



Ferguson
Township
Pennsylvania

2015-2019 Capital Improvement Plan



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Chapter 1: Introduction

Who should read this document?

The Township's Capital Improvement Plan (CIP) is a financial guide for citizens, staff and the Board of Supervisors. The purpose of this document is to communicate the initiatives planned in the next five years. This is a financial plan, rather than official budget. It is used to provide financial information for management to make decisions related to sustainability, future projects and revenues. The plan accounts for the Township's anticipated revenue from various sources such as income taxes, property taxes and intergovernmental revenue. It also reflects how these resources will be used. The reader will also find Township background information, the Vision Statement, the Mission Statement and Values Statement.



What is the Capital Improvement Plan (CIP)?

By definition, the CIP is a five-year plan projecting the financial requirements in order to fulfill capital needs within the time frame of the plan. The township has defined a capital asset as one that the initial cost exceeds \$2,500 and will have a life span of longer than one year. This plan is updated annually, in order to maintain its relevance and to prevent it from getting stale.

The Township CIP also includes projected staffing changes since personnel costs make up over 45% of the general fund budget and have a long-term impact on the finances of the township.

Why do we need a Capital Improvement Plan?

Governments are tasked with providing services to the public in a cost efficient manner. Because public funds are used, some measure of accountability of taxpayer funds is required. The CIP serves as a means to accomplish this goal by advance planning for the construction and development of the Township's infrastructure asset base. The Administrative Code requires the preparation of the Capital Improvement Plan annually. In 1991, the Township Board of Supervisors adopted the first modern Capital Improvement Program Budget.

How does the Strategic Plan guide the preparation of the CIP?



The Ferguson Township Strategic Plan is an essential part of the CIP if Township resources are to be used as effectively as possible. The strategic plan provides long-term direction defined by the Elected Officials and the CIP interfaces directly with the funding requirements of the Strategic Plan. Without this close relationship between the strategic plan and the CIP, it is highly likely that taxpayer resources may be used for short-term needs rather than in conjunction with a long-term strategy.

The Strategic Plan consists of three key elements that tie it to the CIP. **Goals** are statements of vision identified by staff and elected officials as desirable outcomes for the Township to reach. **Objectives** are measurable, definable achievements that must be attained prior to accomplishing or advancing a goal. Finally, **Action Steps** are specific, operable processes that are undertaken to achieve an objective. While goals are not necessarily attainable, objectives and action steps inherently are. The purpose of this Strategic Plan is to define these elements in an attempt to marry *vision* and *action* with the ultimate goal of improving the quality of life for those who live, work, study and visit Ferguson Township

How does the Township Mission, Vision and Values guide the preparation of the CIP?

The staff of Ferguson Township is guided in its decision-making by several documents, some of which have been outlined in detail here. The Township's ordinances, resolutions, budgets, comprehensive plan, and the CIP are all examples of guiding documents that staff utilize on a daily basis to help allocate resources, capital and otherwise, to provide effective services. However, with all of these supporting documents several questions remain.



How do we know our actions today are leading towards where residents want the Township to be in the coming years? How can we be sure that our resource allocation is advancing the Township's mission and vision? How are the decisions we make on a staff level related to the goals of our elected officials?

The Township Mission and Vision Statements help guide staff in determining the direction of the township operations. The Mission Statement defines the general purpose of the Township. The Vision Statement defines the general philosophy of the Township. The Values guide staff in appropriate behavior as township employees. Together, the Mission, Vision and Values determine what is important to the Township and what staff should spend time and resources on.

Our Mission

It is Ferguson Township's mission to provide efficient, cost effective, professional services to our residents in a fair, cooperative, ethical and honest manner. The Township will endeavor to manage its resources allowing planned, sustainable growth while preserving the quality of life and its unique characteristics.

Our Vision

The Township will strive to appropriate staff and resources to maintain the infrastructure in acceptable condition, provide exemplary service, keep Township operations financially stable and keep pace with technology. As a result, the Township can continue to be a leader and model for the Centre Region and other Home Rule municipalities.

The Township is considered a 'Best Place to Live' due to the high quality of life created in part through a sense of place achieved through the development of a vital town center, a strong diversified community, an effective transportation system, a rural/small town atmosphere and the location and availability of open space. The Township will continue to preserve environmentally sensitive areas.

We Value...

Effective, efficient, professionalism in delivering services to our residents. Residents, elected and appointed officials expect the highest quality service delivery from Township staff. It is our duty to meet and exceed those expectations in our daily work.

Preserving the unique character of the Township. The Township proudly boasts a diverse community of all ages and professions including farmers, scholars, small and large business employers and employees, professionals, and students. Each give the area a character all its own. It is our responsibility to ensure that policies and service delivery are directed at maintaining that character for generations to come.

A well-maintained and safe environment. Every resident and guest deserves to live, work, study, and recreate in a high quality environment. Therefore, it is our responsibility to properly maintain and provide for the safety of our community's neighborhoods, streets, parks and common areas.

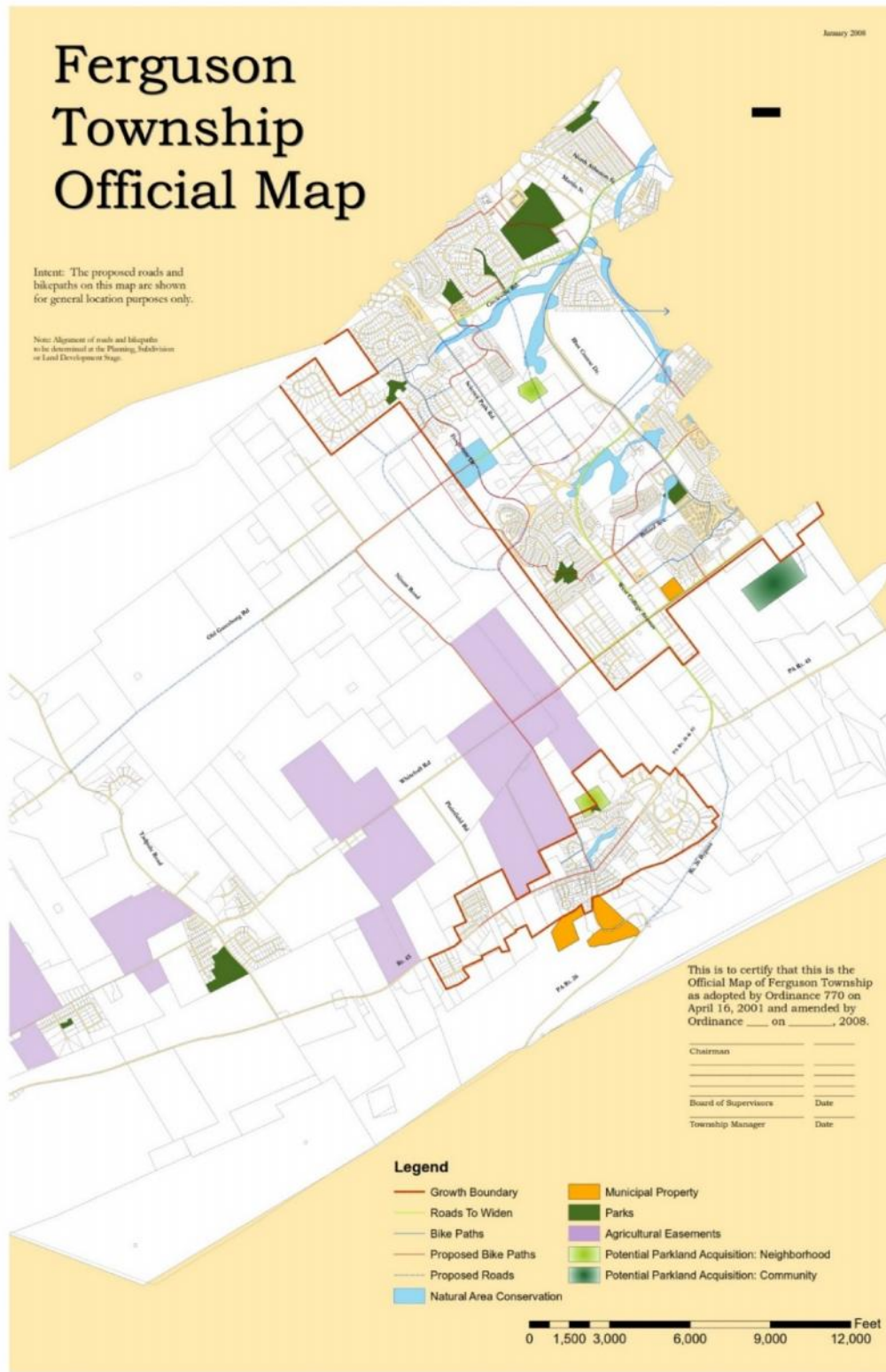
Managing our resources wisely. It is recognized that resources, including tax revenue, public utilities such as water and sewer, and services such as police and fire, are finite and must be allocated in the most efficient manner. It is our responsibility to continuously review and refine our practices to improve the management of public resources to provide the highest quality service delivery.

Collaborating with our neighboring municipalities to provide cost effective services. The Centre Region is home to one of the premier and oldest Council of Governments in the Commonwealth. For decades, the municipalities that comprise the Centre Region have

recognized the benefits of regional cooperation to improve the effectiveness and efficiency of service delivery. It is our responsibility to maintain our commitment to the Centre Region Council of Governments and neighboring municipalities for programs where regional cooperation maximizes our return on investment.

Ethical and honest behavior. As elected officials and employees of the Township, every official, employee and service provider to the Township is directly accountable to conduct themselves in an ethical and honest manner. It is our responsibility to ensure that all who perform work for the Township operate with the highest standards of ethical and honest behavior.

Official Township Map



Chapter 2: Summary

Plan Summary

This section provides an overview of fund balances, revenues and expenditures for all funds except pension funds. The overview breaks out capital expenditures from operations. Operational costs are included in this section in an effort to project the effects on fund balances over the term of the plan. This is important because without sufficient financial resources and fund balances, the plan would not be feasible.



For the five years ending in 2019, the Township proposes spending **\$75,249,809** for all governmental funds. This does not include pension funds nor the Tom Tudek Memorial Trust Fund.

Demographics



The Township encompasses an area of approximately 50 square miles and is home to 18,000 residents. Several high-tech industries have found a home in Ferguson Township over the years including AccuWeather, Minitab, Sound Technology, Videon, Avail Technologies and Raytheon. The Township is also home to major research facilities of The Pennsylvania State University, one of the nation's premier agricultural and engineering institutions. The demographics have a large impact on the tax revenues collected and the cost of operations. Without a growing community, township revenues would flatten while operating costs would continue to increase leading to a strain on township resources. By smartly managing growth, the township will continue to operate soundly for at least the near future. By using population data for various revenue and expenditure calculations, it is possible to remove the changes in population from those calculations, providing more relevant information than would otherwise be available.

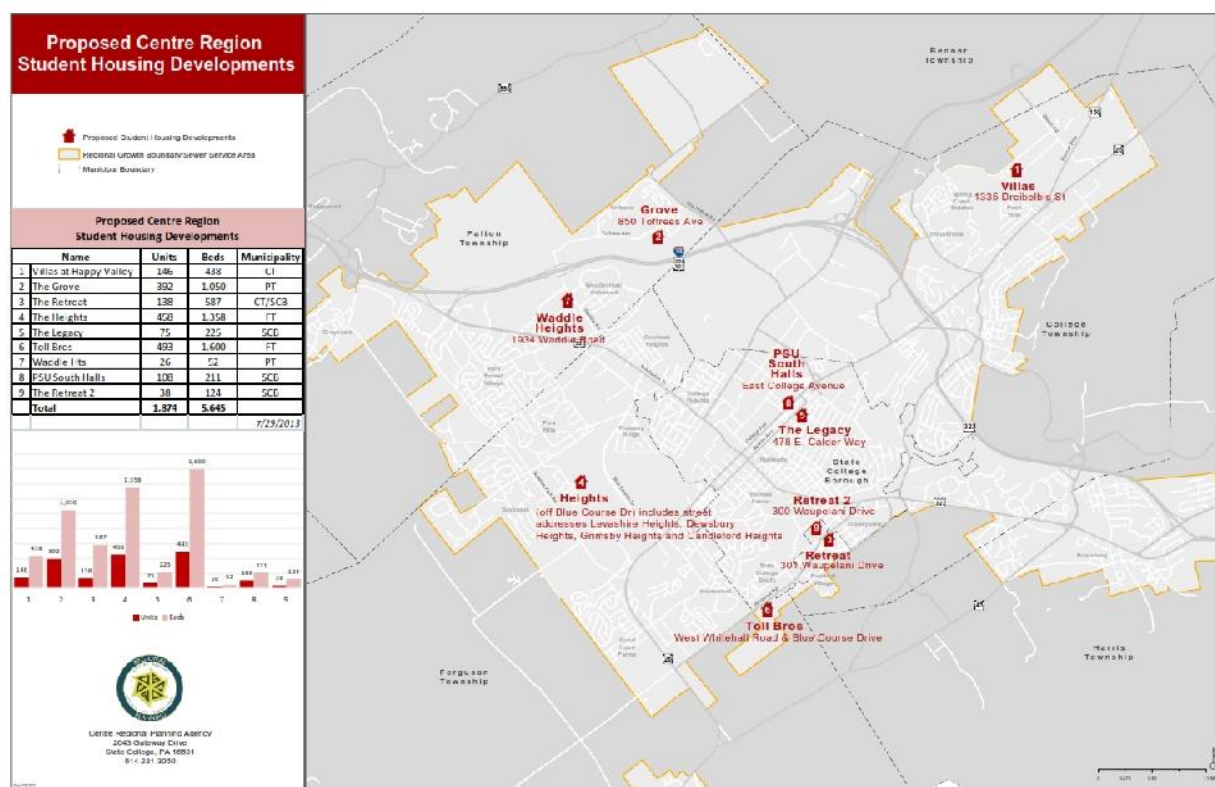
With the construction of several housing developments ongoing in the township, including student housing, the population will continue to increase at a manageable pace, for at least the end of the decade. Be aware that student housing can require additional township resources without necessarily returning sufficient revenue to offset the additional cost. This may very well place a drain on township funds.

The demographic breakdown, according to US Census and American Community Survey for the range 2007-2011, includes 64.4% of township residents fall in the 18-59 year old range, and 12.7% age 65 and older. Another indicator is children. Children under the age of 18 make up

17.9% of the township population. The remainder of the township population falls in the 60-64 age range.

Population Estimates	2014	2015	2016	2017	2018	2019
Based on 1.5% per year increases	18,774	19,056	19,342	19,632	19,926	20,225

According to the COG Planning Agency, the region is witnessing a student housing boom. Several projects on the radar are in construction currently or are expected to be constructed during the term of the CIP.



Fund Groups Defined

The General Fund is the main operating fund of the township. The majority of revenues are deposited into this fund and the majority of expenditures are made out of this fund. This includes interfund transfers to other funds, making up a large portion of revenue in those particular funds.

