizen complaints annually. This budget provides resources to the Adams County SPCA to begin to get this cat population under control.

³⁴ Payment 5 of 5.

(432) Winter Maintenance

- ✓ Snow and ice removal materials
- ✓ Machinery and equipment rental

(433) Traffic Control Devices

- ✓ Replace/repair road signs and markings
- ✓ Lighted crosswalks
- ✓ Utility bills

(434) Street Lighting

- ✓ Utility bills
- ✓ Miscellaneous repairs and maintenance

(435) Sidewalks & Crosswalks

- ✓ ADA ramp engineering
- ✓ Repairs and maintenance
- ✓ Grant match for Gettysburg Inner Loop (GIL) Phases B1 & B2

(436) Storm Sewers & Drains³⁵

- ✓ MS4 compliance initiatives
- ✓ Miscellaneous repairs and maintenance
- ✓ Pollutant Reduction Projects

(438) Bridges

- ✓ Design, engineering and bidding in preparation for 2023 construction

(439) Roads & Alleys

- ✓ General roadway resurfacing and treatments
 - South Street³⁶ engineering and construction
 - Gettys Street engineering and construction
 - Resurfacing of Sheely and Wolf Alleys
 - Grant match for the Gettysburg Gateway Connectivity Project

(445) Parking

- ✓ Salary, overtime hours, benefits, and associated payroll taxes for the following personnel:
 - Parking Manager
 - One (1) Parking Enforcement Officers (FT)

- Three (3) Parking Enforcement Officer (PT or Seasonal)
- One (1) Laborer (FT), shared with the Public Works Department

- ✓ Operating supplies and postage
- ✓ Vehicle fleet management and maintenance program
 - 2021 Chevy Traverse payments
 - 2019 Chevy Colorado payments
- ✓ Bank fees and charges
- ✓ Software and IT management services
- ✓ Insurances
- ✓ Utility/phone/internet bills
- ✓ Building (Racehorse Alley Garage) repairs and maintenance
- ✓ License Plate Recognition (LPR) camera

(454) Parks & Recreation

- ✓ GARA contribution
- ✓ Required insurances
- ✓ Property taxes
- ✓ Special events
- ✓ Infrastructure improvements
 - Zero turn mower
 - Relocation of a pavilion
 - Rest room upgrades
 - Security camera system
- ✓ Special events contributions

(455) Shade Tree

- ✓ Pruning/clean-up services
- ✓ Tree purchases
- ✓ Other operating supplies

(462) HUD – Community Development

- ✓ South Street sidewalk & street lighting construction
- ✓ Washington Street sidewalk & street lighting construction

(465) Community Development

- ✓ Non-Governmental Appropriations for:
 - Main Street Gettysburg
 - Rabbit Transit
 - Adams County Arts Council
 - Adams County Historical Society

³⁵ In 2019, Gettysburg Borough implemented the Gettysburg Borough Storm Water Authority (GBSWA) which is budgeted in Fund 09. The GBSWA has a separate Board of Directors which is responsible for raising sufficient funds, via storm water fees) to

manage the Borough's storm water infrastructure. Fund 09 is included in this budget message at Chapter 14.

³⁶ South Street is a multiyear project which will be completed in 2022.

- ✓ Engineering for the Gettysburg Welcome Center

(471), (472), and (492)

- ✓ Finances interest and principal on Borough debt:
 - 2010 GO Bond
 - 2016 GO Bond
 - 2009 PIB Loan – Steinwehr Avenue Phases II³⁷
 - 2015 PIB Loan – East Middle Street
- ✓ Transfers from the General Fund to other Borough funds to support projects administered within those other funds

(475) Fiscal Agent Fees

- ✓ Fees associated with the 2016 bond issuance

(487) Benefits Fees

- ✓ Fees associated with administering the Borough's pension funds

Summary

Over the coming five years, Gettysburg Borough is poised to tackle a significant number of large projects, some of which have been delayed for economic reasons for decades. This is only possible due to the new ARPA legislation that was passed by Congress in March 2021. None of this funding will affect or improve the underlying economic stresses that have plagued the borough for decades. The ARPA funding, however, will mask these challenges through 2026, when the Borough will once again be challenged to balance its books based on the historical norms and realities of the local economy. That said, the following pages highlight the large number of initiatives planned for 2022.

Like 2018, 2019, 2020, and 2021, no cash or credit card payments will be accepted at the Borough Building, as the receptionist position remains unfilled³⁸. Instead, payments, where possible, will continue to be made available online through the Borough's website at www.GettysburgPA.gov. The Borough continues to find ways to make access to these on-line payment solutions more accessible and to

improve the ease-of-use of these on-line payment systems for the end user. On-site payments will continue to be possible only via check or money order and placed in a drop box at the front desk or in the labeled drop box outside in front of the main entrance to the Borough Building.

The Staff

As a twenty-first century municipality, Gettysburg has an outstanding workforce. The Borough's staff is highly competent, professional, and hard working. Borough staff take a team-approach to the delivery of vital community services. The staff is a team of specialists who use their individual experiences, unique talents and knowledge for the benefit and betterment of Gettysburg. The internal knowledge they bring provides the Borough with the ability to move swiftly to address all types of challenges. These talented professionals enabled the Borough to be nimble in response to the pandemic, creating the environment where the Borough quickly pivoted to respond to the COVID-19 Disaster Emergency, which has been lauded across the state as a template for other municipalities to follow with their pandemic response.

Part of this pivot relates to technology and the Borough's ability to quickly disseminate late-breaking and ever-changing information. The Borough uses new and emerging technologies including digital mapping, wireless communications, remote access to office systems, cameras, computer software programs, social media, and workgroup data exchange in ways that help Gettysburg excel where other municipalities in the county do not.

The staff's dedication to the Borough shines through daily. As Borough Manager, I want to publicly thank them for their dedication and devotion to public service, a noble profession. Their efforts are realized by the look and feel of Gettysburg – a municipality continuing to emerge, develop, and redevelop with the twenty-first century.

Many staff members also give of their personal time with no expectation of monetary reward.

³⁷ Phase I debt was retired early in 2018 via FY2017's surplus.

³⁸ The receptionist position was eliminated in 2017 and never filled since.

Their volunteer efforts were on full display yet again in 2021 by assisting with the Main Street Gettysburg Cares program – a program designed to assist local businesses survive the economic stresses of the Pandemic. The staff also assisted Main Street Gettysburg's pivot to provide a meaningful Holiday Season in 2021 by helping decorate the town in preparation for the return of Main Street Gettysburg's 'A Gettysburg Christmas Festival'.

These staff members are little celebrated, but their work is noticed and appreciated. Like me, Gettysburg and its good people notice their work and thank them for it. Keep on doing the people's work.

Thank you.

Respectfully submitted,



Charles R. Gable, MPA
Borough Manager/Treasurer

Table 2 – 2021 Budget Summary
(December 31, 2021)

Account	Account Description	Budget	MTD Actual	YTD Actual	% Used	Remaining
01 General Fund						
Revenue						
	Real Property Tax	\$2,085,012.00	\$0.00	\$2,200,434.03	105.54%	(\$115,422.03)
	Occupation Tax	\$17,300.00	\$0.00	\$19,629.48	113.47%	(\$2,329.48)
	Local Enabling Tax (Act 511)	\$948,450.00	\$0.00	\$964,926.58	101.74%	(\$16,476.58)
	Business Licenses/Permits	\$94,345.00	\$0.00	\$129,090.82	136.83%	(\$34,745.82)
	Non-Business Licenses/Permits	\$20,200.00	\$0.00	\$26,110.38	129.26%	(\$5,910.38)
	Fines & Forfeits	\$256,237.00	\$0.00	\$383,011.13	149.48%	(\$126,774.13)
	Interest Earnings	\$7,300.00	\$0.00	\$13,265.26	181.72%	(\$5,965.26)
	Rents & Royalties	\$39,000.00	\$0.00	\$39,000.00	100.00%	\$0.00
	Federal Grants	\$450.00	\$0.00	\$0.00	0.00%	\$450.00
	State Operating Grants	\$9,575.00	\$0.00	\$0.00	0.00%	\$9,575.00
	State Shared Revenue	\$232,150.00	\$0.00	\$228,757.81	98.54%	\$3,392.19
	Local Government Units	\$48,272.00	\$0.00	\$133,848.57	277.28%	(\$85,576.57)
	Charges for Services	\$137,112.00	\$0.00	\$40,011.30	29.18%	\$97,100.70
	Highways & Streets (Parking)	\$733,931.00	\$0.00	\$1,072,198.67	146.09%	(\$338,267.67)
	Culture & Recreation	\$2,550.00	\$0.00	\$13,945.56	546.88%	(\$11,395.56)
	Other Financing Sources	\$1,100.00	\$0.00	\$1,570.75	142.80%	(\$470.75)
	Sale of Fixed Assets	\$0.00	\$0.00	\$6,500.00	0.00%	(\$6,500.00)
	Interfund Transfers In	\$0.00	\$0.00	\$14,582.42	0.00%	(\$14,582.42)
	Refund of Prior Year Expenses	\$2,000.00	\$0.00	\$123,444.59	6172.23%	(\$121,444.59)
	Total General Fund Revenue:	\$4,634,984.00	\$0.00	\$5,410,327.35	116.73%	(\$775,343.35)
Expenditure						
	Legislative	\$11,264.00	\$0.00	\$21,981.77	195.15%	(\$10,717.77)
	Office of the Manager	\$307,474.00	\$262.89	\$263,294.76	85.63%	\$44,179.24
	Tax Collection	\$28,513.00	\$0.00	\$28,548.00	100.12%	(\$35.00)
	General Govt.-Administration	\$322,775.00	\$2,538.00	\$356,386.79	110.41%	(\$33,611.79)
	Police	\$1,702,904.00	\$1,639.72	\$1,778,014.47	104.41%	(\$75,110.47)
	Fire	\$58,119.00	\$75.29	\$56,971.01	98.02%	\$1,147.99
	Code Enforcement	\$50,050.00	\$0.00	\$56,288.72	112.46%	(\$6,238.72)
	Planning	\$314,159.00	\$193.05	\$255,210.39	81.24%	\$58,948.61
	Emergency Management	\$750.00	\$0.00	\$389.47	51.93%	\$360.53
	Health	\$315.00	\$0.00	\$0.00	0.00%	\$315.00
	Public Works	\$638,154.00	\$610.71	\$620,519.71	97.24%	\$17,634.29
	Street Lighting	\$87,996.00	\$0.00	\$91,750.22	104.27%	(\$3,754.22)
	Sidewalks & Crosswalks	\$37,650.00	\$0.00	\$89,544.96	237.84%	(\$51,894.96)
	Bridges	\$0.00	\$0.00	\$11,127.24	0.00%	(\$11,127.24)
	Roads & Alleys	\$65,250.00	\$0.00	\$2,486.40	3.81%	\$62,763.60
	Parking Facilities	\$337,921.00	\$219.41	\$348,567.04	103.15%	(\$10,646.04)
	Parks, Recreation & Grounds	\$80,908.00	\$0.00	\$78,404.09	96.91%	\$2,503.91
	Shade Tree	\$14,500.00	\$0.00	\$12,210.92	84.21%	\$2,289.08
	Community Development	\$39,000.00	\$0.00	\$39,250.00	100.64%	(\$250.00)
	Benefits Fees	\$2,750.00	\$0.00	\$0.00	0.00%	\$2,750.00
	Interfund Transfers Out	\$534,532.00	\$0.00	\$534,532.00	100.00%	\$0.00
	Total General Fund Expenditure:	\$4,634,984.00	\$5,539.07	\$4,645,477.96	100.23%	(\$10,493.96)
Total General Fund Fund Balance:						
	Total General Fund Revenues:	\$4,634,984.00	\$0.00	\$5,410,327.35		(\$775,343.35)
	Total General Fund Expenditures:	\$4,634,984.00	\$5,539.07	\$4,645,477.96		(\$10,493.96)
	Total General Fund Fund Balance:	\$0.00	(\$5,539.07)	\$764,849.39		(\$764,849.39)

Chapter 2 in the 2021 Manager's Budget Message detailed the challenges presented by the global pandemic on Gettysburg Borough. The Borough continues to persevere through these challenges and has utilized multiple strategies to sustain itself and continue to provide for its mission: health, safety, welfare. Assistance from the federal government through the American Rescue Plan Act of 2021 (ARPA) gave a significant financial boost to the Borough – which will continue to show positive financial benefits through 2026. Details of ARPA and the Borough's use of these resources are discussed in **Chapter 10**. While significant federal grant funding assists the Borough through the pandemic, there is another reason for the success of the Borough in these challenging times. It is little known and little discussed – but very much worth highlighting.

Gettysburg Borough is a GOLD Certified Sustainable Community! See **Picture 1**. This credential is acquired through Sustainable Pennsylvania - a collaboration between Sustainable Pittsburgh and The Pennsylvania Municipal League. It is the projects required under the certification criteria that also contribute to the viability of the Gettysburg community as the pandemic continues into its third year and various sectors of the state and national economy struggle to recover from the fiscal damage wrought by COVID-19. **Table 3** lists the certification levels possible, and points needed to attain a certification level. Gettysburg has been certified at the Gold level with 147 points awarded out of a possible 300, just shy of the highest certification level of Platinum.

What is Sustainable Pennsylvania?

The Sustainable Pennsylvania Community Certification is a voluntary performance recognition program to help municipalities achieve their sustainability goals to save money,



SUSTAINABLE PENNSYLVANIA COMMUNITY CERTIFICATION

**Table 3 - Sustainable Pennsylvania
Certification Levels**

Achievement Level and Points	Documentation Requirement
Associate: 1 - 34 points	Must provide web links to 10% of 'yes' responses
Bronze: 35 - 79 points	Must provide web links to 30% of 'yes' responses
Silver: 80 - 135 points	Must provide web links to 50% of 'yes' responses
Gold: 136 - 202 points	Must provide web links to 70% of 'yes' responses
Platinum: 203 - 300 points	Must provide web links to 90% of 'yes' responses

**Picture 1 -Sustainable
Pennsylvania
Gold Certification**



conserve resources, and encourage innovation. It is intended to bring recognition to municipalities that are applying policy and practice of sustainability as their way of operating to advance community prosperity. Focused on municipal operations, policies, and practices for creating a more sustainable Pennsylvania. The program provides communities with an online structure and performance platform for recognition as they adopt sustainable policies and practices. The certifications – Platinum, Gold, Silver, Bronze, or Associate level – is free and strictly voluntary. The program helps municipalities progress from whatever their municipal practices are or have been in the past toward achieving a Sustainable future. The various levels of certification acknowledge a municipality's progress in addressing areas such as community design & land use, energy efficiency, health & wellness, mitigating blight, recycling & waste reductions, etc.

There are 131 point-earning criteria to which an aspiring municipality indicates their action. These points are divided up between ten broad categories, identified in **Tables 4, 5, 6, 7, 8, 9, 10, 11, 12, and 13** respectively:

- 1) Governance and Community Engagement,
- 2) Healthy Communities,
- 3) Diversity, Equity, and Inclusion,
- 4) Education,
- 5) Energy Use, Conservation and Green Building,
- 6) Housing,
- 7) Environmental Stewardship,
- 8) Land Use and Transportation,
- 9) Local Economy, and
- 10) Other Sustainability Innovation.

For verification, municipalities prove web links to material on their website that they deem sufficient to substantiate their compliance with the given criteria.

Positive Impacts of Sustainability

The process of becoming certified provides several positive impacts for an aspiring community:

- Clarifies the priority municipal policies and practices that high performing local governments ideally have in place,
- Helps the municipal administration establish a baseline of where they are now in comparison to implementing best practices and other high performing municipalities,
- Creates a pathway for continuous improvement,
- Creates a conversation among municipal management for sharing information and mutual assistance,
- Raises community awareness about the comprehensive role of local government in advancing a sustainable community,
- Illustrates that sustainability is a broad framework for social, economic, and environmental performance, and
- Leads to more valuable content being featured on municipal websites.

Sustainability Begins Locally



Our state's promise for prosperity is organized around the institution of local government. Like the old adage "all politics is local", sustainability takes root close to home in the way we organize as communities. Local government thus has both a profound role and responsibility for leading the

way to quality of life and access to opportunity in our communities and region. This municipal certification program aims to shine a light on the pacesetters and bring more local government leaders to the forefront of sustainable community development.

Table 4 - Sustainable Pennsylvania Certification Criteria (Governance and Community Engagement)

Governance and Community Engagement	Possible Points	Gettysburg Credited
Municipal Operations	13	10
Professional Staff are employed or retained, in the areas of budgeting and finance	1	1
A revenue-expenditure trend analysis is conducted annually	1	1
Funds for capital-related borrowing are not used for day-to-day expenses	1	1
Municipality routinely evaluated ability to ensure that revenue is sufficient to maintain public infrastructure (i.e. roads, water, sewer, storm water, etc.) (Community has an asset management-based budget system)	1	1
Obligations for pensions/other post-employment benefits are funded for the long-term to at least 80%	3	3
5% - 10% of operating funds are carried over year-to-year	2	2
Taxation takes a balance approach applicable to all sectors of municipal services provided and fees satisfy cost recovery	1	1
Green vehicle fleet assessment has been initiated toward: using greener fuels and/or vehicles, vehicle right-sizing for the job/trip, retrofit or replace older diesel trucks or equipment with cleaner technology, or driver education about driving techniques for fuel economy	3	0
Community Engagement	12	7
Civic engagement, public participation, and transparency are regularly assessed and facilitated	1	1
A Historic Review Commission is active	2	2
An environmental Advisory Council is active	2	0
Municipality communicates with the public via a regularly scheduled newsletter or regularly updated web-based communication	1	1
All municipal-sponsored events have a sustainability-awareness component	3	0
A program exists to actively pursue and match residents and local businesses to volunteer opportunities to better the community and assist the local government	3	3
Local and Regional Cooperation	5	3
Municipality is an active participant in a Council of Governments	1	1
The municipality utilizes Intergovernmental cooperative agreements (ICA) to engage in multi-municipal endeavors	2	2
Intergovernmental Cooperative Agreements include conflict resolution provisions	2	0
Sustainability	30	8
The municipality is committed to passing a resolution (within six months of enrolling) to affirm participation in the Sustainable Community Essentials Certification Program	3	3
A municipal sustainability program (in name) has been developed and departmental goal setting and budget processes are used to advance it	4	0
Sustainability policies, goals, and principles have been adopted	3	0
A sustainability assessment has been conducted to evaluate municipal facilities, operations, plans and regulations relative to conserving resources, saving money, and implementing policies and procedures that simultaneously advance the environment, economy, and social equity	4	0
There is on-going training for municipal employees and officials and the HR function is closely engaged in advancing objectives of the municipal sustainability program	4	0
Procedures are in place to measure and track the impacts of the sustainability program (and yearly reporting to the public on results is conducted)	4	0
An executive/management level municipal staff person has responsibility for management of the municipal sustainability program expressly included in their job description	3	0
Professional development for municipal personnel and officials includes participating (at a minimum, per year) in quarterly Local Government Academy, PA DCED or other professional training association programs	2	2
Newly elected officials participate in Local Government Academy or other orientation training for public officials	3	3
Public Safety	6	6
Municipality maintains updated public safety mutual aid agreements with neighboring municipalities and shares resources	1	1
Municipality maintains an updated Public Safety comprehensive plan to be sure staffing and financial resources keep pace with municipal needs for Police, Fire, and Emergency Medical Services	2	2
Municipality participates in a regional service program or contracts services to or through other municipalities for fire, police, and EMS	3	3

Table 5 - Sustainable Pennsylvania Certification Criteria (Healthy Communities)

Healthy Communities	Possible Points	Gettysburg Credited
Local Food	9	5
Incentives exist for establishment of farms and gardens within the municipality	2	0
The municipality supports a program (or cooperates with neighboring communities) to engage residents in strengthening sustainable food systems to link local foods, farms, and people (ex. Buy Fresh Buy Local initiatives, Good Food Neighborhood, etc.)	3	3
Education programs are made available for residents on the benefits of organic, locally purchased food; farmers' markets and farm stands are facilitated	2	2
A community produce garden(s) is available	2	0
Healthy People	7	5
Programs by local government, or in cooperation with the non-profit and private sector, exist to address community health concerns (i.e., exercise programs, feeding programs for children and the elderly, crime watches, accessible health care, exercise away from areas of air pollution, etc.)	1	1
Outdoor recreation opportunities, amenities, and lifestyles are promoted	1	1
A program to promote safe walking to school is in place	3	3
The use of pesticides and herbicides is being monitored and reduced by all municipal departments which use them	2	0

Table 6 - Sustainable Pennsylvania Certification Criteria (Diversity, Equity, and Inclusion)

Diversity, Equity, and Inclusion	Possible Points	Gettysburg Credited
Human Resources	15	2
Measures are taken to ensure a wide range of candidates are interviewed for all municipal job openings (i.e. the Rooney Rule)	2	2
The municipality has a written municipal policy prohibiting discrimination and valuing diversity and inclusion	3	0
The municipality has provided diversity training for municipal employees	3	0
The municipality annually assesses, and reports to the public, diversity of all boards, employees, volunteers, committees, etc.	3	0
The municipality reports annually to the public on progress in creating a more diverse workforce	4	0
Economy	5	5
There is a municipal policy ensuring Minority Business Enterprise and Women Business Enterprise are considered in municipal purchasing, bids, and contracts	2	2
The municipality is engaged in programs to communicate that the community is welcoming to persons who represent diversity (sister city relations, diversity sensitivity training, multilingual signage, etc.)	3	3

Table 7 - Sustainable Pennsylvania Certification Criteria (Education)

Education	Possible Points	Gettysburg Credited
Cooperation	5	0
Municipal planning is coordinated with the school district and the two meet at least once per year	3	0
The municipality and local public schools cooperate to share facilities and other resources (For example: the municipality assists with the cost of evening lifeguards for community use of a school swimming pool or for provision of crossing guards)	2	0
Engagement	2	0
Municipality works with schools and local no-profits/community organizations to engage students about community issues such as waste reduction and recycling, public safety, wellness, conservation, nature, etc.	2	0

Table 8 - Sustainable Pennsylvania Certification Criteria (Energy Use, Conservation, and Green Building)

Energy Use, Conservation, and Green Building	Possible Points	Gettysburg Credited
Municipal Energy Use	24	9
The municipality has recently completed an energy audit of all municipal buildings and operations; The audit includes findings and recommendations and establishes a baseline of energy use	2	2
The municipality has established goals from the energy audit findings and is methodically implementing the energy audit findings	3	0
Municipal energy use has declined overall at least 15% from the baseline year established in the energy audit	4	4
Municipality is reporting yearly to the public on progress and results made in implementing recommendations/findings contained in the municipal energy study	2	0
Municipality has or is in the process of retrofitting streetlights and traffic signals to LED bulbs	3	3
As part of the energy audit, a greenhouse gas inventory and mitigation plan has been established for municipal functions	4	0
Positive progress on the greenhouse gas inventory and mitigation plan is reported annually to the public	3	0
Energy performance of key municipal buildings is tracked using ENERGY STAR Portfolio Manager and is reported yearly to the public	3	0
Community Energy Use	8	0
The municipal comprehensive plan contains an energy conservation element	1	0
Municipal support is provided to a public program (throughout the community and for businesses) to conserve energy, promote renewable energy sources, and mitigate carbon emissions	3	0
The greenhouse gas inventory has been expanded to include the entire community (not just the municipality) and a mitigation plan has been developed	4	0
Green Buildings	17	0
There is a written green building policy/standard for new construction/major renovations of municipal buildings such as the international Green Construction Code (IGCC)	3	0
New construction and major renovations at municipal facilities incorporate (sufficient to achieve) LEED (Leadership in Energy and Environmental Design) Silver principles	3	0
Municipal building operations could meet LEED O&M Silver principles or better	4	0
The municipality has reviewed ordinances, resolutions, and other policies to remove impediments to the use of alternative energy (wind, solar, geothermal) installations or green buildings	3	0
LEED certification is required for development projects receiving a public incentive (TIF, abatement, etc.)	4	0
Renewable Energy	7	0
Municipality purchases energy for municipal facilities from renewable sources (or has installed renewable energy sources) such that at least 10% of all municipal energy comes from renewable sources	3	0
Municipality purchases energy for municipal facilities from renewable energy sources (or installed renewable energy sources) such that at least 40% of all municipal energy comes from renewable sources	4	0

Table 9 - Sustainable Pennsylvania Certification Criteria (Housing)

Housing	Possible Points	Gettysburg Credited
Affordability	13	4
The zoning ordinance provides for or accommodates a full range of housing opportunities throughout the community	1	1
The comprehensive plan addresses the community benefits of and need for expanding housing choice	2	0
The zoning ordinance has inclusionary housing provisions/incentives	3	0
A program exists (perhaps in partnership with an outside agency) to facilitate home ownership: homebuyer incentives, employer-assisted housing, community land trust, etc.	3	3
The community is tracking and reporting annually to the public on results toward affordable housing for residents	4	0
Sustainable Neighborhoods	11	9
A current inventory of vacant and blighted properties is maintained and mapped	2	2
A program is being implemented to put blighted, abandoned properties back into productive use: smart rehabilitation code, conservatorship, demolition, acquisition, green lot strategies, etc.	2	2
The municipality has elected to administer and enforce PA's statewide Uniform Construction Code (UCC)	1	1
The municipality has adopted the International Property Maintenance Code within the last 6 years per good, safe rental housing	2	2
Staffing is in place sufficient to enforce building and maintenance codes	2	0
The municipality utilizes a system for collection of delinquent taxes and fees to mitigate blight and abandonment	2	2

Table 10 - Sustainable Pennsylvania Certification Criteria (Environmental Stewardship)

Environmental Stewardship	Possible Points	Gettysburg Credited
Water Use, Conservation, and Quality	16	16
The municipality utilizes an integrated Municipal Storm Water and Wastewater Planning approach (as described by EPA) to identify the municipality's priorities for projects and includes a description of how the proposed priorities reflect the relative importance of adverse impacts on human health and water quality and the municipality's financial capability (see http://cfpub.epa.gov/npdes/integratedplans.cfm)	4	4
The municipality actively encourages water conservation and efficiency measures in the community and among business	1	1
Low impact development and onsite storm water infiltration is encouraged	1	1
Water provider(s) prioritize improving service to existing developed areas as opposed to opening new areas to development	3	3
Drinking water and sanitary sewer rates are based on the real cost of providing service	3	3
Sufficient investments are being made to the water, sewer, and storm water systems per real costs and keeping pace with maintenance and operations	2	2
Cooperation is occurring with neighboring municipalities to manage water and sewer supply, treatment and distribution, sewage and storm water, in the most cost-effective way	2	2
Air Quality	10	2
PA State anti-idling law is enforced, and compliance is promoted	2	0
Municipality supports public education regarding reducing air pollution and emissions	1	0
A clean construction emissions policy for all publicly subsidized projects has been adopted and is enforced	3	0
A burn ban has been formally adopted and made part of municipal ordinance, and State or County outdoor wood fired boiler construction and operation is in accordance with state law	2	2
The municipality and its municipal waste hauler service are exploring ways to reduce emissions from vehicles and trucks beyond anti-idling	2	0
Green Infrastructure	11	8
Policies, plans, and ordinances protect wetlands and waterways and their buffers	1	1
Whitten policies exist and ordinances and incentives have been enacted to conserve environmentally and ecologically sensitive places (for example, slopes over 25%, slide prone soils and geology, springs and vernal pools, mature woodlands, Natural Heritage Areas, etc.) to protect public safety and natural resources while using green infrastructure for storm water management	1	0
Low impact and green development projects, as well as techniques (pervious pavement, bioswales, cisterns, woodland, and steep slope protection) are fostered through incentives, ordinances, and design guidelines	3	3
Tree and woodlands protection and management policies are in place (for example - community forestry plan and canopy goal; tree planting programs; tree maintenance programs; tree hazard and health assessment projects; computerized assessment of municipal trees; Tree/woodland replacement criteria in ordinances, etc.)	3	3
A natural resource inventory has been developed for the community within the last 7 years as part of the comprehensive plan	1	1
Sustainable landscape maintenance practices are in place for parks and municipal grounds	2	0

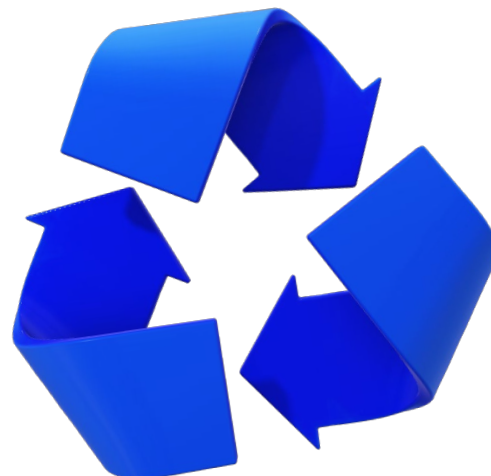


Table 11 - Sustainable Pennsylvania Certification Criteria (Land Use and Transportation)

Land Use and Transportation	Possible Points	Gettysburg Credited
Mobility	13	11
Trails for walking and bicycling are being developed or maintained	1	1
Alternate transportation (e.g., transit, inter-modal, multi-modal, bicycle/pedestrian) are accommodated and promoted	2	2
Public transportation and ride sharing are promoted and facilitated, as is transit-oriented development (where applicable)	2	2
Bicycle lanes or shared roadways are being developed and a "Share the Road" education campaign is being advanced	3	3
Police are trained on the rights and responsibilities of bicyclists and state law on passing bicycles	2	0
Traffic calming techniques, "complete streets" projects, access management and congestion management programs have been evaluated and are being implemented	3	3
Community	18	12
Professional staff are employed or retained to manage the land use program	1	1
Comprehensive land use/development plan is current, addresses impact to neighboring communities, and incorporates sustainability principles	2	2
A multi-municipal comprehensive plan has been adopted as has an official map	3	3
Up-to-date ordinances for zoning and subdivision/land development are in place to implement the comprehensive plan	1	1
The comprehensive plan and ordinances promote pedestrian-oriented, dense, walkable, mixed-use development (in existing and proposed development), and redevelopment in the core or town center	4	4
A Transfer Development Rights (TDR) program is in place to incentivize development where infrastructure currently exists and to protect important green space	4	0
Developers are required to submit a comprehensive and detailed fiscal impact analysis including long-term fiscal impacts such as road repair, school infrastructure needs, and other public services with their development applications	2	0
Land use development decisions are assessed to ensure they do not have negative fiscal, storm water, traffic, infrastructure, or service demands, or quality of life impacts on neighboring municipalities	1	1
Green Space	9	5
The Comprehensive Plan identifies environmentally sensitive, ecologically significant, and civic/historic places	1	1
The Comprehensive Plan and ordinances protect farm and and/or promotes community gardens and infill green space	2	2
The Comprehensive Plan includes a parks/recreation and open space component with proposed passive or active greenways, parks and trails, and the zoning and subdivision ordinances support the vision	1	1
The greenspace/open space plan has benchmarks and results are reported annually to the public	4	0
The municipality has a PA Department of Agriculture Security Area (ASA)	1	1



Table 12 - Sustainable Pennsylvania Certification Criteria (Local Economy)

Local Economy	Possible Points	Gettysburg Credited
Thriving Local Green Business	8	3
The municipality has assessed Main Street program options and opportunities for possible applicability and implementation	1	1
Owners and tenants in the retail area are engaged with the municipality to provide attractive sidewalks, trees, and street furniture and make the area safe for pedestrians and bicyclists	1	1
The municipality maintains and supports an initiative to encourage residents to buy local	2	0
Municipal action plans for promoting minority and women-owned business are being advanced, including seeking proposals from the same for purchasing services, etc.	1	1
A program is in place to encourage businesses to be aware of innovative sustainable business approaches and to recognize achievement	3	0
Material Use, Waste, and Recycling	22	13
Waste and recycling ordinances and regulations comply and are enforced per Act 101, or if not a mandatory-Act 101 municipality, a municipal recycling program is conducted	2	2
There is a curbside and/or drop-off recycling program	1	1
The municipality contracts for solid waste collection as opposed to individual homeowners contracting for the same	2	2
There is a written waste reduction and recycling ordinance for residential, commercial, and institutional facilities	2	2
There is an active public information program to encourage citizens to reduce waste and recycle	1	1
All municipal buildings have an active recycling program	1	1
For municipal facilities, a recent waste management assessment has been conducted with municipal employees trained in waste reduction and recycling	2	0
An Environmentally Preferable Purchasing Program has been implemented for municipal operations	3	
Municipality has an active litter prevention/clean-up program	2	2
An expanded material recycling program is being advanced (i.e., e-waste, composting, pharmaceuticals, and household hazardous waste for community-wide collection)	2	2
A community-wide recycling program is maintained at 5% above the state stipulated goal of 35%	4	0

Table 13 - Sustainable Pennsylvania Certification Criteria (Other Sustainability Innovation)

Other Sustainability Innovation	Possible Points	Gettysburg Credited
Additional Initiative	4	4
Provide an on-line link to description of a sustainability innovation that the Municipality Manager/Secretary feels strongly is deserving of additional recognition and is not covered by any of the above listed criteria options	2	2
Provide an on-line link to description of a second sustainability innovation that the Municipality Manager/Secretary feels strongly is deserving of additional recognition and is not covered by any of the above listed criteria options	2	2



Municipalities in the Commonwealth of Pennsylvania are not equal when it comes to the ability to implement revenue streams to provide services to its residents, visitors, and other stakeholders. Towns, Boroughs, Townships, and Cities all have a different set of laws governing them. The ability to levy a type of tax (or revenue source) in one municipality is restricted by the State Legislature in another municipality. This disjointed set of statutes is complicated and creates significant inequities among municipalities statewide.

Gettysburg Borough receives no local sales taxes, liquor taxes, or business taxes as they are not options under state law (Borough Code). Other municipalities across the Commonwealth do have the ability to levy these types of taxes. In other states across the country, these other types of taxes are the foundation to the fiscal health of local government. In Pennsylvania, the General Assembly denies them as an option to communities like Gettysburg.

It is often said that Borough Council has a toolbox with one tool inside (real estate taxes) and it is a dull and poorly honed tool, but that is the only

tool given to them by the laws of the Commonwealth of Pennsylvania.

While it is true that real estate taxes remain the largest single source of revenue to the Borough, Gettysburg does have limited other opportunities to diversify its income streams. Parking revenue, admissions tax, and pillow tax are some of those other types of revenue streams and are listed and discussed in the following pages of this Budget Message. Property taxes, however, remain the predominant revenue source.

Under the Commonwealth of Pennsylvania Borough Code, P.L. 1656 of 1965, revised 2012, and Act 511, P.L. 1257 of 1965, boroughs have authority to levy a number of taxes. For political reasons, most notably the claim by some residents and business owners of not being a ‘business friendly Borough’, Gettysburg chooses to not utilize every tax available under State Borough Code. The types of levies and the statutory authority and rate limits utilized by Gettysburg Borough can be found in the **Table 14** and **Table 15**.

Gettysburg, like other municipalities may have options if it were to change its form of government.

Table 14 – Statutorily Permissible Property Taxes

Real Property Tax ^(levied)	Statutory Rate Limit
General Purposes	30 mills
General Purposes – Additional millage with court approval ^(not levied)	5 mills ³⁹
Interest & Principal on any indebtedness incurred pursuant to the Local Government Debt Act or any act governing indebtedness ^(not levied)	Sufficient for purpose of tax
Pensions & Retirement ^(not levied)	0.5 mills
Shade Tree ^(not levied)	0.1 mills
Lighting ^(not levied)	8 mills
Gas, Water, & Electric Light after Referendum ^(not levied)	8 mills
Purchase of Fire Equipment/Apparatus, Fire Training/School, after Referendum ^(not levied)	3 mills ⁴⁰
Building Fire House, Lock-Up, or Municipal Building after Referendum ^(not levied)	2 mills
Library ^(not levied)	No Limit
Support of Ambulance & Rescue Squads by Referendum ^(not levied)	0.5 mills ⁴¹
Special Levy for Debt by Permission of Court of Common Pleas ^(not levied)	No Limit
Street Improvements ^(not levied)	5 mills
Recreation ^(not levied)	No Limit
Community College ^(not levied)	Not to Exceed 5 mills of Market Value

³⁹ A Borough may levy a higher millage on the assessed value of improvements; however, revenues collected under a split tax rate may not exceed the revenues which would have been generated by 30 mills on the total assessed value of all taxable properties.

⁴⁰ May be exceeded upon approval by voters in referendum.

⁴¹ Can be as much as 2 mills after Referendum.

Table 15 – Other Statutorily Permissible Property Taxes

Type of Tax	Statutory Rate Limit
Occupation Tax – Borough Code ^(levied)	30 mills
Occupation Tax – Act 511 ^(levied)	No limit if levied as mills on assessment value; \$10 at flat fee ⁴²
Per Capita Tax ^(levied)	\$10
Act 511 - Local Services Tax ^(levied)	\$52 ^{43 and 44}
Act 511 - Earned Income Tax ^(levied)	1% to 1.7% ⁴⁵
Act 511 - Mercantile License Tax ^(not levied)	1 mill and 1.5 mill retail on gross receipts ⁴⁶
Act 511 - Business Privilege Tax ^(not levied)	No Limit ⁴⁷
Act 511 - Amusements (Admissions) Tax ^(levied)	10%; 5% if imposed for first time after 12/31/1997; Effective rate is 4% on skiing facilities and golf courses ⁴⁸
Act 511 – Mechanical Devices Tax ^(levied)	No Limit ⁴⁹
Real Property Transfer Tax ^(levied)	1% ⁵⁰

Home Rule Charter

A notable number of municipalities across the Commonwealth have adopted what is known as Home Rule Charter. Some have done so to diversify municipal revenue streams, broadening the restrictive range of revenue streams beyond the familiar and restrictive property tax. Specifically, Home Rule Charter is a written document defining the powers, structure, privileges, rights, and duties of the municipal government and limitations of that government. The charter also provides for the composition and election of the governing body, which in all cases shall be chosen by popular election. In other words, Home Rule Charter is the right of the people of a municipality to set up and change their own governmental structure and is

accomplished through a very deliberative process. The process requires the appointment of a commission to study and recommend to the electorate of a municipality a governing structure, which is then adopted (or rejected) by the people of the municipality by a ballot referendum.

Home Rule Charter municipalities differ from General-law municipalities in that General-law municipalities can only advance those powers that state law expressly or implicitly authorizes. Home Rule municipalities, conversely, may assume power not prohibited by the state constitution or state laws. Home Rule Charter allows local political and interest groups increased freedom from state supervision and interference. Statewide, there are 78 municipalities with adopted Home Rule Charters. Of those, 18 are Boroughs. **Table 16** lists the

⁴² These taxes subject to sharing with the school district.

⁴³ This is a dedicated tax, which must be used for the following reasons: public safety, road construction/maintenance, or to reduce the amount of property tax.

⁴⁴ This tax may be levied instead of the Occupational Privilege Tax on any wage earned within the Borough by both residents and non-residents (See Act 511 for priority of collection of this tax). Persons earning less than \$12,000 annually may be exempt if the Borough charges \$10. It is mandatory, if the Borough collects \$10 and \$52.

⁴⁵ This is a tax on wages and net profits and may be levied on both residents and non-residents. The taxpayer's residence takes precedence over his place of occupation if both have the tax. The tax may be split with the school district in any portion that is agreed upon. In case no agreement is reached, each may collect one-half of 1%. Should a school district levy an earned income tax pursuant to Act 50 of 1998, the Borough may not claim the school district's share of the tax under Act 511.

⁴⁶ Commonwealth Court has ruled that the Local Tax Reform Act (Act 145 of 1988) language prohibits a new tax

levy on gross receipts basis or an increase in rates levied prior to November 30, 1988.

⁴⁷ This tax may be levied on professions and services doing business in the Borough. It may be imposed at a flat rate and is usually applied to professional persons, service occupations, merchants, vendors, and businesses. Commonwealth Court has ruled that the Local Tax Reform Act (Act 145 of 1988) language prohibits a new tax levy on gross receipts basis or an increase in rates levied prior to November 30, 1988.

⁴⁸ Boroughs may not tax admissions to movie theaters. The tax is levied on admissions to places of amusement, entertainment, recreation, athletic events, etc. When overlapping taxing jurisdictions (school districts) levy this tax, the combined rate may not exceed 10%.

⁴⁹ This tax may be imposed as a percentage of receipts basis or at a flat rate as a privilege or license tax on juke boxes, pinball machines, vending machines, video game machines, etc.

⁵⁰ Subject to sharing with school district.

Boroughs in Pennsylvania with Home Rule Charters and the dates the Charters went into effect.

ACT 511 Overall Limits

Boroughs may collect from Act 511 taxes a total amount equal to the product obtained by multiplying the latest total market value of real estate by 12 mills. Thus, with a market value of \$506,339,900 Gettysburg may legally collect a maximum of \$6,076,078 in Act 511 taxes in 2020. The maximum amount permitted to be collected each year fluctuates with increases and decreases in assessed valuation.

Exemptions: Act 511 permits exemptions from all or part of the liability for occupational privilege and per capita taxes of persons earning less than \$5000 annually.

Table 16 – Pennsylvania Boroughs with Home Rule Charter

Borough (Municipality)	County	Effective Date
Bellevue	Allegheny	Saturday, January 1, 2022
Braddock	Allegheny	Monday, January 4, 2021
Mahanoy City	Schuylkill	Friday, January 1, 2021
Wheatland	Mercer	Friday, January 1, 2021
Carlisle	Cumberland	Friday, January 1, 2016
Malvern	Chester	Thursday, January 1, 2009
Portage	Cambria	Monday, January 1, 1996
West Chester	Chester	Saturday, January 1, 1994
Tyrone	Blair	Monday, January 3, 1983
Bryn Athyn	Montgomery	Monday, January 2, 1978
Cambridge Springs	Crawford	Monday, January 5, 1976
Chalfont	Bucks	Monday, January 5, 1976
Edinboro	Erie	Monday, January 5, 1976
State College	Centre	Monday, January 5, 1976
Whitehall	Allegheny	Monday, January 5, 1976
Youngsville	Warren	Monday, January 5, 1976
Bradford Woods	Allegheny	Monday, January 6, 1975
Green Tree	Allegheny	Monday, January 6, 1975



Borough Taxes and Fees **Rate Schedule (2021)**

The Borough revisits various tax rates and fees for service annually. This chapter outlines the tax rates and fees for the FY2022 budget. The following tax rates and fees have been adopted by Borough Council on December 13, 2021. **Table 17** outlines the history of tax rates in Gettysburg and outlines the 2022 tax rates adopted by Borough Council. As noted in Chapter 2 of the 2021 Manager's Budget Message, the Borough had a series of very good financial

years, where Council passed a tax cut in 2019 and that rate held steady in 2020. Due to the pandemic, the Borough millage rate increased, in the aggregate, 0.5570 mills for 2021. **Graph 3** visually illustrates a longer view of the Borough's tax rates. Permit and License Fees, Planning Permits and Licenses & Fees, Highway Occupancy Permit Fees, and Parking Fees can be found in **Tables 18, 19, 20, and 21**, respectively.

Summary of Taxes Levied on Gettysburg **Borough Residents**

Real Estate (Property) Taxes⁵¹

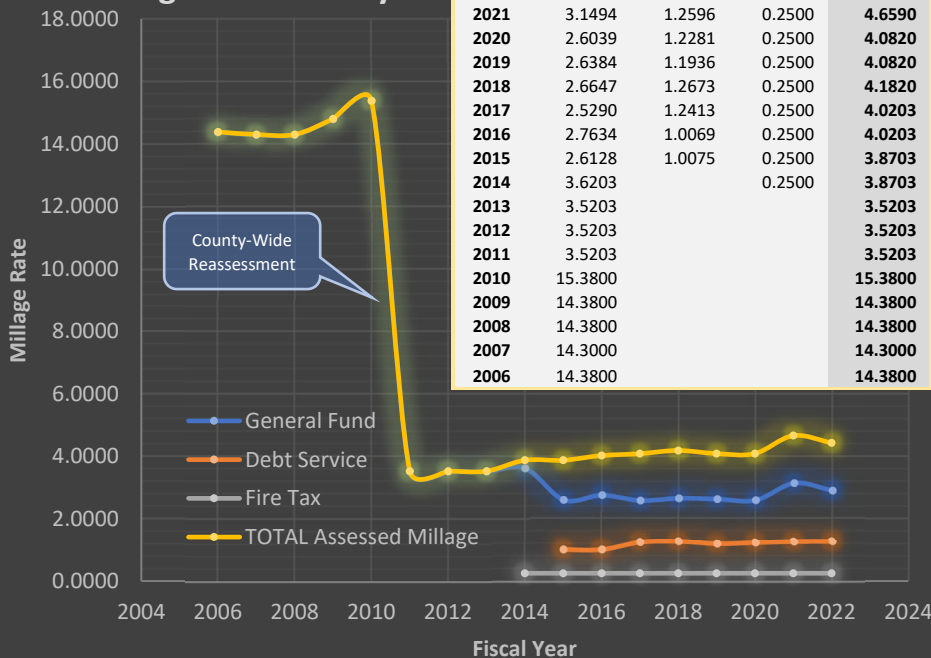
Table 17 – Gettysburg Tax Rate History (2015 – 2022)

Tax Type	2015	2016	2017	2018	2019	2020	2021	2022
Real Estate								
General Fund (01)	3.6203	2.6128	2.7634	2.5290	2.6384	2.6039	3.2981	2.9099
Debt Services Fund (23)	^^^	1.0075	1.0069	1.2413	1.1936	1.2281	1.1109	1.2671
Fire Protection Fund (03)	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500
Total Millage on Assessed Valuation	3.8703	3.8703	4.0203	4.0203	4.1820	4.0820	4.6590	4.4270
Occupation Tax (mills)	30 mills	30 mills	30 mills	30 mills	30 mills	30 mills	30 mills	30 mills
Real Estate Transfer Tax	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Earned Income Tax (EIT)	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Amusement (Admissions) Tax	5%	5%	5%	5%	5%	5%	5%	5%
Local Services Tax (LST)	\$47.00	\$47.00	\$47.00	\$47.00	\$47.00	\$47.00	\$47.00	\$47.00
Per Capita Tax	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Mechanical Devices Tax (per unit)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00

Property Taxes (also known as Real Estate Taxes) are levied in millage rates on

Graph 3
Millage Rate History (2006 – 2022)

Millage Rate History



the assessed valuation of a property. Millage is $\frac{1}{1000}$ of a dollar. In other terms, millage is \$1 (one dollar) for every \$1000 (one thousand dollars) of property value. The County assesses the valuation of a property. The total historical valuation of Gettysburg Borough is shown in **Table 22** for the 31-year period from 1992 through 2022. In general, the total assessed valuation of the Borough declines

⁵¹ Real Estate Tax is a tax that is based on the value of buildings and/or land.

overtime, most notably as a result of tax assessment appeals granted by the Adams County Assessment Office. **Graphs 4, 5, and 6** visually depicts the historical trends in Real Estate Tax Assessment, Occupational Tax Assessment, and Per Capita Tax Assessment, respectively, from the years 1992 to 2022.

Tax Exempt Property

Gettysburg Borough is a small municipality that is only approximately 1.5 square miles in circumference. It is the County seat of Adams County and home to many educational institutions and plethora not-for-profit organizations. These governemnt facilities, educational institutions, and not-for-profit organizations are exempt from taxation. Combined, nearly 40% of the municipalities' assessed tax valuation is exempt from taxation – a rate of ta exemption considerably higher than surrounding municipalities. Gettysurg is a full-service municipality, providing services far above and beyond the services provided by surrounding municiplaities. This level of service is necessitated to provide support for the many tax-exempt properties who support all municipalities throughout Adams County. The high rate of exempt parcels in Gettysburg Borough creates a scenario where essentially the taxable properties are paying for the non-taxable properties' services. This is the reason Gettysurg Borough has the highest taxation rate in Adams County. **Exhibit 2** illustrates the taxable properties versus the

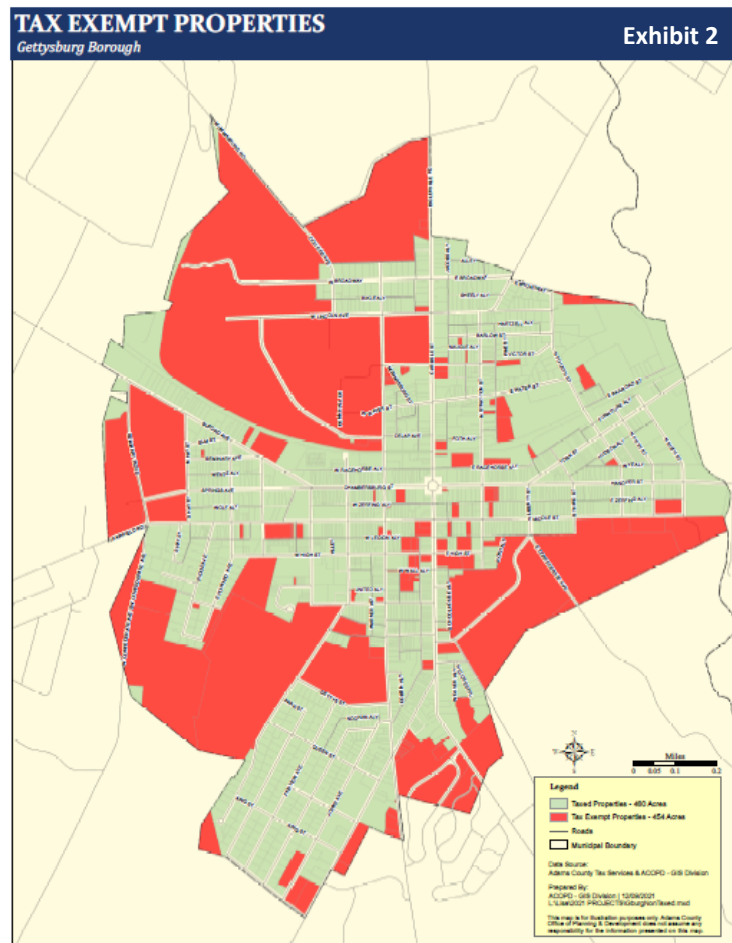
Table 22 – Assessment History (1992-2022)

	Real Estate	Occupation	Per Capita
2022	\$506,783,300	\$741,350	3025
2021	\$504,668,200	\$826,550	3087
2020	\$506,339,900	\$845,550	3022
2019	\$506,770,500	\$808,650	2942
2018	\$507,514,000	\$743,075	2920
2017	\$503,183,900	\$756,325	3030
2016	\$505,662,700	\$779,125	3147
2015	\$504,517,600	\$743,000	3349
2014	\$507,611,000	\$743,250	3349
2013	\$510,426,900	\$743,525	3349
2012	\$509,185,100	\$811,200	3474
2011	\$515,329,100	\$767,225	3329
2010	\$119,468,234	\$802,050	3407
2009	\$119,306,640	\$679,775	3217
2008	\$119,101,807	\$612,875	3129
2007	\$117,467,841	\$535,975	2997
2006	\$116,067,102	\$544,075	3113
2005	\$116,067,102	\$544,075	3113
2004	\$115,608,223	\$470,650	3009
2003	\$113,022,652	\$516,550	3184
2002	\$112,069,452	\$537,675	3311
2001	\$110,985,114	\$528,500	3341
2000	\$108,962,914	\$462,825	3236
1999	\$108,147,956	\$480,175	3319
1998	\$107,522,651	\$491,125	3352
1997	\$106,096,337	\$519,025	3433
1996	\$104,253,251	\$532,875	3438
1995	\$103,694,204	\$554,600	3515
1994	\$103,281,491	\$525,350	3458
1993	\$102,048,999	\$493,575	3285
1992	\$100,311,853	\$475,650	3147

non-taxable properties in Gettysburg Borough.

Borough and County

Borough and County real estate tax notices are mailed on or before March 1st of each year and specify taxes for the current calendar year. Taxpayers can deduct 2% (the discount) if they pay the tax by April 30th, face value must be paid by June 30th, and a 10% penalty is added if paid after June 30th. Second notices (reminders) are sent on or about October 15th to those who have not paid. Unpaid taxes as of December 15th are turned over to the Adams County Tax Claim Bureau on December 31st for collection in a delinquent status. Any payments made after December 31st must be made to the Adams County Tax Claim Bureau.



The Adams County Commissioners sets the tax rate for the County separate from the Gettysburg Borough Council.

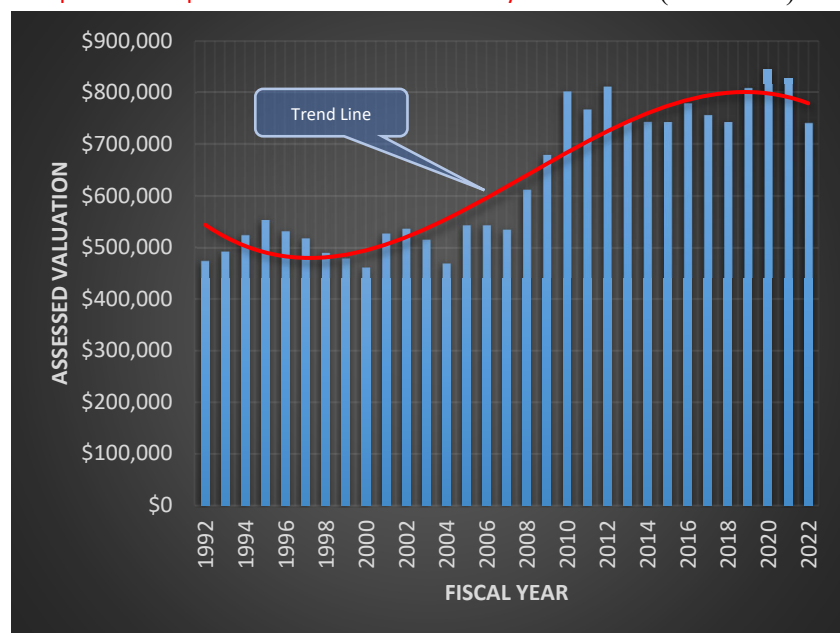
Gettysburg Area School District

Gettysburg Area School District real estate tax notices are mailed on or about July 1st and specify taxes for the fiscal year July 1st through June 30th of the following year. Taxpayers can deduct 2% (the discount) if they pay the tax by August 31st, face value must be paid by October 31st, and the 10% penalty is added if paid after October 31st. Second notices (reminders) are sent on or about January 15th to those who have not paid. Unpaid taxes as of April 15th are turned over to the Adams County Tax Claim Bureau on April 30th. Any payments made after April 15th must be made to the Adams County Tax Claim Bureau. The Gettysburg Area School District Board of Directors assesses a millage rate separate from the Gettysburg Borough Council.

Interim Real Estate

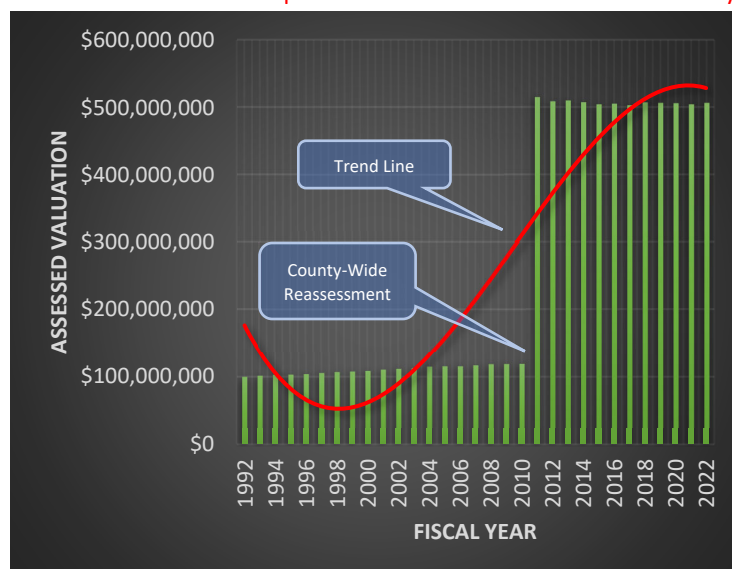
Interim Real Estate tax notices are issued several times during the year by the taxing authorities to those property owners who have made additions or improvements to their property. These notices have varying due dates listed on them.

Graph 5 – Occupation Tax Assessment History



⁵² Per Capita Tax is a flat rate local tax payable by all adult residents living within the taxing jurisdiction.

Graph 4 – Real Estate Tax Assessment History



Per Capita Tax⁵²

Borough and County

Borough and County per capita tax notices are mailed on or about March 1st and specify taxes for the calendar year. Each person who has lived in the Borough AT ANY TIME during the calendar year must pay per capita taxes - \$5 for the County and \$5 for the Borough. Taxpayers can deduct 2% (the discount) if they pay by April 30th. Face value must be paid by June 30th, and a 10% penalty is assessed on payments made after June 30th. Second notices (reminders) are sent on or about October 15th to those who have not paid. Unpaid per capita taxes as of December 15th are turned over to J.P. Harris Associates on December 31st for collection.

Occupation Tax⁵³

Borough Occupation Tax

Borough Occupation taxes are levied on employed residents based on a scale ranging from \$100 to \$800 as assigned by the Adams County Office of the Tax Assessor. This tax, if applicable, is included on the per capita tax notice listed above. The County does not levy an Occupation Tax.

⁵³ Occupation Tax is an excise tax imposed on persons for the privilege of carrying on a trade, business, or occupation.

Earned Income Tax⁵⁴**Gettysburg Area
School District & the
Borough**

Gettysburg Area School District and the Borough earned income tax is handled as a payroll deduction for individuals who live in the school district and the Borough and have earned income from a job and is based on residence location.

Self-employed residents pay this tax through quarterly estimated payments to the designated earned income tax collectors. York Adams Tax Bureau is the collector for the school district and the Borough. The total tax due is 1.7% of earned income of which 1.2% goes to the school district and 0.5% goes to the Borough.

Local Services Tax⁵⁵**Borough Local Services Tax**

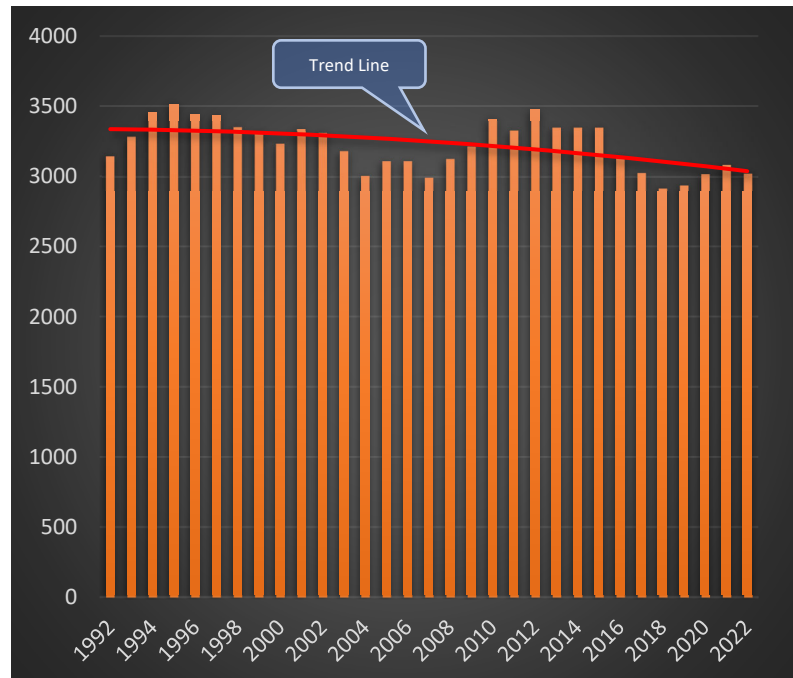
Borough Local Services Tax is levied on all individuals who work within the boundaries of the Borough and earn more than \$12,000 annually. This tax is handled as a payroll deduction. The tax is collected by the designated tax collector for the Borough – York Adams Tax Bureau. The total amount collected from an individual during the year is \$52. \$47 is the Borough's portion, while the remaining \$5 goes to the school district.

Real Estate Assessment History

Real Estate Assessment is the value of all improved property within the boundaries of the Borough. A complete reassessment occurred at the county level in 2010. As a result, the millage rate applied to the new assessed value significantly decreased. The increased value in real property, as assessed by the County, has had ongoing negative effects. Specifically, each year, the value of assessed property within the Borough has decreased as

⁵⁴ A tax imposed on all wages earned by an individual residing within the taxing jurisdiction. The tax revenue is split between the municipality and the local public school system.

Graph 6 – Per Capita Tax Assessment History



individuals continue to appeal the assessment decisions applied in 2010. **Table 22** outlines the assessment history of the Per Capita Tax Assessment, Occupational Tax Assessment and Real Estate Tax Assessment.

2022 Fee Schedule⁵⁶

Annually, Borough Council adopts various fees for permits, licenses, inspections, and other various activities conducted in the Borough. The 2022 fee schedule is passed by resolution and follows here in both written and graphical form for easy reference. It should be noted that fines are not fees and are not articulated in this resolution. Rather, fines are incorporated into ordinances and can be found in the Borough's Code of Ordinances.

RESOLUTION NO. 121321-3

WHEREAS, the Commonwealth of Pennsylvania, by its various statutes to include, but not limited to the Borough Code, the Pennsylvania Municipalities Planning Code, and the Pennsylvania Construction Code Act, and the

⁵⁵ Local Services Tax (LST) is a local tax payable by all individuals who hold a job or profession within a taxing jurisdiction.

⁵⁶ Resolution No. 121321-3 was adopted by Borough Council on December 13, 2021.

Borough of Gettysburg, by its various ordinances and resolutions enacted and adopted pursuant to the authority of the same, have authorized the establishment, setting, amending and updating of fees for licenses, permits, applications, review, inspections, hearings, parking fees, parking fines and other fees related to activities within the Borough of Gettysburg (hereinafter the "Borough"); and

WHEREAS, to provide the most effective and efficient manner of communicating the Borough's various fees to potential applicants, the Borough Council of the Borough of Gettysburg (hereinafter the "Borough Council") desires to consolidate those fees into a single, comprehensive resolution; and

WHEREAS, for fees that have been established in Borough ordinances, those fees shall be confirmed in this resolution with a notation (*) indicating that the fee has been previously set by ordinance; and

Table 18 – Permits & License Fees

Permits & License Fees		2019	2020	2021	2022
Transient Retail Merchants	Per Day	\$55	\$55	\$55	\$55
	Per Month	\$200	\$200	\$200	\$200
	Per Year	\$600	\$600	\$600	\$600
Push Cart Merchants	Per Day	\$25	\$25	\$25	\$25
	Per Month	\$100	\$100	\$100	\$100
	Per Year	\$300	\$300	\$300	\$300
Amusement License	Annual (valid 1/1/2022-12/31/2022)	\$50	\$50	\$50	\$50
	Prorated (valid 7/1/2022-12/31/2022)	\$25	\$25	\$25	\$25
Junk Dealer License	Per Year	\$150	\$150	\$150	\$150
Guided Walking Tour	Per Year	\$125	\$125	\$125	\$125
*Special Event Permit	**per event	\$30	\$30	\$30	\$30
NOTE: See Exhibit 'C' in Fee Resolution for additional information		Additional fees are based on hourly rate of services provided (police, public works, administration, etc.). An estimate will be provided (including any equipment rented) prior to the event based upon information provided. A final invoice will be issued after the event (providing a refund if overpaid).			
Fireworks Permit		Note: See Exhibit 'A' in Fee Resolution for additional information			
Yard Sales	per event	\$10	\$10	\$10	\$10
Horse Drawn Carriage License	per carriage with up to six passengers	\$350	\$350	\$350	\$350
	per carriage with more than six passengers	\$425	\$425	\$425	\$425
Taxi License	meter bag purchase is additional - charged at current rate for meter location	\$50	\$25	\$25	\$20
Solicitation License		\$36	\$36	\$36	\$36
Police Escort		Note: See Exhibit 'C' in Fee Resolution for additional information			
Towing License & Renewals		\$250	\$250	\$250	\$250
**Towing Fee	Towing / Removal of an immobilized / disabled vehicle or vehicle parked in violation of any provision of any Borough Ordinance	\$125	\$125	\$125	\$135
	Vehicles in a Collision	\$125	\$125	\$125	\$125
Impound Fee	per day	\$75	\$100	\$100	\$110
Accident Reports	per report	\$15	\$17	\$15	\$15
Outdoor Dining License		Base Fee = \$100; plus additional \$4/square foot			
Returned Check Fee	per check	\$25	\$30	\$30	\$35
Right-to-Know Fees		Note: See Exhibit 'D' in Fee Resolution for additional information			

* Note: Special Event Permit is defined as Assemblages, Parades, Processions, Marches, Protests, etc.

** Note: Minimum liability insurance policy limits to be carried by a licensee under the ordinance shall be in the minimum amount of One Million (\$1,000,000) Dollars.

WHEREAS, the Borough Council desires by adoption of this resolution to establish, amend, update and confirm the amounts of various fees and costs related to certain activities conducted within the Borough.

WHEREFORE, BE IT RESOLVED, that the Borough Council of the Borough of Gettysburg, Adams County, Pennsylvania, does hereby establish, amend, update or confirm the following fees:

1. **Code Enforcement Appeals Board Ordinance**

- The fee for a hearing before the Code Enforcement Appeals Board shall be One Thousand (\$1000.00) Dollars.

2. **Rental Unit Occupancy Ordinance** -

a. The fee for a Regulated Rental Unit Occupancy License shall be Thirty-Six (\$36.00) Dollars per unit.

b. The fee for inspection of a regulated rental unit shall be Seventy-Five (\$75.00) Dollars. Each regulated rental unit shall be subject to inspection no less than once every three (3) years.

c. The fee for re-inspection of a regulated rental unit necessitated by the failure to appear to provide property access for scheduled inspections or for violations noted in a prior inspection shall be One-Hundred (\$100.00) Dollars per unit.

3. **Land Use Permit**

– Both Uniform Construction Code Ordinance and Non-

Uniform Construction Code Building Permits require a Land Use Permit. The Land Use Permit fee shall be Thirty-Six (\$36.00) Dollars.

- a. **Fence Permit** – The fee depends on size and scope of project as determined by UCC or Non-UCC project.
- b. **Sign Ordinance** -
 1. The fee for a sign permit shall be Twenty (\$20.00) Dollars.
 2. The fee for a banner permit shall be zero (\$0) Dollars.
 3. The fee for a request for a sign ordinance text amendment shall be Five Hundred (\$500.00) Dollars.
- c. **Uniform Construction Code Ordinance** -
 1. The fees for permits, reviews and inspections under the Uniform Construction Code are set by the Borough's Code Enforcement Agency, Pennsylvania Municipal Code Alliance, Inc., in its administration of the Uniform Construction Code of behalf of the Borough. The Fee Schedule, attached hereto as **Exhibit "A"** and incorporated herein by reference, includes fees for services relative to the issuance of the following:
 - i. Change of Use Permit;
 - ii. Certificate of Use and Occupancy Permit;
 - iii. Demolition Permit;
 - iv. Building Permit (Commercial); and
 - v. Building Permit (Residential).
 2. In addition to the fees set forth on Exhibit "A," the Borough shall charge an administration fee of ten (10%) percent of the fees charged by Pennsylvania Municipal Code Alliance, Inc., which shall be assessed and collected by Pennsylvania Municipal Code Alliance, Inc., for each application for a

construction permit or a building permit or each request for an inspection pursuant to the Uniform Construction Code.

3. Pursuant to the requirements set forth in Section 35 P.S. § 7210.703 of the Construction Code Act, Pennsylvania Municipal Code Alliance, Inc. shall also collect on behalf of the Borough a \$4.50 fee on each construction or building permit issued under the Uniform Construction Code and shall transmit such fees so collected quarterly to the Pennsylvania State Treasurer to be used for the training and education of municipal code officials.
- d. **Non-Uniform Construction Code Building Permits** -
 1. The fee for a building permit shall be Ten (\$10.00) Dollars for the first One Thousand (\$1,000.00) Dollars of construction cost. An additional fee of Ten (\$10.00) Dollars shall be charged for each One Thousand (\$1,000.00) Dollars of construction cost thereafter up to \$10,000 construction cost. The minimum permit fee hereunder shall be Twelve (\$12.00) Dollars. The maximum permit fee hereunder shall be One Hundred (\$100.00) Dollars.
 2. The fee for a permit for the moving of a building or structure from one lot to another or to a new location on the same lot shall be Twelve (\$12.00) Dollars for the first One Thousand (\$1,000.00) Dollars of estimated cost of moving plus the cost of the new foundation and of all work necessary to place the building or structure in its completed condition at the new location. An additional fee of Ten (\$10.00) Dollars shall be charged for each One Thousand (\$1,000.00) Dollars of moving cost thereafter. The minimum permit fee hereunder shall be Twelve (\$12.00) Dollars.
 3. The fee for a permit for the demolition of a building or structure shall be Fifty

(\$50.00) Dollars for the first 2500 square feet of demolition and Twenty- Five (\$25.00) Dollars for each additional 2500 square feet of demolition. The minimum permit fee hereunder shall be Fifty (\$50.00) Dollars.

e. **Subdivision and Land Development Ordinance -**

1. The application fee for minor subdivision and land development review and approval shall be Five Hundred (\$500.00) Dollars. Said application fee shall include the cost incurred by the Borough of Gettysburg for the reasonable and necessary charges billed by the Borough's professional consultants and engineers for the review of preliminary or final plans and the report thereon to the Borough and for any inspections conducted in conjunction with the subdivision and land development approval process up to the amount of Five Hundred (\$500.00) Dollars. In addition to the aforesaid application fee, the applicant shall reimburse the Borough of Gettysburg for reasonable and necessary charges billed by the Borough's professional consultants and engineers for review of preliminary or final plans and the report thereon to the Borough and for any inspections conducted in conjunction with the subdivision and land development approval process above the sum of Five Hundred (\$500.00) Dollars which fees and charges shall be invoiced to the applicant by the Borough during or at the completion of the plan review process.
2. The application fee for major subdivision and land development review and approval shall be One Thousand (\$1,000.00) Dollars. Said application fee shall include the cost incurred by the Borough of Gettysburg for the reasonable and necessary charges billed by the Borough's professional consultants and engineers for the review of preliminary or final plans and the report thereon to the Borough and for any

inspections conducted in conjunction with the subdivision and land development approval process up to the amount of One Thousand (\$1,000.00) Dollars. In addition to the aforesaid application fee, the applicant shall reimburse the Borough of Gettysburg for reasonable and necessary charges billed by the Borough's professional consultants and engineers for review of preliminary or final plans and the report thereon to the Borough and for any inspections conducted in conjunction with the subdivision and land development approval process above the sum of One Thousand (\$1,000.00) Dollars which fees and charges shall be invoiced to the applicant by the Borough during or at the completion of the plan review process.

3. The application fee for the revision of any previously approved subdivision and/or land development review and approval shall be Two Hundred (\$200.00) Dollars. Said application fee shall include the cost incurred by the Borough of Gettysburg for the reasonable and necessary charges billed by the Borough's professional consultants and engineers for the review of the revised plans and the report thereon to the Borough and for any inspections conducted in conjunction with the revised plan approval process up to the amount of Two Hundred (\$200.00) Dollars. In addition to the aforesaid application fee, the applicant shall reimburse the Borough of Gettysburg for reasonable and necessary charges billed by the Borough's professional consultants and engineers for review of the revised plans and the report thereon to the Borough and for any inspections conducted in conjunction with the revised plan approval process above the sum of Two Hundred (\$200.00) Dollars which fees and charges shall be invoiced to the applicant by the Borough during or at the completion of the plan review process.
4. The fees for sketch plan

review/construction phase review, the issuance of reports and the performance of inspections shall be based upon the annual fee schedule set by C.S. Davidson, Inc., the municipal engineers for the Borough. Said fee schedule is attached hereto as **Exhibit "B"** and is

incorporated herein by reference.

- The fee for a request for a subdivision and land development ordinance text amendment shall be One Thousand (\$1,000.00) Dollars.

Table 19 – Planning Permits and Licenses & Fees

Planning Permits & License Fees		2019	2020	2021	2022
Land Development	*Land Use Permit	\$36	\$36	\$36	\$36
	**Subdivision (small/minor)	\$500	\$500	\$500	\$500
	**Subdivision (large/major)	\$1,000	\$1,000	\$1,000	\$1,000
	**Subdivision Plan Revision	\$200	\$200	\$200	\$200
	**Ordinance Text Amendment	^^	^^	\$1,000	\$1,000
Sketch Plan Reviews/Construction Phase Reviews & Inspections -- See Exhibit 'B' in Fee Resolution for Details					
Copy or Reproduction of Documents	(Ledge 11" x 17" paper) Single or Double Sided copy	^^	^^	\$1.00 per page	\$1.00 per page
	(Standard 8.5" x 11" paper) Single-Sided color copy	^^	^^	\$0.50 per page	\$0.50 per page
	(Standard 8.5"x 11" paper) Single Sided black/white copy	\$0.25 per page	\$0.25 per page	\$0.25 per page	\$0.25 per page
Fence Permit	*per fence (requires land use permit and depends on size & scope of project)	See Building Permit	See Building Permit	See Building Permit	See Building Permit
Sign Ordinance	(Sign) *per sign (requires land use permit)	\$20	\$20	\$20	\$20
	(Banner) *(requires land use permit)	\$0	\$0	\$0	\$0
	Sign Ordinance Text Amendment	^^	^^	\$500	\$500
Hearing of the Code Enforcement Appeals Board		\$850	\$1,000	\$1,000	\$1,000
Zoning Ordinance	Zoning Hearing Board Appeals	\$1,000	\$1,000	\$1,000	\$1,000
	Minor Zoning Certification Letter	^^	^^	\$36	\$36
	Comprehensive Zoning Certification Letter	\$36	\$36	\$75	\$36
	Request for Curative Amendment	\$1,000	\$1,000	\$1,000	\$1,000
	Request for Zoning Ordinance Text or Map Amendment	\$1,000	\$1,000	\$1,000	\$1,000
	Zoning Map Copy / Historic District Map Copy	\$7	\$7	\$7	\$10
	Zoning Ordinance Book Copy	\$30	\$30	\$40	\$40
Subdivision & Land Development Ordinance Copy		\$33	\$33	\$33	\$33
Recycling Services Permit		\$50	\$50	\$50	\$50
Rental Unit Occupancy Ordinance	Annual License Fee / Unit	\$36	\$36	\$36	\$36
	NOTE: Each Unit inspected every three years by Code Compliance Officer				
	Inspection Fee (once every three years)	\$75	\$75	\$75	\$75
*Building Permit (Non-UCC) (requires land use permit)	Reinspection Fee	\$100	\$100	\$100	\$100
	First \$1000 construction cost (Minimum Fee is \$12)	\$12	\$12	\$12	\$12
	Each additional \$1000 construction cost (Maximum Fee is \$100)	\$10	\$10	\$10	\$10
	Moving Building - First \$1000 of cost (Minimum Fee is \$12)	\$12	\$12	\$12	\$12
	Moving Building - Each additional \$1000 of cost	\$10	\$10	\$10	\$10
	Demolition Permit - First 2500 sq. ft. of cost (Minimum Fee \$50)	\$50	\$50	\$50	\$50
	Demolition Permit - Each additional 2500 sq. ft. of cost	\$25	\$25	\$25	\$25
*UCC Building Permits (requires land use permit)	^ Building Permit (10% administration fee)				
	^^ Fee for Training and Education of Municipal Code Officials	\$4.50	\$4.50	\$4.50	\$4.50
	Inspection / Re-Inspection Fee	\$50 / \$75	\$50 / \$75	\$50 / \$75	\$50 / \$75
Storm Water Management (requires land use permit)*	SWM Minor Site Plan	\$25	\$25	\$25	\$25
	SWM Major Site Plan	\$50	\$50	\$50	\$50
Certificate of Appropriateness	*(requires land use permit)	\$0	\$0	\$0	\$0

^ NOTE: In addition to the fees set forth by PMCA regarding UCC Permits, the Borough shall charge an administration fee of ten (10%) percent of the fees charged by PMCA.

^^ NOTE: Pursuant to the requirements set forth in Section 35 P.S. §7210.703 of the Construction Code Act, PMCA shall also collect on behalf of the Borough a \$4.50 fee on each construction or building permit issued under the Uniform Construction Code and shall transmit such fees so collected quarterly to the Pennsylvania State Treasury to be used for the training and education of municipal code officials.

* NOTE: Requires a Land Use Permit; Required for both UCC and Non-UCC permits.

** NOTE: In addition to the aforesaid application fee, the applicant shall reimburse the Borough for reasonable and necessary charges billed by the Borough's professional consultants and engineers for review of preliminary or final plans and the report thereon to the Borough and for any inspections conducted in conjunction with the subdivision and land development approval process above the sum of Five Hundred (\$500.00) Dollars, One Thousand (\$1000.00) Dollars, or Two Hundred (\$200.00) Dollars, whichever may apply, which fees/charges shall be invoiced to the applicant by the Borough during or at the completion of the plan review process.

f. **Zoning Ordinance** -

1. The fee for an application for a hearing before the Zoning Hearing Board shall be One Thousand (\$1,000.00) Dollars.
2. The fee for a request for a zoning ordinance text or map amendment shall be One Thousand (\$1,000.00) Dollars.
3. The fee for a request for a landowner curative amendment shall be One Thousand (\$1,000.00) Dollars.
4. The fee for a request for a minor zoning certification letter shall be Thirty- Six (\$36.00) Dollars.
5. The fee for a request for a comprehensive zoning certification letter shall be Seventy-Five (\$75.00) Dollars.

g. **Storm Water Management Ordinance** -

1. The fee for a minor site plan shall be Twenty-Five (\$25.00) Dollars.
2. The fee for a major site plan shall be Fifty (\$50.00) Dollars.

h. **Property Maintenance Code Ordinance** -

1. The fees for inspections and other services under the Property Maintenance Code Ordinance are set by the Borough's Code Enforcement Agency, Pennsylvania Municipal Code Alliance, Inc., in its administration of the Property Maintenance Code Ordinance on behalf of the Borough. The Fee Schedule, attached hereto as **Exhibit "A"** and incorporated herein by reference, includes fees for services relative the following:
 - i. inspection of single-family residential units.
 - ii. re-inspection fees of a property necessitated by failure to appear to provide access for scheduled inspections or for violations noted in a prior inspection.

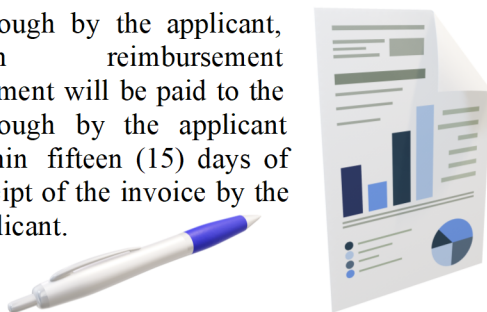
4. **Fireworks** - The fee for a fireworks permit are set by the Borough's Code Enforcement Agency, Pennsylvania Municipal Code Alliance, Inc. in its administration of the Code of Ordinances on behalf of the Borough. The Fee Schedule, attached hereto as **Exhibit "A"** and incorporated herein by reference, includes fees for the issuance of a fireworks permit.

5. **Special Events** -

- a. **Application Fee.** The application fee shall be Thirty (\$30.00) Dollars, which fee reflects the administrative costs to the Borough relative to processing of the application and the issuance of the special events permit.
- b. **Additional Permit Fee Based on Hourly Rate.** An additional fee for the issuance of a special events permit shall be calculated for each special event (including but not limited to a parade) requiring Borough public services using a formula based on current hourly labor burden rates for Borough employees (police officers, police administration and support staff, public works administration and employees) depending on the level of public services necessary to facilitate the special event. The extent of such Borough public services will be based on information provided by the applicant relative to the number of event participants, anticipated public attendance, and any special circumstances. A listing of the Borough's current labor burden rates is attached hereto as **Exhibit "C."** A copy of the listing reflecting the Borough's current labor burden rates will be included with the application materials for the special events permits. Such labor burden rates shall be updated from time to time as necessary in order to reflect changes in Borough personnel costs. Following receipt of a properly completed application, the Borough will provide written notice to the applicant containing a preliminary estimate of the costs to the Borough, including a detailed explanation of the resources the Borough anticipates will be necessary to support the special event and the potential additional costs where additional services or equipment are requested or are deemed necessary by the

Borough. The written notice will also contain information relative to the duty of the applicant to procure and submit to the Borough timely approval from the Pennsylvania Department of Transportation where closure of a state-designated highway is necessary. Within ten (10) days following receipt of the written notification, the applicant shall deposit with the Borough the amount of the preliminary estimate along with a signed acknowledgment of the applicant's receipt of the written notice.

- c. Payment/Refund of Additional Fee. Where the Borough's actual expenses and costs incurred for the provision of public services during the special event shall exceed the additional fee paid by the applicant herein, the applicant shall reimburse the Borough for its actual expenses and costs for the provision of public services during the special event. Where the Borough's actual expenses and costs for the provision of public services during the special event shall be less than the additional fee paid by the applicant herein, the Borough shall reimburse the applicant for the amount of the additional fee paid by the applicant in excess of the actual expenses and costs incurred by the Borough for the provision of public services during the special event. The Borough shall within fifteen (15) business days of the conduct of the special event issue an invoice or statement reflecting the Borough's expenses and costs incurred in the provision of public services during the special event which invoice or statement shall set forth either the additional sum due and owing the Borough hereunder or the amount of the refund due to the applicant as the case may be. In the case of a refund to the applicant, such refund will be included with the statement issued by the Borough to the applicant. In the case of a reimbursement of the Borough by the applicant, such reimbursement payment will be paid to the Borough by the applicant within fifteen (15) days of receipt of the invoice by the applicant.



- d. Mitigation of Expenses. Event sponsors desiring to provide required special services from a source other than from the Borough must obtain prior approval from the Borough to ensure that such arrangements will be adequate.
6. Amusements Ordinance - The fee for an amusement license shall be Fifty (\$50.00) Dollars for a license applied for prior to July 1st of any year or Twenty-Five (\$25.00) Dollars for a license applied for after July 1st of any year.
7. Junk Dealers Ordinance* - The annual fee for a junk dealer license shall be One Hundred Fifty (\$150.00) Dollars.
8. Transient Retail Business Ordinance -
- a. Licenses.
1. The fee for a daily transient retail business license shall be Fifty-Five (\$55.00) Dollars.
 2. The fee for a monthly transient retail business license shall be Two Hundred (\$200.00) Dollars.
 3. The fee for an annual transient retail business license shall be Six- Hundred (\$600.00) Dollars.
- b. Use of Pushcarts.
1. The daily fee for use of a pushcart shall be Twenty-Five (\$25.00) Dollars per cart. The monthly fee for the use of a pushcart permit shall be One Hundred (\$100.00) Dollars per cart.
 2. The annual fee for the use of a pushcart shall be Three Hundred (\$300.00) Dollars per cart.
9. Solicitors of Contributions and Gifts Ordinance* - The fee for a license to solicit contributions and gifts shall be Thirty-Six (\$36.00) Dollars.
10. Yard Sales Ordinance - The fee for a yard sale permit shall be Ten (\$10.00) Dollars.

11. **Horse-Drawn Carriages Ordinance** -

- a. The annual license fee for applications and renewals for carriages with a capacity of up to six (6) passengers shall be Three Hundred Fifty (\$350.00) Dollars.
- b. The annual license fee for applications and renewals for carriages with a capacity of more than six (6) passengers shall be Four Hundred Twenty-Five (\$425.00) Dollars.

12. **Guided Walking Tour Ordinance** - The annual license fee for applications and renewals for guided walking tours shall be One Hundred Twenty-Five (\$125.00) Dollars.13. **Outdoor Dining Areas Ordinance** - The fee for an outdoor dining area permit shall be the sum of a base permit fee of One-Hundred (\$100.00) Dollars plus an additional fee of Four (\$4.00) Dollars for each square foot of outdoor dining area to be permitted by the Borough.14. **Parking Fees** -

- a. **Racehorse Alley Parking Garage** - The fees for the Borough parking garage shall be as follows:

1. An hourly rate of One (\$1.00) Dollar with a maximum rate of Twelve (\$12.00)

Dollars per day if paid by KIOSKS or Permit.

2. An hourly rate of Two (\$2.00) Dollars with a maximum rate of Twenty (\$20.00) Dollars per day for electric car charging stations if paid at KIOSKS.
3. A monthly rate of Sixty (\$60.00) Dollars for a monthly parking pass for parking in the parking garage.
4. A monthly rate of Eighty-Five (\$85.00) Dollars for a specific reserved space and permit number for parking in the parking garage.
5. A quarterly (3 months) rate of One Hundred Seventy (\$170.00) Dollars for a parking pass for parking in the parking garage.
6. A bi-annual (6 months) rate of Three Hundred Thirty-Five (\$335.00) Dollars for a parking pass for parking in the parking garage.
7. An annual (12 months) rate of Six Hundred Sixty (\$660.00) Dollars for a parking pass for parking in the parking garage.

Highway Occupancy Permit Fees		2019	2020	2021	2022
Street Excavation	Application Fee	\$90.00	\$92.50	\$92.50	\$93
	**Technical Review Fee	\$100	\$100	\$100	\$100
	Inspection Fee	\$75	\$79	\$79	\$79
	Curbing	\$1/linear ft.	\$1.50/linear ft.	\$1.50/linear ft.	\$1.50/linear ft.
	Street Closing Fee Per Day	\$250	\$250	\$250	\$250
Street Excavation Degradation Fees	1st Year	\$85/Sq. Yd.	\$87/Sq. Yd.	\$87/Sq. Yd.	\$87/Sq. Yd.
	2nd Year	\$75/Sq. Yd.	\$77/Sq. Yd.	\$77/Sq. Yd.	\$77/Sq. Yd.
	3rd Year	\$65/Sq. Yd.	\$67/Sq. Yd.	\$67/Sq. Yd.	\$67/Sq. Yd.
	4th Year	\$55/Sq. Yd.	\$57/Sq. Yd.	\$57/Sq. Yd.	\$57/Sq. Yd.
	5th Year	\$45/Sq. Yd.	\$47/Sq. Yd.	\$47/Sq. Yd.	\$47/Sq. Yd.
	6th - 10th Year	\$35/Sq. Yd.	\$37/Sq. Yd.	\$37/Sq. Yd.	\$37/Sq. Yd.
	10th - 15th Year	\$25/Sq. Yd.	\$27/Sq. Yd.	\$27/Sq. Yd.	\$27/Sq. Yd.
	Over 15 Years	\$15/Sq. Yd.	\$17/Sq. Yd.	\$17/Sq. Yd.	\$17/Sq. Yd.
Sidewalk & Driveway Permit	Fee for a Permit for Repairs / Replacement of Driveway = \$1.00 for Each Foot in Width				
	Up to 50 Sq. Ft.	\$25	\$25	\$25	\$25
	Each additional 50 Sq. Ft.	\$25	\$25	\$25	\$25
Fuel Facilities Fee Per Gallon plus Commodities Market Rate per Gallon of Fuel		\$0.10	\$0.12	\$0.13	\$0.15

**** NOTE:** Minimum review fee. An additional review fee based on the then current hourly rates charged by the Borough Engineer shall be invoiced by the Borough and paid by the applicant after completion of the work. The applicant shall notify the Borough a minimum of two (2) business days in advance of final restoration to schedule an appointment to have a representative of the Borough inspect the excavation prior to final restoration and covering.

Table 20 - Highway Occupancy Permit Fees



8. A one (1) day guest/visitor rate of Twelve (\$12.00) Dollars.
9. A two (2) day guest/visitor rate of Twenty-Four (\$24.00) Dollars.
10. A three (3) day guest/visitor rate of Thirty-Six (\$36.00) Dollars.
11. A four (4) day guest/visitor rate of Forty-Eight (\$48.00) Dollars.
12. A five (5) day guest/visitor rate of Sixty (\$60.00) Dollars.
13. A six (6) day guest/visitor rate of Seventy-Two (\$72.00) Dollars.
14. A seven (7) day guest/visitor rate of Eighty-Four (\$84.00) Dollars.
15. Upon a majority vote of the Borough Council, a temporary daily flat rate of Fifteen (\$15.00) Dollars (or alternate rate) for Special Events.



a. Residential Parking Permit System -

1. The annual fee for a residential parking permit shall be Twenty- Nine (\$29.00) Dollars.



Table 21 - Parking Fees

Parking Fee Structure		2019	2020	2021	2022
Street Meters	12- hr. Long-Term Parking	\$1.00/hr.	\$1.00/hr.	\$1.00/hr.	\$1.00/hr.
	3-hr. Meters	\$1.00/hr.	\$1.00/hr.	\$1.00/hr.	\$1.00/hr.
	3-hr. Meters Lincoln Square	^^^	\$2.00/hr.	\$2.00/hr.	\$2.00/hr.
	3-hr. Meters First Block from Lincoln Square on Carlisle St., York St., Baltimore St., and Chambersburg St.	\$1.50/hr.	\$1.50/hr.	\$1.50/hr.	\$1.50/hr.
	3-hr. Meters on Steinwehr Avenue	^^^	\$1.50/hr.	\$1.50/hr.	\$1.50/hr.
	*Mobile (Pay-by-APP) Hourly Rates/Times as Posted plus \$0.35 per Transaction Convenience Fee				
	Daily Reserved Meter Bag (Where Rate is \$2.00/hr.)	\$18	\$24	\$24	\$24
	Daily Reserved Meter Bag (Where Rate is \$1.50/hr.)	\$18	\$18	\$18	\$18
	Daily Reserved Meter Bag (Where Rate is \$1.00/hr.)	\$12	\$12	\$12	\$12
	Monthly Reserved Meter Bag (Where Rate is \$2.00/hr.)	\$150	\$200	\$200	\$200
	Monthly Reserved Meter Bag (Where Rate is \$1.50/hr.)	\$150	\$150	\$150	\$150
	Monthly Reserved Meter Bag (Where Rate is \$1.00/hr.)	\$100	\$100	\$100	\$100
Racehorse Alley Parking Garage	For Purposes of a Construction Vehicle on a Per Week Basis	\$50	\$50	\$50	\$50
	Hourly Rate (paid at KIOSK)	\$.75/hr.	\$1.00/hr.	\$1.00/hr.	\$1.00/hr.
	Daily Maximum for 24-hrs. (paid at KIOSK)	\$10	\$12	\$12	\$12
	Electric Car Charging Stations	\$2.00/hr.	\$2.00/hr.	\$2.00/hr.	\$2.00/hr.
	Electric Car Charging Station Daily Maximum	\$20	\$20	\$20	\$20
	Monthly Pass (General Parking)	\$60	\$60	\$60	\$60
	Monthly Pass with Personal Reserved Space (24/7)	\$85	\$85	\$85	\$85
	Quarterly Pass (3 months)	\$170	\$170	\$170	\$170
	Bi-Annual Pass (6 months)	\$335	\$335	\$335	\$335
	Annual Pass (12 months)	\$660	\$660	\$660	\$660
	1-Day Guest Pass (Permit Store/Hotel)	\$12	\$12	\$12	\$12
	2-Day Guest Pass (Permit Store/Hotel)	\$24	\$24	\$24	\$24
	3-Day Guest Pass (Permit Store/Hotel)	\$36	\$36	\$36	\$36
	4-Day Guest Pass (Permit Store/Hotel)	\$48	\$48	\$48	\$48
	5-Day Guest Pass (Permit Store/Hotel)	\$60	\$60	\$60	\$60
	6-Day Guest Pass (Permit Store/Hotel)	\$72	\$72	\$72	\$72
	7-Day Guest Pass (Permit Store/Hotel)	\$84	\$84	\$84	\$84
Parking Fines	Special Event Temporary Daily Rate - hourly rates do not apply	^^^	\$15	\$15	\$15
	**Meter Violation	\$25	\$40	\$40	\$40
	Meter Violation - Magistrate	\$25	\$40	\$40	\$40
	Handicap Space	\$50	\$50	\$50	\$50
Residential Parking Permit System (RPP)	**Other Violations	\$15	\$40	\$40	\$40
	Annual Permit (per year)	\$29	\$29	\$29	\$29
	Guest Dashboard Placard (annual)	\$25	\$25	\$25	\$25
	3-Day Guest Permit (per use)	\$1.75	\$1.75	\$1.75	\$1.75
	5-Day Guest Permit (per use)	\$2.25	\$2.25	\$2.25	\$2.25
Local Privilege Permit (LPP)	7-Day Guest Permit (per use)	\$2.75	\$2.75	\$2.75	\$2.75
	Parking at Authorized Locations (per month)	\$35	\$35	\$35	\$35
Immobilization Device (Boot)	Daily Rate (any part of a 24-hour period)	\$85	\$150	\$150	\$150
Open-Top Refuse Container (Metered or Unmetered) - per Week		\$50	\$50	\$50	\$50

*Also applies to any public parking surface lot and Racehorse Alley Garage

2. The annual fee for a guest (dashboard placard) residential parking permit shall be Twenty-Five (\$25.00) Dollars.
3. A three-day temporary use RPP Guest Permit (purchased via online application) shall be One Dollar and Seventy-Five Cents (\$1.75) per use.
4. A five-day temporary use RPP Guest Permit (purchased via online application) shall be Two Dollars and Twenty-Five Cents (\$2.25) per use.
5. A seven-day temporary use RPP Guest Permit (purchased via online application) shall be Two Dollars and Seventy-Five Cents (\$2.75) per use.
- b. Local Privilege Parking Permit System (LPP) - The monthly fee for a local privilege parking permit for parking in designated areas shall be Thirty-Five (\$35.00) Dollars.
- c. On-Street Parking Meters, Alley Parking Meters and Borough Operated Surface Lots -
 1. Lincoln Square - for meters with a time limit of three (3) hours within Lincoln Square, an hourly rate of Two Dollars (\$2.00), subject to hourly parking time limitations as posted.
 2. First Block from Lincoln Square - for meters with a time limit of three (3) hours in the first blocks of Carlisle Street, York Street, Chambersburg Street and Baltimore Street, an hourly rate of One Dollar and Fifty Cents (\$1.50), subject to hourly parking time limitations as posted.
 3. Steinwehr Avenue – for meters with a time limit of three (3) hours from Baltimore Street to the Borough limit, an hourly rate of One Dollar and Fifty Cents (\$1.50), subject to hourly parking time limitations as posted.
 4. All remaining meters with a time limit of three (3) hours or longer, an hourly rate of One (\$1.00) Dollar, subject to hourly parking time limitations as posted.
- d. Mobile (Pay-by-APP) - Hourly rates as indicated and subject to parking limitations as posted and directed in the APP, plus a one-time per transaction "convenience fee" of Thirty-Five (\$0.35) Cents.
- e. Vehicle Immobilization Device – The daily rate (which includes any part of a 24-hour period) for vehicles requiring an immobilization device shall be One-Hundred-Fifty (\$150.00) Dollars.
- f. Temporary Reserved Parking Space Via Meter Bag – The fee for a temporary reserved parking space via meter bag placement, for purposes as set forth in the ordinance, where hourly rates are indicated shall be as follows:
 1. For hourly rates of Two Dollars (\$2.00):
 - a. A daily rate of Twenty-Four (\$24.00) Dollars.
 - b. A monthly rate of One Hundred Fifty (\$200.00) Dollars.
 2. For hourly rates of One Dollar and Fifty Cents (\$1.50):
 - a. A daily rate of Eighteen (\$18.00) Dollars.
 - b. A monthly rate of One Hundred Fifty (\$150.00) Dollars.
 3. For hourly rates of One Dollar (\$1.00):
 - a. A daily rate of Twelve (\$12.00) Dollars.
 - b. A monthly rate of One-Hundred (\$100.00) Dollars.
- g. Construction – The fee for a temporary reserved parking space via meter bag placement, for purposes as set forth in the ordinance, where weekly rates are indicated shall be as follows:
 1. Construction Vehicles (or vehicles belonging to a vendor providing

construction services) – The weekly rate shall be Fifty dollars (\$50.00) per space for each week in unmetered or metered parking zones.



2. Open-Top Refuse Containers - The weekly rate shall be Fifty Dollars (\$50.00) per space for each week in unmetered or metered parking zones.



ordinance.

3. The storage of any motor vehicle at a licensee's storage facilities consistent with the provisions of the ordinance shall be One-Hundred-Ten (\$110.00) Dollars per day which shall be computed on a 24-hour basis from the date and time of the towing of the motor vehicle from its location within the Borough until it is released to its owner pursuant to the ordinance.

- d. The minimum liability insurance policy limits to be carried by a licensee under the ordinance shall be in the minimum amount of One Million (\$1,000,000.00) Dollars.

16. Towing Ordinance -

- The fee for an original towing license application under the ordinance shall be Two Hundred Fifty (\$250.00) Dollars to be paid to the Borough at the time the application is submitted.
- The fee for a towing license renewal application under the ordinance shall be Two-Hundred Fifty (\$250.00) Dollars to be paid to the Borough at the time the application for renewal is submitted.
- The maximum fees to be charged by an authorized towing company for certain towing and storage services to be paid by the motor vehicle owner under the ordinance shall be as follows:

- The towing and removal of an immobilized or disabled motor vehicle or a motor vehicle parked in violation of any provision of any ordinance of the Borough as authorized and requested by the Borough consistent with the provisions of the ordinance shall be \$135.00.
- The towing and removal of a motor vehicle which has been involved in a collision and the cleaning and removal of all debris from the collision area consistent with the provisions of the ordinance shall be \$180.00 for the first hour and \$125.00 for each additional hour for towing and removal services performed pursuant to the

17. Recycling - The fee for a permit to provide recycling services within the Borough shall be Fifty (\$50.00) Dollars.

18. Street Excavation -

- The application permit fee shall be Ninety-Two Dollars and Fifty Cents (\$92.50).



- The street closing shall be an amount no less than Two Hundred Fifty (\$250.00) Dollars for each day that the street is closed for traffic by reason of opening or excavation under the permit.
- The minimum review fee shall be One Hundred (\$100.00) Dollars. An additional review fee based on the then current hourly rates charged by the Borough engineer shall be invoiced by the Borough and paid by the applicant after completion of the work. These fees will be reasonable and in accordance with the ordinary and customary fees charged by the Borough engineer for work performed for similar services in the Gettysburg community. The applicant shall notify the Borough a minimum of two (2) business days in advance of final restoration to schedule an appointment to have a representative of the Borough inspect the excavation prior to final restoration and covering.

- d. The degradation fee for a street opening or excavation shall be on a sliding scale, based upon the number of years after a street has been paved. The minimum charge will be for two (2) square yards rounded to the next whole square yard.

Year	Square Yards
1st	\$87 / SY
2nd	\$77 / SY
3rd	\$67 / SY
4th	\$56 / SY
5th	\$47 / SY
6th - 10th	\$37 / SY
10th - 15th	\$27 / SY
15+	\$17 / SY

Those charges will be:

- e. The fee for inspection of the excavation prior to final restoration and covering shall be Seventy-Nine (\$79.00) Dollars.
- f. The fee for curbing replacement shall be One Dollar and Fifty Cents (\$1.50) per linear foot.

19. Sidewalks and Driveways* -

- a. The fee for a permit for any repairs or replacement of sidewalks shall be Twenty-Five (\$25.00) Dollars up to fifty (50) square feet, and Twenty-Five (\$25.00) Dollars for each additional fifty (50) square feet.
- b. The fee for a permit for any repairs or replacement of driveways shall be equal to the sum of One (\$1.00) Dollar for each foot in width of the proposed driveway.

20. Right-to-Know Law Fees - Fees for requests submitted under the Pennsylvania Right-to-Know Law shall be charged according to the Office of Open Records - Official RTKL Fee Structure attached hereto as **Exhibit "D"** and as revised by the Office of Open Records from time to time.

21. Miscellaneous Fees -

- a. The fee for a copy of the Borough Zoning Ordinance shall be Forty (\$40.00) Dollars.
- b. The fee for a copy of either the Borough Zoning Map or a copy of the Borough

Historic District Map shall be Ten (\$10.00) Dollars.

- c. The fee for a copy of the Borough Subdivision and Land Development Ordinance shall be Thirty-Three (\$33.00) Dollars.
- d. The fee for single-sided copies or one side of a double-sided black and white copy of a standard 8.5" by 11" page shall be at a rate of Twenty-Five Cents (\$.25) per page.
- e. The fee for single-sided copies or one side of a double-sided color copy of a standard 8.5" by 11" page shall be a rate of Fifty Cents (\$.50) per page.
- f. The fee for single-sided copies or one side of a double-sided color copy of a ledger 11"x17" page shall be a rate of One Dollar (\$1.00) per page.
- g. The fee for a copy of an accident report shall be Fifteen (\$15.00) Dollars consistent with the provisions of Pennsylvania Vehicle Code.
- h. The fee for a Taxi License* (or other related business type) shall be Twenty (\$20.00) Dollars.
- i. The fee for a check that is dishonored or otherwise returned to the Borough without payment shall be Thirty-Five (\$35.00) Dollars.

- j. The fee for fuel facilities services shall be based on the prevailing per gallon rate as set by the commodities market and by vendors to the Borough, plus an additional service charge of Fifteen (\$0.15) Cents per gallon.



- k. The fee for a police escort shall be on an per hourly basis as defined by the labor burden rate outlined in **Exhibit “C.”**
- 22. All other resolutions or parts of resolutions inconsistent herewith are hereby amended and revised by this resolution.
- 23. This resolution shall take effect on January 1, 2022.



THIS RESOLUTION DULY ADOPTED according to law on this 13th day of December 2021 at a duly advertised general monthly business meeting of the Borough Council of the Borough of Gettysburg, Adams County, Pennsylvania.

