



## 2021 - 2025 Capital Improvement Plan



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

# TABLE OF CONTENTS

<b>Introduction</b>	<b>3</b>
<b>Strategic &amp; Capital Planning</b>	<b>4</b>
<b>Board of Supervisors</b>	<b>8</b>
<b>Voting Wards</b>	<b>10</b>
<b>Township Map</b>	<b>11</b>
<b>SUMMARY</b>	<b>12</b>
<b>Demographics</b>	<b>14</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>Stormwater Fee</b>	<b>25</b>
<b>EXPENDITURES SUMMARY</b>	<b>26</b>
<b>Staffing</b>	<b>30</b>
<b>Administration</b>	<b>35</b>
<b>Finance</b>	<b>39</b>
<b>Debt Service</b>	<b>43</b>
<b>Information Technology</b>	<b>44</b>
<b>Police</b>	<b>46</b>
<b>Planning &amp; Zoning</b>	<b>54</b>
<b>Public Works</b>	<b>58</b>
<b>Buildings</b>	<b>59</b>
<b>Roads</b>	<b>62</b>
<b>Stormwater</b>	<b>70</b>
<b>Capital Equipment</b>	<b>71</b>
<b>Parks</b>	<b>73</b>

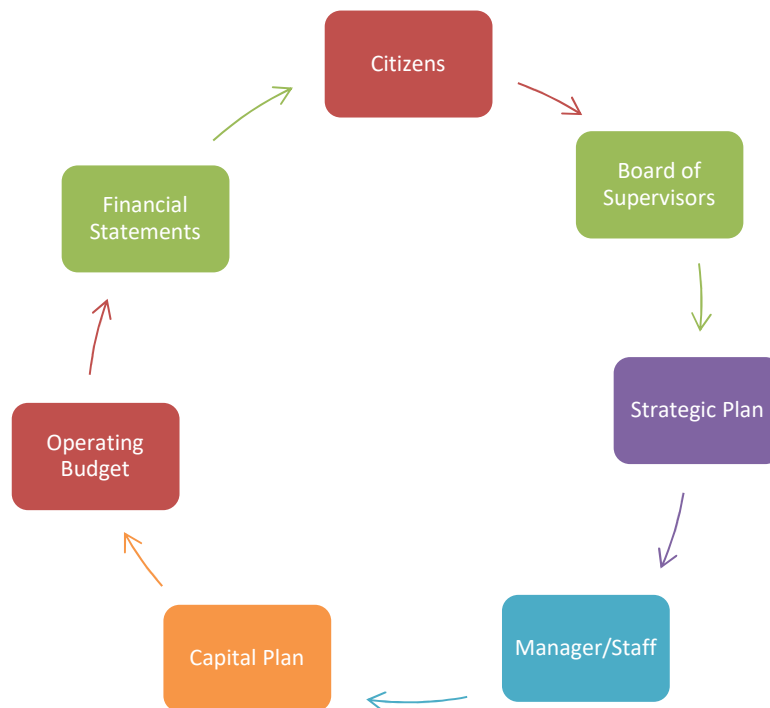
# Chapter 1: Introduction

## 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 Statements.



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



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 a plan, the Township would be spinning in circles with no clear idea of how to serve the public effectively.

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.

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

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

### **Economic Development**

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

### **Growth Management**

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

### **Environmental Stewardship**

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

### **Best Management Practices for Operations**

- Ensure adequate staffing and resources necessary to carry out Township services and programs (Staff, Board)
- Ensure proper training and professional development (Staff, Board)

- Ensure that operational practices are fiscally responsible (Staff)

### **Increase Participatory Government**

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

### **Promotion of Clean Renewable Energy**

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

### **Promotion of Municipal Identity**

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

### **Partnerships and Regional Thinking**

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

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

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

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

## **What is the Capital Improvement Program Budget (CIP)?**

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

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

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

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

## **Why do we need a Capital Improvement Program Budget?**

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

## Board of Supervisors



Chair Steve Miller Supervisor-at-Large	Vice-Chair Laura Dininni Ward I	Lisa Strickland Supervisor-at-Large	Prasenjit Mitra Ward II	Patricia Stephens Ward III
--	---------------------------------------	--	----------------------------	-------------------------------

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

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

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

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

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

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

#### ***Our Vision***

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

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



## ***We Value***

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

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

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

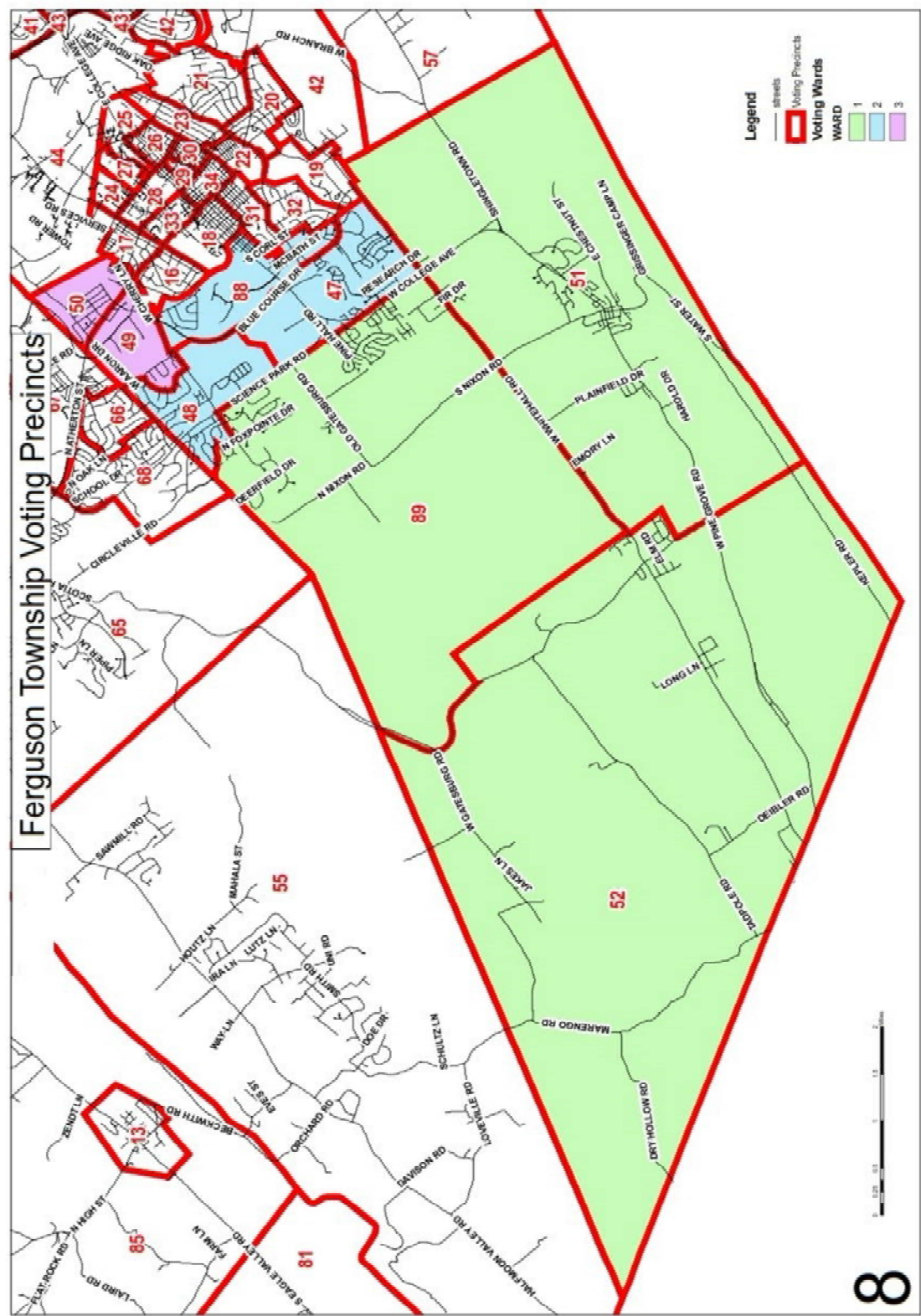
**Managing our resources wisely.** It is recognized that resources, including tax revenue, public utilities such as water and sewer, and services such as police and fire, are finite and must be allocated most efficiently. It is our responsibility to continuously review and refine our practices to improve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

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

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

# VOTING WARDS

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



OFFICIAL TOWNSHIP MAP





# Chapter 2: Summary

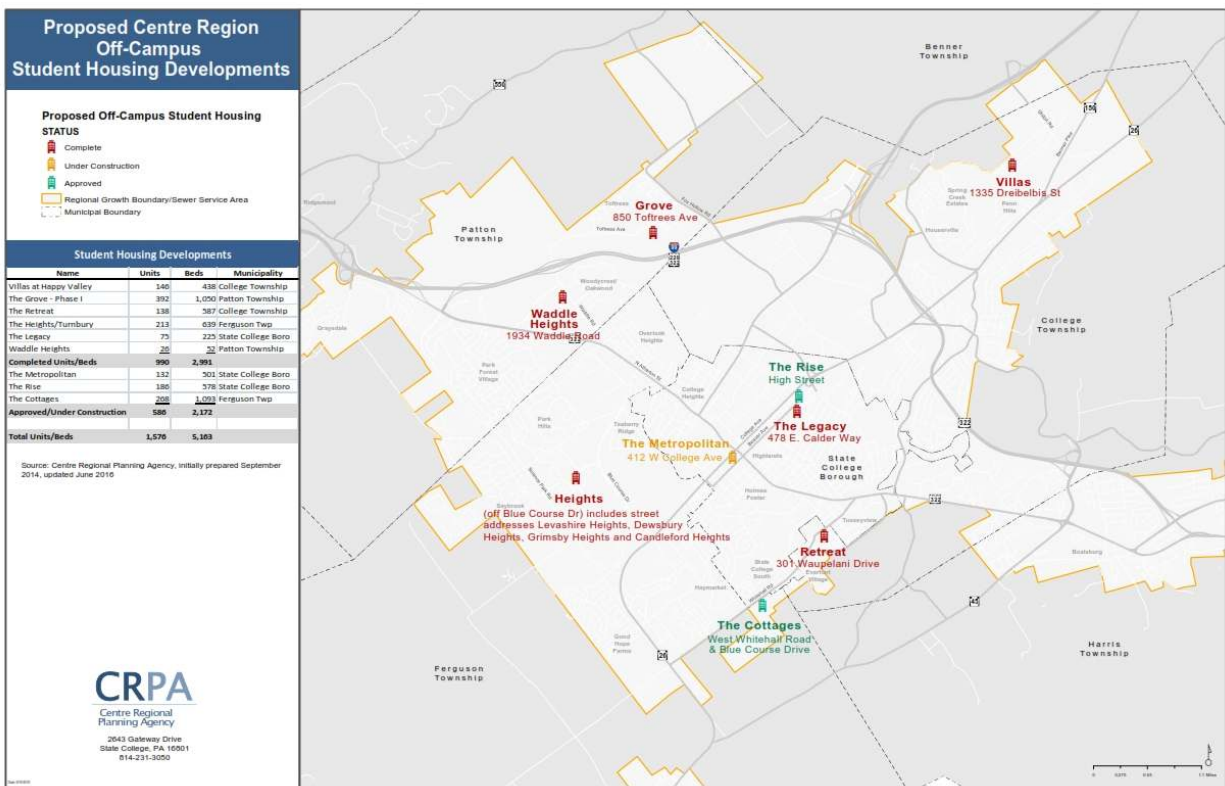
## Plan Summary

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

For the five years ending in 2025, the Township proposes spending **\$127 Million (including \$23 Million in interfund transfers) \$104 Million net** for all governmental funds. Since interfund transfers are internal transfers between funds, they can be deducted from the total in summary reports. Government funds do not include pension trust funds nor the Tom Tudek Memorial Trust Fund (even though the Township provides some funding for park projects).

## Demographics

The Township encompasses an area of approximately 52 square miles and is home to about 19,000 residents. Several high-tech industries have found a home in Ferguson Township over the years, including Penn State, AccuWeather, Minitab, and Sound Technologies. The Township is also home to major research facilities of The Pennsylvania State University, one of the nation's premier agricultural and engineering institutions. The demographics have a large impact on the tax revenues collected and the cost of operations. Without a growing community, Township revenues would flatten while operating costs would continue to increase, leading to a strain on Township resources. However, unmitigated growth is unhealthy in the long term. By smartly managing growth, the Township will continue to operate soundly for many years to come.



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.

<b>Population Estimates</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Based on Centre Regional Planning Agency Data	19,601	19,797	19,995	20,195	20,397

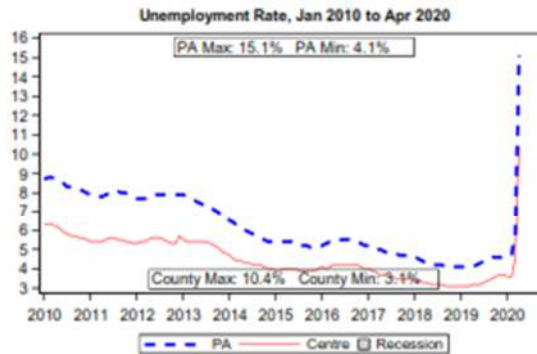
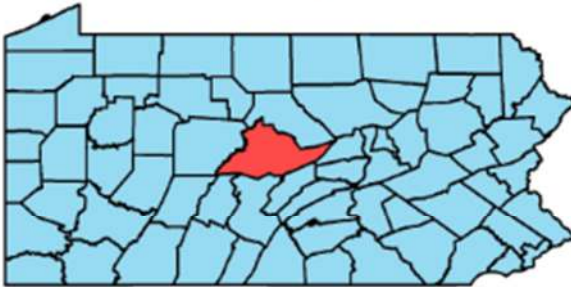


## Demographics

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

### Centre County Profile

June 2020



2018 Population		
Demographic	County	PA
Total Population	161,443	12,791,181
Female	76,471	6,527,992
Male	84,972	6,263,189
Population by Race		
White	87.5%	80.8%
Black	4.0%	11.1%
Other	8.5%	8.0%
Hispanic Origin (all races)	2.9%	7.1%
Population by Age		
Ages 0 to 17	15.2%	20.9%
Ages 18 to 24	24.4%	9.3%
Ages 25 to 34	14.2%	13.0%
Ages 35 to 44	10.4%	11.7%
Ages 45 to 54	11.4%	13.5%
Ages 55 to 64	11.2%	14.1%
Ages 65 to 74	7.5%	9.7%
Ages 75 and Older	5.8%	7.8%
Median Age	31.7	40.7

Source: U.S. Census 5 Year Estimate 2014-2018 (Tables: DP05 and B01001)

2018 Veterans	County	PA
Total Veterans	8,322	782,682
Median Veteran Income	\$40,108	\$37,171
Median Non-Veteran Income	\$25,016	\$30,131
Veteran Unemployment Rate	2.6%	5.1%

Source: U.S. Census 5 Year Estimate 2014-2018 (Table: S2101)

Online Job Postings	County	PA
April 2020	528	96,205
April 2019	990	93,937
Annual Volume Change	-462	2,268
Annual Percent Change	-46.7%	2.4%

Source: Burning Glass Technologies Help Wanted OnLine™

Income	County	PA
Per Capita Personal Income	\$46,193	\$56,225
Total Personal Income	\$7,520,504	\$720,073,441
Median Household Income	\$58,055	\$59,445
Median Family Income	\$83,656	\$75,477

Note: Total Personal Income is displayed in thousands.  
 Note: Median Incomes are in 2018 adjusted dollars.  
 Source: Personal Incomes - Bureau of Economic Analysis (BEA) - 2018  
 Source: Median Incomes - U.S. Census 2014-2018 (Tables: B19013 & B19113)

Local Area Unemployment Statistics		
Apr 2020	County	PA
Unemployment Rate	10.4%	15.1%
Labor Force	78,300	6,452,000
Employed	70,200	5,476,000
Unemployed	8,100	976,000

Notes: Current month's data are preliminary. Data are Seasonally Adjusted.

Unemployment Compensation Exhaustees				
May 2019 to Apr 2020	Volume		Percent of Total	
	County	PA	County	PA
Pre-UC Industry				
Natural Resources & Mining	10	1,100	2.5%	1.5%
Construction	80	11,520	21.5%	13.5%
Manufacturing	30	10,370	8.0%	12.0%
Trade, Transportation & Utilities	40	16,030	11.0%	19.0%
Information	10	1,360	2.5%	1.5%
Financial Activities	20	4,700	5.5%	5.5%
Professional & Business Services	70	15,140	19.0%	18.0%
Education & Health Services	50	13,760	13.5%	16.0%
Leisure & Hospitality	30	6,220	8.0%	7.5%
Other Services	10	2,250	2.5%	2.5%
Government	10	780	2.5%	1.0%
Info Not Available	10	1,770	2.5%	2.0%
Total	370	85,000	100%	100%

Note: Percentages less than 0.5% will be displayed as 0.0%.  
 Source: Pennsylvania Unemployment Compensation System

Top 10 Employers by Employment in Q4 of 2019	
Pennsylvania State University	
State Government	
Mount Nittany Medical Center	
State College Area School District	
Glenn O Hawbaker Inc	
Wal-Mart Associates Inc	
County of Centre	
Mount Nittany Medical Center Health Services	
Geisinger Clinic	
Weis Markets Inc	

Source: Quarterly Census of Employment and Wages

Center for Workforce Information & Analysis

## **Fund Groups Defined**

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

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

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

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

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

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

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

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

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

### ***Stormwater Fund***

The Township 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.

