



**2020 - 2024**  
**Capital Improvement Plan**



*Township of*  
**FERGUSON**  
*Pennsylvania*

# TABLE OF CONTENTS

|   |           |
|---|-----------|
| <b>Introduction</b>                                 | <b>3</b>  |
| <b>CIP Overview</b>                                 | <b>3</b>  |
| <b>Strategic Planning</b>                           | <b>4</b>  |
| <b>Voting Wards</b>                                 | <b>10</b> |
| <b>Township Map</b>                                 | <b>11</b> |
| <b>SUMMARY</b>                                      | <b>12</b> |
| <b>Fund Groups Defined/Department Relationships</b> | <b>15</b> |
| <b>Fund Balances, Revenue &amp; Expenditures</b>    | <b>17</b> |
| <b>REVENUE SUMMARY</b>                              | <b>21</b> |
| <b>Grants</b>                                       | <b>23</b> |
| <b>EXPENDITURES SUMMARY</b>                         | <b>25</b> |
| <b>Staffing</b>                                     | <b>27</b> |
| <b>Administration</b>                               | <b>31</b> |
| <b>Finance</b>                                      | <b>36</b> |
| <b>Debt Service</b>                                 | <b>40</b> |
| <b>Information Technology</b>                       | <b>41</b> |
| <b>Police</b>                                       | <b>44</b> |
| <b>Planning &amp; Zoning</b>                        | <b>54</b> |
| <b>Public Works</b>                                 | <b>58</b> |
| <b>Buildings</b>                                    | <b>60</b> |
| <b>Roads</b>  | <b>64</b> |
| <b>Capital Equipment</b>                            | <b>70</b> |
| <b>Parks</b>  | <b>73</b> |

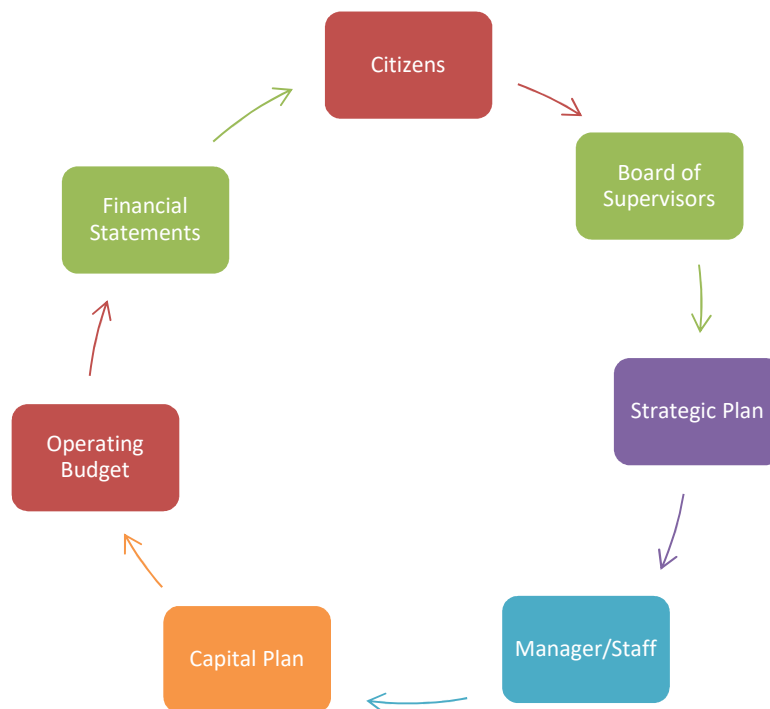
# Chapter 1: Introduction

## Who should read this document?

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



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



## Strategic Planning



Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make

progress, but also how it will know if it is successful. Without planning, the township would be spinning in circles with no clear idea of how to serve the public effectively.

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

The strategic plan provides long-term direction defined by the Elected Officials and the CIP interfaces directly with the financial needs originated by the Strategic Plan.

Ferguson Township updates the Strategic Plan to reflect the current priorities of the township stakeholders. The components of the Strategic Plan are included throughout the document.

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

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

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

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



## 2017 Strategic Plan Goals

### Financial Stability

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

### Economic Development

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

### Growth Management

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

### Environmental Stewardship

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

### Best Management Practices for Operations

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

## **Increase Participatory Government**

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

## **Promotion of Clean Renewable Energy**

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

## **Promotion of Municipal Identity**

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

## **Partnerships and Regional Thinking**

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

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

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

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

## **What is the Capital Improvement Plan (CIP)?**

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

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

Defining what is to be included in the CIP is critical to narrow down the number of items to be considered during the creation and reviews of the plan.

The township has defined a capital asset as one with an initial cost exceeding \$2,500 each and will have a lifespan of longer than one year.

Each department head provides their department estimates for the CIP. These estimates are subject to the knowledge, expertise, and judgment of the department heads. There are limited assurances that the amounts are reasonable or accurate. Finance has no authority to adjust amounts made by the department heads. Changes to the department submissions can only be done by the Manager or Board of Supervisors.

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

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

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



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

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

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

### ***Our Mission***

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

### ***Our Vision***

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

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



## ***We Value***

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

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

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

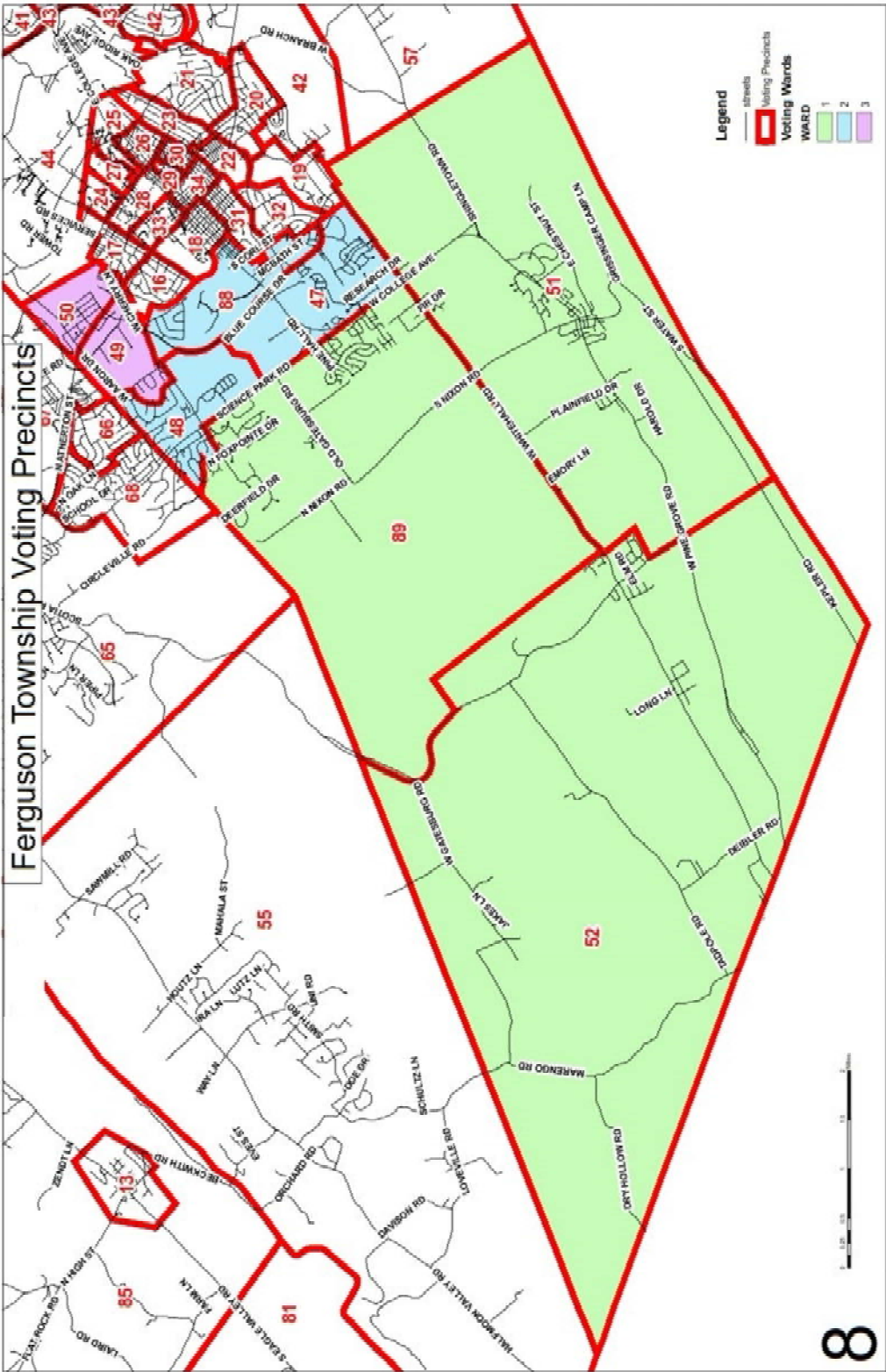
**Managing our resources wisely.** It is recognized that resources, including tax revenue, public utilities such as water and sewer, and services such as police and fire, are finite and must be allocated most efficiently. It is our responsibility to continuously review and refine our practices to improve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

**Collaborating with our neighboring municipalities to provide cost-effective services.** The Centre Region is home to one of the premier and oldest Council of Governments in the Commonwealth. For decades, the municipalities that comprise the Centre Region have recognized the benefits of regional cooperation to improve the effectiveness and efficiency of service delivery. It is our responsibility to maintain our commitment to the Centre Region Council of Governments and neighboring municipalities for programs where regional cooperation maximizes our return on investment.

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

# VOTING WARDS

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



OFFICIAL TOWNSHIP MAP





# Chapter 2: Summary

## Plan Summary

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

For the five years ending in 2023, the Township proposes spending **\$114 million (including \$26 million in interfund transfers) \$88 million net** for all governmental funds. Since interfund transfers are internal transfers between funds, they can be deducted from the total in summary reports. Government funds do not include pension trust funds nor the Tom Tudek Memorial Trust Fund (even though the township provides some funding for park projects).

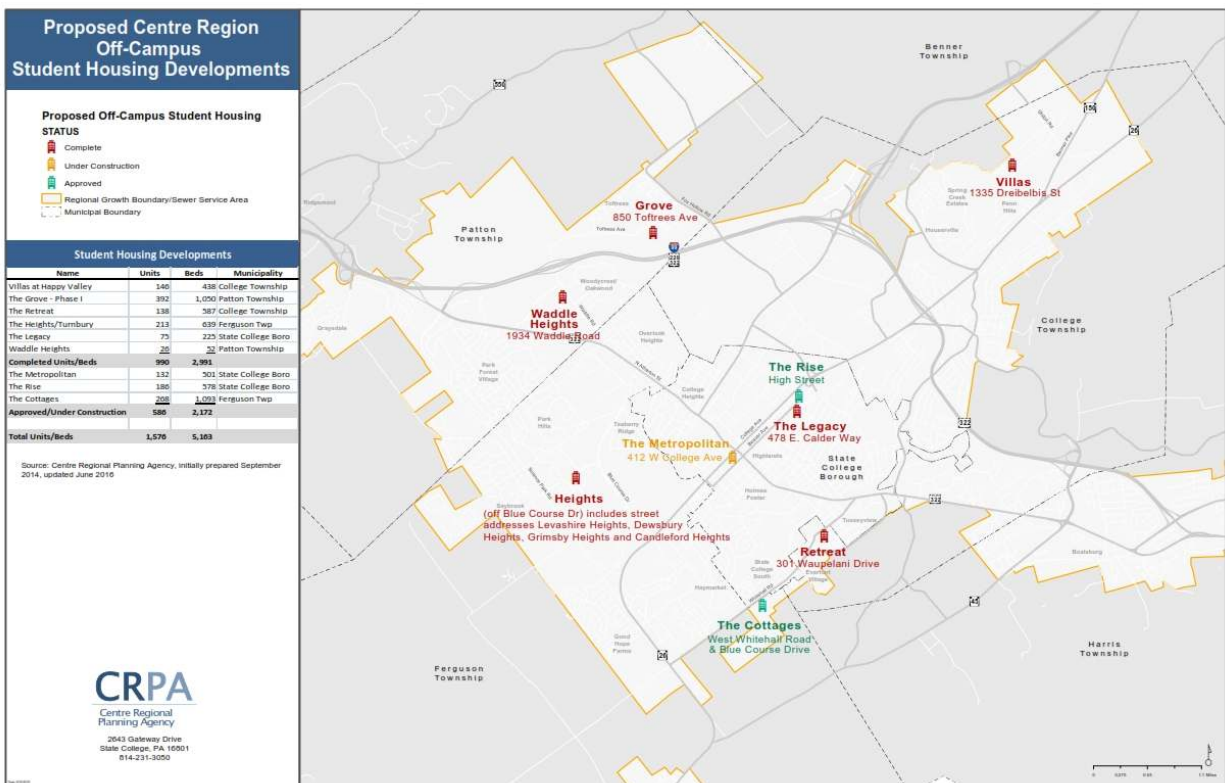
Please be aware that for budgeting purposes, amounts are estimated and rounded where possible. It is not possible to obtain exact amounts over 12 months in advance. Vendor pricing is generally only valid for 60 or 90 days. Beyond that, amounts are only estimates of expected pricing.

## Demographics



The township encompasses an area of approximately 50 square miles and is home to nearly 19,000 residents. Several high-tech industries have found a home in Ferguson Township over the years including AccuWeather, Minitab, Sound Technology, Videon, and Avail Technologies. The township is also home to major research facilities of The Pennsylvania State University, one of the nation's premier agricultural and engineering institutions. The demographics have a large impact on the tax revenues collected and the cost of operations. Without

a growing community, township revenues would flatten while operating costs would continue to increase, leading to a strain on township resources. However, unmitigated growth is unhealthy in the long term. By smartly managing growth, the township will continue to operate soundly for many years to come.



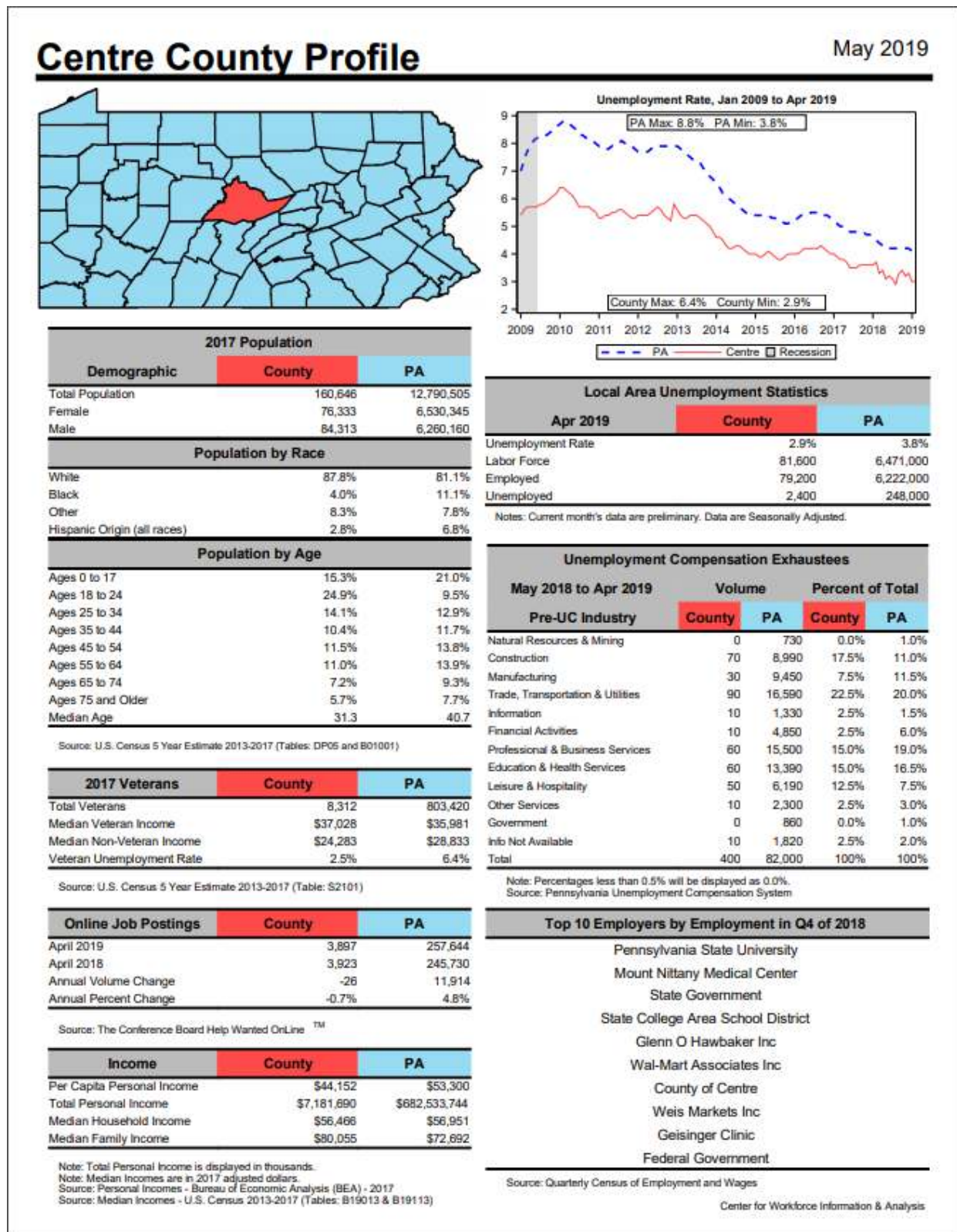
Since tax revenues are driven by population and age, identifying the demographics and trends provides important data for revenue projections. The following tables depict the township population estimates and age groups.

| Population Estimates                          | 2020   | 2021   | 2022   | 2023   | 2024   |
|---|--------|--------|--------|--------|--------|
| Based on Centre Regional Planning Agency Data | 19,407 | 19,601 | 19,797 | 19,995 | 20,195 |



## Demographics

Following is a current map, of Centre County as of May 2019. This data provides useful information when planning for the near future economics.



## **Fund Groups Defined**

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

### ***The General Fund***

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

### ***The General Obligation Fund***

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

### ***The Capital Projects Funds***

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

### ***The Special Revenue Funds***

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

### ***Stormwater Fund***

The Township is considering implementing a StormWater Fund to mitigate the damage from large storms and the amount of floodwater generated by impervious areas, such as roads, parking lots and buildings. Basic estimates are included in this CIP, and it is calculated that revenue will match the expenses.

### ***Rainy Day Fund***

The township is considering a new rainy day fund to mitigate the effects of an economic downturn. By reserving financial resources for times of economic stress, the township can reduce the need for tax increases, layoffs, or other cutbacks. Mitigating the risks of an economic downturn greatly increases the long term stability of the township. The Rainy Day Fund is not included in the current CIP.

## Fund and Department Relationships

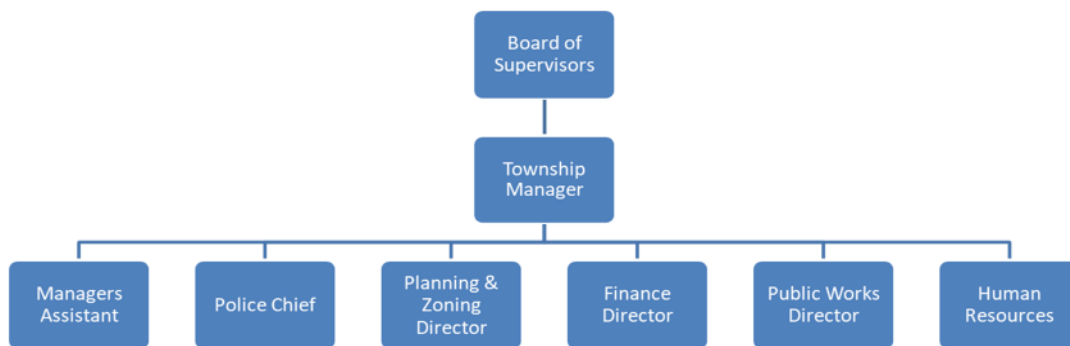
The township follows the PA State Chart of Accounts format. The state recommends this format. The state explains the reasoning below:

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

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

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

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



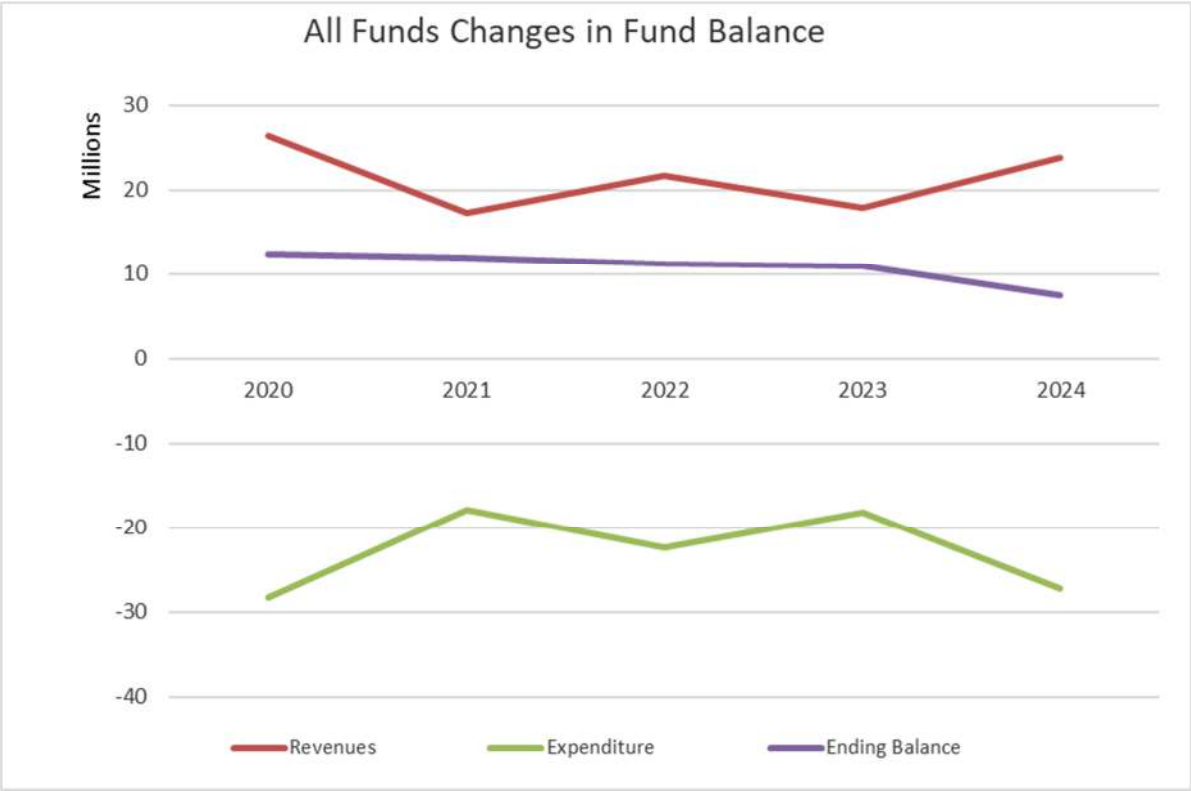
The responsible department heads are Administration & Human Resources, Finance & Tax, Public Works & Engineering, Police, and Planning Zoning. These individuals are responsible for all the accounts within the entire budget and funds.

