

FERGUSON TOWNSHIP

RECREATION, PARKS, AND OPEN SPACE PLAN UPDATE

2023



Township of
FERGUSON
Pennsylvania

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A – Citizen Survey Results; Municipal Mixer Event Photos

B – Stakeholder / Key Person Interview Themes

C – Sports Organization Interviews

D – Facility Inventory Maps and Checklists

E – Ferguson Township Open Space Maps

F – 2022 COG Formula

G – 2022 COG Budgets

H – 2022 Parkland Fee-in-Lieu Schedule

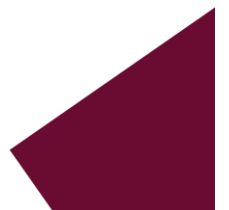
I – 2022 NRPA Agency Performance Review

J – Official Township Map



1

PLAN PURPOSE, GOALS
AND OBJECTIVES



PLAN, PURPOSE, GOALS AND OBJECTIVES

In the spring of 2021, the Ferguson Township Board of Supervisors voted to prepare a Recreation, Parks and Open Space Plan Update for the Township. The previous Plan Update occurred in 2009. The purpose of the Plan Update is to:

1. Identify the status of existing parks and other recreation resources for residents, visitors and those employed in the area with varying interests, ages, and abilities.
2. Provide a ten-year (10-year) outlook for enhanced, upgraded, and additional parks, recreation, and open space amenities in the Township.
3. Provide updated park Master Site Plans with associated Planning Level Cost Estimates and Priority Matrices for two (2) existing Township parks:
 - a) Fairbrook Park
 - b) Greenbriar-Saybrook Park
4. Identify recommended funding and implementation priorities along with potential sources of funding for parks, open space, and recreation facilities in the Township.

An Ad Hoc Recreation, Parks, and Open Space (RPOS) Planning Committee was established by the Township Manager to begin a process that would provide documentation for this plan. The RPOS Planning Committee is comprised of members of the Ferguson Township Parks and Recreation Committee, who followed a process that would:

1. Review and discuss the existing recreation, parks and open space facilities and programs in the Township.
2. Identify the major goals of the Committee for the creation of the Plan and the ultimate recreation, park, and open space development of the Township.
3. Identify areas within the Township that need improvements to existing park facilities to meet National Recreation and Parks Association (NRPA) Metrics and to address concerns provided by the community.
4. Provide a set of recommendations to the Board of Supervisors for implementation of the Plan.

Agency Mission Statement and Goals

The Ferguson Township Recreation, Parks, and Open Space Plan Update was created to reflect the Township's vision for itself in terms of future recreation, parks, and open space, and serves as the foundation for guiding recommendations to help support implementation of the Plan Update's vision. Through conversations with the Township and community members, the Plan Update's Mission Statement became:

*"The Ferguson Township Recreation, Parks, and Open Space Plan Update seeks to improve the quality of life for all citizens by providing enriched recreational, leisure and aesthetic opportunities, and by conserving the natural environment. It is our roadmap for **ENHANCING** the amenities in our parks and recreation facilities, **CONNECTING** our parks and open spaces to the community through collaborative programming and interactive partnerships, and **PROTECTING** our open space and natural resources into the future through proper stewardship and sustainable park design and planning.*

This Recreation, Parks, and Open Space Plan Update was initiated to increase high-quality recreation opportunities in the Township to meet the needs of existing residents as well as the growing population. Using the Mission Statement as a guiding vision, the following goals were developed to help define future implementation strategies:

- ❖ **Goal:** Develop a strategy that allows the Township to provide safe, convenient, and accessible recreation, park, and open space facilities to all current and future Township residents.
- ❖ **Goal:** Evaluate how services provided at the local level are impacted by current and future park opportunities in the Township and the region.
- ❖ **Goal:** Provide a range of park, recreation, and open space opportunities which support both active and passive recreation needs and serve all ages and abilities.
- ❖ **Goal:** Encourage and provide public awareness and involvement opportunities in the planning process.
- ❖ **Goal:** Develop partnerships among municipalities, local organizations, and recreation providers to foster a culture of open communication and collaboration.
- ❖ **Goal:** Develop a plan to ensure the long-term financial sustainability for the operation, maintenance, and development of parks, recreational facilities, and programs.
- ❖ **Goal:** Build a culture of sustainability within the parks and recreation organization to promote green practices and the use of alternative methods for park development and maintenance.
- ❖ **Goal:** Enhance the quality of life in the Township by designing, planning, and building resilient and sustainable parkland and open space that can be utilized to educate the public about climate change and the benefits of parks and open spaces to public health.
- ❖ **Goal:** Plan local and regional trail networks that maintain and enhance community connectivity, including future walkway, bicycle, and sidewalk connections that link neighborhoods to local parks, and that better connect Township parks to each other.
- ❖ **Goal:** Prioritize connections within existing park facilities to enhance user access to park amenities.
- ❖ **Goal:** Prepare to fund new recreation infrastructure and maintain funding for existing facilities.
- ❖ **Goal:** Establish procedures and practices that facilitate collaborative input with CRPR on park programming that benefits Ferguson Township residents.
- ❖ **Goal:** Expand, update, and formalize partnership agreements in accordance with Board of Supervisors input and approval.
- ❖ **Goal:** Develop a communication and marketing plan to promote Township recreation services, facilities, and parks for community use.
- ❖ **Goal:** Modify the Parks and Recreation Department presence on the Township's main website to include simple information highlighting Township programs and park-related events.

How This Plan Update Is Organized

As an implementable Recreation, Parks, and Open Space Plan Update, this document is organized into three parts to aid prioritization and implementation, plus additional data and references in the Appendix.

- ❖ **Part I** sets the stage for the Plan Update. In addition to the goals and issues that the Plan addresses, the Community Background and Public Input sections provide relevant information on Ferguson Township and the recreation needs of its residents.
- ❖ **Part II** is made up of six (6) sections. Each section provides analysis and recommendations directly addressing one or more of the **key goals** of this Plan. This part documents and analyzes existing park and recreation Facilities and provides general recommendations for them; it also includes park Master Site Plans with associated Planning Level Cost Estimates and Priority Matrices for two (2) existing parks – Fairbrook Park and Greenbriar-Saybrook Park; and analyzes and provides recommendations for parks and recreation Administration, Personnel, Programming, Maintenance, and Finances.
- ❖ **Part III**, the Recommendations and Plan Implementation section includes specific strategies to implement in support of essential park and recreation operations. This chapter provides a complete Plan Implementation Matrix which prioritizes recommendations from all the previous chapter sections.

Related Plans

Herbert, Rowland and Grubic, Inc. (HRG) developed this plan in conjunction with the Township. HRG reviewed the 1998 RPOS Plan and the 2009 RPOS Plan Update as a precursor to the 2023 RPOS Plan Update. Additional existing documents that were reviewed for this effort include:

- 2017 Township Strategic Plan
- Centre Region Parks, Recreation, and Open Space Plan (2020)
- Capital Improvement Plan
- Northland Area Mobility Study

When reviewing this 2023 RPOS Plan Update, it is important to also review the above referenced documents. By doing so, a clearer picture is presented of not only the Parks and Recreation aspects of Ferguson Township but also places these functions within the overall context of the Township and its municipal operations.

Plan Process

Detailed facility inventories were conducted for eleven (11) Township-owned parks and recreation sites. The consultant noted that the overall quality of maintenance was well above average for comparable parks and recreation departments. Areas of improvement with associated prioritization were identified and noted in the Facility Inventory Matrix for each park, which can be found in Appendix D.

An inventory of existing recreation programs was conducted and was used, along with public input that was collected, to make Programming recommendations, especially for certain key age and user groups that are identified in Chapter 3. A comprehensive examination of Administration, Personnel, Maintenance practices, and Financial data of Ferguson Township was also completed as part of this Plan.

Several key recommendations emerged. The following are some highlights, based on the desires and needs of Ferguson Township residents:

- Residents would like to see the addition of **Walking and Bicycle Paths**.
- Residents would like to see upgrades and additions to **Playgrounds**.
- Residents would like more opportunities for **Passive Recreation** and **Outdoor/Nature** based activities.
- Residents would like to see expanded recreation opportunities for **Families, Teens, and People with Disabilities**.

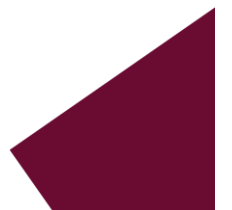
Overall, this Plan shows that Ferguson Township recognizes how integral parks and recreation services are to building a sense of community and providing a high quality of life and wellness to Township residents, visitors, and its workforce.

It is intended that the Township will be able to use this Plan to seek funding opportunities to implement Plan Recommendations. Additionally, this Plan will serve as a tool to help the community see the potential for recreation opportunities within the Township, and how they may be able to support, assist or benefit from potential improvements. With the adoption of this Plan, the Township can look forward to a decade of parks, recreation, and open space excellence.



2

COMMUNITY
BACKGROUND



COMMUNITY BACKGROUND

Township Context

Founded in 1801, Ferguson Township is a 49.7 square mile township in the southwest corner of Centre County, Pennsylvania. It is known for its farmland, open space, and safe neighborhoods. Ferguson Township borders State College Borough, College Township, Harris Township, Patton Township, Halfmoon Township, and Huntingdon County to the south.

Figure 2-A



Ferguson Township is home to a vast number of natural features that include forest, agricultural lands that include prime soils, easement properties, State Game lands and waterbodies. The South edge of the Township is part of the Rothrock State Forest, which includes several hiking trails and vistas. The Southeast section of the Township extends onto Tussey Mountain, with the southern section of the Township being situated along Tussey Ridge.

Waterbodies within the Township include Halfmoon Creek, Beaver Branch, Slab Canin Run and Spruce Creek, which are tributaries to the Little Juniata and Juniata River. Wetlands for the Township are largely located along the floodplains.

Critical habitats identified in the Centre County Natural Heritage Inventory include Beaver Branch Gorge, Chime Cave, Miller Caves, Fairbrook Cemetery, Gobbler Knob Vernal Pools, Overlook Heights, and Scotia Barrens.

Historical sites within the Township that are on the National Register of Historic Places include Bucher Ayres Farm, which was listed in 1980. The Township also has the Historic Village of Pine Grove Mills, which dates back to the 1700's.

Ferguson Township is characterized by a diversity of land uses. A portion of the Township (14%) is located within the Regional Growth Boundary for the Centre Region. This acreage is predominately developed and contains residential, commercial, and employment uses. The Centre Region, defined as the Townships of College, Patton, Harris, Halfmoon, Ferguson and the Borough of State College, recently amended this boundary and extended the associated sewer service area. One value of the RGB is the ability to better define the area in which growth will occur, as well as the extent of the provision of the services needed to support such growth. The portion of the Township outside of the boundary is primarily rural and agricultural and is currently zoned to provide for the continuation of this pattern of development.

Natural Features

LOCATION AND TOPOGRAPHY

Ferguson Township is comprised of 47.7 square miles and is situated in the southwest corner of Centre County. The Township is bordered on the northeast by College Township, State College Borough, and Harris Township; on the northwest by Patton Township and Halfmoon Township; on the southeast by Jackson Township and Barree Township in Huntingdon County; and on the southwest by Franklin Township, Huntingdon County. The Township is relatively flat except for the southeast section of the Township that extends onto Tussey Mountain. Most steep slopes within the Township are located along the southern section of the Township on the Tussey Ridge.

STREAMS / FLOODPLAINS / WETLANDS

Ferguson Township's perennial streams include portions of Halfmoon Creek, Spruce Creek, Beaver Branch and Slab Cabin Run. Portions of these streams, however, are also intermittent streams which dry up during periods of dry weather. In general, the floodplains in the Township follow Halfmoon Creek, Spruce Creek, Beaver Branch, Slab Cabin Run and the Big Hollow Drainageway. The eastern half of the Township drains to the Spring Creek drainage area and the western half drains to the Spruce Creek drainage area. According to the PA Fish and Game Commission, none of the streams located in Ferguson Township are stocked for recreational fishing purposes. All the stocked fishing areas in the region are located outside of the Township. The National Wetland Inventory maps for Ferguson Township indicate that small areas of wetlands are scattered throughout the Township and are mostly located within the floodplain areas.

WOODLANDS

The major areas of woodlands within the Township are located along the south end of the Township in the Rothrock State Forest, along the south side of Tadpole Road throughout the State Game Lands and west through the Penn State Lands on the north end of the Township.

AGRICULTURAL LANDS

The Township established an agricultural security area which provides the opportunity for a landowner, who expresses the intent to continue farming, to be relieved from compliance with the Township's nuisance laws (ordinances which are related to restrictions such as odor, noise, etc.). This allows everyday farming practices to continue without constituting a violation of Township code. As of 2022, Ferguson Township had 15,709 acres of the Township's total 30,448 acres (approximately 49% percent) in the agricultural security area. Participation in the ASA program is

voluntary. Landowners that enroll in an ASA commit to remaining in it for seven years. After fulfilling their seven-year commitment, landowners may withdraw at any time.

In addition to ASA, Centre County also participates in the Purchase of Agricultural Conservation Easement (PACE) Program. This program enables state and county governments to purchase conservation easements on productive farms, protecting them from non-agricultural development. The owners of properties in the PACE program are paid a fee in return for the development rights to their property, thus preserving these properties for agricultural use in perpetuity. In the past 30 years, funds been used to purchase 58 permanent Agricultural Conservation Easements on 8,763 acres of farmland in Centre County, including farms in Ferguson Township.

SENSITIVE LANDS

As documented in the 2009 RPOS Plan Update, the Centre County Natural Heritage Inventory (prepared by the Western Pennsylvania Conservancy in 1991) identified six areas within Ferguson Township that are unique or uncommon within Centre County. These areas include the Beaver Branch Gorge, eastern side of Overlook Heights, Chime and Miller Caves, Scotia Barrens, Gobbler Knob Vernal Pools, and Fairbrook Cemetery, as well as areas of managed lands identified as Rothrock State Forest and State Game Lands Number 176. These areas also encompass an Audubon Important Bird Area and Important Mammal Areas established through the State Wildlife Society.

The RA Rural Agricultural and RR Rural Residential zoning districts include opportunities to utilize conservation development designs and have different abilities to protect sensitive lands from development. The RA zone allows one (1) lot to be subdivided for every fifty (50) acres, along with 1-acre minimum and 2-acre maximum development, while the RR zone permits 1-acre, 3-acre, 10-acre, and 20-acre lot development.

None of these sensitive areas emerged as specific subjects of detailed focus as part of the 2023 RPOS Plan Update, but detailed descriptions of each area can be found in the 2009 RPOS Plan Update, along with items of particular concern and recommendations made at that time.

Community Development

The guidelines of the National Recreation and Parks Association determine the appropriateness of the acreage and distribution of parkland and the availability of recreational opportunities in direct relation to the size and location of the population to be served. The adopted Regional Growth Boundary establishes a basis for managing the amount and location of growth in Ferguson Township. Applying these guidelines, the following sections provide data on the past and present population as well as forecasts for future growth in the Township and comparisons to the Region, the County, and the State.

The demand for recreational services and, in some cases the type of recreational opportunities desired, is often the product of the socio-economic characteristics of the subject population. Therefore, census data (such as income, employment, and educational attributes) is incorporated to track trends and/or establish relationships in these areas over time.

POPULATION GROWTH

The population of Ferguson Township more than doubled in the 30 years between 1990 and 2020. The Table 2-4 displays Ferguson’s growth in relation to the Centre Region for the same period.

TABLE 2-4 POPULATION				
AREA	1990¹	2000¹	2010¹	2020¹
Ferguson Township	9,349	14,063	17,690	19,009
Centre Region	71,633	79,406	92,096	94,625
¹ Data from the U.S. Census				

From 1990-2000, Ferguson Township's population grew approximately 34 percent while the Centre Region grew approximately 10 percent. From 2000-2020, Ferguson Township's population grew by approximately 26 percent while the Centre Region grew by 16 percent. Projections indicate that the Township will continue to grow; perhaps more slowly, but at a steady pace with similar trends for the Centre Region.

GENERAL DEMOGRAPHICS

Table 2-5 identifies the median age of the residents of the Township and the percentage of the population less than 18 years and over 65 years in 2020. Growth in the over 65 demographics may suggest the importance of providing recreational opportunities that are designed consistent with ADA regulations.

Table 2-5 2020 GENERAL DEMOGRAPHICS			
AREA	MEDIAN AGE	UNDER 18 YEARS	OVER 65 YEARS
Ferguson Township	35.6 years	17%	14%
Centre County	32.9 years	15%	14%
State of Pennsylvania	40.9 years	21%	18%
U.S. Census, 2020			

The median age of the Township in 2020 was higher than the County, but lower than the State. Over the next several years, it is expected that the median age of the population and the percentage over 65 years will increase as baby boomers reach retirement age and retirees continue to migrate to the area.

FUTURE POPULATION GROWTH

Table 2-6 identifies the estimated future populations for Ferguson Township and the Centre Region based on forecasts by the Centre Region Planning Agency.

TABLE 2-6			
ESTIMATED FUTURE POPULATION			
AREA	2010	2020	2030
Ferguson Township	17,690	19,009	21,513 ¹
Centre Region	92,096	94,625	98,255 ²
¹ Estimated population based on housing units and average population per household.			
² Data estimated from Centre Region Planning Population Projections.			

Over the next ten (10) years, it is estimated that the population of Ferguson Township could increase by approximately 2,500 people or about 12 percent if current growth trends continue. The Region's population is anticipated to increase approximately 4 percent during the same time period.

Socio-Economic Data

INCOME

Table 2-7 details the per capita income, household median income and average family size in Ferguson Township compared to the Centre Region, Centre County, and the State of Pennsylvania. Income is directly related to leisure services. Higher levels of affluence are associated with higher levels of participation, varied interests, and a willingness to pay for services.

TABLE 2-7			
2020 INCOME AND FAMILY SIZE¹			
AREA	PER CAPITA INCOME	MEDIAN FAMILY INCOME	AVERAGE FAMILY SIZE
Ferguson Township	\$41,832	\$73,540	2.77
Centre Region	\$38,199	73,061	2.45
Centre County	\$32,238	\$61,921	2.92
State of Pennsylvania	\$35,518	\$63,627	3.02
¹ U.S. Census 2020 (figures not adjusted for inflation)			

While family size is relatively consistent in the State, County, Region, and Township, the table reveals that median family income is distinctly different when comparing the Township and Region with the County and the State. This same disparity is identified in the figures that indicate per capita income.

HOUSING

Table 2-8 identifies housing data related to Ferguson Township as well as the Centre Region, Centre County, and the State of Pennsylvania. Home ownership is one indicator of affluence.

TABLE 2-8 2020 HOUSING UNIT STATUS ¹				
AREA	PERCENT OF HOUSING UNITS OWNER OCCUPIED	MEDIAN VALUE OF OWNER-OCCUPIED HOUSING	UNITS THAT ARE SINGLE FAMILY DETACHED ²	UNITS BUILT SINCE 2014 ²
Ferguson Township	62.5%	\$318,500	12%	.04%
Centre Region	58.1%	\$318,340	46%	.04%
Centre County	62.5%	\$242,700	58%	-
State of Pennsylvania	69.0%	\$187,500	-	-
¹ U.S. Census 2020				
² Centre Region State of Housing Report 2016				

Ferguson Township's households include a wide variety of single family detached and attached homes, duplexes, quadraplexes, mobile homes, apartments, and personal care homes. The Township is similar to both Centre County and the State of Pennsylvania in terms of the percentage of owner-occupied housing units. Since the 2009 Plan, Ferguson Township has gone from having the lowest percentage of owner-occupied homes in the Centre Region to being above its average. As of 2020, 62.5 percent of homes are owner occupied in Ferguson Township. This change from the lowest to above the median may reflect an aging population that is more settled and affluent than it was 10 years ago. This affords stability and investment in community amenities like parks, recreation, and dedicated open space.

The Township's median value of owner-occupied housing in 2020 is nearly identical to that of the Centre Region, 24 percent more than Centre County and 41 percent more than the State of Pennsylvania.

According to data in the Centre Region State of Housing Report 2016, Ferguson Township experienced an increase of 587 housing units between 2010 and 2015. Given the estimate that the population of Ferguson Township could increase by approximately 12 percent if current growth trends continue, this rate of growth can impact the Township's ability to provide the necessary infrastructure to support these new residents in a timely manner. Land acquired as part of the

development approval process cannot be immediately ready to serve as park and open space facilities to these new inhabitants. Although the Township should anticipate growth, it will need to rely on capital improvement planning to implement expected park improvements to meet future demand for parkland and its availability for active recreation.

EMPLOYMENT

Table 2-9 shows the unemployment rate in 2020 of Ferguson Township, Centre County (bestplaces.net), and the State of Pennsylvania (Pennsylvania Department of Labor).

TABLE 2-9 EMPLOYMENT STATUS ¹	
AREA	2020 PERCENT UNEMPLOYMENT
Ferguson Township	4.9%
Centre County	3.4%
State of Pennsylvania	4.8%
¹ U.S. Census 2020	

In 2020 Ferguson Township had a slightly higher percentage of unemployment than Centre County and almost the same as the State of Pennsylvania.

EDUCATION

Table 2-10 details the educational attainment level for Ferguson Township, the Centre Region, Centre County, and the State of Pennsylvania. Educational attainment is the strongest indicator of an individual's income potential, attitudes, and spending habits.

TABLE 2-10 2020 EDUCATIONAL ATTAINMENT					
AREA	OVER 25 YEARS HIGH SCHOOL GRADUATE OR EQUIVALENT DEGREE	OVER 25 YEARS SOME COLLEGE BUT NO DEGREE	OVER 25 YEARS ASSOCIATE'S DEGREE	OVER 25 YEARS BACHELOR'S DEGREE	OVER 25 YEARS GRADUATE OR PROFESSIONAL DEGREE
Ferguson Township	16.4%	9.3%	4.9%	29.5%	37.9%
Centre Region	15.3%	10.3%	5.5%	31.8%	35.4%
Centre County	28.0%	12.7%	8.0%	23.6%	22.2%
State of Pennsylvania	34.2%	15.9%	8.6%	19.5%	12.8%

The Centre Region's over 25 population is more highly educated than that of the County or State; Ferguson Township residents are closely aligned with these regional numbers. This is most likely due to the proximity of Penn State University and the characteristics of the work force, which support the businesses located within the Township.



3

PUBLIC INPUT



PUBLIC INPUT

The residents of Ferguson Township have had the opportunity to get involved with recreation and park efforts in the community. The following public input methods were used to gather information for this plan:

- A recreation survey was used to gather information from residents.
- Activities were conducted at the Ferguson Winter Market event on November 6, 2021.
- Key person interviews were conducted to determine the recreational needs for facilities and programs.
- Sports organizations were interviewed to determine their needs and gather additional input.

The information gathered through these methods provided valuable data in determining the future recreational needs in Ferguson Township. Residents can also attend the communities' regular public meeting and view information on the website.

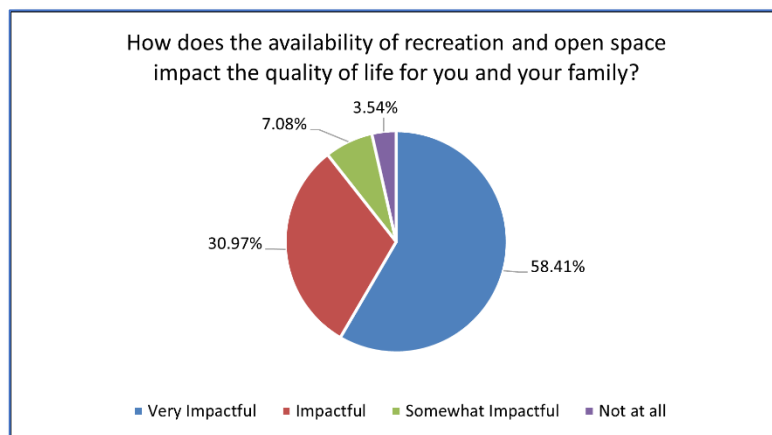
Community Survey

A survey of residents was conducted by the Township. The responses provide an insightful perspective of Ferguson Township parks, recreation, and open space. One hundred and thirteen responses were collected. A summary and some general highlights of survey results are included here. For full results, see Appendix A.

DEMOGRAPHICS AND PROGRAMMING

The availability of recreation and open space impacts the majority (88.50%) of residents. More than half (57.14%) of respondents have lived in Ferguson for 10 years or less; the second largest group (22.32%) has been there over 25 years. Almost seventy percent (69.03%) of respondents are between the ages of 30 and 54. In almost two-thirds of Township families (64.29%), no one participates in programs offered by Centre Region Parks and Recreation (CRPR). The top two reasons cited for lack of participation were that respondents did not know about the programs being offered (28.75%) and the programs were not interesting to respondents (27.50%).

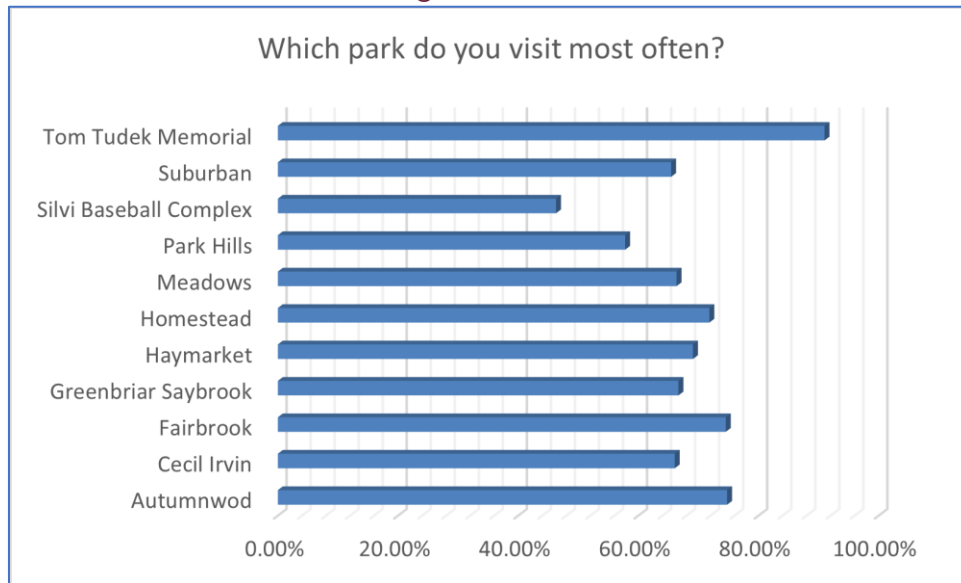
Figure 3-A



USE AND CONDITION OF PARKS

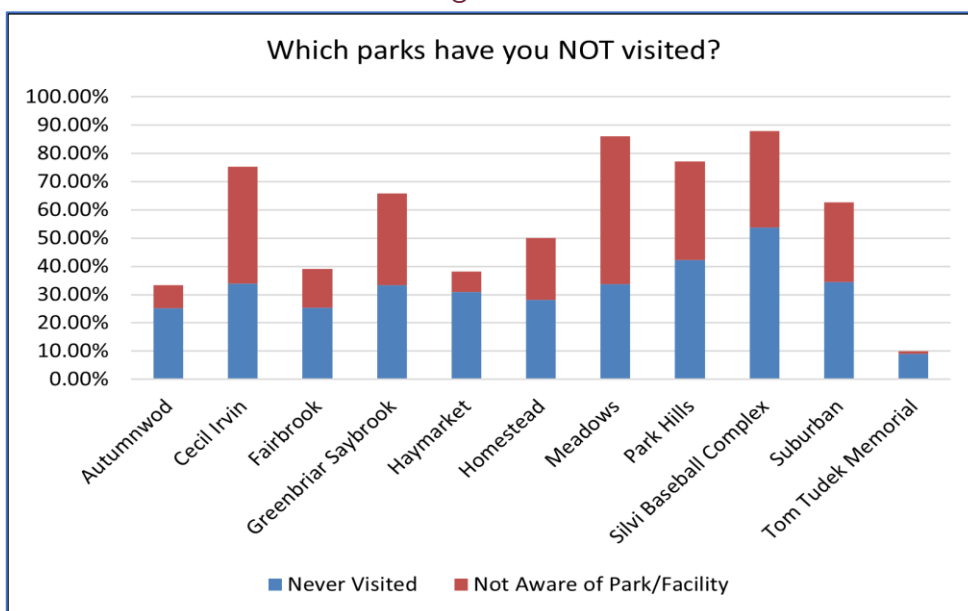
Based on public input events and Citizen Survey responses, Tom Tudek Memorial Park is the most popular park in Ferguson Township. Over 90% of respondents indicated that it was the park they visited most often, followed by Autumnwood Park (74.77%), Fairbrook Park (74.55%), and Homestead Park (71.82%).

Figure 3-B



That said, the Township parks system appears to be generally **under-utilized**. In five (5) instances – Cecil Irvin Park, Meadows Park, Park Hills Park, Silvi Baseball Complex, and Suburban Park - the combination of respondents that did not know the named park existed and those who had never visited was **greater than 75%**. The top reasons listed for not visiting the parks included using parks/facilities in other communities (33.67%) and being too far away (30.69%).

Figure 3-C



Top reasons for visiting parks in general were Exercise (71.43%), Using Playgrounds (53.57%), and Relaxation (47.32%). While most respondents traveled to the parks using a personal vehicle (54.46%), the combination of walking and/or biking was not far behind at 44.64%.

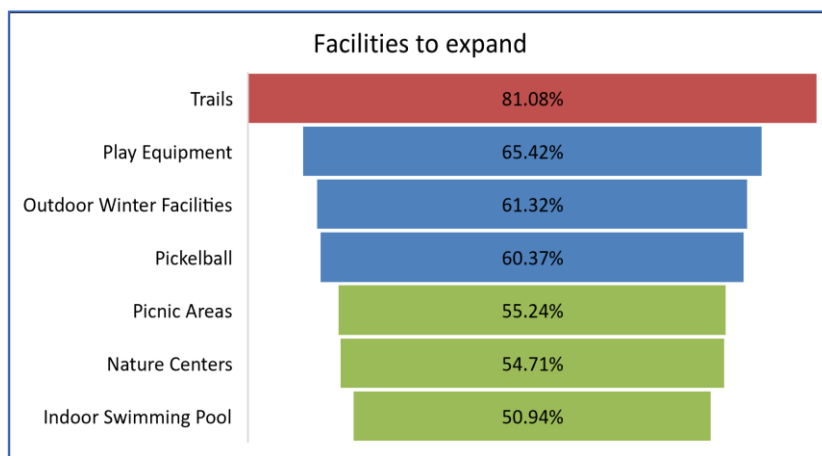
In terms of which Ferguson Township recreational facilities are currently used, there is a sharp divide between those that are not used at all, and those that are used a great deal. **Only two facilities are currently used daily or weekly by at least 50% of respondents:**

- **Trails** **83.21%**
- **Play Equipment** **50.95%**

The next greatest use – **Dog Parks** - drops to less than 25% of the population (**21.36%**).

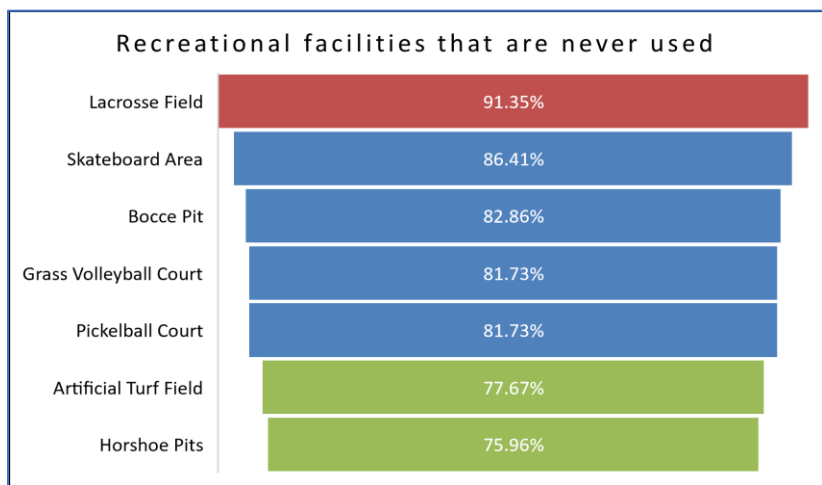
Respondents indicated that it was important or very important to expand seven (7) types of Township facilities, listed in Figure 3-D.

Figure 3-D



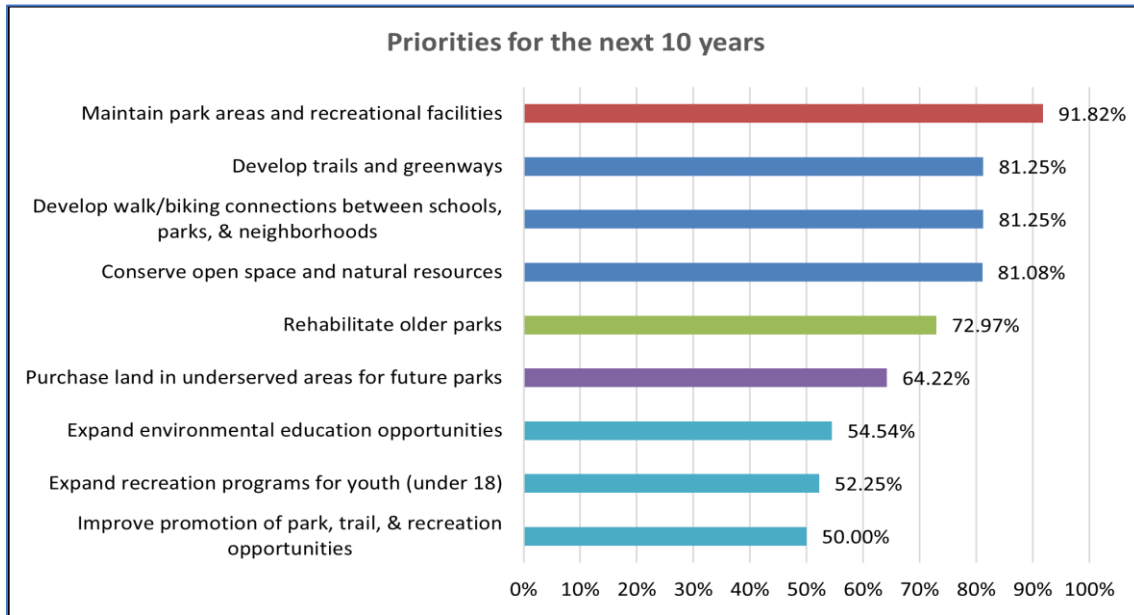
On the other hand, **75% or more** of respondents reported that they **never use** seven (7) of the Ferguson Township recreation facilities listed in the survey. However, since some of those facilities don't currently exist in the Township, or don't exist in large quantities, it may not be surprising that they are not used. For example, over 80% of respondents indicated never using Pickleball courts, yet over 60% indicated that Pickleball courts should be expanded. Ferguson Township currently does not have enough Pickleball courts to meet NRPA Metrics, which could be impacting survey responses.

Figure 3-E



From a broader perspective, 80% or more respondents identified these top priorities for Ferguson Township recreation for the next 10 years.

Figure 3-F



Winter Market Activities

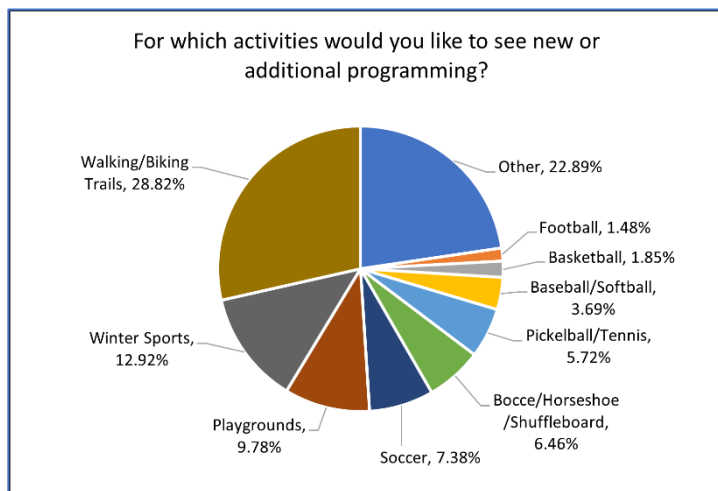
On November 6, 2021, HRG attended Ferguson's Winter Market event. Residents had the opportunity to participate in four activities related to parks, recreation, and open space planning.

CAST YOUR VOTE

Participants placed poker chips into jars labeled with a variety of recreational activities, indicating where they would like to see new or additional programming. **Walking/biking trails were by far the most popular.**

There was a separate jar labeled "Other," for residents to write-in their own ideas. **While the "other" jar collected 124 chips (22.89% of the total amount),** there was no significant interest in any particular activity.

Figure 3-G



IDEA WALL

Participants placed post-it notes on an “Idea Wall” to make suggestions for any parks, recreation, and open space idea that would benefit the Ferguson community. **Trails** – connected **bike** paths, **mountains bike** and **e-bike** trails, **cross-country skiing** trails – all garnered many votes. Other popular ideas included disc golf, dog park, tennis practice wall, and a fire pit.

SHORT SURVEY

A simple 9-question survey was available for participants to complete. Twenty-six surveys were completed: 65% of respondents were Ferguson residents, 35% were not. respondents' favorite things to do included walking, playing on the playground (most popular), picnicking, visiting the butterfly garden, and bird watching. Respondents also had some great ideas for adding to, and improving, the parks, recreation, and open space of Ferguson Township.

Suggested additions included: a dog park, as well as a park with no pets allowed, a splash park, adult-size swings, and a soccer field.

Suggested improvements included: easier access/more connections to trails, pave the paths that are gravel, provide information about plants/species in the butterfly garden, add bicycle fix-it stations, and add signage in and around the parks.

SWOT ANALYSIS

Participants were given red, green, and yellow dots and asked to place them on a map of the Township park system using the following criteria:

- Green Dots = Favorite Parks
- Red Dots = Least Favorite Parks
- Yellow Dots = Park Opportunities if improvements could be made

Figure 3-H



Figure 3-I



Figure 3-J



Tom Tudek Park was the hands down favorite for participants to visit, followed by Haymarket Park and Autumnwood Park.

By comparison, only a few instances of red dots and yellow dots were recorded; the majority of those instance focused on loose gravel paths in and around the parks or trails, and concerns about pedestrian/bicycle safety at specific intersections or park entrances. There were no instances of a specific park, by itself, being perceived negatively.

Stakeholder Interviews

Eleven (11) interviews were conducted with individuals holding key positions within Ferguson Township. These included representatives from: the Ferguson Township Planning Commission, the Planning and Zoning Department, Centre Region Parks and Recreation (CRPR), Centre Region Planning Commission, Township Police, Department of Public Works, Snetsinger Butterfly Garden, and Mt. Nittany Health. Themes that emerged from these conversations included:

- Ferguson Township benefits from **a wonderful, closeknit community**.
- The **shared use path** is a top feature of Ferguson – opportunities for **expansion** and increased **connectivity** should be a priority. Monitor regulations/use of e-bikes.
- There are plenty of **amenities and features** to engage in a healthy lifestyle.
- The Township and Centre Region Parks & Recreation (CRPR) have **a strong relationship**, though there are ongoing questions regarding ultimate responsibilities for maintenance and operations.
- Building **new parks**, improving **current parks**, **NIMBYism**, and **property values** – the intersection, and whose voices are being heard and whose are not.
- The Township needs **more inclusive** playground equipment, **ADA accessibility**.
- **Right-sizing** and **sustainability** are important factors to consider in the future.
- More clarity is needed regarding the **fee-in-lieu** dedication.

Suggested improvements, some of which mirrored the rest of the community input, included:

- An **indoor** recreation facility
- Focus on **active versus passive recreation** at different parks
- **Community amphitheater**
- **Eco parks, habitats, and pollinator gardens**
- **Artificial turf fields and field lighting**
- Water bottle **filling stations**

Most interviewees agreed that the youth was the age group best served by existing facilities and programs; middle aged adults were identified as needing more services to meet their recreation needs. A summary of Stakeholder Interviews can be found in Appendix B.

Sports Association Interviews

Four (4) representatives from Ferguson Township athletic organizations provided insight regarding the use, condition, and potential improvement of recreation programs and facilities at Township parks.



Founded in 1985, the **Centre Soccer Association** has a strong reputation in the community among youth and adults. All ages, from 5 & under to 55+ can participate in this league from March through November, with clinics and indoor activities year-round. Fogelman Soccer Field, located behind Spring Creek Elementary School in College Township, is the primary facility used by the Association. Other facilities occasionally used are Homestead Park (Ferguson Twp), Circleville Park (State College School District), and Orchard Park (State College Borough). For the most part, the Association does not have any issues with field maintenance, other than mowing which is sometimes inconsistent. Storage, restrooms, and water fountains top the list of desired additional amenities; a lighted turf field would help tremendously, both for training and scheduling logistics, especially in the early months of the season.



The **Celtic Soccer Club** serves youth ages 6-19 years. The Club's program takes place from the end of March through mid-November exclusively at Fairbrook Park in Ferguson Township. While the playing fields used by the club are adequate, field surface drainage is a challenge; the middle of the field is a topographical low point, leaving it prone to regular saturation after rainfall events. The Club would like to move to a pay/fee system to get expanded field access, storage, and greater scheduling flexibility at additional locations. A turf field with lights would have a huge impact on the potential expansion of the Club.



The **Teener League** serves approximately 100 teenagers as well as approximately 100 adults who use the Louis E. Silvi Baseball Complex for their program. There are both league and travel teams that begin practice in March for an April-October season of baseball and softball. Volunteers with the League perform daily maintenance of the fence, field, and batting cages while the Township takes care of water and provides an arborist. The League looks forward to the implementation of the proposed family park and completing upgrades to the concession stand and restrooms. As for additional facilities, a multipurpose location for use by the entire county would be ideal.



The **Warriors Lacrosse** program serves approximately 200-300 youth participants each year, serving both boys and girls. Pre-season practice begins in March for an April-June season of competitive play. The program uses Tom Tudek and Haymarket Parks for practice, but the fields are too small for competition, so games are played at Spring Creek Park. CRPR performs field maintenance via mowing and field striping; the club places and removes goalposts. Ideally, they would like to have a ball return wall installed at Tudek Park. An indoor all-weather facility for multiple sports would be greatly welcomed, too.

Municipal Mixer at Greenbriar-Saybrook Park

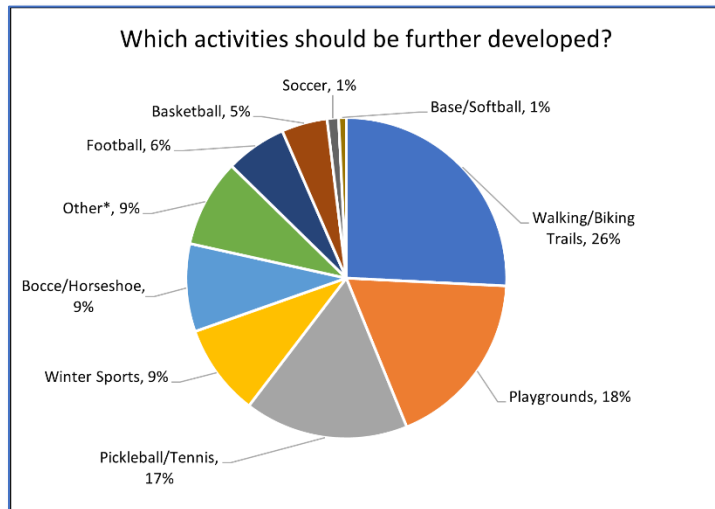
On August 4, 2022, Ferguson Township held its first annual “Municipal Mixer” at Greenbriar-Saybrook Park to promote public bicycle safety and to allow HRG to collect input from nearby residents in advance of developing a revised master site plan for this park. Local residents had the opportunity to participate in a range of activities very similar to those made available at the Winter Market event.

CAST YOUR VOTE

Residents placed poker chips into jars labeled with a variety of recreational activities, indicating where they would like to see new or further development in Greenbriar-Saybrook Park.

Walking/biking trails were by far the most popular, followed by **playgrounds and pickleball/tennis.** There was a jar labeled “other,” for residents to write-in their own ideas. This jar collected 9% of the chips, one-third of which had write-ins for a bicycle pump track.

Figure 3-K



SWOT ANALYSIS

Participants were given red, green, and yellow dots and asked to place them on a map of the park using the following criteria:

- Green Dots = Favorite part of the park
- Red Dots = Least Favorite part of the park
- Yellow Dots = Park Opportunities if improvements could be made

The basketball court, east pavilion and playground received the most green dots, followed by green dot “requests” to improve the west pavilion and add a small extension to the existing trail to provide a complete walking loop inside the park.

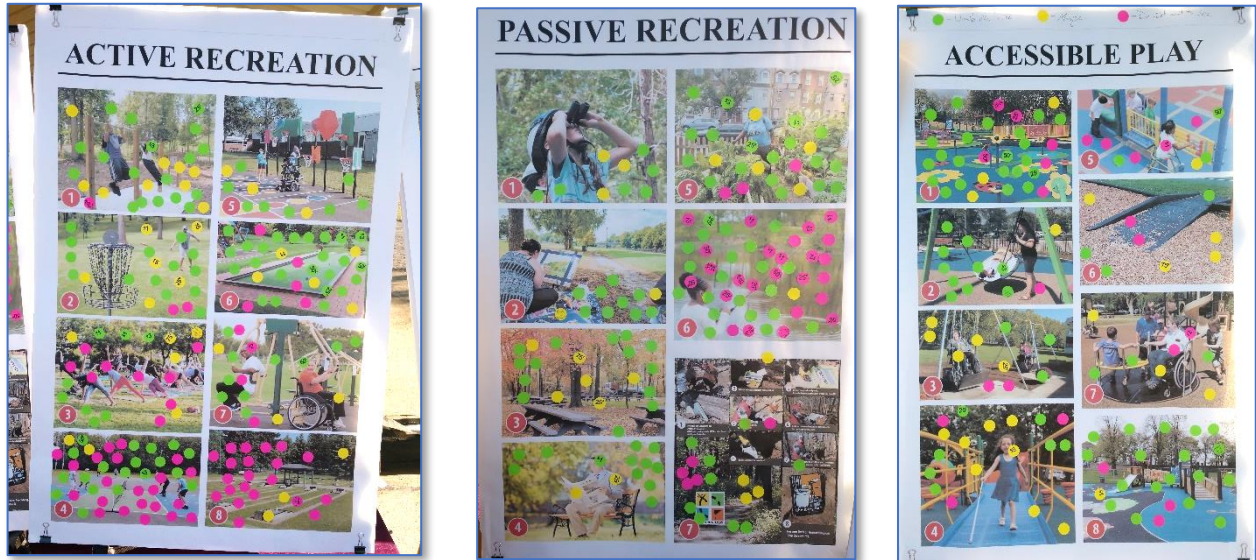
Yellow dots were concentrated along the north and northeast property boundaries of the park, where nearby residents requested more native buffer plants be installed to mitigate noise. A cluster of red dots appeared around the western cul-de-sac at Apple Green Circle where residents contested the suggestion of expanding parking on this side of the park.

Figure 3-L



A second version of a SWOT Analysis was provided through a series of Image Boards that depicted options related to Active, Passive, and Accessible Play. Participants used the colored dots to indicate options they would like to see (green), options they would not like to see (red), and options they might consider (yellow).

Figure 3-M



Active Recreation Board Highlights:

- **Image 1** received the most opportunity votes. Adult exercise equipment may be a park enhancement to consider.
- **Image 4** received the most votes. There are many diverse opinions regarding pickleball.
- **Image 6** received the most strengths, a strong show of interest in Bocce.
- **Image 8** received zero strengths and the second largest votes for weaknesses, indicating disinterest in Horseshoes.

Passive Recreation Board Highlights:

- **Image 5** has the best strengths-to-weakness ratio. A community garden might be a welcome addition to the park.
- **Image 6** received 32% of all the votes, the most votes for strengths, weaknesses, and total. Recreation around water in this park was met with strongly mixed opinions.
- **Zero weaknesses** were indicated on Images 1-4. Simply "being in nature" is highly valued.

Accessible Play Board Highlights:

- **Image 1** received the most votes overall, followed by Image 8. Both depict fully integrated ADA accessible play structures surrounded by poured-in-place rubber safety surfacing.
- **Image 2** received the second largest number of votes, depicting an ADA adaptive swing set for young children.
- **Image 4** received a mixed range of votes in all colors. There may be some questions regarding how to make safe, elevated "bridges" happen in existing or future playgrounds.

Larger copies of each Image Board result are included in Appendix A.

IDEA WALL

Participants were given the opportunity to post their own ideas for park additions and improvements on a blank board, aka the "Idea Wall".

The results, together with those gathered in the "Cast Your Vote" activity, are displayed here in word art. The larger the word, the more votes it received in both activities.

Figure 3-O



Figure 3-N

SHORT SURVEY

A simple 10-question survey was available for participants to complete. Twenty-two (22) surveys were filled out. Nearly every respondent walks to this park, either by themselves or with their families, and one person rides their bike to get there.

The top favorite things to do included:

- 1 - Walking
- 2 - Playing on the playground
- 3 - Bird watching

Respondents really wanted to see this park remain a small, quiet, neighborhood park and provided some great ideas for adding to, and improving, it.

Suggested improvements included: pave the existing trail and add a small extension to create an interior loop; upgrade or expand the existing playground; expand native flower and tree planting; upgrade the west pavilion.

Suggested additions included: add outdoor fitness stations along the trail; add a dog waste station; add a tennis/pickleball court; add educational signage around the park.

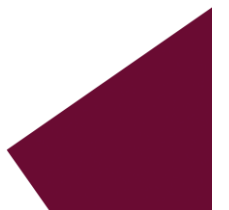
Figure 3-P





4

RECREATION FACILITIES



RECREATION FACILITIES

Existing Park Facilities

Before determining what Ferguson Township must do to enhance its recreation facilities and open spaces, an examination of the existing facilities was completed. Table 4-1 lists recreation facilities in the Township, followed by a summary of each Township-owned park and any issues observed at their respective sites. A detailed Facility Inventory of all Township-owned parks can be found in Appendix D. These inventories include a complete list of amenities, as well as an assessment of maintenance and accessibility observations at each site and a prioritized recommendations where applicable. Map A and Map B (below) display the locations of those parks, along with bike lanes, bike routes, and shared use paths. Larger versions of each map can be found in Appendix E.



Table 4-1

Ferguson Township Facility	Autumnwood Park	Cecil Irvin Park	Fairbrook Park	Greenbriar-Saybrook Park	Haymarket Park	Homestead Park	Louis E. Silvi Baseball Complex	Meadows Park	Park Hills Park	Songbird Sanctuary	Suburban Park	Tom Tudek Memorial Park	TOTAL
SIZE	9.5 Acres	16 Acres (5.5 acres open to public)	29 Acres	8 Acres	12 Acres	10 Acres	9.1 Acres	2 Acres	4 Acres	8.99 Acres	10 Acres	87 Acres	205.6 Acres
Walking Path	1	1	1	1	1	1				1	1	1	9
Nature Area										1		1	2
Pond/Water Access													0
Baseball Field			1		1	1	2		1		1	1	8
Softball Field			1		1	1					1		4
Batting Cage													0
Concession Stand							1						0
Soccer Field			1			1			1				4
Multi-Purpose Field	2	1	1		1	1			1			1	8
Tennis Court											2	1	3
Basketball Court	1			1	2	1		1				1	7
Sand Volleyball Court					1								1
Shuffleboard Court													0
Bocce Court													0
Horseshoes				1									1
Skate Park													0
Indoor Recreation Center													0
Playground (5-12 years)	1	1	1	1	1	1		1			1	1	9
Tot Lot (2-5 years)						1		1					2
Pavilion	1	1	1	1	2	1	1	1			1	1	9
Portable Restroom (Y/N)	Y	Y	Y	Y	Y	Y		N	N	N	Y	Y	
Permanent Restroom (Y/N)							Y					Y	
Parking Spaces	22	0**	65	18	43	47	**	0	0	X	20	125	
ADA Spaces	1	0**	2	2	2	2	2**	0	0	X	1	6***	

* Cecil Irvin: The on-street parking spaces associated with Phase 1 have not been completed as of 2022.

**Louis E. Silvi Baseball Complex: The parking lot is unmarked gravel. There are two van accessible ADA parking spaces at the concession stand.

***Tom Tudek Memorial Park: There is additional unmarked parking at the historic building.

Autumnwood Park

Amenities: Autumnwood Park is a 9.5-acre park that serves a variety of recreation needs for Ferguson Township. It is located at the southeast end of the Foxpointe subdivision. It includes a picnic pavilion, playgrounds that serve children aged 5-12-years old, a basketball court, two (2) multi-use fields, and a long walking path that contains a "story walk".

Issues: There is limited diversity of programmed sports at the park; even though there are multi-use fields, there are no dedicated soccer or lacrosse fields, outdoor tennis/pickleball courts, volleyball courts, baseball fields, or games areas such as shuffleboard, horseshoes, or bocce. While there is some nicely updated playground equipment, there is little to no accessible or enrichment equipment and the curbing around the play areas renders them inaccessible. The walking trail is paved in most places, but there are sections that are lightly graveled or only dirt. This makes it difficult for wheelchairs to transverse the entire park. The basketball court is in good condition but is surrounded by grass and the only trail connection is a mix of dirt and light gravel, rather than pavement.



Cecil Irvin Park

Amenities: Cecil Irvin Park has 5.5 acres open to the public with another 10.5 opening in future phases. The park sits next to the residential neighborhoods of Westfield and Hillside Farm Estates, and within walking distance of Pine Grove Mills. Currently, there is a pavilion with dining tables and pavilions that are completely accessible, allowing for companion seating of wheelchairs. There is also playground equipment, a large multi-use field, and a ½ mile walking trail. The trail itself was installed with great consideration of ADA compliant slopes, making it accessible. In, all, this park seems to have taken great care in being accessible, more so than other parks seen in this inventory. Future phases of this park will add tennis, basketball, and volleyball courts as well as a parking area (on street parking is all that is currently available).

Issues: While great care has been taken to stay in ADA compliance, the playground areas need more mulch to compensate for a large lip that has formed around its perimeter, making it difficult to access. Additionally, there is little to no accessible equipment/enrichment in the play areas. Currently, there is no dedicated parking for the park, although there is an accessible spot on the street close to the park entrance.

See photos next page.



Fairbrook Park

Amenities: Fairbrook Park is a 29-acre park surrounded by the farmland of Pennsylvania Furnace. Located on the south side of Whitehall Road between Tadpole Road and the Fairbrook Subdivision, the southeast end of the park borders on the Russell E. Larsen Agricultural Research Center. The park offers a baseball field, a multi-use field, paved and gravel pathways, two (2) playgrounds, a basketball court, and a pavilion. Fairbrook also contains an expansive “no-mow” pollinator area along the walking trail.

Issues: Overall, the park is quite hilly. From an accessibility point of view, the paths have problematic slopes for most of the walking trails. The playgrounds are not well connected to the surrounding trail system, meaning they are either surrounded by grass or the slopes entering them are too steep to be ADA compliant. The equipment in Playground 2 offers no accessible or enrichment pieces and the climbing structure and slide are starting to rust. The baseball backstop is also rusted. The basketball court's surface shows signs of wear and doesn't have a wide overrun. There is also a bike rack on the court, disconnected from nearby trails, and could be unsafe for basketball players. The no-mow area needs maintenance and there is a large area of invasive Honeysuckle in the wooded area on the north side of the multi-use field.



Greenbriar Saybrook Park

Amenities: Greenbriar Saybrook Park is an 8-acre park located between the Greenbriar and Saybrook subdivisions on the south side of Sleepy Hollow Road. Vehicular access to the park is through North Foxpointe Drive on the Saybrook side and Apple Green Drive on the Greenbriar side. Dedicated pedestrian and bicycle access exists via the Tudek/Circleville bike path. The park contains a playground, a basketball court, two (2) pavilions, and a gravel walking path.

Issues: The gravel walk's slopes are accessible, but there needs to be maintenance to resurface them. One of the pavilions will be accessible once the gravel path's grade is adjusted to match the concrete floor. The second pavilion is not accessible; it is disconnected from the path and surrounded by grass. The basketball court has minor asphalt issues that can be fixed with a simple sealant and paint refresh. The park inventory says that there is a horseshoe pit on site, however, once it was located, it was apparent that it has deteriorated to the point of being unusable.



Haymarket Park

Amenities: Haymarket Park is a 12-acre park located in the heart of Ferguson Township at the southwest corner of the intersection of Blue Course Drive and Bristol Avenue. The southern edge of the property abuts the Stonebridge open space which is where State College Area Little League baseball fields are located. Vehicular access to this park is via Blue Course Drive. Dedicated pedestrian and bicycle access is through the bike path on the west side of Blue Course Drive. The park contains a new playground and swing set, a double basketball court, a volleyball court, a multi-use field, two (2) pavilions, and an asphalt walking path.

Issues: While the playground equipment is relatively new, both it and the swing set are surrounded by 6"x6" timbers, making them inaccessible. They also contain minimal accessible or enrichment equipment. The basketball court needs to be resurfaced with sealant and a paint refresh. The park is relatively flat, but there are some parts of the walking path that are too steep to be ADA compliant.



Homestead Park

Amenities: Homestead Park is a 10-acre park located between Farmstead Lane, Berkshire Drive and Cambridge Drive in the Homestead Farms subdivision. Dedicated pedestrian access to the site is provided through three easements between the single-family home lots which surround the park. The park contains a new playground that will be completely ADA accessible when completed and will have enrichment. It also contains an older playground and swing set, a multi-use field with a baseball field and backstop fencing, a pavilion, a basketball court, a no-mow pollinator area, and a paved walking path.

Issues: The park is very hilly, and the paths have been set into the landscape without mitigating steep slopes. The path does, however, connect to the pavilion and basketball court. The baseball backstop is very rusty. The older playground equipment has no connection to the path and is surrounded by grass, making it inaccessible.



Louis E Silvi Baseball Complex

Amenities: The Louis E. Silvi Baseball Complex is a 9.1-acre park located just off West College Avenue close to the border of Ferguson Township and State College Borough. The field is home to the State College Area Teener League. The Township has partnered with the League to allow League use of the fields in exchange for maintenance of the park. The park contains two (2) baseball fields with new scoreboards, a picnic pavilion, a renovated concession stand, permanent restroom, and concrete walkways. The Township recently replaced the dugout roofs at Baseball Field 1. Site accessibility is provided through a number of methods including concrete paths with companion seating at the bleachers for Field 1, flat pavement and a vehicular drop-off zone at the Concession stand and plaza, and van accessible parking. The renovated restroom is not large enough to comply with ADA requirements, but when the park is busy, i.e., during tournaments, a temporary, ADA compliant porta potty is brought in.

Issues: Baseball Field 2 shows signs of wear with a rusted backstop, unpaved walkways to bleachers, and aging dugouts. The lack of paved surfacing at the large entrance parking lot makes it inaccessible. As noted above, although the permanent restroom has been recently renovated, it is too small for a wheelchair to fit and thus is not ADA compliant.

See photos next page.



Meadows Park

Amenities: Meadows Park is a 4-acre park located on the east side of Timothy Lane in the Meadows subdivision. Vehicular access and on-street parking are from Timothy Lane. There is no dedicated pedestrian or bicycle access to this park. The park contains a pavilion, gravel paths, a basketball court, a playground, and two swing sets.

Issues: Overall, this park feels a bit “dated” in its amenities. The pavilion, signage, benches, and garbage cans could be refreshed. The gravel path and basketball courts are good candidates to be resurfaced. The play equipment is surrounded by grass which makes them inaccessible. There is no off-street parking, therefore there is no accessible parking.



Park Hills Park

Amenities: Park Hills Park is a 4-acre linear park located on the east side of Park Hills Avenue on the north side of Circleville Road. Vehicular access is from Park Hills Avenue where on-street parking is permitted. There are three dedicated pedestrian easements which connect Glenwood Drive, Cherry Hill Road, and Oxford Circle to Park Hills Park. There are no bicycle paths connecting to this park. Park facilities are geared toward children aged 2-5 years old and contain two (2) playgrounds, a swing set, a multi-use field, and a gravel path.

Issues: While the gravel path is relatively accessible, there are six-inch drops around the playgrounds and swing set which make them inaccessible for a wheelchair user. Playground equipment lacks accessible or enrichment pieces. The multi-use field is convenient and flexible, but it would be beneficial to add dedicated sports programming in the form of line painting for football, soccer and/or lacrosse. A large portion of the park's wooded area is filled with invasive plant species.



Suburban Park

Amenities: Suburban Park is a 10-acre park located on the north end of Overlook Heights adjacent to Vairo Boulevard. Vehicle access is from Suburban Avenue. The park contains a pavilion, a baseball field, a tennis court, a basketball court, two (2) playgrounds, and an asphalt path.

Issues: Overall, this park feels “dated” in its amenities. The pavilion has prevalent wood rot, and the metal roof and picnic tables are very rusted. The baseball infield needs to be resurfaced, and its backstop and fences are rusted. The basketball courts need to be resurfaced with sealant and a paint refresh. While one of the playgrounds seems relatively new, it lacks accessible or enrichment equipment and also has a six-inch drop along the edge of the safety surfacing, rendering it inaccessible. The second playground and the basketball court are surrounded by grass, disconnecting them from the rest of the park amenities and making them inaccessible.



Tom Tudek Memorial Park

Amenities: Tom Tudek Memorial Park is an 87-acre park located between Circleville Road, Martin Street, West Aaron Drive and Park Hills Avenue. Vehicular access to the site is via Herman Drive and Park Crest Lane. Non-vehicular access is provided by the Tudek/Circleville Bike Path which extends through the site from Circleville Road to West Aaron Drive. The park contains a permanent restroom, three (3) pavilions, a double tennis court, a basketball court, baseball fields, two (2) playgrounds, large multi-use fields, a pollinator garden, a dog park, and a 1.3-mile paved perimeter trail that has various connections to amenities throughout the park.

Issues: Overall, this expansive park has well maintained amenities. Because of the hilly nature of the site, there are some points along the paved trail that may need to be redesigned to provide better accessibility, or at least provide signage warning users of upcoming steeper slopes. The playground surfaces need more mulch to maintain accessibility from adjoining walkways. Play equipment could benefit from the addition of more enrichment pieces. All pavilions are accessible from the trail system. Accessibility could be improved by adding 30" x 42" paved ADA companion seating areas next to select benches adjacent to the paved trail and near the multi-use field; adding paved concrete areas at trash/litter receptacles and water fountains; and adding paved trail connections and ADA companion seating to bleachers at the baseball field. One of the baseball field's backstop fences is rusting and should be considered for replacement. With the expansiveness of the multi-use fields, there is a lot of opportunity to expand dedicated sports activities by adding line striping for football, soccer, lacrosse, and other sports.



Special Considerations: Songbird Sanctuary and Thomas Ferguson Property

Songbird Sanctuary is an 8.99-acre nature preserve and passive park acquired by the Township in 2016 to serve as a habitat for upland birds and songbirds. Songbird Sanctuary serves the nearby residents and schools including Young Scholars and Goddard School in the southeast portion of the municipality. A master plan was adopted in 2022 that will provide benches, an ADA accessible path, informational kiosk, and litter receptacles. Additional facilities will focus on ecological support through pollinator meadows, bird and bee boxes, and invasive plant species control. Ongoing maintenance will be performed by Ferguson Township rather than CRPR.



The Thomas Ferguson Property comprises 77.4 acres of forested land just south of Pine Grove Mills. This land once served the Pine Grove Water Authority and was reacquired by the Township following transfer of water services from State College Borough Water Authority. It is identified on the Official Township Map as a "watershed preserve," and thus while not currently programmed as a park it can still be identified as Township Open Space. See Appendix J for the Official Township Map.

General Parks Observations

Overall, the Township's Park system provides a diverse selection of parks, playground, recreation, and open space amenities. Existing and proposed walking and bicycling trails provide safe and enjoyable routes to, and through, the parks. That said, while all the parks have accessible walkways or trails into and around their sites, some of them lack accessible routes from those walkways to interior park amenities like basketball courts, pavilions, or playgrounds. Also, some sections of walking trails in select parks need to be reviewed and possibly rebuilt to reduce the steepness of their slopes and bring them into ADA compliance.

It was noted that currently there are no games courts such as bocce, horseshoes, or shuffleboard. Similarly, no outdoor adult exercise stations were observed at any of the parks. Installing these types of amenities can help provide more diverse outdoor activity and affordable exercise opportunities to both young and older adults and to members of the community who do not wish to join, or do not have access to, private gyms or fitness centers.

Most of the existing play structures, swings or primary playgrounds are ADA accessible; the walkways or trails to them might provide access, but the presence of elevated curbing or drop offs around the playgrounds and the primary play equipment itself is not accessible. While there is general uniformity of playground equipment at each park (primary play structure, swings, and sensory enrichment equipment), the lack of diversity of the equipment itself – including age appropriate and ADA accessible/adaptive play pieces – presents challenges to meeting the needs of the entire community.

The presence of several large, unpainted multi-purpose fields in many Township parks provides a great deal of flexibility for community events, non-competitive sports activities, seasonal camps, and unprogrammed recreation. However, depending on the uses taking place on them, there may be opportunity to convert sections of unused field areas into additional passive recreational and nature-based activity space (i.e., No Mow zones, pollinator gardens, nature play areas, etc.). In other instances, adding fresh line striping for a variety of sports could augment existing program offerings.

Specific Parks Observations

Some Township parks had similar, specific issues that were observed during the parks assessments, and are noted below.

- **Off-Street Parking** – Cecil Irvin Park, Meadows Park, and Park Hills Park currently lack dedicated off-street parking. Future master site plan updates may want to evaluate the feasibility of adding off-street parking facilities as part of their plan updates.
- **Basketball Court Surfacing** – Meadows Park and Suburban Park both have basketball courts with very aged, worn court surfaces. Resurfacing and repainting the basketball courts in both parks is recommended.
- **Backstop Fencing** – Fairbrook Park, Homestead Park, Louis E. Silvi Complex, Suburban Park, and Tom Tudek Park all have at least one (1) baseball or softball backstop fence and/or safety fence that is noticeably rusted. Replacement of backstop fencing and/or safety fencing in these locations is recommended.

A detailed Facility Inventory of additional observations for all Township-owned parks can be found in Appendix D.

Centre Region Parks and Recreation Facilities Not Located in Ferguson Township

There are a wide variety of park and recreation facilities not located in Ferguson Township, but which are readily available for use by Township residents. Table 4-2 identifies the facilities, the acreage, and the recreation opportunities available at each location.

Table 4-2

COLLEGE TOWNSHIP: 330 ACRES

Facility Name	Acreage	Recreation Amenities
Cairns Crossing	1.4	walking path
Dalevue	10.9	playground, picnic area, baseball field, basketball court, tennis court, volleyball court
Fieldstone	1.8	pavilion, soccer fields
Fogleman Fields	15	pavilion, soccer fields, baseball fields
Fogleman Overlook	1	scenic overlook area
Glenn	1.7	pavilion
Harris Acres	2	pavilion, softball field
Kissinger Meadow	11.6	fishing access
Limerock Terrace	0.8	playground, pavilion, basketball court
Millbrook Marsh Nature Center	66.5	pavilion
Mountainside	10.1	playground, pavilion
Nittany Orchard	4.6	playground, pavilion, softball field, basketball court, tennis court
Nittany Terrace	2.7	playground, pavilion, basketball court
Oak Hall	67	softball field
Oak Grove	2.3	playground, picnic area, basketball court
Panorama Parklet	0.6	picnic area
Penn Hills	4	playground, pavilion, baseball field
Shamrock	3	playground, picnic area
Slab Cabin Park	13.7	playground, pavilion, basketball court
Slab Cabin Overlook	0.7	scenic overlook area
Spring Creek Park	36.3	playground, pavilions, soccer field, softball field, baseball field, basketball courts, volleyball court, tennis courts, restrooms
Stoney Batter Natural Area	32.9	hiking trail to Mt. Nittany overlook areas
Thompson's Woods Parklet	1.8	play area and gazebo
Thompson's Wood Preserve	36.6	nature area, trails

Table 4-2 (Cont.)**HARRIS TOWNSHIP: 68 ACRES**

Facility Name	Acreage	Recreation Amenities
Blue Spring Park	8	playground, pavilion, multiuse field, basketball court, ice rink
Country Place Park	4.1	playground, basketball court
Eugene Fasick Park	18.3	playground, pavilion, bocce court, horseshoe pit, baseball field, basketball court
Harpster Park	4	walking path
Kaywood Park	10	playground, pavilion, baseball field, basketball court
Nittany View Park	9	pavilion, playground, baseball field, soccer field
Stan Yoder Memorial Preserve	15	trails, natural areas, benches

PATTON TOWNSHIP: 235 ACRES

Facility Name	Acreage	Recreation Amenities
Ambleside Park	7.14	charcoal grills, hiking trails, pavilion, picnic tables, playground walking path
Bernel Road Park	74.36	charcoal grills, 18-hole disc golf course, drinking fountain, pavilion, picnic tables, tennis/pickleball, walking path, porta-john
Carnegie Drive Tot Lot	0.4	playground
Cedar Cliff Park	2.48	no facilities at this time
Circleville Park	37.69	playground, pavilion, baseball field, soccer field, disc-golf course
Ghaner Drive Parklet	2.21	playground, pavilion
Graycairn Park	1.5	no facilities at this time
Graysdale Park	14.1	playground, pavilion, baseball field, soccer field, basketball court
Green Hollow Park	15.65	playground, pavilion, baseball field, basketball court, tennis court
Marjorie Mae Park	4.7	playground, pavilion
Oakwood Park	4.33	playground, pavilion, baseball field
Park Forest Tot Lot	0.85	playground, pavilion
Patton Woods Natural Recreation Area	62.7	wooded area with trails and parking
Ridgemont Parklet	0.46	playground, basketball court
Woodycrest Park	6	playground, pavilion, baseball field, soccer field, basketball court

Table 4-2 (Cont.)

STATE COLLEGE BOROUGH:

Facility Name	Acreage	Recreation Amenities
Community Field	1	football field, baseball field, lighted tennis courts
East Fairmont Park	1.5	playground, picnic area
Fieldstone Park	-	no facilities at this time
High Point Park	6.2	playground, picnic area, baseball field, soccer field, basketball court, tennis court
Holmes-Foster Park	11	playground, pavilion, basketball court, bocce court, horseshoe pit
Lederer Park	21.8	arboretum, charcoal grills, pavilion, picnic tables, walking path, porta-john
Memorial Field	1.1	football field, concession stand, restrooms
Nittany Village Park	0.5	playground, picnic area
Orchard Park	19.4	playground, pavilion, baseball field, softball field, soccer field, basketball court, volleyball court, tennis court, amphitheater
Sidney Friedman Park	0.5	urban parklet with paved walkways, small plazas, pavilion, benches
Smithfield Park	1.7	playground, pavilion, basketball court
South Hills Park	1.5	playground, pavilion, basketball court
Sunset Park	20	Basketball court, drinking fountain, horseshoes, pavilions, picnic tables, playground, walking path, youth ballfield, permanent restroom, porta-john
Tusseyview Park	4.5	playground, pavilion, basketball court, tennis court
William L. Welch Community Pool	3.3	leisure pool, lap pool, spray amenities, swim team, bath house, concession stand, Funbrellas, picnic tables.

Centre Region Non-Municipal Recreation Facilities

Non-municipal recreation facilities located throughout the Centre Region include: The Pennsylvania State University Intramural Fields and athletic facilities such as Recreation Hall, White Building, Intramural Building, Bryce Jordan Center, Beaver Stadium, and various walking and bicycle paths located on PSU land. The Blue Golf course, located between the Teaberry Ridge PRD and West College Avenue on the east side of Corl Road, provides a public golf course for the Centre Region. Additionally, Toftrees Golf Course, PSU White Golf Course, Pebble Creek Miniature Golf Course, and various fitness facilities owned and operated as private business enterprises are available for residents.

Community Facilities

Some recreational facilities, although located in one municipality, are available to all residents of the region. At some of these facilities, fees are charged to cover operating expenses. The table below identifies the name, address, and acreage of each such facility. As with the locally owned facilities, maintenance, and programming of these are the responsibility of the Centre Region Parks and Rec Department.

Table 4-3 Community Facilities		
Centre Region Senior Center	-----	670 Westerly Parkway State College, PA
Spring Creek Elementary Ballfield	1.5	Spring Creek Elementary School State College, PA
Ferguson Elementary Ballfields	3	Ferguson Elementary School Pine Grove Mills ,PA
Wm. Welch Community Pool	3.15	670 Westerly Parkway State College, PA
Radio Park Elementary Ballfields	4	Radio Park Elementary School State College, PA
Park Forest Community Pool	4.4	2100 School Drive State College, PA
Millbrook Marsh Nature Center	62	614 Puddintown Road State College, PA
Oak Hall Parkland	68	102 Linden Hall Road State College, PA

Regional Facilities

Table 4-4 below identifies regional park and recreational facilities located outside of the Centre Region. Most are located within a two-hour drive, and all are open to the public. While many of these are State owned and operated, some are non-profit, and others are commercial business ventures.

Table 4-4

Regional Facility Name	Acreage	Location
Alvin R. Bush Dam	N/A	Clinton County
Bald Eagle State Park	5,900	Centre County
Black Moshannon State Park	3,394	Centre County
Canoe Creek State Park	912	Blair County
Fort Roberdeau Historic Site and Natural	N/A	Blair County
Gallitzin State Forest	24,370	Bedford, Cambria, Indiana, Somerset Counties
Greenwood Furnace State Park	423	Huntingdon County
Kettle Creek State Park	1,793	Clinton County
McCall's Dam State Park	8	Centre County
Parker Dam State Park	968	Clearfield County
Penn-Roosevelt State Park	41	Centre County
Pennsylvania Wilds	2,000,000	Multiple Counties
Poe Paddy State Park	23	Centre County

Table 4-4 (Cont.)

Regional Facility Name	Acreage	Location
Poe Valley State Park	620	Centre County
Prince Gallitzin State Park	6,249	Cambria County
Ravensburg State Park	78	Clinton County
Raymond B. Winter State Park	695	Union County
Raystown Lake	8,300	Huntingdon County
Reeds Gap State Park	220	Mifflin County
Rothrock State Forest	96,975	Huntingdon, Centre, and Mifflin Counties
S.B. Elliott State Park	318	Clearfield County
Sand Bridge State Park	3	Union County
Shaver's Creek Environmental Center	N/A	Huntingdon County
Sproul State Forest	278,000	Clinton and Centre Counties
Stone Valley Recreational Area	700	Huntingdon County
Tiadaghton State Forest	215,500	Lycoming, Tioga, Sullivan, Potter, Clinton, and Union Counties
Tussey Mountain Ski Area	N/A	Centre County
Whipple Dam State Park	256	Huntingdon County

These tables reveal a wide range of opportunities and facilities for residents of Ferguson Township to utilize. There are both public and private facilities, catering to various types of recreation – from playgrounds to swimming pools, fishing areas to hiking trails. The Township should consider these opportunities as it continues to enhance its current offerings and avoid duplication where possible.

National Recreation and Park Association (NRPA) Park Metrics

The National Recreation and Park Association (NRPA) actively supports the improvement of parks and recreation across the country. One way they do so is by providing tools for agencies to analyze and compare their performance and facilities to other agencies across the country. NRPA originally published the “*Recreation, Park and Open Space Standards and Guidelines*” to assist agencies in the planning and development of park and recreation facilities. These guidelines have been replaced by the Parks and Recreation Operating Ratio and GIS (PRORAGIS) system. This system employs comparative benchmarking. It collects and analyzes data about parks and recreation agencies across the country and allows users to identify departments comparable to themselves – whether similar in geography, climate, size, or number of total employees. Using this information, agencies can perform analyses about their parks and programming. For instance, agencies can examine the location of their facilities in relation to current demographic and socioeconomic data, allowing proactive planning of facility and program development to better serve their communities.

