

# 2024-2028 Capital Improvement Plan



Township of  
**FERGUSON**  
*Pennsylvania*



## CAPITAL IMPROVEMENT PLAN

# 2024-2028

## Chapter 1: Introduction

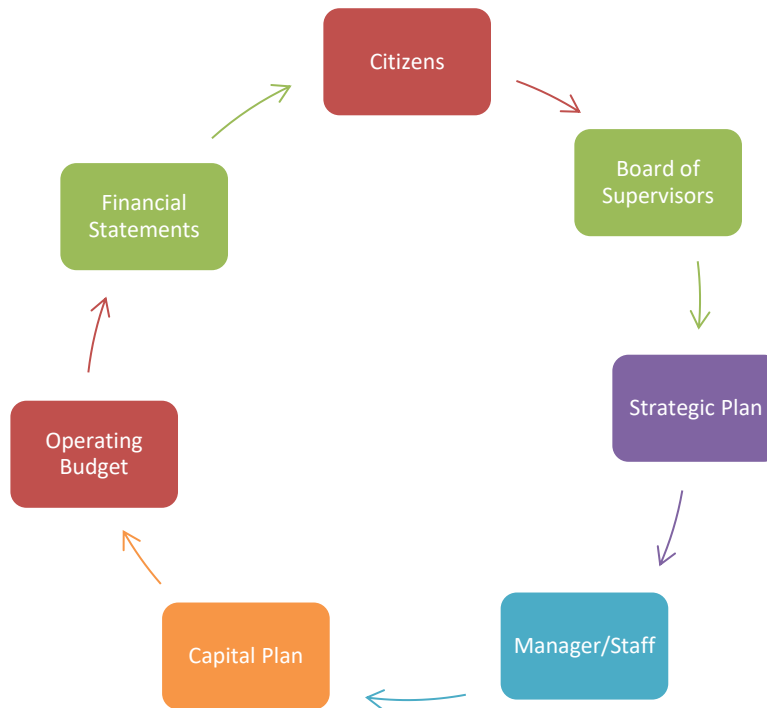
### Who should read this document?



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 for the next five years. The CIP is a financial plan rather than the official budget. It provides 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, Vision, Mission, and Values Statements.

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



# 2024-2028 Capital Improvement Plan

## Strategic Planning



Strategic planning is an organizational management activity used to set priorities, focus energy and resources, and strengthen operations. Strategic planning ensures that employees and other stakeholders are working toward common goals. Strategic planning establishes agreement around intended outcomes/results and assesses and adjusts the organization's direction in response to a changing environment.

It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, focusing on the future. Effective

strategic planning articulates where an organization is going, the actions needed to make progress, and how it will know if it is successful. Without a plan, the Township would be spinning in circles with no clear idea of how to serve the public effectively.

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 and service delivery demands, attempting to plan beyond five years is exceptionally difficult and subject to substantial changes and risks. The Strategic Plan is integral to the CIP and provides essential guidance for funding 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.

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

Ultimately, the CIP is used to focus funding on the goals of the Strategic Plan. Without this close relationship between the strategic plan and the CIP, taxpayer resources may likely be used for short-term needs rather than in conjunction with a long-term strategy.

The Strategic Plan hierarchy elements tie to the CIP in several ways.

- **Goals** are statements of vision identified by staff and elected officials as desirable outcomes for the Township.
- **Objectives** are measurable, definable achievements that must be attained before accomplishing or advancing a goal.

# 2024-2028 Capital Improvement Plan

## 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, and other government agencies and the costs of delivering services regionally. (Staff)
- Adjust revenues (taxes, fees, etc.) to adequately fund Township programs and needs. (Staff proposes, the Board initiates)

### Economic Development

- Establish an economic development advisory group (with economic development expertise).
- Consider the employment of a full-time Community Development Planner. This individual would be responsible for assisting and supporting existing businesses to help them prosper and expand in Ferguson Township. The Community Development Planner would be the Township's liaison with the business development community. It would develop an inventory of vacant commercial and industrial sites to make that information available to interested parties. This person will assist in enhancing existing and developing new programs, interacting with the business community, local non-profit organizations, and State College Area School District. (Board to initiate, staff to implement)

### Growth Management

- Identify and develop plans for specific small areas. (Board, Staff, Planning Commission)
- Develop a Long-Range Growth Management Plan. (Staff, Planning Commission, Board)
- Develop a Regional (or Municipal) Housing Plan to identify and provide low, moderately, and attainably priced housing in the Township. (Staff, Regional)

### 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 sure 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)

# 2024-2028 Capital Improvement Plan

## Increase Participatory Government

- Utilize 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.

## 2024-2028 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 one-time, long-term investments (rather than ongoing expenses) in costly equipment or fixed assets. 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, most outcomes require investment in order to see them to completion. Capital Planning attempts to assign investment to specific results. Capital planning is the basis of the Capital Improvement Plan (CIP). This plan is updated annually to maintain its relevance and prevent it from getting stale.

### What is Ferguson's Capital Improvement Program Plan (CIP), and how is it different from other capital plans?

Ferguson Township's CIP is a five-year comprehensive plan forecasting the financial requirements in order to fulfill the capital and operating needs of the Township. 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. Costs in the CIP are general estimates and not represented of actual costs. The estimated costs are reasonable based on the expertise of professional staff. In previous years, personnel costs have been included in the CIP as requested to understand the long-term financial impact on the Township. Personnel costs make up approximately 50 percent of the General Fund budget.

### Why do we need a Capital Improvement Program Plan?

In accordance with the Township's Home Rule Charter, Ferguson Township publishes the Capital Improvement Plan. The CIP program must include a general summary of its contents, a list of capital improvements which are proposed to be undertaken during the five years next ensuing, with appropriate supporting information as to the necessity for such improvements, cost estimates, and estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

# 2024-2028 Capital Improvement Plan

## Board of Supervisors

### How do the Township's Mission, Vision, and Values guide the preparation of the CIP?

Staff are guided in 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 guiding documents that staff utilize daily to help allocate resources, capital, and otherwise, to provide quality services.

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. Together, the Mission, Vision, and Values determine what is essential to the Township and how staff should allocate time and resources.

#### ***Our Mission***

Ferguson Township's mission is 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 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.

# 2024-2028 Capital Improvement Plan

## *We Value*

**Competent, efficient, and professional services to our residents.** Residents elected and appointed officials expect the highest quality service delivery from Township staff. Our mission is 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, employees, professionals, and students. Each group gives the area a character all its own. Our responsibility is 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 deserve to live, work, study, and recreate in a high-quality environment. Therefore, we are responsible for properly maintaining and providing 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. Our responsibility is to maintain our commitment to the Centre Region Council of Governments and neighboring municipalities for programs where regional cooperation maximizes our return on investment.

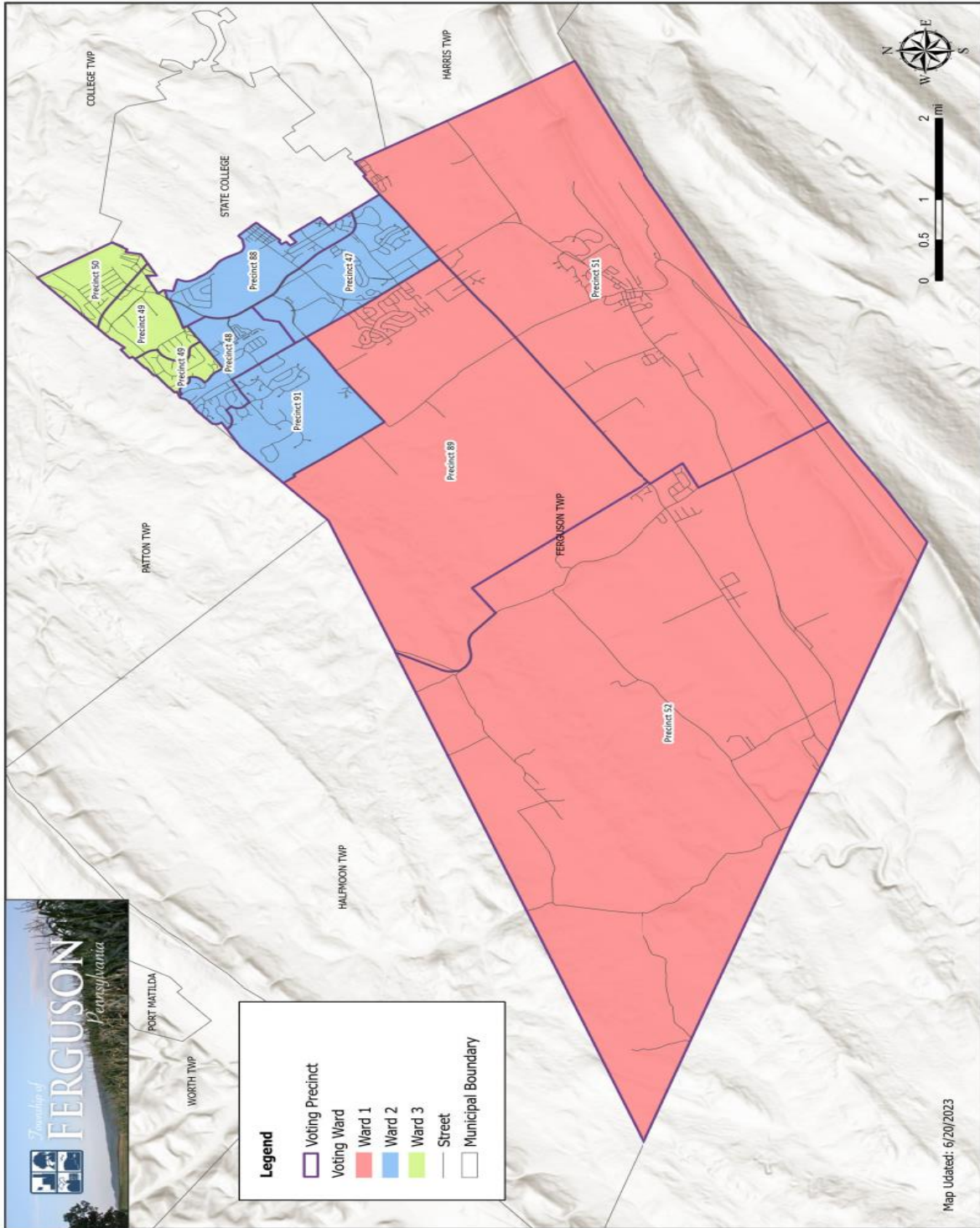
**Ethical and honest behavior.** As elected officials and employees of the Township, every official, employee, and service provider to the Township is directly accountable to conduct themselves ethically and honestly. Our responsibility is to ensure that all who perform work for the Township operate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



# 2024-2028 Capital Improvement Plan

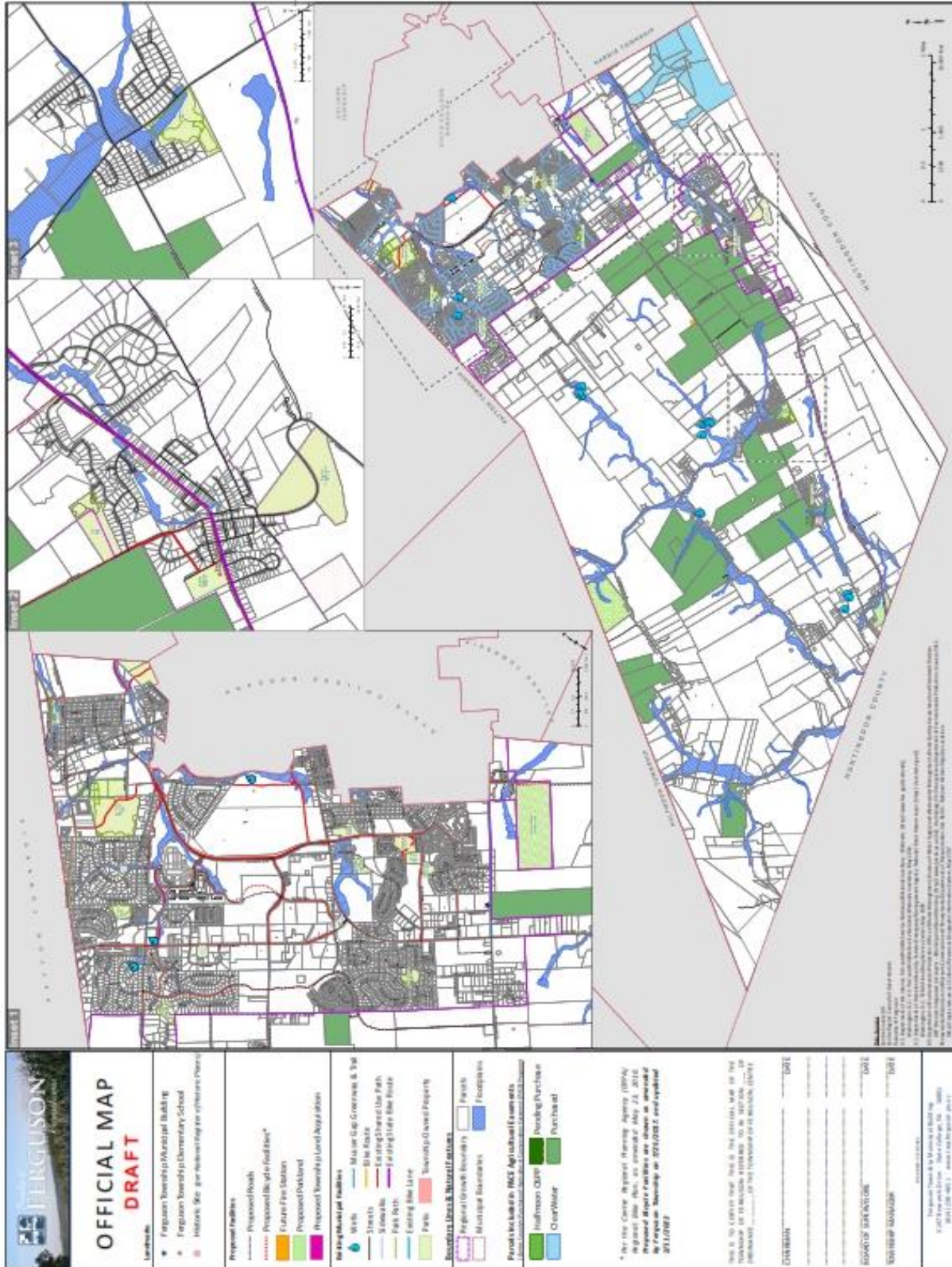
## VOTING WARDS

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



# 2024-2028 Capital Improvement Plan

## TOWNSHIP OFFICIAL MAP



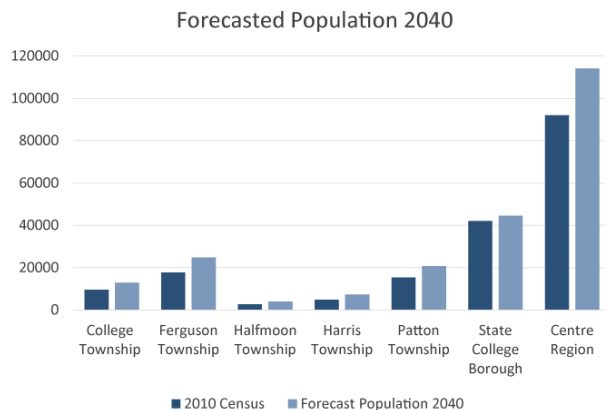
## Chapter 2: Summary

### 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 to project the effects on fund balances over the term of the plan. The program would not be feasible without sufficient financial resources and fund balances.

For the five years ending in 2028, the Township proposes spending **\$128 Million (including \$18 Million in interfund transfers) \$110 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

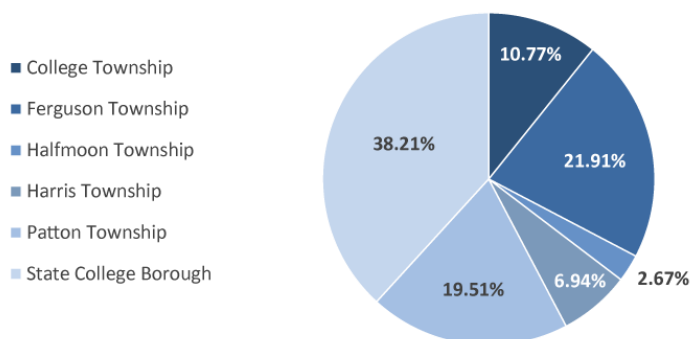


The Township encompasses approximately 52 square miles and is home to 19,009 residents based on 2020 Census data. Several high-tech industries have found a home in Ferguson Township over the years, including Penn State, AccuWeather, Minitab, and Sound Technologies. The Township is also home to major research facilities of The Pennsylvania State University, one of the nation’s premier agricultural and engineering institutions. The demographics significantly impact 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, relentless growth is unhealthy in the long term. By smartly managing growth, the Township will continue to operate soundly for many years to come.

Since tax revenues are driven by population and age, identifying the demographics and trends provides important data for revenue projections.

Percentage of Units by Municipality



# 2024-2028 Capital Improvement Plan

The following tables depict the Township population estimates and age groups.

<b>Population Estimates</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Based on Preliminary 2020 Census Data	19,585	19,781	19,979	20,179	20,381	20,585

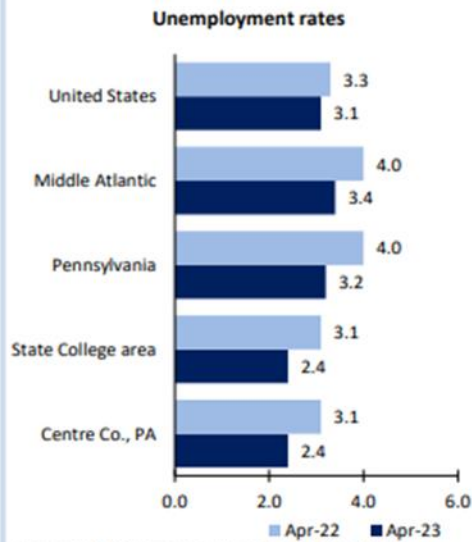
# 2024-2028 Capital Improvement Plan

## State College area Economic Summary

Updated May 31, 2023

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](http://www.bls.gov/regions/economic-summaries.htm).

### Unemployment rates for the nation and selected areas



Source: U.S. BLS, Local Area Unemployment Statistics.

### Average weekly wages for all industries by county

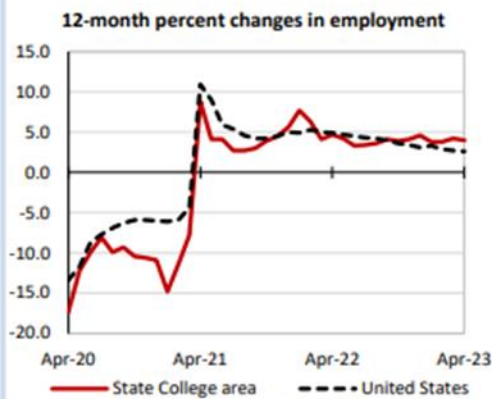
#### State College area, third quarter 2022

(U.S. = \$1,334; Area = \$1,181)



Source: U.S. BLS, Quarterly Census of Employment and Wages.

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



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

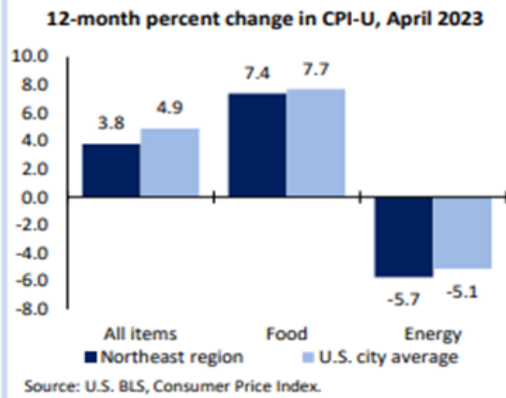
State College area employment (number in thousands)	Apr. 2023	Change from Apr. 2022 to Apr. 2023	
		Number	Percent
Total nonfarm	80.5	3.1	4.0
Mining, logging, and construction	-	-	-
Manufacturing	4.6	0.1	2.2
Trade, transportation, and utilities	9.7	0.0	0.0
Information	-	-	-
Financial activities	-	-	-
Professional and business services	6.5	0.1	1.6
Education and health services	9.4	0.1	1.1
Leisure and hospitality	7.0	0.3	4.5
Other services	-	-	-
Government	33.2	1.7	5.4

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

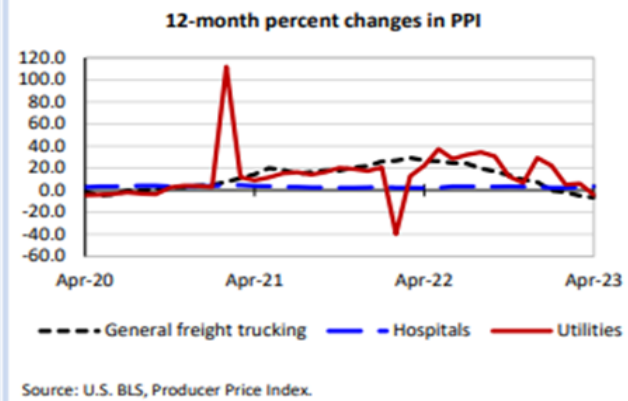


# 2024-2028 Capital Improvement Plan

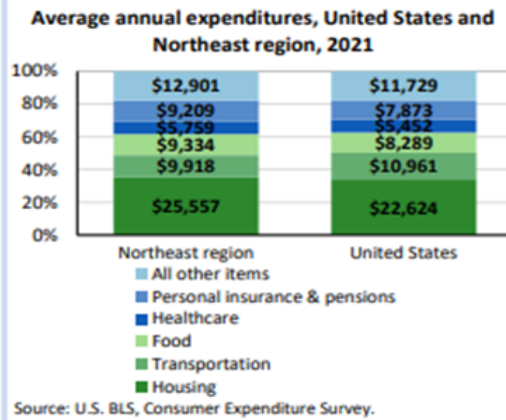
## Over-the-year change in the prices paid by urban consumers for selected categories



## 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	\$27.74	\$29.76
General and operations managers	50.16	59.07
Accountants and auditors	32.78	41.70
Office clerks, general	19.76	19.78
Customer service representatives	17.05	19.80
Stockers and order fillers	15.28	17.09
Food preparation workers	13.63	14.77

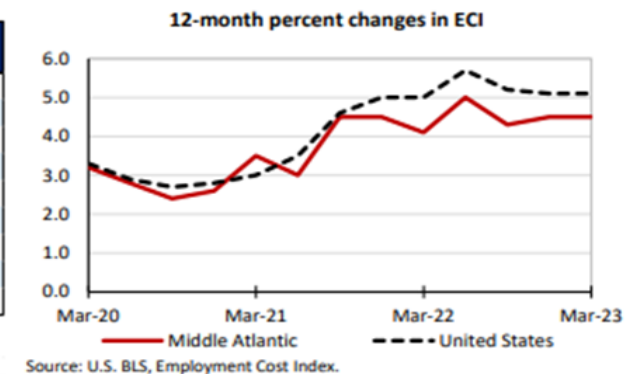
Source: U.S. BLS, Occupational Employment and Wage Statistics, May 2022.