NOTE: Fee Resolution No. 121321-3 was adopted on December 13, 2021. Numerous citations in the resolution reference the Borough’s third party UCC⁵⁷ contractor, PMCA⁵⁸. PMCA’s fees are adopted by reference in the resolution in the preceding pages. The Borough does not set PMCA’s fees. These fees can be viewed in the following pages as Exhibits that are referenced in the Fee Resolution above.



WHAT IS UCC??

The Pennsylvania Uniform Construction Code (UCC) regulates the codes and standards of building projects in the Commonwealth. The UCC has been enforced since April 2004 across Pennsylvania. Over 90% of Pennsylvania's 2,562 municipalities have elected to administer and enforce the UCC locally, using their own employees or via certified third-party agencies (private code enforcement agencies) that they have retained.

If a municipality has "OPTED-OUT," the Pennsylvania Department of Labor and Industry (L&I) is responsible for all commercial code enforcement in that municipality. L&I also has sole jurisdictions for all elevators and all state-owned buildings, no matter where they are located. In these municipalities, a certified third-party agency is hired by property owners (or their contractors) enforce the residential requirements of the UCC.

For the municipalities who have elected to follow the UCC, the codes for which a construction permit is sought on, or after October 1, 2018, are the 2015 International Codes issued by the International Code Council (ICC), and the provisions amended by the UCC Review & Advisory Council (RAC). Only these codes as first published, and their errata are applicable in Pennsylvania.

⁵⁷ UCC – Uniform Construction Code, which was adopted by Gettysburg Borough Council.

⁵⁸ PMCA – Pennsylvania Municipal Code Alliance (www.PACodeAlliance.com)



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Somerset Office: 318 Georgian Place, Somerset, PA 15501 Phone: 814 444-6112
Adams Office: 1895B York Road, Gettysburg, PA 17325 Phone: 717 321-9046
Email: pmca@pacodealliance.com Website: <https://pacodealliance.com/>

Exhibit "A"

OCT 20 2021

October 18, 2021

Dear Municipal Officials,

Let me take this opportunity to thank you for your support and trust in our services during this past calendar year.

This year, 2021, has been especially difficult for all of us due to the side effects of COVID-19. Along with your partnership we have been able to provide a continuing high level of service to the citizens in your municipality and we look forward to continuing that relationship.

We are updating our Fee Schedules to reflect these changing times taking into account the additional cost of operations brought about by these unusual circumstances.

The most significant changes are:

- The hourly rate, changed from \$45 to \$50.
- Chief Code Official's activity \$95 per hour
- Postage (per item sent Certified/1st class) \$20

Please find attached the updated 2022 Fee Schedules.

If you have any questions, please feel free to contact us:

- R. Clem Malot at clem@pacodealliance.com Cell Phone: 717 377-8350
- Sharon Hamm at sharon@pacodealliance.com Phone: 717 496-4996 ext. 101 Cell: 717 387-0025

Sincerely,

A handwritten signature in blue ink that reads "R Clem Malot".

R. Clem Malot, MCP
Building Code Official

Attachments: 2022 Fee Schedules



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2022 PMCA Residential Fee Schedule

Including but not limited to:

Single Family Homes, Swimming Pools, Decks, Small Projects, Day Care, C.O., & Foster Home Inspection Prices

Residential (New Home or Individual Inspection pricing depending on the project)

Residential inspection prices per trip are for dwellings 0 to 3500 square feet. Dwellings over 3500 square feet will be charged an additional ten dollars per 100 square feet, which will be added to the total basic inspection fee.

Footings.....	\$55	Sprinkler Rough in.....	\$65
Under slab inspection.....	\$55	Electrical Service (\$75) & Rough in (\$70).....	\$145
Foundations.....	\$55	Energy.....	\$55
Framing.....	\$80	Wallboard.....	\$55
Plumbing Rough in.....	\$50	Final.....	\$65
Mechanical Rough in.....	\$50		

Total Inspection fees:.....\$610 w/o Sprinkler or Under slab

- Final must be ready within 1 year or an additional Processing Fee will apply.
- Additional inspection fees may be assessed at not less than \$55 per visit as required due to the complexity or execution of the work being done.

Application Fees:

- Application Fee.....\$50 for Residential / \$75 for Commercial
- Plan Review Fee per hour for residential.....\$50 (one-hour minimum per plan review)
- Temporary and Provisional Certificates of Use and Occupancy.....\$110
- Extension / Withdrawal.....\$50 for Residential / \$75 for Commercial (additional fees may apply)
- Commercial fees appear elsewhere.

Residential Small-scale projects will be priced depending on the complexity of the project. Some examples are:

- Mobile Homes on Piers (3 trips only).....\$195 (footer, electric service, final)
- Decks.....\$165 (footer, framing, final)
- Fences and retaining walls (2 trips).....\$120
- Sheds (1 trip).....\$65 (small prefabricated utility structure under 500 sq. ft.)
- Residential Demolition (1 trip).....\$65 Commercial.....\$100 minimum (only if all the structure is demolished)
- Swimming Pools
 - Above Ground (with bonding requires two trips).....\$120 Above Ground (rubber siding).....\$65
 - In Ground.....\$175

Miscellaneous Project Inspection Fees:

- Daycares (up to 6 kids).....\$75 (1st trip), \$75 (each return trip)
- Daycares (over 6 kids up to 24 total).....\$125 (1st trip), \$75 (each return trip)
- Foster Homes.....\$125 (1st trip), \$75 (each return trip)

Change of Occupancies

Under 8000 sq. ft.....	\$150	Over 8000 sq. ft.....	\$185
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Residential Electrical Service Upgrade

Not Over 200 Amp.....	\$75	Over 200 Amp - 400 Amp.....	\$85
Over 400 Amp Commercial Fee Schedule Applies - All commercial fees appear elsewhere			

- Return Trips due to failed or incomplete inspections or field corrections.....\$75 minimum
- Duplicate Permit and Occupancy Certificate Issuance.....\$50
- Field investigations and complaints initiated by the municipality or for enforcement purposes are invoiced to the municipality directly at our standard per hour rate.....\$50
- Investigation/Stop Work Order/Notice of Violation, etc.....\$75 per Postage (per/Certified/1st Class).....\$20
- Activities of the Chief Code Official will be invoiced at the rate of.....\$95 per hour
- Administrative Support will be invoiced at the rate of.....\$50 per hour
- Copies – Black & White Standard .25/sheet Legal .50/sheet Ledger .75/sheet
- Color Standard .50/sheet Legal .75/sheet Ledger \$1.00/sheet
- Extensive copying and larger documents will be billed for time and materials.
- Items not described above or otherwise priced on the commercial, supplemental, or special fee schedules will be invoiced at the standard rate of \$50 per hour plus expenses. Expenses may include items such as copies, constable fees, supplies, etc.
- Late fee of 1.5% assessed on all accounts over 30 days (partial payments apply to oldest invoice first)
- Return check charge \$50

Please be advised ALL fees set above and on all the fee schedules are for inspections only and do not include:

- Plan Review Fee
- State (DCED) Fee
- Added Fee(s) due to failed inspections
- Possible Municipal Fee
- Application Fee

2022 PMCA Residential Fee Schedule

Rev. 10-16-21 rcm



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2022 PMCA Supplemental Fee Schedule

Residential

- Additional inspection fees may be assessed at not less than \$55 per visit as required due to the complexity or execution of the work being done. Complex inspections and multiple trips are charged accordingly.
- **Electrical Service Upgrade**
 - Not Over 200 Amp\$75 Over 200 Amp - 400 Amp\$85
 - Over 400 Amp - Commercial Fee Schedule Applies
- **Decks or Porches**\$165
 - Under 30" but attached to structure\$165 Deck or Porch with Roof\$165 (footer, framing, final)
- Fences and retaining walls (2 trips)\$120 (fences over 6 feet high & retaining walls over 4 feet high)
- Sheds (1 trip)\$65 (small prefabricated utility structure under 500 sq. ft.)
- Residential Demolition (1 trip)\$65 minimum - Commercial Demolition \$100 minimum
- **Swimming Pools**
 - Above Ground (with bonding requires 2 trips)\$120 Above Ground (rubber siding)\$65
 - In Ground\$175 (footer, bonding, final)
- Residential Re-Roof\$120 (with structural repairs)
- Outside Wood Stoves (2 trips maximum)\$120 (includes siting, underground piping, & final)

Commercial Projects (Small Projects not otherwise defined)

- Cell Tower See Commercial Fee Schedule
 - Antenna Colocation 1 antenna / \$210 2 to 5 antenna / \$420 6 to 10 antenna / \$840 11 to 15 antenna / \$1,260
- Change Door(s) if structural change\$100 (could vary depending on how many are changed)
- Change Windows(s) if structural change\$100 (could vary depending on how many are changed)
- Demolition\$100 minimum (only if ALL of structure is being demolished)

Fees below may be specific to local ordinances:

- Sewer Laterals\$75 first trip / \$55 per trip thereafter
- Zoning Field Inspections\$50 per hour
- Explosive/Blasting (per site) – with fees added for Application, Plan Review, etc.
 - Up to 5 Days\$200 Add for each additional day beyond 5\$85
- Explosive/ Blasting Magazine Placement
 - Up to 5 Days\$325 Add for each additional day beyond 5\$80
- Fireworks Sales Tent\$75 (plus application, plan review, Admin fees, etc.)
- Fireworks Display/Discharge Application Fee: \$75 Plan Review: \$100
 - Inspection Fee: Weekday: \$200 (Business Hours ONLY) All other / \$300 per inspection location
- Welding and Cutting Permit – Commercial job sites\$100

Miscellaneous Project Inspection Fees:

- Daycares (up to 6 kids)\$75 (1st trip), \$75 (each return trip)
- Daycares (over 6 kids up to 24 total)\$125 (1st trip), \$75 (each return trip)
- Foster Homes\$125 (1st trip), \$75 (each return trip)
- **Change of Occupancies**
 - Under 8000 sq. ft.\$150 Over 8000 sq. ft.\$185
- Return Trips due to failed or incomplete inspections or field corrections\$75 minimum
- Duplicate Permit and Occupancy Certificate Issuance\$50
- Field investigations and complaints initiated by the municipality are invoiced to the municipality directly at our standard per hour rate\$50
- Investigation/Stop Work Order/Notice of Violation, etc.\$75 each Postage (per/Certified/1st Class)\$20
- Activities of the Chief Code Official will be invoiced at a rate of\$95 per hour
- Administrative Support will be invoiced at the rate of\$50 per hour
- **Copies –**

Black & White	Standard .25/sheet	Legal .50/sheet	Ledger .75/sheet
Color	Standard .50/sheet	Legal .75/sheet	Ledger \$1.00/sheet

 Extensive copying and larger documents will be billed for time and materials.
- Items not described above or otherwise priced on the commercial, supplemental, or special fee schedules will be invoiced at the standard rate of \$50 per hour plus expenses. Expenses may include items such as copies, constable fees, supplies, etc.

Inspection time for all permits is for 1 site visit for a total accumulated time of 1 hours, unless otherwise noted. Each subsequent hour required shall be at the rate of Fifty dollars (\$50.00) per hour of the inspector's time on site and subsequent report. This amount shall be paid in full prior to issuance of the Certificate of Occupancy.

Please be advised ALL fees set above and on all the fee schedules are for inspections only and do not include:

- Plan Review Fee
- State (DCED) Fee
- Added Fee(s) due to failed inspections
- Possible Municipal Fee
- Application Fee

2022 PMCA Supplemental Fee Schedule

Rev. 10-16-2021 rcm



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► 2022 - COMMERCIAL FEE SCHEDULE ◀

Our standard fee schedule for inspections is derived from the latest building valuation data report of square foot construction costs published by the International Code Council, with a regional modifier applied. Actual cost submitted to, and accepted by, the Building Code Official may also be used. There is a \$75 Application/Processing charge applied to all projects submitted on this fee schedule.

Refer to the PMCA Supplemental Fee Schedule as needed.

Large projects that require long term multiple inspections (progressive inspections) are calculated as follows:

1.) Standard Building Inspection Fee Schedule:

A.) Projects with a total construction cost of \$0.00 to \$499,999.99*

Total construction cost X .002 = insurance cost
 + Estimated length of project in weeks X \$50. = labor & travel cost
 = Total OR no less than \$50. Per trip based on scope and complexity of the project.

B.) Projects with a total construction cost of \$500,000.00 to \$2,000,000.00*

Total construction cost X .002 = insurance cost
 + Estimated length of project in weeks X \$50. = labor & travel cost
 = Total OR no less than \$50. Per trip based on scope and complexity of the project.

C.) Projects with a total construction cost of > \$2,000,000.00 to \$6,000,000.00*

\$4000.00 + [(Total construction cost - \$2,000,000) X .0009] = insurance cost
 + Estimated length of project in weeks X \$45. = labor & travel cost
 = Total

D.) Projects with a total construction cost of > \$6,000,000.00 to \$10,000,000.00*

\$7600.00 + [(Total construction cost - \$6,000,000) X .0008] = insurance cost
 + Estimated length of project in weeks X \$40. = labor & travel cost
 = Total

E.) Projects with a total construction cost of > \$10,000,000.00 to \$30,000,000.00*

\$10800.00 + [(Total construction cost - \$10,000,000) X .00075] = insurance cost
 + Estimated length of project in weeks X \$40. = labor & travel cost
 = Total

F.) Projects with a total construction cost of > \$30,000,000.00 to \$50,000,000.00*

\$25800.00 + [(Total construction cost - \$30,000,000) X .0007] = insurance cost
 + Estimated length of project in weeks X \$40. = labor & travel cost
 = Total

G.) Projects with a total construction cost of > \$50,000,000.00 to \$100,000,000.00*

\$39800.00 + [(Total construction cost - \$50,000,000) X .00065] = insurance cost
 + Estimated length of project in weeks X \$40. = labor & travel cost
 = Total

► Commercial Plan Reviews ◀

Our Commercial Plan review fees are calculated according to the Standard Building Valuation Data (as periodically published by the ICC) or actual cost of construction as follows:

1.) Standard Commercial Building Plan Review Fee:

- A.) Estimated Construction Value \$ 0. to \$ 1,250,000. = Construction value X .0015 (**\$150 Minimum**)
- B.) Estimated Construction Value \$ 1,250,000. to \$ 5,000,000. = \$1,875. + (.0005 X construction value over \$1,250,000.)
- C.) Estimated Construction Value over \$5,000,000. = \$3,750. + (.0004 X construction value over \$5,000,000.)

2.) Standard Trades Plan Review Fee:

Plan review for mechanical, plumbing, electrical, energy, accessibility and fire protection is computed at 25% of the building plan review fee for each discipline. (**\$150 minimum**) unless otherwise determined.

Special pricing may be given to buildings such as warehouses due to their relative simplicity or structures with repetitive features such as high rise buildings

Refer to the Supplemental Fee Schedule when applicable.

Plan Review Fee Example (excluding plan review and application fee):

Type of Construction: 2B Height: 3 stories, 34 feet Use Group: B Area/Floor: 9,000 sq. ft.

1	Gross Square footage: 3 stories X 9,000 square feet	27,000 sq. ft.
2	Compute estimated construction value	
	Regional Modifier	1.02
	Square foot cost of construction	65
	Estimated construction Value (30,000 X 1.02 X 67*)	\$1,790,100.00
3	Compute Plan Review Fee	
	Building: \$1,875 + [(\$1,790,100 - \$1,250,000) X (.0005)]	\$2,145.05
	Mechanical, Plumbing, Electrical: (.25 X \$2,145) X 3	\$1,608.75
4	Total ICC Based Plan Review Fee	\$3,753.80

- * (Gross area modifier of 67 as example, actually based on the average building cost per square foot in the geographic area.)
- This formula does not reflect changes that ICC may have made to their fee schedule. We will use other plan review services that meet our criteria for consistent quality and charge the same or less than ICC reviews.

Plan reviews only covering the requirements of mechanical, plumbing and other disciplines are available, each for a fee of 25% of the applicable building code review fee. **Plan reviews for electrical code compliance shall be provided at a fee of 35% of the applicable building code review fee**, excluding reviews for any use included in the Institutional or "I" Use Group classification. Reviews done for the excluded use classification shall be based upon the degree of complexity

We offer preliminary plan review services for a fee of 50% of the full plan review fee cost. Preliminary plan reviews typically address such code requirements as: use and occupancy classification, type of construction, height and area calculations, means of egress, fire restrictive construction requirements and so forth.

Any preliminary plan review fee payment will be credited towards the final cost of a complete plan review process.

► A \$75 Application/Processing fee is applied for projects on this fee schedule. ◀



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► 2022 PMCA ELECTRICAL FEE SCHEDULE ◀

ROUGH WIRING INSPECTION

All switches, lighting, & receptacles to be counted as outlets
 1-25 outlets\$50
 Each additional 10 outlets or fraction thereof\$20

FINISH INSPECTION

All switches, lighting, & receptacles to be counted as outlets
 1-25 outlets\$50
 Each additional 10 outlets or fraction thereof\$20

EQUIPMENT & APPLIANCES

Outlet for single unit 15 kW or less\$40
 For each additional outlet 15 kW or less\$20

MOTORS, GENERATORS, TRANSFORMERS, CENTRAL HEATING, DUCT HEATERS, AIR COND., ELEC. FURNACES, AND WELDERS

Less than 1/4 HP, kW, or kVA first unit\$35
 1/4 HP, kW, or kVA to 30 HP, kW, or kVA each\$40
 30 HP, kW, or kVA to 50 HP, kW, or kVA each\$65
 Over 50 HP, kW, or kVA each\$75

FEEDERS OR SUB PANELS

Up to 225 Amp.\$25
 Over 225 Amp. to 400 Amp.\$30
 Over 400 Amp. to 1200 Amp.\$50
 Over 1200 Amp.\$115

PUBLIC POOLS AND SPAS

State required Inspection (Dept. of Health) – Apply for pricing

SERVICE – METERING EQUIPMENT UP TO 600 VOLTS

Not Over 200 Amp.\$75
 Over 200 Amp - 400 Amp.\$85
 Over 400 Amp to 800 Amp.\$120
 Over 800 Amp to 1000 Amp.\$175
 Over 1000 Amp including one control center\$275
 Each Additional Control Center\$150
 Over 600 Volts - Add \$50 per category

PRIMARY TRANSFORMERS, VAULTS, ENCLOSURE, SUB-STATIONS

Not over 200 kVA\$95
 Over 200 to 500 kVA\$125
 Over 500 to 1000 kVA\$175
 Over 1000 kVA (minimum plus consultation fee)\$195

NOTE: Above applies to each bank of transformers

SIGNALING SYSTEMS

For the first 15 devices\$65
 For each additional 5 devices\$20

MODULAR HOMES, MINOR ALTERATIONS & ADDITIONS

Service and 1 to 25 outlets (single visit only)\$80

MOBILE HOMES

Service Including Feeder or Receptacle\$70
 Service Visit Only\$70
 Service Additional Meter\$30

Special Service and/or conditions not provided for in this schedule apply for fee\$50 (Minimum Charge)

This fee schedule is effective 01-01-17

► Electrical and Fire Inspection-Enforcing and Consulting Service ◀

2022 PMCA Electrical Fee Schedule

Rev. 10-16-2021 rcm



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2022 Hourly Zoning and/or Code Enforcement Fee Schedule

- 1) Ordinance and Inspection responsibilities charged at \$50.00 per hour standard rate.
- 2) Weekends, emergency calls, and evening meetings there is a minimum 3-hour charge.

Code Enforcement Fees

Court Appearance.....	\$75 per hour
Filing Fees.....	Actual Cost to file
Additional Service not covered in this fee schedule.....	\$50 per hour unless negotiated
Activities of the Chief Code Official will be invoiced at.....	\$95 per hour
Administrative Support will be invoiced at.....	\$50 per hour

Nuisance Abatements Performed by the Municipality

Abatement Charges.....	Cost to remove nuisance
Civil Penalty.....	As per Ordinance
Administrative Charges.....	\$50 per hour for jobs not otherwise accounted for in this fee schedule

Disabled Vehicle Fees and Penalties

Removal of Vehicle.....	Cost to remove vehicle
Civil Penalty.....	As Per Ordinance
Administrative Charges.....	\$50 per hour for jobs not otherwise accounted for in this fee schedule

Postage: (per/Certified and 1st Class mailing).....\$20

- Other fees may be included from time to time by agreement and adoption with the Municipality and PMCA
- 3) PMCA will provide cell phone number and email address to the Municipality at their request. We will respond to inquiries within 24 hours, when possible, 48 hours by contract.
 - 4) PMCA can work on an as needed basis, set number of hours per week or month, or set office hours and times. Whatever your needs are, we will try to provide for you.

Rev. 10-16-2021 rcm

C.S. Davidson, Inc.

Exhibit B**2022 AVERAGE BILLING RATES**

Principal	\$174.00
Senior Project Engineer/ Senior Project Manager	\$150.00
Project Engineer/ Project Manager	\$125.00
Designer II	\$ 95.00
Designer I	\$ 85.00
CADD Technician	\$ 85.00
Administrative Assistant	\$ 69.00
Survey Technician	\$ 93.00
Testing Technician	\$ 72.00
Inspector	\$ 89.00
REIMBURSABLES (DIRECT EXPENSES)	
Outside Reproduction	Cost + 10%
Filing Fees	Cost + 10%
Subconsultants	Cost + 10%
GPS Equipment	\$65.00/Hour
RTS Equipment	\$55.00/Hour
Network GPS Equipment	\$80.00/Hour
Mileage (where applicable)	IRS rate + 10%
Prints/Plots (Black & White)	\$0.15/sheet (8.5"x11") \$0.25/sheet (11"x17") \$1.50/sheet (18"x24") \$3.00/sheet (24"x36") \$6.00/sheet (36"x42")
Prints/Plots (Color or Mylar)	\$0.20/sheet (8.5"x11") \$1.50/sheet (11"x17") \$3.00/sheet (18"x24") \$6.00/sheet (24"x36") \$12.00/sheet (36"x42")
Asset Tags	\$0.40/tag
Retroreflectometer Rental	\$800.00/week (1 week min.)

Note: Average billing rates are intended for fee ranges and estimating purposes. Actual billing rates are based on our current multiplier and will vary by employee.

Rates are effective from 01/01/22 through 12/31/22.



38 North Duke Street
York, PA 17401
P: (717) 846-4805

50 West Middle Street
Gettysburg, PA 17325
P: (717) 337-3021

315 West James Street
Suite 102
Lancaster, PA 17603
P: (717) 481-2991

CSDavidson.com



Gettysburg
HISTORIC CROSSROADS

Theodore Streeter - Mayor
Wesley K. Heyser - Council President
Matthew Moon - Council Vice President

Charles R. Gable, MPA - Borough Manager
Sara L. Stull - Borough Secretary
Harold A. Eastman, Jr. - Borough Solicitor

Borough of Gettysburg
Adams County, Pennsylvania
59 East High Street
Gettysburg, PA 17325

Telephone: (717) 334-1160
FAX: (717) 334-7258
www.GettysburgPA.gov

Exhibit C

2022 Labor Burden Rates

Police Personnel

Administration	\$61.00 per hour
Patrol Officer	\$50.00 per hour
Part-Time Officer	\$28.00 per hour
Auxiliary Officer	\$17.00 per hour

Parking Personnel

Parking Enforcement Officer	\$28.00 per hour
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Public Works Personnel

Laborer	\$41.00 per hour
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Barley Snyder – Borough Solicitor

Principal Attorney	\$190.00 per hour
Associate Attorney	\$185.00 per hour
Paralegal	\$95.00 per hour

Exhibit D**Office of Open Records – Official RTKL Fee Schedule***Updated December 22, 2020*

Record Type / Delivery Method	Fee
Black & White Copies (first 1,000)	Up to \$0.25 per copy.
Black & White Copies (beyond 1,000)	Up to \$0.20 per copy. ¹
Color Copies	Up to \$0.50 per copy. ²
Specialized Documents ³	Up to actual cost.
Records Delivered via Email	No additional fee may be imposed. ⁴
CD / DVD	Up to actual cost, not to exceed \$1.00 per disc.
Flash Drive	Up to actual cost.
Facsimile	Up to actual cost. ⁵
Other Media	Up to actual cost.
Redaction	No additional fee may be imposed. ⁶
Conversion to Paper	Up to \$0.25 per page. ⁷
Photographing a Record	No additional fee may be imposed. ⁸
Postage	Up to actual cost of USPS first-class postage.
Certification of a Record	Up to \$5.00 per record. ⁹

¹ A “copy” is either a single-sided copy, or one side of a double-sided copy, on 8.5”x11” or 8.5”x14” paper.

² A “copy” is either a single-sided copy, or one side of a double-sided copy, on 8.5”x11” or 8.5”x14” paper. Note that a requester may ask for black and white copies even if the original is in color and color copies are available.

³ Including, but not necessarily limited to, non-standard sized documents and blueprints.

⁴ If a requester asks to receive records which require redactions in electronic format and the agency is unable to securely redact the records by electronic means, an agency may print the records to provide for secure redaction, then scan them in for delivery by email. Accordingly, the agency may charge the fees noted above for either B&W or color copies, as appropriate.

⁵ If an agency must print records to send them by facsimile, the agency may charge the fees noted above for B&W copies.

⁶ If a requester seeks records requiring redaction and the agency is unable to securely redact the records by electronic means, an agency may copy or print the records to provide for secure redaction. Accordingly, the agency may charge the fees noted above for either B&W or color copies, as appropriate.

⁷ If a record is only maintained electronically or in other non-paper media, duplication fees shall be limited to the lesser of the fee for duplication on paper or the fee for duplication in the original media, unless the requester specifically requests for the record to be duplicated in the more expensive medium. *See § 1307(d)*.

⁸ This assumes the requester is using his or her own camera, such as a cellphone camera, to photograph the records. *See Muenz v. Township of Reserve, OOR Dkt. AP 2015-1021, 2015 PA O.O.R.D. LEXIS 1176*. If redaction is required prior to the requester being granted access to photograph records and the agency is unable to securely redact the records by electronic means, an agency may copy or print the records to provide for secure redaction. Accordingly, the agency may charge the fees noted above for either B&W or color copies, as appropriate.

⁹ Under the RTKL, an agency may impose “reasonable fees for official certification of copies if the certification is at the behest of the requester and for the purpose of legally verifying the public record.” The OOR recommends no more than \$5 per record to certify a public record. Certification fees do not include notarization fees.

Exhibit D, *contd.***Additional Notes**

Fees May Be Waived: All fees established herein may be waived at the discretion of the agency.

Medium Requested: A record being provided to a requester shall be provided in the medium requested if it exists in that medium; otherwise, it shall be provided in the medium in which it exists. *See § 701.*

Other Statutory Fees: If a statute other than the RTKL governs the amount an agency may charge for a certain type of record, the other statute controls. For example, a Recorder of Deeds may charge a copy fee of 50 cents per uncertified page and \$1.50 per certified page (42 P.S. § 21051). Police departments may charge up to \$15 for a copy of a vehicle accident report (75 Pa.C.S. §3751 (b)(2)); the Philadelphia Police Department may charge up to \$25 per copy (Id. at (b)(3)). State police are authorized to charge “\$5 for each copy of the Pennsylvania State Police full report of investigation.” (75 Pa.C.S. §1956(b)). Other examples include the History Code, the Municipalities Planning Code, and the Criminal History Record Information Act.

Inspection of Redacted Records: If a requester wishes to inspect, rather than receive copies of, records which contain both public and non-public information, the agency may redact the non-public information. An agency may not charge the requester for the redaction itself. However, an agency may charge (in accordance with the OOR’s Official Fee Schedule) for any copies it must make in order to securely redact the material before allowing the requester to view the records. If, after inspecting the records, the requester chooses to obtain the copies, no additional fee may be charged.

Enhanced Electronic Access: If an agency offers enhanced electronic access to records in addition to making the records accessible for inspection and duplication by a requester, the agency may establish user fees specifically for the provision of the enhanced electronic access. The user fees for enhanced electronic access may be a flat rate, a subscription fee for a period of time, a per-transaction fee, a fee based on the cumulative time of system access, or any other reasonable method and any combination thereof. Such fees shall not be established with the intent or effect of excluding persons from access to records or duplicates thereof or of creating profit for the agency. **NOTE: Fees for enhanced electronic access must be reasonable and must be pre-approved by the OOR. Please [submit enhanced electronic access fee requests to the OOR](#).**

Fee Limitations: Except as otherwise provided by statute, the RTKL states that no other fees may be imposed unless the agency necessarily incurs costs for complying with the request, and such fees must be reasonable. No fee may be imposed for an agency’s review of a record to determine whether the record is a public record subject to access under the RTKL. No fee may be charged for searching for or retrieval of documents. An agency may not charge staff time or salary for complying with a RTK request. No fee may be charged for an agency’s response letter.

Prepayment: Prior to granting a request for access in accordance with the RTKL, an agency may require a requester to prepay an estimate of the fees authorized under this section if the fees required to fulfill the request are expected to exceed \$100. Once a request is fulfilled and prepared for release, the OOR recommends that an agency obtain payment prior to releasing the records.

Questions: If you have any questions regarding the OOR’s Official Fee Schedule, please [contact the OOR](#) (email: openrecords@pa.gov, telephone: 717-346-9903).

Combined, the Borough has a total of 9 (nine) Fund Budgets and 1 (one) affiliate fund budget⁵⁹ that is administered through a separate Board of Directors. The affiliate fund budget is the Gettysburg Borough Storm Water Authority, which is also referred to as a component unit⁶⁰.

Each fund serves a specific and unique purpose and is associated with a separate bank account, where cash in each fund is not comingled with cash in other funds. They are:

- Fund 01 General Fund
- Fund 03 Fire Fund
- Fund 04 CDBG Fund
- Fund 18 Capital Projects Fund
- Fund 23 Debt Service Fund
- Fund 30 Capital Reserve Fund
- Fund 35 Liquid Fuels Fund
- Fund 40 Revolving Loan Fund, and
- Fund 96 American Rescue Plan Act (ARPA) Fund.

The Borough's affiliate fund budget, or component unit, is the Gettysburg Borough Storm Water Authority (GBSWA) and is designated as Fund 09. The Fund 09 budget is presented in this Budget Message but is administered by a separate Board of Directors - not the Gettysburg Borough Council. The GBSWA sets the storm water fee assessments annually.

Each fund serves a specific mission and contains an estimate of both revenues and expenditures. In the aggregate, across all funds, the Borough in 2022 is expected to generate \$10,565,432.

Expenses are forecast to be \$9,568,497. The planned surplus in 2022 totals \$996,935. The planned surplus is largely due to the second payment to the Borough by the Federal Treasury via the American Rescue Plan Act of 2021 (ARPA).

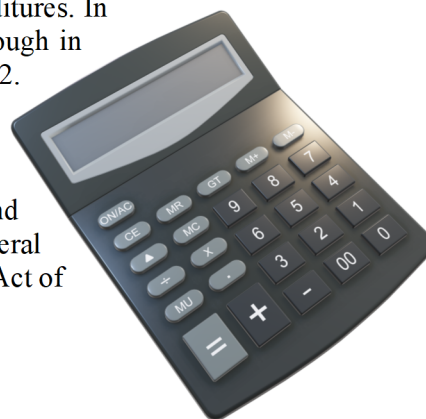
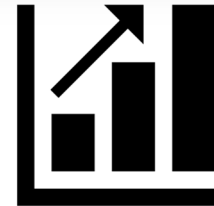
The ARPA program and the use of these federal grant dollars will be discussed in subsequent pages of this budget message.

All revenues are depicted in **Table 23**. All fund expenditures are depicted in **Table 24**.

It should be noted that in previous budgets, the Borough had 2 (two) other fund budgets:

- Fund 05 Company K Monument Memorial Fund and
- Fund 68 Eichelberger-Stahle Charitable Trust Fund.

Both Funds were transferred to the Adams County Community Foundation for administration as they are both very small funds and no formal budgets were administered for each fund. As such, both Fund 05 and Fund 68 do not appear in this budget message.



⁵⁹ The Borough's affiliate Fund Budget is the Gettysburg Borough Storm Water Authority (GBSWA) which is designated as Fund 09. GBSWA is responsible for the Borough's storm water management mandates. Even though it is a separate authority governed by a separate Board of Directors, all the

infrastructure remains the property of Gettysburg Borough.

⁶⁰ Component Unit is a legally separate organization for which the municipality (Gettysburg Borough) is also held financially accountable.

Table 23 – Budget Summary (Aggregate Fund Revenues)

Revenue ALL Funds			01	03	04	09	18	23	30	35	40	96
Dept.	Description	Total ALL Budgeted Funds	General Fund	Fire Fund	CDBG Fund	GBSWA	Capital Projects Fund	Debt Service Fund	Capital Reserve Fund	Liquid Fuels Fund	Revolving Loan Fund	American Rescue Plan Act (ARPA)
301	Real Property Tax	\$2,080,236	\$1,957,281	\$122,955	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
305	Occupation Tax	\$17,970	\$17,970	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
310	Local Enabling Tax (Act 511)	\$1,022,550	\$1,022,550	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
321	Business Licenses/Permits	\$101,207	\$101,207	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
322	Non-Business Licenses/Permits	\$21,058	\$20,308	^^^	^^^	^^^	^^^	^^^	\$750	^^^	^^^	^^^
331	Fines & Forfeits	\$307,156	\$307,156	^^^	^^^	\$11,757	^^^	^^^	^^^	^^^	^^^	^^^
341	Interest Earnings	\$17,992	\$7,800	^^^	\$5	\$1,749	\$1,251	\$3,561	\$1,214	\$2,200	\$1,168	\$793
342	Rents & Royalties	\$39,000	\$39,000	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
351	Federal Capital Grants	\$1,909,080	\$450	^^^	\$340,292	^^^	^^^	^^^	^^^	^^^	^^^	\$1,568,338
354	State Operating Grants	\$9,575	\$9,575	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
355	State Shared Revenue	\$398,200	\$216,200	^^^	^^^	^^^	^^^	^^^	^^^	\$182,000	^^^	^^^
357	Revenue from Local Govt.	\$165,000	\$165,000	^^^	^^^	\$500,000	^^^	^^^	^^^	^^^	^^^	^^^
361	Charges for Services	\$75,523	\$75,523	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
363	Highways & Streets (Parking)	\$1,207,375	\$1,207,375	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
367	Culture & Recreation	\$5,350	\$5,350	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
383	Storm Water Fees	\$513,700	^^^	^^^	^^^	\$513,700	^^^	^^^	^^^	^^^	^^^	^^^
387	Contributions & Donations	\$0	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
390	Other Financing Sources	\$1,500	\$1,500	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
391	Sale of Fixed Assets	\$0	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
392	Interfund Transfers In	\$3,184,660	\$1,421,452	^^^	^^^	^^^	\$713,319	\$639,484	\$410,405	^^^	^^^	^^^
393	Proceeds from Long Term Debt	\$0	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
395	Refund of Prior Year Expenses	\$2,000	\$2,000	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
TOTAL Revenues		\$10,565,432	\$6,577,697	\$122,955	\$340,297	\$1,027,206	\$714,570	\$643,045	\$412,369	\$184,200	\$1,168	\$1,569,131

NOTE: Orange color indicates values are not included in the calculation of the aggregate budget numbers. These values are related to Fund 09 (GBWSA) and are budgeted and administered by a separate Board of Directors. These values are included in this chart to further support and supplement **Chapter 14** - which discusses the 2022 budget for the GBSWA. The values in this table are included in this budget message as both the Borough and the Storm Water Authority work cooperatively together to administer the Borough's federal MS4 mandates.



Table 24 – Budget Summary (Aggregate Fund Expenditures)

Expenditures ALL Funds			01	03	04	09	18	23	30	35	40	96
Dept.	Description	Total ALL Budgeted Funds	General Fund	Fire Fund	CDBG Fund	GBSWA	Capital Projects Fund	Debt Service Fund	Capital Reserve Fund	Liquid Fuels Fund	Revolving Loan Fund	American Rescue Plan Act (ARPA)
400	Legislative	\$24,338	\$24,338	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
401	Office of the Manager	\$370,643	\$370,643	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
403	Tax Collection	\$27,950	\$27,950	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
409	General Government	\$403,228	\$401,680	^^^	^^^	^^^	^^^	^^^	^^^	^^^	\$1,524	\$24
410	Police	#####	\$1,990,954	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
411	Fire	\$184,005	\$61,050	\$122,955	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
413	Code Enforcement	\$31,175	\$31,175	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
414	Planning	\$356,846	\$356,846	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
415	Emergency Management	\$165,177	\$3,000	^^^	^^^	^^^	\$162,177	^^^	^^^	^^^	^^^	^^^
421	Health	\$6,315	\$6,315	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
430	Public Works	\$968,131	\$818,918	^^^	^^^	^^^	\$149,213	^^^	^^^	^^^	^^^	^^^
432	Winter Maintenance Services	\$33,000	^^^	^^^	^^^	^^^	^^^	^^^	^^^	\$33,000	^^^	^^^
433	Traffic Control Devices	\$32,077	^^^	^^^	^^^	^^^	^^^	^^^	^^^	\$32,077	^^^	^^^
434	Street Lighting	\$95,250	\$88,250	^^^	^^^	^^^	^^^	^^^	^^^	\$7,000	^^^	^^^
435	Sidewalks & Crosswalks	\$377,947	\$37,650	^^^	\$340,297	^^^	^^^	^^^	^^^	^^^	^^^	^^^
438	Bridges	\$20,000	\$20,000	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
436	Storm Sewers & Drains	\$1,027,206	^^^	^^^	^^^	\$1,027,206	^^^	^^^	^^^	^^^	^^^	^^^
439	Roads & Alleys	\$405,229	\$55,250	^^^	^^^	^^^	\$343,479	^^^	^^^	\$6,500	^^^	^^^
445	Parking Facilities	\$396,694	\$356,694	^^^	^^^	^^^	\$40,000	^^^	^^^	^^^	^^^	^^^
454	Parks & Recreation	\$139,776	\$87,276	^^^	^^^	^^^	\$52,500	^^^	^^^	^^^	^^^	^^^
455	Shade Tree	\$17,500	\$17,500	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
462	HUD - Community Development	\$0	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
465	Community Development	\$66,250	\$56,250	^^^	^^^	^^^	\$10,000	^^^	^^^	^^^	^^^	^^^
471	Debt Principal	\$544,817	^^^	^^^	^^^	^^^	^^^	\$544,817	^^^	^^^	^^^	^^^
472	Debt Interest	\$94,668	^^^	^^^	^^^	^^^	^^^	\$94,668	^^^	^^^	^^^	^^^
475	Bond Issue Costs	\$3,560	^^^	^^^	^^^	^^^	^^^	\$3,560	^^^	^^^	^^^	^^^
487	Benefits Fees	\$2,750	\$2,750	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^
492	Interfund Transfers Out	\$2,810,217	\$1,763,208	^^^	^^^	^^^	^^^	^^^	^^^	^^^	^^^	\$1,047,009
TOTAL Expenditures		\$9,568,497	\$6,577,697	\$122,955	\$340,297	\$1,027,206	\$757,369	\$643,045	\$0	\$78,577	\$1,524	\$1,047,033
Government-Wide Budget Revenue Over Expenses		\$10,565,432	\$6,577,697	\$122,955	\$340,297	\$1,027,206	\$714,570	\$643,045	\$412,369	\$184,200	\$1,168	\$1,569,131
		\$9,568,497	\$6,577,697	\$122,955	\$340,297	\$1,027,206	\$757,369	\$643,045	\$0	\$78,577	\$1,524	\$1,047,033
		\$996,935	\$0	\$0	\$0	\$0	-\$42,799	\$0	\$412,369	\$105,623	-\$356	\$522,098



Discretionary and non-discretionary expenditures in 2022 are visualized in Graph 7.

Non-Discretionary Expenditures

Non-discretionary expenditures are defined as the amount of the budget that is determined by binding legislation, state & federal unfunded mandates, labor contracts, and/or other items that must be incorporated into the budget that necessitates the ability to conduct business. Essentially, if nothing is spent on these items, the borough government would not be able to operate, and service delivery would cease.

Additionally, non-discretionary expenses cannot be altered and must be paid, or risk violations of labor law, state statutes, or federal statutes. In many cases, harsh penalties upon the Borough could be levied by these other branches of government if the Borough fails to comply.

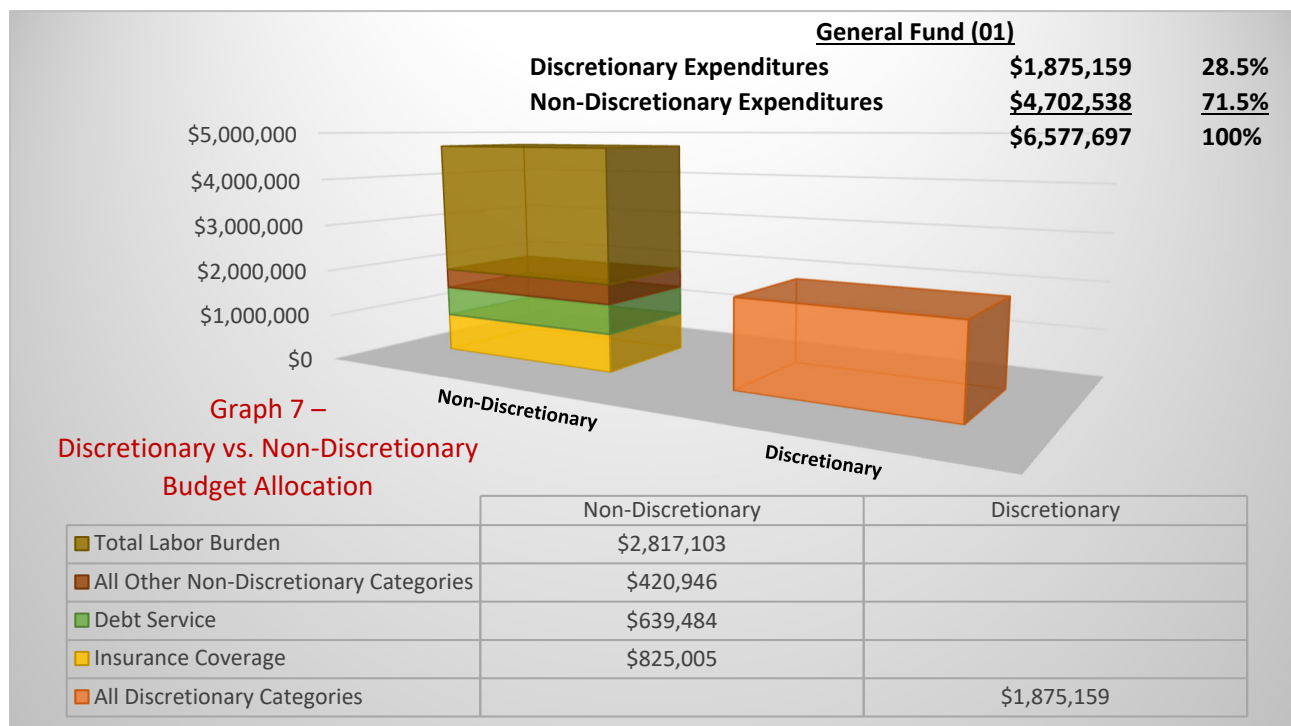
These penalties include things like the forfeiture of state and federal grants, and the withholding of any state or federal aid.

Non-discretionary expenditures are broadly defined by the following categories:

- ✚ Total labor burden⁶¹,
- ✚ Liability insurance⁶²,
- ✚ Debt service⁶³, and
- ✚ Miscellaneous (or all other non-discretionary) expenditure categories.

Overall, non-discretionary expenditures comprise 71.5% (or \$4,702,538) of the \$6,577,697 General Fund Budget in FY2022.

NOTE: It is notable that this percentage is far below previous years' non-discretionary spending levels. This is largely attributable to a sizeable increase in the Borough's budget in FT2022 resulting from the influx of ARPA



⁶¹ Total labor burden encompasses the following budget line items: Salary, Overtime, Contractual Obligations, Vision Insurance, Social Security, Medicare, Unemployment Compensation Insurance, Health Insurance, Pension Contributions, Life / Accident / Short-Term Disability Insurance, Dental Insurance, and Worker's Compensation Insurance.

⁶² Liability insurance encompasses the following budget line items: Automobile, PA Law 477 Municipality Liability, General Liability, Bonds – Surety & Fidelity, E & O Public Officials, Property, Inland Marine, Law Enforcement Liability, Herbicide & Pesticide, and Umbrella.

⁶³ Debt service includes both principal and interest on the borough's loans and general obligation bonds.

funding, which is described in **Chapter 10**. If ARPA funds were removed from the FY2022 budget, the percentage of non-discretionary spending would fall in line with previous years' percentages around 94.7%.

Labor Burden

The total labor burden in FY2022 outlined in **Chapter 8** equals \$2,817,103. This value is largely determined by wages and benefits as determined by contractual obligations and federal and state payroll taxes. Labor law also dictates certain types of compensation. Additionally, it incorporates the cost of fringe benefits for employees. Footnote #61 lists all the expenses calculated in total labor burden. Total labor burden generally increases each year based on labor contracts and/or increases in various health insurance and other insurance premiums. Total labor burden in FY2022 has basically returned to pre-pandemic levels with the rehiring of staff that left employment during the height of the pandemic in FY2020 and FY2021.

Total Labor Burden in FY2022 is \$82,166 more than in FY2021.

NOTE: It should be noted that this total labor burden is partially offset by the Gettysburg Borough Storm Water Authority (GBSWA) who pays the following percentages of employee labor burden:

1. 8% Borough Manager / Treasurer
2. 35% Accountant I / Finance Assistant, and
3. 65% Director of Historic & Environmental Preservation.

This category of non-discretionary expenditures comprises 42.9% of the overall General Fund (Fund 01) budget in FY2022.

Insurance Coverage

Insurance coverage continues to remain relatively stable after a very successful RFP in



FY2019 – which resulted in multiple insurance providers competing for Gettysburg Borough's business. The savings realized from this RFP continue into FY2022. At \$825,005 This category comprises 12.5% of non-discretionary expenditures. Insurance types in this category follow:

- + Employee vision insurance,
- + Employee unemployment compensation insurance,
- + Employee medical / prescription drug insurance,
- + Employee dental insurance,
- + Employee life / accident / short-term disability insurance,
- + Automobile insurance,
- + PA Law 477 municipality liability insurance,
- + General liability insurance,
- + Surety & fidelity insurance,
- + Worker's compensation insurance,
- + Public officials' insurance,
- + Property insurance,
- + Inland marine insurance,
- + Law enforcement liability insurance,
- + Herbicide & pesticide insurance, and
- + Umbrella insurance.

Debt Service

Debt service accounts for \$639,484 (or 9.7%) of non-discretionary expenditures. It covers both the principal and interest on the Borough's loans and general obligation bond payments. The Borough's amortization schedule would pay off all Borough debts by FY2029.

All Other Miscellaneous Non-Discretionary Expenditures

The final non-discretionary expenditures category is a conglomeration of the following:

- ✦ Vehicle maintenance & purchases of vehicles necessary to provide services,
- ✦ Defense and safety equipment for the police department personnel,
- ✦ Uniform allowances mandated in bargaining unit agreements
- ✦ Legal fees
- ✦ Phone systems (landline and cellular)
- ✦ Software applications
- ✦ Utility bills
- ✦ Building and mechanical systems maintenance,
- ✦ Bank fees,
- ✦ Gas or fuel for service vehicles,
- ✦ Operating (office) supplies,
- ✦ Audit,
- ✦ Tax collection,
- ✦ Computer purchases or upgrades, and
- ✦ Engineering.

Collectively, these categories comprise \$420,946 (or 6.4%) of miscellaneous non-discretionary expenditures.

Discretionary Expenditures

Discretionary spending in FY2022 is unusually high as compared to previous budget years. Typically, only approximately 5% - 10% of the Borough's General Fund budget falls into the category of discretionary spending. \$1,875,159 (or 28.5%) of the Borough's FY2022 General Fund budget is classified as discretionary. This percentage will fall back to typical levels once the Borough finishes utilizing its ARPA funds by FY2026.

These discretionary monies are used to advance various Council/Borough objectives or policies like recreation, economic development, shade trees, etc. Specifically, discretionary funds are used in the following categories:

- ✦ Staff professional development and continuing education,

- ✦ Purchase of merchandise for resale (flags, pins, etc.),
- ✦ Public relations⁶⁴,
- ✦ Conference attendance for staff / council,
- ✦ Travel expense reimbursements for staff attending conferences,
- ✦ Rental fees for machinery,
- ✦ Dues/memberships fees for professional associations/societies,
- ✦ License fees,
- ✦ Contracted police background investigations, and
- ✦ Outsourced code enforcement services.

Often community development activities are budgeted in discretionary expenditures categories and are often cut from budgets in deference to keeping taxes as low as possible. In typical budget years, absent the utilization of ARPA funds, the fiscal vitality of a community is disadvantaged by these types of cuts.

That has changed in this budget, where significant infrastructure investments are budgeted – primarily due to the use of ARPA funding. Fortunately for Gettysburg in FY2022, numerous community and economic development activities remain funded, which will be reinvested back into the community to improve the fiscal health of the Borough and to provide for a better quality of life overall. Those activities can be found in Department 465 in the General Fund (Fund 01).



⁶⁴ Borough newsletters and Broadcasts on Community Media (ACCTV).

Insurances remain one of the Borough's largest expense categories. The Borough has many policies to cover multiple types of liabilities. **Table 25** identifies the breakout of various insurance premiums by department. It should be noted that Department 436 is related to the GBSWA⁶⁵ and is not calculated as part of expenses in the Borough's General Fund⁶⁶. Department 436 is specifically budgeted in Fund 09⁶⁷.

For the General Fund (Fund 01) in 2022, insurance premiums total \$801,780. These combined insurance premiums account for approximately 12.2% of all General Fund expenditures.

PMHIC⁶⁸

The Borough continues to benefit from its enrollment in a healthcare cooperative which has substantially stabilized the Borough's healthcare

premium obligations. The healthcare cooperative, PMHIC, spreads the Borough's healthcare risk over a much broader demographic – thousands of municipal employees across the entire state of Pennsylvania. On average, the Borough's healthcare insurance premiums have risen a very modest 4% annually, as compared to high double digit increases nationally⁶⁹. These types of insurances also cover the premiums for any fringe benefits provided to employees – many of which are mandated by the Borough's two labor agreements⁷⁰.

Liability Insurance

The liability insurance premiums below protect the Borough's assets against any potential liability. This includes coverage for public officials who may be sued based on official actions on behalf of the municipality.

Table 25 – Insurance Allocation by Department

Insurance Type	Object	Office of the Manager	Tax Collection	General Govt.	Police	Fire	Planning	Public Works	Storm Water (GBSWA)	Parking	Parks & Recreation	Totals
		401	403	409	410	411	414	430	436	445	454	
Vision (employee)	189	\$1,112			\$4,192		\$873	\$2,438	\$367	\$813		\$9,795
Unemployment Comp. (employee)	194	\$2,292			\$8,490		\$2,010	\$5,376	\$648	\$2,250		\$21,066
Health/Medical (employee)	196	\$70,116			\$268,875		\$51,157	\$97,573	\$16,774	\$37,381		\$541,876
Life/ADD/Short Term Dis. (employee)	198	\$1,527			\$5,855		\$2,106	\$3,092	\$586	\$634		\$13,800
Dental	199	\$2,318			\$15,676		\$2,607	\$6,038	\$1,308	\$1,210		\$29,157
Automobile	350				\$7,660			\$13,500		\$3,365		\$24,525
PA Law 477 Municipality Liability	351				\$8,850							\$8,850
General Liability	352			\$810	\$2,750			\$1,140	\$250	\$550	\$140	\$5,640
Surety & Fidelity	353		\$250	\$565								\$815
Worker's Compensation	354	\$350			\$44,554	\$18,200	\$300	\$24,500		\$8,350		\$96,254
E&O Public Officials	355			\$9,552					\$3,292			\$12,844
Property	356			\$8,382				\$3,150		\$5,160	\$170	\$16,862
Inland Marine	357			\$75	\$1,070			\$2,655				\$3,800
Law Enforcement Liability	358				\$30,063							\$30,063
Herbicide & Pesticide	358							\$401				\$401
Umbrella	359			\$1,385	\$4,730			\$1,962		\$930	\$250	\$9,257
		\$77,715	\$250	\$20,769	\$402,765	\$18,200	\$59,053	\$161,825	\$23,225	\$60,643	\$560	\$801,780

⁶⁵GBSWA – Gettysburg Borough Storm Water Authority.

⁶⁶ General Fund = Fund 01.

⁶⁷ Storm Water Fund = Fund 09.

⁶⁸ PMHIC – Pennsylvania Municipal Health Insurance Cooperative.

⁶⁹ <https://www.cnbc.com/2021/11/11/premiums-for-employer-health-insurance-have-jumped-47percent-in-10-years.html>

⁷⁰ The Borough has two labor (bargaining unit) agreements with Teamsters Local Union 776 – the Uniform (Police) and Non-Uniform Agreements.

Total Labor Burden is defined as the true cost to the employer to keep a person (the employee) on the payroll. Most often the focus of payroll is solely on the hourly wage or annual salary of an employee, however, labor burden also factors in the cost of all the benefits, insurances, and payroll taxes provided to an employee – as these are considerable costs to the employer. Benefits, insurances, taxes paid on behalf of the employee and hourly wage, or annual salary are combined to calculate TOTAL LABOR Burden of an employee.

The Borough's labor force (which includes both part-time and full-time employees) is divided among six (6) departments⁷¹:

- Department 400 – Legislative,
- Department 401 – Office of the Manager,
- Department 410 – Police,
- Department 414 – Planning & Historic Preservation,
- Department 430 – Public Works, and
- Department 445 – Parking.

Not listed here is Department 411, which is Fire Services. Department 411 has an employee on the Borough's payroll, but whose labor burden is 100% reimbursed by the fire company via Fund 03, which has its own dedicated revenue source. As such, this Fire Department employee is not counted toward the Borough's staffing levels – which has fluctuated rather considerably over the years.

Typically, staffing levels in each department are determined by the workload of each department and the services those departments deliver to the residents, visitors, and other stakeholders of the Borough. While the following is not an exhaustive list, it is representative of the types of services provided by the Borough:

- Police
 - Crime Prevention
 - Traffic Enforcement,
- Parking Enforcement,
- Bus/Transit Service,

- Traffic and Signal Timing,
- Streets/Alleys
 - Street Cleaning
 - Street/Alley Repair
 - Street Lighting
 - Snow/Ice Removal
 - Storm Water Drainage,
- Yard Waste Pick-Up,
- Refuse/Recycling Services,
- Recreation Services,
- Land Use Planning,
 - Zoning Determinations
 - Historic Preservation
 - Code Enforcement
- Water/Sewer Services,
- Economic Development,
- Emergency Preparedness,
- Cable Television Franchise,
- Fire Services,
- Ambulance/EMS Services, Etc.

NOTE: All labor burden calculations in this chapter are specific to Fund 01 – General Fund. Labor burden calculations are inclusive of the following:

- Hourly wages / Annual salary
- Estimated overtime
- Vacation / Healthcare buyback as delineated in union contracts,
- Cost of vision insurance,
- Cost of dental insurance,
- Cost of healthcare / prescription drug insurance,
- Employer portion of FICA,
- Employer portion of Medicare insurance,
- Cost of unemployment compensation insurance,
- Cost of life insurance,
- Cost of accidental death & dismemberment insurance,
- Cost of short-term disability insurance,
- Cost of worker's compensation insurance, and
- Pension contribution.

⁷¹ The Borough previously had its labor force divided into eight (8) departments. The Finance Department (402) and the Human Resources Department (405) were disbanded and reincorporated into a new department

(401) titled the Office of the Manager. This was done to streamline staff duties resulting from the COVID-19 Pandemic.

Borough Staffing Trends

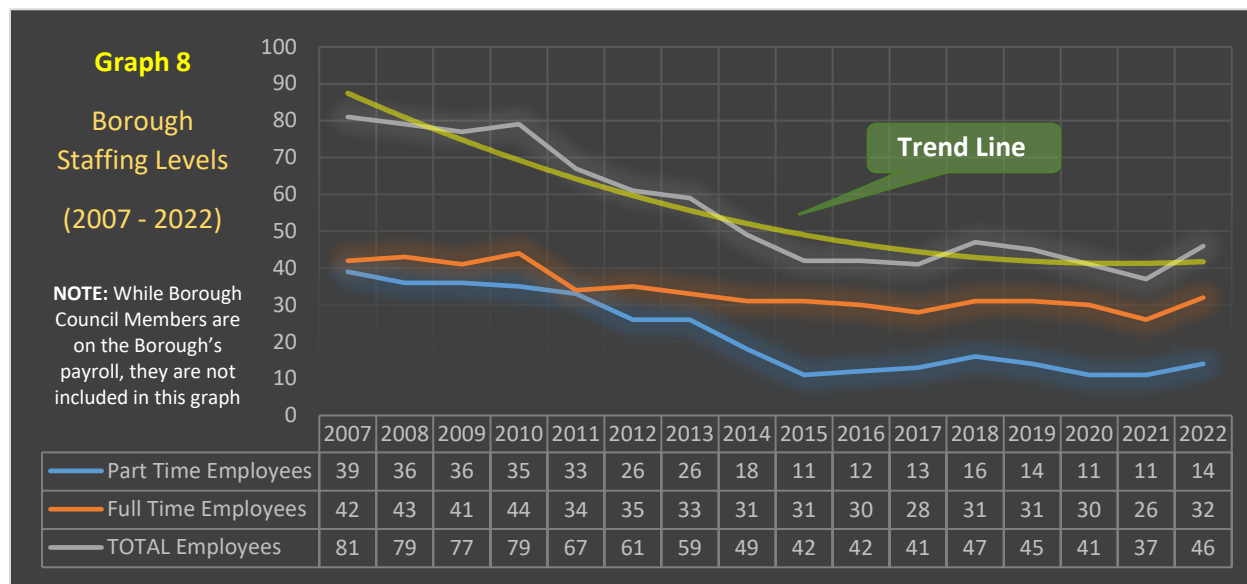
Gettysburg Borough had a strong final 6 months in 2021 – after significant budget retrenchment from previous years which was a direct response to the substantial revenue shortfalls precipitated by the global pandemic. In 2022, the Borough finds itself in a relatively strong financial position to rehire staff that were either furloughed or left employment for other reasons. Delivery of services was seriously negatively impacted over the preceding 18-months due to these staffing and budget cuts.

The pandemic did afford the Borough the opportunity to assess its strengths and weakness about service delivery. The Borough has taken advantage of these short-term staff vacancies to realign several departments and staff duties to match the expectations in service delivery that the residents and visitors of the Borough expect. Much of the work the community sees on a day-to-day basis is matched by voluminous work behind the scenes. This work is accomplished by the Borough's administrative staff. These staff must keep and maintain all the Borough's records, payrolls, maintain employee files and ensure staff credentials remain current, financial conformity to credit rating agencies, prepare agendas for Council meetings, manage the Borough's website and other information technology management, comply with audits, and continue with other legal requirements related to plethora state and federal mandates. As the Borough begins to fill the vacancies realized during the height of the pandemic, the above-

mentioned core functions remain at the top of the list when evaluating potential employees' skill sets and assigning them to newly created job descriptions that better serve the listed core functions.

Two new job descriptions have been added to the Borough's list of employees: Code Compliance Officer and Human Resources Coordinator. Both positions are designed to provide better service and equitable treatment regarding code enforcement and to position the Borough in a stronger position regarding employee professional development and risk assessment.

Government is often criticized as being too big, too expensive, inefficient, and wasteful. There may be some validity to that notion at the state and federal level of government. Local government – especially this one – is the opposite. Government closest to its constituents (local government) is the most responsive and has the largest and most direct impact on a person's daily life. It cannot be said that Gettysburg's Government is bloated. **Graph 8** clearly highlights the decline in Borough staffing levels. In 2022, the Borough has only 46 full- and part-time employees – down from 81 full- and part-time employees in 2007! Most notable is the dramatic decline in full-time staffing – down to 32 in FY2022 from 42 in FY2007. It should be highlighted here that the Borough continues to prioritize safety as thirteen (13) of the thirty-two (32) full-time employees (40% of the full-time employees) are police department employees.



Historical Review of Staffing Adjustments**2020 and 2021****Response to the COVID-19 Pandemic**

The Borough made significant staffing adjustments during the 2020 fiscal year to manage the financial crisis created by the Coronavirus Pandemic. These changes carried over into the 2021 budget year. These changes took place in multiple departments.

Finance Department**Human Resources Department****Office of the Manager**

Both the Finance Department and the Human Resources Department were dissolved in 2020. The duties of those departments and the staff of those departments, along with the Borough Manager, were incorporated into a new department called the Office of the Manager. With that consolidation came the dissolution of the Finance Director position. That employee was reassigned to the Office of the Manager with a new job description, which eliminated supervisory duties. That employee has since resigned work from the Borough, and the position will not be filled. Additionally, the Receptionist/Cashier position that was eliminated in 2017 remains vacant in 2022.

NOTE: The eliminated Finance Director position has been reassigned to a newly created position in 2022 with the title Human Resources Coordinator / Project Management Assistant.

Public Works Department

The Borough laid off a public works employee. That employee has since resigned work from the Borough. Two other employees in Public Works retired late in 2020. All three vacated Public Works positions remained vacant in 2021. In total, through attrition and a resignation, the Public Works Department had three fewer employees than in 2020.

NOTE: The Borough has replaced (hired) two of the three vacancies in the Public Works Department in late 2021, with the goal to bring the department back to full-staffing levels in early 2022.

Police Department

The Borough furloughed a police officer in August 2020. That furlough continued into 2021. The Borough had created a part-time Police Secretary position in the 2020 budget. That position was never filled and remained vacant in 2021. Even with the one (1) furlough, the Police Department remained the Borough's largest department with twelve full-time employees, accounting for nearly 50% of the Borough's full-time staff in 2021.

NOTE: The Borough Council ended the police officer furlough in late 2021. The furloughed police officer has since resigned employment with the Borough. The Council has authorized the hiring of another officer in 2022. Once in place, this will bring the department back to pre-pandemic staffing levels. Regarding the never-filled part-time police secretary position, that position has been eliminated from the 2022 budget.

Parking Department

The Parking Department had two full-time Parking Enforcement Officers (PEO) prior to 2020. One of those PEOs was promoted to Parking Manager. The one PEO position vacated was never filled and remained vacated in 2021 – which is continued into 2022.

Planning Department

The Borough, many years ago, had a full-time code enforcement officer on its staff. This position was ultimately eliminated with code enforcement duties being outsourced to a third-party vendor – CCIS⁷² and later PMCA⁷³. Third party vendors always proved problematic as there are many code matters that need attention after traditional office hours. This issue came to the forefront in 2020 and 2021 with the suspension of many code enforcement tasks related to the global pandemic. As part of the Borough's staffing assessment and review of service delivery, it was decided to bring code enforcement in-house once again to better serve the needs of the Borough's code compliance mandates with some after hours enforcement. The Code Compliance Officer job description was written in 2021 with a full-time staff member hired in December 2021 to fill that position.

⁷² CCIS – Commonwealth Code Inspection Services.

⁷³ PMCA – Pennsylvania Municipal Code Alliance.

Total Labor Burden by Job Title

Before total labor burden is discussed in detail, it is useful to get the big picture of where the Borough's human resources are being utilized. Presented in **Exhibit 3** is a summary of total labor burden for full-time Borough employees – delineated by department. It is meant to provide a cursory review of job title and total compensation provided to each full-time employee in each department. Each department is color coded for easy reference.

**Total Labor Burden Department 400 –
Legislative**

Department 400 accounts for the salaries and associated payroll taxes of the members of the Borough's legislative body (i.e., the seven members of Borough Council). State Borough Code dictates the salaries of the Council based on the municipality's population. Each member of Gettysburg Borough Council receives \$2500 annually, which is paid monthly. For 2022, four members of Borough Council have elected to forfeit their stipend, providing a cost savings in the overall Borough budget. **Table 26** outlines the total labor burden for Department 400.

**Total Labor Burden Department 401 –
Office of the Manager**

Department 401⁷⁴ accounts for the total labor burden (i.e., associated salaries, associated payroll taxes, insurances, and other fringe

**Table 26 –
Department 400 (Legislative) TOTAL Labor Burden**

Line Item # and Description		President	Vice President	Council Member #3 Ward I	Council Member #4 Ward II	Council Member #5 Ward III	Council Member #6 Ward III	Council Member #7 At-Large	TOTAL
01-400-105	Salary - Borough Council	\$2,500	\$2,500	^^^	^^^	^^^	\$2,500	^^^	\$7,500
01-400-192	Benefit - FICA	\$155	\$155	^^^	^^^	^^^	\$155	^^^	\$465
01-400-193	Benefit - Medicare	\$36	\$36	^^^	^^^	^^^	\$36	^^^	\$109
TOTAL Labor Burden		\$2,691	\$2,691	\$0	\$0	\$0	\$2,691	\$0	\$8,074

NOTE: Four members of Borough Council are forfeiting their stipends in 2022 - choosing to reallocate those funds for the purposes of employee training and professional development.

⁷⁴ Department 401 was previously named the 'Executive Department'. The Department was renamed in 2020 after two other departments (Finance and Human

Exhibit 3 - Estimated 2022 Labor Burden by Job Title

Job Title	2022 Labor Burden
Police Patrol Officer - Squad A	\$144,502
Chief of Police	\$141,634
Police Sergeant - Squad A	\$133,036
Police Sergeant - Squad B	\$132,685
Borough Manager / Treasurer	\$123,856
Police Detective - Squad B	\$123,238
Master Police Patrol Officer - Squad A	\$121,982
Police Patrol Officer - Squad B	\$120,383
Master Police Patrol Officer - Squad B	\$120,092
Police Detective - Squad A	\$118,478
Police Patrol Officer First Class - Squad A	\$113,009
Director of Public Works	\$110,158
Asst. Borough Manager / Secretary	\$106,820
Police Patrol Officer First Class - Squad B	\$102,019
Director of Historic & Environmental Preservation	\$100,083
Police Patrol Officer - Squad A	\$95,063
Director of Planning, Zoning, and Code Enforcement	\$91,788
Public Works Foreman	\$91,645
Laborer - Grounds & Maintenance (Meter Technician)	\$91,220
Public Works - Laborer (CDL Class B)	\$90,853
Human Resources Coordinator / Project Mngt. Asst.	\$88,336
Code Compliance Officer	\$86,139
Accountant I - Finance Assistant	\$80,191
Parking Manager	\$75,913
Management Assistant	\$68,398
Public Works - Laborer (CDL Class B)	\$67,494
Public Works - Laborer (CDL Class B)	\$65,928
Public Works - Mechanic	\$63,510
Parking Enforcement Officer - Group Leader	\$57,854
Public Works - Laborer (CDL Class A)	\$54,145
Police Records & Support Services Coordinator	\$53,383
Public Works - Laborer (CDL Class A)	\$48,799
Office of the Manager	
Police Department	
Department of Public Works	
Parking Department	
Planning Department	

benefits) for the Borough's two executive staff (the Mayor and Manager / Treasurer) and supporting staff. The supporting staff are the Assistant

Resources) were dissolved and incorporated into Department 401.

Borough Manager / Secretary, Accountant I / Finance Assistant, and Human Resources Coordinator / Project Management Assistant.

The two executives are the Mayor who oversees the day-to-day operations of the Police Department, and the Borough Manager who oversees all other daily functions of the Borough. This separation is ordained in the State Borough Code. Ironically, despite not having any supervisory or disciplinary authority over the police department, the Borough Manager still must administer the police department's budget and has an integral role in any grievances and litigation that comes out of the department – further illustrating the ludicrous and antiquated statutes related to municipal governance in the Pennsylvania Borough Code. The State Legislature did amend the Borough Code in 2012 but did not address the reporting structure between police departments and other administrative departments of a municipality. This bifurcated system of managerial oversight would not work within a large company in the private sector. Likewise, it proves very challenging in the public sector. Many municipalities across the Commonwealth dealt with this bifurcated managerial structure by adopting Home Rule Charter, which was briefly discussed in **Chapter 3**.

Elimination of Borough Receptionist / Secretary Position - As part of staffing adjustments and budget considerations in FY2018's budget proposal, the Borough's long-standing tradition of having a public face was eliminated. The Receptionist / Secretary position was cut as a cost-saving measure. This position has remained vacant ever since and will not be filled again in 2022. In lieu of the Borough receptionist, a telephonic and electronic in/out message board was created for the public to gain access to the staff members they need to conduct business with. This practice will continue into FY2022, with the hope of adding instructional videos to give further direction to the public as they enter the municipal building.

Tax Collector⁷⁵ – The Borough Council appointed a new Borough Tax Collector in late 2020. The Tax Collector will continue the practice of hosting

office hours at the front window in the Borough Building, which will help make tax payments more convenient to the public. The Tax Collector's Office Hours can be found on the Borough's website at <https://www.gettysburgpa.gov/office-manager>.

As noted in footnote #74, both the former Finance Department and Human Resources Department have been incorporated into the Office of the Manager. The work that was completed in each of those former departments is now done in the newly create department. As such, the Office of the Manager is responsible for all accounts payable and receivable, payroll, payroll tax reporting to the IRS, financial compliance with grants, annual audits, etc. The Governmental Accounting Standards Board (GASB) requires a separation of duties to ensure utmost integrity and transparency in financial management. As such, the department cannot have fewer than two personnel in it (to ensure checks and balances with money in and money out). Oversight of the department is provided by the Borough Manager, who statutorily is the Borough's Treasurer and who has signatory authority over all Borough checks issued. Further, the Assistant Borough Manager who is also the statutorily appointed Borough Secretary has signatory authority over Borough finances, as does the President of Council.

The Accountant I / Finance Assistant position used to be a unionized position. However, this position has access to sensitive and confidential personnel records. As such, it is not appropriate for this position to be in the bargaining unit which could pose a conflict of interest between the person who has access to such records and those in the bargaining unit. The Accountant I / Finance Assistant position was successfully negotiated out of the bargaining unit contract beginning in January 2018 and will continue outside the bargaining unit in 2022.

Like the former Finance Department, duties of the former Human Resource Department are now part of the responsibility of the Office of the Manager. The one employee in the old Human Resource Department is now incorporated into the Office of

⁷⁵ The Tax Collector's wages are not reported in Department 401 but are found in Department 403. The

Tax Collector's stipends are paid out of fees associated with the collection of property taxes.

the Manager – which is now titled the Assistant Borough Manager / Secretary. The Borough Secretary is a mandated staff position by Pennsylvania Borough Code. Traditionally, the Borough Secretary also provides most of the Borough's Human Resources duties and oversees the coordination of all employee benefits and personnel files. This employee also manages the Borough's numerous insurance coverages and is responsible for submitting any insurance claims that may arise. Beginning in 2022, however, a new administrative staff position is being added to help alleviate the massive workload within the Office of the Manager. The new position has the title of Human Resources Coordinator / Project Management Assistant. Much of the duties tasked to this new position will be divvied up from both the Account I and Assistant. Borough Manager.

Continuing in 2022, the Office of the Manager will oversee the daily tasks of the part-time in-house

custodian. Since the custodian serves all departments, the salary for the custodian is budgeted in the Public Works Department but reports directly to the Assistant Borough Manager / Secretary.

The Assistant Borough Manager / Secretary is responsible for all the municipality's official records (i.e., minutes, agendas, resolutions, ordinances, right-to-know requests, etc.). This position works very closely with the Borough Manager / Treasurer to prepare Borough Council's agendas for both the monthly business meetings and monthly work session meetings.

Part-Time Custodian – As noted above, the part-time custodian is budgeted in the Department of Public Works, however, reports to the Assistant Borough Manager / Secretary in the Office of the Manager. The Borough had been struggling with keeping the municipal building and other public

Table 27 – Department 401 (Office of the Manager) TOTAL Labor Burden

Line Item # and Description	Borough Manager / Treasurer *	Asst. Boro. Mgr. / Secretary	Accountant I / Finance Asst. **	HR Coordinator / Project Mngt. Asst.	Intern	Mayor	Line-Item TOTAL
01-401-400 Salary - Mayor	^^^	^^^	^^^	^^^	^^^	\$5,000	\$5,000
01-401-110 Salary - Borough Manager	\$85,024	^^^	^^^	^^^	^^^	^^^	\$85,024
09-436-110 Salary - Administrative Manager	\$7,720	^^^	^^^	^^^	^^^	^^^	\$7,720
01-401-112 Salary - Full Time	^^^	\$67,039	\$31,125	^^^	^^^	^^^	\$98,164
09-436-112 Salary - Full Time	^^^	^^^	\$16,760	^^^	^^^	^^^	\$16,760
01-401-113 Salary - Intern	^^^	^^^	^^^	^^^	\$3,150	^^^	\$3,150
01-401-114 Salary - Professional Staff	^^^	^^^	^^^	\$52,674	^^^	^^^	\$52,674
01-401-172 Other Comp./Leave-Holiday	\$3,455	\$2,961	\$1,375	\$2,326	^^^	^^^	\$10,117
09-436-172 Other Comp./Leave-Holiday	\$301	^^^	\$740	^^^	^^^	^^^	\$1,041
01-401-189 Benefit - Vision Insurance	\$184	\$350	\$228	\$350	^^^	^^^	\$1,112
09-436-189 Benefit - Vision Insurance	\$16	^^^	\$123	^^^	^^^	^^^	\$139
01-401-192 Benefit - FICA	\$5,504	\$4,340	\$2,015	\$3,410	\$155	^^^	\$15,424
09-436-192 Benefit - FICA	\$569	^^^	\$1,336	^^^	^^^	^^^	\$1,905
01-401-193 Benefit - Medicare	\$1,287	\$1,015	\$471	\$798	\$36	^^^	\$3,607
09-436-193 Benefit - Medicare	\$133	^^^	\$313	^^^	^^^	^^^	\$446
01-401-194 Benefit - Unemployment Comp.	\$552	\$600	\$390	\$600	\$150	^^^	\$2,292
09-436-194 Benefit - Unemployment Comp.	\$48	^^^	\$210	^^^	^^^	^^^	\$258
01-401-196 Benefit - Health Insurance^	\$9,276	\$22,958	\$14,924	\$22,958	^^^	^^^	\$70,116
09-436-196 Benefit - Health Insurance^	\$760	^^^	\$4,977	^^^	^^^	^^^	\$5,737
01-401-197 Benefit - Pension Contribution	\$7,252	\$5,718	\$2,654	\$4,493	^^^	^^^	\$20,117
09-436-197 Benefit - Pension Contribution	\$630	^^^	\$1,430	^^^	^^^	^^^	\$2,060
01-401-198 Benefit - Life/ADD/Short Dis.	\$535	\$469	\$206	\$317	^^^	^^^	\$1,527
09-436-198 Benefit - Life/ADD/Short Dis.	\$47	^^^	\$111	^^^	^^^	^^^	\$158
01-401-199 Benefit - Dental Insurance	\$428	\$1,271	\$302	\$317	^^^	^^^	\$2,318
09-436-199 Benefit - Dental Insurance	\$36	^^^	\$445	^^^	^^^	^^^	\$481
01-401-354 Insurance - Worker's Compensation	\$99	\$99	\$59	\$93	^^^	^^^	\$350
TOTAL Labor Burden	\$123,856	\$106,820	\$80,194	\$88,336	\$3491	\$5000	\$407,697
* Employee salary and benefits split between Gettysburg Borough and the Gettysburg Borough Storm Water Authority (GBSWA). Borough share = 92%. GBSWA share = 8%.					Fund 01 TOTAL		\$370,992
** Employee salary and benefits split between Gettysburg Borough and the Gettysburg Borough Storm Water Authority (GBSWA). Borough share = 65%. GBSWA share = 35%.					Fund 09 TOTAL		\$36,705
^ Each employee is responsible for 12% of the health insurance premium. This value represents 88% of the health insurance premium, which is paid by the Borough of Gettysburg and/or the GBSWA at the percentage rates noted above.							

facilities in a condition that is acceptable. The Borough used to have a custodian on staff about ten years ago, but this position was outsourced to cut costs. Further analysis determined that the Borough could have more hours of service with a part-time in-house custodian than outsourcing the work to a third party. The part-time custodian position remains in the 2022 budget. This in-house position proved critical in 2020 and 2021 with the increased focus on sterilization of facilities in response to the COVID-19 Pandemic. These custodial services will be equally vital moving forward.

Intern – The intern is a seasonal position that is budgeted in Department 401, but usually performs administrative support service to the Planning Department (Department 414).

Fund 09 Within Department 401

The Office of the Manager has two employees who provide administrative services to the Gettysburg Borough Storm Water Authority (GBSWA). GBSWA is budgeted in Fund 09 and is administered by a separate board of directors (not Gettysburg Borough Council). GBSWA raises

Table 28 – Department 410 (FT- Police) TOTAL Labor Burden

Line Item # and Description		Chief of Police	Police Records Coordinator	Sergeant Squad A	Sergeant Squad B	Master Patrol A	Master Patrol B	Patrol First Class A	Line-Item TOTAL
01-410-110	Salary - Chief of Police	\$86,903	^^^	^^^	^^^	^^^	^^^	^^^	\$86,903
01-410-112	Full Time Staff	^^^	^^^	\$70,548	\$69,983	\$66,071	\$65,357	\$60,415	\$332,374
01-410-114	Salary - Professional Staff	^^^	\$31,934	^^^	^^^	^^^	^^^	^^^	\$31,934
01-410-172	Other Comp./Leave-Holiday	\$5,879	\$2,160	\$4,820	\$4,784	\$4,530	\$4,484	\$3,632	\$30,289
01-410-180	Other Comp. - Overtime	^^^	^^^	\$11,521	\$11,896	\$6,215	\$5,214	\$5,321	\$40,167
01-410-185	Other Comp./Vacation Buy-Back	^^^	^^^	\$176	\$162	\$134	\$144	\$263	\$879
01-410-187	Other Comp./Health Care Buy Out	^^^	^^^	^^^	^^^	^^^	^^^	^^^	\$0
01-410-189	Benefit - Vision Insurance	\$350	\$200	\$350	\$350	\$350	\$350	\$350	\$2,300
01-410-191	Benefit - Uniform Allowance	\$870	\$750	\$1,088	\$1,099	\$1,110	\$1,035	\$778	\$6,730
01-410-192	Benefit - FICA	^^^	\$1,945	^^^	^^^	^^^	^^^	^^^	\$1,945
01-410-193	Benefit - Medicare	\$1,342	\$455	\$1,089	\$1,080	\$1,020	\$1,099	\$925	\$7,010
01-410-194	Benefit - Unemployment Comp.	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$4,200
01-410-196	Benefit - Health Insurance ^	\$22,958	\$10,081	\$22,958	\$22,958	\$22,958	\$22,958	\$22,958	\$147,829
01-410-197	Benefit - Pension Contribution	\$17,745	^^^	\$14,899	\$14,786	\$14,007	\$13,864	\$12,781	\$88,082
01-410-198	Benefit - Life/ADD/Short Dis.	\$469	\$288	\$469	\$469	\$469	\$469	\$469	\$3,102
01-410-199	Benefit - Dental Insurance	\$1,271	\$953	\$1,271	\$1,271	\$1,271	\$1,271	\$1,271	\$8,579
01-410-200	Benefit - Pension Non-Uniform	^^^	\$2,563	^^^	^^^	^^^	^^^	^^^	\$2,563
01-410-354	Insurance - Worker's Compensation	\$3,247	\$1,454	\$3,247	\$3,247	\$3,247	\$3,247	\$3,246	\$20,935
TOTAL Labor Burden		\$141,634	\$53,383	\$133,036	\$132,685	\$121,982	\$120,092	\$113,009	
Line Item # and Description		Patrol First Class B	Police Patrol A #4	Police Patrol B	Police Patrol A #5	Detective A	Detective B	Line-Item TOTAL	Department TOTAL
01-410-110	Salary - Chief of Police	^^^	^^^	^^^	^^^	^^^	^^^	\$0	\$86,903
01-410-112	Full Time Staff	\$60,603	\$64,064	\$64,142	\$42,197	\$62,643	\$66,709	\$360,358	\$692,732
01-410-114	Salary - Professional Staff	^^^	^^^	^^^	^^^	^^^	^^^	\$0	\$31,934
01-410-172	Other Comp./Leave-Holiday	\$4,176	\$4,403	\$4,406	\$3,531	\$4,309	\$4,572	\$25,397	\$55,686
01-410-180	Other Comp. - Overtime	\$6,235	\$28,846	\$6,821	\$3,989	\$7,128	\$6,814	\$59,833	\$100,000
01-410-185	Other Comp./Vacation Buy-Back	\$515	\$2,611	\$420	^^^	\$214	\$361	\$4,121	\$5,000
01-410-187	Other Comp./Health Care Buy Out	^^^	^^^	^^^	^^^	^^^	^^^	\$0	\$0
01-410-189	Benefit - Vision Insurance	\$200	\$350	\$350	\$292	\$350	\$350	\$1,892	\$4,192
01-410-191	Benefit - Uniform Allowance	\$1,087	\$1,087	\$1,087	\$9,025	\$999	\$985	\$14,270	\$21,000
01-410-192	Benefit - FICA	^^^	^^^	^^^	^^^	^^^	^^^	\$0	\$1,945
01-410-193	Benefit - Medicare	\$936	\$989	\$990	\$651	\$967	\$1,030	\$5,563	\$12,573
01-410-194	Benefit - Unemployment Comp.	\$600	\$600	\$600	\$600	\$600	\$600	\$3,600	\$7,800
01-410-196	Benefit - Health Insurance ^	\$10,081	\$22,958	\$22,958	\$19,133	\$22,958	\$22,958	\$121,046	\$268,875
01-410-197	Benefit - Pension Contribution	\$12,917	\$13,607	\$13,622	\$10,931	\$13,324	\$13,873	\$78,274	\$166,356
01-410-198	Benefit - Life/ADD/Short Dis.	\$469	\$469	\$469	\$408	\$469	\$469	\$2,753	\$5,855
01-410-199	Benefit - Dental Insurance	\$953	\$1,271	\$1,271	\$1,060	\$1,271	\$1,271	\$7,097	\$15,676
01-410-200	Benefit - Pension Non-Uniform	^^^	^^^	^^^	^^^	^^^	^^^	\$0	\$2,563
01-410-354	Insurance - Worker's Compensation	\$3,247	\$3,247	\$3,247	\$3,246	\$3,246	\$3,246	\$19,479	\$40,414
TOTAL Labor Burden		\$102,019	\$144,502	\$120,383	\$95,063	\$118,478	\$123,238		\$1,519,504

^ Each employee is responsible for 12% of the health insurance premium. This value represents 88% of the health insurance premium, which is paid by the Borough of Gettysburg and/or the GBSWA at the percentage rates noted above.

Table 29 – Department 410 (PT – Police) TOTAL Labor Burden

revenue through the imposition of storm water service fees. Eight (8%) percent of the Borough Manager's salary is paid by the GBSWA, while thirty-five (35%) percent of the Accountant I salary is paid by the GBSWA.

Table 27 identifies the total labor burden for Department 401.

Total Labor Burden Department 410 – Police

As noted previously, per Pennsylvania Borough Code, the Mayor is the direct supervisor of the police department, while the Borough Manager / Treasurer oversees the budget of the police department. The Mayor, however, can only suspend and/or discipline a police officer. The authority to hire and/or terminate a police officer (including the Police Chief) is vested with the legislative body – Borough Council.

The 2018, 2019, and 2020 budgets restored staffing levels in the police department to what is considered full-strength⁷⁶. These staffing levels were cut by one (10 full-time employee in mid-2020 and continued through much of 2021. The authorized staffing levels for the Police Department in 2022 are returned to full-strength. It is worth reiterating here that Borough's largest department incurred the fewest staffing reductions during the height of the pandemic – highlighting Borough Council's commitment to public safety!

In summation the police department will have the following staffing levels in 2022:

- One Chief of Police
- Two Police Sergeants
- One Police Records and Support Services Coordinator
- Two Detectives,
- Seven patrolmen,

Line Item # and Description		Part-Time Patrol #1	Part-Time Patrol #2	Part-Time Patrol #3	Part-Time Patrol #4	Part-Time Patrol #5	Line-Item TOTAL
01-410-115	Salary - Part Time Staff	\$34,320	\$7,180	\$4,425	\$3,525	\$2,750	\$52,200
01-410-117	Salary - Auxiliary Police	^^^	^^^	^^^	^^^	^^^	\$0
01-410-192	Benefit - FICA	\$2,128	\$445	\$274	\$219	\$171	\$3,236
01-410-193	Benefit - Medicare	\$498	\$104	\$64	\$51	\$40	\$757
TOTAL Labor Burden		\$36,945	\$7,729	\$4,764	\$3,795	\$2,960	
Line Item # and Description		Auxiliary #1	Auxiliary #2	Auxiliary #3	Auxiliary #4	Line-Item TOTAL	Department TOTAL
01-410-115	Salary - Part Time Staff	^^^	^^^	^^^	^^^	\$0	\$52,200
01-410-117	Salary - Auxiliary Police	\$375	\$375	\$375	\$375	\$1,500	\$1,500
01-410-192	Benefit - FICA	\$23	\$23	\$23	\$23	\$93	\$3,329
01-410-193	Benefit - Medicare	\$5	\$5	\$5	\$5	\$22	\$779
TOTAL Labor Burden		\$404	\$404	\$404	\$404		\$57,808

- At least five part-time Police Patrolmen, and
- At least four Auxiliary Policemen.

The Police Department total labor burden is broken into two tables: full-time employees is shown in **Table 28**, while part-time employees is shown in **Table 29**.

Total Labor Burden Department 414 – Planning and Historic Preservation

The Department of Planning and Historic Preservation is an extremely busy department and historically has had no less than two full-time staff members to complete the work involved. The department issues all permit and licenses, many of which require extensive building plan reviews. It also manages the Rental Unit Occupancy (RUO) program, as well as, keeping current all property files in the Borough.

In 2019, Gettysburg Borough created the Gettysburg Borough Storm Water Authority (GBSWA) to help manage the Borough's storm water compliance mandate handed down by the Environmental Protection Agency (EPA). All administrative tasks associated with GBSWA have been given to the Borough to complete. As such, a staff member needed to be added to assist with the increased volume of work. Consequently, the

⁷⁶ Full-Strength is considered (1) Police Chief, (2) Detectives, (1) Police Records and Support Services

Coordinator, (2) Sergeants, and (7) Patrolmen, creating a full-time contingent of 13 staff.

department now has four full time employees with the following titles:

- ✚ Director of Historic and Environmental Preservation,
- ✚ Planning/Administrative Assistant,
- ✚ Management Assistant, and
- ✚ Code Compliance Officer.

The Code Compliance Officer is a new position that is designed to provide more ‘round-the-clock’ code enforcement – which had been a challenge when code enforcement was outsourced to PMCA, who only provided coverage during traditional business hours.

The department works with the following Boards and Commissions:

- Borough Council,
- Planning Commission,
- Historic Architecture Review Board,
- Zoning Hearing Board,
- Code Enforcement Appeals Board, and the
- Gettysburg Borough Storm Water Authority.

Apart from Borough Council, the department is responsible for preparing the agendas and minutes of each of the other boards, commissions and authorities it works with. Extensive research must be done on many of the topics that come before the boards.

Fund 09 Within Department 414

The Department of Planning, Zoning, and Code Enforcement has one employee who provides administrative services to the Gettysburg Borough Storm Water Authority (GBSWA). GBSWA is

budgeted in Fund 09 and is administered by a separate board of directors (not Gettysburg Borough Council). GBSWA raises revenue through the imposition of storm water service fees. Sixty-five (65%) percent of the Director of Historic & Environmental Preservation’s salary is paid by the GBSWA, while thirty-five (35%) percent of the Director of Historic & Environmental Preservation’s salary is paid by the Gettysburg Borough.

**Table 30 – Department 414
(Planning & Historic Preservation) TOTAL Labor Burden**

Line Item # and Description	Director of Planning, Zoning & Code Enforcement	Director of Historic & Environmental Preservation *	Administrative Assistant	Code Compliance Officer	TOTAL
01-401-110 Salary - Planning Director	\$65,901	^^^	^^^	^^^	\$65,901
01-401-112 Salary - Full Time	^^^	^^^	\$46,663	\$49,800	\$96,463
01-401-114 Salary - Professional Staff	^^^	\$22,348	^^^	^^^	\$22,348
09-436-114 Salary - Professional Staff	^^^	\$41,503	^^^	^^^	\$41,503
01-401-172 Other Comp./Leave-Holiday	\$2,911	\$987	\$2,061	\$2,200	\$8,159
09-436-172 Other Comp./Leave-Holiday	^^^	\$1,833	^^^	^^^	\$1,833
01-401-189 Benefit - Vision Insurance	\$200	\$123	\$200	\$350	\$873
09-436-189 Benefit - Vision Insurance	^^^	\$228	^^^	^^^	\$228
01-401-192 Benefit - FICA	\$4,266	\$1,447	\$3,021	\$3,224	\$11,958
09-436-192 Benefit - FICA	^^^	\$3,393	^^^	^^^	\$3,393
01-401-193 Benefit - Medicare	\$998	\$339	\$706	\$754	\$2,797
09-436-193 Benefit - Medicare	^^^	\$794	^^^	^^^	\$794
01-401-194 Benefit - Unemployment Comp.	\$600	\$210	\$600	\$600	\$2,010
09-436-194 Benefit - Unemployment Comp.	^^^	\$390	^^^	^^^	\$390
01-401-196 Benefit - Health Insurance^	\$10,081	\$8,037	\$10,081	\$22,958	\$51,157
09-436-196 Benefit - Health Insurance^	^^^	\$11,037	^^^	^^^	\$11,037
01-401-197 Benefit - Pension Contribution	\$5,621	\$1,906	\$3,980	\$4,248	\$15,755
09-436-197 Benefit - Pension Contribution	^^^	\$3,541	^^^	^^^	\$3,541
01-401-198 Benefit - Life/ADD/Short Dis.	\$657	\$229	\$563	\$657	\$2,106
09-436-198 Benefit - Life/ADD/Short Dis.	^^^	\$428	^^^	^^^	\$428
01-401-199 Benefit - Dental Insurance	\$446	\$444	\$446	\$1,271	\$2,607
09-436-199 Benefit - Dental Insurance	^^^	\$827	^^^	^^^	\$827
01-401-354 Insurance - Worker's Compensation	\$107	\$39	\$77	\$77	\$300
TOTAL Labor Burden	\$91,788	\$100,083	\$68,398	\$86,139	\$346,408
* Employee salary and benefits split between Gettysburg Borough and the Gettysburg Borough Storm Water Authority (GBSWA). Borough share = 35%. GBSWA share = 65%.			Fund 01 TOTAL	\$282,434	
			Fund 09 TOTAL	\$63,974	
^ Each employee is responsible for 12% of the health insurance premium. This value represents 88% of the health insurance premium, which is paid by the Borough of Gettysburg and/or the GBSWA at the percentage rates noted above.					

Total Labor Burden Department 430 – Public Works

The department is responsible for maintaining the Borough’s fleet of

Chapter 8

Departmental Staffing Levels and TOTAL Labor Burden

vehicles, road construction and repair, curb ramp construction, street cleaning, snow/ice removal, yard waste pick-up, erection of holiday decorations, etc. Much of this work is done at a cost savings as outsourcing many of these functions costs more money.

Like other departments that experienced staffing reductions in 2020 and 2021, the Public Works Department is being restored to full strength in 2022.

The department is budgeted to staff the following positions in FY2022:

- One (1) Director,

**Table 31 – Department 430
(Public Works) TOTAL Labor Burden**

Line Item # and Description		Director of Public Works	Public Works Foreman	PW - Mechanic	PW - Laborer (CDL Class A)	PW - Laborer (CDL Class A)	PW - Laborer (CDL Class B)	Line-Item TOTAL
01-430-110	Salary - Public Works Director	\$66,703	^^^	^^^	^^^	^^^	^^^	\$66,703
01-430-112	Full Time Staff	^^^	^^^	\$43,945	\$33,627	\$33,627	\$48,285	\$159,484
01-430-114	Salary - Professional Staff	^^^	\$51,476	^^^	^^^	^^^	^^^	\$51,476
01-430-115	Salary - Part Time Staff	^^^	^^^	^^^	^^^	^^^	^^^	\$0
01-430-172	Other Comp./Leave-Holiday	\$2,947	\$2,274	\$1,941	\$1,486	\$1,486	\$2,133	\$12,267
01-430-180	Other Comp. - Overtime	^^^	^^^	\$1,375	\$1,375	\$1,455	\$1,495	\$5,700
01-430-185	Other Comp./Vacation Buy-Back	\$295	\$285	\$295	\$280	\$285	\$280	\$1,720
01-430-187	Other Comp./Health Care Buy Out	^^^	^^^	\$3,000	\$5,000	^^^	\$3,000	\$11,000
01-430-189	Benefit - Vision Insurance	\$350	\$350	\$200	\$350	\$350	\$200	\$1,800
01-430-191	Benefit - Uniform Allowance	^^^	^^^	\$1,225	\$1,225	\$1,225	\$1,225	\$4,900
01-430-192	Benefit - FICA	\$4,036	\$3,092	\$2,625	\$2,085	\$2,085	\$2,994	\$16,916
01-430-193	Benefit - Medicare	\$967	\$746	\$637	\$488	\$488	\$700	\$4,026
01-430-194	Benefit - Unemployment Comp.	\$600	\$600	\$600	\$600	\$600	\$600	\$3,600
01-430-196	Benefit - Health Insurance ^	\$22,958	\$22,958	^^^	^^^	^^^	\$22,958	\$68,874
01-430-197	Benefit - Pension Contribution	\$5,690	\$4,391	\$4,119	\$4,078	\$3,748	\$2,868	\$24,894
01-430-198	Benefit - Life/ADD/Short Dis.	\$281	\$361	\$361	\$361	\$373	\$361	\$2,098
01-430-199	Benefit - Dental Insurance	\$1,271	\$1,271	^^^	^^^	^^^	\$1,271	\$3,813
01-430-354	Insurance - Worker's Compensation	\$4,060	\$3,241	\$3,187	\$3,191	\$3,078	\$2,483	\$19,240
TOTAL Labor Burden		\$110,158	\$91,045	\$63,510	\$54,145	\$48,799	\$90,853	
Line Item # and Description		PW - Laborer (CDL Class B)	PW - Laborer (CDL Class B)	PW - Grounds & Maintenance *	PW - Flower Waterer	PW - Custodian	Line-Item TOTAL	Department TOTAL
01-430-110	Salary - Public Works Director	^^^	^^^	^^^	^^^	^^^	\$0	\$66,703
01-430-112	Salary - Full Time Staff	\$47,807	\$32,773	\$12,072	^^^	^^^	\$92,652	\$252,136
01-430-114	Salary - Professional Staff	^^^	^^^	^^^	^^^	^^^	\$0	\$51,476
01-430-115	Salary - Part Time Staff	^^^	^^^	^^^	\$3,125	\$9,375	\$12,500	\$12,500
01-430-172	Other Comp./Leave-Holiday	\$2,112	\$1,448	\$533	^^^	^^^	\$4,093	\$16,360
01-430-180	Other Comp. - Overtime	\$1,550	^^^	\$750	^^^	^^^	\$2,300	\$8,000
01-430-185	Other Comp./Vacation Buy-Back	\$265	^^^	\$265	^^^	^^^	\$530	\$2,250
01-430-187	Other Comp./Health Care Buy Out	\$3,000	^^^	^^^	^^^	^^^	\$3,000	\$14,000
01-430-189	Benefit - Vision Insurance	\$200	\$350	\$88	^^^	^^^	\$638	\$2,438
01-430-191	Benefit - Uniform Allowance	\$1,225	\$1,225	\$550	^^^	^^^	\$3,000	\$7,900
01-430-192	Benefit - FICA	\$2,764	\$2,032	\$764	\$425	\$1,074	\$7,059	\$23,975
01-430-193	Benefit - Medicare	\$693	\$475	\$175	\$124	\$112	\$1,579	\$5,606
01-430-194	Benefit - Unemployment Comp.	\$600	\$600	\$150	\$100	\$326	\$1,776	\$5,376
01-430-196	Benefit - Health Insurance ^	^^^	\$22,958	\$5,741	^^^	^^^	\$28,699	\$97,573
01-430-197	Benefit - Pension Contribution	\$2,868	\$2,795	\$1,009	^^^	^^^	\$6,672	\$31,566
01-430-198	Benefit - Life/ADD/Short Dis.	\$361	\$361	\$272	^^^	^^^	\$994	\$3,092
01-430-199	Benefit - Dental Insurance	^^^	\$1,271	\$954	^^^	^^^	\$2,225	\$6,038
01-430-354	Insurance - Worker's Compensation	\$2,483	\$1,206	\$1,571	^^^	^^^	\$5,260	\$24,500
TOTAL Labor Burden		\$65,928	\$67,494	\$24,894	\$3,774	\$10,887		\$631,489
* Employee salary and benefits split between the Public Works and the Parking Departments. Public Works Department share = 25%. Parking Department share = 75%.								
^ Each employee is responsible for 12% of the health insurance premium. This value represents 88% of the health insurance premium, which is paid by the Borough of Gettysburg and/or the GBSWA at the percentage rates noted above.								

- One (1) Foreman,
- Two (2) Laborers (CDL Class A)⁷⁷
- Three (3) Laborers (CDL Class B),
- One (1) Mechanic,
- One (1) Laborer shared with the Parking Department,
- One (1) Part-Time Custodian, and
- One (1) Part-Time or seasonal laborer.

Table 31 identifies the total labor burden of employees in the Public Works Department.

Total Labor Burden
Department 445 – Parking

Historically, the Parking Department has had a full-time manager, in addition to several full-time Parking Enforcement Officers (PEOs). Budget cuts around 2010 rolled the department into the Police Department and eliminated the manager position. The extra duties thrust on the Police Department by this move proved seriously problematic as revenue in the department steeply declined – as the Police

Department was correctly managing crime and crime prevention in the Borough, and not prioritizing enforcement of parking policy in the Borough.

In 2015, the Borough reconstituted the stand-alone Parking Department and removed parking supervision duties from the Police Department. As such, parking revenue immediately increased, by approximately \$400,000. However, the full-time manager position (which was previously eliminated) had not been funded in any budget until FY2018. A full time Parking Manager remains in the 2022 budget.

The Department had two full-time PEOs until 2019, when one of the PEOs was promoted to the position of Parking Manager. The vacated PEO position was never filled and will remain vacant in 2022.

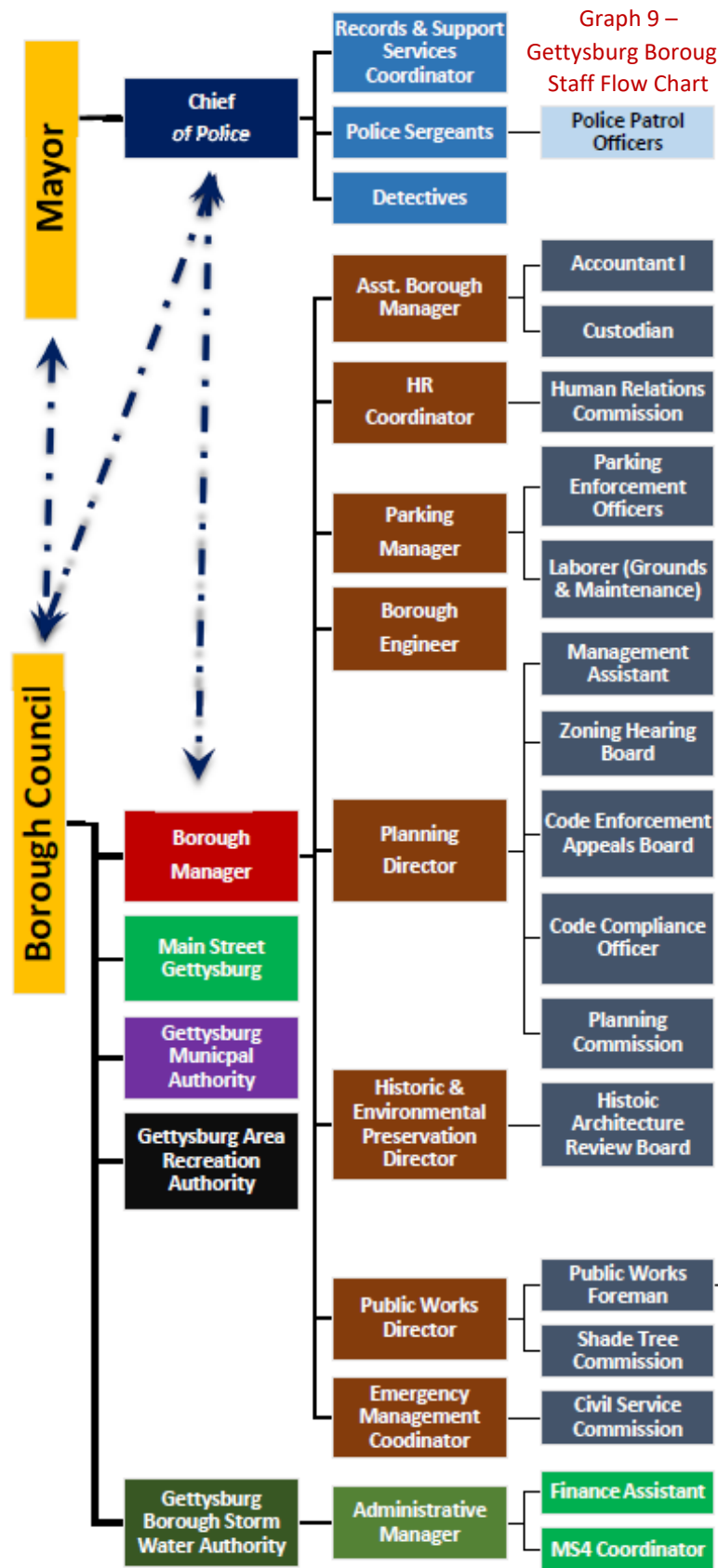
The department is exceptionally busy and requires proper, full-time oversight as it is the only department that generates a massive amount of revenue for the Borough – historically just over

Table 32 –
Department 445 (Parking) TOTAL Labor Burden

Line Item # and Description		Parking Manager	Parking Enforcement Officer - Group Leader	Laborer - Grounds & Maintenance *	PT - Parking Enforcement Officer #1	PT - Parking Enforcement Officer #2	PT - Parking Enforcement Officer #3	Department TOTAL
01-445-110	Salary - Parling Manager	\$50,279	^^^	^^^	^^^	^^^	^^^	\$50,279
01-445-112	Salary - Full Time Staff	^^^	\$34,665	\$36,215	^^^	^^^	^^^	\$70,880
01-445-115	Salary - Part Time Staff	^^^	^^^	^^^	\$7,500	\$7,500	\$7,500	\$22,500
01-445-172	Other Comp./Leave-Holiday	\$2,221	\$1,531	\$1,599	^^^	^^^	^^^	\$5,351
01-445-180	Other Comp. - Overtime	^^^	\$1,625	\$1,625	^^^	^^^	^^^	\$3,250
01-445-185	Other Comp./Vacation Buy-Back	\$250	\$500	\$250	^^^	^^^	^^^	\$1,000
01-445-189	Benefit - Vision Insurance	\$350	\$200	\$263	^^^	^^^	^^^	\$813
01-445-191	Benefit - Uniform Allowance	^^^	\$200	\$200	\$150	\$150	\$100	\$800
01-445-192	Benefit - FICA	\$3,255	\$2,244	\$2,344	\$500	\$500	\$395	\$9,238
01-445-193	Benefit - Medicare	\$761	\$525	\$548	\$90	\$90	\$38	\$2,052
01-445-194	Benefit - Unemployment Comp.	\$600	\$600	\$450	\$200	\$200	\$200	\$2,250
01-445-196	Benefit - Health Insurance ^	\$10,089	\$10,084	\$17,208	^^^	^^^	^^^	\$37,381
01-445-197	Benefit - Pension Contribution	\$4,289	\$2,957	\$3,089	^^^	^^^	^^^	\$10,335
01-445-198	Benefit - Life/ADD/Short Dis.	\$284	\$259	\$91	^^^	^^^	^^^	\$634
01-445-199	Benefit - Dental Insurance	\$446	\$446	\$318	^^^	^^^	^^^	\$1,210
01-445-354	Insurance - Worker's Compensation	\$3,089	\$2,018	\$2,126	\$490	\$490	\$137	\$8,350
TOTAL Labor Burden		\$75,913	\$57,854	\$66,326	\$8930	\$8,930	\$8,370	\$226,323
^ Each employee is responsible for 12% of the health insurance premium. This value represents 88% of the health insurance premium, which is paid by the Borough of Gettysburg and/or the GBSWA at the percentage rates noted above.								