NRPA has the following three park categories that are applicable to the parks in Ferguson Township. Using the 2020 Census Township population of 19,009:

- **A Mini-Park (Tot-Lot)** is generally 2,500 square feet to one acre in size. It is geared for a small neighborhood within walking distance to residential areas and has a service radius of less than ¼ mile. NRPA recommends <1 acre of these parks per 1,000 residents.
 - Ferguson Township has no Mini-Parks.
- **A Neighborhood Park/Playground** is an area for intense recreation activities, such as field games, court games, crafts, play equipment, and picnicking. These parks should be suitable for intense development, easily accessible, and be geographically centered with safe access.

They typically have a service area of ¼ to ½ mile and should be 1 to 15 acres in size. NRPA recommends 1 to 2 acres of these parks per 1,000 residents.

Township Parks that meet this criterion:

- Autumnwood Park
- Cecil Irvin Park
- Greenbriar-Saybrook Park
- Haymarket Park
- Homestead Park
- Louis E. Silvi Baseball Complex
- Meadows Park
- Park Hills Park
- Songbird Sanctuary
- Suburban Park

Ferguson has 89.6 acres of Neighborhood Park land. This is approximately twice the national standard for this type of park. See Table 4-1 for a more detailed comparison.

- **A Community Park** is an area of diverse environmental quality. They include areas suited to intense recreation facilities such as athletic complexes, courts games, picnic pavilions, and swimming pools. Community parks may be in an area of natural quality for passive recreation or may contain a combination of both types of recreation. Often, these parks have natural features such as a body of water. Community parks generally have a service area of 1 to 2 miles and are 25 acres in size or larger. NRPA recommends 5 to 8 acres of these parks per 1000 residents. Township Parks that meet this criterion:
 - Fairbrook Park
 - Tom Tudek Memorial Park

Ferguson has 116 acres of community park land. As of 2020, the Township is about 22 percent above the national standard for community parks using the lower quartile. See Table 4-1 for a more detailed comparison.

**Table 4-5 – Park Land Comparison to National Standards (Old Method)
Population: 19,009**

Type of Park	Acres/1000 Population	Existing Acres	Need	Surplus/(Deficiency)
Mini-Park	<1	0	<19	(<19)
Neighborhood Park	1-2	89.6	19-38	52-71
Community Park	5-8	116	95-152	21-(36)

**Table 4-6 – Park Land and Trails Comparison Using NRPA PRORAGIS Standards
Population: 19,009**

	Median (All Agencies)	Median for Less than 20,000 Residents	Existing in Twp.	Median per Twp. Population
Park acres/1000 population	10.4	12.9	205.6	10.82 acres/1000 population (2.08 acres/1000 pop deficit)
Residents per park	2,323	1,233	1,584	351 more residents per park
Miles of Trail	14.0	3.0	31.77	17.77 miles surplus of trails, bike lanes / routes, shared use paths

**Table 4-7 – Recreation Facility Comparison using NRPA PRORAGIS Standards
Population: 19,009**

Facility	One Facility Per ***	Existing	Rating	Surplus (Deficiency) Rating
Baseball Fields	7,954	5	2.4	2.6
Softball Fields	5,667	4	3.4	.06
Football Fields	8,004	0	2.4	(2.4)
Soccer Fields	8,017	4	2.4	1.6
Multipurpose Fields	4,362	8	4.4	3.6
Basketball Courts	3,750	7	5.1	1.9
Tennis Courts	2,723	3	7.0	(4.0)
Pickleball Courts	3,446	0	5.5	(5.5)
Playgrounds	1,986	9	9.6	(0.6)
Tot Lots	6,642	2	2.9	(0.9)
Swimming Pool	8,637	0	2.2	(2.2)
Dog Parks	11,100	1	1.7	(0.7)
Community Center	8,504	0	2.2	(2.2)
Indoor Recreation Center	9,126	0	2.1	(2.1)
Skate Park	11,100	0	1.7	(1.7)
Ice Skating Rink	7,997	0	2.4	(2.4)
Community Garden	8,773	1	2.2	(1.2)

*** Comparisons calculated using 2022 NRPA Median Number of Residents per Facility in Jurisdictions with Less than 20,000 residents.

Facilities Analysis

The main deficiencies identified in the NRPA Metrics comparison that could potentially be addressed within current Township parks were:

- Football fields
- Tennis/Pickleball courts
- Playgrounds and Tot Lots
- Dog Parks
- Skateboard Parks
- Community Gardens

The construction of regional facilities such as Whitehall Road Regional Park, High Point Skate Park, and Boalsburg Pump Track & Bike Skills Course, may mean that some of these deficiencies are on the verge of being addressed. However, it is possible that smaller versions of these facilities can be added to select Township parks if the need continues, or opportunities arise to develop similar, *local* facilities.

The NRPA National Standards are based on the “average” community’s needs. The standards should only be used as rough guidelines and not as absolutes to determine how the Township compares to

the “average” community. For example, recent concern about the noise associated with Pickleball may require new or converted courts to be located away from residential communities or be planned with substantial noise mitigation measures (landscape buffers, low walls, etc.).

Recreation desires and demands vary across the country; therefore, the only accurate method available to gauge whether park and recreation facilities are adequate is to ask residents. Kevin Ashner, a planner from the greater Miami park system, argues that the true measure of a good standard is “the level of customer satisfaction.” He suggests the following criteria for good standards:

- | | |
|-----------------------------------|---|
| 1. Relevance – | They should reflect the needs and lifestyles of today's residents. |
| 2. People Orientation – | They should reflect the unique needs and preferences of the people in the area being served. |
| 3. Performance Standards – | They should provide a basis for measuring achievement of the community objectives. They should measure the quality of recreation service rather than simply the quantity. |
| 4. Feasibility – | They should be attainable within a reasonable time frame and with available funding sources. |
| 5. Practicality – | They should be simple to understand and apply. They should be based on sound planning principles, information, and a credible development process. They should also be flexible enough to handle unanticipated situations and rapidly changing needs. |

Utilizing data from the above facility inventories, NRPA metrics results, and public input from the Citizen Survey, Winter Market event, and Stakeholder and Sports Organization interviews, the following list recommends the **Top Five Priorities** of Ferguson Township residents for the next ten years:

1. Maintain Park Areas and Recreational Facilities (51.82%)
2. Develop Walking/Biking Connections between Schools, Parks, Trails, and Neighborhoods (50%)
3. Conserve Open Space and Natural Resources (47.75%)
4. Develop New Trails and Greenways (43.75%)
5. Purchase Land in Underserved Areas for Future Parks (22.02%)

Additional general recommendations for facility development include:

- Plan ahead to meet the needs of future trends including dog parks, pickleball courts, outdoor exercise stations, and community garden plots.
- Expand ADA friendly amenities, access to existing amenities, and play equipment.
- Develop and/or expand facilities and programs for teens, families, and seniors.
- Support local sports organizations that utilize Township parks for their programs by installing permanent storage sheds, ball return walls (tennis, lacrosse), new storage bins for smaller equipment (balls, cones, field striping paint), and water bottle filling stations.
- Review the 2009 RPOS Plan Update recommendation which called for locating and sizing future recreation, park and open space land based on the presence of natural features in the Township that should be preserved, as well as the demographic distribution of residents and accessibility of recreation, park, and open space facilities to those residents, paying particular attention to the Regional Growth Boundary.

A detailed list of additional, specific recommendations can be found in the Recommendations and Plan Implementation Chapter.

Proposed Facility Improvements – Fairbrook Park

Site Analysis and Design Considerations

As noted in the park facility inventory, Fairbrook Park is a 29-acre park located on the south side of Whitehall Road between Tadpole Road and the Fairbrook Subdivision. A primary feature of this park is its topography, which slopes from its high point in the southeast down to the low-lying sports fields along Tadpole Road. This change in grade is particularly noticeable in the middle section of the park, where the existing trail network exceeds ADA compliance for slope.

The lower section of the park is home to local soccer programs, but site drainage frequently poses a problem in the spring and fall when snow melt and rainfall flow downhill into the sports fields and limit their availability for use. The upper section of the park is relatively open, sunny, and flat which makes it a good location for playground space, picnic pavilions, paved court games, and walking trails. This is also a good location for several stormwater BMPs to pick up storm runoff at the source and treat it in a variety of “green infrastructure” systems as it travels downhill.

Existing woodlands around the north, west and south edges of the park, along with sporadic clusters of trees in the middle, provide an opportunity to connect a “green corridor” of native landscape plants through the “No Mow” zone, however invasive plant species need to be addressed to prevent their spread through the rest of the site.

Facilities Analysis

The proposed master site plan aims to preserve this site as a large community park providing the Township and its visitors options for enjoying the park’s diverse ecosystems along with a mixture of passive and active recreation amenities. The master site plan retains all existing soccer fields but removes both underutilized ball fields, ball field mix material, and backstop fencing to provide more room for soccer and stormwater management on the fields. To further support local sports organizations that use this park, a permanent locking shed is proposed near the main parking lot.

The existing trail system is proposed to be expanded with new sections that provide a continuous loop around the park’s lower sports fields, through the middle section of the park where slopes are more challenging, and around the expanded court games and playgrounds proposed for the park’s upper area. The existing basketball court will remain, and two (2) new double Pickleball courts will be added near it, along with a ball return wall. Outdoor exercise stations are proposed along portions of the trails and in a dedicated area near the games courts is included to provide more opportunities for individual (rather than team) physical fitness. All of these will be connected to each other and to the rest of the park with paved, accessible trail sections.

The middle section of the park will continue to serve a variety of passive recreation and nature-based activities, including expansion of the small playground to include more ADA accessible and sensory play equipment, adding a small outdoor stage/amphitheater, and creating a “Quiet Zone” in nearby woodland pockets. The existing “No Mow” zone is proposed to grow into a larger Native Pollinator Meadow with trails, a reconnected native woodland and shrubland corridor, and Meadow-to-Forest-Succession study zone.

Existing, older playground equipment in the upper portion of the park is proposed to be replaced with new, ADA accessible and adaptive equipment, along with a separate Tot Lot for children ages 2-5 years old. Shade structures are shown at both play areas, along with bicycle parking, a small picnic grove with ADA picnic benches, and an optional second pavilion.

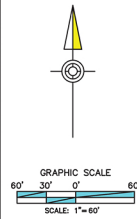
The existing parking lot in the upper portion of the park is currently not paved; it has a gravel surface. The master site plan proposes that at minimum, one (1) ADA parking space with access aisle be paved in the corner of the parking lot closest to the trails, pavilions, and playground. Ideally, the entire parking lot should be paved, with the inclusion of ADA parking spaces and access aisles.

Revisions		
No.	Description	Date

Client: **TS**
 Designed By: **JDYC**
 Drawn By: **P000769.0432**
 HIRG Project Number: **P000769.0432**
 Date: **01.11.2023**
 Scale: **1" = 60'**
 Drawing Title:

Master Site Plan

Sheet: **MP-001**



LEGEND

- Existing Trails
- Proposed Paved Trails
- Existing Tree Canopy To Remain
- Proposed Picnic Grove
- Proposed Shrubland
- Proposed Sports Court
- Proposed Playground & Butterfly Garden/Children's Tea Garden
- Proposed Extension Of Existing Playground
- Proposed Outdoor Exercise Station
- Proposed Low Mow Area
- Proposed Meadow Area
- Proposed Planting Area
- Proposed Stormwater Management Area
- Proposed Native Shade Tree
- Existing Property Line





CALC'D BY: TAS
 CALC'D DATE: 1/20/2023
 CHK'D BY: _____
 CHK'D DATE: _____

Design - Engineer's Project Cost Opinion
 for
FERGUSON TOWNSHIP FAIRBROOK PARK
MASTER SITE PLAN PROJECT
R000769.0432

ITEM DESCRIPTION	Quantity	Unit	Unit Price	Total
A. Demolition / Site Preparation				
Miscellaneous Demolition	1	LS	\$23,000.00	\$23,000.00
			TOTAL	\$23,000.00
B. Parking Lot Improvements				
Bituminous Pavement - Porous System	1000	SY	\$45.00	\$45,000.00
Concrete Parking Space Curb Stops	25	EA	\$500.00	\$12,500.00
Pavement Markings, 4" Blue, Thermoplastic	1	LS	\$3,000.00	\$3,000.00
ADA Parking Post-Mounted Sign, Type B	2	EA	\$500.00	\$1,000.00
			TOTAL	\$61,500.00
C. Bituminous Pavement and Trails				
8' Wide Trail - New Trail Extensions	3890	SY	\$50.00	\$194,500.00
ADA Companion Seating Areas (30"x42" Asphalt)	8	SY	\$35.00	\$280.00
6' Wide Woodland Walk (Trail Surface Aggregate)	1920	SY	\$18.00	\$34,560.00
Bicycle Parking Areas	16	SY	\$35.00	\$560.00
			TOTAL	\$229,900.00
D. Permanent and Temporary Restrooms				
Temporary Restroom Allowance (ADA Accessible)	1	LS	\$2,500.00	\$2,500.00
			TOTAL	\$2,500.00
E. Existing Sports Fields Improvements				
Earthwork Allowance - Minor Regrading	1	LS	\$5,000.00	\$5,000.00
Lawn Seeding - Hydroseed	90000	SF	\$0.15	\$13,500.00
Restripping Soccer Fields - Allowance	1	LS	\$750.00	\$750.00
Freestanding Bleachers (5-Row System w/ Picket Guards and 2 UA Seating Pockets)	3	EA	\$35,000.00	\$105,000.00
Freestanding Bleachers Shipping & Installation	1	LS	\$31,500.00	\$31,500.00
			TOTAL	\$155,750.00

F. New Sports Amenities				
Pickleball Court (2 double asphalt courts)	2	EA	\$40,000.00	\$80,000.00
Fencing for Pickleball Courts (10' ht.)	336	LF	\$90.00	\$30,240.00
Bocce Court	1	EA	\$30,000.00	\$30,000.00
Pickleball - Ball Return Wall Allowance	1	LS	\$10,000.00	\$10,000.00
			TOTAL	\$150,240.00
G. Playground #1 Expansion				
ADA Inclusive Equipment Allowance (2-5 yr olds)	1	LS	\$37,500.00	\$37,500.00
Burke Inclusive 2-Bay Swing	1	EA	\$12,500.00	\$12,500.00
Burke Inclusive Playsemble	1	EA	\$30,000.00	\$30,000.00
Bulk Earthwork Allowance	1	LS	\$10,500.00	\$10,500.00
Supply, Level and Compact Stone Sub-Base	1	LS	\$28,500.00	\$28,500.00
Playbound Poured-In-Place Rubber Safety Surface	1	LS	\$102,500.00	\$102,500.00
Stormwater BMP Infiltration Bed	315	CY	\$140.00	\$44,100.00
ADA Equipment Shipping & Installation Allowance	1	LS	\$24,000.00	\$24,000.00
			TOTAL	\$289,600.00
H. Playground #2 Improvements				
Burke Inclusive 5-12 YR Play Structure	1	EA	\$222,500.00	\$222,500.00
Burke Inclusive 2-Bay Swing	1	EA	\$12,500.00	\$12,500.00
Burke Inclusive Playsemble	1	EA	\$30,000.00	\$30,000.00
ADA Inclusive Equipment Allowance (2-5 yr olds)	1	EA	\$37,500.00	\$37,500.00
Burke Inclusive 2-Bay Swing	1	EA	\$12,500.00	\$12,500.00
Bulk Earthwork Allowance	1	LS	\$5,000.00	\$5,000.00
Supply, Level and Compact Stone Sub-Base	1	LS	\$28,500.00	\$28,500.00
Playbound Poured-In-Place Rubber Safety Surface	1	LS	\$102,500.00	\$102,500.00
Stormwater BMP Infiltration Bed	315	CY	\$140.00	\$44,100.00
Play Equipment Shipping & Installation (30%)	1	LS	\$84,000.00	\$84,000.00
			TOTAL	\$579,100.00
I. Site Amenities				
Benches (Wood & Metal)	8	EA	\$1,500.00	\$12,000.00
Adult Exercise Stations Allowance	5	EA	\$6,000.00	\$30,000.00
Delivery and Installation of Exercise Stations	1	LS	\$10,500.00	\$10,500.00
Bike Racks (Metal)	3	EA	\$750.00	\$2,250.00
Pet Waste Station	1	EA	\$400.00	\$400.00
Litter Receptacles (Wood & Metal)	2	EA	\$1,400.00	\$2,800.00
			TOTAL	\$57,950.00
J. Pavilions and Structures				
Picnic Pavilion (16' x 24' Timber & Metal PreFab)	1	LS	\$35,000.00	\$35,000.00
Pavilion Surface (Concrete)	384	SF	\$15.00	\$5,760.00
Storage Shed (PreFab Structure, 20' x 30' on grade)	1	LS	\$12,500.00	\$12,500.00
Shade Sail Allowance (2 Shade Sails)	4	EA	\$30,000.00	\$120,000.00
Shade Sail Shipping and Installation (30%)	1	LS	\$36,000.00	\$36,000.00
Outdoor Classroom / Amphitheater Allowance	1	LS	\$75,000.00	\$75,000.00
			TOTAL	\$284,260.00

K. Landscaping				
Native Shade Trees (2-2.5" cal. B&B)	11	EA	\$350.00	\$3,850.00
Native Flowering Trees (8-10' ht. B&B)	18	EA	\$275.00	\$4,950.00
Native Shrublands (3-4' ht., 7 gal Shrubs)	350	EA	\$120.00	\$42,000.00
Native Pollinator Meadow Seeding	4000	SY	\$1.30	\$5,200.00
Native Meadow-to-Forest Seed Mix	3200	SY	\$2.50	\$8,000.00
Native Rain Garden Seed Mix (20 lbs/acre)	5	LBS	\$40.00	\$200.00
Low-Mow Planting Area (7 lbs/1000 sq.ft.)	168	LBS	\$5.95	\$999.60
Picnic Grove (Native Trees 2-2.5" cal. B&B, 25' o.c.)	8	EA	\$350.00	\$2,800.00
Buffer Plantings at Pickleball Court Allowance	1	LS	\$18,200.00	\$18,200.00
Children's Garden Allowance (Shrubs, Plugs)	1	LS	\$12,000.00	\$12,000.00
Invasive Species Management Allowance	1	LS	\$5,500.00	\$5,500.00
			TOTAL	\$103,699.60
L. Stormwater Drainage Improvements				
Rain Garden Allowance	800	CY	\$36.00	\$28,800.00
Vegetated Bioswale	385	LF	\$104.00	\$40,040.00
Geotextile Fabric	125	SY	\$6.00	\$800.00
FRENCH DRAIN	1	LS	\$35,000.00	\$35,000.00
EROSION & SEDIMENTATION CONTROL	1	LS	\$6,000.00	\$6,000.00
			TOTAL	\$110,640.00
			SUBTOTAL	\$2,048,139.60
			10% Contingency	\$204,813.96
			Construction Phase Engineering (10%)	\$225,295.36
			TOTAL	\$2,478,248.92

Note: This estimate is based on 2022 construction estimates assuming all construction to be publicly bid. This estimate does not include fees associated with permitting, survey, or geotechnical services.

LEGEND

- Existing Trails
- Proposed Paved Trails
- Existing Tree Canopy To Remain
- Proposed Picnic Grove
- Proposed Shrubland
- Proposed Sports Court
- Proposed Playground & Butterfly Garden/Children's Tea Garden
- Proposed Extension Of Existing Playground
- Proposed Outdoor Exercise Station
- Proposed Low Mow Area
- Proposed Meadow Area
- Proposed Planting Area
- Proposed Stormwater Management Area
- Proposed Native Shade Tree
- Existing Property Line



PHASE 1

PHASE 2

PHASE 3

PHASE 4

HIRG
Herbert, Rowland & Grubic, Inc.
AN EMPLOYEE-OWNED COMPANY
Engineering & Related Services

Fairbrook Park
1210 Tadpole Road
Pennsylvania Furnace, PA 16865

Revisions

No.	Description	Date

Designed By: TS
 Drawn By: JDYC
 HIRG Project Number: P000769.0432
 Date: 01.11.2023
 Scale: 1" = 60'
 Drawing Title:

Master Site Plan

Sheet: MP-001

GRAPHIC SCALE

 SCALE: 1" = 60'



CALC'D BY: TAS
 CALC'D DATE: 1/20/2023
 CHK'D BY: _____
 CHK'D DATE: _____

Design - Engineer's Project Cost Opinion
 for
FERGUSON TOWNSHIP FAIRBROOK PARK
MASTER SITE PLAN - PHASE 1
R000769.0432

ITEM DESCRIPTION	Quantity	Unit	Unit Price	Total
A. Demolition / Site Preparation				
Miscellaneous Earthwork / Demolition	1	LS	\$15,500.00	\$15,500.00
			TOTAL	\$15,500.00
B. Bituminous Pavement and Trails				
8' Wide Trail - New Trail Extensions	1570	SY	\$50.00	\$78,500.00
Bicycle Parking Areas	6	SY	\$35.00	\$210.00
			TOTAL	\$78,710.00
C. Existing Sports Fields Improvements				
Earthwork Allowance - Minor Regrading	1	LS	\$7,500.00	\$7,500.00
Lawn Seeding - Hydroseed	90000	SF	\$0.15	\$13,500.00
Restriping Soccer Fields - Allowance	1	LS	\$750.00	\$750.00
Freestanding Bleachers (5-Row System w/ Picket Guards and 2 UA Seating Pockets)	3	EA	\$35,000.00	\$105,000.00
Freestanding Bleachers Shipping & Installation	1	LS	\$31,500.00	\$31,500.00
			TOTAL	\$158,250.00
D. Site Amenities				
Bike Racks (Metal)	1	EA	\$750.00	\$750.00
			TOTAL	\$750.00
E. Pavilions and Structures				
Storage Shed (PreFab Structure, 20' x 30' on grade)	1	LS	\$12,500.00	\$12,500.00
			TOTAL	\$12,500.00
F. Landscaping				
Native Shrublands (3-4' ht., 7 gal Shrubs)	50	EA	\$120.00	\$6,000.00
Native Rain Garden Seed Mix (20 lbs/acre)	5	LBS	\$40.00	\$200.00
Native Pollinator Meadow Seeding	1550	SY	\$1.30	\$2,015.00
Low-Mow Planting Area (7 lbs/1000 sq.ft.)	168	LBS	\$5.95	\$999.60
Invasive Species Management Allowance	1	LS	\$5,500.00	\$5,500.00
			TOTAL	\$14,714.60

G. Stormwater Drainage Improvements				
Rain Garden Allowance	220	CY	\$36.00	\$7,900.00
Vegetated Bioswale	138	LF	\$104.00	\$14,352.00
Geotextile Fabric	35	SY	\$6.00	\$200.00
FRENCH DRAIN	1	LS	\$35,000.00	\$35,000.00
EROSION & SEDIMENTATION CONTROL	1	LS	\$6,000.00	\$6,000.00
			TOTAL	\$63,452.00
			SUBTOTAL	\$343,876.60
			10% Contingency	\$34,387.66
			Construction Phase Engineering (10%)	\$37,826.43
			TOTAL	\$416,090.69



CALC'D BY: TAS
 CALC'D DATE: 1/20/2023
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 CHK'D DATE: _____

Design - Engineer's Project Cost Opinion
 for
FERGUSON TOWNSHIP FAIRBROOK PARK
MASTER SITE PLAN - PHASE 2
R000769.0432

ITEM DESCRIPTION	Quantity	Unit	Unit Price	Total
A. Demolition / Site Preparation				
Miscellaneous Demolition	1	LS	\$2,500.00	\$2,500.00
			TOTAL	\$2,500.00
B. Parking Lot Improvements				
Bituminous Pavement - Porous System	1000	SY	\$45.00	\$45,000.00
Concrete Parking Space Curb Stops	25	EA	\$500.00	\$12,500.00
Pavement Markings, 4" Blue, Thermoplastic	1	LS	\$3,000.00	\$3,000.00
ADA Parking Post-Mounted Sign, Type B	2	EA	\$500.00	\$1,000.00
			TOTAL	\$61,500.00
C. Bituminous Pavement and Trails				
8' Wide Trail - New Trail Extensions	2320	SY	\$50.00	\$116,000.00
ADA Companion Seating Areas (30"x42" Asphalt)	8	SY	\$35.00	\$280.00
6' Wide Woodland Walk (Trail Surface Aggregate)	1920	SY	\$18.00	\$34,560.00
Bicycle Parking Areas	10	SY	\$35.00	\$350.00
			TOTAL	\$151,190.00
D. Permanent and Temporary Restrooms				
Temporary Restroom Allowance (ADA Accessible)	1	LS	\$2,500.00	\$2,500.00
			TOTAL	\$2,500.00
E. New Sports Amenities				
Pickleball Court (2 double asphalt courts)	2	EA	\$40,000.00	\$80,000.00
Fencing for Pickleball Courts (10' ht.)	336	LF	\$90.00	\$30,240.00
Bocce Court	1	EA	\$30,000.00	\$30,000.00
Pickleball - Ball Return Wall Allowance	1	LS	\$10,000.00	\$10,000.00
			TOTAL	\$150,240.00

F. Site Amenities				
Benches (Wood & Metal)	8	EA	\$1,500.00	\$12,000.00
Adult Exercise Stations Allowance	5	EA	\$6,000.00	\$30,000.00
Delivery and Installation of Exercise Stations	1	LS	\$10,500.00	\$10,500.00
Bike Racks (Metal)	2	EA	\$750.00	\$1,500.00
Pet Waste Station	1	EA	\$400.00	\$400.00
Litter Receptacles (Wood & Metal)	2	EA	\$1,400.00	\$2,800.00
			TOTAL	\$57,200.00
G. Landscaping				
Native Shade Trees (2-2.5" cal. B&B)	1	EA	\$350.00	\$350.00
Native Shrublands (3-4' ht., 7 gal Shrubs)	100	EA	\$120.00	\$12,000.00
Native Rain Garden Seed Mix (20 lbs/acre)	5	LBS	\$40.00	\$200.00
Picnic Grove (Native Trees 2-2.5" cal. B&B, 25' o.c.)	8	EA	\$350.00	\$2,800.00
Buffer Plantings at Pickleball Court Allowance	1	LS	\$18,200.00	\$18,200.00
Invasive Species Management Allowance	1	LS	\$5,500.00	\$5,500.00
			TOTAL	\$39,050.00
H. Stormwater Drainage Improvements				
Rain Garden Allowance	580	CY	\$36.00	\$20,900.00
Vegetated Bioswale	247	LF	\$104.00	\$25,688.00
EROSION & SEDIMENTATION CONTROL	1	LS	\$6,000.00	\$6,000.00
			TOTAL	\$52,588.00
			SUBTOTAL	\$516,768.00
			10% Contingency	\$51,676.80
			Construction Phase Engineering (10%)	\$56,844.48
			TOTAL	\$625,289.28



CALC'D BY: TAS
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 CHK'D DATE: _____

Design - Engineer's Project Cost Opinion
 for
FERGUSON TOWNSHIP FAIRBROOK PARK
MASTER SITE PLAN - PHASE 3
R000769.0432

ITEM DESCRIPTION	Quantity	Unit	Unit Price	Total
A. Demolition / Site Preparation				
Miscellaneous Demolition	1	LS	\$2,500.00	\$2,500.00
			TOTAL	\$2,500.00
B. Playground #2 Improvements				
Burke Inclusive 5-12 YR Play Structure	1	EA	\$222,500.00	\$222,500.00
Burke Inclusive 2-Bay Swing	1	EA	\$12,500.00	\$12,500.00
Burke Inclusive Playsemble	1	EA	\$30,000.00	\$30,000.00
ADA Inclusive Equipment Allowance (2-5 yr olds)	1	LS	\$37,500.00	\$37,500.00
Bulk Earthwork Allowance	1	LS	\$5,000.00	\$5,000.00
Supply, Level and Compact Stone Sub-Base	1	LS	\$28,500.00	\$28,500.00
Playbound Poured-In-Place Rubber Safety Surface	1	LS	\$102,500.00	\$102,500.00
Stormwater BMP Infiltration Bed	315	CY	\$140.00	\$44,100.00
Play Equipment Shipping & Installation (30%)	1	LS	\$84,000.00	\$84,000.00
Removal of Existing Equipment (10%)	1	LS		\$0.00
			TOTAL	\$566,600.00
C. Pavilions and Structures				
Picnic Pavilion (16' x 24' Timber & Metal PreFab)	1	LS	\$35,000.00	\$35,000.00
Pavilion Surface (Concrete)	384	SF	\$15.00	\$5,760.00
Shade Sail Allowance	4	EA	\$30,000.00	\$120,000.00
Shade Sail Shipping and Installation (30%)	1	LS	\$36,000.00	\$36,000.00
			TOTAL	\$196,760.00
			SUBTOTAL	\$765,860.00
			10% Contingency	\$76,586.00
			Construction Phase Engineering (10%)	\$84,244.60
			TOTAL	\$926,690.60



CALC'D BY: TAS
 CALC'D DATE: 1/20/2023
 CHK'D BY: _____
 CHK'D DATE: _____

Design - Engineer's Project Cost Opinion
 for
FERGUSON TOWNSHIP FAIRBROOK PARK
MASTER SITE PLAN - PHASE 4
R000769.0432

ITEM DESCRIPTION	Quantity	Unit	Unit Price	Total
A. Demolition / Site Preparation				
Miscellaneous Demolition	1	LS	\$2,500.00	\$2,500.00
			TOTAL	\$2,500.00
B. Playground #1 Expansion				
ADA Inclusive Equipment Allowance (2-5 yr olds)	1	LS	\$37,500.00	\$37,500.00
Burke Inclusive 2-Bay Swing	1	EA	\$12,500.00	\$12,500.00
Burke Inclusive Playsemble	1	EA	\$30,000.00	\$30,000.00
Bulk Earthwork Allowance	1	LS	\$10,500.00	\$10,500.00
Supply, Level and Compact Stone Sub-Base	1	LS	\$28,500.00	\$28,500.00
Playbound Poured-In-Place Rubber Safety Surface	1	LS	\$102,500.00	\$102,500.00
Stormwater BMP Infiltration Bed	315	CY	\$140.00	\$44,100.00
ADA Equipment Shipping & Installation Allowance	1	LS	\$24,000.00	\$24,000.00
			TOTAL	\$289,600.00
C. Pavilions and Structures				
Outdoor Classroom / Amphitheater Allowance	1	LS	\$75,000.00	\$75,000.00
			TOTAL	\$75,000.00
D. Landscaping				
Native Shade Trees (2-2.5" cal. B&B)	10	EA	\$350.00	\$3,500.00
Native Flowering Trees (8-10' ht. B&B)	18	EA	\$275.00	\$4,950.00
Native Shrublands (3-4' ht., 7 gal Shrubs)	200	EA	\$120.00	\$24,000.00
Native Pollinator Meadow Seeding	2450	SY	\$1.30	\$3,185.00
Native Meadow-to-Forest Seed Mix	3200	SY	\$2.50	\$8,000.00
Children's Garden Allowance (Shrubs, Plugs)	1	LS	\$12,000.00	\$12,000.00
Invasive Species Management Allowance	1	LS	\$5,500.00	\$5,500.00
			TOTAL	\$61,135.00
			SUBTOTAL	\$428,235.00
			10% Contingency	\$42,823.50
			Construction Phase Engineering (10%)	\$47,105.85
			TOTAL	\$518,164.35

Proposed Facility Improvements – Greenbriar - Saybrook Park

Site Analysis and Design Considerations

As noted in the park facility inventory, Greenbriar-Saybrook Park is an 8-acre neighborhood park located between the Greenbriar and Saybrook subdivisions on the south side of Sleepy Hollow Road. The park's primary features are its walking/biking trail, a Pavilion with Tot Lot, and a basketball court. Most of the park is relatively flat, with a few slopes near residential property boundaries on the northern boundary, and between the Tot Lot and woodlands nearby. An existing stormwater management basin collects and treats runoff in the south/central portion of the park, but this basin is not owned or maintained by Ferguson Township, it is owned and maintained by the adjoining Homeowner's Association (HOA).

The current parking lot is adequate for existing needs, but the ADA parking spaces need to be updated with correct signage and parking stall/aisle striping. The existing park trail is very popular with local residents, however only the eastern portion creates a loop; the western portion ends at the cul-de-sac on Apple Green Drive. The trail surface is not paved, and frequent issues of mud, ruts and other problems have been reported. The pavilion closest to the parking lot is in very good condition, but the second pavilion to the west is aging and in need of repair.

A significant woodland area provides shade, habitat, and screening along the park's southern and western boundaries. The northern and eastern boundaries have some degree of vegetated buffers, but they need to be enhanced to provide more privacy to adjacent residents. Large portions of the park are open mown lawn, but only the east-side lawn is used for sports programs such as "Soccer Shots Minis" (provided by CRPR).

Facilities Analysis

The proposed master site plan aims to preserve this site as a small neighborhood park serving the adjacent residential community as well community residents and visitors. A key addition in the park master site plan is a small section of new trail proposed on the park's west side, creating a fully integrated interior loop. The park's trail system is also proposed to be paved and to include connections to existing and proposed park amenities for full accessibility.

The existing basketball court will remain, but the old, nearly buried Horseshoe Pits is shown to be removed and replaced with two (2) new double Pickleball courts and a Bocce/Shuffleboard Court, all connected by accessible walkways. The Tot Lot will remain and proposed to connect to a new Nature Play/Discovery Zone, which utilizes the existing grassy slope, a proposed native pollinator meadow, and nearby woodlands for nature-based play and learning. A second, larger playground for children ages 5-12 years old is proposed on the west side of the park, connected to the second pavilion via accessible trails. This playground will include ADA accessible and adaptive equipment, a small outdoor classroom, and sensory garden.

The west side of the park is enhanced by the additional trail loop, benches with ADA companion seating, native pollinator meadow plantings, and new native flowering trees. The existing Memorial Garden will remain and receive enhanced landscape plantings as needed. Sloped areas of the park will be converted from turf to Low Mow / No Mow zones, and existing turf swales will be converted to vegetated bioswales feeding into vegetated rain gardens to capture and treat rainfall runoff. Existing woodlands will remain but be treated for the control of invasive plant species. Existing screening buffers are proposed to be filled in with native evergreen trees for more privacy to nearby residents. A new picnic grove is proposed between the Pickleball courts and the trail, to mitigate noise but also to provide outdoor dining opportunities in the park. Proposed site furnishings include benches with ADA companion seating, Pet Waste stations at both entrances to the park, and educational signage.



Herbert, Rowland & Grubic, Inc.
Engineering & Related Services

AN EMPLOYEE-OWNED COMPANY

CALC'D BY: TAS
 CALC'D DATE: 1/20/2023
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Design - Engineer's Project Cost Opinion
 for
FERGUSON TOWNSHIP GREENBRIAR-SAYBROOK PARK
MASTER SITE PLAN PROJECT
R000769.0432

ITEM DESCRIPTION	Quantity	Unit	Unit Price	Total
A. Demolition / Site Preparation				
Miscellaneous Demolition	1	LS	\$12,500.00	\$12,500.00
			TOTAL	\$12,500.00
B. Parking Lot Improvements				
ADA Pavement Markings, 4" Blue, Thermoplastic	1	LS	\$3,000.00	\$3,000.00
ADA Parking Post-Mounted Sign, Type B	1	EA	\$500.00	\$500.00
			TOTAL	\$3,500.00
C. Bituminous Pavement and Trails				
8' Wide Trail - New Trail Extensions (Class 1 Asphalt)	1386	SY	\$35.00	\$48,510.00
Pave Existing Trail System (Class 1 Asphalt)	1778	SY	\$35.00	\$62,230.00
ADA Companion Seating Areas (30"x42" Asphalt)	70	SY	\$35.00	\$2,450.00
Bicycle Parking Areas (Asphalt)	24	SY	\$35.00	\$840.00
			TOTAL	\$114,030.00
D. New Sports Amenities				
Pickleball Court (2 double asphalt courts)	2	EA	\$40,000.00	\$80,000.00
Fencing for Pickleball Courts (10' ht.)	336	LF	\$90.00	\$30,240.00
Bocce Court	1	EA	\$30,000.00	\$30,000.00
			TOTAL	\$140,240.00
E. Tot Lot Playground Improvements & Nature Playground				
ADA / Play Equipment Allowance (2-5 yr olds)	1	LS	\$37,500.00	\$37,500.00
Nature Play / Discovery Zone Allowance	1	LS	\$125,000.00	\$125,000.00
Supply and Level Mulch Safety Surface to Tot Lot	1	LS	\$4,500.00	\$4,500.00
Tot Lot Equipment Shipping & Installation Allowance	1	LS	\$10,500.00	\$10,500.00
Removal of Existing Equipment (10%)	1	LS	\$3,200.00	\$3,200.00
Unit Paver Plaza	1000	SF	\$25.00	\$25,000.00
			TOTAL	\$205,700.00

F. New Youth Playground (5-12 Yrs)				
Burke Inclusive 5-12 YR Play Structure	1	EA	\$222,500.00	\$222,500.00
Burke Inclusive 2-Bay Swing	1	EA	\$12,500.00	\$12,500.00
Burke Inclusive Orbit	1	EA	\$15,000.00	\$15,000.00
Burke Inclusive Playsemble	1	EA	\$30,000.00	\$30,000.00
Bulk Earthwork Allowance	1	LS	\$10,500.00	\$10,500.00
Supply, Level and Compact Stone Sub-Base	1	LS	\$28,500.00	\$28,500.00
Playbound Poured-In-Place Rubber Safety Surface	1	LS	\$102,500.00	\$102,500.00
Stormwater BMP Infiltration Bed	315	CY	\$140.00	\$44,100.00
Play Equipment Shipping & Installation (30%)	1	LS	\$84,000.00	\$84,000.00
			TOTAL	\$549,600.00
G. Site Amenities				
Benches (Wood & Metal)	8	EA	\$1,500.00	\$12,000.00
Circular Bench (Wood & Metal)	1	EA	\$8,500.00	\$8,500.00
Adult Exercise Stations Allowance	8	EA	\$6,000.00	\$48,000.00
Delivery and Installation of Exercise Stations	1	LS	\$12,500.00	\$12,500.00
Bike Racks (Metal)	1	EA	\$750.00	\$750.00
Pet Waste Station	2	EA	\$400.00	\$800.00
Educational Signage Allowance (4 PreFab Signs)	1	LS	\$7,200.00	\$7,200.00
			TOTAL	\$89,750.00
H. Pavilions and Structures				
Picnic Pavilion (16' x 24' Timber & Metal PreFab)	1	LS	\$35,000.00	\$35,000.00
Pavilion Surface (Concrete)	384	SF	\$15.00	\$5,760.00
Shade Sail Allowance (2 Shade Sails)	2	EA	\$30,000.00	\$60,000.00
Shade Sail Shipping and Installation (30%)	1	LS	\$18,000.00	\$18,000.00
Outdoor Classroom Pergola Allowance	1	LS	\$25,000.00	\$25,000.00
Stepping Stones	568	SF	\$35.00	\$19,880.00
			TOTAL	\$163,640.00
I. Landscaping				
Native Shade Trees (2-2.5" cal. B&B)	17	EA	\$350.00	\$5,950.00
Native Evergreen Trees (8-10' ht., B&B)	15	EA	\$275.00	\$4,125.00
Native Pollinator Meadow Seeding	2900	SY	\$1.30	\$3,770.00
Native Rain Garden Seed Mix (20 lbs/acre)	4	LBS	\$40.00	\$160.00
Low-Mow Planting Area (7 lbs/1000 sq.ft.)	97	LBS	\$5.95	\$577.15
Picnic Grove (Native Trees 2-2.5" cal. B&B, 25' o.c.)	20	EA	\$350.00	\$7,000.00
General Planting Areas (1 gallon perennials, 3' o.c.)	620	EA	\$15.00	\$9,300.00
Sensory Garden Plantings (1 gallon perennials, 3' o.c.)	270	EA	\$15.00	\$4,050.00
Invasive Species Management Allowance	1	LS	\$2,500.00	\$2,500.00
			TOTAL	\$37,432.15
J. Stormwater Drainage Improvements				
Rain Garden Construction Allowance	490	CY	\$36.00	\$17,600.00
Vegetated Bioswale	1880	LF	\$104.00	\$195,520.00
EROSION & SEDIMENTATION CONTROL	1	LS	\$6,000.00	\$6,000.00
			TOTAL	\$219,120.00
			SUBTOTAL	\$1,535,512.15
			10% Contingency	\$153,551.22
			Construction Phase Engineering (10%)	\$168,906.34
			TOTAL	\$1,857,969.70

This estimate is based on 2022 construction estimates assuming all construction to be publicly bid.

This estimate does not include fees associated with permitting, survey, or geotechnical services.



CALC'D BY: TAS
 CALC'D DATE: 1/20/2023
 CHK'D BY: _____
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Design - Engineer's Project Cost Opinion
 for
FERGUSON TOWNSHIP GREENBRIAR-SAYBROOK PARK
MASTER SITE PLAN - PHASE 1
R000769.0432

ITEM DESCRIPTION	Quantity	Unit	Unit Price	Total
A. Demolition / Site Preparation				
Miscellaneous Demolition	1	LS	\$12,500.00	\$12,500.00
			TOTAL	\$12,500.00
B. Parking Lot Improvements				
ADA Pavement Markings, 4" Blue, Thermoplastic	1	LS	\$3,000.00	\$3,000.00
ADA Parking Post-Mounted Sign, Type B	1	EA	\$500.00	\$500.00
			TOTAL	\$3,500.00
C. Bituminous Pavement and Trails				
8' Wide Trail - New Trail Extensions (Class 1 Asphalt)	1386	SY	\$35.00	\$48,510.00
Pave Existing Trail System (Class 1 Asphalt)	1778	SY	\$35.00	\$62,230.00
ADA Companion Seating Areas (30"x42" Asphalt)	70	SY	\$35.00	\$2,450.00
Bicycle Parking Areas (Asphalt)	24	SY	\$35.00	\$840.00
			TOTAL	\$114,030.00
D. New Sports Amenities				
Pickleball Court (2 double asphalt courts)	2	EA	\$40,000.00	\$80,000.00
Fencing for Pickleball Courts (10' ht.)	336	LF	\$90.00	\$30,240.00
Bocce Court	1	EA	\$30,000.00	\$30,000.00
Unit Paver Plaza	1000	SF	\$25.00	\$25,000.00
			TOTAL	\$165,240.00
E. Site Amenities				
Benches (Wood & Metal)	8	EA	\$1,500.00	\$12,000.00
Circular Bench (Wood & Metal)	1	EA	\$8,500.00	\$8,500.00
Adult Exercise Stations Allowance	8	EA	\$6,000.00	\$48,000.00
Delivery and Installation of Exercise Stations	1	LS	\$12,500.00	\$12,500.00
Bike Racks (Metal)	1	EA	\$750.00	\$750.00
Pet Waste Station	2	EA	\$400.00	\$800.00
Educational Signage Allowance (2 PreFab Signs)	1	LS	\$3,600.00	\$3,600.00
			TOTAL	\$86,150.00

F. Landscaping				
Native Shade Trees (2-2.5" cal. B&B)	17	EA	\$350.00	\$5,950.00
Native Evergreen Trees (8-10' ht., B&B)	15	EA	\$275.00	\$4,125.00
Native Pollinator Meadow Seeding	1500	SY	\$1.30	\$1,950.00
Picnic Grove (Native Trees 2-2.5" cal. B&B, 25' o.c.)	20	EA	\$350.00	\$7,000.00
General Planting Areas (1 gallon perennials, 3' o.c.)	620	EA	\$15.00	\$9,300.00
Sensory Garden Plantings (1 gallon perennials, 3' o.c.)	270	EA	\$15.00	\$4,050.00
Invasive Species Management Allowance	1	LS	\$2,500.00	\$2,500.00
			TOTAL	\$34,875.00
			SUBTOTAL	\$416,295.00
			10% Contingency	\$41,629.50
			Construction Phase Engineering (10%)	\$45,792.45
			TOTAL	\$503,716.95



CALC'D BY: TAS
 CALC'D DATE: 1/20/2023
 CHK'D BY: _____
 CHK'D DATE: _____

Design - Engineer's Project Cost Opinion
 for
FERGUSON TOWNSHIP GREENBRIAR-SAYBROOK PARK
MASTER SITE PLAN - PHASE 2
R00769.0432

ITEM DESCRIPTION	Quantity	Unit	Unit Price	Total
A. Demolition / Site Preparation				
Miscellaneous Demolition	1	LS	\$12,500.00	\$12,500.00
			TOTAL	\$12,500.00
B. Tot Lot Playground Improvements & Nature Playground				
ADA / Play Equipment Allowance (2-5 yr olds)	1	LS	\$37,500.00	\$37,500.00
Nature Play / Discovery Zone Allowance	1	LS	\$125,000.00	\$125,000.00
Supply and Level Mulch Safety Surface to Tot Lot	1	LS	\$4,500.00	\$4,500.00
Tot Lot Equipment Shipping & Installation Allowance	1	LS	\$10,500.00	\$10,500.00
Removal of Existing Equipment (10%)	1	LS	\$3,200.00	\$3,200.00
Unit Paver Plaza	1000	SF	\$25.00	\$25,000.00
			TOTAL	\$205,700.00
C. Pavilions and Structures				
Picnic Pavilion (16' x 24' Timber & Metal PreFab)	1	LS	\$35,000.00	\$35,000.00
Pavilion Surface (Concrete)	384	SF	\$15.00	\$5,760.00
			TOTAL	\$40,760.00
D. Landscaping				
Native Pollinator Meadow Seeding	725	SY	\$1.30	\$942.50
Native Rain Garden Seed Mix (20 lbs/acre)	4	LBS	\$40.00	\$160.00
Low-Mow Planting Area (7 lbs/1000 sq.ft.)	97	LBS	\$5.95	\$577.15
Invasive Species Management Allowance	1	LS	\$2,500.00	\$2,500.00
Educational Signage Allowance (2 PreFab Signs)	1	LS	\$3,600.00	\$3,600.00
			TOTAL	\$7,779.65
E. Stormwater Drainage Improvements				
Rain Garden Construction Allowance	490	CY	\$36.00	\$17,600.00
Vegetated Bioswale	1880	LF	\$104.00	\$195,520.00
EROSION & SEDIMENTATION CONTROL	1	LS	\$6,000.00	\$6,000.00
			TOTAL	\$219,120.00
			SUBTOTAL	\$485,859.65
			10% Contingency	\$48,585.97
			Construction Phase Engineering (10%)	\$53,444.56
			TOTAL	\$587,890.18



CALC'D BY: TAS
 CALC'D DATE: 1/20/2023
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 CHK'D DATE: _____

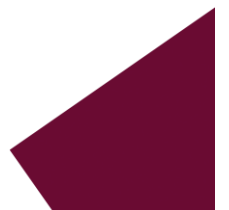
Design - Engineer's Project Cost Opinion
 for
FERGUSON TOWNSHIP GREENBRIAR-SAYBROOK PARK
MASTER SITE PLAN - PHASE 3
R00769.0432

ITEM DESCRIPTION	Quantity	Unit	Unit Price	Total
A. Demolition / Site Preparation				
Miscellaneous Demolition	1	LS	\$12,500.00	\$12,500.00
			TOTAL	\$12,500.00
B. New Youth Playground (5-12 Yrs)				
Burke Inclusive 5-12 YR Play Structure	1	EA	\$222,500.00	\$222,500.00
Burke Inclusive 2-Bay Swing	1	EA	\$12,500.00	\$12,500.00
Burke Inclusive Orbit	1	EA	\$15,000.00	\$15,000.00
Burke Inclusive Playsemble	1	EA	\$30,000.00	\$30,000.00
Bulk Earthwork Allowance	1	LS	\$10,500.00	\$10,500.00
Supply, Level and Compact Stone Sub-Base	1	LS	\$28,500.00	\$28,500.00
Playbound Poured-In-Place Rubber Safety Surface	1	LS	\$102,500.00	\$102,500.00
Stormwater BMP Infiltration Bed	315	CY	\$140.00	\$44,100.00
Play Equipment Shipping & Installation (30%)	1	LS	\$84,000.00	\$84,000.00
			TOTAL	\$549,600.00
C. Pavilions and Structures				
Shade Sail Allowance (2 Shade Sails)	2	EA	\$30,000.00	\$60,000.00
Shade Sail Shipping and Installation (30%)	1	LS	\$18,000.00	\$18,000.00
Outdoor Classroom Pergola Allowance	1	LS	\$25,000.00	\$25,000.00
Stepping Stones	568	SF	\$35.00	\$19,880.00
			TOTAL	\$122,880.00
D. Landscaping				
Native Pollinator Meadow Seeding	690	SY	\$1.30	\$897.00
Invasive Species Management Allowance	1	LS	\$2,500.00	\$2,500.00
			TOTAL	\$3,397.00
			SUBTOTAL	\$688,377.00
			10% Contingency	\$68,837.70
			Construction Phase Engineering (10%)	\$75,721.47
			TOTAL	\$832,936.17



5

RECREATION PROGRAMS



RECREATION PROGRAMS

Recreation programs and services for Ferguson Township and the Centre Region are provided by both the public and the private sector including both private and non-profit organizations. The following sections provide an overview of the wide variety of organizations which provide recreation programs and services to Ferguson Township residents.

Non-Profit Organizations

Non-profit organizations which offer recreation programs to Ferguson Township residents include the Teener League, the Centre Soccer Association, the Little League, Penn State University, and the YMCA. These organizations offer programs both within and outside of Ferguson Township. The following table identifies the programs offered by each of the non-profit organizations.

TABLE 5-1	
RECREATION PROGRAMS OFFERED BY PRIVATE NON-PROFIT ORGANIZATIONS	
ORGANIZATION	PROGRAMS OFFERED
Teener League	Baseball
Centre Soccer Association	Soccer
State College Little League	Baseball
YMCA	Swimming, aerobics, basketball, volleyball, rock climbing and weightlifting, outdoor inline hockey rink
Osher Lifelong Learning Institute	Courses offered on topics from art to nature, money, computers, sports, history, and music.
State College Lions Youth Football and Cheerleading	Football, cheerleading
Baileyville Softball Association	Softball
Centre County Baseball League	Baseball
Centre County Softball League	Softball

Private Organizations

Private organizations provide a need for specialized recreation opportunities which are difficult to provide by non-profit or public organizations. These private organizations and the programs which they offer are identified in Table 5-2.

TABLE 5-2 RECREATION PROGRAMS OFFERED BY PRIVATE FOR-PROFIT ORGANIZATIONS	
ORGANIZATION	PROGRAMS OFFERED
Northland Bowl and Recreation Center	Bowling leagues, recreational bowling
The North Club, LLC	Treadmills, spin bikes, weightlifting, personal training
Penn State University	Swimming, Stone Valley Recreation Area, Adult Education
Science Park Pool	Swimming

Public Organizations

In addition to the private organizations listed above, the Centre Region Parks and Recreation Department (CRPR) coordinates recreation programs and services at Township parks and other facilities throughout the Township and Centre Region for those municipalities that participate in the CRPR system. Programs are offered year-round for a fee and serve all ages. The following chart identifies the type of programs which are offered and the age groups which they serve. These programs range from organized programs to self directed activities, special groups, cooperative programs, and special events. For more information about CRPR's programs, visit <https://www.crpr.org/>.

Table 5-3 CENTRE REGION PARKS AND RECREATION PROGRAMS					
PROGRAM	LOCATION(S)	AGE GROUP SERVED			
		PRE-SCHOOL	YOUTH	ADULT	SENIOR
Various Day Camps	Multiple, including virtual options	x	x		
Aquatic Lessons		x	x	x	
Aquatic Lessons - Specialized	State College Natatorium	x	x		
Disc Golf	Circleville Park, Harvest Fields Disc Golf Course, Tri-Municipal Park, Bernel Road Park		x	x	
Flag Football	Oak Hall Regional Park, Spring Creek Park		x	x	
Pickleball	Dalevue Park, Nittany Orchard Park, Bernel Road Park, High Point Park, Tusseyview Park, Suburban Park		x	x	

**Table 5-3 (Cont.)
CENTRE REGION PARKS AND RECREATION PROGRAMS**

PROGRAM	LOCATION(S)	AGE GROUP SERVED			
		PRE-SCHOOL	YOUTH	ADULT	SENIOR
Centre Region Active Adult Center - see below for more detailed programs	Nittany Mall				x
Soccer Programs	Greenbriar-Saybrook Park (2022)				
Softball	John Hess Softball Complex, Oak Hall Regional Park		x	x	
Tennis	Dalevue Park, Nittany Orchard Park, Bernel Road Park, High Point Park, Tusseyview Park, Suburban Park, SCASD, Spring Creek Park, Green Hollow Park			x	
Track & Cross Country	Circleville Park, Oak Hall Regional Park (Fall 2022)		x	x	
Volleyball	Various schools (2022)			x	

In addition to the programs listed above, the CRPR provides the following additional services and programs: Rec On the Go, Visit Centre County Geotour, youth and adult fitness programs listed in their quarterly Active Guide, pavilion rentals, Adopt-A-Trail Program, Millbrook Marsh Nature Center, Gifts-For-Parks Program, My Veteran/My Hero Tribute Trees, and Remembrance Tree Program. The following special events are also coordinated by CRPR and offered to the citizens of the Centre Region: Kids on Wheels Parade, Parks for Pollinators 2022 BioBlitz, Paws-A-Pool-Ooza Dog Swim, Stargazing/Skywatching with the Central PA Observers, and Music Concert Series.

The Centre Region Active Adult Center, located in the Nittany Mall near Entrance A, offers a wide variety of recreational activities for adults ages 55 and over. Programs offered include specialized outings, various tabletop games, tai chi, calisthenics, organized walks, line dancing, hiking, educational classes, art classes, gardening classes, book clubs, and other special programs.



Finally, specific activities run by CRPR, Centre Soccer Association and various other organizations that coordinate recreation programs that occur in Ferguson Township parks are identified in Table 5-4:

Table 5-4 PROGRAMS AND ACTIVITIES IN FERGUSON TOWNSHIP DEVELOPED PARKS	
PARK/FACILITY	PROGRAM/ACTIVITY
Autumnwood Park	n/a
Cecil Irvin Park	n/a
Fairbrook Park	Softball, Soccer, Baseball, Neighborhood Park Program
Greenbriar-Saybrook Park	Soccer Shots Minis
Haymarket Park	n/a
Homestead Park	Softball, Soccer, Baseball, Neighborhood Park Program
Louis E. Silvi Baseball Complex	Baseball
Meadows Park	Neighborhood Park Program
Park Hills Park	Neighborhood Park Program
Suburban Park	Softball, Tennis, Baseball, Neighborhood Park Program
Tom Tudek Memorial Park	Softball, Soccer, Baseball, Stargazing

Programming Challenges

It is evident in the tables above that many of the Township's existing parks are used for several different activities. As of 2022, no data about programs in Autumnwood Park, Cecil Irvin Park or Haymarket Park was available. However, as population grows, the Township can anticipate an increased need for facilities and programs.

While CRPR is responsible for administering Programs that benefit all participating municipalities, according to the Citizen Survey results obtained during this 2022 RPOS Plan Update, 64.29% of Ferguson Township respondents indicated that they do not participate in any of the programs that are offered by CRPR. This indicates there may be a disconnect between the programs that CRPR is offering and the needs and preferences of Township residents. Further clarification in survey responses reveals:

- 28.75% of survey respondents said they did not know about them
- **27.5% of survey respondents said the programs did not interest them**
- 21.25% of survey respondents said they were too busy to fit them in
- 20% of survey respondents said the programs cost too much

Further, the following groups were identified in the survey as having either "Not Enough" or "Not Nearly Enough" access to recreational activities in the Township:

- People with Disabilities (53.85% Not Enough and 15.83% Not Nearly Enough)
- High School Students (42.16% Not Enough and 12.75% Not Nearly Enough)
- Families (46.15% Not Enough and 3.85% Not Nearly Enough)

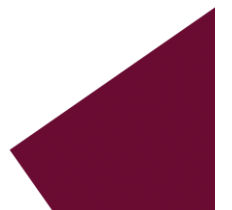
This important community feedback should be reviewed by CRPR, the Authority, and the Township to refine and possibly change parks and recreation programming to better meet

current and future residents' needs, interests, and ability levels. In lieu of implementing new, permanent programs that require more administrative oversight, long-term financial commitment, and maintenance output is the option to implement a small series of seasonal "Pop Up" events held in select Township parks such as Farmer's Markets, Art Shows, Family Game Nights, Mini-Golf Days, Pop-Up Ice Rinks (winter), Splash Pads (summer, on paved surfaces), and Bounce Castle events (spring and fall). Rental costs and contracts with outside vendors are likely to be required, but could reduce capital expenditures that would have been required to build and maintain these facilities on a permanent basis (notably the ice rink and splash pad).



6

FACILITY AND EQUIPMENT
MAINTENANCE



FACILITIES AND EQUIPMENT MAINTENANCE

Existing Conditions

Parks, facilities, and equipment maintenance is completed in Ferguson Township by a shared agreement with Centre Region Parks and Recreation (CRPR), an agency of the Centre Region Council of Governments (COG). As part of this agreement, maintenance of parks under four (4) acres in size is the responsibility of the Township, and maintenance of parks over four (4) acres in size is the responsibility of CRPR. One exception to this arrangement is Songbird Sanctuary in Ferguson Township, which is nearly 9 acres in size but will be maintained by the Township rather than by CRPR. Together, these departments work to present a positive image, safe and clean facilities, and well-maintained properties.

Maintenance of the parks is essential to providing safe, usable, and aesthetically pleasing areas and facilities for the residents of the Township and for visitors from other communities. Providing an efficient and effective recreation and parks maintenance program, enables the Township to enhance recreation amenities, save money, reduce liability, improve life expectancy of facilities, create an attractive park atmosphere, and foster environmental stewardship.

As in all communities, there are maintenance projects that need to be addressed in the parks. These projects are noted in the park matrix inventories. Many of these projects involve providing ADA access to the facilities. Based on various forms of input from the residents, it is apparent that the maintenance of the parks is not a major issue in the Township. When questioned about park maintenance, they feel that the parks are well maintained based on the financial resources and available staffing. This indicates a diligent effort by the Township and CRPR to strive to attain the high-quality standards that the residents desire to see displayed at the park facilities.

Facilities and Equipment Maintenance

As of 2020, CRPR maintains twelve (12) parks within Ferguson Township and more than 40 parks throughout the Centre Region. The twelve (12) Township-owned parks create a combined total of 262 acres of parkland.

These include:

- Autumnwood Park
- Cecil Irvin Park
- Fairbrook Park
- Greenbriar - Saybrook Park
- Haymarket Park
- Homestead Park
- Meadow Park
- Overlook Heights Tot Lot
- Park Hills Park
- Suburban Park
- Tom Tudek Memorial Park
- Watershed Preserve – formerly owned by the Township Municipal Authority

As noted in the chapter introduction, not included in the above list is Songbird Sanctuary, a 9-acre nature preserve to be maintained by Ferguson Township.

In addition to the parks, there are five (5) bikeways provided and maintained solely by Ferguson Township. These bikeways are the Tudek / Circleville, the Cato / Stonebridge Bikeway, the Mckee Street Bikeway, the Blue / White Bikeway and the Vairo/Suburban Bikeway.

Park maintenance work that is the responsibility of CRPR varies by season, type of activities, and each facility's operating budget. Spring is busiest as facilities and sports fields are prepared for opening. Summer maintenance becomes more routine as the season progresses with mowing, sports field maintenance, playground inspections and general maintenance of facilities and equipment.

As defined in the January 2020 Centre Region Comprehensive Recreation, Parks, and Open Space, the primary maintenance tasks performed by CRPR include:

- **Athletic Field Maintenance** – specialized lower cut mowing, turf enhancements (fertilizing, aerating, over-seeding, etc.), softball and baseball field lining, grooming and ballfield maintenance.
- **Equipment Maintenance** – Repairs, improvements, and scheduled maintenance to parks vehicles, motorized equipment, and hand tools.
- **General Parks Maintenance** – Routine trash, recycling, custodial, pavilion maintenance, repairs, and playground maintenance.
- **Playground Equipment Maintenance** – Inspections, repairs, and safety surface replacement
- **Turf Maintenance** – General turf mowing, weed-eating, and leaf removal

Also defined in that same report are maintenance tasks handled by the municipalities participating in the CRPR, such as Ferguson Township, including:

- Major tree work
- Resurfacing or repaving game courts
- Correcting major drainage problems
- Earthmoving
- Sitework
- Snow Removal
- Repairing Parking Lots

In Ferguson Township, special exceptions to the above list include regular maintenance of Songbird Sanctuary (noted at the beginning of this chapter), and undeveloped or “naturalized” areas of Township parks (aka “No Mow Zones”). These are maintained by the Township Public Works Department, along with tasks like paving park paths and trails, installing playground equipment, and installing sports equipment such as dugout roofs.

Maintenance Challenges

Clarity of Responsibilities - Per the Comprehensive Recreation, Parks, and Open Space Plan, page 5-16, “The responsibility for parks maintenance tasks and repairs is not well defined between the municipalities and CRPR”. It states further that “The municipalities are responsible for covering the cost of major repairs and replacements beyond routine maintenance items. However, it is not always clear when parks maintenance and repair is the responsibility of CRPR versus when it is the responsibility of the municipalities. The lack of a written operational document agreed upon by all parties causes unnecessary confusion” (page 5-14).

One example of this involves snow removal. According to the Comprehensive RPOS Plan, it is the responsibility of each municipality to handle snow removal from park facilities. However, the Ferguson Township Public Works Department believes it is the responsibility

of CRPR. The Township performs the snow removal work each winter, but much confusion surrounds this issue.

Another example, discussed more deeply in the Finance Chapter, is the \$2,500.00 maintenance threshold. There is no issue with the threshold per se, but the Township has noted instances in recent years where maintenance requests slightly above this threshold have not been addressed by CRPR in a timely manner. This has led the Township to absorb the responsibility for making these repairs, which add up over time and alter the nature of the financial relationship and maintenance tracking between the two organizations.

Suggestions for improving the maintenance coordination and communication between CRPR and Ferguson Township include:

- Advance confirmation of the level of complexity or safety-related issues surrounding the maintenance requests.
- Clearly defining a mutually agreed amount of time CRPR has to respond to requests and to perform repairs.
- Initiate a meeting between the Township and CRPR to discuss the development of a joint tracking system whereby requests in this threshold can be documented, completed work dates and responsible parties can be noted, and final costs can be reported within each agency's respective budgets.

Maintenance Administration and Record-Keeping

Due to their participation in the regional recreation authority (CRPR), Ferguson Township does not have the typical administrative or record-keeping needs, or practices found in other communities. The majority of parks-specific maintenance tasks, manuals, and records are handled by CRPR rather than the Township. For the parks maintenance tasks that are defined as the responsibility of Ferguson Township, the Public Works Director oversees that work. The Director is responsible for ensuring that materials for park tasks are available and establishes the work schedule to ensure that the work is completed in a timely manner.

The equipment needed for park maintenance is owned by the Township. To keep the equipment in good working condition, the Public Works Department personnel perform routine maintenance and other repairs within their capabilities. Repairs beyond their capabilities are outsourced. When the need for new equipment presents itself, the Public Works Director will include the recommendation in the annual budget request.

As discussed in the "Maintenance Challenges" section above, the Public Works Department has been tracking instances of maintenance work performed in Township parks that exceed the current delineation of responsibility shared with CRPR. Additional record-keeping is advisable for tracking parks maintenance work related to parking lot repairs, major tree work, and other tasks outlined on page 6-2 of this chapter.

As the Township continues to work with CRPR to develop a joint maintenance plan and tracking system, some elements to consider for documentation include:

- A clearly defined Scope of Work listing duties and responsibilities of the municipality and CRPR, including methods for reporting work that has been completed by CRPR to date (type, location, scope, and costs), along with seasonal tasks that are only performed at certain times of year. Provide this information to Township residents as well, so they can be made aware of ongoing maintenance commitments.

- A formal written parks maintenance plan for each Township park, including checklists, inspection points, preventative measures, anticipated maintenance task frequency, and maintenance performance dates.
- Lawn, tree, and general landscape fertilization records.
- Specialty equipment for which the Township is required to contribute funds, either for purchase or rental (bucket trucks, porous pavement vacuum trucks, etc.).
- Inventory of all maintenance equipment for which the Township is required to contribute funds. Include purchase dates, uses, conditions and replacement schedules.
- Playground inspection records, including dates of inspections, any deficiencies noted, and Action Plans for repairs.
- Records of any chemicals sprayed in the parks, including dates, chemical type, reason for application, estimated efficacy (how long will the chemicals be active), and recurring frequency of application (if more than one treatment is needed).
- A turf management plan consisting of mowing schedule, core aerating dates, and fertilizing and seasonal reseeding dates. This plan should also address maintenance of worn areas; drainage issue repairs; specific types of grass seed; proper irrigation procedures for any areas that may be irrigated; turf disease procedures, including insecticide, fungicide, and herbicide treatment; a fertilization schedule; and procedures for signing areas that have been treated. Alternative natural and organic methods for fertilization, insect control, fungus control, etc. should be detailed in the turf maintenance plan.

Risk Management Analysis

Risk management is defined by DCNR as “the process of making park areas and recreation facilities safer by conducting and documenting routine safety inspections, having procedures in place to correct problems, and performing the necessary work promptly.” Risk management is an important aspect of providing safe facilities for park patrons, as well as those performing the work in the parks. It should encompass a proactive approach to eliminating potential incidents before they occur, and should cover all recreation areas, facilities, and services offered. Each component of the park or recreation area needs to be thoroughly inspected and compared to the standards of acceptable conditions and then classified as either a safety risk or in good condition.

Existing Risk Management Practices

1. Playground inspections are no longer performed by the Township; that responsibility was transferred to CRPR during the course of preparing this RPOS Plan Update (2022). It is recommended that Township staff routinely request and review CRPR’s records of playground inspections to ensure the safety of the play equipment and avoid potential liability issues. Continued inspections of other facilities and amenities are also recommended.
2. The Township conducts background checks on employees in accordance with Act 153 - “State of Pennsylvania Background Checks Act of 2014”.

3. Worker safety equipment provided by the Township includes safety glasses, ear protection, gloves, face shields, chaps, and helmets.

Recommended Risk Management Practices

1. "The Right to Know" in the context of the United States workplace is the legal principle that the individual has the right to know the chemicals to which they may be exposed in the workplace. (Wikipedia) Therefore, the Township must provide a copy of all MSDS information where employees have quick access, if ever needed. Additionally, the local fire department, EMT, and paramedics should have this information along with the location of where it is stored. If larger amounts are stored, such as 1,000 gallons or more of diesel fuel, it is considered a Tier 1 chemical and the county should also be supplied the information. Quantity amounts for each chemical stored to be classified as a Tier 1 quantity should be researched as these amounts will differ based on the product.
2. Depending on the type of work that is being completed, at least two people should be present to assist with unexpected emergencies. For example: something as simple as collecting trash can become a safety issue if a person who is allergic to bees gets stung and goes into shock.
3. Some employees should have CPR/AED training along with first aid training. Once certified, It is necessary for these employees to attend update CPR/AED training every two years to maintain their certification.
4. The Township does not require a pesticide license because pesticide application is conducted by CRPR through a contracted company at this time. However, the Township would like temporary signage to be placed at site of chemical application to alert the public that chemicals have been recently applied.
5. The Township does not have a written risk management plan in place; however, general inspections are completed regularly to ensure the safety of park users. It is highly recommended that a written risk management plan be developed and then updated, as needed. Fortunately, the Public Works Department follows most of the components within a risk management plan, thereby making it a relatively easy process to create one.

A successful Risk Management Plan should consider the following:

- Develop a plan of action by prioritizing identified hazards and determine the cost to correct them. Routine playground safety audits must be done to minimize liability.
- Address problems through the correction of hazards.
- Be pro-active to preventing accidents.
- Implement mandatory safety training for staff, immediately act on complaints, and repair equipment with parts from the equipment manufacturer.
- Document all inspections and corrective steps.

The staff should be trained to perform at a minimum the following duties:

- Continual monitoring of the physical condition of all facilities and open areas.
- Conducting immediate repairs to minor unsafe facilities and areas.
- Proper posting of unsafe conditions that cannot be immediately repaired.
- Prevention of the use of unsafe equipment and facilities.
- Reporting of safety hazards in writing.

- Submission of accident reports.
- Completion of major repairs as soon as possible.

Continual education opportunities should be provided regarding the safety standards published by the American Society for Testing and Materials (ASTM), the United States Consumer Product Safety Commission (CPSC), and other such organizations. Staff members should also be familiar with contact procedures concerning legal requirements and inspections for conformity to sanitary regulations, criteria for licensing, fire laws, building and zoning codes, pesticide applications, and safety procedures. Fire extinguishers should be in easily accessible places in the buildings and should be in a highly visible location in vehicles and on other equipment. The extinguishers must have a current inspection tag attached to them.

A risk management plan requires the Township to maintain adequate liability insurance coverage on all park facilities, equipment, and programs. Township staff must also mandate organizations utilizing Township parks and facilities to carry adequate insurance for their programs or events. Among other entities identified, their policies should also state "Township of Ferguson additionally insured".

Finally, as new equipment is purchased, new facilities are constructed, and programs are established, the Township's liability insurance coverage should be revised to reflect all new changes.



7

ADMINISTRATION



ADMINISTRATION AND THE PLANNING PROCESS

Legal Structure

The Ferguson Township Comprehensive Recreation, Park, and Open Space Plan consists of an in-depth study of all forms of recreation in the Township and the surrounding area. This plan was commissioned by Ferguson Township which is governed by Home Rule Charter and has an elected a body of five supervisors. The supervisors are granted executive and legislative authority and are responsible for the appointment of various advisory and authority boards. An appointed Township Manager is responsible for hiring Township employees and providing the day-to-day administration of the municipality and its various departments.

Ordinance #1039, enacted November 20, 2017, created the Ferguson Township Parks & Recreation Committee. The Township has a Parks & Recreation Committee consisting of five (5) members. Each of the three (3) wards of the Township is represented by at least one member, and the Ferguson Township representative to the Centre Region Parks and Recreation Authority Board acts as a liaison to the Committee. The committee is responsible for advising the Township Manager and Board of Supervisors on issues concerning recreation in the community, including advice on planning, implementation, program and event development, funding, staffing, and partnerships.

The Municipalities Planning Code (MPC)

Article III, Section 301 of the Municipalities Planning Code addresses the contents of a municipal comprehensive plan. According to the MPC, this document "...shall include but need not be limited to..." such basic elements as:

(4) A plan for community facilities and utilities, which may include public and private education, recreation, municipal buildings, fire and police stations, libraries, hospitals, water supply and distribution, sewerage and waste treatment, solid waste management, storm drainage, and flood plain management, utility corridors and associated facilities, and other similar facilities or uses.

(6) A plan for the protection of natural and historic resources to the extent not preempted by federal or state law. This clause includes but is not limited to, wetlands and aquifer recharge zones, woodlands, steep slopes, prime agricultural land, floodplains, unique natural areas, and historic sites.

In addition:

(d) The municipal, multi-municipal or county comprehensive plan may identify those areas where growth and development will occur so that a full range of public infrastructure services, including sewer, water, highways, police and fire protection, public schools, parks, open space and other services can be adequately planned and provided as needed to accommodate growth.

As noted below, the Centre Region Comprehensive Plan, a multi-municipal planning document, contains a chapter on Open Space Conservation and Preservation that qualifies as the required basic element identified by the MPC. However, adoption of this Township Recreation, Park and Open Space Plan Update, as an adjunct to these provisions in the Regional Comprehensive Plan, can provide more guidance at the local level, and result in the provision of facilities and

services that are consistent with the needs and desires of the Township residents. Additionally, it is intended that this RPOS Plan Update may serve to identify how local efforts can begin to address the regional goals highlighted by the Plan.

Relationship to Centre Region Comprehensive Plan

The Centre Region Comprehensive Plan, updated November 2013, provides a framework for regional cooperation in all aspects of comprehensive planning and community decision making. The 2013 Plan maintains the intent and regional context of the 2000 plan, with emphasis on detail and implementation. To this end, the Plan includes Goals, Policies, Initiatives, and specific Action steps to aid in achievement of the various objectives. Goals of the adopted Plan speak to the necessity of assessing the recreation, park, and open space needs of each municipality and providing the appropriate protection for community resources at the local level. These include:

- Build an interconnected system of open-space, natural resources, and future development, open-space, and conservation plans.
- Conserve and preserve natural and open space resources to as a continuous benefit to the Region.
- The supply of parks, open space, and recreation facilities meets the needs of the Region.

The Open Space, Conservation, and Preservation Chapter of the Regional Plan reflects the outcomes of and Inventory and Assessment, completed during the comprehensive planning process. The key findings include:

1. Access to open spaces, conservation, and recreation activities that are highly valued by residents of the Centre Region.
2. Nearby state-owned facilities provide substantial opportunities for outdoor activities, including hiking, fishing, and hunting.
3. Pedestrian and bicycle connectivity, particularly between residential areas, schools, and neighborhood or community parks should be strengthened to promote alternative modes of transportation.
4. There is a shortage of playing fields, which is currently being addressed by the construction of several regional park facilities.
5. Partnering opportunities with State College High School for use of diamond fields should continue to be explored.
6. Sustainability design criteria have been considered in the development of new regional parks.

The chapter details several policies and initiatives that help guide the content of the Ferguson Township, Recreation, Parks, and Open Space Plan. In addition, the Regional Plan contains an Implementation Chapter establishing timeframes, responsibility, metrics, assessments, and reporting.

Many of the policies and initiatives established in the Regional Plan were often not the focus of previous planning efforts in Ferguson Township, however, they are gaining momentum in recent years. One goal of this Plan Update is to ensure that Plan Recommendations and Township regulations continue to evolve to be in line with the adopted 2013 Regional Comprehensive Plan, including adequate protection of resources such as wetlands and aquifer recharge zones, woodlands, steep slopes, prime agricultural land, floodplains, and unique natural areas and historic sites within the Township.

Local Ordinances

There are two existing Township ordinances that impact the preservation of parkland and open space during the land development process: the Subdivision Ordinance (Chapter 22, Section 513.2), and the Zoning Ordinance, which includes provisions for Planned Residential Developments, (Chapter 27, Section 302), and Traditional Town Developments (Chapter 27, Section 904). The following sections describe how these regulations affect the amount and location of park and open space provided in the Township.

SUBDIVISION ORDINANCE SUMMARY

The Ferguson Township Municipal Code, Chapter 22, establishes Subdivision Ordinances. Section 513.2 specifies requirements for Parks, Open Space, and Recreational Facilities, pertaining to both single and multi-family residential developments. The acceptance of dedicated land is based on meeting requirements related to access, location, shape, soils/floodplain/water, slope, size, and utilities.

Under certain conditions, the applicant may be permitted to contribute fee-in-lieu rather than acreage for parkland, or a combination of dedicated land plus a fee. This money is required and must be used toward enhancing the public recreation areas which will directly benefit future inhabitants of the development or subdivision. The 2022 Fee-in-Lieu fee schedule can be found in Appendix H. Table 7-1 lists the fee summary for 2022.

Table 7-1 Parkland Fee-In-Lieu (2022 Township Fee Schedule)	
Parkland Fee-In-Lieu	\$1,225.00 per person**
Park Master Plan Development Fee when land is dedicated for Parkland	\$179.00 per dwelling unit
**Fee based on assumption of 2.54 persons per dwelling unit.	

The challenge with Ferguson Township's fee-in-lieu is that it establishes a cost *per person*, rather than *per dwelling unit*. Typically, a parkland or recreation fee-in-lieu is calculated *per dwelling unit* or *subdivision lot*, rather than *per individual person* or *persons per dwelling unit*, in accordance with the provisions of Municipalities Planning Code, Section 503.11, vii. Thus, Ferguson Township's fee-in lieu formula may need to be reviewed to determine if it would be beneficial to revise the ordinance and follow the Municipalities Planning Code formula instead.