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

Private Industry, December 2022	Middle Atlantic	United States
Total compensation	\$46.61	\$40.23
Wages and salaries	32.37	28.37
Total benefits	14.24	11.86
Paid leave	3.62	3.01
Vacation	1.83	1.54
Supplemental pay	1.62	1.49
Insurance	3.57	3.00
Retirement and savings	1.90	1.36
Legally required benefits	3.54	3.01

(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



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# 2024-2028 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 a profit motive. Governments, including the Township, create funds to separate assets for specific purposes. Separating funds improves accountability and removes the risk that funds are not combining 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 those funds' revenue.

### *The General Obligation Fund*

The General Obligation Fund is used for 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 by the General Fund and the Regional Capital Recreation Projects Fund.

### *The Capital Projects Funds*

Capital Projects funds are reserved for projects restricted for specific purposes. Some funds have external restrictions (restrictions by outside parties), such as the Pine Grove Mills Street Light Fund. 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 have a special assessment to obtain revenue rather than general taxes. The Township adds a separate real estate assessment for street lighting and fire hydrants and the Stormwater Fund beginning in 2022. The state requires the township to maintain a segregated Liquid Fuels Fund to account for a state fuel tax providing funding to local governments for road maintenance.

# 2024-2028 Capital Improvement Plan

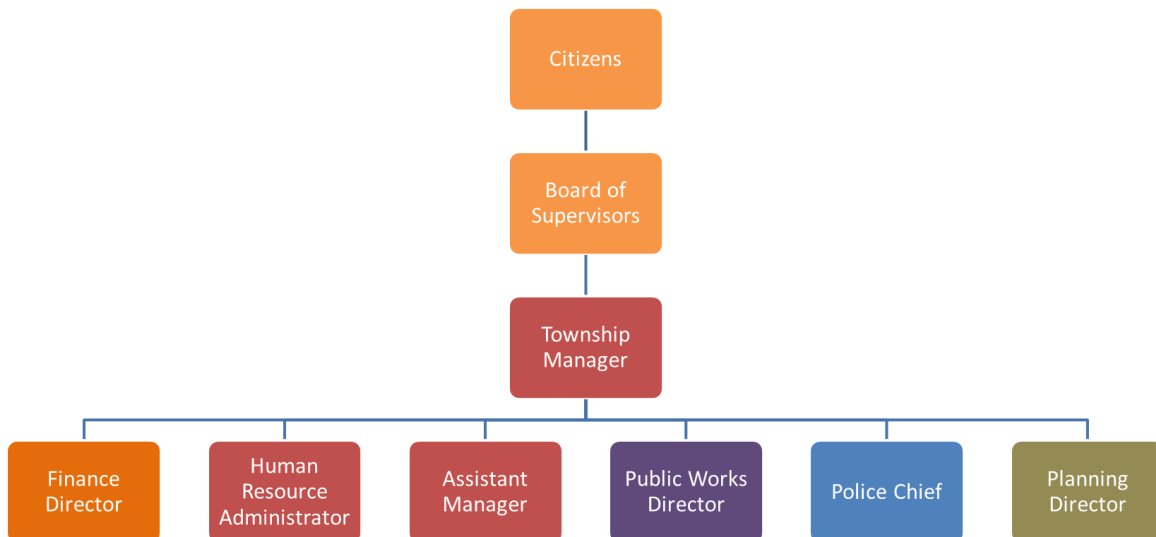
## Fund and Department Relationships

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 the 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. 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 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, Finance & Tax, Public Works, 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 of 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



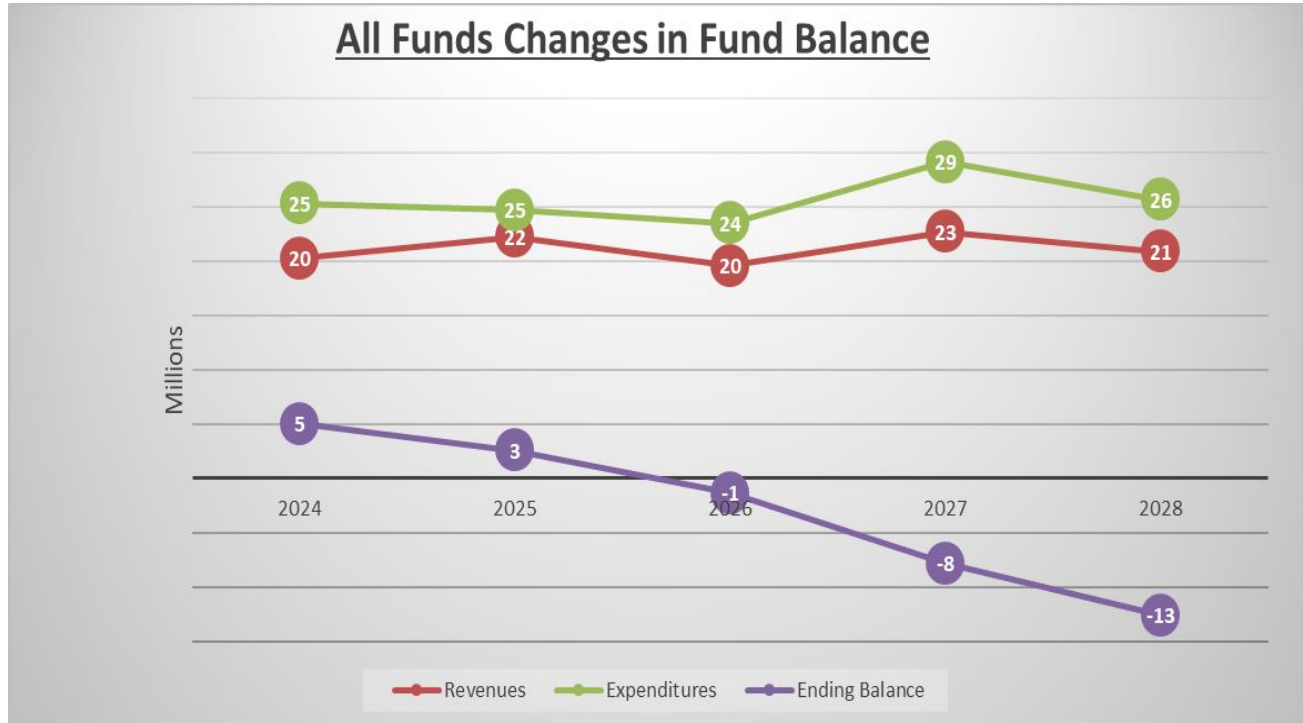
## 2024-2028 Capital Improvement Plan

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
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

# 2024-2028 Capital Improvement Plan

## Fund Balances

Over the years, the Township has maintained sound fund balances for operations and present and future capital expenditures.



Fund	2024	2025	2026	2027	2028	
<b>All Funds</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>TOTAL</b>
<b>Beginning Balance</b>	10,066,150	5,025,116	2,557,915	-1,336,203	-7,803,052	16,312,978
Revenues	20,262,864	22,235,429	19,615,997	22,694,061	20,917,021	105,725,373
Expenditures	-25,303,898	-24,702,631	-23,510,114	-29,160,910	-25,694,717	-128,372,270
<b>Net Change</b>	<b>-5,041,034</b>	<b>-2,467,202</b>	<b>-3,894,118</b>	<b>-6,466,849</b>	<b>-4,777,696</b>	<b>-22,646,897</b>
<b>Ending Balance</b>	<b>5,025,116</b>	<b>2,557,915</b>	<b>-1,336,203</b>	<b>-7,803,052</b>	<b>-12,580,747</b>	<b>-6,333,920</b>
<b>Fund Balance % of Expenditures</b>	<b>20%</b>	<b>10%</b>	<b>-6%</b>	<b>-27%</b>	<b>-49%</b>	

# 2024-2028 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 funds assignments. 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 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 a fund or account into which a person or company regularly deposits money 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. The township reserves these funds for the replacement of existing equipment as needed. Sinking funds will appear in the Operating Budget as Committed Fund Balances to properly account for their total amounts.

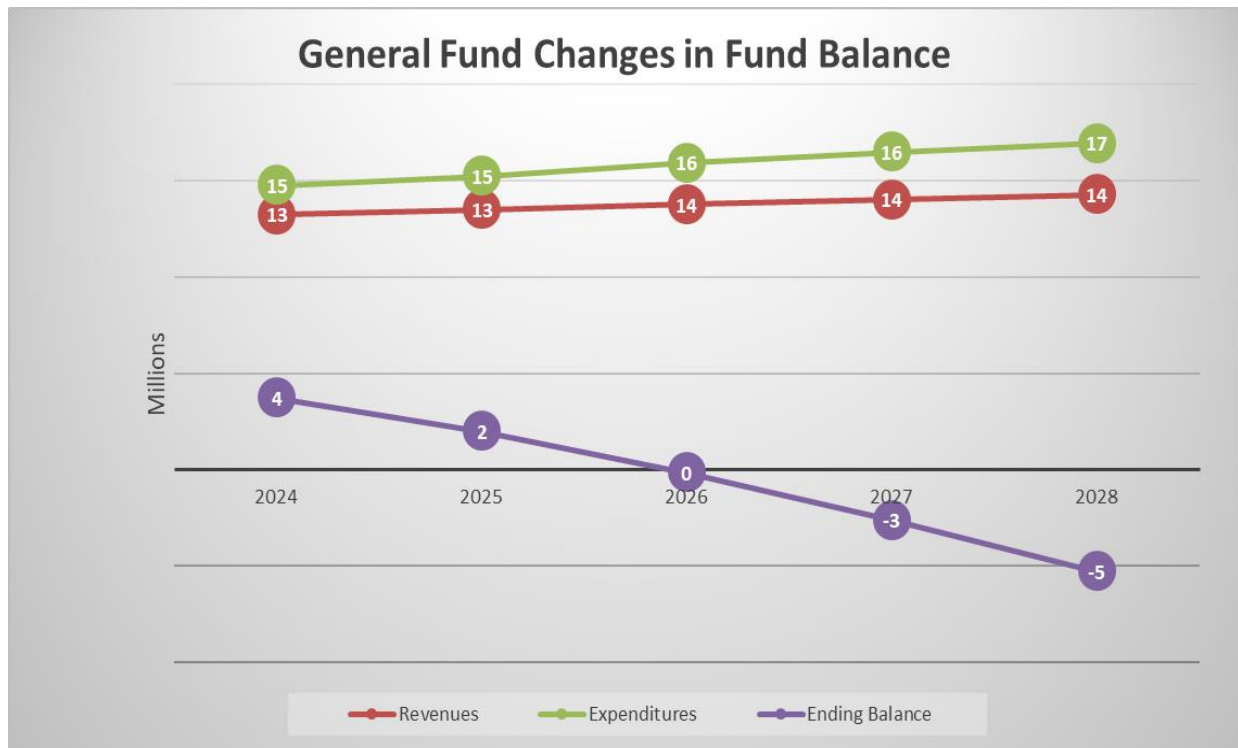
## **Restricted Fund Balances**

The Township uses Restricted Funds for those monies that have external restrictions by law or outside agency. Fee in lieu funds often have restrictions on the use of funds that the township must abide by. The state places restrictions on liquid fuels funding. The federal government restricts American Rescue Act and CARES Act funding as well. Since the township cannot remove these restrictions, they are accounted for as Restricted Fund Balances.

# 2024-2028 Capital Improvement Plan

## General Fund

General Fund (01)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	5,215,900	3,709,417	1,963,999	-192,056	-2,666,188	8,031,071
Revenues	13,239,341	13,495,156	13,756,507	14,007,989	14,280,597	68,779,591
Expenditures	-14,745,824	-15,240,574	-15,912,561	-16,482,122	-16,927,657	-79,308,739
<b>Net Change</b>	<b>-1,506,483</b>	<b>-1,745,418</b>	<b>-2,156,054</b>	<b>-2,474,133</b>	<b>-2,647,060</b>	<b>-10,529,149</b>
<b>Ending Balance</b>	<b>3,709,417</b>	<b>1,963,999</b>	<b>-192,056</b>	<b>-2,666,188</b>	<b>-5,313,249</b>	<b>-2,498,077</b>
<b>Fund Balance % of Expenditures</b>	<b>25%</b>	<b>13%</b>	<b>-1%</b>	<b>-16%</b>	<b>-31%</b>	



## 2024-2028 Capital Improvement Plan

### Capital Projects Funds

Ag Preservation Fund (19)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	7,524	32,524	57,524	82,524	107,524	180,096
Revenues	25,000	25,000	25,000	25,000	25,000	100,000
Expenditures	0	0	0	0	0	0
<b>Net Change</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>100,000</b>
<b>Ending Balance</b>	<b>32,524</b>	<b>57,524</b>	<b>82,524</b>	<b>107,524</b>	<b>132,524</b>	<b>280,096</b>
Capital Reserve Fund (30)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	1,314,955	618,509	3,019,879	2,459,027	-1,157,551	6,254,819
Revenues	1,270,935	3,834,600	1,262,777	984,600	1,332,642	8,685,554
Expenditures	-1,967,381	-1,433,230	-1,823,629	-4,601,178	-2,189,448	-12,014,866
<b>Net Change</b>	<b>-696,446</b>	<b>2,401,370</b>	<b>-560,852</b>	<b>-3,616,578</b>	<b>-856,806</b>	<b>-3,329,312</b>
<b>Ending Balance</b>	<b>618,509</b>	<b>3,019,879</b>	<b>2,459,027</b>	<b>-1,157,551</b>	<b>-2,014,357</b>	<b>2,925,507</b>
Reg Cap Rec Projects Fund (31)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	1,175,843	1,055,843	935,843	815,843	695,843	4,679,215
Revenues	0	0	0	0	0	0
Expenditures	-120,000	-120,000	-120,000	-120,000	-120,000	-600,000
<b>Net Change</b>	<b>-120,000</b>	<b>-120,000</b>	<b>-120,000</b>	<b>-120,000</b>	<b>-120,000</b>	<b>-600,000</b>
<b>Ending Balance</b>	<b>1,055,843</b>	<b>935,843</b>	<b>815,843</b>	<b>695,843</b>	<b>575,843</b>	<b>4,079,215</b>
Transportation Imp Fund (32)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	2,591,482	1,720,705	313,593	-169,653	-927,824	3,528,303
Revenues	2,143,223	1,574,887	1,486,755	4,038,829	1,532,113	10,775,807
Expenditures	-3,014,000	-2,982,000	-1,970,000	-4,797,000	-1,706,000	-14,469,000
<b>Net Change</b>	<b>-870,777</b>	<b>-1,407,113</b>	<b>-483,245</b>	<b>-758,171</b>	<b>-173,887</b>	<b>-3,693,193</b>
<b>Ending Balance</b>	<b>1,720,705</b>	<b>313,593</b>	<b>-169,653</b>	<b>-927,824</b>	<b>-1,101,711</b>	<b>-164,890</b>
PGM Streetlight Fund (33)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	20,948	21,148	21,348	21,548	21,748	84,992
Revenues	200	200	200	200	200	800
Expenditures	0	0	0	0	0	0
<b>Net Change</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>800</b>
<b>Ending Balance</b>	<b>21,148</b>	<b>21,348</b>	<b>21,548</b>	<b>21,748</b>	<b>21,948</b>	<b>85,792</b>
Park Improvement Fund (34)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	-502,067	-678,567	-531,067	-686,067	-491,067	-2,888,835
Revenues	836,500	577,500	675,000	585,000	610,000	3,284,000
Expenditures	-1,013,000	-430,000	-830,000	-390,000	-430,000	-3,093,000
<b>Net Change</b>	<b>-176,500</b>	<b>147,500</b>	<b>-155,000</b>	<b>195,000</b>	<b>180,000</b>	<b>191,000</b>
<b>Ending Balance</b>	<b>-678,567</b>	<b>-531,067</b>	<b>-686,067</b>	<b>-491,067</b>	<b>-311,067</b>	<b>-2,697,835</b>

## 2024-2028 Capital Improvement Plan

### Special Revenue Funds

Streetlight Fund (02)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	20,119	26,125	31,881	37,359	42,527	158,012
Revenues	27,505	28,330	29,180	30,055	30,957	146,027
Expenditures	-21,499	-22,574	-23,702	-24,887	-26,132	-118,794
<b>Net Change</b>	<b>6,006</b>	<b>5,756</b>	<b>5,478</b>	<b>5,168</b>	<b>4,825</b>	<b>27,233</b>
<b>Ending Balance</b>	<b>26,125</b>	<b>31,881</b>	<b>37,359</b>	<b>42,527</b>	<b>47,352</b>	<b>185,245</b>

Hydrant Fund (03)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	66,164	88,400	108,287	125,603	140,114	528,568
Revenues	173,040	178,231	183,578	189,085	194,758	918,693
Expenditures	-150,804	-158,344	-166,262	-174,575	-183,303	-833,288
<b>Net Change</b>	<b>22,236</b>	<b>19,887</b>	<b>17,317</b>	<b>14,511</b>	<b>11,455</b>	<b>85,405</b>
<b>Ending Balance</b>	<b>88,400</b>	<b>108,287</b>	<b>125,603</b>	<b>140,114</b>	<b>151,569</b>	<b>613,973</b>

Stormwater Fund (20)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	-416,861	-2,328,251	-4,305,160	-4,357,120	-4,318,267	-15,725,659
Revenues	1,266,000	1,266,000	1,266,000	1,266,000	1,266,000	6,330,000
Expenditures	-3,177,390	-3,242,909	-1,317,960	-1,227,148	-2,113,176	-11,078,583
<b>Net Change</b>	<b>-1,911,390</b>	<b>-1,976,909</b>	<b>-51,960</b>	<b>38,852</b>	<b>-847,176</b>	<b>-4,748,583</b>
<b>Ending Balance</b>	<b>-2,328,251</b>	<b>-4,305,160</b>	<b>-4,357,120</b>	<b>-4,318,267</b>	<b>-5,165,444</b>	<b>-20,474,241</b>

Liquid Fuels Fund (35)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	100,469	287,589	470,114	55,114	278,416	1,191,702
Revenues	660,120	634,525	50,000	686,302	763,754	2,794,701
Expenditures	-473,000	-452,000	-465,000	-463,000	-1,118,000	-2,971,000
<b>Net Change</b>	<b>187,120</b>	<b>182,525</b>	<b>-415,000</b>	<b>223,302</b>	<b>-354,246</b>	<b>-176,299</b>
<b>Ending Balance</b>	<b>287,589</b>	<b>470,114</b>	<b>55,114</b>	<b>278,416</b>	<b>-75,830</b>	<b>1,015,403</b>

### General Obligation Fund

General Obligation Fund (16)	2024	2025	2026	2027	2028	TOTAL
<b>Beginning Balance</b>	471,674	471,674	471,674	471,674	471,674	1,886,696
Revenues	621,000	621,000	881,000	881,000	881,000	3,885,000
Expenditures	-621,000	-621,000	-881,000	-881,000	-881,000	-3,885,000
<b>Net Change</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Balance</b>	<b>471,674</b>	<b>471,674</b>	<b>471,674</b>	<b>471,674</b>	<b>471,674</b>	<b>1,886,696</b>

## 2024-2028 Capital Improvement Plan

# Chapter 3: Revenue Details

### Revenue Projections

Township revenues comprise tax collections, assessments, 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 revenue growth is expected to be flat as the state is concerned about lower gas sales due to electric vehicles. The state is unlikely to make any changes in the law to offset this reduction under current circumstances. The Hydrant and Street Light Funds revenues are adjusted following expenditures to maintain a positive fund balance, considering the spending out of those funds.

Fund Group Summary	2024	2025	2026	2027	2028	TOTAL
General Fund (01)	13,239,341	13,495,156	13,756,507	14,007,989	14,280,597	68,779,591
Capital Projects Funds	4,250,858	5,987,187	3,424,732	5,608,629	3,474,955	22,746,361
Special Revenue Funds	2,076,665	2,107,086	1,528,758	2,171,443	2,255,469	10,139,421
General Obligation Fund (16)	621,000	621,000	881,000	881,000	881,000	3,885,000
<b>Total Fund Revenue</b>	<b>20,187,864</b>	<b>22,210,429</b>	<b>19,590,997</b>	<b>22,669,061</b>	<b>20,892,021</b>	<b>105,550,373</b>
<b>Group change %</b>	<b>5.5%</b>	<b>10.0%</b>	<b>-11.8%</b>	<b>15.7%</b>	<b>-7.8%</b>	
<b>General Fund change %</b>	<b>1.9%</b>	<b>1.9%</b>	<b>1.9%</b>	<b>1.8%</b>	<b>1.9%</b>	
Other General Fund Revenue	2,496,478	2,571,372	2,648,513	2,727,969	2,809,808	13,254,140
<b>Capital Projects Funds Summary</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>TOTAL</b>
Ag Preservation (19)	25,000	25,000	25,000	25,000	25,000	125,000
Capital Reserve (30)	1,270,935	3,834,600	1,262,777	984,600	1,332,642	8,685,554
Regional Capital Rec Projects (31)	0	0	0	0	0	0
Transportation Improvement (32)	2,143,223	1,574,887	1,486,755	4,038,829	1,532,113	10,775,807
Pine Grove Mills Street Lights (33)	200	200	200	200	200	1,000
Park Improvement (34)	836,500	577,500	675,000	585,000	610,000	3,284,000
<b>Total</b>	<b>4,250,858</b>	<b>5,987,187</b>	<b>3,424,732</b>	<b>5,608,629</b>	<b>3,474,955</b>	<b>22,746,361</b>
<b>Special Revenue Funds</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>TOTAL</b>
Street Light (02)	27,505	28,330	29,180	30,055	30,957	146,027
Hydrant (03)	173,040	178,231	183,578	189,085	194,758	918,693
Stormwater Fund (20)	1,266,000	1,266,000	1,266,000	1,266,000	1,266,000	6,330,000
Liquid Fuels (35)	660,120	634,525	50,000	686,302	763,754	2,794,701
<b>Total Special Revenue Funds</b>	<b>2,076,665</b>	<b>2,107,086</b>	<b>1,528,758</b>	<b>2,171,443</b>	<b>2,255,469</b>	<b>10,189,421</b>
<b>Grant/Loan Summary by Fund</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>TOTAL</b>
General Fund (01)	14,988	15,158	15,340	0	0	45,486
GOA Fund (16)	0	0	0	0	0	0
Stormwater Fund (20)	700,000	0	0	0	0	700,000
Capital Reserve Fund (30)	295,935	2,859,600	287,777	9,600	357,642	3,810,554
Regional Capital Rec Projects (31)	0	0	0	0	0	0
Transportation Improvement Fund (32)	813,000	229,000	125,000	2,661,000	138,000	3,966,000
Park Improvement Fund (34)	436,500	177,500	275,000	185,000	210,000	1,284,000
Liquid Fuels Fund (35)	660,120	634,525	50,000	686,302	763,754	2,794,701
<b>Total</b>	<b>2,920,543</b>	<b>3,915,783</b>	<b>753,117</b>	<b>3,541,902</b>	<b>1,469,396</b>	<b>12,600,741</b>

## 2024-2028 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. Whether mandated or not, these transfers directly impact 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)	2024	2025	2026	2027	2028	TOTAL
General Obligation Fund (16)	621,000	621,000	881,000	881,000	881,000	3,885,000
Ag Preservation (19)	25,000	25,000	25,000	25,000	25,000	125,000
Stormwater Fund (20)	0	0	0	0	0	0
Capital Reserve (30)	975,000	975,000	975,000	975,000	975,000	4,875,000
Transportation Improvement Fund (32)	1,330,223	1,345,887	1,361,755	1,377,829	1,394,113	6,809,807
Park Improvement Fund (34)	400,000	400,000	400,000	400,000	400,000	2,000,000
Liquid Fuels (35)	0	0	0	0	0	0
<b>Total</b>	<b>3,351,223</b>	<b>3,366,887</b>	<b>3,642,755</b>	<b>3,658,829</b>	<b>3,675,113</b>	<b>17,694,807</b>

### Tax Revenue Projections

The tax revenues make up some 52% 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 revenue source. Each source has a different projected growth. Earned income taxes are expected to increase by 2.0%, Real Estate, and Local Services taxes by 1.0%, and Transfer taxes with 1% projected increases.