The following table breaks down the responsibilities by the department heads

\*Legend: GF=General Fund, CR=Capital Reserve Fund, TIF=Transportation Improvement Fund,

| Responsible Department       | Funds        | Responsible Area  |
|------------------------------|--------------|---|
| Township Manager             | All          | Responsible for Final Document, Administration, Parks & Rec, Tudek Park |
| Assistant to the Manager     | GF, CR       | Assists Manager in reviewing Administration, Parks & Rec                |
| Human Resource Administrator | GF           | Assists in estimating salaries, wages, and benefits                     |
| Finance Director             | All          | Finance, Tax, IT, COG, Salaries & Benefits, Insurance, Pension plans    |
| Police Chief                 | GF, CR       | Police  |
| Public Works Director        | GF, CR, TIF, | Engineering, Public Works Road Crew, Arborist, Buildings & Grounds      |
| Planning & Zoning Director   | GF, CR       | Planning & Zoning   |

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



| All Funds                      | 2019        | 2020        | 2021        | 2022        | 2023        | 2024        | TOTAL        |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Beginning Balance              | 16,068,287  | 14,516,864  | 12,477,344  | 11,789,567  | 10,624,579  | 10,265,721  | 14,516,864   |
| Revenues                       | 14,430,325  | 26,359,663  | 17,328,115  | 21,683,109  | 17,867,220  | 23,810,313  | 107,048,420  |
| Expenditure                    | -15,856,695 | -28,399,183 | -18,015,892 | -22,848,097 | -18,226,079 | -26,639,078 | -114,128,329 |
| Ending Balance                 | 14,641,917  | 12,477,344  | 11,789,567  | 10,624,579  | 10,265,721  | 7,436,955   | 7,436,955    |
| Fund Balance % of Expenditures | 48%         | 44%         | 65%         | 59%         | 45%         | 28%         |              |

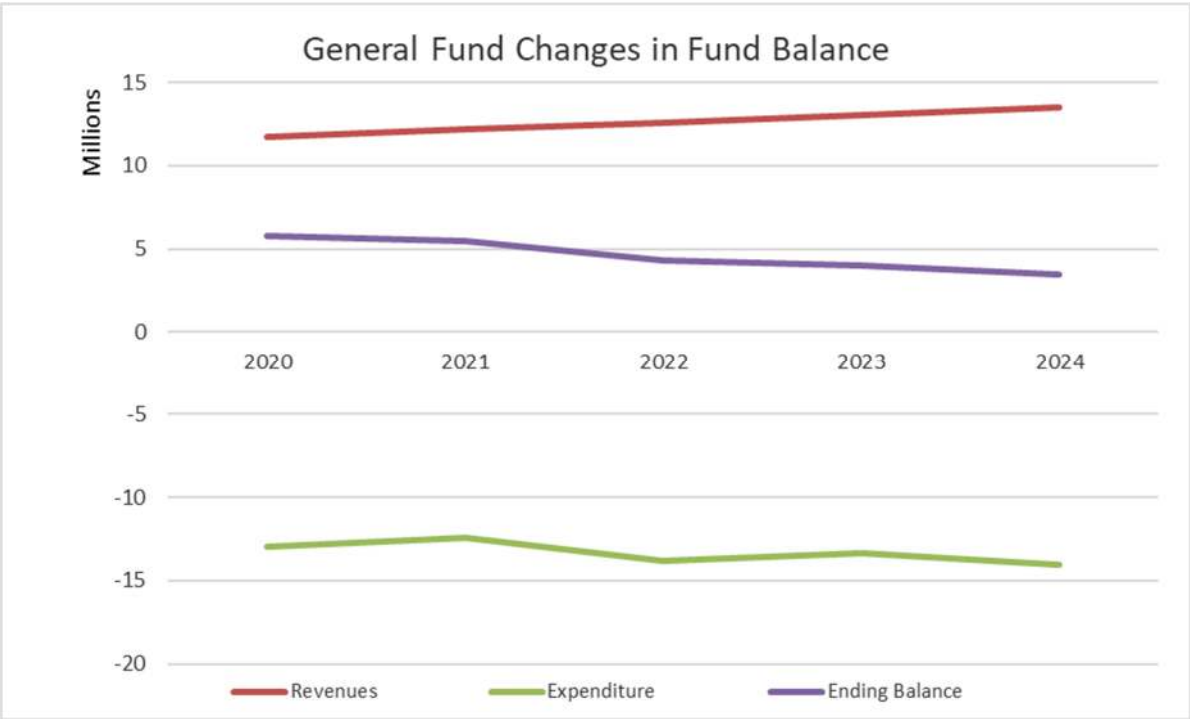
### Sinking Funds

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

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

Such sinking funds include the Building Equipment Replacement Fund, the Public Works Equipment Replacement Fund, the Police Vehicle Equipment Fund, and the Wellness Fund.

General Fund



| General Fund                   | 2019        | 2020        | 2021        | 2022        | 2023        | 2024        | TOTAL       |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Beginning Balance              | 7,969,685   | 6,996,091   | 5,775,442   | 5,511,306   | 4,324,643   | 4,005,242   | 6,996,091   |
| Revenues                       | 11,736,850  | 11,736,850  | 12,166,605  | 12,609,252  | 13,065,178  | 13,534,783  | 63,112,667  |
| Expenditure                    | -12,710,444 | -12,957,499 | -12,430,740 | -13,795,915 | -13,384,579 | -14,039,369 | -66,608,102 |
| Ending Balance                 | 6,996,091   | 5,775,442   | 5,511,306   | 4,324,643   | 4,005,242   | 3,500,656   | 3,500,656   |
|                                |             |             |             |             |             |             |             |
| Fund Balance % of Expenditures | 42%         | 45%         | 44%         | 35%         | 29%         | 25%         |             |



## Capital Projects Funds

| Ag Preservation Fund      | 2019       | 2020       | 2021       | 2022       | 2023       | 2024       | TOTAL       |
|---------------------------|------------|------------|------------|------------|------------|------------|-------------|
| Beginning Balance         | 63,714     | 29,714     | 54,714     | 49,714     | 74,714     | 69,714     | 29,714      |
| Revenues                  | 26,000     | 25,000     | 25,000     | 25,000     | 25,000     | 25,000     | 125,000     |
| Expenditure               | -60,000    | 0          | -30,000    | 0          | -30,000    | 0          | -60,000     |
| Ending Balance            | 29,714     | 54,714     | 49,714     | 74,714     | 69,714     | 94,714     | 94,714      |
| Capital Reserve Fund      | 2019       | 2020       | 2021       | 2022       | 2023       | 2024       | TOTAL       |
| Beginning Balance         | 1,234,279  | 1,234,279  | 1,243,879  | 1,642,729  | 2,797,329  | 2,984,429  | 1,234,279   |
| Revenues                  |            | 6,573,954  | 1,806,683  | 4,120,233  | 1,609,260  | 4,202,670  | 18,312,800  |
| Expenditure               |            | -6,564,354 | -1,407,833 | -2,965,633 | -1,422,160 | -4,193,070 | -16,553,050 |
| Ending Balance            | 1,234,279  | 1,243,879  | 1,642,729  | 2,797,329  | 2,984,429  | 2,994,029  | 2,994,029   |
| Reg Cap Rec Projects Fund | 2019       | 2020       | 2021       | 2022       | 2023       | 2024       | TOTAL       |
| Beginning Balance         | 1,264,093  | 1,534,717  | 1,426,717  | 1,269,717  | 1,112,717  | 955,717    | 1,534,717   |
| Revenues                  | 420,000    | 3,000      | 3,000      | 3,000      | 3,000      | 3,000      | 15,000      |
| Expenditure               | -149,376   | -111,000   | -160,000   | -160,000   | -160,000   | -160,000   | -751,000    |
| Ending Balance            | 1,534,717  | 1,426,717  | 1,269,717  | 1,112,717  | 955,717    | 798,717    | 798,717     |
| Transportation Imp Fund   | 2019       | 2020       | 2021       | 2022       | 2023       | 2024       | TOTAL       |
| Beginning Balance         | 4,581,975  | 3,826,975  | 2,998,409  | 2,462,911  | 1,601,059  | 1,824,639  | 3,826,975   |
| Revenues                  | 1,500,000  | 2,230,334  | 1,448,102  | 1,463,147  | 1,478,580  | 1,494,410  | 8,114,574   |
| Expenditure               | -2,255,000 | -3,058,900 | -1,983,600 | -2,325,000 | -1,255,000 | -3,672,000 | -12,294,500 |
| Ending Balance            | 3,826,975  | 2,998,409  | 2,462,911  | 1,601,059  | 1,824,639  | -352,951   | -352,951    |
| PGM Streetlight Fund      | 2019       | 2020       | 2021       | 2022       | 2023       | 2024       | TOTAL       |
| Beginning Balance         | 19,784     | 20,084     | 20,384     | 20,687     | 20,993     | 21,302     | 20,084      |
| Revenues                  | 300        | 300        | 303        | 306        | 309        | 312        | 1,530       |
| Expenditure               | 0          | 0          | 0          | 0          | 0          | 0          | 0           |
| Ending Balance            | 20,084     | 20,384     | 20,687     | 20,993     | 21,302     | 21,614     | 21,614      |
| Park Improvement Fund     | 2019       | 2020       | 2021       | 2022       | 2023       | 2024       | TOTAL       |
| Beginning Balance         | 124,053    | 125,053    | 125,592    | 126,136    | 126,686    | 127,242    | 125,053     |
| Revenues                  | 1,000      | 539        | 544        | 550        | 555        | 561        | 2,750       |
| Expenditure               | 0          | 0          | 0          | 0          | 0          | 0          | 0           |
| Ending Balance            | 125,053    | 125,592    | 126,136    | 126,686    | 127,242    | 127,803    | 127,803     |
| StormWater Fund           | 2019       | 2020       | 2021       | 2022       | 2023       | 2024       | TOTAL       |
| Beginning Balance         | 124,053    | 0          | 0          | 0          | 0          | 0          | 0           |
| Revenues                  | 1,000      | 119,930    | 749,494    | 1,205,547  | 421,508    | 280,923    | 2,777,401   |
| Expenditure               | 0          | -119,930   | -749,494   | -1,205,547 | -421,508   | -280,923   | -2,777,401  |
| Ending Balance            | 125,053    | 0          | 0          | 0          | 0          | 0          | 0           |

## Special Revenue Funds

| Streetlight Fund  | 2019     | 2020     | 2021     | 2022     | 2023     | 2024     | TOTAL      |
|-------------------|----------|----------|----------|----------|----------|----------|------------|
| Beginning Balance | -11,091  | -10,551  | -9,511   | -7,979   | -5,917   | -3,286   | -10,551    |
| Revenues          | 23,040   | 23,040   | 24,192   | 25,402   | 26,672   | 28,005   | 127,311    |
| Expenditure       | -22,500  | -22,000  | -22,660  | -23,340  | -24,040  | -24,761  | -116,801   |
| Ending Balance    | -10,551  | -9,511   | -7,979   | -5,917   | -3,286   | -41      | -41        |
|                   |          |          |          |          |          |          |            |
| Hydrant Fund      | 2019     | 2020     | 2021     | 2022     | 2023     | 2024     | TOTAL      |
| Beginning Balance | -18,701  | -11,941  | 694      | 12,745   | 24,186   | 34,988   | -11,941    |
| Revenues          | 48,135   | 48,135   | 48,616   | 49,103   | 49,594   | 50,089   | 245,537    |
| Expenditure       | -41,375  | -35,500  | -36,565  | -37,662  | -38,792  | -39,956  | -188,474   |
| Ending Balance    | -11,941  | 694      | 12,745   | 24,186   | 34,988   | 45,122   | 45,122     |
|                   |          |          |          |          |          |          |            |
| Liquid Fuels Fund | 2019     | 2020     | 2021     | 2022     | 2023     | 2024     | TOTAL      |
| Beginning Balance | 735,537  | 792,537  | 861,657  | 722,777  | 569,897  | 268,017  | 792,537    |
| Revenues          | 675,000  | 675,120  | 681,120  | 687,120  | 693,120  | 699,120  | 3,435,600  |
| Expenditure       | -618,000 | -606,000 | -820,000 | -840,000 | -995,000 | -737,000 | -3,998,000 |
| Ending Balance    | 792,537  | 861,657  | 722,777  | 569,897  | 268,017  | 230,137  | 230,137    |

## General Obligation Fund

| General Obligation Fund | 2019    | 2020       | 2021     | 2022       | 2023     | 2024       | TOTAL       |
|-------------------------|---------|------------|----------|------------|----------|------------|-------------|
| Beginning Balance       | 104,959 | 104,959    | 104,959  | 104,959    | 104,959  | 104,959    | 104,959     |
| Revenues                |         | 4,924,000  | 375,000  | 1,495,000  | 495,000  | 3,492,000  | 10,781,000  |
| Expenditures            |         | -4,924,000 | -375,000 | -1,495,000 | -495,000 | -3,492,000 | -10,781,000 |
| Ending Balance          | 104,959 | 104,959    | 104,959  | 104,959    | 104,959  | 104,959    | 104,959     |

# Chapter 3: Revenue Details

## Revenue Projections

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

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

| Fund Group                        | 2020              | 2021              | 2022              | 2023              | 2024              | TOTAL              |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| General Fund                      | 11,736,850        | 12,166,605        | 12,609,252        | 13,065,178        | 13,534,783        | 63,112,667         |
| Capital Projects Funds            | 8,953,057         | 4,033,126         | 6,817,784         | 3,538,212         | 6,006,876         | 29,349,055         |
| Special Revenue Funds             | 746,295           | 753,928           | 761,624           | 769,385           | 777,215           | 3,808,447          |
| General Obligation Fund           | 4,924,000         | 375,000           | 1,495,000         | 495,000           | 3,492,000         | 10,781,000         |
| <b>Total</b>                      | <b>26,360,202</b> | <b>17,328,659</b> | <b>21,683,659</b> | <b>17,867,776</b> | <b>23,810,873</b> | <b>107,051,170</b> |
| <b>Group change %</b>             | <b>25.2%</b>      | <b>-34.3%</b>     | <b>25.1%</b>      | <b>-17.6%</b>     | <b>33.3%</b>      |                    |
| <b>General Fund change %</b>      | <b>1.5%</b>       | <b>3.7%</b>       | <b>3.6%</b>       | <b>3.6%</b>       | <b>3.6%</b>       |                    |
| <b>Capital Projects Funds</b>     | <b>2020</b>       | <b>2021</b>       | <b>2022</b>       | <b>2023</b>       | <b>2024</b>       | <b>TOTAL</b>       |
| Ag Preservation                   | 25,000            | 25,000            | 25,000            | 25,000            | 25,000            | 125,000            |
| Capital Reserve                   | 6,573,954         | 1,806,683         | 4,120,233         | 1,609,260         | 4,202,670         | 18,312,800         |
| Regional Capital Rec Projects     | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             | 15,000             |
| Transportation Improvement        | 2,230,334         | 1,448,102         | 1,463,147         | 1,478,580         | 1,494,410         | 8,114,574          |
| Pine Grove Mills Street Lights    | 300               | 303               | 306               | 309               | 312               | 1,530              |
| Park Improvement                  | 539               | 544               | 550               | 555               | 561               | 2,750              |
| Stormwater Fund                   | 119,930           | 749,494           | 1,205,547         | 421,508           | 280,923           | 2,777,401          |
| <b>Total</b>                      | <b>8,953,057</b>  | <b>4,033,126</b>  | <b>6,817,784</b>  | <b>3,538,212</b>  | <b>6,006,876</b>  | <b>29,349,055</b>  |
| <b>Special Revenue Funds</b>      | <b>2020</b>       | <b>2021</b>       | <b>2022</b>       | <b>2023</b>       | <b>2024</b>       | <b>TOTAL</b>       |
| Street Light                      | 23,040            | 24,192            | 25,402            | 26,672            | 28,005            | 127,311            |
| Hydrant                           | 48,135            | 48,616            | 49,103            | 49,594            | 50,089            | 245,537            |
| Liquid Fuels                      | 675,120           | 681,120           | 687,120           | 693,120           | 699,120           | 3,435,600          |
| <b>Total</b>                      | <b>746,295</b>    | <b>753,928</b>    | <b>761,624</b>    | <b>769,385</b>    | <b>777,215</b>    | <b>3,808,447</b>   |
| <b>Grant/Loan Summary by Fund</b> | <b>2020</b>       | <b>2021</b>       | <b>2022</b>       | <b>2023</b>       | <b>2024</b>       | <b>TOTAL</b>       |
| Capital Reserve Fund              | 9,600             | 398,850           | 1,154,600         | 187,100           | 9,600             | 1,759,750          |
| General Fund                      | 77,649            | 77,649            | 77,649            | 77,649            | 77,649            | 388,245            |
| GOA Fund                          | 4,500,000         | 0                 | 1,000,000         | 0                 | 2,800,000         | 8,300,000          |
| Liquid Fuels Fund                 | 675,120           | 681,120           | 687,120           | 693,120           | 699,120           | 3,435,600          |
| Park Improvement Fund             | 0                 | 0                 | 0                 | 0                 | 0                 | 0                  |
| Regional Capital Rec Projects     | 0                 | 0                 | 0                 | 0                 | 0                 | 0                  |
| Transportation Improvement Fund   | 766,900           | 0                 | 0                 | 0                 | 0                 | 766,900            |
| <b>Total</b>                      | <b>6,029,269</b>  | <b>1,157,619</b>  | <b>2,919,369</b>  | <b>957,869</b>    | <b>3,586,369</b>  | <b>14,650,495</b>  |

## Tax Revenue Projections

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

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

| <b>Tax Revenue</b>                 | <b>2020</b>       | <b>2021</b>       | <b>2022</b>       | <b>2023</b>       | <b>2024</b>       | <b>TOTAL</b>      |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Real Estate Taxes                  | 1,432,850         | 1,461,507         | 1,490,737         | 1,520,552         | 1,550,963         | 7,456,609         |
| Earned Income Taxes                | 8,709,600         | 8,970,888         | 9,240,015         | 9,517,215         | 9,802,732         | 46,240,449        |
| Transfer Taxes                     | 1,450,000         | 1,400,000         | 1,400,000         | 1,400,000         | 1,400,000         | 7,050,000         |
| Local Services Taxes               | 330,000           | 336,600           | 343,332           | 350,199           | 357,203           | 1,717,333         |
| <b>Total</b>                       | <b>11,922,450</b> | <b>12,168,995</b> | <b>12,474,084</b> | <b>12,787,966</b> | <b>13,110,897</b> | <b>62,464,391</b> |
| <b>Average EIT per Resident</b>    | <b>448.79</b>     | <b>457.68</b>     | <b>466.74</b>     | <b>475.98</b>     | <b>485.40</b>     |                   |
| <b>Percentage of Total Revenue</b> | <b>45.2%</b>      | <b>70.2%</b>      | <b>57.5%</b>      | <b>71.6%</b>      | <b>55.1%</b>      |                   |

## Interfund Transfers

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

| <b>General Fund Transfers Out</b> | <b>2020</b>      | <b>2021</b>      | <b>2022</b>      | <b>2023</b>      | <b>2024</b>      | <b>TOTAL</b>      |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| TIF                               | 1,463,434        | 1,448,102        | 1,463,147        | 1,478,580        | 1,494,410        | 7,347,674         |
| Capital Reserve                   | 2,064,354        | 1,157,833        | 1,965,633        | 1,422,160        | 1,393,070        | 8,003,050         |
| Ag Preservation                   | 25,000           | 25,000           | 25,000           | 25,000           | 25,000           | 125,000           |
| Liquid Fuels                      | 0                | 0                | 0                | 0                | 0                | 0                 |
| General Obligation Fund           | 424,000          | 375,000          | 495,000          | 495,000          | 692,000          | 2,481,000         |
| <b>Total</b>                      | <b>3,976,788</b> | <b>3,005,935</b> | <b>3,948,780</b> | <b>3,420,740</b> | <b>3,604,480</b> | <b>17,956,724</b> |
| <b>GOA Transfers Out</b>          | <b>2020</b>      | <b>2021</b>      | <b>2022</b>      | <b>2023</b>      | <b>2024</b>      | <b>TOTAL</b>      |
| Capital Reserve                   | 4,500,000        | 0                | 1,000,000        | 0                | 2,800,000        | 8,300,000         |
| TIF                               | 0                | 0                | 0                | 0                | 0                | 0                 |
| <b>Total</b>                      | <b>4,500,000</b> | <b>0</b>         | <b>1,000,000</b> | <b>0</b>         | <b>2,800,000</b> | <b>8,300,000</b>  |

## Tax Considerations

The Township maintains a fiscally responsible approach to budgeting. Increases in tax rates have not occurred on any frequent basis. Rather, the township relies on annual revenue increases from a growing tax base. At this time, there is no projected tax increase included in the CIP. The local economic conditions are very positive and have led to increased Earned Income Tax revenues and increased Transfer Tax revenues. In addition, the township has aggressively pursued grant funding. Grant revenue has been very beneficial to the township finances. Combined with fiscal restraint, the township maintains strong financial footing.

## Grant Revenue Projections

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

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

The township works hard to take advantage of grant money available as a way to provide additional benefits to the residents without raising local taxes to pay for them. However, many of these grants are competitive and cannot be relied upon as guaranteed revenue sources each year.

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

### Other Grant Funding Efforts

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

**County Liquid Fuels Grant:** Every year public works staff apply for a County Liquid Fuels Grant, typically around \$30,000 to assist with a capital paving project. The grant is typically awarded every other year. In 2018, the Township received \$30,000 in county liquid fuels funds to assist with the cost of improvements to the Corl Street/ West College Avenue intersection.

**Automated Red Light Enforcement Grant:** For the current CIP, subject to the installation of new hardware and software through an ARLE grant, traffic signal performance will be optimized on a more frequent basis than in the past, annually or more frequently. \$498,900 in grant funding is anticipated in 2020.

**Green Light Go Grant:** Staff will continue to apply for GLG grant funding as it is available for traffic signal improvements. \$108,000 plus another \$80,000 is expected to be received in 2020.