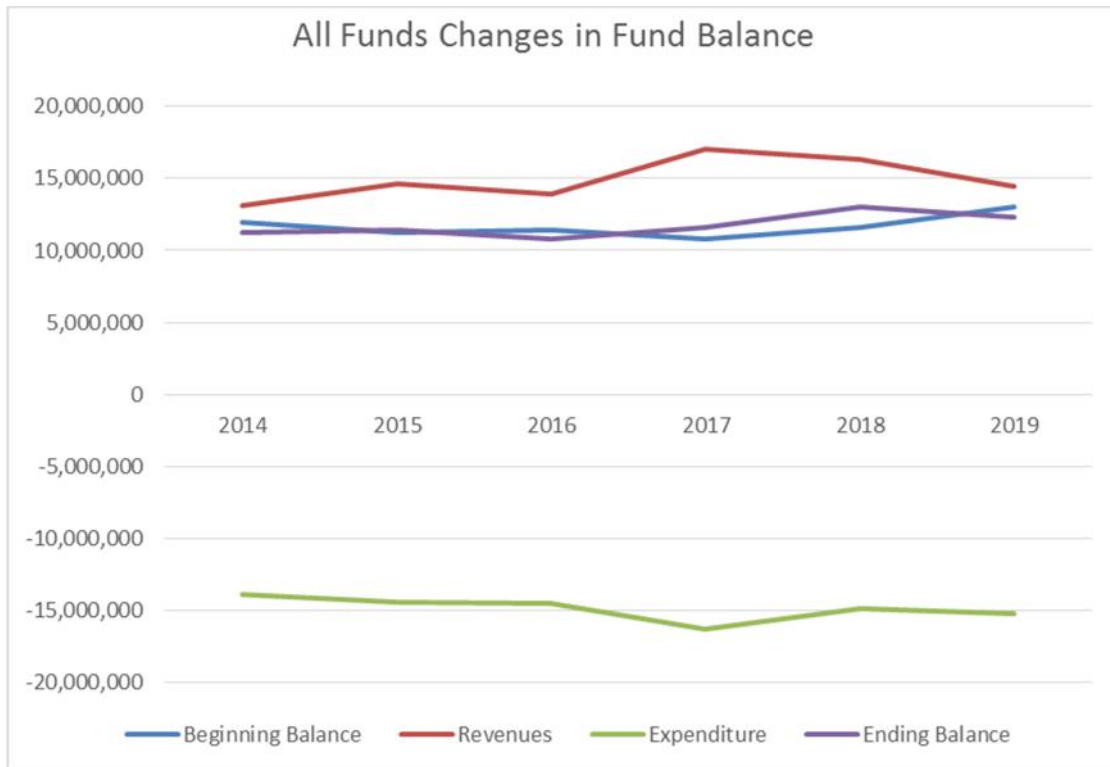
The General Obligation Fund is the payer fund of the debt service for the township. This includes any direct bond or loan payments. Indirect payments, such as the COG park and pools debt are not included in the General Obligation Fund. These payments are made out of the General Fund and the Regional Capital Recreation Projects Funds.

The Capital Projects Funds are reserved for projects restricted for specific purposes. Some funds have external restrictions (restrictions by outside parties), such as the Pine Grove Mills Street Light Fund and the Piney Ridge Fund, while others have Board of Supervisors restrictions, such as the Capital Reserve fund, the Regional Capital Recreation Projects Fund and the Transportation Improvement Fund

The Special Revenue Funds are those funds that have a special assessment to obtain revenue rather than taxes. The township adds a separate real estate assessment for street lighting and fire hydrants, while the state administers a fuel tax to help local governments maintain their roads. This requires a separate Liquid Fuels Fund.

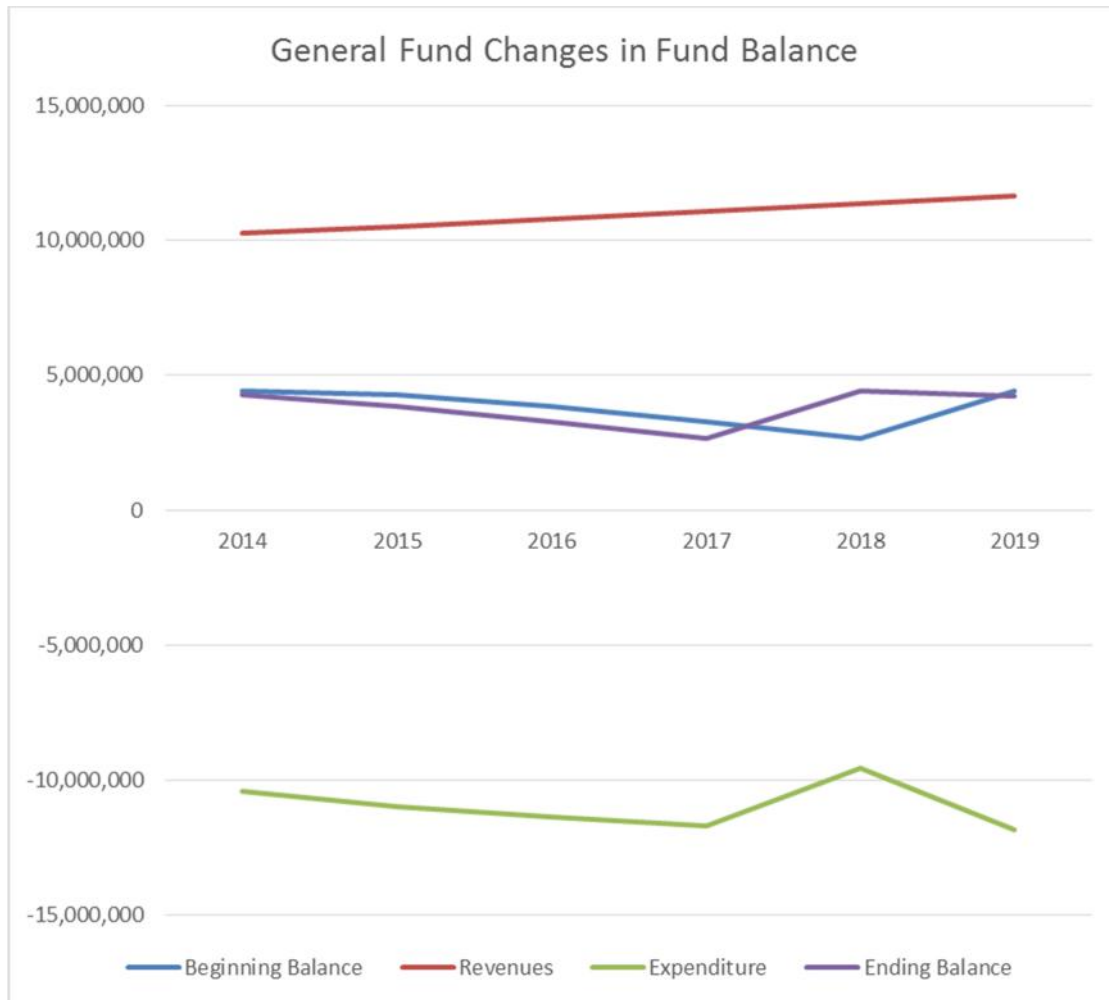
Fund Balances

Over the years, the Township has maintained sound fund balances for operations and present and future capital expenditures. Rather than using debt, many times the township uses cash reserves to purchase equipment and long-term investments. With a conservative management style, the township has avoided many of the financial strains experienced by many public entities caused by the 2009 recession. However, due to the growth in costs over the past decade, a real estate tax increase is recommended during this five-year plan to offset these costs. This is discussed in the revenue section. With the addition of grants and loans and the economy showing signs of recovery, this year's five-year plan is balanced.



All Funds	2014	2015	2016	2017	2018	2019
Beginning Balance	11,978,130	11,213,690	11,415,465	10,835,989	11,577,722	13,066,888
Revenues	13,117,999	14,655,689	13,939,900	17,018,580	16,313,172	14,478,037
Expenditure	-13,882,440	-14,453,914	-14,519,375	-16,276,848	-14,824,006	-15,250,179
Ending Balance	11,213,690	11,415,465	10,835,989	11,577,722	13,066,888	12,294,746
Fund Balance % of Expenditures	81%	79%	75%	71%	88%	81%

General Fund



General Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	4,400,000	4,276,868	3,836,738	3,273,299	2,660,591	4,439,560
Revenues	10,251,464	10,511,339	10,778,630	11,053,549	11,336,316	11,627,156
Expenditure	-10,374,596	-10,951,470	-11,342,069	-11,666,256	-9,557,347	-11,844,293
Ending Balance	4,276,868	3,836,738	3,273,299	2,660,591	4,439,560	4,222,423
Fund Balance % of Expenditures	41%	35%	29%	23%	46%	36%

Capital Projects Funds

Piney Ridge Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	88,500	89,120	0	0	0	0
Revenues	620	624	0	0	0	0
Expenditure	0	-89,743	0	0	0	0
Ending Balance	89,120	0	0	0	0	0
Ag Preservation Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	70,400	53,413	68,906	54,895	71,383	58,375
Revenues	30,493	15,493	15,989	16,489	16,992	17,499
Expenditure	-47,480	0	-30,000	0	-30,000	0
Ending Balance	53,413	68,906	54,895	71,383	58,375	75,874
Capital Reserve Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	2,376,655	1,659,096	1,310,228	936,097	2,415,161	2,075,442
Revenues	510,000	839,103	510,000	2,497,000	2,660,000	510,000
Expenditure	-1,227,559	-1,187,971	-884,131	-1,017,936	-2,999,719	-456,728
Ending Balance	1,659,096	1,310,228	936,097	2,415,161	2,075,442	2,128,714
Reg Cap Rec Projects Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	590,000	518,700	1,143,241	1,063,478	979,261	890,437
Revenues	101,000	802,010	103,030	104,060	105,101	106,152
Expenditure	-172,300	-177,469	-182,793	-188,277	-193,925	-199,743
Ending Balance	518,700	1,143,241	1,063,478	979,261	890,437	796,846
Transportation Imp Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	3,451,500	3,507,385	3,908,135	4,292,131	4,179,762	4,396,429
Revenues	1,110,885	1,124,750	1,138,996	1,903,631	1,168,667	1,184,115
Expenditure	-1,055,000	-724,000	-755,000	-2,016,000	-952,000	-1,598,000
Ending Balance	3,507,385	3,908,135	4,292,131	4,179,762	4,396,429	3,982,544
PGM Streetlight Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	21,150	21,298	21,447	21,597	21,748	21,901
Revenues	148	149	150	151	152	153
Expenditure	0	0	0	0	0	0
Ending Balance	21,298	21,447	21,597	21,748	21,901	22,054
Park Improvement Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	77,100	74,639	75,178	75,717	76,256	76,795
Revenues	48,539	539	539	539	539	539
Expenditure	-51,000	0	0	0	0	0
Ending Balance	74,639	75,178	75,717	76,256	76,795	77,334

Special Revenue Funds

Streetlight Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	4,875	684	1,011	1,243	1,195	857
Revenues	9,084	14,000	14,316	14,458	14,603	14,748
Expenditure	-13,275	-13,673	-14,083	-14,506	-14,941	-15,389
Ending Balance	684	1,011	1,243	1,195	857	216
Hydrant Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	11,950	803	2,310	3,249	3,597	3,332
Revenues	17,083	30,583	30,888	31,196	31,507	31,822
Expenditure	-28,230	-29,077	-29,949	-30,848	-31,773	-32,726
Ending Balance	803	2,310	3,249	3,597	3,332	2,427
Liquid Fuels Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	885,000	1,010,684	1,047,272	1,113,284	1,167,765	1,102,760
Revenues	478,684	487,588	492,012	496,481	500,995	505,554
Expenditure	-353,000	-451,000	-426,000	-442,000	-566,000	-623,000
Ending Balance	1,010,684	1,047,272	1,113,284	1,167,765	1,102,760	985,314

General Obligation Fund

General Obligation Fund	2014	2015	2016	2017	2018	2019
Beginning Balance	1,000	1,000	1,000	1,000	1,000	1,000
Revenues	560,000	829,511	855,350	901,025	478,300	480,300
Expenditure	-560,000	-829,511	-855,350	-901,025	-478,300	-480,300
Ending Balance	1,000	1,000	1,000	1,000	1,000	1,000

Chapter 3: Revenue Details

Revenue Projections

Township revenues are made up of tax collections, payments in-lieu of taxes, grant receipts, permitting and license fees, fines, departmental earnings, interest and other miscellaneous receipts. The General Fund projections include 2.5% annual increases. The Street Light and Hydrant funds include a 1% annual increase in assessment. The Hydrant and Street Light Funds revenues are adjusted to maintain a positive fund balance, taking into consideration the expenditures out of those funds. The Liquid Fuels fund includes a 1.31 mile increase total reimbursable miles

Fund Group	2014	2015	2016	2017	2018	2019
General Fund	10,251,464	10,511,339	10,778,630	11,053,549	11,336,316	11,627,156
Capital Projects Funds	1,801,684	2,782,668	1,768,704	4,521,870	3,951,451	1,818,458
Special Revenue Funds	504,851	532,171	537,216	542,136	547,105	552,124
General Obligation Fund	560,000	829,511	855,350	901,025	478,300	480,300
Total	13,117,999	14,655,689	13,939,900	17,018,580	16,313,172	14,478,037

Tax Revenue Projections

The tax revenues make up some 65% of the total township revenue on average, depending on loan proceeds. The Real Estate tax and the Local Services tax revenues are projected to increase 2.5% annually. . This approximates .5 mills (.0005). Notwithstanding the increase, Ferguson's real estate tax rates will remain the lowest in the Centre Region. Earned Income tax revenue is projected to increase at a 3% annual rate.

Tax Revenue	2014	2015	2016	2017	2018	2019
Real Estate Taxes	1,335,000	1,368,375	1,402,584	1,437,649	1,473,590	1,510,430
Earned Income Taxes	6,125,000	6,308,750	6,498,013	6,692,953	6,893,741	7,100,554
Transfer Taxes	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Local Services Taxes	310,000	317,750	325,694	333,836	342,182	350,737
Total	8,770,000	8,994,875	9,226,291	9,464,438	9,709,514	9,961,720
Average EIT per Resident	326.25	331.06	335.95	340.92	345.97	351.08

Grant Revenue Projections

Grant revenues assist the township in many ways. It is one way to provide additional revenue for projects without raising taxes. Many federal grants are administered by the state and doled out to local governments in accordance with the federal mandates. One such grant is the DUI grant that police receive to offset the costs of the checkpoints.

The state provides special funding from its coffers, such as liquid fuels grants or DCNR recycling grants. Additionally, the state provides funding for parks and open space and to preserve farmland from development.

The township works hard to take advantage of grant money available as a way to provide additional benefits to the residents without raising local taxes to pay for them.

Other contributions include loan proceeds, developer payments for the Regional Capital Recreation Projects and several Right of Way agreements

West College Avenue Streetscape Grant Application Initiative

In 2017, \$2 million is included in the budget as the Township's share of the cost to install streetscape improvements along West College Avenue from Corl Street to Buckout Street at the Township/Borough line. Staff submitted a grant application totaling approximately \$1,387,000 including design, construction, utility impacts, easement acquisition, construction, and inspection of 10 foot wide concrete sidewalks on both sides of West College Avenue, street light conduit, repairs and replacement of affected concrete curb, and related construction.

Other Grant Funding Efforts

As allowed by the funding agency, either annually, bi-annually, or as announced, staff seeks out and applies for grant funding from various agencies.

County Liquid Fuels Grant: Every other year public works staff apply for a County Liquid Fuels Grant, typically around \$25,000 to assist with a capital paving project.

Automated Red Light Enforcement Grant: In 2013 public works staff applied for funding under the ARLE program and received a grant to install a new traffic signal at the intersection of West College Avenue and Blue Course Drive as a safety improvement project. Staff will apply for funding to assist with the purchase and replacement of traffic signal LEDs.