### Tax Considerations

The Township works to maintain 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. Given the implementation of the stormwater fee, there is no tax increase included in the CIP. The local economic conditions continue to be positive, leading to increased Earned Income Tax and Transfer Tax revenues. The Township is also actively pursuing state and federal grant funding. Such grant revenue has been very beneficial to the Township's finances. Combined with fiscal restraint, the Township maintains a solid financial footing.

Tax Revenue	2024	2025	2026	2027	2028	TOTAL
Real Estate Taxes	1,503,701	1,518,738	1,533,925	1,549,264	1,564,757	7,670,386
Earned Income Taxes	7,347,190	7,494,134	7,644,017	7,796,897	7,952,835	38,235,074
Transfer Taxes	1,530,150	1,545,452	1,560,906	1,576,515	1,592,280	7,805,303
Local Services Taxes	346,834	350,302	353,805	357,343	360,917	1,769,202
<b>Total Tax Revenue</b>	<b>10,727,875</b>	<b>10,908,626</b>	<b>11,092,653</b>	<b>11,280,020</b>	<b>11,470,789</b>	<b>55,479,964</b>
Average EIT per Resident	371.43	375.10	378.81	382.56	386.34	
Average Total Tax per Resident	542.33	546.00	549.71	553.46	557.24	
Percentage of Total Revenue	53.1%	49.1%	56.6%	49.8%	54.9%	



# 2024-2028 Capital Improvement Plan

## 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 expenditure elsewhere. Many federal grants are administered by the state and doled out to local governments under federal mandates. One such grant is from PennDOT that Police grant that police receive that offset the costs of DUI enforcement, Aggressive Driving and Buckle-Up 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 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 yearly.

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 seek 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 \$50,000, to assist with a capital paving project. The grant is generally awarded every other year.

**Automated Red Light Enforcement Grant:** ARLE funding is uncertain for the current CIP. In 2022, the Township should complete the installation of new hardware and software through an ARLE grant that will allow traffic signal performance to be monitored and optimized 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 taxpayers' public works equipment costs. Applicants can use it every other year; the fund match is typically 90 percent state and 10 percent local.

**Consumptive Use Mitigation Grant Program of Susquehanna River Basin Commission (SRBC).** A \$500,000 grant was applied for and awarded through this program to help pay construction costs associated with the Park Hills Drainage Improvement Program.

**National Fish and Wildlife Foundation (NFWF)** A \$200,000 grant was applied for and awarded through this program to help pay construction costs associated with the Park Hills Drainage Improvement Program.

# 2024-2028 Capital Improvement Plan

## Grant / Loan Table:

	Yet to be awarded.
	Already awarded.

GRANT/LOAN TABLE									
Grant/Loan/Contributions Detail	Fund	Type	2024	2025	2026	2027	2028	TOTAL	Dept.
Police Grant : (Buckle Up Program + Aggressive Drive + DUI Enforcement)	GF	G	14,988	15,158	15,340			45,486	Police
CR Codes Rent of Fire Trailer	CR	C	9,600	9,600	9,600	9,600	9,600	48,000	PW
Green Light Go Green grant	TIF	G	113,000	119,000	125,000	108,000	138,000	603,000	PW
Liquid Fuels (from State )	LF	G	610,120	634,525	hg	686,302	713,754	2,644,701	PW
Loan Proceeds for new fire station	CR	L		2,850,000				2,850,000	PW
ARLE Grant	TIF	G		110,000				110,000	PW
TASA Grant	TIF	G	700,000					700,000	PW
DEP Recycling Programs Grant	CR	G	286,335		278,177		348,042	912,554	PW
County Liquid Fuels Grant	LF	G	50,000		50,000		50,000	150,000	PW
Northland Mobility Study Grant	TIF	G				2,553,000		2,553,000	PW
SRBC COnsumptive use Mitigation Grant	SW	G	500,000					500,000	PW
National Fish and Wildlife Foundation (NFWF)	SW	G	200,000					200,000	PW
Cecil Irvin Park Phase II	PI	G	386,500					386,500	Parks
Veterans Memorial @ Louis E Silvi Baseball Field	PI	G	50,000					50,000	Parks
Tudek Park Phase 3A	PI	G		177,500				177,500	Parks
Suburban Park Phase A2	PI	G			275,000			275,000	Parks
Greenbriar Saybrook Park Phase 1	PI	G				185,000		185,000	Parks
Fairbrook Park Phase 1	PI	G					210,000	210,000	Parks
<b>Total</b>			<b>2,920,543</b>	<b>3,915,783</b>	<b>753,117</b>	<b>3,541,902</b>	<b>1,469,396</b>	<b>12,600,741</b>	
<b>Grant/Loan Summary by Fund</b>									
	Fund		2024	2025	2026	2027	2028	TOTAL	
General Fund (01)	GF		14,988	15,158	15,340	0	0	45,486	
GOA Fund (16)	GOA		0	0	0	0	0	0	
Stormwater Fund (20)	SW		700,000	0	0	0	0	700,000	
Capital Reserve Fund (30)	CR		295,935	2,859,600	287,777	9,600	357,642	3,810,554	
Regional Capital Rec Projects (31)	RCRP		0	0	0	0	0	0	
Transportation Improvement Fund (32)	TIF		813,000	229,000	125,000	2,661,000	138,000	3,966,000	
Park Improvement Fund (34)	PI		436,500	177,500	275,000	185,000	210,000	1,284,000	
Liquid Fuels Fund (35)	LF		660,120	634,525	50,000	686,302	763,754	2,794,701	
<b>Total</b>			<b>2,920,543</b>	<b>3,915,783</b>	<b>753,117</b>	<b>3,541,902</b>	<b>1,469,396</b>	<b>12,600,741</b>	
<b>Grant/Loan Summary by Type</b>									
	Type		2024	2025	2026	2027	2028	TOTAL	
Grants	G		2,910,943	1,056,183	743,517	3,532,302	1,459,796	9,702,741	
Contributions	C		9,600	9,600	9,600	9,600	9,600	48,000	
Loans	L		0	2,850,000	0	0	0	2,850,000	
<b>Total</b>			<b>2,920,543</b>	<b>3,915,783</b>	<b>753,117</b>	<b>3,541,902</b>	<b>1,469,396</b>	<b>12,600,741</b>	

## Stormwater Fee

Ferguson Township’s stormwater liabilities are substantial, equating to approximately \$2.0 million per year for capital projects, maintenance obligations, compliance with state and federal permit requirements, and more. Beginning 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.

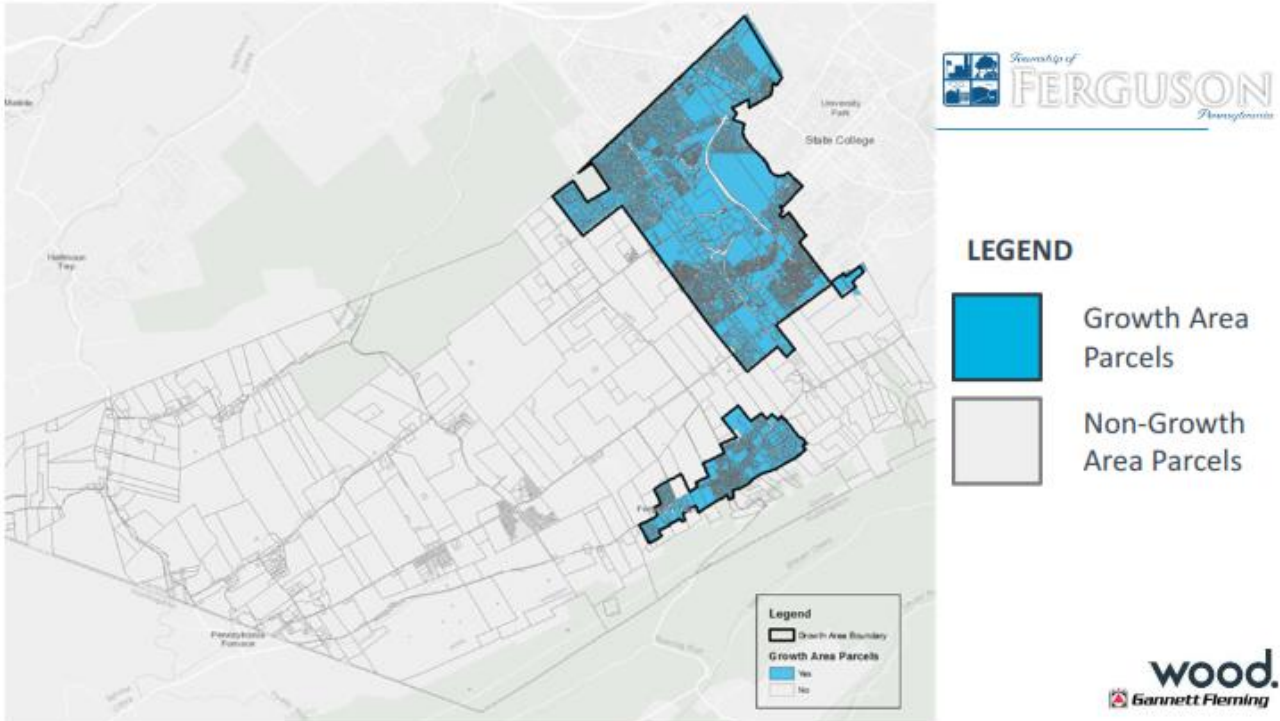
The fee is based on ERU (equivalent residential unit) methodology. All residential properties are assessed with one ERU. An ERU is equal to 3,097 square feet. Other properties are assessed based on their impervious area and converted to ERUs for billing. Property owners are charged, regardless of property use or taxable status, based on their impervious area and 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 within the Regional

## 2024-2028 Capital Improvement Plan

Growth Boundary. Programs exist that allow property owners to apply for credits or exemptions. Approval of credits and exemptions is based on meeting specific criteria.

The standard fee for 2023 is \$119 per ERU for the growth area and \$75 per ERU for the non-growth areas. Each property has a fee based on the location and the number of ERUs less any credits or exemptions.

Credits help the township at large with the reduction in stormwater entering the system as residents and businesses implement beneficial projects that reduce the demand for the stormwater system.



## 2024-2028 Capital Improvement Plan

# Chapter 4: Expenditure Details

### Expenditure Projections Summary

Fund Group	2024	2025	2026	2027	2028	TOTAL
General Fund (01)	14,745,824	15,240,574	15,912,561	16,482,122	16,927,657	79,308,739
Capital Projects Funds	6,114,381	4,965,230	4,743,629	9,908,178	4,445,448	30,176,866
Special Revenue Funds	3,822,693	3,875,827	1,972,924	1,889,610	3,440,611	15,001,665
Debt Service (16)	621,000	621,000	881,000	881,000	881,000	3,885,000
<b>Total</b>	<b>25,303,898</b>	<b>24,702,631</b>	<b>23,510,114</b>	<b>29,160,910</b>	<b>25,694,717</b>	<b>128,372,270</b>
Capital Projects	2024	2025	2026	2027	2028	TOTAL
Ag Preservation (19)	0	0	0	0	0	0
Capital Reserve (30)	1,967,381	1,433,230	1,823,629	4,601,178	2,189,448	12,014,866
Regional Capital Rec Projects (31)	120,000	120,000	120,000	120,000	120,000	600,000
Transportation Improvement (32)	3,014,000	2,982,000	1,970,000	4,797,000	1,706,000	14,469,000
Pine Grove Mills Street Lights (33)	0	0	0	0	0	0
Park Improvement (34)	1,013,000	430,000	830,000	390,000	430,000	3,093,000
<b>Total</b>	<b>6,114,381</b>	<b>4,965,230</b>	<b>4,743,629</b>	<b>9,908,178</b>	<b>4,445,448</b>	<b>30,176,866</b>
Capital Reserve Fund (30)	2024	2025	2026	2027	2028	TOTAL
Administration	0	0	30,000	0	85,500	115,500
Finance	10,000	10,000	10,000	10,000	10,000	50,000
IT	209,200	62,500	100,000	82,500	96,000	550,200
Buildings New	105,600	571,000	702,000	3,520,600	2,000	4,901,200
Buildings Replacements	137,900	34,200	25,500	123,900	561,600	883,100
Police Vehicles	195,000	195,000	105,000	130,000	170,000	795,000
Police Equipment	150,500	101,000	123,500	119,952	95,700	590,652
Planning	0	75,000	0	150,000	0	225,000
Public Works New Equipment	112,860	144,538	11,426	5,105	34,842	308,771
Public Works Replacements	994,500	188,600	664,500	408,400	1,083,400	3,339,400
Arborist	40,821	40,392	39,703	38,721	37,406	197,043
<b>Total</b>	<b>1,956,381</b>	<b>1,422,230</b>	<b>1,811,629</b>	<b>4,589,178</b>	<b>2,176,448</b>	<b>11,955,866</b>
Roads & Other	2024	2025	2026	2027	2028	TOTAL
Liquid Fuels (35)	473,000	452,000	465,000	463,000	1,118,000	2,971,000
Capital Reserve (30)	11,000	11,000	12,000	12,000	13,000	59,000
Transportation Improvement (32)	3,014,000	2,982,000	1,970,000	4,797,000	1,706,000	14,469,000
<b>Total</b>	<b>3,498,000</b>	<b>3,445,000</b>	<b>2,447,000</b>	<b>5,272,000</b>	<b>2,837,000</b>	<b>17,499,000</b>
Stormwater Fund Detail (20)	2024	2025	2026	2027	2028	TOTAL
Salaries & Benefits	180,290	184,709	189,260	193,948	198,776	946,983
New Staffing & Benefits	0	0	0	0	0	0
<b>Total</b>	<b>180,290</b>	<b>184,709</b>	<b>189,260</b>	<b>193,948</b>	<b>198,776</b>	<b>946,983</b>
Special Revenue	2024	2025	2026	2027	2028	TOTAL
Street Light (02)	21,499	22,574	23,702	24,887	26,132	118,794
Hydrant (03)	150,804	158,344	166,262	174,575	183,303	833,288
Stormwater Fund (20)	3,177,390	3,242,909	1,317,960	1,227,148	2,113,176	11,078,583
Liquid Fuels (35)	473,000	452,000	465,000	463,000	1,118,000	2,971,000
<b>Total</b>	<b>3,822,693</b>	<b>3,875,827</b>	<b>1,972,924</b>	<b>1,889,610</b>	<b>3,440,611</b>	<b>15,001,665</b>

## 2024-2028 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 the 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.

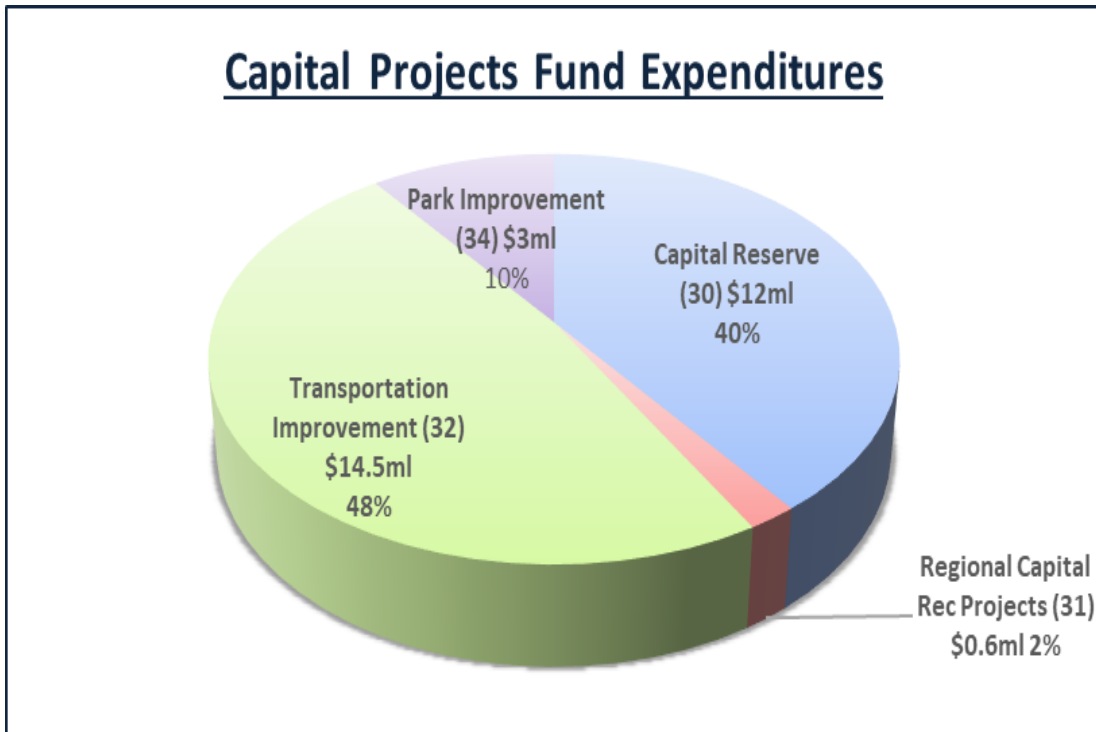
General Fund Detail (01)	2024	2025	2026	2027	2028	TOTAL
Salaries & Benefits	7,432,186	7,655,152	7,884,806	8,121,350	8,364,991	39,458,485
New Staffing & Benefits	145,000	243,449	245,353	390,533	396,851	1,421,186
COG Programs	2,157,490	2,265,364	2,378,632	2,497,564	2,622,442	11,921,492
Other Expenses	1,659,925	1,709,723	1,761,015	1,813,845	1,868,261	8,812,769
Transfers Out	3,351,223	3,366,887	3,642,755	3,658,829	3,675,113	17,694,807
<b>Total</b>	<b>14,745,824</b>	<b>15,240,574</b>	<b>15,912,561</b>	<b>16,482,122</b>	<b>16,927,657</b>	<b>79,308,739</b>

### Interfund Transfers

General Fund Transfers Out (01)	2024	2025	2026	2027	2028	TOTAL
General Obligation Fund (16)	621,000	621,000	881,000	881,000	881,000	3,885,000
Aq Preservation (19)	25,000	25,000	25,000	25,000	25,000	125,000
Stormwater Fund (20)						0
Capital Reserve (30)	975,000	975,000	975,000	975,000	975,000	4,875,000
Transportation Improvement Fund (32)	1,330,223	1,345,887	1,361,755	1,377,829	1,394,113	6,809,807
Park Improvement Fund (34)	400,000	400,000	400,000	400,000	400,000	2,000,000
Liquid Fuels (35)	0	0	0	0	0	0
<b>Total</b>	<b>3,351,223</b>	<b>3,366,887</b>	<b>3,642,755</b>	<b>3,658,829</b>	<b>3,675,113</b>	<b>17,694,807</b>

## 2024-2028 Capital Improvement Plan

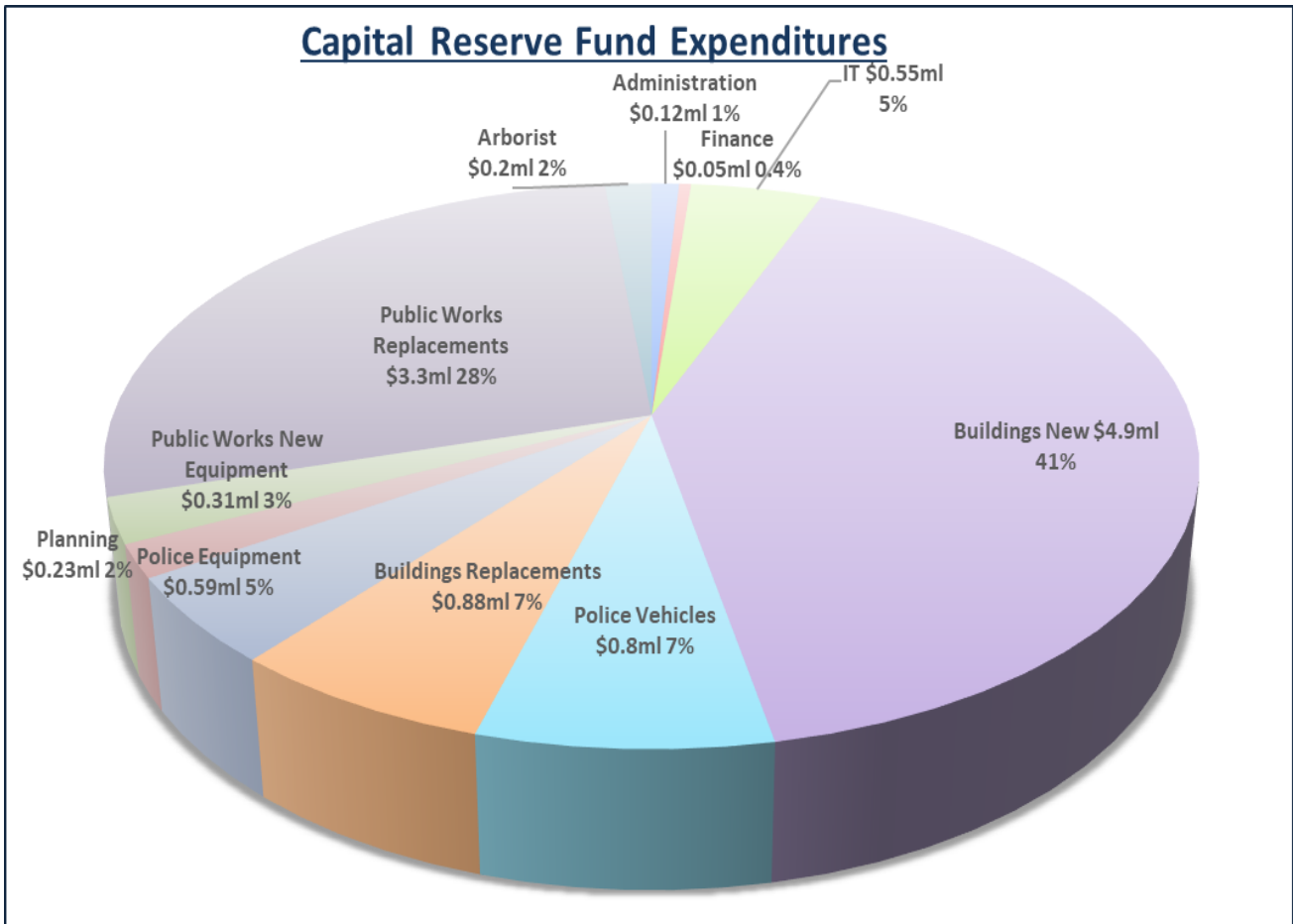
As mentioned previously, the **Capital Projects Funds** are reserved for projects restricted for specific purposes. Some funds have external restrictions, such as the Pine Grove Mills Street Light Fund, while others have Board of Supervisors restrictions, such as the Capital Reserve fund, the Regional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



# 2024-2028 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.



## 2024-2028 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 on 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.

