



2022-2026

Capital Improvement Plan



Township of

FERGUSON

Pennsylvania

TABLE OF CONTENTS

Introduction	3
Strategic & Capital Planning	4
Board of Supervisors	8
Voting Wards	10
Township Map	11
SUMMARY	12
Demographics	14
Fund Groups Defined/Department Relationships	16
Fund Balances, Revenue & Expenditures	19
REVENUE SUMMARY	24
Grants	27
Stormwater Fee	28
EXPENDITURES SUMMARY	29
Staffing	33
Administration	39
Finance	42
Debt Service	46
Information Technology	47
Police	49
Planning & Zoning	58
Public Works	62
Buildings	63
Roads	65
Stormwater	73
Capital Equipment	77
Parks and Recreation	80

Chapter 1: Introduction

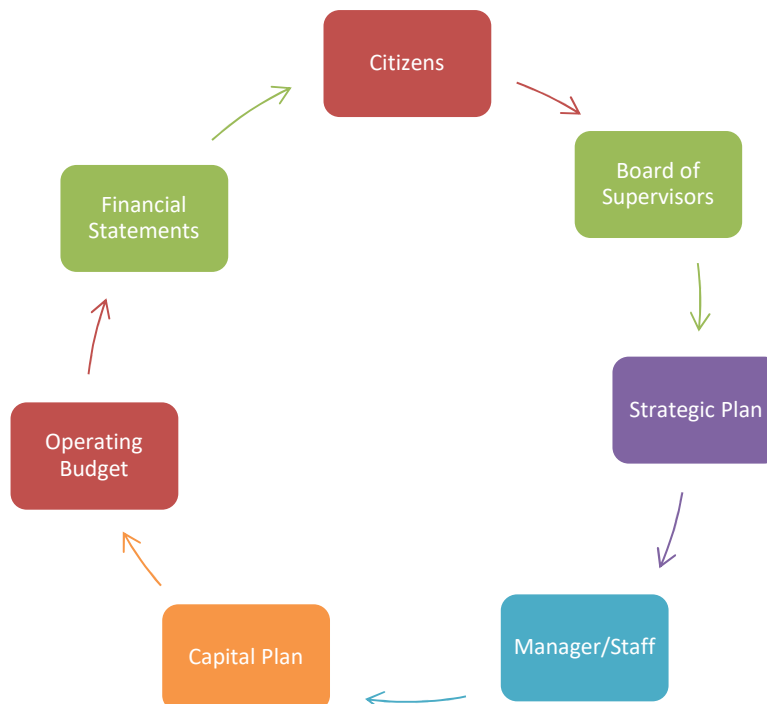
Who should read this document?



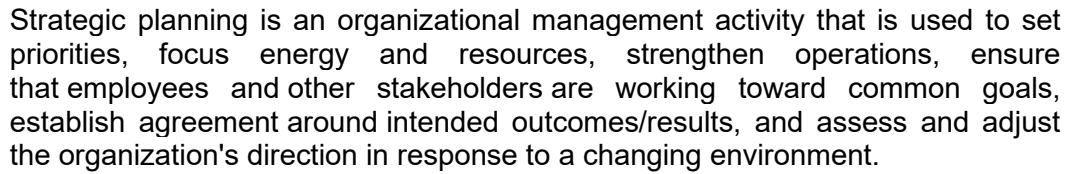
The Township's Capital Improvement Plan (CIP) is a financial guide for citizens, staff, and the Board of Supervisors. The purpose of this document is to communicate the initiatives planned in the next five years. The CIP is a financial plan, rather than the official budget. It is used to provide financial 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 Statements.

The financial cycle, including the Capital Improvement Plan shown below, depicts the various stages of the business cycle for the Township.



Strategic Planning



The Township's Strategic Plan is updated every three to five years. Given the five-year forecast that the CIP offers, the term of the Strategic Plan fits well with the goals of the Township. Given the rapid changes affecting society as a whole and service delivery demands, attempting to plan beyond five years is difficult at best and subject to substantial changes and risks. The Strategic Plan is an integral part of the CIP and provides essential guidance for funding of Township goals. Components of the Strategic Plan are incorporated throughout this document.

The Strategic Plan provides long-term direction defined by the elected officials, and the CIP is responsive to the goals and objectives established in the Strategic Plan. The Board of Supervisors periodically updates the Strategic Plan to reflect revolving priorities and new demands on public services. In 2021, the Board initiated an update to the 2017 Strategic Plan, and future governing documents such as the CIP will adapt to reflect any new or modified goals.

Ultimately, the CIP is used to focus funding towards the goals 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.

- **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 before accomplishing or advancing a goal.

2022-2026 Capital Improvement Plan

2017 Strategic Plan Goals and Objectives

Financial Stability

- Make realistic estimates of program costs. (Staff)
- Regularly compare the cost of providing services in-house with prices from private contractors, other municipalities, other government agencies, and the costs of delivering services regionally. (Staff)
- Adjust revenues (taxes, fees, etc.) to fund Township programs and needs adequately. (Staff proposes, the Board initiates)

Economic Development

- Establish an economic development advisory group (with economic development expertise).
- Consider the employment of an economic development director (full-time, part-time, or a contracted service). This individual or contractor would be responsible for assisting and supporting existing businesses to help them prosper and expand in Ferguson Township. He/she would be the Township's liaison with the business development community. He/she would develop an inventory of vacant commercial and industrial sites and would make that information available to interested parties. He/she would identify and pursue programs and grants to support economic development in Ferguson and would have responsibility for managing the Community Development Block Grant Program. (Board to initiate, staff to implement)

Growth Management

- Identify and complete (develop) plans for specific small areas. (Board, Staff, Planning Commission)
- Develop a future land use plan (Comprehensive Plan). (Staff, Planning Commission, Board)
- Develop a Township housing plan to provide for low and moderately priced housing in the Township (workforce housing). (Staff, Regional input, possible ad hoc advisory group)

Environmental Stewardship

- Identify and use existing tools to preserve the environment - Chesapeake Bay Tributary Strategy, National Pollutant Discharge Elimination System, source water protection, conservation easements, climate action plans, referendums, agricultural conservation easements, etc. (Board, Staff)
- Make certain that land development regulations and development plans are consistent with environmental values (Staff, Planning Commission, Board)
- Identify and preserve natural resources and environmentally significant areas (Staff, Board, Planning Commission, possible ad hoc advisory group)
- Develop and adhere to a green policy for buildings, vehicles, and operations (Staff, consultants)
- Update the Recreation, Parks, and Open Space Plan with a specific emphasis on green infrastructure and sustainable parkland development

Best Management Practices for Operations

- Ensure adequate staffing and resources necessary to carry out Township services and programs (Staff, Board)
- Ensure proper training and professional development (Staff, Board)
- Ensure that operational practices are fiscally responsible (Staff)

2022-2026 Capital Improvement Plan

Increase Participatory Government

- Utilize both ad hoc and standing citizen advisory boards with subject matter experts from the Township and the region to address issues related to parkland development and other matters of community interest.”
- Fully utilize two-way communication, and online platforms used to communicate (Staff)

Promotion of Clean Renewable Energy

- Assess the Township for opportunities for renewable energy (Staff, possible advisory group)
- Practice and promote energy conservation (Staff, Board)
- Establish zoning incentives to encourage renewable energy and energy conservation (Staff, Board, Planning Commission, possible ad hoc advisory group)
- Establish an advisory group on renewable energy (Staff, Board)

Promotion of Municipal Identity

- Develop our Sense of Place by developing a vibrant Town Center, preserving our agricultural heritage, and promoting the features that make the Township unique. (Staff)
- Develop a Marketing Strategy (possible advisory group)
- Establish and support community events with Township help/promotion (farmer’s markets, flea markets, etc.)

Partnerships and Regional Thinking

- Identify non-profits, businesses, and community groups for input on a variety of issues
- Work towards regional cooperation on issues that affect the entire Centre Region
- Increase financial stability through partnerships
- Monitor partnerships to ensure they continue to be beneficial

2022-2026 Capital Improvement Plan

What is Capital Planning, and how does it differ from Strategic Planning?

Simply put, capital planning is a component of the budgeting process. Capital items are generally considered to be one-time, long-term investments (rather than ongoing expenses) in equipment or fixed assets that are costly. Such assets improve productivity, reduce operating costs, or improve service delivery. Typically, there is an expected return on the investment for the cost to make financial sense.

Whereas the Strategic Plan identifies the desired future outcomes and Township goals, the Capital Plan puts financial resources to those objectives in order to fulfill those goals. While a few goals are entirely non-financial, the vast majority of outcomes require investment in order to see them to completion. Capital Planning attempts to assign investment in specific outcomes. Capital planning is the basis of the Capital Improvement Plan (CIP). This plan is updated annually in order to maintain its relevance and to prevent it from getting stale.

What is the Capital Improvement Program Budget (CIP)?

The CIP is a five-year plan forecasting the financial requirements in order to fulfill the capital needs of the Township. In order to provide an accurate forecast of the Township in its entirety, operational costs are included as part of the summary sections. These are not as detailed as the capital components.

The Township CIP also includes projected staffing changes since personnel costs make up approximately 50% of the General Fund budget and have a long-term impact on the finances of the Township.

Defining what is included in the CIP is critical to reducing the number of items considered during the creation and reviews of the plan. The Township has defined a capital asset as one with an initial cost exceeding \$2,500 each and will have a lifespan of longer than one year.

Each department head provides their department's estimates for the CIP. These estimates are subject to the knowledge, expertise, and judgment of the department heads. There are limited assurances that the amounts are accurate, but they are generally reasonable based on available knowledge at the time.

Why do we need a Capital Improvement Program Budget?

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 planning for the construction and development of the Township's infrastructure asset base. The Administrative Code requires the preparation of the Capital Improvement Plan on an annual basis. In 1991, the Board of Supervisors adopted the first modern Capital Improvement Program-Budget.

2022-2026 Capital Improvement Plan

Board of Supervisors



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

Staff 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 utilizes daily 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 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 explains 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 essential to the Township and how staff should allocate time and resources.

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 conditions, 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 robust and 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.

2022-2026 Capital Improvement Plan

We Value

Competent, 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 mission 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 group gives 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.

Maintaining a healthy 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 most efficiently. 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.

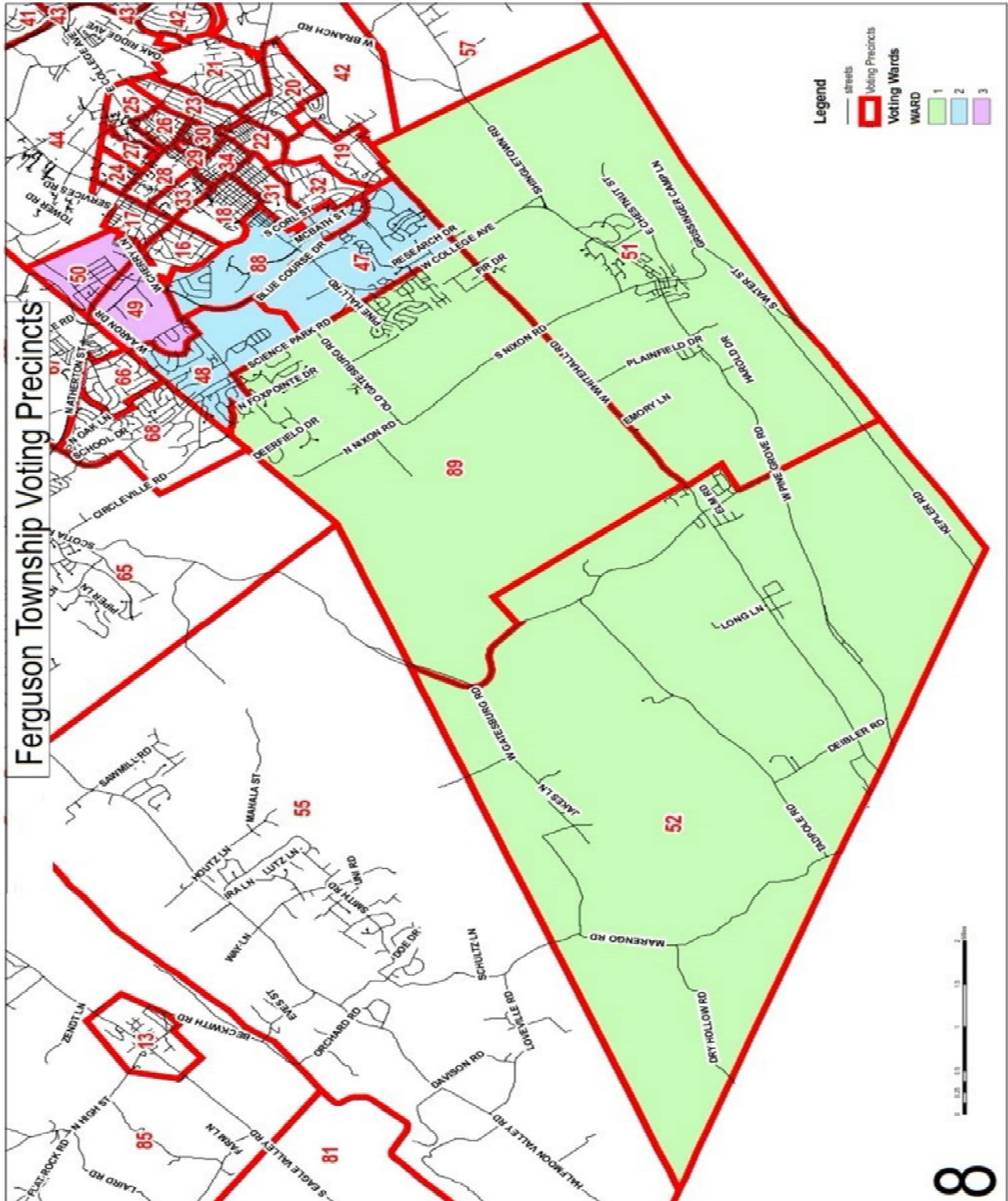
Collaborating with our neighboring municipalities to deliver cost-effective services. The Centre Region is home to one of the premier and oldest Council of Governments in the Commonwealth. For decades, the municipalities that comprise the Centre Region have recognized the benefits of regional cooperation 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 ethically and honestly. It is our responsibility to ensure that all who perform work for the Township operate with the highest standards of ethical and honest behavior.

2022-2026 Capital Improvement Plan

VOTING WARDS

Following is a map of the Township voting wards representing the residents.



TOWNSHIP OFFICIAL MAP



Chapter 2: Summary

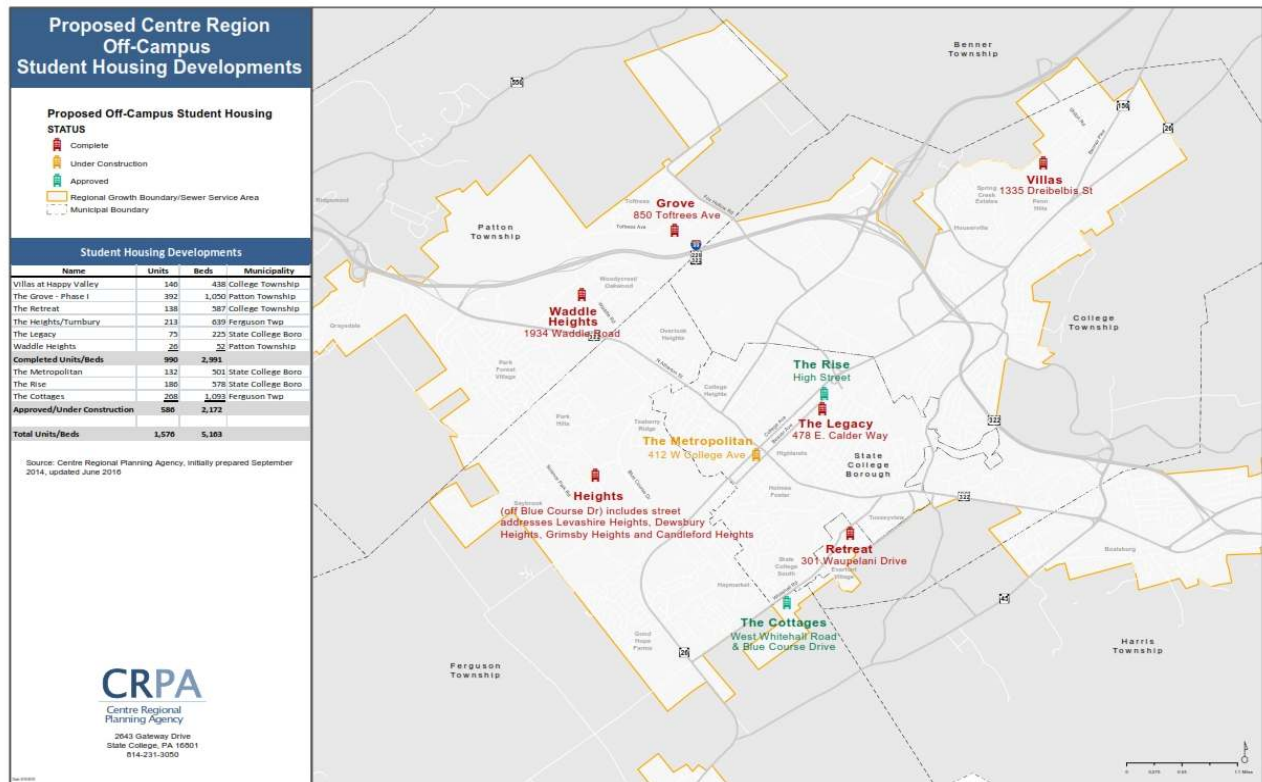
Plan Summary

This section provides an overview of fund balances, revenues, and expenditures for all funds except pension funds. The summary 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. Without sufficient financial resources and fund balances, the program would not be feasible.

For the five years ending in 2026, the Township proposes spending **\$114 Million (including \$18 Million in interfund transfers) \$96 Million net** for all governmental funds. Since interfund transfers are internal transfers between funds, they can be deducted from the total in summary reports. Government funds do not include pension trust funds nor the Tom Tudek Memorial Trust Fund (even though the Township provides some funding for park projects).

Demographics

The Township encompasses an area of approximately 52 square miles and is home to 19,830 residents based on preliminary 2020 Census data. Several high-tech industries have found a home in Ferguson Township over the years, including Penn State, AccuWeather, Minitab, and Sound Technologies. 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. However, unmitigated growth is unhealthy in the long term. By smartly managing growth, the Township will continue to operate soundly for many years to come.



2022-2026 Capital Improvement Plan

Since tax revenues are driven by population and age, identifying the demographics and trends provides important data for revenue projections. The following tables depict the Township population estimates and age groups.

Population Estimates	2021	2022	2023	2024	2025	2026
Based on Preliminary 2020 Census Data	19,830	20,028	20,228	20,430	20,634	20,840

2022-2026 Capital Improvement Plan

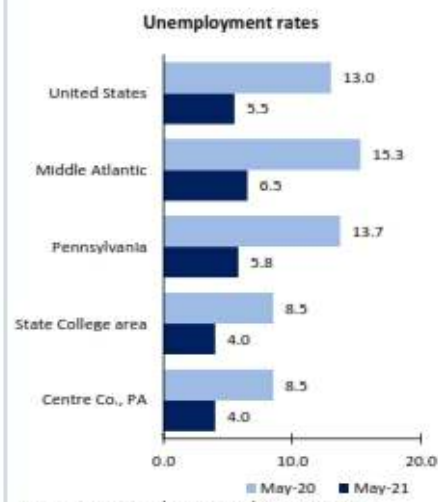
Following is a current map of Centre County as of June 2020. This data provides useful information when planning for the near future economics.

State College area Economic Summary

Updated July 01, 2021

This summary presents a sampling of economic information for the area; supplemental data are provided for regions and the nation. Subjects include **unemployment, employment, wages, prices, spending, and benefits**. All data are not seasonally adjusted and some may be subject to revision. Area definitions may differ by subject. For more area summaries and geographic definitions, see www.bls.gov/regions/economic-summaries.htm.

Unemployment rates for the nation and selected areas



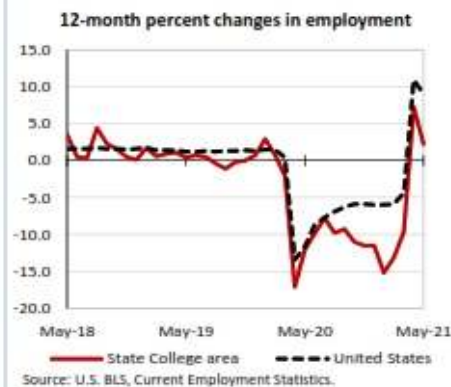
Average weekly wages for all industries by county

State College area, fourth quarter 2020

(U.S. = \$1,339; Area = \$1,149)



Over-the-year changes in employment on nonfarm payrolls and employment by major industry sector



State College area employment (number in thousands)	May 2021	Change from May 2020	
		Number	Percent
Total nonfarm	72.9	1.6	2.2
Mining, logging, and construction	-	-	-
Manufacturing	4.2	0.1	2.4
Trade, transportation, and utilities	8.9	0.8	9.9
Information	-	-	-
Financial activities	-	-	-
Professional and business services	5.8	0.1	1.8
Education and health services	9.6	0.7	7.9
Leisure and hospitality	5.6	2.4	75.0
Other services	-	-	-
Government	30.7	-2.4	-7.3

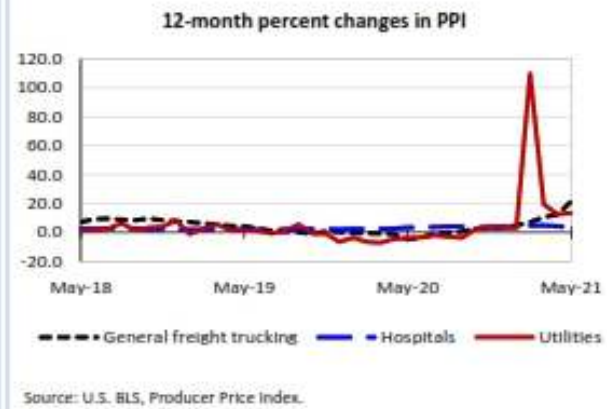
Source: U.S. BLS, Current Employment Statistics.

2022-2026 Capital Improvement Plan

Over-the-year change in the prices paid by urban consumers for selected categories



Over-the-year changes in the selling prices received by producers for selected industries nationwide



Average annual spending and percent distribution for selected categories



Average hourly wages for selected occupations

Occupation	State College area	United States
All occupations	\$25.51	\$27.07
General and operations managers	49.20	60.45
Accountants and auditors	34.03	39.26
Office clerks, general	17.88	18.16
Customer service representatives	14.43	18.51
Food preparation workers	14.21	12.90
Stockers and order fillers	13.89	14.91

Source: U.S. BLS, Occupational Employment and Wage Statistics, May 2020.