TreeVitalize Grant: In 2014 public works staff applied for and was awarded a grant for \$20,000 to replace street trees infected with the emerald ash borer. Staff will continue to apply for such grants as new grant rounds are announced.

Recycling Grant Act 101 Section 902 Recycling Program Grant: This program administered by PaDEP provides funding to municipalities for recycling equipment. In 2013 public works staff

requested funding in the amount of \$206,000 (90% of the total cost) for 4 leaf boxes and 1 brush collection truck with grapppler. PaDEP announced the award of this grant in 2014. Since we received a grant in this last round, staff cannot apply for funding in the next grant round, but will apply for funding when allowed.

Grant/Contributions Detail	Fund	2014	2015	2016	2017	2018	2019
DUI Enforcement	GF	45,000	45,000	45,000	45,000	45,000	45,000
Drive Safe Program	GF	3,000	3,000	3,000	3,000	3,000	3,000
Buckle Up Program	GF	4,500	4,500	4,500	4,500	4,500	4,500
Ballistic Vest Reimbursement	GF	2,250	2,250	2,250	2,250	2,250	2,250
Liquid Fuels	LF	433,564	442,468	446,892	451,361	455,875	460,434
Liquid Fuels Turnback	LF	45,120	45,120	45,120	45,120	45,120	45,120
County Liquid Fuels	GF						
CR Codes Rent of Fire Trailer	CR	10,000	10,000	10,000	10,000	10,000	10,000
Lezzer Haubert Agreement	RCRP	101,000	102,010	103,030	104,060	105,101	106,152
Northern ITS Cable Right of Way	GF	22,144	22,144	22,144	22,144	22,144	22,144
Suneysis Right of Way	GF	4,570	4,570	4,570	4,570	4,570	4,570
S&A Field Lighting	CR		106,000			50,000	
DCNR grant for grapppler truck	CR		206,103				
Tudek Trust Funding	CR		7,000				
State Multimodal Transportation Funding	CR				1,387,000		
State Multimodal Transportation Funding	CR				600,000		
DCNR Westfield/Hillsides Park	CR					100,000	
DCNR CNG Conversions	CR		10,000				
Toll Brothers fee in-lieu	RCRP		700,000				
PennDOT Grant for Valley Vista Roundabo	TIF				750,000		
Loan Proceeds for new PW building	CR					2,000,000	
College Court fee in-lieu	PI	48,000					
Total		719,148	1,710,165	686,506	3,429,005	2,847,560	703,170
Grant Summary	Fund	2014	2015	2016	2017	2018	2019
General Fund	GF	81,464	81,464	81,464	81,464	81,464	81,464
Capital Reserve Fund	CR	10,000	339,103	10,000	1,997,000	2,160,000	10,000
Regional Capital Rec Projects	RCRP	101,000	802,010	103,030	104,060	105,101	106,152
Transportation Improvement Fund	TIF	0	0	0	750,000	0	0
Liquid Fuels Fund	LF	478,684	487,588	492,012	496,481	500,995	505,554
Park Improvement Fund	PI	48,000	0	0	0	0	0
Total		719,148	1,710,165	686,506	3,429,005	2,847,560	703,170

Chapter 4: Expenditure Details

Staffing

Changes in the number of personnel are included in the budget due to the significance of the cost of additional staffing. Not only does salary have to be considered, but also payroll taxes, health related costs, other insurances and pensions. Only additional positions are specifically mentioned. Current staffing is included in the operational projections. This includes part time staffing as well, since such staffing represents labor requirements to fulfill township service delivery. Overtime is also included in the FTE (full time equivalent) calculations. It is important to be aware that overtime is an indication of additional staffing needs, usually not sufficient to merit an additional position.

Department Capital Requests

Each department request represents individual department forecasted needs for equipment or projects. The scope or the timing of the requests may change as information that is more current is obtained, the technology changes, or the direction of the plan changes. These requests are best estimates of the future costs given available information at the time of the printing.

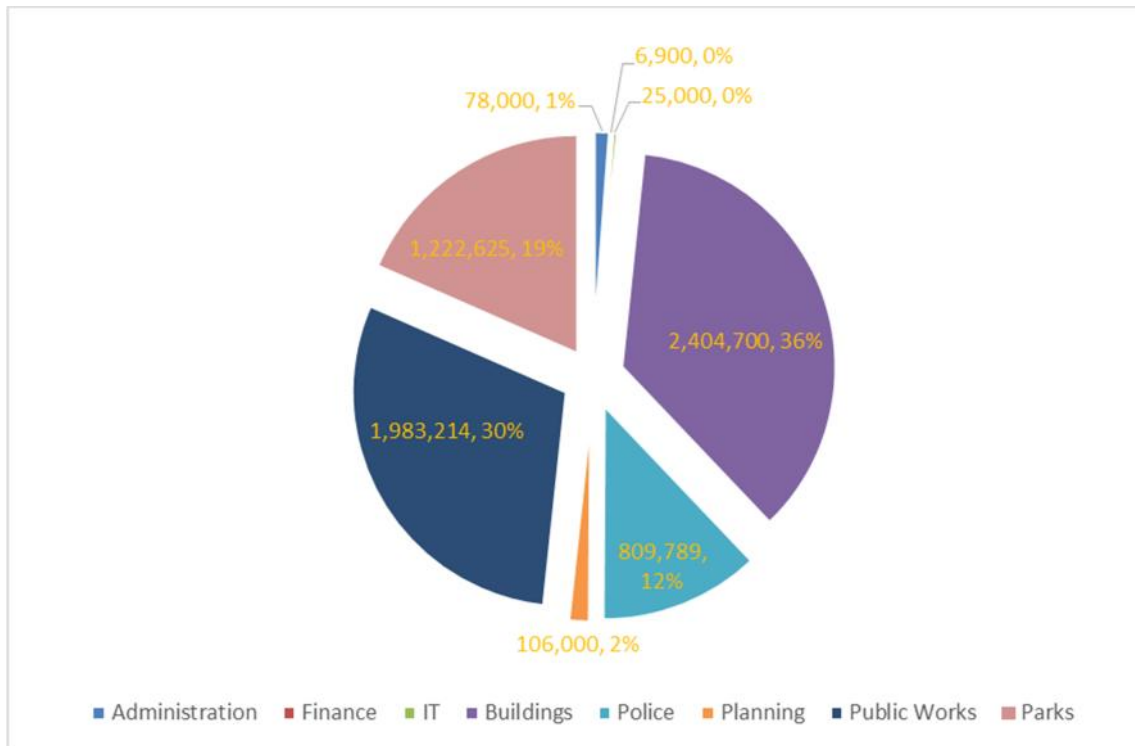
Expenditure Projections Summary

Fund Group	2014	2015	2016	2017	2018	2019
General Fund	10,374,596	10,951,470	11,342,069	11,666,256	9,557,347	11,844,293
Capital Projects Funds	2,553,339	2,179,183	1,851,924	3,222,213	4,175,644	2,254,471
Special Revenue Funds	394,505	493,750	470,033	487,354	612,714	671,116
Debt Service	560,000	829,511	855,350	901,025	478,300	480,300
Total	13,882,440	14,453,914	14,519,375	16,276,848	14,824,006	15,250,179

As mentioned previously, **the Capital Projects Funds** are reserved for projects restricted for specific purposes. Some funds have external restrictions, such as the Pine Grove Mills Street Light Fund and the Piney Ridge Fund, while others have Board of Supervisors restrictions, such as the Capital Reserve fund, the Regional Capital Recreation Projects Fund and the Transportation Improvement Fund

Capital Projects	2014	2015	2016	2017	2018	2019
Piney Ridge		89,743				
Ag Preservation	47,480		30,000		30,000	
Capital Reserve	1,227,559	1,187,971	884,131	1,017,936	2,999,719	456,728
Regional Capital Rec Projects	172,300	177,469	182,793	188,277	193,925	199,743
Transportation Improvement	1,055,000	724,000	755,000	2,016,000	952,000	1,598,000
Pine Grove Mills Street Lights						
Park Improvement	51,000	0	0	0	0	0
Total	2,553,339	2,179,183	1,851,924	3,222,213	4,175,644	2,254,471

The Capital Reserve fund comprises the equipment capital requests along with occasional projects. This is one of the Capital Projects Funds. Each department puts in requests for equipment in this fund.



Capital Reserve Fund	2014	2015	2016	2017	2018	2019
Administration	43,700	26,500	20,500	31,000	0	0
Finance	24,000	6,900	0	0	0	0
IT		0	10,000	0	15,000	0
Buildings	55,000	248,900	99,800	52,000	2,002,000	2,000
Police	146,115	221,189	158,100	152,500	177,000	101,000
Planning	92,370	106,000	0	0	0	0
Public Works	319,700	323,525	416,356	418,786	519,819	304,728
Parks	546,674	344,700	179,375	363,650	285,900	49,000
Total	1,227,559	1,277,714	884,131	1,017,936	2,999,719	456,728

The Special Revenue Funds are those funds that have a special assessment to obtain revenue rather than taxes. The township adds a separate assessment for street lighting and fire hydrants, while the state administers a fuel tax to help local governments maintain their roads.

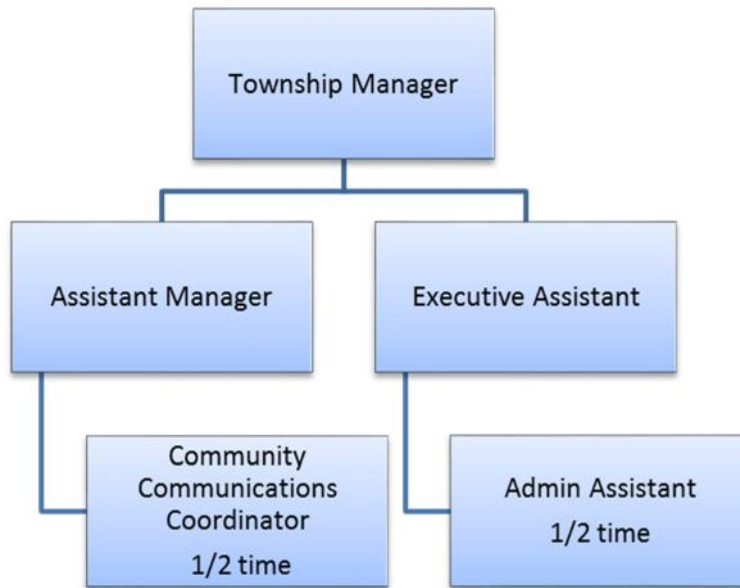
Special Revenue	2014	2015	2016	2017	2018	2019
Street Light	13,275	13,673	14,083	14,506	14,941	15,389
Hydrant	28,230	29,077	29,949	30,848	31,773	32,726
Liquid Fuels	353,000	451,000	426,000	442,000	566,000	623,000
Total	394,505	493,750	470,033	487,354	612,714	671,116

Departmental Expenditures

ADMINISTRATION DEPARTMENT

The Administration department proposes to spend **\$78,000** or **1.2%** of the total Capital Reserve fund expenditures during the term of this capital plan.

Organizational Chart



The Administration Department provides overall support, guidance and direction for the township governmental and operational responsibilities. Coordinating the various long-range plans with the Capital Improvement Program Budget is a critical function of the Department.

The goal of the Administration Department is to strive to advance professional management through open and accountable government leadership dedicated to providing sound financial management, public safety, responsible planning, recreational opportunities and quality community infrastructure. Our goal is to continue as a progressive, healthy and livable community for future generations.

Managing the Township organization and related services requires foresight to anticipate trends and new technology while meeting the basic service needs of the residents and businesses. Federal and state mandates many times affect the Township, requiring the township absorb additional costs while maintaining current staffing levels. At the end of the day, the delivery of services that many residents, businesses and visitors have come to expect must be performed.

2015	
Replacement of Conference Room Chairs	\$7,000
Ten conference room chairs will now be 23 years old. Board and staff meeting in the conference room, use these chairs frequently. The fabric covered chairs are tilt/height adjustable. Replacement with high-grade chairs is recommended and depending on manufacturer, model, finishes and discounts these chairs could range from \$500 - \$1,000 per chair.	
Update of Salary Study	\$7,000
In 2005, the McGrath Consulting Group completed a salary study for several of the Centre Region Municipalities and the Centre Region COG. This study will be 10 years old once the results of an update are implemented. It is recommended that an update of the study be completed to keep wages competitive with comparable employers.	
Main Meeting Room Safety Improvements	\$12,500
Improving the safety of the main meeting room includes adding ballistic armor to the tables to provide a safe area for elected and appointed officials.	
2016	
Community Survey	\$15,000
In 2012, the Township received the results of its first Community Survey in 20+ years. In order to evaluate the impact of changes implemented since the 2012 survey a follow up survey should be conducted. The Township should consider utilizing Penn State University resources or the ICMA National Citizens Survey, which allows a municipality to benchmark against peer municipal operations of similar size, services provided, and population.	
Strategic Plan Update	\$5,500
This would be a revision to the Strategic plan implementing the mission, vision, core values, goals and objects. Using an experienced consultant to facilitate this development is suggested. Combining this with a strategic planning process that begins with new members of the Board of Supervisors would be a more encompassing approach than by a standalone facilitator.	
2017	
Selective replacement of office chairs.	\$5,000
Consideration should be given to replacing some of the office chairs due to wear.	
Replace Manager's Vehicle	\$26,000
It will be time to replace the manager's vehicle and transfer the existing vehicle to the fleet.	
2018	
No requests have been made for the current year.	
2019	
No requests have been made for the current year.	

Executive Recruitment

The township is preparing for the retirement of certain senior staff within the term of the CIP. With this in mind, the Board recommended creating a sinking fund to underwrite the cost of an executive search and related hiring costs.

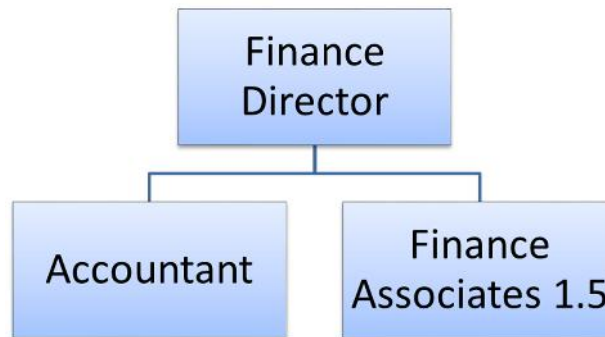
FERGUSON TOWNSHIP 2015 – 2019 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS EXECUTIVE SEARCH SINKING FUND

01.400.401.XXX				
Description	Year	Additions	Deductions	Balance
Annual Sinking Fund Contribution	2015	10,000		10,000
Annual Sinking Fund Contribution	2016	10,000		20,000
Annual Sinking Fund Contribution	2017	10,000		30,000
Annual Sinking Fund Contribution	2018	10,000		40,000
Annual Sinking Fund Contribution	2019	10,000		50,000
Total		50,000	0	
Subtotals by Year		2015	0	
		2016	0	
		2017	0	
		2018	0	
		2019	0	
		total	0	

FINANCE DEPARTMENT

The Finance Department includes the township and school real estate tax collection. The Finance Department requests total \$6,900 or 0.1% of the total Capital Reserve fund proposals for this capital plan.

Organizational Chart



The Finance Department includes the Tax Collection and Debt components of the Township. Activities consist of treasury management, billing and collection of revenues, payroll, accounts payable, debt management, risk management, grant management, fixed assets and inventories.