<b>FERGUSON TOWNSHIP FULL TIME EQUIVALENTS</b>					
Residents/FTE	2024	2025	2026	2027	2028
<b>Population</b>	<b>19,781</b>	<b>19,979</b>	<b>20,179</b>	<b>20,381</b>	<b>20,585</b>
<b>FTES (including new staff)</b>					
Elected Officials	2.50	2.50	2.50	2.50	2.50
Administration	7.00	7.00	7.00	7.00	7.00
IT Administrator	1.00	1.00	1.00	1.00	1.00
Finance	6.00	6.00	6.00	6.00	6.00
Police	25.50	25.50	25.50	26.50	26.50
Planning & Zoning	6.00	6.00	6.00	6.00	6.00
Public Works : Buildings & Grounds	3.00	3.00	3.00	3.00	3.00
Public Works : Engineering	5.00	5.00	5.00	6.00	6.00
Public Works : Road/Mechanics	19.50	19.50	19.50	19.50	19.50
Public Works Arborists	3.50	4.50	4.50	4.50	4.50
Public Works : Stormwater	2.00	2.00	2.00	2.00	2.00
<b>Total</b>	<b>81.00</b>	<b>82.00</b>	<b>82.00</b>	<b>84.00</b>	<b>84.00</b>
<b>NEW STAFF</b>					
Administration & IT				1.00	
Police					
Planning					
Public Works		1.00		1.00	
Finance	1.00				
Stormwater					
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>2.00</b>	<b>-</b>
<b>Residents per Employee</b>					
	244	244	246	243	245



## 2024-2028 Capital Improvement Plan

CIP New Personnel Summary						
New Personnel General Fund	2024	2025	2026	2027	2028	TOTAL
Administration	80,000	80,000	80,000	80,000	80,000	400,000
Finance	65,000	66,950	66,950	66,950	66,950	332,800
Police	0	0	0	89,879	92,575	182,454
Planning	0	0	0	0	0	0
Public Works	0	96,499	98,403	153,704	157,325	505,932
<b>Total</b>	<b>145,000</b>	<b>243,449</b>	<b>245,353</b>	<b>390,533</b>	<b>396,851</b>	<b>1,421,186</b>

Changes in the number of personnel are included in the budget due to the cost of additional staffing. Not only is salary 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 also includes new part-time staffing 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 know that overtime indicates additional staffing needs, usually insufficient 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

The Administration department requests a Personnel Contingency Fund for unanticipated personnel needs which may include retirement payouts, temp services, and/or interim services as needed.

FERGUSON TOWNSHIP						
2024 – 2028 CIP STAFFING						
ADMINISTRATION NEW STAFFING						
Direct Costs Estimate	2024	2025	2026	2027	2028	Total
Salary	80,000	80,000	80,000	80,000	80,000	400,000
Benefits						
<b>Total</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>400,000</b>

## 2024-2028 Capital Improvement Plan

### POLICE

The police department is estimating that an additional Crime Prevention/Community Policing will be needed in 2027.

FERGUSON TOWNSHIP						
2024 – 2028 CIP STAFFING						
POLICE NEW STAFFING						
Direct Costs Estimate	2024	2025	2026	2027	2028	Total
Salary				70,000	72,100	142,100
Benefits				19,879	20,475	40,354
<b>Total</b>		0	0	89,879	92,575	182,454

2024 - 2028	
If an officer retires or leaves the department for other employment, we seek funding to send a replacement candidate to the police academy. The budget includes tuition, rooming, clothing, and equipment. Typically, the Municipal Police Officers Education and Training Commission provides partial reimbursement to departments for costs associated with sending a candidate to the academy. This line item is to maintain the department’s current staffing level and included every year of 5-year plan.	\$25,000
<b>Total</b>	<b>\$25,000</b>

### PLANNING

The Planning & Zoning Department is not anticipating new staffing needs in the 2024-2028 CIP Plan.

FERGUSON TOWNSHIP						
2024 – 2028 CIP STAFFING						
PLANNING NEW STAFFING						
Direct Costs Estimate	2024	2025	2026	2027	2028	Total
Salary						0
Benefits						0
<b>Total</b>	0	0	0	0	0	0

# 2024-2028 Capital Improvement Plan

## PUBLIC WORKS

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

FERGUSON TOWNSHIP						
2024 – 2028 CIP STAFFING						
PUBLIC WORKS NEW STAFFING						
Direct Costs Estimate						
	2024	2025	2026	2027	2028	Total
Salary		83,000	84,500	128,045	130,896	426,441
Benefits		13,499	13,903	25,659	26,429	79,490
Total	0	96,499	98,403	153,704	157,325	505,932

**2025 – Tree Trimmer** - A second Tree Trimmer specialist is requested to be hired in 2025. In addition, \$33K added to cover for OT equivalent to 0.5FTE. This is to make the tree crew more self-sufficient and productive as the urban forest continues to grow. Some contracted services may then be performed in-house. 2<sup>nd</sup> Administrative Assistant is requested to be hired in 2027.

## FINANCE

FERGUSON TOWNSHIP						
2024 – 2028 CIP STAFFING						
FINANCE NEW STAFFING						
Direct Costs Estimate						
	2024	2025	2026	2027	2028	Total
Salary	65,000	66,950	66,950	66,950	66,950	332,800
Benefits	16,622	17,121	17,121	17,121	17,121	85,104
Total	81,622	84,071	84,071	84,071	84,071	417,904

New FTE for position of Asst. Finance Director is requested to be hired in 2024. This new FTE will closely assist FD in providing support in managing overall Township Finances. In addition, to support FD's Finance department additional goal in advancing towards pro-active approach instead of reactive.

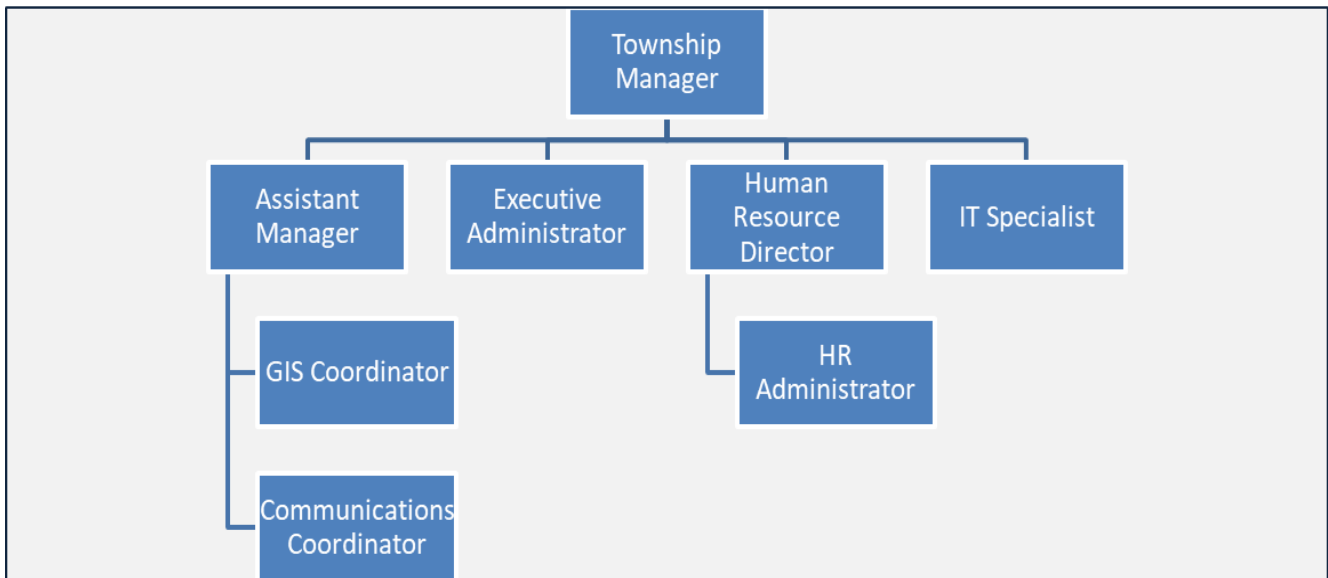
# 2024-2028 Capital Improvement Plan

## Departmental Expenditures

### ADMINISTRATION DEPARTMENT

The Administration Department proposes to spend **\$115,500** or **1% of the Capital Reserve Fund Requests** during the term of this capital plan.

The following is the proposed Organizational Chart for the department.



### Department Activities

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

The Administration Department's mission is 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. We aim 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 residents' and businesses' basic service needs. Federal and state mandates often affect the Township, requiring the Township to absorb additional costs while maintaining current staffing levels. The Township must deliver services that many residents, businesses, and visitors have come to expect.

### 2023 Accomplishments

- Implemented agenda management software.
- Successfully negotiated collective bargaining agreement with the Police Department.
- Concluded update to Recreation, Parks, and Open Space Plan.
- Initiated phone system replacement.

## 2024-2028 Capital Improvement Plan

- Automated workflow systems using digital technologies. For example, migrated financial systems to Springbrook Cirrus, a cloud-based system.
- Remediated IT vulnerabilities reported in the 2022 IT Vulnerability Scan
- Continued rewrite to the Terraced Streetscape District plan
- Implemented Human Resources and on-boarding recommendations from 2022 organizational assessment.
- On-boarded a new Chief of Police and Finance Director.
- Celebrated recognition of LEED Gold Certification for Public Works Building.

### Strategic Plan Alignment

The Capital Improvement Plan seeks to advance the goals, objectives, and action steps 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 developing 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						
2024 – 2028 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
ADMINISTRATION						
30.400.401.750						
Description	2024	2025	2026	2027	2028	Total
						0
Strategic Communications Plan - Consultant Services					40,000	40,000
Administration Vehicle			30,000		30,000	60,000
Disaster Recovery Test					10,000	10,000
Fireproof Cabinet					5,500	5,500
	0	0	30,000	0	85,500	115,500

2026 & 2028	
<b>Administration Vehicle</b>	<b>\$30,000</b>
<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>	

## 2024-2028 Capital Improvement Plan

<b>Disaster Recovery Test</b>	<b>\$10,000</b>
<p>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. In previous years, staff have conducted a series of tabletop exercises and training simulations to test the plan's implementation 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 Township's data backup and recovery effectiveness.</p>	
<b>Strategic Communications Plan</b>	<b>\$40,000</b>
<p>The adopted 2017 Strategic Plan recognized increased participatory government by utilizing two-way communication and promoting municipal identity with a developed marketing strategy and sense of place. Over the years, staff has creatively evolved communications and community engagement; however, communication as a fundamental 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>	
<b>Fireproof Cabinet</b>	<b>\$5,500</b>
<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>	

# 2024-2028 Capital Improvement Plan

## FINANCE DEPARTMENT

The Finance Department includes the Township and school real estate tax collection. The Finance Department requests a total of ***\$50 Thousand, or 0.4% 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 promote internal controls to reduce the risk of financial loss or errors in reporting.
- 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's 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**

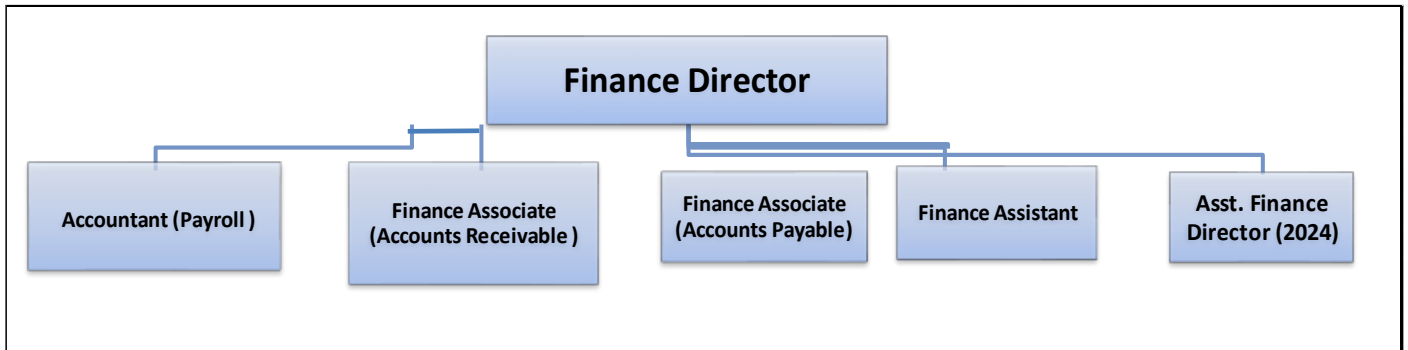
Ensure service delivery in Ferguson Township is sufficient to accommodate growth, address new community concerns, and is provided at the lowest responsible cost to residents.

#### **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.

# 2024-2028 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 include 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 Council of Government (CRCOG), and regional municipalities to obtain valuable information on the financial health of the Township.

The Township tax mix provides for increasing revenues due to the increasing income tax collections. The combination of taxes has allowed the Township to grow without raising general 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. With the use of 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. 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.

## TECHNOLOGY

The finance department continues to look at methods and means to improve the performance of daily activities using technology. Improvements include using technology to save staff time using the Clear Gov GFOA Budget Cloud Software. This will help reduce time & increase efficiency.

30.400.402.750						
Description	2024	2025	2026	2027	2028	TOTAL
ClearGov GFOA Budget Book Cloud Software	10,000	10,000	10,000	10,000	10,000	50,000
	10,000	10,000	10,000	10,000	10,000	50,000



# 2024-2028 Capital Improvement Plan

## DEBT SERVICE



Proposed and current debt service costs a total of **\$3.8 Million or 3% 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 Township strategic plans' scope, many proposals require significant funding to be completed in a reasonable time. Due to currently available Township resources, financing such projects with cash may not be possible. Best practices recommend restricting debt to capital needs and not being used for ongoing operations.

FERGUSON TOWNSHIP										
2024 – 2028 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS										
DEBT SERVICE PROJECTIONS										
TOWNSHIP DEBT	Payments Begin	Loan Amount	Rate	Term (Years)	Expires	2024	2025	2026	2027	2028
COG Pools Debt (Capt. Recreation Projec	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	2026	2,850,000	4.00%	15	2041			260,000	260,000	260,000
<b>Total</b>		<b>12,197,000</b>				<b>621,000</b>	<b>621,000</b>	<b>881,000</b>	<b>881,000</b>	<b>881,000</b>

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, CRCOG 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. Debt reduces the Township's ability to pay for other activities. Some experts believe 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 township's ability to use funds for unexpected 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 increasing the amount of funding available for the park's 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. The regional pools and parks currently have long-term debt service requirements, as listed in the table above.

# 2024-2028 Capital Improvement Plan



## INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology department requests **\$550 Thousand or 4.6% of the Capital Reserve Fund Requests** for this capital plan.

A third party, Hinton & Associates, currently 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.

Purchase of new Laptops of \$22.5k per year included in capital expenditures. On an average of 12 Laptops needed to be purchased as a result of replacements of old laptops & for new hires.

FERGUSON TOWNSHIP								
2024 – 2028 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS								
INFORMATION TECHNOLOGY								
30,400,407,750								
Description	Department	Age at Replacement	2024	2025	2026	2027	2028	Total
New Host1 Server (last purchased 2017) - 7 Year Lifespan	IT	7	30,000					30,000
Copier Replacement for Engineering (last replaced 2019) - 5 Year Lifespan/Lease	IT	5	9,000					9,000
Private WiFi infrastructure (last replaced 2018) - 6 Year Lifespan	IT	6	7,000					7,000
Ethernet Core Switches - Repalceing all at one time ( 5 )	IT		25,000					25,000
Backup & Disaster Recovery Server (Last purchased in 2019) - 7 Year Lifespan	IT	7			20,000			20,000
Copier Replacement for Mailroom (last replaced in 2021) - 5 Year Lifespan/Lease	IT	5			10,000			10,000
PW Bldg infrastructure - switches, router, UPS, printer (last done 2021) - 5 Year Lifespan	IT	5			7,500			7,500
New Firewalls (last purchased 2022) - 5 Year Lifespan	IT	5				20,000		20,000
New Host3 Server (Last Purchased in 2021) - 7 Year Lifespan	IT						30,000	30,000
Guest WiFi (last replaced 2022) - 6 Year Lifespan	IT						3,500	3,500
RMS Maintenance Fees (Police Department )	IT		57,000	40,000	40,000	40,000	40,000	217,000
Meeting Room A/V Upgrades	IT		50,000					50,000
Penetration Test	IT		5,000					5,000
Vunlerability Management Software	IT		3,700					3,700
Laptops ( on an average 12 per year w/lifespan of 5 Years)	IT		22,500	22,500	22,500	22,500	22,500	112,500
	<b>Total</b>		<b>209,200</b>	<b>62,500</b>	<b>100,000</b>	<b>82,500</b>	<b>96,000</b>	<b>550,200</b>

## Security and Training

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, and ongoing staff training to prevent becoming victims.

One primary way for unauthorized accessing the system is using human behavior weakness. Hackers use 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 a vital deterrent from these attacks. Such training includes the PII system provided by our 3<sup>rd</sup> party IT service. This keeps staff up to date on various threats and offers quizzes to test the employee's understanding.

## 2024-2028 Capital Improvement Plan

Another recent prevention method for ransomware attacks is software that continuously examines the operation of the servers looking for potential attacks. The township is looking to implement such a system to stay even or ahead of potential attackers.

### Microsoft Windows Updates and Architecture

The township relies on the Microsoft platform for its operating system. Servers are currently using older operating system versions that must be updated 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 physical server. Virtual servers require redundancy since if a server fails, it will affect several systems. For the 2024-2028 CIP, 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 is cost-effective and beneficial relative to conventional systems.

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

### Cloud Computing, Subscription-based services, and Backups

Many software companies are moving to a subscription-based model for software licensing. Such models are consistently more expensive than the past's traditional "on-premises" systems. 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 need to be relocated temporarily.

### Phone System Replacement

The current phone system was purchased in December 2013. Given the technological changes over the past decade, the phone system is nearing the end of its life. The township is reviewing options for a new platform for 2024. Many new designs are internet-based and offer many features not available to older systems.

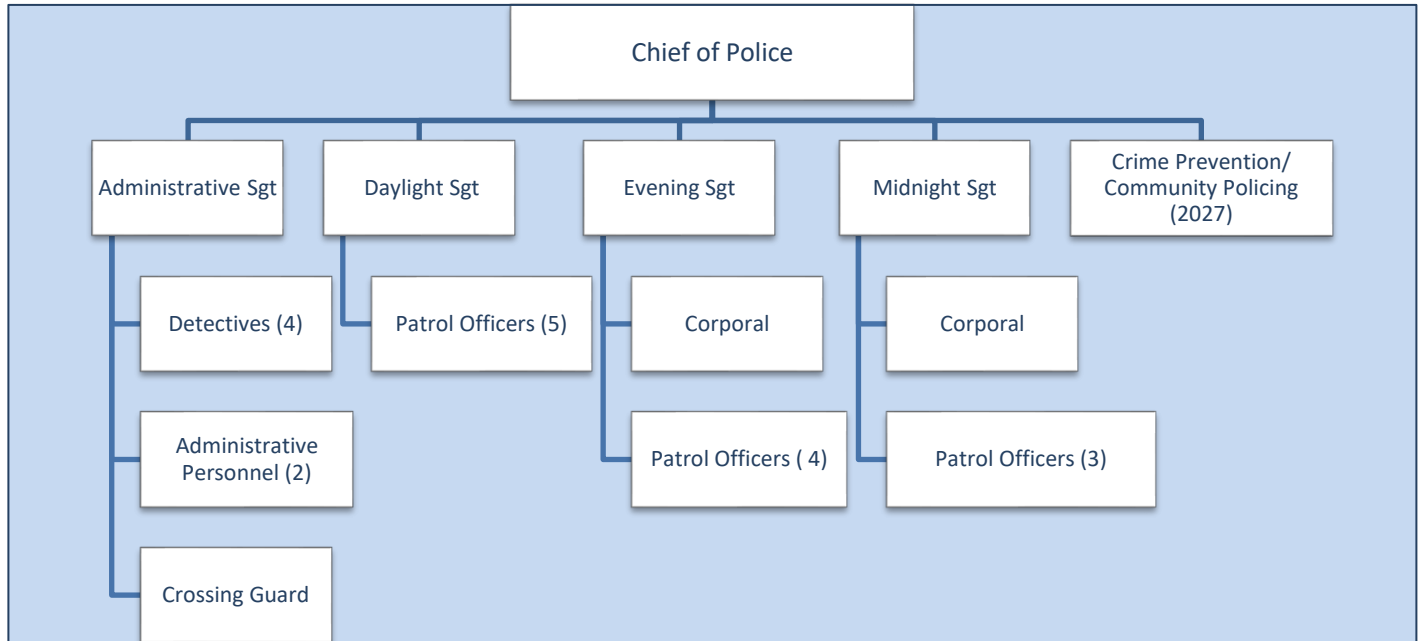
# 2024-2028 Capital Improvement Plan

## POLICE DEPARTMENT

The Police Department is proposing to spend **\$1.39 Million or 12% 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 22 officers, the Chief, two record assistants, and one part-time crossing guard.



## 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 23 full-time sworn personnel, two full-time civilian office assistants, and a part-time school crossing guard with proposed 1 new hire in 2027 for position of *Crime Prevention /Community Policing*. In 2023, the full-time Ordinance Enforcement was removed from the Police Department organization chart and reports to Planning and Zoning. 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 as equipment and staffing changes. Here is a summary of the department's requests:

- Propose 'Crime Prevention/Community Policing' position for 2027 pending a grant award for increased positive engagements with members of the public, community agencies, and schools.
- Fleet – Maintain existing fleet of vehicles. We continue to explore the use of Hybrid vehicles as well as fully electric-powered vehicles.

## 2024-2028 Capital Improvement Plan

- 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 in January 2019. The agencies have been working with the vendor to refine system deficiencies; however, the corrective process has been slow. The consortium is withholding final payment until the vendor’s system meets expectations.

There is an annual fee for the records management system.

Due to issues related to the vendor not being able to fulfill their obligation, the Consortium is proposing that the services of a consultant be acquired to write and develop a request for proposal for a new regional records management system.

State College Borough Police received a grant on behalf of the Consortium for a records management system. Funding would assist in offsetting purchase costs but not maintenance costs.