⁷⁷ All Public Works employees are required to hold a Commercial Driver's License (CDL) – Class B. Two employees of the department are offered a higher level

of compensation to carry a CDL – Class A License which is required to drive the department's larger vehicles.



\$1,200,000 annually in direct parking revenue and an additional \$253,000 in Fines and Forfeits⁷⁸.

Aside from parking enforcement duties, which requires the scheduling and supervision of multiple subordinate employees, the department is tasked with issuing meter bag permits for hotels, special events, funerals, etc. It is also tasked with assisting in the operations of parades and street closures. The department's staff defends tickets in court and other judicial matters relating to parking violations. Additionally, the department constantly studies parking trends in the Borough and conducts research on parking trends in the industry, to keep parking policy for the Borough current with industry standards.

The budget for this department in 2022 shares a laborer with the Department of Public Works and has the following personnel:

- One (1) Parking Manager,
- One (1) Full Time Parking Enforcement Officer – Group Leader
- One (1) Full Time Maintenance Works (shared with Public Works), and
- Three (3) Part Time Parking Enforcement Officers.

Table 32 outlines the total labor burden for Department 445.

Staff Flow Chart

Municipal government structure is complex. **Graph 9** shows the reporting structure within Gettysburg Borough.

⁷⁸ Parking tickets, restitution, Clerk of Courts, District Magistrate, State Police fines, etc.

A Capital Improvement Plan (CIP) contains all the individual capital projects, equipment purchases, and major studies for a local government, in conjunction with construction, and completion schedules, and in

consort with financing plans. It coordinates strategic planning, financial capacity, and physical development. More specifically, the purpose of a CIP is to identify capital improvement projects,

Table 33 – CIP Projects (2022 – 2026)

Ranked by Score (Highest to Lowest)			
CIP #	Score	Project Name	Cost
436-01A	100.00%	Culps Run Stream Restoration	\$775,000
436-01B	100.00%	Chambersburg Street Storm Sewer	\$143,000
439-14	100.00%	South Street Streetscape	\$390,000
439-04	78.40%	Gettysburg Gateway Connectivity Project (Baltimore Street Revitalization)	\$10,728,896
435-01	70.13%	Right-of-Way Master Plan (a.k.a. Complete Streets; Sidewalk Master Plan)	\$25,000
454-06	69.33%	Gettysburg Inner Loop (GIL) - Phase B2	\$1,327,000
454-05	67.33%	Gettysburg Inner Loop (GIL) - Phase B1	\$750,000
436-05	66.40%	Bream Alley	\$10,000
436-03	64.80%	Stevens Run Wall Construction	\$412,245
439-05	64.13%	Street Preservation Contract #1	\$205,000
439-09	64.13%	Long Lane Storm Sewer & Resurfacing	\$572,000
436-01	62.93%	SCCAP Storm Sewer Pipe Master Plan	\$20,000
439-01	62.93%	Lincoln Highway Master Plan (Rt. 30) (York St. / Chambersburg St. / Buford Hwy.)	\$100,000
435-02	62.00%	Sidewalk Replacement Program	\$300,000
439-06	62.00%	Street Preservation Contract #2	\$284,000
465-01	62.00%	Community Center / Visitor Center (a.k.a. Brown House)	\$1,500,000
438-02	61.73%	Bridge Construction	\$198,280
439-02	59.87%	Hanover Street Master Plan (Rt. 116)	\$50,000
465-02	59.87%	Gateways at Borough Limits Master Plan	\$50,000
430-01	59.33%	Public Works Equipment	\$756,752
439-07	59.33%	Highland& Johns Avenues (North of Queen Street)	\$608,000
439-13	59.33%	Breckenridge Streetscape	\$271,604
445-01	59.20%	RHA Garage Maintenance	\$130,000
430-02	58.67%	Public Works Facilities & Building Upgrades	\$1,783,980
436-06	58.13%	Mayor Alley Stream Stabilization	\$20,000
439-08	58.13%	Highland& Johns Avenues (South of Queen Street)	\$425,000
454-07	56.80%	Gettysburg Inner Loop (GIL) - Phase C	\$800,000
439-10	55.73%	East Railroad Street	\$100,000
454-02	55.33%	GARA Upgrades - Parking Lot Resurfacing	\$30,000
454-03	54.27%	GARA Upgrades - Seasonal Facilities (Splash Pad / Ice Rink)	\$1,680,000
445-02	54.13%	Public Parking Structure (Borough Lot on Middle Street)	\$1,350,000
415-03	53.73%	Area Segregation - Portable Traffic Signals	\$175,000
415-04	52.67%	Area Segregation - Portable Barricades/Bollards	\$147,000
439-11	51.33%	Wolf Alley	\$20,000
415-02	51.07%	Area Segregation - Portable Electronic Message Boards	\$124,000
439-12	50.53%	Sheely Alley	\$10,000
454-04	49.87%	GARA Upgrades (Pavilion / Security Cameras / Zero Turn Tractor / BR Remodel)	\$100,000
445-03	47.60%	Public Improvements for parking Structure (Steinwehr Avenue)	\$400,000
TOTAL Cost		\$26,771,757	

identify and forecast funding sources, prioritize improvements based on funding available, and estimate a timeline for completion of individual improvements.

Gettysburg Borough Council was presented with an ambitious 5-year Capital Improvement Plan in the summer of 2021, totaling over \$26 million. The CIP is ambitious in that it will be impossible to complete all the projects in it within a 5-year period. However, the CIP does identify and rank projects using multiple metrics to determine need and importance.

The CIP adopted in 2021 is a continuation of the previous Capital Improvement Plan presented to the Borough Council in 2016 and builds upon the phenomenal success of the 2016 - 2019 CIP. Significant effort went into defining a needs assessment for the Borough, called projects, and then measuring these projects based on a very detailed listing of metrics. Selected Borough staff and the Borough Engineers were given the opportunity to score each project, since opinions vary depending on the area of expertise for each person scoring the project. All the scores in each category were averaged to create a Project Score. Timelines, supporting documentation where available, and funding sources are identified with each project.

This is a ‘living document’, which means it is fungible and will change over time. The CIP is designed to provide a ‘big picture’ view of the needs of the Borough and present a reasonable pathway forward to achieve completion of the projects outlined in the following pages.

It is important to note that the CIP is prepared as if the Borough were solely responsible for the entirety of the projects enclosed. As time draws closer to moving forward with the projects outlined, other partners are likely to join in the funding effort. Those funding sources are identified within each project in the following pages. This means, for example, if Columbia Gas or the Gettysburg Municipal Authority (GMA) join the effort on a project, the costs to the Borough substantially decrease. This then frees up funds that can be allocated toward other projects. This approach has

proven successful in the previous CIP, where the Borough completed approximately \$5 million of projects with only \$4 million at its disposal from the General Obligation bond issuance in 2016. It is not possible to accurately gauge the level of commitment by GMA and/or Columbia Gas (or others), but the Borough’s partners do expect to participate in projects where shared responsibilities exist.

In total, the 2022 – 2026 CIP identifies 38 capital projects for the Borough. Those projects and their estimated cost are identified in **Table 33**.

Determining the Priority of a CIP Project

CIP projects are not equal. Some have more importance or a higher priority than others. Each project is assessed on multiple metrics and assigned a numeric value within each evaluation category. Each project is evaluated by multiple staff, with all the individual scores averaged to determine a percentage of available points. Each project is assigned a numeric value by each evaluator in the following fifteen categories:

- ✚ Consistency,
- ✚ Coordination,
- ✚ Maximum Benefit (Cost/Benefit Analysis),
- ✚ Health and Safety,
- ✚ Legally Required,
- ✚ Preservation of Existing Assets,
- ✚ Availability of Funding,
- ✚ Opportunity Cost,
- ✚ Feasibility,
- ✚ Extent of Benefit,
- ✚ Operating Budget Impact,
- ✚ Conservation,
- ✚ Environmental Impact,
- ✚ Neighborhood Impact, and
- ✚ Economic Impact.

Each criteria category has ten points possible, with the number (1) being the lowest possible score and the number (10) being the highest possible score. **Exhibit 4** is a CIP Scoring Sheet and shows the criteria categories and the range of scores possible within each criteria category. **Table 33** shows the resulting project rankings in a numerical percentage, with the projects listed in descending numerical order, from highest to lowest.

CIP Project
Scoring Sheet

Project Number:

Department:

Project
Score:

0.0%

Project
Name:

Criteria	Possible Scores			Manager Score	Engineer Score	Planning Score	PW Director Score	PW Foreman Score
	(1, 2, 3) - Could Do	(4, 5, 6, 7) - Should Do	(8, 9, 10) - Must Do					
Consistency	Project is not based upon a Comprehensive Plan or does nothing to advance the Borough's strategic goals	Project is consistent with a Comprehensive Plan but does little to advance the Borough's near-term strategic goals	Project is directly consistent with a Comprehensive Plan and advances the Borough's near-term strategic goals					
Coordination	Project will not be conducted in conjunction with another project		Project will be conducted in conjunction with another project					
Max Benefit (Cost/Benefit or other Analysis)	Analysis submitted is open to questioning and/or the project will result in slight benefits	Analysis submitted is credible, and the project will result in moderate benefits	Analysis submitted is credible, and the project will result in maximum benefits					
Health and Safety	Project would have no impact on existing public health and/or safety	Project would increase public health and/or safety, but is not an urgent, continual need or hazard	Project addresses an immediate, continual safety hazard or public health and/or safety need					
Legally Required	Project is not mandated or otherwise required by court order, judgement, or agreement	Project would address anticipated mandates, other legal requirements or agreements	Project is required by federal, state, or local mandate, court order, judgement, or agreement					
Preservation of Existing Assets	Project does not involve an existing asset	Project will deter future capital or operating expenditure in an existing asset	Project is critical to save the integrity of an existing asset					
Availability of Financing	No external funding sources currently exist	External funding sources have been identified but not yet committed to 50% or more of project funds	Project is 50% or more funded from external funding sources					
Opportunity Cost	If deferred, the increase in project costs would be less than the rate of inflation	If deferred, the increase in project costs would be equal to inflation	If deferred, the increase in project costs would be greater than the rate of inflation					
Feasibility	Project is unable to proceed due to obstacles	Minor obstacles exist; project is not entirely ready to proceed	Project is entirely ready to proceed; no obstacles exist					
Extent of Benefit	Project would benefit only a small percentage of citizens or particular neighborhood or area	Project would benefit a large percentage of citizens in the Borough	Project would benefit all of the citizens of the Borough					
Operating Budget Impact	Project would significantly increase debt service, personnel, or other operating costs, or decrease revenues	Project would neither increase or decrease debt service, personnel, or other operating costs or revenues	Project would decrease debt service, personnel or other operating costs, or increase revenues					
Conservation	Project will not result in any conservation or pollution reduction	Project will result in minimal conservation or pollution reduction, or there is no substantiation to the claims of conservation	Project will result in substantiated conservation or pollution reduction					
Environmental Impact	Project would have a negative effect on the environmental quality of the Borough	Project would not effect the environmental quality of the Borough	Project would improve the environmental quality of the Borough					
Neighborhood Impact	Project would have negative impact on the surrounding neighborhood	Project would have no impact on the surrounding neighborhood	Project would have positive impact on the surrounding neighborhood					
Economic Development Impact	Project would discourage or directly prevent capital investment, decrease the tax base, decrease assessed valuation, or decrease job opportunities	Project would have no impact on capital investment, the tax base, assessed valuation, or job opportunities	Project would directly result in capital investment, increased tax base, increased assessed valuation, or improved job opportunities					
				0	0	0	0	0

CIP Project Funding

Funding for the CIP Projects comes from multiple sources and may occur over multiple years. Funding sources for the projects may come from one or more of the following sources:

- ✚ Borough General Fund (Fund 01),
- ✚ Borough Capital Projects Fund (Fund 18),
- ✚ Borough CDBG⁷⁹ Fund (Fund 04),
- ✚ Borough Liquid Fuels Fund (Fund 35),
- ✚ GBSWA⁸⁰,
- ✚ Columbia Gas,
- ✚ GMA,
- ✚ Grants, and
- ✚ Other local contributions and partner groups.

The Borough has a strong history of successful grant applications from plethora organizations at all levels of government (local, federal, and state), as well as, from private foundations. Other local contributions and partner groups are typically private financial contributions by individual people or entities like: Gettysburg Hospital, the Gettysburg College, ACCF⁸¹, HABPI⁸², and others.

2022 CIP Projects

The 2022 Borough Budget focuses on eleven (11) projects. They are:

- ✚ **CIP 439-14** South Street Streetscape,
- ✚ **CIP 439-04** Gettysburg Gateway Connectivity Project⁸³,
- ✚ **CIP 436-05** Bream Alley,
- ✚ **CIP 439-09** Long Lane Storm Sewer & Resurfacing,
- ✚ **CIP 430-01** Public Works Equipment,
- ✚ **CIP 436-06** Mayor Alley Stream Stabilization,
- ✚ **CIP 415-03** Area Segregation – Portable Traffic Signals,
- ✚ **CIP 415-04** Area Segregation – Portable Barricades/Bollards,
- ✚ **CIP 415-02** Area Segregation – Portable Electronic Message Boards,
- ✚ **CIP 439-12** Sheely Alley, and
- ✚ **CIP 454-04** GARA Upgrades⁸⁴.

Each 2022 CIP project is listed below with a project description, statement of need, project alternative, and identified possible funding.

CIP 439-14**South Street Streetscape****CIP Score: 100.00%**Project Description

The project consists of a replacement of the curbs and sidewalks, addition of streetscape elements such as decorative streetlights, and trees, and adding traffic calming elements such as curb bumps between Baltimore Street and Washington Street. One major goal of the project is to realign the street to allow proper width for two cars to pass while maintaining the on-street parking. In 2021 the Borough had initiated the design, and construction of storm drains and decorative streetlights. Also in 2021 GMA, Met-Ed and Columbia Gas replaced utilities in the street. In 2022 the Borough intends to replace the curb and sidewalks (including new street trees and other landscaping) and has partnered with Columbia Gas to install new pavement.

Statement of Need

This project is written in stone in that much of the demolition has been initiated and failure to see the project through at this point would have detrimental effects.

Project Alternative

No project alternatives have been identified.

Funding Sources

CDBG	\$260,000
Columbia Gas	\$100,000
GMA	<u>\$30,000</u>
TOTAL 2022 Project Budget:	\$390,000
TOTAL PROJECT BUDGET:	\$390,000



⁷⁹ CDBG – Community Development Block Grant Program.

⁸⁰ GBSWA – Gettysburg Borough Storm Water Authority (Fund 09).

⁸¹ ACCF – Adams County Community Foundation.

⁸² HABPI – Healthy Adams Bicycle Pedestrian, Inc.

⁸³ Also known as the Baltimore Street Revitalization Project.

⁸⁴ Upgrades include pavilion relocation, security cameras, zero-turn tractor, and bathroom remodeling.

CIP 439-04
Gettysburg Gateway Connectivity Project
CIP Score: 78.40%

Project Description

To improve the economy, create jobs, showcase the historical significance, and enhance the quality of life within the Baltimore Street District. The project primarily follows the Baltimore Street corridor from the Borough limits at Evergreen Cemetery, north into Lincoln Square, and continues north one block onto Carlisle Street, coming to an end at the Lincoln Train Station and the Bus Transfer Center. This project is being proposed in three phases, with the first phase being in the middle consisting of the Steinwehr Avenue to Wade Avenue area. The Community Stakeholders and Steering Committee voted for this area to be completed first, therefore making this area Phase One. At the time this Master Plan was completed, Phase 2 has not yet been determined, therefore the northern third of the project has been labeled Phase 2A and the southern third has been referred to as Phase 2B. These Phases are subject to change as funding opportunities present themselves for this project. Additional details for each phase is provided within their respective sections of this report. The project generally fits within the limits of the public right-of-way. This was done to avoid any restrictions or limitation being put on governmental grants and funding sources. as well as, eliminating the need to acquire additional right-of-way or purchase of land. Revitalize on street parking by adding parking kiosks, consider more efficient use of parking spaces, and consideration of regional collective parking. Specific Goals and Objectives:

- Additional pedestrian/heritage street lighting to provide an inviting atmosphere and enhance safety.
- Improved wider brick sidewalks to provide consistency with adjacent sidewalks, improved safety, ADA compliance.
- Additional benches and trash receptacles to provide an inviting atmosphere.
- Improved crosswalks to enhance safety, accommodate pedestrian circulation, and improve safer walking paths for public schools.
- Enhanced landscaping and street trees.
- Improve overhead utilities by eliminating old unused wires, realigning the poles to match new curb alignments, and replacing old data cables

with options that push the technology into the future such as fiber optics.

- Consideration of wireless internet.
- Improve storm drainage including accommodations for curb bumps.
- Incorporate stormwater features such as, curbside rain gardens and permeable pavers in consideration of the requirements MS4 Permit.
- Traffic calming by providing curb bump outs, narrowing of drive lanes, and creation of a Gateway.
- Curb bump outs to shorten crosswalks and provide space for amenities such as benches, trash receptacles, and landscaping.
- Provide facilities for bicycle traffic such as shared sidewalks, sharrows, and parking racks.

Statement of Need

- The current streetscape detracts from the historical significance and architectural attributes of Baltimore Street.
- Sidewalks are narrow and broken up which is a trip hazard and creates ADA compliance issues.
- Much of the on-street parking is underutilized making it a waste of valuable space.
- The uninviting character makes challenges for businesses to thrive.
- Baltimore Street is also a state road with a large amount of through traffic and an overwhelming amount of large commercial truck traffic. This traffic creates noise pollution, unsafe crossing situations, and generally uninviting.
- Many vehicles exceed the posted speed limit coming into town from the southern end.
- It is difficult to make a left turn from Lefever Street to southbound Baltimore Street, as well as an awkward offset intersection with South Street.

Project Alternative

This project address multiple ongoing safety and economic development concerns. As such there are no identified alternatives to this project.

Funding Sources

Capital Projects	\$56,980
Grant ⁸⁵	\$800,000
Local Match (other Sources)	<u>\$256,499</u>
TOTAL 2022 Project Budget:	\$1,113,479
TOTAL PROJECT BUDGET:	\$10,728,896

⁸⁵ FLAP Grant – Federal Lands Access Program.

CIP 436-05
Bream Alley
CIP Score: 66.40%

Project Description

This project consists of replacement of storm drain facilities as well as paving and/or waterproofing the back side of the masonry channel wall along Steven's Run.

Statement of Need

The failing condition of the existing stormwater conveyance facilities are causing failures to the channel wall.

Project Alternative

No project alternatives exist however the project should be coordinated with the sewer interceptor replacement project that the Gettysburg Municipal Authority is currently designing.

Funding Sources

GBSWA	<u>\$10,000</u>
TOTAL 2022 Project Budget:	<u>\$10,000</u>
TOTAL PROJECT BUDGET:	<u>\$10,000</u>

CIP 439-09
Long Lane Storm Sewer & Resurfacing
CIP Score: 64.13%

Project Description

Significant storm sewer capacity and flow issues exist on this route. Addressed recently were upstream infrastructure when treating King Street. This project has been identified by the GBSWA for maintenance. Additionally, the roadway needs surface maintenance. No significant utility work is anticipated.

Statement of Need

This project is needed to address flooding issues and improve a roadway surface that is riddled with patches and cracking.

Project Alternative

There is not an alternative to the above plan that will address the existing flooding issues and therefore this project has been classified as a "must do".

Funding Sources

GBSWA	<u>\$200,000</u>
TOTAL 2022 Project Budget:	<u>\$200,000</u>
TOTAL PROJECT BUDGET:	<u>\$200,000</u>

CIP 430-01
Public Works Equipment
CIP Score: 59.33%

Project Description

The public works department needs several equipment upgrades. The dump trucks have not been upgraded in many years and the aging fleet is becoming a maintenance concern. The plan is to purchase a single dump truck to replace the 1995 model truck. In addition, we have been made aware of several grant opportunities for which we would like to pursue the purchase of a hook loader (dump truck & leaf collection system) and a brush chipper. The grants require a 20% match but would fund the purchase of 80% of the equipment. The snow removal process could be made more efficient. Therefore, the Public Works Department is considering additional alternatives for the removal of snow. We have priced a snow blower attachment for the front of the John Deere loader. This piece of equipment would greatly improve efficiency of the snow removal throughout the Borough.

Statement of Need

Existing dump trucks are from the 1990's. Maintenance costs continue to increase in order to have these trucks pass inspection and remain functional. Currently, we believe it is more cost efficient to purchase a new truck rather than continue to maintain the old. The hook loader would provide the crews with another functional dump truck and allow us to trade/sell one of the aging vehicles from the fleet. At the same time this piece of equipment would double as a one-man leaf collection system and allow the street sweeper to be preserved for its sole purpose as a street cleaner. This hook loader would be acquired through a grant and only 20% of the cost would be budgeted as a Borough expense. The chipper would allow the public works crew to collect brush much more efficiently in the spring and fall each year with potential for providing a service to the residents in the form of mulch. The existing collection process requires quite a bit of trucking and down time. If the chipper were utilized in the process of picking up brush it would likely cut the collection time in half. This piece of equipment would also be utilized for tree removals, storm damage cleanup and street tree trimming that is performed on an annual basis. The snow blower attachment for the front-end loader would make the process of snow removal from parking stalls significantly more efficient. This is a

benefit to the residents as it would restore parking much faster after a storm and it would free up public works staff by reducing the hours spent on snow removal.

Project Alternative

Alternatives for the dump truck are limited to funding options. A 5-year municipal lease option is available. The Borough could also choose to outright purchase the truck. Continuing with the existing fleet is not a viable option. The hook loader and brush chippers are only being pursued through grant funding opportunities and we recommend the Borough budget for these items and pursue only upon approval of the grants. The snow blower also has municipal lease options that could be considered by the Borough.

Funding Sources

PennDOT Grant	\$56,183
Capital Projects	\$43,376
TOTAL 2022 Project Budget:	\$99,559
TOTAL PROJECT BUDGET:	\$756,752

CIP 436-06

Mayor Alley Stream Stabilization

CIP Score: 58.13%

Project Description

The project includes stabilization of the stream embankments along Mayor Alley and culvert headwall at Court Alley.

Statement of Need

Water runoff is eroding the channel which will eventually eat into Mayor Alley if not addressed. Similarly, the erosion will eventually cause the culvert under Court Alley to fail if the erosion isn't addressed.

Project Alternative

No project alternatives have been identified. While the project will not qualify for Pollution Reduction Credits, the project is consistent with the Borough's requirement under its MS4 permit to maintain the storm sewer system.

Funding Sources

GBSWA	\$20,000
TOTAL 2022 Project Budget:	\$20,000
TOTAL PROJECT BUDGET:	\$20,000

CIP 415-03

Area Segregation – Portable Traffic Signals

CIP Score: 53.73%

Project Description

Gettysburg is host to many events and festivals each year. Many of these events require street closures and traffic detours. This project is an affordable and effective alternative to manual and personnel-heavy traffic detours.

Statement of Need

PennDOT places the burden of traffic detours on the municipality when state roads are closed for an event. It is labor intensive and time-consuming to put traffic detours in place. This is an affordable and convenient method to satisfy PennDOT's requirements.

Project Alternative

The alternative to this project would be to keep the status quo, which is costly to the Borough and event sponsors to pay overtime labor burden rates for staffing these traffic detours.

Funding Sources

FEMA ⁸⁶ Grant	\$87,500
Capital Projects	\$87,500
TOTAL 2022 Project Budget:	\$175,000
TOTAL PROJECT BUDGET:	\$175,000

CIP 415-04

Area Segregation – Portable Barricades

CIP Score: 52.67%

Project Description

Mifram's Security Division is a leading developer and provider of physical defense systems. The vast majority of the division's products are original products, designed and manufactured by Mifram using unique technologies adapted to the client's specific needs and expected threats. Mifram's leading product is the Mobile Vehicle Barrier line. MVB3X is a non-lethal solution that helps stop vehicles and assists vehicular control. Together with AST's specially designed transport trailer, the Mifram Modular Vehicle Barriers are a key component of the complete vehicle barrier system. The complete system provides the user with a quick and effective way to mobilize and set up a vehicle barrier system for any event or roadway closure.

⁸⁶ FEMA – Federal Emergency Management Agency.

System Advantages:

- ✚ One person to install
- ✚ One person to dismantle at the end of the event
- ✚ One minute for each section to be connected
- ✚ Quick access in case of an emergency
- ✚ System can be used as an active gate
- ✚ Assembled without the need of any tools
- ✚ Folds for easy carrying
- ✚ Zero maintenance

Statement of Need

Public safety for events, festivals, and parades is paramount. This proposal provides superior quality traffic safety and crowd management solutions for contractors, businesses, schools, special events and government agencies.

Project Alternative

The alternative to this project would be to continue with the status quo, which is very labor intensive for the Borough's very small public works crew and expensive for an event sponsor/organizer.

Funding Sources

FEMA ⁸⁷ Grant	\$73,500
Capital Projects	\$73,500
TOTAL 2022 Project Budget:	\$147,000
TOTAL PROJECT BUDGET:	\$147,000

CIP 415-02**Area Segregation – Electronic Message Boards****CIP Score: 51.07%**Project Description

Gettysburg is host to many events and festivals each year. Many of these events require street closures and traffic detours. This project is an affordable and effective alternative to manual and personnel-heavy traffic detours.

Statement of Need

PennDOT places the burden of traffic detours on the municipality when state roads are closed for an event. It is labor intensive and time-consuming to put traffic detours in place. This is an affordable and convenient method to satisfy PennDOT's requirements.

Project Alternative

The alternative to this project would be to keep the status quo, which is costly to the Borough and event

sponsors to pay overtime labor burden rates for staffing these traffic detours.

Funding Sources

FEMA Grant	\$62,000
Capital Projects	\$62,000
TOTAL 2022 Project Budget:	\$124,000
TOTAL PROJECT BUDGET:	\$124,000

CIP 439-12**Sheely Alley****CIP Score: 50.53%**Project Description

Sheely Alley, located on the south side of Broadway recently received pavement base repairs and needs minimal prep work prior to placement of a wearing surface. It is anticipated that the Borough Public Works crew would perform the majority of this work inhouse.

Statement of Need

The existing surface needs to be sealed with a wearing course over the next several years to eliminate surface oxidation and raveling of the base/binder course that is currently exposed.

Project Alternative

Treating this Alley with a surface treatment is a viable alternative but not a cost-effective option considering the existing surface condition, geometric constraints and the need to contract for this work. The only other alternative would be to leave the surface as is which increases future maintenance costs.

Funding Sources

Capital Projects	\$10,000
TOTAL 2022 Project Budget:	\$10,000
TOTAL PROJECT BUDGET:	\$10,000

CIP 454-04**GARA Upgrades****CIP Score: 49.87%**Project Description

These upgrades consist of remodeling, routine maintenance, and the purchase of equipment.

Statement of Need

For budgetary reasons, basic maintenance and remodeling projects at the Recreation Park have

⁸⁷ FEMA – Federal Emergency Management Agency.

been neglected for many years. The Borough made the commitment in 2022 to invest in the facilities at the Recreation Park, which only become more expensive to repair each year the repairs are not completed.

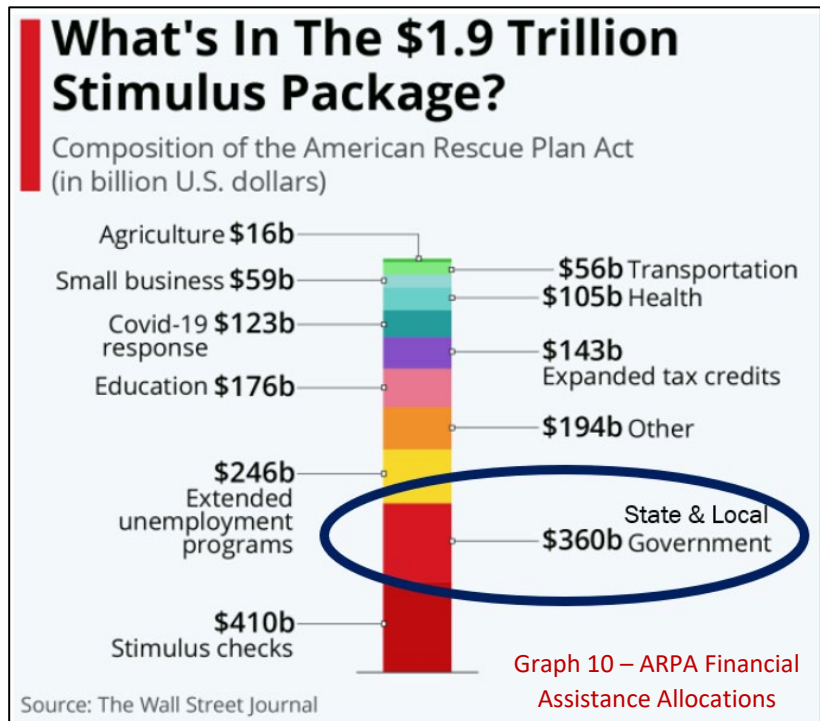
Project Alternative

The alternative is to once again not fund the needed repairs and hope that a future budget year would supply the money to pay for the projects identified as a need for GARA.

Funding Sources

Capital Project	\$17,500
Partner Organizations	\$35,000
GARA Reserve	\$20,000
Grant – County Green Space	\$7500
Grant – Hoffman Trust	<u>\$20,000</u>
TOTAL 2022 Project Budget:	\$100,000
TOTAL PROJECT BUDGET:	\$100,000

Signed into law by President Biden on March 11, 2021, the American Rescue Plan Act of 2021 is designed to facilitate the United States' recovery from the devastating economic and health effects of the COVID-19 pandemic. The Congressional Act costs \$1.9 trillion, making it one of the largest economic rescue plans in U.S. history. The pandemic's public health crisis and resulting economic crisis have devastated the health and economic wellbeing of millions of Americans. From big cities to small towns, Americans – particularly people of color, immigrants, and low-wage workers – continue to face a deep economic crisis. More than 9.5 million workers have lost their jobs in the wake of the pandemic, with 4 million out of work for half a year or longer.



According to the United States Treasury Department, the American Rescue Plan will change the course of the pandemic and deliver immediate and direct relief to families and workers impacted by the COVID-19 crisis through no fault of their own. Additionally, the Act provides direct assistance to local and state governments who were also significantly impacted by sharp revenue declines during the height of the pandemic in 2020. This law is one of the most progressive pieces of legislation in history and will build a bridge to an equitable economic recovery. **Graph 10** identifies financial assistance granted to each sector.

State and Local Fiscal Recovery Fund (SLFRF)⁸⁸

This chapter focuses on the \$360 Billion allocated to State and Local Governments in the ARPA legislation. State, local and tribal governments across America have been under an unprecedented strain in the wake of the COVID-19 crisis. While the need for services has increased — including setting up emergency medical facilities, standing up vaccination sites, and supporting struggling small businesses - state and local revenues have plummeted because of the economic fallout from the crisis. At the height of the fallout, public sector employment fell by around 1.4 million jobs,

including layoffs of 1 million educators, compared to around 750,000 job losses during the Great Recession. As a result, communities have faced

untenable choices, between laying off educators, firefighters and other frontline workers or failing to provide services that communities rely on.

The American Rescue Plan provides \$350 billion dollars in emergency funding for state, local, territorial, and Tribal governments to remedy this mismatch between rising costs and falling revenues. This includes:

- \$195 billion for states, (a minimum of \$500 million for each State),
- \$130 billion for local governments (a minimum of \$1.25 billion per state is provided by the statute inclusive of the amounts allocated to local governments within the state),
- \$20 billion for tribal governments, and
- \$4.5 billion for territories.

The Rescue Plan will provide needed relief to state, local, and Tribal governments to enable them to continue to support the public health response and lay the foundation for a strong and equitable

⁸⁸ Sourced by the United States Treasury Department: [https://home.treasury.gov/news/featured-](https://home.treasury.gov/news/featured-stories/fact-sheet-the-american-rescue-plan-will-deliver-immediate-economic-relief-to-families)

[stories/fact-sheet-the-american-rescue-plan-will-deliver-immediate-economic-relief-to-families](https://home.treasury.gov/news/featured-stories/fact-sheet-the-american-rescue-plan-will-deliver-immediate-economic-relief-to-families)

economic recovery. In addition to helping these governments address the revenue losses they have experienced because of the crisis, it will help them cover the costs incurred due responding to the public health emergency and provide support for a recovery – including through assistance to households, small businesses and nonprofits, aid to impacted industries, and support for essential workers. It will also provide resources for state, local, and Tribal governments to invest in infrastructure, including water, sewer, and broadband services.

Capital Projects Fund⁸⁹

The COVID-19 crisis starkly illuminated key shortcomings – and inequalities – in U.S. infrastructure. While some communities were able to adapt to the

Table 34 – Public Health Expenditure Projects

Expenditure Categories From 'Compliance and Reporting Guidance' (SLFRF) June 17, 2021	
1. Public Health	
1.1	COVID-19 Vaccination
1.2	COVID-19 Testing
1.3	COVID-19 Contact Tracing
1.4	Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)
1.5	Personal Protective Equipment (PPE)
1.6	Medical Expenses (including Alternative Care Facilities)
1.7	Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency
1.8	Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)
1.9	Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19
1.10	Mental Health Services
1.11	Substance Use Services
1.12	Other Public Health Services

Table 35 – Negative Economic Impacts Expenditure Projects

Expenditure Categories From 'Compliance and Reporting Guidance' (SLFRF) June 17, 2021	
2. Negative Economic Impacts	
2.1	Household Assistance: Food Programs
2.2	Household Assistance: Rent, Mortgage, and Utility Aid
2.3	Household Assistance: Cash Transfers
2.4	Household Assistance: Internet Access Programs
2.5	Household Assistance: Eviction Protection
2.6	Unemployment Benefits or Cash Assistance to Unemployed Workers
2.7	Job Training Assistance (e.g., Sectoral Job-Training, Subsidized Employment, Employment Supports or Incentives)
2.8	Contributions to UI Trust Funds
2.9	Small Business Economic Assistance (General)
2.10	Aid to Nonprofit Organizations
2.11	Aid to Tourism, Travel, or Hospitality
2.12	Aid to Other Impacted Industries
2.13	Other Economic Support
2.14	Rehiring Public Sector Staff

Table 36 – Services to Underserved Communities Expenditure Projects

Expenditure Categories From 'Compliance and Reporting Guidance' (SLFRF) June 17, 2021	
3. Services to Underserved Communities	
3.1	Education Assistance: Early Learning
3.2	Education Assistance: Aid to High-Poverty Districts
3.3	Education Assistance: Academic Services
3.4	Education Assistance: Social, Emotional, and Mental Health Services
3.5	Education Assistance: Other
3.6	Healthy Childhood Environments: Child Care
3.7	Healthy Childhood Environments: Home Visiting
3.8	Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System
3.9	Healthy Childhood Environments: Other
3.10	Housing Support: Affordable Housing
3.11	Housing Support: Services for Unhoused Persons
3.12	Housing Support: Other Housing Assistance
3.13	Social Detriments of Health: Other
3.14	Social Detriments of Health: Community Health Workers or Benefits Navigators
3.15	Social Detriments of Health: Lead Remediation
3.16	Social Detriments of Health: Community Violence Interventions

Table 37 – Premium Pay Expenditure Projects

Expenditure Categories From 'Compliance and Reporting Guidance' (SLFRF) June 17, 2021	
4. Premium Pay	
4.1	Public Sector Employees
4.2	Private Sector: Grants to Other Employers

⁸⁹ Sourced by the United States Treasury Department: <https://home.treasury.gov/news/featured->

[stories/fact-sheet-the-american-rescue-plan-will-deliver-immediate-economic-relief-to-families](https://home.treasury.gov/news/featured-stories/fact-sheet-the-american-rescue-plan-will-deliver-immediate-economic-relief-to-families)

Chapter 10

Table 38 – Infrastructure Expenditure Projects

Expenditure Categories From 'Compliance and Reporting Guidance' (SLFRF) June 17, 2021	
5. Infrastructure	
5.1	Clean Water: Centralized Wastewater Treatment
5.2	Clean Water: Centralized Wastewater Collection and Conveyance
5.3	Clean Water: Centralized Wastewater
5.4	Clean Water: Combined Sewer Overflows
5.5	Clean Water: Other Sewer Infrastructure
5.6	Clean Water: Storm Water
5.7	Clean Water: Energy Conservation
5.8	Clean Water: Water Conservation
5.9	Clean Water: Nonpoint Source
5.10	Drinking Water: Treatment
5.11	Drinking Water: Transmission and Distribution
5.12	Drinking Water: Transmission and Distribution: Lead Remediation
5.13	Drinking Water: Source
5.14	Drinking Water: Storage
5.15	Drinking Water: Other Water Infrastructure
5.16	Broadband: "Last Mile" Projects
5.17	Broadband: Other Projects

Table 39 – Revenue Replacement Expenditure Projects

Expenditure Categories From 'Compliance and Reporting Guidance' (SLFRF) June 17, 2021	
6. Revenue Replacement	
6.1	Provision of Government Services

Table 40 – Administrative Costs Expenditure Projects

Expenditure Categories From 'Compliance and Reporting Guidance' (SLFRF) June 17, 2021	
7. Administrative	
7.1	Administrative Expenses
7.2	Evaluation and Data Analysis
7.3	Transfers to Other Units of Government
7.4	Transfers to Non-Entitlement Units (States and Territories Only)

pandemic with remote or socially distanced options for work, education, and health care, others lacked the infrastructure needed to do so, compounding the disruptions of the pandemic and exacerbating existing inequalities, with long-term consequences for American families. One particularly salient infrastructure challenge has been the digital divide and the absence of foundational conditions that enable network connectivity and access. As more and more areas of work and education move online, this divide risks leaving many American families behind. Recognizing these challenges, ARPA provides \$10 billion for states, territories, and Tribes to cover the costs of capital projects like broadband infrastructure.

The Capital Projects Fund takes critical steps to addressing these challenges laid bare by the pandemic, especially in rural America and low- and moderate-income communities, helping to ensure

⁹⁰ CMIA - Cash Management Improvement Act provides the general rules and procedures for the efficient transfer

American Rescue Plan Act of 2021 (ARPA)

that all communities have access to the high-quality, modern infrastructure needed to thrive, including internet access.

Permissible Uses for ARPA Funds

Funds made available to municipalities in the ARPA legislation are limited to four key areas, with all funds needing to be allotted by December 31, 2024, and having been spent by December 31, 2026. The funds are not subject to the Cash Management Act (CMIA)⁹⁰. The categories of acceptable uses of ARPA funds are:

- 1) To respond to the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19) or its negative economic impacts,
- 2) To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers of the municipality – OR – by providing grants to eligible employers that have eligible workers who perform essential work,
- 3) For the provision of government services to the extent of the reduction in revenue of such municipality due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year prior to the emergency, and
- 4) To make necessary investments in water, sewer, and/or broadband infrastructure.

Within these four broad categories of eligible uses for ARPA funds, there are seven specific expenditure categories. Those categories are:

- 1) Public Health,
- 2) Negative Economic Impacts,
- 3) Services to Underserved Communities,
- 4) Premium Pay,
- 5) Infrastructure,
- 6) Revenue Replacement, and
- 7) Administrative Costs.



of funds for federal financial assistance programs between the federal government and the states

Expenditure Categories⁹¹

Exhibit 5 – Ineligible Uses of ARPA Funds

Each of the seven expenditure categories is further broken into restrictive uses, known as projects. The expenditure category projects are identified in **Tables 34, 35, 36, 37, 38, 39, and 40.**

While there is a broad array of eligible expenditure project categories to use ARPA funds on, there are very specific prohibited uses of the funds. The three areas ARPA funds cannot be used for are: (1) to offset decreased revenues resulting from a tax decrease, (2) payments to pension funds, and (3) the retirement of debt. The three ARPA spending restrictions are noted in **Exhibit 5.**

Reporting Requirements

Any recipient of ARPA funding must also adhere to specific reporting requirements. In the case of Gettysburg Borough, a report must be filed on the use of ARPA funds with the United States Treasury Department. Reports detailing the projects and expenditure of ARPA funds must be filed by:

- October 31, 2022
- October 31, 2023
- October 31, 2024
- October 31, 2025
- October 31, 2026, and a final report on
- March 31, 2027.

The detail of the reports required differs by jurisdiction and is outlined in **Exhibit 6.**

ARPA Allocation for Gettysburg

Gettysburg receives a grant from the Department of Housing and Urban Development (HUD). The grant received annually is through HUD's CDBG Program⁹². Census counts determined the entire municipality is considered low to moderate income.

⁹¹ As defined by the 'Compliance and Reporting Guidance' (SLFRF) issued on June 17, 2021.

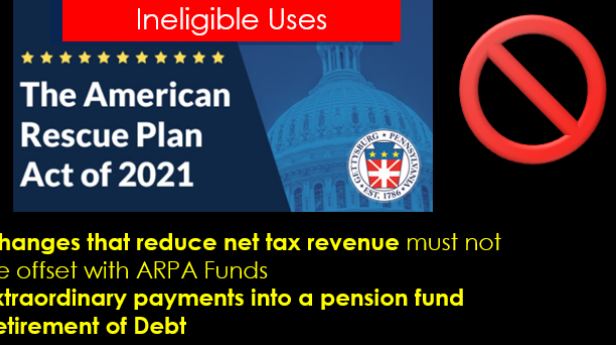



Exhibit 6 – Reporting Requirements by Recipient Type

Recipient	Interim Report	Project and Expenditure Report	Recovery Plan Performance Report
States, U.S. territories, metropolitan cities and counties with a population that exceeds 250,000 residents	By August 31, 2021, with expenditure summary by category	By October 31, 2021, and then 30 days after the end of each quarter thereafter ⁹	By August 31, 2021, and annually thereafter by July 31 ¹⁰
Metropolitan cities and counties with a population below 250,000 residents which received more than \$5 million in SLFRF funding			Not required
Tribal Governments			
Metropolitan cities and counties with a population below 250,000 residents which received less than \$5 million in SLFRF funding		By October 31, 2021, and then annually thereafter ¹¹	
NEUs	Not required		

 Gettysburg Required to File These Reports

Such a distinction entitles Gettysburg to direct assistance from HUD. The Treasury Department used a modified CDBG formula to determine the amount of award provided to each entitlement community for purposes of distributing ARPA funding. Gettysburg will receive \$3,136,677. Half of these funds were received by the Borough in 2021, with the remaining half expected to be disbursed to Gettysburg by summer 2022.

How Should Gettysburg Utilize ARPA Funds

While preparing the 2022 Borough Budget, it was decided to focus on two specific allowable expenditure categories and two specific projects within those expenditure categories. It is well known that Gettysburg suffered considerable revenue losses in 2020 and had to utilize significant amounts of reserve money to fund basic government services and it is also well known that

⁹² CDBG – Community and Economic Development Block Grant. Discussed in detail in **Chapter 13.**

the Borough had to cut its staffing levels in 2020⁹³ to cut expenses to respond to the significant revenue losses. For these reasons, Borough Council elected to utilize the following expenditure categories:

- Expenditure category 6 – project 1
 - (6.1) Provision of Government Services
- Expenditure category 2 – project 14
 - (2.14) Rehiring Public Sector Staff.

Exhibit 7 – Counterfactual Trend Formula

CALCULATING REVENUE LOST

Calculated at Four (4) Points in Time:

- (1) December 31, 2020
- (2) December 31, 2021
- (3) December 31, 2022
- (4) December 31, 2023

The Calculation

Counterfactual Revenue

= Base Year Revenue * [(1 + Growth Adjustment) ^ (n/12)] – Actual Revenue

Where: ^ = wedge product (multiplication operation in exterior algebra)
 n = number of months elapsed since end of base year
 Base Year = most recent full fiscal year prior to the pandemic relative to January 27, 2020
 Growth Adjustment = to either:

- (1) Average Annual Revenue Growth Over 3 Prior Fiscal Years, or
- (2) 4.10% Growth Each Year Over Base Year

6.1 – Provision of Government Services

I. Replace Public Sector Revenue Loss

- Ensure continuity of vital government services by filling budget shortfalls

How Should Gettysburg Utilize ARPA Funds

The American Rescue Plan Act of 2021

- Uses Counterfactual Trend
- Assumes what would have been expected to occur absent the pandemic
- Measures revenue losses relative to the full fiscal year prior to January 27, 2020
 - Assumes constant growth at the same rate for subsequent years

Exhibit 8 – Base Year Revenue (2019)

BASE YEAR REVENUE (2019)

301 Real Property Taxes	\$1,900,374
305 Occupational Taxes	\$15,867
310 Local Enabling Taxes (ACT 511)	\$925,224
321 Business Licenses/Permits	\$102,355
322 Non-Business Licenses/Permits	\$30,792
331 Fines & Forfeits	\$260,391
341 Interest Earnings	\$23,637
342 Rents & Royalties	\$39,600
354 State Operating Grants	\$9,593
355 State Shared Revenue	\$242,506
357 Revenue from Local Governments	\$142,202
361 Charges for Services	\$41,435
363 Highways & Streets (Parking)	\$1,239,391
367 Culture & Recreation	\$49,282
390 Other Financing Sources	\$1569
391 Sales of Fixed Assets	\$6,925
	\$5,031,143

6.1 – Provision of Government Services

I. Replace Public Sector Revenue Loss

- Ensure continuity of vital government services by filling budget shortfalls

How Should Gettysburg Utilize ARPA Funds

The American Rescue Plan Act of 2021

REVENUE FROM OWN SOURCES

- A range of different tax sources, fees, licenses, intergovernmental transfers (except Federal), etc.
- This explicitly excludes correcting transactions, refunds from prior year expenses, proceeds from issuance of debt, sale of investments, and private trust transactions.

⁹³ Reduced staffing levels in mid-2020 continued into the 2021 budget year.

Exhibit 9 – Comparison of Revenue Loss Calculations

2020 Lost Revenue Based on Counterfactual Trend
= Base Year Revenue * [(1 + Growth Adjustment) ^ (n/12)]

Method (1) 4.10% Growth Rate
 = \$5,031,143 * [(1 + 0.0410) ^ (12/12)] - \$4,503,562
= \$733,860

Method (2) Growth Rate Averaged Over 3 Years

Year	Actual Revenue Collected	% Increase Over Previous Year	Average Growth
2017	\$4,640,643		
2018	\$4,800,201	3.44%	4.12%
2019	\$5,031,143	4.81%	

= \$5,031,143 * [(1 + 0.0412) ^ (12/12)] - \$4,503,562
= \$735,103

Method (2) Greatest Benefit to Gettysburg

6.1 – Provision of Government Services
I. Replace Public Sector Revenue Loss
 • Ensure continuity of vital government services by filling budget shortfalls

How Should Gettysburg Utilize ARPA Funds

The American Rescue Plan Act of 2021

301 Real Property Taxes	\$1,893,769
305 Occupational Taxes	\$15,954
310 Local Enabling Taxes (ACT 511)	\$819,395
321 Business Licenses/Permits	\$95,311
322 Non-Business Licenses/Permits	\$20,797
331 Fines & Forfeits	\$295,750
341 Interest Earnings	\$17,240
342 Rents & Royalties	\$39,000
354 State Operating Grants	\$24,014
355 State Shared Revenue	\$250,580
357 Revenue from Local Governments	\$74,090
361 Charges for Services	\$182,017
363 Highways & Streets (Parking)	\$746,318
367 Culture & Recreation	\$27,985
390 Other Financing Sources	\$1342
391 Sales of Fixed Assets	\$0
Total	\$4,503,562

Exhibit 10 – Salaries Paid with ARPA Funds Through 2026

\$3,136,677 ARPA Appropriation
-\$2,597,566 Section 2.14
-\$735,103 Section 6.1
-195,992 All ARPA Will Be Expended

2.14 – Rehiring Public Sector Staff
II. Address Negative Economic Impacts
 • Rebuild public sector capacity by rehiring staff, replenishing state unemployment insurance funds, and implementing economic relief programs

How Should Gettysburg Utilize ARPA Funds

The American Rescue Plan Act of 2021

ARPA Eligible Expenses Under Section 2.14 Rebuild Public Sector Capacity by Rehiring Staff								
	2019	2020	2021	2022	2023	2024	2025	2026
Police Department								
Patrol Officer #8	\$78,212	\$81,434	\$84,789	\$88,283	\$91,920	\$95,707	\$99,650	\$103,756
Public Works								
Road Crew # 5	\$43,483	\$45,274	\$47,140	\$49,082	\$51,104	\$53,210	\$55,402	\$57,684
Road Crew #4	\$59,472	\$61,922	\$64,473	\$67,130	\$69,895	\$72,775	\$75,774	\$78,895
Road Crew #3	\$71,756	\$74,712	\$77,790	\$80,995	\$84,332	\$87,807	\$91,425	\$95,191
Administration								
Accountant II	\$107,224	\$111,642	\$116,241	\$121,030	\$126,017	\$131,209	\$136,615	\$142,243
Annual Labor Burden Eligible for ARPA	\$390,434	\$406,520	\$423,269	\$440,708	\$458,865	\$477,770		
Amount Eligible for ARPA through December 31, 2026	\$2,597,566							

Notes:
 Does not include payments into pension accounts
 Assumes an annual 4.12% increase each year over the previous year

Replacing public sector revenue loss will ensure continuity of vital government services by filling budget shortfalls. Addressing the negative economic impacts of the pandemic will rebuild public sector capacity by rehiring staff who provide the vital government services noted above. In addition to using ARPA funds to replace the

Borough's 2020 revenue shortfall, the Borough will use ARPA funding to rehire the staff positions that were reduced in 2020, paying for the next five years the salaries for the following employees:

- One (1) police officer,
- One (1) HR Coordinator, and
- Three (3) Public Works laborers.

Calculating Revenue Loss

The ARPA legislation uses a formula for a municipality to determine what losses of revenue are reasonable to assume for 2020. Two methods of this calculation are offered. One method is a straight-line average of revenue assumed over the full fiscal year prior to the pandemic⁹⁴, or a counterfactual trend⁹⁵ calculation as compared to the full fiscal year prior to the pandemic. **Exhibit 7** illustrates the counterfactual trend formula. **Exhibit 8** identifies the revenues generated in the base year of 2019. **Exhibit 9** illustrates the calculation for both the straight-line assumptions and the counterfactual trends for the purposes of determining revenue loss in 2020. In this scenario, the growth rate averaged over three years is a slightly better calculation and of greater benefit to Gettysburg – with \$735,103 of ARPA funds being available for the purposes of fulfilling Project 6.1 – replacing public sector revenue losses.

Gettysburg Borough is poised to benefit nicely over the next five years by utilizing the ARPA funds to rehire public sector staff and to replace revenue losses. **Exhibit 10** demonstrates the anticipated salaries to be paid with ARPA funds through 2026.

NOTE: See Appendix I (SLFRF Final Rule) and Appendix II (SLFRF Compliance and Reporting Guidelines) for more ARPA details.



⁹⁴ The ARPA legislation allows a municipality to assume a standard 4.1% growth rate year over year.

⁹⁵ Assumes what would have been expected to occur absent the pandemic and measures revenue losses relative to the full fiscal year prior to January 27, 2020

and assumes a constant growth rate at the same rate for subsequent year.

General Fund (01)

Fund 01 (the General Fund) is the Borough's operating fund. Monies in this fund pay for the day-to-day operations of the Borough. This fund is budgeted annually. The amount budgeted in the fund fluctuates from one year to the next based on the needs and priorities of the Borough. This fund does not manage multi-year projects or capital projects. Of all the Borough's funds, the General Fund typically is the largest, most complex, and detailed.

By law, the General Fund must be balanced – meaning revenues must equal expenses. This balance can be achieved in multiple ways, most commonly via the imposition of real estate property tax or the use of reserve funds.

A sizeable influx of cash will occur in the General Fund in FY2022 from Fund 96 (ARPA), which is provided to the Borough by the United States Treasury Department for use as a financial response to revenue shortfalls in 2020 from the COVID-19 Pandemic. **Chapter 10** details the ARPA legislation and the Borough's use of the funds provided. The final six months of FY2021 were economically strong for Gettysburg. In fact, FY2021 ended with a sizeable six-figure surplus, allowing the Borough Council to lower taxes for FY2022.

Reserve funds can be used to balance the General Fund Budget. No reserve funds are needed in 2022. The use of reserve funds is governed by the Borough's Fund Balance Policy (**Appendix III**).

Previous budget messages attributed General Fund deficits primarily on the Borough's structural deficit. To Borough Council's credit, that structural deficit in recent years has diminished based on the implementation of multiple new financial policies. The Borough had been doing reasonably well with achieving General Fund balance without sizeable tax increases – even providing a small tax decrease in 2019, which continued into 2020. The policies adopted in recent years to mitigate the structural deficit are:

- ✚ a fund balance policy,
- ✚ renegotiated labor contracts⁹⁶ that control labor cost increases,
- ✚ generated new revenue streams via leasing programs to Verizon Wireless,
- ✚ aggressive recycling efforts which maximize grant money from the State,
- ✚ user fees for Borough staff support for special events,
- ✚ removed significantly expensive storm water capital projects from its budget and turned it over to the newly created Gettysburg Borough Storm Water Authority, and
- ✚ a market driven approach to revenue generation in its parking programs via new parking policies and fees, which include a market-driven fee structure based on supply and demand.

Combined, these efforts have yielded significant advantages where the Borough has had much more fiscal flexibility.

After devastating economic losses in 2020 due to the global pandemic, the final six-months of 2021 were quite robust, with revenue generation rivaling the banner year of 2019. The strong third and fourth quarters of 2021, in conjunction with the infusion of ARPA funds, places the Borough in a strong position for 2022.

Structural Deficit

A word of caution...even though it is anticipated that the pandemic-driven revenue losses experienced in 2020 and the first two quarters of 2021 have reversed, the structural deficit remains, albeit mitigated by the above-mentioned accomplishments and the Borough's use of both GASB⁹⁷ and GFOA⁹⁸ best financial management practices, and the use of ARPA funds.

That said, costs to the Borough continue to rise. The ability to generate tax revenue to keep up with those costs continues to be limited. Parking revenue and

⁹⁶ FY2022 is the final year of the two current labor contracts. A new contract will be in place for budgeting purposes for FY2023.

⁹⁷ GASB – Governmental Accounting Standards Board.

⁹⁸ GFOA – Government Finance Officers Association.

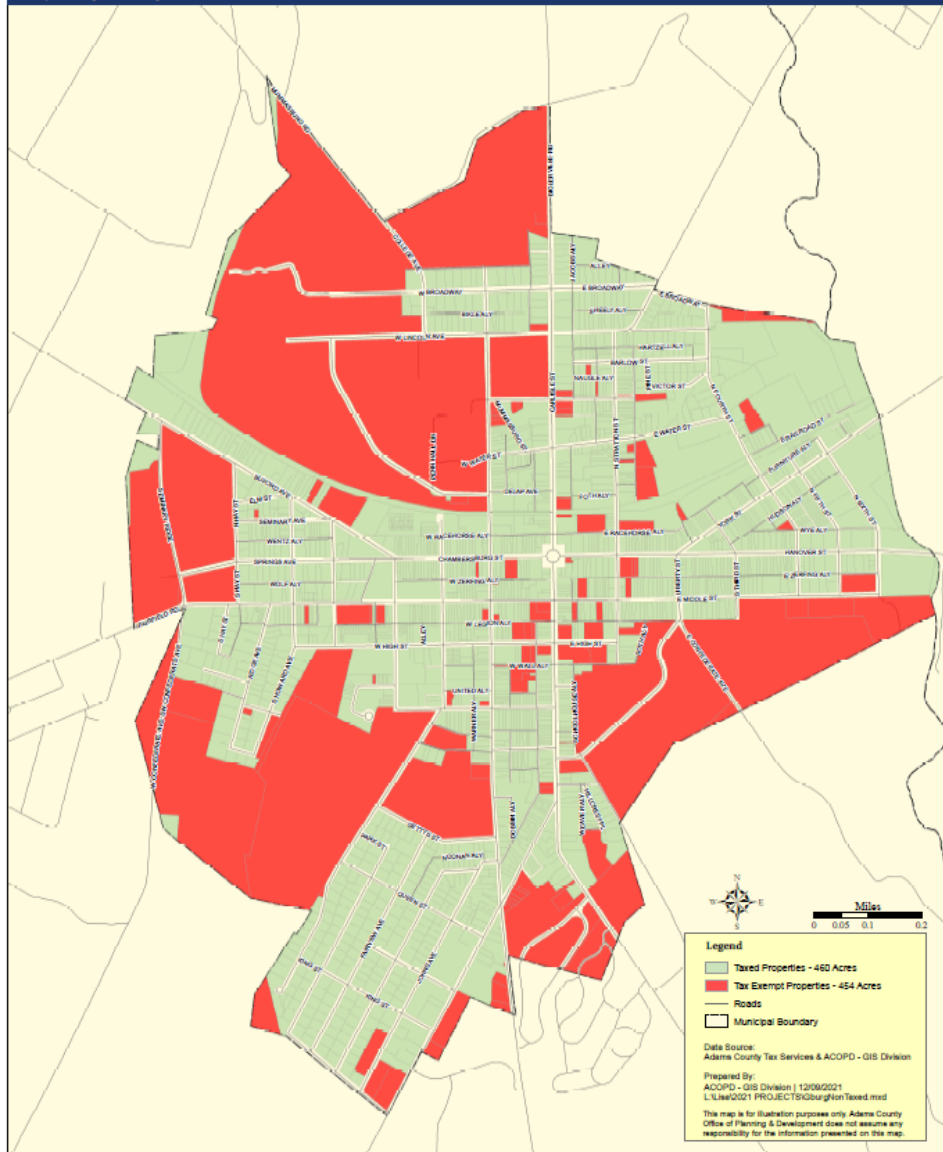
other means of revenue generation can be stretched only so far as the market will bear⁹⁹.

The primary driver of the structural deficit challenge continues to be a disproportionately large number of the Borough's properties remain untaxed. Schools, churches, parks, and non-profit organizations remain tax free and do not contribute tax revenue to assist the Borough in paying for its service delivery. Red coloring in **Exhibit 11** shows the number of parcels across the Borough that are tax-exempt. The Borough needs to remain vigilant as more of these properties will inevitably fall off the tax roles in the coming years – underscoring the need for the Borough to be creative with revenue generation, to the extent permissible by Borough Code and the Pennsylvania State Legislature.

TAX EXEMPT PROPERTIES

Gettysburg Borough

Exhibit 11



The infusion of ARPA funds over the next 5 years will mask the Borough's structural deficit. As such, despite these underlying challenges, the Borough's FY2022 General Fund Budget is balanced with revenues matching expenditures at \$6,577,697 – a stunning 41.9% increase over the FY2021 budget.

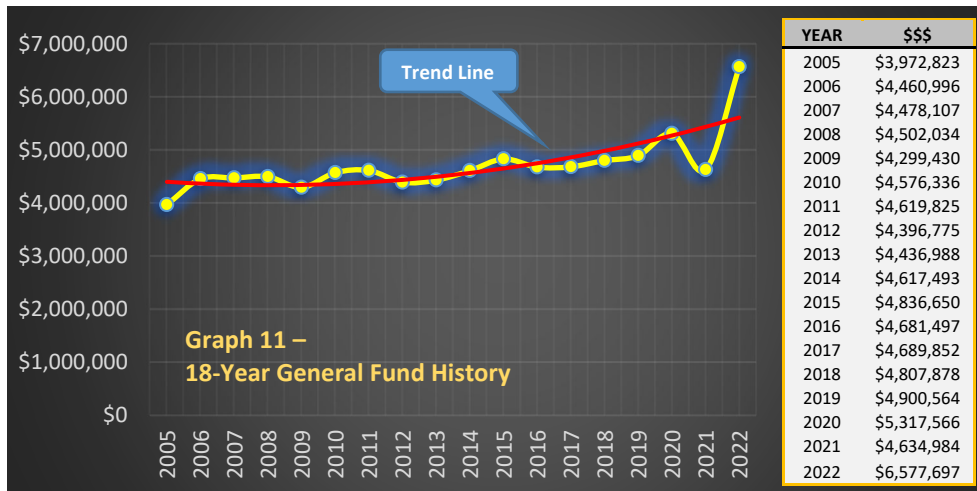
17-Year General Fund Trends

Stated at the outset of this chapter, the General Fund, by law, must be balanced. **Graph 11** shows the 18-year trend in revenues and expenses for this

fund. As stated previously, this fund fluctuates considerably from year-to-year, based on the policy and program priorities of Borough Council. Despite the General Fund stabilizing in recent years, **Graph 11** clearly demonstrated the major impact on the Borough's budget for FY2021 and the subsequent infusion of ARPA funding in 2022. After COVID-19 related revenue losses in 2020 setting the Borough's annual budget back to 2011 levels in 2021, ARPA funding escalates the Borough's budget to levels never seen before in 2022!

⁹⁹ The COVID-19 Pandemic has also proven that parking revenue is tenable and susceptible to fluctuations in

visitation trends. Downward visitation trends place a significant financial burden on the municipality, as experienced in 2020.

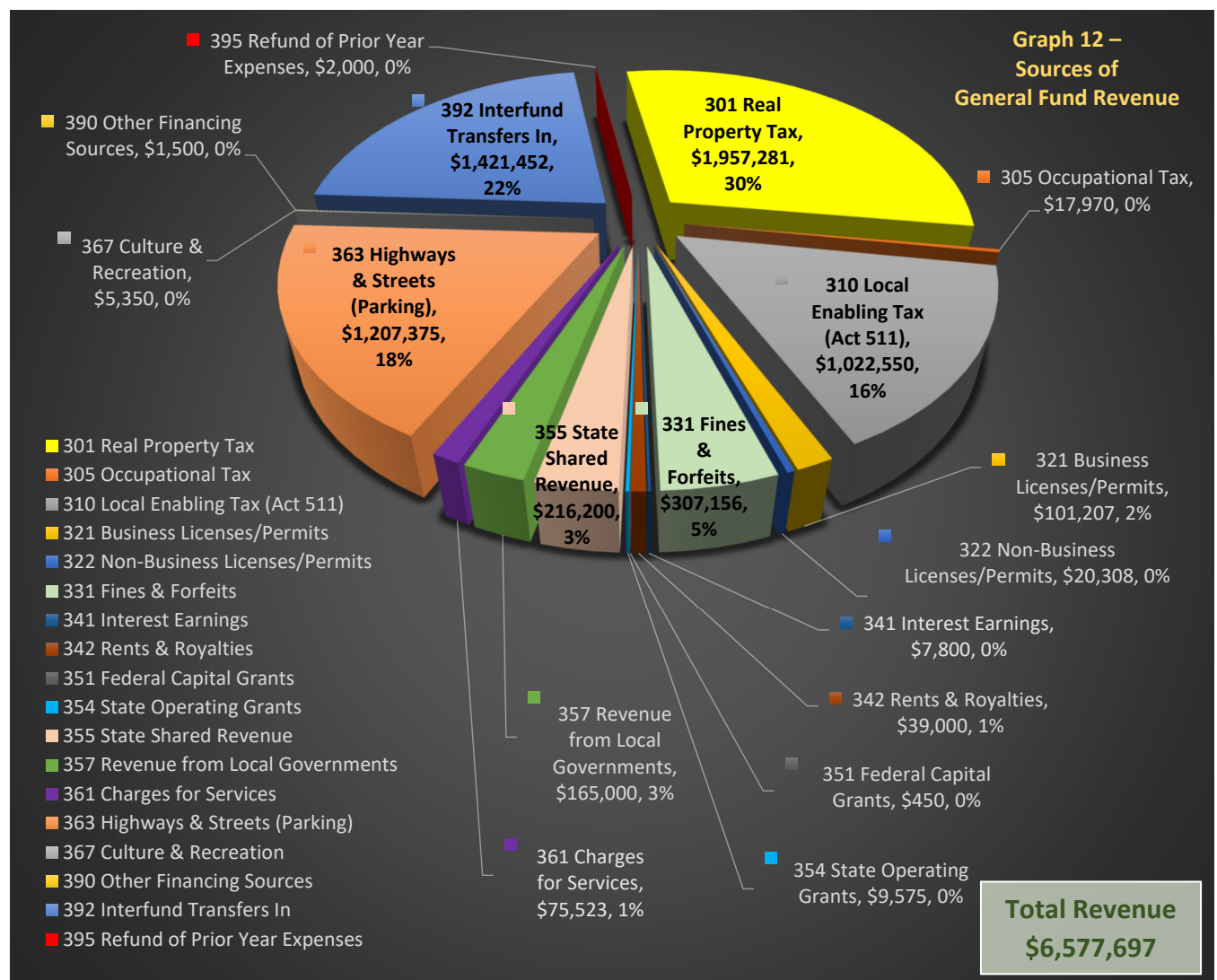


tourism activity in the Borough. Pandemic revenue-related losses in FY2020 and the first half of FY2021 have shown the negative impact to the Borough's budget when these revenue losses are incurred. The 2021 budget was balanced with staff reductions, modest use of

Commentary Regarding Funding Levels & Services Provided

In recent years, the Borough has significantly benefited from robust parking revenue and by extension, Pillow Tax receipts. Both income sources are directly proportional to the level of

reserve funds, and a real estate property tax increase. For the first time in recent Borough financial history, the Borough has realized the true cost of providing municipal services as these service delivery costs were not masked by robust parking/tourism revenue in early 2021. Fortunately,



the Federal Government passed the ARPA legislation, which enables the Borough to return staffing to pre-pandemic levels, without incurring additional taxation. In fact, the Council had the flexibility to reduce taxes for FY2022. It is hoped that these tourism-related revenue streams remain strong in 2022 and beyond. Time will tell.

Revenues

Graph 12 depicts the visual breakout of departments (or categories) of revenue for the General Fund in FY2022. Revenues in the General Fund are generated from numerous sources. These sources follow and are detailed in subsequent pages:

- Real Property Tax,
- Occupation Tax,
- Local Taxes Enabling Act 511,
- Business Licenses/Permits,
- Non-Business Licenses/Permits,
- Fines & Forfeits,
- Interest Earnings,
- Rents & Royalties,
- Federal Capital Grants,
- State Operating Grants,
- State Shared Revenue,
- Revenue Collected from Other Local Governmental Units,
- Charges for Services,
- Highways & Streets (Parking),
- Culture & Recreation,
- Other (Miscellaneous) Financing Sources,
- Interfund Transfers In, and
- Refunds Prior Year Expenses.

Department 301 Real Property Taxes

These monies are generated via a millage on the assessed value of real property in the Borough. The millage rate in 2022 decreases from 2021 levels. Borough Council set FY2021 millage at 4.4090 mills (an increase of 0.5770 mills from 2020). With

the infusion of cash from ARPA and robust economic performance in the final two quarters of 2021, **Borough Council passed a tax decrease of 0.2320 mills for 2022.** Subsequently, the total millage rate for the General Fund set for 2022 is 4.1770 mills. The forecast in revenues in this category are delineated in **Table 41**. This revenue stream, accounting for 30% of General Fund revenue, remains the largest source of revenue in the General Fund, at \$1,957,281¹⁰⁰.

Object 100

Real Estate Tax – Discount

Real estate taxes collected at a 2% discount.

Object 110

Real Estate Tax – Face Value

Real estate taxes collected at 100% of millage assessment.

Object 120

Real Estate Tax – Penalty

Real estate taxes collected with a 10% late charge applied.

Object 400

Real Estate Tax – Tax Claim Bureau

Delinquent real estate taxes collected by a third party collection agency – Tax Claim Bureau (TCB). It should be noted that at times it is very difficult to collect long-delinquent accounts. As such, from time-to-time, Borough Council will be asked to forgive the TCB from collecting the tax. The tax itself is not forgiven, just TCB's responsibility to collect it.

Department 305

Occupation Taxes

Department 305 accounts for \$17,970 of the General Fund's total revenue. See **Table 42** for detailed Occupation Tax categories.

**Table 41 –
General Fund Department 301
(Real Property Tax)**

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Revenue	301	100	Real Estate Tax - Discount	\$1,550,100	\$1,613,700	\$1,603,383	\$1,580,000	\$1,835,320	\$1,705,171
	301	110	Real Estate Tax - Face Value	\$221,000	\$230,000	\$216,000	\$193,000	\$194,759	\$145,479
	301	120	Real Estate Tax - Penalty	\$35,300	\$37,158	\$45,000	\$44,000	\$43,041	\$33,442
	301	400	Real Estate Tax - Tax Claim Bureau	\$58,600	\$50,000	\$50,000	\$50,000	\$11,892	\$73,189
			Department 301 TOTALS	\$1,865,000	\$1,930,858	\$1,914,383	\$1,867,000	\$2,085,012	\$1,957,281

¹⁰⁰A decrease of \$127,731 over FY2021.

Object 100
Occupation
Tax – Discount
Occupation
taxes collected
at a 2%
discount.

Table 42 – General Fund Department 305 (Occupation Tax)

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Revenue	305	100	Occupation Tax - Discount	\$9,000	\$9,000	\$9,210	\$9,500	\$9,500	\$9,550
	305	110	Occupation Tax - Face Value	\$1,500	\$1,500	\$1,570	\$1,570	\$1,500	\$1,570
	305	120	Occupation Tax - Penalty	\$1,000	\$1,000	\$1,000	\$2,300	\$2,300	\$2,350
	305	300	Occupation Tax - Delinquent	\$4,000	\$4,000	\$4,000	\$4,500	\$4,000	\$4,500
	Department 305 TOTALS			\$15,500	\$15,500	\$15,780	\$17,870	\$17,300	\$17,970

Object 110
Occupation Tax – Discount
Occupation taxes collected at 100% of face value.

Object 010
Per Capita Tax – Face Value
Amount of Per capita taxes collected at 100% or original assessed value.

Object 120
Occupation Tax – Penalty
Occupation taxes collected with a 10% penalty, or late charge. Applies to taxes collected through December 31st.

Object 020
Per Capita Tax – Penalty
Amount of Per capita taxes collected with a 10% penalty for late payment.

Object 300
Occupation Tax – Delinquent
Occupation taxes that were not collected in the year they were imposed. The funds are collected in the years after the tax was imposed.

Object 030
Per Capita Tax – Delinquent
Per Capita taxes collected in years after the year the tax was imposed.

Department 310
Local Enabling Tax (Act 511)

\$1,022,550 (or 16% of revenue) are generated under this department. It is a mix of taxes, including Per Capita Tax, Real Estate Transfer Tax, Earned Income Tax, Local Services Tax, Amusement/Admissions Tax, and the Mechanical Device Tax. This litany of taxes is permitted under Act 511 legislation in the Borough Code, revised and adopted by the State Legislature in 2012. This is not an inclusive list, but rather the taxes the Borough has chosen to impose. **Table 43** shows specific breakdowns for each tax category.

Object 100
Real Estate Transfer Tax
Taxes collected when real estate is sold and transfers ownership. It is not possible to predict with any certainty how many properties in the Borough will change hands in any given year. This is a best estimate based on historical trends combined with anecdotal evidence of how many properties will change hands in the coming year which may be discussed in various public/private forums. Surprisingly, the real estate market has remained robust during the pandemic in 2020 and 2021. This positive trend is expected to continue into 2022.

Table 43 –
General Fund
Department 310
(Local Enabling
Tax – Act 511)

Object 000
Per Capita Tax – Discount
Amount of Per Capita taxes collected at a 2% discount.

Object 210
Earned Income Tax (EIT) – Current
Income taxes collected on persons who are employed and who also reside (or have permanent

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Revenue	310	000	Per Capita Tax - Discount	\$8,500	\$8,000	\$8,100	\$8,100	\$8,100	\$8,100
	310	010	Per Capita Tax - Face Value	\$1,200	\$1,400	\$1,135	\$1,200	\$1,100	\$1,100
	310	020	Per Capita Tax - Penalty	\$750	\$700	\$700	\$1,700	\$1,650	\$1,650
	310	030	Per Capita Tax - Delinquent	\$2,300	\$2,000	\$2,000	\$2,200	\$2,100	\$2,100
	310	100	Real Estate Transfer Tax	\$70,000	\$70,000	\$85,000	\$85,000	\$85,000	\$85,000
	310	210	Earned Income Tax (EIT) - Current	\$350,000	\$400,000	\$410,000	\$420,000	\$419,000	\$400,000
	310	220	Earned Income Tax (EIT) - Prior Year	\$150,000	\$150,000	\$1,454,000	\$77,000	\$77,000	\$87,000
	310	230	Earned Income Tax (EIT) - Delinquent	\$30,000	\$10,000	\$20,000	\$15,000	\$12,000	\$10,250
	310	500	Local Services Tax (LST)	\$260,000	\$280,000	\$280,000	\$280,000	\$280,000	\$270,000
	310	600	Amusement/Admissions Tax	\$118,000	\$130,000	\$130,000	\$165,000	\$60,000	\$155,000
	310	700	Mechanical Devices Tax	\$900	\$2,000	\$2,500	\$2,500	\$2,500	\$2,350
	Department 310 TOTALS			\$991,650	\$1,054,100	\$2,393,435	\$1,057,700	\$948,450	\$1,022,550

Table 44 – General Fund Department 321 (Business Licenses/Permits)

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Revenue	321	340	Haulers License (Towing)	^^^	^^^	\$250	\$1,000	\$250	\$1,000
	321	409	Residential Rental Unit Occupancy License (RRUO)	\$33,500	\$33,500	\$43,200	\$42,719	\$44,800	\$47,052
	321	500	Yard Sale Permits	\$600	\$500	\$370	\$300	\$150	\$380
	321	610	Transient Retailers (Vendors) License	\$1,800	\$2,000	\$2,100	\$2,300	\$1,500	\$2,000
	321	630	Outdoor Dining Permit	\$3,000	\$3,000	\$4,000	\$10,450	\$13,185	\$10,450
	321	631	Parklet Fee	^^^	^^^	^^^	^^^	^^^	\$3,600
	321	700	Amusement License	\$1,825	\$1,900	\$1,950	\$2,000	\$1,525	\$1,575
	321	740	Special Event Fees	\$2,000	\$1,000	\$480	\$1,000	\$360	\$1,200
	321	760	Guided Walking Tour License	\$2,000	\$1,625	\$1,500	\$1,600	\$1,375	\$1,750
	321	770	Carriage Ride License	\$2,000	\$1,550	\$1,200	\$1,200	\$1,200	\$1,200
	321	800	Cable Television Franchise	\$36,000	\$36,000	\$30,000	\$30,000	\$30,000	\$31,000
	Department 321 TOTALS			\$82,725	\$81,075	\$85,050	\$92,569	\$94,345	\$101,207

residence) in the jurisdictional boundaries of the Borough in the year the tax is imposed.

Object 220

Earned Income Tax (EIT) – Prior Year

Income taxes collected on persons employed and who also reside (or have permanent residence) in the jurisdictional boundaries of the Borough that were not collected in the year the tax was imposed.

Object 230

Earned Income Tax (EIT) – Delinquent

Earned income taxes collected that are multiple years overdue.

Object 500

Local Services Tax (LST)

Tax is imposed on persons who are employed within the jurisdictional boundaries of the Borough, but who reside (or have permanent residence) in another municipality.

Object 600

Amusement/Admissions Tax

Taxes collected on patrons of businesses that provide amusements. This is not a tax on a business, rather a pass-through tax to the patron of the business.

Object 700

Mechanical Devices Tax

Taxes collected on machines in businesses that require a fee to use (i.e., video games, pool tables, juke boxes, etc.).

Department 321

Business Licenses/Permits

Department 321 accounts for \$101,207 of the General Fund revenue. A listing of the licenses and permits in this department can be found in **Table**

44. Historic trends indicate this category increases slightly each year. This is attributable to the following factors:

- 1) Gettysburg has a robust economy which drives many revenue collections in these categories, and
- 2) Fees increase incrementally to keep pace with staff salaries and other costs incurred by the municipality.

A separate fee schedule (**Chapter 4**), passed by Council Resolution, determines the rate for each of the permits and fees outlined in this department. Fee rates are commensurate with increases in labor rates of Borough staff required to issue the licenses and permits. See **Table 44** for details on this revenue stream.

Object 340

Haulers License (Towing)

Tow companies used for Borough services are required to have a license to conduct business with the Borough. Changes to this item were made in 2018 per the fee resolution, which requires a towing license, a towing fee per event, and impound fees and remain in effect for 2021.

Object 409

Residential Rental Unit Occupancy License (RRUO)

Landlords, in the rental housing business are required to have a license for each rental unit. Gettysburg Borough hired an in-house Code Compliance Officer in 2021 who will inspect each of the rental units every three years. Inspections primarily focus on safety – ensuring that landlords remain compliant with housing and fire codes. Properties may be inspected more frequently than every three years – usually driven by a sale of a

property - or if the property changes hands through other means, which results in new ownership¹⁰¹. Different from years prior, the inspection fee will be directly collected by the municipality – creating a new revenue stream for the municipality. The license fee remains steady at \$36 in FY2022.

Object 500
Yard Sale Permits

A permit issued for each yard sale conducted in the Borough.

Object 610
Transient Retailers (Vendors) License

Permit issued to merchants who conduct businesses that are not situated in a brick-and-mortar establishment.

Object 630
Outdoor Dining Permit

A permit established in 2015, it is required to ensure compliance with ADA regulations and flow of pedestrian traffic outside brick-and-mortar businesses who provide table service to patrons on the sidewalk (Borough right-of-way).

Object 700
Amusement Licenses

The companion legislation to the Amusement Tax in Department 310, a business must possess this license if they are providing an amusement or some other form of entertainment.

Object 740
Special Event Fees

Fees associated with the production and administration of a public event in the

**Table 45 –
General Fund
Department 322
(Non-Business
Licenses/Permits)**

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Revenue	322	402	Land Use Permit	\$1,800	\$4,000	\$7,200	\$7,800	\$5,750	\$6,000
	322	406	Building Permit	\$1,000	\$1,500	\$2,500	\$5,500	\$4,000	\$2,000
	322	407	Recycling Permit	\$200	\$200	\$350	\$850	\$750	\$850
	322	408	Building Permit (UCC)	\$7,000	\$7,000	\$9,000	\$9,000	\$7,500	\$8,000
	322	411	Sign Application Permit	\$800	\$1,200	\$1,200	\$650	\$650	\$850
	322	500	Highway Occupancy Permit	\$1,080	\$1,080	\$1,080	\$1,250	\$1,450	\$2,500
	322	520	Solicitation License	^^^	^^^	^^^	\$100	\$100	\$108
Department 322 TOTALS				\$11,880	\$14,980	\$21,330	\$25,150	\$20,200	\$20,308

Borough. Parade fees continue are incorporated into this line item¹⁰².

Object 760
Guided Walking Tours License

Tours that conduct business outside brick-and-mortar establishments are required to have this license. Each tour, by ordinance, should not have more than 20 persons in it. These tours are also required to collect Amusement Taxes and remit those taxes to the Borough monthly.

Object 770
Carriage Ride Licenses

A special classification license for businesses who conduct tours via horse-drawn carriage. There are separate classifications and fees for this license based on the number of passengers accommodated in each carriage. These tours are also required to collect Amusement Taxes.

Object 800
Cable Television Franchise

The Borough has a franchise agreement with Comcast Cable. This revenue item historically has decreased slightly each year and mirrors the number of customers patronizing COMCAST and the types of cable services provided to those patrons/customers. In FY2020, the Borough renegotiated its Cable Franchise with COMCAST and successfully designated a PEG Channel¹⁰³ with a designated funding stream for that PEG Channel¹⁰⁴.

Department 322
Non-Business Licenses & Permits

In recent budgets all Non-Business Licenses/Permits were aggregated. **Table 45** breaks

¹⁰¹ Previously, these rental housing inspections were conducted by PMCA (Pennsylvania Municipal Code Alliance), the Borough's third-party code official.

¹⁰² In previous budgets, parade fees were a stand-alone licensing fee.

¹⁰³ PEG – Public Education and Government Channel.

¹⁰⁴ Community Media (ACCTV – Adams County Community Television) is the Borough's designated PEG Channel, which will receive designated PEG Channel pass-through fees from COMCAST for their operational purposes.

these out into very detailed and specific items. It is a better way to look at longer-term trends as more data is gathered in each category for future budgets. Department 322 brings in \$20,308 in revenue.

Object 402
Land Use Permit

Issued by the planning department after proper review is conducted on a proposed land development plan. The fees for this permit remain the same at \$36 in 2022. It is the base permit that is required before any other type of construction can occur on a property.

Object 406
Building Permit

Issued by the planning department after proper review is conducted on a proposed building development plan. Requires the base land use permit.

Object 407
Recycling Permit

Ensures compliance with Act 101¹⁰⁵ regulations.

Object 408
Building Permit (UCC)

Issued by PMCA after proper review is conducted on a proposed building development plan. Requires the base land use permit.

Object 410
Sidewalk Permit

Issued by the planning department after proper review is conducted on a proposed sidewalk installation and/or repair. Must meet ADA regulations. Requires the base land use permit. This line item is not expected to make any money in 2022.

**Table 46 –
General Fund
Department 331
(Fines & Forfeits)**

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Revenue	331	100	Court - District Magistrate	\$85,000	\$85,000	\$85,000	\$85,000	\$85,428	\$90,000
	331	120	Clerk of Courts	\$20,000	\$12,000	\$10,000	\$12,000	\$16,809	\$17,000
	331	125	Code Violation Fines	^^^	^^^	^^^	^^^	^^^	\$3,200
	331	130	State Police Fines	\$1,800	\$1,800	\$1,800	\$2,800	\$2,500	\$2,800
	331	140	Parking Violation Fines	\$100,000	\$108,508	\$108,508	\$108,000	\$150,000	\$191,656
	331	210	Restitution	\$1,000	\$2,000	\$2,500	\$4,000	\$1,500	\$2,500
Department 331 TOTALS				\$207,800	\$209,308	\$207,808	\$211,800	\$256,237	\$307,156

¹⁰⁵ Act 101 - Statewide recycling in Pennsylvania began in 1988 with the Municipal Waste Planning Recycling and Waste Reduction Act (Act 101) that requires larger municipalities to recycle. The Act established a \$2-per-ton fee on all waste disposed at municipal waste landfills

Object 411
Sign Application Permit

Issued to ensure compliance with regulations in various zoning districts within the Borough. Requires the base land use permit.

Object 500
Highway Occupancy Permit¹⁰⁶

Degradation fees assessed for cutting into a paved street. Used for repaving streets in the future.

Object 520
Solicitation License

Required for individuals who plan on going door-to-door in the Borough to sell goods and/or services.

Department 331
Fines & Forfeits

Court fines, ordinance violations, State Police fines, parking fines, restitution, and other types of penalties are found in this department. Totaled together, they generate \$307,156 in revenue for the General Fund (about 5% of revenue generated). This is detailed in **Table 46**. Accounting for most of the revenue in this category is the 2020 change in parking violation fines from \$25.00 to \$40.00 for most violation types. A discount of \$15.00 can be applied to the violation if paid within the first seven (7) days of issuance.

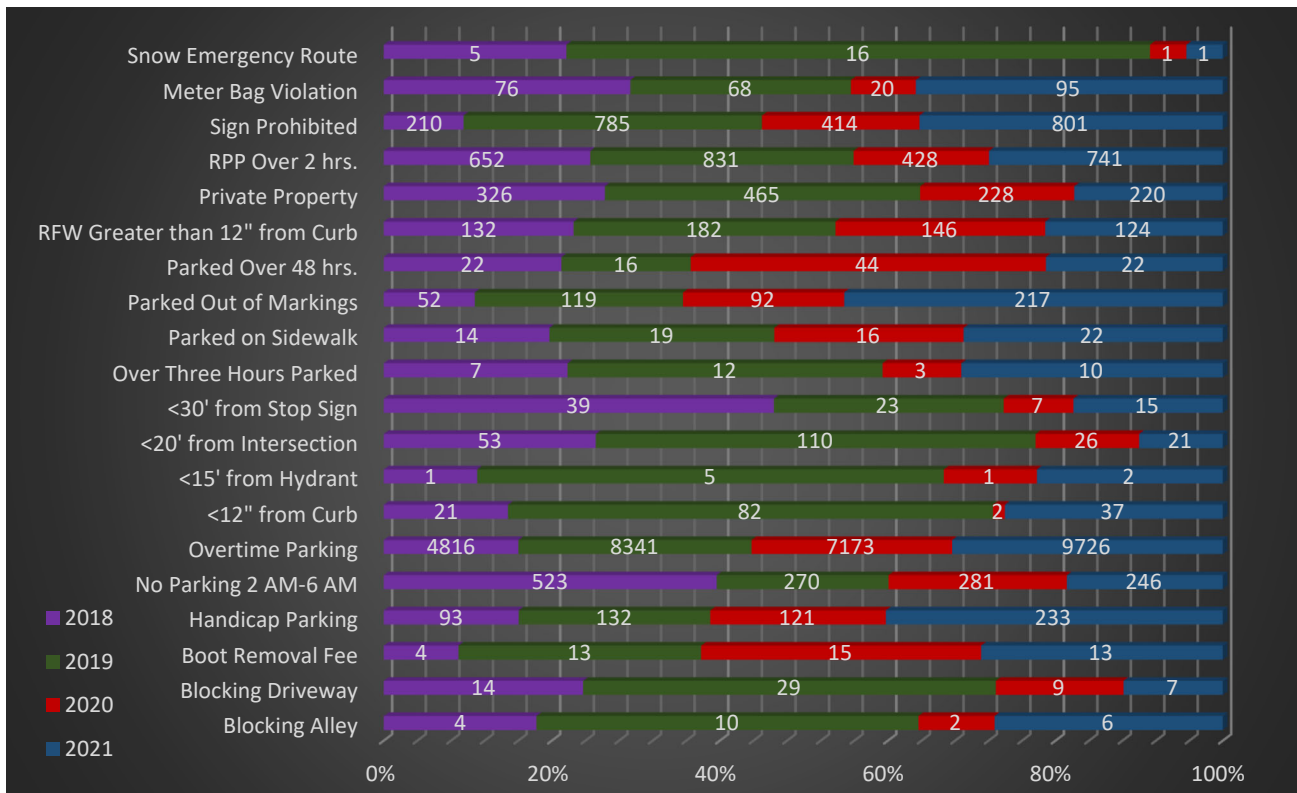
The purpose of parking violation penalties is not to increase revenue, but to encourage proper compliance with existing Borough Ordinances. Tickets issued are political hot potatoes in that they bring bad press and provide for negative experiences for those doing business in or visiting Gettysburg. Revenues would naturally increase if 100% of parking patrons followed parking



and waste-to-energy facilities established grants for local collection programs, public education, materials processing and composting facilities, equipment and technical training.

¹⁰⁶ Formerly known as the Street Opening Permit.

Graph 13 – Parking Violations by Type (2018 – 2021)



ordinances. **Graph 13** identifies various parking violation types, the volume of each type and compares them over a four-year period.

Object 100

Court – District Magistrate

Fines levied by the District Magistrate.

Object 120

Clerk of Courts

Fines collected through the Clerk of Courts.

Object 130

State Police Fines

Fines collected that result from violation notices issued by the State Police in the jurisdictional boundaries of the Borough.

Object 140

Parking Violation Fines

Revenue collected because of parking violations in the Borough. This line item is increased in FY2021 based on an increase in the penalty for violations which took effect in 2020. Most violation types in 2020 increased to \$40.00 with a \$15.00 discount if paid within seven (7) days of issuance. This is an increase from \$25.00 in 2019, with a \$10.00 discount period. The rationale for the discount is

that people will pay the fine as opposed to fighting the violation at the magistrate level. Additionally, the department intends to augment enforcement activities by utilizing multiple part-time employees in 2022. Despite parking studies consistently showing that fine revenue decreases as fine amounts increase, the Borough has problems with people abusing parking. Since Gettysburg has a large student population as compared to full-time residents, it has been observed that students tend to treat parking tickets as concierge parking. The increased violation amounts are an effort to encourage compliance with parking ordinances.

Object 210

Restitution

Revenue received because of a court ordered judgment to repay damages to the Borough.

Overall, parking programs account for just over 18% of budgeted revenue in FY2022. When combining the two departments 363 (Highways and Streets {Parking}) with 331 (Fines & Forfeits), they generate a combined \$1,514,531. As such, additional treatment of selected metrics of the parking program are found here. The attached graphs help provide better understanding of parking trends in the Borough and can be used to inform

parking policy moving forward. **Graph 13** illustrates the average number of violations issued by violation type between 2018 and 2021, while **Graph 14** highlights the locations of each violation between 2019 and 2021.

Department 341 Interest Earnings

This department is self-explanatory. It is responsible for \$7800 in revenue. Refer to **Table 47**. The Borough has done an excellent job of fully funding its fund balances, based on the adoption of the Fund Balance Policy several years ago (See

Graph 14 –
Parking Violations by Location (2019 – 2021)

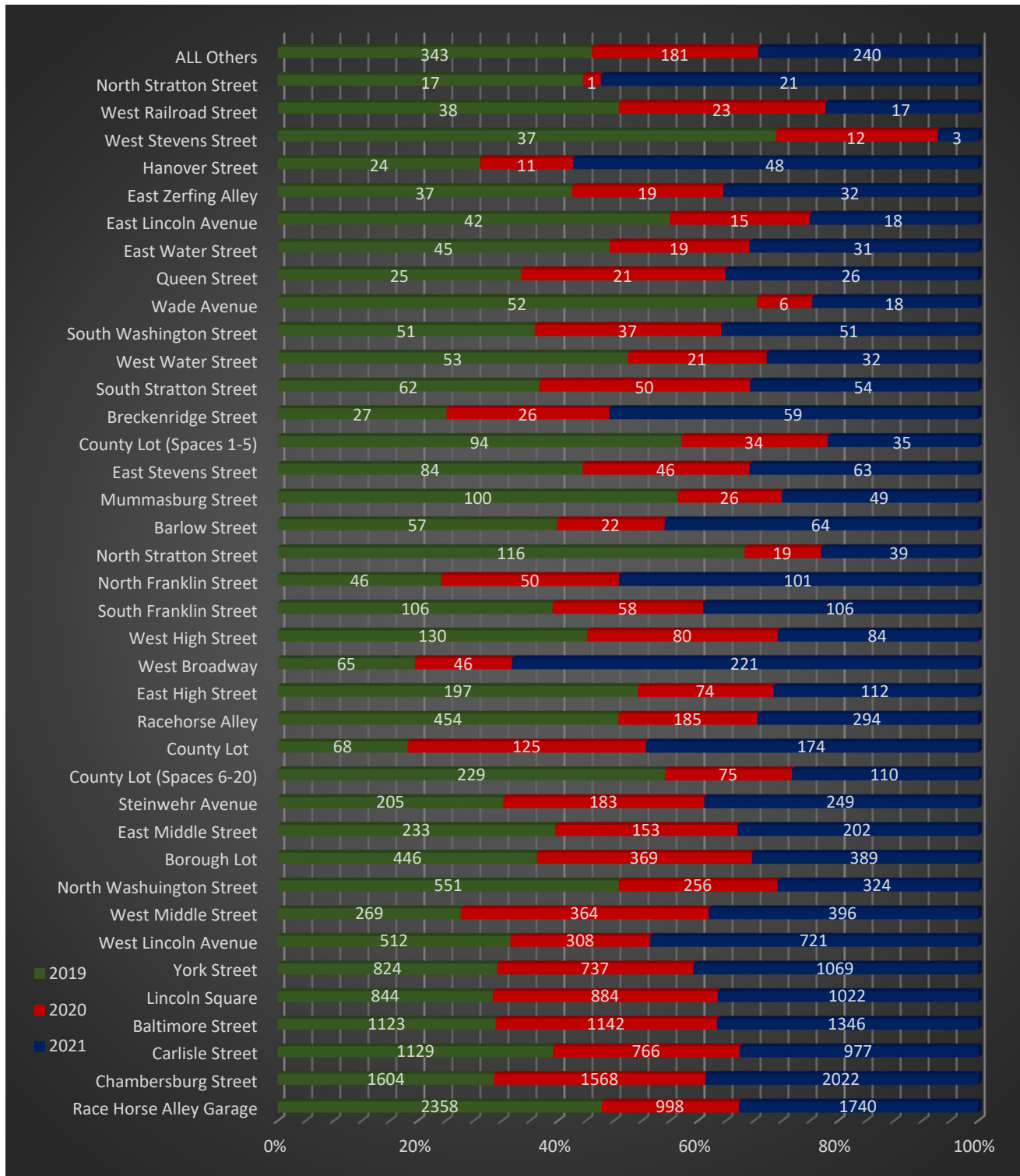


Table 47 – General Fund Department 341 (Interest Earnings)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	341	010	Interest on Checking	\$1,500	\$1,300	\$1,300	\$6,500	\$6,300	\$6,300
	341	030	Interest on CDs	^^^	^^^	^^^	\$5,400	\$1,000	\$1,500
			Department 341 TOTALS	\$1,500	\$1,300	\$1,300	\$11,900	\$7,300	\$7,800



Table 48 – General Fund Department 342 (Rents & Royalties)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	342	530	Royalties from Cell Tower Rent	\$15,000	\$18,000	\$39,600	\$39,600	\$39,000	\$39,000
			Department 342 TOTALS	\$15,000	\$18,000	\$39,600	\$39,600	\$39,000	\$39,000

Table 49 – General Fund Department 351 (Federal Grants)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	351	020	Federal Capital Grants - Public Safety	\$1,000	\$1,000	\$1,000	\$900	\$450	\$450
			Department 351 TOTALS	\$1,000	\$1,000	\$1,000	\$900	\$450	\$450

resumed in late 2017 and were finalized in 2018.

Table 50 – General Fund Department 354 (State Operating Grants)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	354	150	ACT 101 Recycling Grant	\$7,000	\$7,500	\$7,500	\$9,575	\$9,575	\$9,575
			Department 354 TOTALS	\$7,000	\$7,500	\$7,500	\$9,575	\$9,575	\$9,575

Subsequently, twelve lease supplements have been executed and all twelve small cell sites have been

Appendix III). As such, the Borough has over three months' worth of operating money in the bank. This provides flexibility, in that the Borough can divert some of these funds into CDs, which will yield a greater return on interest than in a checking account.

Object 010

Interest on Checking

Interest rates remain low. Despite a reserve within the guidelines of the Fund Balance Policy, little revenue is projected here.

Object 030

Interest on CDs

Interest rates on CDs have increased over the last year as the Federal Reserve has raised interest rates. The Borough will be utilizing CDs moving forward to get a better return on that money.

Department 342 Royalties from Cell Tower Rent

This department was created in 2015 based on the assumption that Verizon Wireless would enter into a leasing agreement with the Borough. The lease utilizes the tops of certain utility poles in the Borough for the purpose of providing small cell boosters to increase cell service levels throughout the region. Lease negotiations took much longer than anticipated and stalled temporarily in 2016 and 2017 as Verizon underwent staffing adjustments in its executive structure. However, lease negotiations

installed in 2018. Lease payments for the first four years have been received from Verizon from 2018, through 2021. Revenue generated is \$39,000 from twelve cell sites. The lease agreement has multiple automatic renewal provisions after each ten-year term. See **Table 48**. It is a single line defined as Object 530.

Department 351 Federal Capital Grants

Department 351 raises \$450 in revenue and can be seen in **Table 49**. It, too, is a single-line department defined as Object 020.

Object 020

Public Safety – Federal Grants

Approved bullet proof vest grant.

Department 354 State Operating Grants

Department 354 raises \$9575 in revenue. This department is detailed in **Table 50** and consists of Act 101 Recycling Grant funds. Previously, the County Pillow Tax, Public Safety Vests, and Winter Maintenance Agreements were budgeted in this department. However, those line items have been moved as they were reclassified into a category known as 'Revenue from Local Governments' – which is the proper classification using the DCED¹⁰⁷ Chart of Accounts.

¹⁰⁷ DCED – Department of Community and Economic Development.

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Revenue	355	010	PURTA - Public Utility Tax	\$3,000	\$2,800	\$2,800	\$3,000	\$2,900	\$3,000
	355	020	State Grants - Public Safety	^^^	^^^	^^^	\$2,200	\$2,250	\$2,250
	355	040	Alcoholic Beverages License	\$5,000	\$5,200	\$5,200	\$5,000	\$5,000	\$4,950
	355	080	ACT 205 Pension - State Aid	\$180,000	\$168,000	\$168,000	\$192,060	\$184,000	\$168,000
	355	990	Foreign Fire Insurance Premium	\$43,000	\$38,000	\$32,000	\$38,000	\$38,000	\$38,000
Department 355 TOTALS				\$231,000	\$206,000	\$208,000	\$240,260	\$232,150	\$216,200

**Table 51 –
General Fund
Department 355
(State Shared
Revenue)**

Object 150
ACT 101 Recycling Grant

Gettysburg has had good success in recycling efforts. In 2017, the Borough negotiated a waste hauler contract with Waste Connections, resulting in added electronic recycling services. The Borough hosted multiple electronic recycling events since 2018 with over 2000 electronics devices being recycled. This success continued through 2021 with additional electronic recycling events scheduled. This initiative is expected to garner \$9575 in 2022 but could be more if more tonnage of recycled materials is gathered. Detailed in **Footnote 105**, Act 101 is statewide recycling in Pennsylvania which began in 1988 with the Municipal Waste Planning Recycling and Waste Reduction Act (Act 101). It requires larger municipalities to recycle. The Act established a \$2-per-ton fee on all waste disposed at municipal waste landfills and waste-to-energy facilities established grants for local collection programs, public education, materials processing and composting facilities, equipment and technical training.

Department 355 State Shared Revenue

The Public Utility Tax (PURTA), Alcoholic Beverages License (PLCB), Act 205 State Pension Aid, and the Foreign Fire Insurance Premium Tax Relief are found in department 355. **Table 51** shows this department generates \$216,200.

Object 010
PURTA – Public Utility Tax

Taxes collected on utility use that is shared with local municipalities.

Object 020
State Grants – Public Safety

The Gettysburg Borough Police Department participates in the Buckle Up Pennsylvania program. As such, the State

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Revenue	357	020	Pillow Tax - County of Adams	^^^	\$165,000	\$165,000	\$165,000	\$48,272	\$165,000
	Department 342 TOTALS			\$0	\$165,000	\$165,000	\$165,000	\$48,272	\$165,000

provides the Borough with some grant funding for participating in the program.

Object 040
Alcoholic Beverage Licenses

Revenue shared because of business in the Borough that hold a liquor license.

Object 080
ACT 205 Pension – State Aid

Financial support from the state to help fund the Borough's pension fund(s). This line item is anticipated to decrease in 2022 since the Borough had reduced its workforce in response to COVID-19 revenue-related losses in both 2020 and 2021. Part-time employees do not receive pension benefits.