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



| GRANT/LOAN TABLE                           |             |      |                  |                  |                  |                |                  |                   |
|--|-------------|------|------------------|------------------|------------------|----------------|------------------|-------------------|
| Grant/Loan/Contributions Detail            | Fund        | Type | 2020             | 2021             | 2022             | 2023           | 2024             | TOTAL             |
| ARLE Grant (detection upgrades)            | TIF         | G    | 108,000          |                  |                  |                |                  | 108,000           |
| ARLE Grant (traffic signals)               | TIF         | G    | 498,900          |                  |                  |                |                  | 498,900           |
| Buckle Up Program                          | GF          | G    | 4,500            | 4,500            | 4,500            | 4,500          | 4,500            | 22,500            |
| Cecil Ivrin Park Improvements              | CR          | G    |                  |                  | 320,000          |                |                  | 320,000           |
| County Liquid Fuels                        | GF          | G    |                  |                  |                  |                |                  | 0                 |
| CR Codes Rent of Fire Trailer              | CR          | C    | 9,600            | 9,600            | 9,600            | 9,600          | 9,600            | 48,000            |
| Drive Safe Program                         | GF          | G    | 3,000            | 3,000            | 3,000            | 3,000          | 3,000            | 15,000            |
| DUI Enforcement                            | GF          | G    | 43,435           | 43,435           | 43,435           | 43,435         | 43,435           | 217,175           |
| Forensic Computer Workstation County Grant | CR          | G    |                  | 3,250            |                  |                |                  | 3,250             |
| Green Light Go Green grant (signals RADAR) | TIF         | G    | 160,000          |                  |                  |                |                  | 160,000           |
| Liquid Fuels                               | LF          | G    | 630,000          | 636,000          | 642,000          | 648,000        | 654,000          | 3,210,000         |
| Liquid Fuels Turnback                      | LF          | G    | 45,120           | 45,120           | 45,120           | 45,120         | 45,120           | 225,600           |
| Loan Proceeds for Admin bldg renovation    | GOA         | L    |                  |                  |                  |                |                  | 0                 |
| Loan Proceeds for new fire station         | GOA         | L    |                  |                  |                  |                | 2,800,000        | 2,800,000         |
| Loan Proceeds for new fueling station      | GOA         | L    |                  |                  |                  |                |                  | 0                 |
| Loan Proceeds for new PW building          | GOA         | L    | 4,500,000        |                  |                  |                |                  | 4,500,000         |
| Multimodal Grant (70/30 split)(planning)   | CR          | G    |                  | 386,000          |                  |                |                  | 386,000           |
| Northern ITS Cable Right of Way            | GF          | C    | 22,144           | 22,144           | 22,144           | 22,144         | 22,144           | 110,720           |
| Park Hills Drainageway Grant               | CR          | G    |                  |                  | 500,000          |                |                  | 500,000           |
| Loan Proceeds for Park Hills Drainageway   | GOA         | L    |                  |                  | 1,000,000        |                |                  | 1,000,000         |
| Suburban Park Improvements                 | CR          | G    |                  |                  | 325,000          |                |                  | 325,000           |
| Suneyysis Right of Way                     | GF          | C    | 4,570            | 4,570            | 4,570            | 4,570          | 4,570            | 22,850            |
| Terraced Streetscape Funding               | GOA         | L    |                  |                  |                  |                |                  | 0                 |
| Tudek Park Phase 3A                        | CR          | G    |                  |                  |                  | 177,500        |                  | 177,500           |
| <b>Total</b>                               |             |      | <b>6,029,269</b> | <b>1,157,619</b> | <b>2,919,369</b> | <b>957,869</b> | <b>3,586,369</b> | <b>14,650,495</b> |
| <b>Grant/Loan Summary by Fund</b>          | <b>Fund</b> |      | <b>2020</b>      | <b>2021</b>      | <b>2022</b>      | <b>2023</b>    | <b>2024</b>      | <b>TOTAL</b>      |
| Capital Reserve Fund                       | CR          |      | 9,600            | 398,850          | 1,154,600        | 187,100        | 9,600            | 1,759,750         |
| General Fund                               | GF          |      | 77,649           | 77,649           | 77,649           | 77,649         | 77,649           | 388,245           |
| GOA Fund                                   | GOA         |      | 4,500,000        | 0                | 1,000,000        | 0              | 2,800,000        | 8,300,000         |
| Liquid Fuels Fund                          | LF          |      | 675,120          | 681,120          | 687,120          | 693,120        | 699,120          | 3,435,600         |
| Park Improvement Fund                      | PI          |      | 0                | 0                | 0                | 0              | 0                | 0                 |
| Regional Capital Rec Projects              | RCRP        |      | 0                | 0                | 0                | 0              | 0                | 0                 |
| Transportation Improvement Fund            | TIF         |      | 766,900          | 0                | 0                | 0              | 0                | 766,900           |
| <b>Total</b>                               |             |      | <b>6,029,269</b> | <b>1,157,619</b> | <b>2,919,369</b> | <b>957,869</b> | <b>3,586,369</b> | <b>14,650,495</b> |
| <b>Grant/Loan Summary by Type</b>          | <b>Type</b> |      | <b>2020</b>      | <b>2021</b>      | <b>2022</b>      | <b>2023</b>    | <b>2024</b>      | <b>TOTAL</b>      |
| Grants                                     | G           |      | 1,492,955        | 1,121,305        | 1,883,055        | 921,555        | 750,055          | 6,168,925         |
| Contributions                              | C           |      | 36,314           | 36,314           | 36,314           | 36,314         | 36,314           | 181,570           |
| Loans                                      | L           |      | 4,500,000        | 0                | 1,000,000        | 0              | 2,800,000        | 8,300,000         |
| <b>Total</b>                               |             |      | <b>6,029,269</b> | <b>1,157,619</b> | <b>2,919,369</b> | <b>957,869</b> | <b>3,586,369</b> | <b>14,650,495</b> |

# Chapter 4: Expenditure Details

## Department Capital Requests

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

## Expenditure Projections Summary

| Fund Group                     | 2020              | 2021              | 2022              | 2023              | 2024              | TOTAL              |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| General Fund                   | 12,957,499        | 12,430,740        | 13,795,915        | 13,384,579        | 14,039,369        | 66,608,102         |
| Capital Projects Funds         | 9,854,184         | 4,330,927         | 6,656,180         | 3,288,668         | 8,305,993         | 32,435,951         |
| Special Revenue Funds          | 663,500           | 879,225           | 901,002           | 1,057,832         | 801,717           | 4,303,275          |
| Debt Service                   | 4,924,000         | 375,000           | 1,495,000         | 495,000           | 3,492,000         | 10,781,000         |
| <b>Total</b>                   | <b>28,399,183</b> | <b>18,015,892</b> | <b>22,848,097</b> | <b>18,226,079</b> | <b>26,639,078</b> | <b>114,128,329</b> |
|                                |                   |                   |                   |                   |                   |                    |
| Capital Projects               | 2020              | 2021              | 2022              | 2023              | 2024              | TOTAL              |
| Ag Preservation                |                   | 30,000            |                   | 30,000            |                   | 60,000             |
| Capital Reserve                | 6,564,354         | 1,407,833         | 2,965,633         | 1,422,160         | 4,193,070         | 16,553,050         |
| Regional Capital Rec Projects  | 111,000           | 160,000           | 160,000           | 160,000           | 160,000           | 751,000            |
| Transportation Improvement     | 3,058,900         | 1,983,600         | 2,325,000         | 1,255,000         | 3,672,000         | 12,294,500         |
| Pine Grove Mills Street Lights | 0                 | 0                 | 0                 | 0                 | 0                 | 0                  |
| Park Improvement               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                  |
| Stormwater Fund                | 119,930           | 749,494           | 1,205,547         | 421,508           | 280,923           | 2,777,401          |
| <b>Total</b>                   | <b>9,854,184</b>  | <b>4,330,927</b>  | <b>6,656,180</b>  | <b>3,288,668</b>  | <b>8,305,993</b>  | <b>32,435,951</b>  |
|                                |                   |                   |                   |                   |                   |                    |
| Capital Reserve Fund           | 2020              | 2021              | 2022              | 2023              | 2024              | TOTAL              |
| Administration                 | 40,000            | 0                 | 28,500            | 0                 | 0                 | 68,500             |
| Finance & Insurance            | 0                 | 0                 | 0                 | 0                 | 0                 | 0                  |
| IT                             | 86,300            | 55,100            | 69,000            | 36,900            | 112,870           | 360,170            |
| Buildings                      | 5,062,800         | 33,300            | 177,500           | 443,700           | 2,802,000         | 8,519,300          |
| Police                         | 226,054           | 137,133           | 165,633           | 167,860           | 183,700           | 880,380            |
| Planning                       | 250,000           | 250,000           | 250,000           | 250,000           | 0                 | 1,000,000          |
| Public Works Equipment         | 556,700           | 327,100           | 261,000           | 9,700             | 669,500           | 1,824,000          |
| Parks                          | 237,500           | 495,200           | 398,000           | 392,000           | 297,000           | 1,819,700          |
| <b>Total</b>                   | <b>6,459,354</b>  | <b>1,297,833</b>  | <b>1,349,633</b>  | <b>1,300,160</b>  | <b>4,065,070</b>  | <b>14,472,050</b>  |

## General Fund Expenditures

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

| General Fund Detail        | 2020              | 2021              | 2022              | 2023              | 2024              | TOTAL             |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Salaries & Benefits        | 6,388,479         | 6,580,134         | 6,777,538         | 6,777,538         | 6,980,864         | 33,504,552        |
| New Staffing & Benefits    | 235,473           | 417,210           | 569,312           | 676,469           | 868,896           | 2,767,360         |
| COG Programs               | 2,056,759         | 2,118,461         | 2,182,015         | 2,182,015         | 2,247,476         | 10,786,726        |
| Vendors                    | 300,000           | 309,000           | 318,270           | 327,818           | 337,653           | 1,592,741         |
| Transfers Out              | 3,976,788         | 3,005,935         | 3,948,780         | 3,420,740         | 3,604,480         | 17,956,724        |
| <b>Total</b>               | <b>12,957,499</b> | <b>12,430,740</b> | <b>13,795,915</b> | <b>13,384,579</b> | <b>14,039,369</b> | <b>66,608,102</b> |
|                            |                   |                   |                   |                   |                   |                   |
| General Fund Transfers Out | 2020              | 2021              | 2022              | 2023              | 2024              | TOTAL             |
| TIF                        | 1,463,434         | 1,448,102         | 1,463,147         | 1,478,580         | 1,494,410         | 7,347,674         |
| Capital Reserve            | 2,064,354         | 1,157,833         | 1,965,633         | 1,422,160         | 1,393,070         | 8,003,050         |
| Ag Preservation            | 25,000            | 25,000            | 25,000            | 25,000            | 25,000            | 125,000           |
| Liquid Fuels               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| General Obligation Fund    | 424,000           | 375,000           | 495,000           | 495,000           | 692,000           | 2,481,000         |
| <b>Total</b>               | <b>3,976,788</b>  | <b>3,005,935</b>  | <b>3,948,780</b>  | <b>3,420,740</b>  | <b>3,604,480</b>  | <b>17,956,724</b> |
|                            |                   |                   |                   |                   |                   |                   |
| GOA Transfers Out          | 2020              | 2021              | 2022              | 2023              | 2024              | TOTAL             |
| Capital Reserve            | 4,500,000         | 0                 | 1,000,000         | 0                 | 2,800,000         | 8,300,000         |
| TIF                        | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>Total</b>               | <b>4,500,000</b>  | <b>0</b>          | <b>1,000,000</b>  | <b>0</b>          | <b>2,800,000</b>  | <b>8,300,000</b>  |

## Staffing

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

| CIP New Personnel Summary |                |                |                |                |                |                  |
|---------------------------|----------------|----------------|----------------|----------------|----------------|------------------|
| New Personnel             | 2020           | 2021           | 2022           | 2023           | 2024           | TOTAL            |
| Administration            | 0              | 0              | 0              | 0              | 0              | 0                |
| Finance                   | 20,624         | 21,207         | 21,808         | 22,427         | 23,064         | 109,130          |
| Engineering               | 0              | 0              | 0              | 0              | 0              | 0                |
| Police                    | 0              | 99,813         | 109,996        | 121,313        | 133,894        | 465,015          |
| Planning                  | 0              | 49,188         | 53,748         | 137,949        | 152,988        | 393,874          |
| Public Works              | 94,920         | 97,507         | 178,212        | 183,272        | 278,028        | 831,939          |
| Stormwater                | 119,930        | 149,494        | 205,547        | 211,508        | 280,923        | 967,401          |
| <b>Total</b>              | <b>235,473</b> | <b>417,210</b> | <b>569,312</b> | <b>676,469</b> | <b>868,896</b> | <b>2,767,360</b> |

## Full-time Equivalents

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

## FERGUSON TOWNSHIP FULL TIME EQUIVALENTS

| Residents/FTE                        | 2020          | 2021          | 2022          | 2023          | 2024          |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>Population</b>                    | <b>19,407</b> | <b>19,601</b> | <b>19,797</b> | <b>19,995</b> | <b>20,195</b> |
|                                      |               |               |               |               |               |
| <b>FTEs (from prior year budget)</b> |               |               |               |               |               |
| Elected Officials                    | 2.5           | 2.5           | 2.5           | 2.5           | 2.5           |
| Administration                       | 4.5           | 4.5           | 4.5           | 4.5           | 4.5           |
| Finance                              | 3.5           | 3.5           | 3.5           | 3.5           | 3.5           |
| Buildings & Grounds                  | 1.5           | 1.5           | 1.5           | 1.5           | 1.5           |
| Engineering                          | 6.5           | 6.5           | 6.5           | 6.5           | 6.5           |
| Police                               | 24.0          | 25.0          | 25.0          | 25.0          | 25.0          |
| Police OT (from YE)                  | 1.2           | 1.2           | 1.2           | 1.2           | 1.2           |
| Planning & Zoning                    | 5.5           | 5.5           | 5.5           | 5.5           | 5.5           |
| Public Works/Arborists               | 21.0          | 21.0          | 21.0          | 21.0          | 21.0          |
| Public Works OT (from YE)            | 0.5           | 0.5           | 0.5           | 0.5           | 0.5           |
| New Employees                        | 3.0           | 8.0           | 8.0           | 8.0           | 9.0           |
| <b>Total</b>                         | <b>73.7</b>   | <b>79.7</b>   | <b>79.7</b>   | <b>79.7</b>   | <b>80.7</b>   |
|                                      |               |               |               |               |               |
| <b>NEW STAFF</b>                     |               |               |               |               |               |
| Finance                              | 0.5           |               |               |               |               |
| Police                               |               | 1.0           |               |               |               |
| Planning                             | 0.5           |               |               |               |               |
| Public Works                         | 1.0           | 1.0           |               |               | 1.0           |
| Stormwater                           | 1.0           | 3.0           |               |               |               |
| <b>Total</b>                         | <b>3.0</b>    | <b>5.0</b>    | <b>0.0</b>    | <b>0.0</b>    | <b>1.0</b>    |



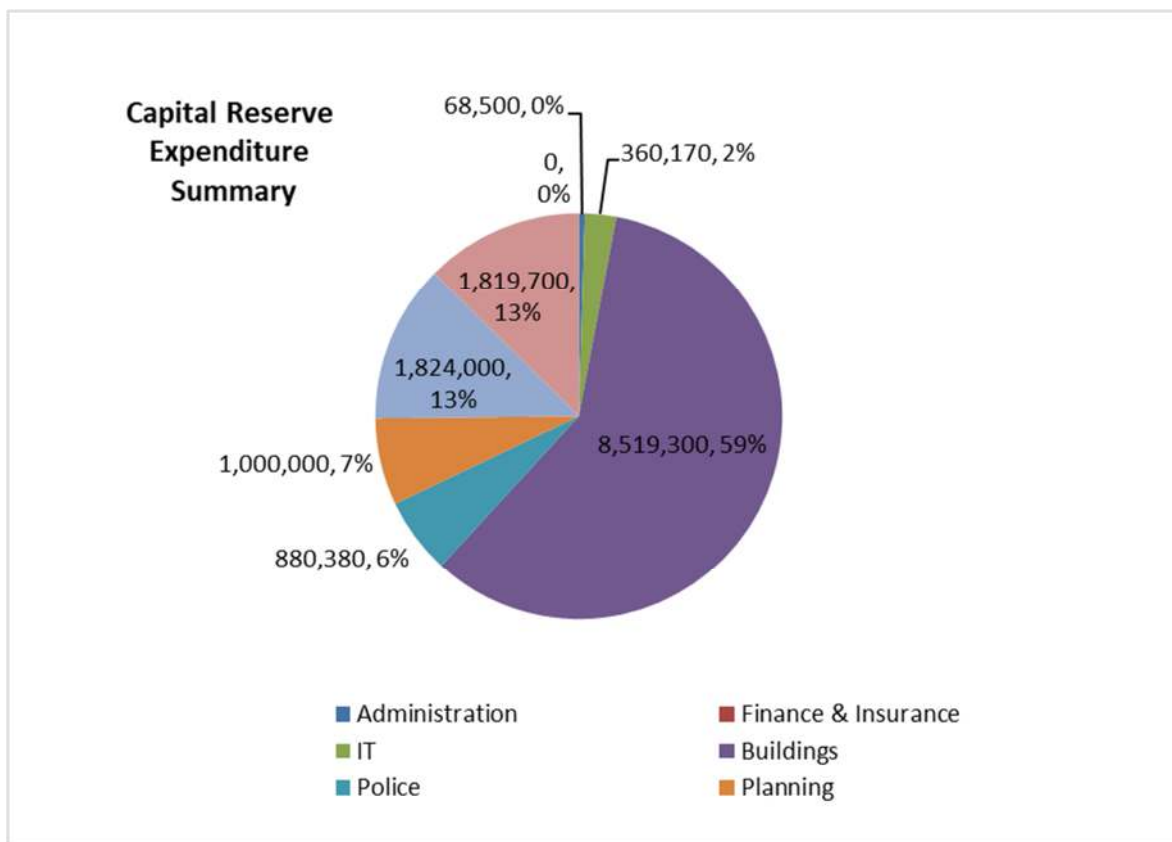
As mentioned previously, the **Capital Projects Funds** are reserved for projects restricted for specific purposes. Some funds have external restrictions, such as the Pine Grove Mills Street Light Fund while others have Board of Supervisors restrictions, such as the Capital Reserve fund, the Regional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

| Capital Reserve Fund   | 2020             | 2021             | 2022             | 2023             | 2024             | TOTAL             |
|------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Administration         | 40,000           | 0                | 28,500           | 0                | 0                | 68,500            |
| Finance & Insurance    | 0                | 0                | 0                | 0                | 0                | 0                 |
| IT                     | 86,300           | 55,100           | 69,000           | 36,900           | 112,870          | 360,170           |
| Buildings              | 5,062,800        | 33,300           | 177,500          | 443,700          | 2,802,000        | 8,519,300         |
| Police                 | 226,054          | 137,133          | 165,633          | 167,860          | 183,700          | 880,380           |
| Planning               | 250,000          | 250,000          | 250,000          | 250,000          | 0                | 1,000,000         |
| Public Works Equipment | 556,700          | 327,100          | 261,000          | 9,700            | 669,500          | 1,824,000         |
| Parks                  | 237,500          | 495,200          | 398,000          | 392,000          | 297,000          | 1,819,700         |
| <b>Total</b>           | <b>6,459,354</b> | <b>1,297,833</b> | <b>1,349,633</b> | <b>1,300,160</b> | <b>4,065,070</b> | <b>14,472,050</b> |

| Roads & Other              | 2020             | 2021             | 2022             | 2023             | 2024             | TOTAL             |
|----------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Liquid Fuels               | 606,000          | 820,000          | 840,000          | 995,000          | 737,000          | 3,998,000         |
| Capital Reserve            | 105,000          | 110,000          | 1,616,000        | 122,000          | 128,000          | 2,081,000         |
| Transportation Improvement | 3,058,900        | 1,983,600        | 2,325,000        | 1,255,000        | 3,672,000        | 12,294,500        |
| <b>Total</b>               | <b>3,769,900</b> | <b>2,913,600</b> | <b>4,781,000</b> | <b>2,372,000</b> | <b>4,537,000</b> | <b>18,373,500</b> |

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



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

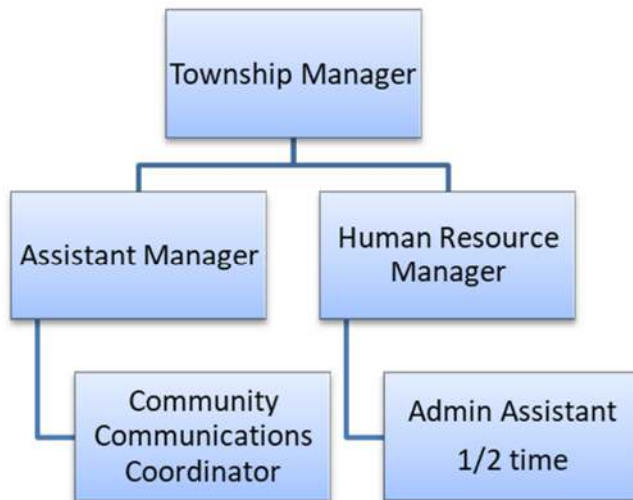
| Special Revenue | 2020           | 2021           | 2022           | 2023             | 2024           | TOTAL            |
|-----------------|----------------|----------------|----------------|------------------|----------------|------------------|
| Street Light    | 22,000         | 22,660         | 23,340         | 24,040           | 24,761         | 116,801          |
| Hydrant         | 35,500         | 36,565         | 37,662         | 38,792           | 39,956         | 188,474          |
| Liquid Fuels    | 606,000        | 820,000        | 840,000        | 995,000          | 737,000        | 3,998,000        |
| <b>Total</b>    | <b>663,500</b> | <b>879,225</b> | <b>901,002</b> | <b>1,057,832</b> | <b>801,717</b> | <b>4,303,275</b> |

# Departmental Expenditures

## ADMINISTRATION DEPARTMENT

The Administration Department proposes to spend **\$68.5 Thousand or .5%** of the **Capital Reserve Fund Requests** during the term of this capital plan.

Organizational Chart



## Department Activities

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

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

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

## 2019 Accomplishments

This year has been a year of great progress for our community. Investments in roads and capital equipment will help to ensure healthy infrastructure for many years to come. A new Sourcewater Protection Overlay District has been added to the Township's Zoning Ordinance, meaning enhanced protections for our aquifer and drinking water. Other achievements in land use regulations include a newly adopted and modernized Zoning Ordinance and Subdivision and Land Development Ordinance. Updating these regulations will help the Township be better prepared to address new trends in land use such as low-impact development, improve the usability of the documents, and streamline the review process for improved customer service.