The Ordinance could be further revised to include fees for commercial, industrial, redevelopment and other business developments. The fees charged can be determined by: (1) the number of square feet of building area; or (2) the number of parking spaces. Regardless of any changes to the Ordinance, it may be beneficial to include a line item in future capital budgets indicating how much revenue has been generated through the collection of fee-in-lieu payments in the previous fiscal year.

ZONING ORDINANCE SUMMARY

Chapter 27, Zoning, of the Ferguson Township Municipal Code, Section 302.4.C, establishes ordinances for Planned Residential Development (PRD) Districts in relation to Common Open

Space (COS). COS is defined as, “the portion of the gross tract area of the PRD which is specifically dedicated to passive and/or active recreational activities and is freely accessible to residents, property owners and tenants of the PRD. The ordinance outlines the regulation of residential dwelling units per acre, and the corresponding required open space percentage. Section 302.5 sets standards for COS (location, size, shape, purpose, features, use and improvement, etc.), and establishes land conveyance. The Township may accept or reject the dedication of COS. Upon final approval of designated use, dedicated COS can be used for no other purpose than that specified in the Plan.

Section 303 establishes standards for Traditional Town Development (TTD). This ordinance was updated in 2019, with Section 904, to further detail the process and procedures of TTD. The TTD regulations require a conceptual landscaping plan, as integral to the value and function of open space within the site. In addition, project proposals must provide a description of networks within the site, developed for open space, and highlight the anticipated location of transit amenities, bicycle paths, and sidewalks. Bikeways, sidewalks, parkland, and open space adjacent to the site should also be identified.

Regarding the disposition of ownership of the open space and public areas, all ownership options must perpetually restrict future subdivision or land development through establishment of a permanent easement which becomes part of the property title. There are three options for developers:

1. The Township may, but shall not be required to, accept dedication in the form of fee simple ownership.
2. A property owner's association may be established to own and maintain the open space areas, as well as any infrastructure located therein.
3. The developer may transfer a fee simple title to the open space, or any portion thereof, to a private, nonprofit organization among whose purposes is the conservation of open space land and/or natural resources.

PARK ACQUISITION AND DEVELOPMENT POLICY

Ferguson Township acquires and owns parkland and completes the capital improvements at each park site. The Township generally acquires parkland through the ordinance provisions described above. Then, based on financing constraints and the adopted Capital Improvements Plan, the Township develops the land and purchases or constructs the equipment and facilities. Details of the current CIP, which budgets funds 2023-27, are presented in the Finance Chapter of this report and can also be obtained from the Township.

As a general policy, the Township considers a park master plan good for approximately 15 years. However, if grant funding requires a newer master plan, the Township will evaluate updating a master plan prior to the 15-year limit. Where the capital improvements will require a substantial time frame for implementation, the Township might consider a phased approach to Master Planning for parkland. This would allow new input at appropriate intervals – perhaps in five (5) year increments - consistent with the capital improvement budget.

The existence of a master plan helps the Township plan and budget for park development and improvements on a yearly basis. The Township may apply for a grant or use capital funds to develop either a portion of or the entire park. Decisions regarding the timing and amount of funds expended are a product of the Capital Improvements Planning process. However, this

Recreation, Park and Open Space Plan Update should provide appropriate guidance for this type of decision-making so that residents can better understand how the Township's efforts to provide park and recreation opportunities on a community-wide basis relate to the available funding and its distribution for Township services.

PARK METRICS

The National Recreation and Park Association (NRPA) Park Metrics are a benchmark to identify best practices in managing and planning for parks and recreation. The metrics, based on community characteristics, allow for comparison between peer agencies. Professionals are encouraged to visit the NRPA website, create an account, and build a customizable report. The new Metrics (found in the 2022 Agency Performance Review in Appendix I) focus on facilities and amenities as opposed to park types and sizes, however, the latter is still helpful in anticipating what Ferguson Township might need in the next 5-10 years given projected population growth through 2030.

Mini-Park: Specialized facilities of an acre or less that serve a concentrated or limited population or specific group such as tots or senior citizens. The service area is less than ¼ mile. They are generally located within neighborhoods and near apartment complexes, townhouse developments, or housing for the elderly. NRPA recommends .25 to .5 acres/1,000 population.

Neighborhood Park/Playground: Area(s) for intense recreational activities such as field games, court games, crafts, playground apparatus area, skating, picnicking, wading pools, etc. The service area is ¼ mile to ½ mile and the expected size is 15+ acres. These parks are suited for intense development and are easily accessible to the neighborhood population with safe walking and bike access. NRPA recommends 1.0 to 2.0 acres/1,000 population.

Community Park: Area(s) of diverse environmental quality. May include natural features such as water bodies and areas suited for intense development. The service area is a 1-to-2-mile radius, and the expected size is 25+ acres. NRPA recommends 5.0 to 8.0 acres/1,000 population.

Regional/Metropolitan Park: Area(s) of natural or ornamental quality for outdoor recreation such as picnicking, boating, fishing, swimming, and camping, contiguous to or encompassing natural resources. The service area is within a one-hour drive and the anticipated size is 200+ acres. NRPA recommends 5.0 to 10.0 acres/1,000 population.

Table 7-2 below summarizes the results of NRPA metrics.

Table 7-2

NRPA Metrics Comparison (2022)	2020 Projected Need	2030 Projected Need
Mini-Park	4.75 -9.5 acres	5.3 – 10.7 acres
Neighborhood Park / Playground	19-38 acres	21 – 43 acres
Community Park	95-152 acres	107 – 172 acres
Regional / Metropolitan Park	95 – 191 acres	107 – 215 acres

Cooperative Efforts

Developing cooperative partnerships is one of the most beneficial ways to provide a variety of programs and facilities for the community. Partnerships have always been a part of the park and

recreation field; however, it is only recently that these collaborative efforts are becoming vital in the provision and management of recreation.

Community Relationships and Regional Initiatives

Ferguson Township's primary regional partnership is with CRPR. Locally, the Township supports and partners with the Snetsinger Butterfly Group to identify locations in Township parks and open spaces for new Butterfly Gardens to be installed and maintained by volunteer groups.

Public Relations & Marketing

Effective communication is imperative to inform residents of a community about recreational facilities and programs. As in many communities, knowledge of the recreation facilities and program opportunities available is an issue in Ferguson Township. It is important for the residents to be aware of the facilities and programs that are offered. Therefore, spending resources on public relations and marketing is money well spent. Public relations, marketing, customer service, and community relations are four complementary functions that have the same goal: making the recreation and park services more successful.

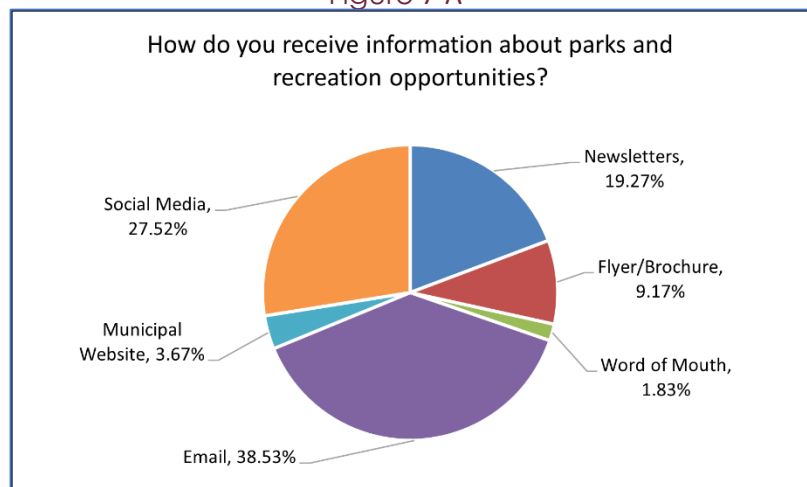
For any marketing strategy to be successful, the needs of the community must be a fit with the programs and facilities offered to the community. There are seven principal types of marketing communications used by recreation and park agencies: (1) personal selling; (2) advertising; (3) incentives and special promotions; (4) point of participation communications; (5) publicity; (6) word of mouth; and (7) post-participation communication. Each of these can be explored and incorporated into future marketing efforts as programs and facilities are developed.

According to the Citizen Survey results (Appendix A), Ferguson Township residents rely predominantly on email (38.53%), social media (27.52%), and newsletters (19.27%) to obtain information regarding parks and recreation opportunities.

The Township website contains a link under the "Government" tab to the Parks and Recreation Committee, which lists basic information about the Committee, meeting dates, minutes, and agendas. Separately, under the "Community/Residents" link, there is a "Play" dropdown menu that includes links to Township Parks maps, Shared Use Paths, Bicycling facts, and other open space and recreation information.

However, there is no direct connection between the two web pages; there are no links to this "Play" menu from within the Parks and Recreation Committee page, and vice versa, which makes it difficult to locate the Township Parks map, details about each park, bicycle, and trail maps, etc. Updating

Figure 7-A



the Parks and Recreation page to provide this information is a good opportunity to highlight ongoing and special events held by the Township or CRPR, to include guidance about which facilities and amenities are ADA accessible, and to add a link to CRPR's web page and "Find Your Park" map. These webpage updates would help educate new residents, or those who have not participated in the past.

Going one step further, park locations could also be shared with Google Maps to make them easier to locate. Additionally, consideration can be given to developing virtual reality (VR), augmented reality and 360-degree tours of the Townships parks. NRPA predicts that this will be the new standard replacing printed programs that describe park and recreational programs and facilities.

Municipality-School

As of 2022, all cooperative agreements with the school district are managed by CRPR, not the Township. If the Township wishes to explore agreements with the school district in the future, it is recommended that a limited, targeted approach be taken to identify which programs and responsibilities would be most appropriate for the Township to pursue. If implemented in the future, it could be an opportunity for the Township to explore access to indoor facilities for activities such as gymnastics, art and music classes, etc. that might not otherwise be available in outdoor park facilities in the Township.

Policies & Procedures

CRPR is the primary agency responsible for establishing and updating policies and procedures that govern the operation of recreation and park functions for all participating municipalities. The following is a list of operational documents and policies that CRPR maintains:

- A rental request form with rules and regulations
- Program registration form
- Record of program participation
- Non-resident participation policy and fees

Separately, Ferguson Township maintains and advertises General Park Rules and Regulations as part of Chapter 16 of their Municipal Code. They also administer other policies and directives in keeping with their Home Rule Charter, which dovetail several components of a traditional Administrative Manual without necessarily being called as such. Should the Township choose to develop a comprehensive Administrative Manual in the future, it would consist of the following different manuals:

- General Operations Manual
- Park Operations Manual
- Risk Management Manual

Each of these manuals is broken down into subsections containing pertinent information for each topic. The following is a listing of elements that should be included in this manual:

- Park and Recreation Mission Statement/Goals/Objectives

- Organizational chart, job descriptions (full and part-time personnel), personnel benefit description, job evaluation instrument, hiring procedure for full/part-time personnel, disciplinary procedures, and in-service training staff procedures
- Procedures for financial expenditures and collection of fees
- Public relations / marketing procedures
- Copy of liability insurance policies for facilities
- Risk management plans

Record-Keeping Procedures

Accurate record keeping is vital to the success of any recreation and park effort. It ensures the effectiveness and efficiency of the program and will eliminate the possibility of forgetting important information that can be used in the future to advance and/or protect the Township in many areas. Written records are especially important when you are writing grants, preparing budgets, submitting for awards, and managing liability issues.

The following is a list of records that should be maintained, updated continually, and filed properly for quick reference. Note that CRPR solely maintains Program Attendance and Program Evaluation records.

- **Inventory records** – these records will help the staff know what equipment and facilities are available, when they were purchased and constructed, where they were purchased, who was the manufacturer, their condition and any other pertinent information concerning the product or facility. These are especially important if the product or facility has a warranty.
- **Replacement records** – these provide guidance for budgeting and for determining the quality of the product or facility; and indicate if the department received full value from their initial purchase.
- **Equipment maintenance records** – these records ensure that all of the equipment is properly maintained, preventative maintenance is used, and warranties are protected.
- **Inspection records** – these are especially important in risk management. They will record all pertinent information needed to ensure the safety of the users by reporting damages. The Township can then make repairs in a timely manner and avoid potential liability issues. Playground inspection records are of vital importance.
- **Pesticide application records** – if used, detailed information on any pesticide applications must be maintained to avoid potential liability issues and to establish proper maintenance of areas where these applications are applied.
- **Daily work logs** – this will provide the essential information for scheduling, determining what the staff is accomplishing, showing the time taken to complete a project and indicates additional staff needs.
- **Volunteer records** – maintaining a list of volunteers, the projects, or programs they are involved with, and the number of hours they work will provide important information for retaining volunteers, determining future volunteer needs, and providing volunteers with information they may need in obtaining jobs, scholarships, etc.

Note: CRPR solely maintains Program Attendance and Program Evaluation records. By extension, CRPR would be responsible for developing and maintaining any associated Program Operation Manuals or Facility Rental Manuals.



PERSONNEL



PERSONNEL

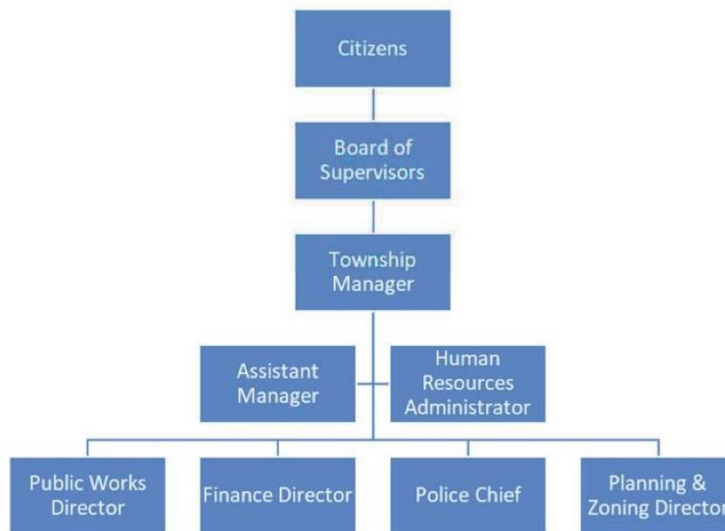
Organizational Chart

An organizational chart shows how the people in an organization are to work together, who is responsible for what, who reports to whom, and how each person is expected to relate to everyone else. It also shows how one department is to work with all the other departments in the government. Normally in municipal government, a functional organization chart is used. Functional organizations are made up of specialized departments, i.e., police, public works, building/zoning, parks and recreation, finance, etc., each of which is headed by a specialist. In this form of organization, the experts are not only advisors, but they are in the chain of command and deal directly with the problems. It is critical that department heads, supervisors, and employees recognize their roles in the larger system and that they are aware of their effects on other department's actions. Therefore, continual communication between departments is necessary to operate effectively.

The general information contained within the key elements of the above referenced organizational chart provides guidance for the organizations, employees, and volunteers. A functional organization chart is a good tool to have in place to indicate the chain of command for all aspects of parks and recreation. The organizational chart provides structure for both employees and volunteers that are, or will be, associated with providing and maintaining recreation programs and facilities. Ferguson Township has a defined organizational flow chart indicating each department. It should be updated and revised as needed, to accommodate any future changes.

Operating Budget | FY 2022

Township Organizational Chart



Parks and Recreation Personnel

Ferguson Township has the following personnel in the Parks and Recreation Department:

1. The Assistant Township Manager oversees the everyday business of the parks and is responsible for the administration of a comprehensive year-round recreation program.
2. There are five (5) seasonal employees that assist in the summer.

As outlined in the Facilities and Equipment Maintenance chapter, Ferguson Township Department of Public Works performs and prioritizes specific maintenance tasks in Township parks in conjunction with maintenance support from CRPR.

The Township should prepare detailed job descriptions for all department personnel. These job descriptions detail what each position entails. The descriptions should be reviewed regularly and discussed with employees. As things change within the parks, items may need to be added, or deleted from the job descriptions to keep them up to date. All current and any new employees should have a copy of their up-to-date job description. It is also imperative for seasonal/summer personnel to understand the position they hold. Therefore, a job description should be written that describes the duties and responsibilities of their position and the skills required for the position. This should be given to the seasonal/summer employees before they start, not only to give them an understanding of their responsibilities, but as a form of education concerning the job and what is expected of them.

The staffing level for the Parks and Recreation Department should be periodically reviewed to determine if there is sufficient staff to meet existing demands by the public as new facilities are developed and new program opportunities are offered. According to key person interviews and survey responses, maintenance is adequate considering existing funding levels and available manpower. This implies a perceived need for additional staff to achieve even higher standards of maintenance in Township parks.

When staff is needed to fill new or vacant positions, the Township follows the standard hiring procedures. The position is advertised on the website, in newspapers, by word of mouth, and in the school paper. The applications received are reviewed and the applications are narrowed down to the best overall candidates. They are then personally interviewed. The list is given to the manager and the best qualified candidate is appointed to the position.

Volunteers

Volunteers are an integral part of providing adequate staff in the field of parks and recreation. Staffing is a problem faced by almost every parks and recreation department. There is never enough staff to accomplish everything that needs to be completed, therefore, it is imperative to establish a sound group of volunteers to assist with many aspects of parks and recreation work. Following is a list of potential volunteer resources that can be found in many communities:

1. **Recreation Committee** – Ferguson Township has a Park and Recreation Advisory Committee with six (6) members who are appointed by the Township. They are responsible for advising the Township on parkland development, reviewing programming needs in Township parks, connectivity of parkland to

path and trail networks, CRPR partnership opportunities, and facility needs. The Township has a set of bylaws under which the advisory committee functions. However, they do not have a code of ethics. This should be developed to ensure that current and future members of the committee properly represent the Township. It also provides a document to abide by if disciplinary action or dismissal is required.

2. **Boy Scouts, Girls Scouts & similar organizations** – These groups are generally required to do community service and/or projects to earn merit badges or advance to higher levels in the organization. Utilizing them can provide much needed assistance in running unique programs or completing specialized Eagle Scout projects in parks. Expanding opportunities with these groups would be rewarding for the organization and the Township, especially if special events programming is eventually provided.
3. **Community Service Organizations** – These organizations come in many forms such as: church groups, student groups, men's and women's organizations, or service organizations such as: the Elks, Moose, Lions, Rotary, Garden Clubs, etc. All these organizations often offer their services and/or financial support to help the community provide a higher quality of life for residents.
4. **High School/College Students** – Students frequently look for opportunities to do volunteer service so they can include the information on their applications for scholarships or on resumes. This is an excellent resource for obtaining volunteers for programs or small projects.
5. **Corporate Volunteers** – Many businesses encourage their employees to contribute volunteer time in various capacities. Identify and connect with these companies to establish viable volunteer opportunities that are interesting and rewarding for their employees and develop a long-lasting source of volunteers.
6. **Required community service individuals** – These are generally individuals that have been in trouble with the authorities for some violation of the law and are required to perform a certain number of hours of community service in lieu of fines and/or jail time. The number of hours they are required to work isn't long enough for any major projects, but they can be given minor maintenance tasks, or they may help with special events. The individual/parent or legal guardian should be required to sign a waiver indicating they are not covered under worker's compensation; it should also include the final number of community service hours they completed.
7. **Concerned Citizens** – These are individuals who are genuinely concerned about the welfare of the community and are willing to devote some of their time to assisting with beneficial parks and recreation opportunities.
8. **Friends Groups** – Friends groups are usually concerned citizens that have gone a step further to support the community. They are normally set up as non-profit 501 C-3 organizations.
9. **Adopt-A-Park** – This is a group that will adopt a specific park as their project and help with maintenance and various projects.
10. **Renewal Incorporated** – This organization provides prisoners the opportunity to work in communities as volunteers assisting with various projects.

11. **Senior Community Service Employment Program** – This service provides older adults the opportunity to work at no cost to the municipality. www.experienceworks.org
12. **Student Conservation Association** – This organization provides students of all ages volunteer opportunities, including summer programs, along with internships serving and protecting national parks, forests, and urban green spaces. www.theSCA.org
13. **AmeriCorps** – This is a national service program that allows people of all ages and backgrounds to earn money to pay for education in exchange for a year of service. Some funds may be required to pay these individuals a stipend. www.americorps.org

Note that there can be an extensive amount of time and effort involved in identifying and retaining volunteers, along with providing proper guidance, training, and direction to maintain quality in the parks and programs they are associated with. It can also be difficult to retain them as a continued volunteer resource. Therefore, it is important to maintain records indicating the volunteer's name, type of volunteer work done, and the number of hours they volunteered. This information can be beneficial to volunteers in the future, for students applying for college grants and for anyone submitting job applications.

Other Potential Staffing Opportunities

PENNSYLVANIA HIGHER EDUCATION ASSISTANCE (PHEAA)

Pennsylvania Higher Education Assistance (PHEAA) offers a work study program for students in the field of parks and recreation, as well as other fields. Local government agencies can apply to receive a list of students in the area who are eligible for this program. PHEAA will pay 40% of the student's wages while working under the work study program. Work-Study program students not only earn money to contribute to their educational costs, but also enhance their classroom learning with valuable work experience while assisting the municipality by providing community service. This is an excellent opportunity to help a student get experience while keeping the wage costs down for the recreation and park program. If interested in participating in the PHEAA Work-Study program, an application should be submitted by December for the upcoming summer program. www.pheaa.org

LOCAL GOVERNMENT ACADEMY

Local Government Academy sponsors a Municipal Intern Program where both graduate and undergraduate students from all area colleges and universities are invited to attend a Municipal Intern Fair. A certain number of paid internships are available each year through the Municipal Intern Program. The program provides a service to various communities by placing students in municipalities to complete their summer internship programs. The students work full time for a twelve-week period during the summer focused on a particular project. A student working through this program could help in several project areas.

THE PENNSYLVANIA CONSERVATION CORPS (PCC)

The Pennsylvania Conservation Corps (PCC) can provide two valuable benefits to a community. First both men and women between the ages of 18 and 25 can join the corps for a one-year term of service which can be extended. Preference is given to those who are economically disadvantaged. They are paid for their service as a corps member and gain valuable work experience through the completion of substantial and needed projects. They receive on the job training in a variety of trades depending on the work project. Depending on the individual, they may be offered adult literacy tutoring, life skills training, vocational education, college courses, job-search workshops, and the chance to earn an equivalent high school education. This program offers interested individuals an opportunity to make a major difference in their life. The second benefit is to the community. A municipality can submit an application to have the PCC come into the community to work on a project. Municipalities that are awarded a PCC project receive the services of a crew for one year; most also receive funds to cover the cost of materials for the project and contracted services. www.pcc.org

PROGRAM INSTRUCTORS

Due to Ferguson Township's participation in CRPR, the municipality does not develop or administer parks or recreation related programs or services. However, at the time of this RPOS Plan Update, discussions among the Board of Supervisors and the Parks and Recreation Committee revealed a growing interest in the possibility of providing a small amount of nature or outdoor education-focused programs and activities within Township parks, distinct from existing CRPR programs.

While as yet undefined, it is worth noting that if the Township seeks to develop a limited scope of programs in Township parks, suitable program instructors (preferably from within the local community), will need to be identified, screened, and retained. Instructors will also likely seek to be compensated for their services or program materials, either through a small stipend or through resident/non-resident user fees. Research into each potential program area is recommended to determine which opportunities are viable for the Township in terms of program suitability and fiscal sustainability.

Personnel Policies

Ferguson Township has a detailed personnel policy manual. An employee handbook is provided to employees so that they are aware of the information needed to comply with employment with the Township. It helps them understand their rights and requirements as an employee and avoids potential personnel issues that may arise in the future. The Township also has an employee appraisal system in place. The Township Supervisors conduct the appraisals. Township employees are provided opportunities to attend educational sessions. Continued training and education is very important in keeping employees and volunteers up to date on changing trends and issues in their respective areas. The Township provides employees the opportunity to attend conferences, workshops, seminars, and webinars.

DCNR and the Pennsylvania Recreation and Park Society offer many learning opportunities throughout the year for maintenance employees and administrative employees. These organizations also offer a variety of programs specifically for park and recreation boards to help local leadership gain better insight into their roles in the community and into how to improve recreation and park experiences for their residents. It

is recommended to continue providing employees and volunteers the opportunity to attend available workshops, seminars, and conferences.

Staffing Needs

The current maintenance staff has been able to handle safety issues and maintain the parks in good to excellent condition. According to results of the Citizen Survey, 68.75% of respondents rate the physical condition of Township parks as "Good", with another 15.18% rating them as "Excellent".

As new facilities are developed and existing facilities are improved, maintenance standards must be kept and further enhanced to provide high quality parks and open space amenities in the Township. Over 90% of Citizen Survey respondents stated that "Maintaining park areas and recreational facilities" was either "Important" (40%) or "Very Important" (51.82%) to them.

However, with additional maintenance and upkeep tasks noted on the Facility Inventory Matrix for each park and in the Recommendations and Plan Implementation Chapter, it may be necessary to hire additional full-time staff, specialized staff (Horticulturists, Native Landscape Restoration Experts, Invasive Plant Species Experts, etc.) or additional seasonal/summer personnel to accomplish some of these tasks. Collaboration with CRPR and the Authority may be beneficial in terms of identifying and retaining landscape and other maintenance specialists whose costs and/or wages could be distributed among participating agencies.

Background Checks

Background checks and clearances are imperative to help ensure the safety of park users. Act 153 "The State of Pennsylvania Comprehensive Background Checks Act of 2014" details all requirements needed to be in compliance with this Act. Ferguson Township and the sports organizations in the Township conduct background checks on their employees/volunteers in compliance with Act 153. These checks need to be renewed regularly as required under the above-mentioned Act.



9

FINANCE



FINANCE

The Centre Region Council of Governments (COG) brings six local governments – State College Borough, and College, Ferguson, Halfmoon, Harris, and Patton Townships – together to collectively provide high quality, cost-effective public services to their residents. The COG was formed in 1969 to provide a means of communication, cooperation, and joint action in the interest of the municipalities individually and collectively as the region faced increasing pressures due to economic and population growth.

Per the Centre Region Comprehensive Recreation, Parks, and Open Space Plan, COG programs are established by each individual municipality adopting, by ordinance, Articles of Agreement that clearly define the terms for membership, governance, scope of services, funding, and withdrawal. The Centre Region Parks and Recreation Agency is a COG program.

Ferguson Township participates in the COG's Centre Region Parks and Recreation (CRPR) Program, which is governed by the Centre Region Parks and Recreation Authority (Authority). Per the Comprehensive Recreation, Parks, and Open Space Plan, "The Authority oversees CRPR programming, maintenance, and general operations while **managing finances for park facilities** owned by the Authority, the participating municipalities, and/or the COG. Authority services are offered both as a regional agency and as the Parks and Recreation Department for each municipality, working for each municipality and on behalf of all municipalities".

In addition to providing management oversight of operations and capital projects related to regional facilities such as the Centre Region Active Adult Center, Millbrook Marsh Nature Center, Park Forest, and Welch Swimming Pools, it also provides policy oversight to CRPR, leasing of various parks for a range of activities and maintenance facility needs, operational oversight of the three leased School District ball fields, and input on operating fees, user fees, policies, and procedures. The Authority also oversees park operations and maintenance, public recreation programs, leagues, day camps and special events; reviews and evaluations of new services, activities, or programs within the existing park system; and administration of COG-authorized capital improvement projects at regional recreation facilities. With respect to finances, the Authority is not operated as an independent body. It is an extension of the COG and operates on behalf of the participating municipalities, within the framework of the COG.

CRPR and Authority Budgeting Responsibilities

CRPR has multiple funding sources for its budgets: it receives tax funds from the member municipalities, it generates revenues from programs, activities and facilities which are then reinvested into its operation; and it competes for grant funding and receives donations through its Gifts-For-Parks program. CRPR seeks special event business sponsorships to help offset the cost of activities.

The annual operating and capital budgets for CRPR are separated by function: parks and recreation agency, nature center, senior center, regional parks, and aquatics operating budgets; parks, pools, nature center, and regional parks capital budgets. The Authority is responsible for the administration of CRPR operations and capital projects approved by the COG General Forum.

The annual budgets for each function of CRPR consist of:

- Operating expenses related to maintenance and repair, safety inspections, program operations, publicity and promotion, insurance, staffing and administration.

- Capital expenses related to acquisition, planning, financing, development or renewal of equipment and facilities.
- Operating revenue from municipal contributions, fees and charges, donations, sponsorships, and grants.
- Capital revenue from municipal contributions, donations, sponsorships, and grants.
(Centre Region Comprehensive Recreation, Parks, and Open Space Plan Chapter 5 – 9)

Following Authority review and endorsement, the proposed CRPR operating and capital budgets are included in the COG budget review and approval process. The Authority may also make recommendations to each municipality with respect to park capital projects or capital repairs.

CRPR Operating Budget

The CRPR parks and recreation budget is organized by agency function. Revenues for each budget section include fund balances and municipal contributions. To provide a picture of yearly earnings versus expenditures, Table 9-1 shows only budgeted revenue to be earned by each functional area of CRPR operations, compared to budgeted expenses. The remainder of the operating budget revenue comes from beginning fund balances and municipal contributions.

Aquatics accounts for 45% of all earned operating revenue. Revenue earned supports 35% of total CRPR operating budget expenditures. **Municipal contributions support 50% of total CRPR operating expenditures.**

Table 9-1 CRPR 2019 Budgeted Earned Revenue vs. Expense			
Category	Budgeted Earned Revenue	Budgeted Expense	Net
Administration	\$ 38,500	\$ 572,073	(\$ 533,573)
Programs	\$ 37,021	\$ 263,418	(\$ 226,397)
Concessions	\$ 24,400	\$ 17,629	\$ 6,771
Summer Camps	\$ 114,100	\$ 82,434	\$ 31,666
Parks Maintenance	\$ 162,940	\$ 1,146,836	(\$ 983,896)
Active Adult Center	\$ 149,353	\$ 379,095	(\$ 229,742)
Nature Center	\$ 149,250	\$ 306,510	(\$ 157,260)
Aquatics	\$ 562,025	\$ 611,312	(\$ 49,287)
Total	\$ 1,237,589	\$ 3,379,307	(\$2,141,718)

Centre Region Comprehensive Recreation, Parks, and Open Space Plan Chapter 5 - 10

CRPR Capital Improvement Budget

Table 9-2 presents the five-year plan for capital improvement expenses for CRPR in four categories: parks, pools, nature center and regional parks. The Capital Improvement Plan (CIP) is annually updated in conjunction with the COG budget process. For an asset to be included in the CIP it must have a value of at least \$10,000. The 2019-2023 CIP includes expenses for parks maintenance vehicle and equipment replacement and purchase; replacing plaster, renovating wood exteriors, installing a concession stand, replacing plexiglass, and upgrading play structures at the pools;

completing construction of Phase 2 of the nature center education building, welcome pavilion, parking and walkway lighting; and construction of Phase 1 of Whitehall Road Regional Park.

Table 9-2					
CRPR 2019-2023 Capital Improvement Budget					
Fund	2019	2020	2021	2022	2023
Parks Capital					
Beginning Fund Balance	\$321,283	\$251,733	\$126,741	\$39,589	\$73,764
Municipal Revenues	\$159,900	\$164,058	\$168,323	\$172,700	\$177,189
Total Expenditures	\$229,450	\$289,050	\$255,475	\$138,525	\$249,025
Ending Fund Balance	\$251,733	\$126,741	\$39,589	\$73,764	\$1,928
Pools Capital					
Beginning Fund Balance	\$90,000	\$53,000	\$38,000	\$53,000	\$83,000
Municipal Revenues	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Expenditures	\$67,000	\$45,000	\$15,000	\$0	\$0
Ending Fund Balance	\$53,000	\$38,000	\$53,000	\$83,000	\$113,000
Nature Center Capital					
Beginning Fund Balance	\$657,049	\$1,517,049	(\$14,316)	(\$2,262)	\$15,603
Grants and Donations	\$700,000	\$536,110	\$0	\$0	\$0
Municipal Revenues	\$200,500	\$201,265	\$27,054	\$27,865	\$28,701
Total Expenditures	\$40,500	\$2,268,740	\$15,000	\$10,000	\$15,000
Ending Fund Balance	\$1,517,049	(\$14,316)	(\$2,262)	\$15,603	\$29,304
Regional Parks Capital					
Beginning Fund Balance	\$1,150,000	(\$75,000)	(\$75,000)	(\$75,000)	(\$75,000)
Municipal Revenues	\$0	\$0	\$0	\$0	\$0
Loan Draws	\$2,800,000	\$0	\$0	\$0	\$0
Total Expenditures	\$4,025,000	\$0	\$0	\$0	\$0
Ending Fund Balance	(\$75,000)	(\$75,000)	(\$75,000)	(\$75,000)	(\$75,000)

Municipal Contributions to CRPR

Per the Comprehensive Recreation, Parks, and Open Space Plan, “The participating municipalities [in CRPR], on their own, would not be able to provide the extensive parks and recreation opportunities that exist through the COG. By working together and contributing a designated amount of money to CRPR, the municipalities are better able to leverage their funds to obtain grants and public contributions”.

Municipal contributions are determined using what is known as the “COG Formula”. The COG funding formula factors in 1) population minus college students, 2) earned income tax base, and 3) assessed property values for each municipality. This formula generates each of the participating six municipalities’ percentage for its share of municipal contributions for each budget year: the percentages change from year to year. The **COG Modified Formula** for parks and recreation uses the percentages for only five of the six municipalities because Halfmoon Township does not currently participate in parks and recreation financially. See Appendix F for the 2022 COG Formula.

As a participating member of the CRPR Program, Ferguson Township contributes a portion of its annual municipal budget to CRPR in exchange for the variety of services listed above, including

park and equipment maintenance and CRPR-administered programs and classes. For comparison purposes, municipal contributions to CRPR operating and capital budgets are combined in Table 9-3 to show the full amount contributed by each municipality for 2019.

Table 9-3 2019 Centre Region Parks and Recreation Municipal Contributions					
Municipality	Population	Operating Budget	Capital Budget	Total	Per Capita Contribution
College Township	10,134 8,327*	\$308,841	\$181,331	\$490,172	\$48.37 \$58.86*
Ferguson Township	18,837 15,958*	\$471,890	\$293,303	\$765,193	\$40.62 \$47.95*
Harris Township	5,446 5,089*	\$170,436	\$101,194	\$271,630	\$49.88 \$53.38*
Patton Township	15,829 11,921*	\$359,540	\$229,348	\$588,888	\$37.20 \$49.39
State College Borough	42,224 15,240*	\$405,232	\$246,847	\$652,079	\$15.44 \$42.79*
Totals	95,202 59,106*	\$1,715,939	\$1,052,023	\$2,767,962	\$29.07 \$46.83*

*Does not include Penn State students (age cohort 18-24 years)

In addition, 2019 operating budget expenses for each municipality for parks and recreation (not including contributions to CRPR) are:

- **College Township** – \$7,000 (seasonal park labor, other park labor is included in public works budget)
- **Ferguson Township** – \$8,650 (contributions for 4th Fest, Discovery Space, First Night, and others)
- **Harris Township** – \$7,000
- **Patton Township** – \$28,194 (1/3 of Public Works Project Manager salary, community gardens, Spring Creek Watershed Contribution)
- **State College Borough** – \$0

In 2019, Ferguson Township made the largest total contribution to CRPR inclusive of additional operating budget expenses, followed by State College Borough and Patton Township.

Ferguson Township Capital Improvement Budget & Budget Process

Although CRPR and the Authority provide a wide array of services and programs dedicated to parks and recreation in the participating municipalities, *funding of capital improvements and repairs at municipally owned parks is the responsibility of the individual municipality*. Therefore, Ferguson Township prepares its own five-year Capital Improvement Plan (CIP) for Parks and Recreation, which is managed by the Assistant Township Manager and reviewed annually by the Board of Supervisors.

Budget revenue and expenditure considerations include:

1. Projected revenues from various sources
2. Administrative expenses
3. Staff expenses
4. Park expenses such as utilities, maintenance supplies, equipment, and contracted work.

The following process is followed in establishing a budget for the parks and recreation department: the Assistant Township Manager, with input from the Township staff, develops the budget based on current and projected parks-related needs for the coming five (5) years. Once the initial budget is formulated the Assistant Township Manager will meet with the Township Manager and finance officer to review the requested budget. The budget request is then submitted to the Township Supervisors who review the request, make any adjustments necessary and formally approve the budget.

Municipalities such as Ferguson Township complete their budget work during the summer months, and then ratify their budgets in December (after CRPR budget ratification) because they must have final COG numbers for their respective final budget drafts.

Projects that are recommended within the CIP represent park improvements that are needed 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.

Table 9-4 outlines the 2022-2026 CIP for Ferguson Township which 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 Park and Greenbriar-Saybrook Park), which may be included in the scope of work for the Recreation, Parks, and Open Space Plan Update. Long-term debt was issued to renovate and expand the two regional pools and regional parks. The Township's portion of the repayment is now incorporated into the Township's annual operating costs.

Table 9-4

FERGUSON TOWNSHIP							
2022 – 2026 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
PARK IMPROVEMENT FUND 34							
34,400,452.750							
Description	Loan/Grant Amount	2022	2023	2024	2025	2026	TOTAL
Playground Safety & Updates		37,500	37,500	37,500	37,500	37,500	187,500
Community Orchard Program				10,000			10,000
Fairbrook Park Master Plan Update			25,000				25,000
Park Surveying Program		10,000	10,000	10,000	10,000	10,000	50,000
Suburban Park Offsite Trail Connection		operating budget					-
Suburban Park Phase 1A Construction	250,000	550,000					550,000
Greenbriar/Saybrook Master plan		30,000					30,000
Greenbriar/Saybrook playground equipment replacement		70,000					70,000
Landscape buffer at Whitehall Road regional park		40,360					40,360
Cecil Irvin Park Phase II	160,000		320,000				320,000
Restroom outside sewer service area in Township Park						25,000	25,000
Haymarket Restroom Facilities			165,000				165,000
Veterans Memorial @ Louis E Silvi Baseball Field	50,000		50,000				50,000
Compost Facility at Meadows Park						5,000	5,000
Tudek Park Phase IIIA					355,000		355,000
							-
Total	460,000	737,860	607,500	57,500	402,500	77,500	1,882,860

Finance Challenges

As with any complex relationship, challenges are bound to occur. During the course of preparing this RPOS Plan Update, a short list of specific, important finance-related issues emerged and are outlined below.

1. CRPR Maintenance-Related Cost Threshold – As explained in the Facility and Equipment Maintenance Chapter, the current relationship between Ferguson Township and CRPR stipulates that any routine maintenance repair or replacement requests that cost less than \$2,500.00 are to be incurred and addressed by the Township. Anything over that threshold is the responsibility of CRPR. There is no issue with the threshold per se, however, the Township has noted there have been instances in recent years where maintenance requests slightly above this threshold have not been addressed by CRPR in a timely manner.

This has led the Township to absorb the cost and responsibility for making these repairs, which add up over time and alter the nature of the financial relationship and fiscal tracking between the two organizations. It may be beneficial for the Township to meet with CRPR to discuss the development of a joint tracking system which allows these instances to be documented and reported within each agency's respective budgets and maintenance reports.

2. Formula for Parkland Fee-in-Lieu – As presented in the Administration chapter, “Under certain conditions, the applicant [developer] may be permitted to contribute fee-in-lieu rather than acreage for parkland, or a combination of dedicated land plus a fee. This money is required and must be used toward enhancing the public recreation areas which will directly benefit future inhabitants of the development or subdivision.”

As of 2022, the Parkland Fee-In-Lieu was set at \$1,225.00 per person (see Appendix H for more details). The fee-in-lieu payment is currently determined using the following calculation:

$$D \times 2.54 \text{ person/d.u.} \times \text{Parkland Fee/person} = \text{Parkland Fee - in - Lieu}$$

D = Number of Dwelling Units (d.u.)
Parkland Fee / person = Fee established by Resolution of the Board

Parkland Fee-In-Lieu (2022 Township Fee Schedule)	
Parkland Fee-In-Lieu	\$1,225.00 per person**
Park Master Plan Development Fee when land is dedicated for Parkland	\$179.00 per dwelling unit
**Fee based on assumption of 2.54 persons per dwelling unit.	

As noted in the Administration Chapter, the challenge with Ferguson Township's fee-in-lieu is that it establishes a cost *per person*, rather than per dwelling unit. Typically, a parkland or recreation fee-in-lieu is calculated per dwelling unit or subdivision lot, rather than per individual person or persons per dwelling unit, in accordance with the provisions of Municipalities Planning Code, Section 503.11, vii. Thus, Ferguson Township's fee-in lieu formula may need to be reviewed to determine if it would be beneficial to revise the ordinance and follow the Municipalities Planning Code formula instead.

The Ordinance could be further revised to include fees for commercial, industrial, redevelopment and other business developments. The fees charged can be determined by: (1) the number of square feet of building area; or (2) the number of parking spaces. Regardless of any changes to the Ordinance, it may be beneficial to include a line item in future Township capital budgets indicating how much revenue has been generated through the collection of fee-in-lieu payments in the previous fiscal year.

3. Clarity of Available CRPR Financial Data - During the course of preparing this RPOS Plan Update, it was reported on numerous occasions from a variety of sources that it can be quite

difficult to locate detailed information from CRPR about how municipal contributions are spent in the Township parks and open space system.

The Centre Region Comprehensive Recreation, Parks, and Open Space Plan, Page 5-16, highlights this challenge by stating "The CRPR budget is separated by agency function and is many pages long. No summary page exists to quickly see the total revenues and expenses for the entire agency".

Additionally, detailed parks-related budget information located within the COG Budget does not clearly delineate how much of the CRPR Budget is *spent specifically* in Ferguson Township. The Detailed 2022 COG Budget for Authority Regional Parks (Appendix G) provides a general summary of estimated and actual revenues and expenditures along with a detailed budget breakdown of revenues and expenses by the following line items:

- Concessions
- Summer camp
- Maintenance
- Programs
- Administration

The "Revenues" section details how much each municipality contributed to those line items. However, by contrast, the "Expenditures" section contains the same line items with their associated expenses but **does not include** a municipality-specific breakdown. For example, under the "Parks Maintenance Expenditures" line item, elements such as "Maintenance Supplies" and "Rent of Machinery & Equipment" are listed with their associated expenditures, but nothing clearly indicates what portion of those expenses were applied to Ferguson Township.

Similarly, while CRPR is responsible for administering Programs that benefit all participating municipalities, according to the Citizen Survey results obtained during this RPOS Plan Update, 64.29% of Township respondents indicated that they do not participate in any of the programs that are offered by CRPR.

Of those responses:

- 28.75% said they did not know about them
- 27.5% said the programs did not interest them
- 21.25% said they were too busy to fit them in
- 20% said the programs cost too much

These examples reveal how difficult it can be at times for Ferguson Township to gauge how much of its municipal contribution to CRPR is benefitting the parks, recreation, and open space needs of its residents. It is an ongoing challenge that can become significant in the face of specific events such as CRPR presenting a request in 2022 to the participating municipalities for an additional \$800,000 in funds to expand staffing levels at the agency. While the request was being re-evaluated at the time of this RPOS Plan Update, it highlights the need for clarity so participating municipalities understand what they are getting *in their communities* for those costs and/or cost increases, i.e., what type of staff will be added (full-time vs. part-time or seasonal), what level of service can be expected (general maintenance personnel vs. specialists), and to what degree new programs and services will serve Township residents' needs.

Funding Prioritization & Funding Priority Matrix

Fiscal sustainability and how to prioritize parks and recreation expenditures are frequently the most difficult issues facing almost every community's quest to provide safe and aesthetically pleasing

parks, recreation, and open space amenities to their residents. Many communities face unexpected issues yearly, either within their parks or within other municipal departments, that often require funding to be redirected, leaving inadequate financing to provide and maintain facilities and programs for their residents.

Even when available funds are adequate, important decisions still need to be made not only regarding where to invest capital, but also *when and why* to invest it. The Funding Priority Matrix below can facilitate this decision-making process by identifying projects, issues, or amenities that can be quickly, easily, and affordably addressed while providing a road map for implementing other projects that may be more complex, take longer to complete, or require larger funding to accomplish.

The Funding Priority Matrix is a set of general guidelines only, to help develop a “quick snapshot” of potential maintenance, operations, or capital projects for the Township to prioritize. Proposed master site plans for Fairbrook Park and Greenbriar-Saybrook Park include their respective phased Capital Development Plans and Cost Estimates in the Park Facility and Open Space Planning Chapter. A more extensive list of specific, itemized actions for the overall RPOS Plan Update can be found in the Recommendations and Plan Implementation Chapter.

Funding Priority Matrix

CATEGORY	COST	COMPLEXITY	TIME FRAME	IMPACT
1 – SAFETY				
<ul style="list-style-type: none"> • Surface Repairs Prioritize parking lot, pavilion surfaces, and walkway and trail surface repairs. 	\$	Low	Ongoing	High
<ul style="list-style-type: none"> • Surface Maintenance Promptly remove snow in winter, and leaves in spring and fall, from walking surfaces. 	\$	Low	Ongoing	High
<ul style="list-style-type: none"> • Playground Equipment Prioritize replacing the oldest or most damaged play equipment first. Collaborate with CRPR Certified Playground inspector regularly to receive and review inspection reports. 	\$\$\$	Moderate	Ongoing	Moderate
<ul style="list-style-type: none"> • Playground Surfaces Regularly evaluate playground safety surfacing and replace to correct depths and distances for the play equipment. 	\$\$	Moderate	Ongoing	High

Cost

- \$: Existing Resources (including grants)
- \$\$: New Costs up to \$50K
- \$\$\$: New Costs up \$50-\$100K
- \$\$\$\$: New Costs >\$100K

Time Frame

- Short Term (0-2 Years)
- Medium Term (3-5 Years)
- Long Term (6-10 Years)
- Ongoing (10+ Years)

CATEGORY	COST	COMPLEXITY	TIME FRAME	IMPACT
2 – ACCESSIBILITY				
<ul style="list-style-type: none"> Connections Prioritize adding accessible connections and pathways from existing sidewalks and trails to interior park and playground amenities 	\$\$	Moderate	Medium Term	High
<ul style="list-style-type: none"> Companion Seating Prioritize adding 30" x 42" paved ADA companion seating pads next to existing or new benches. 	\$	Low	Short Term	High
<ul style="list-style-type: none"> Play Equipment When replacing existing play equipment, or installing new equipment, prioritize elements with accessible play and interactive components. 	\$\$-\$\$\$\$	Moderate	Long Term	Moderate
3 – ENVIRONMENTAL SUSTAINABILITY				
<ul style="list-style-type: none"> Lawn Conversion Continue to identify and implement sustainable landscape practices including Turf-to-Low-Mow and Native Pollinator Meadow conversions, additional Butterfly Gardens. 	\$	Low	Medium Term	High
<ul style="list-style-type: none"> Green Infrastructure Identify opportunities to implement “Green Infrastructure” BMPs and other sustainable stormwater practices in Twp parks and open spaces. 	\$\$-\$\$\$	Moderate	Long Term	Moderate
<ul style="list-style-type: none"> Park Landscapes #1 Develop an Invasive Plant Species Management Plan for use in ongoing parkland management. 	\$\$	Low	Short Term	High
<ul style="list-style-type: none"> Park Landscapes #2 Develop a Native Plant Palette for use in ongoing parkland development and management practices. 	\$	Low	Short Term	High

Cost

- \$: Existing Resources (including grants)
- \$\$: New Costs up to \$50K
- \$\$\$: New Costs up \$50-\$100K
- \$\$\$\$: New Costs >\$100K

Time Frame

- Short Term (0-2 Years)
- Medium Term (3-5 Years)
- Long Term (6-10 Years)
- Ongoing (10+ Years)

• CATEGORY	COST	COMPLEXITY	TIME FRAME	IMPACT
3 – ENVIRONMENTAL SUSTAINABILITY (Continued)				
<ul style="list-style-type: none"> Maintenance Identify specialized staff, contractors, and volunteers to assist with planting and maintaining native landscape plantings. 	\$\$-\$\$\$	Moderate	Ongoing	Moderate
4 – SUITABILITY / NEED				
<ul style="list-style-type: none"> Upgrades & Rehabilitation Prioritize upgrades and improvements to existing parkland, amenities and playgrounds/play equipment. 	\$\$-\$\$\$\$	Moderate to High	Long Term	Moderate
<ul style="list-style-type: none"> Connectivity Prioritize connecting existing parks to each other via Township trail system, sidewalks, and greenways. 	\$\$-\$\$\$	Moderate	Long Term	Moderate
<ul style="list-style-type: none"> Accessibility Prioritize accessibility for all residents and park users. 	\$-\$\$\$\$	Moderate	Medium Term	High
<ul style="list-style-type: none"> Active Recreation Prioritize addressing deficiencies identified in the Facilities Chapter. 	\$\$\$\$	High	Long Term	High
<ul style="list-style-type: none"> Passive Recreation Evaluate level of effort needed to develop a tailored set of outdoor / nature-based educational programs in Township parks, separate from CRPR programs. 	\$	Low	Medium Term	Moderate
<ul style="list-style-type: none"> Habitat Support Install habitat structures such as bird houses, bat houses, nesting platforms and other eco-friendly features in Township parkland. 	\$	Low	Short Term	High
<ul style="list-style-type: none"> Future Township Growth Plan ahead to meet the needs of population growth and future trends, including a regional Indoor Recreation Center for Township use. 	\$\$-\$\$\$\$	Moderate to High	Long Term	Moderate to High

Cost

- \$: Existing Resources (including grants)
- \$\$: New Costs up to \$50K
- \$\$\$: New Costs up \$50-\$100K
- \$\$\$\$: New Costs >\$100K

Time Frame

- Short Term (0-2 Years)
- Medium Term (3-5 Years)
- Long Term (6-10 Years)
- Ongoing (10+ Years)

Funding Opportunities & Potential Funding Sources

MANDATORY DEDICATION AND DEVELOPER FEE-IN-LIEU

Mandatory dedication of land and development fee-in-lieu of dedication are ways that municipalities can obtain open space or fees for park projects. Developers have a choice to donate the land or pay a fee-in-lieu-of dedication. These funds are used to purchase or develop parkland that benefits the Township, such as financing new or improved neighborhood, community, or regional parks.

In addition to the General Fund and regional funding through COG/CRPR, there are a wide variety of financing options available to the Township to finance the recommendations of the RPOS Plan Update for future recreation, parks, and open space planning. Table 9-5 provides a brief description of some of the funding options to be considered.

TABLE 9-5

FERGUSON TOWNSHIP / PARKS & RECREATION DEVELOPMENT				
AGENCY	PROGRAM NAME	GRANT (% FUNDED) OR LOAN	BRIEF DESCRIPTION	OPEN FUNDING ROUND (TYPICAL)
Commonwealth Financing Authority (CFA)	Greenways, Trails and Recreation	Grant (85%)	Planning, acquisition, development, rehabilitation, and improvements to public parks, recreation areas, greenways, trails, and river conservation	Due in May
Dept. of Conservation and Natural Resources (DCNR)	Community Conservation Partnerships Program	Grant (50%)	Planning, acquisition, and development of public parks, recreation areas, trails, river conservation, and access / conservation of open space	Spring
Chesapeake Bay Trust	Green Streets, Green Jobs, Green Towns (G3)	Grant	Reduce stormwater runoff, increase number of green spaces in urban areas, and improve health of local streams	Due in March
Commonwealth Financing Authority (CFA)	Local Share Account (LSA) - Statewide	Grant (100%)	Distributed from gaming funds to support economic development projects, community improvement projects, and projects in the public interest, including parks and recreation	Varies
Centre Foundation	Centre Inspires	Grant	Offers grants to fund projects that will be transformative on a county-wide scale by creating change through community engagement, must apply through a Centre Foundation endowed organization	Summer

FERGUSON TOWNSHIP / PARKS & RECREATION DEVELOPMENT				
AGENCY	PROGRAM NAME	GRANT (% FUNDED) OR LOAN	BRIEF DESCRIPTION	OPEN FUNDING ROUND (TYPICAL)
Major League Baseball	Youth Development Foundation Grant Program	Grant	Funding capital projects for field renovations, baseball / softball programs, and education initiatives	Varies
Social Good Fund	PA Parks Fund	Grant	Fund parks throughout Pennsylvania	Due in March
The Conservation Fund	Conservation Loans	Loan	To help accelerate the pace of conservation in your community. Includes trail and park acquisitions and construction, habitat restoration and ecosystem services, initiatives to connect people to nature, etc.	Varies
PeopleForBikes	People for Bikes Community Grant Program	Grant (50%)	Supports bicycle infrastructure projects and targeted advocacy initiatives that make it easier and safer for people of all ages and abilities to ride	Varies
Recreational Equipment, Inc. (REI)	REI Cooperative Action Fund	Grant	Partners with and provides financial support for organizations building a new outdoor culture and improving the health and well-being for all people	Varies
Columbia Gas of Pennsylvania	Community Investment Program	Grant	To help improve the quality of life for customers, employees, and neighbors. Primary focus on safety, economic development, environmental stewardship, STEM, and hardship assistance	Varies
Highmark	Highmark Bright Blue Futures	Grant	The Highmark Bright Blue Futures charitable giving and community involvement program's goal is to ensure healthier, brighter, stronger futures for all. Our focus is improving equitable access to care, quality of life and economic resilience in the communities we serve	Rolling

FERGUSON TOWNSHIP / PARKS & RECREATION DEVELOPMENT				
AGENCY	PROGRAM NAME	GRANT (% FUNDED) OR LOAN	BRIEF DESCRIPTION	OPEN FUNDING ROUND (TYPICAL)
American Academy of Dermatology	Shade Structure Grant Program	Grant	Grants of up to \$8,000 to schools and non-profits for installing permanent shade structures at places such as parks, pools, and recreation spaces	Rolling
Tree Pennsylvania	Bare Root Tree Program	Grant	Aims to assist communities in Pennsylvania with increasing the tree canopy and commitment to urban and community forests	Pre-apps due in January Full apps due in February

Tax Support Comparison

The most difficult issue facing almost every community in its quest to provide safe and aesthetically pleasing parks and a variety of quality programs is finances. Many communities face unexpected issues yearly, either within their parks or within other municipal departments, that often require funding to be redirected, leaving inadequate financing to provide and maintain facilities and programs for their residents. The funds needed to support their facilities and programs generally come from the community's general fund. Since all departments in the community must draw from the general fund to cover their operating and capital budgets each year, it is impossible for each department to be fully funded. In the past and still in some communities today, park and recreation funding has been one of the first areas to be cut when funds are tight. However, many communities are becoming aware of the value of setting funds aside to provide quality facilities and programs. Ferguson Township has been supportive of recreation facilities and programs for many years utilizing tax dollars and other revenues to provide residents with quality recreational opportunities.

Table 9-6 shows the total available revenues available for Ferguson Township from 2018 through 2022.

TABLE 9-6 – FERGUSON TOWNSHIP REVENUES

FERGUSON TOWNSHIP REVENUES – GENERAL FUND					
Revenue	2018	2019	2020	2021	2022
Taxes	\$9,873,799	\$10,529,902	\$10,274,220	\$11,070,457	\$10,375,962
Licenses, Fees and Permits	-	-	\$302,052	\$311,942	\$295,102
Fines, Forfeits and Costs	-	-	\$65,300	\$42,393	\$45,400
Federal Revenue	-	-	\$40,000	-	\$1,041,020
State Revenue	-	-	\$631,591	-	\$590,862

Local Revenue	-	-	\$195,398	-	\$226,231
Intergovernmental Revenue	-	-	-	\$635,635	-
Charges for Services	\$554,923	\$646,050	\$173,940	\$179,699	\$184,800
Contributions	\$1,965,375	\$1,836,026	-	-	-
Rents & Royalties	-	-	\$44,109	-	\$42,829
Interest and Other Debt Proceeds	-	-	\$182,300	-	\$171,900
Interest and Rents	\$273,184	\$382,727	-	\$127,036	
Miscellaneous	\$323,802	\$445,258	-	\$315,039	
Transfers – In	-	-	\$70,766	-	-
Total Revenues	\$12,991,083	\$13,839,963	\$11,979,676	\$12,682,201	\$12,974,106
Percentage Increase/Decrease	-	6.5%	(13.4)%	5.8%	2.3%

Ferguson Township revenues overall have varied somewhat over the past five years. There were differences in reporting structure between some years, which is why some columns and rows are blank, but others are not. There was a sizable jump in Federal Revenue between 2020 and 2022, but other categories decreased or remained nominally constant (Charges for Services, for instance). Aside from those instances, the Township has not seen any consistent pattern in revenues (increases or decreases) from 2018 to 2022. Although there are a variety of resources from which revenues are obtained, real estate tax accounts for over 80% of the yearly revenues.

Table 9-7 shows the overall expenditures for Ferguson Township from 2018 through 2022.

TABLE 9-7 – FERGUSON TOWNSHIP EXPENDITURES

FERGUSON TOWNSHIP EXPENDITURES – GENERAL FUND					
Expenditures	2018	2019	2020	2021	2022
General Government	\$2,827,151	\$2,810,566	\$1,468,890	\$1,636,867	\$1,529,605
Buildings	-	-	\$186,853	-	\$271,468
Regional Services	-	-	\$831,254	-	\$837,783
Public Safety	\$4,256,331	\$4,369,906	\$2,450,666	\$3,385,181	\$2,822,180
Health & Welfare	\$9,412	\$8,556	-	\$7,178	-
Planning / Zoning	-	-	\$441,415	-	\$519,319
Public Works	\$3,793,330	\$4,218,399	\$1,268,311	\$1,237,937	\$1,272,272
Transportation	-	-	\$128,638	-	\$144,496
Libraries	-	-	\$500,356	-	\$518,385
Community Development	\$26,109	\$60,609	\$40,000	\$20,019	\$55,000
Natural Resource & Conservation	-	-	\$12,609	-	\$34,241
Parks & Recreation	-	-	\$692,579	-	\$732,163
Culture & Recreation	\$1,533,985	\$1,742,491	-	\$1,383,539	-

Street Trees	-	-	\$207,964	-	\$270,570
Debt Service	\$25,942	\$119,044	\$500	-	\$2,000
Property & Workers Comp Insurance	-	-	\$316,749	-	\$254,200
Insurance & Other Operating	-	-	-	\$2,153,888	-
Employee Benefits	-	-	\$1,907,898	-	\$2,110,429
Other Expense	-	-	\$69,483	-	\$68,250
Transfers – Out	-	-	\$3,091,496	-	\$4,284,400
Total Expenditures	\$12,472,260	\$13,329,571	\$13,615,661	\$9,824,609	\$15,726,761
Percentage Increase/Decrease	-	6.8%	2.1%	(27.8%)	60.0%

Ferguson Township's expenditures have also varied from 2018 to 2022. There appears to have been a general decline in expenditures for General Government, Public Safety, and Public Works from 2018 through 2022, but there were also jumps in Insurance & Other Operating expenses, along with Employee Benefits and Transfers – Out. Overall, and including the drop between 2020 to 2021, the Township's expenditures increased an average of 40% from 2018 to 2022.

Recreation Revenues

Table 9-8 shows the recreation revenues for Ferguson Township from 2018 through 2022.

TABLE 9-8 – FERGUSON TOWNSHIP PARK & RECREATION REVENUES

Ferguson Township Parks & Recreation Revenues					
Category	2018	2019	2020	2021	2022
Interest Revenue	\$500	\$1,000	\$1,881	\$1,503	\$2,600
DCNR Grant Revenue	\$0	\$0	\$0	\$0	\$0
Fee-In-Lieu	\$0	\$0	\$56,007	\$298,704	\$0
Park Donations	\$0	\$387	\$387	\$387	\$0
Transfers from General Fund	\$0	\$0	\$0	\$0	\$25,000
Transfers from Regional Parks Fund	\$0	\$0	\$0	\$0	\$0
Tom Tudek Park Trust Fund Revenues	\$20,525	\$21,725	\$83,640	\$83,640	\$17,750
Total Recreation Revenue	\$21,025	\$23,112	\$141,915	\$384,234	\$45,350
Percentage Increase / (Decrease)	-	9.9%	514%	170.7%	(88.2%)

The recreation revenue for Ferguson Township has varied over the past five years. There was a significant increase between 2019 to 2020, followed by another major jump between 2020 to 2021. The following year though, between 2021-2022, revenues declined sharply (by over 88%). The difference in 2019-2020 revenues is accounted for by increased Fee-in-Lieu and Tudek Park Trust

revenues. The jump between 2020-2021 is accounted for by an even larger increase in Fee-in-Lieu revenues while other categories held steady. Studying revenue data from additional time periods may be beneficial to develop a comprehensive trends assessment, as the highly variable period between 2018 to 2022 indicates an average revenue growth of 151%, which is not common.

Recreation Expenditures

Table 9-9 shows the park and recreation expenditures for Ferguson Township from 2018 through 2022.

TABLE 9-9 – FERGUSON TOWNSHIP PARK & RECREATION OPERATING EXPENDITURES

Ferguson Township Parks & Recreation Expenditures					
Category	2018	2019	2020	2021	2022
CRPR Municipal Contribution	\$382,181	\$404,448	\$465,291	\$461,673	\$455,796
CRCOG Aquatics Contribution			\$0	\$26,970	\$0
CRCOG Aquatics Capital Contribution	\$134,972	\$136,275	\$136,781	\$136,654	\$152,248
CRCOG Nature Center Operating Contribution	\$22,022	\$24,861	\$25,764	\$28,724	\$26,344
CRPR Parks Capital Contribution	\$43,107	\$45,058	\$38,718	\$45,397	\$46,249
CRPR Nature Center Capital Contribution	\$6,969	\$13,830	\$13,625	\$26,970	\$45,526
Township Spectator Recreation	\$10,593	\$8,650	\$12,000	\$3,990	\$6,000
Township Park Improvements Expenditures	\$18,959	\$0	\$87,718	\$144,674	\$911,500
Tom Tudek Park Trust Fund Expenditures	\$17,757	\$15,438	\$40,582	\$40,582	\$22,564
Total Recreation Expenditures	\$636,560	\$648,560	\$820,479	\$915,634	\$1,666,227
Percentage Increase / (Decrease)	-	1.8%	26.5%	11.6%	82%

Ferguson Township's operating expenditures for parks and recreation have increased significantly from 2018 through 2022, most notably between 2021 – 2022. This is due to a significant expenditure for Township Park Improvements during that time period. The remaining categories held steady or had only minor variations from year to year. On average the Parks and Recreation Department has seen a 30% increase in expenditures from 2018 to 2022.

Table 9-10 below gives a description of the percentage of the Township's budget designated to each major budget category from 2018 through 2022. This provides a clear understanding of Parks and Recreation budget expenditures compared to other municipal budgeted expenditures.

TABLE 9-10 – FERGUSON TOWNSHIP EXPENDITURES COMPARISON

FERGUSON TOWNSHIP EXPENDITURES COMPARISON					
Expenditures	2018	2019	2020	2021	2022
General Government	22.7%	21%	10.7%	16.7%	9.7%
Buildings	-	-	1.3%	-	1.7%
Regional Services	-	-	6.1%	-	5.3%
Public Safety	34.1%	32.8%	17.9%	34.5%	17.9%
Health & Welfare	1%	1%	-	1%	-
Planning / Zoning	-	-	3.2%	-	3.3%
Public Works	30.4%	31.6%	9.3%	12.6%	8%
Transportation	-	-	1%	-	1%
Libraries	-	-	3.6%	-	3.3%
Community Development	1%	1%	1%	1%	1%
Natural Resource & Conservation	-	-	1%	-	1%
Parks & Recreation	-	-	5%	-	4.7%
Culture & Recreation	12.3%	13%	-	14%	-
Street Trees	-	-	1.5%	-	1.7%
Debt Service	1%	1%	1%	-	1%
Property & Workers Comp Insurance	-	-	2.3%	-	1.6%
Insurance & Other Operating	-	-	-	21.9%	-
Employee Benefits	-	-	14%	-	13.4%
Other Expense	-	-	1%	-	1%
Transfers – Out	-	-	22.7%	-	27.2%

Due to changes in Township expenditures reporting structure between 2018 through 2022, the expenditure comparisons for the Parks and Recreation and Culture and Recreation categories are analyzed together in this section. Parks and Recreation expenditures have consistently been in the lower expenditure categories for the Township for two of the past five years, hovering at an average of 4.8% per year. It is significantly lower than the majority of expenditure areas above it and more closely related to the categories of expenditures below it.

The Culture & Recreation category is harder to assess because it is unclear which portion is expended on Culture (frequently Libraries) and which is expended on Recreation. Thus, while it may appear to have a higher expenditure range relative to other categories, actual Recreation expenses may still fall within the lower annual average. In any event, it is recommended that the Township continue to provide tax dollars to enhance recreation facilities through facility development, adequate park maintenance, and increased financial aid for parks and open space services.

For an even broader perspective relative to nearby peer communities, Table 9-11 compares Ferguson Township's 2022 operating budget to those of other municipalities participating in the regional recreation authority (CRPR).

TABLE 9-11 – COMPARISON OF PER CAPITA EXPENDITURES TO OTHER CRPR PARTICIPANTS

COMPARISON OF PER CAPITA EXPENDITURES TO NEARBY PEER COMMUNITIES				
Community	County	Population	Operating Budget (2022)	Per Capita
Ferguson Township	Centre	19,009	\$732,163	\$38.52
College Township	Centre	10,062	\$550,811	\$54.74
Halfmoon Township	Centre	2,817	\$23,940	\$8.49
Harris Township	Centre	5,962	\$79,592	\$13.35
Patton Township	Centre	15,983	\$1,113,321	\$69.65
State College Borough	Centre	39,525	\$1,337,516	\$33.84
Total		93,358	\$3,837,343	\$218.59
Average		15,559	\$639,557	\$36.43

Based on the above comparison, Ferguson Township's per capita expenditure for parks and recreation is **\$2.09 above** the average expenditure for other participating municipalities in CRPR that provided information. For this comparison only the park and recreation operating expenditures were considered using the budgeted expenditure information from the general fund. Since capital expenditures can change significantly from year to year for each community, they weren't included in the overall comparison. When comparing the five communities listed in the above tables, Ferguson Township's population is roughly twenty-two percent (22%) more than the average for all communities combined and its per capita expenditure is approximately 6% more than the combined average per capita expenditure of \$36.43.

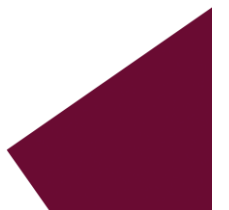
Summary of Financial Comparisons

- Ferguson Township Budget Revenues and Expenditures **vary from year to year**.
- Township Parks & Recreation Revenues also vary and appear to be impacted by changes in annual Fee-in-Lieu revenues and Tudek Park Trust Fund revenues.
- Township Parks & Recreation Expenditures increased consistently from 2018-2021 and then jumped significantly from 2021-2022 due to expanded parks improvements projects.
- Township Expenditures for Parks & Recreation **average 4.8%** of the total Township Budget (for years 2020 and 2022), but it is unclear what percentage of the budget they occupy for 2018, 2019, and 2021 because they are grouped with "Culture" expenditures.
- Ferguson Township's Per Capita Expenditure is **\$2.09 above** the average per capita expenditure of peer communities in the County.
- Overall, Ferguson Township spends roughly **6% more** for Parks & Recreation operations and programs than peer communities in the County.

A maroon banner with a white number 10 inside, pointing to the right.

10

RECOMMENDATIONS



RECOMMENDATIONS and PLAN IMPLEMENTATION

The RPOS Update Planning Committee has defined through the development of this plan, a set of recommendations to be considered by the Township Board of Supervisors. The recommendations are divided into eleven (11) categories: General, Facilities, Programs, Maintenance, Administration, Personnel, Finance, Partnerships, Connectivity, Marketing and Public Relations, and Sustainability. Upon approval of this plan, Township staff should pursue implementation of the recommendations.

The recommendations suggest a course of action for Ferguson Township over the next ten (10) years. The Township can implement the actions incrementally, through a short-term action plan over 1-2 years, a medium-term program over three to five years, and long-term strategies that require more intense planning, investment, and partnerships.

This Plan Update serves as a flexible guide, enabling elected and appointed officials to make informed decisions in implementation. As such, and the recommendations outlined below are merely a road map for Ferguson Township to follow on the path to achieving its vision.

Specific Recommendations for Township Parks can be found in the Facility Inventory Matrix in Appendix A.

A discussion about the Funding Priority Matrix and how it can be applied to this RPOS Plan Update, as well as to park master site plans and the Plan Recommendations on the following pages, can be found in the Finance Chapter.

Specific requests and recommendations from sports organizations that utilize Township parks for their programs can found in Appendix C and are also summarized in the Park Facility and Open Space Planning Chapter.

1 – GENERAL RECOMMENDATIONS

1.1 - Utilize this Recreation, Parks, and Open Space Plan Update as guide for future park, recreation, and open space development.

1.2 – Update this Recreation, Parks, and Open Space Plan again in five (5) years, but no longer than ten (10) years, to assure that the proposed changes are consistent with anticipated development, follow the PA Municipalities Planning Code, and are in alignment with DCNR initiatives and protocols for future funding applications.

1.3 - Integrate the Parks and Recreation Committee to assist the Board's interaction with, and oversight of, implementing the RPOS Plan Update and to advise on Township priorities.

1.4 – Develop a web-based platform or dashboard to track RPOS Plan Updates, park master site plan progress, age, and plan updates, and prioritize implementation decisions.

1.5 – Develop a strategy that allows the Township to provide safe, convenient, accessible recreation, park, and open space facilities to all current and future Township residents.

1.6 – Evaluate how services at the local level are impacted by current and future regional park opportunities (such as High Point Skate Park, Boalsburg Pump Track & Skills Course, etc.).

1.7 – Enhance the quality of life for Township residents by planning and building resilient and sustainable parkland that educates the public about climate change and the benefits of parks and open space to public health.

1.8 – Continue to utilize the Ferguson Township Official Map as one of the mechanisms to designate future parkland, bike paths, and open space areas.

1.9 – Embrace the opportunity to purchase open space adjacent to existing park facilities to expand them and ensure connectivity, and fiscal and environmental sustainability of recreation opportunities, open spaces, and trails.

1.10 – Pursue additional, unique forms of open space preservation such as greenways, linear parks, pocket parks, permaculture sites, and stormwater management parks.

1.11 – The Township Subdivision and Land Development Ordinance, and the Zoning Ordinance, should be updated regularly to allow for consistency with the goals and objectives of this Plan.

1.12 - Continue to utilize the established master planning process to develop and/or update park master site plans, with emphasis placed on public participation, adaptability to the needs of the Board and the Parks and Recreation Committee, and the continued utilization of professional consultants for park master planning services.

1.13 - Implement a new timetable for updating existing park master site plans, reducing the length of time between plan updates to a 10–15-year period. This time frame can be reduced further if a grant funding application requires a newer plan, or if implementation of specific park improvements have not been undertaken within ten (10) years. Records of original park master site plans should be kept and compared with subsequent master plans design updates.