Object 990
Foreign Fire Insurance Premium

Financial support from the state to help pay the insurance premium for the Fire Department.

Department 357 Revenue from Local Governments

This revenue stream accounts for funds collected by other governments and paid to another government. This department accounts for \$165,000 in 2022 and can be seen in **Table 52**.

Object 020
Pillow Tax – County of Adams

Understanding the full impact of this revenue stream on Borough revenue has been illusive, as accurate records are not forthcoming from the County. Staff has had a partially successful RTK request from the County Treasurer. Based on the RTK information and historical trends, staff recommended a massive reduction in anticipated revenue in this category based solely on the lower

**Table 52 –
General Fund Department 357 (Local Government Units)**

tourism activity experienced in 2020 and expected to continue into 2021. However, the final 2 quarters of 2021 proved to be quite robust, with visitation to the municipality returning to near 2019 levels. As such, budget expectations have increased in this category for 2022.

Department 361
Charges for Services

Engineering fees, hearing fees, sales of maps and other publications, reproduction of records, towing fees, and other police services are found in Department 361. **Table 53** details these service charges, totaling \$75,523 – a major decrease over FY2021. Objects 320 (Engineering) was made inactive in 2016 and reclassified (renamed) to Storm Water Plan Review in 2019. Object 807 was added in FY2020 to account for administrative reimbursements to the Borough from the Gettysburg Borough Storm Water Authority (GBSWA – Fund 09).

Object 300

Subdivision & Land Management

This line item was created in 2018 to properly account for fees collected from the Planning Department for providing this service.

Object 320

Stormwater Plan Review

This line item was created in 2018 to properly account for fees collected from the Planning Department for providing this service.

Object 330

Rezoning Requests

This line item was created in 2018 to properly account for fees collected from the Planning Department for providing this service.

Object 331

Zoning Certification Letter

This line item was created in 2022 to account for the number of zoning certification letters issued by the Planning Department.

Object 340

Zoning Hearing Fees

There is no way to know who might request a zoning hearing, however, historically there have been a couple each year. The fees for this service have increased from \$850 to \$1000 in FY2019 and remain the same through FY2022.

Object 342

RRUO Inspection Fee

Previously outsourced to PMCA, the Borough now has brought this operation in-house with the addition of a full-time Code Compliance Officer on staff. As such, this is an added revenue source to the General Fund Budget.

Object 560

Sale Merchandise/Flags/Pins/etc.)

The Borough generates some revenue from the sale of merchandise.

**Table 53 –
General Fund Department 361
(Charges for Services)**

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Revenue	361	300	Subdivision & Land Management	^^^	\$1,600	\$2,000	\$2,000	\$2,000	\$2,000
	361	320	Stormwater Plan Review	^^^	\$50	\$100	\$275	\$275	\$275
	361	330	Rezoning Requests	^^^	^^^	\$1,000	\$500	\$1,000	\$1,000
	361	331	Zoning Certification Letter	^^^	^^^	^^^	^^^	^^^	\$150
	361	340	Zoning Hearing Fees	^^^	^^^	\$2,000	\$2,000	\$2,000	\$2,000
	361	342	RRUO Inspection Fees	^^^	^^^	^^^	^^^	^^^	\$36,725
	361	560	Sale (Merchandise/Flags/Pins)	\$400	\$300	\$500	\$250	\$250	\$325
	361	700	Records Reproduction (RTK)	\$50	\$50	\$120	\$120	\$100	\$120
	361	701	Accident Reports	\$2,000	\$1,500	\$1,500	\$1,500	\$1,200	\$1,500
	361	702	Civil Service Testing Fees	\$300	\$300	^^^	\$260	^^^	\$260
	361	740	Reimbursement - Postage	^^^	^^^	^^^	^^^	^^^	\$100
	361	801	Reimbursement - Special Police Services	^^^	\$300	\$400	\$3,000	\$4,400	\$3,500
	361	802	Reimbursement - Public Works	\$25,000	\$10,000	\$10,000	\$15,000	\$10,500	\$15,000
	361	803	Reimbursement - Towing / Impound Fees	\$100	\$100	\$100	\$125	\$125	\$200
	361	804	Reimbursement - Police	\$9,000	\$8,000	\$9,000	\$12,000	\$1,500	\$2,500
	361	806	Reimbursement - Parking	\$500	\$700	\$800	\$3,500	\$1,500	\$3,500
	361	807	Reimbursement - GBSWA	^^^	^^^	^^^	\$149,500	\$109,943	\$5,118
	361	808	Reimbursement - Engineering Fees	^^^	^^^	^^^	\$149,500	\$109,943	\$1,250
	361	809	Reimbursement - Main Street Gettysburg	^^^	^^^	^^^	^^^	^^^	^^^
	361	810	Reimbursement - Gettysburg Fire Department	^^^	^^^	^^^	^^^	^^^	^^^
Department 361 TOTALS				\$37,350	\$21,300	\$25,520	\$339,530	\$244,736	\$75,523

Object 700Records Reproduction (RTK)

Fees collected in association with the work and materials required to comply with RTK requests.

Object 701Accident Reports

People and insurance carriers often require copies of reports. This line item accounts for the expenses incurred to reproduce those reports.

Object 702Civil Service Testing Fees

Fees collected to offset expenses in administering various exams throughout the year. The Borough completed a Civil Service Test in 2019. An exam is anticipated in 2022 as the Borough's police department will be brought back to full staff after a reduction in 2020 and 2021 due to COVID-19 revenue losses.

Object 740Reimbursement - Postage

The Borough provides multiple services that are reimbursed. This category tracks those reimbursements, which are considered revenue for the General Fund.

Object 801Reimbursement – Special Police Services

The Borough provides multiple services that are reimbursed. This category tracks those reimbursements, which are considered revenue for the General Fund. Typically, fees in this category are for Police services that are not routine (i.e. Drug Task Force, etc.).

Object 802Reimbursement – Public Works

Charges for service the Public Works Department provides other entities.

Object 803Reimbursement - Towing & Impound Fees

Fees collected for removing and storing a vehicle that is in violation of a parking ordinance or some other statute.

Object 804Reimbursement – Police

Fees collected for Police services that are primarily associated with special events.

Object 806Reimbursement - Parking

Fees collected in association of work performed by the Parking Department in support of special events.

Object 807Reimbursement - GBSWA

The Gettysburg Borough Storm Water Authority (GBSWA) was created in 2019 to comply with the Borough's mandated MS4 program. GBSWA has no employees but has an 'Agreement for Services Rendered'¹⁰⁸ with the Borough. Existing Borough staff perform all administrative functions for GBSWA. This line item reimburses the salaries for Borough staff for time spent on GBSWA business.

Object 808Reimbursement – Engineering Fees

Fees collected in association with work performed by the Borough's engineers, C.S. Davidson.

Object 809Reimbursement – Main Street Gettysburg

Fees collected in association of work performed by the Borough to support Main Street Gettysburg.

Object 810Reimbursement – Gettysburg Fire Department

Fees collected in association of work performed by the Borough in support of Gettysburg Fire Department.

Department 363Highways & Streets (Parking)

Department 363 is the third largest revenue generator for the Borough – raising \$1,207,375. **Table 54** outlines the specifics of each category.

Object 210Parking Meters – Short Term

Short term parking meters (i.e., 3-hr. maximum) account for most of the revenue in this department. 2015 was the first year where parking meter revenue was specifically tracked in multiple

¹⁰⁸ See Appendix IV.

categories. Prior to 2015, all meter revenue was lumped together, making it impossible to accurately know how much revenue is generated from short-term vs. long-term meters. The Borough now has multiple years of data captured in a plethora of categories, which inform policy decisions – creating parking programs based on market-driven forces (i.e., supply and demand).

Two significant policy alterations took effect in 2018, which reaped significant financial rewards for the Borough's fiscal health. The first is that hourly parking rates on Lincoln Square and the first block in each direction of Lincoln Square was adjusted to \$1.50 (One Dollar, Fifty Cents) per hour.

The rate on Lincoln Square increased to \$2.00 per hour in 2020, based on the high demand for these spaces. Likewise, based on demand, the meters on Steinwehr Avenue have increased to \$1.50 per hour in 2020. The second policy adjustment came in the form of Sunday parking enforcement. Meters on Sunday were enforced between the hours of 1 PM and 8 PM. Both netted the Borough nearly \$100,000 in additional revenue in 2018, 2019, and 2020. It is for these reasons that staff recommends budgeting a higher amount in this category in FY2022.

Paid parking via the Pay-by-APP (PassPort and PayByPhone)) continues to gain in popularity and has steadily increased over the past five years. **Graph 15** shows the dramatic increase in Pay-by-APP usage between 2016 and 2021. Prior to 2020, the Borough used one vendor for online parking payments – PassPort. The Borough added a second option in 2020 – Pay-By-Phone. **Picture 2** and **Picture 3** are the Pay-by-APP company logos.

Table 54 –
General Fund Department 363
(Highways & Streets – Parking)



	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Revenue	363	210	Parking Meters - Short Term	\$400,000	\$456,855	\$480,000	\$526,000	\$346,007	\$526,000
	363	211	Parking Meters Use - Rented	\$14,000	\$16,000	\$20,000	\$20,750	\$20,750	\$20,750
	363	212	Parking Meters - Long Term	\$75,000	\$75,000	\$80,000	\$100,000	\$64,042	\$100,000
	363	220	Parking Permits - RPP	\$6,000	\$19,300	\$8,000	\$7,000	\$6,500	\$5,800
	363	221	Parking Permits - LPP	^^^	^^^	^^^	^^^	^^^	\$1,200
	363	230	Parking Lots - Borough Lot	\$24,000	\$28,000	\$28,000	\$28,000	\$19,323	\$28,000
	363	231	Parking Lots - County Lot	\$18,000	\$6,510	\$6,550	\$20,100	\$13,755	\$20,100
	363	240	Parking Facilities - RHA Garage (KIOSKS)	\$232,383	\$190,000	\$190,000	\$228,170	\$87,980	\$228,170
	363	241	Parking Facilities - RHA Garage Passes	\$271,246	\$270,000	\$275,000	\$275,000	\$173,719	\$275,000
	363	510	Contracted Snow Removal	^^^	\$1,000	\$1,000	\$1,355	\$1,355	\$1,355
	363	802	Street Closure Fees	\$500	\$2,500	\$1,500	\$1,000	\$500	\$1,000
	Department 363 TOTALS			\$1,041,129	\$1,065,165	\$1,090,050	\$1,207,375	\$733,931	\$1,207,375

Object 211

Parking Meters Use – Rented

This category identifies revenue generated by long-term rentals of on-street meter spaces. Hotels and B & B's requiring drop-off services for guests make up the bulk of revenue in this category.

Object 212

Parking Meters – Long Term

Long-term meters refer to parking privileges of up to 12-hours. For the first time in 2015, short-term and long-term meters were tracked separately so that the Borough has a better handle on revenue generated in each category. In 2015, the rate for long-term meters was increased to \$1 per hour, an increase from \$0.25 per hour.

Object 220

Parking Permits – RPP/LPP

Revenue generated from the Residential Parking Permit (RPP) Program and the Local Privilege Parking Program (LPP).

Borough Council formally adopted the LPP Program in 2019. The program has been increasing in popularity since. LPP is designed to be a cost-effective parking solution for residents of Gettysburg Borough and persons who must commute to work in the Borough.

Object 230

Parking Lots – Borough Lot

Revenue generated by a Borough-owned and Borough-managed surface parking lot.

Object 231

Parking Lots – County Lot

Revenue generated by a Borough-managed surface parking lot that is owned by Adams County. The long-term outlook on this parking lot is uncertain as the County has expressed interest in selling the property.

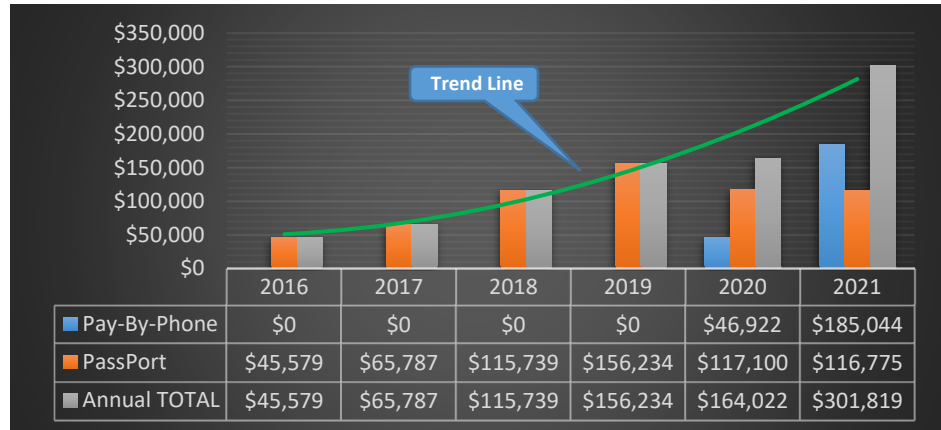
Object 240Parking Facilities – RHAGarage (KIOSKS)

Four vastly different user groups utilize the garage (Hotel guests who need frequent in/out privileges during their stay, monthly pass holders, the casual visitor, and the Majestic Theatre whose patrons want fast and efficient egress from the garage after a show) made a gated garage impractical. The gateless system accommodates the needs of these user groups and eliminates significant staff overtime. In addition, most of the activity in the garage is now credit card driven, requiring less staff time to physically change cash out and count it. This category accounts for cash and credit card receipts collected via pay-by-space (not permits).

The hourly rate in the Racehorse Alley Garage increased to \$1.00 (One Dollar) per hour in 2020. This was designed to be reduced parking fees for those who choose to not spend the higher parking rates on Lincoln Square. Staff has noticed a slight increase in garage usage in 2018, 2019, 2020, and 2021 based on this discounted parking incentive.

Object 241Parking Facilities – RHAGarage Passes

The gateless RHA Garage system is robust and can handle multiple types of permits/passes. Users of the garage who have a permit/pass can park in any space at any time and have unlimited access to the garage for the period the permit/pass is valid. This category accounts for revenue collected by the purchases of parking passes / permits. This revenue source has seen an increase in usage as patrons prefer the use



of credit cards to purchase parking as opposed to cash payments.

In 2019 and 2021, the Borough experimented with a special parking permit/pass where the patron had a dedicated space for their vehicle only. This privilege came with an increased premium, as defined in the Fee Resolution (see **Chapter 4**). Several patrons have purchased these specific parking space permits. Like LPP, the permit type is gaining in popularity and will continue in 2022.

Object 510PennDOT Winter Maintenance Contract

Reimbursement for contracted winter maintenance agreements.

Object 802Street Closure Fees

Revenue collected primarily by contractors who need to temporarily close a street to do work.



Picture 2



Picture 3

Department 367Culture and Recreation

Department 367 generates \$5350 in revenue. This is based on public, private and corporate donations. See **Table 55**.

Object 801

Donations – Corporate
ACNB fireworks donation.

Table 55 – General Fund Department 367 (Culture and Recreation)

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Revenue	367	801	Donations - Corporate	\$5,000	\$5,000	\$5,000	\$5,000	\$1,200	\$5,000
	367	802	Donations - Private	\$100	^^^	\$350	\$350	\$1,250	\$350
	367	804	Donations - Police	^^^	^^^	\$3,000	^^^	\$100	\$0
	Department 367 TOTALS			\$5,100	\$5,000	\$8,350	\$5,350	\$2,550	\$5,350

Table 56 - General Fund Department 390 (Other Financial Sources)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	390	901	Fuel Sales - Facility Fee	\$150	^^^	\$2,200	\$1,100	\$1,100	\$1,500
			Department 390 TOTALS	\$150	\$0	\$2,200	\$1,100	\$1,100	\$1,500

Table 57 - General Fund Department 392 (Interfund Transfers In)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	392	096	Transfer from ARPA	^^^	^^^	^^^	^^^	^^^	\$1,421,452
			Department 392 TOTALS	\$0	\$0	\$0	\$0	\$0	\$1,421,452

Table 58 - General Fund Department 395 (Refund of Prior Year Expenses)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	395	000	Refund of Prior Year's Expense	\$5,000	\$5,000	\$2,000	\$2,000	\$2,000	\$2,000
			Department 390 TOTALS	\$5,000	\$5,000	\$2,000	\$2,000	\$2,000	\$2,000



Object 802
Donations – Private
Private donations.

Object 804
Donations – Police
Donations made specifically for the police.

Department 390 Other Financing Sources

Table 56 shows the revenue expected from this department in 2022.

Object 901
Fuel Sales – Facility Fee
Fees collected for the sale of fuel to third parties. These fees will be transferred to Capital Reserve to accumulate for the use of maintenance on the fuel facilities dispensing system.

Department 392 Interfund Transfers In

Table 57 shows the revenue expected from this department in 2022.

Object 096
Transfer from ARPA
The American Rescue Plan Act of 2021 (ARPA) enables the Borough to utilize these funds for a plethora of uses to respond to the negative economic impacts of the Global Pandemic. The Borough Council has decided to use these funds in two categories for 2022: Rehiring Public Sector Staff and Revenue Replacement. In total, the

Borough will transfer \$1,421,452 from the ARPA Fund into the General Fund in FY2022.

Department 395 Refund of Prior Year Expenses

Table 58 shows \$2000 revenue expected from this department in 2022.

Object 000
Refund of Prior Year Expense
Previous year's expenses are refunded and accounted for in this line item.

Expenses

Expenditures in the General Fund are divided into 21 departments in the Chart of Accounts¹⁰⁹. They are:

- Legislative,
- Office of the Manager,
- Tax Collection,
- General Government Administration,
- Police,
- Fire,
- Code Enforcement,
- Planning & Historic Preservation,
- Emergency Management,
- Health,
- Public Works,
- Street Lighting,
- Sidewalks & Crosswalks,
- Bridges,
- Roads & Alleys,
- Parking Facilities,

¹⁰⁹ Chart of Accounts is a numeric list used to organize the finances of the Borough and to segregate expenditures, revenue, assets, and liabilities in order to

give interested parties a better understanding of the financial health of the Borough.

- Parks & Recreation,
- Shade Tree,
- Community Development,
- Benefits Fees, and
- Interfund Transfers Out.

Of note, the number of departments in the General Fund that provide services to the Borough is down from 23 in FY2019, with Storm Sewers & Drains (436) being eliminated and moved to Fund 09 (Gettysburg Borough Storm Water Authority).

In FY2021 the following departments were added to the list of closed departments. They are:

- Finance (402) and
- Human Resources (405).

Both former departments (402) and (405), along with the employees in both, were incorporated into a new department called the Office of the Manager (401), formerly known as the Executive Department. The Borough Manager is also budgeted in Department 401.

The elimination of these departments is the result of several factors: Department (436) did not require General Fund budgeting in FY2021 as all projects in this department was funded through newly imposed Storm Water Fees as all storm water projects moved to the new Gettysburg Borough Storm Water Authority (Fund 09). The other reductions (Departments 402 and 405) were made in response to revenue shortfalls caused by the COVID-19 Pandemic.

As required by Pennsylvania State Law, the expenditures in the General Fund equal revenues that were delineated in the first section of this chapter. **Graph 16** is a visual presentation of all General Fund expenditures for FY2022.

Department 400 **Legislative**

The Legislative Department comprises all of Council's salaries and associated payroll taxes. There is a nominal line item for office supplies which will primarily be used for generating copies of council agendas and supporting documentation.

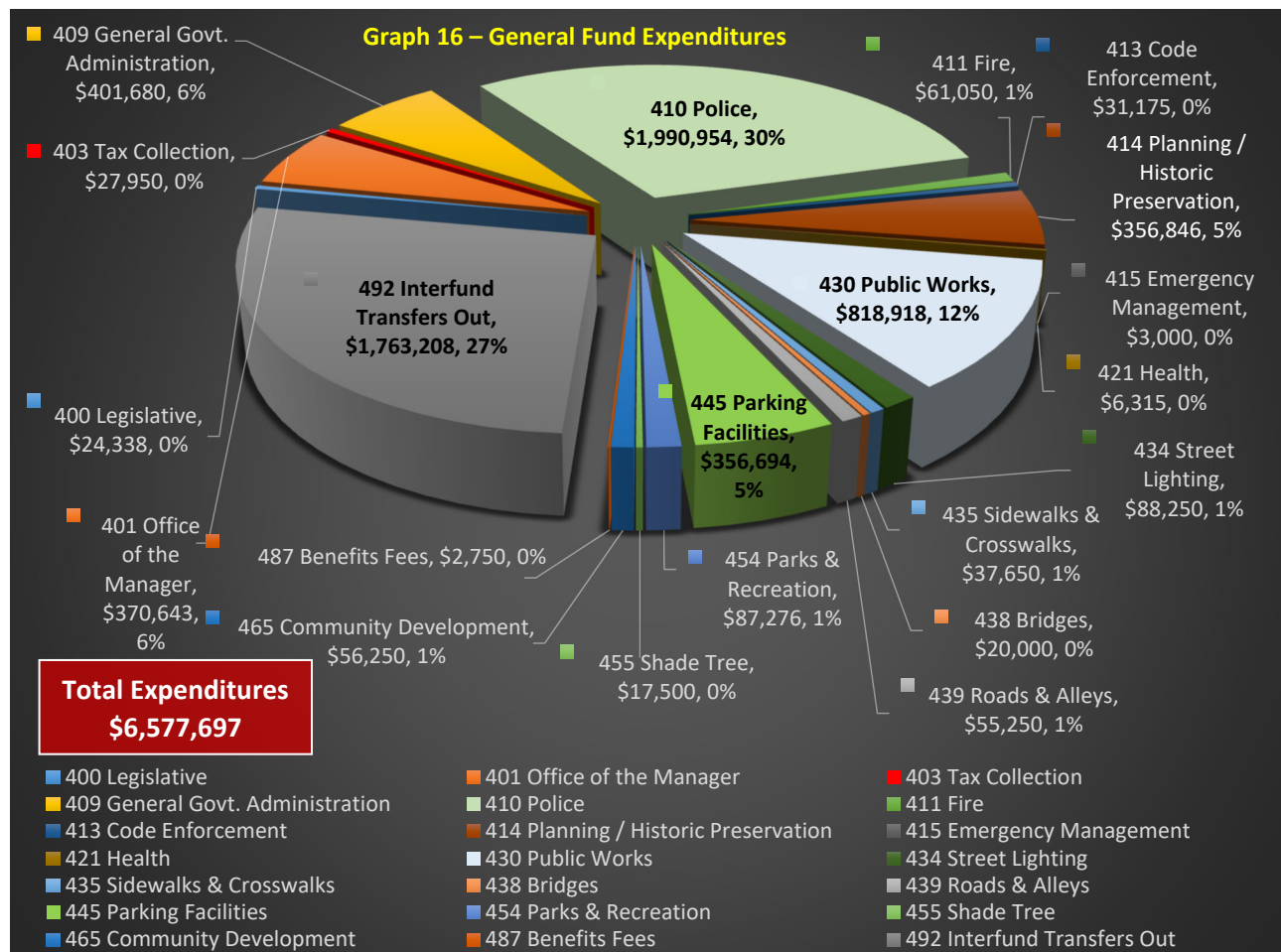


Table 59 - General Fund Department 400 (Legislative)

Expenditures	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	400	105	Council Salaries	\$17,500	\$15,000	\$15,000	\$15,000	\$10,000	\$17,500
	400	192	Benefit - FICA	\$1,085	\$930	\$930	\$930	\$620	\$1,085
	400	193	Benefit - Medicare	\$254	\$218	\$218	\$218	\$144	\$253
	400	210	Operating Supplies	\$400	\$250	\$500	\$500	\$500	\$500
	400	460	Continuing Education/Training	^^^	^^^	\$2,500	\$1,250	^^^	\$5,000
			Department 400 TOTALS	\$19,239	\$16,398	\$19,148	\$17,898	\$11,264	\$24,338

Object 210

Operating

Supplies

Used to purchase

basic office

Since the Borough is financially recovering from the Pandemic, Council has restored the line item for continuing educations and training. **Table 59** details each line item in the Legislative Department. The Mayor is budgeted in Department 401.

supplies, keys to the city, coins, various gifts, etc. The Mayor hands these out in ceremonial events throughout the year.

Object 460

Continuing Education/Training

Used for registration and attendance at various training sessions for Council members.

Object 105
Council Salaries¹¹⁰

This line item accounts for the salaries of seven representatives in 2022. It should be noted that four members of Council have chosen to not accept their legislatively authorized stipend and instead diverting those monies toward Police Training.

Department 401 Office of the Manager

Department (401) was renamed in 2021 – Office of the Manager. Formerly the ‘Executive’ department, the newly reorganized department includes all employees that were previously in Department (402) Finance and Department (405) Human Resources. This reorganization was done to streamline processes and cut costs in response to pandemic related revenue losses. **Table 60** itemizes each category in this department. Even though the Mayor is an elected official, the nature of their duties is not necessarily legislative, but have a more executive tone as delineated by the Borough Code – in that the Mayor is the manager of the Police Department. For this reason, the mayor’s salary is

Object 192
Benefit – FICA

Employer paid portion of Social Security Insurance.

Object 193
Benefit – Medicare

Employer paid portion of Medicare Insurance.



Table 60 –
General Fund Department 401 (Executive)

Expenditures	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	401	105	Salary - Mayor	\$5,000	\$5,000	\$5,000	\$5,000	^^^	\$5,000
	401	110	Salary - Borough Manager *	\$84,060	\$85,742	\$87,457	\$90,000	\$91,800	\$85,024
	401	112	Salary - Full Time **	^^^	^^^	^^^	^^^	\$47,500	\$98,164
	401	113 ^	Salary - Intern	^^^	^^^	^^^	^^^	\$61,200	\$2,500
	401	114 ^^	Salary - Professional Staff	\$35,493	\$12,000	^^^	^^^	\$2,100	\$52,674
	401	172	Other Comp. - Leave/Holiday	^^^	^^^	^^^	^^^	^^^	\$10,418
	401	189	Benefit - Vision Insurance	\$159	\$200	\$200	\$200	\$900	\$1,112
	401	192	Benefit - FICA	\$7,723	\$6,370	\$5,610	\$5,890	\$12,561	\$15,424
	401	193	Benefit - Medicare	\$1,807	\$1,490	\$1,313	\$1,378	\$2,937	\$3,607
	401	194	Benefit - Unemployment Comp.	\$560	\$627	\$285	\$500	\$1,926	\$2,292
	401	196	Benefit - Health Insurance	\$20,516	\$6,923	\$9,000	\$9,320	\$51,494	\$70,116
	401	197	Benefit - Pension Contribution	\$18,531	\$14,696	\$13,946	\$11,461	\$30,611	\$20,117
	401	198	Benefit - Life/ADD/Short Dis.	\$750	\$536	\$735	\$530	\$1,253	\$1,527
	401	199	Benefit - Dental Insurance	\$727	\$384	\$458	\$432	\$2,877	\$2,318
	401	354	Insurance - Worker's Comp.	\$298	\$214	\$153	\$141	\$315	\$350
			Department 401 TOTALS	\$175,624	\$134,182	\$124,157	\$124,852	\$307,474	\$370,643

* This salary is split between Fund 01, Department 401 (92%) and Fund 09, Department 436 (8%).

** \$33,875 of this line item is paid by Fund 01, Department 401 (65%) and Fund 09, Department 436 (35%).

^ This line-item object was reclassified in 2022; Was previously titled Salary - Professional Staff.

^^ This line-item object was reclassified in 2022; Was previously titled Salary - Intern.

¹¹⁰ Four members of Council confirmed their intention to not accept their annual stipends after the 2022 budget

was adopted. Those stipends have been directed to support additional Police Training.

contained in this department along with the Borough Manager's salary and all associated tax deductions and benefits for both.

The new department has four full-time staff and one intern. The part-time in-house custodian that was added in FY2018 remains budgeted in Department 430 (Public Works) but reports to the Assistant Borough Manager in Department 401.

Both the Borough Secretary and Borough Treasurer (both are statutorily mandated positions in PA Borough Code) are budgeted in this department. The Borough Manager assumes the duties of Treasurer, while the Assistant Borough Manager assumes the duties of Secretary.

Object 105
Salary – Mayor

Salary for the Mayor per the Borough Code.

Object 110
Salary – Borough Manager

Salary for the Borough Manager/Treasurer. 8% of this salary is reimbursed by GBSWA.

Object 112
Salary – Full Time

Salary for the Accountant I/Finance Assistant. 35% of this salary is reimbursed by GBSWA. The salary of the Assistant Borough Manager is also budgeted in this line item.

Object 113
Salary – Intern

Salary for the part-time intern.

Object 114
Salary – Professional Staff

Salary for the Human Resources Coordinator/Project Management Assistant.

Object 189
Benefit – Vision Insurance

The cost to supply this insurance benefit for personnel in this department.

Object 192
Benefit – FICA
Employer paid portion of Social Security Insurance

for personnel in this department.

Object 193
Benefit – Medicare

Employer paid portion of Medicare Insurance for personnel in this department.

Object 194
Benefit – Unemployment Compensation

The cost to supply this insurance benefit for personnel in this department.

Object 196
Benefit – Health Insurance

The cost to supply this insurance benefit for personnel in this department.

Object 197
Benefit – Pension Contribution

Per the pension programs, employees contribute 0% toward the pension fund. This represents the cost of the Borough's contribution to employee's pensions in this department.

Object 198
Benefit – Life/ADD/Short Term Disability

The cost to supply this insurance benefit for personnel in this department.

Object 199
Benefit – Dental Insurance

The cost to supply this insurance benefit for personnel in this department.

Object 354
Insurance – Worker's Compensation

The cost to supply this insurance benefit for personnel in this department.

Department 402
Finance

The Finance Department was disbanded in 2020 along with the elimination of the Finance Director position. A new job description was created with

Table 61 – General Fund Department 403 (Tax Collection)

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Expenditures	403	115	Salary - Part Time Staff	\$8,000	\$8,000	\$7,500	\$7,500	\$8,500	\$8,500
	403	192	Benefit - FICA	\$496	\$496	\$465	\$465	\$527	\$527
	403	193	Benefit - Medicare	\$116	\$116	\$110	\$110	\$123	\$123
	403	210	Operating Supplies	\$1,500	\$1,500	\$1,500	\$1,700	\$1,700	\$1,150
	403	309	Tax Collection Fees	\$15,000	\$15,000	\$16,000	\$16,000	\$17,405	\$17,400
	403	353	Insurance - Bond	^^^	^^^	\$258	\$258	\$258	\$250
Department 403 TOTALS				\$25,112	\$25,112	\$25,833	\$26,033	\$28,513	\$27,950

fewer duties and no supervisory duties. The new position was titled Accountant II/Assistant Project Manager and was never filled. The Borough's administrative needs were reassessed in 2021 as the Borough began financial recovery from the Pandemic. A new position and job description was created. The Borough's new Human Resources Coordinator begins work in 2022 and is budgeted within the Office of the Manager (Department 401).

Department 403 **Tax Collection**

The only salary and associated tax deductions in this department is that of the tax collector. There are also small, budgeted amounts for the collection of the EIT/LST taxes and for office supplies. This is outlined in **Table 61**.

Object 115 **Salary – Part Time Staff**

Stipend for a part time tax collector.

Object 192 **Benefit – FICA**

Employer paid portion of Social Security Insurance.

Object 193 **Benefit – Medicare**

Employer paid portion of Medicare Insurance.

Object 210 **Operating Supplies**

Estimated cost for office and other supplies.

Object 309 **EIT¹¹¹ / LST¹¹² Tax Collection Fees**

Costs associated with the collection of taxes.

Object 353 **Insurance - Surety & Fidelity**

Premium cost for this insurance coverage.



¹¹¹ EIT = Earned Income Tax.

Department 405

Human Resources / Borough Secretary

The Human Resources / Borough Secretary Department was disbanded in 2020. All employees in this department have been moved to Department 401 – Office of the Manager. The dissolution of the department was in response to revenue losses incurred by the COVID-19 Pandemic.

Department 409 **General Government Administration**

Table 62 highlights the various line items in this department. There are no staff salaries in this department. This department shows expenses for the everyday operations of the Borough that do not naturally fit into other departments. This department contains operating (office) supplies, legal fees, professional services, insurance premiums, utility bills, information technology fees, software fees, bank fees, repairs to equipment and property, etc.

Object 210 **Operating Supplies**

General office and other miscellaneous operating supplies.

Object 215 **Postage**

Costs associated with sending letters and notices out in the mail, via the United States Postal Service or other means.

Object 217 **Merchandise (Flags, Pins, etc.)**

The Borough sells various merchandise items like maps, pins, flags, etc. This line item is used to purchase these merchandise items from the Borough's vendors.

Object 218 **Public Relations**

This line item was previously named 'Newsletter' in previous budgets. Print and broadcast media are covered in this line item. Funds here cover two issues of a Borough Newsletter, 24 taped broadcasts of both monthly Council meetings (business meeting and work session meeting), and an appropriation to ACTV (community Media) to assist them with capital purchases. Council

¹¹² LST = Local Services Tax.

meetings can be viewed on Channel 12 and are also available for viewing anytime online at www.CommunityMedia.net or on the Borough's Facebook Page www.facebook.com/Borough-of-Gettysburg.

Object 252

Computer/Copier/Video Parts

This line item funds one new computer for staff, repairs to the copier machine and fax machine.

Object 260

Small Tools/Equipment (minor)

This is a miscellaneous line item in the event it is needed.

Object 310

Professional/Other Services

Covers third party consulting fees. Consulting fees for Michael Baker International¹¹³ and WareHaus¹¹⁴ Architects are budgeted in this line item. Both will be conducting work on CIP 415-04, CIP 415-05, CIP 415-06, and CIP 465-01.

Object 311

Engineering Accounting/Auditing Services

This line item accounts for the annual audit, the Department of Community and Economic Development (DCED) single audit for grants, TAP¹¹⁵ & CMAQ¹¹⁶ Grant Audit, the Governmental Accounting Standards Board (GASB) pension audit, and any other audits required of the Borough.

**Table 62 – General Fund Department 409
(General Government Administration)**

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Expenditures	409	210	Operating Supplies	\$23,500	\$20,250	\$20,401	\$20,250	\$20,250	\$20,500
	409	215	Postage	\$2,450	\$2,195	\$1,450	\$1,450	\$2,444	\$2,000
	409	217	Merchandise (Flags, Pins, etc.)	\$300	\$250	\$2,500	\$1,250	^^^	\$500
	409	218	Public Relations	\$2,400	\$6,000	\$11,100	\$14,400	\$16,600	\$23,630
	409	252	Computer/Copier/Video Parts	\$1,750	\$5,650	\$1,250	\$1,000	\$2,407	\$2,500
	409	260	Small Tools/Equipment (minor)	\$300	\$250	\$250	\$250	\$250	\$250
	409	310	Professional/Other Services	\$16,600	\$2,000	^^^	^^^	\$750	\$68,500
	409	311	Accounting/Auditing Services	^^^	^^^	^^^	^^^	\$22,000	\$20,240
	409	313	Engineering and Architectural	\$10,000	\$10,750	\$12,000	\$10,000	\$30,000	\$20,000
	409	314	Special Legal Services - Ord. Review	\$3,000	\$7,000	\$8,000	\$9,000	\$7,811	\$7,500
	409	317	Legal Services - Borough Solicitor	\$67,000	\$60,000	\$55,000	\$52,500	\$55,853	\$55,500
	409	318	Legal Services - Labor	\$22,500	\$10,000	\$12,500	\$12,500	\$14,091	\$14,000
	409	321	Telephone (landline)	\$3,400	\$4,290	\$4,479	\$4,500	\$3,244	\$3,113
	409	324	Telephone (wireless)	\$380	\$360	\$1,200	\$1,410	\$2,780	\$2,780
	409	325	Internet Fees	\$300	\$2,050	\$2,378	\$3,100	\$4,511	\$6,837
	409	329	Computer Software Fees	\$14,440	\$10,440	\$18,710	\$17,122	\$17,337	\$19,106
	409	331	Travel Reimbursement	\$900	\$325	\$1,405	\$1,300	\$200	\$200
	409	341	Legal Advertising	\$4,000	\$2,750	\$6,560	\$7,000	\$6,750	\$6,750
	409	352	Insurance - Liability	\$700	\$776	\$1,000	\$728	\$764	\$810
	409	353	Insurance - Surety & Fidelity	\$1,975	\$2,067	\$2,400	\$2,400	^^^	\$565
	409	355	Insurance - Public Official	\$7,000	\$8,659	\$8,660	\$5,109	\$9,577	\$9,552
	409	356	Insurance - Property	\$4,950	\$5,408	\$5,120	\$5,510	\$7,298	\$8,382
	409	357	Insurance - Inland Marine	^^^	^^^	\$61	\$62	\$66	\$75
	409	359	Insurance - Commercial Umbrella	\$2,205	\$2,916	\$1,400	\$1,280	\$1,307	\$1,385
	409	361	Public Utility - Electric	\$46,000	\$45,250	\$55,250	\$30,000	\$30,000	\$30,000
	409	362	Public Utility - Gas	\$150	\$825	\$1,100	\$7,000	\$6,000	\$5,000
	409	364	Public Utility - Sewer	\$700	\$600	\$788	\$788	\$700	\$650
	409	366	Public Utility - Water	\$1,000	\$1,150	\$1,500	\$1,500	\$1,250	\$1,250
	409	368	Public Utility - Storm Water	^^^	^^^	^^^	\$1,425	\$1,425	\$1,425
	409	373	Repairs & Maintenance - Buildings	\$5,000	\$7,475	\$8,200	\$10,750	\$9,500	\$8,250
	409	374	Repairs & Maintenance - Machinery	\$16,000	\$15,250	\$16,750	\$16,500	\$16,825	\$16,325
	409	384	Rent of Machinery/Equipment	\$800	\$600	\$625	\$625	\$625	\$625
	409	388	Commission - County Lot	\$10,800	\$9,000	\$3,275	\$10,000	\$6,250	\$9,915
	409	390	Bank Service Charges/Fees	\$5,900	\$6,920	\$5,900	\$5,900	\$5,900	\$5,550
	409	420	Dues/Subscriptions/Memberships	\$6,800	\$7,460	\$7,785	\$7,004	\$7,230	\$7,235
	409	452	Contracted IT/Network Services	\$4,650	\$7,705	\$8,450	\$8,280	\$8,280	\$8,280
	409	460	Continuing Education/Training	\$12,300	\$11,100	\$12,275	\$11,000	\$2,500	\$12,500
	Department 409 TOTALS			\$300,150	\$277,721	\$299,722	\$282,893	\$322,775	\$401,680

¹¹³ <https://mbakerintl.com/>

¹¹⁴ <https://warehausae.com/>

¹¹⁵ TAP = Transportation Alternatives Program.

¹¹⁶ CMAQ = Congestion Mitigation and Air Quality Improvement.

Object 313Engineering and Architectural

Covers ordinance rewriting work, meeting attendance, CIP¹¹⁷ updates, and general engineering costs by the Borough Engineer.

Object 314Special Legal Services – Ordinance Reviews

Covers preparation and review of ordinances by the Borough Solicitor prior to adoption.

Object 317Legal Services – Borough Solicitor

Covers the costs associated with the Borough Solicitor preparing for and attending Borough Council Meetings.

Object 318Legal Services – Labor

Covers the cost of the Borough's Labor Attorney (Campbell, Durrant, Beatty & Palombo). Used in conjunction with any labor or union contractual matters that may arise from time-to-time.

Object 321Telephone (landline)

Cost of landline phone service in the Municipal Building.

Object 324Telephone (wireless)

Cell phone service for the Mayor, Borough Manager/Treasurer, and Assistant Borough Manager/Secretary.

Object 325Internet Fees

Fees for a static IP¹¹⁸ address associated with the Borough's business cable and internet service in the Borough Building.

Object 329Computer Software Fees

This line item funds the following:

- ✚ Government-wide financial, personnel, and accounting software by FREEDOM Systems,
- ✚ Customer support from FREEDOM Systems,

- ✚ Virtual Towns and Schools (VTS)¹¹⁹ website hosting and maintenance fees,
- ✚ ADOBE & ADOBE Sign,
- ✚ Office 365 online cloud hosting platform and,
- ✚ eCode 360, a searchable and online version of the Borough Code and ordinance platform on the Borough website.

Object 331Travel Reimbursement

Used to reimburse travel expenses incurred on business trips.

Object 341Legal Advertising

Required by law, the Borough must advertise public meetings and ordinances prior to adoption. This line item funds these statutorily mandated notices.

Object 352Insurance – Liability

Premiums for insurance coverage.

Object 353Insurance – Surety & Fidelity

Premiums for insurance coverage.

Object 355Insurance – Public Official

Premiums for insurance coverage.

Object 356Insurance – Property

Premiums for insurance coverage.

Object 357Insurance – Inland Marine

Premiums for insurance coverage.

Object 359Insurance – Commercial Umbrella

Premiums for insurance coverage.

Object 361Public Utility – Electric

Electric bills in the Borough Building.

¹¹⁷ CIP – Capital Improvement Plan.

¹¹⁸ IP = Internet Protocol Address.

¹¹⁹ VTS was acquired by CivicPlus in 2018 but will continue to provide hosting and support services to the Borough for its website.

Object 362
Public Utility – Gas
 Natural gas bills in the Borough Building.

Object 364
Public Utility – Sewer
 Sewer bills.

Object 366
Public Utility – Water
 Water bills.

Object 368
Public Utility – Storm Water
 Gettysburg Borough recently incorporated the Gettysburg Borough Storm Water Authority (GBSWA). Its mission is to manage and fund all the MS4 requirements of the Borough. GBSWA has implemented a fee on each parcel in the Borough to help fund these programs. This new line item represents the fees the Borough must pay to GBSWA on the following Borough-owned properties:

- ✚ 59 East High Street
- ✚ 30 North Stratton Street
- ✚ Brickyard Alley
- ✚ 340 Baltimore Street, and
- ✚ 0 South Washington Street.

The Borough owns other building but are budgeted in their respective departments.

Object 373
Repairs & Maintenance – Buildings
 Used for unexpected building maintenance and to plan for known larger maintenance items in the future. It also covers Ehrlich pest control services and CINTAS carpet cleaning services.

Object 374
Repairs & Maintenance – Machinery
 This line item covers ongoing maintenance systems in the Borough Building. They include:

- ✚ BFPE International (fire Alarm Testing),
- ✚ Susquehanna Auto Sprinkler System testing,
- ✚ Schindler Elevator service,
- ✚ CSE (Control, Service, and Engineering) (HVAC) system maintenance,
- ✚ Eicholtz copier/printer service agreement,

- ✚ Cummins Power Systems emergency generator services, and
- ✚ A small fund for miscellaneous unforeseen needs.

Object 384
Rent of Machinery/Equipment
 Covers the rental of the postage meter machine.

Object 388
Commission – County Lot
 The Borough has revenue sharing agreements with the owners of a couple surface parking lots. This covers the commission checks for those lots.

Object 390
Bank Service Charges/Fees
 This line item covers the possibility of having to issue a ‘stop payment’ order on a check, covers the cost of the coin counting machine, and covers the rental fees for the remote capture check processing machine (RDC).

Object 420
Dues/Subscriptions/Memberships
 Covers the cost for the following memberships:

- ✚ International City Manager’s Association (ICMA)
- ✚ Adams County Economic Development Corporation (ACEDC),
- ✚ Adams County Borough’s Association,
- ✚ Adams County Council of Governments (COG),
- ✚ Government Finance Officers Association (GFOA),
- ✚ ASCAP and BMI music licenses,
- ✚ American Society for Public Administration (ASPA)
- ✚ The Borough Secretary’s notary license,
- ✚ Adams County Chamber of Commerce,
- ✚ Pennsylvania League of Cities (PML)
- ✚ Pennsylvania Employer Labor Relations Association (PELRAS), and the
- ✚ Pennsylvania Association of Boroughs (PSAB).

Object 452
Contracted IT/Network Services
 Covers contracted IT management services with TREYSTA.



Object 460Continuing Education/Training

Pays for professional development, training, and conferences to include:

- ✚ PML¹²⁰ Conference attendance,
- ✚ PELRAS¹²¹ conference attendance,
- ✚ GFOA¹²² conference attendance,
- ✚ APMM¹²³ conference attendance,
- ✚ HRC¹²⁴ Training, and
- ✚ additional FREEDOM Systems training.

Department 410Police

The Police Department accounts for the largest portion of expenditures in the General Fund. This is historically true for Gettysburg and most other municipalities as well. **Table 63** shows the details for the department. The total budget for the police department is \$288,050 more than FY2021 – which is an historic increase in departmental funding - which returns the department to full staffing levels and makes major investments in physical plant and technology upgrades. The Department's budgeted amount of \$1,990,954 accounts for 30% of overall General Fund expenditures. If the interfund transfers out were not included in the General Fund budget, the Department would make up 41% of General Fund expenditures – which is in line with previous budgets.

Object 110Salary – Chief of Police

Salary for the Chief of police is budgeted at 6% above the highest paid subordinate in the department.

Object 112Salary – FullTime

This line item funds the salary of all full-time officers in the department.



¹²⁰ PML – Pennsylvania Municipal League.

¹²¹ PELRAS – Public Employers Labor Relations Advisory Service.

¹²² Government Finance Officers Accounting Association.

¹²³ Association of Pennsylvania Municipal Managers.

Object 114Salary – Professional Staff

Salary for the Police Secretary.

Object 115Salary – Part Time Staff

This line-item funds shifts filled with part-time officers. Per an agreement with Teamsters Local Union 776, vacancies may be filled with part-time officers as opposed to requiring vacancies be filled with full-time officers at overtime wages, whether that shift vacancy be created by a vacation, personal leave, sick leave, or for extra duty in high-demand situations.

Object 117Salary – Auxiliary Police

Used for officers called in to staff special events, like parades and festivals. The wage rate for an Auxiliary Officer in FY2022 increases to \$14.50 per hour.

Object 135Contracted Services

Funds services provided by a third party for Internal Affairs investigations and background checks and other items listed below:

- ✚ Background checks, and
- ✚ Lexipol¹²⁵.

Object 172Other Comp./Leave-Holiday

This line item is new in FY2022 and is used to track paid time off for staff.

Object 180Other Comp./Overtime

Per the Collective Bargaining Agreement (CBA) each officer is entitled to a half hour of overtime in each pay period. This is a result of 7, 11.5-hour shifts being scheduled in a two-week period. Additionally, this line item is a projection based on historical trends within the Department, with the anticipation that part-time officers will be used to

¹²⁴ HRC – Human Relations Commission.

¹²⁵ **Lexipol** was founded in 2003 to provide standardized policies and training for law enforcement. **Lexipol** offers a valuable service, particularly for smaller law enforcement agencies that are without the resources to draft and update policies on their own.

fill vacancies rather than offering overtime wages to full-time officers. This is a cost cutting measure that the Union agreed to in a Memorandum of Understanding, signed in March 2015, and continued into the new CBA which began on January 1, 2018.

Object 185

Other Comp./Vacation Pay Buy-Back

At the end of the fiscal year, an officer has the right to accept the cash equivalent of vacation time that was not granted and/or not used in the preceding year.

Object 187

Other Comp./Health Care Buy Out

If an employee voluntarily forfeits Borough-paid healthcare coverage, the employee will receive extra compensation at the end of the fiscal year.

Object 189

Benefit – Vision Insurance

The cost to supply this insurance benefit for personnel in this department.

Object 191

Benefit – Uniform Allowance

The cost for uniform replacement and/or repair for personnel in the department.

Object 192

Benefit – FICA

Employer paid portion of Social Security Insurance. This is strictly for the non-uniform employees in the department and the part-time officers. Per an agreement dating back to the 1960s, full-time officers are exempt from social security, however, do receive a significantly more robust pension package than do the non-uniform employees.

Object 193

Benefit – Medicare

Employer paid portion of Medicare Insurance.



Object 194

Benefit – Unemployment Compensation

The cost to supply this insurance benefit for personnel in this department.

Object 196

Benefit – Health Insurance

The cost to supply this insurance benefit for personnel in this department. Per the labor agreement, the employee will pay 12% of the insurance premium in FY2022.

Object 197

Benefit – Pension Contribution

Per the pension plan, employees contribute 0% toward their pension benefit. The uniform pension plan provides for a more robust payment in retirement than does the non-uniform plan. This relates to the FICA exemption mentioned earlier in this chapter. It should be noted here that the Borough's pension plans are nearly 100% funded!

Object 198

Benefit – Life/ADD/Short Term Disability

The cost to supply this insurance benefit for personnel in this department.

Object 199

Benefit – Dental Insurance

The cost to supply this insurance benefit for personnel in this department.

Object 200

Benefit – Pension Non-Uniform Contribution

Per the pension plan agreement, employees contribute 0% toward their pension benefit. This item funds the non-uniform pension plan of the employees in this department.

Object 210

Operating Supplies

Costs for office supplies and other operating materials.

Object 215

Postage

Cost associated with sending notices out in the mail.



Chapter 11

Fund 01 – General Fund

Object 231

Vehicle Fuel –

Gasoline

Pays for the fuel to keep police cars on the road.



Object 242

Protection to Persons & Property

This line items funds the replacement and/or maintenance of firing range equipment and firearms.

Table 63 –
General Fund Department 410 (Police)

Dept.	Object	Description	2017	2018	2019	2020	2021	2022
410	110	Salary - Chief of Police	\$82,712	\$84,366	\$79,000	\$87,250	\$88,123	\$86,903
410	112	Salary - Full Time	\$558,556	\$638,316	\$667,170	\$684,753	\$664,318	\$691,808
410	114	Salary - Professional Staff	\$47,954	\$49,399	\$50,387	\$51,395	\$51,904	\$29,466
410	115	Salary - Part Time Staff	\$80,000	\$45,000	\$45,000	\$63,750	\$52,752	\$52,200
410	117	Salary - Auxiliary Police	\$1,700	\$1,700	\$1,240	\$1,500	\$1,500	\$1,500
410	135	Contracted Services	\$7,500	\$5,000	\$5,000	\$28,939	\$8,489	\$17,000
410	172	Other Comp./Leave-Holiday	^^^	^^^	^^^	^^^	^^^	\$55,686
410	180	Other Comp./Overtime	\$78,000	\$92,900	\$102,000	\$115,000	\$80,000	\$100,000
410	185	Other Comp./Vacation Pay Buy Back	\$9,675	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
410	187	Other Comp./HealthCareBuyOut	^^^	^^^	^^^	^^^	\$8,000	\$0
410	189	Benefit - Vision Insurance	\$3,412	\$4,100	\$4,100	\$4,250	\$3,900	\$4,192
410	191	Benefit - Uniform Allowance	\$16,750	\$17,000	\$9,860	\$12,000	\$9,860	\$21,000
410	192	Benefit - FICA	\$8,059	\$5,959	\$5,994	\$7,232	\$6,617	\$5,278
410	193	Benefit - Medicare	\$11,183	\$13,435	\$13,776	\$14,688	\$13,992	\$13,352
410	194	Benefit - Unemployment Compensation	\$5,100	\$4,609	\$4,352	\$8,510	\$10,458	\$8,490
410	196	Benefit - Health Insurance	\$174,018	\$196,998	\$243,874	\$247,924	\$228,052	\$268,875
410	197	Benefit - Pension Contribution (MMO)	\$105,830	\$111,208	\$116,126	\$207,915	\$167,299	\$166,356
410	198	Benefit - Life/ADD/Short Term Dis.	\$4,484	\$5,319	\$5,425	\$5,655	\$5,393	\$5,855
410	199	Benefit - Dental Insurance	\$2,645	\$12,384	\$13,628	\$14,328	\$13,885	\$15,676
410	200	Benefit - Pension Non-Uniform	\$7,433	\$8,421	\$8,035	\$6,603	\$7,651	\$2,563
410	210	Operating Supplies	\$6,000	\$7,000	\$9,300	\$9,000	\$7,066	\$14,000
410	215	Postage	\$500	\$500	\$400	\$400	\$256	\$112
410	231	Vehicle Fuel - Gasoline	\$14,750	\$14,750	\$14,500	\$14,500	\$13,240	\$14,250
410	242	Protection to Persons/Property (Ammo)	\$5,500	\$5,000	\$7,000	\$9,250	\$5,295	\$15,250
410	249	TAZER Maintenance	\$5,250	\$5,705	\$5,900	\$6,000	\$4,500	\$6,800
410	251	Vehicle - Parts and Maintenance	\$7,500	\$7,500	\$7,000	\$4,500	\$5,250	\$9,650
410	252	Computer/Copier/Video Parts	\$1,750	\$2,700	\$2,700	\$1,500	\$1,250	\$1,050
410	260	Small Tools/Equipment (minor)	^^^	^^^	^^^	\$2,435	\$2,435	\$2,250
410	301	Towing Costs	\$550	\$550	\$500	\$500	\$645	\$500
410	310	Professional/Other Services	\$3,850	\$6,495	\$6,500	\$5,050	\$5,050	\$1,800
410	314	Special Legal Services	\$52,500	\$20,000	\$20,000	\$40,000	\$50,563	\$60,000
410	321	Telephone (landline)	\$4,250	\$4,770	\$6,546	\$7,800	\$7,073	\$7,540
410	324	Telephone (wireless)	\$3,495	\$3,500	\$4,450	\$9,850	\$7,955	\$11,000
410	325	Internet Fees	^^^	^^^	^^^	\$2,000	\$1,363	\$2,545
410	327	Radio/Equipment Maintenance	\$2,000	\$2,000	\$2,000	\$1,000	\$813	\$2,000
410	329	Computer Software Fees	\$5,500	\$10,600	\$10,800	\$9,236	\$8,288	\$69,063
410	331	Travel Expense Reimbursement	\$250	\$500	\$500	\$500	\$352	\$250
410	350	Insurance - Vehicle	\$7,058	\$5,340	\$4,950	\$6,301	\$6,179	\$7,660
410	351	Insurance - PA Law 477	\$7,721	\$7,721	\$7,721	\$7,721	\$7,771	\$8,850
410	352	Insurance - Liability	\$2,332	\$2,529	\$2,600	\$2,473	\$2,583	\$2,750
410	354	Insurance - Workers Compensation	\$40,461	\$39,003	\$41,550	\$35,784	\$33,897	\$44,554
410	357	Insurance - Inland Marine	\$250	\$926	\$1,000	\$926	\$955	\$1,070
410	358	Insurance - Law Enforcement Liability	\$25,038	\$31,867	\$22,716	\$27,539	\$28,928	\$30,063
410	359	Insurance - Commercial Umbrella	\$7,373	\$9,505	\$3,700	\$4,361	\$4,461	\$4,730
410	374	Machinery and Equipment Repairs	\$500	^^^	^^^	^^^	\$1,200	\$1,200
410	410	Judgements and Damages	\$20,000	\$10,000	^^^	^^^	^^^	\$0
410	420	Dues/Subscriptions/Memberships	\$1,000	\$740	\$750	\$2,300	\$2,300	\$2,755
410	452	Contracted IT Services	\$5,800	\$16,100	\$10,995	\$11,160	\$10,656	\$10,656
410	460	Continuing Education/Training	\$10,000	\$7,750	\$7,350	\$10,000	\$7,000	\$15,000
410	740	Capital Purchase/Machinery	\$23,250	\$23,000	\$37,776	\$43,259	\$48,387	\$66,971
410	750	Capital Purchase/Minor Machine	^^^	^^^	^^^	\$3,200	^^^	\$25,435
Department 410 TOTALS			\$1,469,439	\$1,547,165	\$1,619,171	\$1,845,237	\$1,702,904	\$1,990,954

Object 249TAZER Maintenance

The line items fund TAZERS and associated supplies.

Object 251Vehicle – Parts and Maintenance

The department has several aging vehicles that require significant maintenance needs throughout the year. However, this line item is reduced from previous budgets due to the new leasing program the Borough has entered – known as the Enterprise Fleet Management Program. This will help stabilize the Borough's capital expenses and maintenance costs moving forward.

Object 252Computer/Copier/Video Parts

Used to purchase replacement computer/printer equipment as needed, including various parts for maintenance.

Object 260Small Tools/Equipment (minor)

This line item is used to calibrate the Borough's VASCAR¹²⁶ system, Speed-o-Meters, and ENRAD¹²⁷.

Object 301Towing Costs

Costs associated where the department is required to tow a vehicle.

Object 310Professional/Other Services

This line item funds the following:

- ✚ CBY Services,
- ✚ NMS Laboratories,
- ✚ YIS Services, and
- ✚ Miscellaneous items.

Object 314Special Legal Services

Used if any labor disagreements or disputes arise throughout the year. The Borough's labor attorney is Campbell, Durant, Beatty & Palombo.

Object 321Telephone (landline)

Landline phone bills:

- ✚ Verizon,
- ✚ TTY, and
- ✚ CenturyLink FAX.

Object 324Telephone (wireless)

Cellular phone bills for departmental staff.

Object 325Internet Fees

Shentel Fiber Optic Cable for high-speed internet service.

Object 327Radio/Equipment Maintenance

Maintenance for radios used by the officers.

Object 329Computer Software Fees

Funds the following computer software applications and a major technology upgrade:

- ✚ CODY RMS¹²⁸ System,,
- ✚ eCode360,
- ✚ VTS department webpage,
- ✚ MS server and licenses,
- ✚ ADOBE & ADOBE Sign,
- ✚ CNET, and
- ✚ UPSafety online citation and ticketing applications.

Object 331Travel Expense Reimbursement

Reimbursement for business related trips if personal vehicles are used.

Object 350Insurance – Vehicle

Premiums associated with insurance coverage.

Object 351Insurance – PA Law 477

Premiums associated with insurance coverage.

¹²⁶ VASCAR (Visual Average Speed Computer and Recorder).

¹²⁷ ENRAD (Electronic Non-Radar Device).

¹²⁸ RMS – Records Management System.

Object 352Insurance – Liability

Premiums associated with insurance coverage.

Object 354Insurance – Workers Compensation

Premiums associated with insurance coverage.

Object 357Insurance – Inland Marine

Premiums associated with insurance coverage.

Object 358Insurance – Law Enforcement Liability

Premiums associated with insurance coverage. This line item more than doubled from the 2016 budget based on a significant incident in the department and subsequent threatened litigation.

Object 359Insurance – Commercial Umbrella

Premiums associated with insurance coverage.

Object 384Rent of Machinery & Equipment

This covers the full-service lease on the department's FAX / copier / printer machine.

Object 420Dues/Subscriptions/Memberships

Covers the cost for the following:

- ✚ IACP¹²⁹,
- ✚ PCPA,¹³⁰
- ✚ Public Employees Law Newsletter,
- ✚ Adams County Chiefs Association, and
- ✚ DLA Law Enforcement Surplus.

Object 452Contracted IT Services

Departmental costs associated with IT management services as contracted through TREYSTA.

Object 460Continuing Education/Training

Funds various training opportunities as may arise throughout the year.

Object 740Capital Purchase/Machinery

This line item incorporates the new Enterprise Fleet Management Program, which stabilizes the Borough's vehicle capital expenses and maintenance costs in the longer term. This line item will fund:

- ✚ Two (2) 2018 Ford Interceptor SUVs,
- ✚ Two (2) 2020 Dodge Charger AWDs,
- ✚ One (1) 2021 Dodge Durango, and
- ✚ Three (3) 2022 Ford Interceptor SUVs.

Object 750Capital Purchase/Minor Machine

Covers the cost associated with any unexpected purchases needed during the year.

Department 411**Fire**

This department is different from the ordained Fire Tax millage of 0.25 mills, which is accounted for by Fund 03. Emergency Management planning, insurances, and utility bills make up about half of this department's expenses. The other half is a pass-through line item from the State. **Table 64** details these costs. It is a requirement (State mandate) that each municipality provide for the provision of fire protection services. This can be done by raising each municipality's own fire department or by utilizing the services of a fire department from a neighboring municipality. Several municipalities around Gettysburg utilize the Gettysburg Fire Department to comply with this fire protection mandate. As such, the Borough should not be solely responsible for the costs associated with keeping

Table 64 – General Fund Department 411 (Fire)

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Expenditures	411	354	Insurance - Worker's Compensation	\$20,000	\$17,840	\$18,575	\$15,769	\$15,769	\$18,200
	411	361	Public Utility - Electricity (siren)	\$200	\$227	\$250	\$250	\$250	\$250
	411	363	Public Utility - Hydrant Services	\$3,600	\$3,660	\$3,660	\$4,100	\$4,100	\$4,100
	411	544	Non-Governmental Appropriations - Fire Fighters Relief	\$43,000	\$38,000	\$31,500	\$38,000	\$38,000	\$38,500
	Department 411 TOTALS			\$66,800	\$59,727	\$53,985	\$58,119	\$58,119	\$61,050

¹²⁹ IACP (International Association of Chiefs of Police).

¹³⁰ PCPA - Police Chiefs of Pennsylvania Association.

Table 65 – General Fund Department 413 (Code Enforcement)

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Expenditure	413	135	Contracted Services	\$50,000	\$50,000	\$75,000	\$75,000	\$50,000	\$12,500
	413	215	Postage	\$1,000	\$500	\$100	\$50	\$50	\$1,600
	413	317	Legal Services - Borough Solicitor	^^^	^^^	^^^	^^^	^^^	\$3,500
	413	329	Computer Software Fees	^^^	^^^	^^^	^^^	^^^	\$11,575
	413	460	Continuing Education/Training	^^^	^^^	^^^	^^^	^^^	\$2,000
	Department 413 TOTALS			\$51,000	\$50,500	\$75,100	\$75,050	\$50,050	\$31,175

the Gettysburg Fire Department viable, which is the reason many local municipalities have enacted the Fire Protection millage associated with Fund 03.

Object 363Public Utility – Hydrant Service

Cost associated with fire hydrant inspections.

Object 354Insurance – Worker's Compensation

By state mandate, the Borough is responsible to pay premiums for the Fire Department's personnel. State aid does help with this premium. However, Gettysburg should not be responsible for this premium exclusively, as other municipalities utilize the services of the Gettysburg Fire Department.

Object 361Public Utility – Electricity

Cost of electric bills associated with the fire siren.

Object 544Non-Governmental Appropriations –Fire Fighters Relief

Costs associated with providing insurance for the state's cancer presumption law. The Borough does receive some state aid for this expense. However, Gettysburg should not be responsible for this premium exclusively, as other municipalities utilize the services of the Gettysburg Fire Department.



Table 66 –
General Fund Department 414 (Planning)

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Expenditures	414	110	Salary - Planning Director	\$53,300	\$54,366	\$55,453	\$126,500	\$65,535	\$65,901
	414	112	Salary - Full Time Staff	^^^	\$43,726	\$48,501	\$45,494	\$46,404	\$96,463
	414	114	Salary - Professional Staff*	^^^	^^^	^^^	^^^	\$63,495	\$22,348
	414	172	Other Comp./Leave-Holiday	^^^	^^^	^^^	^^^	^^^	\$8,159
	414	189	Benefit - Vision Insurance	\$254	\$550	\$550	\$950	\$750	\$873
	414	192	Benefit - FICA	\$3,305	\$6,082	\$6,445	\$10,664	\$10,877	\$11,958
	414	193	Benefit - Medicare	\$773	\$1,423	\$1,508	\$2,494	\$2,544	\$2,797
	414	194	Benefit - Unemployment Compensation	\$280	\$570	\$570	\$1,500	\$1,800	\$2,010
	414	196	Benefit - Health Insurance	\$11,030	\$20,798	\$26,231	\$51,008	\$39,646	\$51,157
	414	197	Benefit - Pension Contribution	\$8,261	\$16,160	\$16,215	\$13,405	\$25,838	\$15,755
	414	198	Benefit - Life/ADD/Short Term Disability	\$327	\$745	\$787	\$1,221	\$1,263	\$2,106
	414	199	Benefit - Dental Insurance	\$1,037	\$1,440	\$1,800	\$2,880	\$2,876	\$2,607
	414	210	Operating Supplies	\$2,500	\$2,270	\$5,465	\$5,000	\$5,000	\$6,500
	414	215	Postage	\$350	\$75	\$2,000	\$2,000	\$800	\$2,000
	414	252	Computer/Copier/Video Parts	\$875	\$500	\$1,750	\$500	\$500	\$1,200
	414	303	Engineering - Ordinance Amendments	\$10,000	\$6,000	\$6,000	\$6,000	\$5,000	\$5,000
	414	304	Engineering - Other Services	\$500	\$500	\$500	\$500	\$5,000	\$7,250
	414	314	Special Legal Services	\$5,500	\$5,550	\$6,000	\$8,000	\$5,000	\$8,000
	414	317	Legal Services - Zoning Hearing Board	\$3,000	\$6,000	\$6,000	\$6,000	\$2,000	\$4,000
	414	318	Legal Services - Ordinance Amendment Review	\$4,000	\$6,000	\$6,000	\$6,000	\$4,000	\$7,500
	414	324	Telephone - Landline	^^^	^^^	^^^	^^^	\$1,404	\$1,752
	414	329	Computer Software Maintenance Fees	\$10,000	\$7,100	\$9,400	\$17,214	\$17,286	\$16,965
	414	341	Legal Advertising	\$900	\$850	\$2,500	\$2,500	\$2,500	\$1,500
	414	354	Insurance - Worker's Compensation	\$128	\$97	\$175	\$270	\$276	\$300
	414	420	Dues/Subscriptions/Memberships	\$1,300	\$1,300	\$680	\$1,260	\$705	\$705
	414	452	Contracted IT Management Services	\$575	\$625	\$1,320	\$2,160	\$2,160	\$3,240
	414	460	Continuing Education/Training	\$3,500	\$3,500	\$2,500	\$2,500	\$1,000	\$6,500
	414	750	Capital Purchase/Minor Machine	^^^	^^^	\$1,600	^^^	\$500	\$2,300
	Department 414 TOTALS			\$121,695	\$186,227	\$209,950	\$316,020	\$314,159	\$356,846

* This salary is split between Fund 01, Department 414 (35%) and Fund 09, Department 436 (65%).

Department 413
Code Enforcement

The Borough is busy enough to justify a full-time code enforcement officer position. This concept was envisioned in the 2015 budget and was funded accordingly. The position was never filled, however, as a suitable candidate was not able to be identified through the employee search process. Also, in 2015, the Borough contracted with the newly formed Pennsylvania Municipal Code Alliance (PMCA) for Universal Code Compliance (UCC) inspection services. The demands for Code services identified in 2015 remain. As such in 2021, Borough Council authorized another search for a suitable in-house Code Officer. That candidate was identified and began work in December 2021. PMCA remains affiliated with Gettysburg Borough for its UCC services, but many routine code enforcement matters are now in-house. As such, the budget in this department has decreased since PMCA will not be used for routine code enforcement matters in FY2022 and beyond. However, PMCA and the Borough's code enforcement personnel work very closely with the Department of Planning and Historic Preservation. **Table 65** reviews these expenses.

Object 135

Contracted Services

Covers the cost of PMCA's Code Enforcement Officer's hours of work – a decrease of \$62,500 from 2020 levels.

Object 215

Postage

Postal fees associated with mailing violation notices to property owners.

Object 329

Computer Software Fees

Fees associated with code enforcement and property management software packages that integrate with the Borough's enterprise software programs.



Object 460

Continuing Education/Training

Fees associated with the professional development of the Code Compliance Officer and to remain current on required certifications.

Department 414

Planning & Historic Preservation

This department has four non-union employees:

- ✚ Director of Planning, Zoning, and Code Enforcement,
- ✚ Director of Historic and Environmental Preservation,
- ✚ Code Compliance Officer, and
- ✚ an Administrative Assistant.

This is a significant change in staffing from previous years. In previous budgets, this department oversaw and managed both the Code Enforcement Officer (Department 413) and the reconstituted Parking Department (Department 445). The rationale for placing both code and parking enforcement under the Planning Department was based on the concept that both functions enforce various ordinances in the Borough – ordinances that largely are based on planning and zoning matters that fall within the broader context of strategic and comprehensive planning, which is a function of the Planning Department. However, the workload and importance of the Parking Department to the overall fiscal health of the Borough necessitated a full-time manager in that department. As such, the duties of management of the Parking Department have been removed from the Planning Department. The separation of these duties continues in FY2022.

Similarly, the Borough is very busy with the issuance of permits. Continuing duties in FY2022 come in the form of Storm Water Management. The incorporation of GBSWA provided a revenue source to bring on an additional staff member to assist with the voluminous duties in the Planning Department. As such, planning functions have been separated out from the Historic Preservation and Environmental Preservation duties. GBSWA does partially reimburse the Borough for staff time in this

department. Most line items in this department are self-explanatory and are highlighted in **Table 66**.

Object 110

Salary – Planning Director

Planning Director salary – exempt from overtime.

Object 112

Salary – Full Time Staff

The salary for the Management Assistant and Code Compliance Officer.

Object 114

Salary – Professional Staff

Salary for the Director of Historic and Environmental Preservation. 65% of this salary is reimbursed by GBSWA.

Object 172

Other Comp./Leave-Holiday

Line item is used to track paid time off for departmental staff.

Object 189

Benefit – Vision Insurance

Cost of providing this benefit to employees.

Object 192

Benefit – FICA

Employer paid portion of Social Security Insurance.

Object 193

Benefit – Medicare

Employer paid portion for Medicare Insurance.

Object 194

Benefit – Unemployment Compensation

Cost of providing this benefit to employees.

Object 196

Benefit – Health Insurance

Cost of providing this benefit to employees.

Object 197

Benefit – Pension Contribution

The non-uniform pension plan stipulates that employees contribute 0% to the pension plan. This line item represents the Borough's portion of funding the pension plan.

Object 198

Benefit – Life/ADD/Short Term Disability

Cost of providing this benefit to employees.

Object 199

Benefit – Dental Insurance

Cost of providing this benefit to employees.

Object 210

Operating Supplies

Office and other supplies needed to perform the duties of the department.

Object 215

Postage

Costs associated with mailing permits and other documents to applicants.

Object 252

Computer/Copier/Video Parts

Used to purchase replacement computer/printer equipment as needed, including various parts for maintenance.

Object 303

Engineering – Ordinance Amendment

Used for subdivision and land development ordinance revisions.

Object 304

Engineering – Other Services

Miscellaneous engineering needs.

Object 314

Special Legal Services

General legal services for the department.

Object 317

Legal –Zoning Hearing Board

Legal services associated with the Zoning Hearing Board.

Object 318

Legal – Ordinance Amendment Reviews

Legal services for the review of amendments to zoning ordinances.

Object 324

Telephone – Landline

Covers the fees associated with office phones.



Object 329Computer/Software Maintenance Fees

Funds the following computer software fees:

- ✚ FREEDOM systems land management software,
- ✚ ADOBE and ADOBE Sign,
- ✚ MS Office 365,
- ✚ Global Information Systems (GIS) software, and
- ✚ Department web page and hosting fees, which includes eCode 360 – an online searchable code and zoning application.

Object 341Legal Advertising

Costs to advertise meetings, etc.

Object 354Insurance – Worker's Compensation

Cost of providing this benefit to employees.

Object 420Dues/Subscriptions/Memberships

Funds the following memberships:

- ✚ American Planning Association,
- ✚ International Code Council,
- ✚ National Trust for Preservation Forum,
- ✚ American Planning Association Publications, and the
- ✚ Adams County Historic Society Membership.

Object 452Contracted IT Management Services

Provides IT management services for the department by TREYSTA, Inc.

Object 460Continuing Education/Training

This item provides training for staff, boards, and commissions. Most of this line item is designated for



the Planning Director's attendance at a planning conference.

Object 750Capital Purchase/Minor Machines

Covers the cost for an unexpected purchase during the year.

Department 415Emergency Management

This department provides funds for the Borough's Emergency Management (EM) Coordinator. The EM Coordinator works very closely with the Borough Manager, Gettysburg Fire Department, Gettysburg Police Department, and Adams County Emergency Services when emergencies arise. See **Table 67**.

Object 220Civil Service Testing Supplies

Pays for various supplies needed to plan Civil Service exams.

Object 310EMA Coordinator Stipend

Provides a small stipend for the EM Coordinator for his/her time. It is not a full or part time staff position.

Object 460Civil ServiceTraining & Testing

Costs associated with administering a Civil Service Exam by a third party, independent of the Police Department.



Table 67 – General Fund Department 415 (Emergency Management)

Expenditure	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	415	220	Civil Service Testing Supplies	\$200	\$200	^^^	\$400	^^^	\$750
	415	310	EMA Coordinator Stipend	\$1,500	\$750	\$750	\$750	\$750	\$750
	415	460	Civil Service Training & Testing	\$500	\$250	^^^	\$500	^^^	\$1,500
	Department 415 TOTALS			\$2,000	\$1,200	\$750	\$1,650	\$750	\$3,000

Table 68 – General Fund Department 421 (Health)

Expenditure	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	421	341	Act 101 Recycling Advertising	^^^	\$250	\$315	\$315	\$315	\$315
	421	544	Non-Governmental Appropriation - TNR	^^^	^^^	^^^	^^^	^^^	\$6,000
	Department 421 TOTALS			\$0	\$250	\$315	\$315	\$315	\$6,315

Department 421 Health

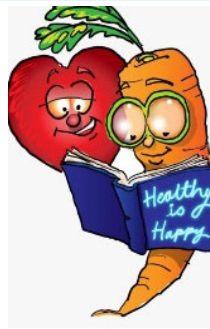
Table 68 shows the detail in this department. Act 101 Recycling expenses are found in the Health Department.



Object 341

Act 101 Recycling Advertising

Act 101 mandates the Borough recycle. Gettysburg Borough has contracted with Waste Connections of Pennsylvania trash haulers to comply with this mandate. There is an advertising provision required in Act 101. Previous budgets provided funds for this advertising requirement here. In 2016 through 2021 the advertising requirement was incorporated as part of the Borough website, to be followed later in the year with a reminder postcard and/or in the Borough Newsletter.



Object 544

Non-Government Appropriation - TNR¹³¹

Gettysburg Borough has long had a feral cat population that increasingly presents health concerns and quality of life issues for Borough residents. This line item provides funding to support the TNR program by the Adams County ASPCA¹³² and others.

Department 430 Public Works

This department, highlighted in **Table 69**, is vital to the repair and maintenance of Borough streets, sidewalks, lights, and general cleanliness. Employees in this department are a very skilled group who can perform the tasks of a construction crew. These skills are used regularly, which saves the Borough significant amounts of labor costs as contractors are not needed to perform many of these projects.

Much of the equipment used in the department is aging and should be replaced as its useful life has long expired. Replacement of this equipment has

not kept pace with the need based on the economic climate of the borough. However, both the 2018 budget and the 2019 budgets began to address this issue with provisions for new and/or replacement equipment. Similar capital investments continue in FY2022.

Staffing in the department is also addressed with the inclusion of a Foreman. Staffing in the department follows:

- ✚ One (1) Public Works Director,
- ✚ One (1) Public Works Foreman,
- ✚ One (1) Mechanic,
- ✚ Four (4) Laborers,
- ✚ One (1) Maintenance Worker shared with the Parking Department, and
- ✚ Three (3) Part-time laborers.

It should be noted that this department had suffer significant staff reductions during the Pandemic. The 2022 budget returns the department to pre-pandemic staffing levels.

Object 110

Salary – Public Works Director

Salary for the director and foreman of the department.

Object 112

Salary – Full Time

Wages for all full-time employees in the department.

Object 114

Salary – Professional Staff (Foreman)

Salary for the Foreman of the department.

Object 115

Salary – Part Time

Provides wages for part-time/seasonal employees including seasonal labor, flower watering and the Borough custodian.

Object 135

Contracted Services

Used for contracting work outside the department if the workload for current staff exceeds the capacity of current staff.



¹³¹ TNR – Trap / Neuter / Release.

¹³² ASPCA – American Society for the Prevention of Cruelty to Animals.

Object 172Other Comp./Leave-Holiday

Line item is used to account for paid time off for departmental staff.

time-to-time. Weather events also factor into the use of this line item.

Object 185Other Comp./Vacation Buy Back

Used to cover wages for shifts that must be worked outside contracted normal work schedules. Every effort is made to complete work during normal shift hours; however, unforeseen challenges arise from

Cash payouts at the end of the year for vacation time that was denied earlier in the year or otherwise not used.

Table 69 –
General Fund Department 430 (Public Works)

	Dept.	Object	Description	Expenditures					
				2017	2018	2019	2020	2021	2022
	430	110	Salary - Public Works Director	\$73,285	\$74,751	\$62,500	\$115,000	\$66,300	\$66,703
	430	112	Salary - Full Time	\$310,488	\$319,604	\$309,451	\$247,350	\$154,831	\$252,136
	430	114	Salary - Professional Staff (Full Time)	^^^	^^^	^^^	^^^	\$51,000	\$51,476
	430	115	Salary - Part Time	\$28,000	\$24,000	\$38,700	\$30,000	\$15,000	\$12,500
	430	135	Contracted Services	\$8,800	\$7,000	\$1,750	\$1,000	\$4,861	\$6,111
	430	172	Other Comp./Leave-Holiday	^^^	^^^	^^^	^^^	^^^	\$16,360
	430	180	Other Comp./Overtime	\$10,000	\$6,500	\$8,000	\$10,000	\$8,696	\$8,000
	430	185	Other Comp./Vacation Buy Back	\$2,835	^^^	\$2,500	\$2,500	\$2,250	\$2,250
	430	187	Other Comp./Health Care Buy Out	\$6,000	\$8,000	\$5,000	\$8,000	\$8,000	\$14,000
	430	189	Benefit - Vision Insurance	\$1,403	\$2,038	\$2,038	\$2,388	\$1,688	\$2,438
	430	191	Benefit - Uniform Allowance	\$7,175	\$7,000	\$7,000	\$7,000	\$7,811	\$7,900
	430	192	Benefit - FICA	\$25,498	\$26,343	\$25,979	\$25,103	\$18,341	\$23,975
	430	193	Benefit - Medicare	\$5,963	\$6,163	\$6,077	\$5,870	\$4,291	\$5,606
	430	194	Benefit - Unemployment Compensation	\$2,885	\$2,921	\$3,327	\$5,000	\$4,050	\$5,376
	430	196	Benefit - Health Insurance	\$115,309	\$120,143	\$136,215	\$109,431	\$66,923	\$97,573
	430	197	Benefit - Pension Contribution	\$59,403	\$68,536	\$68,998	\$50,209	\$39,681	\$31,566
	430	198	Benefit - Life/ADD/Short Term Disability	\$2,310	\$3,196	\$2,536	\$2,423	\$1,898	\$3,092
	430	199	Benefit - Dental Insurance	\$6,479	\$5,928	\$8,425	\$7,776	\$3,974	\$6,038
	430	210	Operating Supplies	\$14,000	\$12,500	\$12,500	\$13,000	\$7,818	\$7,250
	430	215	Postage	^^^	^^^	^^^	^^^	^^^	\$110
	430	231	Vehicle Fuel - Gasoline	\$22,000	\$20,000	\$20,000	\$20,000	\$15,623	\$14,000
	430	251	Vehicle - Parts & Maintenance	\$26,000	\$25,000	\$20,000	\$21,000	\$21,565	\$22,000
	430	252	Computer/Copier/Video Parts	\$2,000	\$800	\$500	\$500	\$128	\$250
	430	260	Small Tools/Equipment (minor)	\$2,250	\$2,250	\$2,000	\$2,000	\$1,671	\$1,671
	430	321	Telephone (landline)	\$2,200	\$2,450	\$1,450	\$1,800	\$2,216	\$2,396
	430	324	Telephone (wireless)	\$2,750	\$2,500	\$1,800	\$1,800	\$2,307	\$1,530
	430	325	Internet Fees	\$720	\$720	\$1,260	\$1,260	\$1,710	\$1,464
	430	329	Computer Software Fees	\$750	\$240	\$239	\$628	\$768	\$768
	430	341	Legal Advertising	\$250	\$250	\$250	\$300	\$300	\$300
	430	350	Insurance - Vehicle	\$15,392	\$16,951	\$13,100	\$12,230	\$11,998	\$13,500
	430	352	Insurance - Liability	\$1,205	\$366	\$1,350	\$1,028	\$1,072	\$1,140
	430	354	Insurance - Workers Compensation	\$26,969	\$22,742	\$23,850	\$21,396	\$15,400	\$24,500
	430	356	Insurance - Property	\$2,656	\$2,926	\$2,800	\$2,980	\$2,232	\$3,150
	430	357	Insurance - Inland Marine	\$2,139	\$1,326	\$2,250	\$2,064	\$2,130	\$2,655
	430	358	Insurance - Herbicide/Pesticide	\$380	\$379	\$379	\$379	\$379	\$401
	430	359	Insurance - Commercial Umbrella	\$3,808	\$1,377	\$1,855	\$1,812	\$1,851	\$1,962
	430	361	Public Utility - Electricity	\$2,500	\$2,700	\$2,700	\$2,700	\$2,654	\$2,325
	430	362	Public Utility - Gas	\$6,000	\$6,200	\$6,200	\$6,200	\$5,670	\$6,820
	430	364	Public Utility - Sewer	\$350	\$350	\$350	\$400	\$335	\$416
	430	366	Public Utility - Water	\$450	\$460	\$460	\$550	\$536	\$685
	430	368	Public Utility - Storm Water	^^^	^^^	^^^	\$1,568	\$1,568	\$1,568
	430	373	Repairs & Maintenance - Buildings	\$6,000	\$12,000	\$6,000	\$15,884	\$5,950	\$5,950
	430	374	Machinery and Equipment Repairs	\$14,500	\$13,960	\$13,960	\$18,265	\$14,850	\$14,800
	430	384	Rent of Machinery & Equipment	\$1,750	\$1,800	\$1,800	\$4,800	\$2,400	\$2,800
	430	420	Dues/Subscriptions/Memberships	\$380	\$380	\$380	\$380	\$300	\$300
	430	450	Permits & Fees	\$750	\$750	\$750	\$750	\$500	\$500
	430	452	Contracted IT Services	\$1,125	\$1,200	\$1,320	\$1,620	\$1,600	\$1,625
	430	460	Continuing Education/Training	\$800	\$1,200	\$1,200	\$1,200	\$1,000	\$1,000
	430	470	CDL, Drug & Alcohol Testing	\$600	\$600	\$1,000	\$1,000	\$1,000	\$750
	430	740	Capital Purchase/Machinery	\$23,000	\$31,988	\$33,600	\$62,796	\$51,028	\$67,232
	Department 430 TOTALS			\$849,507	\$868,488	\$863,799	\$851,340	\$638,154	\$818,918

Object 187Other Comp./Health Care Buy Out

The Borough provides an extra compensation to employees who choose to not participate in the health insurance program. The lump sum payments are \$3000 for single coverage and \$5000 for family coverage. This department has two such employee.

Object 189Benefit – Vision Insurance

The cost to provide this insurance benefit to employees.

Object 191Benefit – Uniform Allowance

Costs associated with providing work clothes for employees as mandated in the CBA.

Object 192Benefit – FICA

Employer paid portion of Social Security Insurance.

Object 193Benefit – Medicare

Employer paid portion of Medicare Insurance.

Object 194Benefit – Unemployment Compensation

The cost of providing this insurance benefit to employees.

Object 196Benefit – Health Insurance

The cost of providing this insurance benefit to employees.

Object 197Benefit – Pension Contribution

The Borough's pension plan requires that employees contribute 0% toward their pension benefit. This line item funds the Borough's payment toward the pension fund on behalf of the employee.

Object 198Benefit – Life/ADD/Short Term Disability

The cost of providing this insurance benefit to employees.

Object 199Benefit – Dental Insurance

The cost of providing this insurance benefit to employees.

Object 210Operating Supplies

Used for the purpose of office supplies and other items used in the normal course of business.

Object 215Postage

Line item used to pay for cost of mailings required by the department.

Object 231Vehicle Fuel – Gasoline

Fuel costs for operating various equipment.

Object 251Vehicle – Parts & Maintenance

Routine repairs and maintenance on the fleet of vehicles and equipment.

Object 252Computer/Copier/Video Parts

Used to purchase replacement computer/printer equipment as needed, including various parts for maintenance.

Object 260Small Tools/Equipment (minor)

Purchases weed whackers, trimmers, blowers, shovels, rakes, etc.

Object 321Telephone (landline)

Landline phone expenses.

Object 324Telephone (wireless)

Wireless phone expenses.

Object 325Internet Fees

Internet fees in the maintenance garage.

Object 329Computer Software Fees

Funds department webpage and hosting fees, including eCode360 – an online searchable code, ordinance and zoning application.

Object 341
Legal Advertising
 Costs to advertise as required by law.

Object 350
Insurance – Vehicle
 Premium costs associated with insurance coverage.

Object 352
Insurance – Liability
 Premium costs associated with insurance coverage.

Object 354
Insurance – Worker’s Compensation
 Premium costs associated with insurance coverage.

Object 356
Insurance – Property
 Premium costs associated with insurance coverage.

Object 357
Insurance – Inland Marine
 Premium costs associated with insurance coverage.

Object 358
Insurance – Herbicide/Pesticide License
 Premium costs associated with insurance coverage and license renewals.

Object 359
Insurance – Commercial Umbrella
 Premium costs associated with insurance coverage.

Object 361
Public Utility – Electricity
 Funds to cover utility usage in the maintenance garage.

Object 362
Public Utility – Gas
 Funds to cover utility usage in the maintenance garage.

Object 364
Public Utility – Sewer
 Funds to cover utility usage in the maintenance garage.

Object 366
Public Utility – Water
 Funds to cover utility usage in the maintenance garage.

Object 368
Public Utility – Storm Water
 Funds to cover storm water fee paid to GBSWA for the Borough property located at 451 East Middle Street – the Public Works Building.

Object 373
Repairs & Maintenance – Buildings
 General maintenance in the garage.

Object 374
Machinery and Equipment Repairs
 Used to repair aging equipment that has not been replaced beyond the life expectancy of the equipment.

Object 384
Rent of Machinery & Equipment
 Used if the Borough needs a piece of equipment to complete a project that the Borough does not own.

Object 420
Dues/Subscriptions/Memberships
 Covers cost for PA One Call and the Underground tank license.

Object 450
Permits & Fees
 Fee for renewing the Borough’s pesticide license.

Object 452
Contracted IT Services
 Covers contracted services for Information Technology in the department.

Object 460
Continuing Education/Training
 Used for training opportunities as they arise in throughout the year.

Object 470
CDL, Drug & Alcohol Testing
 Pays for mandatory random drug and alcohol testing for all employees with a CDL license.

Object 740
Capital Purchase/Machinery
 Funds the cost of the following vehicles in the Enterprise Fleet Management Program:

- 2019 Ford F-250 PickUp,
- 2020 Ford F-550 Truck (payment 3 of 6),

- 2021 Ford F-250 PickUp,
- 2021 Ford F-150 PickUp,
- 2021 Ford Ranger PickUp,
- 2021 Ford Escape, and
- 2022 Ford F-550 Bucket Truck.

Object 750Capital Purchase/Minor Machinery

Pays for small equipment needed to perform various construction tasks.

Department 434**Street Lighting**

This department funds the cost of electricity to keep the Borough's Street lights on at night, as well as minor maintenance on those lights. See **Table 70**.

Object 361Public Utility – Electricity

Pays electric bills for streetlights. The Borough has transitioned to energy efficient LED lights. This transition has been yielding, on average, a \$600 reduction in the monthly electric bill despite that fact that Met-Ed has implemented a rate increase.

Object 374Machinery and
Equipment Repair

Used to replace worn parts.



**Table 70 –
General Fund Department 434
(Street Lighting)**

Expenditures	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	434	361	Public Utility - Electricity	\$95,000	\$95,000	\$94,000	\$90,000	\$84,496	\$85,000
	434	374	Machinery and Equipment Repairs	\$5,000	\$6,125	\$6,000	^^^	\$3,500	\$3,250
			Department 434 TOTALS	\$100,000	\$101,125	\$100,000	\$90,000	\$87,996	\$88,250

Table 71 - General Fund Department 435 (Sidewalks & Crosswalks)

Expenditures	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	435	313	Engineering - ADA Ramps	\$35,000	\$35,000	\$32,000	\$27,500	\$30,000	\$30,000
	435	372	Repairs & Maintenance - Non-Buildings	\$12,500	\$13,000	\$13,000	\$4,000	\$7,650	\$7,650
			Department 435 TOTALS	\$47,500	\$48,000	\$45,000	\$31,500	\$37,650	\$37,650

Table 72 - General Fund Department 438 (Bridges)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	438	313	Engineering - Bridges	^^^	^^^	^^^	^^^	^^^	\$20,000
			Department 438 TOTALS	\$0	\$0	\$0	\$0	\$0	\$20,000

¹³³ A statute or regulation that requires a state or local government to perform certain actions, with no money provided for fulfilling the requirements.

Department 435**Sidewalks & Crosswalks**

This is the department that pays for the engineering of the Borough's ADA Ramps. Actual construction of the ramps is paid using the Borough's CDBG funds. Engineering is not a permissible use of CDBG funds. The Sidewalks/Crosswalks Department is also responsible for the maintenance of the Borough's lighted crosswalks, which became the responsibility of the Borough after PennDOT initially installed them. This is a prime example of an unfunded mandate¹³³. The Borough intends to expand its use of CDBG Funds to other types of projects beginning with the 2022 CDBG appropriation. See **Table 71**.

Object 313Engineering – ADA Ramps

Engineering fees for ADA ramps and lighted crosswalks.

Object 372Repairs & Maintenance – Non-Buildings

Pays for sidewalk and lighted crosswalk repairs.

Department 438**Bridges**

The Borough has bridges to maintain. This department advances work on CIP 438-02 by designing and engineering bridge maintenance for future construction. **Table 72** shows expenses in



Picture 4 – Gettysburg Bridge Locations

Engineering – Bridges

This map of York, Pennsylvania, displays the locations of 17 GB stations, marked with black squares and labeled GB01 through GB17. The map features a network of streets, including major thoroughfares like York St (PA-30) and W Middle St (PA-116). Other notable streets include W Racehorse Alley, W High St, and W Wall Alley. Landmarks such as Gettysburg Hospital and the York City Center are also visible. The map is oriented with North at the top, and the York River is shown in the bottom right corner.

The Borough intends to fund engineering in the General Fund and construction through accumulated Liquid Fuels funds. **Table 73** shows historically budgeted amounts and the amounts planned for use in 2022.

Table 73 – General Fund Department 439 (Roads & Alleys)

Expenditures	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	439	313	Engineering - Roads	^^^	^^^	^^^	\$32,500	\$10,000	^^^
	439	377	Repairs & Maintenance - Alleys	^^^	^^^	^^^	\$20,000	\$50,000	\$50,000
	439	378	Repairs & Maintenance - Streets	^^^	^^^	^^^	^^^	\$5,250	\$5,250
	Department 439 TOTALS			\$0	\$0	\$0	\$52,500	\$65,250	\$55,250

Engineering costs for any road and alley work will be covered by other departments and are associated with the Borough's 2022 – 2026 CIP.

raises enough revenue to be 100% self-supporting with only \$356,694 in budgeted expenditures for 2022 - all the while amassing \$1,207,375 in revenue (parking fees not including parking fines). The department continues to experiment with emerging technologies in the parking industry. **Table 74** shows the expenses in this department.

NOTE: The Parking Department generates roughly 22% of all Borough revenue each year when ARPA grant money is not used to supplement the Borough's revenue sources. The parking Department will return to this level in 2026 after all ARPA funds are expended.

Object 110

Salary – Full Time

Object 112

Salary – Full Time

Wages for the Parking Enforcement Officers (PEO) and a laborer for garage maintenance.

Object 115Salary – Part Time

Wages for a seasonal PEO during the busy summer months.

Object 172Other Comp./Leave-Holiday

This line item is used to track paid time off for each departmental employee.

Object 180Other Comp./Overtime

Used on an as needed basis to primarily provide for extra coverage during peak season or special events.

Object 185Other Comp./Vacation Pay Buy Back

The Borough pays out the cash equivalent to employees for vacation time they cannot use in the year.

Object 189Benefit – Vision Insurance

Cost for providing this benefit to full time employees.

Object 191Benefit – Uniform Allowance

Uniforms are paid by the employer per the CBA.

Table 74 – General Fund Department 445 (Parking)

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
				^^^	^^^	^^^	^^^	^^^	^^^
Expenditures	445	110	Salary - Parking Manager					\$50,000	\$50,279
	445	112	Salary - Full Time	\$141,890	\$151,530	\$150,562	\$120,735	\$72,462	\$70,880
	445	115	Salary - Part Time	\$4,000	\$11,275	\$20,150	\$28,000	\$22,500	\$22,500
	445	135	Contracted Services	^^^	^^^	^^^	\$1,000	\$750	^^^
	445	172	Other Comp./Leave-Holiday	^^^	^^^	^^^	^^^	^^^	\$5,351
	445	180	Other Comp./Overtime	\$2,000	\$2,500	\$5,000	\$5,000	\$3,398	\$3,250
	445	185	Other Comp./Vacation Buy Back	^^^	^^^	^^^	^^^	\$1,000	\$1,000
	445	189	Benefit - Vision Insurance	\$452	\$1,162	\$863	\$813	\$813	\$813
	445	191	Benefit - Uniform Allowance	\$2,000	\$2,000	\$2,500	\$2,250	\$1,235	\$800
	445	192	Benefit - FICA	\$9,572	\$10,094	\$10,895	\$9,532	\$8,733	\$9,238
	445	193	Benefit - Medicare	\$2,239	\$2,361	\$2,547	\$2,229	\$2,044	\$2,052
	445	194	Benefit - Unemployment Compensation	\$1,330	\$1,233	\$1,604	\$2,725	\$2,700	\$2,250
	445	196	Benefit - Health Insurance	\$40,336	\$39,027	\$40,990	\$34,273	\$34,368	\$37,381
	445	197	Benefit - Pension Contribution	\$21,993	\$26,625	\$23,730	\$19,731	\$17,598	\$10,335
	445	198	Benefit - Life/ADD/Short Term Disability	\$888	\$1,314	\$1,314	\$1,073	\$784	\$634
	445	199	Benefit - Dental Insurance	\$2,541	\$3,288	\$4,358	\$1,782	\$1,913	\$1,210
	445	210	Operating Supplies	\$7,200	\$7,000	\$13,000	\$14,500	\$7,545	\$7,000
	445	215	Postage	\$500	\$400	\$350	\$350	\$256	\$250
	445	231	Vehicle Fuel - Gasoline	\$650	\$925	\$950	\$1,000	\$889	\$890
	445	251	Vehicle - Parts & Maintenance	\$7,500	\$5,000	\$1,000	\$1,000	\$500	\$450
	445	252	Computer/Copier/Video Parts	\$300	\$750	\$500	\$700	\$459	\$500
	445	313	Engineering - RHA Garage	^^^	^^^	^^^	\$10,000	\$2,250	\$15,000
	445	321	Telephone (landline)	^^^	\$1,850	\$722	\$600	\$351	\$375
	445	324	Telephone (wireless)	\$3,000	\$2,500	\$1,300	\$2,800	\$1,016	\$1,020
	445	325	Internet	^^^	^^^	^^^	^^^	\$1,363	\$1,363
	445	329	Computer Software Fees	\$19,040	\$18,600	\$18,600	\$19,217	\$18,684	\$22,000
	445	350	Insurance - Vehicle	\$1,156	\$1,435	\$1,220	\$3,047	\$2,988	\$3,365
	445	352	Insurance - Liability	\$345	\$366	\$450	\$486	\$508	\$550
	445	354	Insurance - Worker's Compensation	\$5,442	\$8,492	\$7,554	\$7,078	\$7,252	\$8,350
	445	356	Insurance - Property	\$4,726	\$5,206	\$5,000	\$5,304	\$3,972	\$5,160
	445	359	Insurance - Commercial Umbrella	\$1,089	\$1,377	\$620	\$857	\$877	\$930
	445	361	Public Utility - Electricity	\$12,000	\$12,000	\$12,000	\$12,000	\$12,524	\$10,350
	445	364	Public Utility - Sewer	\$900	\$1,100	\$1,100	\$1,000	\$908	\$2,649
	445	366	Public Utility - Water	\$1,250	\$1,175	\$1,600	\$1,400	\$1,234	\$1,587
	445	368	Public Utility - Storm Water	^^^	^^^	^^^	\$1,960	\$1,960	\$1,960
	445	373	Repairs & Maintenance - Buildings	\$25,000	\$4,000	\$4,000	\$57,250	\$4,400	\$2,500
	445	374	Machinery and Equipment Repairs	\$4,750	\$3,500	\$5,200	\$5,200	\$2,915	\$4,200
	445	391	Credit Card Merchant Fees	\$12,000	\$17,500	\$14,500	\$20,000	\$20,000	\$22,000
	445	420	Dues/Subscriptions/Memberships	\$100	\$300	\$800	\$800	\$800	\$800
	445	452	Contracted IT Services	\$1,620	\$1,750	\$1,800	\$1,620	\$1,800	\$1,800
	445	460	Continuing Education/Training	\$1,200	\$1,200	\$2,500	\$2,500	\$1,000	\$2,500
	445	740	Capital Purchase/Machinery	^^^	^^^	\$15,383	\$46,008	\$17,172	\$17,172
	445	750	Capital Purchase/Minor Machine	\$6,650	\$6,500	\$6,500	\$6,500	\$4,000	\$4,000
Department 445 TOTALS				\$345,659	\$355,335	\$381,162	\$452,320	\$337,921	\$356,694

Object 192
Benefit – FICA
 Employer paid portion of Social Security Insurance.

Object 193
Benefit – Medicare
 Employer paid portion of Medicare Insurance.

Object – 194
Benefit – Unemployment Compensation
 Cost for providing this benefit to full time employees.

Object 196
Benefit – Health Insurance
 Cost for providing this benefit to full time employees.

Object 197
Benefit – Pension Contribution
 The Borough's payment into the pension fund for full time employees. Per the CBA, employees contribute 0% toward the pension fund.

Object 198
Benefit – Life/ADD/Short Term Disability
 Cost for providing this benefit to full time employees.

Object 199
Benefit – Dental Insurance
 Cost for providing this benefit to full time employees.

Object 210
Operating Supplies
 Office supplies and other materials needed in the normal routine of conducting business.

Object 215
Postage
 Fees associated with sending notices of parking violations in the mail.

Object 231
Vehicle Fuel – Gasoline
 Gas costs for the Parking Department vehicles.

Object 251
Vehicle – Parts & Maintenance
 Pays for repairs to department's vehicles.

Object 252
Computer/Copier/Video Parts
 Used to purchase replacement computer/printer equipment as needed. This includes various parts for maintenance.

Object 313
Engineering - Garages
 Used to pay for engineering and inspection costs of the RHA Garage. Places money aside for CIP 445-01, which will be used in 2023.

Object 321
Telephone (landline)
 Department phone bills.

Object 324
Telephone (wireless)
 Department cell phone bills.

Object 325
Internet
 Department high speed internet connection, via Shentel.

Object 329
Computer Software Fees
 Pays for the following software maintenance:

- ✚ Handheld devices and citations,
- ✚ CivicPlus Website Hosting,
- ✚ eCode360,
- ✚ MS Office 365,
- ✚ ADOBE and ADOBE Sign
- ✚ KIOSK back office, and
- ✚ UPSafety permitting software and enforcement module.

Object 350
Insurance – Vehicle
 Cost of the premium for this insurance coverage.

Object 352
Insurance – Liability
 Cost of the premium for this insurance coverage.

Object 354
Insurance – Worker's Compensation
 Cost of the premium for this insurance coverage.

Object 356
Insurance – Property
 Cost of the premium for this insurance coverage.

Object 359Insurance – Commercial Umbrella

Cost of the premium for this insurance coverage.

Object 361Public Utility – Electricity

Pays for electric bills in the Racehorse Alley Parking Plaza.

Object 364Public Utility – Sewer

Pays for sewer bills in the Racehorse Alley Parking Plaza.

Object 366Public Utility – Water

Pays for water bills in the Racehorse Alley Parking Plaza.

Object 368Public Utility – Storm Water

Pays for storm water bills in the Racehorse Alley Parking Plaza and the Borough Lot.

Object 373Repairs & Maintenance – Buildings

Covers the following:

- ✚ General maintenance,
- ✚ Annual structural maintenance on the Racehorse Alley Parking Plaza, and
- ✚ Annual engineering assessment.

Object 374Machinery & Equipment Repairs

Purchases street meter parts, tools for maintenance in the Racehorse Alley Parking Plaza, and pays for miscellaneous repairs.

Object 391Credit card Merchant Fees

Fees associated with processing payments made via credit cards. These costs are directly related to the

amount of revenue generated through credit card purchases.

Object 420Dues/Subscriptions/Membership Fees

Pays for membership in the American Parking Association (APA) and the International Parking Institute (IPI).

Object 452Contracted IT Services

Pays for the department's Information Technology management needs via TREYSTA.

Object 460Continuing Education/Training

Covers the cost of ongoing training and professional development.

Object 740Capital Purchase/Machinery

Keeps the department in the Enterprise Fleet Management Program with a Ford F250 with a plow, which will be used for clearing snow from the top of the Racehorse Alley Garage. This also covers the payment for the 2019 Chevy Colorado and the 2021 Chevy Traverse.

Object 750Capital Purchase/Minor Machine

Pays for upgrades to the handheld enforcement devices.