- 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 collaborate to establish a framework for sharing software and hardware investigative tools. An electronic device can only be analyzed through the owner’s consent or a search warrant.
- Body / Car Camera System – The Department began using the 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 after 2027.
- Electric Patrol Bicycles - To increase community policing efforts, two electric bicycles are proposed. The bicycles will also allow officers to increase their patrol presence in less time.
- Radar Handheld Units- Proposed legislation has been introduced in the Pennsylvania State Legislature that would allow municipal police officers the use of radar for issuing motor vehicle speed violations. Pending passage of legislation, units would be purchased. Pennsylvania is the only state that does not allow municipal police officers the use of radar.
- Department Cell Phones- Each sworn officer would be issued a department phone for official business.
- Rifle Suppressors- Department rifles would suppressors installed to assist in noise reduction when discharged.
- Bola Wrap- This safety restraint tool would provide another option to take non-compliant individuals into custody.
- Gas Mask Replacement- The current department masks are at the end of life.
- Miscellaneous – This category includes speed trailer, Taser, AEDs, and other first-aid supplies.

## 2024-2028 Capital Improvement Plan

### Police Department Vehicle Requests

The total proposed police department capital items for the 2024-2028 Capital Improvement Plan are described in the following requests. The proposed five-year CIP expenditures are based on available information and 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 vehicle's condition. 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 better fuel economy than past fleet vehicles. As mentioned earlier, the new hybrid vehicles will offer greater fuel savings.

# 2024-2028 Capital Improvement Plan

## Police Vehicle Fleet Map

The current police vehicle fleet map is included for your reference. It includes ten Patrol vehicles and administrative, detective, and training vehicles. The Mobile Command Vehicle, jointly owned but maintained by FT, is listed on the map. The replacement dates are included in the chart.

Vehicle #	Year / Make	Twp ID	In Service	Assignmt	Radio	In Service	MCT Model / In service	VASCAR/ VSPEC	Replacement Date	Mileage 5/1/23	Special
FT-1	2019 Ford F150	20004	May-19	Patrol	XIL2500	2013	GETAC Tablet (2017)	VASCAR Plus IIC (2015)	2025	39,890	4WD
FT-2	2020 Ford Intercept SUV	20008	Sep-20	Patrol	XIL2500	2013	Zebra 2020	VASCAR Plus IIC (2015)	2025	48,021	Hybrid AWD
FT-3	2023 Ford Interceptor	20000	2023	Patrol	XIL2500	2013	GETAC 2023	VASCAR Plus IIC (2015)	2028	107,103	AWD
FT-4	2019 Ford Taurus	20001	Mar-19	Patrol	XIL2500	2013	GETAC Tablet (2017)	VASCAR Plus IIC (2015)	2024	52,339	Sedan
FT-5	2022 Ford SUV	20010	Nov-23	Patrol	XIL2500	2013	GETAC Tablet (2022)	VASCAR Plus IIC (2015)	2027	5,500	Hybrid AWD
FT-6	2019 Ford Taurus	20005	Mar-19	Patrol	XIL2500	2013	GETAC Tablet (2017)	VASCAR Plus IIC (2015)	2024	89,623	Sedan
FT-8	2021 Ford Intercept SUV	20009	May-21	Patrol	APX6500	2015	GETAC Tablet (2021)	VASCAR Plus IIL (2015)	2027	12,927	Hybrid AWD
FT-9	2022 Ford Eco Sport	101005	Nov-22	Chief		2022	None	N/A	2032	2,312	Hybrid Sedan
FT-10	2016 Chev Equinox	101001	May-16	Det	XIL2500	2013	None	N/A	2026	31,887	AWD
FT-11	2020 Ford Intercept SUV	20007	Sep-20	Patrol	XIL2500	2009	Zebra 2020	VASCAR Plus IIC (2015)	2026	45,940	Hybrid AWD
FT-12	2014 Chev Caprice	100261	Apr-15	All	APX4500	2015	GETAC Tablet (2015)	VASCAR Plus IIC	2024	56,793	Sedan
FT-13	2018 Ford Fusion	100260	May-23	Det	XIL2500	2015	None	N/A	2028	37,301	Sedan
FT-14	2023 Ford Interceptor	100254	2023	Patrol	XIL2500	2013	GETAC 2023	VASCAR Plus III (2015)	2028	89,845	AWD SUV
FT-16	2019 Ford Fusion	20007	Jan-19	Det	XIL2500	2020	None	N/A	2029	5,039	Hybrid
FT-17	2008 Chev Impala	100123	Mar-10	Training	XIL2500	2013	None	N/A		46,271	Sedan
FT-18	2012 Chevy 1500	20003	May-12	Ord	N/A		None	N/A	2025	88,788	4WD
FT-20	2000 MCV	100316	Jul-05	Spec	Multiple				N/A	7,482	
FT-21	CRV 1995 Ford	100252	Jun-08	Spec	None		None	N/A	N/A	188,745	
EVOC	2011 Chev Caprice	100255	Nov-16	Patrol		2013	None		Ft3 or 14 in 2023	133,132	

## 2024-2028 Capital Improvement Plan

FERGUSON TOWNSHIP								
2024 – 2028 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS								
POLICE VEHICLES								
30.400.410.750								
Description	Current Mileage	Age @ Replaceme nt	2024	2025	2026	2027	2028	Total
Replace 2023 Ford SUV (FT3)(Including equipment)	107,103	5					65,000	65,000
Replace 2023 Ford SUV (FT14) (Including equipment)	89,845	5					65,000	65,000
Replace 2018 FordFusion (FT13) (Including Equipment)	37,301	10					40,000	40,000
Replace 2019 Sedan (FT4) (Including equipment)	52,339	5	65,000					65,000
Replace 2019 Sedan (FT6) (Including equipment)	89,623	5	65,000					65,000
Replace 2014 Caprice (FT12) (Including equipment)	56,793	10	65,000					65,000
Replace 2020 Ford SUV (FT2) (Including equipment)	48,021	5		65,000				65,000
Replace 2019 Pick-up (FT1) (Including equipment)	39,890	6		75,000				75,000
Replace 2012 Pick-up (OEO)(Including equipment)	88,788	13		55,000				55,000
Replace 2016 Equinox (FT10) (Including equipment)	31,887	10			40,000			40,000
Replace 2020 Ford SUV (FT11) (Including equipment)	45,940	6			65,000			65,000
Replace 2021 Ford SUV (FT8)(Including equipment)	12,927	6				65,000		65,000
Replace 2022 Ford SUV (FT5) (Including equipment)	5,500	5				65,000		65,000
<b>Total</b>			<b>195,000</b>	<b>195,000</b>	<b>105,000</b>	<b>130,000</b>	<b>170,000</b>	<b>795,000</b>

2024			
<b>Police Vehicles and Equipment</b>			<b>\$195,000</b>
Replace 2019 Ford Sedan (FT-4) with Ford SUV	52,339 miles (5/23)	\$40,000	
Equipment and Installation (New tablet and VASCAR)		\$25,000	
Subtotal		\$65,000	
Replace 2019 Ford Sedan (FT-6) with Ford SUV	89,623 miles (5/23)	\$40,000	
Equipment and gear		\$25,000	
Subtotal		\$65,000	
Replace 2014 Chev SUV (FT12) with Ford SUV	56,793 miles (5/23)	\$40,000	
Equipment and Installation (New tablet and VASCAR)		\$25,000	
Subtotal		\$65,000	
<b>Total</b>		<b>\$195,000</b>	



## 2024-2028 Capital Improvement Plan

<b>2025</b>			
<b>Police Vehicles and Equipment</b>			<b>\$195,000</b>
Replace 2020 Ford SUV (FT-2) with Ford SUV	48,021 miles (5/23)	\$40,000	
Equipment and Installation (New tablet and VASCAR)		\$25,000	
Subtotal		\$65,000	
Replace 2019 Pick-up (FT-1) with Ford Pick-up	39,890 miles (5/23)	\$50,000	
Equipment and Installation (New tablet and VASCAR)		\$25,000	
Subtotal		\$75,000	
Replace 2012 Pick-up (OEO) with similar type vehicle	88,788 miles (5/23)	\$45,000	
Equipment and Installation		\$10,000	
Subtotal		\$55,000	
Total		\$195,000	
<b>2026</b>			
<b>Police Vehicles and Equipment</b>			<b>\$105,000</b>
Replace 2016 Equinox SUV (FT-10) with Hybrid SUV	31,887 miles (5/23)	\$35,000	
Equipment and Installation		\$5,000	
Subtotal		\$40,000	
Replace 2020 Ford SUV (FT-11) with Ford SUV	45,940 miles (5/23)	\$40,000	
Equipment and Installation		\$25,000	
Subtotal		\$65,000	
Total		\$105,000	

## 2024-2028 Capital Improvement Plan

2027			
<b>Police Vehicles &amp; Equipment</b>			<b>\$130,000</b>
Replace 2021 Ford SUV (FT-8) with Ford SUV	12,927 miles (5/23)	\$40,000	
Equipment and Installation (New tablet and VASCAR)		\$25,000	
Subtotal		\$65,000	
Replace 2022 Ford SUV (FT-5) with Ford SUV	5,500 miles (5/23)	\$40,000	
Equipment and Installation		\$25,000	
Subtotal		\$65,000	
<b>Total</b>		<b>\$130,000</b>	
2028			
<b>Police Vehicles and Equipment</b>			<b>\$170,000</b>
Replace 2023 Ford SUV (FT-3) with Ford SUV	0 miles	\$40,000	
Equipment and Installation (New tablet, VASCAR)		\$25,000	
Subtotal		\$65,000	
Replace 2023 Ford SUV (FT-14) with Ford SUV	0 miles	\$40,000	
Equipment and Installation (New Tablet and VASCAR)		\$25,000	
Subtotal		\$65,000	
Replace 2018 Ford Fusion (FT-13) with Ford SUV		\$35,000	
Equipment and installation		\$5,000	
Subtotal		\$40,000	

# 2024-2028 Capital Improvement Plan

## Police Equipment

FERGUSON TOWNSHIP						
2024 – 2028 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
POLICE SOFTWARE & EQUIPMENT						
30.400.410.750						
Description	2024	2025	2026	2027	2028	Total
Records Management System	see IT					0
Replacement of high-precision, long range rifle	3,000					3,000
Power DMS Document Management Program	6,200	7,000	7,000	7,000	7,000	34,200
Cellebrite	6,500	6,500	6,500	6,700	6,700	32,900
Graykey	11,500	11,500	12,000	12,000	12,000	59,000
Body Camera / MVR / Interview Room / Tasers	70,000	70,000	70,000	70,000	70,000	350,000
Medical Equipment / Supplies		6,000	6,000			12,000
Automated External Defibrillator (AED) (10)			22,000			22,000
Electric Bikes - 2	12,000					12,000
Radar Units - For Speed enforcement - 6	5,200					5,200
Bola Wrap - 6units: \$1000 each	6,000					6,000
Gas Mask Replacement	7,600					7,600
Cell Phones for PD officers: 22 units	12,000					12,000
Replacement handguns & holsters				24,252		24,252
Rifle suppressors	10,500					10,500
<b>Total</b>	<b>150,500</b>	<b>101,000</b>	<b>123,500</b>	<b>119,952</b>	<b>95,700</b>	<b>590,652</b>

### 2024

<b>Police Software and Equipment</b>		<b>\$150,500</b>
<b>Body Camera / Car Camera / Interview Room Camera System Renewal</b> – Our contract with Axon commenced in 2023 and expires at the end of 2027. Package to include Taser replacement.	\$70,000	
<b>Records Management</b> – The new regional records management system went live in 2019. The project has experienced technical difficulties with the vendor. 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. (Remaining unpaid balance \$16,363 / Maintenance fee \$19,400). The regional consortium is initiating the process to contract a consultant/project manager to help select a replacement system. (\$21,000). It is possible that a new records management system will be instituted in 2024 with funding offset from a grant that State College Borough received on behalf of the Consortium. Total Expense \$57,000 reflected in IT section, Page #42	See IT	
<b>Power DMS</b> – Document Management System utilized for accreditation. The system consolidates records, tracks policies and changes, and tracks training tasks and testing.	\$6,200	

## 2024-2028 Capital Improvement Plan

<b>Graykey</b> - Forensic access tool extracts encrypted or inaccessible data from mobile devices.	\$11,500	
<b>Cellebrite</b> – Annual membership renewal for electronic forensics.	\$6,500	
<b>Replacement Rifle</b> – The funding will be used to replace a high-precision (\$3,000)	\$3,000	
<b>Rifle Suppressors</b> - The rifle suppressors will assist in noise reduction.	\$10,500	
<b>Electric Patrol Bicycles</b> - Two patrol bicycles would allow officers to engage in increased community policing efforts. \$6,000 each.	\$12,000	
<b>Radar Units</b> - Proposed legislation has been introduced in the PA Legislature allowing municipal police officers use of radar. Pending passage of legislation, units would be purchased. Six radar units, \$866 each.	\$5,200	
<b>Bola Wrap</b> - Safety restraint tool for officer deployment on non-compliant individuals. Six units at \$1000 each.	\$6,000	
<b>Department Cell Phones</b> - Each sworn officer would be issued department phone for official business.	\$12,000	
<b>Gas Mask Replacement</b> - Current gas masks are at end of life.	\$7,600	
<b>2025</b>		
<b>Police Software and Equipment</b>		<b>\$101,000</b>
<b>Records Management Maintenance Fee</b> – It is possible that a new records management system will be instituted in 2024 with funding offset from a grant that State College Borough received on behalf of the Consortium. The fee is used to maintain the existing regional records management system. Total Expense \$40,000 reflected in IT section, Pg#42	See IT	
<b>Power DMS</b> – Document Management System utilized for accreditation. The system consolidates records, tracks policies and changes, and tracks training tasks and testing.	\$7,000	
<b>Body / Car / Interview Room Camera System</b> – Ongoing contract with AXON. Package to include Taser replacement.	\$70,000	
<b>Graykey</b> - Forensic access tool extracts encrypted or inaccessible data from mobile devices.	\$11,500	
<b>Cellebrite</b> – Annual membership renewal for electronic forensics.	\$6,500	
<b>Medical Equipment/ Supplies</b> - Some of our medical supplies have a five-year shelf life. The first items replaced will be hemostatic trauma dressings and chest seals.	\$6,000	

## 2024-2028 Capital Improvement Plan

<b>2026</b>		
<b>Police Software and Equipment</b>		<b>\$123,500</b>
<b>Records Management Maintenance Fee</b> – The fee is used to maintain the existing regional records management system. Total Expense \$40,000 reflected in IT section, Pg #42	See IT	
<b>Body / Car / Interview Room Camera System</b> – Ongoing contract with AXON. Package to include Taser replacement.	\$70,000	
<b>Power DMS</b> - Document Management System utilized for accreditation. The system consolidates records, tracks policies and changes, and tracks training tasks and testing.	\$7,000	
<b>Cellebrite</b> – Annual membership renewal	\$6,500	
<b>GrayKey</b> - Forensic access tool extracts encrypted or inaccessible data from mobile devices.	\$11,500	
<b>Medical Equipment / Supplies</b> – Some of our medical supplies have a five-year shelf life. The first items replaced will be hemostatic trauma dressings and chest seals.	\$6,000	
<b>Automated External Defibrillator (AED)</b> - Replace 10 AED units. Existing units will be eight years old and at their end-of-life rating.	\$22,000	
<b>2027</b>		
<b>Police Software and Equipment</b>		<b>\$119,952</b>
<b>Records Management Maintenance Fee</b> – The fee is used to maintain the regional records management system. Total Expense \$40,000 reflected in IT section, Pg #42	See IT	
<b>Body / Car / Interview Room Camera System</b> – Agreement to be a determined vendor. Package to include Taser replacement.	\$70,000	
<b>Power DMS</b> - Document Management System utilized for accreditation. The system consolidates records, tracks policies and changes, and tracks training tasks and testing.	\$7,000	
<b>Cellebrite</b> – Annual membership renewal.	\$6,700	
<b>GrayKey</b> - Forensic access tool extracts encrypted or inaccessible data from mobile devices.	\$12,000	
<b>Replacement of handgun and holsters</b> - Current handguns went into service in 2019. The replacements will allow for greater ergonomic capability as well as ammo capacity.	\$24,252	

## 2024-2028 Capital Improvement Plan

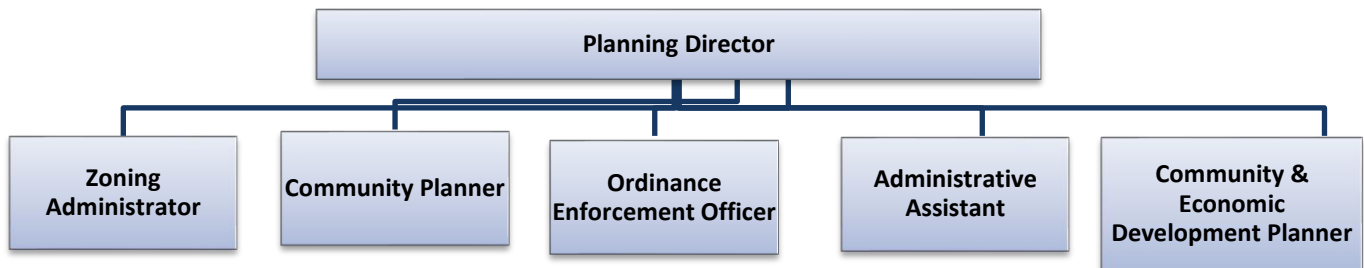
<b>2028</b>		
<b>Police Software and Equipment</b>		<b>\$95,700</b>
<b>Records Management Maintenance Fee</b> – The fee is used to maintain the regional records management system. Total Expense \$40,000 reflected in IT section, Pg #42	See IT	
<b>Body / Car / Interview Room Camera System</b> – Agreement to be a determined vendor. Package to include Taser replacement.	\$70,000	
<b>Power DMS</b> – Document Management System utilized for accreditation. The system consolidates records, tracks policies and changes, and tracks training tasks and testing.	\$7,000	
<b>Cellebrite</b> – Annual membership renewal.	\$6,700	
<b>GrayKey</b> - Forensic access tool extracts encrypted or inaccessible data from mobile devices.	\$12,000	

# 2024-2028 Capital Improvement Plan

## PLANNING AND ZONING DEPARTMENT

The proposed capital costs for the Planning and Zoning Department total **\$225 Thousand or 2.0% of the Capital Reserve Fund Requests** for five years.

### Organizational Chart



### Department Activities

The Department of Planning & Zoning regulates land use activity in the Township, including all subdivisions and land development activities. Staff reviews plan submissions for new construction and 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 enforcing Township ordinances relating 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, the Harner Farm Subdivision, West College Student Housing Land Development Plan, 1004 West College Avenue Vertical Mixed Use Land Development Plan, adoption of the Wireless Communication Facilities amendments, Small Wireless Facilities amendment, the Terraced Streetscape Zoning District Rewrite, T2 Systems implementation, and the new Township permitting software (TRAISR) implementation. Planning & Zoning Staff are also the primary support for the Planning Commission, Pine Grove Mills Small Area Plan Advisory Committee, and Zoning Hearing Board, as well as representing the Township on the Centre County Housing & Land Trust (CCHLT) Board.

### Strategic Plan Alignment

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

### Permitting Software (2023) Regional Program

#### 1) Best Management Practices

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

### 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)

## 2024-2028 Capital Improvement Plan

c. Develop a Regional Housing Plan to identify and provide low, moderate, and attainably 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 region that will address key issues impacting housing affordability. A single solution targeted at a specific issue or population is no longer a good 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.

d. Coordinate with CCHLT and administer the Township's Workforce Housing Program. (Board, Staff)

### **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 approach.
- Strengthen 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 that are impacting affordable housing and outline the key issues as the basis for future strategy formulation (housing supply, land development policies, transportation, funding, incomes, discrimination).

#### **4) Environmental Stewardship**

Make sure that land development regulations and development plans are consistent with environmental values (Staff, Planning Commission, Board)

#### **9) Partnerships and Regional Thinking**

Work towards regional cooperation on issues affecting the Centre Region, i.e., attainable housing, affordable housing, and sustainable growth.

#### **8) 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).



## 2024-2028 Capital Improvement Plan

<b>FERGUSON TOWNSHIP</b>						
<b>2024 – 2028 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS</b>						
<b>PLANNING</b>						
<b>30.400.414.750</b>						
Description	2024	2025	2026	2027	2028	TOTAL
Northland Mobility Study Implementation			see Transportaion Improvement Fund		(32)	-
Regional Housing Study		75,000				75,000
Long Range Management Plan				150,000		150,000
<b>Total</b>	<b>0</b>	<b>75,000</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>225,000</b>

<b>2025</b>	
<b>Municipal or Regional Housing Study</b>	<b>\$75,000</b>
<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, mainly if we take an incremental and results-driven approach.</p> <p>This study should be completed as a regional approach. However, if there is a lack of regional interest in this study, the Township will be prepared to conduct this study alone. This housing study provides decision-makers, stakeholders, and community members with a comprehensive understanding of key housing issues in the region. The study will assess unmet housing demand 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.</p> <p>The Township needs to build a comprehensive analysis of housing needs and implement a housing plan and a set of corresponding policies to improve housing choice and opportunities for attainable and affordable housing within the Township.</p>	
<b>2026</b>	
<b>Long-Range Growth Management Plan (LRGMP)</b>	<b>\$150,000</b>
<p>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. This plan aims to determine what the grown-up, built-out Ferguson Township should 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 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, and provide recommendations for the use and development of land. The plan also establishes strategies for extending and improving transportation services and infrastructure, constructing community facilities, and expanding the Township's economic base. It will identify protections for natural resources and open space.</p>	

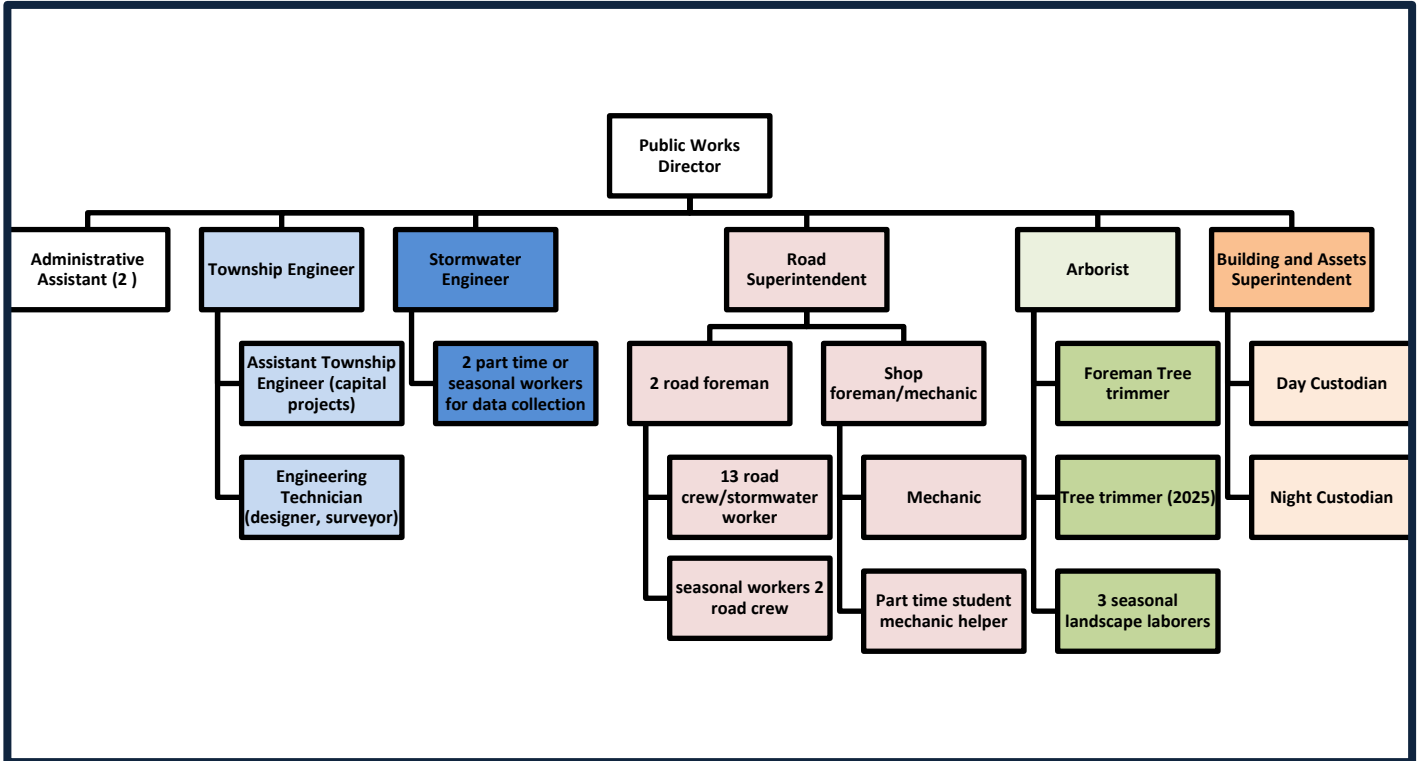
# 2024-2028 Capital Improvement Plan

## 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, Stormwater, Road/Fleet Maintenance, Arbor Care, Buildings, and Asset Management.