2 – FACILITIES

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
2.1 – Provide a range of park, recreation, and open space opportunities which provide a diverse mix of recreation opportunities, including both active and passive recreation options, and which serve all ages and abilities.			
i. Review existing park master site plans that are approaching the 10–15-year time limit and determine if updated master plans are needed. Future master site plans can include special features and amenities that make each park a “unique destination”.			
Supervisors, Twp Manager and Staff	Staff time	\$	Medium Term
ii. Revitalize playgrounds as warranted using design based on the science of children's play, intergenerational activity, and inclusive/accessible play.			
Twp Manager and Staff, technical assistance from consultants	Staff Time, Consultants	\$\$ \$\$\$	Long Term
iii. Create a maintenance plan with CRPR during the selection of new playground equipment.			
Supervisors, Twp Manager and Staff, CRPR	Staff time, CRPR	\$\$	Long Term
iv. Prioritize addressing playground deficiencies identified in the Park Facility and Open Space Planning Chapter and in the Facility Inventory Matrix for each park (Appendix D).			
Supervisors, Twp Manager and Staff	Staff time	\$\$	Long Term
2.2 – Ensure that all new and existing park facilities and amenities are ADA compliant.			
i. Provide ADA accessible routes to all amenities within each park (pavilions, restrooms, water fountains, playgrounds, bleachers, etc.).			
Public Works Dept., Twp Staff	Township Budget, Grants	Based on Scope	Short Term
ii. When installing new play equipment, prioritize selecting pieces with built-in ADA / accessible play and interactive components.			
Public Works Dept., Twp Staff	Township Budget, Grants	Based on Scope	Short Term

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

2 – FACILITIES (Continued)

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
iii. Provide ADA accessible picnic tables in all park pavilions.			
Public Works Dept., Twp Staff	Township Budget	\$	Short Term
iv. Provide 30" x 42" paved ADA companion seating areas at 30% of existing park benches.			
Public Works Dept., Twp Staff	Township Budget	\$\$	Short Term
v. Provide 30" x 42" paved ADA companion seating areas at 30% of new or replacement bench locations.			
Public Works Dept., Twp Staff	Township Budget, Grants	\$\$	Ongoing
vi. Ensure appropriate quantity of handicap designated parking spaces, surface markings and signage in parking lots at Township parks. Prioritize addressing deficiencies identified in the Facility Inventory Matrix for each park (Appendix D).			
Public Works Dept., Twp Staff	Township Budget	Based on Scope	Short Term
2.3 – Implement or Upgrade Active Recreation amenities in existing parks.			
i. Review Sports Organization Interview results (Appendix C) and apply the Priority Funding Matrix to prioritize implementation.			
Supervisors, Twp Manager and Staff	Staff time	Based on Scope	Medium Term
ii. Review Facilities Chapter recommendations for existing sports facilities in Township parks and apply the Priority Funding Matrix to prioritize implementation.			
Supervisors, Twp Manager and Staff	Staff time	Based on Scope	Medium Term

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

2 – FACILITIES (Continued)

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
iii. Set up a regularly occurring meeting with CRPR liaison and Sports Organization representatives to review facility needs within Township parks.			
Supervisors, Twp Manager and Staff, CRPR	Staff time, CRPR	\$	Ongoing
iv. Review Citizen Survey results (Appendix A) and apply the Priority Funding Matrix to prioritize implementation.			
Supervisors, Twp Manager and Staff	Staff time	Based on Scope	Medium Term
2.4 – Develop Fairbrook Park and Greenbriar-Saybrook Park according to their respective proposed master site plans (Park Facility and Open Space Planning Chapter).			
i. Apply the Funding Priority Matrix metrics to proposed improvements to assist in capital decision making.			
Supervisors, Twp Manager and Staff	Township Budget, Grants	\$-\$\$\$\$	Based on Scope
2.5 – Develop parks projects, or portions thereof, identified in the 2022-2026 Township CIP Budget.			
i. Apply the Funding Priority Matrix metrics to existing and potential future parks projects to assist in capital decision making.			
Supervisors, Twp Manager and Staff	Township Budget, Grants	\$-\$\$\$\$	Based on Scope

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

2 – FACILITIES (Continued)

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
2.6 – Implement Passive Recreation amenities in existing parks.			
i. Install bird houses, bat houses, and pollinator structures in appropriate park and open space locations.			
Public Works Dept, Twp Engineer, Volunteers	Staff Time, Consultants	\$ \$\$\$\$	Based on Scope
ii. Install spotting scopes at select park locations.			
Public Works Dept, Twp Staff, Volunteers	Staff Time	\$\$	Medium Term
iii. Install educational signage at rain gardens, bioswales, specialty planting areas (No Mow Zones, Meadows, Shrublands).			
Public Works Dept, Twp Engineer, Volunteers	Staff Time, Consultants	\$ \$\$\$\$	Based on Scope
iv. Expand community garden and orchard program in Township parks.			
Twp Manager, Staff, Public Works Dept.	Staff Time	\$\$	Long Term
2.7 – Coordinate park signage.			
i. Coordinate park wayfinding and internal signs. Periodically update wayfinding signage when parkland additions occur.			
Public Works Dept., Twp Staff	Township Budget	\$	Short Term
ii. Ensure proper signage is displayed at all Township playgrounds.			
Public Works Dept., Twp Staff	Township Budget	\$	Short Term

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

2 – FACILITIES (Continued)

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
2.8 – Coordinate park equipment.			
i. Install swing/slide mats to decrease maintenance and increase safety.			
Public Works Dept., Twp Staff	Township Budget	\$	Short Term
ii. Install dog waste stations in parks where dogs are permitted.			
Public Works Dept., Twp Staff	Township Budget	\$	Short Term
iii. Overlay unused/underused tennis courts with alternative recreational programming/uses.			
Public Works Dept., Twp Staff	Township Budget	\$\$	Short Term
2.9 – Acquire parkland that adds to the existing trail network and fulfills known recreation needs and deficiencies.			
i. Review recreation needs and deficiencies identified in the Park Facility and Open Space Planning Chapter and in each park Facility Inventory Matrix (Appendix DD).			
Supervisors, Twp Manager and Staff	Grants	\$-\$\$\$	Medium Term
ii. Support open space acquisition and preservation by maintaining ongoing relationships with owners of critical open space.			
Supervisors, Twp Manager	Staff time	\$	Long Term
3.0 – Standardize an agreement between CRPR, the Township, and organizations that utilize Township facilities for their programs. Include procedures for providing copies of Certificates of Insurance to the Township, as well as procedures for long-term storage and maintenance of sports-specific equipment kept on site at Township facilities (goal posts, large nets, strength training equipment, etc.).			
Supervisors (responsible party), CRPR, Twp Manager (approving party),	Staff time	\$	Short Term

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

3 - PROGRAMS

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
3.1 – Develop Programs that meet the needs, interests, and desires of all residents.			
i. Offer a variety of events / festivals for residents that are not provided by other entities.			
Twp Manager, Staff	Staff Time	\$\$	Medium Term
ii. Actively engage with CRPR to ensure that programs and services are developed and administered in accordance with Township input and needs.			
Supervisors, Twp Manager, CRPR	Staff Time, CRPR	\$\$	Medium Term
iii. Collaborate with CRPR to raise awareness of existing scholarship programs that provide affordable cost structures for their programs and explore additional scholarship or pricing scales to assist Township residents with program fees.			
Supervisors, Twp Manager, CRPR	Staff Time, CRPR	\$\$	Medium Term
iv. Offer interpretive programs using the natural features of Township parks (such as partnering with Get Outdoors PA or DCNR Wildlife Explorers programs).			
Twp Manager, Staff	Staff Time	\$\$	Medium Term
v. Ensure all programs comply with ADA requirements.			
Twp Manager, Staff	Staff Time	n/a	Short Term
vi. Develop a program operational manual, especially for any future events or festivals.			
Twp Manager, Staff	Staff Time	\$	Medium Term
vii. Coordinate with CRPR to receive copies of Certificates of Insurance from organizations and sports groups that utilize Township facilities for their programs or events.			
CRPR, Twp Manager, Staff	Staff Time	\$	Short Term

Cost

- \$: Existing Resources (including grants)
- \$\$: New Costs up to \$50K
- \$\$\$: New Costs up \$50-\$100K
- \$\$\$\$: New Costs >\$100K

Time Frame

- Short Term (0-2 Years)
- Medium Term (3-5 Years)
- Long Term (6-10 Years)
- Ongoing (10+ Years)

4 – MAINTENANCE

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
4.1 – Review and if appropriate, address issues and recommendations stated in each Facility Inventory Matrix in Appendix D.			
i. Apply the Funding Priority Matrix metrics to proposed improvements to assist in capital decision making.			
Supervisors, Twp Manager and Staff	Township Budget, Grants	\$ -\$\$\$\$	Based on Scope
4.2 – Collaborate with CRPR to develop a written Scope of Work operational document that clearly defines parks maintenance duties and responsibilities between CRPR and the Township.			
i. Review the document twice per year with CRPR to ensure coordination and tracking of services completed by CRPR and the Township.			
Twp Manager and Staff, CRPR	Staff Time, CRPR	\$	Medium Term
ii. Township and CRPR to meet in the spring after Playground Safety Inspections are completed by CRPR to review playground safety inspection reports and Action Plans for repairs.			
Twp Manager and Staff, CRPR	Staff Time	\$	Medium Term
iii. Township and CRPR to meet again in late summer/early fall to incorporate playground repairs and other parks improvements into the Township Capital Improvement Plan prior to CRPR budget creation.			
Twp Manager and Staff, CRPR	Staff Time	\$	Medium Term
iv. Include clearly defined and delineated seasonal tasks in Scope of Work and provide this information to Township residents via websites, newsletters, map kiosk updates, etc.			
Twp Manager and Staff, CRPR	Staff Time	\$	Medium Term
v. As Low Mow Zones and Pollinator Meadow acreage increases in Township parks, define roles and responsibilities between CRPR and the Township.			
Twp Manager and Staff, CRPR	Staff Time	\$	Medium Term

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

4 – MAINTENANCE (Continued)

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
4.4 – Within the existing scope of Township responsibilities, develop a detailed park maintenance manual that includes a preventative schedule and a responsive maintenance plan.			
i. Develop a risk management manual			
Twp Manager, Staff	Staff Time	\$	Medium Term
ii. Develop a replacement schedule for capital investments in maintenance equipment and park amenities.			
Twp Manager, Staff	Staff Time	\$	Medium Term
iii. CRPR to provide the Township a copy of records tracking playground equipment sanitization dates and locations, especially during peak use periods.			
Twp Manager, Staff, CRPR	Staff Time	\$	Ongoing
iv. Coordinate with Township and CRPR Arborist to identify safety hazards with existing park trees and develop an action plan to address them (remove lower limbs to maintain safe sight lines, etc.).			
Twp Manager, Public Works Dept, CRPR	Staff Time, CRPR	\$	Short Term
v. Continue to inspect stormwater facilities in Township parks on an annual basis, as well as during and immediately after construction.			
Public Works Dept, Staff	Staff Time	\$	Ongoing

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

4 – MAINTENANCE (Continued)

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
4.5 – Improve safety and security in the parks.			
i. Immediately repair or restrict usage of hazardous areas and facilities.			
Twp Manager, Public Works Dept, Staff	Staff Time	\$-\$\$\$	Ongoing
ii. Post contact information so park users can report safety issues.			
Twp Manager, Public Works Dept, Staff	Staff Time	\$	Short Term
iii. Post park rules and regulations in visible locations.			
Twp Manager, Public Works Dept, Staff	Staff Time	\$	Short Term
4.6 – Develop Risk Management Tools			
i. Develop a written risk management plan			
Twp Manager, Public Works Dept, Staff	Staff Time	\$	Ongoing
ii. Continue to conduct background checks on all Township employees.			
Twp Manager, Public Works Dept, Staff	Staff Time	\$	Ongoing
iii. Provide employees with a copy of MSDS and “Right to Know” information in quick access locations.			
Twp Manager, Public Works Dept, Staff	Staff Time	\$	Ongoing
iv. Implement procedures for placing temporary signage at Township parks and open spaces where chemical treatment of insect pests or landscape diseases has occurred.			
Twp Manager, Public Works Dept, Staff	Staff Time	\$	Ongoing
v. Evaluate effective alternative treatment methods that do not require the use of chemicals in parks and open spaces.			
Twp Manager, Public Works Dept, Staff	Staff Time	\$	Ongoing

Cost

\$: Existing Resources (including grants)

\$\$: New Costs up to \$50K

\$\$\$: New Costs up \$50-\$100K

\$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)

Medium Term (3-5 Years)

Long Term (6-10 Years)

Ongoing (10+ Years)

5 – ADMINISTRATION

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
5.1– Develop a web-based dashboard to track RPOS Plan Updates, park master site plan progress, plan age, plan updates, and to prioritize implementation decisions.			
i. Apply the Funding Priority Matrix metrics to existing parks projects to assist in capital decision making.			
Supervisors, Twp Manager and Staff	Township Grants	Budget, \$-\$\$	Short Term
5.2 – Improve Facility and Maintenance Life Cycle Planning			
i. Determine remaining life cycle for existing park maintenance equipment			
Public Works Dept, Twp Manager	Staff Time	\$	Short Term
ii. Work with CRPR to determine remaining life cycle for existing playground equipment			
Twp Manager, Public Works Dept, CRPR	Staff Time, CRPR	\$	Short Term
iii. Budget for equipment with shorter life cycles (annually).			
Twp Manager, Public Works	Staff Time	\$	Short Term
5.3 – Establish a well-defined administrative manual.			
i. Include elements listed in the Administration Chapter (page xx-xxx).			
Twp Manager and Staff	Staff Time	\$	Short Term
5.4 – Continue to refine record keeping software and procedures to assist with maintenance, budgeting, and asset allocation tracking.			
i. Collaborate with CRPR to develop a joint tracking system for specific maintenance requests, playground inspections and equipment replacement cycles.			
Twp Manager, Public Works Dept, CRPR	Staff Time, CRPR	\$\$	Medium Term

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

6 – PERSONNEL

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
6.1 – Review and increase staff to improve park maintenance and support park development as local and regional park system grows.			
i. Determine if there is a need to hire a Parks and Recreation Department Director.			
Supervisors, Twp Manager	Staff Time	Budgeted Wage	Short Term
ii. Meet with CRPR on a regular basis to review work plans developed and implemented by a Sustainability Coordinator obtained by CRPR, to ensure appropriate levels and types of work are performed in Township parks, open spaces, and natural landscapes.			
Supervisors, Twp Manager, CRPR	Staff Time	\$	Short Term
iii. Develop a list of specialists to provide ongoing maintenance to natural areas in parks and open spaces (pollinator gardens, meadows, etc.).			
Twp Manager, Staff	Staff Time	Budgeted Wage	Medium Term
iv. Implement alternative hiring practices such as interns or practicum students.			
Supervisors, Twp Manager	Staff Time	Budgeted Wage	Short Term
6.2 - Increase volunteer participation.			
i. Establish a list of volunteers willing to donate time, service, and/or materials, including scout organizations and local businesses. Update their background checks periodically.			
Twp Manager, Staff	Staff Time	\$	Short Term
ii. Develop a volunteer record sheet			
Twp Manager, Staff	Staff Time	\$	Short Term
iii. Provide employees and volunteers the opportunity to attend available workshops, seminars, and conferences.			
Twp Manager, Staff	Staff Time	Based on Fees	Short Term

Cost

\$: Existing Resources (including grants)

\$\$: New Costs up to \$50K

\$\$\$: New Costs up \$50-\$100K

\$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)

Medium Term (3-5 Years)

Long Term (6-10 Years)

Ongoing (10+ Years)

7 - FINANCE

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
7.1 – Develop a plan to ensure the long-term financial sustainability for the operation, maintenance and development of parks, recreational facilities, and programs.			
i. Continue to use the five-year Capital Improvement Plan with its financial information to plan strategically (rather than a year-to-year basis).			
Twp Manager, Public Works Dept.	Staff Time	\$	Ongoing
7.2 – Prepare to fund new recreation infrastructure while maintaining funding for existing facilities.			
i. Continue to set aside a portion of each year's budget for parkland development, rehabilitation, or purchase.			
Supervisors, Twp Manager, Staff	Staff Time	\$	Ongoing
ii. Continue to pursue diverse funding sources and alternatives for the development of parks and bike paths, and for preservation of open space. This can include sponsors, foundations, and donations programs.			
Supervisors, Twp Manager, Staff	Staff Time	\$	Ongoing
iii. The Township and CRPR should continue to apply for available grants on a yearly basis.			
Twp Manager, Staff, CRPR	Staff Time, CRPR	\$	Ongoing
iv. The Township should continue to work with the COG to secure funding for the development, operation, and acquisition of parks, trails and open spaces that benefit residents of Ferguson Township.			
Twp Manager, Staff, COG	Staff Time, COG	\$	Ongoing
v. Avoid increasing taxes to pay for developing, maintaining, and operating recreation and park facilities.			
Supervisors, Twp Manager, Staff	Staff Time	\$	Ongoing

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

7 – FINANCE (Continued)

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
vi. Continue to support the acquisition and continued operation of other parks and recreation facilities in the Centre Region that serve residents of Ferguson Township.			
Supervisors, Twp Manager, Staff, COG	Staff Time	\$	Ongoing
vii. The Township and CRPR should continue, and look for opportunities to expand, the program for accepting financial contributions to acquire, develop and maintain parkland.			
Twp Manager, Staff, CRPR	Staff Time, CRPR	\$	Ongoing
viii. The Township and CRPR should continue, and look for opportunities to expand, the Park Partners program to maintain parks and recreation facilities.			
Twp Manager, Staff, CRPR	Staff Time, CRPR	\$	Ongoing
7.3 – Review the Township Budget and consider adding additional line items.			
i. Show developer fee-in-lieu-of revenues collected in the parks and recreation budget.			
Supervisors, Twp Manager, Staff	Staff time	\$\$	Short Term and Ongoing
ii. Show total costs incurred by the Public Works Department performing maintenance in Township parks.			
Supervisors, Twp Manager Public Works Dept.	Staff time	\$	Short Term and Ongoing
7.4 – Plan to Fund Future Programming Efforts (If Spearheaded by the Township).			
i. If the Township implements its own series of programs, design them to be financially sustainable through user fees, donations, and sponsorships.			
Supervisors, Twp Manager and Staff	Staff time	\$\$	Medium Term
ii. If the Township implements its own series of programs, establish a resident / non-resident user fee structure for programs and facilities.			
Supervisors, Twp Manager and Staff	Staff time	\$\$	Medium Term

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

7 – FINANCE (Continued)

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
7.5 – Review and/or Revise the Parkland Dedication and Fee-In-Lieu-Of Dedication Ordinance			
i. Review the Parkland Fee-in-Lieu-Of Ordinance to confirm if it is in alignment with the Pennsylvania Municipalities Planning Code formula. Revise the ordinance if it is found to be non-compliant and include the revised formula with the updated ordinance.			
Supervisors, Twp Manager, Twp Planner	Staff time	\$\$	Short Term
ii. Consider updating the Ordinance to include fees for commercial, industrial, redevelopment and other business developments. The fees charged can be determined by: (1) the number of square feet of building area; or (2) the number of parking spaces.			
Supervisors, Twp Manager, Twp Planner	Staff time	\$\$	Medium Term

Cost

- \$: Existing Resources (including grants)
- \$\$: New Costs up to \$50K
- \$\$\$: New Costs up \$50-\$100K
- \$\$\$\$: New Costs >\$100K

Time Frame

- Short Term (0-2 Years)
- Medium Term (3-5 Years)
- Long Term (6-10 Years)
- Ongoing (10+ Years)

8 - PARTNERSHIPS

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
8.1 – Develop partnerships among municipalities, local organizations, and recreation providers to foster a culture of open communication and collaboration.			
i. Establish procedures and practices that facilitate collaborative input with CRPR on park programming that benefits Ferguson Township residents.			
Supervisors, Twp Manager, CRPR	Staff time, CRPR	\$	Short Term
ii. Update, expand, and formalize recreation partnership agreements in accordance with Board of Supervisors input and approval.			
Supervisors, Twp Manager, Staff	Staff time	\$\$	Medium Term
iii. Establish a select scope of unique programming that does not overlap CRPR programming and encourages the use of Township parks, recreation, and open space facilities.			
Supervisors, Twp Manager, Staff	Staff time	\$\$-\$\$\$\$	Long Term

Cost

- \$: Existing Resources (including grants)
- \$\$: New Costs up to \$50K
- \$\$\$: New Costs up \$50-\$100K
- \$\$\$\$: New Costs >\$100K

Time Frame

- Short Term (0-2 Years)
- Medium Term (3-5 Years)
- Long Term (6-10 Years)
- Ongoing (10+ Years)

9 - CONNECTIVITY

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
9.1 – Prioritize connections within existing park facilities to enhance user access to amenities.			
i. Increase physical access to amenities, facilities, and equipment in all Township parks. See specific recommendations in each park Facility Inventory Matrix in Appendix D.			
Public Works Dept., Twp Engineer	Twp Budget, State and Federal grants	\$ - \$\$\$\$	Short Term
9.2 – Plan local and regional trail networks that maintain and enhance community connectivity.			
i. Continue to implement recommendations from the Centre Region Bike Plan.			
Twp Manager, Public Works Dept., and Centre Region COG	Grants, Twp Budget	Based on Scope	Ongoing
ii. Continue to implement recommendations from the Northland Area Mobility Study.			
Twp Manager, Public Works Dept. and Twp Engineer	Grants, Twp Budget	Based on Scope	Ongoing
iii. Plan for trail connections in any new or renovated Township park properties and prioritize connecting neighborhoods to Township parks and existing trails.			
Twp Transportation Planner, Staff, technical assistance from consultants	Staff time, Consultants	\$ \$\$-\$\$\$	Ongoing Medium Term
iv. Continue to update / add priority trail routes and connections to the Official Township Map.			
Township Staff	Staff time	\$	Ongoing
v. Collaborate with COG, CRPA and surrounding municipalities to continue to identify regional trail connection opportunities.			
COG, CRPR, Supervisors, Twp Manager	Grants, Twp Budget	Based on Scope	Ongoing
vi. Create Wayfinding Signage that assists park and trail users in locating nearby destinations and amenities. Periodically update wayfinding signage to reflect changes to park destinations.			
Twp Manager, Twp Transportation Planner, Public Works	Staff Time, Consultants	\$\$ \$\$\$	Medium Term Long Term

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

10 – MARKETING and PUBLIC RELATIONS

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
10.1 – Encourage and provide easy-to-access opportunities for public awareness and involvement in the parks and open space planning process.			
i. Create a comprehensive email database of residents who would like to receive recreational information.			
Township Staff	Staff Time	\$	Short Term
10.2 – Develop a communications and marketing plan that promotes recreation services, facilities, and parks within the Township.			
i. Modify the Township website to include a direct link to the Parks and Recreation page where information about each Township park can be found.			
Township Staff	Staff Time	\$	Short Term
ii. Modify the parks information to include which amenities in each park are accessible per ADA code.			
Township Staff	Staff Time	\$	Short Term
iii. Install a calendar of programs and events specific to each park on the Township website or include a direct link to CRPR's website.			
Township Staff	Staff Time	\$	Short Term
iv. In addition to the Township Parks and Open Space Map, include the map of Township Bicycle Facilities.			
Township Staff	Staff Time	\$	Short Term
v. Provide a link on the Township website to other recreation providers in the area, including CRPR.			
Township Staff	Staff Time	\$	Short Term
vi. Capitalize on local and regional sports tournaments to publicize recreation assets.			
Township Staff	Staff Time	\$	Ongoing

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

11 - SUSTAINABILITY

IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
11.1 – Build a culture of sustainability within the Township and CRPR's daily operations.			
i. Promote green building practices and the use of alternative methods for park development and maintenance			
Twp Manager and Staff	Grant, Budget	Based on Scope	Ongoing
ii. Preserve for wildlife use and habitat all dead trees, fallen trees and native vegetation provided they do not create a hazardous condition for park users.			
Twp Manager, Twp Arborist, Staff	n/a	Staff time	Ongoing
iii. Implement and expand the use of green infrastructure practices to convey stormwater through redeveloped and future park sites, with educational components.			
Public Works Dept, Twp Engineer, Technical assistance from Consultants	Staff Time, Consultants	\$ \$\$\$\$	Based on Scope
11.2 - Integrate conservation and preservation into facility planning.			
i. Preserve open space areas that contain features of natural or cultural significance.			
Supervisors, Twp Manager and Staff	n/a	\$	Ongoing
ii. Expand habitat quality and quantity in Twp parks by partnering with Snetsinger Butterfly Garden Group to identify locations of additional habitat gardens.			
Twp Engineer, Staff	Staff Time	\$	Medium Term
iii. Include designated natural areas, Turf-to-No-Mow conversion areas, Pollinator Meadows, and greenway corridors in recreation and open space plans.			
Supervisors, Twp Manager and Staff, Technical assistance from Consultants.	Staff Time, Consultants	\$ \$\$	Medium Term
iv. Establish a minimum size and unit cost to install affordable native landscape areas in parks and open spaces.			
Twp Manager and Staff	Staff Time	\$	Short Term

Cost

\$: Existing Resources (including grants)
 \$\$: New Costs up to \$50K
 \$\$\$: New Costs up to \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

11 – SUSTAINABILITY (Continued)

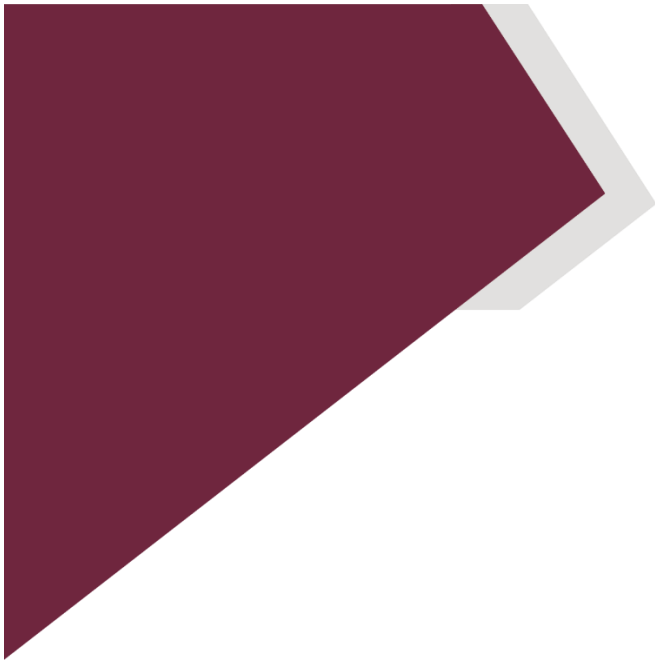
IMPLEMENTATION STRATEGY & RESPONSIBLE PARTNERS	POTENTIAL FUNDING	COST	TIME FRAME
v. Develop a Native Plant Palette for use in Township parks and open space planning and management. Include goals of species selection such as increased biodiversity, etc.	Twp Manager and Staff	Staff Time	\$ Short Term
vi. Coordinate with Twp Engineer to understand stormwater management implications of proposed park facilities and implement recommended “green infrastructure” and other management techniques in designs.	Twp Engineer, Twp Manager	Staff Time	\$ Short Term
11.5 – Develop a pilot park maintenance plan as part of future park master site plan designs.			
i. Engage with professional advisors for several park maintenance and land management plans. Include staff training with the goal that the pilot informs ongoing use of maintenance and land management plans.	Twp Manager, Public Works Dept., Technical assistance from Consultants	DCNR, Consultants	\$ - \$\$ \$\$\$ Medium Term
ii. Identify costs to purchase or rent specialized maintenance equipment to vacuum porous pavement at required intervals.	Twp Manager, Public Works Dept.	Staff Time	\$ - \$\$\$ Short Term
iii. Develop an Invasive Plant Species Management Plan for Twp parks and open spaces. Identify commonly occurring and high priority invasive species to remove and create Management Treatment Sheets for each.	Twp Manager, Twp Arborist	Staff Time	\$ - \$\$ Short Term
iv. Identify specialized staff, contractors, and volunteers to assist with planting and maintaining native landscape plantings. See Personnel Recommendations page 8-6.	Twp Manager, Public Works Dept., Twp. Arborist	Staff Time	\$ - \$\$ Medium Term
v. Pursue certification of the Township as one of Pennsylvania's Sustainable Communities.	Supervisors, Twp Manager and Staff	PA Municipal League program	\$ Medium Term

Cost

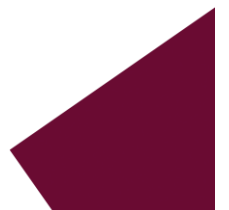
\$: Existing Resources (including grants)
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 \$\$\$: New Costs up \$50-\$100K
 \$\$\$\$: New Costs >\$100K

Time Frame

Short Term (0-2 Years)
 Medium Term (3-5 Years)
 Long Term (6-10 Years)
 Ongoing (10+ Years)

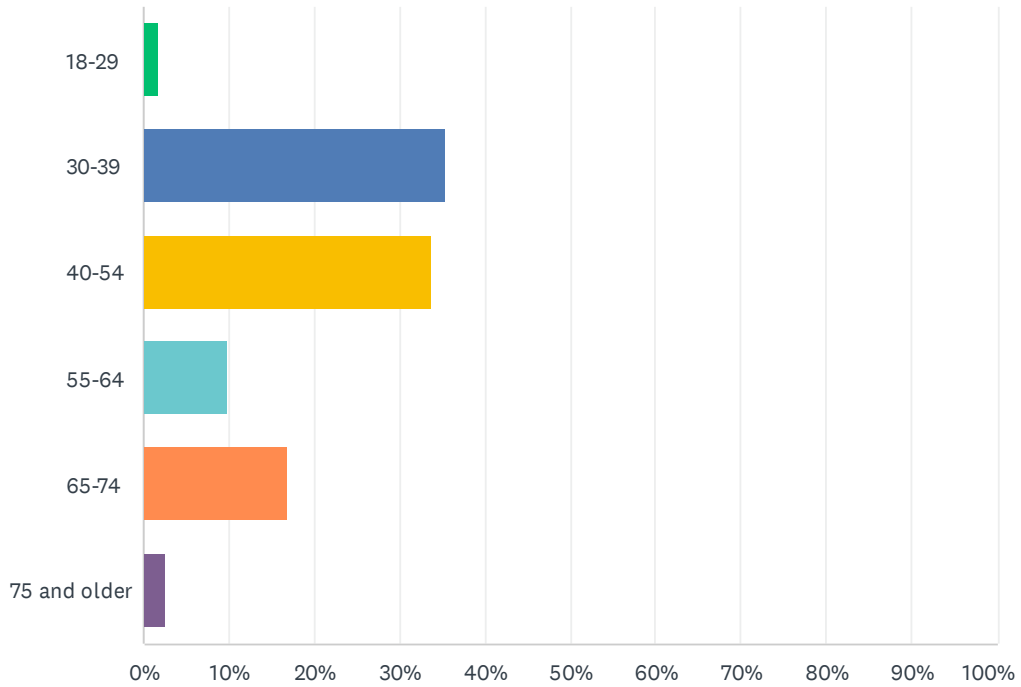


APPENDIX A
Citizen Survey Results



Q1 What is your age group?

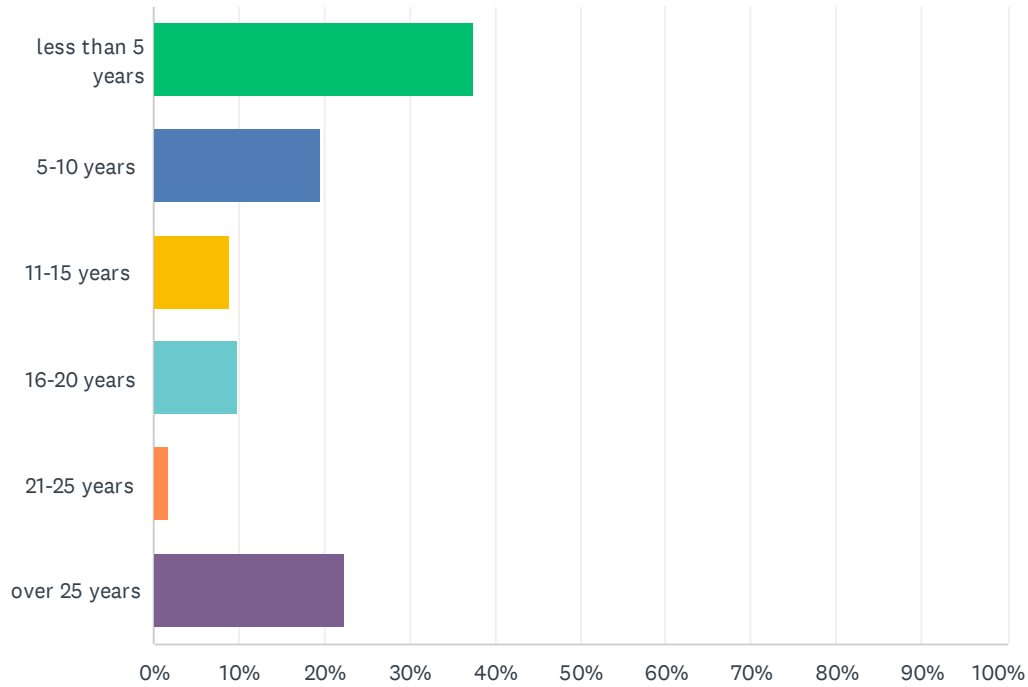
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ANSWER CHOICES	RESPONSES
18-29	1.77% 2
30-39	35.40% 40
40-54	33.63% 38
55-64	9.73% 11
65-74	16.81% 19
75 and older	2.65% 3
TOTAL	113

Q2 How long have you been a resident of Ferguson Township?

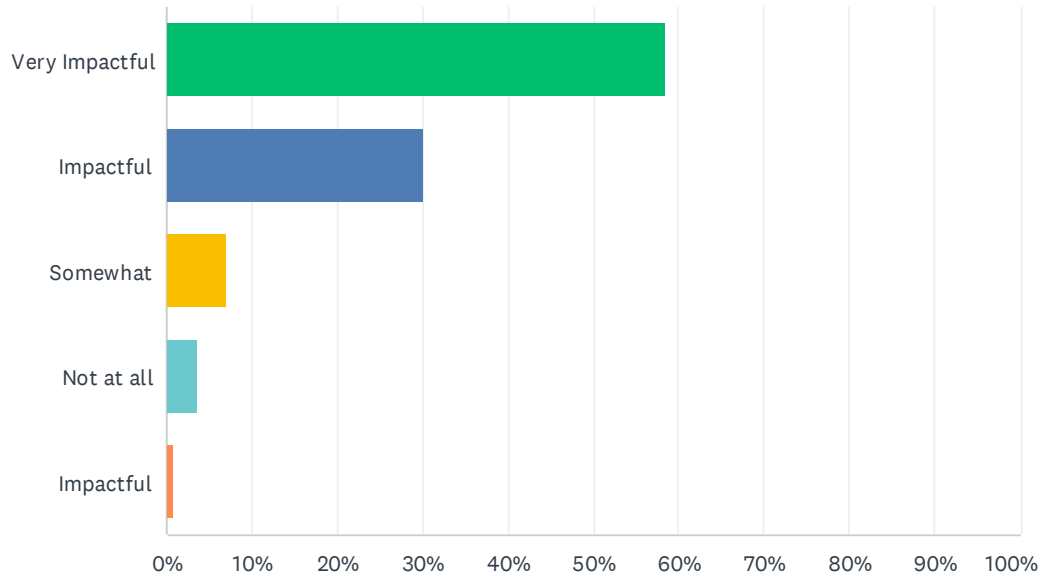
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ANSWER CHOICES	RESPONSES	
less than 5 years	37.50%	42
5-10 years	19.64%	22
11-15 years	8.93%	10
16-20 years	9.82%	11
21-25 years	1.79%	2
over 25 years	22.32%	25
TOTAL		112

Q3 How much does the availability of recreation and open space impact the quality of life for you and your family?

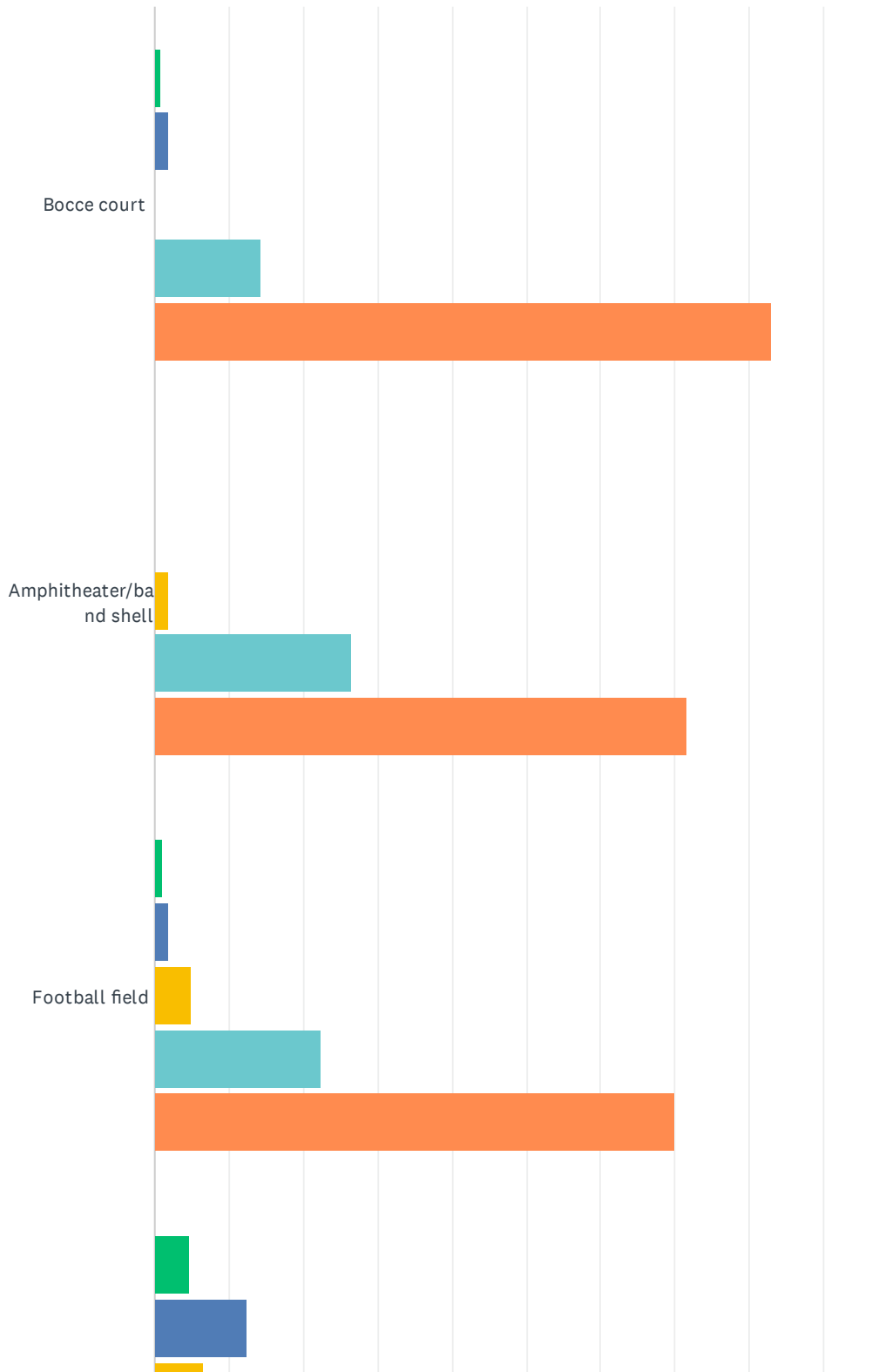
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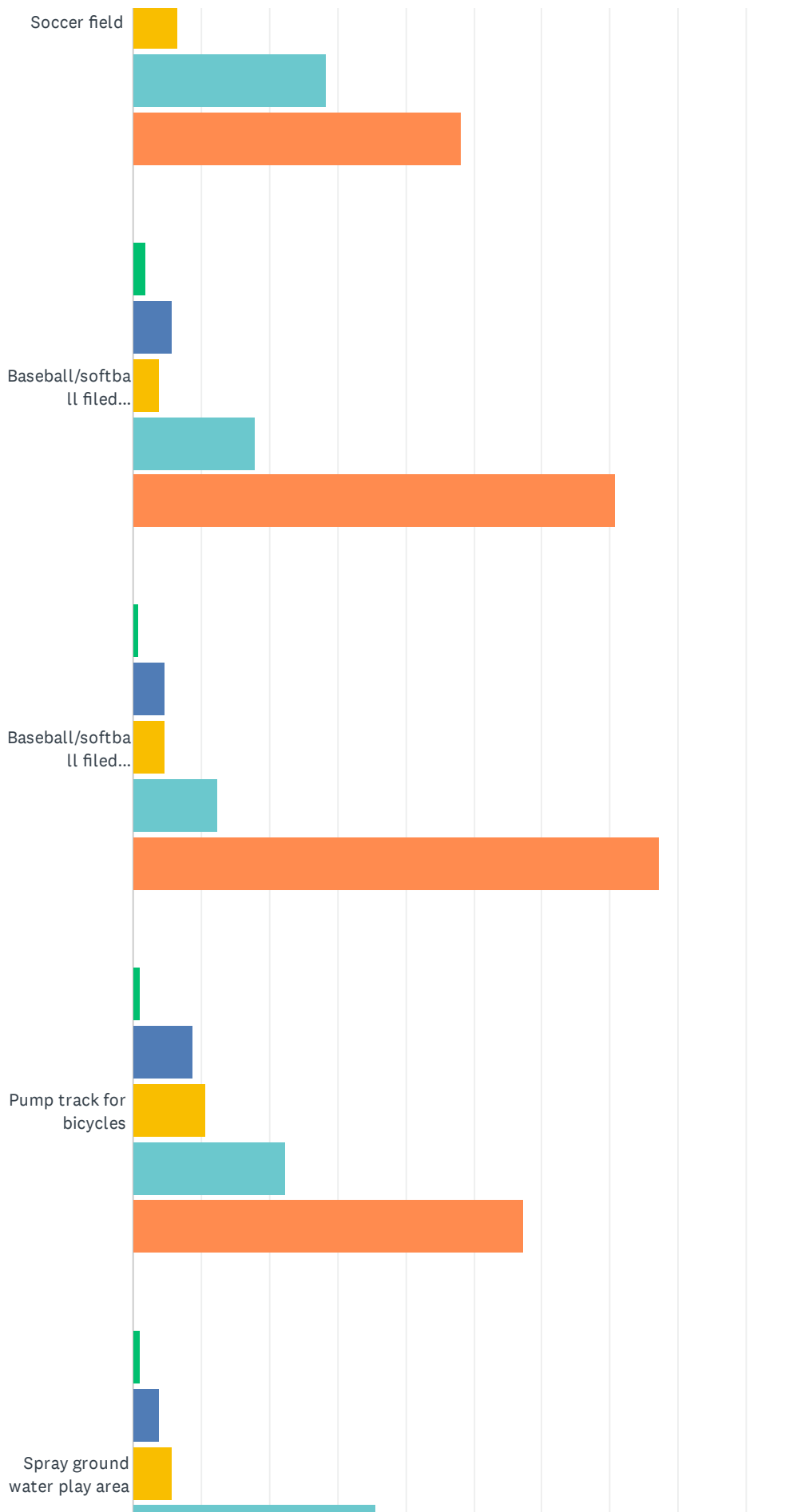
ANSWER CHOICES	RESPONSES	
Very Impactful	58.41%	66
Impactful	30.09%	34
Somewhat	7.08%	8
Not at all	3.54%	4
Impactful	0.88%	1
TOTAL		113

Q4 What recreational facilities are currently used to satisfy the recreational needs in your household? Select one response for each recreation facility listed.

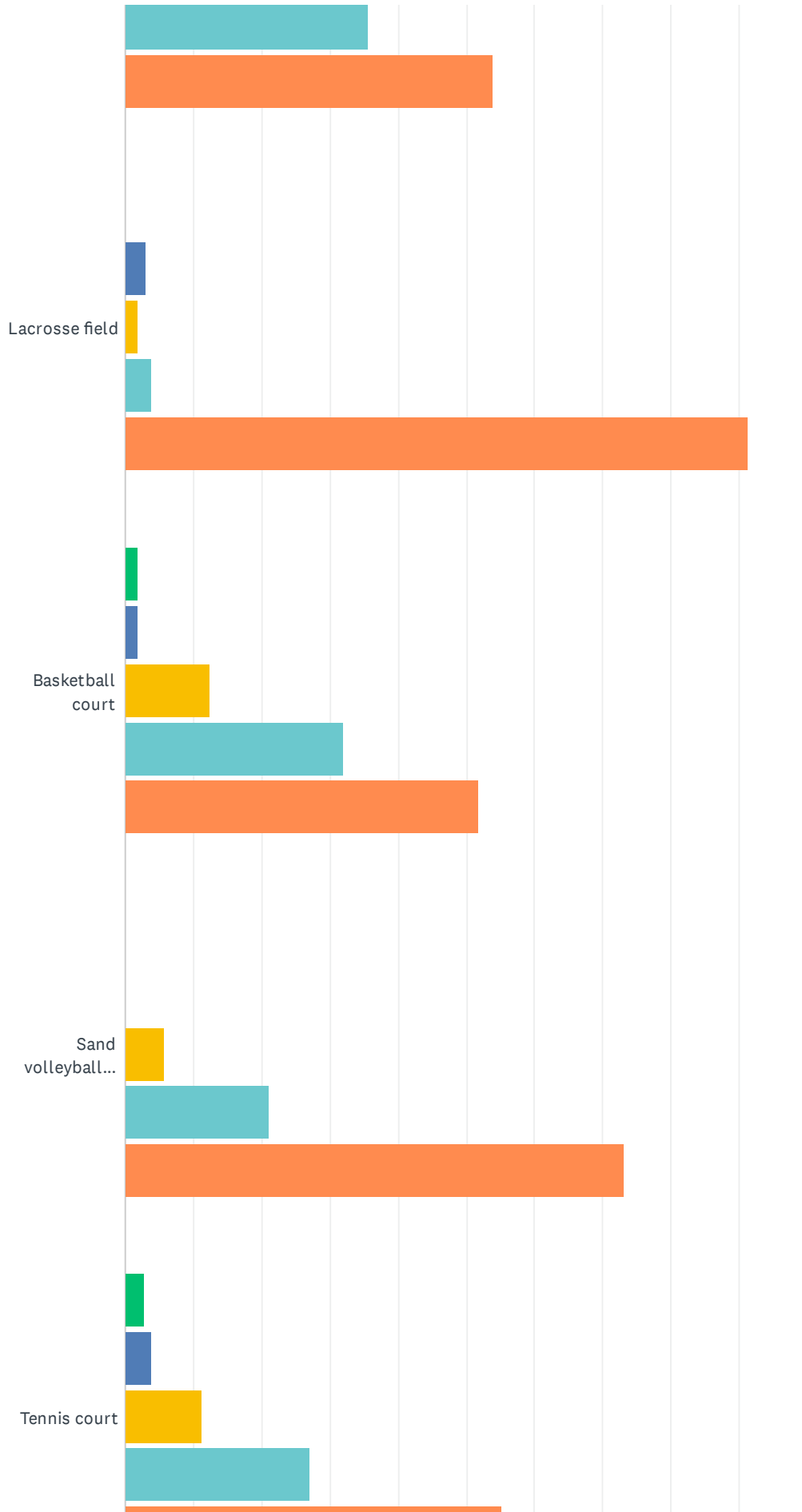
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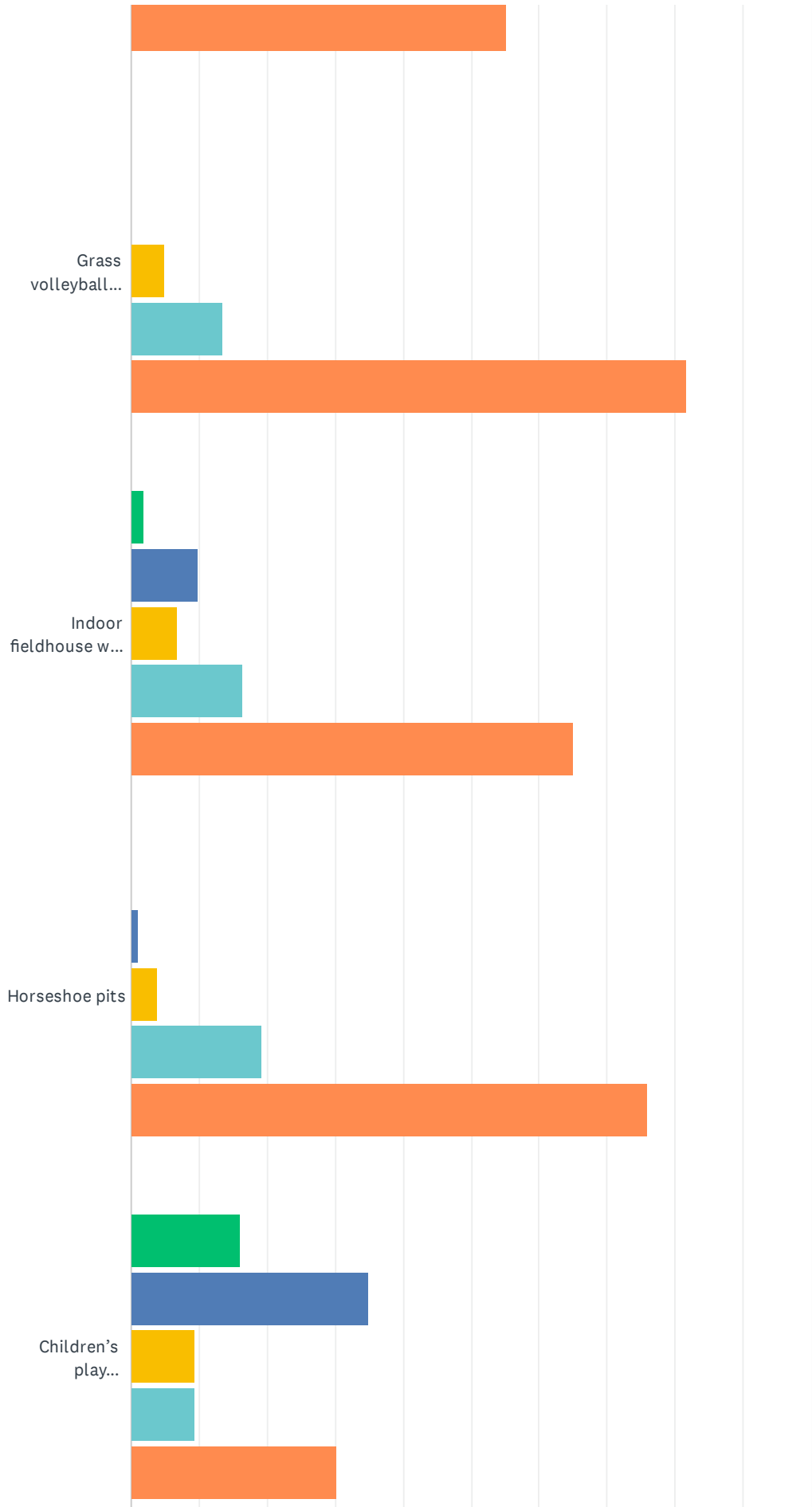
Ferguson Parks questionnaire Feedback



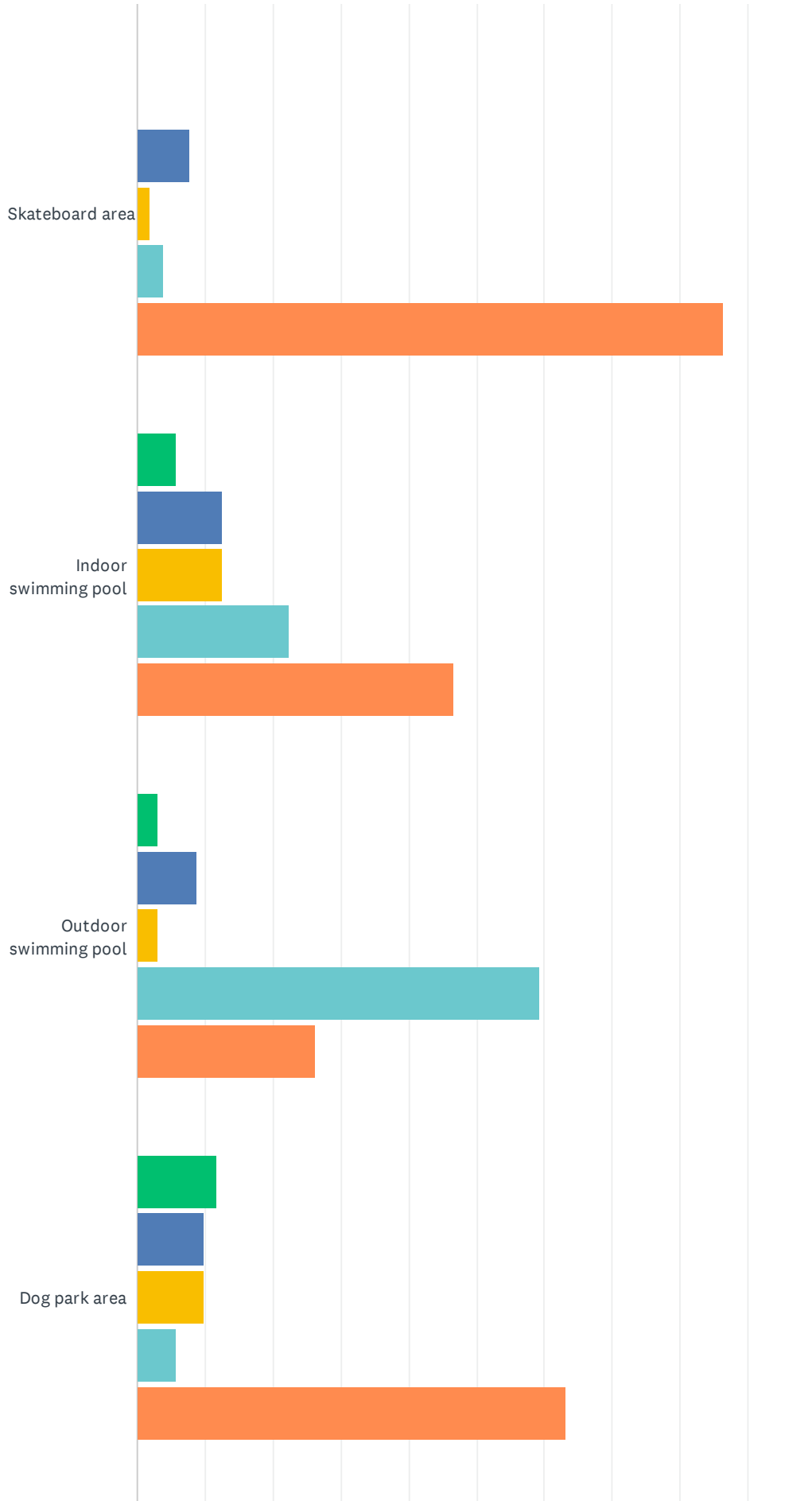
Ferguson Parks questionnaire Feedback



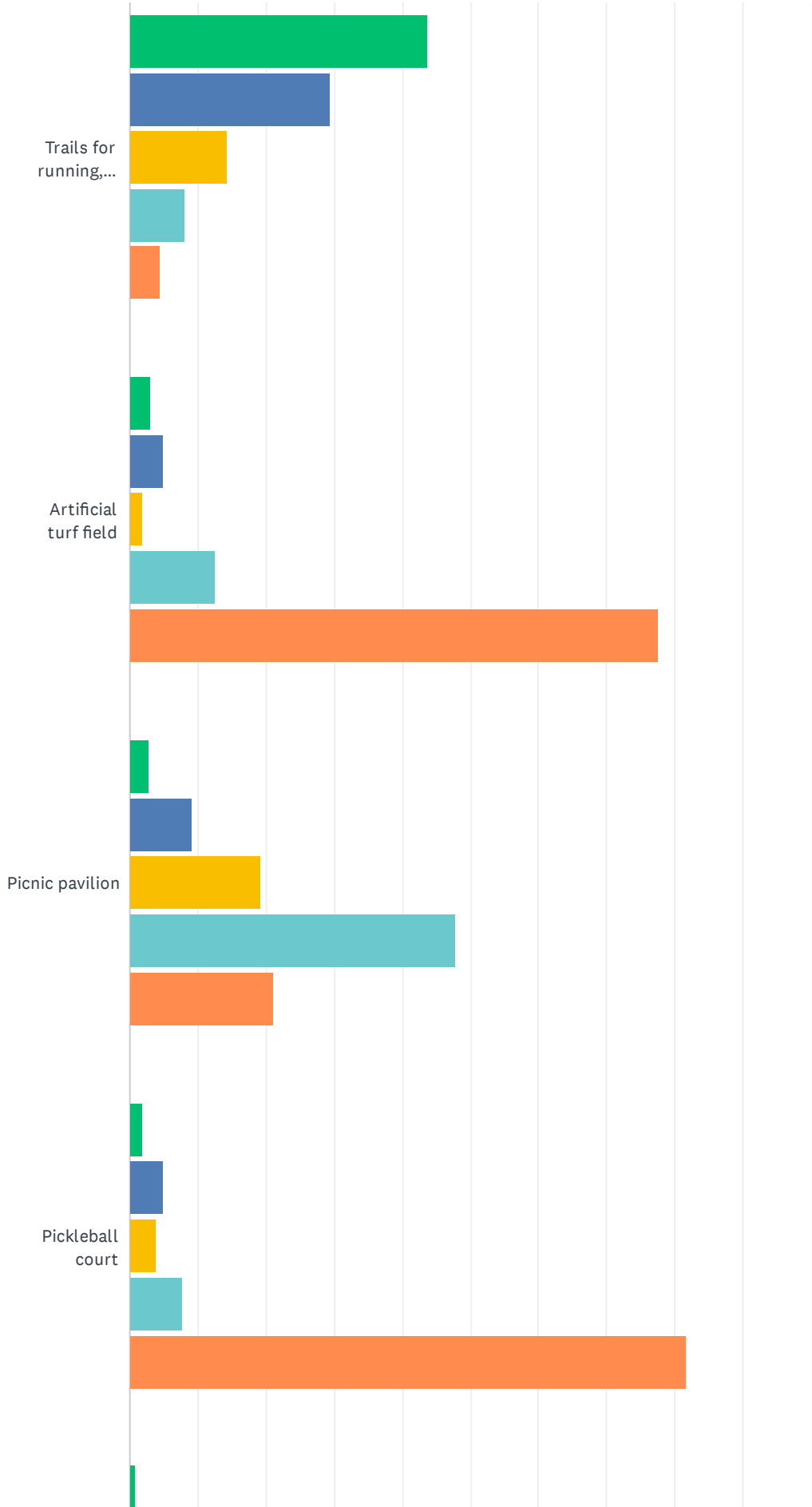
Ferguson Parks questionnaire Feedback



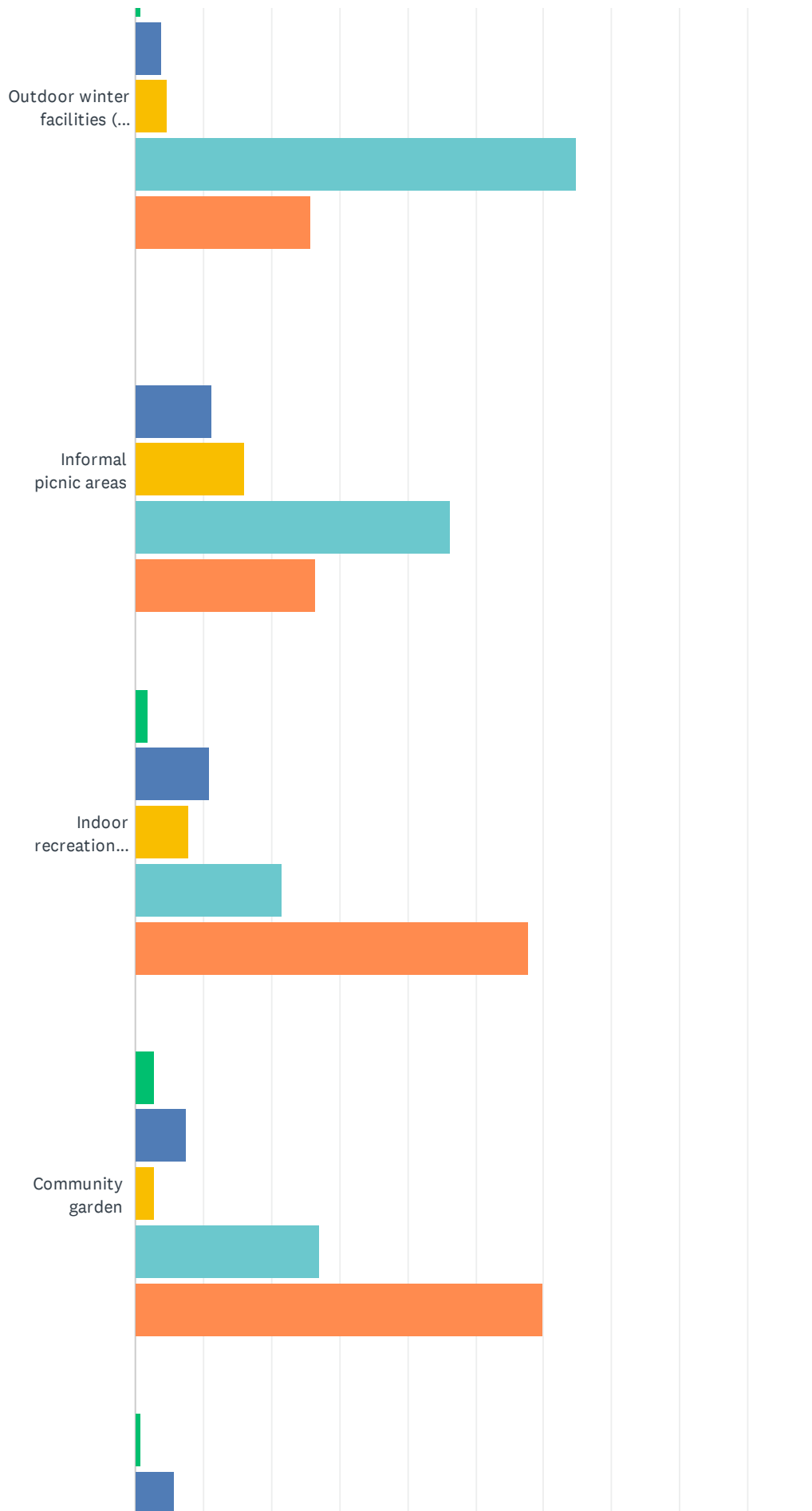
Ferguson Parks questionnaire Feedback



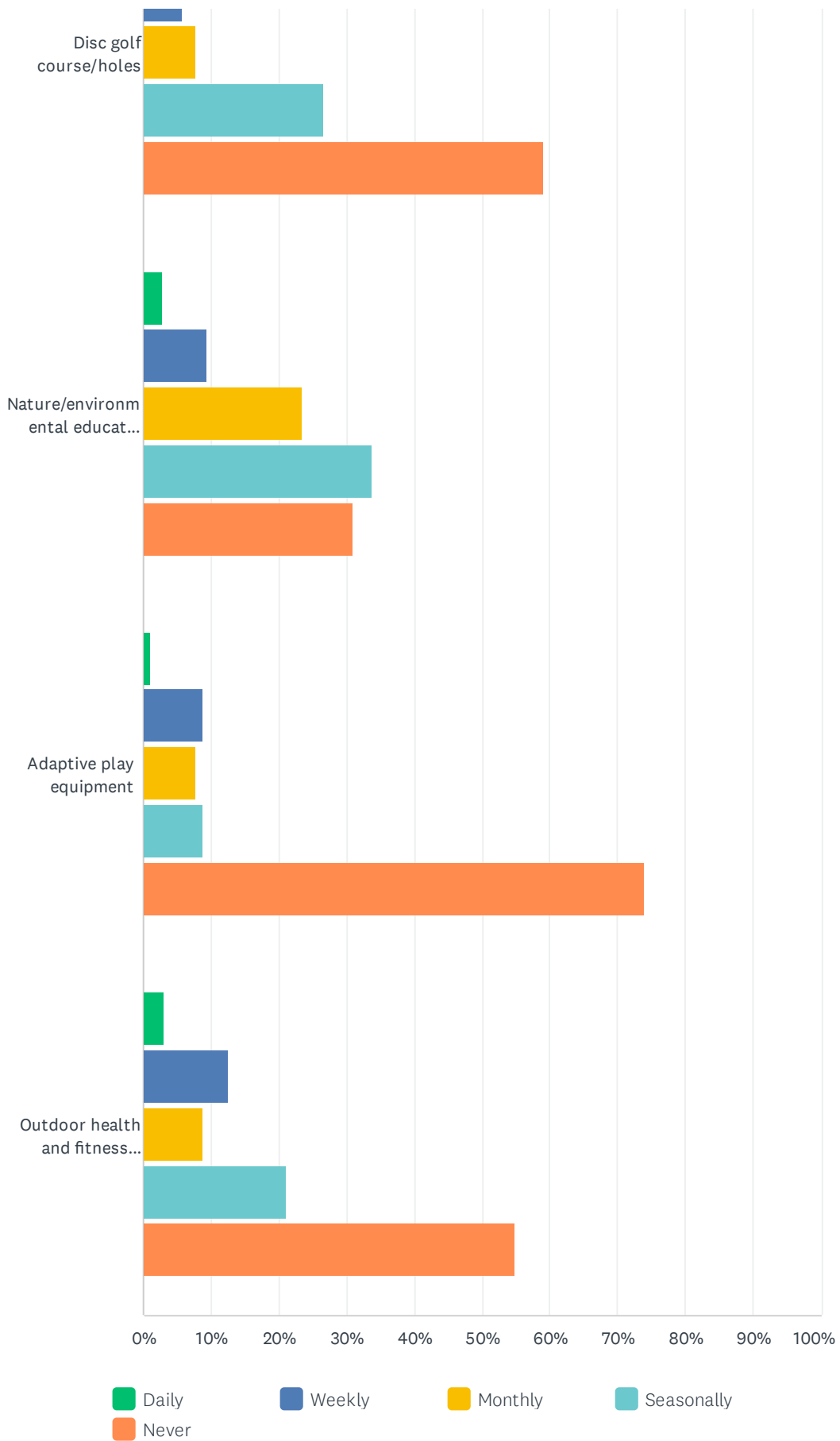
Ferguson Parks questionnaire Feedback



Ferguson Parks questionnaire Feedback



Ferguson Parks questionnaire Feedback



Ferguson Parks questionnaire Feedback

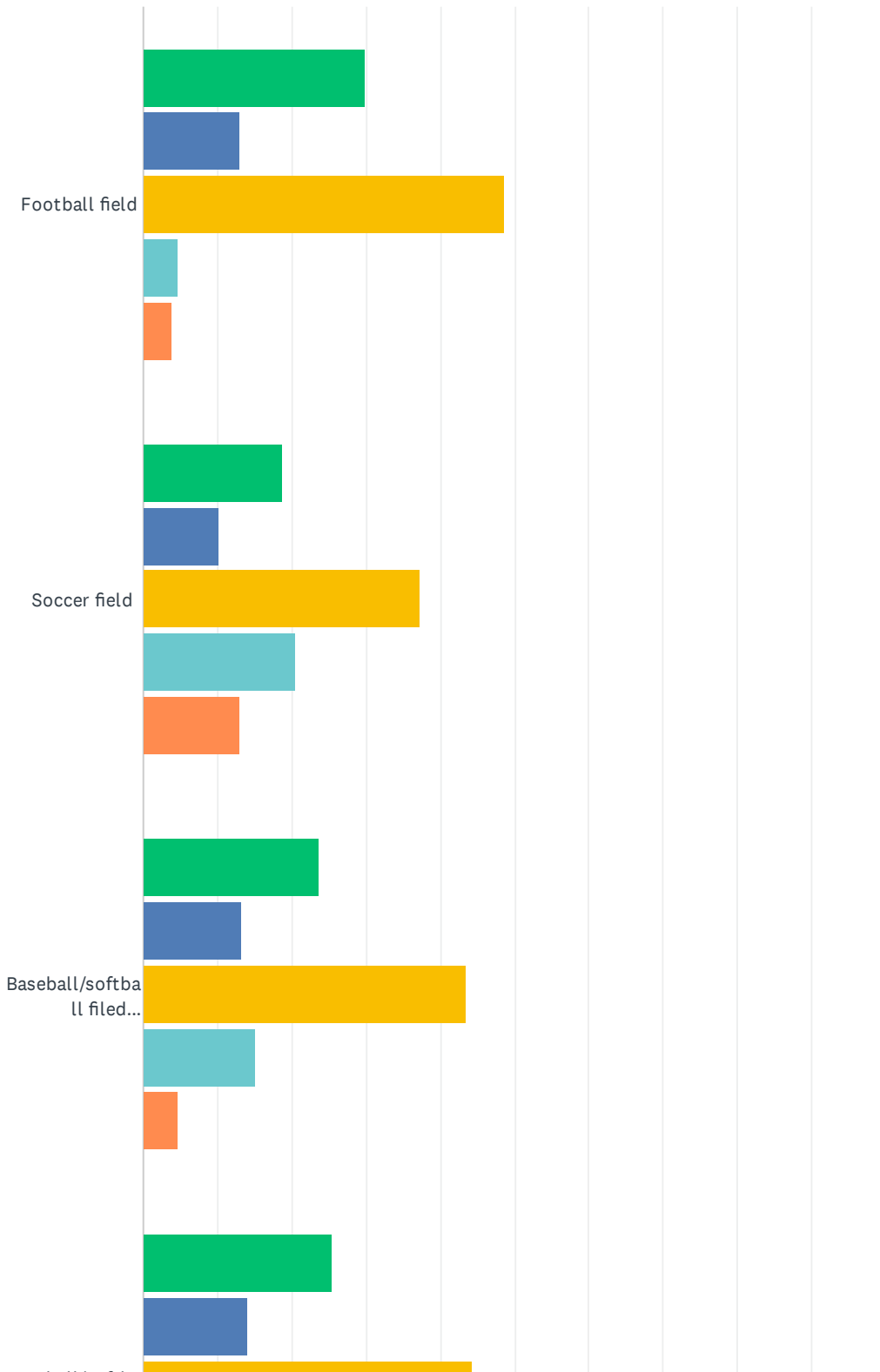
	DAILY	WEEKLY	MONTHLY	SEASONALLY	NEVER	TOTAL
Bocce court	0.95% 1	1.90% 2	0.00% 0	14.29% 15	82.86% 87	105
Amphitheater/band shell	0.00% 0	0.00% 0	1.96% 2	26.47% 27	71.57% 73	102
Football field	0.97% 1	1.94% 2	4.85% 5	22.33% 23	69.90% 72	103
Soccer field	4.72% 5	12.26% 13	6.60% 7	28.30% 30	48.11% 51	106
Baseball/softball field (youth)	1.89% 2	5.66% 6	3.77% 4	17.92% 19	70.75% 75	106
Baseball/softball field (adult)	0.95% 1	4.76% 5	4.76% 5	12.38% 13	77.14% 81	105
Pump track for bicycles	0.97% 1	8.74% 9	10.68% 11	22.33% 23	57.28% 59	103
Spray ground water play area	0.96% 1	3.85% 4	5.77% 6	35.58% 37	53.85% 56	104
Lacrosse field	0.00% 0	2.88% 3	1.92% 2	3.85% 4	91.35% 95	104
Basketball court	1.89% 2	1.89% 2	12.26% 13	32.08% 34	51.89% 55	106
Sand volleyball court	0.00% 0	0.00% 0	5.77% 6	21.15% 22	73.08% 76	104
Tennis court	2.80% 3	3.74% 4	11.21% 12	27.10% 29	55.14% 59	107
Grass volleyball court	0.00% 0	0.00% 0	4.81% 5	13.46% 14	81.73% 85	104
Indoor fieldhouse with game fields and courts	1.94% 2	9.71% 10	6.80% 7	16.50% 17	65.05% 67	103
Horseshoe pits	0.00% 0	0.96% 1	3.85% 4	19.23% 20	75.96% 79	104
Children's play equipment/area	16.04% 17	34.91% 37	9.43% 10	9.43% 10	30.19% 32	106
Skateboard area	0.00% 0	7.77% 8	1.94% 2	3.88% 4	86.41% 89	103
Indoor swimming pool	5.83% 6	12.62% 13	12.62% 13	22.33% 23	46.60% 48	103
Outdoor swimming pool	2.91% 3	8.74% 9	2.91% 3	59.22% 61	26.21% 27	103
Dog park area	11.65% 12	9.71% 10	9.71% 10	5.83% 6	63.11% 65	103
Trails for running, hiking, bicycling, cross country skiing	43.75% 49	29.46% 33	14.29% 16	8.04% 9	4.46% 5	112
Artificial turf field	2.91% 3	4.85% 5	1.94% 2	12.62% 13	77.67% 80	103
Picnic pavilion	2.75% 3	9.17% 10	19.27% 21	47.71% 52	21.10% 23	109
Pickleball court	1.92%	4.81%	3.85%	7.69%	81.73%	

Ferguson Parks questionnaire Feedback

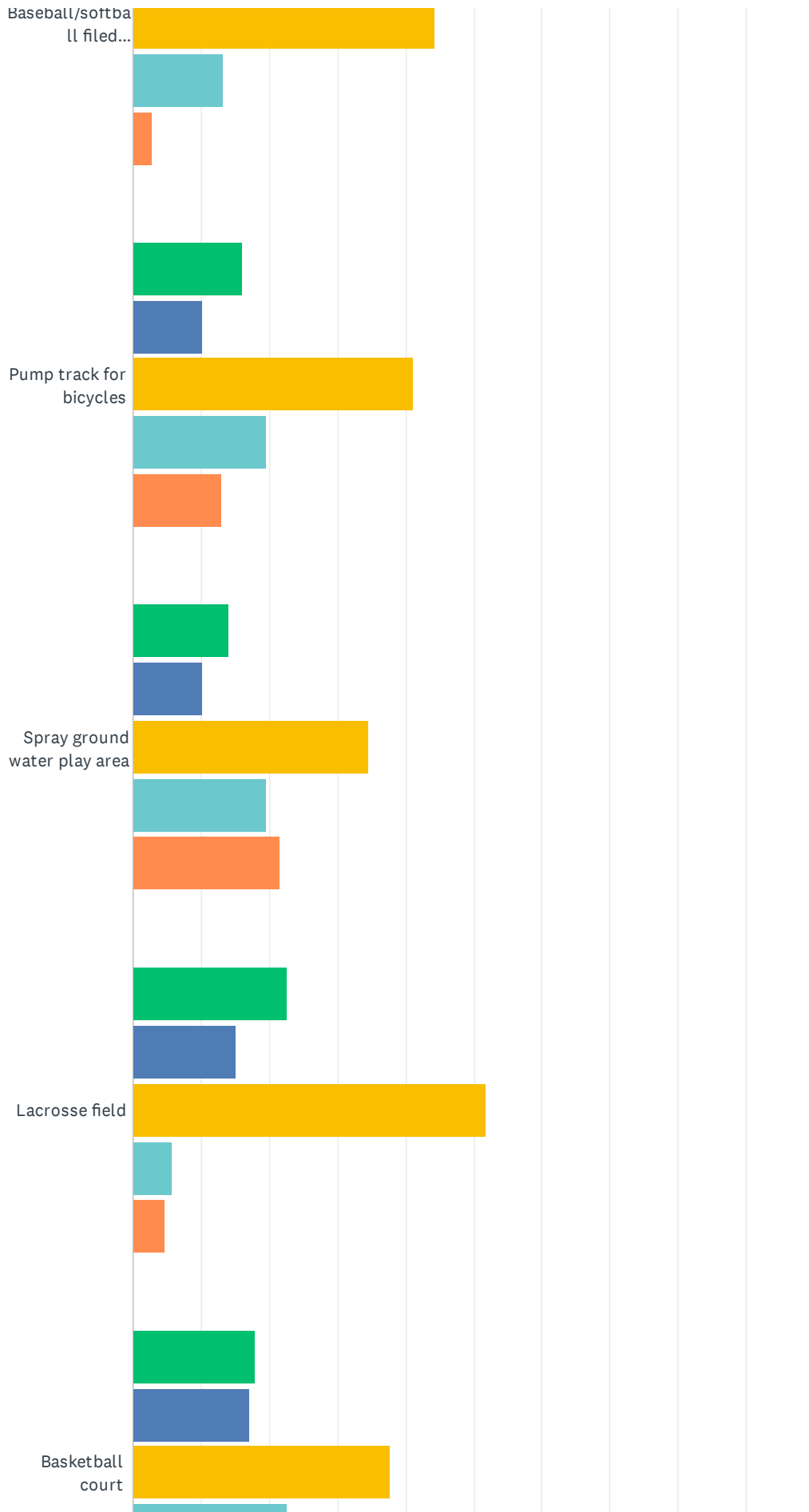
	2	5	4	8	85	104
Outdoor winter facilities (ice skating, sledding)	0.95% 1	3.81% 4	4.76% 5	64.76% 68	25.71% 27	105
Informal picnic areas	0.00% 0	11.32% 12	16.04% 17	46.23% 49	26.42% 28	106
Indoor recreation center	1.96% 2	10.78% 11	7.84% 8	21.57% 22	57.84% 59	102
Community garden	2.80% 3	7.48% 8	2.80% 3	27.10% 29	59.81% 64	107
Disc golf course/holes	0.95% 1	5.71% 6	7.62% 8	26.67% 28	59.05% 62	105
Nature/environmental education centers	2.80% 3	9.35% 10	23.36% 25	33.64% 36	30.84% 33	107
Adaptive play equipment	0.96% 1	8.65% 9	7.69% 8	8.65% 9	74.04% 77	104
Outdoor health and fitness equipment	2.88% 3	12.50% 13	8.65% 9	21.15% 22	54.81% 57	104

Q5 How important is it to expand or add the following recreation facilities in Ferguson Township? Select one response for reach recreation facility listed.