The mission of the finance department includes on-going reviews of the township operations with staff to promote waste reduction, efficiency and cost effective operations. This comprises using technology, staff training, trend analysis, cost management techniques, vendor relations, best practices techniques, performance benchmarking and peer group discussions.

Historically, since changes in revenue and expenditures occur over years, rather than months, it is critical to monitor trends in order to adjust for such changes. The finance department works with the township staff and other related agencies, the Government Finance Officers Association, the Centre Region COG and municipalities to obtain critical information on the health of the township at large. This way, the township can proactively manage the township operations to adjust to these changes.

One way to improve revenues is to obtain grant funding. The administration works closely with local agencies, developers and PA state agencies to locate and secure grant funding where possible. This supplements the tax revenues and reduces the burden on the township taxpayers.

TAX COLLECTION

Since the Centre Tax Agency is now collecting the Earned Income Tax and the Springbrook accounting software has replaced the IBM based system, the IBM server will be phased out by the end of 2014. Recent data will be exported to files for future reference. The recent ACS accounting system data will also be exported for future reference.

The RBA cloud based system is used for real estate tax collection and will be the system of choice for the near future. This system is used for the township and school real estate tax collections.

The township is looking at options for online payments for real estate taxes. However, since the majority of the taxes are paid via an escrow account, the demand for such services is limited. If the demand is sufficient to justify the cost, the department will continue this project.

FINANCE ITEMS

With almost a year of the new Springbrook accounting software under our belt, the finance department is considering additional capabilities of the software that was purposely delayed to allow staff sufficient training time on the new package. One such capability is electronic workflow. The concept of the electronic workflow is to eliminate paper documents related to requesting and authorizing purchases. Currently, the system is a paper system, where the individual requesting authorization to purchase an item, completes a requisition form that is approved via a signature of the department head. Once approved, staff can order the item. The paper requisition is copied and one copy is retained in finance for matching with the invoice. If a formal purchase order is required, the finance department prepares one using the accounting system. The township manager approves the purchase or via his signature. Once approved, staff can order the item. The purchase order is matched to the invoice. While this paper system has functioned adequately for many years, technology is changing rapidly. Paper and related costs are being eliminated where possible to save money and time.

Springbrook has the capability to allow users to complete a requisition on the system directly and allow department heads and/or the township manager to approve the request on the system as well. The main benefits of electronic requisitions are to reduce the chance of lost paperwork, reduce the amount of paper flow, speed up the process in many cases, and to save storage costs for records. Another benefit is to require staff to enter all the necessary data before the request can be submitted. Currently, it is common that certain data is missing requiring additional staff time to obtain the missing data.

With the change to a new cloud based payroll processor, it is desirable to merge the payroll database and the human resource database so staff is working with a common database. Keystone payroll offers a time and attendance module that includes many human resource functions currently independent of the payroll system. This ongoing project is being expanded in the next 12 months.

**FERGUSON TOWNSHIP
2015 – 2019 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS
FINANCE/TAX**

30.400.402.750		
Description	Year	Amount
AP/PO Workflow in Springbrook	2015	6,900
Total		6,900
Subtotals by Year	2015	6,900
	2016	0
	2017	0
	2018	0
	2019	0
	total	6,900

DEBT SERVICE

Proposed and current debt service costs total \$3,544,486 or 4.7% of the total costs for all funds in this capital plan. Part of the long term planning for capital items must include debt service considerations. Given the scope of the township strategic plans, many of the proposals require significant funding to be completed in a reasonable time. Financing such projects may require longer-term payments than may be possible given available township resources. For the current Capital plan, consideration must be given to the COG debt in addition to any township debt. The regional pools have a long-term debt service requirement as well as the regional parks. The Oak Hall Park and the Whitehall Road Park projects can entail such amounts of money that additional financing would be required. The Centre Region COG is also planning to undertake additional debt for a parks maintenance facility requiring additional contributions by the municipalities. In addition to this, the township may have needs for additional financing proposed in the strategic plans. Such items include an additional Public Works facility and a second floor addition to the township main building.

The proposed debt service for the new five years is listed in the following chart. This includes a proposed Public Works facility and related loan payment. The loan proceeds of a similar amount are included in the revenue. As one can see, the current township debt will be retired at the end of 2017, saving a significant amount of general fund resources.

FERGUSON TOWNSHIP
2015 – 2019 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS
GENERAL OBLIGATION FUND

16.400.XXX.XXX		
Description	Year	Amount
2014 Loan Refinancing	2015	556,511
2014 Loan Refinancing	2016	559,350
2014 Loan Refinancing	2017	558,725
2014 Loan Refinancing	2018	0
2014 Loan Refinancing	2018	0
2014 Loan Refinancing	2019	0
COG Pools Loan	2015	120,000
COG Pools Loan	2016	120,000
COG Pools Loan	2017	120,000
COG Pools Loan	2018	120,000
COG Pools Loan (resets to new calculation)	2019	120,000
COG Parks Loan	2015	153,000
COG Parks Loan	2016	130,500
COG Parks Loan	2017	110,000
COG Parks Loan	2018	112,000
COG Parks Loan	2019	114,000
COG maintenance facility debt	2016	45,500
COG maintenance facility debt	2017	45,500
COG maintenance facility debt	2018	45,500
COG maintenance facility debt	2019	45,500
2018 PW building loan payment	2018	134,000
2018 PW building loan payment	2019	134,000
Terraced Streetscape PA Infrastructure loan	2017	66,800
Terraced Streetscape PA Infrastructure loan	2018	66,800
Terraced Streetscape PA Infrastructure loan	2019	66,800
Total		3,544,486
Subtotals by Year	2015	829,511
	2016	855,350
	2017	901,025
	2018	478,300
	2019	480,300
	total	3,544,486

DEBT SERVICE SCHEDULE

The proposed annual Debt Service costs for the next 15 years are detailed below. This assumes no change in the COG formula for the pools loan, for which the municipal contributions are recomputed after 10 years. The proposed township maintenance facility cost is based upon a \$2 million 20-year loan at 3% fixed interest rate. The COG maintenance facility cost is based on a \$2.5 million 20-year loan at 3% fixed interest rate.

FERGUSON TOWNSHIP 2015 – 2019 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS DEBT SERVICE PROJECTIONS

TOWNSHIP DEBT	Expires	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Township 2014 Refinancing	2017	556,825	556,511	559,350	558,725												
COG Pools Debt	2028	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	
COG Parks Debt	2031		153,000	130,500	110,000	112,000	114,000	114,000	114,000	114,000	114,000	114,000	114,000	114,000	114,000	114,000	114,000
Terraced Streetscape PA Infrastructure Loan	2026				66,800	66,800	66,800	66,800	66,800	66,800	66,800	66,800	66,800	66,800			
Ferguson Township Maintenance Facility (proposed)	2037					134,000	134,000	134,000	134,000	134,000	134,000	134,000	134,000	134,000	134,000	134,000	134,000
COG Maintenance Facility (proposed)	2035			45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500
Total		676,825	829,511	855,350	901,025	478,300	480,300	480,300	480,300	480,300	480,300	480,300	480,300	480,300	413,500	413,500	293,500

INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology Department capital requests total **\$ 25,000** or **0.4%** of the total Capital Reserve fund proposals for this capital plan.

Currently, a third party, Hinton and Associates, manages the information technology department. The Assistant Manager and the Finance Director work closely with township staff and Hinton to manage the computer systems and software, perform updates, plan future needs of the township and assist with helpdesk tickets

Due to the \$2,500 threshold per item for capital, many of the Information Technology items became operating costs rather than capital costs. Such items include new desktops, laptops and software maintenance.

For this Capital Improvement Plan, there are several discussion items in accordance with the Information Technology Strategic Plan. Along with the following discussion items, there are additional considerations related to long term planning.

- 1 What level of investment should the township make in IT?
- 2 What benefits or cost savings can be derived from regional cooperation?
- 3 What benefits or cost savings can be derived from open source software? How does it fit into the townships operations?
- 4 What security risks does the township face and what level of security is appropriate?
- 5 What disaster recovery risks does the township face and how are they mitigated?
- 6 Should the township expand electronic payments? Should tax payments be included?
- 7 What is the appropriate level of communication between the residents and the township?
- 8 Should the township pursue social media? What are the benefits and what are the costs?

CLOUD SOFTWARE

Technology is changing and cloud software is finding some footing in industry. The Centre Region Codes software and the Centre Region Finance accounting software are evidence of this. The Centre Region COG is discussing moving their entire computer system needs to the cloud. At some point, certain software that the township uses may be cost effective to be move to the cloud. This could be GIS, asset and workflow management, document management or police records software. One such item is the Microsoft Office suite. Microsoft currently offers a cloud version of its popular package for a monthly fee. A small version of the software is downloaded to the client computer and it is updated automatically, similar to the Windows operating system updates. Users are able to use the most current software available, with many new features not available in the older versions of the software. In practice, the software has some unexpected temporary shutdown issues, but this has not resulted in any data loss thus far...

VIRTUALIZATION

Given the number of servers that many larger enterprises have, the cost involved and the fact that many servers have minimal utilization, many IT shops are looking at Virtualization. Virtualization is a way to connect many servers together to share processing power and storage space, reducing the number of servers needed and related costs. The systems include an additional appliance that manages multiple servers. Given the cost of the appliance and installation, in order to be cost effective, the number of servers is usually much higher than the number that the township uses.

THIN CLIENTS

Related to the cloud offerings, technology is reverting back to the mainframe type of system, where the processing and software resides on the server and the clients are simple “dumb” terminals, mainly used for data input and displaying. This allows less expensive terminals, referred to as “thin clients”, are much less powerful or costly than personal computers currently in use. This is possible since the server is doing the hard work. However, there are drawbacks; one is if the system goes down, no work can be performed locally. Currently, the personal computers can operate independently of the server in many instances improving operating efficiency.

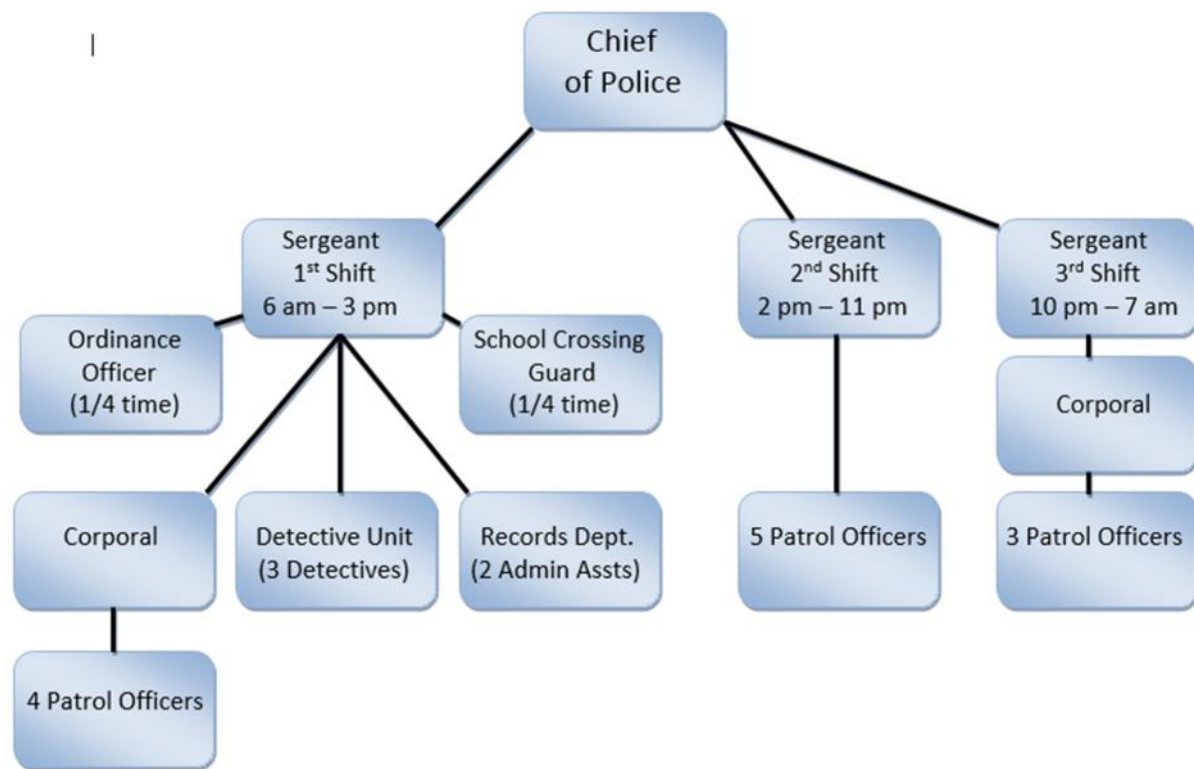
FERGUSON TOWNSHIP 2015 – 2019 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS INFORMATION TECHNOLOGY		
30.400.407.750		
Description	Year	Amount
Document Management and Sharing	2016	10,000
Replace Server (end of life)	2018	15,000
Total		25,000
Subtotals by Year	2015	0
	2016	10,000
	2017	0
	2018	15,000
	2019	0
	total	25,000

POLICE DEPARTMENT

The police department is proposing to spend \$809,789 or 12.2% of the total Capital Reserve fund expenditures during the term of this capital plan

Organizational Chart

The current organizational chart for the department is displayed below. The department employees 21 officers including the Chief, and two records assistants, a part time ordinance enforcement officer and two part time crossing guards.



1st Shift Sergeant – Fleet Management, Accreditation Manager
 1st Shift Corporal – Use of Force & First Aid Trainer, Department Armorer
 2nd Shift Sergeant – Scheduling, NCIC Validations, Traffic Grant Management, Field Training Coordinator
 3rd Shift Sergeant – Community Relations, Alcohol Grant Coordinator, Bike Patrol Manager

Staffing

The department is requesting one officer in 2016 to fulfill the patrol needs for the Whitehall Road Regional Park, Musser Gap Greenway, the Heights and Toll Brothers housing complexes. Given the current matrix of the police staffing, an additional Sergeant is recommended. Logistically, one current officer would be promoted and a new patrol officer would be hired.

The direct cost of an officer is estimated in the following chart. It includes the cost of the officers' uniforms and personal protection equipment, such as weapons and body armor. It also includes the cost to promote a current officer to Sergeant. This does not include the cost of vehicles and related insurance, which are accounted for separately.

FERGUSON TOWNSHIP 2015 – 2019 CIP POLICE OFFICER AND PROMOTIONAL COSTS					
Direct Costs Estimate	2016	2017	2018	2019	Total
Salary	59,678	65,167	70,848	76,728	272,421
Health/Eye/Dental	15,338	16,872	18,559	20,415	71,184
Life/Disability Insurance	380	384	388	392	1,544
Pension	5,968	6,517	7,085	7,673	27,242
Employer Taxes	4,673	5,093	5,528	5,978	21,272
Workers Comp	2,948	3,219	3,500	3,790	13,457
Personal Protection Equipment	6,000				6,000
Total	94,985	97,252	105,908	114,976	413,120

Police Vehicle Fleet Map

The current police vehicle fleet map is included for your reference. It includes ten Patrol vehicles, some powered by Compressed Natural Gas as well as detective and training vehicles. The Mobile Command Vehicle is listed on the map. The replacement dates are included in the chart.