# 2024-2028 Capital Improvement Plan

## BUILDINGS AND ASSET MANAGEMENT SECTION

The proposed capital cost for the Buildings Section totals **\$5.78 million or 48% 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, overhead doors, exterior steel doors, flooring, fire system and panels, solar panels and inverters, equipment lifts, and generators. Equipment included in the fund must have a component value greater than \$2,500 and a useful life of less than 30 years.

TRAISSR is used as the Township's asset management and work order system. The work order part of TRAISSR went into use in 2022. The asset management part continues to be built out. It is expected to be used to collect condition assessment data on building components as well as traffic signals, signs, stormwater infrastructure, fleet equipment, trees, and other infrastructure assets.

Buildings include:

Administration Building (Admin, Finance, Planning, PW Engineering, Police, all conditioned spaces)

FTPW/FTPDP Building 1 (mostly FTPDP equipment storage, used for training, heated)

FTPW Building 2 (old salt shed, used for equipment storage, not heated)

FTPW Building 3 (equipment storage, sign shop, welding shop, heated)

FTPW Building 4 (equipment storage, wood shop, original building heated and addition is cold storage)

FTPW Building 5 (high arch Gambrell salt shed, not heated)

FTPW Building 6 (LEED Gold maintenance garage heated, offices conditioned, wash bay, fueling station)

FTPW Building 7 (leased to COG for fire training equipment storage, not heated)

A Building Automation System is used to help manage the heating, ventilation, and cooling systems for the admin building and FTPW building 6.

An interactive touch screen in FTPW building 6 displays information on green initiatives, LEED education, and electric and gas consumption compared to solar generation. The roof of the building contains a 108KWh solar array.

Green stormwater infrastructure on-site includes traditional BMPs (best management practices) such as stormwater infiltration basins and innovative bio-swales, reforestation, lawn areas converted to pollinator habitat, pervious pavement, rain gardens, hydrodynamic stormwater separator, capture tank for any fuel leaks.

These initiatives are consistent with goal numbers 4) Environmental Stewardship, 5) Best Management Practices, and 7) Promotion of Clean Renewable Energy of the Strategic Plan.

## 2024-2028 Capital Improvement Plan

The Public Works Department requests the following building items for this planning period.

FERGUSON TOWNSHIP							
2024 – 2028 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
BUILDINGS & GROUNDS							
30.400.409.750							
Description	Department	2024	2025	2026	2027	2028	TOTAL
Fitness Equipment	ALL	2,000	2,000	2,000	2,400	2,000	10,400
Install 2 additional <b>fobs for doors</b> . Includes southwest corner door on FTPW bldg 3 and south side door on FTPW bldg 4.	PW	4,400					4,400
Design (18k) and Construction (65k) for <b>ventilation control</b> in police evidence room in the basement in accord with police accreditation best practices). Work includes temperature and humidity and air exchange control and integration into the building automation system BAS controls.	PW	87,200					87,200
<b>Additional shelving</b> is requested to store materials used by the Public Works Department. This is a continuation of shelving installed in FTPW building 4 to keep materials organized and allow more floor space for the storage of equipment.	PW	3,600					3,600
Paint <b>metal overhead doors</b> on FTPW/FTPD Building 1	PW	8,400					8,400
Precast <b>concrete walls</b> to store stone and materials	PW		66,200				66,200
Replace damaged <b>bottom panels</b> on overhead door to cold storage section of FTPW building 4	PW		2,800				2,800
Replace <b>lighting system</b> including controls and dimmable flourescent T8 ballasts with new lighting controls and dimmable LED light fixtures. Also replace flourescent lights in conference room 2 and hall area with LED lights. Total count is 53 flourescent light fixtures and 25 can lights.	PW				18,200		18,200
New Fire Station Land Acquisition	Admin		500,000				500,000
New Fire Station Design & Engineering	Admin			700,000			700,000
New Fire Station Construction	Admin				3,500,000		3,500,000
	<b>Total</b>	<b>105,600</b>	<b>571,000</b>	<b>702,000</b>	<b>3,520,600</b>	<b>2,000</b>	<b>4,901,200</b>

The Township established a Buildings 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, exterior doors, and major components.

## 2024-2028 Capital Improvement Plan

FERGUSON TOWNSHIP						
2024 – 2028 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 12/31/2023						318,770
Add 2023 Inter Fund Transfer				30,000		348,770
Less 2023 anticipated actual expenses					(169,684)	518,454
Annual Sinking Fund Contribution			2024	82,952		601,406
<i>Replace a steel person entry door</i> on the east side of FTPW/FTPD building 4. Existing door is corroding and aged. Salvage door hardware if possible and feasible.	1995	29	2024		4,700	596,706
Replace approx. 4,800 SF of <i>Carpet Tiles</i> (low VOC, recycled content, env. friendly) @ \$8.00/SF in the administration building. This carpet was not replaced during the 2019 building renovation and was installed on or before 2006 and will be 18 years old in 2024. This includes the main meeting room @ 2,070 sq. ft., conference room 2 @ 609 sq. ft., the police station records' office @ 727 sq. ft., 3 detective's offices @ 480 sq. ft., police chief's office @ 224 sq. ft., corporal's office @ 168 sq. ft., and the sergeant's office @ 180 sq. ft. and the manager's office @ 300 sq. ft.	2006	18	2024		40,300	556,406
<i>Replace the commercial water softener</i> in the administration building believed to have been installed in 1991 (33 years old). Parts are no longer available.	1991	33	2024		4,200	552,206
<i>Replace a steel person entry door in FTPW/FTPD building 1</i> . This is the last person entry door to this building to replace as the other 2 entry doors were replaced in the past 2 years. Existing door is corroding and aged. Salvage door hardware if possible and feasible.	1982	42	2024		4,700	547,506
<i>Replace 2 ton HVAC in computer room</i> , ME to evaluate size and prepare specifications (18K), tie into BAS (12K), purchase and install (50K). Installed in 2006 and will be 19 years old in 2025.	2006	19	2024		84,000	550,606
Annual Sinking Fund Contribution			2025	87,100		634,606
<i>Replace 2 steel person entry doors</i> in FTPW building 4	1995	30	2025		9,900	540,706
<i>Replace short commercial water</i> heater in admin building serving bathrooms and kitchen area near main meeting room. Water heater was installed in 2012 and will be 13 years old in 2025.	2012	13	2025		2,800	537,906

## 2024-2028 Capital Improvement Plan

Description	YOP	AGE	YOR	Additions	Deductions	Balance
<i>Replace air compressor in FTPW building 3</i> which was installed/manufactured in 1965 and will be 60 years old	1965	60	2025		5,000	532,906
						532,906
<i>Paint exterior metal siding on FTPW/FTPD bldg 1</i> which is faded to preserve the life of the steel shell	1982	43	2025		16,500	516,406
Annual Sinking Fund Contribution			2026	91,455		607,861
<i>Replace gas ceiling mounted heater</i> in FTPD sally port. It will be 10 years old at this time. Reevaluate in 2025.	2016	10	2026		4,600	603,261
<i>Paint exterior metal siding on FTPW bldg 2</i> which is faded to preserve the life of the steel shell	1982	43	2026		11,600	591,661
<i>Paint exterior (bottom half) of salt shed FTPW bldg 5</i> made of pressure treated plywood to preserve the life of the building shell	2000	26	2026		9,300	582,361
Annual Sinking Fund Contribution			2027	96,027		678,388
<i>Replace HVAC through wall units (TWU)</i> (19 each) that will be 20 years old at this time	2007	20	2027		57,700	620,688
<i>Paint exterior metal siding on FTPW bldg 3</i> which is faded to preserve the life of the steel shell			2027		18,200	602,488
<i>Replace air compressor in FTPW building 4</i> which was manufactured in 1983 and will be 44 years old at this time	1983	44	2027		5,500	596,988
<i>Mechanical Engineer consultant evaluation</i> to replace the 100kW diesel emergency generator (consider battery bank and solar) serving the administration building and FTPW/FTPD building 1. The unit was installed in 1999 for Y2K. Prepare contract specifications for bid.	1999	28	2027		24,300	572,688
<i>AE design services</i> for admin building roof replacement. Investigate insulation code requirements.			2027		18,200	554,488
Annual Sinking Fund Contribution			2028	100,829		655,317
<i>Replace shingles on FTPW bldg 5</i> , the salt shed roof. The roof will be 28 years old at that time. Based on 2023 roof inspection report.	2000	28	2028		38,300	617,017
<i>Replace shingles on FTPW building 2</i> (2,924 SF). The roof will be 46 years old at that time. Based on 2023 roof inspection report.	1982	46	2028		38,300	578,717
<i>Replace the 100kW diesel emergency generator</i> with another generator of some type or battery bank serving the administration building and FTPW/FTPD building 1. The unit was installed in 1999 for Y2K.	1999	29	2028		114,900	463,817
<i>Replace overhead door</i> to salt shed FTPW bldg 5	2000	28	2028		19,100	444,717
<i>Admin building rubber roof replacement 25,000 SF</i> total includes 2 sections, first section built in 1991 and second section built in 2006. May require additional insulation.	1991	37	2028		319,100	125,617
<i>Paint exterior metal siding on FTPW bldg 4</i> which is faded to preserve the life of the steel shell	1995	33	2028		31,900	93,717
<b>Total</b>				<b>488,363</b>	<b>713,416</b>	

EXPENDITURES	
2024	137,900
2025	34,200
2026	25,500
2027	123,900
2028	561,600
<b>Total</b>	<b>883,100</b>

# 2024-2028 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 **\$17.5 Million, or 58% 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. A software program developed by the US Army Corps of Engineers, PAVER, is used to collect and analyze data. PAVER generates a pavement condition index (PCI) based on data collection from visual field observations (boots on the ground inspection). Before 2021, candidate road projects were selected on a "worst first" basis only, meaning roads with the lowest PCI were considered first for paving. The pavement condition index was also evaluated 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 deferring paving projects in 2021, staff investigated the use of PAVER to more scientifically develop the five-year plan of road improvements based on input criteria rather than use the "worst first" approach, which has served us in the past. This is a useful tool and best balanced with ground truthing after inspections are completed. Various funding and project scenarios were run to determine the appropriate amount of funding required to maintain the road network at a desired level of service. The 5-year 2024 – 2028 road improvements plan presented represents a budget-constrained approach of approximately \$800,000/year for hot mix paving and 400K/year for micro surfacing together with funding a "worst first" approach of tackling a certain number of road sections each year with the lowest PCI. This approach allows PAVER to pick candidate projects above the critical PCI and adds some worst condition roads that need repair. To make the best use of available funds, PAVER selects road projects for paving and micro surfacing based on the specific condition and distresses for each road segment. PAVER tries to keep roads above or near the critical PCI for the road family. It is most cost-effective to pave roads before they go below critical, and if not, enough funds are available, PAVER will ignore roads with the lowest PCIs and allocate funding to roads with the biggest benefit to the overall network PCI. However, it becomes apparent that if funding is not available more road sections are in fair, poor, very poor, and even failed condition. The road paving program presented maintains the overall condition of the roadway network at a PCI = 85, though there are still several road sections that are fair to very poor in 2028. A scenario was run to eliminate the backlog of roads in 5 years which would require approximately 2.4 million dollars in funding per year. In that scenario 294 of 295 road sections are satisfactory and above. The overall road network PCI in 2028 is 87.63. Another scenario was run to determine the budget requirements to keep the road network at the current average area-weighted PCI. Total funding required is 1.6 million dollars per year. This maintains the network at an average PCI = 85.

Candidates for paving are listed as line items in the CIP road improvement table. Due to the specialized equipment used in paving operations, large paving projects are competitively bid. Base repair is performed in-house more cost-effectively than by contract. The road crew will continue to focus on maintenance such as crack sealing, potholes, road patches, and base repair.

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. As the average area-weighted PCI is maintained above critical, cost-effective treatments such as thin lift asphalt overlay become feasible.

A cost-effective method to preserve pavement life is micro surfacing, 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 with signs of aging and minor distress. By retarding the surface's natural breakdown, this process extends the pavement's lifespan to approximately seven years. Micro surfacing adds no structural value to the pavement, and therefore, roadways that have deteriorated beyond a certain point are generally not good

## 2024-2028 Capital Improvement Plan

candidates for this process. Typically, micro surfacing is placed in 2 lifts allowing a dry time of approximately 2 hours between lifts. Based on historical pricing and translated to an average price per linear foot of 26-foot-wide roadway, micro surfacing can be placed for approximately \$5.30/SY or approximately \$16/linear foot of the road.

Based on historical Township pricing data and current inflation rates, it costs approximately \$75/LF or less to perform base repair, milling, and asphalt overlay of a typical 26' wide roadway. Roads with a lower PCI that require more extensive work such as cold in place recycling or extensive base repair could cost greater than \$85/LF. A long main line rural road will generally be less expensive to pave per LF than a short urban road. These costs exclude any concrete curb, handicap ramps, storm inlets, or pipes which are estimated separately. The Public Works Department Engineering Section maintains a historical paving pricing cost database. This cost data was converted to SF unit pricing for PAVER. Should a new concrete curb be required, depending on the type of curb and quantity, it adds approx. \$35/linear foot per side (\$70/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 pipe's quantity and size, it costs an average of \$150/linear foot to line an 18" diameter storm pipe. 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 repair or replacement when roads are paved and can be repaired in-house or new tops installed for \$2,000/each.



## 2024-2028 Capital Improvement Plan

### **Comprehensive Township-Wide Traffic Study**

This study is requested to help the Township understand the effects of development over the past years on the road network. It will forecast growth over the next 20 years and, using modeling software, predict impacts on the roadway network. The study results 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 on that study, specific 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, but 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 evaluated 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 network efficiency.

Staff recommends the Township update the study sometime in this 5-year CIP. Changes in zoning and land use will be considered as well as the actual effects of the 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.

# 2024-2028 Capital Improvement Plan

FERGUSON TOWNSHIP								
2024 – 2028 CIP CAPITAL PROJECTS DETAIL-CASH BASIS								
PUBLIC WORKS ROAD PROJECTS								
FUND	CAT	DESCRIPTION	2024	2025	2026	2027	2028	TOTAL
R=road, O=operating								
CR	R	Sealcoat Township Parking Lots (patch and crack seal by FTPW)	11,000	11,000	12,000	12,000	13,000	59,000
LF	O	Pavement Marking Eradication	32,000	33,000	35,000	36,000	38,000	174,000
LF	O	Pavement Markings	126,000	132,000	139,000	146,000	153,000	696,000
LF	O	Road Materials & Supplies	53,000	55,000	58,000	61,000	64,000	291,000
LF	O	Road Salt - Operating Budget not CIP	127,000	133,000	140,000	147,000	154,000	701,000
LF	R	<b>ADA Compliant Curb</b> Ramp Replacement for Microsurfacing& Paving in 2024 (\$29k).	113,000	77,000	69,000	61,000	51,000	371,000
LF	R	<b>Mill and Fill</b> (pavement base repair by FTPW)	11,000	11,000	12,000		13,000	47,000
LF	R	Guide Rail Replacements	11,000	11,000	12,000	12,000	13,000	59,000
TIF	R	<b>Ernest Lane   Backlog Road Improvement Program</b> with PCI = 56.9	223,000					223,000
TIF	R	<b>Nixon Road   Backlog Road Improvement Program</b> with PCI = 57.2	471,000					471,000
TIF	R	<b>Aaron Drive   Backlog Road Improvement Program</b> with PCI = 68.1		220,000				220,000
TIF	R	<b>Airport Road   Backlog Road Improvement Program</b> with PCI = 58.4			89,000			89,000
TIF	R	<b>Stafford Circle   Backlog Road Improvement Program</b> with PCI = 60.4			54,000			54,000
TIF	R	<b>Fairfield Drive   Backlog Road Improvement Program</b> with PCI = 57.8			81,000			81,000
TIF	R	<b>Bergman Court   Backlog Road Improvement Program</b> with PCI = 61.5				98,000		98,000
TIF	R	<b>Plainfield Road   Backlog Road Improvement Program</b> with PCI = 67.6				501,000		501,000
LF	R	<b>Blue Course Drive   Backlog Road Improvement Program</b> with PCI = 68.5					632,000	632,000
TIF	R	<b>Redline/Repair CMP stormpipes</b> for this year's road paving projects	16,000	83,000	87,000	91,000	96,000	373,000
TIF	R	<b>Comprehensive Township wide traffic study.</b>		221,000				221,000
TIF	R	<b>Northland Mobility Study</b> project such as bikepath connection from Teaberry Lane, cross Atherton Street, along Clinton Ave to McKee Street bikepath and submit TASA application (32.435.610), subject to Grant Funding: 1) In 2024, Advance Conceptual preliminary design by consultant & 2) In 2025, Advance final engineering design. & 3) In 2026, Advance right of way acquisition for approximately 13 parcels and utility relocation. 4) Construction for Northland Mobility study project, subject to Grant Funding.	105,000	276,000	342,000	2,553,000		3,276,000
TIF	R	<b>Pine Grove Mills Mobility Study project</b> : 1) In 2024, stop controlled improvements to intersection of 26/45- continued final design, utility and easements 2) Construct improvements from <b>Pine Grove Mills</b> at intersection of SR26/SR45/Nixon Road (\$834,000 for stop controlled intersection with geometric improvements, construction only, no utility or row)	158,000	920,000				1,078,000
TIF	R	Potential future <b>Green Light Go funded intersection improvement project</b> based on past successes	142,000	149,000	156,000	135,000	172,000	754,000
TIF	R	<b>Upgrade intersections along Blue Course Drive at Westerly Parkway and at Old Gatesburg Road</b> and at Bristol Avenue by installing accessible pedestrian signals (APS). Includes the cost of materials only. Design and construction in house. Ramps at all 3 intersections are already ADA compliant and only one stub pole needs installed.		24,000				24,000
TIF	R	Replace existing pole mounted traffic signal cabinet at <b>West College Avenue</b> with a new ground mount cabinet. Existing pole mounted cabinet was installed in 1999 will be 26 years old, exceeding expected life of 20 years. The backboard and terminal strips are the most vulnerable. Reuse existing controller and associated electronic equipment. Includes rewiring. Consider starting a sinking fund to cover future traffic signal cabinet replacements. Consider grant funding ARLE or GLG.		55,000				55,000
TIF	R	Construction of Pedestrian improvements (RRFB) on <b>Martin Street</b> per Northland Area Mobility Study		132,000				132,000
TIF	R	<b>ADA Compliant Curb Ramp</b> Replacement Program for this year's paving and micro roads.		8,000	20,000		36,000	64,000
TIF	R	Replace concrete curb for this year's road projects				61,000		61,000
TIF	R	Install new traffic signal at <b>Science Park/Sandy Drive</b> (north) intersection	604,000					604,000
TIF	R	Sealcoat & Pavement Repairs for Bike Paths	32,000	33,000	35,000	36,000	38,000	174,000
TIF	R	Pavement Improvement Program as determined using PAVER including <b>Chestnut Ridge Road</b> section 1 loop from Sleepy Hollow to Sleepy Hollow w PCI = 78.16. Work includes mostly limited base repair, and mill and overlay. Consider a thin lift overlay technique to save cost.					263,000	263,000
TIF	R	Construct PGM bike and ped safety project per TASA grant including widening shoulder/bike lane on SR45 from Deepwood Drive to Ross Street and sharrows on Pine Grove Road (includes inspection fees).	780,000					780,000
TIF	R	<b>Autumnwood Drive   Pavement Improvement Program</b> with PCI = 67.58			223,000			223,000
TIF	R	<b>Bachman Lane   Pavement Improvement Program</b> with PCI = 70.25		23,000				23,000
TIF	R	<b>Circleville Road   Pavement Improvement Program</b> with PCI = 69.21			199,000			199,000
TIF	R	<b>Denton Ave   Pavement Improvement Program</b> with PCI = 74.37.					78,000	78,000
TIF	R	<b>Park Hills East   Pavement Improvement Program</b> with PCI = 68.55.			163,000			163,000
TIF	R	<b>Glennwood Circle   Pavement Improvement Program</b> with PCI = 74.55.					63,000	63,000
TIF	R	<b>Gwenedd Lane   Pavement Improvement Program</b> with PCI = 76.6.					107,000	107,000
TIF	R	<b>Hickory Hill Drive   Pavement Improvement Program</b> with PCI = 74.35.				149,000		149,000
TIF	R	<b>Meadowview Drive   Pavement Improvement Program</b> with PCI = 77.86.					342,000	342,000
TIF	R	<b>Park Center Blvd   Pavement Improvement Program</b> with PCI = 78.64.		123,000				123,000
TIF	R	<b>Saratoga Drive   Pavement Improvement Program</b> with PCI = 78.97.		81,000				81,000
TIF	R	<b>Val Verda Drive   Pavement Improvement Program</b> with PCI = 74.35.		193,000				193,000
TIF	R	<b>West Gatesburg Road   Pavement Improvement Program</b> with PCI = 64.00.				626,000		626,000
TIF	R	Upgrade the <b>intersections at Blue Course Drive/West College Avenue</b> to accessible pedestrian signals (APS) standards. Work includes concrete ramp repairs and traffic signal equipment and push button modifications. Work may be done by the Rutter's project.	63,000					63,000
TIF	R	Microsurfacing Program as determined using PAVER see separate list of roads	420,000	441,000	463,000	486,000	511,000	2,321,000
TIF	R	Replace existing <b>ground mount traffic signal cabinet at Blue Course Drive and Circleville Road/Teaberry Lane</b> with a new ground mount. Existing cabinet was installed in 2004 and will be 22 years old, exceeding expected life of 20 years. This cabinet might get replaced with the Rutter's Project w/estm. cost of \$61k in 2027.			58,000	61,000		119,000
<b>Total</b>			<b>3,498,000</b>	<b>3,445,000</b>	<b>2,447,000</b>	<b>5,272,000</b>	<b>2,837,000</b>	<b>17,499,000</b>

## 2024-2028 Capital Improvement Plan

PUBLIC WORKS EXPENDITURES BY TYPE								
	R	Road Projects	3,160,000	3,092,000	2,075,000	4,882,000	2,428,000	15,637,000
	O	Operating Expenses	338,000	353,000	372,000	390,000	409,000	1,862,000
Total			3,498,000	3,445,000	2,447,000	5,272,000	2,837,000	17,499,000
PUBLIC WORKS EXPENDITURES BY FUND AND TYPE								
CR	R	Road Projects-Capital Reserve	11,000	11,000	12,000	12,000	13,000	59,000
TIF	R	Road Projects-Transportation Improvements	3,014,000	2,982,000	1,970,000	4,797,000	1,706,000	14,469,000
LF	R	Road Projects-Liquid Fuels	135,000	99,000	93,000	73,000	709,000	1,109,000
LF	O	Operating Expenses	338,000	353,000	372,000	390,000	409,000	1,862,000
Total			3,498,000	3,445,000	2,447,000	5,272,000	2,837,000	17,499,000

### **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 micro surfaced.

For roads to be paved or micro surfaced, concrete work is included in the CIP as a line item. The cost varies for each ramp depending on the existing grades and the 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**

An ARLE grant helps fund contract 2016-C11 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 is complete. ARLE grant applications could be submitted in the future to request funding assistance for rectangular rapid flashing beacons (RRFB) on Martin Street.