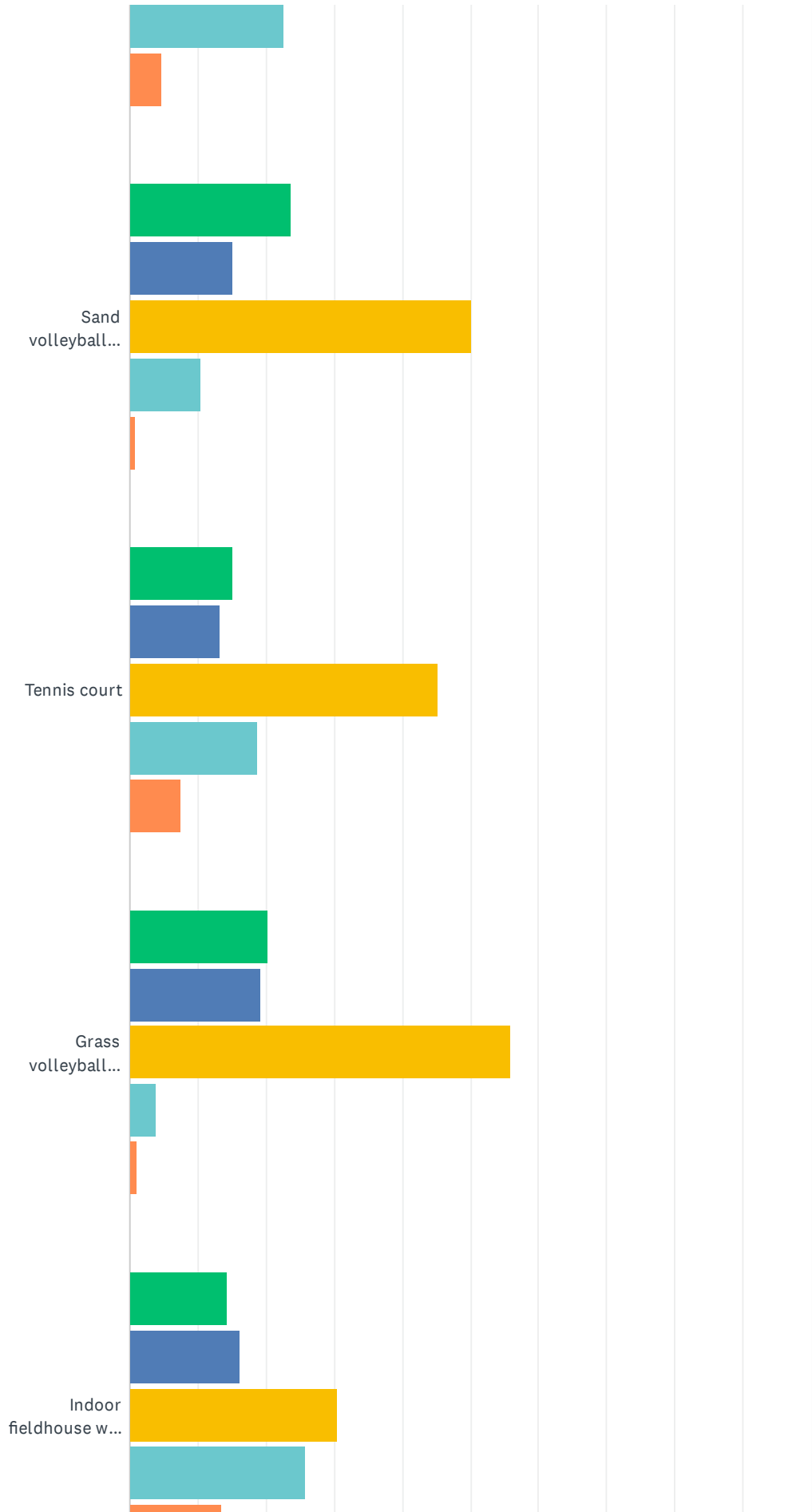
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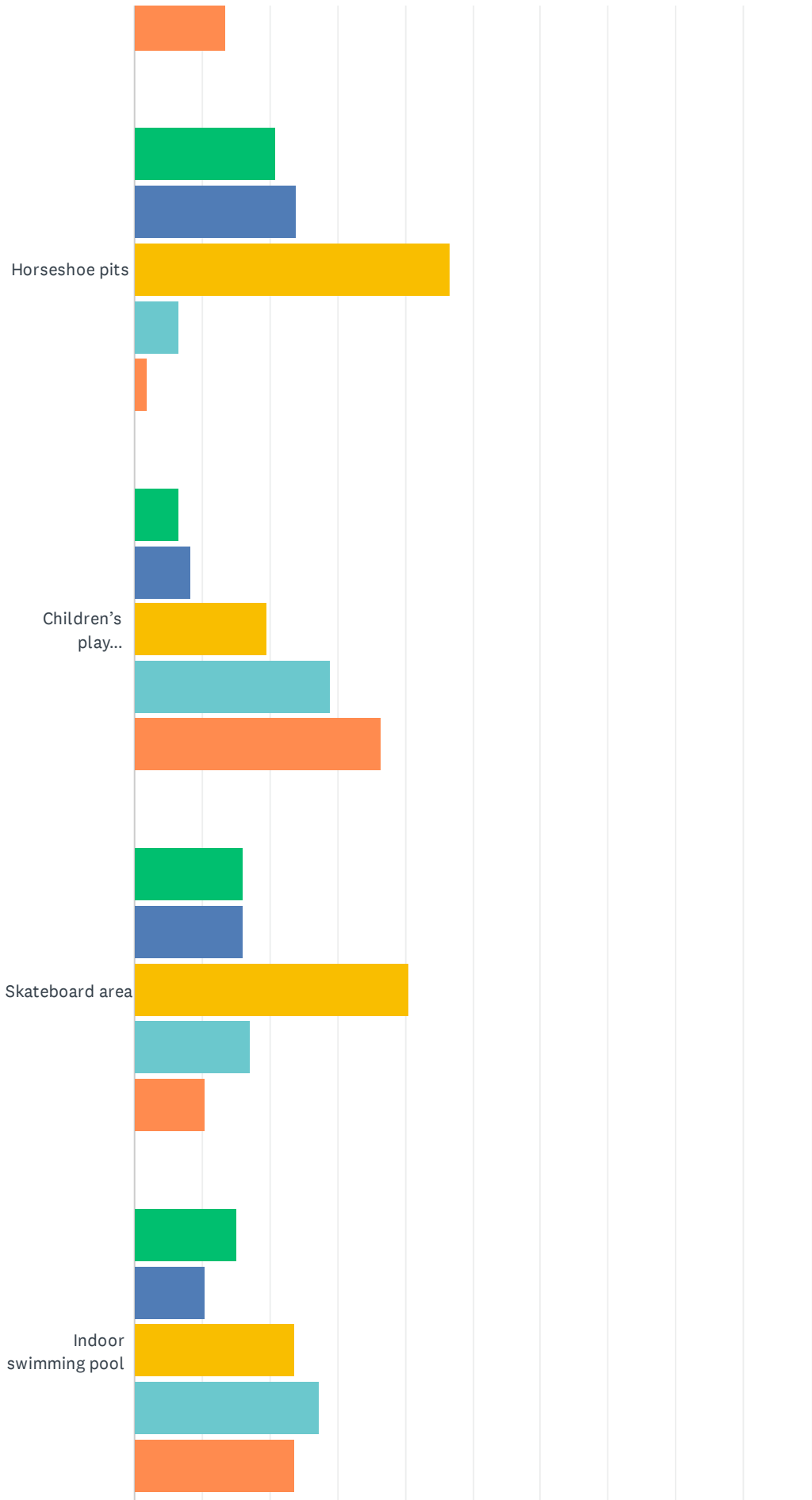
Ferguson Parks questionnaire Feedback



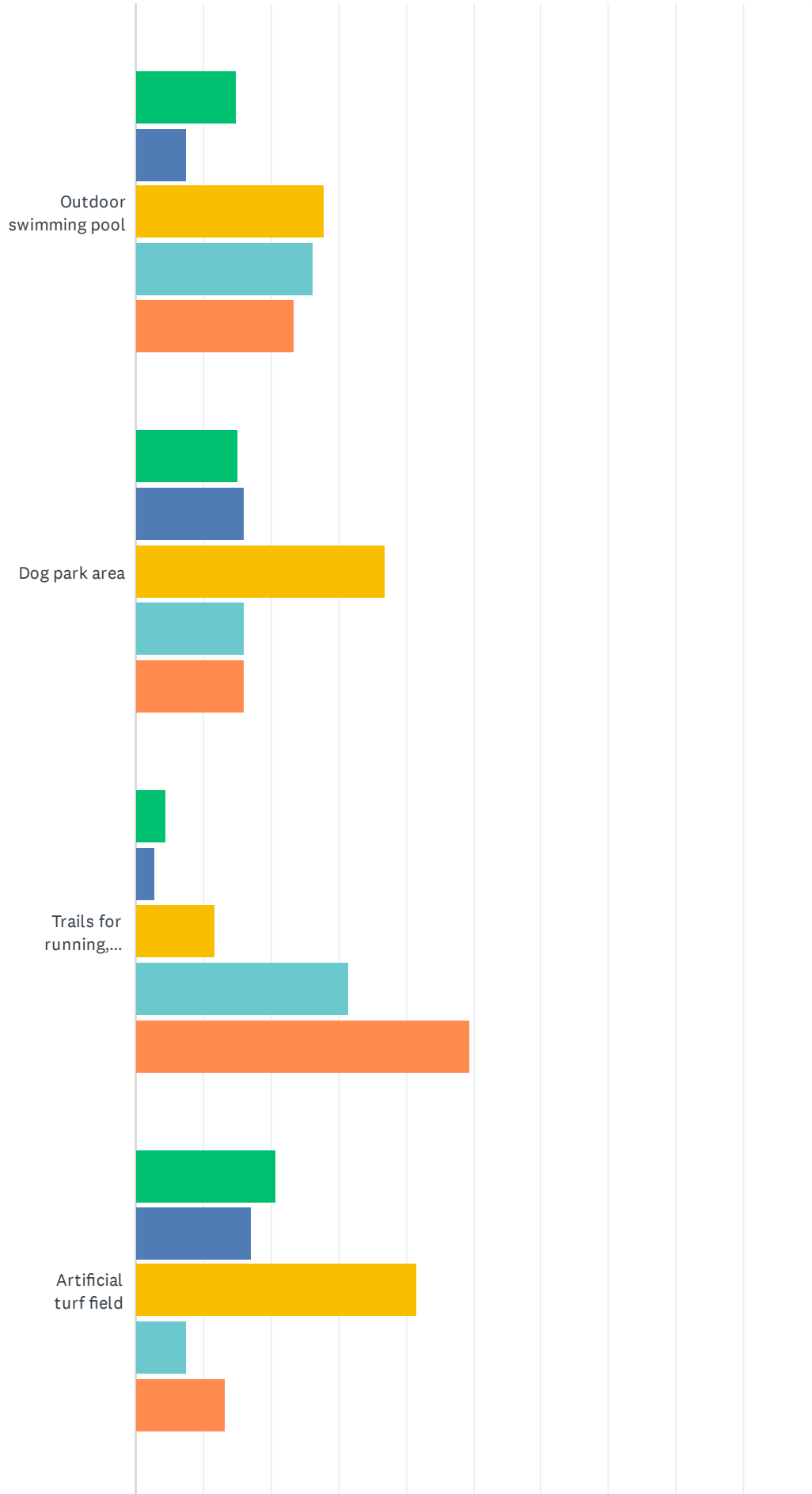
Ferguson Parks questionnaire Feedback



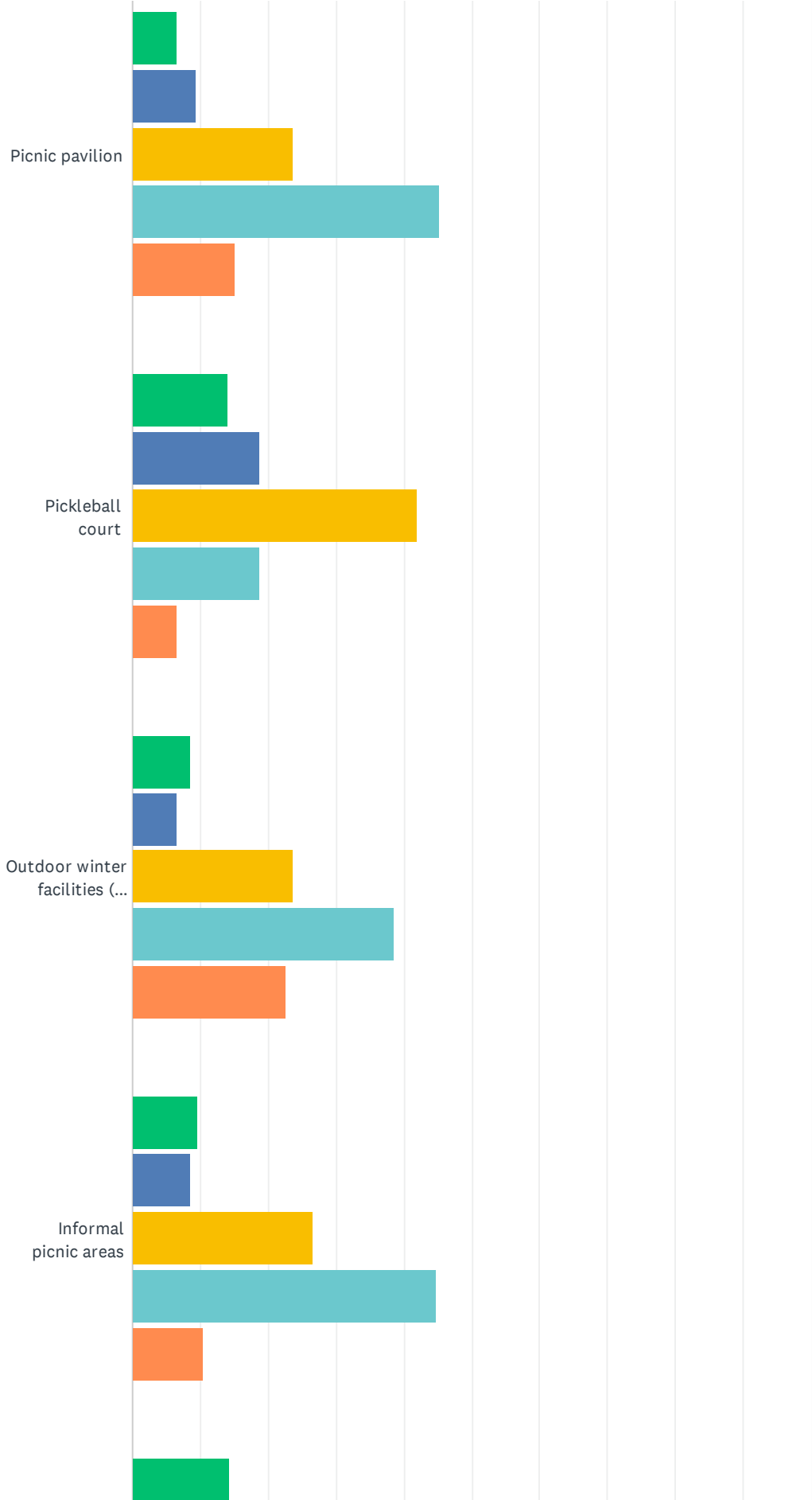
Ferguson Parks questionnaire Feedback



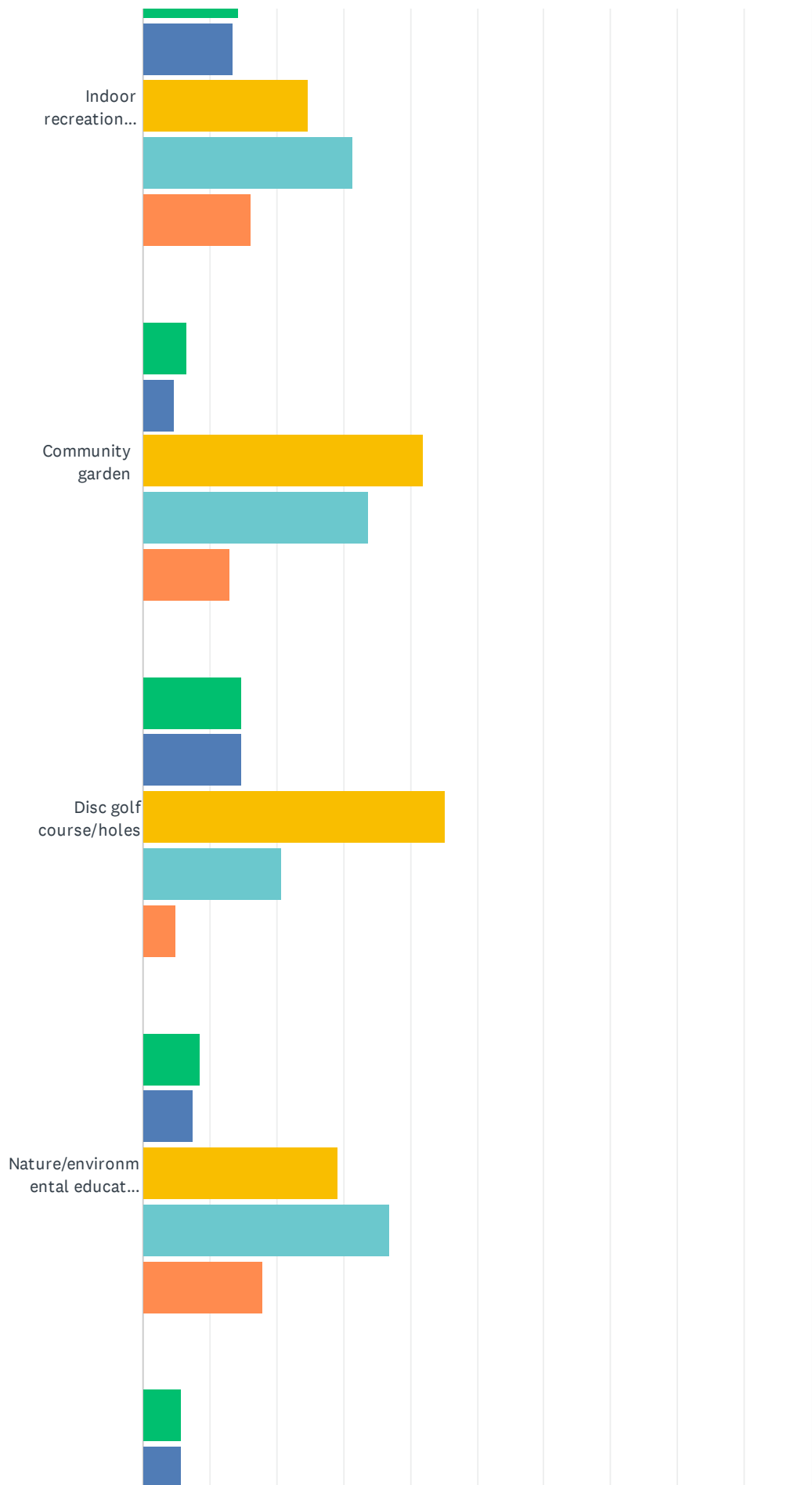
Ferguson Parks questionnaire Feedback



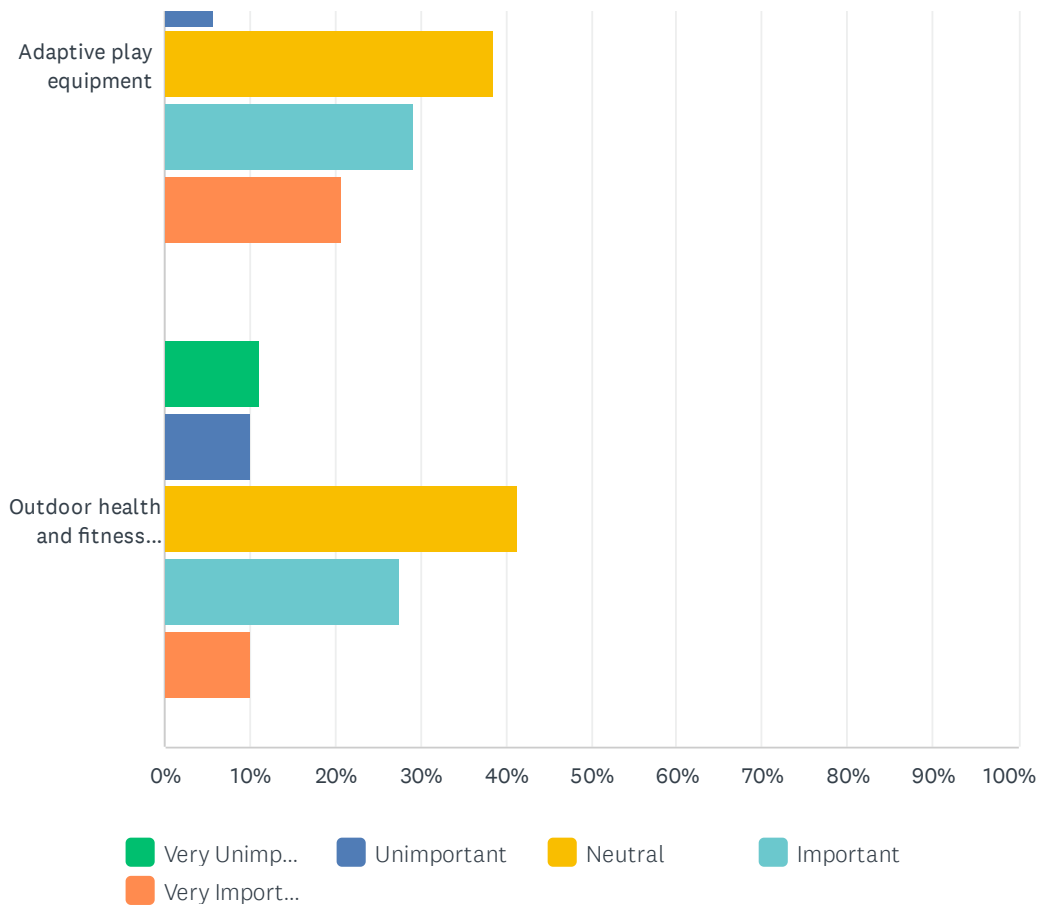
Ferguson Parks questionnaire Feedback



Ferguson Parks questionnaire Feedback



Ferguson Parks questionnaire Feedback



Ferguson Parks questionnaire Feedback

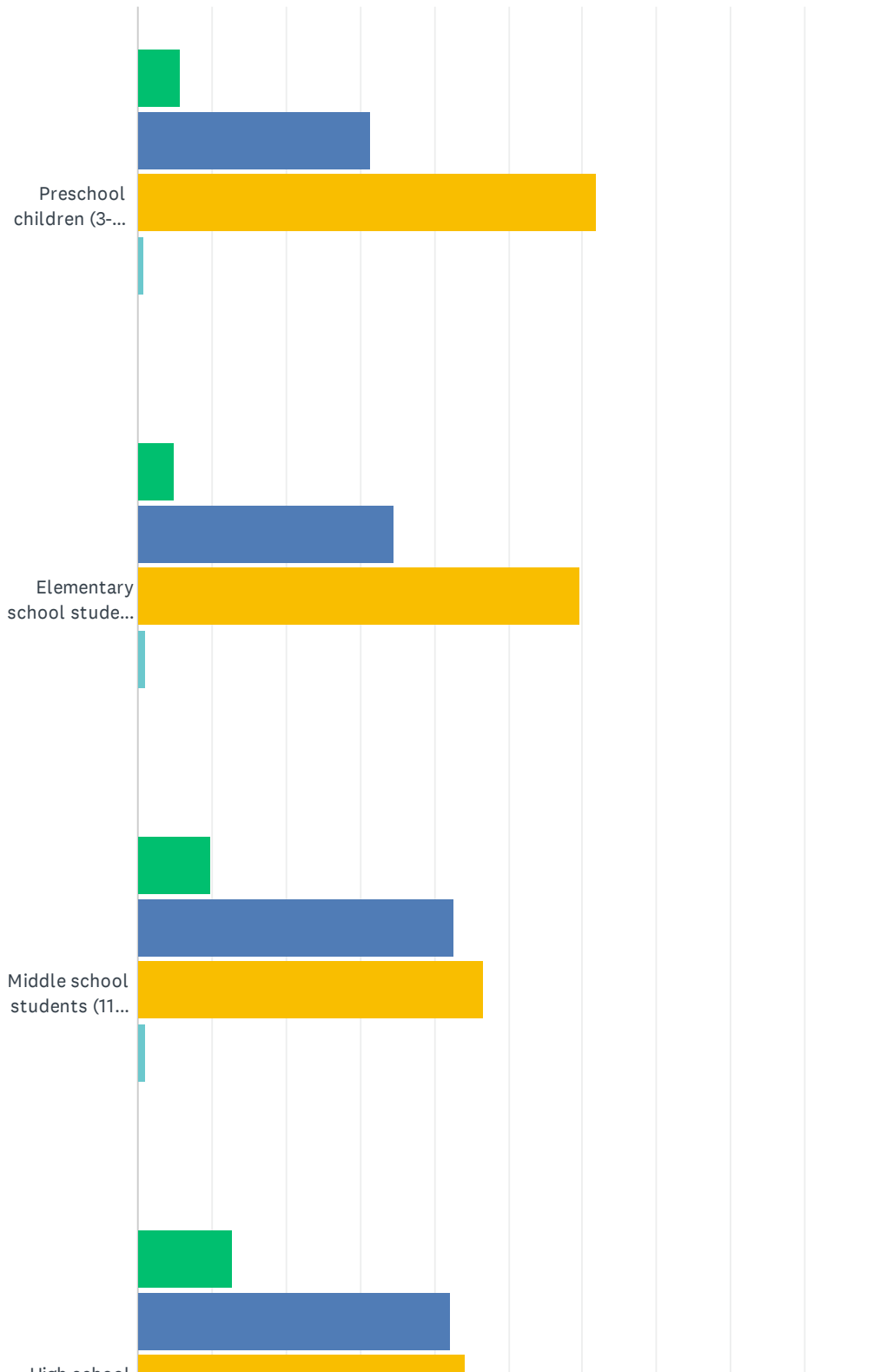
	VERY UNIMPORTANT	UNIMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL
Football field	29.91% 32	13.08% 14	48.60% 52	4.67% 5	3.74% 4	107
Soccer field	18.69% 20	10.28% 11	37.38% 40	20.56% 22	13.08% 14	107
Baseball/softball field (youth)	23.58% 25	13.21% 14	43.40% 46	15.09% 16	4.72% 5	106
Baseball/softball field (adult)	25.47% 27	14.15% 15	44.34% 47	13.21% 14	2.83% 3	106
Pump track for bicycles	15.89% 17	10.28% 11	41.12% 44	19.63% 21	13.08% 14	107
Spray ground water play area	14.02% 15	10.28% 11	34.58% 37	19.63% 21	21.50% 23	107
Lacrosse field	22.64% 24	15.09% 16	51.89% 55	5.66% 6	4.72% 5	106
Basketball court	17.92% 19	16.98% 18	37.74% 40	22.64% 24	4.72% 5	106
Sand volleyball court	23.58% 25	15.09% 16	50.00% 53	10.38% 11	0.94% 1	106
Tennis court	15.09% 16	13.21% 14	45.28% 48	18.87% 20	7.55% 8	106
Grass volleyball court	20.19% 21	19.23% 20	55.77% 58	3.85% 4	0.96% 1	104
Indoor fieldhouse with game fields and courts	14.29% 15	16.19% 17	30.48% 32	25.71% 27	13.33% 14	105
Horseshoe pits	20.95% 22	23.81% 25	46.67% 49	6.67% 7	1.90% 2	105
Children's play equipment/area	6.54% 7	8.41% 9	19.63% 21	28.97% 31	36.45% 39	107
Skateboard area	16.04% 17	16.04% 17	40.57% 43	16.98% 18	10.38% 11	106
Indoor swimming pool	15.09% 16	10.38% 11	23.58% 25	27.36% 29	23.58% 25	106
Outdoor swimming pool	14.95% 16	7.48% 8	28.04% 30	26.17% 28	23.36% 25	107
Dog park area	15.09% 16	16.04% 17	36.79% 39	16.04% 17	16.04% 17	106
Trails for running, hiking, bicycling, cross country skiing	4.50% 5	2.70% 3	11.71% 13	31.53% 35	49.55% 55	111
Artificial turf field	20.75% 22	16.98% 18	41.51% 44	7.55% 8	13.21% 14	106
Picnic pavilion	6.60% 7	9.43% 10	23.58% 25	45.28% 48	15.09% 16	106
Pickleball court	14.02% 15	18.69% 20	42.06% 45	18.69% 20	6.54% 7	107
Outdoor winter facilities (ice skating, sledding)	8.49% 9	6.60% 7	23.58% 25	38.68% 41	22.64% 24	106

Ferguson Parks questionnaire Feedback

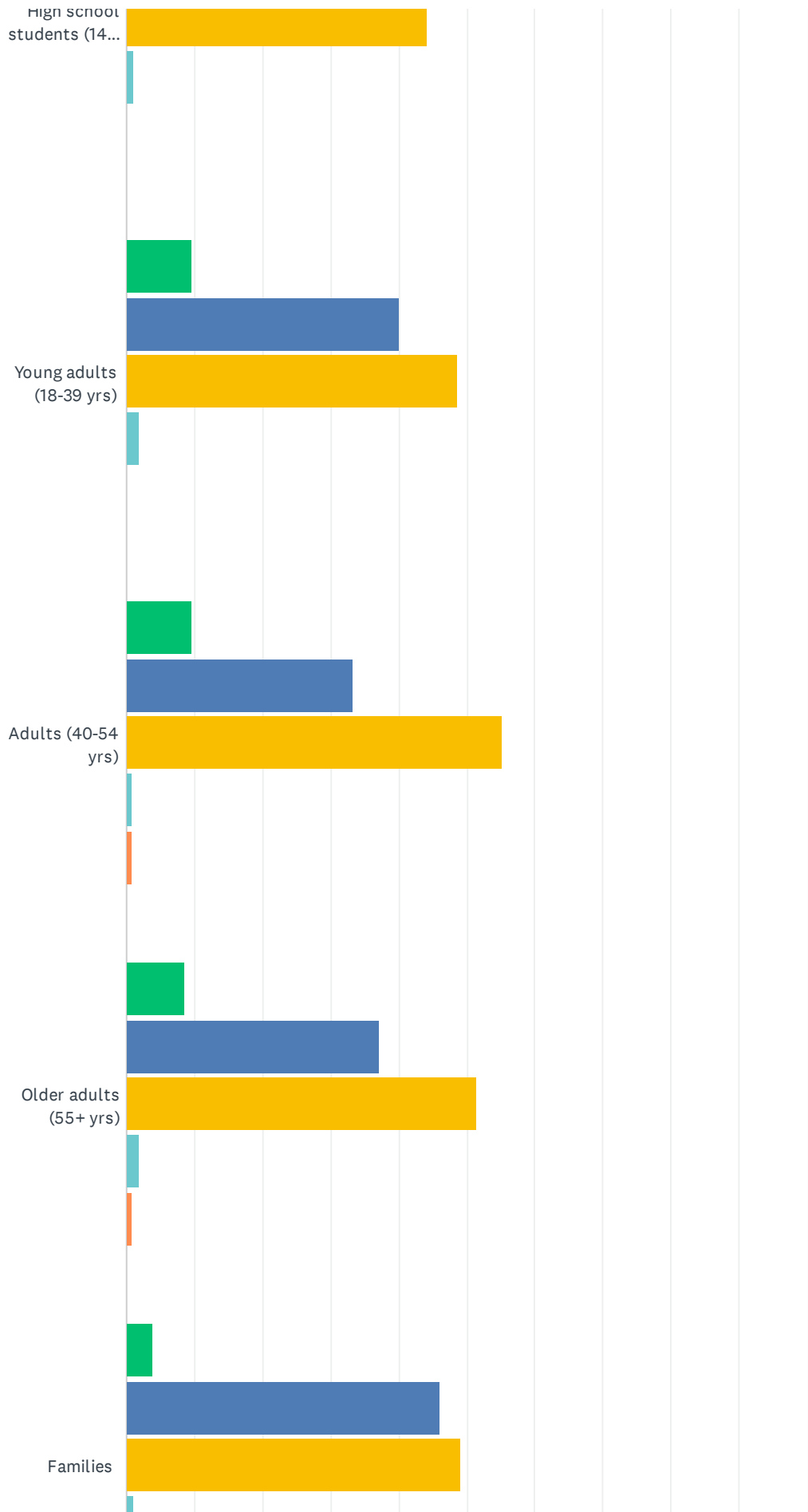
Informal picnic areas	9.52% 10	8.57% 9	26.67% 28	44.76% 47	10.48% 11	105
Indoor recreation center	14.29% 15	13.33% 14	24.76% 26	31.43% 33	16.19% 17	105
Community garden	6.54% 7	4.67% 5	42.06% 45	33.64% 36	13.08% 14	107
Disc golf course/holes	14.71% 15	14.71% 15	45.10% 46	20.59% 21	4.90% 5	102
Nature/environmental education centers	8.49% 9	7.55% 8	29.25% 31	36.79% 39	17.92% 19	106
Adaptive play equipment	5.66% 6	5.66% 6	38.68% 41	29.25% 31	20.75% 22	106
Outdoor health and fitness equipment	11.01% 12	10.09% 11	41.28% 45	27.52% 30	10.09% 11	109

Q6 How would you rate the availability of recreational activities provided within Ferguson Township for the listed groups. Select one response for reach group listed.

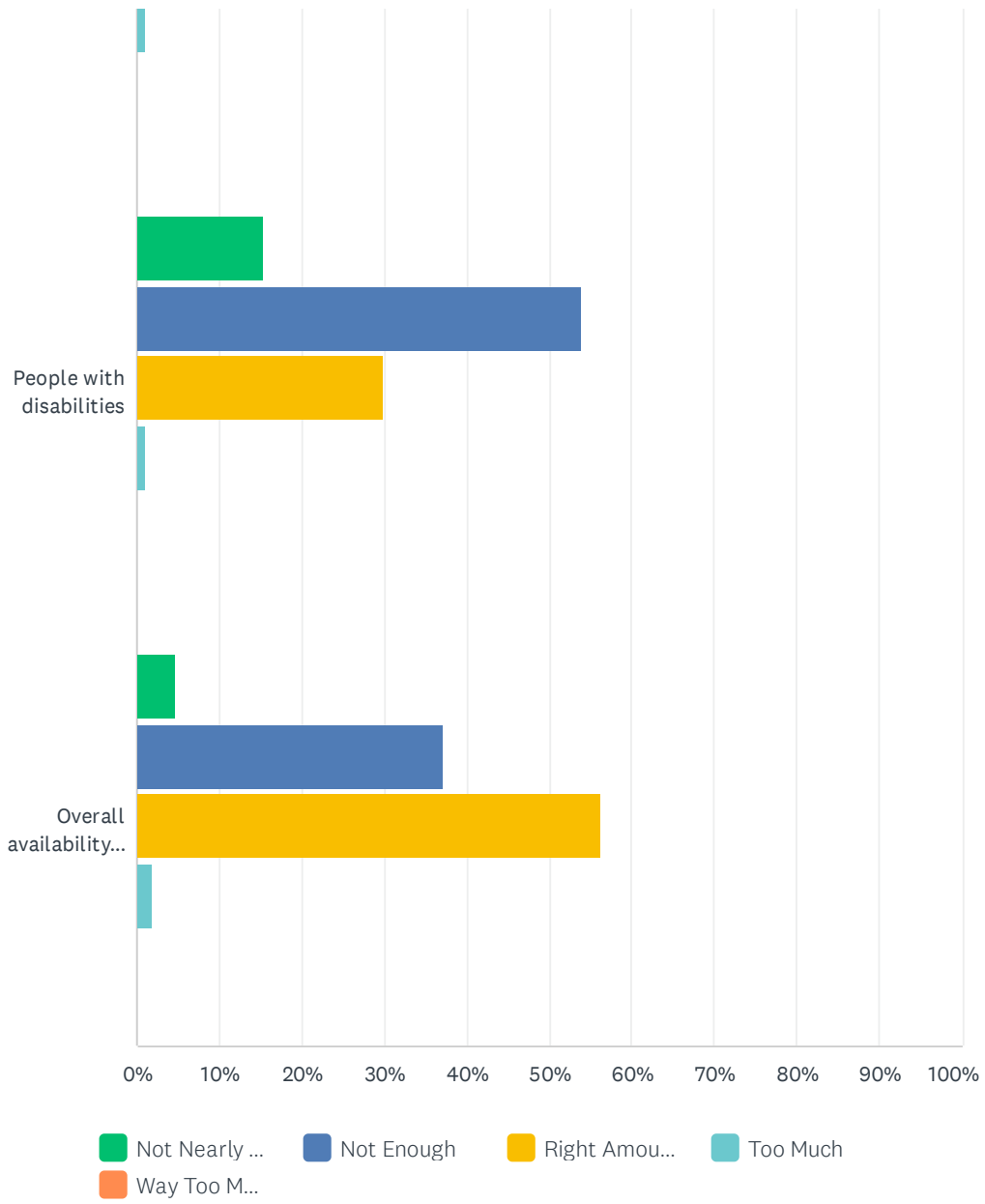
Answered: 108 Skipped: 5



Ferguson Parks questionnaire Feedback



Ferguson Parks questionnaire Feedback

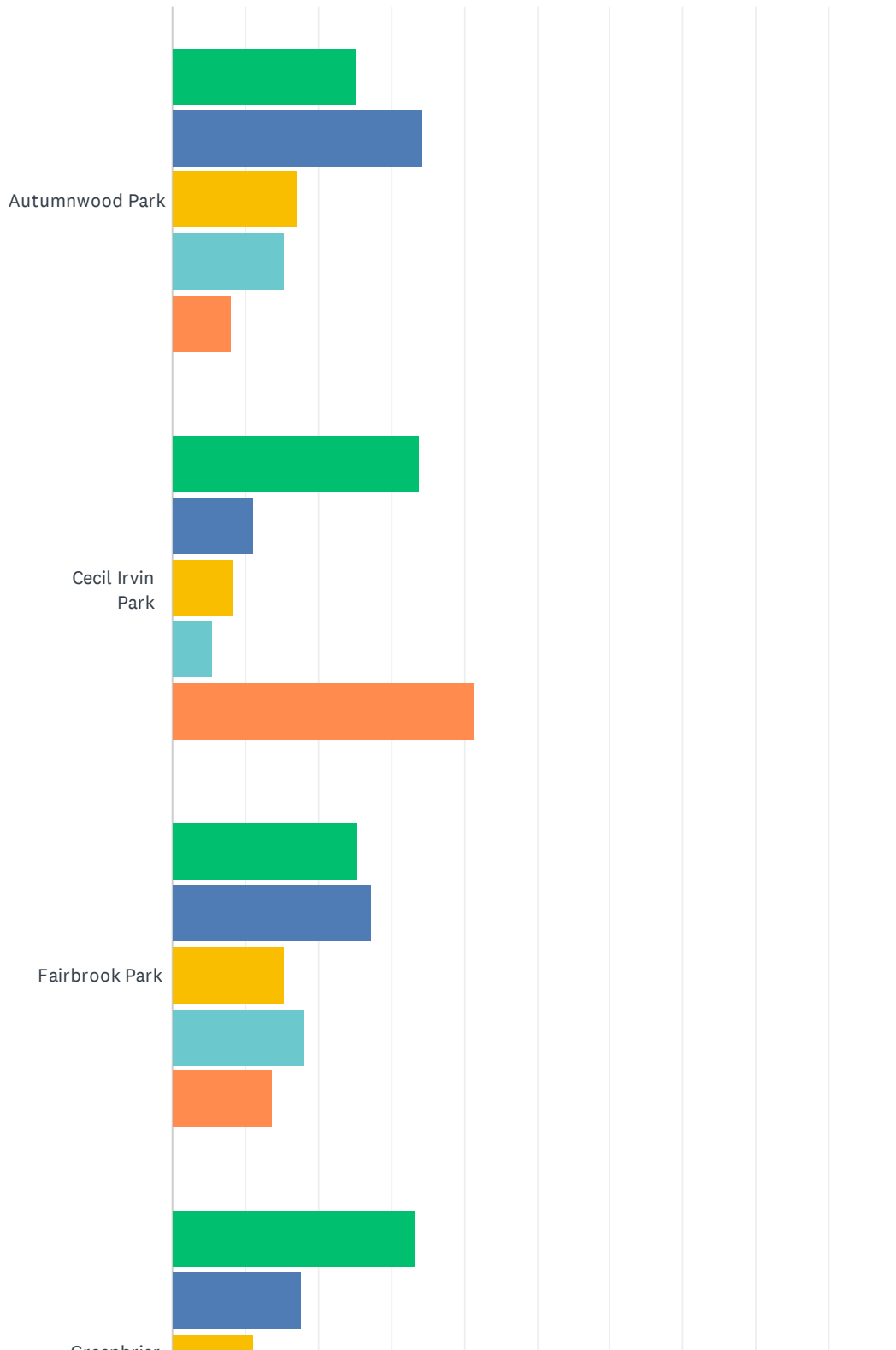


Ferguson Parks questionnaire Feedback

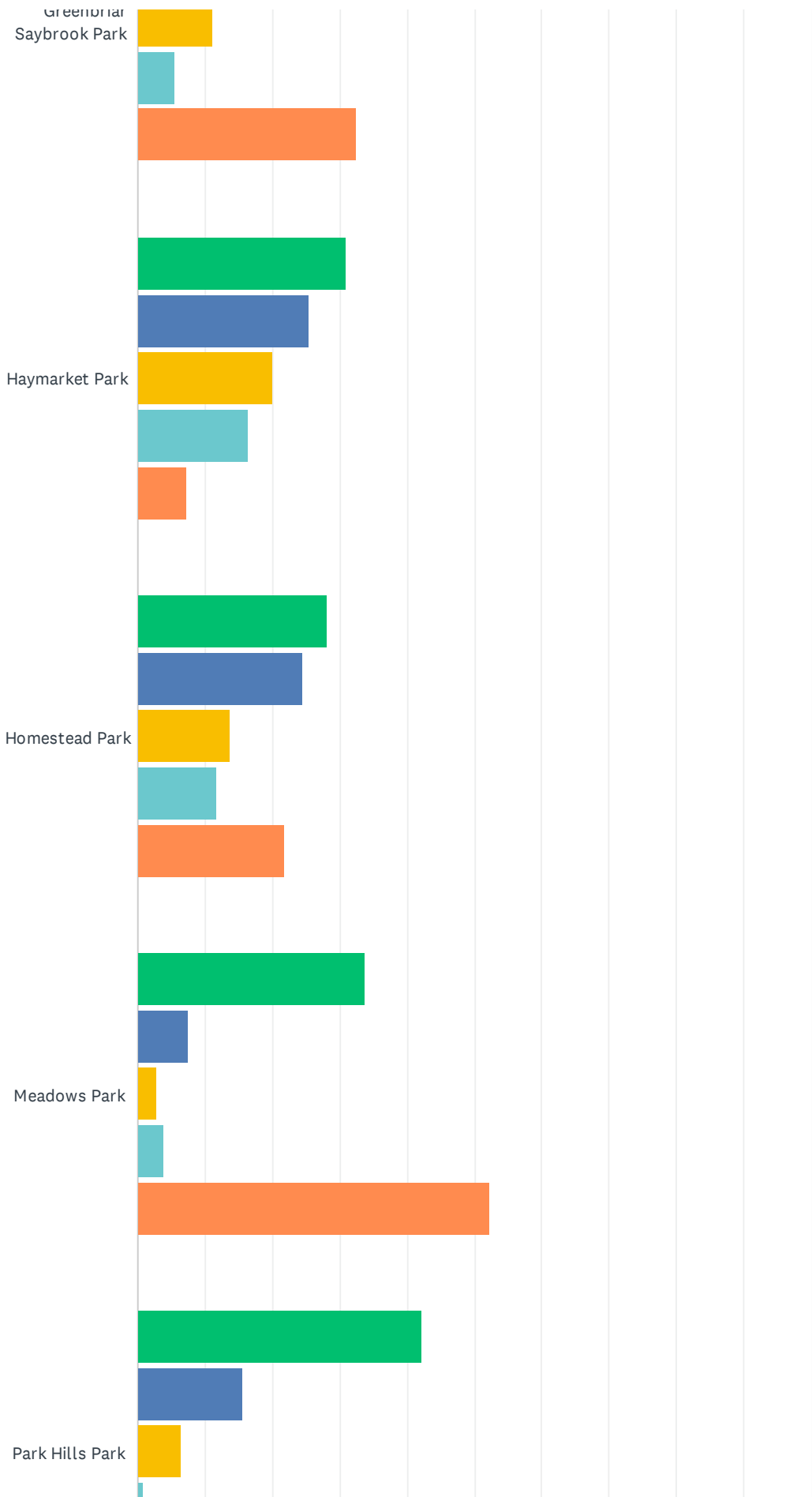
	NOT NEARLY ENOUGH	NOT ENOUGH	RIGHT AMOUNT	TOO MUCH	WAY TOO MUCH	TOTAL
Preschool children (3-5 yrs)	5.71% 6	31.43% 33	61.90% 65	0.95% 1	0.00% 0	105
Elementary school students (6-10 yrs)	4.81% 5	34.62% 36	59.62% 62	0.96% 1	0.00% 0	104
Middle school students (11-13 yrs)	9.71% 10	42.72% 44	46.60% 48	0.97% 1	0.00% 0	103
High school students (14-17 yrs)	12.75% 13	42.16% 43	44.12% 45	0.98% 1	0.00% 0	102
Young adults (18-39 yrs)	9.52% 10	40.00% 42	48.57% 51	1.90% 2	0.00% 0	105
Adults (40-54 yrs)	9.52% 10	33.33% 35	55.24% 58	0.95% 1	0.95% 1	105
Older adults (55+ yrs)	8.57% 9	37.14% 39	51.43% 54	1.90% 2	0.95% 1	105
Families	3.85% 4	46.15% 48	49.04% 51	0.96% 1	0.00% 0	104
People with disabilities	15.38% 16	53.85% 56	29.81% 31	0.96% 1	0.00% 0	104
Overall availability of programs	4.76% 5	37.14% 39	56.19% 59	1.90% 2	0.00% 0	105

Q7 How often do you or your household visit the following Ferguson Township park areas and recreation facilities? Select one response for each recreation facility listed.

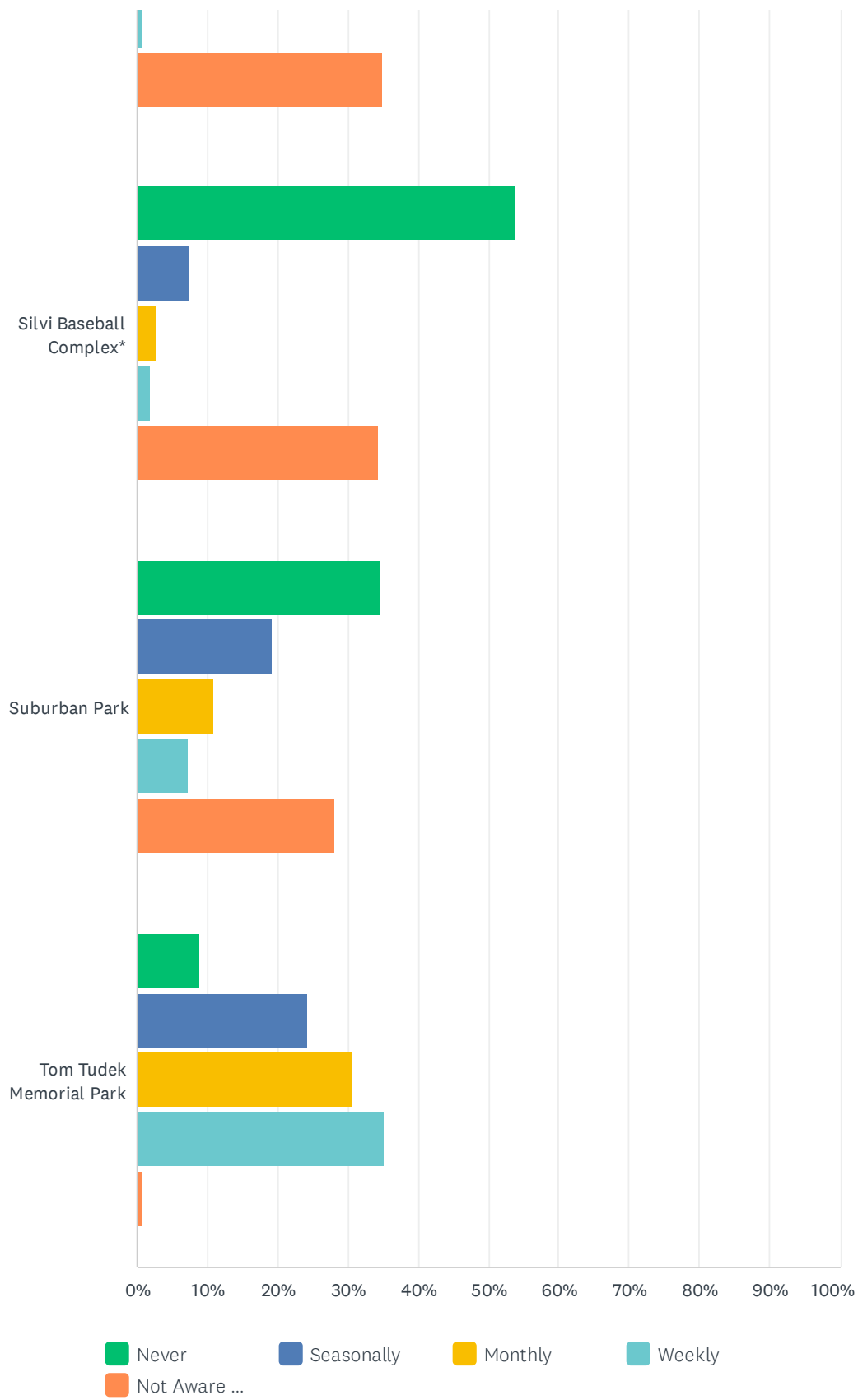
Answered: 112 Skipped: 1



Ferguson Parks questionnaire Feedback



Ferguson Parks questionnaire Feedback



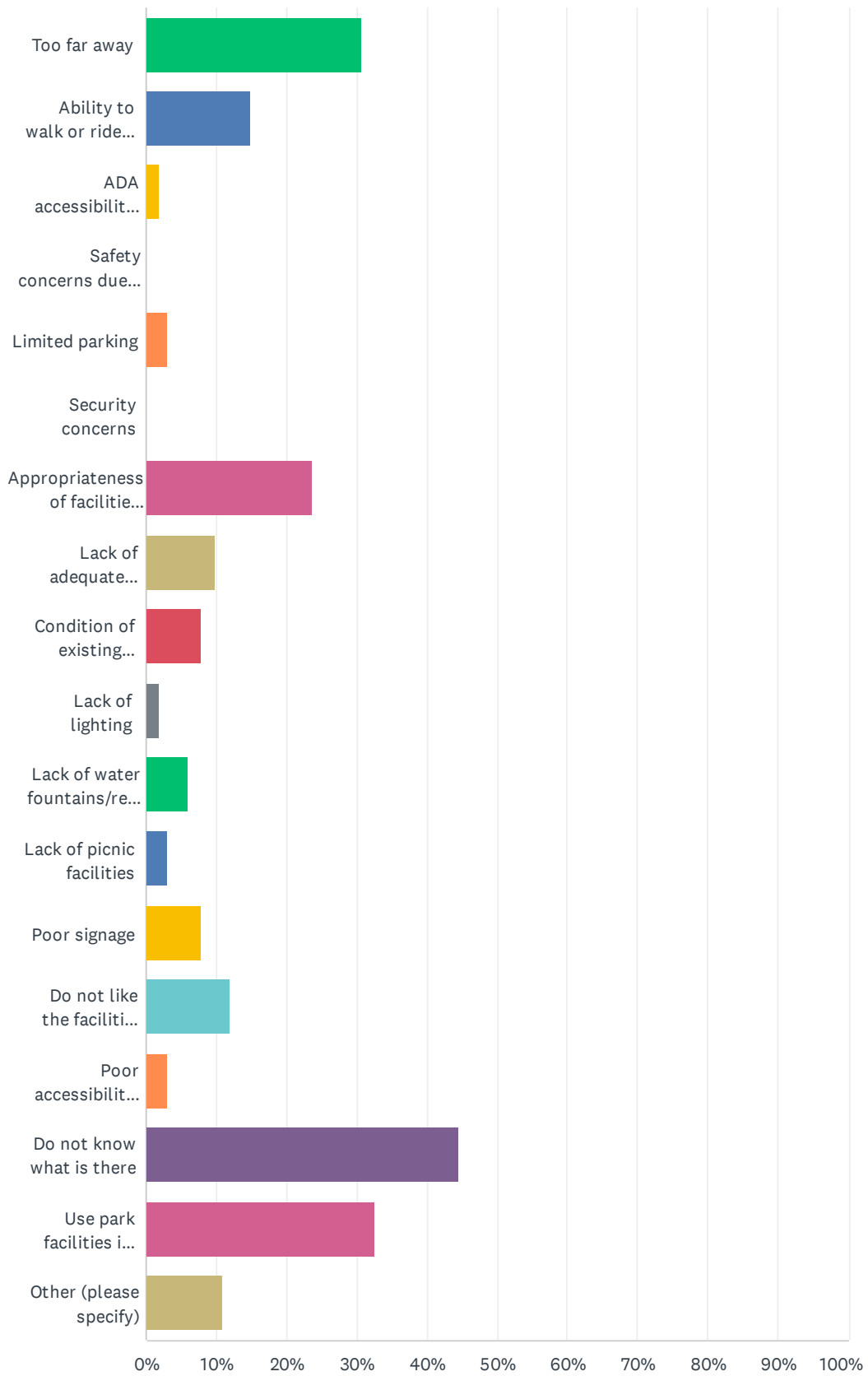
Ferguson Parks questionnaire Feedback

	NEVER	SEASONALLY	MONTHLY	WEEKLY	NOT AWARE OF THIS PARK/FACILITY	TOTAL
Autumnwood Park	25.23% 28	34.23% 38	17.12% 19	15.32% 17	8.11% 9	111
Cecil Irvin Park	33.94% 37	11.01% 12	8.26% 9	5.50% 6	41.28% 45	109
Fairbrook Park	25.45% 28	27.27% 30	15.45% 17	18.18% 20	13.64% 15	110
Greenbriar Saybrook Park	33.33% 36	17.59% 19	11.11% 12	5.56% 6	32.41% 35	108
Haymarket Park	30.91% 34	25.45% 28	20.00% 22	16.36% 18	7.27% 8	110
Homestead Park	28.18% 31	24.55% 27	13.64% 15	11.82% 13	21.82% 24	110
Meadows Park	33.64% 36	7.48% 8	2.80% 3	3.74% 4	52.34% 56	107
Park Hills Park	42.20% 46	15.60% 17	6.42% 7	0.92% 1	34.86% 38	109
Silvi Baseball Complex*	53.70% 58	7.41% 8	2.78% 3	1.85% 2	34.26% 37	108
Suburban Park	34.55% 38	19.09% 21	10.91% 12	7.27% 8	28.18% 31	110
Tom Tudek Memorial Park	9.01% 10	24.32% 27	30.63% 34	35.14% 39	0.90% 1	111

Q8 If you answered "Never" to any of the parks listed in question #7, tell us why (check all that apply)

Answered: 101 Skipped: 12

Ferguson Parks questionnaire Feedback

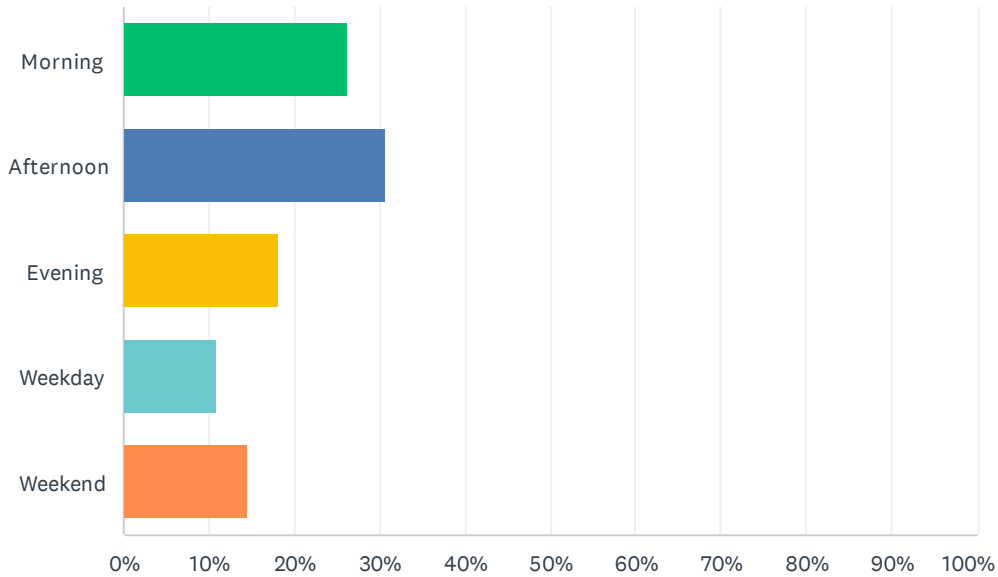


Ferguson Parks questionnaire Feedback

ANSWER CHOICES	RESPONSES	
Too far away	30.69%	31
Ability to walk or ride to the park	14.85%	15
ADA accessibility needs	1.98%	2
Safety concerns due to facility or equipment	0.00%	0
Limited parking	2.97%	3
Security concerns	0.00%	0
Appropriateness of facilities for household members	23.76%	24
Lack of adequate restrooms	9.90%	10
Condition of existing facilities/equipment	7.92%	8
Lack of lighting	1.98%	2
Lack of water fountains/refreshments	5.94%	6
Lack of picnic facilities	2.97%	3
Poor signage	7.92%	8
Do not like the facilities offered	11.88%	12
Poor accessibility to the park	2.97%	3
Do not know what is there	44.55%	45
Use park facilities in other communities	32.67%	33
Other (please specify)	10.89%	11
Total Respondents: 101		

Q9 During what time period do you visit the parks most? Choose a time of day and time of week.

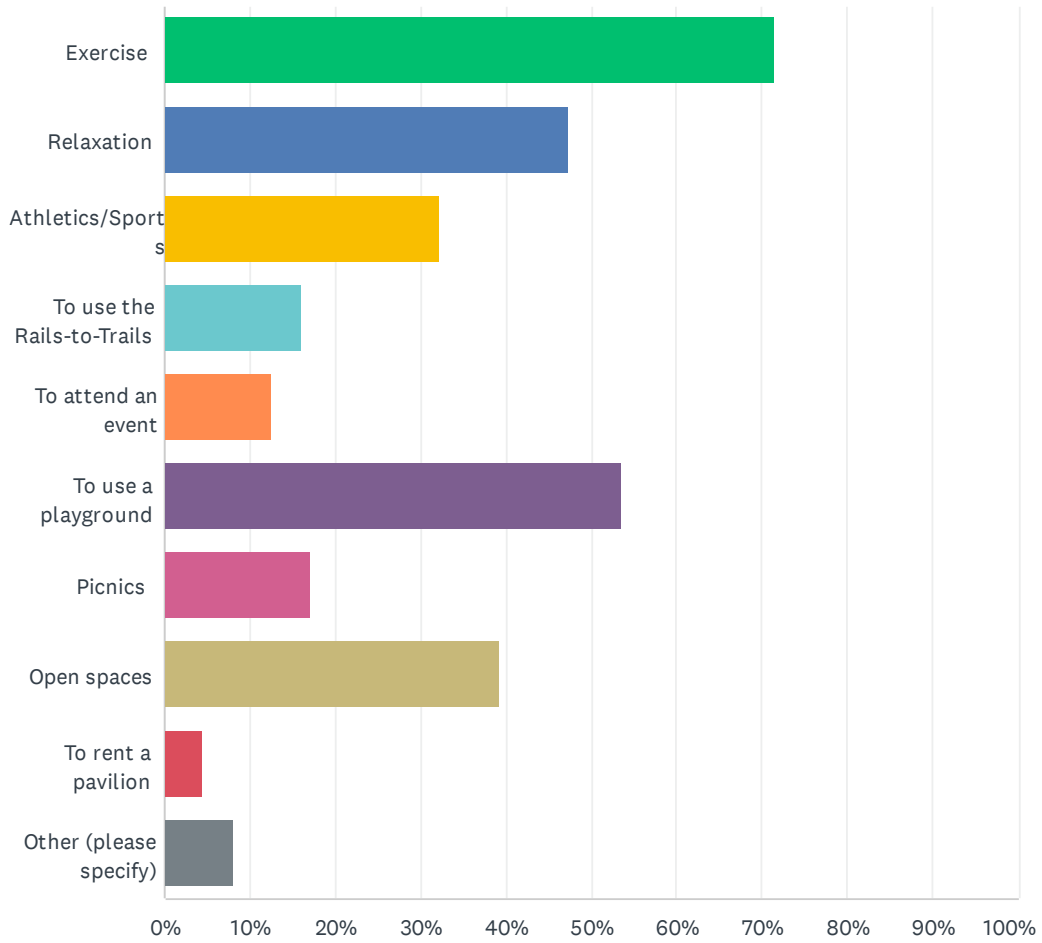
Answered: 111 Skipped: 2



ANSWER CHOICES	RESPONSES
Morning	26.13% 29
Afternoon	30.63% 34
Evening	18.02% 20
Weekday	10.81% 12
Weekend	14.41% 16
TOTAL	111

Q10 What are your top three reasons for you or a family member visiting the Ferguson Township park system?

Answered: 112 Skipped: 1

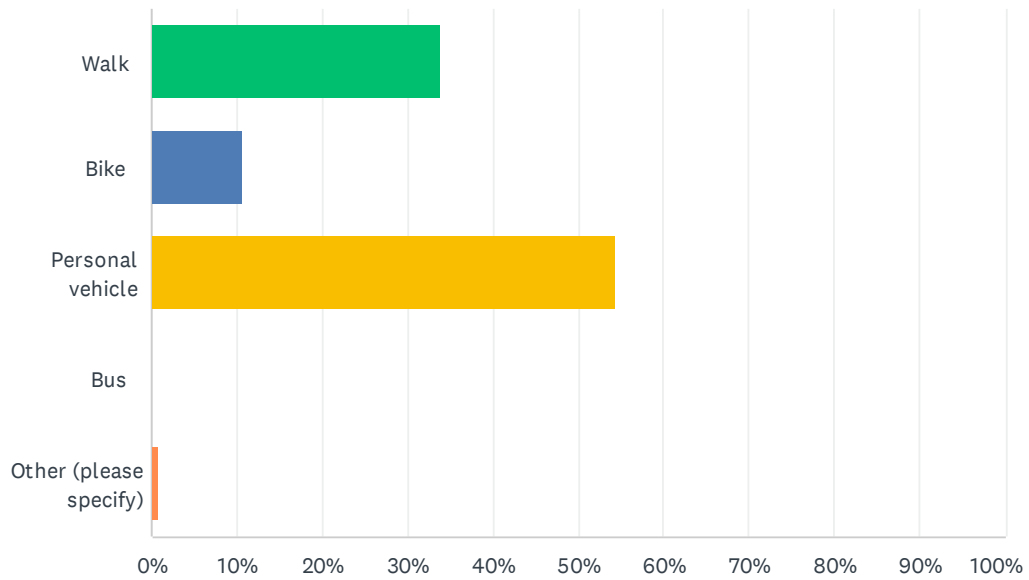


Ferguson Parks questionnaire Feedback

ANSWER CHOICES	RESPONSES	
Exercise	71.43%	80
Relaxation	47.32%	53
Athletics/Sports	32.14%	36
To use the Rails-to-Trails	16.07%	18
To attend an event	12.50%	14
To use a playground	53.57%	60
Picnics	16.96%	19
Open spaces	39.29%	44
To rent a pavilion	4.46%	5
Other (please specify)	8.04%	9
Total Respondents: 112		

Q11 How do you most frequently access the parks?

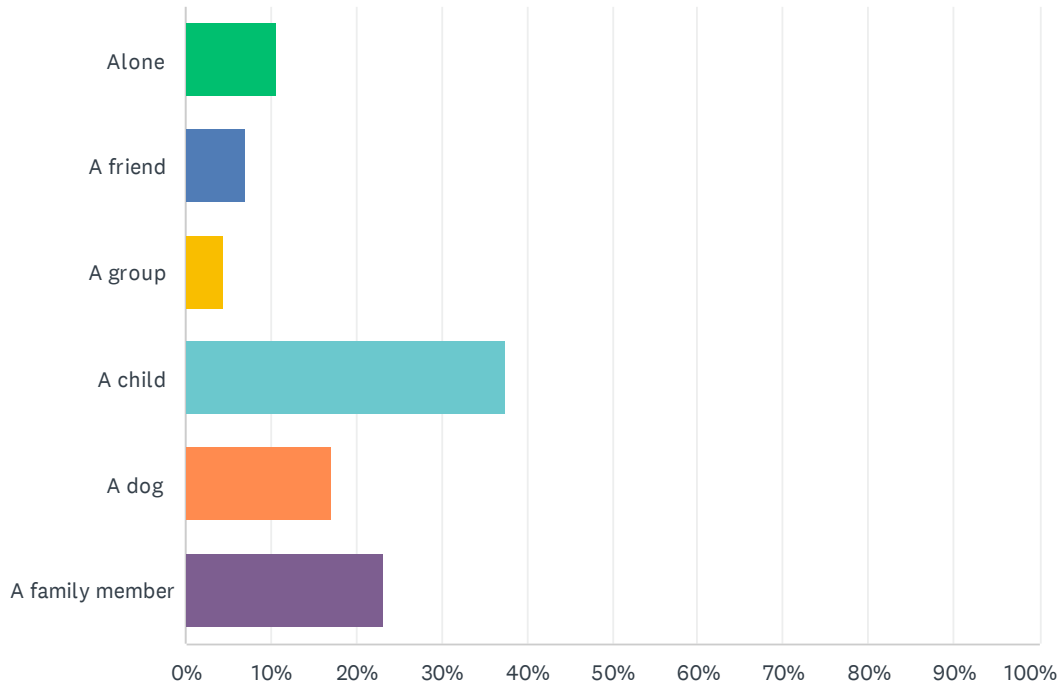
Answered: 112 Skipped: 1



ANSWER CHOICES	RESPONSES	
Walk	33.93%	38
Bike	10.71%	12
Personal vehicle	54.46%	61
Bus	0.00%	0
Other (please specify)	0.89%	1
TOTAL		112

Q12 Who do you usually visit the park with?

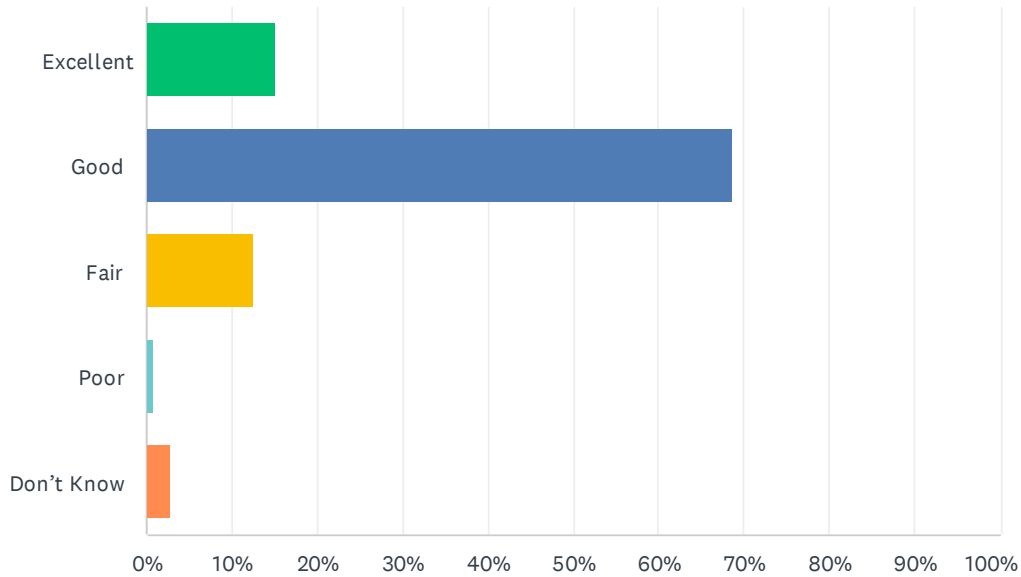
Answered: 112 Skipped: 1



ANSWER CHOICES	RESPONSES	
Alone	10.71%	12
A friend	7.14%	8
A group	4.46%	5
A child	37.50%	42
A dog	16.96%	19
A family member	23.21%	26
TOTAL		112

Q13 Overall, how would you rate the physical condition of the Ferguson Township park system?

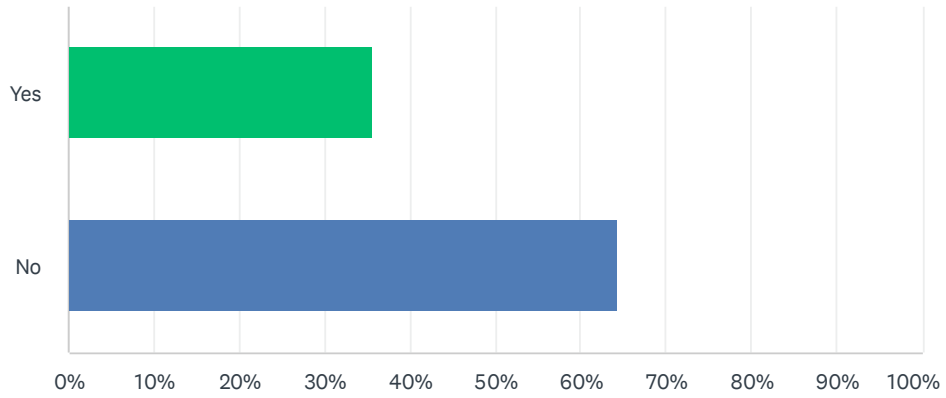
Answered: 112 Skipped: 1



ANSWER CHOICES	RESPONSES	
Excellent	15.18%	17
Good	68.75%	77
Fair	12.50%	14
Poor	0.89%	1
Don't Know	2.68%	3
TOTAL		112

Q14 Do you or members of your family currently participate in any of the programs offered by the Centre Region Park and Recreation Authority?

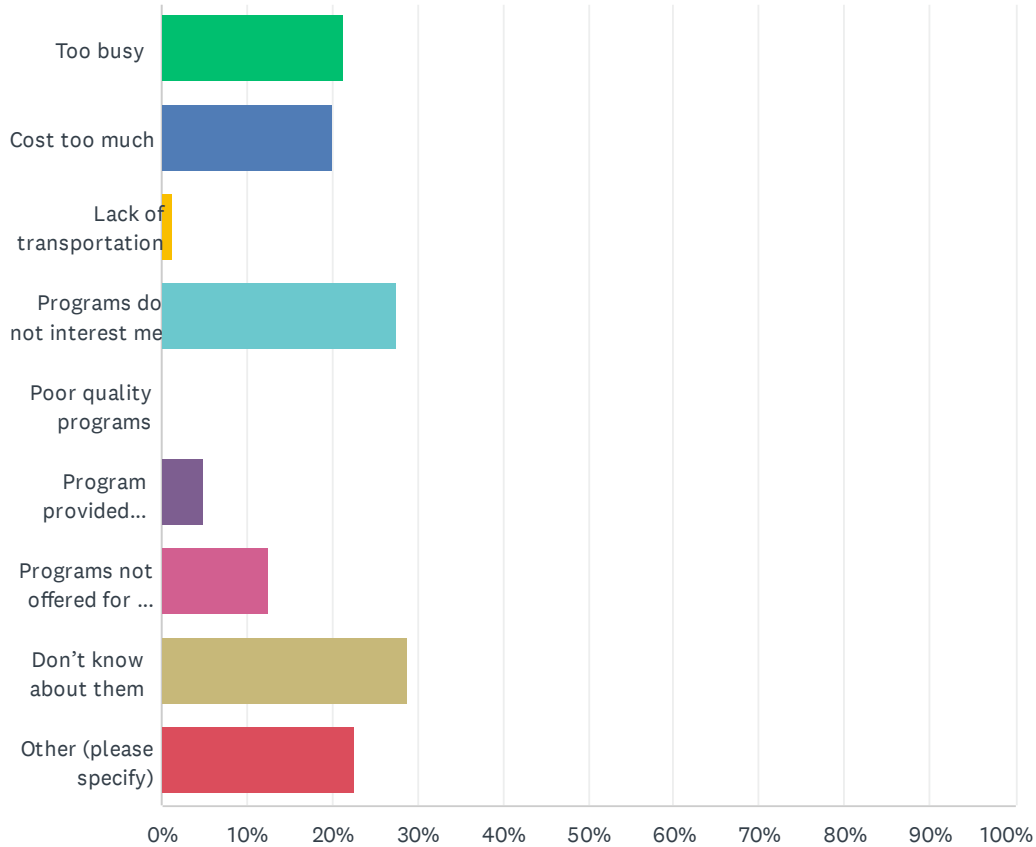
Answered: 112 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	35.71%	40
No	64.29%	72
TOTAL		112

Q15 If you answered “no” to question #14, tell us the main reason why (check all that apply).

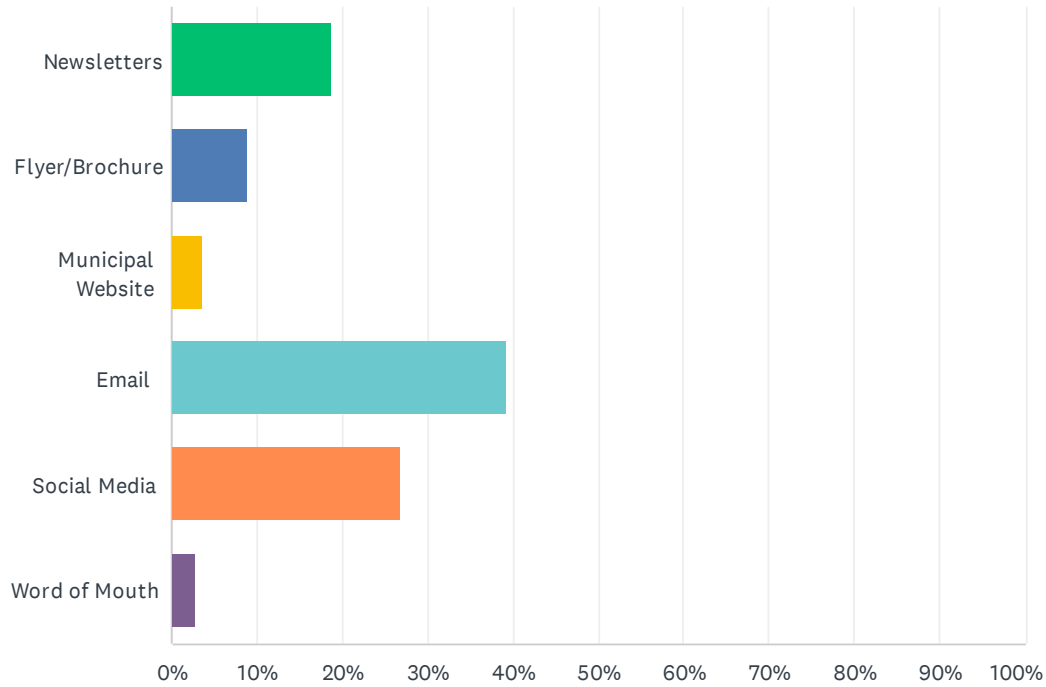
Answered: 80 Skipped: 33



ANSWER CHOICES	RESPONSES	
Too busy	21.25%	17
Cost too much	20.00%	16
Lack of transportation	1.25%	1
Programs do not interest me	27.50%	22
Poor quality programs	0.00%	0
Program provided elsewhere	5.00%	4
Programs not offered for my age group	12.50%	10
Don't know about them	28.75%	23
Other (please specify)	22.50%	18
Total Respondents: 80		

Q16 How do you prefer to receive up to date information on parks and recreation opportunities?