## Fund and Department Relationships

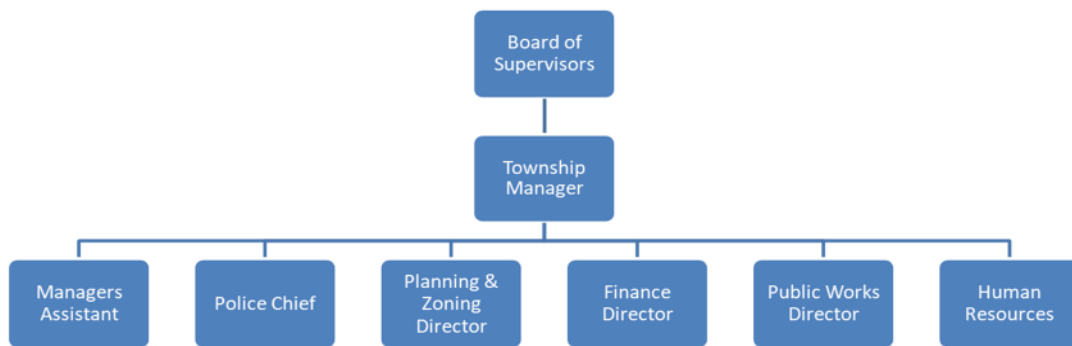
The Township follows the PA State Chart of Accounts format. Pennsylvania recommends this format as explained below:

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

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

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

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



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

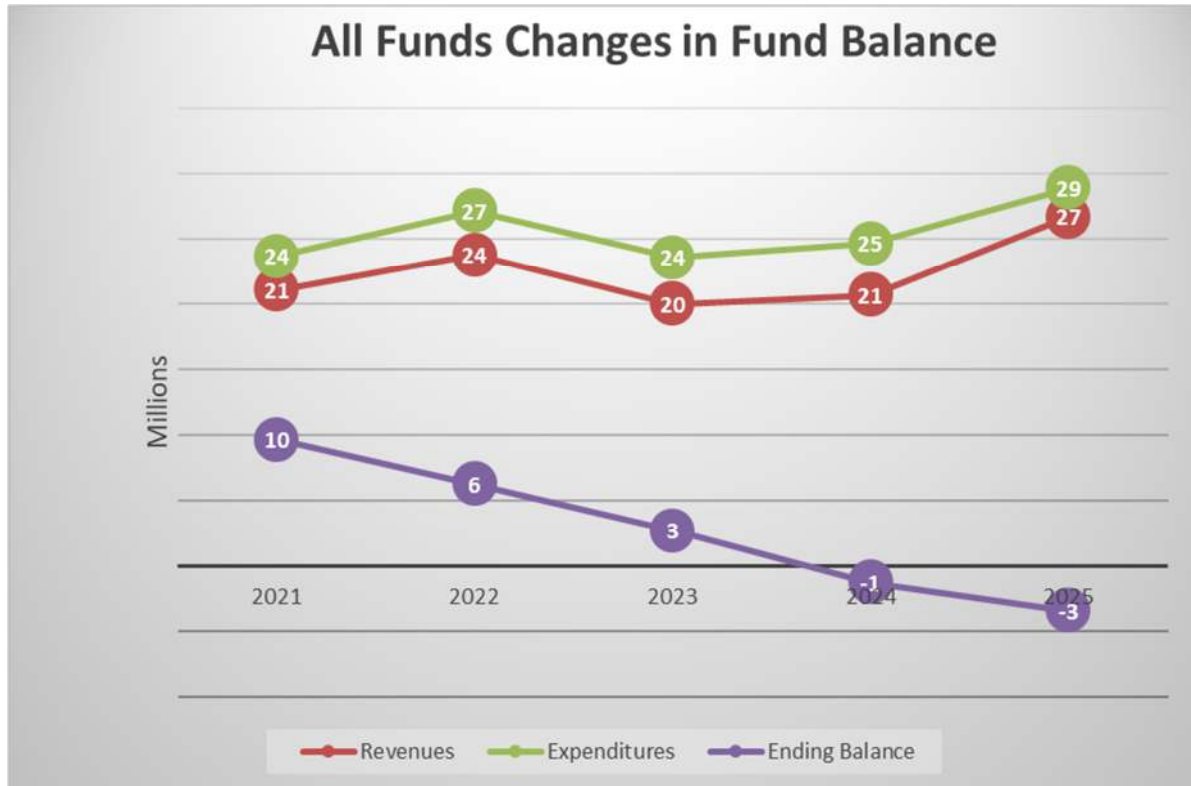
The following table breaks down the responsibilities by the department heads

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

Responsible Department	Funds	Responsible Area
Township Manager	All	Responsible for the final document, Administration, Parks & Recreation, Tudek Park
Assistant to the Manager	GF, CR	Assists Manager in reviewing Administration, Parks & Recreation
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, Stormwater	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	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	12,188,503	9,618,091	6,258,932	2,669,612	-1,302,169	12,188,503
Revenues	21,044,897	23,750,925	19,951,616	20,644,295	26,686,904	112,078,637
Expenditures	-23,615,310	-27,110,084	-23,540,936	-24,616,076	-28,849,995	-127,732,401
Ending Balance	9,618,091	6,258,932	2,669,612	-1,302,169	-3,465,261	-3,465,261
Fund Balance % of Expenditures	41%	23%	10%	-6%	-12%	

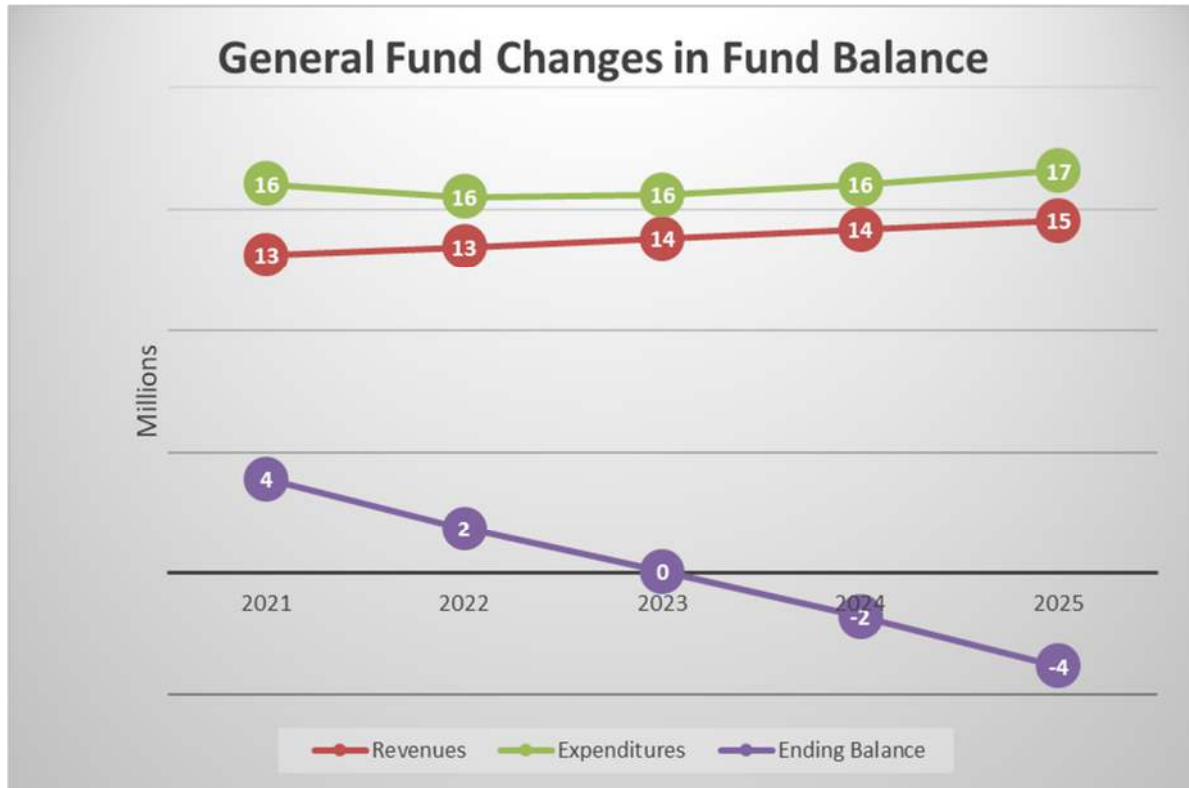
## Sinking Funds

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

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

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

## General Fund



General Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	6,810,945	3,895,109	1,830,558	44,390	-1,792,142	6,810,945
Revenues	13,113,470	13,456,392	13,808,911	14,171,305	14,543,858	69,093,935
Expenditures	-16,029,306	-15,520,943	-15,595,079	-16,007,837	-16,583,064	-79,736,228
Ending Balance	3,895,109	1,830,558	44,390	-1,792,142	-3,831,348	-3,831,348
Fund Balance % of Expenditures	24%	12%	0%	-11%	-23%	



## Capital Projects Funds

Ag Preservation Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	16,461	41,461	36,461	61,461	56,461	16,461
Revenues	25,000	25,000	25,000	25,000	25,000	125,000
Expenditures	0	-30,000	0	-30,000	0	-60,000
Ending Balance	41,461	36,461	61,461	56,461	81,461	81,461
Capital Reserve Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	-325,624	346,026	855,626	865,226	874,826	-325,624
Revenues	3,650,558	3,454,055	1,400,029	1,605,038	4,135,651	14,245,331
Expenditures	-2,978,908	-2,944,455	-1,390,429	-1,595,438	-4,126,051	-13,035,281
Ending Balance	346,026	855,626	865,226	874,826	884,426	884,426
Reg Cap Rec Projects Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	1,426,357	1,269,357	1,112,357	955,357	798,357	1,426,357
Revenues	3,000	3,000	3,000	3,000	3,000	15,000
Expenditures	-160,000	-160,000	-160,000	-160,000	-160,000	-800,000
Ending Balance	1,269,357	1,112,357	955,357	798,357	641,357	641,357
Transportation Imp Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	3,334,924	3,289,778	1,813,912	442,741	-1,154,308	3,334,924
Revenues	1,708,754	1,338,134	1,375,830	1,402,951	1,431,508	7,257,176
Expenditures	-1,753,900	-2,814,000	-2,747,000	-3,000,000	-898,000	-11,212,900
Ending Balance	3,289,778	1,813,912	442,741	-1,154,308	-620,800	-620,800
PGM Streetlight Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	20,396	20,696	20,999	21,305	21,614	20,396
Revenues	300	303	306	309	312	1,530
Expenditures	0	0	0	0	0	0
Ending Balance	20,696	20,999	21,305	21,614	21,926	21,926
Park Improvement Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	8,302	8,841	444,385	622,435	622,991	8,302
Revenues	539	435,544	178,050	555	561	615,250
Expenditures	0	0	0	0	0	0
Ending Balance	8,841	444,385	622,435	622,991	623,552	623,552
StormWater Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	0	0	0	0	0	0
Revenues	1,253,696	2,953,961	1,808,381	1,896,333	1,956,888	9,869,259
Expenditures	-1,253,696	-2,953,961	-1,808,381	-1,896,333	-1,956,888	-9,869,259
Ending Balance	0	0	0	0	0	0

## Special Revenue Funds

Streetlight Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	-21,956	-17,456	-12,821	-8,047	-3,130	-21,956
Revenues	27,000	27,810	28,644	29,504	30,389	143,347
Expenditures	-22,500	-23,175	-23,870	-24,586	-25,324	-119,456
Ending Balance	-17,456	-12,821	-8,047	-3,130	1,935	1,935
Hydrant Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	-91,355	-71,355	-50,755	-29,537	-7,682	-91,355
Revenues	105,000	108,150	111,395	114,736	118,178	557,459
Expenditures	-85,000	-87,550	-90,177	-92,882	-95,668	-451,277
Ending Balance	-71,355	-50,755	-29,537	-7,682	14,828	14,828
Liquid Fuels Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	697,576	523,696	331,816	-4,064	-416,944	697,576
Revenues	662,120	668,120	674,120	680,120	686,120	3,370,600
Expenditures	-836,000	-860,000	-1,010,000	-1,093,000	-1,249,000	-5,048,000
Ending Balance	523,696	331,816	-4,064	-416,944	-979,824	-979,824

## General Obligation Fund

General Obligation Fund	2021	2022	2023	2024	2025	TOTAL
Beginning Balance	320,779	320,779	320,779	320,779	320,779	320,779
Revenues	496,000	1,716,000	716,000	716,000	3,756,000	7,400,000
Expenditures	-496,000	-1,716,000	-716,000	-716,000	-3,756,000	-7,400,000
Ending Balance	320,779	320,779	320,779	320,779	320,779	320,779

# Chapter 3: Revenue Details

## Revenue Projections

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

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

Fund Group	2021	2022	2023	2024	2025	TOTAL
General Fund	13,113,470	13,456,392	13,808,911	14,171,305	14,543,858	69,093,935
Capital Projects Funds	6,641,847	8,209,997	4,790,595	4,933,186	7,552,920	32,128,546
Special Revenue Funds	794,120	804,080	814,159	824,360	834,687	4,071,406
General Obligation Fund	496,000	1,716,000	716,000	716,000	3,756,000	7,400,000
<b>Total</b>	<b>21,045,436</b>	<b>24,186,469</b>	<b>20,129,665</b>	<b>20,644,851</b>	<b>26,687,465</b>	<b>112,693,887</b>
<b>Group change %</b>	<b>-0.1%</b>	<b>14.9%</b>	<b>-16.8%</b>	<b>2.6%</b>	<b>29.3%</b>	
<b>General Fund change %</b>	<b>13.4%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.6%</b>	

Capital Projects Funds	2021	2022	2023	2024	2025	TOTAL
Ag Preservation	25,000	25,000	25,000	25,000	25,000	125,000
Capital Reserve	3,650,558	3,454,055	1,400,029	1,605,038	4,135,651	14,245,331
Regional Capital Rec Projects	3,000	3,000	3,000	3,000	3,000	15,000
Transportation Improvement	1,708,754	1,338,134	1,375,830	1,402,951	1,431,508	7,257,176
Pine Grove Mills Street Lights	300	303	306	309	312	1,530
Park Improvement	539	435,544	178,050	555	561	615,250
Stormwater Fund	1,253,696	2,953,961	1,808,381	1,896,333	1,956,888	9,869,259
<b>Total</b>	<b>6,641,847</b>	<b>8,209,997</b>	<b>4,790,595</b>	<b>4,933,186</b>	<b>7,552,920</b>	<b>32,128,546</b>

Special Revenue Funds	2021	2022	2023	2024	2025	TOTAL
Street Light	27,000	27,810	28,644	29,504	30,389	143,347
Hydrant	105,000	108,150	111,395	114,736	118,178	557,459
Liquid Fuels	662,120	668,120	674,120	680,120	686,120	3,370,600
<b>Total</b>	<b>794,120</b>	<b>804,080</b>	<b>814,159</b>	<b>824,360</b>	<b>834,687</b>	<b>4,071,406</b>

Grant/Loan Summary by Fund	2021	2022	2023	2024	2025	TOTAL
Capital Reserve Fund	671,650	509,600	9,600	9,600	9,600	1,210,050
General Fund	77,649	77,649	77,649	77,649	77,649	388,245
GOA Fund	0	1,000,000	0	0	2,850,000	3,850,000
Liquid Fuels Fund	662,120	668,120	674,120	680,120	686,120	3,370,600
Park Improvement Fund	0	435,000	177,500	0	0	612,500
Regional Capital Rec Projects	0	0	0	0	0	0
Transportation Improvement Fund	498,900	108,000	125,000	131,000	138,000	1,000,900
<b>Total</b>	<b>1,910,319</b>	<b>2,798,369</b>	<b>1,063,869</b>	<b>898,369</b>	<b>3,761,369</b>	<b>10,432,295</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 growth. Earned income taxes are expected to increase at 3.0%, Real Estate taxes, and Local Services taxes at 2.0%, and Transfer taxes with 1% projected increases.