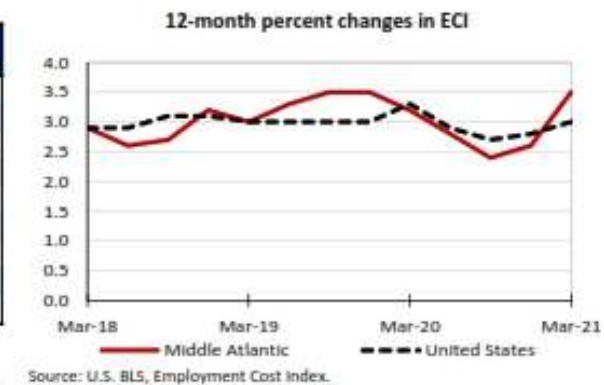
Employer costs per hour worked for wages and selected employee benefits by geographic division

Private industry, March 2021	Middle Atlantic	United States
Total compensation	\$41.22	\$36.64
Wages and salaries	28.29	25.80
Total benefits	12.93	10.83
Paid leave	3.19	2.72
Vacation	1.61	1.39
Supplemental pay	1.59	1.27
Insurance	3.38	2.83
Retirement and savings	1.59	1.25
Legally required benefits	3.17	2.77

(1) The states that compose the Middle Atlantic census division are: NJ, NY, and PA.

Source: U.S. BLS, Employer Costs for Employee Compensation.

Over-the-year changes in wages and salaries



Mid-Atlantic Information Office • BLSinfoPhiladelphia@bls.gov • <https://www.bls.gov/regions/mid-atlantic> • 215-597-3282



2022-2026 Capital Improvement Plan

Fund Groups Defined

Governments use Fund Accounting, which is different from for-profit accounting in several ways. Most importantly, governments are accountable to the taxpayers and have public service goals rather than the profit motive. With this in mind, governments, including the Township, create funds to separate assets for specific purposes. Separating funds improves accountability and removes the risk that funds are not comingled with other general funds. Funds are classified into Fund Groups, which summarize the individual funds by type. The funds are described below:

The General Fund

The General Fund is the primary operating fund of the Township. The majority of revenues are deposited into this fund, and the majority of expenditures are spent 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

The payer fund of the debt service for the Township. Payments include any direct bond or loan obligations. Indirect fees, such as the COG park and pool debt, are not included in the General Obligation Fund. These payments are made out of the General Fund and the Regional Capital Recreation Projects Fund.

The Capital Projects Funds

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. In contrast, 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

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. The state requires a separate Liquid Fuels Fund.

Stormwater Fund

The Township implemented a Stormwater Fund beginning in 2021 to segregate and manage a cost center associated with mitigating and treating stormwater generated from impervious area in the Township. The Fund includes revenue generated from a Stormwater Management Utility Fee, as well as interfund transfers from the General Fund and others as appropriate.

2022-2026 Capital Improvement Plan

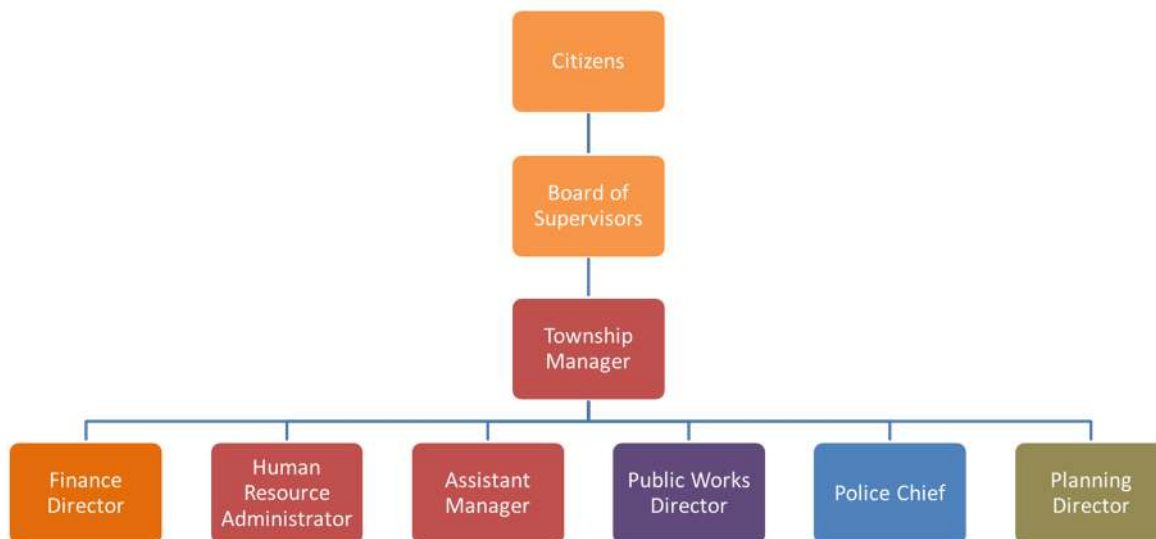
Fund and Department Relationships

The Township follows the PA State Chart of Accounts format. Pennsylvania recommends this format as explained below:

The account numbers and descriptions of accounts used in the DCED form DCED-CLGS-30, the annual audit, and financial report, are based on this chart of accounts. These account numbers and descriptions also are used in the Department of Transportation Form (DOT) MS-903, Treasurer Account Book, Form MS-965, Actual Use Report of State Funds, and Form MS-991, County Liquid Fuels Tax Fund Report. Both DCED and the DOT encourage the use of accounting systems based on the Chart of Accounts presented in this publication

The PA state chart of accounts dictates our fund and department layout. With this in mind, the Township assigns specific state funds and departments to specific individuals.

The Township Manager and department heads are responsible for all the Township activities and funds. This section describes the relationships of the departments with the funds.



It is best to organize the departments by the responsible person rather than the reverse. As the organization chart depicts, the senior staff is shown here

The responsible department heads are Administration & Human Resources, Finance & Tax, Public Works & Engineering, Police, and Planning Zoning. These individuals are responsible for all the accounts within the entire budget and funds.

The following table breaks down the responsibilities by the department heads

*Legend: GF=General Fund, CR=Capital Reserve Fund, TIF=Transportation Improvement Fund, PI=Park Improvement Fund, SW=Stormwater Fund, LF=Liquid Fuels

Responsible Department	Funds	Responsible Area
Township Manager	All	Responsible for the final document, Administration, Parks & Recreation, Tudek Park
Assistant Manager	GF, CR PI	Assists Manager in reviewing Administration, Parks & Recreation

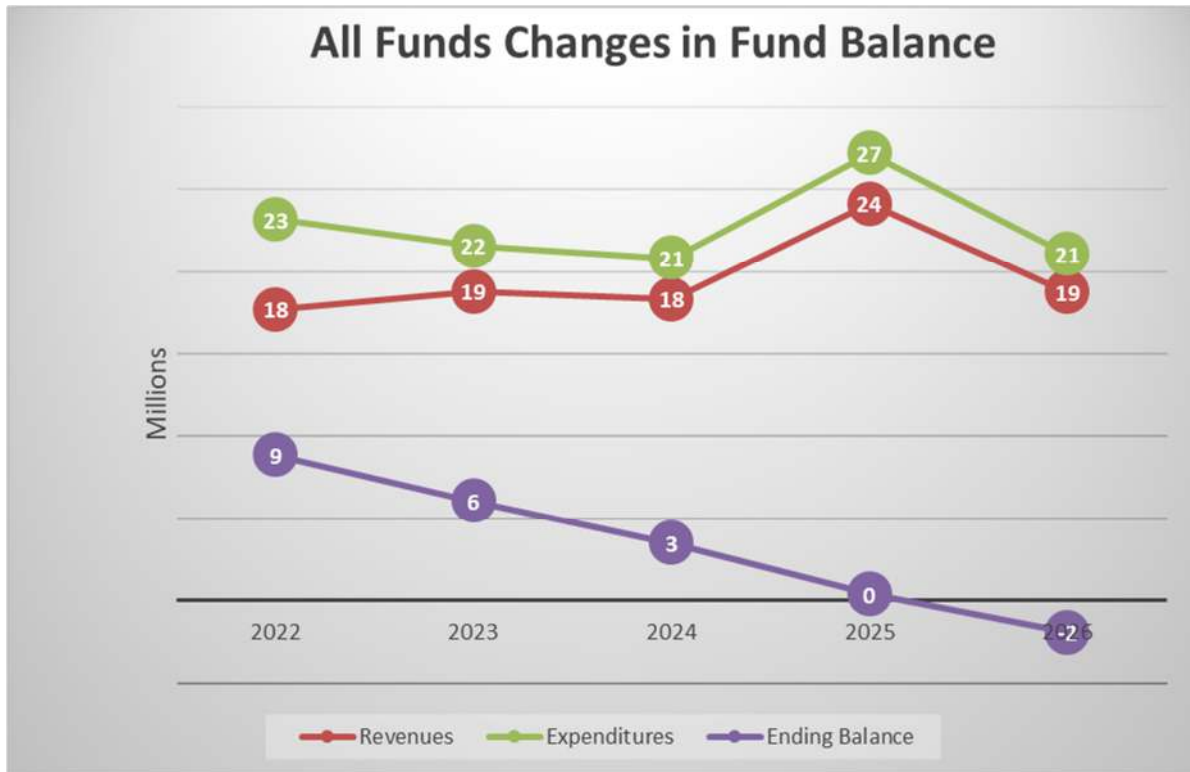
2022-2026 Capital Improvement Plan

Human Resource Administrator	GF	Assists in estimating salaries, wages, and benefits
Finance Director	All	Finance, Tax, IT, COG, Salaries & Benefits, Insurance, Pension plans
Police Chief	GF, CR	Police
Public Works Director	GF, CR, TIF, SW, LF	Engineering, Public Works Road Crew, Arborist, Buildings & Grounds
Planning & Zoning Director	GF, CR	Planning & Zoning

2022-2026 Capital Improvement Plan

Fund Balances

Over the years, the Township has maintained sound fund balances for operations and present and future capital expenditures. The Township uses cash reserves to purchase equipment and long-term investments rather than using debt.



All Funds	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	14,326,943	8,827,913	5,979,184	3,432,919	342,255	14,326,943
Revenues	18,037,036	18,783,630	18,111,694	24,055,867	18,549,193	97,537,420
Expenditures	-23,536,066	-21,632,359	-20,657,960	-27,146,530	-20,864,005	-113,836,919
Ending Balance	8,827,913	5,979,184	3,432,919	342,255	-1,972,557	-1,972,557
Fund Balance % of Expenditures	38%	28%	16%	2%	-9%	

2022-2026 Capital Improvement Plan

Sinking Funds

The Township uses “sinking funds” to accumulate money for various specific needs. These sinking funds are bank accounts with funding, rather than just assignments of funds. As such, the money is segregated from other funds of the Township, much like having a designated fund. These sinking funds are subsets of the overall fund in which they are located. It is important to note that while the funds are segregated from the other funds, any spending out of the sinking funds will need to be budgeted.

According to the Financial Dictionary, a sinking fund is defined as a fund or account into which a person or company deposits money regularly to repay some debt or other liability that will come due in the future. For example, if one has a loan with a balloon maturity of seven years, one may put money into a sinking fund for seven years to be ready to pay off the principal when it comes due. Some bonds have sinking fund provisions, requiring the issuer to put money aside to repay bondholders at maturity.

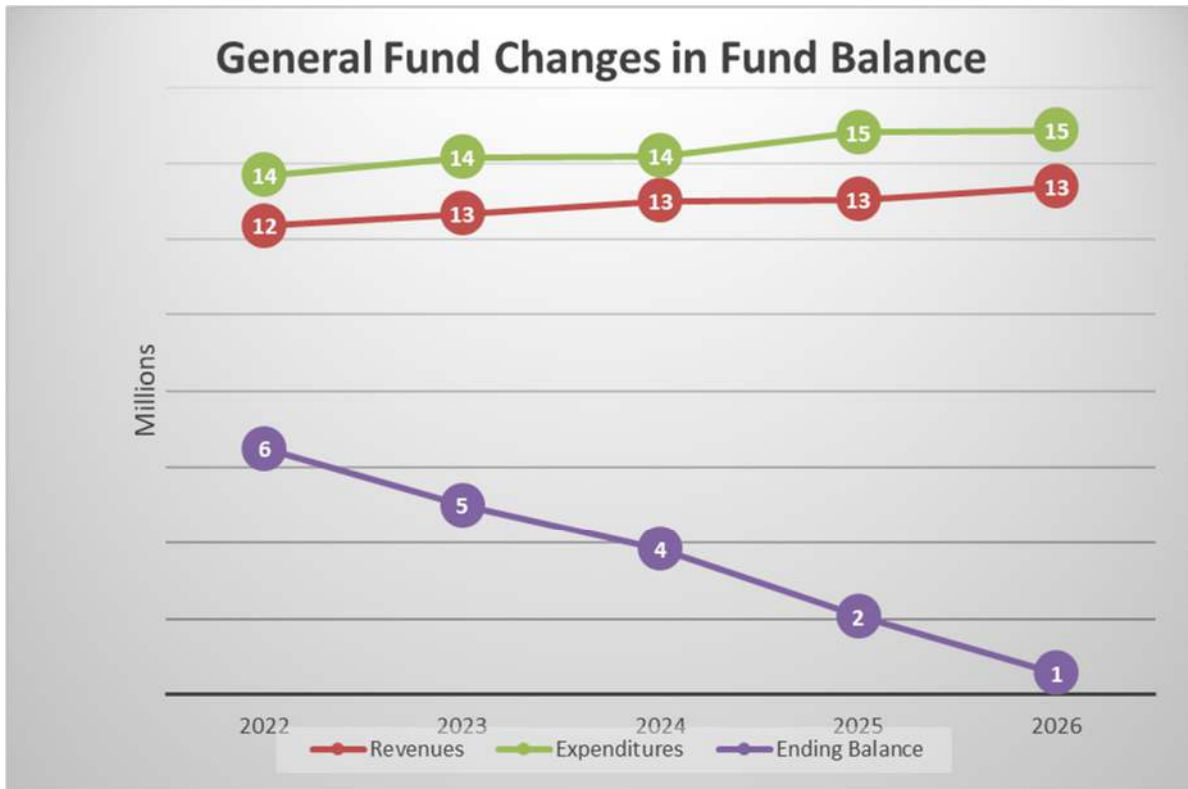
Such sinking funds include, but are not limited to, the Building Equipment Replacement Fund, the Public Works Equipment Replacement Fund, and the Wellness Fund.

Committed Fund Balances

The Township uses Committed Fund balances for certain replacement funds, such as Public Works Equipment replacements and Building Equipment replacements. These replacement accounts are included in the total fund balance for the Capital Reserve Fund. These funds are reserved by the township for replacement of existing equipment as needed. Sinking funds will appear in the Operating Budget as Committed Fund Balances to properly account for their full amounts.

2022-2026 Capital Improvement Plan

General Fund



General Fund (01)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	7,810,726	6,484,390	5,003,517	3,826,828	2,056,672	7,810,726
Revenues	12,357,872	12,677,436	13,005,885	13,036,535	13,375,045	64,452,773
Expenditures	-13,684,208	-14,158,309	-14,182,574	-14,806,692	-14,871,628	-71,703,410
Ending Balance	6,484,390	5,003,517	3,826,828	2,056,672	560,089	560,089
Fund Balance % of Expenditures	47%	35%	27%	15%	4%	

2022-2026 Capital Improvement Plan

Capital Projects Funds

Ag Preservation Fund (19)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	19,639	44,639	44,639	69,639	69,639	19,639
Revenues	25,000	0	25,000	0	25,000	75,000
Expenditures	0	0	0	0	0	0
Ending Balance	44,639	44,639	69,639	69,639	94,639	94,639
Stormwater Fund (20)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	49,947	-1,052,210	-932,325	-847,561	-549,564	49,947
Revenues	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	5,750,000
Expenditures	-2,252,157	-1,030,115	-1,065,236	-852,003	-890,494	-6,090,005
Ending Balance	-1,052,210	-932,325	-847,561	-549,564	-290,058	-290,058
Capital Reserve Fund (30)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	0	-63,782	427,560	232,294	606,854	0
Revenues	1,259,600	1,509,600	1,009,600	4,145,122	1,203,723	9,127,645
Expenditures	-1,323,382	-1,018,258	-1,204,866	-3,770,562	-919,220	-8,236,288
Ending Balance	-63,782	427,560	232,294	606,854	891,357	891,357
Reg Cap Rec Projects Fund (31)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	1,503,921	883,921	763,921	643,921	523,921	1,503,921
Revenues	0	0	0	0	0	0
Expenditures	-620,000	-120,000	-120,000	-120,000	-120,000	-1,100,000
Ending Balance	883,921	763,921	643,921	523,921	403,921	403,921
Transportation Imp Fund (32)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	3,762,615	1,842,219	171,048	-987,001	-2,194,050	3,762,615
Revenues	1,338,134	1,584,830	1,393,951	1,396,951	1,422,508	7,136,373
Expenditures	-3,258,530	-3,256,000	-2,552,000	-2,604,000	-2,443,000	-14,113,530
Ending Balance	1,842,219	171,048	-987,001	-2,194,050	-3,214,542	-3,214,542
PGM Streetlight Fund (33)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	20,649	20,649	20,649	20,649	20,649	20,649
Revenues	0	0	0	0	0	0
Expenditures	0	0	0	0	0	0
Ending Balance	20,649	20,649	20,649	20,649	20,649	20,649
Park Improvement Fund (34)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	96,518	8,658	1,158	203,658	11,158	96,518
Revenues	650,000	600,000	260,000	210,000	100,000	1,820,000
Expenditures	-737,860	-607,500	-57,500	-402,500	-77,500	-1,882,860
Ending Balance	8,658	1,158	203,658	11,158	33,658	33,658

2022-2026 Capital Improvement Plan

Special Revenue Funds

Streetlight Fund (02)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	-17,996	-10,661	-3,515	3,414	9,216	-17,996
Revenues	27,810	28,644	29,504	29,504	30,389	145,850
Expenditures	-20,475	-21,499	-22,574	-23,702	-24,887	-113,137
Ending Balance	-10,661	-3,515	3,414	9,216	14,717	14,717
Hydrant Fund (03)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	-72,639	-47,093	-23,271	-1,346	13,717	-72,639
Revenues	150,000	154,500	159,135	159,135	163,909	786,679
Expenditures	-124,454	-130,677	-137,211	-144,072	-151,275	-687,689
Ending Balance	-47,093	-23,271	-1,346	13,717	26,351	26,351
Liquid Fuels Fund (35)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	831,520	645,140	433,760	196,380	-298,000	831,520
Revenues	618,620	618,620	618,620	618,620	618,620	3,093,100
Expenditures	-805,000	-830,000	-856,000	-1,113,000	-906,000	-4,510,000
Ending Balance	645,140	433,760	196,380	-298,000	-585,380	-585,380

General Obligation Fund

General Obligation Fund (16)	2022	2023	2024	2025	2026	TOTAL
Beginning Balance	322,043	72,043	72,043	72,043	72,043	322,043
Revenues	460,000	460,000	460,000	3,310,000	460,000	5,150,000
Expenditures	-710,000	-460,000	-460,000	-3,310,000	-460,000	-5,400,000
Ending Balance	72,043	72,043	72,043	72,043	72,043	72,043

Chapter 3: Revenue Details

Revenue Projections

Township revenues are made up of tax collections, payments-in-lieu of taxes, grant receipts, loan proceeds, permitting and license fees, fines, departmental earnings, interest, and other miscellaneous receipts. Overall, the revenue changes are a combination of these items and are represented in the table below

The Liquid Fuels fund includes a 1% annual increase in revenue growth. The Hydrant and Street Light Funds revenues are adjusted following expenditures to maintain a positive fund balance, taking into consideration the spending out of those funds.

Fund Group	2022	2023	2024	2025	2026	TOTAL
General Fund (01)	12,357,872	12,677,436	13,005,885	13,036,535	13,375,045	64,452,773
Capital Projects Funds	4,422,734	4,844,430	3,838,551	6,902,073	3,901,230	23,909,018
Special Revenue Funds	796,430	801,764	807,259	807,259	812,918	4,025,629
General Obligation Fund (16)	460,000	460,000	460,000	3,310,000	460,000	5,150,000
Total	18,037,036	18,783,630	18,111,694	24,055,867	18,549,193	97,537,420
Group change %	7.2%	4.1%	-3.6%	28.1%	2.4%	
General Fund change %	2.6%	2.6%	2.6%	2.8%	2.8%	
Other General Fund Revenue	963,014	991,904	1,021,661	1,052,311	1,083,880	5,112,769
Capital Projects Funds	2022	2023	2024	2025	2026	TOTAL
Ag Preservation (19)	25,000	0	25,000	0	25,000	75,000
Stormwater Fund (20)	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	5,750,000
Capital Reserve (30)	1,259,600	1,509,600	1,009,600	4,145,122	1,203,723	9,127,645
Regional Capital Rec Projects (31)	0	0	0	0	0	0
Transportation Improvement (32)	1,338,134	1,584,830	1,393,951	1,396,951	1,422,508	7,136,373
Pine Grove Mills Street Lights (33)	0	0	0	0	0	0
Park Improvement (34)	650,000	600,000	260,000	210,000	100,000	1,820,000
Total	4,422,734	4,844,430	3,838,551	6,902,073	3,901,230	23,909,018
Special Revenue Funds	2022	2023	2024	2025	2026	TOTAL
Street Light (02)	27,810	28,644	29,504	29,504	30,389	145,850
Hydrant (03)	150,000	154,500	159,135	159,135	163,909	786,679
Liquid Fuels (35)	618,620	618,620	618,620	618,620	618,620	3,093,100
Total	796,430	801,764	807,259	807,259	812,918	4,025,629
Grant/Loan Summary by Fund	2022	2023	2024	2025	2026	TOTAL
General Fund (01)	1,096,185	77,649	77,649	77,649	77,649	1,406,781
GOA Fund (16)	0	0	0	2,850,000	0	2,850,000
Stormwater Fund (20)	0	0	0	0	0	0
Capital Reserve Fund (30)	9,600	509,600	9,600	295,122	203,723	1,027,645
Regional Capital Rec Projects (31)	0	0	0	0	0	0
Transportation Improvement Fund (32)	108,000	334,000	122,000	125,000	129,000	818,000
Park Improvement Fund (34)	0	300,000	160,000	0	0	460,000
Liquid Fuels Fund (35)	618,620	618,620	618,620	618,620	618,620	3,093,100
Total	1,832,405	1,839,869	987,869	3,966,391	1,028,992	9,655,526

2022-2026 Capital Improvement Plan

Interfund Transfers

Funding for many of the capital funds is derived from transfers from the General Fund and debt proceeds from the General Obligation Fund. These transfers, whether mandated or not, have a direct impact on the General Fund balance and the associated capital funds. The following table details the projected transfers during the term of the CIP.

Interfund Transfers In (from GF)	2022	2023	2024	2025	2026	TOTAL
General Obligation Fund (16)	460,000	460,000	460,000	460,000	460,000	2,300,000
Ag Preservation (19)	25,000	0	25,000	0	25,000	75,000
Stormwater Fund (20)	0	0	0	0	0	0
Capital Reserve (30)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Transportation Improvement Fund (32)	1,230,134	1,250,830	1,271,951	1,271,951	1,293,508	6,318,373
Park Improvement Fund (34)	150,000	300,000	100,000	210,000	100,000	860,000
Liquid Fuels (35)	0	0	0	0	0	0
Total	2,865,134	3,010,830	2,856,951	2,941,951	2,878,508	14,553,373

GOA Transfers (16)	2022	2023	2024	2025	2026	TOTAL
Capital Reserve (30)	250,000	0	0	2,850,000	0	3,100,000
TIF (32)	0	0	0	0	0	0
Total	250,000	0	0	2,850,000	0	3,100,000

RCPF Transfers (31)	2022	2023	2024	2025	2026	TOTAL
Park Improvement Fund (34)	500,000	0	0	0	0	500,000
Total	500,000	0	0	0	0	500,000

Tax Revenue Projections

The tax revenues make up some 65% of the total Township revenue on average, depending on if there are any loan proceeds.