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

The Township has consistently been awarded funding through the GLG program to upgrade several traffic signals yearly 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) -** The Pine Grove Mills Mobility Study identified this intersection for improvements via a round-a-bout or stop control with geometric enhancements to improve pedestrian mobility and safety. The recommended option and the option approved by the Board of Supervisors is the stop control option. Funding for this project is included in this 5-year CIP.

#### **Science Park Road/Sandy Drive intersection (North)**

This intersection warrants a traffic signal. Funding for this project is included in this 5-year CIP.

#### **Pine Grove Mills Mobility Study – pedestrian and bicycle improvements**

Grant funding totaling \$700,000 has been secured for the construction and inspection of improvements to include bike lane shoulder widening on SR45 west of Pine Grove Mills to near Harold Drive, sharrows in town to Nixon Road, and addition of approximately 200 feet of sidewalk on the west side of Water Street just north of West Chestnut Street. This project is included in this 5-year CIP.

#### **Northland Area Mobility Study Implementation**

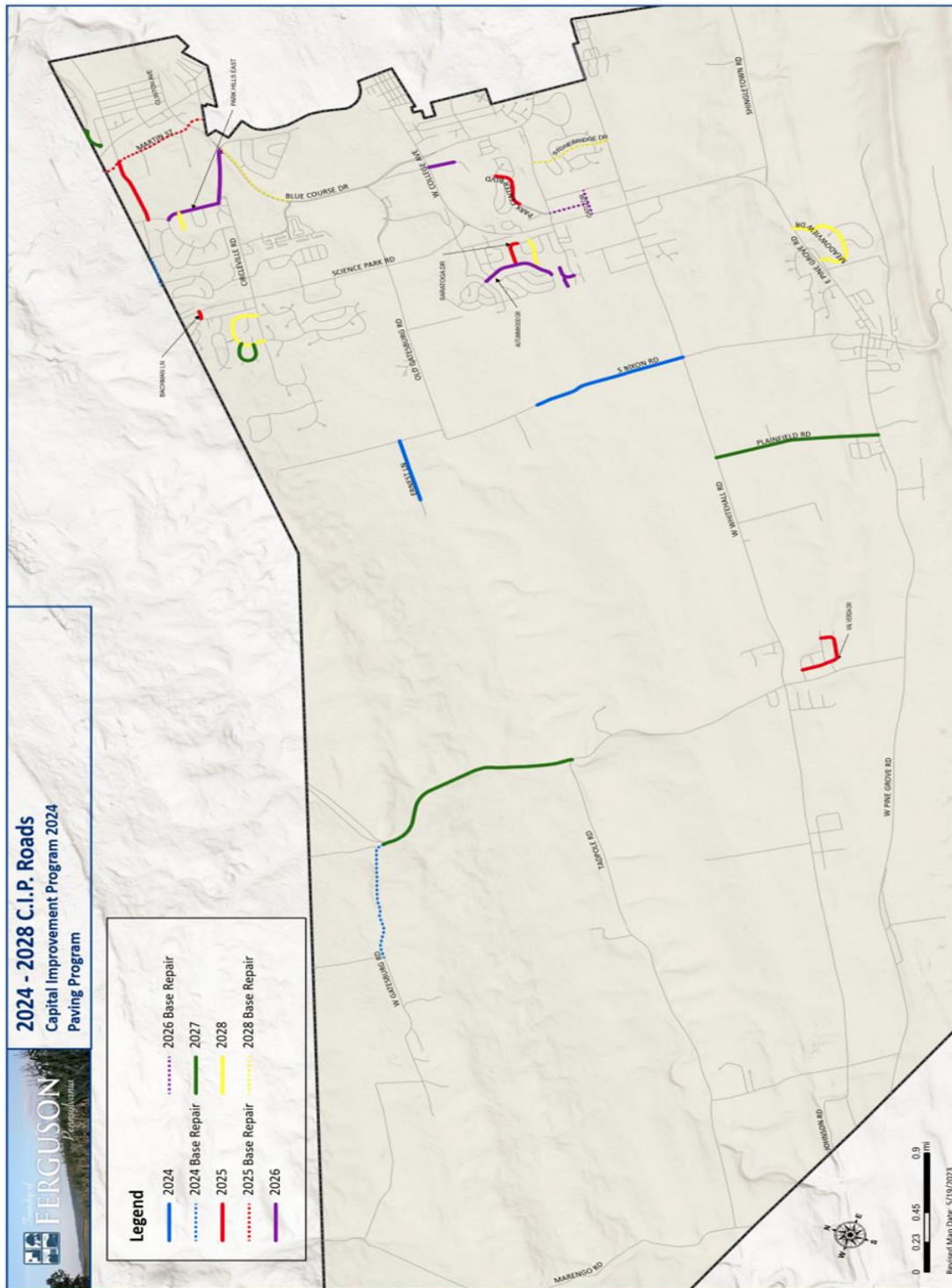
## 2024-2028 Capital Improvement Plan

Funding has been set aside 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. Some of the identified safety and mobility projects are included in this 5-year CIP.

### **Storm Pipe Improvements associated with Road Projects**

Before paving a road, the conditions of any inlets are assessed visually, and a remote-controlled camera is used to assess the conditions of any storm pipes. Repairs to pipes under roads are conducted before paving. In addition, utility companies are notified of the road paving and asked to inspect their facilities and perform any needed repairs. Since a newly paved road can last 20 to 30 years before repaving, it is important to ensure the underground infrastructure is in good order to lessen the number of paving cuts in a newly paved road. Pave cuts seriously degrade the road condition. This CIP reflects anticipated inlet and storm pipe replacement costs associated with road paving projects. Entire new inlets set in place can cost \$3,000 to \$5,000 each. It is sometimes possible for FTPW to repair inlets and tops, which do not need to be entirely replaced. 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 (HDPE) pipe with installation will add about \$150/ linear foot to the project cost plus roadway and curb restoration (say \$35/LF). The structural lining of an old corrugated 18-inch diameter pipe could cost \$150/linear foot for long runs and more for small quantities.

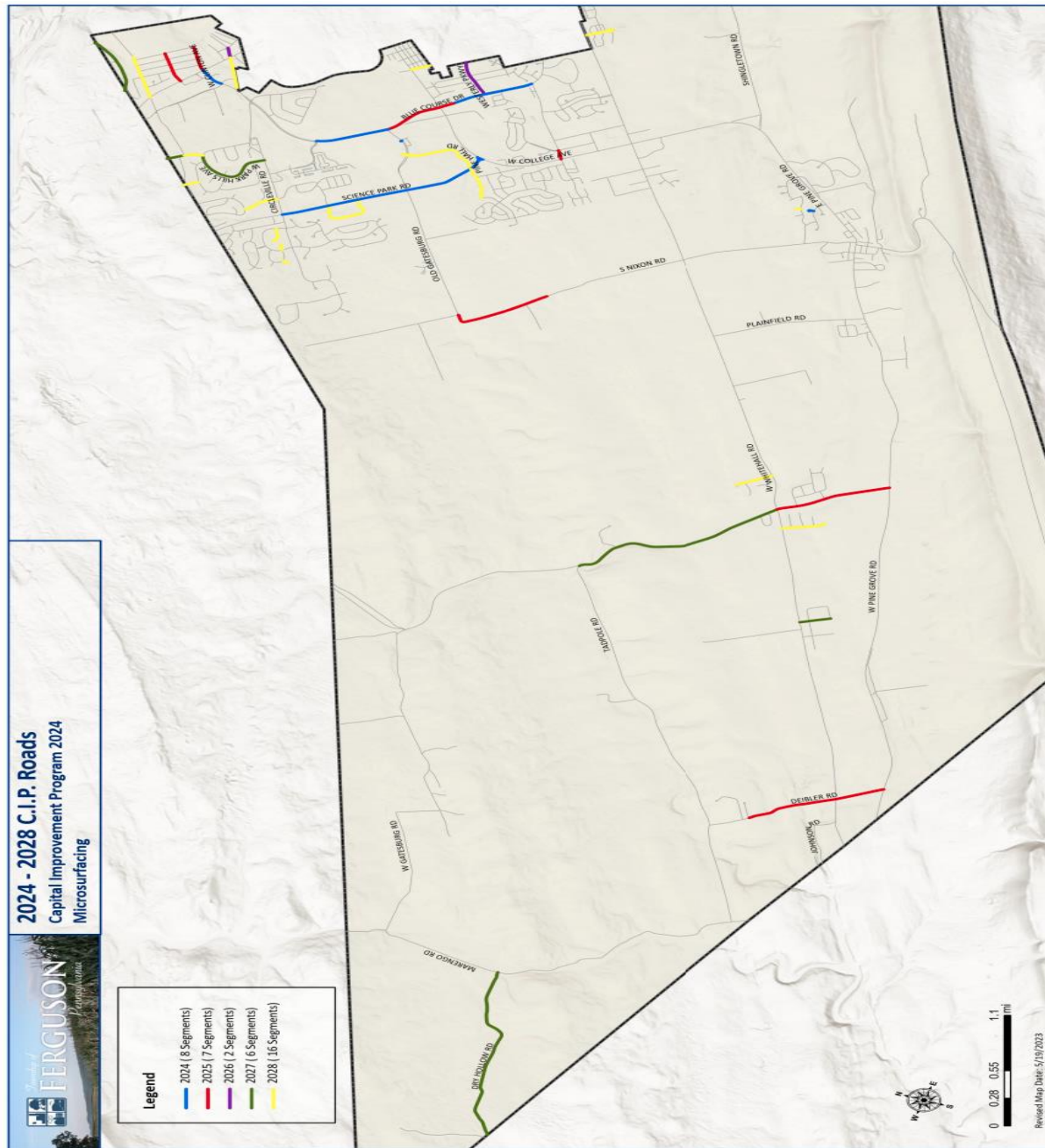
# 2024-2028 Capital Improvement Plan



**ROADS 2024-2028**

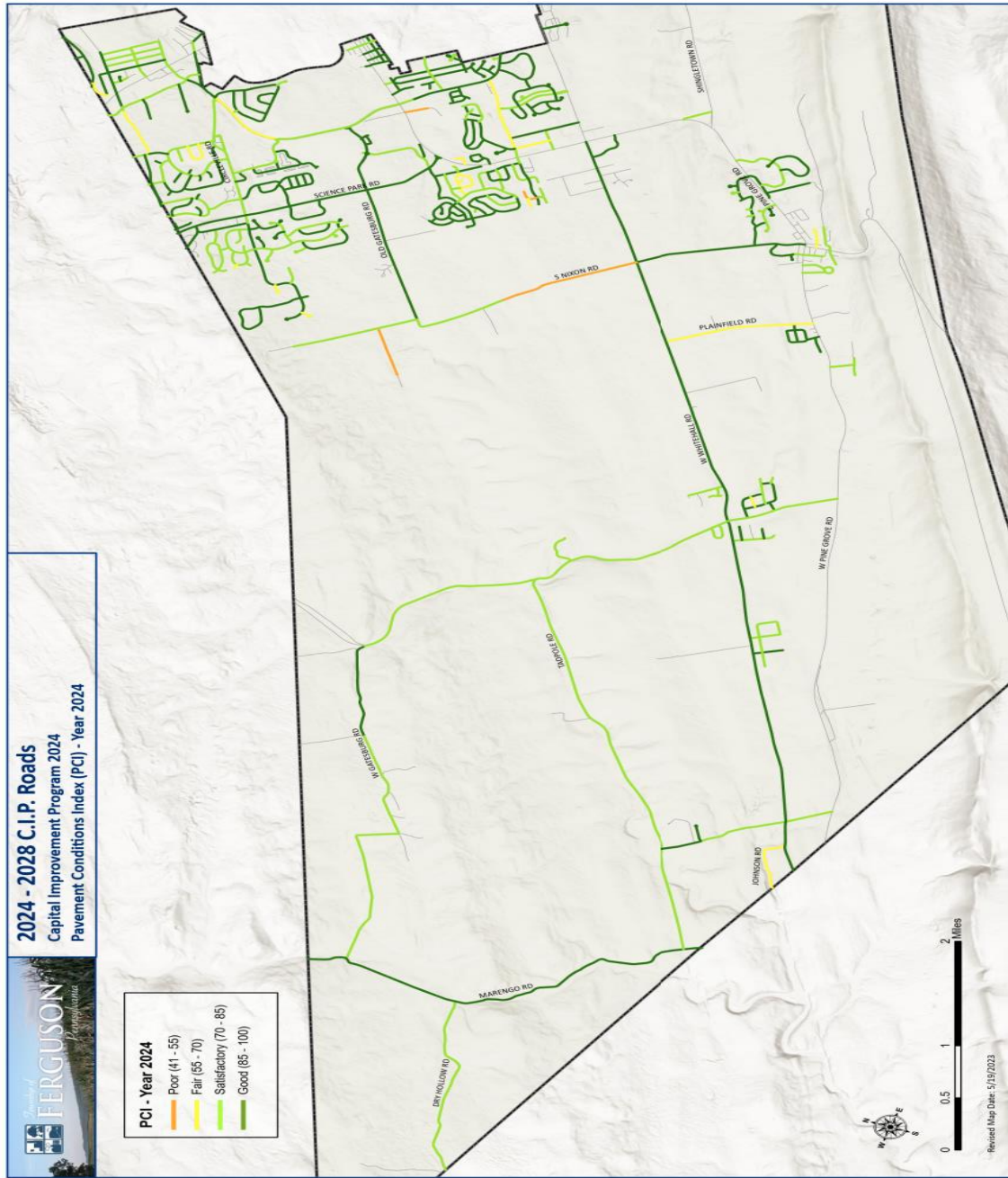
**PAVING PROGRAM 2024-2028**

# 2024-2028 Capital Improvement Plan



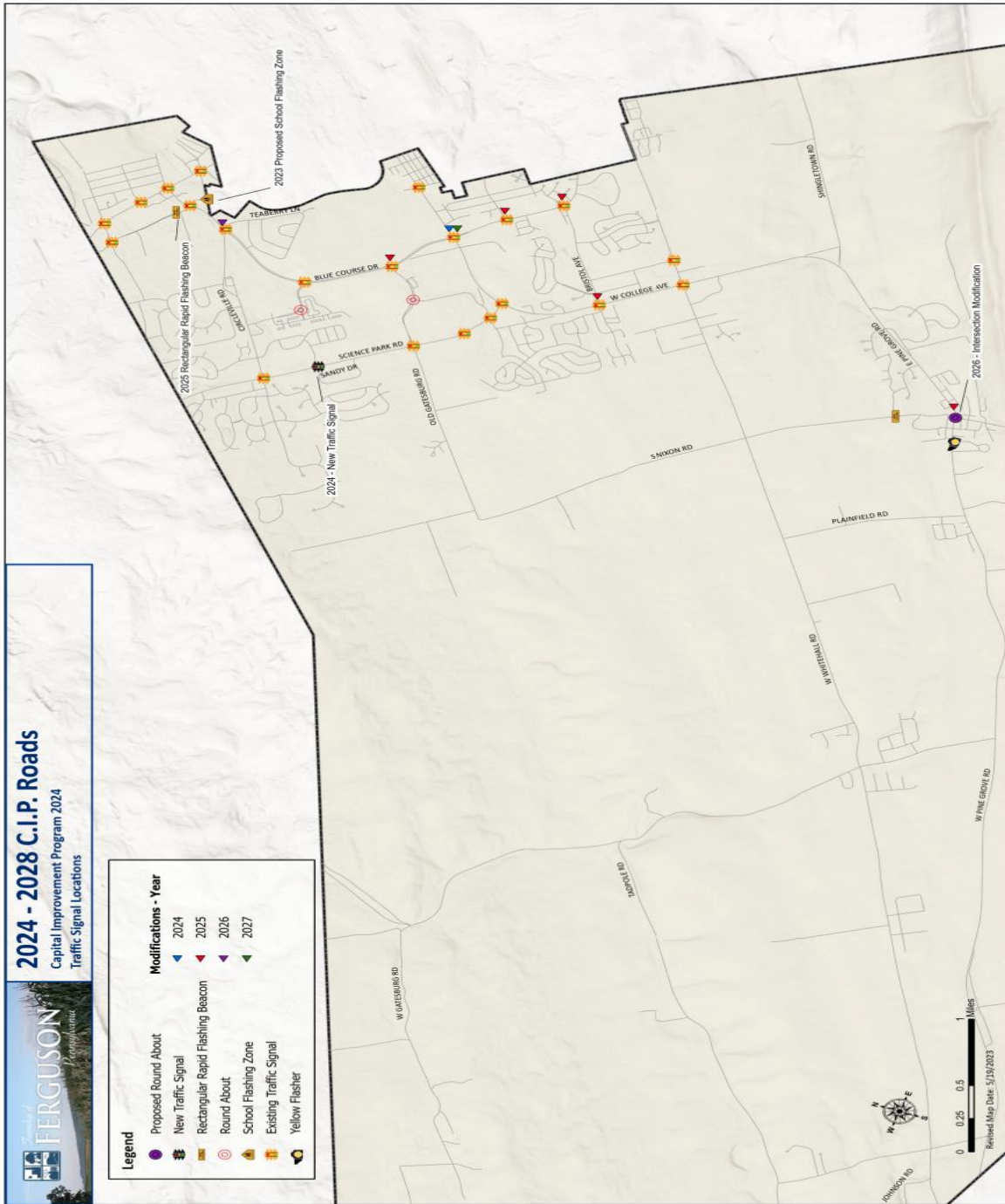
## MICROSURFACING 2024-2028

# 2024-2028 Capital Improvement Plan



PCI 2024-2028

# 2024-2028 Capital Improvement Plan



## TRAFFIC SIGNALS 2024-2028



# 2024-2028 Capital Improvement Plan

## STORMWATER PROJECTS FUND 20

The Stormwater Projects Fund represents the program's cost during the term of the capital plan. The stormwater fee is expected to provide funding for this program. The total proposed expenditure is **\$11 ml including** salaries (\$947k). Beginning in 2022, the stormwater fund has been reclassified as a Special Revenue Fund since it has a separate revenue source.

FERGUSON TOWNSHIP						
2024 – 2028 CIP CAPITAL PROJECTS DETAIL-CASH BASIS						
STORMWATER FUND PROJECTS						
DESCRIPTION	2024	2025	2026	2027	2028	TOTAL
MS4 Chesapeake Bay Pollutant Reduction Plan - Yr 2024 Final Design Costs. Yr 2025 : MS4 Construction Costs includes costs for stream restoration on Slab Cabin Run between Chestnut and Butternut Street and stream restoration on a tributary to Beaver Branch downstream of Wyoming Avenue. Costs will be further refined during preliminary and final design. Costs will vary if the Township participates with the Duck Pond stream restoration project. Yr2026 MS4 Implementation - Preliminary Engineering, survey. Yr2027 MS4 continued Engineering. Yr2028 MS4 Continued design, easements, and utility relocation if any, no construction until 2029 and 2030.	262,500	2,022,000	57,900	60,800	319,100	2,722,300
Park Hills Drainage Improvement Construction carry over (assume 500k spent in 2023, if not then need to carryover \$2,300,000)	1,800,000	0	0			1,800,000
Line CMP pipes	472,500	496,100	520,900	455,800	574,300	2,519,600
Video assess and clean CMP pipes (entire system in 7 years)	351,800	369,300	387,800	407,200	427,600	1,943,700
New storm inlets	15,800	16,500	17,400	18,200	19,100	87,000
Community Partnership Program	52,500	55,100	57,900	60,800	63,800	290,100
Deerfield Drive Roadside Swale Improvement project CONSTRUCTION of stabilized swales and shoulders with rock, does not include inlets, curb, and driveway pipes (by FTPW with additional stormwater crew staffing) (by contract say \$143,000, actual estimate to be prepared during design)	0	55,100				55,100
Consultant preparation of 5 year PRP plan	42,000	44,100	0	0	0	86,100
The project includes purchase/deployment of equipment use to gage/collect water quality/quantity, and meteorological (precipitation/soil moisture content) conditions in small scale watersheds. Collected data will be utilized to better assess pollutant loading (MS4 Permit), develop continuous simulation models supporting hydrologic and hydraulic assessments involved with stormwater management (in accordance with the new draft PA BMP Manual allowances), and understand and develop flooding and flood warning criteria for flood prone areas. Opportunities for partnering with multiple agencies and PSU as well as grant funding will be considered.	0	0	0	0	191,400	191,400
Yr 2026 Design on site handling facility for street sweepings and pipe cleaning. Yr 2027 Design continued and permitting for street sweeping and pipe cleaning. Yr2028 Construct on site handling facility for street sweepings and pipe cleaning	0	0	86,800	30,400	319,100	436,300
	<b>2,997,100</b>	<b>3,058,200</b>	<b>1,128,700</b>	<b>1,033,200</b>	<b>1,914,400</b>	<b>10,131,600</b>

# 2024-2028 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 costs related to compliance with Municipal Separate Storm Sewer System (MS4) requirements including design and construction of Pollutant Reduction Projects (PRP), 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. In addition, the fee is to pay for storm pipe video assessment and cleaning. This is necessary to understand the condition of our underground infrastructure and determine which pipes need to be repaired, replaced, or lined up.

Implementation of projects related to the Chesapeake Bay Pollutant Protection Plan (CBPRP) and implementation of the stormwater fee 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 storm pipes. The Township owns and maintains 174,200 linear feet (or 33 miles) of stormwater pipe. Sixteen miles of this pipe are (were originally) constructed of corrugated metal, some as old as 40 years. Additionally, there are 22 miles of privately owned stormwater pipes. Video assessment, preceded by pipe cleaning, is the first step in the asset management plan for stormwater pipes. Pipe sections are then rated on a NASSCO (National Association of Sewer Service Companies) scale.