Beyond legislation, the Township has begun preparing for long-term sustainable growth and new demands on public services. The land development plan for the new LEED Gold Certified Public Works Maintenance Facility has been approved and plans to construct in 2020 are well underway. In addition

to serving as a model of sustainable, low-impact development, the new facility will accommodate growth in staffing and inventory, increase the longevity of existing capital equipment, and improve the efficiency and productivity of Township operations. Finally, stormwater management will continue to be a growing part of the municipal budget, reaching over \$1 million per year in the scope of this Capital Improvement Program. To address this cost, the Township is concluding Phase II of its Stormwater Fee Feasibility Study. If the fee is implemented, it could provide a mechanism to equitably distribute costs related to stormwater management based on the magnitude of impact.

Lastly, 2019 was a year of community investment. A revised Suburban Park Master Plan was adopted to address new types of amenities and passive park use. The Township's Planning and Engineering staff and consultants performed thorough and comprehensive land development reviews of the Pine Hall Traditional Town Development General Master Plan and Harner Farms. The Township's land development review process helps provide for stable, sustainable growth that is compliant with all municipal ordinances and regulations. A revised website design is also underway to improve government transparency and citizens' access to information and self-service. And last but certainly not least, a Pine Grove Mills Small Area Plan effort was launched with Centre Region Planning Agency to develop a master plan for community revitalization.

As exciting as 2019 was, 2020 and beyond a promise to be even more successful as we conclude the Township-wide Community Survey; Recreation, Parks, and Open Space Plan; and update to the Ferguson Township Strategic Plan. This Capital Improvement Program Budget establishes a framework for expenditures as we look to the coming years to ensure that the Township remains good stewards of taxpayer money and is well-prepared to weather unforeseen costs, state and federal mandates, and new demands on infrastructure and public services.

## **Strategic Plan Alignment**

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

### **Goal 1 – Financial Stability**

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

### **Goal 5 – Best Management Practices for Operations**

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

| FERGUSON TOWNSHIP                                   |              |               |
|---|--------------|---------------|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS |              |               |
| ADMINISTRATION                                      |              |               |
| 30.400.401.750                                      |              |               |
| Description   | Year         | Amount        |
| Administration Office Renovation                    | 2020         | see buildings |
| Salary Study  | 2020         | 20,000        |
| Strategic Plan Update                               | 2020         | 10,000        |
| Disaster Recovery Test (COOP)                       | 2020         | 10,000        |
| New Fire Station Land Acquisition                   | 2021         | see buildings |
| Administration Vehicle                              | 2022         | 28,500        |
| New Fire Station Design & Engineering               | 2023         | see buildings |
| New Fire Station Construction                       | 2024         | see buildings |
|   |              |               |
|   | <b>Total</b> | <b>68,500</b> |
| Subtotals by Year                                   |              |               |
|   | EXPENDITURES |               |
|   | 2020         | 40,000        |
|   | 2021         | 0             |
|   | 2022         | 28,500        |
|   | 2023         | 0             |
|   | 2024         | 0             |
|   |              |               |
|   | <b>Total</b> | <b>68,500</b> |

## 2020

|   |                  |
|---|------------------|
| <b>Administration Office Renovation</b> | <b>\$400,000</b> |
|---|------------------|

**Please note: The cost of the renovation is included in the Buildings Section of the Public Works Department. The narrative is provided for your information as an Administration project.**

Staff completed the design of interior renovations for the Administration Building and Police Department in 2019, and a contract is expected to be awarded in 2020, with a notice to proceed in the fall. The design followed a master plan that was approved by the Board in 2017. The goal of the renovation is to accommodate current and future staffing needs, as well as needs for storage and meeting spaces. It is anticipated that some of this appropriation may be spent in 2020.

|                     |                 |
|---------------------|-----------------|
| <b>Salary Study</b> | <b>\$20,000</b> |
|---------------------|-----------------|

In 2014, a salary study was completed to determine whether the Township remains competitive with other municipalities around the Commonwealth and similar private-sector positions. An update to this study is requested, which will emphasize overall compensation, including wages and benefits; employee wellness and morale; and overall perception of the Township's investment in its employees. The results of this study will be used to inform the Manager and senior staff on improvements needed to continue to attract and retain top talent in an evolving and increasingly competitive labor market.

|                              |                 |
|------------------------------|-----------------|
| <b>Strategic Plan Update</b> | <b>\$10,000</b> |
|------------------------------|-----------------|

The Board of Supervisors last adopted its Strategic Plan in 2017. In 2021, this iteration of the plan will be five years old, and it may be prudent to plan for an update. This item is to cover the cost of

|  |                    |
|--|--------------------|
| consulting services and other ancillary expenses associated with the drafting and development of the plan. The plan would be drafted in 2020 and adopted in 2021.  |                    |
| <b>Disaster Recovery Test</b>  | <b>\$10,000</b>    |
| <p>The Township maintains a Continuity of Operations Plan to be better able to respond to unforeseen emergencies ranging from simple power outages to the total loss of the municipal building. Over the years, the staff has conducted a series of tabletop exercises and training simulations to test the implementation of the plan and train on its use; however, these exercises have taken place entirely in-house with the resources available to the Township. In 2020, a comprehensive disaster recovery test will be conducted with the Centre Region Emergency Management Council and Penn State University. Municipalities have been invited to engage the consultant selected for that project to conduct a more localized simulation in conjunction with the regional test. The logistics of this effort have yet to be worked out, but a budgetary number should be included to cover the Township's share of the consultant. A cyber-security test is also recommended to evaluate the effectiveness of the Township's data backup and recovery.</p> |                    |
| <b>2021</b>  |                    |
| <b>New Fire Station - Land Acquisition</b>   | <b>\$100,000</b>   |
| <p><i><b>Please note: The cost of the Fire Station is included in the Buildings Section of the Public Works Department. The narrative is provided for your information as an Administration project.</b></i></p> <p>In 2019, the Township began an extended fire station feasibility study to supplement the analysis completed by the Alpha Fire Company in 2017. The study evaluated support for a fire station to improve service to the western end of Ferguson Township. The satellite fire station would also improve response to the Warrior's Mark and Port Matilda service areas when needed. Should the Board determine that a satellite fire station is warranted, and an optimal location is identified by the analysis, land suitable for the station would need to be acquired in 2021.</p>  |                    |
| <b>2022</b>  |                    |
| <b>Administration Vehicle</b>  | <b>\$28,500</b>    |
| <p>Historically, the Administration vehicle had been on a three-year replacement schedule, and the outgoing vehicle had been transferred to the fleet. Given the relatively good condition and low mileage of the current fleet vehicles, it is recommended that this replacement is based on a five-year cycle. An all-electric vehicle will be purchased for the Administration vehicle.</p>   |                    |
| <b>2023</b>  |                    |
| <b>New Fire Station – Design and Engineering</b>   | <b>\$420,000</b>   |
| <p><i><b>Please note: The cost of the Fire Station is included in the Buildings Department. The narrative is provided for your information as an Administration project.</b></i></p> <p>Design and engineering of a proposed fire station to improve response time to the western end of the Township are budgeted in 2023 at a projected cost of 15% of the overall construction cost. Assuming the Board is interested in pursuing construction of a new satellite fire station, land acquisition, design and permitting, and construction dollars have been appropriated in this Capital Improvement Program Budget cycle.</p>  |                    |
| <b>2024</b>  |                    |
| <b>New Fire Station – Construction</b>   | <b>\$2,800,000</b> |



***Please note: The cost of the Fire Station is included in the Buildings Department. The narrative is provided for your information as an Administration project.***

In 2017, the Centre Region Fire Director conducted a study to determine the optimal location of a fire station to improve response time to the western end of the Township. As a follow-up, the Board authorized staff to conduct a more detailed analysis to identify the space needs of the fire station, as well as a general needs assessment. This study will have been completed in the earlier years of the Capital Improvement Program Budget cycle and, presuming the Board is still interested in proceeding, land acquisition and design has been appropriate throughout the scope of the CIP. Preliminary estimates based on a two-bay station with kitchen, social area, and sleeping quarters identify a cost of approximately \$2.8 million for construction.

## FINANCE DEPARTMENT

The Finance Department includes the township and school real estate tax collection. The Finance Department requests total **\$0 or 0.0%** of the total **Capital Reserve Fund Requests** for this capital plan.

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

The goals of the Finance Department include:

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

### Strategic Plan Alignment

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

#### **Goal 1.0 Financial Stability**

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

#### **Goal 2.0 Adequate Staffing**

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

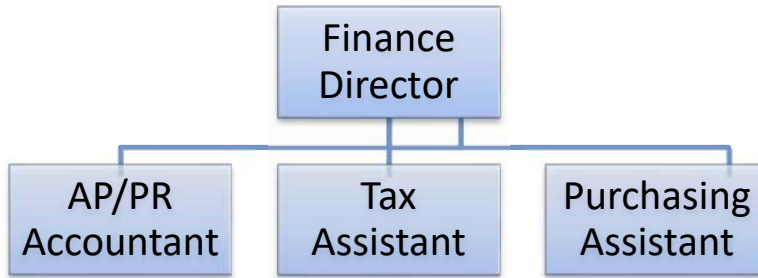
#### **Goal 4.0 Service Delivery**

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

#### **Goal 8.0 Regional Programs**

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

## Organizational Chart



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

The tax office collects the real estate taxes for the township and the school district for Ferguson residents. The township tax office collects over \$25 million in real estate taxes annually.

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

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

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

### TAX COLLECTION

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

### PERSONNEL

The Finance Department needs some additional staffing with all the increases in demands. Additional purchasing demands, digital imaging, digital workflow, increased transactions in accounts payable, and electronic bill payments, for example. The current staff levels have been in place since 2012. We are requesting to make the shared Administration/Finance Assistant a full-time finance staffer. There is no additional health or medical costs since the employee is already full time

| FERGUSON TOWNSHIP        |               |               |               |               |               |                |
|--------------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| 2020 – 2024 CIP STAFFING |               |               |               |               |               |                |
| FINANCE STAFFING         |               |               |               |               |               |                |
|                          |               |               |               |               |               |                |
| Direct Costs Estimate    | 2020          | 2021          | 2022          | 2023          | 2024          | Total          |
| Salary                   | 17,500        | 18,025        | 18,566        | 19,123        | 19,696        | 92,910         |
| Health                   | 0             | 0             | 0             | 0             | 0             | 0              |
| Dental                   | 0             | 0             | 0             | 0             | 0             | 0              |
| Vision                   | 0             | 0             | 0             | 0             | 0             | 0              |
| Life/ADD                 | 0             | 0             | 0             | 0             | 0             | 0              |
| Short Term Disability    | 0             | 0             | 0             | 0             | 0             | 0              |
| Pension                  | 1,750         | 1,768         | 1,785         | 1,803         | 1,821         | 8,927          |
| Employer Taxes           | 1,339         | 1,379         | 1,420         | 1,463         | 1,507         | 7,108          |
| Workers Comp             | 35            | 36            | 37            | 38            | 39            | 186            |
| <b>Total</b>             | <b>20,624</b> | <b>21,207</b> | <b>21,808</b> | <b>22,427</b> | <b>23,064</b> | <b>109,130</b> |

The township uses the Springbrook accounting system. Springbrook is a modular ERP (Enterprise Resource Planning) system. Springbrook allows the township to select those modules that best fit the township needs and avoid the cost of unused modules. Modular design allows the system to grow along with our needs. The system also allows for document imaging of invoices, vendor, and customer information. By visually comparing the invoices to the data entry, finance has identified situations that have saved the township money due to occasional invoicing issues. Also, by uploading invoices into the system, it has much improved our responses to auditors requests for documentation.

Beginning in 2019, the finance department is expanding the use of the Laserfiche electronic document system. Management of the Laserfiche project was previously under the planning and zoning department. Such expansion moves into the use of electronic forms and electronic routing of files containing documents. By reducing the transmission of paper documents, it is possible to reduce the risk of loss during the transmission and increase the speed from hours down to seconds freeing up valuable staff time.

For the current CIP, the finance department has no capital requests.

| FERGUSON TOWNSHIP                                   |              |        |
|---|--------------|--------|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS |              |        |
| FINANCE   |              |        |
|   |              |        |
| 30.400.402.750                                      |              |        |
| Description   | Year         | Amount |
|   |              |        |
|   |              |        |
|   |              |        |
|   |              |        |
|   | Total        | 0      |
|   |              |        |
|   |              |        |
| Subtotals by Year                                   | EXPENDITURES |        |
|   | 2020         | 0      |
|   | 2021         | 0      |
|   | 2022         | 0      |
|   | 2023         | 0      |
|   | 2024         | 0      |
|   |              |        |
|   | Total        | 0      |

## DEBT SERVICE



Proposed and current debt service costs total **\$3.2 Million or 4.9% of General Fund Expenditures** in this capital plan. Part of the long-term planning for capital items must include debt service considerations. Given the scope of the township strategic plans, many of the proposals require significant funding to be completed in a reasonable time. Financing such projects may require a payment greater than may be possible given currently available township resources. Best practices recommend restricting debt to capital needs and not be used for ongoing operations.

The proposed debt service for the new five years is listed in the following chart. The debt service includes the Park Hills drainage project, a new fire station, public works facility, park projects, and other capital projects.

One financial consideration that is recommended is to limit debt spending. It is important to understand that debt is spending beyond the current ability to pay. It should be reserved for capital needs and used as an investment to reduce future operating costs. The ability to pay back the debt needs to be considered, and management needs to be cognizant of the restrictions it places on townships ability to pay for other activities. Some experts believe that debt service payments should be kept below 10% of annual operating revenue. Staff believes this is a reasonable limit for long-term sustainability

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

| FERGUSON TOWNSHIP                                    |                   |                |       |                 |         |                 |         |           |         |         |
|--|-------------------|----------------|-------|-----------------|---------|-----------------|---------|-----------|---------|---------|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS  |                   |                |       |                 |         |                 |         |           |         |         |
| DEBT SERVICE PROJECTIONS                             |                   |                |       |                 |         |                 |         |           |         |         |
| TOWNSHIP DEBT  | Payments<br>Begin | Loan<br>Amount | Rate  | Term<br>(Years) | Expires | 2020            | 2021    | 2022      | 2023    | 2024    |
| COG Pools Debt (15 years)(est 1.3%)                  | 2013              | 1,034,306      | 1.30% | 15              | 2028    | 130,000         | 130,000 | 130,000   | 130,000 | 130,000 |
| COG Parks Debt (20 years)(est 3.0%)                  | 2012              | 1,425,329      | 3.00% | 20              | 2032    | 160,000         | 160,000 | 160,000   | 160,000 | 160,000 |
| Ferguson Township Maintenance Facility (20 yr, 3.5%) | 2020              | 4,500,000      | 3.50% | 30              | 2050    | 245,000         | 245,000 | 245,000   | 245,000 | 245,000 |
| Park Hills Drainageway (x yrs, 3.5%)                 | 2022              | 1,000,000      | 3.50% | 10              | 2032    |                 |         | 120,000   | 120,000 | 120,000 |
| Township Fire Station (20 yr, 3.5%)                  | 2024              | 2,800,000      | 3.50% | 20              | 2044    |                 |         |           |         | 197,000 |
|  |                   |                |       |                 |         |                 |         |           |         |         |
|  |                   |                |       |                 |         |                 |         |           |         |         |
| Total  |                   | 10,759,635     |       |                 |         | 535,000         | 535,000 | 655,000   | 655,000 | 852,000 |
|  | PROCEEDS          |                |       |                 |         | Total Payments  |         | 3,232,000 |         |         |
|  | 2020              | 4,500,000      |       |                 |         |                 |         |           |         |         |
|  | 2021              | 0              |       |                 |         | % of GF Revenue | 4.87%   |           |         |         |
|  | 2022              | 1,000,000      |       |                 |         | % of GF         | 4.61%   |           |         |         |
|  | 2023              | 0              |       |                 |         |                 |         |           |         |         |
|  | 2024              | 2,800,000      |       |                 |         |                 |         |           |         |         |
|  | Total             | 8,300,000      |       |                 |         |                 |         |           |         |         |





## INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology department requests **\$360 Thousand or 2.5%** of the **Capital Reserve Fund Requests** for this capital plan.

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

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

### OUTLOOK AND STRATEGIC PLANNING

It seems like technology is in a constant state of flux. Five years is like an eternity in the technology field. What was common five years ago may be completely different today. Mobile apps and cloud versions of the software are commonplace.

What will the next five years bring to the industry, and how will the township adapt or deal with the changes? Internet security is a hot topic now and the future. How do we protect our data, finances, and computer systems from intrusion?

With new generations of firewalls and antivirus, anti-intrusion capabilities, it will be important to protect not only the network and computers, but also mobile devices, (including phones, laptops, and tablets). The system is only as safe as the weakest link.

As the computer systems and software the township uses increases in complexity, the cost also increases. This complexity has caused software companies to merge, acquire others, or leave the marketplace. The lack of company and software platform stability adds another level of insecurity when making large investments in software. To deal with this, providers are moving to cloud versions and offering Software as a Service (SAS) rather than the software itself.

### THE TOWNSHIP IS GROWING

The township has sufficient resources and needs now to handle most IT activities independently rather than requiring a group endeavor. There are some real benefits to this. Decisions can be made that are tailored to the township needs, and implementation can be performed faster. It is important to be aware that this also increases risk. It will require diligence on the township to plan for the technology needs using experts and relying on the IT contractor in assisting with choices. The IT strategic plan and the CIP fills this need.

### SECURITY

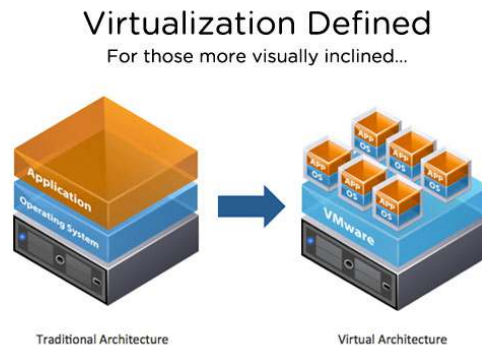
Internet security is one of the current issues facing businesses, government, residents, and anyone using the internet. The most common means of accessing one's system is through email phishing. This scheme uses a link via an email message that may appear extremely authentic, yet has an attachment that downloads into the user's system and allows remote capture of the user's information or control of the system. User training is an important component of prevention.

One of these threats recently is ransomware or malicious software that is designed to block access to a computer system, until a sum of money is paid. These types of threats are constantly changing and require the township to adapt to them. The township protects itself using several methods, enhanced

firewalls, limiting access points, antivirus/anti-malware protection, proactive scanning of the network, and intrusion detection. Data backup, both onsite and offsite, protects the server data in case of fire or another disaster.

## **ARCHITECTURE**

The township uses virtual servers (sharing hardware to operate multiple operating systems on one piece of hardware). Virtual servers require redundancy since if a server fails, it will affect several systems. The total cost of hardware is significantly less than traditional architecture. The township is using server virtualization were cost-effective and beneficial.



## **INTERNET ACCESS**

The township contracted with Comcast in 2017 for high-speed internet. The Comcast agreement is a 3-year agreement ending in 2020. Using an independent Internet Service Provider (ISP) required the Township to invest in a firewall and related software to protect the system. The internet speeds are currently 100MBS+-.

## **TRAINING**

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

## **CLOUD SOFTWARE**

Technology is changing, and cloud software has found a footing in the industry. Microsoft Office is promoting the cloud version with the Office365 platform. The Centre Region COG Codes software, payroll and human resources, and the Centre Region COG Finance accounting software are all “on the cloud.” Software vendors are finding savings in cloud software, and some are requiring customers to convert to the cloud product. Advantages of cloud software include access to the most current software, the ability to access the system remotely from almost any location with internet access, and it updates automatically behind the scene.

Some software is not a good fit for the cloud at this time. Geographic Information Systems (GIS) software is a good example. Due to the amount of data involved, communicating with the cloud becomes bottlenecked. It is likely that at some point, internet speeds will be high enough to resolve the GIS cloud bottleneck.