The General Fund revenue projections include annual increases based on the type of revenue source. Each source has a different projected growth. Earned income taxes are expected to increase at 3.0%, Real Estate taxes, and Local Services taxes at 2.0%, and Transfer taxes with 1% projected increases.

Tax Revenue	2022	2023	2024	2025	2026	TOTAL
Real Estate Taxes	1,519,120	1,549,503	1,580,493	1,580,493	1,612,103	7,841,712
Earned Income Taxes	7,888,166	8,124,811	8,368,555	8,368,555	8,619,612	41,369,698
Transfer Taxes	1,610,562	1,626,667	1,642,934	1,642,934	1,659,363	8,182,460
Local Services Taxes	377,011	384,551	392,242	392,242	400,087	1,946,134
Total	11,394,859	11,685,532	11,984,224	11,984,224	12,291,165	59,340,003

Average EIT per Resident	393.86	401.66	409.62	405.57	413.61	
Average Total Tax per Resident	568.95	577.69	586.60	580.80	589.79	
Percentage of Total Revenue	63.2%	62.2%	66.2%	49.8%	66.3%	

2022-2026 Capital Improvement Plan

Tax Considerations

The Township maintains a fiscally responsible approach to budgeting. Increases in tax rates have not occurred on any frequent basis. Instead, the Township relies on annual revenue increases from a growing tax base. At this time, there is no projected tax increase included in the CIP; however, there is a consideration of the implementation of a stormwater management fee. The local economic conditions have historically been positive and have led to increased Earned Income Tax revenues and increased Transfer Tax revenues. The Township is also aggressively pursuing state and federal grant funding. Grant revenue has been very beneficial to the Township finances. Combined with fiscal restraint, the Township maintains strong financial footing.

In 2020, the impact of the COVID-19 pandemic has affected our confidence in the Township's financial future. It is unknown how severe this impact will be, but staff and the Board will continue to monitor trends and changes in revenue collection throughout the term of this CIP and beyond.

Grant Revenue Projections

Grant revenue assists the Township in many ways. It is one way to provide additional revenue for projects without raising taxes or cutting expenditures elsewhere. Many federal grants are administered by the state and doled out to local governments under federal mandates. One such grant is the DUI grant that police receive to offset the costs of checkpoints and DUI enforcement.

The state provides special funding from its tax collections, such as the 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. However, many of these grants are competitive and cannot be relied upon as guaranteed revenue sources each year.

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

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 year, public works staff apply for a County Liquid Fuels Grant, typically around \$30,000 to assist with a capital paving project. The grant is generally awarded every other year.

Automated Red Light Enforcement Grant: For the current CIP, subject to the installation of new hardware and software through an ARLE grant, traffic signal performance will be optimized on a more frequent basis than in the past, annually, or more frequently.

Green-Light Go Grant: Staff will continue to apply for GLG grant funding as it is available for traffic signal improvements.

Recycling Grant Act 101 Section 902 Recycling Program Grant: This program administered by PADEP provides funding to municipalities for recycling equipment. When grants are available, the Township will apply to reduce the cost that the taxpayers will bear for public works equipment.

2022-2026 Capital Improvement Plan

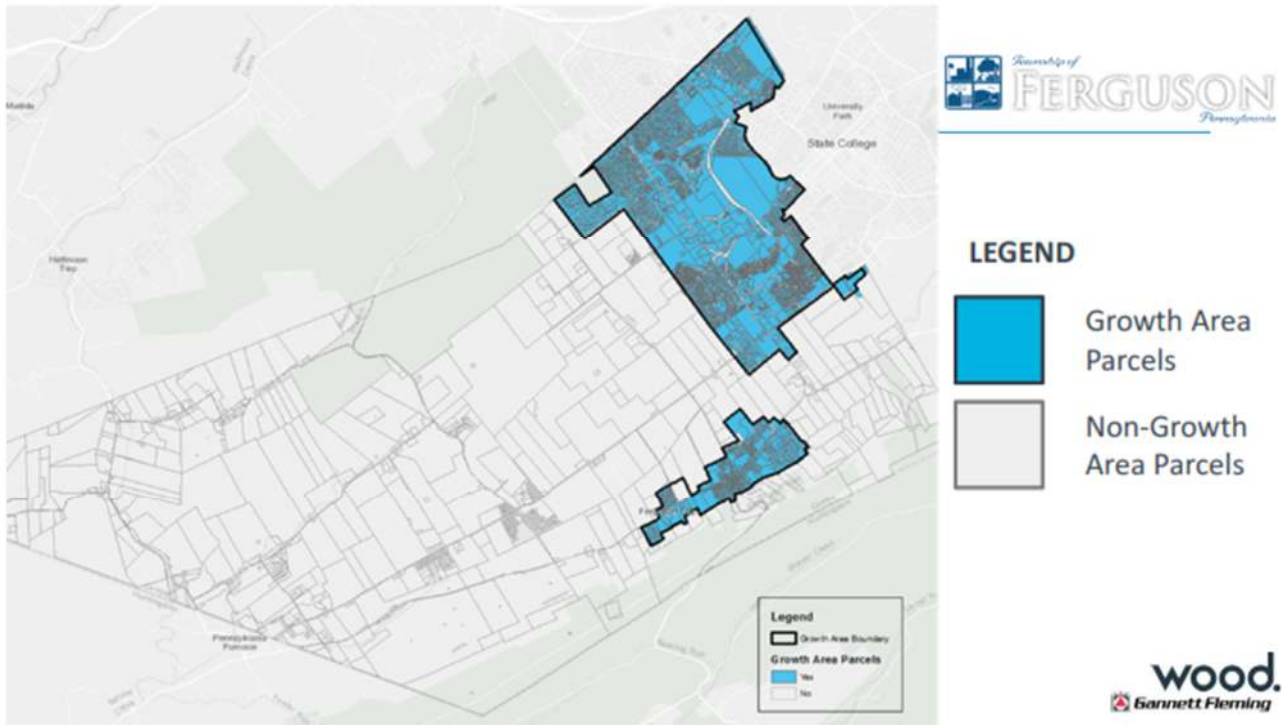
GRANT/LOAN TABLE								
Grant/Loan/Contributions Detail	Fund	Type	2022	2023	2024	2025	2026	TOTAL
ARLE Grant	TIF	G		216,000				216,000
Buckle Up Program	GF	G	4,500	4,500	4,500	4,500	4,500	22,500
Cecil Ivrin Park Improvements	PI	G			160,000			160,000
CR Codes Rent of Fire Trailer	CR	C	9,600	9,600	9,600	9,600	9,600	48,000
Drive Safe Program	GF	G	3,000	3,000	3,000	3,000	3,000	15,000
DUI Enforcement	GF	G	43,435	43,435	43,435	43,435	43,435	217,175
Green Light Go Green grant	TIF	G	108,000	118,000	122,000	125,000	129,000	602,000
Liquid Fuels	LF	G	573,500	573,500	573,500	573,500	573,500	2,867,500
Liquid Fuels Turnback	LF	G	45,120	45,120	45,120	45,120	45,120	225,600
Loan Proceeds for new fire station	GOA	L				2,850,000		2,850,000
State Grant for one-person leaf collector	CR	G				285,522		285,522
DEP State grant for rear steer brush collector	CR	G					194,123	194,123
American Rescue Plan one time contribution	GF	G	1,018,536					1,018,536
Veterans Memorial @ Louis E Silvi Field	PI	G		50,000				50,000
Northern ITS Cable Right of Way	GF	C	22,144	22,144	22,144	22,144	22,144	110,720
Park Hills Drainageway Grant	CR	G		500,000				500,000
Suburban Park Improvements	PI	G		250,000				250,000
Suneyysis Right of Way	GF	C	4,570	4,570	4,570	4,570	4,570	22,850
Tudek Park Phase 3A	PI	G						0
Total			1,832,405	1,839,869	987,869	3,966,391	1,028,992	9,655,526
Grant/Loan Summary by Fund	Fund		2022	2023	2024	2025	2026	TOTAL
General Fund (01)	GF		1,096,185	77,649	77,649	77,649	77,649	1,406,781
GOA Fund (16)	GOA		0	0	0	2,850,000	0	2,850,000
Stormwater Fund (20)	SW		0	0	0	0	0	0
Capital Reserve Fund (30)	CR		9,600	509,600	9,600	295,122	203,723	1,027,645
Regional Capital Rec Projects (31)	RCRP		0	0	0	0	0	0
Transportation Improvement Fund (32)	TIF		108,000	334,000	122,000	125,000	129,000	818,000
Park Improvement Fund (34)	PI		0	300,000	160,000	0	0	460,000
Liquid Fuels Fund (35)	LF		618,620	618,620	618,620	618,620	618,620	3,093,100
Total			1,832,405	1,839,869	987,869	3,966,391	1,028,992	9,655,526
Grant/Loan Summary by Type	Type		2022	2023	2024	2025	2026	TOTAL
Grants	G		1,796,091	1,803,555	951,555	1,080,077	992,678	6,623,956
Contributions	C		36,314	36,314	36,314	36,314	36,314	181,570
Loans	L		0	0	0	2,850,000	0	2,850,000
Total			1,832,405	1,839,869	987,869	3,966,391	1,028,992	9,655,526

2022-2026 Capital Improvement Plan

Stormwater Fee

Ferguson Township's stormwater liabilities are substantial, equating to approximately \$1.5 million per year for capital projects, maintenance obligations, compliance with state and federal permit requirements, and more. Effective in 2022, the Township established a Stormwater Management Utility Fee to provide a stable revenue stream to fund these obligations and stabilize the Township's financial position for the foreseeable future. The fee is equitable and assessed to all property owners in the Township. It is segregated from other cost centers of the Township to properly account for the revenue and provide transparency and accountability to our residents.

The fee is calculated using the square footage of impervious area on a property as determined by satellite data. The fee structure also dictates the amount of an assessment. Property owners are charged, regardless of property use or taxable status, based on their impervious area the level of service in which they reside. For example, properties outside the Regional Growth Boundary, which typically have a reduced level of service related to stormwater management, are assessed at a lower rate than other properties situated within the Regional Growth Boundary.



Chapter 4: Expenditure Details

Expenditure Projections Summary

Fund Group	2022	2023	2024	2025	2026	TOTAL
General Fund (01)	13,684,208	14,158,309	14,182,574	14,806,692	14,871,628	71,703,410
Capital Projects Funds	8,191,929	6,031,873	4,999,602	7,749,065	4,450,214	31,422,683
Special Revenue Funds	949,929	982,176	1,015,785	1,280,774	1,082,163	5,310,826
Debt Service (16)	710,000	460,000	460,000	3,310,000	460,000	5,400,000
Total	23,536,066	21,632,359	20,657,960	27,146,530	20,864,005	113,836,919

Capital Projects	2022	2023	2024	2025	2026	TOTAL
Ag Preservation (19)						0
Stormwater Fund (20)	2,252,157	1,030,115	1,065,236	852,003	890,494	6,090,005
Capital Reserve (30)	1,323,382	1,018,258	1,204,866	3,770,562	919,220	8,236,288
Regional Capital Rec Projects (31)	620,000	120,000	120,000	120,000	120,000	1,100,000
Transportation Improvement (32)	3,258,530	3,256,000	2,552,000	2,604,000	2,443,000	14,113,530
Pine Grove Mills Street Lights (33)	0	0	0	0	0	0
Park Improvement (34)	737,860	607,500	57,500	402,500	77,500	1,882,860
Total	8,191,929	6,031,873	4,999,602	7,749,065	4,450,214	31,422,683

Capital Reserve Fund (30)	2022	2023	2024	2025	2026	TOTAL
Administration	25,000	75,500	0	0	0	100,500
Finance	20,500	16,500	16,500	16,500	16,500	86,500
IT	146,590	108,900	130,370	68,889	53,847	508,596
Buildings New	117,986	102,000	429,500	2,898,620	2,000	3,550,106
Buildings Replacements	118,900	68,400	31,300	17,230	14,050	249,880
Police Vehicles	117,200	183,600	171,400	157,400	157,400	787,000
Police Equipment	29,993	100,145	29,395	47,495	64,745	271,773
Planning	50,000	75,000	100,000	0	0	225,000
Public Works New Equipment	453,463	29,213	20,001	61,678	43,278	607,633
Public Works Replacements	216,250	231,500	248,900	475,250	539,900	1,711,800
Arborist	27,500	27,500	27,500	27,500	27,500	137,500
Total	1,323,382	1,018,258	1,204,866	3,770,562	919,220	8,236,288

Roads & Other	2022	2023	2024	2025	2026	TOTAL
Liquid Fuels (35)	805,000	830,000	856,000	1,113,000	906,000	4,510,000
Capital Reserve (30)	0	0	0	0	0	0
Transportation Improvement (32)	3,258,530	3,256,000	2,552,000	2,604,000	2,443,000	14,113,530
Total	4,063,530	4,086,000	3,408,000	3,717,000	3,349,000	18,623,530

Stormwater Fund Detail (20)	2022	2023	2024	2025	2026	TOTAL
Salaries & Benefits						0
New Staffing & Benefits	104,907	261,939	271,152	280,715	290,642	1,209,355
Total	104,907	261,939	271,152	280,715	290,642	1,209,355

Special Revenue	2022	2023	2024	2025	2026	TOTAL
Street Light (02)	20,475	21,499	22,574	23,702	24,887	113,137
Hydrant (03)	124,454	130,677	137,211	144,072	151,275	687,689
Liquid Fuels (35)	805,000	830,000	856,000	1,113,000	906,000	4,510,000
Total	949,929	982,176	1,015,785	1,280,774	1,082,163	5,310,826

2022-2026 Capital Improvement Plan

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 more current information 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.

General Fund Expenditures

The following table represents the expenditure details for the general fund. The General Fund expenditures are the major operating costs in the CIP. The interfund transfers out are also displayed for your reference.

General Fund Detail (01)	2022	2023	2024	2025	2026	TOTAL
Salaries & Benefits	6,621,167	6,819,802	6,819,802	7,024,396	7,024,396	34,309,563
New Staffing & Benefits	369,835	384,764	505,451	719,964	787,389	2,767,402
COG Programs	1,968,670	2,027,730	2,027,730	2,088,562	2,088,562	10,201,254
Other Expenses	1,859,402	1,915,184	1,972,640	2,031,819	2,092,773	9,871,818
Transfers Out	2,865,134	3,010,830	2,856,951	2,941,951	2,878,508	14,553,373
Total	13,684,208	14,158,309	14,182,574	14,806,692	14,871,628	71,703,410

Interfund Transfers

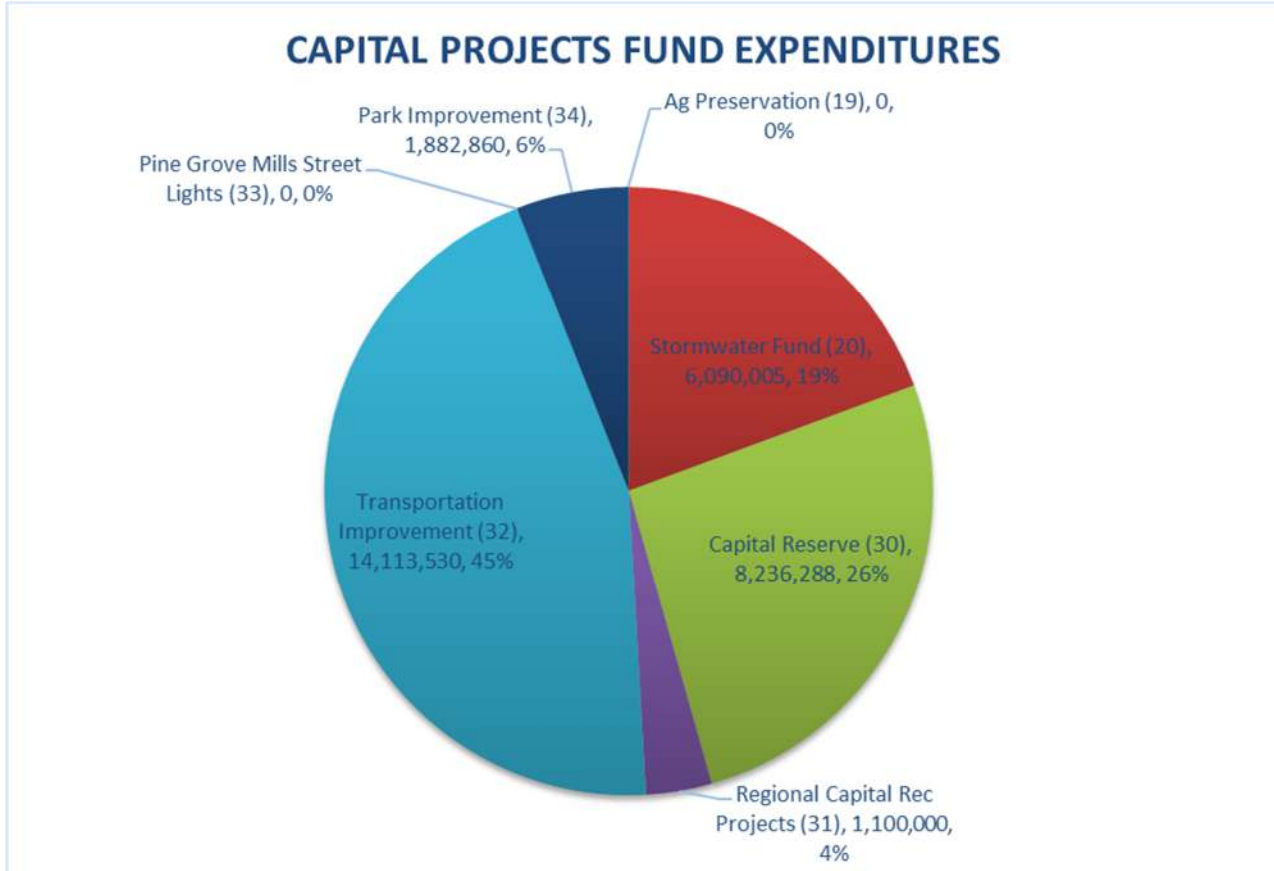
General Fund Transfers Out (01)	2022	2023	2024	2025	2026	TOTAL
General Obligation Fund (16)	460,000	460,000	460,000	460,000	460,000	2,300,000
Ag Preservation (19)	25,000		25,000		25,000	75,000
Stormwater Fund (20)						0
Capital Reserve (30)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Transportation Improvement Fund (32)	1,230,134	1,250,830	1,271,951	1,271,951	1,293,508	6,318,373
Park Improvement Fund (34)	150,000	300,000	100,000	210,000	100,000	860,000
Liquid Fuels (35)						0
Total	2,865,134	3,010,830	2,856,951	2,941,951	2,878,508	14,553,373

GOA Transfers Out (16)	2022	2023	2024	2025	2026	TOTAL
Capital Reserve (30)	250,000	0	0	2,850,000	0	3,100,000
TIF (32)	0	0	0	0	0	0
Total	250,000	0	0	2,850,000	0	3,100,000

RCPF Transfers Out (31)	2022	2023	2024	2025	2026	TOTAL
Park Improvement Fund (34)	500,000	0	0	0	0	500,000
Total	500,000	0	0	0	0	500,000

2022-2026 Capital Improvement Plan

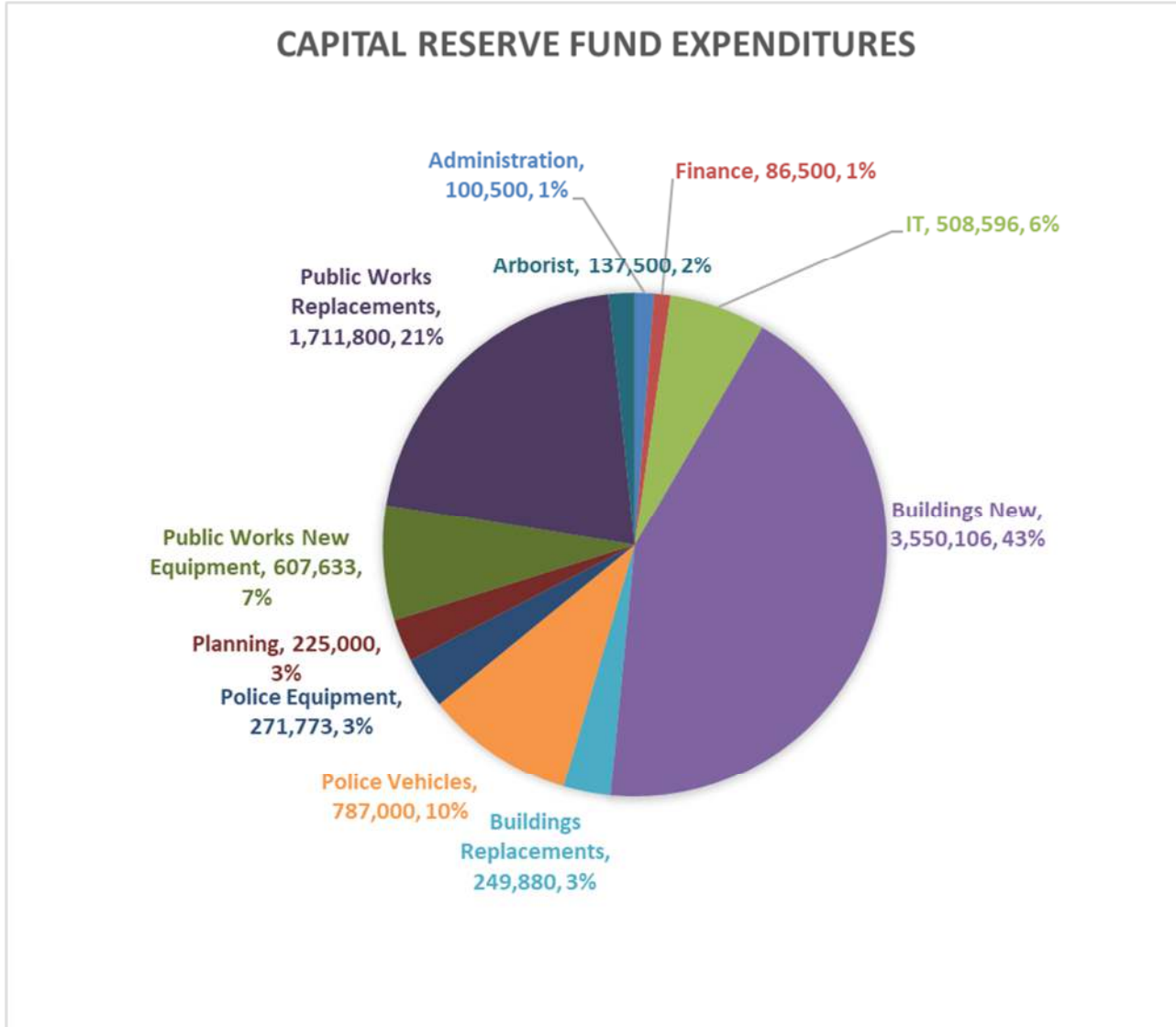
As mentioned previously, the **Capital Projects Funds** are reserved for projects restricted for specific purposes. Some funds have external restrictions, such as the Pine Grove Mills Street Light Fund while others have Board of Supervisors restrictions, such as the Capital Reserve fund, the Regional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



2022-2026 Capital Improvement Plan

Capital Reserve Fund Expenditures

The Capital Reserve Fund represents the proposed Capital Equipment Expenditures over the five years of the Capital Improvement plan broken down by department.