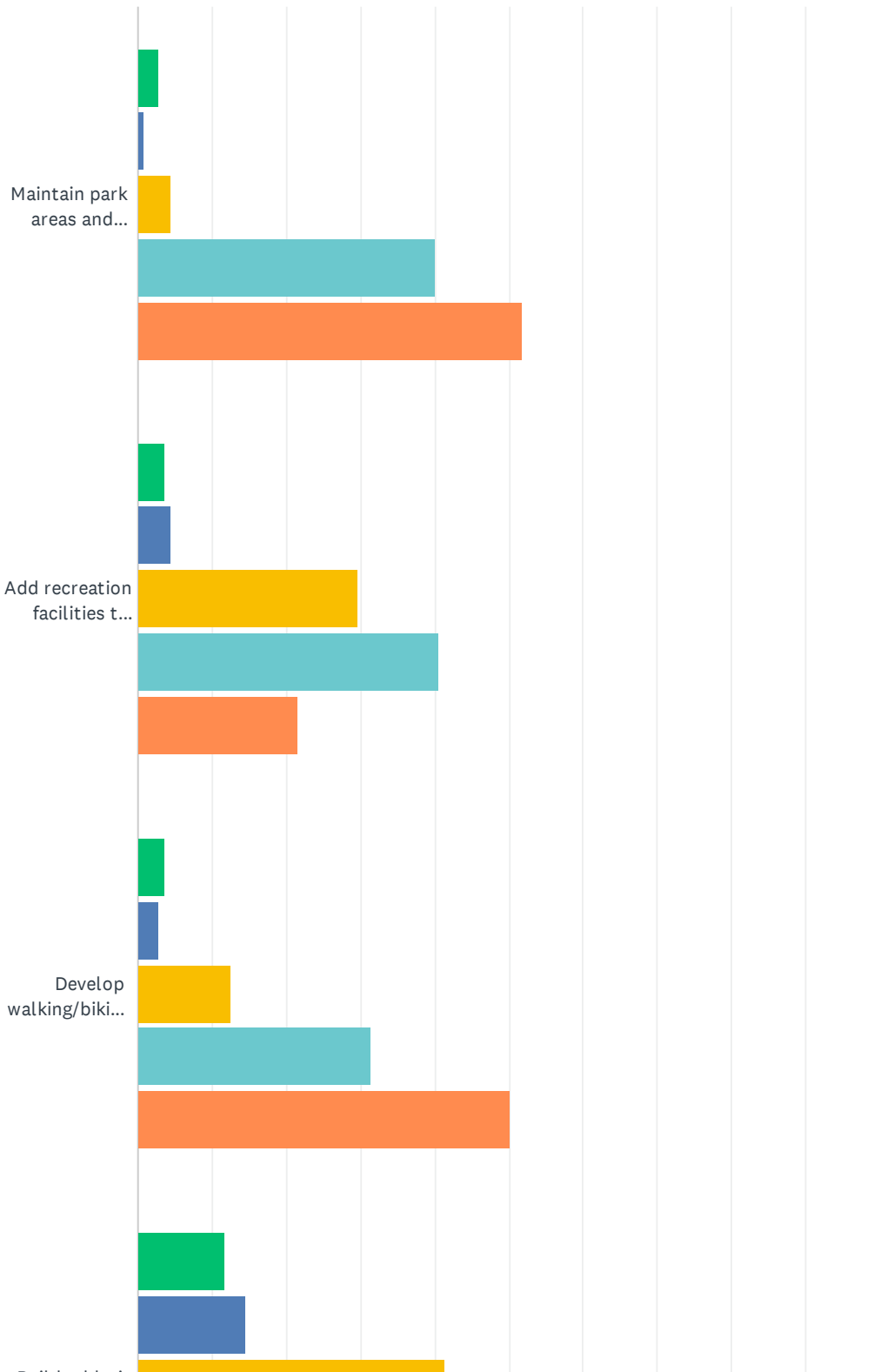
Answered: 112 Skipped: 1



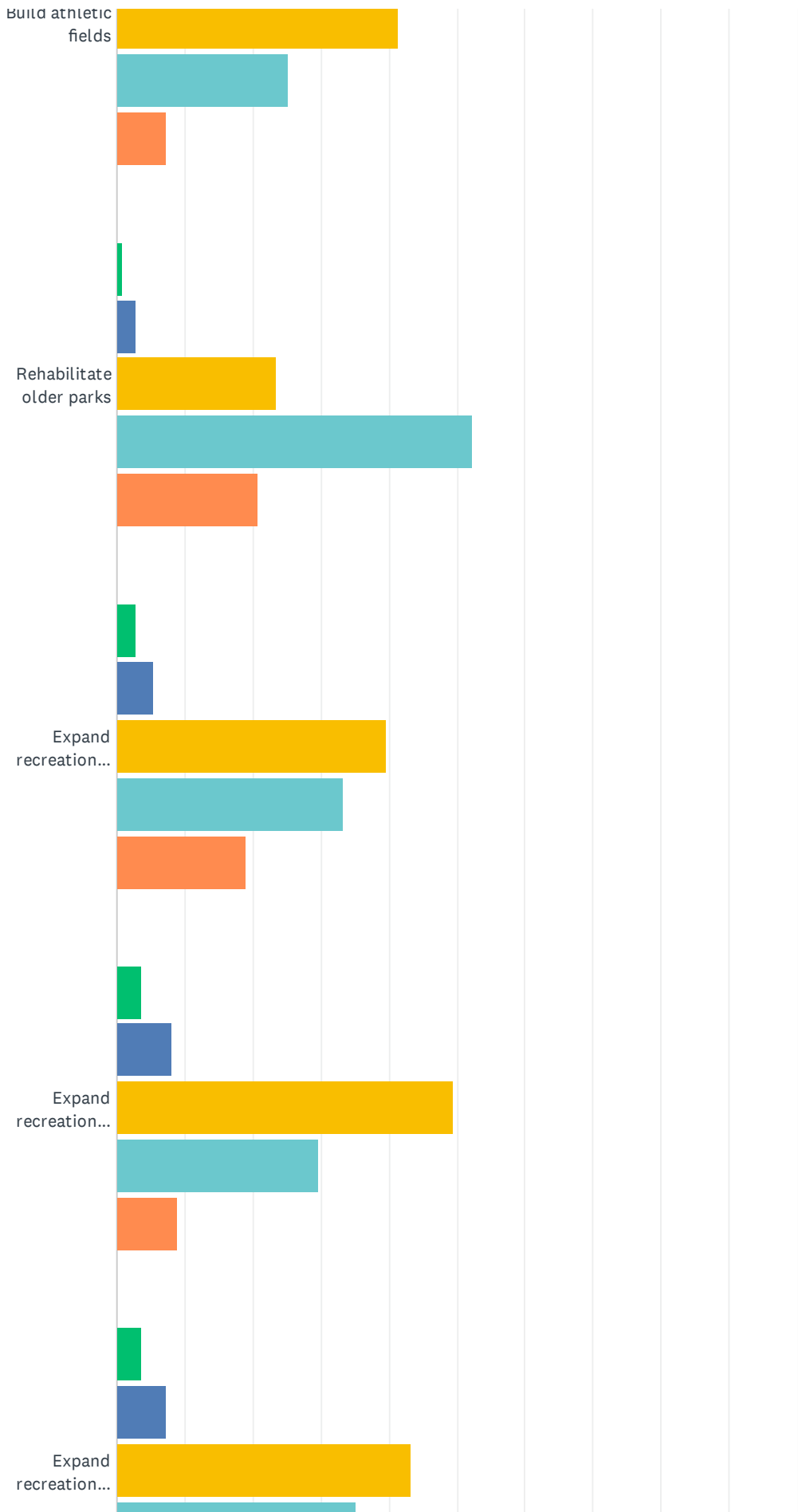
ANSWER CHOICES	RESPONSES	
Newsletters	18.75%	21
Flyer/Brochure	8.93%	10
Municipal Website	3.57%	4
Email	39.29%	44
Social Media	26.79%	30
Word of Mouth	2.68%	3
TOTAL		112

Q17 What do you think should be the priorities for parks and recreation in Ferguson Township over the next ten years? Select one response for each priority.

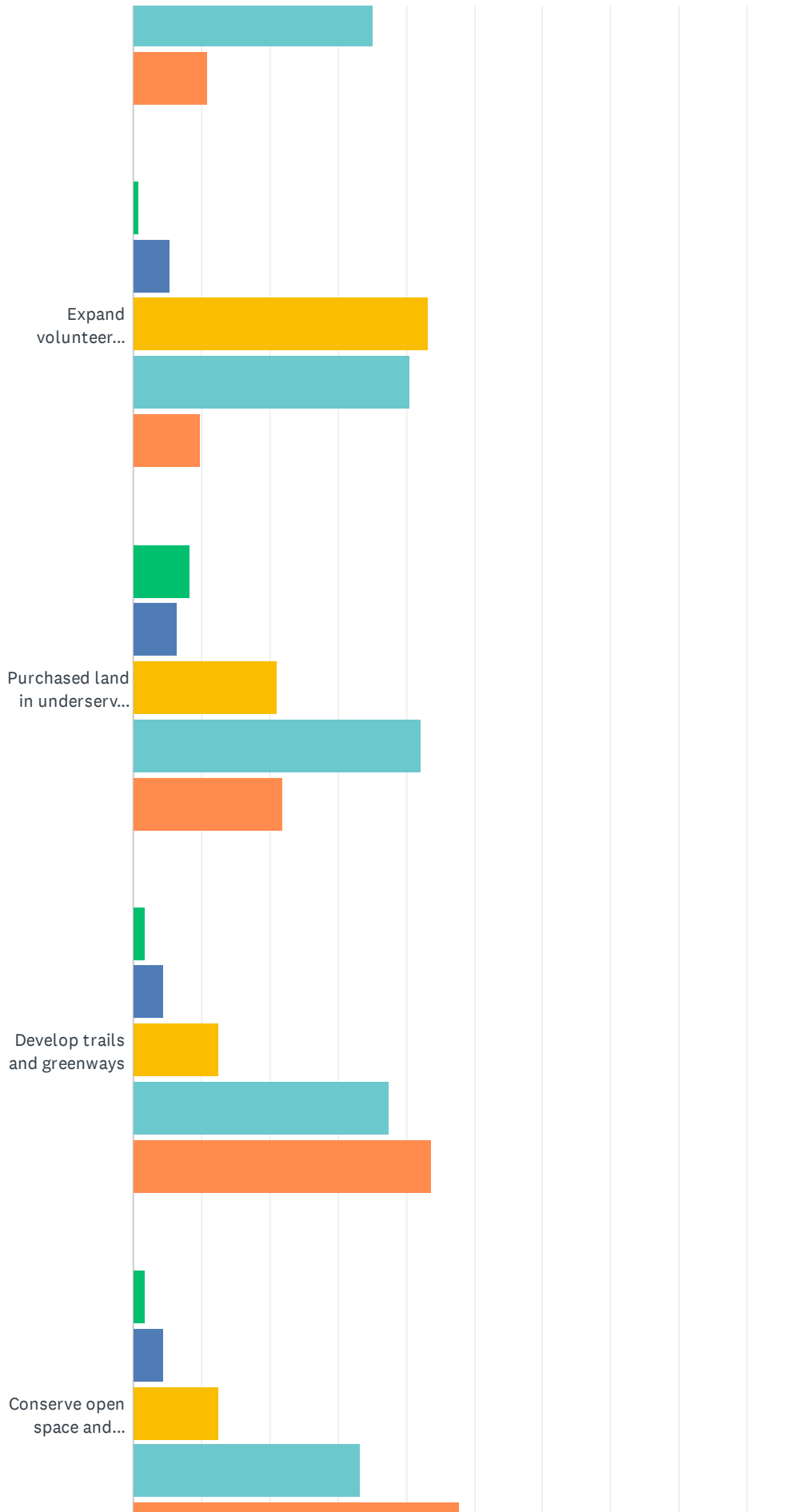
Answered: 112 Skipped: 1



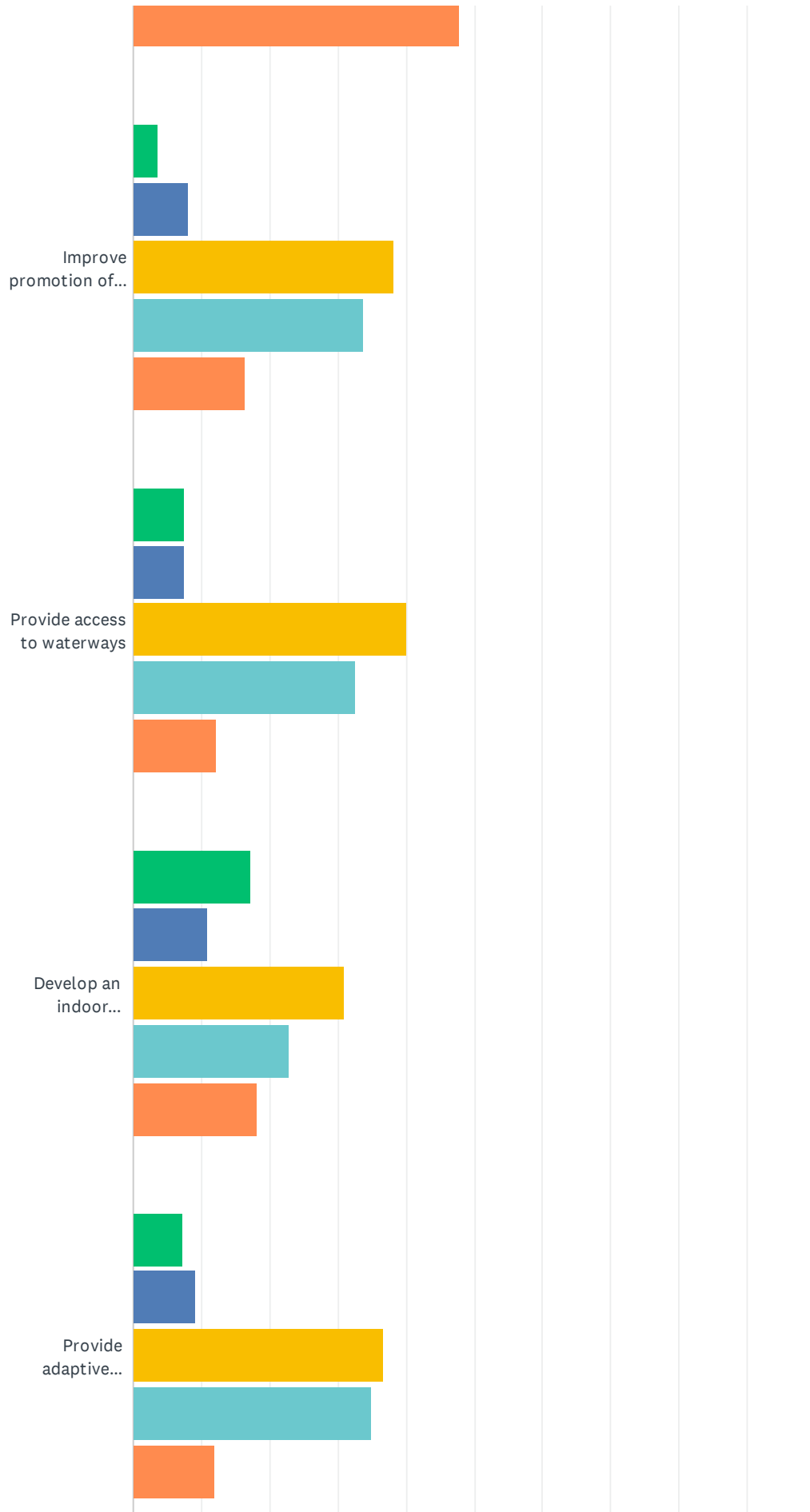
Ferguson Parks questionnaire Feedback



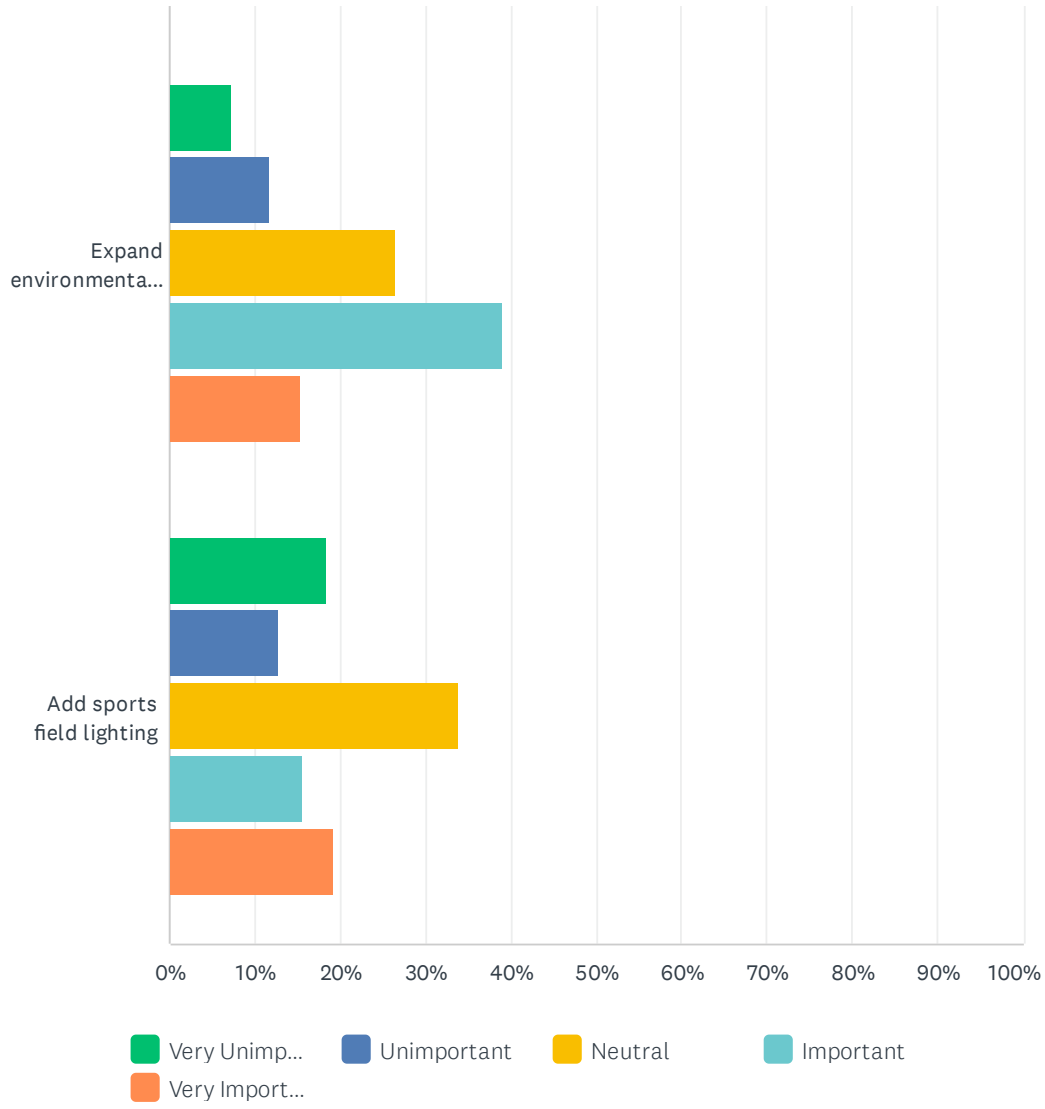
Ferguson Parks questionnaire Feedback



Ferguson Parks questionnaire Feedback



Ferguson Parks questionnaire Feedback

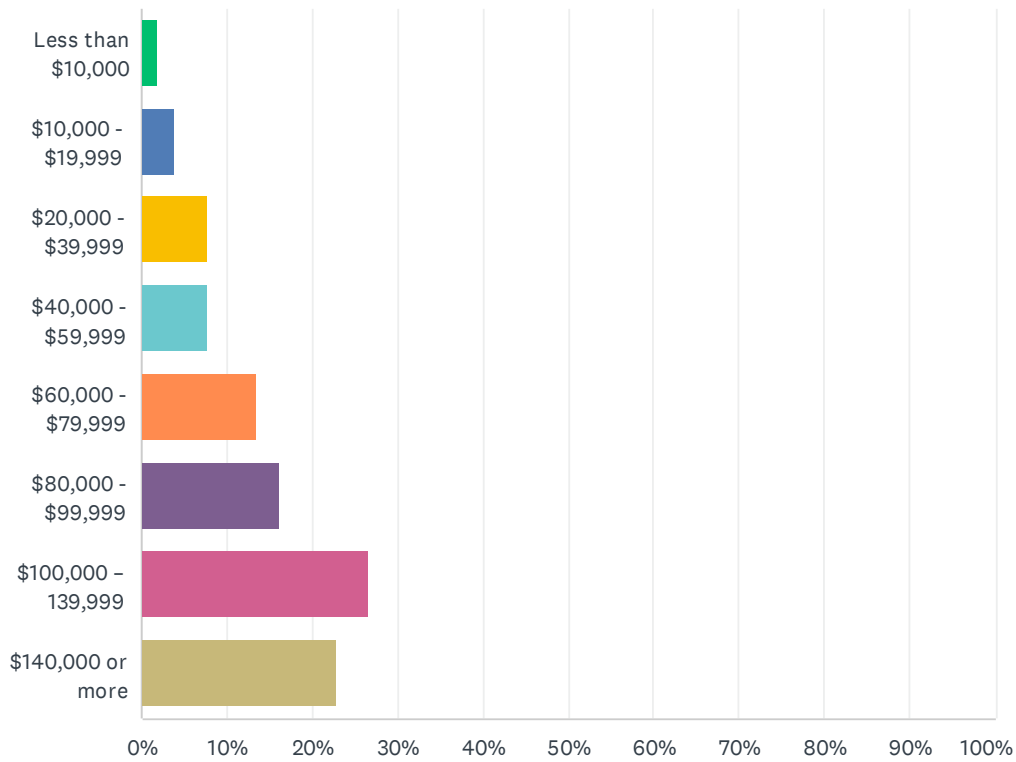


Ferguson Parks questionnaire Feedback

	VERY UNIMPORTANT	UNIMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL
Maintain park areas and recreational facilities	2.73% 3	0.91% 1	4.55% 5	40.00% 44	51.82% 57	110
Add recreation facilities to existing parks	3.60% 4	4.50% 5	29.73% 33	40.54% 45	21.62% 24	111
Develop walking/biking connections between schools, parks, trails and neighborhoods	3.57% 4	2.68% 3	12.50% 14	31.25% 35	50.00% 56	112
Build athletic fields	11.71% 13	14.41% 16	41.44% 46	25.23% 28	7.21% 8	111
Rehabilitate older parks	0.90% 1	2.70% 3	23.42% 26	52.25% 58	20.72% 23	111
Expand recreation programs for youth (under 18)	2.70% 3	5.41% 6	39.64% 44	33.33% 37	18.92% 21	111
Expand recreation programs for adults (18-54)	3.60% 4	8.11% 9	49.55% 55	29.73% 33	9.01% 10	111
Expand recreation programs for seniors (55+)	3.60% 4	7.21% 8	43.24% 48	35.14% 39	10.81% 12	111
Expand volunteer involvement with parks, trails, recreation programs and special events	0.90% 1	5.41% 6	43.24% 48	40.54% 45	9.91% 11	111
Purchased land in underserved areas for future parks	8.26% 9	6.42% 7	21.10% 23	42.20% 46	22.02% 24	109
Develop trails and greenways	1.79% 2	4.46% 5	12.50% 14	37.50% 42	43.75% 49	112
Conserve open space and natural resources	1.80% 2	4.50% 5	12.61% 14	33.33% 37	47.75% 53	111
Improve promotion of park, trail and recreation programs opportunities	3.64% 4	8.18% 9	38.18% 42	33.64% 37	16.36% 18	110
Provide access to waterways	7.48% 8	7.48% 8	40.19% 43	32.71% 35	12.15% 13	107
Develop an indoor recreation center	17.27% 19	10.91% 12	30.91% 34	22.73% 25	18.18% 20	110
Provide adaptive programming	7.34% 8	9.17% 10	36.70% 40	34.86% 38	11.93% 13	109
Expand environmental education opportunities	7.27% 8	11.82% 13	26.36% 29	39.09% 43	15.45% 17	110
Add sports field lighting	18.35% 20	12.84% 14	33.94% 37	15.60% 17	19.27% 21	109

Q18 What was your total household income in 2018?

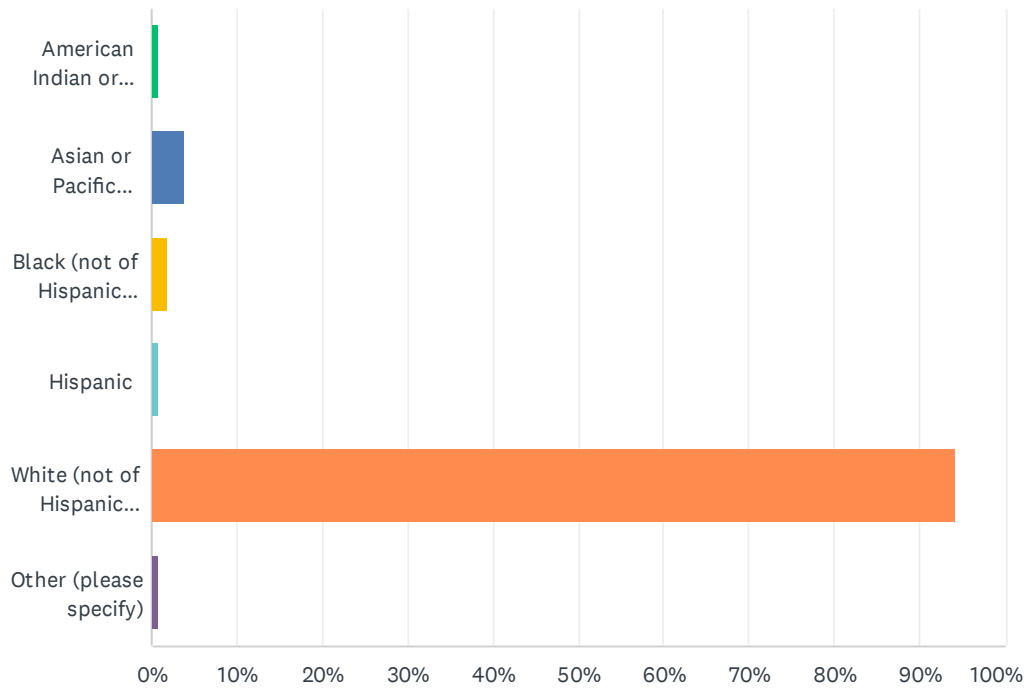
Answered: 105 Skipped: 8



ANSWER CHOICES	RESPONSES	
Less than \$10,000	1.90%	2
\$10,000 - \$19,999	3.81%	4
\$20,000 - \$39,999	7.62%	8
\$40,000 - \$59,999	7.62%	8
\$60,000 - \$79,999	13.33%	14
\$80,000 - \$99,999	16.19%	17
\$100,000 – 139,999	26.67%	28
\$140,000 or more	22.86%	24
TOTAL		105

Q19 What is your race or ethnic status? Check all that apply

Answered: 105 Skipped: 8

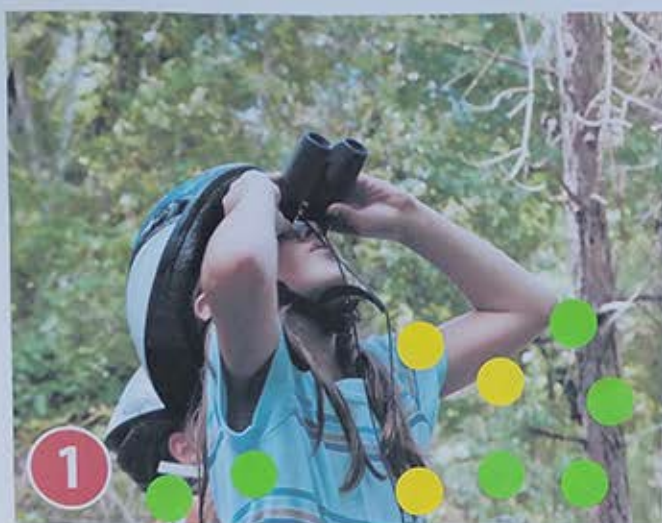


ANSWER CHOICES	RESPONSES
American Indian or Alaskan Native	0.95% 1
Asian or Pacific Islander	3.81% 4
Black (not of Hispanic origin)	1.90% 2
Hispanic	0.95% 1
White (not of Hispanic origin)	94.29% 99
Other (please specify)	0.95% 1
Total Respondents: 105	

ACTIVE RECREATION



PASSIVE RECREATION



● - Would like to see

● - Maybe

● - Do Not want to see

ACCESSIBLE PLAY



IDEAS

Keep:
Open Space
Unpaved Space
Tennis

Community Garden

More swings

Sm area
Dog
Park

I have concerns about mosquitoes and West Nile Virus. It is a water feature. It is created. Please ensure you have plans to mitigate this risk. This park has enough ticks/lyme already.

PUMP track

bike course

PUMP track
skills course

Quiet area for peace, reflection
Open space
more open unpaved space
tree landscaping

Pump tracks/
skate parks

KEEP THE
COMMUNITY
PARK

Soccer
Nets

Court that
could be used
for tennis +
Pickleball

rate
Park

Exercise playground
recreation

designated a neighborhood park
28 years ago

benches
improvements while still
keeping it a neighborhood park

Complete/loop

fireplace
Pavilion

Better
Playground

Tennis

Swimming
Pool

+15

Suggestions

- pave walking path
more handicap access
- continue loop in Greenbrier
so it connects back to
pavilion
- fitness trail
- replace old benches
add a few more
- increase buffer to
Cliffham Court

Please, no regional
sports like
baseball, soccer
or football. This
is what brings parking
problems on
our streets

Tennis
beach volleyball

PAVE THE
PATH FROM
GREENBRIER
TO SPARTAN GYM

Replace
wooden benches
with new
wooden benches

Volleyball
courts
-Sand-

Pave
the
bike
path

Outdoor recreation's
gym

PUMP track

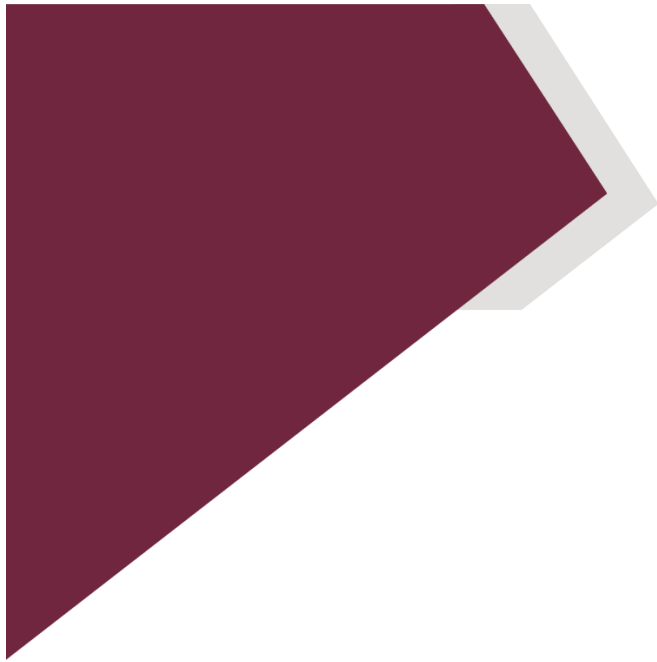
TENNIS
COURT

w/
+ 1/4 court

PUMP
track

Skate
park

SKATE
Park



APPENDIX B
Stakeholder Interview Themes



KEY PERSON INTERVIEW THEMES

What makes your community a good place to live?

Many people indicated the presence of lots of open space, parks, shopping options, and restaurants make the Township a good place to live and/or work. Everyone noted how generally safe the community is, along with the overall sense of community engagement, openness, and trust among neighbors. People are involved in making the community a good place to live and have invested in a diverse range of activities including art, science, recreation, sports, biking/hiking/walking, and science activities for everyone to enjoy.

Have you or your family used the community park or participated in any of the community programs?

Nearly everyone responded that they use community parks, including walking/biking trails, in the Township. Tom Tudek was the most common park visited and used by respondents, followed by Songbird Sanctuary, Haymarket Park, Orchard Park, and Cecil Irvin Park. Specific programs and sports noted were Slow and Fast-Pitch Softball (note: this program takes place outside of Ferguson Township); Soccer, Flag Football, Easter Egg hunts, and Movies in the Park; Millbrook Marsh Summer Camp and several other nature-related programs and events; garden plots at Tudek Park, Family Fun Rides, and Bike Education programs; the shared use paths and trails were also reported as regularly utilized.

If not, why not?

For respondents who don't live in the Township, they noted that all amenities they need are located in the municipality where they live. Therefore, if they have time during lunch they might use a walking trail in a nearby park but participate in programs near their homes instead. In the case of Slow and Fast-Pitch Softball, the Township does not own its own softball fields for adult use. Some people responded that the cost is expensive compared to other options available locally, scheduling is not always great and there is not enough virtual programming for certain types of classes and activities.

What age groups appear to be best served recreationally? Least served?

Best Served Ages = Youth (with playgrounds) and Seniors (with walking trails and low-impact offerings)

Least Served Ages = Teens and Young Adults (not much available in the way of self-directed activities, sports, nature)

Other Groups noted = Individuals (youth and adults) with accessibility needs and residents of low to middle income multi-family housing developments that may not currently have neighborhood parks nearby, or public transit options to travel to public parks.

What future park facilities would you like to see developed?

Large community amphitheater, Mountain bike trails, wider the shared use paths over time to safely support multiple users (cyclists and pedestrians simultaneously), water bottle filling stations, bike repair stations and better bike parking; regularly refreshed park display boards and kiosks; additional nature/open space preservation areas similar to Songbird Sanctuary ("Eco Parks"), outdoor classrooms in parks, skateboard parks, BMX pump track courses, All Abilities Park or expanded ADA options at existing parks, more dog parks, indoor athletics facilities, more dedicated sports/athletic fields along with the addition of field lighting and artificial turf at select existing parks to extend playing seasons and scheduling options, improving the shared use path network to close gaps in the network and improve safety in certain areas. While risky, adding a "Chalkboard Wall" or dedicated graffiti art/writing wall to showcase local talent could provide teens and young adults a safe, creative outlet for personal communication in a park setting.

Do you think that additional funds should be designated to improve the parks?

Only a few people opted to answer this question because Ferguson Township participates in CRPR, the regional recreation authority, to which they pay an annual contribution in exchange for programming, marketing, and maintenance services in Township parks (and parks in the other participating municipalities). Of those who responded, the key emphasis was on delineating between park capital projects vs. park maintenance projects with additional funding because “once something is installed, it is then forgotten about and only checked for safety (playground equipment) or regular lawn mowing” afterwards. Another response noted that much like other communities, there is not enough money always available to do things, so parks and recreation projects often don’t happen unless a grant is awarded and can be used to leverage funds.

What future programs would you like to see initiated?

More outdoor, nature-based programs focused on habitat education and passive recreation, satellite butterfly gardens (following the Snetsinger Butterfly Garden model), more outdoor classrooms in parks, increased opportunities for art/theater/concerts in the parks, more events like “BioBlitz” in parks, more programs that accommodate participants with accessibility needs and accessible facilities, and better scheduling and marketing of existing programs now. Offer Community Picnics to encourage community dialogue and conversations in outdoor settings.

Do you feel that the parks are safe? If not, what safety measures would you like to see?

Everyone indicated they feel the parks are safe. Specific areas of improvement that were noted focused on aspects of existing tree limbs and canopies (removal of low-hanging limbs near trails and sidewalks, etc.), and selective pruning of trees around streetlights for safer nighttime use.

Do you feel the parks are adequately maintained?

Nearly everyone stated that the parks are adequately maintained, even if the maintenance is typically limited to lawn mowing, trash can clean out, and seasonal leaf/snow removal. Because the Township parks are not currently designed to be more ecologically complex right now, some respondents felt that efforts to expand No Mow/Low Mow zones, butterfly gardens, and native pollinator meadows may be great ideas but will need more trained staff because their long-term care and maintenance will also be more complex. Also, due to the maintenance arrangement between CRPR and participating municipalities (for example, the Township is responsible for capital maintenance and repairs such as replacing playground equipment), some respondents feel there is a need for improved efficiencies to be achieved between both parties, along with better clarification of general or seasonal maintenance tasks and responsibilities.

In your opinion, what key issues are hampering the development of parks and recreation opportunities in your community?

A main theme was the presence of “NIMBY-ism” in the community, aka “Not In My Backyard”. Respondents feel that residents push back against specific park types such as skateboard parks, pickleball complexes, and All Ability Parks because of concerns (fears?) about noise, vandalism, and/or property devaluation near those parks. Other responses pointed out a lack of regional consensus at a high level; the regional parks and recreation comprehensive plan is too large and lost in too much data, thereby fostering a Township-by-Township approach to developing parks and recreation in a meaningful way for the region as a whole. Another concern is that there are many vested interests and voices in the Township parks community which often conflict with each other, and sometimes the “loudest voices” prevent other good ideas from coming forward. One final comment was that the cost of land is high, and ongoing housing/student housing development is taking up a lot of land area – both of which reduce available open space for parks and create a lack of affordable housing.

Do you feel that partnerships are vital in today's economy to help reduce the financial burden in providing quality recreation programs?

This question was skipped by several people, again due to the nature of the financial arrangement with the regional authority (CRPR). A few responded and most indicated they feel partnerships are "Very Important", but with caveats: some partnerships come with "strings attached" or are "lopsided" and therefore can end up hindering the purpose of the partnership.

Have you or your organization partnered with the municipality to improve recreation in the community? If so, how?

Only two (2) interviews were conducted with Key Persons not already tied into the Township or CRPR, so there were very few responses to this question. Of those, one organization (Snetsinger Butterfly Garden) has partnered frequently with the Township, CRPR, and the Tom Tudek Trust Fund on several habitat, garden-related and nature-based education programs and initiatives and would gladly partner again.

Would you/your organization be willing to partner with the community in the development of the future of recreation in the community? If yes, in what way?

Similar to the answers in the question above in terms of few responses. Mt. Nittany Health has not yet partnered with the community but would very much like to do so if representatives would reach out and start a conversation with them. One program that combines health with recreation is the "Walk With A Doc" program already in place but could be expanded into Township parks and trails. Another respondent noted they would be willing to continue to partner with the Township on bike education programming and expanding the Bike-Friendly Business Designation program.

What do you consider to be the strengths and weaknesses of the park and recreation facilities and programs?

Strengths = Well-coordinated bike paths through multiple municipalities; general connectivity between facilities; abundance of parks, and clean parks; reasonable distance from most residents to parks at this point in time; bike programs are free.

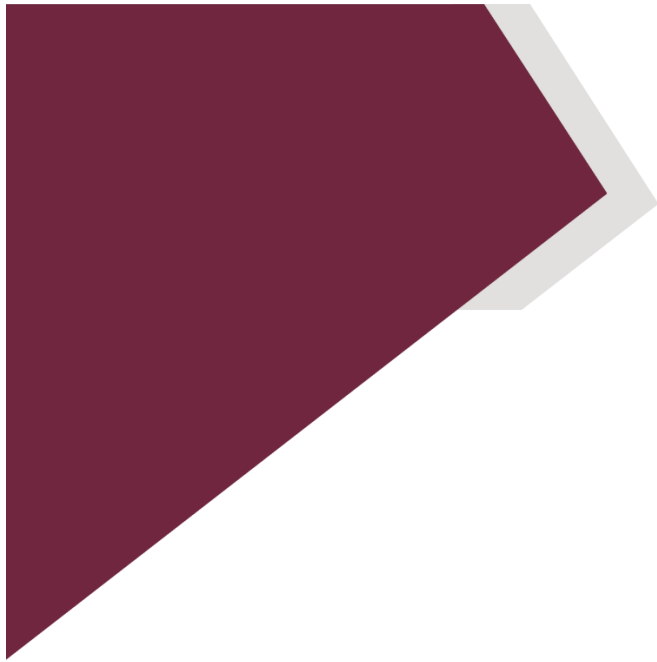
Weaknesses = Lack of diverse facilities in the parks (they all have the same things); recreation programming is not consistent between communities and the agreement with CRPR is 30 years old; the Township has less control over park programming and maintenance and would like to see more detailed record-keeping of money allocated to Township parks maintenance and services as provided by CRPR; there could always be more parks to serve the community; need to address the Food Truck Ordinance so their use can be expanded in the Township (and maybe other municipalities?); Township parks currently do not have MS4 Credits or Riparian programs that can be applied to Township-wide stormwater management efforts, so if one of the goals is to use parks for sustainable stormwater management, then the SWM ordinance needs to be applied to park development and additional inspections need to be budgeted and scheduled between CRPR and Township (also: watch for sinkhole development in this region).

Where do you see your community being in the area of parks and recreation in the next five to ten years?

Many people would like to see parks and programs that reflect the community and satisfy almost everybody's needs and interests and abilities; they would like to see more new parks in the Township, along with an expansion of parkland acreage and more accessible facilities and amenities. Some people want to see a stronger relationship and updated agreement with CRPR, while also allowing the Township to be a leader in community parks, recreation, and open space services. Other specific goals include expanding and fully connecting the bike/walking trail network and adding more No Mow/Low Mow zones within underutilized areas of existing parks.

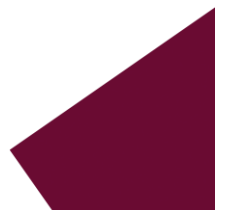
Comments/Recommendations/Suggestions

- Add more educational signage to park gardens and key open spaces as appropriate.
- Develop long-term cost estimates for specialty maintenance programs (invasive species management, native plant installations, pollinator gardens, etc.)
- Clearly define and delineate responsibilities between CRPR and the Township, and CRPR and Snetsinger Butterfly Garden group.
- Dedicate staff or horticulturists to maintain specialty garden areas in parks.
- If an Invasive Plant Species management plan is developed, make sure a dedicated person or position is assigned to it long-term. Even if CRPR brings on a Natural Resources Director, funding would still be needed to finance the position and additional, dedicated staff would be needed to avoid CRPR needing to use staff resources from within the municipalities.
- The volunteer pool for certain groups and programs is aging out; need to identify, recruit and train new generation of volunteers.
- Need to provide/market news from the Township, not just CRPR. Spotlight the health and quality of life benefits of living and recreating in Ferguson Township.
- Offer Pop-Up Programming, Pay-As-You-Go options.
- Continue to utilize existing studies such as Northland Mobility Study to identify and address important gaps in the bike/walking trail system.
- Continue to preserve and protect sensitive areas similar to efforts done for Songbird Sanctuary. Tudek Park is a good showcase for navigating and celebrating diverse offerings such as agriculture, history, land preservation, and recreation within one site.
- It's OK for Township parks to have their own identity moving forward; 2009 RPOS Plan was good, but it created parks with identical amenities and nothing "special" to market. Consider clustering sports fields together rather than splitting everything up everywhere – have a "Baseball Park", "Soccer Park", "Pickleball Park", etc. even while offering many other amenities in those parks.
- Identify opportunities to install artificial turf fields and field lighting around select sports fields and parks, to help extend seasons of play and reduce scheduling pressures.
- Work with CRPR to identify who will identify and pursue parks/recreation grant opportunities. If CRPR goes after the grants, though, determine ahead of time who gets the money – CRPR or the Township?
- Work to reestablish donor and sponsorship relationships and opportunities in the Township to help fund projects and programs.
- Investigate if Township parks can qualify as "Watershed Stewardship" properties.



APPENDIX C

Sports Organization Interviews



SPORTS ORGANIZATION QUESTIONNAIRE

Name: Jeff Garrigan

Name of Organization: Centre Soccer – Strong connection with Jeff Hail and Pam; engages with their CRPR field staff, knows where every field is and their sizes

Title/ Affiliation: _____

Phone Number: _____ Email: _____

1. How many participants are in your organization? 500-1,000 (30% adults, most are youth)

Youth Participants Coaches Other Adult Participants

2. Does your organization serve both genders?
 -In-house program (5-9 yr. old kids)
 -Travel program (local and adult)

Yes No

3. What age group(s) do you serve?

<input checked="" type="checkbox"/> 5 & under	<input checked="" type="checkbox"/> 16 - 19
<input checked="" type="checkbox"/> 6 - 12	<input checked="" type="checkbox"/> 20 - 55
<input checked="" type="checkbox"/> 13 - 15	<input checked="" type="checkbox"/> 55+

4. When does your season(s) begin and end?

Almost all year, but field conditions are a limiting factor. March is a tough time. CRPR opens fields in mid-May, but causes great complication because home games start first week in April; only schools have turf.

5. Do you offer clinics for your participants?

Yes No Training/summer camps

6. Do you do background checks on your coaches if they are working with children?

Yes No N/A
 PA West (Parent league through US Soccer guidelines)

7. Do you offer training for your coaches?

Yes No Certifications required for Centre Soccer

If yes, what type?

Coaching your particular sport
 Field maintenance
 Other

8. Do members of your organization conduct any field maintenance on the Township facilities used?

Yes No -Weighs in on field use depending on weather, field conditions, overuse, etc.; field rotation and resting decisions

If so, what type and how frequently?

9. Do you feel that the current maintenance of the facilities is adequate?

Yes **No** CRPR does best they can do with staff that they have, but mowing is
critical and not always consistent.

10. Are there any maintenance issues or improvements that you would like to see addressed?

Yes **No**

If yes, what?

- Change all fields to AstroTurf (all natural grass now)
- Lighting needed to increase time to use and seasonal use ability

11. Are there any safety or risk management issues that need to be addressed?

Yes **No**

If yes, what? Sometimes they have to ask people to leave because they have reserved the field.
Need a master schedule (and Q Code) and make it available

12. What Township facilities does your organization use? List all used.

Homestead Park – parking is adequate, storage cooler only
School District has turf fields, but they have heavy Spring schedules too.

13. Does your organization use similar facilities in other municipalities?

Yes **No** No turf fields anywhere.

If so, what, and where?

14. Does your organization need additional facilities?

Yes **No**

If yes, what type?

Turf and lights

15. Are there additional amenities your organization would like to see available at or near the Township facilities you use?

Yes **No**

If yes, what type?

More adequate storage at Homestead, restrooms (flushing), drinking fountains

16. Do you operate a concession stand?

Yes **No** -Makeshift at tournaments

If not, would a concession be beneficial?

Yes **No**

- If added to Fogelman, it probably would be used.
- CRPR allows food trucks at pools, but not Township

17. Is there adequate parking at the facilities your organization uses?

Yes **No**

18. Do you feel that the Township facilities your organization uses are accessible to all individuals?

Yes No Homestead Park

If not, what improvements should be made to meet their needs?

- Is stone path ADA?
- Ex. Cond. Driven, field is elevated above parking lot

19. Does your organization have a written agreement with the Township?

Yes No

20. What other organization(s) is your organization affiliated with?

Parent: US Soccer and PA West

21. Are there any grants available, that you are aware of, that your organization and the Township could apply for to further enhance the Township facilities?

Yes No

If yes, give details?

- US Soccer for fields (a possibility)

22. Does your organization or facets of your organization rent other Township facilities throughout the year?

Yes No

If so, what facilities?

- Not usually, but if they did it would be pavilions

23. Do you have any additional comments or concerns?

- Since 1985 (founded)
- Three turf fields at school districts only; closed during Covid
- They have their own goals; lock them b/w games
- Fogelman is centrally located; have an agreement with CRPR and Townships, share a portion of storage building with CRPR; restrooms, travel games held here; main storage
- Three field areas: lower, middle, upper "premier" fields
- Share parking lot with school but also has a stone overflow lot at upper field
- Fogelman Complex (main complex) in College Twp., not Ferguson Township
- May/October-November – Contributed money for mowing and an irrigation system
- Circleville – Patton Township
- Orchard – Borough
- Districts – Borough
- Agreement with Young Scholars School to use their open field after hours, especially for travel teams.
- They rent PortaJohns for entire season (2 PJ's for Young Scholars facility)4
- Turf and lights
- 30 years in S.C. – Centre Soccer all that time.
- S.C. Youth Football League founder as well.
- (Fairbrook) Celtics Soccer – Pam and Jeff will have a contact name.

SPORTS ORGANIZATION QUESTIONNAIRE

Name: J.P. Tambourine and Bob Ballinger (started 9 years ago)

Name of Organization: Teener League

Title/ Affiliation: _____

Phone Number: _____ Email: _____

1. How many participants are in your organization?

7 ball teams; 14-21 at youth level; Board 11 members/admin staff
+/- 100 Youth Participants ___ Coaches 11 Other X Adult Participants +/- 100 adults
2 adult leagues; 4 teams = 48; 6 teams = 72

2. Does your organization serve both genders?

X Yes ___ No Welcome in all leagues

3. What age group(s) do you serve?

<u>No</u> 5 & under	<u>X</u> 16 - 19
<u>No</u> 6 - 12	<u>X</u> 20 - 55
<u>X</u> 13 - 15	<u>X</u> 55+

4. When does your season(s) begin and end?

Typically April 1 - November 1; practice can start in March

5. Do you offer clinics for your participants?

___ Yes X No Not currently, but past Division 1 club players used to; talk about resurrecting that

6. Do you do background checks on your coaches if they are working with children?

X Yes ___ No ___ N/A

7. Do you offer training for your coaches?

___ Yes X No Travel teams (mostly) trained outside of Teener League; local dads have some background, but no training. Screening is done through League Play.

If yes, what type?

___ Coaching your particular sport
___ Field maintenance
___ Other

8. Do members of your organization conduct any field maintenance on the Township facilities used?

X Yes ___ No 2 fields at ballpark now; 1 under direct control of Township; 1 under control of third party.

If so, what type and how frequently?

Daily on both fields done by volunteers; Board and volunteers do daily fence, field, cages maintenance. Township has supported on many levels. They replaced dugout roof and fence gates now.

9. Do you feel that the current maintenance of the facilities is adequate?

Yes **No** Twp. paying their water bills and Twp. arborist

10. Are there any maintenance issues or improvements that you would like to see addressed?

Yes **No** -Select fencing replacements as needed in house.
-limited budget, volunteers only, reached out to Twp. for help.
They are very easy to work with and nothing pushed aside.

If yes, what?

Nothing ongoing that is unaddressed.

11. Are there any safety or risk management issues that need to be addressed?

Yes **No**

If yes, what?

-Tree limbs to be pruned by Twp. arborist.
-Low priority – occasional loitering; WiFi for remote cameras at each field to see field conditions overnight

12. What Township facilities does your organization use? List all used.

-Only the Silvi Complex – Adult plus Club
-Travel teams will go to other fields
-Host 2-3 tournaments at the Complex, Memorial Day and Labor Day tournaments, nowhere else
-Canada (12-13 year olds)

13. Does your organization use similar facilities in other municipalities?

Yes **No** Only travel teams

If so, what, and where?

14. Does your organization need additional facilities?

Yes **No**

If yes, what type?

Whole county needs multi-purpose set aside location for indoor batting facility plus softball year-round batting practice. All ages welcome.

15. Are there additional amenities your organization would like to see available at or near the Township facilities you use?

Yes **No**

If yes, what type?

Implement the already proposed family park.

16. Do you operate a concession stand?

Yes **No** Upgrading ex. concession stand and restrooms (refresh only-paint); Safeserve certified process now, new commercial grade stainless steel going in, new sinks going in and cleaning.

If not, would a concession be beneficial?

Yes No

17. Is there adequate parking at the facilities your organization uses?

Yes No

But maxed out during tournaments, gravel and grass, unlit parking

18. Do you feel that the Township facilities your organization uses are accessible to all individuals?

Yes No Township recently did ADA parking areas, picnic tables and paved walkway. Bathrooms not technically accessible but being mindful of space available plus ADA accessible portapotty during tournaments (already doing); doubles as volume backup

If not, what improvements should be made to meet their needs?

19. Does your organization have a written agreement with the Township?

Yes No March-Nov. – TL Nov-Feb.-Twp.

Operable and safe conditions by Teener League. B/W Twp. plus owners of second field plus league for field usage.

20. What other organization(s) is your organization affiliated with?

-St. Joseph's Catholic School
-PSU Clubs
-Adult League (5 years, since 2018) -Practice at home games

21. Are there any grants available, that you are aware of, that your organization and the Township could apply for to further enhance the Township facilities?

Yes No Not aware of any; rely on Township to find them. Grant for lighting in the past. Visitors Bureau since lots of travel to there (?).

If yes, give details?

22. Does your organization or facets of your organization rent other Township facilities throughout the year?

Yes No

If so, what facilities?

23. Do you have any additional comments or concerns?

-Penn State Club Baseball (college) participants (18-22 years old)
-2 teams Division 1 (18-21); Division 2 and 3 (20-25/team)
-Spoke with Dave and Centrice 1 month ago
-Other indoor hitting facilities at Haybaker, very limited opportunities
-50' x 70' x 18 ht. needed; will bring more foot traffic
-50/50 cost match with Little League Association, too
-Site work plan for water/sewer needed; maybe with pending residential development
-Facility at airport may be too expensive for most folks (\$100/hr)
-Self funded \$50,000/year; fees for each league
-Some donations (\$10,000) – 2 new scoreboards, Spring 2022
-From last month; do not own 1 field property (a local realtor)
-Township to purchase in the future?
-Create one inclusive park owned and maintained by Township
-Not a concern but could be a risk factor if owner changes use in future.

SPORTS ORGANIZATION QUESTIONNAIRE

Name: Brett Holleran

Name of Organization: State College Warriors Lacrosse

Title/ Affiliation: _____

Phone Number: _____ Email: _____

1. **How many participants are in your organization?** 200-300 kids per year
/
 X Youth Participants 25-30 Coaches 12-13 Other N/A Adult Participants
Board of Directors
2. **Does your organization serve both genders?**
 X Yes No
3. **What age group(s) do you serve?**

<u> X </u> 5 & under	<u> </u> 16-19
<u> X </u> 6 - 12	<u> </u> 20-55
<u> X </u> 13 - 15	<u> </u> 55+
4. **When does your season(s) begin and end?**
Competitive: April - May
Practice/Prep: March plus end of June
5. **Do you offer clinics for your participants?** Grown dramatically in past 2 years.
Intro to sport and focused training
 X Yes No
6. **Do you do background checks on your coaches if they are working with children?**
 X Yes No N/A FBI and Child Endangerment checks (both)
7. **Do you offer training for your coaches?**
 X Yes No
If yes, what type?

<u> X </u> Coaching your particular sport	Coaching clinics
<u> </u> Field maintenance	No, CRPR maintains for them, line painting
<u> </u> Other	
8. **Do members of your organization conduct any field maintenance on the Township facilities used?**
 Yes X No *Bring goals on and off only.
If so, what type and how frequently?
9. **Do you feel that the current maintenance of the facilities is adequate?**
 X Yes No CRPR does a nice job but challenge is that field structure, grading need work. Field mowing and striping are great.

10. Are there any maintenance issues or improvements that you would like to see addressed?

Yes No

If yes, what?

11. Are there any safety or risk management issues that need to be addressed?

Yes No

If yes, what?

12. What Township facilities does your organization use? List all used.

Tom Tudek Park – Giant multipurpose field near pavilion and maintenance building
Haymarket – Main practice field

13. Does your organization use similar facilities in other municipalities?

Yes No

If so, what, and where?

Spring Creek Park (girls program); occasional sharing with high school for clinics, indoor space, plus church for indoor wall-ball
Daleville Park - Boalsburg

14. Does your organization need additional facilities?

Yes No *Need one location, not split into 2-3 spots at same time.

If yes, what type?

Multi-field complex with at least one artificial turf field and one lighted field. An indoor, all-weather facility also.

15. Are there additional amenities your organization would like to see available at or near the Township facilities you use?

Yes No

If yes, what type?

Lighting; equipment storage space on site vs. off-site renting and transportation
During season, they lock their equipment on site; take off-site during off season.

16. Do you operate a concession stand?

Yes No

If not, would a concession be beneficial?

Yes No

17. Is there adequate parking at the facilities your organization uses?

Yes No

For practice at Tom Tudek; not enough parking at Haymarket

*Spring Creek is where games/competitions occur but has inadequate parking.

18. Do you feel that the Township facilities your organization uses are accessible to all individuals?

Yes No

If not, what improvements should be made to meet their needs?

19. Does your organization have a written agreement with ~~the Township~~ CRPR

Yes No Have written agreement with CRPR – annual renewal and schedule

20. What other organization(s) is your organization affiliated with?

USA Lacrosse

21. Are there any grants available, that you are aware of, that your organization and the Township could apply for to further enhance the Township facilities?

Yes No

If yes, give details?

-C2P2 Grants

-Check USA Lacrosse, but may not cover capital improvements

22. Does your organization or facets of your organization rent other Township facilities throughout the year?

Yes No

If so, what facilities?

Off-site storage facilities

Circleville Park and Tom Tudek Park for banquets

23. Do you have any additional comments or concerns?

-No public indoor rec center.

-Would like to have a ball hitting return wall at Tudek Park to enhance stick skills.

-Challenging to have enough facilities now and the sport is growing; what will be the future need in 5-10 years?

-Competition in spring with soccer for field access is huge and will continue to grow.

-Goals to be left in place at a park would be nice.

-Looking for opportunities to expand year-round programming, including summer tournaments at Tudek; half field practice space

SPORTS ORGANIZATION QUESTIONNAIRE

Name: Dan Meehan

Name of Organization: Celtic Soccer Club (100% youth)

Title/ Affiliation: Coach - Division of Facilities/Board Member

Phone Number: _____ Email: _____

1. How many participants are in your organization? 200 Youth

X Youth Participants 15 Coaches Other 9 Adult Participants = 24 Adults
Managers/Coaches

2. Does your organization serve both genders?

X Yes No

3. What age group(s) do you serve?

<u> N/A </u> 5 & under 	<u> X </u> <u> 16 - 19 </u>
<u> X </u> <u> 6 - 12 </u>	<u> N/A </u> 20 - 55
<u> X </u> <u> 13 - 15 </u>	<u> N/A </u> 55+

4. When does your season(s) begin and end?

Year round

End of March – mid November, until CRPR closes it

5. Do you offer clinics for your participants?

X Yes No Goalkeeper training, one-on-one training
future camps at Fairbrook (potentially)

6. Do you do background checks on your coaches if they are working with children?

X Yes No N/A

7. Do you offer training for your coaches?

X Yes No

If yes, what type?

X Coaching your particular sport
 Field maintenance No, CRPR maintains; lines sometimes, but machine expensive
 Other

8. Do members of your organization conduct any field maintenance on the Township facilities used?

 Yes X No

If so, what type and how frequently?

9. Do you feel that the current maintenance of the facilities is adequate?

X Yes No Maintained as well as it could be; always in good shape, even at
beginning of season; March delays after rain; have teams all there at
once when possible

10. Are there any maintenance issues or improvements that you would like to see addressed?

Yes No

If yes, what?

- Flatten fields with better drainage; middle of field is the low point, raise grades, add drains
- CSC owns their goals, equipment, but would prefer a fee/pay system for expanded field access, better shed, flexibility

11. Are there any safety or risk management issues that need to be addressed?

Yes No

If yes, what?

12. What Township facilities does your organization use? List all used.

- Exclusive to Fairbrook for youth (under 13 only)
- High school field for 13-19 age range (11 vs 11); just register and make field requests
- Nittany Valley Sports Center

13. Does your organization use similar facilities in other municipalities?

Yes No

If so, what, and where?

- C3 Sports, Christ Community Church (by mail)
- One private indoor recreational center; indoor soccer & basketball
- Indoor soccer in winter (Dec. – mid-March)

14. Does your organization need additional facilities?

Yes No

If yes, what type?

Full sized turf fields with lights

15. Are there additional amenities your organization would like to see available at or near the Township facilities you use?

Yes No

If yes, what type?

Full sized turf fields with lights

16. Do you operate a concession stand?

Yes No Rent/book the pavilion, but no fee charged

If not, would a concession be beneficial?

Yes No Not enough games, only 1-2 games per week now

17. Is there adequate parking at the facilities your organization uses?

Yes No

During full events, overflow on driveway or to upper lots occurs.

18. Do you feel that the Township facilities your organization uses are accessible to all individuals?

Yes No

If not, what improvements should be made to meet their needs?

19. Does your organization have a written agreement with the Township?

Yes No CRPR -Yearly field reservation only

20. What other organization(s) is your organization affiliated with?

US Soccer Club

21. Are there any grants available, that you are aware of, that your organization and the Township could apply for to further enhance the Township facilities?

Yes No Fundraisers and pay to play

If yes, give details?

22. Does your organization or facets of your organization rent other Township facilities throughout the year?

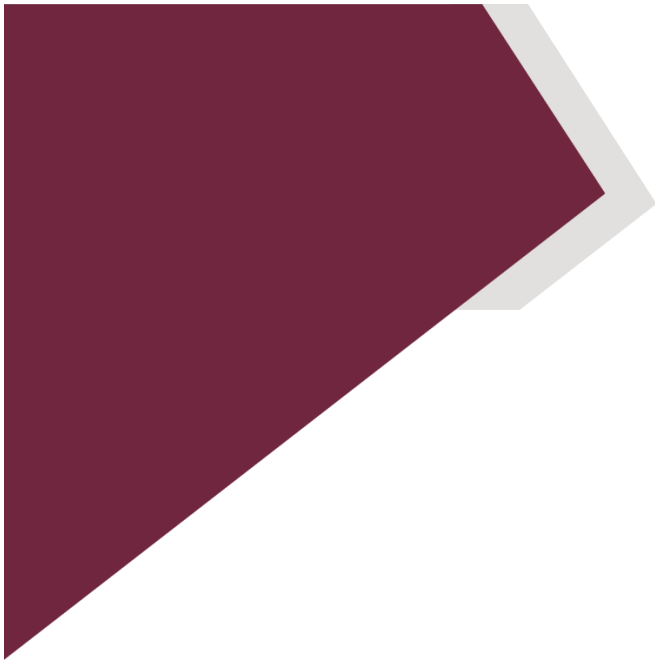
Yes No

If so, what facilities?

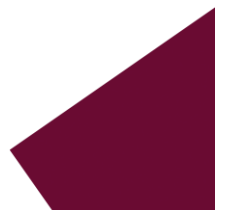
-C3 indoor soccer; high school field for a fee (\$50/hour with lights)

23. Do you have any additional comments or concerns?

- Only Fogelman is a full-sized field through CRPR
- CSA Goal: Have a standing exclusive relationship for a fee with a school district
- Are there any softball events at Fairbrook Park? Does this one need to be here?
- Culvert and Tadpole Road entrance; intermittent stream along road?
- What is the second open mouth space used for?
- Check site photos for water fountain; add one and a permanent restroom
- Indian Valley Sports Center - \$300/event for a half field only



APPENDIX D
Park Facility Inventories

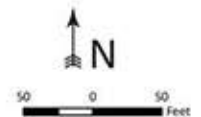


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**Autumnwood Park
Inventory Map**
Ferguson Township
Centre County, Pennsylvania

- Basketball Court
- Multi-Use Field 1
- Playground 3
- Pavilion
- Playground 2
- Playground 1
- Multi-Use Field 2

- Park Boundary
- Trails
- Wooded Areas
- Parcel Boundary
- Local Roads
- Asphalt Paths
- Gravel Paths
- Concrete Paths
- Parking/Roads




Mapping derived from data provided by EPL, DCMA, FEMA, AerialDOE, and Centre County

10/26/2023 PM NM GIS ACV QA TS R001768.0432

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	Facility Name: Autumnwood Park				
	Facility Size: 9.5 Acres				
	Assessor: Josh Clark				
	Assessment Date: 4/20/2022				
AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	CONDITIONS OBSERVED	PRIORITY
Pavilion	Good	All	Yes	Provide accessible path to BBQ so it can also be accessible.	2
Concrete Sidewalks	Good	All	Yes*	5' wide. Use park survey program to verify slopes and ensure full accessibility.	2
Playground 1	Good	5-12 Years	No	Provide accessible path to edge of safety mulch area. Install additional safety mulch to maintain proper depth. Provide future ADA play equipment or sensory enrichment equipment.	1, 2
Playground 2	Good	<5 Years	No	Provide accessible path to edge of safety mulch area. Install additional safety mulch to maintain proper depth. Provide future ADA play equipment or sensory enrichment equipment.	1, 2
Playground 3	Good	5-12 Years	No	Provide accessible path to edge of safety mulch area. Install additional safety mulch to maintain proper depth. Provide future ADA play equipment or sensory enrichment equipment.	1, 2
Asphalt Paths	Good	5-12 Years	Yes*	9' wide. Use park survey program to verify slopes and ensure full accessibility.	2
Garbage Can^	Good	All	No	Relocate receptacles next to paved trail edges or provide accessible connections to existing locations.	2
Benches^	Fair	All	No	Add ADA companion seating bumpouts at 50% of park benches and add paved connections from trails to benches.	2
Drinking Fountain^	Good	All	Yes	Well maintained.	n/a
Multi-Use Field 1	Good	All	Yes	Provide line striping for specific multipurpose sports to match community and/or regional needs.	4
Multi-Use Field 2	Good	All	Yes	Provide line striping for specific multipurpose sports to match community and/or regional needs.	4
Gravel Paths	Fair	All	No	Resurface paths. Use park survey program to verify slopes and ensure full accessibility. Provide ADA curb ramps in some locations.	1, 2
Basketball Court	Good	All	No	Provide accessible path to the court edges.	2
Porta Potty^	Good	All	No	Relocate to an ADA accessible location and/or install a fully accessible Port-a-Potty.	2
* denotes an ADA caveat in the Issues Observed section.					
^ denotes an amenity not shown on the inventory map.					
General Notes: Address playground safety surfacing and accessible routes to park amenities.					

Priority 1 = Safety

Priority 2 = Accessibility

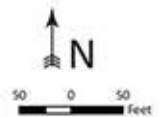
Priority 3 = Sustainability

Priority 4 = Suitability

**Cecil Irvin Park
Inventory Map**
Ferguson Township
Centre County, Pennsylvania

-  Park Boundary
-  Parcel Boundary
-  Local Roads
-  Asphalt Paths
-  Concrete Paths

- Playground 1
- Playground 2
- Pavilion




Mapping derived from data provided by Esri, DeLorme, FEMA, GeoEye, and Google Earth

10/24/2021	PA: NM	GIS: ALV	QA: TJS	R000769.0432
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	Facility Name: Cecil Irvin Park				
	Facility Size: 16 Acres (5.5 Open to Public)				
	Assessor: Josh Clark				
	Assessment Date: 4/25/2022				
AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	CONDITIONS OBSERVED	PRIORITY
Pavilion	Good	All	Yes	Good condition, with overall good accessibility to park amenities and site furnishings. There is room to add more picnic tables if desired.	n/a
Concrete Sidewalks	Good	All	Yes*	5' wide. Use park survey program to verify slopes and ensure full accessibility.	2
Playground 1	Good	<5 Years	No	Install additional safety mulch to maintain proper depth and provide ADA access from adjacent walkways. Provide future ADA play equipment or sensory enrichment equipment.	1, 2
Playground 2	Good	5-12 Years	No	Install additional safety mulch to maintain proper depth and provide ADA access from adjacent walkways. Provide future ADA play equipment or sensory enrichment equipment.	1, 2
Paved Paths	Good	All	Yes*	9'-8" wide. Non-compliant section is clearly marked with grade. Use park survey program to verify slopes and ensure full accessibility on remaining sections.	2
Garbage Can [^]	Good	All	Yes	Fully accessible.	n/a
Benches [^]	Good	All	Yes	Full accessible with room for companion seating.	n/a
Drinking Fountain [^]	Good	All	Yes	Well maintained.	n/a
Multi-Use Field 1	Good	All	Yes	Provide line striping for specific multipurpose sports to match community and/or regional needs.	4
Porta Potty [^]	Good	All	No	Relocate to an ADA accessible location and/or install a fully accessible Port-a-Potty.	2
* denotes an ADA caveat in the Issues Observed section.					
[^] denotes an amenity not shown on the inventory map.					
General Notes: No off-street parking, one dedicated handicap parking spot off of Cinda Lane. There seems to be a bit more consideration about access than seen in other parks.					

Priority 1 = Safety
Priority 2 = Accessibility

Priority 3 = Sustainability
Priority 4 = Suitability

**Fairbrook Park
Inventory Map**
Ferguson Township
Centre County, Pennsylvania

-  Park Boundary
-  Parcel Boundary
-  Local Roads
-  Multi-Use Field
-  No Mow Zone
-  Parking/Roads
-  Paved Paths
-  Gravel Paths

- Baseball 2
- Playground 1
- Baseball 1
- Basketball Court
- Pavilion
- Playground 2



Mapping derived from data provided by TRK, PennDOT, Centre County, and USGS.


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	Facility Name:			Fairbrook Park	
	Facility Size:			29 Acres	
	Assessor:			Tracy Strickland, Josh Clark	
	Assessment Date:			3/22/2022	
AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	OBSERVATIONS / RECOMMENDATIONS	PRIORITY
Baseball 1	Fair	Youth	No	Add ADA companion seating at benches; add accessible route to benches	2
Baseball 2	Good/Fair	Youth	No	Remove this underutilized field and rusted fencing per master site plan.	n/a
Multi-Use Field	Good/Fair	All	No	Treat, remove and control invasive plant species surrounding the soccer fields. At the time of assessment, no sports were allowed due to very damp and uneven turf/field conditions.	3
Paved Paths	Good	All	Yes	Paths are 8'-6" wide (good size)	n/a
Playground 1	Good	5-12 Years	No	Provide ADA accessible trail slopes or alternate accessible entrance into the play area. Install future ADA play equipment and/or sensory enrichment equipment.	2
No Mow Zone	Good	All	Yes*	Area is properly maintained for the assessment time of year; review ADA access/experience from nearby compliant trail.	2
Basketball Court	Good	All	Yes*	Gravel trail near court is rugged and needs maintenance. Provide wider overrun areas at court ends. Relocate existing bike rack.	1, 2
Gravel Paths	Fair	All	Yes*	Gravel trails are rugged and need maintenance. Average width of 8' wide is reduced by vegetation encroachment; maintenance needed.	2, 3
Pavilion	Good	All	Yes*	Regrade existing gravel path leading to pavilion; sections are too steep.	2
Playground 2	Fair	5-12 Years	No	Connect pathway system around playground. Replenish safety mulch behind swings to ensure proper depth.	1, 2
Port-a-potty	Good	All	No	Relocate to an ADA accessible location and/or install a fully accessible Port-a-Potty.	2
Drinking Fountains^	Good	All	Yes	Well maintained and completely accessible.	n/a
Park Benches^	Fair	All	No	Add ADA companion seating bumpouts at 50% of park benches and add paved connections from trails to benches.	2
Trash Cans^	Fair	All	Yes*	Replace older trash receptacles as needed and place them next to paved trail edges or provide accessible connections.	2, 4
* denotes an ADA caveat in the Observations/Recommendations section.					
^ denotes an amenity not shown on the inventory map.					
General Notes: A check is needed on the number of parking spots used for large gatherings.					

Priority 1 = Safety

Priority 2 = Accessibility

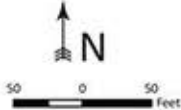
Priority 3 = Sustainability

Priority 4 = Suitability

Greenbriar Saybrook Park Inventory Map

Ferguson Township
Centre County, Pennsylvania

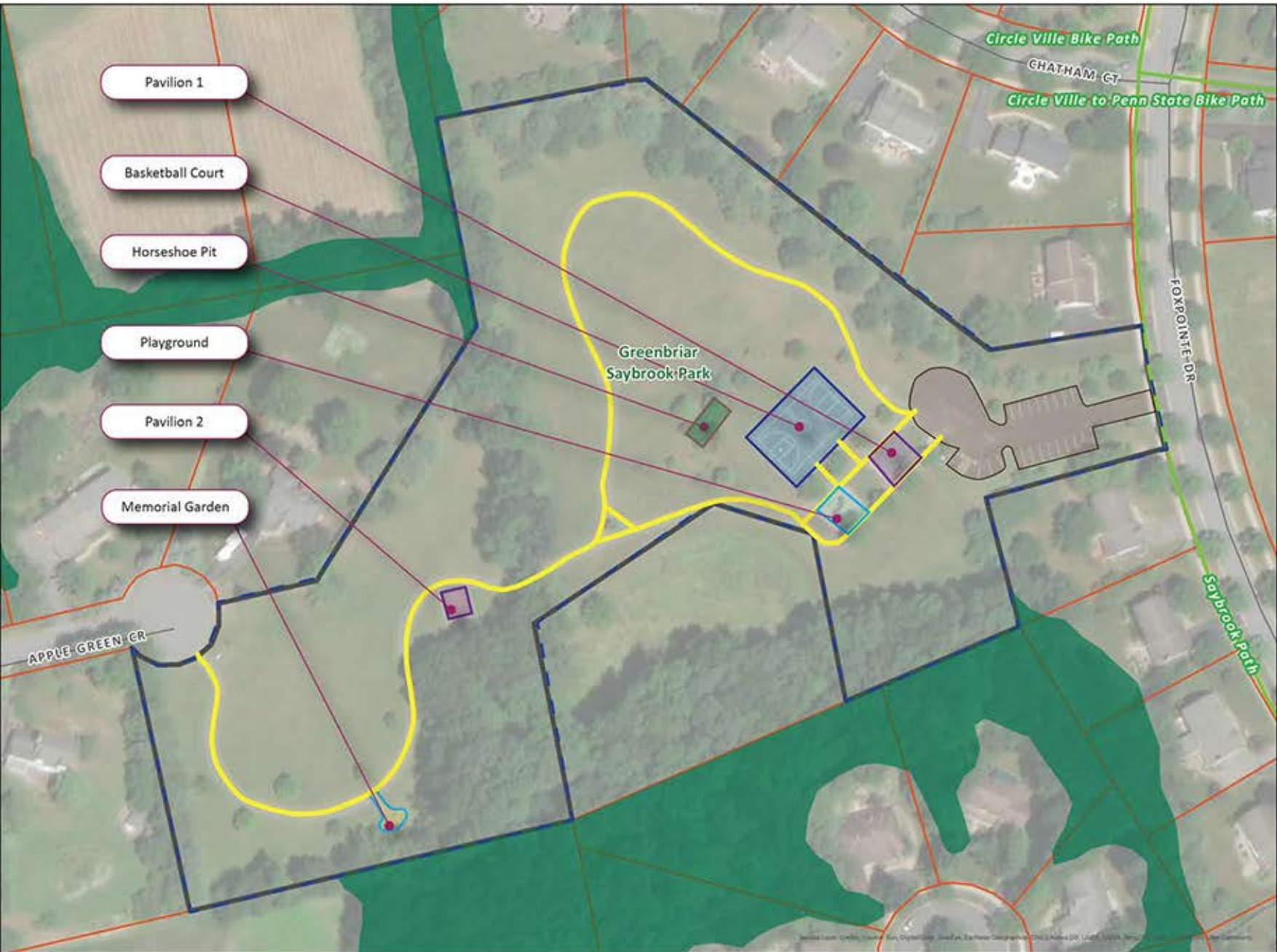
- Park Boundary
- Trails
- Wooded Areas
- Parcel boundary
- Local Roads
- Parking/Roads
- Gravel Paths



Mapping derived from data provided by FTR, PennDOT, Centre County, and UNIS.
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- Pavilion 1
- Basketball Court
- Horseshoe Pit
- Playground
- Pavilion 2
- Memorial Garden

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	Facility Name: Greenbriar - Saybrook Park				
	Facility Size: 8 Acres				
	Assessor: Tracy Strickland, Josh Clark				
	Assessment Date: 3/22/2022				
AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	OBSERVATIONS / RECOMMENDATIONS	PRIORITY
Pavilion 1	Good	All	No*	Restore accessibility by lifting grade of the gravel path to match the cement floor level.	2
Playground	Good/Fair	5-12 Years	Yes*	Add or upgrade to ADA accessible equipment, sensory equipment.	2
Basketball Court	Good	All	No	Add accessible route to court edges.	2
Gravel Paths	Fair	All	Yes	8'-0" wide. Perform post-winter maintenance to remove ruts and uneven portions of surface.	1, 2
Pavilion 2	Good	All	No	Replace aging and/or missing shingles. Install accessible path from trail to pavilion edge or edges.	1, 2
Horseshoe Pit	Poor	All	No	Remove very old, overgrown pits per master site plan.	n/a
Park Benches^	Fair	All	No	Add ADA companion seating bumpouts at 50% of park benches and add paved connections from trails to benches.	2
Trash Cans^	Fair	All	Yes*	Replace older trash receptacles as needed and place them next to paved trail edges or provide accessible connections.	2, 4
* denotes an ADA caveat in the Observations/Recommendations section.					
^ denotes an amenity not shown on the inventory map.					
General Notes: Existing accessible parking space needs new surface paint markings and ADA signage posted at the correct height.					

Priority 1 = Safety
Priority 2 = Accessibility

Priority 3 = Sustainability
Priority 4 = Suitability



Volleyball Court

Pavilion 1

Basketball Court

Playground

Swingset

Pavilion 2

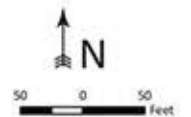
S & A
Homes Park

Haymarket Park

Haymarket Park Inventory Map

Ferguson Township
Centre County, Pennsylvania

- Park Boundary
- Parcel Boundary
- State Roads
- Local Roads
- Asphalt Paths
- Concrete Paths
- Multi-Use Field
- Parking/Roads




Mapping derived from data provided by ESRI, DCNR, FEMA, PennDOT, and Centre County.