Department 454Parks & Recreation

Table 75 highlights the funding of the Gettysburg Area Recreation Authority (GARA). Cumberland Township is a partner and has been instrumental in also providing funding for GARA. Both municipalities equally support providing

**Table 75 – General Fund Department 454
(Parks & Recreation)**

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Expenditures	454	352	Insurance - Liability	\$107	\$111	\$150	\$125	\$132	\$140
	454	356	Insurance - Property	\$1,811	\$1,998	\$2,000	\$2,140	\$160	\$170
	454	359	Insurance - Commercial Umbrella	\$335	\$414	\$200	\$220	\$236	\$250
	454	368	Public Utility - Storm Water	^^^	^^^	^^^	\$5,096	\$5,096	\$5,096
	454	373	Recreation Park - Building Maintenance	\$500	\$500	\$500	\$500	\$500	\$500
	454	374	Recreation Park - Facilities Maintenance	\$500	\$500	\$500	\$1,000	\$1,000	\$1,000
	454	430	Property Taxes	^^^	^^^	^^^	^^^	\$2,620	\$2,620
	454	530	Appropriations - Governmental Units (Rec. Park)	\$66,164	\$66,164	\$66,164	\$80,000	\$66,164	\$70,000
	454	550	Appropriations - Special Events	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$7,500
	Department 454 TOTALS			\$74,417	\$74,687	\$74,514	\$94,081	\$80,908	\$87,276

Table 76 – General Fund Department 455 (Shade Tree)

Expenditures	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	455	135	Contracted Services	\$7,350	\$6,000	\$6,000	\$6,000	\$6,000	\$7,500
	455	220	Miscellaneous Operating Supplies	\$1,000	\$750	\$1,500	\$1,500	\$1,000	\$2,000
	455	221	Agriculture Supplies - Shade Tree Purchases	\$4,800	\$2,500	\$2,500	\$7,500	\$5,000	\$5,500
	455	379	Repairs & Maintenance - Shade Trees	\$5,000	\$3,000	\$3,000	\$2,500	\$2,500	\$2,500
			Department 455 TOTALS	\$18,150	\$12,250	\$13,000	\$17,500	\$14,500	\$17,500

operational funds to GARA annually. Should additional municipalities join the concept of a regional park system then a different funding formula should be explored. New in 2022 is the concept of Borough-sponsored events that benefit the entire Gettysburg community.

Object 352Insurance – General Liability

Cost of the premium to have this insurance coverage.

Object 356Insurance – Property

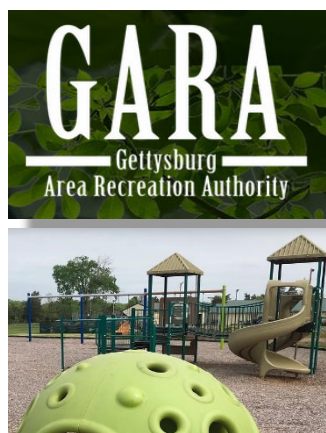
Cost of the premium to have this insurance coverage.

Object 359Insurance –CommercialUmbrella

Cost of the premium to have this insurance coverage.

Object 368Public Utility –Storm Water

The Borough owns the facilities at GARA and as such must pay GBSWA an annual storm water fee.

Object 373Recreation Park Facilities Maintenance

Funds random maintenance items for the park.

Object 374Maintenance to Recreation Park

Funds random maintenance items for the park.

Object 430Property Taxes

The Borough is responsible for property tax payments on property that is not classified as exempt.

Object 530Appropriations –Governmental Units (Recreation Park)

Funds the municipality's portion of the GARA budget.

Object 550Appropriations – Special Events

This line item supports multiple events in the Borough, that benefit the entire Gettysburg community. They are:

- ✚ \$1000 4th of July,
- ✚ \$1000 New Year's Eve,
- ✚ \$1000 Halloween Parade,
- ✚ \$2500 A Gettysburg Christmas Festival,
- ✚ \$1000 Memorial Day Parade, and
- ✚ \$1000 Remembrance Day Parade.

Department 455Shade Tree

Shade trees are primarily managed via the Shade Tree Commission. This department funds this initiative in the Borough with minimal help from the Borough's Public Works Department as there are not ample staff to effectively contribute to this effort. **Table 76** details expenses in this department.

Object 135Contracted Services

Covers contracted services with a third party for quad cleanup and the removal and replacement of trees.

Object 220Miscellaneous Operating Supplies

Purchase of mulch.

Object 221Agriculture Supplies/Shade Tree Purchases

Purchase of additional trees.

Object 379Repairs & Maintenance – Shade Trees

Covers cost of pruning as needed.

Department 465Community Development

This department has long been the source of much controversy among members of Council and the public at large. This department accounts for appropriations made to various non-governmental units throughout the Borough. These non-profits request appropriations from the Borough to help fund their services in the following fiscal year. In an era of fiscal retrenchment, it is understandable that Council would seek to slash or even eliminate funding for these organizations altogether. It is staff's judgment that these organizations should be looked at as an extension of the Borough – providing needed services and exceptional value that the Borough cannot afford to provide on its own. These organizations provide needed economic development programs, including, but not limited to, grant writing and administration, community surveys, business recruitment and outreach, loan programs aimed at residences and businesses who are income eligible, etc.

In many cases, these organizations will cease to exist if the Borough is deemed to not value them and the services they provide. As such,

staff recommends allocating appropriations to each organization requesting funds. Staffs' recommendations for funding levels in FY2022 are outlined in **Table 77** and are based on the priorities most important to the future economic vitality and success of the municipality.

It can further be stated here that these organizations help create the 'product' that is sold to the Borough's millions of visitors each year. Less than $\frac{2}{3}$ of one percent of the Borough's budget goes to investment in community and economic development. Tourism is the Borough's primary industry and should be protected and invested in. Tourists will not come to a town that is run-down and unsafe. These organizations promote and contribute to

the vibrancy of the tourism industry in Gettysburg. These contributions come in numerous facets, including marketing Gettysburg through the production of events such as Steppin' Out in Lincoln's Footsteps, the Gettysburg Christmas Festival, parades¹³⁴, building façade programs, etc.

Gettysburg's close relationship and support of Main Street Gettysburg over the years reaped significant rewards in 2020. It was the relationships developed over the years that enabled Gettysburg to partner with Main Street Gettysburg to respond to the

Picture 5 –
Rabbit Transit
Main Street Gettysburg
Season of Wishes

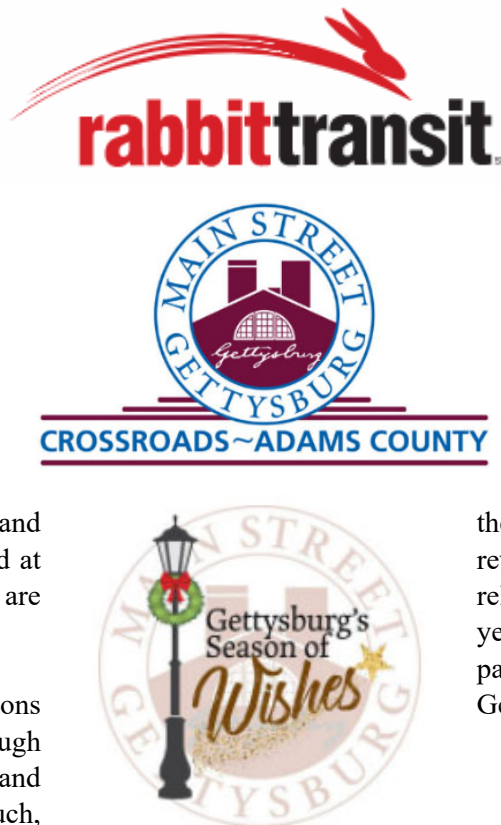


Table 77 –
General Fund Department 465
(Community Development)

	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
Expenditures	465	541	Non-Governmental Appropriations - MSG	\$20,000	\$30,000	\$35,000	\$35,000	\$35,000	\$40,000
	465	543	Non-Governmental Appropriations - Rabbit Transit	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,500
	465	545	Non-Governmental Appropriations - Arts Council	\$1,000	\$1,000	\$1,000	\$1,000	^^^	\$1,750
	465	546	Non-Governmental Appropriations - ACHS	^^^	^^^	^^^	^^^	^^^	\$10,000
Department 465 TOTALS				\$25,000	\$35,000	\$40,000	\$40,000	\$39,000	\$56,250

¹³⁴ Typically, there are three major parades each year that draw crowds of thousands to downtown Gettysburg. They are:

- Memorial Day Parade,
- Halloween Parade, and
- Remembrance Day Parade.

emerging threats of the COVID-19 Pandemic quickly and vigorously. A detailed discussion of these efforts is found in Chapter 2 of the 2021 Manager's Budget Message.

'A Gettysburg Christmas Festival' is an example of the economic success that could not be achieved without the leadership of the non-profit Main Street Gettysburg. In its fourth year (2021), the festival pivoted to host 'A Season of Wishes', which was a response to the global pandemic, but still kept Gettysburg visible to the world during the period of social distancing protocols. A scaled down Christmas Festival continued in 2021, with a plan to bring back the entire festival atmosphere in 2022.

Object 541

Non-Governmental Appropriation – MSG

Helps fund operational costs for Main Street Gettysburg.

Object 543

Non-Governmental Appropriation – Rabbit Transit

Helps fund operational costs for the regional public transit system – RABBIT Transit.

Object 545

Non-Governmental Appropriation – Arts Council

Helps fund operational costs for the Adams County Arts Council.

Object 546

Non-Governmental Appropriation – ACHS

A one-time contribution toward the capital campaign of the Adams County Historic Society.

Department 487

Benefits Fees

The Boroughs pension plans have annual fees associated with them. These fees are used to compensate the actuaries who annually analyze the liquidity of the pension plans. See **Table 78**.

Object 100

457 Pension Fees

Fees paid to the pension fund managers.

Department 492

Interfund Transfers Out

This department transfers funds to the Debt Service Fund for the purposes of paying down the Borough's debt. See **Table 79**.

Object 018

Transfer to Capital Projects

General Fund surplus from FY2021 that can be transferred to Capital Projects for future use.

Object 030

Transfer to Capital Reserve

General Fund surplus from FY2021 that can be transferred to Capital Reserve for future use.

Object 230

Transfer to Debt Service

Funds deposited into the Debt Service Fund to pay down the Borough's debt obligations in 2022.

Table 78 – General Fund Department 487 (Benefits Fees)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	487	100	457 Pension Fees	^^^	^^^	^^^	^^^	\$2,750	\$2,750
			Department 465 TOTALS	\$0	\$0	\$0	\$0	\$2,750	\$2,750

Table 79 – General Fund Department 492 (Interfund Transfers Out)

Expenses	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	492	018	Transfer to Capital Projects	^^^	^^^	^^^	^^^	^^^	\$713,319
	492	030	Transfer to Capital Reserve	^^^	^^^	^^^	^^^	^^^	\$410,405
	492	230	Transfer to Debt Service	\$624,528	\$637,628	\$604,855	\$622,383	\$534,532	\$639,484
			Department 492 TOTALS	\$624,528	\$637,628	\$604,855	\$622,383	\$534,532	\$1,763,208



Fire Protection Fund (03)

This fund was created on December 9, 2013 when Borough Council enacted a .2500 mill annual tax assessed on property in the Borough. This taxing level remained constant in subsequent years and remains at 0.2500 mills for FY2022. These funds are dedicated for the purpose of supporting fire protection services within the Borough.

The Borough collects the tax revenue and then the fire company submits expenses for reimbursement. As such, it is essentially a pass-through account – money in-and-out transactions. The anticipated revenue and disbursements for fiscal year 2022 is \$122,955.

Tables 80 and 81 show the fund's revenue sources and expenditures, respectively.

Table 80 – Fire Protection Fund Department 301 (Real Property Tax)

Revenues	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	301	110	Fire Services Tax - Current	\$125,000	\$125,000	\$122,500	\$121,300	\$121,300	\$120,455
	301	210	Fire Services Tax - Delinquent	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
			Department 301 TOTALS	\$125,000	\$127,500	\$125,000	\$123,800	\$123,800	\$122,955

Table 81 – Fire Protection Fund Department 411 (Fire Expenses)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	411	000	Fire Department Expenses	\$127,500	\$127,500	\$127,500	\$123,800	\$123,000	\$122,955
			Department 411 TOTALS	\$127,500	\$127,500	\$127,500	\$123,800	\$123,000	\$122,955



The Community Development Block Grant (CDBG) is a grant funded by the Federal Department of Housing and Urban Development (HUD) and administered by the Pennsylvania Department of Community and Economic Development (DCED). Also known as the ‘SCP’ (Small Communities Program), the Commonwealth of Pennsylvania annually distributes these federal funds to eligible ‘entitlement communities’ using a formula outlined in State Act 179. Though the program is considered an entitlement, a lengthy annual application must be filed which outlines a revised “Community Development Plan” and projected use of CDBG funds over the next three years. The application is reviewed by DCED to guarantee that the funds will be utilized according to the federal regulations governing the CDBG Program and is regularly monitored by DCED officials to ensure compliance with those regulations.

The program goals and objectives of the Pennsylvania CDBG Program as outlined in the annual Consolidation Plan for DCED are:

- To assist communities in preparing community development plans designed to address significant needs of the low-to-moderate income areas,
- To assist communities in administering community development projects designed to address several significant community development needs as identified in the Community Development Plan, and

- To encourage and to assist communities to focus upon and address housing and community facility problems; and to pursue economic development and commercial revitalization activities through public/private investment initiatives that will result in the development and expansion of job opportunities within the Commonwealth.

Each activity proposed in the annual CDBG application must meet at least one of three national objectives:

- To principally benefit low-to-moderate income persons and families
- To aid in the prevention or elimination of slums or blight’, or
- To meet other community development needs of a particular urgency.

The revenues and expenditures in this fund are disbursed over a period of 3 to 5 years for each program year. Historically, Gettysburg Borough Council has dedicated the monies from these funds to the construction required to bring the Borough’s sidewalk ramps and crossings into compliance with the Americans with Disabilities Act (ADA). However, in recent years, the Council has moved away from this as much of the works has been accomplished over the past ten years. Instead, improvements to streetscape in designated areas has been the focus over the past couple years.

In the application for these grants, the Borough must prepare a budget in advance outlining the use

of the funds, which is approved by Borough Council after two mandated public comment periods (public hearings). All CDBG funding from its inception to date is represented in **Graph 17**.

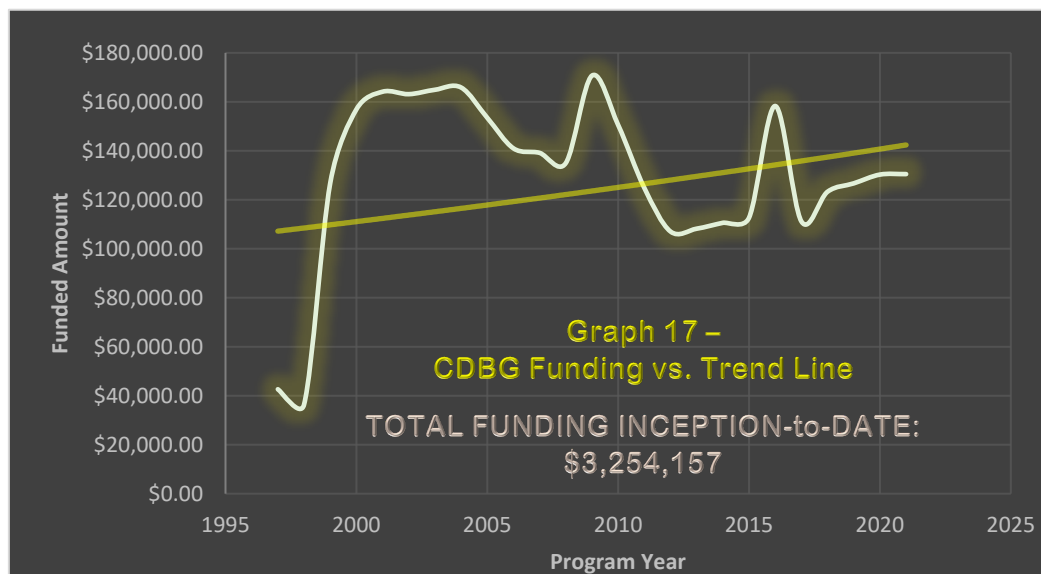


Table 82 – CDBG Allocations, Projects, and Balances

Program Year	Construction Allocation	Administration Allocation	Year Used	Amount Used	Description	Balance Construction Allocation	Balance Administration Allocation
2011	\$124,837.00		2012	\$124,837.00	ADA Curb Ramps	\$0.00	\$0.00
2012	\$107,043.00		2013	\$107,043.00	ADA Curb Ramps	\$0.00	\$0.00
2013	\$108,204.00		2014	\$108,204.00	ADA Curb Ramps	\$0.00	\$0.00
2014	\$110,601.00		2015	\$110,601.00	ADA Curb Ramps	\$0.00	\$0.00
2015	\$105,000.00	\$5,315.00	2016	\$105,000.00	ADA Curb Ramps	\$0.00	\$0.00
			2016	\$5,315.00	ADA Curb Ramps		
2016	\$110,688.00	\$2,000.00	2017	\$110,688.00	ADA Curb Ramps	\$0.00	\$0.00
			2017	\$2,000.00	ADA Curb Ramps		
2017	\$109,166.00	\$2,000.00	2018	\$109,166.00	ADA Curb Ramps	\$0.00	\$0.00
			2018	\$2,000.00	Admin. - Curb Ramps		
2018	\$120,298.00	\$3,000.00	2019	\$37,205.01	ADA Curb Ramps	\$83,092.99	\$3,000.00
			2021	\$3,000.00	Admin. - South Street		
			2021	\$83,092.99	South Street Streetscape		
2019	\$120,709.00	\$6,000.00	2021	\$120,709.00	South Street Streetscape	\$120,709.00	\$6,000.00
			2022	\$6,000.00	Admin. - Washington Street		
2020	\$130,289.00		2022	\$130,289.00	South Street Streetscape	\$130,289.00	\$0.00
2021	\$130,490.00	\$2,000.00	2023	\$130,490.00	Washington Street (GIL)	\$130,490.00	\$2,000.00
			2023	\$2,000.00	Admin. - Washington Street		
2022	Not Yet Awarded		2023	TBD	Washington Street (GIL)	Not Yet Awarded	
			Orange Shading Indicates Projected Use and Dollar Amounts				

Orange Shading Indicates Projected Use and Dollar Amounts



Table 83 – CDBG Fund Department 341 (Interest Earnings)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	341	010	Interest on Checking	\$6	\$5	\$7	\$7	\$7	\$5
			Department 341 TOTALS	\$6	\$5	\$7	\$7	\$7	\$5

Table 84 – CDBG Fund Department 351 (Federal Grants)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	351	900	HUD - CDBG	\$110,000	\$110,000	\$143,058	\$179,441	\$130,316	\$340,292
	351	901	HUD - CDBG - CV	^^^	^^^	^^^	^^^	\$70,413	^^^
			Department 351 TOTALS	\$110,000	\$110,000	\$143,058	\$179,441	\$200,729	\$340,292

Revenues

Revenue in 2022 is expected to total \$340,292 – which was awarded in CDBG program years 2018, 2019, and 2020. CDBG Program years, amount allocated, and the amount used are outlined in **Table 82**. The balance remaining is also noted in this **Table 82**.

Department 341 Interest Earnings

Whenever CDBG money is sent to the Borough, it is deposited into an interest-bearing account until an invoice is paid. This department accounts for any

What can CDBG be used for?

CDBG funds can be used for a wide range of activities such as housing rehabilitation, code enforcement, acquisition of real property, demolition, infrastructure and public facility improvements, economic development, and social services.

accumulated interest while the money is sitting in the account. See **Table 83**.

Object 010

Interest on Checking

Interest revenue from checking account.

Department 351 Federal Capital Grants

Each year, HUD allocates the Borough with an appropriation. These funds are then used to support a project, which is approved by Borough Council. This department identifies the program year and amount of CDBG funds expended on each project. See **Table 84**.

Table 85 – CDBG Fund Department 435 (Sidewalks & Crosswalks)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	435	372	Repairs & Maintenance - Non-Buildings	^^^	^^^	^^^	^^^	^^^	\$340,297
	Department 435 TOTALS			\$0	\$0	\$0	\$0	\$0	\$340,297

Object 900
HUD - CDBG
This represents
federally funded
amounts of

CDBG funds. It total, this line item generates \$340,292 in 2022 from the following categories:

- 2018 Program Year – Construction \$83,093
- 2019 Program Year – Construction \$120,709
- 2019 Program Year – Administration \$6000
- 2020 Program Year – Construction \$130,490.

Object 901
HUD – CDBG - CV

This category was only used in FY2020 and accounted for the Borough's allocation of the CARES Act¹³⁵ funding in response to the COVI-19 Pandemic.

Expenditures

Total expenditures in 2022 equal revenues at \$340,297 and can be viewed at **Table 85**. The only department that funds projects in 2022 is Department 435 – Sidewalks & Crosswalks.

Department 435
Sidewalks & Crosswalks

Object 372
Repairs & Maintenance – Non-Buildings

This line item provides funding for two capital improvement projects: CIP 439-14 (South Street Streetscape) and CIP 454-06 (GIL Phase B2). It also covers nominal administrative expenses associated with each project.

**Assessment of Community Development Needs
(2021 – 2023)**

**INCIDENCE AND CONCENTRATION OF
LOW AND MODERATE INCOME AND
MINORITY PERSONS**

Gettysburg Borough exhibits proportionally high minority populations when compared to the Adams County as a whole, according to the 2019 American Community Survey. The Borough's minority

population was 15%, while the County-wide proportion of minorities was only 7.3% during the same period. Gettysburg also has the highest proportion of Black/African American residents in Adams County at 5%, compared to 1.4% in the County as a whole.

The 2019 American Community Survey five-year estimates indicate that 21% of Gettysburg's population are low to moderate income, compared with 7.8% for Adams County. Given that the Borough's economy is largely driven by tourism and the service industry which do not typically produce high-wage jobs, we do not anticipate these trends to change significantly in near future.

**COMMUNITY DEVELOPMENT
NEEDS**

Housing

Over the past 25 years, the Borough has used CDBG allocations to leverage other funding sources to eliminate several blighted properties, including the former Agricultural Hall on West High and Franklin Streets (now fully occupied 12-unit Frederick Douglass Townhouse Project), the former Brandon Trailer Court on South Washington Street known now as the Diggs-Monroe site, and the 16-unit "Scattered Site Housing Project" on South Washington and Breckenridge Street. Home ownership projects administered by Pennsylvania Interfaith Community Programs, Inc. (PICPI), formerly the Adams County Interfaith Housing Corporation, South Central Community Action Programs and the non-profit Habitat for Humanity have rehabilitated or constructed 24 houses at various locations and placed new homeowners in them. Adams County Interfaith Housing Corporation has completed two duplex units on the Diggs Monroe site on South Washington Street and has completed the initial planning and design stages

¹³⁵ CARES Act - The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a \$2.2 trillion economic stimulus bill passed by the 116th U.S. Congress and signed into law by President

Donald Trump on March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States.

for the rehabilitation of 62-64 Breckenridge Street. Adams County Habitat for Humanity has completed its project at 264-266 South Washington Street and another duplex at 92-94 North Fifth Street. The Pennsylvania Interfaith Community Programs, Inc. (PICPI) recently completed rehabilitation of what was 62-64 Breckenridge Street, located within the Elm Street neighborhood of the Borough. The house was sold to an eligible low-moderate income family.

Despite these efforts, there remains a housing shortage in the Borough, and the County generally, especially for single-parent families with children, the elderly, and minorities. Presently, a third of Borough households continue paying more than 50 percent of their incomes in rent and utilities. Pennsylvania Interfaith Community Programs, Inc. consistently has a waiting list for its three senior apartment projects in the Borough and continues to receive inquiries.

While addressing ongoing housing shortage and affordability must remain a priority, developing a successful strategy to alleviate it continues to be a vexing challenge for the Borough. While the Borough has moved ahead with several initiatives to address housing problems, budgetary issues in the middle of the last decade - presently stabilized - limited the Borough's capacity to address housing supply. Presently, the necessity to address ADA compliance and accessibility issues (noted in the *South Street Reconstruction* project) has forced the Borough to scale back funding for housing programs.

Public/Community Facilities and Improvements

North Washington Street ADA Compliant Sidewalk and Streetscape Improvements

Gettysburg Borough receives frequent complaints from residents and visitors alike regarding safety and ADA compliance a result of inadequate or outdated sidewalk design and deferred maintenance, at times resulting in injury. The Borough is engaging in an effort to identify walkways with the least functional designs in terms of ADA compliance and general safety and ease of use. Considerations used to evaluate sidewalks targeted for replacement also include factors such as history of public investment in the neighborhood,

and whether there are other infrastructure and utility services that have a high level of deferred maintenance or are otherwise in need of repair or improvement. Additionally, is the sidewalk located in an area with high pedestrian traffic, such as walk to school routes, or common routes used by residents to get to employment, stores, or other necessary services.

Gettysburg Borough is proposing a multi-year project for 2021 and 2022 funds to bring the sidewalk on the west side North Washington Street between Racehorse Alley and West Railroad Street into compliance with ADA standards and improve lighting. This section of sidewalk is currently only two feet wide in some places and the slope at the crosswalk at Racehorse Alley far exceeds the maximum allowed for ADA compliance, and we currently do not have streetlights in this area. This route is a common pedestrian path for residents living on and near N. Washington Street to access downtown employers, stores, and amenities, as well as residents of Chambersburg Street heading east towards the bus station, farm market, etc. North Washington Street is also a busy thoroughfare for vehicles, and many people cut through Racehorse Alley to avoid traffic on Chambersburg Street, making this low-visibility intersection challenging for pedestrians and vehicles to navigate safely. The planned crosswalk, sidewalk, and lighting improvements will resolve both the accessibility and visibility issues in this location.

South Street Light Project

South Street intersects with the main thoroughfare in Gettysburg Borough – Baltimore Street. Both are essential arteries to traverse the community on foot, bike, vehicle, and public transit. South Street is situated in a historically underrepresented area of the Borough, both in terms of minority residential populations and lower socioeconomic lifestyle. It is a designated emergency route to Gettysburg Hospital and is utilized regularly by many children walking to and from the nearby Lincoln Elementary School and the Gettysburg Area Middle School. South Street has been in serious disrepair for many years – with many potholes and heaved sidewalks. It is a hazard to persons with disabilities and is dimly lit at nighttime. Upgrades to the street are necessary for the Borough to adequately deliver municipal services to underserved populations

related to the health, safety, and welfare of the community.

The Borough has allocated all of the 2019 program year funds to install Street Lights on South Street in 2021.

South Street Sidewalks Project

Through a planning process in the middle part of the last decade, the Borough established an Elm Street District, which designated a substantial part of the Borough's Third Ward (located along South Washington and Breckenridge Streets) as an Elm Street neighborhood in April 2008, which is now known as "Olde Getty Place". Like other Elm Street Communities around the Commonwealth, this program was designed to strengthen an older, historic neighborhood beset by lower property values, a negative image, and perceptions of poor public safety. In the future, if money becomes available, funding will be targeted in this neighborhood for a variety of projects. South Street is a part of the Elm Street District, and Olde Getty Place had been seeking grants to construct the street over the past 5 years. For various reasons beyond the control of both Elm Street and the Borough, these grant funding sources have never materialized. South Street is now in such disrepair that the Borough can no longer wait for grant funding and must use its 2020 Program Year allocation to remedy the problems on South Street.

The Borough proposes to allocate all of the 2020 program year funds to the redevelopment of South Street. The Borough is moving forward with engineering the work for the reconstruction project in 2020 and use CDBG 2020 allocation on to construct curbing and sidewalks in 2022.

Intersection Sidewalk and Ramp Reconstruction to Comply with Americans with Disabilities (ADA) Regulations

Gettysburg Borough has been subject to a number of lawsuits regarding handicapped accessibility, highlighting significant deficiencies in ADA compliance at intersections throughout Gettysburg. The Borough has set aside over \$1,000,000.00 in previous CDBG programs to address compliance issues. The Borough allocated 2018 Program Year CDBG funds for this.

Current ADA regulations are being followed to set the proper degree of slope and install detectable warning domes on all ramp runs in the Borough. These public improvements have benefited all those with disabilities who either live or visit the Borough.

CDBG funds were utilized through Program Year 2018 to complete the long-range plan to bring the intersections of all streets and alleys into ADA compliance. As the potential for litigation continues to loom over the Borough, the leaders of Gettysburg continue to make ADA compliance a priority. The Borough may return to these types of requests in future years after South Street (noted above) is completed.

Borough Recreation Park

The Borough utilized \$20,000 from the 2009 and 2010 CDBG Programs to fund a masterplan study of the Borough's Recreation Park, a 52-acre recreation park with seven baseball and softball fields, a football field, three pavilions, two basketball courts, three playgrounds, an amphitheater, a 20-station fitness trail, and a skate park.

While funding will be required to carry out the plan's recommendations, there are no additional requests in the 2021 program designated for the Recreation Park because of other funding priorities, as described above. The Park's master plan was completed in 2013.

Public Services/Economic Development

Since the inception of the CDBG program, the Borough has provided strong support for a variety of programs run by local social service agencies, such as the South Central Community Action Programs, Pennsylvania Interfaith Housing Corporation, the Adams County Housing Authority, and El Centro. This has generally meant providing the full 15 percent allowance towards Public Service Activities (generally staff) as well as funds for the rehabilitation of existing or new facilities. Because of the Borough's infrastructure priority to bring street and alley intersections and sidewalks into ADA compliance and the reconstruction of South Street, there are no requests for public service activities in the 2021 application.

COMMUNITY DEVELOPMENT OBJECTIVES

The following Community Development Objectives address the needs of low-to-moderate income Borough residents:

Public/Community Facilities and Improvements:

- Continue to bring intersections of Borough Streets and alleys into ADA compliance utilizing CDBG Funds through Program Year 2018, and
- Address the poor lighting conditions on South Street (an emergency route to Gettysburg Hospital and route to the Lincoln Elementary School and the Gettysburg Middle School) by utilizing 2019 CDBG Program year funds to install street lighting.
- Address the poor sidewalk and accessibility conditions on South Street by utilizing 2020 CDBG Program year funds to rebuild sidewalks.

Housing:

- Once the Borough brings its street and alley intersections into ADA compliance and South Street is reconstructed, continue to work toward correcting blighted housing, including working in partnership with PCPI, SCAAP, and other developers to promote more home ownership opportunities.
- Work in partnership with Borough residents to implement the housing goals with the Elm Street Program, which includes targeted efforts to improve housing and the neighborhood streetscape.
- Develop strategies for low-and-moderate income housing through the Central Adams County Joint Comprehensive Plan with the Borough and neighboring Cumberland and Straban townships.

Public Services/Economic Development:

- Continue to provide service activity support for the Borough's social service agencies.

ACTIVITIES PLAN TO MEET COMMUNITY DEVELOPMENT OBJECTIVES

One-Year Plan

Public/Community Facilities and Improvements:

- Provide \$120,709.00 from CDBG FY 2019 to the Borough of Gettysburg to provide for the South Street Lighting project, and
- An additional \$6000.00 for program administrative efforts, and
- Provide \$130,289.00 from CDBG FY 2020 to the Borough of Gettysburg to provide for sidewalks and curbing of the South Street Sidewalks project, and
- Utilize the remainder of CDBG Program year funding through 2018 to bring identified intersections into ADA compliance, and
- Provide \$130,490.00 from CDBG FY 2021 to the Borough of Gettysburg to provide for sidewalks and curbing of the North Washington Street Sidewalks project

Housing:

- There are no allocations proposed for this category in the 2021 Program Year.

Public Services/Economic Development:

- There are no allocations proposed for this category in the 2021 Program Year.

Three-Year Plan

Public/Community Facilities and Improvements:

- As many of the Borough ADA compliance objectives have been met, the Borough will reassess beginning in CDBG Program Year 2021 other community needs. These needs may include the following:
 - A continued focus on the long-range program to bring intersections of the Borough streets and alley intersections into ADA compliance,
 - The need for additional public parking garage(s), which may require the

acquisition of land, and

- The need to build a community center to meet the growing service demands of the public (the Borough, through a gift from a private citizen, has acquired the location of a future Community Center).

RESOURCES
CONSIDERED

**2011-2015 American
Community Survey**

Housing:

- Once the Borough brings its streets and alley intersections into ADA compliance and South Street is reconstructed, continue to place a high priority on the elimination of the remaining blighted properties in the Borough, and look for better leveraging of CDBG dollars against other funds to encourage home ownership and rehabilitation, subject to the completion of the Borough's infrastructure priorities.
- Work to encourage the Boroughs' neighboring municipalities to develop more low-and-moderate income housing through a more earnest effort at regional planning initiatives (utilizing the recently adopted Regional Comprehensive Plan).

**Central Adams Joint
Comprehensive Plan**

**Elm Street 2013 S.
Washington St. & South
St. Project Plan**

Public Service/Economic Development:

- Once the Borough brings its streets and alley intersections into ADA compliance and South Street is reconstructed, consider continuing levels of support for South Central Community Action Programs; Pennsylvania Interfaith Community Programs, Inc.; El Centro and others, with particular emphasis on positions that best leverage other sources of funding and will become independent within three years. Place particular emphasis on new programs that benefit the growing Hispanic population and the minority population as a whole, subject to the completion of the Borough's infrastructure priorities.

Polluted stormwater runoff is commonly transported through municipal separate storm sewer systems (MS4s)¹³⁶, and then often discharged, untreated, into local water bodies.

The stormwater requirements of the federal Clean Water Act are administered under the Pennsylvania Department of Environmental Protection's MS4 Program. In December 2002, DEP issued a General Permit ("PAG-13") for use by MS4s that fall under the National Pollutant Discharge Elimination System (NPDES) Phase II program, requiring the implementation of a stormwater management program for minimizing the impacts from runoff. Several extensions have occurred since the expiry of the initial 5-year permit period, the latest of which extended the permit expiration date to midnight on June 11, 2013.

After much debate and extensive delays, the Pennsylvania Department of Environmental Protection released its new permit requirements in late 2011, so all MS4s are working to understand how they are affected and prepare their applications before they are due.

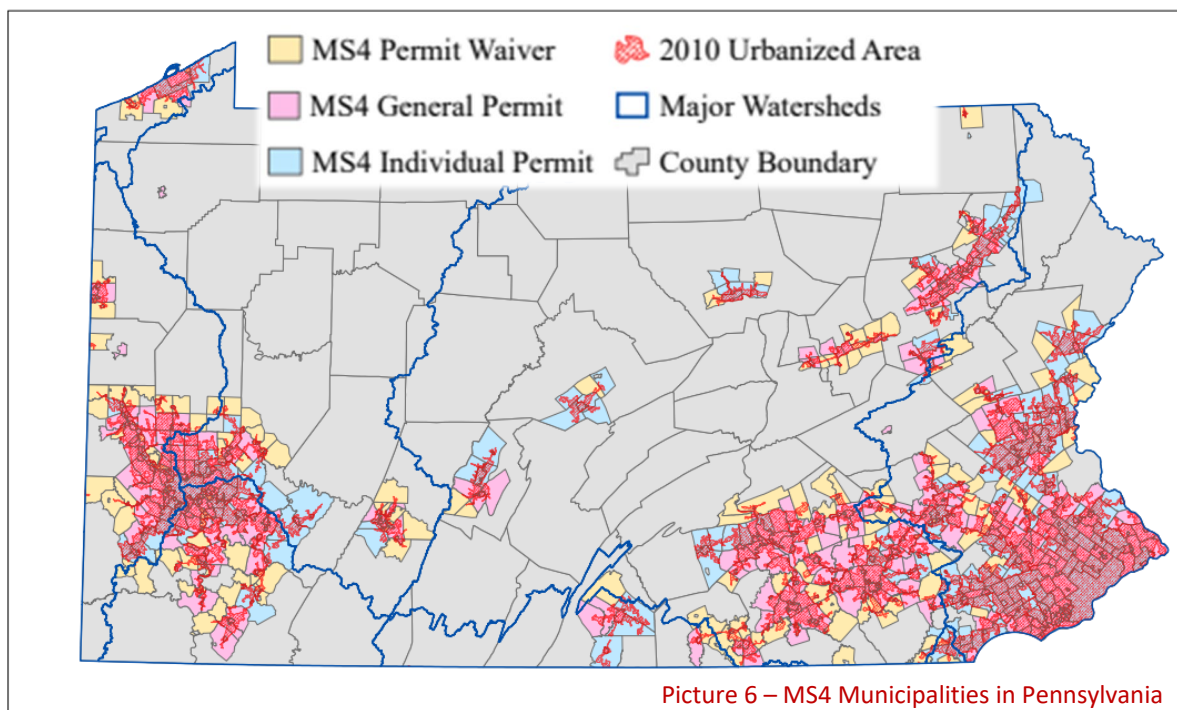
Under the MS4 Program, permittees are required to incorporate the following six elements (known as minimum control measures, or MCMs) into their stormwater management programs:

- Public education and outreach
- Public involvement and participation
- Illicit discharge detection and elimination
- Construction site runoff control
- Post-construction stormwater management in new development and redevelopment
- Pollution prevention and good housekeeping for municipal operations and maintenance.

Each MCM has a series of suggested best management practices (BMPs) associated with it to guide permit holders in program development, tracking, and reporting.

Pennsylvania has close to 1,000 jurisdictions that are considered small municipal separate stormwater systems (MS4s) and therefore require Phase II permits. Picture

Gettysburg Borough is a mandated MS4 community and must comply with the regulations. It is for this reason that the Gettysburg Borough Council incorporated the Gettysburg Borough Storm Water Authority in 2018. Refer to the GBSWA Articles of Incorporation at **Appendix V**. **Appendix VI** contains more resource information on MS4. Gettysburg's Pollution Reduction Plan can be viewed on the Boroughs website at <https://www.gettysburgpa.gov/gettysburg-borough-storm-water-authority-gbswa>.



Picture 6 – MS4 Municipalities in Pennsylvania

¹³⁶ MS4 – Municipal Separate Storm Sewer System.

Revenue

There are five sources of revenue for the Gettysburg Borough Storm Water Authority. They are a mixture of fines, interest, grants, and assessed fees.

**Department 331
Fines and Forfeits**

This department collects penalties assessed on late payments that resulted in a lien being placed against a property for lack of storm water fee payment. **Table 86** details fines and forfeits.

**Object 400
Reimbursement – Solicitor Fees**

In an average year the Authority's solicitor places enough liens on properties that require \$10,000 in reimbursements to the Authority.

**Object 410
Reimbursement – Court Fees**

These are filing fees incurred by the Authority by Adams County Courts while filing a lien against a property for nonpayment.

**Object 415
Reimbursement – Postage**

The Authority spends a notable amount in postage when sending delinquent notices to property owners for nonpayment of storm water fees.

**Table 86 –
Gettysburg Borough Storm Water Authority Department 331
(Fines & Forfeits)**

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	331	400	Reimbursement - Solicitor Fees	^^^	^^^	^^^	^^^	^^^	\$10,000
	331	410	Reimbursement - Court Fees	^^^	^^^	^^^	^^^	^^^	\$1,440
	331	415	Reimbursement - Postage	^^^	^^^	^^^	^^^	^^^	\$317
	331	490	Reimbursement - Bank Fees	^^^	^^^	^^^	^^^	^^^	\$0
			Department 331 TOTALS	\$0	\$0	\$0	\$0	\$0	\$11,757

**Table 87 –
Gettysburg Borough Storm Water Authority Department 341
(Interest Earnings)**

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	341	000	Interest on Checking	^^^	^^^	^^^	\$5,000	\$1,250	\$900
	341	030	Interest on CDs	^^^	^^^	^^^	^^^	^^^	\$849
			Department 341 TOTALS	\$0	\$0	\$0	\$5,000	\$1,250	\$1,749

**Table 88 –
Gettysburg Borough Storm Water Authority Department 357
(Local Government Units)**

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	357	200	Grant Revenue	^^^	^^^	^^^	^^^	^^^	\$500,000
			Department 357 TOTALS	\$0	\$0	\$0	\$0	\$0	\$500,000

Object 490**Reimbursement – Bank Fees**

These are fees that are incurred by the Authority when a property owner submits a check to the Authority that is ultimately declined payment from the bank for lack of sufficient funds.

**Department 341
Interest Earnings**

Table 87 highlights the interest earned on revenue in the Authorities numerous interest-bearing financial accounts.

Object 000**Interest on Checking**

Annual interest on the Authority's checking account(s).

Object 030**Interest on Checking**

Annual interest on the Authority's CD account(s).

**Department 357
Local Government Units**

Table 88 highlights any grant revenue the Authority would receive from any grant submissions.

Object 200**Grant Revenue**

The GBSWA has applied for a NFWF¹³⁷ grant to fund the Culps Stream Restoration Project (CIP 436-01A). The stream restoration and stabilization project will be located along an unnamed tributary to Rock Creek (WWF, MF), locally referred to as Culp's Run, and near the intersection of Mayor Alley and Court Alley. Through the use of decorative riprap, the severely eroding

¹³⁷ NFWF – National Fish and Wildlife Foundation.

Chapter 14

Fund 09 – Storm Water Fund

**Table 89 –
Gettysburg Borough Storm Water Authority Department 361
(Charges for Services)**

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	361	808	Reimbursement - Engineer Fees	^^^	^^^	^^^	^^^	^^^	\$0
			Department 361 TOTALS	\$0	\$0	\$0	\$0	\$0	\$0

**Table 90 –
Gettysburg Borough Storm Water Authority Department 383
(Storm Water Fess)**

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	383	200	Storm Water Fee - Discount	^^^	^^^	^^^	^^^	\$513,050	\$415,999
	383	210	Storm Water Fee - Face	^^^	^^^	^^^	^^^	\$8,551	\$60,412
	383	220	Storm Water Fee - Penalty	^^^	^^^	^^^	^^^	\$3,633	\$37,289
			Department 383 TOTALS	\$0	\$0	\$0	\$0	\$525,234	\$513,700

stream banks will be protected therefore preserving and protecting the existing trees. This will aid in the reduction of sediment load in the stream. The stream will also be restored through implementation of nature channel design in conjunction with the stabilization efforts.

enhance the pollutant load efficiency of the Broadway Street Improvements project that is currently under construction at the time of application submission. The new trees will aid in reducing erosion by capturing falling rain in their leaf canopies and provide shade over existing impervious areas.

**Table 91 –
Gettysburg Borough Storm Water Authority
Department 436
(Storm Sewers & Drains)**

Through implementation of these practices, an estimated total of 4,600 pounds of sediment will be removed annually.

Expenditure	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	436	110 *	Salary - Administrative Manager	^^^	^^^	^^^	^^^	^^^	\$7,720
	436	112 **	Salary - Full Time Staff	^^^	^^^	^^^	^^^	^^^	\$17,500
	436	114 **	Salary - Professional Staff	^^^	^^^	^^^	^^^	^^^	\$43,336
	436	172	Other Comp./Leave-Holiday	^^^	^^^	^^^	^^^	^^^	\$2,899
	436	189	Benefit - Vision Insurance	^^^	^^^	^^^	^^^	^^^	\$367
	436	192	Benefit - FICA	^^^	^^^	^^^	^^^	^^^	\$5,298
	436	193	Benefit - Medicare	^^^	^^^	^^^	^^^	^^^	\$1,240
	436	194	Benefit - Unemployment Compensation	^^^	^^^	^^^	^^^	^^^	\$648
	436	196	Benefit - Health Insurance	^^^	^^^	^^^	^^^	^^^	\$16,774
	436	197	Benefit - Pension Contribution	^^^	^^^	^^^	^^^	^^^	\$5,601
	436	198	Benefit - Life/ADD/Short Term Disability	^^^	^^^	^^^	^^^	^^^	\$586
	436	199	Benefit - Dental Insurance	^^^	^^^	^^^	^^^	^^^	\$1,308
	436	210	Operating Supplies	^^^	^^^	\$2,000	\$1,500	\$1,615	\$1,321
	436	215	Postage	^^^	^^^	^^^	\$2,000	\$2,000	\$2,301
	436	218	Public Relations	^^^	^^^	^^^	\$800	\$1,500	\$2,000
	436	252	Computer/Copier Parts	^^^	^^^	\$2,000	\$250	\$250	\$550
	436	311	Accounting and Auditing Services	^^^	^^^	\$10,000	\$9,000	\$6,750	\$6,750
	436	313	Engineering Services	^^^	^^^	\$15,000	\$40,000	\$50,000	\$20,000
	436	314	Legal Expenses	^^^	^^^	\$5,000	\$10,000	\$6,000	\$4,836
	436	317	Legal Expenses - Liens/Filings	^^^	^^^	^^^	^^^	^^^	\$13,750
	436	321	Telephone (landline)	^^^	^^^	^^^	\$800	\$458	\$458
	436	325	Internet Fees	^^^	^^^	^^^	\$350	\$476	\$476
	436	329	Computer Software Fees	^^^	^^^	\$40,000	\$11,860	\$11,660	\$11,750
	436	341	Legal Advertising Expenses	^^^	^^^	\$1,000	\$2,000	\$350	\$450
	436	352	Liability Insurance	^^^	^^^	^^^	\$224	\$224	\$250
	436	355	Insurance - Public Official	^^^	^^^	^^^	\$3,192	\$3,192	\$3,292
	436	372	Repairs and Maintenance Storm Sewers	^^^	^^^	\$25,000	\$50,000	\$10,000	\$15,000
	436	390	Bank Service Charges/Fees	^^^	^^^	^^^	\$1,200	\$300	\$595
	436	391	Payment Processing Fees	^^^	^^^	^^^	\$3,000	\$2,400	\$2,400
	436	420	Dues, Subscriptions, Memberships	^^^	^^^	^^^	^^^	\$208	\$208
	436	450	Permits & Fees	^^^	^^^	^^^	^^^	\$500	\$500
	436	452	Contracted IT Services	^^^	^^^	^^^	\$1,100	\$1,100	\$1,100
	436	460	Continuing Education	^^^	^^^	^^^	^^^	^^^	\$5,000
	436	720	Capital Improvements - Storm Sewers	^^^	^^^	\$75,000	\$218,224	\$302,674	\$830,942
			Department 436 TOTALS	\$0	\$0	\$175,000	\$355,500	\$401,657	\$1,027,206

* Salary is shared with Department 401 (92%) and Department 436 (92%).

* Salary is shared with Department 401 (65%) and Department 436 (35%).

* Salary is shared with Department 414 (35%) and Department 436 (65%).

Notable partners include Gettysburg Borough Storm Water Authority (Applicant and Funding), Gettysburg Borough, (MS4 Permittee), C.S. Davidson, Inc. (Engineer), Shade Tree Commission, and the Contractor.

Department 361
Charges for Services

Table 89 highlights the interest earned on revenue in the Authorities numerous interest-bearing financial accounts.

Object 808
Reimbursement – Engineering Fees

Even though there is no planned revenue in this line item, it is likely the Authority Engineer will charge the Authority for work performed on a property. Those fees are ultimately billed to the property owner, where this line item accounts for those payments back to the Authority.

Department 383
Storm Water Fees

Table 90 shows the storm water fees collected from all properties in the Borough. Property owners may elect to pay within the first 45-days of an invoice at a 2% discount, at par (100%) within the subsequent 45-day period after bill issuance, and a 10% penalty after 90-days of invoice issuance.

Object 200
Storm Water Fee - Discount

Assessed storm water fees collected at 2% discount.

Object 210
Storm Water Fee - Discount

Assessed storm water fees collected at par.

Object 220
Storm Water Fee - Penalty

Assessed storm water fees collected at 10% penalty for late payment.

Expenses

Expenses in this fund are solely allocated to one department – Storm Sewers & Drains. These account for all payrolls, insurances, professional services, operating supplies, software fees, IT support, legal fees, bank fees, permitting fees, auditing services, and construction.

Department 436
Storm Sewers & Drains

Table 91 identifies all line items in this department.

Object 110
Salary – Administrative Manager

The Administrative Manager is a shared employee with Gettysburg Borough. The GBSWA pays 8% of this employee's overall salary (also budgeted in the General Fund, Department 401).

Object 112
Salary – Full Time Staff

The employee is also the Accountant I for Gettysburg Borough. The GBSWA pays 35% of this employee's overall salary (also budgeted in the General Fund, Department 401).

Object 114
Salary – Professional Staff

Also known as the MS4 Coordinator, this is a shared employee with Gettysburg Borough. The GBSWA pays 65% of this employee's overall salary (also budgeted in the General Fund, Department 414).

Object 172
Other Comp./Leave-Holiday

Accounts for employee's paid time off. Shared cost with the General Fund.

Object 189
Benefit – Vision Insurance

Accounts for employee's vision insurance. Shared cost with the General Fund.

Object 192
Benefit - FICA

A shared expense with the General Fund, it covers the cost of the employer's portion of Social Security Insurance.

Object 193
Benefit - Medicare

A shared expense with the General Fund, it covers the cost of the employer's portion of Medicare Insurance.

Object 194
Benefit – Unemployment Compensation

A shared expense with the General Fund, it covers the cost of the providing unemployment

compensation insurance required by the State of Pennsylvania.

Object 196

Benefit – Health Insurance

A shared expense with the General Fund, it covers the cost of the employer's portion to provide medical insurance. 12% of the premium is the responsibility of the employee.

Object 197

Benefit – Pension Contribution

A shared expense with the General Fund, it covers the cost to provide pension benefits to the Authority's employees. Per Borough policy, employees are not required to contribute to their pension plans.

Object 198

Benefit – Life/ADD/Short Term Disability

A shared expense with the General Fund, it covers the cost to provide life insurance, accidental death/dismemberment insurance, and short-term disability insurance the Authority's employees.

Object 199

Benefit – Dental Insurance

A shared expense with the General Fund, it covers the cost to provide the Authority's employees with dental insurance.

Object 210

Operating Supplies

Covers the cost of routine office supplies.

Object 215

Postage

Covers postal expenses for mailing (i.e., annual storm water fee invoices and letters of notice for late payments).

Object 118

Public Relations

Provides a stipend to Community Media TV to video and broadcast all Storm Water Authority public meetings.

Object 252

Computer/Copier Parts

Provides funds to support new equipment if needed. These costs, if incurred, would be shared with the General Fund.

Object 311

Accounting and Auditing Services

Like Gettysburg Borough, the GBSWA is required to undergo an annual audit of its finances. This line item pays for these auditing services.

Object 313

Engineering Services

This line item pays for routine engineering expenses, such as meeting attendance and project reviews.

Object 314

Legal Expenses

This line item covers the cost for routine legal services by the Authority's solicitor, such as meeting attendance and project reviews.

Object 317

Legal Expenses – Liens/Filings

This line item covers the cost for the Authority Solicitor to file liens against properties who are delinquent in paying assessed storm water fees.

Object 321

Telephone (landline)

A shared cost with the General Fund, this line item pays a portion of the phone lines needed to conduct business.

Object 325

Internet Fees

A shared cost with the General Fund, this line item pays a portion of the fees to gain access to the world-wide-web.

Object 329

Computer Software Fees

A shared cost with the General Fund, this line item pays a portion of the fees to maintain computer software to process assessed storm water fees and maintain a database of all properties in Gettysburg Borough.

Object 341

Legal Advertising Expenses

Statutorily, the Authority is required to publish notice in a paper of general circulation of its upcoming public meetings.

Object 352

Liability Insurance

Insurance carried by the Authority.

Object 355Insurance – Public Official

Insurance carried by the Authority to protect its staff and Board Members against any potential legal action(s).

Object 372Repairs and Maintenance – Storm Sewers

This line item provides funding to support unpredictable and/or unexpected repairs to storm water infrastructure that may fail throughout the year.

Object 390Bank Service Charges/Fees

Covers the cost of returned checks and any fees bank fees that may arise from time-to-time.

Object 391Payment Processing Fees

Pays for the fees associated with on-line payments and credit card payments charged by third party credit card processing companies.

Object 420Dues, Subscriptions, Memberships

Provides funds to support staff and Board Members to participate in professional societies / organizations to remain current on best practices in the industry.

Object 450Permits & Fees

Pays for the annual MS4 permit fee due to the State of Pennsylvania.

Object 452Contracted ITServices

A shared cost with the General Fund, this line item pays a portion of the fees to maintain on-site computers and cloud hosting services.

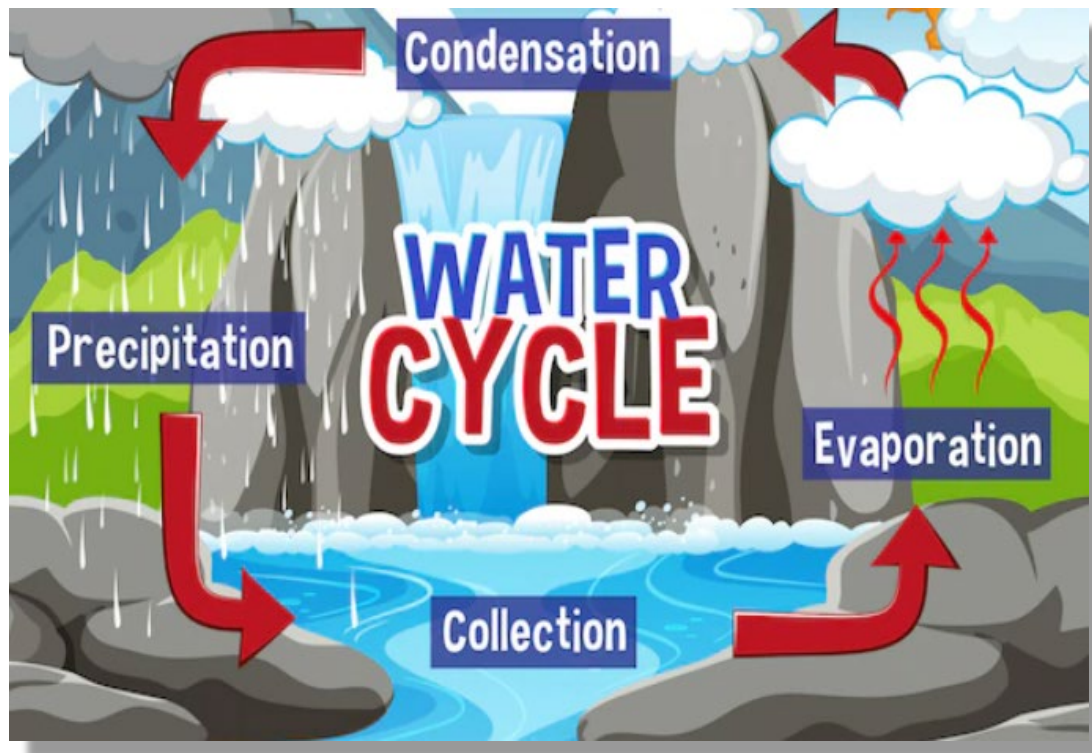
Object 460Continuing Education

A corollary to line item 420, this line item provides fund for staff and Board Members to attend professional conferences and training to remain current in the industry and to maintain best practices in the industry.

Object 720Capital Improvement – Storm Sewers

Any construction costs are charged to this line item. Specifically, this line-item funds or partially funds the following:

- CIP 436-06
 - Mayor Alley Stream Stabilization,
- CIP 439-14
 - South Street and Schimmelfennig Alley Storm Drains,
- CIP 436-05
 - Bream Alley,
- CIP 454-06
 - GIL Phase B2,
- CIP 436-03
 - Stevens Run Wall Analysis,
- CIP 439-09
 - Long Lane Storm Sewer & Resurfacing,
- CIP 436-01A
 - Culps Run Stream Restoration, and
- CIP436-01B
 - Chambersburg Street Storm Sewer Televising Work.



Capital Projects Fund (18)

Unlike the General Fund, Capital Projects is not required to be balanced. There was considerable activity in this fund in the years 2017, 2018, and 2019 – as multiple projects were constructed utilizing the 2016 GO Bond money. A significant amount of time was spent in 2021 working on updates to the Capital Improvement Plan and preparing for the next round of construction projects, which will begin in earnest

in 2022. A new five-year Capital Improvement Plan was issued in August 2021, which is detailed in **Chapter 9** of this budget message. The Capital Projects Fund is used to account for revenues and expenditures for various capital projects (i.e. Purchases of equipment, road repairs, building upgrades, etc.).

A separate fund to account for large projects allows elected officials and the public to follow the

Table 92 – Grant Applications and Awards (2011 – 2022)

Program Year	Agency	Name of Grant	Amount Applied For	Amount Awarded	Capital Improvement Plan Project #	Purpose
2022	PAOOB	Redevelopment Assistance Capital Program (RACP)	\$1,500,000	In Process	CIP21-465-01	Gettysburg Visitors Center
	PennDOT	MultiModal Transportation Fund (MTF) Grant	\$168,500	In Process		
	DCED	Commonwealth Finance Authority - MTF Grant	\$168,500	In Process	CIP21-454-05	Gettysburg Inner Loop - Phase B1
	PennDOT	Transportation Alternative Funds (TA)	\$168,500	In Process		
	DCED	Commonwealth Finance Authority - GTRP Grant	\$168,500	In Process		
	NFWF	Chesapeake Bay Pennsylvania Local Government	\$500,000	In Process	CIP21-436-01A	Culps Run Stream Restoration
	FEMA	Non-Profit Security Grant Program (NSGP)	\$250,000	In Process	CIP21-415-04	Modular Barricades
	USDOT	Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	\$7,329,198	In Process	CIP21-439-04	Gettysburg Gateway Connectivity Project
2021	USDOT	Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	\$7,329,198	\$0	CIP21-439-04	Gettysburg Gateway Connectivity Project
	USTD	American Rescue Plan Act of 2021 (ARPA)	\$0	3,136,677	N/A	Financial Recovery from COVID-19 Pandemic
	NFWF	Chesapeake Bay Pennsylvania Local Government	\$500,000	\$0	CIP21-436-01A	Culps Run Stream Restoration
	DCNR	Community Conservation Partnerships Program (C2P2)	\$359,000	\$252,500		
	PennDOT	MultiModal Transportation Fund (MTF) Grant	\$486,000	\$0	CIP21-454-06	Gettysburg inner Loop - Phase B2
2020	DCNR	Community Conservation Partnerships Program (C2P2)	\$610,000	\$0		
	DCED	Greenways, Trails, and Recreation Program (GTRP)	\$250,000	\$0	CIP21-454-06	Gettysburg Inner Loop - Phase B2
	AC	Adams County Parks, Recreation & Greenspace	\$25,000	\$25,000		
	DCED	Fund for Adams Investment and Recovery (FAIR)	\$100,000	\$100,000	N/A	Financial Recovery from COVID-19 Pandemic
2019	NFWF	Chesapeake Bay Pennsylvania Local Government	\$106,259	\$0	CIP21-436-01A	Culps Run Stream Restoration
	DCNR	Community Conservation Partnerships Program (C2P2)	\$180,625	\$0		
	DCED	Greenways, Trails, and Recreation Program (GTRP)	\$245,240	\$0	CIP21-454-06	Gettysburg Inner Loop - Phase B2
	PennDOT	MultiModal Transportation Fund (MTF) Grant	\$470,540	\$0		
	FHWA	Federal Lands Access Program (FLAP)	\$1,253,917	\$1,253,917	CIP21-439-04	Gettysburg Gateway Connectivity Project
	DCNR	Park Rehabilitation & Development Program	\$25,980	\$25,980	Conference	GARA Small Playground Rebuild
2018	ACCF	Hoffman Trust	\$8,000	\$8,000	N/A	GIL - Gettysburg Station Spur Right-of-Way
2017	ACCF	Hoffman Trust	\$10,000	\$10,000	N/A	Biser Fitness Trail Relocation
2016	PEMA	Declaration #4267 - Winter Storm Jonas	\$36,566	\$36,566	N/A	Disaster Recovery
	AC	Adams County Parks, Recreation & Greenspace	\$19,846	\$19,846	N/A	GIL Phase A2 Matching Funds: 2015 DCNR Grant
2015	DCNR	Community Conservation Partnerships	\$250,000	\$250,000	N/A	GIL Phase A2
	PennDOT	Transportation Alternatives Program (TAP)	\$334,263	\$334,263		
	PennDOT	Congestion, Mitigation, and Air Quality Program (CMAQ)	\$1,464,973	\$1,464,973	N/A	GIL Phase A2
2014	PSATS	Internship Program	\$2,000	\$2,000	N/A	Summer Intern
	DCED	Governor's Center for Local Government Services	\$69,600	\$69,600	N/A	Early Intervention Program (EIP) - Phase II
	CBT	Green Street, Green Jobs, Green Towns Program (G3)	\$47,262	\$47,262	N/A	GIL Phase A1
	PennDOT	Act 89 Multimodal Grant	\$191,517	\$191,517	N/A	Steinwehr Avenue Utility Pole Relocation
	DCED	Keystone Communities Grant	\$140,000	\$140,000	N/A	Elm Street Program
	FHWA	Federal Lands Access Program (FLAP)	\$3,746,000	\$3,746,000	N/A	Steinwehr Avenue Revitalization Project - Phase II
2013	DCNR	Community Conservation Partnerships Program (C2P2)	\$32,805	\$32,805	N/A	GARA Master Plan Development
2012	PennDOT	Pennsylvania Community Transportation Initiative (PCTI)	\$2,500,000	\$2,500,000	N/A	Steinwehr Avenue Revitalization Project - Phase I
	DCED	Keystone Communities Grant	\$400,000	\$400,000	N/A	Elm Street Program
2011	DCED	Governor's Center for Local Government Services (GCLGS)	\$35,000	\$35,000	N/A	Early Intervention Program (EIP) - Phase I

PAOOB = Pennsylvania Office of Budget

NFWF = National Fish and Wildlife Foundation

USDOT = United States Department of Transportation

AC = Adams County, Pennsylvania

FAIR = Fund for Adams Investment & Recovery

ACCF = Adams County Community Foundation

CBT = Chesapeake Bay Trust

PCTI = Pennsylvania Community Transportation Initiative

ARPA = American Rescue Plan Act of 2021

PennDOT = Pennsylvania Department of Transportation

DCNR = Department of Conservation & Natural Resources

USTD = United States Treasury Department

C2P2 = Community Conservation Partnerships Program

MTF = Multi-Modal Transportation Fund

PEMA = Pennsylvania Emergency Management Agency

G3 = Greens Streets, Green Jobs, Green Towns

EIP = Early Intervention Program

NSGP = Non-Profit Security Grant Program

DCED = Department of Community & Economic Development

FEMA = Federal Emergency Management Agency

RAISE = Rebuilding American Infrastructure with Sustainability & Equity

GTRP = Greenways, Trails, and Recreation Program

FLAP = Federal Lands Access Program

TAP = Transportation Alternatives Program

CMAQ = Congestion, Mitigation, and Air Quality Program

GCLGS = Governor's Center for Local Government Services

revenues and costs more accurately for these projects – keeping them separate from the day-to-day operations of the Borough, which is the purpose of the General Fund (Fund 01). The Capital Projects Fund also accounts for grant funds that are earmarked for specific projects.

Borough Council adopted a five-year Capital Improvement plan (CIP) in 2016 and renewed a new five-year plan in 2021. The CIP is reviewed annually and extended for an additional year. This tabulation is designed to provide Council with an

Table 93 – CIP Projects (2022 – 2026)

Ranked by Score (Highest to Lowest)			
CIP #	Score	Project Name	Cost
436-01A	100.00%	Culps Run Stream Restoration	\$775,000
436-01B	100.00%	Chambersburg Street Storm Sewer	\$143,000
439-14	100.00%	South Street Streetscape	\$390,000
439-04	78.40%	Gettysburg Gateway Connectivity Project (Baltimore Street Revitalization)	\$10,728,896
435-01	70.13%	Right-of-Way Master Plan (a.k.a. Complete Streets; Sidewalk Master Plan)	\$25,000
454-06	69.33%	Gettysburg Inner Loop (GIL) - Phase B2	\$1,327,000
454-05	67.33%	Gettysburg Inner Loop (GIL) - Phase B1	\$750,000
436-05	66.40%	Bream Alley	\$10,000
436-03	64.80%	Stevens Run Wall Construction	\$412,245
439-05	64.13%	Street Preservation Contract #1	\$205,000
439-09	64.13%	Long Lane Storm Sewer & Resurfacing	\$572,000
436-01	62.93%	SCCAP Storm Sewer Pipe Master Plan	\$20,000
439-01	62.93%	Lincoln Highway Master Plan (Rt. 30) (York St. / Chambersburg St. / Buford Hwy.)	\$100,000
435-02	62.00%	Sidewalk Replacement Program	\$300,000
439-06	62.00%	Street Preservation Contract #2	\$284,000
465-01	62.00%	Community Center / Visitor Center (a.k.a. Brown House)	\$1,500,000
438-02	61.73%	Bridge Construction	\$198,280
439-02	59.87%	Hanover Street Master Plan (Rt. 116)	\$50,000
465-02	59.87%	Gateways at Borough Limits Master Plan	\$50,000
430-01	59.33%	Public Works Equipment	\$756,752
439-07	59.33%	Highland& Johns Avenues (North of Queen Street)	\$608,000
439-13	59.33%	Breckenridge Streetscape	\$271,604
445-01	59.20%	RHA Garage Maintenance	\$130,000
430-02	58.67%	Public Works Facilities & Building Upgrades	\$1,783,980
436-06	58.13%	Mayor Alley Stream Stabilization	\$20,000
439-08	58.13%	Highland& Johns Avenues (South of Queen Street)	\$425,000
454-07	56.80%	Gettysburg Inner Loop (GIL) - Phase C	\$800,000
439-10	55.73%	East Railroad Street	\$100,000
454-02	55.33%	GARA Upgrades - Parking Lot Resurfacing	\$30,000
454-03	54.27%	GARA Upgrades - Seasonal Facilities (Splash Pad / Ice Rink)	\$1,680,000
445-02	54.13%	Public Parking Structure (Borough Lot on Middle Street)	\$1,350,000
415-03	53.73%	Area Segregation - Portable Traffic Signals	\$175,000
415-04	52.67%	Area Segregation - Portable Barricades/Bollards	\$147,000
439-11	51.33%	Wolf Alley	\$20,000
415-02	51.07%	Area Segregation - Portable Electronic Message Boards	\$124,000
439-12	50.53%	Sheely Alley	\$10,000
454-04	49.87%	GARA Upgrades (Pavilion / Security Cameras / Zero Turn Tractor / BR Remodel)	\$100,000
445-03	47.60%	Public Improvements for parking Structure (Steinwehr Avenue)	\$400,000
TOTAL Cost		\$26,771,757	

understanding of the various projects in the Borough. It lists all costs to date as well as the sources of funds including the Federal

Highway and Lands Grant (FHL), Department of Community and Economic Development (DCED) Early Intervention (EIP) Phase II Grant, the Chesapeake Bay Trust Grant, PennDOT's MultiModal Grant, General Obligation Bond revenue, and any other sources.

Additionally, it is vitally important to not undervalue the benefit to the Borough that grant money brings. These funds have provided major infrastructure improvements that would not otherwise be within the reach of the municipality. The Borough benefited from several large grant-funded projects in recent years. Multiple other grants have been applied for. Those grant awards will be announced in the coming months. **Table 92** highlights previous grant awards to Gettysburg and also summarizes the grant applications that were not successful. Of note, combined since 2011, Gettysburg has received \$13,627,989 in grant money – well over \$1 Million annually!

Main Street Gettysburg, on behalf of Gettysburg Borough, applied for a \$1.25 million FLAP Grant in 2019, which would pay for the engineering of the entire Baltimore Street Revitalization Project – recently renamed the *Gettysburg Gateway Connectivity Project*. The announcement of the grant award came in early 2020 – with Gettysburg being one of three recipients. Gettysburg Borough (or affiliates doing work on behalf of the Borough) has received over \$10.6 million in grant funding since 2011. It should be noted that the Capital Projects Fund does not include the CDBG grant monies used for ADA ramp and other improvements, which are accounted for in the CDBG Fund (04) and discussed in detail in **Chapter 13**. The 2022 – 2026 Capital Improvement Plan Projects are listed here at **Table 93**.

Revenues

Revenue for the Capital Projects Fund relies solely on grants, private donations, interfund transfers,

Table 94 – Capital Projects Fund Department 341 (Interest Earnings)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	341	010	Interest on Checking	\$10,000	\$8,500	\$10,000	\$1,080	\$925	\$1,251
			Department 341 TOTALS	\$10,000	\$8,500	\$10,000	\$1,080	\$925	\$1,251

Table 95 – Capital Projects Fund Department 392 (Inter Fund Transfers In)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	392	010	Transfer from General Fund	^^^	^^^	^^^	^^^	^^^	\$713,319
			Department 392 TOTALS	\$0	\$0	\$0	\$0	\$0	\$713,319

and proceeds from long-term debt. There is no real property millage associated with this fund.

Interest earnings and Interfund Transfers in are only sources of revenue identified in this fund for FY2022. There are no proceeds from debt issuance. The Borough intends to submit applications for numerous grants in 2022 (See **Table 92**). Should any of those grants be awarded, that revenue would be posted in this Fund.

Department 341 Interest Earnings

Interest rates remain low. As such this revenue line item is minimal. Refer to **Table 94**.

Object 010

Interest on Checking

Nominal Amount of interest income.

Department 392 Interfund Transfers In

Since the General Fund will be utilizing a significant amount of ARPA Funds in 2022, a sizeable transfer from the General Fund is anticipated. Refer to **Table 95**.

Object 010

Transfer from General Fund

Surplus from the General Fund being made available to support projects in the CIP.

An Additional Note Regarding Grant Funding

Table 92 identifies the multitude of grants the Borough's received over the past decade. All totaled, the Borough has been the recipient of over \$13.6 Million over this period. Gettysburg is privileged in this regard, as these funds provide development dollars that would otherwise fall to the local population to fund – an obvious burden that

would never be met given current and continuing economic realities of the Borough.

These grant monies have funded projects like the technology upgrades for the Borough (providing new parking management software, land management software, and financial management software), massive streetscape improvements on Steinwehr Avenue, relocating of the utility poles that bisected the sidewalks on Steinwehr Avenue, the relocation of the Biser Fitness Trail at GARA, and a significant stretch of the Gettysburg Inner Loop.

It is important to remember, however, that grant money is not free. These funds often come with specific goals in mind to help advance state and/or national initiatives. They require an enormous amount of staff time to write, build relationships with state and federal partners, comply with grant requirements, and closeout financial details of the grant – adhering to all the very specific auditing requirements of each.

Main Street & Elm Street

This is where organizations such as Main Street Gettysburg and Elm Street provide valuable staff support in identifying a fundable project and researching and applying for the requisite grants to fund those projects. And, too, they at times, require a local match, meaning that the local municipality must pay a portion of the grant to receive the grant. Unfortunately, Elm Street no longer is an active organization. However, Main Street Gettysburg continues to thrive and works diligently to fundraise and identify local matching funds for multiple grant applications. **Picture 7** are the logos of both Main Street Gettysburg and Elm Street, respectively. Main Street Gettysburg hosts fundraisers each year to support the effort of securing grant local

**Picture 7 – Logos:
Main Street Gettysburg
and Elm Street**



**Picture 8 –
Steppin' Out into Lincoln's Footsteps**

Artist Rendition Courtesy of:
Wendy Allen,
Lincoln Into Art

match dollars, dedicated to the *Gettysburg Gateway Connectivity Project* – which is discussed at greater length below.

Even with local match requirements, the return on that investment far outweighs the cost to the local municipality as millions of dollars of infrastructure improvements are completed for a fraction of the cost to the local municipality.

Steppin' Out in Lincoln's Footsteps

The next big push in seeking grant funding took place in 2019 with the application for FLAP Grant Funds to pay for the engineering and design of the *Gettysburg Gateway Connectivity Project*. The theme for this redevelopment project is Steppin' Out in Lincoln's Footsteps. See **Picture 8**.

Main Street Gettysburg continues to lead the way on the Baltimore Street project. The master plan for that project is complete and will be used as a template to request funding for construction. Main Street Gettysburg successfully raised the funds, via a grant and other in-kind donations, to complete the master plan. The revitalization project is bold. It is a redevelopment plan that extends over a mile long – from the Soldier's National Cemetery to the Rabbit Transit bus station on Carlisle Street, and all points in between. It has a steering committee of over eighty community members who meet regularly to discuss the project, host fund raisers for the project, and help shepherd it through the political and financial processes needed to reach its completion. The Baltimore Street Revitalization Project is more than just beautification; It is a capital improvement project that will improve pedestrian safety, assist the Borough in compliance with its MS4 mandates, promote multi-modal transportation, and preserve the historic character and significance of the entire Baltimore Street Corridor – where

President Abraham Lincoln traveled to the site of Soldier's National Cemetery, for the dedication of the cemetery, and where he gave his unifying, timeless, and famous *Gettysburg*



Picture 9 – Baltimore Street
Revitalization Project Committee

Address. The project's design can be seen in **Pictures 17 through 23**. **Picture 9** shows the committee's collaboration during the development of the master plan, while **Picture 10** illustrates the success of fundraisers for the Baltimore Street Project.

'Fund' Raisers and 'Fun' Raisers

Fund raisers can also be 'fun' raisers, building a stronger community through active participation and civic engagement. Community building is part of Main Street Gettysburg's mission. Events build community. One such event continues to be the Annual '*A Gettysburg Christmas Festival*' which remains a success beyond anyone's most optimistic expectations. Main Street Gettysburg also hosts BINGOs to raise funds and build community. See **Picture 10**.

Expenses

There are six departments with expenditures in 2022. Previous budgets advanced few projects in this fund, however, that changes with the aggressive funding strategy outlined in the 2022 - 2026 CIP.

Previous budget messages highlighted the numerous capitals projects the Borough has undertaken between the years 2016 and 2019. All these capital projects were

Exhibit 12 – Bond Projects Expense Summary (2016 – 2019)

Project Name	Construction Cost	Engineering Cost	TOTAL Cost
2017 Streets		32,653.76	32,653.76
2018 Streets		2,859.90	2,859.90
6 th Street	29,708.85		29,708.85
Barbehenn Alley	9,983.65		9,983.65
Breckenridge Street	53,057.65		53,057.65
Bridge 12	30,281.48	1,757.82	32,039.30
Bridges	158,539.19	51,610.54	210,149.73
Carlisle Street	276,409.98	7,591.95	284,001.93
Culp Street	562.76	1,496.32	2,059.08
East Broadway	315,743.47	173,318.40	489,061.87
East Water Street	29,540.00		29,540.00
RHA Garage	771,958.68		771,958.68
Hay Street	35,958.86		35,958.86
King Street	18,713.41	42,972.19	61,685.60
Long Lane	110,255.56	24,439.69	134,695.25
Monument Alley	5,963.76		5,963.76
North Fourth-Broadway	111,009.90	2,428.36	113,438.26
North Washington Street	109,061.63	1,802.07	110,863.70
P.V.B.	29,287.75	4,754.26	34,042.01
Red Patch Alley	35,339.53		35,339.53
Roth Alley	14,195.04	366.23	14,561.27
South Washington Street	50,323.33		50,323.33
Sheely Alley	2,140.78	2,189.26	4,330.04
Stratton Street	950,564.82	230,885.01	1,181,449.83
Street Sweeper	232,536.00		232,536.00
Village Drive	42,308.28		42,308.28
West High Street	55,029.58		55,029.58
Wolf Alley	2,472.00		2,472.00
GRAND TOTALS	3,480,945.94	581,125.76	4,062,071.70

NOTE: The table above only lists the expenses paid utilizing the \$4 million-dollar 2016 GO Bond issuance. Other funds, while not listed here, contributed toward the completion of some of the projects listed. Some other sources of funds include: Liquid Fuels money, Capital Reserve money, General fund money, Gettysburg Borough Storm Water Authority money etc.

funded by the issuance of the 2016 General Obligation Bond. There are no bond-funded projects in 2022, as these funds were completely expended in 2019. For historical purposes and to review the 2016 – 2020 CIP, **Exhibit 12** shows all funded bond projects and associated costs. The 2016 Bond obligation will be paid off in 2029 (See **Chapter 16** – Debt Services Fund – Fund 23).

Picture 10 – BINGOs Raising Local Match Dollars



Department 415
Emergency
Management

Table 96 – Capital Projects Fund Department 415 (Emergency Management)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	415	740	Capital Purchase/Machinery	^^^	^^^	^^^	^^^	^^^	\$162,177
			Department 415 TOTALS	\$0	\$0	\$0	\$0	\$0	\$162,177

Gettysburg is host to numerous large events each year. Each event

attracts tens-of-thousands of visitors. Several of these events have had confirmed threats against them. It is incumbent upon the Borough to conduct a risk assessment of these soft targets and find ways to mitigate the threats and to properly manage crowd control and traffic flow. **Table 96** outlines some of the projects designed to assist the Borough with event management.

Table 97 – Capital Projects Fund Department 430 (Public Works)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	430	740	Machinery & Equipment	^^^	^^^	^^^	^^^	^^^	\$149,213
			Department 430 TOTALS	\$0	\$0	\$0	\$0	\$0	\$149,213

Object 740

Capital Purchase/Machinery

Purchases equipment to support multiple emergency management projects related to special event security, traffic control, and pedestrian/crowd control. In addition to this line item, the Borough is submitting several grant applications to help fund these projects:

- CIP 415-03 Portable Traffic Signals and
- CIP 415-04 Modular Barricade System.

Department 430
Public Works

It has long been known that the Public Works facilities building needs repair. Vehicles used by the Borough for construction and snow removal are aging and becoming difficult to repair. This department funds multiple projects to upgrade both Public Works' equipment and physical plant facility. See **Table 97**.

Object 740

Machinery and Equipment

Continues the Boroughs Fleet maintenance program with Enterprise Fleet Management and covers the following purchases:

- CIP 430-01 Public Works Equipment
 - 2022 Single Axle Hook Loader,
 - Front End Loader (payment 5 of 5),

- 2022 Bandit 15XP Chipper, and
- CIP 430-02 Feasibility Study for a new facility.

Department 439
Roads & Alleys

This department provides the local match dollars needed for the successful FLAP Grant application that was awarded for design and engineering and provides for the repair of some Borough alleys. See **Table 98**.

Object 313

Engineering - Roads

Supplies the local match dollars for CIP 439-04 (Gettysburg Gateway Connectivity Project).

Object 378

Repairs and Maintenance – Streets/Alleys

Provides funding for work on two alleys:

- CIP 439-12 Sheely Alley and
- CIP 439-11 Wolf Alley.

Department 445
Parking

Gettysburg Borough owns a \$4 Million parking structure on Racehorse Alley. As one of the municipality's most valuable assets, it is paramount to maintain the structure in good condition. Its useful life is at least another 50 years. **Table 99** shows expenditures in this category.

Object 373

Repair & Maintenance - Buildings

CIP 445-01 (RHA Garage Maintenance) sets aside money to be combined with additional money in 2023 for a larger construction contract in late 2023.

Table 98 –

Capital Projects Fund Department 439 (Roads & Alleys)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	439	313	Engineering - Roads	\$251,000	\$282,258	\$195,000	^^^	\$50,000	\$313,479
	439	378	Repairs & Maintenance - Streets/Alleys	\$2,036,434	\$2,821,940	\$610,000	^^^	^^^	\$30,000
			Department 439 TOTALS	\$251,000	\$3,104,198	\$805,000	\$0	\$50,000	\$343,479

Table 99 – Capital Projects Fund Department 445 (Parking)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	445	373	Repairs & Maintenance - Buildings	^^^	^^^	^^^	^^^	^^^	\$40,000
			Department 445 TOTALS	\$0	\$0	\$0	\$0	\$0	\$40,000

Table 100 – Capital Projects Fund Department 454 (Parks, Recreation, & Grounds)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	454	372	Rec. Park Improvements	\$957	^^^	\$957	^^^	^^^	\$52,500
			Department 454 TOTALS	\$957	\$0	\$957	\$0	\$0	\$52,500

Table 101 – Capital Projects Fund Department 465 (Community Development)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	465	310	Keystone Operating Expense	^^^	^^^	^^^	^^^	^^^	^^^
	465	313	Engineering and Architecture	^^^	^^^	^^^	^^^	^^^	\$10,000
			Department 465 TOTALS	\$0	\$0	\$0	\$0	\$0	\$10,000

Department 454 Parks, Recreation, & Grounds

Gettysburg Borough owns the property and facilities at the Gettysburg Area Recreation Authority (GARA). This department provides funding for multiple projects in the park. **Table 100** identifies these expenses.

Object 372 Rec Park Improvement

CIP 454-04 (GARA Upgrades) accomplishes the following:

- Relocates a pavilion,
- Remodels several public restrooms,
- Purchases a security camera system, and
- Purchases a zero-turn tractor.

Department 465 Community Development

Preliminary work needs to be done to understand the full scope of utility work needed at the site of the envisioned Gettysburg Visitor Center. **Table 101** identifies these expenses.

Object 313 Engineering and Architectural

This line item provides funds for the Borough engineer to study utility work required in CIP 465-01 (Gettysburg Welcome Center).

Exhibit 13 – Borough Bridges

Bridge #	Street Location	Waterway	Bridge Type	Structural Condition
GB 1	Footbridge	Stevens Run	Timber Beam	Good
GB 2	West High Street	Stevens Run	Concrete Slab	Satisfactory
GB 3	Springs Avenue	Stevens Run	Concrete Slab	Satisfactory
GB 4	Racehorse Alley West	Stevens Run	Pre-Cast Concrete Slab	Good
GB 5	Constitution Avenue	Stevens Run	Concrete Box Culvert	Satisfactory
GB 6	North Washington Street	Stevens Run	Concrete Slab	Good
GB 8	Gilliland Alley	Stevens Run	Prestressed Concrete Slab	Very Good
GB 9	Strickhouser Alley	Stevens Run	Concrete Slab	Fair
GB 10	North Stratton Street	Stevens Run	Concrete Slab	Good
GB 11	Hazel Alley	Stevens Run	Concrete Slab	Satisfactory
GB 12	East Water Street	Stevens Run	Concrete Slab	Fair
GB 13	Fourth Street	Stevens Run	Concrete Slab	Good
GB 15	Court Alley	Culp's Run	Concrete Box Culvert	Fair
GB 16	Schoolhouse Alley	Culp's Run	Concrete Box Culvert	Good
GB 17	Lefevre Street	Culp's Run	Concrete Pipe	Satisfactory

Bridges¹³⁸

All work on Borough Bridges was completed in 2019 utilizing the 2016 GO Bond. No work on Borough bridges occurred in 2021. That said, however, the Borough must remain vigilant

and assess the condition of its bridges, which will occur in 2022 and beyond. In total, there are 15 (Fifteen) bridges throughout the Borough. Those bridges and their condition are listed in **Exhibit 13**. **Picture 11** helps to orient the reader to the locations of the various bridges across the Borough. All bridges in the Borough pass inspection with a minimum rating of 'satisfactory'.

Gettysburg Inner Loop

The Gettysburg Inner Loop (GIL) is a massive, multi-year capital project. It is a bicycle/pedestrian trail system that winds its way across and through the Borough of Gettysburg. A major segment of that trail system was completed in 2018 with a large grant. While the trail master plan is completed, multiple phases of the GIL need yet to be constructed. Planning for each of the phases of construction continues, with the establishment of the Getty Station Access Spur, acquired in 2019. In 2022, multiple grant applications will be submitted to various agencies to secure funding for both GIL

¹³⁸ Bridge condition last reported in 2015.

Phases B1 and B2.
Picture 12 is a map detailing the planned bike loop.

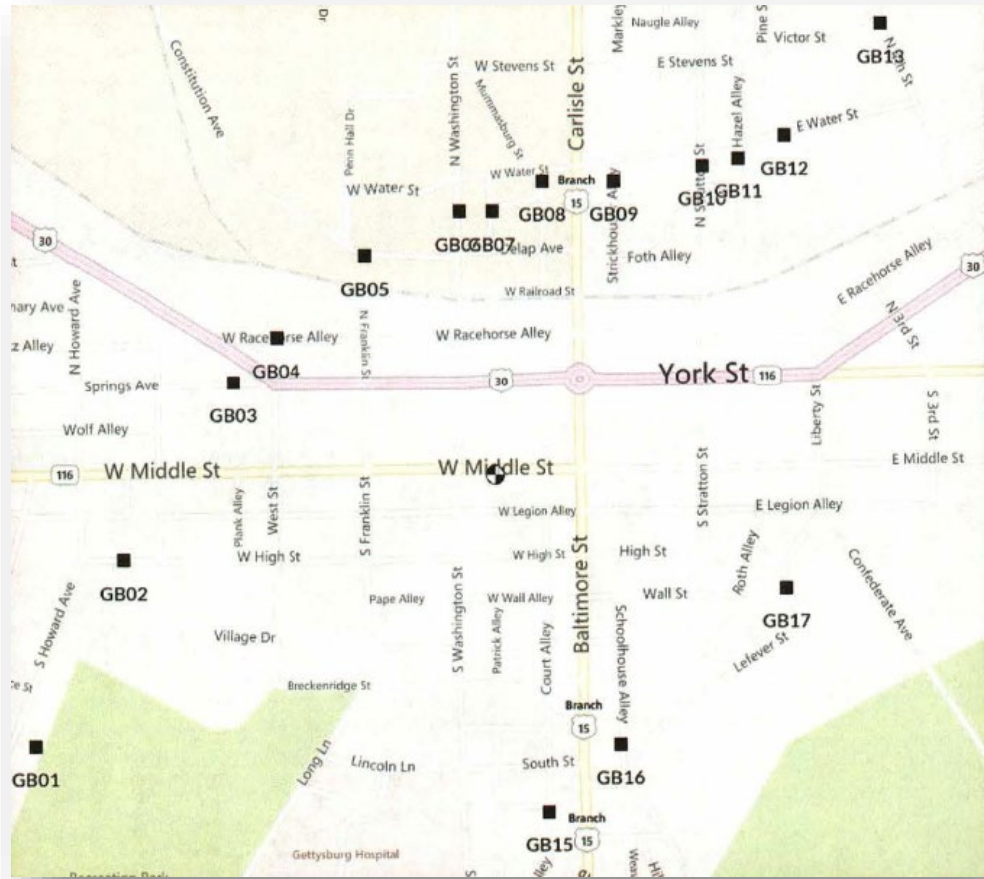
Baltimore Street
Revitalization
Project
aka
Gettysburg
Gateway
Connectivity
Project

Previously in this chapter, highlights of the Baltimore Street Revitalization Project were discussed - another multi-year capital project. **Pictures 13 and 14** are an artist's rendition of what the streetscape will look like after the project is completed. **Pictures 17 through 23** show the design of the various phases of the project. The Gettysburg Gateway Connectivity Project has a committee of over 80 involved community members. **Graph 18** illustrates the Committee's reporting Structure. **Appendix VII** details the project, while **Picture 24** highlights many of the community sponsors of the project.

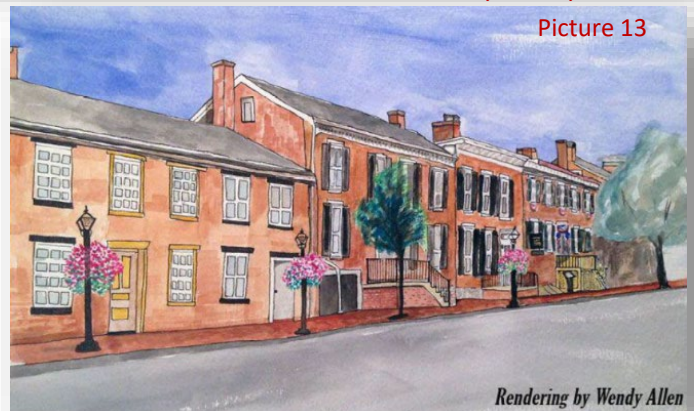
Gettysburg Welcome Center

A companion Project to the *Gettysburg Gateway Connectivity Project* is the envisioned Gettysburg Welcome Center. Located at 340 Baltimore Street, it is a parcel now owned by Gettysburg Borough, with the vision to redevelop the parcel into a Welcome Center, public rest rooms, museum space, and conference space. Planning for the envisioned Community Center begins in earnest in 2022 and will require significant financial resources to make it happen. **Pictures 15 and 16** show how the property appears now and what it could become in the future.

Picture 11 – Borough Bridge Locations



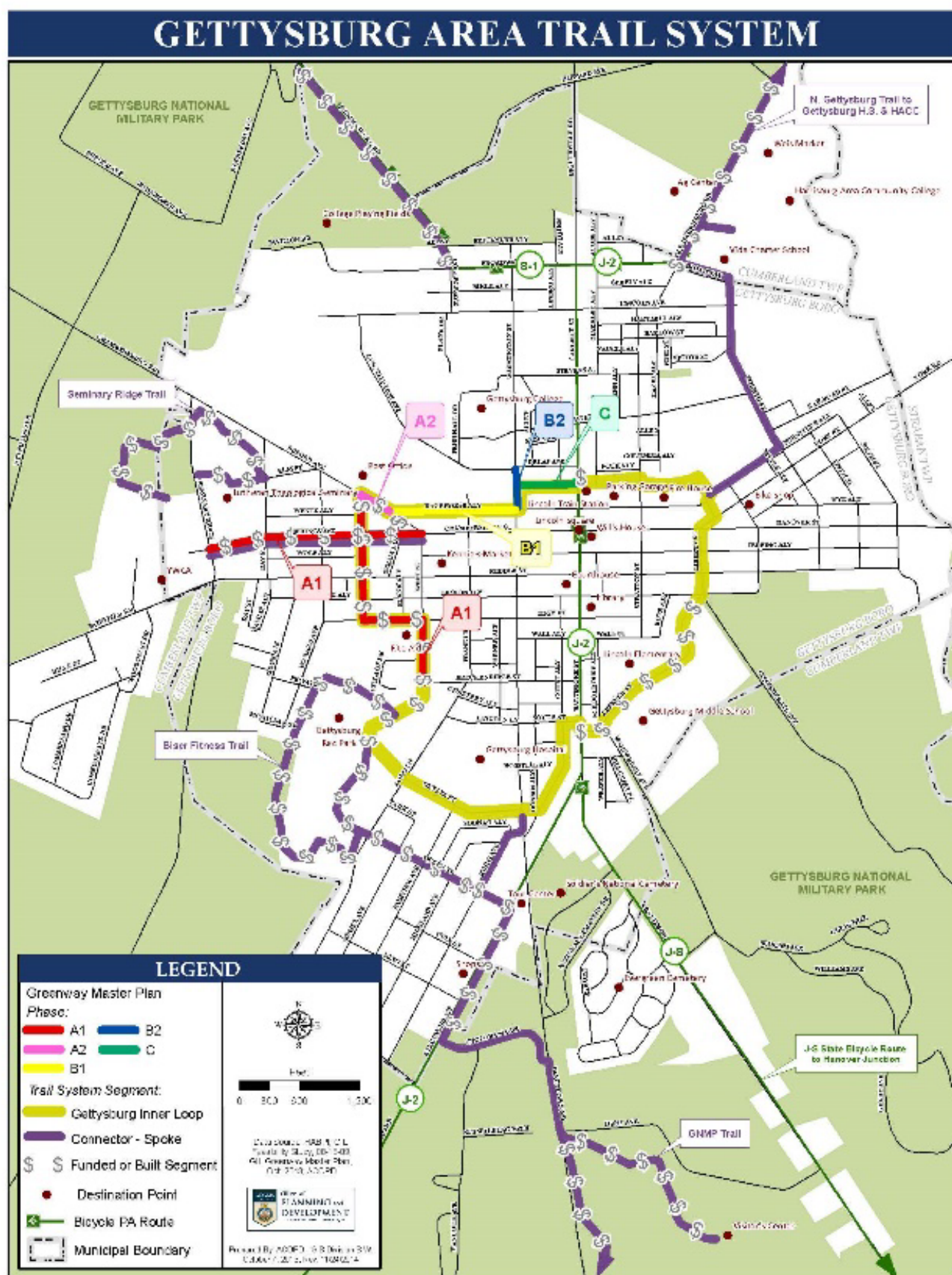
Artist's Rendition of Baltimore Street; By Wendy Allen



Engineer Rendition of Baltimore Street at Lefevre Street



Picture 12 – Map of Gettysburg Inner Loop and Trail System



Picture 15 –
Gettysburg
Welcome
Center
(Existing)

PROFESSIONAL WORK

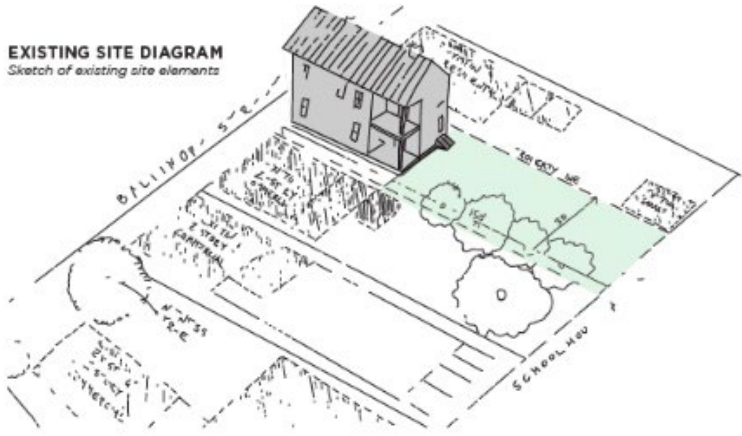
GETTYSBURG WELCOME CENTER CONCEPT

The project began as an attempt to salvage the existing 1980's era house and restore it with new life. After consulting with Structural Engineers and many HARB meetings, it was determined that the existing structure was un-salvageable and a new building could be erected on the site. The Borough of Gettysburg was interested in the location for a new welcome center and restroom facility.

The project is part of the larger Baltimore Street Revitalization Plan. I developed this concept on behalf of the owner to begin a conversation about what a new welcome center may look like in the historic downtown.

EXISTING SITE DIAGRAM

Sketch of existing site elements



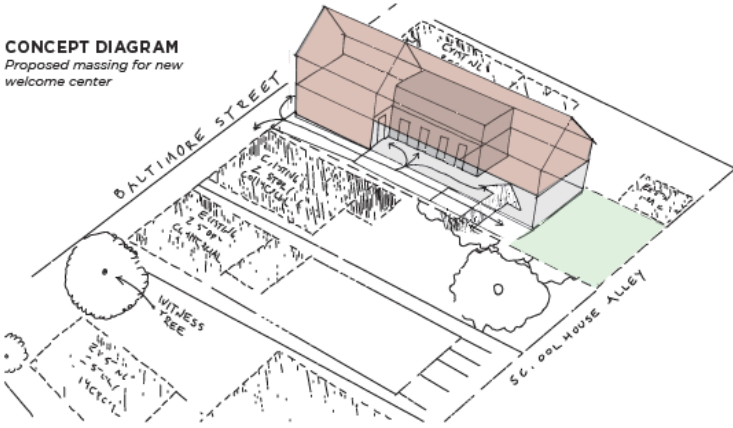
EXISTING STREETScape

The "Brown House" shown in the center, is the site for the new welcome center.

Picture 16 –
Gettysburg
Welcome
Center
(Concept)

CONCEPT DIAGRAM

Proposed massing for new welcome center

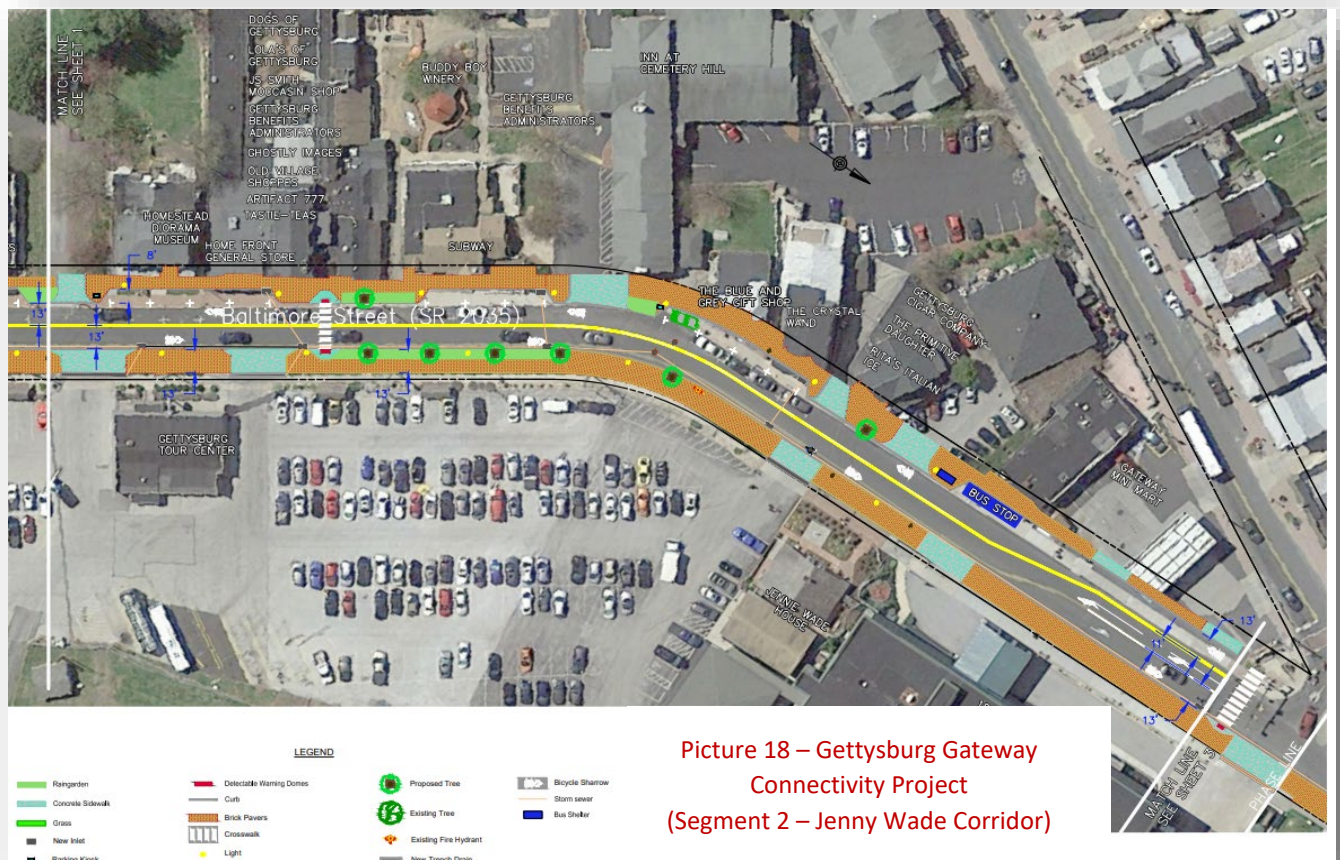


STREETSCAPE ILLUSTRATION

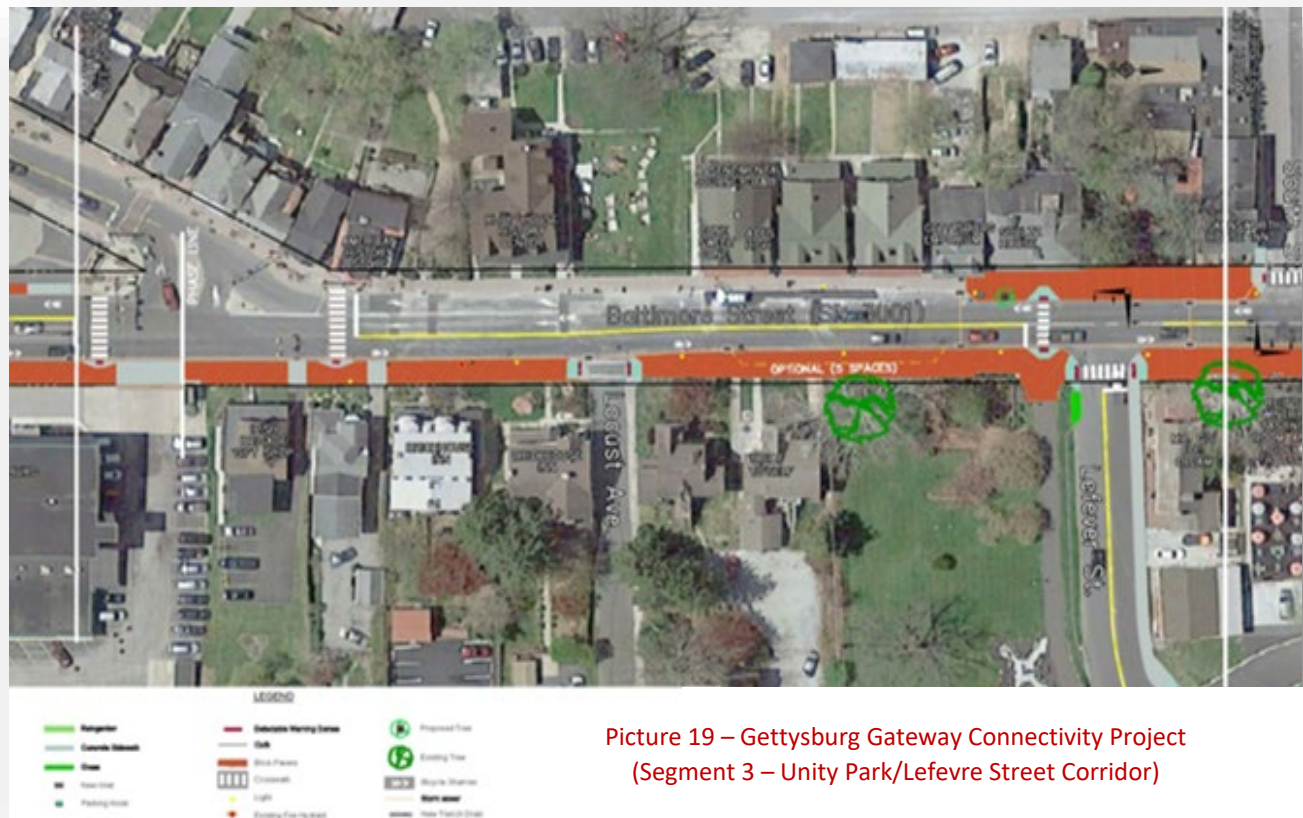
Concept for new welcome center and sidewalk enhancement is in conjunction with the proposed Baltimore Street Revitalization Plan.