2022-2026 Capital Improvement Plan

Staffing

The number of Township “Full-time Equivalents,” a measure of employment based on the number of hours paid for all staff, helps determine the rate of change in the staffing levels of the Township. One FTE is equivalent to 2080 hours worked. The proposed table is included for your reference. The resident per FTE provides information as to the relative size of the Township staff for the number of residents served. It can be used as a benchmark against other municipalities to compare staffing levels and related costs.

FERGUSON TOWNSHIP FULL TIME EQUIVALENTS					
	2022	2023	2024	2025	2026
Residents/FTE					
Population	20,028	20,228	20,430	20,634	20,840
FTES (including new staff)					
Elected Officials	2.50	2.50	2.50	2.50	2.50
Administration	4.25	4.25	4.25	4.25	4.25
Finance	3.75	3.75	3.75	3.75	3.75
Buildings & Grounds	1.50	1.50	1.50	1.50	1.50
Engineering	6.50	6.50	6.50	6.50	6.50
Police	25.00	25.00	25.00	25.00	25.00
Police OT	1.00	1.00	1.00	1.00	1.00
Planning & Zoning	5.50	5.50	5.50	5.50	5.50
Public Works/Arborists	21.00	21.00	21.00	21.00	21.00
Public Works OT	0.50	0.50	0.50	0.50	0.50
New Employees	4.50	6.50	7.50	9.50	9.50
Total	76.00	78.00	79.00	81.00	81.00
NEW STAFF					
Finance & IT				1.00	
Police	1.00				
Planning	0.50		1.00		
Public Works	3.00	2.00		1.00	
Total	4.50	2.00	1.00	2.00	-
Residents per Employee	264	259	259	255	257

2022-2026 Capital Improvement Plan

CIP New Personnel Summary						
New Personnel General Fund	2022	2023	2024	2025	2026	TOTAL
Administration	42,500	43,775	45,088	46,441	47,834	225,638
Finance & IT	0	0	0	118,335	121,844	240,179
Police	104,209	107,787	111,497	115,344	119,333	558,170
Planning	44,090	45,841	154,982	160,583	166,405	571,901
Public Works	179,036	187,361	193,884	279,261	331,973	1,171,514
Total	369,835	384,764	505,451	719,964	787,389	2,767,402
New Personnel Stormwater Fund	2022	2023	2024	2025	2026	TOTAL
Stormwater (includes existing staff)	104,907	261,939	271,152	280,715	290,642	1,209,355

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. Staffing 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.

This section consolidates the various personnel requests of the various departments in one location.

Since personnel costs are technically operating expenses rather than capital, it makes sense to exclude them from the capital section and include them elsewhere. By having them included in one place, the cost estimates can be more consistent, and total costs are easier to identify.

ADMINISTRATION

Administration is including the cost for salary adjustments for staff a the result of the 2020 salary study.

FERGUSON TOWNSHIP						
2021 – 2025 CIP STAFFING						
ADMINISTRATION NEW STAFFING						
Direct Costs Estimate	2022	2023	2024	2025	2026	Total
Salary Adjustments	42,500	43,775	45,088	46,441	47,834	225,638
Health/Eye/Dental						0
Life/Disability Insurance						0
Pension						0
Employer Taxes						0
Workers Comp						0
Total	42,500	43,775	45,088	46,441	47,834	225,638

FINANCE AND INFORMATION TECHNOLOGY (IT)

Finance and IT is asking for a fulltime information technology manager beginning in 2025. This person would assist Hinton or other 3rd party support, as well as supporting staff with daily needs. Also, this position would prepare maintenance contracts, order annual computer replacements, maintain IT inventory, and budget IT needs. This position would lead the document imaging projects, develop and maintain the Laserfiche workflows

2022-2026 Capital Improvement Plan

FERGUSON TOWNSHIP						
2021 – 2025 CIP STAFFING						
FINANCE & IT NEW STAFFING						
Direct Costs Estimate	2022	2023	2024	2025	2026	Total
Salary				75,000	77,250	152,250
Health				28,553	29,409	57,962
Dental				920	920	1,840
Vision				200	200	400
Life/ADD				125	125	250
Short Term Disability				150	150	300
Pension				7,500	7,725	15,225
Employer Taxes				5,738	5,910	11,647
Workers Comp				150	155	305
Total	0	0	0	118,335	121,844	240,179

POLICE

The police department is requesting one officer beginning in 2022. The department currently has 22 sworn officers. With the anticipated buildout of the several proposed developments, The Yards at Old State, Turnberry, and Harner Farms, the department is seeking an additional police officer. The Developments are substantial and may necessitate the need for additional police personnel. It takes nearly one year for a new officer to be ready for solo patrol.

FERGUSON TOWNSHIP						
2022 – 2025 CIP STAFFING						
POLICE NEW STAFFING						
Direct Costs Estimate	2022	2023	2024	2025	2026	Total
Salary	63,479	65,384	67,345	69,366	71,447	337,020
Health	24,665	25,898	27,193	28,553	29,980	136,290
Dental	920	920	920	920	920	4,600
Vision	200	200	200	200	200	1,000
Life/ADD	125	125	125	125	125	625
Short Term Disability	150	150	150	150	150	750
Pension	6,348	6,538	6,735	6,937	7,145	33,702
Employer Taxes	4,856	5,002	5,152	5,306	5,466	25,782
Workers Comp	3,466	3,570	3,677	3,787	3,901	18,401
Total	104,209	107,787	111,497	115,344	119,333	558,170

2022	
In July 2021, an officer accepted a position with an agency in the Harrisburg area. The department is currently accepting applications to create a hiring list. To fill the vacant position, it may be necessary to send the top candidate to the police academy. Additionally an officer became eligible to retire in 2018. It is unknown if the officer is going to stay or retire. In anticipation of his departure, we are taking steps to create a hiring list. In the event the top candidate does not have police certification, I am seeking funding to send the candidate to the police academy. The funding includes tuition, rooming, clothing, and equipment.	\$34,000

2022-2026 Capital Improvement Plan

Typically, the Municipal Police Officers Education and Training Commission provides partial reimbursement to departments for costs associated with sending a candidate to the academy (\$17,000 x 2). This line item is to maintain the department's current staffing level.	
The department currently has 22 sworn officers. With the anticipated buildout of the anticipated developments of The Yards at State College, Pine Hall Traditional Town Development, and Harner Farms, the department is seeking the addition of an additional officer. The developments are substantial and may necessitate the need for additional police personnel. It takes nearly one year for a new officer to be ready for solo patrol. (The last addition to the department was 2016). As the Township prepares the 2022 Operating Budget, consideration will be given to the assignment of the additional Officer given new community policing strategies and initiatives.	\$104,209
Academy (If necessary) / Equipment	\$25,000
Total	\$163,209

PLANNING

FERGUSON TOWNSHIP						
2021 – 2025 CIP STAFFING						
PLANNING NEW STAFFING						
Direct Costs Estimate	2022	2023	2024	2025	2026	Total
Salary	15,600	16,068	81,550	83,997	86,516	283,731
Health	23,490	24,665	51,795	54,385	57,104	211,440
Dental	920	920	1,840	1,840	1,840	7,360
Vision	200	200	400	400	400	1,600
Life/ADD	125	125	250	250	250	1,000
Short Term Disability	150	150	300	300	300	1,200
Pension	1,560	1,607	8,155	8,400	8,652	28,373
Employer Taxes	1,193	1,229	6,239	6,426	6,619	21,705
Workers Comp	852	877	4,453	4,586	4,724	15,492
Total	44,090	45,841	154,982	160,583	166,405	571,901

The Department of Planning & Zoning would like to suggest adding staff consistent with the 2017 Strategic Plan. To follow the Board of Supervisors' lead in implementing the Ferguson Township Strategic Plan through the CIP Process, under the Goal of Economic Development, establish a Township Economic Advisory Group and consider advancing the Ordinance Enforcement Officer from part-time to full time in 2022.

Community Development Planner (2024)

Effective community development planning takes a comprehensive approach to meeting community needs—an approach that recognizes the interrelationship of economic, physical and social development. The purpose of the Community Development Planner is to support the mission and goals identified in the Pine Grove Mills Small Area Plan, Regional Housing Plan, Long-Range Growth Management Plan and the Township's Strategic Plan by assisting in the management of the Township's economic, housing, recreation, and other initiatives. This person will assist in the enhancement of existing programs and the development of new programs; interact with the business community, local non-profit organizations, and State College Area School District. They will assist in the development, coordination, implementation, and support of new and existing neighborhood partnerships, associations, and collaborations.

2022-2026 Capital Improvement Plan

PUBLIC WORKS

FERGUSON TOWNSHIP						
2021 – 2025 CIP STAFFING						
PUBLIC WORKS NEW STAFFING						
Direct Costs Estimate	2022	2023	2024	2025	2026	Total
Salary	105,000	108,150	111,395	154,736	159,378	638,659
Health	46,980	49,329	51,795	81,578	128,485	358,167
Dental	1,840	1,840	1,840	2,760	2,760	11,040
Vision	400	400	400	600	600	2,400
Life/ADD	250	250	250	375	375	1,500
Short Term Disability	300	300	300	450	450	1,800
Pension	10,500	10,815	11,139	15,474	15,938	63,866
Employer Taxes	8,033	8,273	8,522	11,837	12,192	48,857
Workers Comp	5,733	8,003	8,243	11,450	11,794	45,224
Total	179,036	187,361	193,884	279,261	331,973	1,171,514

The Public Works Department requests consideration for the following staff positions in the next five years:

2022 – Currently, one custodian time is shared evenly with COG. Given the expansion of the buildings on site, it is requested this position be committed full time to Ferguson Township.

2022 – As outlined in the cost of service summary for the stormwater fee program, a stormwater engineer is requested to manage the stormwater program including the 5 minimum control measures outlined in our NPDES permit, reviewing SWF credit applications, investigating stormwater complaints, reviewing and approving stormwater plans submitted with subdivision and land development plans, performing stormwater calculations to design in house stormwater improvement projects, oversee construction of stormwater projects including those required for the PRP.

2022 - A tree trimmer, or municipal tree specialist, is requested to help maintain the assets of our urban forest. The municipal tree specialist will spend the majority of time in the field pruning trees, caring for street tree cares, performing tree injections, removals, stump grinding, and inventory and assessment. This position was approved in 2020, advertised, but not filled.

2022 - An Asset Management Technician is requested to assist the Department with asset management, inventories, building systems maintenance, locating underground facilities, managing the PA One Call tickets on behalf of the Township, inspecting work in the right of way such as pave-cuts, and inspecting and maintaining traffic signals.

2023 - As outlined in the cost of service summary for the stormwater fee program, two stormwater workers are requested to augment the current public works labor force to address immediate and ongoing maintenance needs of the stormwater system including inlet repairs and stormpipe repairs.

2025 – A second tree specialist is requested at this time to make the tree crew more self-sufficient and productive as the urban forest continues to grow. Some contracted services may be performed in house.

2022-2026 Capital Improvement Plan

STORMWATER FUND

Public Works in requesting additional staffing to manage and assist with the Stormwater program.

This includes two new workers as shown in the public works organizational chart located in the Public Works Department narrative. This includes a Stormwater Engineer and two stormwater workers.

FERGUSON TOWNSHIP						
2021 – 2025 CIP STAFFING						
STORMWATER NEW STAFFING						
Direct Costs Estimate	2022	2023	2024	2025	2026	Total
Part Time Wages		0	0	0	0	0
Full Time Salary	65,000	146,950	151,359	155,899	160,576	679,784
Health	23,490	73,994	77,693	81,578	85,657	342,411
Dental	920	2,760	2,760	2,760	2,760	11,960
Vision	200	600	600	600	600	2,600
Life/ADD	125	375	375	375	375	1,625
Short Term Disability	150	450	450	450	450	1,950
Pension	6,500	14,695	15,136	15,590	16,058	67,978
Employer Taxes	4,973	11,242	11,579	11,926	12,284	52,003
Workers Comp	3,549	10,874	11,201	11,537	11,883	49,043
Total	104,907	261,939	271,152	280,715	290,642	1,209,355

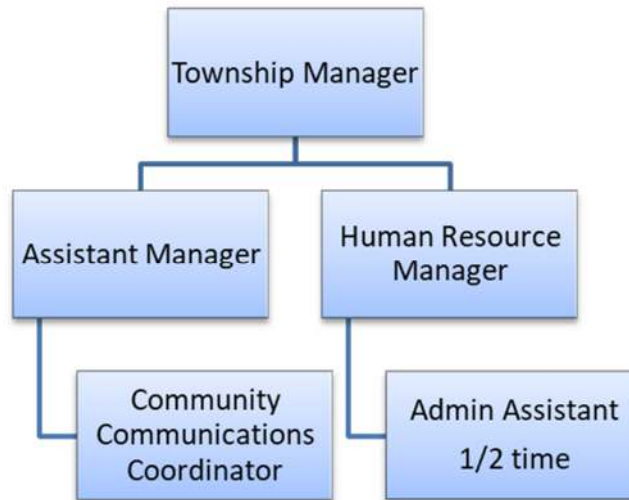
2022-2026 Capital Improvement Plan

Departmental Expenditures

ADMINISTRATION DEPARTMENT

The Administration Department proposes to spend **\$100,500 or 1.2% of the Capital Reserve Fund Requests** during the term of this capital plan.

Organizational Chart



Department Activities

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 Mission 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 to absorb additional costs while maintaining current staffing levels. The Township must provide the delivery of services that many residents, businesses, and visitors have come to expect.

2021 Accomplishments

- Completed management of the capital construction of the LEED Gold Public Works Maintenance Facility;
- Coordinated the Township's response to the COVID-19 pandemic;
- Finalized the Stormwater Management Utility Fee Study;
- Facilitated amendments to the Ferguson Township Strategic Plan and Recreation Parks, and Open Space Plan;
- Conducted an assessment of municipal park operations and programming;
- Negotiated labor contracts with the Ferguson Township Police Association and Teamsters Union (Road Crew);

2022-2026 Capital Improvement Plan

- Provided staff support for the Parks and Recreation Committee, Pine Grove Mills Small Area Plan Advisory Committee, and Climate Action Ad Hoc Committee;
- Represented the Township on several local, regional, and countywide boards and commissions to address initiatives related to economic development and agritourism; emergency management response; greenhouse gas emissions reduction strategies; town/gown relationships; and more;
- Hosted community engagement events, both in-person and online, including Coffee and Conversation, Virtual Town Halls in response to the COVID-19 pandemic and stormwater fee study, and Neighborhood Association Open Forum.

Strategic Plan Alignment

The Capital Improvement Plan seeks to advance the goals, objectives, and action steps as outlined in the Ferguson Township Strategic Plan. While every goal presented in the 2017 Strategic Plan will be promoted through the investments established in this document, the following Goals are directly connected to the development of a five-year Capital Improvement Program Plan.

Goal 1 – Financial Stability

- b. Regularly compare the cost of providing services in-house with prices from private contractors, other municipalities, other government agencies, and regional services.

Goal 5 – Best Management Practices for Operations

- a. Ensure adequate staffing and resources necessary to carry out Township services and programs.
c. Ensure that operational practices are fiscally responsible.

FERGUSON TOWNSHIP						
2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
ADMINISTRATION						
30.400.401.750						
Description	2022	2023	2024	2025	2026	Total
Strategic Communications Plan - Consultant Services		40,000				40,000
Disaster Recovery Test (COOP)	10,000					10,000
Administration Vehicle		30,000				30,000
Breakroom and Lobby Furniture	15,000					15,000
Fireproof Cabinet		5,500				5,500
	25,000	75,500	0	0	0	100,500

2022	
Disaster Recovery Test	\$10,000
The Township maintains a Continuity of Operations Plan to be better able to respond to unforeseen emergencies ranging from simple power outages to the total loss of the municipal building. Over the years, the staff has conducted a series of tabletop exercises and training simulations to test the implementation of the plan and train on its use; however, these exercises have taken place entirely in-house with the resources available to the Township. A cyber-security test is also recommended to evaluate the effectiveness of the Township's data backup and recovery.	
Breakroom and Lobby Furniture	\$15,000

2022-2026 Capital Improvement Plan

<p>The Township recently completed renovations to the Administration Building to address current and future staffing and resource needs. Lobby and breakroom furniture was deliberately removed from the scope of the renovation project for cost containment. Staff is recommending \$15,000 be allocated in the 2022 Operating Budget to complete the renovation project. The line item will provide a more welcoming and useful lobby area for the public.</p>	
Salary Adjustments (included in personnel costs)	\$42,500
<p>In 2020, the Township completed a salary study using the consultant, N. J. Hess & Associates. Adjustments in 2021 were deferred to a future program year to continue to evaluate any potential consequences of the COVID-19 pandemic on the Township's overall financial position. Staff has been closely monitoring these impacts, and is proposing that some of the deferred salary adjustments are funded in 2022. This figure does not include any adjustments for employees covered by collective bargaining agreements, or adjustments that were previously authorized by the Board of Supervisors. This item is accounted for in staffing and, therefore, will not appear in the Capital Reserve Fund.</p>	
2023	
Strategic Communications Plan	\$40,000
<p>The adopted 2017 Strategic Plan recognized increased participatory government by way of utilizing two-way communication, the promotion of municipal identity with a developed marketing strategy and developed sense of place. Over the years, staff has creatively evolved communications and community engagement; however, communication as a basic obligation of local government is transforming and digital communications are becoming an essential service with expectations and diverse audiences on the rise. A written strategic communications plan is proposed to establish consistency and continuity for communication practices, set expectations for interacting with internal and external audiences, and provide a process for assessing communication priorities, developing goals, and allocating limited resources with templates.</p>	
Administration Vehicle	\$30,000
<p>Historically, the Administration vehicle had been on a three-year replacement schedule, and the outgoing vehicle had been transferred to the fleet. Given the relatively good condition and low mileage of the current fleet vehicles, it is recommended that this replacement is based on a five-year cycle. An all-electric vehicle will be purchased for the Administration vehicle.</p>	
Fireproof Cabinet	\$5,500
<p>The Human Resources Administrator requires a fireproof cabinet to store sensitive personnel information in a secure and protected manner. A fireproof cabinet is necessary to accommodate this need.</p>	

2022-2026 Capital Improvement Plan

FINANCE DEPARTMENT

The Finance Department includes the Township and school real estate tax collection. The Finance Department requests total **\$86.5 Thousand or 1.1% of the Capital Reserve Fund Requests** for this capital plan.

The finance department provides the billing and cash receipts for the Township and collection of school real estate taxes, payment of vendors and employee payroll, cash management, and investments as part of the daily activities. Furthermore, the finance department works with staff to prepare the five-year capital improvement plan and the annual budget.

The goals of the Finance Department include:

- To maintain the long term financial sustainability of the Township.
- To collect real estate taxes, revenues and grant funds
- To make payments to vendors, suppliers and employee payroll
- To provide the Board of Supervisors, management, and the public with independent reports of the Township finances for planning purposes.
- To follow generally accepted accounting guidelines and best practices
- To assist with information technology needs as appropriate
- To continue Government Finance Officers Association awards submissions for reporting.
- To manage the taxpayer, monies with care, and invest wisely.
- To maintain Township debt within acceptable levels according to best practices.

Strategic Plan Alignment

The Finance Department objectives relate directly to the following strategic plan goals:

Goal 1.0 Financial Stability

Ferguson Township strives to be financially stable and capable of funding the Township's resource demands for immediate and long-term sustainability.

Goal 2.0 Adequate Staffing

Ferguson Township will maintain adequate staffing and expertise to meet the needs of a growing population.

Goal 4.0 Service Delivery

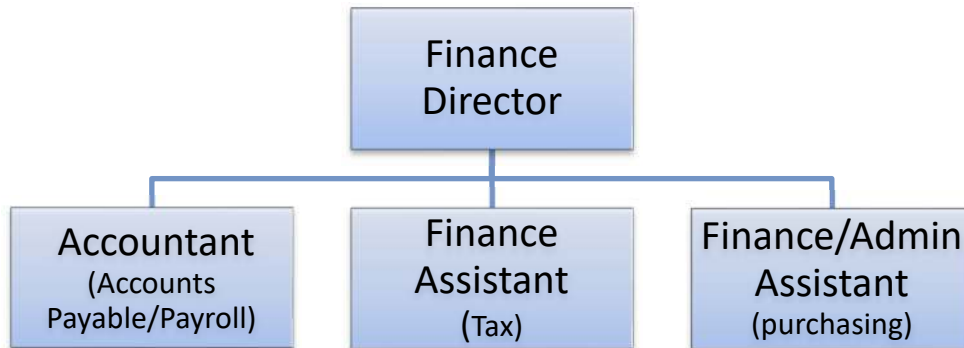
Ensure service delivery in Ferguson Township is sufficient to accommodate growth, addresses new concerns of the community, and is provided at the lowest responsible cost to residents.

Goal 8.0 Regional Programs

Ferguson Township will continue to actively participate in regional programs that have a demonstrable positive impact on cost and quality of service delivery.

2022-2026 Capital Improvement Plan

Organizational Chart



The Finance Department includes the tax collection, finance, and debt components of the Township. Finance also assists with computer services as needed. Finance activities consist of treasury management, billing & collection of revenues, payroll, accounts payable, debt management, risk management, grant management, fixed assets, and inventories.

The tax office collects the real estate taxes for the Township and the school district for Ferguson residents. The Township tax office collects over \$26 million in real estate taxes annually.

The Finance Department works with the Township staff and other related agencies, the GFOA (Government Finance Officers Association), GASB (Governmental Accounting Standards Board), the Commonwealth of PA, the Centre Region COG, and regional municipalities to obtain valuable information on the financial health of the Township.

Thankfully, the Township tax mix provides for increasing revenues as a result of income taxes. The combination of taxes has allowed the Township to grow without the need to raise taxes for more than ten years. Occasionally, it is necessary to raise property taxes to make up the difference between revenue growth and the cost of providing services.

One of the best ways 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. Grants supplement the tax revenues and reduce the burden on the Township taxpayers.

TAX COLLECTION

The Township uses the RBA cloud-based system for real estate tax collection for the Township and school. This system is economical and effective. By using a bar-code reader for data input, the tax bills can be processed more quickly and accurately than in the past. Tax payments (other than cash) are uploaded into the bank using a remote deposit scanner. Using the remote scanner saves significant time by nearly eliminating the need to drive to the bank to make deposits. The bank provides a courier weekly at no cost to the Township for cash deposits and miscellaneous items.

COPY MACHINE PURCHASING

Currently, the Township leases copiers. Upon inspection of the costs, including the cost of paying the monthly lease payments, it is recommended that the Township purchase copiers and other office equipment outright in the future. It is expected that the township can save 20% of the cost of the copier through direct purchases.