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	Facility Name: Haymarket Park				
	Facility Size: 12 Acres				
	Assessor: Josh Clark				
	Assessment Date: 4/21/2022				
AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	OBSERVATIONS / RECOMMENDATIONS	PRIORITY
Double Basketball Court	Fair	All	Yes	Court 1: 94'-10" pole to pole. Court 2: 94'-0" pole to pole. Resurface courts. Over run into level grass area could be updated to be accessible paved surface.	1, 2
Volleyball Court	Good	All	No	Install additional sand to maintain proper depth.	1
Pavilion 1	Good	All	Yes	Generally good condition. Some tables need to be repaired. One table is set up for accessible use.	n/a
Pavilion 2	Good	All	Yes	Generally good condition. Some tables need to be repaired. One table is set up for accessible use.	n/a
Concrete Sidewalks	Good	All	Yes	4' wide.	n/a
Swing Set	Good	All	No	Provide accessible path to edge of safety mulch area.	2
Playground	Good	5-12 Years	No	Provide accessible path to edge of safety mulch area. Install future sensory enrichment equipment.	2
Multi-Use Field	Good	All	No	Add accessible trail connection to the area. Provide accessible routes to, and ADA companion seating areas next to, existing bleachers. Baseball diamond in good condition. Field is painted for soccer as well.	2, 4
Asphalt Path	Good	All	Yes*	7.5' wide. Use park survey program to verify slopes and ensure full accessibility, including transition at wooden bridge and park entrance.	2
Garbage Can^	Fair	All	No	Replace older trash receptacles as needed and place them next to paved trail edges or provide accessible connections.	2, 4
Benches^	Fair	All	No	Replace older benches as needed. Add ADA companion seating bumpouts at 50% of park benches and add paved connections from trails to benches.	2, 4
Drinking Fountain^	Good	All	Yes	Well maintained.	n/a
* denotes an ADA caveat in the Observations / Recommendations section.					
^ denotes an amenity not shown on the inventory map.					
General Notes: Address accessible routes to park amenities and update older site furnishings.					

Priority 1 = Safety

Priority 2 = Accessibility

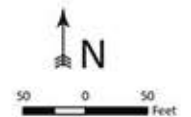
Priority 3 = Sustainability

Priority 4 = Suitability


**Homestead Park
Inventory Map**
Ferguson Township
Centre County, Pennsylvania

-  Park Boundary
-  Parcel Boundary
-  Local Roads
-  Multi-Use Field
-  No Mow Zone
-  Parking/Roads
-  Paved Paths
-  Concrete Paths

- Swingset
- Playground 1
- Pavilion
- Playground 2
- Basketball Court



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	Facility Name: Homestead Park				
	Facility Size: 10 Acres				
	Assessor: Josh Clark				
	Assessment Date: 4/28/2022				
AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	CONDITIONS OBSERVED	PRIORITY
Concrete Sidewalks	Good	All	Yes*	5' wide. Use park survey program to verify slopes and ensure full accessibility.	2
Paved Paths	Good	All	No*	10' wide. This is a very hilly park with steep slopes and no switch backs. Portions are accessible, but a full accessibility study of the path system is recommended.	2
Pavilion	Good	All	Yes	Good condition. BBQ not accessible. No companion tables.	1, 2
Basketball Court	Good	All	Yes	84'-4" pole to pole. 10' wide grass overrun.	n/a
Playground 1	Good	5-12 Years	No	Provide accessible path to edge of safety mulch area. Install additional safety mulch to maintain proper depth and access to play zone. Provide future ADA play equipment or sensory enrichment equipment.	2
Swingset	Good	All	no	Provide accessible path to edge of safety mulch area. Install additional safety mulch to maintain proper depth and access to swings.	1, 2
Playground 2	Good	5-12 Years	Yes	Brand new. Great access and ADA compliant ground surface. Some enrichment included.	n/a
Multi-Use Field	Good	All	Yes	Add accessible trail connection to the area. Provide accessible routes to field area. Replace rusty baseball backstop. Evaluate existing golf use at this field.	2, 4
No-Mow Area	Fair	All	No	Evaluate maintenance practices that can promote more forbs than grasses. Provide accessible path connections to existing benches, including some ADA companion seating bumpouts.	2
Garbage Can^	Good	All	no	Relocate next to paved path edges or provide accessible pathway connections to them.	2
Benches^	Good	All	No	Add ADA companion seating bumpouts at 50% of park benches and add paved connections from trails to benches.	2
Drinking Fountain^	Good	All	Yes	Well maintained.	n/a
Porta Potty^	Good	All	No	Relocate to an ADA accessible location and/or install a fully accessible Port-a-Potty.	2
* denotes an ADA caveat in the Issues Observed section.					
^ denotes an amenity not shown on the inventory map.					
General Notes: 2 out of 50 spots are designated disabled. The park is very hilly, but it seems like access considerations were made where the grade allowed (pavilion and new playground).					

Priority 1 = Safety

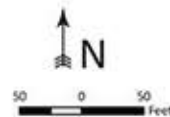
Priority 2 = Accessibility


Priority 3 = Sustainability

Priority 4 = Suitability

**Louis E. Silvi
Baseball Complex
Inventory Map**
Ferguson Township
Centre County, Pennsylvania

-  Park Boundary
-  Wooded Areas
-  Parcel Boundary
-  Local Roads
-  Parking/Roads
-  Concrete Paths



	Facility Name:			Louis E. Silvi Baseball Complex	
	Facility Size:			9.1 Acres	
	Assessor:			Tracy Strickland, Josh Clark	
	Assessment Date:			5/10/2022	
AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	CONDITIONS OBSERVED	PRIORITY
Pavilion	Good	All	Yes	Good condition, 4 picnic tables, including one with companion seating.	n/a
Concession Stand	Good	All	Yes	Recently renovated. 5 picnic tables, including one with companion seating. Includes one renovated restroom, one more coming soon. Neither are ADA compliant due to size constraints but ADA Port-a-Potty is brought in for events.	n/a
Ballfield 1	Good	All	Yes	Has two ADA compliant bleachers and access to the field.	n/a
Ballfield 2	Good	All	No	18' from fence to home plate. 174' from fence to grass line beyond second base. Ongoing repairs to backstop and safety fence take place annually.	n/a
Concrete Paths	Good	All	Yes	The path follows grade and appears to be accessible.	n/a
Garbage Can [^]	Good	All	Yes	Replace older trash receptacles as needed and place them on or next to paved areas, or provide accessible connections.	2, 4
* denotes an ADA caveat in the Issues Observed section.					
[^] denotes an amenity not shown on the inventory map.					
General Notes: The park has drive-in access with two van ADA compliant spots which connect to the paved trail systems around the ball fields. Two new scoreboards were recently installed at each field. At Baseball Field 1, the Township has replaced the dugout roofs. When the park is especially busy, i.e. during tournaments, a temporary, ADA compliant porta potty is brought in.					

Priority 1 = Safety
Priority 2 = Accessibility

Priority 3 = Sustainability
Priority 4 = Suitability

**Park Hills Park
Inventory Map**
Ferguson Township
Centre County, Pennsylvania

-  Park Boundary
-  Wooded Areas
-  Parcel Boundary
-  State Roads
-  Local Roads
-  Multi-Use Field
-  Gravel Paths

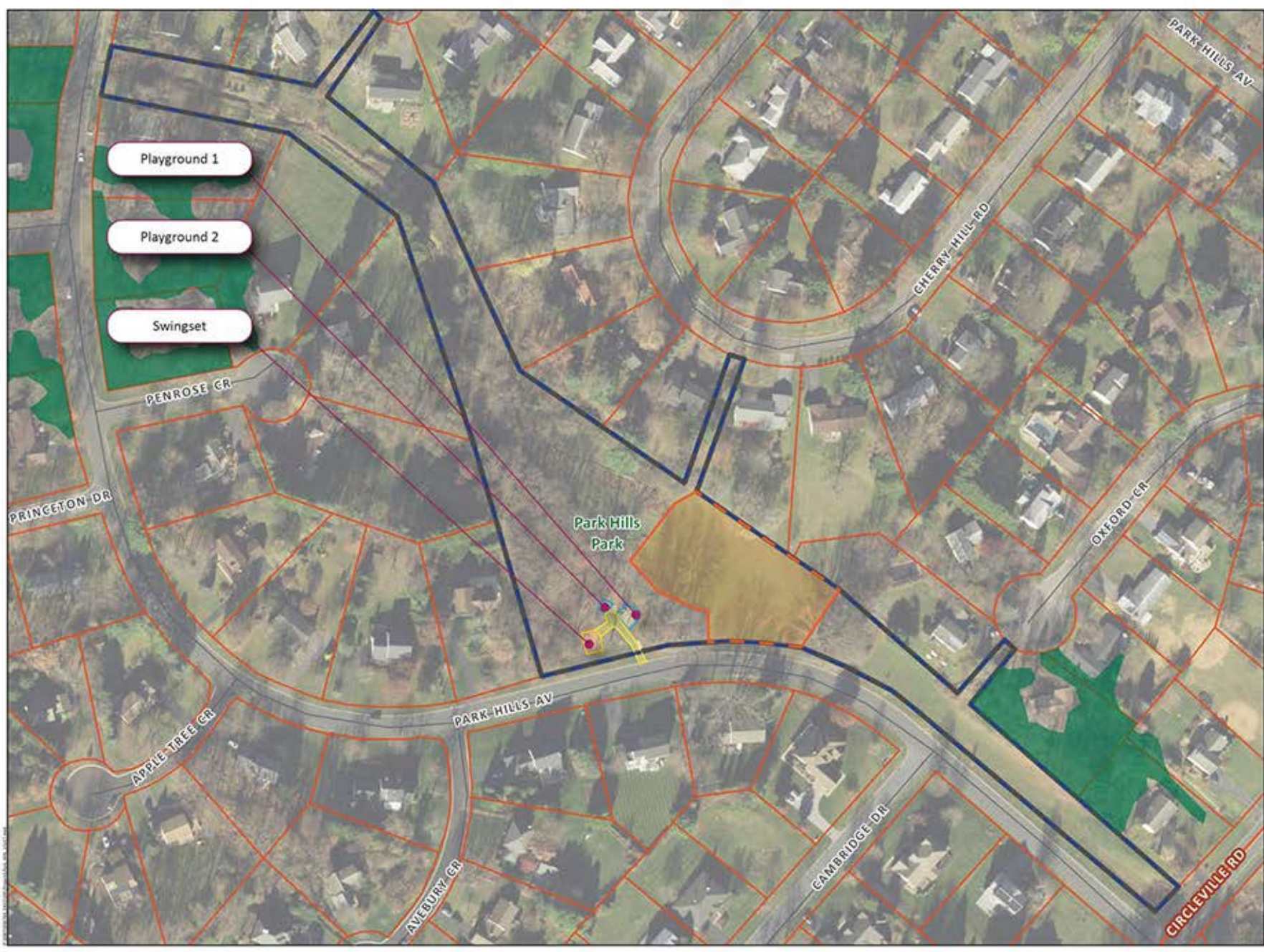


Mapping derived from data provided by GIS, DCMA, PENN, PennDOT, and Centre County.


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	Facility Name: Park Hills Park				
	Facility Size: 4 Acres				
	Assessor: Josh Clark				
	Assessment Date: 3/24/2022				
AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	OBSERVATIONS / RECOMMENDATIONS	PRIORITY
Gravel Paths	Good	All	Yes	Well maintained and completely accessible.	n/a
Multi-Use Field	Good	All	No	Add accessible trail connection to the area. Provide line striping for specific multipurpose sports to match community and/or regional needs.	2, 4
Playground 1	Good	< 5	Yes*	Restore accessible connection between gravel path and safety mulch edge to remove "dip". Provide future ADA play equipment or accessible sensory / enrichment equipment.	2
Swingset	Good	< 5	Yes*	Restore accessible connection between gravel path and safety mulch edge to remove "dip".	2
Playground 2	Good	< 5	Yes*	Restore accessible connection between gravel path and safety mulch edge to remove "dip". Provide future ADA play equipment or accessible sensory / enrichment equipment.	2
Benches^	Good	All	No	Add ADA companion seating bumpouts at 50% of park benches and add paved connections from trails to benches.	2
Water Fountain^	Good	All	Yes	Well maintained and completely accessible.	n/a
Picnic Table^	Good	All	No	Add accessible trail connections to 50% of park picnic tables. Provide ADA picnic tables in accessible locations.	2
Garbage Can^	Good	All	No	Replace older trash receptacles as needed and place them next to paved trail edges or provide accessible connections.	2, 4
Landscaping^	Good	n/a	n/a	Treat, remove, and continue to control invasive plant species within the wooded area.	3
* denotes an ADA caveat in the Observations / Recommendations section.					
^ denotes an amenity not shown on the inventory map.					
General Notes: No off-street parking, no accessible parking. Very well maintained, new equipment.					

Priority 1 = Safety
Priority 2 = Accessibility

Priority 3 = Sustainability
Priority 4 = Suitability

**Suburban Park
Inventory Map**
Ferguson Township
Centre County, Pennsylvania

-  Park Boundary
-  Wooded Area
-  Parcel Boundary
-  Local Roads
-  Parking/Roads
-  Paved Paths



Playground 1

Pavilion

Playground 2

Tennis Court

Basketball Court

Baseball Field

Suburban Park

SUBURBAN AV

ALLEN ST

AARON DR

LYNN ST

HARRIS ST

GUERIN ST

MARJORIE MAE ST

VAIRO BL

PATTON TOWNSHIP
FERGUSON TOWNSHIP




100 0 100 Feet

Mapping derived from data provided by ERI, DCMA, FEMA, Aerial, and Centre County

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	Facility Name: Suburban Park				
	Facility Size: 10 Acres				
	Assessor: Josh Clark				
	Assessment Date: 4/28/2022				
AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	OBSERVATIONS / RECOMMENDATIONS	PRIORITY
Pavilion	Fair	All	Yes	Evaluate doing a full replacement of this pavilion due to very aged materials and construction components.	1
Baseball Field	Fair	All	Yes	Repair/restore the infield and replace the rusted the back stop and safety fencing.	1, 2
Tennis Court	Good	All	Yes	Resurface and repaint the court surface.	1
Basketball Court	Fair	All	No	84'-0" pole to pole. Resurface and repaint the court surface. Add accessible trail connection to the court edges and alleviate poor drainage in surrounding lawn.	1, 2
Playground 1	Good	<5 Years	Yes*	Provide accessible path to edge of safety mulch area. Install additional safety mulch to maintain proper depth and access to play zone.	1, 2
Playground 2	Fair	All	No	Provide accessible path to edge of safety mulch area. Review the bridge across the stormwater feature and replace if needed; it appears to be in disrepair.	1, 2
Paved Paths	Good	All	Yes*	7'-6"" wide. Use park survey program to verify slopes and ensure full accessibility. One terminus, at the bike path, appears to not be compliant.	2
Garbage Can^	Fair	All	No	Replace older trash receptacles as needed and place them next to paved trail edges or provide accessible connections.	2, 4
Benches^	Fair	All	No	Replace old benches as needed and add ADA companion seating bumpouts at 50% of park benches with paved connections from trails to benches.	2, 4
Drinking Fountain^	Good	All	Yes	Well maintained.	n/a
Porta Potty^	Good	All	No	Relocate to an ADA accessible location and/or install a fully accessible Port-a-Potty.	2
* denotes an ADA caveat in the Observations / Recommendations section.					
^ denotes an amenity not shown on the inventory map.					
General Notes: Overall, the park seems a little dated. The park is divided in half by a stormwater feature that makes the half without the path completely inaccessible. A dog walker pointed out that there are no pet waste stations in the park.					

Priority 1 = Safety

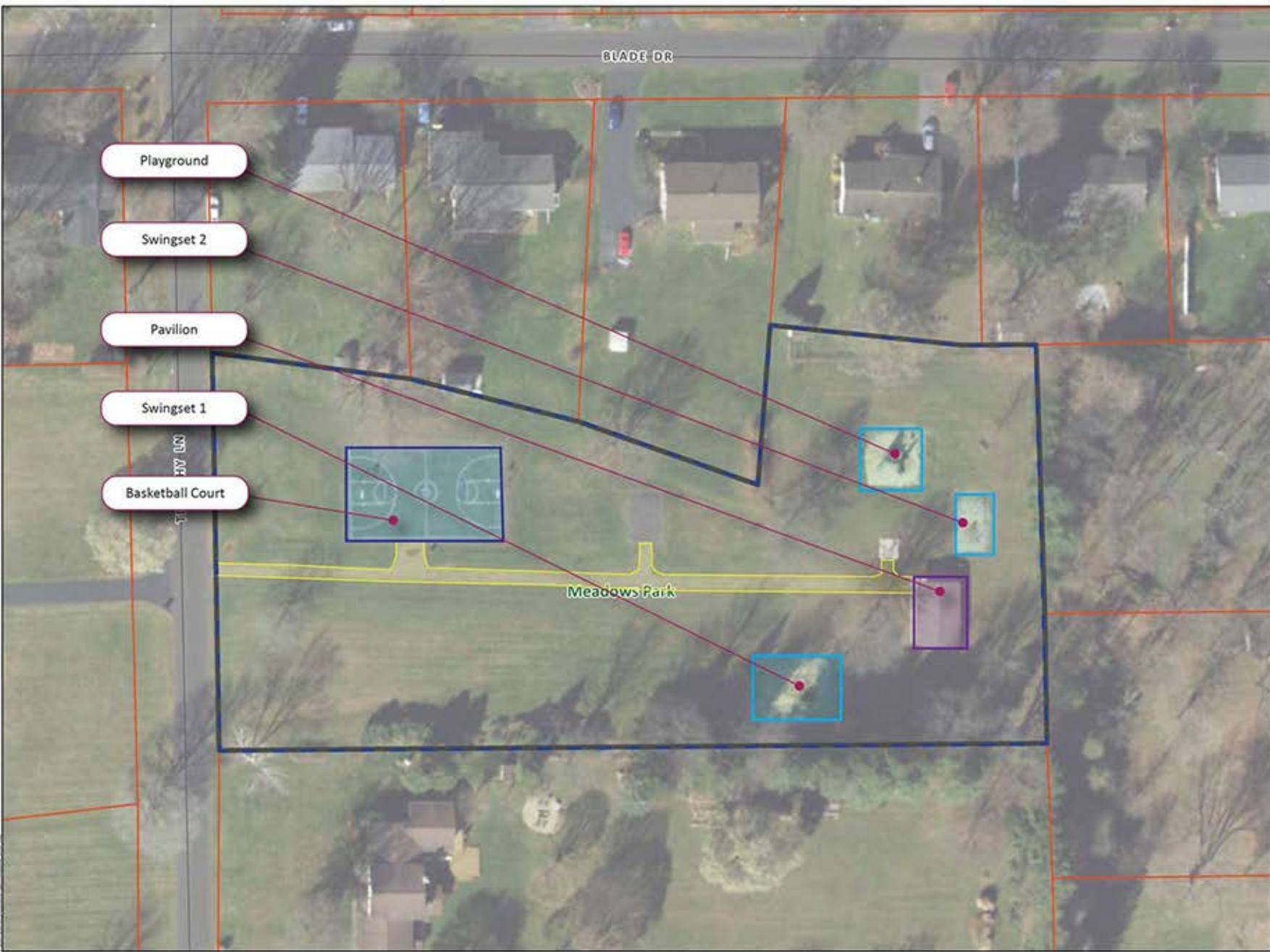
Priority 2 = Accessibility

Priority 3 = Sustainability

Priority 4 = Suitability

**The Meadows Park
Inventory Map**
Ferguson Township
Centre County, Pennsylvania

-  Park Boundary
-  Parcel Boundary
-  Local Roads
-  Gravel Paths




Mapping derived from data provided by ERI, DCNR, FEMA, PennDOT, and Centre County

10/26/2021 AM:MM GIS:ALY QA:YS 8000769-0432

HRG
Herbert, Rowland & Graham, Inc.
Engineering & Related Services
An Employee-Owned Company

776 Bull Run Crossing
Suite 200
Lewisburg, PA 17837
570.524.6744 (phone)
www.hrg-inc.com

	Facility Name:		The Meadows Park		
	Facility Size:		2 Acres		
	Assessor:		Josh Clark		
	Assessment Date:		3/24/2022		
AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	OBSERVATIONS / RECOMMENDATIONS	PRIORITY
Gravel Paths	Good	All	Yes*	Review and adjust existing slopes to maintain ADA compliance. Paths are 6' wide.	2
Basketball Court	Fair	All	Yes	Resurface basketball court. Over run into level grass area could be updated to be accessible paved surface.	1, 2
Swing Set 1	Good	All	No	Provide accessible path to edge of safety mulch area. Install additional safety mulch to maintain proper depth.	1, 2
Pavilion	Good	All	Yes	Resurface gravel path to prevent loss of access. Extend compacted gravel pathway to BBQ so it can also be accessible.	1, 2
Swing Set 2	Good	All	No	Provide accessible path to edge of safety mulch area.	2
Playground	Good	5-12 Years	No	Provide accessible path to edge of safety mulch area. Install additional safety mulch to maintain proper depth.	1, 2
Garbage Can [^]	Fair	All	No	Replace older trash receptacles as needed and place them next to paved trail edges or provide accessible connections.	2, 4
Benches [^]	Fair	All	No	Replace older benches as needed. Add ADA companion seating bumpouts at 50% of park benches and add paved connections from trails to benches.	2, 4
Drinking Fountain [^]	Good	All	Yes	Well maintained.	n/a
* denotes an ADA caveat in the Observations / Recommendations section.					
[^] denotes an amenity not shown on the inventory map.					
General Notes: No off-street parking, no accessible parking. Overall, amenities are a bit dated and site furnishings could use an upgrade including accessibility routes and companion seating areas.					

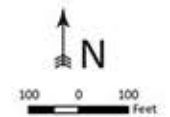
Priority 1 = Safety
Priority 2 = Accessibility

Priority 3 = Sustainability
Priority 4 = Suitability

Tom Tudek Memorial Park Inventory Map

Ferguson Township
Centre County, Pennsylvania

-  Park Boundary
-  Trails
-  Wooded Areas
-  Parcel Boundary
-  State Roads
-  Local Roads
-  Paved Paths
-  Concrete Paths
-  Gravel Paths
-  Parking/Roads



Mapping derived from data provided by GIS, DCNR, FEMA, PennDOT, and Centre County.

20/06/2021 PR: NM GL: AV QA: TS R000769-0432

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- Pavilion 3
- Playground 2
- Pavilion 2
- Tennis Court
- Permanent Bathroom
- Basketball Court
- Pavilion 1
- Playground 1
- Baseball Field

Tudek
Butterfly
Garden

Tom Tudek
Memorial Park

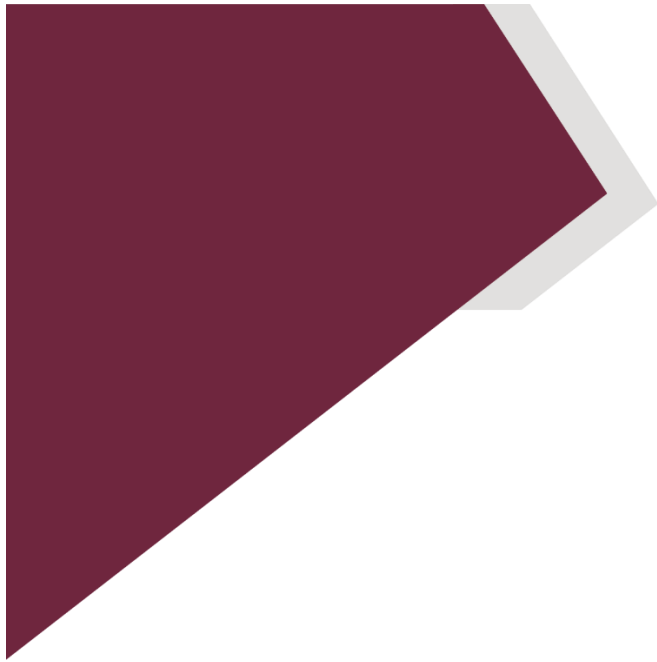
Tudek Park
Community Garden

Tudek
Dog Park

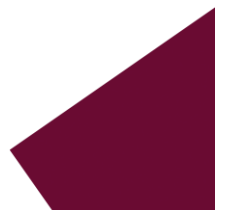
	Facility Name: Tom Tudek Memorial Park				
	Facility Size: 87 Acres				
	Assessor: Tracy Strickland, Josh Clark				
	Assessment Date: 5/10/2022				
AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	OBSERVATIONS / RECOMMENDATIONS	PRIORITY
Permanent Restroom	Good	All	Yes		n/a
Concrete Paths	Good	All	Yes*	8' wide and 5' wide. Use park survey program to verify slopes and ensure full accessibility.	2
Pavilion 1	Good	All	Yes	Companion seating at one table. Provide accessible route and area around BBQ and trash receptacle so they can also be accessible.	2
Basketball Court	Good	All	Yes	80'-4" pole to pole. 4' wide overrun into fence on both sides.	n/a
Playground 1	Good	5-12 Years	No	Install additional safety mulch to maintain proper depth and provide accessible transition into play zone. Provide future ADA play equipment or sensory enrichment equipment.	n/a
Multiuse Field	Good	All	No	Add accessible trail connection to the area. Provide line striping for specific multipurpose sports to match community and/or regional needs.	2, 4
Tennis Court	Good	All	Yes	2 courts. Unlit. Tennis only.	n/a
Baseball Field 1	Good	All	No	Backstop to homeplate: 24'. Backstop to grass strip beyond second base: 130'.	n/a
Playground 2	Good	5-12 Years	Yes*	Provide future ADA play equipment or sensory enrichment equipment.	2
Pavilion 2	Good	All	Yes	Companion seating provided at one table.	n/a
Pavilion 3	Good	All	Yes	Companion seating provided at one table.	n/a
Asphalt Trail	Good	All	Yes*	9' wide. Use park survey program to verify slopes and ensure full accessibility.	2
Perimeter Asphalt Trail	Good	All	Yes*	8' wide. Use park survey program to verify slopes and ensure full accessibility.	2
Gravel Trail	Fair	All	No	Use park survey program to verify slopes and ensure full accessibility.	2
Recycling Can^	Good	All	Yes	Only park in inventory that has dedicated recycling.	n/a
Garbage Can^	Fair	All	No	Replace older trash receptacles as needed and place them next to paved trail edges or provide accessible connections to them.	2
Benches^	Fair	All	No	Add ADA companion seating bumpouts at 50% of park benches and add paved connections from trails to benches.	2
Drinking Fountain^	Good	All	Yes	Well maintained.	n/a
Porta Potty^	Good	All	No	Relocate to an ADA accessible location and/or install a fully accessible Port-a-Potty.	2
* denotes an ADA caveat in the Observations / Recommendations section.					
^ denotes an amenity not shown on the inventory map.					
General Notes: Most observations indicate opportunities to expand current accessibility practices to include site furnishings, and to verify paths and trails comply with ADA slope parameters.					

Priority 1 = Safety
Priority 2 = Accessibility

Priority 3 = Sustainability
Priority 4 = Suitability



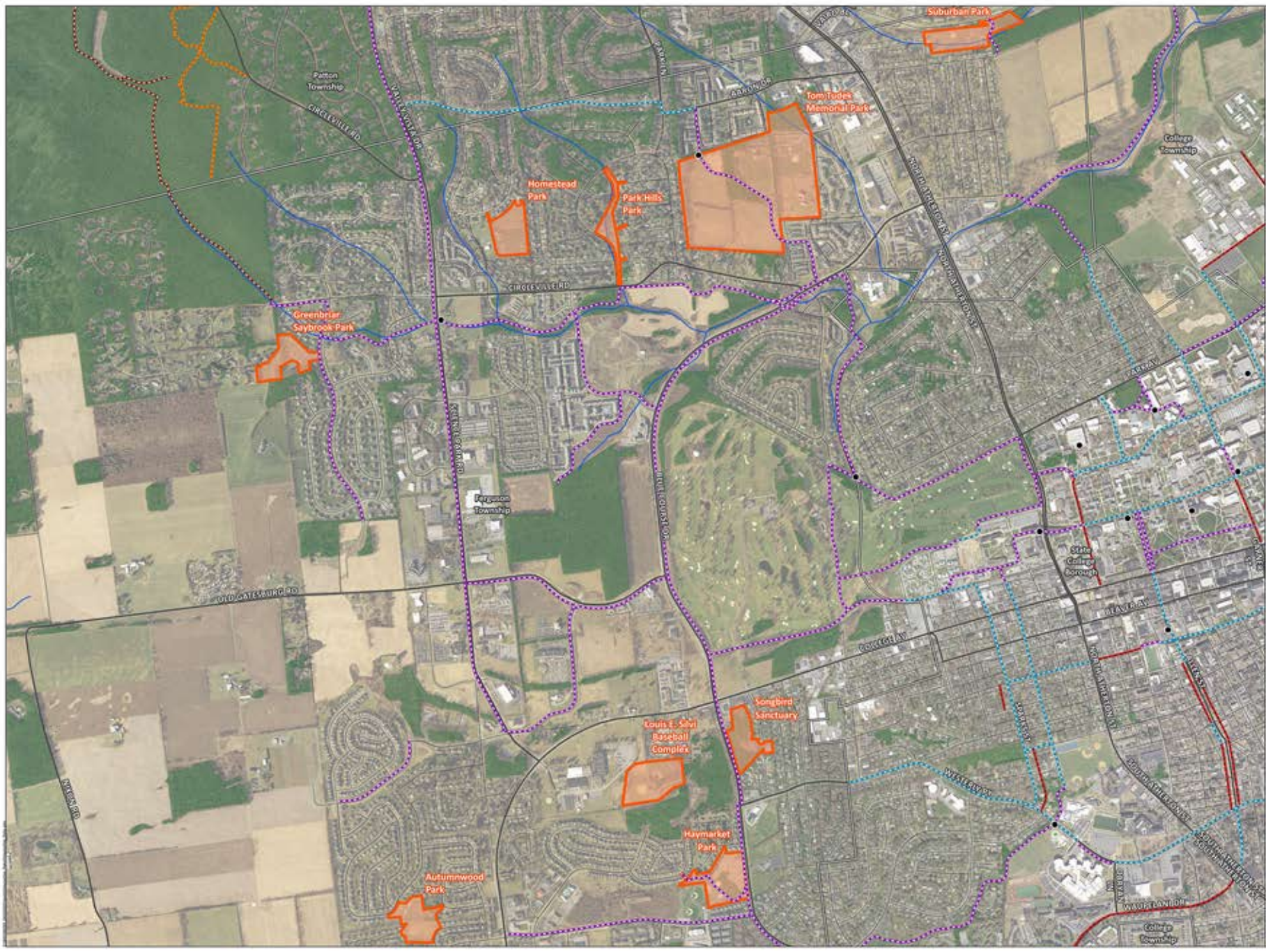
APPENDIX E
Township Open Space Map



Ferguson Township Parks Map A

Centre County, Pennsylvania

- Bike Repair Stations
- Bike Lane
- Bike Route
- Shared Use Path
- Single Track
- State Game Lands Trail
- Ferguson Township Parks
- State Roads
- Streams
- ▭ Municipal Boundary
- Local Roads
- Wooded Areas



Map data provided by USGS, Microsoft, Centre County, 2024. Center County Council of Governments, and USGS.

Created	Rev	Rev Date	Rev To	Revised By

HRG
 Engineering & Architectural Services
 778 Bull Run Crossing
 Suite 200
 Lewisburg, PA 17037
 570.524.8744 (phone)
 www.hrg-usa.com

Ferguson Township Parks Map B

Centre County, Pennsylvania

-  Shared Use Path
-  State Bike Route
-  Ferguson Township Parks
-  State Roads
-  Streams
-  Municipal Boundary
-  Local Roads
-  Wooded Areas
-  County Boundary

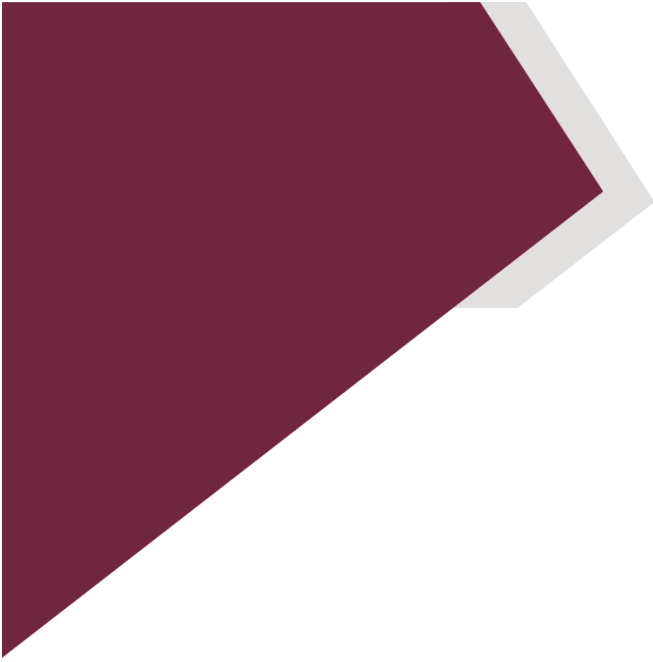


Map created from data provided by GIS, Planning, Centre County, PA, and other regional sources of information, and GIS.

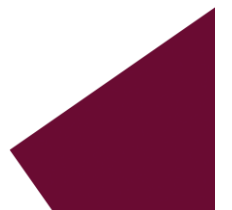
Revision	Rev. No.	Date	By	Checked

HRG
 Planning, Research & Services, Inc.
 Engineering & Technical Services
 And Environmental Assessment & Consulting

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 Lewisburg, PA 17037
 717.524.8744 (phone)
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APPENDIX F
2022 COG Formula



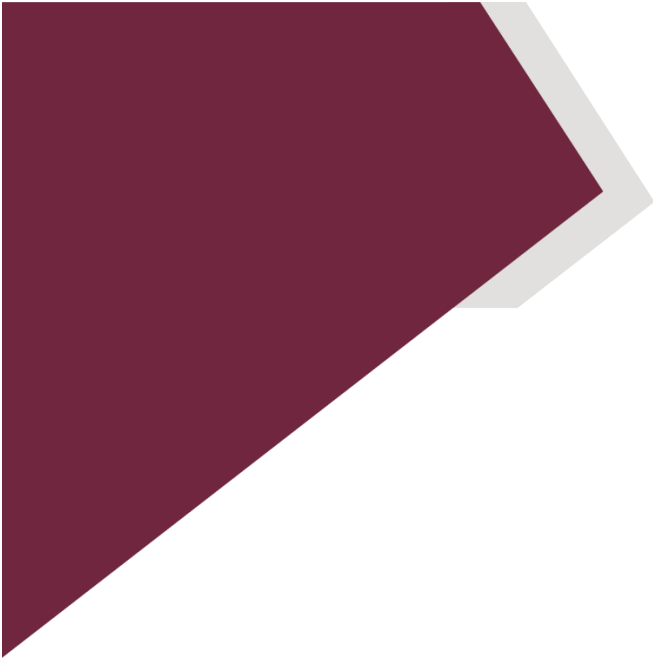
ANNUAL BUDGET

2022 COG FORMULA

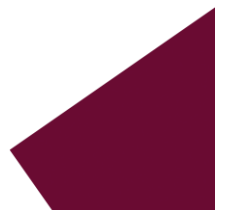
During its July 27, 2009 meeting, the General Forum approved a new COG Formula. It is based on the latest figures for assessed valuation (March 2021), population (2020 U.S. Census Estimates), and 2020 Gross Earned Income Tax (EIT) Base, as reported to the Commonwealth of Pennsylvania. Municipal shares are based on the average of the proportion of the three factors. Population estimates do not include college students.

	<u>March 2021 Assessed Valuation</u>	<u>2020 US Census less Students</u>	<u>2020 Gross EIT Wages</u>			
Municipality	Amount	Number	Amount			
	% of Total	% of Total	% of Total			
State College Borough	\$566,542,200	15,358	\$416,419,308			
College Township	\$448,780,140	7,587	\$329,873,200			
Ferguson Township	\$593,774,900	16,594	\$489,728,857			
Halfmoon Township	\$79,557,795	2,706	\$96,777,600			
Harris Township	\$224,294,565	5,692	\$201,597,200			
Patton Township	\$501,582,905	12,180	\$446,248,400			
TOTAL	\$2,414,532,505	60,117	\$1,980,644,565			
	100.00%	100.00%	100.00%			
Benner Township (Independent)	\$5,060,995	245	\$4,459,474			
	100.00%	100.00%	100.00%			
	<u>Standard COG Formula</u>	<u>Modified COG Formula 2022</u>				
Municipality	2022	2021	2020	2019	Alpha FC	Parks & Rec
State College Borough	23.34%	22.89%	22.99%	22.79%	27.00%	24.37%
College Township	15.95%	15.95%	16.02%	16.17%	18.46%	16.65%
Ferguson Township	25.64%	25.81%	26.08%	26.46%	29.68%	26.78%
Halfmoon Township	4.23%	4.30%	4.27%	4.32%	0.00%	0.00%
Harris Township	9.65%	9.85%	9.57%	9.33%	0.00%	10.07%
Patton Township	21.19%	21.20%	21.07%	20.93%	24.53%	22.13%
Benner Township	0.00%	0.00%	0.00%	0.00%	0.33%	0.00%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Shares of the following programs are based on use rather than the Standard Formula: Library, Planning (local), and Active Adult Center.



APPENDIX G
2022 COG Budgets



ANNUAL BUDGET

COMPARATIVE DETAIL OF REVENUES

AGENCY: Parks and Recreation - C20

Acct #	Account		Actual Receipts 2019	Actual Receipts 2020	Budgeted Receipts 2021	Estimated Receipts 2021	Proposed Receipts 2022	\$ Change Est to Budget	% Change Est to Budget	\$ Change Budget to Budget	% Change Budget to Budget	
	<u>FUND BALANCE:</u>											
C20-000-00-3279	Committed Fund Balance - Comp Plan		\$ 35,202	\$ 14,880	\$ 14,880	\$ -	\$ -	\$ -	#DIV/0!	\$ (14,880)	-100.00%	
C20-000-00-3279	Committed Fund Balance - Operations		256,288	165,705	252,018	294,627	252,726	(41,901)	-14.22%	708	0.28%	
C20-000-00-3280	Restricted Fund Balance - Gifts for Parks		19,446	19,795	24,295	18,018	35,318	17,300	96.02%	11,023	45.37%	
	Subtotal		\$ 310,936	\$ 200,380	\$ 291,193	\$ 312,645	\$ 288,044	\$ (24,601)	-7.87%	\$ (3,149)	-1.08%	
	<u>CONCESSIONS REVENUE:</u>											
C20-450-00-4360	Food Sales		\$ 26,463	\$ 14,572	\$ 19,500	\$ 28,500	\$ 29,000	\$ 500	1.75%	\$ 9,500	48.72%	
C20-450-00-4365	Concessionaire Contracts		1,188	30	200	-	100	100	#DIV/0!	(100)	-50.00%	
C20-450-00-4373	Vending		1,065	731	600	400	400	-	0.00%	(200)	-33.33%	
	Subtotal		\$ 28,716	\$ 15,333	\$ 20,300	\$ 28,900	\$ 29,500	\$ 600	2.08%	\$ 9,200	45.32%	
	<u>SUMMER CAMP REVENUE:</u>											
C20-451-00-4372	Summer Camps		\$ 123,169	\$ 15,147	\$ 40,000	\$ 62,875	\$ 74,939	\$ 12,064	19.19%	\$ 34,939	87.35%	
	Subtotal		\$ 123,169	\$ 15,147	\$ 40,000	\$ 62,875	\$ 74,939	\$ 12,064	19.19%	\$ 34,939	87.35%	
	<u>PARKS MAINTENANCE REVENUE:</u>											
C20-452-00-4328	Youth & Adult Leagues		\$ 63,829	\$ 35,966	\$ 51,000	\$ 49,000	\$ 51,000	\$ 2,000	4.08%	\$ -	0.00%	
C20-452-00-4329	Youth & Adult Tournaments		18,042	18,439	22,000	29,000	29,000	-	0.00%	7,000	31.82%	
C20-452-00-4374	Facility Reservation Revenue		36,000	9,676	22,000	28,500	28,500	-	0.00%	6,500	29.55%	
C20-452-00-4375	Sportsfield Reservation Revenue		15,893	19,575	18,750	16,500	20,000	3,500	21.21%	1,250	6.67%	
C20-452-00-4389	Miscellaneous Revenue		16,914	11,509	1,000	1,400	1,500	100	7.14%	500	50.00%	
C20-452-00-4390	Advertising Revenue		4,144	1,459	3,800	4,800	4,400	(400)	-8.33%	600	15.79%	
C20-452-12-4350	Municipal Contributions - College	16.65%	151,069	163,441	154,609	154,609	152,918	(1,691)	-1.09%	(1,691)	-1.09%	
C20-452-13-4350	Municipal Contributions - Ferguson	26.78%	247,400	266,372	250,288	250,288	245,955	(4,333)	-1.73%	(4,333)	-1.73%	
C20-452-15-4350	Municipal Contributions - Harris	10.07%	87,297	97,752	95,586	95,586	92,485	(3,101)	-3.24%	(3,101)	-3.24%	
C20-452-16-4350	Municipal Contributions - Patton	22.13%	195,702	215,249	205,650	205,650	203,248	(2,402)	-1.17%	(2,402)	-1.17%	
C20-452-17-4350	Municipal Contributions - State College	24.37%	212,964	234,702	221,890	221,890	223,821	1,931	0.87%	1,931	0.87%	
	Subtotal		\$ 1,049,254	\$ 1,074,140	\$ 1,046,573	\$ 1,057,223	\$ 1,052,827	\$ (4,396)	-0.42%	\$ 6,254	0.60%	

ANNUAL BUDGET

COMPARATIVE DETAIL OF REVENUES

AGENCY: Parks and Recreation - C20

Acct #	Account		Actual Receipts 2019	Actual Receipts 2020	Budgeted Receipts 2021	Estimated Receipts 2021	Proposed Receipts 2022	\$ Change Est to Budget	% Change Est to Budget	\$ Change Budget to Budget	% Change Budget to Budget
<u>PARKS PROGRAM REVENUE:</u>											
C20-454-00-4326	Youth & Adult Fitness		\$ 21,923	\$ 3,408	\$ 10,758	\$ 9,881	\$ 11,309	\$ 1,428	14.45%	\$ 551	5.12%
C20-454-00-4327	Youth & Adult Instruction Sports		2,083	5,165	1,500	15,000	15,000	-	0.00%	13,500	900.00%
C20-454-00-4330	Youth & Adult Instruction Programs		1,930	4,755	5,213	10,500	11,000	500	4.76%	5,787	111.01%
C20-454-00-4370	Arts, Crafts, & Dance		3,663	-				-	#DIV/0!	-	#DIV/0!
C20-454-00-4371	Special Groups & Events		146	1,620	1,050	3,579	4,479	900	25.15%	3,429	326.57%
C20-454-00-4375	Sportfield Reservation Revenue		72	-				-	#DIV/0!	-	#DIV/0!
C20-454-00-4367	Rec on the Go Rental Revenue		-	-	975	195	500	305	156.41%	(475)	-48.72%
C20-454-00-4387	Contributions - Gifts-For-Parks		-	-				-	#DIV/0!	-	#DIV/0!
C20-454-00-4389	Miscellaneous Revenue		-	-				-	#DIV/0!	-	#DIV/0!
C20-454-12-4350	Municipal Contributions - College	16.65%	28,145	30,538	42,131	42,131	25,425	(16,706)	-39.65%	(16,706)	-39.65%
C20-454-13-4350	Municipal Contributions - Ferguson	26.78%	46,092	49,771	68,204	68,204	40,893	(27,311)	-40.04%	(27,311)	-40.04%
C20-454-15-4350	Municipal Contributions - Harris	10.07%	16,264	18,264	26,047	26,047	15,377	(10,670)	-40.96%	(10,670)	-40.96%
C20-454-16-4350	Municipal Contributions - Patton	22.13%	36,460	40,218	56,040	56,040	33,793	(22,247)	-39.70%	(22,247)	-39.70%
C20-454-17-4350	Municipal Contributions - State College	24.37%	39,676	43,853	60,466	60,466	37,213	(23,253)	-38.46%	(23,253)	-38.46%
	Subtotal		\$ 196,454	\$ 197,592	\$ 272,384	\$ 292,043	\$ 194,989	\$ (97,054)	-33.23%	\$ (77,395)	-28.41%
<u>PARKS ADMINISTRATION REVENUE:</u>											
C20-455-00-4341	Interest Earnings		\$ 10,178	\$ 2,095	\$ 1,500	\$ 750	\$ 750	\$ -	0.00%	\$ (750)	-50.00%
C20-455-00-4387	Contributions - Gifts-For-Parks		26,439	16,113	10,000	23,800	15,000	(8,800)	-36.97%	5,000	50.00%
C20-455-00-4389	Miscellaneous Revenue		(873)	827	1,000	5,000	5,500	500	10.00%	4,500	450.00%
C20-455-00-4400	Grant Revenue - DCNR		15,000	7,085	8,750	17,000	1,000	(16,000)	-94.12%	(7,750)	-88.57%
C20-455-00-4392	Transfer from R13 - RecDesk Expense		-	689	7,750	7,750	4,500	(3,250)	-41.94%	(3,250)	-41.94%
C20-455-12-4350	Municipal Contributions - College	16.65%	67,755	91,515	88,445	88,445	102,844	14,399	16.28%	14,399	16.28%
C20-455-13-4350	Municipal Contributions - Ferguson	26.78%	110,956	149,148	143,181	143,181	165,415	22,234	15.53%	22,234	15.53%
C20-455-14-4350	Municipal Contributions - Halfmoon	0.00%	648	-	-	-	-	-	#DIV/0!	-	#DIV/0!
C20-455-15-4350	Municipal Contributions - Harris	10.07%	39,151	54,734	54,682	54,682	62,200	7,518	13.75%	7,518	13.75%
C20-455-16-4350	Municipal Contributions - Patton	22.13%	87,769	120,524	117,645	117,645	136,692	19,047	16.19%	19,047	16.19%
C20-455-17-4350	Municipal Contributions - State College	24.37%	95,514	131,416	126,936	126,936	150,529	23,593	18.59%	23,593	18.59%
	Subtotal		\$ 452,537	\$ 574,146	\$ 559,889	\$ 585,189	\$ 644,430	\$ 59,241	10.12%	\$ 84,541	15.10%
	GRAND TOTAL REVENUE		\$ 2,161,066	\$ 2,076,738	\$ 2,230,339	\$ 2,338,875	\$ 2,284,729	\$ (54,146)	-2.32%	\$ 54,390	2.44%

ANNUAL BUDGET

COMPARATIVE DETAIL OF EXPENDITURES

AGENCY: Parks and Recreation - C20

Acct #	Account	Actual Expenditures 2019	Actual Expenditures 2020	Budgeted Expenditures 2021	Estimated Expenditures 2021	Proposed Expenditures 2022	\$ Change Est to Budget	% Change Est to Budget	\$ Change Budget to Budget	% Change Budget to Budget	
<u>CONCESSIONS EXPENDITURES:</u>											
C20-450-00-6115	Salaries & Wages - Part Time Staff	\$ 7,359	\$ 5,111	\$ 5,140	\$ 5,750	\$ 5,800	\$ 50	0.87%	\$ 660	12.84%	
C20-450-00-6192	FICA	563	391	393	440	444	4	0.91%	51	12.98%	
C20-450-00-6194	Unemployment Compensation	-	-	77	77	87	10	12.99%	10	12.99%	
C20-450-00-6195	Workers Compensation Insurance	7	(281)	16	16	19	3	18.75%	3	18.75%	
C20-450-00-7220	Operating Supplies	676	419	375	500	425	(75)	-15.00%	50	13.33%	
C20-450-00-7225	Food Expense	8,404	5,215	5,100	8,500	8,500	-	0.00%	3,400	66.67%	
C20-450-00-7226	Drink Expense	5,107	3,200	4,200	5,000	4,800	(200)	-4.00%	600	14.29%	
C20-450-00-7227	Paper Products	274	109	400	150	400	250	166.67%	-	0.00%	
C20-450-00-7373	Building Operations Services	216	497	425	425	425	-	0.00%	-	0.00%	
C20-450-00-7420	Dues, Subscriptions & Memberships	68	-	100	100	200	100	100.00%	100	100.00%	
C20-450-00-8750	Specialized Equipment	429	506	4,700	4,700	4,700	-	0.00%	-	0.00%	
	Subtotal	\$ 23,103	\$ 15,167	\$ 20,926	\$ 25,658	\$ 25,800	\$ 142	0.55%	\$ 4,874	23.29%	
<u>SUMMER CAMP EXPENDITURES:</u>											
C20-451-00-6115	Salaries & Wages - Part Time Staff	\$ 47,041	\$ 10,279	\$ 19,116	\$ 18,150	\$ 28,680	\$ 10,530	58.02%	\$ 9,564	50.03%	
C20-451-00-6192	FICA	3,903	828	1,462	1,462	2,194	732	50.07%	732	50.07%	
C20-451-00-6194	Unemployment Compensation	-	-	286	286	430	144	50.35%	144	50.35%	
C20-451-00-6195	Workers Compensation Insurance	55	241	61	61	95	34	55.74%	34	55.74%	
C20-451-00-7220	Operating Supplies	2,814	1,069	3,000	1,920	3,000	1,080	56.25%	-	0.00%	
C20-451-00-7238	Clothing & Uniforms	1,373	-	250	250	300	50	20.00%	50	20.00%	
C20-451-00-7318	Contracted Services	8,567	3,200	3,250	18,920	19,245	325	1.72%	15,995	492.15%	
C20-451-00-7334	Transportation & Tickets	16,285	-	1,000	-	4,100	4,100	#DIV/0!	3,100	310.00%	
C20-451-00-7385	Facility Rental	-	-	1,500	-	1,000	1,000	#DIV/0!	(500)	-33.33%	
	Subtotal	\$ 80,038	\$ 15,617	\$ 29,925	\$ 41,049	\$ 59,044	\$ 17,995	43.84%	\$ 29,119	97.31%	

ANNUAL BUDGET

COMPARATIVE DETAIL OF EXPENDITURES

AGENCY: Parks and Recreation - C20

Acct #	Account		Actual Expenditures 2019	Actual Expenditures 2020	Budgeted Expenditures 2021	Estimated Expenditures 2021	Proposed Expenditures 2022	\$ Change Est to Budget	% Change Est to Budget	\$ Change Budget to Budget	% Change Budget to Budget
	<u>PARKS MAINT EXPENDITURES:</u>										
C20-452-00-6112	Salaries & Wages - Full Time	\$	427,733	\$ 434,178	\$ 498,524	\$ 485,000	\$ 546,957	\$ 61,957	12.77%	\$ 48,433	9.72%
C20-452-00-6115	Salaries & Wages - Part Time		169,280	74,444	164,636	95,000	120,384	25,384	26.72%	(44,252)	-26.88%
C20-452-00-6118	Overtime		1,345	137	2,500	500	2,500	2,000	400.00%	-	0.00%
C20-452-00-6187	Medical Waiver Reimbursement		21,107	25,440	25,541	26,750	30,569	3,819	14.28%	5,028	19.69%
C20-452-00-6188	Merit Adjustment/Achievement		-	-	7,478	-	8,204	8,204	#DIV/0!	726	9.71%
C20-452-00-6192	FICA		47,958	40,101	53,451	45,000	54,211	9,211	20.47%	760	1.42%
C20-452-00-6194	Unemployment		14,506	6,863	10,478	10,478	10,630	152	1.45%	152	1.45%
C20-452-00-6195	Workers Compensation		1,716	962	22,047	15,000	26,458	11,458	76.39%	4,411	20.01%
C20-452-00-6196	Health, Dental & Vision Insurance		98,236	105,338	148,184	125,000	148,363	23,363	18.69%	179	0.12%
C20-452-00-6197	Pension		15,746	17,440	30,111	30,111	-	(30,111)	-100.00%	(30,111)	-100.00%
C20-452-00-6199	Life Insurance		1,181	1,390	1,495	1,495	1,588	93	6.22%	93	6.22%
C20-452-00-7221	Maintenance Supplies		50,176	50,774	58,000	58,000	58,000	-	0.00%	-	0.00%
C20-452-00-7231	Vehicle Fuel - Gasoline		37,709	21,462	42,000	35,000	42,000	7,000	20.00%	-	0.00%
C20-452-00-7236	Building Operations Supplies		543	786	500	500	500	-	0.00%	-	0.00%
C20-452-00-7238	Clothing & Uniforms		4,892	5,469	5,000	5,000	5,000	-	0.00%	-	0.00%
C20-452-00-7260	Small Tools & Minor Equipment		8,265	8,007	15,000	15,000	15,000	-	0.00%	-	0.00%
C20-452-00-7318	Contracted Services - Sports		44	721							
C20-452-00-7321	Telecommunications		4,505	4,531	3,500	3,500	4,000	500	14.29%	500	14.29%
C20-452-00-7325	Internet Fees/Website Hosting		2,837	2,958	2,000	2,000	3,000	1,000	50.00%	1,000	50.00%
C20-452-00-7327	Portable Radio Maintenance		650	2,754	1,500	1,500	1,500	-	0.00%	-	0.00%
C20-452-00-7341	Advertising Expenses - Parks Banners		634	521	1,000	1,445	1,600	155	10.73%	600	60.00%
C20-452-00-7361	Electricity		7,349	6,709	6,300	6,300	7,500	1,200	19.05%	1,200	19.05%
C20-452-00-7362	Natural Gas		3,007	3,165	3,000	3,000	3,000	-	0.00%	-	0.00%
C20-452-00-7366	Water & Sewer		8,639	12,832	7,500	7,500	8,000	500	6.67%	500	6.67%
C20-452-00-7367	Refuse & Recycling		9,511	10,041	8,000	10,500	11,000	500	4.76%	3,000	37.50%
C20-452-00-7383	Building Rent		54,000	55,443	56,494	59,000	60,200	1,200	2.03%	3,706	6.56%
C20-452-00-7384	Rent of Machinery & Equipment		31,574	24,216	37,800	25,000	32,500	7,500	30.00%	(5,300)	-14.02%
C20-452-00-7451	Vehicle & Equipment Maintenance		31,984	22,908	30,000	30,000	30,000	-	0.00%	-	0.00%
	SUBTOTAL	\$	1,055,127	\$ 939,590	\$ 1,242,039	\$ 1,097,579	\$ 1,232,664	\$ 135,085	12.31%	\$ (9,375)	-0.75%

ANNUAL BUDGET

COMPARATIVE DETAIL OF EXPENDITURES

AGENCY: Parks and Recreation - C20

Acct #	Account		Actual Expenditures 2019	Actual Expenditures 2020	Budgeted Expenditures 2021	Estimated Expenditures 2021	Proposed Expenditures 2022	\$ Change Est to Budget	% Change Est to Budget	\$ Change Budget to Budget	% Change Budget to Budget	
	<u>PARKS PROGRAM EXPENDITURES:</u>											
C20-454-00-6112	Salaries & Wages - Full Time	\$	104,962	104,310	\$ 110,217	\$ 111,850	\$ 114,418	\$ 2,568	2.30%	\$ 4,201	3.81%	
C20-454-00-6115	Salaries & Wages - Part Time		18,986	11,278	9,558	8,976	11,972	2,996	33.38%	2,414	25.26%	
C20-454-00-6118	Overtime		-	-	-	-	-	-	#DIV/0!	-	#DIV/0!	
C20-454-00-6188	Merit/Achievement		-	-	1,653	-	1,716	1,716	#DIV/0!	63	3.81%	
C20-454-00-6192	FICA		8,541	8,197	9,289	8,700	9,800	1,100	12.64%	511	5.50%	
C20-454-00-6194	Unemployment Compensation		-	1,823	1,821	1,821	1,922	101	5.55%	101	5.55%	
C20-454-00-6195	Workers Compensation Insurance		(2,712)	(1,307)	2,568	2,568	2,913	345	13.43%	345	13.43%	
C20-454-00-6196	Health, Dental & Vision Insurance		46,734	52,281	52,234	52,234	52,462	228	0.44%	228	0.44%	
C20-454-00-6197	Pension		6,025	7,237	11,186	11,186	-	(11,186)	-100.00%	(11,186)	-100.00%	
C20-454-00-6199	Life Insurance		290	296	313	313	314	1	0.32%	1	0.32%	
C20-454-00-7220	Operating Supplies		28,812	18,918	18,000	18,000	20,000	2,000	11.11%	2,000	11.11%	
C20-454-00-7220	Operating Supplies - Rec on the Go		-	-	-	-	-	-	#DIV/0!	-	#DIV/0!	
C20-454-00-7229	Meeting Expenses		-	-	-	-	-	-	#DIV/0!	-	#DIV/0!	
C20-454-00-7238	Clothing & Uniforms		365	-	500	150	500	350	233.33%	-	0.00%	
C20-454-00-7318	Contracted Services		24,781	23,944	17,316	26,500	27,686	1,186	4.48%	10,370	59.89%	
C20-454-00-7319	Child Safety Clearances		35	-	-	-	-	-	#DIV/0!	-	#DIV/0!	
C20-454-00-7321	Telecommunications		1,631	1,200	1,200	1,200	1,200	-	0.00%	-	0.00%	
C20-454-00-7325	Internet Fees/Website Hosting		-	-	-	-	-	-	#DIV/0!	-	#DIV/0!	
C20-454-00-7331	Mileage, Parking & Tolls		2,623	329	200	50	50	-	0.00%	(150)	-75.00%	
C20-454-00-7341	Advertising		7,182	3,438	4,800	3,500	6,000	2,500	71.43%	1,200	25.00%	
C20-454-00-7385	Facility Rental		3,305	242	3,000	900	3,000	2,100	233.33%	-	0.00%	
C20-454-00-7460	Employee Development		2,106	-	3,000	-	2,500	2,500	#DIV/0!	(500)	-16.67%	
C20-454-00-7510	Gifts For Parks		-	100	-	-	-	-	#DIV/0!	-	#DIV/0!	
	Subtotal	\$	253,666	232,286	\$ 246,855	\$ 247,948	\$ 256,453	\$ 8,505	3.43%	\$ 9,598	3.89%	
	<u>PARKS ADMIN EXPENDITURES:</u>											
C20-455-00-6112	Salaries & Wages - Full Time	\$	210,098	223,766	\$ 232,721	\$ 236,250	\$ 242,774	\$ 6,524	2.76%	\$ 10,053	4.32%	
C20-455-00-6115	Salaries & Wages - Part Time		4,603	5,823	4,870	1,200	9,360	8,160	680.00%	4,490	92.20%	
C20-455-00-6118	Overtime		184	672	-	-	-	-	#DIV/0!	-	#DIV/0!	
C20-455-00-6187	Medical Waiver Reimbursement		-	-	-	-	-	-	#DIV/0!	-	#DIV/0!	
C20-455-00-6188	Merit/Achievement		-	-	2,079	-	2,100	2,100	#DIV/0!	21	1.01%	
C20-455-00-6192	FICA		16,006	17,148	18,335	17,250	19,449	2,199	12.75%	1,114	6.08%	
C20-455-00-6194	Unemployment Compensation		-	2,316	3,595	3,595	3,814	219	6.09%	219	6.09%	
C20-455-00-6195	Workers Compensation Insurance		1,935	(1,439)	7,218	6,700	8,653	1,953	29.15%	1,435	19.88%	
C20-455-00-6196	Health, Dental & Vision Insurance		38,887	43,725	44,504	44,504	42,892	(1,612)	-3.62%	(1,612)	-3.62%	
C20-455-00-6197	Pension		3,157	3,025	4,861	4,861	-	(4,861)	-100.00%	(4,861)	-100.00%	
C20-455-00-6199	Life Insurance		565	631	657	657	660	3	0.46%	3	0.46%	
	SUBTOTAL	\$	275,435	295,667	\$ 318,840	\$ 315,017	\$ 329,702	\$ 14,685	4.66%	\$ 10,862	3.41%	

ANNUAL BUDGET

COMPARATIVE DETAIL OF EXPENDITURES

AGENCY: Parks and Recreation - C20

Acct #	Account	Actual Expenditures 2019	Actual Expenditures 2020	Budgeted Expenditures 2021	Estimated Expenditures 2021	Proposed Expenditures 2022	\$ Change Est to Budget	% Change Est to Budget	\$ Change Budget to Budget	% Change Budget to Budget
	<u>PARKS ADMIN EXPENDITURES:</u>									
C20-455-00-7210	Office Supplies	\$ 1,925	\$ 1,160	\$ 2,750	\$ 2,250	\$ 2,000	\$ (250)	-11.11%	\$ (750)	-27.27%
C20-455-00-7212	Forms/Printing	1,073	205	1,000	1,000	1,000	-	0.00%	-	0.00%
C20-455-00-7213	Photocopying	2,078	466	300	800	2,473	1,673	209.13%	2,173	724.33%
C20-455-00-7215	Postage	778	1,205	1,600	1,500	1,600	100	6.67%	-	0.00%
C20-455-00-7216	Office Equipment Maintenance	-	-	150	-	150	150	#DIV/0!	-	0.00%
C20-455-00-7229	Meeting Expenses	2,906	696	3,600	3,600	3,600	-	0.00%	-	0.00%
C20-455-00-7236	Building Operations Supplies	194	1,443	380	900	800	(100)	-11.11%	420	110.53%
C20-455-00-7238	Clothing & Uniforms	154	3,214	4,000	4,000	4,000	-	0.00%	-	0.00%
C20-455-00-7253	Systemwide Hardware/Software	2,669	1,767	2,866	2,866	8,615	5,749	200.59%	5,749	200.59%
C20-455-00-7311	Audit Services	3,600	3,600	3,600	3,600	3,730	130	3.61%	130	3.61%
C20-455-00-7314	Legal Services	-	-	1,000	500	1,000	500	100.00%	-	0.00%
C20-455-00-7317	Financial Services	22,290	22,290	22,290	22,290	22,970	680	3.05%	680	3.05%
C20-455-00-7318	Contracted Services	1,366	19,360	31,273	27,873	23,500	(4,373)	-15.69%	(7,773)	-24.86%
C20-455-00-7319	Child Safety Clearances	142	70	150	300	300	-	0.00%	150	100.00%
C20-455-00-7321	Telecommunications	3,003	4,306	4,560	4,560	4,370	(190)	-4.17%	(190)	-4.17%
C20-455-00-7325	Internet Fees/Website Hosting	4,575	5,927	4,650	7,000	7,500	500	7.14%	2,850	61.29%
C20-455-00-7338	Recruitment	1,326	1,348	1,200	1,000	1,500	500	50.00%	300	25.00%
C20-455-00-7339	Volunteer/Staff Recognition	143	1,639	500	850	1,920	1,070	125.88%	1,420	284.00%
C20-455-00-7341	Advertising	22,864	14,889	81,160	63,776	67,439	3,663	5.74%	(13,721)	-16.91%
C20-455-00-7350	Insurance	16,560	21,879	31,080	27,500	27,793	293	1.07%	(3,287)	-10.58%
C20-455-00-7361	Electricity	3,574	1,728	1,500	2,000	2,500	500	25.00%	1,000	66.67%
C20-455-00-7362	Natural Gas	413	865	950	950	950	-	0.00%	-	0.00%
C20-455-00-7366	Water & Sewer	559	-	-	-	-	-	#DIV/0!	-	#DIV/0!
C20-455-00-7367	Refuse & Recycling	398	649	900	900	900	-	0.00%	-	0.00%
C20-455-00-7373	Building Operations Services - CAM	16,957	6,234	6,436	6,436	6,750	314	4.88%	314	4.88%
C20-455-00-7375	Janitorial Services	-	-	-	3,400	3,400	-	0.00%	3,400	#DIV/0!
C20-455-00-7383	Building Rent	46,223	73,519	73,251	75,000	80,919	5,919	7.89%	7,668	10.47%
C20-455-00-7385	Facility Rental	130	232	1,500	1,500	1,500	-	0.00%	-	0.00%
C20-455-00-7386	Archiving	219	276	250	300	400	100	33.33%	150	60.00%
C20-455-00-7420	Dues, Subscriptions & Memberships	4,195	7,363	5,500	6,550	7,050	500	7.63%	1,550	28.18%
C20-455-00-7452	Contracted IT/Network Services	13,480	15,769	15,618	15,618	16,769	1,151	7.37%	1,151	7.37%
C20-455-00-7453	Computer Maintenance & Repair	-	-	150	-	150	150	#DIV/0!	-	0.00%
C20-455-00-7460	Employee Development	6,651	2,634	7,500	4,000	7,500	3,500	87.50%	-	0.00%
C20-455-00-7510	Gifts for Parks	26,090	17,890	9,000	6,500	10,000	3,500	53.85%	1,000	11.11%
C20-455-00-7565	Strategic Plan	57,822	24,855	14,880	14,978	-	(14,978)	-100.00%	(14,880)	-100.00%
C20-455-00-7700	Special Projects - Survey	8,949	-	-	-	-	-	#DIV/0!	-	#DIV/0!
C20-455-00-8760	Computer Equipment	11	-	2,600	1,000	7,200	6,200	620.00%	4,600	176.92%
C20-455-00-7900	Real Estate Taxes	-	8,288	8,315	8,283	8,500	217	2.62%	185	2.22%
	Subtotal	\$ 548,752	\$ 561,433	\$ 665,299	\$ 638,597	\$ 670,450	\$ 31,853	4.99%	\$ 5,151	0.77%
	TOTAL EXPENDITURES	\$ 1,960,686	\$ 1,764,093	\$ 2,205,044	\$ 2,050,831	\$ 2,244,411	\$ 193,580	9.44%	\$ 39,367	1.79%

ANNUAL BUDGET

COMPARATIVE DETAIL OF EXPENDITURES

AGENCY: Parks and Recreation - C20

Acct #	Account		Actual Expenditures 2019	Actual Expenditures 2020	Budgeted Expenditures 2021	Estimated Expenditures 2021	Proposed Expenditures 2022	\$ Change Est to Budget	% Change Est to Budget	\$ Change Budget to Budget	% Change Budget to Budget
	FUND BALANCE:										
C20-000-00-3279	Committed Fund Balance - Comp Plan		\$ 14,880	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	#DIV/0!
C20-000-00-3279	Committed Fund Balance - Operations		165,705	294,627	-	252,726	-	(252,726)	-100.00%	-	#DIV/0!
C20-000-00-3280	Restricted Fund Balance - Gifts for Parks		19,795	18,018	25,295	35,318	40,318	5,000	14.16%	15,023	59.39%
	Subtotal		\$ 200,380	\$ 312,645	\$ 25,295	\$ 288,044	\$ 40,318	\$ (247,726)	-86.00%	\$ 15,023	59.39%
	GRAND TOTAL		\$ 2,161,066	\$ 2,076,738	\$ 2,230,339	\$ 2,338,875	\$ 2,284,729	\$ (54,146)	-2.32%	\$ 54,390	2.44%
			-	-	-	-	-				



CENTRE REGION
PARKS AND
RECREATION

OPERATING
BUDGET

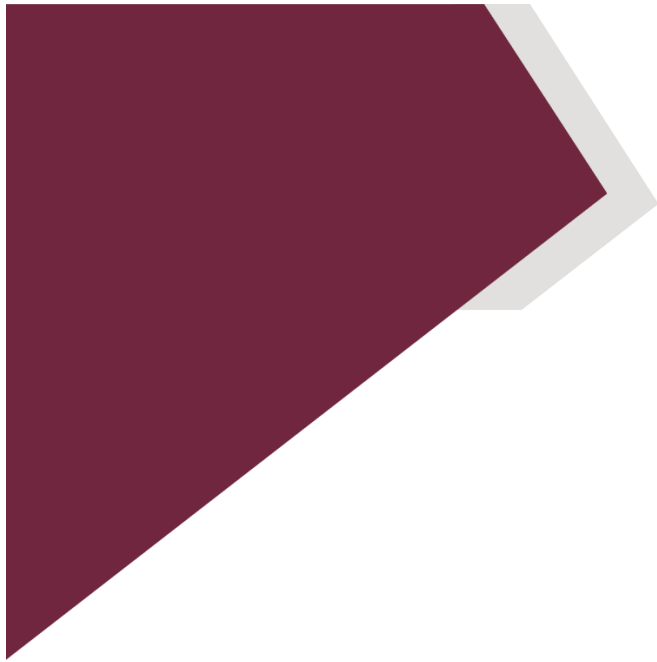
SUMMARY
BUDGET

PARKS AND RECREATION - OPERATING BUDGET

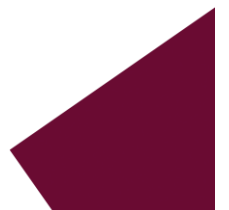
FUND: Parks Operating – C20 | Summary Budget Rollforward

Additional details and information on this fund may be found beginning on page 120 of the 2022 COG Detailed Budget.

	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	\$ Change Est to Budg	% Change Est to Budg	\$ Change Budg to Budg	% Change Budg to Budg
Beginning Fund Balance	\$ 310,936	\$ 200,380	\$ 291,193	\$ 312,645	\$ 288,044	\$ (24,601)	-7.87%	\$ (3,149)	-1.08%
Revenue:									
Concessions Revenue	\$ 28,716	\$ 15,333	\$ 20,300	\$ 28,900	\$ 29,500	\$ 600	2.08%	\$ 9,200	45.32%
Summer Camp Revenue	\$ 123,169	\$ 15,147	\$ 40,000	\$ 62,875	\$ 74,939	\$ 12,064	19.19%	\$ 34,939	87.35%
Parks Maintenance Revenue	\$ 1,049,254	\$ 1,074,140	\$ 1,046,573	\$ 1,057,223	\$ 1,052,827	\$ (4,396)	-0.42%	\$ 6,254	0.60%
Parks Programs Revenue	\$ 196,454	\$ 197,592	\$ 272,384	\$ 292,043	\$ 194,989	\$ (97,054)	-33.23%	\$ (77,395)	-28.41%
Parks Administration Revenue	\$ 452,537	\$ 574,146	\$ 559,889	\$ 585,189	\$ 644,430	\$ 59,241	10.12%	\$ 84,541	15.10%
Total Revenue	\$ 1,850,130	\$ 1,876,358	\$ 1,939,146	\$ 2,026,230	\$ 1,996,685	\$ (29,545)	-1.46%	\$ 57,539	2.97%
Expenditures:									
Concessions Expenditures	\$ 23,103	\$ 15,167	\$ 20,926	\$ 25,658	\$ 25,800	\$ 142	0.55%	\$ 4,874	23.29%
Summer Camp Expenditures	\$ 80,038	\$ 15,617	\$ 29,925	\$ 41,049	\$ 59,044	\$ 17,995	43.84%	\$ 29,119	97.31%
Parks Maintenance Expenditures	\$ 1,055,127	\$ 939,590	\$ 1,242,039	\$ 1,097,579	\$ 1,232,664	\$ 135,085	12.31%	\$ (9,375)	-0.75%
Parks Programs Expenditures	\$ 253,666	\$ 232,286	\$ 246,855	\$ 247,948	\$ 256,453	\$ 8,505	3.43%	\$ 9,598	3.89%
Parks Administration Expenditures	\$ 548,752	\$ 561,433	\$ 665,299	\$ 638,597	\$ 670,450	\$ 31,853	4.99%	\$ 5,151	0.77%
Total Expenditures	\$ 1,960,686	\$ 1,764,093	\$ 2,205,044	\$ 2,050,831	\$ 2,244,411	\$ 193,580	9.44%	\$ 39,367	1.79%
Change in Fund Balance	\$ (110,556)	\$ 112,265	\$ (265,898)	\$ (24,601)	\$ (247,726)	\$ (223,125)	906.98%	\$ 18,172	-6.83%
Ending Fund Balance	\$ 200,380	\$ 312,645	\$ 25,295	\$ 288,044	\$ 40,318	\$ (247,726)	-86.00%	\$ 15,023	59.39%
Check	-	-	-	-	-	-	-	-	-



APPENDIX H
2022 Parkland Fee-in-Lieu

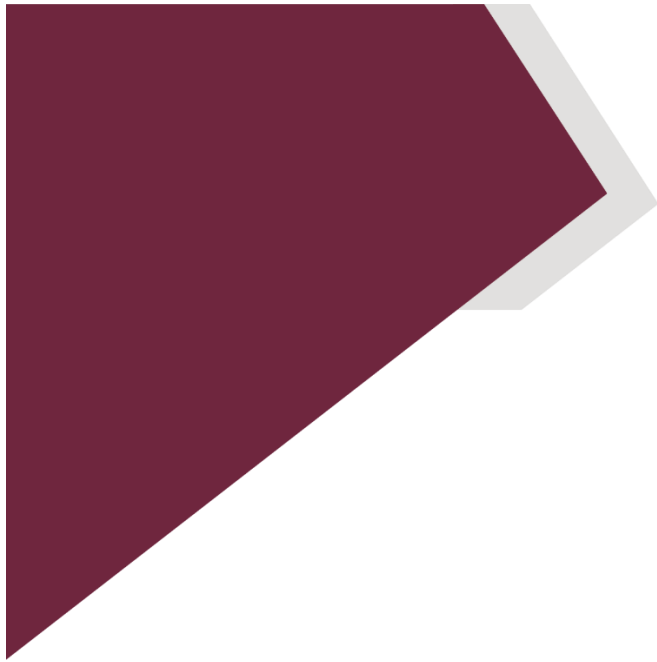


*For single-phased development projects, Workforce Fee-in-Lieu will be due prior to issuance of the zoning permit. For Development projects with phases (Specific Implementation Plans), Workforce Fee-in-Lieu will be due on a phase-by-phase basis based on the number of workforce units being released in that phase with payment made prior to the issuance of the zoning permit for each phase.

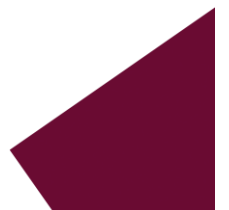
PARKLAND FEE-IN-LIEU

Parkland Fee-In-Lieu	\$1,225.00 per person**
Park Master Plan Development Fee when land is dedicated for Parkland	\$179.00 per dwelling unit

**Fee based on assumption of 2.54 persons per dwelling unit



APPENDIX I
2022 NRPA Agency
Performance Review



2022 NRPA

AGENCY PERFORMANCE REVIEW



NATIONAL RECREATION
AND PARK ASSOCIATION

People pose with painted wings in Doral, Florida.



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Cover image:

Youth play Futsal at Judkins Park. *Photo courtesy of TIA
International Photography/Seattle Parks and Recreation*

EXECUTIVE SUMMARY

Two years into the coronavirus (COVID-19) pandemic, one thing is clear: parks and recreation is essential. Each year, 260 million people across the United States visited a park, trail, recreation center or other park and recreation amenity at least once. This was thanks to the efforts of more than 165,000 full-time park and recreation staff and the hundreds of thousands of part-time staff, seasonal workers and volunteers across the country working tirelessly to ensure every person in every community benefits from the programs and facilities that parks and recreation offers. Indeed, these dedicated people at the more than 10,000 local park and recreation agencies support services and facilities that offer rewarding recreation opportunities, deliver vital emergency services, and promote better physical and mental health.

The National Recreation and Park Association (NRPA) provides park and recreation professionals across the United States with the most up-to-date data that inform current and future decisions and equip leaders with insights that help them make the case to key stakeholders and elected officials for greater, more sustainable funding. The *2022 NRPA Agency Performance Review* summarizes the key findings from NRPA Park Metrics — the benchmarking resource that assists park and recreation professionals in the effective management and planning of their operating resources and capital facilities. Taken together, the *2022 NRPA Agency Performance Review* and NRPA Park Metrics feature the most comprehensive collection of park and recreation-related benchmarks and insights that apprise professionals, key stakeholders and the public about the state of the park and recreation industry.

Data is a powerful tool, but does not, by itself, provide final answers to the question of what is best for your individual park and recreation agency. The *2022 NRPA Agency Performance Review* and NRPA Park Metrics help inform conversations with internal colleagues, external consultants, partners and policymakers about the role of parks and recreation in your community. The combination of insights from this report, along with information about your community's specific needs and experiences, will help you craft the optimal mix of facilities and programming your agency should deliver.