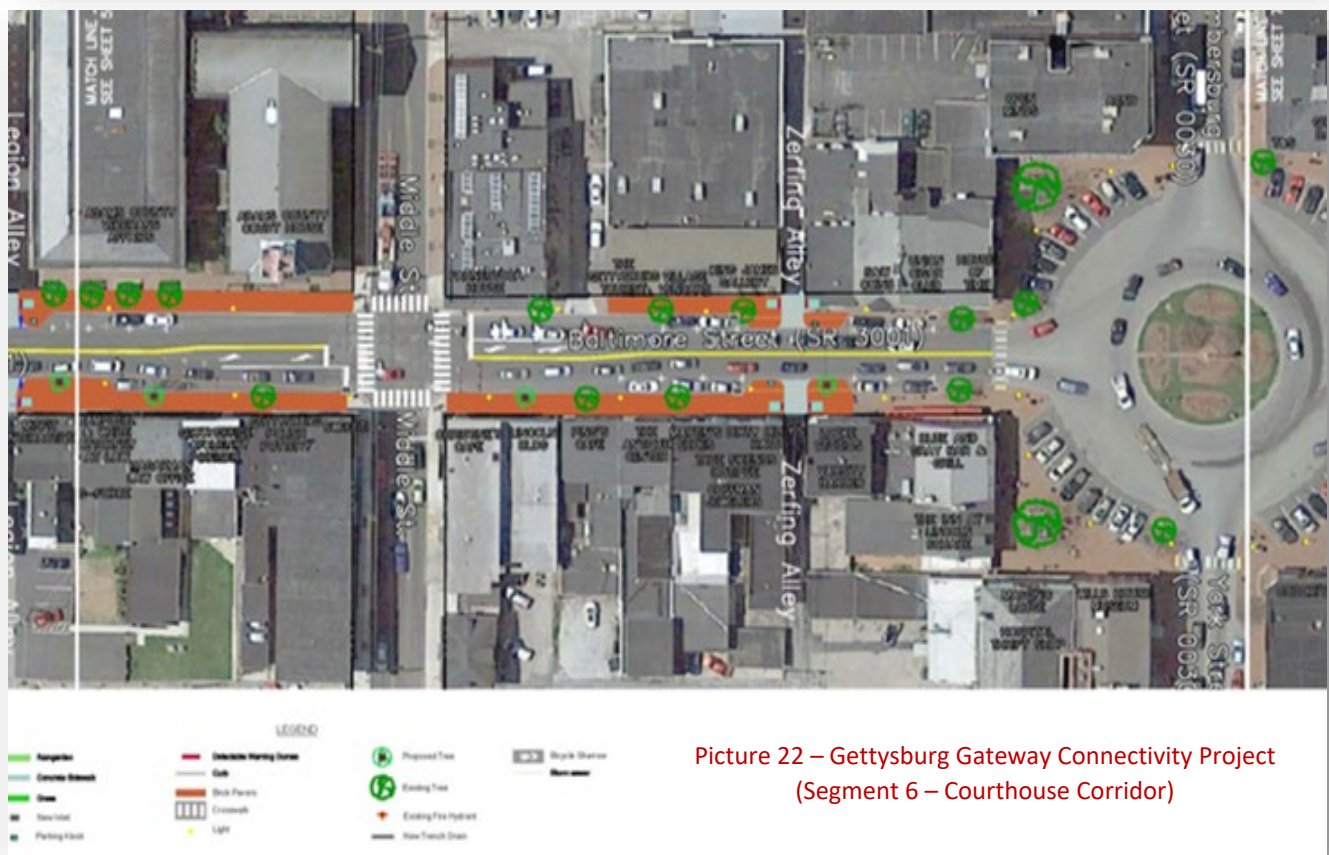
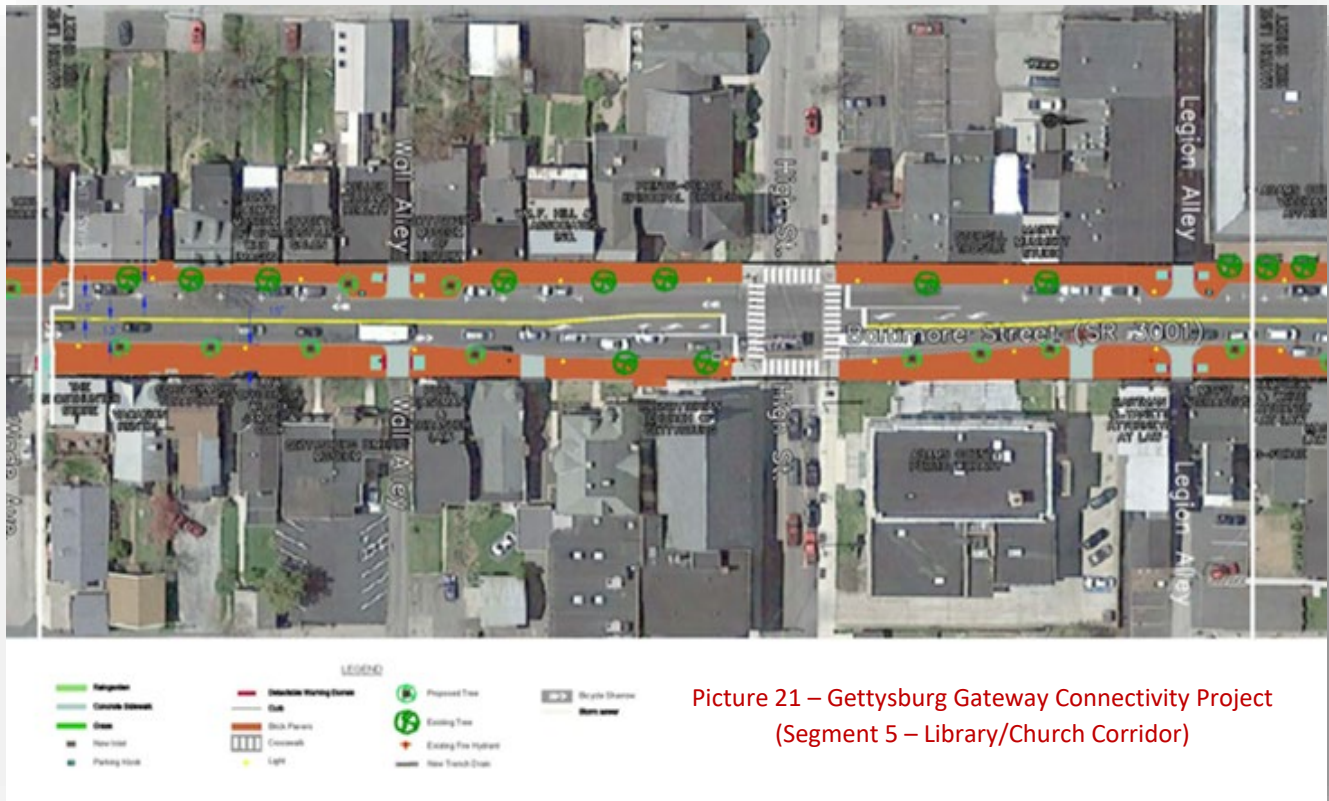


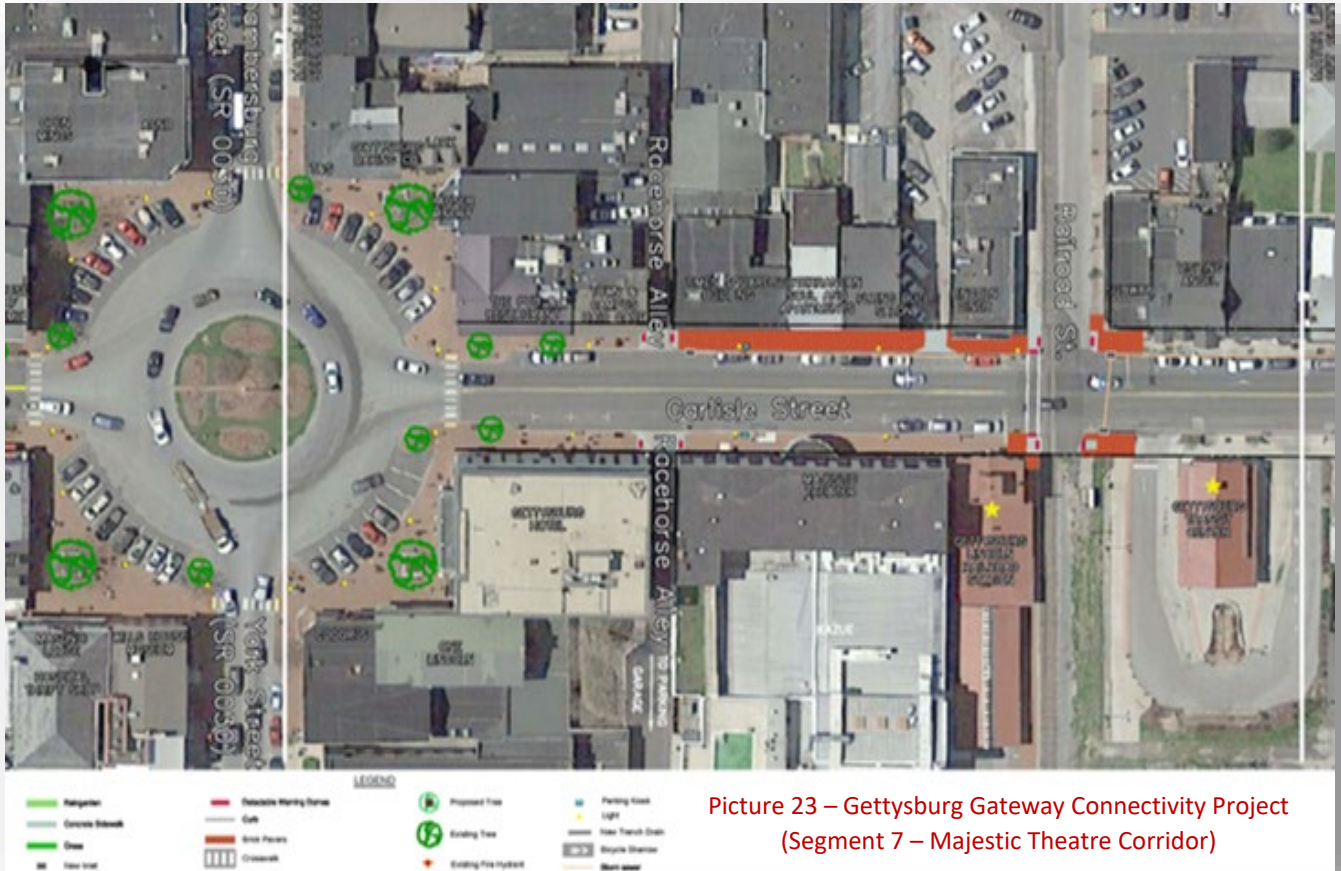
Picture 17 – Gettysburg Gateway Connectivity Project
(Segment 1 – Soldier's Cemetery Corridor)



Picture 18 – Gettysburg Gateway
Connectivity Project
(Segment 2 – Jenny Wade Corridor)

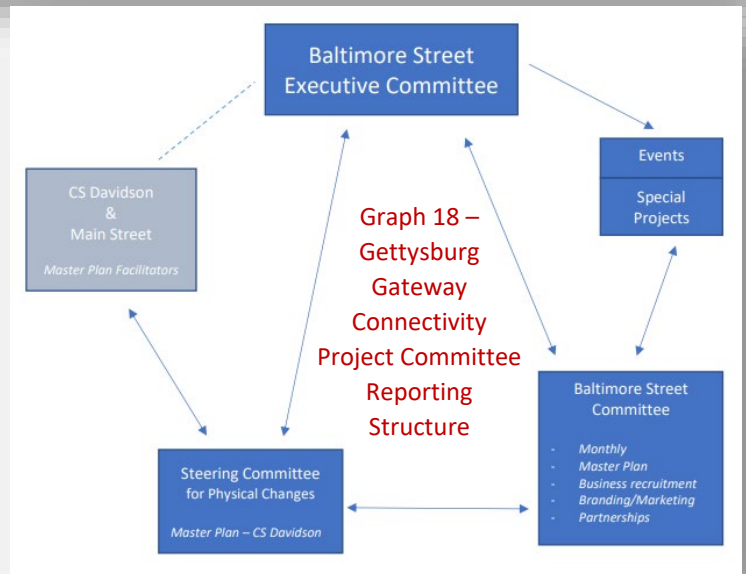






Picture 23 – Gettysburg Gateway Connectivity Project
(Segment 7 – Majestic Theatre Corridor)

Picture 24 – Gettysburg Gateway
Connectivity Project Sponsors



Graph 18 –
Gettysburg
Gateway
Connectivity
Project Committee
Reporting
Structure

Debt Services Fund (23)

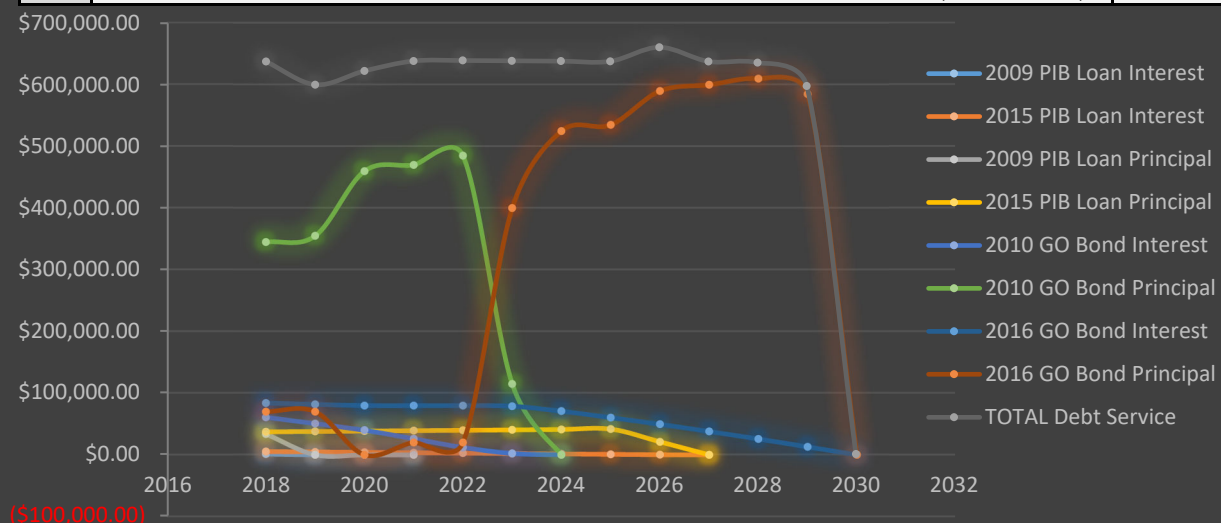
The Debt Services Fund was created in 2015. Historically, the Borough has managed debt in the General Fund. This is problematic for the following reasons:

1. The General Fund is the Borough's operating fund. It is used to operate the daily and routine business of the Borough. The General Fund is not intended to manage longer term projects or debt.
2. There may be multiple types of long-term debt incurred by the Borough. It is difficult to ascertain the debt service for each type of debt if those debts are buried within the General Fund.

The primary advantage of the Debt Services Fund is that it clearly shows the debts of the Borough and

the level of debt service required to pay the debt down. Additionally, a millage rate is specifically assigned to the debt service. This clearly demonstrates the level of property tax assessment required to service the Borough's debt. The millage rate assigned to the Debt Services Fund will fluctuate from year-to-year based on the requirements of the debt service that is needed each year and the fluctuations in the total assessed valuation of all taxable property in the Borough. The millage required in 2022 to meet the debt service needs of the Borough is 1.2671 mills, which is slightly higher than in 2021. This is in large part due to a slight increase in required debt service payments in 2022 over 2021. The Borough continues to amass a slight reserve in the Debt Services Fund in anticipation of a large debt payment required in 2026. Debt Reserve Funds in anticipation of the year 2026, when the Borough's debt payment swells to over \$660,000 can be seen in **Graph 19**, which also shows the amortization

Year	2009 PIB Loan Interest	2015 PIB Loan Interest	2009 PIB Loan Principal	2015 PIB Loan Principal	2010 GO Bond Interest	2010 GO Bond Principal	2016 GO Bond Interest	2016 GO Bond Principal	TOTAL Debt Service
2018	\$1,252.86	\$5,330.64	\$33,790.70	\$37,320.14	\$60,900.00	\$345,000.00	\$84,032.50	\$70,000.00	\$637,626.80
2019	\$0	\$4,721.73	\$0	\$37,929.05	\$50,550.00	\$355,000.00	\$81,932.50	\$70,000.00	\$600,133.28
2020	\$0	\$4,102.88	\$0	\$38,547.90	\$39,900.00	\$460,000.00	\$79,832.50	\$0.00	\$622,383.28
2021	\$0	\$3,473.93	\$0	\$39,176.85	\$26,100.00	\$470,000.00	\$79,832.50	\$20,000.00	\$638,583.30
2022		\$2,834.72		\$39,816.06	\$12,000.00	\$485,000.00	\$79,832.50	\$20,000.00	\$639,483.30
2023		\$2,185.09		\$40,465.69	\$2,300.00	\$115,000.00	\$78,832.50	\$400,000.00	\$638,783.30
2024		\$1,524.84		\$41,125.94	\$0	\$0	\$70,832.50	\$525,000.00	\$638,483.30
2025		\$853.83		\$41,796.95			\$60,332.50	\$535,000.00	\$637,983.30
2026		\$171.87		\$21,153.60			\$49,632.50	\$590,000.00	\$660,958.00
2027		\$0		\$0			\$37,832.50	\$600,000.00	\$637,832.50
2028							\$25,832.50	\$610,000.00	\$635,832.50
2029							\$12,870.00	\$585,000.00	\$597,870.00
2030							\$0	\$0	\$0



Amortization Schedule of Borough Debt

Graph 19

schedule of Borough debt until the debt is retired in 2029.



Revenues

There are two primary sources of revenue in the Debt Services Fund. They are a direct transfer from the General Fund and interest earnings. **Tables 102 and 103** show the sources of revenue for the Debt Services Fund.

Table 102 – Debt Services Fund Department 341 (Interest Earnings)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	341	010	Interest on Checking	^^^	^^^	\$3,900	\$3,000	\$922	\$2,670
	341	030	Interest on CDs	^^^	^^^	^^^	\$3,000	\$3,250	\$891
	Department 341 TOTALS			\$0	\$0	\$3,900	\$3,000	\$4,172	\$3,561

The 2009 PIB loan was retired early in 2018, utilizing a portion of the General Fund surplus from 2017. It is worth noting here that the 2016 General Obligation Bond not only issued \$4 million in additional debt, but the Borough took advantage of historically low interest rates and a very favorable

Table 103 – Debt Services Fund Department 392 (Interfund Transfers In)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	392	010	Transfer from General Fund	\$624,528	\$637,628	\$604,855	\$622,383	\$562,500	\$639,484
	Department 392 TOTALS			\$624,528	\$637,628	\$604,855	\$622,383	\$562,500	\$639,484



Department 341 Interest

Object 010

Interest on Checking

Interest earned on the balance in the fund account.

Object 030

Interest on Checking

Interest earned on the CDs associated with the fund.

Department 392 Interfund Transfers In

Object 010

Transfers from General Fund

This is the amount of money to be transferred from the General Fund to cover the costs of servicing the Borough's debt in 2022. These funds are exclusively derived from real estate tax collections. It should be noted that the Borough's total debt obligation in FY2022 is \$638,583

Expenditures

The only expenditures in this fund are to satisfy Borough debt. This includes debt principal, debt interest, and administrative costs associated with the financing of Borough debt. There are four types of debt that must be paid down in 2022:

- ✚ General Obligation Bond (2010)
- ✚ Pennsylvania Infrastructure Bank (PIB) Loan (2015)
- ✚ General Obligation Bond (2016), and
- ✚ Fees associated with the issuance of bonds.

credit rating from Standard and Poors (A+) and wrapped the old and existing debt into the new 2016 issuance, thus saving the Borough significant amounts of interest payments during the amortization of Borough debt.

General Obligation Bond (2010)

On May 15, 2010, the Borough issued \$10,045,000 of General Obligation Bonds to (1) refinance the 2004A and 2004B General Obligation Bonds of the Borough (issued on behalf of the Gettysburg Municipal Authority) and (2) to finance numerous capital projects in the Borough. Those capital projects were to renovate the Borough Building, complete ADA requirements throughout the Borough, to purchase parking garage equipment, to purchase one dump truck, 1 bucket truck, 2 pick-up trucks, and a security fence for the Public Works department, prepare a street assessment and to finance street construction projects. The portion of the bond used to refinance the 2004A and 2004B bonds was \$6,185,000. The portion of the bond issued by the Borough for capital projects was \$3,860,000.

Pennsylvania Infrastructure Bank (PIB) Loan (2009)

On December 30, 2009, the Borough signed a note on the principal amount of \$320,000 to fund infrastructure improvements on Steinwehr Avenue. The funds were used to pay the engineering design services of CS Davidson and the consulting services of Delta Development. This loan was retired early in 2018.

Pennsylvania Infrastructure Bank (PIB) Loan (2015)

There are two 2015 PIB loans. The first is a loan to fund the local match required for a grant to move the poles on Steinwehr Avenue – more notably known as Steinwehr Phase II. The second PIB loan is used to partially fund the East Middle Street reconstruction infrastructure project, which was completed in 2015. The funds acquired from this loan were used to pay for the Borough's portion of the project, while Columbia Gas (who has generously agreed to partner with the Borough on the project and continues to do so on upcoming projects) has funded the portions of the reconstruction that are not eligible to be funded via PIB loans and/or liquid fuels moneys.

General Obligation Bond (2016)

The 2016 GO Bond issuance provided much needed capital to achieve many of the Boroughs capital project needs and goals. As of the time of this writing, the Borough has used these funds to complete the following projects identified in its 2016 – 2019 Capital Improvement Plan¹³⁹:

- The purchase of the land under the Racehorse Alley Garage
- Purchase of a new street sweeper, which is needed for MS4 compliance,
- Multiple street and alley surface treatments, and
- Permitting for MS4 mandates.

Table 104 – Debt Services Fund Department 471 (Debt Principal)

Expenditure	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	471	100	2010 GO Bond Principal	\$340,000	\$345,000	\$355,000	\$460,000	\$470,000	\$485,000
	471	101	2016 GO Bond Principal	\$65,000	\$70,000	\$70,000	^^^	\$20,000	\$20,000
	471	120	2009 PIB Loan - Steinwehr Phase I	\$33,248	\$33,791	^^^	^^^	^^^	^^^
	471	125	2015 PIB Loan - East Middle Street	\$36,721	\$37,320	\$42,651	\$38,548	\$39,177	\$39,817
	Department 471 TOTALS			\$340,000	\$486,111	\$467,651	\$498,548	\$529,177	\$544,817

2016 GO Bond money was used for the Stratton Street reconstruction project, the Borough bridge plan, and other road/alley projects through 2019. FY2019 was the final year that the 2016 GO Bond money could have been utilized. The 2016 Bond issuance refinanced (wrapped) old debt into the issuance of the new debt at significantly lower interest rates. The wrap-around of Bond Series 2010 and the PIB Loans, along with the issuance of

new money in Bond Issuance Series 2016, results in a total payment of \$8,641,254 by the end of 2029.

Total Debt Service Payments by Year

The amortization of all debt payments is significant and is scheduled to end in 2029. Debt payments through 2029 are listed below:

➤ 2018	\$637,626.80
➤ 2019	\$600,133.28
➤ 2020	\$622,383.28
➤ 2021	\$638,583.30
➤ 2022	\$638,883.30
➤ 2023	\$638,783.30
➤ 2024	\$638,483.30
➤ 2025	\$637,983.30
➤ 2026	\$660,958.00
➤ 2027	\$637,832.50
➤ 2028	\$635,832.50
➤ 2029	\$597,870.00.

The complete breakout of debt interest and principal is shown in **Graph 19**.

Department 471 Debt Principal

This department solely funds debt principal as shown in **Table 104**.

Object 100
2010 General Obligation Bond
Funds the debt principal associated with this loan.

Object 101
2016 GO Bond Principal
Funds the debt principal associated with this loan.

Object 120
2009 PIB Loan – Steinwehr Phase I
Funds the debt principal associated with this loan.

¹³⁹ See Chapters 9 and 15 – Capital Projects.

Object 125
2015 PIB Loan – East Middle Street
 Funds the debt principal associated with this loan.

Department 472
Debt Interest

This department solely funds debt interest as shown in **Table 105**.

Object 100
2010 General Obligation Bond
 Funds the debt interest associated with this loan.

Object 101
2016 GO Bond Principal
 Funds the debt interest associated with this loan.

Object 120
2009 PIB Loan – Steinwehr Phase I
 Funds the debt interest associated with this loan.

Object 125
2015 PIB Loan – East Middle Street
 Funds the debt interest associated with this loan.

Department 475
Fiscal Agent Fees

This department pays for any fees associated with reporting on debt payments to the Borough's crediting agencies. See **Table 106**.

Object 000
Bond Issue Costs
 Finances two bond issuance reporting requirements:

- DAC Bond continuing disclosures and
- Wilmington Trust Bond Sinking Fund.

Table 105 – Debt Services Fund Department 472 (Debt Interest)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	472	100	2010 GO Bond Interest	\$85,333	\$60,900	\$50,550	\$39,900	\$26,100	\$12,000
	472	101	2016 GO Bond Interest	\$67,700	\$84,033	\$81,933	\$79,833	\$79,833	\$79,833
	472	120	2009 PIB Loan - Steinwehr Phase I	\$1,796	\$1,253	^^^	^^^	^^^	^^^
	472	125	2015 PIB Loan - East Middle Street	\$5,930	\$5,331	\$4,721	\$4,103	\$3,474	\$2,835
			Department 472 TOTALS	\$85,333	\$151,517	\$137,204	\$123,836	\$109,407	\$94,668

Table 106 – Debt Services Fund Department 475 (Fiscal Agent Fees)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	475	000	Bond Issue Costs	^^^	^^^	\$3,560	\$3,560	\$3,560	\$3,560
			Department 475 TOTALS	\$0	\$0	\$3,560	\$3,560	\$3,560	\$3,560

Capital Reserve Fund (30)

The Capital Reserve Fund was implemented in 1986 and is used to set aside funds for emergency repairs, future capital needs and/or improvements to Borough infrastructure, buildings and equipment. The Capital Reserve Fund account balance has significantly diminished in recent years, but that will change dramatically beginning in FY2022 with the assistance of ARPA funds that can be used for other governmental services, freeing up those funds for capital improvement needs. Funds in this account historically had been woefully low because of Borough Council focusing on annual budgets and not long-range planning. Past Councils have not transferred enough money to this fund to properly prepare for future asset replacement. After 2026, the Borough will continue to be at risk of having to issue debt to pay for its capital project needs if future Councils do not adequately plan for future infrastructure repairs/maintenance.

If the Borough is to maintain a healthy reserve for the purposes mentioned above, steps need to be taken to return the reserve to appropriate levels. These levels are outlined in the adopted Fund Balance Policy for each of the Borough's Funds. See **Appendix III**.

A formal Capital Improvement Plan (CIP) was developed in 2016 for routine maintenance of the Borough's buildings, streets, new equipment, and unforeseen emergency replacements of equipment such as patrol cars and highway equipment. The issuance of the 2016 General Obligation Bond in the amount of \$4,000,000 provided money for many of these projects through the end of FY2019.

The CIP was updated in 2021 and will outline capital projects and sources of funding for those projects beginning in 2022, extending through 2026.

There are no planned expenditures in this fund for FY2022.

Grant opportunities will be sought to augment any funding deficiencies. If grants are not obtained, the Borough will be in a very difficult spot to find

funding for major infrastructure projects. The Borough will not be able to take on additional debt as the current debt level is near the ceiling of recommended debt levels – that being twelve percent (12%) of General Fund expenditures.

Structural Deficit Defined

Initiatives have been implemented over the past decade which significantly increased visitors to the Borough. While this is good news for the economy of the Borough the increased volume of traffic has burdened the Borough's infrastructure. Even with the increased economic benefits produced by a robust tourism economy, the fact remains, the cost of providing services to 3.8 million visitors continues to outpace the cash realized by the Borough via the tourism economy to provide the necessary services to support the tourism economy. This is called the structural deficit and remains in the 200 to 300 thousand dollars range each budget year¹⁴⁰.

In short, the Borough needs to find a way to generate an additional 300 thousand dollars from tourism annually to achieve balance in the budget. A market-driven, supply and demand, approach to parking rates has realized an increase of about \$100,000 in parking revenue in recent years, but the overall structural deficit remains.

Currently, financing options are being utilized to fund infrastructure upgrades in a piecemeal fashion. Financing will surely be required moving forward until alternate sources of revenue are identified. Financing these capital improvements adds to the fiscal burden of the municipality as identified in the Debt Services Fund (23). Money in the Debt Services Fund could be better utilized in the Capital Reserve Fund.

Revenues

Three departments account for the revenues anticipated in the Capital Reserve Fund: Non-Business Licenses & Permits, Interest Earnings, and Interfund Transfers In. Combined, these sources add over \$400,000 to the Capital Reserve Fund for future projects. Capital Reserve revenues are shown in **Tables 107, 108, and 109**.

¹⁴⁰ This deficit will be masked through 2026 with the infusion of ARPA funding.

Department 322
Non-Business Licenses & Permits

Object 500

Street Opening Permits

Fees assessed to individuals and/or organizations for digging into Borough streets. These fees are placed into the Capital Reserve Fund for future road construction.

Department 341
Interest Earnings

Object 010

Interest on Checking

Interest accumulated on the principal in the Capital Reserve Fund checking account.

Table 107 – Capital Reserve Fund Department 322
 (Non-Business Licenses & Permits)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	322	500	Street Opening Permits	\$4,000	\$10,000	\$3,500	\$1,500	\$750	\$750
			Department 322 TOTALS	\$4,000	\$10,000	\$3,500	\$1,500	\$750	\$750

Table 108 – Capital Reserve Fund Department 341 (Interest Earnings)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	341	010	Interest on Checking	\$250	\$250	\$1,800	\$490	\$550	\$1,064
	341	030	Interest on CDs	^^^	^^^	^^^	\$3,300	\$2,210	\$150
			Department 341 TOTALS	\$250	\$250	\$1,800	\$3,790	\$2,760	\$1,214

Table 109 – Capital Reserve Fund Department 392 (Interfund Transfers In)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	392	010	Transfer from General Fund	^^^	^^^	^^^	^^^	^^^	\$410,405
			Department 392 TOTALS	\$0	\$0	\$0	\$0	\$0	\$410,405

Object 030

Interest on CDs

Interest accumulated on the principal in the Capital Reserve Fund checking account.

Department 392
Interfund Transfers In

Object 010

Transfer from General Fund

Surplus General Fund monies transferred to Capital Reserve for future use.

Expenses

There are no planned expenses in this fund for FY2022. As a result of this, the Capital Reserve fund balance will swell to over \$500,000 by the end of FY2022.

**Liquid Fuels
Fund (35)**

Table 110 – Liquid Fuels Fund Department 341 (Interest Earnings)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	341	010	Interest on Checking	\$250	\$270	\$1,950	\$500	\$650	\$2,200
			Department 341 TOTALS	\$250	\$270	\$1,950	\$500	\$650	\$2,200

Funded via a state grant, the Liquid Fuels Fund (formerly known as the Highway Aid Fund) has the sole purpose of dispersing Liquid Fuels Tax moneys (gasoline tax) received by the state to municipalities based on a predetermined formula. The formula is based on population and total road miles of streets in the municipality that are on the approved Liquid Fuels Inventory list.

To be placed on the approved Liquid Fuels Inventory list the road must have a minimum right-of-way of 16' in a borough. The cartway (drivable space) must be a minimum width of 16' and the road must be a minimum of 250' in length. If the road is a dead end, it must have a cul de sac (turnaround) at the end with a minimum 40' radius. State legislation strictly limits the use of these funds. These funds can only be used for projects that support the municipality's construction, reconstruction, maintenance, and repair of public roads or streets. Funds are only available to municipalities who submit the following annual reports to PennDOT:

- ✚ MS-965 Actual Use report,
- ✚ MS-965P Project and Miscellaneous Receipts,
- ✚ MS-965S Record of Checks, and
- ✚ make its deposits and payments or expenditures in compliance with the Act Section 2.6 Appropriate Use of Funds.

Additionally, the Department of Community and Economic Development's (DCED) Survey of Financial Condition form must be submitted by March 15th annually. Failure to do so may result in not receiving allocations from PennDOT until all discrepancies are resolved. To continue to receive Liquid Fuels funds, a road must be maintained in such a condition that it can be driven safely at 15 mph.

Revenues

Gettysburg's share of state liquid fuels funding in 2022 is expected to be \$182,000. This represents a

small increase in funding over 2021 levels. The Borough's share under Act 89 had been increasing in recent years. Act 89 was implemented to create additional funding for roadwork statewide. This small increase in 2022 shows that the revenue generated via Act 89 has generally leveled off. Interest earnings on principal remain at historic lows. **Table 110** and **Table 111** identify the Liquid Fuels Fund revenue sources.

**Department 341
Interest**

**Object 010
Interest on Checking**

Interest rates on checking accounts remain low. As such, this line item is only expected to generate \$2200 in 2022.

**Department 355
State Shared Revenue**

**Object 020
Motor Vehicle Fuel Taxes**

Gasoline taxes collected by the state of Pennsylvania and distributed to Gettysburg Borough.

Expenses

There are not many expenses planned in the fund for FY2022, with the goal to build up surplus funds for future large projects in the next few years. Funds will be used to provide maintenance to existing equipment, provide agility services, purchase snow/ice removal supplies, pay utility bills for street lighting, line painting, infrastructure improvements, and other highway maintenance supplies.

Four (4) departments will utilize only \$78,577 in anticipated expenditures in FY2022. Those departments are Winter Maintenance Services, Traffic Control Devices, Street Lighting, and Roads

Table 111 – Liquid Fuels Fund Department 355 (State Shared Revenue)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	355	020	Motor Vehicle Fuel Taxes	\$185,000	\$195,203	\$197,937	\$193,950	\$178,364	\$182,000
			Department 355 TOTALS	\$185,000	\$195,203	\$197,937	\$193,950	\$178,364	\$182,000

& Alleys. **Tables 112, 113, 114, and 115** describe the use of Liquid Fuels funds.

Department 432
Winter Maintenance Services

This department, shown in **Table 112**, provides for the purchase of snow removal materials and rental equipment, if necessary.

Object 200
Snow & Ice Materials
Costs for purchases of salt, anti-skid, shovels, etc.

Object 384
Rental of Machinery & Equipment
Costs for miscellaneous equipment that may needed but cannot be anticipated at time of budget development.

Department 433
Traffic Control Devices

Table 113 identifies expenses associated with the purchase of materials to replace missing or damages road signs and other miscellaneous materials needed to maintain the Borough's traffic signals.

Object 245
Signs & Road Markings
\$13,250 is planned to replace signs.

Object 321
Communication – Telephone
Costs for radios and phones for work crew communications.

Object 361
Traffic Signal Electricity
Pays electric bills for traffic signals.

Object 374
Repairs & Maintenance of Traffic Control Devices
Covers the cost of repairs to lighted crosswalks and also covers miscellaneous costs not currently anticipated.

Department 434
Street Lighting

Shown in **Table 114** are expenses associated with repairs to machinery and equipment.

Object 374
Machinery & Equipment Repair
Miscellaneous payments for repairs to equipment which may arise from time-to-time.

Department 439
Roads & Alleys

Table 115 shows a very modest amount spent to repair some Borough alleys. Bigger expenses are budgeted in the Borough's Capital Projects Fund.

Table 112 – Liquid Fuels Fund Department 432 (Winter Maintenance Services)

Expenses	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	432	200	Snow & Ice Materials	\$15,000	\$13,000	\$16,000	\$20,000	\$17,500	\$18,000
	432	384	Rental of Machinery & Equipment	\$10,000	\$20,000	\$20,000	\$20,000	\$15,000	\$15,000
			Department 432 TOTALS	\$25,000	\$33,000	\$36,000	\$40,000	\$32,500	\$33,000

Table 113 – Liquid Fuels Fund Department 433 (Traffic Control Devices)

Expenditure	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	433	245	Signs & Road Markings	\$14,500	\$20,500	\$15,000	\$15,000	\$12,500	\$13,250
	433	321	Communication - Telephone	\$2,000	\$2,000	\$2,500	\$2,700	\$2,700	\$3,116
	433	361	Traffic Signal Electricity	\$5,000	\$5,600	\$6,500	\$6,000	\$6,000	\$7,711
	433	374	Repairs & Maintenance of Traffic Devices	\$29,500	\$26,000	\$8,000	\$8,000	\$8,000	\$8,000
			Department 433 TOTALS	\$51,000	\$54,100	\$32,000	\$31,700	\$29,200	\$32,077

Table 114 – Liquid Fuels Fund Department 434 (Street Lighting)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	434	374	Machinery & Equipment Repairs	\$5,000	\$12,000	\$12,000	\$12,000	\$7,500	\$7,000
			Department 434 TOTALS	\$5,000	\$12,000	\$12,000	\$12,000	\$7,500	\$7,000

Table 115 – Liquid Fuels Fund Department 439 (Roads & Alleys)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	439	245	Highway Maintenance Materials	^^^	^^^	^^^	^^^	\$7,000	\$6,500
	439	313	Engineering Fees	^^^	^^^	^^^	^^^	\$10,000	^^^
	439	661	Construction - Roads	\$42,250	\$40,000	\$200,000	\$100,750	\$50,000	^^^
			Department 439 TOTALS	\$0	\$0	\$0	\$0	\$67,000	\$6,500

Object 245Highway Maintenance Materials

Used to fix or replace unforeseen maintenance issues.

Object 661Construction - Roads

Construction on various Borough roads and alleys.

Object 313Engineering Fees

Used to cover required engineering costs.

Revolving Loan Fund (40)

Several years ago, the Borough received a grant from DCED for the purpose of making an economic development loan to Kennie's Market for their renovation and expansion project. The Borough was to then utilize the repaid funds to create a revolving loan program for the purpose of funding community and economic development projects. The funds for this project are held in an interest-bearing checking account and CDs whose current balance is approximately \$258,128. A portion of these funds have been moved to a CD to get a better interest rate. After languishing for many years, the Revolving Loan Fund Policies were finalized in 2020. There are two loan programs in total¹⁴¹:

1. The Residential ZILP Loan and the
2. Emerging Enterprise Loan.

The overview of the Residential ZILP Loan program and the Emerging Enterprise Loan program can be viewed in **Pictures 25 and 26**, respectively.

Revenues

There are no identified revenue line items in this fund, other than interest earnings. Line item 40-389-632 (not represented by a table) does not have a budgeted amount but is used to receive repayments of the COVID-19 loans issued in 2020 and 2021.

Department 341
Interest Earnings

Interest rates remain low. Only \$1168 is expected to be generated in this department. See **Table 116**.

Object 010**Interest on Checking**

Accumulated interest from the fund's interest-bearing checking account.

Object 030**Interest on Checking**

Accumulated interest from the fund's CDs.

Expenses

Only \$1524 is expected to be spent from this fund in FY2022. More may be used should an applicant apply for use of either the Residential ZILP Loan or the Emerging Enterprise Loan program.

Department 409
General Government Administration

Only nominal expenses are anticipated in this fund for FY2022. See **Table 117**.

Object 210**Supplies**

Used for any routine office supplies needed.

Object 390**Bank Service Charges/Fees**

Used to pay any fees charged by ACNB Bank.

Table 116 – Revolving Loan Fund Department 341 (Interest Earnings)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	341	010	Interest on Checking	\$75	\$195	\$480	\$400	\$1,020	\$584
	341	030	Interest on CDs	\$2,000	\$2,000	\$2,200	\$4,000	\$3,555	\$584
			Department 341 TOTALS	\$2,075	\$2,195	\$2,680	\$4,400	\$4,575	\$1,168

Table 117 – Revolving Loan Fund Department 409 (General Government Administration)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	409	210	Supplies	^^^	^^^	^^^	^^^	\$10,000	\$1,500
	409	390	Bank Service Charges/Fees	^^^	^^^	^^^	^^^	\$24	\$24
			Department 409 TOTALS	\$0	\$0	\$0	\$0	\$10,024	\$1,524

¹⁴¹ In 2020 and 2021, Borough Council created two additional zero-interest loan programs to assist local businesses recover from the COVID-19 Pandemic. Both the COVID-19 Zero Interest Business Loan (ZILP), and the COVID-19 Emergency Restaurant Zero Interest Loan

(ERZILP) have not been renewed, with businesses currently repaying the borrowed money. Eighteen (18) business utilized the COVID-19 ZILP program in 2020 – with \$54,000 being dispersed to these local businesses, and one (1) restaurant took advantage of a \$50,000 ERZILP loan.

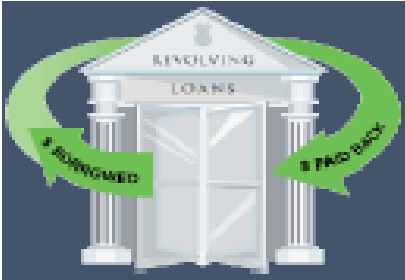
Picture 25 – Residential ZILP Loan Program

REVOLVING LOAN PROGRAM


The Historic District Revitalization Revolving Loan Program provides low-interest loans to individuals living in the Historic District and individuals starting businesses in the Borough of Gettysburg. The revolving nature of the loans ensures that the program will fund itself through interest payments.

The program's first goal is to assist residential property owners in the Historic District with property maintenance and improvement, as well as updating the exteriors of their buildings by providing low-interest loans via the Residential Property Maintenance and Improvement Loan. This loan is outlined in this brochure.

The second goal of the fund is to identify and assist new and viable small businesses in the Historic District by providing gap funding for working capital via the Emerging Microenterprise Loan.




The Residential Property Maintenance and Improvement Loan seeks to preserve the beauty of Gettysburg and provide maintenance relief to residents in the Historic District.



RESIDENTIAL PROGRAM

This loan program is designed to assist individuals living in the Historic District to maintain and improve their owner-occupied households. With the understanding that HAUS regulations can be costly to residents in the Historic District, the borough would like to provide financial assistance. Nearly all home improvement projects qualify, with the requirement that 40% of the project's cost be devoted to exterior work. These projects include painting, bricklaying, landscaping, siding repairs, etc. Repairs to the sidewalk immediately preceding a property in the Historic District also qualify for this loan.

The minimum loan amount for this program is \$5,000 while the maximum amount is \$50,000. Upon completion of the loan application and necessary paperwork, the Loan Review Committee will approve or deny each loan. To maximize the probability of approval, please ensure that all requirements listed in this brochure are met.





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TERMS OF THE LOAN AND REPAYMENT

Loans may not exceed the total cost of the project. If a loan is approved, the funds will be disbursed at the start of the project. The project must start within six months of the loan's approval. The interest rate and term of the loan will vary dependent on need and past credit history. The amortization schedule will be no shorter than two years, but will not exceed six years. All interest rates are calculated based on the WSJ prime rate and rates are currently between 3.50% and 5.00%.

Each loan approved is secured by the borough Solicitor and monthly interest payments must be made at the agreed upon rate. Loan applications may be submitted at any time during the year and are reviewed on a rolling basis.





LOAN REQUIREMENTS

- Must be current on all taxes.
- An applicant's family income must be between \$42,900 and \$55,800.
- 40% of the project's cost must be devoted to the exterior.
- Two quotes for estimated project cost.
- All projects must be made in compliance with HAUS regulations.
- Must provide evidence of a good credit history, including a FICO credit score greater than or equal to 670.
- Property must be owned and occupied by the applicant.
- Completion of loan application and payment of application and closing fees.
- Proof of insurance.
- Individual tax returns and financial statement.

To see the full list of required paperwork and criteria, please observe the requirements checklist located at the end of each loan application. For information regarding interest rates, review the interest rate tables posted on the website. Please do not hesitate to reach out with questions or to get started on an application today!

Picture 26 – Emerging Enterprise Loan Program

REVOLVING LOAN PROGRAM

The Historic District Revitalization Revolving Loan Program provides low-interest loans to individuals living in the Historic District and individuals starting businesses in the Borough of Gettysburg. Two separate loans have been implemented in this program to fill identified needs of the community.

The program's first goal is to assist residential property owners in the Historic District with property maintenance and improvement, as well as updating the exteriors of their buildings by providing low-interest loans via the Residential Property Maintenance and Improvement Loan.

The second goal of the program is to identify and assist new and viable small businesses in the Historic District by providing gap funding for working capital via the Emerging Microenterprise Loan. This loan is outlined in this brochure.



The Emerging Microenterprise Loan strives to create jobs through diversification of the borough's economy.



EMERGING MICROENTERPRISE LOAN

The Emerging Microenterprise Loan is designed to provide working capital for businesses with 10 or fewer employees, one or more of whom owns the business. Loans must be used to fund short-term expenses, such as staff wages, monthly rent, office supplies, travel expenses, inventory etc. The business must be near opening by the time the loan is disbursed and cannot have started operations more than 2 years ago. The business must also be located within the borough of Gettysburg.

The minimum required amount for this loan is \$25,000 and the maximum amount is \$75,000. Upon completion of the loan application and necessary paperwork, the Loan Review Committee will approve or deny each loan. To maximize the probability of approval, please ensure that all requirements listed in this brochure are met.



TERMS OF THE LOAN AND REPAYMENT

This commercial loan has a term between 5-10 years and payments must be made monthly. Applications for this loan will be accepted from January 1st to March 30th. Applicants will receive news of the status of their application by May 1st. Interest rates for commercial loans are fixed for the term and vary between 4.50% and 8.00%, dependent on need and past credit history.

Loans can only be used for working capital and cannot exceed the total amount of short-term costs. Businesses that have not yet opened will have their loan disbursed within 30 days of beginning operations. Each individual who owns at least 20% of the microenterprise must complete an application and sign a Personal Guarantee.

Emerging Microenterprise Loan

LOAN REQUIREMENTS

- Must own or start a business with 10 or fewer employees that has been open no longer than 2 years.
- Must be current on all taxes.
- Must provide evidence of a FICO credit score greater than or equal to 670.
- Completion of the appropriate loan application and payment of application fee by March 30th.
- Proof of insurance.
- Individual and business tax returns.
- A 5-year business plan.
- A budget projecting yearly business expenses.
- A personal financial statement.
- Proof of ownership of business.
- Signature of a Personal Guaratee.

To see the full list of required paperwork and criteria, please observe the requirements checklist located at the end of each loan application. For information regarding interest rates, review the interest rate tables posted on the website. Please do not hesitate to reach out with questions or to get started on an application today!

CHECKLIST





The American Rescue Plan Act of 2021¹⁴², also called the COVID-19 Stimulus Package or American Rescue Plan¹⁴³, is a \$1.9 Trillion economic stimulus bill passed by the 117th United States Congress and signed into law by President Joe Biden on March 11, 2021, to speed up the country's recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession. First proposed on January 14, 2021, the package builds upon many of the measures in the CARES Act from March 2020 and in the Consolidated Appropriations Act, 2021, from December 2020.

Beginning on February 2, 2021, Democrats in the United States Senate started to open debate on a budget resolution that would allow them to pass the stimulus package through the process of reconciliation which would not require support from Republicans.

The House of Representatives voted 218–212 to approve its version of the budget resolution. A vote-a-rama session started two days later after the resolution was approved, and the Senate introduced amendments in the relief package. The day after, Vice President Kamala Harris cast her first tie-breaking vote as vice president in order to give the Senate's approval to start the reconciliation process, with the House following suit by voting 219–209 to agree to the Senate version of the resolution.

On February 8, 2021, the Financial Services and Education and Labor committees released a draft of \$1.9 Trillion stimulus legislation. A portion of the relief package was approved by the House Ways and Means on February 11th, setting it up for a vote in the House. The legislation was also approved by the Transportation and Infrastructure, Small Business, and House Veterans Affairs committees. On February 22, the House Budget Committee voted 19–16 to advance the bill to the House for a floor vote. The bill passed the House by a vote of 219–212 on February 27th. All but two Democrats voted for the bill and all Republicans voted against the bill. A modified version passed the Senate on March 6th by a vote of 50–49. The final amended bill was passed by the House on March 10th by a vote of 220–211 with one Democrat voting against it with all Republicans.

The bill was signed into law by President Biden on March 11, 2021, which was the first anniversary of COVID-19 being declared a pandemic by the World Health Organization.

Impact of the COVID-19 Pandemic

The United States is currently undergoing an economic recession, and over 900,000 Americans have died due to the public health crisis. Additionally, over 29 million Americans have tested positive for COVID-19 since the start of the pandemic. The United States has also faced an eviction, unemployment, and hunger crisis since the start of the pandemic in 2020. Over 30 to 40 million Americans faced a risk of being evicted from their homes by January 2021. Then-president Donald Trump also faced criticism for not having a federal strategy to combat the pandemic such as nationwide mask mandates on transportation, a testing strategy, health guidelines, providing medical-grade protective gear, and having an effective vaccine distribution strategy. On January 20th, the day after Joe Biden was inaugurated, he warned that the death toll could exceed 500,000. However, according to Snopes, Biden inherited a vaccine distribution strategy from Trump, and disease expert Anthony Fauci said that his administration would incorporate some aspects of that Trump-era strategy in its ongoing work.

Previous COVID-19 Pandemic Legislation

Prior to the passing of the American Rescue Plan, the CARES Act and Consolidated Appropriations Act of 2021 were signed into law by then-president Donald Trump in March and December 2020, respectively. Trump previously expressed support for direct payments of \$2,000 along with Joe Biden and many Democrats. Even though Trump called for Congress to pass a bill increasing direct payments from \$600 to \$2,000, then-Senate Majority Leader Mitch McConnell blocked the effort. Additionally, the House voted on the HEROES Act in May 2020, which would operate as a \$3 Trillion relief package. Despite approval in the lower chamber, the Republican-led Senate would not consider such a bill, citing it to be "dead on arrival". Prior to the Georgia Senate runoffs, Biden said that the direct payments of \$2,000 would be passed only if Democratic

¹⁴² Much of this chapter is sourced via Wikipedia.

¹⁴³ Pub L. No. 117-2 (March 11, 2021).

Chapter 20

Fund 96 American Rescue Plan Act (ARPA) Fund

candidates Jon Ossoff and Raphael Warnock won; the promise of comprehensive COVID-19 relief legislation was reported as a factor in their eventual victories. On January 14th, prior to being inaugurated as president, Biden announced the \$1.9 Trillion stimulus package.

Table 118 –
American Rescue Plan Act Fund Department 341 (Interest Earnings)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	341	010	Interest on Checking	^^^	^^^	^^^	^^^	^^^	\$261
	341	030	Interest on CDs	^^^	^^^	^^^	^^^	^^^	\$532
			Department 341 TOTALS	\$0	\$0	\$0	\$0	\$0	\$261

Table 119 –
American Rescue Plan Act Fund Department 351 (Federal Grants - ARPA)

Revenue	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	351	096	Federal Grants - ARPA	^^^	^^^	^^^	^^^	\$1,568,338	\$1,568,338
			Department 351 TOTALS	\$0	\$0	\$0	\$0	\$1,568,338	\$1,568,338

Department 351 Federal Grants

Details of ARPA funds in the FY2022 budget can be reviewed in **Chapter 10**. The specific sources of revenue for this fund and its expenses are found here.

The United States Department of the Treasury deposited the first half of funds into Fund 96's checking account in June 2021. The second and final deposit will occur in June 2022.

Revenues

Revenue generation in Fund 96 come from two sources: Interest Earnings and a direct grant from the United States Treasury Department. Both are defined in **Tables 118 and 119**.

Department 341 Interest Earnings

Fund 96 has both a checking account and a CD. Interest revenue generated in both is expected to be minimal as interest rates remain very low.

Object 010 Interest on Checking

Accrued interest from the fund's checking account.

Object 030 Interest on CDs

Accrued interest from the fund's certificate(s) of deposit (CDs).

Expenses

Expenses in this fund are split between routine administrative fees and a direct transfer to the General Fund (Fund 01). See **Tables 120 and 121**.

Department 409 General Government Administration

Expenses in this fund are very minimal with just a few dollars to pay any ACNB Bank-related fees.

Object 390 Bank Service Charges/Fees

Charges for bank fees.

Department 492 Interfund Transfers Out

Table 120 –
American Rescue Plan Act Fund Department 409
(General Government Administration)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	409	390	Bank Service Charges/Fees	^^^	^^^	^^^	^^^	\$24	\$24
			Department 409 TOTALS	\$0	\$0	\$0	\$0	\$24	\$24

Per the ARPA legislation, this is money permitted to be transferred to other accounts to support the intent of the ARPA legislation.

Table 121 –
American Rescue Plan Act Fund Department 492 (Interfund Transfers Out)

Expense	Dept.	Object	Description	2017	2018	2019	2020	2021	2022
	492	010	Transfer to General Fund	^^^	^^^	^^^	^^^	^^^	\$1,047,009
			Department 492 TOTALS	\$0	\$0	\$0	\$0	\$0	\$1,047,009

Object 010
Transfer to General Fund
Money moved to the General Fund as outlined in Chapter 10.



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U.S. DEPARTMENT OF THE TREASURY

January 2022



U.S. DEPARTMENT OF THE TREASURY

The Overview of the Final Rule provides a summary of major provisions of the final rule for informational purposes and is intended as a brief, simplified user guide to the final rule provisions.

The descriptions provided in this document summarize key provisions of the final rule but are non-exhaustive, do not describe all terms and conditions associated with the use of SLFRF, and do not describe all requirements that may apply to this funding. Any SLFRF funds received are also subject to the terms and conditions of the agreement entered into by Treasury and the respective jurisdiction, which incorporate the provisions of the final rule and the guidance that implements this program.



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Introduction

The Coronavirus State and Local Fiscal Recovery Funds (SLFRF), a part of the American Rescue Plan, delivers \$350 billion to state, local, and Tribal governments across the country to support their response to and recovery from the COVID-19 public health emergency. The program ensures that governments have the resources needed to:

- Fight the pandemic and support families and businesses struggling with its public health and economic impacts,
- Maintain vital public services, even amid declines in revenue, and
- Build a strong, resilient, and equitable recovery by making investments that support long-term growth and opportunity.

EARLY PROGRAM IMPLEMENTATION

In May 2021, Treasury published the Interim final rule (IFR) describing eligible and ineligible uses of funds (as well as other program provisions), sought feedback from the public on these program rules, and began to distribute funds. The IFR went immediately into effect in May, and since then, governments have used SLFRF funds to meet their immediate pandemic response needs and begin building a strong and equitable recovery, such as through providing vaccine incentives, development of affordable housing, and construction of infrastructure to deliver safe and reliable water.

As governments began to deploy this funding in their communities, Treasury carefully considered the feedback provided through its public comment process and other forums. Treasury received over 1,500 comments, participated in hundreds of meetings, and received correspondence from a wide range of governments and other stakeholders.

KEY CHANGES AND CLARIFICATIONS IN THE FINAL RULE

The final rule delivers broader flexibility and greater simplicity in the program, responsive to feedback in the comment process. Among other clarifications and changes, the final rule provides the features below.

Replacing Lost Public Sector Revenue

The final rule offers a standard allowance for revenue loss of \$10 million, allowing recipients to select between a standard amount of revenue loss or complete a full revenue loss calculation. Recipients that select the standard allowance may use that amount – in many cases their full award – for government services, with streamlined reporting requirements.

Public Health and Economic Impacts

In addition to programs and services, the final rule clarifies that recipients can use funds for capital expenditures that support an eligible COVID-19 public health or economic response. For example, recipients may build certain affordable housing, childcare facilities, schools, hospitals, and other projects consistent with final rule requirements.

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In addition, the final rule provides an expanded set of households and communities that are presumed to be “impacted” and “disproportionately impacted” by the pandemic, thereby allowing recipients to provide responses to a broad set of households and entities without requiring additional analysis. Further, the final rule provides a broader set of uses available for these communities as part of COVID-19 public health and economic response, including making affordable housing, childcare, early learning, and services to address learning loss during the pandemic eligible in all impacted communities and making certain community development and neighborhood revitalization activities eligible for disproportionately impacted communities.

Further, the final rule allows for a broader set of uses to restore and support government employment, including hiring above a recipient’s pre-pandemic baseline, providing funds to employees that experienced pay cuts or furloughs, avoiding layoffs, and providing retention incentives.

Premium Pay

The final rule delivers more streamlined options to provide premium pay, by broadening the share of eligible workers who can receive premium pay without a written justification while maintaining a focus on lower-income and frontline workers performing essential work.

Water, Sewer & Broadband Infrastructure

The final rule significantly broadens eligible broadband infrastructure investments to address challenges with broadband access, affordability, and reliability, and adds additional eligible water and sewer infrastructure investments, including a broader range of lead remediation and stormwater management projects.

FINAL RULE EFFECTIVE DATE

The final rule takes effect on April 1, 2022. Until that time, the interim final rule remains in effect; funds used consistently with the IFR while it is in effect are in compliance with the SLFRF program.

However, recipients can choose to take advantage of the final rule’s flexibilities and simplifications now, even ahead of the effective date. Treasury will not take action to enforce the interim final rule to the extent that a use of funds is consistent with the terms of the final rule, regardless of when the SLFRF funds were used. Recipients may consult the *Statement Regarding Compliance with the Coronavirus State and Local Fiscal Recovery Funds Interim Final Rule and Final Rule*, which can be found on Treasury’s website, for more information on compliance with the interim final rule and the final rule.



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Overview of the Program

The Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program provides substantial flexibility for each jurisdiction to meet local needs within the four separate eligible use categories. This Overview of the Final Rule addresses the four eligible use categories ordered from the broadest and most flexible to the most specific.

Recipients may use SLFRF funds to:

- **Replace lost public sector revenue**, using this funding to provide government services up to the amount of revenue loss due to the pandemic.
 - Recipients may determine their revenue loss by choosing between two options:
 - A standard allowance of up to \$10 million in aggregate, not to exceed their award amount, during the program;
 - Calculating their jurisdiction's specific revenue loss each year using Treasury's formula, which compares actual revenue to a counterfactual trend.
 - Recipients may use funds up to the amount of revenue loss for government services; generally, services traditionally provided by recipient governments are government services, unless Treasury has stated otherwise.
- **Support the COVID-19 public health and economic response** by addressing COVID-19 and its impact on public health as well as addressing economic harms to households, small businesses, nonprofits, impacted industries, and the public sector.
 - Recipients can use funds for programs, services, or capital expenditures that respond to the public health and negative economic impacts of the pandemic.
 - To provide simple and clear eligible uses of funds, Treasury provides a list of enumerated uses that recipients can provide to households, populations, or classes (i.e., groups) that experienced pandemic impacts.
 - Public health eligible uses include COVID-19 mitigation and prevention, medical expenses, behavioral healthcare, and preventing and responding to violence.
 - Eligible uses to respond to negative economic impacts are organized by the type of beneficiary: assistance to households, small businesses, and nonprofits.
 - Each category includes assistance for "impacted" and "disproportionately impacted" classes: impacted classes experienced the general, broad-based impacts of the pandemic, while disproportionately impacted classes faced meaningfully more severe impacts, often due to preexisting disparities.
 - To simplify administration, the final rule presumes that some populations and groups were impacted or disproportionately impacted and are eligible for responsive services.

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- Eligible uses for assistance to impacted households include aid for re-employment, job training, food, rent, mortgages, utilities, affordable housing development, childcare, early education, addressing learning loss, and many more uses.
- Eligible uses for assistance to impacted small businesses or nonprofits include loans or grants to mitigate financial hardship, technical assistance for small businesses, and many more uses.
- Recipients can also provide assistance to impacted industries like travel, tourism, and hospitality that faced substantial pandemic impacts, or address impacts to the public sector, for example by re-hiring public sector workers cut during the crisis.
- Recipients providing funds for enumerated uses to populations and groups that Treasury has presumed eligible are clearly operating consistently with the final rule. Recipients can also identify (1) other populations or groups, beyond those presumed eligible, that experienced pandemic impacts or disproportionate impacts and (2) other programs, services, or capital expenditures, beyond those enumerated, to respond to those impacts.
- Provide premium pay for eligible workers performing essential work, offering additional support to those who have and will bear the greatest health risks because of their service in critical sectors.
 - Recipients may provide premium pay to eligible workers – generally those working in-person in key economic sectors – who are below a wage threshold or non-exempt from the Fair Labor Standards Act overtime provisions, or if the recipient submits justification that the premium pay is responsive to workers performing essential work.
- Invest in water, sewer, and broadband infrastructure, making necessary investments to improve access to clean drinking water, to support vital wastewater and stormwater infrastructure, and to expand affordable access to broadband internet.
 - Recipients may fund a broad range of water and sewer projects, including those eligible under the EPA's Clean Water State Revolving Fund, EPA's Drinking Water State Revolving Fund, and certain additional projects, including a wide set of lead remediation, stormwater infrastructure, and aid for private wells and septic units.
 - Recipients may fund high-speed broadband infrastructure in areas of need that the recipient identifies, such as areas without access to adequate speeds, affordable options, or where connections are inconsistent or unreliable; completed projects must participate in a low-income subsidy program.

While recipients have considerable flexibility to use funds to address the diverse needs of their communities, some restrictions on use apply across all eligible use categories. These include:

- For states and territories: No offsets of a reduction in net tax revenue resulting from a change in state or territory law.

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- For all recipients except for Tribal governments: No extraordinary contributions to a pension fund for the purpose of reducing an accrued, unfunded liability.
- For all recipients: No payments for debt service and replenishments of rainy day funds; no satisfaction of settlements and judgments; no uses that contravene or violate the American Rescue Plan Act, Uniform Guidance conflicts of interest requirements, and other federal, state, and local laws and regulations.

Under the SLFRF program, funds must be used for costs incurred on or after March 3, 2021. Further, funds must be obligated by December 31, 2024, and expended by December 31, 2026. This time period, during which recipients can expend SLFRF funds, is the “period of performance.”

In addition to SLFRF, the American Rescue Plan includes other sources of funding for state and local governments, including the [Coronavirus Capital Projects Fund](#) to fund critical capital investments including broadband infrastructure; the [Homeowner Assistance Fund](#) to provide relief for our country’s most vulnerable homeowners; the [Emergency Rental Assistance Program](#) to assist households that are unable to pay rent or utilities; and the [State Small Business Credit Initiative](#) to fund small business credit expansion initiatives. Eligible recipients are encouraged to visit the Treasury website for more information.



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Replacing Lost Public Sector Revenue

The Coronavirus State and Local Fiscal Recovery Funds provide needed fiscal relief for recipients that have experienced revenue loss due to the onset of the COVID-19 public health emergency. Specifically, SLFRF funding may be used to pay for “government services” in an amount equal to the revenue loss experienced by the recipient due to the COVID-19 public health emergency.

Government services generally include any service traditionally provided by a government, including construction of roads and other infrastructure, provision of public safety and other services, and health and educational services. Funds spent under government services are subject to streamlined reporting and compliance requirements.

In order to use funds under government services, recipients should first determine revenue loss. They may, then, spend up to that amount on general government services.

DETERMINING REVENUE LOSS

Recipients have two options for how to determine their amount of revenue loss. Recipients must choose one of the two options and cannot switch between these approaches after an election is made.

1. Recipients may elect a “standard allowance” of \$10 million to spend on government services through the period of performance.

Under this option, which is newly offered in the final rule Treasury presumes that up to \$10 million in revenue has been lost due to the public health emergency and recipients are permitted to use that amount (not to exceed the award amount) to fund “government services.” The standard allowance provides an estimate of revenue loss that is based on an extensive analysis of average revenue loss across states and localities, and offers a simple, convenient way to determine revenue loss, particularly for SLFRF’s smallest recipients.

All recipients may elect to use this standard allowance instead of calculating lost revenue using the formula below, including those with total allocations of \$10 million or less. Electing the standard allowance does not increase or decrease a recipient’s total allocation.

2. Recipients may calculate their actual revenue loss according to the formula articulated in the final rule.

Under this option, recipients calculate revenue loss at four distinct points in time, either at the end of each calendar year (e.g., December 31 for years 2020, 2021, 2022, and 2023) or the end of each fiscal year of the recipient. Under the flexibility provided in the final rule, recipients can choose whether to use calendar or fiscal year dates but must be consistent throughout the period of performance. Treasury has also provided several adjustments to the definition of general revenue in the final rule.

To calculate revenue loss at each of these dates, recipients must follow a four-step process:

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- a. Calculate revenues collected in the most recent full fiscal year prior to the public health emergency (i.e., last full fiscal year before January 27, 2020), called the *base year revenue*.
- b. Estimate *counterfactual revenue*, which is equal to the following formula, where *n* is the number of months elapsed since the end of the base year to the calculation date:

$$\text{base year revenue} \times (1 + \text{growth adjustment})^{\frac{n}{12}}$$

The *growth adjustment* is the greater of either a standard growth rate—5.2 percent—or the recipient's average annual revenue growth in the last full three fiscal years prior to the COVID-19 public health emergency.

- c. Identify *actual revenue*, which equals revenues collected over the twelve months immediately preceding the calculation date.

Under the final rule, recipients must adjust actual revenue totals for the effect of tax cuts and tax increases that are adopted after the date of adoption of the final rule (January 6, 2022). Specifically, the estimated fiscal impact of tax cuts and tax increases adopted after January 6, 2022, must be added or subtracted to the calculation of actual revenue for purposes of calculation dates that occur on or after April 1, 2022.

Recipients may subtract from their calculation of actual revenue the effect of tax increases enacted prior to the adoption of the final rule. Note that recipients that elect to remove the effect of tax increases enacted before the adoption of the final rule must also remove the effect of tax decreases enacted before the adoption of the final rule, such that they are accurately removing the effect of tax policy changes on revenue.

- d. Revenue loss for the calculation date is equal to *counterfactual revenue* minus *actual revenue* (adjusted for tax changes) for the twelve-month period. If actual revenue exceeds counterfactual revenue, the loss is set to zero for that twelve-month period. Revenue loss for the period of performance is the sum of the revenue loss on for each calculation date.

The supplementary information in the final rule provides an example of this calculation, which recipients may find helpful, in the Revenue Loss section.



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SPENDING ON GOVERNMENT SERVICES

Recipients can use SLFRF funds on government services up to the revenue loss amount, whether that be the standard allowance amount or the amount calculated using the above approach. Government services generally include *any service* traditionally provided by a government, unless Treasury has stated otherwise. Here are some common examples, although this list is not exhaustive:

- ✓ Construction of schools and hospitals
- ✓ Road building and maintenance, and other infrastructure
- ✓ Health services
- ✓ General government administration, staff, and administrative facilities
- ✓ Environmental remediation
- ✓ Provision of police, fire, and other public safety services (including purchase of fire trucks and police vehicles)

Government services is the most flexible eligible use category under the SLFRF program, and funds are subject to streamlined reporting and compliance requirements. Recipients should be mindful that certain restrictions, which are detailed further in the Restrictions on Use section and apply to all uses of funds, apply to government services as well.



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Responding to Public Health and Economic Impacts of COVID-19

The Coronavirus State and Local Fiscal Recovery Funds provide resources for governments to meet the public health and economic needs of those impacted by the pandemic in their communities, as well as address longstanding health and economic disparities, which amplified the impact of the pandemic in disproportionately impacted communities, resulting in more severe pandemic impacts.

The eligible use category to respond to public health and negative economic impacts is organized around the types of assistance a recipient may provide and includes several sub-categories:

- public health,
- assistance to households,
- assistance to small businesses,
- assistance to nonprofits,
- aid to impacted industries, and
- public sector capacity.

In general, to identify eligible uses of funds in this category, recipients should (1) identify a COVID-19 public health or economic impact on an individual or class (i.e., a group) and (2) design a program that responds to that impact. Responses should be related and reasonably proportional to the harm identified and reasonably designed to benefit those impacted.

To provide simple, clear eligible uses of funds that meet this standard, Treasury provides a non-exhaustive list of enumerated uses that respond to pandemic impacts. Treasury also presumes that some populations experienced pandemic impacts and are eligible for responsive services. In other words, recipients providing enumerated uses of funds to populations presumed eligible are clearly operating consistently with the final rule.¹

Recipients also have broad flexibility to (1) identify and respond to other pandemic impacts and (2) serve other populations that experienced pandemic impacts, beyond the enumerated uses and presumed eligible populations. Recipients can also identify groups or “classes” of beneficiaries that experienced pandemic impacts and provide services to those classes.

¹ However, please note that use of funds for enumerated uses may not be grossly disproportionate to the harm. Further, recipients should consult the Capital Expenditures section for more information about pursuing a capital expenditure; please note that enumerated capital expenditures are not presumed to be reasonably proportional responses to an identified harm except as provided in the Capital Expenditures section.

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Step	1. Identify COVID-19 public health or economic impact	2. Design a response that addresses or responds to the impact
Analysis	<ul style="list-style-type: none"> Can identify impact to a specific household, business or nonprofit or to a class of households, businesses, or nonprofits (i.e., group) Can also identify disproportionate impacts, or more severe impacts, to a specific beneficiary or to a class 	<ul style="list-style-type: none"> Types of responses can include a program, service, or capital expenditure Response should be related and reasonably proportional to the harm Response should also be reasonably designed to benefit impacted individual or class
Simplifying Presumptions	<ul style="list-style-type: none"> Final Rule presumes certain populations and classes are impacted and disproportionately impacted 	<ul style="list-style-type: none"> Final Rule provides non-exhaustive list of enumerated eligible uses that respond to pandemic impacts and disproportionate impacts

To assess eligibility of uses of funds, recipients should first determine the sub-category where their use of funds may fit (e.g., public health, assistance to households, assistance to small businesses), based on the entity that experienced the health or economic impact.² Then, recipients should refer to the relevant section for more details on each sub-category.

While the same overall eligibility standard applies to all uses of funds to respond to the public health and negative economic impacts of the pandemic, each sub-category has specific nuances on its application. In addition:

- Recipients interested in using funds for capital expenditures (i.e., investments in property, facilities, or equipment) should review the Capital Expenditures section in addition to the eligible use sub-category.
- Recipients interested in other uses of funds, beyond the enumerated uses, should refer to the section on “Framework for Eligible Uses Beyond Those Enumerated.”

² For example, a recipient interested in providing aid to unemployed individuals is addressing a negative economic impact experienced by a household and should refer to the section on assistance to households. Recipients should also be aware of the difference between “beneficiaries” and “sub-recipients.” Beneficiaries are households, small businesses, or nonprofits that can receive assistance based on impacts of the pandemic that they experienced. On the other hand, sub-recipients are organizations that carry out eligible uses on behalf of a government, often through grants or contracts. Sub-recipients do not need to have experienced a negative economic impact of the pandemic; rather, they are providing services to beneficiaries that experienced an impact.

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RESPONDING TO THE PUBLIC HEALTH EMERGENCY

While the country has made tremendous progress in the fight against COVID-19, including a historic vaccination campaign, the disease still poses a grave threat to Americans' health and the economy. Providing state, local, and Tribal governments the resources needed to fight the COVID-19 pandemic is a core goal of the Coronavirus State and Local Fiscal Recovery Funds, as well as addressing the other ways that the pandemic has impacted public health. Treasury has identified several public health impacts of the pandemic and enumerated uses of funds to respond to impacted populations.

- **COVID-19 mitigation and prevention.** The pandemic has broadly impacted Americans and recipients can provide services to prevent and mitigate COVID-19 to the general public or to small businesses, nonprofits, and impacted industries in general. Enumerated eligible uses include:
 - ✓ Vaccination programs, including vaccine incentives and vaccine sites
 - ✓ Testing programs, equipment and sites
 - ✓ Monitoring, contact tracing & public health surveillance (e.g., monitoring for variants)
 - ✓ Public communication efforts
 - ✓ Public health data systems
 - ✓ COVID-19 prevention and treatment equipment, such as ventilators and ambulances
 - ✓ Medical and PPE/protective supplies
 - ✓ Support for isolation or quarantine
 - ✓ Ventilation system installation and improvement
 - ✓ Technical assistance on mitigation of COVID-19 threats to public health and safety
 - ✓ Transportation to reach vaccination or testing sites, or other prevention and mitigation services for vulnerable populations
 - ✓ Support for prevention, mitigation, or other services in congregate living facilities, public facilities, and schools
 - ✓ Support for prevention and mitigation strategies in small businesses, nonprofits, and impacted industries
 - ✓ Medical facilities generally dedicated to COVID-19 treatment and mitigation (e.g., ICUs, emergency rooms)
 - ✓ Temporary medical facilities and other measures to increase COVID-19 treatment capacity
 - ✓ Emergency operations centers & emergency response equipment (e.g., emergency response radio systems)
 - ✓ Public telemedicine capabilities for COVID-19 related treatment



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- **Medical expenses.** Funds may be used for expenses to households, medical providers, or others that incurred medical costs due to the pandemic, including:
 - ✓ Unreimbursed expenses for medical care for COVID-19 testing or treatment, such as uncompensated care costs for medical providers or out-of-pocket costs for individuals
 - ✓ Paid family and medical leave for public employees to enable compliance with COVID-19 public health precautions
 - ✓ Emergency medical response expenses
 - ✓ Treatment of long-term symptoms or effects of COVID-19
- **Behavioral health care, such as mental health treatment, substance use treatment, and other behavioral health services.** Treasury recognizes that the pandemic has broadly impacted Americans' behavioral health and recipients can provide these services to the general public to respond. Enumerated eligible uses include:
 - ✓ Prevention, outpatient treatment, inpatient treatment, crisis care, diversion programs, outreach to individuals not yet engaged in treatment, harm reduction & long-term recovery support
 - ✓ Enhanced behavioral health services in schools
 - ✓ Services for pregnant women or infants born with neonatal abstinence syndrome
 - ✓ Support for equitable access to reduce disparities in access to high-quality treatment
 - ✓ Peer support groups, costs for residence in supportive housing or recovery housing, and the 988 National Suicide Prevention Lifeline or other hotline services
 - ✓ Expansion of access to evidence-based services for opioid use disorder prevention, treatment, harm reduction, and recovery
 - ✓ Behavioral health facilities & equipment
- **Preventing and responding to violence.** Recognizing that violence – and especially gun violence – has increased in some communities due to the pandemic, recipients may use funds to respond in these communities through:
 - ✓ Referrals to trauma recovery services for victims of crime
 - ✓ Community violence intervention programs, including:
 - Evidence-based practices like focused deterrence, with wraparound services such as behavioral therapy, trauma recovery, job training, education, housing and relocation services, and financial assistance
 - ✓ In communities experiencing increased gun violence due to the pandemic:
 - Law enforcement officers focused on advancing community policing
 - Enforcement efforts to reduce gun violence, including prosecution
 - Technology & equipment to support law enforcement response

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RESPONDING TO NEGATIVE ECONOMIC IMPACTS

The pandemic caused severe economic damage and, while the economy is on track to a strong recovery, much work remains to continue building a robust, resilient, and equitable economy in the wake of the crisis and to ensure that the benefits of this recovery reach all Americans. While the pandemic impacted millions of American households and businesses, some of its most severe impacts fell on low-income and underserved communities, where pre-existing disparities amplified the impact of the pandemic and where the most work remains to reach a full recovery.

The final rule recognizes that the pandemic caused broad-based impacts that affected many communities, households, and small businesses across the country; for example, many workers faced unemployment and many small businesses saw declines in revenue. The final rule describes these as “impacted” households, communities, small businesses, and nonprofits.

At the same time, the pandemic caused disproportionate impacts, or more severe impacts, in certain communities. For example, low-income and underserved communities have faced more severe health and economic outcomes like higher rates of COVID-19 mortality and unemployment, often because pre-existing disparities exacerbated the impact of the pandemic. The final rule describes these as “disproportionately impacted” households, communities, small businesses, and nonprofits.

To simplify administration of the program, the final rule presumes that certain populations were “impacted” and “disproportionately impacted” by the pandemic; these populations are presumed to be eligible for services that respond to the impact they experienced. The final rule also enumerates a non-exhaustive list of eligible uses that are recognized as responsive to the impacts or disproportionate impacts of COVID-19. Recipients providing enumerated uses to populations presumed eligible are clearly operating consistently with the final rule.

As discussed further in the section Framework for Eligible Uses Beyond Those Enumerated, recipients can also identify other pandemic impacts, impacted or disproportionately impacted populations or classes, and responses.



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Assistance to Households***Impacted Households and Communities***

Treasury presumes the following households and communities are impacted by the pandemic:

- ✓ Low- or moderate income households or communities
- ✓ Households that experienced unemployment
- ✓ Households that experienced increased food or housing insecurity
- ✓ Households that qualify for the Children's Health Insurance Program, Childcare Subsidies through the Child Care Development Fund (CCDF) Program, or Medicaid
- ✓ *When providing affordable housing programs:* households that qualify for the National Housing Trust Fund and Home Investment Partnerships Program
- ✓ *When providing services to address lost instructional time in K-12 schools:* any student that lost access to in-person instruction for a significant period of time

Low- or moderate-income households and communities are those with (i) income at or below 300 percent of the Federal Poverty Guidelines for the size of the household based on the most recently published poverty guidelines or (ii) income at or below 65 percent of the area median income for the county and size of household based on the most recently published data. For the vast majority of communities, the Federal Poverty Guidelines are higher than the area's median income and using the Federal Poverty Guidelines would result in more households and communities being presumed eligible. Treasury has provided an easy-to-use spreadsheet with Federal Poverty Guidelines and area median income levels on its website.

Recipients can measure income for a specific household or the median income for the community, depending on whether the response they plan to provide serves specific households or the general community. The income thresholds vary by household size; recipients should generally use income thresholds for the appropriate household size but can use a default household size of three when easier for administration or when measuring income for a general community.

The income limit for 300 percent of the Federal Poverty Guidelines for a household of three is \$65,880 per year.³ In other words, recipients can always presume that a household earning below this level, or a community with median income below this level, is impacted by the pandemic and eligible for services to respond. Additionally, by following the steps detailed in the section Framework for Eligible Uses Beyond Those Enumerated, recipients may designate additional households as impacted or disproportionately impacted beyond these presumptions, and may also pursue projects not listed below in response to these impacts consistent with Treasury's standards.

³ For recipients in Alaska, the income limit for 300 percent of the Federal Poverty Guidelines for a household of three is \$82,350 per year. For recipients in Hawaii, the income limit for 300 percent of the Federal Poverty Guidelines for a household of three is \$75,780 per year.



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Treasury recognizes the enumerated projects below, which have been expanded under the final rule, as eligible to respond to impacts of the pandemic on households and communities:

- ✓ Food assistance & food banks
- ✓ Emergency housing assistance: rental assistance, mortgage assistance, utility assistance, assistance paying delinquent property taxes, counseling and legal aid to prevent eviction and homelessness & emergency programs or services for homeless individuals, including temporary residences for people experiencing homelessness
- ✓ Health insurance coverage expansion
- ✓ Benefits for surviving family members of individuals who have died from COVID-19
- ✓ Assistance to individuals who want and are available for work, including job training, public jobs programs and fairs, support for childcare and transportation to and from a jobsite or interview, incentives for newly-employed workers, subsidized employment, grants to hire underserved workers, assistance to unemployed individuals to start small businesses & development of job and workforce training centers
- ✓ Financial services for the unbanked and underbanked
- ✓ Burials, home repair & home weatherization
- ✓ Programs, devices & equipment for internet access and digital literacy, including subsidies for costs of access
- ✓ Cash assistance
- ✓ Paid sick, medical, and family leave programs
- ✓ Assistance in accessing and applying for public benefits or services
- ✓ Childcare and early learning services, home visiting programs, services for child welfare-involved families and foster youth & childcare facilities
- ✓ Assistance to address the impact of learning loss for K-12 students (e.g., high-quality tutoring, differentiated instruction)
- ✓ Programs or services to support long-term housing security: including development of affordable housing and permanent supportive housing
- ✓ Certain contributions to an Unemployment Insurance Trust Fund⁴

⁴ Recipients may only use SLFRF funds for contributions to unemployment insurance trust funds and repayment of the principal amount due on advances received under Title XII of the Social Security Act up to an amount equal to (i) the difference between the balance in the recipient's unemployment insurance trust fund as of January 27, 2020 and the balance of such account as of May 17, 2021, plus (ii) the principal amount outstanding as of May 17, 2021 on any advances received under Title XII of the Social Security Act between January 27, 2020 and May 17, 2021. Further, recipients may use SLFRF funds for the payment of any interest due on such Title XII advances. Additionally, a recipient that deposits SLFRF funds into its unemployment insurance trust fund to fully restore the pre-pandemic balance may not draw down that balance and deposit more SLFRF funds, back up to the pre-pandemic balance. Recipients that deposit SLFRF funds into an unemployment insurance trust fund, or use SLFRF funds to repay principal on Title XII advances, may not take action to reduce benefits available to unemployed workers by changing the computation method governing regular unemployment compensation in a way that results in a reduction of average weekly benefit amounts or the number of weeks of benefits payable (i.e., maximum benefit entitlement).

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Disproportionately Impacted Households and Communities

Treasury presumes the following households and communities are disproportionately impacted by the pandemic:

- ✓ Low-income households and communities
- ✓ Households residing in Qualified Census Tracts
- ✓ Households that qualify for certain federal benefits⁵
- ✓ Households receiving services provided by Tribal governments
- ✓ Households residing in the U.S. territories or receiving services from these governments

Low-income households and communities are those with (i) income at or below 185 percent of the Federal Poverty Guidelines for the size of its household based on the most recently published poverty guidelines or (ii) income at or below 40 percent of area median income for its county and size of household based on the most recently published data. For the vast majority of communities, the Federal Poverty Guidelines level is higher than the area median income level and using this level would result in more households and communities being presumed eligible. Treasury has provided an easy-to-use spreadsheet with Federal Poverty Guidelines and area median income levels on its website.

Recipients can measure income for a specific household or the median income for the community, depending on whether the service they plan to provide serves specific households or the general community. The income thresholds vary by household size; recipients should generally use income thresholds for the appropriate household size but can use a default household size of three when easier for administration or when measuring income for a general community.

The income limit for 185 percent of the Federal Poverty Guidelines for a household of three is \$40,626 per year.⁶ In other words, recipients can always presume that a household earning below this level, or a community with median income below this level, is disproportionately impacted by the pandemic and eligible for services to respond.

⁵ These programs are Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Free- and Reduced-Price Lunch (NSLP) and/or School Breakfast (SBP) programs, Medicare Part D Low-Income Subsidies, Supplemental Security Income (SSI), Head Start and/or Early Head Start, Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), Section 8 Vouchers, Low-Income Home Energy Assistance Program (LIHEAP), and Pell Grants. For services to address educational disparities, Treasury will recognize Title I eligible schools as disproportionately impacted and responsive services that support the school generally or support the whole school as eligible.

⁶ For recipients in Alaska, the income limit for 185 percent of the Federal Poverty Guidelines for a household of three is \$50,783 per year. For recipients in Hawaii, the income limit for 185 percent of the Federal Poverty Guidelines for a household of three is \$46,731 per year.



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Treasury recognizes the enumerated projects below, which have been expanded under the final rule, as eligible to respond to disproportionate impacts of the pandemic on households and communities:

- ✓ Pay for community health workers to help households access health & social services
- ✓ Remediation of lead paint or other lead hazards
- ✓ Primary care clinics, hospitals, integration of health services into other settings, and other investments in medical equipment & facilities designed to address health disparities
- ✓ Housing vouchers & assistance relocating to neighborhoods with higher economic opportunity
- ✓ Investments in neighborhoods to promote improved health outcomes
- ✓ Improvements to vacant and abandoned properties, including rehabilitation or maintenance, renovation, removal and remediation of environmental contaminants, demolition or deconstruction, greening/vacant lot cleanup & conversion to affordable housing⁷
- ✓ Services to address educational disparities, including assistance to high-poverty school districts & educational and evidence-based services to address student academic, social, emotional, and mental health needs
- ✓ Schools and other educational equipment & facilities

⁷ Please see the final rule for further details and conditions applicable to this eligible use. This includes Treasury's presumption that demolition of vacant or abandoned residential properties that results in a net reduction in occupiable housing units for low- and moderate-income individuals in an area where the availability of such housing is lower than the need for such housing is ineligible for support with SLFRF funds.

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Assistance to Small Businesses

Small businesses have faced widespread challenges due to the pandemic, including periods of shutdown, declines in revenue, or increased costs. The final rule provides many tools for recipients to respond to the impacts of the pandemic on small businesses, or disproportionate impacts on businesses where pre-existing disparities like lack of access to capital compounded the pandemic's effects.

Small businesses eligible for assistance are those that experienced negative economic impacts or disproportionate impacts of the pandemic and meet the definition of "small business," specifically:

1. Have no more than 500 employees, or if applicable, the size standard in number of employees established by the Administrator of the Small Business Administration for the industry in which the business concern or organization operates, and
2. Are a small business concern as defined in section 3 of the Small Business Act⁸ (which includes, among other requirements, that the business is independently owned and operated and is not dominant in its field of operation).

Impacted Small Businesses

Recipients can identify small businesses impacted by the pandemic, and measures to respond, in many ways; for example, recipients could consider:

- | | |
|---------------------------------------|--|
| ✓ Decreased revenue or gross receipts | ✓ Capacity to weather financial hardship |
| ✓ Financial insecurity | ✓ Challenges covering payroll, rent or mortgage, and other operating costs |
| ✓ Increased costs | |

Assistance to small businesses that experienced negative economic impacts includes the following enumerated uses:

- | | |
|---|--|
| ✓ Loans or grants to mitigate financial hardship, such as by supporting payroll and benefits, costs to retain employees, and mortgage, rent, utility, and other operating costs | ✓ Technical assistance, counseling, or other services to support business planning |
|---|--|

Disproportionately Impacted Small Businesses

Treasury presumes that the following small businesses are disproportionately impacted by the pandemic:

⁸ 15 U.S.C. 632.



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- ✓ Small businesses operating in Qualified Census Tracts
- ✓ Small businesses operating in the U.S. territories
- ✓ Small businesses operated by Tribal governments or on Tribal lands

Assistance to disproportionately impacted small businesses includes the following enumerated uses, which have been expanded under the final rule:

- ✓ Rehabilitation of commercial properties, storefront improvements & façade improvements
- ✓ Support for microbusinesses, including financial, childcare, and transportation costs
- ✓ Technical assistance, business incubators & grants for start-up or expansion costs for small businesses



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Assistance to Nonprofits

Nonprofits have faced significant challenges due to the pandemic's increased demand for services and changing operational needs, as well as declines in revenue sources such as donations and fees. Nonprofits eligible for assistance are those that experienced negative economic impacts or disproportionate impacts of the pandemic and meet the definition of "nonprofit"—specifically those that are 501(c)(3) or 501(c)(19) tax-exempt organizations.

Impacted Nonprofits

Recipients can identify nonprofits impacted by the pandemic, and measures to respond, in many ways; for example, recipients could consider:

- ✓ Decreased revenue (e.g., from donations and fees)
- ✓ Financial insecurity
- ✓ Increased costs (e.g., uncompensated increases in service need)
- ✓ Capacity to weather financial hardship
- ✓ Challenges covering payroll, rent or mortgage, and other operating costs

Assistance to nonprofits that experienced negative economic impacts includes the following enumerated uses:

- ✓ Loans or grants to mitigate financial hardship
- ✓ Technical or in-kind assistance or other services that mitigate negative economic impacts of the pandemic

Disproportionately Impacted Nonprofits

Treasury presumes that the following nonprofits are disproportionately impacted by the pandemic:

- ✓ Nonprofits operating in Qualified Census Tracts
- ✓ Nonprofits operated by Tribal governments or on Tribal lands
- ✓ Nonprofits operating in the U.S. territories

Recipients may identify appropriate responses that are related and reasonably proportional to addressing these disproportionate impacts.



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Aid to Impacted Industries

Recipients may use SLFRF funding to provide aid to industries impacted by the COVID-19 pandemic. Recipients should first designate an impacted industry and then provide aid to address the impacted industry's negative economic impact.

This sub-category of eligible uses does not separately identify disproportionate impacts and corresponding responsive services.

1. Designating an impacted industry. There are two main ways an industry can be designated as "impacted."

1. If the industry is in the travel, tourism, or hospitality sectors (including Tribal development districts), the industry is impacted.
2. If the industry is outside the travel, tourism, or hospitality sectors, the industry is impacted if:
 - a. The industry experienced at least 8 percent employment loss from pre-pandemic levels,⁹ or
 - b. The industry is experiencing comparable or worse economic impacts as the national tourism, travel, and hospitality industries as of the date of the final rule, based on the totality of economic indicators or qualitative data (if quantitative data is unavailable), and if the impacts were generally due to the COVID-19 public health emergency.

Recipients have flexibility to define industries broadly or narrowly, but Treasury encourages recipients to define narrow and discrete industries eligible for aid. State and territory recipients also have flexibility to define the industries with greater geographic precision; for example, a state may identify a particular industry in a certain region of a state as impacted.

2. Providing eligible aid to the impacted industry. Aid may only be provided to support businesses, attractions, and Tribal development districts operating prior to the pandemic and affected by required closures and other efforts to contain the pandemic. Further, aid should be generally broadly available to all businesses within the impacted industry to avoid potential conflicts of interest, and Treasury encourages aid to be first used for operational expenses, such as payroll, before being used on other types of costs.

⁹ Specifically, a recipient should compare the percent change in the number of employees of the recipient's identified industry and the national Leisure & Hospitality sector in the three months before the pandemic's most severe impacts began (a straight three-month average of seasonally-adjusted employment data from December 2019, January 2020, and February 2020) with the latest data as of the final rule (a straight three-month average of seasonally-adjusted employment data from September 2021, October 2021, and November 2021). For parity and simplicity, smaller recipients without employment data that measure industries in their specific jurisdiction may use data available for a broader unit of government for this calculation (e.g., a county may use data from the state in which it is located; a city may use data for the county, if available, or state in which it is located) solely for purposes of determining whether a particular industry is an impacted industry.

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Treasury recognizes the enumerated projects below as eligible responses to impacted industries.

- ✓ Aid to mitigate financial hardship, such as supporting payroll costs, lost pay and benefits for returning employees, support of operations and maintenance of existing equipment and facilities
- ✓ Technical assistance, counseling, or other services to support business planning
- ✓ COVID-19 mitigation and infection prevention measures (see section Public Health)

As with all eligible uses, recipients may pursue a project not listed above by undergoing the steps outlined in the section Framework for Eligible Uses Beyond Those Enumerated.



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PUBLIC SECTOR CAPACITY

Recipients may use SLFRF funding to restore and bolster public sector capacity, which supports government's ability to deliver critical COVID-19 services. There are three main categories of eligible uses to bolster public sector capacity and workforce: Public Safety, Public Health, and Human Services Staff; Government Employment and Rehiring Public Sector Staff; and Effective Service Delivery.

Public Safety, Public Health, and Human Services Staff

SLFRF funding may be used for payroll and covered benefits for public safety, public health, health care, human services and similar employees of a recipient government, for the portion of the employee's time spent responding to COVID-19. Recipients should follow the steps below.

1. Identify eligible public safety, public health, and human services staff. Public safety staff include:

- ✓ Police officers (including state police officers)
- ✓ Sheriffs and deputy sheriffs
- ✓ Firefighters
- ✓ Emergency medical responders
- ✓ Correctional and detention officers
- ✓ Dispatchers and supervisor personnel that directly support public safety staff

Public health staff include:

- ✓ Employees involved in providing medical and other physical or mental health services to patients and supervisory personnel, including medical staff assigned to schools, prisons, and other such institutions
- ✓ Laboratory technicians, medical examiners, morgue staff, and other support services essential for patient care
- ✓ Employees of public health departments directly engaged in public health matters and related supervisory personnel

Human services staff include:

- ✓ Employees providing or administering social services and public benefits
- ✓ Child welfare services employees
- ✓ Child, elder, or family care employees

2. Assess portion of time spent on COVID-19 response for eligible staff.

Recipients can use a variety of methods to assess the share of an employees' time spent responding to COVID-19, including using reasonable estimates—such as estimating the share of time based on discussions with staff and applying that share to all employees in that position.

For administrative convenience, recipients can consider public health and safety employees entirely devoted to responding to COVID-19 (and their payroll and benefits fully covered by SLFRF) if the

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employee, or his or her operating unit or division, is “primarily dedicated” to responding to COVID-19. Primarily dedicated means that more than half of the employee, unit, or division’s time is dedicated to responding to COVID-19.

Recipients must periodically reassess their determination and maintain records to support their assessment, although recipients do not need to track staff hours.

3. Use SLFRF funding for payroll and covered benefits for the portion of eligible staff time spent on COVID-19 response. SLFRF funding may be used for payroll and covered benefits for the portion of the employees’ time spent on COVID-19 response, as calculated above, through the period of performance.

Government Employment and Rehiring Public Sector Staff

Under the increased flexibility of the final rule, SLFRF funding may be used to support a broader set of uses to restore and support public sector employment. Eligible uses include hiring up to a pre-pandemic baseline that is adjusted for historic underinvestment in the public sector, providing additional funds for employees who experienced pay cuts or were furloughed, avoiding layoffs, providing worker retention incentives, and paying for ancillary administrative costs related to hiring, support, and retention.

- **Restoring pre-pandemic employment.** Recipients have two options to restore pre-pandemic employment, depending on the recipient’s needs.
 - *If the recipient simply wants to hire back employees for pre-pandemic positions:* Recipients may use SLFRF funds to hire employees for the same positions that existed on January 27, 2020 but that were unfilled or eliminated as of March 3, 2021. Recipients may use SLFRF funds to cover payroll and covered benefits for such positions through the period of performance.
 - *If the recipient wants to hire above the pre-pandemic baseline and/or would like to have flexibility in positions:* Recipients may use SLFRF funds to pay for payroll and covered benefits associated with the recipient increasing its number of budgeted FTEs up to 7.5 percent above its pre-pandemic baseline. Specifically, recipients should undergo the following steps:
 - a. Identify the recipient’s budgeted FTE level on January 27, 2020. This includes all budgeted positions, filled and unfilled. This is called the *pre-pandemic baseline*.
 - b. Multiply the pre-pandemic baseline by 1.075. This is called the *adjusted pre-pandemic baseline*.
 - c. Identify the recipient’s budgeted FTE level on March 3, 2021, which is the beginning of the period of performance for SLFRF funds. Recipients may, but are not required to, exclude the number of FTEs dedicated to responding to the COVID-19 public health emergency. This is called the *actual number of FTEs*.
 - d. Subtract the *actual number of FTEs* from the *adjusted pre-pandemic baseline* to calculate the number of FTEs that can be covered by SLFRF funds. Recipients do not have to hire for the same roles that existed pre-pandemic.

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Recipients may use SLFRF funds to cover payroll and covered benefits through the period of performance; these employees must have begun their employment on or after March 3, 2021. Recipients may only use SLFRF funds for additional FTEs hired over the March 3, 2021 level (i.e., the *actual number of FTEs*).

- **Supporting and retaining public sector workers.** Recipients can also use funds in other ways that support the public sector workforce.¹⁰ These include:
 - **Providing additional funding for employees who experienced pay reductions or were furloughed** since the onset of the pandemic, up to the difference in the employee's pay, taking into account unemployment benefits received.
 - **Maintaining current compensation levels to prevent layoffs.** SLFRF funds may be used to maintain current compensation levels, with adjustments for inflation, in order to prevent layoffs that would otherwise be necessary.
 - **Providing worker retention incentives, including reasonable increases in compensation** to persuade employees to remain with the employer as compared to other employment options. Retention incentives must be entirely additive to an employee's regular compensation, narrowly tailored to need, and should not exceed incentives traditionally offered by the recipient or compensation that alternative employers may offer to compete for the employees. Treasury presumes that retention incentives that are less than 25 percent of the rate of base pay for an individual employee or 10 percent for a group or category of employees are reasonably proportional to the need to retain employees, as long as other requirements are met.
- **Covering administrative costs associated with administering the hiring, support, and retention programs above.**

Effective Service Delivery

SLFRF funding may be used to improve the efficacy of public health and economic programs through tools like program evaluation, data, and outreach, as well as to address administrative needs caused or exacerbated by the pandemic. Eligible uses include:

- **Supporting program evaluation, data, and outreach through:**

¹⁰ Recipients should be able to substantiate that these uses of funds are substantially due to the public health emergency or its negative economic impacts (e.g., fiscal pressures on state and local budgets) and respond to its impacts. See the final rule for details on these uses.

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- ✓ Program evaluation and evidence resources
- ✓ Data analysis resources to gather, assess, share, and use data
- ✓ Technology infrastructure to improve access to and the user experience of government IT systems, as well as technology improvements to increase public access and delivery of government programs and services
- ✓ Community outreach and engagement activities
- ✓ Capacity building resources to support using data and evidence, including hiring staff, consultants, or technical assistance support
- Addressing administrative needs, including:
 - ✓ Administrative costs for programs responding to the public health emergency and its economic impacts, including non-SLFRF and non-federally funded programs
 - ✓ Address administrative needs caused or exacerbated by the pandemic, including addressing backlogs caused by shutdowns, increased repair or maintenance needs, and technology infrastructure to adapt government operations to the pandemic (e.g., video-conferencing software, data and case management systems)



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CAPITAL EXPENDITURES

As described above, the final rule clarifies that recipients may use funds for programs, services, and capital expenditures that respond to the public health and negative economic impacts of the pandemic. Any use of funds in this category for a capital expenditure must comply with the capital expenditure requirements, in addition to other standards for uses of funds.

Capital expenditures are subject to the same eligibility standard as other eligible uses to respond to the pandemic's public health and economic impacts; specifically, they must be related and reasonably proportional to the pandemic impact identified and reasonably designed to benefit the impacted population or class.

For ease of administration, the final rule identifies enumerated types of capital expenditures that Treasury has identified as responding to the pandemic's impacts; these are listed in the applicable sub-category of eligible uses (e.g., public health, assistance to households, etc.). Recipients may also identify other responsive capital expenditures. Similar to other eligible uses in the SLFRF program, no pre-approval is required for capital expenditures.

To guide recipients' analysis of whether a capital expenditure meets the eligibility standard, recipients (with the exception of Tribal governments) must complete and meet the requirements of a written justification for capital expenditures equal to or greater than \$1 million. For large-scale capital expenditures, which have high costs and may require an extended length of time to complete, as well as most capital expenditures for non-enumerated uses of funds, Treasury requires recipients to submit their written justification as part of regular reporting. Specifically:

If a project has total capital expenditures of	and the use is enumerated by Treasury as eligible, then	and the use is beyond those enumerated by Treasury as eligible, then
Less than \$1 million	No Written Justification required	No Written Justification required
Greater than or equal to \$1 million, but less than \$10 million	Written Justification required but recipients are not required to submit as part of regular reporting to Treasury	Written Justification required and recipients must submit as part of regular reporting to Treasury
\$10 million or more	Written Justification required and recipients must submit as part of regular reporting to Treasury	

A Written Justification includes:

- *Description of the harm or need to be addressed.* Recipients should provide a description of the specific harm or need to be addressed and why the harm was exacerbated or caused by the public health emergency. Recipients may provide quantitative information on the extent and the type of harm, such as the number of individuals or entities affected.

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- *Explanation of why a capital expenditure is appropriate.* For example, recipients should include an explanation of why existing equipment and facilities, or policy changes or additional funding to pertinent programs or services, would be inadequate.
- *Comparison of proposed capital project against at least two alternative capital expenditures and demonstration of why the proposed capital expenditure is superior.* Recipients should consider the effectiveness of the capital expenditure in addressing the harm identified and the expected total cost (including pre-development costs) against at least two alternative capital expenditures.

Where relevant, recipients should consider the alternatives of improving existing capital assets already owned or leasing other capital assets.

Treasury presumes that the following capital projects are generally ineligible:

- | | |
|---|---|
| <ul style="list-style-type: none"> ✗ Construction of new correctional facilities as a response to an increase in rate of crime ✗ Construction of new congregate facilities to decrease spread of COVID-19 in the facility | <ul style="list-style-type: none"> ✗ Construction of convention centers, stadiums, or other large capital projects intended for general economic development or to aid impacted industries |
|---|---|

In undertaking capital expenditures, Treasury encourages recipients to adhere to strong labor standards, including project labor agreements and community benefits agreements that offer wages at or above the prevailing rate and include local hire provisions. Treasury also encourages recipients to prioritize in their procurements employers with high labor standards and to prioritize employers without recent violations of federal and state labor and employment laws.



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FRAMEWORK FOR ELIGIBLE USES BEYOND THOSE ENUMERATED

As described above, recipients have broad flexibility to identify and respond to other pandemic impacts and serve other populations that experienced pandemic impacts, beyond the enumerated uses and presumed eligible populations. Recipients should undergo the following steps to decide whether their project is eligible:

Step	1. Identify COVID-19 public health or economic impact	2. Design a response that addresses or responds to the impact
Analysis	<ul style="list-style-type: none"> Can identify impact to a specific household, business or nonprofit or to a class of households, businesses or nonprofits (i.e., group) Can also identify disproportionate impacts, or more severe impacts, to a specific beneficiary or to a class 	<ul style="list-style-type: none"> Types of responses can include a program, service, or capital expenditure Response should be related and reasonably proportional to the harm Response should also be reasonably designed to benefit impacted individual or class

1. **Identify a COVID-19 public health or negative economic impact on an individual or a class.** Recipients should identify an individual or class that is “impacted” or “disproportionately impacted” by the COVID-19 public health emergency or its negative economic impacts as well as the specific impact itself.