Maintenance agreements are important to maintain the equipment and obtain servicing as needed expeditiously. These will be continued and are based on number of pages printed or copied on a quarterly basis.

2022-2026 Capital Improvement Plan

TECHNOLOGY

The finance department continues to look at methods and means to improve performance of daily activities using technologies. This includes the expansion of the use of the Laserfiche document management system, the ClearGov Budgeting system and the Synario financial modeling software.

FERGUSON TOWNSHIP						
2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
FINANCE						
30.400.402.750						
Description	2022	2023	2024	2025	2026	TOTAL
SpringBrook/ClearGov GFOA Budget Book Software (20% discount 1st yr) including one-time implementation fee	7,000	7,000	7,000	7,000	7,000	35,000
PFM Synario modeling software annual fees	9,500	9,500	9,500	9,500	9,500	47,500
Public Works Direct Payroll Time Entry System	4,000					4,000
						0
	20,500	16,500	16,500	16,500	16,500	86,500

Electronic GFOA Award Budget Software

The Finance Department has several months experience with the implementation of the ClearGov budgeting system and thus far is very pleased with the design and capabilities of the system for the future. This system will improve transparency with the public by allowing the budget to be presented in an easy to read and navigate platform.

Here is a snippet of the current township 2021 budget book

- Home
- Capital Budgeting
- Digital Budget Book**
- Transparency
- Data
- Charts
- Comments
- User Management
- Help

Eric

< Back to all Budget Books

Manager Editor Contributors Settings

Introduction: Key Personnel

Print Preview Web Preview Delete Visible to Public: ON

Introduction

- Transmittal Letter
- Key Personnel**
- Managers Budget Message
- Finance Directors Budget Message
- GPOA Distinguished Budget Presentation Award
- History of Township
- Community Profile
- Demographics
- Form of Government
- Official Map
- Voting Wards
- Board of Supervisors
- Vision, Mission and Values
- Organization Chart
- Personnel Schedule
- Basis of Budgeting
- Budget Process
- Description of Township Funds
- Changes in 2020 Budget
- Financial Policies
- Glossary

Expand All Panels Collapse All Panels

Ferguson Township Budget Key Personnel

Board of Supervisors

Steve Miller, Chair
Laura Dinnini, Vice Chair
Lisa Strickland
Patricia Stephens
Prasenjit Mitra

Leadership Team

David G. Pribulka, Township Manager
Cenrice Martin, Assistant Township Manager
David J. Modricker, Director of Public Works
Eric R. Endrupsen, Director of Finance

2022-2026 Capital Improvement Plan

PFM Synario Financial Modeling Software

The finance department is presently in the process of implementing the Synario financial modeling system. The state college borough uses this system for projecting the long term sustainability of the borough. The township is also looking at 10 year projections and the effects of choices made.

Human Resources Time Recording

Human Resources is requesting equipment and software to record public works time and job information for keystone payroll. One requirement is that all staff have email addresses, which many do not currently have. There are dedicated smart terminals with touch screens as well. Money is budgeted for email addresses and for some method of recording the time.

Keystone allows for smart data entry hardware along with related software to assist the user with data entry.

2022-2026 Capital Improvement Plan

DEBT SERVICE



Proposed and current debt service costs total **\$5.40 Million or 4.7% of Total Expenditures** (including interfund transfers) 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 a payment higher than may be possible given currently available Township resources. Best practices recommend restricting debt to capital needs and not be used for ongoing operations.

FERGUSON TOWNSHIP										
2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS										
DEBT SERVICE PROJECTIONS										
TOWNSHIP DEBT	Payments Begin	Loan Amount	Rate	Term (Years)	Expires	2022	2023	2024	2025	2026
COG Pools Debt	2021	827,828	1.23%	7	2028	120,000	120,000	120,000	120,000	120,000
COG Parks Debt	2021	1,674,172	1.33%	13	2034	125,000	125,000	125,000	125,000	125,000
Ferguson Township Maintenance Facility	2019	6,845,000	2.60%	25	2044	376,000	376,000	376,000	376,000	376,000
Township Fire Station	2025	2,850,000	3.00%	10	2035				190,000	190,000
Total		12,197,000				621,000	621,000	621,000	811,000	811,000
From GOA Fund						376,000	376,000	376,000	566,000	566,000
ferguson rate 27.80										
		PROCEEDS						Total Payments		
2022		0						3,485,000	2,260,000	
2023		0							avg	
2024		0								
2025		2,850,000								
2026		0								
Total		2,850,000								
								% of GF Revenue		
								5.21%		
								% of GF Expenditures		
								4.69%		

The proposed debt service for the new five years is listed in the following chart. The debt service includes a new fire station, the public works facility COG pools and parks.

It is important to understand that debt is spending beyond the current ability to pay. It should be reserved for capital needs and used as an investment to reduce future operating costs. The ability to pay back the Township's ability to pay for other activities. Some experts believe that debt service payments should be kept below 10% of annual operating expenditures. Debt can be thought of as a drag on operations. It limits the townships ability to use funds for unanticipated opportunities when they occur. Staff believes this is a reasonable limit for long-term sustainability

The Township's portion of the regional debt is also included. COG refinanced the debt in 2021, reducing the cost of debt service and increased the amount of the debt for the parks projects. The debt payment for COG assumes no change in the COG formula for the pool's loan, for which the municipal contributions are recomputed after ten years. Currently, the regional pools and the regional parks have long-term debt service requirements, as listed in the table.

2022-2026 Capital Improvement Plan



INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology department requests **\$508.6 Thousand or 6.2% of the Capital Reserve Fund Requests** for this capital plan.

Currently, a third party, Hinton & Associates, manages the information technology department. The Manager, 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.

Desktop computers, laptops, and software maintenance fall under the operating budget based on not meeting the \$2,500 threshold for capital expenditures.

FERGUSON TOWNSHIP								
2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS								
INFORMATION TECHNOLOGY								
30.400.407.750								
Description	Department	Age at Replacement	2022	2023	2024	2025	2026	Total
Microsoft Office Licenses 40 users	IT			17,000				17,000
Replacement Server	IT		25,000		30,000			55,000
RMS maintenance fees	Police	see police	34,840	19,400	20,370	21,389	22,458	118,457
RMS replacement	Police	see police		40,000	40,000	40,000	21,389	141,389
Replace Copiers	IT		10,500	7,500	7,500	7,500	7,500	40,500
Ethernet Switch	IT		5,750					5,750
Redundant wireless access (CATA?)	IT			5,000				5,000
Server OS replacement (end of life)	IT			10,000				10,000
Replacement UPS	IT		2,500		2,500		2,500	7,500
Replace Firewalls (2)	IT		18,000					18,000
Replace Plotter	Engineering			10,000				10,000
Main meeting room AV upgrades	BOS		50,000					50,000
Phone system replacement	IT				30,000			30,000
Total			146,590	108,900	130,370	68,889	53,847	508,596

Security and Ransomware Attacks

Internet security is a dynamic and ever-changing challenge. It requires constant improvements in security measures. Such measure includes state of the art internet firewalls, email protection from spoofing, ransomware attacks, phishing and spearphishing protection, ongoing training of staff to prevent becoming victims.

The most recent prevention methods for ransomware attacks is software that continuously examines the operation of the servers looking for potential attacks.

One main way for criminals to access the system is via staff behavior. Hackers are using social engineering to convince potential victims to click on malicious email links. There is even one known as whaling, where the attack is aimed at senior executives.

Ongoing training of staff is an important deterrent for these attacks.

Microsoft Windows Updates and Architecture

The township relies on the Microsoft platform for its operating system. Servers are currently using older versions of the operating system and is required to update these every five to seven years.

For hardware, the Township uses virtual servers (sharing hardware to operate multiple operating systems on one piece of hardware) to save the cost of server hardware. Given the power of current equipment and improvements to operating systems, it is standard practice these days to have multiple applications on one

2022-2026 Capital Improvement Plan

physical server. Virtual servers require redundancy since if a server fails, it will affect several systems. For the 2022-2026, the township will need to replace one server.

This typically requires a backup server. Yet the total cost of hardware is significantly less than traditional architecture. The Township is using server virtualization was cost-effective and beneficial.

In addition, the township standardizes on the Microsoft Office platform for word processing, spreadsheets, and presentations among other applications

Internet Access

The Township extended the contract with Comcast in 2020 for high-speed internet for another two years. The new agreement expires in 2022. Currently, the bandwidth and speed is contracted at 200 Mbps in both directions, uploads and downloads.

Training

A critical component of the fast-changing technology is the constant need for training. Users cannot inherently understand how each software package works and how best to use it, given the variety of applications along with the complexity of such software. It is essential to continually train staff to be proficient using the tools at hand. Microsoft Office, Laserfiche, Springbrook, Nitropro PDF, ESRI, Tyler all require specialized training to be used effectively.

Thankfully, much of the training available is free and online using videos.

Cloud Computing and Subscription based services

Many software companies are moving to a subscription based model for software licensing. Such models are consistently more expensive than the traditional “on premises” systems of the recent past. The township is anticipating the increase in costs related to this change

Online cloud backups are a secondary but necessary choice, with the first remaining to be an onsite backup for fast recovery. By having a secondary backup on the cloud, it is protected from onsite disasters and is portable if Township operations needed to be relocated temporarily.

Main Meeting Room Audio/Video

The main meeting room has visual issues for the public and the Board. The resolution of the screen is too low; the angle of the screen makes it difficult for the public to see, the lighting system is too complicated, practically speaking, the public does not have convenient means to be heard unless they approach the podium.

In addition, with the changes in technology brought by COVID and remote working, the scope of the work is constantly changing. It is important that the township keep up with the changes occurring in the marketplace.

With this in mind, the township is budgeting for a review and implementation of a new audio and video system in 2023.

Phone System Replacement

The current phone system was purchased in or about 2013. It is essentially a computer that allows the software to handle the calls. Eventually, the hardware will fail. In 2019, the township converted to a SIP (Session Initiation Protocol) phone service. This is a true digital signal and uses the internet to pass calls. Switching to SIP was made cost-effective by the increase in internet speeds when we contracted with Comcast. The technology for communications is changing rapidly. This could allow full features of phones, meetings, conferencing, among others. The township is budgeting for a review and phone system replacement in 2024

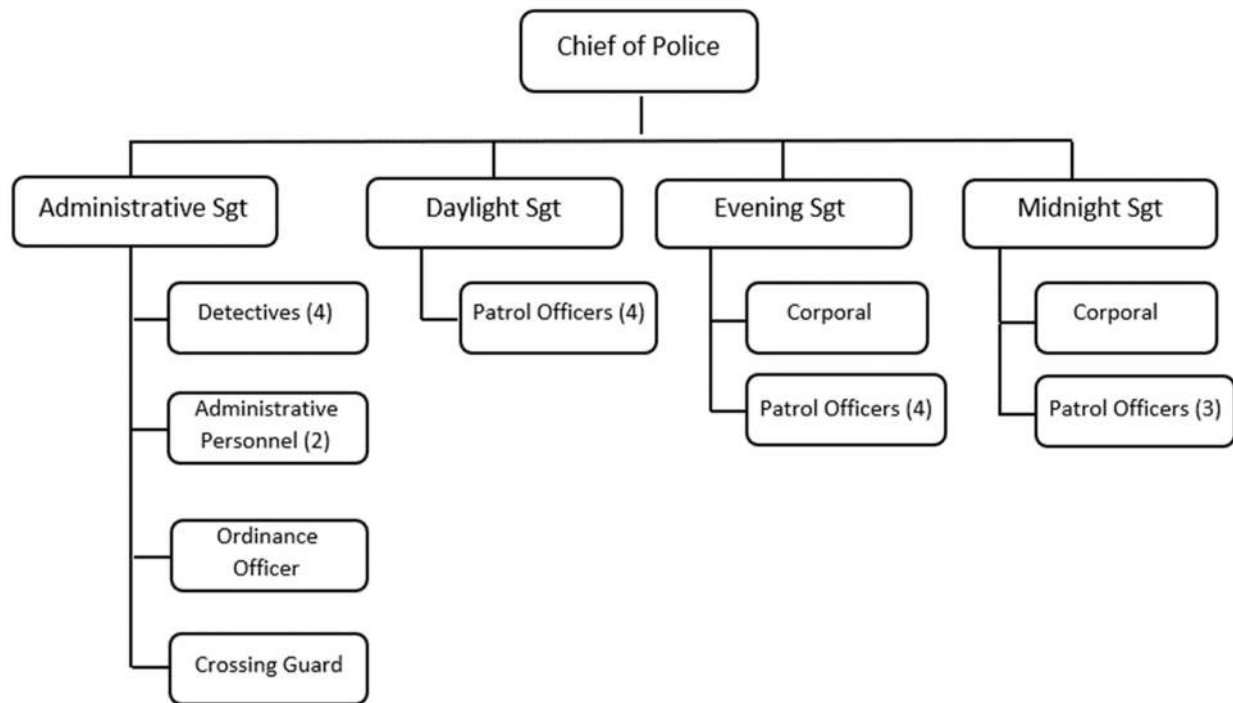
2022-2026 Capital Improvement Plan

POLICE DEPARTMENT

The Police Department is proposing to spend **\$1.06 Million or 12.9% of the Capital Reserve Fund Requests** during the term of this capital plan

Organizational Chart

The proposed organizational chart for the department is displayed below. The department employs 21 officers as well as the Chief, and two records assistants, a part-time ordinance enforcement officer, and one part-time crossing guards.



Ferguson Township Police Department

The Police Department delivers a full range of services to the community 24 hours a day, 365 days a year. The services include response to all calls for service, criminal investigations, crime detection and prevention activities, vehicle crash investigations, and traffic control and enforcement. The Police Department's authorized complement is 22 full-time sworn personnel, two full-time civilian office assistants, a part-time Ordinance Enforcement Officer shared with Planning and Zoning, and a part-time school crossing guard. The Department will continue participation in the regional Drug Task Force, Crisis Intervention, Tactical Response Team, and Crisis Negotiation.

Summary of Requests

The Capital Improvement Plan provides a framework to project costs associated with higher cost items such equipment and staffing changes. Here is a summary of the department's requests:

- Fleet – Maintain existing fleet of vehicles. We continue to explore the use of Hybrid vehicles as well as fully electric-powered vehicles.
- Regional Records Management System – Ferguson Township, Patton Township, State College Borough and Penn State Police Departments share a records management system. Our current system was implemented January 2019. The agencies have been working with the vendor to

2022-2026 Capital Improvement Plan

refine system deficiencies however the corrective process has been slow, at best. Until the vendor's system meets expectations, the consortium is withholding the final payment.

In the event the vendor cannot fulfill their obligation, funding may be necessary to purchase a replacement system. Conversely, if the vendor is able to correct the deficiencies, we will have an annual maintenance fee.

- Technology Driven Investigations – Electronic devices often contain information related to criminal investigations. The Department seeks to improve forensic analysis capabilities. As the Capital Improvement Plan is being developed, Ferguson Township and Patton Township Police Departments are collaborating to establish framework for sharing software and hardware investigative tools. Please note, an electronic device can only be analyzed through owner consent or search warrant.
- Body / Car Camera System – The Department began using Axon body / car camera system. The videos generated by the devices have proven valuable for court prosecution, training, and quality assurance. Our current contract expires in 2023.
- Miscellaneous – This category includes speed trailer, Taser, AEDs, and other first aid supplies

Police Department Vehicle Requests

The total proposed police department capital items for the 2022 to 2026 Capital Improvement Plan are described in the following requests. The proposed five-year CIP expenditures are based on currently known information and are coordinated with the Township's strategic plan. It includes fleet rotation based on a five year or more cycle of two or three vehicles per year, depending on the condition of the vehicle. Most new patrol vehicles have been specified as Ford Interceptor SUVs.

The department intends to replace administrative and detective vehicles with fuel-efficient Hybrid vehicles. The department purchased two Ford Hybrid SUV patrol vehicles in 2020. The technology reduces idling time by managing the electrical needs of the vehicle. At idle, the engine only runs when the batteries are low.

Our current patrol fleet is a blend of cars and four-wheel-drive SUVs. The department intends to maintain a similar fleet composition. The cars have better fuel economy, but equipment storage is limited, and officer comfort is often a concern. Four-wheel drive SUVs offer more equipment storage, operator comfort, and operability in inclement conditions. The smaller Ford SUVs provide a better fuel economy than our current fleet of Tahoes. As mentioned earlier, the new Hybrid vehicles will offer greater fuel savings.

2022-2026 Capital Improvement Plan

Police Vehicle Fleet Map

The current police vehicle fleet map is included for your reference. It includes ten Patrol vehicles as well as an administrative, detective, and training vehicles. The Mobile Command Vehicle, which is jointly owned but maintained by FT, 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-5	FT-3	FT-9	FT-10	FT-11	FT-12	FT-13	FT-14	FT-16	FT-17	FT-18	FT-20	FT-21	EVOC
Year/Make	2019 Ford F150	2020 Ford Intercept SUV	2017 Ford Intercept SUV	2019 Ford Taurus	2016 Chev Tahoe	2019 Ford Taurus	2021 Ford Intercept SUV	2018 Ford Fusion	2016 Chev Equinox	2020 Ford Intercept SUV	2014 Chev Caprice	2014 Chev Impala	2017 Ford Intercept SUV	2019 Ford Fusion	2008 Chev Impala	2012 Chev 1500	2000 MCV	1995 Ford	2011 Chev Caprice
Typ ID	20004	20008	20000	20001	101004	20005	20005	101005	101001	20007	100251	100250	100254	100254	100123	20003	100316	100252	100255
In Service	May-19	Sep-20	May-18	Mar-19	Nov-16	Mar-19	May-21	May-18	May-15	Sep-20	Apr-15	Mar-14	Aug-17	Jan-19	Mar-10	May-12	Jul-05	Jun-08	11/16
Assignm	N	N	N	N	Y	N	N	Chief	Det	Patrol	All	Det	Patrol	Det	Training	Ord	Spec	Spec	Patrol
CNG	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Radio	XTL2500	XTL2500	XTL2500	XTL2500	XTL2500	XTL2500	APX5500	XTL2500	XTL2500	XTL2500	APX4500	XTL2500	XTL2500	XTL2500	XTL2500	N/A	Multiple	N/A	2013
In Service	2013	2013	2013	2013	2013	2013	2015	2018	2013	2009	2015	2015	2013	2020	2013				
MCT Model	Tablet	Zebra	Tablet	Tablet	Tablet	Tablet	Surface			Zebra	Tablet		Tablet						
In service	(2017)	(2020)	(2017)	(2017)	(2016)	(2017)	(2021)	None	None	2020	(2015)	None	(2017)	None	None	None	None	None	None
VASCAR/VSPEC	VASCAR Plus IIC (2015)	VASCAR Plus IIC (2015)	VASCAR Plus IIC (2015)	VASCAR Plus IIC (2015)	VASCAR Plus IIC (2015)	VASCAR Plus IIC (2015)	VASCAR Plus IIC (2015)	N/A	N/A	VASCAR Plus IIC (2015)	VASCAR Plus IIC (2015)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Replacement Date	2025	2025	2023	2024	2022	2024	2025	2025	2025	2026	2023	2022	2023	2027	2022	2024	N/A	N/A	FG or 14 in 2023
Mileage 6/1/21	23,212	11,542	71,278	48,312	57,660	29,035	100	25,117	26,458	11,856	48,920	41,365	64,637	2,407	67,249	78,646	7,115	188,436	131,981
Special	4WD	Hybrid	AWD	Sedan	AWD	Sedan	AWD-Hybrid	Hybrid	AWD	AWD	Sedan	Sedan	AWD SUV	Hybrid	Sedan	4WD			

2022-2026 Capital Improvement Plan

30,400,410.750									
Description	Current Mileage	Age @ Replacement	2022	2023	2024	2025	2026	Total	
Replace 2016 Tahoe (FT5) (Including equipment)	67,660	6	61,200					61,200	
Replace 2014 Impala (FT13) (Including equipment)	41,365	8	35,000					35,000	
Zero DSRP ZF14.4 Electric Motorcycle with equipment			21,000					21,000	
Replace 2017 Ford SUV (FT3)(Including equipment)	71,278	6		61,200				61,200	
Replace 2014 Caprice (FT12) (Including equipment)	48,920	9		61,200				61,200	
Replace 2017 Ford SUV (FT14)(Including equipment)	64,637	6		61,200				61,200	
Replace 2017 Sedan (FT4) (Including equipment)	48,312	7			61,200			61,200	
Replace 2017 Sedan (FT6) (Including equipment)	29,035	7			61,200			61,200	
Replace 2012 Pick-up (OEO)(Including equipment)	78,646	12			49,000			49,000	
Replace 2020 Ford SUV (FT2) (Including equipment)	11,542	5				61,200		61,200	
Replace 2016 Equinox (FT10) (Including equipment)	26,468	11				35,000		35,000	
Replace 2019 Pick-up (FT1) (Including equipment)	23,212	6				61,200		61,200	
Replace 2018 Fusion (FT9) (Including equipment)	25,117	8					35,000	35,000	
Replace 2021 Ford SUV (FT8)(Including equipment)	100	5					61,200	61,200	
Replace 2020 Ford SUV (FT11) (Including equipment)	11,856	6					61,200	61,200	
Total			117,200	183,600	171,400	157,400	157,400	787,000	

2022-2026 Capital Improvement Plan

2022			
Police Vehicles and Equipment			\$117,200
Replace 2016 Tahoe (FT-5) with Ford SUV	67,660 miles (6/21)	\$38,500	
Equipment and Installation (New tablet, VASCAR)		\$22,700	
Subtotal		\$61,200	
Zero Motorcycle, DSRPZF14.4 Electric Motorcycle		\$22,500	
Equipment and gear		\$3,500	
Eligible for PA Alternative Fuel Incentives Grant		-\$5,000	
Subtotal		\$21,000	
Replace 2014 Impala (FT-13) with a Hybrid SUV.	41,365 miles (6/21)*	\$27,000	
Equipment and Installation		\$8,000	
Subtotal		\$35,000	
Total		\$117,200	
*The 2014 Impala (FT-13) will replace the 2008 Impala used by officers for out of town training (67,249 miles as of 6/21)			
2023			
Police Vehicles and Equipment			\$183,600
Replace 2016 Ford SUV (FT-3) with Ford SUV	71,278 miles (6/21)	\$38,500	
Equipment and Installation (New Tablet and VASCAR)		\$22,700	
Subtotal		\$61,200	
Replace 2014 Caprice (FT-12) with car or Ford SUV	48,920 miles (6/21)	\$38,500	
Equipment and Installation (New tablet and VASCAR)		\$22,700	
Subtotal		\$61,200	
Replace 2017 Ford SUV (FT14) with Ford SUV	64,637 miles (6/21)	\$38,500	
Equipment and Installation (New tablet and VASCAR)		\$22,700	
Subtotal		\$61,200	
Total		\$183,600	