<b>Tax Revenue</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>TOTAL</b>
Real Estate Taxes	1,489,334	1,519,120	1,549,503	1,580,493	1,612,103	7,750,553
Earned Income Taxes	7,658,413	7,888,166	8,124,811	8,368,555	8,619,612	40,659,556
Transfer Taxes	1,594,615	1,610,562	1,626,667	1,642,934	1,659,363	8,134,141
Local Services Taxes	369,619	377,011	384,551	392,242	400,087	1,923,510
<b>Total</b>	<b>11,111,981</b>	<b>11,394,859</b>	<b>11,685,532</b>	<b>11,984,224</b>	<b>12,291,165</b>	<b>58,467,760</b>
<b>Average EIT per Resident</b>	<b>390.72</b>	<b>398.45</b>	<b>406.34</b>	<b>414.39</b>	<b>422.59</b>	
<b>Percentage of Total Revenue</b>	<b>52.8%</b>	<b>47.1%</b>	<b>58.1%</b>	<b>58.0%</b>	<b>46.1%</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>TOTAL</b>
TIF	1,209,854	1,230,134	1,250,830	1,271,951	1,293,508	6,256,276
Capital Reserve	2,978,908	1,694,455	1,390,429	1,595,438	1,276,051	8,935,281
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	496,000	716,000	716,000	716,000	906,000	3,550,000
<b>Total</b>	<b>4,709,762</b>	<b>3,665,589</b>	<b>3,382,259</b>	<b>3,608,389</b>	<b>3,500,559</b>	<b>18,866,557</b>
<b>GOA Transfers Out</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>TOTAL</b>
Capital Reserve	0	1,000,000	0	0	2,850,000	3,850,000
TIF	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>2,850,000</b>	<b>3,850,000</b>

## Tax Considerations

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

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

## Grant Revenue Projections

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

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

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

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

## Other Grant Funding Efforts

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

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



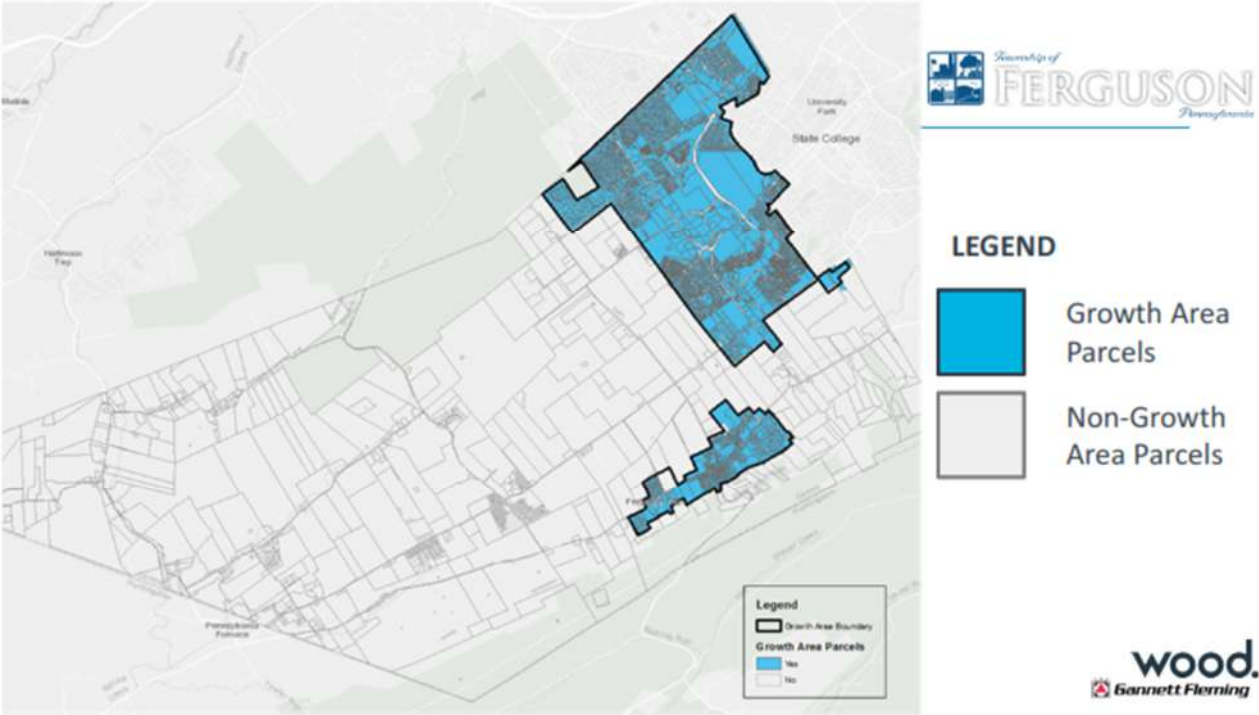
GRANT/LOAN TABLE								
Grant/Loan/Contributions Detail	Fund	Type	2021	2022	2023	2024	2025	TOTAL
ARLE Grant	TIF	G	498,900					498,900
Buckle Up Program	GF	G	4,500	4,500	4,500	4,500	4,500	22,500
Cecil Ivin Park Improvements	PI	G		160,000				160,000
CR Codes Rent of Fire Trailer	CR	C	9,600	9,600	9,600	9,600	9,600	48,000
Drive Safe Program	GF	G	3,000	3,000	3,000	3,000	3,000	15,000
DUI Enforcement	GF	G	43,435	43,435	43,435	43,435	43,435	217,175
Forensic Computer Workstation County Grant	CR	G	3,250					3,250
Pine Grove Mills Bike Path Grant	TIF	G						0
Green Light Go Green grant	TIF	G		108,000	125,000	131,000	138,000	502,000
Liquid Fuels	LF	G	617,000	623,000	629,000	635,000	641,000	3,145,000
Liquid Fuels Turnback	LF	G	45,120	45,120	45,120	45,120	45,120	225,600
Loan Proceeds for new fire station	GOA	L					2,850,000	2,850,000
Recycling Grant for Combo Brush Collection (90/10 split)	CR	G	272,800					272,800
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	PI	G		275,000				275,000
Suneysis Right of Way	GF	C	4,570	4,570	4,570	4,570	4,570	22,850
Tudek Park Phase 3A	PI	G			177,500			177,500
<b>Total</b>			<b>1,910,319</b>	<b>2,798,369</b>	<b>1,063,869</b>	<b>898,369</b>	<b>3,761,369</b>	<b>10,432,295</b>
Grant/Loan Summary by Fund	Fund		2021	2022	2023	2024	2025	TOTAL
Capital Reserve Fund	CR		671,650	509,600	9,600	9,600	9,600	1,210,050
General Fund	GF		77,649	77,649	77,649	77,649	77,649	388,245
GOA Fund	GOA		0	1,000,000	0	0	2,850,000	3,850,000
Liquid Fuels Fund	LF		662,120	668,120	674,120	680,120	686,120	3,370,600
Park Improvement Fund	PI		0	435,000	177,500	0	0	612,500
Regional Capital Rec Projects	RCRP		0	0	0	0	0	0
Transportation Improvement Fund	TIF		498,900	108,000	125,000	131,000	138,000	1,000,900
<b>Total</b>			<b>1,910,319</b>	<b>2,798,369</b>	<b>1,063,869</b>	<b>898,369</b>	<b>3,761,369</b>	<b>10,432,295</b>
Grant/Loan Summary by Type	Type		2021	2022	2023	2024	2025	TOTAL
Grants	G		1,874,005	1,762,055	1,027,555	862,055	875,055	6,400,725
Contributions	C		36,314	36,314	36,314	36,314	36,314	181,570
Loans	L		0	1,000,000	0	0	2,850,000	3,850,000
<b>Total</b>			<b>1,910,319</b>	<b>2,798,369</b>	<b>1,063,869</b>	<b>898,369</b>	<b>3,761,369</b>	<b>10,432,295</b>

# Stormwater Fee

The township is investigating the need to repair or replace stormpipes throughout the township. Due to the cost of the project, the township is considering a dedicated fee to fund the program. The project is based on extensive work by Wood, a Gannett Fleming company over the past year or so.

The fee would be calculated on the square foot impervious area on a property as determined by the program. The program also determines the amount of the charge. The fee would be made up of two distinct groups. The “Growth Area” and the “Non-Growth Area.” The Non-Growth Area is typically the agricultural sections of the township

A separate fund would be created to ensure the fees only match the program costs and do not comingle with any other township expenses.



## Rate Estimate – Annual Charge



	SFDR Billing Unit	1000 SF Billing Unit
All Properties	\$ 15	\$ 5
Growth Area	\$45 - 55	\$ 25 - 35
Non-Growth Area	\$ 15 - 25	\$ 5 - 15
Charge Per Billing Unit - GA	\$ 60 - 70	\$ 30 - 40
Charge Per Billing Unit - NGA	\$ 30 - 40	\$ 10 - 20



# 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.

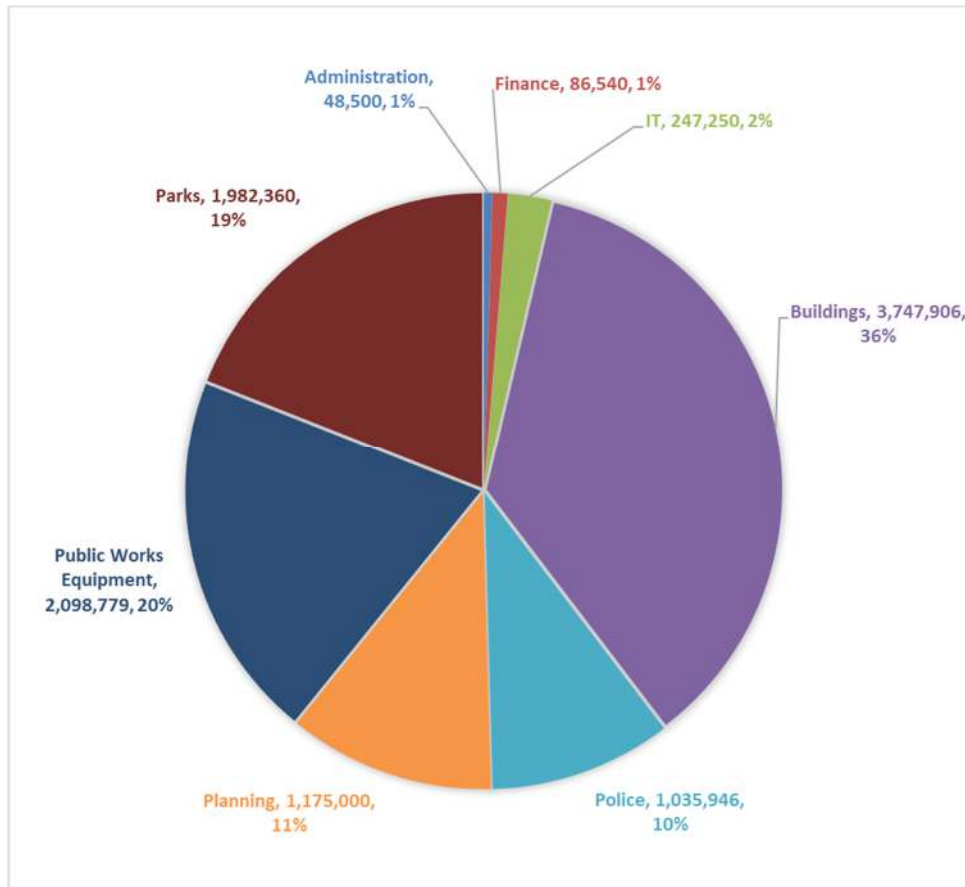
## Expenditure Projections Summary

Fund Group	2021	2022	2023	2024	2025	TOTAL
General Fund	16,029,306	15,520,943	15,595,079	16,007,837	16,583,064	79,736,228
Capital Projects Funds	6,146,504	8,902,416	6,105,810	6,681,771	7,140,939	34,977,440
Special Revenue Funds	943,500	970,725	1,124,047	1,210,468	1,369,992	5,618,732
Debt Service	496,000	1,716,000	716,000	716,000	3,756,000	7,400,000
<b>Total</b>	<b>23,615,310</b>	<b>27,110,084</b>	<b>23,540,936</b>	<b>24,616,076</b>	<b>28,849,995</b>	<b>127,732,401</b>
Capital Projects	2021	2022	2023	2024	2025	TOTAL
Ag Preservation		30,000		30,000		60,000
Capital Reserve	2,978,908	2,944,455	1,390,429	1,595,438	4,126,051	13,035,281
Regional Capital Rec Projects	160,000	160,000	160,000	160,000	160,000	800,000
Transportation Improvement	1,753,900	2,814,000	2,747,000	3,000,000	898,000	11,212,900
Pine Grove Mills Street Lights	0	0	0	0	0	0
Park Improvement	0	0	0	0	0	0
Stormwater Fund	1,253,696	2,953,961	1,808,381	1,896,333	1,956,888	9,869,259
<b>Total</b>	<b>6,146,504</b>	<b>8,902,416</b>	<b>6,105,810</b>	<b>6,681,771</b>	<b>7,140,939</b>	<b>34,977,440</b>
Capital Reserve Fund	2021	2022	2023	2024	2025	TOTAL
Administration	20,000	28,500	0	0	0	48,500
Finance	20,540	16,500	16,500	16,500	16,500	86,540
IT	22,750	28,000	95,000	101,500	0	247,250
Buildings	194,935	121,810	113,561	450,200	2,867,400	3,747,906
Police	203,073	183,748	242,625	190,600	215,900	1,035,946
Planning	285,000	320,000	250,000	320,000	0	1,175,000
Public Works Equipment	868,250	262,397	180,243	219,138	568,751	2,098,779
Parks	876,360	408,500	242,500	47,500	407,500	1,982,360
<b>Total</b>	<b>2,490,908</b>	<b>1,369,455</b>	<b>1,140,429</b>	<b>1,345,438</b>	<b>4,076,051</b>	<b>10,422,281</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	2021	2022	2023	2024	2025	TOTAL
Salaries & Benefits	6,597,259	6,795,177	6,999,032	6,999,032	7,209,003	34,599,503
New Staffing & Benefits	133,219	333,439	345,248	447,653	772,156	2,031,716
COG Programs	1,942,786	2,001,070	2,061,102	2,061,102	2,122,935	10,188,994
Other Expenses	2,646,280	2,725,668	2,807,438	2,891,661	2,978,411	14,049,459
Transfers Out	4,709,762	3,665,589	3,382,259	3,608,389	3,500,559	18,866,557
<b>Total</b>	<b>16,029,306</b>	<b>15,520,943</b>	<b>15,595,079</b>	<b>16,007,837</b>	<b>16,583,064</b>	<b>79,736,228</b>
General Fund Transfers Out	2021	2022	2023	2024	2025	TOTAL
TIF	1,209,854	1,230,134	1,250,830	1,271,951	1,293,508	6,256,276
Capital Reserve	2,978,908	1,694,455	1,390,429	1,595,438	1,276,051	8,935,281
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	496,000	716,000	716,000	716,000	906,000	3,550,000
<b>Total</b>	<b>4,709,762</b>	<b>3,665,589</b>	<b>3,382,259</b>	<b>3,608,389</b>	<b>3,500,559</b>	<b>18,866,557</b>
GOA Transfers Out	2021	2022	2023	2024	2025	TOTAL
Capital Reserve	0	1,000,000	0	0	2,850,000	3,850,000
TIF	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>2,850,000</b>	<b>3,850,000</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	2021	2022	2023	2024	2025	TOTAL
Administration	20,000	28,500	0	0	0	48,500
Finance	20,540	16,500	16,500	16,500	16,500	86,540
IT	22,750	28,000	95,000	101,500	0	247,250
Buildings	194,935	121,810	113,561	450,200	2,867,400	3,747,906
Police	203,073	183,748	242,625	190,600	215,900	1,035,946
Planning	285,000	320,000	250,000	320,000	0	1,175,000
Public Works Equipment	868,250	262,397	180,243	219,138	568,751	2,098,779
Parks	876,360	408,500	242,500	47,500	407,500	1,982,360
<b>Total</b>	<b>2,490,908</b>	<b>1,369,455</b>	<b>1,140,429</b>	<b>1,345,438</b>	<b>4,076,051</b>	<b>10,422,281</b>
Roads & Other	2021	2022	2023	2024	2025	TOTAL
Liquid Fuels	836,000	860,000	1,010,000	1,093,000	1,249,000	5,048,000
Capital Reserve	488,000	1,575,000	250,000	250,000	50,000	2,613,000
Transportation Improvement	1,753,900	2,814,000	2,747,000	3,000,000	898,000	11,212,900
<b>Total</b>	<b>3,077,900</b>	<b>5,249,000</b>	<b>4,007,000</b>	<b>4,343,000</b>	<b>2,197,000</b>	<b>18,873,900</b>



**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.

<b>Special Revenue</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>TOTAL</b>
Street Light	22,500	23,175	23,870	24,586	25,324	119,456
Hydrant	85,000	87,550	90,177	92,882	95,668	451,277
Liquid Fuels	836,000	860,000	1,010,000	1,093,000	1,249,000	5,048,000
<b>Total</b>	<b>943,500</b>	<b>970,725</b>	<b>1,124,047</b>	<b>1,210,468</b>	<b>1,369,992</b>	<b>5,618,732</b>