The 2022 NRPA Agency Performance Review does not present park and recreation “standards,” nor do the benchmarks represent any standards against which every individual park and recreation agency should measure itself. The reason for this is simple: there is not one single set of standards for parks and recreation because different agencies serve different communities that have unique needs, desires and challenges. For instance, if your agency has more workers per 10,000 residents relative to the “typical” agency, it does not necessarily mean you should shed staff to meet that benchmark. An agency with a

larger staff may offer more hands-on programming because of the unique needs of the population it serves. Communities differ; so too should the amenities and offerings of their park and recreation agencies. Agencies also have diverse funding mechanisms, drawing from sources such as general tax funding, dedicated taxes, generated income and grants.

Truly successful agencies tailor their offerings to meet the needs and demands of all members of their communities. It is essential that park and recreation professionals know the characteristics of the residents who use their agencies' resources — including age, race and income trends — as well as the types of programming, facilities and amenities they seek from their local parks. It also is vital to recognize the characteristics of those who may use those resources in the future when shaping the optimal mix of facilities and services your agency will offer going forward.

Park and recreation professionals should use the *2022 NRPA Agency Performance Review* with other resources, including those that may be proprietary to their specific agency, those from NRPA and others from external sources. This report also provides a list of additional NRPA resources.

HOW TO USE THE 2022 NRPA AGENCY PERFORMANCE REVIEW AND NRPA PARK METRICS

The first step is to look at the available data. Most of the data presented in the *2022 NRPA Agency Performance Review* feature medians and data responses at the lower quartile (lowest 25 percent) and upper quartile (highest 25 percent). The data allow for insights into where your agency stands compared to “typical” agencies (i.e., those at the median values), as well as the full spectrum of agencies at both the high and low quartiles. Many metrics include the top-line figures and certain cross-tabulations by jurisdiction population or population density. More comprehensive cross-tabulations are available as interactive tables at nrpa.org/Metrics.

The next step is to build a customized benchmark report based on your preferred peer group. Go into NRPA Park Metrics to filter the data by agency type, size and geographic region. You can enhance this experience even further by entering your agency's data into NRPA Park Metrics, after which you can generate reports that compare your agency's data with the key metrics of agencies throughout the United States.

The *2022 NRPA Agency Performance Review* presents data from more than 1,000 unique park and recreation agencies across the United States as reported between 2019 and 2021.

Note: Not all agencies answered every survey question.

2022 NRPA Agency Performance Review Key Findings



Residents per
Basketball
Court:

7,403

Full-Time Equivalent Employees
(FTEs) per 10,000 Residents:

8.9

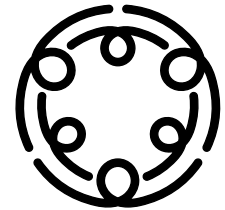


Operating Expenditures
per Capita:

\$93.01/year

Acres of Parkland
per 1,000 Residents: **10.4**

80%



Agencies with a commitment to
diversity, equity and inclusion (DEI)
in their foundational documents

Residents per Park:

2,323



Revenue to Operating
Expenditures:

23.6%



INDEX OF FIGURES

The 2022 NRPA Agency Performance Review highlights characteristics of America’s local public park agencies with graphics categorized into seven sections: park facilities, programming, responsibilities of park and recreation agencies, staffing, budget, agency funding and policies.

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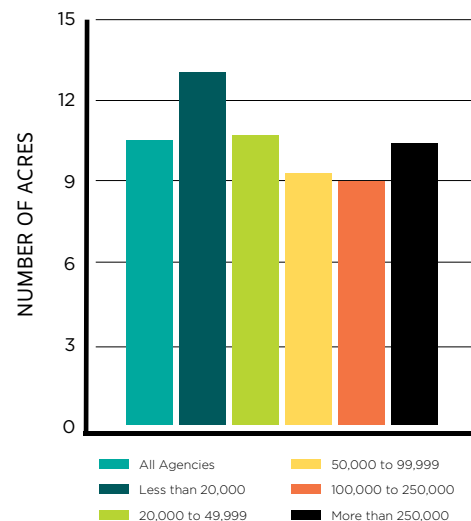
PARK FACILITIES

It is a well-worn adage: *all politics is local*. The same can be said for parks and recreation. Local and regional park and recreation agencies differ significantly in size and the types of facilities they offer. The typical agency participating in NRPA Park Metrics serves a jurisdiction — a town, city, county and/or region — of 44,106 people. Other agencies serve an area comprising a few thousand people, while still others are the park and recreation resource for millions.

The typical park and recreation agency manages 21 parks comprising 496 acres. After adding in non-park sites (including open spaces that an agency may manage, such as city hall lawns or roadway medians), the median number increases to 29 sites encompassing 635 acres.

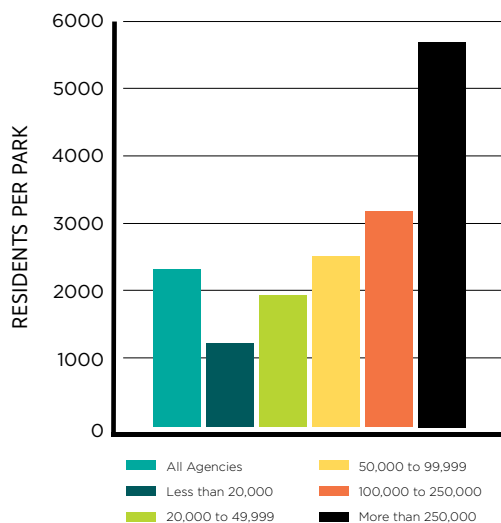
The typical agency has one park for every 2,323 residents. The number of people per park rises as the population of the town, city, county or region served by an agency increases. For those agencies serving jurisdictions of less than 20,000 residents, there is one park for every 1,233 residents. The ratio increases to one park for every 2,516 residents in jurisdictions with populations between 50,000 and 99,999 and rises further to one park for every 5,671 people at agencies serving areas with a population of more than 250,000.

FIGURE 2: ACRES OF PARKLAND PER 1,000 RESIDENTS (BY JURISDICTION POPULATION)



	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	10.4	12.9	10.6	9.2	8.9	10.3
Lower Quartile	5.1	5.2	5.4	4.7	4.6	5.4
Upper Quartile	18.2	21.7	17.2	15.9	16.3	17.5

FIGURE 1: RESIDENTS PER PARK (BY JURISDICTION POPULATION)



	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	2,323	1,233	1,941	2,516	3,170	5,671
Lower Quartile	1,301	761	1,227	1,519	2,205	3,026
Upper Quartile	4,566	1,924	3,125	4,582	5,854	14,774

The typical park and recreation agency manages 10.4 acres of parkland for every 1,000 residents in its jurisdiction. The smallest agencies — those serving less than 20,000 residents — typically have 12.9 acres of parkland per 1,000 residents. That ratio narrows to 10.3 acres per 1,000 residents for agencies that serve a population of more than 250,000 people. Agencies serving jurisdictions with populations between 100,000 and 250,000 have 8.9 acres of parkland per 1,000 residents. Parkland refers to both maintained parks and open space areas, such as green spaces and courtyards.

Park and recreation professionals oversee a wide variety of facilities and features for which their agencies have responsibility. In addition, the number of amenities and facilities managed by park and recreation agencies vary. Ninety-five percent of park and recreation agencies provide playground facilities in their communities, typically managing 13 playgrounds. At least half of agencies have basketball courts, tennis courts, diamond fields for

baseball and/or softball, multipurpose rectangular fields, dog parks, outdoor swimming pools and community gardens.

The typical park and recreation agency has:

- One playground for every 3,750 residents
- One basketball court for every 7,403 residents
- One outdoor tennis court for every 5,608 residents
- One dog park for every 43,586 residents

FIGURE 3: OUTDOOR PARK AND RECREATION FACILITIES – POPULATION PER FACILITY (BY PREVALENCE AND POPULATION PER FACILITY)

Type of Facilities	Median Number of Residents per Facility						
	Percent of Agencies	All Agencies	Population of Jurisdiction				
			Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Playgrounds	95%	3,750	1,986	3,111	3,807	4,936	10,212
Basketball courts	86	7,403	3,750	6,839	8,477	8,870	15,164
Diamond fields: baseball – youth	79	7,000	3,107	4,858	8,095	14,429	26,413
Tennis courts	78	5,608	2,723	5,000	6,413	7,264	11,561
Rectangular fields: multipurpose	68	9,622	4,362	7,674	13,151	12,505	22,352
Dog parks	67	43,586	11,100	28,000	56,084	75,805	128,281
Diamond fields: softball fields – adult	65	14,302	5,667	11,232	17,228	27,418	35,846
Diamond fields: softball fields – youth	62	11,339	5,339	8,509	11,688	25,456	46,265
Diamond fields: baseball – adult	54	20,127	7,954	19,000	25,097	41,829	52,440
Swimming pools	53	38,000	8,637	26,281	40,264	69,051	113,219
Community gardens	51	30,140	8,773	24,500	49,351	66,341	105,494
Rectangular fields: soccer field – youth	50	7,382	3,504	5,011	8,224	12,761	38,070
Multiuse courts: basketball, volleyball	48	18,232	5,400	14,807	23,735	35,167	63,720
Tot lots	45	11,983	6,642	10,756	16,112	19,978	31,867
Rectangular fields: soccer field – adult	44	13,200	8,017	10,547	16,231	19,530	37,293
Skate parks	39	53,708	11,100	32,335	65,000	103,438	251,701
Rectangular fields: football field	35	26,493	8,004	19,351	30,599	51,169	75,673
Regulation 18-hole courses	29	86,277	9,183	33,800	71,870	107,267	233,044
Driving range stations	26	23,977	5,055	23,238	9,267	48,898	139,620
Multipurpose synthetic fields	22	39,736	12,962	24,665	34,104	54,050	128,280
Ice rinks	18	16,887	7,997	13,123	28,000	102,007	542,629
Pickleball courts	18	14,714	3,446	8,143	11,999	30,502	49,561

*ISD = Insufficient Data

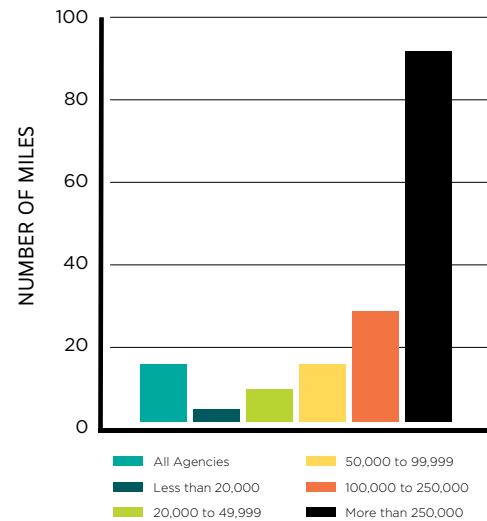
In addition, 81 percent of park and recreation agencies have trails, greenways and/or blueways as part of their outdoor infrastructure. The typical park and recreation agency that manages or maintains trails for walking, hiking, running and/or biking has 14 miles of trails in its network. Agencies serving more than 250,000 residents have a median of 91 miles of trails under their purview.

Geography also plays a role in the number of trail miles managed by park and recreation agencies. Agencies in a city locale have a median of 15 miles of trails, while county-based agencies typically have approximately 39 miles of trails.

Park and recreation agencies also offer many indoor facilities to their residents. More than three in five agencies offer community centers and recreation centers. Also common are senior centers, performance amphitheaters and nature centers. The typical agency with recreation centers has one facility for every 31,239 residents, while those agencies with community centers have one such facility for every 29,036 residents. Two in five agencies offer senior centers, with one such facility for every 59,603 residents in their jurisdictions.

The typical park and recreation agency operates seven buildings. Agencies serving populations of less than 20,000 often operate three buildings, while those serving populations between 100,000 and 250,000 oversee 14 buildings. Agencies serving a population of more than 250,000 typically have 47 buildings under their purview.

FIGURE 4: MILES OF TRAIL (BY JURISDICTION POPULATION)



	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	14.0	3.0	8.0	14.0	27.0	91.0
Lower Quartile	5.0	2.0	4.0	7.0	13.0	40.0
Upper Quartile	39.0	10.0	18.0	29.0	53.0	168.0

FIGURE 5: INDOOR PARK AND RECREATION FACILITIES — POPULATION PER FACILITY (BY PREVALENCE AND POPULATION PER FACILITY)

Type of Facilities	Median Number of Residents per Facility						
	Percent of Agencies	All Agencies	Population of Jurisdiction				
			Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Recreation centers (including gyms)	64%	31,239	9,126	24,601	40,817	51,265	65,639
Community centers	60	29,036	8,504	26,668	44,933	55,136	118,333
Senior centers	41	59,603	12,935	32,075	71,927	120,062	310,410
Performance amphitheaters	36	68,181	9,291	30,745	60,477	111,226	332,258
Nature centers	31	114,696	11,821	30,912	72,210	119,206	387,095
Aquatics centers	25	53,025	11,375	31,230	60,495	107,415	230,000
Stadiums	17	75,026	9,126	27,891	62,944	142,900	333,100
Teen centers	14	57,109	14,426	29,406	57,770	152,714	399,700
Indoor ice rinks	12	50,863	8,002	24,904	52,233	102,085	346,294
Arenas	7	65,466	6,137	24,413	68,208	108,105	465,211

PROGRAMMING

Residents interact with park and recreation amenities and programming throughout the year, resulting in thousands, if not millions, of contacts annually. “Contacts” may include many different types of interactions with a park and recreation agency, such as visits to a local park, running or biking on a local trail, visits to a local recreation center, or other interactions with any park and recreation facility operated by an agency. Moreover, a person can have more than one contact. Someone who swims at their local agency’s aquatics center 10 times a year and bikes along a local trail five times a year would have 15 contacts.

The typical park and recreation agency registers approximately 285,000 contacts every year. The number of contacts varies dramatically from agency to agency. For example, the typical agency at the 75th percentile has more than 1 million annual contacts. Engagement between large park and recreation agencies and visitors is even more frequent — the typical agency serving a population of more than 250,000 has 2 million contacts per year, with those at the 75th percentile serving greater than 4.4 million people annually.

Programming is a crucial driver of engagement with parks and recreation. The typical park and recreation agency generates nearly 16,000 contacts through its programs alone. Those agencies serving more than 250,000 residents

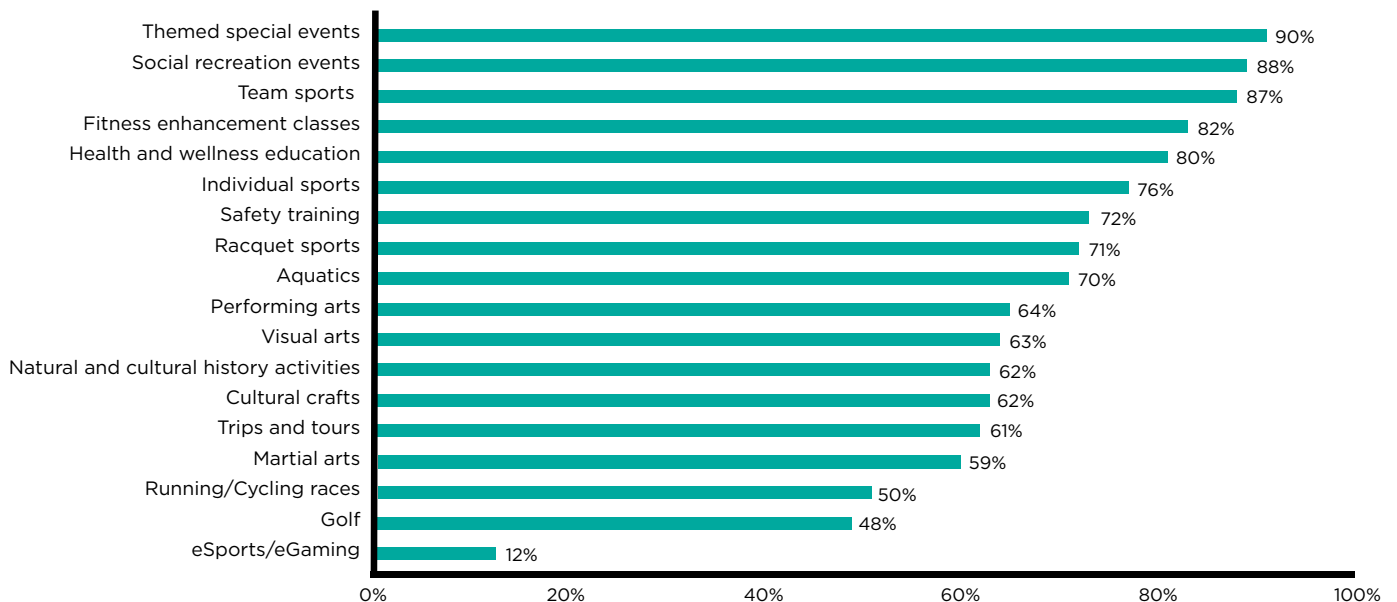
may have more than three times the number of contacts compared with agencies that serve smaller jurisdictions.

Registration fees for special programming are also the largest source of non-tax revenue for most agencies. The typical agency offers 179 programs each year; 102 of those programs are fee-based events. Agencies serving a population of less than 20,000 typically hold 30 fee-based programs per year, while those serving more than 250,000 residents offer more than 500 fee-based programs annually.

Programming provided by agencies span a variety of park and recreation activities — many of which touch on one or more of NRPA’s Three Pillars: Health and Wellness, Equity, and Conservation. Key programming activities offered by at least seven in 10 park and recreation agencies include:

- Themed special events (offered by 90 percent of agencies)
- Social recreation events (88 percent)
- Team sports (87 percent)
- Fitness enhancement classes (82 percent)
- Health and wellness education (80 percent)
- Individual sports (76 percent)
- Safety training (72 percent)
- Racquet sports (71 percent)
- Aquatics (70 percent)

FIGURE 6: PROGRAMMING OFFERED BY PARK AND RECREATION AGENCIES (PERCENT OF AGENCIES)





Oak Brook Park District (Illinois) ABC Preschool students participate in the Galaxy Gallop Fun Run.

PHOTO COURTESY OF OAK BROOK PARK DISTRICT

The “prime directive” for all park and recreation agencies is to serve the public. Delivering high-quality services to all community members is a key commitment of park and recreation professionals. That promise includes those professionals being leaders in providing services and programming for children, older adults and people with disabilities. Eighty-three percent of park and recreation agencies offer summer camp programs for their communities’ children. A majority also deliver programs for teens and after-school care as portions of their out-of-school time (OST) offerings. Fewer agencies include preschool, before-school care or all-day childcare as a part of their program offerings. OST programs are commonplace offerings by agencies of nearly all sizes, but most especially those that serve populations of at least 20,000 residents.

In addition, most park and recreation agencies offer specific programming for other segments of their communities, including older adults (79 percent), teens (66 percent) and people with disabilities (62 percent). Agencies in larger communities are most likely to offer these types of programming. For example, 77 percent of park and recreation agencies in jurisdictions serving 100,000 to 250,000 residents offer programming designed for people with disabilities. In comparison, 36 percent of agencies that serve populations of less than 20,000 residents offer such programs. More than half of park and recreation agencies provide science, technology, engineering and mathematics (STEM)-specific programs to community members.

**FIGURE 7: TARGETED PROGRAMS FOR CHILDREN, SENIORS AND PEOPLE WITH DISABILITIES
(PERCENT OF AGENCIES BY JURISDICTION POPULATION)**

	Percent of Agencies	Population of Jurisdiction				
		Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Summer camps	83%	61%	88%	93%	88%	89%
Specific senior programs	79	65	80	88	86	77
Specific teen programs	66	46	62	77	76	75
Programs for people with disabilities	62	36	58	75	77	77
Science, technology, engineering and math (STEM) programs	58	40	50	66	68	71
After-school programs	55	47	48	52	63	68
Preschool	34	25	37	43	38	31
Before-school programs	19	16	20	22	17	18
Full daycare	7	4	6	12	3	11



PHOTO COURTESY OF FAIRFAX COUNTY PARK AUTHORITY

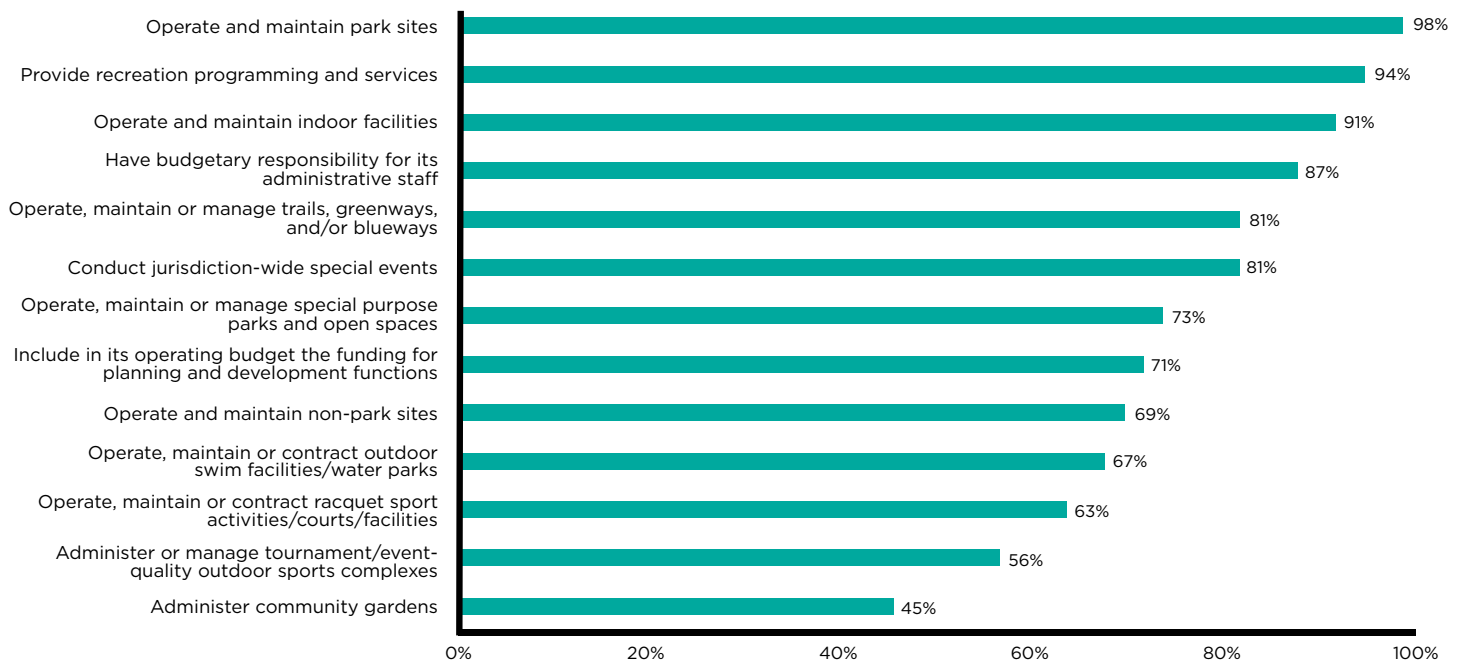
Volunteers conduct a meet-and-greet with critters during the opening of a new Fairfax County (Virginia) Park Authority multiuse shelter at Hidden Pond Nature Center in Springfield, Virginia.

RESPONSIBILITIES OF PARK AND RECREATION AGENCIES

Park and recreation professionals oversee myriad services and facilities in their communities beyond their “traditional” roles of operating parks and related facilities (98 percent) and providing recreation programming and services (94 percent). In addition to those two core functions, the top responsibilities for park and recreation professionals are to:

- Operate and maintain indoor facilities (91 percent of agencies)
- Have budgetary responsibility for their administrative staff (87 percent)
- Conduct major jurisdiction-wide special events (81 percent)
- Operate, maintain or manage trails, greenways and/or blueways (81 percent)
- Operate, maintain or manage special-purpose parks and open spaces (73 percent)
- Operate and maintain non-park sites (69 percent)
- Operate, maintain or contract outdoor swim facilities/water parks (67 percent)
- Operate, maintain or contract racquet sport activities/courts/facilities (63 percent)
- Administer or manage tournament/event-quality outdoor sports complexes (56 percent)
- Administer community gardens (45 percent)

**FIGURE 8: KEY RESPONSIBILITIES OF PARK AND RECREATION AGENCIES
(PERCENT OF AGENCIES)**



**FIGURE 9: OTHER RESPONSIBILITIES OF PARK AND RECREATION AGENCIES
(PERCENT OF AGENCIES)**

Manage large performance outdoor amphitheaters	37%
Operate, maintain or contract tourism attractions	36
Operate, maintain or contract golf courses	36
Operate, maintain or contract indoor swim facilities/water parks	32
Maintain or manage beaches (inclusive of all waterbody types)	22
Administer or manage farmers markets	21
Maintain, manage or lease indoor performing arts centers	20
Administer or manage tournament/event-quality indoor sports complexes	20
Operate, maintain or contract campgrounds	18
Operate, maintain or contract marinas	11
Maintain or manage professional or college-type stadiums/arenas/racetracks	9
Manage or maintain fairgrounds	6



PHOTO COURTESY OF CITY OF DUNWOODY

A couple enjoys festivities during Kids to Parks Day at Brook Run Park in Dunwoody, Georgia.

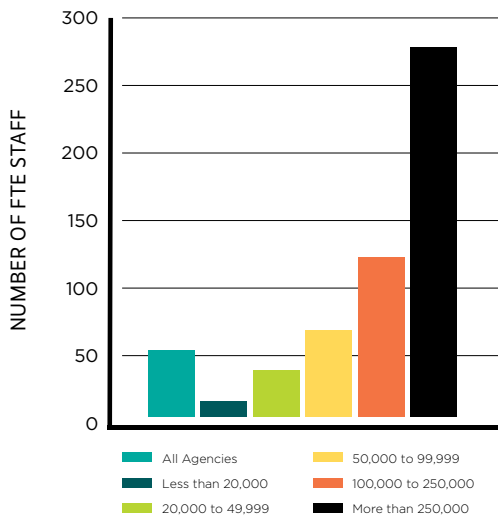
STAFFING

Because park and recreation agencies differ by size and jurisdiction served, so too do staffing levels. Staffing at the typical park and recreation agency includes 49.4 full-time equivalents (FTEs) with a mix of both full-time and part-time staff. Staff size, however, expands rapidly as the size of the population served by an agency increases. Park and recreation agencies serving jurisdictions of less than 20,000 residents have a median of 11.8 FTEs on staff. Agencies serving areas with 50,000 to 99,999 people have a median of 64.1 FTEs, while those with more than 250,000 residents have a median of 273.6 FTEs on staff.

Median counts of FTEs on staff also positively correlate with:

- **Number of acres maintained:** 250 or fewer acres – 19.3 FTEs; more than 3,500 acres – 247.1 FTEs
- **Number of parks maintained:** less than 10 parks – 16.3 FTEs; 50 or more parks – 216.3 FTEs
- **Operating expenditures:** less than \$500,000 – 4.1 FTEs; more than \$10 million – 175.6 FTEs
- **Population served by the agency:** less than 500 people per square mile – 24.4 FTEs; more than 2,500 people per square mile – 94.0 FTEs

FIGURE 10: PARK AND RECREATION AGENCY STAFFING: FULL-TIME EQUIVALENTS (FTEs) (BY JURISDICTION POPULATION)



	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	49.4	11.8	34.2	64.1	117.9	273.6
Lower Quartile	17.3	5.4	18.0	38.7	72.0	107.9
Upper Quartile	127.3	23.8	70.8	117.3	193.2	548.4

One way to view agency staffing is to measure it relative to the population that an agency serves. The typical park and recreation agency has 8.9 FTEs on staff for every 10,000 residents in the jurisdiction served by that agency. Agencies in more populated areas tend to have fewer FTEs on staff per population. Agencies serving jurisdictions of less than 20,000 people have 11.3 FTEs for every 10,000 residents; this measure decreases to 5.0 FTEs for 10,000 residents in areas with more than 250,000 people.



PHOTO COURTESY OF MATT BRADLEY

Youth participate in the Durango (Colorado) Parks and Recreation Youth House Hockey Program at Chapman Hill Ice Rink.

Agencies that serve areas with greater population density tend to have more FTEs per number of residents. Those operating in jurisdictions of less than 500 people per square mile have 5.8 FTEs per 10,000 people served compared to 10 FTEs per 10,000 residents in areas with more than 2,500 people per square mile.

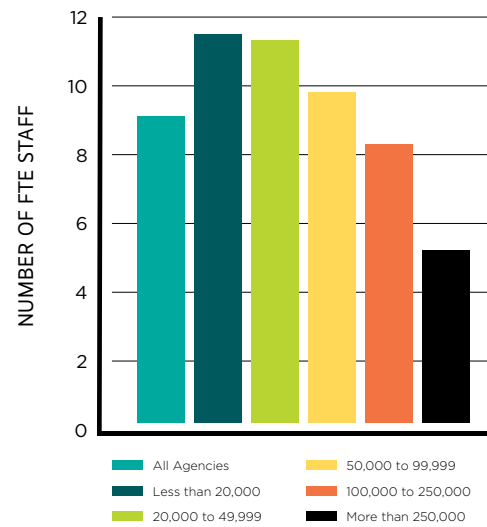
Operations and maintenance are the primary work responsibility of park and recreation professionals. But staff also devote their energies to other areas. On average, an agency's full-time staff dedicate their time to the following general activities:

- Operations/Maintenance (45 percent)
- Programming (31 percent)
- Administration (17 percent)
- Capital development (3 percent)
- Other (4 percent)

Thirty-eight percent of agencies have park and recreation professionals covered by collective bargaining agreements. Those professionals covered by such agreements are more likely at agencies that:

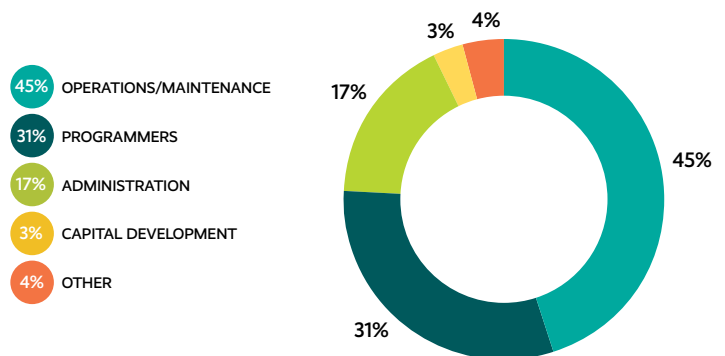
- **Have a larger staff:** 22 percent of agencies with a staff of fewer than 10 FTEs compared to 54 percent of agencies with 100 or more FTEs.
- **Serve larger populations:** 21 percent of agencies in jurisdictions with less than 20,000 people compared to 62 percent of agencies in jurisdictions with more than 250,000 people.
- **Have more parks:** 16 percent of agencies with less than 10 parks compared to 60 percent of agencies with at least 50 parks.
- **Maintain more parkland:** 26 percent of agencies that maintain 250 acres or less of parkland compared to 61 percent of agencies that maintain more than 3,500 acres of parkland.

FIGURE 11: PARK AND RECREATION FULL-TIME EQUIVALENTS (FTEs) PER 10,000 RESIDENTS (BY JURISDICTION POPULATION)



	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	8.9	11.3	11.1	9.6	8.1	5.0
Lower Quartile	4.7	6.4	5.9	5.3	4.3	2.1
Upper Quartile	15.4	21.1	19	14.4	11.9	8.2

FIGURE 12: RESPONSIBILITIES OF PARK AND RECREATION STAFF (AVERAGE PERCENTAGE DISTRIBUTION OF AGENCY FULL-TIME EQUIVALENTS (FTEs))



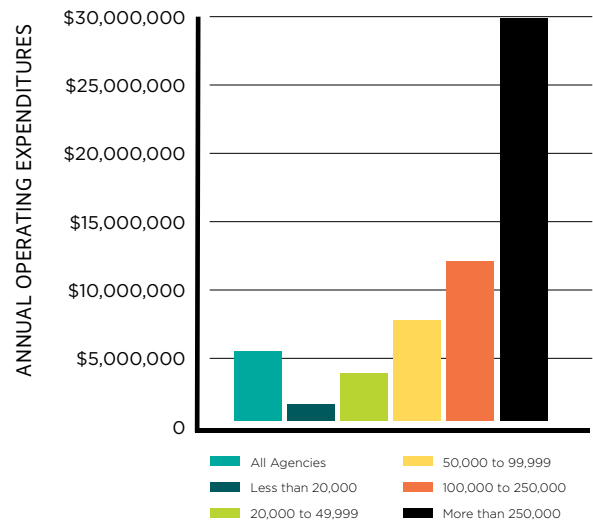
BUDGET

U.S. Census Bureau data indicate that local park and recreation agencies' operating expenditures totaled \$42.8 billion in 2019. Per NRPA Park Metrics data, the typical park and recreation agency has current annual operating expenditures of \$5,079,256.

Normalizing operating expenditure data by population served by an agency is a much more accurate and meaningful way of articulating and comparing spending. By this measure, the typical park and recreation agency has annual operating expenses of \$93.01 on a per capita basis. The denser the population served by an agency, the higher the per capita operating expenses: the typical agency serving a jurisdiction of less than 500 people per square mile has per capita operating expenses of \$57.53, while one serving a jurisdiction of more than 2,500 people per square mile has a median of \$108.36 per resident.

At the same time, per capita operations spending is inversely related to the population of the area served. Agencies serving less than 20,000 people have a median operating expenditure of \$117.36 per person. That figure declines to \$54.92 per resident for agencies serving jurisdictions of more than 250,000 people, declining further to \$40.28 in jurisdictions of more than 500,000 residents.

FIGURE 13: ANNUAL OPERATING EXPENDITURES (BY JURISDICTION POPULATION)



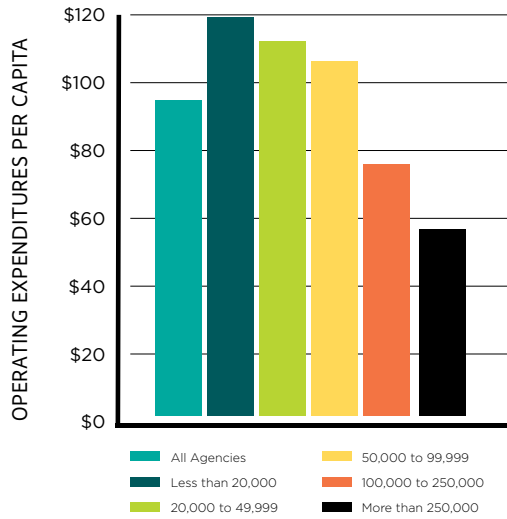
	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	\$5,079,256	\$1,200,000	\$3,500,000	\$7,330,336	\$11,635,516	\$29,407,631
Lower Quartile	\$1,969,110	\$551,925	\$2,059,044	\$4,330,118	\$5,874,168	\$15,207,858
Upper Quartile	\$14,157,797	\$2,443,647	\$6,719,633	\$11,824,509	\$21,627,663	\$53,980,806



PHOTO COURTESY OF ANGELA DOHENY, MINNEAPOLIS PARK AND RECREATION BOARD

The North Commons Park youth baseball team cheers after a game at Farview Park in Minneapolis, Minnesota.

FIGURE 14: OPERATING EXPENDITURES PER CAPITA (BY JURISDICTION POPULATION)

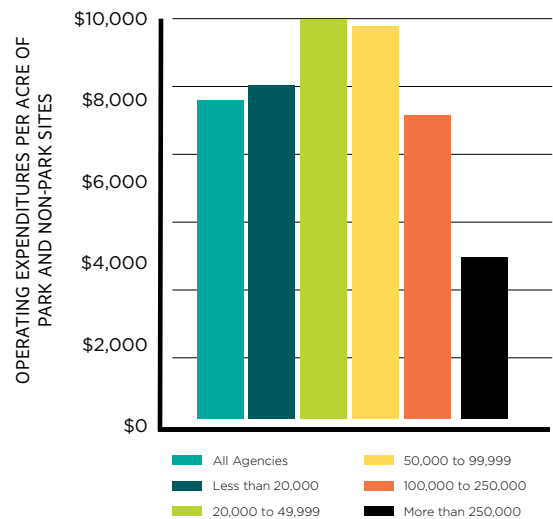


	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	\$93.01	\$117.36	\$110.32	\$104.38	\$74.22	\$54.92
Lower Quartile	\$51.40	\$67.73	\$70.12	\$61.13	\$43.03	\$24.37
Upper Quartile	\$171.18	\$226.43	\$206.80	\$180.29	\$154.92	\$85.23

One can normalize operating expenditures by the amount of parkland managed by an agency. The median operating expenditure is \$7,823 per acre of park and non-park sites managed by the typical agency. (Note: Non-park sites are public spaces — such as lawns at a city hall — not designated as parks, but whose maintenance and/or operation costs are a part of the park and recreation agency’s budget.) The typical operating expenditure per acre of parkland increases with population density. The typical agency serving a jurisdiction of fewer than 500 people per square mile spends \$4,747 per acre of park and non-park sites. The median rises to \$12,512 per acre at agencies serving a jurisdiction with a population density greater than 2,500 per square mile.

Park and recreation agencies serving larger populations tend to have lower operating expenditures than agencies serving small- and medium-sized jurisdictions. The typical park and recreation agency serving a jurisdiction of less than 20,000 people spends a median of \$8,188 per acre of park and non-park sites. The median increases to \$9,817 per acre for agencies serving jurisdictions with populations between 20,000 and 49,999, but then declines to \$3,959 per acre managed by agencies serving more than 250,000 people.

FIGURE 15: OPERATING EXPENDITURES PER ACRE OF PARK AND NON-PARK SITES (BY JURISDICTION POPULATION)



	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	\$7,823	\$8,188	\$9,817	\$9,642	\$7,449	\$3,959
Lower Quartile	\$3,648	\$3,950	\$4,458	\$5,527	\$3,096	\$1,590
Upper Quartile	\$18,379	\$24,015	\$23,983	\$20,766	\$14,793	\$9,269

The typical park and recreation agency has \$102,530 in annual operating expenditures for each employee (as measured by full-time equivalents, or FTEs). The denser the population an agency serves, the higher the operating expenditures for each FTE. Agencies serving less than 500 residents per square mile have median operating expenditures of \$94,393 for each FTE. The median rises to \$106,686 per FTE for agencies serving areas with more than 2,500 residents per square mile. Similarly, the measure rises from \$90,718 for agencies with less than 10 parks to \$108,318 for agencies with 50 or more parks.

FIGURE 17: DISTRIBUTION OF OPERATING EXPENDITURES (AVERAGE PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES)

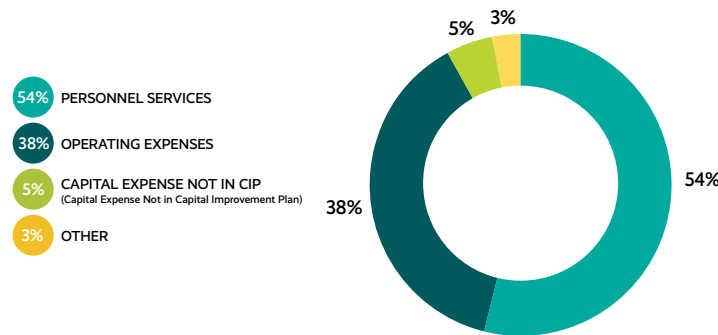


FIGURE 16: OPERATING EXPENDITURES PER FTE (BY JURISDICTION POPULATION)



As is the case for most nonprofit/government entities, personnel services account for the largest share of the operations budget at the typical park and recreation agency.

- Personnel services (54 percent of the operating budget) include salaries, wages and benefits for full-time and non-full-time personnel and contracted individuals.
- Operating expenditures (38 percent of the operating budget) fund agency operations.
- Capital funds repay the operating budget, all enterprise funds, interdepartmental transfers and, in some cases, the capital debt service. This is 5 percent of the operating budget. A portion of the operations spending includes capital expenses that are not part of an agency's capital improvement plan, such as expenditures for capital equipment (e.g., computers, vehicles, large-area mowers, tractors, boats), some periodic cyclical maintenance (e.g., carpets, conference chairs, push mowers) and perhaps debt services paid from the agency's operating funds.

The typical park and recreation agency dedicates 45 percent of its annual operating budget to managing and maintaining parks and open spaces. Agencies spend a median 42 percent of their annual operating expenditures to support recreation offerings, including programming (e.g., out-of-school time activities, sports leagues, health and wellness programs) and the facilities for such activities.

FIGURE 18: OPERATING EXPENDITURES DEDICATED TO PARKS OR RECREATION (AVERAGE PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES)

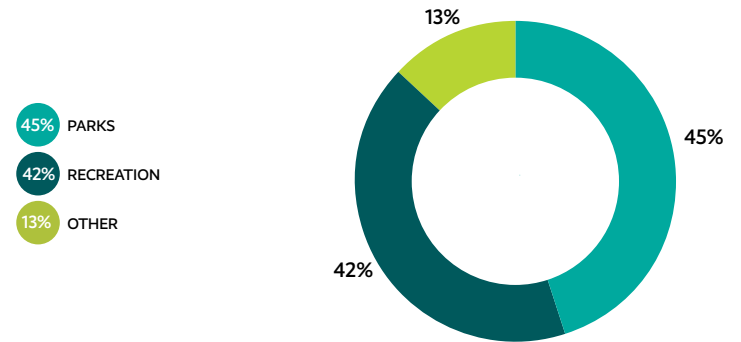


PHOTO COURTESY OF KATHERINE HUDSPETH

Picturesque views are seen at every hole of the Los Alamos County (New Mexico) Golf Course during the Bathtub Row Tournament.

AGENCY FUNDING

Funding sources for park and recreation operations vary greatly by agency, but support from the local jurisdiction's general fund tax base is common. On average, park and recreation agencies derive three-fifths of their operating expenditures from general fund tax support. However, the percentage of funding from general fund tax support tends to be lower at agencies with larger operating budgets.

The second-largest source of funding for most agencies is earned/generated revenue, accounting for an average of 23 percent of operating expenditures. In addition, many agencies have access to special, dedicated taxes that cover a part of their budgets, while others obtain much of their funding from tax levies dedicated to park and recreation purposes approved by citizen referenda.

But as mentioned previously, many agencies generate funding from non-tax revenue (such as fees for special programming). The typical park and recreation agency generates \$1 million in non-tax revenues annually, although this amount can vary significantly based on agency size, the services and facilities offered by an agency and the mandate from agency leadership and policymakers. Agencies with annual operating budgets less than \$500,000 typically generate \$50,000 in non-tax revenues. In comparison, those with annual budgets greater than \$10 million generate a median of slightly more than \$5.2 million from non-tax revenue sources.

The typical park and recreation agency generates \$22.08 in revenue annually for each resident in the jurisdiction it serves. Agencies operating in less densely populated areas generate less revenue than those with a greater population density. The typical agency — serving a jurisdiction of fewer than 500 people per square mile — realizes \$14.67 in revenue on a per capita basis per year compared to a median of \$26.11 for agencies serving a jurisdiction of greater than 2,500 people per square mile.

Small- and medium-sized park and recreation agencies generate more revenue per capita than large-sized ones. Agencies serving jurisdictions of less than 20,000 people generate \$34.55 in per capita revenue per resident — nearly matching that generated by agencies serving jurisdictions with populations between 50,000 and 99,999, with a median of \$26.68 in revenue per resident each year. In comparison, agencies serving populations greater than 250,000 generate \$8.46 per capita in revenue, with the amount declining to \$6.50 in jurisdictions with populations of more than 500,000 residents.

FIGURE 19: SOURCES OF OPERATING EXPENDITURES (AVERAGE PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES)

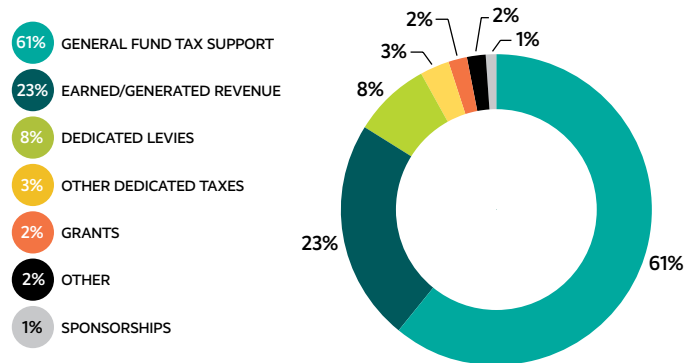
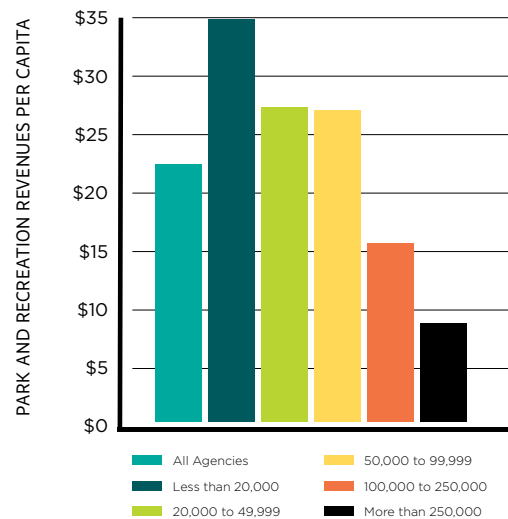


FIGURE 20: PARK AND RECREATION REVENUES PER CAPITA (BY JURISDICTION POPULATION)

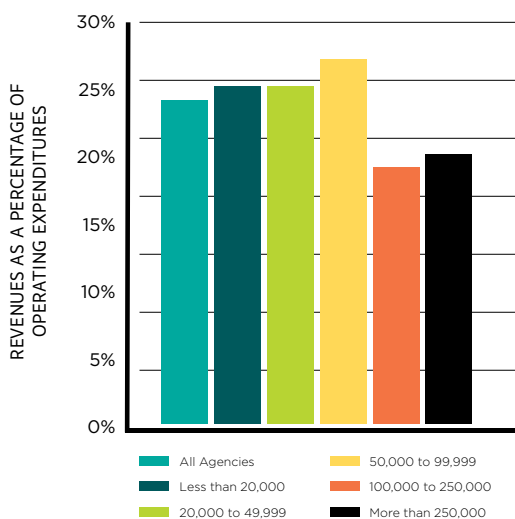


	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	\$22.08	\$34.55	\$26.99	\$26.68	\$15.33	\$8.46
Lower Quartile	\$6.24	\$9.23	\$9.68	\$9.56	\$3.63	\$3.21
Upper Quartile	\$54.36	\$76.26	\$65.33	\$60.09	\$46.23	\$22.19

Another way to look at revenue generation is by examining cost recovery as a percentage of operating expenditures. The typical agency recovers 23.6 percent of its operating expenditures from non-tax revenues. The amount of cost recovery differs significantly among agencies based on an agency's portfolio of facilities and programming, the demographics of the populace it serves, the agency's mission and possible revenue mandates from the agency's governing authorities.

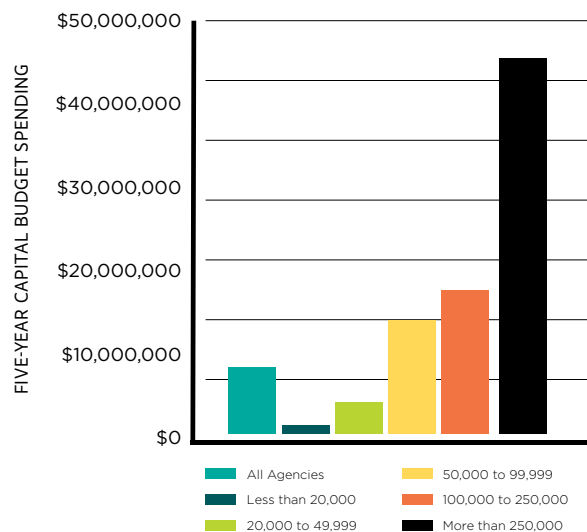
Agencies serving less than 500 people per square mile have a median percentage cost recovery of 24.8 percent. Cost recovery rises to 25 percent of operating expenditures for agencies serving jurisdictions with between 1,000 and 2,500 people per square mile.

FIGURE 21: REVENUES AS A PERCENTAGE OF OPERATING EXPENDITURES (COST RECOVERY) (PERCENTAGE OF OPERATING EXPENDITURES BY JURISDICTION POPULATION)



	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	23.6%	25%	25%	26.6%	19.5%	20.1%
Lower Quartile	11.1	11.2	11.6	13.0	9.2	9.6
Upper Quartile	43.4	51.3	47.4	42.2	37.2	33.0

FIGURE 22: FIVE-YEAR CAPITAL BUDGET SPENDING (BY JURISDICTION POPULATION)



	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	\$8,000,000	\$1,022,750	\$3,733,306	\$13,574,027	\$17,177,111	\$45,000,000
Lower Quartile	\$1,481,250	\$363,250	\$1,154,049	\$5,625,000	\$4,305,500	\$15,082,000
Upper Quartile	\$24,498,169	\$3,872,635	\$14,000,000	\$23,097,750	\$42,865,250	\$103,395,000

Beyond day-to-day operations, park and recreation agencies have a median of \$8 million in capital expenditures budgeted for the next five years. Not surprisingly, the larger the agency, the larger its five-year capital budget. The typical park and recreation agency serving a population of less than 20,000 has a median five-year capital budget of slightly more than \$1 million. Five-year capital budgets increase to more than \$13.5 million at agencies serving jurisdictions of 50,000 to 99,999 residents and \$45 million at agencies in areas with more than 250,000 residents. In addition, factors that are positively related to the size of the five-year capital budget include:

- **The number of parks maintained:** Less than 10 parks – \$1.3 million; 50 or more parks – \$31.3 million
- **Acreage of parks maintained:** 250 or fewer acres – \$2 million; more than 3,500 acres – \$54 million
- **Operating budgets:** Annual operating budgets less than \$500,000 to \$375,000; annual operating budgets greater than \$10 million to \$27.8 million
- **Population density:** Less than 500 people per square mile – \$2.9 million; more than 2,500 people per square mile – \$14.6 million

Park and recreation agencies designate their capital expenditures to a variety of areas. On average, agencies designate 56 percent of their capital budget for renovation and 30 percent toward new development. New development is the focus of a greater percentage of capital budgets, while the amount focused on renovation is slightly less. Agencies serving more than 250,000 residents earmark 34 percent of capital budgets for new development, while they dedicate 51 percent of capital budgets to renovating current properties.

On average, park and recreation agencies have \$16.7 million of deferred maintenance projects on their books. Agencies operating in less densely populated areas have fewer deferred projects than those with a greater population density. Agencies serving a jurisdiction of fewer than 500 people per square mile have an average of \$9.1 million in deferred maintenance projects compared to \$30 million for agencies serving a jurisdiction of more than 2,500 people per square mile. Average deferred maintenance balances rise at agencies that:

- **Have higher operating budgets:** \$335,143 at agencies with operating budgets less than \$500,000 compared to \$40.1 million at agencies with operating budgets that exceed \$10 million.
- **Have a larger staff:** \$1.4 million at agencies with a staff of fewer than 10 FTEs compared to \$37.6 million for agencies with 100 or more FTEs.
- **Serve larger populations:** \$1.3 million for agencies in jurisdictions with less than 20,000 people compared to \$57.7 million agencies in jurisdictions with more than 250,000 people.
- **Have more parks:** \$1.1 million for agencies with less than 10 parks compared to nearly \$45.1 million at agencies with 50 or more parks.
- **Maintain more parkland:** \$2 million at agencies that maintain 250 acres or less of parkland compared to \$63.3 million at agencies that maintain more than 3,500 acres of parkland.

Further, jurisdiction type plays a prominent role in the value of deferred maintenance projects found in park and recreation agencies. Agencies located in towns have deferred maintenance totaling an average of \$1.2 million, while the

FIGURE 23: TARGETS FOR CAPITAL EXPENDITURES (AVERAGE PERCENTAGE DISTRIBUTION OF CAPITAL EXPENDITURES)

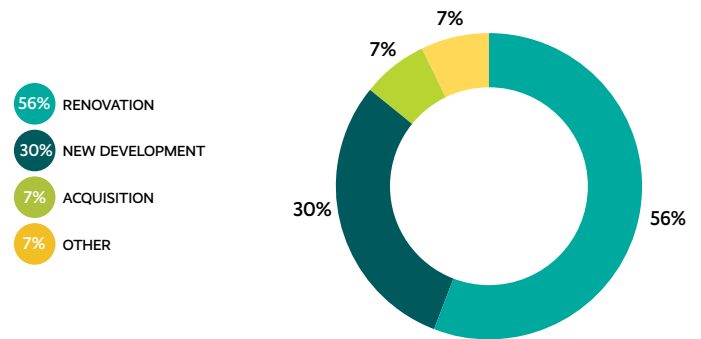
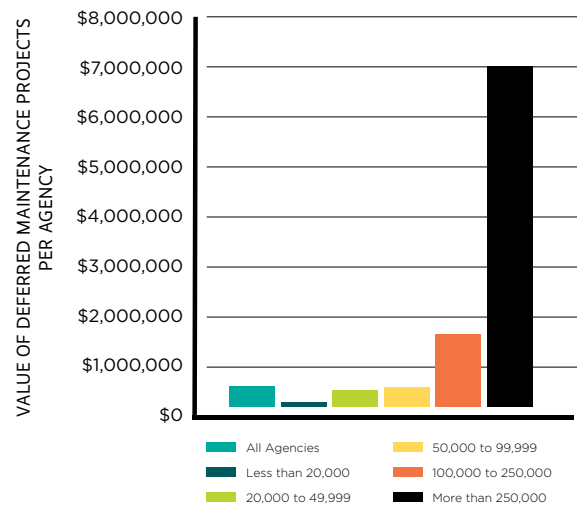


FIGURE 24: VALUE OF DEFERRED MAINTENANCE PROJECTS PER AGENCY (BY JURISDICTION POPULATION)



	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More than 250,000
Median	\$480,500	\$100,000	\$341,845	\$400,000	\$1,450,744	\$6,860,000
Lower Quartile	\$0	\$0	\$0	\$0	\$0	\$0
Upper Quartile	\$5,000,000	\$804,959	\$2,625,000	\$3,750,000	\$11,100,000	\$66,379,377
Average	\$16,662,315	\$1,346,922	\$5,430,337	\$7,129,846	\$24,756,225	\$57,698,975

average at city-based agencies is \$22.3 million. County park and recreation agencies have an average of \$23.3 million in deferred maintenance projects. In comparison, independent park districts/authorities and special park districts have an average of \$5 million and \$6.4 million, respectively, in deferred maintenance projects.

POLICIES

Park and recreation agencies have various policies that address how residents enjoy amenities and programming in their communities. Many policies align with an agency’s mission to increase a community’s overall health and wellness, such as banning tobacco products, limiting the consumption of alcohol and ensuring the availability of healthy food options. Other policies address the collection of fees that help agencies with park upkeep and staffing challenges.

More than four in five park and recreation agencies have policies that prohibit the use of tobacco products in their parks, at their facilities and on their grounds. Fifty-three percent of agencies ban the use of tobacco at all agency parks and facilities, while another 29 percent make exceptions for certain facilities (e.g., golf courses).

Nearly three in four park and recreation agencies allow the consumption of alcohol by legal-age adults on at least some of their premises. Fifteen percent of agencies have a policy that allows the consumption of alcohol at all

park and recreation agency locations in their jurisdiction. Agencies are more likely to permit the consumption of alcohol at only a few select locations rather than at all facilities. Further, 47 percent of agencies allow the sale of alcohol on their premises — mainly at select locations and by either the agencies themselves or authorized concessionaires.

Park and recreation agencies promote health and wellness by offering healthy food options at their vending machines and concessions. At least two-thirds of agencies offer healthy food options in vending machines and/or concession stands at their facilities.

Relatively few park and recreation agencies charge an admission fee to enter or park a vehicle at their facilities. Seventeen percent of agencies charge fees to enter some of their parks and 17 percent of agencies have parking fees at some of their facilities. In both cases, the agencies that charge either admission or parking fees do so only at a limited number of facilities.

**FIGURE 25: PARK AND RECREATION AGENCY POLICIES
(PERCENTAGE DISTRIBUTION OF AGENCIES)**

	Yes, at all locations	Yes, at select locations	No
Has a policy barring the use of all tobacco products in its parks and at its facilities and grounds	53%	29%	19%
Has a policy that allows the consumption of alcohol by legal-aged adults on its premises	15	59	26
Agency sells alcoholic beverages to legal-aged adults on its premises (sold either by the agency or by a concessionaire authorized by the agency)	3	47	50
Agency provides healthy food options in its vending machines	25	42	33
Agency provides healthy food options at its concession stands	25	48	28
Agency charges a parking fee at its parks or facilities	1	16	83
Agency charges an admission fee to enter its parks	1	16	83

Park and recreation professionals and their agencies are essential in promoting and advancing community health, resiliency and overall well-being. Given their mission to make communities better places to live, learn, work and play, park and recreation agencies are in a unique position to champion efforts that advance diversity, equity and inclusion (DEI). Among implemented DEI practices implemented are:

- Eighty percent of park and recreation agencies have an expressed commitment to DEI in their foundational documents (e.g., vision, mission and strategic plan documents).
- Ninety-two percent of park and recreation agencies have hiring practices and policies that promote a diverse workforce.

FIGURE 26: AGENCIES WITH AN EXPRESSED COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION (DEI) IN THEIR FOUNDATIONAL DOCUMENTS (PERCENTAGE DISTRIBUTION)

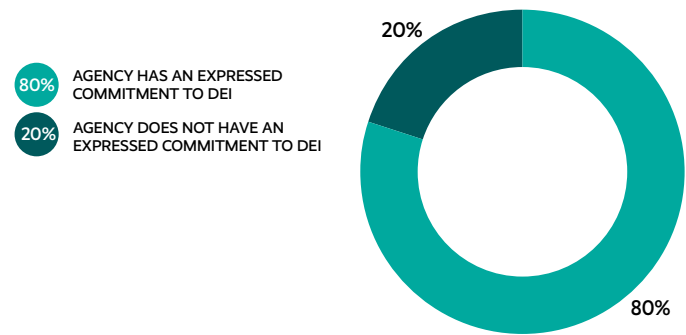


FIGURE 27: AGENCIES WITH HIRING PRACTICES AND POLICIES THAT PROMOTE A DIVERSE WORKFORCE (PERCENTAGE DISTRIBUTION)

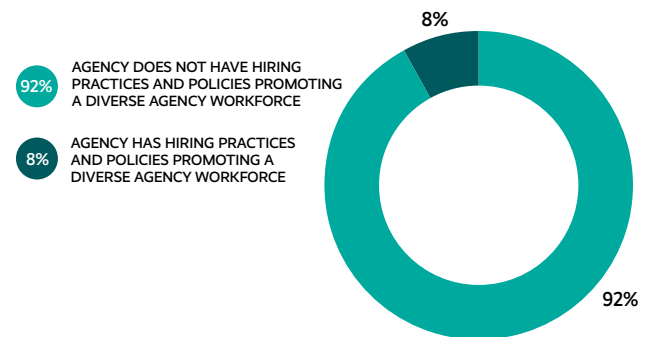


PHOTO COURTESY OF HOUSTON PARKS AND RECREATION DEPARTMENT

Urban Gardener Brent Moon with members of the Houston, Texas, community at the Sunnyside Park gardens.

ADDITIONAL NRPA RESOURCES

The 2022 NRPA Agency Performance Review and NRPA Park Metrics are just two tools offered by NRPA that champion the work of park and recreation professionals across the United States. The NRPA Research team focuses its efforts on two major areas:

- Collecting and analyzing data to help park and recreation professionals make optimal decisions on operations, programming and spending
- Developing data to help park and recreation professionals make the case for greater and more sustainable funding

Included in the vast suite of NRPA Research resources are:

- **Engagement With Parks Report:** This annual NRPA research survey probes the public's use of parks, the key reasons that drive their use and the greatest challenges preventing greater usage. Each year, the study examines the importance of public parks in our lives, including how parks compare to other services and offerings of local governments. Recent findings show that 260 million people accessed their local parks or recreation facilities during the past year; 87 percent of U.S. adults agree that parks and recreation is an important local government service; and four in five people consider high-quality park and recreation amenities as a principal factor when choosing a place to live.
- **NRPA Park Pulse Polls:** Each month, the NRPA Research team polls 1,000 U.S. adults ages 18 and older representing a cross-section of the population to explore their views on topics related to the park and recreation field. Questions span from the serious to the more lighthearted — but all demonstrate the power of parks and recreation.
- **Diversity, Equity and Inclusion in Parks and Recreation:** Given their mission to make communities better places to live, learn, work and play, park and recreation agencies are in a unique position to champion efforts that advance diversity, equity and inclusion (DEI). This report takes inventory of the DEI activities, if any, agencies have

established, the professional development opportunities provided to staff and the challenges organizations face in promoting DEI practices.

- **Parks and Recreation: Advancing Community Health and Well-Being:** To meet the public's emerging health and wellness needs, parks and recreation is evolving into community wellness hubs. These hubs are trusted gathering places that allow every community member to connect with essential programs, services and spaces that advance health equity, improve health outcomes and enhance the quality of life. This report focuses on how park and recreation professionals tackle their communities' ever-expanding health and wellness needs, including programming, education, innovations and health equity.
- **NRPA Out-of-School Time Report:** More than four in five park and recreation agencies offer out-of-school time (OST) programs that serve millions of children throughout the United States. These before-school, after-school and/or summer programs provide physical activity opportunities, safe spaces for children, childcare for parents and caregivers, and social connections with peers. This report looks at those offerings and benefits of OST programs provided by local parks and recreation, and the innovations to OST programs brought about by the coronavirus (COVID-19) pandemic.
- **The Economic Impact of Parks:** Thanks to the efforts of park and recreation professionals throughout the United States, local park and recreation agencies generated \$166 billion in economic activity and supported more than 1.1 million jobs in 2017. Beyond the nationwide impact, this report also shows the economic contribution of parks and recreation on the state level. The estimates of total economic impacts include the direct, indirect and induced effects of operations and capital spending by local park and recreation agencies in each state and the District of Columbia.
- **Youth Sports at Park and Recreation Agencies:** This study explores youth sports offerings, partnerships, fees and registration, and equitable access. Key findings include: five in six park and recreation agencies collaborate



PHOTO COURTESY OF MARILYN SKLAR/MONTGOMERY PARKS, MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Kids sled on school snow day at Tilden Woods Local Park in Montgomery County, Maryland.

five benefits that park and recreation leaders seek from foundations are:

- Extra fundraising capacity
- Ability to serve beyond the scope of a traditional park and recreation agency
- Advocacy for parks and recreation
- Expertise and skills that complement agency staff
- Flexibility as foundations are not government agencies

- **NRPA Park and Recreation Marketing and Communications Report:** Getting the word out to the public about what park and recreation agencies do is a great challenge. One solution to this challenge is for agencies to invest in marketing and communications strategies — although accomplishing this is no small feat. This survey explores the various methods and tactics used to market to community members, the use of partners for greater reach, the role of social media in marketing and communications, typical budgets, the

with partners to deliver youth sports activities; 86 percent of park and recreation professionals agree that they and their peers contribute to a fair and just future for youth sports by identifying inequities in access to organized sports offerings; and two in three agencies offer reduced or discounted fees for lower-income residents.

- **Workforce Development and Career Exploration in Parks and Recreation:** Workforce development and career exploration programs are critical contributors to the future success of parks and recreation. Key findings include: a third of agencies currently have a workforce development/career exploration program; nearly nine in 10 agencies collaborate with partners on these programs; and the top program goal is to develop future park and recreation leaders.
- **Park and Recreation Agency-Foundation Relationships: Partnering for the Future:** This study shares evidence-based best practices that optimize agency-foundation relationships and detailed snapshots of the benefits and challenges between these relationships. Among the key findings are that the top



PHOTO COURTESY OF SOUTH SUBURBAN PARKS AND RECREATION

Runners work hard at the 38th Annual High Line Canal 10K/5K Run in Centennial, Colorado.



PHOTO COURTESY BOULDER CITY, NEVADA

A child swings the bat during a t-ball game at Pratte Field in Veterans' Memorial Park in Boulder City, Nevada.

number of personnel devoted to this effort and more.

- **2021 NRPA Park and Recreation Salary Survey:** Having access to comprehensive compensation data informs park and recreation agency leaders about how to attract the best staff. This report features detailed base salary and bonus data for 10 park and recreation leadership positions.
- **Evaluation Resource Hub:** The NRPA Research team has created several tools that help park and recreation professionals collect and use data to identify new opportunities for amenities and services and pinpoint areas for improvement. The hub includes:
 - **Green Infrastructure Evaluation Framework:** This resource helps local governments and park advocates measure the many benefits of green infrastructure in parks. Follow the framework's three simple steps – define benefits and measures, collect data and use data – to improve green infrastructure projects and share the message about project benefits.
 - **Customer Feedback Surveys:** Obtaining customer feedback is challenging for many park and recreation agencies, especially those with resource constraints. This guide outlines fundamental principles of conducting effective customer satisfaction surveys, focusing on acting on the results while keeping your agency's time, money, staffing and current survey skills in mind.
 - **Community Needs Assessments:** This resource guides park and recreation professionals through the entire community needs assessment lifecycle – from deciding clear goals to eliciting a high-response rate from your community. Most importantly, it demonstrates how to use the survey data to strengthen your agency in both the short and long term.



PHOTO COURTESY OF BEN SCHORZMAN/CITY OF EUGENE RECREATION

A recreation soccer player attempts a shot during a game at Ascot Park in Eugene, Oregon.

CONCLUSIONS

The 2022 NRPA Agency Performance Review and NRPA Park Metrics comprise the most comprehensive park and recreation-related data, benchmarks and insights that inform park and recreation agency professionals, key stakeholders and the public about the state of the park and recreation industry. These resources provide all those who care about quality parks and recreation with various tools.

1. Guidance on the resources dedicated to and performance of parks and recreation.

How does your local park and recreation agency measure up in terms of providing open spaces, recreation opportunities and programming relative to your peer agencies? Is your agency properly staffed or sufficiently funded compared to others?

2. Data that allow informed decisions on the optimal set of service and facility offerings.

Park and recreation agency leaders do not make decisions based on a one-size-fits-all standard that does not reflect individual communities' unique circumstances and needs. Instead, these metrics enable park and recreation professionals to compare their agencies with others they view as peers.

3. Comprehensive data demonstrating the broad offerings and programming that represent the full definition of parks and recreation.

The information in this report helps demonstrate to policymakers, key stakeholders, the media and the general public the full breadth of service offerings and responsibilities of park and recreation professionals and their agencies throughout the United States.

Park and recreation professionals can use the 2022 NRPA Agency Performance Review and NRPA Park Metrics in conjunction with NRPA's other research resources and tools to ensure all members of their community have access to high-quality park and recreation amenities and services.



PHOTO COURTESY OF SCOTLAND COUNTY (NORTH CAROLINA) PARKS AND RECREATION

A “waterlogged” splash pad event features special lighting and glow-in-the-dark bands.

ACKNOWLEDGEMENTS

NRPA is grateful to all the park and recreation professionals and their agencies that completed the *2022 Agency Performance Survey* in NRPA Park Metrics. Thank you to Kevin Roth, Melissa May, Lindsay Hogeboom, Vitisia Paynich, Jennifer Fulcher-Nguyen, Ivy McCormick, Greg Manns and Kate Anderson for making this report possible.



PHOTO COURTESY OF MICHAEL LEE

Gallery Park residents enjoy the annual fireworks show hosted by Glenview (Illinois) Park District.

ABOUT NRPA



PHOTO COURTESY OF LUKE THOMPSON

Each fall, third through fifth graders learn to run a mile with the support of midshipmen from the USNA Marathon Team during the Mighty Milers track meet in Annapolis, Maryland.

The National Recreation and Park Association (NRPA) is the leading not-for-profit organization dedicated to building strong, vibrant and resilient communities through the power of parks and recreation. With more than 60,000 members, NRPA advances this vision by investing in and championing the work of park and recreation professionals and advocates — the catalysts for positive change in service of equity, climate-readiness, and overall health and well-being.

NRPA brings strength to our message by partnering with like-minded organizations, including those in the federal government, nonprofits and commercial enterprises. Funded through dues, grants, registrations and charitable contributions, NRPA produces research, education and policy initiatives for our members that ultimately enrich the communities they serve.

Back Cover image

Kids partake in bounce house fun at during a spring event at Julian B Lane Riverfront Park in Tampa, Florida. *Photo courtesy of Tampa (Florida) Parks and Recreation.*

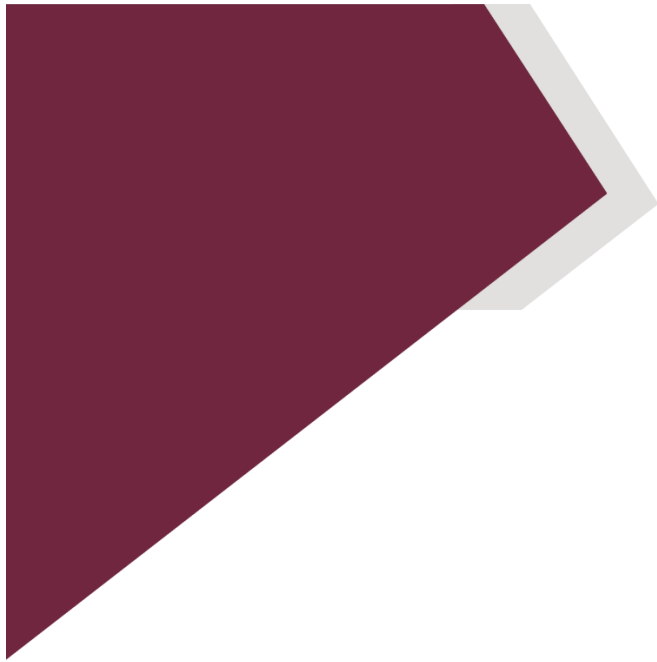
NRPA places immense importance on research and data to raise the status of parks and recreation. We conduct research with two goals: First, NRPA creates and analyzes data to help park and recreation agencies make optimal decisions on operations, programming and spending. Second, NRPA develops data and insights that support park and recreation professionals making the case for greater and more stable funding to policymakers, key stakeholders, the media and the general public.

The NRPA Research team works closely with internal subject matter experts, respected industry consultants and the academic community to develop its reports and data resources. Learn more about NRPA research reports and resources at nrpa.org/Research.



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AND PARK ASSOCIATION

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APPENDIX J
Official Township Map



OFFICIAL MAP

- Landmarks**
- ★ Ferguson Township Municipal Building
 - ▲ Ferguson Township Elementary School
 - Historic Site (per National Register of Historic Places)

- Proposed Facilities**
- Proposed Roads
 - ⋯ Proposed Bicycle Facilities*
 - Future Fire Station
 - Proposed Parkland
 - Proposed Township Land Acquisition

- Existing Municipal Facilities**
- Wells
 - Streets
 - Sidewalks
 - Park Path
 - Existing Bike Lane
 - Parks
 - Musser Gap Greenway & Trail
 - Bike Route
 - Existing Shared Use Path
 - Existing State Bike Route
 - Township-Owned Property

- Boundary Lines & Natural Features**
- Regional Growth Boundary
 - Municipal Boundaries
 - Parcels
 - Floodplains

- Parcels Included in PACE Agricultural Easements**
(Centre County's Purchase of Agricultural Conservation Easement (PACE) Program)
- Halfmoon OSPP
 - ClearWater
 - Pending Purchase
 - Purchased

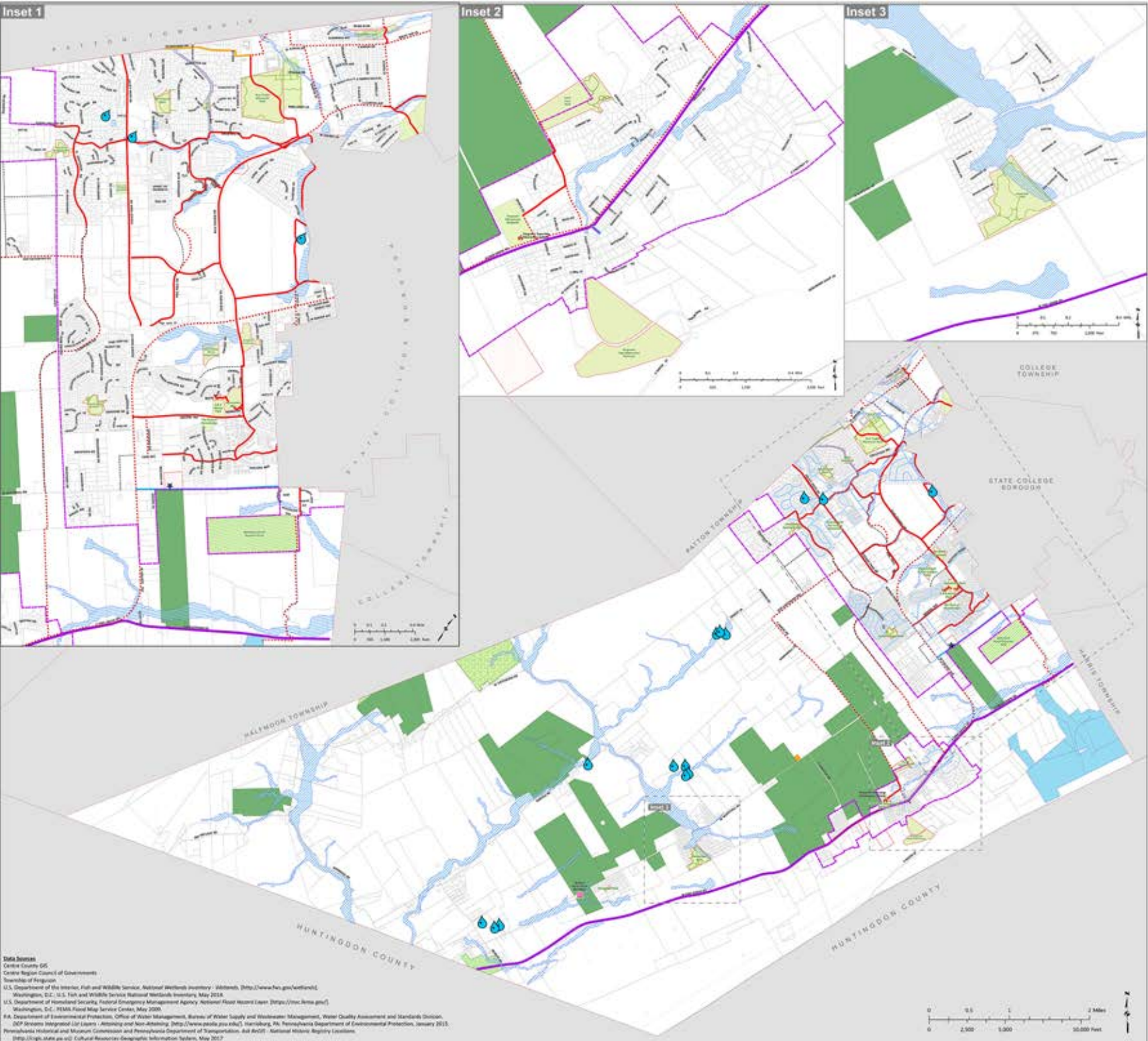
* Per the Centre Regional Planning Agency (CRPA) Regional Bike Plan, as amended May 23, 2016. Proposed Bicycle Facilities are shown as amended by Ferguson Township on 7/25/2017, and updated 2/11/2022

THIS IS TO CERTIFY THAT THIS IS THE OFFICIAL MAP OF THE TOWNSHIP OF FERGUSON REFERRED TO IN SECTION ___ OF ORDINANCE ___ OF THE TOWNSHIP OF FERGUSON, CENTRE COUNTY, PENNSYLVANIA.

CHAIR _____ DATE _____

BOARD OF SUPERVISORS _____ DATE _____

TOWNSHIP MANAGER _____ DATE _____



Data Sources

Centre County GIS
 Centre Region Council of Governments
 Township of Ferguson
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