2022-2026 Capital Improvement Plan

2024			
Police Vehicles and Equipment			\$171,400
Replace 2017 sedan (FT-4) with Ford Hybrid SUV	48,312 miles (6/21)	\$38,500	
Equipment and Installation (New tablet and VASCAR)		\$22,700	
Subtotal		\$61,200	
Replace 2017 sedan (FT-6) with Ford Hybrid SUV	29,035 miles (6/21)	\$38,500	
Equipment and Installation (New tablet and VASCAR)		\$22,700	
Subtotal		\$61,200	
Replace 2012 OEO Pick-up (FT-18) with electric Ford 150 Pick-up	78,646 miles (6/21)	\$42,000	
Equipment and Installation		\$7,000	
Subtotal		\$49,000	
Total		\$171,400	
2025			
Police Vehicles and Equipment			\$157,400
Replace 2020 Ford Hybrid SUV (FT-2) with Hybrid SUV	11,542 miles (6/21)	\$38,500	
Equipment and Installation (New tablet and VASCAR)		\$22,700	
Subtotal		\$61,200	
Replace 2016 Equinox (FT-10) with Hybrid SUV	26,5468 miles (6/21)	\$27,000	
Equipment and Installation		\$8,000	
Subtotal		\$35,000	
Replace 2019 F-150 (FT-1) with similar vehicle Hybrid or electric	23,212 miles (6/21)	\$38,500	
Equipment and Installation (New tablet and VASCAR)		\$22,700	
Subtotal		\$61,200	
Total		\$157,400	

2022-2026 Capital Improvement Plan

2026			
Police Vehicles & Equipment			\$157,400
Replace 2020 Ford Hybrid SUV (FT-11) with Ford Hybrid SUV	11,856 miles (6/21)	\$38,500	
Equipment and Installation (New tablet and VASCAR)		\$22,700	
Subtotal		\$61,200	
Replace 2021 Ford Hybrid SUV (FT-8) with Ford Hybrid SUV	100 miles (6/21)	\$38,500	
Equipment and Installation (New tablet and VASCAR)		\$22,700	
Subtotal		\$61,200	
Replace 2018 Ford Hybrid sedan (FT-9) with Hybrid sedan	25,117 miles (6/21)	\$27,000	
Equipment and Installation		\$8,000	
Subtotal		\$35,000	
Total		\$157,400	

Police Equipment

FERGUSON TOWNSHIP 2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS POLICE SOFTWARE & EQUIPMENT						
30.400.410.750						
Description	2022	2023	2024	2025	2026	Total
Records Management System	see IT					0
Axon Data Storage	12,773					12,773
Tasers Replace Rechargeable Batteries (5)	2,750	2,750				5,500
Cellebrite	4,400	4,400	4,400	4,400	4,400	22,000
Graykey	10,070	9,995	9,995	9,995	9,995	50,050
Body Camera / MVR / Interview Room Renewal		70,000	15,000	15,000	15,000	115,000
Speed Alert RADAR Trailer		13,000				13,000
Taser Replacement				12,500	12,500	25,000
Medical Equipment / Supplies				5,600	5,600	11,200
Automated External Defibrillator (AED) (10)					17,250	17,250
Total	29,993	100,145	29,395	47,495	64,745	271,773

2022		
Police Software and Equipment		\$64,833
Records Management Maintenance Fee – The new regional records management system went live in 2019. The project has experienced technical difficulties with the vendor. To date, the participating agencies	\$34,840	

2022-2026 Capital Improvement Plan

have not paid the remaining balance because unresolved issues remain. Additionally, there is a chance that the vendor may not be able to meet contractual obligations and a need vendor may be sought (Remaining unpaid balance \$16,363 / maintenance fee \$18,477).		
Axon – As part of our five-year agreement with Axon, we have unlimited data storage for video footage.	\$12,773	
Taser – Taser X2 HD rechargeable batteries.	\$2,750	
Cellebrite – Annual membership renewal	\$4,400	
GrayKey – Forensic access tool that extracts encrypted or inaccessible data from mobile devices.	\$10,070	
2023		
Police Software and Equipment		\$159,545
Body Camera / Car Camera / Interview Room Camera System Renewal – Our contract with Axon expires in 2023. This expenditure will may include a new vendor or upgrading existing equipment with current vendor.	\$70,000	
Records Management – The new regional records management system went live in 2019. The project has experienced technical difficulties with the vendor. To date, the participating agencies have not paid the remaining balance because unresolved issues remain. There is a chance that the vendor may not be able to meet contractual obligations and a need vendor may be sought.	\$40,000	
Records Management Maintenance Fee – The fee is used to maintain the existing regional records management system. This line item may be unnecessary if the vendor is unable resolve system deficiencies.	\$19,400	
Taser – Taser X2 HD rechargeable batteries.	\$2,750	
GrayKey - Forensic access tool that extracts encrypted or inaccessible data from mobile devices.	\$9,995	
Cellebrite – Annual membership renewal	\$4,400	
Mobile Speed Alert RADAR Trailer – The department has received several requests for a message sign with red and blue strobes to draw driver attention to their speed better.	\$13,000	
2024		
Police Software and Equipment		\$89,765
Records Management – The new regional records management system went live in 2019. The project has experienced technical difficulties with the vendor. To date, the participating agencies have not paid the remaining balance because unresolved issues remain. There is a chance that the vendor may not be able to meet contractual obligations and a need vendor may be sought.	\$40,000	
Records Management Maintenance Fee – The fee is used to maintain the existing regional records management system. This line item may be unnecessary if the vendor is unable resolve system deficiencies.	\$20,370	
Axon – Our five-year agreement with Axon expires in 2023. We will explore different options. To be determined.	\$15,000	

2022-2026 Capital Improvement Plan

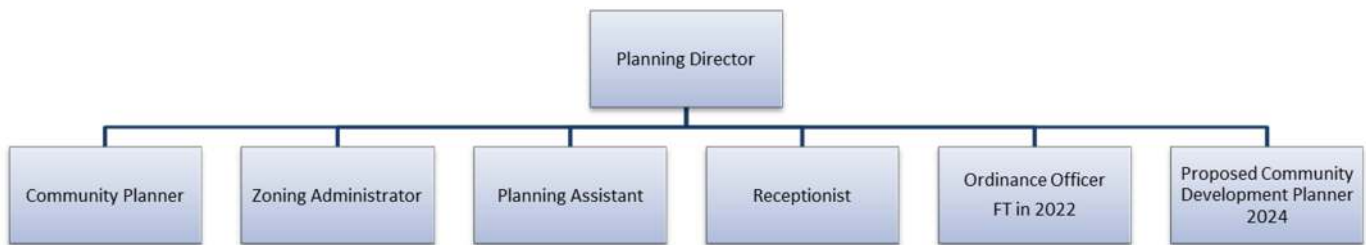
Graykey - Forensic access tool that extracts encrypted or inaccessible data from mobile devices.	\$9,995	
Cellebrite – Annual membership renewal	\$4,400	
2025		
Police Software and Equipment		\$108,884
Records Management Maintenance Fee – The new regional records management system went live in 2019. The project has experienced technical difficulties with the vendor. To date, the participating agencies have not paid the remaining balance because unresolved issues remain. There is a chance that the vendor may not be able to meet contractual obligations and a need vendor may be sought.	\$40,000	
Records Management Maintenance Fee – The fee is used to maintain the existing regional records management system. This line item may be unnecessary if the vendor is unable resolve system deficiencies.	\$21,389	
Axon – Our five-year agreement with Axon expires in 2022. We will explore different options. To be determined	\$15,000	
Taser – The department is seeking to replace old Tasers. We will replace five units per year for the next three years.	\$12,500	
Cellebrite – Annual membership renewal	\$4,400	
GrayKey - Forensic access tool that extracts encrypted or inaccessible data from mobile devices.	\$9,995	
Medical Equipment / Supplies – Some of our medical supplies have a five-year shelf life. The first items replaced will be Quikclot hemostatic trauma dressings and chest seals.	\$5,600	
2026		
Police Software and Equipment		\$87,203
Records Management Maintenance Fee – The fee is used to maintain the regional records management system.	\$22,458	
Axon – Our five-year agreement with Axon expires in 2022. We will explore different options.	\$15,000	
Taser – The department is seeking to replace old Tasers. We will replace five units per year for the next three years.	\$12,500	
Cellebrite – Annual membership renewal.	\$4,400	
GrayKey - Forensic access tool that extracts encrypted or inaccessible data from mobile devices.	\$9,995	
Medical Equipment / Supplies – Some of our medical supplies have a five-year shelf life. The first items replaced will be Quikclot hemostatic trauma dressings and chest seals.	\$5,600	
Automated External Defibrillator (AED) – Replace 10 AED units. Existing units will be eight years old and at their end of life rating.	\$17,250	

2022-2026 Capital Improvement Plan

PLANNING AND ZONING DEPARTMENT

The total proposed capital costs for the Planning and Zoning Department totals **\$225 Thousand or 2.7% of the Capital Reserve Fund Requests** for the five years.

Organizational Chart



Department Activities

The Department of Planning & Zoning is responsible for the regulation of land use activity in the Township, including all subdivisions and land development activities. Staff reviews plan submissions for any new construction or alterations to ensure compliance with Township ordinances. Additionally, the department conducts inspections on all building activity in the Township.

The Zoning Administrator and Ordinance Enforcement Officer are responsible for the enforcement of Township ordinances as they relate to items such as snow removal, abandoned vehicles, lawn maintenance, and more.

The Planning Department has recently worked on several large projects including the Toll Brothers Cottages, Pine Hall development, the Harner Farm subdivision, West College Student Housing Land Development Plan, adoption of the Heritage and Significant Tree Ordinance, Workforce Housing Ordinance amendment, the Tree Preservation and Protection Ordinance, as well as tracking potential COVID-19 amendments and comprehensive amendments that resulted in errors after the 2019 comprehensive Zoning and SALDO update.

Strategic Plan Alignment

The Capital Improvement Plan seeks to advance the goals, objectives, and action steps as outlined in the Ferguson Township Strategic Plan. Over the next five years, several of the Strategic Plan items will be accomplished through the proposed expenditures in the Capital Improvement Plan.

Mobility Study Implementation (2022 - 2026)

1) Financial

- a. Make realistic estimates of program costs (Staff)

Permitting Software (2022) Regional Program

1) Best Management Practices

- a. Ensure adequate staffing and resources necessary to carry out Township services and programs (Staff, Board)

2022-2026 Capital Improvement Plan

Market Study Land Use and Housing Needs

3) Growth Management

- a. Identify and complete (develop) plans for specific small areas. (Board, Staff, Planning Commission)
- b. Develop a Long-Range Growth Management Plan. (Staff, Planning Commission, Board)
- c. Develop a Regional Housing Plan to provide for low, moderately and attainable priced housing in the Township. (Staff, Consultant, Regional input)

A Regional Housing Study and Needs Assessment is the first step in the strategic planning process for Ferguson Township's Affordable Housing Initiatives. This analysis will inform the second step of the process, which is to recommend housing strategies for each municipality and for the region that will address key issues impacting housing affordability. A single solution targeted to a specific issue or population is no longer a sufficient strategy to advance an affordable housing agenda and many approaches must be considered. This Study will draw on internal resources, consultants, housing industry representatives and observations from the community.

Regional Housing Study and Needs Assessment will identify objectives and strategies to pursue by each municipality:

- Develop a plan for listening to residents in need of better housing;
- Create a holistic regional strategy;
- Further the relationship between localities;
- Connect housing efforts to transportation and workforce development;
- Create a formal means for sharing information; and
- Advocate for the integration of housing into decision making.

The Study will provide the Township with:

- Household demographics;
- Housing supply and market conditions;
- Housing affordability and the gap not being addressed by the private market; and
- Key issues impacting affordable housing, which outlines the key housing issues as the basis for future strategy formulation (housing supply, land development policies, transportation, funding, incomes, discrimination).

4) Environmental Stewardship

- a. Make certain that land development regulations and development plans are consistent with environmental values (Staff, Planning Commission, Board)

9) Partnerships and Regional Thinking

- b. Work towards regional cooperation on issues that affect the entire Centre Region I.e. attainable housing, affordable housing, and sustainable growth.

8) Promotion of Municipal Identity

- a. Develop our Sense of Place by developing a vibrant Town Center, preserving our agricultural heritage, and promoting the features that make the Township unique. (Staff)

2022-2026 Capital Improvement Plan

FERGUSON TOWNSHIP						
2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
PLANNING						
30,400,414,750						
Description	2022	2023	2024	2025	2026	TOTAL
Mobility Study Implementation	see Transportation Improvement Fund (32)					0
Terraced Streetscape District	50,000					50,000
Regional Housing Study		75,000				75,000
Long Range Management Plan			100,000			100,000
Total	50,000	75,000	100,000	0	0	225,000

2022 - 2025	
Mobility Study Implementation	\$250,000/yr.
<p>Ferguson Township Public Works Department is currently carrying out a Transportation Mobility Study that will identify recommended mobility improvement projects and provide concept illustrations and budgetary cost estimates. Improvement projects include proposed bike facilities that have been identified in both the 2015 Centre Region Bike Plan and the 2017 Ferguson Township Official Map. Capital funds can be utilized as a match for various state and federal transportation programs such as the Transportation Alternatives Program (TAP), DCNR Keystone Funds, PennDOT Multimodal, and a percentage match to complete priority improvements that are identified through the completed Mobility Study.</p> <p>*See Transportation Improvement Fund for costs.</p>	
2022	
Terraced Streetscape District Zoning Rewrite	\$50,000
<p>Since its inception in 2011, the Terraced Streetscape District along the West College Avenue corridor has not developed as envisioned through the ordinance provisions and design manual. Several obstacles to the successful development of the district, including, but not limited to, pedestrian connectivity, market demand challenges with property owners, and more, have caused the corridor to stagnate in a state of functional blight. Elected officials and Planning Departments within Ferguson Township and the Borough of State College have expressed an interest in working together to overcome these challenges and create a walkable, mixed-use neighborhood that creates a gateway into both municipalities. This project proposes that a consultant be retained to work with Ferguson Township on the preparation of a revised zoning district and design standards in collaboration with the Borough of State College.</p>	
2023	
Municipal or Regional Housing Study	\$75,000
<p>Housing is a regional issue, like transportation and environmental quality. A lack of a regional approach to affordable housing exacerbates income and racial inequality throughout the region. We are fortunate to live in a prosperous location with a wealth of opportunities that can support individual and family economic well-being and success. Consequently, we are better positioned than many other places to create regional tools to expand housing options, particularly if we take an incremental and results-driven approach.</p>	

2022-2026 Capital Improvement Plan

This study should be completed as a regional approach. However, if there is a lack of regional interest in this type of study, the Township will be prepared to complete this study alone. This housing study is to provide decision-makers, stakeholders, and community members with a comprehensive understanding of key housing issues in the region. The study will provide an assessment of unmet housing demand now and in the next five, ten, and fifteen years. This study will also offer community leaders and stakeholders a basis for formulating housing priorities, policies, and intervention strategies that can be achieved within two, five, ten, and fifteen years.

The Township needs to build a comprehensive analysis of housing needs, implement a housing plan and a set of corresponding policies to improve housing choice and opportunities for attainable and affordable housing within the Township.

2024

Long-Range Growth Management Plan (LRGMP)

\$100,000

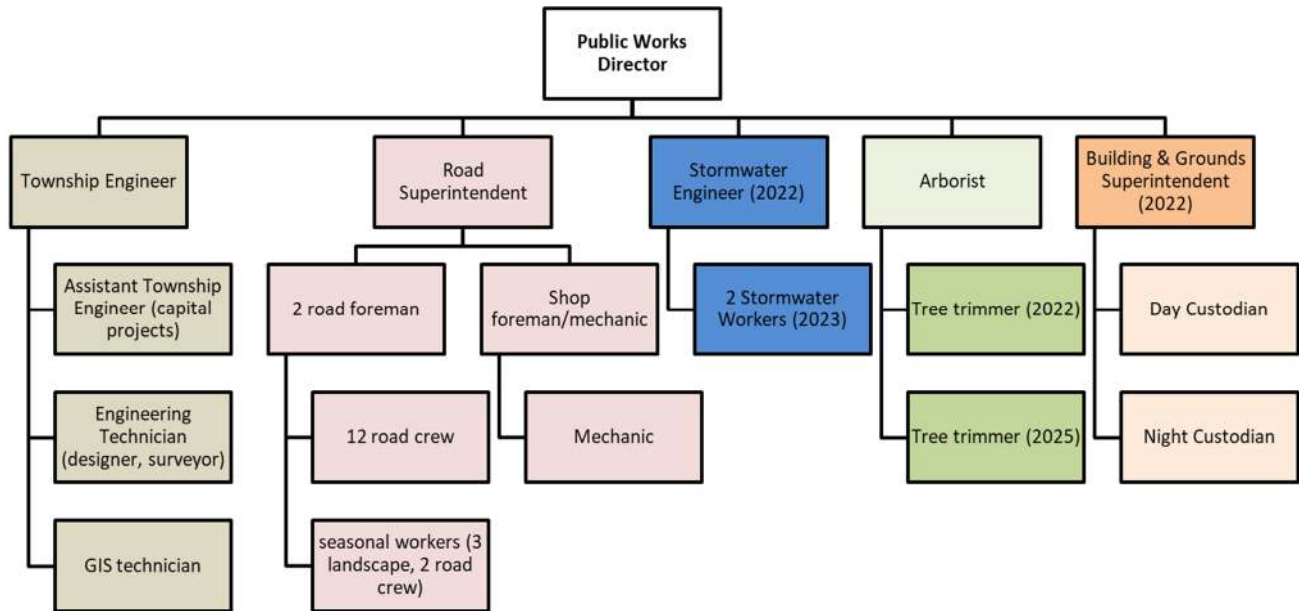
Great communities don't just happen. They require a guiding vision for the future and a sustained set of strategies for bringing that vision to reality. The goal of this Plan is to determine what the grown-up, built-out Ferguson Township ought to look like. The LRGMP should be a strategic roadmap for the Township to follow as it grows and matures over the next 25 years. Proper planning results in tangible benefits for the community as a whole and efficient use of tax dollars. This plan will be a detailed and wide-ranging effort that reaches beyond the typical 10-year planning horizon and looks ahead 25 years to ensure a sustainable future for the next generation. This plan will establish strategies to guide the future growth and development of the community, assess existing conditions and trends, provide recommendations for the use and development of land. The plan also establishes strategies for the extension and improvement of transportation services and infrastructure, the development of community facilities, expansion of the Township's economic base, and protect natural resources and open space.

2022-2026 Capital Improvement Plan

PUBLIC WORKS DEPARTMENT

PUBLIC WORKS STAFFING

The Public Works Department organizational chart is depicted below. The organizational chart reflects current and proposed staffing.



The Public Works Department consists of 5 sections, as shown in the organizational chart. These include Engineering, Road/Fleet Maintenance, Arbor Care, Buildings/Grounds and Stormwater.

2022-2026 Capital Improvement Plan

BUILDINGS AND GROUNDS SECTION

The total proposed capital costs for the Buildings & Grounds Section totals **\$3.80 Million or 46.1% of the Capital Reserve Fund Requests** for the five years.

The Public Works Capital Building Fund Appropriation for building systems saves for the future replacement of building systems such as HVAC, roofs, doors, windows, flooring, light fixtures, fire system and panels, and fixtures.

In 2021, the construction of a new public works facility was completed. This 13,753 square foot building includes truck lifts, vehicle mechanic bays, offices, break room and showers, bathrooms, a truck wash facility, and a fueling station. The new building accommodates vehicle washing on a daily basis which is proven to increase the life expectancy of snow-fighting equipment used to apply road salt. The new building provides separate facilities such as locker rooms, bathrooms, and showers for men and women. The building was designed and constructed to LEED requirements (Gold as the goal). In 2021 a contract was awarded to install a solar (photovoltaic) system on the building roof. A building automation system will monitor the energy production of the solar system vs the energy consumption of the building. The new building site does include a dual electric vehicle charging station to accommodate future Township owned electric vehicles. Site work is complete and provides additional parking and significant upgrades to the stormwater management system as well as low mow landscape and additional shrub and tree plantings.

This initiative is consistent with goal numbers 4) Environmental Stewardship, 5) Best Management Practices, 7) Promotion of Clean Renewable Energy of the Strategic Plan.

The Public Works Department requests the following buildings and grounds items for this planning period.

FERGUSON TOWNSHIP							
2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
BUILDINGS & GROUNDS							
30.400.409.750							
Description	Department	2022	2023	2024	2025	2026	TOTAL
Fitness Equipment	ALL	2,000	2,000	2,000	2,000	2,000	10,000
Door FOBS (2) PW Bldg 1	PW	6,027					6,027
Door FOB PW Bldg 6 Wash bay	PW	2,100					2,100
Door FOB PW Bldg 4	PW	2,100					2,100
Cameras PW Bldg 1	PW	4,778					4,778
Cameras PW Admin Bldg	PW	4,631					4,631
Repave PW laydown area	PW	68,250					68,250
Structural Pallet Racks PW Bldg 4	PW	3,100					3,100
Precast concrete walls to store stone & materials	PW				46,620		46,620
New Fire Station Needs Assessment	Admin	25,000					25,000
New Fire Station Land Acquisition	Admin		100,000				100,000
New Fire Station Design & Engineering	Admin			427,500			427,500
New Fire Station Construction	Admin				2,850,000		2,850,000
	Total	117,986	102,000	429,500	2,898,620	2,000	3,550,106

2022-2026 Capital Improvement Plan

The Township established a Buildings & Grounds sinking fund for the replacement of major equipment. The proposed sinking fund activity is included in the following chart. The sinking fund was set up after the Township building was renovated in 2007 to save for the future replacement of building systems such as HVAC, roof, doors, fixtures.

FERGUSON TOWNSHIP						
2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
BUILDING EQUIPMENT SINKING FUND						
30.400.409.760						
* YOP=Year of Purchase, YOR=Year of Replacement						
Description	YOP	AGE	YOR	Additions	Deductions	Balance
Beginning Balance 12/31/20						236,777
Annual Sinking Fund Contribution			2021	30,000		266,777
Replace water heater			2021		9,450	257,327
Replace 2 steel entry doors	1997	24	2021		2,100	255,227
Annual Sinking Fund Contribution			2022	30,000		285,227
Replace 2 steel entry doors	1997	25	2022		2,200	283,027
Replace Admin Building Carpet tiles	2007	15	2022		40,000	243,027
Replace Rubber Roof on Bldg #3			2022		76,700	166,327
Annual Sinking Fund Contribution			2023	30,000		196,327
Replace 2 steel entry doors	1997	26	2023		2,200	194,127
Replace Building Roofs	1997	26	2023		66,200	127,927
Annual Sinking Fund Contribution			2024	30,000		157,927
Replace 2 steel entry doors	1997	27	2024		2,300	155,627
Replace door security system			2024		17,400	138,227
Replace Simplex Fire System	2007	17	2024		11,600	126,627
Annual Sinking Fund Contribution			2025	30,000		156,627
Replace 2 steel entry doors	1997	28	2025		2,600	154,027
Replace HVAC system in computer room			2025		12,200	141,827
Replace Small Water Heater			2025		2,430	139,397
Annual Sinking Fund Contribution			2026	30,000		169,397
Replace 2 steel entry doors	1997	29	2026		2,550	166,847
Replace water heater			2026		11,500	155,347
			2026			155,347
Total				180,000	261,430	
				EXPENDITURES		
				2022	118,900	
				2023	68,400	
				2024	31,300	
				2025	17,230	
				2026	14,050	
				Total	249,880	

2022-2026 Capital Improvement Plan

ROAD PROJECTS

Road improvement projects make up the bulk of the capital expenditures for the Township. For the term of this CIP, road projects total **\$18.6 Million or 59.3% of the Capital Expenditures for All Funds.**

Roadway Improvements

Each year a roadway assessment is conducted of approximately half of the Township's 95 miles of roadway. PAVER software generates a condition index based on data collection from visual field observations. In the past, the condition index was used, in conjunction with geographic considerations and traffic volumes, with input from staff and elected officials to develop the plan of road improvements. At the request of the Board of Supervisors, and after deferred hot mix paving projects for 2021, staff investigated the use of PAVER to automatically develop the 5 year plan of road improvements based on input criteria rather than use the "worst first" approach which has served us in the past. The plan of road improvements put forth represents a budget constrained approach of approximately 1.8MM/year for hot mix paving and microsurfacing. Using this approach, the area weighted average condition of our roads remains steady starting at 84.68 after 2022 and ending at 84.34 after 2026. However, it becomes apparent that more road sections are in the fair, poor, very poor, and even failed condition. A backlog elimination scenario was run that eliminated the backlog of paving work within 5 years while maintaining the condition of the roadways. This scenario showed an increase in PCI after 5 years from 86.09 to 91.08 and all but 2 road sections were in good and satisfactory condition. The cost of this program averaged approximately 3MM/year. Both scenarios placed an emphasis on microsurfacing bolstering the importance of our microsurfacing program.