# Staffing

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

FERGUSON TOWNSHIP FULL TIME EQUIVALENTS					
Residents/FTE	2021	2022	2023	2024	2025
Population	19,407	19,601	19,797	19,995	20,195
FTES (from prior year budget)					
Elected Officials	2.50	2.50	2.50	2.50	2.50
Administration	4.25	4.25	4.25	4.25	4.25
Finance	3.75	3.75	3.75	3.75	3.75
Buildings & Grounds	1.50	1.50	1.50	1.50	1.50
Engineering	6.50	6.50	6.50	6.50	6.50
Police	24.00	25.00	25.00	25.00	25.00
Police OT (from YE)	1.20	1.20	1.20	1.20	1.20
Planning & Zoning	5.50	5.50	5.50	5.50	5.50
Public Works/Arborists	21.00	21.00	21.00	21.00	21.00
Public Works OT (from YE)	0.50	0.50	0.50	0.50	0.50
New Employees	1.50	3.50	3.50	4.50	7.50
<b>Total</b>	<b>72.20</b>	<b>75.20</b>	<b>75.20</b>	<b>76.20</b>	<b>79.20</b>
NEW STAFF					
Finance & IT					1.00
Police		1.00			
Planning	0.50			1.00	1.00
Public Works	1.00	1.00			1.00
Stormwater					
<b>Total</b>	<b>1.50</b>	<b>2.00</b>	<b>-</b>	<b>1.00</b>	<b>3.00</b>
<b>Residents per Employee</b>	<b>269</b>	<b>261</b>	<b>263</b>	<b>262</b>	<b>255</b>

CIP New Personnel Summary						
New Personnel	2021	2022	2023	2024	2025	TOTAL
Administration	15,000	15,450	15,914	16,391	16,883	79,637
Finance & IT	0	0	0	0	118,335	118,335
Police	0	99,731	103,174	106,746	110,450	420,101
Planning	44,090	45,841	47,668	139,717	236,416	513,732
Public Works	74,129	172,417	178,492	184,799	290,072	899,910
Stormwater	0	0	0	0	0	0
<b>Total</b>	<b>133,219</b>	<b>333,439</b>	<b>345,248</b>	<b>447,653</b>	<b>772,156</b>	<b>2,031,716</b>

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

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

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

## ADMINISTRATION

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

FERGUSON TOWNSHIP						
2021 – 2025 CIP STAFFING						
ADMINISTRATION STAFFING						
Direct Costs Estimate	2021	2022	2023	2024	2025	Total
Salary Adjustments	15,000	15,450	15,914	16,391	16,883	79,637
Health/Eye/Dental						0
Life/Disability Insurance						0
Pension						0
Employer Taxes						0
Workers Comp						0
<b>Total</b>	<b>15,000</b>	<b>15,450</b>	<b>15,914</b>	<b>16,391</b>	<b>16,883</b>	<b>79,637</b>

## FINANCE AND INFORMATION TECHNOLOGY (IT)

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

FERGUSON TOWNSHIP						
2021 – 2025 CIP STAFFING						
FINANCE & IT STAFFING						
Direct Costs Estimate	2021	2022	2023	2024	2025	Total
Salary					75,000	75,000
Health					28,553	28,553
Dental					920	920
Vision					200	200
Life/ADD					125	125
Short Term Disability					150	150
Pension					7,500	7,500
Employer Taxes					5,738	5,738
Workers Comp					150	150
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>118,335</b>	<b>118,335</b>

## POLICE

The police department is requesting one officer beginning in 2022. The department currently has 22 sworn officers. With the anticipated buildout of the several proposed developments, The 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.

FERGUSON TOWNSHIP						
2022 – 2025 CIP STAFFING						
POLICE STAFFING						
Direct Costs Estimate	2021	2022	2023	2024	2025	Total
Salary		59,842	61,637	63,486	65,391	250,355
Health		24,665	25,898	27,193	28,553	106,309
Dental		920	920	920	920	3,680
Vision		200	200	200	200	800
Life/ADD		125	125	125	125	500
Short Term Disability		150	150	150	150	600
Pension		5,984	6,164	6,349	6,539	25,035
Employer Taxes		4,578	4,715	4,857	5,002	19,152
Workers Comp		3,267	3,365	3,466	3,570	13,669
<b>Total</b>	<b>0</b>	<b>99,731</b>	<b>103,174</b>	<b>106,746</b>	<b>110,450</b>	<b>420,101</b>

2021	
An officer became eligible to retire in 2018. It is unknown if the officer is going to stay or retire. In anticipation of his departure, we are taking steps to create a hiring list. In the event the top candidate does not have police certification, I am seeking funding to send the candidate to the police academy. The funding includes tuition, rooming, clothing, and equipment. 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>

<b>2022</b>	
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>

## PLANNING

FERGUSON TOWNSHIP						
2021 – 2025 CIP STAFFING						
PLANNING STAFFING						
Direct Costs Estimate	2021	2022	2023	2024	2025	Total
Salary	15,600	16,068	16,550	67,047	119,058	234,323
Health	23,490	24,665	25,898	54,386	85,658	214,098
Dental	920	920	920	1,840	2,760	7,360
Vision	200	200	200	400	600	1,600
Life/ADD	125	125	125	250	375	1,000
Short Term Disability	150	150	150	300	450	1,200
Pension	1,560	1,607	1,655	6,705	11,906	23,432
Employer Taxes	1,193	1,229	1,266	5,129	9,108	17,926
Workers Comp	852	877	904	3,661	6,501	12,794
<b>Total</b>	<b>44,090</b>	<b>45,841</b>	<b>47,668</b>	<b>139,717</b>	<b>236,416</b>	<b>513,732</b>

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.

## Housing Planner (2024)

### 3) Growth Management

- a. Develop a Regional Housing Plan to provide an assessment of unmet housing demand now and in the next two, five, ten, and fifteen years. This study will also offer community leaders and stakeholders a basis for formulating housing priorities, policies, and intervention strategies. (Consultant, Staff, and Regional Advisory Committee)
- b. The purpose of the Housing Planner is to support the mission and goals identified in the Regional Housing Plan by assisting in the management of the Township's Affordable Housing Program, and case management for income-qualified individuals and families in Ferguson Township. Planning follows the Department of Housing and Urban Development (HUD) regulations, Township policies and procedures, and working with the Director of Planning and Zoning to coordinate essential department functions as well as with various community agencies and partnerships.



## Economic Development Planner (2025)

### 2) Economic Development

- a. Establish an economic development advisory group (with economic development expertise).
- b. The advisory group would provide the Economic Development Planner with assistance and support in identifying existing businesses to help them prosper and expand in Ferguson Township. The Economic Development Planner would be the Township's liaison with the business development community and work to develop an inventory of vacant commercial and industrial sites and provide that information to interested parties. The Planner 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)

### PUBLIC WORKS

FERGUSON TOWNSHIP						
2021 – 2025 CIP STAFFING						
PUBLIC WORKS						
Direct Costs Estimate	2021	2022	2023	2024	2025	Total
Salary	40,000	96,200	99,086	102,059	160,120	497,465
Health	23,490	49,329	51,795	54,385	85,657	264,656
Dental	920	1,840	1,840	1,840	2,760	9,200
Vision	200	400	400	400	600	2,000
Life/ADD	125	250	250	250	375	1,250
Short Term Disability	150	300	300	300	450	1,500
Pension	4,000	9,620	9,909	10,206	16,012	49,746
Employer Taxes	3,060	7,359	7,580	7,807	12,249	38,056
Workers Comp	2,184	7,119	7,332	7,552	11,849	36,036
<b>Total</b>	<b>74,129</b>	<b>172,417</b>	<b>178,492</b>	<b>184,799</b>	<b>290,072</b>	<b>899,910</b>

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

**2021** - A tree trimmer, aka municipal tree specialist, is requested to help maintain the assets of our urban forest. The municipal tree specialist will spend the majority of time in the field pruning trees, caring for street tree cares, performing tree injections, removals, stump grinding, and inventory and assessment. This position was approved in 2020, advertised, but not filled.

**2022** - A field technician is requested to assist the Department with locating underground facilities, managing the PA One Call tickets on behalf of the Township, inspecting pave-cuts, and work in the right of way, asset management including conducting inventories, and inspecting and maintaining traffic signals.

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

New personnel may be requested in this 5-year CIP to meet the 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.

# Departmental Expenditures

## ADMINISTRATION DEPARTMENT

The Administration Department proposes to spend **\$48.5 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.

## 2020 Accomplishments

- Completed the building interior renovations project and the construction of the new Public Works Maintenance Facility;
- Conducted a salary survey with an emphasis on the evaluation of non-compensatory benefits offered by the Township and a review of the overall organizational structure;
- Assisted other major departmental initiatives including Phase II of the Stormwater Fee Feasibility Study; Zoning and Subdivision and Land Development Ordinance Updates; and evaluation of new regional permitting and code enforcement software;

- Partnered with Centre County and the Commonwealth of Pennsylvania to acquire an Agricultural Conservation Easement on an approximately 235-acre farm in western Ferguson Township;
- Facilitated the response to the COVID-19 pandemic including the administration of revised municipal operations and staffing assignments; coordination with the Regional Emergency Management Council; and resident engagement;
- Established the Pine Grove Mills Small Area Plan Advisory Board to advise the Board of Supervisors and Township Manager on the implementation of the Small Area Plan;
- Represented the Township on several local, regional, and countywide boards and commissions to address initiatives related to economic development and agritourism; emergency management response; greenhouse gas emissions reduction strategies; town/gown relationships; and more;
- Hosted community engagement events, both in-person and online, including Coffee and Conversation, Virtual Town Halls in response to the COVID-19 pandemic and stormwater fee study, and Neighborhood Association Open Forum.

### **Strategic Plan Alignment**

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

#### **Goal 1 – Financial Stability**

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

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

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

FERGUSON TOWNSHIP						
2021 – 2025 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
ADMINISTRATION						
30.400.401.750						
Description	2021	2022	2023	2024	2025	Total
Strategic Plan Update	10,000					10,000
Disaster Recovery Test (COOP)	10,000					10,000
Salary Adjustments			see personnel			0
Administration Vehicle		28,500				28,500
Fire Station Needs Assessment		see buildings				0
New Fire Station Land Acquisition			see buildings			0
New Fire Station Design & Engineering				see buildings		0
New Fire Station Construction					see buildings	0
						0
						0
	20,000	28,500	0	0	0	48,500

## 2021

<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 and adopted in 2021.

<b>Disaster Recovery Test</b>	<b>\$10,000</b>
-------------------------------	-----------------

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

<b>Salary Adjustments</b>	<b>\$15,000</b>
---------------------------	-----------------

In 2020, the Township completed a salary study using the consultant, N. J. Hess & Associates. Any adjustments to salaries and other forms of compensation for non-uniformed employees in response to the survey should be implemented in 2021. This appropriation is an estimate, and a more accurate number will be reflected in the 2021 Operating Budget.

## 2022

<b>Administration Vehicle</b>	<b>\$28,500</b>
-------------------------------	-----------------

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.

<b>Fire Station Needs Assessment</b>	<b>\$25,000</b>
--------------------------------------	-----------------

This item has been deferred in prior Capital Improvement Program budgets due to several issues. Most recently, the scope of work was better defined to encourage more respondents, and two proposals were

received. Neither proposal accurately reflected the project needs, and the Board agreed to postpone it beyond 2020 to allow the Regional Fire Service Study to conclude. This study has been programmed into 2022 to allow the Township to determine the long-term impacts of COVID-19 and other municipal projects on the solvency of the Capital Reserve Fund.

## 2023

**New Fire Station - Land Acquisition**

**\$100,000**

***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.***

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 2023?

## 2024

**New Fire Station – Design and Engineering**

**\$427,500**

***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.***

Design and engineering of a proposed fire station to improve response time to the western end of the Township are budgeted in 2024 at a projected cost of 15% of the overall construction cost. Assuming the Board is interested in pursuing the 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.

## 2025

**New Fire Station – Construction**

**\$2,850,000**

***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.***

This line item represents the cost of construction of the satellite fire station.



## FINANCE DEPARTMENT

The Finance Department includes the Township and school real estate tax collection. The Finance Department requests total **\$86.5 Thousand or .8% of the Capital Reserve Fund Requests** for this capital plan.

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

The goals of the Finance Department include:

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

### Strategic Plan Alignment

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

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

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

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

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

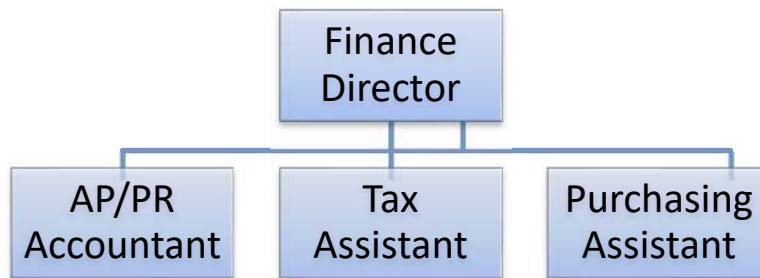
#### **Goal 4.0 Service Delivery**

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

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

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

## 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.

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

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

## TAX COLLECTION

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

## LEASE VERSUS BUY

During the normal course of business, the Township is approached from time to time by leasing companies looking to provide financing for equipment or vehicles. Leasing historically is a costly way of funding the cost of equipment. Leasing can be as much as 25% to 50% more expensive than purchasing outright. Leasing can fill a need when a municipality is short on cash and has limited financing options. Depending on the lease contract, a lease may provide maintenance as part of the agreement. There is a cost to this as one would imagine

Currently, the Township leases copiers. Upon inspection of the costs, including the cost of paying the monthly lease payments, it is recommended that the Township purchase copiers and other office equipment outright in the future. The lease does not include the maintenance agreements. The

maintenance agreements are important to maintain the equipment and obtain servicing as needed expeditiously.

## PERSONNEL & TECHNOLOGY

The Finance Department obtained additional staffing in 2020 to assist with the increase in workload over the past 5-10 years. To mitigate the need for additional staff in the future, the finance department is pursuing electronic processing of documents. Using Laserfiche to process requisitions and approvals increases the speed from days to minutes.

### Electronic Requisitions

Staff completes and electronic form and submits it for approval. Any supporting documentation can also be attached to the submission. The department head receives notice that the requisition is ready for review and either approves or denies it. In the case of denial, the submitter is notified as such and asked to discuss it with the Department Head. In the case of approval, the system looks to see if the amount of the request exceeds the \$2,500 threshold for manager approval. In the case the application is less than \$2,500, the submitter is notified that the item has been approved and can be purchased by them.

If the purchase exceeds \$2,500, the request is guided to the manager for review. Should the manager deny the request, both the department head and the submitter are notified of the denial. If the manager approves the purchase, both the department head and the submitter are notified, and the request is sent to the purchasing finance assistant to prepare a formal purchase order. The purchase order becomes the mechanism to purchase the items in question.

Finally, the document is saved in the Laserfiche repository for historical needs and automatically named.

FERGUSON TOWNSHIP						
2021 – 2025 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
FINANCE						
30.400.402.750						
Description	2021	2022	2023	2024	2025	TOTAL
SpringBrook/ClearGov GFOA Budget Book Software (20% discount 1st yr) including one-time implementation fee	7,040	7,000	7,000	7,000	7,000	35,040
PFM Synario modeling software annual fees	9,500	9,500	9,500	9,500	9,500	47,500
Public Works Direct Payroll Time Entry System	4,000					4,000
						0
	20,540	16,500	16,500	16,500	16,500	86,540

### Electronic GFOA Award Budget Software

For 2021, the finance department is requesting the consideration of ClearGov GFOA Budget Book software. The Budget Book is a new offering that tailors the budget to the GFOA requirements for the Distinguished Budget Presentation Award. The software is cloud-based and follows the format of web page design. It is easily linked to the Township website. The benefits of such software are reduced staff time in preparing the budget for the award, an improved document including formatting and consistency in content for approval of the award.

While ClearGov offers a suite of budget preparation software, the department is not requesting such at this time for several reasons. It is prudent to gain experience with the company and the software before considering expansion. It must be capable of filling a need. Many times, software can be enticing, yet not beneficial in practice. Starting small helps mitigate the risk of loss. While the software is not expensive in relative terms, it makes sense to take small steps with new programs.

The current process is acceptable for preparing the budget using the Springbrook system, MS Excel, MS Word, and pdf software using Microsoft Sharepoint to share documents. At some future point, it may be worthy of consideration

See the website for the Budget Book here: <https://www.cleargov.com/products/digital-budget-book>

### **PFM Synario Software**

Ferguson is currently working with PFM Financial regarding a browser-based financial modeling software marketed as Synario. This software is useful for modeling various situations such as the Township fire station impact, or the Park Hills drainage project or the impact of the COVID virus. Currently, the Township has no means to calculate these scenarios. This software provides vital functionality to protect the Township finances related to potential events.