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

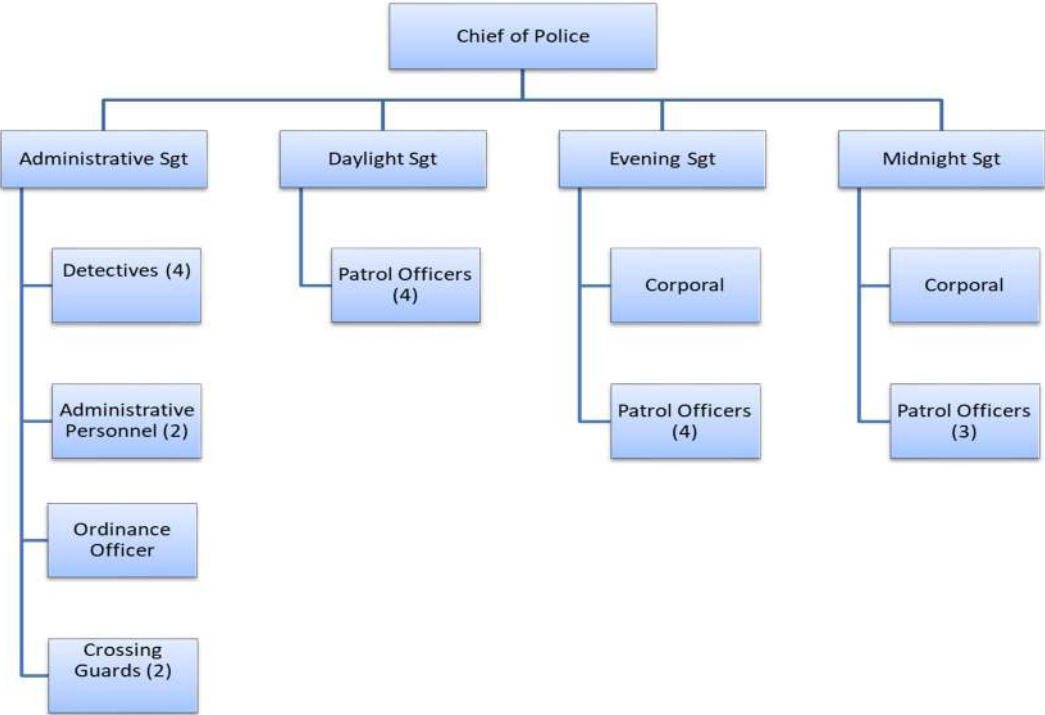
| FERGUSON TOWNSHIP                                   |              |       |         |
|---|--------------|-------|---------|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS |              |       |         |
| INFORMATION TECHNOLOGY                              |              |       |         |
| 30.400.407.750                                      |              |       |         |
| Description   | Department   | Year  | Amount  |
| Annual Records Management Fee                       | police       | 2020  | 16,800  |
| DMZ server for public access to Laserfiche          | IT           | 2020  | 15,000  |
| Upgrade Windows SQL server to 2016                  | IT           | 2020  | 2,500   |
| Microsoft Office for 40 users (6 year life)         | IT           | 2020  | 17,000  |
| Network GB POE switches (2) (one for PW building)   | public works | 2020  | 10,000  |
| Replace Springbrook Server with VM Server (2013)    | IT           | 2020  | 25,000  |
| Annual Records Management Fee                       | police       | 2021  | 17,600  |
| Asset Management/Fleet Management System            | public works | 2021  | 32,500  |
| Replace Network switch with GB POE switch           | IT           | 2021  | 5,000   |
| Annual Asset Management/Fleet Management System fee | public works | 2022  | 17,500  |
| Annual Records Management Fee                       | police       | 2022  | 18,500  |
| Replace Firewall (2017)                             | IT           | 2022  | 18,000  |
| Replace Network switch with GB POE switch           | IT           | 2022  | 5,000   |
| Replace Plotter                                     | Engineering  | 2022  | 10,000  |
| Annual Asset Management/Fleet Management System fee | public works | 2023  | 17,500  |
| Annual Records Management Fee                       | police       | 2023  | 19,400  |
| Annual Asset Management/Fleet Management System fee | public works | 2024  | 17,500  |
| Annual Records Management Fee                       | police       | 2024  | 20,370  |
| Main meeting room AV upgrades                       | admin        | 2024  | 25,000  |
| Phone system upgrade/replacement                    | IT           | 2024  | 50,000  |
| Total   |              |       | 360,170 |
| EXPENDITURES  |              |       |         |
| Subtotals by Year                                   |              | 2020  | 86,300  |
|   |              | 2021  | 55,100  |
|   |              | 2022  | 69,000  |
|   |              | 2023  | 36,900  |
|   |              | 2024  | 112,870 |
|   |              | Total | 360,170 |

# POLICE DEPARTMENT

The Police Department is proposing to spend **\$880 Thousand or 6.1%** of the **Capital Reserve Fund Requests** during the term of this capital plan

## Organizational Chart

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



## Police Staffing

| FERGUSON TOWNSHIP        |          |               |                |                |                |                |
|--------------------------|----------|---------------|----------------|----------------|----------------|----------------|
| 2020 – 2024 CIP STAFFING |          |               |                |                |                |                |
| POLICE STAFFING          |          |               |                |                |                |                |
|                          |          |               |                |                |                |                |
|                          |          |               |                |                |                |                |
| Direct Costs Estimate    | 2020     | 2021          | 2022           | 2023           | 2024           | Total          |
| Salary                   |          | 59,842        | 67,023         | 75,065         | 84,073         | 286,003        |
| Health                   |          | 24,840        | 26,827         | 28,973         | 31,291         | 111,932        |
| Dental                   |          | 900           | 909            | 918            | 927            | 3,654          |
| Vision                   |          | 168           | 170            | 171            | 173            | 682            |
| Life/ADD                 |          | 111           | 112            | 113            | 115            | 452            |
| Short Term Disability    |          | 123           | 124            | 125            | 127            | 499            |
| Pension                  |          | 5,984         | 6,044          | 6,104          | 6,165          | 24,298         |
| Employer Taxes           |          | 4,578         | 5,127          | 5,742          | 6,432          | 21,879         |
| Workers Comp             |          | 3,267         | 3,659          | 4,099          | 4,590          | 15,616         |
| <b>Total</b>             | <b>0</b> | <b>99,813</b> | <b>109,996</b> | <b>121,313</b> | <b>133,894</b> | <b>465,015</b> |

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

### 2020

|  |                 |
|--|-----------------|
| An officer is eligible for retirement in 2018. It is unknown if the officer is going to stay or retire. In anticipation of his departure, we are taking steps to create a hiring list. In the event the top candidate does not have police certification, I am seeking funding to send the candidate to the police academy. The funding includes tuition, rooming, clothing, and equipment. Typically, the Municipal Police Officers Education and Training Commission provides partial reimbursement to departments for costs associated with sending a candidate to the academy. | \$17,000        |
| <b>Total</b>   | <b>\$17,000</b> |

### 2021

|  |                  |
|--|------------------|
| The department currently has 22 sworn officers. With the anticipated buildout of the anticipated developments of The Cottages at State College, Pine Hall Traditional Town Development and Harner Farms, the department is seeking the addition of an additional officer. The developments are substantial and may necessitate the need for additional police personnel. It takes nearly one year for a new officer to be ready for solo patrol. (The last addition to the department was 2016). | \$100,469        |
| Academy (If necessary) / Equipment   | \$17,000         |
| <b>Total</b>   | <b>\$117,469</b> |

## Police Vehicle Fleet Map

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

| Vehicle #              | FT-1                   | FT-2                   | FT-3                   | FT-4                   | FT-5                   | FT-6                   | FT-8                   | FT-9               | FT-10             | FT-11                  | FT-12                  | FT-13              | FT-14                 | FT-17             | FT-20              | FT-21             | FT-5              |
|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|--------------------|-------------------|------------------------|------------------------|--------------------|-----------------------|-------------------|--------------------|-------------------|-------------------|
| Year / Make            | 2019 Ford F150         | 2014 Chev Tahoe        | 2017 Ford Interceptor  | 2019 Ford Taurus       | 2016 Chev Tahoe        | 2019 Ford Taurus       | 2015 Chev Tahoe        | 2018 Ford Fusion   | 2016 Chev Equinox | 2013 Chev Tahoe        | 2014 Chev Caprice      | 2014 Chev Impala   | 2017 Ford Interceptor | 2008 Chev Impala  | 2000 MCV           | 1995 Ford         | 2011 Chev Caprice |
| Twp ID                 | 20004                  | 100259                 | 20000                  | 20001                  | 101004                 | 20005                  | 100262                 | 101005             | 101001            | 100044                 | 100261                 | 100260             | 100254                | 100123            | 100316             | 100252            | 100255            |
| VIN                    | 1FTEW1P41KDD30188      | 1GNSK2E02E4172886      | 1FMSK8A1R9JGB67716     | 1FAHP2M1T9KG107854     | 1GNLCE9GR30916         | 1FAHP2M1T0KG107855     | 1GN5K2E1C1F12638450    | 3FA6P0U1U6JR149216 | 2GNFLEKXG629997   | 1GNLC2E06DR284350      | 6G3N55U22EL959725      | 1G11X5S1L2EU145604 | 1FM5K8A1R5HGC86132    | 2G1WS553181338892 | 5134LP37J8Y3319896 | 1FDJE30F8SHB77651 | 6G1MK5T20BL544811 |
| In Service Assignmt    | May-19 Patrol          | May-14 Patrol          | May-18 Patrol          | Mar-19 Patrol          | Nov-16 Patrol          | Mar-19 Patrol          | Jul-15 Patrol          | May-18 Chief       | May-16 Detective  | May-13 Patrol          | Apr-15 All             | Mar-14 Detective   | Aug-17 Patrol         | Mar-10 All        | Jul-05 Spec        | Jun-08 Spec       | 11/16 Patrol      |
| CNG                    | N                      | N                      | N                      | N                      | Y                      | N                      | N                      | N                  | N                 | Y (May 2013)           | N                      | N                  | N                     | N                 | N                  | N                 | N                 |
| Radio                  | XTL2500                | XTL2500                | XTL2500                | XTL2500                | XTL2500                | XTL2500                | APX6500                |                    | XTL2500           | XTL5000                | APX4500                | XTL2500            | XTL2500               | XTL2500           | Multiple           |                   | XTL2500           |
| In Service             | 2013                   | 2013                   | 2013                   | 2013                   | 2013                   | 2013                   | 2015                   | 2018               | 2013              | 2009                   | 2015                   | 2015               | 2013                  | 2013              |                    |                   | 2013              |
| MCT Model / In service | GETAC Tablet (2017)    | GETAC Tablet (2017)    | GETAC Tablet (2017)    | GETAC Tablet (2017)    | GETAC Tablet (2016)    | GETAC Tablet (2017)    | GETAC Tablet (2015)    | None               | None              | GETAC Tablet (2017)    | GETAC Tablet (2015)    | None               | GETAC Tablet (2017)   | None              |                    | None              | None              |
| VASCAR/VSPEC           | VASCAR Plus IIC (2015) | VASCAR Plus IIC (2015) | VASCAR Plus IIC (2015) | VASCAR Plus IIC (2015) | VASCAR Plus IIC (2015) | VASCAR Plus IIC (2015) | VASCAR Plus IIC (2015) | N/A                | N/A               | VASCAR Plus IIC (2015) | VASCAR Plus IIC (2015) | N/A                | N/A                   | N/A               |                    | N/A               |                   |
| Replacement Date       | 2024                   | 2020                   | 2023                   | 2024                   | 2022                   | 2024                   | 2021                   | 2023               | 2022              | 2020                   | 2022                   | 2021               | 2023                  | 2020              | N/A                | N/A               |                   |
| Mileage 3/3/19         | 33                     | 103,722                | 21,406                 | 37                     | 34,886                 | 35                     | 69,805                 | 9,944              | 15,206            | 103,688                | 34,847                 | 33,471             | 28,933                | 64,330            | 6,143              | 188,243           | 130,810           |



## Police Department Capital Requests

The total proposed police department capital items for the 2020 to 2024 Capital Improvement Plan is described in the following requests. The proposed five-year CIP expenditures are based on currently known information and are coordinated with the Township's strategic plan. It includes fleet rotation based on a five year or more cycle of two or three vehicles per year, depending on the condition of the vehicle. Most new patrol vehicles have been specified as Ford Interceptor SUVs.

The department intends to replace administrative and detective vehicles with fuel-efficient Hybrid vehicles. Ford is developing a Hybrid car that may be utilized as a patrol vehicle; however, little is known about the price, performance, dependability, and maintenance costs.

Our current patrol fleet is a blend of cars and four-wheel-drive SUVs. The department intends to maintain a similar fleet composition. The cars have better fuel economy, but equipment storage is limited, and officer comfort is sometimes an issue. Four-wheel drive SUVs offer more equipment storage, operator comfort, and operability in inclement conditions. The smaller Ford SUVs offer better fuel economy than our current fleet of Tahoes.

| FERGUSON TOWNSHIP                                   |                 |                   |                |               |                |                |                |                |  |
|---|-----------------|-------------------|----------------|---------------|----------------|----------------|----------------|----------------|--|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS |                 |                   |                |               |                |                |                |                |  |
| POLICE VEHICLES                                     |                 |                   |                |               |                |                |                |                |  |
| 30,400,410.750                                      |                 |                   |                |               |                |                |                |                |  |
| Description   | Current Mileage | Age @ Replacement | 2020           | 2021          | 2022           | 2023           | 2024           | Total          |  |
| Replace 2014 Tahoe (FT2) (including equipment)      | 103,722         | 6                 | 52,300         |               |                |                |                | 52,300         |  |
| Replace 2013 Tahoe (FT11) (including equipment)     | 103,688         | 7                 | 52,300         |               |                |                |                | 52,300         |  |
| Replace 2008 Impala (FT17) (including equipment)    | 64,330          | 12                | 34,000         |               |                |                |                | 34,000         |  |
| Replace 2015 Tahoe (FT8) (including equipment)      | 69,805          | 6                 |                | 52,300        |                |                |                | 52,300         |  |
| Replace 2014 Impala (FT13) (including equipment)    | 33,471          | 7                 |                | 34,000        |                |                |                | 34,000         |  |
| Replace 2016 Tahoe (FT5) (including equipment)      | 34,886          | 6                 |                |               | 52,300         |                |                | 52,300         |  |
| Replace 2016 Equinox (FT10) (including equipment)   | 15,206          | 6                 |                |               | 34,000         |                |                | 34,000         |  |
| Replace 2012 Caprice (FT12) (including equipment)   | 34,847          | 10                |                |               | 52,300         |                |                | 52,300         |  |
| Replace 2018 Fusion (FT9) (including equipment)     | 9,944           | 5                 |                |               |                | 34,000         |                | 34,000         |  |
| Replace 2018 Ford SUV (FT3) (including equipment)   | 21,406          | 5                 |                |               |                | 52,300         |                | 52,300         |  |
| Replace 2017 Ford SUV (FT14) (including equipment)  | 28,933          | 6                 |                |               |                | 52,300         |                | 52,300         |  |
| Replace 2019 Pick-up (FT1) (including equipment)    | 81              | 5                 |                |               |                |                | 53,000         | 53,000         |  |
| Replace 2019 Ford sedan (FT4) (including equipment) | 2,267           | 5                 |                |               |                |                | 53,000         | 53,000         |  |
| Replace 2019 Ford sedan (FT6) (including equipment) | 2,022           | 5                 |                |               |                |                | 53,000         | 53,000         |  |
| <b>Total</b>  |                 |                   | <b>138,600</b> | <b>86,300</b> | <b>138,600</b> | <b>138,600</b> | <b>159,000</b> | <b>661,100</b> |  |

| <b>2020</b>   |                      |           |                  |
|---|----------------------|-----------|------------------|
| <b>Police Vehicles &amp; Equipment</b>  |                      |           | <b>\$138,600</b> |
| Replace 2014 Tahoe (FT-2) with Ford SUV   | 103,722 miles (5/19) | \$37,000  |                  |
| Equipment and Installation  |                      | \$15,300  |                  |
| Subtotal  |                      | \$52,300  |                  |
|   |                      |           |                  |
| Replace 2008 Impala (FT-17) with Hybrid sedan (Will become the out of town training car).                                 | 64,330 miles (5/19)  | \$28,000  |                  |
| Equipment and Installation  |                      | \$6,000   |                  |
| Subtotal  |                      | \$34,000  |                  |
|   |                      |           |                  |
| Replace 2013 Tahoe (FT-11) with Ford SUV  | 103,688 miles (5/19) | \$37,000  |                  |
| Equipment and Installation  |                      | \$15,300  |                  |
| Subtotal  |                      | \$52,300  |                  |
| Total   |                      | \$138,600 |                  |
| <b>2021</b>   |                      |           |                  |
| <b>Police Vehicles and Equipment</b>  |                      |           | <b>\$86,300</b>  |
| Replace 2015 Tahoe (FT-8) with Ford SUV   | 69,805 miles (5/19)  | \$37,000  |                  |
| Equipment and Installation  |                      | \$15,300  |                  |
| Subtotal  |                      | \$52,300  |                  |
|   |                      |           |                  |
| Replace 2014 Impala (FT-13) with Hybrid sedan.  | 33,471 miles (5/19)* | \$28,000  |                  |
| Equipment and Installation  |                      | \$6,000   |                  |
| Subtotal  |                      | \$34,000  |                  |
| Total   |                      | \$86,300  |                  |
| *The 2014 Impala (FT-13) will replace the 2008 Impala used by officers for out of town training (64,330 miles as of 5/19) |                      |           |                  |
| <b>2022</b>   |                      |           |                  |
| <b>Police Vehicles and Equipment</b>  |                      |           | <b>\$138,600</b> |
| Replace 2016 Tahoe (FT-5) with Ford SUV   | 34,886 miles (5/19)  | \$37,000  |                  |
| Equipment and Installation  |                      | \$15,300  |                  |
| Subtotal  |                      | \$52,300  |                  |
|   |                      |           |                  |
| Replace 2016 Equinox (FT-10) with Hybrid  | 15,206 miles (5/19)* | \$28,000  |                  |
| Equipment and Installation  |                      | \$6,000   |                  |
| Subtotal  |                      | \$34,000  |                  |
|   |                      |           |                  |
| Replace 2014 Caprice (FT-12) with car or Ford SUV   | 34,847 miles (5/19)  | \$37,000  |                  |
| Equipment and Installation  |                      | \$15,300  |                  |

|   |                     |           |                  |
|---|---------------------|-----------|------------------|
| Subtotal  |                     | \$52,300  |                  |
| Total   |                     | \$138,600 |                  |
| *The 2016 Chevrolet Equinox (FT-10) may not be replaced until 2023 depending on mileage and condition. This vehicle is a detective's vehicle. Historically, low mileage police administrative vehicles are rotated into the Planning, Zoning and Engineering fleet. |                     |           |                  |
| <b>2023</b>   |                     |           |                  |
| <b>Police Vehicles and Equipment</b>  |                     |           | <b>\$138,600</b> |
| Replace 2018 Fusion (FT-9) with Hybrid  | 9,944 miles (5/19)  | \$28,000  |                  |
| Equipment and Installation  |                     | \$6,000   |                  |
| Subtotal  |                     | \$34,000  |                  |
|   |                     |           |                  |
| Replace 2018 Ford SUV (FT-3) with Hybrid SUV  | 21,406 miles (5/19) | \$37,000  |                  |
| Equipment and Installation  |                     | \$15,300  |                  |
| Subtotal  |                     | \$52,300  |                  |
|   |                     |           |                  |
| Replace 2017 (FT-14) Ford SUV   | 28,933 miles (5/19) | \$37,000  |                  |
| Equipment and Installation  |                     | \$15,300  |                  |
| Subtotal  |                     | \$52,300  |                  |
| Total   |                     | \$138,600 |                  |
| <b>2024</b>   |                     |           |                  |
| <b>Police Vehicles and Equipment</b>  |                     |           | <b>\$159,000</b> |
| Replace 2019 Ford Pick-up (FT-1) with same – We will re-evaluate the replacement schedule for this vehicle (usage and mileage are uncertain)  | 81 miles (5/19)     | \$37,000  |                  |
| Equipment and Installation  |                     | \$16,000  |                  |
| Subtotal  |                     | \$53,000  |                  |
|   |                     |           |                  |
| Replace 2019 Ford Sedan (FT-4) with Hybrid SUV  | 2,267 miles (5/19)  | \$37,000  |                  |
| Equipment and Installation  |                     | \$16,000  |                  |
| Subtotal  |                     | \$53,000  |                  |
|   |                     |           |                  |
| Replace 2019 Ford Sedan (FT-6) with Hybrid SUV  | 2,022 miles (5/19)  | \$37,000  |                  |
| Equipment and Installation  |                     | \$16,000  |                  |
| Subtotal  |                     | \$53,000  |                  |
| Total   |                     | \$159,000 |                  |

## Police Equipment

| FERGUSON TOWNSHIP                                   |                |               |               |               |               |                |
|---|----------------|---------------|---------------|---------------|---------------|----------------|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS |                |               |               |               |               |                |
| POLICE SOFTWARE & EQUIPMENT                         |                |               |               |               |               |                |
| 30.400.410.750                                      |                |               |               |               |               |                |
| Description   | 2020           | 2021          | 2022          | 2023          | 2024          | Total          |
| Annual RMS Maintenance Fee                          | included in IT |               |               |               |               | 0              |
| Axon Data Storage                                   | 12,773         | 12,773        | 12,773        | 15,000        | 15,000        | 68,319         |
| Replace (4) patrol rifles w/ optics                 | 4,180          |               |               |               |               | 4,180          |
| Tasers (5)  | 11,300         | 11,300        |               |               |               | 22,600         |
| Ballistic Shields Level III / IV                    | 4,400          | 4,400         |               |               |               | 8,800          |
| Medical Equipment / Supplies                        | 11,443         |               |               |               |               | 11,443         |
| Mobile Tablets - Replacement                        | 4,000          | 4,000         | 4,000         | 4,000         | 6,000         | 22,000         |
| Parking Management Solution                         |                | 6,560         | 6,560         | 6,560         |               | 19,680         |
| Forensic Computer Workstation                       | 6,500          |               |               |               |               | 6,500          |
| Department issued cell phones                       | 10,558         |               |               |               |               | 10,558         |
| Cellebrite  | 9,300          | 3,700         | 3,700         | 3,700         | 3,700         | 24,100         |
| Replace Autolock Expandable Batons (22)             |                | 3,100         |               |               |               | 3,100          |
| Drone Shared with Patton Twp. PD                    |                | 5,000         |               |               |               | 5,000          |
| Speed Alert RADAR Trailer                           | 13,000         |               |               |               |               | 13,000         |
| <b>Total</b>  | <b>87,454</b>  | <b>50,833</b> | <b>27,033</b> | <b>29,260</b> | <b>24,700</b> | <b>219,280</b> |

| 2020   |          |          |
|--|----------|----------|
| Police Software and Equipment  |          | \$87,545 |
| <b>Annual Records Management Maintenance Fee</b> – The fee is used to maintain the regional record management system. The records system is shared by State College, Penn State, Patton Township and Ferguson Township. <i>This item is included in IT rather than police. It is included here for reference</i> | \$16,800 |          |
| <b>Patrol Rifles</b> – Each patrol vehicle is equipped with a patrol rifle. The current rifles are military surplus, Vietnam era, rifles. We are seeking to replace the remaining four rifles and optics.  | \$4,180  |          |
| <b>Taser</b> – The department is seeking to replace old Tasers. We will replace five units per year for the next three years.  | \$11,300 |          |
| <b>Axon</b> – As part of our five-year agreement with Axon, we have unlimited data storage for video footage.  | \$12,773 |          |
| <b>Medical Equipment and Supply Replacement</b> – The shelf life of our current supplies are expired or expiring soon. Some of the items to be replaced include Automated External Defibrillator (AED) pads, hemostatic dressing/gauze, chest wound seal kit, etc.   | \$11,443 |          |
| <b>Mobile Tablets</b> – The current in-car tablets will begin to be replaced with newer units. As the patrol vehicles are replaced, we will phase in new tablets. Two units will be replaced in 2020. The estimation includes tablets and docking stations.  | \$4,000  |          |
| <b>Cellebrite</b> – Forensic software to analyze legally obtained cell phones and computers. Replacing existing technology (Oxygen)  | \$9,300  |          |
| <b>Ballistic Shields (Level III/IV)</b> - The shields are designed to stop rifle rounds. Department intends to buy a total of four units, two this year and two in 2021.   | \$4,400  |          |