Candidates for paving are listed as line items in the CIP. Due to the specialized equipment used in paving operations, large paving projects are competitively bid. While the road crew has assisted with base repair and pavement preparation for contracted paving operations, a greater emphasis will be placed in future years on in house road maintenance.

The CIP lists roads proposed for capital improvements Depending on the severity of pavement distress or underlying base course failure; projects may include cold in-place recycling, select base repair, milling, or a combination of these techniques. In most all cases, the existing asphalt surface will then be overlaid.

A cost-effective method to preserve pavement life is microsurfacing, a cold-mix paving system. It is not a hot-mix pavement. The material consists of small aggregate, asphalt emulsion, water, and mineral fillers, and is generally applied in two lifts that total 3/8" in thickness. A durable asphalt seal is applied to roads that have begun to show signs of aging and minor distress. By retarding the surface's natural breakdown, this process extends the pavement's lifespan for approximately seven years. Microsurfacing adds no structural value to the pavement, and therefore, roadways that have deteriorated beyond a certain point are generally not good candidates for this process. Typically microsurfacing is placed in 2 lifts, back to back. Based on historical pricing and translated to an average price per linear foot of 26-foot wide roadway, microsurfacing can be placed for approximately \$12/linear foot of the road.

Based on historical Township pricing data and a condition rating of approximately 80, an existing rural road can be repaved for approximately \$45/linear foot of roadway, and an urban road can be repaved for approximately \$75/linear foot of roadway. This amount includes ancillary work and costs and assumes a 10% base repair of the existing roadway, milling the existing surface, placement of a scratch coat of bituminous asphalt and overlay with an asphalt wearing course. The Department maintains a cost database of historical paving pricing. This cost data was converted to SF unit pricing for PAVER. Should a new concrete curb be required, depending on type of curb and quantity, it adds approx. \$25/linear foot per side (\$50/linear foot for both sides) to the project cost. Needed stormwater system repairs could double the cost of a road project. Again depending on the quantity of pipe and size of the pipe, costs can exceed \$100/linear foot. When preparing the budget, a certain amount of funding is set aside to replace or reline existing corrugated metal pipe (CMP) under a road to be paved. Before repaving, pipe systems will be cleaned and video assessed to determine the extent of pipe system replacement and repair. Inlet tops are considered for replacement when roads are paved and are estimated at \$2,000/each.

2022-2026 Capital Improvement Plan

Comprehensive Township-Wide Traffic Study

This study is requested to help the Township understand the effects that development has had over the past years on the road network, and it will forecast development over the next 20 years, and using modeling software, predict impacts to the roadway network. The results of the study will provide information to help staff and elected officials plan and program funding for future capital improvements to the roadway system.

Background: In 1998, the Township completed a comprehensive transportation study that forecasted a 20 year horizon (2018) traffic condition based upon assumptions in development within the Township over those 20 years. Development was rapidly occurring and an understanding of the cumulative effects of the development was not known, nor how to fund improvements to maintain an efficient street network. Based upon that study, certain improvements were identified and a funding source known as the Transportation Improvement Fund (TIF) was created to fund the projects. This study, which was started in the early 90s, had not only assumptions about development patterns over the 20 years, it also modeled changes in traffic patterns with the then future completion of significant missing links in the network such as Blue Course Drive from North Atherton Street to West College Avenue, Old Gatesburg Road from Science Park Road to Blue Course Drive, and Bristol Avenue from West College Avenue to Blue Course Drive.

Ten years later, development within the growth area occurred, zoning changes occurred, and Blue Course Drive was completed. In 2009 an update to the study was initiated to consider these changes to land use and the street network. That study again considered a 20 year horizon with a future condition of 2030. Based upon that study, a list of updated projects was created for consideration for funding to maintain the network efficiency.

Now again, staff recommends the Township update the study sometime in this 5 year CIP. Again, changes in zoning and land use will be considered as well as the actual effects of completion of links such as Old Gatesburg Road and Bristol Avenue. When the Township becomes more linear or even static in development trends, an update to the study may not be warranted.

2022-2026 Capital Improvement Plan

FERGUSON TOWNSHIP								
2022 – 2026 CIP CAPITAL PROJECTS DETAIL-CASH BASIS								
PUBLIC WORKS ROAD PROJECTS								
FUND	CAT	DESCRIPTION	2022	2023	2024	2025	2026	TOTAL
R=road, D=stormwater, M=mobility, O=operating								
LF	R	Microsurfacing (Liquid Fuels)	318,000	328,000	338,000	348,000	358,000	1,690,000
LF	R	ADA Curb Ramp Replacements	95,000	98,000	101,000	104,000	107,000	505,000
LF	O	Road Materials & Supplies	27,000	27,000	28,000	29,000	30,000	141,000
LF	O	Pavement Markings	110,000	114,000	117,000	121,000	124,000	586,000
LF	O	Pavement Marking Eradication	21,000	22,000	23,000	23,000	24,000	113,000
LF	R	Mill & Fill in advance of microsurfacing	106,000	109,000	113,000	116,000	119,000	563,000
LF	O	Road Salt	128,000	132,000	136,000	140,000	144,000	680,000
LF	O	Comprehensive township-wide traffic study				232,000		232,000
TIF	R	Microsurfacing (TIF)	1,591,000	1,639,000	1,688,000	1,739,000	1,791,000	8,448,000
TIF	R	ADA Handicap Ramps for current years projects	74,000	76,000	79,000	81,000	84,000	394,000
TIF	D	Reline/Line CMP pipes for current years projects	212,000	219,000	225,000	232,000	239,000	1,127,000
TIF	D	Repair Stormwater inlets & replace tops for current years projects	64,000	66,000	68,000	70,000	72,000	340,000
TIF	R	Replace concrete curb for this years road projects	53,000	55,000	56,000	58,000	60,000	282,000
TIF	M	Sealcoat & Pavement Repairs for Bike Paths	32,000	33,000	34,000	35,000	36,000	170,000
TIF	M	Mobility Study Implementation (from planning)	250,000	250,000	250,000			750,000
TIF	M	Level of Service projections for intersections (with planning dept)				232,000		232,000
TIF	R	Potential Green Light Go intersection improvements	135,000	148,000	152,000	157,000	161,000	753,000
TIF	M	Pedestrian Improvements at Blue Course Drive & Martin Street		270,000				270,000
TIF	R	SR45 & SR26 & Nixon Road traffic signal & sidewalks	70,000	500,000				570,000
TIF	M	Audible Pedestrian signals at West College & Bristol	64,000					64,000
TIF	M	Shingletown Road & College Ave Pedestrian Accommodations	28,076					28,076
TIF	R	Research, Aaron, Park Crest, Allen	685,454					685,454
								0
Total			4,063,530	4,086,000	3,408,000	3,717,000	3,349,000	18,623,530
PUBLIC WORKS EXPENDITURES BY TYPE								
	D	Drainage Projects	276,000	285,000	293,000	302,000	311,000	1,467,000
	R	Road Projects	3,127,454	2,953,000	2,527,000	2,603,000	2,680,000	13,890,454
	M	MultiModal Projects	374,076	553,000	284,000	267,000	36,000	1,514,076
	O	Operating Expenses	286,000	295,000	304,000	545,000	322,000	1,752,000
Total			4,063,530	4,086,000	3,408,000	3,717,000	3,349,000	18,623,530
PUBLIC WORKS EXPENDITURES BY FUND AND TYPE								
CR	D	Drainage Projects-Capital Reserve	0	0	0	0	0	0
CR	R	Road Projects-Capital Reserve	0	0	0	0	0	0
TIF	M	MultiModal Projects-Transportation Improvement	374,076	553,000	284,000	267,000	36,000	1,514,076
TIF	D	Drainage Projects-Transportation Improvement	276,000	285,000	293,000	302,000	311,000	1,467,000
TIF	R	Road Projects-Transportation Improvements	2,608,454	2,418,000	1,975,000	2,035,000	2,096,000	11,132,454
LF	R	Road Projects-Liquid Fuels	519,000	535,000	552,000	568,000	584,000	2,758,000
LF	O	Operating Expenses	286,000	295,000	304,000	545,000	322,000	1,752,000
Total			4,063,530	4,086,000	3,408,000	3,717,000	3,349,000	18,623,530

2022-2026 Capital Improvement Plan

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

Per federal and state regulations, sidewalk intersection ramps are upgraded to current ADA standards. If upgrades are required, they are made whenever a road is paved or microsurfaced.

For roads to be paved or microsurfaced, the concrete work is included in the CIP as a line item. 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. \$3,500 is budgeted for each ramp that needs to be replaced. Truncated domes are required at these crossings.

Traffic Signals and Transportation Studies:

Automated Red Light Enforcement (ARLE) Grant – Traffic Signal Optimization Project

Through ARLE, the Township will receive grant funding to improve performance and communication at all 20 of our traffic signals. The new system will monitor real-time traffic in the Township, and staff will be better equipped to fine-tune the signals to changing traffic demands. This project has been in review and under design for several years and is assigned contract number 2016-C11.

Green Light Go (GLG) Grant – Traffic signal vehicle detection upgrade

The Township has been consistently awarded funding through the GLG program to upgrade several traffic signals a year to digital radar vehicle detection. This technology replaces ground loops or video detection making the signal operations more reliable. Staff will continue to apply for these grants.

SR26/SR45/Nixon Road (aka flashing light in Pine Grove Mills)

This CIP includes funding for engineering, easement acquisition, utility relocation, and construction of a fully functional traffic signal at the intersection of Pine Grove Road, and Water Street, and Nixon Road. The budgetary figure does not include significant geometric improvements. Instead, it is for a non-traditional offset signal design.

Science Park Road/Sandy Drive intersection (North)

Funding to construct this traffic signal is included in the 2021 operating budget. Should construction work not start and finish in 2021, funding for this project will need to be rebudgeted for 2022.

Pine Grove Mills Mobility Study

Funding for a mobility study is included in 2021. This study is delayed due to reduced traffic counts during the coronavirus pandemic, which did not permit accurate traffic data collection. The study is scheduled for fall of 2021. Should the study not finish in 2021, funding for this project will need to be rebudgeted for 2022.

The preparation of the Road Improvement section of the CIP is consistent with goal 1a of the Strategic Plan - Financial Stability - Make realistic estimates of program costs.

Northland Area Mobility Study

Refer to the Planning and Zoning section for any set-aside funding for potential projects identified in the Northland Area Mobility Study completed in 2019. Many worthwhile projects were identified, including pedestrian crossing upgrades, lighting and safety improvements, bike path improvements, and transit improvements. Tier 1 projects range in estimated cost from \$25,000 to \$500,000.

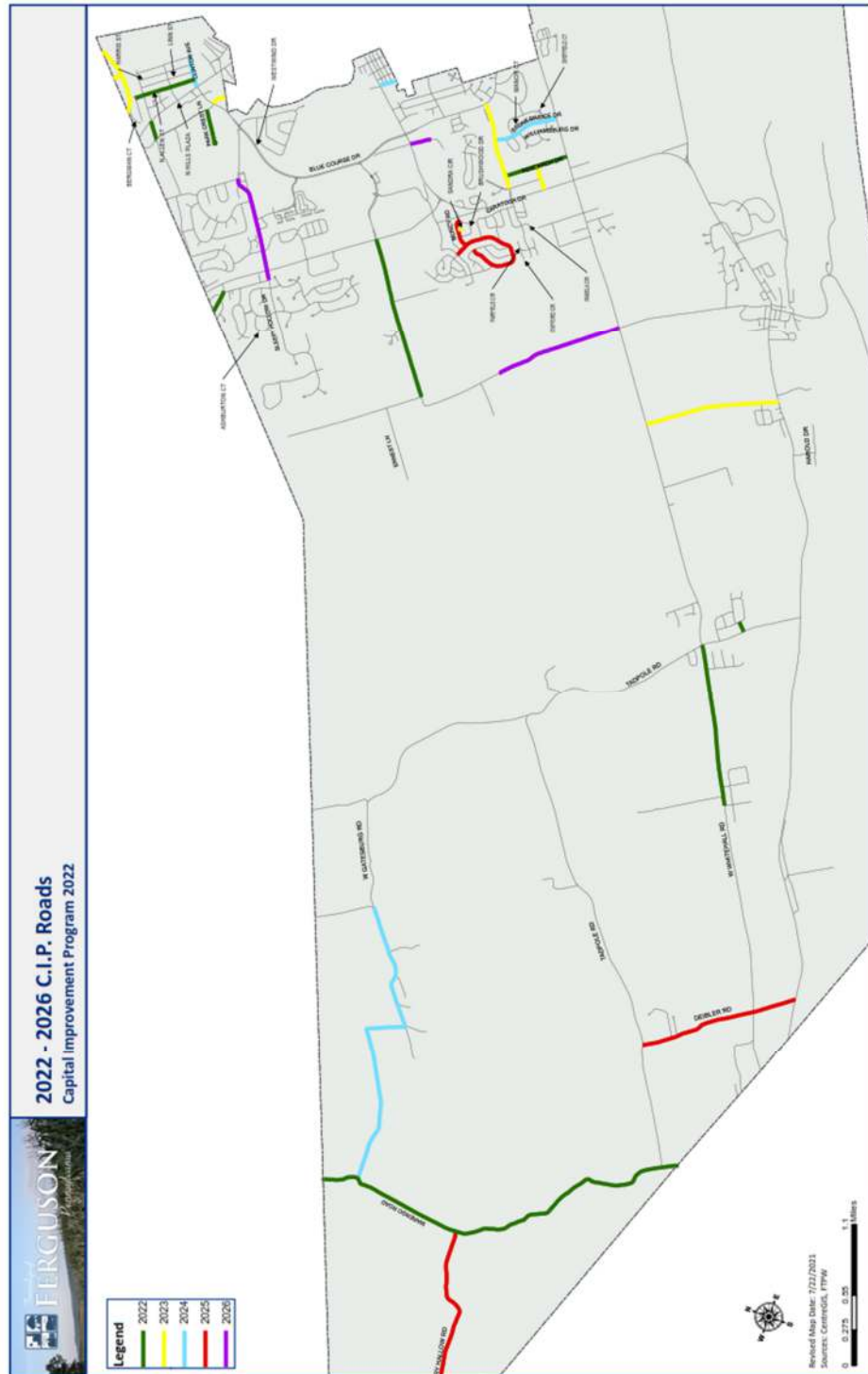
Storm Pipe Improvements associated with Road Projects

The condition of the inlets and storm pipe is assessed either visually or by a remote-controlled camera before a roadway is overlaid with new asphalt. This CIP reflects anticipated costs due to inlet and storm pipe replacement. Entire new inlets set in place can cost \$3,000 to \$4,000 each. The cost of storm pipe replacement varies based on the length of pipe to be replaced, the 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

2022-2026 Capital Improvement Plan

(HDPE) pipe installed will add about \$75 to \$125/ linear foot to the project cost plus roadway and curb restoration. The structural lining of an old corrugated 18-inch diameter pipe could cost \$105/linear foot for long runs, more for small quantities. As you can surmise, the cost of replacing the storm pipe system can exceed the cost to repave the road.

ROADS 2022-2026



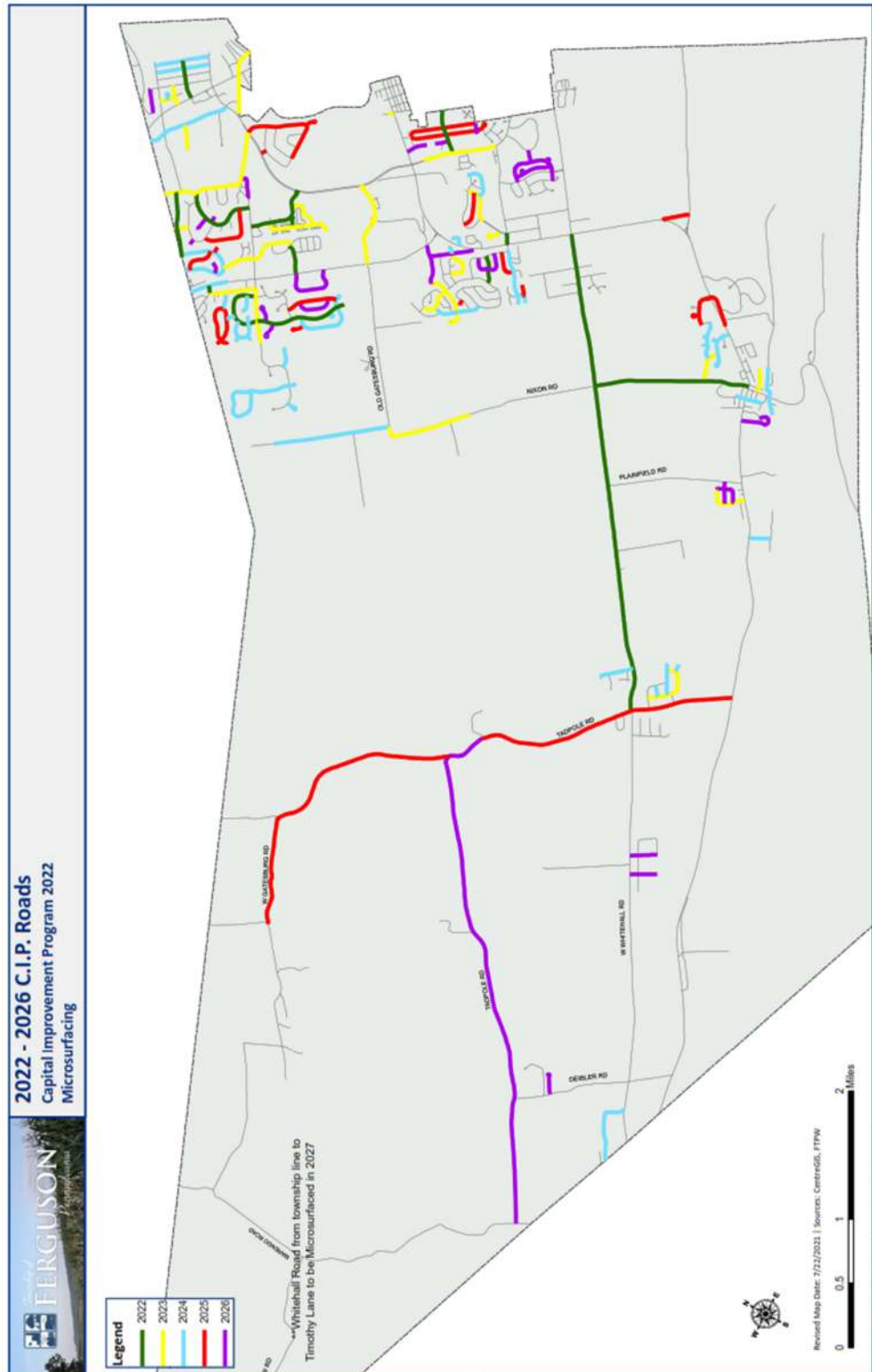
2022-2026 Capital Improvement Plan

PAVER PCI INDEX 2022-2026



2022-2026 Capital Improvement Plan

MICROSURFACING 2022-2026



TRAFFIC SIGNALS 2022-2026



2022-2026 Capital Improvement Plan

STORMWATER PROJECTS FUND 20

The Stormwater Projects Fund represents the cost of the program during the term of the capital plan. The stormwater fee is expected to provide funding for this program. The total proposed expenditures are **\$6.09 Million or 19.4% of the total Capital Projects Fund Requests**.

FERGUSON TOWNSHIP						
2022 – 2026 CIP CAPITAL PROJECTS DETAIL-CASH BASIS						
STORMWATER FUND PROJECTS						
DESCRIPTION	2022	2023	2024	2025	2026	TOTAL
MS4 Chesapeake Bay Pollutant Reduction Program	75,000	250,000	250,000			575,000
Park Hills drainage improvement	1,500,000					1,500,000
Line CMP pipes	315,000	330,750	347,288	364,652	382,884	1,740,574
Video assess and clean CMP pipes	110,250	115,763	121,551	127,628	134,010	609,202
New storm inlets	15,750	16,538	17,364	18,233	19,144	87,029
Community Partnership Program	52,500	55,125	57,881	60,775	63,814	290,095
Johnson Road Drainage Redesign & Metzger's Easement	78,750					78,750
Deerfield Drive roadside swale program		0				0
						0
	2,147,250	768,176	794,084	571,288	599,852	4,880,650

2022-2026 Capital Improvement Plan

Stormwater Fee

In 2021 the Board of Supervisors adopted a stormwater fee ordinance after years of study and deliberation. Starting in 2022, a dedicated funding source is utilized for stormwater repairs and projects not directly attributed to a road paving project. Stormwater improvement costs associated with a road paving project are included under TIF or LF expenses. The Stormwater fee will also be used for expenses related to compliance with MS4 requirements, replacing failing stormwater infrastructure not directly attributed to a road paving project, addressing flooding, labor and equipment expenses for stormwater maintenance, public/private partnerships to address maintenance issues such as stormwater basin repairs due to mostly public stormwater.

The CBPRP and stormwater fee implementation are consistent with goals 1) Financial Stability, 4) Environmental Stewardship, 5) Best Management Practices for Operations, 6) Increase Participatory Government, and 9) Partnerships and Regional Thinking of the Strategic Plan.

Storm Pipe Video Assessment Program

Funding is set aside each year to video assess the condition of our stormpipes. The Township owns and maintains 174,200 linear feet (or 33 miles) of stormwater pipe. 16 miles of this pipe are constructed of corrugated metal, some as old as 40 years. Additionally, there are 22 miles of privately owned stormwater pipe. Video assessment, preceded in some cases by pipe cleaning, is the first step in the asset management plan for stormwater pipe.