### **Human Resources Time Recording**

Human Resources is requesting equipment and software to record public works time and job information for keystone payroll. One requirement is that all staff have email addresses, which many do not currently have. Staff is looking at options for recording time, such as stands and tablets. There are dedicated smart terminals with touch screens as well. Thus far, using cellphones seems to fit the needs well. Money is budgeted for email addresses and for some method of recording the time.

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 park projects, and other capital projects.

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.

Date: 08/04/20





## INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology department requests **\$247 Thousand or 2.4% of the Capital Reserve Fund Requests** for this capital plan.

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

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

FERGUSON TOWNSHIP							
2021 – 2025 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
INFORMATION TECHNOLOGY							
30.400.407.750							
Description	Department	2021	2022	2023	2024	2025	Total
KINBER internet	IT			45,000			45,000
Additional Building Cameras (3)	Public Works	10,500					10,500
Replace Server	IT				30,000		30,000
Replace Network switch	IT	5,750					5,750
Replace Firewall	IT		18,000				18,000
Replace Plotter	Engineering		10,000				10,000
Main meeting room AV upgrades	BOS			50,000			50,000
Final Payment on WebPage Design	Admin	6,500					6,500
Phone system replacement	IT				71,500		71,500
<b>Total</b>		<b>22,750</b>	<b>28,000</b>	<b>95,000</b>	<b>101,500</b>	<b>0</b>	<b>247,250</b>

## Security

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

The level of sophistication is increasing. Hackers are using social engineering to convince potential victims to click on malicious email links. There is even one known as whaling, where the attack is aimed at senior executives.

## Architecture

The Township uses virtual servers (sharing hardware to operate multiple operating systems on one piece of hardware) to save the cost of server hardware. In the past, it was necessary to have individual servers for each application. Given the power of current equipment and improvements to operating systems, it is standard practice these days to have multiple applications on one physical server. These are known as virtual servers or virtualization. Virtual servers require redundancy since if a server fails, it will affect several systems. This typically requires a backup server. Yet the total cost of hardware is significantly less than traditional architecture. The Township is using server virtualization was cost-effective and beneficial.

## **Internet Access**

The Township extended the contract with Comcast in 2020 for high-speed internet for another two years. The new agreement expires in 2022.

Additionally, the Township is following the other municipalities' experience with KINBER (Keystone Initiative for Network-Based Education and Research) network. Ferguson has considered the KINBER network several times and most recently obtained a cost estimate of around \$40,000 to run the fiber to connect the Township to the system and other infrastructure. A simple cost analysis, comparing the cost of Comcast service and the KINBER system with the connection costs, does not justify the change. Another concern is the long term viability of KINBER as a company. It is a young company beginning in 2010. The company is growing, adding new clients, and appears to be sound at this time. If the Township was able to obtain a no-cost or low-cost connection directly, the Township could likely receive improved internet speeds at a lower cost. Currently, the State College Borough, College Township, CATA, Patton Township, and COG are connected to the network.

## **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 Computing**

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.

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.

## **Main Meeting Room Audio/Video**

The main meeting room has visual issues for the public and the Board. The resolution of the screen is too low; the angle of the screen makes it difficult for the public to see, the lighting system is too complicated, practically speaking, the public does not have convenient means to be heard unless they approach the podium. With this in mind, the township is budgeting for a review and implementation of a new audio and video system in 2023.

## **Phone System Replacement**

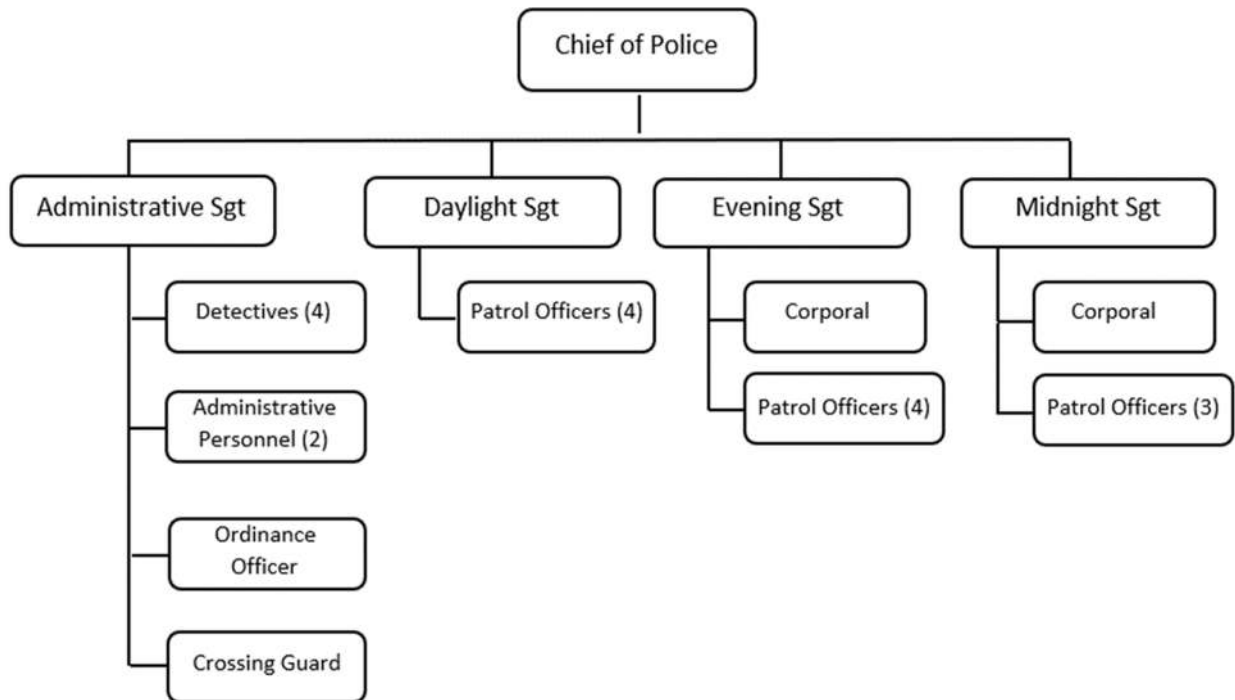
The current phone system was purchased in or about 2013. It is essentially a computer that allows the software to handle the calls. Eventually, the hardware will fail. In 2019, the township converted to a SIP (Session Initiation Protocol) phone service. This is a true digital signal and uses the internet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

## POLICE DEPARTMENT

The Police Department is proposing to spend **\$1.04 Million or 9.9% of the Capital Reserve Fund Requests** during the term of this capital plan

### Organizational Chart

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



### Police Department Capital Requests

The total proposed police department capital items for the 2021 to 2025 Capital Improvement Plan are described in the following requests. The proposed five-year CIP expenditures are based on currently known information and are coordinated with the Township's strategic plan. It includes fleet rotation based on a five year or more cycle of two or three vehicles per year, depending on the condition of the vehicle. Most new patrol vehicles have been specified as Ford Interceptor SUVs.

The department intends to replace administrative and detective vehicles with fuel-efficient Hybrid vehicles. Ford has developed a Hybrid SUV that will be tested as a patrol vehicle; however, little is known about 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 often a concern. Four-wheel drive SUVs offer more equipment storage, operator comfort, and operability in inclement conditions. The smaller Ford SUVs provide a better fuel economy than our current fleet of Tahoes. As mentioned earlier, the new Ford Hybrid SUV's will offer greater fuel savings.

## 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 an administrative, detective, and training vehicles. The Mobile Command Vehicle, which is jointly owned but maintained by FT, is listed on the map. The replacement dates are included in the chart.

Vehicle #	FT-1	FT-2	FT-3	FT-4	FT-5	FT-6	FT-8	FT-9	FT-10	FT-11	FT-12	FT-13	FT-14	FT-16	FT-17	FT-18	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	2019 Ford Fusion	2008 Chev Impala	2012 Chev 1500	2000 MCV	1995 Ford	2011 Chev Caprice
Twp ID	20004	100259	20000	20001	101004	20005	100262	101005	101001	100044	100261	100260	100254	244	100123	20003	100316	100252	100255
	IFTEWIP	IGNSK2E	IFM5K8A	IFAHP2	IGNLCD	IFAHP2	IGNSK2E	3FA6P0U	2GNFLEE	IGNLC2E	6GN55U	IG11X5SL	IFM5K8A	3FA6P0L	2G1W555	3CPCPK	5134LP3	1FDDJ30	6G1MK5T
VIN	41KKD30188	02E4172886	R9JGB677	MT9KG10	EC9GR39	MT0KG10	C1F12638	U6G1R1492	KXG6299	06DR2843	22EL9597	2EUI4560	R5HGC86	U1KR286	318133889	EA7CC2	7J8Y3319	F8SHB77	20BL5448
In Service	May-19	May-14	May-18	Mar-19	Nov-16	Mar-19	Jul-15	May-18	May-16	May-13	Apr-15	Mar-14	Aug-17	Jan-19	Mar-10	May-12	Jul-05	Jun-08	11/16
Assignment	Patrol	Patrol	Patrol	Patrol	Patrol	Patrol	Patrol	Chief	Detective	Patrol	All	Detective	Patrol	Det	Training	Ordinance	Spec	Spec	Patrol
CNG	N	N	N	N	Y	N	N	N	N	Y (May 2013)	N	N	N	N	N	N	N	N	N
Radio	XTL2500	XTL2500	XTL2500	XTL2500	XTL2500	XTL2500	APX6500		XTL2500	XTL5000	APX4500	XTL2500	XTL2500	XTL2500	XTL2500	XTL2500	Multiple		XTL2500
In Service	2013	2013	2013	2013	2013	2013	2015	2018	2013	2009	2015	2015	2013	2020	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	None
VASCAR / VSPEC	Plus IIIC (2015)	VASCAR Plus IIIC (2015)	VASCAR Plus IIIC (2015)	VASCAR Plus IIIC (2015)	VASCAR Plus IIIC (2015)	VASCAR Plus IIIC (2015)	VASCAR Plus IIIIL (2015)	N/A	N/A	VASCAR Plus IIIC (2015)	VASCAR Plus IIIC (2015)		N/A		N/A	N/A		N/A	
Replacement Date	2024	2020	2023	2024	2022	2024	2021	2023	2022	2020	2022	2021	2023	2025	2020	2025	N/A	N/A	
Mileage 5/22/20	12,805	121,708	49,742	17,281	46,388	22,577	82,555	19,170	23,900	123,355	42,760	38,543	48,898	718	65,763	69,445	6,755	188,453	131,930

FERGUSON TOWNSHIP									
2021 – 2025 CIP CAPITAL EQUIPMENT DETAIL -CASH BASIS									
POLICE VEHICLES									
30,400,410.750									
Description	Current Mileage	Age @ Replacement	2021	2022	2023	2024	2025	Total	
Replace 2015 Tahoe (FT8) (including equipment)	82,555	6	56,300					56,300	
Replace 2014 Impala (FT13) (including equipment)	38,543	7	36,000					36,000	
Zero DSRP ZF14.4 Electric Motorcycle with equipment				20,850				20,850	
Replace 2016 Tahoe (FT5) (including equipment)	46,388	6		56,300				56,300	
Replace 2012 Caprice (FT12) (including equipment)	42,760	10		59,300				59,300	
Replace 2016 Equinox (FT10) (including equipment)	23,900	7			36,000			36,000	
Replace 2018 Ford SUV (FT3) (including equipment)	49,752	5			56,300			56,300	
Replace 2017 Ford SUV (FT14) (including equipment)	48,898	6			56,300			56,300	
Replace 2018 Fusion (FT9) (including equipment)	19,170	6				36,000		36,000	
Replace 2019 Ford sedan (FT4) (including equipment)	17,281	5				56,300		56,300	
Replace 2019 Ford sedan (FT6) (including equipment)	22,577	5				56,300		56,300	
Replace 2020 Ford SUV (FT-2) (including equipment)	0	5					56,300	56,300	
Replace 2020 Ford SUV (FT-11) (including equipment)	0	5					56,300	56,300	
Replace 2019 Pick-up (FT1) (including equipment)	12,805	6					59,300	59,300	0
<b>Total</b>			<b>92,300</b>	<b>136,450</b>	<b>148,600</b>	<b>148,600</b>	<b>171,900</b>	<b>697,850</b>	



<b>2021</b>			
<b>Police Vehicles and Equipment</b>			<b>\$92,300</b>
Replace 2015 Tahoe (FT-8) with Ford SUV	82,555 miles (5/20)	\$40,000	
Equipment and Installation		\$16,300	
Subtotal		\$56,300	
Replace 2014 Impala (FT-13) with a Hybrid sedan.	38,543 miles (5/20)*	\$29,000	
Equipment and Installation		\$7,000	
Subtotal		\$36,000	
Total		\$92,300	
*The 2014 Impala (FT-13) will replace the 2008 Impala used by officers for out of town training (65,763 miles as of 5/20)			
<b>2022</b>			
<b>Police Vehicles and Equipment</b>			<b>\$136,450</b>
Replace 2016 Tahoe (FT-5) with Ford SUV	46,388 miles (5/20)	\$40,000	
Equipment and Installation		\$16,300	
Subtotal		\$56,300	
Zero Motorcycle, DSRPZF14.4 Electric Motorcycle		\$22,350	
Equipment and gear		\$3,500	
Eligible for PA Alternative Fuel Incentives Grant		-\$5,000	
Subtotal		\$20,850	
Replace 2014 Caprice (FT-12) with car or Ford SUV	42,760 miles (5/20)	\$43,000	
Equipment and Installation		\$16,300	
Subtotal		\$59,300	
Total		\$136,450	
<b>2023</b>			
<b>Police Vehicles and Equipment</b>			<b>\$148,600</b>
Replace 2016 Chevrolet Equinox (FT-10) Detective Vehicle, with Hybrid	23,900 miles (5/20)*	\$29,000	
Equipment and Installation		\$7,000	
Subtotal		\$36,000	
Replace 2018 Ford SUV (FT-3) with Hybrid SUV	49,742 miles (5/20)	\$40,000	

Equipment and Installation		\$16,300	
Subtotal		\$56,300	
Replace 2017 (FT-14) Ford SUV	48,898 miles (5/20)	\$40,000	
Equipment and Installation		\$16,300	
Subtotal		\$56,300	
Total		\$148,600	
*The 2016 Chevrolet Equinox (FT-10) may not be replaced until 2024, 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>2024</b>			
<b>Police Vehicles and Equipment</b>			<b>\$148,600</b>
Replace 2019 Ford Sedan (FT-4) with Hybrid SUV	17,281 miles (5/20)	\$40,000	
Equipment and Installation		\$16,300	
Subtotal		\$56,300	
Replace 2019 Ford Sedan (FT-6) with Hybrid SUV	22,577 miles (5/20)	\$40,000	
Equipment and Installation		\$16,300	
Subtotal		\$56,300	
Replace 2018 Fusion (FT-9) with Hybrid	19,170 miles (5/20)	\$29,000	
Equipment and Installation		\$7,000	
Subtotal		\$36,000	
Total		\$148,600	

2025			
<b>Police Vehicles &amp; Equipment</b>			<b>\$171,900</b>
Replace 2020 Ford SUV (FT-2) with Ford SUV	0 miles (5/19)	\$40,000	
Equipment and Installation		\$16,300	
Subtotal		\$56,300	
Replace 2019 Ford Pick-up (FT-1) with same – We will re-evaluate the replacement schedule for this vehicle (usage and mileage are uncertain)	12,805 miles (5/20)	\$43,000	
Equipment and Installation		\$16,300	
Subtotal		\$59,300	
Replace 2020 Ford SUV (FT-11) with Ford SUV	0 miles (5/19)	\$40,000	
Equipment and Installation		\$16,300	
Subtotal		\$56,300	
Total		\$171,900	

## Police Equipment

FERGUSON TOWNSHIP						
2021 – 2025 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
POLICE SOFTWARE & EQUIPMENT						
30.400.410.750						
Description	2021	2022	2023	2024	2025	Total
RMS Payment	72,000					72,000
Axon Data Storage	12,773	12,773				25,546
Tasers (5)	11,300			12,500	12,500	36,300
Tasers Replace Rechargeable Batteries (5)	3,000	3,125	3,125			9,250
Ballistic Shields Level III / IV	4,400					4,400
Speed Alert RADAR Trailer		13,000				13,000
Mobile Tablets - Replacement	3,600	7,200	7,200	10,800	7,200	36,000
Celebrite	3,700	3,700	3,700	3,700	3,700	18,500
Drone Shared with Patton Twp. PD		7,500				7,500
Body Camera / MVR / Interview Room Renewal			80,000	15,000	15,000	110,000
Medical Equipment / Supplies					5,600	5,600
						0
<b>Total</b>	<b>110,773</b>	<b>47,298</b>	<b>94,025</b>	<b>42,000</b>	<b>44,000</b>	<b>338,096</b>