Vehicle #	FT-1	FT-2	FT-3	FT-4	FT-5	FT-6	FT-7	FT-8	FT-10	FT-11	FT-12	FT-13	FT-14	FT-17	EVOC-2	FT-20	FT-21
Year / Make	2013 Chev Tahoe	2014 Chev Tahoe	2013 Chev Tahoe	2012 Chev Caprice	2011 Chev Caprice	2012 Chev Caprice	2009 Ford Crown Victoria	2015 Chev Tahoe	2010 Ford Fusion	2013 Chev Tahoe	2004 Ford Crown Victoria	2014 Chev Impala	2011 Chev Tahoe	2008 Chev Impala	2008 Ford Crown Victoria	2000 MCV	CRV
Twp ID	100046	100259	100045	100043	100255	100048	100195		100253	100044	100010	100260	100254	100123	100193		100252
VIN	1GNLC2E00DR283016	1GNSK2E02E4172886	1GNLC2E06DR284297	6G1MK5U23CL646331	6G1MK5T20BL544811	6G1MK5U2XCL644432	2FAHP71V39X140033		3FAHP0H A0AR213114	1GNLC2E06DR284350	2FAHP71W04X128911	1G11X5SL2EU145604	1GNSK2E04BR326560	2G1WS553181338892	2FAHP71V28X106851	5134LP37J8Y3319896	1FDJE30F8SHB77651
In Service	May-13	May-14	May-13	Oct-12	Aug-12	Oct-12	Jun-09		Apr-12	May-13	Apr-04	Mar-14	Aug-12	Mar-10	Oct-12	Jul-05	Jun-08
Assignmt	Patrol	Patrol	Patrol	Patrol	Patrol	Patrol	Patrol	Patrol	Detective	Patrol	All	Chief	Patrol	Detective	EVOC	Spec	CP/CM
CNG	Y	N	Y							Y							
Radio	XTL2500	XTL2500	XTL2500	XTL2500	XTL2500	XTL2500	XTL5000		XTL2500	XTL5000	MVA	None	XTL2500	XTL2500	N/A	Multiple	N/A
In Service	2013		2013	2013	2013	2013	2009			2009	N/A						
MCT																	
Model / In service	M-6 (2010)	M-6 (2009)	M-6 (2010)	M-6 (2010)	M-6 (2010)	M-6 (2010)	M-6 (2009)		None	M-6 (2010)	None	None	M-6 (2010)	None	None	2 laptops	None
VASCAR / VSPEC	VASCAR	VASCAR	VASCAR	VASCAR	VASCAR	VASCAR	VSPEC 2009		N/A	VASCAR	N/A	N/A	N/A	N/A	N/A	N/A	N/A
In service																	
Officers Assigned	3712:3710	3719:3729	3737:3726	3721:3714	3723:3722	3725:3711	Traffic	3713	3728	3730:3715	Training	3700	3706:3718	3727	All	Select	All
Est.																	
Rplcmt	2018	2019	2018	2017	2016	2017	2014	2015	2017	2018	2015	2019	2016	2016		N/A	N/A
Color	Bl/Silver	Bl/Silver	Bl/Silver	Silver	Silver	Silver	Dk Blue		Gold	Bl/Silver	DK Gray	Black	Silver	Black	White	White	White
Registrn	MG4783G		MG4785G	MG3039G	MG7642F	MG3038G	EDD0010		GFW2466	MG4784G	EDF2416	JKK3229	MG6670F	HJS9880	MG7443D	95356MG	MG4227B
Mileage																	
May 2014	23,985	200	24,622	32,395	73,976	29,538	58,610		29,400	21,954	91,432	1,020	53,102	29,354	121,891	4,939	187,335

Note: One detective has a County supplied car.

Police Department Capital Requests

The total proposed Public Safety department capital items for the 2015 to 2019 CIP is described in the following department requests. The proposed five year Capital Improvement Plan expenditures are based on currently known information and are coordinated with the Township's strategic plan. It includes fleet rotation based on a 5-year cycle of 2 to 3 vehicles per year, depending on condition of the vehicle. Most new patrol vehicles have been specified as Chevrolet Tahoes, instead of passenger cars, so that the CNG tank and fueling system may be accommodated and the benefits of fuel savings of CNG bi-fueled vehicles will be maximized.

Police Vehicles & Accessories

Grant money is not expected for the CNG conversions requested in the CIP. Any grant funding that becomes available would decrease the cost to the township for the CNG conversions.

The CNG vehicles will have reusable fuel tanks, with an estimated life of 20 years. Given the expense of the tanks, estimated at \$4,000 each, reusing them could save the township \$16,000 per vehicle over the life of the tank.

2015	
Police Vehicles & Equipment	\$101,500
One vehicle will be due for replacement and the addition of a marked patrol vehicle (FT-8) is requested to maintain the 2 officer per car ratio, which extends useful life to 5 years and evens out the year-to-year expense to maintain the fleet. The replacement of the department's unmarked patrol unit (FT-7) was pushed from 2014 to this year due to lower mileage & good condition, and it is still so. Therefore, FT-7 will become the department's administrative and training vehicle, and the current such vehicle, FT-12, will be replaced this year.	
Add Chevrolet Tahoe (FT-8)	34,500
Equipment and installation	15,500
Subtotal	60,000
Replace 2004 Ford Crown Victoria (FT-12) (with Caprice)	33,500
Equipment and installation	8,000
Subtotal	41,500
Total	101,500
Note: Equipment and install for FT-8 is higher than other vehicles as it requires all new equipment since it is an addition to the fleet and there is no existing equipment to install. It will need a mobile computer system, VASCAR unit, etc.	
CNG Conversions	\$24,000
This cost is for the new Tahoe (FT-8) & FT-2 to be converted to operate on Compressed Natural Gas. Grant funding is not available at this time for only two conversions (need 5 to apply). This cost is higher than last year to accommodate the tank cover, which was found to be needed. 2 @ \$12,000 each.	

2016**Police Vehicles & Equipment** **\$130,000**

Three vehicles will be due for replacement.

Replace 2011 Chevrolet Caprice (FT-5)	35,000
Equipment and installation	8,750
Subtotal	43,750
Replace 2011 Chevrolet Tahoe (FT-14) (4X4)	40,000
Equipment and installation	8,750
Subtotal	48,750
Replace 2008 Chevrolet Impala (FT-17)	32,000
Equipment and installation	5,000
Subtotal	37,500
Total	130,000

CNG Conversions **\$25,000**

One or both units may be converted to CNG to continue program and recognize fuel savings (2 @ 12,500)

2017**Police Vehicles & Equipment** **\$126,500**

Three vehicles will be due for replacement.

Replace 2012 Chevrolet Caprice (FT-4)	35,500
Equipment and installation	9,000
Subtotal	44,500
Replace 2012 Chevrolet Caprice (FT-6)	35,500
Equipment and installation	9,000
Subtotal	44,500
Replace 2010 Ford Fusion (FT-10)(CI)	32,500
Equipment and installation	5,000
Subtotal	37,500
Total	126,500

CNG Conversions **\$26,000**

Both units will need converted to CNG should we choose to continue the program and recognize the fuel savings. (2@ \$13,000)

2018**Police Vehicles & Equipment** **\$136,500**

Three patrol vehicles are due for replacement. This will be the first year the CNG Tahoes will be due for replacement.

Replace 2013 Chevy Tahoe (FT-1)	36,000
Equipment and installation	9,500
Subtotal	45,500
Replace 2013 Chevy Tahoe (FT-3)	36,000
Equipment and installation	9,500
Subtotal	45,500
Replace 2013 Chevy Tahoe (FT-11)	36,000
Equipment and installation	9,500
Subtotal	45,500
Total	136,500

Note: Equipment includes strobe corner lighting, fleet keys, console, solid rear seat, shotgun lock, prisoner partition, radio/siren, paint & graphics.

CNG Conversions **\$40,500**

All units will need converted to CNG should we choose to continue the program and recognize the fuel savings, although it should be possible to transfer the system equipment from units going out of service at a much reduced cost. (3 @ \$13,500)

2019**Police Vehicles & Equipment** **\$87,500**

Two vehicles will be due for replacement.

Replace 2014 Chevrolet Tahoe (4X4) (FT-2)	41,500
Equipment and installation	8,000
Subtotal	49,500
-	-
Replace 2004 Chevy Impala (FT-13)	33,500
Equipment and installation	5,000
Subtotal	38,500
Total	87,500

CNG Conversions	\$13,500
The Tahoe will need converted to CNG should we choose to continue the program; cost will better determined when units replaced in 2018 are converted. (1 @ \$13,500)	

Police Equipment

2015	
Records Management/Mobile Data System	\$55,000
Our current regionally shared dispatch and the vendor has discontinued records management/mobile data system. The consortium is seeking the cost of migration to the current vendor's new system. If that does not have a successful outcome, a new vendor will be chosen. This is the second of two anticipatory cost payments. (\$110,000 over 2 years).	
Interview Room Recording System Update	\$8,200
This is a revised amount related to the 2014 budget item to reflect current costs.	
VASCAR Plus IIIC	\$10,850
The department's current VASCAR (Visual Average Speed Computer And Recorder) units are getting older, starting to require frequent repair of switches, and programming. The department requests this amount to replace the entire current unit with the latest version. Should the state allow the use of RADAR (RADio Detection And Ranging) by municipal police, the department could utilize these funds to purchase RADAR units instead. 7@\$1,350 plus \$200 each installation.	
Patrol Bicycles	\$6,000
Our 4 patrol bicycles are 14 years old and in need of replacement; the helmets have a 5-year expiration date and were purchased in 2007. 4 bikes@ \$1,400 each & 4 helmets @ \$100 each.	
Level 4 Ballistic Shield	\$3,000
This request is for adding a ballistic shield in the patrol vehicle assigned to the corporals, which will allow both supervisor cars to each have a level four ballistic shield capable of providing ballistic protection for multiple officers from center fire rifle rounds. We currently have Level 3 shields in officer assigned patrol cars.	
TASERS	\$8,500
The second set of our current X-26 Tasers will reach the end of their five-year maximum recommended shelf life. This price includes four of the new model Tasers, the X-2, plus the camera, download software and an additional four-year warranty on both the Taser and camera beyond the standard/included one-year warranty.	
Evidence Room Property Tracking System	\$4,139
The handling of property and evidence is a high liability area for police departments and has significantly increased in amount with the explosion of digital data as well as the increasing demand for forensic evidence. Our property and evidence system is currently managed by a detective and substantially affects his available investigative time. This software & hardware would decrease the amount of time spent on logging, organizing, moving,	

tracking, purging & auditing property & evidentiary items under our control. Although some information is captured in our main records system, it is primarily purposed for generating required crime reporting, and is not nearly as robust and efficient as software designed for such use. Hardware consisting of barcode printer, Bluetooth scanner, signature pad: \$1,732; 2 concurrent user licenses (yearly cost) \$2,408.	
2016	
.22 Caliber Varmint Rifles	\$3,100
This purchase would standardize the varmint rifles in each car. Currently we have four different makes and models of varmint rifles (.22 caliber) in the various patrol vehicles. This had become an issue with safety as the different models function differently with loading, chambering and unloading. The amount for this request would be reduced by trading in the current various varmint rifles. 10 @ \$310 each.	
2017	
No Items are requested for the current year	
2018	
No Items are requested for the current year	
2019	
No Items are requested for the current year	

Police Vehicle Equipment Sinking Fund

This sinking fund is to replace the mobile equipment, such as computers, monitors, keyboards, printers, air cards, in the police cars when they reach the end of life. It is also expected to be used for camera systems, license plate readers and other mobile technologies.

FERGUSON TOWNSHIP 2015 – 2019 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS POLICE CAR VIDEO SINKING FUND				
30.400.410.760				
Description	Year	Additions	Deductions	Balance
Annual Sinking Fund Contribution	2012			10,000
Annual Sinking Fund Contribution	2013	10,000		20,000
Annual Sinking Fund Contribution	2014	10,000		30,000
Mobile Computer Systems	2015		60,000	(30,000)
Annual Sinking Fund Contribution	2015	20,000		(10,000)
Annual Sinking Fund Contribution	2016	20,000		10,000
Mobile Cameras for Cars	2016		60,000	(50,000)
Annual Sinking Fund Contribution	2017	20,000		(30,000)
Annual Sinking Fund Contribution	2018	20,000		(10,000)
Annual Sinking Fund Contribution	2019	20,000		10,000
Total		120,000	120,000	
Subtotals by Year		2015	60,000	
		2016	60,000	
		2017	0	
		2018	0	
		2019	0	
		total	120,000	

PLANNING AND ZONING

The total proposed capital costs for the Planning and Zoning Department totals **\$106,000** or **1.6%** of the total capital reserve expenditures for the five years. The following expenditures will allow the department to continue to accrue funds to engage a consultant to assist in the preparation of appropriate updates to the zoning and subdivision and land development ordinances. Such revisions are intended to provide consistency with the goals of the Township's Strategic Plan and to ensure implementation of the Regional Comprehensive Plan currently being updated.

Funding for the implementation of streetscape improvements along the West College Avenue corridor is included in the Public Works department. The Terraced Streetscape Project sinking fund is eliminated in lieu of a \$1.4 million grant through DCNR and a \$600,000 PA Bank infrastructure loan. This funding would supplement that which might be available through either public/private partnerships or grants.

The department is requesting additional staff member in 2015 to work with the Director of Planning and Zoning to assist with the plan review process with tasks such as review, tracking, distribution and communications to consultants, agent and public to help address public planning inquiries. Assist Director of planning and staff with larger planning issues, including but not limited ensuring that the Zoning and SALDO (Subdivision and Land Development Ordinance) codes put the comprehensive plan into action, are consistent with each other and other ordinances and accomplish the goals of the Township. Help to anticipate future trends based upon current and future demographics of the municipality and region and further work with Director and staff to address changes creatively.

Current system is triage based and reactive rather than proactive. Another staff person will help ameliorate the Director's time spent on reactive planning and allow for more time spent on proactive planning and reconciliation of code inconsistencies. The new position should also help to minimize time to process Subdivision and Land Development plans.

FERGUSON TOWNSHIP 2015 – 2019 CIP ASSISTANT PLANNER						
Direct Costs Estimate	2015	2016	2017	2018	2019	Total
Salary	40,000	41,200	42,436	43,709	45,020	212,365
Health/Eye/Dental	15,338	16,872	16,872	18,559	20,415	88,056
Life/Disability Insurance	380	384	384	388	392	1,928
Pension	4,000	4,120	4,244	4,371	4,502	21,237
Employer Taxes	3,168	3,260	3,354	3,452	3,552	16,786
Workers Comp	400	412	424	437	450	2,124
Total	63,286	66,248	67,714	70,916	74,331	342,496

Planning Requests

2015	
<u>Consultant - Rewrite of Land Use Ordinances</u>	\$100,000
Allow for an update of the Zoning regulations as well as the revision of the Subdivision and Land Development Ordinance consistent with the goals and objectives of the adopted Mission Statement, Township Strategic Plan and the Regional Comprehensive Plan update. Amendments to the zoning ordinance could reduce redundancy, inconsistency and out-of-date regulations. Throughout the draft 2014 Ferguson Township Strategic Plan are Action Steps that indicate reviewing the land use ordinances to ensure that these ordinances meet the Township's vision for the future.	
Assistant Planner - Office Furniture	\$6,000
The Assistant Planner will utilize the existing office next to the zoning officer. This office will need furniture and office equipment for the new staff. This also includes \$2,000 for office equipment.	