Storm Pipe and Inlet Improvements

After stormpipes are assessed by video, they are prioritized for replacement and repair. In some cases spot repairs are necessary due to compromised integrity by rusting, collapse, or penetration. In some cases the pipe failure is greater and sections of pipe are in need of repair. The NASSCO (National Association Of Sewer Service Companies) pipe rating system is used to assign priorities to pipe repair and help guide the type of repair. The two most common repairs for long sections of pipe are pipe replacement and pipe lining. Pipe replacement includes open cutting the ground surface, replacing the pipe, and restoring the surface. Pipe lining involves the insertion of a pipe liner material into the pipe and curing it with ultraviolet light.

The Township owns 2,352 storm inlets (aka catch basins). There are another 408 inlets owned by private property owners. The stormwater cost of service model includes the services of part time interns to help collect data, the first step in the asset management process. Inlets in need of repair, not associated with a specific road paving project, are funded through the stormwater fee.

Pollution Reduction Plan (CBPRP)

A condition of the Township's National Pollutant Discharge and Elimination System (NPDES) Municipal Separate Storm System (MS4) permit is the completion and implementation of a Chesapeake Bay Pollutant Reduction Plan, often now simply referred to as PRP. A specific plan was developed, showing how particular projects will reduce pollutant loads to the Chesapeake Bay. The plan shows pollutant reduction to impaired waterways (Slab Cabin Run and Spruce Creek). The Pollutant Reduction Plan was prepared in 2017/2018 on a regional basis with projects developed for each municipality. The CIP includes funding each year to design, acquire the right of way, and construct stream channel restoration projects as required by the above.

Park Hills Drainageway

Design work continues on this drainageway improvement project in Park Hills located between Devonshire Drive at the north end and Circleville Road at the south. This incised waterway (dry most of the year but handling a lot of stormwater during heavy rain events) is being designed to provide a natural type restoration using step pools. The project also includes utility coordination and relocation. The Township Arborist is involved in preparing a tree protection plan. Some trees will be impacted to construct the project. Steps were taken during design to mitigate the impact to trees. Some private property stormwater

2022-2026 Capital Improvement Plan

easements will be required. Design requires submissions and approvals by PaDEP and FEMA since work is being planned in a floodplain. Funding for construction is included in this 5-year CIP.

Community Partnership Program

Property owners needing assistance to repair stormwater infrastructure can request funding from the Township through this program. Candidate projects must show a need for improvement and demonstrate that public stormwater is being comingled with private stormwater. Since 2022 is the first year of the program, a ranking criteria will be developed to rank and prioritize projects requesting funding. Cost sharing will be based on the ratio of public to private stormwater determined by either the size of the contributing drainage area or quantity of estimated runoff.

PIPELINING 2022-2026



2022-2026 Capital Improvement Plan

Replacement Equipment

Public Works has a separate bank account for equipment greater than \$25,000 original cost. The account activity and balance are included in the following table. The funding is based on estimated current costs and inflated annually by 5%. The costs do not reflect any trade-in value or sale value of the existing equipment, which could be substantial. The sale amounts are recorded as revenue in the capital reserve fund.

The details of the expenditures out of the sinking fund are itemized below.

FERGUSON TOWNSHIP							
2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
PUBLIC WORKS EQUIPMENT SINKING FUND							
30.400.430.760							
Description	Grant Amount	DOP	Age	Year	Additions	Deductions	Balance
Beginning Balance 1/1/2021				2021			571,818
2021 Expenditures				2021	0	230,669	341,149
Annual Sinking Fund Contribution				2021	250,000	0	591,149
Annual Sinking Fund Contribution				2022	326,550		917,699
Replace used bucket truck with 70 foot		2008	14	2022		216,250	701,449
Annual Sinking Fund Contribution				2023	336,347		1,037,796
Replace International plow truck		2009	14	2023		231,500	806,296
Annual Sinking Fund Contribution				2024	346,437		1,152,733
Replace 2010 single axle plow truck		2010	14	2024		248,900	903,833
Annual Sinking Fund Contribution				2025	356,830		1,260,663
Replace 2001 Catapiller Backhoe		2001	24	2025		158,000	1,102,663
Replace 2004 ODB one person leaf collector		2017	8	2025		317,250	785,413
Annual Sinking Fund Contribution				2026	367,535		1,152,948
Replace 2002 Interstate trailer		2002	24	2026		37,000	1,115,948
Replace 2014 single axle plow truck		2014	12	2026		287,200	828,748
Replace rear steer brush collector (90% DEP grant)	194,130	2026	0	2026		215,700	613,048
Total	194,130				1,983,699	1,942,469	
				Subtotals by Year	EXPENDITURES		
					2022	216,250	
					2023	231,500	
					2024	248,900	
					2025	475,250	
					2026	539,900	
					Total	1,711,800	

The preparation of the Equipment Replacement section of the CIP is consistent with goal 1a Financial Stability - Make realistic estimates of program costs of the Strategic Plan

2022-2026 Capital Improvement Plan

ARBORIST SECTION – PUBLIC TREE MAINTENANCE

A full-time municipal tree specialist was requested and the position was approved in 2020. Due to the pandemic, postponement of the purchase of a new bucket truck, and hiring conditions, the position has remained unfilled. It is anticipated this position will be filled in 2022.

Most arborists requests and Tree Commission initiatives are funded through the operating budget, including contracted tree trimming, removal, and injections. A bucket truck and stump grinder are included in the Fleet/Equipment portion of this CIP. No other new arbor care capital requests are included in this CIP.

Since 2020 tree planting are considered a capital expense and funding is requested in each year of the 5 year CIP for this activity.

FERGUSON TOWNSHIP							
2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
NEW ITEMS ARBORIST							
XX.400.430.XXX							
Description	FUND	2022	2023	2024	2025	2026	Total
Street Tree Planting	CR	27,500	27,500	27,500	27,500	27,500	137,500
							0
							0
Total		27,500	27,500	27,500	27,500	27,500	137,500

30.455.375 Street Tree Planting 50 B&B trees by contract at \$350 per tree, 50 bare root trees by PW at \$200 per tree	\$ 27,500.00	2022	new and replacement trees
30.455.375 Street Tree Planting 50 B&B trees by contract at \$350 per tree, 50 bare root trees by PW at \$200 per tree	\$ 27,500.00	2023	new and replacement trees
30.455.375 Street Tree Planting 50 B&B trees by contract at \$350 per tree, 50 bare root trees by PW at \$200 per tree	\$ 27,500.00	2024	new and replacement trees
30.455.375 Street Tree Planting 50 B&B trees by contract at \$350 per tree, 50 bare root trees by PW at \$200 per tree	\$ 27,500.00	2025	new and replacement trees
30.455.375 Street Tree Planting 50 B&B trees by contract at \$350 per tree, 50 bare root trees by PW at \$200 per tree	\$ 27,500.00	2026	new and replacement trees

2022-2026 Capital Improvement Plan

PARKS AND RECREATION

The proposed five-year Capital Improvement Program Budget for Parks and Recreation (not including CRCOG) totals **\$1.88 Million or 6.0% of the Capital Reserve Fund Requests**. The following projects are recommended in the upcoming five years.

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 Plan, and each of the parks' 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, and in the various regional programs offered by the CRCOG. Long-term debt has been issued to renovate and expand the two regional pools and regional parks. The Township's portion of the repayment is now incorporated into the Township's annual operating costs.

The 2022-2026 CIP includes Suburban Park phase A improvements, Cecil Irvin Park improvements, Tudek Park Phase IIIA, and restroom facilities at Haymarket Park.

The CIP also includes two park master plan updates, Fairbrook and Greenbriar/Saybrook Parks, which may be included in the scope of work for the Recreation, Parks, and Open Space Plan update.

FERGUSON TOWNSHIP							
2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
PARK IMPROVEMENT FUND 34							
34,400,452,750							
Description	Loan/Grant Amount	2022	2023	2024	2025	2026	TOTAL
Playground Safety & Updates		37,500	37,500	37,500	37,500	37,500	187,500
Community Orchard Program				10,000			10,000
Fairbrook Park Master Plan Update			25,000				25,000
Park Surveying Program		10,000	10,000	10,000	10,000	10,000	50,000
Suburban Park Offsite Trail Connection		operating budget					-
Suburban Park Phase 1A Construction	250,000	550,000					550,000
Greenbriar/Saybrook Master plan		30,000					30,000
Greenbriar/Saybrook playground equipment replacement		70,000					70,000
Landscape buffer at Whitehall Road regional park		40,360					40,360
Cecil Irvin Park Phase II	160,000		320,000				320,000
Restroom outside sewer service area in Township Park						25,000	25,000
Haymarket Restroom Facilities			165,000				165,000
Veterans Memorial @ Louis E Silvi Baseball Field	50,000		50,000				50,000
Compost Facility at Meadows Park						5,000	5,000
Tudek Park Phase IIIA					355,000		355,000
							-
Total	460,000	737,860	607,500	57,500	402,500	77,500	1,882,860

2022-2026 Capital Improvement Plan

Strategic Plan Alignment

The Capital Improvement Plan seeks to advance the goals, objectives, and action steps as outlined in the Ferguson Township Strategic Plan. Over the next five years, several of the Strategic Plan items will be accomplished through the proposed expenditures in the Capital Improvement Plan.

☐ **Objective 10.1: Promote environmental and social stewardship in parkland development.**

2022	
Playground Safety and Contingency Program	\$37,500
This item provides funding for equipment upgrades and replacements to meet playground safety standards.	
Park Surveying Program	\$10,000
Staff recommends the Township initiate the Park Surveying Program to annually prioritize and budget 1 to 2 parks to be surveyed for purposes of identifying the park property boundary lines to install corner split rail fence. The recommended program will support and assist Township staff in responding with timely and accurate information concerning park boundary lines in response to yard waste dumpings, matters, dead trees, sinkholes, mowing, and related onsite issues. Fairbrook Park and Greenbriar-Saybrook Park would be considered for 2022.	
Suburban Park Construction of Phase 1A	\$550,000
The Suburban Park Master Plan Update was approved by the BOS May 2019. Staff recommends the Township initiate park improvements by budgeting for Phase A1 to allow for the drainage improvements, which will create a free-flowing drainage channel through the park. Also, part of this phase will include stormwater BMP's associated with the channel and the bridge/boardwalk crossings. The Township was awarded a DCNR C2P2 grant award in the amount of \$250,000. The Township's obligation will be 50 percent of the budgeted amount if awarded the grant.	
Saybrook/Greenbriar Park Master Plan	\$30,000
Saybrook/Greenbriar Park is an 8.39-acre public facility that offers a basketball court, play areas, pavilion, walking path, and parking facilities. The Township Playground Inspector recommends total replacement of playground equipment will soon be needed. The park offers the opportunity to convert some of the highly maintained turf areas to low maintenance as no-mow or pollinator areas. A revised master plan would evaluate the areas of the park for conversion as well as consider improving amenities.	
Saybrook/Greenbriar Park Playground Equipment Replacement	\$70,000
Park play equipment is near end of useful life and is considered outdated. This project will replace the main piece of play equipment with a new structure that is safe and designed for age-appropriate play. The estimate considers that the Township will complete the required site work in-house.	
Landscape Buffer at Whitehall Road Regional Park	\$40,360
In 2019, the Board of Supervisors reallocated the local allocation for solar panels on the concession stand proposed for Whitehall Road Regional Park to contribute toward the installation of the required landscape buffer to meet the Township's ordinance requirements. It is anticipated that this contribution will be addressed on a reimbursable basis and that the Centre Region Parks and Recreation Authority will submit proof of payment to the Township for the installation of the buffer, not to exceed the amount shown above. To date, construction contracts for the park have not been awarded.	

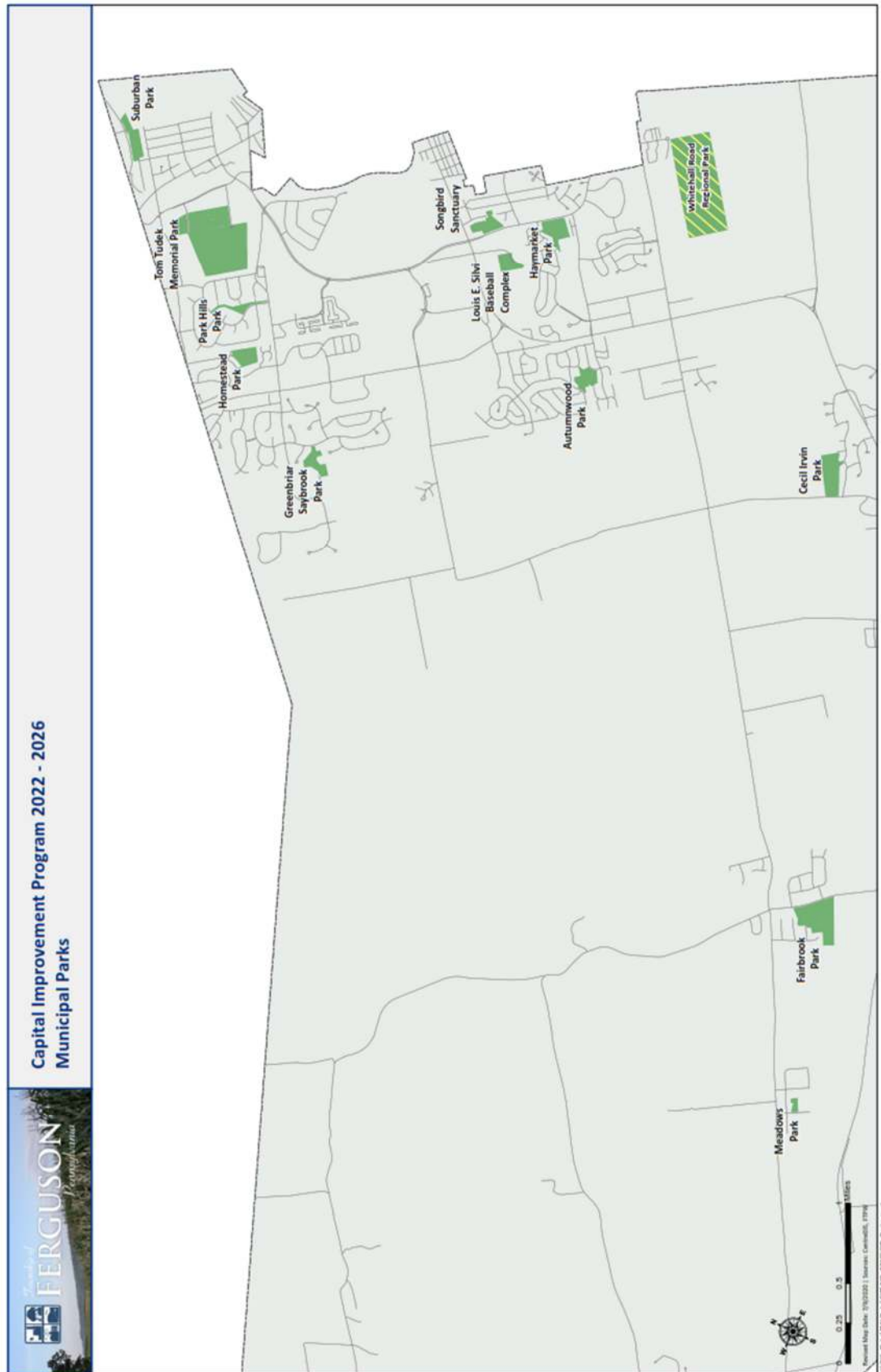
2022-2026 Capital Improvement Plan

2023	
Fairbrook Park Master Plan Update	\$25,000
Fairbrook Park is a 23-acre public facility with playing fields, play areas, picnic facilities, perimeter walking path, hard court, and parking facilities. The park offers an opportunity to convert some of the highly maintained turf areas to low maintenance as no-mow or pollinator areas. A revised master plan would evaluate the areas of the park for conversion as well as consider improving amenities. The revised master plan is anticipated to be updated in 2022 to identify specific park improvements and a probable construction cost opinion to serve as a more accurate planning tool.	
Cecil Irvin Park Phase II	\$320,000
The Township plans to submit a grant application to the Department of Conservation and Natural Resources' Community Conservation Partnerships Program in 2022 to continue the development of Cecil Irvin Park. Planned Improvements include an amphitheater, a porous pavement parking area off of Nixon Road, a pavillion, and a connecting shared use path to the existing developed area of the park. The amount budgeted reflects the total cost of the project, but a 50 percent grant match will be requested.	
Fairbrook Park Natural Landscape Areas	\$6,000
The Board of Supervisors approved a Grow Zone and two designated native landscape areas at Fairbrook Park. This appropriation will support the removal of the existing brush, purchasing seed mix, and signage.	
Haymarket Park Restroom Facilities	\$165,000
The master plan for Haymarket Park includes the construction of restroom facilities. This park is a highly-used, centralized park. Currently, the only Township park where permanent restroom facilities are constructed is at Tom Tudek Memorial Park. This estimate represents the cost of a 2 stall turnkey restroom.	
Park Surveying Program	\$10,000
This is a continuation of the park surveying program mentioned in 2021. Parks that will be surveyed in 2023 have yet to be identified, and will depend on priorities and the ability of staff to complete any work in-house.	
Playground Safety and Contingency Program	\$37,500
This item provides funding for equipment upgrades and replacements to meet playground safety standards.	
Veterans Memorial at Louis E. Silvi Baseball Field	\$50,000
This appropriation is to install a memorial to honor military veterans at the Louis E. Silvi Baseball Complex. The request was submitted by the Louis E. Silvi Foundation to honor Mr. Silvi's service and commitment to remembering veterans' sacrifices from all branches. The funding for this installation is planned to come from the Louis E. Silvi Foundation.	
2024	
Community Orchard Program	\$10,000
Residents have requested in prior years that the Township install a community orchard at a local park. There are several concerns that accompany this request, and staff requires additional time to appropriately research and plan for this installation. This is budgeted as a placeholder for 2024.	
Park Surveying Program	\$10,000

2022-2026 Capital Improvement Plan

This is a continuation of the park surveying program mentioned in 2021. Parks that will be surveyed in 2024 have yet to be identified, and will depend on priorities and the ability of staff to complete any work in-house.	
Playground Safety & Update Program	\$37,500
This item provides funding for equipment upgrades and replacements to meet playground safety standards.	
2025	
Compost Facility at Meadows Park	\$5,000
In collaboration with residents, staff recommends the Township designate a compost facility at Meadows Park.	
Park Surveying Program	\$10,000
This is a continuation of the park surveying program mentioned in 2021. Parks that will be surveyed in 2025 have yet to be identified, and will depend on priorities and the ability of staff to complete any work in-house.	
Playground Safety and Contingency Program	\$37,500
This is a continuation of the park surveying program mentioned in 2021. Parks that will be surveyed in 2025 have yet to be identified, and will depend on priorities and the ability of staff to complete any work in-house.	
Tom Tudek Memorial Park Phase IIIA	\$355,000
Completion of Tudek Park Phase 3a includes the construction of two pickleball courts, completion of remaining sidewalk connections, paving the remainder of the parking lot, and associated landscaping and stormwater improvements. Phase IIIA is located on land owned by the Tom Tudek Memorial Trust and is adjacent to the park entrance on Herman Drive.	
2026	
Park Restroom – Outside Sewer Service Area	\$50,000
This item is to install a restroom facility services by a conventional or unconventional treatment system for a park to be designated outside the Centre Region Sewer Service Area.	
Park Surveying Program	\$10,000
This is a continuation of the park surveying program mentioned in 2021. Parks that will be surveyed in 2026 have yet to be identified, and will depend on priorities and the ability of staff to complete any work in-house.	
Playground Safety & Update Program	\$37,500
This item provides funding for equipment upgrades and replacements to meet playground safety standards.	

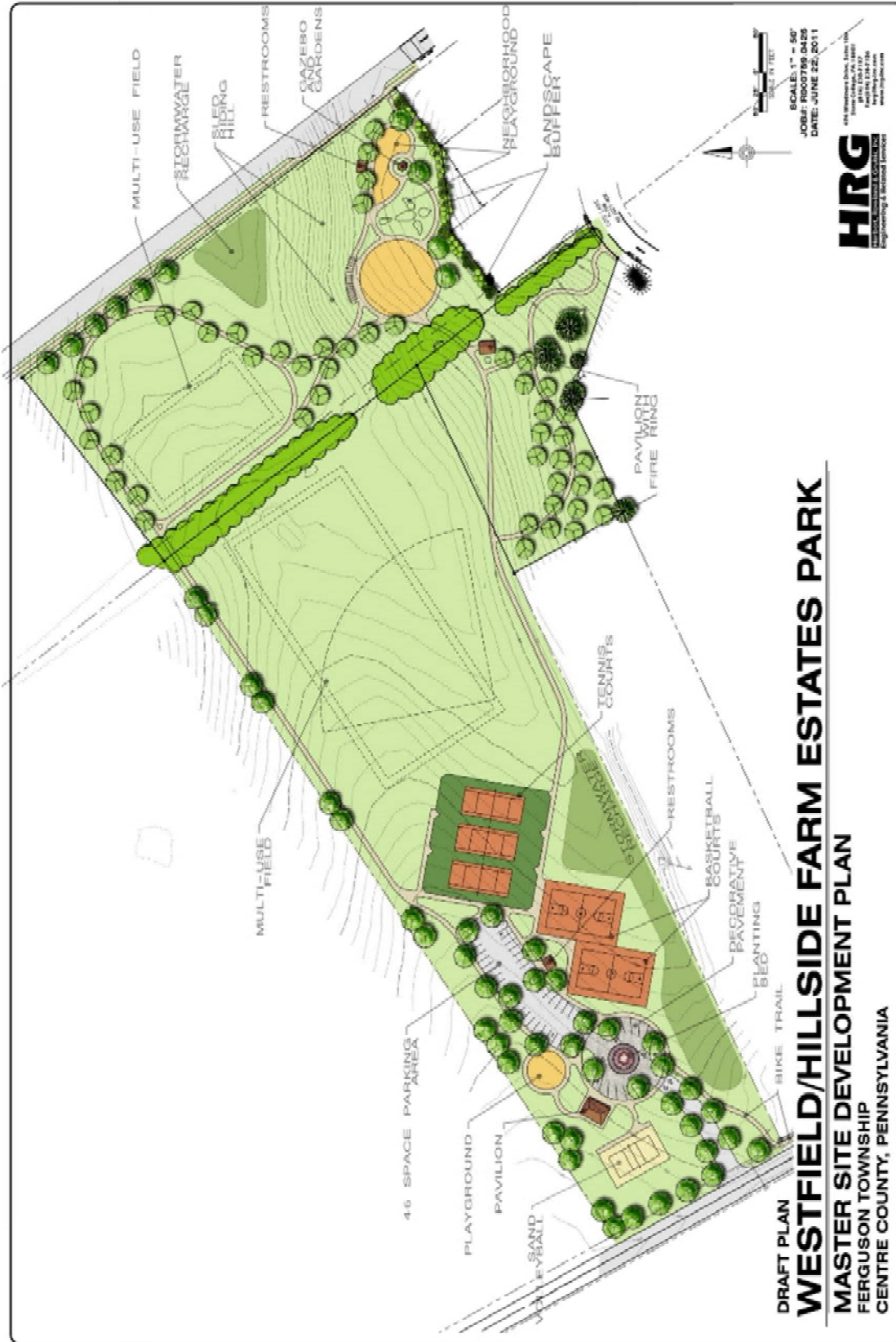
2022-2026 Capital Improvement Plan



2022-2026 Capital Improvement Plan



2022-2026 Capital Improvement Plan



2022-2026 Capital Improvement Plan