2021		
<b>Police Software and Equipment</b>		<b>\$110,773</b>
<b>Records Management</b> – The new regional records management system went live in 2019. The project has experienced technical difficulties with the vendor. To date, the participating agencies have not paid the remaining balance because unresolved issues remain.	\$72,000	
<b>Taser</b> – The department is seeking to replace old Tasers. This year is the final year in the cycle to 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>Taser</b> – Taser X2 HD rechargeable batteries.	\$3,000	
<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. One unit will be replaced in 2021. The estimation includes tablets and docking stations.	\$3,600	
<b>Cellebrite</b> – Annual membership renewal	\$3,700	
<b>Ballistic Shields (Level III/IV)</b> - The shields are designed to stop rifle rounds. Final two shields.	\$4,400	
2022		
<b>Police Software and Equipment</b>		<b>\$47,298</b>
<b>Axon</b> – As part of our five-year agreement with Axon, we have unlimited data storage for video footage.	\$12,773	
<b>Taser</b> – Taser X2 HD rechargeable batteries.	\$3,125	
<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 2022. The estimation includes tablets and docking stations.	\$7,200	
<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 \$15,000).	\$7,500	
<b>Cellebrite</b> – Annual membership renewal	\$3,700	
<b>Mobile Speed Alert RADAR Trailer</b> – The department has received several requests for a message sign with red and blue strobes to draw driver attention to their speed better.	\$13,000	
2023		
<b>Police Software and Equipment</b>		<b>\$94,025</b>
<b>Axon</b> – Our five-year agreement with Axon expires at the end of 2022. We will explore different vendors, equipment, and storage options. The options include continuing with Axon because they have excellent service and quality equipment	\$80,000	
<b>Taser</b> – Taser X2 HD rechargeable batteries.	\$3,125	

<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.	\$7,200	
<b>Cellebrite</b> – Annual membership renewal	\$3,700	
<b>2024</b>		
<b>Police Software and Equipment</b>		<b>\$42,000</b>
<b>Axon</b> – Our five-year agreement with Axon expires in 2022. We will explore different options. To be determined	\$15,000	
<b>Taser</b> – The department is seeking to replace old Tasers. We will replace five units per year for the next three years.	\$12,500	
<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.	\$10,800	
<b>Cellebrite</b> – Annual membership renewal	\$3,700	
<b>2025</b>		
<b>Police Software and Equipment</b>		<b>\$44,000</b>
<b>Axon</b> – Our five-year agreement with Axon expires in 2022. We will explore different options.	\$15,000	
<b>Taser</b> – The department is seeking to replace old Tasers. We will replace five units per year for the next three years.	\$12,500	
<b>Medical Equipment / Supplies</b> – Some of our medical supplies have a five-year shelf life. The first items replaced will be Quikclot hemostatic trauma dressings and chest seals.	\$5,600	
<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 2025. The estimation includes tablets and docking stations.	\$7,200	
<b>Cellebrite</b> – Annual membership renewal.	\$3,700	

## PLANNING AND ZONING DEPARTMENT

The total proposed capital costs for the Planning and Zoning Department totals **\$1.18 Million 11.3% of the Capital Reserve Fund Requests** for the five years.

### Organizational Chart



### Department Activities

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

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

The planning department has recently worked on several large projects including the Toll Brothers Cottages, Pine Hall development, the Harner Farm subdivision, adoption of the Zoning and Subdivision and Land Development Ordinances, as well as draft amendments to the Sign Ordinance, Workforce Housing Ordinance, and Tree Preservation Ordinance.

### 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 (2021 - 2025)

#### 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 Comprehensive Plan. (Staff, Planning Commission, Board)
- c. Develop a Regional Housing Plan to provide for low and moderately priced housing in the Township. (Staff, Consultant, Regional input)

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

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

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

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

#### **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)

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

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

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

The Study will provide the Township with:

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

FERGUSON TOWNSHIP						
2021 – 2025 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
PLANNING						
30.400.414.750						
Description	2021	2022	2023	2024	2025	TOTAL
Mobility Study Implementation	250,000	250,000	250,000	250,000		1,000,000
Terraced Streetscape District	35,000					35,000
Regional Housing Study		70,000				70,000
Long Range Management Plan				70,000		70,000
						0
<b>Total</b>	<b>285,000</b>	<b>320,000</b>	<b>250,000</b>	<b>320,000</b>	<b>0</b>	<b>1,175,000</b>

2021 - 2024	
<b>Mobility Study Implementation</b>	<b>\$250,000/yr.</b>
<p>Ferguson Township Public Works Department is currently carrying out a Transportation Mobility Study that will identify recommended mobility improvement projects and provide concept illustrations and budgetary cost estimates. Improvement projects include proposed bike facilities that have been identified in both the 2015 Centre Region Bike Plan and the 2017 Ferguson Township Official Map. Capital funds can be utilized as a match for various state and federal transportation programs such as the Transportation Alternatives Program (TAP), DCNR Keystone Funds, PennDOT Multimodal, and a percentage match to complete priority improvements that are identified through the completed Mobility Study.</p>	
2021	
<b>Terraced Streetscape District</b>	<b>\$35,000</b>
<p>Since its inception in 2011, the Terraced Streetscape District along the West College Avenue corridor has not developed as envisioned through the ordinance provisions and design manual. Several obstacles to the successful development of the district, including, but not limited to, pedestrian connectivity, market demand challenges with property owners, and more, have caused the corridor to stagnate in a state of functional blight. Elected officials and Planning Departments within Ferguson Township and the Borough of State College have expressed an interest in working together to overcome these challenges and create a walkable, mixed-use neighborhood that creates a gateway into both municipalities. This project proposes that a consultant be retained to work with Ferguson Township on the preparation of a revised zoning district and design standards in coordination and collaboration with the Borough of State College.</p>	
2022	
<b>Regional Housing Study</b>	<b>\$70,000</b>
<p>Housing is a regional issue, like transportation and environmental quality. A lack of a regional approach to affordable housing exacerbates income and racial inequality throughout the region. We are fortunate to live in a prosperous location with a wealth of opportunities that can support individual and family economic well-being and success. Consequently, we are better positioned than many other places to create regional tools to expand housing options, particularly if we take an incremental and results-driven approach. This housing study is to provide decision-makers, stakeholders, and community members with a comprehensive understanding of key housing issues in the region. The study will provide an</p>	

assessment of unmet housing demand now and in the next five, ten, and fifteen years. The study will assist with the determination of new and/or redevelopment projects for the region and can be utilized by social service organizations to meet the needs of special needs populations (homeless, disabled, etc.). This study will also offer community leaders and stakeholders a basis for formulating housing priorities, policies, and intervention strategies that can be achieved within two, five, ten, and fifteen years.

## 2024

### Long-Range Growth Management Plan (LRGMP)

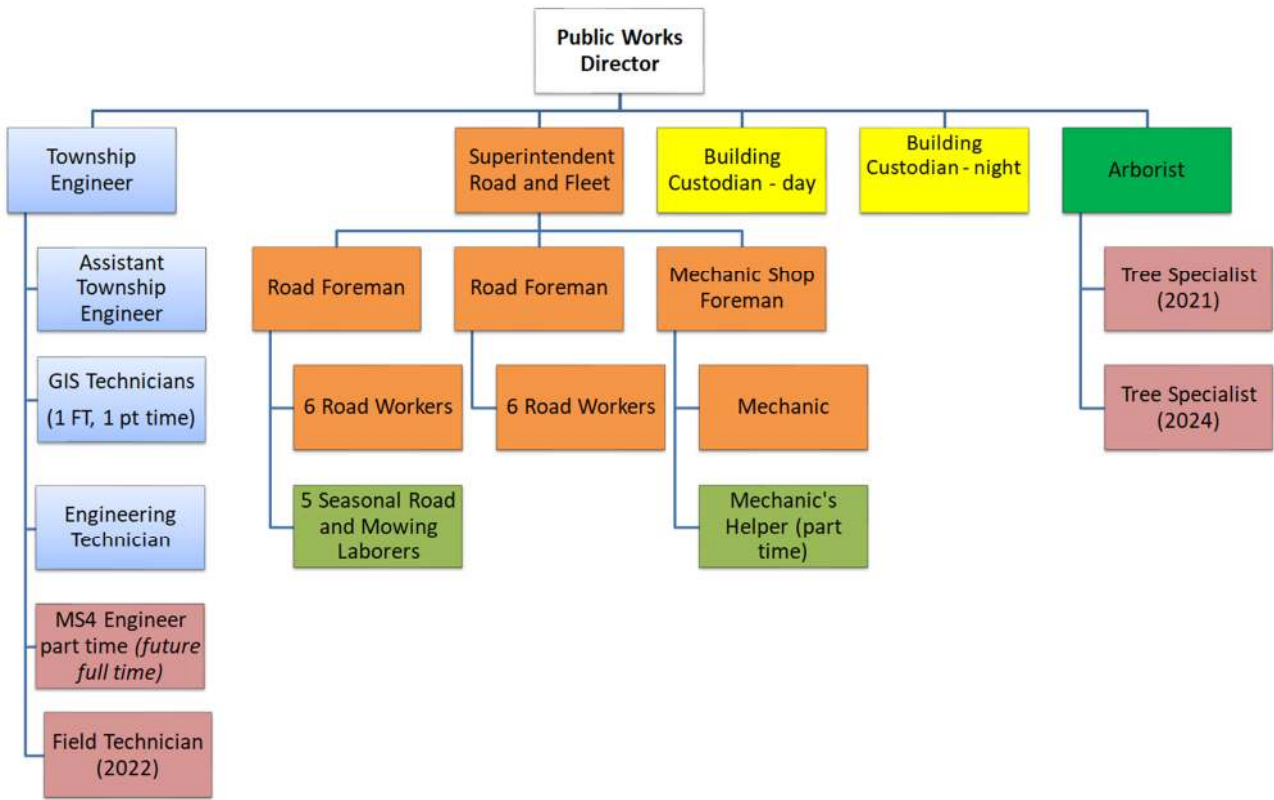
**\$70,000**

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

# PUBLIC WORKS DEPARTMENTS

## PUBLIC WORKS STAFFING

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



The Public Works Department consists of 4 sections, as shown in the organizational chart. These include Road/Fleet Maintenance, Engineering, Arbor Care, and Buildings/Grounds.

## BUILDINGS AND GROUNDS SECTION

The total proposed capital costs for the Buildings & Grounds Section totals **\$3.75 Million or 36.0% of the Capital Reserve Fund Requests** for the five years.

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

In 2020, the construction of a new public works facility began. This 13,753 square foot building includes truck lifts, vehicle mechanic bays, offices, break room and showers, bathrooms, a truck wash facility, and a fueling station. The new building 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. The building was designed and is being constructed to LEED requirements (Gold as the goal), and structural accommodations will 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 does include a dual electric vehicle charging station to accommodate future Township owned electric vehicles. Site work will provide additional parking and provides for upgrades to the stormwater management system.

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

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

FERGUSON TOWNSHIP							
2021 – 2025 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
BUILDINGS & GROUNDS							
30.400.409.750							
Description	Department	2021	2022	2023	2024	2025	TOTAL
							-
Fitness Equipment	ALL	2,000	2,000	2,000	2,000	2,000	10,000
Door FOBS (2) Admin Building	PW	4,200					4,200
Reconstruct & Pave PW laydown area	PW	68,250					68,250
HVAC Control Main Meeting Room & Hall	PW	12,810					12,810
Waterproof South Stairwell	PW	3,575					3,575
Door FOBS (2) Building 3	PW		4,410				4,410
Door FOBS (4) Building 4	PW			9,261			9,261
New Fire Station Needs Assessment	Admin		25,000				25,000
New Fire Station Land Acquisition	Admin			100,000			100,000
New Fire Station Design & Engineering	Admin				427,500		427,500
New Fire Station Construction	Admin					2,850,000	2,850,000
	Total	90,835	31,410	111,261	429,500	2,852,000	3,515,006



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

FERGUSON TOWNSHIP						
2021 – 2025 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
BUILDING EQUIPMENT SINKING FUND						
30.400.409.760						
* YOP=Year of Purchase, YOR=Year of Replacement						
Description	YOP	AGE	YOR	Additions	Deductions	Balance
Beginning Balance 12/31/19						236,777
2020 Expected Expenditures			2020		2,200	234,577
Annual Sinking Fund Contribution			2020	30,000		264,577
Annual Sinking Fund Contribution			2021	30,000		294,577
Paint Exterior Stucco on Administration Bldg			2021		15,800	278,777
Replace 2 steel entry doors	1997	24	2021		2,100	276,677
Replace Rubber Roof on Bldg #3			2021		76,700	199,977
Replace Water Heater			2021		9,500	190,477
Annual Sinking Fund Contribution			2022	30,000		220,477
Replace 2 steel entry doors	1997	25	2022		2,200	218,277
Replace Admin Building Carpet tiles	2007	15	2022		41,900	176,377
Replace Building Roofs	1997	25	2022		33,100	143,277
Replace Simplex Fire System	2007	15	2022		11,000	132,277
Replace Small Water Heater			2022		2,200	130,077
Annual Sinking Fund Contribution			2023	30,000		160,077
Replace 2 steel entry doors	1997	26	2023		2,300	157,777
Annual Sinking Fund Contribution			2024	30,000		187,777
Replace 2 steel entry doors	1997	27	2024		2,500	185,277
Replace door security system			2024		18,200	167,077
Annual Sinking Fund Contribution			2025	30,000		197,077
Replace 2 steel entry doors	1997	28	2025		2,600	194,477
Replace HVAC system in computer room			2025		12,800	181,677
Total				180,000	235,100	
				EXPENDITURES		
				2021	104,100	
				2022	90,400	
				2023	2,300	
				2024	20,700	
				2025	15,400	
				Total	232,900	

## 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 **\$18.87 Million or 54.0% of the Capital Expenditures for All Funds.**

### Roadway Improvements

Each year a roadway assessment is conducted of approximately half of the Township's 95 miles of roadway. PAVER software generates a condition index based on data collection from visual field observations. The condition index is used, in conjunction with geographic considerations and traffic volumes, with input from staff and elected officials to develop the plan of road improvements.

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.

A cost-effective method to preserve pavement life is microsurfacing, a cold-mix paving system. It is not a hot-mix pavement. The material consists of small aggregate, asphalt emulsion, water, and mineral fillers, and is generally applied in 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 for approximately seven years. Microsurfacing adds no structural value to the pavement, and therefore, roadways that have deteriorated beyond a certain point are generally not good candidates for this process. Typically microsurfacing is placed in 2 lifts, back to back. Based on historical pricing and translated to an average price per linear foot of 26-foot wide roadway, microsurfacing can be placed for approximately \$12/linear foot of the road.

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

### Comprehensive Township wide traffic study

This study is requested to help the Township understand the effects that development has had over the past 10 years on the road network, it will forecast development over the next 20 years, and using modeling software, predict impacts to the roadway network. The results of the study will provide information to plan and program funding for future capital improvements to the roadway system.

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

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

Now again, about 10 years later, staff recommends the Township update the study. Again, changes in zoning and land use will be considered as well as the actual effects of completion of links such as Old Gatesburg Road and Bristol Avenue. When the Township becomes more linear or even static in development trends, an update to the study may not be necessary.