|  |          |                 |
|--|----------|-----------------|
| <b>Forensic Computer Workstation</b> – This is an advanced workstation to analyze properly seized computers and cell phones for evidence. The district attorney's office is going to offset the cost of this equipment (\$3,250).  | \$6,500  |                 |
| <b>Department Issued Cellular Phones (Including package)</b> - Issue officers cell phones for work activities. \$39.99 per month for 22 officers.  | \$10,558 |                 |
| <b>Mobile Speed Alert RADAR Trailer</b> – The department is requesting a message sign with red and blue strobes to draw driver attention to their speed.   | \$13,000 |                 |
| <b>2021</b>  |          |                 |
| <b>Police Software and Equipment</b>   |          | <b>\$50,833</b> |
| <b>Annual Records Management Maintenance Fee</b> – The fee is used to maintain the regional record management system. The records system is shared by State College, Penn State, Patton Township and Ferguson Township. <i>This item is included in IT rather than police. It is included here for reference</i> | \$17,600 |                 |
| <b>Taser</b> – The department is seeking to replace old Tasers. We will replace five units per year for the next three years.  | \$11,300 |                 |
| <b>Axon</b> – As part of our five-year agreement with Axon, we have unlimited data storage for video footage.  | \$12,773 |                 |
| <b>Unpiloted Aerial Vehicle</b> – The UAV would be used for tactical situations, crime scenes, and crash scene documentation. This equipment will be shared with the Patton Township Police Department. The 50/50 partnership will cover the cost of the vehicle (approximately \$10,000).                       | \$5,000  |                 |
| <b>Mobile Tablets</b> – The current in-car tablets will begin to be replaced with newer units. As the patrol vehicles are replaced, we will phase in new tablets. Two units will be replaced in 2021. The estimation includes tablets and docking stations.  | \$4,000  |                 |
| <b>Replace Autolock Expandable Batons</b> – Replace 22 expandable batons. The current batons are over ten years old.   | \$3,100  |                 |
| <b>Cellebrite</b> – Annual membership renewal  | \$3,700  |                 |
| <b>Parking Management Solution (Cite Pro)</b> - Electronic handheld unit for issuing parking tickets and notices of code violations. The software manages parking permits, online payments, and data analytics. Three-year contract (\$6,560 per year)   | \$6,560  |                 |
| <b>Ballistic Shields (Level III/IV)</b> - The shields are designed to stop rifle rounds. Final two shields.  | \$4,400  |                 |
| <b>2022</b>  |          |                 |
| <b>Police Software and Equipment</b>   |          | <b>\$27,033</b> |
| <b>Annual Records Management Maintenance Fee</b> – The fee is used to maintain the regional record management system. The records system is shared by State College, Penn State, Patton Township and Ferguson Township. <i>This item is included in IT rather than police. It is included here for reference</i> | \$18,500 |                 |
| <b>Axon</b> – As part of our five-year agreement with Axon, we have unlimited data storage for video footage.  | \$12,773 |                 |
| <b>Mobile Tablets</b> – The current in-car tablets will begin to be replaced with newer units. As the patrol vehicles are replaced, we will phase in new   | \$4,000  |                 |



|   |          |                 |
|---|----------|-----------------|
| tablets. Two units will be replaced in 2022. The estimation includes tablets and docking stations.  |          |                 |
| <b>Parking Management Solution (Cite Pro)</b> - Electronic handheld unit for issuing parking tickets and notices of code violations. The software manages parking permits, online payments, and data analytics. Three-year contract (\$6,560 per year)  | \$6,560  |                 |
| <b>Cellebrite</b> – Annual membership renewal   | \$3,700  |                 |
| <b>2023</b>   |          |                 |
| <b>Police Software and Equipment</b>  |          | <b>\$29,260</b> |
| <b>Annual Records Management Maintenance Fee</b> – The fee is used to maintain the regional record management system. The records system is shared by State College, Penn State, Patton Township and Ferguson Township. <i>This item is included in IT rather than police. It is included here for reference.</i> | \$19,400 |                 |
| <b>Axon</b> – Our five-year agreement with Axon expires in 2022. We will explore different data storage options. The options may include continuing with Axon, purchase our Township owned server(s) or another method.   | \$15,000 |                 |
| <b>Parking Management Solution (Cite Pro)</b> - Electronic handheld unit for issuing parking tickets and notices of code violations. The software manages parking permits, online payments, and data analytics. Three-year contract (\$6,560 per year).   | \$6,560  |                 |
| <b>Mobile Tablets</b> – The current in-car tablets will begin to be replaced with newer units. As the patrol vehicles are replaced, we will phase in new tablets. Two units will be replaced in 2023. The estimation includes tablets and docking stations.   | \$4,000  |                 |
| <b>Cellebrite</b> – Annual membership renewal   | \$3,700  |                 |
| <b>2024</b>   |          |                 |
| <b>Police Software and Equipment</b>  |          | <b>\$24,700</b> |
| <b>Annual Records Management Maintenance Fee</b> – The fee is used to maintain the regional record management system. The records system is shared by State College, Penn State, Patton Township and Ferguson Township. <i>This item is included in IT rather than police. It is included here for reference</i>  | \$20,370 |                 |
| <b>Axon</b> – Our five-year agreement with Axon expires in 2022. We will explore different data storage options. The options may include continuing with Axon, purchase Township owned server(s) or another method.   | \$15,000 |                 |
| <b>Mobile Tablets</b> – The current in-car tablets will begin to be replaced with newer units. As the patrol vehicles are replaced, we will phase in new tablets. Three units will be replaced in 2024. The estimation includes tablets and docking stations.   | \$6,000  |                 |
| <b>Cellebrite</b> – Annual membership renewal   | \$3,700  |                 |

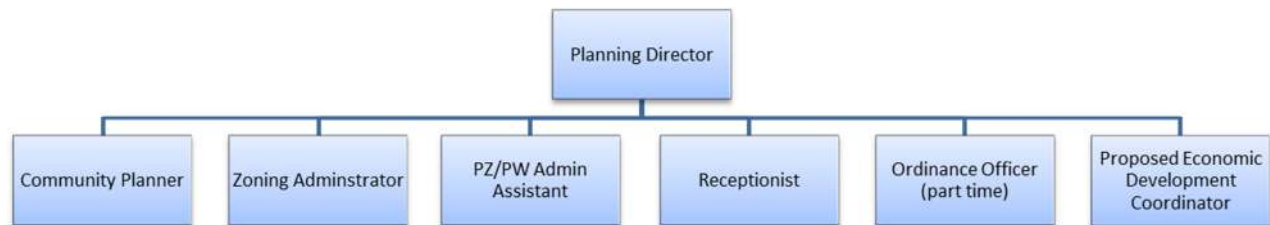
## PLANNING AND ZONING DEPARTMENT

The total proposed capital costs for the Planning and Zoning Department totals **\$1.0 Million 6.9%** of the **Capital Reserve Fund Requests** for the five years.

### PLANNING STAFFING

The Department of Planning & Zoning would like to suggest adding staff consistent with the 2017 Strategic Plan. To follow the Board of Supervisors lead in implementing the Ferguson Township Strategic Plan through the CIP Process, under the Goal of Economic Development, establish a Township Economic Advisory Group and consider advancing the Ordinance Enforcement Officer from part-time to full time in 2021. The department would also like to consider the employment of an Economic Development Director (Coordinator). We would request projecting the position out to 2023. A job description will need to be developed, and the structure of a potential citizen-based advisory group or commission will need to be developed before hire.

### Organizational Chart



| FERGUSON TOWNSHIP        |          |               |               |                |                |                |
|--------------------------|----------|---------------|---------------|----------------|----------------|----------------|
| 2020 – 2024 CIP STAFFING |          |               |               |                |                |                |
| PLANNING STAFFING        |          |               |               |                |                |                |
|                          |          |               |               |                |                |                |
| Direct Costs Estimate    | 2020     | 2021          | 2022          | 2023           | 2024           | Total          |
| Salary                   |          | 18,720        | 20,966        | 93,482         | 104,700        | 237,869        |
| Health                   |          | 24,840        | 26,827        | 28,973         | 31,291         | 111,932        |
| Dental                   |          | 900           | 909           | 918            | 927            | 3,654          |
| Vision                   |          | 168           | 170           | 171            | 173            | 682            |
| Life/ADD                 |          | 111           | 112           | 113            | 115            | 452            |
| Short Term Disability    |          | 123           | 124           | 125            | 127            | 499            |
| Pension                  |          | 1,872         | 1,891         | 1,910          | 1,929          | 7,601          |
| Employer Taxes           |          | 1,432         | 1,604         | 7,151          | 8,010          | 18,197         |
| Workers Comp             |          | 1,022         | 1,145         | 5,104          | 5,717          | 12,988         |
| <b>Total</b>             | <b>0</b> | <b>49,188</b> | <b>53,748</b> | <b>137,949</b> | <b>152,988</b> | <b>393,874</b> |

## Department Activities

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

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

The planning department has recently worked on several large projects including the Toll Brothers Cottages, Pine Hall development and the Harner Farms subdivision including commercial and residential.

Reviewing plans for a water treatment plant

Updated the subdivision and land development ordinance (SALDO).

Updated the sign ordinance.

Adopted the Source Water Protection Overlay

## Strategic Plan Alignment

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

## Mobility Study Implementation (2020 - 2024)

### 1) Financial

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

## Permitting Software (2022) Regional program

### 1) Best Management Practices

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

## Market Study Land use and Housing Needs

### 3) Growth Management

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

### 4) Environmental Stewardship

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

### 9) Partnerships and Regional Thinking

- b. Work towards regional cooperation on issues that affect the entire Centre Region

Economic Development Coordinator (2023)

2) Economic Development

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

8) Promotion of Municipal Identity

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

Planning & Zoning Department Requests

| 2020 - 2023   |               |
|---|---------------|
| Mobility Study Implementation   | \$250,000/yr. |
| Ferguson Township Public Works Department is currently carrying out a Transportation Mobility Study that will identify recommended mobility improvement projects and provide concept illustrations and budgetary cost estimates. Improvement projects include proposed bike facilities that have been identified in both the 2015 Centre Region Bike Plan and the 2017 Ferguson Township Official Map. Capital Improvement funds can be utilized as a match for various state and federal transportation programs such as the Transportation Alternatives Set-Aside Program, DCNR Keystone Funds, PennDOT Multimodal and a percentage match to complete priority improvements that are identified through the completed Mobility Study. |               |

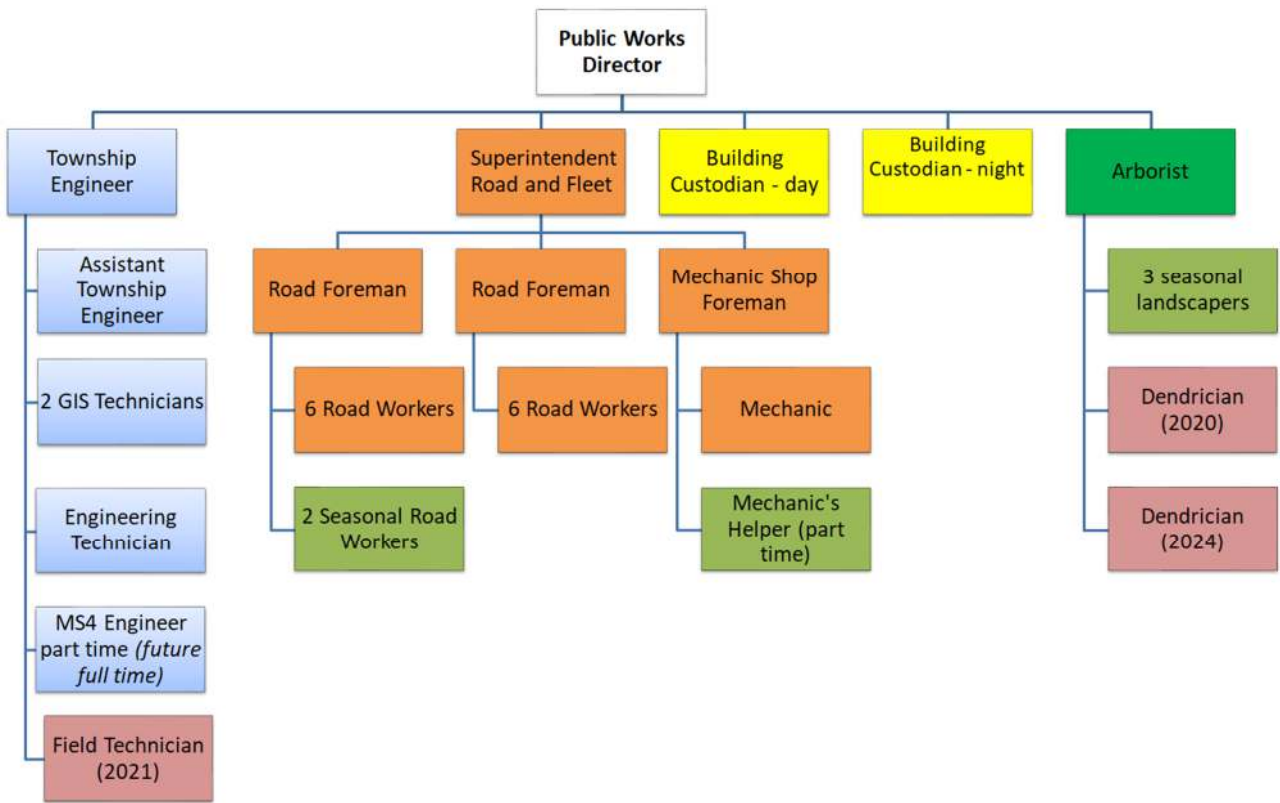
Not included in the CIP is a land use and housing study to plan for future development and types of housing needed. It is estimated to cost approximately \$50,000 if implemented.

| FERGUSON TOWNSHIP                                   |              |           |
|---|--------------|-----------|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS |              |           |
| PLANNING  |              |           |
| 30.400.414.750                                      |              |           |
| Description   | Year         | Amount    |
| Mobility Study Implementation                       | 2020         | 250,000   |
| Mobility Study Implementation                       | 2021         | 250,000   |
| Mobility Study Implementation                       | 2022         | 250,000   |
| Mobility Study Implementation                       | 2023         | 250,000   |
|   |              |           |
|   |              |           |
| Total   |              | 1,000,000 |
|   |              |           |
|   |              |           |
| Subtotals by Year                                   | EXPENDITURES |           |
|   | 2020         | 250,000   |
|   | 2021         | 250,000   |
|   | 2022         | 250,000   |
|   | 2023         | 250,000   |
|   | 2024         | 0         |
|   |              |           |
|   | Total        | 1,000,000 |

# PUBLIC WORKS DEPARTMENTS

## PUBLIC WORKS STAFFING

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



| FERGUSON TOWNSHIP        |               |               |                |                |                |                |
|--------------------------|---------------|---------------|----------------|----------------|----------------|----------------|
| 2020 – 2024 CIP STAFFING |               |               |                |                |                |                |
| PUBLIC WORKS             |               |               |                |                |                |                |
|                          |               |               |                |                |                |                |
| Direct Costs Estimate    | 2020          | 2021          | 2022           | 2023           | 2024           | Total          |
| Salary                   | 55,000        | 56,650        | 103,350        | 106,450        | 164,643        | 486,093        |
| Health                   | 24,840        | 25,585        | 51,193         | 52,729         | 79,150         | 233,497        |
| Dental                   | 900           | 909           | 1,818          | 1,836          | 2,755          | 8,218          |
| Vision                   | 168           | 170           | 339            | 343            | 514            | 1,534          |
| Life/ADD                 | 111           | 112           | 225            | 227            | 340            | 1,016          |
| Short Term Disability    | 123           | 0             | 123            | 0              | 123            | 369            |
| Pension                  | 5,500         | 5,555         | 5,611          | 5,667          | 5,723          | 28,056         |
| Employer Taxes           | 4,208         | 4,334         | 7,906          | 8,143          | 12,595         | 37,186         |
| Workers Comp             | 4,070         | 4,192         | 7,648          | 7,877          | 12,184         | 35,971         |
| <b>Total</b>             | <b>94,920</b> | <b>97,507</b> | <b>178,212</b> | <b>183,272</b> | <b>278,028</b> | <b>831,939</b> |

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

2020 - A dendritian is requested to help maintain the assets of our urban forest. The dendritian will assist the arborist with tree pruning, tree care, tree injections, removals, stump grinding, and inventory and assessment.

2022 - A field technician is requested to assist the Department with locating underground facilities, managing the Pa One Call tickets on behalf of the Township, inspect pave-cuts and work in the right of way, and inspect, maintain and assist with troubleshooting traffic signal repairs and issues.

2024 – A second dendritian may be requested at this time to make the tree crew more self-sufficient and productive as the urban forest continues to grow. Some contracted services may be performed in house.

New personnel may be requested in this 5-year CIP to meet ever-increasing demands of the Municipal Separate Storm Sewer System (MS4) National Pollutant Discharge Elimination System (NPDES) permit requirements and the demand for stormwater infrastructure repairs and maintenance.



## BUILDINGS AND GROUNDS SECTION

The total proposed capital costs for the Buildings & Grounds Section totals **\$8.5 Million or 58.9%** of the **Capital Reserve Fund Requests** for the five years.

The Public Works Capital Building Fund Appropriation for building systems saves for the future replacement of building systems such as HVAC, roofs, doors, windows, flooring, light fixtures, security door system, cameras, fire system and panels, and audio-video systems and fixtures. In 2019 the control system for the HVAC system in the police department, lobby, and engineering/planning common area broke and was no longer supported necessitating the purchase of a new control system for approximately \$20,000.

In 2018, the architectural and engineering design of a new LEED Gold Public Works building began. Some of these professional service expenses are expected to carry over to 2020 during the construction phase.

In 2020, the CIP includes the construction of this new building, expected to be approximately 13,753 square feet including truck lifts, truck mechanic bays, storage, offices, break room and showers, bathrooms, truck wash facility, and a fueling station. The budget includes \$4.5 million for a new 13,753 SF building constructed of steel frames on concrete footers, metal trusses, concrete slab on grade, rubber on the insulated steel roof, architectural block, brick, and metal siding and fitted up as a public works garage described above. This new building should serve the needs of the Public Works Department well into the future. In recent years, the Township has hired additional road workers and an arborist to serve the needs of the growing Township. The acquisition of one person leaf collectors, brush grappeler truck, and other equipment requires maintenance and storage. Currently, gross truck washing occurs outside on a stone pit, and detailed washing occurs inside buildings with narrowly slotted floor drains. The new building will be better suited for vehicle washing, which is proven to increase the life expectancy of snow fighting equipment used to apply road salt. The new building will provide separate facilities such as locker rooms, bathrooms, and showers for men and women. As noted above, the building will be designed and operated to meet LEED requirements (Gold as the goal), and structural accommodations will be made to allow for the future installation of roof-top solar arrays. The solar system may be installed through a power purchase agreement to take advantage of tax credits and not be made as a capital purchase. The new building site plan does include a dual electric vehicle charging station to accommodate future Township owned electric vehicles. The plan will show any required additional parking and any upgrades to the stormwater management plan.

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

The below map of the Township property at 3147 Research Drive shows existing buildings and the proposed location for the new public works facility.

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

| FERGUSON TOWNSHIP                                   |      |           |        |           |         |
|---|------|-----------|--------|-----------|---------|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS |      |           |        |           |         |
| BUILDINGS & GROUNDS                                 |      |           |        |           |         |
| 30.400.409.750                                      |      |           |        |           |         |
| Description   | Year | Expense   | Grants | Loans     | Cash    |
| Fitness Equipment                                   | 2020 | 2,000     |        |           | 2,000   |
| New Fire Station Land                               | 2020 | 100,000   |        |           | 100,000 |
| Public Works Maintenance Facility                   | 2020 | 4,500,000 |        | 4,500,000 | 0       |
| Furniture & Appliances for PW maintenance Facility  | 2020 | 55,800    |        |           | 55,800  |
| Renovate Administrative Space                       | 2020 | 400,000   |        | 400,000   | 0       |
| Pallet Racks for Building #4                        | 2020 | 2,800     |        |           | 2,800   |
| Fitness Equipment                                   | 2021 | 2,000     |        |           | 2,000   |
| Fitness Equipment                                   | 2022 | 2,000     |        |           | 2,000   |
| Fitness Equipment                                   | 2023 | 2,000     |        |           | 2,000   |
| New Fire Station Design & Engineering               | 2023 | 420,000   |        | 420,000   | 0       |
| Fitness Equipment                                   | 2024 | 2,000     |        |           | 2,000   |
| New Fire Station Construction                       | 2024 | 2,800,000 |        | 2,800,000 | 0       |
| Total   |      | 8,288,600 | 0      | 8,120,000 | 168,600 |
| EXPENDITURES  |      |           |        |           |         |
| Subtotals by Year                                   | 2020 | 5,060,600 | 0      | 4,900,000 | 160,600 |
|   | 2021 | 2,000     | 0      | 0         | 2,000   |
|   | 2022 | 2,000     | 0      | 0         | 2,000   |
|   | 2023 | 422,000   | 0      | 420,000   | 2,000   |
|   | 2024 | 2,802,000 | 0      | 2,800,000 | 2,000   |
| Total   |      | 8,288,600 | 0      | 8,120,000 | 168,600 |



The Township established a Buildings & Grounds sinking fund for replacement of major equipment. The proposed sinking fund activity is included in the following chart.

The sinking fund was set up after the township building was renovated in 2007 to save for the future replacement of building systems such as HVAC, roof, doors, fixtures.

| FERGUSON TOWNSHIP                                   |     |      |              |            |         |
|---|-----|------|--------------|------------|---------|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS |     |      |              |            |         |
| BUILDING EQUIPMENT SINKING FUND                     |     |      |              |            |         |
| 30.400.409.760                                      |     |      |              |            |         |
| Description   | Age | Year | Additions    | Deductions | Balance |
| Beginning Balance 12/31/2018                        |     |      |              |            | 268,100 |
| Annual Sinking Fund Contribution                    |     | 2020 | 44,800       |            | 312,900 |
| Replace 2 steel entry doors                         |     | 2020 |              | 2,200      | 310,700 |
| Annual Sinking Fund Contribution                    |     | 2021 | 47,000       |            | 357,700 |
| Paint exterior stucco on admin building             |     | 2021 |              | 17,400     | 340,300 |
| Replace 2 steel entry doors                         |     | 2021 |              | 2,300      | 338,000 |
| Replace 2 ton HVAC in computer room                 |     | 2021 |              | 11,600     | 326,400 |
| Annual Sinking Fund Contribution                    |     | 2022 | 49,350       |            | 375,750 |
| Replace 2 steel entry doors                         |     | 2022 |              | 2,400      | 373,350 |
| Replace building roofs                              |     | 2022 |              | 36,500     | 336,850 |
| Replace building roofs (1997)                       | 25  | 2022 |              | 36,500     | 300,350 |
| Replace Building Video Security System              | 15  | 2022 |              | 24,300     | 276,050 |
| Replace carpet tiles                                | 15  | 2022 |              | 46,200     | 229,850 |
| Replace Halon system                                | 25  | 2022 |              | 15,000     | 214,850 |
| Replace simplex fire panel                          | 15  | 2022 |              | 12,200     | 202,650 |
| Replace small water heater                          |     | 2022 |              | 2,400      | 200,250 |
| Annual Sinking Fund Contribution                    |     | 2023 | 51,850       |            | 252,100 |
| Replace 2 steel entry doors                         |     | 2023 |              | 2,550      | 249,550 |
| Replace door security system                        |     | 2023 |              | 19,150     | 230,400 |
| Annual Sinking Fund Contribution                    |     | 2024 | 54,400       |            | 284,800 |
|   |     | 2024 |              |            | 284,800 |
|   |     |      |              |            | 284,800 |
| Total   |     |      | 247,400      | 230,700    |         |
| Subtotals by Year                                   |     |      | EXPENDITURES |            |         |
|   |     |      | 2020         | 2,200      |         |
|   |     |      | 2021         | 31,300     |         |
|   |     |      | 2022         | 175,500    |         |
|   |     |      | 2023         | 21,700     |         |
|   |     |      | 2024         | 0          |         |

## ROAD PROJECTS

Road improvement projects make up the bulk of the capital expenditures for the Township. For the term of this CIP, road projects total **\$18.4 Million or 56.6%** of the **Capital Expenditures for All Funds**. The map below depicts the various roadwork that that township is planning to undertake during the term of this capital plan.