PUBLIC WORKS DEPARTMENTS

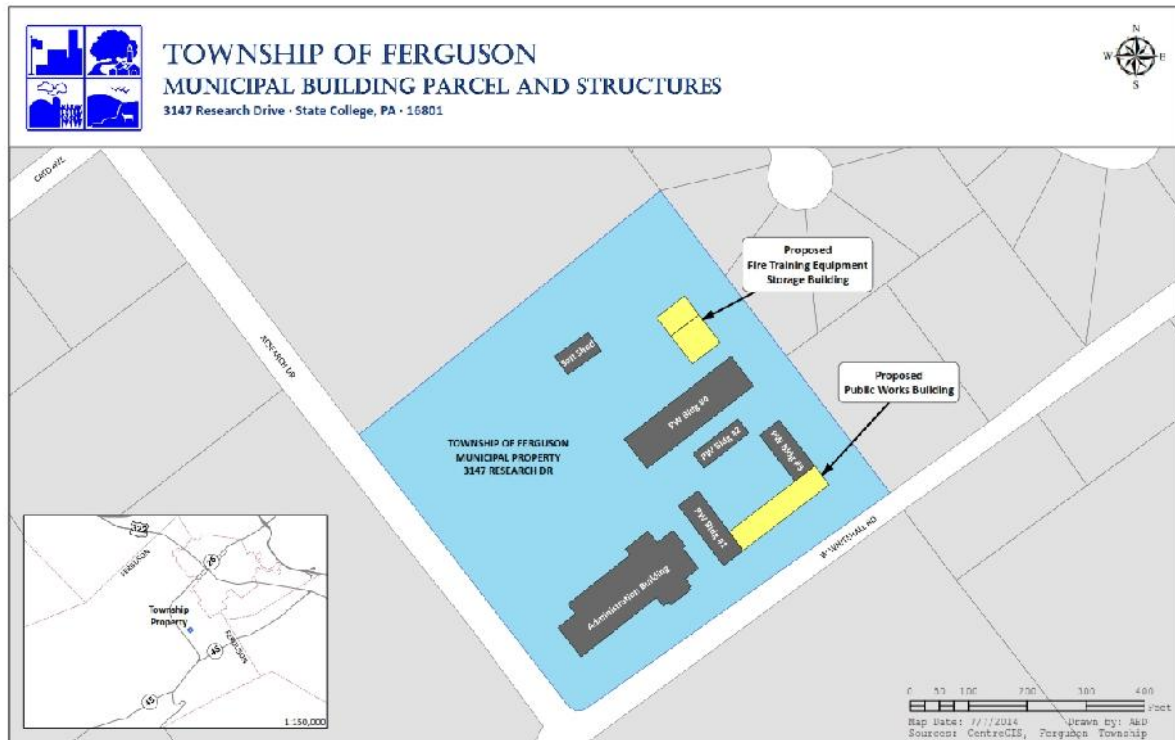
BUILDINGS AND GROUNDS DEPARTMENT

The Buildings & Grounds Department requests **\$2,404,700** or **36.2%** of the total Capital Reserve fund requests.

Fire Training Site: The 2014 budget allowed \$83,400 for the design and construction of a building to house fire training trailers and a truck to be leased to COG. The scope of the project has increased the projected costs. In addition, after working with structural design professionals, staff has been requested to review project design and construction alternatives with pre-manufactured metal building contractors. At this time, the concept building is 60' x 60' with the ability to add a 60' x 40' addition in the future, has gable ends but no walls, steel columns on footers, galvanized metal roof, metal or wood trusses, soffit, fascia, gutters, downspouts, concrete floor but no floor drain, and 60 amp electric service. The estimated cost is \$144,000 for the building frame and roof, \$18,000 for the concrete floor, \$10,000 for electric service, \$15,000 for design, \$5,000 for a site plan, all site work by Ferguson Township Public Works for a total project cost, rounded to \$200,000 for budgeting purposes for next year.

Fuel Pump Dispenser/Canopy/Island: \$35,000 is in the 2014 budget for this work which is not expected to be done in 2014 due to issues associated with failed leak detection tests of the underground fuel tanks. The failed tests are presumed due to heat and expansion in hot summer months. However, an expert has been contacted to determine the cause. Until such time as the cause is known, it is not prudent to replace the pumps and install a canopy. One vendor noted the fuel suction line and the tanks may need to be lowered to prevent overheating in the summer and improve the reliability of the system. If this is the case, additional funds will be needed to excavate and install new tanks. If we install new tanks, we should consider 2 10,000 gallon tanks, which may attract more fuel bidders due to the size of the shipment. A new system could include the 2 new tanks installed deeper, new suction line, new fuel card reader system, canopy, island and pumps for an estimated total cost of \$100,000.

The map of the township facilities is revised to include the proposed fire trailer structure and the new public works facility.



The buildings and grounds department is requesting the following items for this planning period. Please note that the new facility will be paid out of loan proceeds.

FERGUSON TOWNSHIP 2015 – 2019 CIP BUILDINGS & GROUNDS		
30.400.409.750		
Description	Year	Amount
Mobile generator hook up	2015	10,000
Floor Scrubbing machine	2015	3,900
Fire training trailer	2015	200,000
Fuel pump dispensers, island and canopy	2015	35,000
PW Bldg. 1 garage - CNG detection system	2016	30,000
Replace 8 existing analog cameras with digital cameras	2016	8,800
Concrete bins for material storage 4 x 7,000	2016	35,000
Seal floor in police department	2016	24,000
Fitness equipment	2016	2,000
Fitness equipment	2017	2,000
100KW Generator upgrade	2017	50,000
Fitness equipment	2018	2,000
New public works building with offices, break room, showers, bathrooms and storage.	2018	2,000,000
Remodel FTPW building 1 for police storage 9,000SF	2018	
Fitness equipment	2019	2,000
Total		2,404,700
Subtotals by Year	2015	248,900
	2016	99,800
	2017	52,000
	2018	2,002,000
	2019	2,000
	total	2,404,700

PUBLIC WORKS STAFFING

The Public Works Organizational Chart is depicted below. This does include the proposed road workers and arborist. It also reflects a promotion from road worker to a new position road worker/sign foreman to acknowledge the commitment required to manage the sign inventory.

Arborist

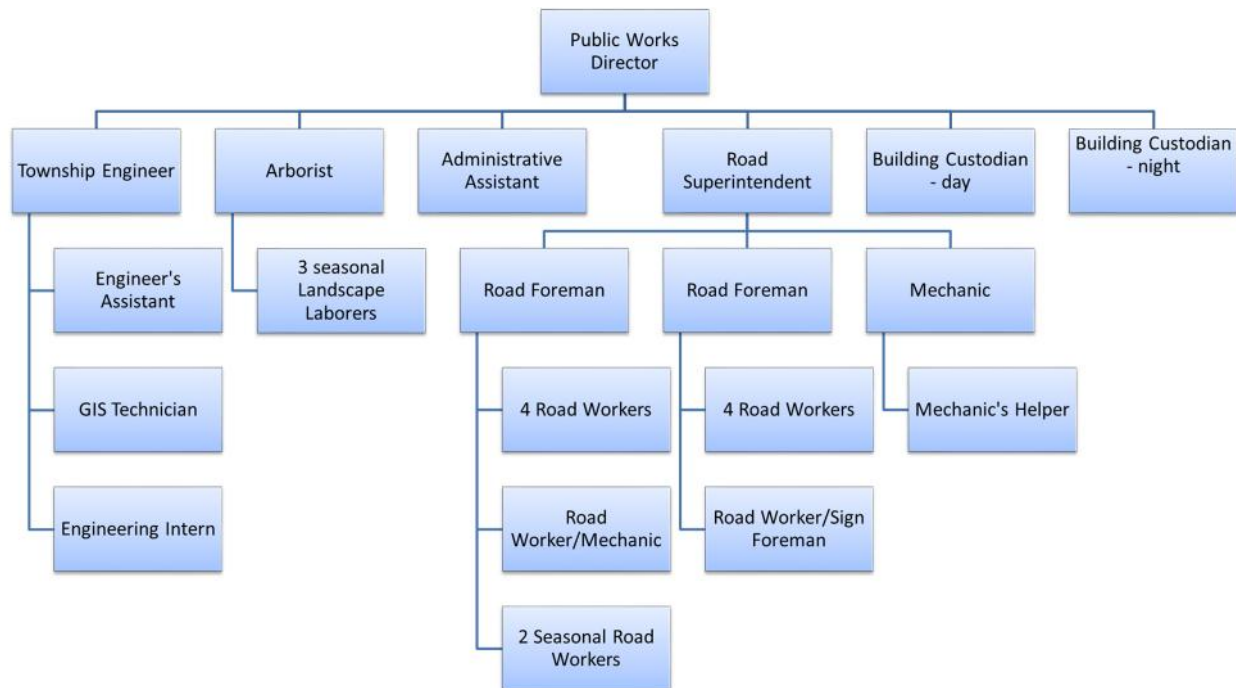
The Township maintains an urban forest of over 6,600 trees. An inventory, to be conducted in 2014, will identify more precisely the quantity of trees and obtain data to help manage the street trees. In 2014, it is expected that the Township will adopt a new street tree ordinance and create a Street Tree Commission. Requests by the Board to involve residents in the street tree planting process and requirements of grant funding place require a greater effort and time from staff. An arborist, reporting to the Public Works Director, will assist with the daily demands on staff to manage the street trees. Duties are expected to include:

- assisting with the preparation, administration, and inspection of street tree pruning contracts and street tree planting contracts,
- supervision of seasonal landscape laborers to prune trees (eg: branches that overhang sidewalks, or block sight distance at driveways or stop signs) and perform landscaping activities in the right of way and at the Township building,
- respond to resident inquiries regarding tree issues,
- attend meetings of the tree commission,
- utilize the tree inventory to prioritize tree pruning and maintenance,
- prepare planting plans for the township,
- review land development and subdivision street tree planting plans,
- assist with the development of an ash tree management plan,
- assess and diagnose tree diseases, recommend tree treatment options,
- oversee tree treatment agreements with various homeowner associations,
- train seasonal workers in pruning techniques,
- maintain a list of tree planting opportunities.

Road Workers

The current 2015-2019 Capital Improvement Plan (CIP) reflects capital costs that assume certain activities will start to be performed in house by the Ferguson Township Public Works Department (FTPW). The current CIP indicates a significant savings in the Transportation Improvement Fund (TIF) over the draft CIP, by performing these activities ourselves rather than by 3rd party contract. A review of the condition of the roadways in the Township indicates that many are good candidates for base repair and overlay. Reconstruction, Reclamation, and Cold in Place Recycling are not envisioned in the near future based on the current roadway conditions. To maintain the level of service expected by FTPW for brush collection, leaf collection, and road maintenance, it will be necessary to hire 2 additional road workers in 2015 to perform base repair in advance of contracted paving operations, and follow up after the paving with shoulder or topsoil backup, placement of mail boxes, seeding and restoration. This will also allow FTPW to better control the final seeding and restoration efforts. These same full

time road workers will assist with leaf and brush collection and winter plowing operations. It has been a strain on manpower since the crews have worked split shifts during plow operations to keep up with the demands of winter operations. By shifting some funding from the General Fund to Liquid Fuels for items such as road salt, and by moving some activities from Liquid Fuels to the TIF such as bike path maintenance, and the savings shown in the TIF by self performing some activities, it is possible to fund the 2 road workers from the General Fund without the direct need to increase taxes or revenue. One of the two requested road worker positions could be a road worker/sign foreman to acknowledge the efforts needed by a certain individual to manage the sign inventory and stay abreast of sign installation standards and related work.

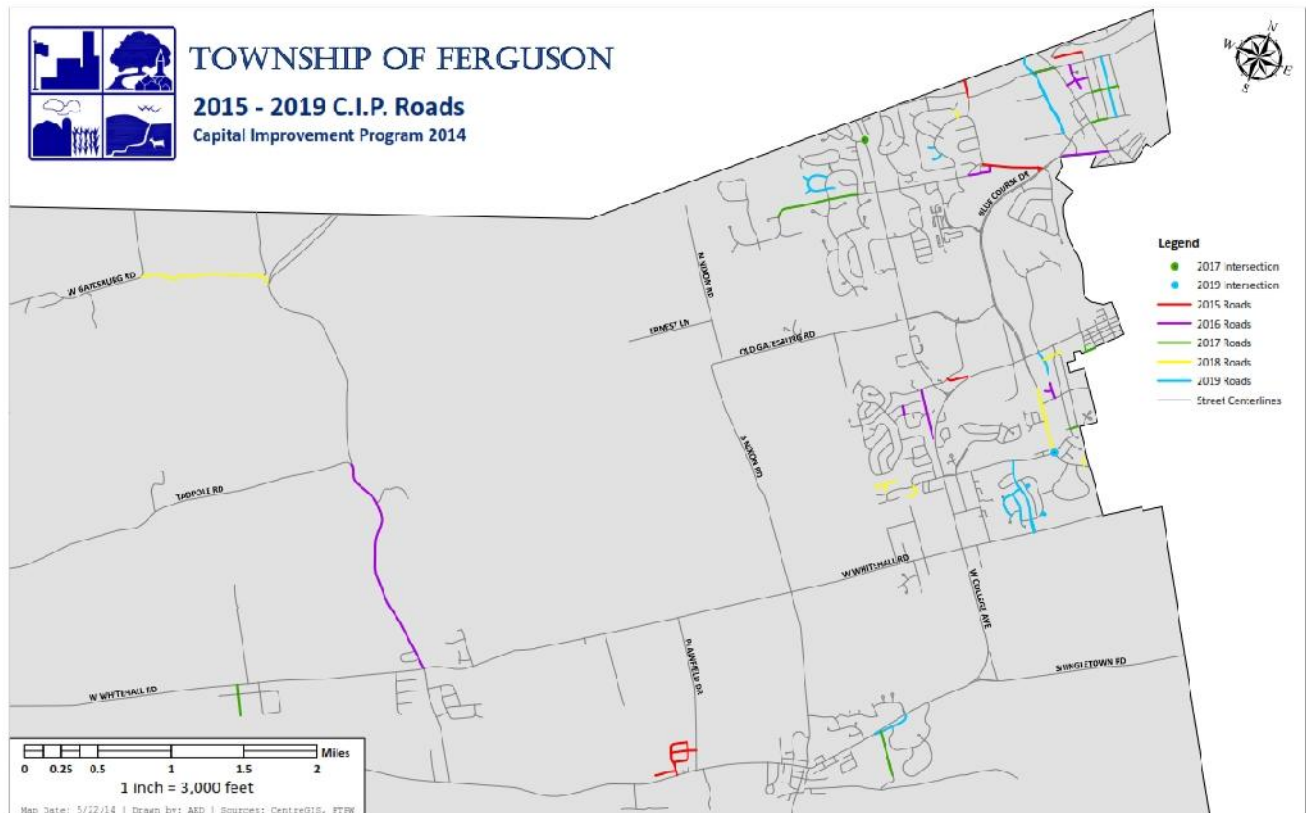


The following chart depicts the estimated cost for the proposed staffing additions. The staffing additions assume family coverage for health benefits. If new hires select something different, the cost will be less.