- “Impacted” entities are those impacted by the disease itself or the harmful consequences of the economic disruptions resulting from or exacerbated by the COVID-19 public health emergency. For example, an individual who lost their job or a small business that saw lower revenue during a period of closure would both have experienced impacts of the pandemic.
- “Disproportionately impacted” entities are those that experienced disproportionate public health or economic outcomes from the pandemic; Treasury recognizes that pre-existing disparities, in many cases, amplified the impacts of the pandemic, causing more severe impacts in underserved communities. For example, a household living in a neighborhood with limited access to medical care and healthy foods may have faced health disparities before the pandemic, like a higher rate of chronic health conditions, that contributed to more severe health outcomes during the COVID-19 pandemic.

The recipient may choose to identify these impacts at either the individual level or at a class level. If the recipient is identifying impacts at the individual level, they should retain documentation supporting the impact the individual experienced (e.g., documentation of lost revenues from a small business). Such documentation can be streamlined in many cases (e.g., self-attestation that a household requires food assistance).

Recipients also have broad flexibility to identify a “class” – or a group of households, small businesses, or nonprofits – that experienced an impact. In these cases, the recipients should

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first identify the class and the impact that it faced. Then, recipients only need to document that the individuals served fall within that class; recipients do not need to document a specific impact to each individual served. For example, a recipient could identify that restaurants in the downtown area faced substantial declines in revenue due to decreased foot traffic from workers; the recipient could develop a program to respond to the impact on that class and only needs to document that the businesses being served are restaurants in the downtown area.

Recipients should keep the following considerations in mind when designating a class:

- There should be a relationship between the definition of the class and the proposed response. Larger and less-specific classes are less likely to have experienced similar harms, which may make it more difficult to design a response that appropriately responds to those harms.
- Classes may be determined on a population basis or on a geographic basis, and the response should be appropriately matched. For example, a response might be designed to provide childcare to single parents, regardless of which neighborhood they live in, or a response might provide a park to improve the health of a disproportionately impacted neighborhood.
- Recipients may designate classes that experienced disproportionate impact, by assessing the impacts of the pandemic and finding that some populations experienced meaningfully more severe impacts than the general public. To determine these disproportionate impacts, recipients:
 - May designate classes based on academic research or government research publications (such as the citations provided in the supplementary information in the final rule), through analysis of their own data, or through analysis of other existing data sources.
 - May also consider qualitative research and sources to augment their analysis, or when quantitative data is not readily available. Such sources might include resident interviews or feedback from relevant state and local agencies, such as public health departments or social services departments.
 - Should consider the quality of the research, data, and applicability of analysis to their determination in all cases.
- Some of the enumerated uses may also be appropriate responses to the impacts experienced by other classes of beneficiaries. It is permissible for recipients to provide these services to other classes, so long as the recipient determines that the response is also appropriate for those groups.
- Recipients may designate a class based on income level, including at levels higher than the final rule definition of "low- and moderate-income." For example, a recipient may identify that households in their community with incomes above the final rule threshold for low-income nevertheless experienced disproportionate impacts from the pandemic and provide responsive services.

2. Design a response that addresses or responds to the impact. Programs, services, and other interventions must be reasonably designed to benefit the individual or class that experienced

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the impact. They must also be related and reasonably proportional to the extent and type of impact experienced. For example, uses that bear no relation or are grossly disproportionate to the type or extent of the impact would not be eligible.

“Reasonably proportional” refers to the scale of the response compared to the scale of the harm, as well as the targeting of the response to beneficiaries compared to the amount of harm they experienced; for example, it may not be reasonably proportional for a cash assistance program to provide a very small amount of aid to a group that experienced severe harm and a much larger amount to a group that experienced relatively little harm. Recipients should consider relevant factors about the harm identified and the response to evaluate whether the response is reasonably proportional. For example, recipients may consider the size of the population impacted and the severity, type, and duration of the impact. Recipients may also consider the efficacy, cost, cost-effectiveness, and time to delivery of the response.

For disproportionately impacted communities, recipients may design interventions that address broader pre-existing disparities that contributed to more severe health and economic outcomes during the pandemic, such as disproportionate gaps in access to health care or pre-existing disparities in educational outcomes that have been exacerbated by the pandemic.



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Premium Pay

The Coronavirus State and Local Fiscal Recovery Funds may be used to provide premium pay to eligible workers performing essential work during the pandemic. Premium pay may be awarded to eligible workers up to \$13 per hour. Premium pay must be in addition to wages or remuneration (i.e., compensation) the eligible worker otherwise receives. Premium pay may not exceed \$25,000 for any single worker during the program.

Recipients should undergo the following steps to provide premium pay to eligible workers.

1. Identify an “eligible” worker. Eligible workers include workers “needed to maintain continuity of operations of essential critical infrastructure sectors.” These sectors and occupations are eligible:

- | | |
|--|---|
| ✓ Health care | ✓ State, local, or Tribal government workforce |
| ✓ Emergency response | ✓ Workers providing vital services to Tribes |
| ✓ Sanitation, disinfection & cleaning | ✓ Educational, school nutrition, and other work required to operate a school facility |
| ✓ Maintenance | ✓ Laundry |
| ✓ Grocery stores, restaurants, food production, and food delivery | ✓ Elections |
| ✓ Pharmacy | ✓ Solid waste or hazardous materials management, response, and cleanup |
| ✓ Biomedical research | ✓ Work requiring physical interaction with patients |
| ✓ Behavioral health | ✓ Dental care |
| ✓ Medical testing and diagnostics | ✓ Transportation and warehousing |
| ✓ Home and community-based health care or assistance with activities of daily living | ✓ Hotel and commercial lodging facilities that are used for COVID-19 mitigation and containment |
| ✓ Family or child care | |
| ✓ Social services | |
| ✓ Public health | |
| ✓ Mortuary | |
| ✓ Critical clinical research, development, and testing necessary for COVID-19 response | |

Beyond this list, the chief executive (or equivalent) of a recipient government may designate additional non-public sectors as critical so long as doing so is necessary to protecting the health and wellbeing of the residents of such jurisdictions.

2. Verify that the eligible worker performs “essential work,” meaning work that:

- Is not performed while teleworking from a residence; and
- Involves either:
 - a. regular, in-person interactions with patients, the public, or coworkers of the individual that is performing the work; or
 - b. regular physical handling of items that were handled by, or are to be handled by, patients, the public, or coworkers of the individual that is performing the work.

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3. Confirm that the premium pay “responds to” workers performing essential work during the COVID-19 public health emergency. Under the final rule, which broadened the share of eligible workers who can receive premium pay without a written justification, recipients may meet this requirement in one of three ways:
 - Eligible worker receiving premium pay is earning (with the premium included) at or below 150 percent of their residing state or county’s average annual wage for all occupations, as defined by the Bureau of Labor Statistics’ [Occupational Employment and Wage Statistics](#), whichever is higher, on an annual basis; or
 - Eligible worker receiving premium pay is not exempt from the Fair Labor Standards Act overtime provisions; or
 - If a worker does not meet either of the above requirements, the recipient must submit written justification to Treasury detailing how the premium pay is otherwise responsive to workers performing essential work during the public health emergency. This may include a description of the essential worker’s duties, health, or financial risks faced due to COVID-19, and why the recipient determined that the premium pay was responsive. Treasury anticipates that recipients will easily be able to satisfy the justification requirement for front-line workers, like nurses and hospital staff.

Premium pay may be awarded in installments or lump sums (e.g., monthly, quarterly, etc.) and may be awarded to hourly, part-time, or salaried or non-hourly workers. Premium pay must be paid in addition to wages already received and may be paid retrospectively. A recipient may not use SLFRF to merely reimburse itself for premium pay or hazard pay already received by the worker, and premium pay may not be paid to volunteers.



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Water & Sewer Infrastructure

The Coronavirus State and Local Fiscal Recovery Funds may be used to make necessary investments in water and sewer infrastructure. State, local, and Tribal governments have a tremendous need to address the consequences of deferred maintenance in drinking water systems and removal, management, and treatment of sewage and stormwater, along with additional resiliency measures needed to adapt to climate change.

Recipients may undertake the eligible projects below:

PROJECTS ELIGIBLE UNDER EPA'S CLEAN WATER STATE REVOLVING FUND (CWSRF)

Eligible projects under the CWSRF, and the final rule, include:

- ✓ Construction of publicly owned treatment works
- ✓ Projects pursuant to implementation of a nonpoint source pollution management program established under the Clean Water Act (CWA)
- ✓ Decentralized wastewater treatment systems that treat municipal wastewater or domestic sewage
- ✓ Management and treatment of stormwater or subsurface drainage water
- ✓ Water conservation, efficiency, or reuse measures
- ✓ Development and implementation of a conservation and management plan under the CWA
- ✓ Watershed projects meeting the criteria set forth in the CWA
- ✓ Energy consumption reduction for publicly owned treatment works
- ✓ Reuse or recycling of wastewater, stormwater, or subsurface drainage water
- ✓ Security of publicly owned treatment works

Treasury encourages recipients to review the EPA handbook for the [CWSRF](#) for a full list of eligibilities.

PROJECTS ELIGIBLE UNDER EPA'S DRINKING WATER STATE REVOLVING FUND (DWSRF)

Eligible drinking water projects under the DWSRF, and the final rule, include:

- ✓ Facilities to improve drinking water quality
- ✓ Transmission and distribution, including improvements of water pressure or prevention of contamination in infrastructure and lead service line replacements
- ✓ New sources to replace contaminated drinking water or increase drought resilience, including aquifer storage and recovery system for water storage
- ✓ Green infrastructure, including green roofs, rainwater harvesting collection, permeable pavement
- ✓ Storage of drinking water, such as to prevent contaminants or equalize water demands
- ✓ Purchase of water systems and interconnection of systems
- ✓ New community water systems

Treasury encourages recipients to review the EPA handbook for the [DWSRF](#) for a full list of eligibilities.

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ADDITIONAL ELIGIBLE PROJECTS

With broadened eligibility under the final rule, SLFRF funds may be used to fund additional types of projects— such as additional stormwater infrastructure, residential wells, lead remediation, and certain rehabilitations of dams and reservoirs — beyond the CWSRF and DWSRF, if they are found to be “necessary” according to the definition provided in the final rule and outlined below.

- ✓ Culvert repair, resizing, and removal, replacement of storm sewers, and additional types of stormwater infrastructure
- ✓ Infrastructure to improve access to safe drinking water for individual served by residential wells, including testing initiatives, and treatment/remediation strategies that address contamination
- ✓ Dam and reservoir rehabilitation if primary purpose of dam or reservoir is for drinking water supply and project is necessary for provision of drinking water
- ✓ Broad set of lead remediation projects eligible under EPA grant programs authorized by the Water Infrastructure Improvements for the Nation (WIIN) Act, such as lead testing, installation of corrosion control treatment, lead service line replacement, as well as water quality testing, compliance monitoring, and remediation activities, including replacement of internal plumbing and faucets and fixtures in schools and childcare facilities

A “necessary” investment in infrastructure must be:

- (1) responsive to an identified need to achieve or maintain an adequate minimum level of service, which may include a reasonable projection of increased need, whether due to population growth or otherwise,
- (2) a cost-effective means for meeting that need, taking into account available alternatives, and
- (3) for investments in infrastructure that supply drinking water in order to meet projected population growth, projected to be sustainable over its estimated useful life.

Please note that DWSRF and CWSRF-eligible projects are generally presumed to be necessary investments. Additional eligible projects generally must be responsive to an identified need to achieve or maintain an adequate minimum level of service. Recipients are only required to assess cost-effectiveness of projects for the creation of new drinking water systems, dam and reservoir rehabilitation projects, or projects for the extension of drinking water service to meet population growth needs. Recipients should review the supplementary information to the final rule for more details on requirements applicable to each type of investment.

APPLICABLE STANDARDS & REQUIREMENTS

Treasury encourages recipients to adhere to strong labor standards, including project labor agreements and community benefits agreements that offer wages at or above the prevailing rate and include local hire provisions. Treasury also encourages recipients to prioritize in their procurements employers with high labor standards and to prioritize employers without recent violations of federal and state labor and employment laws.

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Broadband Infrastructure

The Coronavirus State and Local Fiscal Recovery Funds may be used to make necessary investments in broadband infrastructure, which has been shown to be critical for work, education, healthcare, and civic participation during the public health emergency. The final rule broadens the set of eligible broadband infrastructure investments that recipients may undertake.

Recipients may pursue investments in broadband infrastructure meeting technical standards detailed below, as well as an expanded set of cybersecurity investments.

BROADBAND INFRASTRUCTURE INVESTMENTS

Recipients should adhere to the following requirements when designing a broadband infrastructure project:

1. **Identify an eligible area for investment.** Recipients are encouraged to prioritize projects that are designed to serve locations without access to reliable wireline 100/20 Mbps broadband service (meaning service that reliably provides 100 Mbps download speed and 20 Mbps upload speed through a wireline connection), but are broadly able to invest in projects designed to provide service to locations with an identified need for additional broadband investment. Recipients have broad flexibility to define need in their community. Examples of need could include:
 - ✓ Lack of access to a reliable high-speed broadband connection
 - ✓ Lack of affordable broadband
 - ✓ Lack of reliable service

If recipients are considering deploying broadband to locations where there are existing and enforceable federal or state funding commitments for reliable service of at least 100/20 Mbps, recipients must ensure that SLFRF funds are designed to address an identified need for additional broadband investment that is not met by existing federal or state funding commitments. Recipients must also ensure that SLFRF funds will not be used for costs that will be reimbursed by the other federal or state funding streams.

2. **Design project to meet high-speed technical standards.** Recipients are required to design projects to, upon completion, reliably meet or exceed symmetrical 100 Mbps download and upload speeds. In cases where it is not practicable, because of the excessive cost of the project or geography or topography of the area to be served by the project, eligible projects may be designed to reliably meet or exceed 100/20 Mbps and be scalable to a minimum of symmetrical 100 Mbps download and upload speeds.

Treasury encourages recipients to prioritize investments in fiber-optic infrastructure wherever feasible and to focus on projects that will achieve last-mile connections. Further, Treasury encourages recipients to prioritize support for broadband networks owned, operated by, or affiliated with local governments, nonprofits, and co-operatives.

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3. **Require enrollment in a low-income subsidy program.** Recipients must require the service provider for a broadband project that provides service to households to either:

- ✓ Participate in the FCC's Affordable Connectivity Program (ACP)
- ✓ Provide access to a broad-based affordability program to low-income consumers that provides benefits commensurate to ACP

Treasury encourages broadband services to also include at least one low-cost option offered without data usage caps at speeds sufficient for a household with multiple users to simultaneously telework and engage in remote learning. Recipients are also encouraged to consult with the community on affordability needs.

CYBERSECURITY INVESTMENTS

SLFRF may be used for modernization of cybersecurity for existing and new broadband infrastructure, regardless of their speed delivery standards. This includes modernization of hardware and software.

APPLICABLE STANDARDS & REQUIREMENTS

Treasury encourages recipients to adhere to strong labor standards, including project labor agreements and community benefits agreements that offer wages at or above the prevailing rate and include local hire provisions. Treasury also encourages recipients to prioritize in their procurements employers with high labor standards and to prioritize employers without recent violations of federal and state labor and employment laws.



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Restrictions on Use

While recipients have considerable flexibility to use Coronavirus State and Local Fiscal Recovery Funds to address the diverse needs of their communities, some restrictions on use of funds apply.

OFFSET A REDUCTION IN NET TAX REVENUE

- States and territories may not use this funding to directly or indirectly offset a reduction in net tax revenue resulting from a change in law, regulation, or administrative interpretation beginning on March 3, 2021, through the last day of the fiscal year in which the funds provided have been spent. If a state or territory cuts taxes during this period, it must demonstrate how it paid for the tax cuts from sources other than SLFRF, such as by enacting policies to raise other sources of revenue, by cutting spending, or through higher revenue due to economic growth. If the funds provided have been used to offset tax cuts, the amount used for this purpose must be repaid to the Treasury.

DEPOSITS INTO PENSION FUNDS

- No recipients except Tribal governments may use this funding to make a deposit to a pension fund. Treasury defines a “deposit” as an extraordinary contribution to a pension fund for the purpose of reducing an accrued, unfunded liability. While pension deposits are prohibited, recipients may use funds for routine payroll contributions connected to an eligible use of funds (e.g., for public health and safety staff). Examples of extraordinary payments include ones that:
 - × Reduce a liability incurred prior to the start of the COVID-19 public health emergency and occur outside the recipient’s regular timing for making the payment
 - × Occur at the regular time for pension contributions but is larger than a regular payment would have been

ADDITIONAL RESTRICTIONS AND REQUIREMENTS

Additional restrictions and requirements that apply across all eligible use categories include:

- No debt service or replenishing financial reserves. Since SLFRF funds are intended to be used prospectively, recipients may not use SLFRF funds for debt service or replenishing financial reserves (e.g., rainy day funds).
- No satisfaction of settlements and judgments. Satisfaction of any obligation arising under or pursuant to a settlement agreement, judgment, consent decree, or judicially confirmed debt restructuring in a judicial, administrative, or regulatory proceeding is itself not an eligible use. However, if a settlement requires the recipient to provide services or incur other costs that are an eligible use of SLFRF funds, SLFRF may be used for those costs.
- Additional general restrictions. SLFRF funds may not be used for a project that conflicts with or contravenes the purpose of the American Rescue Plan Act statute (e.g., uses of funds that

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undermine COVID-19 mitigation practices in line with CDC guidance and recommendations) and may not be used in violation of the Award Terms and Conditions or conflict of interest requirements under the Uniform Guidance. Other applicable laws and regulations, outside of SLFRF program requirements, may also apply (e.g., laws around procurement, contracting, conflicts-of-interest, environmental standards, or civil rights).



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Program Administration

The Coronavirus State and Local Fiscal Recovery Funds final rule details a number of administrative processes and requirements, including on distribution of funds, timeline for use of funds, transfer of funds, treatment of loans, use of funds to meet non-federal match or cost-share requirements, administrative expenses, reporting on use of funds, and remediation and recoupment of funds used for ineligible purposes. This section provides a summary for the most frequently asked questions.

TIMELINE FOR USE OF FUNDS

Under the SLFRF, funds must be used for costs incurred on or after March 3, 2021. Further, costs must be obligated by December 31, 2024, and expended by December 31, 2026.

TRANSFERS

Recipients may undertake projects on their own or through subrecipients, which carry out eligible uses on behalf of a recipient, including pooling funds with other recipients or blending and braiding SLFRF funds with other sources of funds. Localities may also transfer their funds to the state through section 603(c)(4), which will decrease the locality's award and increase the state award amounts.

LOANS

Recipients may generally use SLFRF funds to provide loans for uses that are otherwise eligible, although there are special rules about how recipients should track program income depending on the length of the loan. Recipients should consult the final rule if they seek to utilize these provisions.

NON-FEDERAL MATCH OR COST-SHARE REQUIREMENTS

Funds available under the "revenue loss" eligible use category (sections 602(c)(1)(C) and 603(c)(1)(C) of the Social Security Act) generally may be used to meet the non-federal cost-share or matching requirements of other federal programs. However, note that SLFRF funds may not be used as the non-federal share for purposes of a state's Medicaid and CHIP programs because the Office of Management and Budget has approved a waiver as requested by the Centers for Medicare & Medicaid Services pursuant to 2 CFR 200.102 of the Uniform Guidance and related regulations.

SLFRF funds beyond those that are available under the revenue loss eligible use category may not be used to meet the non-federal match or cost-share requirements of other federal programs, other than as specifically provided for by statute. As an example, the Infrastructure Investment and Jobs Act provides that SLFRF funds may be used to meet the non-federal match requirements of authorized Bureau of Reclamation projects and certain broadband deployment projects. Recipients should consult the final rule for further details if they seek to utilize SLFRF funds as a match for these projects.

ADMINISTRATIVE EXPENSES

SLFRF funds may be used for direct and indirect administrative expenses involved in administering the program. For details on permissible direct and indirect administrative costs, recipients should refer to Treasury's [Compliance and Reporting Guidance](#). Costs incurred for the same purpose in like circumstances must be treated consistently as either direct or indirect costs.

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REPORTING, COMPLIANCE & RECOUPMENT

Recipients are required to comply with Treasury's [Compliance and Reporting Guidance](#), which includes submitting mandatory periodic reports to Treasury.

Funds used in violation of the final rule are subject to remediation and recoupment. As outlined in the final rule, Treasury may identify funds used in violation through reporting or other sources. Recipients will be provided with an initial written notice of recoupment with an opportunity to submit a request for reconsideration before Treasury provides a final notice of recoupment. If the recipient receives an initial notice of recoupment and does not submit a request for reconsideration, the initial notice will be deemed the final notice. Treasury may pursue other forms of remediation and monitoring in conjunction with, or as an alternative to, recoupment.

Compliance and Reporting Guidance

State and Local Fiscal Recovery Funds



November 5, 2021

Version: 2.0



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Coronavirus State and Local Fiscal Recovery Funds Guidance on Recipient Compliance and Reporting Responsibilities

On March 11, 2021, the American Rescue Plan Act was signed into law, and established the Coronavirus State Fiscal Recovery Fund and Coronavirus Local Fiscal Recovery Fund, which together make up the Coronavirus State and Local Fiscal Recovery Funds ("SLFRF") program. This program is intended to provide support to State, territorial, local, and Tribal governments in responding to the economic and public health impacts of COVID-19 and in their efforts to contain impacts on their communities, residents, and businesses.

This guidance provides additional detail and clarification for each recipient's compliance and reporting responsibilities under the SLFRF program, and should be read in concert with the Award Terms and Conditions, the authorizing statute, the [SLFRF implementing regulation](#), and other regulatory and statutory requirements, including regulatory requirements under [the Uniform Guidance \(2 CFR Part 200\)](#). Please see the [Assistance Listing](#) in SAM.gov under assistance listing number (formerly known as CFDA number), 21.027 for more information.

Please Note: This guidance document applies to the SLFRF program only and does not change nor impact reporting and compliance requirements for the Coronavirus Relief Fund ("CRF") established by the CARES Act.

This guidance includes two parts:

Part 1: General Guidance

This section provides an orientation to recipients' compliance responsibilities and the U.S. Department of the Treasury's ("Treasury") expectations, and recommends best practices where appropriate under the SLFRF Program.

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Part 1: General Guidance

This section provides an orientation on recipients' compliance responsibilities and Treasury's expectations and recommended best practices where appropriate under the SLFRF program.

Recipients under the SLFRF program are the eligible entities identified in sections 602 and 603 of the Social Security Act as added by section 9901 of the American Rescue Plan Act of 2021 (the "SLFRF statute") that receive a SLFRF award. Subrecipients under the SLFRF program are entities that receive a subaward from a recipient to carry out the purposes (program or project) of the SLFRF award on behalf of the recipient.

Recipients are accountable to Treasury for oversight of their subrecipients, including ensuring their subrecipients comply with the SLFRF statute, SLFRF Award Terms and Conditions, Treasury's Interim Final Rule, and reporting requirements, as applicable.

A. Key Principles

There are several guiding principles for developing your own effective compliance regimes:

- Recipients and subrecipients are the first line of defense, and responsible for ensuring the SLFRF award funds are not used for ineligible purposes, and there is no fraud, waste, or abuse associated with their SLFRF award;
- Many SLFRF-funded projects respond to the COVID-19 public health emergency and meet urgent community needs. Swift and effective implementation is vital, and recipients must balance facilitating simple and rapid program access widely across the community and maintaining a robust documentation and compliance regime;
- Treasury encourages recipients to use SLFRF-funded projects to advance shared interests and promote equitable delivery of government benefits and opportunities to underserved communities, as outlined in [Executive Order 13985, On Advancing Racial Equity and Support for Underserved Communities Through the Federal Government](#); and
- Transparency and public accountability for SLFRF award funds and use of such funds are critical to upholding program integrity and trust in all levels of government, and SLFRF award funds should be managed consistent with Administration guidance per [Memorandum M-21-20](#) and [Memorandum M-20-21](#).

B. Statutory Eligible Uses

As a recipient of an SLFRF award, your organization has substantial discretion to use the award funds in the ways that best suit the needs of your constituents – as long as such use fits into one of the following four statutory categories:

1. To respond to the COVID-19 public health emergency or its negative economic impacts;
2. To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to such eligible workers of the recipient, or by providing grants to eligible employers that have eligible workers who performed essential work;
3. For the provision of government services, to the extent of the reduction in revenue of such recipient due to the COVID-19 public health emergency, relative to revenues collected in the most recent full fiscal year of the recipient prior to the emergency; and
4. To make necessary investments in water, sewer, or broadband infrastructure.



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Treasury adopted an [Interim Final Rule](#) to implement these eligible use categories and other restrictions on the use of funds under the SLFRF program.¹ It is the recipient's responsibility to ensure all SLFRF award funds are used in compliance with these requirements. In addition, recipients should be mindful of any additional compliance obligations that may apply – for example, additional restrictions imposed upon other sources of funds used in conjunction with SLFRF award funds, or statutes and regulations that may independently apply to water, broadband, and sewer infrastructure projects. Recipients should ensure they maintain proper documentation supporting determinations of costs and applicable compliance requirements, and how they have been satisfied as part of their award management, internal controls, and subrecipient oversight and management.

C. Treasury's Rule

Treasury's [Interim Final Rule](#) details recipients' compliance responsibilities and provides additional information on eligible and restricted uses of SLFRF award funds and reporting requirements. Your organization should review and comply with the information contained in Treasury's Interim Final Rule, and any subsequent final rule when building appropriate controls for SLFRF award funds.

1. **Eligible and Restricted Uses of SLFRF Funds.** As described in the SLFRF statute and summarized above, there are four enumerated eligible uses of SLFRF award funds. As a recipient of an award under the SLFRF program, your organization is responsible for complying with requirements for the use of funds. In addition to determining a given project's eligibility, recipients are also responsible for determining subrecipient's or beneficiaries' eligibility and must monitor use of SLFRF award funds.

To help recipients build a greater understanding of eligible uses, Treasury's Interim Final Rule establishes a framework for determining whether a specific project would be eligible under the SLFRF program, including some helpful definitions. For example, Treasury's Interim Final Rule establishes:

- A framework for determining whether a project "responds to" a "negative economic impact" caused by the COVID-19 public health emergency;
- Definitions of "eligible employers", "essential work", "eligible workers", and "premium pay" for cases where premium pay is an eligible use;
- A definition of "general revenue" and a formula for calculating revenue lost due to the COVID-19 public health emergency;
- A framework for eligible water and sewer infrastructure projects that aligns eligible uses with projects that are eligible under the Environmental Protection Agency's Drinking Water and Clean Water State Revolving Funds; and
- A framework for eligible broadband projects designed to provide service to unserved or underserved households, or businesses at speeds sufficient to enable users to generally meet household needs, including the ability to support the simultaneous use of work, education, and health applications, and also sufficiently robust to meet increasing household demands for bandwidth.

Treasury's Interim Final Rule also provides more information on four important restrictions on use of SLFRF award funds: recipients may not deposit SLFRF funds into a pension fund; recipients that are States or territories may not use SLFRF funds to offset a reduction in net tax revenue caused by the recipient's change in law, regulation, or administrative interpretation; and recipients may not use SLFRF funds as non-Federal match where

¹ Treasury's Interim Final Rule is effective as of May 17, 2021, and public comments are due July 16, 2021. This guidance may be clarified consistent with the final rule.

<https://www.govinfo.gov/content/pkg/FR-2021-05-17/pdf/2021-10283.pdf>



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prohibited. In addition, the Interim Final Rule clarifies certain uses of SLFRF funds outside the scope of eligible uses, including that recipients generally may not use SLFRF funds directly to service debt, satisfy a judgment or settlement, or contribute to a "rainy day" fund. Recipients should refer to Treasury's Interim Final Rule for more information on these restrictions.

2. **Eligible Costs Timeframe.** Your organization, as a recipient of an SLFRF award, may use SLFRF funds to cover eligible costs that your organization incurred during the period that begins on March 3, 2021 and ends on December 31, 2024, as long as the award funds for the obligations incurred by December 31, 2024 are expended by December 31, 2026. Costs for projects incurred by the recipient State, territorial, local, or Tribal government prior to March 3, 2021 are not eligible, as provided for in Treasury's Interim Final Rule.

Recipients may use SLFRF award funds to provide assistance to households, businesses, nonprofits, and individuals within the eligible use categories described in Treasury's Interim Final Rule for costs that those households, businesses, nonprofits, and individuals incurred prior to March 3, 2021. For example,

- a. **Public Health/Negative Economic Impacts:** Recipients may use SLFRF award funds to provide assistance to households, small businesses, and nonprofits – such as rent, mortgage, or utility assistance – for costs incurred by the household prior to March 3, 2021, provided that the recipient state, territorial, local or Tribal government did not incur the cost of providing such assistance prior to March 3, 2021.
- b. **Premium Pay:** Recipients may provide premium pay retrospectively for work performed at any time since the start of the COVID-19 public health emergency. Such premium pay must be "in addition to" wages and remuneration already received and the obligation to provide such premium pay must not have been incurred by the recipient prior to March 3, 2021.
- c. **Revenue Loss:** Treasury's Interim Final Rule gives recipients broad discretion to use funds for the provision of government services to the extent of reduction in revenue. While calculation of lost revenue begins with the recipient's revenue in the last full fiscal year prior to the COVID-19 public health emergency and includes the 12-month period ending December 31, 2020, use of funds for government services must be forward looking for costs incurred by the recipient after March 3, 2021.
- d. **Investments in Water, Sewer, and Broadband:** Recipients may use SLFRF award funds to make necessary investments in water, sewer, and broadband. Recipients may use SLFRF award funds to cover costs incurred for eligible projects planned or started prior to March 3, 2021, provided that the project costs covered by the SLFRF award funds were incurred by the recipient after March 3, 2021.

Any funds not obligated or expended for eligible uses by the timelines above must be returned to Treasury, including any unobligated or unexpended funds that have been provided to subrecipients and contractors as part of the award closeout process pursuant to 2 C.F.R. 200.344(d). For the purposes of determining expenditure eligibility, Treasury's Interim Final Rule provides that "incurred" has the same meaning given to "financial obligation" in 2 CFR 200.1.

3. **Reporting.** Generally, recipients must submit one initial interim report, quarterly or annual Project and Expenditure reports which include subaward reporting, and in some cases annual Recovery Plan reports. Treasury's Interim Final Rule and Part 2 of this guidance provide more detail around SLFRF reporting requirements.



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Assistance Listing

The [Assistance Listing](#) for the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) was published May 28, 2021 on SAM.gov under Assistance Listing Number ("ALN"), formerly known as CFDA Number, 21.027.

The assistance listing includes helpful information including program purpose, statutory authority, eligibility requirements, and compliance requirements for recipients. The ALN is the unique 5-digit number assigned to identify a federal assistance listing, and can be used to search for federal assistance program information, including funding opportunities, spending on USASpending.gov, or audit results through the Federal Audit Clearinghouse.

To expedite payments and meet statutory timelines Treasury issued initial payments under an existing ALN, 21.019, assigned to the CRF. If you have already received funds or captured the initial number in your records, please update your systems and reporting to reflect the new ALN 21.027 for the SLFRF program. **Recipients must use ALN 21.027 for all financial accounting, subawards, and associated program reporting requirements for the SLFRF awards.**

D. Uniform Administrative Requirements

The SLFRF awards are generally subject to the requirements set forth in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, [2 CFR Part 200](#) (the "Uniform Guidance"). In all instances, your organization should review the Uniform Guidance requirements applicable to your organization's use of SLFRF funds, and SLFRF-funded projects. Recipients should consider how and whether certain aspects of the Uniform Guidance apply.

The following sections provide a general summary of your organization's compliance responsibilities under applicable statutes and regulations, including the Uniform Guidance, as described in the [2020 OMB Compliance Supplement Part 3, Compliance Requirements \(Issued August 18, 2020\)](#). Note that the descriptions below are only general summaries and all recipients and subrecipients are advised to carefully review the Uniform Guidance requirements and any additional regulatory and statutory requirements applicable to the program.

1. **Allowable Activities.** Each recipient should review program requirements, including Treasury's Interim Final Rule and the recipient's Award Terms and Conditions, to determine and record eligible uses of SLFRF funds. Per 2 CFR Part 200.303, your organization must develop and implement effective internal controls to ensure that funding decisions under the SLFRF award constitute eligible uses of funds, and document determinations.
2. **Allowable Costs/Cost Principles.** As outlined in the Uniform Guidance at 2 CFR Part 200, Subpart E regarding Cost Principles, allowable costs are based on the premise that a recipient is responsible for the effective administration of Federal awards, application of sound management practices, and administration of Federal funds in a manner consistent with the program objectives and terms and conditions of the award. Recipients must implement robust internal controls and effective monitoring to ensure compliance with the Cost Principles, which are important for building trust and accountability.

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SLFRF Funds may be, but are not required to be, used along with other funding sources for a given project. Note that SLFRF Funds may not be used for a non-Federal cost share or match where prohibited by other Federal programs, e.g., funds may not be used for the State share for Medicaid.²

Treasury's Interim Final Rule and guidance and the Uniform Guidance outline the types of costs that are allowable, including certain audit costs. For example, per 2 CFR 200.425, a reasonably proportionate share of the costs of audits required by the Single Audit Act Amendments of 1996 are allowable; however, costs for audits that were not performed in accordance with 2 CFR Part 200, Subpart F are not allowable. Please see 2 CFR Part 200, Subpart E regarding the Cost Principles for more information.

- a. **Administrative costs:** Recipients may use funds for administering the SLFRF program, including costs of consultants to support effective management and oversight, including consultation for ensuring compliance with legal, regulatory, and other requirements.³ Further, costs must be reasonable and allocable as outlined in 2 CFR 200.404 and 2 CFR 200.405. Pursuant to the SLFRF Award Terms and Conditions, recipients are permitted to charge both direct and indirect costs to their SLFRF award as administrative costs. Direct costs are those that are identified specifically as costs of implementing the SLFRF program objectives, such as contract support, materials, and supplies for a project. Indirect costs are general overhead costs of an organization where a portion of such costs are allocable to the SLFRF award such as the cost of facilities or administrative functions like a director's office.⁴ Each category of cost should be treated consistently in like circumstances as direct or indirect, and recipients may not charge the same administrative costs to both direct and indirect cost categories, or to other programs. If a recipient has a current Negotiated Indirect Costs Rate Agreement (NICRA) established with a Federal cognizant agency responsible for reviewing, negotiating, and approving cost allocation plans or indirect cost proposals, then the recipient may use its current NICRA. Alternatively, if the recipient does not have a NICRA, the recipient may elect to use the de minimis rate of 10 percent of the modified total direct costs pursuant to 2 CFR 200.414(f).
 - b. **Salaries and Expenses:** In general, certain employees' wages, salaries, and covered benefits are an eligible use of SLFRF award funds. Please see Treasury's Interim Final Rule for details.
3. **Cash Management.** SLFRF payments made to recipients are not subject to the requirements of the Cash Management Improvement Act and Treasury's implementing regulations at 31 CFR part 205 or 2 CFR 200.305(b)(8)-(9).

As such, recipients can place funds in interest-bearing accounts, do not need to remit interest to Treasury, and are not limited to using that interest for eligible uses under the SLFRF award.
 4. **Eligibility.** Under this program, recipients are responsible for ensuring funds are used for eligible purposes. Generally, recipients must develop and implement policies and

² See 42 CFR 433.51 and 45 CFR 75.306.

³ Recipients also may use SLFRF funds directly for administrative costs to improve efficacy of programs that respond to the COVID-19 public health emergency. 31 CFR 35.6(b)(10).

⁴ 2 CFR 200.413 Direct Costs.

⁵ 2 CFR 200.414 Indirect Costs.



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procedures, and record retention, to determine and monitor implementation of criteria for determining the eligibility of beneficiaries and/or subrecipients. Your organization, and if applicable, the subrecipient(s) administering a program on behalf of your organization, will need to maintain procedures for obtaining information evidencing a given beneficiary, subrecipient, or contractor's eligibility including a valid SAM.gov registration. Implementing risk-based due diligence for eligibility determinations is a best practice to augment your organization's existing controls.

5. **Equipment and Real Property Management.** Any purchase of equipment or real property with SLFRF funds must be consistent with the Uniform Guidance at 2 CFR Part 200, Subpart D. Equipment and real property acquired under this program must be used for the originally authorized purpose. Consistent with 2 CFR 200.311 and 2 CFR 200.313, any equipment or real property acquired using SLFRF funds shall vest in the non-Federal entity. Any acquisition and maintenance of equipment or real property must also be in compliance with relevant laws and regulations.
6. **Matching, Level of Effort, Earmarking.** There are no matching, level of effort, or earmarking compliance responsibilities associated with the SLFRF award. See Section C.1 (Eligible and Restricted Uses of SLFRF Funds) for a discussion of restrictions on use of SLFRF funds. SLFRF funds may only be used for non-Federal match in other programs where costs are eligible under both SLFRF and the other program and use of such funds is not prohibited by the other program.
7. **Period of Performance.** Your organization should also develop and implement internal controls related to activities occurring outside the period of performance. For example, each recipient should articulate each project's policy on allowability of costs incurred prior to award or start of the period of performance. All funds remain subject to statutory requirements that they must be used for costs incurred by the recipient during the period that begins on March 3, 2021, and ends on December 31, 2024, and that award funds for the financial obligations incurred by December 31, 2024 must be expended by December 31, 2026. Any funds not used must be returned to Treasury as part of the award closeout process pursuant to 2 C.F.R. 200.344(d).
8. **Procurement, Suspension & Debarment.** Recipients are responsible for ensuring that any procurement using SLFRF funds, or payments under procurement contracts using such funds are consistent with the procurement standards set forth in the Uniform Guidance at 2 CFR 200.317 through 2 CFR 200.327, as applicable. The Uniform Guidance establishes in 2 CFR 200.319 that all procurement transactions for property or services must be conducted in a manner providing full and open competition, consistent with standards outlined in 2 CFR 200.320, which allows for non-competitive procurements only in circumstances where at least one of the conditions below is true: the item is below the micro-purchase threshold; the item is only available from a single source; the public exigency or emergency will not permit a delay from publicizing a competitive solicitation; or after solicitation of a number of sources, competition is determined inadequate.⁶ Recipients must have and use documented procurement procedures that are consistent with the standards outlined in 2 CFR 200.317 through 2 CFR 200.320. The Uniform Guidance requires an infrastructure for competitive bidding and contractor oversight, including maintaining written standards of conduct and prohibitions on dealing with suspended or debarred parties. Your organization must ensure adherence to all applicable local, State, and federal procurement laws and regulations.
9. **Program Income.** Generally, program income includes, but is not limited to, income from fees for services performed, the use or rental of real or personal property acquired under

⁶ 2 CFR 200.320(c)(1)-(3) and (5)



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Federal awards and principal and interest on loans made with Federal award funds. Program income does not include interest earned on advances of Federal funds, rebates, credits, discounts, or interest on rebates, credits, or discounts. Recipients of SLFRF funds should calculate, document, and record the organization's program income. Additional controls that your organization should implement include written policies that explicitly identify appropriate allocation methods, accounting standards and principles, compliance monitoring checks for program income calculations, and records.

The Uniform Guidance outlines the requirements that pertain to program income at 2 CFR 200.307. Treasury intends to provide additional guidance regarding program income and the application of 2 CFR 200.307(e)(1), including with respect to lending programs.

10. **Reporting.** All recipients of federal funds must complete financial, performance, and compliance reporting as required and outlined in Part 2 of this guidance. Expenditures may be reported on a cash or accrual basis, as long as the methodology is disclosed and consistently applied. Reporting must be consistent with the definition of expenditures pursuant to 2 CFR 200.1. Your organization should appropriately maintain accounting records for compiling and reporting accurate, compliant financial data, in accordance with appropriate accounting standards and principles.

In addition, where appropriate, your organization needs to establish controls to ensure completion and timely submission of all mandatory performance and/or compliance reporting. See Part 2 of this guidance for a full overview of recipient reporting responsibilities.

11. **Subrecipient Monitoring.** SLFRF recipients that are pass-through entities as described under 2 CFR 200.1 are required to manage and monitor their subrecipients to ensure compliance with requirements of the SLFRF award pursuant to 2 CFR 200.332 regarding requirements for pass-through entities.

First, your organization must clearly identify to the subrecipient: (1) that the award is a subaward of SLFRF funds; (2) any and all compliance requirements for use of SLFRF funds; and (3) any and all reporting requirements for expenditures of SLFRF funds.

Next, your organization will need to evaluate each subrecipient's risk of noncompliance based on a set of common factors. These risk assessments may include factors such as prior experience in managing Federal funds, previous audits, personnel, and policies or procedures for award execution and oversight. Ongoing monitoring of any given subrecipient should reflect its assessed risk and include monitoring, identification of deficiencies, and follow-up to ensure appropriate remediation.

Accordingly, your organization should develop written policies and procedures for subrecipient monitoring and risk assessment and maintain records of all award agreements identifying or otherwise documenting subrecipients' compliance obligations.

Recipients should note that non-entitlement units of local government (NEUs) are not subrecipients under the SLFRF program. They are SLFRF recipients that will report directly to Treasury.

Recipients should also note that subrecipients do not include individuals and organizations that received SLFRF funds as end users to respond to the negative economic impacts of COVID-19 on these organizations. Such individuals and organizations are beneficiaries and not subject to audit pursuant to the Single Audit Act and 2 C.F.R. Part 200, Subpart F.



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Separately or in addition, many recipients may choose to provide a subaward (e.g., via contract or grant) to other entities to provide services to other end—users. For example, a recipient may provide a grant to a nonprofit to provide homeless services to individuals experiencing homelessness. In this case, the subaward to a nonprofit is based on the services that the Recipient intends to provide, assistance to households experiencing homelessness, and the nonprofit is serving as the subrecipient, providing services on behalf of the recipient. Subrecipients are subject to audit pursuant to the Single Audit Act and 2 CFR part 200, subpart F regarding audit requirements.

- 12. Special Tests and Provisions.** Treasury has received comments on the Interim Final Rule and will adopt a final rule after responding to these comments. In addition, Treasury may add clarifications to the Final Rule and other subregulatory guidance as well as frequently asked questions.

Across each of the compliance requirements above, Treasury described some best practices for development of internal controls. The table below provides a brief description and example of each best practice.

Table 1: Internal controls best practices

Best Practice	Description	Example
Written policies and procedures	Formal documentation of recipient policies and procedures	Documented procedure for determining worker eligibility for premium pay
Written standards of conduct	Formal statement of mission, values, principles, and professional standards	Documented code of conduct / ethics for subcontractors
Risk-based due diligence	Pre-payment validations conducted according to an assessed level of risk	Enhanced eligibility review of subrecipient with imperfect performance history
Risk-based compliance monitoring	Ongoing validations conducted according to an assessed level of risk	Higher degree of monitoring for projects that have a higher risk of fraud, given program characteristics
Record maintenance and retention	Creation and storage of financial and non-financial records.	Storage of all subrecipient payment information.

E. Award Terms and Conditions

The Award Terms and Conditions of the SLFRF financial assistance agreement sets forth the compliance obligations for recipients pursuant to the SLFRF statute, the Uniform Guidance, and Treasury's Interim Final Rule. Recipients should ensure they remain in compliance with all Award Terms and Conditions. These obligations include the following items in addition to those described above:

- 1. SAM.gov Requirements.** All eligible recipients are also required to have an active registration with the System for Award Management (SAM) (<https://www.sam.gov>). To ensure timely receipt of funding, Treasury has stated that Non-entitlement Units of Government (NEUGs) who have not previously registered with SAM.gov may do so after receipt of the award, but before the submission of mandatory reporting.⁷
- 2. Recordkeeping Requirements.** Generally, your organization must maintain records and financial documents for five years after all funds have been expended or returned to Treasury, as outlined in paragraph 4.c. of the Award Terms and Conditions. Treasury may

⁷ See flexibility provided in https://www.whitehouse.gov/wp-content/uploads/2021/03/M_21_20.pdf.



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request transfer of records of long-term value at the end of such period. Wherever practicable, such records should be collected, transmitted, and stored in open and machine-readable formats.

Your organization must agree to provide or make available such records to Treasury upon request, and to the Government Accountability Office ("GAO"), Treasury's Office of Inspector General ("OIG"), and their authorized representative in order to conduct audits or other investigations.

3. **Single Audit Requirements.** Recipients and subrecipients that expend more than \$750,000 in Federal awards during their fiscal year will be subject to an audit under the Single Audit Act and its implementing regulation at 2 CFR Part 200, Subpart F regarding audit requirements.⁸ Recipients and subrecipients may also refer to the [Office of Management and Budget \(OMB\) Compliance Supplements for audits of federal funds and related guidance](#) and the [Federal Audit Clearinghouse](#) to see examples and single audit submissions.
4. **Civil Rights Compliance.** Recipients of Federal financial assistance from the Treasury are required to meet legal requirements relating to nondiscrimination and nondiscriminatory use of Federal funds. Those requirements include ensuring that entities receiving Federal financial assistance from the Treasury do not deny benefits or services, or otherwise discriminate on the basis of race, color, national origin (including limited English proficiency), disability, age, or sex (including sexual orientation and gender identity), in accordance with the following authorities: Title VI of the Civil Rights Act of 1964 (Title VI) Public Law 88-352, 42 U.S.C. 2000d-1 et seq., and the Department's implementing regulations, 31 CFR part 22; Section 504 of the Rehabilitation Act of 1973 (Section 504), Public Law 93-112, as amended by Public Law 93-516, 29 U.S.C. 794; Title IX of the Education Amendments of 1972 (Title IX), 20 U.S.C. 1681 et seq., and the Department's implementing regulations, 31 CFR part 28; Age Discrimination Act of 1975, Public Law 94-135, 42 U.S.C. 6101 et seq., and the Department's implementing regulations at 31 CFR part 23.

In order to carry out its enforcement responsibilities under Title VI of the Civil Rights Act, Treasury will collect and review information from non-Tribal recipients to ascertain their compliance with the applicable requirements before and after providing financial assistance. Treasury's implementing regulations, 31 CFR part 22, and the Department of Justice (DOJ) regulations, [Coordination of Non-discrimination in Federally Assisted Programs, 28 CFR part 42](#), provide for the collection of data and information from recipients (see 28 CFR 42.406). Treasury may request that recipients submit data for post-award compliance reviews, including information such as a narrative describing their Title VI compliance status. Treasury will provide a forthcoming update regarding civil rights compliance certifications for Tribal Governments.

⁸ For-profit entities that receive SLFRF subawards are not subject to Single Audit requirements. However, they are subject to other audits as deemed necessary by authorized governmental entities, including Treasury, the GAO, and Treasury's OIG.



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Part 2: Reporting Guidance

There are three types of reporting requirements for the SLFRF program.

- **Interim Report:** Provide initial overview of status and uses of funding. This is a one-time report. [See Section A, page 14.](#)
- **Project and Expenditure Report:** Report on projects funded, expenditures, and contracts and subawards over \$50,000, and other information. [See Section B, page 15.](#)
- **Recovery Plan Performance Report:** The Recovery Plan Performance Report (the "Recovery Plan") will provide information on the projects that large recipients are undertaking with program funding and how they plan to ensure program outcomes are achieved in an effective, efficient, and equitable manner. It will include key performance indicators identified by the recipient and some mandatory indicators identified by Treasury. The Recovery Plan will be posted on the website of the recipient as well as provided to Treasury. [See Section C, page 22.](#)

The reporting threshold is based on the total award amount allocated by Treasury under the SLFRF program, not the funds received by the recipient as of the time of reporting.

States and territories are also required to submit information on their distributions to NEUs. Please refer to Section D for additional details.



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Table 2: Reporting requirements by recipient type

Tier	Recipient	Interim Report	Project and Expenditure Report	Recovery Plan Performance Report
1	States, U.S. territories, metropolitan cities and counties with a population that exceeds 250,000 residents	By August 31, 2021 or 60 days after receiving funding if funding was received by October 15, with expenditures by category	By January 31, 2022, and then 30 days after the end of each quarter thereafter ⁹	By August 31, 2021 or 60 days after receiving funding, and annually thereafter by July 31 ¹⁰
2	Metropolitan cities and counties with a population below 250,000 residents which received more than \$10 million in SLFRF funding		By April 30, 2022, and then annually thereafter ¹¹	Not required
3	Tribal Governments which received more than \$30 million in SLFRF funding			
4	Tribal Governments which received less than \$30 million in SLFRF funding			
5	Metropolitan cities and counties with a population below 250,000 residents which received less than \$10 million in SLFRF funding			
6	NEUs	Not required		

Note: Based on the period of performance, reports will be collected through April 30, 2027. See the specific due dates listed in Sections B and C.

The remainder of this document describes these reporting requirements. User guides describing how and where to submit required reports will be posted at www.treasury.gov/SLFRFReporting and updated on a regular basis.

⁹ Interim Final Rule Page 111

¹⁰ Interim Final Rule page 112

¹¹ Interim Final Rule Page 111



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Comparison to reporting for the CRF

This guidance does not change the reporting or compliance requirements pertaining to the CRF. Reporting and compliance requirements for the SLFRF are separate from CRF reporting requirements. Changes from CRF to SLFRF include:

- **Project, Expenditure, and Subaward Reporting:** The SLFRF reporting requirements leverage the existing reporting regime used for CRF to foster continuity and provide many recipients with a familiar reporting mechanism. The data elements for the Project and Expenditure Report will largely mirror those used for CRF, with some minor exceptions noted in this guidance. The users' guide will describe how reporting for CRF funds will relate to reporting for the SLFRF.
- **Timing of Reports:** CRF reports were due within 10 days of each calendar quarter end. For quarterly reporters, SLFRF reporting will be due 30 days from quarter end. For annual reporters, SLFRF reporting will be due on an annual schedule (see table below).
- **Program and Performance Reporting:** The CRF reporting did not include any program or performance reporting. To build public awareness and accountability and allow Treasury to monitor compliance with eligible uses, some program and performance reporting is required for SLFRF.

A. Interim Report

States, U.S. territories, metropolitan cities, counties, and Tribal governments are required to submit a one-time Interim report with expenditures¹² by Expenditure Category covering the period from March 3rd to July 31, 2021, by August 31, 2021 or sixty (60) days after first receiving funding if the recipient's date of award is between July 15, 2021 and October 15, 2021. The recipient will be required to enter obligations¹³ and expenditures and, for each, select the specific expenditure category from the available options. See Appendix 1 for Expenditure Categories (EC).

1. Required Programmatic Data

Recipients will also be required to provide the following information if they have or plan to have expenditures in the following Expenditure Categories.

- a. **Revenue replacement (EC 6.1¹⁴):** Key inputs into the revenue replacement formula in the Interim Final Rule and estimated revenue loss due to the Covid-19 public health emergency calculated using the formula in the Interim Final Rule as of December 31, 2020.
 - Base year general revenue (e.g., revenue in the last full fiscal year prior to the public health emergency)
 - Fiscal year end date
 - Growth adjustment used (either 4.1 percent or average annual general revenue growth over 3 years prior to pandemic)
 - Actual general revenue as of the twelve months ended December 31, 2020

¹² For purposes of reporting in the SLFRF portal, an expenditure is the amount that has been incurred as a liability of the entity (the service has been rendered or the good has been delivered to the entity).

¹³ For purposes of reporting in the SLFRF portal, an obligation is an order placed for property and services, contracts and subawards made, and similar transactions that require payment.

¹⁴ See Appendix 1 for the full Expenditure Category (EC) list. References to Expenditure Categories are identified by "EC" followed by numbers from the table in Appendix 1.



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- Estimated revenue loss due to the Covid-19 public health emergency as of December 31, 2020
- An explanation of how revenue replacement funds were allocated to government services (Note: additional instructions and/or template to be provided in users' guide)

In calculating general revenue and the other items discussed above, recipients should use audited data if it is available. When audited data is not available, recipients are not required to obtain audited data if substantially accurate figures can be produced on an unaudited basis. Recipients should use their own data sources to calculate general revenue, and do not need to rely on revenue data published by the Census Bureau. Treasury acknowledges that due to differences in timing, data sources, and definitions, recipients' self-reported general revenue figures may differ from those published by the Census Bureau. Recipients may provide data on a cash, accrual, or modified accrual basis, provided that recipients are consistent in their choice of methodology throughout the covered period and until reporting is no longer required. Recipients' reporting should align with their own financial reporting.

In calculating general revenue, recipients should exclude all intergovernmental transfers from the federal government. This includes, but is not limited to, federal transfers made via a State to a locality pursuant to the CRF or SLFRF. To the extent federal funds are passed through States or other entities or intermingled with other funds, recipients should attempt to identify and exclude the federal portion of those funds from the calculation of general revenue on a best-efforts basis.

Consistent with the broad latitude provided to recipients to use funds for government services to the extent of reduction in revenue, recipients will be required to submit a description of services provided. This description may be in narrative or in another form, and recipients are encouraged to report based on their existing budget processes and to minimize administrative burden. For example, a recipient with \$100 in revenue replacement funds available could indicate that \$50 were used for law enforcement operating expenses and \$50 were used for pay-go building of sidewalk infrastructure. As discussed in the Interim Final Rule, these services can include a broad range of services but may not be used directly for pension deposits or debt service.

Reporting requirements will not require tracking the indirect effects of Fiscal Recovery Funds, apart from the restrictions on use of Fiscal Recovery Funds to offset a reduction in net tax revenue. In addition, recipients must indicate that Fiscal Recovery Funds were not used to make a deposit in a pension fund.

B. Project and Expenditure Report

All recipients are required to submit Project and Expenditure Reports.

1. Quarterly Reporting

The following recipients are required to submit quarterly Project and Expenditure Reports:

- States and U.S. territories
- Tribal governments that received more than \$30 million in SLFRF funding
- Metropolitan cities and counties with a population that exceeds 250,000 residents
- Metropolitan cities and counties with a population below 250,000 residents that are allocated more than \$10 million in SLFRF funding



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For these recipients, the initial quarterly Project and Expenditure Report will cover three calendar quarters from March 3, 2021 to December 31, 2021 and must be submitted to Treasury by January 31, 2022. The subsequent quarterly reports will cover one calendar quarter and must be submitted to Treasury within 30 calendar days after the end of each calendar quarter. Quarterly reports are not due concurrently with applicable annual reports. The table below summarizes the quarterly report timelines:

Report	Year	Quarter	Period Covered	Due Date
1	2021	2 - 4	March 3 – December 31	January 31, 2022
2	2022	1	January 1 – March 31	April 30, 2022
3	2022	2	April 1 – June 30	July 31, 2022
4	2022	3	July 1 – September 30	October 31, 2022
5	2022	4	October 1 – December 31	January 31, 2023
6	2023	1	January 1 – March 31	April 30, 2023
7	2023	2	April 1 – June 30	July 31, 2023
8	2023	3	July 1 – September 30	October 31, 2023
9	2023	4	October 1 – December 31	January 31, 2024
10	2024	1	January 1 – March 31	April 30, 2024
11	2024	2	April 1 – June 30	July 31, 2024
12	2024	3	July 1 – September 30	October 31, 2024
13	2024	4	October 1 – December 31	January 31, 2025
14	2025	1	January 1 – March 31	April 30, 2025
15	2025	2	April 1 – June 30	July 31, 2025
16	2025	3	July 1 – September 30	October 31, 2025
17	2025	4	October 1 – December 31	January 31, 2026
18	2026	1	January 1 – March 31	April 30, 2026
19	2026	2	April 1 – June 30	July 31, 2026
20	2026	3	July 1 – September 30	October 31, 2026
21	2026	4	October 1 – December 31	March 31, 2027

2. Annual Reporting

The following recipients are required to submit annual Project and Expenditure Reports:

- Tribal governments that received less than \$30 million in SLFRF funding
- Metropolitan cities and counties with a population below 250,000 residents that are allocated less than \$10 million in SLFRF funding
- NEUs. To facilitate reporting, each NEU will need a NEU Recipient Number. This is a unique Identification code for each NEU assigned by the State or territory to the NEU as part of its request for funding.

For these recipients, the initial Project and Expenditure Report will cover from March 3, 2021 to March 31, 2022 and must be submitted to Treasury by April 30, 2022. The subsequent annual reports will cover one calendar year and must be submitted to Treasury by April 30. The table below summarizes the report timelines:

Report	Period Covered	Due Date
1	March 3, 2021 – March 31, 2022	April 30, 2022
2	April 1, 2022 – March 31, 2023	April 30, 2023
3	April 1, 2023 – March 31, 2024	April 30, 2024
4	April 1, 2024 – March 31, 2025	April 30, 2025
5	April 1, 2025 – March 31, 2026	April 30, 2026
6	April 1, 2026 – December 31, 2026	April 30, 2027

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3. Required Information

The following information will be required in Project and Expenditure Reports for both quarterly and annual reporting:

- a. **Projects:** Provide information on all SLFRF funded projects. Projects are new or existing eligible government services or investments funded in whole or in part by SLFRF funding. For each project, the recipient will be required to enter the project name, identification number (created by the recipient), project expenditure category (see Appendix 1), description, and status of completion. Project descriptions must describe the project in sufficient detail to provide understanding of the major activities that will occur, and will be required to be between 50 and 250 words. Projects should be defined to include only closely related activities directed toward a common purpose. Recipients should review the Required Programmatic Data described in 3.g. below and define their projects at a sufficient level of granularity.

Note: For each project, the recipient will be asked to select the appropriate Expenditure Category based on the scope of the project (see Appendix 1). Projects should be scoped to align to a single Expenditure Category. For select Expenditure Categories, the recipient will also be asked to provide additional programmatic data (described further below).

- b. **Expenditures:** Once a project is entered the recipient will be able to report on the project's obligations and expenditures. Recipients will be asked to report:
- Current period obligation
 - Cumulative obligation
 - Current period expenditure
 - Cumulative expenditure
- c. **Project Status:** Once a project is entered the recipient will be asked to report on project status each reporting period, in four categories:
- Not Started
 - Completed less than 50 percent
 - Completed 50 percent or more
 - Completed
- d. **Adopted Budget (States, U.S. territories, metropolitan cities and counties with a population that exceeds 250,000 residents only):** Each state, territory and metropolitan city and county with a population that exceeds 250,000 residents will provide the budget adopted for each project by its jurisdiction associated with SLFRF funds. Treasury will use this information to better understand the intended impact, identify opportunities for technical assistance, and understand the recipient's progress in program implementation. Treasury is not approving or pre-approving projects or budgets.
- Recipients will enter the Adopted Budget based on information that exists currently in the recipient's financial systems and the recipient's established budget process. Treasury understands that recipients may use different budget processes. For example, a recipient may consider a project budgeted once a legislature has appropriated funds; whereas another recipient may consider a project budgeted at the moment when the funds have been obligated.
 - Additional information will be provided on the differences between Adopted Budget, Obligations, and Expenditures as part of the forthcoming User Guide.
- e. **Project Demographic Distribution – Collection of this data will be phased in; no data will be collected in this area before April 2022:** Recognizing the disproportionate impact of the pandemic-related recession on low-income and economically disadvantaged communities,



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the Interim Final Rule encourages recipients to direct Fiscal Recovery Funds toward disproportionately impacted communities. Recipients are encouraged to design projects that prioritize economic and racial equity and promote equitable outcomes. Treasury is committed to supporting recipients in executing and reporting on projects that promote equity. In a subsequent version of the Reporting Guidance and User Guide, which will be released after the issuance of the Fiscal Recovery Fund Final Rule, Treasury will issue detailed requirements for reporting the project demographic distribution of Fiscal Recovery Fund projects.

- f. **Subawards:** Each recipient shall also provide detailed obligation and expenditure information for any contracts and grants awarded, loans issued, transfers made to other government entities, and direct payments made by the recipient that are greater than \$50,000.

Recipients do not also need to submit separate monthly subaward reports to FSRS.gov as required pursuant to the 2 CFR Part 170, Appendix A award term regarding reporting subaward and executive compensation, which is included in the SLFRF Award Terms and Conditions. Treasury will submit this reporting on behalf of recipients using the \$50,000 reporting threshold, timing, and data elements discussed in this guidance. If recipients choose to continue reporting to FSRS.gov in addition to reporting directly to Treasury on these funds, they may do so and will be asked to notify Treasury as part of their quarterly submission.

In general, recipients will be asked to provide the following information for each Contract, Grant, Loan, Transfer, or Direct Payment greater than \$50,000:

- Subrecipient identifying and demographic information (e.g., DUNS number and location)
- Award number (e.g., Award number, Contract number, Loan number)
- Award date, type, amount, and description
- Award payment method (reimbursable or lump sum payment(s))
- For loans, expiration date (date when loan expected to be paid in full)
- Primary place of performance
- Related project name(s)
- Related project identification number(s) (created by the recipient)
- Period of performance start date
- Period of performance end date
- Quarterly obligation amount
- Quarterly expenditure amount
- Project(s)
- Additional programmatic performance indicators for select Expenditure Categories (see below)

Aggregate reporting is required for contracts, grants, transfers made to other government entities, loans, direct payments, and payments to individuals that are below \$50,000. This information will be accounted for by expenditure category at the project level.

As required by the 2 CFR Part 170, Appendix A award term regarding reporting subaward and executive compensation, recipients must also report the names and total compensation of their five most highly compensated executives and their subrecipients' executives for the preceding completed fiscal year if (1) the recipient received 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as provided by 2 CFR 170.320 (and subawards), and received \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the



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Transparency Act (and subawards), and (2) if the information is not otherwise public. In general, most SLFRF Recipients are governmental entities with executive salaries that are already disclosed, so no additional information must be reported. The recipient is responsible for the subrecipients' compliance with registering and maintaining an updated profile on SAM.gov.

- g. Civil Rights Compliance: Treasury will request information on recipients' compliance with Title VI of the Civil Rights Act of 1964, as applicable, on an annual basis. This information may include a narrative describing the recipient's compliance with Title VI, along with other questions and assurances. Treasury will provide a forthcoming update regarding civil rights compliance certifications for Tribal Governments.
- h. Ineligible Activities: Tax Offset Provision (States and territories only): Treasury may collect additional information related to the Tax Offset Provision as described in section 602(c)(2) of the Social Security Act and implemented under 31 CFR 35.8 as part of the Project and Expenditure Report, such as but not limited to revenue reducing covered changes. Please see Section C.11 (Recovery Plan, Ineligible Activities: Tax Offset Provision) for more information.
- i. Required Programmatic Data (other than Infrastructure projects): For all projects listed under the following Expenditure Categories (see Appendix 1), the information listed must be provided in each report.
 1. Payroll for Public Health and Safety Employees (EC 1.9) – Collection to begin in January 2022:
 - Number of government FTEs responding to COVID-19 supported under this authority
 2. Household Assistance (EC 2.1-2.5) – Collection to begin January 2022:
 - Brief description of structure and objectives of assistance program(s) (e.g., nutrition assistance for low-income households)
 - Number of households served (by program if recipient establishes multiple separate household assistance programs)
 - Brief description of recipient's approach to ensuring that aid to households responds to a negative economic impact of Covid-19, as described in the Interim Final Rule
 3. Small Business Economic Assistance (EC 2.9) – Collection of this data will be phased in; no data will be collected in this area before April 2022:
 - Brief description of the structure and objectives of assistance program(s) (e.g., grants for additional costs related to Covid-19 mitigation)
 - Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)
 - Brief description of recipient's approach to ensuring that aid to small businesses responds to a negative economic impact of COVID-19, as described in the Interim Final Rule
 4. Aid to Travel, Tourism, and Hospitality or Other Impacted Industries (EC 2.11-2.12) – Collection of this data will be phased in; no data will be collected in this area before April 2022:
 - If aid is provided to industries other than travel, tourism, and hospitality (EC 2.12), a description of pandemic impact on the industry and rationale for providing aid to the industry



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- Brief narrative description of how the assistance provided responds to negative economic impacts of the COVID-19 pandemic
 - For each subaward:
 - Sector of employer (Note: additional detail, including list of sectors to be provided in a users' guide)
 - Purpose of funds (e.g., payroll support, safety measure implementation)
5. Rehiring Public Sector Staff (EC 2.14) – Collection to begin in January 2022:
- Number of FTEs rehired by governments under this authority
6. Education Assistance (EC 3.1-3.5) – Collection to begin in January 2022:
- The National Center for Education Statistics ("NCES") School ID or NCES District ID. List the School District if all schools within the school district received some funds. If not all schools within the school district received funds, list the School ID of the schools that received funds. These can allow evaluators to link data from the NCES to look at school-level demographics and, eventually, student performance.¹⁵
7. Premium Pay (both Public Sector EC 4.1 and Private Sector EC 4.2) – Collection to begin in January 2022:
- List of sectors designated as critical to the health and well-being of residents by the chief executive of the jurisdiction, if beyond those included in the Interim Final Rule (Note: a list of sectors will be provided in the forthcoming users' guide).
 - Number of workers to be served
 - Employer sector for all subawards to third-party employers (i.e., employers other than the State, local, or Tribal government) (Note: a list of sectors will be provided in the forthcoming users' guide).
 - For groups of workers (e.g., an operating unit, a classification of worker, etc.) or, to the extent applicable, individual workers, for whom premium pay would increase total pay above 150 percent of their residing State's average annual wage, or their residing county's¹⁶ average annual wage, whichever is higher, on an annual basis:
 - A brief written narrative justification of how the premium pay or grant is responsive to workers performing essential work during the public health emergency. This could include a description of the essential workers' duties, health or financial risks faced due to COVID-19, and why the recipient government determined that the premium pay was responsive to workers performing essential work during the pandemic. This description should not include personally identifiable information; when addressing individual workers, recipients should be careful not to include this information. Recipients may consider describing the workers' occupations and duties in a general manner as necessary to protect privacy.
8. Revenue replacement (EC 6.1) – Collection began in August 2021:
Under the Interim Final Rule, recipients calculate revenue loss using data as of four discrete points during the program: December 31, 2020, December 31, 2021, December 31, 2022, and December 31, 2023. Revenue loss calculated as of December 31, 2020 will be reported in the Interim Report, as described above. For future calculation dates, revenue loss will be reported only in the Quarter 4 reports

¹⁵ For more information on NCES Identification numbers see <https://nces.ed.gov/ipeds/datasearch/> (districts) and <https://nces.ed.gov/ipeds/datasearch/> (schools).

¹⁶ County means a county, parish, or other equivalent county division (as defined by the Census Bureau). See 31 CFR 35.3.



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due January 31, 2022, January 31, 2023, and January 31, 2024. Reporting on revenue loss should include:

- General revenue collected over the past 12 months as of the most recent calculation date, as outlined in the Interim Final Rule (for example, for the January 31, 2022 report, recipients should provide 12 month general revenue as of December 31, 2021).
- Calculated revenue loss due to the Covid-19 public health emergency; and
- An explanation of how the revenue replacement funds were allocated to government services (note: additional instructions and/or template to be provided in user guide).

In calculating general revenue and the revenue loss due to the COVID-19 public health emergency, recipients should follow the same guidance as described above for the Interim Report.

- J. Required Programmatic Data for Infrastructure Projects (EC 5): For all projects listed under the Water, Sewer, and Broadband Expenditure Categories (see Appendix 1), more detailed project-level information is required. Each project will be required to report expenditure data as described above, but will also report the following information:

1. All Infrastructure projects (EC 5) – Collection to begin in January 2022:

- Projected/actual construction start date (month/year)
- Projected/actual initiation of operations date (month/year)
- Location (for broadband, geospatial location data)
- For projects over \$10 million (based on expected total cost):
 - a. A recipient may provide a certification that, for the relevant project, all laborers and mechanics employed by contractors and subcontractors in the performance of such project are paid wages at rates not less than those prevailing, as determined by the U.S. Secretary of Labor in accordance with subchapter IV of chapter 31 of title 40, United States Code (commonly known as the "Davis-Bacon Act"), for the corresponding classes of laborers and mechanics employed on projects of a character similar to the contract work in the civil subdivision of the State (or the District of Columbia) in which the work is to be performed, or by the appropriate State entity pursuant to a corollary State prevailing-wage-in-construction law (commonly known as "baby Davis-Bacon Acts"). If such certification is not provided, a recipient must provide a project employment and local impact report detailing:
 - The number of employees of contractors and sub-contractors working on the project;
 - The number of employees on the project hired directly and hired through a third party;
 - The wages and benefits of workers on the project by classification; and
 - Whether those wages are at rates less than those prevailing.¹⁷
 Recipients must maintain sufficient records to substantiate this information upon request.
 - b. A recipient may provide a certification that a project includes a project labor agreement, meaning a pre-hire collective bargaining agreement consistent with section 8(f) of the National Labor Relations Act (29 U.S.C. 158(f)). If the recipient does not provide such certification, the recipient must provide a project workforce continuity plan, detailing:

¹⁷ As determined by the U.S. Secretary of Labor in accordance with subchapter IV of chapter 31 of title 40, United States Code (commonly known as the "Davis-Bacon Act"), for the corresponding classes of laborers and mechanics employed on projects of a character similar to the contract work in the civil subdivision of the State (or the District of Columbia) in which the work is to be performed.



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- How the recipient will ensure the project has ready access to a sufficient supply of appropriately skilled and unskilled labor to ensure high-quality construction throughout the life of the project;
 - How the recipient will minimize risks of labor disputes and disruptions that would jeopardize timeliness and cost-effectiveness of the project;
 - How the recipient will provide a safe and healthy workplace that avoids delays and costs associated with workplace illnesses, injuries, and fatalities;
 - Whether workers on the project will receive wages and benefits that will secure an appropriately skilled workforce in the context of the local or regional labor market; and
 - Whether the project has completed a project labor agreement.
- c. Whether the project prioritizes local hires.
- d. Whether the project has a Community Benefit Agreement, with a description of any such agreement.

2. Water and sewer projects (EC 5.1-5.15) *Collection to begin in January 2022 and required once the project starts:*

- National Pollutant Discharge Elimination System (NPDES) Permit Number (if applicable; for projects aligned with the Clean Water State Revolving Fund)
- Public Water System (PWS) ID number (if applicable; for projects aligned with the Drinking Water State Revolving Fund)

3. Broadband projects (EC 5.16-5.17) *Collection to begin in January 2022:*

- Confirm that the project is designed to, upon completion, reliably meet or exceed symmetrical 100 Mbps download and upload speeds.
 - If the project is not designed to reliably meet or exceed symmetrical 100 Mbps download and upload speeds, explain why not, and
 - Confirm that the project is designed to, upon completion, meet or exceed symmetrical 100 Mbps download speed and between at least 20 Mbps and 100 Mbps upload speed, and be scalable to a minimum of 100 Mbps download speed and 100 Mbps upload speed.
- Please note: additional programmatic data will be required for broadband projects beginning in July 2022 and will be defined in a subsequent version of the Reporting Guidance.

k. NEU Documentation (NEUs only): Each NEU will also be asked to provide the following information once their accounts are established in Treasury's Reporting Portal and prior to the due date for their first annual Project and Expenditure Report (due April 30, 2022):

- Copy of the signed award terms and conditions agreement (which was signed and submitted to the State as part of the request for funding)
- Copy of the signed assurances of compliance with Title VI of the Civil Rights Act of 1964 (which was signed and submitted to the State as part of the request for funding)
- Copy of actual budget documents validating the top-line budget total provided to the State as part of the request for funding

NEU accounts will be established in Treasury's Portal based on information provided by the States or territories, as further described in Section Part 2 D below.

C. Recovery Plan Performance Report

States, territories, metropolitan cities, and counties with a population that exceeds 250,000 residents will also be required to publish and submit to Treasury a Recovery Plan performance report ("Recovery Plan"). Each Recovery Plan must be posted on the public-facing website of



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the recipient by the same date the recipient submits the report to Treasury. This reporting requirement includes uploading a link to the publicly available document report along with providing data in the Treasury reporting portal.

The Recovery Plan will provide the public and Treasury information on the projects recipients are undertaking with program funding and how they are planning to ensure program outcomes are achieved in an effective, efficient, and equitable manner. While this guidance outlines some minimum requirements for the Recovery Plan, each recipient is encouraged to add information to the plan they feel is appropriate to provide information to their constituents on efforts they are taking to respond to the pandemic and promote economic recovery. Each jurisdiction may determine the general form and content of the Recovery Plan, as long as it includes the minimum information determined by Treasury. Treasury will provide a recommended template but recipients may modify this template as appropriate for their jurisdiction. The Recovery Plan will include key performance indicators identified by the recipient and some mandatory indicators identified by Treasury.

The Initial Recovery Plan will cover the period from the date of award to July 31, 2021 and must be submitted to Treasury by August 31, 2021, or 60 days after receiving funding. Thereafter, the Recovery Plan will cover a 12-month period and recipients will be required to submit the report to Treasury within 30 days after the end of the 12-month period (by July 31). The table below summarizes the report timelines:

Annual Report	Period Covered	Due Date
1	Award Date – July 31, 2021	August 31, 2021
2	July 1, 2021 – June 30, 2022	July 31, 2022
3	July 1, 2022 – June 30, 2023	July 31, 2023
4	July 1, 2023 – June 30, 2024	July 31, 2024
5	July 1, 2024 – June 30, 2025	July 31, 2025
6	July 1, 2025 – June 30, 2026	July 31, 2026
7	July 1, 2026 – December 31, 2026	March 31, 2027

The Recovery Plan will include, at a minimum, the following information:

1. Executive Summary

Provide a high-level overview of the jurisdiction's intended and actual uses of funding including, but not limited to: the jurisdiction's plan for use of funds to promote a response to the pandemic and economic recovery, key outcome goals, progress to date on those outcomes, and any noteworthy challenges or opportunities identified during the reporting period.

2. Uses of Funds

Describe in further detail your jurisdiction's intended and actual uses of the funds, such as how your jurisdiction's approach would help support a strong and equitable recovery from the COVID-19 pandemic and economic downturn. Describe any strategies employed to maximize programmatic impact and effective, efficient, and equitable outcomes. Given the broad eligible uses of funds and the specific needs of the jurisdiction, please also explain how the funds would support the communities, populations, or individuals in your jurisdiction. Your description should address how you are promoting each of the following, to the extent they apply:

- Public Health (EC 1):** As relevant, describe how funds are being used to respond to COVID-19 and the broader health impacts of COVID-19 and the COVID-19 public health emergency.



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- b. Negative Economic Impacts (EC 2): As relevant, describe how funds are being used to respond to negative economic impacts of the COVID-19 public health emergency, including to households and small businesses.
- c. Services to Disproportionately Impacted Communities (EC 3): As relevant, describe how funds are being used to provide services to communities disproportionately impacted by the COVID-19 public health emergency.
- d. Premium Pay (EC 4): As relevant, describe the approach, goals, and sectors or occupations served in any premium pay program. Describe how your approach prioritizes low-income workers.
- e. Water, sewer, and broadband infrastructure (EC 5): Describe the approach, goals, and types of projects being pursued, if pursuing.
- f. Revenue Replacement (EC 6): Describe the loss in revenue due to the COVID-19 public health emergency and how funds have been used to provide government services.

Where appropriate, recipients should also include information on your jurisdiction's use (or planned use) of other federal recovery funds including other programs under the American Rescue Plan such as Emergency Rental Assistance, Housing Assistance, and so forth, to provide broader context on the overall approach for pandemic recovery.

3. Promoting equitable outcomes

Describe efforts to promote equitable outcomes, including how programs were designed with equity in mind. Please include in your description how your jurisdiction will consider and measure equity at the various stages of the program, including:

- a. Goals: Are there particular historically underserved, marginalized, or adversely affected groups that you intend to serve within your jurisdiction?
- b. Awareness: How equal and practical is the ability for residents or businesses to become aware of the services funded by the SLFRF?
- c. Access and Distribution: Are there differences in levels of access to benefits and services across groups? Are there administrative requirements that result in disparities in ability to complete applications or meet eligibility criteria?
- d. Outcomes: Are intended outcomes focused on closing gaps, reaching universal levels of service, or disaggregating progress by race, ethnicity, and other equity dimensions where relevant for the policy objective?

Treasury encourages uses of funds that promote strong, equitable growth, including racial equity. Please describe how your jurisdiction's planned or current use of funds prioritizes economic and racial equity as a goal, names specific targets intended to produce meaningful equity results at scale, and articulates the strategies to achieve those targets. In addition, please explain how your jurisdiction's overall equity strategy translates into the specific services or programs offered by your jurisdiction in the following Expenditure Categories:

- a. Negative Economic Impacts (EC 2): assistance to households, small businesses, and non-profits to address impacts of the pandemic, which have been most severe among low-income populations. This includes assistance with food, housing, and other needs; employment programs for people with barriers to employment who faced negative economic impacts from the pandemic (such as residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, formerly incarcerated people, veterans, and people with disabilities); and other strategies that provide disadvantaged groups with access to education, jobs, and opportunity.
- b. Services to Disproportionately Impacted Communities (EC 3): services to address health disparities and the social determinants of health, build stronger neighborhoods and communities (e.g., affordable housing), address educational disparities (e.g., evidence-based tutoring, community schools, and academic, social-emotional, and mental health



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supports for high poverty schools), and promote healthy childhood environments (e.g., home visiting, child care).

The initial report must describe efforts to date and intended outcomes to promote equity. Each annual report thereafter must provide an update, using qualitative and quantitative data, on how the recipients' approach achieved or promoted equitable outcomes or progressed against equity goals during the performance period. Please also describe any constraints or challenges that impacted project success in terms of increasing equity. In particular, this section must describe the geographic and demographic distribution of funding, including whether it is targeted toward traditionally marginalized communities.

For the purposes of the SLFRF, equity is described in the [Executive Order 13985 On Advancing Racial Equity and Support for Underserved Communities Through the Federal Government](#), as issued on January 20, 2021.

4. Community Engagement

Please describe how your jurisdiction's planned or current use of funds incorporates written, oral, and other forms of input that capture diverse feedback from constituents, community-based organizations, and the communities themselves. Where relevant, this description must include how funds will build the capacity of community organizations to serve people with significant barriers to services, including people of color, people with low incomes, limited English proficient populations, and other traditionally underserved groups.

5. Labor Practices

Describe workforce practices on any infrastructure projects being pursued (EC 5). How are projects using strong labor standards to promote effective and efficient delivery of high-quality infrastructure projects while also supporting the economic recovery through strong employment opportunities for workers? For example, report whether any of the following practices are being utilized: project labor agreements, community benefits agreements, prevailing wage requirements, and local hiring.

6. Use of Evidence

The Recovery Plan should identify whether SLFRF funds are being used for evidence-based interventions¹⁸ and/or if projects are being evaluated through rigorous program evaluations that are designed to build evidence. Recipients must briefly describe the goals of the project, and the evidence base for the interventions funded by the project. Recipients must specifically identify the dollar amount of the total project spending that is allocated towards evidence-based interventions for each project in the Public Health (EC 1), Negative Economic Impacts (EC 2), and Services to Disproportionately Impacted Communities (EC 3) Expenditure Categories.¹⁹

Recipients are exempt from reporting on evidence-based interventions in cases where a program evaluation is being conducted. Recipients are encouraged to use relevant evidence clearinghouses, among other sources, to assess the level of evidence for their interventions and identify evidence-based models that could be applied in their jurisdiction; such evidence clearinghouses include the U.S. Department of Education's [What Works Clearinghouse](#), the U.S. Department of Labor's [CLEAR](#), and the [Childcare & Early Education Research Connections and the Home Visiting Evidence of Effectiveness](#) clearinghouses from

¹⁸As noted in Appendix 2, evidence-based refers to interventions with strong or moderate levels of evidence.

¹⁹Of note, recipients are only required to report the amount of the total funds that are allocated to evidence-based interventions in the areas of Public Health, Negative Economic Impacts, and Services to Disproportionately Impacted Communities that are marked by an asterisk in Appendix 1: Expenditure Categories.



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Administration for Children and Families, as well as other clearinghouses relevant to particular projects conducted by the recipient. In such cases where a recipient is conducting a program evaluation in lieu of reporting the amount of spending on evidence-based interventions, they must describe the evaluation design including whether it is a randomized or quasi-experimental design; the key research questions being evaluated; whether the study has sufficient statistical power to disaggregate outcomes by demographics; and the timeframe for the completion of the evaluation (including a link to completed evaluation if relevant).²⁰ Once the evaluation has been completed, recipients must post the evaluation publicly and link to the completed evaluation in the Recovery Plan. Once an evaluation has been completed (or has sufficient interim findings to determine the efficacy of the intervention), recipients should determine whether the spending for the evaluated interventions should be counted towards the dollar amount categorized as evidence-based for the relevant project.

For all projects, recipients may be selected to participate in a national evaluation, which would study their project along with similar projects in other jurisdictions that are focused on the same set of outcomes. In such cases, recipients may be asked to share information and data that is needed for the national evaluation.

Recipients are encouraged to consider how a Learning Agenda, either narrowly focused on SLFRF or broadly focused on the recipient's broader policy agenda, could support their overarching evaluation efforts in order to create an evidence-building strategy for their jurisdiction.²¹

Appendix 2 contains additional information on evidence-based interventions for the purposes of the Recovery Plan.

7. Table of Expenses by Expenditure Category

Please include a table listing the amount of funds used in each Expenditure Category (See Appendix 1). The table should include cumulative expenses to date within each category, and the additional amount spent within each category since the last annual Recovery Plan.

8. Project Inventory

List the name and provide a brief description of all SLFRF funded projects. Projects are new or existing eligible government services or investments funded in whole or in part by SLFRF funding. For each project, include the project name, funding amount, identification number (created by the recipient and used thereafter in the quarterly Program and Expenditure Report), project Expenditure Category (see Appendix 1), and a description of the project which includes an overview of the main activities of the project, the approximate timeline, primary delivery mechanisms and partners, if applicable, and intended outcomes. Include a link to the website of the project if available. This information will provide context and additional detail for the information reported quarterly in the Project and Expenditure Report.

For infrastructure investment projects (EC 5), project-level reporting will be more detailed, as described for the Project and Expenditure Report above. Projects in this area may be grouped by Expenditure Category if needed, with further detail (such as the specific project name and identification number) provided in the Project and Expenditure Report. For infrastructure projects, descriptions should note how the project contributes to addressing climate change.

9. Performance Report

The Recovery Plan must include key performance indicators for the major SLFRF funded projects undertaken by the recipient. The recipient has flexibility in terms of how this information is presented in the Recovery Plan, and may report key performance indicators for

²⁰ For more information on the required standards for program evaluation, see [OMB M-20-12](#).

²¹ For more information on learning agendas, please see [OMB M-19-23](#).



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each project, or may group projects with substantially similar goals and the same outcome measures. In some cases, the recipient may choose to include some indicators for each individual project as well as crosscutting indicators.

Performance indicators should include both output and outcome measures. Output measures, such as number of students enrolled in an early learning program, provide valuable information about the early implementation stages of a project. Outcome measures, such as the percent of students reading on grade level, provide information about whether a project is achieving its overall goals. Recipients are encouraged to use logic models²² to identify their output and outcome measures. While the initial report will focus heavily on early output goals, recipients must include the related outcome goal for each project and provide updated information on achieving these outcome goals in annual reports. In cases where recipients are conducting a program evaluation for a project (as described above), the outcome measures in the performance report should be aligned with those being evaluated in the program. To support their performance measurement and program improvement efforts, recipients are permitted to use funds to make improvements to data or technology infrastructure and data analytics, as well as program evaluations.

10. Required Performance Indicators and Programmatic Data

While recipients have discretion on the full suite of performance indicators to include, a number of mandatory performance indicators and programmatic data must be included. These are necessary to allow Treasury to conduct oversight as well as understand and aggregate program outcomes across recipients. This section provides an overview of the mandatory performance indicators and programmatic data. This information may be included in each recipient's Recovery Plan as they determine most appropriate, including combining with the section above, but this data will also need to be entered directly into the Treasury reporting portal. Below is a list of required data for each Expenditure Category:

- a. Household Assistance (EC 2.2 & 2.5) and Housing Support (EC 3.10-3.12):
 - Number of people or households receiving eviction prevention services (including legal representation)
 - Number of affordable housing units preserved or developed
- b. Negative Economic Impacts (EC 2):
 - Number of workers enrolled in sectoral job training programs
 - Number of workers completing sectoral job training programs
 - Number of people participating in summer youth employment programs
- c. Education Assistance (EC 3.1-3.5):
 - Number of students participating in evidence-based tutoring programs²³
- d. Healthy Childhood Environments (EC 3.6-3.9):
 - Number of children served by childcare and early learning (pre-school/pre-K/ages 3-5)
 - Number of families served by home visiting

The initial report should include the key indicators above. Each annual report thereafter should include updated data for the performance period as well as prior period data, and a brief

²² A logic model is a tool that depicts the intended links between program investments and outcomes, specifically the relationships among the resources, activities, outputs, outcomes, and impact of a program.

²³ For more information on evidence-based tutoring programs, refer to the U.S. Department of Education's [2021 ED COVID-19 Handbook \(Volume 2\)](#), which summarizes research on evidence-based tutoring programs (see the bottom of page 20).



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narrative adding any additional context to help the reader interpret the results and understand the any changes in performance indicators over time. To the extent possible, Treasury also encourages recipients to provide data disaggregated by race, ethnicity, gender, income, and other relevant factors.

11. Ineligible Activities: Tax Offset Provision (States and territories only)

The following information is required for Treasury to ensure SLFRF funding is not used for ineligible activities.

In each reporting year, States and territories will report certain items related to the Tax Offset Provision as described in section 602(c)(2) of the Social Security Act and implemented by 31 CFR 35.8. Additional guidance will be forthcoming for reporting requirements regarding the tax offset provision and additional information that Recipients will report once the Final Rule goes into effect.

a. Revenue-reducing Covered Changes: Collection began August 2021:

For each reporting year, a recipient must report the value of covered changes that the recipient predicts will have the effect of reducing tax revenue in a given reporting year (revenue-reducing covered changes), similar to the way it would in the ordinary course of its budgeting process. The value of these covered changes may be reported based on estimated values produced by a budget model, incorporating reasonable assumptions, that aligns with the recipient government's existing approach for measuring the effects of fiscal policies, and that measures relative to a current law baseline. The covered changes may also be reported based on actual values using a statistical methodology to isolate the change in year-over-year revenue attributable to the covered change(s), relative to the current law baseline prior to the change(s). Estimation approaches should not use dynamic methodologies that incorporate the projected effects of the policies on macroeconomic growth. In general, and where possible, reported values should be produced by the agency of the recipient government responsible for estimating the costs and effects of fiscal policy changes. Recipients must maintain records regarding the identification and predicted effects of revenue-reducing covered changes. The term "covered change," and "tax revenue" are described in the Interim Final Rule, 31 CFR 35.3. For additional information, see 602(c)(2) of the Social Security Act, the Interim Final Rule, and 31 CFR 35.8.

D. Distributions to NEUs

Each State and territory is asked to provide regular updates on their NEU distribution as well as their distributions to units of general local government within counties that are not units of general local government (Non-UGLG). The distribution template generally requests information on whether the local government has (1) received funding; (2) declined funding and requested a transfer to the State under Section 603(c)(4) of the Act; or (3) not taken action on its funding or declined funding.

For NEUs, states and territories should be prepared to report on their information, including the following:

- NEU name
- NEU DUNS number
- NEU Taxpayer Identification Number (TIN)
- NEU Recipient Number (a unique identification code for each NEU assigned by the State or territory to the NEU as part of the request for funding)
- NEU contact information (e.g., address, point of contact name, point of contact email address, and point of contact phone number)
- NEU authorized representative name and email address



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- Initial allocation and, if applicable, subsequent allocation to the NEU (before application of the 75 percent cap)
- Total NEU reference budget (as submitted by the NEU to the State or territory as part of the request for funding)
- Amount of the initial and, if applicable, subsequent allocation above 75 percent of the NEU's reference budget which will be returned to Treasury
- Payment amount(s)
- Payment date(s)

States with "weak" minor civil divisions (i.e., Illinois, Indiana, Kansas, Missouri, Nebraska, North Dakota, Ohio, and South Dakota) should also list any minor civil divisions that the State deemed ineligible.

For each eligible NEU that declined funding and requested a transfer to the State under Section 603(c)(4), the State or territory must also attach a form signed by the NEU, as detailed in the [Guidance on Distributions of Funds to Non-Entitlement Units of Local Government](#).



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Appendix 1: Expenditure Categories

The Expenditure Categories (EC) listed below must be used to categorize each project as noted in Part 2 above. The term "Expenditure Category" refers to the detailed level (e.g., 1.1 COVID-19 Vaccination). When referred to as a category (e.g., EC 1) it includes all Expenditure Categories within that level.

1: Public Health	
1.1	COVID-19 Vaccination [^]
1.2	COVID-19 Testing [^]
1.3	COVID-19 Contact Tracing
1.4	Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.) [*]
1.5	Personal Protective Equipment
1.6	Medical Expenses (Including Alternative Care Facilities)
1.7	Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency
1.8	Other COVID-19 Public Health Expenses (Including Communications, Enforcement, Isolation/Quarantine)
1.9	Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19
1.10	Mental Health Services [*]
1.11	Substance Use Services [*]
1.12	Other Public Health Services
2: Negative Economic Impacts	
2.1	Household Assistance: Food Programs [*] [^]
2.2	Household Assistance: Rent, Mortgage, and Utility Aid [*] [^]
2.3	Household Assistance: Cash Transfers [*] [^]
2.4	Household Assistance: Internet Access Programs [*] [^]
2.5	Household Assistance: Eviction Prevention [*] [^]
2.6	Unemployment Benefits or Cash Assistance to Unemployed Workers [*]
2.7	Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives) [*] [^]
2.8	Contributions to UI Trust Funds
2.9	Small Business Economic Assistance (General) [*] [^]
2.10	Aid to Nonprofit Organizations [*]
2.11	Aid to Tourism, Travel, or Hospitality
2.12	Aid to Other Impacted Industries
2.13	Other Economic Support [*] [^]
2.14	Rehiring Public Sector Staff
3: Services to Disproportionately Impacted Communities	
3.1	Education Assistance: Early Learning [*] [^]
3.2	Education Assistance: Aid to High-Poverty Districts [^]
3.3	Education Assistance: Academic Services [*] [^]
3.4	Education Assistance: Social, Emotional, and Mental Health Services [*] [^]
3.5	Education Assistance: Other [*] [^]
3.6	Healthy Childhood Environments: Child Care [*] [^]
3.7	Healthy Childhood Environments: Home Visiting [*] [^]
3.8	Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System [*] [^]

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3.9	Healthy Childhood Environments: Other* ^
3.10	Housing Support: Affordable Housing* ^
3.11	Housing Support: Services for Unhoused Persons* ^
3.12	Housing Support: Other Housing Assistance* ^
3.13	Social Determinants of Health: Other* ^
3.14	Social Determinants of Health: Community Health Workers or Benefits Navigators* ^
3.15	Social Determinants of Health: Lead Remediation ^
3.16	Social Determinants of Health: Community Violence Interventions* ^
4: Premium Pay	
4.1	Public Sector Employees
4.2	Private Sector: Grants to Other Employers
5: Infrastructure²⁴	
5.1	Clean Water: Centralized Wastewater Treatment
5.2	Clean Water: Centralized Wastewater Collection and Conveyance
5.3	Clean Water: Decentralized Wastewater
5.4	Clean Water: Combined Sewer Overflows
5.5	Clean Water: Other Sewer Infrastructure
5.6	Clean Water: Stormwater
5.7	Clean Water: Energy Conservation
5.8	Clean Water: Water Conservation
5.9	Clean Water: Nonpoint Source
5.10	Drinking water: Treatment
5.11	Drinking water: Transmission & Distribution
5.12	Drinking water: Transmission & Distribution: Lead Remediation
5.13	Drinking water: Source
5.14	Drinking water: Storage
5.15	Drinking water: Other water infrastructure
5.16	Broadband: "Last Mile" projects
5.17	Broadband: Other projects
6: Revenue Replacement	
6.1	Provision of Government Services
7: Administrative	
7.1	Administrative Expenses
7.2	Evaluation and Data Analysis
7.3	Transfers to Other Units of Government
7.4	Transfers to Non-entitlement Units (States and territories only)

*Denotes areas where recipients must identify the amount of the total funds that are allocated to evidence-based interventions (see Use of Evidence section above for details)

^Denotes areas where recipients must report on whether projects are primarily serving disadvantaged communities (see Project Demographic Distribution section above for details)

²⁴ Definitions for water and sewer Expenditure Categories can be found in the EPA's handbooks. For "clean water" expenditure category definitions, please see: <https://www.epa.gov/sites/production/files/2018-03/documents/cwdefinitions.pdf>. For "drinking water" expenditure category definitions, please see: <https://www.epa.gov/dwslf/drinking-water-state-revolving-fund-national-information-management-system-reports>.

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Appendix 2: Evidenced-Based Intervention Additional Information

What is evidence-based?

For the purposes of the SLFRF, evidence-based refers to interventions with strong or moderate evidence as defined below:

Strong evidence means that the evidence base can support causal conclusions for the specific program proposed by the applicant with the highest level of confidence. This consists of one or more well-designed and well-implemented experimental studies conducted on the proposed program with positive findings on one or more intended outcomes.

Moderate evidence means that there is a reasonably developed evidence base that can support causal conclusions. The evidence base consists of one or more quasi-experimental studies with positive findings on one or more intended outcomes OR two or more non-experimental studies with positive findings on one or more intended outcomes. Examples of research that meet the standards include: well-designed and well-implemented quasi-experimental studies that compare outcomes between the group receiving the intervention and a matched comparison group (i.e., a similar population that does not receive the intervention).

Preliminary evidence means that the evidence base can support conclusions about the program's contribution to observed outcomes. The evidence base consists of at least one non-experimental study. A study that demonstrates improvement in program beneficiaries over time on one or more intended outcomes OR an implementation (process evaluation) study used to learn and improve program operations would constitute preliminary evidence. Examples of research that meet the standards include: (1) outcome studies that track program beneficiaries through a service pipeline and measure beneficiaries' responses at the end of the program; and (2) pre- and post-test research that determines whether beneficiaries have improved on an intended outcome.



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Revision Log

Version	Date Published	Summary of changes
1.0	June 17, 2021	Initial publication
1.1	June 24, 2021	<ul style="list-style-type: none"> Pg. 12, removed references to "summary" level with respect to reporting by Expenditure Categories in the Interim Report to avoid confusion. Pg. 13, revised the coverage period end date for the Interim Report from June 30, 2021 to July 31, 2021 to align with the IFR. Pg. 13, removed references to "summary" level with respect to reporting by Expenditure Categories in the Interim Report to avoid confusion. Pg. 31, removed references to "summary level" with respect to Expenditure Categories in Appendix 1 to avoid confusion.
1.1	September 30, 2021	<ul style="list-style-type: none"> Announced the extension in the Project and Expenditure Report submission date, originally due on October 31, 2021.
2.0	November 5, 2021	<ul style="list-style-type: none"> Updated Subrecipient Monitoring section to clarify beneficiaries and recipients. Updated references to Interim Final Rule comment period as comment period is closed. Updated reporting tiers, thresholds and timelines in Part 2 Table 2, Reporting Requirements by recipient type, as well as Part 2 A and Part 2 B. Updated reporting periods for Interim Report and Project and Expenditure reports. Added concept of Adopted Budget to Project and Expenditure Report data fields. Noted phase in of Required Programmatic Data in the Project and Expenditure Report. Removed certain data fields from the Ineligible Activities: Tax Offset Provision under the Recovery Plan. Separated reporting of NEU Distributions (for States and territories) from the Interim Report and Project and Expenditure Reports as information will be provided on an ongoing basis.

RESOLUTION NO. 101315**A RESOLUTION OF THE BOROUGH COUNCIL OF THE BOROUGH OF GETTYSBURG ADOPTED FOR THE PURPOSE OF ESTABLISHING CERTAIN FINANCIAL POLICIES OF THE BOROUGH OF GETTYSBURG, ADAMS COUNTY, PENNSYLVANIA.**

WHEREAS, by Ordinance No. 1422-14, enacted on December 8, 2014, the Borough Council of the Borough of Gettysburg amended Chapter 1, Part 8, section 802 of the Code of Ordinances of the Borough of Gettysburg to authorize, by resolution, the establishment of financial policies for the management of the fiscal affairs of the Borough of Gettysburg, Adams County, Pennsylvania; and

WHEREAS, the Borough Council of the Borough of Gettysburg desires to adopt a resolution providing guidelines for the management of certain fiscal affairs of the Borough of Gettysburg to include, but not limited to, financial policies relative to the establishment and maintenance of fund balances to include a general fund balance consistent with Governmental Accounting Standards Board Statement No. 54, the use of nonrecurring revenues, the funding of capital expenditures and the annual budget process.

WHEREFORE, BE IT RESOLVED, that the Borough Council of the Borough of Gettysburg, Adams County, Pennsylvania, does hereby adopt the following financial policies (and definitions related thereto) for the management of certain fiscal affairs of the Borough of Gettysburg:

1. Definitions.

ANNUAL BUDGET - a comprehensive financial document of the Borough which sets forth the annual estimates of revenues and expenditures of the Borough for the ensuing fiscal year and is prepared in a manner designated by the Borough Council and is annually adopted by the Borough Council pursuant to Article XIII, section 1301 et seq. of the Borough Code.

ASSIGNED FUND BALANCE - includes spendable fund balance amounts established and assigned by the Borough Manager and the Finance Director, subject to the approval of the Borough Council, that are intended to be used for specific purposes that are neither considered restricted nor committed. The assignment of a fund balance cannot result in a negative unassigned fund balance.

ASSIGNED FUNDS - funds that are intended to be used for specific purposes that are neither designated as restricted funds nor designated as committed funds.

BOROUGH – the Borough of Gettysburg, Adams County, Pennsylvania.

BOROUGH COUNCIL – the Borough Council of the Borough of Gettysburg, Adams County, Pennsylvania.

BOROUGH MANAGER – the Borough Manager of the Borough of Gettysburg, Adams County, Pennsylvania.

CAPITAL PROJECTS FUND - a restricted fund used to account for monies for the acquisition or construction of capital items, including those projects funded by grant money.

CAPITAL RESERVE FUND - an unrestricted fund used to set aside and account for operating fund monies previously approved for specific future capital expenditures, including projects that will receive grant funding reimbursement.

COMMITTED FUND BALANCE - amounts that can be used only for the specific purposes determined by formal action (the enactment of an ordinance or the adoption of a resolution) of the Borough Council. Commitments may be changed or lifted only by the Borough Council taking the same type of formal action (the enactment of an ordinance or the adoption of a resolution) that imposed the constraint originally.

COMMITTED FUNDS - funds that can be used only for the specific purposes determined by formal action (the enactment of an ordinance or the adoption of a resolution) of the Borough Council.

FINANCE DIRECTOR - the Finance Director of the Borough of Gettysburg, Adams County, Pennsylvania.

FISCAL YEAR - coincides with the calendar year, beginning on January 1st and ending on December 31st.

FUND BALANCE - the difference between assets and liabilities reported in a governmental fund.

GENERAL FUND - the primary operating fund to account for the ongoing revenues and expenditures for Borough services.

NONSPENDABLE FUND BALANCE - amounts that are: (1) not in spendable form; or (2) legally or contractually required to be maintained intact. Not in spendable form includes

items that are not expected to be converted to cash (such as inventories and prepaid amounts) and items such as long-term amount of loans and notes receivable.

RESERVATIONS OF FUND BALANCE - reserves authorized and established by the Borough Council (committed fund balances) or established by the Borough Manager and the Finance Director (assigned fund balances) as authorized and approved by the Borough Council.

RESTRICTED FUND BALANCE - amounts that can be spent only for specific purposes: (1) stipulated by external resource providers such as creditors, grantors, contributors or as required pursuant to applicable laws or regulations; or (2) imposed by law through federal or state constitutional requirements or enabling legislation.

UNASSIGNED FUND BALANCE - the residual classification for the general fund. This classification represents a fund balance that has not been assigned to other funds and that has not been restricted, committed or assigned to specific purposes within the fund. The unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed or assigned for those specific purposes.

UNASSIGNED FUNDS - funds that have not been assigned to other funds and that have not been restricted, committed or assigned to specific purposes within the general fund.

UNRESTRICTED FUND BALANCE - the total of the committed fund balance, the assigned fund balance and the unassigned fund balance.

2. Fund Balance Policy.

It is the policy of the Borough that the authority to create funds and to assign a fund balance to any fund so created rests with the Borough Council. Once a fund is created and the fund balance is set for such fund, then formal action taken by Borough Council is required in order to make any amendment, revision or modification of a fund or of its fund balance. Compliance with the provisions of a fund, its fund balance and any properly authorized and adopted policy shall be reviewed and considered as a part of the annual budget adoption process by the Borough Council.

3. General Fund Balance Policy - Fund 01.

A. The annual budget of the Borough shall include a current fiscal year ending (as of December 31st) general fund balance which is equivalent to a minimum of eighteen (18%)

percent of budgeted general fund revenues for that fiscal year, with the target being no less than twenty-five (25%) percent of budgeted general fund revenues (hereinafter referred to herein as the “target”). Unassigned funds of the general fund are to be spent before any assigned funds or committed funds for Borough operating expenditures.

B. The general fund balance may only be budgeted by the Borough Council at an amount lower than eighteen (18%) percent of budgeted general fund revenues under the following circumstances:

- (1) During or immediately following a fiscal year in which there has occurred a federal or state declared natural disaster or state of emergency which has caused a significant negative economic impact on the Borough or an emergency involving a significant impact on the health, safety and welfare of the residents and taxpayers of the Borough; or
- (2) By motion passed by a majority vote of the Borough Council as it may in its sole discretion deem to be in the best interests of the Borough.