The following table portrays the various road projects during the term of the CIP. Detailed information is including in the appendix for your review. Following the road table, is a detail of certain projects that are being funded with grant money.

### Chesapeake Bay Pollution Reduction Plan (CBPRP)

A condition of the Township's NPDES MS4 permit is the completion of a CBRP. As such, new pollution reduction requirements will be required. A specific plan was developed, showing how specific projects will reduce pollutant loads to the Chesapeake Bay. The plan shows pollutant reduction to impaired waterways (Slab Cabin Run and Spruce Creek). The Pollutant Reduction Plan was prepared in 2017/2018 on a regional basis with projects developed for each municipality. The CIP includes funding in each year to design, acquire right of way, and construct stream channel restoration projects as required by the above.

### Stormwater Fee Study

In 2018, the Township completed a stormwater fee feasibility study (SFFS). In 2019, the Township plans to complete phase 2 of the study to include a cost of service analysis, finalize rate structures, public education, and ordinance preparation. If implemented, a stormwater fee can be used to fund stormwater improvement projects, staff and comply with MS4 requirements, replace failing stormwater infrastructure, address flooding, stormwater basin maintenance, and acquire land for passive stormwater management.

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

### Storm Pipe Improvements

Before a roadway being overlaid with new asphalt, the condition of the inlets and storm pipe is assessed either visually or by a remote-controlled camera. The CIP reflects any anticipated costs due to inlet and storm pipe replacement. New inlets set in place can cost \$3,000 each, less if just the top is being replaced. The cost of storm pipe replacement varies based on the length of pipe to be replaced, the diameter of the pipe, the type of pipe material, and other work associated with the storm pipe replacement such as other utility relocation costs and if the above curb or sidewalk needs replaced. A typical 18-inch diameter high-density polyethylene (HDPE) pipe installed will add about \$75/linear foot to the project cost plus roadway and curb restoration. The structural lining of an old corrugated 18-inch diameter pipe could cost \$100/linear foot. The cost of replacing the storm pipe system can exceed the cost to repair the asphalt pavement.

### Park Hills Drainageway

The Board of Supervisors discussed the Park Hills drainage way and what options are available to improve this area. One consideration is a ten-year loan to finance the work. Another option was to add an assessment of some sort to provide funding. The township will pursue grant funding for this project as well.

| FERGUSON TOWNSHIP                                  |     |  |           |           |           |           |           |            |
|--|-----|--|-----------|-----------|-----------|-----------|-----------|------------|
| 2020 – 2024 CIP CAPITAL PROJECTS DETAIL-CASH BASIS |     |  |           |           |           |           |           |            |
| PUBLIC WORKS ROAD PROJECTS                         |     |  |           |           |           |           |           |            |
| FUND   | CAT | DESCRIPTION  | 2020      | 2021      | 2022      | 2023      | 2024      | TOTAL      |
| R=road, D=stormwater, B=bicycle, O=other           |     |  |           |           |           |           |           |            |
| CR   | D   | Cheasapeake Bay Pollutant Reduction Plan (MS4)                     | 105,000   | 110,000   | 116,000   | 122,000   | 128,000   | 581,000    |
| CR   | D   | Park Hills Drainageway   |           |           | 1,500,000 |           |           | 1,500,000  |
| CR   | D   | Paving runoff sections of various parks                            |           |           |           |           |           | 0          |
| LF   | R   | ADA Curb Ramp Replacements   | 90,000    | 95,000    | 100,000   | 105,000   | 110,000   | 500,000    |
| LF   | R   | Gatesburg Road (West) microsurface                                 |           | 183,000   |           |           |           | 183,000    |
| LF   | R   | Microsurfacing   | 247,000   | 259,000   | 272,000   | 286,000   | 300,000   | 1,364,000  |
| LF   | O   | Pavement Markings  | 80,000    | 84,000    | 88,000    | 92,000    | 97,000    | 441,000    |
| LF   | R   | Plainfield Drive Microsurfacing                                    |           |           | 78,000    |           |           | 78,000     |
| LF   | R   | Road Materials   | 68,000    | 72,000    | 75,000    | 79,000    | 83,000    | 377,000    |
| LF   | O   | Road Salt  | 121,000   | 127,000   | 133,000   | 140,000   | 147,000   | 668,000    |
| LF   | R   | Whitehall Road Microsurfacing                                      |           |           | 94,000    | 293,000   |           | 387,000    |
| TIF  | R   | ADA Handicap Ramps   | 74,000    | 15,000    | 65,000    | 60,000    | 130,000   | 344,000    |
| TIF  | R   | ARLE Traffic Signal Detection Upgrades (grant)                     | 50,000    |           |           |           |           | 50,000     |
| TIF  | R   | ARLE Traffic Signal Performance Metrics (grant)                    | 598,900   |           |           |           |           | 598,900    |
| TIF  | R   | Ashburton Court  |           |           |           |           | 20,000    | 20,000     |
| TIF  | R   | Bergman Court  |           |           |           |           | 96,000    | 96,000     |
| TIF  | R   | Bikepaths, parking lots, tennis courts, sealcoating, line striping | 32,000    | 33,000    | 35,000    | 36,000    | 38,000    | 174,000    |
| TIF  | R   | Blue Course & Martin Street Signal Detection Upgrades              | 135,000   |           |           |           |           | 135,000    |
| TIF  | R   | Blue Course Drive  | 134,000   |           |           | 43,000    | 1,407,000 | 1,584,000  |
| TIF  | R   | Brushwood Drive  |           |           |           |           | 75,000    | 75,000     |
| TIF  | R   | Clinton Ave  |           |           | 68,000    |           |           | 68,000     |
| TIF  | R   | Diebler Road   | 154,000   |           |           |           |           | 154,000    |
| TIF  | R   | Dry Hollow Road  | 177,000   |           |           |           |           | 177,000    |
| TIF  | R   | Ernest Lane  |           |           |           |           | 142,000   | 142,000    |
| TIF  | R   | Fairfield Circle   |           | 70,000    |           |           |           | 70,000     |
| TIF  | R   | Ferguson Township wide Traffic Study                               |           |           | 232,000   |           |           | 232,000    |
| TIF  | R   | Gatesburg Road (West)  |           | 99,000    |           |           |           | 99,000     |
| TIF  | R   | Green Light Go radar detection at traffic signals                  | 100,000   |           |           |           |           | 100,000    |
| TIF  | R   | Harold Drive   |           | 35,000    |           |           |           | 35,000     |
| TIF  | R   | Harris Street  |           |           | 120,000   |           |           | 120,000    |
| TIF  | R   | Linn Street  |           |           | 191,000   |           |           | 191,000    |
| TIF  | R   | Manor Court  |           |           | 28,000    |           |           | 28,000     |
| TIF  | R   | Multimodal project   |           |           |           |           | 191,000   | 191,000    |
| TIF  | R   | Muncy Road   |           | 99,000    |           |           |           | 99,000     |
| TIF  | R   | Nixon Road   |           |           |           |           | 363,000   | 363,000    |
| TIF  | R   | North Allen Street   |           |           | 217,000   |           |           | 217,000    |
| TIF  | R   | North Hills Place  |           |           | 83,000    |           |           | 83,000     |
| TIF  | R   | Oak Glenn Road   |           |           | 37,000    |           |           | 37,000     |
| TIF  | R   | Old Gatesburg Road   |           |           |           |           | 104,000   | 104,000    |
| TIF  | R   | Pamela Circle  |           | 55,000    |           |           |           | 55,000     |
| TIF  | R   | Park Crest Lane  |           |           |           | 82,000    |           | 82,000     |
| TIF  | R   | Pine Grove Mills LED light conversion                              | 101,000   |           |           |           |           | 101,000    |
| TIF  | R   | Pine Grove Mills Mobility Study                                    | 50,000    |           |           |           |           | 50,000     |
| TIF  | R   | Plainfield Drive   |           |           | 42,000    |           |           | 42,000     |
| TIF  | D   | Reline CMP Chestnut Ridge  | 346,000   |           |           |           |           | 346,000    |
| TIF  | D   | Reline/Line CMP pipes various places                               | 208,000   | 147,000   | 26,000    | 222,000   | 375,000   | 978,000    |
| TIF  | D   | Repair Stormwater inlets & replace tops                            | 34,000    | 20,000    | 72,000    | 83,000    | 28,000    | 237,000    |
| TIF  | R   | Replace concrete curbs   | 93,000    | 158,000   |           | 29,000    |           | 280,000    |
| TIF  | R   | Research Drive   |           |           |           |           | 155,000   | 155,000    |
| TIF  | R   | Rosemont Drive   |           |           |           |           | 101,000   | 101,000    |
| TIF  | R   | Rosewood Circle  |           |           | 36,000    |           |           | 36,000     |
| TIF  | R   | Sandra Circle  |           | 26,000    |           |           |           | 26,000     |
| TIF  | R   | Saratoga Drive   | 102,000   |           |           |           |           | 102,000    |
| TIF  | R   | Science Park & Sandy Drive traffic signal                          | 105,000   | 551,000   |           |           |           | 656,000    |
| TIF  | R   | Sheffield Court  |           |           |           | 15,000    |           | 15,000     |
| TIF  | R   | Sleepy Hollow Drive  |           | 247,600   |           |           |           | 247,600    |
| TIF  | R   | Stafford Circle  |           |           |           | 30,000    |           | 30,000     |
| TIF  | R   | SR45 & SR26 Traffic Signal   | 35,000    | 90,000    | 480,000   | 10,000    |           | 615,000    |
| TIF  | R   | Stonebridge Drive  |           |           |           | 228,000   |           | 228,000    |
| TIF  | D   | Video Assess, Clean & reline CMP pipe in Brackenridge              | 15,000    | 313,000   |           |           |           | 328,000    |
| TIF  | D   | Video Assess, Clean & reline CMP pipe in Good Hope Farms           |           |           |           | 21,000    | 447,000   | 468,000    |
| TIF  | D   | Video Assess, Clean & reline CMP pipe in Pine Hall                 |           |           | 14,000    | 304,000   |           | 318,000    |
| TIF  | D   | Video Assess, Clean & reline CMP pipe in Stonebridge               |           | 25,000    | 527,000   |           |           | 552,000    |
| TIF  | R   | Westwind Drive   |           |           |           | 11,000    |           | 11,000     |
| TIF  | R   | Whitehall Road   | 515,000   |           | 52,000    |           |           | 567,000    |
| TIF  | R   | Williamsburg Drive   |           |           |           | 81,000    |           | 81,000     |
|  |     |  |           |           |           |           |           | 0          |
| Total  |     |  | 3,769,900 | 2,913,600 | 4,781,000 | 2,372,000 | 4,537,000 | 18,373,500 |
| EXPENDITURES BY FUND                               |     |  |           |           |           |           |           |            |
| CR   | D   |  | 105,000   | 110,000   | 1,616,000 | 122,000   | 128,000   | 2,081,000  |
| CR   | R   |  | 0         | 0         | 0         | 0         | 0         | 0          |
| TIF  | B   |  | 0         | 0         | 0         | 0         | 0         | 0          |
| TIF  | D   |  | 603,000   | 505,000   | 639,000   | 630,000   | 850,000   | 3,227,000  |
| TIF  | R   |  | 2,455,900 | 1,478,600 | 1,686,000 | 625,000   | 2,822,000 | 9,067,500  |
| LF   | R   |  | 405,000   | 609,000   | 619,000   | 763,000   | 493,000   | 2,889,000  |
| LF   | O   |  | 201,000   | 211,000   | 221,000   | 232,000   | 244,000   | 1,109,000  |
|  |     |  |           |           |           |           |           |            |
| Total  |     |  | 3,769,900 | 2,913,600 | 4,781,000 | 2,372,000 | 4,537,000 | 18,373,500 |



## **Road Improvements by Contract:**

Each year a portion of the roadways in the Township are inspected and the condition assessed and documented in the form of a pavement inspection report. This report is utilized by the Public Works Director to prioritize capital road improvements, including paving and determine appropriate roadways for road surface preservation techniques such as microsurfacing. In 2019, the Public Works Department utilized Paver software to assess road conditions.

Microsurfacing is a cold-mix paving system; it is not hot-mix paving as is applied asphalt pavement. The material consists of small aggregate, asphalt emulsion, water, and mineral fillers, and is generally applied in a 3/8" thick layer. A durable asphalt seal is applied to roads that have begun to show signs of aging and minor distress. By retarding the surface's natural breakdown, this process extends the pavement's lifespan approximately seven years. Microsurfacing adds no structural value to the pavement, and therefore, roadways that have deteriorated beyond a certain point are generally not good candidates for this process.

Candidates for paving are listed as line items in the CIP. Due to the specialized equipment used in paving operations, large paving projects are competitively bid. Some small paving projects on low volume roads are self-performed by FTPW with rented equipment. Often these small paving projects can be done cost-effectively internally due to the mobilization costs and low economy of scale for a contractor for such small projects. It is also beneficial for the road crew to keep and enhance paving skills.

The CIP lists roads proposed for capital improvements Depending on the severity of pavement distress or underlying base course failure; projects may include cold in-place recycling, select base repair, milling or a combination of these techniques. In most cases, the existing asphalt surface will be overlaid. Budget pricing is based on historical cost data for the township and converted to linear foot estimates (before bidding, a detailed engineering estimate is prepared for each project). For example, cold in-place recycling or reclamation with an asphalt overlay of a 26 foot wide residential street in 2018 is estimated to cost \$75/linear foot. Favorable prices for contract paving were seen in 2019 and prices did not escalate much over 2018 prices. Other activities such as sign installation, mailbox replacement or resetting, topsoil or shoulder back-up, and seed and soil supplements may result in additional costs. Depending on the quantity, the cost of concrete curbing is estimated at \$25 per linear foot in 2018. Additional costs are included in the CIP for storm-pipe, curb, or sidewalk ramps as needed. These additional costs are reflected either in the linear foot price for the roadway in the CIP or as separate line items. Additional costs are incurred if residential driveway aprons are paved as part of a capital project. A construction inflation index escalates costs in future years.

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

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

For roads to be paved, the concrete work is included in the CIP as a line item. The cost varies for each ramp depending on the existing grades and number of sidewalk blocks that need to be removed to reconstruct the ramp to the proper grades. \$3,500 is budgeted for each ramp that needs to be replaced. Truncated domes are required at these crossings. The Township Engineer may determine that it is technically infeasible to upgrade some ramps.

## **Traffic Signals:**

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

Through ARLE, the Township will receive \$498,000 to improve performance and communication at all 20 of our traffic signals. The new system will monitor real-time traffic in the Township, and the staff will be better equipped to fine-tune the signals to changing traffic demands.

### **Green Light Go (GLG) Grant – West College Ave/Corl Street Pedestrian Accessibility Upgrade**



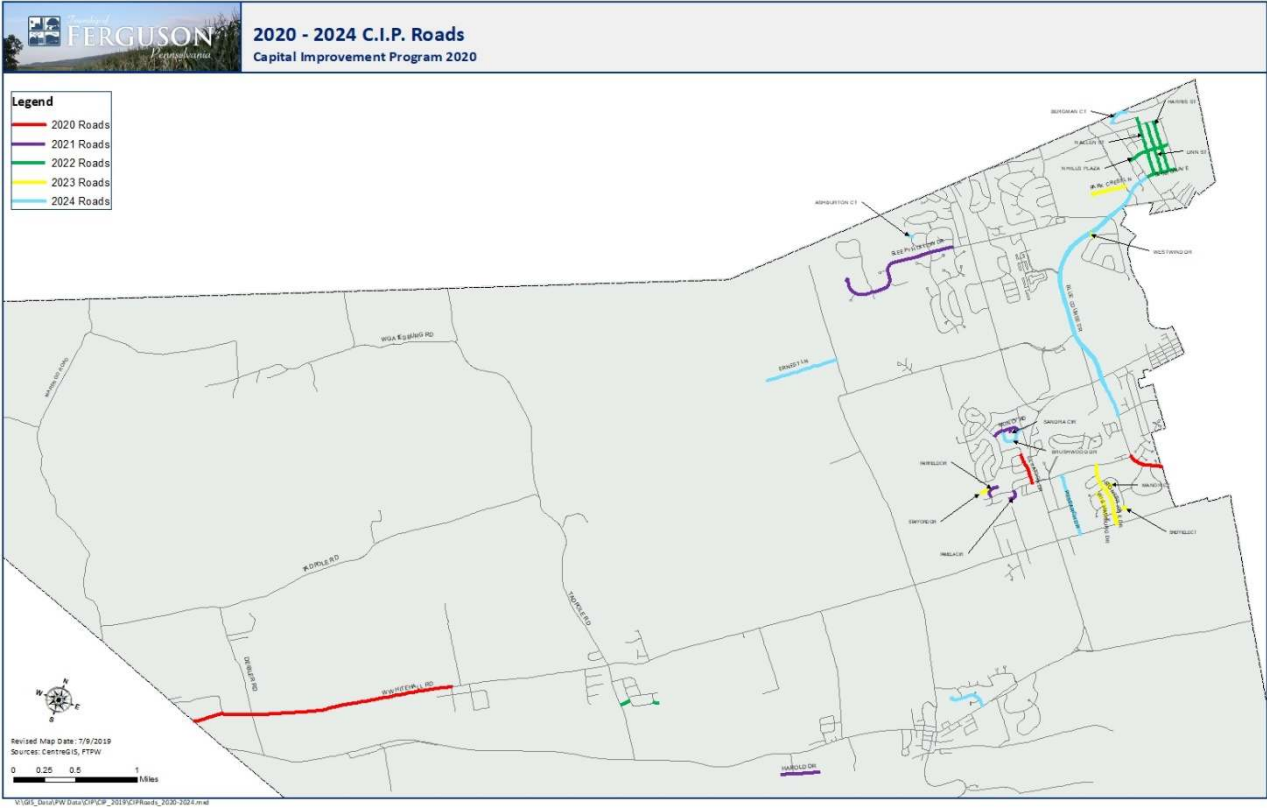
Through Green Light-Go, the Township was awarded \$176,084 to upgrade the traffic signal at the intersection of West College Avenue and Corl Street in 2018. The upgrades include full pedestrian movements, which are currently limited. This project will tie into the Township’s Streetscape Project constructed in 2017, which will help make pedestrian traffic safer.

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

The Township was awarded \$80,000 in 2018 to upgrade several traffic signals to digital radar vehicle detection replacing ground loops or video detection making the signal operations more reliable. Staff will continue to apply for these grants.

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

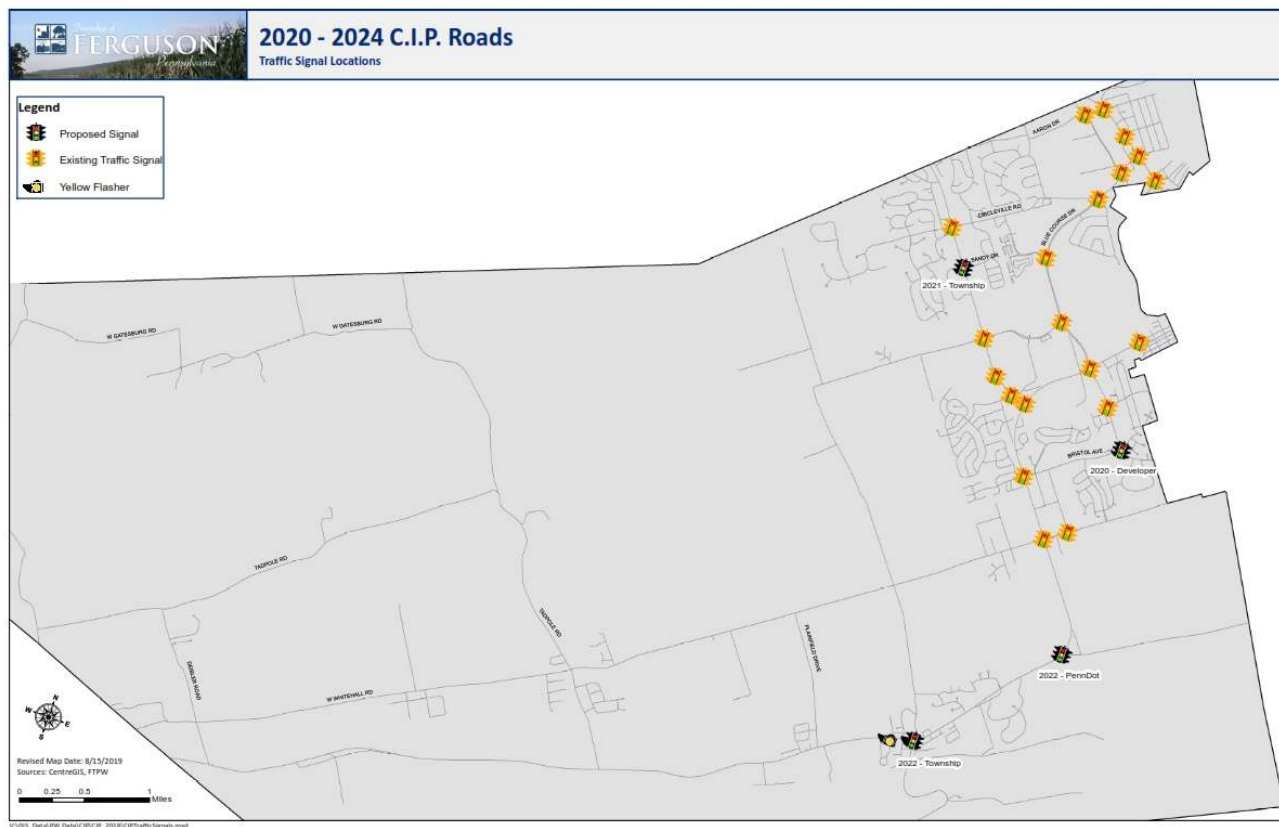
**ROADS 2020-2024**



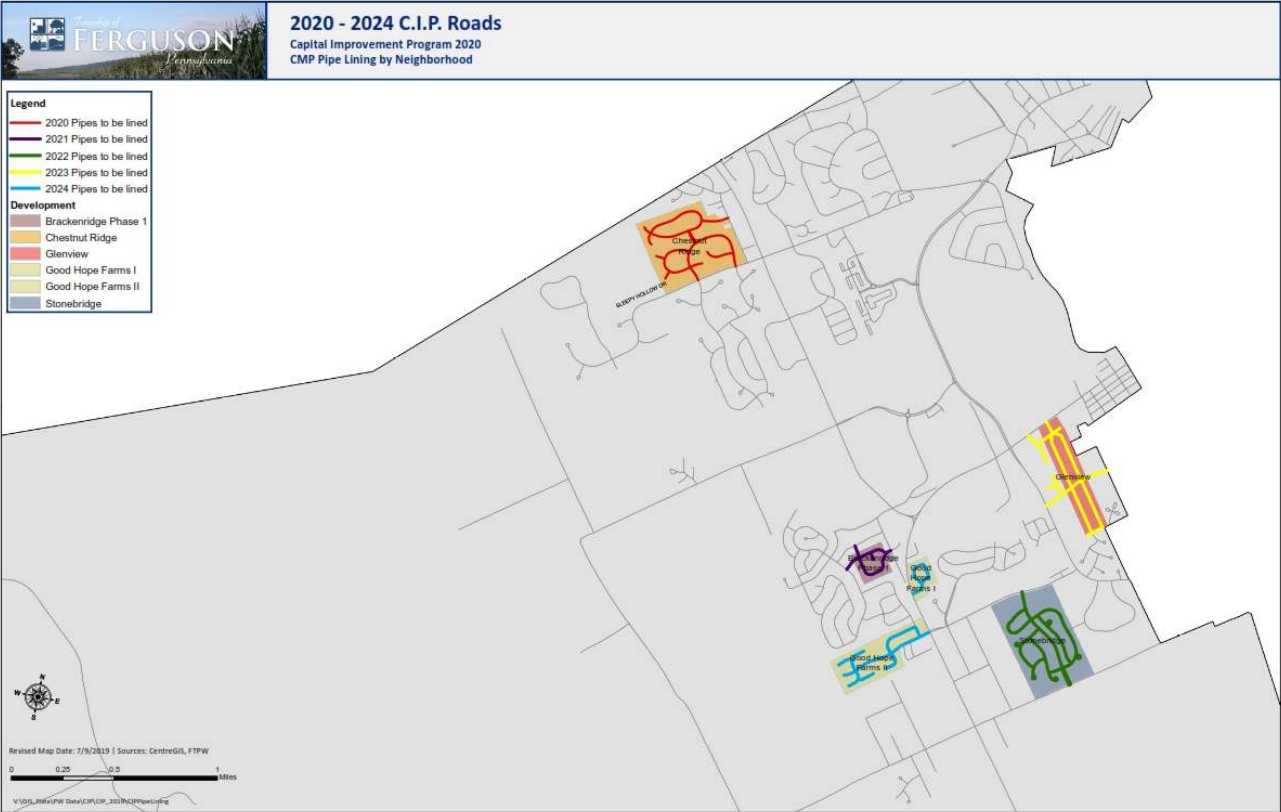
## MICROSURFACING 2020-2024



## TRAFFIC SIGNALS 2020-2024



PIPE LINING 2020-2024



## PUBLIC WORKS EQUIPMENT

The following charts depict the capital equipment requested by the Public Works Department during the term of the capital plan. Public Works equipment requests total **\$1.8 Million or 12.6%** of the **Capital Reserve Fund Requests**.