FERGUSON TOWNSHIP 2015 – 2019 CIP PUBLIC WORKS STAFFING (2 ROAD WORKERS & 1 ARBORIST)						
Direct Costs Estimate	2015	2016	2017	2018	2019	Total
Salaries	120,000	123,600	127,308	131,127	135,061	637,096
Health/Eye/Dental	46,014	50,615	50,615	55,677	61,245	264,166
Life/Disability Insurance	1,140	1,151	1,151	1,163	1,175	5,780
Pension	12,000	12,360	12,731	13,113	13,506	63,710
Employer Taxes	9,504	9,563	9,847	10,139	10,440	49,493
Workers Comp	5,928	6,106	6,289	6,478	6,672	31,473
Total	194,586	203,395	207,941	217,697	228,099	1,051,718

ROAD PROJECTS

Road Projects make up the bulk of the capital expenditures for the township. For the term of this CIP, road projects total **\$9,843,000** or **72.0%** of the total capital expenditures for all capital projects funds. The map below depicts the various roadwork that that township is planning to undertake during the term of this capital plan.



The proposed roundabout on Valley Vista road is contingent upon grant funding. Grant funding of 80% is included to offset the cost of construction. It is common for the state to make payments, as the project is underway. Therefore, the timing of the grant funding matches the timing of the construction in 2017.

Each year all roadways in the Township are inspected and the condition assessed and documented in the form of a pavement inspection report. This report is utilized by the Public Works Director to prioritize capital road improvements and determine appropriate roadways for road surface preservation techniques such as Microsurfacing. In 2015, all capital road improvements are candidates for base repair and a new asphalt wearing surface. In some cases the existing asphalt surface will be milled off, and in some cases the existing surface will be overlaid. Budget pricing is based on historical costs for the Township and estimated by the linear foot. For example, an asphalt overlay of a 26 foot wide residential street in 2015 is estimated to cost \$35/linear foot, assuming FTPW performs base repair and other activities

such as sign installation, mail box replacement or resetting, topsoil or shoulder backup, seed and soil supplements. Additional costs are incurred if the storm pipe, curb, or sidewalk ramps are in need of repair. These additional costs are reflected in the linear foot price for the roadway in the CIP. A road requiring cold in place recycling or reclamation can cost an additional \$40/linear foot. The 2014 paving projects with all work done by contract including cold in place recycling cost \$118/linear foot.

Storm Pipe Improvements

Prior to a roadway being overlaid with new asphalt, the condition of the inlets and storm pipe is assessed either visually or by remote controlled camera. The CIP reflects any anticipated costs due to inlet and storm pipe replacement. New inlets set in place can cost \$3,000 each, less if just the top is being replaced. The cost of storm pipe replacement varies based on the length of pipe to be replaced, diameter of the pipe, the type of pipe material, and other work associated with the storm pipe replacement such as other utility relocation costs and if the above curb or sidewalk needs replaced. A typical 18 inch diameter high density polyethylene (HDPE) pipe installed will add about \$75/linear foot to the project cost.

Americans with Disability Act (ADA) Handicap Accessibility Sidewalk Intersection Ramp Improvements

Upgrades to sidewalk intersection concrete ramps are included in the CIP in the year the roadway is identified for improvement. Guidelines and rules for construction of these ramps promulgated by the federal government change often and staff goes to training to stay abreast of the latest requirements. The cost varies for each ramp depending on the existing grades and number of sidewalk blocks that need to be removed to reconstruct the ramp to the proper grades. \$4,000 is budgeted for each ramp that needs to be replaced. Truncated domes are required at these crossings. The Township Engineer may determine that it is technically infeasible to upgrade some ramps. Eight (8) ramps are proposed to be reconstructed in 2015.

The Public Works Department sometimes rents a paver and performs small paving projects. In 2015, the Department proposes to pave Pine Hall Court. Often these small paving projects get expensive when done by contract due to the mobilization requirements for such a small project.

ROADS - Description	Const Year	Construction Year Cost	
2015			
Microsurfacing and pavement preservation Townshipwide	2015	\$242,000	
Pine Hall Court materials and paver	2015	\$24,000	
Subtotal Liquid Fuels			\$266,000
White property acquisition 8.9 acres	2015	\$220,000	
Subtotal Capital Reserve Fund			\$220,000
Bikepaths and parking lots pavement repair, sealcoating, line striping	2015	\$33,000	
Traffic Signal Optimization - Study, Timing, minor capital improvement (4 intersections per year)	2015	\$22,000	
Circleville Rd from East Park Hills Avenue to Blue Course Drive - base repair by FTPW, mill and overlay, no drainage, no curb	2015	\$118,000	
Wyoming Ave. - asphalt overlay (base repair by FTPW)	2015	\$65,000	
Wyandotte Lane - asphalt overlay (base repair by FTPW)	2015	\$33,000	
Delaware Road - asphalt overlay (base repair by FTPW)	2015	\$45,000	
Kansa Ave.- paved swales and asphalt overlay (base repair by FTPW) (paid using Piney Ridge funds)	2015	\$42,000	
Kansa drainage (pipe 652 Kansa to 667 Kansa backyard or from cul-de-sac to intermittent stream to accept sump pump discharge) (paid using Piney Ridge funds)	2015	\$41,000	
Kansa drainage inlets (partially paid using Piney Ridge funds)	2015	\$13,000	
Kansa utility relocation	2015	\$17,000	
Kansa ROW (drainage easement)	2015	\$6,000	
Suburban Ave - mill curblane, overlay, (base repair by FTPW)	2015	\$51,000	
Suburban Ave - select curb repair	2015	\$10,000	
Suburban Ave stormpipe	2015	\$83,000	
Suburban Avenue Engineering (drainage study, survey, flood plain mapping)	2015	\$33,000	
Park Lane - from Aaron Dr to Ferguson/Patton line, mill curblane and overlay, no drainage, no curb (base repair by FTPW)	2015	\$22,000	
Park Lane from Aaron Dr to Ferguson/Patton line, ADA ramps	2015	\$35,000	
Design a left turn lane on Valley Vista Dr. at Bachman Lane considering a Round-a-bout or Traffic Signal	2015	\$55,000	
TIF SUBTOTAL			\$724,000
TOTAL		\$1,210,000	

ROADS - Description	Const Year	Construction Year Cost	
2016			
Microsurfacing and pavement preservation Townshipwide	2016	\$266,000	
Knob Hill Road materials and paver	2016	\$38,000	
Iroquois Road materials and paver	2016	\$12,000	
Subtotal Liquid Fuels			\$316,000
Subtotal Capital Reserve Fund from General Fund			\$0
Bikepaths and parking lots pavement repair, sealcoating, line striping	2016	\$36,000	
Traffic Signal Optimization - Study, Timing, minor capital improvement	2016	\$24,000	
Tadpole Road from W Gatesburg Road to Whitehall Road - mill and overlay (base repair by FTPW)	2016	\$347,000	
West Cherry Lane, mill and overlay, Atherton St. west to terminus (base repair by FTPW)	2016	\$61,000	
Science Park Court - (base repair by FTPW) overlay, no curb, no drainage	2016	\$80,000	
Denton Avenue - (base repair by FTPW) overlay, no curb, no drainage	2016	\$38,000	
Denton Ave ADA ramps	2016	\$10,000	
Cromer Drive - (base repair by FTPW) and overlay, no curb, no drainage	2016	\$27,000	
Kennelworth Court (Haymarket) - mill and overlay, no curb, no drainage	2016	\$17,000	
Conover Lane (Haymarket) - mill and overlay, no curb, no drainage	2016	\$25,000	
Engineering for a new turn lane on W Aaron Drive from Martin Street to N Atherton Street	2016	\$42,000	
Utility relocation for a new turn lane on W Aaron Drive from Martin Street to N Atherton Street	2016	\$18,000	
Left turn Valley Vista Drive and Bachman Lane - Utility	2016	\$30,000	
Left turn Valley Vista Drive and Bachman Lane - ROW	2016	\$0	
TIF SUBTOTAL			\$755,000
TOTAL		\$1,071,000	

ROADS - Description	Const Year	Construction Year Cost	
2017			
Microsurfacing and pavement preservation Townshipwide	2017	\$293,000	
Myrtle Ave btwn McBath St and Madison St - FTPW mill and overlay	2017	\$27,000	
Subtotal Liquid Fuels			\$320,000
West College Ave Streetscape construction	2017	\$2,000,000	
Subtotal Capital Reserve Fund from General Fund			\$2,000,000
Bikepaths and parking lots pavement repair, sealcoating, line striping	2017	\$40,000	
Traffic Signal Optimization - Study, Timing, minor capital improvement	2017	\$3,000	
W Aaron Drive from Martin Street to N Atherton Street, new turn lane, curb replacement, some drainage	2017	\$295,000	
East North Hills Place between N Allen St and Curtin Street, (base repair by FTPW) mill, overlay, no drainage, no curb, no ramps	2017	\$44,000	
Timothy Lane - (base repair by FTPW) overlay, no drainage, no curb	2017	\$52,000	
Sleepy Hollow Dr btwn Circleville Road and a point 0.59 miles west, mill and overlay, no drainage, no curb (base repair by FTPW)	2017	\$205,000	
Sycamore Drive - (base repair by FTPW) overlay	2017	\$74,000	
Sycamore Drive drainage ditches and driveway culverts	2017	\$212,000	
W Clinton Ave - between Atherton St. and Linn St. (base repair by FTPW) overlay	2017	\$38,000	
Corl Street between W Beaver Ave and Highland Alley - (base repair by FTPW) overlay	2017	\$10,000	
Highland Alley - (base repair by FTPW) and overlay	2017	\$45,000	
Round-a-bout or Left turn lane and traffic signal at Valley Vista and Bachman - Construction	2017	\$998,000	
TIF SUBTOTAL			\$2,016,000
TOTAL		\$4,336,000	

ROADS - Description	Const Year	Construction Year Cost	
2018			
Microsurfacing and pavement preservation Townshipwide	2018	\$322,000	
Subtotal Liquid Fuels			\$322,000
Subtotal Capital Reserve Fund			\$0
Bikepaths and parking lots pavement repair, sealcoating, line striping	2018	\$44,000	
Traffic Signal Optimization - Study, Timing, minor capital improvement	2018	\$3,000	
W Gatesburg Road - from Boundary Oaks to Scotia Road (base repair by FTPW) scratch and overlay	2018	\$314,000	
Ash Ave (Pine Hall, Haymarket) - (base repair by FTPW) overlay, no drainage, no curb	2018	\$33,000	
Wells Terrace (Haymarket) - (base repair by FTPW) overlay	2018	\$14,000	
Wells Terrace - replace bituminous curb with concrete mountable BCBC mounted curb	2018	\$14,000	
Wells Terrace - ADA ramps	2018	\$12,000	
Pamela Circle (Good Hope Farms) - (base repair by FTPW) and overlay, no drainage	2018	\$31,000	
Pamela Circle (Good Hope Farms) - replace bituminous curb with concrete mountable BCBC mounted curb	2018	\$33,000	
Pamela Circle ADA ramps	2018	\$12,000	
Fairfield Circle (Good Hope Farms) - (base repair by FTPW) overlay	2018	\$38,000	
Fairfield Circle (Good Hope Farms) - replace bituminous curb with concrete mountable BCBC mounted curb	2018	\$42,000	
Fairfield Circle (Good Hope Farms) - ADA ramps	2018	\$12,000	
Stafford Circle (Good Hope Farms)	2018	\$22,000	
Stafford Circle (Good Hope Farms) -replace bituminous curb with concrete mountable BCBC mounted curb	2018	\$25,000	
Blue Course Drive - from Bristol Avenue to a point 600 feet north of Westerly Parkway (base repair by FTPW) mill, overlay, no curb	2018	\$197,000	
Blue Course Drive from Bristol Avenue to a point 600 feet north of Westerly Parkway - ADA ramps	2018	\$35,000	
Blue Course Drive from Bristol Avenue to a point 600 feet north of Westerly Parkway - inlet tops, no pipe	2018	\$55,000	
Princeton Drive - between Dogwood Circle and East Park Hills Ave, (base repair by FTPW) overlay, no curb, no drainage	2018	\$16,000	
TIF SUBTOTAL			\$952,000
TOTAL		\$1,274,000	

ROADS - Description	Const Year	Construction Year Cost	
2019			
Microsurfacing and pavement preservation Townshipwide	2019	\$354,000	
Subtotal Liquid Fuels			\$354,000
Subtotal Capital Reserve Fund			\$0
Bikepaths and parking lots pavement repair, sealcoating, line striping	2019	\$48,000	
Traffic Signal Optimization - Study, Timing, minor capital improvement	2019	\$32,000	
New Traffic Signal - Blue Course and Bristol	2019	\$403,000	
Owens - base repair and overlay	2019	\$51,000	
Owens - replace bituminous curb with concrete mountable BCBC mounted curb	2019	\$48,000	
Harris Street	2019	\$125,000	
Appletree Circle (Park Hills) base repair and overlay, no inlets, no HC ramps	2019	\$20,000	
Appletree Circle, new concrete mountable curb	2019	\$20,000	
Avebury Circle (Park Hills)	2019	\$25,000	
Meckley Drive	2019	\$86,000	
Martin Street from Park Crest Lane to Patton Township Line, mill and overlay, no curb, no drainage, 3 lanes	2019	\$272,000	
Shagbark Court (Chestnut Ridge)	2019	\$21,000	
Sassafras Court (Chestnut Ridge)	2019	\$17,000	
Hickory Hill Drive (Chestnut Ridge)	2019	\$90,000	
Ashburton Court (Chestnut Ridge)	2019	\$20,000	
Manor Court (Stonebridge)	2019	\$18,000	
Sheffield Court (Stonebridge)	2019	\$17,000	
Williamsburg Drive (Stonebridge)	2019	\$62,000	
Red Lion Drive (Stonebridge)	2019	\$74,000	
Stonebridge Drive (Stonebridge)	2019	\$149,000	
TIF SUBTOTAL			\$1,598,000
TOTAL		\$1,952,000	

PUBLIC WORKS EQUIPMENT

The following charts depict the capital equipment requested by public works department during the term of the capital plan. Public Works equipment requests total **\$ 1,983,214** or **29.9%** of the Capital Reserve fund expenditures.