C. In any year in which the general fund balance actually falls below eighteen (18%) percent, the general fund balance shall be budgeted to replenish the target no later than the second budget adopted by the Borough Council following said shortfall through any combination of expenditure cuts or decreases and/or through tax increases or any other revenue increases. Therefore, if the general fund balance falls below eighteen (18%) percent at the end of a fiscal year, then the general fund balance must be budgeted in order to replenish the target of eighteen (18%) percent by the end of the second fiscal year immediately following the fiscal year of the general fund balance shortfall.

D. The general fund balance may only be budgeted by the Borough Council at an amount greater than twenty-five (25%) percent of budgeted general fund revenues under the following circumstances:

- (1) When a collective bargaining agreement, entered pursuant to Act 111 or Act 195, is scheduled to expire within the next two (2) annual fiscal year budget cycles; or
- (2) In anticipation of a large capital expense or other significant operating expense occurring within the next two (2) annual fiscal year budget cycles; or
- (3) By motion passed by a majority vote of the Borough Council as it may in its sole discretion deem to be in the best interests of the Borough.

4. Debt Service Fund Balance Policy - Fund 23.

A. The annual budget of the Borough shall include a current fiscal year ending (as of December 31st) debt service fund balance which is equivalent to a minimum of fifty (50%) percent of budgeted debt payments for that fiscal year, with transfers being budgeted during the year from the general fund to cover one hundred (100%) percent of the budgeted payments to be made during the fiscal year plus any additional amounts required in order to maintain the said fifty (50%) percent minimum.

B. The debt service fund balance may only be budgeted by the Borough Council at an amount lower than fifty (50%) percent of budgeted debt payments for that fiscal year under the following circumstances:

(1) When there is no outstanding debt service of the Borough. In the event of total debt retirement, and if there is no anticipation of incurring new debt within the next two (2) fiscal year budget cycles, the debt service fund balance may be either:

a. restored to the general fund as unassigned funds; or

b. reclassified by motion passed by a majority vote of the Borough Council;

(2) During or immediately following a fiscal year in which there has occurred a federal or state declared natural disaster or state of emergency which has caused a significant negative economic impact on the Borough or an emergency involving a significant impact on the health, safety and welfare of the residents and taxpayers of the Borough; or

(3) By motion passed by a majority vote of the Borough Council as it may in its sole discretion deem to be in the best interests of the Borough.

C. In any year in which the debt fund balance actually falls below fifty (50%) percent, the debt fund balance shall be budgeted to replenish the target no later than the second budget adopted by the Borough Council following said shortfall through any combination of expenditure cuts or decreases and/or tax or other Borough revenue budgeted increases. Therefore, if the debt fund balance falls below fifty (50%) percent at the end of a fiscal year, then the debt fund balance must be budgeted in order to replenish the target of fifty (50%) percent by the end of the second fiscal year immediately following the fiscal year of the debt fund balance shortfall.

D. The debt fund balance may only be budgeted by the Borough Council at an amount greater than fifty (50%) percent in anticipation of a large capital or other significant operating expense occurring within the next two (2) annual fiscal budget cycles.

E. The Borough Council, in its sole discretion, may assign a portion of its millage rate of its tax levy on real property within the Borough which amount is dedicated to the debt service fund for this purpose.

5. Order of Spending of Fund Balances Policy. The Borough shall first spend, if appropriate and proper under the law, any federal revenues, then any state revenues, and finally any Borough revenues in order to meet its financial obligations. The Borough is to spend restricted amounts first when both restricted and unrestricted fund balances are available unless there are legally binding documents, contracts or agreements that prohibit such action, for example, a grant agreement which requires dollar-for-dollar spending. Additionally, the Borough shall first spend the committed fund balance, then followed by the expenditure of the assigned fund balance and then finally followed by the expenditure of any unassigned fund balance when such expenditures are incurred for purposes for which funds could be expended from any of the unrestricted fund balance classifications.

6. Other Fund Balances Policy.

All other funds of the Borough are legally restricted for specified purposes, either by law or by legally binding documents, contracts or agreements, by another government or non-government entity, or upon establishment by the Borough Council and, therefore, such funds do not have a minimum fund balance. When projects require spending from both restricted and unrestricted funds, the restricted funds should be spent to the amount budgeted before any unrestricted funds are spent unless prohibited by the rules or regulations governing the restricted funds. Such restricted funds are identified as follows:

A. Fire Protection Services Appropriations Fund – Fund 03. This fund was created as a result of the enactment of a Borough tax ordinance and is restricted for the purpose of funding the operations of the fire company or fire companies which provide fire protection services within the Borough. It is funded by a dedicated tax millage which rate is set annually by ordinance of the Borough Council. Funds are collected and administered through the course of each fiscal year. Expenditures may not exceed available funds collected. Any unused balance at the end of a fiscal year is carried forward for proper use and disbursement in subsequent fiscal years.

B. Community Development Block Grants Fund – Fund 04. This fund is comprised of funds from the United States of America through its Department of Housing and Urban Development and administered as grant funds by and through the Pennsylvania Department of Community and Economic Development. Use of these funds is restricted by federal and state regulations promulgated for the administration of the Community Development Block Grant program.

C. Company K Memorial Fund – Fund 05. This fund is comprised of donated funds set aside and restricted for the perpetual care of the Company K Memorial Monument which is located within the Borough.

D. Capital Projects Fund – Fund 18. This fund was established by Borough ordinance in order to account for financial resources to be used for the acquisition or construction of capital items, improvements or projects including those projects funded partially or entirely by grant funds. Grant monies received are governed by the specific grant agreement and by the regulations promulgated for the administration of such grant program. Other monies are either restricted by ordinance as the same are realized from the sale of a capital asset, or are restricted for a specific capital project by Borough Council upon transfer of funds from another fund into the capital projects fund.

E. Capital Reserve Fund – Fund 30. This fund was created by ordinance for the accumulation and holding of funds for future capital acquisitions of the Borough earmarked and restricted upon transfer by Borough Council from surplus operating funds in the general fund. These monies may be used for the acquisition or construction of capital assets including as a source for local financial match money needed in the application for and use of certain capital grants.

F. Liquid Fuels Fund – Fund 35. This fund is governed by state law and regulation. This fund accounts for the Borough's share of state funds from the gasoline tax in order to pay for the maintenance of Borough streets and bridges.

G. Revolving Loan Fund – Fund 40. This fund is comprised of funds received from the Pennsylvania Department of Community and Economic Development for the purpose of making low cost loans for community development purposes within the Borough.

H. Eichelberger-Stahle Trust Fund – Fund 66. A private purpose trust fund set up by private sources and administered pursuant to a trust agreement. The income from this fund is distributed annually by the Borough pursuant to the provisions of the trust agreement.

6. Nonrecurring Revenues Policy.

A. It is the policy of the Borough that any one-time or limited-term financial resources, such as proceeds from asset sales, debt refinancing, grants, legal settlements, and any similar nonrecurring resources shall not be used for general operating expenditures of the Borough.

B. Appropriate uses of such one-time or limited-term financial resources shall include:

- (1) Growing, maintaining or restoring the fund balances in the general fund or in the capital projects fund;
- (2) The early retirement of Borough debt, especially any long-term debt incurred by the Borough through borrowing secured by the issuance of municipal bonds;
- (3) Borough capital improvements or capital maintenance expenditures; or
- (4) Other nonrecurring Borough expenditures.

7. Pay-As-You-Go Capital Funding Policy.

A. It is the financial policy and goal of the Borough to fund the purchase of any assets with an expected useful life of fewer than ten (10) years, including the purchase of vehicles or equipment or the making of minor improvements (those improvements requiring the expenditure of less than \$25,000.00 of Borough funds) to buildings and grounds of the Borough whenever possible by use of cash on hand and not by borrowing or utilizing borrowed funds for the purchase of such assets or for the making of such minor improvements.

B. It is the policy of the Borough to achieve this goal by and through the following means:

- (1) The annual fund transfer from the general fund to the capital reserve fund to be budgeted to commence in fiscal year 2016 with the transfer of a minimum of \$10,000 from the general fund to the capital reserve fund. Thereafter, the Borough Council shall consider budgeting an increase for each annual fund transfer of a minimum of \$20,000 until the total funds transferred from the general fund to the capital reserve fund meets or exceeds \$100,000.00;

(2) All proceeds from the sale of fixed assets shall be dedicated to the capital reserve fund; and

(3) The Borough Council, in its sole discretion, may assign a portion of its millage rate of its tax levy on real property within the Borough which amount is dedicated to the capital reserve fund for this purpose.

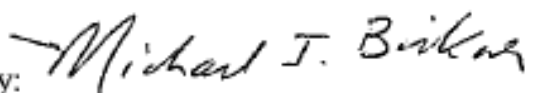
8. Posting of Financial Policies. A copy of this resolution adopting financial policies of the Borough shall be conspicuously posted at the Borough municipal offices at 59 East High Street, Gettysburg, Pennsylvania 17325.

9. Inconsistent Resolutions Amended. All other resolutions or the financial policies contained in such resolutions inconsistent herewith are hereby amended and revised to be consistent with this resolution.

10. Effective Date. The financial policies set forth in this resolution shall take effect upon adoption.

THIS RESOLUTION DULY ADOPTED according to law on this 13th day of October, 2015 at a duly advertised general monthly business meeting of the Borough Council of the Borough of Gettysburg, Adams County, Pennsylvania.

BOROUGH OF GETTYSBURG

By: 

Michael J. Birkner
President of Borough Council

Attest:



Sara L. Stull, Secretary

**AGREEMENT FOR SERVICES RENDERED
BY THE
BOROUGH OF GETTYSBURG
ON BEHALF OF
THE GETTYSBURG BOROUGH STORM WATER AUTHORITY (GBSWA)**

WHEREAS, the Borough of Gettysburg (hereinafter “Borough”), in compliance with federally mandated storm water management requirements, has created the Gettysburg Borough Storm Water Authority (hereinafter “GBSWA”) to administer the Borough’s Pollution Reduction Plan (hereinafter “PRP”) and,

WHEREAS, the Borough has submitted a Municipal Separate Storm Sewer System (MS4) permit with identified storm water management projects that has been approved by all pertinent regulatory agencies, and

WHEREAS, the Borough has a specific interest in coordinating any storm water management projects with its street/alley improvement projects, and

WHEREAS, GBSWA will assess and collect all fees associated with the Borough’s PRP, and

WHEREAS, GBSWA has not elected to employ any staff in order to minimize its administrative costs associated with the administration of the Borough’s PRP, and

WHEREAS, GBSWA desires to contract all work required by GBSWA to the Borough, which employs a professional staff capable of implementing and administering the Borough’s PRP.

NOW THEREFORE, GBSWA enters into this Agreement to contract services of GBSWA to the Borough.

Effective Date and Term

This Agreement for services is made effective as of February 11, 2019, by and between GBSWA, with offices located at 59 East High Street, Gettysburg Pennsylvania, 17325 and the Borough with offices located at 59 East High Street, Gettysburg, Pennsylvania 17325. The term of this Agreement shall be indefinite and remain in effect until such time as altered or terminated by mutually agreed to terms and reduced to writing.

Description of Services

Beginning February 11, 2019, Borough will provide the services described in the attached Exhibit A (collectively, the “Services”) to GBSWA.

Payment

Borough shall present to GBSWA an itemized invoice for payment of services rendered. Payment shall be made to Borough in the total amount billed, within 30 calendar days of receipt of invoice.

In addition to any other right or remedy provided by law, if GBSWA fails to pay for the Services when due, Borough has the option to treat such failure to pay as a material breach of this Agreement and may cancel this agreement and/or seek legal remedies.

Work Product Ownership

Any copyrightable works, ideas, discoveries, inventions, patents, products, or other information (collectively the “Work Product”) developed in whole or in part by Borough in connection with the Services will be the exclusive property of Borough. Upon request, GBSWA will execute all documents necessary to confirm or perfect the exclusive ownership of Borough to the Work Product.

Default

The occurrence of any of the following shall constitute a material default under this Agreement:

- a. The failure to make a required payment when due,
- b. The insolvency or bankruptcy of either party,
- c. The subjection of any of either party’s property to any levy, seizure, general assignment for the benefit of creditors, application or sale for or by any creditor or government agency, or
- d. The failure to make available or deliver the Services in the time and manner provided for in this Agreement.

Remedies

In addition to any and all other rights a party may have available according to law, if a party defaults by failing to substantially perform any provision, term or condition of this Agreement (including without limitation the failure to make a monetary payment when due), the other party may terminate the Agreement by providing written notice to the defaulting party. This notice shall describe with sufficient detail the nature of the default. The party receiving such notice shall have 90 days from the effective date of such notice to cure the default(s). Unless waived in writing by a party providing notice, the failure to cure the default(s) within such time period shall result in the automatic termination of this Agreement.

Force Majeure

If performance of this Agreement or any obligation under this Agreement is prevented, restricted, or interfered with by causes beyond either party’s reasonable control (hereinafter “Force Majeure”), and if the party unable to carry out its obligations gives the other party prompt written notice of such event, then the obligations of the party invoking this provision shall be suspended to the extent necessary by such event. Force Majeure shall include, without limitation, acts of God, fire, explosion, vandalism, storm or other similar occurrence, orders or acts of military or civil authority, or by national emergencies, insurrections, riots, or wars, or strikes, lock-outs, work

stoppages or other labor disputes, or supplier failures. The excused party shall use reasonable efforts under the circumstances to avoid or remove such causes of non-performance and shall proceed to perform with reasonable dispatch whenever such causes are removed or ceased. An act or omission shall be deemed within the reasonable control of a party if committed, omitted, or caused by such party, or its employees, officers, agents, or affiliates.

Entire Agreement

This Agreement constitutes the entire agreement and understanding of the parties hereto, and there are no other promises or conditions in any other agreement, oral or written, concerning the subject matter of this Agreement. This Agreement supersedes any prior oral or written agreements between the parties.

Severability

If any provision of this Agreement is held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Agreement is invalid or unenforceable, but that by limiting such provision it would become valid and enforceable, then such provision will be deemed to be written, construed, and enforced as so limited.

Amendment

This Agreement may be modified or amended in writing by mutual agreement between the parties.

Governing Law

This Agreement shall be construed in accordance with the laws of the Commonwealth of Pennsylvania.

Notice

Any notice or communication required or permitted under this Agreement shall be sufficiently given if delivered in person or by certified mail, return receipt, to the address set forth in the opening paragraph or to such other address as one party may have furnished to the other in writing.

Waiver of Contractual Right

The failure of either party to enforce any provision of this Agreement shall not be construed as a waiver or limitation of that party's right to subsequently enforce and compel strict compliance with every other provision of this Agreement.

Attorney's Fees to Prevailing Party

In any action arising hereunder or any separate action pertaining to the validity of this Agreement, the prevailing party shall be awarded reasonable attorney's fees and costs, both in the trial court and on appeal.

Construction and Interpretation

The rule requiring construction or interpretation against the drafter is waived. The document shall be deemed as if it were drafted by both parties in a mutual effort.

Assignment

Neither party may assign or transfer this Agreement without the prior written consent of the non-assigning party, which approval shall not be unreasonably withheld.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized representatives as of the date first above written.

ARTICLES OF INCORPORATION

TO: THE SECRETARY OF THE COMMONWEALTH OF PENNSYLVANIA

In compliance with requirements of the Municipality Authorities Act, 53 Pa. C.S. § 5601 *et seq.*, as amended and supplemented, and pursuant to an Ordinance duly adopted by the Borough Council of the Borough of Gettysburg, Adams County, Pennsylvania expressing the intention and desire of the municipal authority of the said municipality to organize a municipality authority under provisions of said Act, said incorporating municipalities do certify:

1. The name of the Authority is "Gettysburg Borough Stormwater Authority."
2. The Authority is formed under provisions of the Municipality Authorities Act, 53 Pa. C.S. § 5601 *et seq.* The incorporating municipality retains the right under said Municipality Authorities Act to approve any plan of the Authority to provide business improvements and administrative services.
3. The Borough of Gettysburg has organized an authority under the Municipality Authorities Act, 53 Pa. C.S. § 5601 *et seq.*, the Act of Assembly approved May 2, 1945, P. L. 382, as amended and supplemented, known as the "Authorities Act," or under the Act of Assembly approved June 28, 1935, P. L. 463, as amended and supplemented, and such authority is in existence in or for the incorporating municipality. The incorporating municipality has also jointly organized an authority under the Authorities Act, or under the Act of Assembly approved June 28, 1935, P. L. 463, as amended and supplemented, and such authority is in existence and in for the incorporating municipalities.
4. The name of the incorporating municipality is: Borough of Gettysburg, Adams County, Pennsylvania.
5. The Gettysburg Borough Stormwater Authority shall have such purposes and powers as set forth in the Authorities Act including, but not limited to, the administration and assessment of related fees in connection with the construction, operation, maintenance and repairs necessary for the implementation and operation of the Borough's municipal separate storm sewer system and any other lawful purpose as set forth in Section 5607(a)(4) of the Authorities Act.

6. The names and addresses of the incumbent members of the body or board authorized to enact ordinances of said incorporating municipality are as follows:

Borough Council of the Borough of Gettysburg, Adams County, Pennsylvania

<u>Office</u>	<u>Name</u>	<u>Address</u>
President	Susan C. Naugle	650 Red Patch Avenue Gettysburg, PA 17325
Vice President	Jacob W. Schindel	110 Chambersburg Street Gettysburg, PA 17325
Member	Patricia A. Lawson	515 Carlisle Street Gettysburg, PA 17325
Member	Wesley K. Heyser	226 North Stratton Street Gettysburg, PA 17325
Member	Christopher M. Berger	156 Seminary Avenue Gettysburg, PA 17325
Member	John D. Lawver, Jr.	524 McMillan Street Gettysburg, PA 17325
Member	Charles T. Strauss	38 West Middle Street Gettysburg, PA 17325

7. The following named persons are appointed as the first members of the Board of the Gettysburg Borough Stormwater Authority, which represent the members of the Board appointed by the Borough of Gettysburg, for the following initial terms of office:

	<u>Name</u>	<u>Address</u>	<u>Term of Office</u>
1.	Wesley K. Heyser	226 North Stratton Street Gettysburg, PA 17325	Five (5) years
2.	John D. Lawver, Jr.	524 McMillan Street Gettysburg, PA 17325	Four (4) years
3.	Michael S. Malewicki	2 West Broadway Gettysburg, PA 17325	Three (3) years

- | | | | |
|----|----------------------|--|---------------|
| 4. | Patricia A. Lawson | 515 Carlisle Street
Gettysburg, PA 17325 | Two (2) years |
| 5. | Theodore H. Streeter | 111 East Middle Street
Gettysburg, PA 17325 | One (1) year |

IN WITNESS WHEREOF, the Borough of Gettysburg, Adams County, Pennsylvania has caused these Articles of Incorporation to be executed and have caused these Articles of Incorporation to be attested and its official seal to be affixed, this _____ day of _____, 2018.

**BOROUGH OF GETTYSBURG,
Adams County, Pennsylvania**

By: _____
Susan C. Naugle
President of Borough Council

ATTEST:

Sara L. Stull, Secretary
(SEAL)

Quick Resource Guide to the MS4 Program



Funding for the development of this booklet was provided by the Southwestern Pennsylvania Commission Water Resource Center and the Pennsylvania Department of Environmental Protection's Environmental Education Grants Program.

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This guide is provided exclusively for general educational and informational purposes. This guide does not in any way replace or supersede any municipal, county, state, or federal requirements or regulations related to stormwater management. This guide is not intended to be a substitute for professional design and implementation services. The management of stormwater is a complex and site specific issue and that the general information contained in this guide may not be sufficient to assess any and all particular site conditions. Any stormwater management practice should be installed with the consultation of an experienced professional who can address specific site conditions.

Cover photo credits: Etna Borough, Southwestern Pennsylvania Commission, and the Westmoreland Conservation District

How to Use This Guide

This guide was written for municipalities that own and operate **Municipal Separate Storm Sewer Systems (MS4s)**. Stormwater regulations associated with the Federal Clean Water Act (CWA) are administered under the MS4 Program by the Environmental Protection Agency (EPA). In Pennsylvania, the MS4 program is managed by the Pennsylvania Department of Protection (PADEP). The PADEP General Permit PAG-13 provides a streamlined process to meet the state and federal stormwater requirements. Operators of a regulated MS4 must obtain a National Pollutant Discharge Elimination System (NPDES) permit and develop and implement a stormwater management plan (SWMP) according to the details of their specific permit. Mandatory elements of the SWMP include six (6) Minimum Control Measures (MCMs); each MCM has a number of associated BMPs.

In this guide, we begin with the history and background of MS4s and regulations. Then we provide an overview of the six (6) **Minimum Control Measures (MCMs)** of the NPDES MS4 permit and their associated **Best Management Practices (BMPs)**. Examples provided of BMPs are not meant to be the only available solution – there are many other BMPs, and we have listed a few examples from our region within the MCM section and in the Resources section.

This booklet will provide an overview on the following topics:

1. Keys to developing your SWMP
2. Record keeping strategies for each MCM
3. What to expect during an inspection
4. Resource directory of essential contacts

History and Background



Figure 1: A polluted waterway (Source: www.panda.org)

Why Do We Regulate Stormwater?

The MS4 program requires the MS4 owner/operator to implement a series of programs to reduce the discharge of pollutants from the storm sewer system to the maximum extent practicable in a manner that protects water quality. The Pennsylvania Code Chapter 93 sets the water quality standards for surface waters of the Commonwealth and these standards seek to protect the waters for aquatic life, water supply, recreation and fish consumption, and areas that need special protection. The MS4 program focuses on managing discharges into the waters of the Commonwealth by educating and implementing proper control measures and best management practices (BMPs).

Total maximum daily loads (TMDLs) are in place to reduce pollutants in impaired waterways so that they meet water quality standards. TMDLs focus on identifying sources of impairment and implementing corrective work based on the best available data and information. Additional monitoring and data collection will occur to track progress and better characterize pollutant sources, loadings and the effectiveness of control measures and BMPs.

What is an MS4?

MS4s are conveyances or systems of conveyances including roads with drainage systems, municipal streets, catch basins, curbs, gutters, ditches, man-made channels, or storm drains that are owned or operated by a public entity, are designed or used for collecting or conveying stormwater, and are not a combined sewer or part of a publicly-owned treatment works.

A municipality is bound by US Environmental Protection Agency (EPA) regulations for an MS4 when all or a portion of a municipality lies within an urbanized area (UA), as determined by the US Census Bureau (see glossary).

See the DEP's municipal stormwater NPDES permits page at <http://www.dep.pa.gov/Pages/default.aspx#NPDES> for more information.

Stormwater Management Program

Each MS4 permittee must create a **Stormwater Management Program (SWMP)** to minimize the impacts from runoff. A SWMP must be completed to comply with the NPDES MS4 General Permit. The SWMP requires municipalities to focus on six Minimum Control Measures (MCMs). In the permit application, the permittee indicates whether the BMPs and Measurable Goals under each of the six MCMs follow Appendix A in the permit, or whether alternative BMPs and Measurable Goals for any of the MCMs are provided. The permittee is required to satisfy all requirements of the Stormwater Management Program as a condition of the permit during the term of your permit.

To the right is an outline of a typical SWMP, which will give you an idea of what should be included in this plan. All plans should be reviewed/updated annually.

An introduction may be written to tie the document together that provides background information, the goal of the plan, and how they plan to assess the progress/value of plan implementation.

The introduction could include, but is not limited to: land area total, population, number of acres of urbanized area for the permit, a breakdown of the residential, industrial, commercial and undeveloped land, where the stormwater discharges go, impaired waterways, any TMDL pollutants, and/or how to assess the effectiveness of the SWMP.

Each surface water in the state has designated use(s) to be protected. Each designated use has water quality standards and criteria assigned to protect the designated use(s). Water quality standards for all Pennsylvania surface waters can be found in Pa Code: Chapter 93 - Water Quality Standards and Chapter 16 - Water Quality Toxics Management Strategy.

Surface waters that do not meet water quality standards for the designated uses are commonly called "impaired" and are placed on the federal Clean Water Act (CWA) Section 303(d) List. Once on the 303 (d) List, a TMDL will be developed to address the pollutant(s) of concern.

Identifying impairments allows you to focus your program efforts on improving water quality prior to a TMDL being issued. Water quality impairments and/or TMDLs within the MS4 permittee boundaries need to be incorporated into the plan and MS4 program.

It is anticipated that the new PAG13 will be released March 2018, so check the DEP Program Updates section often for any changes or additional guidance.

Sample SWMP Outline

- Introduction
- MCM 1: Public Education and Outreach
 - BMPs 1-4
 - Measurable Goals
- MCM 2: Public Involvement and Participation
 - BMPs 1-3
 - Measurable Goals
- MCM 3: Illicit Discharges Controls
 - BMPs 1-6
 - Measurable Goals
- MCM 4: Construction Site Runoff Control
 - BMPs 1-4
 - Measurable Goals
- MCM 5: Post-Construction Stormwater Management
 - BMPs 1-6
 - Measurable Goals
- MCM 6: Pollution Prevention and Good Housekeeping
 - BMPs 1-3
 - Measurable Goals
- Outfall Inventory Checklist
- TMDL Plan (if applicable)

Refer to Sample Appendix A in your individual permit for more information regarding the Stormwater Management Program.

One common issue found in audits is that the SWMP does not identify pollutants of concern, "impairments" or address TMDLs.

For more information about the 303(d) List and TMDLs:

303(d) List

<http://www.dep.pa.gov/Business/Water/PointNonPointMgmt/WaterQuality/Pages/Integrated-Water-Quality-Report-2014.aspx#V0btMXLD9aQ>

TMDLs

<http://www.dep.pa.gov/Business/Water/PointNonPointMgmt/StormwaterMgmt/Stormwater/Pages/default.aspx>

Minimum Control Measures (MCMs)

As part of the terms of your permit, you must include the six MCMs in your SWMP in order to meet the conditions of your NPDES permit.

MCM 1: Public Education and Outreach
Distributing educational materials and performing outreach to inform the public about the impacts polluted stormwater runoff discharges can have on water quality.
MCM 2: Public Participation/Involvement
Providing opportunities for the public to participate in program development and implementation, including effectively publicizing public hearings and/or encouraging representatives on a stormwater management panel.
MCM 3: Illicit Discharge Detection and Elimination
Developing and implementing a plan to detect and eliminate illicit discharges to the storm sewer system (includes developing a system map and informing the community about hazards associated with illegal discharges and improper disposal of waste).
MCM 4: Construction Site Runoff Control
Developing, implementing, and enforcing an erosion and sediment control program for construction activities that disturb 1 or more acres of land (controls could include silt fences and temporary stormwater detention ponds).
MCM 5: Post-Construction Runoff Control
Developing, implementing, and enforcing a program to address discharges of post-construction stormwater runoff from new development and redevelopment areas. Applicable controls could include preventative actions such as protecting sensitive areas (e.g., wetlands) or the use of structural BMPs such as grassed swales or porous pavement.
MCM 6: Pollution Prevention/Good Housekeeping
Developing and implementing a program with the goal of preventing or reducing pollutant runoff from municipal operations. The program must include municipal staff training on pollution prevention measures and techniques (e.g., regular street sweeping, reduction in the use of pesticides or street salt, or frequent catch-basin cleaning).

Implementation Options

There are a number of implementation options for regulated MS4 operators. These include sharing responsibility for program development with a nearby regulated MS4 operator; taking advantage of existing local or state programs; or participating in the implementation of an existing MS4's stormwater program as a co-permittee. These options are intended to promote a regional approach to stormwater management coordinated on a watershed basis.

Program Evaluation and Assessment

Permittees need to evaluate the effectiveness of their chosen BMPs to determine whether the BMPs are reducing the discharge of pollutants from their systems to the "maximum extent practicable" and to determine if the BMPs are satisfying the water quality requirements of the Clean Water Act. Permittees also are required to assess their progress in achieving their program's measurable goals.

Documentation

Documentation is the required evidence to ensure the MS4 permittee is implementing the SWMP. Failure to properly provide documentation will result in violations and other potential enforcement actions. Although documentation can be time consuming, it will help the permittee in assessing the effectiveness of the SWMP, MCMs, and BMPs. Documentation helps relay information to the regulating community and to the public.

Minimum Control Measure #1: Public Education & Outreach on Stormwater Impacts

The goal of the Public Education and Outreach MCM is to educate the public about stormwater activities. It aims to build greater support for the stormwater management program (SWMP), increase compliance, and promote environmental awareness in local communities.

BMP #1 – Develop, implement, and maintain a **Public Education & Outreach Program (PEOP)**. A written plan must be developed for each program. The plan should include goals, strategies, a timeline, and provisions for reviewing and updating annually. See EPA's "Getting in Step, A Guide for Conducting Watershed Outreach Campaigns"

<https://cfpub.epa.gov/npsstbx/files/getinstepguide.pdf>.

BMP #2 – Develop and maintain lists in a document or a spreadsheet of target audience groups that are served by your stormwater system. Target audiences typically include residents, businesses, developers, schools, and municipal employees.

BMP #3 – Annually publish at least one issue of a newsletter, a pamphlet, a flyer, or a website that includes general stormwater educational information, a general description of your SWMP, and/or information about your stormwater management activities either in printed form or on your municipal website.

BMP #4 – Distribute educational materials and/or information to the target audiences identified in BMP #2 using your choice of at least two distribution methods.

Example options include, but are not limited to:

- Classroom integration of stormwater education
- Displays, posters, signs, fact sheets
- Pamphlets, booklets, brochures
- Radio, local cable TV, newspaper articles
- Presentations, conferences, meetings
- Promotions/Giveaways

Helpful Tips

- Documentation of your public education and outreach actions are important throughout the MCM process and proper records will need to be kept. Keep track of the dates that you publicize a document and when you update them as well.
- Have a stormwater link on your website for the public to access your information and provide links for more resources.
- A newsletter should contain information that is exclusively MS4 and stormwater-focused.
- Be sure to give good rationale as to why you selected your target group and why you chose to educate them on a particular topic.



Figure 2: The water cycle created by Westmoreland Conservation District to educate the public



Figure 3: The "Southwestern Pennsylvania's Homeowner's Guide to Stormwater" educates homeowners about stormwater issues

Minimum Control Measure #2: Public Participation/Involvement



Figure 4: The public participating in a rain barrel workshop in Westmoreland County

Active Outreach	Passive Outreach
Active outreach engages the public in learning and is therefore a more effective tool in educating the public. It may be difficult to prove the effectiveness of passive distribution methods.	
Examples	Examples
<ul style="list-style-type: none"> Community clean-ups Tours Workshops Storm drain stenciling Interactive public meetings 	<ul style="list-style-type: none"> Publication of fact sheets, pamphlets, newsletters, etc. Social media websites Educational signage
Pros	Pros
<ul style="list-style-type: none"> Creates interactive dialogue Increases critical thinking of participants Provides an engaged process and requires a conscious effort to make sense of the information 	<ul style="list-style-type: none"> There is a lot of information and requires a smaller effort to organize it Very organized and controlled distribution to the public
Cons	Cons
<ul style="list-style-type: none"> Time and effort to organize It can take some time to catch on as an activity 	<ul style="list-style-type: none"> No opportunity to clarify the information immediately No direct engagement with the public

The goal of the Public Participation/Involvement is to involve the public in stormwater activities. It should facilitate the successful implementation of your Stormwater Management Program (SWMP) through garnering public support; utilizing expertise and local knowledge; shortening implementation schedules; and, building partnerships with other community and government programs. It goes hand-in-hand with MCM 1.

BMP #1 – Develop, implement, and maintain a written **Public Involvement and Participation Program (PIPP)**. A written plan must be developed for each program. It can be combined with the Public Education and Outreach Program (PEOP) discussed under MCM 1 BMP #1.

The PIPP should describe various types of participation activities, methods of encouraging involvement and getting input from the public. It should include:

- Opportunities for public participation in decision-making processes associated with the development, implementation and update of programs and activities associated with the permit.
- How you communicate with and update groups in or near your MS4, such as watershed associations, environmental organizations and others.
- Your method of making your MS4 reports available to the

public on your website, at municipal offices, or by mail upon request.

BMP #2 – Provide adequate public notice and opportunities for the public to review a stormwater ordinance and provide their input and feedback prior to adopting any sort of ordinance. You should advertise any proposed MS4 stormwater ordinance, accept public comments, and document how you received and responded to them.

BMP #3 – Regularly solicit public involvement and participation from target audience groups. One public meeting per year is required, either as a stand-alone MS4 meeting or as part of another public meeting. At these meetings, you should summarize the ongoing implementation of your SWMP, including activities and accomplishments, and allow time and opportunities for public feedback and input.

Helpful Tips

- Documentation is a critical component of the entire MS4 program, including MCM #2 – Public Participation and Involvement. You must be sure to document public involvement, which might include various activities from presentations at municipal meetings to stream clean-ups.
- Keep sign in sheet information from public meetings to show who and how many were in attendance.
- Show your connections and relationships with watershed and other environmental groups in your documentation.
- Properly identify which meetings the public should attend to learn more about MS4 practices and stormwater management.
- There are plenty of issues to discuss, including the stormwater management budget; what is and is not working in your municipality; the topic of a stormwater authority; or even a stormwater fee. Be sure that the public knows which meetings to attend for this information.

Minimum Control Measure #3: Illicit Discharge Detection & Elimination

The goal of the Illicit Discharge Detection & Elimination (IDD&E) MCM is to locate and stop illicit discharges into your MS4.

DEP recommends that you utilize the 2004 IDD&E Guidance Manual that is referenced in the MS4 NPDES permit to develop or improve your IDD&E Program. Common sources of illicit discharges include sanitary wastewater, improper disposal of auto and household toxins, and car wash wastewaters.

Why are illicit (illegal) discharges important?

Illicit discharges make their way to our waterways untreated. Illicit discharges such as paint or oil dumped into storm drains, septic effluent, car wash wastewater, and illegally connected wastewater piping into sewers can cause serious pollution issues. These illicit discharges can carry a variety of pollutants, such as heavy metals, bacteria, viruses, nutrients, oil and grease, and solvents. Illicit discharges are dangerous to public and environmental health, it's unsightly, may affect drinking water, and will diminish recreational value.

Dry weather flows need to be sampled to determine if discharge is illicit. Dry weather flow outfalls need to be screen annually.

BMP #1 – Develop and implement a written IDD&E program for the detection, elimination, and prevention of illicit discharges into your MS4. The program must include dry weather field screening of outfalls for non-stormwater flows, and sampling of dry weather discharges or selected chemical and biological parameters. Test results are to be used as indicators of possible discharge sources.

BMP #2 – Map streams and outfalls. This map can be combined with BMP #3. The map must show the location of all outfalls and the locations and names of all surface waters of the Commonwealth that receive discharges from those outfalls. Surface waters that should be included are creeks, streams, ponds, lakes, basins, swales, and channels that receive stormwater discharges. Maps should be developed within the first year of permit coverage and updated/maintained from thereafter.

BMP #3 – The storm sewer collection system including pipes, municipal watershed boundaries and roads (including streets, catch basins, curbs, basins and artificial channels) must be mapped. This map can be created in conjunction with BMP #2.



Figure 5: Illicit discharge (Source: EPA IDDE Manual: https://www3.epa.gov/npdes/pubs/idde_manualwithappendices.pdf)

What should be included in your IDD&E Program

- Identify priority areas with a high likelihood of discharge or dumping. Consider looking at old infrastructure, dumping history, sewage conversion or failing septic systems – put this info on a map.
- Screen outfalls – check for dry weather flows and sample them for pollutants or pathogens. Two people should do this together for safety reasons.
- Identify pollution sources. Did you find an illicit discharge? Where is it coming from? Investigate using standard written procedures. Photographic documentation is useful.
- Eliminate illicit discharge when a contaminated flow is detected. Have a process in place to follow – start by knocking on doors and escalate as necessary.
- Sewage discharge potential – is your MS4 a retrofit built separately?
- Access to private property – your ordinance should address this as it is a big issue for MS4s and should provide adequate authority. Include access as a discussion topic in public education and involvement activities (MCMs 1 and 2). Provide instructions to staff to avoid liability and ensure safety.
- Documentation and evaluation – record who went where, what they found, and what was done (what was the follow-up? was it effective?).
- Develop and maintain a reporting system for the public to report illicit discharges. Make sure the reporting system is user-friendly so that anyone can understand how to submit the complaint. Also, keep records on what actions were taken and how.



Figure 6: From left to right: A stenciled storm drain in Pittsburgh; Staining which shows some sort of illicit discharge poured down a drain; A "no dumping" stormwater identification marker in Etna; An outfall to a stream (Sources: SPC and Westmoreland Conservation District)

BMP #4 – Outfall screenings must be done in your MS4. "Screening" means that you physically check your outfalls and report the results as outlined in your SWMP. Documentation is key – write down who went, what they found, include their inspection checklist and any photos taken. New permittees need to screen each outfall twice (screen 40% of outfalls each year of the permit term). During subsequent permit terms, outfalls are to be screened once per permit term (screen 20% of outfalls each year).

BMP #5 – Enact a stormwater management ordinance to implement and enforce a SWMP. Two model ordinances are included in the DEP permit application. Sections that should be included are prohibitions, right of entry, and enforcement. The ordinance must meet the requirements listed in the MS4 Stormwater Management Ordinance Checklist.

Ordinance-related BMPs of MCMs 3, 4 and 5 can be combined into a single stormwater management ordinance.

Ordinances associated with an Act 167 Stormwater Management Plan that was approved by DEP in 2005 or later meet the requirements of BMP #5. You can also meet the ordinance requirement by utilizing DEP's model MS4 Stormwater Management Ordinance or by developing an ordinance that meets all applicable requirements outlined in the MS4 Stormwater Management Ordinance Checklist.

BMP #6 – Provide educational outreach on IDD&E to your target audience. Programs should be developed to encourage and facilitate public reporting of illicit discharges, illegal dumping, or outfall pollution.

Helpful Tips

- Stay current on IDD&E ordinances. Be sure that they are up to date and check to see if you have multiple ordinances that may make regulating this issue burdensome.
- When screening 20% of your outfalls each year, make sure that you're screening different outfalls each year. Don't screen the same ones year after year.
- Be sure to be informed on what a proper outfall is. Mapping your outfalls, as well as outfalls maintained by PennDOT, will be helpful in the process.
- DEP has an MS4 IDD&E Checklist that can be useful for completion of MCM3:
http://www.dep.pa.gov/Business/Water/PointNonPointMgmt/StormwaterMgmt/Stormwater/Pages/MS4-Resources.aspx#VxfjG_krKUK.

Minimum Control Measure #4: Construction Site Runoff Control

Sediment is the primary pollutant of concern associated with construction site stormwater runoff. Sediment-polluted stormwater can cause physical, chemical, and biological damage to waterways. The goal of the Construction Site Runoff Control MCM is to protect our waterways from stormwater-related pollution that can result from construction activities.

In your Notice of Intent (NOI) submission (permit application) to DEP for your MS4 NPDES permit, the MS4 permittee decides whether it will be relying on DEP's Qualifying Local Program (QLP) or developing a program in-house. Relying on the QLP means that all BMPs under MCM 4 and BMPs #1 - 3 of MCM 5 are automatically satisfied. County Conservation Districts (CCD) play a major role in implementing the Chapter 102 program. MS4s are encouraged to enter into a Memorandum of Understanding (MOU) with their CCD to oversee stormwater program requirements for construction. Municipalities should have a copy of the MOU to review during an inspection and it is recommended that municipalities develop a written plan for the responsibilities beyond the QLP.

If you will not be relying on DEP's statewide QLP, you must satisfy one of the following statements:

- Enact, implement, and enforce an ordinance from an Act 167 Plan approved by DEP in 2005 or later
- Enact the MS4 Stormwater Management Ordinance
- Enact an ordinance that satisfies all applicable requirements in a completed and signed MS4 Stormwater Management Ordinance Checklist

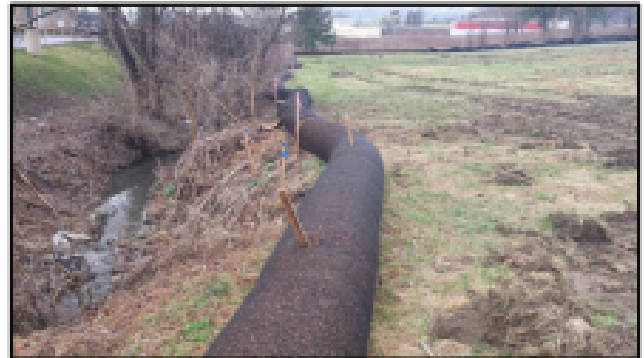


Figure 7: Filter sock used to provide erosion and sediment control (Source: Westmoreland Conservation District)

BMP #1 – Develop a written construction site stormwater runoff control program. The purpose is to establish clear roles and responsibilities for this MCM, outlining the procedures necessary for compliance. The program must include construction stormwater permitting, construction inspection, and enforcement of installation and maintenance of erosion and sediment (E&S) controls.

The program should be developed within the first year of permit coverage and reviewed/updated annually. A simple tracking system for active construction sites, inspections, enforcement actions, and other activities related to this MCM can simplify the reporting process while ensuring that all applicable activities are being managed.

BMP #2 – Write, adopt and enforce an ordinance that requires the implementation of erosion and sediment (E&S) control BMPs, as well as sanctions to ensure compliance. Permittees should adopt the ordinance within the first year of permit coverage.

BMP #3 – Develop and implement requirements for site operators to control waste at the construction site that may cause adverse impacts to water quality. Sediment is the primary pollutant of concern for MCM 4; however, other pollutants associated with construction are also important and should be addressed. Permittees should establish requirements within the first year. Requirements should be reviewed annually and updated if necessary.

BMP #4 – Develop and implement procedures for the receipt and consideration of public inquiries, concerns, and information submitted by the public regarding local construction activities. The permittee should demonstrate acknowledgement and consideration of the information submitted. Permittees should establish and implement a tracking system to keep a record of any submitted public information as well as response, actions, and results. If you have TMDL responsibilities, you may choose to regulate disturbances less than one acre and take credit for BMPs serving this purpose. This should be included in your ordinance.



Figure 8: A damaged silt fence which is supposed to provide erosion and sediment control where soil is being disturbed by construction (Source: Allegheny County Conservation District)

Minimum Control Measure #5: Post-Construction Stormwater Management

The goal of the Post-Construction Stormwater Management MCM is to avoid increased stormwater runoff problems and increased non-point source pollution that often accompanies the development of land and the associated increase in impervious surfaces.

Under Chapter 102, Erosion and Sediment (E&S) Control, County Conservation Districts and/or DEP must issue a permit for earth disturbance activities one acre or greater. If the MS4 permittee elects to use their participation in the Chapter 102 program as a Qualifying Local Program (QLP) under their MS4 permit requirements, then MCM 5 BMPs 1 -3 are automatically accounted for.

Once again, municipalities should have a copy of the MOU to review during an inspection and it is recommended that municipalities develop a written plan for the responsibilities beyond the QLP for MCM5 as well. There should be coordination with the QLP to have copies of your inspection records for documentation.

BMP #1 – Develop a post-construction stormwater management procedure. This written procedure describes how the permittee will address all required components of the plan. Guidance can be found in the Pennsylvania Stormwater Best Management Practices Manual (source can be found in Appendix 3).

Minimum requirements of the plan should include:

- Minimum requirements for use of structural and/or non-structural BMPs in plans for development and redevelopment
- Criteria for selecting and standards for sizing stormwater BMPs
- Implementation of an inspection program to ensure that BMPs are properly installed

BMP #2 – Require the implementation of a combination of structural and/or non-structural BMPs that are appropriate to the local community; minimize water quality impacts; and, are designed to maintain pre-development runoff conditions.



Figure 9: A rain garden in a parking lot to capture stormwater from an impervious parking lot (Source: Westmoreland Conservation District)

BMP #3 – Ensure that controls are installed that will prevent or minimize water quality impacts. Qualifying development or redevelopment projects should be inspected during construction to ensure proper installation of the approved post-construction stormwater management (PCSM) BMPs. Permittees that do not rely on Chapter 102 as a QLP to fulfill these requirements must summarize construction inspections and results in periodic reports.

All MS4 permittees are responsible for implementing BMPs 4, 5 and 6.

BMP #4 – Enact, implement, and enforce a post-construction stormwater runoff ordinance or other regulatory mechanism to address new development and redevelopment projects, as well as sanctions and penalties associated with non-compliance. PCSM controls apply to disturbances one acre or greater, but can also apply to those less than one acre.

BMP #5 – Develop and implement measures to encourage and expand the use of Low Impact Development (LID) in new and redevelopment. DEP’s Pennsylvania Stormwater Best Management Practices (BMP) Manual provides guidance on implementing LID practices, including, but not limited to:

- Protect sensitive and special-value features by avoiding floodplains, woods and wetlands
- Cluster and concentrate
- Minimize disturbance
- Reduce impervious cover
- Disconnect, distribute, decentralize
- Source control, such as street-sweeping

An inventory of development and redevelopment projects that discharge stormwater to your regulated MS4 must be kept. In this inventory, note which projects that have been authorized for construction since 3/10/2003 that incorporated LID practices (and specifics on what LID practices were used). Additionally, ordinances should be enacted that are consistent with LID practices.



Figure 10: Infiltration swale at Westmoreland County Community College
(Source: Westmoreland Conservation District)

Information required in this inventory includes but is not limited to:

- Owner
- Location
- Type of BMP
- Installation date
- Required maintenance inspection activities and maintenance
- An annual assessment by you that the BMP operation and maintenance is adequate

BMP #6 – Ensure adequate operation and maintenance of all post-construction stormwater management BMPs installed at all qualifying development or redevelopment projects (including those owned or operated by the permittee). Within the first year of permit coverage, permittees should develop and implement a written inspection program to ensure that BMPs are properly operated and maintained. An inventory of BMPs should be developed and updated regularly. The inventory should include all BMPs installed since 3/10/2003 that discharge to your regulated MS4.

Helpful Tips

- A single system to record and track the inventory implementation specified in BMPs 3, 5 and 6 of this MCM will be helpful for your MS4 documentation.
- For MCM5, make sure your SWMP identifies the mechanism that will be used to address post-construction runoff (i.e., ordinance); why that mechanism was chosen; and describe the plan to develop that mechanism.
- The Pennsylvania Stormwater Best Management Practices Manual can be found here: <http://www.elibrary.dep.state.pa.us/dsweb/View/Collection-8305>

Minimum Control Measure #6: Pollution Prevention/Good Housekeeping

The goal of the Pollution Prevention/Good Housekeeping MCM is to help ensure a reduction in the amount and type of pollution that is generated from municipally-owned and maintained facilities (e.g., streets, parking lots, and vehicle maintenance areas) and eventually discharged into local waterways. An additional goal of MCM 6 is to reduce the amount of pollution that is discharged to waterways from environmentally damaging land development, flood management practices, and/or poor maintenance of storm sewer systems.

BMP #1 – Identify and document all facilities and activities that are owned or operated by the permittee and have the potential for generating stormwater runoff to the small regulated MS4. This includes activities conducted by contractors for the permittee. The examples below are not limited to these facilities.

Municipal Facility Examples	Municipal Activity Examples
<ul style="list-style-type: none"> Streets, roads, highways, and parking lots Maintenance and storage yards Waste transfer stations Parks Fleet or maintenance shops Wastewater treatment plants Stormwater conveyances (open and closed) Riparian buffers Stormwater storage or treatment units (e.g., basins, constructed wetlands, etc.) 	<ul style="list-style-type: none"> Street sweeping Snow removal/deicing Inlet/outlet cleaning Lawn/grounds care Storm system maintenance, inspection, and repair Park and open space maintenance Municipal building maintenance New construction and land disturbances Right of Way maintenance Vehicle maintenance, operation, fuelling, and washing Material transfer operations, including leaf/yard debris pickup and disposal procedures



Figure 11: Municipal facilities and activities (Source: SPC and regional partners)

BMP #2 – Develop, implement, and maintain a written operation and maintenance (O&M) program for all municipal operations and facilities that could contribute to the discharge of pollutants from the regulated small MS4s, as identified under BMP #1. A written plan must be developed within your O&M program. The O&M plan should stress pollution prevention and good housekeeping measures, contain site-specific information, and address the following areas:

- Management practices, policies, and procedures to reduce or prevent the discharge of pollutants to your small regulated MS4. Consider eliminating maintenance-area floor drains.
- Maintenance activities, schedules, and inspection procedures to reduce the potential for pollutants to reach your small regulated MS4.
- Controls for reducing or eliminating the discharge of pollutants from streets, roads, highways, municipal parking lots, maintenance and storage yards, waste transfer stations, fleet or maintenance shops with outdoor storage areas, salt/sand (anti-skid) storage locations, and snow disposal areas.
- Procedures for the proper disposal of waste removed from your regulated MS4s and your municipal operations, including dredge spoil, accumulated sediments, trash, household hazardous waste, used motor oil, and other debris.

BMP #3 – Develop and implement an employee training program that addresses appropriate topics to further the goal of preventing or reducing the discharge of pollutants from municipal operations to your regulated small MS4s. The program may be developed and implemented using any guidance and training materials that are available from federal, state, or local agencies, or other organizations. Any municipal employee or contractor must receive training, including, but not limited to:

- Public works staff
- Building/zoning/code enforcement staff
- Engineering staff (on-site and contracted)
- Administrative staff
- Elected officials
- Police and fire responders
- Volunteers
- Contracted personnel



Figure 12: Vandergrift streetscape with mature tree and porous concrete to reduce impervious surfaces (Source: Westmoreland Conservation District)

Training should cover all relevant parts of the permittees' overall stormwater management program that could affect municipal operations, such as illicit discharge detection and elimination, construction sites, and ordinance requirements.

Helpful Tips

- Even if you contract out your catch basin cleanings, be sure to have records regarding the cleanings.
- Remember that your municipal garage isn't the only housekeeping you need to do. Good housekeeping applies to your entire permit area/municipality.
- Be specific regarding the training your employees are receiving. Document the date and topic of the training.
- Organization is key. Keeping good records and using a tracking software will help with implementation as well as a DEP or EPA audit. Even with a tracking software in place, paper copies/binders still need to be kept.

Record-Keeping & Reporting Strategies

Record-keeping is a very important aspect of your MS4 permit compliance activities. This is how you will demonstrate to inspectors that you have satisfied the requirements of your permit. There are many resources on the internet and companies that offer tracking, reporting and record-keeping services. This may be the right choice for you, depending on budget constraints and technology preferences. It is also fairly simple to keep your efforts organized and documented by using inexpensive three-ring binders. These binders should be updated, organized, and easily accessible to staff responsible for MS4 compliance.

You should consider networking with other regulated MS4s to compare notes about what types of forms they use for inspections; the templates they use for reports and notices; and, how they interact with their various municipal departments (e.g., public works for fleet maintenance and engineering for building permits) to ensure compliance with the terms of their permit. Regulatory agencies, including DEP and EPA, often have templates and resources available to assist with compliance.

Avoid language that presents uncertainty in your annual reports and documentation, such as "maybe," "should," "could," or "can." Be specific on the "what," "when," "where," and "how."

Documentation Needed by MCM

MCMs 1 & 2	<ul style="list-style-type: none">✓ Two written plans are required under these MCMs – the PEOB and the PIPP. These two plans can be combined into one document if you wish. Be prepared to show these plans to the inspector, along with your target audience list.✓ Keep copies or photographic evidence of your stormwater education materials. Also, document how you distributed them to the public and your target audience via at least two methods in past year.✓ Keep documentation that you held at least one meeting in the last year by making a copy of the sign-in sheet or the meeting minutes. The date and time of the meeting and which staff members were present should also be included.✓ Detail the rationale behind your PEOB and PIPP. For example, explain why a certain flyer was selected, the logic behind the timeline for distribution or why you chose your target audience. These descriptions are vital to the documentation and audit processes.✓ If you adopted a stormwater ordinance, show that you provided adequate public notice by copying the newspaper article or keeping a transcript of your PSA. You should document who received comments and how they were responded to.	
MCM 3	<ul style="list-style-type: none">✓ Provide a copy of your written IDD&E Program Plan, which includes:<ul style="list-style-type: none">✓ Records of outfall screening and inspections✓ Results, documentation on identified IDD&E and resolutions✓ Maps of all outfalls, receiving waters and stormwater collection system✓ Outfall sampling records✓ Ordinance prohibiting illicit discharges✓ Tracking system for outfall screening (Excel spreadsheet, for example)✓ Be sure the IDD&E Program Plan describes the processes for screening, tracing, resolution and enforcement.✓ Mapping your MS4 is critical. The map should include your entire stormwater collection system, including all outfalls. Drainage areas feeding each outfall should also be delineated. The map of your MS4 should be completed by the 4th year of permit coverage. If you are operating under a renewed permit, your mapping should already be complete.	
MCM 4	Are you are relying on Pennsylvania's QLP for stormwater associated with construction activity under Chapter 102?	
	Yes <ul style="list-style-type: none">✓ Be prepared to describe your local approval process of construction-related projects. Explain step-by-step who does what, when it is done, and how your municipality ensures building permits are not issued until Chapter 102 requirements have been satisfied. DEP strongly encourages that you have a Memorandum of Understanding (MOU) in place with your County Conservation District to formalize your roles in this process.✓ It is still your responsibility to outline the processes in the MOU and explain the roles and responsibilities within that process.	No <ul style="list-style-type: none">✓ You must show your written program for stormwater associated with construction activities, an ordinance requiring implementation of erosion and sediment control BMPs, and written procedures for managing inquiries of local construction activity.

	Are you relying on Pennsylvania's QLP for stormwater associated with construction activity under Chapter 102?	
	Yes	No
MCM 5	✓ You are covered, however, the process should be described with roles and responsibilities if an MOU is not in place.	✓ Be prepared to show written Post-Construction Stormwater Management (PCSM) plan, tracking system with post-construction BMPs, and results of post-construction BMP inspections.
	✓ In either case, you will need to show the inspector your ordinance for inspecting BMPs and your inspection program that ensures BMPs are properly operated and maintained. Implementation – you will need to maintain an inventory of BMPs, including their location. For private property, you should have maintenance agreements. An MOU with the CCD to help implement MCM 5 is a useful option for many MS4s.	
	✓ Demonstrate to DEP that you understand the SW Management ordinance and are enforcing it. Must provide authority to control, regulate construction activity and inspect BMPs and legal authority to access private land (DEP model ordinance).	
	✓ DEP may request a field visit to verify construction and operation of BMPs, especially when reported in periodic reports, especially if TMDLs are in place. Discuss ongoing O&M needs for BMPs. Design plans or as-built plans should be available.	
MCM 6	✓ DEP will ask to see an inventory of municipal facilities and land uses that contribute stormwater to MS4, including all facilities owned and operated by the permittee (e.g., street sweeping, fleet care, storage yards, composting sites, streets, lots). The O&M plan will need to be shown to the inspector, as well as the written employee training program (includes contractors and consultants) and a list of trainings with frequency and participants.	
	✓ DEP will also want to see the activities associated with the listed facilities. These activities can often have greater pollution potential than the facilities. Keep track of these activities and document the actions.	

Office and Field Inspections

Your MS4 NPDES permit is an authorization to discharge stormwater under specific rules that you must follow. If DEP inspects your MS4, their objective will be make sure you understand what is required and they will expect you have documentation on hand demonstrating compliance for each of the MCMs.

It is important that your records are easily found and well organized for the office portion of the inspection. Documentation of the activities outlined in your SWMP is an important part of demonstrating compliance. If you are routinely inspecting and reporting, this should not become an overwhelming task.

The inspector will need a full day and a space to work in. Consider who from your staff will need to be there and when they will need to be available. The following forms available from DEP (<http://www.elibrary.dep.state.pa.us/dsweb/View/Collection-11575>) will provide information on what you can expect during your inspection. Keep in mind that the inspector may ask questions or request documentation not listed here.

Helpful Tips

- You can organize your filing system any way you choose, but it must be well-organized and easily accessible. You might consider organizing it by MCMs of the permit in a three-ring binder. This keeps the information organized and attainable for you and your inspector.
- Summary spreadsheets in Excel can be a great organization tool for when inspections are done, your outfall information and when public workshops were held. Consider keeping an Excel file for each MCM with the necessary information.
- Printed maps are the most helpful as they will be needed for the field inspection. Consider this when preparing for your audit and have plenty of maps prepared.

Inspectors may request additional information, including but not limited to:

Individual tracking sheets should include but are not limited to:	Summary Spreadsheets that may be helpful to develop may include but are not limited to:
<ul style="list-style-type: none"> • Illicit Discharge Complaint Forms • Outfall Screening Forms • PCSM Complaint Forms and PCSM Inspection Forms • Active Construction Complaint Forms and Active Construction Inspection Forms • Snow Removal/De-icing/Anti-icing Logs • Catch Basin Cleaning Logs • Street Sweeping Logs • Housekeeping Inspection Forms • Training Sign-in Sheets • Public Meeting Sign-in Sheets • Public Comments and Municipal Response • Education & Outreach Documents • Etc. 	<ul style="list-style-type: none"> • Illicit Discharge Tracking • Illicit Discharge Complaints • Illicit Discharge Enforcement • PCSM BMPs • PCSM Inspections • PCSM Enforcements • PCSM Complaints • Active Construction Sites • Active Construction Inspections • Active Construction Enforcements • Employee Trainings • Public Meetings • Municipally-Owned Facilities/Activities/Land Uses • Etc.

Records must be retained for 3 years and at least 1 year after permit termination. A copy of the NOI (the permit application), the MS4 NPDES permit and any other authorization or approval must be kept for at least 1 year after permit termination.

Items that will need to be available for review during the office inspection:

- A copy of all past Annual Reports
- A copy of the original and renewal NOI
- A copy of the original and renewal permits
- The Public Education and Outreach Program (PEOP) (written plan)
- The Public Involvement and Participation Program (PIPP) (written plan)
- The Illicit Discharge Detection and Elimination (IDDE) Program (written plan)
- The inventory of municipal facilities and activities that are owned or operated by the permittee and have the potential for generating stormwater runoff to the regulated small MS4
- The written Operation & Maintenance Plan for municipal facilities and activities
- The written employee training program
- A map of all outfalls, receiving waters, stormwater collection systems, swales, basins, etc.
- Ordinance prohibiting non-stormwater discharges
- The stormwater management ordinance
- The inventory of all Post-Construction BMPs installed since March 10, 2003 that discharge directly or indirectly to your regulated small MS4
- The Memorandum of Understanding between the permittee and the County Conservation District

Field Inspections

During the field inspection, BMPs may be inspected to verify their functionality. Previous and active construction sites may also be inspected. Physical operations may be inspected, such as outfalls and maintenance facilities. Stormwater facilities that have been constructed from 2003 on, such as ponds, must be maintained and functioning as originally designed. Common issues to look for may include:

- Erosion may be occurring; remove as needed
- Check DEP and/or the United States Army Corps of Engineers (USACE) about removal of wetland vegetation if not part of original design
- Overflow structures need to function as designed
- Clear trash and debris
- Remove sediment buildup; maintain as designed

Overview of Stormwater Best Management Practices (BMPs)

BMPs are important, because they can provide some actions that municipalities can take to fulfill some of the required permit obligations. Structural and non-structural BMPs help manage stormwater in our municipalities.

Structural BMPs are engineered systems that are designed to mitigate the impacts of stormwater. Structural BMPs are effective tools for stormwater management in both development and retrofit situations.

Non-Structural BMPs focus on the prevention of stormwater generation, therefore effectively reducing runoff volume, and decreasing development costs while increasing property value and marketability.

The Pennsylvania Department of Environmental Protection's Stormwater Best Management Practices (BMP) Manual will help guide you as you look into BMPs that might work well for your municipality. Refer to this manual for a comprehensive look at stormwater BMPs.



Figure 13: Local examples of Structural BMPs. Derry Borough parking with porous pavers (top left), a rain garden at Green Forge (top right), a residential rain garden (bottom left), and an adjustment to a parking lot in Greensburg. (Source: Westmoreland Conservation District)

This document can be found here:





<http://www.elibrary.dep.state.pa.us/dsweb/View/Collection-8305>.


The purpose of the Pennsylvania Stormwater Best Management Practices (BMP) Manual is to provide guidance, options and tools that can be used to protect water quality, enhance water availability and reduce flooding potential through effective stormwater management. This manual presents design standards and planning concepts for use by local authorities, planners, land developers, engineers, contractors, and others involved with planning, designing, reviewing, approving, and constructing land development projects.

The manual describes a stormwater management approach to the land development process that strives to:

- Prevent or minimize stormwater problems through comprehensive planning and development techniques
- Mitigate any remaining potential problems by employing structural and non-structural BMPs

Structural BMPs provide benefits for **water quality, groundwater-recharge, volume reduction and peak rate control**, but they also provide other benefits beyond stormwater management that are illustrated below.

Structural BMPs	Additional Benefits
Floodplain Restoration aims to restore a floodplain to conditions present prior to development. It is a system-based BMP that strives to mimic undisturbed conditions between stream system elements: groundwater, stream surface flow, soils, and root systems of vegetation.	<ul style="list-style-type: none"> Increased aquatic and terrestrial habitats Increased wetland areas and native plants in floodplain Reduction of invasive plants Thermal cooling of stream baseflow
Rain Gardens are excavated shallow depressions, planted with native vegetation that can withstand dry and wet periods. Stormwater is collected in the rain garden and is both infiltrated into the ground and evapotranspired by the vegetation.	<ul style="list-style-type: none"> Enhances aesthetic appeal of homes, neighborhoods and commercial or industrial sites Provides a wildlife habitat
<div data-bbox="175 632 678 1123">  <p>Before</p> </div> <div data-bbox="678 632 1182 1123">  <p>After</p> </div>	<p>Rain garden in Mt. Pleasant. Photos: Westmoreland Conservation District</p>
Riparian Buffer Restoration (RBR) is the restoration of the area surrounding streams, lakes, ponds, and wetlands.	<ul style="list-style-type: none"> Provides a wildlife habitat Provides aesthetic value
Vegetated Swales are shallow channels, planted densely with vegetation, designed to reduce the rate of stormwater and encourage infiltration.	<ul style="list-style-type: none"> Enhances aesthetic appeal of streets, neighborhoods and commercial or industrial sites
<div data-bbox="175 1289 678 1774">  <p>Before</p> </div> <div data-bbox="678 1289 1182 1774">  <p>After</p> </div>	<p>Infiltration/Vegetated swale at Westmoreland County Community College. Photos: Westmoreland Conservation District</p>
Wet Ponds (WPs) , also called Retention Basins , are stormwater basins that include a permanent pool of water as well as additional capacity for temporary storage of stormwater. They are effective at controlling peak stormwater rates and also provide water quality benefits.	<ul style="list-style-type: none"> Provides a wildlife habitat Provides aesthetic value

Non-Structural BMPs	Additional Benefits
Cluster Uses at Each Site/Build on Smallest Area Possible (CUES/BSAP) is a design and development strategy which reduces site disturbance through clustering proposed uses together, building vertically, and moving uses closer together.	<ul style="list-style-type: none"> • Preservation of open space • Improved aesthetics • Increased recreation opportunities • Improved air quality • Temperature moderation
Minimize Disturbed Area – Grading (MDA-G) focuses on minimizing grading and site disturbance while maximizing soil restoration and the conservation of existing site vegetation. MDA-G includes practices such as modifying the alignment of roads and disturbance areas to minimize necessary grading.	<ul style="list-style-type: none"> • Maximized soil restoration • Preservation of open space • Protection of open space and wildlife habitat
Protect/Conserve/Enhance Riparian Areas (PCERA) preserves and enhances vegetated areas that are adjacent to streams and rivers.	<ul style="list-style-type: none"> • Provides a food supply, habitat, and thermal protection for fish and other wildlife
Protect/Utilize Natural Flow Pathways in Overall Stormwater Planning and Design minimizes stormwater impacts associated with site development. Protecting natural drainage features such as swales, depressions, and ephemeral streams during site development can provide a variety of stormwater management functions.	<ul style="list-style-type: none"> • Protection of open space and wildlife habitat • Potential to increase property values • Provides aesthetic value
Reducing Street Imperviousness (RSI) and Reducing Parking Imperviousness (RPI): RSI includes minimizing street widths and lengths; RPI includes reducing the impervious area associated with parking through practices such as designating overflow parking on an area that is pervious.	<ul style="list-style-type: none"> • Increased neighborhood livability, traffic conditions, and pedestrian safety
 <p>New parking at Valley High School with permeable pavers. Photos: Westmoreland Conservation District</p>	

(Disclaimer: The BMP examples and references included are not intended to be comprehensive. This list of BMPs is not all-inclusive, nor does it preclude MS4 permittees from using other technically sound practices.)

Appendix 1: Glossary of Terms and Acronyms

BMP - A BMP is a term used to describe “Best Management Practices” for reducing quantity and improving quality of stormwater, either through physical structures and practices or through planning and outreach (non-structural). BMPs are typically divided into two categories: structural or non-structural. They describe control measures taken to control stormwater changes caused by changes to land use (development or re-development). Generally, BMPs focus on water quality problems caused by increased impervious surfaces from land development.

Combined Sewer Overflow (CSO) - Discharge from a combined sewer system that is caused by snowmelt or stormwater runoff.

DEP – Pennsylvania Department of Environmental Protection.

EPA – United States Environmental Protection Agency.

Green Infrastructure (GI) - Reduces and treats stormwater at its source while delivering environmental, social, and economic benefits.

Illicit (illegal) discharge - All discharges other than authorized discharges listed in your permit.

Minimum Control Measure (MCM) - MS4 permits call for the development and implementation of a stormwater management program that addresses six “minimum control measures” (MCMs). Implementing these minimum control measures means identifying **Best Management Practices (BMPs)** and measurable goals the MS4 permittee can implement to satisfy the CMC. MS4 permittees must satisfy the six MCMs in their permit. These are six elements that your **Stormwater Management Plan (SWMP)** must address.

MS4 - MS4 stands for **Municipal Separate Storm Sewer System**. It is any conveyance or system of conveyances (including streets, ditches, and pipes) that is: owned by a municipality; designed or used for collecting or conveying stormwater; not a combined sewer (i.e., not intended for both sewage and stormwater); AND not part of a Publicly Owned Treatment Works (POTW). It is a separate stormwater collection system owned and operated by a municipality. (When a municipality only has one system for sewage and stormwater, it is called a combined sewer system.)

NPDES Permit - A **National Pollutant Discharge Elimination System (NPDES) permit** is a permit authorized by the Clean Water Act, a federal law. In Pennsylvania, it is administered by the state’s Department of Environmental Protection (DEP). It is required for any point source discharge to waters of the Commonwealth, including stormwater. The NPDES permit program controls water pollution by regulating point sources that discharge pollutants into waters of the United States, including stormwater.

Stormwater - Water on the surface of the ground resulting from rain or melting snow (precipitation). It is also called “runoff”

Urbanized Area (UA) – Land area comprising one or more places (central places) and the adjacent densely-settled surrounding area (urban fringe) that together have a residential population of at least 50,000 and an overall population density of at least 1,000 people per square mile, as defined by the United States Bureau of the Census, and as determined by the latest available decennial census. The UA outlines the extent of automatically regulated areas.

Appendix 2: Directory of Public and Non-Profit Partners

State, regional, and local partners are essential to the MS4 process. If you have questions, for example, regarding your permit or regarding MS4 BMPs, find the appropriate contact in the list below.

Southwestern Pennsylvania Commission Water Resource Center	
Two Chatham Center, Suite 400 112 Washington Place Pittsburgh, PA 15210 412-391-5590 www.spcwater.org Counties: Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington and Westmoreland	
Pennsylvania Department of Environmental Protection offices	
DEP Southwest Region 400 Waterfront Drive Pittsburgh, PA 15222-4745 412-442-4000 Counties: Allegheny, Armstrong, Beaver, Cambria, Fayette, Greene, Indiana, Somerset, Washington and Westmoreland	DEP Northwest Region 230 Chestnut St. Meadville, PA 16335-3481 814-332-6984 Counties: Butler, Clarion, Crawford, Elk, Erie, Forest, Jefferson, Lawrence, McKean, Mercer, Venango and Warren
Local US Environmental Protection Agency office	
EPA Region 3 1650 Arch Street Philadelphia, PA 19103-2029 215-814-5122 States: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia	
County Conservation Districts	
Allegheny County Conservation District River Walk Corporate Centre 33 Terminal Way, Suite 325B Pittsburgh, PA 15219 412-241-7645 www.accdpa.org	Armstrong Conservation District Armsdale Administration Building 124 Armsdale Road, Suite B-2 Kittanning, PA 16201-3738 724-548-3425 www.armstrongcd.org
Beaver County Conservation District 156 Cowpath Road Aliquippa, PA 15001 724-378-1701 www.beavercountyconservationdistrict.org	Butler County Conservation District 122 McCune Drive Butler, PA 16001 724-284-5270 www.brodonline.org
Fayette County Conservation District 10 Nickman Plaza Lemont Furnace, PA 15456 724-438-4497 www.fayettecd.org	Greene County Conservation District Ben Franklin Building, Suite 204 22 West High Street, Waynesburg, PA 15370 724-852-5278 www.co.greene.pa.us/secured/nc2/depts/accd/BCCD-index.htm
Indiana County Conservation District 625 Kolter Drive, Suite 8 Indiana, PA 15701-3571 724-471-4751 www.iccdpa.org	Lawrence County Conservation District Lawrence County Government Center 430 Court Street New Castle, PA 16101 724-652-4512 www.lawrenceccd.org
Washington County Conservation District 2800 North Main Street, Suite 105 Washington, PA 15301 724-705-7098 www.pawcccd.org/index.html	Westmoreland Conservation District J. Roy Houston Conservation Center 218 Donohoe Road Greensburg, PA 15601 724-837-5271 www.wcdna.com

In addition to the organizations listed above, nonprofits such as watershed groups can also work cooperatively to help with various tasks such as MCM2 and general baseline water quality sampling.

Appendix 3: Sample Checklists (Visit PA DEP MS4 Resources for access to sample checklists)

3800-FM-BCW0521 12/2015
MS4 Outfall Field Screening ReportCOMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF ENVIRONMENTAL PROTECTION
BUREAU OF CLEAN WATER

MS4 OUTFALL FIELD SCREENING REPORT

BACKGROUND INFORMATION				
Permittee Name:		NPDES Permit No.: PA		
Date of Inspection:		Outfall ID No.:		
Land Uses in Outfall Drainage Area (Select All):		Latitude: ____° ____' ____"		
<input type="checkbox"/> Industrial <input type="checkbox"/> Urban Residential <input type="checkbox"/> Commercial <input type="checkbox"/> Suburban Residential <input type="checkbox"/> Open Space <input type="checkbox"/> Other:		Longitude: ____° ____' ____"		
		Dry Weather Inspection? <input type="checkbox"/> Yes <input type="checkbox"/> No		
		Date of Previous Precipitation:		
		Amount of Previous Precipitation: ____ in		
Inspector Name(s):		Were Photographs Taken? <input type="checkbox"/> Yes <input type="checkbox"/> No		
		Are Photographs Attached? <input type="checkbox"/> Yes <input type="checkbox"/> No		
OUTFALL DESCRIPTION				
TYPE	MATERIAL	SHAPE	DIMENSIONS	SUBMERGED
<input type="checkbox"/> Closed Pipe	<input type="checkbox"/> RCP <input type="checkbox"/> CMP <input type="checkbox"/> PVC <input type="checkbox"/> HDPE <input type="checkbox"/> Steel <input type="checkbox"/> Other	<input type="checkbox"/> Circular <input type="checkbox"/> Single <input type="checkbox"/> Elliptical <input type="checkbox"/> Double <input type="checkbox"/> Box <input type="checkbox"/> Triple <input type="checkbox"/> Other <input type="checkbox"/> Other	Diameter: ____ in	<input type="checkbox"/> In Water <input type="checkbox"/> With Sediment
<input type="checkbox"/> Open Channel	<input type="checkbox"/> Concrete <input type="checkbox"/> Earthen <input type="checkbox"/> Rip-Rap <input type="checkbox"/> Other	<input type="checkbox"/> Trapezoid <input type="checkbox"/> Parabolic <input type="checkbox"/> Other	Depth: ____ in Top Width: ____ in Bottom Width: ____	
Dry Weather Flow Present at Outfall During Inspection? <input type="checkbox"/> Yes <input type="checkbox"/> No (If No, skip to Certification Section)				
Description of Flow Rate: <input type="checkbox"/> Trickle <input type="checkbox"/> Moderate <input type="checkbox"/> Significant <input type="checkbox"/> N/A				
DRY WEATHER FLOW EVALUATION				
Does the dry weather flow contain color? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, provide a description below.				
Does the dry weather flow contain an odor? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, provide a description below.				
Is there an observed change in the receiving waters as a result of the discharge? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, provide a description below.				
Does the dry weather flow contain floating solids, scum, sheen or substances that result in deposits? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, provide a description below.				

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MS4 Outfall Field Screening Report

Were sample(s) collected of the dry weather flow? <input type="checkbox"/> Yes <input type="checkbox"/> No (If Yes, No. Samples: _____)					
FIELD / LABORATORY ANALYSIS					
PARAMETER	RESULTS	UNITS	PARAMETER	RESULTS	UNITS
Flow Rate		GPM	Fecal Coliform		No./100 mL
pH		S.U.	COD		mg/L
Total Residual Chlorine (TRC)		mg/L	BOD5		mg/L
Conductivity		µmhos/cm	TSS		mg/L
Ammonia-Nitrogen		mg/L	TDS		mg/L
Other: _____			Oil and Grease		mg/L
Other: _____			Other: _____		
Indicate the parameters above that were analyzed by a DEP-certified laboratory:					
ILLICIT DISCHARGES					
Is the dry weather flow an illicit discharge? <input type="checkbox"/> Yes <input type="checkbox"/> No					
If Yes, describe efforts made to determine the source(s) of the illicit discharge.					
Describe corrective actions taken by the permittee in response to the finding of an illicit discharge.					
Inspector Comments:					
RESPONSIBLE OFFICIAL CERTIFICATION					
I certify under penalty of law that this document and all attachments were prepared under my direction or supervision in accordance with a system designed to assure that qualified personnel properly gathered and evaluated the information submitted. Based on my inquiry of the person or persons who manage the system or those persons directly responsible for gathering the information, the information submitted is, to the best of my knowledge and belief, true, accurate, and complete. I am aware that there are significant penalties for submitting false information, including the possibility of fine and imprisonment for knowledge of violations. See 18 Pa. C.S. § 4904 (relating to unsworn falsification).					
Responsible Official Name			Signature		
Telephone No.			Date		



MUNICIPAL SEPARATE STORM SEWER SYSTEM (MS4) ILLCIT DISCHARGE DETECTION & ELIMINATION (IDD&E) CHECKLIST

This checklist may be used by MS4 permittees to ensure complete implementation of MCM #3 of MS4 NPDES permits.

Requirement	Check if Completed
BMP #1: Develop and maintain a written IDD&E program to detect, eliminate and prevent illicit discharges. The program must be developed within one year of permit coverage for new permittees and updated and evaluated annually for renewal permittees. The program must include:	<input type="checkbox"/>
a. Dry weather field screening of outfalls for non-stormwater flows.	<input type="checkbox"/>
b. Sampling of dry weather discharges for selected chemical and biological parameters.	<input type="checkbox"/>
c. Procedures for identifying priority areas. These are areas with a higher likelihood of illicit discharges, illicit connections or illegal dumping. Priority areas may include areas with older infrastructure, a concentration of high-risk activities, or past history of water pollution problems.	<input type="checkbox"/>
d. Procedures for screening outfalls in priority areas during varying seasonal and meteorological conditions.	<input type="checkbox"/>
e. Procedures for identifying the source of an illicit discharge when a contaminated flow is detected at a regulated small MS4 outfall.	<input type="checkbox"/>
f. Procedures for eliminating an illicit discharge.	<input type="checkbox"/>
g. Procedures for assessing the potential for illicit discharges caused by the interaction of sewage disposal systems (e.g., on-lot septic systems, sanitary piping) with storm drain systems.	<input type="checkbox"/>
h. Mechanisms for gaining access to private property to inspect outfalls (e.g., land easements, consent agreements, search warrants).	<input type="checkbox"/>
i. Procedures for program documentation, evaluation and assessment.	<input type="checkbox"/>
j. Recordkeeping – records must be kept of all outfall inspections, flows observed, results of field screening and testing, and other follow-up investigation and corrective action work performed under this program.	<input type="checkbox"/>
BMPs #2 & #3: Develop and maintain map(s) of your regulated small MS4. The map(s) must be developed by the fourth year of permit coverage for new permittees and be updated as necessary. The map(s) must depict the following:	<input type="checkbox"/>
a. Locations of all outfalls directly or indirectly discharging stormwater from your MS4.	<input type="checkbox"/>
b. Locations and names of all surface waters of the Commonwealth that receive discharges from those outfalls.	<input type="checkbox"/>
c. The entire storm sewer collection system, including roads, inlets, piping, swales, catch basins, channels, basins, etc.	<input type="checkbox"/>
d. Municipal and/or watershed boundaries.	<input type="checkbox"/>
BMP #4: Conduct outfall field screening, identify the source of any illicit discharges, and remove or correct any illicit discharges using procedures developed under BMP #1. Specific requirements include the following:	<input type="checkbox"/>
a. New permittees – screen all identified MS4 outfalls at least twice during dry weather during the permit term; screen at least forty percent of the total number of outfalls per year.	<input type="checkbox"/>
b. Renewal permittees – screen all identified MS4 outfalls at least once during each permit coverage term; for areas where past problems have been reported or known sources of dry weather flows occur on a continual basis, outfalls must be screened annually.	<input type="checkbox"/>

MS4 IDD&E Checklist

Requirement	Check if Completed
c. If screening reveals dry weather flow, the discharge from the outfall and the area around the outfall must be inspected visually for color, turbidity, sheen, floating or submerged solids; for adverse effects on plants or animals in proximity to the outfall; and for odor. If the outfall produces any odor, or if the visual inspection shows any indication that the discharge may contain pollutants, then samples of the discharge must be collected for field and/or lab testing of selected chemical and biological parameters as part of a process to determine if the dry weather flow is illicit.	<input type="checkbox"/>
d. Prioritize outfall screenings according to the perceived chance of illicit discharges within the outfall's contributing drainage area.	<input type="checkbox"/>
e. Inspections must be recorded on the Outfall Reconnaissance Inventory/Sample Collection field sheet.	<input type="checkbox"/>
f. Adequate written documentation must be maintained to justify a determination that an outfall flow is not illicit. If an outfall flow is illicit, the actions taken to identify and eliminate the illicit flow must be documented.	<input type="checkbox"/>
g. The results of outfall inspections and actions taken to remove or correct illicit discharges must be summarized in periodic reports.	<input type="checkbox"/>
BMP #5: Enact a stormwater management ordinance to implement and enforce a stormwater management program that includes prohibition of non-stormwater discharges to the regulated small MS4.	<input type="checkbox"/>
a. New permittees – within the first year of coverage under the permit, new permittees must enact and implement an ordinance from an Act 167 Plan approved by the Department in 2005 or later, the MS4 Stormwater Management Ordinance, or an ordinance that satisfies all applicable requirements in a completed and signed MS4 Stormwater Management Ordinance Checklist.	<input type="checkbox"/>
b. New permittees – submit a letter signed by a municipal official, municipal engineer, or the municipal solicitor as an attachment to your first year report certifying the enactment of an ordinance that meets all applicable requirements of this permit.	<input type="checkbox"/>
c. Renewal permittees – continue to maintain, update, implement, and enforce a Stormwater Management Ordinance that satisfies all applicable requirements.	<input type="checkbox"/>
BMP #6: Provide educational outreach to public employees, business owners and employees, property owners, the general public and elected officials (i.e., target audiences) about the program to detect and eliminate illicit discharges.	<input type="checkbox"/>
a. During each year of permit coverage, appropriate educational information concerning illicit discharges shall be distributed to the target audiences using methods outlined under MCM #1 of the MS4 NPDES permit.	<input type="checkbox"/>
b. Establish and promote a stormwater pollution reporting mechanism (e.g., a complaint line with message recording) by the end of the first year of permit coverage for the public to use to notify you of illicit discharges, illegal dumping or outfall pollution.	<input type="checkbox"/>
c. Respond to all complaints in a timely and appropriate manner. Document all responses, include the action taken, the time required to take the action, whether the complaint was resolved successfully.	<input type="checkbox"/>



COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF ENVIRONMENTAL PROTECTION
BUREAU OF POINT AND NON-POINT SOURCE MANAGEMENT

MS4 COMPLIANCE INSPECTION REPORT

OFFICE INSPECTION				
Most Recent Annual/Progress Report Due Date:				
Date Most Recent Annual/Progress Report Submitted:				
List all deficiencies identified in the most recent Annual/Progress Report Review:				
Describe the permittee's progress with addressing deficiencies, if applicable:				
Verify the presence of the following documentation; check "Yes" if available, "No" if not available, and "NA" if not applicable.				
MCM	Item	Yes	No	NA
1	Public Education and Outreach Program (PEOP) (written plan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Lists of target audience groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Published stormwater educational materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Two methods of distributing educational materials in past year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Public Involvement and Participation Program (PIPP) (written plan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Public notice prior to adoption of any ordinance (municipal) or SOP (non-municipal)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	At least one public meeting in past year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Illicit Discharge Detection and Elimination (IDDE) Program (written plan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Outfall inspection and illicit discharge tracking system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Complaint tracking system for illicit discharges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Map of all outfalls, receiving waters, stormwater collection system, swales, basins, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Stormwater sampling and monitoring records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Ordinance (municipal) or SOP (non-municipal) prohibiting non-stormwater discharges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	If not relying on PA's program, a written stormwater associated with construction activities program (written plan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	If not relying on PA's program, an ordinance (municipal) or SOP (non-municipal) requiring implementation of erosion and sediment control BMPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	If not relying on PA's program, written procedures for managing public inquiries of local construction activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	If not relying on PA's program, a written post-construction stormwater management plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	If not relying on PA's program, a tracking system containing post-construction BMPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	If not relying on PA's program, inspection results of post-construction BMPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	An ordinance (municipal) or SOP (non-municipal) to enforce post-construction BMPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	An inspection program ensuring stormwater BMPs are properly operated and maintained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inventory of municipal facilities and land uses that contribute to stormwater runoff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Written Operation & Maintenance Plan for municipal facilities addressing housekeeping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Written employee training program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Date:
☐ Yellow – Permittee

Permit No.:
☐ Pink – Inspector



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DEPARTMENT OF ENVIRONMENTAL PROTECTION
BUREAU OF POINT AND NON-POINT SOURCE MANAGEMENT

MS4 COMPLIANCE INSPECTION REPORT

FIELD INSPECTION – BMPs			
BMP Description:		<input type="checkbox"/> Structural BMP <input type="checkbox"/> Non-Structural BMP BMP Reported In: <input type="checkbox"/> Annual/Progress Report <input type="checkbox"/> Other (_____)	
Locational Description:	Structural BMPs Only:	Property: <input type="checkbox"/> Public <input type="checkbox"/> Private	
	Latitude: ° ' "	Is BMP Implemented or Being Implemented? <input type="checkbox"/> Yes <input type="checkbox"/> No	
	Longitude: ° ' "	Who Is Responsible for O&M (Structural BMPs Only)? <input type="checkbox"/> Municipality <input type="checkbox"/> Other (Name: _____)	
Comments/Deficiencies:		Date Installed (Structural BMPs Only): Is BMP Located in Urbanized Area? <input type="checkbox"/> Yes <input type="checkbox"/> No	
BMP Description:		<input type="checkbox"/> Structural BMP <input type="checkbox"/> Non-Structural BMP BMP Reported In: <input type="checkbox"/> Annual/Progress Report <input type="checkbox"/> Other (_____)	
Locational Description:	Structural BMPs Only:	Property: <input type="checkbox"/> Public <input type="checkbox"/> Private	
	Latitude: ° ' "	Is BMP Implemented or Being Implemented? <input type="checkbox"/> Yes <input type="checkbox"/> No	
	Longitude: ° ' "	Who Is Responsible for O&M (Structural BMPs Only)? <input type="checkbox"/> Municipality <input type="checkbox"/> Other (Name: _____)	
Comments/Deficiencies:		Date Installed (Structural BMPs Only): Is BMP Located in Urbanized Area? <input type="checkbox"/> Yes <input type="checkbox"/> No	
BMP Description:		<input type="checkbox"/> Structural BMP <input type="checkbox"/> Non-Structural BMP BMP Reported In: <input type="checkbox"/> Annual/Progress Report <input type="checkbox"/> Other (_____)	
Locational Description:	Structural BMPs Only:	Property: <input type="checkbox"/> Public <input type="checkbox"/> Private	
	Latitude: ° ' "	Is BMP Implemented or Being Implemented? <input type="checkbox"/> Yes <input type="checkbox"/> No	
	Longitude: ° ' "	Who Is Responsible for O&M (Structural BMPs Only)? <input type="checkbox"/> Municipality <input type="checkbox"/> Other (Name: _____)	
Comments/Deficiencies:		Date Installed (Structural BMPs Only): Is BMP Located in Urbanized Area? <input type="checkbox"/> Yes <input type="checkbox"/> No	
BMP Description:		<input type="checkbox"/> Structural BMP <input type="checkbox"/> Non-Structural BMP BMP Reported In: <input type="checkbox"/> Annual/Progress Report <input type="checkbox"/> Other (_____)	
Locational Description:	Structural BMPs Only:	Property: <input type="checkbox"/> Public <input type="checkbox"/> Private	
	Latitude: ° ' "	Is BMP Implemented or Being Implemented? <input type="checkbox"/> Yes <input type="checkbox"/> No	
	Longitude: ° ' "	Who Is Responsible for O&M (Structural BMPs Only)? <input type="checkbox"/> Municipality <input type="checkbox"/> Other (Name: _____)	
Comments/Deficiencies:		Date Installed (Structural BMPs Only): Is BMP Located in Urbanized Area? <input type="checkbox"/> Yes <input type="checkbox"/> No	

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Appendix 4: Document Sources and Additional Resources

SPC Water Resource Center

www.spcwater.org

DEP MS4 Resources

http://www.dep.pa.gov/Business/Water/PointNonPointMgmt/StormwaterMgmt/Stormwater/Pages/MS4-Resources.aspx#.VxfJG_krKUK

DEP's Appendix A: Stormwater Management Program. April 2012.

http://www.elibrary.dep.state.pa.us/dsweb/Get/Document-95044/08_3800-PM-BPNPSM0100h-AppendixA.pdf

Pennsylvania Stormwater Best Management Practices Manual. December 2006.

<http://www.elibrary.dep.state.pa.us/dsweb/View/Collection-8305>

EPA MS4 Resources

<https://www.epa.gov/npdes/national-menu-best-management-practices-bmps-stormwater#edu>

StormwaterPA

<http://www.stormwaterpa.org/>

PA DCNR Parks BMPs

http://www.dcnr.state.pa.us/cs/groups/public/documents/document/dcnr_006535.pdf

3 Rivers Wet Weather

3 Rivers Wet Weather is a nonprofit environmental organization created in 1998 to support 82 Allegheny County municipalities and the City of Pittsburgh in addressing the region's wet weather overflow problem.

<http://www.3riverswetweather.org/>

DEP Individual Permit – MS4 Stormwater Operation and Maintenance (O&M) Ordinance Checklist and MS4 Stormwater Management Ordinance Checklist

http://www.elibrary.dep.state.pa.us/dsweb/Get/Document-94978/11_3800-PM-BPNPSM0200k%20Ordinance%20Checklist.pdf

NPDES Sample Inspection Reports

<http://www.elibrary.dep.state.pa.us/dsweb/View/Collection-1575>

MCM1: Public Education and Outreach on Stormwater Impacts

- EPA Public Education and Outreach on Stormwater Impacts Resources
<https://www.epa.gov/npdes/national-menu-best-management-practices-bmps-stormwater#edu>
- Westmoreland Conservation District Homeowner's Guide to Stormwater
<http://wcdpa.com/wp-content/uploads/Homeowners-Stormwater-Guide.pdf>
- EPA "Getting in Step, A Guide for Conducting Watershed Outreach Campaigns"
<https://cfpub.epa.gov/npstbx/files/getnstepguide.pdf>

MCM2: Public Involvement/Participation

- DEP Public Education Plan Template
<http://www.dep.pa.gov/Business/Water/PointNonPointMgmt/StormwaterMgmt/Stormwater/Pages/MS4-Resources.aspx#.VxfnYfkrKUK>
- EPA Public Involvement/Participation Resources
<https://www.epa.gov/npdes/national-menu-best-management-practices-bmps-stormwater#inv>

MCM3: Illicit Discharge Detection and Elimination (IDD&E)

- DEP MS4 IDD&E Checklist
Checklist may be used by MS4s to ensure complete implementation of MCM #3 of MS4 NPDES permits.
http://www.dep.pa.gov/Business/Water/PointNonPointMgmt/StormwaterMgmt/Stormwater/Pages/MS4-Resources.aspx#VxfjG_krKlUk
- DEP MS4 Outfall Field Screening Report
<http://www.elibrary.dep.state.pa.us/dsweb/View/Collection-12798>
- EPA Illicit Discharge Detection and Elimination Resources
<https://www.epa.gov/npdes/national-menu-best-management-practices-bmps-stormwater#ill>
- Illicit Discharge Detection and Elimination Guidance Manual
<http://nepis.epa.gov/Exe/ZyNET.exe/20017KFK.TXT?ZyActionD=ZyDocument&Client=EPA&Index=2000+Thru+2005&Docs=&Query=&Time=&EndTime=&SearchMethod=1&ToCRestrict=n&ToC=&ToCEntry=&QField=&QFieldYear=&QFieldMonth=&QFieldDay=&IntQFieldOp=0&ExtQFieldOp=0&XmlQuery=&File=D%3A%5Czyfiles%5Cindex%20Data%5C00thru05%5Ctxt%5C00000010%5C20017KFK.txt&User=ANONYMOUS&Password=anonymous&SortMethod=h%7C-&MaximumDocuments=1&FuzzyDegree=0&ImageQuality=r75g8/r75g8/x150y150q16/i425&Display=p%7Cf&DefSeekPage=x&SearchBack=ZyActionL&Back=ZyActionS&BackDesc=Results%20page&MaximumPages=1&ZyEntry=1&SeekPage=x&ZyURL>

MCM4: Construction Site Stormwater Runoff Control

- DEP Erosion and Sediment Pollution Control Program Manual (PDF)
<http://www.elibrary.dep.state.pa.us/dsweb/Get/Document-88925/363-2134-008.pdf>
- Construction Site Complaint Form
This form may be used by MS4s for logging and tracking complaints about construction stormwater issues.
http://www.dep.pa.gov/Business/Water/PointNonPointMgmt/StormwaterMgmt/Stormwater/Pages/MS4-Resources.aspx#VxfjG_krKlUk
- EPA Construction Site Stormwater Runoff Control Resources
<https://www.epa.gov/npdes/national-menu-best-management-practices-bmps-stormwater#constr>
- Westmoreland Conservation District Typical Best Management Practices for Construction Sites
<http://wcdpa.com/wp-content/uploads/WCD-BMP-Booklet-2016-web.pdf>

MCM5: Post-Construction Stormwater Management

- DEP Pennsylvania Stormwater Best Management Practices Manual
<http://www.elibrary.dep.state.pa.us/dsweb/View/Collection-8305>
- EPA Post-Construction Stormwater Management in New Development and Redevelopment Resources
<https://www.epa.gov/npdes/national-menu-best-management-practices-bmps-stormwater#post>
- Westmoreland Conservation District Typical Best Management Practices for Construction Sites
<http://wcdpa.com/wp-content/uploads/WCD-BMP-Booklet-2016-web.pdf>

MCM6: Pollution Prevention/Good Housekeeping for Municipal Operations

- Sample Municipal Facilities Operation and Maintenance Program Plan
Optional MS4 MCM #6 model "Inventory" and "O&M Plan"
http://www.dep.pa.gov/Business/Water/PointNonPointMgmt/StormwaterMgmt/Stormwater/Pages/MS4-Resources.aspx#VxfjG_krKlUk
- EPA Pollution Prevention/Good Housekeeping for Municipal Operators Resources
<https://www.epa.gov/npdes/national-menu-best-management-practices-bmps-stormwater#poll>

**Links are active as of June 2016. Please contact the Water Resource Center with any information on broken links.
An electronic version of this guide can also be found on the SPC Water Resource Center Website (www.spcwater.org).



Funding for the development of this booklet was provided by the Southwestern Pennsylvania Commission Water Resource Center and the Pennsylvania Department of Environmental Protection's Environmental Education Grants Program

Southwestern Pennsylvania Commission Water Resource Center

In 2013, SPC formed the Water Resource Center (WRC) to address various water issues within the region. WRC's Mission is to promote regional collaboration on water topics; be a leader in facilitating coordination and education; and provide technical assistance to its member governments.

For an electronic version of this guide, visit:
www.spcwater.org



WELCOME

MAIN STREET GETTYSBURG MISSION:

TO WORK WITH COMMUNITY PARTNERS FOR THE PRESERVATION, REVITALIZATION, AND IMPROVEMENT OF THE HISTORIC DISTRICT OF GETTYSBURG.

PURPOSE OF MEETING

PROVIDE AN EXECUTIVE UPDATE ON THE BALTIMORE STREET REVITALIZATION PROJECT



BALTIMORE STREET
HISTORIC PATHWAY REVITALIZATION PROJECT



BALTIMORE STREET PROJECT VISION



BALTIMORE STREET MASTER PLAN INITIATIVES

Transportation

- Pedestrian Friendly
 - Safer crosswalks & wider sidewalks
 - Additional lighting for safety
 - Additional benches
 - Eliminate blind alleys
 - Wayfinding signage
 - Public restrooms
- Multi-modal expansion
 - Collective parking
 - Bike lanes/sharrows/racks
 - Public transportation

Environmental Initiatives

- Utilities/Infrastructure
- Storm water management (MS4)
- Enhanced landscaping
- Additional recycling & trash receptacles

Economic Development

- Marketing, branding, events and promotion
- Showcasing historical features and enhancements
- Business recruitment





TO DATE, OVER \$127K RAISED

HOW DO WE RAISE 11 MILLION DOLLARS?



	PHASE I	PHASE 2A	PHASE 2B
Total Cost	\$4.3M	\$3.7M	\$3.7M
Design Cost	\$872K	\$736K	\$741K
Construction Cost	\$2.9M	\$2.4M	\$2.4M

ADDITIONAL BALTIMORE STREET REVITALIZATION PROJECTS

- Gettysburg Community Center/Visitor Center
 - Public Restrooms
- Cultural & Historic Learning Attractions
 - Barricades
 - Augmented reality
 - Lincoln's Gettysburg Address in sidewalk
 - Others



BALTIMORE STREET
HISTORIC PATHWAY REVITALIZATION PROJECT

GUEST SPEAKER



TROY TRUAX, AICP
ASSOCIATE VICE PRESIDENT
MICHAEL BAKER INTERNATIONAL

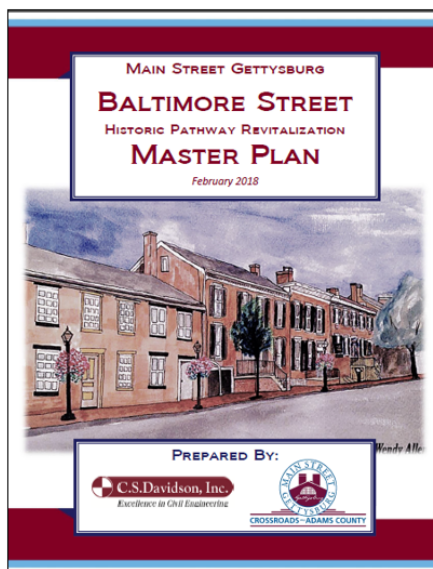
Gettysburg Gateway Connectivity Project – Estimated Project Costs

**Total Estimated
Project Cost =
\$11,786,888**

Phase 1 = \$4,331,263

Phase 2A = \$3,709,922

Phase 2B = \$3,745,703



Gettysburg Gateway Connectivity Project – Phasing Strategy

11

- Community Stakeholders and Steering Committee voted for the Phase 1 section to be completed first.
- Phase 2 priorities were not determined at the time of the Master Plan's completion.


Michael Baker
INTERNATIONAL

We Make a Difference


*"... the strength of the Pack is the Wolf,
and the strength of the Wolf is the Pack..."*

Gettysburg Gateway Connectivity Project – Phasing Strategy

Phase One

Phase 1 = \$4,331,263

Design = \$ 872,992

Const. = \$3,458,271

Federal Match = 80/20

Local Match = \$866,253 (20% Design)

Total Project

Total = \$11,786,888

Design = \$ 2,351,095

Const. = \$ 9,435,793

Federal Match = 80/20

Local Match = \$2,357,378 (20% Design)

Local Cash Match vs. Soft Match

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Gettysburg Gateway Connectivity Project – Public Funding Strategy

Design Funding Opportunity

- FHWA Federal Lands Assistance Program (FLAP) – “Identified for FY2021 Programming”

Construction Funding Opportunities

- USDOT Better Utilizing Investments to Leverage Development (BUILD)
- PennDOT / CFA Multimodal Transportation Program
- PennDOT Transportation Alternatives Set-Aside (TA Set-Aside)
- DCED Keystone Communities Program

Loan Funding Opportunities

- USDA Community Facilities Loan/Grant Program
- Pennsylvania Infrastructure Bank (PIB)



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Gettysburg Gateway Connectivity Project – Public Funding Strategy

Design Funding

- \$1,567,397 FHWA Federal Land Assistance Program (FLAP) Application
- Application submitted August 30, 2019
- “Identified for FY2021 Programming” (February 2020)
- Pennsylvania is allocated approximately ~\$2 million for projects statewide each year

Local Match:

- Borough committed local match (20%) \$313,480

U.S. Department of Transportation
Federal Highway Administration

Eastern Federal Lands Highway Division
21400 Ridgeway Circle
Sterling, VA 20166-6511

SENT VIA ELECTRONIC CORRESPONDENCE
FEB 10 2020
In Reply Refer to: HIFPP-15 FLAP - PA

Subject: Federal Lands Access Program – State of Pennsylvania
Federal Fiscal Year (FY) 2020-2022 FLAP Call for Projects Results

To Whom It May Concern:

The Programming Decisions Committee (PDC) responsible for the Pennsylvania Federal Lands Access Program (FLAP) has concluded the FY 2020-2022 Call for Projects. The projects identified for programming for the Pennsylvania FLAP are listed below by application number.

Application Number	Project / Facility Name	Project Type	Federal Land Accessed	Applicant	Fiscal Year*
PA 31	Crowsdale Bridge	Bridge Replacement	FWS- Cherry Valley National Wildlife Refuge	Stroud Township	2021
PA 32	Gettysburg Gateway Connectivity	Bicycle/Pedestrian Improvements	NPS – Gettysburg National Military Park	PennDOT	2021
PA 34	Cordons Creekside Trail	Multi-Use Trail	USACE- Cordons Creek Project	York County Redevelopment Authority	2022

* Fiscal Year Programmed/Project Schedule is subject to change

All final project approvals will be contingent upon the availability of funds. Funding beyond FY2020 is dependent on reauthorization of the Access Program by Congress. Please note that FLAP funds programmed by the PDC for the projects listed in the above table may not equal the FLAP funds requested in the application. The programmed amounts will be shared in a separate selection letter to be sent to the successful applicants.

Ms. Jacinda Russell, Access Program Manager, or another member of the Eastern Federal Lands Program team will work with the successful applicants on the next steps. To begin this process, please complete the attached FLAP agreement worksheet and submit by email to FLAP.AccessProgram@dot.gov within 20 business days following the receipt of this letter.

If you have any questions, please feel free to contact Ms. Jacinda Russell at 571-434-1543 or Jacinda.Russell@dot.gov.

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Scenario 1: Advance ALL Phases

COST SUMMARY for Phases 1, 2A, and 2B

Project Costs		Design Costs	Construction Costs	TOTALS
Phase	Phase Description	Project Management, Survey, Design, Permitting, Estimates, Technical Specs (20%) NO BIDDING SPECS	Construction	Phase Totals
1, 2A, 2B	Railroad Street to Soldiers' National Cemetery	\$ 1,567,397	\$ 9,161,498	\$ 10,728,895
Subtotal:		\$ 1,567,396.99	\$ 9,161,498.49	\$ 10,728,895.48

FUNDING STRATEGY for Phases 1, 2A, and 2B

FLAP & State

Funding Scenario for: Phases 1, 2A, and 2B

Design Costs	Grant	Match	TOTALS
FLAP at 80%	\$ 1,253,918	\$ 313,480.00	\$ 1,567,397



Gettysburg Gateway Connectivity Project – Public Funding Strategy



Public Funding Strategy

Project Advocacy



Coordinating local funding priorities is key!

Michael Baker
INTERNATIONAL

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and the strength of the Wolf is the Pack..."

OPTIONS TO RAISE THE PUBLIC LOCAL MATCH

LOCAL MATCH NEEDED FOR DESIGN PHASE OF PROJECT - \$313,479.40

- Private donations
- Fundraising events
- National campaign
- Neighborhood Improvement District



BALTIMORE STREET
HISTORIC PATHWAY REVITALIZATION PROJECT

FUNDING STRATEGY

- \$11M – Strategy outlined and update
- \$1.5M – Community center
- TBD – Cultural and Historic Learning Attractions



BALTIMORE STREET
HISTORIC PATHWAY REVITALIZATION PROJECT

MSG BOARD INVOLVEMENT

- Gettysburg, the Town Campaign
- MSG Board Committee



BALTIMORE STREET
HISTORIC PATHWAY REVITALIZATION PROJECT