Each year a condition report is generated by the mechanic and road superintendent to assist with the preparation of the equipment CIP. Based on the condition report and useful historical life of similar equipment, the CIP is prepared. The equipment fleet comprised of vehicles over \$25,000 has an estimated 2018 value of \$2,012,000. The annual straight-line cost using the useful life of each piece of equipment is estimated at \$329,783 and is the basis of the Public Works Capital Fund Appropriation request. In addition to equipment replacement requests from the above fund, certain other equipment is requested.

### New Equipment/Vehicles or Replacement Equipment/Vehicles under \$25,000

| FERGUSON TOWNSHIP                                   |               |              |               |              |               |                |
|---|---------------|--------------|---------------|--------------|---------------|----------------|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS |               |              |               |              |               |                |
| NEW EQUIPMENT PUBLIC WORKS                          |               |              |               |              |               |                |
| 30.400.430.750                                      |               |              |               |              |               |                |
| Description   | 2020          | 2021         | 2022          | 2023         | 2024          | Total          |
| 44" Wide flail mower for roadside mowing            | 21,400        |              |               |              |               | 21,400         |
| Ground pressure mats (4X8)(12)                      | 3,600         |              |               |              |               | 3,600          |
| Heat lance for crack sealing                        | 3,100         |              |               |              |               | 3,100          |
| Convert overhead Luminaire to LEDs                  | 2,000         | 4,200        | 4,400         | 4,600        | 4,800         | 20,000         |
| Replace underground utility locator (Metrotech)     | 4,700         |              |               |              |               | 4,700          |
| Small Paver to fit HTC conveyor for road widening   |               |              | 6,400         |              |               | 6,400          |
| Stump grinder                                       |               |              | 8,300         |              |               | 8,300          |
| Traffic signal LED replacements                     | 4,400         | 4,600        | 4,900         | 5,100        | 5,400         | 24,400         |
| Vehicle scan tool for cars and light trucks         | 3,100         |              |               |              |               | 3,100          |
| Tree Canopy Survey (Lance)                          | 35,000        |              |               |              |               | 35,000         |
| <b>Total</b>  | <b>77,300</b> | <b>8,800</b> | <b>24,000</b> | <b>9,700</b> | <b>10,200</b> | <b>130,000</b> |

## Replacement Equipment

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

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

| FERGUSON TOWNSHIP                                    |     |      |                     |                  |           |
|--|-----|------|---------------------|------------------|-----------|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS  |     |      |                     |                  |           |
| PUBLIC WORKS EQUIPMENT SINKING FUND                  |     |      |                     |                  |           |
| 30.400.430.760                                       |     |      |                     |                  |           |
| Description  | Age | Year | Additions           | Deductions       | Balance   |
| Beginning Balance 1/1/2020                           |     |      |                     |                  | 933,300   |
| Annual Sinking Fund Contribution                     |     | 2020 | 0                   |                  | 933,300   |
| Replace 1997 Bomag roller                            | 23  | 2020 |                     | 52,900           | 880,400   |
| Replace 2004 bucket truck (65 ft)                    | 16  | 2020 |                     | 204,000          | 676,400   |
| Replace 2007 Caterpillar skid steer loader           | 13  | 2020 |                     | 100,800          | 575,600   |
| Replace 2011 F550 plow truck                         | 9   | 2020 |                     | 121,700          | 453,900   |
| Annual Sinking Fund Contribution                     |     | 2021 | 289,400             |                  | 743,300   |
| Replace 2006 International single axle               | 15  | 2021 |                     | 225,700          | 517,600   |
| Replace 2010 Chevy Silverado used to plow bike paths | 11  | 2021 |                     | 92,600           | 425,000   |
| Annual Sinking Fund Contribution                     |     | 2022 | 303,900             |                  | 728,900   |
| Replace 2008 single axle plow truck                  | 14  | 2022 |                     | 237,000          | 491,900   |
| Annual Sinking Fund Contribution                     |     | 2023 | 303,900             |                  | 795,800   |
| Annual Sinking Fund Contribution                     |     | 2024 | 335,000             |                  | 1,130,800 |
| Replace 2010 single axle plow truck                  | 14  | 2024 |                     | 207,700          | 923,100   |
| Replace 2008 ODB leaf collector                      | 16  | 2024 |                     | 261,300          | 661,800   |
| Replace 2001 Catapiller Backhoe                      | 23  | 2024 |                     | 174,200          | 487,600   |
| Replace 1997 Towmaster trailer                       | 27  | 2024 |                     | 16,100           | 471,500   |
|  |     |      |                     |                  |           |
|  |     |      |                     |                  |           |
| <b>Total</b>   |     |      | <b>1,232,200</b>    | <b>1,694,000</b> |           |
|  |     |      |                     |                  |           |
| Subtotals by Year                                    |     |      | <b>EXPENDITURES</b> |                  |           |
|  |     |      | 2020                | 479,400          |           |
|  |     |      | 2021                | 318,300          |           |
|  |     |      | 2022                | 237,000          |           |
|  |     |      | 2023                | 0                |           |
|  |     |      | 2024                | 659,300          |           |
|  |     |      | <b>Total</b>        | <b>1,694,000</b> |           |

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

## Urban Forestry

| 2020  |          |
|---|----------|
| Tree Canopy Survey – Professional Consultant Services | \$35,000 |

|   |  |
|---|--|
| To assist with managing and understanding changes in the Township's urban forest, the Ferguson Township Tree Commission is interested in performing a canopy survey. Funding is requested to assist with preparing the ordinance. |  |
|---|--|

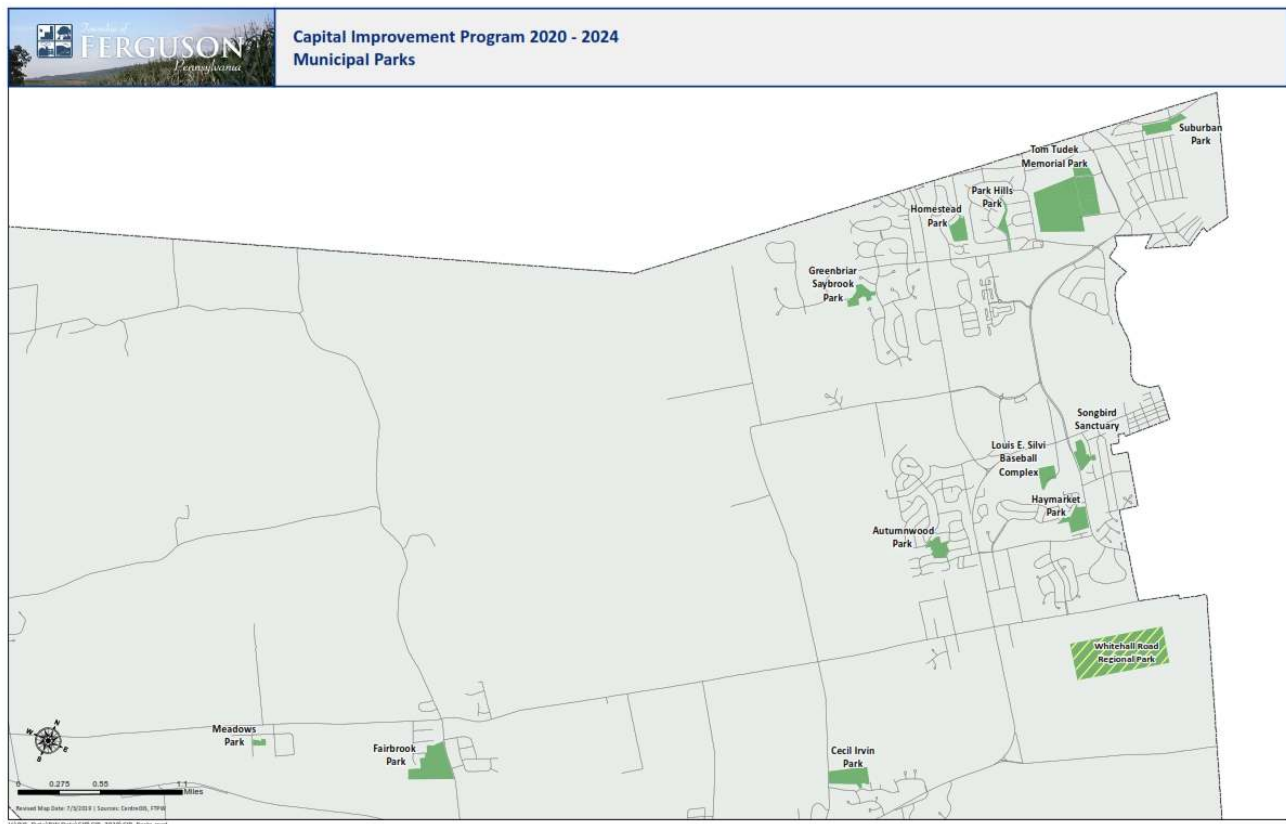
## PARKS AND RECREATION

The proposed five-year Capital Improvement Program Budget for Parks and Recreation (not including CRCOG) totals **\$1.8 Million or 12.6%** of the **Capital Reserve Fund Requests**. The following projects are recommended to be included in the upcoming five years of the CIP.

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

The 2020-2024 CIP includes Suburban park phase A improvements, Cecil Irvin park improvements, Tudek Park Phase IIIA and restroom facilities at Haymarket Park

The CIP also includes two park master plans updates. Fairbrook and Greenbriar/Saybrook Parks.







## Suburban Park Master Plan

Ferguson Township, Centre County, Pennsylvania  
May 2019

Prepared For:  
**FERGUSON**  
TOWNSHIP  
Pennsylvania

Prepared By:  
**ysm**  
YOUNG & SMITH  
INCORPORATED  
LANDSCAPE ARCHITECTS  
P.C.







## Strategic Plan Alignment

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

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

| FERGUSON TOWNSHIP                                   |                   |                |                |                |                |                |                  |
|---|-------------------|----------------|----------------|----------------|----------------|----------------|------------------|
| 2020 – 2024 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS |                   |                |                |                |                |                |                  |
| PARKS & RECREATION                                  |                   |                |                |                |                |                |                  |
| 30,400,452.750                                      |                   |                |                |                |                |                |                  |
| Description   | Loan/Grant Amount | 2020           | 2021           | 2022           | 2023           | 2023           | TOTAL            |
| Cecil Irvin Park Phase II                           | 320,000           |                |                | 320,000        |                |                | 320,000          |
| Compost Toilet in Parks                             |                   |                |                | 25,000         |                |                | 25,000           |
| Drinking Fountain Replacements                      |                   | 10,000         |                | 10,000         |                |                | 20,000           |
| Fairbrook Park Master Plan Update                   |                   |                | 25,000         |                |                |                | 25,000           |
| Fairbrook Park Native Landscape Areas               |                   |                |                | 6,000          |                |                | 6,000            |
| Greenbriar/Saybrook Master plan                     |                   |                |                |                |                | 25,000         | 25,000           |
| Haymarket Restroom Facilities                       |                   |                |                |                |                | 235,000        | 235,000          |
| Homestead Park Play Equipment                       |                   |                | 100,000        |                |                |                | 100,000          |
| Pave wash out areas for various pathways            |                   | 20,000         |                |                |                |                | 20,000           |
| Playground Safety & Updates                         |                   | 37,500         |                | 37,000         | 37,000         | 37,000         | 148,500          |
| Solar Array @ Whitehall Regional Park               |                   |                | 45,000         |                |                |                | 45,000           |
| Songbird Sanctuary Passive Recreation               |                   | 75,000         |                |                |                |                | 75,000           |
| Suburban Park FEMA/CLOMR/LOMR & PADEP Permits       |                   | 70,000         |                |                |                |                | 70,000           |
| Suburban Park Phase A                               | 325,000           |                | 325,200        |                |                |                | 325,200          |
| Tudek Farmhouse Roof Replacement (\$25,000)         |                   |                |                |                |                |                | -                |
| Tudek Park Phase IIIA                               | 177,500           |                |                |                | 355,000        |                | 355,000          |
| Tudek Park Native Landscape plantings               |                   | 5,000          |                |                |                |                | 5,000            |
| <b>Total</b>  | <b>822,500</b>    | <b>217,500</b> | <b>495,200</b> | <b>398,000</b> | <b>392,000</b> | <b>297,000</b> | <b>1,799,700</b> |

| 2020   |                 |
|--|-----------------|
| <b>Playground Safety &amp; Update Program</b>  | <b>\$37,500</b> |
| This item is to provide for equipment upgrades and replacements to meet playground safety standards.   |                 |
| <b>Drinking Fountain Replacements</b>  | <b>\$10,000</b> |
| At the recommendation of the Centre Region Parks and Recreation Department, the Township began upgrading drinking fountains in parks in 2016. This item includes the equipment and installation of one drinking fountain. If Public Works staff is available to install the fountain, two fountains can be replaced with this appropriation  |                 |
| <b>Songbird Sanctuary – Passive Recreation</b>   | <b>\$75,000</b> |
| The Township acquired 9 acres of the property identified as Natural Area Conservation on the 2008 Ferguson Township Official Map. In 2019, Staff, along with the Ferguson Township Parks and Recreation Committee, completed a Master Plan for the park in-house. The Master Plan recommends passive recreational amenities such as walking and dirt bike trails, educational kiosk, nesting boxes, educational signage and benches for an enjoyable wooded area to recreate in an otherwise urbanized environment |                 |
| <b>Tudek Farmhouse Roof Replacement</b>  | <b>\$25,000</b> |
| The farmhouse needs a new roof. It is anticipated that the Tudek Trust Fund will fund this project.  |                 |
| <b>Tudek Park Natural Landscape Areas</b>  | <b>\$5,000</b>  |
| The Board of Supervisors approved designated native landscape areas at Tudek Park. This appropriation will support the removal of the existing brush, purchasing seed mix, and signage.  |                 |
| <b>Suburban Park FEMA CLOMR/LOMR and PADEP Permit</b>  | <b>\$70,000</b> |

|   |                  |
|---|------------------|
| The Suburban Park Master Plan Update was approved by the BOS May 2018. Staff is recommending the Township perform a hydraulics and hydrology analysis to design the floodway channel through Suburban Park to fulfill the requirements before constructing the Master Plan and future design of Suburban Park.  |                  |
| <b>Pave Washout Areas</b>   | <b>\$40,000</b>  |
| Staff recommends that funds be appropriated to pave four sections of the Tudek Park path.   |                  |
| <b>2021</b>   |                  |
| <b>Homestead Park Play Equipment</b>  | <b>\$100,000</b> |
| The Parks and Recreation Department is recommending updating and adding age-appropriate play equipment and installation by a certified installer.   |                  |
| <b>Fairbrook Park Master Plan Update</b>  | <b>\$25,000</b>  |
| Fairbrook Park is a 23-acre public facility with playing fields, play areas, picnic facilities, perimeter walking path, hard court, and parking facilities. The park offers an opportunity to convert some of the highly maintained turf areas to low maintenance as no-mow or pollinator areas. A revised master plan would evaluate the areas of the park for conversion as well as consider improving amenities. The revised master plan is anticipated to be updated in 2022 to identify specific park improvements and a probable construction cost opinion to serve as a more accurate planning tool. |                  |
| <b>Solar Array at Whitehall Road Regional Park Fund 31</b>  | <b>\$45,000</b>  |
| In October 2018, the Board authorized the appropriation of \$45,000 toward the acquisition and installation of solar photovoltaics on the rooftop of the pavilion to be constructed at Whitehall Road Regional Park. The Board directed that funding for this commitment be drawn from the Regional Capital Recreation Projects Fund.   |                  |
| <b>Suburban Park Phase 1A</b>   | <b>\$325,200</b> |
| The Suburban Park Master Plan Update was approved by the BOS May 2019. Staff recommends the Township initiate park improvements by budgeting for Phase A1 to allow for the drainage improvements which will create a free-flowing drainage channel through the park. Also, part of this phase will include stormwater BMP's associated with the channel and the bridge/boardwalk crossings.   |                  |
| <b>2022</b>   |                  |
| <b>Drinking Fountain Replacements</b>   | <b>\$10,000</b>  |
| At the recommendation of the Centre Region Parks and Recreation Department, the Township began upgrading drinking fountains in parks in 2016. This item includes the equipment and installation of one drinking fountain. If Public Works staff is available to install the fountain, two fountains can be replaced with this appropriation.  |                  |
| <b>Fairbrook Park Natural Landscape Areas</b>   | <b>\$6,000</b>   |
| The Board of Supervisors approved a Grow Zone and two designated native landscape areas at Fairbrook Park. This appropriation will support the removal of the existing brush, purchasing seed mix, and signage.   |                  |
| <b>Compost Toilet Installation in Township Park</b>   | <b>\$25,000</b>  |

In December 2018, the Board referred a request to the Parks and Recreation Committee to review and recommend a location for the installation of a compost toilet in a Township park. The staff has obtained specifications on a Clivus Multrum Model M54 Compost Toilet and has budgeted an appropriation adequate for one installation at a location to be determined

|                                  |                  |
|----------------------------------|------------------|
| <b>Cecil Irvin Park Phase II</b> | <b>\$320,000</b> |
|----------------------------------|------------------|

The Township plans to submit a grant application to the Department of Conservation and Natural Resources' Community Conservation Partnerships Program in 2020 to continue the development of Cecil Irvin Park. Planned improvements include a pervious pavement parking area off of Nixon Road, a pavilion, and a connecting shared use path to the existing developed area of the park. The amount budgeted reflects the total cost of the project, but a 50% grant match will be requested

|   |                 |
|---|-----------------|
| <b>Playground Safety &amp; Update Program</b> | <b>\$37,000</b> |
|---|-----------------|

This item provides funding for equipment upgrades and replacements to meet playground safety standards.

## 2023

|   |                  |
|---|------------------|
| <b>Tom Tudek Memorial Park Phase IIIA</b> | <b>\$355,000</b> |
|---|------------------|

Completion of Tudek Park Phase 3a includes the construction of two basketball courts, completion of remaining sidewalk connections, paving the remainder of the parking lot, and associated landscaping and stormwater improvements. Phase IIIA is located on land owned by the Tom Tudek Memorial Trust and is adjacent to the park entrance on Herman Drive.

|   |                 |
|---|-----------------|
| <b>Playground Safety &amp; Update Program</b> | <b>\$37,000</b> |
|---|-----------------|

This item provides funding for equipment upgrades and replacements to meet playground safety standards.

## 2024

|  |                 |
|--|-----------------|
| <b>Saybrook/Greenbriar Master Plan</b> | <b>\$25,000</b> |
|--|-----------------|

Saybrook/Greenbriar Park is an 8.39-acre public facility that offers a basketball court, play areas, pavilion, walking path, and parking facilities. The Township Playground Inspector recommends that total replacement of playground equipment will soon be needed. The park offers the opportunity to convert some of the highly maintained turf areas to low maintenance as no-mow or pollinator areas. A revised master plan would evaluate the areas of the park for conversion as well as consider improving amenities.

|   |                 |
|---|-----------------|
| <b>Playground Safety &amp; Update Program</b> | <b>\$37,000</b> |
|---|-----------------|

This item provides funding for equipment upgrades and replacements to meet playground safety standards.

|   |                  |
|---|------------------|
| <b>Haymarket Park Restroom Facilities</b> | <b>\$235,000</b> |
|---|------------------|

The master plan for Haymarket Park includes the construction of restroom facilities. This park is a highly-used, centralized park. Currently, the only township park where permanent restroom facilities are constructed is at Tom Tudek Memorial Park.