Replacement Schedule for Traffic Signal Uninterruptable Power Supplies (UPS): In an effort to improve the function and reliability of traffic signal operations especially in the event of power outages, public works staff requests funding for UPSs in accordance with the below schedule:

System	Location	UPS Type	Battery Type	Battery Installed / Last Replaced	Generator Plug / Type	Indicator Lights
Atherton	Aaron Dr and N Atherton St	Econolite: DBLMX	3 - Genesis: NP100-12 (12V 100Ah)	2007/2013	Leviton 30A, 125V	Yes
	North Hills Place and N Atherton St	2015-C11	None		No	No
	Blue Course Dr/Clinton Ave and N Atherton St	Alpha FXM 1100	3 - Genesis: MP100-12 (12V 100Ah)	2004/2014	Hubbell 30A, 125V	No
		REPLACE 2019-C11				
	Cherry Ln and N Atherton St	2016-C11	None		No	No
Blue Course	Martin St and Blue Course Dr	Econolite: DBL 777MX	3 - Genesis: MP100-12 (12V 100Ah)	2014	Leviton 30A, 125V	Yes
	Circleville Rd and Blue Course Dr	Econolite: DBL700-M	Genesis: NP100-12 (12V 91.6Ah)	2008	Hubbell 30A, 125V	Yes
	Havershire Blvd and Blue Course Dr	Econolite: DBLMX	3 - Genesis: MP100-12 (12V 100Ah)	2013	Leviton 30A, 125V	Yes
	Old Gatesburg Rd and Blue Course Dr	Econolite DBL-700	3 -Genesis: MP100-12 (12V 100Ah)	2012	Leviton 30A, 125V	Yes
	WCollege Ave and Blue Course Dr	Alpha FXM 1100	Alpha CE11 160 AGM (12V)	2004	Hubbell 30A, 125V	No
		REPLACE 2017-C11				
	Westerly Pkwy and Blue Course Dr	Econolite DBL-777-MX	Genesis: NP100-12 (12V 100Ah)		Hubbell 30A, 125V	Yes
Science Park	Circleville / Valley Vista and Science Park	2017-C11	None		No	No
	Old Gatesburg Rd and Science Park Rd	Econolite: DBL700-M	3 - Genesis: NP100-12 (12V 100Ah)	2006/2014	Leviton 30A, 125V	No
	Raytheon/ARL and Science Park Rd	Econolite DBL-777-MX	Magic Power Solution SN 12-100 (HT)	2010	Leviton 30A, 125V	Yes
	Pine Hall Rd and Science Park Rd	Econolite: DBL 777MX	3 - Genesis: MP100-12 (12V 100Ah)	2014	Leviton 30A, 125V	Yes
	Science Park Rd and WCollege Ave	Econolite: DBL700-M	Genesis: NP100-12 (12V 100Ah)	2012	Leviton 30A, 125V	Yes
None	Corl St and WCollege Ave	2018-C11	None		No	No
	Whitehall Rd and WCollege Ave	Econolite: DBLMX	3 - Genesis: NP100-12 (12V 100Ah)	2013	Leviton 30A, 125V	Yes
	Martin St and Aaron Dr	Econolite: DBL 777MX	3 - Genesis: MP100-12 (12V 100Ah)	2014	Leviton 30A, 125V	Yes
	Bristol Ave and WCollege Ave	Econolite: DBL700-M	Genesis: NP100-12 (12V 100Ah)	2012	Leviton 30A, 125V	Yes
	Research Dr and Whitehall Rd	Econolite: DBL 777MX	3 - Genesis: MP100-12 (12V 100Ah)	2014	Leviton 30A, 125V	Yes

A trailer to haul landscaping equipment is requested in 2015. With storage space a premium, a closed trailer can house the equipment at the Township building without taking up indoor storage space. The trailer would allow FTPW to haul mowers and other trimming equipment for use during roadside mowing operations.

NEW EQUIPMENT & REPLACEMENTS UNDER \$25,000	Cost
2015	
UPS backup and signal cabinet modifications Atherton/ N Hills	\$17,850
Traffic signal LED replacements	\$5,000
Zmaster diesel zero turn mower replace IM22	\$12,320
18 foot trailer for storing and transporting landscaping equipment to job sites	\$9,000
Enclosed Carmate trailer 7x12 for storing and transporting tools and supplies to job sites	\$5,200
Install 2 tarps on 2 trucks for hauling stone, mulch, asphalt	\$4,620
SUBTOTAL EQUIP NOT IN FUND	\$53,990
2016	
UPS backup and signal cabinet modifications Atherton/ Cherry	\$18,743
Traffic signal LED replacements	\$5,250
Replace IM-505 a 1990 Woods 10 foot wide bat wing mower	\$12,000
SUBTOTAL EQUIP NOT IN FUND	\$35,993
2017	
UPS backup and signal cabinet modifications Circleville/valley Vista/ Science Park and College/BI Course	\$19,680
Traffic signal LED replacements	\$5,513
SUBTOTAL EQUIP NOT IN FUND	\$25,193
2018	
UPS backup and signal cabinet modifications College/ Corl	\$20,664
Traffic signal LED replacements	\$5,788
SUBTOTAL EQUIP NOT IN FUND	\$26,452
2019	
UPS backup and signal cabinet modifications blue Course/ Atherton	\$21,697
Traffic signal LED replacements	\$6,078
Upgrade signal cabinet at Aaron/Atherton	\$21,697
SUBTOTAL EQUIP NOT IN FUND	\$49,472

Public Works has a major equipment sinking fund for equipment greater than \$25,000 original cost. The sinking fund activity and balance is included in the following table. The funding is based on estimated current costs and inflated annually by 5%.

FERGUSON TOWNSHIP 2015 – 2019 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS PUBLIC WORKS EQUIPMENT SINKING FUND				
30.400.430.760				
Description	Year	Additions	Deductions	Balance
Annual Sinking Fund Contribution				213,315
Annual Sinking Fund Contribution/Expenditures	2015	288,956	269,535	232,736
Annual Sinking Fund Contribution/Expenditures	2016	303,404	380,363	155,777
Annual Sinking Fund Contribution/Expenditures	2017	318,574	393,593	80,758
Annual Sinking Fund Contribution/Expenditures	2018	334,503	493,367	(78,106)
Annual Sinking Fund Contribution/Expenditures	2019	351,228	255,256	17,866
				17,866
				17,866
Total		1,596,665	1,792,114	
Subtotals by Year		2015	269,535	
		2016	380,363	
		2017	393,593	
		2018	493,367	
		2019	255,256	
		total	1,792,114	

The details of the expenditures out of the sinking fund are itemized below. Replacement costs are estimated and inflated annually by 5%.

REPLACEMENT FUND EQUIPMENT >= \$25,000	Cost
Replace PW-21 a 1999 International tandem axle dump and plow truck	\$231,000
Replace IM-102 a 2000 Craftco crack sealer with air compressor	\$38,535
SUBTOTAL 2015 EQ FUND EXP	\$269,535
Replace PW-40 a 2003 International single axle plow and dump truck	\$181,913
Replace PW-20 a 2001 Ford F550 plow and dump truck	\$137,813
Replace IM-401 a 2000 Brush-Bandit brush chipper	\$60,638
SUBTOTAL 2016 EQ FUND EXP	\$380,364
Replace 2007 IM-513 Kubota ZG-20 mower	\$32,414
Replace IM-402 a 2004 Vermeer brush chipper	\$49,778
Replace PW-18 a 2003 Ford F350 sign truck (keep hydraulic post pounder)	\$45,147
Replace PW-16 a 2004 Freightliner one-man leaf collector (consider refurbish at 1/2 purchase price)	\$266,254
SUBTOTAL 2017 EQ FUND EXP	\$393,593
Replace PW-14 a 2006 International single axle dump and plow truck	\$200,559
Replace IM-117 a 2007 Caterpillar skid steer loader	\$110,611
Replace PW-33 a 2002 Ford F350 crew cab foreman's truck with a F350	\$54,698
Replace PW-44 a 2001 Cat backhoe with a Mini Excavator	\$127,500
SUBTOTAL 2018 EQ FUND EXP	\$493,367
Replace PW-34 Vac-All Sweeper	\$255,256
SUBTOTAL 2019 EQ FUND EXP	\$255,256

PARKS AND RECREATION

The proposed five-year Capital Improvement Program Budget for Parks and Recreation (not including CRCOG) totals \$1,222,625 or 18.4% of the total Capital Reserve fund proposals. The following projects are recommended to be included in the upcoming five years of the CIP.

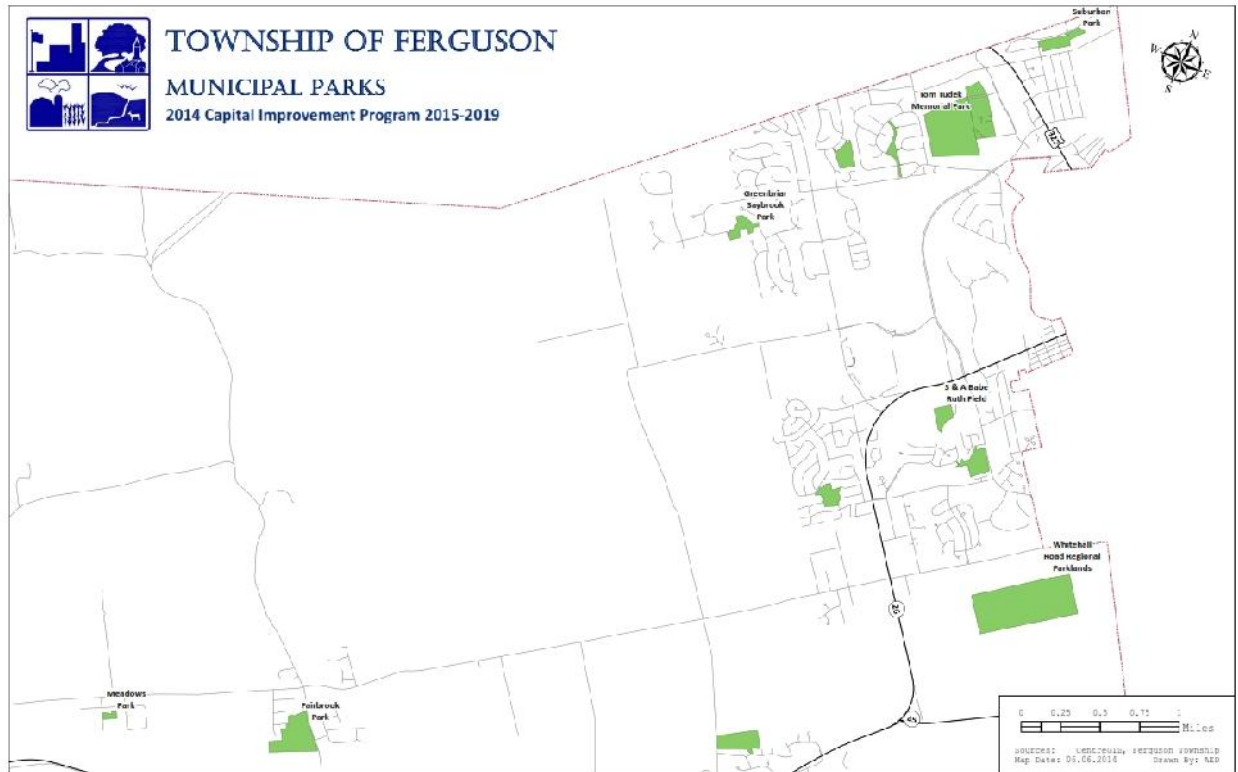
These projects represent the park improvements to meet the growing needs of the Township's residents and are consistent with the Township's Recreation, Parks and Open Space Plans and each of the park's master plans. The projects are proposed to be paid for through grant funds, parkland fee-in-lieu funds and general funds. It should be noted that the Township is a partner in the Centre Region Parks and Recreation, Centre Region Parks and Recreation Authority in the various regional programs offered by the CRCOG. Long-term debt has been issued to renovate and expand the two regional pools and therefore that cost is now incorporated into the Township's annual operating costs.

Two regional parks are also part of the regional parks program. Development of those parks has not been finalized. This CIP incorporates the annual capital costs to the Township until financing has been finalized among the partnering municipalities. Total projected costs are of total capital expenditures plus the additional financing costs for the pools and parks.

Expenditures for Parks and Recreation have increased significantly over the past 10 years. Much of this increase in costs is associated with the development of three regional parks and the redevelopment of two regional aquatic facilities. At the municipal level, park development in accordance with approved master plans is extremely costly and many times relies upon other grant funding.

All of the Township's parkland is developed to some degree except for the Westfield/Hillside Farm Estate Park. This park along with the S & A Teener League baseball facility and Tudek Park will be the focus of the major investments by the Township over the next five years.

Some of the related costs for these planned improvements may be offset by developer contributions to the parkland fee in lieu fund thus avoiding more impact on the General Fund. Nevertheless, funding for the second phases of development of the three regional parks has not yet been agreed to and could be a cost not factored into the projects found in this budget.



2015

Partial Update to Tudek Park Master Plan	\$7,500
A portion of the park master plan has been developed in the area of the dog park and along Park Crest Lane in a more detailed manner than depicted on the original park master plan. Additionally, some envisioned development might not be needed with the addition of the regional parks. Engaging a consultant to update this portion of the park master plan will provide guidance.	
Tudek Park Phase 3A	\$48,000
Complete additional items included in park Master Plan- age appropriate play equipment and paving of parking lot. Proposed play equipment is a climbing net with safety surface for ages 5-12 with adjacent park benches. The township is seeking funding via a fee in-lieu agreement to assist in financing this project.	
State College Teener League Field Upgrades	\$225,000
This is a partnership project to expand the outfield fence to meet current PIAA standards and to install state of the art field lighting. This field is owned by Ferguson Township and maintained through a License Agreement with the State College Teener League. Funding partners include The Louis Silvi Foundation (\$50,000), State College Teener League (\$25,000), Patton Township (\$10,000), State College Borough (\$10,000), Centre County Visitors and Convention Bureau (\$10,000), West Penn Power (\$1,000) and Ferguson Township	

(\$75,000). Total funding secured - \$181,000. Additional funding is needed from other sources to achieve full funding of this project.	
Tudek Farmhouse Roof Replacement	\$7,000
The farmhouse is need of a roof. This will be funded through the Tudek Trust Fund.	
Park Trees (various locations: 20 trees installed @ 460/tree)	\$9,700
Park Amenities (benches, trash containers, grills, doggie stations)	\$14,000
Haymarket Park Play Equipment Replace/Upgrade	\$33,500
Tin the past the Township has made a general allocation to provide for equipment upgrades and replacements in order to meet playground safety standards. CRPR is recommending using this funding to upgrade the current play equipment and safety surface at Haymarket Park in 2015.	
2016	
Replace Picnic Pavilion at Meadows Park	\$38,200
(24' x 36' Glue Laminated shelter with shingles, concrete floor, installed)	
Suburban Park	\$6,300
Replace baseball backstop, upgrade play equipment (Jayco 4 panel 2 Center Over Panels installed)	
Park Trees (various locations: 20 trees installed @ 460/tree)	\$10,000
Park Amenities (benches, trash containers, grills, doggie stations)	\$14,700
Playground Safety & Update Program	\$35,175
To provide for equipment upgrades and replacements in order to meet playground safety standards.	
Fairbrook Park Tennis Court	\$75,000
During 2013, the Township received a request from a resident to consider construction of a tennis court at Fairbrook Park. The Centre Region Parks and Recreation Department has not conducted a needs assessment for such a facility at this park. The project is included in the CIP as a placeholder until a needs analysis is completed.	
2017	
Tudek Park Phase 3a	\$210,250
Completion of park master plan in the area just south of Herman Drive by constructing two basketball courts, complete sidewalk connections, and install landscaping.	
Fairbrook Park	\$6,500
Replace baseball backstop (Jayco 4 panel 2 Center Over Panels installed)	
State College Teener League Field Upgrades	\$100,000
A master plan was completed in 2014, which included improvements to add, handicapped accessible walkways and improved parking areas. New benches	

and landscaping is included in this phase of the field improvements. The township is seeking \$50,000 funding assistance from DCNR.	
Playground Safety & Update Program	\$36,900
To provide for equipment upgrades and replacements in order to meet playground safety standards.	
Park Trees (various locations: 20 trees installed @ \$500/tree)	\$10,000
Concentration on newer parks to begin installation of landscaping	
2018	
Tudek Barn Roof Replacement/Replace Barn Doors	\$38,000
Westfield/Hillside Farm Estates Park	\$200,000
Continued park improvements in accordance with the park master plan. The township is seeking \$100,000 funding assistance from DCNR.	
Playground Safety & Update Program	\$36,900
To provide for equipment upgrades and replacements in order to meet playground safety standards	
Park Trees (various locations: 20 trees installed @ \$500/tree)	\$11,000
Concentration on newer parks to begin installation of landscaping	
2019	
Playground Safety & Update Program	\$37,500
To provide for equipment upgrades and replacements in order to meet playground safety standards	
Park Trees (various locations: 20 trees installed @ \$500/tree)	\$11,500
Concentration on newer parks to begin installation of landscaping	