R=roads, D=drainage, M=mobility, O=operating

PUBLIC WORKS EXPENDITURES BY TYPE								
	D		852,000	2,452,000	859,000	978,000	378,000	5,519,000
	R		1,902,900	2,516,000	2,853,000	3,056,000	1,494,000	11,821,900
	M		87,000	33,000	35,000	36,000	38,000	229,000
	O		236,000	248,000	260,000	273,000	287,000	1,304,000
Total			3,077,900	5,249,000	4,007,000	4,343,000	2,197,000	18,873,900
PUBLIC WORKS EXPENDITURES BY FUND AND TYPE								
CR	D		488,000	1,575,000	250,000	250,000	50,000	2,613,000
CR	R		0	0	0	0	0	0
TIF	M		87,000	33,000	35,000	36,000	38,000	229,000
TIF	D		364,000	877,000	609,000	728,000	328,000	2,906,000
TIF	R		1,302,900	1,904,000	2,103,000	2,236,000	532,000	8,077,900
LF	R		600,000	612,000	750,000	820,000	962,000	3,744,000
LF	O		236,000	248,000	260,000	273,000	287,000	1,304,000
Total			3,077,900	5,249,000	4,007,000	4,343,000	2,197,000	18,873,900

FERGUSON TOWNSHIP								
2021 – 2025 CIP CAPITAL PROJECTS DETAIL-CASH BASIS								
PUBLIC WORKS ROAD PROJECTS								
FUND	CAT	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
R=road, D=stormwater, M=mobility, O=operating								
CR	D	Cheasapeake Bay Pollutant Reduction Plan (MS4)	150,000	75,000	250,000	250,000	50,000	775,000
CR	D	Park Hills Drainageway	338,000	1,500,000				1,838,000
LF	O	Pavement Markings	109,000	115,000	120,000	126,000	133,000	603,000
LF	O	Road Salt	127,000	133,000	140,000	147,000	154,000	701,000
LF	R	ADA Curb Ramp Replacements	95,000	99,000	104,000	109,000	115,000	522,000
LF	R	Gatesburg Road (West) microsurface	175,000					175,000
LF	R	Marengo Road microsurfacing					254,000	254,000
LF	R	Microsurfacing	259,000	272,000	286,000	300,000	315,000	1,432,000
LF	R	Nixon Road microsurfacing				228,000		228,000
LF	R	Old Gatesburg Road microsurfacing				100,000		100,000
LF	R	Plainfield Drive Microsurfacing		75,000				75,000
LF	R	Road Materials & Supplies	71,000	75,000	79,000	83,000	87,000	395,000
LF	R	Tadpole Road microsurfacing					191,000	191,000
LF	R	Whitehall Road Microsurfacing		91,000	281,000			372,000
TIF	D	Devonshire Drive oversize inlet	42,000					42,000
TIF	D	Reline CMP Brackenridge	298,000					298,000
TIF	D	Reline/Line CMP pipes for current years projects		262,000	221,000	288,000	236,000	1,007,000
TIF	D	Repair Stormwater inlets & replace tops for current years projects		99,000	79,000	15,000	92,000	285,000
TIF	D	Video Assess, Clean & line/reline CMP pipe in Brackenridge						0
TIF	D	Video Assess, Clean & line/reline CMP pipe in Good Hope Farms			20,000	425,000		445,000
TIF	D	Video Assess, Clean & line/reline CMP pipe in Pine Hall		14,000	289,000			303,000
TIF	D	Video Assess, Clean & line/reline CMP pipe in Stonebridge	24,000	502,000				526,000
TIF	M	Pine Grove Mills Bike Path						0
TIF	M	Pine Grove Mills Mobility Study	55,000					55,000
TIF	M	Sealcoat & Pavement Repairs for Bike Paths	32,000	33,000	35,000	36,000	38,000	174,000
TIF	R	Aaron Drive			286,000			286,000
TIF	R	ADA Handicap Ramps for current years projects	0	77,000	57,000	123,000	63,000	320,000
TIF	R	Airport Road			41,000			41,000
TIF	R	ARLE Traffic Signal Performance Metrics (grant)	598,900					598,900
TIF	R	Ashburton Court				19,000		19,000
TIF	R	Bergman Court				91,000		91,000
TIF	R	Blue Course Drive			41,000	1,340,000		1,381,000
TIF	R	Brushwood Drive		64,000				64,000
TIF	R	Cherry Hill Road			159,000			159,000
TIF	R	Circleville Road			78,000			78,000
TIF	R	Clinton Ave		64,000				64,000
TIF	R	Comprehensive Township Wide Traffic Study			232,000			232,000
TIF	R	Corl Street South			63,000			63,000
TIF	R	Cromer Drive			47,000			47,000
TIF	R	Denton Ave			64,000			64,000
TIF	R	Ernest Lane				135,000		135,000
TIF	R	Fairfield Circle		70,000				70,000
TIF	R	Farnstead Lane			161,000			161,000
TIF	R	Gatesburg Road (select section)	95,000					95,000
TIF	R	Glenwood Circle			78,000			78,000
TIF	R	Green Light Go radar detection at traffic signals		135,000	156,000	164,000	172,000	627,000
TIF	R	Harold Drive	38,000					38,000
TIF	R	Harris Street		114,000				114,000
TIF	R	Linn Street		182,000				182,000
TIF	R	Manor Court		26,000				26,000
TIF	R	Muncy Road		99,000				99,000
TIF	R	Nixon Road mill & overlay				120,000		120,000
TIF	R	North Allen Street		234,000				234,000
TIF	R	North Hills Place		79,000				79,000
TIF	R	Oak Glenn Road		36,000				36,000
TIF	R	Pamela Circle		55,000				55,000
TIF	R	Park Crest Lane			130,000			130,000
TIF	R	Plainfield Drive mill & overlay		40,000				40,000
TIF	R	Replace concrete curbs for current years projects		185,000	10,000		31,000	226,000
TIF	R	Research Drive				148,000		148,000
TIF	R	Rosemont Drive				96,000		96,000
TIF	R	Rosewood Circle		35,000				35,000
TIF	R	Sandra Circle		26,000				26,000
TIF	R	Science Park & Sandy Drive traffic signal	551,000					551,000
TIF	R	Sheffield Court					16,000	16,000
TIF	R	Sleepy Hollow Drive		208,000				208,000
TIF	R	SR45 & SR26 & Nixon Road Traffic Signal	20,000	70,000	500,000			590,000
TIF	R	Stafford Circle		45,000				45,000
TIF	R	Stonebridge Drive					239,000	239,000
TIF	R	Westwind Drive					11,000	11,000
TIF	R	Whitehall Road Mill and Overlay		60,000				60,000
								0
Total			3,077,900	5,249,000	4,007,000	4,343,000	2,197,000	18,873,900

## **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.

## **Traffic Signals and Transportation Studies:**

### **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. This project has been in review and under design for several years and is assigned contract number 2016-C11.

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

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

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

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

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

Also included in this CIP is funding for a new traffic signal at the intersection of Science Park Road and Sandy Drive based on an approved traffic signal warrant analysis.

### **Pine Grove Mills Mobility Study**

Funding for a mobility study is included in 2021. This study was delayed due to reduced traffic counts during the coronavirus pandemic, which did not permit accurate traffic data collection.

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

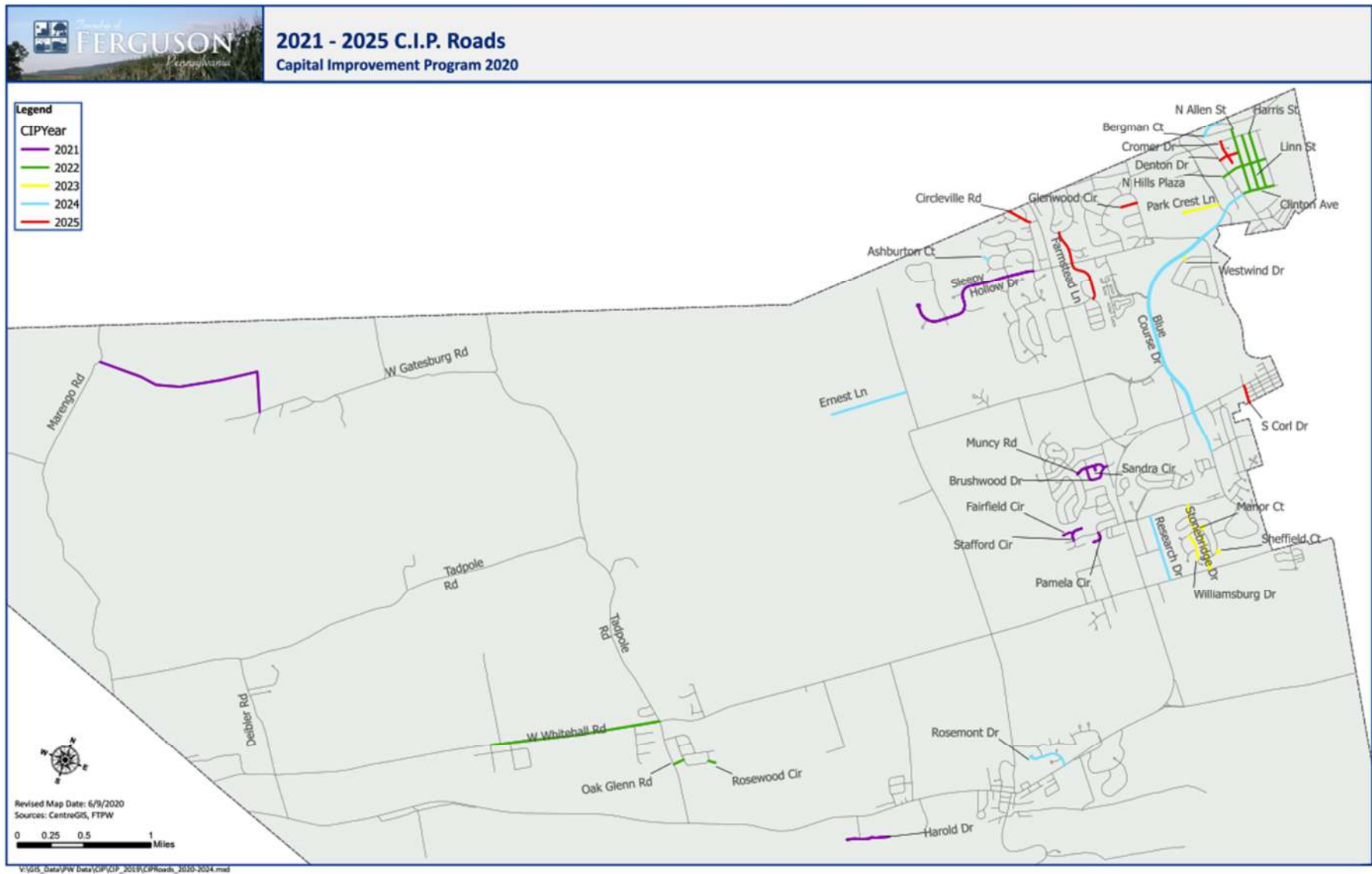
### **Northland Area Mobility Study**

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

### **Townshipwide Traffic Study**

A comprehensive Township wide traffic study is included in this CIP. The last comprehensive study was conducted in 2009. The new study will consider land uses and project traffic volumes based on growth. The projected volumes will be modeled on our existing roadway network considering geometric constraints at intersections. Such a study is useful at anticipating and planning for future roadway improvements such as traffic signal installations, signal modifications, round-a-bouts, and turn lanes.

# ROADS 2021-2025

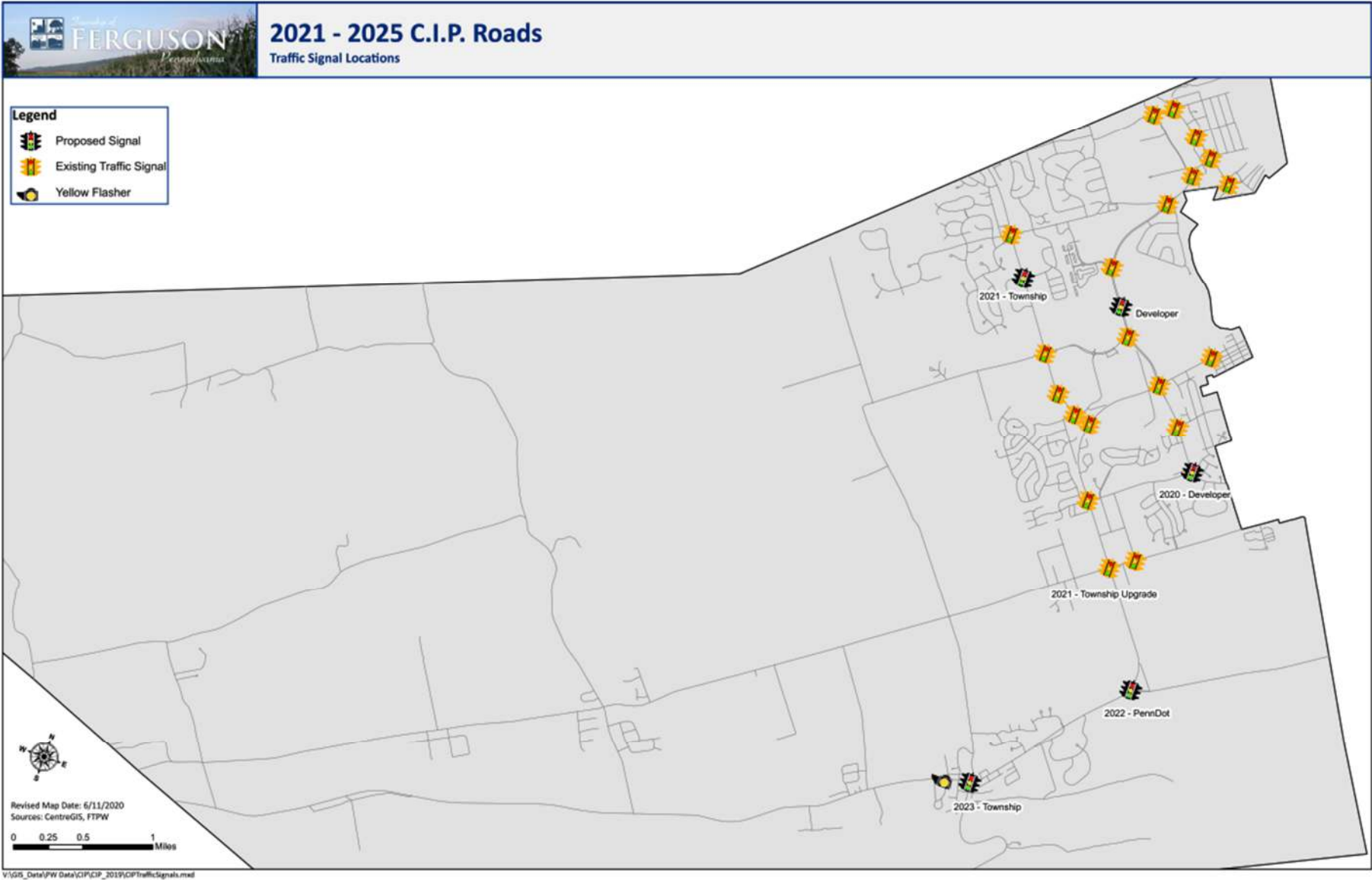




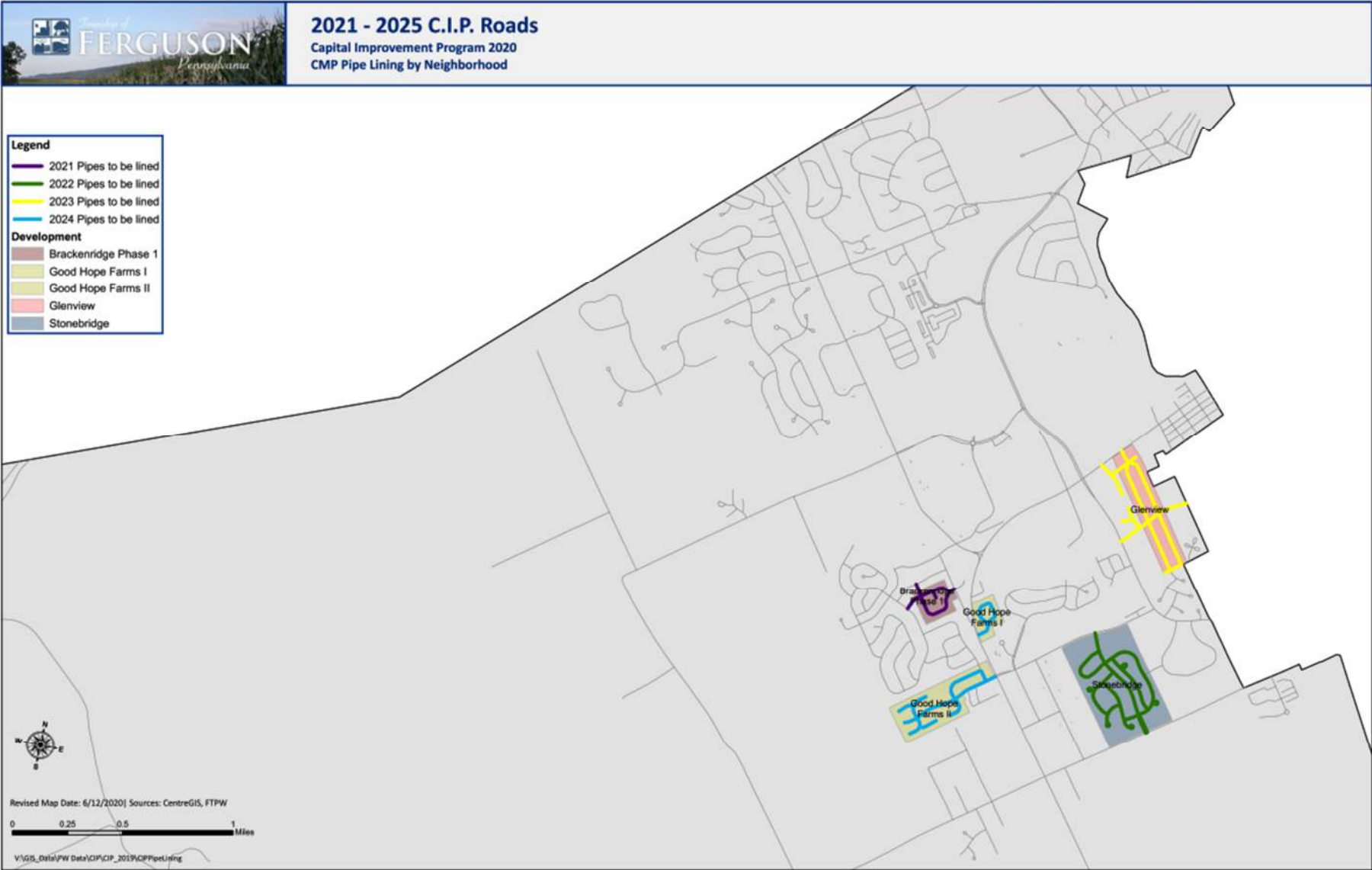
# MICROSURFACING 2021-2025



TRAFFIC SIGNALS 2021-2025



PIPELINING 2021-2025



## **STORMWATER PROJECTS**

### **Storm Pipe Improvements**

The condition of the inlets and storm pipe is assessed either visually or by a remote-controlled camera before a roadway is overlaid with new asphalt. This CIP reflects anticipated costs due to inlet and storm pipe replacement. Entire new inlets set in place can cost \$3,000 to \$4,000 each. The cost of storm pipe replacement varies based on the length of pipe to be replaced, the diameter of the pipe, the type of pipe material, and other work associated with the storm pipe replacement such as other utility relocation costs and if the above curb or sidewalk needs replaced. A typical 18-inch diameter high-density polyethylene (HDPE) pipe installed will add about \$75 to \$125/ linear foot to the project cost plus roadway and curb restoration. The structural lining of an old corrugated 18-inch diameter pipe could cost \$105/linear foot for long runs, more for small quantities. As you can surmise, the cost of replacing the storm pipe system can exceed the cost to repave the road.