## **Storm Pipe and Inlet Improvements**

After storm pipes are assessed by video, they are prioritized for replacement and repair. Sometimes, spot repairs are necessary due to compromised integrity by rusting, collapse, or penetration. In some cases, the pipe failure is more significant, and sections of the pipe require repair. The NASSCO pipe rating system assigns priorities to pipe repair and helps guide the type of repair. The two most common repairs for long pipe sections are pipe replacement and lining. Pipe replacement includes opening cutting the ground surface, replacing the pipe, and restoring the surface. Pipe lining involves inserting a pipe liner material into the pipe and curing it with ultraviolet light.

The Township owns 2,352 storm inlets (aka catch basins). Private property owners own another 408 inlets. 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.

## **Chesapeake Bay Pollution Reduction Plan (CBPRP or sometimes PRP)**

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 referred to as PRP. A specific plan was developed, showing how particular projects will reduce pollutant loads to the Chesapeake Bay. The program offers 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.

## **Park Hills Drainageway**

## 2024-2028 Capital Improvement Plan

At the time of writing, design work is near completion for 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 stormwaters during heavy rain events) is designed to provide a natural restoration using step pool conveyance. The project also includes utility coordination and relocation. The Township Arborist was 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 on trees. Required private property stormwater easements have been acquired. The project requires approvals by PaDEP and FEMA since work is planned in a floodplain. Funding for construction is included in this 5-year CIP.

### **Community Partnership Program**

Once an application and evaluation process established, property owners needing assistance repairing 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 commingling with private stormwater. Ranking criteria will be developed to 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 the quantity of estimated runoff.

# 2024-2028 Capital Improvement Plan

## ROAD/FLEET SECTION - PUBLIC WORKS EQUIPMENT

The following charts depict the capital equipment requested by the Public Works Department during the term of the capital plan. Public Works equipment requests **\$3.65 Million or 31% of the Capital Reserve Fund Requests.**

Each year a condition report is generated by the mechanic and road superintendent to assist with preparing the equipment CIP. The CIP is prepared based on the condition report and useful historical life of similar equipment. The equipment fleet of vehicles over \$25,000 has an estimated 2023 replacement value of \$5.9 million.

FERGUSON TOWNSHIP								
2024 – 2028 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS								
NEW EQUIPMENT PUBLIC WORKS								
30,400,430,750								
Description	Department	FUND	2024	2025	2026	2027	2028	Total
Replace <b>LED Luminaires</b> at Blue Course Drive at Westerly Parkway and Science Park Road at Raytheon. These existing LED luminaires are over 12 years old.	EQUIP	CR	5,250					5,250
Regular duty/pro series <b>electric pickup truck</b> for arborist duties and fleet use. This is a carryover from 2023 since the truck was not available yet for purchase and reflects current pricing.	EQUIP	CR	63,000					63,000
<b>Floor scrubber</b> (Tennant TI battery powered or equivalent). This is a new floor scrubber. The existing floor scrubber will be used in FTPW building 6, and the additional floor scrubber will be used in the Administration building. This is a carryover item and was not purchased in 2024 due to pricing increase over budget amount. This budget line item has been increased to reflect anticipated 2024 pricing (review with Chris L)	EQUIP	CR	5,250					5,250
<b>Winch attachment</b> for existing Bandit XP brush chipper. The capacity of the current chipper is under utilized and operations can be made safer based on a review of current urban forestry operations by the arborist. The chipper is currently outfitted with brackets and mounts for the winch. Benefits include: <ul style="list-style-type: none"> <li>• Minimizing handling and lifting injuries</li> <li>• Timely emergency response with no need for return visits</li> <li>• No need to mobilize additional team members with grapple and brush trailers for larger debris</li> <li>• Ability to winch material up to 200' from forests natural areas and unimproved R.O.W</li> <li>• Ability to winch material back into forest or private property when necessary.</li> </ul>	EQUIP	CR	11,550					11,550
Purchase <b>slide in bed style, electric, salt spreader</b> for PW 10 a 3500 Chevy pickup truck. Salt conveyor is rusted out and cannot be repaired. This is used to salt bikepaths, parking lot, other small areas.	EQUIP	CR	8,610					8,610
<b>Replace v plow on PW 62 with straight blade plow</b> . V plow did not work out as planned plowing residential streets due to snow blowing over plow onto cab and windshield at speeds greater than 15 mph	EQUIP	CR	9,100					9,100

## 2024-2028 Capital Improvement Plan

Description	Department	FUND	2024	2025	2026	2027	2028	Total
The public works department was provided a used enclosed 4400 GVW trailer from the FTPD no longer being used as a DUI support trailer. FTPW upfitted the interior for storage of concrete supplies for use as a support trailer for roadside or other concrete work.	EQUIP	CR	10,100					10,100
Replace PW 1992 enclosed 4400 GVW trailer handed down to FTPW from FTPD as used DUI trailer then reburbished by FTPW into a concrete crew trailer. Trailer will be at its useful life and is undersized for the current use. Purchase a <b>new 9500 GVW</b> enclosed trailer for use when performing concrete work	EQUIP	CR		11,135				11,135
<b>Replace survey equipment</b> . It will be 10 years old by 2025. Contingent upon having in house surveyor, else we will not purchase equipment and contract out the service	EQUIP	CR		27,563				27,563
Modular heavy duty ( eg Ford F550 or equivalent), extended cab, 19,500 GVW dump truck for urban forestry operations, chip box, hybrid, electric if available	EQUIP	CR		90,956				90,956
<b>525 gallon watering skid unit</b> with 100 foot hose reel and motor and pump used on the forestry truck to hand water trees during the first 2 years of tree establishment during summer months	EQUIP	CR		8,820				8,820
Replace a 2015 220 volt electric pressure washer with a standard <b>110 volt electric pressure washer</b> that can be loaded on an electric pickup truck to wash graffiti (check with SM and LM on scope and price)	EQUIP	CR		2,205				2,205
<b>Replace the 2005 walk behind snow blower</b> used to clear Township sidewalks. The snow blower will be 20 years old at this time.	EQUIP	CR		3,859				3,859
<b>ACS 60" construction duty forks</b> for John Deer Loader, 17,200 lb load capacity to assist with loading and unloading heavy items	EQUIP	CR			11,426			11,426
<b>Core drilling machine</b> used to sample roadway stone and asphalt depths to assist with the engineering design of roadway projects. We currently rent this piece of equipment for approx. \$1,305/week.	EQUIP	CR				5,105		5,105
<b>Powerhead and 12 inch bit for Tool Cat</b> used to set fence posts and signs with 6" posts. We currently rent this unit for approx. \$307/wk and use it approx. 2 weeks per year. The purchase avoids sunk rental costs and aids in convenience of scheduling work. The powerhead can be used with a larger rental bit to help plant bare root trees	EQUIP	CR					6,126	6,126
Replace <b>IM# 123 A 2006 Message board</b> . The message board is used for traffic control and special events. The message board will be 22 years old at this time.	EQUIP	CR					28,716	28,716
<b>Total</b>			<b>112,860</b>	<b>144,538</b>	<b>11,426</b>	<b>5,105</b>	<b>34,842</b>	<b>308,771</b>

# 2024-2028 Capital Improvement Plan

## Replacement Equipment

Public Works has a separate bank account for equipment greater than the \$25,000 original cost. The account activity and balance are included in the following table. The funding is based on estimated current costs and is inflated annually by 7%. The costs do not reflect any trade-in 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. Grant funding is typically available to offset 90% of the cost of purchasing equipment used for collecting and recycling brush and leaves.

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

# 2024-2028 Capital Improvement Plan

FERGUSON TOWNSHIP							
2024 – 2028 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
PUBLIC WORKS EQUIPMENT SINKING FUND							
30,400,430,760							
Description	Grant Amount	DOP	Age	Year of Replacement/new purchase	Additions	Deductions	Balance
Beginning Balance 2023 (estimated)							372,846
Add Interfund Transfer & Less Anticipated Actual Expenses in 2023					250,000	279,000	343,846
Annual Sinking Fund Contribution Yr 2024				2024	474,650		818,496
Replace PW-57A a 2014 single axle plow truck which will be 12 years old at this time. The condition rating of chasis is fair, the engine is poor, and the body is fair.		2014	12	2024		322,400	496,096
Replace PW-12 a 2008 ODB one man leaf collector that was partially refurbished in 2018. The diesel engine on the back that runs the collector was not replaced and we experience downtime due to emmissions issues. The new leaf collector will have a single diesel engine with tier 4 emissions that uses the same technology as the Elgin sweeper. One engine runs both the cab and chassis and the impeller. At this time the cab, chasis, and collector engine will be 16 years old. Grant funding is typically 90%.		2008	16	2024		318,200	177,896
Replace IM-522 a 2016 Wright gas powered standing mower with a new electric standing mower used to mow roadsides. Mower will be 8 years old		2016	8	2024		31,500	146,396
This item is a carryover/rebudgeted item from the approved 2023 budget. While a PO will likely be issued in 2023, delivery will not occur until 2024. Replace Pw-45 a 2008 single axle International plow truck with a new similar size truck (eg Mac Granite 42BR). The truck was 15 years old in 2023 but due to lead time to purchase, the truck will not be received until 2024 and funds are rebudgeted at this time.		2008	16	2024		322,400	(176,004)
Annual Sinking Fund Contribution Yr 2025				2025	498,383		322,379
Replace PW-71 a 2017 ToolCat that will be 8 years old. This versatile piece of equipment has various attachments and is used all year round including winter operations, body rusting, leasing not practical		2017	8	2025		72,800	249,579
Replace PW-10 a 2010 heavy duty (Chevy 3500) pickup truck with a similiar sized heavy duty truck used to plow and salt bikepaths in the winter and other duties off winter. Truck will be 15 years old at this time. Repurpose the spreader bought in 2024, and repurpose the aluminum tra/dump body and the plow.		2010	15	2025		82,700	166,879
Replace IM-523 a 2019 Wright gas powered standing mower with a new electric standing mower used to mow roadsides. Mower will be 6 years old		2019	6	2025		33,100	133,779
Annual Sinking Fund Contribution Yr 2026				2026	523,302		657,081
Replace PW-19 a 2010 single axle plow truck which will be 16 years old		2010	16	2026		355,400	301,681
Replace PW-63 a 2015 Peterson rear steer brush collection unit (DEP grant opportunity to fund 90%)		2015	11	2026		309,100	(7,419)
Annual Sinking Fund Contribution Yr 2027				2027	549,467		542,048
Replace PW-59 a 2015 Peterbuilt single axle plow and dump truck. The truck will be 12 years old at this time.		2015	12	2027		373,200	168,848
Replace PW-56 a 2002 Interstate 22,000 GVW trailer. The trailer will be 25 years old at this time.		2002	25	2027		35,200	133,648
Annual Sinking Fund Contribution Yr 2028				2028	576,940		710,588
Replace PW-64 a 2015 Peterbuilt tandem plow and dump truck. The truck will be 13 years old at this time.		2015	13	2028		465,800	244,788
Replace batteries in a 2023 Toro electric mower which will be 5 years old at this time		2023	5	2028		3,800	240,988
Replace PW-16 a refurbished 2004 ODB one man leaf collector, the refurbish will be 11 years old (refurbished in 2017) at this time and the cab, chasis, engine will be 24 years old. Grant funding is typically 90%.		2004	24	2028		386,700	(145,712)
Replace PW-44 a 2001 Catapiller backhoe which will be 27 years old with another backhoe or electric excavator		2001	27	2028		191,400	(337,112)
Replace IM-107 a 2003 Ingersol Rand tow behind compressor used for sand blasting, air spading, miscellaneous		2003	25	2028		35,700	(372,812)
<b>Total</b>	<b>0</b>				<b>2,872,742</b>	<b>3,618,400</b>	

Subtotals by Year	Expenditures
2024	994,500
2025	188,600
2026	664,500
2027	408,400
2028	1,083,400
<b>Total</b>	<b>3,339,400</b>

# 2024-2028 Capital Improvement Plan

## ARBORIST SECTION – PUBLIC TREE MAINTENANCE

Most arborist requests and Tree Commission initiatives are funded through the operating budget, including contracted tree trimming, removal, and injections. This CIP includes purchasing battery-powered electric mowers for roadside mowing. An electric truck for use by the arborist and fleet use is proposed. A modular heavy-duty truck for urban forestry operations is also requested, with a preference for electric if available or hybrid including a skid mounted water tank to water trees.

Since 2020 tree planting is considered a capital expense, funding is requested for this activity each year of the 5-year CIP. The planting plan below considers cost savings for contracted tree planting by performing more tree planting work in house over the next 5-year period. Balled and burlap trees are planted by contract and bare root trees are planted in house.

FERGUSON TOWNSHIP							
2024 – 2028 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
NEW ITEMS ARBORIST							
30.400.455.375							
Description	FUND	2024	2025	2026	2027	2028	Total
Street tree planting ball and burlap, 2" planted by contractor	CR	37,450	36,064	34,301	32,115	29,454	169,384
Stree tree bare root, 1 3/4 to 2", planted by FTPW	CR	3,371	4,328	5,402	6,606	7,952	27,659
<b>Total</b>		<b>40,821</b>	<b>40,392</b>	<b>39,703</b>	<b>38,721</b>	<b>37,406</b>	<b>197,043</b>
	<b>FUND</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
	CR	40,821	40,392	39,703	38,721	37,406	197,043
	<b>Total</b>	<b>40,821</b>	<b>40,392</b>	<b>39,703</b>	<b>38,721</b>	<b>37,406</b>	<b>197,043</b>



# 2024-2028 Capital Improvement Plan

## PARKS AND RECREATION

The proposed five-year Capital Improvement Program Budget for Parks and Recreation (not including CRCOG) totals **\$3.09 Million or 10% of the Capital Projects 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 parks. The Township’s portion of the repayment is now incorporated into the Township’s annual operating costs.

The 2024-2028 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 Recreation, Parks, and Open Space Plan update scope of work.

FERGUSON TOWNSHIP							
2024 – 2028 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
PARK IMPROVEMENT FUND 34							
34,400,452.750							
Description	Loan/Grant Amount	2024	2025	2026	2027	2028	TOTAL
Playground Safety & Updates		10,000	10,000	10,000	10,000	10,000	50,000
Community Orchard Program				10,000			10,000
Park Surveying Program		10,000	10,000	10,000	10,000		40,000
Fairbrook Park Phase 1	210,000					420,000	420,000
Greenbriar Saybrook Park Phase 1	185,000				370,000		370,000
Suburban Park Phase A2	275,000			550,000			550,000
GaGa Pit		5,000					5,000
Cecil Irvin Park Phase II	386,500	773,000					773,000
Restroom outside sewer service area in Township Park				50,000			50,000
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	177,500		355,000				355,000
Tudek Park Butterfly Garden Observation Deck			50,000				50,000
Tudek Park Playground Replacement				200,000			200,000
<b>Total</b>	<b>1,284,000</b>	<b>1,013,000</b>	<b>430,000</b>	<b>830,000</b>	<b>390,000</b>	<b>430,000</b>	<b>3,093,000</b>

## Strategic Plan Alignment

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

## 2024-2028 Capital Improvement Plan

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

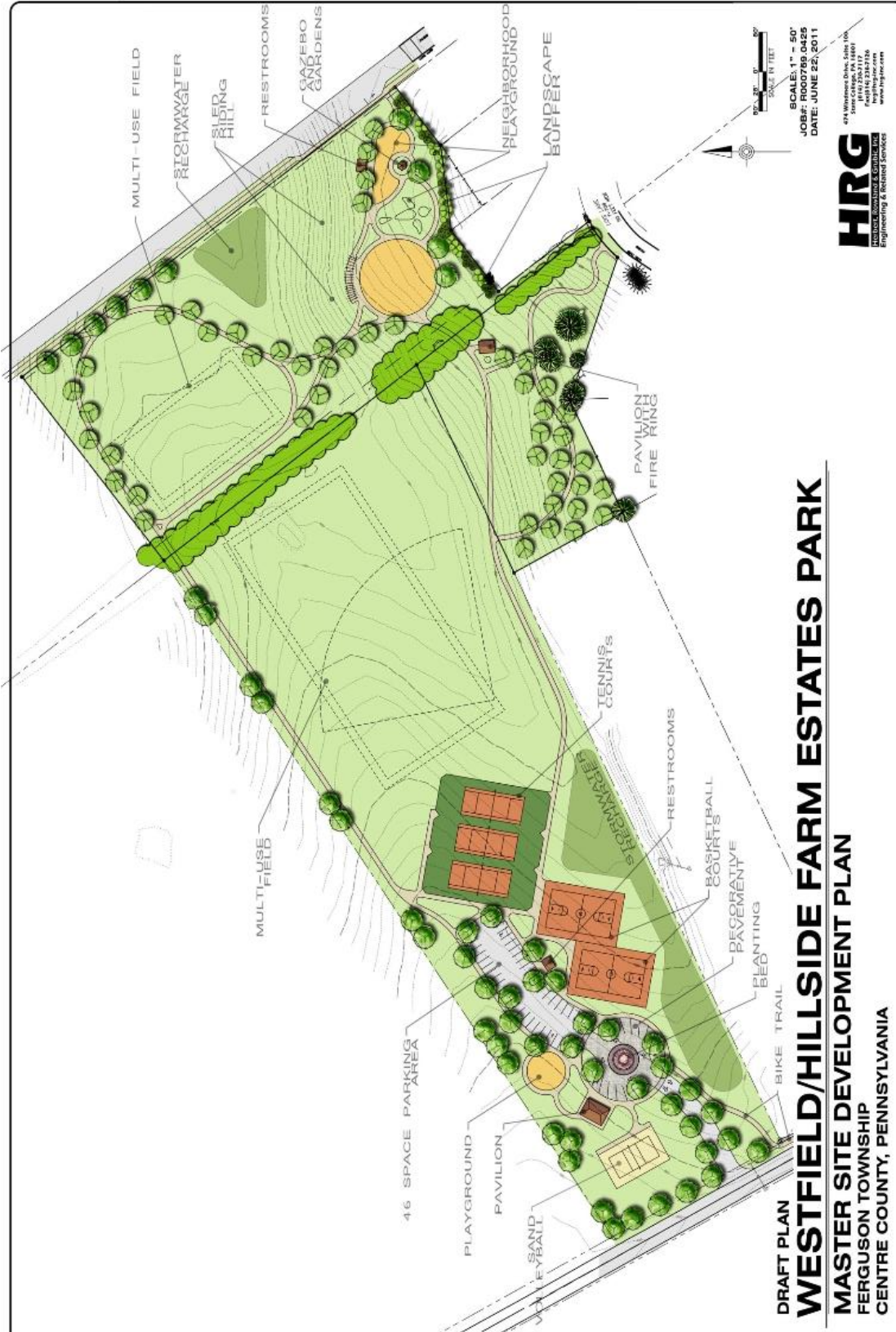
<b>2024</b>	
<b>Playground Safety and Contingency Program</b>	<b>\$10,000</b>
This item provides funding for equipment upgrades and replacements to meet playground safety standards.	
<b>Cecil Irvin Park Phase II</b>	<b>\$775,000</b>
Phase II of Cecil Irvin Park includes a dual-loop trail system, entrance driveway, ADA accessible parking, a pavilion, and connection	
<b>Haymarket Restroom Facilities</b>	<b>\$165,000</b>
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 Tom Tudek Memorial Park. This estimate represents the cost of a two-stall turnkey restroom.	
<b>Park Surveying Program</b>	<b>\$10,000</b>
This is a continuation of the park surveying program. 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.	
<b>Veterans Memorial at Louis E. Silvi Baseball Field</b>	<b>\$50,000</b>
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.	
<b>GaGa Ball Pit</b>	<b>\$5,000</b>
Residents requested a GaGa Ball pit in Ferguson Township. GaGa Ball is a dodgeball-type game accessible to all ages and physical abilities and growing in popularity. The permanent installation of a Gaga Ball pit is unique to the Centre Region.	
<b>2025</b>	
<b>Tudek Butterfly Gardens Observation Deck Design</b>	<b>\$50,000</b>
This is at the request of the board of supervisors to design and install an observation deck at the Tudek Park butterfly gardens. Design is scheduled for 2024 and construction in 2025.	
<b>Compost Facility at Meadows Park</b>	<b>\$5,000</b>
In collaboration with residents, staff recommends the Township designate a compost facility at Meadows Park.	
<b>Tom Tudek Memorial Park Phase IIIA</b>	<b>\$355,000</b>
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.	

## 2024-2028 Capital Improvement Plan

<b>Park Surveying Program</b>	<b>\$10,000</b>
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.	
<b>Playground Safety &amp; Update Program</b>	<b>\$10,000</b>
This item provides funding for equipment upgrades and replacements to meet playground safety standards.	
<b>2026</b>	
<b>Park Restroom – Outside Sewer Service Area</b>	<b>\$50,000</b>
This item is to install restroom facility services by a conventional or unconventional treatment system for a park to be designated outside the Centre Region Sewer Service Area.	
<b>Park Surveying Program</b>	<b>\$10,000</b>
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.	
<b>Playground Safety and Contingency Program</b>	<b>\$10,000</b>
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.	
<b>Tom Tudek Memorial Park Playground Replacement</b>	<b>\$200,000</b>
Tudek Park playground was identified as needing replacement in about 2 years according to an inspection report completed in the Fall of 2022. This project is scheduled after the Phase III project to maintain accessibility in the park.	
<b>Suburban Park Phase A2</b>	<b>\$550,000</b>
Suburban Park Phase A1 began construction in 2023, implementing the stormwater management and erosion control portion of the master plan. Phase A2 includes on-site amenities such as basketball court, baseball field, additional trails, and fitness stations. Additionally, the project includes natural landscaping, shade and flowering trees.	
<b>2027</b>	
<b>Greenbriar-Saybrook Park Phase 1</b>	<b>\$370,000</b>
A master plan for Greenbriar-Saybrook Park was completed in March of 2023. Phase 1 includes ADA parking, trail extensions, bocce court, paver plaza, accessible benches and amenities, bike parking, exercise stations, educational signage, and native landscaping.	
<b>Park Surveying Program</b>	<b>\$10,000</b>
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.	
<b>Community Orchard Program</b>	<b>\$10,000</b>

## 2024-2028 Capital Improvement Plan

Residents have requested in prior years that the Township install a community orchard at a local park. Several concerns accompany this request, and the staff requires additional time to research and plan for this installation appropriately. This is budgeted as a placeholder for 2024.		
<b>Playground Safety &amp; Update Program</b>		<b>\$10,000</b>
This item provides funding for equipment upgrades and replacements to meet playground safety standards.		
<b>2028</b>		
<b>Fairbrook Park Phase 1</b>		<b>\$420,000</b>
A master plan for Fairbrook Park was completed in March of 2023. Phase 1 includes trail extensions, storage shed, landscaping, and stormwater drainage improvements.		
<b>Playground Safety &amp; Update Program</b>		<b>\$10,000</b>
This item provides funding for equipment upgrades and replacements to meet playground safety standards.		



**DRAFT PLAN**  
**WESTFIELD/HILLSIDE FARM ESTATES PARK**  
**MASTER SITE DEVELOPMENT PLAN**  
 FERGUSON TOWNSHIP  
 CENTRE COUNTY, PENNSYLVANIA