In addition to storm pipe improvements associated with capital road projects, the CIP includes funding neighborhood-wide or geographic storm pipe video assessments and pipelining in the following year. This cost could be considered an eligible expense under a stormwater fee program.

### **Chesapeake Bay Pollution Reduction Plan (CBPRP)**

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

### **Stormwater Fee Study**

In 2018, the Township completed a stormwater fee feasibility study (sometimes referred to as Phase 1 of the study). The study concluded that a fee is feasible. Phase 2 of the study is currently in progress and nearing completion. The phase 2 study includes a cost of service analysis, finalized 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.

### **Park Hills Drainageway**

This drainageway project is currently in design to provide a natural type restoration of a severely eroded and incised drainageway through the Park Hills neighborhood. Funding for design, utility relocation, easement acquisition, and construction is included in this 5-year CIP. The Park Hills project is also a candidate project to consider funding with a stormwater fee.

## ROAD/FLEET SECTION - PUBLIC WORKS EQUIPMENT

The following charts depict the capital equipment requested by the Public Works Department during the term of the capital plan. Public Works equipment requests **\$2.10 Million or 20.1% 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.

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

FERGUSON TOWNSHIP							
2021 – 2025 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
NEW EQUIPMENT PUBLIC WORKS							
XX.400.430.XXX							
Description	FUND	2021	2022	2023	2024	2025	Total
Traffic Signal UPS Battery Replacement (routine maintenance)	GF	2,835	2,977	3,126	3,446	3,282	15,666
Replace traffic signal LED bulbs (routine maintenance)	GF	5,250	5,513	5,788	6,381	6,078	29,010
Traffic Signal Upgrade Science Park/West College	CR	15,000					15,000
Combo Brush/leaf collector (90/10 recycling grant)	CR	303,111					303,111
1500 Gallon Salt Brine Tank	CR	36,496					36,496
Replace 1990 Batwing Mower with Flail Mower	CR	16,319					16,319
Convert overhead Luminaire to LEDs	CR	9,450	9,923	10,419	11,487		41,279
Aluminum trench suring box for safe trenches	CR	7,981					7,981
Asphalt Paver for road maintenance	CR			156,279			156,279
Install Aluminum dump bed on 2010 Chevy Silverado	CR	7,035					7,035
Stump Grinder	CR		9,151				9,151
Asphalt Distributor (aka Tack Buggy)	CR	18,224					18,224
Replace 2003 Utility trailer	CR			4,631			4,631
Replace 1997 Towmaster trailer	CR		19,845				19,845
Replace Survey Equipment	CR					30,388	30,388
							0
<b>Total</b>		<b>421,701</b>	<b>47,409</b>	<b>180,243</b>	<b>21,314</b>	<b>39,748</b>	<b>710,415</b>
	<b>Totals by Fund</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
	GF	8,085	8,490	8,914	9,827	9,360	
	CR	413,616	38,919	171,329	11,487	30,388	
	<b>Total</b>	<b>421,701</b>	<b>47,409</b>	<b>180,243</b>	<b>21,314</b>	<b>39,748</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						
2021 – 2025 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS						
PUBLIC WORKS EQUIPMENT SINKING FUND						
30.400.430.760						
Description	DOP	Age	Year	Additions	Deductions	Balance
Beginning Balance 1/1/2020						571,818
No Activity for 2020			2020	0	0	571,818
Replace 2004 Bucket Truck with 70 ft reach	2004	17	2021		215,880	355,938
Annual Sinking Fund Contribution			2021	250,000		605,938
Replace 2006 International single axle	2006	15	2021		230,669	375,269
Annual Sinking Fund Contribution			2022	250,000		625,269
Replace 2008 single axle plow truck	2008	14	2022		214,988	410,281
Annual Sinking Fund Contribution			2023	250,000		660,281
Annual Sinking Fund Contribution			2024	250,000		910,281
Replace 2010 single axle plow truck	2010	14	2024		197,824	712,457
Replace 2008 ODB leaf collector	2008	16	2024			712,457
Replace 2001 Catapiller Backhoe	2001	24	2025		211,756	500,701
Annual Sinking Fund Contribution			2025	250,000		750,701
Replace 2004 ODB one person leaf collector	2017	8	2025		317,247	433,454
						433,454
<b>Total</b>				<b>1,250,000</b>	<b>1,388,364</b>	
<b>Subtotals by Year</b>				<b>EXPENDITURES</b>		
				2021	446,549	
				2022	214,988	
				2023	0	
				2024	197,824	
				2025	529,003	
				<b>Total</b>	<b>1,388,364</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***

## ARBOR CARE - Urban Forestry

A full-time municipal tree specialist is requested in 2021. This position was approved and funded in 2020, but no hire was made in 2020.

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



## PARKS AND RECREATION

The proposed five-year Capital Improvement Program Budget for Parks and Recreation (not including CRCOG) totals **\$1.98 Million or 19.0% of the Capital Reserve Fund Requests**. The following projects are recommended in the upcoming five years.

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

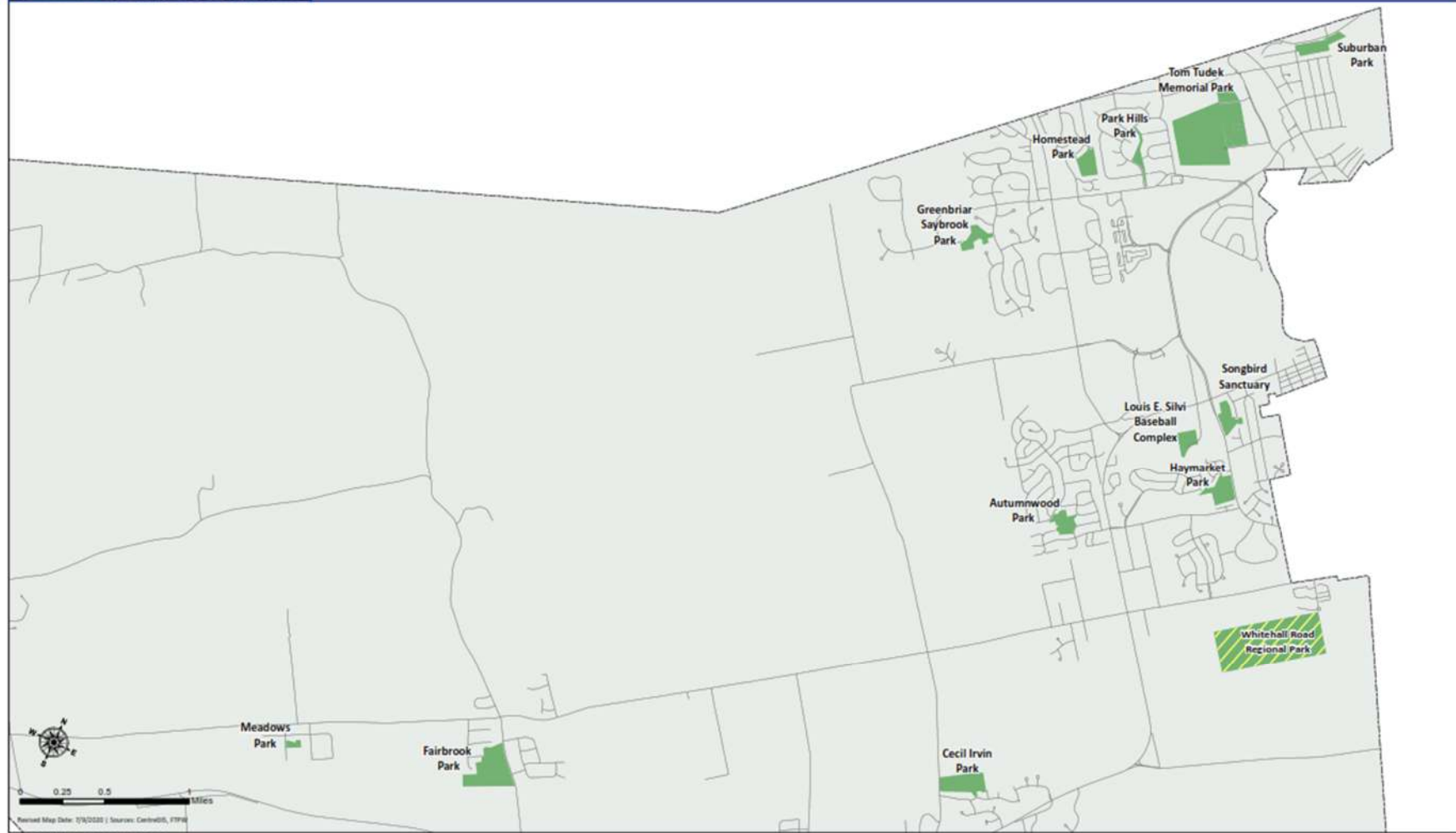
The 2021-2025 CIP includes Suburban Park phase A improvements, Cecil Irvin Park improvements, Tudek Park Phase IIIA, and restroom facilities at Haymarket Park.

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

FERGUSON TOWNSHIP							
2021 – 2025 CIP CAPITAL EQUIPMENT DETAIL-CASH BASIS							
PARK IMPROVEMENT FUND 34							
34,400,452.750							
Description	Loan/Grant Amount	2021	2022	2023	2024	2025	TOTAL
Cecil Irvin Park Phase II	160,000		320,000				320,000
Community Orchard Program			10,000				10,000
Compost Facility at Meadows Park						5,000	5,000
Compost Toilet in Township Park			25,000				25,000
Fairbrook Park Master Plan Update		25,000					25,000
Fairbrook Park Native Landscape Areas			6,000				6,000
Fence Installation @Louis E Silvi Baseball Field		6,000					6,000
Greenbriar/Saybrook Master plan				25,000			25,000
Haymarket Restroom Facilities				120,000			120,000
Homestead Park Play Equipment		75,000					75,000
Landscape Buffer @ Whitehall Regional Park (Fund 31)		40,360					40,360
Park Surveying Program		10,000	10,000	10,000	10,000	10,000	50,000
Playground Safety & Updates		37,500	37,500	37,500	37,500	37,500	187,500
Songbird Sanctuary Passive Recreation		50,000					50,000
Suburban Park Offsite Trail Connection		2,500					2,500
Suburban Park Phase 1 Design & Permitting		80,000					80,000
Suburban Park Phase 1A Construction	275,000	550,000					550,000
Tudek Park Phase IIIA						355,000	355,000
Veterans Memorial @ Louis E Silvi Baseball Field	50,000			50,000			50,000
<b>Total</b>	<b>485,000</b>	<b>876,360</b>	<b>408,500</b>	<b>242,500</b>	<b>47,500</b>	<b>407,500</b>	<b>1,982,360</b>



**Capital Improvement Program 2021 - 2025  
Municipal Parks**





## Suburban Park Master Plan

Ferguson Township, Centre County, Pennsylvania  
May 2019

Prepared For:



**FERGUSON**  
Pennsylvania

Prepared By:



**ysm**  
Landscape Architecture  
1000 E. Main Street, Suite 100  
York, PA 17403  
717.333.3333  
www.ysm.com









## 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.**

<b>2021</b>	
<b>Suburban Park - Phase 1 Design and Permitting</b>	<b>\$80,000</b>
There was an appropriation in the 2020 Operating Budget for the Township to perform a hydraulics and hydrology analysis to design the floodway channel through Suburban Park to fulfill the requirements before constructing Suburban Park - Phase 1. This work is scheduled to begin mid to late 2020 and will require funding from the 2021 budget to complete the task.	
<b>Suburban Park Offsite Trail Connection</b>	<b>\$2,500</b>
Suburban Park – Phase 1 park improvements include a new ADA accessible route that would extend along the southeast edge to form a perimeter trail loop. The loop has a recommended option to create a southeast offsite connection to the existing trail that links to regional destinations, which will require a public access easement. Staff recommends funding based on market value to obtain the public access easement pending Penn State University approval.	
<b>Suburban Park Phase 1A</b>	<b>\$550,000</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. The Township applied for and expects a grant award from DCNR C2P2. The Township's obligation will be 50 percent of the budgeted amount if awarded the grant.	
<b>Park Surveying Program</b>	<b>\$10,000</b>
Staff recommends the Township initiate the Park Surveying Program to annually prioritize and budget 1 to 2 parks to be surveyed for purposes of identifying the park property boundary lines to install corner split rail fence. The recommended program will support and assist Township staff in responding with timely and accurate information concerning park boundary lines in response to yard waste dumpings, matters, dead trees, sinkholes, mowing, and related onsite issues. Fairbrook Park and Greenbriar-Saybrook Park would be considered for 2021.	
<b>Fence Installation at Louis E. Silvi Baseball Field</b>	<b>\$6,000</b>
Improvements to the dugout area to address safety concerns.	
<b>Songbird Sanctuary – Passive Recreation</b>	<b>\$50,000</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, presented to the Parks and Recreation Committee the Master Plan draft. Staff will include cost estimates to submit a pre-final Master Plan to the Board of Supervisors for their consideration. The Master Plan recommends passive recreational amenities such as walking and dirt	

bike trails, educational kiosks, nesting boxes, educational signage, and benches for an enjoyable wooded area to recreate in an otherwise urbanized environment.	
<b>Homestead Park Play Equipment</b>	<b>\$75,000</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>Landscape Buffer at Whitehall Road Regional Park – Fund 31</b>	<b>40,360</b>
Funds allocated to have the landscape buffer planted as per the Land Development Plan.	
<b>Playground Safety and Contingency Program</b>	<b>\$37,500</b>
This item provides funding for equipment upgrades and replacements to meet playground safety standards.	
<b>2022</b>	
<b>Community Orchard Program</b>	<b>\$10,000</b>
Some residents request a community Orchard program.	
<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>Park Surveying Program</b>	<b>\$10,000</b>
This is a continuation of the park surveying program mentioned in 2021.	
<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 porous 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 and Contingency Program</b>	<b>\$37,500</b>
This item provides funding for equipment upgrades and replacements to meet playground safety standards.	
<b>2023</b>	
<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 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>Haymarket Park Restroom Facilities -</b>	<b>\$120,000</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.	
<b>Veterans Memorial at Louis E. Silvi Baseball Field</b>	<b>\$50,000</b>
Funding to install Veterans memorial at the field. Partial funding will come from Louis E. Silvi Baseball Foundation.	
<b>Park Surveying Program</b>	<b>\$10,000</b>
This is a continuation of the park surveying program mentioned in 2021.	
<b>Playground Safety &amp; Update Program</b>	<b>\$37,500</b>
This item provides funding for equipment upgrades and replacements to meet playground safety standards.	
<b>2024</b>	
<b>Park Surveying Program</b>	<b>\$10,000</b>
This is a continuation of the park surveying program mentioned in 2021.	
<b>Playground Safety and Contingency Program</b>	<b>\$37,500</b>
This item provides funding for equipment upgrades and replacements to meet playground safety standards.	
<b>2025</b>	
<b>Compost Facility at Meadows Park</b>	<b>\$5,000</b>
In collaboration with residents, staff recommends the Township designate a compost facility at Meadows Park.	
<b>Tom Tudek Memorial Park Phase IIIA</b>	<b>\$355,000</b>

Completion of Tudek Park Phase 3a includes the construction of two 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>Park Surveying Program</b>	<b>\$10,000</b>
This is a continuation of the park surveying program mentioned in 2021.	
<b>Playground Safety &amp; Update Program</b>	<b>\$37,500</b>
This item provides funding for equipment upgrades and replacements to meet playground safety standards.	